



# City of Norcross, Georgia

2030 COMPREHENSIVE PLAN



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## **CITY OF NORCROSS 2030 COMPREHENSIVE PLAN**

### **ACKNOWLEDGEMENTS**

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## COMMUNITY AGENDA

### INTRODUCTION

The Comprehensive Plan of Norcross serves as a guide for making decisions and setting policies for city officials and staff concerning the future development of the city. This ten year update provides policy for the 2008-2030 planning period, and is undertaken per the Rules of the Georgia Department of Community Affairs (DCA), O.C.G.A. Chapter 110-12-1, effective May 1, 2005.

DCA rules structure the format of the Comprehensive Planning process such that three interlocking components comprise the final plan:

- **Community Assessment**      Summary of existing conditions with supporting data
- **Community Participation**      Program for providing public input opportunities
- **Community Agenda**      Policy goals and strategies for plan implementation

This **Community Agenda** is the heart of the Comprehensive Plan; it articulates the community vision for a 20 year planning period and provides the policy that guides land-use decision making (the planning period is rounded off to the year 2030). It also specifies the short-term (five year timeframe) strategies by which the community intends to pursue its vision. The Community Agenda is based largely on input derived from the community during the process of citizen involvement as outlined in the **Community Participation Program**.

The Community Agenda also relies upon data and information compiled in the **Community Assessment** as a base-line resource from which to draw during the development of the Community Agenda. Norcross joined the Gwinnett County's Joint Community Assessment process and created a separate document from the County's combined efforts.

This Community Agenda contains three substantive sections, which include required and optional components of the DCA planning standards: the Community Vision, Issues and Opportunities, and an Implementation Program.

The Implementation Program includes a **Short-Term Work Program (STWP)** as well as on-going activities and policies. The STWP serves as a policy document to prioritize the goals and objectives that emerged through the Comprehensive Plan update process. As a **five-year strategic plan**, it assigns benchmarks and tasks to specific City agencies and departments and, when appropriate, also assigns cost estimates. The City of Norcross will update the STWP annually in conjunction with its annual budget process so that Council members review the City's progress in meeting the STWP schedule, revisit priorities determined within the STWP, and subsequently allocate or re-allocate resources accordingly. Through the update process, the STWP will be extended one year and maintain currency. It will also help identify any amendments to the Comprehensive Plan (a minor amendment may be made at any time by Council; a major amendment requires notifying ARC and DCA, as well as a public hearing process).



## COMMUNITY AGENDA

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## SECTION I. COMMUNITY VISION

The community vision paints a picture of what the City of Norcross desires to become during the 20 year planning period from 2008 to 2030. It provides descriptive representations of the development patterns to be encouraged within the City. Each subarea identified in the Future Development Map has an associated, detailed vision and intent narrative further below. In this section, the City asserts a generalized statement for the entire community. It reconciles several prior planning efforts. It is guided by an overall sentiment about balancing an historic sense of identity with desires for progress into the future.

### Vision Statement

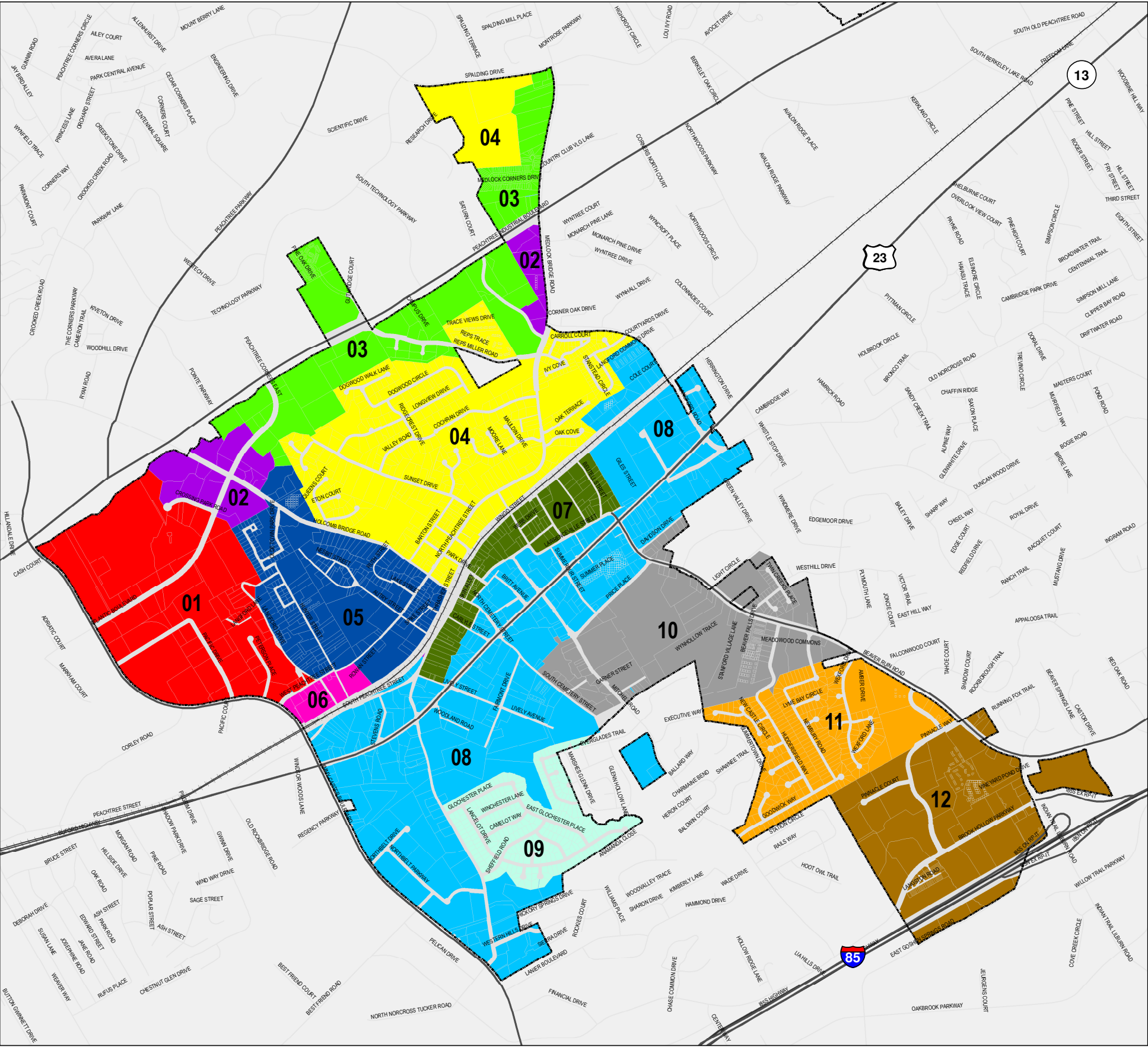
*“Norcross: Respecting the Past. Embracing the Future.”*

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

### Future Development Map

The Future Development Map results from a concerted effort to build upon the character area map developed for the Community Assessment and incorporate a desired future. The character areas designated on the future development map are reinterpretations of the locally devised character areas (based on existing neighborhood characteristics) shown on the character area map in the Joint Community Assessment (Gwinnett County). The Future Development character areas were refined during the community participation process. Citizens and other stakeholders were given the opportunity to show and tell planners the type of development desired or considered appropriate for distinct areas of the City. This input was discussed with the city’s Comprehensive Plan Steering Committee and further refined into the Future Development Map presented herein.

The Future Development Map (FDM) delineates the boundaries of the city’s major character areas. It is a visual representation of the city’s future development policy. Interpretation of the map is provided in the Supporting Narrative and should be contemplated in a manner that takes the city’s zoning, the Quality Community Objectives and other local policies into consideration. The Supporting Narrative included later in this document provides a written and graphic description of the types, forms, styles and patterns of development that the city will encourage in each area delineated on the FDM. The Supporting Narrative also includes a description of the specific land uses, based on land use categories used on the Existing Land Use Map included in the Community Assessment.

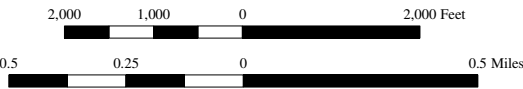


**Future Development Map**  
City of Norcross, Georgia

January 23, 2008

**LEGEND OF FUTURE DEVELOPMENT AREAS**

- |   |   |
|---|---|
| 01 - Atlantic/PIB Redevelopment Center      | 07 - Downtown Norcross                                |
| 02 - Gateway                                | 08 - Buford Highway Reinvestment                      |
| 03 - Medlock/PIB Redevelopment              | 09 - Sheffield Forest Neighborhood Revitalization     |
| 04 - Neighborhood Preservation              | 10 - Educational, Recreational & Arts Activity Center |
| 05 - Hopewell Woods                         | 11 - Planned Residential Neighborhood                 |
| 06 - West Peachtree Neighborhood Commercial | 12 - Employment Center at Beaver Ruin                 |



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## Future Development Areas: Supporting Narrative

During the community participation process, twelve areas with distinctive character emerged. While these areas fall into one of four development types: Stable Neighborhoods, Transitioning Neighborhoods, Mixed-Use, and Neighborhood Commercial Districts, it was important for the City to retain the place-based context of each type and the nuance of differentiating them so that future development would meet City goals and objectives. Furthermore, existing sub-area plans adopted or supported by the City fall within character area boundaries found here.

The supporting narrative provides direction for regulating future scale, design, and use to create an over-all character as defined by an orienting “vision.” Where appropriate, statements for policy orientation are also established.

### Atlantic/PIB Redevelopment Center



#### Vision/Intent

The character of the Atlantic/ PIB redevelopment Center will be defined by a “Northwest Norcross” landmark building or grouping of buildings. This development should be oriented towards creating a large-scale, employment center with a mixed-use component comprised primarily of commercial (80%) more so than residential (20%). The visual reference or concept for an employment center with some mixed use follows the Lindberg Center or the Concourse development at Perimeter Center, which includes the “King and Queen buildings” complemented by mixed-use with lower intensity form such as the Forum on Peachtree Parkway. High density residential should be allowed within the mix in order to support new commercial and promote proximity of living and working environs as well as to maintain or improve the jobs housing balance in Norcross.



#### Appropriate Uses and Scale

##### Commercial:

- High rise office buildings or mixed use with office as primary component
- Mixed-use commercial on smaller scale to:
  - support the employment density
  - reduce trip-generations and provide grocery, drug store and personal services

*Scale:* Land-mark high-rise office up to 25 stories; transitioning to mixed-use commercial at 3-6 story height.

##### Residential:

- Townhomes, clustered homes, or vertically oriented multi-family housing
- Smaller area dedicated to high end Single Family residential (maximum ½ acre)

*Scale:* High-rise along corridor transitioning to purely residential development approaching the boundaries with existing residential areas and local roads.



### Policy

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

New development aims to reduce trip-generation through mixing uses: new retail should include personal services (dry cleaning, pharmacy) and grocery.

### Design and Transportation Considerations

Outdoor malls such as the Forum retail center as the architectural and landscape design standard; site design for mixed-use commercial could also follow the Chamblee WalMart, which has underground parking, out-parcels along the corridor close to the road frontage, and clearly marked or raised walkways through the parking lot. This area currently affords excellent access, an asset that will be carefully managed through shared curb-cuts and inter-connectivity across parcels. Shared parking will be coordinated, ideally through parking decks located behind buildings in compact, well-designed lots screened with tall-growth landscaping. Site design will be reviewed for ability to create walkable centers.



**Gateway Areas:** *Holcomb Bridge Gateway; Medlock Bridge; South Peachtree Street*



### Vision/Intent

In the future, these areas will mark entry into the City in order to create a distinct sense of arrival through aesthetic focal points. Businesses are oriented towards the day-time population, but the architectural feel suggests traditional Norcross as the traveler transitions from corridors into the center of the City. City regulations will provide developers an option of creating a plaza, sculpture, towers, walls or other markers possibly co-funded by City if intended to incorporate way-finding features serving the broader area. Visual references currently exist in small markers such as the downtown kiosks as well as in the Norcross branded marker located at the northeast corner of Peachtree Industrial Boulevard and Holcomb Bridge Road. Some development components may be derived from the images shown herein as well as by the architectural components of a recently approved development along College and Cemetery Streets (shown in the downtown Norcross Future development area narrative).

### Appropriate Uses and Scale

Commercial:

- Small offices
- Office and personal services



- Food establishments for day-time population
- Convenience shopping

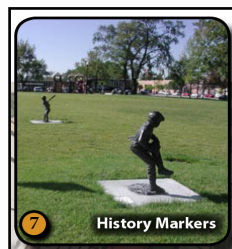
*Scale:* Mid-rise heights around 4 stories; the City may wish to consider up to 6 stories for unique developments that provide a distinctive, large scaled gateway marker (public art, plaza, monument wall with city name).

**Residential:**

- Single family homes (following Traditional Neighborhood Design principles)
- Attached row homes

**Design and Transportation Considerations**

Design should include hierarchy of scale from auto-oriented corridor access to transition to safe, pedestrian oriented streetscapes. This includes zero front setbacks and parking distributed behind buildings. Greenway or trail plans should originate at City gateways. This area currently affords excellent access, an asset that will be carefully managed through shared curb-cuts and inter-connectivity across parcels.





### Vision/Intent

During the 2030 planning period, stable “mid-box” (that is, mid-scale retail 25,000 - 50,000 square feet) and offices acquire a unified feel along this section of Peachtree Industrial Boulevard through landscaping standards and compatible building materials. Commercial uses intensify, with amenities servicing corporate-oriented needs such as hotel and training facilities. Signage, architectural style, landscape palette or other visual thematic elements establish consistent design within the designated gateways to create a sense of place. Coordination to achieve this is pursued with the existing business and industrial park business interests. Civic uses expand to capitalize on the school destination, such as a library or community art space. Walking trails serve to unify and connect convenience amenities both to civic and day-time employment uses.

### Appropriate Uses and Scale

Commercial:

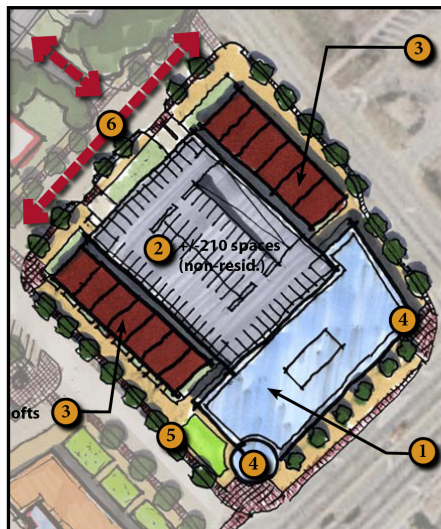
- Hotels
- Class A office space
- Institutional and Civic uses
- Light industrial
- Business services

*Scale:* Generally mid-rise building heights no greater than 5 or 6 stories

**Policy** Discourage drive-through restaurants, control signage, require parking screening.

### Design and Transportation Considerations

Develop an access plan to prepare for future growth along this section of PIB to avoid curb cuts in the future. Large tracts make surface parking more likely; therefore in lieu of parking deck or sub-surface requirements, high standards for landscaping, large-canopy tree islands and screening will mitigate the negative visual and environmental impacts. Maintain large setbacks and landscape strips. Discourage strip shopping centers.



## Neighborhood Preservation

### Vision/Intent

The long range vision for this area retains the single family character of the Farmington Hills, Sunset Hills, Norcross Hills, Oak Cove, Chastain Manor, and Oak Terrace neighborhoods, as well as the churches, parks and Norcross High School facility that the community currently enjoys. Home owners maintain property values through investing in renovations over time and parks and greenways provide additional amenities to enhance the quality of life.

### Appropriate Uses and Scale

#### Residential:

- Area defined by Single Family residential (sensitive to architectural context of traditional Norcross)
- The City will pursue appropriate in-fill regulations to plan for future transition in home markets; this may included lot-size averaging for subdivisions and definition of open space preservation requirements.
- Existing historic housing stock integrity should be maintained

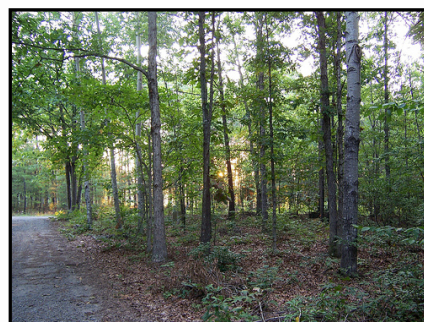
**Scale:** 2 story maximum height; accessory buildings to scale with materials compatible to primary structures.

#### Community Facilities:

- Parks
- Schools
- Churches (existing)

### Policy

Large-lot homes characterize the area; smaller lot sizes should be considered within this character only when the City establishes in-fill criteria by which smaller lots may be considered appropriate.




**Hopewell Woods**
**Vision/Intent**

Over time, this neighborhood continues to transition toward Traditional Neighborhood Design with some mix of housing product that incorporates high-end infill with higher densities along edge of area bordering the Atlantic/PIB Redevelopment Center. Medium density residential such as townhomes could make this transition between the Single Family neighborhood and the higher intensity employment center along Autry. New housing development promotes mixed-income and empty-nester options.

**Appropriate Uses and Scale**

Residential:

- Single family homes with a variety of styles echoing what currently exists
- Cluster or townhomes with active open-space or trail networks if landscaping design creates appropriate transition to adjacent single family homes

Institutional, Community Facilities, Commercial:

- Existing churches and schools preserved, with parks and new green space linking the neighborhood to adjacent development areas
- Neighborhood Shopping scale at appropriate major crossroads.

*Scale:* Residential homes 2-3 stories

**Design and Transportation Considerations**

The eclectic mix of housing product adds character to this changing neighborhood. Site design will incorporate green space that provides access across parcels so that neighborhoods link to adjacent development areas. Design controls will ensure that future housing units however face the streets on which they have frontage, or, if not then are required to have the same exterior material as the fronts with appropriate “rear” screening. Trails and stub out for interparcel trail connection that lead to sidewalks will ensure connectivity to Downtown Norcross.



### West Peachtree Neighborhood Commercial (Kelly Street)

#### Vision/Intent

This area provides neighborhood scale commercial that carries the downtown character to the adjacent gateway. Retail for this area will front only along Jimmy Carter Boulevard. Architectural materials show cohesion with the Atlantic Redevelopment Center and are distinct to Norcross architecture. Design Guidelines ensure this compatibility.

#### Appropriate Uses and Scale

Commercial:

- Local retail
- Small office

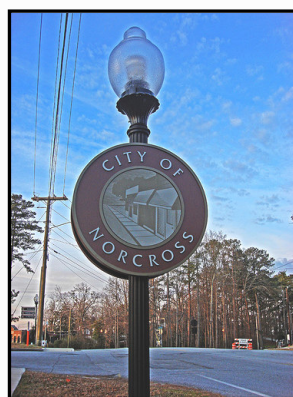
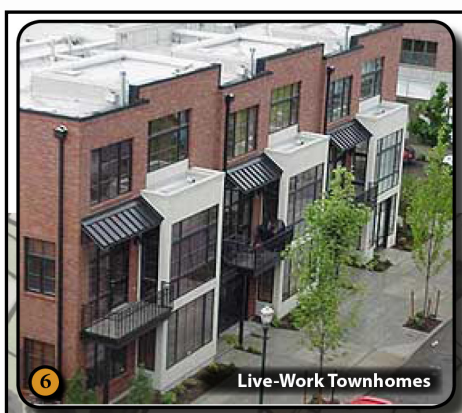
Residential:

- Upper floors above commercial- townhomes or flats

*Scale:* 2-3 story maximum heights. Appropriate for neighborhood scale activity

#### Design and Transportation Considerations

Access along South Peachtree Street should be managed to create pedestrian scale development. Street front design will be pedestrian friendly and parking will be distributed around the building, not in front. Site design will include features (buffers, lower intensity uses, screening) that create a visible transition away from Jimmy Carter Boulevard frontage to parcels along West Peachtree and South Peachtree.




**Downtown Norcross**
**Vision/Intent**

The downtown achieves the eight objectives of the Downtown Norcross Strategic Plan (see Overall Plan below) as an historic district with pedestrian scale access. The Plan is hereby incorporated into the Comprehensive Plan and included within Attachment C. Existing services are preserved and cultivated and the City pursues new services per the business strategy. On the edge of downtown or just outside of downtown there is a market for senior living that is accessible to downtown.

**Appropriate Uses and Scale**

Commercial and conditional residential:

- Local boutique type retail
- Restaurants and Bed & Breakfast
- Neighborhood shopping scale (corner market)
- Mixed Use: allow new residential only on second floor above retail, unless justified because of integration with existing historic residential

Institutional:

- Existing churches and Community Facilities like the Community Center
- Parks and trails to Lillian Webb Park

Existing Residential

- Historic housing stock to be appropriately integrated with new development

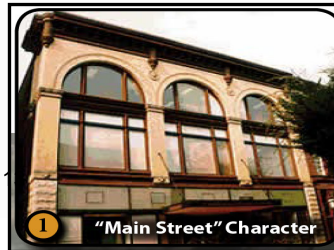
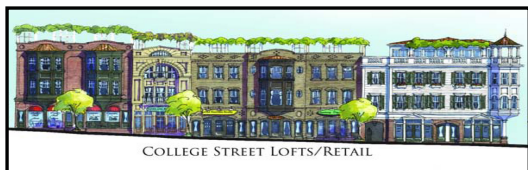
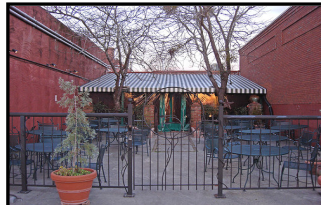
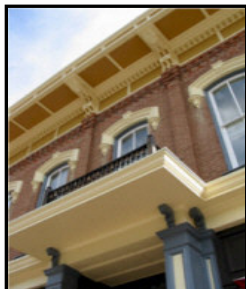
*Scale:* High intensity uses, but maintain 1 – 2 story building Height

**Policy**

The Downtown Norcross Strategic Development Plan (2006) will be used as a reference regarding the policy intent for new development in the Downtown Area.

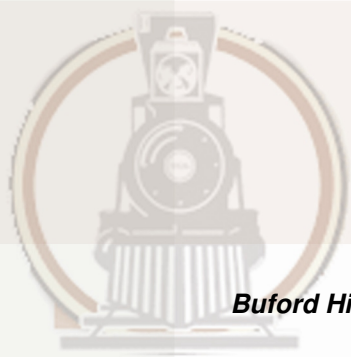
**Design and Transportation Considerations**

New development allows walkways to connect to Lillian Webb Park. Parking should be located on street and behind buildings or in central lots rather than at the street/in front of buildings. One overall design example appropriate for downtown is the new development on College & Cemetery St. It is complimentary to downtown, is planned to continue the pedestrian focus and allow eclectic store type and design pattern (within certain palette).



## Downtown Norcross Overall Plan:





### ***Buford Highway/Jimmy Carter Boulevard Reinvestment Area***



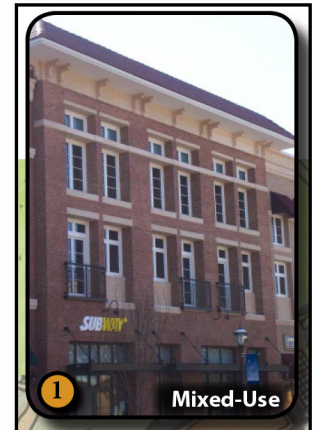
#### **Vision/Intent:**

These two prominent corridors of Norcross will redevelop over the next twenty years to maximize their strategic transportation role and become premier boulevards. The City intends to establish incentives for reinvestment and to target resources where appropriate. The redevelopment of Buford Highway is anchored by the reworking of this state highway into a Boulevard with wide sidewalks lined with pedestrian accessible businesses accented with details such as planted containers.

Property owners and businesses in a portion of this area already joined forces to create the Gwinnett Village Community Improvement District (CID). CID members impose on themselves a “self-tax” to fund projects that benefit all the properties within the District boundaries; projects include transportation improvements, public safety initiatives and infrastructure planning studies, among others. The City of Norcross will work with the CID to establish regulations such as an overlay so that future Norcross development within the area conform to CID redevelopment plan; the City may need to modify the details of the overlay in order to create a New Urban Center and to establish criteria in accordance with City standards.

Reinvestment and redevelopment of this area will require both public & private investment, including buy-in by large landowners along the corridor through Norcross.

Visual examples of areas within the region that exhibit aesthetic appeal that would also be appropriate for Jimmy Carter Boulevard and Buford Highway include: Peachtree Street around Piedmont Hospital, the City of Suwannee and the Sembler developments. The overall goal is to create a softened corridor as compared to the current rough, inconsistent appearance of buildings and the lack of positive interactions between people and the built environment. One very specific Norcross desire is that future development be high quality and contain architectural characteristics of the “train era” with unique craftsman style buildings.

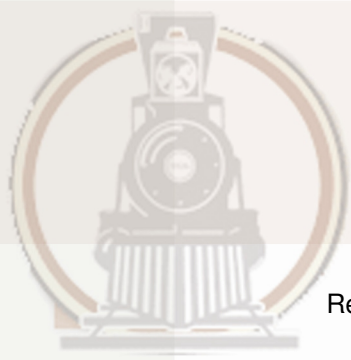


#### **Appropriate Uses and Scale**

##### **Commercial:**

- Retail
- Office
- Mixed Use
- No car repair businesses, new car dealerships by conditional or special permit (need criteria)



**Residential:**

- Component of Mixed Use development

**Scale:** Given the way character changes along different segments of Jimmy Carter Boulevard and Buford Highway, a four-tiered approach will best manage appropriate scale and density. It will also provide for an appropriate transition of intensity as development moves away from corridor-frontage parcels. The City will consider the following tiers of scale only if the overlay district will also establish controls on design, connectivity and open space as a trade-off for allowing these higher intensity forms:

Tier I – Transition: developments in transitional portions of the character area will be under five stories in height with density under 16 units per acre

Tier II – Neighborhood Center: ten story height and potentially up to 32 units per acre

Tier III – Town Center: 20 story height and up to 48 units per acre

Tier IV – Regional Center: locations within the character area considered appropriate as regional destination will be reviewed to determine if 25 stories and 96 units per acres should be allowed under an overlay district.

**Policy:**

The City will work with the Gwinnett Village CID to incentivize re-investment. Develop an overlay district that creates pedestrian friendly streetscapes. Develop a plan for addressing signage including costs of a “sun down” clause with incentives. An innovative matching-grant or incentives program will help the City work with private land owners to achieve this redevelopment. For example a signage program or New Development of Excellence award could be a mechanism that stimulates business or land owners to generate greater returns on their reinvesting in existing developments.

**Design and Transportation Considerations**

Access Management is crucial for the Buford Highway Reinvestment Area. For both the Buford and Jimmy Carter Corridors, the City intends to incorporate the Access Management techniques as per the Gwinnett Village CID Jimmy Carter Corridor Study recommendations (February 2007). Other design criteria for the area include distributing parking around the building and improving screening, signage, and landscaping requirements.

*Buford Highway/Jimmy Carter Node Plan*

Gwinnett Village CID Corridor Study includes a node plan (see illustration below) at Buford Highway; it lends itself to improvements for pedestrians, transition to mixed use development, intersection improvements, addition of housing units, and greenspace linkages among new and existing residential, work opportunities, and potential outdoor recreation. This node has more greenspace potential, utilizing utility corridors and existing greenspace remnants. These linkages

have good connectivity to adjacent neighborhoods and stream corridors for extending the greenways.

Mixed use development should have the “village” concept with a mix of residential over commercial and freestanding retail. Aesthetic improvements to Buford Highway coupled with intersection improvements at Jimmy Carter Boulevard and Buford Highway will create dramatic transitions and new appeal at such nodes.





### **Sheffield Forest Neighborhood Revitalization**



#### **Vision/Intent**

The revitalization of this area is intended to re-establish the Sheffield Forest neighborhood as a stable, middle class neighborhood that fits into the fabric of and is a visible component of the city of Norcross. The Sheffield Forest neighborhood will be more connected to the center of Norcross after a gateway area is created at Old Norcross- Tucker Road and Jimmy Carter Boulevard. The neighborhood should be allowed to revitalize by city investment in continued code enforcement vigilance as well as through private investment in infill homes as well as renovation/improved maintenance of existing homes.

#### **Appropriate Uses and Scale**

##### **Housing:**

- Single family (Traditional single family homes)
- Context sensitive infill

##### **Institutional:**

- Churches
- Power lines easement park/trail

*Scale:* Maintain scale appropriate to existing structures; infill standards such as lot averaging measures or the use of FAR are potential ways to ensure through regulations.

#### **Policy**

The City will seek to protect and reserve the stable neighborhoods especially as redevelopment in the adjacent Reinvestment areas is actualized. The transitional areas along neighborhoods will need vigilant attention to ensure existing stable neighborhoods cultivated and reserved. Infill development will need specific regulatory requirements, with house size governed by lot size or by square footage limits. The area needs special attention/continued code enforcement



## Educational, Recreational & Arts Activity Center

### Vision/Intent

As a new focal point in the center of Norcross, the Educational, Recreational and Arts Activity Center is intended serve the common needs of all Norcross residents. There is land here currently devoted to both education and recreation, making it an ideal area to serve as the hub and a connection point of areas that are currently lacking the connection. There are opportunities for the City to encourage the location of institutions of higher education here, as well as to locate civic facilities. One significant opportunity would be to create a path through this area that links the southeastern portion of the city with the central and northwestern sections. During the community participation process, a common and important theme emerged, which was the desire for the area southeast of Buford Highway to interact more with downtown and other parts of Norcross- to bridge the divide that currently exists.

This area would become an activity center for the City and would most likely rely on a combination of public and private investment. To achieve this vision, however, the area needs a coordinated effort to create a destination, while managing vehicular access and transit opportunities. Logical locations for **new transit** have a greater success if supported by employment density and destinations. Therefore, the Education/Arts Center will comprise a critical component of the larger Activity Center anticipated by November 2007 LCI application made by the City. The City will work with the Gwinnett County Board of Education regarding an underutilized, 80-acre tract within this area, and the City seeks to position itself to attract a technical or other institute of training that corporate offices find attractive.



### Appropriate Uses and Scale

#### Institutional/Education/Office

- Primary & Secondary schools
- Colleges & Technical Schools
- Campus business park

#### Recreational

- YMCA, cultural center
- Paths and greenspace connections

#### Housing

- Medium-density townhomes
- Duplexes
- Single-family residential

Scale: Building Height 2-4 stories



## Design and Transportation Considerations

Campus design differs from compact, commercial development; technology and research parks may need special incentives for development to achieve the desired effect in the City, and the City recognizes the long-term returns of these incentives should they lead to creating a new, major destination. Recreation and educational/arts areas or venues should be connected via an urban trail that is meant to serve as a non-motorized connection in the city. There are examples of utilizing the power line easement for a trail; this would be one way for the City to take advantage of the high voltage transmission lines cutting through the city.



## Planned Residential Neighborhood



### Vision/Intent

The Planned Residential Neighborhood development area is intended to be an area made up of well laid out and designed medium to high density residences. This area is not appropriate for lower density housing such as single story or two story apartments due to the intent that this residential area will support the need for housing adjacent to an employment center at Beaver Run and Indian Trail. The housing in this area should be of a high quality, built to high development standards.

The housing should be complimented by some mixed use buildings in order to provide for services in close proximity. The style should be somewhat traditional, and context sensitive, while incorporating modern elements and Norcross-specific elements. One example of an Atlanta area development that provides a visual reference is Glenwood Park, which is comprised of townhomes, some single family homes, mixed-use, multi-family and centrally located park space.

### Appropriate Uses and Scale

#### Housing

- Medium to high density townhomes and multi-family residences
- Small percentage of single family homes
- Workforce housing

#### Community Facilities

- Park, Community Center
- Bike paths and/or greenspace network connecting into arts activity center area



**Scale:** Multi-family residential up to 7-8 stories with Neighborhood Commercial on ground floor or stand alone 3-4 story townhouses, single family up to 2 stories



#### **Policy:**

City should create a master plan for the redevelopment of this area into a planned residential community including workforce housing. New development should be reviewed for the degree that it creates opportunities to walk or bicycle to neighborhood commercial and public facilities (schools, recreation).

#### **Design and Transportation Considerations**

Parking should be located in multi-level decks obscured behind or in the center of buildings or screened by significant landscaping elements. An alternative is to have parking decks incorporate numerous architectural details such that the deck looks like a building. The planned residential area should allow few, if any parking spaces to be located in surface lots with the exception of garages on individual units. On street parking is very desirable in such planned communities.

#### ***Pinnacle Park Employment Center***



#### **Vision/Intent**

The Pinnacle Park Employment Center is envisioned as an area that will grow into a regional center due to its prominent and convenient access to I-85 as well as the fact that this area is in a prime location for locating a future transit stop. Identifying features would include mid rise buildings as components of planned development along with a high level of activity at all times. The high level of activity is based primarily on the commuter work force but also is based on interactions with the growing Norcross population. The



southern portion of the character area lays in a portion of the Indian Trail LCI study area and the City hereby incorporates into its official policy the portions of that study within City boundaries.

The mix of uses and intensity is seen as similar to that of Lindbergh Center in Atlanta, where a MARTA station, offices, and numerous restaurants and housing options are located. However, offices and employment creating businesses should be the focus of redevelopment in Pinnacle Park.

Big box retail is appropriate in this area, subsequent to approval of architectural elements to be established as required design components; a reference for site-design requirements (not the architectural standards) is the Wal-Mart in Chamblee, GA, components of which include: parking underground, outparcels at street front, parking internal to complex with safe, clearly marked pedestrian pavers throughout parking lots.

### Appropriate Uses and Scale

Commercial:

- Office
- Supporting retail – day and night

Residential

- Residential including work force housing  
*Scale:* Mid to high rise- up to 20 stories  
*Policy:* Establish a master plan  
*Policy:* Establish design requirements for large scale buildings such as big box retail



### Policy

This area will play an important role in a larger activity center, feeding off new institutions or campus activity in the Educational/Recreational character area. To achieve this vision, however, the area needs a coordinated effort to create a destination, while managing vehicular access and transit opportunities. Logical locations for **new transit** have a greater success if supported by employment density and destinations. This Employment Center will comprise a critical component of the larger Activity Center anticipated by November 2007 LCI application made by the City. New development will demonstrate efforts to comply with the Indian Trail LCI recommendations.

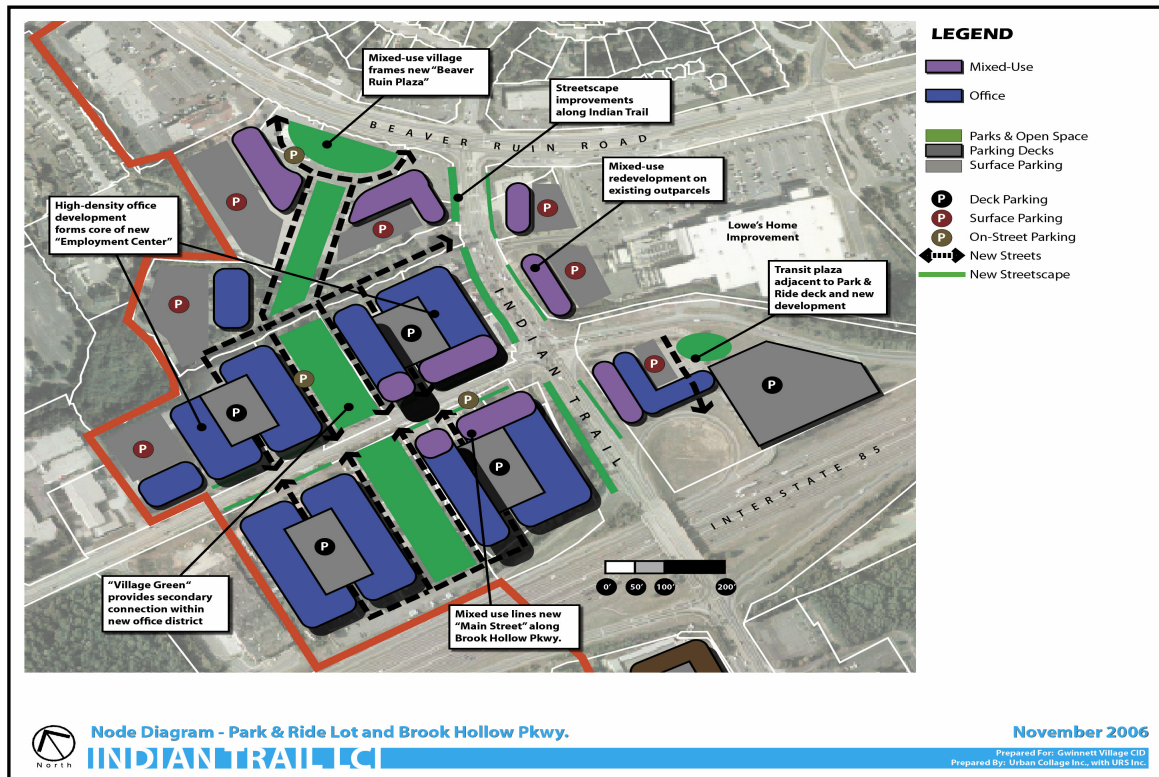
### Design and Transportation Considerations

*Access:* parking location should be to the rear of all buildings and access will be carefully managed in the future. This location affords better access for Gwinnett residents to employment in the City of Norcross; and future transit possible and desirable in this area because of great access to/from I-85. New developments should feature lunch-time or pocket parks with appropriate street furniture.



Brook Hollow Parkway  
Rendering from Lilburn Trail LCI

The Indian Trail Livable Centers Initiative Study proposes the above rendering based upon new land uses in at the 85 interchange (shown in the concept plan below). The recommendations for an increased amount of activity are based upon the creation of a creating a new park and ride location as well as a future possible transit stop within the node that is proposed to also become a regional employment center.





### ***Future Development: Components and Considerations for Development Areas***

In addition to the narratives specific to the respective Future Development Areas, the following are considerations that emerged during the Community Agenda planning process.

#### **Components of new development**

- Greenspace  
The Zoning Ordinance will need to incorporate open and greenspace requirements.
- Architectural Components  
Norcross has a desire for higher end architectural components than currently exist anywhere on Buford Highway or Jimmy Carter Boulevard. An Overlay District will create the conditions for this; it will establish very specific design guidelines that require details such as a sculpture on the corner or a certain amount of windows, or a certain style building. Action items for the City to pursue:
  - Overlay will need additional details added
  - Create drawings of the style preferences the city holds - show these to developers as required elements
  - No houses/buildings with rear entrances/facades facing the street (especially when the architectural elements differ on the other three sides)

#### **Considerations for Implementation**

- Necessity of Overlays  
The City of Norcross will review the overall zoning to see what use permitted uses and design changes are needed to promote the character the city wants. An incentive based ordinance and set of development regulations will provide the carrot and stick approach to guide new development.
- Tax base  
Each new development type needs to be put into the larger context of a balanced tax base. Light industrial or assembly and warehousing fill an important economic function for the City. Analysis will be easier to generate once a city-wide GIS program is implemented and parcel-based data accessible to city executive staff.
- Annexations  
The vision statements incorporated herein will have a greater chance of success should the City obtain greater control over its growth potential. Rather than react to any annexation requests, the City will be better served to have completed an annexation study to create an Annexation Plan, including fiscal impact analysis, to establish criteria for evaluating requests and establishing a working engaging Gwinnett County.
- Public-private partnerships: concerted efforts toward new development  
The City must garner buy-in from property owners so that they can help the redevelopment vision take place. These owners may be waiting to see what others do instead of being proactive; the City and DDA commit to communicating with owners the City vision and consider a combination of incentives and regulations to achieve together in partnership.



### ***Future Development Areas Implementation Measures***

The implementation measures in the table below should be used to ensure that the above Future Development Character Areas develop with the desired development patterns as described in the supporting narrative. The use of each of these implementation measures is not required, but they are included as tools to support policies and as programs that can be implemented to help the city attain its goals.

#### **Implementation Measures by Character Area**

<b>Type</b>	<b>Measure</b>	<b>Description</b>	<b>Character Area</b>
Inventory	Assessing Impact of Annexation	Annexation provides a method to assure the orderly provision of urban services to densely populated or developed areas located on the fringe of a municipality.	All
Inventory	Analyze Financial Impacts of Growth	Using the financial and fiscal impacts of development patterns on the local economy and on local budgets to help determine types of development patterns desired and needed.	All
Inventory	Housing Assessment/Inventory	An in-depth study of existing housing availability, condition and status in a locality, providing important information about communities' housing needs and the health of the housing market.	All
Program	Land Assembly for Redevelopment	Acquiring key land parcels where redevelopment is desired, then offer for sale to private developers, frequently at below-market value.	Buford Highway, Pinnacle Park, Planned Residential
Program	Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes and use parking spaces at different times of day.	All non-residential character areas
Program	Niche Marketing	Marketing the community as a regional center for a particular purpose or attraction, such as Downtown Norcross	Downtown Norcross, PIB/Atlantic Center, Pinnacle Park



Type	Measure	Description	Character Area
Program	Access Control Measures	Providing reasonable access to developments, while preserving the safe flow of traffic on an arterial or major collector, often a strip mall environment. Techniques like managing where and how approaches or signals are allowed, use of medians, creation of turn lanes, and supportive local ordinances improve the driving atmosphere & sometimes make movement easier and safer for pedestrians and bicyclists.	All non-residential character areas
Program	Crime Prevention through Environmental Design (CPTED)	A multi-disciplinary approach to reducing crime and increasing perceived safety. CPTED seeks to dissuade people from committing crimes by improving the physical environment. CPTED principles include the design and layout of buildings, streets, accesses and open space areas that promote natural surveillance, access control, territorial reinforcement, sense of ownership, and maintenance.	All
Program	Low Impact Development (LID)	Using various land planning and design practices and technologies to conserve and protect natural resource systems and reduce infrastructure costs. Especially water conservation goals.	All
Program	Code Inspection and Enforcement	Adopting codes and consistently enforcing them to ensure safety; continue recent program improvement.	All
Program	Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.	All
Program	Controlling Big Box Development	Zoning/regulation information to manage, limit and plan for large commercial "big box" development. Design requirements may be component	Pinnacle Park and Atlantic/PIB



Type	Measure	Description	Character Area
Program	Promoting Environmentally Sensitive Site Design	Designing development to protect environmentally sensitive areas and prevent mass grading and clear cutting.	All
Program	Trails and Greenway Networks	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.	All, specifically Pinnacle Park, Planned Residential & Recreational/Arts Center
Program	Walkability	Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings. Traffic calming measures create environment that promotes pedestrian activity.	All
Program	Tax Allocation District (TAD)	Establishing a redevelopment district (area with vacant commercial or residential properties, blighted conditions, and/or need for environmental remediation) to provide public financing for redevelopment activities through the pledge of future incremental increase in property taxes generated by the resulting new development.	Portions of downtown, Buford Highway, other non-residential areas
Program	Landscaping Guidelines/Ordinance	May include requirements for protection of existing trees, planting of trees that will create a certain amount of shade over time, establishment of landscaped strips as buffers between developments, etc. Benefits include creation of safe shaded areas for pedestrians and bicyclists, preservation and restoration of natural resources.	All, especially character areas abutting or creating interactions with residential areas
Program	Water Resource Management	Managing and protecting water supply, watersheds and coastal areas; providing safe drinking water and wastewater treatment services.	All
Program	Pocket Parks	Small open spaces throughout a community that may be publicly owned or owned and managed by nearby residents and property owners. They provide free, open access to greenspace in urban areas and contribute to protection of wildlife and landscape.	All



Type	Measure	Description	Character Area
Program	Establish Processes for Joint Decision-Making About Facilities and Infrastructure	Create and maintain processes for joint decision-making, and strategies for collaborative planning, about facilities and infrastructure:	All
Program	Financing Infrastructure Improvements	Evaluating various financing methods for creating new infrastructure.	All
Regulation	Flexible Street Design Standards	Revising street design requirements in local development regulations to adjust streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.	All
Regulation	Targeted Corridor Redevelopment	Using public incentives or urban redevelopment powers to encourage revitalization of problem properties, such as declining shopping centers or abandoned "big box" stores, along a commercial strip corridor. In Norcross this includes focusing on Jimmy Carter Boulevard, Buford Highway and Beaver Ruin.	Buford Highway, Pinnacle Park, Planned Residential, Atlantic/PIB
Regulation	Historic Resources Design Standards	Design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.	Downtown Norcross, Gateways, Neighborhood preservation
Regulation	Residential Infill Development	Ensuring that new residential infill development is compatible with its neighborhood.	Neighborhood Preservation, Hopewell Woods, Sheffield Forest
Regulation	Lot size averaging	A flexible alternative to traditional minimum lot size standards that applies an "average" lot size standard for all lots within a development.	Sheffield Forest
Regulation	Village District and/or Town Center District	Incentive-based zoning districts that focus on form and creating green-space while accommodating appropriate densities or other incentives for redevelopment	Nodes within all three Redevelopment and Reinvestment areas



Type	Measure	Description	Character Area
Regulation	Mixed Use Zoning	Zoning that allows different types of uses (such as housing, shopping, and offices) to locate within the same district, provided these uses are reasonably related and compatible.	Downtown, Gateways, PIB/Atlantic, PIB/Medlock, Jimmy Carter Buford Highway, Pinnacle park, Planned Residential
Regulation	Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.	Jimmy Carter/Buford Highway Reinvestment
Regulation	Sign Regulations	Controlling the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs. Billboards are a concern in Norcross.	All
Regulation	Design Standards or Guidelines	Community design standards or guidelines can ensure that the physical appearance of new development (or improvements to existing properties) is compatible with the character of a community, is built to a high standard, and has a pleasant appearance.	All non-residential character areas
Regulation	Inclusive Land Use Regulations	Requiring developers to include a certain percentage of affordable homes in a market-rate home development.	Planned Residential, others TBD
Regulation	Landscaping and Buffer Requirements (DCA model code 3-9)	Requiring planting areas to mask unattractive land uses, provide visual and sound barriers between incompatible adjacent uses, protect water and the environmental quality of rivers and streams.	All
Regulation	Intergovernmental Service Agreement (DCA Model Code 7-5)	Provisions for cities and counties to share resources in the areas of planning, land use regulation, building inspection, and code enforcement.	All
Regulation	Service Delivery Strategy	Establishing a service delivery strategy, for the current and future provision of local services, that promotes effectiveness, cost efficiency, and funding equity.	All

Future Development Areas Quality Community Objectives

DCA has established a number of Quality Community Objectives that provide targets for local governments in developing and implementing their comprehensive plans. The Quality Community Objectives to be pursued in each Character Area are listed in the table below.

Quality Community Objective to be pursued	Atlantic/PIB Redevelopment Center	Gateway Areas	Redevelopment (Medlock/PIB)	Neighborhood Preservation	Hopewell Woods	West Peachtree	Downtown Norcross	Jimmy Carter/ Buford Hwy Reinvestment	Neighborhood Revitalization (Sheffield Forest)	Recreational/Educ ational/Arts Activity Center	Planned Residential Neighborhood	Pinnacle Park Employment Center
<b>1. Development Patterns:</b> <i>Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of on each other, and facilitating pedestrian activity.</i>		✓			✓	✓	✓	✓	✓	✓	✓	
<b>2. Infill Development Communities:</b> <i>should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.</i>					✓		✓	✓	✓	✓		
<b>3. Sense of Place:</b> <i>Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.</i>	✓	✓					✓	✓		✓		
<b>4. Transportation Alternatives:</b> <i>Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.</i>	✓						✓	✓		✓	✓	✓
<b>5. Regional Identity:</b> <i>Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.</i>		✓				✓	✓	✓				✓

Quality Community Objective to be pursued	Atlantic/PIB Redevelopment Center	Gateway Areas	Redevelopment (Medlock/PIB)	Neighborhood Preservation	Hopewell Woods	West Peachtree	Downtown Norcross	Buford Hwy Reinvestment	Neighborhood Revitalization (Sheffield Forest)	Recreational/Educ ational/Arts Activity Center	Planned Residential Neighborhood	Pinnacle Park Employment Center
<b>6. Heritage Preservation:</b> <i>The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.</i>		✓		✓	✓	✓	✓					
<b>7. Open Space Preservation:</b> <i>New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.</i>		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>8. Environmental Protection:</b> <i>Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>9. Social and Economic Development: Growth Preparedness</b> <i>Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.</i>	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓

Quality Community Objective to be pursued	Atlantic/PIB Redevelopment Center	Gateway Areas	Redevelopment (Medlock/PIB)	Neighborhood Preservation	Hopewell Woods	West Peachtree	Downtown Norcross	Buford Hwy Reinvestment	Neighborhood Revitalization (Sheffield Forest)	Recreational/Educ ational/Arts Activity Center	Planned Residential Neighborhood	Pinnacle Park Employment Center
<b>10. Social and Economic Development: Business Appropriateness</b> <i>The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.</i>	✓	✓	✓			✓	✓	✓				✓
<b>11. Social and Economic Development: Employment Options</b> <i>A range of job types should be provided in each community to meet the diverse needs of the local workforce.</i>	✓		✓				✓	✓				✓
<b>12. Social and Economic Development: Education Opportunities</b> <i>Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.</i>	✓						✓	✓		✓		✓
<b>13. Social and Economic Development: Housing Choice</b> <i>A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.</i>	✓				✓				✓	✓	✓	✓

Quality Community Objective to be pursued	Atlantic/PIB Redevelopment Center	Gateway Areas	Redevelopment (Medlock/PIB)	Neighborhood Preservation	Hopewell Woods	West Peachtree	Downtown Norcross	Buford Hwy Reinvestment	Neighborhood Revitalization (Sheffield Forest)	Recreational/Educ ational/Arts Activity Center	Planned Residential Neighborhood	Pinnacle Park Employment Center
<b>14. Governmental Relations: Regional Solutions.</b> <i>Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.</i>	✓		✓					✓				✓
<b>15. Governmental Relations: Regional Cooperation.</b> <i>Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.</i>	✓		✓				✓	✓		✓	✓	✓



## SECTION II. FINAL LIST OF ISSUES AND OPPORTUNITIES

This section is a roster of key concerns, needs, assets and desired services to which the final Comprehensive Plan document will respond through policies and other implementation measures. These concerns and perceived strengths will help establish the basic goals of the Comprehensive Plan. The list of Issues and Opportunities presented here evolved during the community participation component of the comprehensive planning process.

### Population & Demography

Norcross expects to continue to grow at a rate of approximately 3% increase per year.

- *Issue:* The city does not want to stifle redevelopment by predicting slow growth rate; Redevelopment opportunities may be more likely with higher predicted growth rate.
- *Opportunity:* A higher growth rate would be likely if policy changes are made to support increases in density or annexation, both of which would support and incite population growth.
- *Issue:* There are essentially two communities within Norcross; these are aligned spatially east and west of Buford Highway. The City of Norcross and various citizen groups' efforts to reach out to the diverse population within Norcross have been met with limited success.

### Land Use and Development Patterns

The City has Character Areas that are unique unto themselves.

- *Opportunity:* The historic downtown is revitalizing with new retail and restaurant uses, and the creation of a downtown development authority will add to that momentum.
- *Issue:* Other commercial areas of the City along state roads are less unique and are in need of revitalization.
- *Opportunity:* The City should seek ways to address the need for mixed use development.
- *Opportunity:* the DDA has been created and is currently active - the growth energy and interest in downtown can be focused by this group.
- *Opportunity:* The City must seriously consider the potential benefits of annexation such as gaining the ability to clean up areas that are currently on the city's border.
- *Issue:* Language barrier and lack of communication are problematic for Code enforcement.
- *Opportunity:* Though there is an existing sense of community in Norcross, there should be more emphasis on the uniqueness and accessibility here for the purposes of economic development.
- *Issue:* Spot zoning has been an ongoing issue throughout the city. Progress combating spot zoning has been made; however, this must remain a focused policy.

### Economic Development

- *Opportunity:* The Downtown Development Authority should continue to encourage and attract a mix of long term vibrant retail tenants for the downtown area.
- *Opportunity:* The City should take advantage of the CID involvement and interest in redevelopment potential of the area- especially along Buford Highway.



- *Issue:* There is a large amount of vacant property located in areas other than downtown; the City should establish incentives and goals to focus interest in these areas.
- *Opportunity:* TAD authority approved so momentum for actualizing TAD; in conjunction, create marketing programs to focus on the accessibility of Jimmy Carter to other parts of Atlanta and the region.

### Transportation

- *Issue:* There is congestion along our major corridors; it can and should be improved at the local, state, and federal level.
- *Issue:* Local network needs improvement to address cut-through problems and invest in traffic calming elements
- *Opportunity:* It is important to Norcross to explore alternative measures for creating access within the local area; residents cannot get around Gwinnett County easily and they need more access to destinations in the daily pattern.
- *Issue:* There is a lack of sidewalks in many areas that should be served in order to provide access for foot traffic (notably Jimmy Carter Boulevard, others).
- *Opportunity:* The Lack of connectivity could be alleviated by establishing policies to require connections in new developments as well as modifications to older areas where there are not currently connections.
- *Issue:* Transportation infrastructure is not as well-maintained as it should be (there are too many potholes and plates in roads).
- *Issue:* Railroad tracks in downtown are a barrier to pedestrians.
- *Opportunity:* Consider bicycle suitability/accessibility
- *Opportunity:* Work with the private bus services to extend service to more areas by creating a public/private partnership (policy).
- *Issue:* The City is going to need an interconnected city-wide transit service to accommodate future growth and redevelopment/
- *Opportunity:* Work with Gwinnett County for better County transit service in the local area; location of new bus stops or transit expansion should be east/west through city.

### Housing & Social Services

- *Issue:* Some neighborhoods are in need of revitalization.
- *Opportunity:* A greater mix of housing options could improve the housing to job balance.
- *Issue:* As the population grows and changes, housing affordability should be regularly evaluated to ensure that affordability is not a problem.

### Natural & Cultural Resources

- *Issue:* It is very important to maintain stream buffers due to Norcross' location in two water supply watersheds (the Chattahoochee and the Ocmulgee).
- *Issue:* Norcross is underserved by parks and open space.
- *Opportunity:* Convert more public and private undeveloped land into active or passive open space; conservation easements are one method.



### Facilities & Services

- *Opportunity:* To prioritize work with the County to enhance the stormwater management systems in the coming decade.
- *Issue:* Water supply and quality needs new management at local and site level given state and county restrictions.

### Intergovernmental Coordination

- *Opportunity:* Better coordination with Gwinnett County on their land use, economic, housing, annexation, and environmental priorities and actions.
- *Opportunity:* Land use/development coordination with the CID; the CID is trying to add consistency and cross imaginary borders to change the perception of the area.
- *Opportunity:* Inter-departments staff coordination meeting suggested for city staff in order to provide an arena for enhanced communications and improved coordination.

### Other

- *Issue:* There is a perception of crime that has the effect of scaring away potential businesses or tenants of office space in certain parts of the city
- *Issue:* The perception is that public schools in Norcross are weak; this may have the effect of driving away families with children who would choose or seek to utilize the public school system. The loss of this segment of the population could also affect housing options as developers see that these people are not locating in Norcross.



### SECTION III. IMPLEMENTATION PROGRAM

The implementation program is the overall strategy for achieving the Community Vision and for addressing each of the Community Issues and Opportunities. It identifies specific measures to be undertaken by the community to implement the plan. The Implementation Program includes the Short Term Work Program, Long Term and Ongoing Activities, and Policies, all of which are included in this section.

#### ***Short Term Work Program***

The Short Term Work Program (STWP) identifies specific implementation actions that the local government intends to take during the first **five years** of the planning period. In Norcross, the Short Term Work program covers activities to be undertaken from **2008-2012**. These include any ordinances, administrative systems (such as plan review, code enforcement, etc.), community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan.

As mentioned in the Introduction of the Community Agenda, the City will update the STWP on annual basis to operationalize the Comprehensive Plan as a hands-on, strategic tool for achieving community objectives. A new year will be added to keep the STWP a five-year, working plan that will be evaluated on an annual basis.

The City will consider ways to enhance the STWP with benchmarks or other evaluation systems to further maximize the benefit of a STWP for strategic planning purposes in the future.

The Short Term Work Program includes the following information for each listed action:

- Brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding sources, where applicable,
- Success measures, as needed to specify an action items

The Norcross City Council will review the STWP as part of the annual council retreat process. While the STWP designates department and government authorities as completing the action items, the City recognizes that the elected Council of the City of Norcross bears ultimate responsibility for implementing the adopted Comprehensive Plan.

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
<b>Economic Development</b>										
1	Establish Economic Development Coordinator position and work plan	✓					City Manager and Community Development	Staff	GF	
2	Identify property owners of large tracts Buford and SE for roundtable and incentives discussion	✓					City Manager, Community Development, DDA	staff	City GF	Roundtable conducted
3	Tax Allocation District: Prepare Redevelopment Plan	✓					City Manager, Community Development	5,000	GA/TAD funds	
4	Tax Allocation District Implementation		✓	✓	✓	✓	CFO, City Manager, Community Development	Staff	GF & TAD funds	approved, financing structure
5	Implementation of Downtown Strategic Plan (Urban Collage Plan)	✓	✓	✓	✓	✓	DDA, Community Development	Staff	GF/SPLOST/TAD	On-going: establish phased achievements
6	Implementation of Gwinnett Village CID redevelopment plan components within City, and associated regulations	✓	✓	✓	✓	✓	Community Development	Staff	NA	create overlay, establish
7	Work with Gwinnett County BOE regarding Buchanan School Site	✓	✓	✓			Community Development, DDA, CID	Staff	NA	Agreement with BOE
8	"Big Box" regulations to attract in appropriate areas and promote appropriate site design	✓	✓				Community Development	Staff	NA	Ordinance amended
9	Prepare Incentive Plan/Package for Revitalization areas		✓				Community Development, CFO, City Manager	Staff	NA	
10	Parking needs assessment for Downtown		✓	✓	✓	✓	DDA	8,000	GF	Baseline established; considered annually
11	Prepare survey of the economic health and longevity of office, warehouse and industrial space		✓				Community Development	Staff	GF	
12	Complete City Marketing Plan	✓					DDA/CUH Art Center	27,000	Hotel/Motel Tax	Plan adopted by 2009

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
<b>Natural, Cultural and Historical Resources</b>										
13	Promote new fire museum	✓	✓				Cultural Arts Director	Staff	GF	Marketing items published by 2010
14	Complete museum in Downtown		✓	✓			Cultural Arts Director	Staff	GF	
15	Complete initial improvements to the Community Center	✓					Cultural Arts Director	488,000 160,000	CDBG SPLOST	
<b>Transportation</b>										
16	Work with Gwinnett County regarding congestion on major corridors;	✓	✓	✓	✓	✓	Public Works; City Manager	Staff	SPLOST & GF	
17	Implementation Street Resurfacing Plan	✓	✓	✓			Public Works	yr total \$500,000 over 3 yrs	SPLOST & LARP	
18	Sidewalk inventory and prioritized improvement plan; Implement the sidewalk inventory and prioritized improvement plan	✓	✓	✓	✓		Public Works	Staff	GF	
19	Medlock Connector Study (re-Alignment Medlock and Beaver Ruin)	✓					Public Works; City Engineer	79,000	SPLOST	
20	Study and consider adopting local transportation study requirements as part of zoning and development review		✓	✓			Public Works oversight	Staff	GF	Study results used for new development criteria
<b>Community Facilities and Services</b>										
21	Study use of Power Line easement for trail use				✓		Public Works; Public Utility	Staff	GF	
22	Municipal Fees Analysis	✓		✓		✓	Community Development; CFO	10,000	Utility Funds	Fees adjusted per results
23	Implement Downtown LCI: streetscapes and improvements	✓	✓				Community Development; Public Works	1.6 million	ARC, GDOT, City match	
24	Parks: Complete Redesign: Betty Mauldin, Thrasher and Heritage	✓					Public Works	490,000	SPLOST	

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<b>GF=General Funds; W/S = Water/Sewer; PW = Public Works</b>										
25	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	✓	✓	✓			Public Works	50,000	SPLOST	
26	Parks and greenway Master plan and acquisition plan		✓	✓			Public Works; Parks Commission	Staff & P&G con	GF	Plan adopted by 2011
27	Parks: Inventory of Park Maintenance Specifications and Goals	✓					Public Works	Staff	GF	
28	Parks: Inventory and Equipment Needs Assessment	✓	✓				Public Works	Staff	GF	Needs presented to Council by 2010
29	Stormwater Utility: Implement adopted SWMP plan (5 new staff under PW)	✓	✓	✓	✓	✓	Public Works	650,000 annual	SWF	
30	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	✓	✓	✓	✓	✓	Community Center	Staff	GF	Commitment to programs expansion; new programs on-line by 2012
30A	Senior Programs include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	✓	✓	✓	✓	✓	Community Center	Staff	GF	
30B	Youth Programs include summer camps, computer classes, physical recreation, art class		✓	✓	✓	✓	Community Center	Staff	GF	
30C	Community programs include theater companies, community meetings, language classes, physical recreation and gaming clubs	✓	✓	✓	✓	✓	Community Center	Staff	GF	
31	Continue our positive relationship with the Latin American Association.	No Actions, No Cost					Community Development and City Manager	Staff	NA	
32	Public Works and Utilities Facility Complex Cost Estimates	✓					Public Works and Utilities	10,000	GF	

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
33	Public Works Facility Complex Construction Complete			✓	✓		Public Works and Utilities	4 million	SPLOST	
34	Conduct Inventory and map City owned properties		✓				Public Works	Staff	GF	
35	Create a city building inventory assessment of ongoing maintenance needs	✓	✓				Public Works	Staff	GF	
36	W/S: Pipe Replacement Program (on-going)	✓	✓				Public Utilities	1,310,000	City	
37	Complete electronic meter reading program (water only)	✓	✓	✓			Public Utilities	200,000	Utility Funds (water)	
38	W/S: Data verification and Sewer System location maps (GIS)	✓					Public Utilities & Information Technology	Staff	Utility Funds (W/S)	
39	All Utilities: urgent to map all utility systems in service area	✓					Public Utilities & Information Technology	Staff	Utility Funds (all)	
40	Implement Water Quality Program per SWMP (including community outreach web page items by 2009)	✓	✓	✓	✓	✓	Public Works	Staff	SWF	
41	Water: Propose Tiered-Tariff system and Low-Flow Building requirements for Water Supply objectives	✓					Public Utilities - W/S	10,000	GF	Consider tiers by 2009
42	Water: Contribute to Water Management Plan and enforce plan	✓	✓	✓	✓	✓	Public Utilities	Staff	GF	Measure conservation results by 2012
43	Public Safety: Needs Assessment for Space		✓				Public Safety	10,000	GF	Recommendations to Council by 2009
44	Public Safety: Implement new software systems (RMS/CAD and AVL) and E911	✓	✓				Public Safety	136,000 & 200,000	Fed seized Drug Funds	
45	Public Safety: Consider gang prevention program with officials	✓					Public Safety	Staff	GF	Recommendations to Council by 2009
46	Public Safety: Advanced certification training for all officers	✓	✓	✓	✓	✓	Public Safety	None	GF	
47	Intercity Fleet Management			✓			Public Works; City Manager	Staff	GF	
48	CALEA Certf ongoing maint	✓	✓	✓	✓	✓	Police	4,000 annually	GF	

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
49	State Certf ongoing maint	✓	✓	✓	✓	✓	Police	4,000 annually	GF	
<b>Housing</b>										
50	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	✓	✓	✓	✓	✓	Community Development	Staff	GF	Incentive mechanism by 2012
51	Review Code Enforcement regulations and procedures to maintain and improve quality of life	Ongoing					Community Development	Staff	GF	
52	Work with Norcross Housing Authority to expand programs from Low-Rent to first time home buyers; investigate opp to modify housing programs & encourage ownership		✓				City Manager	Staff & HA	GF	
<b>Land Use</b>										
53	Complete the Norcross Activity Center LCI, upon approval of the grant application by ARC	✓	✓				Community Development	125,000	GF (20% of total; ARC 80%)	
54	Zoning Ordinance Amendments:	✓	✓	✓			Community Development			Amendments completed by 2012
55	a. Overlay associated with GV CID/Jimmy Carter Blvd./Buford Highway	✓						Staff	GF	
56	b. Design criteria/guidelines and signage Jimmy Carter Blvd./Buford Highway	✓						Staff	GF	
57	c. Big Box considerations		✓					Staff	GF	
58	d. Create zoning incentives for redevelopment	✓	✓	✓				Staff	GF	
59	e. Consider Residential Infill Regulations	✓						Staff	GF	
60	Pursue Joint rezoning and development regulations with Gwinnett for Buford Hwy north	✓					Community Development	Staff hours	GF	ZO amendment 2008
61	Parks and greenway: incorporate requirements into Zoning for open space and options for "banking" open space		✓	✓			Community Development	Staff	GF	
62	Purchase and implement GIS system per 5 year Plan:	✓								On-line 2009

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
63	a. Maintain Zoning (base-line completed 2007)	✓	✓	✓	✓	✓	IT/Community Development	Staff	GF	
64	b. Infrastructure planning: Water, Sewer, Roads	✓	✓	✓	✓	✓	IT/P Works/P Utilities	Staff	GF	
65	Zoning Procedures: routinize GIS; new forms as ZO changes		✓				Community Development	Staff	GF	
66	Annexation Study (feasibility, fiscal impact and criteria for consideration)	✓	✓				All Departments	Staff	GF	
<b>Information Technology</b>										
67	IT department: coordinate City-wide GIS system	✓	✓	✓	✓	✓	Information Technology/ Ongoing	145,000	GF	On-line 2009
68	Obtain GIS data from County regarding transportation improvements		✓				Information Technology	Staff	GF	
69	Implement Financial Management Software	✓	✓				IT/GGA	275,000	GF	On-line 2010
70	Implement Community Development Application Software	✓	✓				IT/Community Development		GF	
71	Implement Third Party Network Hosting	✓					IT	140,000	GF	
72	Website Management	✓	✓	✓	✓	✓	IT/City Clerk	10,000	GF	
73	Investigate City-wide WiFi			✓						Proposal presented to Council
74	Annually Update Five Year Technology Plan	✓	✓	✓	✓	✓	IT	Staff	GF	
<b>Intergovernment Coordination</b>										
75	Obtain County preliminary results for infrastructure planning from Unified Development Plan; prepare comments for County Agenda process	✓					Community Development	Staff	GF	Repro results to Council
76	Transit: Address need for local transit alternatives	✓	✓	✓			Community Development; Public Works, CID	Staff	GF	

# City of Norcross

## Implementation Strategy - Short Term Work Program

2008-2012

		2008	2009	2010	2011	2012	Responsibility	Estimated Cost	Potential Funding Sources	Success Measure clarifications
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
General										
77	Update Short-Term Work Program on an annual basis	✓	✓	✓	✓	✓	Community Development	Staff hours	GF	Updates posted
78	Service Delivery Strategy: concurrent with County Unified Plan	✓	✓				City Manager	Staff	GF	
79	Link Short-Term Work Program to Budgeting (and SPLOST)		✓	✓	✓	✓	Community Development; CFO; City Manager	Staff	GF	Add to City Charter
80	Implement Centralized Purchasing	✓	✓				Finance Director	Staff	GF	
81	Establish and fill part time position for the purpose of promoting the City and provide public relations.	✓					City Manager	Staff	GF	
82	Study Hotel/Motel tax structure		✓							Analysis presented to Council
83	Continue to identify new revenue sources.	✓	✓	✓	✓	✓	City Manager	Staff	GF	Maintain report of alternatives



### ***Long Term and Ongoing Activities***

Identify specific long-term or ongoing implementation activities to be undertaken beyond the first five-year time frame of the planning period.

- Implement Downtown Strategic Plan (Urban Collage Plan)
- Implement Gwinnett Village CID redevelopment plan components within City, and associated changes to regulations and policy
- Partner with Gwinnett Village CID on intersection improvements within the City limits
- Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development
- Expand programs within the Community Center
- Expand Youth and other programs to promote integration of diverse community (work with existing programs through Latin Association and Schools)
- Work with Gwinnett County regarding congestion on major corridors
- Transit: Address need for local transit alternatives
- Street Resurfacing Plan
- Sidewalk improvement plan
- Stormwater Utility: Implement attached SWMP plan (5 new staff under PW)
- Implement Water Quality Program per SWMP
- Contribute to Water Management Plan and enforce plan
- Update Short-Term Work Program on an annual basis in conjunction with budgeting process
- Link Short-Term Work Program to Budgeting (and SPLOST)
- IT department: coordinate City-wide GIS system
- Annually Update Five Year Technology Plan
- Develop a stronger relationship with County and State Transportation Authorities for master transportation planning
- Review cumulative impacts on all infrastructure when considering new development proposals and consider infrastructure criteria in the future



## **Policies**

These policies represent any policies the local government will adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing Community Issues and Opportunities. Some of these policies have been developed and modified based on the recommended policies listed in the State Planning Recommendations, while others are directly from the Community Vision.

### **Population**

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

### **Land Use and Development Patterns**

***See Future Development Map narrative for context specific policy direction***

*Policy:* New development aims to reduce trip-generation through mixing uses

*Policy:* Discourage drive-through restaurants, control signage, require screening (throughout city)

*Policy:* Large lot residential characterizes area, but pursue in-fill criteria so that small lot proposals considered within their context

*Policy:* Parking located behind buildings

*Policy:* Ensure overlay will create pedestrian friendly streetscapes

*Policy:* Infill development size restrictions/requirements – house size governed by lot size or by square footage limits

*Policy:* New development will meet the intent of the Downtown Norcross Strategic Development Plan (2006)

*Policy:* Residential areas need special attention/continued code enforcement

*Policy:* City should create a master plan for the redevelopment of the Planned Residential Area, including a workforce housing component

*Policy:* Establish design requirements for large scale buildings such as big box retail

*Policy:* Commit to redeveloping and enhancing existing commercial and industrial areas located within our community.

*Policy:* Encourage mixed-use development and design standards that are more human-oriented and less auto-oriented.

*Policy:* Support opportunities for residential and non-residential in-fill development that positively impacts the character of existing neighborhoods.

*Policy:* Encourage the use of landscaping, lighting, signage, underground utilities and building design to add value to our community.

*Policy:* Regulations will be modified in order to contribute to our community's character and sense of security.

*Policy:* Gateways and corridors will create a "sense of place" for our community.

*Policy:* Reduce the adverse visual impact of the automobile in both commercial and residential areas of our community.

*Policy:* Guide appropriate residential and non-residential in-fill development and redevelopment in a way that complements surrounding areas.



*Policy:* Encourage upper floor residential in downtown to add people and variety of uses to the area in the future.

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

### **Economic Development**

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

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

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

*Policy:* Norcross will accommodate new development while enhancing existing local assets.

### **Transportation**

*Policy:* Encourage transportation corridors that support multiple modes of transportation and enhance the aesthetics of the community.

*Policy:* Ensure that high or urban density will be located in areas that are conducive to walking and biking and are served by transit.

*Policy:* Transportation and greenway corridors will be supported by the community standards of aesthetics, urban design and environmental stewardship.

*Policy:* New and reconstructed roadways will reflect community standards of aesthetics, environmental stewardship and urban design.

*Policy:* New and reconstructed roadways will fully accommodate multiple functions, including pedestrian movements, parking, alternate modes of transportation and local vehicular circulation.

*Policy:* Promote alternative transportation modes and mobility access for all citizens.

*Policy:* Protect and enhance transportation facilities, corridors, and sites to ensure that they can fulfill their identified functions.

*Policy:* Ensure connectivity between road network, public transit, and pedestrian/bike paths.

*Policy:* Encourage walking, biking, or car-pooling or sustainable transportation choices.

### **Housing & Social Services**

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

*Policy:* Development shall provide for a variety of residential types and densities.

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

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

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

*Policy:* Increase investment in the existing neighborhoods.



*Policy:* Encourage efficient urban residential densities.

*Policy:* Promote walkable, safe neighborhoods.

*Policy:* Provide pleasant, accessible public gathering places.

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

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

### **Natural & Cultural Resources**

*Policy:* Determine importance of regulations related to historic structures and districts.

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

*Policy:* Incorporate the connection, maintenance and enhancement of greenspace in all new development.

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

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

### **Facilities & Services**

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

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

*Policy:* Maximize the use of existing facilities and services.

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

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

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

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

### **Intergovernmental Coordination**

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

*Policy:* The long term prosperity of our community will be supported by the educational function of our parks and recreational services, public libraries, museums and other cultural amenities.

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