

DATE: January 10, 2024

TO: Mayor Craig Newton, City of Norcross
ATTN TO: Kellie Littlefield, Senior Planner, City of Norcross
FROM: Mike Alexander, COO, Atlanta Regional Commission

The Atlanta Regional Commission (ARC) has received the following proposal and is initiating a regional review to seek comments from potentially impacted jurisdictions and agencies. The ARC requests your comments related to the proposal not addressed by the Commission's regional plans and policies.

Name of Proposal: 2023 City of Norcross Comprehensive Plan Update

Description: A regional review of the draft 2023 City of Norcross Comprehensive Plan Update.

Submitting Local Government: City of Norcross

Action Under Consideration: Approval

Date Opened: January 10, 2024

Deadline for Comments: January 31, 2024

THE FOLLOWING LOCAL GOVERNMENTS AND AGENCIES ARE RECEIVING NOTICE OF THIS REVIEW:

ATLANTA REGIONAL COMMISSION
GEORGIA DEPARTMENT OF TRANSPORTATION
GEORGIA ENVIRONMENTAL FINANCE AUTHORITY
CITY OF DUNWOODY
CITY OF LILBURN
DEKALB COUNTY

GEORGIA DEPARTMENT OF NATURAL RESOURCE
GEORGIA REGIONAL TRANSPORTATION AUTHORITY
CITY OF PEACHTREE CORNERS
CITY OF DULUTH
CITY OF TUCKER
GATEWAY 85 CID

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS
GEORGIA SOIL AND WATER CONSERVATION COMMISSION
CITY OF DORAVILLE
CITY OF JOHNS CREEK
GWINNETT COUNTY

Review information is attached.

Please submit comments to dshockey@atlantaregional.org. For questions, please contact ARC Plan Review Manager Donald Shockey at dshockey@atlantaregional.org or 470-378-1531. If no comments are received by Wednesday January 31, 2024, ARC will assume your agency has no input on the subject plan. The ARC review website is located at <https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/>.



MAYOR **CRAIG NEWTON** • MAYOR PRO TEM **BRUCE GAYNOR** • COUNCILMEMBER **ANDREW HIXSON** • COUNCILMEMBER **JOSH BARE**
COUNCILMEMBER **MATT MYERS** • COUNCILMEMBER **MARSHALL CHEEK** • CITY MANAGER **ERIC JOHNSON** • CITY CLERK **MONIQUE PHILIP**

January 5, 2024

Atlanta Regional Commission
International Tower
229 Peachtree Street NE | Suite 100
Atlanta, Georgia 30303

RE: Comprehensive Plan Update Submittal

The City of Norcross has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included in our submittal.

I certify that the appropriate staff and decision-makers have reviewed both the Regional Water Plan covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Kellie Littlefield, Sr. Planner at 770-449-4062.

Sincerely,

Craig Newton, Mayor
City of Norcross

Enclosures



COMPREHENSIVE PLAN UPDATE

RESERVED FOR COUNCIL RESOLUTION



NORCROSS

IMAGINE OUR FUTURE

Comprehensive Plan Update

DRAFT DECEMBER 2023



Jacobs



ACKNOWLEDGEMENTS

This plan is a result of the City's collaborative efforts to imagine the future of Norcross, including contributions from community members, the Steering Committee, City Staff, elected officials, and the planning team:

Mayor & City Council

Craig Newton, *Mayor*
Bruce Gaynor, *Mayor Pro Tem*
Josh Bare, *Councilmember*
Arlene Beckles, *Councilmember*
Andrew Hixon, *Councilmember*
Matt Myers, *Councilmember*

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Jalia Killings, *Planner*
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Craig Lokey, *Building Official*
Louis Young, PE, *City Engineer*

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Jacobs

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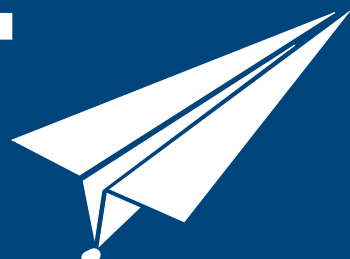
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EXECUTIVE SUMMARY

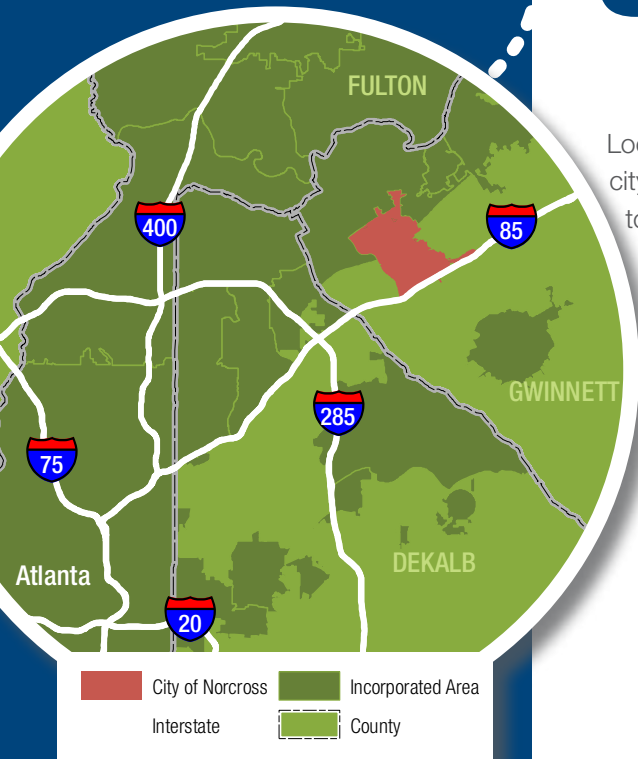


EXECUTIVE SUMMARY

Located northeast of Atlanta in Gwinnett County, Norcross is a thriving, dynamic city of about 17,000 residents. Over the past decades, the city has grown to become a major employment destination in the region, as well as an increasingly attractive place to settle down and raise a family.

Norcross 2045 is an update to the City's previous comprehensive plan completed in 2018. The plan has three main components:

- 1 *Community Vision*** lays out the future vision and goals that the community wants to achieve in text, maps and graphics
- 2 *Needs and Opportunities*** an overview of Norcross today and changes since the last plan; also includes a list of priority needs and opportunities
- 3 *Community Work Program*** a five-year work program of distinct activities, initiatives, programs, and administrative systems that are recommended to implement the plan



This plan not only builds on previous planning efforts, but is the product of a concerted effort to engage Norcross's diverse community. The public outreach effort launched for this plan update included the following types of engagement:

- Stakeholder Interviews
- Steering Committee meetings
- Online Survey
- Pop-Up Events
- Community Open House

COMMUNITY VISION

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 voiced by the community.

Goal 1: Continue to define Norcross' unique sense of place, where nature-based and cultural assets are conserved and enhanced.

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

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

Goal 4: Maintain a Vibrant Economy and Facilitate Job Growth

Goal 5: Ensure that Norcross Residents have a Variety of Attainable, Quality Housing Options

Goal 6: Further the City's tradition of strong representational leadership and a high level of quality services.

Each of these six goals is supported by a series of more detailed policies that provide additional direction for City staff and officials for future decision-making.



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



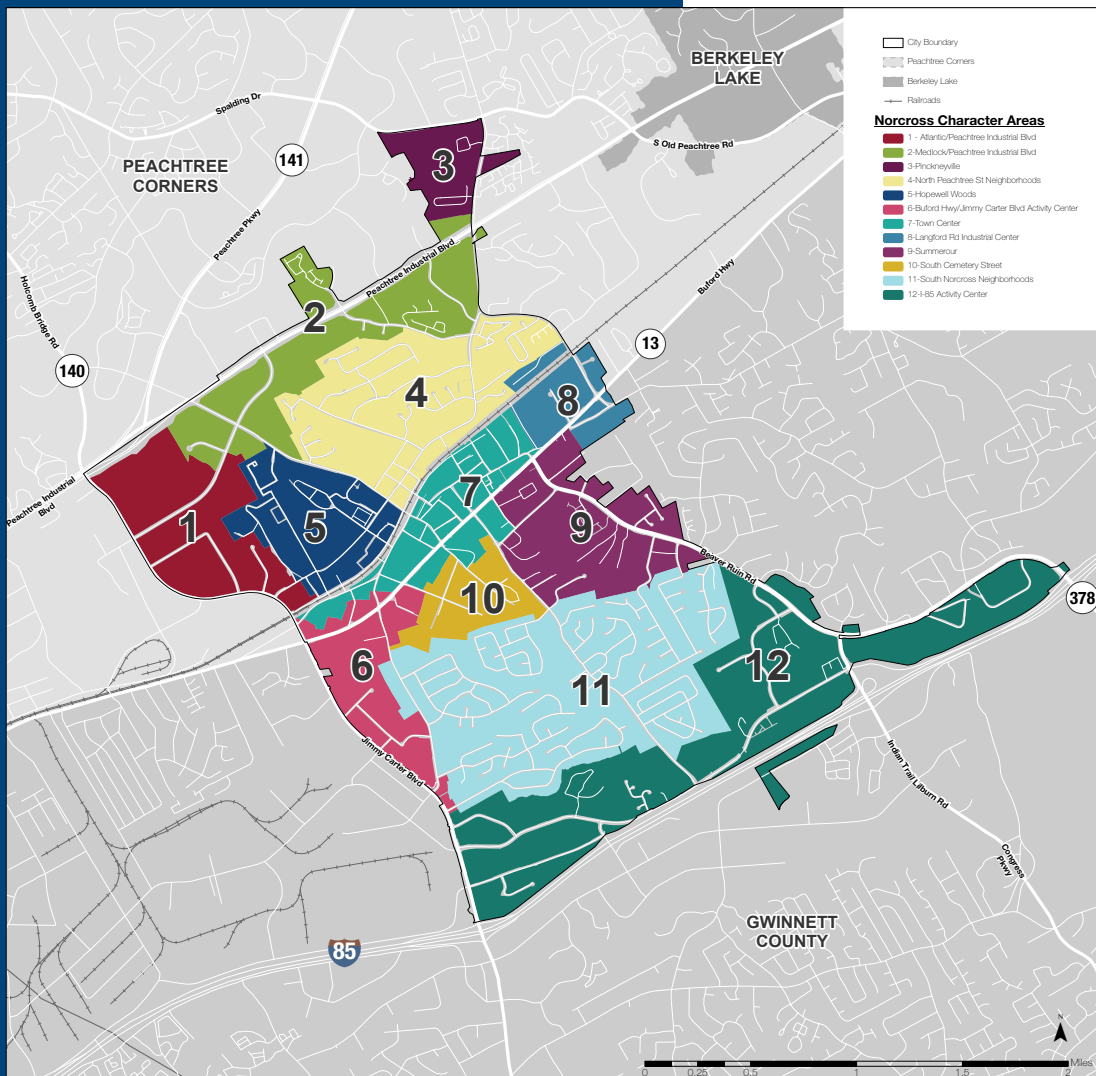
WHAT'S CHANGED SINCE THE 2040 PLAN?

- The Town Center Character Area extended west along to maintain the charm of S Peachtree Street.
- The Buford Highway / Jimmy Carter Boulevard Activity Center and the former Jimmy Carter/N Norcross Tucker Activity Center combined to form one Character Area.
- The Summerour Character area expanded north to Buford Highway.

In addition to the vision statement, goals, and policies, there is one more tool to help communicate the direction of Norcross: the Future Development Map. The Future Development map is essentially a location-based version of the vision, goals, and policies. It acknowledges that not every part of the City is the same and will develop in the same direction. As such, it delineates thirteen character areas, each with their own visions, goals, and key implementation actions.

Note

Future annexations will maintain the same character area policies and designations as those adopted by Gwinnett County for a period of at least one year following the effective date of the annexation. After which point, City Council may consider changes.



NEEDS & OPPORTUNITIES

Understanding the existing conditions of Norcross today, and the needs and opportunities that they present, is an important step in the comprehensive planning process. The Needs and Opportunities Element looks at six major aspects of the city: population, land use, transportation, housing, economic development, and sustainability and quality of life.

Norcross Today: A Snapshot

Population

With 16,876 residents, Norcross is a city with a young, diverse population. Based off population projections from the Atlanta Regional Commission, the city is expected to grow to about 26,000 residents by 2050.

Notably, Norcross is one of the most diverse cities in the Atlanta region. However, the city is often perceived as two places: the Norcross northwest of Buford Highway and the Norcross southeast of Buford Highway. This divide is one of the main challenges that the city is working to overcome.

Land Use

The city is slightly over 5 square miles in size, with significant amounts of space devoted to business: 17 percent of the city's land use is industrial, and 12 is office/professional or commercial/retail. Although the City's annexations in 2011 and 2012 greatly increased the amount low-density residential (today it is only 15 percent of total land use), this is still a smaller proportion of land use than most communities in the Atlanta region. This is also true of medium density and high density residential, which only make up 8 percent of the total land use, see Table 3.1 on page 50.

Land use planning for the city is managed by the City's Community Development Department, and unfortunately regulated under a set of outdated zoning and land development regulations which the city is now in the

process of updating. Most of the city has been the subject of detailed small area studies, including four Livable Centers Initiative Studies, including the Town Center, Buford Highway, Jimmy Carter Boulevard, and Beaver Ruin/Indian Trail Road. This plan supports the implementation of these small area studies and calls for their update and revision.

Transportation

From a transportation perspective, Norcross has an excellent location in the region with direct access to I-85 and close proximity to I-285. Roadway connectivity is further enhanced by a number of prominent streets in the city including Buford Highway (US 23/SR 13), Peachtree Industrial Boulevard (SR 141), Beaver Ruin Road (SR 378), Jimmy Carter Boulevard (SR 140), and Holcomb Bridge Road. Because of the large amount of warehousing in the city, freight traffic is an important consideration.

Alternative modes of transportation are less prominent in Norcross, but growing. The City's main transit hub is the Indian Trail Park and Ride, which is served by two express bus routes. Four local bus routes provide transit options in other parts of the city, and all provide access to the Doraville MARTA station. Outside of downtown, sidewalks and bicycle facilities are scant, but the City is actively working to improve this network with the Safe Routes to School program of sidewalks around Summerour Middle School and plans for the Beaver Ruin Creek Greenway.

A number of County transportation plans and Livable Centers Initiative (LCI) plans have proposed an extensive list of transportation projects in Norcross, including new rapid bus service; three regional-level trail corridors; and a series of roadway widenings and intersection improvements.

Housing

Housing in Norcross has high rates of occupancy. Only about half of the homes in the city are single-unit, detached residences—a percentage that is significantly lower than typical Atlanta suburban communities.

Although housing in Norcross is more affordable than other parts of the region, housing costs are still a major challenge for many residents—over 56% of renters are considered rent burdened (paying more than 30 percent of household income on rent). Another way to measure affordability is the ratio of median home value to household income; in 2020, this number in Norcross was 2.8, which is higher than Gwinnett County (2.5).

New housing coming online in Norcross is primarily high-end infill development, such as Parkside and Seven Norcross. These homes are out of reach financially for most existing residents, but are a draw for bringing in new residents that can afford the higher price points.

Economic Development

The city is economically healthy, with strong growth rates and low vacancy rates. Norcross is also the headquarters of several large companies, including Waffle House, FIS, and Hyundai. The city is a significant employment destination in the region, with 20,980 people working in Norcross—nearly double the city’s residential population. The most prominent industries in the City are Professional, Scientific, and Technical Services and Wholesale Trade. In general, the commercial and industrial real estate markets are strong, with Norcross being especially attractive to enterprises that have smaller warehouse operations.

Looking to the future, the City’s Norcross Target Industry Study identified three broad target industries for the City to pursue: Technology and Innovation, Professional and Business Services, and Culture and Creative Services.

Sustainability & Quality of Life

Norcross is making great strides in improving its sustainability and enhancing quality of life. In recent years, Norcross:

- Was recognized by ARC as a Platinum Green Community
- Has a new Science, Technology, Engineering and Math (STEM) High School
- Two new school facilities: one for Summerour Middle School, and a new elementary school (Baldwin Elementary)
- Opened Discovery Garden Park
- Established a Historic Preservation Commission

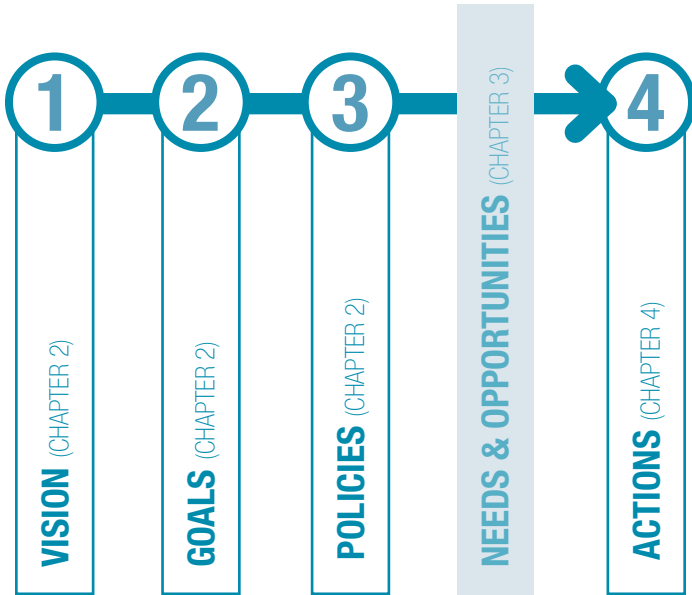
More quality of life and sustainability initiatives are afoot: plans to build a new library branch adjacent to Lillian Webb Park are proceeding. The City also has more detailed plans for the future Beaver Ruin Creek Greenway and Pinnacle Park, two significant parks and green space projects in the southern section of the city.

Priority Needs & Opportunities

From the existing conditions analysis and input from public engagement exercises, the planning team identified the following thirteen priority needs and opportunities, here posed as questions that community through this planning effort is working toward addressing:

1. How can the city maintain and enhance a sense of community, small town feel, and level of community services as new development comes online?
2. What can be done to ensure quality, long-term housing is available to all residents and newcomers at attainable price points?
3. Can the community be united across cultural backgrounds and socio-economic status?
4. How can we build strong neighborhoods with unique public amenities like parks and family-friendly activities in all parts of the city?
5. How can we attract young families?
6. How can we partner with schools to offer holistic services and improve perceptions?
7. What projects should the City support to address our multimodal transportation needs and traffic congestion?
8. How should we prepare for and leverage a potential transit station near I-85 and Jimmy Carter Boulevard?
9. How can we grow local businesses and attract new ones, particularly within our target industry clusters: technology and innovation, professional and business services, and culture and creativity?
10. Can we increase and enhance the selection of unique local shops and restaurants?
11. What sustainable practices can we implement to improve our quality of life over time?
12. Can we leverage emerging technology through smart city strategies to improve public service delivery?

TOP IMPLEMENTATION ACTIONS, 2019-2024



13. How can we provide excellent city services and engagement opportunities for people of all linguistic and cultural backgrounds?

These needs and opportunities are essentially the bridge between Norcross 2045's goals and policies, and the actions listed in the Community Work Program. The actions in the work program are items that need to be implemented in order to capitalize on opportunities or address community needs as they relate to the city's vision of the future.

COMMUNITY WORK PROGRAM

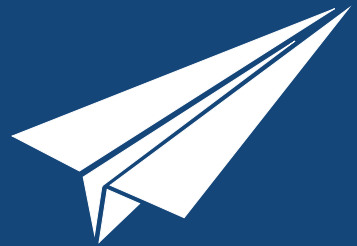
The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a list of projects and recommended policies to be implemented over the next five years. Long range projects are also included in the Work Program, but are noted to occur after the five-year implementation horizon.

1. Improve pedestrian and bicycle safety along Buford Highway and in the Town Center through Implementation Norcross Town Center LCI Plan and Buford Highway Master Plan. Establish sidewalk connectivity program and dedicate annual funding to sidewalk improvements
2. Improve parking in the Town Center
3. Construct Norcross Greenway
4. Implement Target Industry Study and Strategic Marketing Plan
5. Establish a Task Force to address Homelessness
6. Maintain Green Community Platinum Status
7. Identify new opportunities to partner in hosting regular multi-cultural events in the city, both in and outside of downtown
8. Continue to work closely with the Gateway85 CID to expand transportation options and improve the aesthetics of the community



1

PLAN OVERVIEW



1

PLAN OVERVIEW

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, and was amended with changes that went into effect October 1, 2018. 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 community members. 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 on March 4, 2019, and amended March 2, 2020.

This update reassesses where Norcross stands today and how it intends to develop in future. It presents an updated enhanced community vision, corresponding goals, and a work program designed to make that vision a reality.



SCOPE

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

COMMUNITY VISION

which lays out the future vision and goals that the community wants to achieve in text, maps and graphics;

NEEDS & OPPORTUNITIES

which provides a list of the various needs and opportunities that the community will address;

COMMUNITY WORK PROGRAM

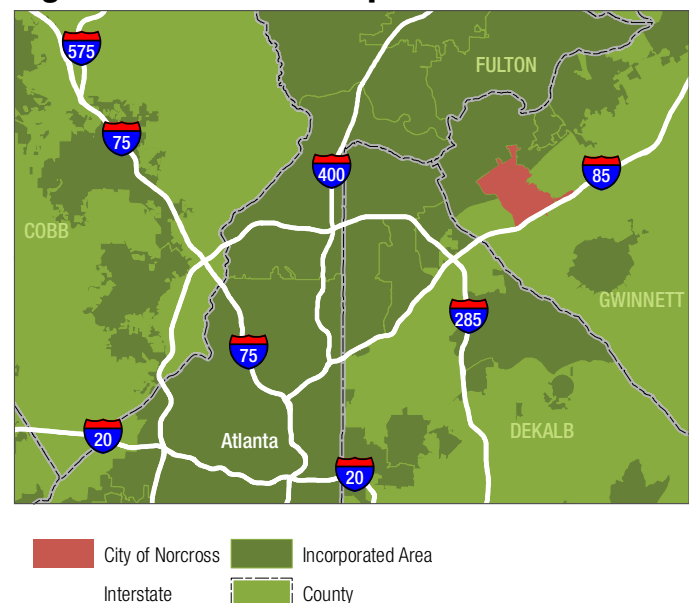
which provides a five-year Short Term Work Program designed to address the needs and opportunities. This program includes activities, initiatives, programs, ordinances, and administrative systems to be put into place or maintained in order to implement the plan.

In addition, the plan incorporates five planning elements. These elements are primarily addressed in the plan's assessment of needs and opportunities, and include the following:

1. Land Use
2. Transportation
3. Economic Development
4. Housing
5. Sustainability and Quality of Life

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 of Atlanta along I-85 in Gwinnett County, and covers approximately six square miles of area.

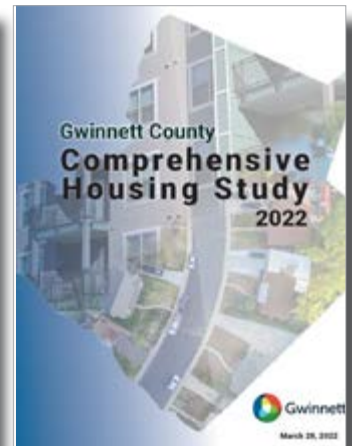
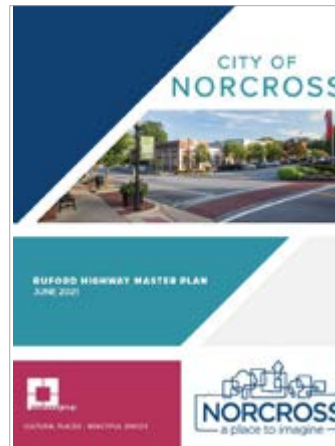
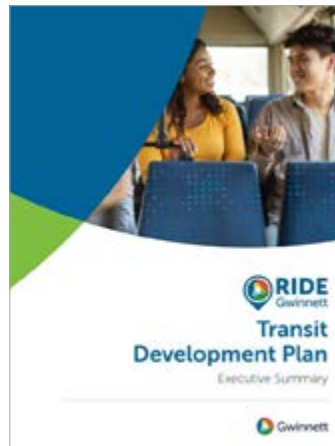
Figure 1.1. Context Map

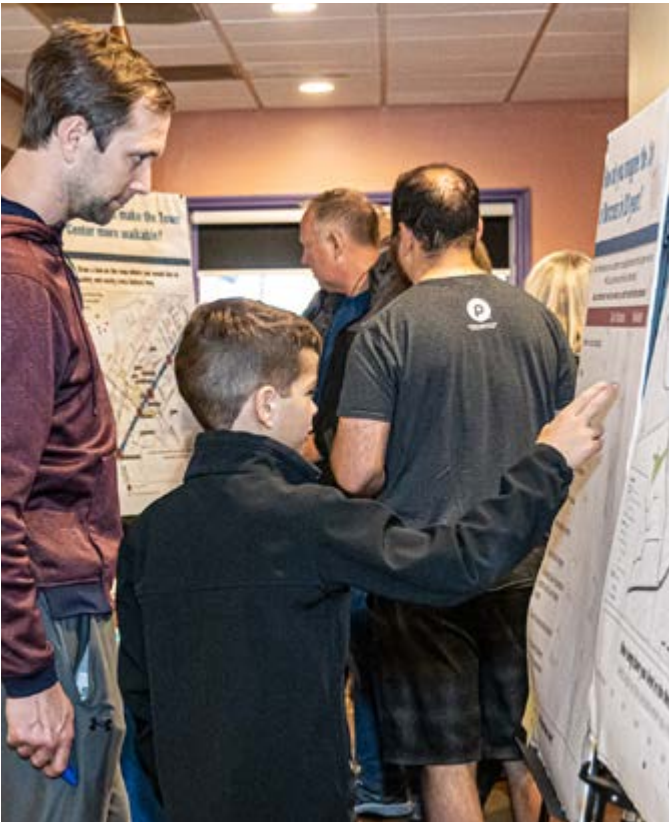


METHODOLOGY

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 9-month long public outreach effort. The previous plan, the City of Norcross 2040 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 incorporates and updates the recommendations of several planning studies, including:

- Norcross LCI - which was updated concurrently with this Comprehensive Plan, and lays out a Master Plan for Town Center area
- Norcross Unified Development Ordinance
- Norcross Parks Master Plan Update
- Atlanta Regional Commission Green Communities Program (Norcross-specific goals & initiatives)
- Norcross Parking Study
- Target Industry Study
- Norcross Architecture and Design Standards – a guide that recommends materials and configurations of various exterior elements for buildings in throughout Norcross
- Buford Highway Master Plan
- Destination2050 – The Gwinnett County Comprehensive Transportation Plan
- Gwinnett County Transit Development Plan
- Gwinnett County Master Trails Plan
- Gwinnett County Service Delivery Strategy
- Gwinnett County Comprehensive Housing Study





The public outreach effort launched for this plan update included:

- Stakeholder Interviews
- Steering Committee
- Online Surveys
- Pop-up Events
- Community Open House

Documentation of these public outreach efforts can be found in the Technical Addendum of this plan.



To help direct the formulation of the plan update, a Steering Committee was formed comprised of 22 members. These members represented a cross-section of the community including elected officials, local business interests, key staff, and residents.

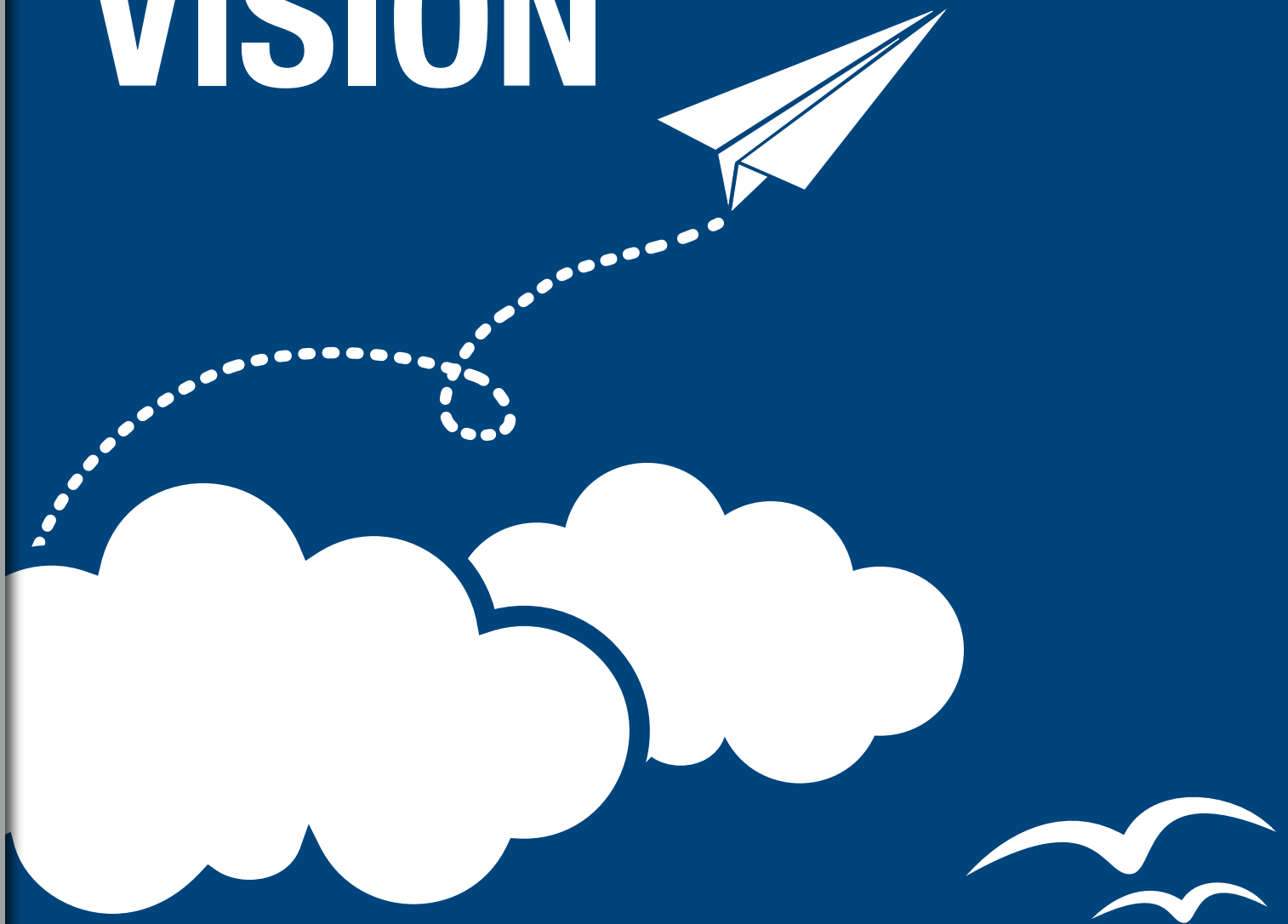
The goals of the Steering Committee were to:

- Seek agreement on key issues
- Establish common vision for the future
- Decide actions needed to achieve that vision
- Set Priorities for continued planning efforts



2

VISION



2

VISION

INTRODUCTION

The City of Norcross, Georgia is a diverse, engaged, 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 that feels included and welcome. 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 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.

This chapter illustrates the community's hope for Norcross' future through three elements:

- 1. Vision Statement**
- 2. Goals**
- 3. Policies**
 - Citywide Policies
 - Character Area Narratives



VISION STATEMENT

This plan is inspired by the City's vision statement, which was co-created by community members to set an aspirational, inspirational idea of what Norcross is working to become. This big idea is brought down to earth by associated goals, policies, and action items to address the priority needs and opportunities and bring the vision to life.

1

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

GOALS

2

Building on the vision, there are six overarching goals that will help shape the City's direction. These goals are based on both analysis of existing conditions and trends, as well as the priorities voiced by the community, captured in a series of stakeholder interviews, Steering Committee meetings, and workshops.

POLICIES

3

The City's policies provide direction for its general operating procedures. They describe how elected officials and staff should make ongoing decisions and prioritize resources in line with the community's vision. They not only inform the types of projects the City needs to plan for now, but they also help decision-makers know how to proceed as new issues and opportunities arise that were not in play at the time this plan was written. The numbered policies on the following pages apply to the entire city. Character area narratives provide detailed guidance for each sub-area within Norcross.

PRIORITY NEEDS AND
OPPORTUNITIES
(CHAPTER 3)

4

ACTIONS

Near-term actions that can be taken to make progress on the City's goals have been organized into a Community Work Program in Chapter 4. They apply the guidance of the policies through the lens of specific, priority needs and opportunities that should be addressed over the next five years.

GOAL 1

Goal 1: Continue to define Norcross' unique sense of place, where nature-based and cultural assets are conserved and enhanced.

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.

Policy 1-1: Protect the valued community character and aesthetics of existing neighborhoods by discouraging drive-through services, excessive signage, and inadequate screening near residential areas.

Policy 1-2: Redevelop and enhance existing commercial and industrial areas.

Policy 1-3: Support opportunities for infill development that reflects the neighborhood character.

Policy 1-4: Encourage mixed-use development and pedestrian-oriented design standards.

Policy 1-5: Encourage greenspace in all new development.

Policy 1-6: Regularly review the UDO in the light of new court rulings, best practices, and issues that may have arisen for possible amendment.

Policy 1-7: Support and promote the city's multiculturalism through special events.

Policy 1-8: Protect natural resources, mature tree canopy, environmentally sensitive areas, and valuable historic, archaeological or cultural resources from human encroachment through land development regulations and/or incentives.

Policy 1-9: Add value to our community through landscaping, lighting, signage, underground utilities, and building design.

Policy 1-10: Pursue strategic land acquisition in support of the Parks, Greenspace and Trails Master Plan implementation.

Policy 1-11: Use gateway monuments, signage, and corridor improvements to reinforce the sense of place.

Policy 1-12: Reduce the adverse visual impact of the automobile and auto-related services.

Policy 1-13: Preserve and complement the traditional historic, architectural and landscape character of the Downtown core and surrounding neighborhoods, while guiding reasonable growth.

Policy 1-14: Regularly review code enforcement procedures and training to maintain and improve the community's appearance and overall quality of life.

Policy 1-15: Regularly review code enforcement procedures to maintain and improve quality of life.

Policy 1-16: Continue and expand a progressive code enforcement program in residential neighborhoods.

Policy 1-17: Expand and support the volunteer community and city partnership to organize volunteer assistance days for low-income residents facing code violations.

GOAL 2

Continue to Strengthen Norcross as a Livable, Inclusive, 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.

Policy 2-1: Encourage transit-oriented development, or compact mixed-use areas, near transit hubs.

Policy 2-2: Support existing neighborhoods through regular public investment in recreational amenities and maintenance programs.

Policy 2-3: Promote walkable, bicycle friendly, safe neighborhoods.

Policy 2-4: Encourage walkability, interaction among businesses, clear visibility of entryways and centralized open space.

Policy 2-5: Provide pleasant, accessible public gathering places.

Policy 2-6: Encourage new parks and community facilities to be located as focal points in neighborhoods.

Policy 2-7: Support the increased availability of affordable, local, healthy food.

Policy 2-8: Integrate educational opportunities into parks and recreational services, public libraries, museums, and other cultural amenities.

Policy 2-9: Ensure adequate supplies of quality water through protection of ground and surface water sources.

Policy 2-10: Encourage and incentivize the construction of publicly accessible plazas and greenspace through redevelopment.

GOAL 3

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

Policy 3-1: Promote safe and efficient transportation for pedestrians, cyclists, transit riders, and drivers.

Policy 3-2: Support the expansion of regional transit access in Norcross.

Policy 3-3: Coordinate transportation improvements with existing and planned development.

Policy 3-4: Enhance the existing roadway network to improve safety and limit congestion.

Policy 3-5: Encourage parking to be located behind and to the side of buildings.

Policy 3-6: Improve pedestrian and bicycle access to existing facilities.

Policy 3-7: Create pedestrian-friendly streetscapes through public investment, zoning regulations and design guidelines.

Policy 3-8: Balance the needs of freight traffic with minimizing impacts to the community.

Policy 3-9: Support the Gateway85 CID's investment in local transportation improvements.

Policy 3-10: Work with Gwinnett County regarding congestion on major corridors.

Policy 3-11: Apply smart city technologies in a practical and fiscally responsible manner, such as the adoption smart parking in the downtown area, as new technologies and best practices emerge.

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.

Policy 4-1: Support programs for retention, expansion and creation of businesses that enhance our economic well-being, particularly those in target industries.

Policy 4-2: Find opportunities to connect firms (especially those in target industries) to Norcross high schools.

Policy 4-3: Partner with local schools and community organizations to support students and their parents so they can fully engage in the Norcross economy.

Policy 4-4: Encourage the development of downtown as a vibrant center for culture, government, dining, residential, and retail diversity.

Policy 4-5: Provide ongoing support for Business Retention, Recruitment and Expansion.

Policy 4-6: Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.

Policy 4-7: Accommodate new development while enhancing existing local assets.

Policy 4-8: Prepare Norcross residents to be work-ready employees.

Policy 4-9: Support local entrepreneurs in building future-ready businesses.

Policy 4-10: Invest in parks and open space to encourage private reinvestment.

Policy 4-11: Maintain and support citywide access to broadband services.

GOAL 5

Ensure that Norcross Residents have a Variety of Attainable, Quality Housing Options

Policy 5-1: Accommodate the housing needs of a diverse population by supporting the development of a variety of residential types and densities based on land use patterns.

Policy 5-2: Support the construction of work force housing to help ensure that all those who work in the community have a viable option to live in the community without spending more than a third of their net income on housing costs.

Policy 5-3: Protect residential areas through continued, targeted code enforcement.

Policy 5-4: Encourage residential development downtown to activate and diversify the area.

Policy 5-5: Collaborate with other jurisdictions to address affordable housing and regional location efficiency needs.

Policy 5-5: Assist residents in keeping their existing homes safe and free from hazards.

Policy 5-7: Support the development of equitable housing that is safe, and free from health hazards through the application of National Healthy Housing standards.

Policy 5-8: Enable and encourage mixed income affordable housing concurrent with new, high-standard design development.

Policy 5-9: Ensure that new multi-family developments are in keeping with the desired vision for the City through a transparent rezoning and permitting process that provides opportunities for public comment and review.

GOAL 6

Goal 6: Further the City's tradition of strong representational leadership and a 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 but also promote a well-rounded community.

Policy 6-1: Continue efforts to reach out to the diverse population within Norcross through existing community groups and local businesses

Policy 6-2: Maximize the use of existing facilities and services.

Policy 6-3: Do not over commit to long-term operation and maintenance costs in making capital investments.

Policy 6-4: Coordinate public facilities and services with land use planning to promote efficient public investments.

Policy 6-5: Regularly coordinate with adjacent local governments to ensure residents, property owners, and business owners are receiving top tier public services

Policy 6-6: Support existing schools and encourage new opportunities to expand access to education.

Policy 6-7: Use technology to simplify and expedite city applications and processes for community members.

Policy 6-8: Welcome all members of the community to engage by translating materials in multiple languages.

Policy 6-9: Lead by example with efficient and resilient City-owned buildings.

Policy 6-10: Ensure comprehensive and convenient recycling opportunities are available to residents and businesses.

Policy 6-11: Contribute to Regional Water Management Plan and enforce plan.

Policy 6-12: Coordinate infrastructure planning with the County for sewer and road improvements.

Policy 6-13: Partner with Norcross school cluster to maximize community access to school sports fields.

Policy 6-14: Continue to support community watch and safety programs such as the Business Watch Program, the Child Safety Seat Program, the Copper theft Initiative, the Citizen Police Academy, the Senior Citizen Check in program, and the Vacation Security Request Program.

Policy 6-15: Continue to support local arts and cultural events through the provision of facilities, logistics and marketing efforts.

Policy 6-16: Evaluate the Comprehensive Plan on an annual basis and use it as a tool in prioritizing the budget and annual work program.

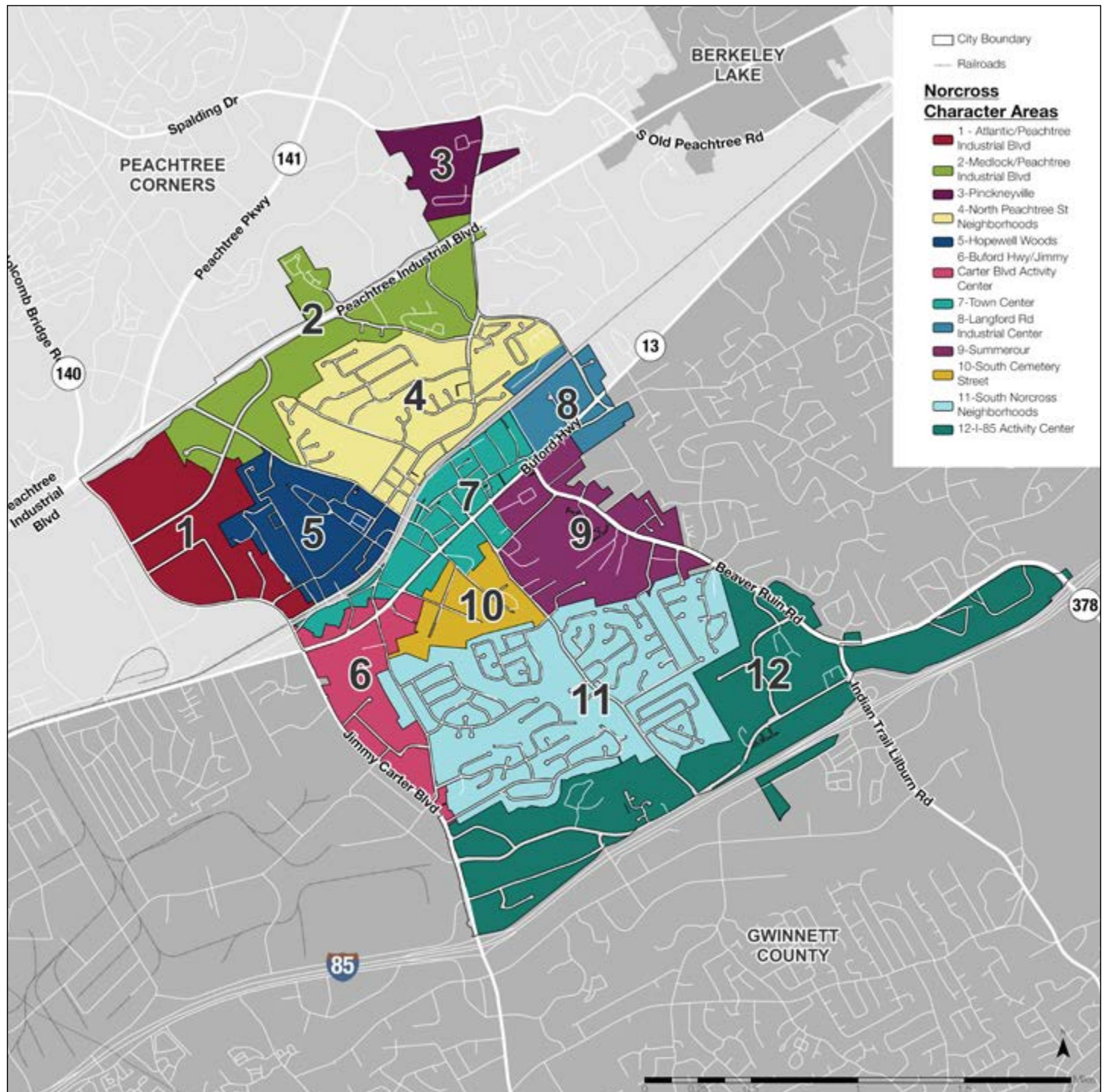


CHARACTER AREAS

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 Future Development Map divides the City of Norcross among thirteen unique character areas as shown in Figure 2.1.

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.



Figure 2.1. Future Development Map**Note**

Future annexations will maintain the same character area policies and designations as those adopted by Gwinnett County for a period of at least one year following the effective date of the annexation. After which point, City Council may consider changes.

CHARACTER AREA 1

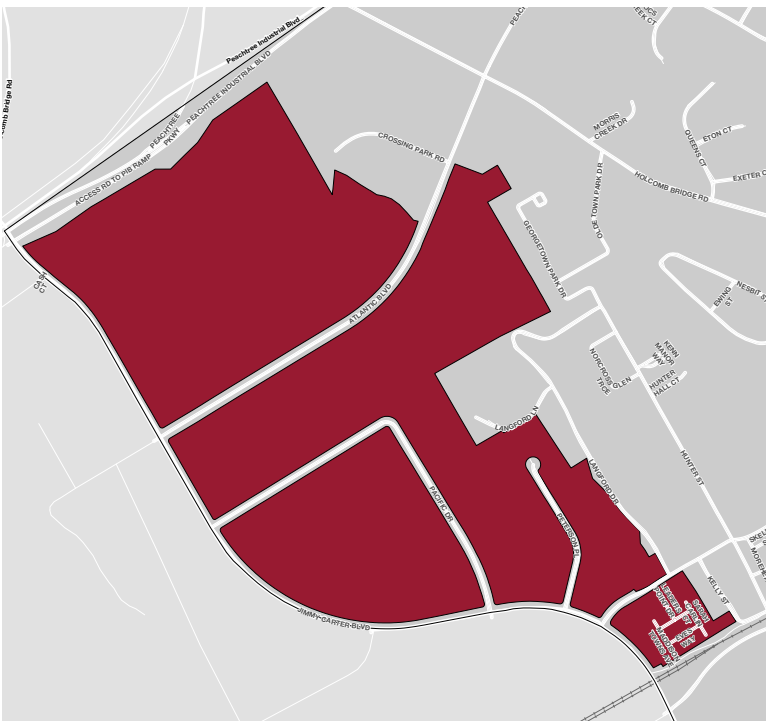
ATLANTIC/PEACHTREE INDUSTRIAL BOULEVARD



Vision

The Atlantic/Peachtree Industrial Boulevard gateway area is a welcoming entrance to the city and a major employment center focused on Jimmy Carter Boulevard:

- 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
- The site of Stripling Elementary School in the area also serves as a focus of local community activities and is supported by limited housing within walking distance of the school
- As a gateway to the city at Jimmy Carter Boulevard and Peachtree Industrial Blvd a signature building/group of buildings will help define the character of the area



Appropriate Scale of development and land use policies

- Buildings should be no more than 60 feet in height, consistent to the corporate campus character of Technology Park.
- Any residential uses should have good pedestrian access to Stripling Elementary.
- No new auto related commercial
- Office, media (film, television, etc.), light manufacturing and related services are preferred uses



Implementation Measures

- Ensure adequate buffers to adjoining residential areas
- Improve sidewalk connections
- Maintain economic vibrancy of area
- Establish design standards for gateway areas
- Redevelopment of key sites



CHARACTER AREA 2

MEDLOCK/PEACHTREE INDUSTRIAL BOULEVARD



Vision

Oriented along Peachtree Industrial Boulevard, 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. This is also the location of the new STEM high school.

- 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, connected by a system of sidewalks or multi-use paths
- 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, yet complementary to a corporate campus character found in Peachtree Corners' Technology Park



Appropriate Scale of development and land use policies

- Buildings should be no more than 60 feet in height, consistent with the corporate campus character of Technology Park
- Maintain visual buffers to help ensure compatibility with adjoining neighborhoods to the south
- Encourage location of small businesses and incubators, light industry and offices
- Consider first floor minimum heights in M1 to accommodate future industrial uses

Implementation Measures

- Coordination with Peachtree Corners on the physical design along the PIB Corridor
- Enhance the gateway signage at Medlock Bridge Road and Peachtree Industrial Boulevard
- Improved walkability through construction of sidewalks
- Implement landscape standards to establish desirable city edge
- Look for opportunities to better connect this area physically to Downtown Norcross



CHARACTER AREA 3

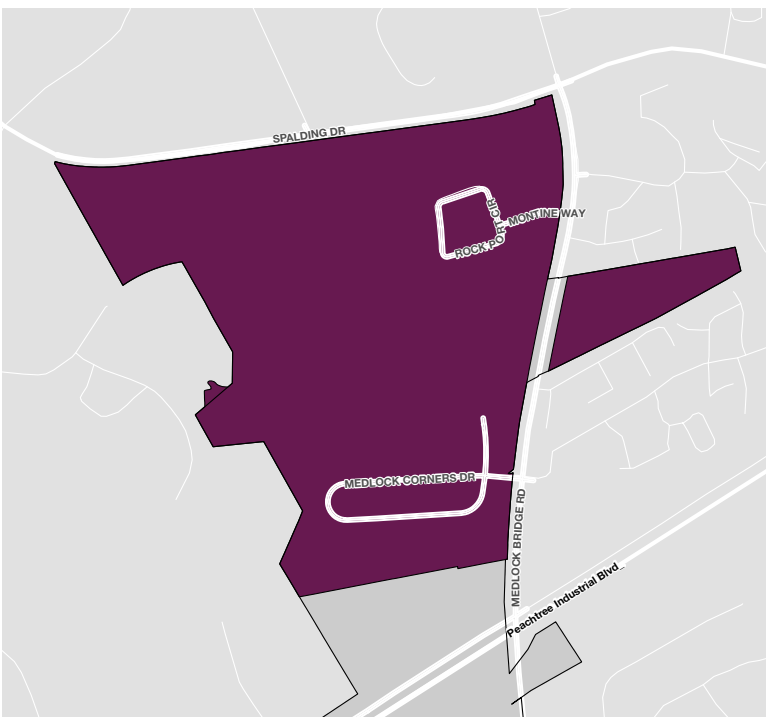
PINCKNEYVILLE



Vision

Norcross High School is the hub of this small 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 serves as the area's landmark and focus
- Residential uses predominate in proximity to the school
- A pedestrian and bicycle network physically connects area uses, supporting a multi-modal hub
- 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
- Potential for existing residential to redevelop



Appropriate Scale of development and land use policies

- Ensure compatibility between non-residential development/redevelopment and adjoining neighborhoods through the use of buffers and transitional land uses
- Low to moderate density residential preferred supported by small scale office and neighborhood oriented commercial
- Building height should be no more than 35 feet
- Consider first floor minimum heights in M1 to accommodate future industrial uses

Implementation Measures

- Coordinate with Peachtree Corners to ensure complete street development in area and compatible development and service provision
- Promote safe routes to schools policies in coordination with Gwinnett County Public Schools



CHARACTER AREA 4

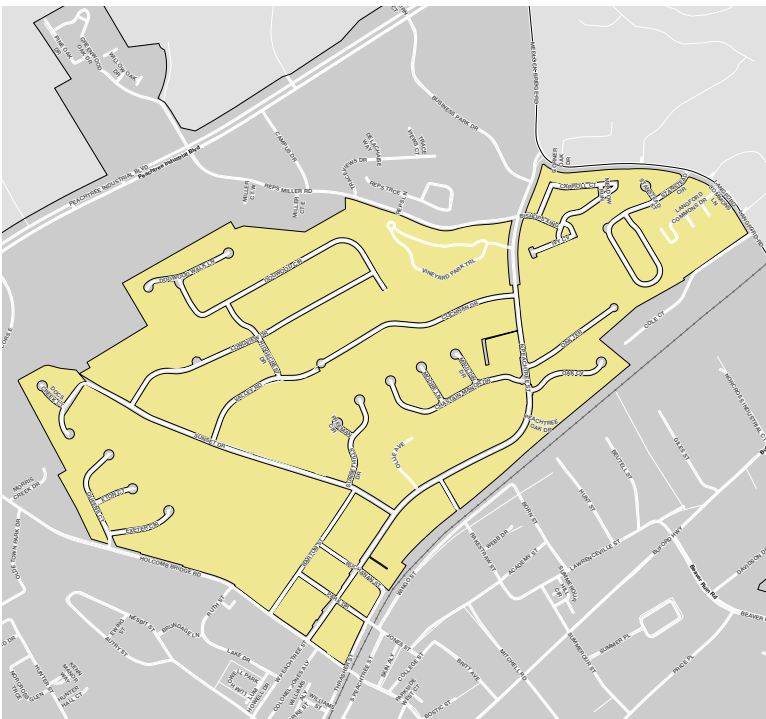
NORTH PEACHTREE STREET NEIGHBORHOODS



Vision

With a large concentration of historic homes and resources, 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, such as a path connecting the new STEM high school to nearby neighborhoods



Appropriate Scale of development and land use policies

- Building height should be no more the 35 feet
- Maintain historic character
- Bed and breakfast establishments are allowed in the Historic District
- Redevelopment and infill housing shall be Single Family Residential Detached with common access
- New multifamily housing is not allowed



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
- Work with Gwinnett DOT to discourage cut-through traffic from using Holcomb Bridge Road



CHARACTER AREA 5

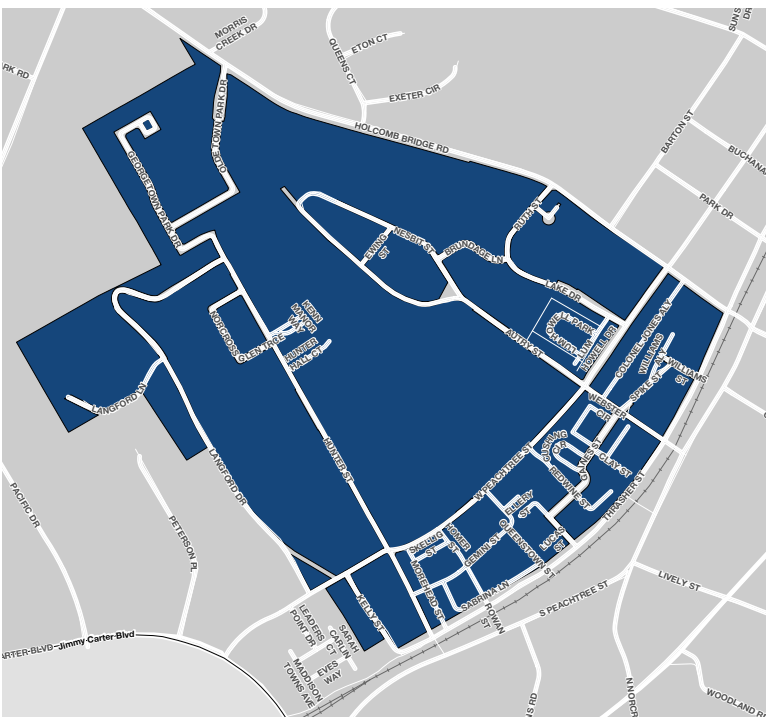
HOPEWELL WOODS



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
- 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
- Townhomes and other medium-density housing types create a transition from single-family neighborhoods



Appropriate Scale of development and land use policies

- Building height should be no more than 35 feet
- Planned residential neighborhoods offering a variety of housing options are preferred
- Neighborhood scale mixed use allowed with supportive office and neighborhood commercial
- Multifamily housing should only be allowed in the area between West Peachtree Street and the Railroad



Implementation Measures

- Improve sidewalk network
- Improve bicycle infrastructure to support alternative travel
- Develop landscaping and design standards for infill development and redevelopment
- Consider opportunities for public parks
- Provide appropriate landscaping in areas adjacent to historic downtown core



CHARACTER AREA 6

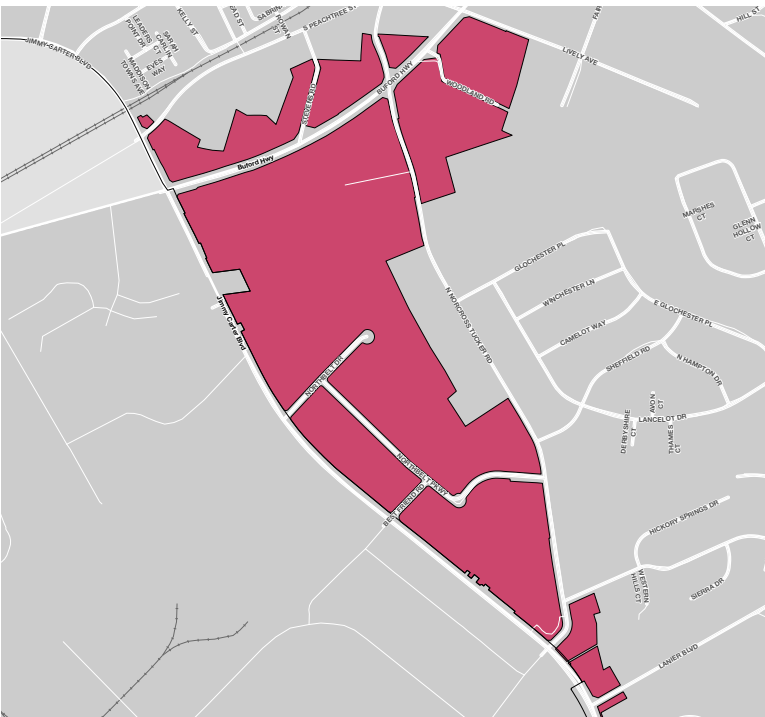
BUFORD HIGHWAY/JIMMY CARTER BOULEVARD ACTIVITY CENTER



Vision

A medium to high density mixed-use node, consistent with the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan and Buford Highway Master 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



Appropriate Scale of development and land use policies

- Building height should be no more than 72 feet along Buford Highway and step down to 35 feet to the south along Jimmy Carter Blvd. Appropriate transitions toward the single-family character of Character Area 11 should be maintained along N Norcross Tucker Rd
- Preferred mixed use developments
- Consider first floor minimum heights in M1 to accommodate future industrial uses
- Redevelopment of existing uses encouraged in line with the vision of the Buford Highway Master Plan.
- Industrial and heavy commercial uses should be screened appropriately from adjacent single-family uses.

Implementation Measures

- Work with the Gateway85 CID to implement the Jimmy Carter Blvd LCI Study
- 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 Gateway85 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



CHARACTER AREA 7

TOWN CENTER



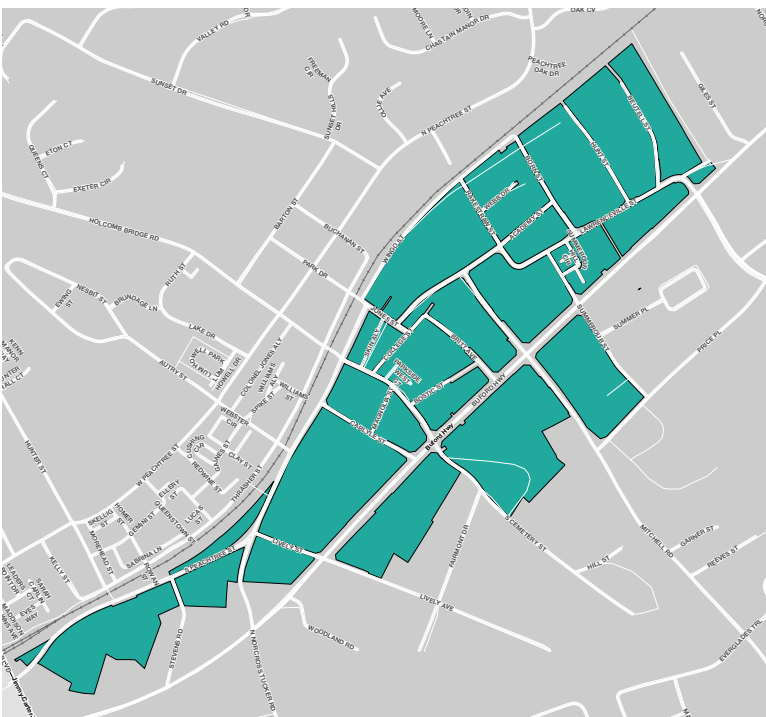
Vision

The civic heart of the community, the Town Center offers a wide variety of entertainment, dining, recreational and shopping options. Through redevelopment and public investment, the Town Center character is a destination for the Greater Norcross community:

- Expanded Town Center Area encompasses the Norcross Town Center Plan and the area immediately south of Lillian Webb Park along Buford Highway
- 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
- From Town Center LCI: “a compelling destination” that “embraces its history while providing a forward-thinking, socially engaging, inclusive, economically and environmentally sustainable place to live, work and visit.”

Appropriate Scale of development and land use policies

- Building height should be limited to 72 feet along Buford Highway
- Maintain historic character of the downtown with building height limited to 24 feet within 250’ of the centerline of the railroad



- Commercial uses are encouraged to be local restaurants, small boutique gift shops, and entertainment-oriented uses such as brewpubs
- Planned residential communities offering a variety of housing options
- High Density Residential south of Buford Hwy is encouraged
- Any High Density Residential North of Buford Hwy shall be limited to the area bound by Lively Ave, Magnolia St, Holcomb Bridge Rd, and Buford Hwy not to exceed 350' north of the Buford Hwy Centerline. High density in this portion will require a market study
- Redevelopment of existing uses encouraged in line with the vision of the Buford Highway Master Plan
- No new auto-oriented commercial



Implementation Measures

- Create better pedestrian connections across Buford Highway
- Continue to assess need for structured parking
- Implement safe, east-west pedestrian and cyclist connections across Buford Highway
- Continue to program downtown events to support families, children, working professionals, and seniors
- Attract additional commercial uses to the Downtown district
- Pursue targeted redevelopment sites identified in the Downtown Norcross Redevelopment Plan Tax Allocation District #1 – City Center East report

CHARACTER AREA 8

LANGFORD ROAD INDUSTRIAL CENTER



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 small and new businesses
- Aesthetically pleasing area with standards to maintain compatibility
- Provide walkability bicycle infrastructure along Buford Highway
- Corridor improvements 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

Appropriate Scale of development and land use policies

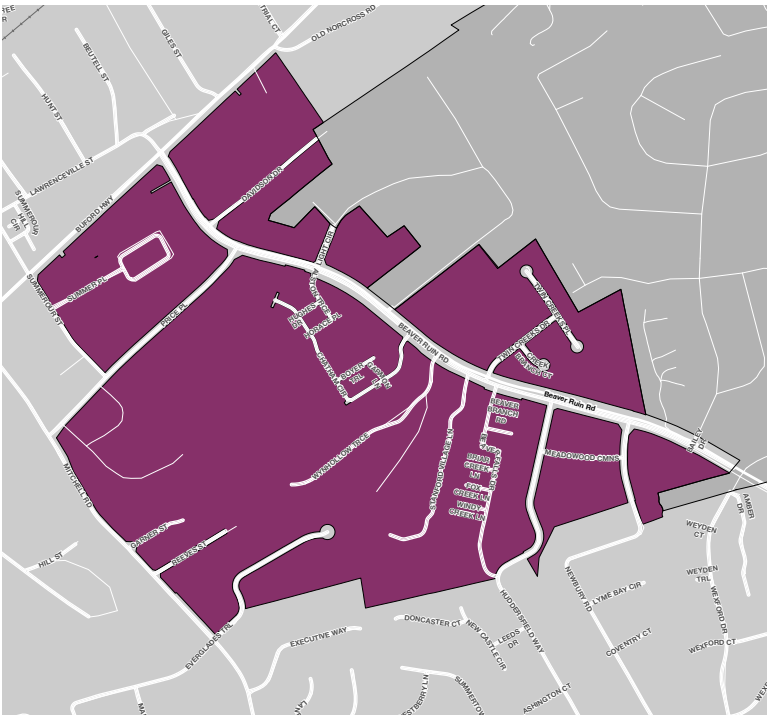
- Building Height should be limited to 35 feet
- Consider first floor minimum heights in M1 to accommodate future industrial uses
- Preferred location for general commercial and light industrial uses.
- Industrial and heavy commercial uses should not be visible from Buford Highway, and screened appropriately
- Encourage the location of incubators and adaptive reuse of buildings
- Redevelopment of existing uses encouraged in line with the vision of the Buford Highway Master Plan

Implementation Measures

- 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

CHARACTER AREA 9

SUMMEROUR



Vision

An activity hub and gateway to the city serving the common needs of Norcross residents with 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 small scale retail to support the surrounding neighborhood
- A traffic access management strategy and new transit opportunities have increased mobility and safety in the area
- Upgraded and new pedestrian connections to Buford Highway and along Beaver Run Road have improved safety

Appropriate Scale of development and land use policies

- Building height should be limited to 72 feet along Buford Highway and should 'step down' down to a maximum height of 35' for the rest of the character area.
- A variety of residential housing options are allowed, as part of a planned residential development
- Small scale office and neighborhood oriented commercial uses are allowed

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
- Encourage higher scale, traditional residential development/redevelopment – including townhomes, narrow-lot housing, and cluster homes
- Continue to implement Safe Routes to School recommendations for the Summerour District
- Continue to pursue safe pedestrian connections across Beaver Run Road
- Implement the Beaver Run Creek Greenway Concept

CHARACTER AREA 10

SOUTH CEMETERY STREET



Vision

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

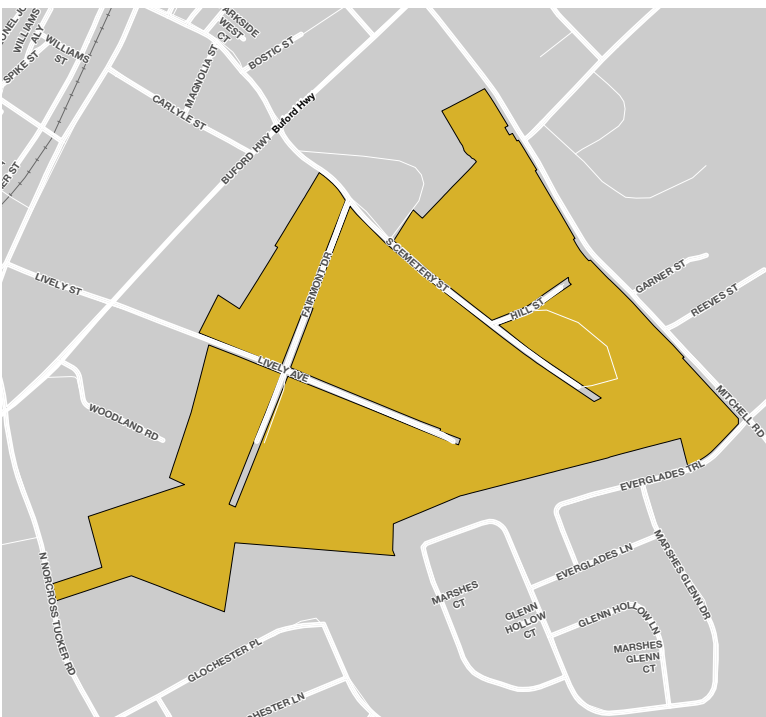
- A concentration of light industrial and heavier commercial
- Redevelopment has spurred access and freight traffic movement improvements in the area

Appropriate Scale of development and land use policies

- Industrial and heavy commercial uses should not be visible from Buford Highway, and screened appropriately
- Auto related commercial, heavy commercial uses, and light industrial uses are allowed
- Consider first floor minimum heights in M1 to accommodate future industrial uses

Implementation Measures

- Industrial and heavy commercial uses should not be visible from Buford Highway, and screened appropriately
- Improve and maintain local streets to accommodate truck traffic where appropriate
- Implement the Beaver Run Creek Greenway Concept



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CHARACTER AREA 11

SOUTH NORCROSS NEIGHBORHOODS



Vision

- Master planned, well-constructed, design-conscious medium 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 housing for workforce and young families
- A culturally diverse area
- Streetscapes and general reinvestment has enhanced the aesthetic quality of the area, with a dense network of sidewalks
- New “All-American” multi-use trail through the area have enhanced connectivity and recreation options for area residents that acknowledges the location of historic Fort Gordon

Appropriate Scale of development and land use policies

- Building Height should be limited to 35 feet
- A variety of residential housing options are allowed, as part of a planned residential development



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
- Continue to pursue code enforcement to ensure consistency with development and zoning codes and Norcross' character
- Implement the Beaver Run Creek Greenway Concept
- Undertake senior housing initiative to support the construction of housing options appropriate for seniors and the mobility impaired
- Consider possible creation of historic district for Sheffield Forest Neighborhood



CHARACTER AREA 12

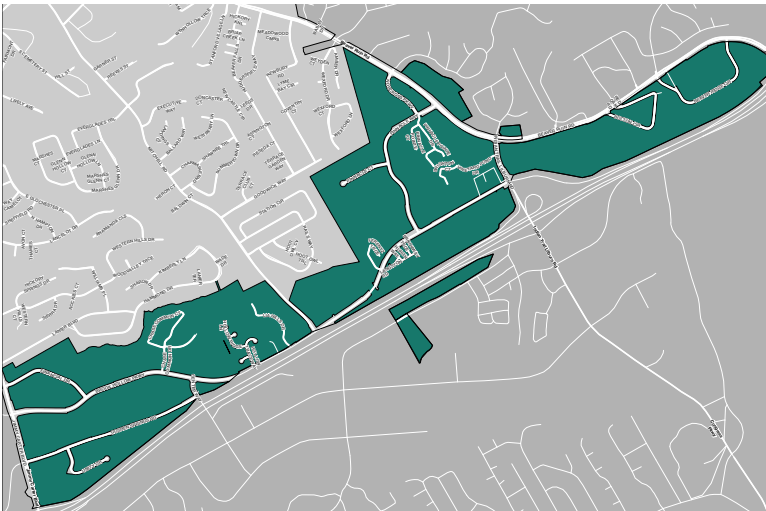
I-85 ACTIVITY CENTER



Vision

A growing regional center that has convenient access to I-85, is supportive of a major transit hub, and celebrates 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 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
- 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
- Safe pedestrian crossings at Beaver Ruin Road
- Preserve industrial properties as an employment center



Appropriate Scale of development and land use policies

- Building heights should be limited to 72 feet and respectful of abutting residential
- Consider first floor minimum heights in M1 to accommodate future industrial uses
- Highway and transit oriented commercial are preferred
- Industrial uses are allowed; light industrial uses are preferred



Implementation Measures

- 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
- Implement the Pinnacle Park Master Plan
- Maintain a high level of “eyes on the street” to increase a sense of safety
- Support regional initiatives that would incorporate regional rail extension to the western side of the Jimmy Carter Boulevard interchange, such as the redevelopment of the OFS Fitel LLC site
- Maintain a strong partnership with the Gateway85 CID to further redevelopment of area
- Implement complete streets along Brook Hollow
- Coordinate development with the Indian Trail-Lilburn Road LCI plan across I-85
- Implement the Beaver Run Creek Greenway Concept
- Take advantage of Jimmy Carter Blvd TAD



LAND USES BY CHARACTER AREA

The following chart indicates the land uses within each character area.

Table 2.1 Land Uses by Character Area

GENERALIZED USES	1 - At-PIB (p.16)	2 - Medlock-PIB (p. 18)	3 - Pinckneyville (p. 20)	4 - N Peachtree St Nbhds (p.22)	5 - Hopewell Woods (p.24)	6 - Buford Hwy/JCB (p.26)	7 - Town Center (p.28)	8 - Langford Rd Ind. Ctr. (p.30)	9 - Summerour (p. 31)	10 - S Cemetery St. (p.32)	11 - S Norcross Nbhds (p. 34)	12 - I-85 Activity Ctr. (p.36)
Low Density Residential			■	■	■		■		■		■	
Medium Density Residential		■	■		■		■		■		■	
High Density Residential	■						■		■		■	■
Planned residential community (mixed housing types allowed)	■		■		■		■		■		■	■
Skilled Nursing Facilities (no rehab)	■	■	■	■	■	■	■		■		■	■
Neighborhood level commercial, studio or office (<5,000 sf)	■	■	■		■		■	■	■		■	
Community level commercial or office (< 50,000 sf)	■	■				■	■	■				■
Regional level commercial or office (>50,000 sf)	■	■				■						■
Heavy commercial (auto related, outdoor storage)								■		■		■
Entertainment related commercial	■	■				■	■					■
Mixed-use (vertical)	■	■	■		■	■	■		■			■
Light industrial and warehousing	■	■				■		■		■		■
Heavy industrial												■
Places of assembly	■	■	■	■	■	■	■	■	■	■	■	■
Transportation, Communication, Utilities	■	■	■	■	■	■	■	■	■	■	■	■
Parks and Recreation	■	■	■	■	■	■	■	■	■	■	■	■

Land Use Definitions

Low Density Residential - land used for single family housing and customary accessory structures on individual parcels.

Medium Density Residential - land occupied by residential uses and customary accessory uses at a density up to and including 8 dwelling units per acre.

High Density Residential - land occupied by residential uses and customary accessory uses at a density over 8 units per acre.

Planned residential community (mixed housing types allowed) – a residential development whose essential features are a definable boundary, and a consistent, but not necessarily uniform character. Such developments may include a variety of housing types and typically share common recreational amenities, and private covenants, conditions, and restrictions enforced by a homeowners' association.

Skilled Nursing Facilities (excluding rehabilitation services) - a facility consisting of three or more rooms, the occupancy of which is limited to persons that need assistance with daily activities. The facility may include medical facilities or care.

Neighborhood level commercial, studio or office (<5,000 sf) - Neighborhood focal points with a concentration of small commercial, civic, and public activities. Uses within Neighborhood level commercial, studio, or office are intended to be local-serving.

Community level commercial or office (< 50,000 sf) - Business oriented developments containing a mix of commercial, professional, civic, or public uses designed to accommodate commercial uses serving several adjacent neighborhoods. Individual structures are less than 50,000 sf

Regional level commercial or office (>50,000 sf) - Business oriented development containing a mix of mid to high rise commercial, professional, civic and public uses accommodating the needs of the community and surrounding region.

Heavy commercial (auto related, outdoor storage) - Auto and truck repair shops, auto sales, and other auto related uses that include outdoor storage.

Entertainment related commercial - Downtown restaurants, brewpubs, small specialty commercial, professional office, civic and public uses. Central gathering places for the community.

Mixed-use (vertical) - A mixed-use, live/work/play district that provides a venue for gatherings, events, and civic activities.

Light industrial and warehousing - Clean, light industrial uses that have minimal impact on nearby residential use are encouraged, as well as transportation/ warehousing/ distribution uses carefully planned to avoid freight traffic impacts on residential areas.

Heavy industrial - Traditional manufacturing, junkyards, intense industrial uses that may generate adverse effects not compatible with residential areas.

Places of assembly - meeting places at which the public or membership groups are assembled regularly, including but not limited to schools, places of worship, theaters, auditoriums, funeral homes, and stadiums.

Transportation, Communication, Utilities - Power Stations, Airports, Public Utility Facilities, communication towers (if located on their own parcel)

Parks and Recreation - Public parks, and private recreation areas held in common ownership, as well as conservations areas legally protected from future land disturbance.

GATEWAYS

The Gateway Corridors and Structures Map 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 used 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

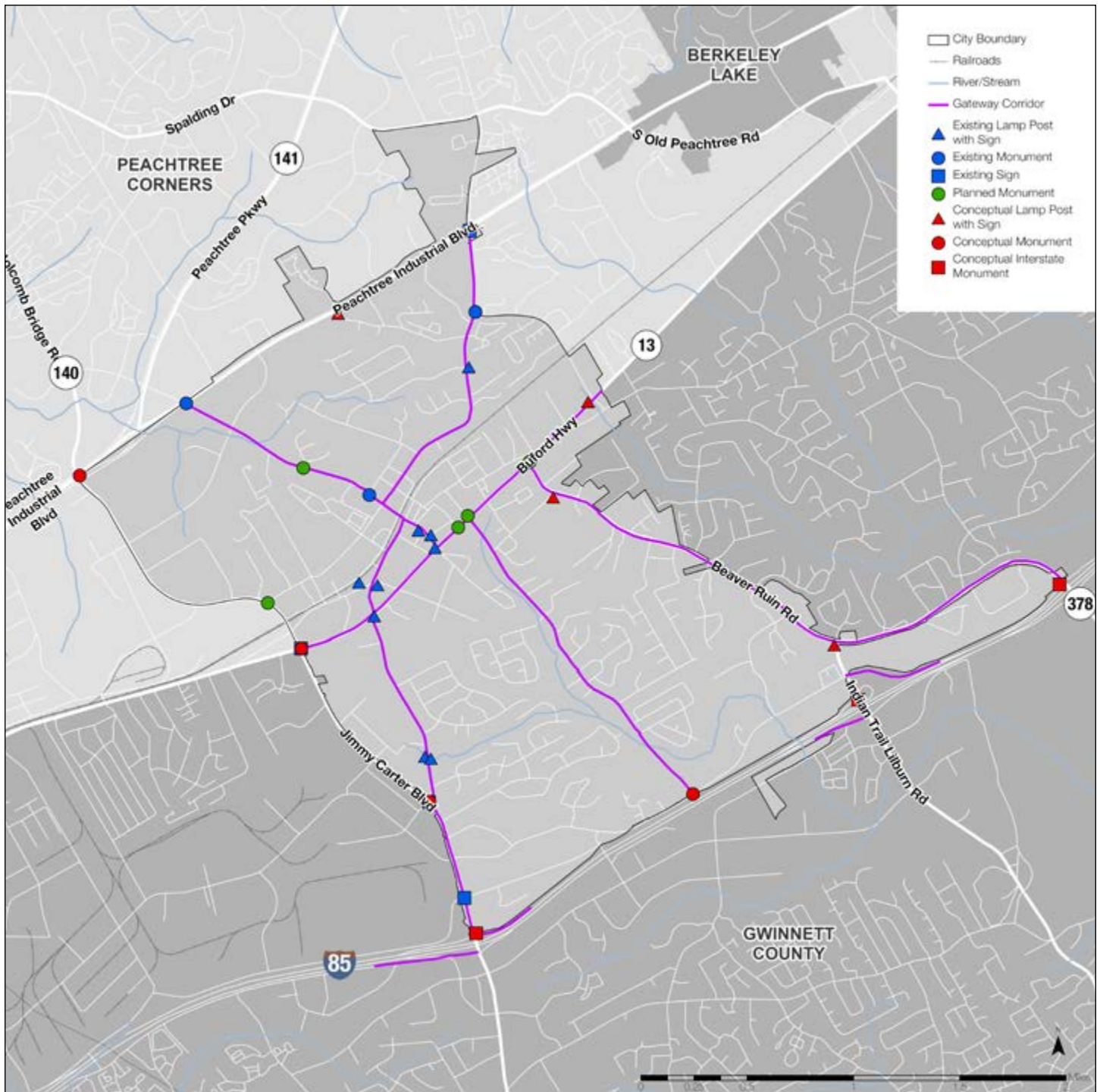
the map should be something of that scale to attract the attention those that travel along highway. The Gateway Corridors will be the targets of streetscape improvements, corridor banners and possible design standards to help create a uniformed image as residents and visitors approach the town center.

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.



Some of the gateway elements are already in place in and around the city help create a sense of arrival at a unique destination. These set the tone for future improvements and include: 1) stone monument signs, 2) signature streetscapes, 3) branded flag pole signs, 4) architectural gateways, 5) lamp posts with signs, and 6) the iconic Jimmy Carter Boulevard bridge over I-85.

Figure 2.2. Gateway Corridors and Structures Map



LONG RANGE ROAD CLASSIFICATION

Roadway classification provides a mechanism for the City to apply design standards and policies consistent with the functionality of each type of roadway. Roadway classification, also called functional classification, generally distinguishes roadways based on two key factors of access and mobility. Arterial roadways provide greater mobility and tend to allow higher speeds over greater distances. On the other end of the spectrum, local roads provide greater access to adjacent destinations with more driveways and connecting streets, typically accompanied by lower speeds. Private streets are usually associated with residential subdivisions. They are subject to the same regulations and standards as their public counterparts.

The City's Long Range Road Classification Map, Figure 2.3, is a modified version of the County's Long Range Road Classification Map. Changes include:

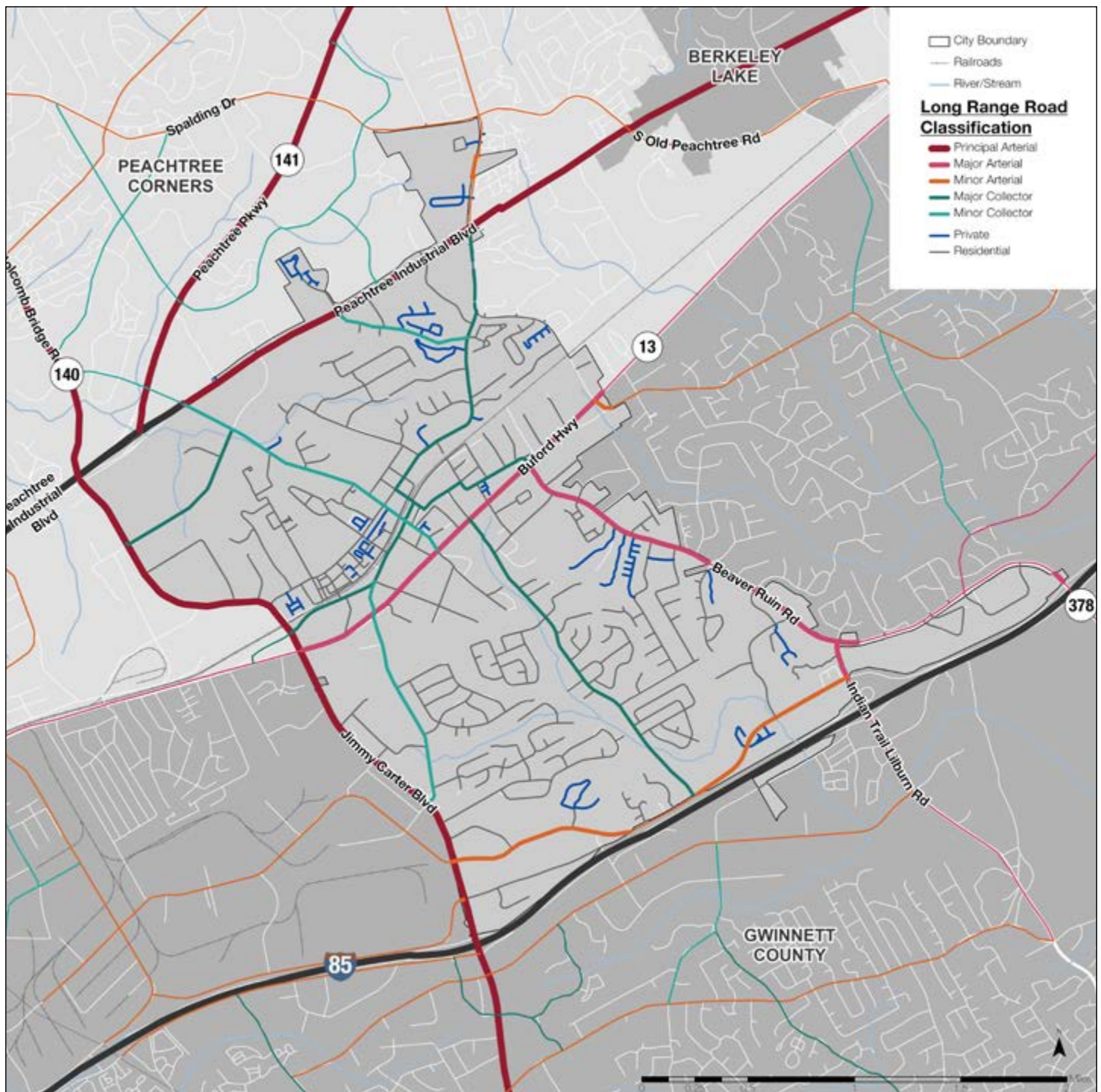
- Re-designation of S. Peachtree Street, N. Peachtree Street, and Lawrenceville Street from minor arterials, as shown in the County's plan, to major collectors. This better reflects the narrow right-of-way of those streets and the community's desire to preserve their historic, neighborhood character.
- Addition of a "future bike-friendly route" designation. These includes roads where on-road bike lanes or multi-use trails have been planned on or adjacent to the roadway. As public and private infrastructure improvements are made along these routes, they should include the planned bicycle facilities.

Table 2.2 Minimum Right-of-Way and Roadway Widths for New Streets and Project Access Improvements

Street Category	Minimum Right-Of-Way	Minimum Roadway
Principal Arterial	120' to 150'	6 through lanes with median
Major Arterial	100' to 120'	67'
		4 to 6 through lanes with median
Minor Arterial	80' to 100'	52' to 66'
		4 through lanes with median
Major Collector	80'	52'
Minor Collector	60' to 80'	28'
Local Street Non-residential Non-residential Cul-De-Sac	60' 3	32'
	60' radius	50' radius
Local Street Residential - Urban Residential - Urban Cul-de-sac	50'	27'
	50' radius	40' radius
Private Street Residential - Urban Residential - Urban Cul-de-sac	50'	27'
	50' radius	40' radius

Source: Table 900.1 Gwinnett County UDO

Figure 2.3. Long Range Road Classification Map





3

NEEDS & OPPORTUNITIES



3

NEEDS & OPPORTUNITIES

POPULATION

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.

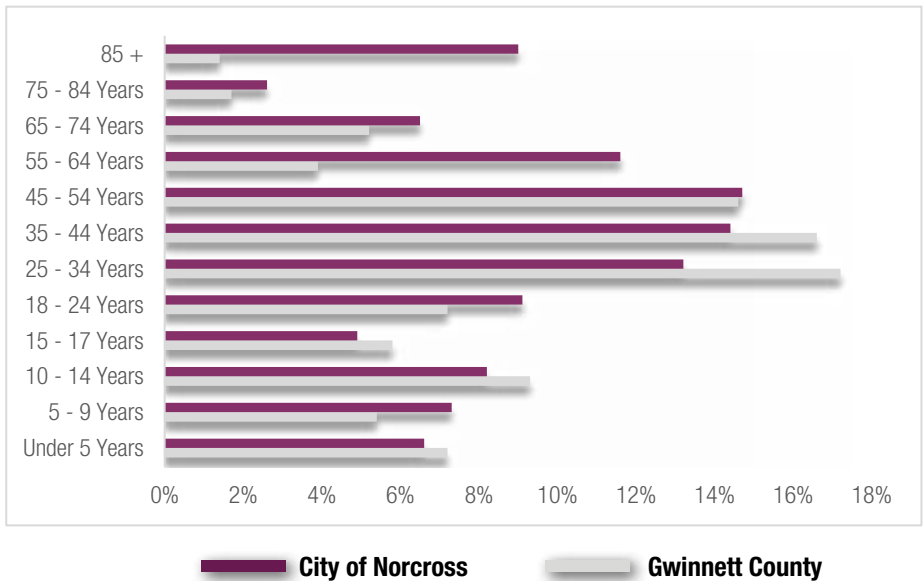
The U.S. Census Bureau's American Community Survey (ACS) estimated that in 2020, Norcross had a population of about 16,876 residents. This represents a 0.002 percent increase since 2017, when the last update to the Comprehensive Plan was completed. Tracking Norcross' growth over time can be complicated however; in 2012, the City annexed a large tract of land and its population jumped by 71 percent as a result.



Norcross is Young

Norcross is a young city. About 35 percent of the population is under 25 years old, compared to 36 percent county-wide and 33 percent state-wide. The city also has a large population of working age adults (age 25-44), which make up 34 percent of the population. These high percentages in younger age groups are reversely reflective of the older population, which is significantly lower in Norcross. As most communities across Atlanta and the nation are preparing for increasingly large aging populations, this is not as critical of an issue for Norcross, but one that still must be addressed. The overall population is still growing older, and the city has seen a rise in the number of proposed developments for senior housing in recent years.

Figure 3.1. Percent Population Age Distribution



Source: City of Norcross Age Distribution (Percentage) 2020 American Community Survey (5-year Estimates)

Figure 3.2. City of Norcross

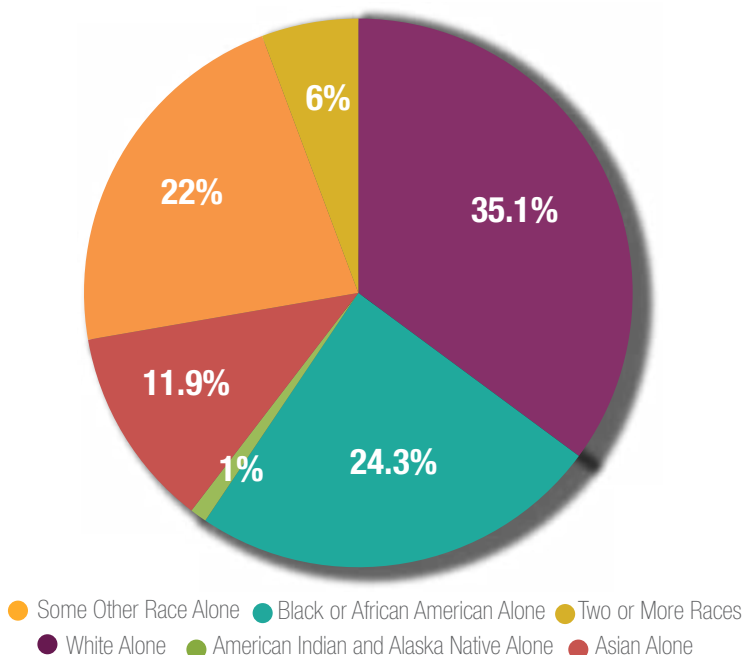


Norcross is Diverse

One of the most defining aspects about Norcross's population—and the city itself—is its racial and ethnic diversity. According to the 2020 ACS, 35.1 percent of residents are White/Caucasian, 24.3 percent are Black/African-American, 11.9 percent are Asian, 1.0 percent are American Indian/Alaska Native, 22.0 percent consider themselves some other race, and 5.7 percent identify with two or more races. The Census considers Hispanic/Latino to be an ethnicity rather than a race; almost half (40.8 percent) of Norcross' population identifies as Hispanic/Latino, regardless of race. This is a decrease of nearly 7 percent since 2016. The White/Caucasian population also saw a decrease since 2016, whereas the Black/African-American, Asian and American Indian/Alaska Native population percentages increased in the same period.

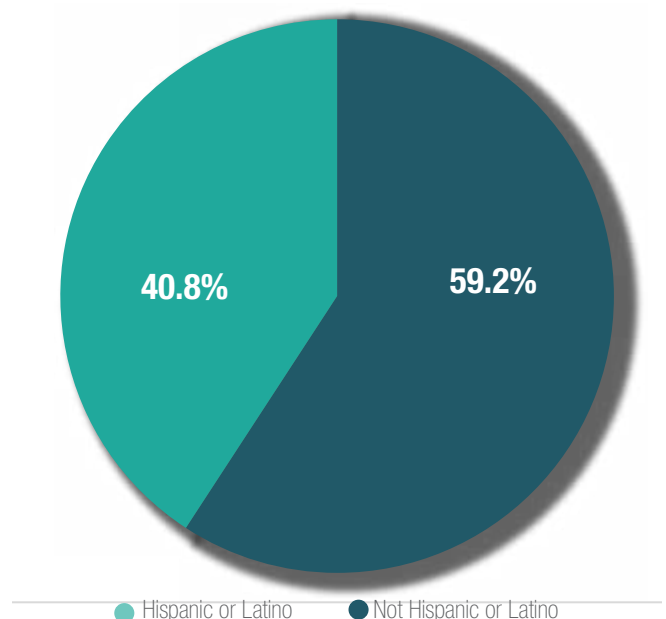
The City's diversity is seen not only in its mix of races, but in its population's international scope: an estimated 33.7 percent of Norcross residents were born outside of the U.S., with the majority coming from Latin American countries. This cultural richness and diversity is actively encouraged by the City, which is one of only eight "Welcoming Cities" in the state of Georgia.

Figure 3.3. Racial & Ethnic Diversity



Norcross into the Future

Based on Gwinnett County figures estimated by the Atlanta Regional Commission (ARC), Updated projections from ARC predict that Gwinnett County will become one of the largest counties by population in 2050, with a total population of over 1.4 million. Currently Norcross' population represents 1.87 percent of the County's population; if this proportion holds constant, the City could expect to see about 7,646 more residents by 2050—a growth of about 41 percent, for a total population of about 26,180 residents. This assumes that there are no further annexations however. It also does not consider the small amount of available land for new residential development. New residential growth in Norcross will depend on redevelopment and infill.



Source: City of Norcross Race; City of Norcross Hispanic or Latino by Race 2020 American Community Survey (5-year Estimates)

Existing Conditions

LAND USE

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.

Existing Land Use

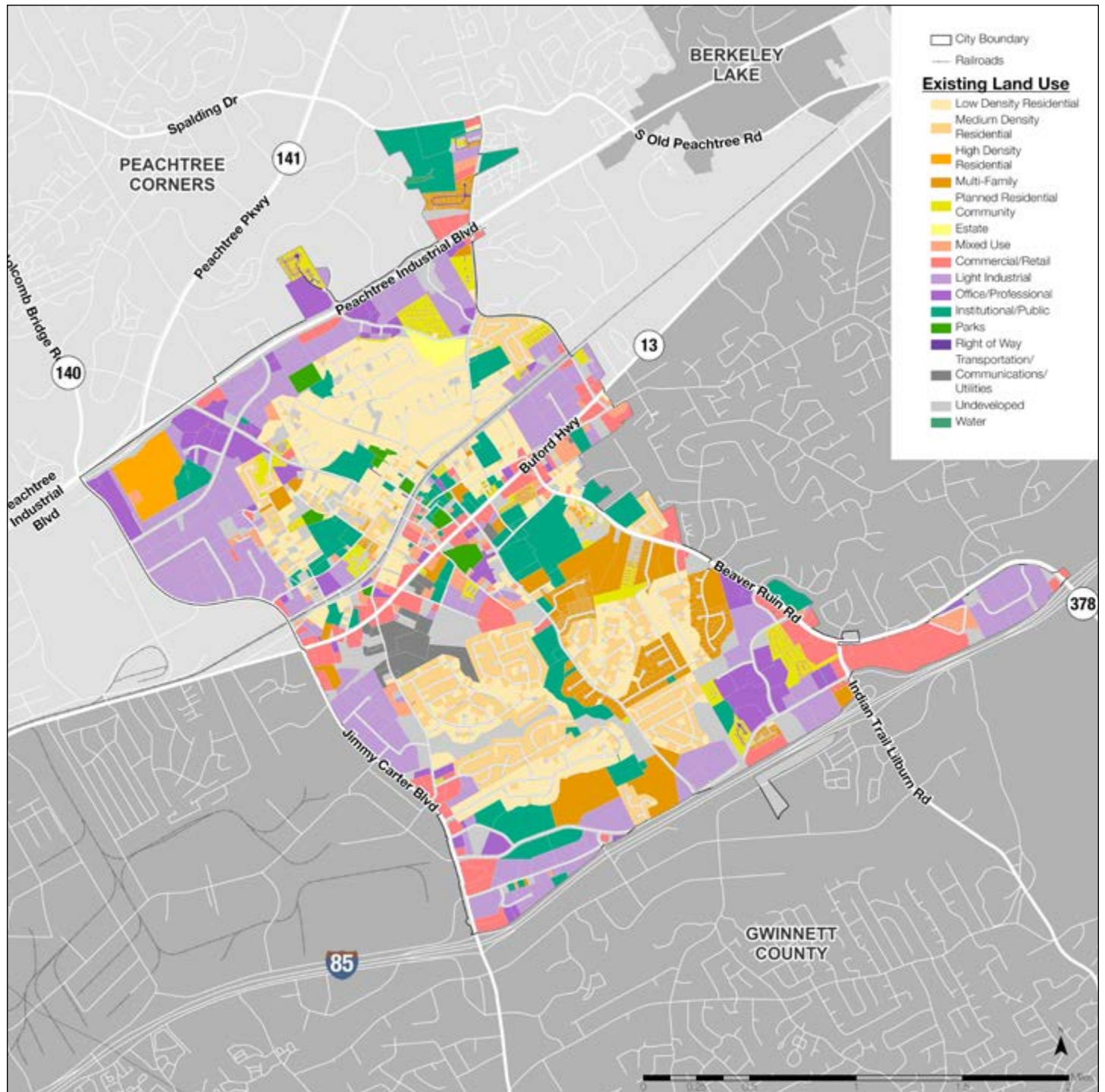
The City of Norcross currently encompasses 3,867 acres, which is just over 5 square miles in size. Table 3.1 provides a breakdown land uses in the city for its current boundaries.

About 14.5 percent of the city is dedicated to low-density residential land uses, with another 8.5 percent in either medium-density or high-density residential uses. This is a comparatively small percentage overall of residential uses compared to most jurisdictions in Gwinnett County. Part of the reason for this is the large amount of land devoted to business: 17.35 percent of Norcross is used for Light Industrial, 7.09 percent is Commercial/Retail, and an additional 5.48 percent is Office/Professional. As mentioned previously very little land is currently left undeveloped, only 8.74% or 338 acres.

Table 3.1 Existing Land Use 2023

Land Use	Acres	Percent of Total
Low-Density Residential	560.6	14.49%
Medium-Density Residential	316.1	8.17%
High Density Residential	6.14	0.16%
Multifamily	294.4	7.61%
Planned Residential Community	108.5	2.8%
Estate	15.8	0.41%
Mixed Use	67.8	1.75%
Commercial/Retail	274.02	7.09%
Office/Professional	211.9	5.48%
Light Industrial	671.1	17.35%
Institutional/Public	371.92	9.62%
Parks/Recreation/Conservation	32.96	0.85%
Transportation/Communications/Utilities	58.8	1.51%
Right of Way	529	13.68%
Undeveloped	338.14	8.74%
TOTAL	3,867	

Figure 3.5. Existing Land Use Map



Land Use Changes and Future Projects

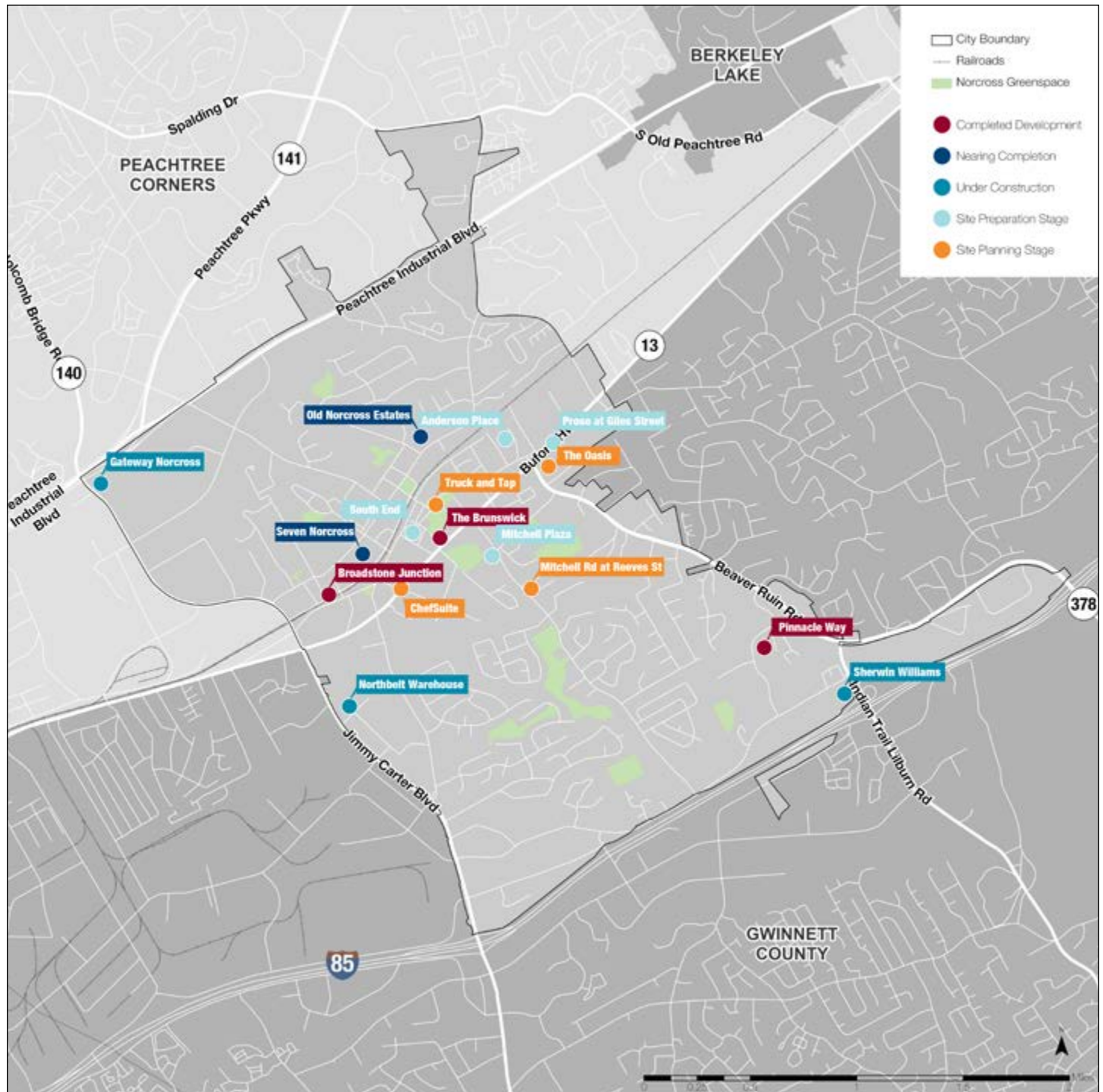
Since the last update, scattered development has occurred across the City. Because there was not much undeveloped land to begin with, most of these projects are small infill developments or redevelopments. Notable land use changes include:

- Construction of a new library adjacent to Lilan Webb Park on Buford Highway.
- Truck & Tap Microbrewery is in the site planning stage on College Avenue.
- ChefSuite, a Ghost Kitchen Facility, is in the site planning stages on Buford Highway. This use will provide multi-restaurant spaces and chef start up to-go kitchen facility
- Crowne Plaza Hotel - The 235-room hotel underwent a \$20 million renovation and reopened in 2021.
- Several new residential developments have been constructed including two large developments close to Downtown Norcross: Broadstone Junction, a 354-unit development, and Brunswick, a 193-unit development. Other new housing developments are detailed on page 62.

Several proposed developments will bring more improvements and amenities to the City of Norcross, including:

- South End - Located on South Peachtree Street, this development will consist of a mixed use restaurant, retail and entertainment district.
- Prose at Giles Street - A 280-unit apartment complex.

Figure 3.6. Areas of Change Map



Existing Conditions

TRANSPORTATION

Like most cities in the region, Norcross's transportation infrastructure is dominated by roadways. And although there is increasing access to alternative modes such as transit and biking, dependence on cars appears to be rising. According to the 2020 American Community Survey (ACS), about 70.3 percent of Norcross residents commute alone by car, truck, or van; this is a decrease from 2016's figure of 73.5 percent, but an increase from 2010, when this percentage was 69.7 percent. However, the percentage of residents who commuted via carpool did decrease, from 17.6 percent in 2016 to an estimated 16.5 percent in 2020. The mean travel time to work for Norcross residents was 31.3 minutes in 2020, up from 28.9 in 2016.

Roadways

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 Ruin 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, most of the major roadways have congestion issues with very limited right-of-way for expansion.

In addition, the Norfolk-Southern rail line that bisects the city, offers only limited crossings, all of which are at grade, except Jimmy Carter Boulevard which crosses under a

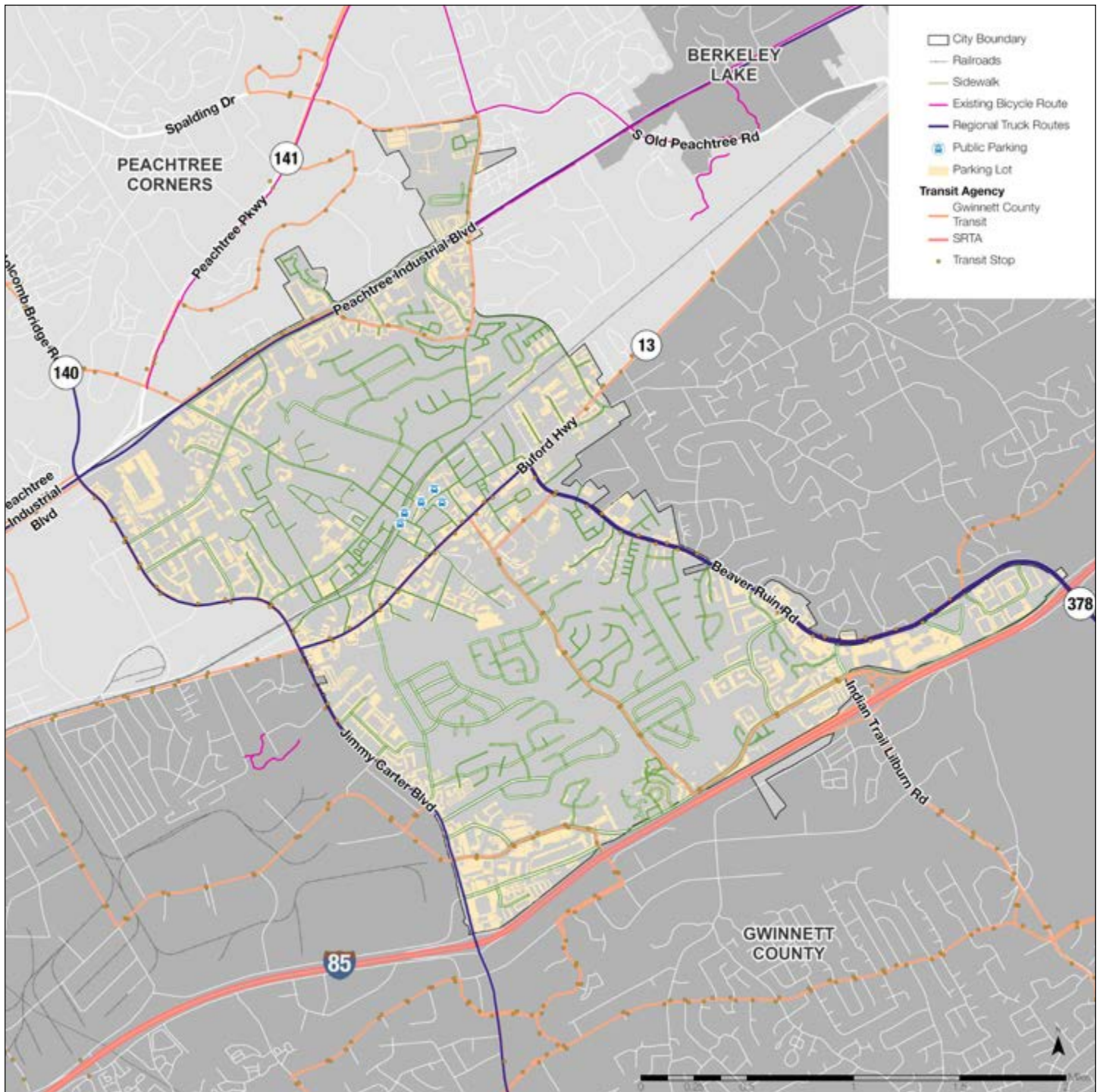
railroad bridge. The Holcomb Bridge Road rail crossing in particular is problematic. It is not uncommon, despite several signed warnings for trucks to get stuck on the rail line due to the steep approach grade to the line. Projects are currently proposed to improve these crossings.

Since the last comprehensive plan update, a number of roadway improvement project have been completed such as new turn lanes and raised medians on Buford Highway. Currently there are also plans to improve the intersection of Buford Highway and Jimmy Carter Boulevard.

Truck Routes

Truck routes are the designated roadways of a transportation system that are used to balance the needs of commerce, freight and truckers with the needs of the rest of the community to minimize impacts of trucks on the roadway network and land uses. Most local roadway systems do not necessarily prohibit trucks, but direct them to facilities that are more suitable while limiting negative community impacts. In Georgia, most state routes are designated as truck routes. The city of Norcross has truck routes on the following local roads and state routes: Langford Road, Peachtree Industrial Boulevard, Beaver Ruin Road, Jimmy Carter Boulevard, Norcross-Tucker Road, and Interstate 85.

Figure 3.7. Existing Transportation System





Transit

Norcross is served by Gwinnett County transit. One of the main facilities is the Indian Trail Park and Ride, located at Indian Trail-Lilburn Road and I-85. From here, Express Bus Route 102 takes passengers directly into Atlanta. Express Route 110 also makes a stop at the Indian Trail Park and Ride, providing a second option for direct transit into Downtown Atlanta. Four local bus routes also serve Norcross: Routes 10A, 10B, 20, and 35, all of which provide access to the Doraville MARTA station.

Bicycle & Pedestrian 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.

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 has several sidewalk (in conjunction with bicycle lanes) improvements planned. One of the most notable projects is the Summerour Safe Routes to School facilities, completed in 2020.

Planned Projects & Opportunities

Destination2050: Gwinnett County CTP

Destination2050 is Gwinnett County's Comprehensive Transportation Plan. The plan looks at all modes of transportation for the whole county, and laid the foundation for more detailed recommendations to follow in the transit and trails plans (see below). In terms of roadway improvements, the CTP identified the following major projects:

- Peachtree Industrial Blvd Smart Corridor Improvement
- Brook Hollow Pkwy Safety Improvements
- Indian Trail Lilburn Rd Safety Improvements

It also identified improvement projects at the following intersections:

- Holcomb Bridge Rd at Atlantic Blvd
- SR 140/Jimmy Carter Blvd at Corley Rd
- Jimmy Carter Blvd at N Norcross Tucker Rd
- Jimmy Carter Blvd at Brook Hollow Pkwy
- Jimmy Carter Blvd at Goshen Springs Rd
- Brook Hollow Pkwy at Center Way
- Buford Hwy at Holcomb Bridge Rd

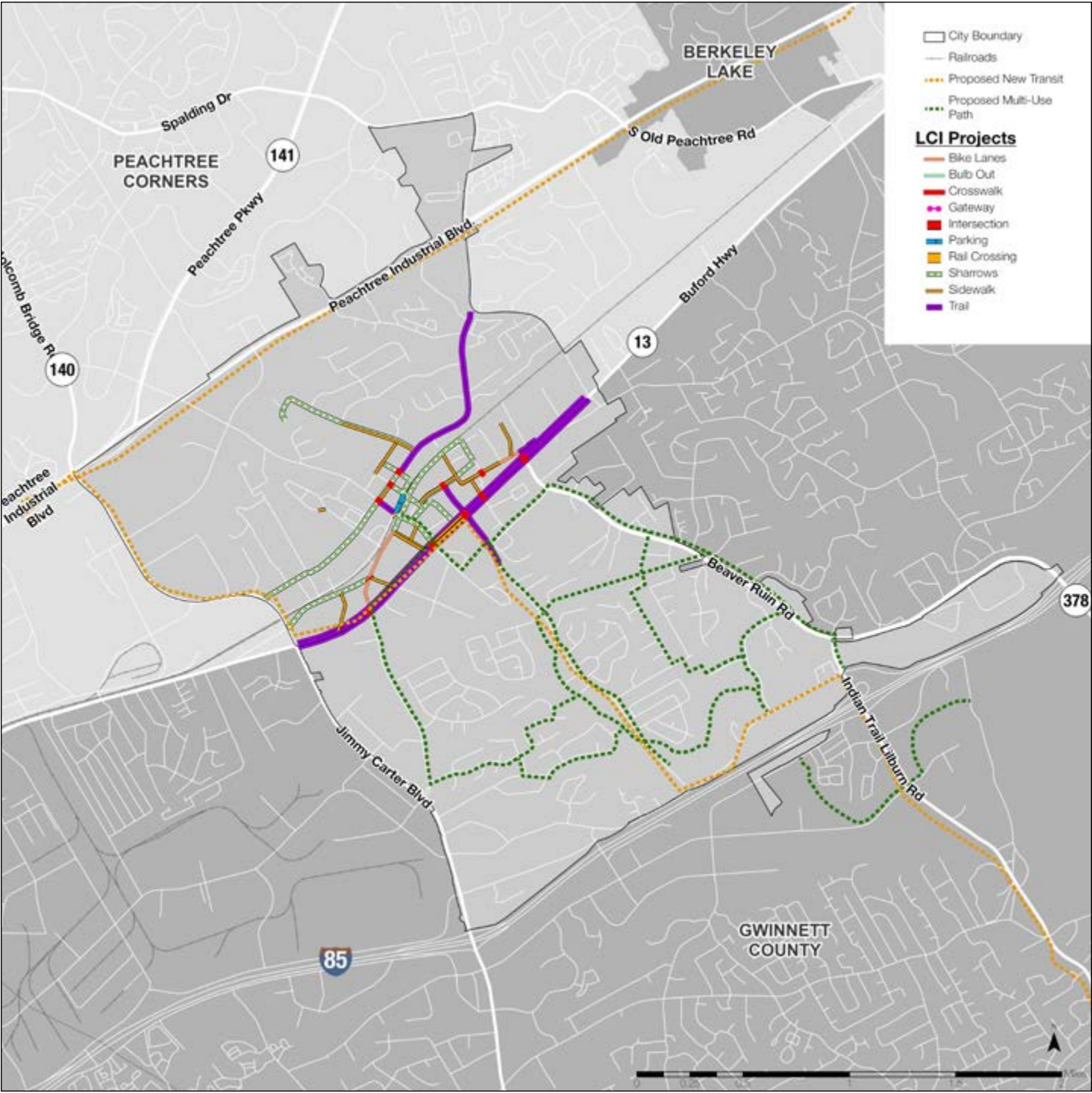
Bicycle and pedestrian projects in the CTP included the construction of sidewalks on Jimmy Carter Blvd from Best Friend Rd to N Norcross Tucker Rd.

Transit Development Plan

As one of Gwinnett County's densest cities, Norcross has some of the highest propensities to support transit in the county. This is reflected in the *Transit Development Plan* (2023) the County's transit plan. Recommendations in the plan that are related to service in Norcross include:

- **County Ride Services.** Proposed services through Norcross with connections at the Norcross and OFS TTFs.
- **Quick Ride Service.** Proposed services through Norcross with connections at the Norcross and OFS TTFs.
- **Rapid Ride Service.** Connection through the OFS TTF station.
- **Two Transit Transfer Facilities.** Transit transfer facilities (TTF) are the primary points of confluence between routes and modes. The Transit Development Plan proposes two facilities within the City of Norcross, the Norcross TTF and Indian Trail TTF.
- **Airport Connector.** Connection at Indian Trail TTF.

Figure 3.8. Future Transportation Projects



Gwinnett Trails – Countywide Trails Master Plan

The County recently undertook a massive trail planning effort, pulling together projects and recommendations from a series of existing plans, then reevaluated them for overall connectivity and funding realities. The result is a core network of “priority trails,” with aspirational trails noted if funding is available. In the process, the plan also identifies nine “signature trails,” three of which include part of Norcross:

- **Norcross to Lilburn Trail:** skirting the City’s northern boundary, this trail would be part of the Beaver Ruin Road corridor. The segment within Norcross is almost fully funded and underway.
- **Piedmont Pathway:** an east-west path that crosses the county from Norcross east to Dacula. In Norcross, this trail is shown near the utility corridor roughly 0.5 miles south of Buford Highway.
- **Western Gwinnett Bikeway:** a 10.5-mile bikeway that travels from Peachtree Corners/ Norcross up to Suwannee. In Norcross, the bikeway is part of the Peachtree Industrial Boulevard corridor.

LCI and Local Plans

Another significant source of future transportation projects is LCI plans and plans completed by the City. The LCI plans in Norcross are the Norcross Town Center, Norcross Activity Center, and the Jimmy Carter Boulevard Corridor. Recent local plans include the Buford Highway Master Plan, and the Urban Development Plan.

While the Town Center LCI update is underway, the Norcross Activity Center plan has not been updated since the previous Comprehensive Plan, but there have been supplemental studies as follow-ups, such as the **Beaver Ruin Creek Greenway** concept—a major project on the horizon for the city. Many of the transportation projects

previously identified have been implemented, but some remain such as traffic calming projects for both Peachtree Street and Holcomb Bridge Road.

The Jimmy Carter Boulevard LCI was completed in 2018. Its major recommendation for the area is to start rebranding Jimmy Carter Boulevard as an “international street,” celebrating the diversity of the area. Although many of the study’s specific recommendations focused on areas beyond the City of Norcross boundary, multiple projects are proposed that affect the city. This includes pedestrian safety improvements at Western Hills Drive and North Norcross-Tucker Road; crosswalks at multiple intersections along Jimmy Carter Boulevard; a multi-use path along Jimmy Carter Boulevard; and a sidewalk on Goshen Springs Road. The plan also introduced a split diamond concept alternative for the Jimmy Carter Boulevard/I-85 Interchange.

Additional Opportunities

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 has been talk in the past 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.

Existing Conditions

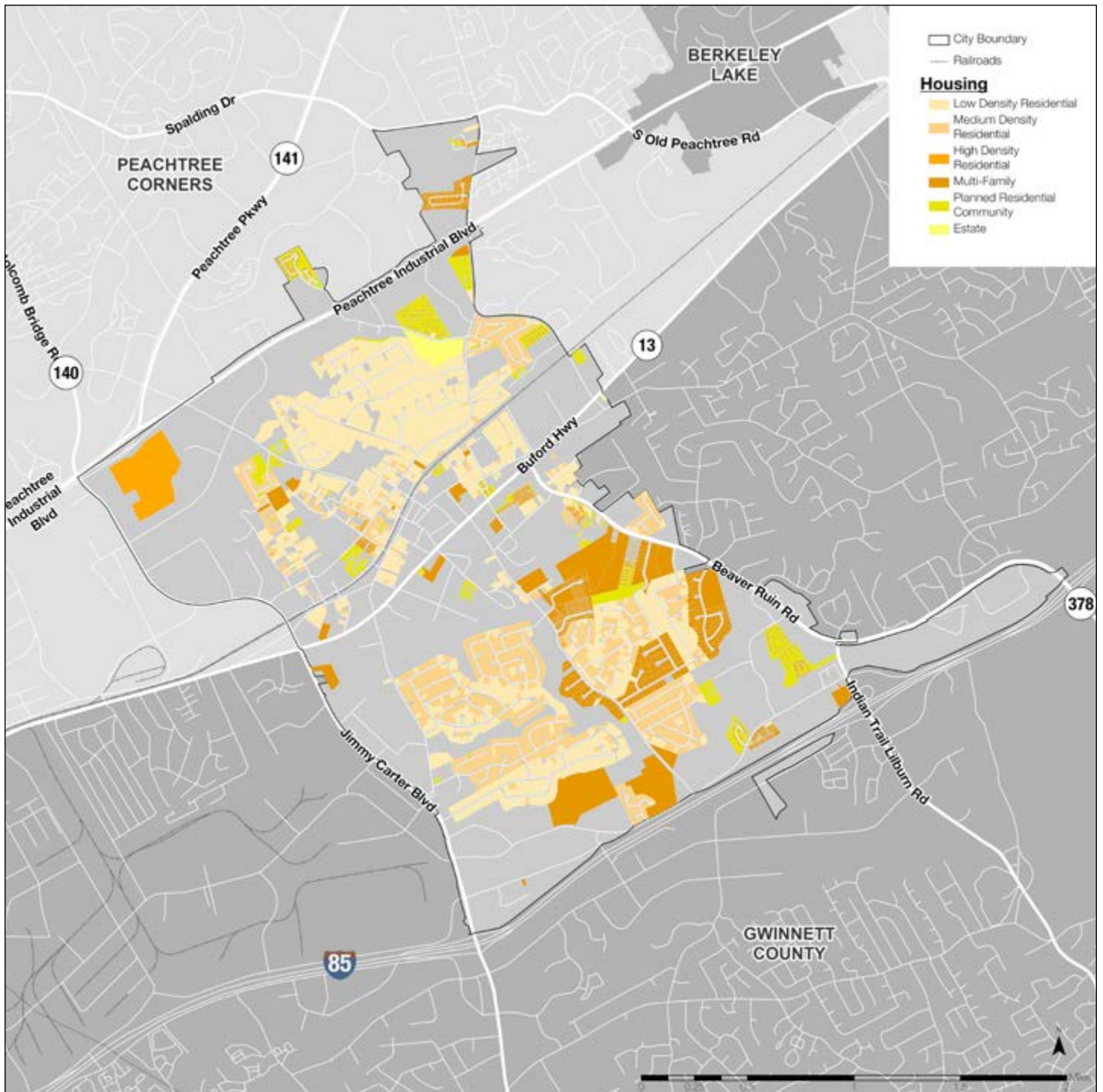
HOUSING

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.

Housing resources are closely tied to existing land use conditions and policies and should be closely considered with demographic 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 quality of life.



Figure 3.9. Housing Map



Housing Profile

As of the 2020 ACS, there were approximately 5,856 housing units in Norcross. This is an increase from 2016, when there were 5,476 units. Occupancy rates are healthy, and similar to Gwinnett County as a whole. In 2020, 96.2 percent of all units were occupied (compared to 95.8 percent countywide). The homeowner vacancy rate is particularly low at 0.3 percent, compared to 1 percent across the County.

About half (50.7 percent) of all Norcross housing units are single unit, detached residences. This is considerably lower than the Gwinnett County percentage of 72.3 percent. Norcross also has comparatively high percentages of single unit attached residences (16.6 percent) such as townhomes, and units in 5- to 9-unit structures. Between 2016 and 2020, the most marked increases were in 10- to 19-unit structures, and those with 20 or more units. This suggests a trend towards increased housing density.

In terms of housing tenure, Norcross residents tend to be fairly new: 68.3 percent moved to their current home in Norcross in 2010 or later, compared to 58 percent across Gwinnett County. A particularly large proportion moved to the city in the later years of the Great Recession, 2010-2014.

Housing values are distributed throughout the city in a fairly similar pattern to that as the rest of the County, but at slightly lower values overall. In 2020, the mean housing value was \$230,300 in Norcross, compared to \$235,700 across Gwinnett County indicating that Norcross continues to be a place of choice in Gwinnett.

The age of housing in Norcross is different than the County as a whole. Almost one-third (30.5 percent) of homes in the city were built between 1980 and 1989, compared to 23.2 percent county-wide. Norcross also did not experience as much of a housing boom between 1990 and 2010 as many places in the region: 41.5 percent of its homes were built in this 20-year span, versus 54.4 percent countywide.

New Housing Since 2018

Since the last comprehensive plan update, there has been a large number of multi-family and attached single family homes constructed in Norcross.

- **Broadstone Junction** – This development includes a total of 354 units, including 200 modern flat-style apartments, 90 industrial-style loft units, and 64 townhomes.
- **The Brunswick** – A new development with 193 apartment units, including 9 live-work units.
- **Pinnacle** – A 24-unit townhomes development.
- **Old Norcross Estates** – A 14-unit single family home community is in progress on North Peachtree.
- **Seven Norcross** – An in-progress development of over 100 units including single family detached and townhomes.
- **The Perry Residences** – 160-unit apartment development at the corner of Peachtree Industrial Blvd and Jimmy Carter Blvd.

Affordability

Although Norcross has a lower cost of living than Gwinnett County and the region as a whole, there are still housing affordability challenges. A household is considered rent burdened if it is paying more than 30 percent of its income on rent. According to this definition, over half (56.7 percent) of renters are rent burdened, compared to 53 percent county wide. So although homes in general are more affordable in Norcross, the lower incomes of its residents translate into a higher rent burden.

Another way to measure housing affordability is the ratio of the median home value to household income. Citywide in 2020, this number was 2.8—higher than the county (2.5).

Norcross is currently participating in the Georgia Initiative for Community Housing. The City's committee is working to address the following housing challenges:

- Increasing affordable home ownership opportunities
- Enhancing the quality of the aging housing inventory
- Increasing affordable rental housing
- Addressing transient housing issues
- Review of the zoning ordinance for housing implications
- Enhancing quality of life, community engagement, and marketability of the city

Future Projects

A number of new housing developments and projects are currently in the pipeline, including:

- **Prose at Giles Street - 280 apartment units**
- **Summerour Townhomes - 14 townhomes**
- **Buford Highway @ Beaver Ruin Road - 70 apartments units, senior/veteran affordable housing (apartments)**
- **Mitchell Road at Reeves Street - 180 affordable apartments units (partnership with Norcross Housing Authority)**

While affordability is a concern in the City of Norcross, two of the upcoming apartment developments show the city's commitment to increase affordability as new housing is introduced.

Homelessness in Norcross

In August 2022, Gwinnett County commissioned a Comprehensive Housing Study to determine future housing needs and a range of solutions to meet those needs. Included in the report is the 2019 'Point in Time' counts for the County. According to the U.S. Department of Housing and Urban Development (HUD), the Point in Time (PIT) count represents the number of sheltered and unsheltered people experiencing homelessness on a single night in January. At the time of the report, the most recent counts were from the 2019 PIT and showed 930 unsheltered and sheltered homeless people in the County. While this data is not broken down by municipalities within Gwinnett, homelessness is an issue that impacts Norcross. It is important that the City understand this data and identify any partnerships that may be possible with Gwinnett County and/or local nonprofit groups to combat this issue.

Existing Conditions

ECONOMIC DEVELOPMENT

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.

The city is economically healthy, with strong growth rates and low vacancy rates. Norcross is also the headquarters of several large companies, including Waffle House, FIS, and Hyundai. But the city is not resting on its laurels—Norcross is actively adapting to the rapidly changing economic realities that are shaping our region. Primarily, market proximity is no longer the dominant driver of business location choice—it's the locale's ability to attract the best and brightest talent. To this end, the City completed the Norcross Target Industry Study in 2017 that evaluated the current market and identified target industries for the City to pursue.

Profile

Business in Norcross

Business by Industry

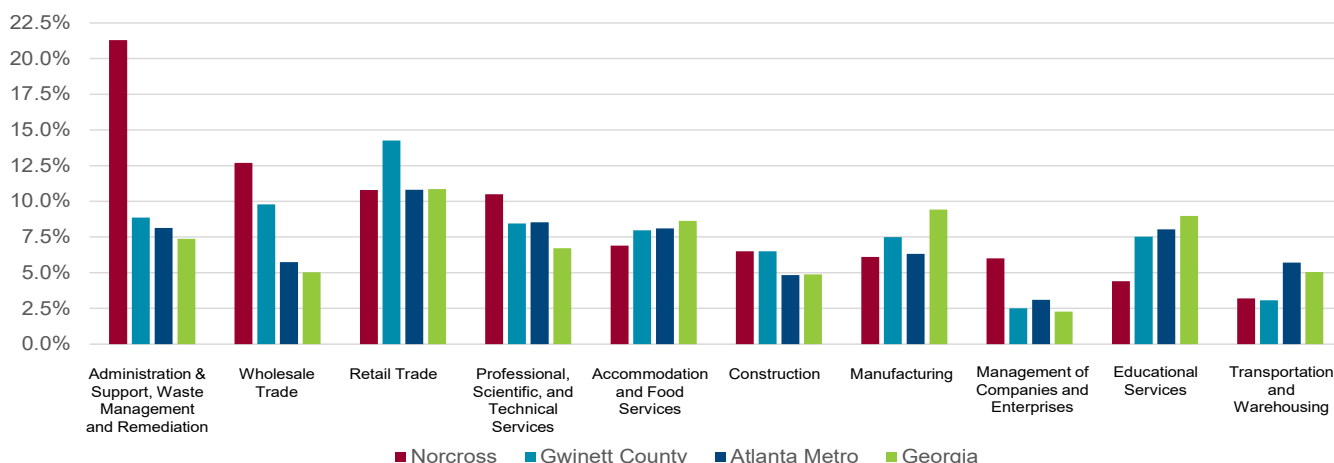
The most recent data available for businesses in Norcross is the 2020 Census. In 2020, the industries with the largest number of employees includes Administration & Support, Waste Management and Remediation, Wholesale Trade, Retail Trade, Professional, Scientific, and Technical Services. The Census enumerated 20,928 employees in Norcross places of work. By this measure, Administrative and Support and Waste, and Wholesale Trade are dominant industries, employing 21.3 and 12.7 percent of Norcross workers respectively. Retail Trade was not far behind, employing 10.8 percent of workers in Norcross.

The 2017 Target Industry Study conducted a robust industry analysis of Norcross, and identified concentrated industry clusters of Telecom Services, Electronics, Back Office, Industrial Machinery, Furniture Manufacturing, Software/IT, and Consumer Products.

These analyses and figures only tell part of the story however. According to the city's Sustainability Framework plan, immigrant businesses bring in \$897 million in annual sales to the economy, and employ about 9,500 people. Many of these businesses are small, local businesses employing only a handful of people.

Figure 3.10. Top 10 Norcross Industry Clusters - 2020

The following bar chart compares the top 10 industry sectors against the percentages of the jobs counts for Gwinnett County, the Atlanta-Sandy Springs-Roswell Metro Area, and the state of Georgia.



Source: OntheMap 2020 Census Data

The City has a number of incentives in place to help attract business. It provides assistance to entrepreneurs/start-ups; has a job tax credit program; and offers expedited permitting. Norcross has two Opportunity Zone designations, a Freeport Inventory tax exemption in four classifications, and is located in Georgia's Foreign Trade Zone #26.

Norcross has both a Federal Opportunity Zone (QOZ) and a Local Opportunity Zone (OZ) designation. The QOZ is a tax benefit for investors and businesses who invest in underserved areas, allowing them to defer paying federal taxes on capital gains if they reinvest them in a Quality Opportunity Fund for a number of years. For businesses located in the local OZ, there are potentially job tax credits available. Qualified companies receive a \$3,500 tax credit when two or more eligible net new jobs are created within a single tax year.

The Freeport Tax Exemption enables companies to be exempt from property taxes on some inventory. While many places have this exemption in three categories (typically goods in process, finished goods, and stored goods), Norcross has a rare exemption available for "stock-in-trade stored in e-commerce fulfillment centers."

The city is also located in Georgia's Foreign Trade Zone (FTZ) #26. As part of this zone, there is significant tariff/tax relief to qualified businesses who are trading internationally and using imported components or raw goods.

Office and Industrial Real Estate

Most office and industrial land uses are located along the city's main thoroughfares like Jimmy Carter Boulevard, Peachtree Industrial Boulevard, Buford Highway, and I-85.

Despite strong economic data points, the Norcross/Peachtree Corners submarket for office space had a relatively high vacancy rate in the second quarter of 2018: 20.2 percent, compared to 16.2 percent region-wide. Additionally, the average asking price per square foot (\$18.65) in the submarket is less than the Atlanta region average of \$26.53. Although it is not the most competitive office real estate market, the vacancy rate and lower prices are attractive in terms of business growth, particularly for start-ups and other small businesses that are not in the market for premium office space.

It should be noted that the submarket numbers are not totally reflective of just Norcross. According to the Target Industry Report, Norcross has 151 existing office buildings

(1.88 million square feet). This constitutes only about 30 percent of the submarket. The same report notes that in March 2018 the office vacancy rate in just Norcross was quite low—just 11.2 percent (209,807 square feet), with only 20,000 square feet under construction. However, most of the existing office stock in Norcross is Class B and C, rather than newer, high-end Class A space.

Industrial space is a different matter. With over 24.6 million square feet, logistics space comprises 74 percent of the city's industrial real estate. Despite this large amount of space, vacant is very low—just 5.7 percent. An additional 6.1 million square feet is categorized as Flex space, which is about 18 percent of the industrial market. Flex space vacancy is higher at 13.4 percent, but is almost twice as expensive per square foot as logistics space. Specialized industrial square footage is 1.7 million in Norcross, with a very low vacancy rate of 0.4 percent. Although the large supply and low vacancy rates are indicators of economic health, it should be noted that much of the square footage is in older facilities that lack the ceiling height clearances required by some modern distribution enterprises, so the market is more geared toward to smaller operations with lower clearance requirements.

Profile

Norcross Residents at Work

As of the 2020 American Community Survey, about 72.2 percent of Norcross's population aged 16 and over were in the labor force. This is slightly higher than the county as a whole, with a participation rate of about 68.6 percent. Unemployment is very low at 3.9 percent, but higher than the Countywide rate of 2.8 percent.

Despite the low unemployment rate, the median household income in Norcross is relatively low at \$65,409. This is particularly low when compared to the median household income for Gwinnett County at \$72,787, and the average salary of jobs in Norcross at \$61,100. When looking at the inflow/outflow of workers in Norcross, only 1.6 percent of Norcross residents in the labor force also work in the city.

Residents who are employed are fairly evenly distributed among the major categories tracked by the Census. There is a lower percentage of Norcross residents employed in higher wage industries like Management, business, science, and arts occupations (28.7 percent versus 39.3 percent countywide), and a higher percentage in service occupations (18.2 versus 16.1 percent), which tend to have lower pay.

Figure 3.11. Inflow/Outflow

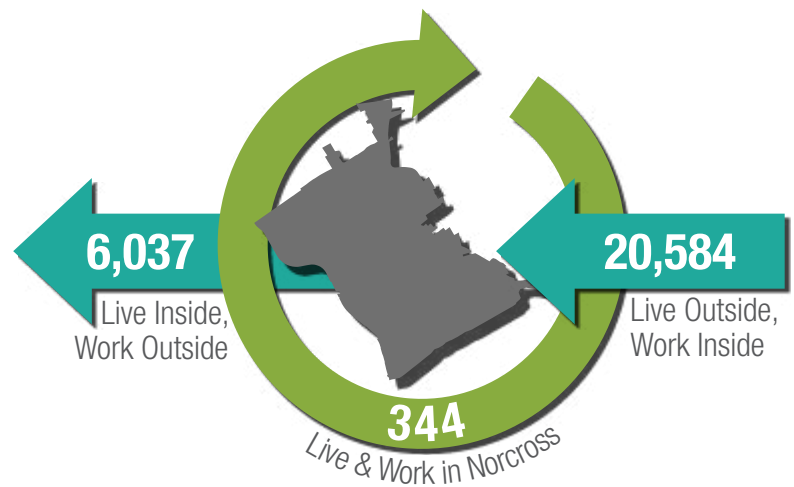


Table 3.2. Percent of Residents Employed by Industry Type

City of Norcross			Industry Type	Gwinnett County		
2010	2016	2020		2010	2016	2020
29.2	24.7	28.7	Management, business, science, and arts occupations	37.6	37.4	39.3
13.7	20.0	18.2	Service occupations	13.9	16.0	16.1
18.7	20.3	24.2	Sales and office occupations	27.6	26.6	22.8
25.6	21.5	15.1	Natural resources, construction, and maintenance occupations	11.1	10/0	9.5
12.8	13.5	13.9	Production, transportation, and material moving occupations	9.9	10.0	12.2

Target Industry Study Findings

Employment Destination

Norcross is a high-wage employment destination: the average salary of a job in the city is \$61,100, compared to \$50,600 in Gwinnett County as a whole. Although these comparatively high salaries are great, they are primarily going to non-residents: 98 percent of jobs in Norcross are not held by city residents. This signals a high volume of people commuting in and out of the city every day. Interestingly, Norcross is home to 11 percent of all jobs in the county, but only 1.8 percent of the population.

The City's proximity to major regional transportation corridors like I-285 and I-85 enable and out-of-town work force, and is a draw for attracting more businesses to locate in the city. Because of its location, the Target Industry Study estimates that Norcross has a "labor shed" of about 2.3 million potential workers. If MARTA rail is extended to Norcross, the labor shed will significantly increase.

Innovation

“...insofar as there remains a balance between economic growth and environmental protection, this historic community will forever welcome those who dream of intellectually and creatively contributing to the growth and development of a community they are proud to call their own.”

-Norcross Imagination
Proclamation



Norcross has a long history of innovation and inventiveness. Resident and cotton farmer Homer Summerour gained national recognition for patenting an improved cotton seed variety in 1912.



Norcross was recognized as the #14 “Most Genius Place in America” by TIME magazine. This was based on the number of patents issued over the last 40 years. The Target Industry Study reports that in 2015, Norcross residents or workers received new patents at a rate of 80 per 10,000 residents.

The city is also in close proximity to a number of business incubators and coworking spaces such as Prototype Prime, the Gwinnett Innovation Center, 22techPark, and Atlanta Tech Park. Norcross’s neighbor to the north, Peachtree Corners, has a growing reputation as a high-tech center for innovation, both in terms of its economy and city operations. By actively partnering with the City of Peachtree Corners, there could be increased opportunity for connectivity and a growing “critical mass” of innovators.

Target Industry Study Recommendations

Through its analysis, the Target Industry Study identified three target industries and select sub-niches to focus on:

- **Technology and innovation:** Biomedical, Electronics and Machinery, Software & IT
- **Professional and business services:** Administrative Support Services, Data Centers, Logistics and Distribution, Freelancers & Entrepreneurs
- **Culture and creative services:** Art and Design, Digital Content, Film & Television

The City is making progress toward becoming more attractive to millennials/young professionals. This group—people aged 25 to 44—are highly sought after for having the latest skills and knowledge, and the most productive work years ahead. It is important that the City continue to attract residents in this age group to work towards a better balance of workers and residents in the City.

An area for potential growth is the film industry. Statewide, the film industry generates about \$9.5 billion in economic impacts. Eagle Rock Studios—the largest stage complex under one roof in the US—is located just across the city boundary on Jimmy Carter Boulevard, and part of the area under consideration for annexation. It is recommended that the Norcross elected officials and staff reach out to state legislators to familiarize them with the economic impact of the filming industry in the City and region.

Existing Conditions

SUSTAINABILITY & QUALITY OF LIFE

Sustainability and quality of life go hand-in-hand. Sustainability can be defined in many ways, but at its core it is achieving long-term environmental, social, and economic health and resilience. In communities where these three components are addressed effectively, there is typically a very high quality of life for residents.

The 2017 Norcross Sustainability Plan identified the following as the community's major quality of life assets:

- An active network of civic and faith-based organizations contributing community support daily
- A historic fabric now being protected for future generations
- A vibrant economy, built on a mix of business sectors and anchored in a thriving downtown
- Increasingly accessible parks and green space amenities and a mature tree canopy, and
- One of the most ethnically diverse populations in the state of Georgia

Following is a snapshot of the major elements that make up quality of life in Norcross: sustainability, public services and civic groups, education, parks/recreation/trails, natural resources, and arts/culture/history.

Sustainability

The City has committed to a sustainable future, and went through three rounds of certification for the Atlanta Regional Commission's Green Communities program. In the process, the City has reached a number of sustainability goals, including:

- All new City-owned buildings more than 5,000 SF and significant renovations must be LEED certified
- Enacted incentives for private building to go green by offering a floor area ratio bonus, and expedited plan reviews for some types of projects that seek LEED, EarthCraft certification, solar energy, WaterSense certification.

- Replaced decorative lighting downtown with LED lights
- Adopted a "no net loss" of trees policy for all City-owned property
- Adopted a green fleet policy for City-owned vehicles

The *Norcross Sustainability Plan* provides a roadmap for future sustainability initiatives, and has been folded into this update of the comprehensive plan.

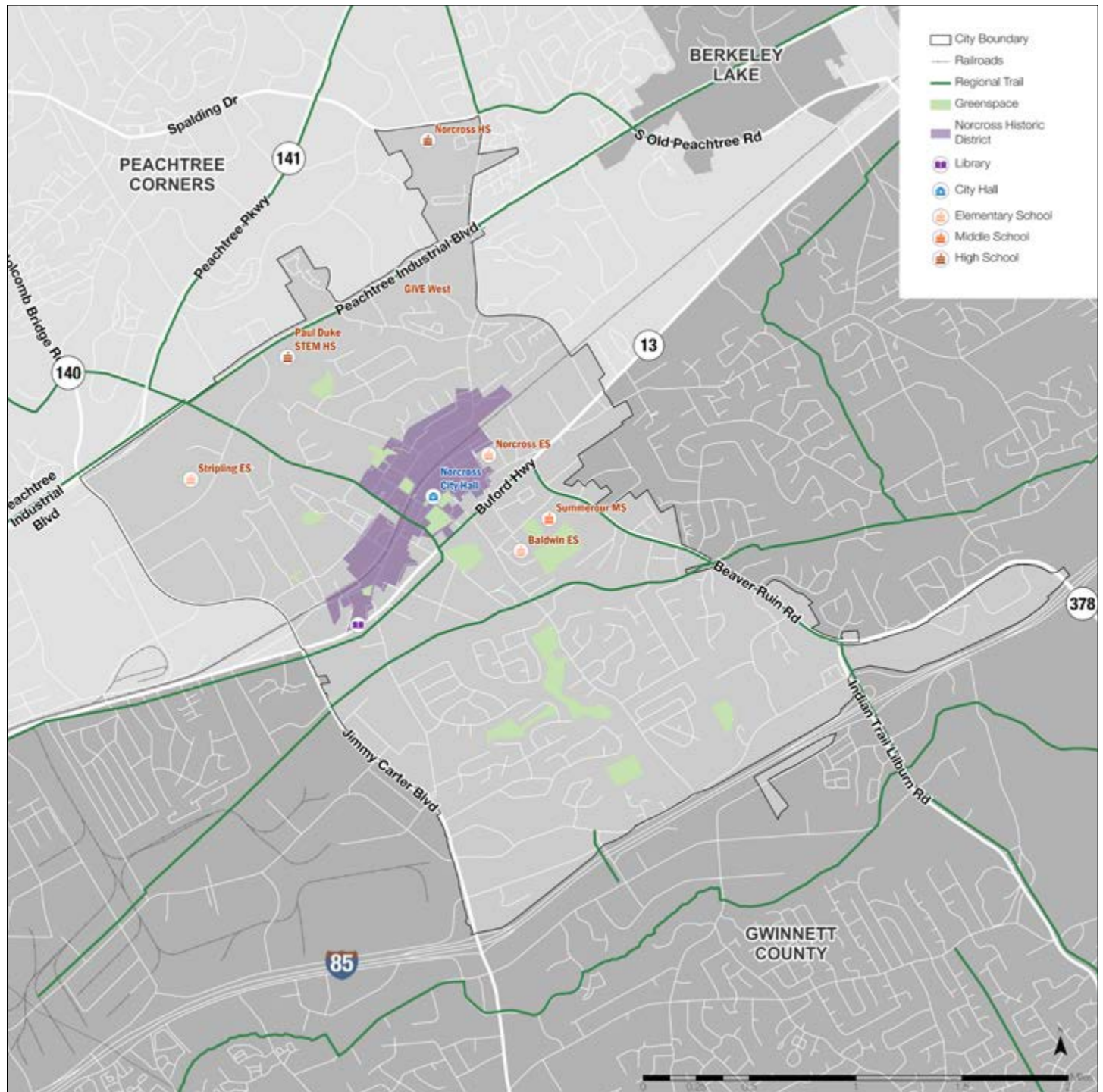
Public Services & Civic Groups

Public services in Norcross are provided by a mix of agencies. The City has its own police force, which enables faster response times, proactive interventions in higher crime areas, and a closer relationship with citizens. One unique aspect of the police force is the Citizens Police Academy that educates residents on the community and the role of the police. Overall the city is quite safe, and was recently ranked the 48th safest city in Georgia out of over 500 places. Fire and emergency services are provided by the Gwinnett County Fire Department.

Utility services are also strong, with the City providing its own electrical utilities through the Jackson Electric Membership Corporation (EMC). Other utility services are provided by the county (such as water and wastewater) or through private enterprises.

One of the most unique characteristics of Norcross is how engaged and civically minded many of its residents are. Groups such as the Progressive Development Council (sometimes called People Drinking Coffee) and Young Norcross actively engage in the city and are strong partners in improving the community.

Figure 3.12. Quality of Life Map



Education

Norcross residents are served by the Gwinnett County School Board. Public schools within the City of Norcross boundaries include Susan Stripling Elementary School, Norcross Elementary School, Summerour Middle School, and Norcross High School. Since the last comprehensive plan update, two new schools have been added: the Paul Duke STEM High School and Baldwin Elementary School. Summerour Middle School also moved into a new facility near its previous location.

Built at a cost of \$37.7 million, the Paul Duke STEM High School offers programs in a variety of disciplines, including offers applied engineering, communication/art/design, digital and innovative technology. It has a four-day school week at its campus on Peachtree Industrial Boulevard with digital learning days on Fridays, and dual enrollment/diploma options. The school opened in fall of 2018 with about 650 students, and ultimately has capacity for 1,200 students. Students in the Norcross school cluster can attend either this new school or Norcross High School.

The other new school in Norcross is Baldwin Elementary School. This school was built to relieve overcrowding at elementary schools in this part of Gwinnett County. It was constructed on the site where Summerour Middle School previously stood, and opened in 2016.

Summerour Middle School received a new building in 2015. At 240,000 square feet, the facility has heating and air conditioning based on body sensor technology, a state-of-the-art media center, an innovation lab, a broadcasting studio, and views to Stone Mountain on a clear day.



Recreation, Parks and Trails

Norcross has access to parks and recreation through both City and County facilities. The City maintains nine parks: Lillian Webb Park, Thrasher Park, Summerour Park, Veterans Park, Rossie Brundage Park, Heritage Park, Johnson-Dean Park, Discovery Garden Park, and Betty Mauldin Park. Nearby Gwinnett County parks that are easily accessible to Norcross residents and workers include Best Friend Park on Jimmy Carter Boulevard, Pickneyville Park and Soccer Complex, and Graves Park.

The City has recently invested in planning its parks and recreation system. In 2011, Norcross completed a parks and recreation master plan that identified five key priorities:

1. Add parkland in the southeastern part of the city
2. Improve connectivity
3. Add more soccer/informal play fields
4. Add more play facilities
5. Add more picnic/passive recreation opportunities

This plan was subsequently updated in 2016 to include the area that had been annexed. The 2016 update added the following recommendations:

- Implement Pinnacle Park Master Plan
- Develop two new neighborhood parks on the south side
- Build a mini park on the “Margeson parcel” (part of Beaver Run Creek Greenway)
- Look into the “Fickling parcel” on the north side as a potential park
- Implement plans for Beaver Run Creek Greenway

Since the last comprehensive plan update, the City has accomplished quite a bit in its parks. It redeveloped Lillian Webb Park, which has in turn sparked the expected redevelopment at its edges. The City also finished Phase I and is nearing the completion of Phase II of Discovery Garden Park, and has a master plan in place for Pinnacle Park.



"Tumblefield" Mural at Skin Alley in
Historic Downtown Norcross

Natural Resources

Norcross is a highly urbanized community with very few stretches of natural open spaces. However, Beaver Ruin Creek and its associated watershed is an important natural resource in the city, and the dominant natural feature of south Norcross. Both the City and Gwinnett County have jurisdiction over the watershed, and it is part of the City's Municipal Separate Storm Sewer System (MS4) jurisdiction. Although the watershed is about 25 percent development, the stream network is relatively well protected and many acres are under public ownership. Currently the city plans to develop an extensive greenway system of trails, natural space, and stormwater best management practices (BMP) projects throughout the Beaver Ruin Creek corridor.

North Norcross is more influenced by the Crooked Creek stream network, which includes a small body of water/wetlands area in the "Fickling parcel" southeast of Paul Duke STEM High School.

Arts, Culture, and History

Arts, culture, and history are becoming increasingly important areas of focus for Norcross. Arts and culture anchors in the community include the Lionheart Theater, located next to Lillian Webb Park and the Norcross Welcome Center and Museum. The City is also strong in

special events, with signature events like the Community Market, which was started in 2016. The Community Market is a farmer's market that opened as a pilot site for the Georgia Farmer's Market Association Local Foods Accountability Model (LFAM), with an average attendance of about 300 customers per market day. Other events like the Gateway International Festival and Friday Night concerts draw visitors from all over the region.

Arts have also taken hold in Norcross. Some of the most prominent projects in recent years include the Relmagine! Exhibition, which showcased five sculptures made out of recyclable material. In May of 2018, the community finished the Mitchell Road Mosaic Mural, a piece of public art that stretches 130 feet along a busy Norcross roadway. The project includes 125 mosaic discs created by different entities in the community, with more than 1,000 people ultimately participating in its creation.

Norcross is also making active investments in preserving its history. The City established a historic preservation ordinance to safeguard historic structures downtown, which is overseen by a new Historic Preservation Commission.

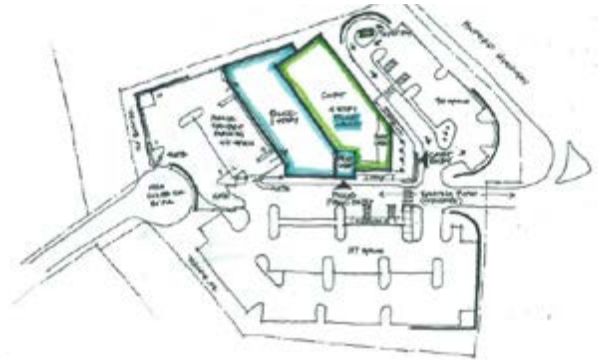
Upcoming Projects

Norcross is brimming with new projects coming online that will enhance quality of life. Some of the largest projects on the horizon include:

- **Beaver Run Creek Greenway:** approximately 10 miles of trails have been identified to be part of the Beaver Run Creek Greenway, which will take advantage of floodplain and publicly-owned land to create a green, natural recreation amenity in south Norcross. The central spine of the greenway will connect Downtown, Cemetery Field, multiple residential areas, and the planned Pinnacle Park, with multiple spurs and side trails increasing connectivity.
- **Mitchell Road Greenway:** approximately 7,000 linear feet of multi-use trail from Price Place at Mitchell Road to the intersection of Station Circle
- **New Public Safety Building:** this new facility will house the Police Department, Municipal Court, and public meeting space. It will be located at the corner of Buford Highway and Stevens Road.

Sewer Capacity

While the City of Norcross has seen tremendous growth in the last 5 years, especially near the city's Downtown, the additional development and density has resulted in extremely limited sewer capacity in some areas. Sewer capacity helps determine if a project will be reviewed as the city would not want to overburden the existing system. In order to continue the desired growth, bolster economic development, and maintain a high quality of life, it is important that the city work to identify existing limitations and future needs, then work with partners, including Gwinnett County Water Resources, to expand sewer capacity and ensure infrastructure is maintained properly.



Preliminary Site Concept for new Public Safety Building



Recently completed Pinnacle Park

PRIORITY NEEDS & OPPORTUNITIES

1

How can the city maintain and enhance a sense of community, small town feel, and level of community services as new development comes online?



As Norcross continues to grow and become denser, some are concerned that the small-town community feeling of the city may be lost. Additionally, many people do not know exactly where Norcross begins, and other jurisdictions begin—people tend to think more in terms of postal codes, or the school catchment areas. Civic events can play an important role in celebrating what is special in Norcross. Physical improvements, such as gateway monuments, wayfinding signage, enhanced streetscapes, and unique architecture can all help to improve sense of place. This is particularly important for the development that is constructed—Norcross must ensure that it is of high quality, and echoes the sense of place already present in the community.

2

What can be done to ensure quality, long-term housing is available to all residents and newcomers at attainable price points?



Although Norcross is relatively affordable compared to other places in the metropolitan area, its residents are still significantly cost burdened when it comes to monthly rent and mortgages. This is a challenge across the Atlanta region: housing prices have skyrocketed, whereas wages have made only modest gains. The City has endorsed a policy that begins to address some of these local housing needs through its involvement with the Georgia Initiative for Community Housing (GICH), or LiveNorcross. These steps are just the beginning however: it will take much more to fully address housing affordability challenges, such as programs to assist with down payments and maintenance. Related to this homelessness is also an issue that city leadership would like to address. Unfortunately, there are not exact figures on the number of homeless in the community according to the Gwinnett County Comprehensive Housing Study, or how best to help them at this time. Further study is needed.

3

Can the community be united across cultural backgrounds and socio-economic status?

The cultural diversity of Norcross is one of its biggest strengths. However, the presence of residents from a variety of backgrounds does not necessarily translate into an integrated, united community. Buford Highway represents a sort of cultural and class divide in the community, yet also serves as a gateway for visitors to downtown and other areas of the city. The City can play a key role in promoting a sense of equity in how it invests public money, enforces regulations, and how it communicates to all citizens regardless of which “side” of the city a resident lives in.



4

How can we build strong neighborhoods with unique public amenities like parks and family-friendly activities in all parts of the city?

Norcross is fortunate to have an authentic historic downtown with a range of amenities, like Lillian Webb Park and Thrasher Park. The city recently constructed Pinnacle Park to help serve the communities southeast of Buford Highway. Other neighborhoods across Norcross are still in need of parks, green space, and other amenities, as identified in the Parks Master Plan Update. Several greenway and trail projections are planned to help link this recreational network and improve pedestrian and bicycle connectivity, including links to the growing system of trails in Gwinnett County. Places like parks, as well as schools and “third places” — those where people tend to gather and connect — are important places for neighborhoods, and can also be venues for family-friendly events and activities.



PRIORITY NEEDS & OPPORTUNITIES (CONT'D)

5

How can we attract young families?



Young families carry a large amount of social capital—not only do parents typically have many years ahead of them in the workforce, families tend to be a stabilizing presence in neighborhoods. Attracting more young families to settle down in Norcross is one of the city's goals. Historically, poor perceptions of the public schools has been a deterrent to young families. This should improve with the new facilities of Summerour Middle School, Baldwin Elementary School, and the start of Paul Duke STEM High School. In addition to improving the reputation of local schools, recreation facilities and programming geared toward youth are important, as are family-friendly events and activities. Safety is a critical component as well; Norcross is fortunate to have its own effective, friendly Police Department that invests in community relationships and outreach.

6

How can we partner with schools to offer holistic services and improve perceptions?



The schools are often the best platform to engage the diverse communities of Norcross, and are one of the one most important partners for the City. By supporting the students of today, we are helping to prepare the City's workforce of tomorrow. There is already strong momentum in Norcross's schools, with the start of Paul Duke STEM high school and the two new school buildings in south Norcross. With these new facilities comes increased pride and investment. The City should continue to work with the School District to support its students and families, and works towards a system of integrated, holistic support services.

7

What projects should the City support to address our multimodal transportation needs and traffic congestion?

As Norcross continues to grow and densify, the expansion of multi-modal transportation infrastructure becomes even more critical. Multiple studies have already identified a real need for additional sidewalks, bike lanes, and multi-use trails to link the neighborhoods of Norcross, and tie into the growing system of regional trails. Recent Gwinnett County transportation plans have also identified improvements to transit service, particularly in connecting residents more directly to the Doraville MARTA station. But perhaps the biggest opportunity on the horizon is the potential expansion of MARTA up to Norcross—this would be a “game-changer” for the city, and should be proactively pursued and supported.



8

How should we prepare for and leverage a potential transit station near I-85 and Jimmy Carter Boulevard?

The potential development of a MARTA station near I-85 and Jimmy Carter Boulevard would be transformational to Norcross. In recent years, land at MARTA stations has become increasingly valuable real estate for transit-oriented development (TOD). These are typically mixed use, dense, high-quality developments that leverage their co-location with heavy rail as a major attractor. Currently there are five official TOD projects underway in the region at H.E. Holmes, King Memorial, Chamblee, Edgewood/Candler Park, and Avondale Estates. To reap the most benefits of MARTA's expansion, the City should pursue key annexation opportunities along I-85 that can accommodate both the expansion of the rail line and significant redevelopment.

9

How can we grow local businesses and attract new ones, particularly within our target industry clusters: technology and innovation, professional and business services, and culture and creativity?

The City's Strategic Marketing Plan, completed in Fall of 2018, outlines a series of actions for Norcross to grow business. Its primary recommendations are the review and update the www.NorcrossED.com website; create more energy around the “A Place to Imagine” brand; develop target industry brochures and cultivate sector partnerships for each of the three target industries; and explore opportunities for the City to purchase, develop, and manage flex space geared towards the Film and Television niche sector.



PRIORITY NEEDS & OPPORTUNITIES (CONT'D)

10

Can we increase and enhance the selection of unique local shops and restaurants?



Norcross is one of the few jurisdictions in the region to have authentic historic downtown. This represents a major plus in drawing unique local shops and restaurants to the area; new development in and near downtown should complement and supports its current character. Beyond the intrinsic appeal of downtown, the City should continue to provide support to local entrepreneurs, celebrate the diversity of its population, and encourage the development of mixed-use communities that are attractive to new shops and restaurants.

11

What sustainable practices can we implement to improve our quality of life over time?

By achieving Platinum Green Community status—one of only two in the Atlanta region as recognized by ARC—Norcross has already made significant investments in its long-term sustainability. This is rooted in a strong sense of responsibility about the future, in essence: not sacrificing tomorrow to address the needs of today. The City also completed a Sustainability Plan in 2017, centered on a goal of “Healthy People, Healthy Places, and Healthy Economy” for the community. In this plan, five major initiatives are identified: preserving green space/tree canopy, improving housing affordability, increasing active recreation opportunities, improving park accessibility and acreage, and investing in educational assets. In 2020, the City plans to become recertified as a Platinum Green Communities, and as is considering STAR communities certification—a national sustainability platform.

12

Can we leverage emerging technology through smart city strategies to improve public service delivery?

Technology is playing an increasingly important role in how our communities grow and are managed day to day—and the pace of technological advancement is only speeding up. Greater government efficiency can be achieved through the use of technology. Norcross is already a regional leader in smart technology in its deployment at utility meters. However, there is still more than can be done. The City must stay on top of technological trends that will impact the city's form, such as robotics and automated vehicles. Additionally, the City is behind in its digital record keeping, and can make improvements in tracking and recording permits. Some nearby cities are even developing their own apps to interface more effectively with residents, such as the City of Peachtree Corners and their maintenance issue reporting app.



13

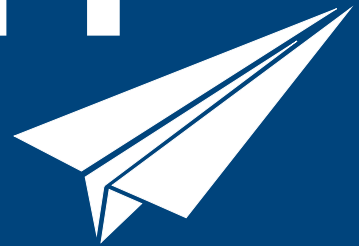
How can we provide excellent city services and engagement opportunities for people of all linguistic and cultural backgrounds?

In addition to partnering with school to reach the city's most diverse populations, Norcross must also ensure that its city services and engagement opportunities are accessible. In engagement settings, the City should continue to provide Spanish translations. The City should also continue its outreach into its international communities, and make a concerted effort to understand the best ways to reach households, how they want to be communicated with, and who are key individuals/organizations within those communities who can act as a bridge.



4

COMMUNITY WORK PROGRAM



4

COMMUNITY WORK PROGRAM

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 list of projects and recommendations to be implemented over the next five years. Long range projects are also included in the Work Program, but are noted to occur after the five-year implementation horizon. The list also includes years to complete, responsible parties, and all applicable funding sources (local, general fund, state, federal, SPLOST, etc.). Note the descriptions sometimes include project reference numbering from other studies.

The City utilizes a ranking methodology to help city officials in evaluating the relevance of any given project to the community's vision and gives decision makers an objective tool to help in evaluating capital investments. Refer to Technical Addendum Chapter TA-2 Project Evaluation to review this composite scoring system.

In addition to the composite score, City officials also consider relative cost, implementation time frame, and funding availability.



Top Implementation Actions, 2019-2024

1. Improve pedestrian and bicycle safety along Buford Highway and in the Town Center through Implementation Norcross Town Center LCI Plan and Buford Highway Master Plan.
2. Improve Parking in the Town Center
3. Construct Norcross Greenway
4. Implement Target Industry Study and Strategic Marketing Plan
5. Establish Task Force to Address Homelessness.
6. Maintain our Green Community Platinum Status
7. Identify new opportunities to partner in hosting regular multi-cultural events in the city, both in and outside of downtown
8. Continue to work closely with the Gateway85 CID to expand transportation options and improve the aesthetics of the community

Types of Work Program Items

Actions are accomplished through three different types of work program items:

1. Ongoing activities and policies,
2. Programmed projects, and
3. Aspirational or long range projects.

On the following Tables Ongoing activities indicated in the first column under Timeframe. And the policies can be found back in Chapter 2, which guide day-to-day decision making.

Programmed projects are those that City intends to accomplish over the next five years and are indicated under the Timeframe columns for 2024 through 2027.

Finally, aspirational or long range projects are indicated in the last column under Timeframe, 2028+. These are projects that the city intends to undertake when and if funding becomes available.

Table 4.1. Community Work Program

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
LAND USE										
LU.1 Update Town Center LCI Study	Helps to secure funding for needed transportation improvements	■	■					\$40,000	Com Dev	General Fund
LU.2 Update Norcross Activity Center LCI Study	Helps to secure funding for needed transportation improvements		■					\$40,000	Com Dev	General Fund
LU.3 Seek PlanFirst designation from DCA	Rewards for good planning with economic incentives and assistance	■						Staff Time	Com Dev	General Fund
TRANSPORTATION										
Roadway and Intersection Projects										
TR.1 Create repaving strategy and implementation schedule	Ongoing maintenance of roads	■						Staff Time	City Engineer; Public Works, City Manager	General Fund
TR.2 US 23/SR 13/ Buford Hwy at SR 140/ Jimmy Carter Blvd Intersection	Support of Gwinnett County intersection project	■	■					\$15,000,000	County DOT/ City	Other
TRANSPORTATION (CONT'D)										
Bicycle/Pedestrian Projects										
TR.3 Develop a city-wide bicycle and pedestrian master plan							■	\$100,000	Public Works	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
TR.4 Evaluate establishing a sidewalk fund	Creation of a annual fund to address sidewalk network gaps		■					Staff Time	Public Works/ City Eng.	General Fund
TR.5 Sidewalk on northwest side of Lawrenceville Street from Academy Street to Hunt Street	1,330' of sidewalk. (Formerly TR-7B)			■				TBD	Public Works	LCI/General Fund
TR.6 Sidewalk on Southwest side of Sunset Drive from N. Peachtree St to Valley Rd	4,000' of 5' sidewalk (Formerly T-20)						■	TBD	Public Works	LCI/General Fund
TR.7 Norcross Elementary School Sidewalks - 5' Sidewalks on Rakestraw St and Beutrell St (NE side of both streets	660' of sidewalk on Rakestraw St from Wingo to Academy, and 1000' sidewalk on Beutrell St from Lawrenceville St to Wingo St. (Formerly T-3B)						■	TBD	Public Works	LCI/General Fund
TR.8 Sidewalk on southeast side of W Peachtree St between Holcomb Bridge Rd and Park Dr	940' of sidewalk (Formerly T-8A)			■				TBD	Public Works	LCI/General Fund
TR.9 Sidewalk on southwest side of Lively Ave from Buford Hwy to S Peachtree St	1,120' of 5' sidewalk (Formerly part of T-19)				■			TBD	Public Works	LCI/General Fund
TR.10 Sidewalk along northeast side of Carlyle St from Buford Hwy to Magnolia St	350' of sidewalk (formerly part of T-19)				■			TBD	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
TRANSPORTATION (CONT'D)										
TR.11 Pedestrian crossing improvements at the intersection of Lawrenceville St and Mitchell Rd	Add striped box for “do not bloc” and ADA upgrades for ramp on NW corner. Add Ped Crossing Signage (Formerly T-4B)				■			TBD	Public Works	LCI/General Fund
TR.12 Midblock Crossing of Barton St to Johnson Dean Park	Add short segment of 5’ sidewalk within park to parklot from midblock crossing			■				TBD	Public Works	LCI/General Fund
TR.13 Enhanced (decorative) crosswalks on Buford Hwy)	Gateway and decorative feature on Buford Hwy			■				TBD	Public Works	General Fund
TR.14 Wide sidewalk on Northwest side of Lawrenceville St in front of City Hall	10’ sidewalk with streetscape between Jones St and Rakestraw (2,200’)				■			TBD	Public Works	LCI/General Fund
TR.15 Bike lanes on North Tucker Rd/ S. Peachtree Rd from Buford Hwy to Carlyle St	4,200’ bike lane					■		TBD	Public Works	LCI/General Fund
TR.16 Multi-use trail along Lawrenceville St between Rakestraw St to Buford Hwy	4,000’ Multi-use trail						■	TBD	Public Works	LCI/General Fund
TR.17 Sharrows on Lawrenceville St and Buchanan St	From Thrasher Park to Norcross Elementary School				■			TBD	Public Works	LCI/General Fund
TR.18 Buford Hwy - Imroved streetscape and wide sidewalk - Phase 1 Lively Ave to Summerour St	10 ft’ sidewalk and 5’ landscape strip on both sides of Buford Hwy						■	TBD	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
TRANSPORTATION (CONT'D)										
TR.19 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Summerour St to Old Norcross Rd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy						■	TBD	Public Works	LCI/General Fund
TR.20 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Lively Ave to Jimmy Carter Blvd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy						■	TBD	Public Works	LCI/General Fund
TR.21 Autry Street and Nesbit Street Road Safety Audit	Audit to identify improvements to enhance the safety of crossings along Autry Street and Nesbit Street. Considerations for improvements will include RRFBs, all-way stop control, and ADA requirements			■				TBD	Public Works	LCI/General Fund
Other Projects										
TR.22 Smart parking project in the Town Center	Implementation of a smart parking pilot project						■	TBD	IT	TBD
T.23 N Norcross Tucker Rd Bike Lane	Bike lanes on North Norcross Tucker Rd / S Peachtree St from Buford Hwy to Carlyle Street (4,200')					■		\$990,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.24 Buford Highway at N Norcross Tucker Crossing	Enhanced crosswalks on Buford Hwy at N Norcross Tucker Rd			■				\$110,000	Public Works	LCI/General Fund
T.25 Buford Hwy at Holcomb Bridge Rd	Enhanced crosswalks on Buford Hwy at Holcomb Bridge Rd			■				\$110,000	Public Works	LCI/General Fund
T.26 Buford Hwy at Mitchell Road Crossing	Enhanced crosswalks on Buford Hwy at Mitchell Rd			■				\$110,000	Public Works	LCI/General Fund
T.27 Buford Hwy at Beaver Ruin Road Crossing	Enhanced crosswalks on Buford Hwy at Beaver Ruin Rd			■				\$110,000	Public Works	LCI/General Fund
T.28 Buford Highway at Summerour Street Crossing	Add a protected pedestrian crossing for the intersection Buford Highway at Summerour Street.			■				\$120,000	Public Works	LCI/General Fund
T.29 Gateway on Holcomb Bridge Road	Stone columns with signage on Holcomb Bridge Rd at LCI Boundary, west of Queens Ct						■	\$20,000	Public Works	LCI/General Fund
T.30 Gateway on Buford Hwy at Beaver Ruin Road	Stone columns with signage on Buford Hwy at Beaver Ruin Rd						■	\$20,000	Public Works	LCI/General Fund
T.31 N Norcross Tucker Rd and S Peachtree St Roundabout	Roundabout at N Norcross Tucker Rd and S Peachtree St					■		\$770,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.32 Thrasher Street Parking	Onstreet parallel parking and a 5-ft sidewalk on the southeast side of Thrasher St from Holcomb Bridge Rd to Park Dr (470')					■		\$180,000	Public Works	LCI/General Fund
T.33 Sharrows on Academy Street	Academy Street from Rakestraw Street to Born St (600')			■				\$10,000	Public Works	LCI/General Fund
T.34 Sharrows on Wingo Street	Wingo Street from Jones Street to Born Street (1,950')			■				\$40,000	Public Works	LCI/General Fund
T.35 Sharrows on Jones Street / Park Drive	Jones Street / Park Drive from College Street to N Peachtree St (1,100')			■				\$20,000	Public Works	LCI/General Fund
T.36 Sharrows on Born Street	Born Street from Academy Street to Wingo Street (670')			■				\$20,000	Public Works	LCI/General Fund
T.37 Sharrows on N Peachtree Street	North Peachtree Street / W Peachtree Street from Buchanan Street to Jimmy Carter Blvd (4,700')					■		\$80,000	Public Works	LCI/General Fund
T.38 Sharrows on Thrasher Street	Thrasher Street from Buchanan Street to Jones Street (340')					■		\$10,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.39 Sharrows on S Peachtree Street (Downtown)	S Peachtree Street from Jones Street to Carlyle Street (960')					■		\$20,000	Public Works	LCI/General Fund
T.40 Sharrows on S Peachtree Street (West of N Norcross Tucker)	S Peachtree Street from N Norcross Tucker Rd to Jimmy Carter Blvd (2,500')					■		\$50,000	Public Works	LCI/General Fund
T.41 Sharrows on S Cemetery Street	S Cemetery St from College Street to Buford Hwy (740')					■		\$20,000	Public Works	LCI/General Fund
T.42 Sharrows on Britt Ave	Britt Ave from College Street to Buford Hwy (830')					■		\$20,000	Public Works	LCI/General Fund
T.43 Sharrows on College Street	College Street from Holcomb Bridge Rd to Britt Ave (730')					■		\$20,000	Public Works	LCI/General Fund
T.44 Sharrows on Sunset Drive	Sunset Drive from N Peachtree Street to end of roadway (4,100')					■		\$70,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.45 Lawrenceville Street Multiuse Trail (West)	Widen existing 5-ft sidewalk on the northwest side of Lawrenceville Street between Jones St and Rakestraw St (2,200') to 10-ft Multiuse trail, and add crosswalk striping at all major driveway crossings.			■				\$910,000	Public Works	LCI/General Fund
T.46 Barton Street Sidewalk	Midblock raised crossing at the current speed table with short sidewalk along frontage of preserve			■				\$420,000	Public Works	LCI/General Fund
T.47 Autry St Safety Improvements	5-ft sidewalk on southwest side of Autry St from Rossie Brundage Park to Nesbit St (200')			■				\$290,000	Public Works	LCI/General Fund
T.48 Summerour Street Sidewalk	5-ft sidewalk on Summerour Street (SW side) from Lawrenceville St to Buford Hwy (450')						■	\$210,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.49 Rakestraw Street Sidewalk	5-ft sidewalk on Rakestraw Street (NE side) from Wingo St to Academy St (660')						■	\$310,000	Public Works	LCI/General Fund
T.50 Mitchell Road Multiuse Trail	Multiuse trail on northeast side of Mitchell Rd from Lawrenceville Street to Summerour Middle School (2,100')			■				\$650,000	Public Works	LCI/General Fund
T.51 Buford Highway Streetscape (South)	Improved streetscape on the north side of Buford Highway with a five-foot landscape strip from the back of the curb, a ten-foot divided sidewalk for pedestrian foot and bicycle traffic, and a varying landscape furniture strip from the back of sidewalk to the edge of the right-of-way between Jimmy Carter Blvd and Old Norcross Road			■				\$120,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
T.52 Buford Highway Streetscape (North)	Improved streetscape on the south side of Buford Highway with a five-foot landscape strip from the back of the curb, a ten-foot divided sidewalk for pedestrian foot and bicycle traffic, and a varying landscape furniture strip from the back of sidewalk to the edge of the right-of-way between Jimmy Carter Blvd and Old Norcross Road			■				\$120,000	Public Works	LCI/General Fund
T.53 N Peachtree Street Multiuse Trail	Multiuse trail on southeast side of N Peachtree St from Buchanan St to Langford Rd (5,100')					■		\$1,610,000	Public Works	LCI/General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
HOUSING										
H.1 Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes, and host property management classes	The purpose of the program to teach owners how to care for investments, improve safety, and improve property values		■					TBD	Comm Dev	TBD
H.2. Incorporate Interior Residential Dwelling Inspection program for rentals		■						Staff Time	Comm Dev	General Fund
H.3. Create Homeless-ness Task Force	Goal is to gain a better understanding of the Homel-essness issue and determine appropriate actions		■					Staff Time	Comm Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
ECONOMIC DEVELOPMENT										
ED.1 Support the small business mentoring program assistance as described in the 2011 Community Choices report	The City will continue to support (through in-kind space allocation in the Community Center) and help to promote the current business mentoring programs offered by ACE and SCORE.	■						Staff Time	City Ec. Dev Including: ACE Score SBDC	General Fund
ED.2 Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements		■						Staff Time	City Ec. Dev	General Fund
ED.3 Regularly survey town center parking needs		■						Staff Time	City Ec. Dev	General Fund
ED.4 Support internship opportunities that link Norcross students with local businesses	Exploring opportunities to tie in with Norcross-Works program platform	■						Staff Time	City Ec. Dev	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
Economic Development (CONT'D)										
ED.5 Participate in and promote a mentorship program for underrepresented community members to increase access to small business certifications		■						Staff Time	City Ec. Dev; Sustainable Norcross; Atlanta Electrical Contractors Association; WorkSource Atlanta, Metro Atlanta Chamber, Minority Supply Development Council and Gwinnett Tech	N/A
ED.21 Utilize Target Industry Study Update to inform and focus business retention and expansion efforts		■	■					Staff Time	City Ec. Dev	General Fund
SUSTAINABILITY & QUALITY OF LIFE										
SQ.1 Construct gateways (stone columns and signage); Possible use of digital readers for City events and news.	Locations: HBR @ Town Center LCI boundary w of Queens Ct; JCB @ W Peachtree St; JCB @ S Peachtree St; Mitchell Road @ Buford Hwy; N. Peachtree @ Langford Rd						■	LED is estimated to cost \$25,000 each; stone columns and foundations, \$40,000 each	Comm Dev/ Public Works	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
Sustainability & Quality of Life (CONT'D)										
SQ.2 LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	The central spine of the greenway; 3.39 miles of greenway from Downtown Norcross to Beaver Ruin Road/Pinnacle Way	■		■				\$11,000,000	Public Works	SPLOST, ARC, TBD
SQ.3 LCI Greenway Segment 2: Price Place from Mitchell Road to Beaver Ruin Road (Priority 1 Segment)	0.38 mi of sidepath the connects Summerour MS from Mitchell Road and from the Beaver Ruin Road Multi-Use trail.	■		■				\$1,000,000	Public Works	SPLOST, ARC, TBD
SQ.4 LCI Greenway BMPS	From Concept Plan, BMPs WP-1, DP-1, WL-1						■	\$72,000	Public Works	SPLOST, ARC, TBD
SQ.5 Beaver Ruin Creek Stream Restoration	Part of Greenway Project						■	\$8,785,000	Public Works	TBD
SQ.6 Southeast Utility Trail Corridor	Greenway trail along utility corridor east of Buford Highway, connecting N Norcross Tucker Rd to Beaver Ruin Rd						■	\$1,300,000	County/Comm Dev/Public Works	General Fund
SQ.7 Conduct Citizen's Police Academy programming		■						Staff Time	Police	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.8 Conduct annual energy, water and waste audits for City buildings and implement retrofits		■						Staff Time	Sustainable Norcross	General Fund
SQ.9 Regularly update the Green Infrastructure Assessment		■						Staff Time	Public Works	General Fund
SQ.10 Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials		■						Staff Time	Public Works/ Com Dev	General Fund
SQ.11 Regularly update Technology Plan	Three-year plan	■						Staff Time	IT	General Fund
SQ.12 Update Parks Master Plan to include one or more linear parks to downtown	Include Fickling Parcel as a part of the update	■	■					\$125,000	Public Works	General Fund
SQ.13 Implement recommendations from the Local Foods Accountability Model Report		■						Staff Time	Ec. Dev/Comm Dev	General Fund
SQ.14 Maintain City's LEED and Green Communities Designation	Up for renewal every 3 yrs	■						Staff Time	City Manager	General Fund
SQ.15 Evaluate potential update and maintenance of the City's entry gateways				■				Staff Time	City	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.16 Create and Implement a Utilities Resiliency Plan							■	TBD	Public Works / City Manager	General Fund
SQ.17 Plan and construct a Cultural Arts Center							■	TBD	City Manager	CDBG
SQ.18 Develop and administer annual business owner survey to gauge the needs and opinions of the business community		■						\$5,000	Ec. Dev	General Fund
SQ.19 Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta		■						\$300,000	Projects Specialist; PR	Sponsorships; Hotel/ Motel Funds; Grants

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.20 Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment		■						\$500 Million	Comm Dev; Ec. Dev; DDA	Creative Financing; TAD Designation; Bond; SPLOST; EPA Grants; EDA Grants; State Redev. Fund; General Fund
SQ.21 Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement		■						TBD	Comm Dev; Ec. Dev; DDA	SPLOST; State Redev. Fund; General Fund
SQ.22 Continue ongoing redevelopment of Historic Downtown		■						TBD	Ec. Dev; DDA; HPC	EPA and DNR Grants
SQ.23 Conduct a Comprehensive Smart City Study							■	\$50,000	IT	General Fund
SQ.24 Promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations.		■						TBD	Ec. Dev/PR	General Fund
SQ.25 Kiosk installation in each park, 2-sided digital		■						TBD	IT/PR/ Public Works	General Fund
SQ.26 Construction new Public Safety Building			■	■				\$20,000,000	City Manager	SPLOST, Fines and Bonds

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		Ongoing	2024	2025	2026	2027	2028+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.27 Create a web-based Virtual City History Museum		■						TBD	Cultural Administration	General Fund
SQ.28 Community Center improvements: remodel kitchen and improve audio visual system			■					\$50,000	Cultural Administration	Capital Project Fund
SQ.29 Rectory improvements: remodel kitchen bathrooms and flooring			■					\$36,000	Cultural Administration	Capital Project Fund and Grants
SQ.30 Upgrade Information Kiosks downtown: 3 new and update 3 existing		■					■	TBD	IT/PR/ Public Works	General Fund
SQ.31 Upgrade Lions Park Reader Board - making digital			■					\$30,000	PR/IT	General Fund
SQ.32 Work with Gwinnett County to develop a plan to open additional sewer capacity on Mitchell Road			■					Staff Time	Comm Dev./ Ec. Dev./ Public Works	General Fund
SQ.33 Utilize grant funding to identify potential solutions for limited sewer capacity along Jimmy Carter Boulevard.			■	■				Staff Time	Comm Dev./ Ec. Dev./ Public Works	General Fundand Grants



PREPARED BY

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