



# City of Norcross, Georgia

2030 COMPREHENSIVE PLAN



**POND**

Architects ■ Engineers ■ Planners



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

### **ACKNOWLEDGEMENTS**

#### **CITY OF NORCROSS CITY MAYOR AND COUNCIL MEMBERS**

Bucky Johnson, Mayor  
Jeff Allen, Mayor Pro Tem  
Charlie Riehm  
David McLeroy  
Craig Newton  
Keith Shewbert

#### **STEERING COMMITTEE**

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Catherine Cash  
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#### *Additional input provided by:*

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Gwinnett Village-CID  
Nolly Dyste, Latin American Association

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Brad Cole, Director of Utilities  
Chief Dallas Stidd, Public Safety  
Captain Briar Harr, Public Safety  
Susan Wuerzner, City Clerk and Communications  
  
Pond & Company, Project Consultant

**RESOLUTION  
RESOLUTION TO TRANSMIT**

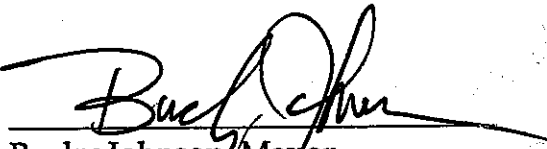
**WHEREAS**, the City of Norcross Mayor and City Council has completed the Community Agenda document as part of the 20-year Comprehensive Plan update.

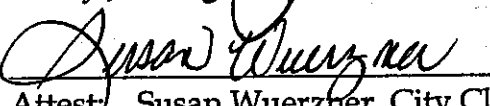
**WHEREAS**, this documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989, and the required public hearing was held on April 14, 2008.

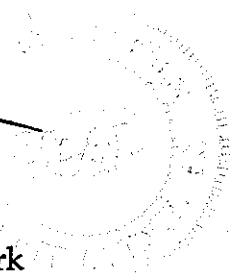
**BE IT THEREFORE RESOLVED**, that the City of Norcross Mayor and City Council certified that the minimum public participation and other procedural requirements, as identified in the Standards and Procedures for Local Comprehensive Planning, have been met and exceeded in preparing this draft document of the 20-year Comprehensive Plan Update; and

**BE IT FURTHER RESOLVED**, that the Council hereby authorizes these draft documents of the 20-year Comprehensive Plan Update to be submitted to the Atlanta Regional Commission and the Georgia Department of Community Affairs for official review.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused this seal to be affixed. This April 14, 2008.

  
\_\_\_\_\_  
Bucky Johnson, Mayor

  
\_\_\_\_\_  
Attest: Susan Wuerzner, City Clerk



**RESOLUTION**  
**To Adopt the 2030 Comprehensive Plan**  
**Community Agenda**

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

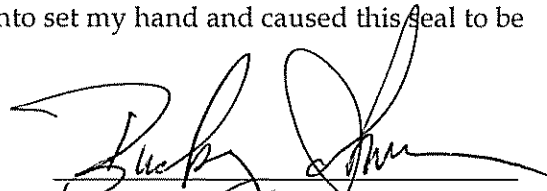
**WHEREAS**, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989, and held the required public hearing on April 14, 2008.

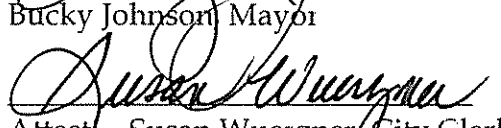
**WHEREAS**, the documents have been reviewed by the Atlanta Regional Commission and the Georgia Department of Community Affairs and determined to meet the Local Planning Requirements.

**BE IT THEREFORE RESOLVED**, that the City of Norcross Mayor and City Council certified that the minimum public participation and other procedural requirements, as identified in the Standards and Procedures for Local Comprehensive Planning, have been met and exceeded in preparing this draft document of the 20-year Comprehensive Plan Update; and

**BE IT FURTHER RESOLVED**, that the Council hereby adopts the 2030 Comprehensive Plan.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused this seal to be affixed. This September 8, 2008.

  
\_\_\_\_\_  
Bucky Johnson Mayor

  
Attest Susan Wuerzner City Clerk



## 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



## 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

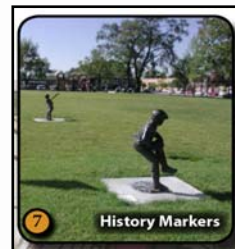
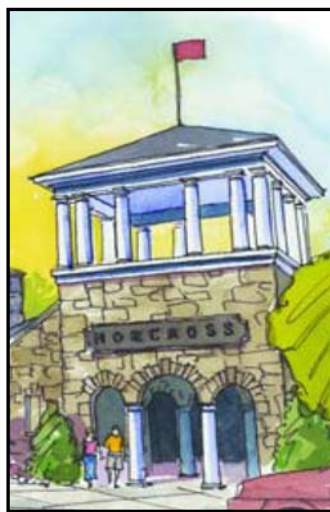
*Scale:* Mid-rise heights around 4 stories; the City may wish to consider up to 6 stories for unique developments that provide a distinctive, large scaled gateway marker (public art, plaza, monument wall with city name).

**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.





**Medlock /PIB Redevelopment Area** ■

**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:

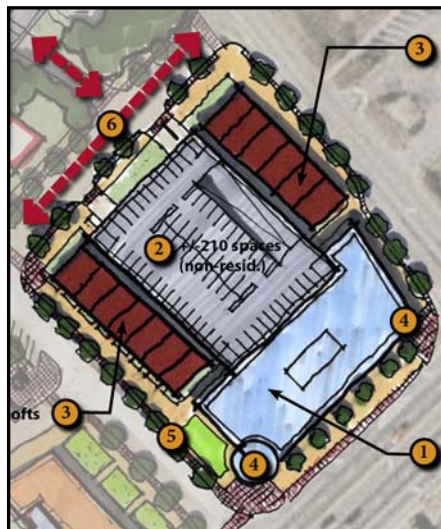
- Hotels
- Class A office space
- Institutional and Civic uses
- Light industrial
- Business services

*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

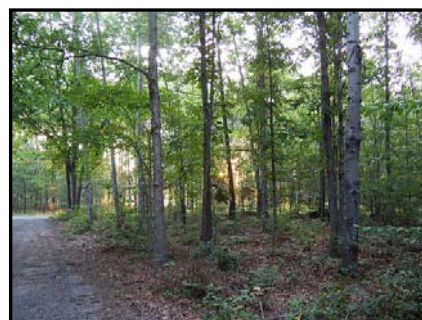
*Scale:* 2 story maximum height; accessory buildings to scale with materials compatible to primary structures.

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

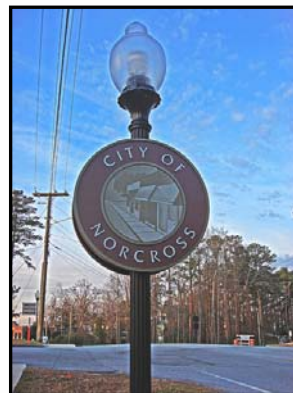
Residential:

- 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, which builds upon the original 2001 LCI study for the downtown, 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. Parking, continued expansion of pedestrian improvements, and planning for future commuter needs as identified in the 2001 LCI remains a City commitment. 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

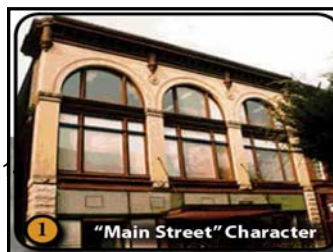
*Scale:* High intensity uses, but maintain 1 – 2 story building Height

**Policy**

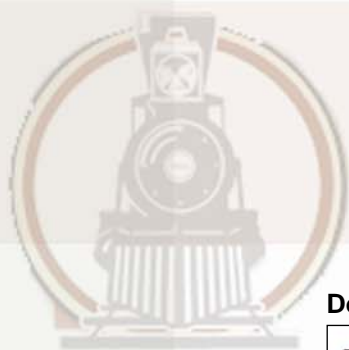
The City intends to continue implementation of the 2001 LCI, as refined and updated by the Downtown Norcross Strategic Development Plan (2006), which will be used as a reference regarding the policy intent for new development in the Downtown Area.

**Design and Transportation Considerations**

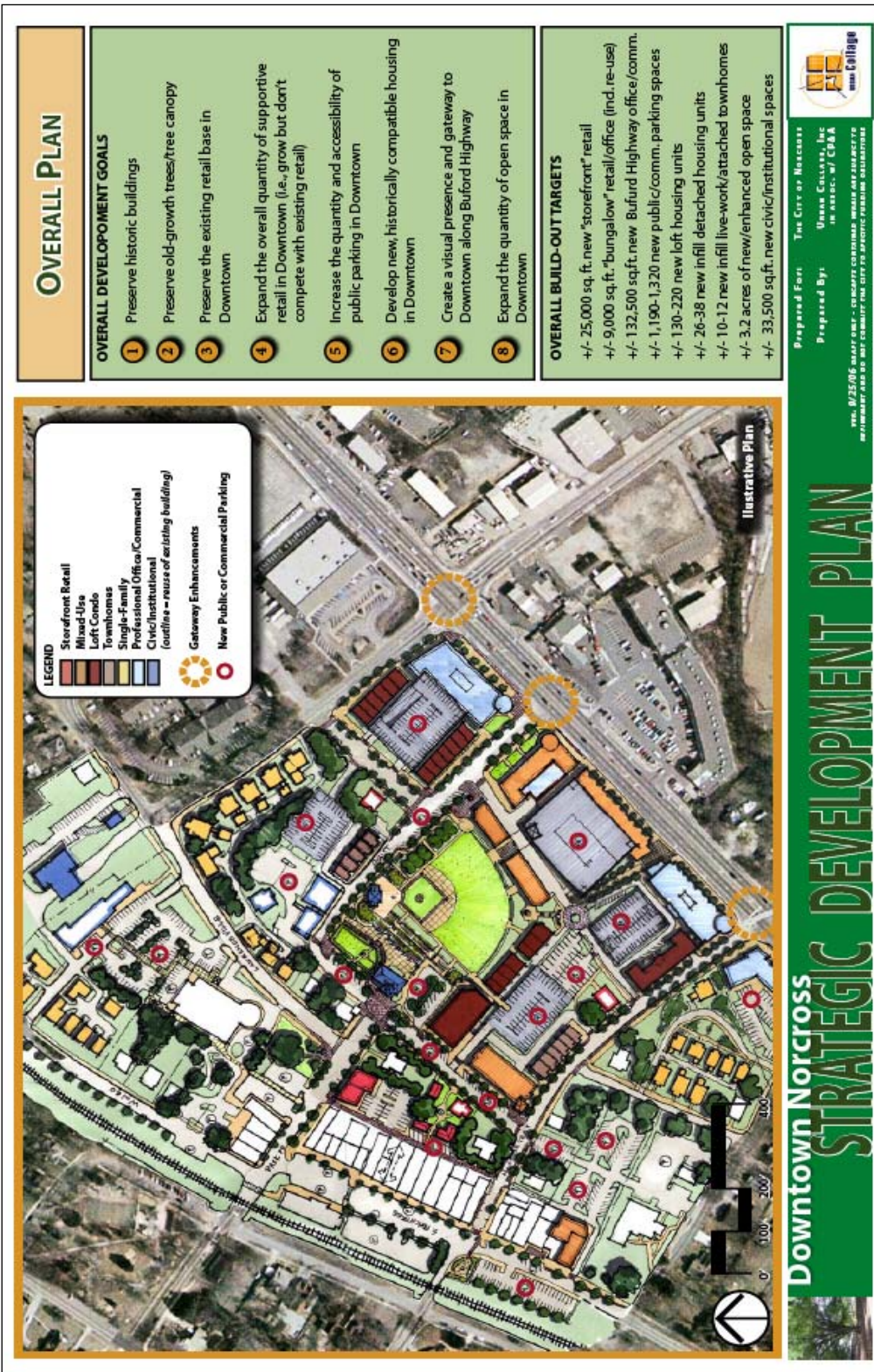
New development allows walkways to connect to Lillian Webb Park. Parking should be located on street and behind buildings or in central lots rather than at the street/in front of buildings. One overall design example appropriate for downtown is the new development on College & Cemetery St. It is complimentary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







**Downtown Norcross Overall Plan:**



Prepared For: The City of Norcross  
 Prepared By: Urban Catalyst, Inc.  
 IN ASSOCIATION WITH  
 THE CITY OF NORCROSS  
 875506 NORCROSS - COMPREHENSIVE PLAN AND ZONING  
 REVISIONS FOR THE CITY OF NORCROSS

## Downtown Norcross STRATEGIC DEVELOPMENT PLAN



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



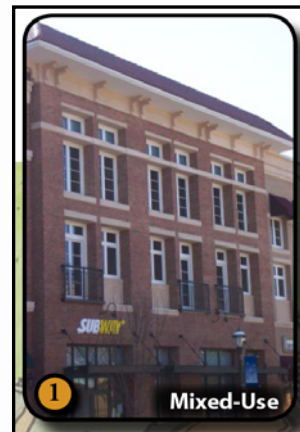
**Vision/Intent:**

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 Suwanee 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.

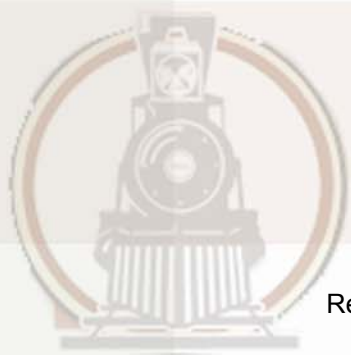


**Appropriate Uses and Scale**

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.

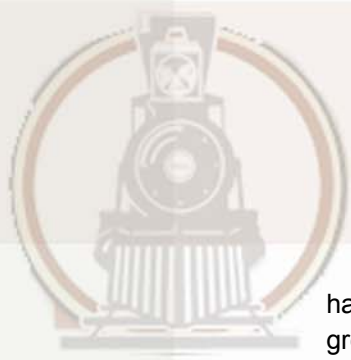


**Design and Transportation Considerations**

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 Ruin 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.

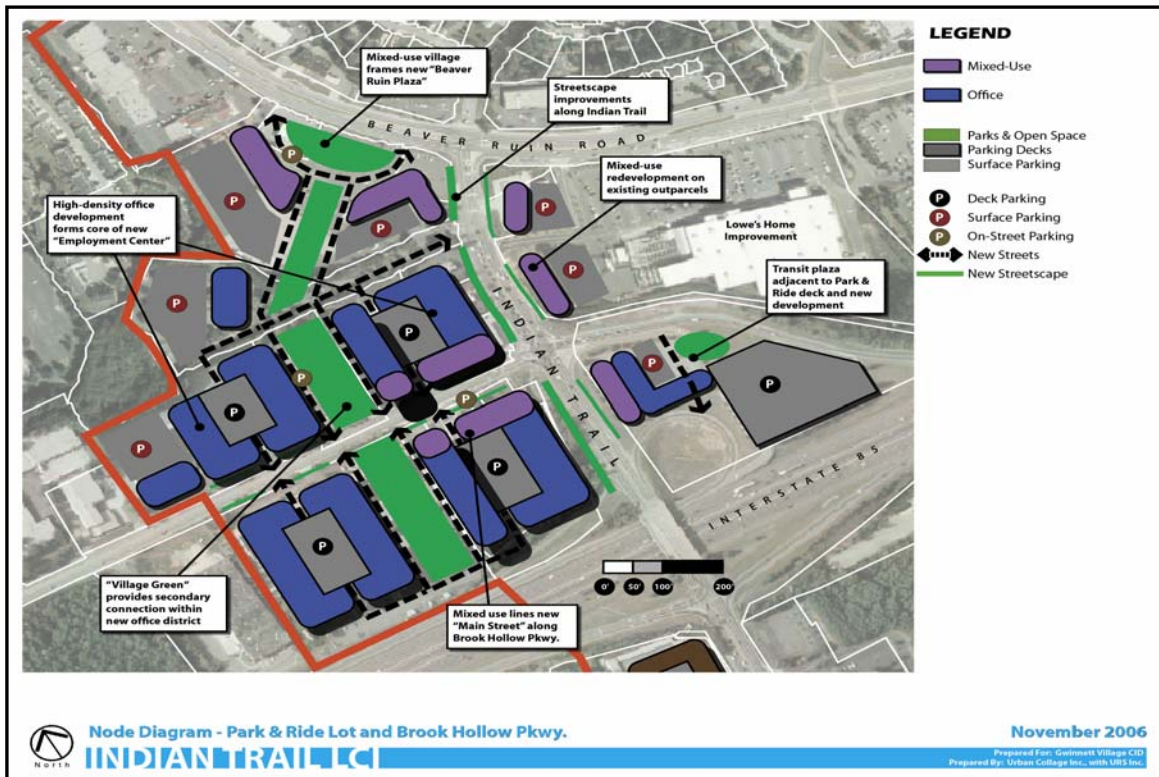
### Design and Transportation Considerations

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.

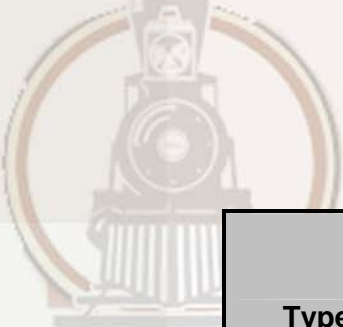
**Implementation Measures by Character Area**

Type	Measure	Description	Character Area
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/Educational/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/Educational/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/Educational/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/Educational/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.







### ***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.

## 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
<i>GF=General Funds; W/S = Water/Sewer; PW = Public Works</i>										
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>										
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>										
<b>General</b>										
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

**Appendix A. List of Accomplishments to the 1994-1998 Comprehensive Plan Short Term Work Program**

	<b>Project or Activity from Previous Short-Term Work Program (STWP)</b>	<b>Responsible Party</b>	<b>Year (from previous STWP)</b>	<b>Status</b>	<b>Explanation for Postponed or Not Accomplished Project or Activity</b>
1	Continue on-going coordination of local economic development efforts with Gwinnett County, MEAG, state agencies and other economic development agencies	Norcross	1994-1998	on-going	
2	Encourage on-going participation in the Georgia Business Retention and Expansion process to strengthen existing business and industries	Norcross, County, DDA	1994-1998		
3	Develop promotional brochure to encourage tourism	Norcross, DNR, DCA	1995		
4	Encourage well planned, compatible development	Norcross	1994-1998	on-going	Zoning modifications have been made to allow for more variety
5	Continue capitalization upon the City's historic downtown	Norcross	1994-1998	on-going	Have completed numerous downtown plans since 1994 Comp Plan
6	Develop public relations strategy	Norcross, Consultant	1996	on-going	Have created a new website and other initiatives are underway
7	Prepare Buford Highway Corridor study	Norcross, Consultant	1997	complete	Corridor study prepared by ARC; follow up by Gwinnett Village CID
8	Implement Crime prevention programs	Norcross	1994-1998	on-going	with Gwinnett County
9	Assist in nominating eligible properties to the National Register of Historic Places	Norcross, DNR, ARC	1994-1998	on-going	No additions in Norcross since downtown historic district established
10	Amend City zoning ordinance to incorporate DNR's groundwater recharge area protection standards	Norcross	1994	complete	Adopted groundwater recharge protection Ordinance in 1999
11	Continue enforcing Chattahoochee River Tributary Protection Ordinance	Norcross, ARC	1994-1998	on-going	Replaced by the MRPA- and adopted by City

	<b>Project or Activity from Previous Short-Term Work Program (STWP)</b>	<b>Responsible Party</b>	<b>Year (from previous STWP)</b>	<b>Status</b>	<b>Explanation for Postponed or Not Accomplished Project or Activity</b>
12	Annually review development regulations to ensure their appropriateness regarding environmental protection	Norcross	1994-1998		
13	Develop a recognition program to recognize property owners who restore /rehab historic properties	Norcross, DNR, DCA	1994		
14	Implement "Tour of Historical Homes and Structures" program	Norcross, DNR, DCA	1994	on-going	Tour of homes is an annual event- not limited to historic structures
15	Protect the City's various historic resources from adverse development	Norcross	1994-1998	on-going	Requires continual monitoring of regulations and careful development decisions
16	Continue fostering good land management practices in sensitive areas (floodplains, wetlands,etc.)	Norcross	1994-1998	on-going	City has ordinances requiring land disturbance best practices - enforcement is key
17	Work closely with Gwinnett County regarding mutual areas of concern such as police, schools, fire, water, sewerage, EMS, and transportation services	Norcross	1994-1998	on-going	
18	Work closely with the Georgia DOT regarding intersection and other improvements within the city	Norcross	1994-1998	on-going	
19	Continue implementing sidewalk sidewalk improvements in the city	Norcross	1994-1998	on-going	Many improvements completed in downtown, more planned
20	Work closely with Gwinnett County regarding park and recreation improvements in the city	Norcross	1994-1998	on-going	City has undertaken park master plans and is currently developing a new park
21	Prepare rate/service study to analyze the city's utility systems	Norcross, Consultant	1994		
22	Continue on-going street maintenance program	Norcross	1994-1998	on-going	Continual paving and work is done through public works streets
23	Publicize carpooling and ride sharing programs through newsletter, billings, etc.	Norcross	1994-1998		
24	Annually assess solid waste management practices	Norcross	1994-1998		

	<b>Project or Activity from Previous Short-Term Work Program (STWP)</b>	<b>Responsible Party</b>	<b>Year (from previous STWP)</b>	<b>Status</b>	<b>Explanation for Postponed or Not Accomplished Project or Activity</b>
25	Examine feasibility of implementing an emergency management system	Norcross	1994, 1995		
26	Monitor the administrative and capital needs of city departments and improve on an ongoing basis	Norcross	1994-1998	ongoing	Has been done and continues, especially through Comprehensive Plan effort
27	Prepare infiltration/inflow study for sewerage system	Norcross, Consultant	1994		
28	Prepare and implement Load Management System	Norcross	1995		
29	Acquire land for and develop new parks	Norcross	1997, 1998	ongoing	New parks under design currently
30	Contact and work with Georgia Power regarding use of rights of way for recreation	Norcross	1994		
31	Continue encouraging Gwinnett County to locate human services center in the City	Norcross	1994, 1995	somewhat complete	There is a Human Services Center just outside Norcross city limits.
32	Continue comparative arrangement with MEAG regarding electrical service improvements	Norcross	1994-1998		
33	Work with Gwinnett County regarding stormwater management	Norcross	1994-1998	ongoing	City has contracted with Gwinnett County for stormwater utility
34	Through planning and zoning, protect and preserve the City's stable residential areas	Norcross	1994-1998	ongoing	Policies to be reviewed/set in conjunction with 2008 Comprehensive Plan and follow up work
35	Continue existing program of code enforcement and zoning administration	Norcross	1994-1998	ongoing	Zoning and Code enforcement have recently intensified efforts in city
36	Amend the City's zoning ordinance to encourage quality cluster residential development	Norcross	1994	complete	Adopted Conservation subdivision Ordinance (2006)
37	Continue updating the Future Land Use and Thoroughfare Plan on an annual basis	Norcross, Consultant	1994-1998	n/a	The 2008 Comprehensive Plan will supercede previous future land use plan
38	Use land use objectives, future land use plan narrative, and map in review of development proposals	Norcross	1994-1998	ongoing	Has been done and continues, Comprehensive Plan effort will produce new land use guidance
39	Revise Short Term Work Program on an annual basis	Norcross	1994-1998	incomplete	STWP revised in 2008



## **APPENDIX B. SUMMARY OF COMMUNITY PARTICIPATION**

The results of the community participation efforts from the 2008 Comprehensive Plan process are included in this Appendix. The types of meetings are summarized below followed by agendas and handouts provided at each meeting.

### **Informational Kick-off at Policy Work Session**

At the May 14, 2007 regularly scheduled policy work session of the Mayor and City Council, the consultants presented and did a kick-off for the local portion of the Comprehensive Plan process. A presentation was made in which the roles of the parties involved in the Comprehensive Plan update were defined and the Community Meeting schedule was determined.

### **Public Hearings**

Because the City of Norcross had already completed its Community Assessment as part a joint effort with Gwinnett County, a public hearing for the Community Assessment was previously held for transmittal of the Assessment to Atlanta Regional Commission (ARC) and Georgia Department of Community Affairs (DCA).

However, the City was required to complete its own unique Community Participation Program that outlined the processes for completing the Community Agenda and was required to be reviewed by the ARC and DCA. As required under the State minimum standards, the public hearing for comment on the Community Participation Plan took place on August 13, 2007. At the hearing, the community participation plan was presented with the Schedule of Activities and State Approval Timeframe. Public comments were received and recorded. The City Council voted by resolution to transmit the document to ARC/DCA for review.

The second required public hearing will be held after completion of the Community Agenda. This hearing will be for public comment and document review prior to transmittal to the ARC and DCA.

### **Steering Committee**

A Steering Committee, comprised of eleven (11) appointees, was established by the Mayor and City Council to work with the consultants, coordinate and attend community meetings, and make recommendations to the Council. The initial meeting of the Steering Committee took place on July 25, 2007. The Consultants defined and explained the planning process and the responsible parties. The Steering Committee set the schedule for future steering committee meetings.

Four subsequent Steering Committee meetings took place on the following dates:

August 22, 2007	October 17, 2007
October 3, 2007	January 23, 2008

The content of each meeting varied based on the timing of the public meetings as well as the status of the document. It was the goal to use the knowledge of the Steering Committee to refine documents prior to presentation at public meetings. The Steering Committee was very involved and many members also attended each public meeting. The agenda for each Steering Committee meeting is included within this appendix.





### **Public Community Meetings**

Four public community meetings were held during the Comprehensive Plan process.

The first public meeting was held on September 12, 2007 and began with a presentation focused on an overview of the planning process. The Community Vision was reviewed based on prior planning efforts. A discussion of potential Issues and Opportunities followed.

The second public meeting was held on October 11, 2007 for the purpose of continuing to develop the Community Agenda. The meeting began with a review of the planning process and the prior public meeting. The draft of the Future Development Map was presented and opened up for discussion and comment. A discussion of implementation, with regard to short-term actions and long-term goals, followed the Map discussion.

The third public meeting was held on October 24, 2007 for the purpose of continuing to develop the Community Agenda. The meeting began with a review of the planning process and the prior public meeting. The draft of the Future Development Map was presented and opened up for discussion and comment. A discussion of implementation, with regard to short-term actions and long-term goals, followed the Map discussion.

The fourth public meeting was scheduled as a Spanish-speaking meeting to be held on October 29, 2007 for the purpose of continuing to develop the Community Agenda and ensuring that the voice of a large population in Norcross was included in the Comprehensive Plan. Despite widespread publicity, there was not any turnout by member of the public at this meeting.



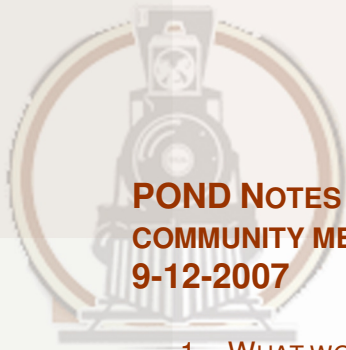
**Community Meeting Agendas, handouts, summaries**

**COMMUNITY MEETING #1  
September 12, 2007**

**AGENDA**

- I. 6:30 PM. Welcome and Introductions – Staff, Consultants, and Comprehensive Plan Steering Committee
- II. 6:40 PM. Purpose of Meeting
- III. 7:00 PM. Overview: Project Schedule and Planning Process Presentation
- IV. 7:15 PM. Community Input: Vision  
Review Results Prior Planning Exercises: Still Valid?
- V. 7:30 PM. Community Input: Issues and Opportunities  
Receive community comments on each topic
  - Population
  - Economic Development
  - Natural and Cultural Resources
  - Housing
  - Land Use
  - Transportation, Public Facilities, Services
  - Intergovernmental Coordination
- VI. 7:55 PM. Next Steps
- VII. 8:00 PM. Adjourn

**Thank You!**



**POND NOTES**  
**COMMUNITY MEETING**  
**9-12-2007**

1. WHAT WOULD YOU LIKE TO SEE PRESERVED ABOUT NORCROSS (WHAT DO YOU LOVE ABOUT WHERE YOU LIVE)?
  - Drawn here by “country in the City” feel
    - it is a natural areas
    - Convenient Location- proximity to interstates and highways, etc
    - Extra-special element is the natural environment such as trees, streams, lakes, and we must be careful with these resources
  - Small Town feel
    - Walked to this meeting, can walk to dinner
    - Accessibility
    - Amenities and public spaces/gathering places (downtown has great amenities such as public concerts, perhaps other neighborhoods need similar centers of activity (*Bad example* is Brook Hollow Townhomes)
  - Preserve the Historic character
    - Specific buildings
    - The history as a vacation spot for Atlantans
    - Architecture to be preserved and incorporated stylistically into new developments (influence new development to be context sensitive-respect character of existing surroundings)
  
2. WHAT WOULD YOU LIKE TO SEE CHANGED ABOUT NORCROSS (WHAT COULD MAKE IT BETTER TO LIVE HERE)?
  - A more vibrant downtown
    - Exciting retail- more diverse and unique offerings (boutiques)
    - Want more options
    - More basics in town (places to get milk and bread, etc)
  - Softening of Buford Highway (it has hard look)
    - Consistency in development types
    - Consistent signage
    - Diversity should be blended so that Buford Highway transitions rather than serving as a divide
    - Need more overt, specific policies and actions to work toward this objective (in addition to Gwinnett Village CID plans, efforts)
    - City wants to be more blended, embrace in both directions, cross communication barriers
  - Need to know when you’ve arrived home - gateways or recognizable City Limits - limits should be better defined perhaps through annexation?
  - Need to pay attention to potential archeological resources during the development process (potential issue) - there are some adjacent to the city so why not in the city, too?



Handout:

## COMPLETING THE COMPREHENSIVE PLAN UPDATE

The Comprehensive Plan provides an assessment of existing conditions and future needs. It considers anticipated growth and change that will affect the health, safety, and welfare of present and future community residents.

Under Georgia's Local Planning Requirements, comprehensive plans are divided into three parts:

- Community Assessment**
- Community Participation Plan**
- Community Agenda**

### The Community Assessment:

Provides an objective and professional analysis of the current conditions and future trends.

The Assessment focuses on the following components:

1. Comparison for Consistency with Quality Community Objectives
2. Identification of potential Issues and Opportunities
3. Land Use Analysis
4. Supporting Data and Analysis
  - Population
  - Economic Development
  - Housing
  - Natural & Cultural Resources
  - Community Facilities
  - Transportation
  - Land Use
  - Intergovernmental Coordination

### The Community Participation Plan:

- Outlines the strategy for ensuring public and stakeholder involvement in the preparation of the Community Agenda portion of the plan
- Identifies key Community Stakeholders
- Outlines Participation Techniques
- Provides a schedule for completing the Community Agenda

### The Community Agenda:

Establishes the city's future vision and the strategy for achieving the vision as follows:

- Community Vision, Future Development Map and Defining Narrative
- Community Issues & Opportunities - the final list to be addressed
- Implementation Program
  - Identifies specific measures to be undertaken to address each identified issue and opportunity as well as plan to achieve the Future Development Map
  - Includes the Short Term Work Program, Policies and Long-Range Activities



## NORCROSS Comprehensive Plan 2030 Upcoming Community Meetings

- What:** A Community Agenda for the City of Norcross
- When:** **October 11, 2007**      **6:30 – 8:00 p.m.**
- Where:** Cultural Arts and Community Center, 10 Britt Street  
(Across from Norcross City Hall)
- Why:** To participate in drafting an action Agenda as part of the City's 2030 Comprehensive Plan, which answers the questions?

**Where are we today?**  
**Where do we want to go in the future?**  
**How do we get there?**

- Who:** All Norcross residents, business owners and other invested stakeholders. The **City of Norcross** sponsors this event, organized through the **Department of Community Development** with the assistance of a citizen's Steering Committee. Georgia's Department of Community Affairs (DCA) establishes the standards for this planning process. Pond & Company will facilitate the meetings on behalf of the City.

**More information:**

City of Norcross, Dept. of Community Development: [www.norcrossga.net](http://www.norcrossga.net)

Gwinnett County, Planning and Development: [www.gwinnettcounty.com](http://www.gwinnettcounty.com)  
*See the 2030 Unified Development Plan, "What's New" page for draft plans*

Contact: Jennifer Peterson, Director of Community Development  
Tel: 678.421.2027  
Email: [JPeterson@norcross-ga-gvt.com](mailto:JPeterson@norcross-ga-gvt.com)

Join your neighbors to discuss the future of Norcross!

Land Use • Development • Transportation • Infrastructure • Population • Parks



**COMMUNITY MEETING #2**  
**October 11, 2007**

**AGENDA**

- I. 6:30 PM Welcome and Introductions – Staff, Consultants, and Comprehensive Plan Steering Committee
- II. 6:35 PM Purpose of Meeting  
Overview of Planning Process
- III 6:45 PM Issues and Opportunities: Review of last meeting
- IV. 7:00 PM Vision
  - Vision Orientation
  - Future Development Map / Character Areas
  - Community Input: Group Mapping Exercise
- V. 7:45 PM Reconvene and Discuss Results
- VII. 8:00 PM Adjourn

**Thank You!**



## COMMUNITY MEETING #2 October 11, 2007

### Instructions for: Future Development Map / Character Areas Group Exercise

#### 1. Orientation:

Are there examples of good development from other cities you'd like to see in Norcross?

#### Color Code

Blue= preserve

Pink= change

Green= special attention

Black= notes

#### 2. Mark on the map areas to **preserve**

What areas of the city do you like?

(Think about scale of buildings, type of land use, appropriate services)

#### 2. Designate on the map areas for **change**

What areas of the city would benefit from redevelopment or new development?

(Think about under-utilized lands, incompatible land uses, areas lacking services)

#### 3. Are there special character areas or areas requiring **special attention**?

- What would be important components of new development in the future?  
Along Buford Highway, Jimmy Carter, in downtown, along Beaver Run Rd.
- Are there priority redevelopment areas?  
What can the city do or offer to attract interest in such areas?
- Is there an area that would benefit from further planning studies, such as a Livable Centers Initiative (LCI)?

#### 4. Make notes anywhere on the map about what you like /dislike and what type of development, if any, is best suited for each future character area

#### 5. Summarize results- choose a spokesperson

What is the big picture?

#### 6. All groups will reconvene and present Results



## NORCROSS Comprehensive Plan 2030 Upcoming Community Meetings

- What:** A Community Agenda for the City of Norcross
- When:** **Wednesday, October 24, 2007**  
**6:30 – 8:00 p.m.**
- Where:** Cultural Arts and Community Center, 10 Britt Street  
(Across from Norcross City Hall, white church building)
- Why:** To participate in drafting an action Agenda as part of the City's 2030 Comprehensive Plan, which answers these questions:

**Where are we today?**  
**Where do we want to go in the future?**  
**How do we get there?**

- Who:** All Norcross residents, business owners and other invested stakeholders. The **City of Norcross** sponsors this event, organized through the **Department of Community Development** with the assistance of a citizen's Steering Committee. Georgia's Department of Community Affairs (DCA) establishes the standards for this planning process. Pond & Company will facilitate the meetings on behalf of the City.

**More information:**

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*See the 2030 Unified Development Plan, "What's New" page for draft plans*

Contact: Jennifer Peterson, Director of Community Development  
Tel: 678.421.2027  
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Join your neighbors to discuss the future of Norcross!





**COMMUNITY MEETING #3**  
**October 24, 2007**

**AGENDA**

- I. 6:30 PM Welcome and Introductions  
Staff, Elected Officials, Consultants, Steering Committee
- II. 6:35 PM Purpose of Meeting  
Overview of Planning Process
- III 6:45 PM Community Agenda Vision  
- Future Development Map Character,  
Supporting Narrative
- IV. 7:30 PM Issues and Opportunities  
- Questionnaire
- V. 8:00 PM Adjourn

**Thank You!**



Exercise:

## **COMMUNITY MEETING #3 October 24, 2007**

### **Future Development Areas**

Provide adjectives to characterize how these areas should develop in the future (what elements/features will distinguish the area?)

How should the City promote achieving the “character” desired for each of these areas of the City (zoning regulations, economic incentive package, City investment, further study)?

1. **Atlantic/PIB Redevelopment Center**
2. **Gateways**
3. **Medlock/PIB Redevelopment**
4. **Neighborhood Preservation**
5. **Hopewell Woods**
6. **West Peachtree Neighborhood Commercial**
7. **Downtown Norcross**

8. **Buford Highway Reinvestment**

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9. **Sheffield Forest Neighborhood Revitalization**

10. **Educational, Recreational & Arts Activity Center**

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11. **Planned Residential Neighborhood**

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12. **Employment Center at Beaver Ruin**

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**Exercise:**

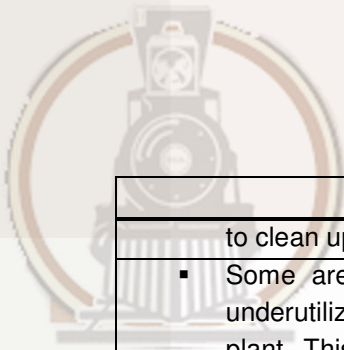
**Issues and Opportunities Questionnaire**

The purpose of this questionnaire is to help the consultant team identify the issues and opportunities most critical to the future of Norcross. The list below is an initial inventory based upon preliminary assessment of the city’s demographics, development patterns, previous plans, as well as Steering Committee and citizen input thus far in the process.

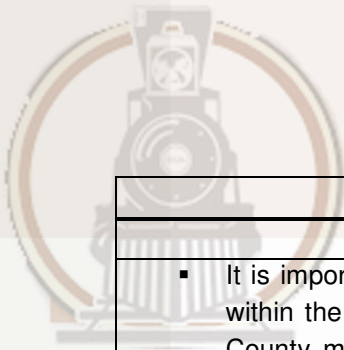
The goal for tonight’s exercise is to reach a succinct catalog of issues and opportunities that the 2030 Comprehensive Plan will address. The Citizen Steering Committee and the community at large are being asked to refine this inventory. The final list of issues and opportunities included in the Community Agenda portion of the plan will serve as the basis of the plan’s goals and implementation strategies, which will guide elected and appointed officials and staff as decisions are rendered regarding growth and service provision.

Instructions: Please place a check mark in the box for the three issues/opportunities within each category below that you deem most important and are crucial to be addressed in the Comp Plan.

<b>Issue/Opportunity</b>	<b>Check top 3</b>
<b>Population &amp; Demography</b>	
<ul style="list-style-type: none"> <li>▪ Our increasingly diverse population must be recognized, planned for, and given a voice in the planning process.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There are essentially two communities within Norcross; these are somewhat aligned spatially east and west of Buford Highway. The City of Norcross and various citizen groups have made extensive efforts to reach out to diverse population within Norcross. However, these efforts have been met with limited success</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Norcross expects to continue to grow at a rate of approximately 3% increase per year.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ This number (3%) seems somewhat low based on first instinct of Norcross residents; however, the City had not historically supported or wanted residential annexation. Thus, a higher rate of increase would only be more likely if there are future policy changes that support annexation or increases in density that will lead to a higher rate of population growth.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Issue:</i> do not want to stifle redevelopment by predicting slow growth rate; Redevelopment opportunities may be more likely with higher predicted growth rate</li> </ul>	
<b>Land Use and Development Patterns</b>	
<ul style="list-style-type: none"> <li>▪ The City does have Character Areas that are unique unto themselves. The historic downtown is revitalizing with new retail and restaurant uses, and the creating of a downtown development authority will add to that momentum. The other commercial areas of the City along state roads are less unique and are in need of revitalization.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The City should seek ways to address the need for mixed use development.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Opportunity:</i> the DDA has been created and is currently active - the growth energy and interest in downtown can be focused by this group</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Regarding future growth and development, the City must seriously consider the <i>opportunities</i> for and potential benefits of annexation such as gaining the ability</li> </ul>	



Issue/Opportunity	Check top 3
to clean up areas that are currently on the city's border.	
<ul style="list-style-type: none"> <li>▪ Some areas adjacent to the city are <i>issues</i> due to lack of investment or underutilization, such as the area where the city borders I-85 around the Lucent plant. This and other current commercial corridors are potential locations for future mixed use development.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Opportunity</i>: Create an overlay in coordination with Gwinnett for Buford Highway between Norcross and Duluth.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The City should pursue a future LCI study (or independent study) for parts of Jimmy Carter and Buford Highway east to I-85 and up to Beaver Ruin Road; these 2000 acres are a very important redevelopment <i>opportunity</i>.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Language barrier and lack of communication are an <i>issue</i> for Code enforcement.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There is a divide because of Buford Highway- it is like there are 2 communities within the City- need to blend and embrace</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The Gwinnett Village CID has created a new plan- there is a vision for better marketing of the area- and there is an <i>opportunity</i> to encourage quality redevelopment</li> </ul>	
<ul style="list-style-type: none"> <li>▪ People like the aesthetic of the Forum- consistent landscaping, signage, etc. things to tie the place together. Though there is an existing sense of community, there should be more emphasis on the uniqueness and accessibility here -tied to economic development</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Need to pay attention to potential archeological resources during the development process (<i>potential issue</i>) - there are some adjacent to the city so is it not likely there are some in the city?</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Stop spot zoning- this is an ongoing <i>issue</i> throughout the city. Steps have been taken to eliminate within the past year but more progress needs to be made</li> </ul>	
<b>Economic Development</b>	
<ul style="list-style-type: none"> <li>▪ The Downtown Development Authority should continue to make strides toward encouraging a mix of long term vibrant retail tenants for the downtown area.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The City should take advantage of the CID involvement and interest in redevelopment potential of the area- especially along Buford Highway.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Unemployment rate in Norcross is nearly 2 times greater than that of Gwinnett County as a whole.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Issue</i>: there is a large amount of unoccupied property not located in downtown- there need to be incentives and goals toward focusing interest in these areas.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There is an <i>opportunity</i> to create marketing programs to focus on the accessibility of Jimmy Carter to other parts of Atlanta, etc.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There is an <i>opportunity</i> to create a Tax Allocation District (TAD)</li> </ul>	
<b>Transportation</b>	
<ul style="list-style-type: none"> <li>▪ Congestion along our major corridors can and should be improved at the local, state, and federal level.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Opportunity</i> to continue discussions and the pursuit of alternative transportation services, as the cost of expanding MARTA is an <i>issue</i> that makes it highly unlikely</li> </ul>	



Issue/Opportunity	Check top 3
<ul style="list-style-type: none"> <li>▪ It is important to Norcross to explore alternative measures for creating access within the local area; it is an <i>issue</i> that residents cannot get around Gwinnett County more easily. Not everyone needs a way to get to and from Atlanta, maybe just to the Forum and back (access to things in the daily pattern)</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Issue:</i> There is a lack of sidewalks in may areas that should be served in order to provide access for foot traffic (Jimmy Carter, others)</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Transportation connectivity could be alleviated by greater connectivity (require connections in new developments as well as require modifications to older areas where there are not currently connections)</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Transportation infrastructure should be well-maintained- there are too many potholes and plates in roads- are sidewalks walkable?</li> </ul>	
<ul style="list-style-type: none"> <li>▪ RR tracks are a barrier to pedestrians – <i>issue</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ There is an <i>opportunity</i> to consider bicycle suitability/accessibility</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Public transportation buses work well – there is a dedicated ridership amongst older people and teens (those with limited options)... but the streets of Norcross were not designed for such traffic- so transportation conflicts have become an <i>issue</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ The City is going to need an interconnected city-wide transit service to accommodate future growth and redevelopment- better County transit would also help.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Is there an opportunity to re-route buses (except not into neighborhoods) or an opportunity to create a shuttle locally that use smaller buses?</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Work with the private bus services to extend service- public/private partnership</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Location of new bus stops or transit expansion should be east/west through city as well as north-south.</li> </ul>	
<p><b>Housing &amp; Social Services</b></p>	
<ul style="list-style-type: none"> <li>▪ Some neighborhoods are in need of revitalization.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There is some opposition to higher density development in the community.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The City should seek out more ways to improve the housing to job balance by creating a greater mix of housing options.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Housing affordability should be re-evaluated as the population grows and changes to ensure that affordability is not a problem.</li> </ul>	
<p><b>Natural &amp; Cultural Resources</b></p>	
<ul style="list-style-type: none"> <li>▪ The southern portion of the County is underserved with park land and park facilities</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Norcross sits in two water supply watersheds: the Chattahoochee and the Ocmulgee (see Water Supply Watersheds map in Gwinnett County Community Assessment); thus it is very important to maintain stream buffers</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Norcross is very underserved by parks and open space- there may be opportunities to convert more public and private undeveloped land into active or passive open space- conservation easements are one method.</li> </ul>	



Issue/Opportunity	Check top 3
<b>Facilities &amp; Services</b>	
<ul style="list-style-type: none"> <li>▪ Working with the County to enhance the stormwater management systems must be a priority over the coming decade.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ There are numerous opportunities to discuss and plan master detention projects for new developments as well as for redevelopment; this serves as an economic incentive as each property owner is not responsible for an individual system and will save time, money and effort with master detention facilities.</li> </ul>	
<b>Intergovernmental Coordination</b>	
<ul style="list-style-type: none"> <li>▪ Gwinnett County and Norcross need to better coordinate their land use, economic, housing, annexation, and environmental priorities and actions.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ It is an <i>issue</i> that the area north of the city along Buford Highway (Berkeley Hills) is an area of unconstrained growth and inconsistent development aesthetics. City would like to better coordinate with the County planning office and Gwinnett Planning Commission to create an overarching policy.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The city also has on opportunity to coordinate policies with the United Peachtree Corners Civic Association due to its proximity to the city.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Land use/development coordination with the County and the CID- <i>opportunity</i>. The CID is trying to add consistency and cross imaginary borders, trying to change the perception of the area.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ City should plan to stay abreast of the water supply – also quality. Make sure Norcross isn't cut off</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Inner Norcross government coordination meeting suggested for city staff</li> </ul>	
<b>Other</b>	
<ul style="list-style-type: none"> <li>▪ Livable Community Initiative Areas- These areas of the County or Cities currently have active Livable Community Initiative projects under way.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Portions of the county are identified as sewerable, where installation of sewer to correct existing problems with aging septic systems is supported by the local communities.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Passenger Rail Opportunities- Gwinnett County has two rail lines running through it- offers the potential for interstate rail connections and commuter serviced connections to Atlanta for Norcross, Duluth, Sugar Hill, and Buford – the Gwinnett Cities that straddle this line.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The perception of the public schools in Norcross is weak; this is an issue due to the fact that it has the effect of driving away families with children who prefer or need to utilize the public school system. Further effects include the lack of housing options for people in this range as developers see that these people are not locating in Norcross.</li> </ul>	



## Steering Committee Meetings

# **STEERING COMMITTEE MEETING #1** **July 25, 2007**

## **AGENDA**

### **1. Introductions**

### **2. Overview of Comprehensive Plan**

- Process/Schedule
- Steering Committee Role
- Schedule of Steering Committee Meetings

### **3. Community Participation Plan handout**

### **4. Stakeholders**

- Add/subtract and fill-in list

### **5. Community Meetings**

- How many public meetings for input
- Techniques/Content for meetings
- Sub-Committee to assist in locating the facilities and deciding dates and times

### **6. Close**

**Thank You!**



## **STEERING COMMITTEE MEETING #2**

### **August 22, 2007**

#### **AGENDA**

- 1. Community Assessment Overview**
  - Final Draft of Executive Summary
  - Document review
  
- 2. Issues and Opportunities Exercise**
  - Review list from Community Assessment (p.2-3)
  - Propose additions/subtractions
  
- 3. Introduction to Community Agenda**
  - How Agenda is formulated from existing information and community input
  - Questions/ Open discussion
  
- 4. Community Vision statement brainstorming**
  
- 5. Discuss upcoming events**
  - Community Meetings
  - Tasks





## **STEERING COMMITTEE MEETING #3**

**October 3, 2007** *(moved from September 26)*

### **AGENDA**

- 1. Previous meetings re-cap**
- 2. Community Vision statement (optional)**
- 3. Introduction to Character Areas**
  - Existing Map from Assessment
  - How map is modified/ translated into Future Development Map
    - Assign Areas spatially based on Character Areas
    - Special consideration for fringe areas left out of previous planning efforts and for areas requiring special attention
    - Use LCI/redevelopment plans to inform as applicable
- 4. Draft Future Development Map Exercise (Part I.)**
  - Drafting in future development areas general, not parcel specific
    - Unique names for Future development areas in Norcross
  - List appropriate development types in each Area
- 5. Questions**
- 6. Upcoming events**
  - Community Meetings at Community Center
    - October 11, 6:30 PM
    - October 24, 6:30 PM
    - October 29, 6:00 PM (Spanish)
  - Next Steering Committee Meeting  
Date to be scheduled – was originally Oct. 24
  - Tasks or feedback requested
    - Extent to incorporate the recommendations from existing studies
    - Think about detailing information on appropriate development types for each future development area – we'll go over in detail at next SC meeting



## **STEERING COMMITTEE MEETING #4**

### **October 17, 2007**

#### **AGENDA**

- 1. Review Future Development Map work from Community Meeting**
- 2. Future Development Narrative**
  - Describe development types for narrative
  - Confirm/change text and development types to define and support the vision for the Future Development Map
  - Are development types and locations listed detailed enough to ensure adequacy for land use decision making?
- 3. Final Issues and Opportunities**
  - Highlight Top 3 in each category
- 4. Questions**
- 5. Discuss upcoming events**
  - Upcoming Community Meeting on Oct. 24
  - Upcoming Community Meeting on Oct. 29 (Spanish)



## **STEERING COMMITTEE MEETING #5**

### **January 23, 2007**

#### **AGENDA**

##### **1. Final Comments and Review of the Community Agenda**

- Vision
  - Vision Statement
  - Future Development Map
  - Supporting Narrative
- Final List: Issues and Opportunities
- Implementation Plan
  - Measures
  - STWP

##### **2. Confirm that the Agenda contents support and reflect the input gained in the public meetings/workshops**

##### **3. Open discussion for comments and questions**

##### **4. Next Steps**

- Set due date for SC comments to POND on modifications to Comm. Agenda
- Set date for public hearing on Community Agenda
- Hold public hearing on final Draft of Community Agenda before City Council
- Set date for vote consideration and transmittal to DCA for review

## **APPENDIX C. LIST OF SUB-AREA PLANS**

The following Sub-Area plans (previously adopted by City Council) are hereby incorporated into the Comprehensive Plan:

2006	Strategic Development Plan for Downtown Norcross
2007	Lilburn-Indian Trail Livable Centers Initiative
2007	Historic District Study
2007-2008	Jimmy Carter Blvd./Buford Highway Redevelopment Plan (Gwinnett Village CID)

Included in Appendix C is the Strategic Development Plan booklet prepared by Urban College.

## PURPOSE & INTENT

Historic Downtown Norcross is one of the jewels of Gwinnett County. It's "main street" charm creates an identity and economic engine for the city. While the historic nature of Downtown is one of Norcross' biggest assets and must be preserved, there are still numerous opportunities for supportive infill development. (if done carefully). Such development provides key opportunities for enhancing the cultural, visual and economic health of downtown.

Recent developments on the fringe of downtown have demonstrated an increasingly viable market, particularly for new, high quality residential development. That being said, unchecked/unguarded development could have dire consequences for downtown including: the loss of historic resources, the creation of high parking demand, traffic conflicts, and over development of retail away from S. Peachtree Street. Fortunately, the City of Norcross has demonstrated the willingness and ability to be a proactive partner in guiding future development in the downtown area, including most notably, acquiring key development sites.

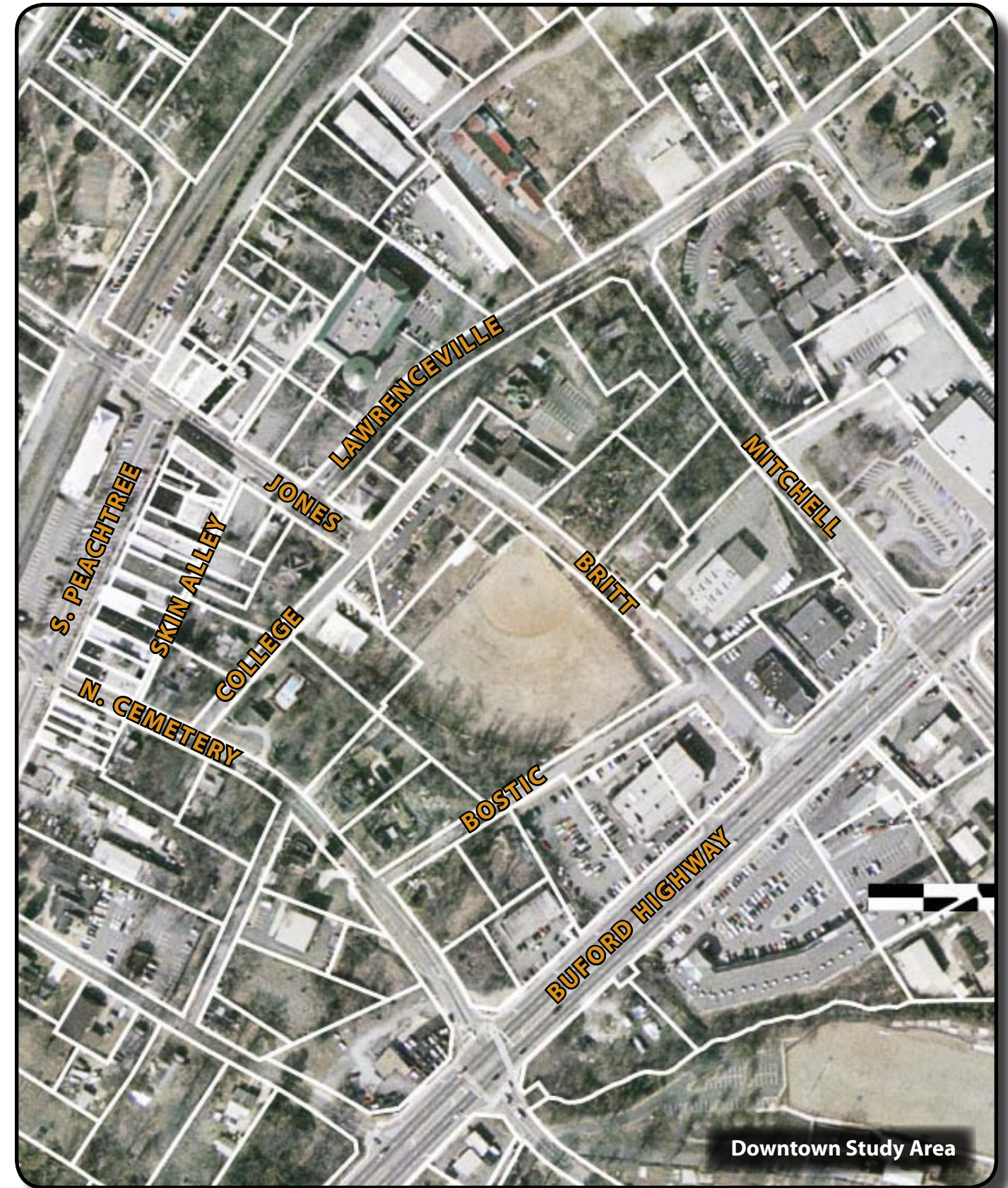
This **Strategic Development Plan** creates the unique opportunity to build directly upon the accepted community-based vision of previous planning efforts, including most notably, the Livable Centers Initiative (LCI) Plan. In addition, the "development focus" of this plan provides more detail on a site-by-site basis for each of the identified project area.

In this way, this Strategic Development Plan represents a tool for the City of Norcross and the Downtown Development Authority (DDA) to be proactive partners

in the future development and on-going revitalization of Downtown. The tear sheets on the pages that follow provide a set of clear benchmarks - design and programmatic - with which to evaluate future private-sector development activity. In fact, in some cases, the DDA/City will be the property owner and can use the elements within these tear sheets as a condition of redevelopment to potential private-sector investors/purchasers (i.e., through a formal Request for Proposals - RFP - process).

The projects contained herein are not considered to be overly prescriptive or absolute; several aspects may need refinement to respond to specific site, engineering or market forces. However, these projects are designed within a reasonable market-based framework based on years of experience with similar initiatives. A fundamental component of this plan involves the strategic use of limited public-sector tools (some of which already exist) in order to create adequate incentives for the private-sector. In this way, this plan should be seen as recommending a series of public-private partnerships in which the private-sector carries the majority of the financial burden. In fact, similar initiatives in the region have demonstrated that the careful use of public-sector resources can result in significant returns on public investment (e.g., through land sales proceeds and an increased tax base).

While this plan should not be viewed as a specific commitment of City, DDA or CID funding, it can be seen as the City's specific intent regarding future development in historic Downtown Norcross.



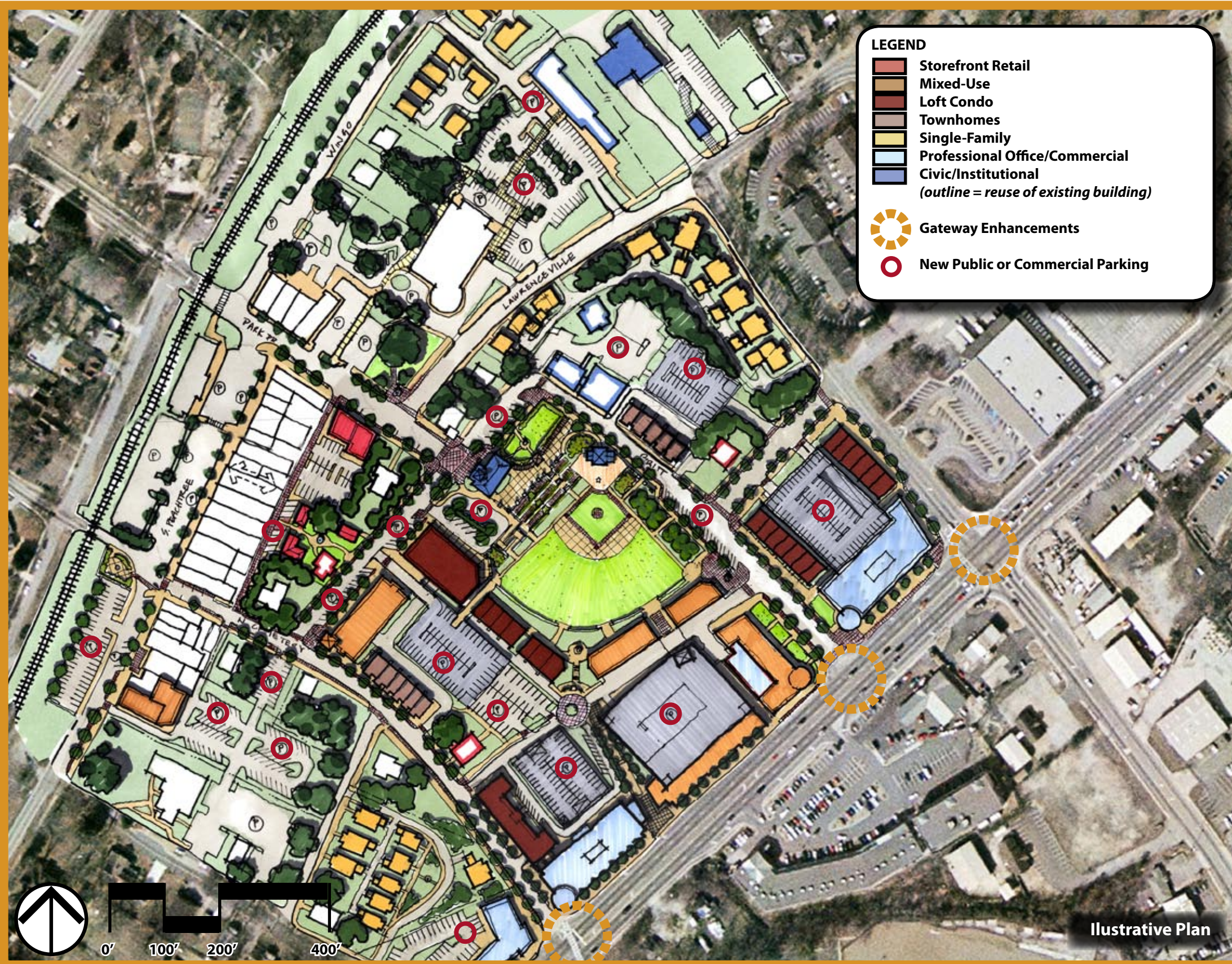
# Downtown Norcross STRATEGIC DEVELOPMENT PLAN

Prepared For: THE CITY OF NORCROSS

Prepared By: URBAN COLLAGE, INC  
IN ASSOC. W/ CP&A

VER. 9/25/06 DRAFT ONLY - CONCEPTS CONTAINED HEREIN ARE SUBJECT TO  
REFINEMENT AND DO NOT COMMIT THE CITY TO SPECIFIC FUNDING OBLIGATIONS





## OVERALL PLAN

### OVERALL DEVELOPMENT GOALS

- 1 Preserve historic buildings
- 2 Preserve old-growth trees/tree canopy
- 3 Preserve the existing retail base in Downtown
- 4 Expand the overall quantity of supportive retail in Downtown (i.e., grow but don't compete with existing retail)
- 5 Increase the quantity and accessibility of public parking in Downtown
- 6 Develop new, historically compatible housing in Downtown
- 7 Create a visual presence and gateway to Downtown along Buford Highway
- 8 Expand the quantity of open space in Downtown

### OVERALL BUILD-OUT TARGETS

- +/- 25,000 sq. ft. new "storefront" retail
- +/- 9,000 sq. ft. "bungalow" retail/office (incl. re-use)
- +/- 132,500 sq. ft. new Buford Highway office/comm.
- +/- 1,190-1,320 new public/comm. parking spaces
- +/- 130-220 new loft housing units
- +/- 26-38 new infill detached housing units
- +/- 10-12 new infill live-work/attached townhomes
- +/- 3.2 acres of new/enhanced open space
- +/- 33,500 sq. ft. new civic/institutional spaces

## Downtown Norcross

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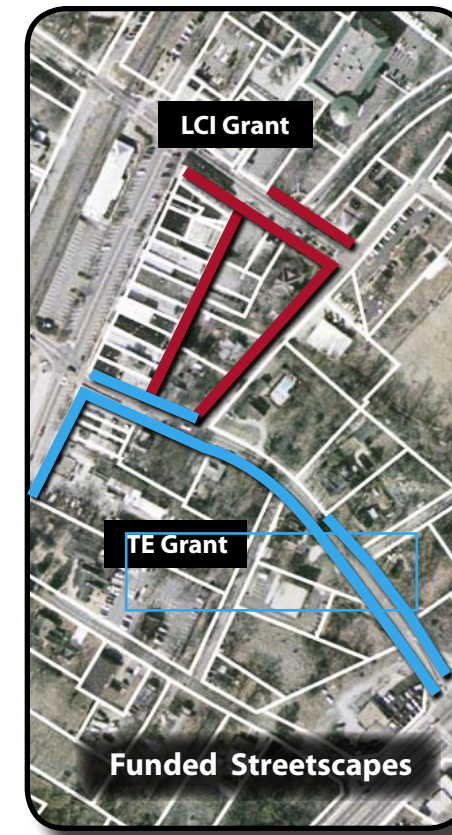
# PROJECT AREAS

For convenience, this Strategic Development Plan is divided into 8 specific "Project Areas." Each project area is detailed on the sheets that follow and include a series of "Design Targets" as well as a listing of potential public-sector tools that could be applied.



# SUMMARY OF POTENTIAL PUBLIC-SECTOR TOOLS

The list at right, while not exhaustive, highlights numerous potential public-sector tools that may be available to incent private development, some of which are already in place.



**DDA Development Coordination & Property Acquisition:** The Downtown Development Authority is a powerful tool to control property and coordinate development according to the overall vision. The DDA has funds in place to continue property acquisition in Downtown on a site-by-site basis with an eye towards selling back to private-sector developers.

**Revolving Land Sales Proceeds:** As DDA property is sold for redevelopment, sales proceeds can be folded back into additional properties. In some cases, proceeds could outpace original purchase prices thereby providing a return on investment.

**SPLOST:** The City receives current revenue from the voter-approved one-cent sales tax. While much of these funds are already committed, there may be opportunity for some or all of the remaining funds to be targeted Downtown.

**Future LCI Grants:** The existing LCI plan provides ongoing opportunities to apply for LCI construction grants from ARC. Grants require a local 20% match. It should be noted that these funds typically require 4-5 years from time of initial grant request to construction.

**Current LCI/TE Streetscape Grants:** There are two significant grants already in hand to provide sidewalk and streetscape enhancements along Skin Alley, College Street, Jones Streets, N. Cemetery and S. Peachtree (see diagram at left).

**Bonds:** Open space or redevelopment bonds could ultimately be issued to provide funds to purchase property, provide park-space improvements, or fund municipal/civic enhancements. This strategy has been used very successfully in other cities in the Atlanta region.

**Gwinnett Village CID:** This self-taxing district is already in place and can provide streetscape enhancement funds for use along Buford Highway (design already underway).

**Tax Allocation District (TAD):** TADs provide up front funds for public improvements, roads, parking, sidewalks, infrastructure, etc. based on future tax revenue that comes from resulting development (i.e., no burden on existing tax revenue). While this financing method has not yet been enacted by Norcross citizens (requires a public referendum), it has been utilized in numerous municipalities across Metro Atlanta.



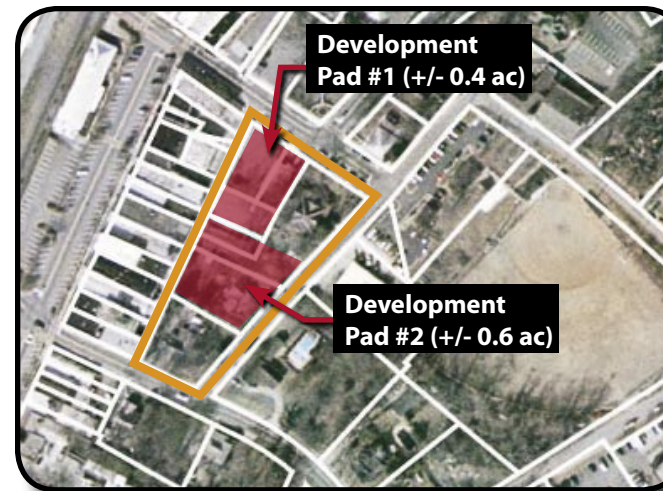
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**PROJECT AREA:**  
**SKIN ALLEY**

**PROJECT DESCRIPTION:**  
Skin Alley is one of the unique, albeit under utilized features in downtown Norcross. This project is designed to enhance and activate the alley with new "bungalow style" buildings organized around a small central garden/park area.

- STRATEGIES**
- Preserve existing historic homes
  - Build /relocate bungalow style bldgs.
  - Extend "storefront retail" around S.Peachtree Corner (along Jones St.)
  - Provide pedestrian connection to S. Peachtree (multiple options)
  - Create Small Garden/Park Setting

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition (2 in hand)
  - DDA development coordination
  - College Street streetscape (funded)
  - Jones Street streetscape (funded)
  - Skin Alley streetscape (funded)
  - N. Cemetery streetscape (funded)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- +/- 5,000 sq. ft. "storefront" retail
  - +/- 5,000 sq. ft. "bungalow" retail/ office
  - +/- 37 parking spaces (surface)
  - +/- 0.10 acres open space



**DESIGN TARGETS**

- 1 Preservation of 2 existing historic homes at corners
- 2 Potential adaptive re-use of existing house (office or retail)
- 3 New historically compatible "bungalow style" office and/or retail Buildings - could be relocated historic homes from other areas (additional perpendicular parking along alley)
- 4 Small garden/pocket park with Central focal point visible from College (e.g., fountain or sculpture)
- 5 Pedestrian connection from College to Skin Alley through garden
- 6 Pedestrian connection from Skin Alley to S. Peachtree (location TBD; could be through an existing building)
- 7 Preservation of existing old-growth tree canopy
- 8 New storefront retail (parking in rear)







1 "Main Street" Character



4 Landscaped Plaza



1 Potential Mixed-Use



**PROJECT AREA:**  
**S. PEACHTREE**

**PROJECT DESCRIPTION:**  
This design of this project area serves a dual purpose. First, it envisions the expansion of S. Peachtree's "storefront" character and eliminates the existing "auto-oriented" uses. Second, the project allows for a significant expansion of downtown parking in several different locations.

**DESIGN TARGETS**

- 1 New "storefront" commercial building (potential for loft housing above - 2 to 3 stories)
- 2 Extend streetscape farther down S. Peachtree and down N. Cemetery (funding in place)
- 3 New surface parking lot in railroad right of way (+/-50 spaces)
- 4 New corner plaza with focal point (public art, fountain, landscaping, etc.)
- 5 New surface parking at rear of property and on adjacent property (+/- 90 spaces)
- 6 New east-west connections through adjacent properties
- 7 Preservation of existing old-growth tree canopy

- STRATEGIES**
- Extend the "storefront" character of S. Peachtree
  - Potential for new mixed-use lofts
  - Redevelop existing auto-oriented property to a more appropriate use
  - Provide more downtown parking
  - Create a through connection to College Street

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - N. Cemetery streetscape (funded)
  - S. Peachtree streetscape (funded)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- +/- 7,500 sq. ft. "storefront" retail/office
  - 5-10 mixed-use loft housing units
  - +/- 140 parking spaces (surface)
  - +/- 0.10 acres open space

+/- 50 spaces (+/-20 ad-hoc spaces currently)

+/- 20 spaces

+/- 70 spaces

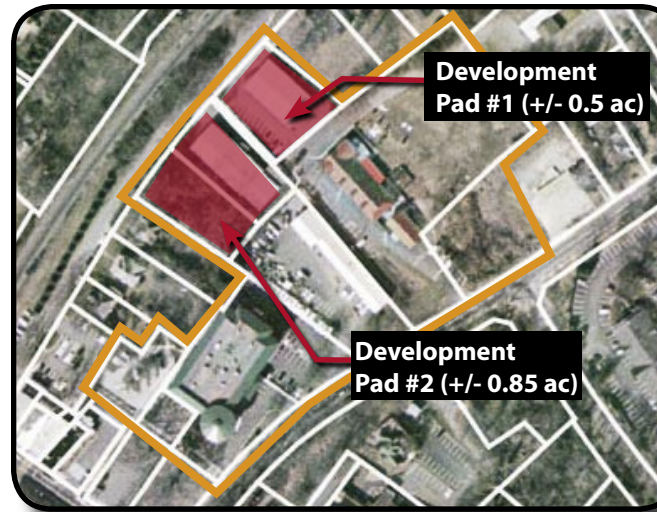
+/- 7,500 sq. ft. retail/office (ground floor)  
5-10 lofts (upper floors)

	Retail
	Mixed-Use
	Loft Condo
	Townhomes
	Single-Family
	Professional Office Comm.
	Civic/Institutional

(outline = reuse of existing building)



Illustrative Plan



**PROJECT AREA:**  
**MILL AREA**

**PROJECT DESCRIPTION:**  
This project area provides the opportunity to eliminate some of the older, light industry uses in downtown and replace it with a combination of new housing and civic uses. In addition, a new road provides a connection between Lawrenceville and an isolated stretch of Wingo.

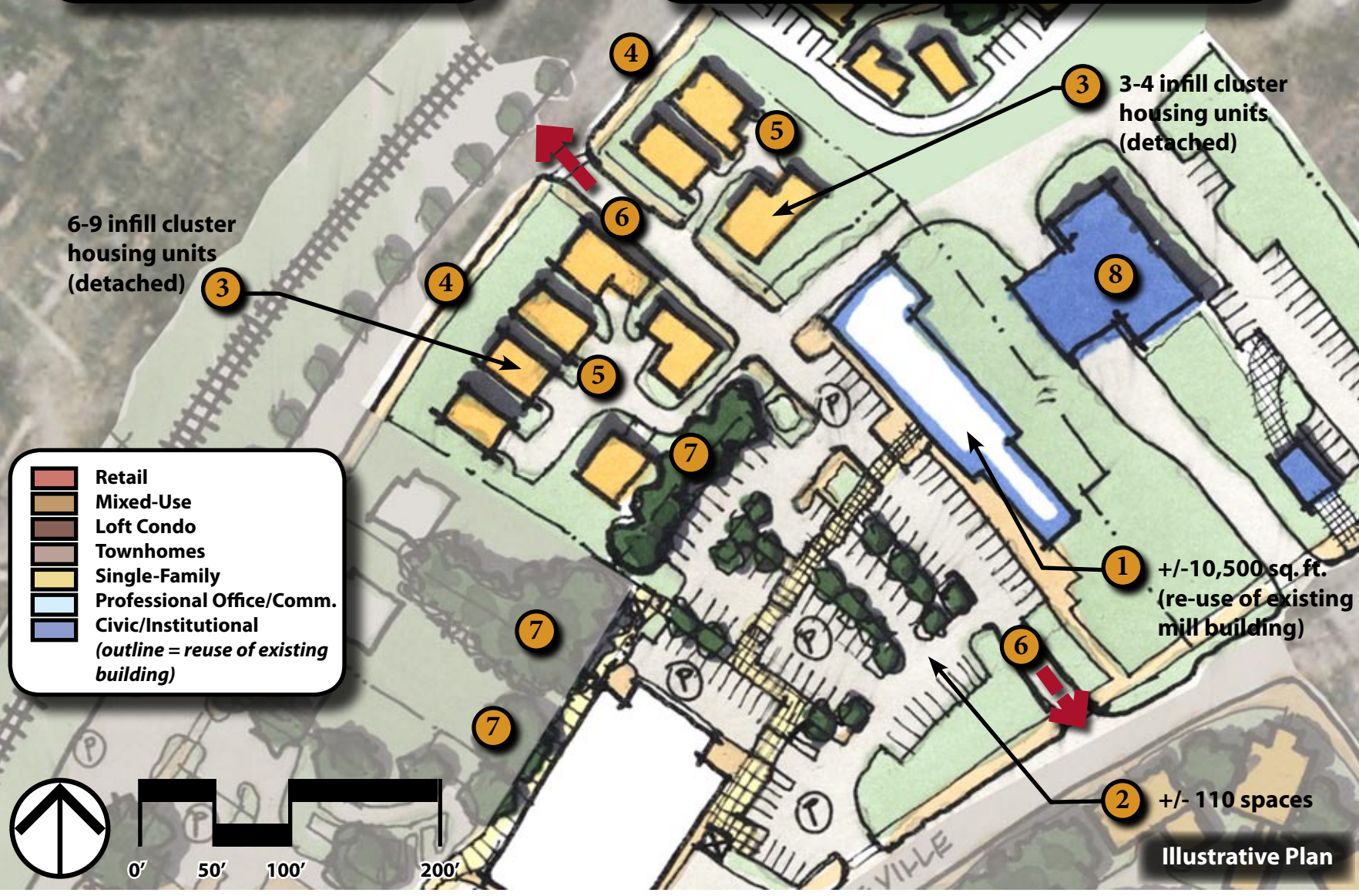
- STRATEGIES**
- Preserve existing historic mill building
  - Provide location for municipal expansion
  - Provide additional public parking, freeing up existing City Hall lots for downtown use
  - Densify Wingo Street with historically compatible infill housing
  - Provide new north-south road

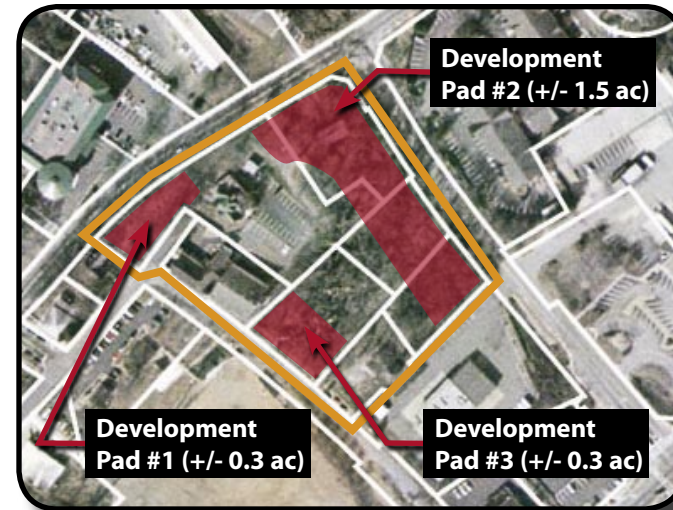
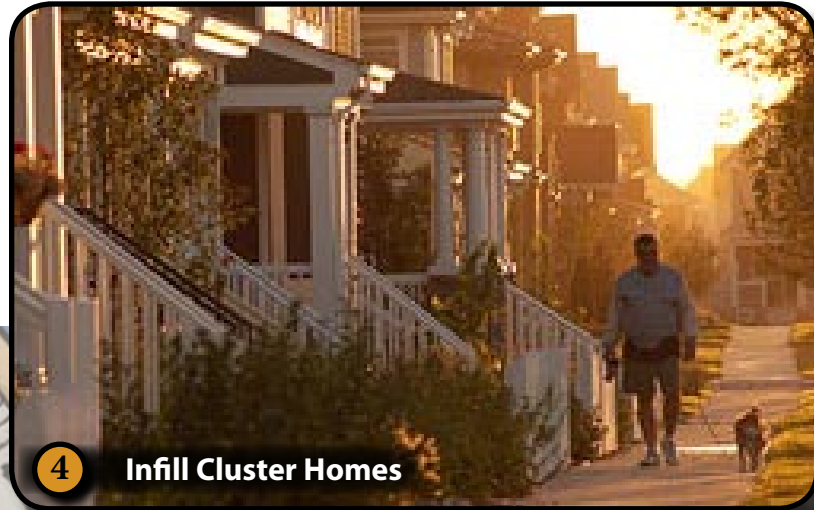
- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - City funding for municipal expansion
  - County funding for fire station & museum (already programmed)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- +/- 20,000 sq.ft. new municipal services (incl. fire station)
  - 9-13 infill detached housing units (cluster)
  - +/- 110 public parking spaces (surface)

**DESIGN TARGETS**

- 1 Preservation and re-use of existing historic mill (municipal expansion/public safety center)
- 2 New surface parking with pedestrian pathway to connect to City Hall (relocation of Public Works)
- 3 New historically compatible infill cluster housing
- 4 Match historic setback along Wingo
- 5 Residential parking in block interior
- 6 New north-south connection (links Lawrenceville to Wingo)
- 7 Preservation of existing old-growth tree canopy
- 8 New county fire station and museum





**PROJECT AREA:**  
**BRITT AVENUE**

**PROJECT DESCRIPTION:**  
This project area seeks to build out more of a physical presence along Mitchell Street and Britt Avenue through new infill housing. In addition, the church property is already being preserved and re-used for an array of community and civic functions. The deep dimension and topography of the block provides an outstanding opportunity for new public parking.

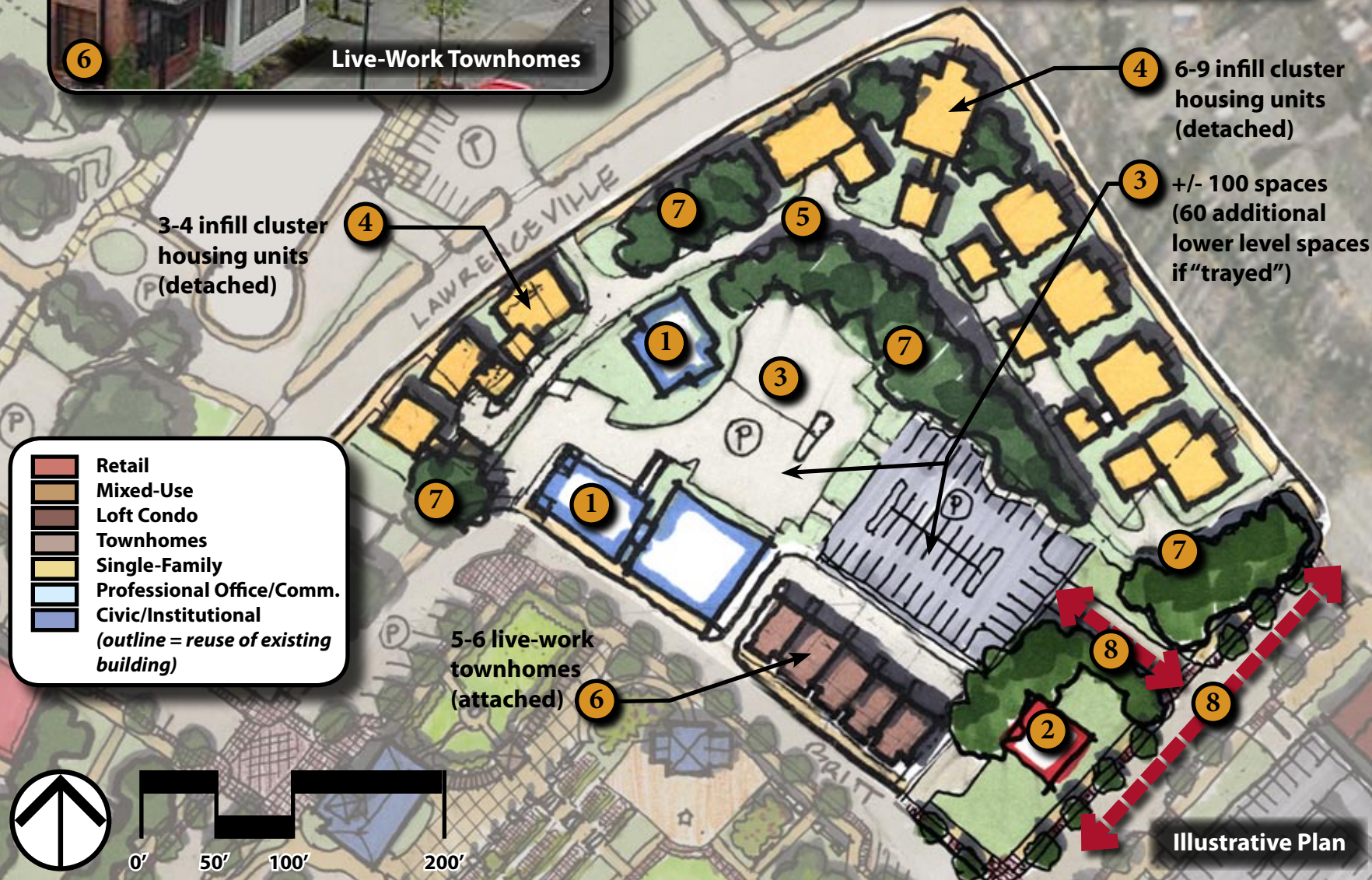
- STRATEGIES**
- Preserve and re-use existing church buildings for civic and cultural functions
  - Preserve and re-use existing historic house
  - Provide additional public parking for Lillian Webb Field
  - Develop infill housing (cluster and live-work)

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - City funding for Community/Cultural Center (already underway)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- +/- 10,500 sq. ft. municipal/cultural services
  - 9-13 infill detached housing units (cluster)
  - 5-6 infill live-work townhomes
  - 100-160 public parking spaces

**DESIGN TARGETS**

- 1 Preservation and re-use of existing historic church and rectory building (municipal expansion/cultural services)
- 2 Preservation and re-use of existing historic house for small-scale retail or office
- 3 New surface parking in block interior with pedestrian pathway to connect to Lillian Webb Field (potential for "trayed" parking - 2 levels; +/- 160 total spaces possible)
- 4 New historically compatible infill cluster housing (potential for conversion to commercial uses over time)
- 5 Hillside alley and residential parking in rear
- 6 New historically compatible infill live-work townhomes (minimal setback; parking in rear/under)
- 7 Preservation of existing old-growth tree canopy
- 8 Potential access to new parking (links to Mitchell and Britt; location TBD...see Buford Highway-C Project Area)



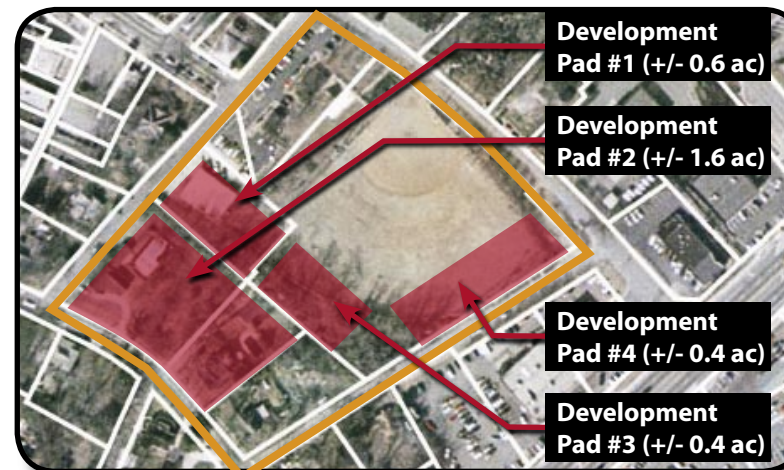


7 History Markers



New Town Green

Illustrative Plan



**DESIGN TARGETS**

- 1 New Activity Center replicating design of old schoolhouse (open program; flexible use space; adjacent drop-off/surface parking = +/- 10 spaces)
- 2 Landscape and plaza enhancements to turn Lillian Webb ball field into new "town green/park" (design reflecting historic ball field.; park to have ability for special events, performances, stage etc.)
- 3 New plazas at key intersections (could include outdoor cafe seating at retail areas)
- 4 New corner park/rose garden
- 5 Main terrace/porch level overlooking town green/park (outdoor seating, events, etc.)
- 6 Hillside terraces (outdoor seating, planters, etc)
- 7 New historically compatible loft housing (3-4 stories) with potential for ground floor mixed-use retail/office (residential parking underneath)
- 8 New historically compatible infill live-work townhomes (minimal setback; parking in rear/under)
- 9 Preservation and re-use of existing historic house for small-scale retail or office
- 10 New parking in block interior to serve commercial uses and parking for town green/park (potential deck)
- 11 New on-street angled or perpendicular parking

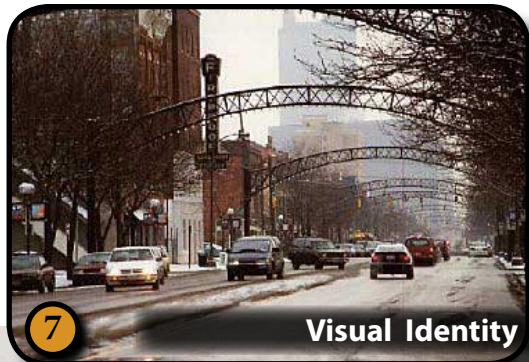
**PROJECT AREA:**  
**LILLIAN WEBB FIELD**

**PROJECT DESCRIPTION:**  
This project represents the most significant opportunity to incentivize new development in Downtown. Converting the existing ball field into a new "town green" creates a new civic heart for Downtown and opens up significant development opportunities for adjacent mixed-use and housing.

- STRATEGIES**
- Create a new centerpiece for downtown
  - Enhance Lillian Webb field as a downtown park/town green (recalling historic ball field)
  - Create new infill housing opportunities surrounding the park
  - Create a new Activity Center (replicate old school house)
  - Provide additional public parking for downtown

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA Development coordination
  - City property disposition (portion of existing ball field)
  - County property disposition (fire sta.)
  - City funding for public parking
  - City funding for park & Activity Center (potential land sales proceeds)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)
  - College Street streetscape (funded)
  - N. Cemetery streetscape (funded)

- DEVELOPMENT TARGETS**
- +/- 3,000 sq. ft. community center
  - 40-70 loft housing units
  - 5-6 infill live-work townhomes
  - +/- 12,500 sq. ft. mixed-use retail/office
  - +/- 2,000 sq. ft. re-use retail/office
  - 180-250 public parking spaces
  - +/-2.75 acres new/enhanced open space



Visual Identity



"Urban" Style Commercial

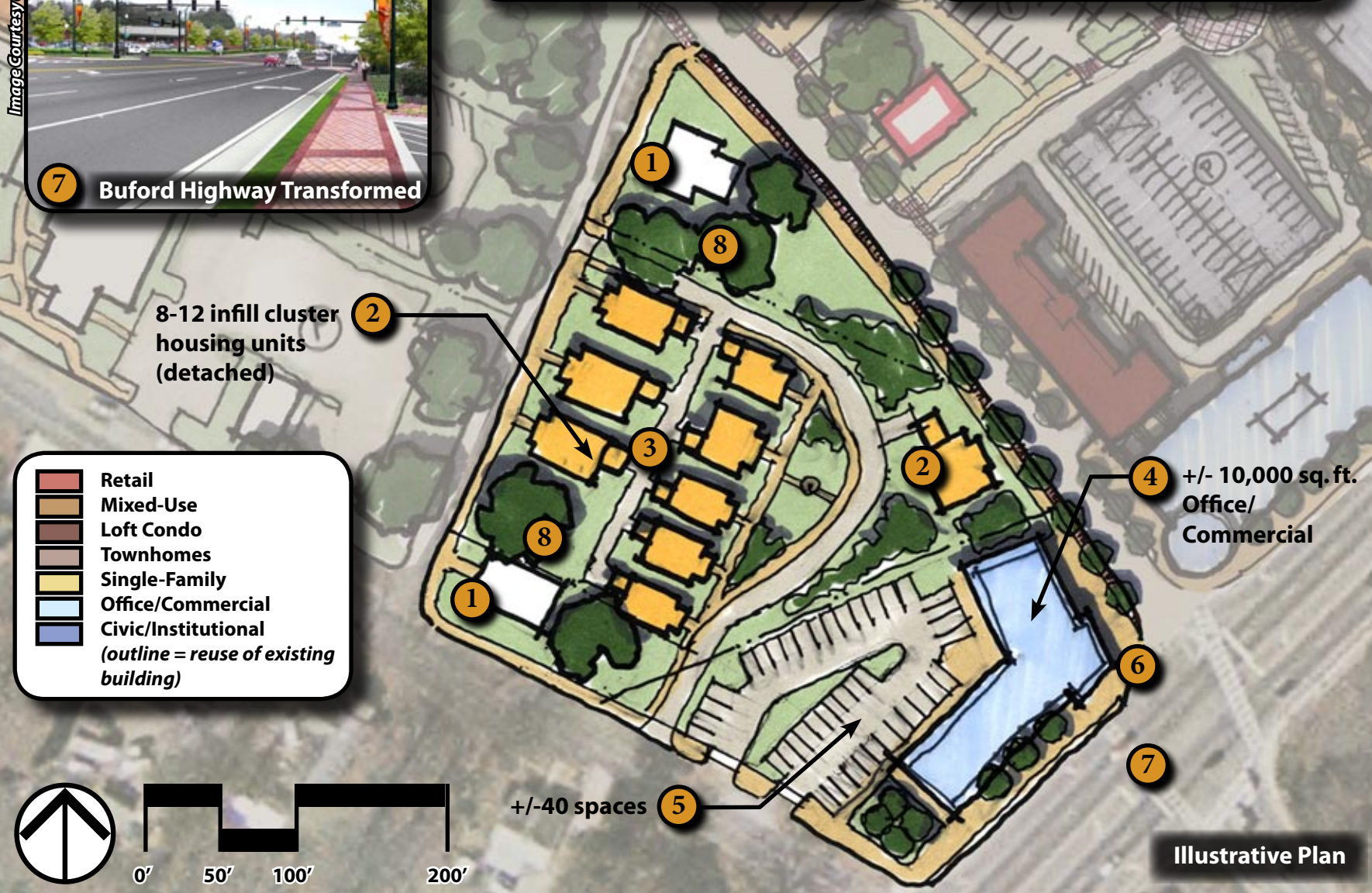


Infill Cluster Homes



Buford Highway Transformed

Image Courtesy of PBS&J



Illustrative Plan



Development Pad #1 (+/- 1.3 ac)  
Development Pad #2 (+/- 1.0 ac)

**PROJECT AREA:**  
**Buford Highway A**

**PROJECT DESCRIPTION:**  
The Buford Highway frontage is critical in that it provides the opportunity to develop a visual gateway into historic downtown. Given their location and value, these properties may be the toughest to develop, and therefore may take longer. However, if successful, these developments will "announce" that you are arriving in the "Downtown Norcross" district of Buford highway.

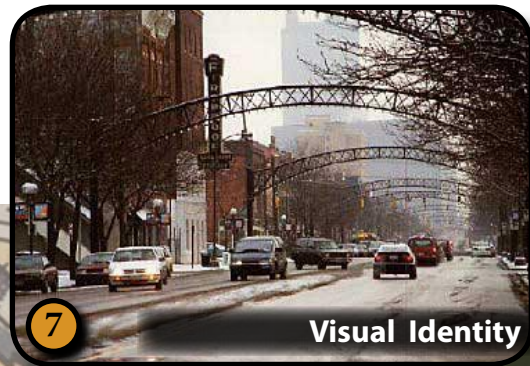
**DESIGN TARGETS**

- 1 Preservation of two existing historic homes at corners
- 2 New historically compatible infill cluster housing (potential for conversion to commercial uses over time)
- 3 Residential parking in block interior
- 4 New Buford Highway Office/Commercial (1-2 stories)
- 5 Commercial surface parking located in rear (i.e., not fronting Buford Highway)
- 6 Architectural focal point at corner to provide a visual "gateway" into historic Downtown
- 7 Buford Highway streetscape improvements with a "gateway" focus on N. Cemetery intersection (CID)
- 8 Preservation of existing old-growth tree canopy

- STRATEGIES**
- Create a new identity for this stretch of Buford Highway
  - Expand "Downtown" to Buford Highway
  - Build on the emerging market for professional services/regional office
  - Develop infill housing
  - Redevelop existing auto-oriented property to a more appropriate use

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - Gwinnett Village CID
  - N. Cemetery streetscape (funded)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- +/- 10,000 sq. ft. office/commercial
  - 8-12 infill detached housing units (cluster)
  - +/-40 public/commercial parking spaces



Visual Identity

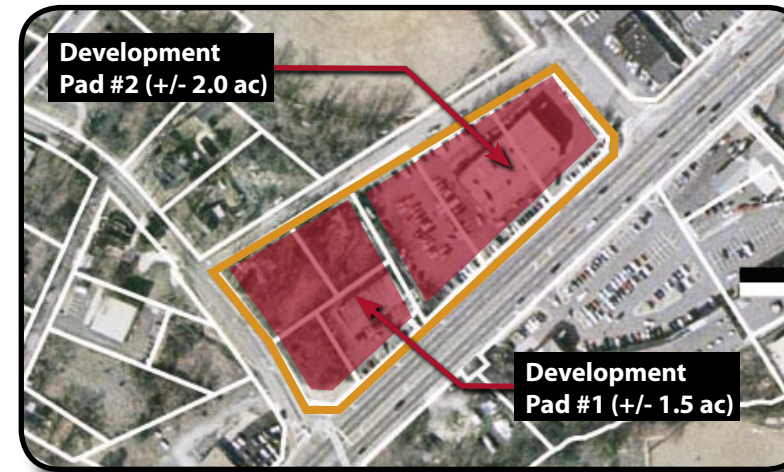
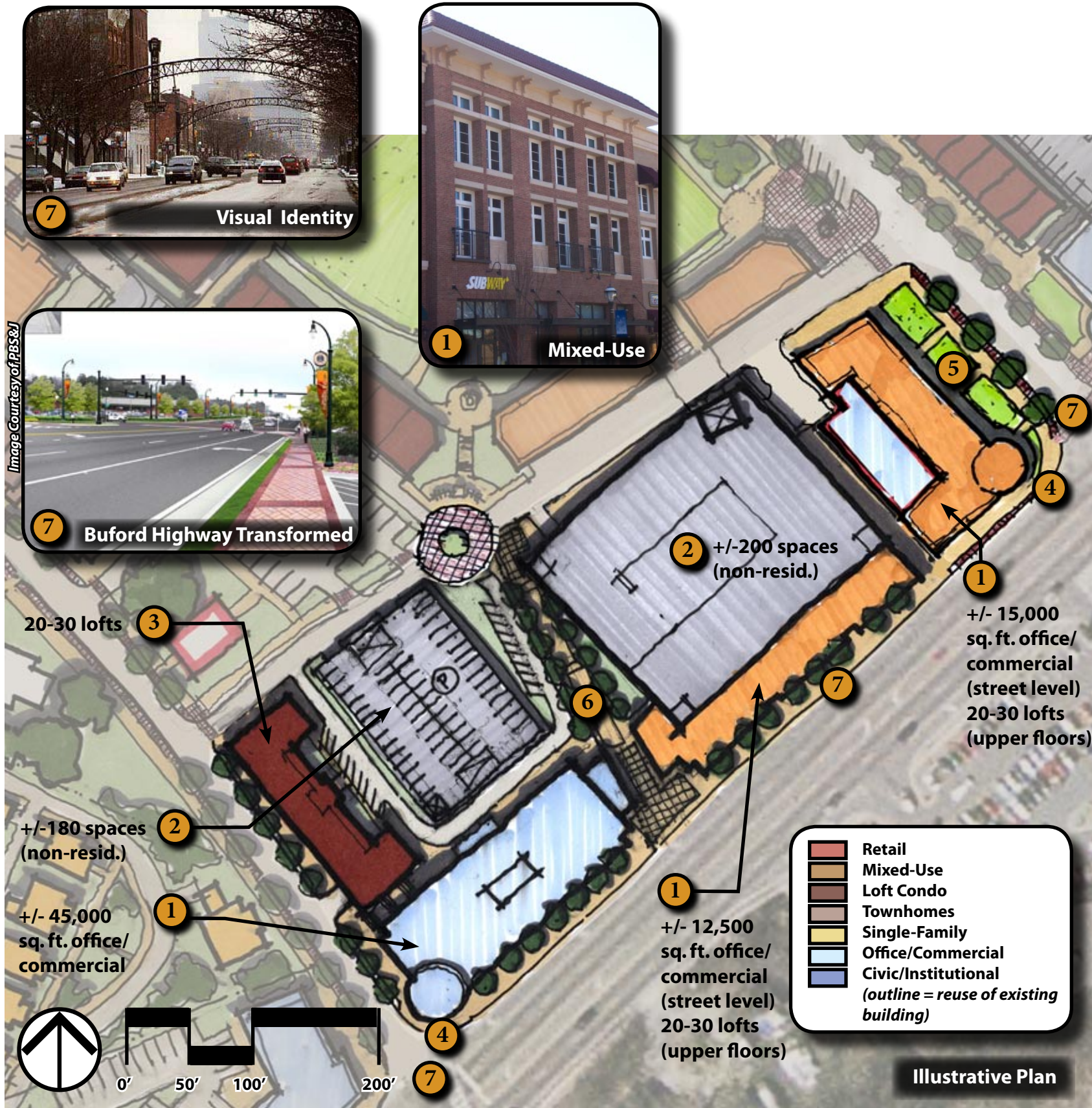


Mixed-Use



Buford Highway Transformed

Image Courtesy of PBS&J



Development Pad #2 (+/- 2.0 ac)

Development Pad #1 (+/- 1.5 ac)

**DESIGN TARGETS**

- 1 New Buford Highway mixed-use (office/commercial; potential for upper floor lofts; 2-4 stores)
- 2 Commercial parking deck located in rear (i.e., not fronting Buford Highway) (potential overflow parking for adjacent town green/park)
- 3 New historically compatible loft housing (residential parking in adjacent deck and/or underneath building; 3-4 stories)
- 4 Architectural focal points at corners to provide a visual "gateway" into historic Downtown
- 5 +/-50' building setback to create a visual sight line to new town green/park from Buford Highway
- 6 Mid-block pedestrian connection
- 7 Buford Highway streetscape improvements with a "gateway" focus on N. Cemetery and Britt Avenue intersections (CID)

**PROJECT AREA:**  
**BUFORD HIGHWAY B**

**PROJECT DESCRIPTION:**

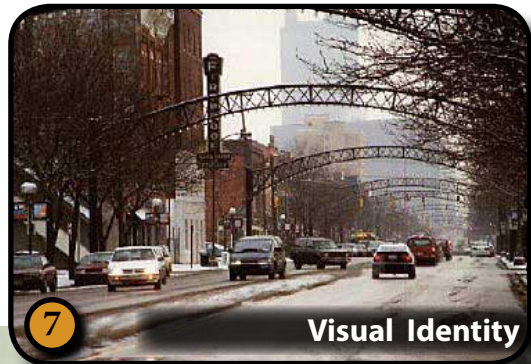
The Buford Highway frontage is critical in that it provides the opportunity to develop a visual gateway into historic downtown. Given their location and value, these properties may be the toughest to develop, and therefore may take longer. However, if successful, these developments will "announce" that you are arriving in the "Downtown Norcross" district of Buford highway.

- STRATEGIES**
- Create a new identity for this stretch of Buford Highway
  - Expand "Downtown" to Buford Highway
  - Build on the emerging market for professional services/regional office
  - Provide shared parking opportunities for special events at the adjacent new park/town green
  - Increase housing in Downtown

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - Gwinnett Village CID
  - N. Cemetery streetscape (funded)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

**DEVELOPMENT TARGETS**

60-90 loft housing units  
 +/-72,500 sq.ft. mixed-use office/commercial  
 +/-380 commercial parking spaces  
 +/-0.15 acres new open space



Visual Identity



"Urban" Style Commercial



Development Pad #1 (+/- 2.5 ac)

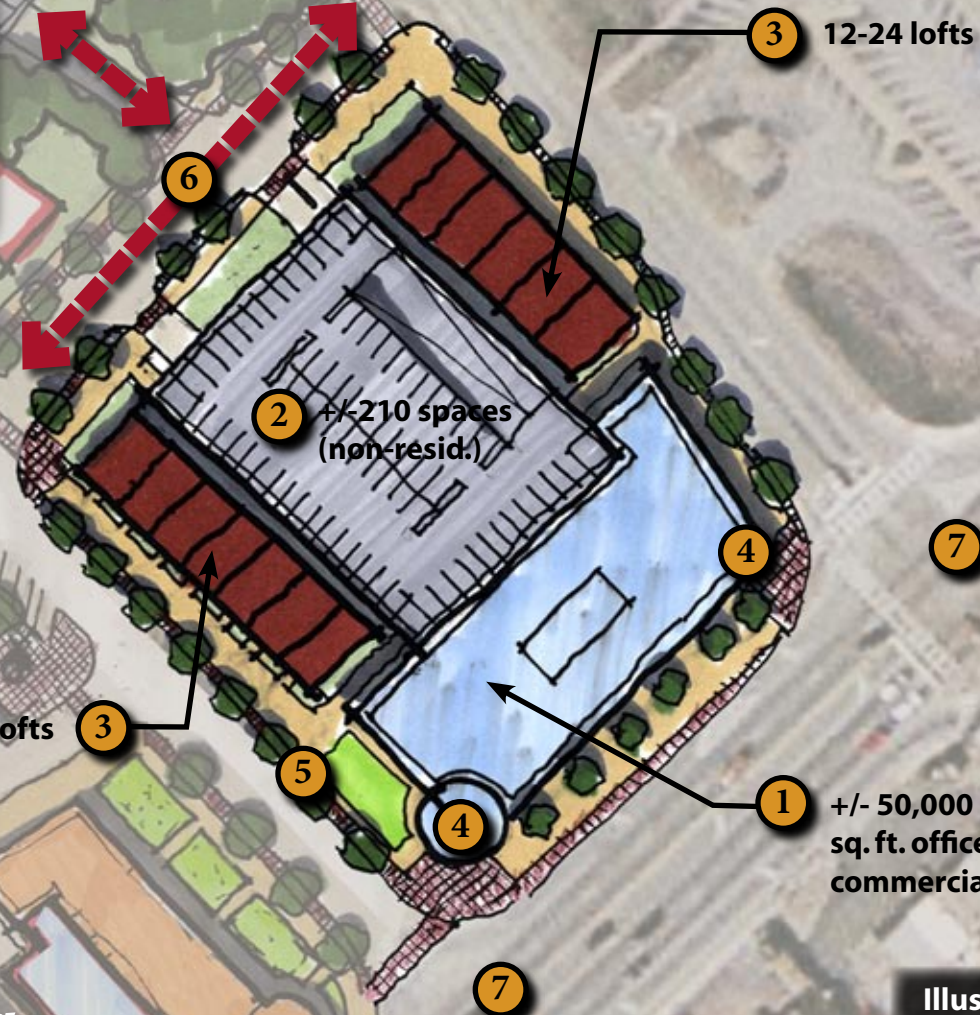
**PROJECT AREA:**  
**BUFORD HIGHWAY C**

**PROJECT DESCRIPTION:**  
The Buford Highway frontage is critical in that it provides the opportunity to develop a visual gateway into historic downtown. Given their location and value, these properties may be the toughest to develop, and therefore may take longer. However, if successful, these developments will "announce" that you are arriving in the "Downtown Norcross" district of Buford highway.



Buford Highway Transformed

Image Courtesy of PBS&I



Illustrative Plan

- Retail
- Mixed-Use
- Loft Condo
- Townhomes
- Single-Family
- Office/Commercial
- Civic/Institutional  
*(outline = reuse of existing building)*



**DESIGN TARGETS**

- 1** New Buford Highway office/commercial (potential for upper floor lofts; 2-4 stores)
- 2** Commercial parking deck located in rear (i.e., not fronting Buford Highway; potential overflow parking for adjacent town green/park; bottom floor dedicated to residential parking)
- 3** New historically compatible loft housing (residential parking in adjacent deck and/or underneath building; 3-4 stories)
- 4** Architectural focal points at corners to provide a visual "gateway" into historic Downtown
- 5** +/- 30' building setback to create a visual sight line to new town green/park from Buford Highway
- 6** New east-west street to provide town green/park access from Mitchell
- 7** Buford Highway streetscape improvements with a "gateway" focus on N. Cemetery and Mitchell Street intersections (CID)

- STRATEGIES**
- Create a new identity for this stretch of Buford Highway
  - Expand "Downtown" to Buford Highway
  - Build on the emerging market for professional services/regional office
  - Provide shared parking opportunities for special events at the adjacent new park/town green
  - Provide roadway connection between Mitchell and Britt
  - Relocate existing post office
  - Increase housing in Downtown

- POTENTIAL PUBLIC-SECTOR TOOLS**
- DDA property acquisition
  - DDA development coordination
  - Gwinnett Village CID
  - N. Cemetery streetscape (funded)
  - SPLOST / Future LCI
  - Future TAD (not currently enabled)

- DEVELOPMENT TARGETS**
- 26-52 loft housing units
  - +/- 50,000 sq.ft. mixed-use office/commercial
  - +/- 210 commercial parking spaces
  - +/- 0.1 acres new open space

**Downtown Norcross STRATEGIC DEVELOPMENT PLAN**

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