

DRAFT: 3-3-2014

CITY OF NORCROSS, GEORGIA 2034 COMPREHENSIVE PLAN



JACOBS

DRAFT: 3-3-2014

CITY OF NORCROSS: 2034 COMPREHENSIVE PLAN

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RESOLUTION
To Transmit the 2034 Comprehensive Plan
to the Atlanta Regional Commission for Review

WHEREAS, the City of Norcross Mayor and City Council has completed the 2034 Comprehensive Plan document as part of the 20-year Comprehensive Plan update.

WHEREAS, this document were prepared according to the Minimum Standards and Procedures for Local Comprehensive Planning effective January 1, 2013 and established by the Planning Act of 1989, and held the required public hearing on March 3, 2014.

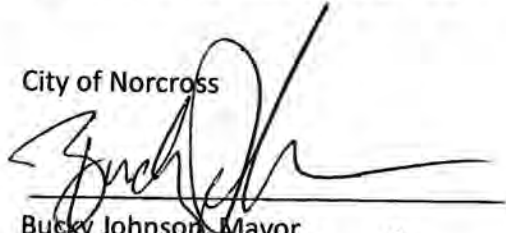
WHEREAS, the City of Norcross Mayor and City Council has certified that the minimum public participation and other procedural requirements, as identified in the Minimum Standards and Procedures for Local Comprehensive Planning, have been met and exceeded in preparing the draft document of the 20-year Comprehensive Plan Update.

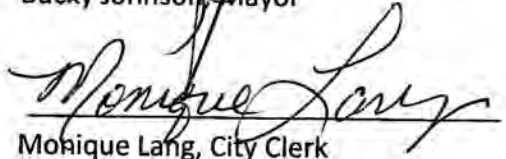
WHEREAS, the City of Norcross Mayor and City Council has certified that both the Regional Water Plan and the Rules for Environmental Planning Criteria, stipulated by section 110-12-1-.02(3) of the Minimum Standards and Procedures for Local Comprehensive Planning, have been considered.

BE IT FURTHER RESOLVED, that the Council hereby transmits the 2034 Comprehensive Plan for regional review.

IN WITNESS WHEREOF, I have hereunto set my hand and caused this seal to be affixed. This March 3, 2014.

City of Norcross


Bucky Johnson, Mayor


Monique Lang, City Clerk



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EXECUTIVE SUMMARY

The City of Norcross Comprehensive Plan is a policy guide for making rezoning and capital investment decisions and sets policies for City officials and staff concerning the future development of Norcross. This update of the Comprehensive Plan builds upon a long city tradition of planning and community involvement. At its foundation is the 2030 Comprehensive Plan adopted in 2008, and its building blocks include the numerous planning studies undertaken over the past five years. Its preparation was guided by an extensive public outreach effort. That effort included press releases, an online survey, three public workshops, an open house, several steering committee meeting and one-on-one interviews with local leaders.

Since the last update of the plan in 2008, a number of events have occurred that created the need to once again revise and update its findings and recommendations. These events include the annexation of over 2.1 square miles of land area, a major downturn in the national economy, and the completion of several major planning studies. This update reassesses where Norcross stands today and how it intends to develop as result of these events. It presents an updated community vision and corresponding goals, an assessment of needs and opportunities that the community will address in working toward that vision, and a work program designed to make that vision a reality.



Character Area Workshop Activity



Small Group Visioning Workshop

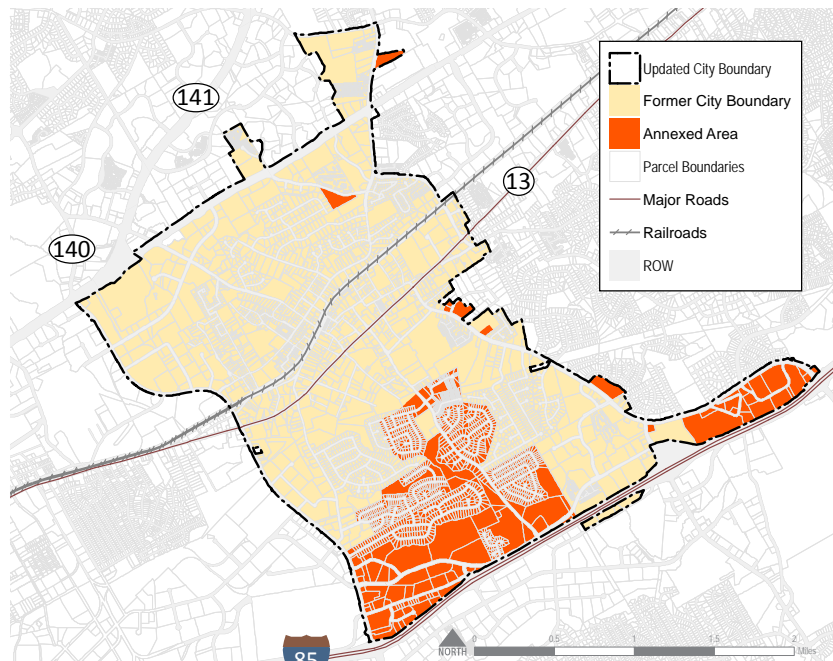


FIGURE 1-2: Annexation Map

THE VISION

“Norcross will be a dynamic and welcoming community in which generations of diverse citizens can engage, create, contribute and flourish.”

This vision is supported by five overarching goals that will help shape the City’s direction.

- Continue to Define Norcross’ Sense of Place
- Continue to Strengthen Norcross as a Livable and Safe Environment
- Increase Opportunities for Travel via Different Modes within and Outside Community
- Maintain a Vibrant Economy and Continue to Facilitate Job Growth
- Further the City’s Tradition of Strong Leadership and High Level of Quality Services

The community’s vision is further defined by the Future Development Map, which divides the city into thirteen unique character areas along with associated subarea visions, policies and implementation measures. The Future Development Map plays a key role in guiding Norcross’s elected officials, staff, and planning boards in future development and policy decisions. This Future Development Map is further supported by a Gateway Corridors and Structures Map, which identifies the preferred locations of gateway monuments, signs, and corridor streetscape treatments that are designed to enhance the community’s sense of place. The gateways should reflect the character of traditional downtown Norcross, or the vision and recognized design elements of the character area that they lie within.

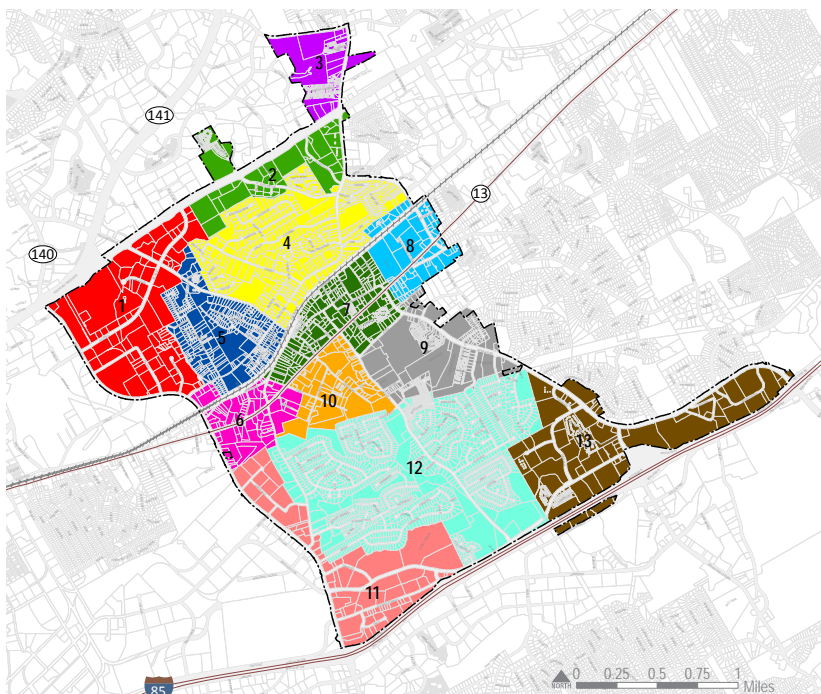


FIGURE 2-1: The Future Development Map
Source: City of Norcross GIS Dept. January 2014

- 1-Atlantic/Peachtree Industrial Blvd
- 2-Medlock/Peachtree Industrial Blvd
- 3-Norcross High School
- 4-North Peachtree St Neighborhoods
- 5-Hopewell Woods
- 6-Buford Hwy/Jimmy Carter Blvd Activity Center
- 7-Town Center
- 8-Langford Rd Industrial Center
- 9-Summerour Middle School
- 10-South Cemetery Street
- 11-Jimmy Carter Blvd/Brook Hollow Activity Center
- 12-Mitchell Road Neighborhoods
- 13-Beaver Run/Indian Trail Activity Center
- City Boundary
- Parcel Boundaries
- Major Roads
- Railroads
- ROW

PRIORITY NEEDS AND OPPORTUNITIES

The recommendations of this plan were crafted to address a list of 30 Priority Needs and Opportunities identified through the public outreach effort and existing conditions analysis. These were organized by the six primary elements of the plan's assessment outlined below.

Population

1. Maintain an Environment of Multi-cultural Acceptance and Tolerance.
2. Continue to Attract the Creative Class.
3. Support Lifelong Communities Initiatives.
4. Expand Community Engagement.
5. Connect the Two Sides of Buford Highway.

Housing

1. Encourage Desirable Residential Development.
2. Maintain Existing Housing Stock.
3. Expand Inter-parcel Connectivity and Interior Sidewalks.

Economic Development

1. Maintain and Improve Infrastructure.
2. Promote Buford Highway Redevelopment.
3. Maintain and Enhance a Business Friendly Environment.
4. Continue to Support the Arts.

Land Use

1. Revisit Zoning and Development Regulations.
2. Promote Development of Mixed Use Nodes at Key Gateway Intersections.
3. Promote Redevelopment along City's Principal Roadways.
4. Improve Gateways and Way Finding Signage.

Transportation

1. Pursue Funding & Implementation Partnerships.
2. Expand Bicycle Infrastructure.
3. Improve Downtown Railroad Crossings.
4. Expand Sidewalk Infrastructure
5. Increase Local Public Transportation Options.
6. Maintain Street Resurfacing. Program
7. Manage Traffic Flow

Community Facilities and Services

1. Improve Access to Community Facilities.
2. Continue to support the Norcross Police Department and its Presence in the Community.
3. Implement and update the Norcross Parks Master Plan, adopted in January 2011.
4. Construct Additional Parking in the Downtown Area.
5. Maintain & Improve Stormwater Infrastructure.
6. Implement High Tech Solutions in Service Provisions to Enhance the Community Image.
7. Develop a Citywide Geographic Information System (GIS).

KEY RECOMMENDATIONS

Over 250 action items were evaluated as part of this plan. These action items were compiled from the previous comprehensive plan, the numerous plan studies undertaken over the past five years, and the recommendations and input of the public as part of this effort. An evaluation matrix was developed based on the goals of the plan to prioritize action items and to serve as a tool for local officials in the evaluation of community projects. The matrix is part of the Community Work Program and was utilized to help update the City's five-year Short Term Work Program.

Among the many recommendations of this plan, the following items stand out as key in achieving the community's vision for the future. These projects help to achieve multiple City goals, and its long-term vision.

1. Initiate a review and revision of certain key elements of the zoning and development regulations, including the following:
 - Sign Ordinance. Amend sign ordinance to address improvements identified by sign ordinance evaluation.
 - Repurposing of old buildings to allow for loft apartments where appropriate, to maintain historic character if present, and promote redevelopment.
 - Industrial Zoning District. Revisit the M-1 zoning district to ensure appropriate users are allowed in the district.
 - Parking. Amend parking ordinance to provide for banking of parking and lower minimum parking requirements in the Town Center
 - New mixed-use zoning districts
 - Revisions to Redevelopment Area Overlay District
 - Develop streetscape standards and overlay for the Jimmy Carter Boulevard Corridor and Beaver Ruin Road corridors
 - Improve notification procedures for adjacent property owners at the time of rezoning
2. Promote Buford Highway Redevelopment. Continue to collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy Highway within the CID's boundaries, and hold Regular regular Buford Highway roundtable discussions to promote business and redevelopment of the corridor.

3. Strengthen historic area regulations and consider the creation of a Historic Preservation Authority and local historic district. In the past, the City has adopted and rescinded the creation of a historic district. Interest in utilizing this regulatory tool to preserve and protect the City's historic resources has resurfaced.
4. Continue positive relationship with ethnic and international communities, such as the Latin American Association, through the support and enhancement of community programs and events.
5. Undertake a Gateway Enhancement Study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monuments.
6. Establish a Sidewalk Connectivity Program - Inventory and prioritize sidewalk improvements on an annual basis to fill gaps in existing pedestrian network
7. Construct the Beaver Ruin Road multi-use path – support the Gwinnett Village Community Improvement District (GVCID) and Gwinnett County efforts to build a multi-use path along Beaver Ruin Road.
8. Update and implement the Norcross Parks Master Plan to create a citywide recreational trail network and plan for the recreational needs of the annexed area.
9. Support efforts to extend rail transit parallel to the I-85 corridor. This will be a long term effort primarily due to funding issues, but its impact on the growth of the community will be large

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1. PLAN OVERVIEW

A. PURPOSE

The *Minimum Standards and Procedures for Local Comprehensive Planning*, adopted by the Georgia Department of Community Affairs (DCA) establishes the requirements of any comprehensive plan prepared in Georgia. The latest version of these standards and procedures can be found in O.C.G.A Chapter 110-12-1, effective January 1, 2013. This plan update meets and exceeds these Minimum Standards. In doing so, the city is able to maintain its Qualified Local Government Status, making it eligible to receive certain types of state funding.

The City of Norcross Comprehensive Plan is a living document that is continually updated and shaped by its leadership, staff, and citizens. It is a policy guide for making rezoning and capital investment decisions and sets policies for city officials and staff concerning the future development of the City. Prior to this planning effort, the last update of the plan was adopted in September 2008, and since then a number of events have occurred that created the need to once again revise and update its findings and recommendations. These events include the annexation of over 2.1 square miles of land area (Figure 1-2), a major downturn in the national economy, the completion of several major planning studies, the maturation of the city's vision, and the successful implementation of local initiatives. This update reassesses where Norcross stands today and how it intends to develop and/or preserve as result of these events. It presents an updated community vision, corresponding goals, and a work program designed to make that vision a reality.

B. SCOPE

In keeping with the requirements of the DCA standards and procedures, this plan is presented in three major components:

1. *Community Vision* – which lays out the future vision and goals that the community wants to achieve in text, maps and graphics;
2. *Needs and Opportunities* – which provides a list of the various needs and opportunities that the community will address;
3. *Community Work Program* – which provides a 5-year Short Term Work Program designed to address the needs and opportunities. This program includes activities, initiatives, programs, ordinances, and administrative systems to be put into place or maintained in order to implement the plan.

In addition, the plan incorporates six planning elements, as defined by the DCA Minimum Standards, that are important to shaping the future of the community. These elements are primarily addressed in plan's assessment of needs and opportunities, and include the following:

1. Population
2. Economic Development
3. Land Use
4. Transportation
5. Housing
6. Community Facilities and Resources

A separate Appendix is also part of this plan, which includes detailed information collected as part of this planning effort organized by the six elements, a detailed description of the public involvement process utilized in preparing this plan, and a record of accomplishments highlighting the success of the previous Short Term Work Program adopted as part of the last plan.

The geographic area covered by this plan is that which is encompassed by the current incorporated boundaries of the City of Norcross. The city is located just 20 miles north Atlanta along I-85 in Gwinnett County, and covers approximately 5.16 square miles of area (Figure 1-1).

C. METHODOLOGY

This plan update is the product of the previous comprehensive plan, multiple planning efforts undertaken by the City since the previous plan's adoption, and an eight-month long public outreach effort. The previous plan, the City of Norcross 2030 Comprehensive Plan, laid the foundation for this effort, and where relevant, the findings and recommendations of the previous plan were incorporated and updated. In addition, this plan incorporated and updated the recommendation of several planning studies, including:

1. *The City of Norcross Town Center Plan*, adopted in 2011
2. *Livable Centers Initiative Update*, adopted in August 2012
3. *The Norcross Activity Center Livable Centers Initiative*, adopted in December 2008
4. *The Indian Trail-Lilburn Road Livable Centers Initiative Corridor Study*, adopted in March 2007
5. *The Jimmy Carter Boulevard/Buford Highway Redevelopment Plan*, adopted in September 2007
6. *City of Norcross Parks Master Plan*, adopted January 2011
7. *Summerour Middle School Safe Routes to School Travel Plan*, adopted in February 2012

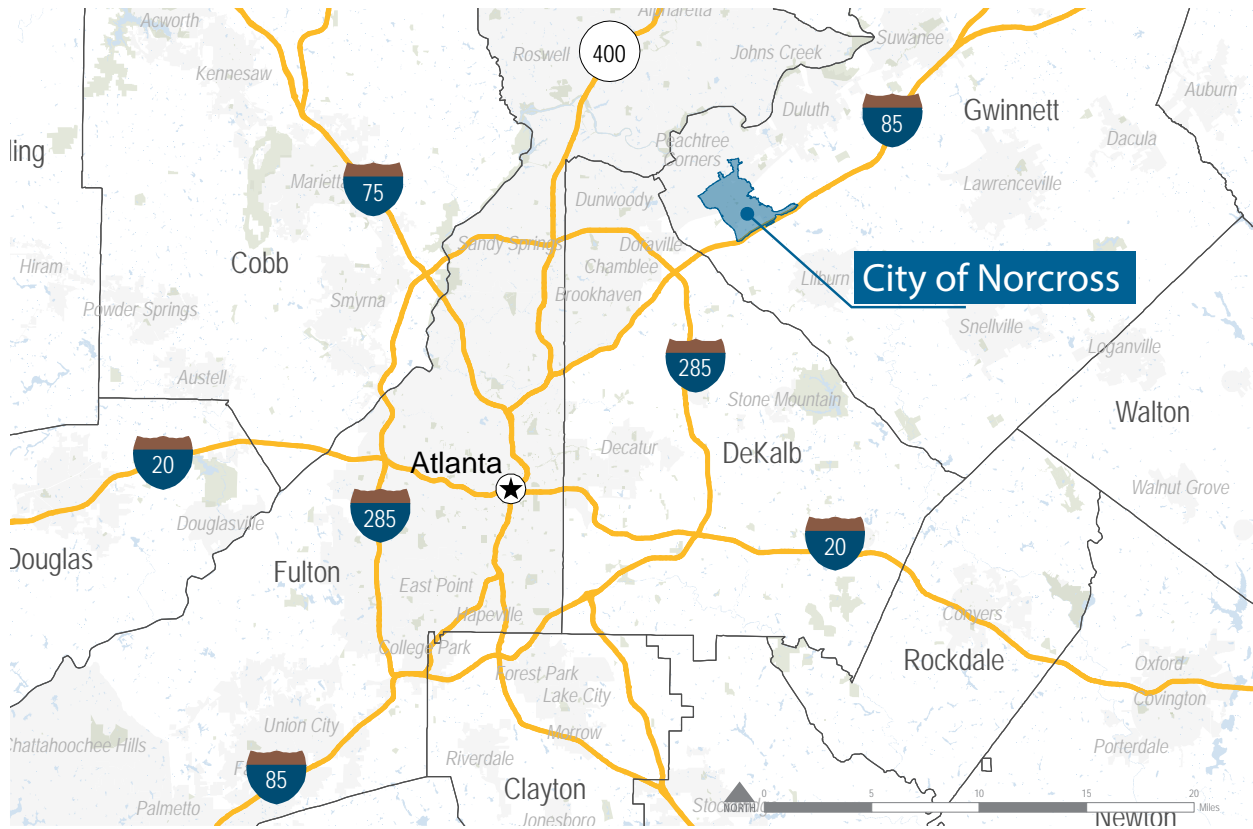


FIGURE 1-1: Regional Context Map

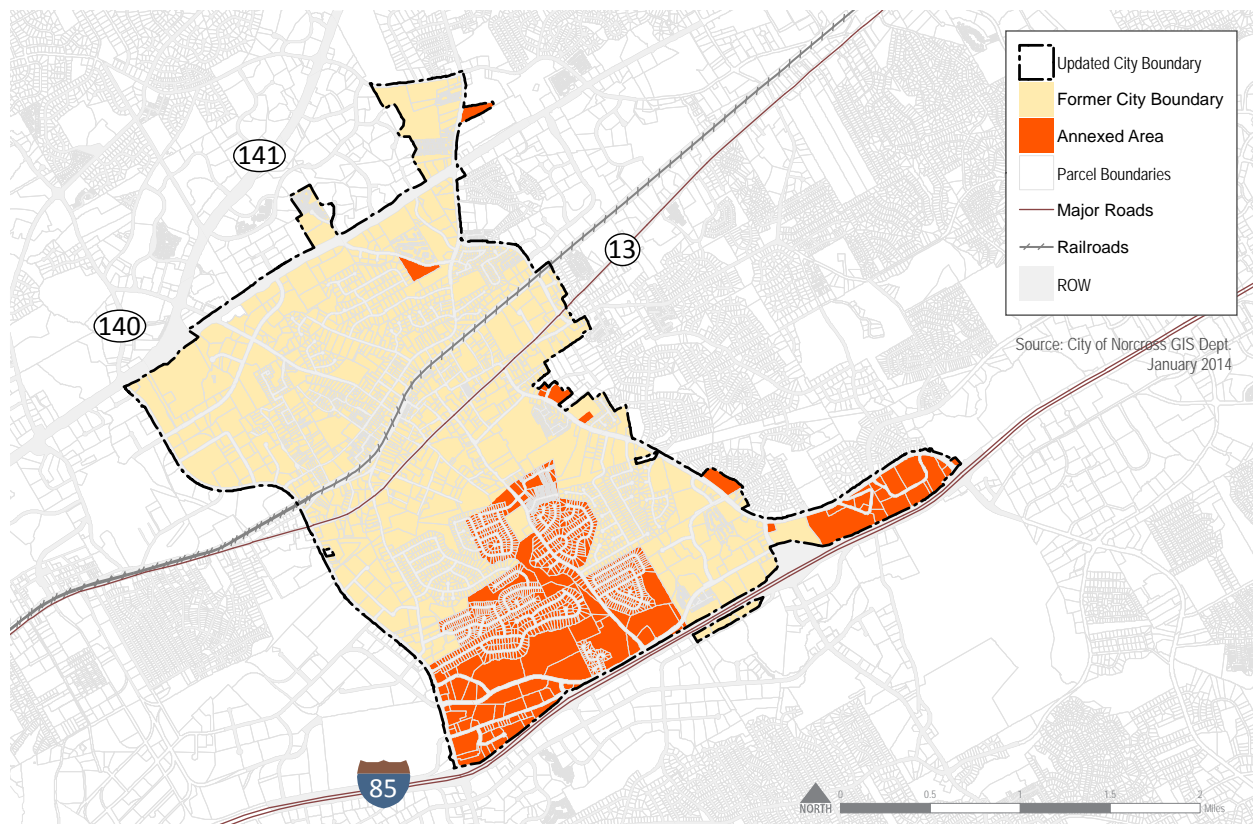


FIGURE 1-2: Annexation Map

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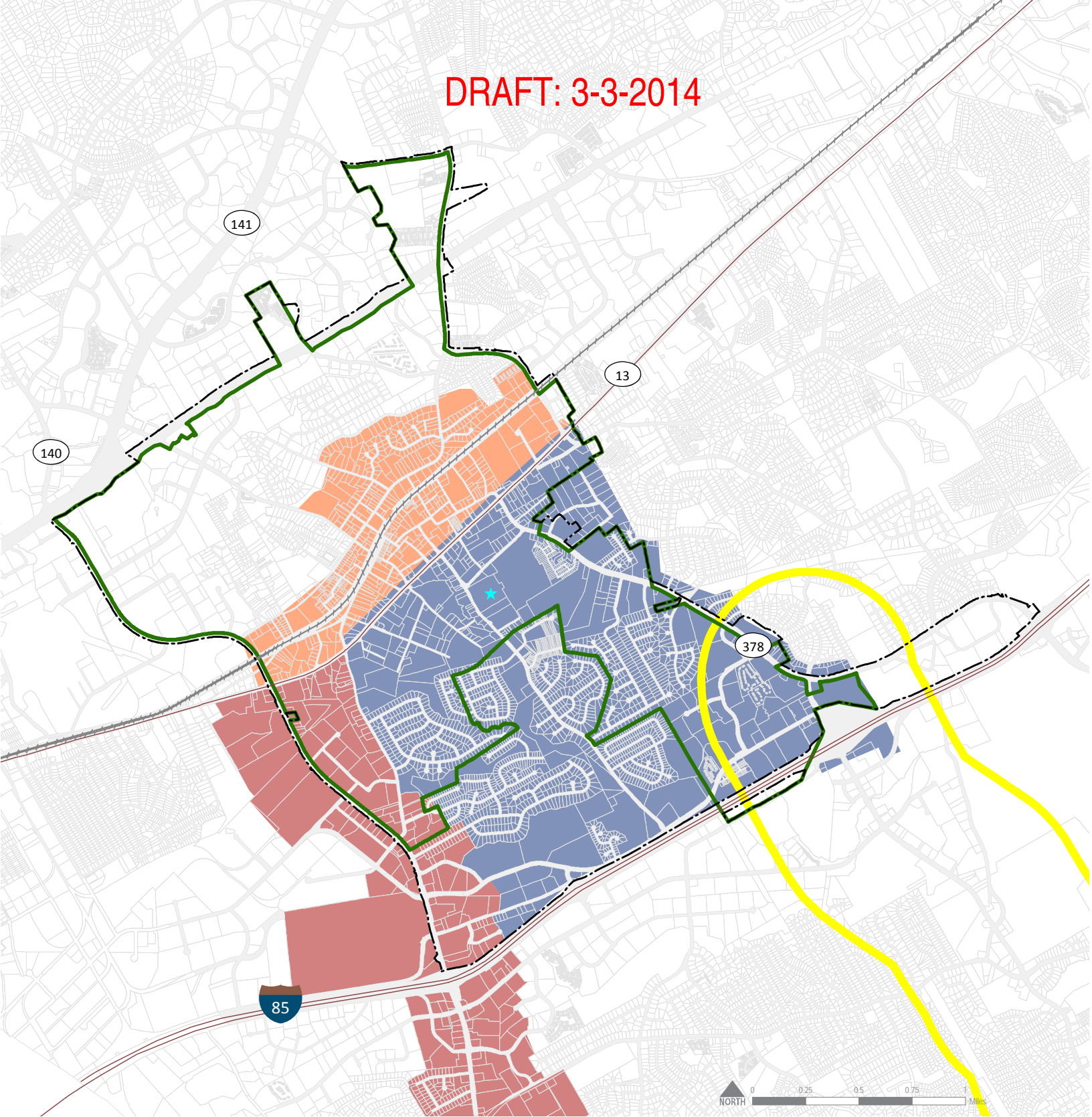


FIGURE 1-3: Previous Studies Map

Source: City of Norcross GIS Dept. January 2014

- ★ Summerour Middle School Safe Routes to School Travel Plan (2012)
- ▭ Parks Master Plan (2011)
- ▭ Indian Trail LCI (2007)
- ▭ Town Center LCI (2012)
- ▭ Norcross Activity Center LCI (2008)
- ▭ Jimmy Carter Blvd Corridor Study (2007)

- ▭ City Boundary
- ▭ Parcel Boundaries
- ▭ Major Roads
- ▭ Railroads
- ▭ ROW

Figure 1-3, Previous Studies Map, shows the boundaries of each of studies completed since the adoption of the last Comprehensive Plan, with the exception of the City of Norcross Parks Master Plan that covered the boundaries of the City before the 2011 Annexation.

The public outreach effort launched for this plan update included two public hearings, three community workshops, and an Open House. Announcements and notifications of these meetings were included on the City website, local newspapers, and flyers printed in both English and Spanish. In addition, an online community survey was posted providing those who could not make the public meetings an opportunity to have their ideas recorded and heard.

To help direct the formulation of the plan update, a Steering Committee was formed comprised of 29 members. These members represented a cross-section of the community including elected officials, local business interests, key staff, and residents.

The goals of the Steering Committee were to:¹

1. Seek agreement on key issues
2. Establish common vision for the future
3. Decide actions needed to achieve that vision
4. Set Priorities for continued planning efforts

1. A record of Steering Committee meetings can be found in the Appendix

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II. COMMUNITY VISION






A. INTRODUCTION

The City of Norcross, Georgia is a successful and thriving community. It is a place that is proud of what it has achieved and where it wants to go. City leaders are committed to setting and meeting a realistic agenda that reflects the energy, passion, and endeavors that the community has for the future. Doing so has allowed Norcross to achieve and maintain a vibrant town center, competitive business environment, a desirable residential environment, and an increasingly diverse population. People are happy to call Norcross home. The strong history of planning for the City's future has strengthened this approach – beginning with the City's first iteration of its Comprehensive Plan, developed in the early 1990s, and extending through the recent Town Center Master Plan Update and the numerous other studies and plans that have shaped the City's direction. The community's vision for the future is a function of its success to date in plan implementation.

The community vision for Norcross includes three elements:

1. *The Vision Statement* – supporting the overall vision for the community
2. *Goals* – overarching goals that the City seeks to achieve in the planning time-frame
3. *Character Areas* – a detailed vision for sub-areas of the city, including goals for each area and appropriate mix of future uses and development, community facilities, and transportation infrastructure

This Chapter highlights each of these items. The following Chapter provides key needs and opportunities that correspond with each of these goals.

VISION STATEMENT	GOALS		CHARACTER AREAS					
NORCROSS WILL BE A DYNAMIC AND WELCOMING COMMUNITY IN WHICH GENERATIONS OF DIVERSE CITIZENS CAN ENGAGE, CREATE, CONTRIBUTE AND FLOURISH.		SENSE OF PLACE	1	Atlantic/Peachtree Industrial Blvd	6	Buford Hwy/ Jimmy Carter Blvd Activity Center	11	Jimmy Carter Blvd/ Brook Hollow Activity Center
		LIVABLE & SAFE	2	Medlock/Peachtree Industrial Blvd	7	Town Center	12	Mitchell Rd Neighborhoods
		TRANSPORTATION	3	Norcross High School	8	Langford Rd Industrial Center	13	Beaver Run/ Indian Trail Activity Center
		ECONOMY	4	North Peachtree St Neighborhoods	9	Summerour Middle School		
		LEADERSHIP & SERVICE	5	Hopewell Woods	10	South Cemetery St		



B. VISION STATEMENT

“Norcross will be a dynamic and welcoming community in which generations of diverse citizens can engage, create, contribute and flourish.”

The vision for each of the City’s character areas further defines and clarifies this statement for the future. The vision was created through a public vetting process that started with the vision statement from the 2030 update to the Comprehensive Plan. The 2030 vision was reviewed with community members at a Visioning Workshop and subsequent Steering Committee meetings and streamlined to create a succinct sense of where the community aims to be in the next 20 years.

C. GOALS

The Norcross vision is supported by overarching goals that will help shape the City’s direction. These goals are based on both analysis of existing conditions and trends and the priorities of the voiced by the community, captured in a series of stakeholder interviews, Steering Committee meetings, and workshops with the community. Five overarching goals capture the key actions for the City’s future.



Goal 1: Continue to Define Norcross' Sense of Place

Norcross is a vibrant small city like no other in the Atlanta metropolitan region; residents and visitors know when they're in Norcross. Higher intensity employment focused developments along the city's edges gives way to well-maintained neighborhoods, attractive commercial nodes, and a quaint historic downtown. Monumental gateway signage, attractive landscaping, streetscaping and context sensitive building design allow the city's distinctive districts to complement one another.

a. Key Needs and Opportunities:

- Additional physical branding of the city through gateway and directional signage
- Landscaping standards for the city
- Additional design standards for key corridors

b. How Will We Measure Success?

- Implementation of gateway signage at targeted locations (see Section E. Gateways)
- Redevelopment projects along city's major corridors that support our vision
- Periodic survey the community to ensure contentment with the City's overall look and feel
- Positive press coverage of the City's public and private investments



Goal 2: Continue to Strengthen Norcross as a Livable and Safe Environment

Norcross is a welcoming community where all citizens thrive regardless of age, income or ethnicity. There is a wide variety of housing, shopping, recreation, and employment options in the city. Residents and visitors are safe and secure in their homes and on the go in the city.

a. Key Needs and Opportunities:

- Additional recreational spaces southeast of Buford Highway
- Attract private investment in senior and millennial populations

b. How Will We Measure Success?

- Reduction in crime
- Addition of programs that cater to, and attract diverse age groups living and working in city
- Balance in land use mix, recorded by existing land use data



Goal 3: Increase Opportunities for Travel via Different Modes within and Outside Community

Norcross is connected! Safe pedestrian routes, including sidewalks, crosswalks, and multi-use trails provide connections between the city's activity hubs. The city's development policies and political leadership are supportive of increasing efficient transit services connecting Norcross with destinations throughout the Atlanta region.

a. Key Needs and Opportunities:

- Increase connectivity both internal and external to Norcross between neighborhoods/employment centers and major community destinations via bikes, pedestrians, and local transportation Involvement in regional planning efforts to ensure Norcross remains a target location of future transit investment
- Provide additional public parking in Downtown

b. How Will We Measure Success?

- Incorporation of bicycle facilities, such as bike racks, sharrows, and signage to encourage bicycle use
- Sidewalk improvement projects implemented
- Periodic survey of population to measure ability to travel around via modes



Goal 4: Maintain a Vibrant Economy and Continue to Facilitate Job Growth

City staff and leaders are responsive to the needs of current businesses and work with owners to support their growth. The wide variety of development options available in Norcross – spaces for lease, purchase, and properties for development and redevelopment are aggressively marketed. City staff and leaders continually work to recruit businesses that support the city's vision and development goals.

a. Key Needs and Opportunities:

- Coordination with South Gwinnett Chamber, Partnership Gwinnett, and Georgia Department of Economic Development to promote the city for business location
- Incubator facility for new, upstart businesses
- Improvements to fiberoptic networks
- Continued promotion of Historic Downtown Core to regional market

b. How Will We Measure Success?

- Vacancy rate of office and commercial spaces
- Location of new businesses
- Counts of business licenses within the city

Goal 5: Further the City's Tradition of Strong Leadership and High Level of Quality Services

Norcross is a well-managed city that works cooperatively with adjacent governments to reach common goals. The city maintains an open-door government that actively strives to positively engage all citizens and community groups. City services not only maintain health, safety and welfare and but also promote a well-rounded community.

a. Key Needs and Opportunities:

- Identify integrated program to provide the broad mix of community members an opportunity to be involved in City decisions

b. How Will We Measure Success?

- Representation of different neighborhoods in city on Boards and leadership roles within the city
- Attendance at public meetings
- Regular survey of population to gauge happiness with community services

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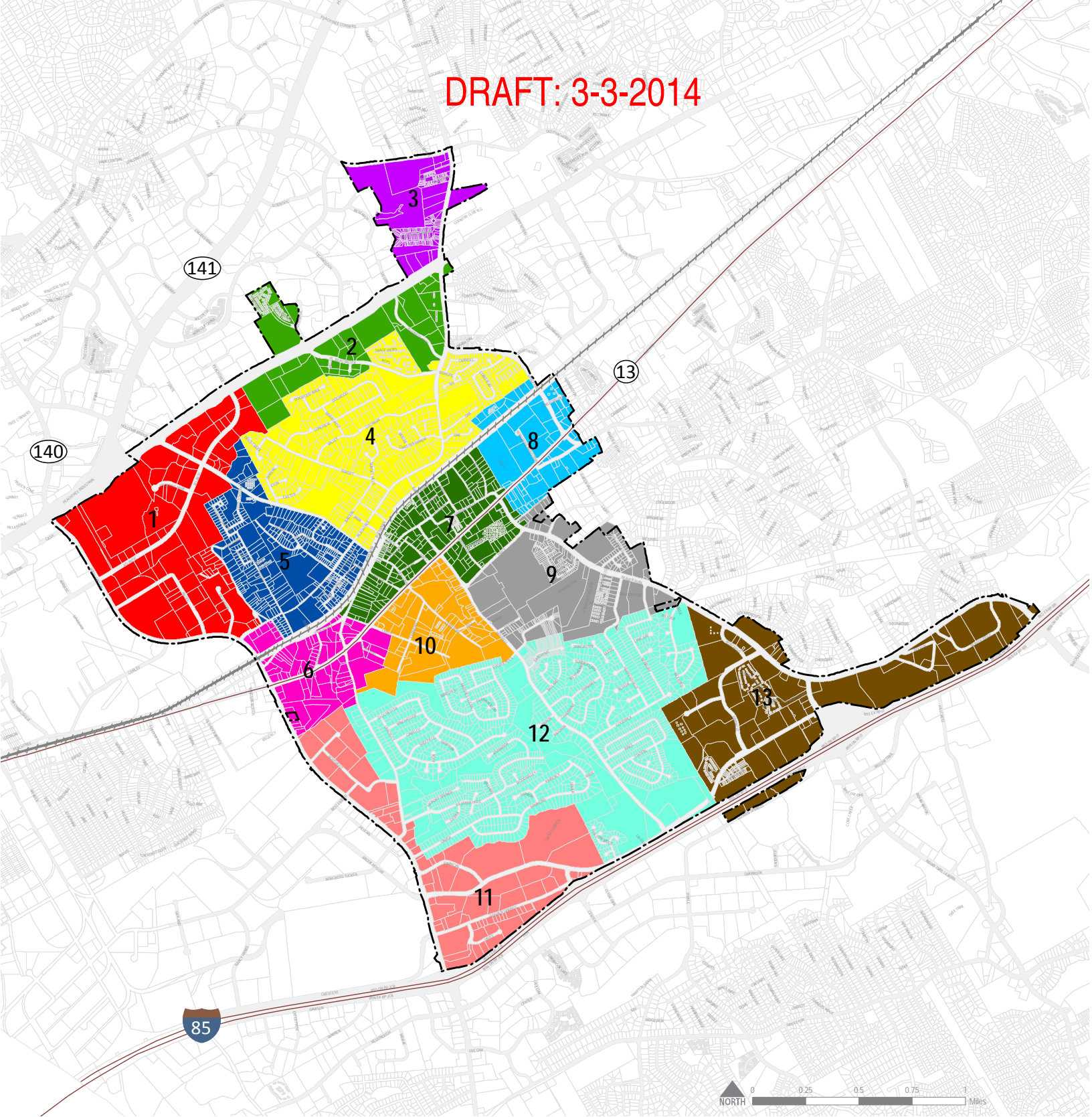


FIGURE 2-1: The Future Development Map

Source: City of Norcross GIS Dept. January 2014

- 1-Atlantic/Peachtree Industrial Blvd
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- 13-Beaver Run/Indian Trail Activity Center

- City Boundary
- Parcel Boundaries
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D. CHARACTER AREAS

The Future Development Map is a location-based vision and policy statement to help guide Norcross's elected officials, staff, and planning boards in future development and policy decisions. The Character Areas Map divides the City of Norcross among thirteen unique character areas as shown in Figure 2-1.

Each character area has a set of goals – including a vision statement, delineation of appropriate zoning districts, and implementation measures for achieving the vision for the area. Supporting this information are photos and images of desirable future development and/or character. The map and corresponding policy framework is a tool to help make planning, zoning, and development decisions that are consistent with the vision and goals for the future.

The process of developing character areas began with a review of the existing Future Development Map and was adjusted based on recent planning studies (including the Town Center Plan, Norcross Activity Center Livable Centers Initiative, and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan), input from the public, and ultimately finalized with guidance from the Steering Committee and from City staff.

The Georgia Department of Community Affairs defines a character area as:

A specific geographic area or district within the community that meets one of the following:

- Has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, and arts district, a neighborhood, or a transportation corridor)
- Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern)
- Requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.).

City of Norcross Zoning Districts

The following are current, legal zoning districts allowed by the City of Norcross Code of Ordinances. For each character area, appropriate zoning districts for that area, based on the vision for the area's future, are identified. These considerations take into account existing land use and desired changes in land use to promote the community's overall goals.

- R100, One-family residence district
- R75, One-family residence district
- R65, One-family residence district
- RM, Multifamily residence district
- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district
- C3, Central business district
- M1, Light industry district
- FH, Flood hazard district
- ODW, Office-distribution-warehouse district
- DCD, Design concept development district
- CSO, Conservation subdivision/open space development
- RAOD, Redevelopment area overlay district

1 Atlantic/Peachtree Industrial Boulevard

a. Vision

The Atlantic/Peachtree Industrial Blvd gateway area is a welcoming entrance to the city and a major employment center:

- PIB/Holcomb Bridge Road is an aesthetically pleasing Gateway welcoming people to Norcross
- The area is known as a mixed-use employment center, with light-industrial and flex space that round out the area as a dynamic business area
- Higher density commercial is accommodated with limited housing
- A signature building/group of buildings defines the character of the area

b. Appropriate Zoning Districts

- OI, Office-institutional district
- C2, General business district
- M1, Light industry district
- New Mixed Use District, if adopted

c. Implementation Measures

- Establish an overlay district to ensure compatible design along Jimmy Carter Boulevard and Holcomb Bridge Road
- Ensure adequate buffers to adjoining residential areas
- Improve sidewalk connections
- Maintain economic vibrancy of area
- Establish design standards for gateway areas
- Enhance the downtown gateway signage at Holcomb Bridge Road and Peachtree Industrial Boulevard



The area can be appropriate for development of additional office space to support targeted industries.



The character of the city's existing gateway structures should be furthered by compatible public/private design.

- Develop new zoning district to permit mixed use outside of the downtown business district
- Implement landscape standards to establish desirable city edge

2 Medlock/Peachtree Industrial Boulevard

a. Vision

The Medlock/PIB area is a mix of professional and institutional uses creating an established and aesthetically pleasing boundary along Peachtree Industrial Boulevard, the City of Peachtree Corners and adjoining residential areas:

- The area is hub of activity and connecting point for surrounding areas
- A dense area of mid-scale (25-50K square feet) retail and offices with corporate-focused amenities including hotels and training/conference facilities
- Community facilities and institution(s) of higher education infuse the area with civic character
- A consistent design theme expressed through signage, architectural style, and landscape palette unifies the area and provides a sense of place unique to Norcross

b. Appropriate Zoning Districts

- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district
- M1, Light industry district
- RM, Multifamily residence district



A consistent design theme, like that demonstrated in this development, will help create a unique sense of place.



The area will continue as a business/education hub with complimentary uses, such as hotels.

c. Implementation Measures

- Coordination with Peachtree Corners on the physical design along the PIB Corridor
- Ensure compatibility with adjoining neighborhoods
- Encourage location of small businesses and incubators
- Implement landscape standards to establish desirable city edge
- Implement gateway signage at Medlock Bridge and Peachtree Industrial Boulevard

3 Norcross High School

a. Vision

Norcross High School is the hub of this activity center that has redeveloped as an accessible and safe location with a mix of residential, institutional, and small scale commercial and office uses:

- Norcross High School continues as the area's landmark and focus
- Residential uses predominate in proximity to the school
- Older buildings have redeveloped into a neighborhood retail/office node at Medlock Bridge Road and Spalding Drive
- A pedestrian network physically connects area uses
- Consistent building scale and design characteristics connect the area aesthetically
- Regular coordination with Peachtree Corners ensures the compatibility of development along the city's border

b. Appropriate Zoning Districts

- OI, Office-institutional district
- C2, General business district
- RMD, Multifamily residence district (duplexes)
- RM6, Multifamily residence district (6 DUPA-dwelling units per acre)
- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)



Norcross High School continues as an anchor to the area.



Creative building design, such as this live-work building, can further a live, work, play area near the high school.

c. Implementation Measures

- Coordinate with Peachtree Corners to ensure complete street development in area and compatible development and service provision
- Ensure compatibility between non-residential development/redevelopment and adjoining neighborhoods through the use of buffers and transistional land uses
- Promote safe routes to schools policies in coordination with Gwinnett County Public Schools

4 North Peachtree Street Neighborhoods

a. Vision

This residential area remains a strong, stable residential location in the city:

- Farmington Hills, Sunset Hills, Norcross Hills, Oak Cove, Chastain Manor, and Oak Terrace continue to give the area a strong single-family residential character
- Property values are strong due to homeowners' ongoing home maintenance and investment
- Churches and parks contribute to the family-oriented nature of the area.
- New parks and greenways enhance quality of life in the district

b. Appropriate Zoning Districts

- R100, One-family residence district
- R75, One-family residence district
- R65, One-family residence district
- OI, Office-institutional district

c. Implementation Measures

- Maintain the integrity of existing historic housing stock
- Pursue greenway opportunities and sidewalk improvements that connect neighborhoods to downtown and other destinations as outlined in the Parks Master Plan
- Provide information resources for home improvements and maintenance for housing



Preservation of historic housing is important to preserving the area's rich history.



Single family homes will continue to be a dominant characteristic, providing housing for the city's families.

5 Hopewell Woods

a. Vision

Hopewell Woods continues to develop as a mixed-use area – with a diversity of housing types, institutional and office uses as well as limited commercial to support residents and area employees:

- Residential areas have a traditional neighborhood design per the guidelines fo the DCD Overlay District
- A mix of housing types accommodate varied incomes and life stages (young-singles, families, empty-nesters, etc.)
- High-end infill development provides housing options for working professionals
- Higher density housing located in area bordering the Atlantic/PIB area
- Townhomes and other medium-density housing types create a transition from single-family neighborhoods and the higher intensity employment center along Autry St

b. Appropriate Zoning Districts

- R75, One-family residence district
- R65, One-family residence district
- RMD, Multifamily residence district (duplexes)
- RM6, Multifamily residence district (6 DUPA)
- RM8, Multifamily residence district (8 DUPA)
- OI, Office-institutional district



Vinings' Jubilee center is a cozy, boutique shopping area. Similar development is appropriate for Hopewell Woods.



Two-story office/commercial in Suwanee's town square - also appropriate design for Hopewell Woods.

- C1, Neighborhood commercial district

c. Implementation Measures

- Improve sidewalk network
- Create bicycle infrastructure to support alternative travel
- Develop landscaping and design standards for infill development and redevelopment
- Consider opportunities for public provide landscaping in areas connecting to historic downtown core

6 Buford Highway/Jimmy Carter Boulevard Activity Center¹

a. Vision

A medium density mixed-use node, consistent with the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan:

- Includes a mix of residential and commercial space
- Connections to Best Friend Park make it a desirable place to live and locate a business
- Development intensity is highest at the intersection of Buford Hwy and Jimmy Carter Boulevard

b. Appropriate Zoning Districts

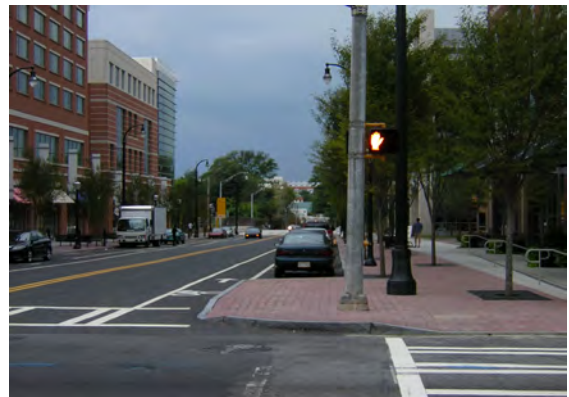
- RMD, Multifamily residence district (duplexes)
- RM6, Multifamily residence district (6 DUPA)
- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)
- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district

c. Implementation Measures

- Utilize Redevelopment Area Overlay District zoning to ensure desirable development and design
- Work with the Gwinnett Village CID to implement the Jimmy Carter Blvd Corridor Study – partner on CID on update to plan



Medium scale mixed use at Buford Highway and Jimmy Carter can create a welcoming entrance to Norcross.



The mixed use node along 5th Street in Atlanta is a good prototype of a positive gateway with attention to details such as landscaping, bike lanes, and architectural accents.

- Create pedestrian and bicycle connections to Gwinnett County's Best Friend Park
- Encourage village concept – of mixed residential and residential over commercial and freestanding retail
- Implement gateway signage to direct people to community hubs
- Work with private entities and the Gwinnett Village CID to encourage development of a mixed use node at Buford Highway and Jimmy Carter Blvd
- Pedestrian safety improvements at Jimmy Carter Blvd and Buford Highway

1. See also the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan

7 Town Center

a. Vision

Through redevelopment and public investment, the Town Center character extends to Buford Highway, creating a connection between the western and eastern sides of the city:

- Expanded Town Center Area encompasses the Norcross Town Center Plan and the area immediately south of Lillian Webb Park along Buford Highway
- It is a unique, compelling destination that ties together “Greater Norcross”
- A compatible blend of historic and modern buildings create an economically and environmentally sustainable place to live, work, and visit
- Buford Highway is a vibrant walkable corridor

b. Appropriate Zoning Districts

- C-3, Central business district
- DCD, Design concept development district
- RAOD, Redevelopment area overlay district

c. Implementation Measures

- Create pedestrian connection from Lillian Web Park to Buford Highway
- Build Structured Parking in Downtown
- Work with Gwinnett County Public Library to pursue construction of new library within Downtown Core
- Implement safe, east-west pedestrian and cyclist connections across Buford Highway



Norcross's historic town center will continue to be a gem that sets the city apart from others in the region.



Jones Street connects many city attractions: the shops of S. Peachtree St., City Hall, and Lillian Webb Park.

- Implement recommendations of the Holcomb Bridge Railroad Crossing Intersection Improvement Study
- Implement GDOT's Buford Highway Median Project – including widening a portion of Buford Highway and adding landscaped medians, between Jimmy Carter Boulevard and Beaver Ruin Rd
- Continue to program downtown events to support families, children, working professionals, and seniors
- Attract additional commercial uses to the Downtown district
- Invest in targeted landscaping to downtown area

8 Langford Road Industrial Center¹

a. Vision

The area is a hub of business and industrial innovation and creativity:

- Maintain industrial tax base
- Small, affordable commercial spaces serve as an incubator for new businesses
- Aesthetically pleasing area with standards to maintain compatibility
- Provide walkability of Buford Highway
- Corridor and connections to the Town Center make the area attractive for new businesses
- New housing options, such as warehouse/loft style condominiums and live-work opportunities, to support the city's increased attractiveness to the creative class

b. Appropriate Zoning Districts

- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)
- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district
- M1, Light industry district
- RAOD, Redevelopment area overlay district

c. Implementation Measures

- Ensure that redevelopment occurs in coordination with the RAOD standards



Area light industrial uses are important to the economy; upgrades overtime can add more value to these spaces.



Westside Atlanta's revitalization into a hip, light industrial and loft environment is a model for diversifying the Langford Road area to fuel the city's creative class.

- Encourage location of incubators and adaptive reuse of buildings
- Implement recommendations of the Town Center Plan (2011 Update) for the Technology and Innovation Incubator District
 - Create inter-parcel connectivity between Norcross Industrial Court and Giles Street with redevelopment
 - Pursue proposed multi-use trail, linking Giles Street to Lawrenceville Street
 - Offer safe pedestrian and cycling opportunities

9 Summerour Middle School

a. Vision

An activity hub serving the common needs of Norcross residents: education, recreation, retail:

- The new path through this area has created a link between the southeastern portion of the city and the central and northwestern sections
- Public and private investment has brought new civic facilities and retail outlets to the area and created a new destination in Norcross
- A traffic access management strategy and new transit opportunities have increased mobility and safety in the area

b. Appropriate Zoning Districts

- OI, Office-institutional district
- R65, One-family residence district
- RMD, Multifamily residence district (duplexes)
- RM6, Multifamily residence district (6 DUPA)
- RM8, Multifamily residence district (8 DUPA)
- C1, Neighborhood commercial district

c. Implementation Measures

- Pursue recommendations of the Norcross Activity Center LCI and pursue five year update
 - Implement Mitchell Road streetscape project, adding a 10-12 foot multi-use path to link Downtown



Safe Routes to School is one program that can help further bike and pedestrian facilities in the area.



Summerour Middle School provides an important center to the activity hub.

- Encourage higher scale, traditional residential development/ redevelopment –including townhomes, narrow-lot housing, and cluster homes
- Implement Safe Routes to School recommendations for the Summerour District
- Pursue safe pedestrian connections across Beaver Ruin Road

10 South Cemetery Street

a. Vision

This is a unique district in Norcross providing a mix of public and private spaces:

- The Norcross Cemetery and adjacent Cemetery Field remain the anchors of the area
- A node of flex (light industrial/office) space has developed due to the proximity to Buford Highway, Jimmy Carter Boulevard, and the Town Center
- Redevelopment has spurred access and freight traffic movement improvements in the area

b. Appropriate Zoning Districts

- C2, General business district
- M1, Light industry district
- OI, Office-institutional district
- RAOD, Redevelopment area overlay district

c. Implementation Measures

- Complete study of cemetery to determine eligibility as a historic resource and park
- Consider nomination of cemetery as a historic resource through federal programs
- Pursue pedestrian/bike connections between area's cemetery and park to adjacent residential area and Summerour Middle School



photo credit: Fratzke

Well-design flex space can help accomodate business facility needs while enhancing the characer of the area.



The historic cemetery east of Buford Highway will continue to be a defining characteristic of this area.

11 Jimmy Carter Boulevard/Brook Hollow Activity Center¹

a. Vision

A higher density and mixed-use node that serves as regional attraction and strong employment center for the city and greater Atlanta region:

- OFS site redevelopment brought investment to the area and transformed Brook Hollow Parkway and Goshen Springs Road into sought after business locations
- Transit investment and nearby station(s) support this major employment center
- Redevelopment of existing uses implement the vision of the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan and the Norcross Activity Center LCI



A high intensity mixed use node, including housing and office, akin to Atlanta's Lindberg area is envisioned.



The repurposing of the OFS site as a movie studio with a mix will help transform the City's gateway area at I-85.

b. Appropriate Zoning Districts

- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district
- M1, Light industry district
- ODW, Office-distribution-warehouse district
- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)

c. Implementation Measures

- Consider extension of Redevelopment Area Overlay District to the I-85 interchange area
- Support regional initiatives that would incorporate regional rail extension to the western side of the Jimmy Carter Boulevard interchange
- Maintain a strong partnership with the Gwinnett Village CID to further redevelopment of area
- Implement complete streets allow Brook Hollow

1. See also Jimmy Carter Boulevard/Buford Highway Redevelopment Plan and the Norcross Activity Center LCI

12 Mitchell Road Neighborhoods

a. Vision

- Master planned, well-constructed, design-conscious medium to high density housing dot the eastern edge of the area and support the employment center at Beaver Ruin and Indian Trail
- Single-family neighborhoods to the west provide an important source of affordable, workforce housing
- A culturally diverse area
- Streetscapes and general reinvestment has enhanced the aesthetic quality of the area
- New multi-use trail through the area have enhanced connectivity and recreation options for area residents

b. Appropriate Zoning Districts

- R100, One-family residence district
- R75, One-family residence district
- R65, One-family residence district
- RMD, Multifamily residence district (duplexes)
- RM6, Multifamily residence district (6 DUPA)
- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)
- OI, Office-institutional district
- C1, Neighborhood commercial district



A multi-use path is envisioned as a transformative public project in the neighborhoods east of Buford Highway.

c. Implementation Measures

- Develop home maintenance and home ownership assistance programs to support long-term sustainability of housing stock
- Continue to implement recommendations of the Norcross Activity Center LCI and pursue a five-year update
 - Implement Mitchell Road streetscape improvements – including multi-use path
 - Acquire site for active recreation, playground equipment, and picnic area as identified in Parks Master Plan
- Increase lighting along Mitchell Road
- Address land use and safety conflicts: including industrial site abutting residential property
- Continue to pursue code enforcement to ensure consistency with development and zoning codes and Norcross' character

13 Beaver Ruin/Indian Trail Activity Center

a. Vision

A growing regional center has convenient access to I-85, is supportive of a major transit hub, and exudes the cultural diversity of the area:

- The area is characterized by master planned developments of mid-rise buildings
- The new transit stop has helped generate a high level of activity at all times
- The mix of uses and intensity is seen as similar to that of Lindbergh Center in Atlanta, where a MARTA station, offices, and numerous restaurants and housing options are located
- Well-designed big box retail structures in this area add architectural interest to the streetscape and are safely accessible to pedestrians
- The area has a multi-cultural element that leverages the diversity of the city's population

b. Appropriate Zoning Districts

- RM8, Multifamily residence district (8 DUPA)
- RM10, Multifamily residence district (10 DUPA)
- OI, Office-institutional district
- C1, Neighborhood commercial district
- C2, General business district

c. Implementation Measures

- Continue to implement recommendations of the Norcross



Edgewood Retail District in DeKalb provides a model of mix use design appropriate for the Beaver Ruin area.



New and interesting uses such as a market can help leverage the area's cultural diversity and create a community center.

Activity Center LCI and pursue a five-year update

- Implement gateway signage and landscaping to welcome visitors and residents to the city
- Establish design standards and landscaping to elevate character of the corridor
- Implement complete streets along Brook Hollow Parkway
- Leverage Pinnacle Way retaining pond/lake to grow green space network in area
- Maintain a high level of "eyes on the street" to increase sense of safety in area

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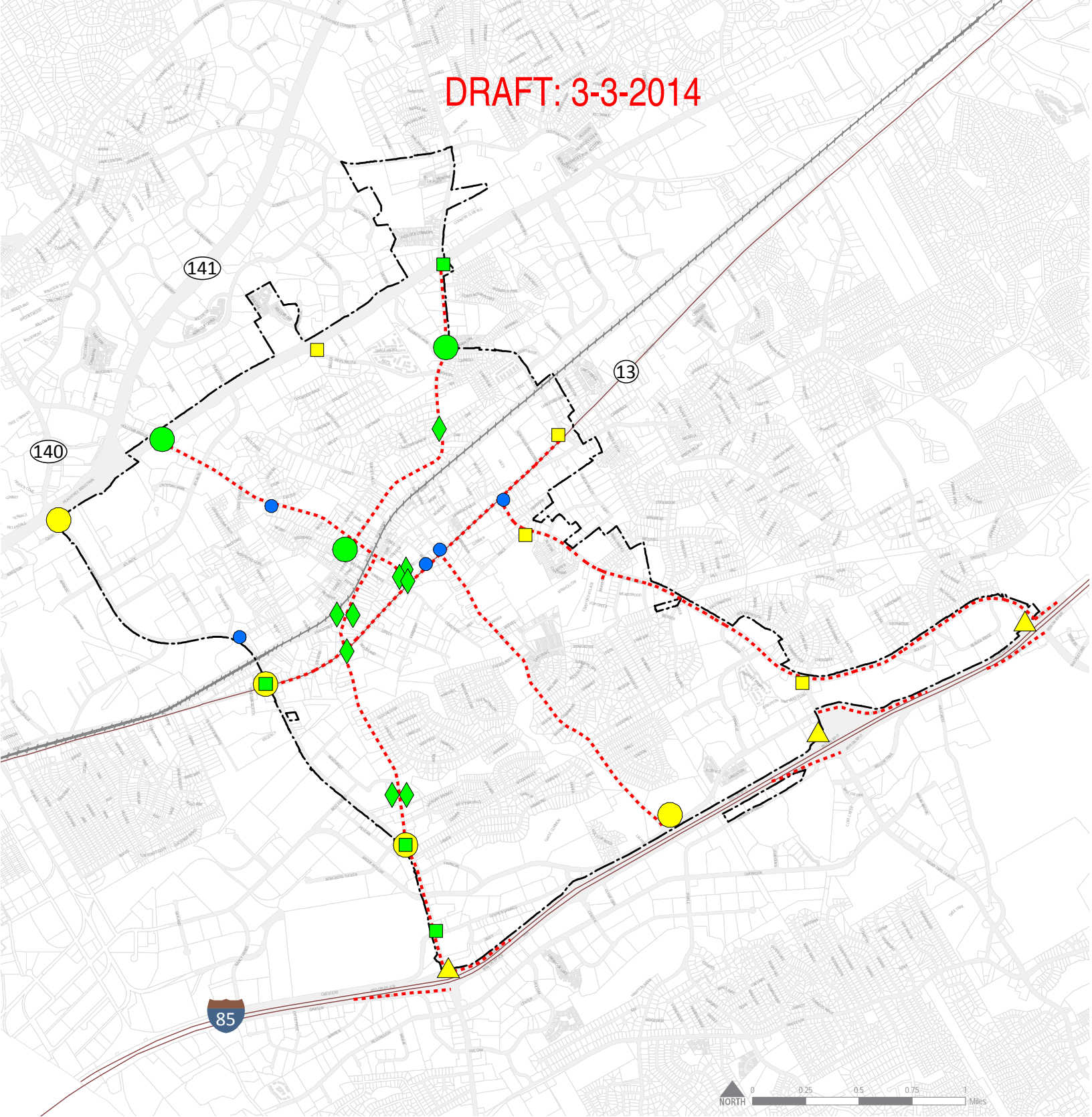


FIGURE 2-2: Gateway Corridors Map

Source: City of Norcross GIS Dept. January 2014

Existing Gateway Structures

- Monument
- ◆ Lamp Post with Sign
- Sign

Planned Gateway Structures

- Monument

Conceptual Gateway Structures

- Monument
- ▲ Interstate Monument
- Lamp Post with Sign

Gateway Corridors

- City Boundary
- Parcel Boundaries
- Major Roads
- Railroads
- ROW

E. GATEWAYS

The Gateway Corridors and Structures Map like the Future Development Map is a location based vision and policy statement to help guide city officials in future development and policy decisions. It identifies the preferred locations of gateway monuments, signs, and corridor streetscape treatments that are designed to enhance the community's sense of place. The gateways should reflect the character of traditional downtown Norcross, or the vision and recognized design elements of the character area they lie within. They do not have to be a monument or sign as is already visible in several locations around the community; they can also be a strong architectural statement, such as the old "Gwinnett Is Great" water tower that use to be a standard landmark feature along I-85, off of Goshen Springs Road near the Jimmy Carter Boulevard and I-85 interchange. In fact, it is recommended that the Interstate gateways shown on the map should be something of that scale to attract the attention those that travel along highway. The Gateway Corridors will be the targets of streetscape improvements, corridor banners and possible design standards to help create a uniformed image as residents and visitors approach the town center.

The Community Work Program identifies projects designed to support this gateway planning effort, and includes policies to support complimentary design and uses for new development proposed adjacent to these locations. These projects include additional monument construction, new signage, streetscape efforts, and potential design standards.



Gateway monument at Holcomb Bridge and PIB



Former Gwinnett County water tower landmarks



Town center lamp post banner in Norcross town center

DRAFT: 3-3-2014



III. NEEDS AND OPPORTUNITIES

A. INTRODUCTION

Achieving the community's vision and goals requires strategic thinking about the current and potential needs and opportunities of Norcross and then prioritizing those that make the most sense to pursue based on the Strategic Goals. The following section identifies the key needs and opportunities that the City will pursue by substantive element of the plan, including Population, Housing, Economic Development, Land Use, and Transportation.

Starting with initial visioning discussions and extending through action planning workshops and meetings with the public and Steering Committee, the following list includes the top needs that were derived. These are needs and opportunities that are addressed in the Community Work Program.

B. POPULATION

Populations are defined by the individuals, families, and households that reside within their boundaries which, in turn, define a community. Their background, family structure, daily activities, and aspirations for the future shape the services, infrastructure, and facilities that a community is required to provide and the housing, jobs, and retail it can attract. People matter. The overall population trends and anticipated growth that define Norcross are an important element of defining who we are and where we are going in the future. The characteristics of our population will play a key role in the decisions that our City and other public/private partners make about Norcross in years ahead.



The City of Norcross has long-maintained the reputation as a quaint suburban, residential community, central to the Atlanta job market with easy access into the city. Over time, this role has changed as the Atlanta region grew outward into the suburbs. Norcross has become a central location known not only as a desirable place to raise a family but also as a well-suited location for business due to its accessibility to the region.

1. Baseline Assessment

a. Growing Population

The last official count registered the City of Norcross's population at 9,116 in 2010. This count occurred two years before the City's annexation of the large swath of land located northeast of the Jimmy Carter Blvd/I-85 Interchange — arguably one of the most impactful decisions that the City has made, with the support of its residents. The annexed area includes a mix of primarily commercial, industrial and residential uses. As a result of annexation, it is estimated that the city's population increased by 41% between 2011 to 2012 (the year annexation became official) bringing Norcross to an estimated 16,000 people. This is the largest, single-year increase in population experienced by the city in its history. The city's population grew rapidly in the 1980s and 1990s, but these growth spurts occurred over 10 year periods and coincided with similar, more significant growth in Gwinnett County, which makes annexation impacts more influential.

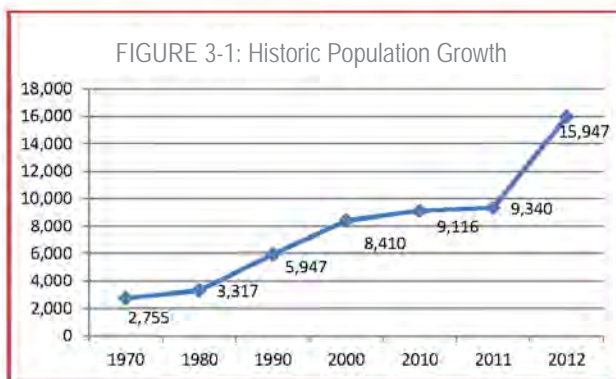


TABLE 3-1: Historic Population Change (1970-2012)

Year	Norcross	Avg. Annual % Increase	Gwinnett Co.	Avg. Annual % Increase
2012	15,947	71%	823,100	1%
2011	9,340	2%	814,100	1%
2010	9,116	1%	805,321	3%
2000	8,410	4%	588,448	7%
1990	5,947	8%	356,500	11%
1980	3,317	2%	166,808	13%
1970	2,755		72,349	

Source: 2010-1970 Census of U.S. Census Bureau;
2001 & 2012 Annual Estimates of the Resident Population

b. Household Characteristics

In 2010, there were 3,161 households in the City of Norcross, 66% of those were family households (where two or more people are related by birth, marriage or adoption). The average household size was 2.88 people. If we include the households within the 2012 annexed area, the total number of households increases to 4,828. Approximately 71% of the 1,667 households in the 2012 annexed are family households. The average household size of the annexed area is notably larger at 3.52 people. The characteristics of the annexed area will influence short and long term trends and related housing needs.

TABLE 3-2: Racial Diversity, 2010

	2010 City of Norcross		2012 Annexed Area		Norcross 2010 + 2012 Annexed Area*		Gwinnett Co.		Georgia	
Total Population	9,116	100%	5,868	100%	14,984	100%	805,321	100%	9,687,653	100%
White alone	3,722	41%	1,991	34%	5,713	38%	429,563	53%	5,787,440	60%
Black or African American alone	1,801	20%	963	16%	2,764	18%	190,167	24%	2,950,435	30%
American Indian & Alaska Native alone	60	1%	70	1%	130	1%	4,038	1%	32,151	0%
Asian alone	1,167	13%	553	9%	1,720	11%	85,292	11%	314,467	3%
Some Other Race alone	1,960	22%	1,997	34%	3,957	26%	70,492	9%	388,872	4%
Two or More Races	395	4%	292	5%	687	5%	25,292	3%	207,489	2%

Source: U.S. Census Bureau, 2010 Census, SFI

*The 2012 annexed area was calculated using 2010 Census block level data for the 2012 annexed area.

TABLE 3-3: Hispanic/Latino Population

	2010 City of Norcross		2012 Annexed Area		Norcross 2010 + 2012 Annexed Area*		Gwinnett Co. 2010		Georgia 2010	
Total Population	9,116	100%	5,868	100%	14,984	100%	805,321	100%	9,687,653	100%
Not Hispanic or Latino	5,525	61%	2,212	38%	7,738	52%	643,286	80%	8,833,964	91%
Hispanic or Latino	3,591	39%	3,656	62%	7,247	48%	162,035	20%	853,689	9%

Source: U.S. Census Bureau, 2010 Census, SFI P4

*The 2012 annexed area was calculated using block level data for the 2012 annexed area from the 2010 Census

c. Cultural Diversity

Norcross has become known as a place that is welcoming and accessible to various cultures, and as such, has become an increasingly diverse community. Its increased ethnic diversity offers an opportunity to leverage the unique cultures that make-up the city.

Based on 2010 Census data for the area annexed in 2012 and the existing Norcross population at the time, it can be deduced that the city is: 18% African American, 11% Asian, and 26% Some other race alone.

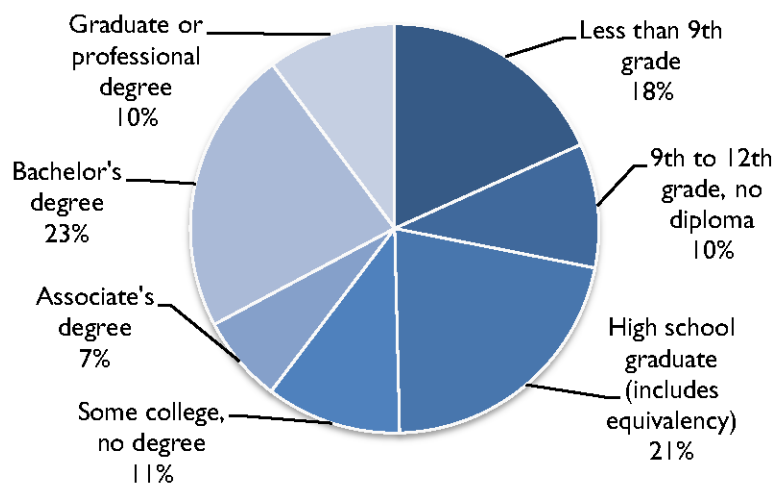
The city has a slightly lower percentage of African Americans compared to the county and state, yet a higher number of people that are of some other race. It is likely that this number is associated, in part, with the high number of Latinos residing in the city.

Using the same methodology, it is estimated that approximately 48% of the Norcross population is Hispanic/Latino. This denotes an important jump since 2010, when 41% of the population was Hispanic. As is shown to the table to the right, Norcross has a notably higher Hispanic population than the county and state.

d. Educational Status

Roughly 1/3 of the Norcross population 25 years of age or older holds a Bachelor's Degree or higher, which is consistent with county. Another 7% holds an Associates degree and 22% have their high school diploma. It is important to note that 28% of the population has no high school degree. This poses potential challenges to increasing earning potential and job opportunities for the a subgroup of residents.

FIGURE 3-2: Norcross Educational Attainment



Source: U.S. Census, 2007-2011 American Community Survey 5-Year Estimates- includes residential population 25 years and older

e. Average Household Income

Per the 2010 Census, the average household income of Norcross residents was \$68,490. Norcross's average household income was notably lower than Gwinnett County (\$83,232) and Metro Atlanta (\$73,267). The city's lower average is likely a reflection of the disparity between the highest and lowest paid residents. The Town Center LCI (2012) found the LCI area (Downtown area) to have an average household income of \$83,372. The LCI study projects average household income will increase by 2.2% between 2010-2022.

2. Priority Population Needs and Opportunities

1. Maintain an Environment of Multi-cultural Acceptance and Tolerance

Pursue measures to better integrate different community groups into Norcross culture – including opportunities to facilitate multiculturalism and bilingualism.

2. Continue to Attract the Creative Class

Continue to Attract the Creative Class.

Promote and plan for housing and attractions that appeal to millennial population, young professionals, and creative professionals of all ages.

3. Support Lifelong Community Initiatives

There are limited programs and resources (including housing) that facilitate growing old in Norcross. There is a need to expand these opportunities.

4. Expand Community Engagement

Continue to increase ways for people of all ages, to become engaged in community activities. Promote available facilities, programs, and events that support the different segments of the community's population. Encourage more participation on civic boards and volunteer groups.

5. Connect the two sides of Buford Highway.

Bridge the gap between the population living east and west of Buford Highway through design improvements in redevelopment projects, transportation enhancements increasing connectivity, and public resources and programs.

List of Town Events:

- First Friday Music night
- Movie Mondays
- Valentine Wine & Dine
- Art Exhibit in the Rectory
- St. Patty's Day Family Day
- Recycling Event
- Easter Egg Hunt
- Jazz in the Alley
- Open Farmer's Market
- Summer Concert Series
- Memorial Day Celebration
- Blueberry Festival
- Independence Day Celebration
- ArtFest
- BOOFest
- Merchant Open House
- Santa's Workshop
- Sparkle!

List of Community Engagement Initiatives:

- Casa de la Cultura
- ReIMAGINE: Sculptures That Redefine Recycling
- Mosaic on Mitchell Rd
- Mayor's Book Club
- KaBOOM
- Our Town, Our Story
- Student Exhibits
- Lego Camp
- Life Long Communities

C. HOUSING

Neighborhoods are the building blocks of a community and housing is one of the most basic building blocks of neighborhoods. The type, value, age, condition and tenure of housing units set the character of neighborhoods and, in turn, greatly influence the City's ability to attract and maintain residents and businesses. Because housing plays such a vital role in the life of the community, assessing how the city's housing profile has changed over time and identifying the key issues that affect the local housing market are integral tasks in updating the city's vision for the future.

1. Baseline Assessment

a. Housing Stock

As of the 2010 Census there were approximately 5,443 housing units within the current boundaries of Norcross; 3,576 within the 2010 city limits and 1,867 within the areas annexed by the City since 2010. Table 3-4 provides a snapshot of the changes in the City's housing characteristics between the 2000 and 2010 Census.

Between 2000 and 2010 Norcross' housing stock grew by 35%, a significant increase over the 1% growth in the preceding decade. This growth also changed the mix of housing available in the city; the percentage share of attached single family units (i.e. townhomes) increased, while multifamily decreased.

The cost of housing in Norcross increased in the 2000—2010 time period: the median rent went up 3% and home values increased 35%. However in 2010 these costs were lower than in Gwinnett County, on average.

TABLE 3-4: 2000 & 2010 Dwelling Types

	2000		2010	
Dwelling Types	Norcross	Gwinnett Co.	Norcross*	Gwinnett Co.
Detached Single-family	1,319	150,017	1,809	205,540
Attached Single-Family	459	7,716	841	17,432
Multifamily	996	46,929	1,104	58,844
Mobile Homes, Boat, etc.	10	5,020		4,783
Total Units	2,784	209,682	3,754	286,599

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Gwinnett Consolidated Plan, Community Assessment Part 2, 2006. 2010: US Census Bureau American Community Survey 2006-2010 Table DP04

TABLE 3-5: Comparison of Median Home Values

	2000	2010	% Change
Norcross*	\$126,800	\$171,500	35%
Gwinnett Co.	\$140,600	\$194,200	38%
Georgia	\$100,600	\$161,400	60%

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Census 2000 SF 3 Table H085.

2010: US Census Bureau, American Community Survey 2006-2010 Table DP04

TABLE 3-6: Comparison of Median Gross Rent

	2000	2010	% Change
Norcross	\$842	\$870	3%
Gwinnett Co.	\$824	\$954	16%
Georgia	\$613	\$808	32%

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Census 2000 SF 3 Table H063.

2010: US Census Bureau American Community Survey 2006-2010 Table DP04



There are many housing options in Norcross: stately older homes in the City's historic district, garden-style apartments, suburban-style single family subdivisions, and newer small lot single family homes and townhomes near the city's historic center.

b. Drivers of Housing Change

Two significant forces have shaped the housing profile of Norcross since it was analyzed for the previous Comprehensive Plan in 2006: the recession and annexation. Across the country, the mortgage crisis and increased unemployment rates have had a disastrous effect on the housing market. In Norcross this is evident in the increases in cost burdened households :34% of homeowners and 47% of renters in 2010 vs. 26% of home owners and 41% of renters in 2000; and increase in vacant housing units: 11.6% in 2010 vs. 3.9% in 2000.

The city's annexations in 2011 and 2012 increased the number of housing units in the City by 52% and also contributed to the city's changing housing landscape. The annexations added large areas of attached and multifamily housing (See Figure 3-3). The annexations also shifted the tenure of occupied housing from 57% to 52% owner occupied.

c. Age of Housing

The map below depicts the age of the dwellings in Norcross for structures built in 2008 or earlier. Due to the recession, extremely few new housing units have been constructed in Norcross since then.

Three-fourths of the city's current housing stock was built after 1980 and about a third was built in 1980s. The majority of the city's housing is found in suburban style neighborhoods located south of Buford Highway. The city's oldest dwellings are clustered in and near the historic downtown. The date built is unknown for approximately 4% of the city's housing structures.

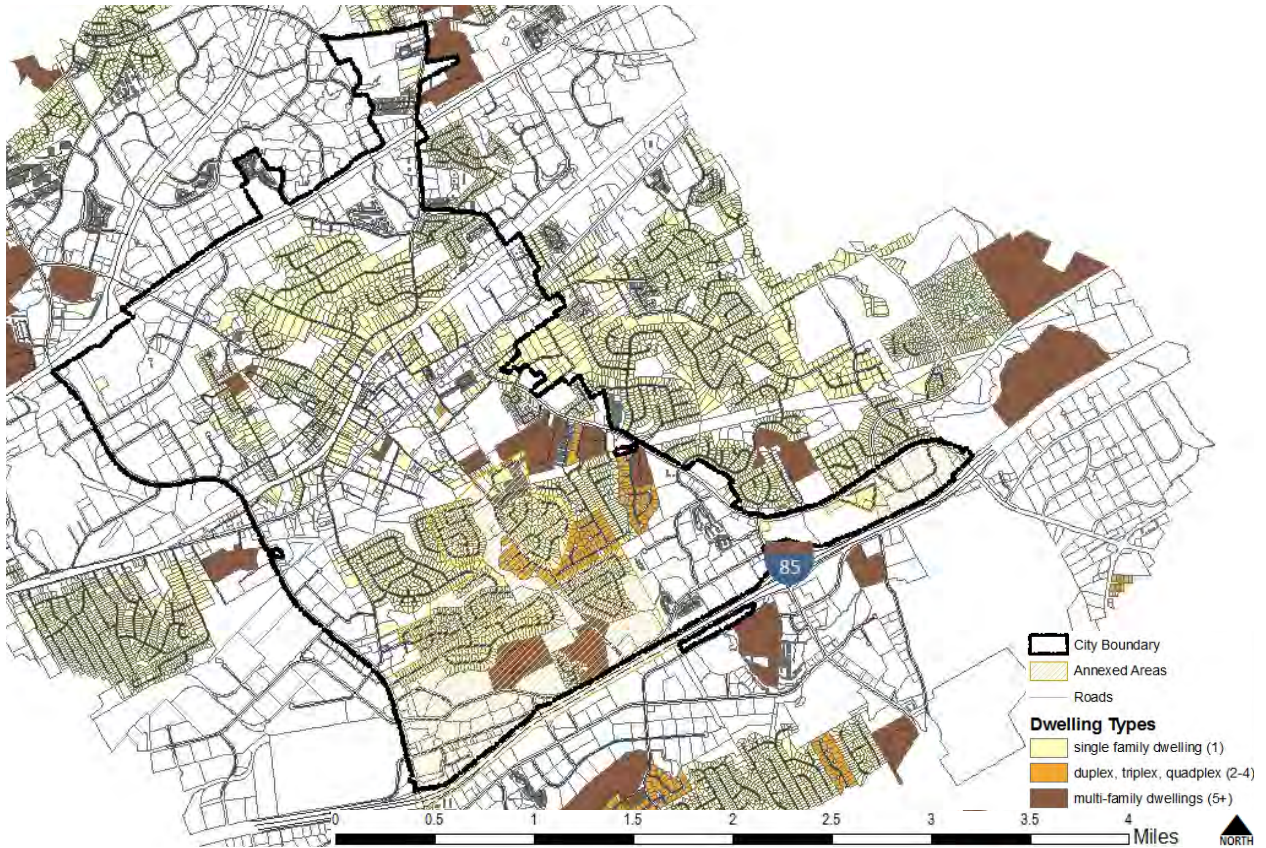


FIGURE 3-3: Dwelling Types

Source: City of Norcross GIS Dept. and Gwinnett County GIS Dept.



FIGURE 3-4: Year Housing Built

Source: City of Norcross GIS Dept. and Gwinnett County GIS Dept.

d. Looking Ahead

Now that the housing market is starting to rebound, housing starts are picking up in Norcross. The City permitted about 200 new single-family units from April—August 2013, including nearly 150 units in downtown. Housing development will likely continue to increase, barring a significant rise in interest rates.

2. Priority Housing Needs and Opportunities

1. Encourage Desirable Residential Development

Work with private sector to support desired residential improvements and new housing. There is a need to continue to diversify housing mix to accommodate millennial population and employees of area businesses.

2. Maintenance of Existing Housing Stock

A common concern among the population is the desire to see the quality of existing housing either maintained or improved in consistency with the Norcross Code of Ordinances. There is a stronger need for this on the eastern side of Buford Highway. Activities include code enforcement, support programs for owners, etc.

3. Expand Interparcel Connectivity and Interior Sidewalks

Community members would like to be able to get to more places on foot and bicycle. The City should facilitate pedestrian and bicycle connectivity between residential areas and nearby commercial nodes and community facilities.

D. ECONOMIC DEVELOPMENT

Economic development is a critical component to a strong and vibrant community. From a most basic sense, it is the act of attracting, maintaining, and helping incubate new businesses while helping sustain and build desirable and appropriate job opportunities for the area labor force. Economic development is critical to ensuring a strong local tax base and high quality of life for a community. Without jobs and business, cities would have a difficult time surviving, without higher taxes on residential properties. Employers are attracted to communities for a variety of reasons: availability of a trained labor force, favorable land use, tax, and business policies, proximity to business partners, and quality of life, to name a few. Understanding these drivers as well as the current industry mix and greater economic trends defining the economic environment are critical to ensuring a community's long term economic success.

1. Baseline Assessment

a. Existing Industry Mix

As demonstrated in Table 3-7, the Norcross economy has a diverse industry mix, with wholesale trade employing the greatest number of people (24%) and having the highest value business transactions at just over \$3.16 million. Professional and scientific as well as administrative and support services also have an important presence at 14% and 13% of overall private employment.

A notable 23,000 people worked in the city in 2007. This is over double the population in 2010 of 9,116. This indicates a strong local tax base but also suggests the opportunity to provide additional housing options in the city that could capture a greater number workers as residents.

b. Labor Force

As shown in Table 3-8, the Norcross labor force (resident population working or looking for work) includes an estimated 80% of the city's population over age 16. Based on sample data collected over that time, the unemployment rate for Norcross between 2007 to 2011 was roughly 6.5%, which was lower than both Gwinnett County (7.9%) and Metropolitan Atlanta (8.8%).

1. Commute to work

The mean amount of time Norcross workers spend commuting to work is 29.8 minutes, and a notable 35% either used an alternative commute method to driving or worked at home.

2. Occupations

The Norcross labor force works in a variety of occupations, with the greatest contingency of the Norcross working in management, business, science & arts occupations (30%), followed by natural resources/construction/maintenance (21%), followed by sales and office occupations (20%), and service occupations (17%).

3. A Regional Perspective

Norcross has access to a large labor pool in the Atlanta region. According to the Georgia Department of Labor, the Atlanta Metropolitan Statistical Area (MSA) had a total civilian labor force of approximately 2,799 million in July of 2013. Of that group, approximately 8.6 percent were unemployed. The Georgia Department of Labor does not maintain current records for labor force statistics for Norcross due to size; however, data for Gwinnett County is maintained. In July 2013, Gwinnett had a labor force of approximately 445,000 and an unemployment rate of 7.9%, notably lower than that of the overall Atlanta MSA. Nearby DeKalb County and Fulton County, had unemployment rates of 8.9% and 9.3%, markedly higher than that of Gwinnett County.

TABLE 3-7: Norcross Industry Mix

	Number of Establishments	% of Total	Annual Payroll (\$1,000)	% of Total	Number of Employees	% of Total
Manufacturing	73	6%	62,505	6%	1,492	6%
Wholesale trade	207	16%	331,600	32%	5,518	24%
Retail trade	201	15%	72,687	7%	2,650	12%
Information	68	5%	156,226	15%	2,412	10%
Real estate and rental and leasing	97	7%	42,557	4%	777	3%
Professional, scientific, and technical services	240	18%	184,061	18%	3,133	14%
Administrative and support and waste management and remediation services	89	7%	112,009	11%	2,900	13%
Educational services	11	1%	937	0%	54	0%
Health care and social assistance	95	7%	40,948	4%	1,371	6%
Arts, entertainment, and recreation	11	1%	1,977	0%	146	1%
Accommodation and food services	104	8%	22,176	2%	1,712	7%
Other services (except public administration)	111	8%	20,971	2%	844	4%
TOTAL	1307	100%	1,048,654	100%	23,009	100%

Source: 2007 Economic Census, U.S. Census Bureau

TABLE 3-8: Labor Force by Occupation

	Georgia		Gwinnett County		Norcross	
Management, business, science, and arts occupations	1,512,405	35%	146,476	38%	1,497	23%
Service occupations	706,914	17%	58,596	15%	1,176	18%
Sales and office occupations	1,088,320	25%	105,841	27%	1,251	19%
Natural resources, construction, and maintenance occupations	410,562	10%	39,383	10%	1,724	26%
Production, transportation, and material moving occupations	559,790	13%	38,299	10%	913	14%
Civilian employed population 16 years and over	4,277,991	100%	388,595	100%	6,561	100%

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates Table DP03

Norcross' Major Employers

RockTenn	Corporate offices
FedEx	Major logistics hub for Southeast
Carmax	Dealership
Suniva	Manufacturing of high-efficiency solar panels
Waffle House	Corporate offices



Photo Credit: Rock Tenn

c. Employment Growth Projections

The Norcross Town Center Plan LCI update, completed June 2012, projected a 76% increase in area population growth between 2009-2036 based on regional projections. They anticipate the greatest growth occurring in manufacturing, wholesale trade, retail, finance/insurance/real estate, and services. The projections are made for the Norcross Superdistrict, the greater Norcross market area, which is believed will be the key driver of development trends for future office and industrial space in the city.

d. Incentives, Resources and Tools

The City has key incentives to help retain and attract new businesses: an Opportunity Zone (OZ) along Buford Highway and Jimmy Carter Boulevard, a second OZ planned for the south side of the city (providing tax credits for jobs), the Downtown Development Authority, two Tax Allocation Districts at Jimmy Carter and Beaver Run to promote redevelopment, the Gwinnett Village CID supporting reinvestment and business growth, and a supportive business climate. Because economic growth extends beyond jurisdictional boundaries, county, regional, and state trends and resources are critical. The Gwinnett Chamber/Partnership Gwinnett, is a valuable partner in achieving the City's economic objectives along with the Metro Atlanta Chamber, GA Department of Economic Development and others.

Gwinnett Target Industries

- Supply Chain Management
- Information Technology Solutions
- Advanced Manufacturing
- Health Sciences and Services
- Headquarters and Professional Services

2. Priority Economic Development Needs and Opportunities

1. Maintain and Improve Infrastructure

To maintain a competitive edge in attracting and retaining business, especially corporate offices and high tech companies, Norcross will maintain and improve its supportive infrastructure, including transportation, utilities, and communications.

2. Promote Buford Highway Redevelopment

Redevelopment of Buford Highway is pivotal to creating a more connected community and achieving the vision of the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan.

3. Maintain and Enhance a Business Friendly Environment

Further the City's reputation as a great place to do business, through continued local economic development efforts and work with other economic development partners to support, retain and attract business and to promote entrepreneurship.

4. Continue to Support the Arts

Increase the arts and attractions of Norcross to attract additional residents and visitors. Potential reuse of the OFS site for filming could be leveraged to further this goal. Additional resources on the northeast side of Buford Highway could in part accommodate these things. The arts should be reflective of the City's cultural diversity.

E. LAND USE

The land use component of the Comprehensive Plan is the plan's foundation: it provides a snapshot of the City's current development pattern and the vision of how the City of Norcross intends to develop, redevelop, and stabilize over the next twenty years. The various land uses in the City: residential, employment, institutional, parks, etc. are the basic building blocks of the community. The relationships of these land uses and the connections among them are what drive the other topic areas addressed by the Comprehensive Plan. The Future Development Map developed during the planning process will capture the consensus vision for the city's future development pattern. The map then serves as a guide for City leaders as they review rezoning applications and development proposals, make infrastructure improvements and additions, and site civic investments such as parks and fire stations.

1. Baseline Assessment

a. *Existing Land Use*

The City of Norcross currently encompasses 3,306 acres or slightly over 5 square miles. The accompanying table provides a breakdown land uses in the city for it's current boundaries and for the area covered by the 2008 comprehensive plan. Employment generating land uses including: commercial/retail, institutional/public, heavy and light industrial, and office/professional; take up slightly less than half of city's land area. Residential land uses including: estate, low, medium, and high density, and multi-family, account for just over one-third of the land area, and approximately a tenth of the city's land remains undeveloped.

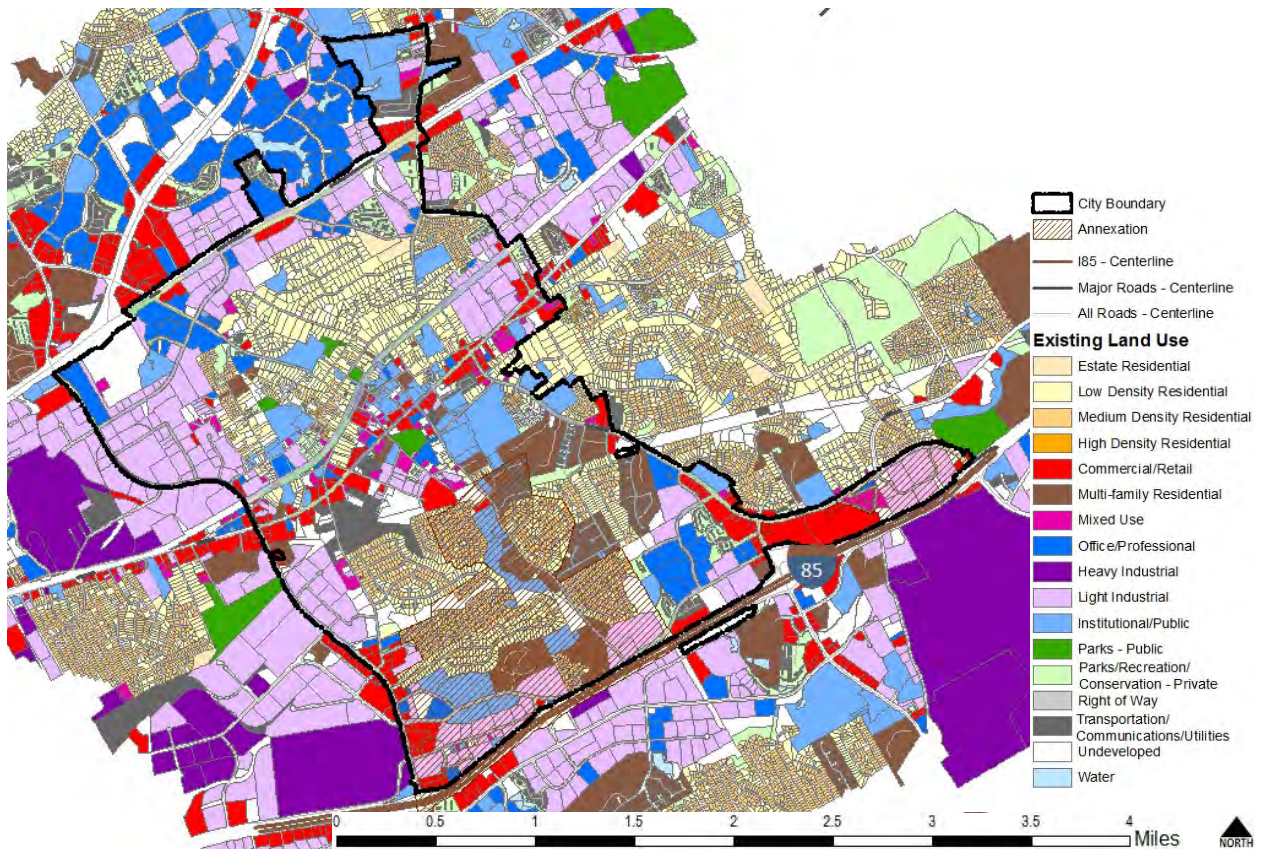


FIGURE 3-5: Existing Land Use

Source: City of Norcross GIS Dept. and Gwinnett County GIS Dept.

b. Effects of Annexation

Since 2008 annexations have increased the size of the city by one-third (approximately 830 acres). The largest annexation made by Norcross was the 2011 annexation of the area of unincorporated Gwinnett County bounded by Jimmy Carter Blvd, I-85 and the Norcross city limits along Beaver Ruin Road. In 2012 the City annexed the area between Beaver Ruin Road and I-85 to the north of Indian Trail Lilburn Road. These annexations create a new gateway to the City and provide a major presence on the I-85 corridor.

Medium density and multi-family residential land use made the most significant gains in terms of acreage and proportion of the city. Mixed use and office/professional land uses had the most significant decreases in percentage of total area of the city. Overall the changes in the city's boundaries have increased the percentage of the city used for residential land uses as residential land uses gained approximately four percent. Employment, recreational, undeveloped, and other land uses all experienced lost approximately one percent.

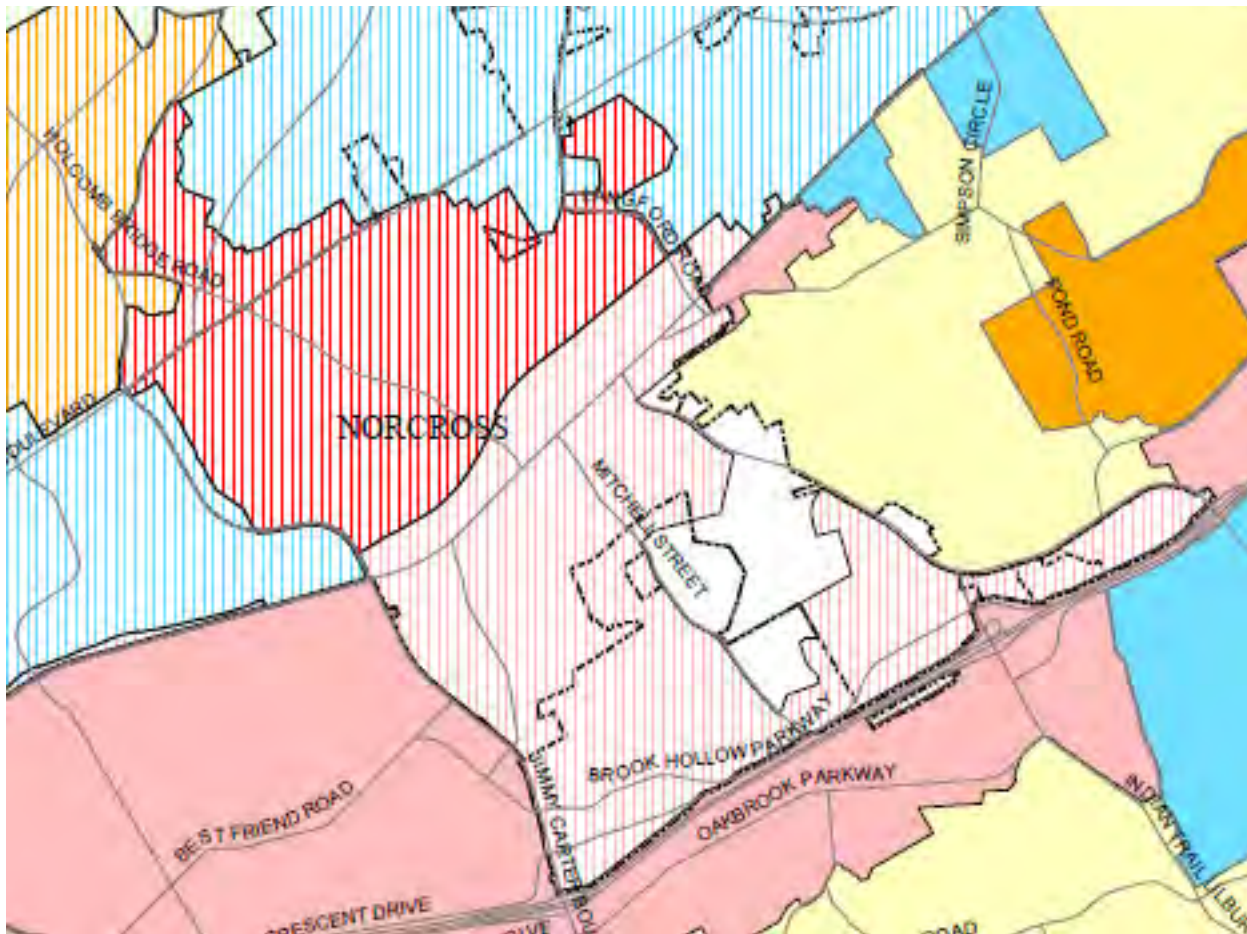


FIGURE 3-6: 2030 Gwinnett Unified Plan Future Development Map (zoomed into Norcross)

c. 2030 Gwinnett Unified Plan

The 2030 Gwinnett Unified Plan Future Development Map (completed in 2008) shows the recently annexed areas of Norcross as a developing into a Regional Mixed Use Center. These areas are meant to become the County's "most intense concentration and mix of commercial, employment and residential developments." Land uses encouraged in these areas are mixed use, office professional, ultra high density residential, high density residential, institutional public and public open space¹. Freestanding commercial/retail



1. Land uses defined in the 2030 Gwinnett Unified Plan Future Development Map

establishments and townhouses are acceptable as minor components of developments. Light and heavy industrial, single family and estate residential are discouraged land use categories. Regional Mixed Use Centers may also serve as principal Transit Oriented Development (TOD) locations should transit services extend to them.

A key component City's comprehensive plan update is assessing the current development pattern of the annexed areas and determining how best to incorporate them into the city's overall development context and vision for the future. Contemplating the appropriateness of the County's plans for the area is an important part of this process.

d. Livable Centers Initiatives (LCI) and Other Studies

As outlined in the Plan Overview, several studies undertaken in the city since the last update have made future land use recommendations, including the Indian Trail LCI, the Town Center LCI, the Norcross Activity Center LCI and the Jimmy Carter Blvd Corridor Study. These recommendations have been incorporated into policies of the Future Development Map, and projects outlined in the Community Work Program.

2. Priority Land Use Needs and Opportunities

1. Revisit Zoning and Development Regulations.

Since the last update of the Comprehensive Plan, the City of Norcross has seen much progress, many changes, and annexation. As such, there is a need to revisit and consider edits to the zoning and development regulations of the city.

a. Sign Ordinance

Amend sign ordinance to address improvements identified by sign ordinance evaluation.

b. Repurposing of old buildings

The City currently has an excess of office space. There is an opportunity to convert some of this space to flex space or other more flexible uses.

c. M-1 Zoning District

Revisit the M-1 zoning district to ensure appropriate users are allowed in the district.

As the City's only industrial zoning district, it is important that this district preserve the industrial base of the community.

d. Parking

Amend parking ordinance to provide for banking of parking.

2. Promote Development of Mixed Use Nodes at Key Gateway Intersections

Continue tradition of strong planning to support smart zoning, redevelopment, and development decisions. This should include updating the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan in coordination with County and CID partners.

3. Promote Redevelopment along City's Principal Roadways

Redevelopment along key roads like Buford Highway, Beaver Run, and Jimmy Carter Boulevard and reworking these roadways is essential to connecting the City's different neighborhoods. Balancing land use and transportation improvements will be essential to achieving the area vision.

4. Improve gateways and wayfinding signage.

Everyone should know when they have arrived in the City of Norcross through the aesthetic use of monuments and architectural treatments, and should easily be able to find community facilities and attractions. This need is already being pursued by the City and should continue to be a priority in the next five years as the City works to integrate newly annexed portions of the city.

F. TRANSPORTATION

The transportation element of the Comprehensive Plan can be categorized as a composite of goals, objectives, policies, maps, and programs intended to guide the city's future framework for its various modes of transportation. The transportation infrastructure plays a key role in setting the stage for future development in local governments. This includes roadways, sidewalks, transit, bike lanes, freight systems, and public transit. This transportation element describes the city's existing transportation network and assesses the strengths and opportunities as well as the deficiencies and weaknesses into consideration for the next twenty years. For example, the element can compare the local policies and objectives with those of the metro area, identify the local facilities by functional class, and incorporate state, regional, and federal transportation plans and studies that are applicable to the city.

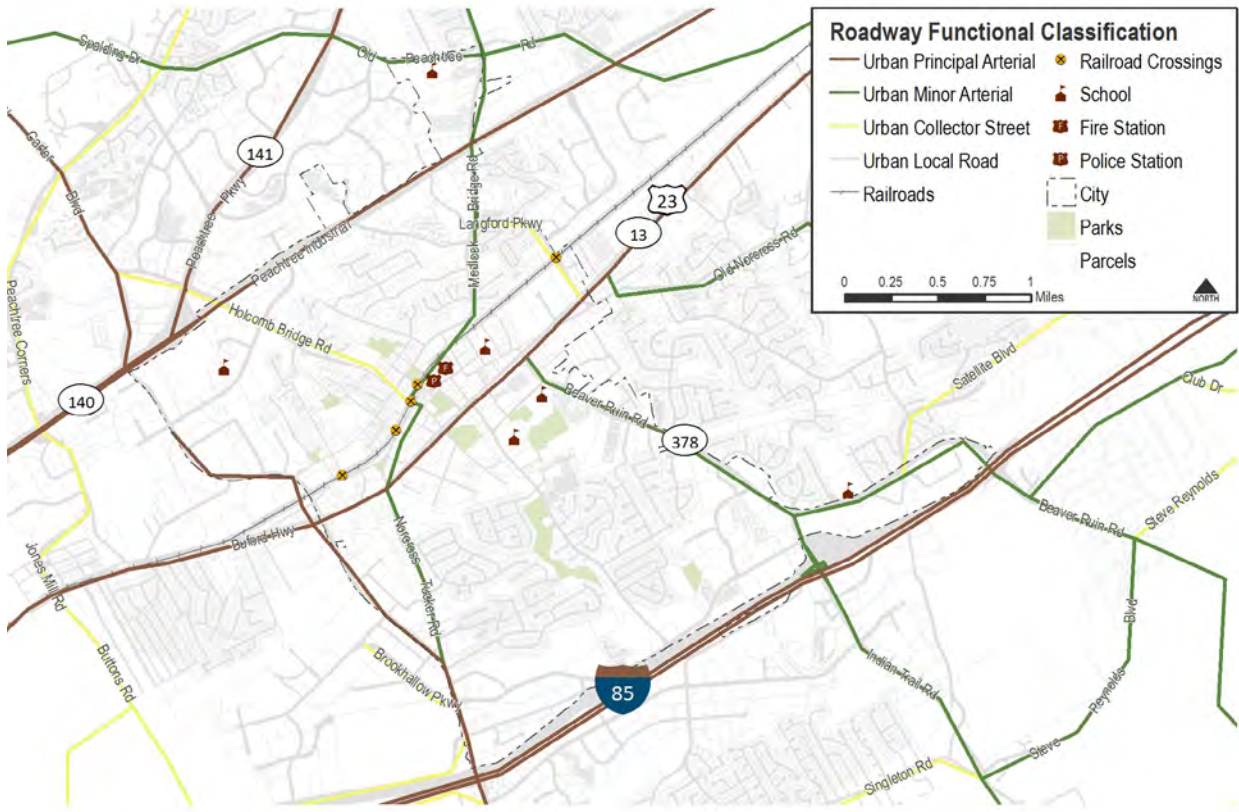


FIGURE 3-7: Roadway Functional Classification

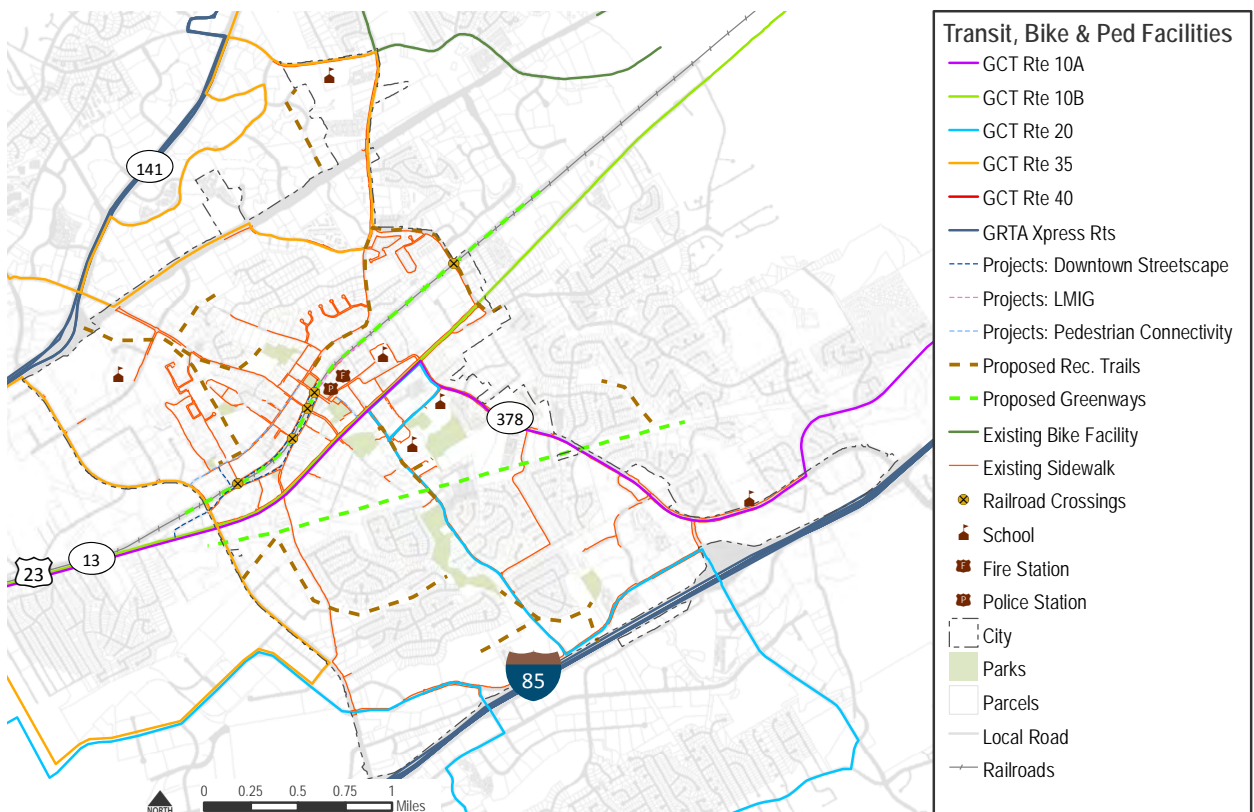


FIGURE 3-8: Transit, Bike and Pedestrian Facilities

1. Baseline Assessment

a. Existing Roadway Network

Roadways are typically the most utilized public resource in a local government. They are used for travel between homes, employment centers, activity centers, and recreation. Roadways are an important element in the quality of life for citizens as they connect people to and from their destinations. For the City of Norcross, the city's roadway network is comprised of primary arterials, major collectors, and local streets such as Buford Highway, Beaver Run Road, Holcomb Bridge Road, and Thrasher Street (just to name a few). A few of these facilities, such as Buford Highway, Thrasher Street and South Peachtree Street, are part of roadway or streetscape projects that are currently being improved.

The existing roadway facilities in Norcross serve one of two purposes; they either facilitate mobility or provide access to the various land uses in the city. Mobility and accessibility for roadways are typically measured by a functional classification system that groups streets, roads, and highways into classes based on their functionality or service provided. This functional classification is further used in describing how an individual road or highway is important to the overall roadway network for an area. The following map depicts the roadway classification for the city of Norcross, based on data from the Georgia Department of Transportation.

b. Existing Transit, Bicycle, Pedestrian and Trails Network

In terms of transit facilities, the city of Norcross is served by the Gwinnett County Transit service. There are only five local bus routes in the city at this time (with stops along Jimmy Carter Boulevard, Singleton Road, Buford Highway, South Peachtree Street, and Holcomb Bridge Road), with one of the routes providing a connection to the Doraville MARTA Station. Additionally, there is a GDOT Park & Ride facility located at I-85 and Indian Trail Road that provides access to the Georgia Regional Transportation Authority (GRTA) Express Bus System. Past studies have shown the need for a coordination effort between transit use and pedestrian activity in the city. This is due to some of the bus stop locations being along corridors with heavy vehicular traffic and the potential risks for pedestrians crossing the street.

Currently, there are no dedicated bicycle facilities in the city of Norcross. This is due to the fact that many of the primary roadways in the city not having adequate shoulders or spacing as well as the safety concerns regarding high traffic volumes. There are opportunities for some shared bicycle-automobile use on some of the lower volume streets in the city and this has been documented in some of the past studies by both the city and the ARC. Additionally, the city has no existing multi-use trails but according to the Parks and Greenspace Master Plan, there are proposed opportunities to connect to existing off-road systems in the county by utilizing utility corridors, greenways and other connections between recreational facilities to serve as transportation routes.

As for pedestrian facilities, they exist in most areas of the city, especially the downtown area. The city has recently installed wider sidewalks and streetscapes in some downtown areas with plans to expand to other areas. Although the sidewalk facilities downtown are functional, there are gaps existing in areas so they do not operate as a complete, comprehensive pedestrian network. Also, the city is currently working on two award-winning sidewalk projects, one of which, is for ADA accessibility improvements throughout the city. Additionally, Norcross is looking to utilize pedestrian modes for travel to and from some of the schools to foster healthy physical activity. Figure 3-8 depicts the transit and bicycle/pedestrian and trail facilities (both existing and proposed) for the city of Norcross.

2. Priority Transportation Needs and Opportunities

1. Pursue Funding & Implementation Partnerships

Pursue partnerships with the Gwinnett Village CID, the private sector, and funding partners to achieve needed transportation improvements.

2. Expand Bicycle Infrastructure

There is a desire to be able to get around town via bicycle, both for recreation and to visit community facilities, shop, and work. This is documented by the Parks Master Plan. Building bike infrastructure in the city should be an initiative of Norcross. Example communities of successful bicycle infrastructure programs include the City of Roswell and City of Decatur, both of which have a historic town core.

3. Improve Downtown Railroad Crossing Safety

Improve safety around railroad crossing in the Downtown area. In particular, implement the findings of the Holcumb Bridge Railroad Crossing Study.

4. Expand Sidewalk Infrastructure

Increase walkability throughout the city by expanding the sidewalk infrastructure between destination points and closing gaps that exist in the existing sidewalk system.

5. Increase Local Public Transportation Options

Need to increase local public transportation to take residential community where it needs to go. Further analysis is needed to determine whether such initiative is feasible or warranted.

6. Maintain Street Resurfacing Program

The City has comprehensive street resurfacing program that has overseen resurfacing 25 percent of the city's street. This initiative should be continued to maintain high quality and safe roadways for residents and economic development purposes.

7. Manage Traffic Flow

Community members have identified the need for improvements along the city's major roads. Managing traffic flow should emphasize traffic calming along the city's internal roadway network and efficient movement of traffic along the city's boundary roadways which are designed to accommodate through traffic.

G. COMMUNITY FACILITIES AND SERVICES

The services local governments provide, and the facilities they maintain, contribute greatly to the quality of life and economic prosperity of a community. Answering the question of whether these services and facilities will remain adequate as the local development landscape and demographics change over time is a critical component of comprehensive planning.

1. Baseline Assessment

a. *Current Community Facilities in Norcross*

There are a number of community service and facility providers serving the Norcross community. The City of Norcross Public Works Department has responsibility for most city services and facilities. The department has three major divisions: Norcross Power (the city has provided electrical service since 1973); Public Works (responsible for streets, city facilities, and stormwater management); and Parks and Recreation. The City also provides police, planning and development services. Additionally, Norcross has joined with Gas South to provide discounted natural gas rates for community members and the city contracts with a private hauler for sanitation services. Gwinnett County provides water and wastewater services, fire protection, libraries, schools, and health and human services. The State of Georgia provides unemployment and driver services from a facility located in the city.

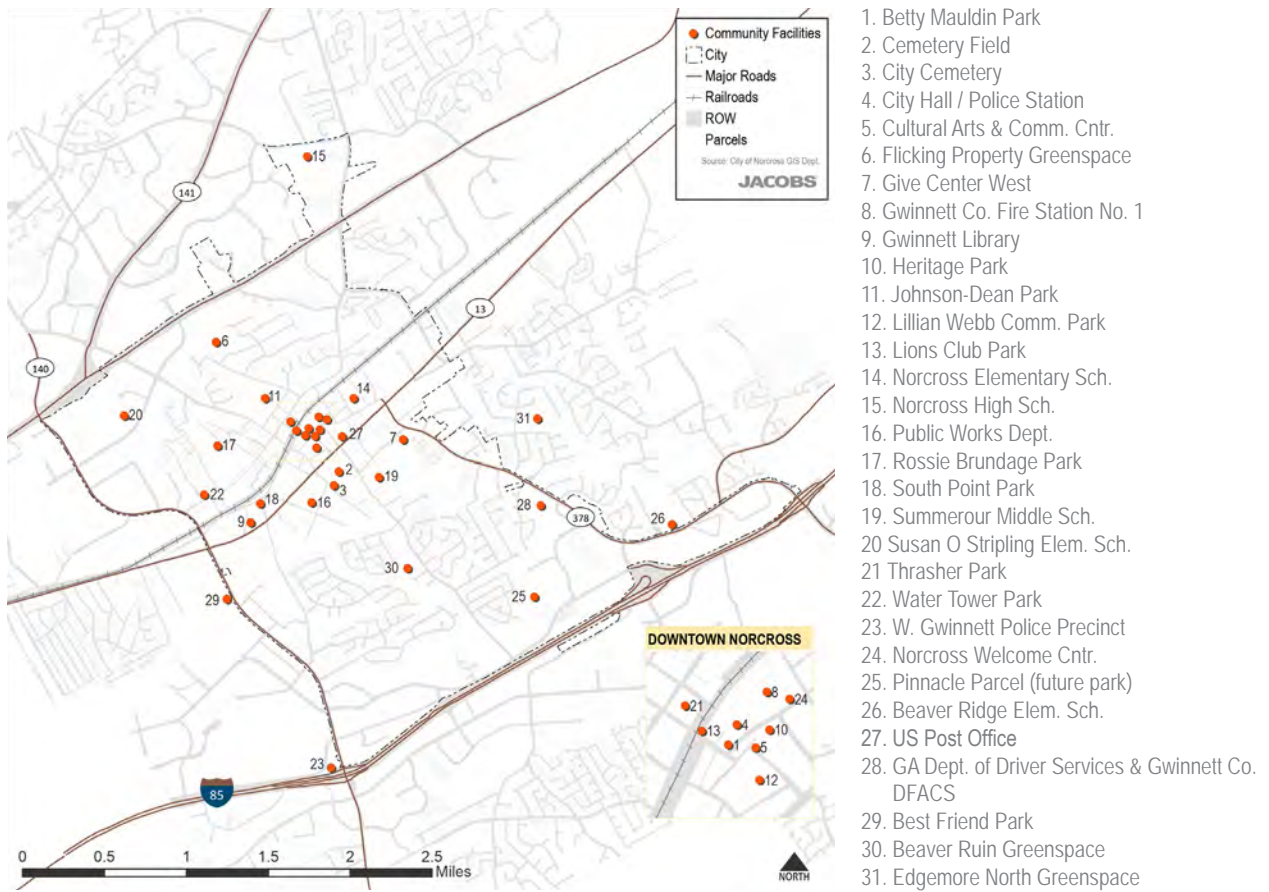


FIGURE 3-9: Current Community Facilities

b. Current Plans, Recent Changes and Accomplishments

The City of Norcross has upgraded, expanded, or undertaking planning projects for a number of its community facilities and services in the past five years. Accomplishments of include:

- Opening the new Norcross Welcome Center, the Fire Museum, and improvements to the city's Community Center
- Improvements to Thrasher Park that increased use of the park by 20% and the overhaul of Lillian Webb Park, formerly the city's original baseball field
- Establishing the city's Smart Grid. Recently Norcross partnered with Electric Cities of GA and GE to launch a "smart" system that employs automated metering infrastructure and wireless technology that will allow for more accurate metering, expedient repairs, time-of-use rates, and customer demand response
- Initiating a comprehensive street resurfacing program, the city is now in year three of the five year plan and has resurfaced 25% (+/-) of the city's streets
- Creating a five year plan for the stormwater utility and mapping of the entire system

- Moving the Public Works Department from downtown to Lively Street; the relocation freed up much needed space for additional parking downtown
- Skin Alley Block Improvements. A major streetscaping face lift in addition to installation of conduit, city maintained grease traps, and electrical poles
- Sale of the City's water and wastewater systems to Gwinnett County in April 2013
- Continuing to increase services to Norcross's Hispanic population; the number of Spanish-speaking police officers increased from 3 to 9 and a new Hispanic Citizen Police Academy graduated its first class in September 2013

Prior to the recession, the City made significant infrastructure and facilities improvements in 2007-2009 in anticipation of development that never came. Now as the economy rebounds, there is infrastructure capacity to accommodate the next wave of development and redevelopment.

c. Drivers of Change

Moving forward factors that will effect the needs for facilities and services include:

- Continued implementation of various plans:
 - 2011 LCI Update. This update of the city's 2001 plan focuses on the development mixed-use projects at key sites in Downtown Norcross and along Buford Hwy
 - Jimmy Carter Boulevard/Buford Highway Redevelopment Plan, completed in 2007 this plan provides a framework for redeveloping the aging commercial strips into a series of mixed-use activity centers. Increasing the intensity of and changing the types of development will shift service and facility needs
 - Parks Master Plan, completed in 2011 this plan identified the number one priority as securing suitable land for active recreation opportunities southeast of Buford Highway
- Annexation. The recent annexation has increased the customer base and service area for city-provided services and facilities. This provides an opportunity to expand the city's stormwater and parks systems into the Mitchell Road corridor
- Demographic Shifts. The City's Hispanic population continues to grow as do the percentages of residents under 5 and over 45 years old
- Budgetary Capacity. State and Federal funding sources are uncertain and municipal property tax revenues continue to rebound from the recession, so identifying new funding sources for city improvements is critical; passing of a new special-purpose local-option sales tax (SPLOST) in 2014 is a key priority

2. Priority Community Facilities and Services Needs and Opportunities

1. Improve access to community facilities

There are limited community facilities outside of the Town Center. Better access to these facilities is needed to better accommodate the population in the newly annexed area and other parts of town.

2. Continue to Support the Norcross Police Department and its presence in the Community

Although the police department is strong and has extended its reach in the community, the perception of limited safety persists in the community, particularly in the area east of Buford Highway.

3. Implement and update the Norcross Parks Master Plan, adopted in January 2011

The plan should be updated to consider recreational needs in the annexed area northeast of Jimmy Carter Boulevard. The Parks Master Plan recognizes the following five top priorities for parks space in the city (listed in order of priority):

- a. Parkland in the Southeast portion of the city.
- b. Connectivity (including safe access to Gwinnett County's Best Friend Park as a top priority, followed by connectivity to all parks and recreational facilities including County or City parks, school, or church).
- c. Soccer fields, informal playing fields
- d. Play facilities
- e. Picnic facilities and passive recreation

4. Construct Additional Parking in the Downtown Area.

Constructing a parking deck in the Town Center is a community priority. A deck will continue to strengthen the Town Center and also allow for a more walkable and dense downtown as envisioned in the Town Center LCI.

5. Maintain and Improve Stormwater Infrastructure

Stormwater infrastructure is aging. In an effort to reduce non-point source pollution and promote redevelopment, the City should continue to implement its five year plan to improve stormwater infrastructure.

6. Implement High Tech Solutions in Service Provisions to Enhance the Community Image

The City should continue to build on its positioning and image as a high tech community in its service provisions.

7. Develop a Citywide Geographic Information System (GIS)system

As demonstrated in other jurisdictions, such as Gwinnett County and several other Metropolitan Atlanta municipalities, there is an opportunity to create a citywide GIS system that will facilitate making secure and public geographic oriented data more readily available for use by city staff and the public.



Thrasher Park Playground



Norcross Welcome Center































Lillian Webb Park
Picture Credit: Waymarking.com





































New City of Norcross Public Works Building Relocated
from Downtown to Lively St.

H. SUMMARY TABLE

The Table below connects the priority needs and opportunities to the vision statement goals.

PRIORITY NEEDS AND OPPORTUNITIES	GOALS				
	SENSE OF PLACE	LIVABLE & SAFE	TRANSPORTATION	ECONOMY	LEADERSHIP & SERVICE
					
POPULATION					
1. Maintain an environment of multi-cultural acceptance and tolerance					
2. Continue to Attract the Creative Class					
3. Support Lifelong Communities initiatives					
4. Expand Community Engagement					
5. Connect the two sides of Buford Highway					
HOUSING					
1. Encourage Desirable Residential Development					
2. Maintain Existing Housing Stock					
3. Expand Inter-parcel Connectivity and Interior Sidewalks					
ECONOMIC DEVELOPMENT					
1. Maintain and Improve Infrastructure					
2. Promote Buford Highway Redevelopment					
3. Maintain and enhance a business friendly environment					
4. Continue to Support the Arts					
LAND USE					
1. Revisit Zoning and Development Regulations					
2. Promote Dev. of Mixed Use Nodes at Key Gateway Intersections					

PRIORITY NEEDS AND OPPORTUNITIES	GOALS				
	SENSE OF PLACE	LIVABLE & SAFE	TRANSPORTATION	ECONOMY	LEADERSHIP & SERVICE
					
3. Promote Redevelopment along City's Principal Roadways					
4. Improve gateways and wayfinding signage					
TRANSPORTATION					
1. Pursue Funding & Implementation Partnerships					
2. Expand Bicycle Infrastructure					
3. Improve Downtown Railroad Crossings					
4. Expand Sidewalk Infrastructure					
5. Increase Local Public Transportation Options					
6. Maintain Street Resurfacing					
7. Manage Traffic Flow					
COMMUNITY FACILITIES					
1. Improve access to community facilities					
2. Continue to support the Police Department and its presence in the community					
3. Implement and update the Norcross Parks Master Plan					
4. Construct Additional Parking in the Downtown Area					
5. Maintain & Improve Stormwater Infrastructure					
6. Implement High Tech Solutions in Service Provisions to Enhance the Community					
7. Develop a Citywide Geographic Information System (GIS)					

DRAFT: 3-3-2014



IV.COMMUNITY WORK PROGRAM

A. INTRODUCTION

The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a priority list of recommendations that need to be implemented first, because they address critical needs, and because they constitute the foundation for successfully implementing related recommendations. This priority list is known as the “Short Term Work Program” (STWP), and identifies responsible parties, cost estimates, funding sources, and timelines. Another component of this Community Work Program is list of policies or ongoing practices that support the implementation of the STWP, which is presented following the STWP.

Due to its all-inclusive nature, the recommendations compiled in the preparation of any Comprehensive Plan are numerous and wide ranging. While each recommendation maybe beneficial to the community, not all are relevant to the overall vision, and as such all are not equal in priority, or achievable in the same time frame. To help weed through this vast pool of ideas, this work program also presents a ranking methodology for prioritizing recommendations based on the goals of the plan. It is recommended that this methodology become a part of the annual budget process for the city to help in its ongoing effort to make its vision of the future a reality.

B. RANKING METHODOLOGY

Each of the recommendations was first evaluated based on estimated cost, implementation time frame, and funding availability. Projects already funded and those that are currently on-going took top priority. The remaining projects were then evaluated based on how they rated in regard to achieving the community goals. The following rating scales were utilized in determining priorities, as outlined below.

1. Goals

Goal 1: Continues to Define Norcross' Sense of Place

Scale = 0 – 5

- 0 = Does not enhance sense of place
- 1 = Maintains existing character in a limited area
- 2 = Maintains existing character citywide
- 3 = Improves character in a limited area
- 4 = Improves character citywide
- 5 = Major improvement with regional significance

Goal 2: Strengthens Norcross as Livable/Safe Environment

Scale = 0 – 4

- 0 = No real connection
- 1 = Creates a safer environment or more livable environment for some
- 2 = Creates a safer environment and more livable environment for some
- 3 = Creates a safer environment or more livable environment for all
- 4 = Creates a safer environment and more livable environment for all

Goal 3: Increases Opportunities for Travel via Different Modes

Scale = 0 – 4

- 0 = No real connection
- 1 = Improves 1 mode of travel
- 2 = Improves 2 modes of travel
- 3 = Improves 3 modes of travel
- 4 = Improves all modes of travel (improves key transportation modes)

Goal 4: Maintains a Vibrant Economy and Facilitates Job Growth

Scale = 0 – 6

0 = No real connection

1 = Creates a more favorable business climate but no direct jobs

3 = Creates a more favorable business climate and should create temporary jobs

4 = Creates a more favorable business climate and should lead to permanent jobs

6 = Critical infrastructure investment or policy

Goal 5: Furthers Strong Leadership/High Level of Quality Services

Scale = 0 – 7

0 = No real connection

1 = Maintains existing service, program, or city leadership abilities

3 = Makes minor improvement to existing service, program, or city leadership abilities

5 = Makes major improvement to existing service, program, or city leadership abilities

7 = Adds new service, program, or city leadership ability

2. Composite Score

Furthers Strong Leadership/High Level of Quality Services (Possible score of 0 to 7)

+ Maintains a Vibrant Economy (Possible score of 0 to 6)

+ Continues to Define Norcross' Sense of Place (Possible score of 0 to 5)

+ Strengthens Norcross as Livable/Safe Environment (Possible score of 0 to 4)

+ Increases Opportunities for Travel via Different Modes (Possible score of 0 to 4)

Adding up all these scores a project will have a composite score of 0-26

The composite score is not and should not be the only factor used in evaluating projects. Timing, funding, and price all play a critical role, but it is good way to evaluate projects of seemingly equal value, and does give decision makers an objective tool to help in evaluating capital investments.

C. PROJECT EVALUATION LIST

The actual composite score rankings were applied in Project Evaluation List, which can be found in the Appendix as part of the Community Facilities Technical Addendum. The list was compiled from a variety of sources and supplemented with new projects recommended by those that participated in the planning process for this plan. These sources included the following:

- The previous 2008 Short Term Work Program
- The 2011 Parks Master Plan
- 2007 Jimmy Carter - Buford Highway Redevelopment Plan (LCI)
- 2007 Indian Trail - Lilburn Road Corridor Study (LCI)
- 2012 Indian Trail - Jimmy Carter Boulevard Bike Study
- 2008 Norcross Activity Center LCI
- 2012 Town Center LCI 10-yr Update
- 2012 Summerour Middle School Transportation Plan (Safe Routes to School)

The list is organized by the priority need and opportunity the project is intended to address. It shows the composite score and how it was calculated, the relative cost, the implementation time frame, and funding availability. Those projects that rose to the top of the list by having the highest composite scores were used to compile the Short Term Workshop Program.

D. SHORT TERM WORK PROGRAM

The following STWP is based on the current city budget, and the findings of the Priority Evaluation List. It is comprised of projects that are ongoing or should be launched over the next five years to further the goals of the plan. The STWP is organized by element and lists implementation years, responsible party, estimated cost, and potential funding sources.

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
Population										
POP-1	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	x						Community Center	Staff Time	General Fund
POP-2	Senior Programs - include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	ongoing						Community Center	Staff Time	General Fund
POP-3	Continue our positive relationship with ethnic and international communities, such as the Latin American Association through community programs and events	ongoing						City Manager	Staff Time	NA
POP-4	Study the possibility of implementing a Leadership Norcross Program		x					City	Staff Time	NA
Housing										
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	x						Community Development	Staff Time	General Fund
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life	ongoing						Community Development	Staff Time	General Fund
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods.	ongoing						City	TBD	City
HOU-5	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	x						City	TBD	City
Economic Development										
ED-1	Pursue creation of an Opportunity zone along Jimmy Carter Boulevard	X						City	Staff Time	City
ED-2	Create Residential Recruitment Materials to improve awareness and viability of key focus areas for future residential opportunities, particularly for millennial and senior housing	X						City / Economic Development	\$ 5,000	City
ED-3	Implement management program of off-site parking for employees of downtown businesses	TBD						City, DDA, Businesses	Staff Time	City
ED-4	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	x						Economic Development Manager	Staff Time	General Fund
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	x						City	staff time	City
ED-6	Document current fiber optics, data cables and electrical services provided within the Technology and Innovation Incubator District and other technology oriented area of the city and assess where upgrades area necessary in order to attract and provides services to high tech industry	x						City / Economic Development	staff time	City
ED-7	Collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries	ongoing						City / Community Development & Economic Development	staff time	City
ED-8	Establish monthly or quarterly meetings with business owners within the Technology and Innovation Incubator District and provide them with a model of Innovation Center establishment	x						City / Economic Development	Staff Time	City
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	x						City / Economic Development	Staff Time	City
Land Use										
LU-2	Work with GV CID to develop zoning overlay districts for the Jimmy Carter Blvd corridor to address: A. Design standards for the public realm B. Site design standards C. Incentives D. Mixed-use development	x						City / Community Development	Staff Time	CID/City
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	x						City / Community Development	Staff Time	City
LU-4	Develop plazas with redevelopment per Town Center LCI	X						City & Development Community	TBD	City, Developers, Bonds, TAD, CID, GAFARLF, Equity Fund, Redevelopment Fund, CDBG
LU-5	Strengthen Historic District Regulations to preserve no only structures' character but to preserve historical lot sizes as well. Allow flexibility within the redevelopment guidelines to encourage preservation with allowance for redevelopment within areas where single structure preservation may discourage reinvestment.	X						City	Staff Time	City, State Historic Preservation Tax Incentives

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
LU-6	Expand current standards for streetscape elements to entire Town Center LCI study area to create uniformity, including streetlights, benches, way finding signage, etc.	X						City	TBD	ARC, TE, City
LU-7	Update Design Standards manual and other documents, including the corresponding Ordinance to reference the most recent Norcross LCI rather than the 2001 study	X						City	Staff Time	City
LU-8	Reduce off-street parking minimums within the Historic Downtown area	X						City	Staff Time	City
LU-9	Amend the ROAD Overlay District to more reasonable densities and scale	TBD						City	Staff Time	City
LU-10	Modify the City's Land Development Regulations to allow pervious paving in parking lots with in the Town Center area	X						City	Staff Time	City
LU-13	Adopt higher-density mixed-use zoning categories for Brook Hollow Pkwy and Beaver Ruin Rd. corridors (similar to BuHwy zoning)	TBD (2009 per LCI study)						City	NA	City
LU-11	Establish a sidewalk bank	TBD						City	Staff Time	TBD
LU-12	Create zoning incentives for redevelopment	x						Community Development	Staff	General Fund
LU-14	Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP	TBD (2010 per LCI study)						City / CGCPS	TBD	City / GCPS
LU-15	Create retail-only ordinance along first floor of S. P'tree St. businesses and parts of College St. and HBR where appropriate to promote storefront streets	x						DDA, City / Community Development	staff time	City
LU-16	Consider expansion of Skin Alley Plaza	x						City	TBD	City, Developers, Bonds, TAD, CID, GAFRLF, Equity Fund, Redevelopment Fund, CDBG
LU-17	Incorporate parks and greenway requirements into Zoning for open space and options for "banking" open space	ongoing						Community Development	Staff Time	General Fund
LU-18	Complete a Redevelopment Guide for focus projects within the Town Center LCI study area	x						City / Economic Development	\$ 15,000	City
LU-19	Revise the industrial zoning district (M-1) to preserve and enhance areas for business retention and attraction		x					Community Development	Staff Time	City
Transportation										
TR-1	Indian Trail Road Improvements: A. Intersection @ BHPkwy: Add second eastbound right turn lane and westbound through lane B. Interchange: Install second left-turn lane onto I-	X						City / GDOT	\$ 2,247,500	General Fund, LCI, TE
TR-2	Buford Highway Improvements A. Add northbound right-turn lane @ N. Norcross Tucker intersection B. Construct raised center median from N. Norcross Tucker Rd. to Langford Rd., as well as on the major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. C. Retime traffic signals to improve traffic flow	X						City / GDOT	\$ 1,954,575	General Fund, LCI, TE
TR-3	Pedestrian Improvements A. Construct crosswalks and pedestrian signals at the following intersections: - BHPkwy @ Center Way - Beaver Ruin Rd. @ Wexford Dr./East Hill Way - ITRd. @ BHPkwy - BuHwy @ N. Norcross Tucker Rd. - Beaver Ruin Rd. @ Pinnacle Way - Beaver Ruin Rd. @ ITRd. - Mitchell Rd. @ BHPkwy - BHPkwy @ Victory World Church B. Construction connections between existing sidewalks in the study area to complete study area sidewalk network. 3.85 miles of sidewalks to fill in gaps along N. Norcross Tucker Rd, Beaver Ruin Rd, and BHPkwy west of Mitchell Rd.	2013 per plan						City / GDOT	\$ 862,325	Federal / State / City
TR-4	Buford Hwy from N. Norcross Tucker Rd. to Langford Rd.: Pedestrian enhancements including landscaping, lighting, and 10' multi-use trails	x						City / CID	\$ 8,976,000	Federal / State / City
TR-5	Brook Hollow Pkwy from Mitchell Rd to Beaver Ruin Rd and on Mitchell Rd. from Everglades Tr. To BHPkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	x						City	\$ 5,625,700	Federal / State / City
TR-6	Pinnacle Point Rd. from Beaver Ruin Rd to BH Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	x						City	\$ 2,131,500	Federal / State / City

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-7	Beaver Ruin - Langford Rd. Connector: S.terminus in general area of Newbury Rd and N. terminus at BuHwy/Langford Rd. intersection		x					GDOT / City	\$ 10,000,000	Federal / State / City
TR-8	Bus stop improvements along BuHwy, Beaver Ruin Rd. N. Norcross Tucker Rd.	x						City	\$ 120,000	City
TR-9	Downtown Pedestrian Improvements: A. 8' sidewalk and streetscape at NW side of Bostic St. from HBR to Lillian Webb Park, on SE side of Bostic St. from HBR to Britt Ave., on SW side of Britt		x					City / PW	\$ 432,200	General Fund, LCI, TE
TR-10	Downtown Pedestrian Improvements/Traffic Calming: A. Raised crosswalks/speed tables on Britt Ave. and on College St.		x					City / PW	\$ 300,000	General Fund, LCI, TE
TR-11	Downtown Parking: A. On-street parking on both sides of Bostic St. from HBR to raised intersection		x					City / PW	\$ 78,000	General Fund, LCI, TE
TR-12	Norcross Elem. School Bike/Ped Connectivity: Multi-use trail on SW side of Born St. from Academy St. to Lawrenceville St.			x				City / PW	\$ 54,000	General Fund, LCI, Safe Routes to School
TR-13	Norcross Elem. School Bike/Ped Connectivity: 5ft sidewalks on the following routes - NE side of Beutell St. from Lawrenceville St. to Wingo St.			x				City / PW	\$ 1,152,000	General Fund, LCI, Safe Routes to School
TR-14	City Hall Pedestrian Improvements: 8' sidewalk with streetscape on the NW side of Lawrenceville St. between Jones St. and Rakestraw St.			x				City / PW	\$ 528,000	General Fund, LCI, TE
TR-15	City Hall Pedestrian Improvements: Textured surface and splitter island at the intersection of Lawrenceville St. and Mitchell Rd.			x				City / PW	\$ 72,000	General Fund, LCI, TE
TR-16	Lawrenceville St. Bike/Ped Connectivity: - Sidewalks on NW side of Lawrenceville St. from academy St. to Hunt St. - Splitter island with enhanced crosswalk at				x			City / PW	\$ 180,000	General Fund, LCI, TE
TR-17	Lawrenceville St. Bike/Ped Connectivity: Multi-use trail connection between NW side of Lawrenceville St. and Giles St. near BuHwy				x			City / PW	\$ 102,000	General Fund, LCI, TE
TR-18	Thrasher Park Area Pedestrian Improvements: Sidewalk on SW side of W P'tree St. between HBR and Park Dr.				x			City / PW	\$ 114,000	General Fund, LCI, TE
TR-19	Thrasher Park Area Pedestrian Improvements: - Enhanced crosswalks at W. P'tree St. @ HBR and W. P'tree St. @ Park Dr. - Bulbout and enhanced crosswalk at N. P'tree St.				x			City / PW	\$ 30,000	General Fund, LCI, TE
TR-20	Buford Hwy. Pedestrian Improvements: 8" sidewalk with streetscapes on both sides of Buford Hwy. between HBR and Mitchell Rd.				x			City / PW	\$ 456,000	General Fund, LCI, TE
TR-21	Buford Hwy. Pedestrian Improvements: A. Enhanced crosswalks on Buford Hwy. at the following locations: N Norcross Tucker Rd., HBR, Mitchell Rd., Beaver Ruin Rd.					x		City / PW	\$ 312,000	General Fund, LCI, TE
TR-22	Railroad Pedestrian Crossing Upgrades and Traffic Calming: A. Upgrade ped crossings at the RR crossings on HBR and Park Dr.					x		City / PW	\$ 180,000	General Fund, LCI, TE
TR-23	Railroad Pedestrian Crossing Upgrades and Traffic Calming: Intersection Improvements at HBR @ P'tree St. - Add a gateway feature consisting of a wrought iron						x	City / PW	\$ 108,000	General Fund, LCI, TE
TR-24	N P'tree St. Multi-use Trail and Traffic Calming: - Multi-use trail on SE side of N P'tree St. from Buchanan St. to Langford Rd. - Splitter island with enhanced crosswalks at N						x	City / PW	\$ 936,000	General Fund, LCI, TE
TR-33	Implement recommendations from the Town Center Railroad Crossing Concept/Traffic Study at the next call for projects		x					City / PW	\$ 50,000	General Fund / ARC
TR-34	Provide way-finding signage to and along the trail connecting Summerour MS athletic fields and the adjacent multi-family neighborhood				x			City / PW	TBD	General Fund
TR-35	Install high visibility crosswalks in the ladder style across the northern and western crossings at Price Place @ Summerour St.	x						City / PW	TBD	General Fund
TR-36	Install school crossing signs at Price Place @ Summerour St.	x						City / PW	TBD	General Fund
TR-39	Raise the painted triangular circulation island on Mitchell Rd. @ Price Place					x	x	City / PW	TBD	General Fund

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-40	Install a high visibility crosswalk in the ladder style across the northern crossing on Mitchell Rd. @ Price Place	x						City / PW	TBD	General Fund
TR-41	Upgrade the western crossing of Mitchell Rd. @ Price Place with a ladder style high visibility crosswalk	x						City / PW	TBD	General Fund
TR-42	Pave an ADA accessible pathway to the pedestrian actuator on the NE corner Mitchell Rd. @ Price Place	x						City / PW	TBD	General Fund
TR-43	Install pedestrian countdown signals at Mitchell Rd. @ Price Place					x	x	City / PW	TBD	General Fund
TR-44	Install a sign for traffic turning right onto Price Place from Mitchell Rd. that reads "Yield to pedestrian in crosswalk."	x						City / PW	TBD	General Fund
TR-45	Move stop bar back for traffic turning right onto Price Place from Mitchell Rd. so that cars will have more time to see pedestrians crossing	x						City / PW	TBD	General Fund
TR-46	Extend the existing triangular circulation island on Price Place @ Beaver Ruin Rd. so that it creates a crossing island for pedestrians. Include curb cuts in design to make refuge ADA accessible.				x			City / PW	TBD	General Fund
TR-47	Move the crosswalks up to the intersection on Price Place @ Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-48	Install yield "shark teeth" pavement markings on the crosswalks for southbound motorists turning right from Beaver Ruin Rd. and right from Price Place	x						City / PW	TBD	General Fund
TR-49	Replace the existing sidewalk on the S side of Beaver Ruin Road with a multi-use path between BuHwy and Indian Tr.				x			City / PW	TBD	General Fund
TR-50	Install pedestrian-scale lighting on both sides of Beaver Ruin Rd. between BuHwy and Indian Tr.					x	x	City / PW	TBD	General Fund
TR-51	Install crossing islands, crosswalk, and signage in the center turn lane on Beaver Ruin Road just east of the intersection with Light Circle.					x	x	City / PW	TBD	General Fund
TR-54	Install school crossing signage with the proposed crosswalk (H2) as it is within the school zone.					x	x	City / PW	TBD	General Fund
TR-56	Construct the proposed multi-use trail on the E side of Mitchell Rd. between BuHwy and BHPkwy				x			City / PW	TBD	General Fund
TR-57	Install a tall buffer (fence or vegetation) to keep middle school student from crossing midblock at the stairs on Mitchell Rd. between BuHwy and BHPkwy	x						City / PW	TBD	General Fund
TR-58	Install pedestrian-scale lighting on Mitchell Rd. between BuHwy and BHPkwy. Be sure to light stairs that lead to Summerour Middle School Campus					x	x	City / PW	TBD	General Fund
TR-59	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Reeves Rd.	x						City / PW	TBD	General Fund
TR-60	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Garner St.	x						City / PW	TBD	General Fund
TR-61	Repaint stop bars on Everglades Trail @ Mitchell Rd. and ensure that stop bars are located behind crosswalk pavement markings.	x						City / PW	TBD	General Fund
TR-62	Upgrade existing crosswalks to ladder style pavement markings on Everglades Trail @ Mitchell Rd.	x						City / PW	TBD	General Fund
TR-63	Install high visibility crosswalks in the ladder style across Mitchell Road at the west crossing @ Everglades Tr.				x			City / PW	TBD	General Fund
TR-64	Install a pedestrian-actuated signal or rapid flashing beacon across Mitchell Road at the proposed crosswalk @ Everglades Tr. (K3)				x			City / PW	TBD	General Fund
TR-66	Operational Improvements on Buford Hwy @ Mitchell Rd: (1) Repair the segment of crosswalks that is missing; (2) Paint yield "shark teeth" in the right turn slip lanes on in both directions; (3) Install Crossing islands; (4) Consider increasing crossing time for pedestrians	X			X	X		City / PW	TBD	General Fund
TR-70	Paint yield "shark teeth" in the right turn slip lane on BuHwy @ Beaver Ruin Rd. for northbound traffic.	x						City / PW	TBD	General Fund
TR-71	Install crossing islands on Buford Highway on both sides @ Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-72	Determine if the existing pedestrian crossing time uses the current MUTCD standard of 3.5 feet per second at the crossing of BuHwy @ Beaver Ruin Rd. If there are a significant number of children crossing at this location, consider increasing the pedestrian crossing time.					x	x	City / PW	TBD	General Fund
TR-73	Restrict left turns from Beaver Ruin Rd. into businesses located on the southwest corner of the BuHwy / Beaver Ruin Rd. intersection by installing a right-in-right-out channelization island.					x	x	City / PW	TBD	General Fund

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-74	Work with Gwinnett County regarding congestion on major corridors	ongoing						City Engineer; Public Works; City Manager	Staff Time	SPLOST & GF
TR-75	Implementation Street Resurfacing Plan	x	x	x				Public Works	\$150,000 per yr total \$500,000 over 3 yrs	SPLOST & LARP
TR-76	Buford Highway Improvements: Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross Tucker at Buford Highway	x						Community Development	\$ 2,500,000	80/20 ARC, GDOT, City match
TR-77	Sidewalk Connectivity Program: Inventory and prioritize sidewalk improvements on an annual basis; Fill gaps in existing network.	x	x	x	x	x	x	Community Development	\$100,000/per	General Fund, CDBG, LCI
TR-78	Sidewalks and Streetscape Improvements on Thrasher Street per TE Grant	x						Community Development / Public Works	\$ 400,000	80/20 ARC, GDOT, City match
TR-79	Support GVCID Transportation Improvement efforts, including improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Run Rd.	Ongoing						Community Development/ GVCID/Gwinnett DOT	Staff Time	General Fund
TR-80	Implement recommendations of Light Rail Study to address the need for local transit alternatives	x	x	x	x	x	x	Economic Development Manager; Public Works, CID	Staff Time	General Fund
TR-81	Greenway Development Phase 1 A. Explore use of power easements B. Establish conservation easements with key property owners C. Develop greenway as proposed in Parks Master Plan	x	x	x	x	x		Community Development	TBD	General Fund
TR-82	Recreation Trail Development - Phase 1: Trails in south Norcross linking the proposed Greenway to parks and school sites (Best Friend Park, Cemetery Field, Schools etc.)		x	x	x	x		Community Development	TBD	General Fund
TR-84	Greenway Development Phase 2 A. Explore options/partnerships to establish a greenway along the rail corridor through Norcross B. Discussion long-term extension of the greenway into Gwinnett Co / access to Pickneyville Park C. Development greenway along rail corridor w/ necessary safety measures for users			x	x	x		Community Development	TBD	General Fund
TR-90	Multi-use trail along the SE side of BHPkwy from Center Way to Indian Trail Rd.			x	x	x		Community Development	\$ 1,144,900	General Fund
TR-91	Multi-use trail along the SE side of Pinnacle Way from Brook Hollow Pkwy to Beaver Run Rd.				x	x	x	Community Development	\$ 467,200	General Fund
TR-92	Sharrows along S. P'tree St. from Buford Hwy to JCB		x					Community Development	\$ 1,400	General Fund
TR-93	Sharrows along Pelican Dr. from SE of N. Norcross Tucker Rd. to Best Friend Rd.		x					Community Development	\$ 2,200	General Fund
TR-94	Multi-use trail along BHPkwy from JCB to N. Norcross Tucker Rd.		x					Community Development	\$ 203,400	General Fund
TR-95	Bike lanes and sidewalk along W side of N Norcross Tucker Rd. from Brook Hollow Pkwy to Buford Hwy					x	x	Community Development	\$ 1,691,900	General Fund
TR-96	Sidewalks along NE side of JCB from N. Norcross Tucker Rd. to Best Friend Rd.			x	x			Community Development	\$ 169,200	General Fund
TR-97	Sidewalks along the NE side of Brook Hollow Pkwy from N. Norcross Tucker Rd. to Best Friend Rd.			x	x			Community Development	\$ 172,300	General Fund
TR-98	Sidewalks along E side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.			x	x			Community Development	\$ 35,700	General Fund
TR-99	Sidewalks along W side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.			x	x			Community Development	\$ 31,800	General Fund
TR-100	Sidewalks along W side of JCB from BHPkwy to the existing sidewalk near Financial Dr.			x	x			Community Development	\$ 58,700	General Fund
TR-101	Sidewalks along the SW side of BHPkwy from JCB to Best Friend Rd.					x	x	Community Development	\$ 311,800	General Fund
TR-102	Sidewalk along the SW side of Financial Dr. from JCB to BHPkwy					x	x	Community Development	\$ 175,900	General Fund
TR-103	Sidewalk along the NE side of JCB from BHPkwy to Lanier Blvd. Where possible, sidewalk should incorporate the existing retaining walls along this segment and generally be constructed at the grade of the adjacent parcels rather than at the grade of the roadway.					x	x	Community Development	\$ 147,700	General Fund
TR-104	Multi-use trail along Old Rockbridge Rd. from Best Friend Park to BuHwy					x	x	Community Development	\$ 353,200	General Fund
TR-105	Multi-use trail connecting the existing trail in Best Friend to JCB, along the SW side of JCB to Best Friend Rd., and along Best Friend Rd. to Pelican Dr.					x	x	Community Development	\$ 302,500	General Fund

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-107	Modify/add ADA ramps at the intersection of JCB @ Best Friend Park					x	x	Gwinnett DOT	\$ 6,000	General Fund
TR-108	Modify/add crosswalks at the intersection of JCB @ Best Friend Rd					x	x	Gwinnett DOT	\$ 3,000	General Fund
TR-109	Add a pedestrian signal phase at the signalized intersection of JCB @ Best Friend Rd.					x	x	Gwinnett DOT	\$ 27,000	General Fund
TR-110	Modify/add ADA ramps on JCB at the driveway of JCB and Best Friend Park					x	x	Gwinnett DOT	\$ 3,000	General Fund
TR-111	Modify or remove the right-turn channelization islands at the intersection of JCB @ N. Norcross Tucker Rd.					x	x	Gwinnett DOT	\$ 32,000	General Fund
TR-112	Modify or remove the right-turn channelization islands at the intersection of JCB @ BHPkwy					x	x	Gwinnett DOT/ City	\$ 92,000	General Fund
TR-113	Modify or remove the right-turn channelization islands at the intersection of JCB @ Goshen Springs Rd.					x	x	Gwinnett DOT/ City	\$ 30,000	General Fund
TR-114	Multi-use trail along Mitchell Rd. from BuHwy to BHPkwy						X	Community Development	\$ 1,465,000	General Fund
TR-115	Greenway trail along the utility corridor east of BuHwy, connecting N Norcross Tucker Rd to Beaver Ruin Rd						X	Community Development	\$ 1,291,700	General Fund
TR-116	Greenway trail along power line easement from JCB @ Best Friend Park to N. Norcross Tucker Rd.						X	Community Development	\$ 264,100	General Fund
TR-117	Sidewalk on east side of JCB from I-85 to Brook Hollow Pkwy						X	Community Development	\$ 196,500	General Fund
TR-120	Sharrows on the following routes: - N. P'tree to JCB - L'ville St. from Rakestraw St. to Jones St. - Academy St from Rakestraw St. to Born St. - Jones St./Park Dr. from College St. to N P'tree St. - Thrasher St. from Buchanan St. to Jones St. - S. P'tree St. from Jones St. to Carlyle St. - S. P'tree St. from N Norcross Tucker Rd. to JCB - HBR from Thrasher St. to College St. - S. Cemetery St. from College St. to BuHwy - College St. from HBR to Britt Ave. - Britt Ave. from College Street to BuHwy - Sunset Dr. from N P'tree St to end of roadway	x						Community Development	\$ 204,000	General Fund
TR-121	Roundabout at N. Norcross Tucker Rd. and S. P'tree St.			x				Community Development	\$ 450,000	General Fund, LCI, TE
TR-122	Bike lanes on N Norcross Tucker Rd./ S. P'tree St. from BuHwy to Carlyle St.			x				Community Development	\$ 576,000	General Fund, LCI, TE
TR-123	Lawrenceville St. Bike/Ped Connectivity: Bike lanes on Lawrenceville St. from Rakestraw St. to BuHwy			x				City / PW	\$ 552,000	General Fund, LCI, TE
TR-128	Remove gate across the sidewalk on the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd.	x						City / PW	TBD	General Fund
TR-129	Install a climbing lane for eastbound bicycle traffic and a shared lane marking (sharrow) for westbound traffic on Price Place between Mitchell Rd. and Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-130	Install bike lanes on both sides of the street on Price Place between Mitchell Rd. and Beaver Ruin Rd.					x	x	City / PW	TBD	General Fund
TR-131	Parking Deck by Lillian Webb Park	x	x	x				City	TBD	General Fund
Community Facilities and Services										
CF-1	Continue to identify new revenue sources	Ongoing						City Manager	Staff Time	General Fund
CF-2	Buford Hwy from N. Norcross Tucker to Langford Rd.: Relocate overhead utilities to underground	x						City / CID	\$ 1,722,500.00	Federal / State / City
CF-3	Gateways - Stone columns with signage at the following locations: - HBR @ Town Center LCI boundary W of Queens Ct. - JCB @ W P'tree St. - Mitchell Rd. @ BuHwy - Beaver Ruin Rd. @ BuHwy - Langford R. @ N P'tree St.					x		City / PW	\$ 42,000.00	General Fund, LCI, TE
CF-4	Develop a Public Art and Cultural Resources Master Plan for Downtown	x						City	\$ 30,000.00	City / ARC
CF-5	Modify Chapter 30 of the Ordinance, "Parks and Recreation" to allow for more uses within the parks and to clarify those that are prohibited	x						City	Staff Time	City
CF-6	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	x						Public Works	\$ 50,000.00	SPLOST
CF-7	Create a city building inventory assessment of ongoing maintenance needs	x						Public Works	Staff Time	General Fund
CF-8	Water/Sewer Pipe Replacement Program	ongoing						Public Utilities	\$ 1,310,000.00	General Fund
CF-9	Data verification and Sewer System location maps (GIS)	x						Public Utilities & Information Technology	Staff Time	Utility Funds (W/S)

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
CF-10	Map all utility systems in service area	ongoing						Public Utilities & Information Technology	Staff Time	Utility Funds (all)
CF-11	Contribute to Water Management Plan and enforce plan	ongoing						Public Utilities	Staff Time	General Fund
CF-12	Maintain Zoning (base-line completed 2007)	ongoing						IT/Community Development	Staff Time	General Fund
CF-13	Infrastructure planning for sewer and road improvements	ongoing						IT/P Works/P Utilities	Staff Time	General Fund
CF-14	Coordinate City-wide GIS system	ongoing						Information Technology/ Ongoing	\$ 145,000.00	General Fund
CF-15	Obtain GIS data from County regarding transportation improvements	ongoing						Information Technology	Staff Time	General Fund
CF-16	Mitchell Road Parcel Development A. Clean-up and remediate existing site B. Develop a master plan for the park focused on recreation uses C. Complete park development	x	x			x		Public Works	TBD	GF, SPLOST, Grants
CF-17	Partner with Norcross school cluster to maximise community access to school sports fields	X	X					Norcross School Cluster Organization	Staff Time	General Fund
CF-18	Establish site for a public playground and open space in NE Norcross				X			City or through Partnerships	Staff Time	General Fund
CF-19	Continue development and environmental stewardship efforts at key open space sites: Flickling Parcel, Johnson-Dean Park, and other opportunities as they arise	ongoing						Public Works	Staff Time	General Fund
CF-20	Accrue additional parkland, open space, and trail connections through zoning requirements for new development and redevelopment	ongoing						Public Works	TBD	General Fund
CF-22	Develop Johnson Dean Park as a passive recreation area		X					City	TBD	City, TAD, GEFA
CF-23	Improve the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood so it is ADA compliant					x	x	School Bd	TBD	School Bd/ General Fund
CF-24	Add pedestrian scale lighting along the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood					x	x	City/School Bd	TBD	General Fund
CF-25	Replace existing storm grates with current standard for bikeways on Price Place between Mitchell Rd. and Beaver Run Rd.				x			City / PW	TBD	General Fund
CF-26	Promote and partner on Town Center LCI projects	ongoing						City & Development Community	TBD	City, Developers, Bonds, TAD, CID, GAFARLF, Equity Fund, Redevelopment Fund, CDBG
CF-27	Expand Visitor Center to improve visibility and promote business and activities within the City	TBD						City	TBD	City, TAD, GAFARLF, Equity Fund
CF-28	Purchase and implement GIS system per 5 year Plan	x						IT	TBD	General Fund
CF-29	Website management	ongoing						IT/City Clerk	\$ 10,000	General Fund
CF-30	Update Five Year Technology Plan annually	x	x	x	x	x	x	IT	Staff Time	General Fund
CF-31	Develop a City managed youth sports league to compliment a multi-sport complex developed at the Price Place / Mitchell Rd. node	TBD						City / Parks and Recreation	Staff Time	General Fund
CF-32	Continue to support the ADVANCE (Avoiding Drugs Violence and Negative Choices Early) Program	ongoing						City Police Dept	Staff Time	General Fund
CF-33	Continue to support the Business Watch Program	ongoing						City Police Dept	Staff Time	General Fund
CF-34	Continue to support the Child Safety Seat Program	ongoing						City Police Dept	Staff Time	General Fund
CF-35	Continue to support the Copper theft Initiative	ongoing						City Police Dept	Staff Time	General Fund
CF-36	Continue to support the Citizen Police Academy	ongoing						City Police Dept	Staff Time	General Fund
CF-37	Continue to support the Senior Citizen Check In program	ongoing						City Police Dept	Staff Time	General Fund
CF-38	Continue to support the Vacation Security Request Program	ongoing						City Police Dept	Staff Time	General Fund
CF-39	Continue to support local arts and cultural events through the provision of facilities, logistics and marketing efforts	ongoing						City Public Relations and Marketing	Staff Time	General Fund
CF-40	Gateway Enhancement Study - undertake a comprehensive study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monument		x					City Public Relations and Marketing/ GVCID	TBD	General Fund
CF-41	Update the Norcross Parks Master Plan to incorporate the annexed area		x					Public Works	\$75,000	General Fund
CF-42	Maintain City's LEED and Green Communities Designations	ongoing						City	Staff Time	General Fund

E. LONG TERM PROJECTS

Some of the projects identified in this planning effort cannot be achieved over the next five years, are not as imperative as STWP projects, but none the less would further the community's interests in achieving its vision. These projects are considered long term projects, and may be added to the STWP once funding becomes available or the timing is deemed appropriate. Like the STWP, the following list of Long Term Projects organized by element and potential implementation years (if known), responsible party, estimated cost, and potential funding sources.

Project #	Project Description	Launch Date	Responsibility	Estimated Cost	Potential Funding Sources
TR-25	Holcomb Bridge Road Multi-use Trail: Multi-use trail on SW side of HBR from P'tree Industrial Blvd to S. P'tree St.	2021	City / PW	\$ 1,140,000	General Fund, LCI, TE
TR-26	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Mitchell Rd from L'ville St. to Summerour MS	2023	City / PW	\$ 378,000	General Fund, LCI, Safe Routes to School
TR-27	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Prince Pl. from Mitchell Rd. to Beaver Ruin Rd.	2024	City / PW	\$ 360,000	General Fund, LCI, Safe Routes to School
TR-28	Thrasher Street Sidewalk & Parking: On-street parallel parking and a 5' sidewalk on the SE side of Thrasher St. from HBR to Park Dr.	2024	City / PW	\$ 102,000	General Fund, LCI, TE
TR-29	Sidewalk Gaps near Buford Hwy: 5' sidewalks on the following segments - W side of Stevens Rd. from BuHwy to S. P'tree St. - SW side of Lively Ave. from BuHwy to S. P'tree St.	2025	City / PW	\$ 834,000	General Fund, LCI, TE
TR-30	Sidewalk Gaps Residential - 5' sidewalks on the following segments - NW side of Barton St. from Park Dr. to Sunset Dr. - SE side of Sunset Dr. from N P'tree St. to Valley Rd.	2026	City / PW	\$ 720,000	General Fund, LCI, TE
TR-31	Sidewalks Gaps Residential - 5' sidewalk on the SW side of Autry St. from Rossie Brundage Park to Nesbit St.	2027	City / PW	\$ 168,000	General Fund, LCI, TE
TR-32	Signalized intersection (if warranted) with redevelopment at JCB and W. P'tree St.	2027	City / PW	\$ 141,000	General Fund, LCI, TE
TR-87	Recreation Trail Development - Phase 3: Complete detailed routing, land acquisition/agreements, design, and cost estimates for trails in north Norcross linking Johnson-Dean Park, Rossie Brundage Park, Flickling Parcel, Norcross HS, and Thrasher Park.	2023+	City / PW	TBD	General Fund, LCI, TE
TR-88	Complete construction of recreation trail Phase 3.	2023+	City / PW	TBD	General Fund, LCI, TE
TR-118	Conversion of Indian Trail Park and Ride to major transit hub to include MARTA rail and express and local bus services	2023+	MARTA / Gwinnett Co. / City	TBD	Federal / State / Gwinnett Co. / City
TR-119	Extension of MARTA fixed-guideway rail service into Gwinnett Co.	2023+	MARTA / Gwinnett Co. / City	TBD	Federal / State / County / City
TR-124	Johnson Dean Park Multi-use Trail: Multi-use trail from Barton St. through Johnson Dean Park connecting to HBR	2020	City / PW	\$ 1,617,000	General Fund, LCI, TE
TR-125	Extended Wingo St.: - Extend to Buetell St. with a connection to Hunt St. - Splitter Island with enhanced crosswalks on Wingo St. @ Born St. and Wingo St. @ Hunt St.	2022	City / PW	\$ 864,000	General Fund, LCI, TE
TR-126	Multi-use trail connection between the cul-de-sacs on Cochran Rd. and Valley Rd.	2023	City / PW	\$ 24,000	General Fund, LCI, TE

F. POLICIES

The following policies are intended to offer guidance to local government officials in making decisions consistent with achieving the Community Vision and Goals. They are based on previously adopted policies from earlier versions of the Comprehensive Plan, other planning studies, and the input of those who participated in this planning update.

Population

Policy: Continue efforts to reach out to the diverse population within Norcross through existing community groups and governmental programs such as coordinating outreach through utilities and code enforcement.

Policy: Accommodate our diverse population by encouraging a harmonious mixture of housing types and uses.

Housing

Policy: Promote integrating work force housing (target of 10% at-cost)

Policy: Provide for a variety of residential types and densities.

Policy: Create affordable housing opportunities to insure that all those who work in the community have a viable choice or option to live in the community.

Policy: Neighborhoods will be interactive communities where people have easy access to schools, parks, residences and businesses through walkways, bike paths, roads and public transportation.

Policy: Increase investment in the existing neighborhoods.

Policy: Encourage efficient urban residential densities.

Policy: Promote walkable, safe neighborhoods.

Policy: Provide pleasant, accessible public gathering places.

Policy: Encourage common open space, walking paths and bicycle lanes that are easily accessible.

Land Use

Policy: New development should aim to reduce trip-generation through mixing uses to promote more pedestrian activity and to provide places for one-stop shopping.”.

Policy: Discourage drive-through services, control signage, require screening when needed to protect valued community character and aesthetics.

Policy: Pursue in-fill criteria where appropriate in large lot residential areas so that small lot proposals maybe considered within their overall context.

- Policy: Parking should be encouraged to be located behind buildings.
- Policy: Create pedestrian friendly streetscapes through the use of overlay districts, and design guidelines.
- Policy: Develop infill development size restrictions/requirements – building size governed by lot size or by square footage limits.
- Policy: Encourage new development to meet the intent of the Downtown Norcross Strategic Development Plan (2006).
- Policy: Residential areas need special attention and continued, targeted code enforcement.
- Policy: Establish design requirements for large scale buildings such as big box retail.
- Policy: Commit to redeveloping and enhancing existing commercial and industrial areas located within our community.
- Policy: Encourage mixed-use development and design standards that are more pedestrian oriented and less auto-oriented.
- Policy: Support opportunities for residential and non-residential in-fill development that positively impacts the character of existing neighborhoods.
- Policy: Encourage the use of landscaping, lighting, signage, underground utilities and building design to add value to our community.
- Policy: Regulations should be modified in order to contribute to our community's character and sense of security.
- Policy: New development should complement and not distract from city designated gateway monuments, signage, and corridor improvements to help create a better “sense of place” for our community.
- Policy: Reduce the adverse visual impact of the automobile in both commercial and residential areas of our community.
- Policy: Guide appropriate residential and non-residential in-fill development and redevelopment in a way that complements surrounding areas.
- Policy: Encourage upper floor residential in downtown to add people and variety of uses to the area in the future.
- Policy: Encourage walkability, interaction among businesses, clear visibility of entryways and centralized open space.
- Policy: Determine importance of regulations related to historic structures and districts.
- Policy: Incorporate the connection, maintenance and enhancement of greenspace in all new development.

Policy: Encourage new development in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological or cultural resources from human encroachment through land development regulations and/or incentives.

Policy: Encourage more compact urban development and preservation of open space.

Economic Development

Policy: Support programs for retention, expansion and creation of businesses that enhance our economic well-being.

Policy: Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.

Policy: Encourage the development of downtown as a vibrant center for culture, government, dining, residential and retail diversity.

Policy: Accommodate new development while enhancing existing local assets.

Transportation

Policy: Promote safe and efficient transportation modes for all citizens

- Create bicycle facilities in the city where appropriate
- Install bus stops and amenities in areas where transit use is high
- Repair and upgrade the sidewalk network in the city to close existing gaps
- Encourage walking, biking, or carpooling as alternatives
- Attempt to gain high levels of stakeholder support in the process
- Include the E.J. community and non-English speaking residents in the planning process

Policy: Ensure connectivity between the roadway network, public transit, and bike/ped users

- Improve connectivity with both existing and planned investments
- Include traffic calming measures where needed
- Expand the streetscape improvements and amenities to other areas downtown
- Look for opportunities to create a secondary street network where appropriate

Policy: Promote safe, walkable communities

- Reduce the conflicts between pedestrians and automobiles
- Upgrade crosswalks, mid-block crossings and other pedestrian amenities where appropriate
- Include bicycle and pedestrian connections from residential areas to parks, schools, etc.

Policy: Promote better land use and transportation connectivity

- Make transportation investments that are consistent with local land use goals/policies
- Improve accessibility options to major commercial nodes and activity centers (current and future)
- Encourage transportation investments in areas close to major trip generators
- Encourage transit-supportive land use patterns (TOD)

Policy: Enhance the existing roadway network to promote safe vehicular traffic

- Utilize access management measures to facilitate traffic where needed
- Make the necessary improvements to the downtown railroad crossing
- Insure that major intersections are functioning properly (i.e., signals)
- Insure that freight/truck traffic is not impeded
- Look for opportunities to create a secondary street network where appropriate

Policy: Support safe, efficient off-road recreational transportation modes

- Expand the current choices/options for off-road mobility
- Utilize utility easements and greenway corridors where appropriate
- Coordinate with the Parks/Rec Department for connectivity between facilities

Community Facilities & Services

Policy: Make efficient use of existing infrastructure as well as future investments and expenditures for capital improvements and long-term operation and maintenance costs.

Policy: Coordinate public facilities and services with land use planning to promote more compact urban development.

Policy: Maximize the use of existing facilities and services.

Policy: Ensure that new development does not cause a decline in locally adopted level of service and also ensure that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.

Policy: Invest in parks and open space to encourage private reinvestment in urban centers.

Policy: Encourage pattern of future development expansion in areas contiguous to developed areas with a utility extension policy that is sequential and phased.

Policy: Protect existing infrastructure investments (i.e. already paid for) by encouraging infill, redevelopment, and compact development.

Policy: Establish coordination mechanisms with adjacent local governments to provide for exchange of information.

Policy: Support the long term prosperity of our community through the educational function of our parks and recreational services, public libraries, museums and other cultural amenities.

Policy: Support other existing educational institutions and encourage development of new opportunities to educate our citizens.

Policy: Encourage parks and community facilities to be located as focal points in neighborhoods.

Policy: Ensure adequate supplies of quality water through protection of ground and surface water sources.

KEY RECOMMENDATIONS

Over 250 action items were evaluated as part of this plan. These action items were compiled from the previous comprehensive plan, the numerous plan studies undertaken over the past five years, and the recommendations and input of the public as part of this effort. An evaluation matrix was developed based on the goals of the plan to prioritize action items and to serve as a tool for local officials in the evaluation of community projects. The matrix is part of the Community Work Program and was utilized to help update the City's five-year Short Term Work Program.

Among the many recommendations of this plan, the following items stand out as key in achieving the community's vision for the future. These projects help to achieve multiple City goals, and its long-term vision.

1. Initiate a review and revision of certain key elements of the zoning and development regulations, including the following:
 - Sign Ordinance. Amend sign ordinance to address improvements identified by sign ordinance evaluation.
 - Repurposing of old buildings to allow for loft apartments where appropriate, to maintain historic character if present, and promote redevelopment.
 - Industrial Zoning District. Revisit the M-1 zoning district to ensure appropriate users are allowed in the district.
 - Parking. Amend parking ordinance to provide for banking of parking and lower minimum parking requirements in the Town Center
 - New mixed-use zoning districts
 - Revisions to Redevelopment Area Overlay District
 - Develop streetscape standards and overlay for the Jimmy Carter Boulevard Corridor and Beaver Ruin Road corridors
 - Improve notification procedures for adjacent property owners at the time of rezoning

2. Promote Buford Highway Redevelopment. Continue to collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy Highway within the CID's boundaries, and hold Regular regular Buford Highway roundtable discussions to promote business and redevelopment of the corridor.
3. Strengthen historic area regulations and consider the creation of a Historic Preservation Authority and local historic district. In the past, the City has adopted and rescinded the creation of a historic district. Interest in utilizing this regulatory tool to preserve and protect the City's historic resources has resurfaced.
4. Continue positive relationship with ethnic and international communities, such as the Latin American Association, through the support and enhancement of community programs and events.
5. Undertake a Gateway Enhancement Study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monuments.
6. Establish a Sidewalk Connectivity Program - Inventory and prioritize sidewalk improvements on an annual basis to fill gaps in existing pedestrian network
7. Construct the Beaver Ruin Road multi-use path – support the Gwinnett Village Community Improvement District (GVCID) and Gwinnett County efforts to build a multi-use path along Beaver Ruin Road.
8. Update and implement the Norcross Parks Master Plan to create a citywide recreational trail network and plan for the recreational needs of the annexed area.
9. Support efforts to extend rail transit parallel to the I-85 corridor. This will be a long term effort primarily due to funding issues, but its impact on the growth of the community will be large

DRAFT: 3-3-2014



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CITY OF NORCROSS, GEORGIA
2034 COMPREHENSIVE PLAN
APPENDIX: TECHNICAL ADDENDUM



JACOBS

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1. POPULATION TECHNICAL ADDENDUM

1. Population Technical Addendum

Introduction

Communities are defined by the individuals, families, and households that reside within their boundaries. Their background, family structure, daily activities, and aspirations for the future shape the services, infrastructure, and facilities that a community is required to provide and the housing, jobs, and retail it can attract. **People matter.**

Overall population trends and anticipated growth are important elements of defining a city and where it is going in the future. Population characteristics will play a key role in the decisions that the city and other public/private partners make about Norcross in years ahead.

This analysis considers population change and demographic characteristics of the Norcross residential population, including age distribution, race/ethnicity, educational attainment, household and per capita income, and household characteristics. Where possible, 2010 demographic data from both the 2010 city boundaries and the 2012 annexed area has been aggregated to estimate demographic characteristics within the boundaries of the city in 2013.

Data Sources

- U.S. Census Bureau
 - U.S. Census
 - American Community Survey (2007-2011 5 Year Estimates)
 - American Community Survey (2008-2012 5 Year Estimates)
 - U.S. Population Estimates
- Atlanta Regional Commission Plan 2040 Estimates
- City of Norcross Town Center Plan (2012)
- City of Norcross 2030 Comprehensive Plan

A Brief History of Population

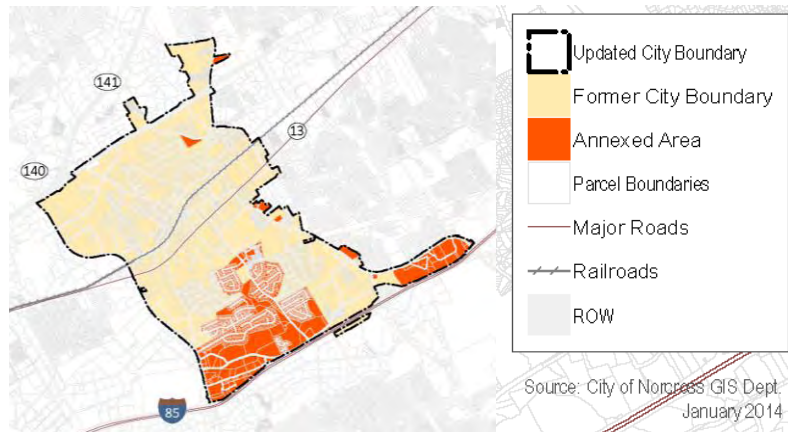
Norcross, Gwinnett County's second oldest city, was named after Jonathan Norcross, a former Atlanta Mayor who promoted the development of the railroad beginning in 1856. The railroad's implementation led to the development of a railroad terminal in what is now the Town Center and was followed by City of Norcross incorporation in 1870 and initial city growth as a resort-type town. Norcross offered an alternative to the intensity of big city life in the late 19th century industrial era. Over time, Norcross has retained its tradition as a residential community, while evolving into an active employment center. Its central location in the

Atlanta region has contributed to diversification of the population over recent years. Recent expansion of the City's boundaries and ongoing evolution of the Atlanta Region has resulted in notable shifts in the population since the 2008 plan update.

Population Counts & Impacts of Annexation

The most recent, official count of the population of Norcross was 9,116 in 2010 (US Census); however, in November 2011, City residents voted in support of the annexation of a major portion of land east of Buford Highway that included a large residential population (see Figure 1-1). The official annexation went into effect in January 2012.

Figure 1-1: Major Norcross Annexation Area



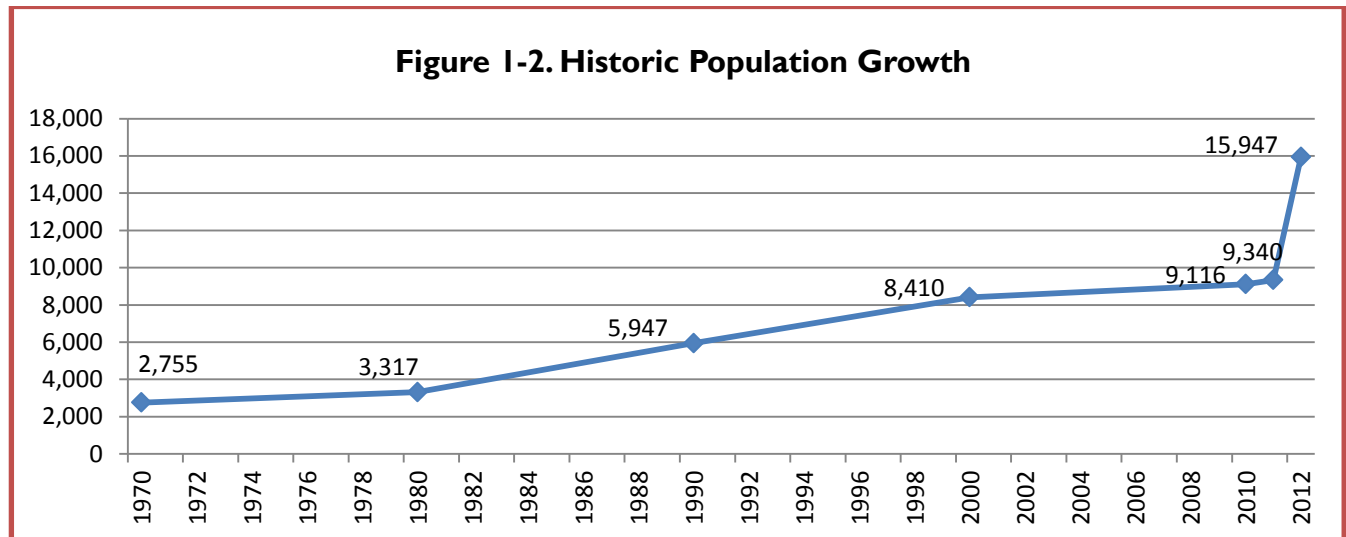
In 2012, the City of Norcross's population, including the newly annexed area, was estimated at 15,947¹ by the U.S. Census Bureau. This represents a 71 percent increase the Norcross population between 2011 and 2012. A limited amount of this growth can be tied to regular population growth; the majority of the increase can be attributed to annexation. The 2012 population estimate indicates that Norcross accounts for approximately 1.94 percent of the total population of Gwinnett County. Table 1-1 shows the historic population growth of Norcross compared to Gwinnett County.

¹ Records from the U.S. Census indicate that the 2010 estimates base was revised to 14,978, which is the adjustment for the population of the annexed areas in 2010.

Table I-1. Historic Population Change (1970-2012)

Year	Norcross	Avg. Annual % Increase	Gwinnett Co.	Avg. Annual % Increase
2012	15,947	71%	823,100	1%
2011	9,340	2%	814,100	1%
2010	9,116	1%	805,321	3%
2000	8,410	4%	588,448	7%
1990	5,947	8%	356,500	11%
1980	3,317	2%	166,808	13%
1970	2,755		72,349	

Source: 2010-1970 Census of U.S. Census Bureau;
2001 & 2012 Annual Estimates of the Resident Population



Population Forecasts

The 2008 Comprehensive Plan projected a population of 12,337 by 2030. This represents a 25 percent increase from the 2005 population of 9,887. That projection, however, did not anticipate the 2012 annexation. Because of that annexation, population forecasts need to be revised.

The most recent population forecasts available at a localized level are from the Atlanta Regional Commission. The ARC's small area forecasts anticipate that between 2010 and 2040, Gwinnett County will experience an average annual growth in population of 13,752. If Norcross were to grow at the same rate to continue to maintain its 1.94 percent of the total county population, Norcross's population would need to increase by approximately 267 people per year. Using this figure to project out to 2024 and 2034, we would find the Norcross population at 19,151 and

21,821, respectively. *This calculation adds 267 people per year beginning in 2013, with the 2012 estimate as the base population.*

Such forecasts are merely an estimate of possible population growth –they do not take into account annexations, available buildable space for new housing, and density increases in the City’s land use policy. Any one of these will ultimately influence population growth.

Based on the community’s vision for the city as reflected in the Future Development Map, and the Developable Area Map (see Land Use Element Technical Addendum) the projected population of the city will be approximately 20,300 in the year 2034, slightly lower but within range of the county trend projections described above. In other words, the city is likely to experience a healthy growth rate over the next twenty, but not as rapid as that anticipated to be experienced by the county as a whole. The primary reason for this being the limited amount of developable land. In practical terms, there is very little greenfield or vacant tracts of land left in the city, so most of growth will have to take place in the form of redevelopment and infill housing.

Household Size

Average household size has implications for appropriate housing units, school enrollment, park space needs, etc. The U.S. Census Bureau defines “household” as all the persons who occupy a housing unit as their usual place of residence.

In 2010, there were 3,161 households in the City of Norcross. In 2010, the annexed area included a total of 1,667 households. When combined, the numbers indicate a total of 4,828 households existed in 2010 in the current 2013 boundaries of the City of Norcross. The difference between the number of housing units at this time (5,443, see Housing Technical Addendum) and households (4,828) provides the housing vacancy rate (11.3 percent).

Table I-2. Households, City of Norcross

Year	City	Annexed Area	Total
2010	3,161	1,667	4,828
2000	2,644	-	-

Source: 2010 & 2000 US Census, SFI Tables

Approximately 66 percent of City of Norcross households were family households, whereas 71 percent of annexed area households were family households. The 2010 data also reveals a notable difference in household size between the annexed area and the incorporated city area at that time. The City of Norcross had an average household size of 2.88. The annexed area

had an average household size of 3.7². The 2008-2012 American Community Survey estimates the city's average household size as 3.2. Looking forward, we can anticipate, based on these differences, that the size of Norcross households will, on average, be larger and consist of more families than previously if historical patterns remain the same.

Household forecasts and trends

ARC projects that the average household size in Gwinnett County in the year 2034 will be 2.7. Applying this figure to the projected population of 20,300 this equates to a projected household figure of 7,500, rounded to the nearest hundreds. As stated earlier, this is based on the amount of developable land and community's vision for the future as depicted on the Future Development Map. In short, the average household size is anticipated to drop over the next twenty years, creating a greater demand for smaller housing sizes.

Age Distribution

According to the 2010 Census, the median age of Norcross residents was 31.6 years, with the City's male population averaging slightly lower, at 30.8 years, compared to the City's female population at 32.4 years. If one averages the median age across all Census blocks in the annexed area in 2010, one finds a slightly younger population: 31.3 years for both sexes, 28.3 years for males, and 31.4 for females. Generally speaking, the median age in both districts is relatively similar.



Community gathers for festival in historic town

Some shifts occurred in the age distribution of the Norcross population since the 2008 Comprehensive Plan Update.

- Between 2000 and 2010, the Norcross population saw an 8 percent decrease in the population ages 10-29, suggesting a lack of appropriate housing, services, jobs, or other needs/preferences being met for this age group within the community.
- During this same time frame, there was a 4 percent increase in population between ages 0-9 and a 5 percent increase in population age 45-64. This suggests the need to consider additional services for our younger children (day cares, recreational facilities,

² Average is based on average of all block groups within focus area, excluding those block groups with no population.

etc.) and other services for older population (appropriate entertainment facilities, residential options as become empty nesters and retirees).

Table 1-3. Age Distribution Change, City of Norcross, 2000 to 2010

	All	age 0-9		age 10-29		age 30-44		age 45-64		age 65+	
2010*	9,116	1,630	18%	2,629	29%	2,469	27%	1,811	20%	577	6%
2000	8,410	1,153	14%	3,139	37%	2,302	27%	1,302	15%	514	6%
Change 2000 to 2010	706	477	4%	(510)	-8%	167	0%	509	5%	63	0%

Source: 2010 Census, U.S. Census Bureau

*2010 data does not include annexed area

Racial/Ethnic Composition

As shown in Table 1-4, in 2010 the City of Norcross population was 41 percent White, 20 percent Black/African American, 13 percent Asian, and notably, 22 percent some other race. When looking at the 2012 annexed area, diversity increases: nearly 34 percent of that area considered part of some other race. This is a notable difference from Gwinnett County and the state of Georgia, which at that time both were 22 percent and 26 percent, respectively.

Table 1-4. Racial Diversity, 2010

	2010 City of Norcross		2012 Annexed Area		Norcross 2010 + 2012 Annexed Area*		Gwinnett Co.		Georgia	
Total Population	9,116	100%	5,868	100%	14,984	100%	805,321	100%	9,687,653	100%
White alone	3,722	41%	1,991	34%	5,713	38%	429,563	53%	5,787,440	60%
Black or African American alone	1,801	20%	963	16%	2,764	18%	190,167	24%	2,950,435	30%
American Indian & Alaska Native alone	60	1%	70	1%	130	1%	4,038	1%	32,151	0%
Asian alone	1,167	13%	553	9%	1,720	11%	85,292	11%	314,467	3%
Some Other Race alone	1,960	22%	1,997	34%	3,957	26%	70,492	9%	388,872	4%
Two or More Races	395	4%	292	5%	687	5%	25,292	3%	207,489	2%

Source: U.S. Census Bureau, 2010 Census, SFI

*The 2012 annexed area was calculated using 2010 Census block level data for the 2012 annexed area.

In 2000, the City had a high Hispanic population: 41 percent. While the 2010 Census shows a slight drop (2 percent) in the Hispanic population within the city boundaries at that time, a look at both the City boundaries and the 2012 annexed area at the time indicate a population that is

48 percent Hispanic. This marks a notable difference between the 20% Hispanic makeup of Gwinnett County and 9 percent Hispanic make up of Georgia.

Table 1-5: Hispanic/Latino Population

	2010 City of Norcross		2012 Annexed Area		Norcross 2010 + 2012 Annexed Area*		Gwinnett Co. 2010		Georgia 2010	
Total Population	9,116	100%	5,868	100%	14,984	100%	805,321	100%	9,687,653	100%
Not Hispanic or Latino	5,525	61%	2,212	38%	7,738	52%	643,286	80%	8,833,964	91%
Hispanic or Latino	3,591	39%	3,656	62%	7,247	48%	162,035	20%	853,689	9%

Source: U.S. Census Bureau, 2010 Census, SFI P4

*The 2012 annexed area was calculated using block level data for the 2012 annexed area from the 2010 Census

Foreign Born and Language Spoken at Home

The American Community Survey (2007-2011) estimates that 43 percent of the Norcross population prior to annexation was foreign born. That compares to just 10 percent of the Georgia population being foreign born. The survey also estimated that a language other than English is spoken at home in 54 percent of the Norcross population 5+ years old. This is compared to a statewide percentage of 13 percent.

Some implications of these characteristics include a stronger influence of the Latino and other cultures and an increased need to accommodate community members whose first language is Spanish or another language rather than English. The diversity of origin of the population also presents an opportunity to leverage those backgrounds to further the creative culture of Norcross and its arts/civic offerings.

Educational Attainment

As shown in Table 1-6, approximately 40 percent of the Norcross 25+ year population has an associate's degree or higher; another 11 percent has some college, yet no degree; and 22 percent are high school graduates (or equivalent).

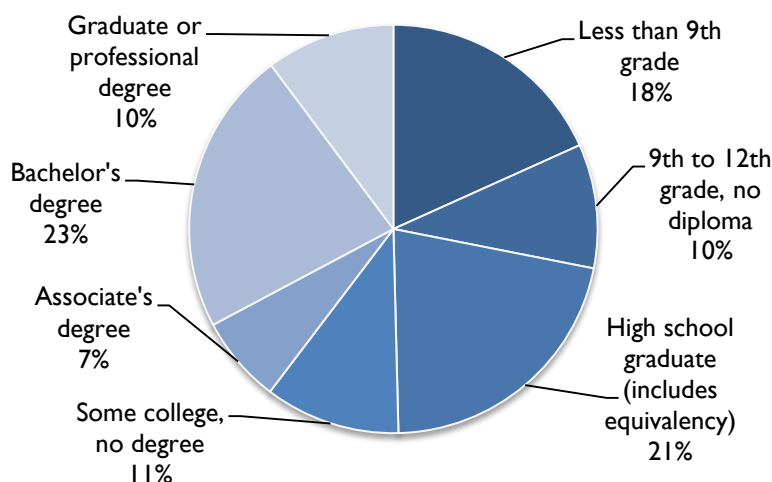
While a large contingency of the population is high school or college-educated, an estimated 28 percent that does not have a high school diploma, according to Census estimates. The City has a notably higher percentage of people with no high school diploma when compared to the overall county and the state. The cohort of lowly educated population poses potential challenges to increasing earning potential and job opportunities for this subgroup of Norcross residents. This disparity suggests a need for continuing education for the adult population.

Table 1-6. Educational Attainment Estimates¹ (Norcross, Gwinnett, Georgia)

	Norcross		Gwinnett Co		Georgia	
Less than 9th grade	1,140	18%	33,611	7%	365,920	6%
9th to 12th grade, no diploma	613	10%	30,284	6%	618,820	10%
High school graduate (includes equivalency)	1,342	22%	114,818	23%	1,808,387	29%
Some college, no degree	669	11%	102,070	21%	1,259,802	20%
Associate's degree	430	7%	43,028	9%	407,472	7%
Bachelor's degree	1,408	23%	117,765	24%	1,086,570	18%
Graduate or professional degree	637	10%	54,328	11%	605,510	10%

Source: US Census, 2007-2011 American Community Survey 5-Year Estimates

1 Population 25 years and over

Figure 1-2. Norcross Educational Attainment

Income

According to the Norcross Town Center LCI, the average household income in 2010 for the City of Norcross was \$68,490; compared to the higher Metro Atlanta Area average household income of \$73,267 and LCI area (Town Center area) with an average household income of \$83,372. The LCI study projects average household income of city residents will increase by 2.2% between 2010 and 2022.

The per capita income for Norcross in 2010 was \$23,008, which is lower than the Metro Atlanta area, which according to the Town Center LCI study, was \$27,473.

The American Community Survey (2008-2012) estimates the city's median household income at \$42,788. A comparison of the household income distribution, median household income, and per capita income between 2000 and 2012 suggests there may be a growing divide between income levels in the city. Between 2000 and 2012, estimate data shows a decline in households making between \$40,000 and \$100,000 dollars yet an increase in higher and lower income households. Additionally, the city's median household income and per capita income saw a decrease during this period.

Table I-7. Norcross Household Annual Income Distribution

	2012	2000	Change 2000 to 2012
Less than \$10,000	8.3%	6.3%	2.0%
\$10,000 to \$14,999	7.0%	4.7%	2.2%
\$15,000 to \$19,999	4.8%	6.5%	-1.7%
\$20,000 to \$24,999	7.2%	8.6%	-1.3%
\$25,000 to \$29,999	6.0%	4.5%	1.5%
\$30,000 to \$34,999	7.4%	5.0%	2.4%
\$35,000 to \$39,999	6.8%	6.7%	0.1%
\$40,000 to \$44,999	5.3%	7.9%	-2.6%
\$45,000 to \$49,999	3.6%	6.8%	-3.2%
\$50,000 to \$59,999	7.8%	14.3%	-6.5%
\$60,000 to \$74,999	6.8%	8.0%	-1.3%
\$75,000 to \$99,999	8.8%	10.5%	-1.7%
\$100,000 to \$124,999	8.6%	4.1%	4.5%
\$125,000 to \$149,999	4.7%	2.8%	1.9%
\$150,000 to \$199,999	3.5%	1.5%	2.0%
\$200,000 or more	3.5%	1.6%	1.8%

Source: U.S. Census Bureau. 2012 data, 2008-2012 American Community Survey, Table B19001; 2000 Census SF3 (in 2012 inflation-adjusted dollars)

Preliminary Population Needs and Opportunities

The City of Norcross continues to diversify, in large part, as a result of the 2012 annexation. Changes in the city's population since the last plan update offer an opportunity to reflect on land use policies, services, and potential needs of the population.

- Roughly two thirds of the city's households are family households. Assuming this trend continues, it suggests the need for a large percentage of the housing in the city to be oriented towards families. It also suggests that there may be a lack of non-family

oriented housing in the city and perhaps an opportunity for a new type of housing option to better accommodate non-families that desire to live in Norcross

- While the City is gaining population in the youngest age group, there is a decrease in the population age 10-29. It is worth investigating what is contributing to this decrease. Appropriate schools and housing choice may be factors.
- Increasing percentages of the population in the youngest and oldest age group, implies the need to facilitate appropriate facilities, resources and services for these groups such as accessible walkways for our seniors and daycare facilities for children.
- Norcross is a melting ground of different races and ethnicities and has a notable foreign born population; these factors can be leveraged in cultural offerings supported by the city and its partners, such as Gwinnett County Schools and Gwinnett County Parks and Recreation. It also has implications for special needs that may be required by foreign born and non-English speaking populations for services provided by the City's Public Works, Police, and other departments as well as its partners, including County Schools, Parks.
- A high percentage of the population does not have a college degree when compared to the county and state. This raises concerns about the employability of portions of the population related to the job market in the City and region. There is an opportunity to help connect such community members to county and regional continuing education and work training resources.
- Income data suggests that there may be a growing income divide in the city. This is a pattern across the country; however, it should not go unnoticed. The Gwinnett County Schools and other educational providers and job training programs can play a role in helping create more opportunities for income growth, in coordination with state and federal programs.

2. HOUSING TECHNICAL ADDENDUM

2. Housing Technical Addendum

Neighborhoods are the building blocks of a community -- housing is one of the most basic building blocks of neighborhoods. The type, value, age, condition, availability and tenure of housing units set the character of neighborhoods and in turn greatly influence the City's ability to attract and maintain residents and businesses. Because housing plays such a vital role in the life of the community, assessing how the city's housing profile has changed over time and identifying the key issues that affect the local housing market are integral tasks in updating the City's vision for the future.

This assessment considers the characteristics of Norcross's existing housing stock and projected housing needs. Housing resources are closely tied to existing land use conditions and policies and should be closely considered with demographic trends and trends. To provide for a high quality of life, jobs/housing balance is also an important consideration that juxtaposes location of jobs and where people live. Housing should complement the types of jobs in a community, creating an opportunity for area workers to live in the same location – reducing congestion on regional roads and minimizing travel time to work, thereby freeing up time for other activities and improving the quality of life.

Housing Stock Inventory

Between 2000 and 2010 Norcross' housing stock grew by 35 percent, a significant increase over the 1 percent growth in the preceding decade, primarily through annexation. As of the 2010 Census there were approximately 5,443 housing units within the current boundaries of Norcross; 3,576 within the 2010 city limits and 1,867 within the areas annexed by the City since 2010 (Table 2-1).

Table 2-1. 2010 Total Housing Units

Area	Units
Norcross City Limits	3,576
Annexed Areas	1,867
Total	5,443

Source: 2010 Census SF1, Table H1

Table 2-2 provides a snapshot of the changes in the city's housing stock between the 2000 and 2010 Census. The growth in housing changed the mix of housing types available in the city: the percentage share of attached single family units increased, while the multifamily unit percentage share decreased.

- The share of the city's housing stock that is multifamily units decreased from 36 percent to 29 percent.
- The share of detached single family homes decreased from 74 percent of all single family units in 2000 to 68 percent of all single family units in 2010.
- City annexations in 2011 and 2012 increased the total number of housing units in the city by 52% and was the primary contributing factor to the city's changing housing landscape. The annexations added large areas of attached single family and multifamily housing, as reflected in Figure 3.1.

Single family units include fully detached, semidetached (semi attached, side-by-side), row houses, and townhouses. Multifamily housing includes those units in residential buildings containing units built one on top of another and those built side-by-side which do not have a ground-to-roof wall and/or have common facilities (i.e., attic, basement, heating plant, plumbing, etc.)

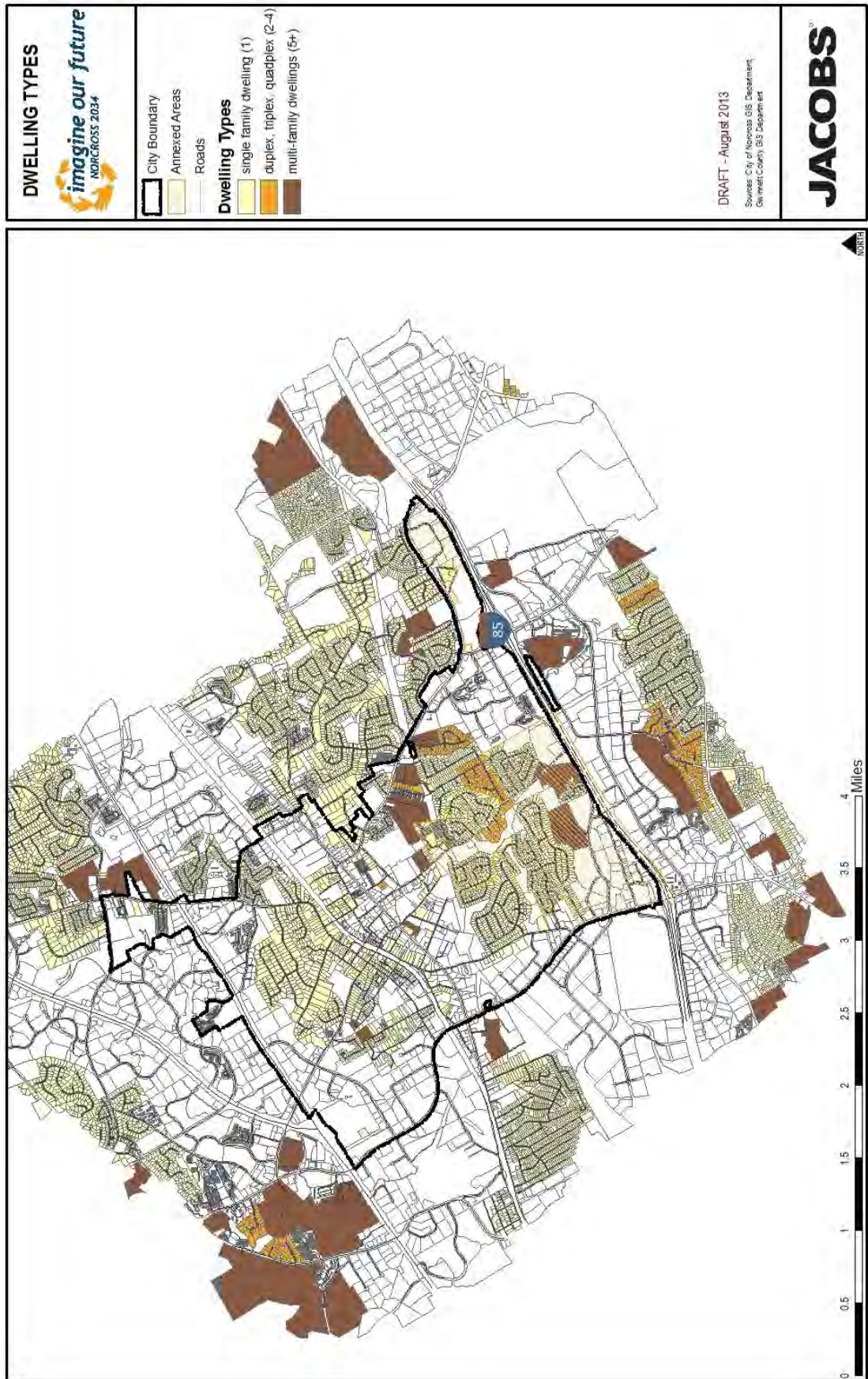
Table 2-2. 2000 & 2010 Dwelling Types

Dwelling Types	2000		2010	
	Norcross	Gwinnett Co.	Norcross*	Gwinnett Co.
Detached Single-family	1,319	150,017	1,809	205,540
Attached Single-Family	459	7,716	841	17,432
Multifamily	996	46,929	1,104	58,844
Mobile Homes, Boat, etc.	10	5,020	-	4,783
Total Units	2,784	209,682	3,754	286,599

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Gwinnett Consolidated Plan, Community Assessment Part 2, 2006. 2010: US Census Bureau American Community Survey 2006-2010 Table DP04

Figure 2-1. Dwelling Types, Norcross



Age

Figure 2-2 on the following page depicts the age of the dwellings in Norcross for structures built in 2008 or earlier. Three fourths of the city's current housing stock was built after 1980 and about a third was built in 1980s. The majority of the city's housing is found in suburban style neighborhoods located south of Buford Highway. The city's oldest dwellings are clustered in and near the historic downtown. The date built is unknown for approximately four percent of the city's housing structures. Due to the recent recession, extremely few new housing units have been constructed in Norcross since 2008.

Tenure

Between 2000 and 2010 there was a slight uptick in the percentage of owner-occupied units, taking into consideration the 2012 annexed area. Despite this, a virtual 50/50 split exists between owner and renter occupied housing in the city. Comparatively, 70 percent (2010) and 72 percent (2000) of Gwinnett County units were owner-occupied according to counts from the 2000 and 2010 U.S. Census.

Table 2-3. Tenure of Occupied Housing, Norcross

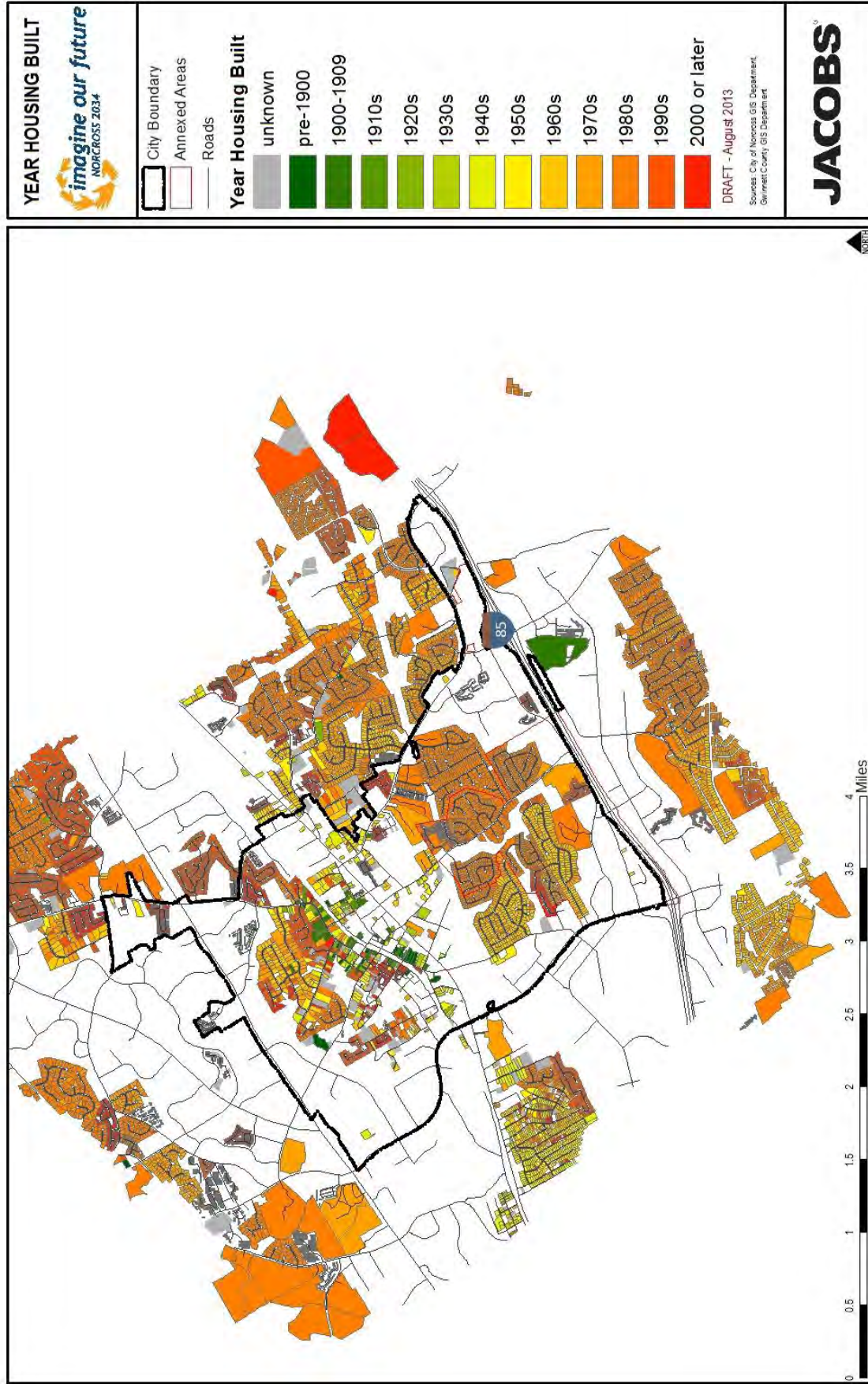
	2000	2010*
Owner Occupied	49%	52%
Renter Occupied	51%	48%

*2010 figure are for the city and areas annexed in 2011-2012

Sources: 2000: 2008 Norcross Comprehensive Plan Assessment.

2010: US Census Bureau, American Community Survey 2006-2010 Table DP04

Figure 2-2. Year Housing Built, Norcross



Special Needs Housing

The Gwinnett County 2030 Unified Plan (which incorporates the countywide consolidated plan) identifies persons with special housing needs as the elderly, persons with AIDS, persons with severe mental illness, persons with alcohol and/or other drug addiction, single parents and others. Others with special housing needs include those requiring assisted living and group home environments due to aging or health related issues, or subsidized housing due to low income and inability to afford market rate housing. The Gwinnett Unified Plan identified the areas around Norcross (as well as Buford and Lawrenceville) as those in greatest need of housing for very low income populations.

- The City of Norcross has a housing authority whose responsibilities include creating policy and administering them as needed to provide a safe and affordable home for low-income individuals. As of the 2030 Unified Plan, Norcross was administering a small number of public housing units: 44 housing units for low and moderate-income persons (the majority of which are families with children); 2 units are reserved for elderly residents.
- The City of Norcross has three licensed Nursing, Personal Care, and Community Living Arrangements that provide assisted living facilities for those with special housing needs (Table 2-4).

Table 2-4. Licensed Special Needs Housing in Norcross

Facility Name	Address	Facility Type
Hollow Ridge Lane Personal Care Home	5720 Hollow Ridge Lane	Personal Care Home
Morning Starr at Holcomb Bridge	680 Holcomb Bridge Road	Personal Care Home
Shekinah Home	519 Lawrenceville Street	Personal Care Home

Source: Georgia Department of Community Health, January 2014

Housing Values, Costs, and Conditions

The cost of housing in Norcross increased in the 2000—2010 time period: the median rent went up 3 percent and home values increased 35 percent. However in 2010, these costs were lower than in Gwinnett County (see Tables 2-5 and 2-6). It is estimated that 39 percent of Norcross homeowners are cost burdened, compared to 30 percent of Gwinnett County homeowners. Cost burdened is defined by the U.S. Census Bureau as a household's housing costs at 30% or more of household income. A review of 2010 estimates indicates that there is not notable overcrowding or inadequate housing structure issues within the city (Table 2-7). A comparison of Tables 2.7 and 2.8 indicates that the number of cost-burdened owners and renters in Norcross increased notably between 2000 and 2010, while overcrowding subsided.

Table 2-5. Comparison of Median Home Values

	2000	2010	% Change
Norcross*	\$126,800	\$171,500	35%
Gwinnett Co.	\$140,600	\$194,200	38%
Georgia	\$100,600	\$161,400	60%

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Census 200 SF 3 Table H085.

2010: US Census Bureau, American Community Survey 2006-2010 Table DP04

Table 2-6. Comparison of Median Gross Rent

	2000	2010	% Change
Norcross	\$842	\$870	3%
Gwinnett Co.	\$824	\$954	16%
Georgia	\$613	\$808	32%

*2010 Norcross figure is for area within 2010 city limits only

Sources: 2000: Census 2000 SF 3 Table H063.

2010: US Census Bureau American Community Survey 2006-2010 Table DP04

Table 2-7. 2010 Housing Conditions & Affordability in Norcross & Gwinnett Co.

	Norcross*	Gwinnett Co.
Cost burdened owners with mortgage	39%	30%
Cost burdened owners without a mortgage	5%	12%
Cost burdened renters	47%	51%
Overcrowded - more than one person per room in dwelling	6%	3%
Dwellings lacking kitchen or bathing facilities	1%	1%

*Norcross figures are for area within 2010 city limits only

Source: US Census Bureau American Community Survey 2006-2010 Table DP04

Cost burdened = housing costs are 30% or more of income

Table 2-8. 2000 Housing Conditions & Affordability in Norcross*

Condition	% of units
Cost burdened owners	26%
Cost burdened renters	41%
Overcrowded - more than one person per room in dwelling	16%
Dwellings lacking kitchen or bathing facilities	0%

*Norcross figures are for area within 2010 city limits only

Source: US Census Bureau, Census 2000 SF3 Table DP4

Cost burdened = housing costs are 30% or more of income

Vacancy Rates and Foreclosures

Between 2000 and 2010, housing vacancy rates increased in both Norcross and Gwinnett County, although Norcross experienced double the increase in vacancy when compared to the county. A widely accepted vacancy rate for housing in a community is five percent. This ensures that there is adequate supply in the housing market to allow for mobility in the local market. A low rate implies insufficient supply to meet demand, and can lead to increased costs for buyers and renters. When supply exceeds 5 percent, it is an indication that there is an excess of housing in the community and/or a mismatch between the type of housing that is available and the demand for housing in the community. Potential reasons for the increase in the housing vacancy rate from four percent in 2000 to 12 percent in 2010 are identified in the next section.

Table 2-9. Housing Vacancy Rate

	2000	2010*
Norcross	4%	12%
Gwinnett Co.	4%	8%

Source: U.S. Census Bureau: 2000 Census SFI Table H3.

2010 Census SFI Table H3

*2010 figure are for the city and areas annexed in 2011-2012

According to December 2013 data by RealtyTrac, for every 960 housing units, there was 1 foreclosure in the City of Norcross. This is relatively low compared to adjacent cities with foreclosure ratios as follows: 1 out of 282 (Snellville); 1 out of 400 (Lawrenceville); 1 out of 431 (Grayson); 1 out of 435 (Buford); and Dacula (1 out of 440).

Assessment of Housing Supply and Projection of Future Housing Needs

The City of Norcross increased its housing stock by significantly (35 percent) with its 2011-2012 annexation. Looking at numbers alone, the City appears to have a balanced mix of housing types that include single family detached and attached units (townhomes) as well as multi-family units; however, when one looks at the age of housing, it is likely that many of these structures may be outdated or require renovations to maintain their value and appeal. As of 2010, the city had 12 percent vacancy rate – which suggests an excess of supply or potential mismatch between supply and potential unmet housing.

Norcross has a high renter population compared to the county as a whole (nearly 20 percent higher). While it has some special needs housing, there are only three such units in the community. Although both rental and home ownership costs are lower in the city, a higher percentage of Norcross residents are cost burdened compared to Gwinnett County residents.

As described in the Population Technical Addendum, it is projected that by 2034 the city will contain 7,500 households, assuming a vacancy rate of 10% (the average between the city and county rates in 2010), that means there will be a housing need for approximately 8,250 units.

Drivers of Housing Change

Two significant forces have shaped the housing profile of Norcross since it was analyzed for the previous Comprehensive Plan in 2006: the recession and annexation.

- Across the country, the mortgage crisis and increased unemployment rates have had a disastrous effect on the housing market. In Norcross, this is evident in the increase in cost burdened households: 34 percent of homeowners and 47 percent of renters in 2010 vs. 26 percent of home owners and 41 percent of renters in 2000.
- Annexations shifted the tenure of occupied housing from 57 percent to 52 percent owner occupied.
- There was also an increase in vacant housing units: 11.6 percent in 2010 vs. 3.9 percent in 2000.

As of 2013, the housing market is starting to rebound and housing starts are picking up in Norcross. The City permitted about 200 units from April—August 2013, including nearly 150 units in downtown. Housing development will likely continue to increase, barring a significant rise in interest rates. Redevelopment initiatives in the city as well as changes in the city's population will influence future changes in housing supply and local housing trends.

Preliminary Housing Goals and Objectives

Data analysis and review of existing conditions, detailed on the previous pages, indicate that the following goals may be desirable for Norcross's housing stock. These ideas are for discussion purposes only and are based on data analysis alone. Housing goals and objectives were ultimately shaped by the priority needs and opportunities identified by the community in the public engagement process, both of which are highlighted in the main plan document.

- Maintain integrity of existing housing stock as it ages by supporting owner initiatives and efforts to update and renovate housing.
- Better understand causes of city's higher vacancy rate, and identify opportunities to modify or replace housing that is no longer serving the local market.
- Support development of a new housing that appeal to the city's workforce.
- Maintain or enhance community character to support private investment in the city's housing stock.
- Coordinate with the County's consolidated planning process and Norcross Housing Authority to support private or non-profit initiatives to provide special needs housing in the community.

3. ECONOMIC DEVELOPMENT TECHNICAL ADDENDUM

3. Economic Development Technical Addendum

Introduction

A community's economic base, economic development resources and economic development practices have an important impact on economic growth and should be reviewed on a regular basis. Local opportunities to expand or attract businesses and grow jobs for the labor force are often a function of local and regional resources and policies, such as labor supply, land use policy and infrastructure. As such, a community's economic development goals and targets should be considered in strategic decisions related to land use policies, services and facility offerings, and infrastructure.

The Atlanta Region functions as one economic system, consisting of multiple cities and jurisdictions where people traverse political boundaries for economic reasons, of which Norcross is a small component. For example, businesses may locate in Norcross, yet can benefit from the labor pool of the entire region. Local economic development in Norcross should focus on ensuring that the city is leveraging its assets, providing a business friendly environment, and furthering local policies that make the city an attractive location to start, maintain, or grow a business.

This Economic Development Assessment considers the City of Norcross' economic base, employment, labor force, development trends, and economic resources and practices. Because the Norcross local economy functions as a part of the much more complex regional economy, the city is compared to county, regional, or state trends, resources and goals where possible.

The following documents and resources were reviewed as a part of this assessment:

- 2012 City of Norcross Town Center Plan
- 2030 (Norcross) Comprehensive Plan
- U.S. Economic Survey 2007 (U.S. Census Bureau)
- The Atlanta Regional Commission (ARC) Long Term Plan (Plan 2040)
- County's targeted industries
- Georgia Department of Labor (county level)
- U.S. Bureau of Econ Analysis (county level)

Economic Base & Employment

The most recent, comparative industry and employment data for the local level (Norcross) is from the 2007 Economic Census. A notable 23,000 people worked in the city in 2007 – double the resident population in 2010 of 9,116. This indicates a strong local tax base but also suggests the opportunity to provide additional housing options in the city to capture a greater number of workers as residents.

Timeliness of Data

The U.S. Census Bureau only conducts the Economic Census in years ending in “2” and “7”. At the time of this analysis, local data from the 2012 survey had not yet been released. The City should look for its release in 2014 to gain a better understanding of the impacts of annexation on the economic base and other shifts in the local economy since 2007.

As demonstrated by Table 3-1, the City of Norcross has a diversified economic base. Some highlights include:

- Wholesale trade dominates annual payroll and employment (32 percent and 24 percent respectively).
- Wholesale trade was followed at some length by professional, scientific, and technical services (14 percent employment), administrative and support services (13 percent employment), and retail trade (12 percent employment).
- Information also played an important role, account for 10 percent of employment and 15 percent of annual payroll.
- Nearly all of the city’s employment (94 percent), with the exception of manufacturing, is considered part of service producing industries. According to 2013 2nd quarter data prepared by the Georgia Department of Labor, 13 percent of Gwinnett’s overall economy was goods-producing – demarking Norcross as an area of the county with a greater focus on services.
- Educational services and arts, entertainment, and recreation have a very small role in the economy.

Table 3-1: Norcross Industry Mix

	Number of Establishments	% of Total	Annual Payroll (\$1,000)	% of Total	Number of Employees	% of Total
Manufacturing	73	6%	62,505	6%	1,492	6%
Wholesale trade	207	16%	331,600	32%	5,518	24%
Retail trade	201	15%	72,687	7%	2,650	12%
Information	68	5%	156,226	15%	2,412	10%
Real estate and rental and leasing	97	7%	42,557	4%	777	3%
Professional, scientific, and technical services	240	18%	184,061	18%	3,133	14%
Administrative and support and waste management and remediation services	89	7%	112,009	11%	2,900	13%
Educational services	11	1%	937	0%	54	0%
Health care and social assistance	95	7%	40,948	4%	1,371	6%
Arts, entertainment, and recreation	11	1%	1,977	0%	146	1%
Accommodation and food services	104	8%	22,176	2%	1,712	7%
Other services (except public administration)	111	8%	20,971	2%	844	4%
TOTAL	1307	100%	1,048,654	100%	23,009	100%

Source: 2007 Economic Census, U.S. Census Bureau

The City of Norcross has a greater concentration in wholesale trade, information, and professional, scientific, and technical services as a part of its overall employment when compared to Gwinnett County's overall employment, as shown in Table 3-2. Norcross has notably lower share of retail trade and administrative and support industries compared to the county – suggesting that there may be some opportunity to grow those industries within the City's boundaries.

Table 3-2. Comparison of the Gwinnett & Norcross Industry Mix

Industry	Gwinnett County				Norcross				Difference Number of Employees (Norcross compared to Gwinnett)
	Number of employer establish- ments	% of Total	Number of paid employees ²	% of Total	Number of employer establish- ments	% of Total	Number of paid employees ²	% of Total	
Manufacturing	772	5%	22,797	9%	73	6%	1,492	6%	-2%
Wholesale trade	1,774	10%	33,042	13%	207	16%	5,518	24%	11%
Retail trade	2,959	17%	47,523	18%	201	15%	2,650	12%	-7%
Information	434	3%	12,611	5%	68	5%	2,412	10%	6%
Real estate and rental and leasing	1,212	7%	5,730	2%	97	7%	777	3%	1%
Professional, scientific, and technical services	3,258	19%	23,791	9%	240	18%	3,133	14%	5%
Administrative and support and waste management and remediation services	1,487	9%	52,553	20%	89	7%	2,900	13%	-7%
Educational services	252	1%	1,856	1%	11	1%	54	0%	0%
Health care and social assistance	1,583	9%	21,698	8%	95	7%	1,371	6%	-2%
Arts, entertainment, and recreation	265	2%	4,123	2%	11	1%	146	1%	-1%
Accommodation and food services	1,629	10%	27,397	10%	104	8%	1,712	7%	-3%
Other services (except public administration)	1,431	8%	8,527	3%	111	8%	844	4%	0%
Total	17,056		261,648		1,307		23,009		

Source: U.S. Census Bureau, 2007 Economic Survey

² for pay period including March 12

In order to fully assess opportunities for the future, it's important to consider strengths of the overall regional economy that can be leveraged in Norcross. ARC's Plan 2040 Assessment found that Atlanta, when compared to the nation as a whole, has strengths in Transportation, Trade and Utilities, Wholesale Trade, Information Services, and Professional Business. Aside from Transportation, Trade, and Utilities, Norcross is also strong in each of these areas.

Business Mix

Norcross has a broad mix of business sizes and types including: boutique shops/restaurants, corporate headquarters, Fortune 500 companies, franchises, and mom and pop shops. This strong mix of big name companies with great employment opportunities matched with the character of a strong, small-scale town center commercial district provides an attractive environment to prospective businesses and residents alike.

Major Employers

- FedEx – Fortune 500 company, opened a newly built, 215,000 sq. ft. building in November 2012 as logistics hub.
- Suniva – A Georgia born business, manufacturing high-efficiency solar panels.
- Hyundai Construction Equipment Americas, Inc. – Global manufacturer of excavators, forestry machines and six wheel loaders – occupying an existing, 225,000 sq. ft. building
- Rock Tenn – Fortune 500 Company (\$5,399.6 million in revenue) – leading manufacturer of corrugated consumer packaging and recycling solutions
- Waffle House – The Waffle House Corporate Offices are located in the newly incorporated area near I-85
- Carmax – Fortune 500 national dealership with a location on Beaver Run Road

Norcross has over 1,000 medium sized companies according to the City's office of Economic Development. Additionally, the City of Norcross is developing a niche in the sustainability-oriented sector of the economy. The following are some companies contribute to this:

- Suniva – manufacturing high-efficiency solar panels
- Rock Tenn – one of the world's largest recyclers; it recovers, processes, and sells approximately 8 million tons of recycling annually. With headquarters in Norcross, it offers invaluable insight to smaller scale operations for area businesses.
- FarraTech – rebuilds toner cartridges and laser printers – keeping pounds of plastic, steel, aluminum and rubber out of area landfills. It has a manufacturing facility within the city.

These characteristics complement the City's designation as a gold level Green Communities designation by the Atlanta Regional Commission (December 2011).

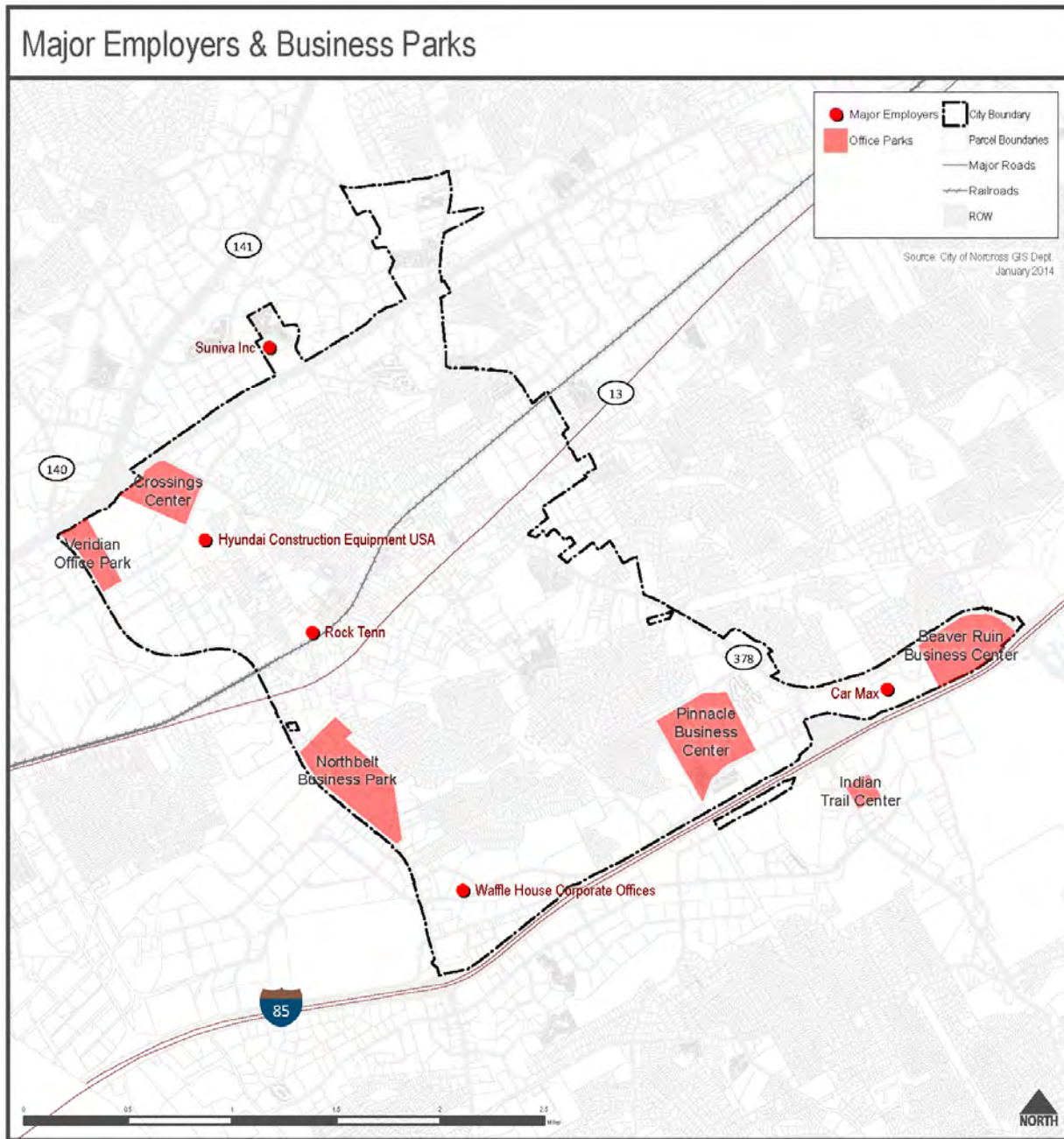


Carmax is a major employer, located in the northeastern quadrant of Norcross



Rock Tenn's campus is located just southwest of the historic Town Center

Figure 3-1. Major Employers & Business Parks



Labor Force

The Norcross labor force includes those persons 16 years of age or old that are either currently employed or actively seeking work. Labor force considerations are important as they can help the community identify whether the resident population's employment needs line up with the type of jobs offered in the community, and also speak to the types of jobs that the city may want to seek to attract to accommodate the employment needs of the population.

Labor Force Participation & Unemployment

An estimated 79 percent of the Norcross population 16 years and older is in the labor force (actively employed or seeking work). This compares to 72 percent and 65 percent labor participation rates for Gwinnett County and Georgia respectively.

Table 3-3. Labor Force Participation

	Georgia		Gwinnett County		Norcross	
In labor force	4,844,814	65%	431,842	72%	7,455	79%
Civilian labor force	4,789,521	64%	431,260	72%	7,449	79%
Employed	4,277,991	57%	388,595	65%	6,561	70%
Unemployed	511,530	7%	42,665	7%	888	9%
Armed Forces	55,293	1%	582	0%	6	0%
Not in labor force	2,663,934	35%	169,998	28%	1,979	21%
Population 16 years & over	7,508,748	100%	601,840	100%	9,434	100%

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates Table DP03

The Georgia Department of Labor does not retain records for labor force statistics for the City of Norcross due to its small size; however, data for Gwinnett County is maintained. In July 2013, Gwinnett County had a labor force of approximately 445,000 and an unemployment rate of 7.9 percent, notably lower than that of the overall Atlanta Metropolitan Statistical Area (8.8 percent). Nearby DeKalb County and Fulton County, had unemployment rates of 8.9 and 9.3 respectively, markedly higher than that of Gwinnett. These numbers are likely more accurate than the estimates from the 2008-2012 American Community Survey, as they are based on the state's unemployment insurance. Based on sample data, the U.S. Census Bureau estimated that Norcross had a slightly higher unemployment rate than Gwinnett County or Georgia.

Occupation

Approximately one quarter of Norcross' employed population is estimated to be working in natural resources, transportation, or material moving occupations and another quarter is estimated to working in management, business, science, and arts occupations (see Table 3-4). The city's population working in natural resources, construction and maintenance occupations is significantly largely than the percent of Georgia or Gwinnett County's employed population working in the same occupation, each of which is estimated at 10 percent. The City has a lower percentage of its employed population working in management, sales and office occupations and similar types of occupations when compared to Georgia and Gwinnett County.

Table 3-4. Labor Force by Occupation

	Georgia		Gwinnett County		Norcross	
Management, business, science, and arts occupations	1,512,405	35%	146,476	38%	1,497	23%
Service occupations	706,914	17%	58,596	15%	1,176	18%
Sales and office occupations	1,088,320	25%	105,841	27%	1,251	19%
Natural resources, construction, and maintenance occupations	410,562	10%	39,383	10%	1,724	26%
Production, transportation, and material moving occupations	559,790	13%	38,299	10%	913	14%
Civilian employed population 16 years and over	4,277,991	100%	388,595	100%	6,561	100%

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates Table DP03

Industry

According to the 2008 Comprehensive Plan, in 2000 residents worked in a variety of industries: construction (20.2 percent), retail trade (9.3 percent), professional services (15.7 percent), manufacturing (13 percent), and arts and entertainment (11.1 percent). A slight decline occurred in the share of the Norcross population working in each of these occupations, with the exception of retail trade (which remained steady) and construction (which increased) since 2000. Approximately one quarter of Norcross' employed population is estimated to work in the construction industry – a major difference from only 10 percent of the county population as shown in Table 3-5.

Table 3-5. Labor Force by Industry

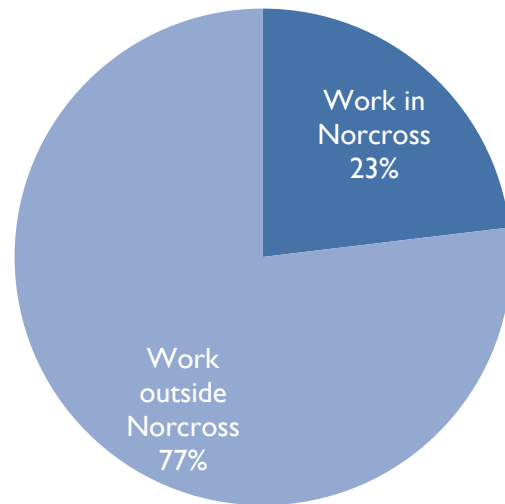
	Georgia		Gwinnett County		Norcross	
Agriculture, forestry, fishing and hunting, and mining	48,167	1%	732	0%	7	0%
Construction	294,651	7%	34,932	9%	1,696	26%
Manufacturing	466,887	11%	35,753	9%	663	10%
Wholesale trade	133,489	3%	15,959	4%	231	4%
Retail trade	507,760	12%	50,747	13%	568	9%
Transportation and warehousing, and utilities	256,300	6%	16,762	4%	247	4%
Information	108,767	3%	13,048	3%	129	2%
Finance and insurance, and real estate and rental and leasing	270,889	6%	29,389	8%	473	7%
Professional, scientific, and management, and administrative and waste management services	481,139	11%	53,804	14%	938	14%
Educational services, and health care and social assistance	889,804	21%	67,300	17%	603	9%
Arts, entertainment, and recreation, and accommodation and food services	375,815	9%	34,366	9%	571	9%
Other services, except public administration	214,584	5%	23,374	6%	327	5%
Public administration	229,739	5%	12,429	3%	108	2%
Civilian employed population 16 years and over	4,277,991	100%	388,595	100%	6,561	100%

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates Table DP03

Labor Force Work Location

In 2007 alone, there were an estimated 23,000 people employed in Norcross (excluding public administration); yet only 23 percent or roughly 3,700 of the city's 16,000 residents work in the city – roughly 16 percent of the city's workers. This is not surprising considering the size of the regional economy and opportunity for employment in a variety of neighboring communities. However, the data does suggest that there is an opportunity 1) to provide different housing options in the city that would better accommodate the preferences of the city's workers and/or 2) to attract businesses who could capture a greater percentage of existing residents as employees.

Figure 3-2: Work Location, Norcross Labor Force



Source: Source: U.S. Census Bureau, 2008-2012 American Community Survey, Table B08008

Regional Labor Force

Due to its central location near I-85 and I-285, Norcross's businesses and other employers have access to a large labor pool in the Atlanta region. According to recent statistics by the Georgia Department of Labor, the Atlanta Metropolitan Statistical Area (MSA) had a total civilian labor force of nearly 2.77 million in July of 2013. Of that group, approximately 244,000 or 8.8 percent were unemployed. The unemployment rate in the MSA improved by 0.5 percent between July 2012 and July 2013, showing an overall uptick in regional employment.

Development Trends

According to the 2008 Comprehensive Plan, the City of Norcross had a notable percentage of land being used for commercial purposes: 8.2 percent commercial/retail, 18.2 percent light industrial, and 7.0 percent office professional. An additional 1.6 percent of the City's land was considered mixed use and another 4.6 percent was transportation/communications. The majority of commercial/retail uses were located along Buford Highway, in the Downtown, and near the Beaver Ruin/I-85 interchange. Light industrial framed the city along the major corridors, of Jimmy Carter, Peachtree Industrial Boulevard, and at the northern boundaries of the city northeast of Buford Highway and Beaver Ruin Road.

Since 2008, shifts in the economy have had limited impact on the City's land use composition. A comparison of data from 2008 and 2013, indicates that 48 percent of land uses in the city are employment-based, an increase of roughly 5 percent since 2008.

Table 3-6. Employment Based Land Uses 2008 vs. 2013

Land Use	2008 share	2013 share
Commercial/Retail	8.2%	8.2%
Light Industrial	18.2%	20.4%
Office/Professional	7.0%	6.3%
Mixed-use	1.6%	2.1%
Institutional/Public	8.6%	11.2%
Total	43.6%	48.2%

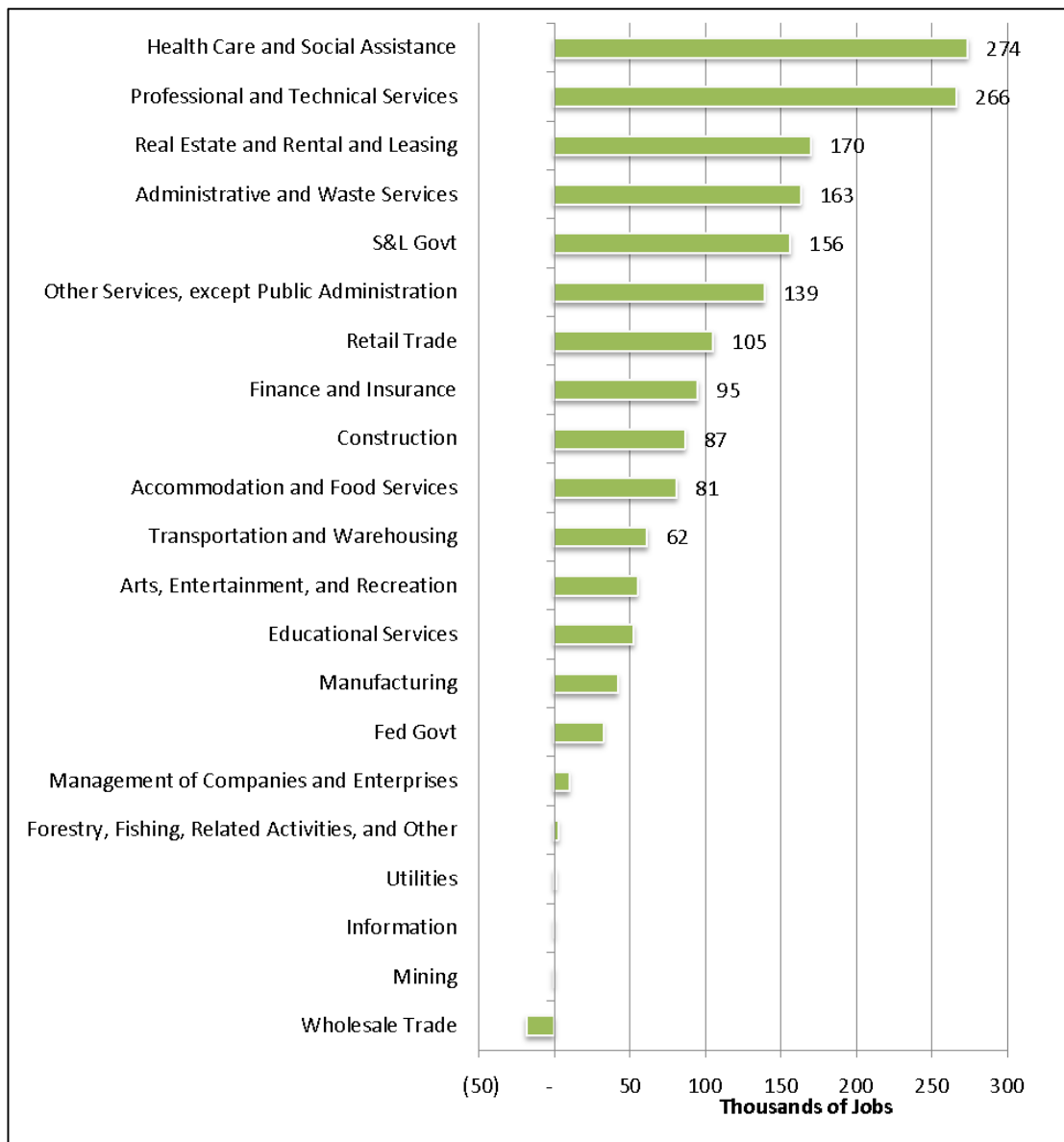
Source: 2030 Comprehensive Plan Community Assessment and City of Norcross

Redevelopment is most likely to occur along the city's major arterials and gateways where redevelopment pressure is greatest and location is prime, including Jimmy Carter Boulevard, Beaver Ruin Road, and land near and abutting Peachtree Industrial Boulevard and major intersections at I-85, Peachtree Industrial Boulevard, and Buford Highway. Because of the efforts of the Town Center LCI, the area in and around the Town Center is also ripe for private investment in the near term future. These locations are also best suited because they have the existing infrastructure (roads and utilities) to handle employment based land uses. For additional information on development trends, see the Land Use Technical Addendum of this Comprehensive Plan Update.

Role in the Atlanta Region

The ARC Unified Growth Policy Map (December 2012) identifies areas of Norcross as a “Regional Employment Center”, a “Regional Center”, as well as a “Station Community” (e.g. appropriate for commuter rail and transit) – all of which demonstrate the City’s importance from a regional perspective. The ARC’s Plan 2040 shows regional growth in all industries leading up to 2040 with the exception of wholesale trade, for which it forecasts a decline (Figure 3-1). The City should closely monitor shifts in the regional wholesale industry as most recent employment counts attribute nearly a fourth of the city’s employment to wholesale trade.

Figure 3-3. Regional Job Growth 2005-2040



Source: Atlanta Regional Commission

Programs, Resources, Tools

Effective economic development requires strong leadership, partnerships, and leveraging of existing assets and incentives. The City has a well-balanced toolkit of partnerships and resources that further the solid health of the city's economy and role in the greater regional economy, with the City's Economic Development Department being the key point of contact for this success. These tools include:

Economic Development Department – The City has a proactive and motivated Economic Development Manager that heads the Economic Development Office. The Economic Development Manager is the most vital connection between the city, economic partners, and the business community, responsible for showcasing the City's attractive policies and programs to business prospects as a desirable environment to locate a business and work. The Manager has a positive long term vision for the City's economic growth to be a "sophisticated" city, a mantra that is reflected by the wealth of economic resources and data available on the City's website. Among Department-led initiatives are growing and facilitating a broker networking group and the City First program (see description below).

Downtown Development District/Downtown Development Authority – The DDA focuses on ensuring that the Town Center of Norcross remains a historically protected yet thriving economic center within the city.

The Norcross DDA is dedicated to the development, growth, and preservation of historic downtown Norcross. The DDA works to advance projects within the Downtown Development district, a zone of approximately 400 acres which includes the National Register-listed Norcross Historic District and extends 600 feet to the east of Buford Highway

The area termed the "Downtown Development District (DDD)" is bounded by the Town Center historic district on the north, Langford Road on the east, Jimmy Carter Boulevard on the south and a line approximately 600 feet to the east side of Buford Highway on the east. A map identified the boundary is shown on the DDA homepage. The dotted area on the map represents areas under consideration for expanding the DDD in the future.

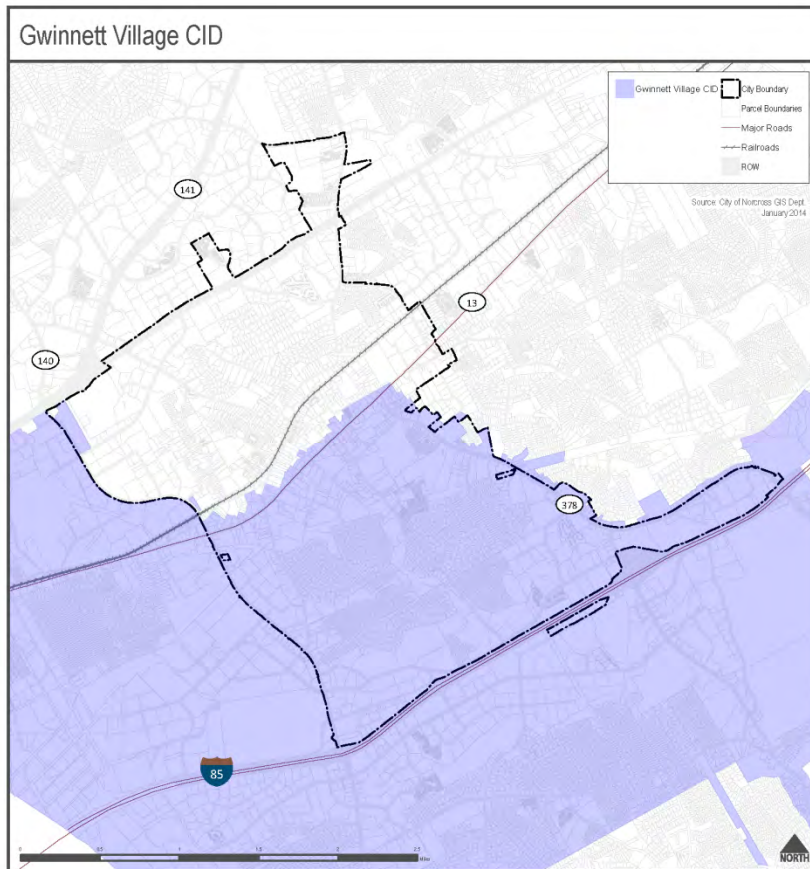
Area Chambers – The City of Norcross is supported by two chambers: Partnership Gwinnett and the Southwest Gwinnett Chamber.

- Partnership Gwinnett has a long-term presence in the county, and although it is not a day-to-day partner of the city, it serves as an important voice for the overall county and an important connection to regional economic development resources.
- The Southwest Gwinnett Chamber is a recent addition to the county and a potential great resource for Norcross as it formalizes its presence over time. The Chamber defines the following as its objectives: help existing businesses grow and prosper, increase job opportunities, be the voice of business, provide a forum for addressing issues of importance to the community, provide staff and meeting facilities, promote community, and contribute to overall economic stability. The Chamber represents businesses in Berkeley Lake and Peachtree Corners, as well as Norcross, providing a

great link to facilitate a collaborative economic development environment with neighboring communities.

Gwinnett Village Community Improvement District – The CID is an invaluable economic development partner for the city, representing than 550 commercial owners, accounting of \$1 billion in commercial property owners. The team works to increase commercial values, promote economic development, and enhance quality of life for district workers/residents. The CID helps fund major transportation improvements and push forward important planning initiatives in Norcross, including the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan, RAOD overlay district, and Diverging Diamond interchange implementation at Jimmy Carter and I-85. The district includes the eastern portion of the city of Norcross along Buford Highway and eastward to I-85, from Beaver Ruin Road and extending southward to Jimmy Carter Boulevard.

Figure 3-4. Gwinnett Village CID Boundaries



Business Parks

The City of Norcross has several business parks that cater to a variety of business types, including light industrial and commercial. Below are the key parks in the city (also depicted in Figure 3-1):

- Pinnacle Business Center, 11 acres of office and warehouse space
- Beaver Run Business Center, 56 acres of office, industrial and service space
- Veridian Office Park
- Northbelt Business Park
- Indian Trail Center
- Crossings Center

(Source: City of Norcross Department of Economic Development)

Georgia Department of Economic Development – The Department offers a variety of resources to the City of Norcross from an economic support standpoint. One resource is the Department’s available buildings database, which as of August 2013 showed 57 buildings listed as available in Norcross (including spaces both in incorporated and unincorporated areas).

Electrical Cities of Georgia – ECG provides economic and strategic services to community-owned utility systems that sell public power. Norcross, as one of these communities, has access to the organization’s resources. The City’s Public Works Director currently sits on the Board of Directors of this organization.

Opportunity Zone – The City of Norcross has an opportunity zone located along Jimmy Carter and Buford Highway. The zone provides tax credits to businesses within the district that create at least two full time jobs. At the time of this analysis, the city, in coordination with the Department of Community Affairs, was pursuing an additional opportunity zone for the southern portion of the city.

State Tax Credits and Incentives – The City leverages the State of Georgia’s various tax credit programs and small business incentives to attract and retain businesses.

City First Program – The City recently launched this program to help businesses and individuals connect with businesses within the city first before going to businesses located elsewhere for services, helping promote the local economy first and facilitating a “go local” climate in the city.

General Economic Development Goals and Objectives

Norcross has a well-rounded economy for a small to medium sized city. The Town Center is home to a mix of stable locally grown restaurants, shops, and businesses. The edges of the community support industrial and professional offices alike. The major arterials of Peachtree Industrial Boulevard, Jimmy Carter Boulevard, Buford Highway, and Beaver Run Road house a mix of commercial uses. Small and large businesses including those that are well-established, new, or are growing, call Norcross home. As the City of Norcross looks to the next 20 years, there are opportunities to strengthen the local economy and supportive business environment.

Target Industries

The 2030 Comprehensive Plan identified the need for a comprehensive business development strategy. Since then, the City's Economic Development Manager has taken a comprehensive approach to address business retention and recruitment needs and market Norcross as a good place to do business and work. This is evidenced by the wealth of information on the City website and number of marketing and programmatic initiatives the Department has underway. The City's target industries, as identified by the City's Economic Development Department, include corporate headquarters, engineering companies, and financial businesses.

Gwinnett County's target industries, as identified by the economic development arm of the Gwinnett Chamber, are:

1. Information & Technology Solutions – data processing & security; software development; computer systems design
2. Health Sciences & Services – life sciences; healthcare services
3. Professional & Corporate Services – customer care services; headquarters operations; business support services
4. Supply Chain management – wholesale trade; distribution & warehousing
5. Advanced Manufacturing – computer & electronics; energy technologies

The City of Norcross's current industry mix parallel all of these targets, with the exception of health sciences and services – which are likely to be better accommodated in neighboring communities due to the concentration of such businesses outside of Norcross. The County's economic development strategy "Partnership Gwinnett 2.0" is another tool for the city as it refines its unique economic development goals within the context of the broader economy. The strategy's core goals include 1) Comprehensive Economic Development, 2) World Class Talent, and 3) Community and Leadership Development.

Regional Strategy

The Atlanta Regional Commission completed a Regional Economic Competitiveness Strategy in 2012, which is an additional tool for Norcross to leverage as it moves forward key strategies for economic development. As part of a regional economy, it is essential that the city stay abreast of regional strategy, trends, and initiatives, particularly to the degree that they can help inform the city's economic development efforts.

Preliminary Goals and Opportunities

The following potential goals and opportunities for the city's future economic development efforts can be extracted from this analysis:

- Leverage catalysts of change (such as the OFS site redevelopment and potential transit/commuter rail extension) to attract related employers and businesses to the community and further redevelopment goals consistent with Future Development Map.
- Continue to implement the Town Center plan to attract private investment and grow the town center/DDD area as a thriving center for the city.
- Focus efforts on redevelopment along major corridors and furthering an environment that is attractive to small businesses and large corporations alike.
- The City has a diverse economy and mix of land uses. To further its diversified economy, the City should work to ensure preservation commercial and industry centric land uses.
- ARC's Plan 2040 forecasts a decline in jobs in wholesale trade. Because a large share of Norcross's employment is based in this industry, the City should continue to pursue alternative opportunities to diversify its economy.
- The City has a high number of jobs compared to its population. This is a positive for tax purposes. It also poses an opportunity to increase housing options to retain more of the city's workers as residents.
- Build stronger partnerships and continue to identify collaboration opportunities with the Gwinnett Village CID, new Southwest Gwinnett Chamber, and Partnership Gwinnett to achieve the city's business attraction and redevelopment goals.
- Work with the Public Works Department to ensure appropriate infrastructure is in place to support the needs of the city's target industries, including corporate headquarters, engineering companies, and financial businesses.

4. LAND USE TECHNICAL ADDENDUM

4. Land Use Technical Addendum

The land use component is the heart of any comprehensive plan. It provides a snapshot of the City's current development pattern and the vision of how the City of Norcross intends to develop, redevelop, and stabilize over the next twenty years. The various land uses in the City: residential, commercial, institutional, parks, etc. are the basic building blocks of the community. The relationships of these land uses and the connections among them are what drive the other topic areas addressed by the Comprehensive Plan. The Future Development Map developed during the planning process captures a consensus vision for the city's future development pattern. The map then serves as a guide for City leaders as they review rezoning applications and development proposals, make capital investment decisions, such as parks, roads, and police facilities. This technical addendum includes data on existing land use patterns, environmental constraints, and planning tools that will impact the future development pattern of the city.

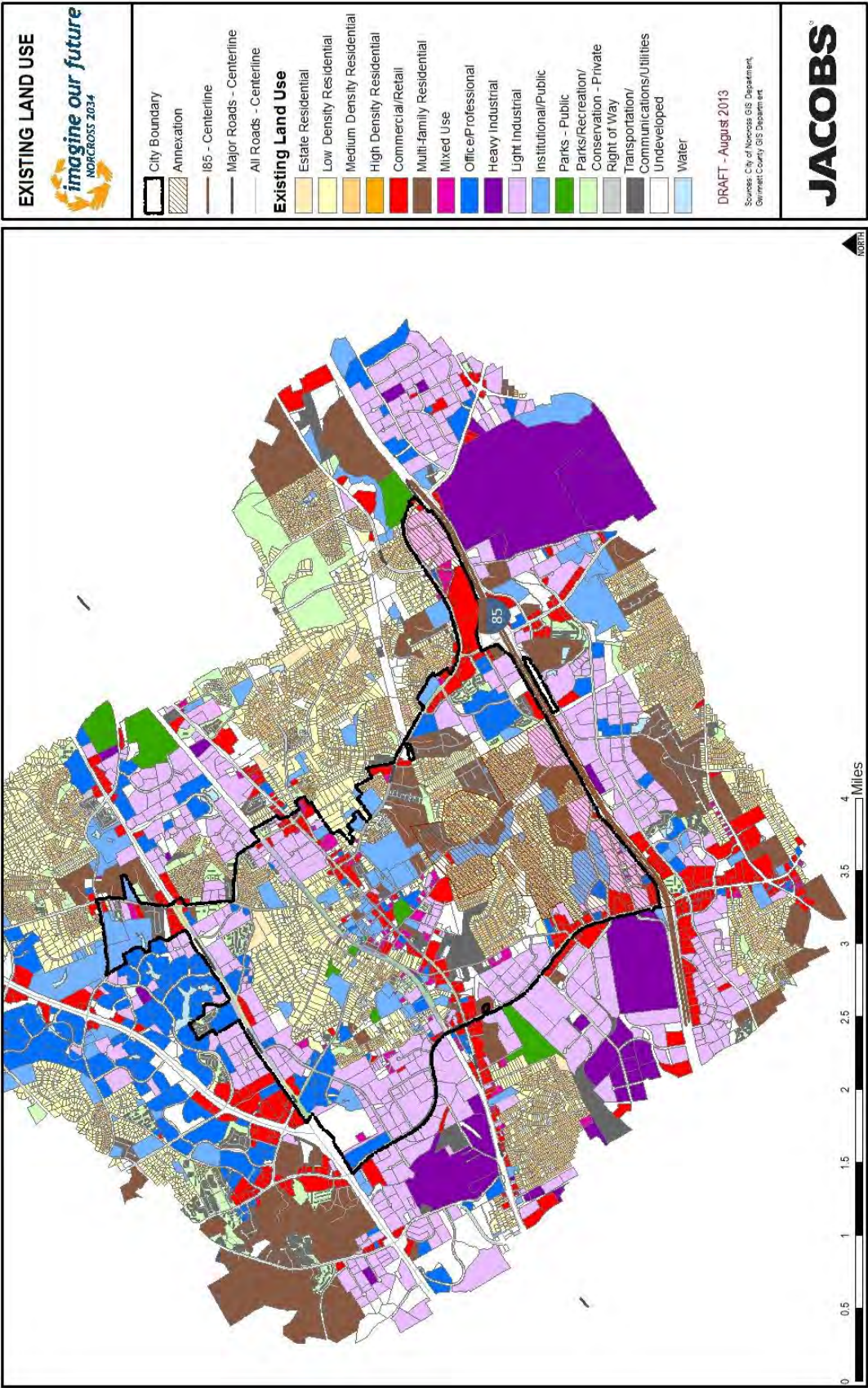
Existing Land Use

The City of Norcross currently encompasses 3,306 acres or slightly over 5 square miles. The accompanying table provides a breakdown land uses in the city for it's current boundaries and for the area covered by the 2008 comprehensive plan. Employment generating land uses: commercial/retail, institutional/public, heavy and light industrial, and office/professional; take up slightly less than half of city's land area. Residential land uses: estate, low, medium, and high density, and multi-family, account for just over a third of the land area, and approximately ten percent of the city's land remains undeveloped.

Table 4-1. 2013 Existing Land Use Mix

Land Use	Entire City		2008 Boundaries Only		Effects of Annexation		
	Acreage	%	Acreage	%	Acreage Change	% increase in acreage	% shift in share of city
Commercial/Retail	269.57	8.2%	189.63	7.7%	79.95	42.2%	6.6%
Estates	15.81	0.5%	7.11	0.3%	8.69	122.2%	66.5%
High Density Residential	6.15	0.2%	5.68	0.2%	0.47	8.3%	-18.8%
Institutional/Public	371.35	11.2%	267.36	10.8%	104.00	38.9%	4.1%
Low Density Residential	558.02	16.9%	440.61	17.8%	117.41	26.6%	-5.1%
Light Industrial	674.39	20.4%	510.27	20.6%	164.13	32.2%	-0.9%
Medium Density Residential	315.89	9.6%	151.11	6.1%	164.78	109.0%	56.7%
Mixed Use	67.83	2.1%	58.15	2.3%	9.68	16.6%	-12.6%
Multifamily Residential	296.47	9.0%	191.95	7.7%	104.52	54.4%	15.8%
Office/Professional	209.62	6.3%	198.32	8.0%	11.30	5.7%	-20.8%
Parks (Public)	19.75	0.6%	19.75	0.8%	0.00	0.0%	-25.0%
Recreation/Conservation/Private Parks	108.47	3.3%	103.50	4.2%	4.97	4.8%	-21.4%
Right of Way	6.08	0.2%	6.08	0.2%	0.00	0.0%	-25.0%
Transportation/Communications/Utilities	58.80	1.8%	58.80	2.4%	0.00	0.0%	-25.0%
Undeveloped	327.72	9.9%	269.81	10.9%	57.91	21.5%	-9.0%
Total	3305.93	100.0%	2478.14	100.0%	827.79	33.40%	

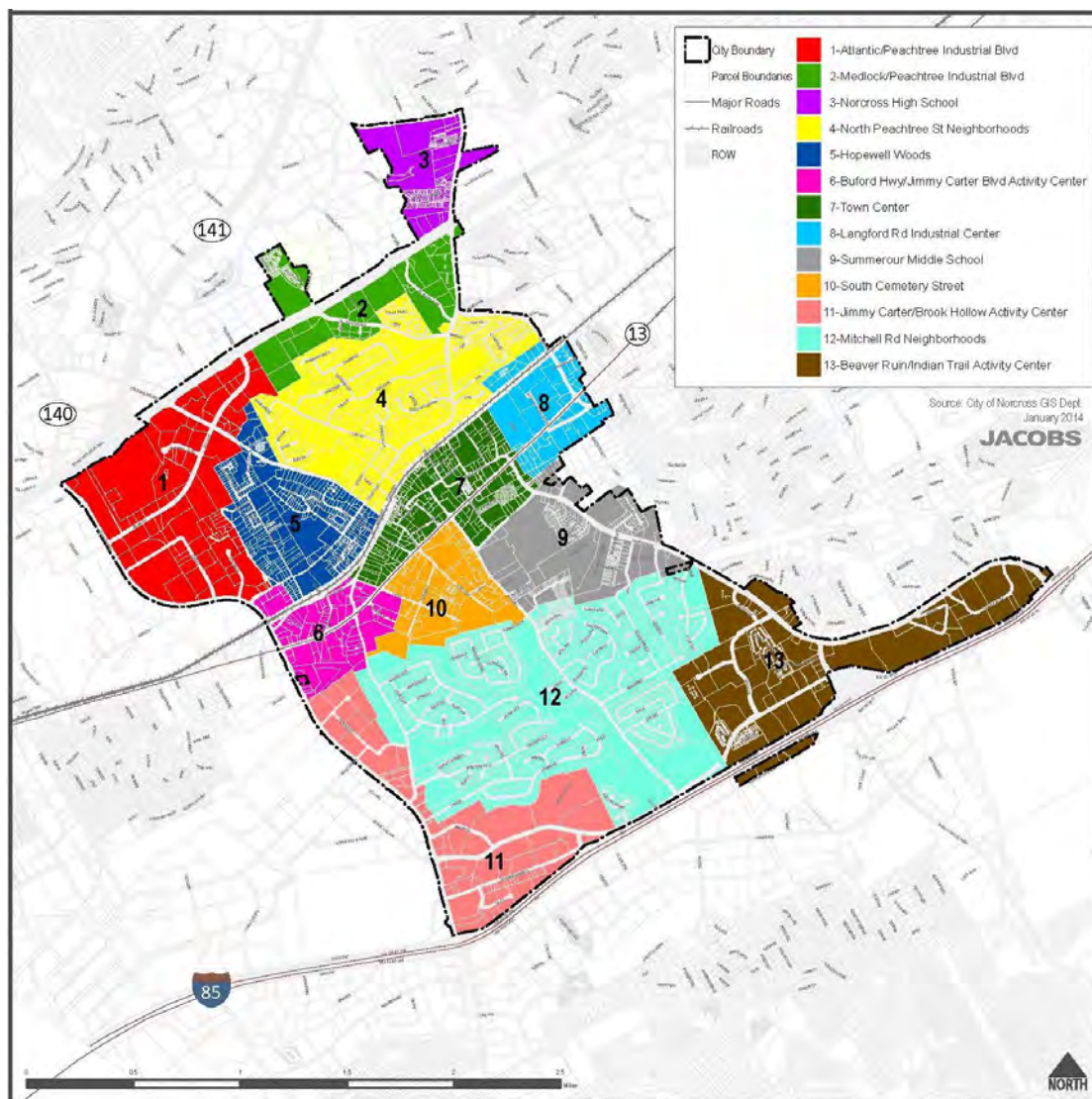
Figure 4-1. Norcross Existing Land Use Map



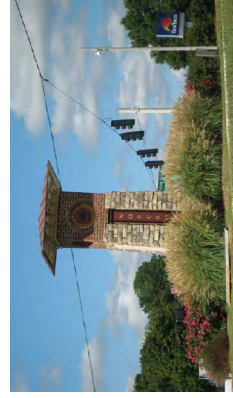
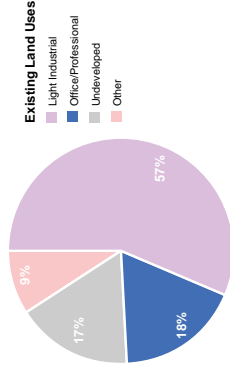
Future Development Map - Character Areas

As documented in the Community Vision Chapter of the Plan, the Future Development Map is a location-based vision and policy statement to help guide Norcross's elected officials, staff, and planning boards in future development and policy decisions. The Future Development Map divides the City of Norcross among thirteen unique character areas as shown in Figure 4-2, was the product of an in-depth public involvement effort. As part of that public involvement effort, in particular in preparation of the Character Area workshop, fact sheets/display boards were prepared that provided valuable detailed information for each of the thirteen character areas. These fact sheets are presented below.

Figure 4-2. Future Development Map



Future Development Area: Atlantic/Peachtree Industrial Boulevard



A Norcross gateway signage on Holcomb Bridge Rd



B Office building on Holcomb Bridge Rd



C Spec industrial space off Jimmy Carter Blvd

Vision

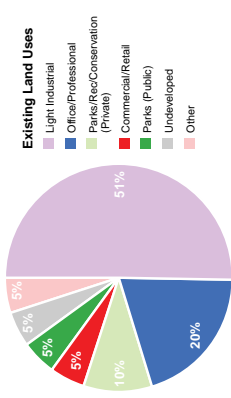
- PIB / Holcomb Bridge Road is an aesthetically pleasing Gateway welcoming people to Norcross
- Large-scale mixed-use employment center
 - o Light-industrial and flex space remain
 - o Higher density commercial with limited housing develops
- "Northwest Norcross" a signature building/group of buildings defines the character of the area

Existing

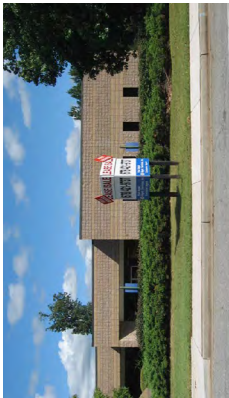
- Desirable business location
- Predominant land uses are light industrial, flex space (office-warehouse) and office
- Limited residential area
- Susan O. Stripling Elementary School
- Gateway between Norcross and Peachtree Corners
- Heavily wooded area; thick tree cover enhances the view from PIB

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02 Future Development Area:
Medlock/Peachtree Industrial Boulevard



A Strip commercial off Peachtree Industrial Blvd



B Spec office space off Repps Miller Rd



C Extended stay hotel off Medlock Bridge Rd

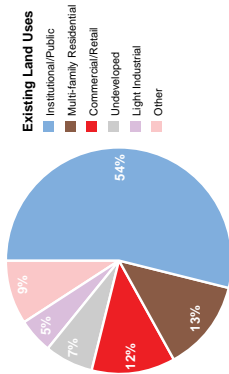


Vision

- The area is hub of activity and connecting point for surrounding areas
- A dense area of mid-scale (25-50K sq. ft.) retail and offices with corporate-focused amenities including hotels and training/conference facilities
- Community facilities and institutions(s) of higher education infuse the area with a civic character
- A consistent design theme expressed through signage, architectural style, and landscape palette unifies the area and provides a sense of place unique to Norcross

Existing

- Peachtree Industrial Boulevard (PIB) unifies the area
- PIB is the boundary between Norcross and Peachtree Corners
 - o This boundary lacks visual distinction
- Predominant land uses along PIB are light-industrial, office and commercial
- Education and recreation(Flicking Property Greenspace) are supporting land uses



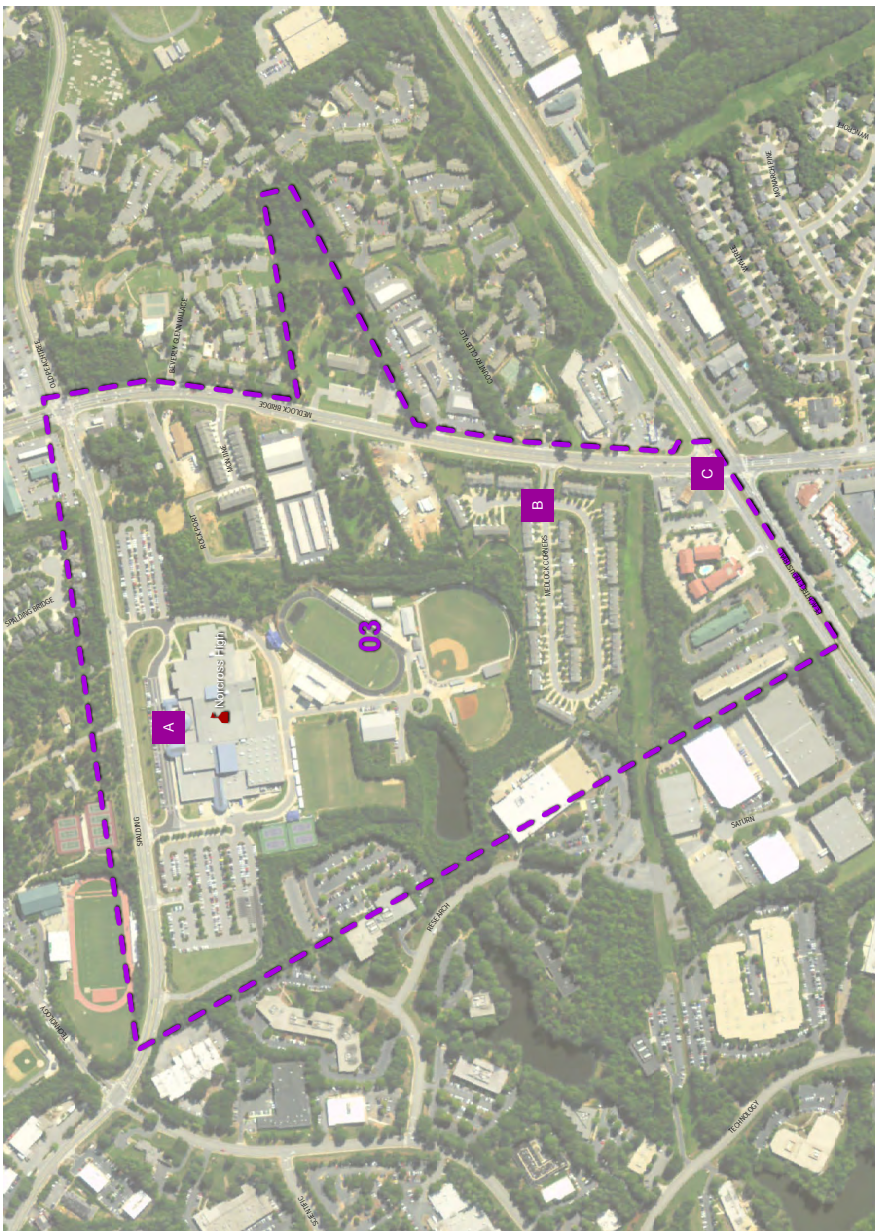
A Norcross High School



B Medlock Corners residential subdivision



C Intersection of Medlock Bridge Rd and Peachtree Industrial Blvd



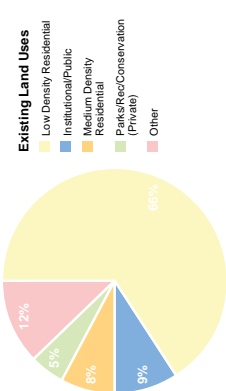
03 Future Development Area:
Norcross High School

Vision

- Norcross High School continues as the area's landmark and focus
- Residential uses predominate in proximity to the school
- Older buildings have been redeveloped into a neighborhood retail/office node Medlock Bridge Rd. and Spalding Dr.
- A pedestrian network physically connects the area's uses
- Consistent building scale and design characteristics connect the area aesthetically
- Regular coordination with Peachtree Corners ensures the compatibility of development along the city's boundaries

Existing

- Norcross High School defines the area
- Surrounded by Peachtree Corners on three sides
 - Better integrated with the fabric of Peachtree Corners than Norcross
- Supporting land uses include multi-family housing units, and variety of commercial uses accessed off of Medlock Bridge Road



A Residential subdivision off North Peachtree St



B Historic home off North Peachtree St



C Historic home off North Peachtree St

04 Future Development Area:
North Peachtree Street Neighborhoods

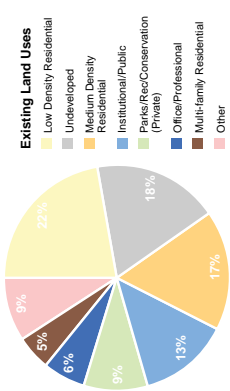


Vision

- Farmington Hills, Sunset Hills, Norcross Hills, Chastain Manor, and Oak Terrace continue to give the area a strong single-family residential character
 - o Property values are strong due to homeowners continual investment in renovations
- Churches and parks contribute to the family-oriented nature of the area
 - o New parks and greenways enhance quality of life in the district

Existing

- Long-established single family neighborhood
- Numerous historic homes and places of worship
- Few recreational opportunities within the area



A New residential subdivision off West Peachtree St

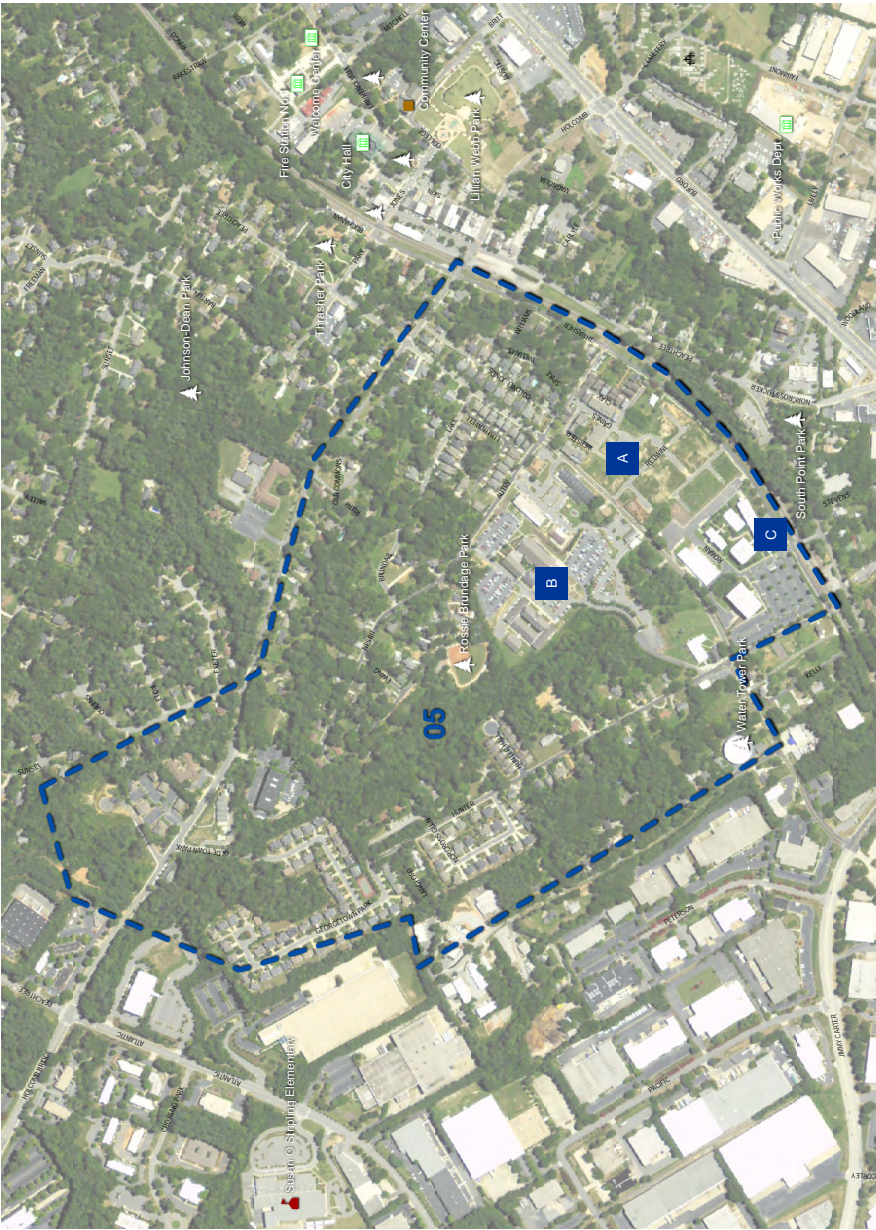


B Hopewell Baptist Church off West Peachtree St



C Rock Tenn Corporate Campus

05 Future Development Area:
Hopewell Woods

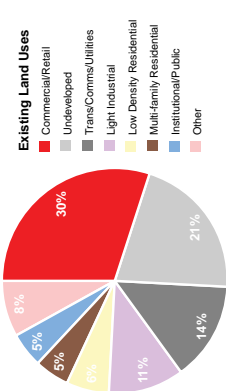


Vision

- The residential areas have a Traditional Neighborhood Design
 - o Mix of housing types accommodating varied incomes and life stages (young-singles, families, empty-nesters, etc.)
 - o High-end infill development
 - o Higher density housing located in area bordering the Atlantic/PIB area
 - o Townhomes and other medium-density housing types create a transition from single-family neighborhoods and the higher intensity employment center along Autry St.

Existing

- Transitional area between the North Peachtree Street Neighborhoods and Jimmy Carter Blvd.
- A focus of reinvestment efforts
- Contains a mix of residential uses, some industry and limited retail
- Offers a wide-range of housing choices in close proximity to the town Center and employment areas



A Commercial strip off Buford Hwy

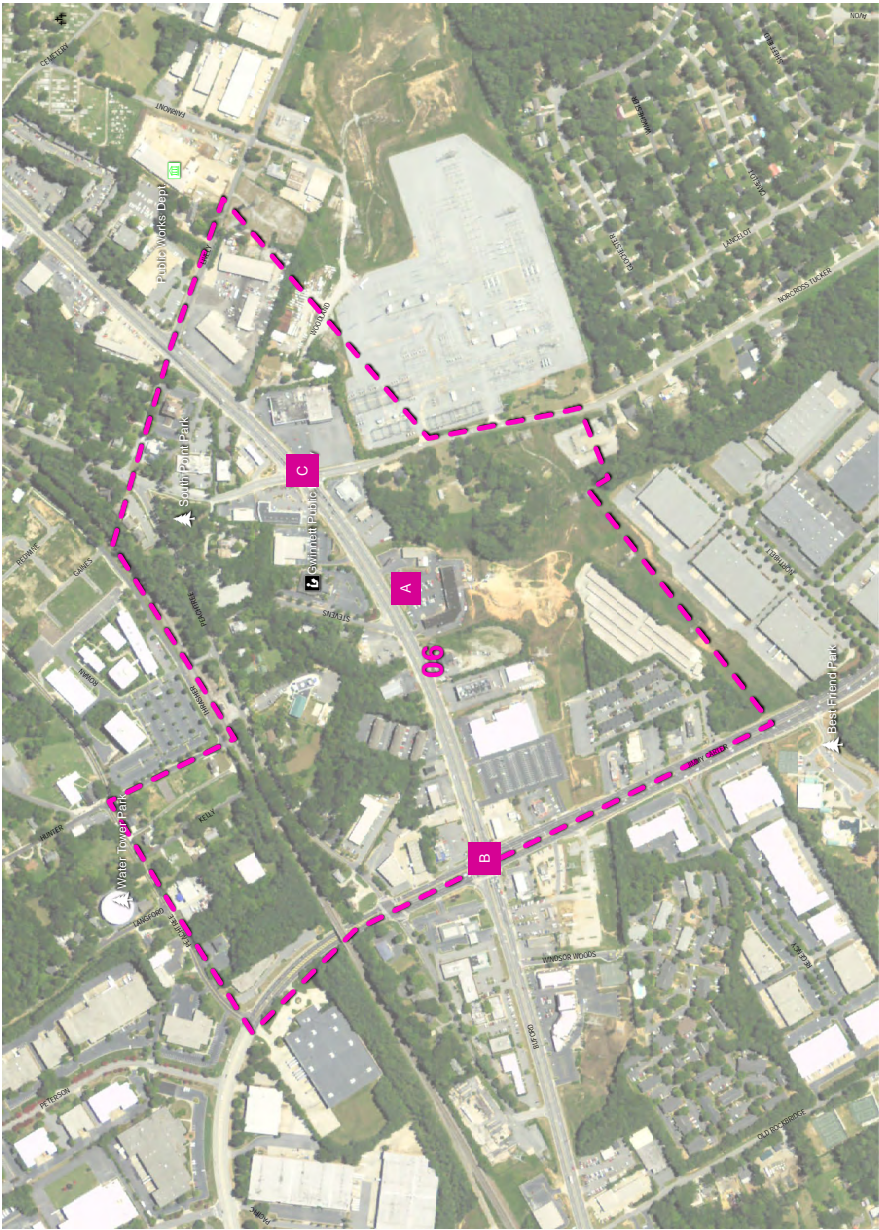


B Intersection of Buford Hwy and Jimmy Carter Blvd



C Intersection of Buford Hwy and Norcross Tucker Rd

06 Future Development Area:
Buford Highway/Jimmy Carter Boulevard Activity Center

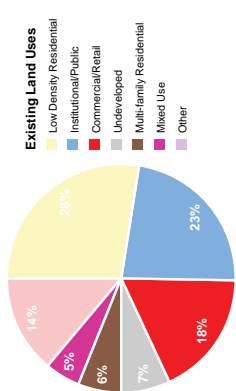


Vision

- A medium density mixed-use node, consistent with the Jimmy Carter Blvd/Buford Hwy Redevelopment Plan
- Mix of residential and commercial space
- Connections to Best Friend Park make it a desirable place to live and locate a business
- Development intensity along Buford Hwy decreases moving eastward from Jimmy Carter Blvd.

Existing

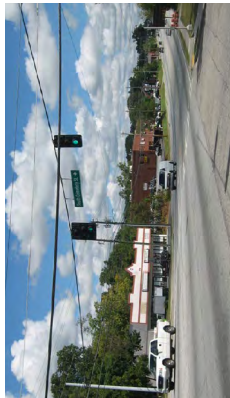
- High-visibility intersection ripe for investment and redevelopment
- Many planned transportation improvements (BRT, light-rail, medians) will enhance future mobility
- Area has an international character, with business and services catering to the city's Asian and Hispanic communities
- Aging commercial centers dominate the landscape



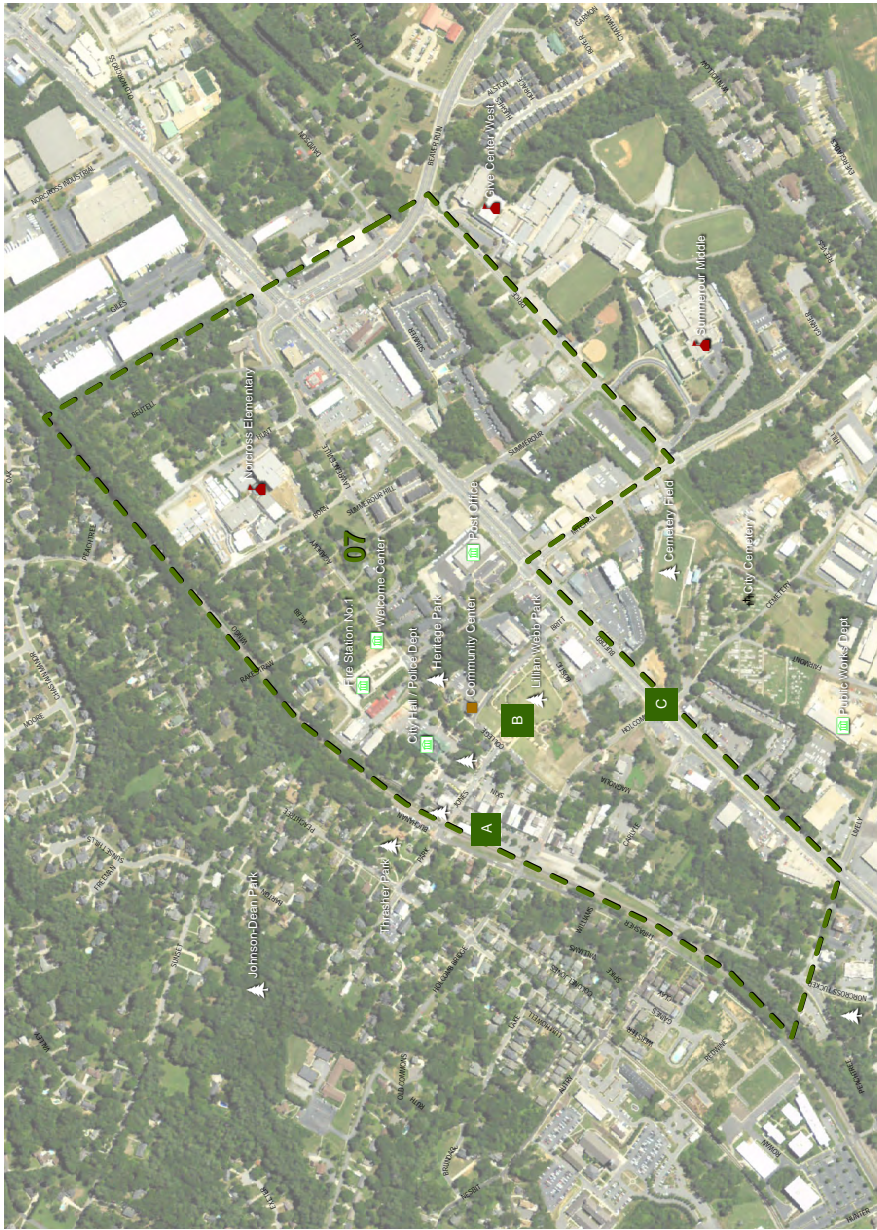
A Historic Downtown Storefronts



B Lillian Webb Community Park



C Intersection of Buford Hwy and Cemetery St

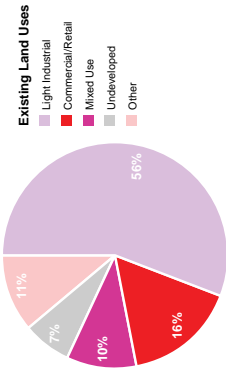


Vision

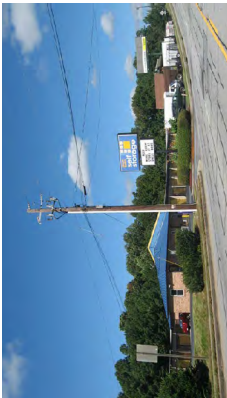
- Expanded Town Center Area encompasses the Norcross Town Center Plan and the area immediately south of Lillian Webb Park along Buford Highway
- Unique, compelling destination that ties together "Greater Norcross" and connects the city to the Atlanta region
- A compatible blend of historic and modern buildings creating an economically and environmentally sustainable place to live, work, and visit
- Buford Hwy is a vibrant walk-able corridor

Existing

- The physical, cultural, governmental and historical heart of Norcross
- Historic district traditionally centered around the old train depot
- The renovated Lillian Webb Park, visible from Buford Hwy, is now the place for community gatherings and events, and a defining feature of community character
- New real estate investment focused on the area around Park
- Growing area of reinvestment along Buford Hwy.



A Industrial space off Norcross Industrial Ct

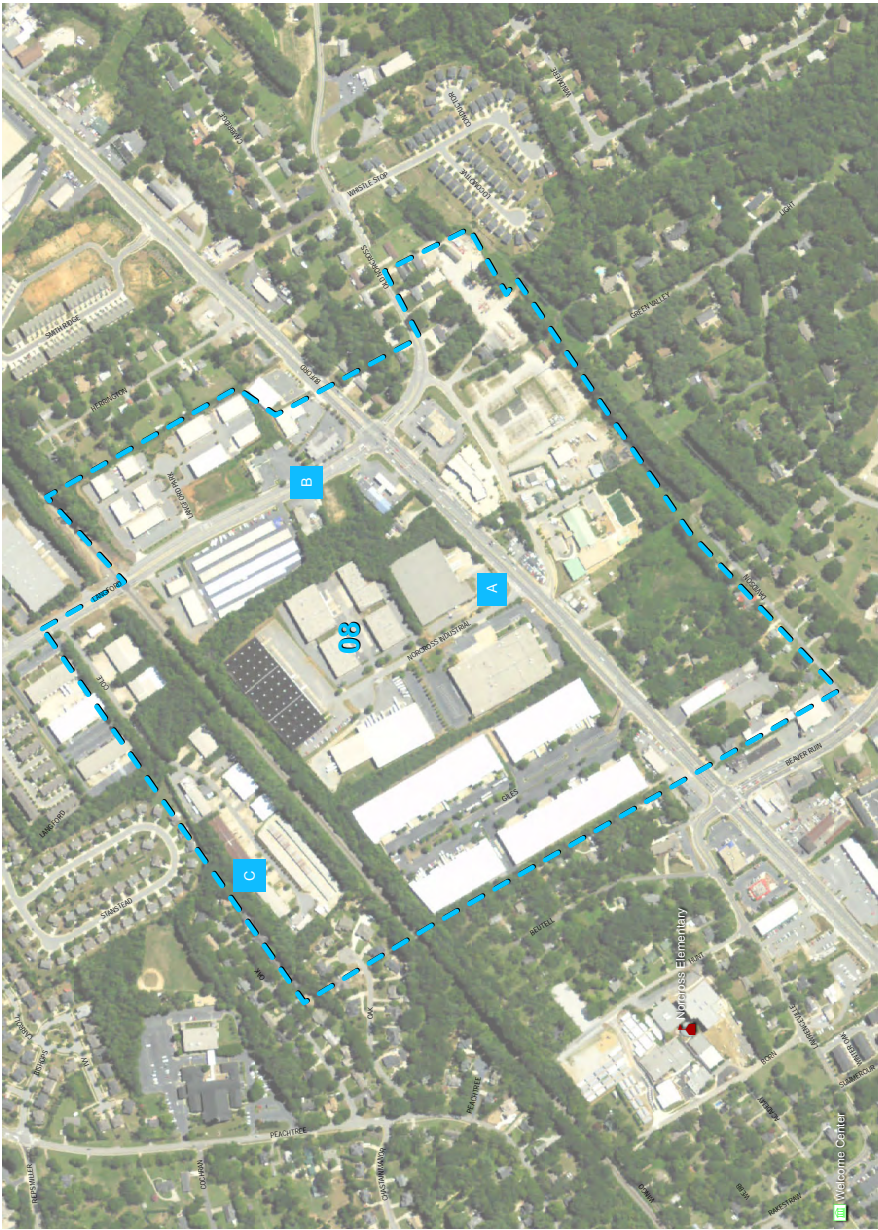


B Commercial uses off Langford Rd



C Old industrial space off Cole Ct

08 Future Development Area:
Langford Road Industrial Center



Vision

- A hub of business and industrial innovation and creativity
- Small, affordable commercial spaces serve as incubators for new businesses
- Aesthetically pleasing area with standards to maintain compatibility
- Walkability of Buford Hwy. Corridor and connections to the Town Center make the area attractive for new businesses
- New housing options, such as warehouse/loft style condominiums, to support the city's increased attractiveness to the creative class

Existing

- 30-yr old light industrial and warehouse business center
- Aging building stock in need of updates to meet current warehousing standards
- Good freight access: accessibility to rail, regional and interstate highways
- Very limited housing, but adjacent to residential neighborhoods and close to the Town Center

Future Development Area: Summerour Middle School

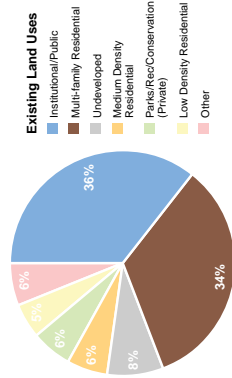


Vision

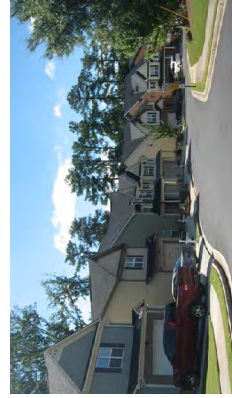
- An activity hub serving the common needs of Norcross residents: education, recreation, retail
- The new path through this area has created a link between the southeastern portion of the city and the central and northwestern sections
- Public and private investment has brought new civic facilities and retail outlets to the area and created a new destination in Norcross
- A traffic access management strategy and new transit opportunities have increased mobility and safety in the area

Existing

- A center of communal activities and recreational opportunities
- Summerour Middle School
- Land uses include multi and single-family residential and neighborhood oriented retail



A Summerour Middle School



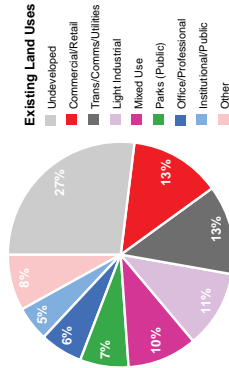
B Townhouse neighborhood off Beaver Run Rd



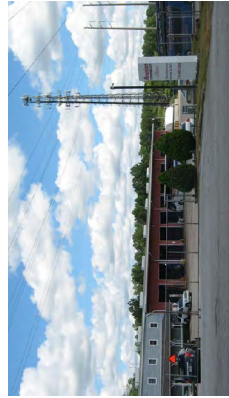
C Convenient store off Beaver Run Rd

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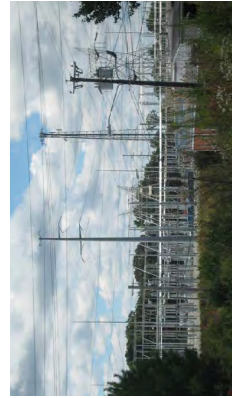
10



A Historic City Cemetery



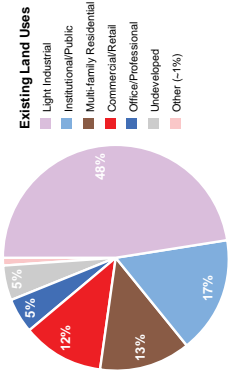
B Light Industrial off Lively Ave



C Power station off Norcross Tucker Rd

Existing

- A unique district of Norcross providing a mix of public and private spaces
 - The Norcross Cemetery and adjacent park remain the anchors of the area
 - A node of flex (light industrial/office) space has developed due to the proximity to Buford Hwy., Jimmy Carter Blvd. and the Town Center
 - Redevelopment has spurred access and freight traffic movement improvements in the area



A Drury Inn off Jimmy Carter Blvd



B Victory World Church



C Gas station off Jimmy Carter Blvd



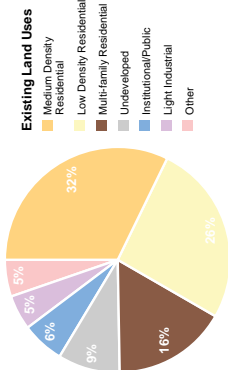
Vision

- OFS site redevelopment brought investment to the area and transformed Brook Hollow Pkwy and Goshen Springs Rd into sought after business locations
- Transit investment and nearby station(s) support this major employment center

Existing

- A major gateway to Norcross due to direct access to I-85
- The OFS site bordering Norcross at the JCB/I-85 interchange is redeveloping into a movie studio
- Borders the Best Friend Industrial Park, one of the oldest and largest industrial parks in Gwinnett County
- Highway-oriented commercial development characterizes Jimmy Carter Boulevard (JCB)
- Limited multi-family housing in the area close to Mitchell Road

Future Development Area:
Jimmy Carter/Brook Hollow Activity Center



Home off Mitchell Rd



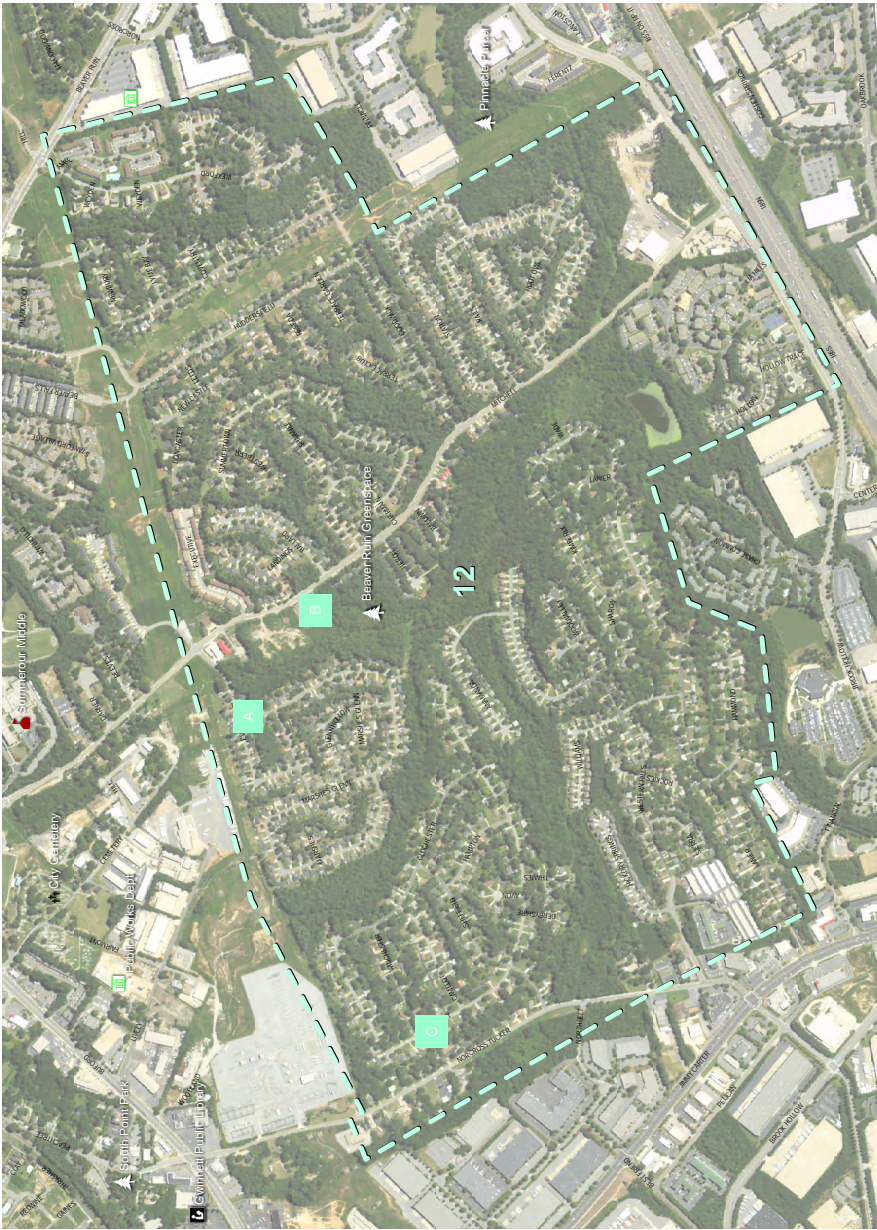
Norcross Co-op off Mitchell Rd



Home in Sheffield Forest Neighborhood

Future Development Area: Mitchell Road Neighborhoods

12

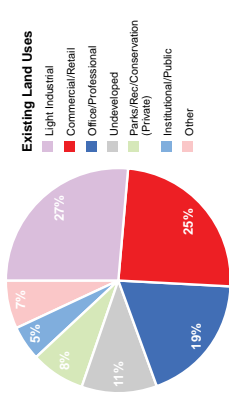


Vision

- Master planned, well-constructed, design-conscious medium to high density housing dot the eastern edge of the area and support the employment center at Beaver Run and Indian Trail
- Single-family neighborhoods to the west provide an important source of affordable, workforce housing
- A culturally diverse area
- Streetscapes and general reinvestment has enhanced the aesthetic quality of the area
- New multi-use trail through the area have enhanced connectivity and recreation options for area residents

Existing

- Older single-family residential neighborhoods
- Limited recreational facilities currently
- Opportunities for improved pedestrian and bike connectivity



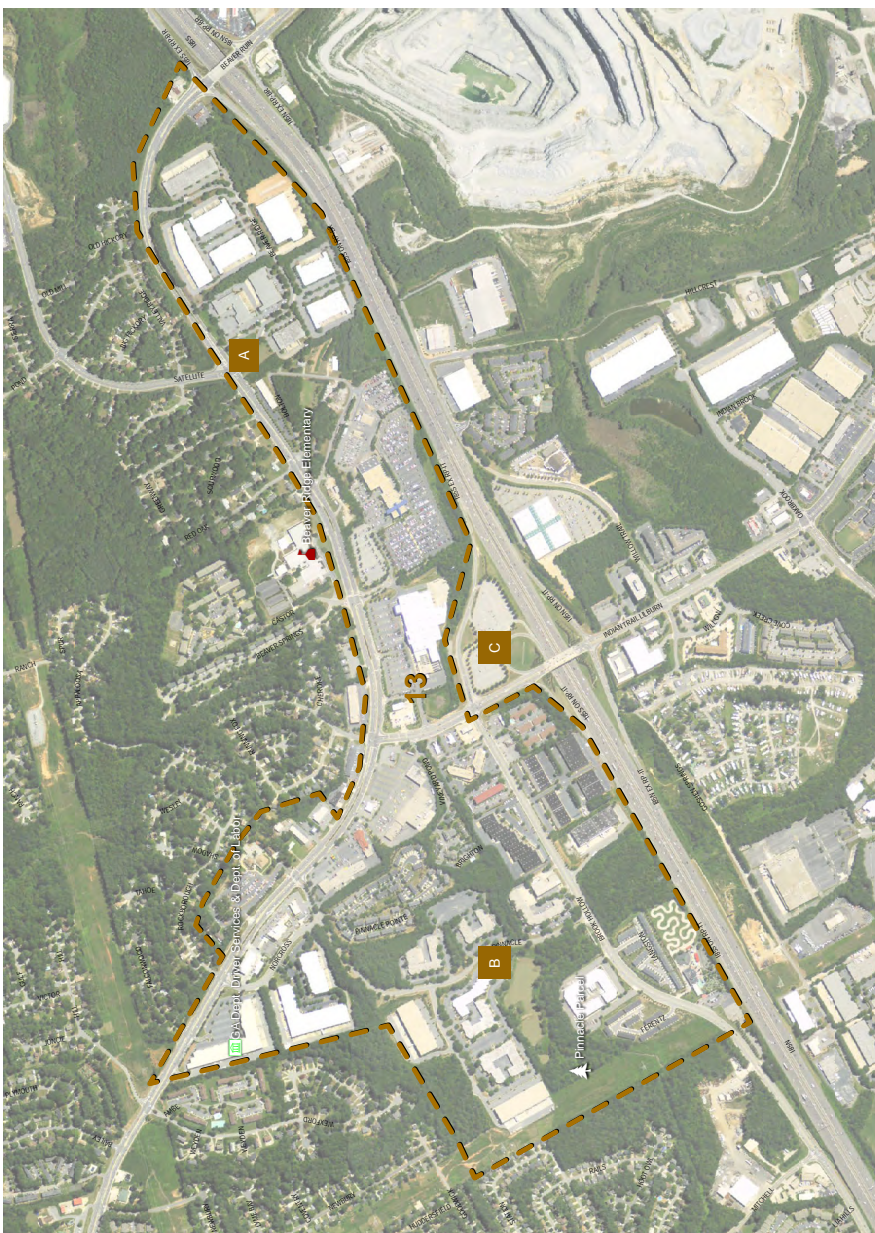
A Beaver Ruin Business Center



B Pinnacle Business Center



C Indian Trail Park and Ride lot



Vision

- A growing regional center due to prominent and convenient access to I-85
- The area is characterized by master planned developments of mid-rise buildings
- The new transit stop has helped generate a high level of activity at all times
- The mix of uses and intensity is seen as similar to that of Lindbergh Center in Atlanta, where a MARTA station, offices, and numerous restaurants and housing options are located.
- Well-designed big box retail structures in this area add architectural interest to the streetscape and are safely accessible to pedestrians

Existing

- Major city gateway
- Direct access to and good visibility from I-85
- Major land uses include the MARTA Indian Trail Park and Ride Lot, big box commercial outlets and business park
- Current plans (Activity Center LC) anticipate the location of a transit stop in the area and transit oriented development in the area

Future Development Area: Beaver Ruin/Indian Trail Activity Center

13

Developable Areas

As part of the existing land use update and to serve as a tool in calculating population and housing projections, the project team undertook a survey of the City's Developable Areas. Classifying each parcel as being either part of a Floodplain (not developable), Static (typically public uses that are not likely to be subject to private development), Stable/ Unlikely to change, and May Change over the next 20 years.

Figure 4-3. Norcross Developable Areas Map

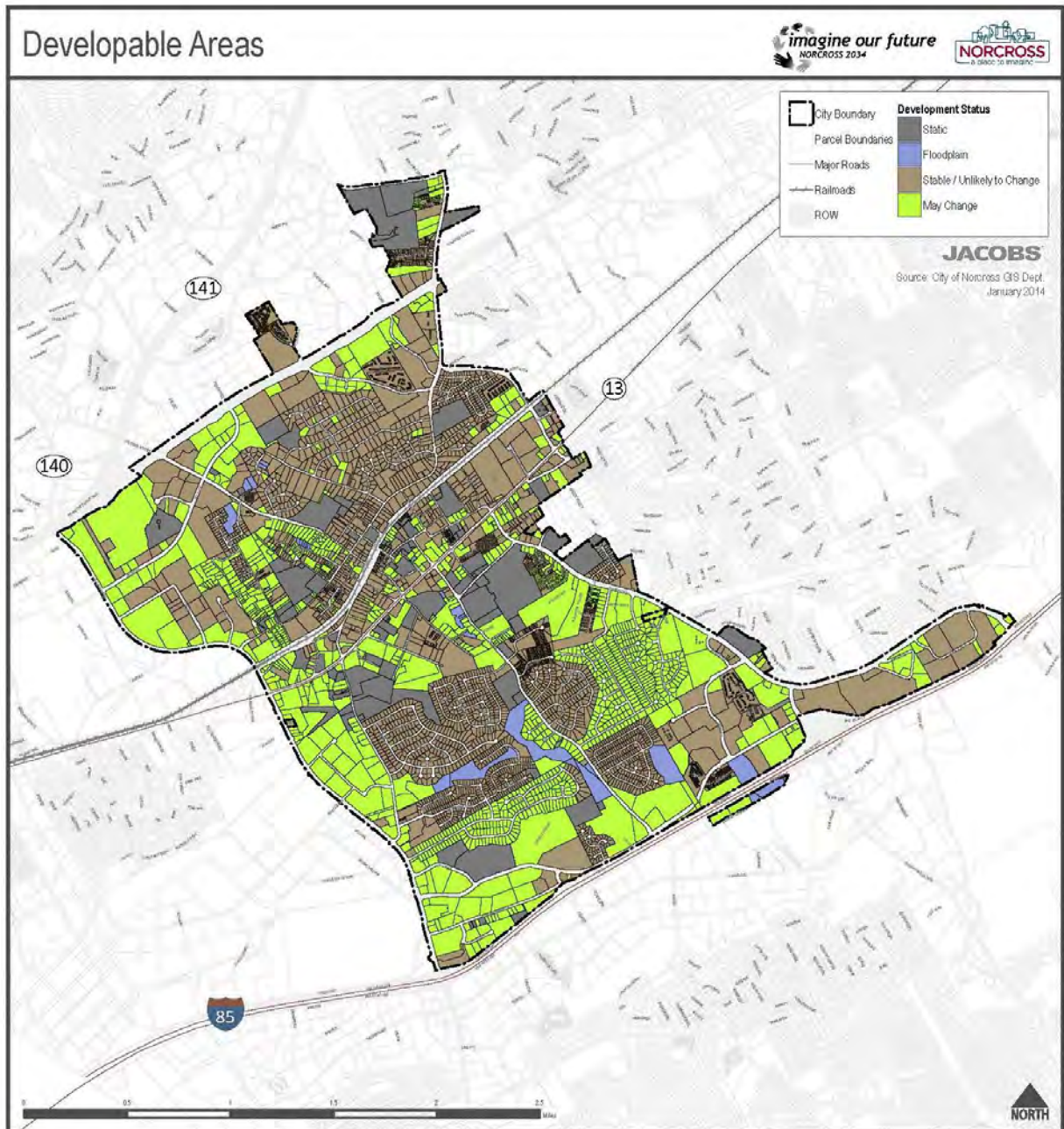


Table 4-2: Developable Areas

Character Area	Character Area Name	Static (Acres)	Floodplain (Acres)	Stable (Acres)	May Change (Acres)	Total (Acres)
1	Atlantic/PIB	13.70	0	133.31	209.48	356.50
2	Medlock/PIB	8.70	0	102.33	50.07	161.10
3	Norcross High School	60.25	0	30.34	16.45	107.04
4	North Peachtree Neighborhoods	41.63	0.99	323.98	15.88	382.48
5	Hopewell Woods	29.03	8.32	86.72	73.79	197.86
6	Buford Hwy/Jimmy Carter Activity Center	28.58	0	15.21	77.09	120.889
7	Town Center	36.26	0	85.41	39.01	160.67
8	Langford Rd Industrial Center	6.68	0	86.67	23.65	117.00
9	Summerour Middle School	79.31	0	59.01	86.07	224.39
10	South Cemetery Street	31.49	4.07	45.24	56.38	137.18
11	Jimmy Carter/Brook Hollow Activity Center	32.97	0	33.28	215.50	281.75
12	Mitchell Road Neighborhoods	44.38	52.55	327.36	304.03	728.32
13	Beaver Ruin/Indian Trail Activity Center	11.05	13.39	212.52	126.21	363.16
	Totals	424.03	79.32	1541.38	1293.61	3,338.34
	Percentage of Total Land Area	13%	2%	46%	39%	

Character Areas

Environmental Planning Criteria

WATER RESOURCES

Gwinnett County and its member municipalities have adopted Part V of the Georgia Planning Act, the environmental planning criteria developed by the Department of Natural Resources (DNR). These standards include requirements governing development in water supply watersheds, groundwater recharge areas, and river corridors (DNR Rules for Environmental Planning Criteria). Norcross has all of these natural features, except river corridors, so parts of the City's development will be subject to these requirements.

STREAM BUFFERS AND SETBACKS

DNR defines a water supply watershed as land in a drainage basin upstream of governmentally owned public drinking water supply intake. Norcross has land in two large (greater than 100 square miles) water supply watersheds as defined by the DNR. The Georgia Department of Community Affairs has special requirements for cities on water supply watersheds. Their criteria, which include buffers around streams and maximum densities of pervious surfaces, are intended to allow cities to develop within these watersheds while maintaining a supply of water clean enough that it can be treated to drinkable standards. The city may exempt existing land uses and mining activities from provisions of water supply protection plans, and it may exempt utilities and agriculture from the stream buffer and setback requirements of these plans under certain conditions. Land within 7 miles of the reservoir must maintain a 100' stream buffer around all perennial streams, and no impervious surfaces, septic tank, or septic drainfield may be constructed within 150' of a perennial stream bank. Because one of the water supply watersheds feeds the Quarles Water Treatment Plant, which draws water from the Chattahoochee, these requirements apply to a large portion of the city. In addition, new facilities that handle hazardous materials must be sited on impermeable surfaces with spill and leak collection systems that comply with DNR requirements.

In addition, the city's Stream Buffer Protection Ordinance (City of Norcross Code of Ordinances, Part II, Chapter 105, Article II, Division 1, Section 105-58), which restricts development with a 50' buffer and setbacks for an additional 25', applies to all the perennial streams in Norcross.

GROUNDWATER RECHARGE AREA

A large portion of Norcross is within a groundwater recharge area. In the Piedmont region of Georgia, most groundwater is stored in overlying soils, particularly those with thicker soils. To protect our groundwater from pollution, DNR has implemented regulations regarding landfills, hazardous waste disposal, chemical storage, agricultural waste, septic tanks and drain fields, wastewater irrigation and spreading, permanent storm infiltration basins, and new wastewater treatment basins.

Communities seeking to promote water supply protection measures could seek low impact development and other techniques for increasing on-site infiltration of stormwater within groundwater recharge areas.

CHATTAHOOCHEE RIVER CORRIDOR

Norcross lies outside the jurisdiction of any protected rivers. The closest is the Chattahoochee River which is protected by the Metropolitan River Protection Act (MRPA), a state law passed in 1973, which instituted a 2000-foot protection corridor along both sides of the Chattahoochee River, which the city is well outside of.

WETLANDS

Norcross has several different types of wetlands. According to DNR rules, local governments must consider wetlands in their planning decisions, mapping and identifying them in land use plans. DNR outlines a number of considerations that must be addressed and the minimum types of wetlands that the city must identify. And under federal policy, development should not alter or degrade wetlands without showing that there will be no adverse impacts or net loss of wetlands.

FLOODPLAINS

Parts of Norcross are within the 100 year floodplain, which means that the probability of an annual flood in these areas is 1%. Most of these areas are along streams in the southern part of Norcross and are associated with Beaver Ruin Creek (see Developable Areas Map for the location of these floodplains).. Within these floodplains, construction may not alter the area's flood characteristics or create hazardous velocities of water. Development in the floodplains is restricted to public parks, agriculture, dams, bridges, parking areas, public utility facilities, and outdoor storage.

Regional Water Plan

The Metropolitan North Georgia Water Planning District was established in 2001 for the purpose of establishing policy, creating plans, and promoting intergovernmental coordination for all water-related issues in the district. The goal of the district is to develop comprehensive regional water resources plans that protect water quality and water supply in and downstream of the region, protect recreational values of the waters in and downstream of the region, and minimize potential adverse impacts of development on waters in and downstream of the region. The planning district also facilitates multi-jurisdictional water-related projects and enhances access to funding for water-related projects among local governments in the district area. The district develops regional and watershed-specific plans for stormwater management, wastewater treatment, water supply, water conservation, and the general protection of water quality. The planning district comprises all local governments within a 16-county area, including Gwinnett.

Historic Resources

Much of the charm and attraction of downtown Norcross is a result of historic character. The downtown falls within a National Historic District. There are 219 contributing historic structures within the city, and the City Community Development Department maintains a detailed list of each. Currently there are no specific restrictions or protections in place to protect these historic resources, other than those required for all structures which includes a review by the city's architectural review board for building permits. Concern over this lack of protection was raised during the public involvement effort for this plan. In addition, it was expressed that gateway structures and features leading into the Downtown area should be in keeping and reflect this historic character.

Figure 4-4: Norcross Historic Structures



Source: Town Center LCI, <https://www.gnahrgis.org/>

Alignment of Land Use Regulations with the Community Vision

One of the most valuable tools in implementing a Comprehensive Plan is its land use regulations which for Norcross is embodied in its Zoning Ordinance and Development Regulations. Besides making sure that these regulations reflect the community's vision, they also need to be kept up-to-date with technological innovation and be effective and easy to administer and understand. Throughout the public involvement process various suggestions were offered by city staff and city officials as to improve the regulations and following is brief review of needed and desired changes.

- a. Sign Ordinance. Amend sign ordinance to address improvements identified by GMA in its sign ordinance evaluation. There are some legal issues with the current ordinance that need to be addressed.
- b. Repurposing of old buildings. Much of the city's future growth will take the form of redevelopment of old buildings. Incentives for adaptive reuse of these structures need to be in place as well protections for historic structures to help maintain the city's attractiveness to potential investors.
- c. Industrial Zoning District. Revisit the M-1 zoning district to ensure appropriate users are allowed in the district. As the City's only industrial zoning district, it is important that this district preserve the industrial base of the community.
- d. Parking. Amend parking ordinance to provide to remove parking requirements in the historic downtown commercial area, and to allow for the banking of parking spaces in support the city's efforts to build a parking deck.
- e. Corridor design guidelines. Both the Activity Center LCI and the Jimmy Carter Boulevard Corridor Study called for the adoption of design guidelines and potential overlay districts for these areas as a means to incentivize the development of activity nodes in these areas, to protect the gateway aesthetics, and to promote multi-modal transportation.

Land Use Goals and Objectives

Data analysis and review of existing conditions, detailed on the previous pages, indicate that the following goals may be desirable for Norcross's land use policies and regulations. These ideas were developed for discussion purposes only. Land use goals and objectives were ultimately shaped by the priority needs and opportunities identified by the community in the public engagement process, both of which are highlighted in the main plan document.

1. **Revisit Zoning and Development Regulations.** Since the last update of the Comprehensive Plan, the City of Norcross has seen much progress, many changes, and annexation. As such, there is a need to revisit and consider edits to the zoning and development regulations of the city, as outlined above under "Alignment of Land Use Regulations with the Community Vision."
2. **Promote Development of Mixed Use Nodes at Key Gateway Intersections.** Continue tradition of strong planning to support smart zoning, redevelopment, and development decisions. This should include updating the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan in coordination with County and CID partners.

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3. **Promote Redevelopment along City's Principal Roadways.** Redevelopment along key roads like Buford Highway, Beaver Run, and Jimmy Carter Boulevard and reworking these roadways is essential to connecting the City's different neighborhoods. Balancing land use and transportation improvements will be essential to achieving the area vision.
4. **Improve gateways and wayfinding signage.** Everyone should know when they have arrived in the City of Norcross through the aesthetic use of monuments and architectural treatments, and should easily be able to find community facilities and attractions. This need is already being pursued by the City and should continue to be a priority in the next five years as the City works to integrate newly annexed portions of the city.
5. **Strengthen Historic District Regulations** and consider the creation of a Historic Preservation Authority. In the past, the City has adopted and rescinded the creation of an Historic District, once again interest in utilizing this regulatory tool to preserve and protect the City's historic resources has resurfaced.

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5. TRANSPORTATION TECHNICAL ADDENDUM

5. Transportation Technical Addendum

Inventory of Existing Facilities: Roads, Bridges, Truck Routes, Public Transportation, Pedestrian and Bike Facilities

Roads and Bridges

The City of Norcross has direct access to I-85 and is a few minutes from the I-285 perimeter. It has an extensive network of roadways that serve as the backbone of its transportation system. Its roadway network is comprised of primary arterials, major collectors, and local streets. Some of the major or more prominent roadways are also state routes such as Buford Highway (SR 13), Beaver Run Road (SR 278), Jimmy Carter Boulevard (SR 140), and Holcomb Bridge Road, while some of the local routes are Norcross-Tucker Road, Langford Parkway, South Peachtree Street, and Jones Street. Overall, the city's existing roadway network appears to be dominated by mostly two-lane undivided facilities with a limited number of four-lane facilities.

The major roadway facilities such as Buford Highway, Peachtree Industrial Boulevard, and Holcomb Bridge Road provide the city of Norcross accessibility in and out of the city to other municipalities and locations in unincorporated Gwinnett County. Although they provide connections to a regional network of arterial roadways (including Interstate 85) that allow residents of the city to access several of the metro region's employment and activity centers, the majority of the major roadways have congestion issues with very limited right-of-way for expansion. Investments in other alternatives can have significant impact to the existing roadway network in the city.

The following map shows the roadway network for the city of Norcross, based on data from the Georgia Department of Transportation.

Truck Routes

Truck Routes are designated roadways of a transportation system that are utilized to balance the needs of commerce, freight and truckers with the needs of a local government to minimize the impacts of those trucks on various land uses. Most local roadway systems do not typically prohibit trucks from roadways but rather relegate them to facilities that are more suitable while limiting them from sensitive areas as much as possible. In the state of Georgia, most state routes are normally designated as truck routes.

[illegible]

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The city of Norcross falls under Gwinnett County's policy for truck routes which has four key components; 1) all motor vehicles with a Gross Vehicle Weight Rating or any combinations of vehicles with a Gross Combination Weight Rating of more than 36,000 pounds are prohibited from using local streets unless they are designated as a truck route. All restricted vehicles must remain on designated truck routes unless a destination point for the delivery or pickup of items for business is accessible only by a non-designated truck route. This precludes buses and other vehicles designed to carry passengers; 2) no vehicle that weighs more than 56,000 pounds should be use a public road that is designated as a truck route unless the vehicle is making a direct pickup or delivery on that roadway; 3) no axle load for any vehicle used on a publicly-maintained roadway shall exceed 20,340 pounds unless the vehicle is making a pickup or delivery on a public road with ingress or egress to a state route; 4) any individual who is driving a restricted vehicle on any roadway other than a designated truck route should have the proper documentation and evidence of the trip's origin and destination to justify the vehicle being on a roadway that is not designated as a truck route.

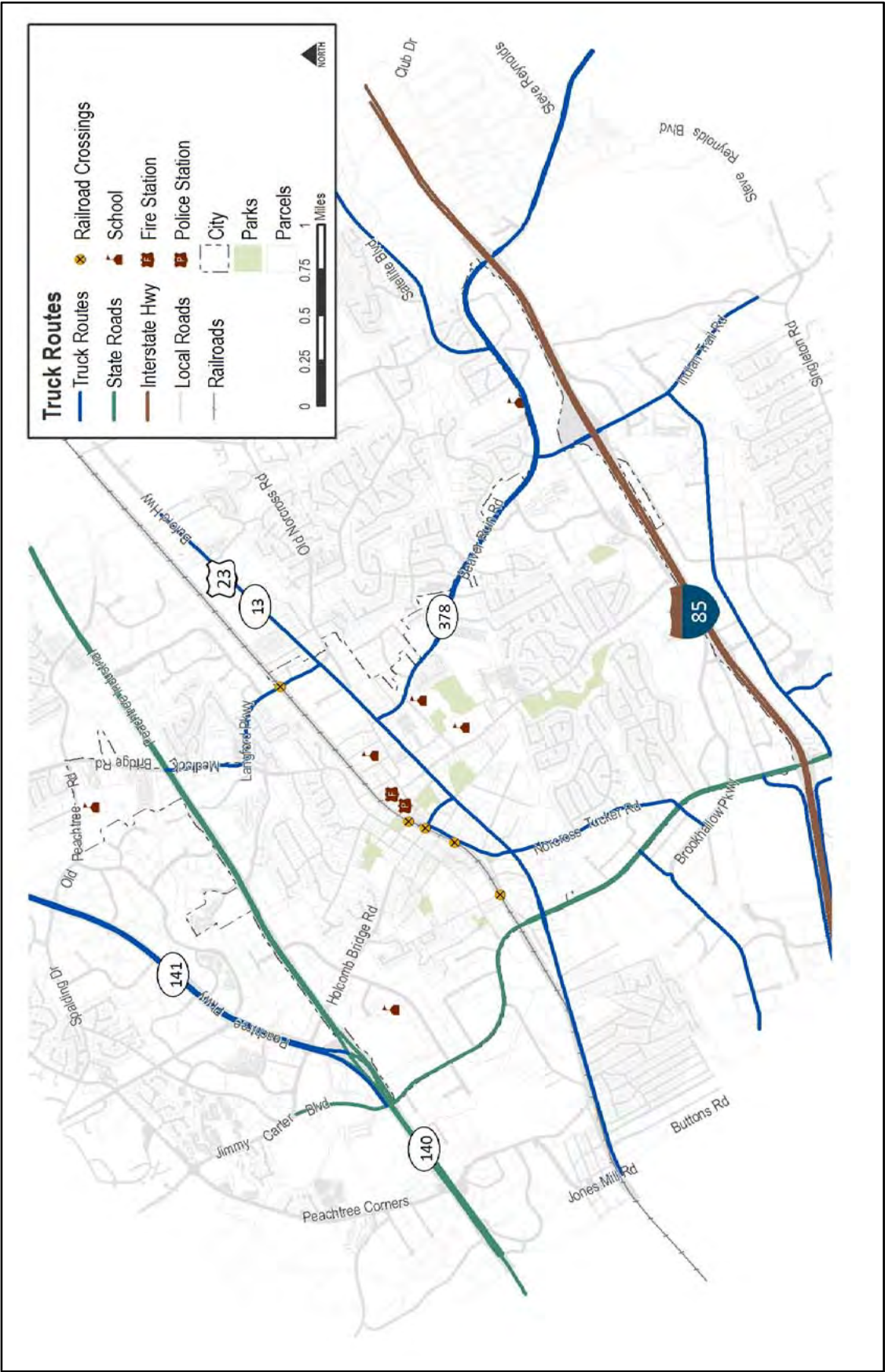
The city of Norcross has truck routes on the following local roads and state routes: Lankford Road, Peachtree Industrial Boulevard, Beaver Ruin Road, Jimmy Carter Boulevard, Norcross-Tucker Road, and Interstate 85. The following map shows the designated truck routes that are contained in the city of Norcross.

Public Transportation/Transit

Norcross is served by the Gwinnett County Transit service. There are only five local bus routes in the city at this time (with stops along Jimmy Carter Boulevard, Singleton Road, Buford Highway, South Peachtree Street, and Holcomb Bridge Road), with one of the routes providing a connection to the Doraville MARTA Station. These five routes have varying headways that range from 15 minutes to 30 minutes in the a.m./p.m. peak periods with the exception of Route #50 with its 1 hour and 30 minute headway. Past studies have shown the need for a coordination effort between transit use and pedestrian activity in the city due to some of the bus stop locations being along corridors with heavy vehicular traffic and the potential risks for pedestrians.

Norcross also has access to a commuter bus service that is offered by Gwinnett County (in coordination with GRTA). There are three GRTA bus routes and three Gwinnett County Transit commuter bus routes. There is a route that is located on the west side of the city that provides accessibility for the Norcross residents. The headways on this express route vary from 30 minutes to 45 minutes. Additionally, there is a GDOT Park & Ride facility located at I-85 and Indian Trail Road that provides access to the GRTA System.

City of Norcross Designated Truck Routes



Another aspect of transit for the city is the potential for passenger and/or commuter rail transit. The city already has a rail presence in the downtown area with a Norfolk Southern freight line that traverses the middle of the CBD. Downtown Norcross also has a right-of-way for Amtrak that runs parallel to Buford Highway and the interstate. This line has the opportunity to connect the city with the entire metropolitan region and beyond via commuter rail service. In addition to those lines in the downtown areas of Norcross, there is talk of a using another rail line in the county to connect Athens to the metro region via the 'Brain Train.' The city of Norcross may want to consider this for potential connections as well in the future. The map on the following page shows the existing transit routes and facilities for the City of Norcross.

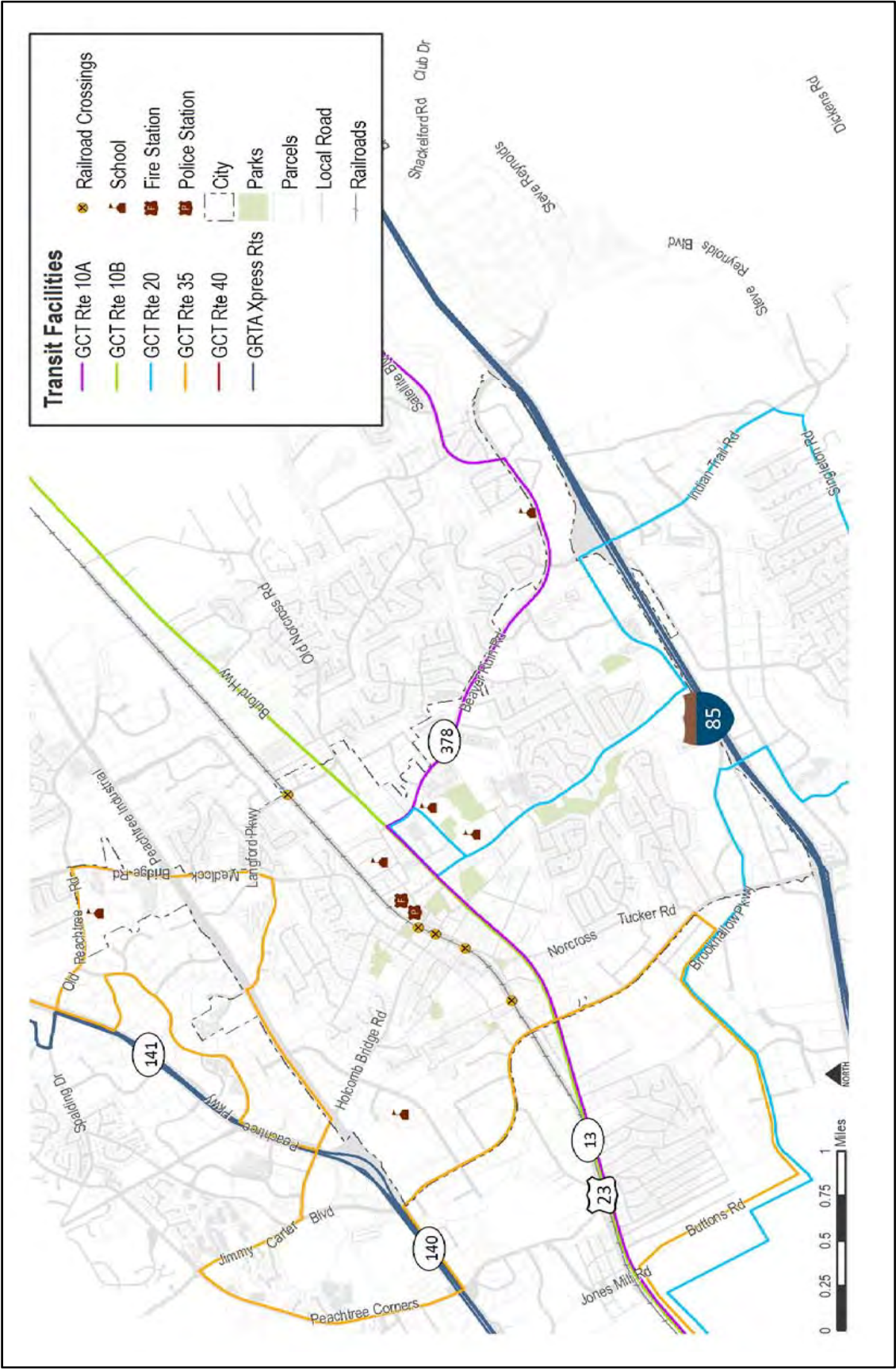
Pedestrian and Bike Facilities

Pedestrian and bicycle facilities are important elements to the overall mobility within small cities and towns like Norcross. In terms of bicycling, there are currently no dedicated bicycle facilities in the city of Norcross. This is due to the fact that many of the primary roadways in the city not having adequate shoulders or spacing as well as the safety concerns regarding high traffic volumes. There are opportunities for some shared bicycle-automobile use on some of the lower volume streets in the city and this has been documented in some of the past studies by both the city and the ARC. Additionally, there are elements such as sharrows that exist in the city to foster bicycle use where it's appropriate.

Prior plans and studies have shown that the citizens in Norcross would greatly benefit from having more options for bicycling. Having bike friendly streets will help to connect residents to many different types of land uses such as commercial and especially recreational. The addition of facilities and the related amenities such as bike racks, signage, etc. will positively impact the city's transportation network. One of the major focuses of the city in past studies is the need to connect schools via bicycle modes to foster more healthy physical activity for kids while at the same time reducing automobile use by parents.

Another feature of note is the need for the off-road facilities for bicycling. Norcross currently has no existing multi-use trails but according to the Parks and Greenspace Master Plan, there are proposed opportunities to connect to existing off-road systems in the county by utilizing utility corridors, greenways and other connections between recreational facilities to serve as transportation routes. For example, there was a survey conducted in the Parks and Greenspace Master Plan where trails and greenways received one of the highest ratings in terms of importance yet simultaneously scored low in the area of satisfaction. This is a perfect opportunity for the city because Gwinnett County has made it a priority to enhance its greenway system and the residents have expressed a need to connect to the city of Norcross.

City of Norcross Existing Transit Routes and Facilities

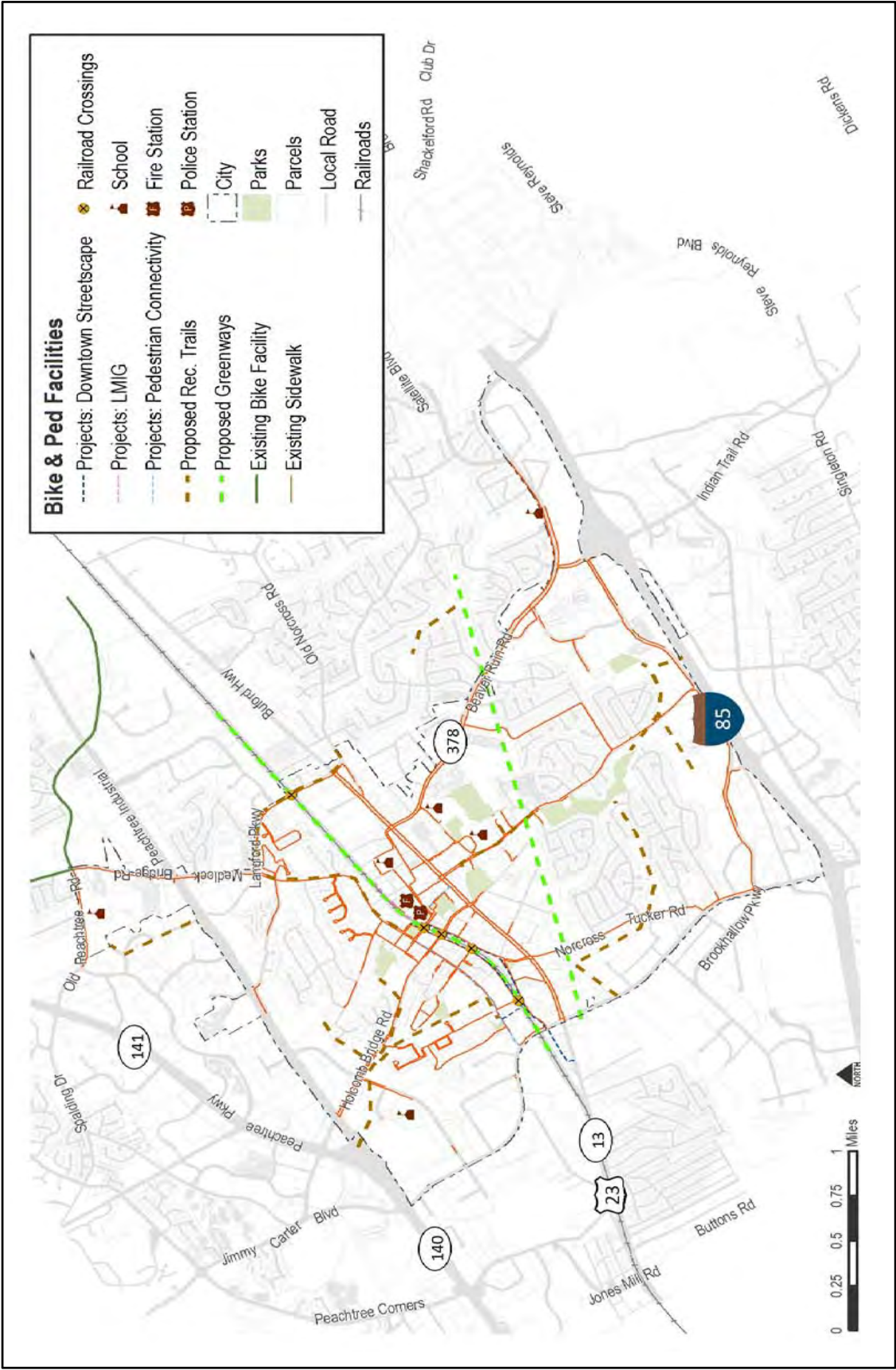


In terms of pedestrian facilities, they exist mostly in the downtown areas of the city. Norcross recently installed wider sidewalks and streetscape improvements in the downtown area with plans for expansion. Although the existing sidewalks are functional, the network requires some enhancement in order to increase the safety and attractiveness of the downtown area for both visitors and residents. As stated earlier, a major impediment for the downtown sidewalk network is the railroad tracks. The existing tracks are not convenient for pedestrian use due to safety and grade issues. Similar to the need for more bicycle facilities, the city is looking into ways to use pedestrian facilities to connect schools. Studies have shown that locations with adequate sidewalk networks can allow for more pedestrians to walk to schools. The city has taken note of this issue and have several sidewalk (in conjunction with bicycle lanes) improvements planned. For instance, Norcross is currently working on two award-winning sidewalk projects, one of which is for ADA accessibility improvements throughout the city. Additionally, the Parks and Greenspace Master Plan for the city have several pedestrian components for the connecting of recreational uses through trails and greenways. With that being said, there are approximately sixteen projects for pedestrian and/or multi-use path facilities in the most recent ARC TIP. The following map depicts the bicycle, pedestrian and proposed trail facilities for the city of Norcross.

Roadway Network: Jurisdiction, Functional Classification, Number of Lanes, LOS

A roadway network in an urban area like the City of Norcross is categorized by its level of mobility (movement of traffic) and how well it facilitates access to local land uses. Roadways have to serve both high densities of traffic and other functions/modes while at the same time integrating traffic into various residential spaces. For any urban area, it is important to balance the needs of multiple users via different modes on its roadway network. The City of Norcross has undergone prior studies that show the city has both positive aspects and areas needing improvement as it relates to its overall roadway network. There are plans that call for improvements such as more alternatives to the automobile (i.e., more pedestrian and bicycle projects) as well as traffic safety and parking issues. In order to fully understand the dynamics of a roadway network, it's important to be familiar with the key components such as how the roadways are classified, their functionality, or how they are ranked in relation to other roadways. These important components or characteristics will provide useful information to fully assess how well a roadway network is currently functioning and how it may in the future. Using data from the Georgia Department of Transportation, the table on the following page presents the location (jurisdiction), functional classification, number of lanes, and level of service (LOS) for the roadway network in the City of Norcross. The data indicate that traffic demands in the city exceed available capacity on some of the major roadways. This of course can result in heavy congestion, long delays, and reduced mobility for the city. Currently, some of the major roadways in the city experience severe congestion during both the AM and PM peak periods with some having a LOS E or below. Unless some additional transportation measures or alternatives are enacted (i.e., increased transit options, TDM measures, etc.), this trend will most likely continue in the city.

City of Norcross Bicycle, Pedestrian, and Trail Facilities (Existing and Proposed)



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City of Norcross Roadway Characteristics

Roadway Name	Functional Class	Number of Lanes	LOS	AADT
Brook Hollow Pkwy (from Mitchell Road to Indian Trail Lilburn Road)	Urban Rural	2	A/B	5,567
I-85 East/West (from Jimmy Carter Blvd to Beaver Ruin Road)	Urban Interstate Principal Arterial	5/6	F	106,988
Peachtree Industrial Blvd (from Jimmy Carter Blvd to Peachtree Pkwy)	Urban Freeway and Expressway	2/3	A/B/C/E/F	38,719
Buford Hwy (from Jimmy Carter Blvd. to Langford Pkwy.)	Urban Principal Arterial	2	D/E/F	23,517
Jimmy Carter Blvd (from Peachtree Industrial Blvd. to Buford Hwy.)	Urban Principal Arterial	2/3	D/E/F	32,204
Peachtree Industrial Blvd (from Peachtree Pkwy to Medlock Bridge Rd)	Urban Principal Arterial	2	C/D/E/F	25,393
Holcomb Bridge Rd (from Jimmy Carter Blvd to Medlock Bridge Rd.)	Urban Minor Arterial	2	A/B/C/D	23,753
Indian Trail Lilburn Rd (from Beaver Ruin Rd to Brook Hollow Pkwy)	Urban Minor Arterial	1/2	A/B/C/D/E/F	22,557
Beaver Ruin Rd (from Buford Hwy to I-85 East/West)	Urban Minor Arterial	2/3	C/D/E/F	21,477
Medlock Bridge Rd (from Holcomb Bridge Rd to Peachtree Industrial Blvd)	Urban Minor Arterial	1/2	A/B/C/D/E/F	8,783
Norcross Tucker Rd (from Buford Hwy to Brookhallow Pkwy)	Urban Minor Arterial	1	E	6,031
Old Peachtree Rd (from the City Limits to Medlock Bridge Rd)	Urban Minor Arterial	1	D/E/F	7,147
Langford Pkwy (from Medlock Bridge Rd to Buford Hwy)	Urban Collector	1/2	C/D/E/F	8,930
Brookhallow Pkwy (from Best Friend Rd to Jimmy Carter Blvd)	Urban Collector	1	A/B	3,032
Mitchell Rd (from Buford Hwy to Brook Hollow Pkwy)	Urban Local	1	A/B	670
Brook Hollow Pkwy (from Jimmy Carter Blvd to Mitchell Rd)	Urban Local	2	A/B/C/D	7,647
Peachtree Pkwy Ramp (from Peachtree Industrial Blvd to Holcomb Bridge Rd)	Urban Local	2	F	28,001
Best Friend Rd (from Buttons Rd to Jimmy Carter Blvd)	Urban Local	1	A/B	2,837
Center Way (from Brook Hollow Pkwy to Oakbrook Pkwy)	Urban Local	2	E	14,266
Jimmy Carter Blvd (from Buford Hwy to I-85 East/West)	Urban Local	2	F	27,167
Peachtree Industrial Ramp (from Peachtree Industrial Blvd to Peachtree Corners)	Urban Local	1	C	14,815

Current and Anticipated Improvement Projects

The Jacobs team has identified potential transportation projects (improvements and strategies) based upon several sources. This includes the needs highlighted through technical analysis/public input as well as previous planning efforts, such as the previous Comprehensive Plan Update, Parks and Recreational studies and plans, and Livable Centers Initiative studies. Through public workshops, individual interviews, briefings, and surveys, stakeholder groups provided ideas and direction for new projects and strategies for the future. In order to ensure coordination with previous planning efforts, the Jacobs team included projects from all of the local plans as well as the ARC's Long-Range Regional Transportation Plan (RTP).

Additional projects also emerged from the technical analysis, which was focused on improving critical streets, roadways, and facilities to enhance future mobility in the city. Over the next ten years, the City of Norcross has plans to perform numerous improvements to the city's roadway network. The table below shows both the current and the proposed transportation projects identified for the city.

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City of Norcross Current and Proposed Transportation Projects

Name of Project	Location of Project	Type of Project	Status of Project
Buford Highway Median/Pedestrian Safety Improvements	From Jimmy Carter Blvd to Beaver Ruin Road	Roadway Operational/ Safety	Project Is Under Design
I-85 Northbound Auxiliary Lanes	From Jimmy Carter Blvd to Indian Trail Lilburn Road	Roadway Capacity Project	Project is Programmed to Begin Construction in 2014
Beaver Ruin Road/Summerour Middle School SRTS Improvements/Bicycle and Pedestrian Facilities	Beaver Ruin Road at Summerour Middle School	Bicycle/Pedestrian Improvements	Under Design
Thrasher Street/South Peachtree Street Streetscape	Thrasher Street (From Autry Street to Jones Street) and South Peachtree Street (from Autry Street to Holcomb Bridge Road)	Streetscape Improvements	Active Project
Norcross Pedestrian Connectivity Project	At 5 Different Locations in Norcross	Streetscape Improvements	Active Project
Norcross Citywide ADA Accessibility Improvements	At 16 Different Locations in Norcross	Streetscape Improvements	Active Project
Downtown Pedestrian Improvements – Traffic Calming and Parking	Bostic Street from Holcomb Bridge Road to the Raised Intersection	On-Street Parking Improvements	Project is Under Design
Norcross Elementary School Bike/Ped Connectivity	Various Locations	Sidewalks and Multi-Use Trails	Project is Under Design
Roundabout at North Norcross Tucker Road and South Peachtree Street	North Norcross Tucker Road and South Peachtree Street	Roadway Traffic Calming	Beginning Design in 2014
Lawrenceville Street Bike/Ped Connectivity	Various Locations along Lawrenceville Street	Bicycle/Pedestrian Improvements	Beginning Design in 2015
Wingo Street Extension	To Beutell Street with a Connection to Hunt Street;	Roadway Traffic Calming	Long Range (Design in 2020)
Thrasher Park Area Pedestrian Improvements	Various Locations along W. Peachtree Street between Holcomb Bridge Road and Park Drive	Bicycle/Pedestrian and Traffic Calming	Beginning Design in 2015

Opportunities for Transportation and Land Use Connections

The City of Norcross has been involved with several plans and studies that provide excellent opportunities for coordination between land use and transportation planning. For instance, the city has had redevelopment efforts such as the Norcross LCI, the Lilburn-Indian Trail LCI, and the Norcross Town Center LCI Plan, each of which was in conjunction with the Atlanta Regional Commission (ARC). These unique planning studies had various recommendations such as providing residential uses in the downtown area, increasing of pedestrian connections and facilities, encouraging mixed-use development, and making provisions for transit and other non SOV uses. These and other recommendations allow for excellent opportunities for the coordination of transportation and land use planning.

The previous Comprehensive Plan for the city described some of these opportunities in more detail. For instance, character areas were established to denote areas or locations with unique features or development that distinguished them from surrounding areas. In terms of land use and transportation coordination, the Community Activity Center, Existing Employment Center, and Commercial Center character areas each provide excellent opportunities. The Community Activity Center is similar to the much larger and more prominent Major Activity Center and encourages denser mixed uses in locally concentrated areas along major corridors. The prior plan specified this use along the Beaver Run Road, Jimmy Carter Boulevard, and Buford Highway corridors. As for the Existing Employment Center, they are currently depicted by concentrations of office and industrial land uses of a much smaller scale that are typically located in close vicinity to specific neighborhoods. Because of this unique area's ability to transition into having more technology-based businesses in the future, they offer unique opportunities for redevelopment and the associated land use and transportation coordination. Finally, the Commercial Center character area is one with concentrations of retail stores and commercial service providers normally easily accessible to residents. Examples are the downtown CBD as well as some of the more recent activity along some of the major corridors. In order to facilitate safe movement and accessibility to these commercial areas, the city has opportunities to create land use and transportation improvements not only for automobiles but for the pedestrians and/or transit riders who patronize these areas.

Other opportunities to connect land use and transportation in the City of Norcross exist in "Areas of Special Attention" that were also described in past studies. Basically, the premise behind this concept is that if the right conditions were to exist in the future, the city may want to consider utilizing special incentives or interventions to foster opportunities for land use and transportation coordination. These unique areas in the city were broken down into two distinct groups, 1) Cultural Resource Management and Community Development Issues and 2) Infrastructure and Service Capacity Issues. The first category consists of locations where community reinvestment is a priority, Livable Community Initiative (LCI) areas, Community Improvement Districts (CIDs), and local historic sites and districts for redevelopment. The common themes for these areas are the need for more specific, focus redevelopment activities, lack of or deficiencies with certain facilities, and areas with historical or cultural significance that are eligible for grants/funding.

The second category, Infrastructure and Service Capacity Issues, involves locations that warrant attention in the matters of roadway and water/sewer infrastructure. These locations have the opportunities to bring congestion relief along both roadways and interchanges, install sewer infrastructure in certain areas, offer opportunities for expansion of water distribution lines, and bring much needed parks and recreation facilities to the city. Overall, there appears to be numerous locations in the city that will allow opportunities for land use and transportation connections. As earlier mentioned, these areas have characteristics to increase land use densities along with the necessary infrastructure to create a more balanced and robust transportation network for the city of Norcross while offering much needed flexibility and long-term viability.

General Transportation Goals and Objectives

As for general goals and objectives for the transportation system in Norcross, there are several studies, plans and programs recently completed that have recommendations, policies, and action plans that are suitable for developing some basic goals. Each of these reports and documents were developed by having substantial public/community involvement and participation to ensure a holistic planning process. By using intensive and inclusive outreach efforts, the city can substantiate that plans and studies are community-endorsed and reflect the values of the residents of Norcross.

For instance, the prior Comprehensive Plan Update discussed at length the need for transportation connectivity and alternatives throughout the city. This includes increasing the amount of options for pedestrians and bicyclists as well as enhancing transit with the addition of bus stops where appropriate. The prior Comprehensive Plan Update also looked at the need to better address parking concerns by coming up with methods to reduce the amount of impervious surfaces in the city. Shared parking was a concept that was mentioned as a possible solution to this issue. Congestion was another topic from the last Comprehensive Plan Update as there were recommendations to coordinate with federal, state, and local sources to address congestion the major corridors in the city.

Other past studies/plans include the Parks and Greenspace Master Plan, the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan, the Lilburn-Indian Trail LCI and the City of Norcross Town Center LCI and its related Supplemental Study. Each of these studies, while having different purposes, still had some common themes as it relates to transportation in the city. After reviewing these studies, the following draft goals and objectives were created for transportation in the city.

- Promote safe and efficient transportation modes for all citizens
 - Create bicycle facilities in the city where appropriate
 - Install bus stops and amenities in areas where transit use is high
 - Repair and upgrade the sidewalk network in the city to close existing gaps
 - Encourage walking, biking, or carpooling as alternatives
 - Attempt to gain high levels of stakeholder support in the process
 - Include the E.J. community and non-English speaking residents in the planning process
- Ensure connectivity between the roadway network, public transit, and bike/ped users
 - Improve connectivity with both existing and planned investments
 - Include traffic calming measures where needed
 - Expand the streetscape improvements and amenities to other areas downtown
 - Look for opportunities to create a secondary street network where appropriate
- Promote safe, walkable communities
 - Reduce the conflicts between pedestrians and automobiles
 - Upgrade crosswalks, mid-block crossings and other pedestrian amenities where appropriate
 - Include bicycle and pedestrian connections from residential areas to parks, schools, etc.
- Promote better land use and transportation connectivity
 - Make transportation investments that are consistent with local land use goals/policies
 - Improve accessibility options to major commercial nodes and activity centers (current and future)
 - Encourage transportation investments in areas close to major trip generators
 - Encourage transit-supportive land use patterns (TOD)
- Enhance the existing roadway network to promote safe vehicular traffic
 - Utilize access management measures to facilitate traffic where needed
 - Make the necessary improvements to the downtown railroad crossing
 - Insure that major intersections are functioning properly (i.e., signals)
 - Insure that freight/truck traffic is not impeded
 - Look for opportunities to create a secondary street network where appropriate
- Support safe, efficient off-road recreational transportation modes
 - Expand the current choices/options for off-road mobility
 - Utilize utility easements and greenway corridors where appropriate
 - Coordinate with the Parks/Rec Department for connectivity between facilities

6. COMMUNITY FACILITIES TECHNICAL ADDENDUM

G. COMMUNITY FACILITIES AND SERVICES

The services local governments provide, and the facilities they maintain, contribute greatly to the quality of life and economic prosperity of a community. Answering the question of whether these services and facilities will remain adequate as the local development landscape and demographics change over time is a critical component of comprehensive planning.

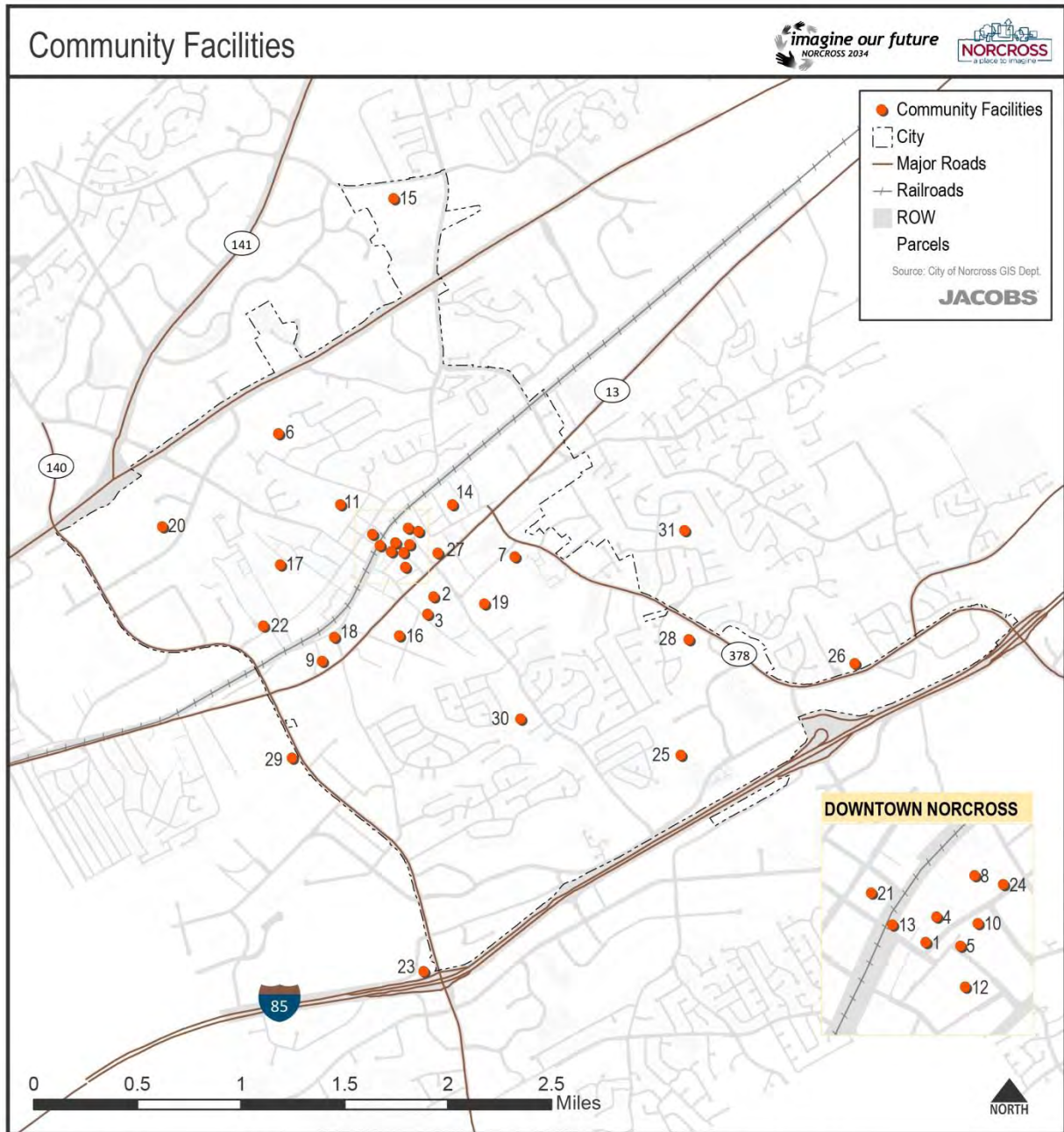
Community Services and Service Providers in the City of Norcross	
Electrical Power	City
Natural Gas	Private Utilities
Water Distribution	Gwinnett Co.
Water Treatment	Gwinnett Co.
Wastewater Collection	Gwinnett Co.
Wastewater Treatment	Gwinnett Co.
Stomrwater	City
Sanitation/Solid Waste Management	City / Private Hauler
Transportation/Streets	City
Parks & Recreation	City & Gwinnett Co. County parks tend to be larger and have bigger service areas than city parks. Gwinnett County parks in the vicinity of Norcross include: Best Friend and Pinckneyville parks and the West Gwinnett Park and Aquatic Center. There are also a few county-owned undeveloped greenspaces nearby.
Schools	Gwinnett County School Board
Sheriff's Department	Gwinnett Co. Sherriff's Dept.
Police Department	City <i>City is also covered by Gwinnett Co. West Precinct</i>
Fire Department	Gwinnett Co. Fire Dept.
Planning & Development	City

1. Baseline Assessment

a. Current Community Facilities in Norcross

There are a number of community service and facility providers serving the Norcross community. The City of Norcross Public Works Department has responsibility for most city services and facilities. The department has three major divisions: Norcross Power (the city has provided electrical service since 1973); Public Works (responsible for streets, city facilities, and stormwater management); and Parks and Recreation. The City also provides police, planning and development services. Additionally, Norcross has joined with Gas South to provide discounted natural gas rates for community members and the city contracts with a private hauler for sanitation services. Gwinnett County provides water and wastewater services, fire protection, libraries, schools, and health and human services. The State of Georgia provides unemployment and driver services from a facility located in the city.

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- | | | | |
|------------------------------------|----------------------------------|-----------------------------------|--|
| 1. Betty Mauldin Park | 11. Johnson-Dean Park | 21. Thrasher Park | 28. GA Dept. of Driver Services & Gwinnett Co. DFACS |
| 2. Cemetery Field | 12. Lillian Webb Comm. Park | 22. Water Tower Park | 29. Best Friend Park |
| 3. City Cemetery | 13. Lions Club Park | 23. West Gwinnett Police Precinct | 30. Beaver Run Greenspace |
| 4. City Hall / Police Dept. | 14. Norcross Elementary | 24. Norcross Welcome Center | 31. Edgemore North Greenspace |
| 5. Cultural Arts & Comm. Center | 15. Norcross High | 25. Pinnacle Parcel | |
| 6. Flicking Property Greenspace | 16. Public Works Dept. | 26. Beaver Ridge Elementary | |
| 7. Give Center West | 17. Rossie Brundage Park | 27. US Post Office | |
| 8. Gwinnett Co. Fire Station No. 1 | 18. South Point Park | | |
| 9. Gwinnett Library | 19. Summerour Middle | | |
| 10. Heritage Park | 20. Susan O Stripling Elementary | | |

b. Current Plans, Recent Changes and Accomplishments

The City of Norcross has upgraded, expanded, or undertaking planning projects for a number of its community facilities and services in the past five years. Accomplishments of include:

- Opening the new Norcross Welcome Center, the Fire Museum, and improvements to the city's Community Center
- Improvements to Thrasher Park that increased use of the park by 20% and the overhaul of Lillian Webb Park, formerly the city's original baseball field
- Establishing the city's Smart Grid. Recently Norcross partnered with Electric Cities of GA and GE to launch a "smart" system that employs automated metering infrastructure and wireless technology that will allow for more accurate metering, expedient repairs, time-of-use rates, and customer demand response
- Initiating a comprehensive street resurfacing program, the city is now in year three of the five year plan and has resurfaced 25% (+/-) of the city's streets
- Creating a five year plan for the stormwater utility and mapping of the entire system
- Moving the Public Works Department from downtown to Lively Street; the relocation freed up much needed space for additional parking downtown
- Skin Alley Block Improvements. A major streetscaping face lift in addition to installation of conduit, city maintained grease traps, and electrical poles
- Sale of the City's water and wastewater systems to Gwinnett County in April 2013
- Continuing to increase services to Norcross's Hispanic population; the number of Spanish-speaking police officers increased from 3 to 9 and a new Hispanic Citizen Police Academy graduated its first class in September 2013

Prior to the recession, the City made significant infrastructure and facilities improvements in 2007-2009 in anticipation of development that never came. Now as the economy rebounds, there is infrastructure capacity to accommodate the next wave of development and redevelopment.

c. Drivers of Change

Moving forward factors that will affect the needs for facilities and services include:

- Continued implementation of various plans:
 - 2011 LCI Update. This update of the city's 2001 plan focuses on the development mixed-use projects at key sites in Downtown Norcross and along Buford Hwy
 - Jimmy Carter Boulevard/Buford Highway Redevelopment Plan, completed in 2007 this plan provides a framework for redeveloping the aging commercial strips into a series of mixed-use activity centers. Increasing the intensity of and changing the types of development will shift service and facility needs
 - Parks Master Plan, completed in 2011 this plan identified the number one priority as securing suitable land for active recreation opportunities southeast of Buford Highway
- Annexation. The recent annexation has increased the customer base and service area for city-provided services and facilities. This provides an opportunity to expand the city's stormwater and parks systems into the Mitchell Road corridor
- Demographic Shifts. The City's Hispanic population continues to grow as do the percentages of residents under 5 and over 45 years old
- Budgetary Capacity. State and Federal funding sources are uncertain and municipal property tax revenues continue to rebound from the recession, so identifying new funding sources for city improvements is critical; passing of a new special-purpose local-option sales tax (SPLOST) in 2014 is a key priority

2. Project Evaluation List

As explained in the Community Work Program a ranking methodology was created to help city officials in evaluating the relevance of any given project to the community's vision. Each of the recommendations was first evaluated based on estimated cost, implementation time frame, and funding availability. Projects already funded and those that are currently on-going took top priority. The remaining projects were then evaluated based on how they rated in regard to achieving the community goals. The following rating scales were utilized in determining priorities, as outlined below.

1. Goals

Goal 1: Continues to Define Norcross' Sense of Place

Scale = 0 – 5

- 0 = Does not enhance sense of place
- 1 = Maintains existing character in a limited area
- 2 = Maintains existing character citywide
- 3 = Improves character in a limited area
- 4 = Improves character citywide
- 5 = Major improvement with regional significance

Goal 2: Strengthens Norcross as Livable/Safe Environment

Scale = 0 – 4

- 0 = No real connection
- 1 = Creates a safer environment or more livable environment for some
- 2 = Creates a safer environment and more livable environment for some
- 3 = Creates a safer environment or more livable environment for all
- 4 = Creates a safer environment and more livable environment for all

Goal 3: Increases Opportunities for Travel via Different Modes

Scale = 0 – 4

- 0 = No real connection
- 1 = Improves 1 mode of travel
- 2 = Improves 2 modes of travel
- 3 = Improves 3 modes of travel
- 4 = Improves all modes of travel (improves key transportation modes)

Goal 4: Maintains a Vibrant Economy and Facilitates Job Growth

Scale = 0 – 6

- 0 = No real connection
- 1 = Creates a more favorable business climate but no direct jobs
- 3 = Creates a more favorable business climate and should create temporary jobs
- 4 = Creates a more favorable business climate and should lead to permanent jobs
- 6 = Critical infrastructure investment or policy

Goal 5: Furthers Strong Leadership/High Level of Quality Services

Scale = 0 – 7

- 0 = No real connection
- 1 = Maintains existing service, program, or city leadership abilities
- 3 = Makes minor improvement to existing service, program, or city leadership abilities
- 5 = Makes major improvement to existing service, program, or city leadership abilities
- 7 = Adds new service, program, or city leadership ability

2. Composite Score

- Furthers Strong Leadership/High Level of Quality Services (Possible score of 0 to 7)
- + Maintains a Vibrant Economy (Possible score of 0 to 6)
- + Continues to Define Norcross' Sense of Place (Possible score of 0 to 5)
- + Strengthens Norcross as Livable/Safe Environment (Possible score of 0 to 4)
- + Increases Opportunities for Travel via Different Modes (Possible score of 0 to 4)

Adding up all these scores a project will have a composite score of 0-26

The composite score is not and should not be the only factor used in evaluating projects. Timing, funding, and price all play a critical role, but it is good way to evaluate projects of seemingly equal value, and does give decision makers an objective tool to help in evaluating capital investments.

The following Project Evaluation List was compiled from a variety of sources and supplemented with new projects recommended by those that participated in the planning process for this plan. These sources included the following:

- The previous 2008 Short Term Work Program
- The 2011 Parks Master Plan
- 2007 Jimmy Carter - Buford Highway Redevelopment Plan (LCI)
- 2007 Indian Trail - Lilburn Road Corridor Study (LCI)
- 2012 Indian Trail - Jimmy Carter Boulevard Bike Study
- 2008 Norcross Activity Center LCI
- 2012 Town Center LCI 10-yr Update
- 2012 Summerour Middle School Transportation Plan (Safe Routes to School)

The list is organized by the priority need and opportunity the project is intended to address. It shows the composite score and how it was calculated, the relative cost, the implementation time frame, and funding availability, using the following values:

Relative Cost

Scale 1 to 5

- \$\$\$\$\$ = over \$1 million
- \$\$\$\$ = \$500,000 to \$1 million
- \$\$\$ = \$250,000- \$499,999
- \$\$ = \$75,000 to \$250,000
- \$ = Less than \$75,000

Implementation Time Frame

- Short = 0-2 years
- Medium = 3-5 years
- Long = > 5 years
- Ongoing

Funding Availability

- Local - Yes / No
- State or Federal - Yes / No

Project #	Project Description	SLHOS	VE	SOP	LS	Trans	Comp Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
Population Need and Opportunity 1: Maintain an environment of multi-cultural acceptance and tolerance.												
POP-3	Continue our positive relationship with our ethnic and international communities, such as the Latin American Association, through community programs and events.	1	1	4	1	0	7	\$	Ongoing	Yes	No	STWP
See CF-36: Continue to support the Citizen Police Academy												
See POP-1: Establish benchmarks for program expansion												
Population Need and Opportunity 2: Continue to Attract the Creative Class												
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	3	3	3	1	2	12	\$	Short	Yes	No	TC LCI
Support the implementation of the LCI plans to create a more attractive environment.												
See Economic Development Need and Opportunity 4: Continue to Support the Arts												
See Land Use Need and Opportunity 1: Revisit Zoning and Development Regulations												
Population Need and Opportunity 3: Support Lifelong Communities Initiatives												
ED-2	Create Residential Recruitment Materials to improve awareness and viability of key focus areas for future residential opportunities, particularly for millennial and senior housing	3	1	4	1	0	9	\$	Short	Yes	No	TCLCI
POP-2	Senior Programs - Include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	3	1	0	3	0	7	\$	Ongoing	Yes	No	STWP
See CF-37: Continue to support the Senior Citizen Check-in program												
Support the implementation of the LCI plans to create a more livable environment for people of all ages.												
Population Need and Opportunity 4: Expand Community Engagement												
CF-27	Expand Visitor Center to improve visibility and promote business and activities within the City	3	3	4	3	0	13	TBD	TBD	Yes	Yes	TC LCI
POP-4	Implement a Leadership Norcross Program	7	1	0	3	0	11	\$	Short	Yes	No	STWP
POP-1	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	3	0	2	3	0	8	\$	Short	Yes	No	STWP
Population Need and Opportunity 5: Connect the two sides of Buford Highway												
Note: See Implementation measures under Character Area 7												
Note: See Projects under Economic Development Need and Opportunity 2: Promote Buford Highway Redevelopment												
Housing Need and Opportunity 1: Encourage Desirable Residential Development												
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	3	1	0	3	0	7	\$	Short	Yes	No	STWP
HOU-5	Formalize a multi-family housing policy to ensure that new developments is in keeping with the desired vision for the Norcross Activity Center LCI area.	3	1	1	2	0	7	\$	Short	Yes	No	NAC LCI
Housing Need and Opportunity 2: Maintain Existing Housing Stock												
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods.	3	1	4	4	0	12	\$	Short	Yes	No	NAC LCI
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life	1	1	2	4	0	8	\$	Ongoing	Yes	No	STWP
Housing Need and Opportunity 3: Expand Inter-parcel Connectivity and Interior Sidewalks												
LU-11	Establish a sidewalk bank	7	1	4	4	1	17	\$	Short	TBD	No	TC LCI

Project #	Project Description	SLHQs	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
See TR-77, Sidewalk Connectivity Program												
Economic Development Need and Opportunity 1: Maintain and Improve Infrastructure												
ED-6	Document current fiber optics, data cables and electrical services provided within the Technology and Innovation Incubator District and other technology oriented area of the city and assess where upgrades area necessary in order to attract and provides services to high tech industry	1	3	0	0	0	4	\$	Short	Yes	No	TC LCI
See Community Facilities and Services Need and Opportunity 6												
Economic Development Need and Opportunity 2: Promote Buford Highway Redevelopment												
ED-4	Identify property owners of large tracts Buford Hwy and SE for roundtable and incentives discussion	1	3	3	4	0	11	\$	Ongoing	Yes	No	STWP
ED-7	Collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries	1	3	3	4	0	11	\$	Ongoing	Yes	No	TC LCI
Economic Development Need and Opportunity 3: Maintain and enhance a business friendly environment												
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	5	3	4	3	0	15	\$	Short	Yes	No	TC LCI
ED-8	Establish monthly or quarterly meetings with business owners within the Technology and Innovation Incubator District and provide them with a model of Innovation Center establishment	3	3	3	3	0	12	\$	Short	Yes	No	TC LCI
Economic Development Need and Opportunity 4: Continue to Support the Arts												
CF-40	Monitor the OFS site development as a movie studio to seek out ways to support and partnership	1	6	5	3	0	15	\$	Ongoing	Yes	No	General Fund
CF-39	Continue to support local arts and cultural events through the provision of facilities, logistics and marketing efforts	1	6	4	3	0	14	\$\$	Short	Yes	No	General Fund
CF-4	Develop a Citywide Public Art and Cultural Resources Master Plan	3	1	4	3	0	11	\$\$	Medium	Yes	Yes	TC LCI
Land Use Need and Opportunity 1: Revisit Zoning and Development Regulations												
LU-2	Work with Gwinnett Village CID to develop zoning overlay districts for the Jimmy Carter Blvd corridor to address: A. Design standards for the public realm B. Site design standards C. Incentives D. Mixed-use development	5	1	5	4	0	15	\$	Short	Yes	No	JCB/BH LCI
LU-19	Study the creation of an Historic Preservation Authority	7	1	5	1	0	14	\$	Short	Yes	No	new
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	3	1	3	2	4	13	\$	Short	Yes	No	TC LCI
LU-13	Develop provisions in the Zoning Ordinance to allow for Loft apartment conversion in industrial areas	3	1	3	2	4	13	\$	Short	Yes	No	NAC LCI

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LU-13	Adopt higher-density mixed-use zoning categories for Brook Hollow Pkwy and Beaver Run Rd. corridors (similar to Buford Hwy zoning)	3	1	3	2	4	13	\$	Short	Yes	No	NAC LCI
LU-17	Incorporate parks and greenway requirements into Zoning for open space and options for "banking" open space	3	0	4	4	1	12	\$	Ongoing	Yes	No	STWP
LU-8	Reduce off-street parking minimums within the Historic Downtown area	5	1	1	0	3	10	\$	Short	Yes	No	TC LCI
LU-15	Create retail-only ordinance along first floor of S. P'tree St. businesses and parts of College St. and HBR where appropriate to promote storefront streets	3	1	3	2	1	10	\$	Short	Yes	No	TC LCI
LU-9	Amend the RAOD Overlay District to more reasonable densities and scale	3	1	3	2	0	9	\$	Short	Yes	No	TC LCI
LU-19	Revise the industrial zoning district (M-1) to preserve and enhance areas for business retention and attraction	2	4	3	2	0	11	\$	Short	Yes	No	TC LCI
LU-7	Update Design Standards manual and other documents, including the corresponding Ordinance to reference the most recent Norcross LCI rather than the 2001 study	1	1	4	0	0	6	\$	Short	Yes	No	TC LCI
LU-10	Modify the City's Land Development Regulations to allow previous paving in parking lots with in the Town Center area	3	0	0	0	0	3	\$	Short	Yes	No	TC LCI
Land Use Need and Opportunity 2: Promote Development of Mixed Use Nodes at Key Gateways												
ED-1	Pursue creation of an Opportunity Zone along Jimmy Carter Boulevard	7	4	3	3	0	17	\$	Short	Yes	Yes	TC LCI
CF-26	Promote and partner on Town Center LCI projects	1	4	3	3	4	15	TBD	Ongoing	Yes	Yes	TC LCI
LU-4	Develop plazas with redevelopment per Town Center LCI	3	4	3	2	1	13	TBD	Short	Yes	Yes	TC LCI
LU-16	Consider expansion of Skin Alley Plaza Gateways - Stone columns with signage at the following locations:	3	4	3	2	1	13	TBD	Short	Yes	Yes	TC LCI
CF-3	- HBR @ Town Center LCI boundary W of Queens	5	3	4	0	0	12	\$	Medium	Yes	Yes	TC LCI
LU-18	Complete a Redevelopment Guide for focus projects within the Town Center LCI study area	3	4	2	3	0	12	\$	Short	Yes	No	TC LCI
LU-14	Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP	3	3		2	0	8	TBD	Short	Yes	No	NAC LCI
LU-5	Strengthen Historic District Regulations to preserve no only structures' character but to preserve historical lot sizes as well. Allow flexibility within the redevelopment guidelines to encourage preservation with allowance for redevelopment within areas where single structure preservation may discourage reinvestment.	1	1	1	2	0	5	\$	Short	Yes	Yes	TC LCI

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Land Use Need and Opportunity 3: Promote Redevelopment along City's Principal Roadways												
LU-6	Expand current standards for streetscape elements to entire Town Center LCI study area to create uniformity, including streetlights, benches, way finding signage, etc.	5	1	3	1	4	14	\$	Short	Yes	Yes	TCLCI
LU-12	Create zoning incentives for redevelopment	3	1	4	3	0	11	\$	Short	Yes	No	STWP
CF-2	Buford Hwy from N. Norcross Tucker to Langford Rd.: Relocate overhead utilities to underground	0	0	3	1	0	4	\$\$\$\$	Med	Yes	Yes	NAC LCI
Land Use Need and Opportunity 4: Improve gateways and wayfinding signage												
CF-40	Gateway Enhancement Study - undertake a comprehensive study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monument	5	1	4	3	0	13	\$	Short	Yes	No	SMSTP
TR-34	Provide way-finding signage to and along the trail connecting Summerour MS athletic fields and the adjacent multi-family neighborhood	0	0	4	2	1	7	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 1: Pursue funding and implementation partnerships												
TR-79	Support GVOID transportation improvement efforts, including improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Run Rd.	1	6	5	4	4	20	\$	Ongoing	Yes	Yes	new
TR-80	Implement recommendations of Light Rail Study to address the need for local transit alternatives	3	1	0	4	1	9	\$	Ongoing	Yes	Yes	STWP
TR-74	Work with Gwinnett County regarding congestion on major corridors	1	1	0	4	1	7	\$	Ongoing	Yes	Yes	STWP
Transportation Need and Opportunity 2: Expand Bicycle Infrastructure												
TR-81	Greenway Development Phase 1 A. Explore use of power easements B. Establish conservation easements with key property owners C. Develop greenway as proposed in Parks Master Plan	5	3	4	4	1	17	\$\$\$	Medium	Yes	Yes	PMP
TR-84	Greenway Development Phase 2 A. Explore options/partnerships to establish a greenway along the rail corridor through Norcross B. Discussion long-term extension of the greenway into Gwinnett Co / access to Pickneyville Park C. Development greenway along rail corridor w/ necessary safety measures for users	5	3	4	4	1	17	\$\$\$	Medium	Yes	Yes	PMP

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TR-120	Sharrows on the following routes: - N. P'tree to JCB - L'ville St. from Rakestraw St. to Jones St. - Academy St. from Rakestraw St. to Born St. - Jones St./Park Dr. from College St. to N P'tree St. - Thrasher St. from Buchanan St. to Jones St. - S. P'tree St. from Jones St. to Carlyle St. - S. P'tree St. from N Norcross Tucker Rd. to JCB - HBR from Thrasher St. to College St. - S. Cemetery St. from College St. to BuHwy - College St. from HBR to Britt Ave. - Britt Ave. from College Street to BuHwy - Sunset Dr. from N P'tree St to end of roadway	3	2	4	4	1	14	\$\$	Medium	Yes	No	TC LCI
TR-12	Norcross Elem. School Bike/Ped Connectivity: Multi-use trail on SW side of Born St. from Academy St. to Lawrenceville St.	3	3	3	2	2	13	\$\$	Medium	Yes	Yes	TC LCI
TR-17	Lawrenceville St. Bike/Ped Connectivity: Multi-use trail connection between NW side of Lawrenceville St. and Giles St. near BuHwy	3	3	3	2	2	13	\$\$	Medium	Yes	Yes	TC LCI
TR-24	NP'tree St. Multi-use Trail and Traffic Calming: - Multi-use trail on SE side of N P'tree St. from Buchanan St. to Langford Rd. - Splitter island with enhanced crosswalks at N P'tree St. @ Sunset Dr., and N. P'tree St. @ Cochran Dr.	3	3	3	2	2	13	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-25	Holcomb Bridge Road Multi-use Trail: Multi-use trail on SW side of HBR from P'tree Industrial Blvd to S. P'tree St.	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-26	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Mitchell Rd from L'ville St. to Summerour MS	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	TC LCI
TR-27	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Prince Pl. from Mitchell Rd. to Beaver Ruin Rd.	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	TC LCI
TR-114	Multi-use trail along Mitchell Rd. from BuHwy to BHPkwy	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	No	IT / JCB Bike
TR-115	Greenway trail along the utility corridor east of BuHwy, connecting N Norcross Tucker Rd to Beaver Ruin Rd	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	No	IT / JCB Bike
TR-116	Greenway trail along power line easement from JCB @ Best Friend Park to N. Norcross Tucker Rd.	3	3	3	2	2	13	\$\$\$	Long	Yes	No	IT / JCB Bike
TR-124	Johnson Dean Park Multi-use Trail: Multi-use trail from Barton St. through Johnson Dean Park connecting to HBR	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-56	Construct the proposed multi-use trail on the E side of Mitchell Rd. between BuHwy and BHPkwy	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	SMSTP
TR-104	Multi-use trail along Old Rockbridge Rd. from Best Friend Park to BuHwy	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	IT / JCB Bike

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TR-105	Multi-use trail connecting the existing trail in Best Friend to JCB, along the SW side of JCB to Best Friend Rd., and along Best Friend Rd. to Pelican Dr.	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-90	Multi-use trail along the SE side of Brook Hollow Pkwy from Center Way to Indian Trail Rd.	3	3	3	2	1	12	\$\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-91	Multi-use trail along the SE side of Pinnacle Way from Brook Hollow Pkwy to Beaver Ruin Rd.	3	3	3	2	1	12	\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-94	Multi-use trail along BHPkwy from JCB to N. Norcross Tucker Rd.	3	3	3	2	1	12	\$	Long	Yes	Yes	IT / JCB Bike
TR-126	Multi-use trail connection between the cul-de-sacs on Cochran Rd. and Valley Rd.	3	3	3	2	1	12	\$\$\$	Long	Yes	Yes	TC LCI
TR-122	Bike lanes on N Norcross Tucker Rd./ S. P'tree St. from BuHwy to Carlyle St.	3	1	1	2	1	8	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-123	Bike lanes on Lawrenceville St. from Rakestraw St. to BuHwy	3	1	1	2	1	8	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-130	Install bike lanes on both sides of the street on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$	Medium	Yes	Yes	SMSTP
TR-92	Sharrows along S. P'tree St. from BuHwy to JCB	3	1	1	2	1	8	\$	Short	Yes	No	IT / JCB Bike
TR-93	Sharrows along Pelican Dr. from SE of N. Norcross Tucker Rd. to Best Friend Rd.	3	1	1	2	1	8	\$	Short	Yes	No	IT / JCB Bike
TR-95	Bike lanes and sidewalk along W side of N. Norcross Tucker Rd. from BHPkwy to BuHwy	3	1	1	2	1	8	\$\$\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-129	Install a climbing lane for eastbound bicycle traffic and a shared lane marking (sharrow) for westbound traffic on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$	Medium	Yes	Yes	SMSTP
CF-25	Replace existing storm grates with current standard for bikeways on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 3: Improve Downtown Railroad Crossing												
TR-33	Implement recommendations from the Town Center Railroad Crossing Concept/Traffic Study at the next call for projects	5	1	3	2	1	12	TBD	TBD	Yes	Yes	TC LCI
TR-22	Railroad Pedestrian Crossing Upgrades and Traffic Calming: A. Upgrade ped crossings at the RR crossings on HBR and Park Dr. B. Upgraded ped crossings on both sides of Jones St. with 5' sidewalks crossing the tracks with minimal gaps between the sidewalk and rail C. Upgrade the crossing on the SW side of HBR with a 10' multi-use trail crossing the tracks with minimal gaps between the sidewalk and rail D. Add a multi-use trail on the SW side of HBR from S. P'tree St. to Thrasher St. E. Add a decorative fence along both sides of the RR tracks from HBR to the existing treeline 300 ft. from the intersection	3	1	3	2	1	10	\$	Medium	Yes	Yes	TC LCI

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TR-23	Railroad Pedestrian Crossing Upgrades and Traffic Calming: Intersection Improvements at HBR @ Ptree St. - Add a gateway feature consisting of a wrought	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	TC LCI
Pedestrian Improvements												
TR-3	Transportation Need and Opportunity 4: Expand Sidewalk Infrastructure A. Construct crosswalks and pedestrian signals at the following intersections: - BHPkwy @ Center Way - Beaver Ruin Rd. @ Wexford Dr./East Hill Way - ITRd. @ BHPkwy - BuHwy @ N. Norcross Tucker Rd. - Beaver Ruin Rd. @ Pinnacle Way - Beaver Ruin Rd. @ ITRd. - Mitchell Rd. @ BHPkwy - BHPkwy @ Victory World Church B. Construction connections between existing sidewalks 3.85 miles of sidewalks to fill in gaps along N. Norcross Tucker Rd, Beaver Ruin Rd, and BHPkwy west of Mitchell Rd. (* SCP) C. Textured surfaces, splitter islands and brick islands at the following intersections: HBR @ College St, HBR @ Bostic St., Bostic St. @ Britt Ave. D. Bulbouts at the following intersections: Jones St. @ Skin Alley and Lawrenceville St. @ College St. E. Bus shelter on SW side of HBR between College St. and Magnolia St.	5	1	3	4	1	14	\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-77	Sidewalk Connectivity Program: Inventory and prioritize sidewalk improvements on an annual basis; Fill gaps in existing network. Note candidate projects for this program are denoted by (*SCP) below.	3	0	4	4	1	12	\$	Medium	Yes	No	new
TR-6	Pinnacle Point Rd. from Beaver Ruin Rd to BH Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	3	3	3	2	1	12	\$\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-10	Downtown Pedestrian Improvements/Traffic Calming: A. Raised crosswalks/speed tables on Britt Ave. and on College St. B. Raised intersections with textured surfaces on Bostic St. C. Textured surfaces, splitter islands and brick islands at the following intersections: HBR @ College St, HBR @ Bostic St., Bostic St. @ Britt Ave. D. Bulbouts at the following intersections: Jones St. @ Skin Alley and Lawrenceville St. @ College St. E. Bus shelter on SW side of HBR between College St. and Magnolia St.	3	1	3	4	1	12	\$\$\$	Short	Yes	Yes	TC LCI
TR-89	Work with Gwinnett Co. to extend recreation trails to connect to other parks and recreational sites surrounding Norcross Buford Hwy. Pedestrian Improvements: A. Enhanced crosswalks on Buford Hwy. at the following locations: N Norcross Tucker Rd., HBR, Mitchell Rd., Beaver Ruin Rd. B. Bus shelter on SW side of S. PTree Rd. @ BuHwy	1	1	5	4	1	12	Ongoing	Long	Yes	Yes	PMP
TR-21		3	1	3	2	2	11	\$\$\$	Medium	Yes	Yes	TC LCI

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TR-29	Sidewalk Gaps near Buford Hwy. 5' sidewalks on the following segments: - W side of Stevens Rd. from BuHwy to S. P'tree St. - SW side of Lively Ave. from BuHwy to S. P'tree St. - NE side of Carlyle St. from BuHwy to Magnolia St. and on the SW side of Carlyle St. from about 200' W of BuHwy to S. P'tree St. - SW side of Carlyle St. from S. P'tree St. to BuHwy - NW side of Magnolia St. from HBR to Carlyle St. (*SCP)	5	0	3	2	1	11	\$\$\$\$	Long	Yes	Yes	TC LCI
TR-30	Sidewalk Gaps Residential - 5' sidewalks on the following segments: - NW side of Barton St. from Park Dr. to Sunset Dr. - SE side of Sunset Dr. from N P'tree St. to Valley	5	0	3	2	1	11	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-31	Sidewalks Gaps Residential - 5' sidewalk on the SW side of Autry St. from Rossie Brundage Park to Nesbit St. (*SCP)	5	0	3	2	1	11	\$	Medium	Yes	Yes	TC LCI
TR-4	Buford Hwy from N. Norcross Tucker Rd. to Langford Rd.: Pedestrian enhancements including landscaping, lighting, and 10' multi-use trails	3	1	3	2	1	10	\$\$\$\$\$	Short	Yes	Yes	NAC LCI
TR-5	Brook Hollow Pkwy from Mitchell Rd to Beaver Ruin Rd and on Mitchell Rd. from Everglades Tr. To BHPkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	3	1	3	2	1	10	\$\$\$\$\$	Short	Yes	Yes	NAC LCI
TR-9	Downtown Pedestrian Improvements: A. 8' sidewalk and streetscape at NW side of Bostic St. from HBR to Lillian Webb Park, on SE side of Bostic St. from HBR to Britt Ave., on SW side of Britt Ave. from BuHwy to Bostic St. B. 5' sidewalks on both sides of Britt Ave from BuHwy to 200ft. past S. end of Lillian Webb Park	3	1	3	2	1	10	\$\$\$	Short	Yes	Yes	TC LCI
TR-20	Buford Hwy. Pedestrian Improvements: 8" sidewalk with streetscapes on both sides of Buford Hwy. between HBR and Mitchell Rd.	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	TC LCI
TR-28	Thrasher Street Sidewalk & Parking: On-street parallel parking and a 5' sidewalk on the SE side of Thrasher St. from HBR to Park Dr.	3	0	3	2	2	10	\$	Medium	Yes	Yes	TC LCI

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TR-82	Recreation Trail Development - Phase 1: Trails in south Norcross linking the proposed Greenway to parks and school sites (Best Friend Park, Cemetery Field, Schools etc.)	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	PMP
TR-85	Recreation Trail Development - Phase 2: Trails connecting the proposed Greenway to the Beaver Ruin and Pinnacle Parcel green spaces.	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	PMP
TR-87	Recreation Trail Development - Phase 3: Trails in north Norcross linking Johnson-Dean Park, Rossie Brundage Park, Flicking Parcel, Norcross HS, and Thrasher Park.	3	1	3	2	1	10	\$\$\$	Long	Yes	Yes	PMP
TR-96	Sidewalks along NE side of JCB from N. Norcross Tucker Rd. to Best Friend Rd.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-97	Sidewalks along the NE side of BHPkwy from N. Norcross Tucker Rd. to Best Friend Rd.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-98	Sidewalks along E side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-99	Sidewalks along W side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-100	Sidewalks along W side of JCB from BHPkwy to the existing sidewalk near Financial Dr.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-101	Sidewalks along the SW side of BHPkwy from JCB to Best Friend Rd.	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-102	Sidewalk along the SW side of Financial Dr. from JCB to BHPkwy	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-103	Sidewalk along the NE side of JCB from BHPkwy to Lanier Blvd. Where possible, sidewalk should incorporate the existing retaining walls along this segment and generally be constructed at the grade of the adjacent parcels rather than at the grade of the roadway.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-107	Modify/add ADA ramps at the intersection of JCB @ Best Friend Park	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike

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TR-108	Modify/add crosswalks at the intersection of JCB @ Best Friend Rd	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-109	Add a pedestrian signal phase at the signalized intersection of JCB @ Best Friend Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-117	Sidewalk on east side of JCB from I-85 to Brook Hollow Pkwy	3	1	3	2	1	10	\$\$	Long	Yes	Yes	IT / JCB Bike
CF-24	Add pedestrian scale lighting along the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-13	Norcross Elem. School Entry Connectivity: on sidewalks on the following routes - NE side of Beutell St. from Lawrenceville St. to Wingo St. - SW side of Summerour St. from Lawrenceville St. to BuHwy - SE side of Wingo St. from Park Dr. to Born St. - NE side of Born St. from Wingo St. to the end of current sidewalk in front of Norcross Elem. - NE side of Rakestraw St. from Wingo St. to Academy St.	3	0	3	2	1	9	\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-19	Thrasher Park Area Pedestrian Improvements: - Enhanced crosswalks at W. Ptree St. @ HBR and W. Ptree St. @ Park Dr. - Bulbout and enhanced crosswalk at N. Ptree St. and Buchanan St.	3	0	3	2	1	9	\$	Medium	Yes	Yes	TC LCI
TR-35	Install high visibility crosswalks in the ladder style across the northern and western crossings at Price Place @ Summerour St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-36	Install school crossing signs at Price Place @ Summerour St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-37	Fill in sidewalk gaps along the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd. (SCP)	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-38	Fill in sidewalk gaps along the N side of Price Place between Mitchell Rd. and Beaver Ruin Rd. (SCP)	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-40	Install a high visibility crosswalk in the ladder style across the northern crossing on Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-41	Upgrade the western crossing of Mitchell Rd. @ Price Place with a ladder style high visibility crosswalk	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-42	Pave an ADA accessible pathway to the pedestrian actuator on the NE corner Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-43	Install pedestrian countdown signals at Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-44	Install a sign for traffic turning right onto Price Place from Mitchell Rd. that reads "Yield to pedestrian in crosswalk."	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-45	Move stop bar back for traffic turning right onto Price Place from Mitchell Rd. so that cars will have more time to see pedestrians crossing	3	0	3	2	1	9	\$	Medium	Yes	Yes	SMSTP

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TR-46	Extend the existing triangular circulation island on Price Place @ Beaver Ruin Rd. so that it creates a crossing island for pedestrians. Include curb cuts in design to make refuge ADA accessible.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-47	Move the crosswalks up to the intersection on Price Place @ Beaver Ruin Rd.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-48	Install yield "shark teeth" pavement markings on the crosswalks for southbound motorists turning right from Beaver Ruin Rd. and right from Price Place	3	0	3	2	1	9	\$	Medium	Yes	No	SMSTP
TR-49	Replace the existing sidewalk on the S side of Beaver Ruin Road with a multi-use path between BuHwy and Indian Tr.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-50	Install pedestrian-scale lighting on both sides of Beaver Ruin Rd. between BuHwy and Indian Tr.	3	0	3	2	1	9	\$\$\$\$	Medium	Yes	Yes	SMSTP
TR-51	Install crossing islands in the center turn lane on Beaver Ruin Road just east of the intersection with Light Circle.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-52	Install a high visibility crosswalk in the ladder style across Beaver Ruin Road (just east of the "school" pavement marking) @ Light Cir.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-53	Install a pedestrian hybrid signal at the location of the proposed crosswalk (H2).	3	0	3	2	1	9	\$\$	Short	Yes	Yes	SMSTP
TR-54	Install school crossing signage with the proposed crosswalk (H2) as it is within the school zone. Install a tail buffer (fence or vegetation) to keep middle school student from crossing midblock at the stairs on Mitchell Rd. between BuHwy and BHPkwy	3	0	3	2	1	9	\$\$\$\$	Short	Yes	Yes	SMSTP
TR-57	Install pedestrian-scale lighting on Mitchell Rd. between BuHwy and BHPkwy. Be sure to light stairs that lead to Summerour Middle School Campus	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-58	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Reeves Rd.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-59	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Garner St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-60		3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP

Project #	Project Description	SLHQs	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-61	Repaint stop bars on Everglades Trail @ Mitchell Rd. and ensure that stop bars are located behind crosswalk pavement markings.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-62	Upgrade existing crosswalks to ladder style pavement markings on Everglades Trail @ Mitchell Rd.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-63	Install high visibility crosswalks in the ladder style across Mitchell Road at the west crossing @ Everglades Tr.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-64	Install a pedestrian-actuated signal or rapid flashing beacon across Mitchell Road at the proposed crosswalk @ Everglades Tr. (K3)	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-71	Install crossing islands on Buford Highway on both sides @ Beaver Ruin Rd.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-72	Determine if the existing pedestrian crossing time uses the current MUTCD standard of 3.5 feet per second at the crossing of BuHwy @ Beaver Ruin Rd. If there are a significant number of children crossing at this location, consider increasing the pedestrian crossing time.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-78	Sidewalks and Streetscape Improvements on Thrasher Street per TE Grant	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	STWP
TR-16	Lawrenceville St. Bike/Ped Connectivity: - Sidewalks on NW side of Lawrenceville St. from academy St. to Hunt St. - Splitter island with enhanced crosswalk at Lawrenceville St. @ Bom St.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	TC LCI
CF-23	Improve the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood so it is ADA compliant	1	0	3	2	1	7	\$\$	Medium	Yes	Yes	SMSTP
TR-14	City Hall Pedestrian Improvements: 8' sidewalk with streetscape on the NW side of Lawrenceville St. between Jones St. and Rakestraw St.	3	0	1	2	1	7	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-15	City Hall Pedestrian Improvements: Textured surface and splitter island at the intersection of Lawrenceville St. and Mitchell Rd.	3	0	1	2	1	7	\$	Medium	Yes	Yes	TC LCI
TR-18	Thrasher Park Area Pedestrian Improvements: Sidewalk on SW side of W P'tree St. between HBR and Park Dr.	3	0	1	2	1	7	\$\$	Medium	Yes	Yes	TC LCI
TR-128	Remove gate across the sidewalk on the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd.	0	0	0	1	1	2	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 5: Increase Local Public Transportation Options												
TR-119	Extension of MARTA fixed-guideway rail service into Gwinnett Co.	7	6	5	4	1	23	\$	Long	No	Yes	NAC LCI
TR-118	Conversion of Indian Trail Park and Ride to major transit hub to include MARTA rail and express and local bus services	5	6	5	4	1	21	\$	Long	No	Yes	NAC LCI

Project #	Project Description	SLHS	VE	SOP	LS	Trans	Comp Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-8	Bus stop improvements throughout the Activity Center LCI study area: Along BuHwy, Beaver Ruin Rd. N. Norcross Tucker Rd.	3	1	3	4	1	12	\$	Short	Yes	No	NAC LCI
Transportation Need and Opportunity 6: Maintain Street Resurfacing Program												
TR-75	Street Resurfacing Program - implementation of Street Resurfacing Plan	1	6	2	4	1	14	\$\$\$\$	Medium	Yes	No	STWP
Transportation Need and Opportunity 7: Manage Traffic Flow												
TR-1	Indian Trail Road Improvements: A. Intersection @ BHPkwy: Add second eastbound right turn lane and westbound through lane B. Interchange: Install second left-turn lane onto I-85 northbound C. Beaver Ruin Road to Oakbrook Parkway: Construct raised center median on IT Rd. as well as major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. D. Retime traffic signals to improve traffic flow	3	3	3	4	2	15	\$\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-7	Beaver Ruin - Langford Rd. Connector: S.terminus in general area of Newbury Rd and N. terminus at BuHwy/Langford Rd. intersection	5	3	0	2	4	14	\$\$\$\$\$	Long	Yes	Yes	NAC LCI
TR-66	Operational Improvements on Buford Hwy @ Mitchell Rd: (1) Repair the segment of crosswalks that is missing ;(2) Paint yield "shark teeth" in the right turn slip lanes on in both directions; (3) Install Crossing islands; (4) Consider increasing crossing time for pedestrians	3	1	1	2	2	9	\$\$\$	Long	Yes	Yes	SMSTP
TR-39	Raise the painted triangular circulation island on Mitchell Rd. @ Price Place	3	0	1	2	1	7	\$\$\$\$	Short	Yes	Yes	SMSTP
TR-121	Roundabout at N. Norcross Tucker Rd. and S. P'tree St.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	TC LCI
TR-2	Buford Highway improvements A. Add northbound right-turn lane @ N. Norcross Tucker intersection B. Construct raised center median from N. Norcross Tucker Rd. to Langford Rd., as well as on the major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. C. Retime traffic signals to improve traffic flow	5	1	3	2	2	13	\$\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-125	Extended Wingo St.: - Extend to Buetell St. with a connection to Hunt St. - Splitter island with enhanced crosswalks on Wingo St. @ Born St. and Wingo St. @ Hunt St.	3	0	3	2	2	10	\$\$\$\$	Long	Yes	Yes	TC LCI

Project #	Project Description	SLHQs	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-70	Paint yield "shark teeth" in the right turn slip lane on BuHwy @ Beaver Ruin Rd. for northbound traffic.	3	0	1	2	2	8	\$\$\$\$\$	Short	Yes	No	SMSTP
TR-32	Signalized intersection (if warranted) with redevelopment at JCB and W. P'tree St.	3	1	1	2	3	10	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-73	Restrict left turns from Beaver Ruin Rd. into business located on the southwest corner of the BuHwy / Beaver Ruin Rd. intersection by installing a right-in-right-out channelization island.	1	0	1	2	3	7	\$\$\$\$\$	Short	Yes	No	SMSTP
TR-76	Buford Highway Improvements: Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross Tucker at Buford Highway	3	1	3	2	2	11	\$\$\$\$\$	Long	Yes	Yes	STWP
TR-110	Modify/add ADA ramps on JCB at the driveway of JCB and Best Friend Park	3	0	1	2	2	8	\$	Medium	Yes	Yes	IT / JCB Bike
TR-111	Modify or remove the right-turn channelization islands at the intersection of JCB @ N. Norcross Tucker Rd.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-112	Modify or remove the right-turn channelization islands at the intersection of JCB @ BHPkwy	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-113	Modify or remove the right-turn channelization islands at the intersection of JCB @ Goshen Springs Rd.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
Community Facilities and Services Need and Opportunity 1: Improve access to community facilities												
CF-17	Partner with Norcross school cluster to maximise community access to school sports fields	3	0	4	3	0	10	\$	Short	Yes	No	PMP
CF-29	Website management and enhancement, including regularly polling users to determine ways to improve	1	1	0	3	0	5	\$	Ongoing	Yes	No	STWP
CF-5	Modify Chapter 30 of the Ordinance, "Parks and Recreation" to allow for more uses within the parks and to clarify those that are prohibited	3	0	4	0	0	7	\$	Short	Yes	No	TC LCI
Community Facilities and Services Need and Opportunity 2: Continue to support the Norcross Police Department and its presence in the community												
CF-33	Continue to support the Business Watch Program	1	1	4	4	0	10	\$	Ongoing	Yes	No	Ongoing effort
CF-36	Continue to support the Citizen Police Academy	1	1	4	4	0	10	\$	Ongoing	Yes	No	Ongoing effort
CF-35	Continue to support the Copper theft Initiative	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-37	Continue to support the Senior Citizen Check In program	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-38	Continue to support the Vacation Security Request Program	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-34	Continue to support the Child Safety Seat Program	1	1	0	4	1	7	\$	Ongoing	Yes	No	Ongoing effort
CF-32	Continue to support the ADVANCE (Avoiding Drugs Violence and Negative Choices Early) Program	1	1	0	4	0	6	\$	Ongoing	Yes	No	Ongoing effort

Project #	Project Description	SLHQs	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
Community Facilities and Services Need and Opportunity 3: Implement and update the Norcross Parks Master Plan												
CF-31	Develop a City managed youth sports league to complement a multi-sport complex developed at the Price Place / Mitchell Rd. node	7	1	4	4	0	16	TBD	TBD	Yes	No	new
CF-22	Develop Johnson Dean Park as a passive recreation area	3	3	3	3	2	14	TBD	Long	Yes	Yes	TC LCI
CF-41	Update the Norcross Parks Master Plan to incorporate the annexed area	3	1	4	3	2	13	\$	Short	Yes	No	new
CF-6	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	5	0	3	2	2	12	\$\$	Long	Yes	Yes	STWP
CF-16	A. Clean-up and remediate existing site B. Develop a master plan for the park focused on recreation uses C. Complete park development	5	0	3	2	2	12	\$\$\$	Long	Yes	Yes	PMP
CF-18	Establish site for a public playground and open space in NE Norcross	5	0	3	2	2	12	\$\$\$	Short	Yes	Yes	PMP
CF-20	Acquire additional parkland, open space, and trail connections through zoning requirements for new development and redevelopment	3	0	3	4	2	12	\$	Ongoing	Yes	Yes	PMP
CF-19	Continue development and environmental stewardship efforts at key open space sites: Flicking Parcel, Johnson-Dean Park, and other opportunities as they arise	1	0	1	4	0	6	\$	Ongoing	Yes	Yes	PMP
Community Facilities and Services Need and Opportunity 4: Construct Additional Parking in the Downtown Area												
ED-3	Implement management program of off-site parking for employees of downtown businesses	7	1	3	1	1	13	\$	TBD	Yes	No	TC LCI
TR-131	Parking Deck by Lillian Webb Park	5	1	3	1	1	11	\$\$\$	Medium	Yes	No	new
TR-11	Downtown Parking: Stripe for on-street parking on both sides of Bostic St. from HBR to raised intersection	3	1	3	1	1	9	\$\$	Short	Yes	Yes	TC LCI
Note: See LU-8 Reduce off-street parking minimums within the Historic Downtown area												
Community Facilities and Services Need and Opportunity 5: Maintain and improve stormwater infrastructure												
CF-11	Contribute to Water Management Plan and enforce plan	3	6	0	4	0	13	\$	Ongoing	Yes	Yes	STWP
CF-10	Map all utility systems in service area	7	1	0	0	0	8	\$	Ongoing	Yes	No	STWP
Community Facilities and Services Need and Opportunity 6: Implement High Tech Solutions in Service Provisions to Enhance Community Image												
CF-13	Infrastructure planning for sewer and road improvements	1	6	2	4	1	14	\$	Ongoing	Yes	No	STWP
CF-8	Water/Sewer Pipe Replacement Program	5	3	0	4	0	12	\$\$\$\$	Ongoing	Yes	Yes	STWP
CF-7	Create a city building inventory assessment of ongoing maintenance needs	3	0	2	4	0	9	\$	Medium	Yes	Yes	STWP
CF-30	Update Five Year Technology Plan annually	5	1	0	2	0	8	\$	Ongoing	Yes	No	STWP
CF-1	Continue to identify new revenue sources	1	6	0	0	0	7	\$	Ongoing	Yes	Yes	STWP
CF-42	Maintain City's LEED and Green Communities Designations	1	3	3	4	0	11	\$	Ongoing	Yes	Yes	STWP
Community Facilities and Services Need and Opportunity 7: Develop Citywide Geographic Information System												

Project #	Project Description	SLHQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study**
CF-14	Coordinate City-wide GIS system	5	0	0	3	0	8	\$\$	Ongoing	Yes	No	STWP
CF-28	Purchase and implement GIS system per 5 year Plan	7	0	0	0	0	7	TBD	Medium	Yes	No	STWP
CF-9	Data verification and Sewer System location maps (GIS)	3	0	0	3	0	6	\$	Medium	Yes	No	STWP
CF-15	Obtain GIS data from County regarding transportation improvements	3	0	0	0	0	3	\$	Ongoing	Yes	No	STWP
CF-12	Maintain Zoning (base-line completed 2007)	1	0	0	0	0	1	\$	Ongoing	Yes	No	STWP
(* SCP)	Project to be addressed through TR-77 Sidewalk Connectivity Program											

Key to Study Abbreviations:

STWP - 2008 Comprehensive Plan Short Term Work Program (as updated in 2012)
 PMP - 2011 Norcross Parks Master Plan
 JC / BH LCI - 2007 Jimmy Carter - Buford Highway Redevelopment Plan (LCI)
 IT / LR LCI - 2007 Indian Trail - Lilburn Road Corridor Study (LCI)
 IT / JCB Bike - 2012 Indian Trail - Jimmy Carter Boulevard Bike Study
 NAC LCI - 2008 Norcross Activity Center LCI (area S of Town Center between Buhwy, I-85, JCB, & IT)
 TC LCI - 2012 Town Center LCI 10-yr Update
 SMSTP - 2012 Summerour Middle School Transportation Plan (Safe Routes to School)
 new - Derived from Comp Plan Update effort
 Ongoing - Ongoing program not mentioned in 2008 STWP

3. Priority Community Facilities and Services Needs and Opportunities

1. Improve access to community facilities

There are limited community facilities outside of the Town Center. Better access to these facilities is needed to better accommodate the population in the newly annexed area and other parts of town.

2. Continue to Support the Norcross Police Department and its presence in the Community

Although the police department is strong and has extended its reach in the community, the perception of limited safety persists in the community, particularly in the area east of Buford Highway.

3. Implement and update the Norcross Parks Master Plan, adopted in January 2011

The plan should be updated to consider recreational needs in the annexed area northeast of Jimmy Carter Boulevard. The Parks Master Plan recognizes the following five top priorities for parks space in the city (listed in order of priority):

- a. Parkland in the Southeast portion of the city.
- b. Connectivity (including safe access to Gwinnett County's Best Friend Park as a top priority, followed by connectivity to all parks and recreational facilities including County or City parks, school, or church).
- c. Soccer fields, informal playing fields
- d. Play facilities
- e. Picnic facilities and passive recreation

4. Construct Additional Parking in the Downtown Area.

Constructing a parking deck in the Town Center is a community priority. A deck will continue to strengthen the Town Center and also allow for a more walkable and dense downtown as envisioned in the Town Center LCI.

5. Maintain and Improve Stormwater Infrastructure

Stormwater infrastructure is aging. In an effort to reduce non-point source pollution and promote redevelopment, the City should continue to implement its five year plan to improve stormwater infrastructure.

6. Implement High Tech Solutions in Service Provisions to Enhance the Community Image

The City should continue to build on its positioning and image as a high tech community in its service provisions.

7. Develop a Citywide Geographic Information System (GIS)system

As demonstrated in other jurisdictions, such as Gwinnett County and several other Metropolitan Atlanta municipalities, there is an opportunity to create a citywide GIS system that will facilitate making secure and public geographic oriented data more readily available for use by city staff and the public.

7. PUBLIC INVOLVEMENT DETAILS

Public Involvement Documentation

The Comprehensive Plan Update was a community-based effort. The overarching vision, community goals, and priority needs/opportunities are a direct reflection of the input received by the public and community leaders throughout the planning process. This Appendix includes detailed documentation of the public engagement process, including the following items, organized in the order shown:

- Public Meeting Summaries
- Community Survey Summary
- Steering Committee Meeting Minutes
- Press Releases

Public Participation Methods - Community members were given many opportunities to participate in the plan update, including two public hearings (one to kick-off the process and one to collect final comments/transmit the draft to DCA) as well as three hands-on workshops, a community survey (available via the Web and in hard copy), and an Open House.

Communications/Outreach Strategy - Communications and public outreach played an important role in promoting the planning process to the community. A combination of press releases, flyers, promotional cards, social media posts, and email blasts helped get the word out to the public. Communications were coordinated with the City's public relations office, and as such, promoted via the City's regular newsletter, email blasts, and website notices.

Steering Committee - A committee of key community stakeholders, representative of the broader community, guided the planning process. The committee met six times at strategic points in the process. *A list of Committee members is included in the plan acknowledgements.*

Interviews - A series of interviews were held with community leaders to gain a better understanding of the community's leadership and issues of local importance that will influence public policy. Several leaders were invited to participate. Participants included:

- | | |
|--|--|
| • James Beagle, Norcross IT Director | • Chief Summers, Norcross Police Department |
| • Pat Edit, Norcross Downtown Development Authority | • Lorraine White, Antique Traditions |
| • Mayor Johnson, City of Norcross | • Rusty Warner, Norcross Economic Development Director |
| • Craig Mims, Norcross Public Works | • Chuck Warbington, Gwinnett Village CID |
| • Charlie Riehm, Norcross City Council | • Alyssa Sinclair, Gwinnett Village CID |
| • Joel Rodriguez, Norcross First United Methodist Church | |
| • Keith Shewbert, Norcross City Council | |

Norcross Comprehensive Plan Update

Summary of the Visioning Workshop

City of Norcross Community Center

August 22, 2013, 6:30 PM to 8:30 PM

Overview

The City of Norcross conducted a Visioning Workshop for the Comprehensive Plan on August 22, 2013. The meeting was held at the City of Norcross Community Center. Approximately 40 people attended, not counting City staff and consultants facilitating the meeting.

Members of the City staff present included Chris McCrary, Robert Patrick, Tixie Fowler, and Rusty Warner. Several members of the City Council, the Mayor and the City Manager were present as well. Four members of Jacobs consultant team were on hand, including Jim Summerbell, Amanda Hatton, Joe Shoffner, and Kyle Van Klompenburg. Light refreshments at the meeting were provided by the City.

The meeting began with a PowerPoint Presentation, which included an overview of the Comprehensive Plan Update process and an interactive voting session focusing on the vision statement and goals that are central to the plan's update and implementation.

Most of the meeting was spent in small group discussion, which focused on identifying 1) community resources that are unlikely or likely to change in the next 20 years and 2) what opportunities or challenges those areas face in achieving the communities vision for the future. Participants worked in one of three groups, one of which was facilitated in Spanish by Amanda Hatton and Arelis Rivera. The meeting ended with all three groups reporting their findings back to all the participants. The following pages provide a summary of the meeting proceedings and the discussion that occurred.

The next study meeting will take place on September 26 at the same time and place from 6:30 to 8:00 at the Norcross Community Center.



Introductions and Overview Presentation

Chris McCrary, City of Norcross Community Development Director, kicked off the meeting with a welcome and introductions of the consultant team and other city staff and officials in attendance. He then turned the meeting over to Jim Summerbell, Jacobs Project Manager, who presented a brief PowerPoint overview of the project, see attached PDF. Amanda Hatton also welcomed the participants in Spanish and helped explain the purpose of meeting.



The overview presentation laid out the goals, schedule, and organization of the Comprehensive Plan Update process as well as explained the purpose of the plan and its role in guiding City policy and capital improvement decisions. Jim also presented the Comprehensive Plan's current vision statement:

City of Norcross Vision and Goals from 2030 Comprehensive Plan

Norcross: Respecting the Past. Embracing the Future.

- In 2030, the City of Norcross will continue to offer a small town experience, with metropolitan access.
- Capitalizing on its location – direct access onto Interstate 85 and minutes from Atlanta's perimeter (I-285), the City draws corporate offices and education centers whose employees enjoy the charm of Historic downtown.
- Master Planning efforts coordinated with Gwinnett County, the Gwinnett Village CID and major property owners and investors along Buford Highway and Jimmy Carter Boulevard will have transformed the heavy commercial areas into more efficient and attractive corridors, and the City will have created Gateway areas which give Norcross visitors a distinct sense of arrival.

The vision statement was also handed out to the participants on the back of a comment form, which participants were encouraged to use to submit any recommended edits or to voice their support.

Voting Exercise – A detailed look at the Vision Statement

Amanda Hatton then led the group in a voting exercise, which allowed participants to express, on a scale of 1 to 5, their perspective on the importance of different segments of the vision statement as well as some additional concepts raised by the Comprehensive Plan Steering Committee. Many of the workshop participants were bilingual and a few of the workshop participants only spoke Spanish, so the voting session was given in both English and Spanish. Officer Arelis Rivera from the Norcross Police Department and Amanda Hatton served as translators.

The results of the polling are attached, and as can be seen by the results, the current statement was largely supported by the participants, showing that the current plan provides a good foundation for update. Some minor additions to the statement may be appropriate based on some consensus raised by additional items.

After the voting exercise, the participants were divided into three groups to identify how this vision could be translated to the geographic space of the city and to help identify ways to make the vision more of a reality.

Group 1 Summary

1. Community landmarks, established neighborhoods, or other unique resources
 - a. Historic Downtown
 - b. Railroad
 - c. Cemetery
 - d. Established residential – older homes
 - e. Parks
2. Most Likely/Desired areas for significant change
 - a. Buford Highway Corridor
 - b. Mitchell Rd – area between Buford Hwy and I-85
 - i. Preserve: Community/Residents
 - ii. Potential to become more mixed-use center
 - iii. Blaze recycling needs to be redeveloped
 - c. Jimmy Carter Blvd
 - d. West Peachtree @ JCB and South Peachtree @ JCB
3. Specific areas for Revitalization/Mixed-Use/Community Amenities
 - a. School Districts need to be realigned, no reason for so many in Norcross. Group realized this is out of the City's direct control, but maybe the City can influence it.
 - b. Buford Highway redevelopment
 - c. Heritage and ecotourism are two potential avenues the city needs to capitalize on
 - d. Johnson Dean Park
 - e. Public Housing – needs to be upgraded
 - f. Need to support aging in place as the city's population continues to get older.
 - g. More and better sidewalks
 - h. Regional Public Transit – this could open up I-85 to higher density Transit oriented development.
4. Activity Hubs
 - a. Downtown will be the primary focus of activity, but second should be Buford Highway
 - b. Indian Trail and Beaver Ruin Road would be good location for future rail station, which would likely be at the GDOT Park and Ride lot.
 - c. JCB and I-85 – centered around the OFS site
 - d. Technology Park at JCB and PIB, is outdated and needs redevelopment
 - e. Beaver Ruin and Buford – new Summerour School redevelopment can be an anchor.
 - f. Mitchell Road and I-85 – very visible, can be a good gateway for the city.
5. Great Ideas
 - a. Tourism – OFS movie studio, Ecotourism, Heritage Tourism
 - b. Regional rail – could be a big boost to the local economy
 - c. Multi-use trail network between Buford Hwy and I-85
 - d. Extend Historic Downtown character along Peachtree to JCB



Group 2 Summary

1. Positives – What are our sacred cows?
 - a. Many businesses
 - b. Access to the highway
 - c. Accessibility to the overall Atlanta region
 - d. The schools
 - i. Norcross High School
 - ii. Norcross Elementary (70% Latina)
 - iii. Stripling Elementary (62% Latina)
 - iv. Summerour Middle School
 - e. Recreational parks
 - f. Historic downtown Norcross
 - g. Thrasher Park
 - h. Lillian Webb Park – very popular
 - i. Kids enjoy the fountain
 - i. The Latin American Association
 - i. It needs better signs
 - ii. Very important resource to community
 - iii. Helps with integration of people into the community
 - iv. This attracts more people to Norcross
 - v. The LAA has been located in Norcross for 6 years
 - j. The police and firefighters
 - k. Bus service, particularly that providing access to MARTA
 - l. The Norcross Co-op on Mitchell Road
 - m. Norcross' central location in Gwinnett makes it attractive
2. What areas are most likely or most desired to undergo significant change? (problems/ things that should change)
 - a. Mitchell Road
 - i. It looks abandoned and is unsafe
 - ii. Aesthetics should be improved
 - iii. It is a major entrance into the community
 - b. The Shell station on Mitchell Road has become a youth hangout
 - i. It is ugly and causes trouble
 - ii. It needs more lighting and police presence
 - c. The road striping on Jimmy Carter is difficult to see, particularly at night; they should be repainted.
 - d. Crosswalks on Jimmy Carter need to be repainted
 - e. Bus stops need improvement – trash cans, seats, shelters
 - f. The city needs more parks and places to play football
 - g. The Blaze facility
 - i. It is dangerous to little kids and people living in the nearby area.
 - ii. Causes traffic back-up due to people waiting to enter facility
 - iii. Another entrance is needed or perhaps traffic can be rerouted a different way.



3. What areas are primed for revitalization, mixed use, community amenities?

Revitalization

(see notes under 2 above)

Community Amenities

- a. A sports complex is needed in the area just east of Mitchell Road area including a soccer field, a pavilion for holding activities and areas for barbequing
 - i. The park would serve families in the city
- b. A trail/path would also make sense in the area near Mitchell Road
- c. Need to attract heavy rail (MARTA) to the city – this is long term need
 - i. Could connect at Indian Trail park and ride lot

Mixed Use

- a. Pinnacle Way area is an opportunity for a “Little Mexico” or International Center
 - b. A circulator bus could connect downtown to this new activity nod
 - c. A super market is needed that could also serve as a new activity center; locating one near Beaver Ruin makes sense.
4. Underlying community values that came out of discussion
- a. Did not have time to discuss
 - b. Key themes heard were good education, community gathering places and resource centers, safety, good transit, opportunities for the overall community to connect and interact
5. What are the great ideas that came out?
- a. Did not have time to discuss
 - b. Great ideas heard were a new international center in the Pinnacle Way area, a circulator bus that connects people from new activity centers to downtown, a new park with pavilions and spaces for barbequing, and reworking the Blaze facility to have less negative impact on the community

Group 3 Summary

1. Community landmarks, established neighborhoods, or other unique resources:
- a. Historic Downtown
 - i. Charm and Safety
 - ii. Concerts
 - b. Proximity to Perimeter
 - c. Thrasher Park and Lillian Web Community Park
 - i. Walkability
 - d. Historic Homes
 - e. Tree Canopy
 - f. OFS redevelopment
 - g. Train Tracks



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2. Most Likely/Desired areas for significant change
 - a. Buford Highway Corridor
 - i. Preserve: Diversity
 - ii. Preserve: Ethnic Restaurants
 - iii. Negativity towards used car lots
 - b. Buford Highway specifically between Beaver Ruin and Mitchell Rd
 - i. Preserve/Expand: Walkability/Bikeability
 - ii. Asset: Connectivity to Downtown
 - c. Mitchell Rd
 - i. Preserve: Community/Residents
 - ii. Potential to become the “new” North Peachtree St
 - d. Jimmy Carter Blvd
 - i. Emphasis on safety/better uses
 - ii. Potential to be more aesthetically pleasing
3. Specific areas for Revitalization/Mixed-Use/Community Amenities
 - a. Mixed-Use: Utilize space on/around Lillian Webb Community Park
 - i. Development Potential on Southwest corner of Park on North side of Holcomb Bridge Rd
 - ii. Development Potential on either side of the fountain
 - b. Revitalization/Mixed-Use: Alleyway between Holcomb Bridge Rd and Carlyle St
 - i. Currently auto industry/service?
 - ii. Asset: nestled between Historic Downtown Stretch and the Carlyle House
 - iii. Potential extension of Downtown
 - c. Community Amenity: Southwest corner of S Peachtree St and Holcomb Bridge Rd
 - i. Currently a large gravel lot (owned by train company?)
 - ii. Only used one or two times a year for storage of containers etc.
 - iii. Potential for shared/alternate use 350 days a year – stripe for parking and use as overflow for Historic Downtown
 - d. Community Amenity: Beaver Ruin Creek (runs parallel to Mitchell Rd)
 - i. Potential for parkland/nature trails etc.
 - ii. Potential Pedestrian connection between southern neighborhoods and Downtown
 - iii. Current Problem: Access
 - e. Revitalization: Blaze Recycling & Metals Property
 - i. Currently operating business, potential for environmental contamination
 - ii. Talk by community members saying the business didn’t want to be there?
 - iii. Potential large parcel of land for development and
 - iv. Access to Beaver Ruin Creek-potential for future node
 - f. Community Amenity: Pedestrian Trails along power line right of way
 - i. Asset: pre-dedicated right of way waiting to be utilized
 - ii. Both east-west and north-south connections
 - g. Community Amenity: Need for more community centers and connections
 - i. Multiple disjointed neighborhoods with poor connectivity each need a place to go (i.e. community center/park/etc.)
 - ii. Example location: Old Norcross High School
 - h. Community Amenity: Regional Public Transit

- ii. Unmentioned side note: MARTA Gold Line runs on same tracks that go through Historic Downtown, with its last stop currently just inside Atlanta's Perimeter

4. Underlying Community Values

- a. Redevelopment with respect to our historic small town character while embracing our cultural diversity and sense of community
- b. Unifying multiple diverse neighborhoods into one large community

Small Group Discussion Wrap Up and Final Comments

At the end of the meeting, each group identified a spokesperson who presented the findings of his group to all participants in attendance. In general, it was discovered that although each group was unique in membership, they all agreed on a number of key items, as the summaries above indicate. These common findings will be presented back to the Steering Committee and will serve as the foundation for efforts at the next workshop on September 26.

Chris McCrary thanked everyone for coming and encouraged them to come participate again on September 26 at the Character Area Workshop.



Polling Results

Choice	Question	Response
Let's Practice! How long have you been a part of the Norcross community?		
1	Not long (Less than 1 year)	7.9%
2	Between 1-5 years	15.8%
3	Between 5-10 years	26.3%
4	Between 10-20 years	31.6%
5	Forever! (20+ years)	18.4%
N		38
1. When considering our community's 20 year future, how important is the small town experience?		
1	Unimportant	2.6%
2	Of Little Importance	2.6%
3	Moderately Important	7.9%
4	Important	31.6%
5	Very Important	55.3%
N		38
2. When considering our community's 20 year future, how important is metropolitan access?		
1	Unimportant	0.0%
2	Of Little Importance	2.6%
3	Moderately Important	2.6%
4	Important	28.2%
5	Very Important	66.7%
N		39
3. When considering our community's 20 year future, how important is capitalizing on our location?		
1	Unimportant	0.0%
2	Of Little Importance	0.0%
3	Moderately Important	0.0%
4	Important	23.1%
5	Very Important	76.9%
N		39
4. When considering our community's 20 year future is attracting corporate offices and education centers?		
1	Unimportant	2.6%
2	Of Little Importance	0.0%
3	Moderately Important	15.4%
4	Important	23.1%
5	Very Important	59.0%
N		39

Choice	Question	Response
5. When considering our community's 20 year future, how important is the charm of historic downtown?		
1	Unimportant	5.1%
2	Of Little Importance	2.6%
3	Moderately Important	0.0%
4	Important	20.5%
5	Very Important	71.8%
N		39
6. When considering our community's 20 year future, how important is employees enjoying our city?		
1	Unimportant	0.0%
2	Of Little Importance	2.6%
3	Moderately Important	12.8%
4	Important	35.9%
5	Very Important	48.7%
N		39
7. When considering our community's 20 year future, how important to is partnership with Gwinnett County?		
1	Unimportant	5.1%
2	Of Little Importance	5.1%
3	Moderately Important	17.9%
4	Important	35.9%
5	Very Important	35.9%
N		39
8. When considering our community's 20 year future, how important is partnership with the Gwinnett Village CID and major property owners and investors?		
1	Unimportant	2.6%
2	Of Little Importance	0.0%
3	Moderately Important	10.5%
4	Important	21.1%
5	Very Important	65.8%
N		38
9. When considering our community's 20 year future, how important is transforming heavy commercial areas into more efficient and attractive corridors?		
1	Unimportant	0.0%
2	Of Little Importance	7.9%
3	Moderately Important	23.7%
4	Important	28.9%
5	Very Important	39.5%
N		38

Choice	Question	Response
10. When considering our community's 20 year future, how important is having distinctive and attractive gateway areas?		
1	Unimportant	2.6%
2	Of Little Importance	0.0%
3	Moderately Important	15.8%
4	Important	10.5%
5	Very Important	71.1%
N		38
11. When considering our community's 20 year future, how important is connecting together unique areas of our community?		
1	Unimportant	0.0%
2	Of Little Importance	5.1%
3	Moderately Important	15.4%
4	Important	17.9%
5	Very Important	61.5%
N		39
12. When considering our community's 20 year future, how important is creativity in our approaches?		
1	Unimportant	0.0%
2	Of Little Importance	0.0%
3	Moderately Important	5.1%
4	Important	20.5%
5	Very Important	74.4%
N		39
13. When considering our community's 20 year future, how important is supporting multiple hubs of activity - walkable, mixed use areas?		
1	Unimportant	0.0%
2	Of Little Importance	0.0%
3	Moderately Important	5.3%
4	Important	10.5%
5	Very Important	84.2%
N		38

Norcross Comprehensive Plan Update

Summary of the Character Area Workshop

City of Norcross Community Center
September 26, 2013, 6:30 PM to 8:30 PM

Overview

The City of Norcross held the second of three workshops to support the update of its Comprehensive Plan on September 26, 2013. The meeting was held at the Norcross Community Center from 6:30 pm to 8:30 pm. Approximately 40 people attended, not including City staff and consultants facilitating the meeting.

Meeting Agenda

- 6:30 Welcome & Introductions
- 6:40 Character Area Framework Presentation
- 6:50 Stations – Identification of Character Area Attributes
- 7:35 Small Groups – Character Area Refinement
- 8:15 Reconvene/Ideas Sharing
- 8:30 Adjourn

The meeting included three distinct segments:

- 1) Welcome and a brief overview presentation of the role of character areas in the Comprehensive Plan and City's regular activities;
- 2) A round-the-room input activity in which attendees were asked to comment on the draft vision statements and needs of the 13 character areas; and
- 3) A small group discussion whereby each group identified and ranked top priorities for character areas that required further discussion.



Station activity



Small group discussion

A brief description of each of these parts of the meeting are summarized on pages 2 through 4 and followed by comprehensive documentation of input received.

Welcome & Character Area Framework Discussion

Chris McCrary, the City's Community Development Director, welcomed attendees to the meeting and turned the floor over to Jim Summerbell, project manager with Jacobs, who gave a brief summary of the meeting goals and activities completed to date in the planning process. Attendees were welcomed in both English and Spanish.

Mr. Summerbell then gave a summary presentation of the Future Development Map, why it matters, and how the draft version being discussed today was developed. The draft map was built from the City's existing Future Development Map then modified to incorporate the area annexed into the city in early 2012 as well as recent LCI planning efforts and direction provided by the Steering Committee.

Attributes of each character area were highlighted along with the dominating characteristics of the 13 areas:

- Five are primarily residential.
- Three are primarily employment centers.
- Two are corridor-oriented and primarily commercial.
- Three are activity center and mixed-use focused.

The presentation ended with a discussion of the goals for the next two interactive activities. Directions were provided in both English and Spanish.

Stations – Identification of Character Area Attributes

Attendees were given 40 minutes to provide input at 13 stations; one station dedicated to each character area. At each of these stations, participants were asked to review the character area description and vision on display and then, on a corresponding, communal comment board, indicate three things:

1) Whether they did or did not agree with the vision statement.

2) What is missing from the area that is needed to achieve the area vision. *The following list of options was provided, and attendees were also given the option of writing down and posting additional items, if something else not listed is needed.*

- More or better sidewalks
- Better local transit access
- Better regional transit access
- Increased landscaping
- Code enforcement
- More stores
- Bike trail
- More housing options
- Better connectivity between destinations
- Park space
- Increased police presence
- Dining options
- More jobs
- Design standards
- Youth facilities
- Senior facilities
- Family facilities
- Better signage

Your Mission

Provide input on each of the 13 character areas

1. Start at the station that corresponds with the number on your agenda.
2. You will have 3 minutes on average at each station to:
 - Review character area description & vision for future.
 - Provide feedback on the **comment board** using your supplies.
 - Provide additional actions/strategies on your comment form.
3. Rotate to next station when directed by announcement.
4. 7:30 Break, then join small group discussions on targeted character areas

YOUR SUPPLIES

- ★ 48 silver stars - enough to put roughly 3-4 stars on each board.
- 4 red dots – put on the boards that require more discussion
- Small post-its – to post other needs required but not listed
- Large post-its (at table) – provide a different name for character area

Imagine Our Future

Instructions provided for station activity.

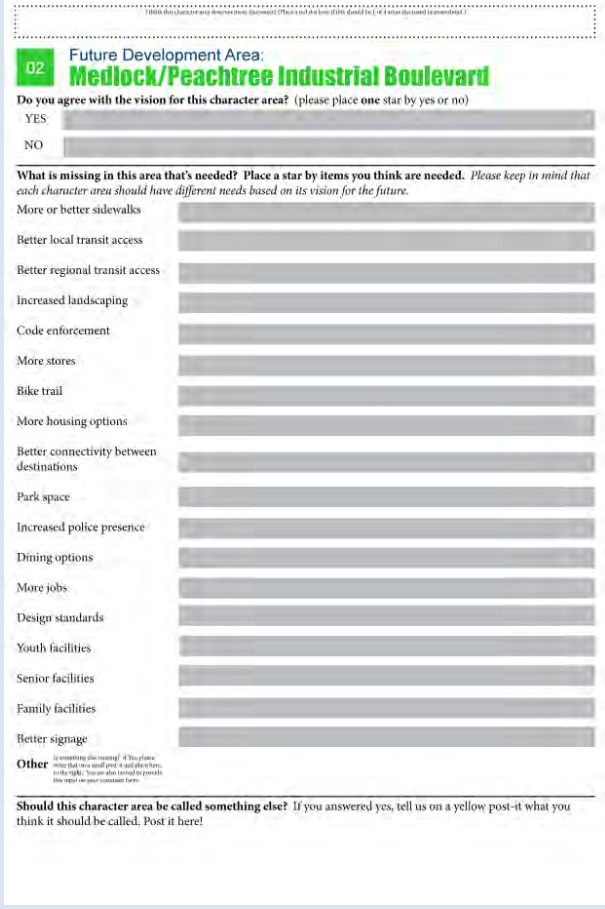
3) Whether the character area should be called something else. *Attendees had access to yellow post-its to provide an alternative name for the area if they thought it would be better called something else.*

Participants were also given a comment form to provide input on key actions or steps needed to achieve each area vision and any other comments they had. Forms were also provided around the room to allow attendees to offer an alternate vision then that provided for each character area.

Results

A tabulation of input received is provided at the end of this summary. Based on input received, people generally agreed with the visions provided for the different character areas. Across all character areas, the missing needs that received the most votes (70 or more) included the following: increased landscaping, more or better sidewalks, code enforcement, design standards, and increased police presence. A handful of people provided other potential names for character areas as indicated below.

Draft Character Area Name	Different Name Proposed by Attendee
Atlantic/FIB	Stripling Hills
Town Center	Norcross Town Center
Langford Industrial	Norcross or Buford Industrial
Mitchell Street	Mitchell Road Parkway



02 Future Development Area: Medlock/Peachtree Industrial Boulevard

Do you agree with the vision for this character area? (please place one star by yes or no)

YES

NO

What is missing in this area that's needed? Place a star by items you think are needed. Please keep in mind that each character area should have different needs based on its vision for the future.

More or better sidewalks

Better local transit access

Better regional transit access

Increased landscaping

Code enforcement

More stores

Bike trail

More housing options

Better connectivity between destinations

Park space

Increased police presence

Dining options

More jobs

Design standards

Youth facilities

Senior facilities

Family facilities

Better signage

Other

Should this character area be called something else? If you answered yes, tell us on a yellow post-it what you think it should be called. Post it here!

Example of comment board provided for feedback on each character area.



Attendees review character area visions and needs.

Small Groups – Character Area Refinement

As people went around to the various stations, they were asked to put a red dot on four character areas boards, of their choice, that they felt warranted further discussion. The areas that received the highest number of votes are all on the south side of Buford Highway:

- Mitchell Street Neighborhoods
- Beaver Ruin/Indian Trail Activity Center
- Summerour Middle School
- Jimmy Carter Boulevard/Brook Hollow Activity Center

After the station activity, attendees were split into three groups. In each of the groups, the four character areas above were discussed over the course of 40 minutes. For each of the four areas, the facilitator:

- Asked each group member what he/she believes is the top priority for the future of that character area. A scribe wrote down each item on a flipchart.
- Then, for each priority proposed, asked for a vote, by a show of hands, of those that supported this item being a top priority. Votes were tallied to identify the top priorities.

The voting results of each group are provided on pages 5 and 6. Top priorities heard across the three groups included the following:

- **Jimmy Carter Blvd/Brook Hollow Activity Center** – traffic, corridor improvements that address car/truck/pedestrian interaction, gateway signage, redevelopment, and increased police presence.
- **Mitchell Street Neighborhoods** – home ownership, better sense of community, increased police presence, landscaping, lighting, improved quality of life, and code enforcement.
- **Beaver Ruin/Indian Trail Activity Center** – design standards, better transit access (bus stops are poorly located), pedestrian safety, increased police presence, jobs/businesses, an international activity center, and eradication of long-stay hotels.
- **Summerour Middle School** – Lighting, code enforcement, landscaping, connectivity to school and rec area, park/educational/recreational center, coordination with Board of Education for development plans, and use of power line ROW to develop multi-use trail



Small group chimes in on character areas pinged for further discussion.

Reconvene/Ideas Sharing and Adjourn

At the end of the meeting, attendees reconvened to share the top priorities identified in each group. Jim Summerbell provided final commends, reminding everyone of next steps, including the upcoming community survey to be released in mid-October and last workshop to support the planning process on November 21. Chris McCrary thanked all for attending. The meeting adjourned just after 8:30 pm.

Small Group Voting Results

Group 1 Summary

Group 1 participants see the southern or I-85 portion of Norcross as a major gateway to the city that plays a major role in shaping public perception of city. Common concerns among the discussion of character areas were the need for better design standards, connectivity, transit access, and improved sense of community. Community improvements are needed in this area to help improve the city's image in attracting business and the creative class.

Top Priorities by Character Area and Number of Votes (if in clear majority)

11. Jimmy Carter Blvd/Brook Hollow Activity Center

- | | |
|---|--|
| <ul style="list-style-type: none"> • Traffic and corridor improvements -10 • Freight mobility and interference with auto and pedestrian traffic -8 • Better restaurants -7 | <ul style="list-style-type: none"> • Gateway/better design standards (Overlay needed) -7 • Gateway at Norcross-Tucker Road -5 • Better signals and striping • Safety Transit |
|---|--|

12. Mitchell Street Neighborhoods

- | | |
|--|--|
| <ul style="list-style-type: none"> • Home Ownership -11 • Better sense of community -9 • Increased police presence -7 • Code enforcement -6 • Connectivity, need better sidewalks and trails (Canopy Walk) -5 | <ul style="list-style-type: none"> • Street design and landscape standards -5 • Parks (need Dog Park) • Animal Control – pet enforcement • Grocery store • Art Community • Parking |
|--|--|

13. Beaver Run/Indian Trail Activity Center

- | | |
|--|--|
| <ul style="list-style-type: none"> • Design standards -9 • Better transit access (bus stops are poorly located) -7 | <ul style="list-style-type: none"> • Pedestrian safety -5 • Better lighting • Tourism |
|--|--|

Group 2 Summary

Top Priorities by Character Area and Number of Votes

9. Summerour Middle School

- | | |
|--|---|
| <ul style="list-style-type: none"> • Lighting -12 • Code enforcement -12 • Youth center -12 | <ul style="list-style-type: none"> • Landscaping -12 • Traffic lights -10 • Family center -7 |
|--|---|

11. Jimmy Carter Blvd/Brook Hollow Activity Center

- | | |
|--|---|
| <ul style="list-style-type: none"> • Increased police presence -10 • Redevelopment -10 | <ul style="list-style-type: none"> • Limit hotels/motels (revitalize or redevelop into something else) -7 • Traffic calming along Brook Hollow -7 |
|--|---|

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12. Mitchell Street Neighborhoods

- Landscaping -11
- Lighting -11
- Increased police presence -11
- Code enforcement -10

13. Beaver Ruin/Indian Trail Activity Center

- Increased police presence -11
- Jobs/businesses -11
- International center (stores, food (like the forum), and park or other community facility) -11
- Publix, Kroger, Wal-Mart, etc. -11
- Lighting -10

Group 3 Summary

Top Priorities by Character Area and Number of Votes

9. Summerour Middle School

- Connectivity to school and rec areas -8
- Park/Educational/Recreational Center -7
- Coordinate with Board of Education for development plans -7
- Use power line ROW to develop multi-use trail -7
- Redevelop Apartment complexes -5
- Arts and Cultural Center (old high school theater?) -0
- Infill along Price St -3

11. Jimmy Carter Blvd/Brook Hollow Activity Center

- OFS site and adjoining areas need a plan -8
- Connectivity between residential and OFS/commercial -8
- Gateway signage for community -8
- Restore "Historic Norcross" signs -8
- Off-freeway visual impact for visitors -8
- Variety of housing to support OFS and supporting businesses -1
- Gwinnett Village CID integration (signage) -6

12. Mitchell Street Neighborhoods

- Improved quality of life -9
- Code enforcement -9
- Landscaping in power line corridor -8
- Better transportation (foot and vehicular) -7
 - Connection to community
- Update existing housing stock -7
- Parks and sidewalks – "welcome mat to neighbors" -6
- More street lighting -4
- Better housing options -3

13. Beaver Ruin/Indian Trail Activity Center

- Eradicate long-stay hotels -7
- Safety for employees (people at large) -7
- Police patrols -7
- Preserve existing business environment (ex. CarMax) -5
- Code enforcement -5
- Recruit new businesses -4
- More office space -4
- Utilize access to I-85

Documentation of Written or Posted Comments
Feedback on Character Areas from Station Activity

Future Development Areas Station Activity Feedback														
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total Votes
	Atlantic/PIB	Medlock /PIB	Norcross HS	North Peachtree	Hopewell Woods	Buford/JCB	Town Center	Langford Industrial	Summerour MS	South Cemetery	JCB/Brook Hollow	Mitchell St	Beaver Ruin/Indian Trail	
Needs More Discussion Votes														
Yes	0	2	1	2	2	3	3	1	8	1	7	15	11	
Do You Agree with the Vision?														
Yes	5	6	3	4	3	2	4	5	3	2	4	6	2	
No	0	0	0	0	0	1	0	0	0	2	0	0	0	
What is Missing?														
More or better sidewalks	6	4	2	6	10	6	2	4	11	5	3	8	7	74
Better local transit access	3	2	3	2	5	4	3	4	9	0	2	9	5	51
Better regional transit access	1	0	0	0	3	5	5	1	2	0	9	4	5	35
Increased landscaping	3	4	5	0	5	8	5	12	8	9	5	10	6	80
Code enforcement	0	7	0	2	0	10	0	3	9	8	6	22	4	71
More stores	1	1	3	1	1	1	10	1	0	2	3	3	6	33
Bike trail	3	1	3	5	6	3	5	2	5	4	3	7	3	50
More housing options	1	1	1	1	5	5	4	2	3	0	1	3	2	29
Better connectivity between destinations	3	4	2	5	4	4	7	4	4	4	1	4	2	48
Park space	2	1	0	1	2	4	1	0	12	2	2	14	7	48
Increased police presence	1	9	1	2	2	6	1	5	5	6	13	15	8	74
Dining options	0	1	2	0	0	1	3	1	0	1	2	1	4	16
More jobs	6	3	0	0	0	1	3	2	2	1	2	3	8	31
Design standards	6	9	1	1	4	6	6	6	6	5	5	8	10	73
Youth facilities	1	1	2	1	1	1	2	4	7	4	2	6	6	38
Senior facilities	1	1	0	7	3	2	5	1	2	3	2	4	4	35
Family facilities	4	3	4	3	3	2	5	2	4	1	2	7	6	46
Better signage	3	6	2	1	0	5	5	4	2	2	2	4	4	40
Other:														
Extended Stay _____?		2												2
Education Improvements		1												1
Intersection improvements:														
Langford/N. Peachtree		2												2
Landmark Structure (not memorable)		1												1

Future Development Areas Station Activity Feedback														
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total Votes
	Atlantic/PIB	Medlock /PIB	Norcross HS	North Peachtree	Hopewell Woods	Buford/JCB	Town Center	Langford Industrial	Summerour MS	South Cemetery	JCB/Brook Hollow	Mitchell St	Beaver Ruin/Indian Trail	
Traffic Management during School in/out			1											1
Remove the Motels			1											1
Curbs				1										1
Sidewalk across RR on Holcomb Bridge					2									2
Craft Beer							1							1
Better Buford Hwy cross connections							1							1
Dog Park							1							1
Grocery Store							1			2	1		2	6
Liquor Store							1							1
Landscaping along RR							1							1
More Parking							1							1
Connect to Downtown								1						1
Entrepreneurial/small business hub								1						1
Street Lighting									1			2		3
Powerline Recreation Trail (Dirt Bikes, etc.)									1					1
Bus Stops are Dangerous									1					1
Utilize Cemetery as Park/History site										1				1
Build walls around power station (similar to downtown Atlanta)										1				1
Garbage												1		1
Should this character area be called something else?	Stripling Hills						Norcross Town Center	Norcross or Buford Industrial				Mitchell Road Parkway		

Additional Comments Provided on Character Area Comment Form

01 - Atlantic/Peachtree Industrial Boulevard

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Commercial stores

Other Thoughts or Comments - None

02 - Medlock/ Peachtree Industrial Boulevard

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Increased police presence
- Commercial stores and restaurants
- Street cleaning

Other Thoughts or Comments - None

03 - Norcross High School

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Wal-Mart
- Lights

Other Thoughts or Comments - None

04 - North Peachtree Street Neighborhoods

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

None

Other Thoughts or Comments - None

05 - Hopewell Woods

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

None

Other Thoughts or Comments - None

06 - Buford Highway/Jimmy Carter Blvd Activity Center

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Landscaping

Other Thoughts or Comments - None

07 - Town Center

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

None

Other Thoughts or Comments - None

08 - Langford Road Industrial Center

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- More jobs
- Lights
- Entryway
- Sidewalk

Other Thoughts or Comments - None

09 - Summerour Middle School

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Lights
- Code enforcement
- Youth center
- Landscaping
- Lighting
- Code enforcement

Other Thoughts or Comments - None

10 - South Cemetery Street

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

None

Other Thoughts or Comments - None

11 - Jimmy Carter/Brook Hollow Activity Center

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Police enforcement
- Street bones
- Lights
- Police presence

Other Thoughts or Comments - None

12 - Mitchell Street Neighborhoods

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- Stoplights and lights on the street
- Cleaner
- Move recycling center
- Wal-Mart
- Lights
- Cleaning the streets
- Police presence
- Code enforcement
- Lights
- More lighting
- Landscaping

Other Thoughts or Comments

- (Need) grocery stores

Character Area Vision Edits Provided*

Character Area Name: North Peachtree Street Neighborhoods

What would you change about the vision for this area?

1. Connect Cochran Drive and Valley Road
2. Sidewalk in NHills Oak Cove and Oak Terrace

**Please note that only one "Character Area Vision Edits" form was returned."*

13 - Beaver Ruin/Indian Trail Activity Center

What three key actions or steps do you think are needed to achieve the vision for this area? (if any)

- International shopping center
- Lights
- Sidewalks
- Wal-Mart
- Police presence
- Lights to make the city well-lit
- Street lights attached to power line poles
- International center
- Police presence
- More businesses
- International center (food store, Kroger)
- Cleaning the streets

Other Thoughts or Comments

- We need Wal-Mart, Kroger, and Publix.

Norcross Comprehensive Plan Update Summary of the Action Planning Workshop

City of Norcross Community Center

November 21, 2013, 6:30 PM to 8:30 PM

Overview

On November 21, 2013, the City of Norcross held the last of three workshops to support the update of the City's Comprehensive Plan. The Action Planning Workshop focused on collecting public input on key needs and opportunities that the City should pursue in the future as well as strategies to achieve core goals. The workshop had a work-out theme, complete with a warm-up, stretching, and group exercise prior to a cool-down and adjournment. An estimated 30 community members attended.

Meeting Agenda

- 6:30 Sign in & Warm-up Exercise
- 6:55 Group Stretching – Why Action Plan?
- 7:10 Group Exercise – Strategies Discussion
- 8:10 Cool Down – Reconvene
- 8:30 Adjourn

The meeting included three key activities.

- 1) A warm-up exercise in which attendees prioritized top needs and opportunities;
- 2) A brief presentation explaining the purpose of the day's workshop and the action plan as a key implementation piece of the Plan; and
- 3) Group discussions to identify key strategies to achieve community goals.



Warm-up Exercise



Strategies Discussion

A brief description of each of these parts of the meeting is summarized on the following pages, followed by comprehensive notes on pages 5-16.

Sign-in and Warm-up Exercise – Needs & Opportunities Review

Upon arrival, attendees registered their attendance and were invited to participate in a warm-up activity. Participants used dots to identify top needs and opportunities by substantive element of the plan. Each participant was given six sets of colored dots; each set had a different color that corresponded to a board for each of six elements of the plan: Population, Housing, Economic

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Development, Land Use, Transportation, and Community Facilities. Each board was organized by Strengths, Weaknesses, Opportunities, and Threats that had been identified in Steering Committee meetings. Attendees had four dots for each board for which they were guided to place next to the top needs and opportunities for each of the six elements.

Needs & Opportunities Results

The Needs and Opportunities review led to a broad spread of responses. Below are the needs and opportunities that received 9% or more of the votes under a given element of the plan. *Complete results are provided at the end of the summary.*

COMMUNITY FACILITIES AND SERVICES <ul style="list-style-type: none">• Strength Police Department (13%)• Opportunity Locate community facilities outside of downtown (13%)• Strength Parks (9%)	POPULATION <ul style="list-style-type: none">• Strength Highly engaged population (12%)• Opportunity Immigrant assimilation into American Culture (9%)• Weakness Limited contexts that engage all citizens (9%)• Weakness Disparity between newly annexed area and rest of city (9%)• Threat Failure to appeal to and capture millennial population (housing) (9%)	HOUSING <ul style="list-style-type: none">• Weakness Lack of local public transportation (13%)• Opportunity Transition from renting to owning all within Norcross (13%)• Strength Neighborhoods with walkability to stores and community resources (9%)• Weakness Lack of young professional housing (9%)
TRANSPORTATION <ul style="list-style-type: none">• Strength Location (11%)• Weakness Lack of bike lanes (11%)• Weakness Railroad crossing (9%)• Opportunity Access to match money for project funds (9%)	ECONOMIC DEVELOPMENT <ul style="list-style-type: none">• Weakness Limited fiber optics/high speed internet (10%)	LAND USE <ul style="list-style-type: none">• Threat Perception of poor schools (11%)• Strength City's financial stability (10%)

Group Stretching – Why Action Plan?

After the warm-up exercise, community members were welcomed by Community Development Director, Chris McCrary. Jim Summerbell, Jacobs' project manager, then gave a brief overview of the meeting goals, project schedule, and progress to date, including outcomes of public and stakeholder engagement activities. Amanda Hatton briefly highlighted the results of the Community Survey carried out in October and November. Approximately 160 people participated. A summary report of results is forthcoming. This was followed by a short presentation on what the updated Comprehensive Plan will contain and why the “action plan” is an important part of it. The plan will build off the City’s ongoing planning efforts. There are many ongoing or proposed projects already identified or underway.

Group Exercise – Strategies Discussion

After the presentation, attendees joined one of three small groups to identify and prioritize key strategies to achieve draft overarching goals for the Comprehensive Plan. Each group focused on three of five goals. Twenty minutes of discussion were allotted for each goal.

- Discussions began by attendees writing strategies on index cards.
- Each group then discussed the strategies that were developed and added them to an overall decision tree for how the goal should be best accomplished in the future.
- Drawing paper, markers, index cards, and tape were provided for each group to identify strategies and create a visual depiction of how those items relate.
- Each group's aim was to narrow down to the key strategies for each overarching goal and to begin identifying action items under each of those strategies.

DRAFT GOALS

1. Continue to Define Norcross' Sense of Place
2. Continue to Strengthen Norcross as a Livable and Safe Environment
3. Increase Opportunities for Travel via Different Modes within and Outside Community
4. Further the City's Tradition of Strong Leadership and High Level of Quality Services
5. Maintain a Vibrant Economy and Continue to Facilitate Job Growth

Strategies Results

Top strategies for each goal, by group, are highlighted below.

	Group 1 – Facilitated by Jim & Kyle	Group 2 – Facilitated by Wade & Joe	Group 3 – Facilitated by Amanda & Arelis
1. Continue to Define Norcross' Sense of Place	<ul style="list-style-type: none"> • Community hubs • Defining gateways to the city • Historic character • Volunteerism • Streetscapes 	<ul style="list-style-type: none"> • Increase citizen engagement • Build off energy/character of Downtown • Connect the different parts of the city • Diversify transportation opportunities 	<ul style="list-style-type: none"> • Security • Provide more recreational resources • Gateways • Improve transportation for pedestrians and cyclists • Create a Cultural Center
2. Continue to Strengthen Norcross as a Livable and Safe Environment	<ul style="list-style-type: none"> • Lifelong communities • Visible police force with healthy community interactions • Code enforcement • Additional parking • Continue and increase sustainability initiatives • Parkland • Walkability 		<ul style="list-style-type: none"> • Housing and housing assistance • Improve rental housing stock • Preserve the cultural and historic traditions of Norcross • Make sure people know about the services offered by the city • Security • Help regulate utilities

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	Group 1 – Facilitated by Jim & Kyle	Group 2 – Facilitated by Wade & Joe	Group 3 – Facilitated by Amanda & Arelis
3. Increase Opportunities for Travel via Different Modes within and Outside Community	<ul style="list-style-type: none"> • Greenways • Safe bike lanes • Bring rail here • Bus to MARTA 	<ul style="list-style-type: none"> • Expand local public transportation options • Improve and create multi-use paths • Improve pedestrian and bike facilities • Plan for long-term regional transit connections 	
4. Further the City's Tradition of Strong Leadership and High Level of Quality Services	<ul style="list-style-type: none"> • Establish benchmarks to gauge outcomes • Integration of municipal and volunteer organizations • Maintaining services • Retain quality professionals in all departments • Outreach for specific skillsets • Public education of city services and strategies 	<ul style="list-style-type: none"> • Ensure that City is involved in regional discussions and activities • Continue to run City like a business (balanced budget) • Continue intergovernmental coordination • Create opportunities for civic leadership development among citizens 	
5. Maintain a Vibrant Economy and Continue to Facilitate Job Growth	<ul style="list-style-type: none"> • Infrastructure • Zoning incentives • Mentor high school and college grads • Living and working within Norcross 	<ul style="list-style-type: none"> • Further City's reputation as a high tech hub • Diversify housing mix • Encourage mixed use and catalyst developments (brand name retailer, restaurant, landmark destination) 	<ul style="list-style-type: none"> • Education • Promote existing Norcross businesses • Provide financial incentives • Maintain good quality business buildings • Ensure a strong community

Reconvene and Adjourn

Attendees reconvened at the end of the meeting. Jim Summerbell provided final commendations, reminding all of next steps. Attendees were invited to review the discussion outcomes of the three groups. The meeting adjourned just after 8:30 pm.

APPENDIX: Detailed Workshop Notes

Needs & Opportunities Review

Community Facilities and Resources		
Strengths	Votes	
CID	2	4%
Parks	5	9%
Police Department	7	13%
Code enforcement	4	7%
City leadership	2	4%
City Council	2	4%
City is run as a business	3	5%
Integration of Leadership (elected and non-elected)	2	4%
Quick responses to local street issues	0	0%
Strong financial resources	0	0%
Existing facilities (City Hall, Community Center, etc.)	1	2%
Weaknesses	Votes	
Lack of IT resources	1	2%
Lack of fiber optics	3	5%
Limited accessibility to concentrated city facilities	2	4%
Opportunities	Votes	
Enhance fiber optic network	1	2%
Locate community facilities outside of downtown	7	13%
Provide wireless network in public spaces	2	4%
Educate community on the costs of services/facilities	3	5%
Threats	Votes	
Limited electrical network	1	2%
Storm-water infrastructure is aging	4	7%
Maintenance of additional facilities	1	2%
Increased maintenance obligations	3	5%
TOTAL VOTES	56	100%

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Population		
Strengths	Votes	
Diversity	3	5%
Youth of population	0	0%
Balance of age groups	1	2%
Highly educated	1	2%
Not over-populated (city services provided are in proportion to current pop levels)	2	3%
Highly engaged population	8	12%
Weaknesses	Votes	
Limited contexts that engage all citizens	6	9%
Disparity between newly annexed area and rest of city	6	9%
Transient population	1	2%
Stereotypes	1	2%
Opportunities	Votes	
Increased bilingual abilities by offering Spanish and other foreign language classes	5	8%
Job opportunities	5	8%
Great school system	3	5%
Marketing/PR to promote great schools, programs, etc.	0	0%
Create a greater sense of community	3	5%
Places and programs that engage youth	1	2%
Promotion of private/non-profit events and programs	0	0%
Millennial (18-33) resources (housing, etc.)	1	2%
YMCA	0	0%
Connect volunteers with community needs (i.e. Hands on Atlanta)	2	3%
Immigrant assimilation into American Culture	6	9%
Social Media to reach all levels of population	0	0%
Utilize technology (hard copy, email, internet, et al.)	1	2%
Increase population engagement (i.e. voting turnout)	0	0%
Threats	Votes	
Providing the right resources to support an aging population	3	5%
Funding to provide programs for population	1	2%
Nowhere to engage people	0	0%
Failure to appeal to and capture millennial population (housing)	6	9%
TOTAL VOTES	66	100%

Housing		
Strengths	Votes	
Downtown core	3	5%
Neighborhoods with walkability to stores and community resources	6	9%
Strong planning and zoning core of city	2	3%
Annexed area has been "cleaned up" due to code enforcement	3	5%
Weaknesses	Votes	
Limited zoning regulations outside downtown	1	2%
Lack of local public transportation	8	13%
Limited, quality rental housing	3	5%
Lack of young professional housing	6	9%
Opportunities	Votes	
Remodeling of older housing	2	3%
Redevelopment of some areas	4	6%
Infill development	1	2%
Tools to support desired housing	0	0%
Hubs of activity to support residential areas outside downtown	5	8%
Leverage public investment to spur private investment	5	8%
Transition from renting to owning all within Norcross	8	13%
Threats	Votes	
Funding	2	3%
Reliance on private sector to move forward	5	8%
TOTAL VOTES	64	100%

Transportation		
Strengths	Votes	
Traffic counts on major arterials	0	0%
Location	6	11%
Sidewalks/walkability	1	2%
Strong and effective taxi service	0	0%
Easy to get around with alternate routes	2	4%
Partnership between CID and City addressing transportation needs	4	8%
Implementation of Safe Routes to School Program	2	4%
City is competitive for grant money	2	4%
		0%

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Transportation		
Weaknesses	Votes	
Speeding on Holcomb Bridge and North Peachtree	0	0%
Cut-through traffic	0	0%
Dangerous intersections	4	8%
Railroad crossing	5	9%
Accidents on Buford Hwy and Beaver Ruin	2	4%
Lack of bike lanes	6	11%
		0%
Opportunities	Votes	
Access to match money for project funds	5	9%
Traffic calming	4	8%
Round-a-bouts	0	0%
Development of a bike and pedestrian plan	3	6%
LCI funding for bike and pedestrian plan	2	4%
Preserve excellent traffic flow	0	0%
Promote the #10 bus connection to MARTA	2	4%
		0%
Threats	Votes	
Conflict between Georgia Power and City over easement trail	4	8%
Expensive rights-of-way for bike facilities	4	8%
TOTAL VOTES	53	100%

Economic Development		
Strengths	Votes	
Residential markets picking up	2	3%
More activity/people	0	0%
City has dedicated economic development staff	4	7%
Fortune 500/1000 Companies	1	2%
Opportunity zones	0	0%
SPLOST	2	3%
Gwinnett Chamber of Commerce	0	0%
SW Gwinnett Chamber of Commerce	0	0%
Numerous mid-tier companies	0	0%
Diverse workforce to meet employers' needs	4	7%
Diversity	0	0%
Location	1	2%
MEAG/Norcross provides electric power	1	2%
Favorable business environment (one stop shop)	0	0%
Entrepreneurship	0	0%
Gwinnett Village CID	3	5%

Economic Development		
Intergovernmental coordination	1	2%
Weaknesses	Votes	
Limited fiber optics/high speed internet	6	10%
Cost of redevelopment/assemblage of parcels	0	0%
Auto-orientation of Buford Highway	4	7%
Opportunities	Votes	
Economical Buford Highway Redevelopment	4	7%
Long-term preservation of City's historic assets	1	2%
Promotion of Historic Norcross	0	0%
Development around Lillian Webb Park	2	3%
Partnering with local schools/technical colleges	2	3%
Lifelong communities	2	3%
Cultural plan	0	0%
Partnerships	0	0%
International hub	1	2%
City's website	0	0%
Increasing the arts to attract the creative class	5	8%
Cemetery area as industrial/logistics hub	0	0%
Threats	Votes	
Perception of safety	3	5%
Someone else doing it first	0	0%
Schools	3	5%
Mis-identification of areas around Norcross as part of the City	2	3%
Limited inventory (land/buildings)	4	7%
Competition from other communities in metro area	1	2%
TOTAL VOTES	59	100%

Land Use		
Strengths	Votes	
Location (near Atlanta)	4	6%
Infrastructure	0	0%
Planning vision	5	7%
Property values increasing	1	1%
Good mix of residential/commercial	2	3%
Strong transportation corridors	0	0%
Energy/vitality of community	1	1%
Authentic downtown center	4	6%

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Land Use		
City's financial stability	7	10%
Public safety and security	4	6%
Weaknesses	Votes	
Lack of redevelopment on Buford Highway	5	7%
Difficult to assemble parcels	0	0%
Extended stay hotels	1	1%
Inequality of property values north/south of Buford Highway	1	1%
Lack of city-wide design standards	1	1%
Not much vacant land, redevelopment required	1	1%
Need for additional facilities	0	0%
Four lane road (Buford Highway) splits community	3	4%
Public transit provides accessibility to other areas	0	0%
Opportunities	Votes	
Smart code in place of traditional code	0	0%
Leverage new school development	1	1%
Parking deck/library	5	7%
Downtown entertainment	1	1%
Gateways	1	1%
Leverage entertainment interest at OFS site	4	6%
Low cost housing	1	1%
Attract new grocery store(s)	4	6%
Regional storm water management facility	1	1%
Support for tech related business park in Peachtree Corners	0	0%
Threats	Votes	
Environmental concerns on parcels	2	3%
Perception of lack of safety	2	3%
Perception of poor schools	8	11%
Resistance to change	0	0%
Expansion pressure from neighboring communities	1	1%
TOTAL VOTES	71	100%

Strategies Discussion

GROUP 1 NOTES

1. Continue to Define Norcross' Sense of Place:

- Community Hubs
 - Parks
 - Social
 - Schools
 - Athletic
- Defining Gateways to the City
 - Annexed area
 - Historic Areas
 - Architecture
 - Signage
- Historic Character
 - Zoning
 - Incentivizing private ownership to maintain
- Volunteerism
 - IT Database
 - Coordination
 - Finding people to be helped
- Streetscapes
 - Lighting
 - Landscaping
 - Benches
 - Banners
 - Expand Downtown?

2. Continue to Strengthen Norcross as a Livable and Safe Environment:

- Lifelong Communities
 - Zoning for granny House/Flat
- Visible Police Force with Healthy Community Interactions
 - News Letters
 - Continue and enhance Police outreach programs
- Code Enforcement
 - Increase Staff vs. expect more
 - ID Volunteering Opportunities
- Additional parking without compromising water and environmental qualities
 - Pervious Pavements
 - Low Impact Development Standards
- Continue and Increase Sustainability Initiatives
- Parkland
 - Park Plan Implementation
 - Communicate Public on Value
 - Ownership of Stream Buffer Zones
- Walkability

- Across Rail lines
- Safe Routes to School

3. Increase Opportunities for Travel via Different Modes within and Outside the Community

- Greenways
- Safe bike lanes
- Bring Rail here
 - I-85
 - Supporting Services
- Bus to MARTA
 - Bus #35

4. Further the City's Tradition of Strong Leadership and High Level of Quality Service

- Establish Benchmarks to Gauge Outcomes
 - Measure Outcomes
 - Baseline Data
- Integration of Municipal and Volunteer Organizations
- Maintaining Services
 - Website
 - GIS
 - Databases
- Retain Quality Professionals in All Departments
- Outreach for Specific Skillsets
- Public Education of City Services and Strategies
 - Communication of Vision
 - Tell Success Stories

5. Maintain a Vibrant Economy and Continue to Facilitate Job Growth

- Infrastructure
 - IT infrastructure
 - Stormwater
- Zoning Incentives
 - Stormwater Management
 - Density
- Mentor High School and College Grads
- Living and working within Norcross
 - Upscale Rentals
- Support, develop, and promote schools
 - Continued education classes
 - Excel, Word, Basic Programs
- Economic Development Strategic Plan
 - To show expectations

GROUP 2 NOTES

1. Continue to Define Norcross' Sense of Place

- Lilian Webb Park / Galloway Point
- Historic Town / small town sense/feeling
- More large events
- Develop areas adjacent to Lillian Webb Park from Buford Hwy up to the top of the park with facilities and businesses that attract all citizens and visitors
- Railroad station
- First city out of the loop (I-285) on I-85 North
- Encourage more citizens to engage with the city
- We don't want to become just an obstacle to people traveling through
- Increase the mobility options for moving within the city
- Get more people involved in citizen boards & events
- Develop tech savvy environment
- Redevelop Buford Hwy into boulevard area
- Integrate parts into one city
- More creative/unique events
- Expand sense of community into multiple connected communities
- Align activities & events with Peachtree Corners City
- Restaurants

3. Increase Opportunities for Travel via Different Modes within and Outside the Community

- Bus transit is an interim solution, offering quick return on investment. But trains are the long term solution
- Increase MARTA or public transportation to MARTA
- Local public transportation
- Golf cart trails
- Golf cart lanes or electric car lanes "small vehicles"
- Wayfinding signage / identifiable landmarks
- Clean energy transportation opportunities
- Build better pedestrian and bike paths w crossing that allow for recreation and shopping via these means
- Ideally, create a community where car ownership is a choice, not a necessity
- Figure a way to provide more bike lanes
- City install compressed natural gas filling station in partnership with private investment
- Shuttle among local shopping areas
- Transport service for senior citizens

4. Further the City's Tradition of Strong Leadership and High Level of Quality Service

- Encourage mayor and council members to assume leadership roles for Gwinnett County & the Metro Atlanta Region
- Encourage businesses that keep our citizens doing business locally
- Maintain the balanced budget way of doing business. This is a bragging right in today's economy
- Continue "business" ran city

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- Continue great customer services from top down
- Make our development for our community's needs, but not conflicting with surrounding communities plans
- Don't be too quick to remove businesses that don't "fit" into a neighborhood
- Involve residences in more community involvement
- Outreach to surrounding communities
- Increase citizen engagement
- Promote city leadership's participation on boards, committees that benefit the region
- Increase tech ability (city-wide wireless)
- Advertise to the citizens the great work the city, its employees, its volunteers on boards, and committees do
- Change city charter to allow 4 year terms for elected officials
- Have police, fire, electric reach out more to Norcross citizens
- Initiate performance measurements
- Encouraging people to get involved and run for office
- Take full advantage of SPLOST & hotel/motel tax funds
- Improve website
 - More interactive
 - Include GIS
 - App (iPhone)

5. Maintain a Vibrant Economy and Continue to Facilitate Job Growth

- Cluster similar businesses, such as car repair, entertainment, shopping, etc.
- More "key-hole" neighborhoods, with businesses on the main streets and homes behind them with a slender access lane
- Catalyst mixed use project to attract high quality business
- High density housing such as mid rises to attract young entrepreneurs/millennials
- Lots of free parking. While cars are the primary means of transit, free parking encourages shopping without time limits
- Local microbrewery
- Improve technical infrastructure
- Multi use facilities
- Improve community involvement
- Continue to develop city hub (historic downtown)
- Attract similar tech companies where workers can transfer their skills without moving their residence
- Encourage citizens to take more interest in the community
- Build brand name grocery store within walking distance of downtown
- Attract higher wage companies
- Motivate/push developers that have approved zoning and site plans to construct the homes
- Figure ways to take advantage of OFS site changes
- Foster technology innovation companies
- Support the Gwinnett Chamber of Commerce
- Work with Peachtree Corners on filling tech park and other regional opportunities
- Landmark attraction / like Space Needle / Gateway monument etc.

GROUP 3 NOTES

1. Continue to Define Norcross' Sense of Place

- Security
 - Visibility of streets
 - More street lights
- Provide More Recreational Resources
 - Public parks for families and individuals
 - Recreation center where the community can hang out
 - Rec centers for youth and families
- Gateways
 - Billboards to promote the city
 - Locate signage at the entryways into the Norcross city boundaries
 - Signage that is large enough that you can see it
 - Gateway that is very visible
- Improve Transportation for pedestrians and cyclists
 - Improve school routes – better paths/trails (sidewalks) on Beaver Run for example
 - Implement development plan for the safety of bikes and crosswalks
 - Buford Highway – corridors, sidewalks/lanes (bikes), crosswalk bridge
- Create a Cultural Center
 - Create another cultural center in the city like Historic Downtown
 - Create a training and recreational area at a new cultural center
 - Create civic center with a variety of activities for children and youth

2. Continue to Strengthen Norcross as a Livable and Safe Environment

- Housing and Housing Assistance
 - Accessible funding to redevelop living conditions of aging homes that exist within Norcross
 - Funding to rehabilitate aging homes
 - Community loans
 - Affordable housing to empower people to purchase their homes
 - Housing community/homes for seniors 60 years and older
- Improve Rental Housing stock
 - Improve existing apartment structures
 - Require/encourage apartment building owners to update/remodel the buildings
 - Ensure that renters take good care of their housing
- Preserve the cultural and historic traditions of Norcross
- Make sure people know about the services offered by the city
- Security
 - Increase monitoring services
 - Increase the amount of police to make the city safer
 - Strengthen public safety
 - Create a safe environment in all neighborhoods
 - Hire more police
- Help Regulate Utilities

- Street lighting
- Better regulate water rates, electricity and gas
- Supervise water, electricity and gas rates – they are very high.

5. Maintain a Vibrant Economy and Continue to Facilitate Job Growth

- Education
 - Promote professionals in the economy
 - Provide business classes
 - Educate people to start their own business to help the city to grow
 - Provide lower taxes for new businesses for a set period of time
 - Create new schools for adults and Hispanics
- Promote Existing Norcross Businesses
 - Promote the civility of workers
 - Promote local businesses
- Provide Financial Incentives
 - Provide loans to purchase small businesses and homes
 - Provide loans to open new businesses
 - Provide funding for educational loans
- Maintain good quality business buildings
- Ensure Strong Community
 - Facilitate and prioritize community
 - Develop foundations to help the community



Small groups discuss strategies for achieving community goals

Norcross Comprehensive Plan Update

Summary of Open House

City of Norcross Community Center

February 6, 2014, 6:30 PM to 8:00 PM

Overview

The City of Norcross held an Open House on February 6, 2014 to present key aspects of the draft Comprehensive Plan to the public and collect input prior to the plan's transmittal for regional and state review. The Open House followed a series of three community workshops; each of which focused on unique aspects of the plan. Approximately 45 people attended.

Meeting Format

- 6:30 Sign-in & Open House
- 7:00 Brief Presentation & Questions/Answers
- 7:30 Reconvene Open House
- 8:00 Adjourn

The meeting was informal in nature. Several items were on display throughout the room. Display highlights included the following:

- 1) New Future Development Map and character area descriptions
- 2) Interactive Live-Work map
- 3) Interactive Character Area naming activity
- 4) List of community-based Priority Needs and Opportunities by substantive element of the plan
- 5) List of a key actions from the Short Term Work Program (by substantive element of plan)

Jim Summerbell, Jacobs's project manager, gave a brief overview presentation of the planning process and draft plan at 7pm. The presentation was followed by question/answer session. Attendees were invited to review the draft plan, which was posted to the City's website and submit comments to the project team. Comment forms were available for written comments.

Notes from this group discussion and other comments collected at the Open House are documented below.



Discussion during informal Open House



A brief overview presentation was followed by a group questions and answers session

Live Work Map

Upon arrival comment members were asked to place red (work) and green (live) dots on a Norcross location map to indicate where they live and work. The majority of those that participated indicated that they live or work west of Buford Highway, although some attendees indicated that they had an affiliation with the east side of the community.



Live Work Map input

Character Area Naming Activity

Meeting attendees were invited to provide alternative names for the character areas provided in the draft plan. An interactive station was set up to facilitate this activity. Participants provided draft names on post-its and placed on corresponding character area table display. The following input was collected:

Existing Character Area Name	Renaming Ideas
01. Atlantic/Peachtree Industrial Boulevard	<i>Peachtree Industrial Gateway</i>
02. Medlock/Peachtree Industrial Boulevard	<i>University District</i>
04. North Peachtree Street Neighborhoods	<i>Chastain Park</i>
07. Town Center	<i>Historic Norcross (provided twice)</i>
09. Summerour Middle School	<i>East Norcross</i>
11. Jimmy Carter/Brook Hollow Activity Center	<i>OFS</i>
12. Mitchell Street Neighborhoods	<i>Mitchell Road Neighborhoods</i> <i>East Norcross</i>

Questions/Answers

Following an overview presentation, attendees were invited to ask questions and provide comments on the draft plan.

Record of Group Comments (C), Question (Q), and Responses (R)

C: A long term priority of the City is facilitating an environment conducive to supporting light rail near I-85.

Q: What is light rail like?

R: A brief description was provided. Light rail is less intense and expense then heavy rail

D: The Gwinnett Village Community Improvement District (CID) has invested \$0.5 million in studying light rail for the corridor, but light rail is at least 10-15 years away, depending on funding availability.

Q: Is the Comprehensive Plan Update mandatory and who funded it?

R: Yes, it is required by the state of Georgia and was funded by the City of Norcross.

Q: The population is 48 percent Hispanic. How involved was the Hispanic community in development the plan?

R: Representatives from the Hispanic community were included on the Steering Committee. Additionally, about half of workshop attendees represented this subgroup of the community.

Q: What is the economic development strategy for Buford Highway?

R: The strategy is largely influenced by the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan and the City's existing overlay district for the corridor.

Q: What will happen with the Plan if QuikTrip locates at Holcomb Bridge Road and Peachtree Industrial Boulevard, a major gateway to the city? Is something being incorporated in the Comprehensive Plan Update to better regulate this area of the city in the future?

R: The current development proposal at this location is not consistent with the City's vision for the area, which is laid out in the City's existing Future Development Map and 2030 Comprehensive Plan. The proposal is being reviewed and will be acted on by the City's Planning and Zoning Board and Mayor/City Council. The Comprehensive Plan Update makes recommendation to add an overlay district to main city corridors to control for desired development and design and address items like this in the future.

C: There is nothing to protect the City's historic properties from demolition in the current City code.

R: Although the Architectural Review Board has been very active in influencing design within the historic area under the guidance of local regulations, there is not a formal historic district. The Plan recommendations include a recommendation to implement a Preservation Review Board and local historic district. *A comment was made that historic district boundaries are laid out in the Town Center Livable Centers Initiative.*

Q: Do LCIs fall under the umbrella of this study?

R: Yes, all LCIs and recent studies have been reviewed as a part of the planning effort. The planning team has done its best to include recommendations of those plans.

Q: Were changes in the City's housing stock as a result of annexation reviewed as a part of the planning effort?

R: Yes, when data was available, a comparison of the recently annexed area and the City's pre-annexation area is made. Community members can find detailed technical data in the appendices, including that for housing.

Q: How is density addressed in the plan?

A: The Future Development Map encourages higher density areas at strategic nodes of the city that are envisioned as community activity hubs, such as Jimmy Carter Boulevard and Buford Highway. These recommendations are consistent with previous LCI and other studies completed by the City. Lower density areas are also preserved in the plan, including several of the City's existing single family neighborhoods.

Other Comments Collect

The following comments were collected during one-on-one discussion between attendees and planning staff or via comment forms available to all attendees.

- The C-2 zoning is too broad. The zoning covers every type of business from a flower shop to a tattoo parlor. This designation should be segmented in order to better control the designations of the Comp Plan.
- The City needs to improve its public notification efforts as they relate to rezoning. Most jurisdictions like Gwinnett County send out letters to adjacent property owners, but Norcross only does it if the rezoning is city initiated.
- Thank you for showing the Comprehensive Plan. We are enthusiastic about the continuation of Historic Norcross and its connection to the areas surrounding. Where vision meets action and a time line, we are interested.
- Regarding Future Development Map/Character Areas – Excellent; building the Norcross brand.
- Regarding Housing Priorities and Actions – Residential neighborhoods need to be completed.
- Along major transit corridors (namely Buford Highway), the City's code of ordinances should require or encourage site design that places parking in rear of building. Doing so provides a more conducive environment for transit and walking and also meets regional goals.
- It was noted that activity hubs did not seem to address school zones within the city. The plan should consider these areas as opportunities for activity centers as well.
- Local shuttle service could provide an opportunity to connect different areas of the city and should be further explored by the City.
- The Plan should provide recommendations for enabling children to bike in the downtown area.
- In the past, the City's code enforcement efforts have been too-heavy handed in some of its residential enforcement. The City should be careful that it is not overly negative in its enforcement of the code.

Norcross Community Survey Results

Survey Background

The City of Norcross carried out a community survey in fall 2013 to support the five-year update to the City's Comprehensive Plan. Community members participated in the survey online or via hard copies available at City Hall, the Norcross Branch of the Gwinnett Public Library System, and at select businesses. The survey asked questions about existing conditions in the community as well as improvements needed now, in the short-term (next 5 years), and long-term (next 20 years). *Input from the survey will help inform the update of the community goals, needs and opportunities, and community work program for the 20 year planning period.*

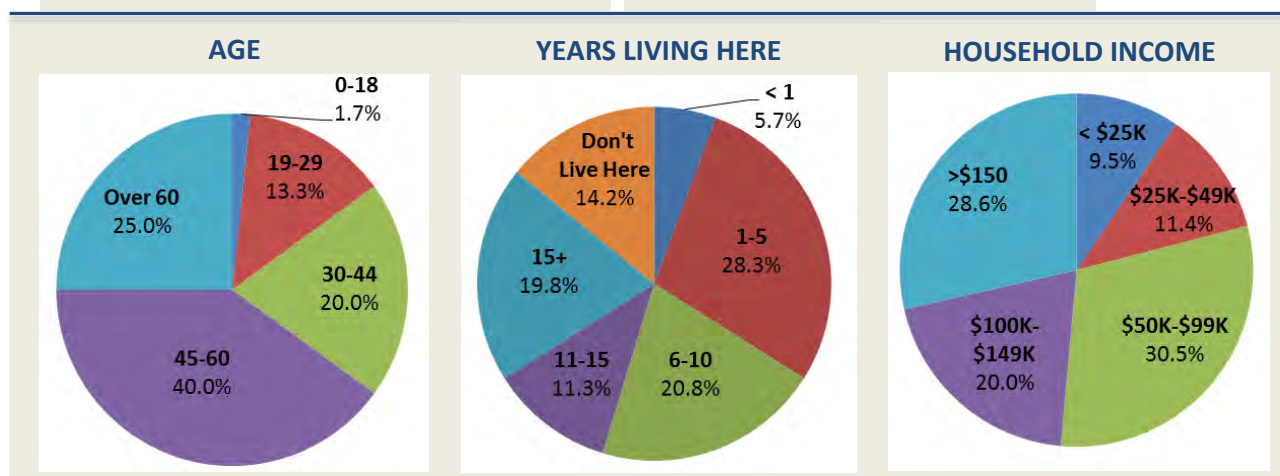
Who Participated

The survey was available in Spanish and English and open from October 23 to November 18: 156 community members participated; 21% of those participated in Spanish. Participants varied in age, time living in Norcross (if residents), and household income. While the survey was optional, the demographic data indicates that a good mix of community members participated.¹

- Participation was greatest among people age 45 and older (65%), those with a household income at or above \$50,000 (79%), and homeowners (78%).
- The majority of participants are residents of Norcross (82%). A third (33%) work in the Norcross; 12% are Norcross business owners; and 8% indicated they live nearby.

TENURE – 78% homeowners, 22% renters

GENDER – 47% female, 53% male



¹The City of Norcross population is approximately 61% homeowners, has a median household income of \$49,200 (American Community Survey, 2007-2011), is 49% female, and has an average age of 32 (2010 US Census). The average survey participant was older, had a higher household income, and a greater likelihood of being a homeowner when compared with the overall Norcross population.

Norcross Today

Participants responded to questions about their current experiences in Norcross: what they liked most about the city, how easily they could meet daily needs, and what may be lacking.

Top 5 Qualities/Characteristics of Norcross

Community members were asked to select the top five qualities that they like most about Norcross. The characteristics that participants most often selected were location, downtown center, parks and community spaces, and community events. These responses indicate that the strategic location and community character and community spaces are some of the key assets of the area. Written responses (something else) included recycling, small town feel, walkability, and most often, the strong sense of community.

Characteristic	% of responses
Location	66.9%
Downtown center	66.2%
Its parks and community spaces	61.0%
Community events	57.4%
Family friendliness	42.6%
Police service	39.0%
Easy to get around	29.4%
Cultural diversity	26.5%
Strong City leadership	22.8%
Access to jobs	20.6%
Quality of schools	16.2%
Value/cost of real estate	14.7%
Something else (please specify)	6.6%

Meeting Daily Needs

Participants were asked to identify how well they are able to meet day to day needs in Norcross. A scale of 1 to 10 was given, with 1 being “do not meet daily needs here” to 10 being “meet all my daily needs here”. The average of all responses was 7.14, indicating that most participants are able to accomplish a variety of their daily activities in the city.

Lifelong Communities

Participants were asked whether Norcross offers enough services and amenities to accommodate the needs of all age groups. The result was mixed: 54% said yes – it does offer enough services/amenities to accommodate all age groups, while another 46% said no – it does not. When asked to explain what was missing, the following responses were most often provided.

If you selected “no,” what is missing?

Quality elementary schools

Senior living and housing options for empty nesters

Nearby services (grocery store, medical needs) that are walkable

Entry level housing for young professionals

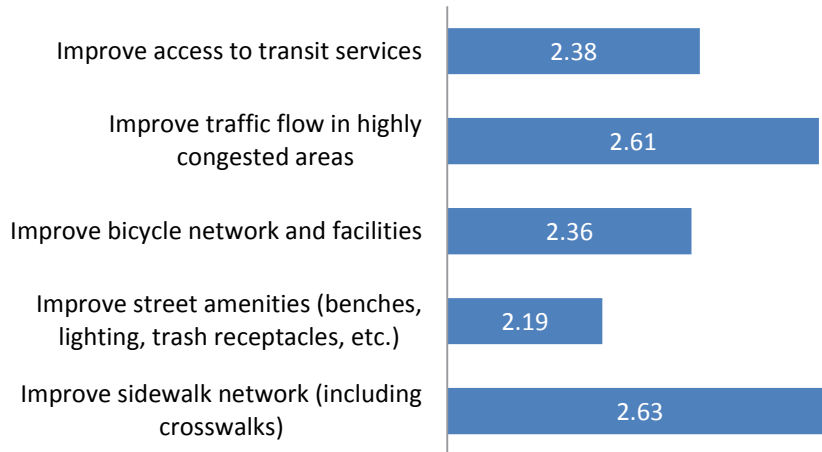
Grocery store

More alternatives to driving – public transportation and sidewalks

Places of interest for youth and young professionals

Transportation Priorities

Participants identified what level of priority should be given to a list of pre-identified transportation priorities on a scale of one to three with three being a high priority and one being a low priority. While all priorities fell into the medium or high priority range, improving the traffic network and improving traffic flow received the highest priority rankings at 2.63 and 2.61, respectively.

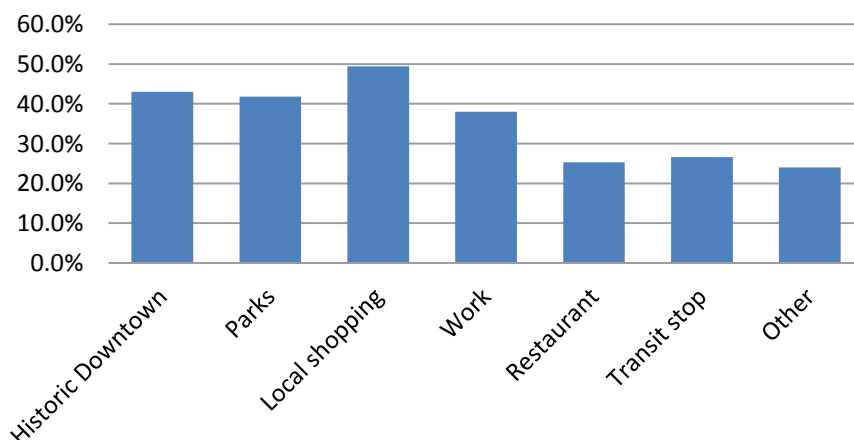


Pedestrian/Bicycle Priorities

Participants were asked to identify places they would like to bike or walk to but are unable to get to via foot or bike currently. The top responses were local shopping, historic downtown, and parks (each selected by 40% of participants). These were closely followed by work (selected by 38% of participants). People that selected “other” typically provided comments on overall walking/biking routes in the city.

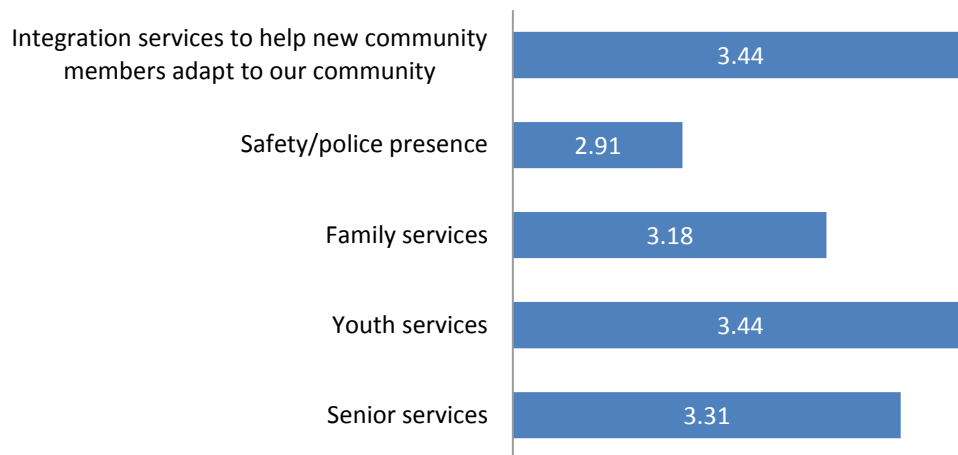
Representative comments include: the railroad crossing in downtown is unsafe for pedestrians; traveling east/west in the city across Buford Highway is very unsafe; and bikers and runners need safer routes in neighborhood areas. A couple people commented that they would like to be able to bike to a neighborhood market or grocery store.

Which of the following places can you not currently bike or walk to but would like to bike or walk to if the bike/pedestrian network was improved?



Community Services

One goal of the survey was to better understand community services that could be improved. To this end, a question was asked regarding the degree by which improvements are needed to a mix of services that support the population. For each area, participants could select a number from 1 to 5, with 1 being improvements not needed, 3 being improvements somewhat needed, and 5 being improvements definitely needed. The responses to all indicated that some improvements are likely needed in all areas and that improvements are most needed to youth services and integration services to help new community members adapt to our community.



Norcross as a Residential Community

Participants were asked about their housing concerns from a series of pre-identified topics. The greatest concern is transient housing (39%) followed by lack of maintenance or code enforcement (30%). The next two top concerns are limited senior housing options (27%) and incompatible housing (24%).

Topic	% of responses
Transient housing	38.7%
Lack of maintenance or code enforcement	30.3%
Limited senior housing options	26.9%
Incompatible housing (lack of uniform character and design on a street)	23.5%
Low homeownership rates	19.3%
None, I am happy with our housing options!	19.3%
Not enough affordable housing	16.0%
Lack of housing mixed among other land uses	14.3%
Overcrowding	11.8%

Norcross Tomorrow

A series of questions asked participants about their future relationship to Norcross and vision for the city, including what priorities they would like to see the city pursue in the future.

Community members were asked if they plan to live in Norcross in 20 years.

88% said yes. If no, reasons for planning to move? Lack of quality public schools, a need to clean up Buford Highway, and a mix of personal reasons.

Top Three Priorities in Next 5 Years

Participants were asked what should be the City's top three priorities for the next five years. Priorities tended to fall under one of ten topic areas. The below diagram illustrates these ten topic areas, with the dark blue circles representing those topic areas that received the greatest number of related responses – indicating that these areas are a higher priority for a greater number of participants. The lighter blue circles represent topics that received a notable number of, yet fewer related responses – indicating that these areas are important but of slightly lower priority to overall participants than the others identified. *A full list of responses is provided in the appendix to this summary.*



Infrastructure/Community Facility Improvement

Participants were asked what one infrastructure or community facility improvement they would like to see the City accomplish in the next five years. A broad variety of themes were introduced, some specifically related to capital improvements, others more broad-based goals for community enhancement. Responses fell into distinct categories, demonstrated by the below. *A full list of responses is provided in the appendix to this summary.*

Community Building	Community Facilities/Services	Transportation System	Land Use + Development
<ul style="list-style-type: none">•Inclusion with eastside of Buford Hwy•More community events	<ul style="list-style-type: none">•Parking•New library•Better schools•More park space•New community centers	<ul style="list-style-type: none">•Improved traffic flow•Bike and pedestrian facilities•Transit•Rail crossing improvements	<ul style="list-style-type: none">•Buford Hwy improvements•Addition of grocery store•Extend/enhance entertainment & dining

Norcross in 20 Years

Participants provided free form responses to question asking what they would like Norcross to be like in 20 years. A variety of responses were received; each is documented in the Appendix. Below are a handful of representative responses.

A town that remembers & respects its historic past by preserving buildings and character. But one that has grown to embrace the whole city and strives to bring all areas up to a higher level.

A culturally diverse, walkable town center that encompasses Buford Highway and brings bigger-box food merchants (Publix, Whole Foods) within the town circle. A more vibrant business community with currently fallow properties fully developed, a live-work adaptation to current 2nd floor and other office spaces, and an aesthetically-congruent expansion of office/residential space that encompasses the Buford corridor.

I would like to see re-development of underutilized areas. I would like to see the beauty of downtown spread to other areas.

Me gusta tal cual es ahora - I would like it to be like it is today.

A model city

Que siga progresando – To continue progressing

Appendix: Open-Ended Question Responses

This appendix contains all responses provided for the three open-ended survey questions. Each bullet indicates a response from a different community member. Duplicate responses were kept to demonstrate the level of priority those items have within the community.

What one infrastructure or community facility improvement you would like to see the City accomplish in the five years?

Community Building

- Inclusion with the East side of Buford Highway
- Add something that draws residents and visitors to the other side of Norcross.
- More events. Teenage group events.
- Better community gatherings.

Community Facilities/Services

Parking

- Parking structure
- Parking garage on the land purchased next to the community center.
- Parking deck
- Parking garage for downtown area
- Parking structure to include the library adjacent to Lillian Webb Park.
- More parking, until you do this you will never grow the city events or restaurants will not be able to grow either.
- Parking options

Library

- I am in favor of building a new library near Lilian Webb Park.
- Library in Historic Downtown
- Library in downtown.
- I would like Norcross to have more public libraries like this one [Gwinnet Norcross branch]

Schools

- School
- Schools. (It trumps everything.)
- Schools
- Train park for children
- Larger police station

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More Park Space

- Developing the park space between Holcomb Bridge Rd and Sunset.
- I would like to be able to use Johnson Dean Park.
- Transform Johnson-Dean land into an access able park for Norcross families to use for walking and other passive activities.
- Child park east of Buford highway
- Additional parks and green spaces on east side of Buford Hwy.
- Commitment to developing and using the Parks Master Plan as a GUIDE, not necessarily a Bible
- We need dog waste receptacles down Sunset Drive and back around near Dogwood Circle so badly!

Community Centers

- I would like to see us have a bigger community center so that more activities/events can be offered.
- A youth rec centers with organized sports
- Develop a downtown parking structure to support surrounding businesses and parks.
- Additional Parking
- I would like to see all of Norcross be more organized, cleaner, and provide more space for everyone.
- Open the welcome center on Saturdays.
- A senior center

Community Services

- Recycling
- Complete storm water drainage repair and upgrades defined by Gwinnett County in recently annexed areas.
- Free WiFi
- Fewer power outages.

Transportation

Traffic Flow & Road Design

- Traffic flow at Holcomb Bridge & Thrasher, & Holcomb Bridge & South Peachtree, AND Thrasher & Autry Street. There are TOO MANY drivers cutting through the historic district to get to/from Holcomb Bridge & Buford Highway.
- Rerouting of through traffic
- Traffic lights for traffic leaving sub-division and trying to enter Holcomb Bridge Road.
- Improvement traffic flow on Holcomb Bridge Road from Peachtree Ind. Blvd. to downtown Norcross.
- Mitchell Road needs a lot of improvements, with light and the road.

- Fix the streets
- Improve vehicular traffic on Buford Highway

Bike and Pedestrian Facilities

- Integrated walking/bike trails throughout the city that could link up to trails from other cities or the county.
- There are no crossings and sidewalks on both sides of Holcomb Bride Road at Olde Town Park Drive. We definitely need a light and a cross walk there. That is a heavily congested area.
- Bike/pedestrian network
- Sidewalks in areas in need of them.
- The base of a pedestrian and bicycle network
- Bike path network

Transit

- A MARTA station south of Jimmy Carter Blvd & Buford Highway. This would help with the high business vacancy rate in the area. MARTA transformed the Brookhaven area & could do the same for Norcross.
- MARTA connection
- Mass transit
- Transit and public transportation services
- MARTA buses

Rail

- Rail crossings and train noise. We have more crossings than we need and they should be reduced and the remaining crossing should be improved to safely allow the banning of airhorn use by trains. This will become a bigger issue as additional downtown housing brings more new residents into close proximity with all-night airhorns.
- Make railroad crossings more pedestrian friendly.
- Norcross, like Smyrna and Vinings, should be a silent crossing zone. The crossing at Autry should be closed; it deteriorates badly every year, or make the railroad do it right. Traffic enforcement during rush hours when out of towners race along Holcomb Bridge and Buford Highway.

Land Use/Development

- Buford Highway improvements
- Develop the land behind the Electric Building to be a walking trail park.
- I can't think of any other than the grocery market and I don't know that that qualifies.
- A supermarket
- Indoor performing venue for music like Eddies Attic or Duluth listening venue.

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- I would like to see Webb Park extended to Buford Highway to create a real visual statement of connectivity from the historic downtown to the Buford Highway corridor. I would like to see the entire Buford Highway frontage transition to more urban scale development with dense residential opportunities worked into a fabric of public space, commercial and office areas.
- Better Buford Highway and entrances to the city from 85.
- I'd like to see downtown shopping/dining extended.
- Openness to churches in the area

What should be the City's top three priorities in the next 5 years?

Economic Development/ Community Development

- Economic development of Buford Highway
- Improved access for creative class/new to the workforce
- Economic re-development
- Redevelopment
- Redevelopment
- Buford development
- Economic development
- Marketing
- More jobs
- Employment
- Encouraging redevelopment and mixed use development
- Attract additional businesses to complement the existing businesses and provide closer to Norcross shopping & services for all.
- Do away with car lots on Buford highway
- Increase retail in downtown Norcross. Similar to Downtown Roswell.
- Bring in retail improvements to offer more grocery and retail options and wholesalers like Wal-Mart, BJ's, Sams, etc.
- Clean up Buford Highway and Jimmy Carter
- Create a catalyst project to spur development around Lillian Web Park
- Annexation or property south of Jimmy Carter between Buford Hwy and I-85
- Making the downtown filled with repeat customer retail options and improving the restaurant quality and diversity
- A more vibrant nightlife in downtown Norcross
- Planning for future development of the overlay district
- Increased upscale business downtown with more variety. Market, boutique, Sushi, indoor music venue,
- Grocery store or general store within Downtown District
- Completing unfinished developments mentioned
- Buford Hwy
- retain professional employees
- Encouragement for developers to build housing suitable for seniors

- Developing areas that have been left due to the housing downfall -By the park, Autry street, Gaines, etc.
- Incentivizing a major grocery chain store to locate within walking distance of downtown Norcross.
- Downtown shops/restaurants thriving.
- Develop local downtown businesses
- Attract new business/restaurants
- More shops and restaurants in Historic Norcross
- More restaurant/shop development downtown
- Do not over build with poorly designed properties with too much density. Some horrible decisions in the past that went bankrupt for years
- Re-construction on Mitchell Road
- Recruit Business and fill vacancies
- Better Retail outside downtown
- Attracting other business - such as dance classes, karate classes, SAT prep classes - that generally requires parents to wait; therefore they may shop/eat in the area
- Better choices in downtown retail shops - not just high profit producing options
- More retail /restaurants
- Stronger DDA (financially and ethically) to attract more business development
- Develop around Lillian Webb Field
- Keep building codes and standards high. In the long run that's important.
- Develop standards for implementing green stormwater management into the urban area
- Finishing the housing and sidewalk improvements water and electric infrastructure improvements

Transportation Improvements

- Road repairs
- Traffic control, especially during special events
- Traffic through neighborhoods (2 cats were hit & killed by cars on a 25mph street in ONE month)
- Traffic
- Improve the sidewalk networks in all areas of Norcross and leading to downtown.
- Review traffic plan for commuters cutting thru downtown Norcross and current homeowner access during peak times.
- Bike/pedestrian network
- Make downtown a pedestrian only zone, at least after rush hour
- Getting that Norcross MARTA station built, but not in downtown Norcross
- Public transportation
- Public transportation
- Traffic
- Transportation
- Transportation
- Shuttle service within the city - from one end to other
- Railway pedestrian crossing safety
- Transportation
- Traffic
- Sidewalks

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- Bike / pedestrian plan implementation
- Traffic
- Traffic lights and speed bumps around residential areas.
- Walk/bike/run paths / pocket park exercise trail
- Develop a greenway connection to tie the new annexation area back to downtown.
- Walkability and Bikability
- Transportation
- More public transportation
- Slower speeds
- Pedestrian friendly
- Better lighting on the street ways
- Better light in the street
- Safety, more walkable community
- Adding more sidewalks and more pedestrian friendly street crossings
- Improve non automobile mobility throughout the city
- Sidewalks for easier, safer access to DT
- Getting more rail in Downtown area
- Create a network of bike trails throughout the city.
- Improve pedestrian right of way at rail crossings
- To provide wider sidewalks for biking, etc. throughout the entire city
- Improve railroad ditching out at Autry

Community Design & Character

- Tying downtown into Buford Hwy area
- Maintain Home Values
- Improve code enforcement
- Buford Highway
- Improve the look of the Buford Hwy
- Bring Buford Highway businesses & east of Buford residences up to a higher standard to make all of Norcross attractive to current and future residences.
- Clean up and help the new annex area feel as though they are a part of the City of Norcross
- Environmentally responsible beautification/public space
- Better appearance.
- Improvement of the Buford Highway gateway (streetscapes, pedestrian access, property redevelopment)
- Cleaning up Buford Highway from Jimmy Carter to Spalding
- Code enforcement that actually enforces code
- Keeping high levels of maintenance on the historic origin of the neighborhood
- Historic Norcross Side Street Improvement (Autry/Thrasher/West Peachtree) VERY Active Side Streets.
- Cleaning up Buford Highway- too many car lots, businesses that are ethnic-focused
- Improved appearance of the Buford Hwy and Mitchell Rd areas
- Overall appearance, tree plantings

- Code Enforcement needs to improve
- Code enforcement
- Keeping Norcross, and the downtown especially, an attractive destination
- Make areas on the other side of Buford Highway more attractive
- Code enforcement in annexed area
- Historic preservation district
- Keep the "old time" character of downtown
- Street landscaping; the look of Norcross from all the new entry points...
- Develop the Buford Hwy frontage to raise esthetic of the city.

Quality of Life

- Install noise barriers between industrial and residential areas
- Rail crossings and train noise
- Stop the train horns so that conversations downtown don't have to stop 40 times a day.
- Maintain the safe and welcoming neighborly atmosphere
- Rewrite the noise ordinance to a more acceptable level for residents.
- Lifelong communities - focusing on amenities for seniors and young professionals
- Focus on making a live work play community
- Improve East side of Norcross
- Improvement of the newly annexed area east of Buford Highway
- Give a chance to undocumented people (driver's license, plate)
- People
- Integration
- Keep it simple
- Families
- Improving intercultural (Latino/Anglo) relationships and communication
- Love your neighbor
- Immigration control
- Improvements to our aging community
- Keeping it friendly
- Somehow bring income levels up so standard of life and Norcross Citizens can prosper. (and world peace)
- Inclusion with East side of Buford Highway
- More events
- Community events that encourage integration of the diverse communities in the city
- Youth programs
- Youth resources
- Grow the arts and cultural offerings.
- Continue to build community events in town
- Community activities
- More events
- Add additional activities and services for youth and teens.
- Recycling
- More exposure on social media (for the upcoming generation - creative class and new to the workforce)
- Provide internet as a utility (like the electric) either cable or fiber to the door

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Safety/Security

- Safety
- Safety
- public safety / police
- Maintain police/fire services
- Emergency street phones
- Public safety
- Develop a Community Emergency Response Team (CERT) or get civilians involved more with Emergency Planning.
- Camera systems on every street way and by ways
- Public Safety and Code Enforcement
- Safety
- Bigger honest police presence
- Police services
- Safety
- Security
- Security
- Security
- Crime control
- More police presence
- Bring crime down; too much drug activity
- Drug traffic control
- Police
- Street lights
- Security

Parks and Greenspace

- Johnson-Dean Park transformation
- Completing the park mentioned in 11 above
- Dog Park
- Building parks on the other side of Buford Hwy.
- Parks and greenspace
- To provide a city park on the other side of Buford Highway on Beaver Ruin Road
- Locating a park near Buford Highway and Beaver Ruin
- parks
- More active parks in east Norcross
- Johnson Dean Park
- Park for children
- We need a downtown dog park

Community Facilities

- Parking
- Maintaining infrastructure
- Library
- Parking
- Parking
- Move Library downtown
- Improved parking in the downtown area
- Parking
- Parking structure
- Community center for teens
- Parking
- Library/parking deck construction at Lillian Webb Park
- More parking in downtown Norcross

Schools

- Schools
- Public School improvement or charter school options or home school co ops
- Schools
- Partner with Gwinnett County to improve elementary and middle schools
- Getting the upper income earners to stay in Norcross when their children enter elementary school.
- Schools
- More schools
- Schools
- Education
- Schools
- School system and park for the youth.
- Improve schools
- Schools
- Improve Schools

City Management

- Reduce needless spending.
- Lower taxes
- All City employees on 401k type pension
- Lower taxes
- Lower taxes
- Don't raise taxes
- Citizen budget reviews and make recommendations.
- Less taxes
- Stay fiscally sound. Remain honest and honorable in all dealings of city business.

Housing

- Housing
- Complete housing communities
- Housing value
- Housing
- Increase home ownership in Mitchell road area
- More housing
- Housing(less apartments)
- Complete housing complex at Lillian Webb Park

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Please tell us in 1 to 2 sentences what you would like Norcross to be like in 20 years.

I would like Norcross to be a business leader.

I would like Norcross to be the same or a safer community.

More work hours. More jobs.

I would like to the Buford Highway section of Norcross to be improved.

Residences for all age groups. Vibrant downtown area with more retail.

Better grocery store on the East side of Buford hwy.

A public school system that breaks from the normal teaching methods/curriculum. Additional alternatives to public schools. Well maintained roads and landscapes within community.

I like the small town atmosphere that Norcross offers. I would like to see a thriving community that has all of the basic necessities available for a diverse population, both age and ethnic background. The downtown area needs to expand to include more businesses, stores and restaurants spreading down to and along Buford highway.

Maintain the small community feel that is close to everything. Also, the fostering of businesses that draw outsiders to want to take part our community businesses, events, and attractions because it is accessible and a place people want to be.

Basically the same with a more exciting and practical downtown (too many restaurants that are just ok) with acceptable public schools.

More family friendly - community (meaning relational community) within our town. Not so focused on "arts" - some of it is not attractive (like blue trees!). More emphasis on people in the City rather than the people outside of our city.

I would like more parking for events and less extended stays!

I would like to see Norcross have the same relationship with the home owners and business that they had 20 years ago. We have gotten a little bit too big for our britches. We are not Buckhead or Vinings, and I think they have forgotten why they moved here in the first place.

Thriving city with small-town charm. Lots of restaurants, boutiques and retail spaces. Family friendly.

Better connection and communication between the Latino and Anglo residents. Also including a Christian concert night in the summer music series at Thrasher.

It would be great if Norcross could have a small market or grocery store where we could get small grocery & pharmacy items (local grocery items, seasonal foods). I have heard that the local schools in Norcross are not excellent schools; It would be nice to see the schools improved.

I believe that the recent annexation of the areas east of Buford Highway was a wise decision. Now the challenge is to integrate that part of the community with the parts that were already part of Norcross. The city has experienced great momentum in the last 5 years and I believe we should do everything we can to keep it going.

A safe, friendly community where my family can grow and thrive.

I'd like for Norcross to retain its small-town feel amidst the surrounding Atlanta metro infrastructure. It's differentiator among similar cities should be its cultural diversity.

I really want it to be a true community. I feel we have a division within cultures. There doesn't seem to be a true merging of cultures into one community. As an ESL instructor at GA Tech, that is one thing that attracted me to Norcross. I want to work personally to try to make more connections with more of our diverse population.

More public transportation/bike paths. Craft, gift bazaar during Halloween event where farmers market is during summer. sell pumpkins, crafts, gourds, and fall appropriate jams etc.

A town that remembers & respects its historic past by preserving buildings and character. But one that has grown to embrace the whole city and strives to bring all areas up to a higher level.

More able to walk and ride bikes. See more shops you feel welcome in on Buford Highway.

Would like to see east side of Buford Hwy redeveloped - think that is the most important factor relative to continued success of Norcross and residents.

Making a different for all and being number one small city that everyone love to be.

I would like more community events as well as improvements to some of the schools.

I would love to see the Buford Highway area look as beautiful and well-kept as the Historic Norcross

area. It is hard to believe that they are only one street apart.

To still retain its historic homes and buildings. Norcross has a unique advantage because of its history. Over 35 homes have been destroyed in the name of progress in the past 20 years. If this continues the historic nature and feel of the city will change and the city will become just another suburb of Atlanta.

Like downtown Roswell currently. More of a destination spot with more evening activities, restaurants etc. Lillian Web Park should get more retail mix surrounding it. Also clean up Buford highway. Signage, storefronts look horrible.

Slightly bigger, more variety of shops/restaurants in the City Center, better public schools.

Incorporate the Buford Highway corridor into the City so there is some continuity.

An attraction for more young professionals and young families.

More bike friendly

Thriving DT businesses with more retail including grocery, increase in my property values, seamless melding of Historic area and Buford Highway

I would prefer to see Norcross as an incubator for small, unique businesses - not franchised, low-quality shops (such as Dress Up and soon-to-be other dress shop in town). More community-owned and operated stores such as Touch of Britain and Bleu House Market.

Reduced blight along Buford Highway. Continued improvement of downtown center. Continued reasonable taxes. Improvement of schools. Continue at current level of "business friendliness."

Encourage our Hispanic neighbors to become a more active part of the city.

Expand city boundaries, develop rundown areas, build a great senior center, and attract more businesses.

I'll be pretty old, but no real change except for maybe a grocery store here eliminating having to go to Peachtree Corners.

I would like Norcross to be a little quieter, with more consideration to home owners and residential living.

A culturally diverse, walkable town center that encompasses Buford Highway and brings bigger-box food merchants (Publix, Whole Foods) within the town circle. A more vibrant business community with currently fallow properties fully developed, a live-work adaptation to current 2nd floor and other office spaces, and an aesthetically-congruent expansion of office/residential space that encompasses the Buford corridor.

Bicycle paths, focus on sustainable living, well kept private and public properties, strong leadership, small town character preserved

Quality development attracting quality (high income) residents with a more active night life in the commercial district.

I would like more shops in restaurants in Historic Norcross and for it to be a bike friendly place so kids could ride their bikes safely through Historic Norcross. We need bike paths.

Lack of a supermarket

I heard the schools are not very good, actually some of my neighbors are moving out to find a better school for children.

Growing on the same path. Senior services more.

A few banks and grocery stores and a gas station and better public transportation for people to maneuver around better without feeling like they have to do ever thing in their personal vehicles. Larger sidewalks and better lighted street for the safety of others.

Pretty much the same. A small grocery downtown would be great.

Very similar to what we have now.

I would like to see the city be more aggressive with getting home owners to keep up with the property.

A cultural and sought after place to live and work.

Quieter, no more train horns. Better traffic management downtown. Easier pedestrian access downtown and along main roads, crossing streets shouldn't be a risk to life and limb.

A culturally diverse small-town with an expanded "full service" town center supported by walk-in traffic from nearby high density\new urban housing linked to Atlanta with light rail public transportation.

Grow home values by continuing development of downtown, improving schools, and strong police presence. Enforce consistent home appearances. For instance, landscape and hardscape. Paint colors, arbors. silk flowers planted should not be allowed. Railroad sinking at Autry.

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I really don't have any recommendations other than the continued improvement of the public school system (image) as well as Historic Norcross road improvement (3 way intersections are tough). Lastly, I would love to see a small grocery market intown. My village of 967 residents in WI has a spectacular full service SMALL "walkable" market.

Buford highway cleaned up. As prestigious as Brookhaven to live, work and visit.

Pleasantville

Small town ~ walkable ~ safe ~ all age friendly ~ more parks/community areas ~~

A very walk-able community which allows for a variety of housing types and business opportunities. I would also like to see the preservation of the architectural style of the community along with the preservation of the wonderful since of a can do community.

I would like to see re-development of underutilized areas. I would like to see the beauty of downtown spread to other areas.

Friendly, inviting community with a high quality of life

To be a stellar arts & culture community, thriving retail & restaurants; neighbors feel safe and connected to happenings in the City.

A green city with tech savvy initiatives and a grocery store.

I would like Norcross to be a city that people in Metro Atlanta will talk about with high esteem and be a place where people will want to relocate their business or start a family. I also would like Norcross to be a place with establishments similar to the forum in Peachtree Corners or something similar to Atlantic Station, as well as have upscale condos. .

Vibrant downtown and improved Buford highway aesthetics along with improved neighbors east of Buford highway and inclusive if all nationalities and ages that want to live here and take pride in the community.

Strong in town neighborhood which has retained its history and culture.

Norcross has a great historic downtown, but I think there is a lot of potential to develop greater density and a live, work, play community while still maintaining the character of the historic downtown area.

Wow. 20 years? So, in 2033 I expect to see a MARTA rail station at PIB and Holcomb Bridge where there is currently a motel and apartment complex. I expect to see sky walks over to that station from the northwest side of Holcomb Bridge. I would love to see residential from Lillian Webb park to Buford and down to Holcomb Bridge and Buford. Expect to see the businesses that currently occupy that section of Buford to be elsewhere around the city. I'd like to see no extended stay motels, a senior center, a teen center, a police force 3x the size, a city employee responsible for cat and dog control, a dog park, sidewalks in every neighborhood in the recently annexed sections of the city with wider streets in same sections. May mean the corner homes get removed...owners very fairly compensated.

Expect our schools to have security and better funding. Why not SPLOST going to the schools? Expect to see more people speaking both Spanish and English by teaching the languages free to all citizens. Expect to see neighborhood exchanges so people really get to know neighbors. Expect all children to attend public schools with strong contracts requiring parental and community and business involvement.

Fire the judge. Kenneth Wickham. When I went to court for a traffic violation, he said repeatedly that a nolo contender would be the best way to plead for a minor moving violation and wouldn't affect the insurance rates. That's a lie; my insurance rates went up, If I had known, I would've pleaded not guilty.

I would like to have a grocery store close to the downtown Norcross - I would like to have a walkable community that also is connected with bike trails.

Embrace the diversity that we have and be more unified in all areas (from government leadership, business owners, to families living in the community). To help our schools to provide the best possible opportunities for education to the children of our community.

I would like to see continued appreciation in property values and a transformation of Buford Highway from a sea of used car sales and repair businesses to more upscale retail and commercial businesses.

I would also like to see Norcross develop the perception (and reality) that building and signage codes & traffic laws are enforced.

Beautiful, peaceful, walkable town.

Would love to be able to attract more teens to events and places within the city.

Mixed use community, but keep the charm.

A progressive city with a sense of purpose and appreciation of the history and historical elements within the city. A city that is sustainable and one that has access to multiple modes of transportation and choices in housing.

Strong family oriented community that is able to bring in the cultural aspects of the Hispanic community. (albeit there are other minorities, 40% is not the minority, but the majority)

Preserve & Protect historical assets; not just houses but also other structures and landscape features. A more cohesive, seamless community with character areas but flowing transitions vs. hard boundaries.

More walkable and have better shopping outside the downtown area.

Would have higher paying jobs, a higher median income, and higher home values.

To have more transportation and parks. More businesses and less empty property. More grocery stores needed you have to go to Duluth to get grocery or the 1 Publix on Holcomb bridge. N Berkley lake. Just too far to have to drive.

A diverse and growing community with a balance of commerce, family, and cultural amenities. Similar to Roswell and Dunwoody combination.

Redevelopment in many areas primarily in the Buford Highway corridor

A model city

Limpio y sin crimen y apartamentos más cómodos.

Prevent and control crime and invest in the city infrastructure

More parks and public spaces

I would like it to be like it is today.

To continue progressing

Wider streets

I would like it to have more public transportation, more and better public schools, to be safe and without crime.

To control crime.

We would like the City of Norcross to be a little cleaner in certain areas and have a closer major grocery store. Publix, Kroger, Wal-Mart, Aldi.

I would like it to have more advanced technology. I would also like Norcross to be safer and have more security.

Safe for everyone and prettier.

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City of Norcross Comprehensive Plan Steering Committee Kick-off Meeting: Community Goals Work Session

Date/Time: August 8, 2013 (12pm-1:30pm)

Location: Norcross City Hall

Meeting Minutes

Attendees:

Gary L. Brace, Norcross Planning and Zoning Board
Tom Forkner Jr., The Quin Group Inc.
Tixie Fowler, City of Norcross
Amanda Hatton, Jacobs
Mary S. Hester, LAN Systems
Chris McCrary, City of Norcross
Jim McGarrah
Randy Meacham, Gwinnett Municipal Association

Jeff Mueller, City of Norcross
Nolly Pabón, The Latin American Association
Charlie Riehm, City of Norcross
Arelis Rivera, City of Norcross
Martha Santamaria
Keith Shewbert, City of Norcross
Alyssa Sinclair, Gwinnett Village CID
Jim Summerbell, Jacobs
Rusty Warner, City of Norcross
Patrick Robert, City of Norcross

Welcome & Introductions

Chris McCrary, Community Development Director, welcomed attendees to the first meeting of the Steering Committee. The City hired Jacobs to carry out the Comprehensive Plan Update in coordination with the City. The floor was turned over to Jim Summerbell, Jacobs Project Manager. Introductions were provided by all in attendance.

Overview of Comprehensive Plan: Presentation & Discussion

Jim Summerbell initiated an overview of what a comprehensive plan is and why the City of Norcross is updating its presentation. (See attached PDF of presentation given during meeting.) Questions were integrated in the presentation to help the planning team identify focus areas for the update and how the plan update can be more useful.

Discussion Question: What's changed in the past 5 years?

- Annexation
- Peachtree Corners incorporation
- The Norcross Downtown economy has strengthened
- The residential market has been stagnant (note: this is a countywide trend)
- Hyundai & FedEx have located in city
- City parks have improved
- City has implemented streetscape improvements
- The Gwinnett Village Community Improvement District has invested \$10 million between I-85 and Buford Highway
- Higher community participation in events/community building
- Slower pace (growth)
- New marketing/plan to embrace surrounding communities and embrace different cultures
- Educational challenges have become more evident
- City has developed a new mindset from past
- Neighborhood association has been less active as key members have become part of city government.

Discussion Question: How can the plan be made more useful?

- Must be realistic; based on economic reality
- Transition from suburban to urban is an important consideration
- Jimmy Carter focused on as a strategic corridor
- Should consider regional shifts (e.g. imminent changes at I-85/Jimmy Carter interchange)
- Invest along and east of Buford Highway
- Address commercial vacancies along Buford Highway – look back at Norcross Activity Center Livable Centers Initiative
- Address need for safer crossings across Buford Highway/Beaver Run (see CID initiatives & GDOT study that is underway)
- Extend Architectural Review Board (ARB) guidelines to Buford Highway
- Complete Buford Highway improvements – City pursuing work currently; approval has been slow
- Affordable housing (in graceful way) – important to preserving Latino heart in annexed area
 - Mixed income
 - Embrace variety of cultures
 - Retain diversity
- Better support businesses on Buford Highway (e.g. sign regulations)

Other Comments

- The planning team should educate folks on how much (%) of the most recent update to the Comprehensive Plan has been implemented. This would help motivate some members of the public to the importance of this effort.

Preparation for Visioning Workshop

The workshop on the 22nd will focus on refining the city's vision for the future. Jim Summerbell shared the current vision statement with the committee and asked for comments as to its current relevance.

“Norcross: Respecting the Past. Embracing the Future.”

- In 2030, the City of Norcross will continue to offer a small town experience, with metropolitan access.
- Capitalizing on its location – direct access onto Interstate 85 and minutes from Atlanta's perimeter (I-285), the City draws corporate offices and education centers whose employees enjoy the charm of Historic downtown.
- Master Planning efforts coordinated with Gwinnett County, the Gwinnett Village CID and major property owners and investors along Buford Highway and Jimmy Carter Boulevard will have transformed the heavy commercial areas into more efficient and attractive corridors, and the City will have created Gateway areas which give Norcross visitors a distinct sense of arrival.

Discussion Question: Existing Vision/Goals – Have they changed since 2008?

- What do we mean by “efficient”?
- Must be public/private effort as make city improvements
- Public effort must be followed by private investment
- ARC multi-modal vision for Buford Highway should be reviewed
- Downtown should be connected to Buford Highway

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- What do we mean by “small town experience”?
- Avoid Hilton Head experience – too much rapid growth, loss of local small town feel with influx of tourism
- How can we be more urban but not lose the “small town” feel
- Need to be more creative in our approach?
- Benchmarks communities to consider:
 - Virginia Highlands
 - Inman Park commercial/residential center
 - Martha’s Vineyard
 - Asheville (creative Industrial/Arts district)
 - Chicago cultural centers (Greek area, Puerto Rican area, Chinatown area, beef sandwich area)
- Characteristics to plan for in Norcross’s Future
 - Walkability
 - More hubs – such as a Latino hub
 - Be intentional in policies
 - It’s important that the community continue evolving.
- How do we control the “vision” conversation?
 - Need to be careful of loaded words
 - Vision should not be too concrete – private sector dictates much of what happens
 - The Plan, however, gets ahead of development to ensure it meets vision.
 - Leverage the organic – think creatively.

Overall Communications Approach

Amanda Hatton briefed the group on public engagement activities for the planning process. The Steering Committee will be critical to getting the word out to the rest of the community. The overall communications approach was discussed in detail. Feedback/discussion ensued:

- The team should translate meeting flyers to Spanish. There is a Spanish Facebook page for Norcross Policía run by Arelis Rivera. This is an additional option for promoting the planning effort to the Hispanic community.
- The group was asked about whether a blog should be created for the Comprehensive Plan Update. There were mixed reviews from those in attendance. The topic was tabled for later discussion.
- A concern was brought up that the City should not hold special meetings for subsections of the community; it would be divisive and contrary to City’s community building and inclusiveness approach.

Recap & Next Steps

Jim concluded the meeting by thanking everyone for coming and participating. He also reminded everyone to come to the workshop and to tell their neighbors. The next meeting will be on September 12. Location to be determined.

Adjourn

The meeting adjourned at 1:40 pm.

City of Norcross Comprehensive Plan
Steering Committee Meeting #2: Character Area Identification Work Session
Date/Time: September 12, 2013 (12pm)
Location: Norcross City Hall
Meeting Minutes

Attendees:

Gary L. Brace, Norcross Planning and Zoning Board
Tixie Fowler, City of Norcross
Amanda Hatton, Jacobs
Mary S. Hester, LAN Systems
Chris McCrary, City of Norcross
Randy Meacham, Gwinnett Municipal Association
Jeff Mueller, City of Norcross

Eric Medina, City of Norcross
Charlie Riehm, City of Norcross
Arelis Rivera, City of Norcross
Keith Shewbert, City of Norcross
Alyssa Sinclair, Gwinnett Village CID
Rudolph Smith, City of Norcross
Jim Summerbell, Jacobs
Rusty Warner, City of Norcross

Welcome & Introductions

Chris McCrary, Community Development Director, welcomed attendees. The floor was turned the floor over to Jim Summerbell, Jacobs Project Manager. Introductions were provided by all in attendance.

Meeting Goals

Jim Summerbell reviewed the meeting agenda and highlighted the meeting goals:

- 1) Provide project update;
- 2) Review and continue to collect input on revised vision statement;
- 3) Identify local character areas; and
- 4) Discuss Next Steps.

Visioning Workshop Highlights

Amanda Hatton gave an overview of highlights from the visioning workshop, highlighted in the meeting presentation. Based on input from the first Steering Committee Meeting, the planning team made a first revision of the 2030 Vision to the proposed 2034 Vision statement. A handout of both versions of the vision statement was provided. Steering Committee members were asked to review and provide input back to the planning team on further adjustments.

Feedback on public workshop format was requested. The following comments were given:

- We need to get the word out sooner and via more channels. Jacobs will work with the City on this. We have a press release and social media posts out as well as flyers for distribution.
- At the last meeting, it seemed groups did not talk about the same overall questions. The team should work to ensure similar discussions happen.
- The meeting provided important connectivity among the City's diverse groups, and was an important milestone in the City's collaboration.

Character Area Framework, Attributes Exercise, and Discussion

Jim then introduced the group to the City's Future Development Map. A key task of the Comprehensive Plan update is to update the character area boundaries and their vision/policy statements, if needed, and incorporate the newly annexed area into the map.

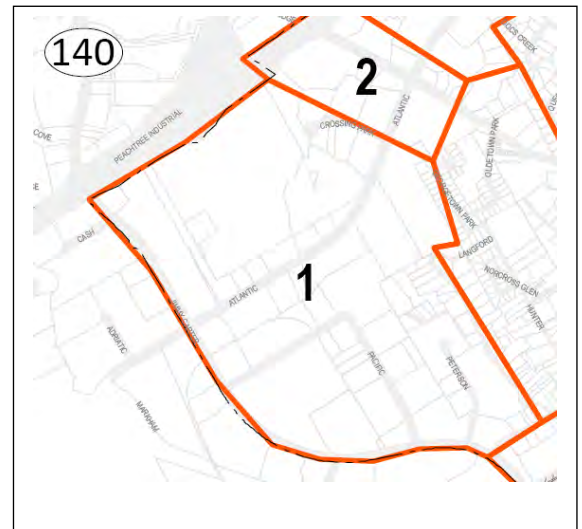
Based on input received at the Visioning Workshop, the planning team made a first effort to update the map. Attendees were given a version of the map, then led through a "flash" activity in which:

- 1) Each character area was briefly introduced.
- 2) A round robin discussion occurred where each person shared, in just a few key words, how he/she would describe conditions today and its potential for the future?
- 3) Comments provided for all 15 character areas are provided below in the pages that follow.

As indicated in the notes, there was some discussion about the need to change some of the character area boundaries. A small group agreed to stay after the meeting to make initial revisions to the map prior to bringing to the public at the Character Area Workshop.

1. Atlantic/PIB Character Area

Conditions Today	Potential for the Future
Redevelopment area	Class A Office
Retail	Emerging retail
Heavy Industrial	More businesses like FedEx
Trucks/traffic	Culture
Confusing	Large commercial Flex space
Large commercial	Industrial/commercial
Industrial/commercial	Job center
Empty	Gateway buildings
Long grass, red dirt, signage	Gateway
Warehouse bringing 1000 new jobs	Collaboration with Peachtree Corners



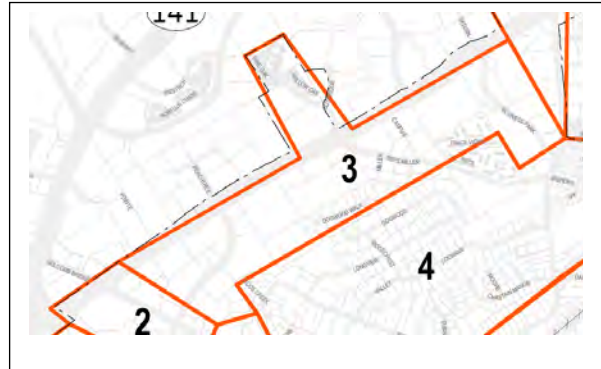
2. Holcomb Bridge/PIB

Current Status	Vision
Professional Offices	Professional Offices
Non Class A	Corporate Center (RockTenn)
Built Out	Class A
	Most important gateway
	Spectacular gateway that welcomes you.
	Redevelopment



3. Medlock/PIB

Current Status	Vision
Mix of things	Apartments/dense
Easy to access	Residential
Non-descript	Maybe mixed use
Disconnected	Office, maybe apartments
Random	Uses that demand in and out
A little of everything	Mixed use
Not walkable	Improve transportation
Reps Miller & PIB buildings look bad	Office
	Higher end restaurants
	Dense housing



Boundary notes: Consider where educational center should be.

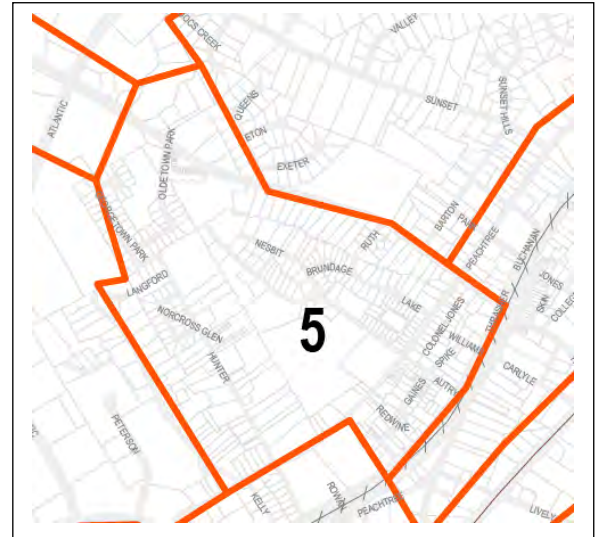
4. North Peachtree Street Neighborhoods

Current Status	Vision
Quaint	Maintain residential
Curbs	Community/neighborhood
People crisscrossing sides of the street for sidewalks	Age 65+ residential properties
Stable	Great potential for surrounding commercial
Executive housing	Better pedestrian facilities
Infill housing	Gateway potential (from north)
	Trees/canopy
	Adams property
	9 acre Johnson Dean Park (improve)
	Redevelopment at a higher density
	Traditional residential



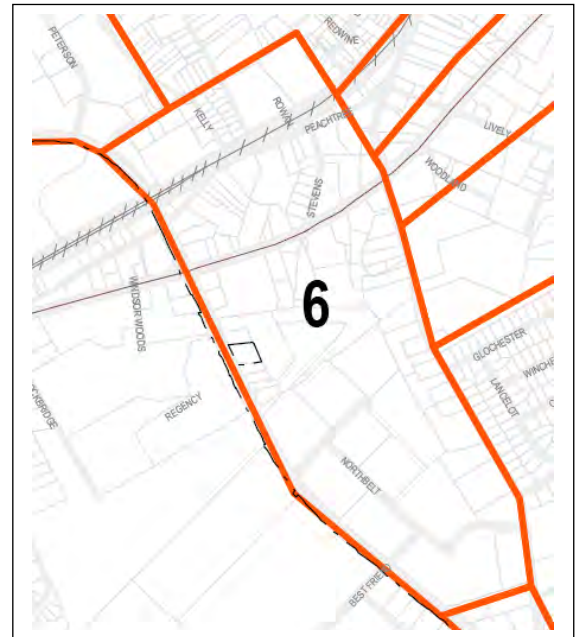
5. Hopewell Woods

Current Status	Vision
Transitional	Higher density
Mix of business outside, interior residential becoming more upscale	Redevelopment housing
Hedgewood development will influence	Mixed-use
Change/gentrification	Starter homes (well maintained, affordable)
Conflict at Langford with industrial uses	Redevelopment of residential
Before recession was becoming a high value area and was headed in the right direction	Preserve historic areas/homes
Mis-placed industrial	Decatur-type development
	Maintain neo-traditional uses
	Redevelop
	Take out public housing
	More walkability



6. West Central Employment Center

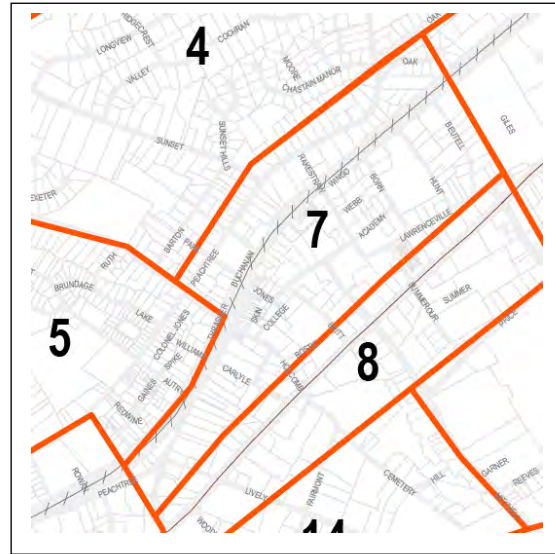
Current Status	Vision
Big distribution and many jobs	Ripe for redevelopment
Neighborhood with a lot of pride	Better retail
Borderline blight near Buford Hwy	Same businesses, better aesthetics
N. Norcross Rd has misplaced industrial	Commercial
A lot of traffic	Biking, more trees
	Jimmy Carter Blvd redevelopment opportunities
	Retail should be refaced at Triangle
	TOD at Jimmy Carter Blvd & Buford Highway with light rail
	More greenspace (small park)
	Mixed use possible
	Greater connectivity (path)



Boundary notes: Boundaries of area need adjustment.

7. Downtown Norcross

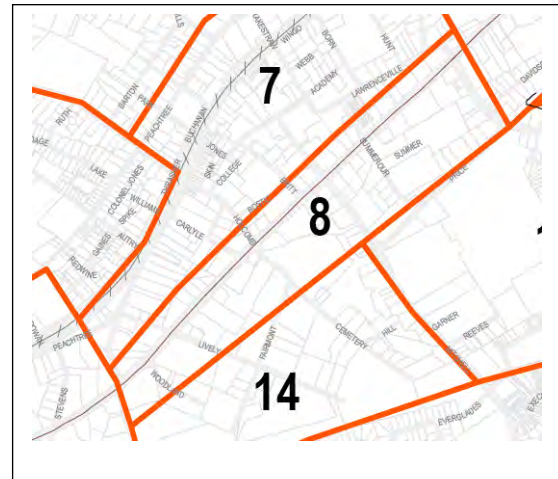
Current Status	Vision
Parks	Favorite
Charm	More of same
Quaint and memorable	Parking garage (pretty)
Some uses should change	Preservation
Sense of place	More restaurants
	More country club eateries/fine dining
	Expansion of town center
	Pedestrian improvements across rail
	Commuter rail



Boundary notes: Consider combining planning areas 7 & 8. Buford Highway becomes cut. It was commented by others that the areas should be kept separate.

8. Buford Highway

Current Status	Vision
Heart of area	Redevelopment
Overlay district	Enforceable design standards
	Redevelopment more like Character Area 7
	Restrictive zoning (pawn shops, checking cashing, car lots)
	Overlay District is key (but no movement)
	Include with downtown
	Mixed use (like Atlantic Station)
	Connect to Downtown
	More of a boulevard
	CID partnership with Buford Hwy



Boundary notes: Is it realistic to merge with Character Area 7 (Downtown)? Some in attendance voiced that it should be combined; so in the meeting voiced that it should not be combined.

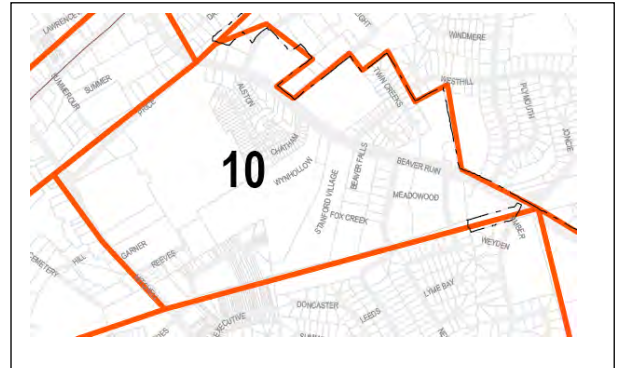
9. Mitchell Street Neighborhoods

Current Status	Vision
Residential	Annex
Similar residential	Beautify
	Entrances to subdivisions
	Increase walkability
	Increase in home ownership
	Redevelop
	Recycling use should be moved further east
	Workforce neighborhoods
	Revive some housing
	Thoroughfare
	Should maintain affordability
	Different housing types exist on opposite sides of Mitchell
	Parks
	Preserve co-op
	Clean-up



10. Educational, Recreational, and Arts Center

Current Status	Vision
Greyhound	Activity center
Underused retail	Revive greyhound
	Refinement of commercial on Beaver Run
	High density residential
	Commercial redevelopment
	Re-parcelization
	Commercial redevelopment
	Redevelopment of Beaver Run
	Assemblage possible
	Parks, community

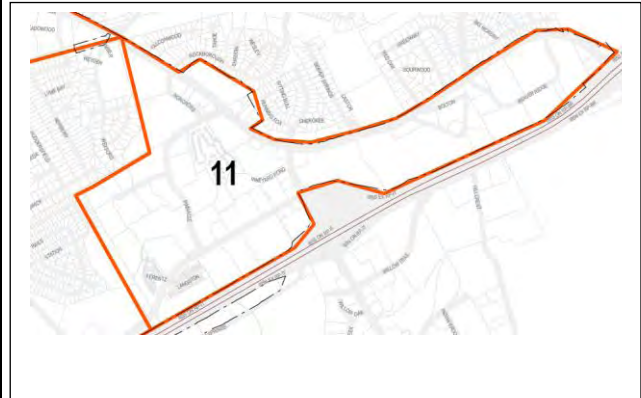


Boundary notes:

- Should follow recommendations of the Norcross Activity Center LCI.
- We need a Beaver Run Rd oriented character area.
- Re-do boundaries.
- Keep school as separate character area.

11. Beaver Ruin/Indian Trail Activity Center

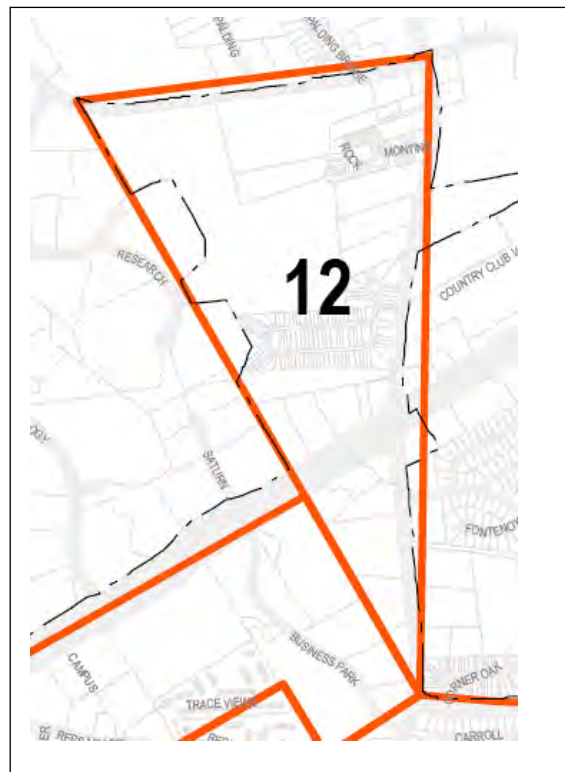
Current Status	Vision
	Future design standards
	Publix
	Bus stops, design standards
	Gateway at I-85
	Redevelopment of shopping centers at Beaver Ruin
	Tax incentives
	Redevelopment along I-85 (one area?)
	Follow broader I-85 development trends
	Light rail and station
	Cisco Intel – large tech uses
	High rises
	Commercial redevelopment



Boundary notes: Lake should be a part of Character Area 9.

12. Norcross High School

Current Status	Vision
School	Residential
Odd mix	Large block redevelopment opportunities
	Peachtree Corners coordination

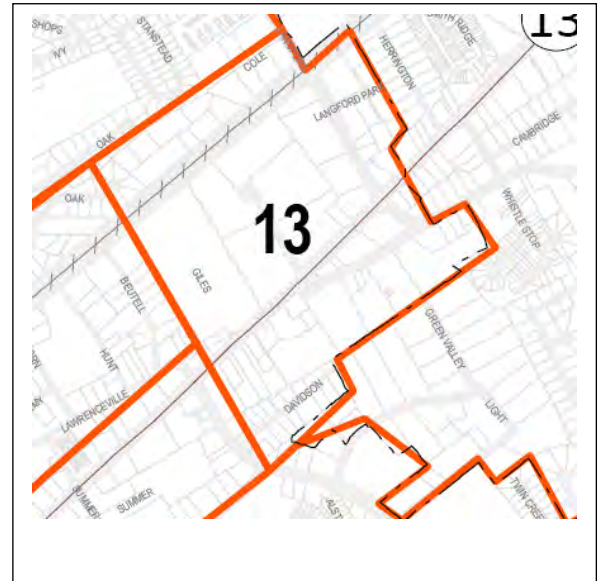


Boundary notes:

- Adjust southern boundary
- Identify future patterns of high school & growth.

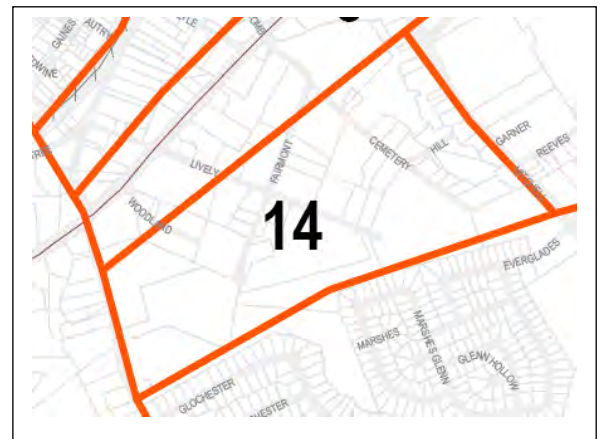
13. Langford Industrial

Current Status	Vision
Transportation corridor	Commercial redevelopment
	Rework transportation movement
	Cork could be redeveloped
	Maintain flex space
	Coordinate with County or code enforcement
	Gateway
	Annexation
	Re-route Beaver Run
	Commuter rail station
	Commercial/residential
	Incubator spaces (in old warehouses)
	Walkability into Downtown
	Prohibit churches
	More Appealing



14. Cemetery Street

Current Status	Vision
Clean slate	Can be completely redone
	Flex office/industrial
	Extend cemetery onto Mitchell
	Freight traffic movement
	Extend Wylie
	Identify cemetery as historic asset and park
	Redevelopment



15. Jimmy Carter/Brook Hollow Activity Center

Current Status	Vision
Key businesses	Maintain but redefine
Goshen Springs is underused	Businesses shape area
Retail along 85/Jimmy Carter Blvd	More distribution centers
Functions well	Shaped by OFS and mirrored on Norcross side
	Redevelopment based on OFS
	Parcel across from World Victory Church should be a catalyst
	Goshen Springs is key
	Improved look – aesthetics or architectural feature to help define area



Next Steps

Amanda Hatton concluded the meeting by highlighting next steps.

- The Character Area Workshop will take place September 26. The Steering Committee was asked to help get the word out.
 - It was requested that Tim Le help translate a flyer to Korean and help facilitate among the Korean population. Jacobs will provide the draft flyer to him.
- The planning team will be developing a survey to be carried out online and translated into Spanish.
 - It was commented that the team should make sure the questions are well-worded and meaningful to provide good feedback.
 - The planning team will send the draft survey out for the Committee's review and feedback, prior to it going live.
- The next Steering Committee Meeting is Thursday, October 17.

Adjourn

The meeting adjourned just before 2:00 pm.

Action Items

- Provide input to planning team on draft Vision Statement. – **All Steering Committee members**
- Help promote Sept 26 Character Area Workshop. – **All Steering Committee members**
- Revise Future Development Map boundaries based on discussion. – **Planning Team**
- Develop draft community survey and provide to Committee for input prior to finalization. – **Planning Team**

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City of Norcross Comprehensive Plan Steering Committee Meeting #3: Strategic Framework

Date/Time: October 17, 2013 (12pm)

Location: Norcross Community Center

Meeting Minutes

Attendees:

Gary L. Brace, Norcross Planning and Zoning Board
Tixie Fowler, City of Norcross
Rob Girard, Norcross DDA
Amanda Hatton, Jacobs
Mary S. Hester, LAN Systems
Kalanos Johnson, Jacobs
Chris McCrary, City of Norcross
Randy Meacham, Gwinnett Municipal Association

Eric Medina, City of Norcross
Jeff Mueller, City of Norcross
Robert Patrick, City of Norcross
Charlie Riehm, City of Norcross
Arelis Rivera, City of Norcross
Keith Shewbert, City of Norcross
Alyssa Sinclair, Gwinnett Village CID
Rudolph Smith, City of Norcross
Jim Summerbell, Jacobs
Rusty Warner, City of Norcross

Welcome & Introductions

Chris McCrary, City of Norcross Community Development Director, welcomed attendees. Introductions were provided by all in attendance.

Where We are Today

Jim Summerbell gave an overview of progress to date.

- We are approximately half way through the planning process.
- This is the 3rd meeting of the Steering Committee. One outstanding committee item was discussed: the update of the vision statement. It had been decided previously that a subcommittee would address this topic outside of regular meetings. Tixie Fowler, Gary Brace, Brant Aden, Martha Santamaria, and Keith Shewbert will lead this effort with the support of Jacobs staff.
- Mary Hester offered to send the revised vision statement to the Norcross Business Association as a sounding board. It was decided that the subcommittee would revise the statement prior to doing this.

Character Area Workshop Highlights

Amanda Hatton provided highlights from the Character Area Workshop.

- The meeting included a brief presentation, followed by a round-robin feedback activity on the 13 character areas, and small group priority setting for the four character areas identified for further discussion.
- Meeting feedback indicated that the community was generally in agreement with the character area boundaries and vision. A detailed summary of the workshop was provided to all.

Meetings Goals and Plan Framework

Next Jim Summerbell gave an overview presentation about the different required elements of the plan and how they should relate to and build on each other.

- The vision statement is the high level 20 year vision for the overall community, and it is supported by goals, policies, and objectives. A definition of each was provided.
- Each of these items under the vision statement would relate back to one or more substantive elements of the plan.
- The substantive elements of the plan include land use, housing, economic development, community facilities and services, population, and transportation.
- A key component of the Plan that brings many of these items together is the Character Area (Future Development) Map. The Character Area Map has largely been vetted at the previous Steering Committee and public meeting.

Framework Discussion

The group then engaged in a facilitated Strengths, Weaknesses, Opportunities, and Threats brainstorming session for the following substantive elements: land use, economic development, and transportation. The discussion will help inform the update of plan goals, policies, and objectives. *The input collected from the SWOT analysis is recorded on the following two pages.*

Next Steps

Jim briefly highlighted the next steps in the planning process.

- The next Steering Committee meeting will take place on November 7 at City Hall. The group will continue the SWOT analysis, focusing on the other three substantive elements of the plan: Population, Housing, and Community Facilities/Services.
- The community survey is scheduled to go live next week. Committee members were reminded to provide feedback on draft questions by noon on October 18.
- The final public workshop will take place November 21, 2013 – one week before Thanksgiving.

Adjourn

The meeting adjourned just after 1:30 pm.

Action Items

- Provide input to planning team on draft Community Survey questions by 12pm, Oct 18. – **All Steering Committee members**

SWOT Analysis Input

LAND USE	
Strengths <ul style="list-style-type: none"> • Location (near Atlanta) • Infrastructure • Planning vision • Property values increasing • Good mix of residential/commercial • Strong transportation corridors • Energy/vitality of community • Downtown center (authentic) • City's financial stability – more stable/can take advantage of opportunities • Public safety and security 	Opportunities <ul style="list-style-type: none"> • Smart code in place of traditional code • Leverage new school development • Parking deck/library • Downtown entertainment • Gateways • Leverage entertainment interest at OFS site • Low cost housing • Grocery store – market issues right now with potential developers; Alde has been successful in Johns Creek, could do the same in Norcross • Urban Publix model a possibility for Buford Highway • Task force to promote attraction of grocery store • Regional storm water management facility • City of Peachtree Corners as a tech hub
Weaknesses <ul style="list-style-type: none"> • Lack of redevelopment on Buford Highway • Assemblage as issue (need to revise policies) • Extended stay hotels • Inequity in property values north and south of Buford Highway • Lack of design standards citywide (existing standards only apply downtown) • Not much vacant land; redevelopment required • Need for additional facilities • Four lane road (Buford Highway) splits community • Public transit provides accessibility to other areas 	Threats <ul style="list-style-type: none"> • Environmental concerns on parcels • Perception of lack of safety • Perception of poor schools • Resistance to change • Expansion pressure from neighboring communities

ECONOMIC DEVELOPMENT	
Strengths <ul style="list-style-type: none"> • Residential markets picking up • More activity/people • Economic development director • Fortune 500/1000 Companies (e.g. Rock Ten) • Opportunity zones • SPLOST • Chamber/Partnership Gwinnett & SW Gwinnett Chamber of Commerce • Huge amount of mid-tier companies • Diverse workforce to meet employers' needs • Diversity • Location • MEAG/Electric Cities • Favorable business environment (one stop shop) • Entrepreneurship • Gwinnett Village CID • Intergovernmental coordination 	Opportunities <ul style="list-style-type: none"> • Buford Highway Redevelopment is economical • Long-term preservation of City's historic assets • Development around Lillian Webb Park • Promotion of Cate's historic Norcross Initiative • Partnering with local schools/technical colleges • Lifelong communities • Cultural plan (see Texas community as an example) • Partnerships • International hub/like Forum • City's website • Increasing the arts to attract the creative class • Cemetery area as industrial/logistics hub

Weaknesses <ul style="list-style-type: none"> • Limited fiber optics/high speed internet • Cost of redevelopment/assemblage of parcels • Auto-orientation of Buford Hwy 	Threats <ul style="list-style-type: none"> • Perception of safety • Someone else doing it first • Schools • Misperception of area of Norcross • Inventory is limited (land/buildings) • Competition of other communities in metro area
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TRANSPORTATION	
Strengths <ul style="list-style-type: none"> • Number of traffic counts on major arterials • Location – proximity to greater Atlanta area and access to major road networks • Sidewalks/walkability • Cab/taxi service is very strong/effective • Easy to get around/alternate routes • Partnership between CID and City to address transportation needs • Safe Routes to School Program being implemented • City is competitive for grant money due to financial situation/partnerships 	Opportunities <ul style="list-style-type: none"> • Access to match money to fund projects (hotel/motel funds in 2014) • Traffic calming • Round-a-bouts • Development of a bike/pedestrian plan (should be coordinated with Norcross/Lilburn bike/pedestrian plan already in place) • LCI funding for bike/pedestrian plan • Preserve excellent traffic flow • Promote the #10 bus connection to MARTA
Weaknesses <ul style="list-style-type: none"> • Speeding on Holcomb Bridge/North Peachtree • Cut-through traffic • Geometric conditions of some intersections is dangerous • Railroad crossing • Buford Highway and Beaver Ruin (accidents) • Lack of bike lanes 	Threats <ul style="list-style-type: none"> • Georgia Power/easements – there's a conflict between the City's vision and Georgia Power's willingness to work with City to make trail plan a reality • Expensive rights-of-way for bike facilities

DRAFT: 3-3-2014

**City of Norcross Comprehensive Plan
Steering Committee Meeting #4: Strategic Framework
Date/Time:** November 7, 2013 (12pm)
Location: Norcross City Hall

Meeting Minutes

Attendees:

Gary L. Brace, Norcross Planning and Zoning Board
Greg Cothran, City of Norcross
Tixie Fowler, City of Norcross
Rob Girard, Norcross DDA
Amanda Hatton, Jacobs
Chris McCrary, City of Norcross

Jeff Mueller, City of Norcross
Nolly Pabón, The Latin America Association
Robert Patrick, City of Norcross
Arelis Rivera, City of Norcross
Alyssa Sinclair, Gwinnett Village CID
Rudolph Smith, City of Norcross
Jim Summerbell, Jacobs

Welcome & Introductions

Chris McCrary, City of Norcross Community Development Director, welcomed attendees.

Where We Are Headed

Jim Summerbell gave an overview of the project schedule followed by an overview of Comprehensive Plan content.

- This is the 4th meeting of the Steering Committee. The final two committee meetings will occur on January 9 and January 23.
- The final public workshop, renamed “Action Planning Workshop,” will take place on November 21. Once the plan is drafted, a public Open House will be held in February.
- The planning team will be compiling the draft plan in late November/December. In January, the plan will be vetted with the Steering Committee.
- Jim gave an overview of the Comprehensive Plan content.
 - The community goals (inclusive of the vision statement, character area map, goals, and policies) will be furthered through the definition of needs and opportunities and the development of strategies/actions and the community work program.
 - The plan will comprehensively address the six substantive elements: housing, population, community facilities, land use, transportation, and population.

Report from the Vision Statement Committee

Gary Brace gave an overview of the draft vision statement that was developed by a subcommittee of the Steering Committee. It is purposely short and is the result of a coordination call and several back-and-forth emails. The statement reads “In 2040 Norcross will be a dynamic and whole community in which generations of diverse citizens can engage, create, contribute and flourish.”

- The group agreed to drop from the statement “In 2040”.

- It was also discussed whether “whole” should be changed to a different word, such as complete. It was decided to leave as is for now.

The vision statement is still draft only. If determined appropriate, edits can be made at a later time.

Framework Discussion (SWOT Analysis)

The group engaged in a facilitated Strengths, Weaknesses, Opportunities, and Threats brainstorming session for the following substantive elements: population, housing, and community facilities/resources. The discussion will help inform the update of plan goals, policies, and objectives. *The input collected from the SWOT analysis, including comment form input, is recorded on the following two pages.*

Framework for the Action Planning Workshop

Amanda Hatton discussed the format for the November 21 Action Planning Workshop. There will be:

- A warm-up exercise – To identify top needs and opportunities by substantive plan element.
- A group stretching activity – An educational presentation about the format of the plan and how the day’s workshop activities are designed to inform its content and work plan.
- A group exercise – Small group discussions, each focusing on 3 of the 5 community goals.
- A cool down – A short wrap-up presentation will inform the public of what’s next in the planning process and provide an opportunity for all to review group exercise input or complete the warm-up exercise, prior to leaving.

Jacobs provided draft copies of the overarching goals that will frame the group exercise (see pg. 5).

- It was agreed that the simple goal statements sufficiently captured the overall future aims of the community to allow for discussion of top strategies and actions for the city’s future. A few tweaks to the statements were provided on comment forms and in discussion:
 - In particular, Goal 5: Further the City’s Tradition of Strong Leadership and High Quality Services was slightly altered to read “High Level of Quality Services.”
 - In the past meeting, we talked about competition from other cities bringing their cities up to the level of Norcross. With our goals, are we focusing on getting to a certain point by 2040 or are building strategies that continue to keep Norcross “Ahead of the Curve”?
- There was discussion about the phrasing of some of the goals’ definitions. The definitions can be reworded at a later time as needed. The definitions will not be presented at the workshop.

Next Steps

Jim & Amanda briefly highlighted the next steps in the planning process.

- The Community Survey is ongoing through November 18. The Steering Committee was asked to encourage colleagues, neighbors, etc. to participate. Jacobs will follow-up on ideas provided by Rob Girard to help get the word out.
- The Action Planning Workshop will take place November 21, 2013 – one week before Thanksgiving.
 - The group discussed the possibility of putting out yard signs to promote the workshop.
 - The City and Jacobs will follow-up on this option to better promote the meeting.

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- The next Steering Committee meeting will take place on January 9.

Adjourn

The meeting adjourned just after 1:30 pm.

Action Items

- Help promote the Community Survey and Action Planning Workshop to the greater community members. – **All Steering Committee members**
- Pursue additional avenues to promote the community survey. – **Jacobs**
- Pursue additional avenues to promote the November 21 Workshop. – **City & Jacobs**

SWOT Analysis Input

POPULATION	
Strengths <ul style="list-style-type: none">• Diversity• Youth of population• Balance of age groups• Highly educated• Not over-populated – City is a sustainable size in proportion to services provided• Highly engaged population	Opportunities <ul style="list-style-type: none">• Increase bilingual abilities across population• Job opportunities• Great school system• Marketing/PR to promote great schools, programs, etc.• Bridge gap that exists between community• Places and programs that engage youth and programs• Documentation and promotion of private/non-profit events and programs• Millennial (18-33) resources (housing, etc.)• YMCA• Connecting people resources with community needs• Assimilation into American Culture – “limited government, representative government involvement, capitalism”• Social media that reaches all levels of population• Technology – hard copy, email, Internet, et al.• Offer Spanish as a second language
Weaknesses <ul style="list-style-type: none">• More than half of population not engage (e.g. voting turnout)• Limited contexts that engage all citizens• Disparity between newly annexed area and rest of city• Transient population• Stereotypes	Threats <ul style="list-style-type: none">• Population is getting older – having right resources to support this• Funding to provide programs for population• Nowhere to engage people• Failure to appeal to and capture millennial population as a part of residential community

HOUSING	
Strengths <ul style="list-style-type: none"> • Downtown core • Walkable neighborhoods that have walkable connections to stores, community resources, etc. • Strong planning and zoning in core of city • The annexed areas have been “cleaned up” due to code enforcement/police partnership 	Opportunities <ul style="list-style-type: none"> • Remodeling of older housing • Redevelopment of some areas • Infill development • Tools to support desired housing • Hubs of activity to support residential areas outside of Downtown area • Leveraging of public investment to spur private investment • Transition from renting to owning all within Norcross
Weaknesses <ul style="list-style-type: none"> • Limited zoning regulations outside of Downtown • Lack of local public transportation • Limited, quality rental housing • Lack of young professional housing 	Threats <ul style="list-style-type: none"> • Funding • Reliance on private sector to move vision and needs forward

Related Questions

- What is the proper mix of City-owned versus commercially and privately owned leasable facilities?
- Are state laws a threat to the City to get the right (best for Norcross) leases in City-owned properties?

COMMUNITY FACILITIES & RESOURCES	
Strengths <ul style="list-style-type: none"> • CID • Parks • Police Department • Code enforcement • City leadership • City Council • City is run as a business • Integration of leadership – elected and non-elected leaders work together to get things done • Local streets – quick response • Strong financial resources • Existing facilities (City Hall, Community Center, etc.) 	Opportunities <ul style="list-style-type: none"> • Enhance fiber optic network • Locate community facilities in other area from Downtown • Wireless network – provide in city’s public spaces • Education of community on costs of services/facilities
Weaknesses <ul style="list-style-type: none"> • Lack of IT resources • Fiber optics • City facilities are concentrated – limits accessibility 	Threats <ul style="list-style-type: none"> • Limited electrical network • Stormwater infrastructure is aging • Maintenance of additional facilities – public has limited understanding of associated costs • Increasing maintenance obligations

PRELIMINARY GOALS LISTS

Continue to Define Norcross' Sense of Place

Norcross is a vibrant small city like no other in the Atlanta metropolitan region, residents and visitors know when they're in Norcross. Higher intensity employment-focused development along the city's edges gives way to well-maintained neighborhoods, attractive commercial nodes, and a quaint historic downtown. Monumental gateway signage, attractive landscaping, streetscaping and context sensitive building design allow the city's distinctive districts to complement one another.

Continue to Strengthen Norcross as a Livable and Safe Environment

Norcross is a welcoming community where all citizens thrive regardless of age, income or ethnicity. There is a wide variety of housing, shopping, recreation, and employment options in the city. Residents and visitors are safe and secure in their homes and on the go in the city.

Increase Opportunities for Travel via Different Modes within and Outside Community

Norcross is connected! Safe pedestrian routes, including sidewalks, crosswalks, and multi-use trails provide connections between the city's activity hubs. The City's development policies and political leadership are supportive of increasing efficient transit services connecting Norcross with destinations throughout the Atlanta region.

Maintain a Vibrant Economy and Continue to Facilitate Job Growth

City staff and leaders are responsive to the needs of current businesses and work with owners to support their growth. The wide variety of development options available in Norcross – spaces for lease, purchase, and properties for development and redevelopment are aggressively marketed. City staff and leaders continually work to recruit businesses that support the City's vision and development goals.

Further the City's Tradition of Strong Leadership and High Level of Quality Services

Norcross is a well-managed city that works cooperatively with adjacent governments to reach common goals. The City maintains an open-door government that actively strives to positively engage all citizens and community groups. City services not only maintain health, safety and welfare and but also promote quality of life.

**City of Norcross Comprehensive Plan
Steering Committee Meeting #5: Work Program
Date/Time:** January 9, 2014 (12pm)
Location: Norcross City Hall

MEETING MINUTES

Attendees:

Gary L. Brace, Norcross Planning & Zoning Board	Jeff Mueller, City of Norcross
Greg Cothran, City of Norcross	Charlie Riehm, City of Norcross
Tixie Fowler, City of Norcross	Keith Shewbert, City of Norcross
Rob Girard, Norcross DDA	Alyssa Sinclair, Gwinnett Village CID
Amanda Hatton, Jacobs	Rudolph Smith, City of Norcross
Tim Le, Atlanta Maxim Realty International	Jim Summerbell, Jacobs
Randy Meacham, Gwinnett Municipal Association	Rusty Warner, City of Norcross

Welcome

Jim Summerbell, Jacobs Project Manager, welcomed attendee. Goals of today's meeting are to vet the priority needs and opportunities and to agree upon a work program ranking methodology.

Project Update

Jim Summerbell gave an overview of the project schedule followed by an overview of Comprehensive Plan content. (Please see corresponding meeting presentation.)

- This is the 5th Steering Committee meeting. The final committee meeting will occur on January 23. The Open House has been moved to February 6 due to a conflict with the State of the City.
- Jim reviewed an outline of the final Plan document. The Plan will be succinct and user friendly.
 - The three main elements of the main document are: 1) Community Goals (including character areas), 2) Needs and Opportunities, and 3) Community Work Program.
 - The plan will comprehensively address the six substantive elements: housing, population, community facilities, land use, transportation, and population.
 - The main document will be supported by a technical appendix documenting the development of the plan.
- The draft vision, goals, and character area map were briefly reviewed.

Findings of the Action Planning Workshop and Community Survey

Amanda Hatton briefly reviewed the findings of the November workshop and Community Survey.

- The results of these two activities played an important role in identifying the draft priority needs and opportunities for the Plan Update.
- Full results from both activities are available on the City's website.

Discussion of Needs and Opportunities to be pursued

The priority needs and opportunities are important as they will shape the Community Work Program. According to GA Department of Community Affairs Comprehensive Planning Rules “Each of the needs or opportunities that the community identifies as high priority must be followed-up with corresponding implementation measures in the Community Work Program.”

- Displays of the draft priority needs and opportunities by planning element were posted on the wall. The Steering Committee used green and red dots to identify if they agreed or disagreed with each of the items identified.
- The group then discussed the results, identifying those needs/opportunities that should be removed and those that should be tweaked.
- The results of the Needs and Opportunities Discussion are documented at the end of the minutes.

Work Program Prioritization

There are 197 work items identified in existing plans alone. This list will be added to based upon data and public input collected during the planning process. While each recommendation is relevant, all are not all of equal priority. A transparent ranking methodology is needed to prioritize action items.

- Jim Summerbell reviewed the proposed prioritization methodology, which would rank work items based on the degree by which they comprehensively meet each of the five city goals. Then items will be further ranked by cost, implementation time frame, and funding.
- The group agreed that this methodology makes sense. The methodology should also include a correlation between cost and value provided by an action item.
- The question was raised as to whether any of the goals should be given more weight than the others. A brief voting exercise revealed that strong city leadership is the most important goal, followed by economic development, then sense of place. Approximately 25% of the group felt that all goals should be weighted equally.
- Jacobs will send a more detailed methodology for Steering Committee review and feedback prior to the next meeting.

Other Topics Discussed During Meeting

- Other cities are attracting the young and hip. Are they ignoring aging needs? The City of Norcross has, for the last five years, had a target of attracting the creative class, not any specific demographic group. Plan discussion should focus on this rather than needs of any specific demographic group.
- How does the demand for rental compare to the current supply in the city? This should influence the land use policy.
- Where should senior housing and multi-family housing go? This should be addressed in the Character Area narrative, to be discussed at the next committee meeting.
- Can a Glossary of Terms be added to the Appendix of the Plan? One will be added.

Next Steps

Jim briefly highlighted the next steps in the planning process.

- The next Steering Committee meeting will take place on January 23. The Open House will be February 6.
- The group was reminded to look out for draft materials for their review prior to the next meeting.

Adjourn

The meeting adjourned just before 2 pm.

Action Items

- Provide draft methodology for ranking of action items. – **Jacobs**
- Provide feedback on ranking methodology for action items. – **Steering Committee**

PRIORITY NEEDS AND OPPORTUNITIES – RESULTS OF VETTING ACTIVITY

Population

1. Multi-cultural Integration. Pursue measures to better integrate different community groups into Norcross culture – including opportunities to facilitate multiculturalism and bilingualism.

Voting Results: Agreed (Green dots) = 7, Disagreed (Red dots) = 3

Revision after discussion:

1. Maintain an environment of multi-cultural acceptance and tolerance. Pursue measures to better integrate different community groups into Norcross culture – including opportunities to facilitate multiculturalism and bilingualism.

2. Attract Young Professionals. Accommodate housing and attractions that appeal to millennial population and young professionals.

Voting Results: Agreed (Green dots) = 6, Disagreed (Red dots) = 5

Revision after discussion:

2. Continue to Attract the Creative Class. Promote and plan for housing and attractions that appeal to millennial population, young professionals, and creative professionals of all ages.

3. Resources to Support Aging Population. There are limited programs and resources (including housing) that facilitate growing old in Norcross. There is a need to expand these opportunities.

Voting Results: Agreed (Green dots) = 7, Disagreed (Red dots) = 5

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Revision after discussion:

3. Support Lifelong Communities initiatives. There are limited programs and resources (including housing) that facilitate growing old in Norcross. There is a need to expand these opportunities.

4. Community Engagement. Continue to increase ways for people to become engaged in City of Norcross activities.

Voting Results: Agreed (Green dots) = 12, Disagreed (Red dots) = 0

Revision after discussion:

4. Expand Community Engagement. Continue to increase ways for people, of all ages to become engaged in community activities. Promote available facilities, programs, and events that support the different segments of the community's population.

5. Connectivity. Bridge the gap between the population living east and west of Buford Highway through design improvements in redevelopment projects, transportation enhancements increasing connectivity, and public resources and programs that bridge gap between two sides of community.

Voting Results: Agreed (Green dots) = 12, Disagreed (Red dots) = 0

Revision after discussion:

5. Connect the two sides of Buford Highway. Bridge the gap between the population living east and west of Buford Highway through design improvements in redevelopment projects, transportation enhancements increasing connectivity, and public resources and programs. ~~that bridge gap between two sides of community.~~

6. Youth Services. The City of Norcross has a growing younger population that is likely to continue growing in upcoming years. There is a need to provide additional facilities and programs to support this segment of the population.

Voting Results: Agreed (Green dots) = 5, Disagreed (Red dots) = 6

Revision after discussion:

Deleted #6 and incorporated language about youth services into the wording of Priority Needs and Opportunities #4.

Housing

1. Encourage Desirable Residential Development. Work with private sector to support desired residential improvements and new housing. There is a need to continue to diversify housing mix to accommodate millennial population and employees of area businesses.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 2

Revision after discussion: No Change

2. Maintain Existing Housing Stock. A common concern among the population is the desire to see the quality of existing housing either maintained or improved in consistency with the Norcross Code of Ordinances. There is a stronger need for this on the eastern side of Buford Highway. Activities include code enforcement, support programs for owners, etc.

Voting Results: Agreed (Green dots) = 12, Disagreed (Red dots) = 0

Revision after discussion: No Change.

3. Provide Homeownership Support. The City has a high ratio of renters compared to homeowners. The City will pursue opportunities to increase homeowners and programs to facilitate opportunities and resources to help transition from renting to owning in the city.

Voting Results: Agreed (Green dots) = 11, Disagreed (Red dots) = 1

Revision after discussion: Need and opportunity #3 was deleted as a priority item. Majority of the group felt that this was not an appropriate role for local government.

4. Expand Inter-parcel Connectivity and Interior Sidewalks. Community members would like to be able to get to more places on foot and bicycle. The City should facilitate pedestrian and bicycle connectivity between residential areas and nearby commercial nodes and community facilities.

Voting Results: Agreed (Green dots) = 12, Disagreed (Red dots) = 0

Revision after discussion: No change, but renumbered to 3.

Economic Development

1. Improve Communications Infrastructure. Improved fiber optics/high speed internet infrastructure are seen as a need to maintain a competitive place for high tech companies and corporate offices.

Voting Results: Agreed (Green dots) = 6, Disagreed (Red dots) = 3

Revision after discussion:

1. Maintain and Improve Infrastructure. To maintain a competitive edge in attracting and retaining business, especially corporate offices and high tech companies, Norcross will maintain and improve its supportive infrastructure, including transportation, utilities, and communications.

2. Promote Buford Highway Redevelopment. Redevelopment of Buford Highway is pivotal to creating a more connected community and achieving the vision of the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change.

3. Provide Small Business and Entrepreneurship Support. Through the public engagement program it was identified by community members the need to provide additional support to entrepreneurships and small businesses.

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Voting Results: Agreed (Green dots) = 7, Disagreed (Red dots) = 4

Revision after discussion:

3. Maintain and enhance a business friendly environment. Further the City's reputation as a great place to do business, through continued local economic development efforts and work with other economic development partners to support, retain and attract business and to promote entrepreneurship.

4. Continue to Build the Arts. Increase the arts and attractions of Norcross to attract additional residents and visitors. Potential reuse of the OFS site for filming could be leveraged to further this goal. Additional resources on the northeast side of Buford Highway could in part accommodate these things. The City's cultural diversity and number of foreign born residents could be further leveraged to this end.

Voting Results: Agreed (Green dots) = 8, Disagreed (Red dots) = 2

Revision after discussion:

4. Continue to Support the Arts. Increase the arts and attractions of Norcross to attract additional residents and visitors. Potential reuse of the OFS site for filming could be leveraged to further this goal. Additional resources on the northeast side of Buford Highway could in part accommodate these things. The City's cultural diversity and number of foreign born residents could be further leveraged to this end.

5. Maintain and Grow Public/Partnerships. This is essential for maintaining a low vacancy rate in non-residential properties and furthering the City's reputation and marketing efforts as a great place to do business. The tradition has been put in place by current economic development staff and can be continued.

Voting Results: Agreed (Green dots) = 6, Disagreed (Red dots) = 4

Revision after discussion: Need and opportunity #5 was deleted as a priority item. The item was viewed as poorly worded and really somewhat redundant of need and opportunity #3.

Land Use

1. Revisit Zoning and Development Regulations. Since the last update of the Comprehensive Plan, the City of Norcross has seen much progress, many changes, and annexation. As such, there is a need to revisit and consider edits to the zoning and development regulations of the city.

a. Sign Ordinance. Amend sign ordinance to address improvements identified by sign ordinance evaluation.

b. Repurposing of old buildings.

c. M-2 Zoning District. Revisit the M-1 zoning district to ensure appropriate users are allowed in the district.

d. Parking. Amend parking ordinance to provide for banking of parking.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change.

2. Promote Development of Mixed Use Nodes at Key Gateway Intersections. Continue tradition of strong planning to support smart zoning, redevelopment, and development decisions. This should include updating the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan in coordination with County and CID partners.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change.

3. Promote Redevelopment along City's Principal Roadways. Redevelopment along key roads like Buford Highway, Beaver Run, and Jimmy Carter Boulevard and reworking these roadways is essential to connecting the City's different neighborhoods. Balancing land use and transportation improvements will be essential to achieving the area vision.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 1

Revision after discussion: No change.

4. Define gateways in the City of Norcross. A common comment in the visioning for the future was to better brand the city and let people know when they have arrived. This need is already being pursued by the City and should continue to be a priority in the next five years as the City works to integrate newly annexed portions of the city.

Voting Results: Agreed (Green dots) = 8, Disagreed (Red dots) = 2

Revision after discussion: Broadened the need to include wayfinding signage and better define gateways as both monuments and architectural features.

4. Improve gateways and wayfinding signage. Everyone should know when they have arrived in the City of Norcross through the aesthetic use of monuments and architectural treatments, and should easily be able to find community facilities and attractions. This need is already being pursued by the City and should continue to be a priority in the next five years as the City works to integrate newly annexed portions of the city.

Transportation

1. Pursue Funding & Implementation Partnerships. Pursue partnerships with the Gwinnett Village CID, the private sector, and funding partners to achieve needed transportation improvements.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change.

2. Expand Bicycle Infrastructure. There is a desire to be able to get around town via bicycle, both for recreation and to visit community facilities, shop, and work. This is documented by the Parks and Recreation Master Plan. Building bike infrastructure in the city should be an initiative of Norcross.

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Example communities include the City of Roswell and City of Decatur, both of which have a historic town core.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 1

Revision after discussion: No change.

3. Improve Downtown Railroad Crossing Safety. Improve safety around railroad crossing in Downtown.

Voting Results: Agreed (Green dots) = 8, Disagreed (Red dots) = 2

Revision after discussion: slightly expanded wording

3. Improve Downtown Railroad Crossings. **Improve safety around railroad crossings in the Downtown area.**

4. Expand Sidewalk Infrastructure. Increase walkability throughout the city.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 1

Revision after discussion: No change.

5. Increase Local Public Transportation Options. Need to increase local public transportation to take residential community where it needs to go. Further analysis is needed to determine whether such initiative is feasible or warranted.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 1

Revision after discussion: No change.

6. Maintain Street Resurfacing. Program The City has comprehensive street resurfacing program that has overseen resurfacing 25 percent of the city's street. This initiative should be continued to maintain high quality and safe roadways for residents and economic development purposes.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change.

7. Improve Traffic Flow. Community members have identified the need to improvements along Holcomb Bridge Road, Mitchell Road, and Buford Highway.

Voting Results: Agreed (Green dots) = 3, Disagreed (Red dots) = 7

Revision after discussion:

7. **Manage** Traffic Flow. Community members have identified the need for improvements along the city's major roads. Managing traffic flow should emphasize traffic calming along the city's internal roadway network and efficient movement of traffic along the city's boundary roadways which are designed to accommodate through traffic.

Community Facilities and Services

1. Expand Facilities Outside of Downtown. There are limited community facilities outside of the Town Center. Additional facilities are needed to better accommodate the population in the newly annexed area and other parts of town. (community hubs)

Voting Results: Agreed (Green dots) = 5, Disagreed (Red dots) = 5

Revision after discussion:

1. **Improve access to community facilities.** There are limited community facilities outside of the Town Center. Better access to these facilities is needed to better accommodate the population in the newly annexed area and other parts of town.

2. Enhance Police Department. Although the police department is strong and has extended its reach in the community, the perception of limited safety persists in the community, particularly in the area east of Buford Highway.

Voting Results: Agreed (Green dots) = 4, Disagreed (Red dots) = 6

Revision after discussion:

2. **Continue to support the Norcross Police Department and its presence in the community.** Although the police department is strong and has extended its reach in the community, the perception of limited safety persists in the community, particularly in the area east of Buford Highway.

3. Improve the City's Parks and Recreational Facilities. The City will continue to implement its Parks Master Plan, adopted in January 2011.

Voting Results: Agreed (Green dots) = 7, Disagreed (Red dots) = 3

Revision after discussion:

3. **Implement and update the Norcross Parks Master Plan, adopted in January 2011.** The Plan should be updated to consider recreational needs in the annexed area northeast of Jimmy Carter Boulevard.

4. Construct Additional Parking in the Downtown Area. Constructing a parking deck in the Town Center is a community priority. A deck will strengthen the Town Center and allow for a more walkable and dense downtown as envisioned in the Town Center LCI.

Voting Results: Agreed (Green dots) = 10, Disagreed (Red dots) = 0

Revision after discussion: No change

5. Maintain & Improve Stormwater Infrastructure. Stormwater infrastructure is aging. The City should continue to implement its five year plan to improve stormwater infrastructure.

Voting Results: Agreed (Green dots) = 8, Disagreed (Red dots) = 3

Revision after discussion: Added language to explain the benefit of the infrastructure.

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5. **Maintain & Improve Stormwater Infrastructure.** Stormwater infrastructure is aging. **In an effort to reduce non-point source pollution and to promote redevelopment,** the City should continue to implement its five year plan to improve stormwater infrastructure.

6. Ensure presence of bilingual staff to support community in critical needs (police protection) and community facilities and services.

Voting Results: Agreed (Green dots) = 4, Disagreed (Red dots) = 6

Revision after discussion: Need and opportunity #6 was deleted as a priority item. The City has made great strides in dog this already, and group did not feel it was a priority.

7. Implement High Tech Solutions in Service Provisions to Enhance the Community Image. The City should continue to build on its positioning and image as a high tech community in its service provisions.

Voting Results: Agreed (Green dots) = 9, Disagreed (Red dots) = 1

Revision after discussion: No change, except renumbered to item 6.

8. Develop Citywide GIS system. There is an opportunity to create a citywide GIS system that will facilitate a more efficient information system in the city.

Voting Results: Agreed (Green dots) = 7, Disagreed (Red dots) = 3

Revision after discussion: Renumbered and reworded to better explain what GIS is.

7. Develop a Citywide Geographic Information System (GIS). **As demonstrated in other jurisdictions, such as Gwinnett County and several other Metropolitan Atlanta municipalities, there is an opportunity to create a citywide GIS system that will facilitate making secure and public geographic oriented data more readily available for use by city staff and the public.**

**City of Norcross Comprehensive Plan
Steering Committee Meeting #6: Work Program
Date/Time:** February 3, 2014 (12pm)
Location: Norcross City Hall

MEETING MINUTES

Attendees:

Gary L. Brace, Norcross Planning & Zoning Board	Jeff Mueller, City of Norcross
Greg Cothran, City of Norcross	Charlie Riehm, City of Norcross
Tixie Fowler, City of Norcross	Keith Shewbert, City of Norcross
Rob Girard, Norcross DDA	Alyssa Sinclair, Gwinnett Village CID
Amanda Hatton, Jacobs	Rudolph Smith, City of Norcross
Nick Masino, Gwinnett Chamber of Commerce	Jim Summerbell, Jacobs
Randy Meacham, Gwinnett Municipal Association	Rusty Warner, City of Norcross

Welcome + Project Update

Jim Summerbell, Jacobs Project Manager, began the meeting, welcomed attendees, and walked through the schedule for project completion.

Proposed Project Schedule:

- Open House and posting of the draft plan online - February 6
- Revised plan posted as part of Mayor and Council Policy Agenda – February 10
- After the 10th additional revisions will be incorporated into an Errata sheet.
- Mayor and Council Policy Meeting – February 17
- Mayor and Council Public Hearing for Transmittal to ARC – March 3
- Errata and final comments from MCC and SC incorporated into final draft – March 7
- ARC and DCA review, up to 60 days – comments incorporated after review
- Adoption – tentatively May 5

The draft plan will be posted to the City's website this week. Comments on the first draft should be submitted to the project team by February 17.

What's New in the Comp Plan Update?

Jim highlighted major changes in the plan update:

- New Gateways, Corridors, and Structures Map
- A major update of the Future Development Map (character areas) that incorporates the annexed area
- A new, five year Community Work Program

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The group identified the following potential additions and changes to the Gateways, Corridors, and Structures Map:

- The City would benefit from signage on I-85 that directs people to historic downtown Norcross, as is done in other communities. This was previously pursued by the City but denied by GDOT. It should be revisited.
- A small-scale gateway should be shown at Brook Hollow and Mitchell Road.
- There's potential to mimic Thrasher Park architectural features; 10 locations were previously identified by the City but not implemented. The City probably still has the materials. Randy Meacham will send Jacobs a map of these locations.
- There is a gateway opportunity near Peachtree Corners.

Community Work Program Review

Jim reviewed the methodology for forming the Community Work Program. Attendees received a copy of the draft methodology, related policies, and an example of how projects were ranked. The methodology is a way to prioritize projects; however, placement of projects on the five year work program will ultimately be determined by City leadership.

- It was recommended that the pricing scale be reversed in the methodology (lowest cost projects receive highest points)

Jim asked the group to identify projects that they consider to be top priorities and should definitely be included in the five work program. The following items were identified:

- Design Guidelines
- Langford Parkway Extension to Beaver Ruin
- Buford Highway improvements
- DDA Cultural Roundtable
- Arts Master Plan for city
- Multi-use trail along Beaver Ruin
- Continuous Flow Intersection (CFI) at Jimmy Carter Boulevard and Buford Highway
- Better integration of eastern side of community in city activities (should look to communities like Flowery Branch, Duluth, and Gainesville for how they've been successful at this)

It was remarked that long-term projects should also identified in the plan. It was also mentioned that the recommendation of the Norcross Activity Center LCI of instituting a Rental Licensing Program would likely not be supported by Council.

Character Area Review

Jim provided attendees a copy of the Future Development Map (character area) write-up in table format. All were given some time to review then the floor was opened up for questions, concerns, and proposed changes to the map or text:

- Recommendations from the Parks Master Plan should be added to the character area recommendations.
- Some questions were asked about character area boundaries. Boundaries are based on input from the Steering Committee. Buford Highway crosses a few character areas, reflecting the transition between different types of character/land uses one experiences along the corridor.

Open House Preparations

Amanda Hatton reviewed the format for the Open House. There will be an informal environment with several display stations displaying highlights from the plan. The floor was opened for suggested improvements:

- The group would like to see a timeline of the planning process at the Open House to help people better understand how the plan was developed.
- Include an activity for naming of character areas.
- Highlight what is going on in neighboring communities in the presentation.

Adjourn

Jim thanked all in attendance for their participation on the Steering Committee and encouraged all to attend the Open House. Committee members are asked to help circulate information about the Open House to their network and encourage people to attend. The meeting adjourned just before 1 pm.

Action Items

- Provide Steering Committee electronic version of character area map. – **Jacobs**
- Once posted, provide comments on the draft plan to the project team by February 17. – **Steering Committee members**

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For posting: August 1, 2013

Community invited to help define City of Norcross 2034 Vision

The City of Norcross invites residents, business owners, and civic leaders to Imagine Our Future at the first of three workshops designed to help update the City's Comprehensive Plan. The Visioning Workshop will take place Thursday, August 22, at the Norcross Community Center, from 6:30 pm to 8:30 pm.

The meeting will include two segments:

1. A brief presentation by the planning team, highlighting initial analysis of the city's existing plans, trends, and needs; and
2. Small group discussions centered on collecting input from the public regarding the driving factors that should shape the city's future.

Community members are asked to consider what they would like Norcross to be like in 20 years. What are the unique local opportunities that will shape the way of life, business, and play in our city?

The meeting will set the foundation for the Plan's Update. The planning team will work with attendees to help identify those areas in need of revitalization, areas appropriate for new development, and areas that could become community amenities.

The Comprehensive Plan is a guiding policy document for the City of Norcross. It lays out the vision for our community for 20 years ahead and ensures that we have the right steps, strategies, and policies in place to achieve that vision.

The City is updating its plan to reflect changes since the plan was last updated in 2008 and to meet state planning requirements. The City recently annexed a significant portion of land near I-85, triggering a required update, and the overall economy has experienced a major transformation.

The planning process was formally kick-off at the July 22 City Council Meeting and is targeted for completion in May 2014.

For more information about Norcross's Comprehensive Plan Update, contact Chris McCrary, Community Development Director, at 770-421-2027 or cmccrary@norcrossga.net.

Posted on: August 22, 2013

Norcross Citizens Cross Cultural Gap to Create Community



City of Norcross, GA (August 26, 2013) - Almost 40 Norcross citizens and business owners braved a drenching summer storm on Thursday evening (August 22, 2013) to attend the city's first Visioning Workshop. What began simply as an opportunity for the public to weigh in with updates to Norcross' 2034 Comprehensive Plan turned into a community milestone.

Hosted by Norcross City Planner Chris McCrary and the engineering firm Jacobs, the workshop was set up to solicit public input that will be used to help update the city's Comprehensive Plan (Comp Plan).

"The Comp Plan is basically a guiding policy document for the City of Norcross," explains McCrary. "It lays out the vision for our community for 20 years ahead and ensures that we have the right steps, strategies, and policies in place to achieve that vision."

While envisioning their town's future, the attendees did more than put ideas down on paper – they also made an exciting stride towards bridging the city's cultural gap. Almost 40 Norcross citizens and business owners braved a drenching summer storm on Thursday evening (August 22, 2013) to attend the city's first Visioning Workshop. What began simply as an opportunity for the public to weigh in with updates to Norcross' 2034 Comprehensive Plan turned into a community milestone.

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While envisioning their town's future, the attendees did more than put ideas down on paper – they also made an exciting stride towards bridging the city's cultural gap. In 2012, Norcross annexed in over 2 square miles, dramatically expanding the footprint of a small community that

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had remained mostly unaltered for over 145 years. Overnight, the town's population increased 71%, instantly changing its demographics from 6% to over 40% Hispanic. Whereas the median age had been 38, the annexation introduced a new group whose median age was 28. Income levels became as widely varied as the number of languages now spoken within the community. In the blink of an eye, Buford Highway changed from a road that bordered the city's outer limits to a literal and symbolic line dissecting the new community. On either side were neighborhoods with families who had lived within a mile of each other for decades, but seldom if ever interacted.

On this rainy Thursday evening, citizens from both sides of that divisive highway assembled in one room to share their visions for the future. Encouraged to "think big" the hosts themselves were progressive. What could have been a dry government exercise became a chance for citizens to interact and discuss ideas in two languages, with Spanish translators and bilingual citizens stepping in to ensure everyone in the room had a chance to be heard and understood.

Agustin Mendoza was one of those attendees; he and his family have lived in what was unincorporated Norcross for over 30 years. As a newly annexed City resident and homeowner, he joined the small group of Hispanics who attended the Visioning Workshop, the first time that Norcross' Hispanic residents have actively participated in a "town hall" style meeting. They were encouraged by Norcross Police Detective Arelis Rivera, a native Puerto Rican who patrolled the streets of Chicago before coming to Norcross. Rivera plays a key role in building the bridge over Buford Highway; with her support, Agustin spoke before the collective group that night. He spoke on behalf of his local Hispanic community, sharing what they felt are Norcross' assets, as well as what areas need focus and the kinds of solutions they envision for their families and neighborhoods. Although he apologized for his "broken English", when Agustin finished there was no doubt that his message had been understood. Citizens from both sides of the highway applauded and within minutes, the shared vision began to visibly overcome the barriers of stereotype. Both English-only and Spanish-only speaking citizens stood up to enthusiastically shake each other's hands. There was mutual laughter at the ragged "Spanglish" and in one pivotal moment, plans were made between two culturally diverse men to continue the visioning discussion over a cold Tecate.

"I have to say that I am so impressed with the reaction of some of the members of the community that were present and congratulated Agustin on his efforts to address the workshop attendees in his Spanish accent," said Rivera. "I was so pleased to see the gathering of residents and how their ideas and concerns were so similar. It was an honor to be part of that experience."

Surveys, more public workshops and a citizen-based steering committee will continue to help define Norcross' physical plans for the future. But while the city can provide the tools and expertise that it takes to grow the community's physical landscape, it is people like those who attended the first Visioning Workshop - citizens who dare to cross barriers and focus with an open mind on our human similarities - who will continue to accomplish the most. # # #

Posted on: September 4, 2013

Norcross Focuses on Creating Vision



City residents, business owners and civic leaders are invited to "Imagine Our Future" as part of the process of updating Norcross' Comprehensive Plan. The first public Visioning Workshop took place in August – the focus was on discussion of factors that should shape the city's future. Attendees were asked what types of recreation they want to see, identify areas for revitalization and new development, discuss local transportation needs and lifestyle amenities. These ideas, plus others collected via surveys and other public participation opportunities will help set the foundation for Norcross' Comp Plan update, which becomes the City's roadmap for the next 20 years.

"The Comp Plan is basically a guiding policy document for the City of Norcross," explains Norcross Community Development Director Chris McCrary. "It lays out the vision for our community for 20 years ahead and ensures that we have the right steps, strategies, and policies in place to achieve that vision."

Norcross is reviewing its 2008 update to reflect progress made since that time and to meet state planning requirements. The 2011 annexation added a significant portion of land which wasn't part of the original Comp Plan, and the recession impacted lifestyle trends and development plans locally as well as across the nation.

Council formally kicked-off the updating process at the July 22nd City Council Meeting, targeting the project's completion for May, 2014. For more info about Norcross's Comprehensive Plan Update and the calendar of upcoming public workshops and meetings, visit www.norcrossga.net or contact Chris McCrary, Community Development Director, at 770-421-2027 or cmccrary@norcrossga.net.

PUBLIC MEETING DATES:

Visioning Workshop August 22, 2013

Character Area Workshop September 26, 2013

NOS Workshop November 21, 2013

All workshops are held in the main ballroom of the Norcross Community Center, 10 College Street

Posted on: November 6, 2013

Final Public Workshop for Comp Plan Update Scheduled



The City of Norcross invites residents, business owners, and civic leaders to the third and final-of-3 interactive public workshops held to help update the City's Comprehensive Plan. The Action Planning Workshop will take place Thursday, November 21 at the Norcross Community Center, 10 College Street, from 6:30 pm to 8:30 pm.

The City will collect input on key needs, opportunities and strategies to achieve the community's vision for the future, building on input received at the previous 2 workshops. Community members will:

- Engage in a warm-up activity to identify needs and opportunities, followed by a brief presentation that will orient community members to the nuts and bolts of plan implementation and why action planning matters.
- Meet in small groups to help identify key strategies and actions to achieve goals related to economic development, land use, housing, community facilities and services, and transportation.

The input gathered will help shape the implementation program and the 5-year action plan.

Community members are also encouraged to participate in a community survey being carried out to support the Comprehensive Plan Update. Available at:

- www.surveymonkey.com/s/norcross2034 (English)
- www.surveymonkey.com/s/norcross2034esp (Spanish)

About the Comprehensive Plan

The Comprehensive Plan is a guiding policy document for the City of Norcross. It lays out the vision for our community for 20 years ahead and ensures that we have the right steps, strategies, and policies in place to achieve that vision. The planning process was formally kick-off at the July 22 City Council Meeting and is targeted for completion by May 2014. An Open House to present the draft plan is tentatively planned for February 2014. The Update is being carried out by the City of Norcross in coordination with Jacobs Engineering.

For more information about Norcross's Comprehensive Plan Update, contact Chris McCrary, Community Development Director, at 770-421-2027 or cmccrary@norcrossga.net.

Posted on: January 23, 2014

Citizen Vision Impacts Norcross: Invitation to Public Meeting Feb 6



On February 6, 2014, the City of Norcross will host an Open House to present the final draft of its Comprehensive (Comp) Plan, a formalized guideline to the City's vision for development and redevelopment through 2034. This event will be held at the Norcross Community Center (10 College Street) from 6:30pm – 8:00pm.

Since last summer, City of Norcross residents, business owners, and civic leaders have been speaking out in a dynamic “think tank” process that not only encouraged citizen input, but also recognized exciting milestones in relationships between diverse members of the community. Discussion has been centered on how the community should develop over the next 20 years, establishing priorities and revisiting the City's last Comp Plan Update, which was done in 2008.

Drafted changes to Norcross' Comp Plan include:

- An update of the Future Development Map and character areas – a policy guide for future zoning and land use decisions. The updated map incorporates the recently annexed area north of Jimmy Carter Blvd and modifies some of the existing character area boundaries.
- A new list of city goals as well as priority needs and opportunities to be addressed in the next 5 years.
- A new Community Work Program – a list of prioritized projects and initiatives to be pursued by the City in the next 5 years.

The informal meeting will give attendees the opportunity to review draft plan displays and talk one-on-one with the planning team regarding draft plan elements. A brief presentation will be given at 7:00 pm.

This is the last public meeting in the updating process. Citizen input collected at this Open House will be considered in the final revision then submitted to the Atlanta Regional Commission and Georgia Department of Community Affairs for review. Transmittal is anticipated at the March City Council Hearing.

The draft plan will be posted on www.norcrossga.net in February for public review. # # #

8. RECORD OF ACCOMPLISHMENTS

City of Norcross												COMPLETED ONGOING TO IMPLEMENT
2008-2013												
	2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items	
Economic Development												
1	Establish Economic Development Coordinator position and work plan	✓					City Manager and Community Development	Staff	GF		Complete. Position established and filled in 2008.	
2	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	✓					Economic Development Manager	staff	City GF	Roundtable conducted	The Buford Hwy Inventory has been completed and some discussions have taken place. With more promotion of the Opportunity Zones more discussions will take place. All property owners/agents with land for lease or sale have been contacted.	
3	Tax Allocation District: Prepare Redevelopment Plan	✓					City Manager, Community Development	5000	GA/TAD funds		Complete.	
4	Tax Allocation District Implementation		✓	✓	✓	✓	Economic Development Manager	Staff	GF & TAD funds	TAD plan approved, financing structure established	Both TADs have been dissolved. Possibility of developing a current condition TAD in 2012 -2013	
5	Implementation of Downtown Strategic Plan (Urban Collage Plan)	✓	✓	✓	✓		Community Development	Staff	GF/SPLOST/ARC Matching Grant	Revision of Towncenter LCI Complete	Community Development completed a revision to the LCI Towncenter.	
6	Implementation of Gwinnett Village CID redevelopment plan components within City, and associated regulations	✓	✓	✓	✓	✓	Community Development	Staff	NA	On-going: create overlay, establish phased achievements	A Redevelopment Area Overlay District was adopted in July 2008.	
7	Work with Gwinnett County BOE regarding Buchanan School Site	✓	✓	✓	✓		Economic Development Manager, DDA, CID	Staff	NA	Possible removal from list	Project may no longer be applicable due to changes to the school organization.	
8	"Big Box" regulations to attract in appropriate areas and promote appropriate site design	✓	✓				Community Development	Staff	NA	Ordinance amended	Comp Plan leans away from Big Box so no ordinance will be developed yet	
9	Prepare Incentive Plan/Package for Revitalization areas		✓				Community Development, CFO, City Manager	Staff	NA		Opportunity Zone is established	
10	Parking needs assessment for Downtown		✓	✓			Community Development	Staff	GF	Baseline established; Implementation Stage	Parking Study complete.	
11	Prepare survey of the economic health and longevity of office, warehouse and industrial space		✓	✓	✓		Community Development, Economic Development Manager	Staff	GF		M-1 ordinance change complete that includes office use in M-1 Zoning, a phase out of small warehouse and promotion of redevelopment.	
12	Complete City Marketing Plan	✓	✓	✓			PRS	27,000	Hotel/Motel Tax	Plan adopted. Complete Ongoing	The new branding/logo were completed in 2008. The marketing plan has been complete. Annual evaluation by PR	

Natural, Cultural and Historical Resources											
13	Promote new fire museum	✓	✓				Public Works	Staff	GF	Marketing items published by 2010	Museum is complete and under the operational control of the City of Norcross. Museum is open to the public
14	Complete museum in Downtown		✓				Public Works	Staff	GF		Museum is complete and operational
15	Complete initial improvements to the Community Center	✓					Public Works	488,000 160,000	CDBG SPLOST		Complete

City of Norcross										COMPLETED ONGOING TO IMPLEMENT	
2008-20123											
GF=General Funds; W/S = Water/Sewer; PW = Public Works	2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items
Transportation											
16	Work with Gwinnett County regarding congestion on major corridors;	✓	✓	✓	✓	✓	City Engineer; Public Works; City Manager	Staff	SPLOST & GF		On-going Issue. CFI @ Buford and JCB (CID Lead); Rt Turn Lane NNT and Buford (in design).
17	Implementation Street Resurfacing Plan	✓	✓	✓	✓	✓	Public Works	150,000 per yr total \$500,000 over 3 yrs	SPLOST & LARP		We have resurfaced 26 streets and 5 from State Program. 4 additional in 2013
18	Buford Highway Improvements LCI. Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross Tucker at Buford Highway	✓	✓	✓	✓	✓	Community Development	2.5 Million	80/20 ARC, GDOT, City match		2012 Engineering Phase. Project on schedule through 2014.
19	Indian Trail Roadway/Improvements LCI. Add second eastbound right turn land and westbound through lane at Brook Hollow Parkway at Indian Trail Road Intersection. Raised Median. Retime traffic signal.		✓	✓	✓		Community Development	CID Lead / Partial Constructio n cost TBD	Gwinnett Village CID		Project Complete. CID funding and aministrating project.
20	Sidewalk inventory and prioritized improvement plan; Implement the sidewalk inventory and prioritized improvement plan	✓	✓	✓	✓	✓	Community Development	Staff	GF	2013 \$564,400 in CDBG for sidewalks	Implementation Partial Complete 2012 (CDBG) ; 2013 CDBG Approved
21	Thrasher Street TE Grant Sidwaks and Streetscape Improvements.		✓	✓	✓	✓	Community Development / Public Works	400K	80/20 ARC, GDOT, City match		Engineering Complete, Temp Construction esmt aquisition. Construction on track for 2014
22	College Street / Skin Alley TE Grant Sidewalk and Streetscape Improvements.	✓	✓	✓	✓	✓	Community Development / Public Works	1 Million	80/20 ARC, GDOT, City match		Project considered complete February 2013
23	Cemetery Street TE Grant. Sidewalk and Streetscape improvements.	✓	✓	✓	✓	✓	Community Development / Public Works	1 Million	80/20 ARC, GDOT, City match		Project complete 2012
24	Medlock Connector Study (re-Alignment Medlock and Beaver Ruin)	✓					Public Works; City Engineer	79,000	SPLOST		Conceptual Plans prepared. Analysis performed by consultant (URS). Results of study showed that the project is not feasible in the near term at this time and will not be pursued by the City of Norcross.
25	Study and consider adopting local transportation study requirements as part of zoning and development review		✓	✓	✓		City Engineer	Staff	GF	Study results used for new development criteria	Adopted into city ordinance 2012
Community Facilities and Services											
26	Study use of Power Line easement for trail use				✓	✓	Community Development /Public Works	Staff	GF	ARC does not approve LCI implementation projects for trails outside of a transportation improvement project	This area is shown in the Parks and Greenspace Study. Communications with Georgia Power to be a priority with the finalized study. Other funding sources may need to be explored due to the meeting with ARC staff and limited funding with TIP / LCI Federal Highway funds

City of Norcross												COMPLETED ONGOING TO IMPLEMENT
2008-2013												
	2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items	
GF=General Funds; W/S = Water/Sewer; PW = Public Works												
27	✓		✓	✓	✓	✓	Community Development; CFO	Staff	Staff hours	Fees adjusted per results	Community Development revised fee schedule revised in 2013.	
28	✓	✓	✓				Public Works	490,000	SPLOST		Projects are complete	
29	✓	✓	✓				Public Works	50,000	SPLOST	Incentive mechanisms	Identified in the updated LCI to be used as passive green space.	
30		✓	✓	✓			Comm Development; Public Works; Parks Commission	Staff & P&G con	GF	Implementation	Plan Completed January 2011	
31	✓	✓	✓				Public Works	Staff	GF		Completed November 2010	
32	✓	✓					Public Works	Staff	GF	Needs presented to Council by 2010	Completed October 2009	
33	✓	✓	✓	✓	✓	✓	Public Works	650,000 annual	SWF		3 new Staff Members. Plan was implemented Jan. 2008	
34	✓	✓	✓	✓	✓	✓	Community Center	Staff	GF	Commitment to programs expansion; new programs on-line in 2012. More in 2013	New Program to include seniors in 2013.	
34A	✓	✓	✓	✓	✓	✓	Community Center	Staff	GF		Programs are underway and will be expanded as funding is available.	
34B		✓	✓	✓	✓		Community Center	Staff	GF		Summer Camp program Complete 2012	
34C	✓	✓	✓	✓	✓		Community Center	Staff	GF		NCACC (Norcross Cultural Arts and Community Center) is operating and hosting numerous activities, classes and programs.	
35	No Actions, No Cost						Community Development and City Manager	Staff	NA		Economic Development to talk with the association and see what the involvement with the community has been.	
36	✓						Public Works and Utilities	10,000	GF		Facility has been purchased	
37			✓				Public Works and Utilities	4 million	SPLOST		Facility is complete and operational	
38		✓					Community Development	Staff	GF		Completed	
39	✓	✓	✓	✓	✓		Public Works	Staff	GF		Project Underway. Staff to provide timeframe for completion	
40	✓	✓					Public Utilities	1,310,000	City		Water Phase completed. In negotiation	
41	✓	✓	✓	✓			Public Utilities	200,000	Utility Funds (water)		Pending due to possible sale of water system	

City of Norcross												
2008-2013												
		2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items
												COMPLETED ONGOING TO IMPLEMENT
												GIS was tabled for the 2010 & 2011 budget and will be reevaluated for 2012 budget. Staff Evaluating other options
												Continuous updating
												Complete
												Complete
												Complying with MS4 permit audit results
												Complete -report forwarded to City Manager
												Upgrade in communications system and consoles were completed in October 2009. Iron Sky is to be implemented in 2011.
												911 service implementation is complete
												Routine P.A.C.T. Meetings in place
												Council voted to not allocate funds for a specific Gang Prevention Officer
												Procedure and Process in place for all new and existing officers
												Implemented with new software
												Process recertification every 3 years. Program a priority
												Process recertification every 2 years. Program a priority
Housing												
												Adoption of RAOD in 2008 sets stage for mixed-uses and alternative design options. Staff to study incentives for redevelopment via ARC's Community Choices services in 2013.
												Ongoing
												Economic Development to focus on this in 2013

City of Norcross												<div>COMPLETED</div> <div>ONGOING</div> <div>TO IMPLEMENT</div>										
2008-2013												2012 Accomplishments / 2013 Action Items										
GF=General Funds; W/S = Water/Sewer; PW = Public Works												Success Measure Clarifications	Potential Funding Sources	Estimated Cost	Responsibility	2013	2012	2011	2010	2009	2008	
Land Use																						
56	Complete the Norcross Activity Center LCI, upon approval of the grant application by ARC										Community Development	125,000	GF (20% of total; ARC 80%)							✓		
57	Zoning Ordinance Amendments:										Community Development				✓	✓	✓	✓	✓	✓	✓	
58	a. Overlay associated with GV CID/Jimmy Carter Blvd./Buford Highway											Staff	GF								✓	
59	b. Design criteria/guidelines and signage Jimmy Carter Blvd./Buford Highway											Staff	GF								✓	
60	c. Big Box considerations											Staff	GF						✓			
61	d. Create zoning incentives for redevelopment										Community Development	Staff	GF		✓	✓	✓	✓	✓	✓		
62	e. Consider Residential Infill Regulations											Staff	GF							✓		
63	Pursue joint rezoning and development regulations with Gwinnett for Buford Hwy north										Community Development	Staff hours	GF							✓		
64	Parks and greenway: incorporate requirements into Zoning for open space and options for "banking" open space										Community Development	Staff	GF				✓	✓	✓			
65	Purchase and implement GIS system per 5 year Plan:										IT				✓	✓	✓	✓	✓	✓		
66	a. Maintain Zoning (base-line completed 2007)										IT/Community Development	Staff	GF				✓	✓	✓	✓		
67	b. Infrastructure planning: Water, Sewer, Roads										IT/P Works/P Utilities	Staff	GF			✓	✓	✓	✓	✓		
68	Zoning Procedures: routinize GIS; new forms as ZO changes										Community Development	Staff	GF						✓			

City of Norcross											
2008-2013											
GF=General Funds; WS= Water/Sewer; PW= Public Works	2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items
69	Annexation Study (feasibility, fiscal impact and criteria for consideration)	✓	✓	✓	✓	✓	Community Development	Staff	GF		referendum annexation complete 2011 and managed in 2012
Information Technology											
70	IT department: coordinate City-wide GIS system	✓	✓	✓	✓	✓	Information Technology/ Ongoing	145,000	GF		GIS was tabled for 2010 budget and will be reconsidered for 2011 budget.
71	Obtain GIS data from County regarding transportation improvements		✓				Information Technology	Staff	GF		GIS was tabled for 2011 budget and will be reconsidered for 2012 budget.
72	Implement Financial Management Software	✓	✓				IT/GGA	275,000	GF	On-line 2010	complete September 2010
73	Implement Community Development Application Software	✓	✓	✓	✓		IT/Community Development		GF		Fully implemented into Community Development daily activities
74	Implement Third Party Network Hosting	✓					IT	140,000	GF		Network hosting brought in-house.
75	Website Management	✓	✓	✓	✓		IT/City Clerk	10,000	GF		City website is running and management is on-going
76	Investigate City-wide WiFi		✓							Proposal presented to Council	decided against
77	Annually Update Five Year Technology Plan	✓	✓	✓	✓		IT	Staff	GF		On track to meet or exceed 5 year plan.
Intergovernment Coordination											
78	Obtain County preliminary results for infrastructure planning from Unified Development Plan; prepare comments for County Agenda process	✓					Community Development Economic Development Manager; Public Works, CID	Staff	GF	Report results to Council	Complete.
79	Transit: Address need for local transit alternatives	✓	✓	✓	✓			Staff	GF		Light rail study underway by Gwinnett CID with coordination from Norcross Economic Development Manager
General											
80	Update Short-Term Work Program on an annual basis	✓	✓	✓	✓	✓	Community Development	Staff hours	GF	Updates posted	Update of STWP for up to 2013 in Process. Send to DCA when complete. Time to provide an update to the Comp Plan in 2014
81	Service Delivery Strategy: concurrent with County Unified Plan	✓	✓	✓	✓	✓	City Manager	Staff	GF		Complete
82	Link Short-Term Work Program to Budgeting (and SPLOST)		✓	✓	✓	✓	Community Development; CFO; City Manager	Staff	GF	Add to City Charter	This cannot be added to the City Charter without going through Legislation

City of Norcross										COMPLETED ONGOING TO IMPLEMENT		
2008-2013												
		2008	2009	2010	2011	2012	2013	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure Clarifications	2012 Accomplishments / 2013 Action Items
83	Implement Centralized Purchasing	✓	✓					Finance Director	Staff	GF		In process as of 4/2009
84	Establish and fill part time position for the purpose of promoting the City and provide public relations.	✓						City Manager	Staff	GF		Position filled January 2009
85	Study Hotel/Motel tax structure		✓								Analysis presented to Council	Resolution passed by the City and forwarded to Rep. Pedro Marin for state passage to raise existing tax rate to 7%. Possibility to be raised to 8%. Completed
86	Continue to identify new revenue sources.	✓	✓	✓	✓	✓	✓	City Manager	Staff	GF	Maintain report of alternatives	On-going



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