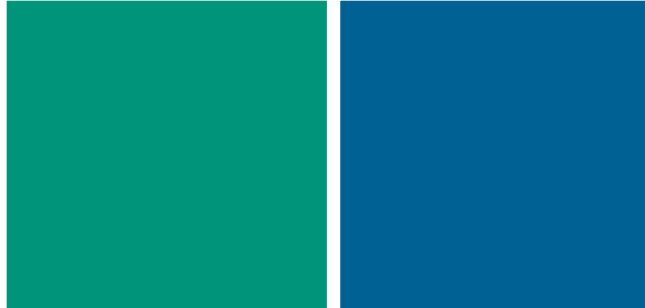




**CITY OF NORCROSS, GEORGIA
2034 COMPREHENSIVE PLAN**



JACOBS



CITY OF NORCROSS: 2034 COMPREHENSIVE PLAN

ACKNOWLEDGMENTS

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Bucky Johnson, Mayor

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Andrew Hixson

David McLeroy

Craig Newton

Charlie Riehm*

*Also served on Steering Committee

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Joe Shoffner

Wade Carroll

Kalanos Johnson

Paul Culter

Megan Will

RESOLUTION
To Adopt the Norcross 2034 Comprehensive Plan

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

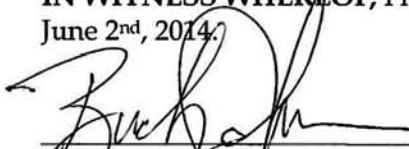
WHEREAS, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective **March 1, 2014** and established by the Georgia Planning Act of 1989, and held the required public hearing on June 2, 2014.

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 2034 Comprehensive Plan.

IN WITNESS WHEREOF, I have hereunto set my hand and caused this seal to be affixed. This June 2nd, 2014.



Bucky Johnson, Mayor



Attest: Monique Lang, City Clerk





EXECUTIVE SUMMARY

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

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



Character Area Workshop Activity



Small Group Visioning Workshop

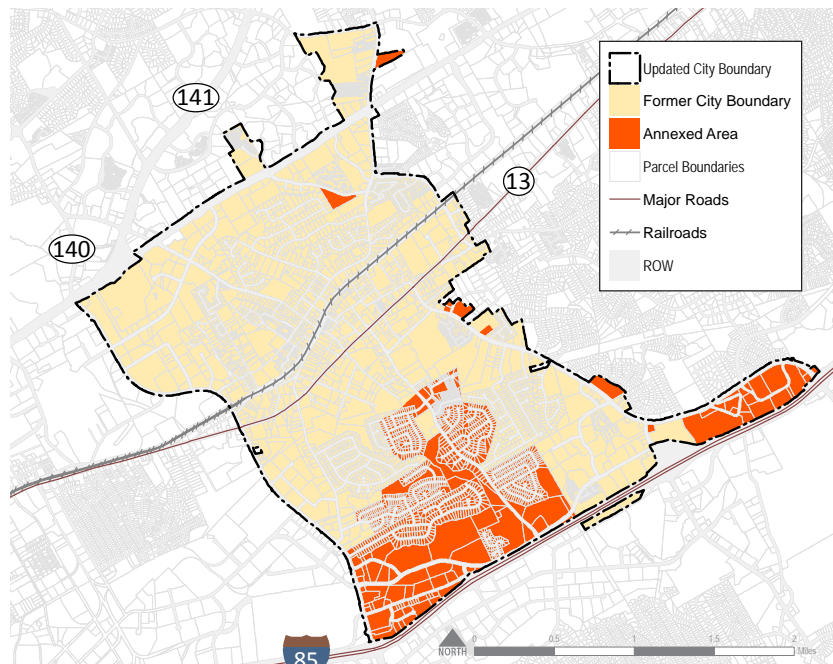


FIGURE 1-2: Annexation Map

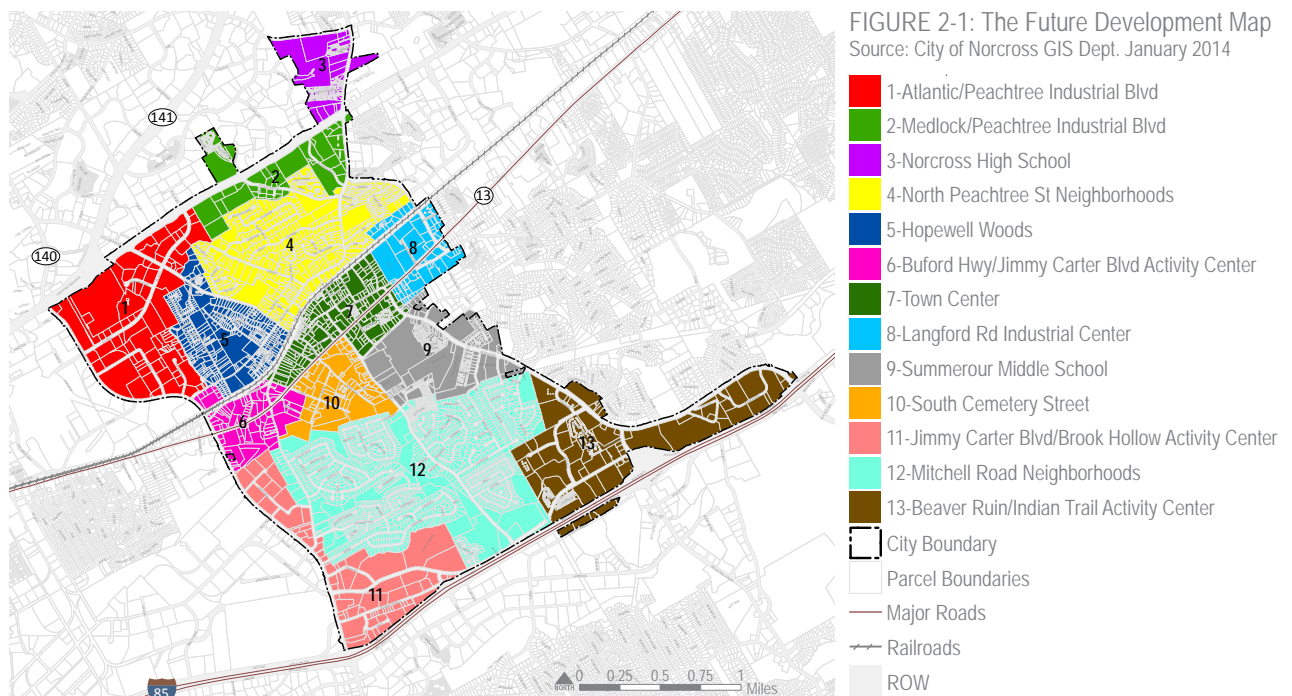
THE VISION

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

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

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

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



PRIORITY NEEDS AND OPPORTUNITIES

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

Population

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

Housing

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

Economic Development

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

Land Use

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

Transportation

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

Community Facilities and Services

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



KEY RECOMMENDATIONS

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

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

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

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

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 - G. Public Involvement Details
 - H. Record of Accomplishments



BANK

TOMLINSON
LAW OFFICE

Phillips &
Associates
Insurance
Real Estate

David R.
Kramer
PHOTO

Woman in a blue shirt walking on the sidewalk.

1. PLAN OVERVIEW

A. PURPOSE

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

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

B. SCOPE

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

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

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

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

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

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

C. METHODOLOGY

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

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

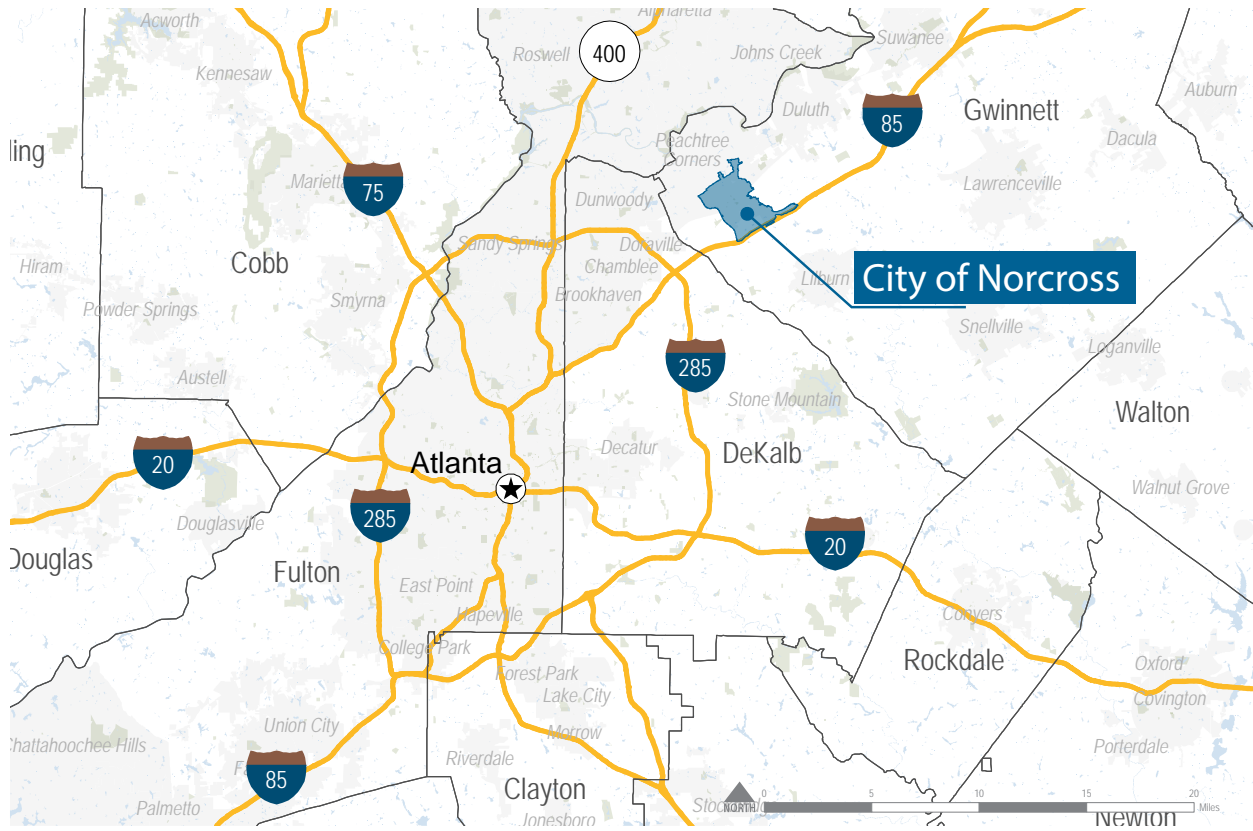


FIGURE 1-1: Regional Context Map

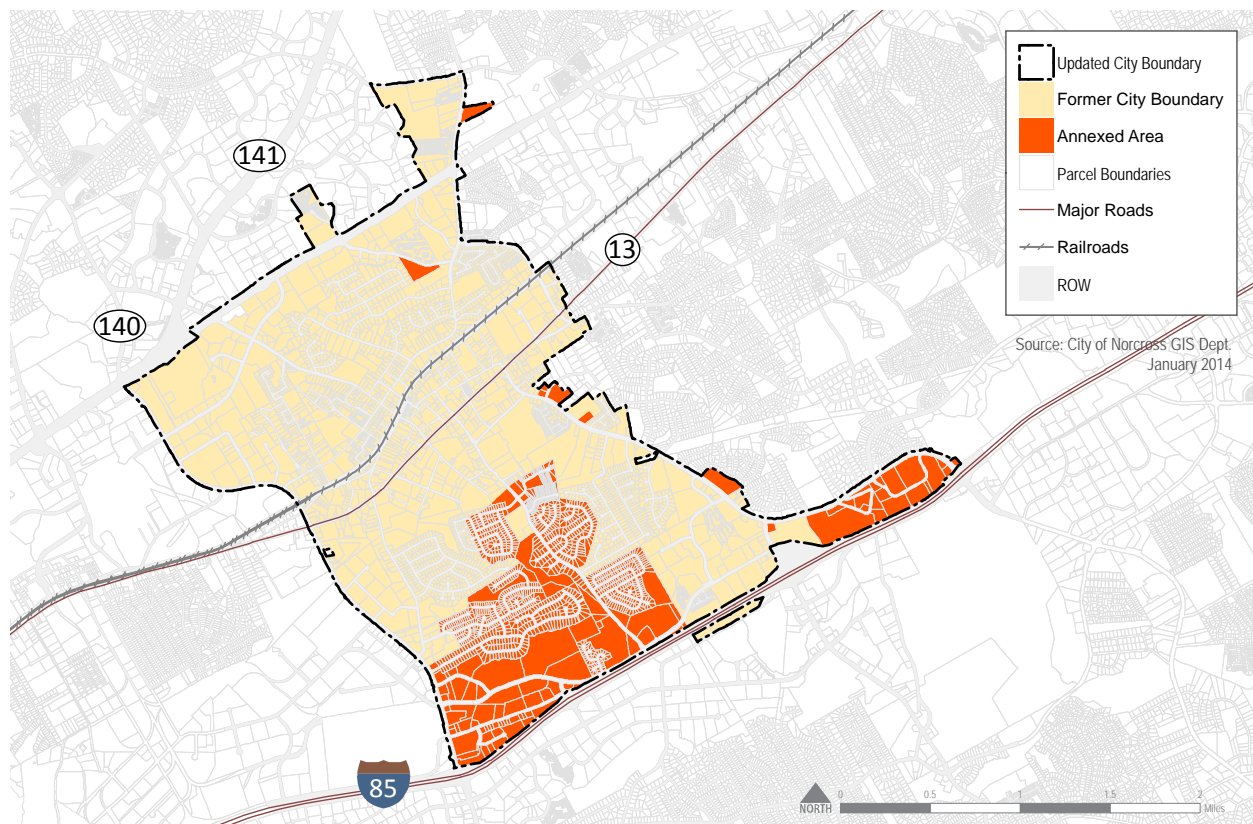


FIGURE 1-2: Annexation Map

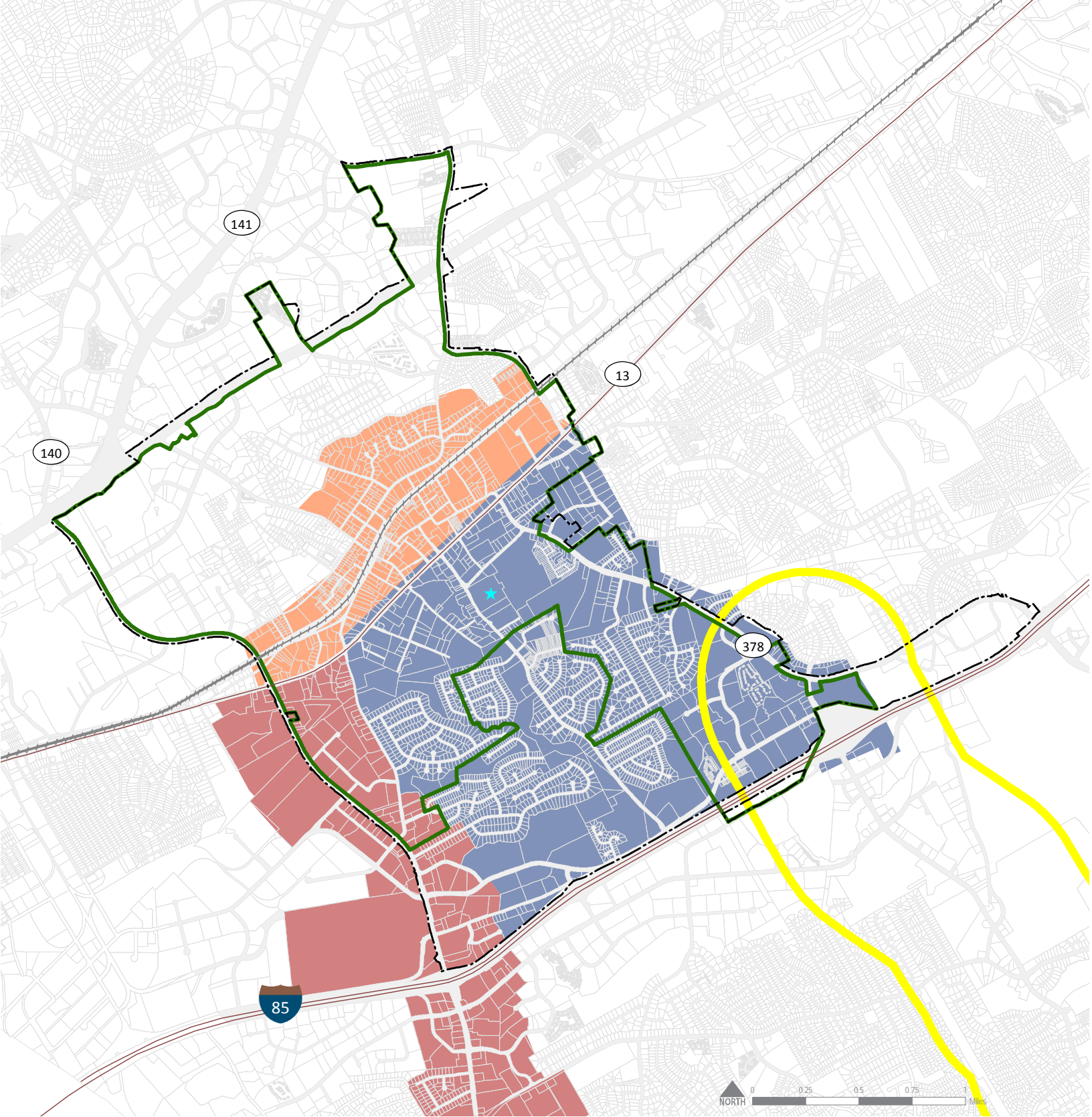


FIGURE 1-3: Previous Studies Map

Source: City of Norcross GIS Dept. January 2014

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

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

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

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

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

The goals of the Steering Committee were to:¹

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

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



II. COMMUNITY VISION




A. INTRODUCTION

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

The community vision for Norcross includes three elements:

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

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

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



B. VISION STATEMENT

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

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

C. GOALS

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

Goal 1: Continue to Define Norcross' Sense of Place

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

- a. Key Needs and Opportunities:
 - Additional physical branding of the city through gateway and directional signage
 - Landscaping standards for the city
 - Additional design standards for key corridors
- b. How Will We Measure Success?
 - Implementation of gateway signage at targeted locations (see Section E. Gateways)
 - Redevelopment projects along city's major corridors that support our vision
 - Periodic survey the community to ensure contentment with the City's overall look and feel
 - Positive press coverage of the City's public and private investments

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

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

- a. Key Needs and Opportunities:
 - Additional recreational spaces southeast of Buford Highway
 - Attract private investment in senior and millennial populations
- b. How Will We Measure Success?
 - Reduction in crime
 - Addition of programs that cater to, and attract diverse age groups living and working in city
 - Balance in land use mix, recorded by existing land use data



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

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

a. Key Needs and Opportunities:

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

b. How Will We Measure Success?

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



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

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

a. Key Needs and Opportunities:

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

b. How Will We Measure Success?

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

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

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

a. Key Needs and Opportunities:

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

b. How Will We Measure Success?

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

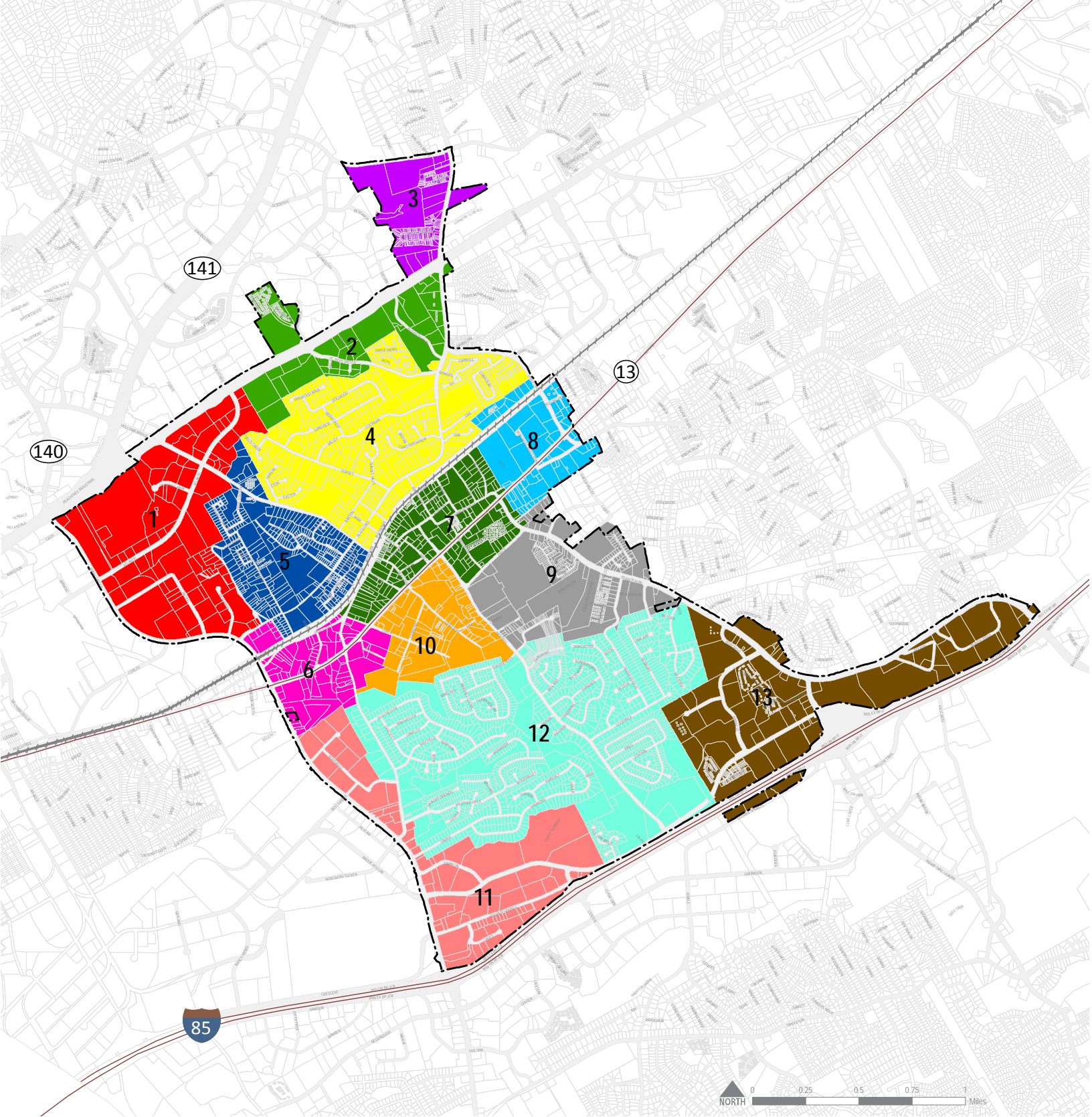


FIGURE 2-1: The Future Development Map

Source: City of Norcross GIS Dept. January 2014

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> 1-Atlantic/Peachtree Industrial Blvd 2-Medlock/Peachtree Industrial Blvd 3-Norcross High School 4-North Peachtree St Neighborhoods 5-Hopewell Woods 6-Buford Hwy/Jimmy Carter Blvd Activity Center 7-Town Center | <ul style="list-style-type: none"> 8-Langford Rd Industrial Center 9-Summerour Middle School 10-South Cemetery Street 11-Jimmy Carter Blvd/Brook Hollow Activity Center 12-Mitchell Road Neighborhoods 13-Beaver Ruin/Indian Trail Activity Center | <ul style="list-style-type: none"> City Boundary Parcel Boundaries Major Roads Railroads ROW |
|--|--|--|

D. CHARACTER AREAS

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

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

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

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

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

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

City of Norcross Zoning Districts

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

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

1 Atlantic/Peachtree Industrial Boulevard

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

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

2 Medlock/Peachtree Industrial Boulevard

a. Vision

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

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



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



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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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

3 Norcross High School

a. Vision

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

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

b. Appropriate Zoning Districts

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



Norcross High School continues as an anchor to the area.



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

c. Implementation Measures

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

4 North Peachtree Street Neighborhoods

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

5 Hopewell Woods

a. Vision

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

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

b. Appropriate Zoning Districts

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



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



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

- C1, Neighborhood commercial district

c. Implementation Measures

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

6 Buford Highway/Jimmy Carter Boulevard Activity Center¹

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

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

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

7 Town Center

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

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

8 Langford Road Industrial Center ¹

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

- Ensure that redevelopment occurs in



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



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

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

1. See also "Technology and Innovation Incubator District" of Town Center Master Plan

9 Summerour Middle School

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

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

10 South Cemetery Street

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

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



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



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

11 Jimmy Carter Boulevard/Brook Hollow Activity Center ¹

a. Vision

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

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

b. Appropriate Zoning Districts

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



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



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

c. Implementation Measures

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

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

12 Mitchell Road Neighborhoods

a. Vision

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

b. Appropriate Zoning Districts

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



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

c. Implementation Measures

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

13 Beaver Ruin/Indian Trail Activity Center

a. Vision

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

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

b. Appropriate Zoning Districts

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

c. Implementation Measures

- Continue to implement recommendations of the Norcross



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



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

Activity Center LCI and pursue a five-year update

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

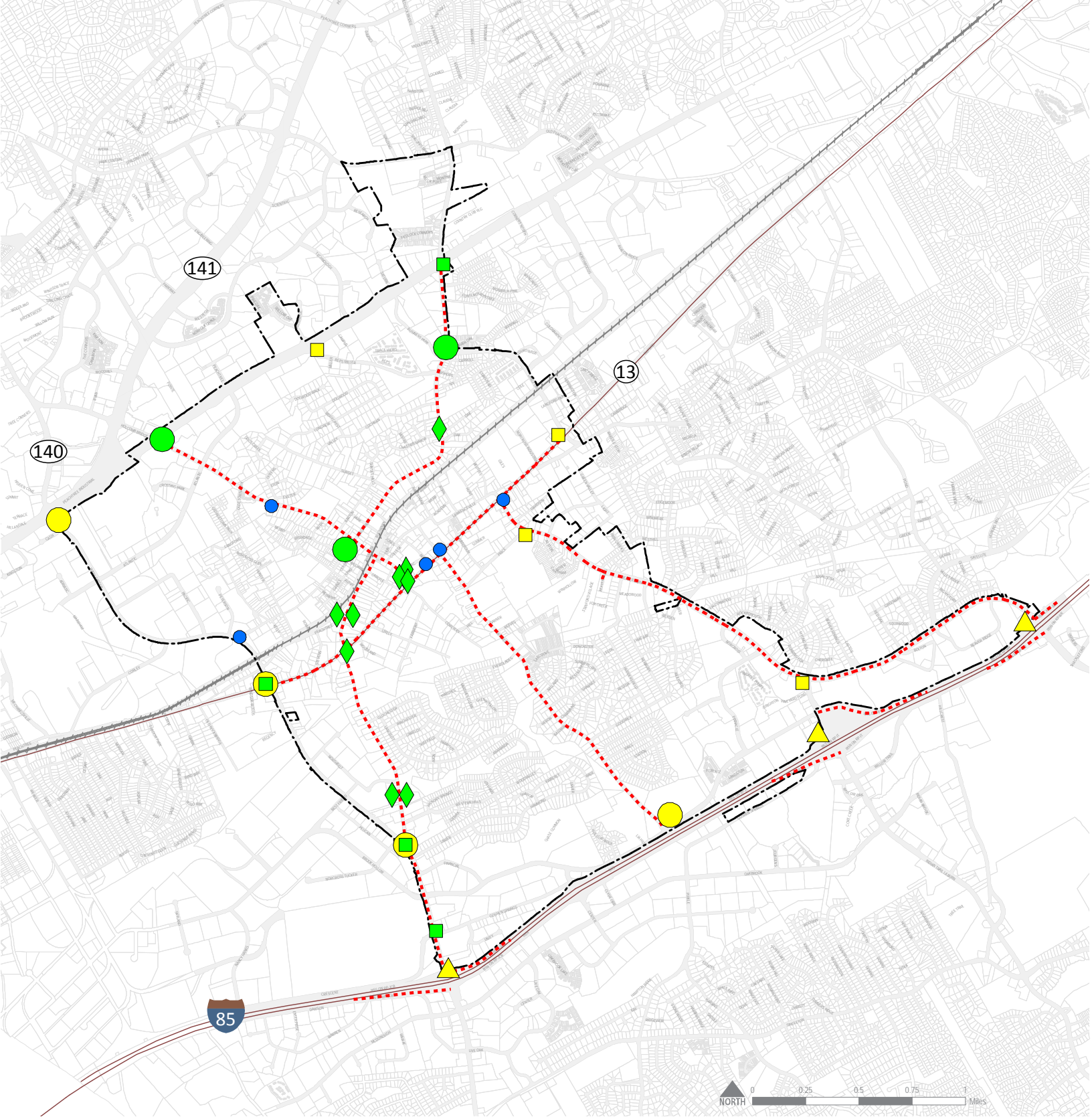


FIGURE 2-2: Gateway Corridors Map

Source: City of Norcross GIS Dept. January 2014

Existing Gateway Structures

- Monument
- ◆ Lamp Post with Sign
- Sign

Planned Gateway Structures

- Monument

Conceptual Gateway Structures

- Monument
- ▲ Interstate Monument
- Lamp Post with Sign

Gateway Corridors

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

E. GATEWAYS

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

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



Gateway monument at Holcomb Bridge and PIB



Former Gwinnett County water tower landmarks



Town center lamp post banner in Norcross town center



III. NEEDS AND OPPORTUNITIES

A. INTRODUCTION

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

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

B. POPULATION

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



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

1. Baseline Assessment

a. Growing Population

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

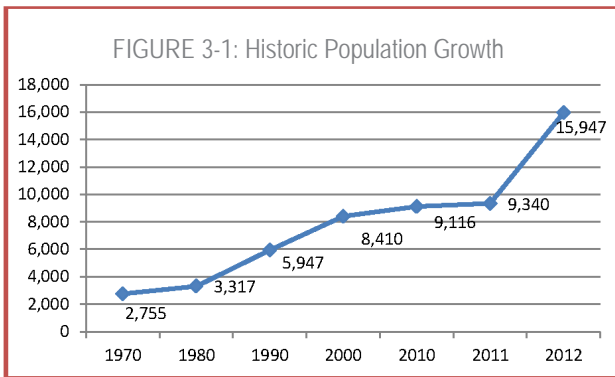


TABLE 3-1: Historic Population Change (1970-2012)

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

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

b. Household Characteristics

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

TABLE 3-2: Racial Diversity, 2010

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

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

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

TABLE 3-3: Hispanic/Latino Population

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

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

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

c. Cultural Diversity

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

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

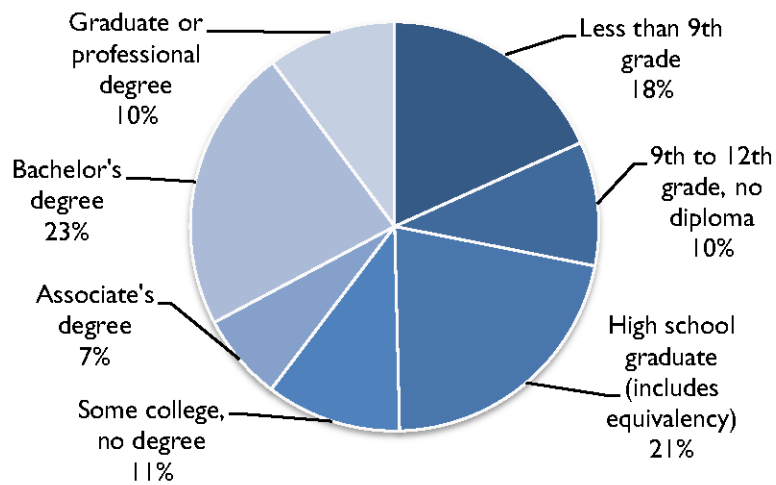
The city has a slightly lower percentage of African Americans compared to the county and state, yet a higher number of people that are of some other race. It is likely that this number is associated, in part, with the high number of Latinos residing in the city.

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

d. Educational Status

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

FIGURE 3-2: Norcross Educational Attainment



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

e. Average Household Income

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

2. Priority Population Needs and Opportunities

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

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

2. Continue to Attract the Creative Class
Continue to Attract the Creative Class. Promote and plan for housing and attractions that appeal to millennial population, young professionals, and creative professionals of all ages.
3. Support Lifelong Community Initiatives
There are limited programs and resources (including housing) that facilitate growing old in Norcross. There is a need to expand these opportunities.
4. Expand Community Engagement
Continue to increase ways for people of all ages, to become engaged in community activities. Promote available facilities, programs, and events that support the different segments of the community's population. Encourage more participation on civic boards and volunteer groups.
5. Connect the two sides of Buford Highway.
Bridge the gap between the population living east and west of Buford Highway through design improvements in redevelopment projects, transportation enhancements increasing connectivity, and public resources and programs.

List of Town Events:

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

List of Community Engagement Initiatives:

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

C. HOUSING

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

1. Baseline Assessment

a. Housing Stock

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

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

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

TABLE 3-4: 2000 & 2010 Dwelling Types

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

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

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

TABLE 3-5: Comparison of Median Home Values

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

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

Sources: 2000: Census 200 SF 3 Table H085. 2010: US Census Bureau, American Community Survey 2006-2010 Table DP04

TABLE 3-6: Comparison of Median Gross Rent

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

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

Sources: 2000: Census 2000 SF 3 Table H063. 2010: US Census Bureau American Community Survey 2006-2010 Table DP04



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

b. Drivers of Housing Change

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

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

c. Age of Housing

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

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

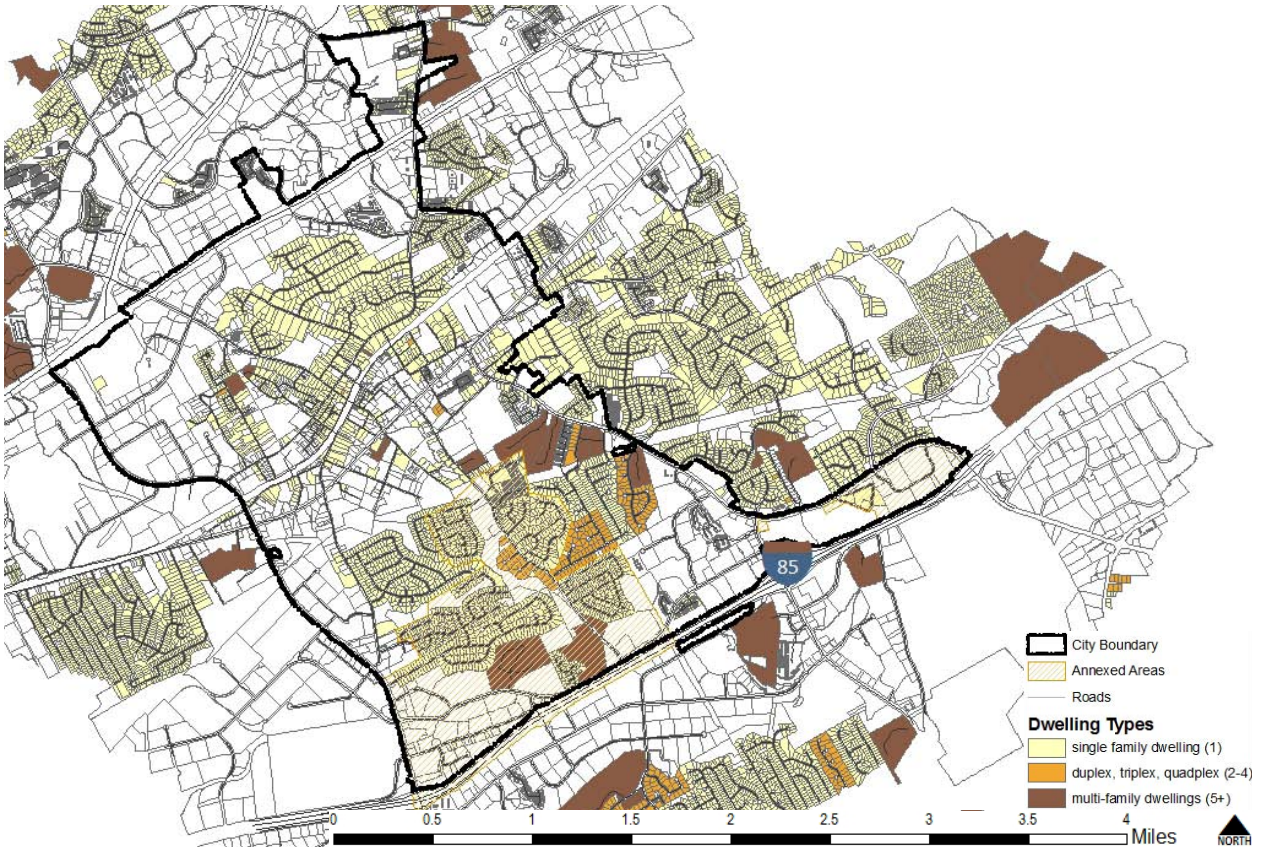


FIGURE 3-3: Dwelling Types

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

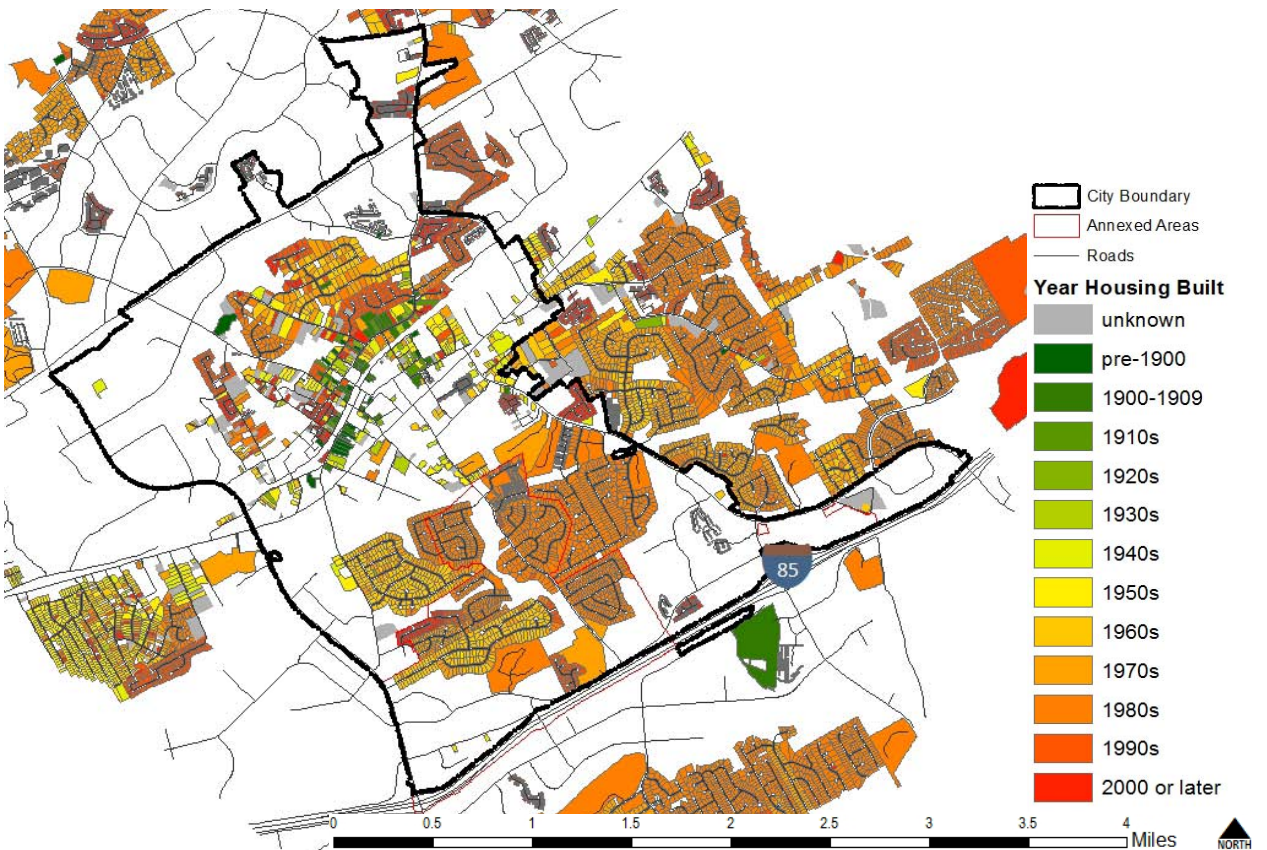


FIGURE 3-4: Year Housing Built

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

d. Looking Ahead

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

2. Priority Housing Needs and Opportunities

1. Encourage Desirable Residential Development

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

2. Maintenance of Existing Housing Stock

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

3. Expand Interparcel Connectivity and Interior Sidewalks

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

D. ECONOMIC DEVELOPMENT

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

1. Baseline Assessment

a. Existing Industry Mix

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

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

b. Labor Force

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

1. Commute to work

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

2. Occupations

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

3. A Regional Perspective

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

TABLE 3-7: Norcross Industry Mix

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

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

TABLE 3-8: Labor Force by Occupation

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

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

Norcross' Major Employers

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



Photo Credit: Rock Tenn

c. Employment Growth Projections

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

d. Incentives, Resources and Tools

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

Gwinnett Target Industries

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

2. Priority Economic Development Needs and Opportunities

1. Maintain and Improve Infrastructure

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

2. Promote Buford Highway Redevelopment

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

3. Maintain and Enhance a Business Friendly Environment

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

4. Continue to Support the Arts

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

E. LAND USE

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

1. Baseline Assessment

a. Existing Land Use

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

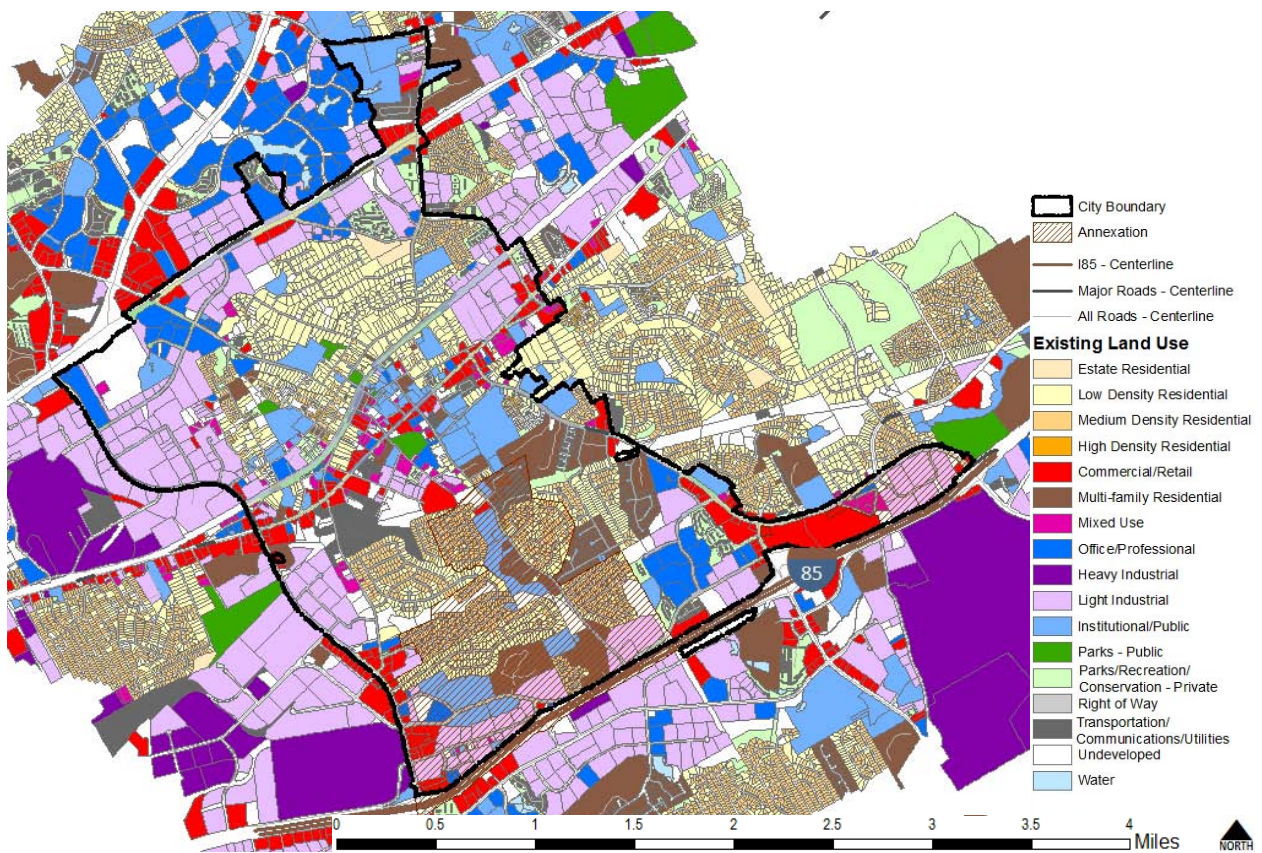


FIGURE 3-5: Existing Land Use

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

b. Effects of Annexation

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

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

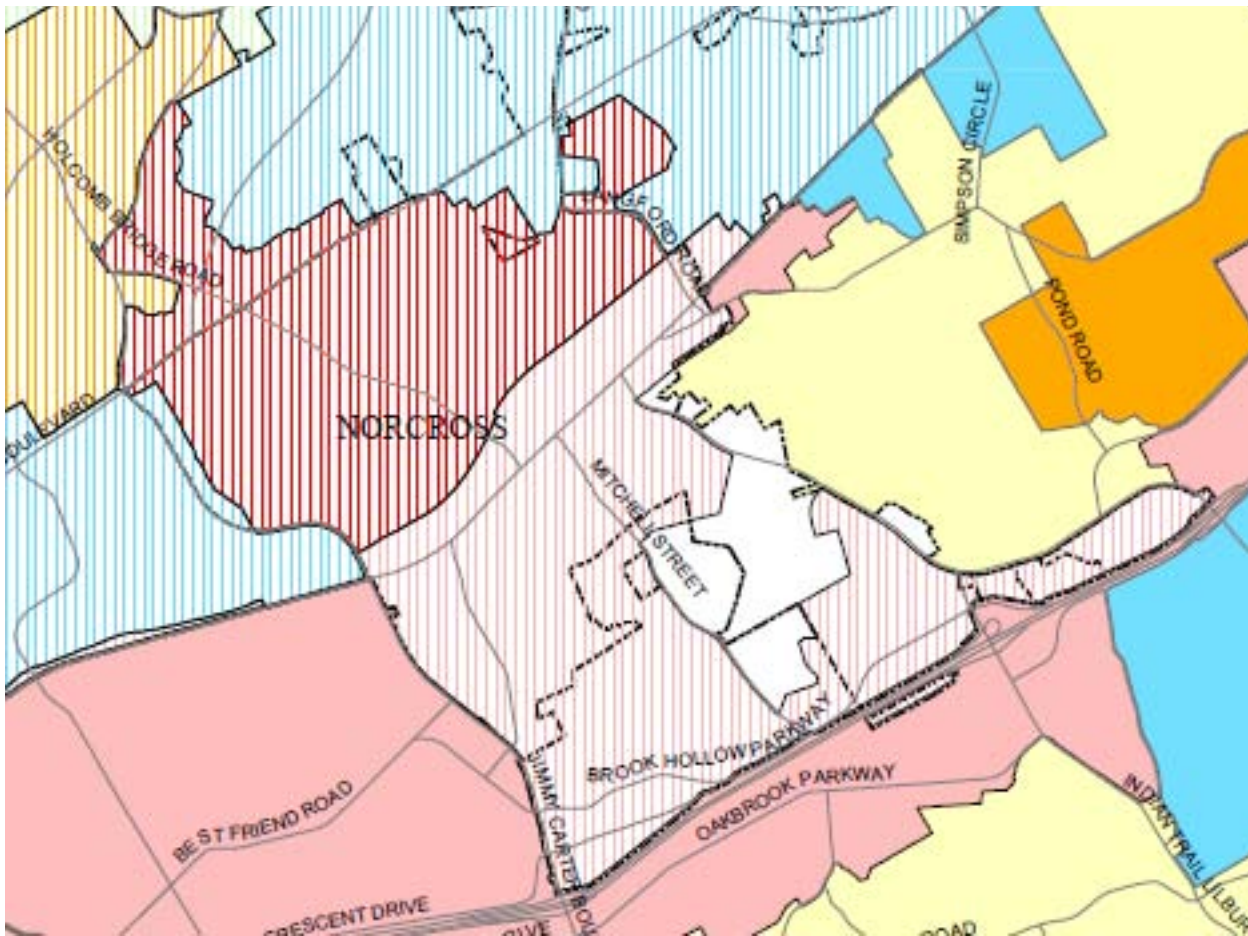
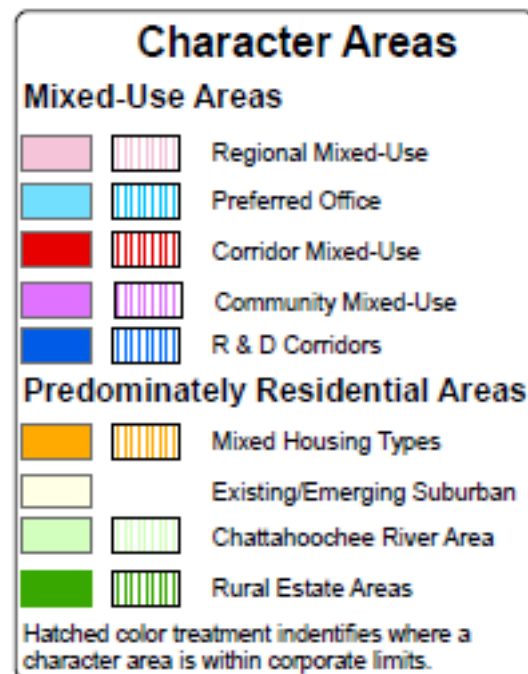


FIGURE 3-6: 2030 Gwinnett Unified Plan Future Development Map (zoomed into Norcross)

c. 2030 Gwinnett Unified Plan

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



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

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

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

d. Livable Centers Initiatives (LCI) and Other Studies

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

2. Priority Land Use Needs and Opportunities

1. Revisit Zoning and Development Regulations.

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

a. Sign Ordinance

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

b. Repurposing of old buildings

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

c. M-1 Zoning District

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

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

d. Parking

Amend parking ordinance to provide for banking of parking.

2. Promote Development of Mixed Use Nodes at Key Gateway Intersections
Continue tradition of strong planning to support smart zoning, redevelopment, and development decisions. This should include updating the Norcross Activity Center LCI and the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan in coordination with County and CID partners.
3. Promote Redevelopment along City's Principal Roadways
Redevelopment along key roads like Buford Highway, Beaver Run, and Jimmy Carter Boulevard and reworking these roadways is essential to connecting the City's different neighborhoods. Balancing land use and transportation improvements will be essential to achieving the area vision.
4. Improve gateways and wayfinding signage.
Everyone should know when they have arrived in the City of Norcross through the aesthetic use of monuments and architectural treatments, and should easily be able to find community facilities and attractions. This need is already being pursued by the City and should continue to be a priority in the next five years as the City works to integrate newly annexed portions of the city.

F. TRANSPORTATION

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

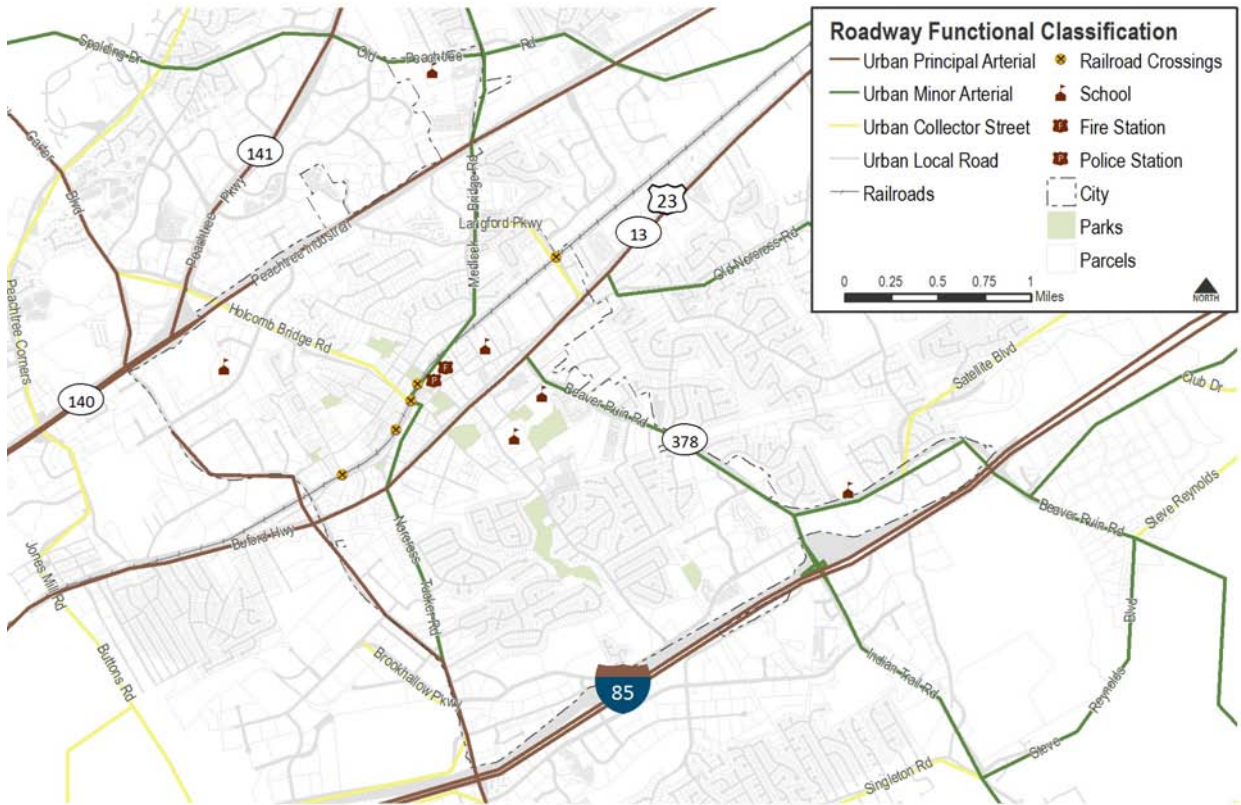


FIGURE 3-7: Roadway Functional Classification

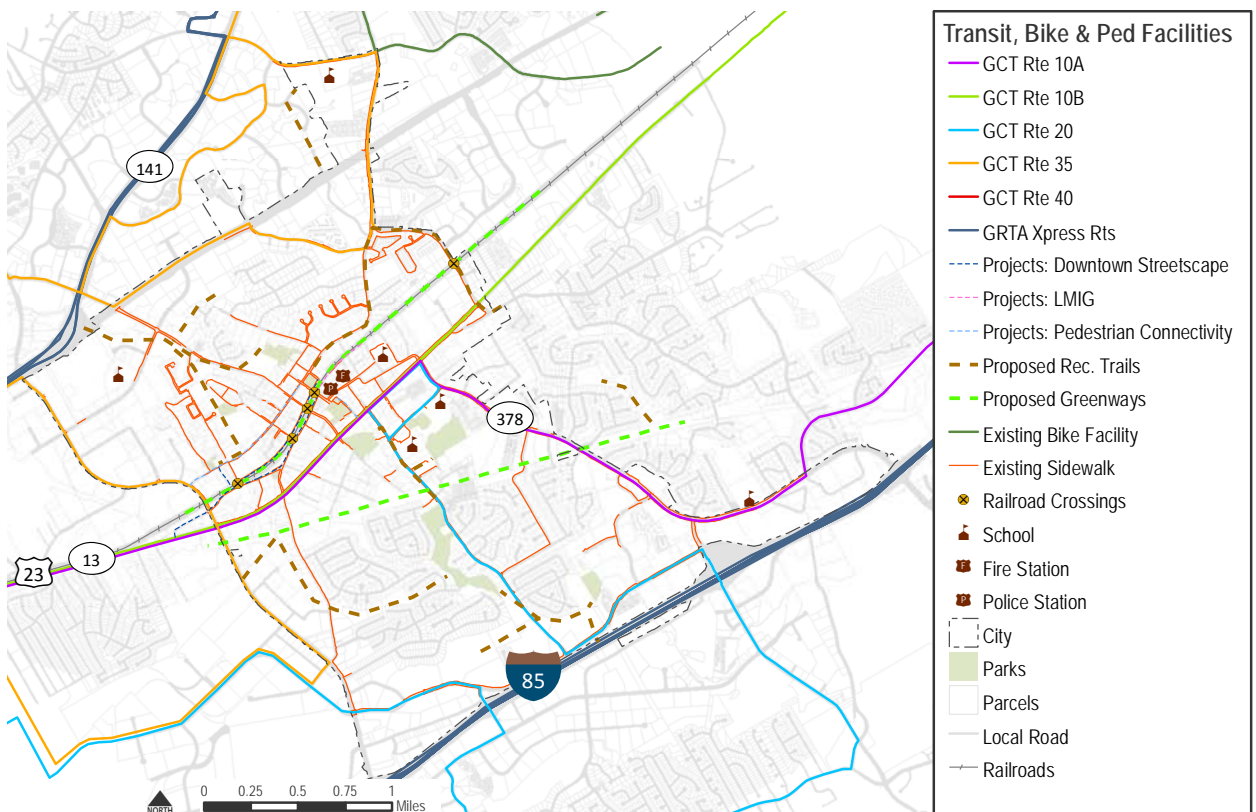


FIGURE 3-8: Transit, Bike and Pedestrian Facilities

1. Baseline Assessment

a. Existing Roadway Network

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

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

b. Existing Transit, Bicycle, Pedestrian and Trails Network

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

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

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

2. Priority Transportation Needs and Opportunities

1. Pursue Funding & Implementation Partnerships

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

2. Expand Bicycle Infrastructure

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

3. Improve Downtown Railroad Crossing Safety

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

4. Expand Sidewalk Infrastructure

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

5. Increase Local Public Transportation Options

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

6. Maintain Street Resurfacing Program

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

7. Manage Traffic Flow

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

G. COMMUNITY FACILITIES AND SERVICES

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

1. Baseline Assessment

a. Current Community Facilities in Norcross

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

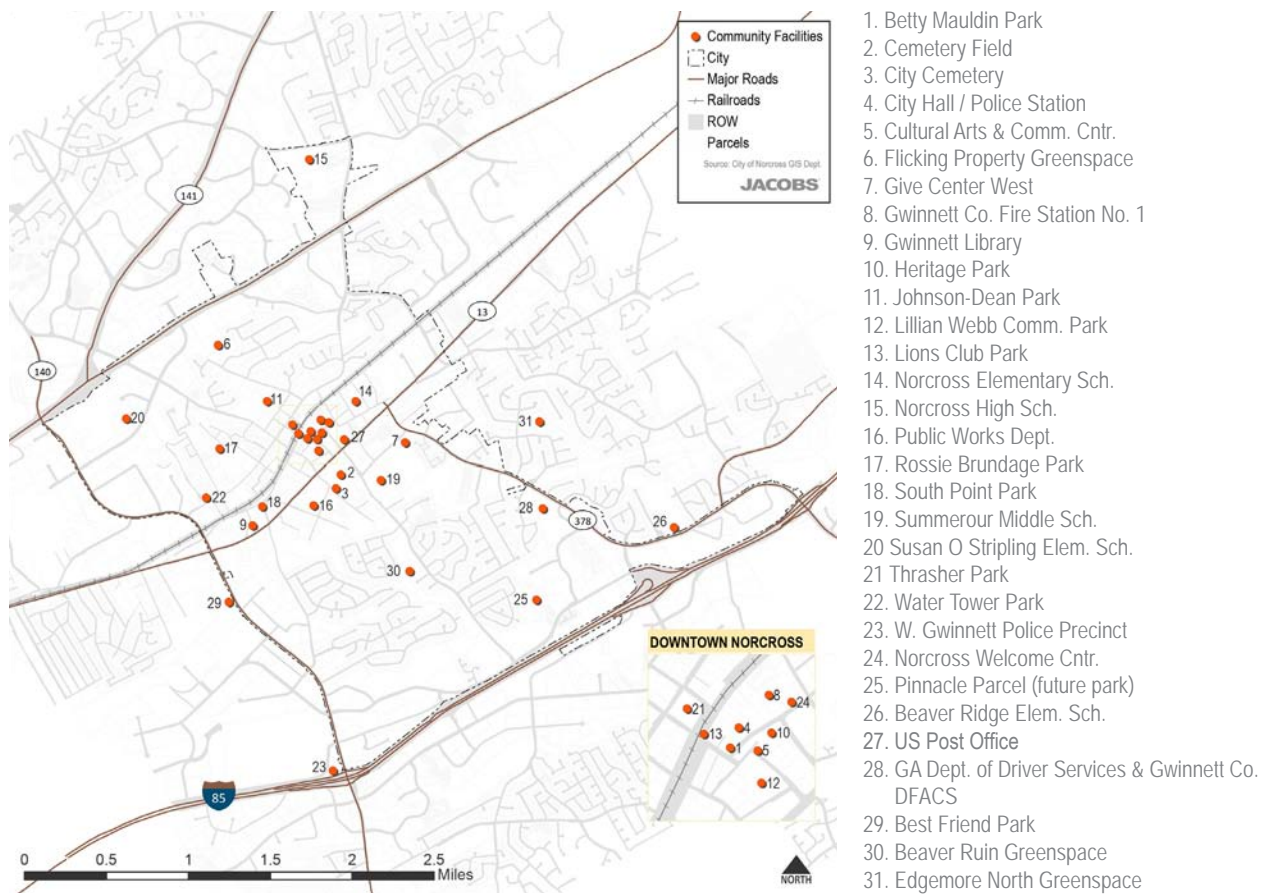


FIGURE 3-9: Current Community Facilities

b. Current Plans, Recent Changes and Accomplishments

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

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

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

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

c. Drivers of Change

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

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

2. Priority Community Facilities and Services Needs and Opportunities

1. Improve access to community facilities

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

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

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

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

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

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

4. Construct Additional Parking in the Downtown Area.

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

5. Maintain and Improve Stormwater Infrastructure

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

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

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

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

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



Thrasher Park Playground



Norcross Welcome Center































Lillian Webb Park
Picture Credit: Waymarking.com

























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

H. SUMMARY TABLE

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

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

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

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PIZZA
PASTA
MUSIC



N

- City Hall 
- Thrasher Park 
- Parking 


Paizanos
italian bistro

pizza • pasta • salads • calzone • fi

IV. COMMUNITY WORK PROGRAM

A. INTRODUCTION

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

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

B. RANKING METHODOLOGY

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

1. Goals

Goal 1: Continues to Define Norcross' Sense of Place

Scale = 0 – 5

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

Goal 2: Strengthens Norcross as Livable/Safe Environment

Scale = 0 – 4

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

Goal 3: Increases Opportunities for Travel via Different Modes

Scale = 0 – 4

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

Goal 4: Maintains a Vibrant Economy and Facilitates Job Growth

Scale = 0 – 6

0 = No real connection

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

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

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

6 = Critical infrastructure investment or policy

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

Scale = 0 – 7

0 = No real connection

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

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

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

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

2. Composite Score

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

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

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

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

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

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

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

C. PROJECT EVALUATION LIST

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

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

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

D. SHORT TERM WORK PROGRAM

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

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
Population										
POP-1	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	x						Community Center	Staff Time	General Fund
POP-2	Senior Programs - include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments			ongoing				Community Center	Staff Time	General Fund
POP-3	Continue our positive relationship with ethnic and international communities, such as the Latin American Association through community programs and events			ongoing				City Manager	Staff Time	NA
POP-4	Study the possibility of implementing a Leadership Norcross Program		x					City	Staff Time	NA
Housing										
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	x						Community Development	Staff Time	General Fund
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life			ongoing				Community Development	Staff Time	General Fund
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods.			ongoing				City	TBD	City
HOU-5	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	x						City	TBD	City
Economic Development										
ED-1	Pursue creation of an Opportunity zone along Jimmy Carter Boulevard	X						City	Staff Time	City
ED-2	Create Residential Recruitment Materials to improve awareness and viability of key focus areas for future residential opportunities, particularly for millennial and senior housing	X						City / Economic Development	\$ 5,000	City
ED-3	Implement management program of off-site parking for employees of downtown businesses			TBD				City, DDA, Businesses	Staff Time	City
ED-4	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	x						Economic Development Manager	Staff Time	General Fund
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	x						City	staff time	City
ED-6	Document current fiber optics, data cables and electrical services provided within the Technology and Innovation Incubator District and other technology oriented area of the city and assess where upgrades area necessary in order to attract and provides services to high tech industry	x						City / Economic Development	staff time	City
ED-7	Collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries			ongoing				City / Community Development & Economic Development	staff time	City
ED-8	Establish monthly or quarterly meetings with business owners within the Technology and Innovation Incubator District and provide them with a model of Innovation Center establishment	x						City / Economic Development	Staff Time	City
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	x						City / Economic Development	Staff Time	City
Land Use										
LU-2	Work with GV CID to develop zoning overlay districts for the Jimmy Carter Blvd corridor to address: A. Design standards for the public realm B. Site design standards C. Incentives D. Mixed-use development	x						City / Community Development	Staff Time	CID/City
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	x						City / Community Development	Staff Time	City
LU-4	Develop plazas with redevelopment per Town Center LCI	X						City & Development Community	TBD	City, Developers, Bonds, TAD, CID, GAFARLF, Equity Fund, Redevelopment Fund, CDBG
LU-5	Strengthen Historic District Regulations to preserve not only structures' character but to preserve historical lot sizes as well. Allow flexibility within the redevelopment guidelines to encourage preservation with allowance for redevelopment within areas where single structure preservation may discourage reinvestment.	X						City	Staff Time	City, State Historic Preservation Tax Incentives

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

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

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

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

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

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

E. LONG TERM PROJECTS

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

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

F. POLICIES

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

Population

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

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

Housing

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

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

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

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

Policy: Increase investment in the existing neighborhoods.

Policy: Encourage efficient urban residential densities.

Policy: Promote walkable, safe neighborhoods.

Policy: Provide pleasant, accessible public gathering places.

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

Land Use

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

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

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

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

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

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

Economic Development

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

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

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

Policy: Accommodate new development while enhancing existing local assets.

Transportation

Policy: Promote safe and efficient transportation modes for all citizens

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

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

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

Policy: Promote safe, walkable communities

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

Policy: Promote better land use and transportation connectivity

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

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

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

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

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

Community Facilities & Services

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

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

Policy: Maximize the use of existing facilities and services.

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

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

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

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

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

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

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

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

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

KEY RECOMMENDATIONS

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

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

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

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



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