



# 2040 NORCROSS COMPREHENSIVE PLAN





# ACKNOWLEDGEMENTS

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

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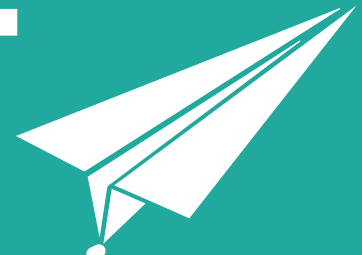
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# EXECUTIVE SUMMARY



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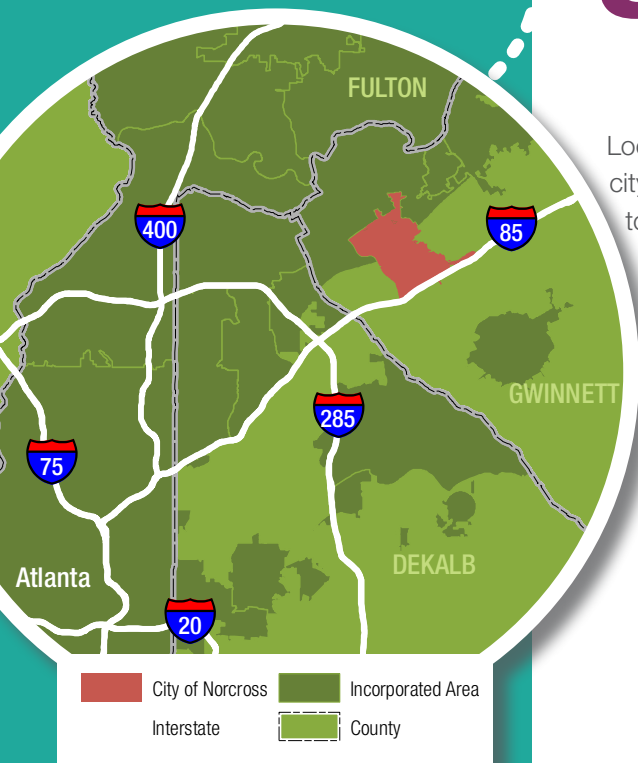
Located northeast of Atlanta in Gwinnett County, Norcross is a thriving, dynamic city of about 17,000 residents. Over the past decades, the city has grown to become a major employment destination in the region, as well as an increasingly attractive place to settle down and raise a family.

Norcross 2040 is an update to the City's previous comprehensive plan completed in 2014. The plan has three main components:

**1 *Community Vision*** lays out the future vision and goals that the community wants to achieve in text, maps and graphics

**2 *Needs and Opportunities*** an overview of Norcross today and changes since the last plan; also includes a list of priority needs and opportunities

**3 *Community Work Program*** a five-year work program of distinct activities, initiatives, programs, and administrative systems that are recommended to implement the plan



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

- Stakeholder Interviews
- Steering Committee meetings
- On-the-Spot Engagement at local festivals
- Community Workshop
- Online Survey

## COMMUNITY VISION

The Norcross vision is supported by overarching goals that will help shape the City's direction. These goals are based on both analysis of existing conditions and trends, and the priorities voiced by the community.

**Goal 1:** Continue to Define Norcross' Sense of Place

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

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

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

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

**Goal 6:** Further the City's Tradition of Strong Leadership and High Level of Quality Services

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



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

”





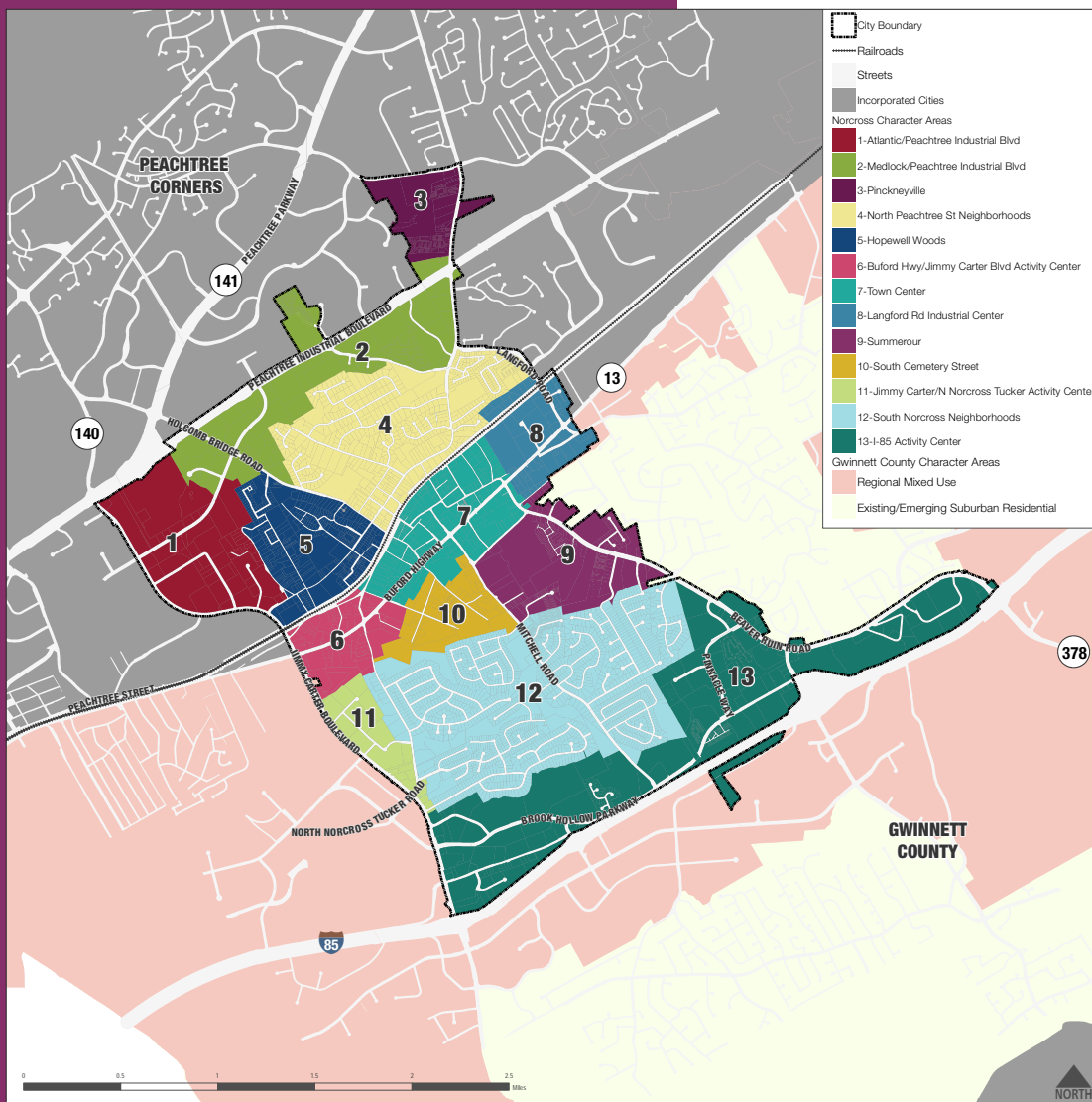
# WHAT'S CHANGED SINCE THE 2034 PLAN?

- The Atlantic/Peachtree Industrial Boulevard character area became more oriented toward Jimmy Carter Boulevard, and less focused on Peachtree Industrial Boulevard
- The Medlock/Peachtree Industrial Boulevard character area expanded west to include Holcomb Bridge Road
- I-85 Activity Center was enlarged to cover the entire frontage of the interstate

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

## Note

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



# NEEDS & OPPORTUNITIES

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

## Norcross Today: A Snapshot

### *Population*

With 16,854 residents, Norcross is a city with a young, diverse population. Based off population projections from the Atlanta Regional Commission, the city is expected to grow to about 25,000 residents by 2040.

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

### *Land Use*

The city is slightly over 5 square miles in size, with significant amounts of space devoted to business: 23.8 percent of the city's land use is industrial, and 15.6 is office/professional or commercial/retail. Although the City's annexations in 2011 and 2012 greatly increased the amount low-density residential (today it is only 24.3 percent of total land use), this is still a smaller proportion of land use than most communities in the Atlanta region. This is also true of medium density and high density residential, which only make up 3.4 percent and 4.7 percent of the total land use, respectively, see Table 3.1 on page 50.

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

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

### *Transportation*

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

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

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

### *Housing*

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

Although housing in Norcross is more affordable than other parts of the region, housing costs are still a major challenge for many residents—almost two-thirds of renters are considered rent burdened (paying more than 30 percent of household income on rent). Another way to measure affordability is the ratio of median home value to household income; in 2015, this number in Norcross was 4.2, which is much higher than Gwinnett County (2.8) and the region as a whole (2.9).

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

## ***Economic Development***

The city is economically healthy, with strong growth rates and low vacancy rates. Norcross is also the headquarters of several large companies, including Waffle House, FIS, and Hyundai. The city is a significant employment destination in the region, with 27,380 people working in Norcross—nearly double the city’s residential population. The most prominent industries in the City are Professional, Scientific, and Technical Services and Wholesale Trade. In general, the commercial and industrial real estate markets are strong, with Norcross being especially attractive to enterprises that have smaller warehouse operations.

Looking to the future, the City recently completed the Norcross Target Industry Study that evaluated the current market and identified three broad target industries for the City to pursue: Technology and Innovation, Professional and Business Services, and Culture and Creative Services.

## ***Sustainability & Quality of Life***

Norcross is making great strides in improving its sustainability and enhancing quality of life. Since the last comprehensive plan update, Norcross:

- Became recognized by ARC as one of only two Platinum Green Communities in the region
- Has a new Science, Technology, Engineering and Math (STEM) High School
- Two new school facilities: one for Summerour Middle School, and a new elementary school (Baldwin Elementary)

- Opened Discovery Garden Park
- Established a Historic Preservation Commission

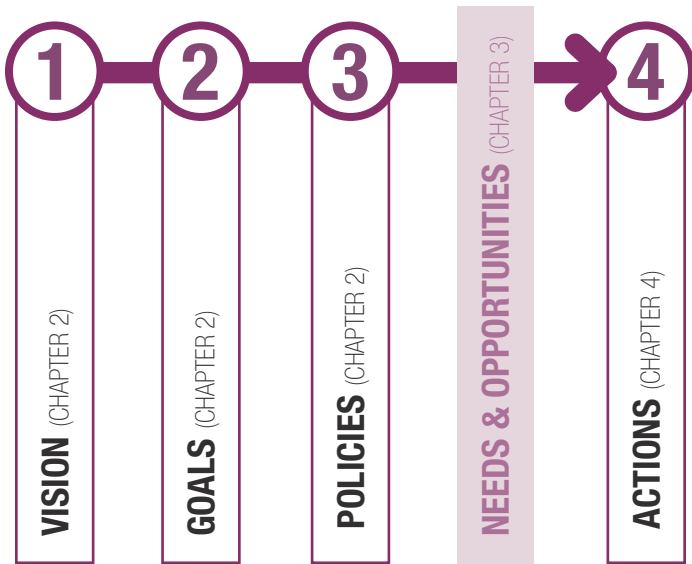
More quality of life and sustainability initiatives are afoot: plans to build a new library branch adjacent to Lillian Webb Park are proceeding. The City also has more detailed plans for the future Beaver Run Creek Greenway and Pinnacle Park, two significant parks and green space projects in the southern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

## **Priority Needs & Opportunities**

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

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

# TOP IMPLEMENTATION ACTIONS, 2019-2024



12. Can we leverage emerging technology through smart city strategies to improve public service delivery?
13. How can we provide excellent city services and engagement opportunities for people of all linguistic and cultural backgrounds?

These needs and opportunities are essentially the bridge between Norcross 2040's goals and policies, and the actions listed in the Community Work Program. The actions in the work program are items that need to be implemented in order to capitalize on opportunities or address community needs as they relate to the city's vision of the future.

## COMMUNITY WORK PROGRAM

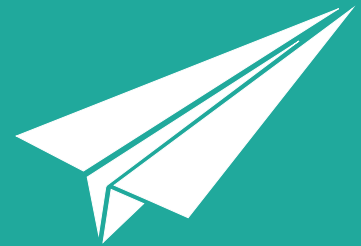
The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a list of projects and recommended policies to be implemented over the next five years. Long range projects are also included in the Work Program, but are noted to occur after the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

1. Adopt new UDO and by so doing:
  - a. Incentivize green building practices
  - b. Incentivize redevelopment of the Buford Hwy Corridor
  - c. Expand the variety of allowable housing options
  - d. Support the expansion of transit into Norcross
2. Establish sidewalk connectivity program and dedicate annual funding to sidewalk improvements
3. Construct Beaver Ruin Creek Greenway
4. Develop a development strategy for the enhancement of the Town Center area, expanding downtown dining, shopping, entertainment, and residential options
5. Implement Target Industry Study and Strategic Marketing Plan
6. Participate in the Georgia Initiative for Community Housing (GICH)/LiveNorcross
7. Maintain Green Community Platinum Status
8. Identify new opportunities to partner in hosting regular multi-cultural events in the city, both in and outside of downtown
9. Continue to work closely with the Gateway85 CID to expand transportation options and improve the aesthetics of the community
10. Address our senior housing needs through the Mitchell Rd initiative
11. Plan and construct an Entrepreneur Innovation Hub
12. Plan and construct a Cultural Arts Center



1

# PLAN OVERVIEW



# 1



Norcross counts among its **greatest assets**:

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



## -2017 Norcross Sustainability Plan

# PLAN OVERVIEW

## PURPOSE

The Minimum Standards and Procedures for Local Comprehensive Planning, adopted by the Georgia Department of Community Affairs (DCA) establishes the requirements of any comprehensive plan prepared in Georgia. The latest version of these standards and procedures can be found in O.C.G.A Chapter 110-12-1, and was amended recently with changes that went into effect October 1, 2018. This plan update meets and exceeds these Minimum Standards. In doing so, the city is able to maintain its Qualified Local Government Status, making it eligible to receive certain types of state funding.

The City of Norcross Comprehensive Plan is a living document that is continually updated and shaped by its leadership, staff, and 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 March 2014 following a major annexation.

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 enhanced community vision, corresponding goals, and a work program designed to make that vision a reality.

# SCOPE

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

## COMMUNITY VISION

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

## NEEDS & OPPORTUNITIES

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

## COMMUNITY WORK PROGRAM

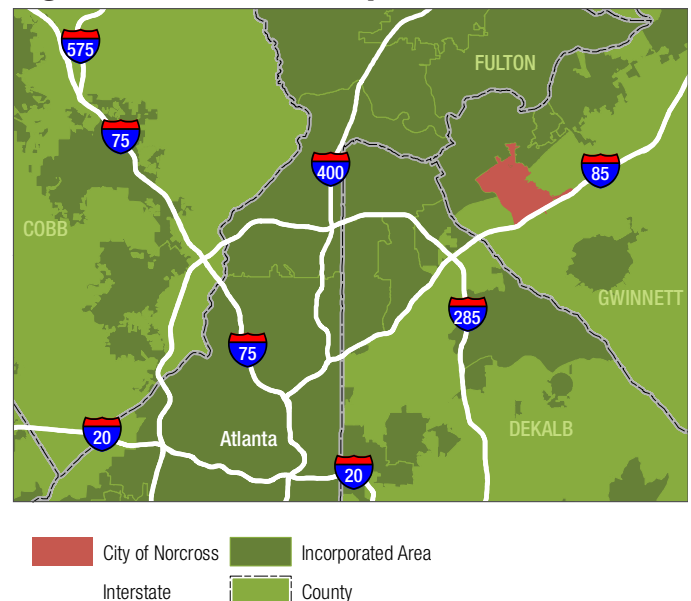
which provides a five-year Short Term Work Program designed to address the needs and opportunities. This program includes activities, initiatives, programs, ordinances, and administrative systems to be put into place or maintained in order to implement the plan.

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

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

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

**Figure 1.1. Context Map**





# METHODOLOGY

This plan update is the product of the previous comprehensive plan, multiple planning efforts undertaken by the City since the previous plan's adoption, and an 9-month long public outreach effort. The previous plan, the City of Norcross 2034 Comprehensive Plan, laid the foundation for this effort, and where relevant, the findings and recommendations of the previous plan were incorporated and updated. In addition, this plan incorporates and updates the recommendations of several planning studies, including:

- Sustainability Plan 2017
- Downtown Norcross Redevelopment Plan Tax Allocation District #1 – City Center East – a study of the development opportunities possible with the creation of a TAD
- Norcross Parks Master Plan Update – an application of the 2011 plan to the southern annexation/expansion
- Norcross LCI Greenway Concept Study – a concept for a network of bicycle and pedestrian facilities in southern Norcross integrated with stormwater improvements
- Target Industry Study and Strategic Marketing Plan
- Norcross Architecture and Design Standards – a guide that recommends materials and configurations of various exterior elements for

buildings in throughout Norcross

- Norcross LCI - which lays out a Master Plan for Town Center area
- Norcross Activity Center LCI - which includes detailed recommendations for the Buford Highway corridor and the south Norcross neighborhoods.
- Indian Trail-Lilburn Road LCI Update – although just outside the City's boundaries, this corridor is a primary connection between Norcross and Lilburn; the study area covers Indian Trail-Lilburn Road from I-85 to just past Hillcrest Road; shares the Indian Trail TAD with part of Norcross
- Jimmy Carter Boulevard Corridor Study and LCI Update – an important gateway into Gwinnett County, multi-cultural Jimmy Carter Boulevard gets a detailed plan for transportation and land use, and ultimately a transition away from its car-centric past
- Destination2040 – The Gwinnett County Comprehensive Transportation Plan
- Connect Gwinnett – Gwinnett County's Transit Plan
- Gwinnett County Trails Plan
- Pinnacle Park Master Plan





The public outreach effort launched for this plan update included:

- Stakeholder Interviews
- Steering Committee
- On-the-Spot Engagement at the Community Market and Gateway International Festival
- Community Workshop
- Online Survey

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

To help direct the formulation of the plan update, a Steering Committee was formed comprised of 18 members. These members represented a cross-section of the community including elected officials, local business interests, key staff, and residents.

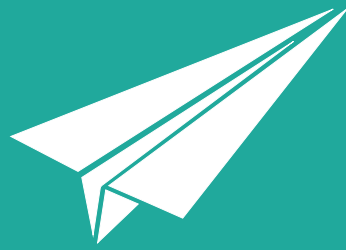
The goals of the Steering Committee were to:

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



2

# VISION



# 2

## VISION

### INTRODUCTION

The City of Norcross, Georgia is a diverse, engaged, and thriving community. It is a place that is proud of what it has achieved and where it wants to go. City leaders are committed to setting and meeting a realistic agenda that reflects the energy, passion, and endeavors that the community has for the future. Doing so has allowed Norcross to achieve and maintain a vibrant town center, competitive business environment, a desirable residential environment, and an increasingly diverse population that feels included and welcome. People are happy to call Norcross home.

The strong history of planning for the City's future has strengthened this approach – beginning with the City's first iteration of its Comprehensive Plan, developed in the early 1990s, and extending through the numerous other studies and plans that have shaped the City's direction. The community's vision for the future is a function of its success to date in plan implementation.

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

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



# VISION STATEMENT

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

1

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

2

## GOALS

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

3

## POLICIES

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

PRIORITY NEEDS AND OPPORTUNITIES (CHAPTER 3)

4

## ACTIONS

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

# GOAL 1

## 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.

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

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

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

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

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

**Policy 1-6:** Support and promote the city's multiculturalism through special events.

**Policy 1-7:** Protect natural resources, mature tree canopy, environmentally sensitive areas, and valuable historic, archaeological or cultural resources from human encroachment through land development regulations and/or incentives.

**Policy 1-8:** Add value to our community through landscaping, lighting, signage, underground utilities, and building design.

**Policy 1-9:** Use gateway monuments, signage, and corridor improvements to reinforce the sense of place.

**Policy 1-10:** Reduce the adverse visual impact of the automobile and auto-related services.

**Policy 1-11:** Preserve and complement the traditional historic, architectural and landscape character of the Downtown core and surrounding neighborhoods, while guiding reasonable growth.

**Policy 1-12:** Regularly review code enforcement procedures and training to maintain and improve the community's appearance and overall quality of life.

## GOAL 2

### Continue to Strengthen Norcross as a Livable, Inclusive, and Safe Environment

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

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

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

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

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

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

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

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

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

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

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

## GOAL 3

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

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

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

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

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

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

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

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

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

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

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

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



# GOAL 4

## Maintain a Vibrant Economy and Continue to Facilitate Job Growth

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

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

**Policy 4-2:** Encourage the development of downtown as a vibrant center for culture, government, dining, residential, and retail diversity.

**Policy 4-3:** Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.

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

**Policy 4-5:** Prepare Norcross residents to be work-ready employees.

**Policy 4-6:** Support local entrepreneurs in building future-ready businesses.

**Policy 4-7:** Invest in parks and open space to encourage private reinvestment.

**Policy 4-8:** Maintain and support citywide access to broadband services.

**Policy 4-9:** Partner with local schools to support parents and enable them to engage in the Norcross economy.

**Policy 4-10:** Regularly evaluate annexation opportunities to grow the city’s labor force and economic base.

**Policy 4-11:** Enhance tourism development through filming and visitor engagement initiatives

# GOAL 5

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

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

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

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

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

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

**Policy 5-6:** Collaborate with other jurisdictions to address affordable housing and regional location efficiency needs.

# GOAL 6

## 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 but also promote a well-rounded community.

**Policy 6-1:** Continue efforts to reach out to the diverse population within Norcross through existing community groups.

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

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

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

**Policy 6-5:** Regularly coordinate with adjacent local governments.

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

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

**Policy 6-8:** Welcome all members of the community to engage by making materials available in multiple languages, as possible.

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

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

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

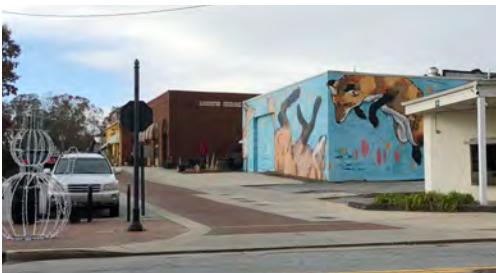
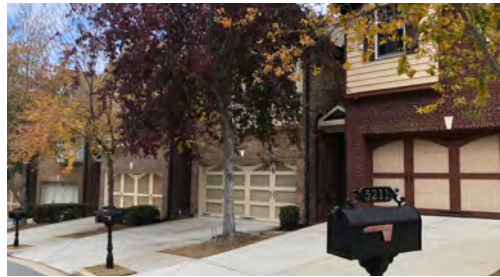
**Policy 6-12:** Coordinate infrastructure planning with the County for sewer and road improvements.

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

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

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

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

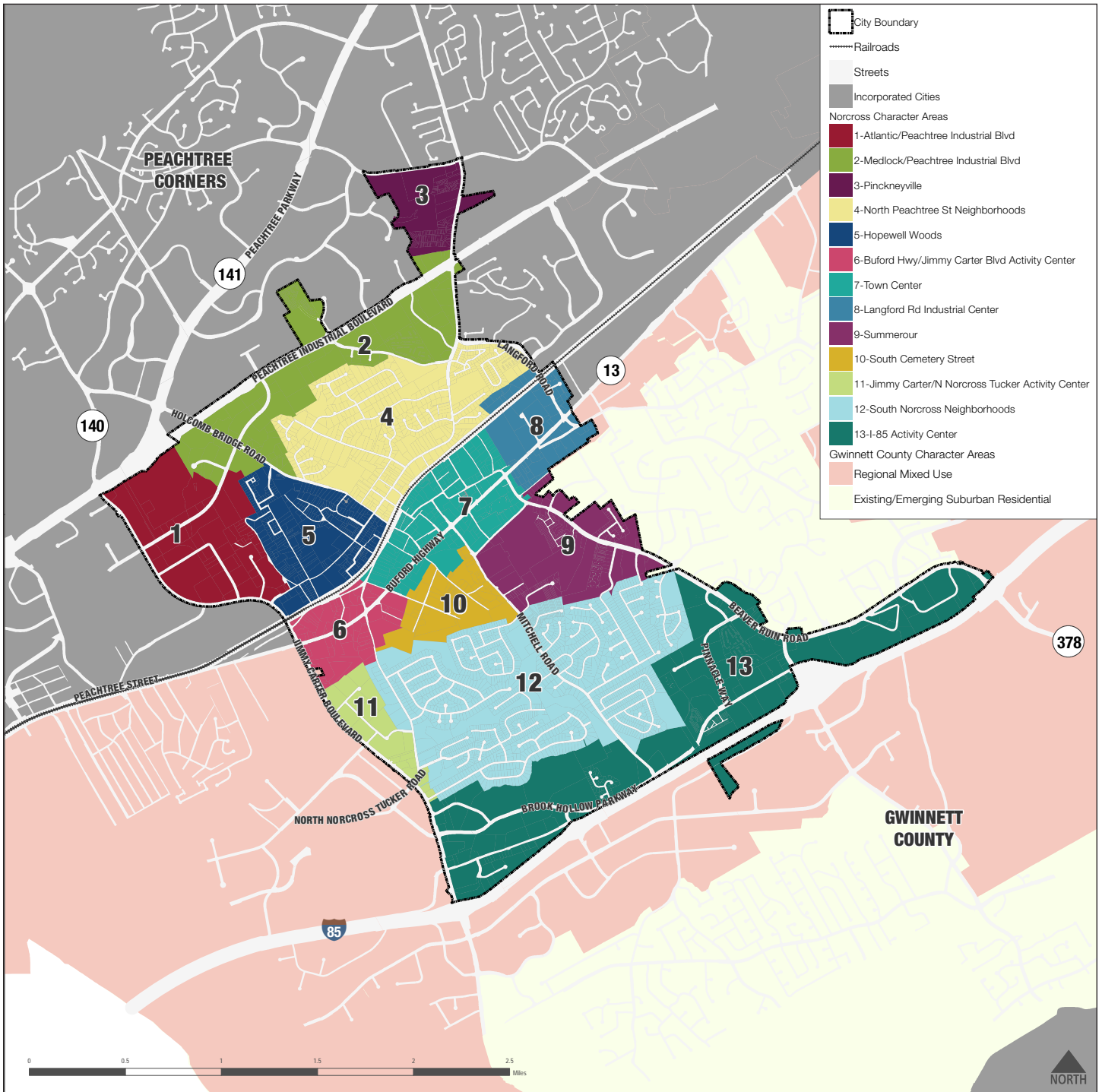


# CHARACTER AREAS

The Future Development Map is a location-based vision and policy statement to help guide Norcross's elected officials, staff, and planning boards in future development and policy decisions. The Future Development Map divides the City of Norcross among thirteen unique character areas as shown in Figure 2.1.

The map and corresponding policy framework is a tool to help make planning, zoning, and development decisions that are consistent with the vision and goals for the future.

**Figure 2.1. Future Development Map**



**Note**

Future annexations will maintain the same character area policies and designations as those adopted by Gwinnett County for a period of at least one year following the effective date of the annexation. After which point, City Council may consider changes. The unincorporated areas on this map show the Character Areas of the 2030 Gwinnett Unified Plan, and will be updated to reflect the revised Character Areas upon adoption of the 2040 Gwinnett Unified Plan.

# CHARACTER AREA 1

## ATLANTIC/PEACHTREE INDUSTRIAL BOULEVARD



### Vision

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

- The area is known as a mixed-use employment center, with light industrial and flex space that round out the area as a dynamic business area
- The site of Stripling Elementary School in the area also serves as a focus of local community activities and is supported by limited housing within walking distance of the school
- As a gateway to the city at Jimmy Carter Boulevard and Peachtree Industrial Blvd a signature building/group of buildings will help define the character of the area



## Appropriate Scale of development and land use policies

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



## Implementation Measures

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



# CHARACTER AREA 2

## MEDLOCK/PEACHTREE INDUSTRIAL BOULEVARD



### Vision

Oriented along Peachtree Industrial Boulevard, the Medlock/PIB area is a mix of professional and institutional uses creating an established and aesthetically pleasing boundary along Peachtree Industrial Boulevard, the City of Peachtree Corners and adjoining residential areas. This is also the location of the new STEM high school.

- The area is hub of activity and connecting point for surrounding areas
- A dense area of mid-scale (25-50K square feet) retail and offices with corporate-focused amenities including hotels and training/conference facilities, connected by a system of sidewalks or multi-use paths
- Community facilities and institution(s) of higher education infuse the area with civic character
- A consistent design theme expressed through signage, architectural style, and landscape palette unifies the area and provides a sense of place unique to Norcross, yet complementary to a corporate campus character found in Peachtree Corners' Technology Park



## Appropriate Scale of development and land use policies

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



## Implementation Measures

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





# CHARACTER AREA 3

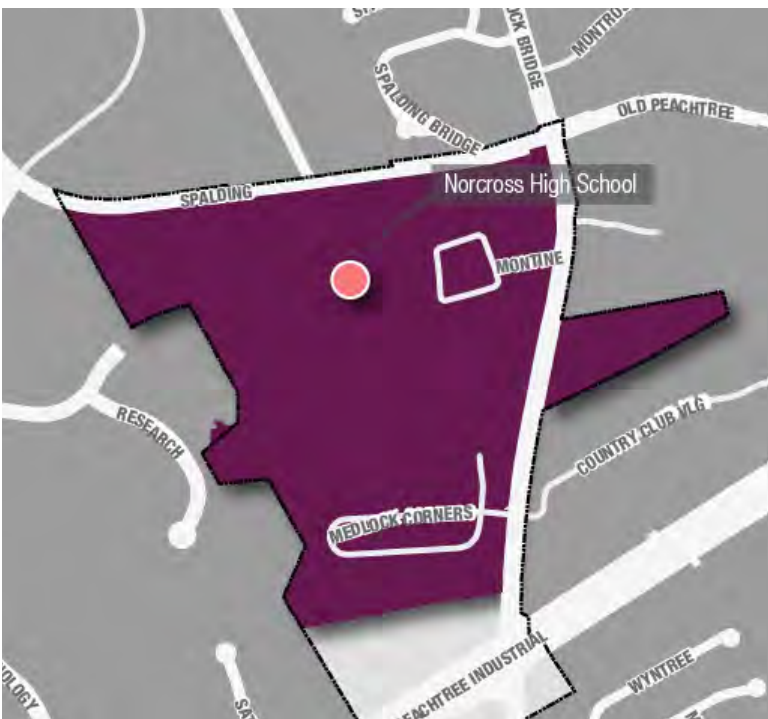
## PINCKNEYVILLE



### Vision

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

- Norcross High School serves as the area's landmark and focus
- Residential uses predominate in proximity to the school
- A pedestrian and bicycle network physically connects area uses, supporting a multi-modal hub
- Consistent building scale and design characteristics connect the area aesthetically
- Regular coordination with Peachtree Corners ensures the compatibility of development along the city's border
- Potential for existing residential to redevelop



## Appropriate Scale of development and land use policies

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

## Implementation Measures

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



# CHARACTER AREA 4

## NORTH PEACHTREE STREET NEIGHBORHOODS



### Vision

With a large concentration of historic homes and resources, this residential area remains a strong, stable residential location in the city:

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



## Appropriate Scale of development and land use policies

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



## Implementation Measures

- Maintain the integrity of existing historic housing stock
- Pursue greenway opportunities and sidewalk improvements that connect neighborhoods to downtown and other destinations as outlined in the Parks Master Plan
- Provide information resources for home improvements and maintenance for housing
- Discourage cut-through traffic from using Holcomb Bridge Road



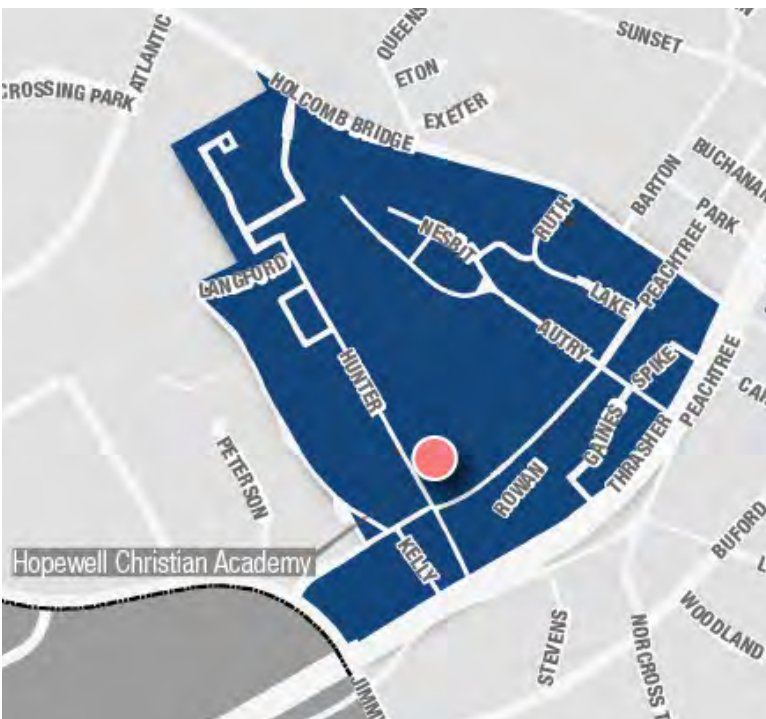
# CHARACTER AREA 5 HOPEWELL WOODS



## Vision

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

- Residential areas have a traditional neighborhood design
- A mix of housing types accommodate varied incomes and life stages (young singles, families, empty-nesters, etc.)
- High-end infill development provides housing options for working professionals
- Townhomes and other medium-density housing types create a transition from single-family neighborhoods



## Appropriate Scale of development and land use policies

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



## Implementation Measures

- Improve sidewalk network
- 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



## CHARACTER AREA 6

# BUFORD HIGHWAY/JIMMY CARTER BOULEVARD ACTIVITY CENTER



### 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



## Appropriate Scale of development and land use policies

- Building height should be no more than 72 feet
- Preferred mixed use developments
- Consider first floor minimum heights in M1 to accommodate future industrial uses



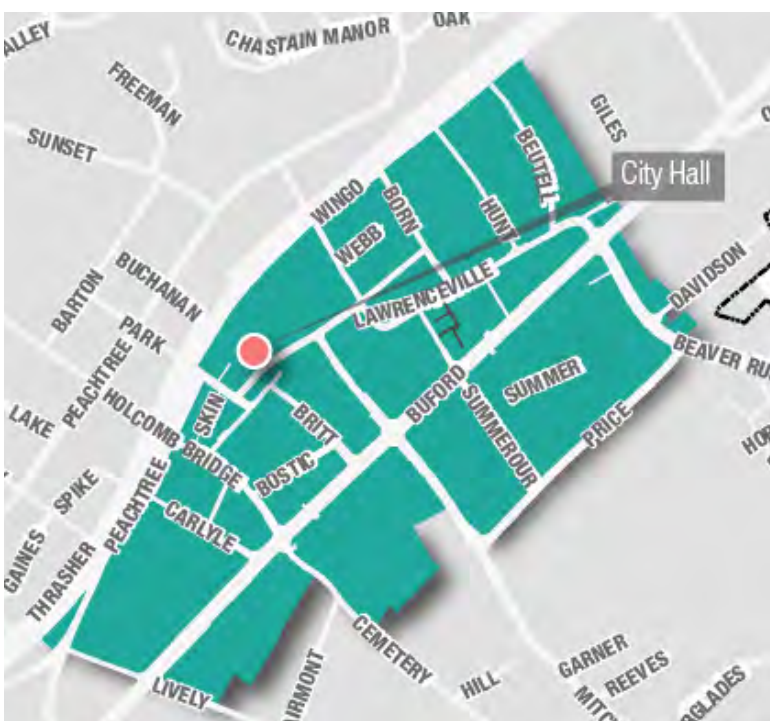
## Implementation Measures

- Work with the Gateway85 CID to implement the Jimmy Carter Blvd LCI Study
- Create pedestrian and bicycle connections to Gwinnett County's Best Friend Park
- Encourage village concept – of mixed residential and residential over commercial and freestanding retail
- Implement gateway signage to direct people to community hubs
- Work with private entities and Gateway85 CID to encourage development of a mixed-use node at Buford Highway and Jimmy Carter Blvd
- Pedestrian safety improvements at Jimmy Carter Blvd and Buford Highway





# CHARACTER AREA 7 TOWN CENTER



## Vision

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

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

## Appropriate Scale of development and land use policies

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

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



## Implementation Measures

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



# CHARACTER AREA 8

## LANGFORD ROAD INDUSTRIAL CENTER



### Vision

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

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

### Appropriate Scale of development and land use policies

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

### Implementation Measures

- Create inter-parcel connectivity between Norcross Industrial Court and Giles Street with redevelopment
- Pursue proposed multi-use trail, linking Giles Street to Lawrenceville Street
- Offer safe pedestrian and cycling opportunities



# CHARACTER AREA 9

## SUMMEROUR



### Vision

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

- The new path through this area has created a link between the southeastern portion of the city and the central and northwestern sections
- Public and private investment has brought new civic facilities and small scale retail to support the surrounding neighborhood
- A traffic access management strategy and new transit opportunities have increased mobility and safety in the area
- Upgraded and new pedestrian connections to Buford Highway and along Beaver Ruin Road have improved safety

### Appropriate Scale of development and land use policies

- Building Height should be limited to 35 feet
- A variety of residential housing options are allowed, as part of a planned residential development
- Small scale office and neighborhood oriented commercial uses are allowed

### Implementation Measures

- Pursue recommendations of the Norcross Activity Center LCI and pursue five-year update
- Implement Mitchell Road streetscape project, adding a 10-12-foot multi-use path to link Downtown
- Encourage higher scale, traditional residential development/redevelopment – including townhomes, narrow-lot housing, and cluster homes
- Continue to implement Safe Routes to School recommendations for the Summerour District
- Pursue safe pedestrian connections across Beaver Ruin Road
- Implement the Beaver Ruin Creek Greenway Concept

# CHARACTER AREA 10

## SOUTH CEMETERY STREET



### Vision

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

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

### Appropriate Scale of development and land use policies

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

### Implementation Measures

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



# CHARACTER AREA 11

## JIMMY CARTER BOULEVARD/NORTH NORCROSS TUCKER ACTIVITY CENTER



### Vision

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

### Appropriate Scale of development and land use policies

- Building Height should be limited to 35 feet
- Consider first floor minimum heights in M1 to accommodate future industrial uses
- Preferred location for general commercial and light industrial uses
- Redevelopment of existing uses encouraged in line with the vision of the Jimmy Carter Boulevard/Buford Highway Redevelopment Plan and the Norcross Activity Center LCI
- Industrial and heavy commercial uses should be screened appropriately

### Implementation Measures

- Implement the Jimmy Carter Boulevard LCI Study recommendations
- Implement the Beaver Ruin Creek Greenway plan
- Evaluate opportunities to attract businesses from the arts and film industry to the area



# CHARACTER AREA 12

## SOUTH NORCROSS NEIGHBORHOODS



### Vision

- Master planned, well-constructed, design-conscious medium density housing dot the eastern edge of the area and support the employment center at Beaver Ruin and Indian Trail
- Single-family neighborhoods to the west provide an important source of affordable housing for workforce and young families
- A culturally diverse area
- Streetscapes and general reinvestment has enhanced the aesthetic quality of the area, with a dense network of sidewalks
- New multi-use trail through the area have enhanced connectivity and recreation options for area residents
- Acknowledgment of historic Fort Gordon
- Creation of “All-American” multi-use trail
- Consider possible creation of historic district for Sheffield Forest Neighborhood



## Appropriate Scale of development and land use policies

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



## Implementation Measures

- Develop home maintenance and home ownership assistance programs to support long-term sustainability of housing stock
- Continue to implement recommendations of the Norcross Activity Center LCI and pursue a five-year update
- Implement Mitchell Road streetscape improvements – including multi-use path
- Acquire site for active recreation, playground equipment, and picnic area as identified in Parks Master Plan
- Increase lighting along Mitchell Road
- Continue to pursue code enforcement to ensure consistency with development and zoning codes and Norcross' character
- Implement the Beaver Ruin Creek Greenway Concept
- Undertake senior housing initiative to support the construction of housing options appropriate for seniors and the mobility impaired





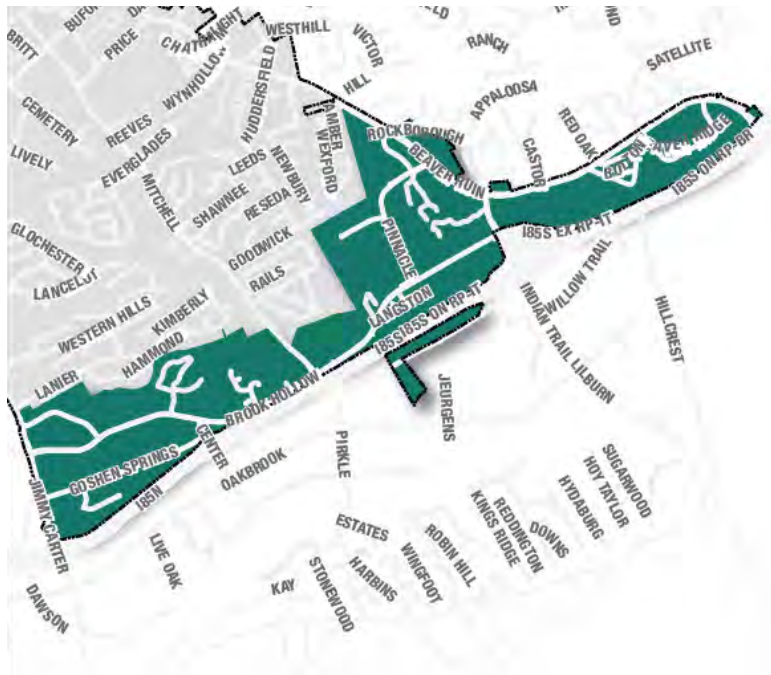
# CHARACTER AREA 13

## I-85 ACTIVITY CENTER



### Vision

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



- The area is characterized by master planned developments of mid-rise buildings
- The new transit stop has helped generate a high level of activity at all times
- The mix of uses and intensity is similar to that of Lindbergh Center in Atlanta, where a MARTA station, offices, and numerous restaurants and housing options are located
- Well-designed big box retail structures in this area add architectural interest to the streetscape and are safely accessible to pedestrians
- The area has a multi-cultural element that leverages the diversity of the city's population
- OFS site redevelopment brought investment to the area and transformed Brook Hollow Parkway and Goshen Springs Road into sought after business locations
- Transit investment and nearby station(s) support this major employment center
- Safe pedestrian crossings at Beaver Ruin Road
- Preserve industrial properties as an employment center

## Appropriate Scale of development and land use policies

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



## Implementation Measures

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



# LAND USES BY CHARACTER AREA

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

☐ = details in character area description

**Table 2.4. Land Uses by Character Area**

<b>GENERALIZED USES</b>	<b>1 - At-PIB (p.16)</b>	<b>2 - Medlock-PIB (p. 18)</b>	<b>3 - Pinckneyville (p. 20)</b>	<b>4 - N Peachtree St Nbhds (p.22)</b>	<b>5 - Hopewell Woods (p.24)</b>	<b>6 - Buford Hwy/JCB (p.26)</b>	<b>7 - Town Center (p.28)</b>	<b>8 - Langford Rd Ind. Ctr. (p.30)</b>	<b>9 - Summerour (p. 31)</b>	<b>10 - S Cemetery St. (p.32)</b>	<b>11 - JC/N Nor-Tucker (p.33)</b>	<b>12 - S Norcross Nbhds (p. 34)</b>	<b>13 - I-85 Activity Ctr. (p.36)</b>
Low Density Residential			■	☐	■		■		■			■	
Medium Density Residential	☐	■	■		■		■		■			■	
High Density Residential	☐						☐		■			■	■
Planned residential community (mixed housing types allowed)	☐		■		☐							■	■
Skilled Nursing Facilities (no rehab)	■	■	■	■	■	■	■		■			■	■
Neighborhood level commercial, studio or office (<5,000 sf)	■	■	☐		☐		■	■	■			■	
Community level commercial or office (< 50,000 sf)	■	■				■	■	■			■		☐
Regional level commercial or office (>50,000 sf)	■	■				■					■		☐
Heavy commercial (auto related, outdoor storage)								■		☐	■		☐
Entertainment related commercial	■	■				■	■						☐
Mixed-use (vertical)	■	■	■		■	☐	☐		■		■		■
Light industrial and warehousing	■	■				■		■		☐	■		■
Heavy industrial													■
Places of assembly	■	■	■	■	■	■	■	■	■	■	■	■	■
Transportation, Communication, Utilities	■	■	■	■	■	■	■	■	■	■	■	■	■
Parks and Recreation	■	■	■	■	■	■	■	■	■	■	■	■	■

## Land Use Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

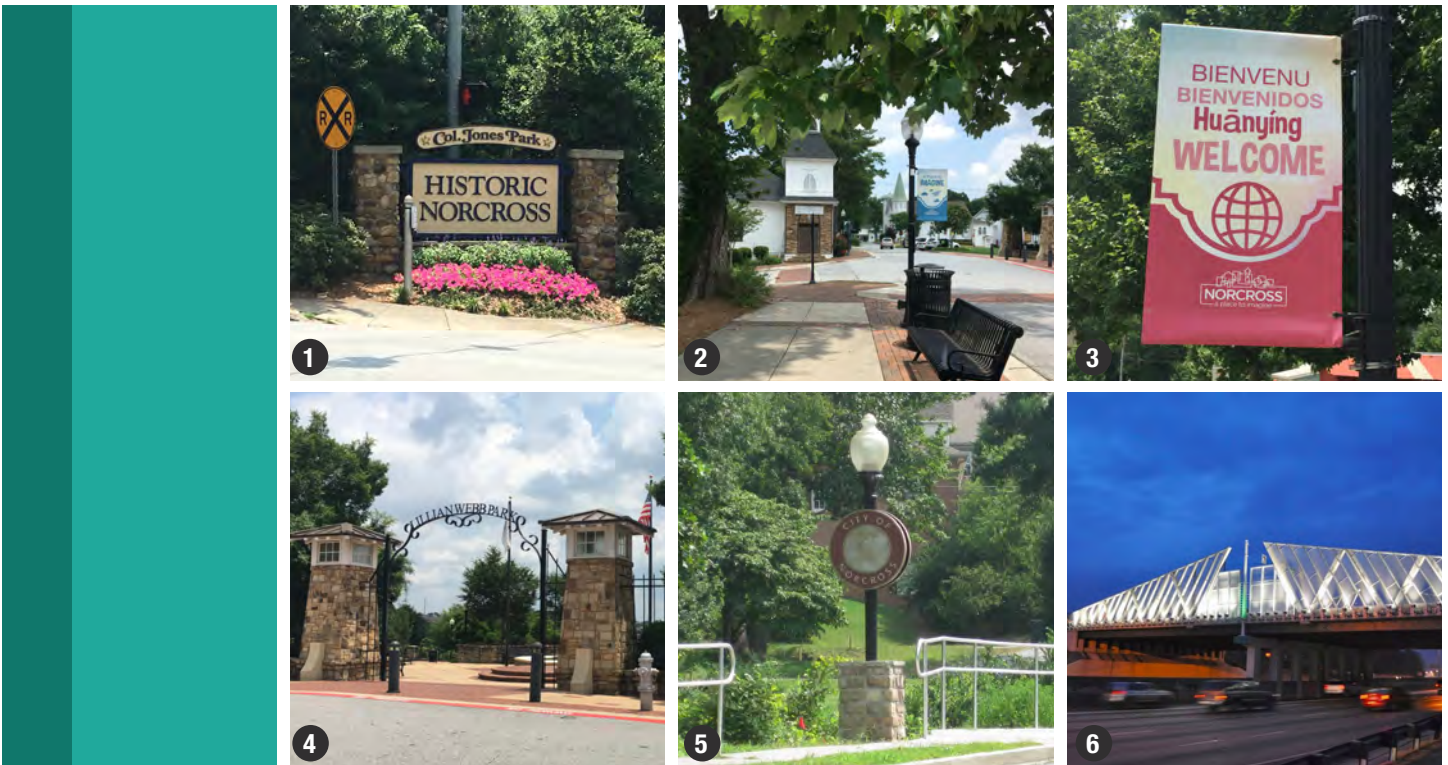
**Parks and Recreation** - Public parks, and private recreation areas held in common ownership, as well as conservations areas legally protected from future land disturbance.

# GATEWAYS

The Gateway Corridors and Structures Map identifies the preferred locations of gateway monuments, signs, and corridor streetscape treatments that are designed to enhance the community’s sense of place. The gateways should reflect the character of traditional downtown Norcross, or the vision and recognized design elements of the character area they lie within. They do not have to be a monument or sign as is already visible in several locations around the community; they can also be a strong architectural statement, such as the old “Gwinnett Is Great” water tower that used to be a standard landmark feature along I-85, off of Goshen Springs Road near the Jimmy Carter Boulevard and I-85 interchange. In fact, it is recommended that the Interstate gateways shown on

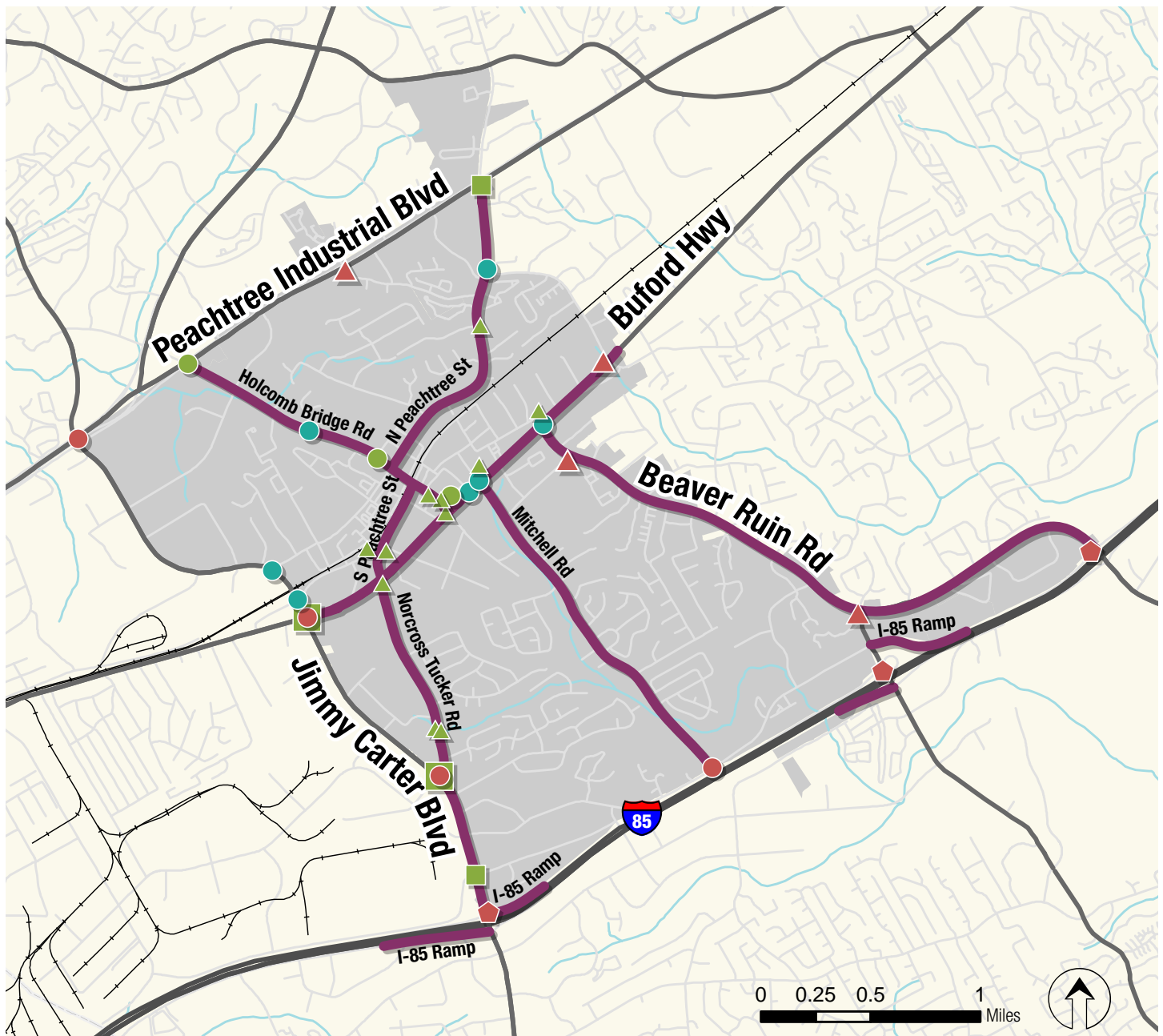
the map should be something of that scale to attract the attention those that travel along highway. The Gateway Corridors will be the targets of streetscape improvements, corridor banners and possible design standards to help create a uniformed image as residents and visitors approach the town center.

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



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

**Figure 2.2. Gateway Corridors and Structures Map**



- |                     |   |  |
|---------------------|---|--|
| <b>Gateway Type</b> | <ul style="list-style-type: none"> <li>▲ Existing Lamp Post with Sign</li> <li>● Existing Monument</li> <li>■ Existing Sign</li> <li>● Planned Monument</li> <li>● Conceptual Monument</li> <li>◆ Conceptual Interstate Monument</li> <li>▲ Conceptual Lamp Post with Sign</li> </ul> | <ul style="list-style-type: none"> <li>— Gateway Corridor</li> <li>■ City of Norcross</li> <li>— Interstate</li> <li>— Major Roads</li> <li>— Local Road</li> <li>— Railroads</li> <li>— Stream</li> </ul> |
|---------------------|---|--|

## Long Range Road Classification

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

The City's Long Range Road Classification Map, Figure 2.3, is based on the County's Long Range Road Classification Map, which was adopted as part of its *2040 Unified Plan*. Changes include:

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

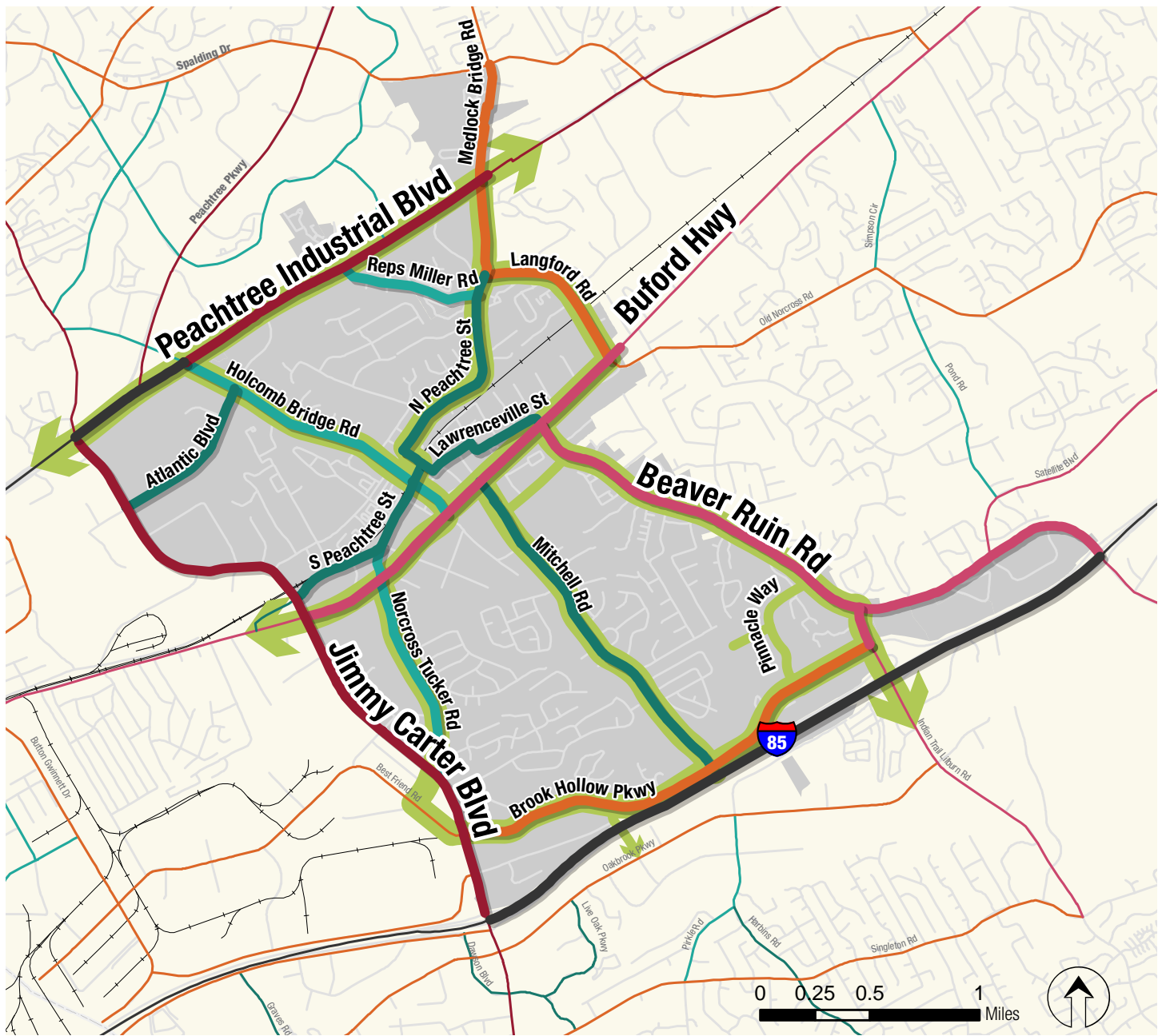
Table 2.5 shows the appropriate right-of-way and roadway features for each of the long range road classifications, in line with the Gwinnett County standards.

**Table 2.5. Minimum Right-of-Way and Roadway Widths for New Streets and Project Access Improvements**

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

Source: Table 900.1 Gwinnett County UDO

**Figure 2.3. Long Range Road Classification Map**



**Long Range Road Classification**

- Freeway\*
- Principal Arterial\*
- Major Arterial\*
- Minor Arterial
- Major Collector
- Minor Collector
- Local Road
- Future Bike-friendly Route\*\*
- City of Norcross
- Railroads
- Stream

\* Truck-friendly routes include all roads classified as freeways/expressways, principal arterials, and major arterials.

\*\* Future bike-friendly routes include roads with existing or planned bike lanes or multi-use trails adjacent to the roadway. All future roadway projects and development should incorporate these facilities. Multi-use trails that do not follow existing streets and roads where only sharrows are planned are not included in this designation.





3

# NEEDS & OPPORTUNITIES



# 3

## NEEDS & OPPORTUNITIES

### POPULATION

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

*People matter.*

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

The U.S. Census Bureau's American Community Survey (ACS) estimated that in 2017, Norcross had a population of about 16,854 residents. This represents a 3.6 percent increase since 2014, when the last update to the Comprehensive Plan was completed. Tracking Norcross' growth over time can be complicated however; in 2012, the City annexed a large tract of land and its population jumped by 71 percent as a result.



# Norcross is Young

Norcross is a young city. About 40 percent of the population is under 25 years old, compared to 37 percent county-wide and 33 percent nationally. The city also has a large population of working age adults (age 25-44), which make up 37 percent of the population. These high percentages in younger age groups are reversely reflective of the older population, which is significantly lower in Norcross. As most communities across Atlanta and the nation are preparing for increasingly large aging populations, this is not as critical of an issue for Norcross, but one that still must be addressed. The overall population is still growing older, and the city has seen a rise in the number of proposed developments for senior housing in recent years.

**Figure 3.1. Percent Population Age Distribution**

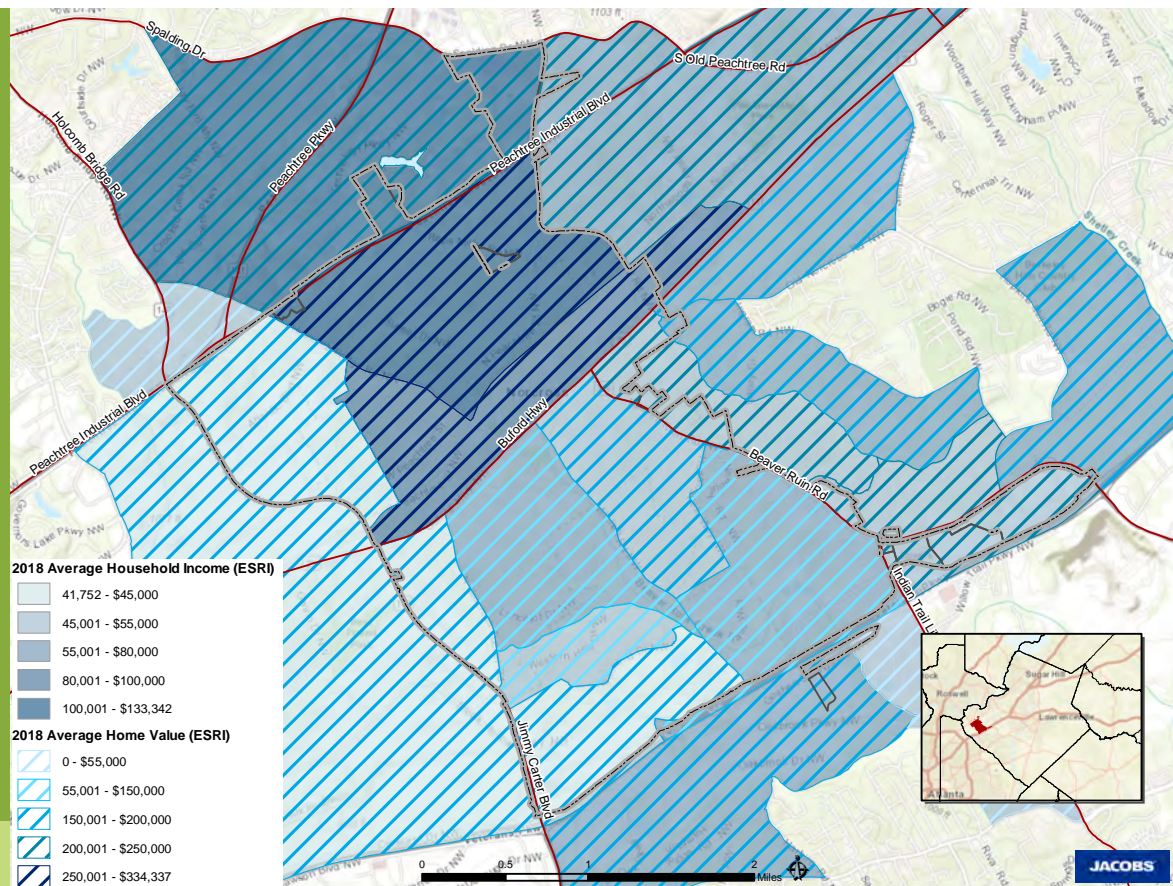


Source: City of Norcross Age Distribution (Percentage) 2016 American Community Survey (5-year Estimates)

**Figure 3.2. Tale of Two Cities Map**

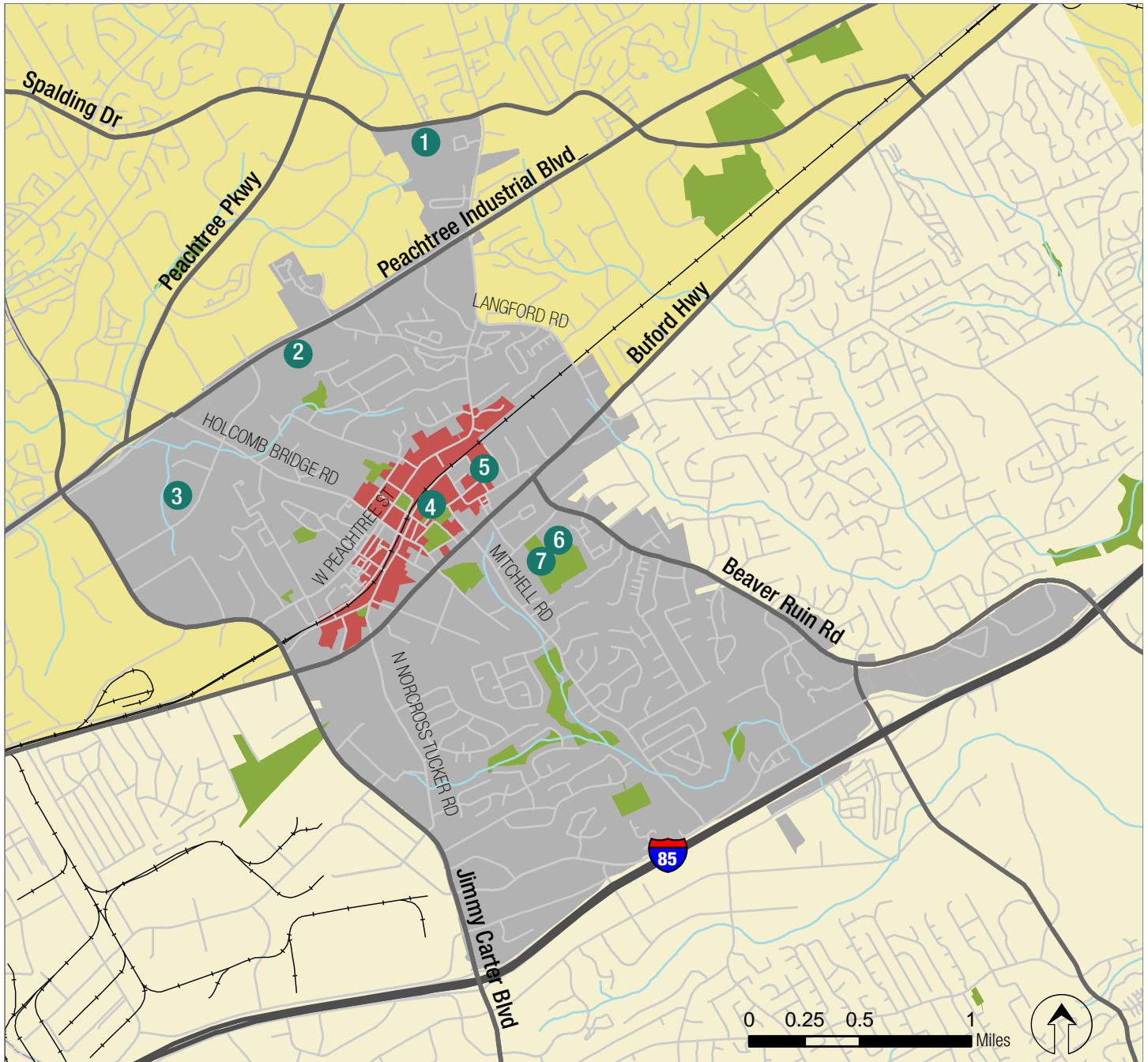
# Norcross is Split: The Tale of Two Cities


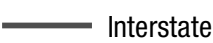





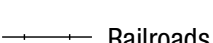



Although the City is diverse, there is a general sense that the different groups are not necessarily well integrated with one another. Many in the community speak of the two Norcrosses: the one north of Buford Highway, and the one south of Buford Highway.



Source: ESRI Data

**Figure 3.3. City of Norcross**



- |   |                             |   |             |
|---|-----------------------------|---|-------------|
|  | City of Norcross            |  | Interstate  |
|  | Historic Downtown           |  | Major Roads |
|  | Greenspace                  |  | Road        |
|  | City of Peachtree Corners   |  | Railroads   |
|  | Unincorporated Gwinnett Co. |  | Stream      |
|  | Major Public Facility       |   |             |

Community Facilities:

- 1 - Norcross High School
- 2 - Paul Duke STEM High School
- 3 - Susan Stripling Elementary School
- 4 - City Hall
- 5 - Norcross Elementary School
- 6 - Summerour Middle School
- 7 - Baldwin Elementary School

## Norcross is Diverse

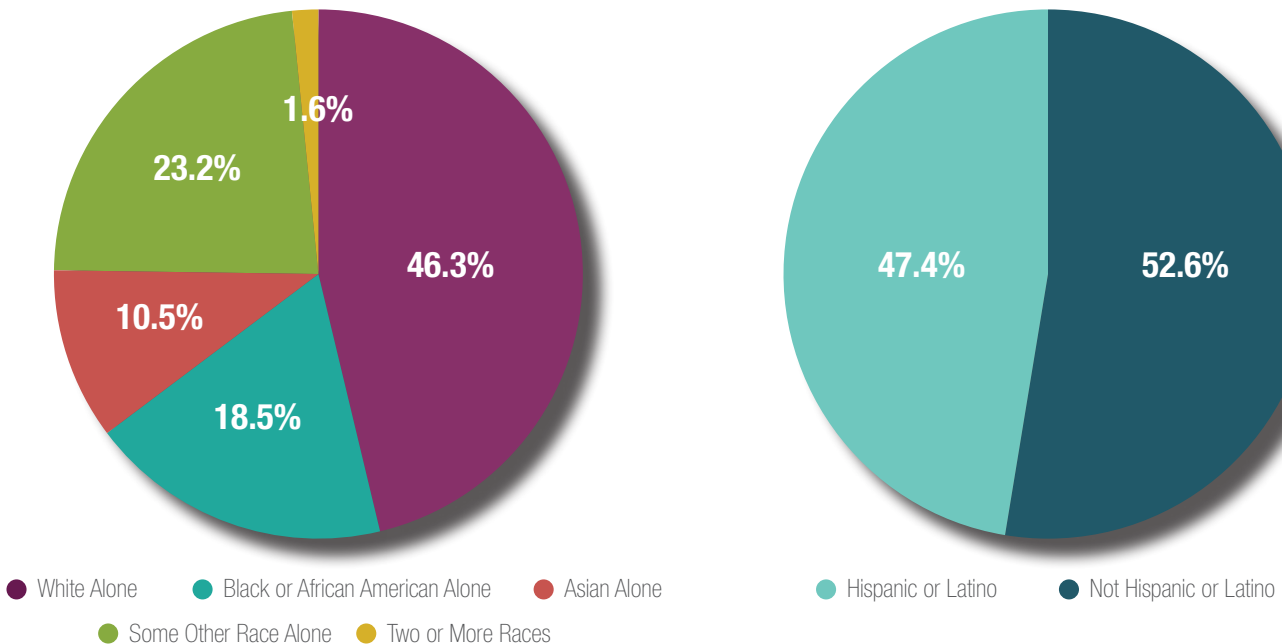
One of the most defining aspects about Norcross’s population—and the city itself—is its racial and ethnic diversity. According to the 2016 ACS, 46.3 percent of residents are White/Caucasian, 18.5 percent are Black/African-American, 10.5 percent are Asian, 23.2 percent consider themselves some other race, and 1.6 percent identify with two or more races. The Census considers Hispanic/Latino to be an ethnicity rather than a race; almost half (47.4 percent) of Norcross’ population identifies as Hispanic/Latino, regardless of race. This is an increase of 8 percent since 2010. The Asian population also saw an increase since 2010, whereas both the White/Caucasian and Black/African-American percentages declined somewhat in the same period.

The City’s diversity is seen not only in its mix of races, but in its population’s international scope: an estimated 36.7 percent of Norcross residents were born outside of the U.S., with the majority coming from Latin American countries. This cultural richness and diversity is actively encouraged by the City, which is one of only eight “Welcoming Cities” in the state of Georgia.

## Norcross into the Future

Based on Gwinnett County figures estimated by the Atlanta Regional Commission (ARC), Updated projections from ARC predict that Gwinnett County will become the largest county by population in 2040, with a total population of 1.35 million. Currently Norcross’ population represents 1.83 percent of the County’s population; if this proportion holds constant, the City could expect to see about 8,463 more residents by 2040—a growth of about 50 percent, for a total population of about 25,317 residents. This assumes that there are no further annexations however. It also does not consider the amount of available land for new residential development. New residential growth in Norcross will depend on redevelopment, a fact that the previous Comprehensive Plan considered. In the 2034 Comprehensive Plan, a simple population forecast for the city estimated that Norcross would grow by approximately 267 people every year between now and 2040, resulting in a 2040 population of 22,995. In all probability, the growth of the city will lie somewhere between these two figures, resulting in a 2040 population of roughly around 24,000 people.

**Figure 3.4. Racial & Ethnic Diversity**



Source: City of Norcross Race; City of Norcross Hispanic or Latino by Race 2016 American Community Survey (5-year Estimates)

## Existing Conditions

# LAND USE

The land use component is the heart of any comprehensive plan. It provides a snapshot of the City's current development pattern and the vision of how the City of Norcross intends to develop, redevelop, and stabilize over the next twenty years. The various land uses in the City: residential, commercial, institutional, parks, etc. are the basic building blocks of the community. The relationships of these land uses and the connections among them are what drive the other topic areas addressed by the Comprehensive Plan.

## Existing Land Use

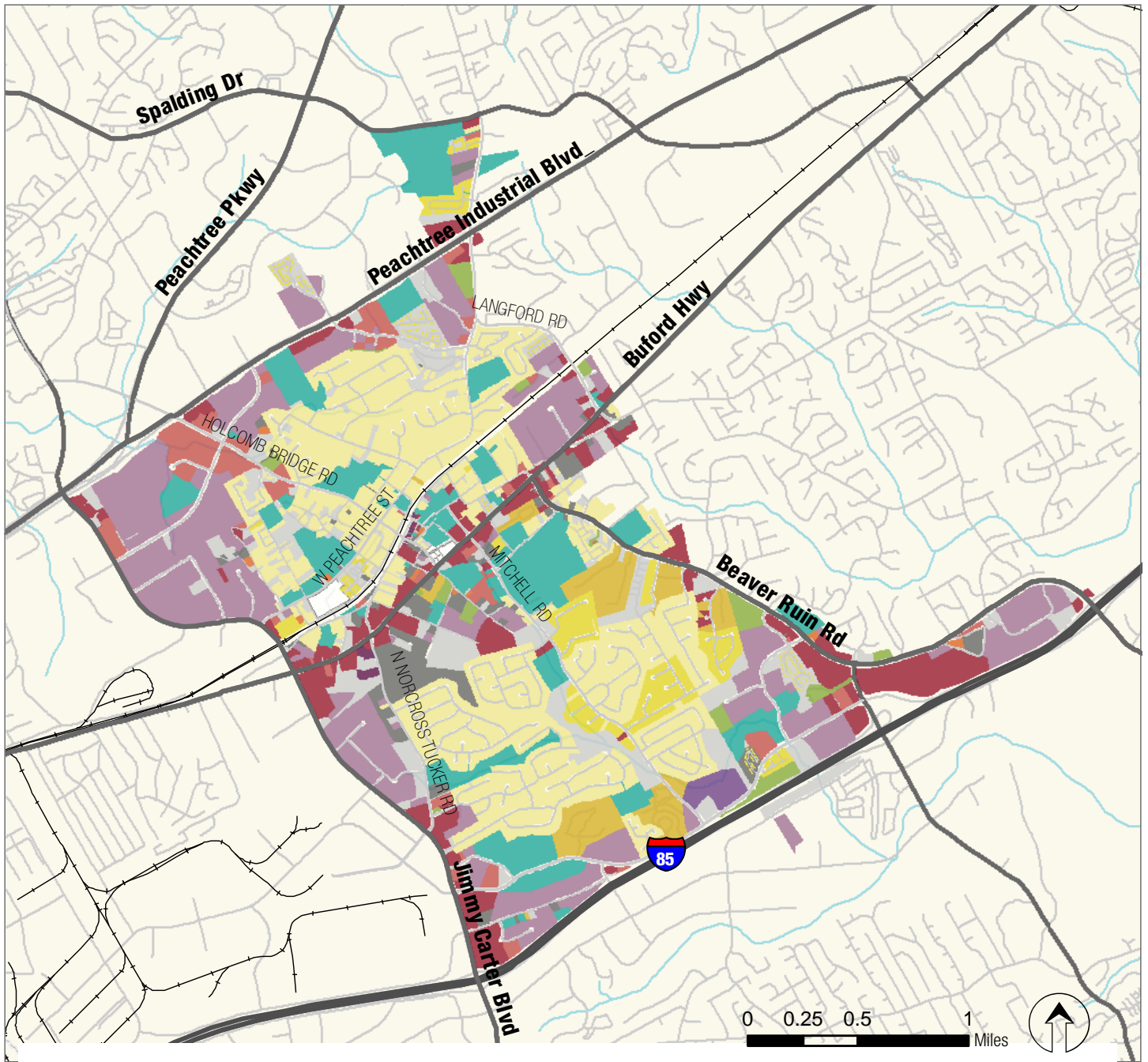
The City of Norcross currently encompasses 3,850 acres, which is just over 5 square miles in size. Table 3.1 provides a breakdown land uses in the city for its current boundaries.

About one quarter of the city is dedicated to low-density residential land uses, with another 8.1 percent in either medium-density or high-density residential uses. This is a comparatively small percentage overall of residential uses compared to most jurisdictions in Gwinnett County. Part of the reason for this is the large amount of land devoted to business: 23.8 percent of Norcross is used for Light Industrial, 10.3 percent is Commercial/Retail, and an additional 5.3 percent is Office/Professional.

**Table 3.2. Existing Land Uses in 2018**

Land Use	Acres	Percent of Total
Low-Density Residential	937.2	24.3%
Medium-Density Residential	132.6	3.4%
High Density Residential	180.4	4.7%
Mixed Use	7.4	0.2%
Commercial/Retail	397.9	10.3%
Office/Professional	202.9	5.3%
Light Industrial	918.0	23.8%
Institutional/Public	485.3	12.6%
Parks/Recreation/Conservation	69.9	1.8%
Transportation/Communications/Utilities	117.7	3.1%
Right of Way	6.7	0.2%
Undeveloped	393.7	10.2%
<b>TOTAL</b>	<b>3,849.7</b>	

**Figure 3.5. Existing Land Use Map**



**Existing Land Use**

- High Density Residential
- Medium-Density Residential
- Low-Density Residential
- Mixed Use
- Commercial/Retail
- Institutional/Public
- Light Industrial

- Heavy Industrial
- Office/Professional
- Recreation/Conservation/ Private Parks
- Right of Way
- Transportation/ Communications/Utilities
- Undeveloped
- Under Construction

- Interstate
- Major Roads
- Road
- Railroads
- Stream



## Land Use Changes and Future Projects

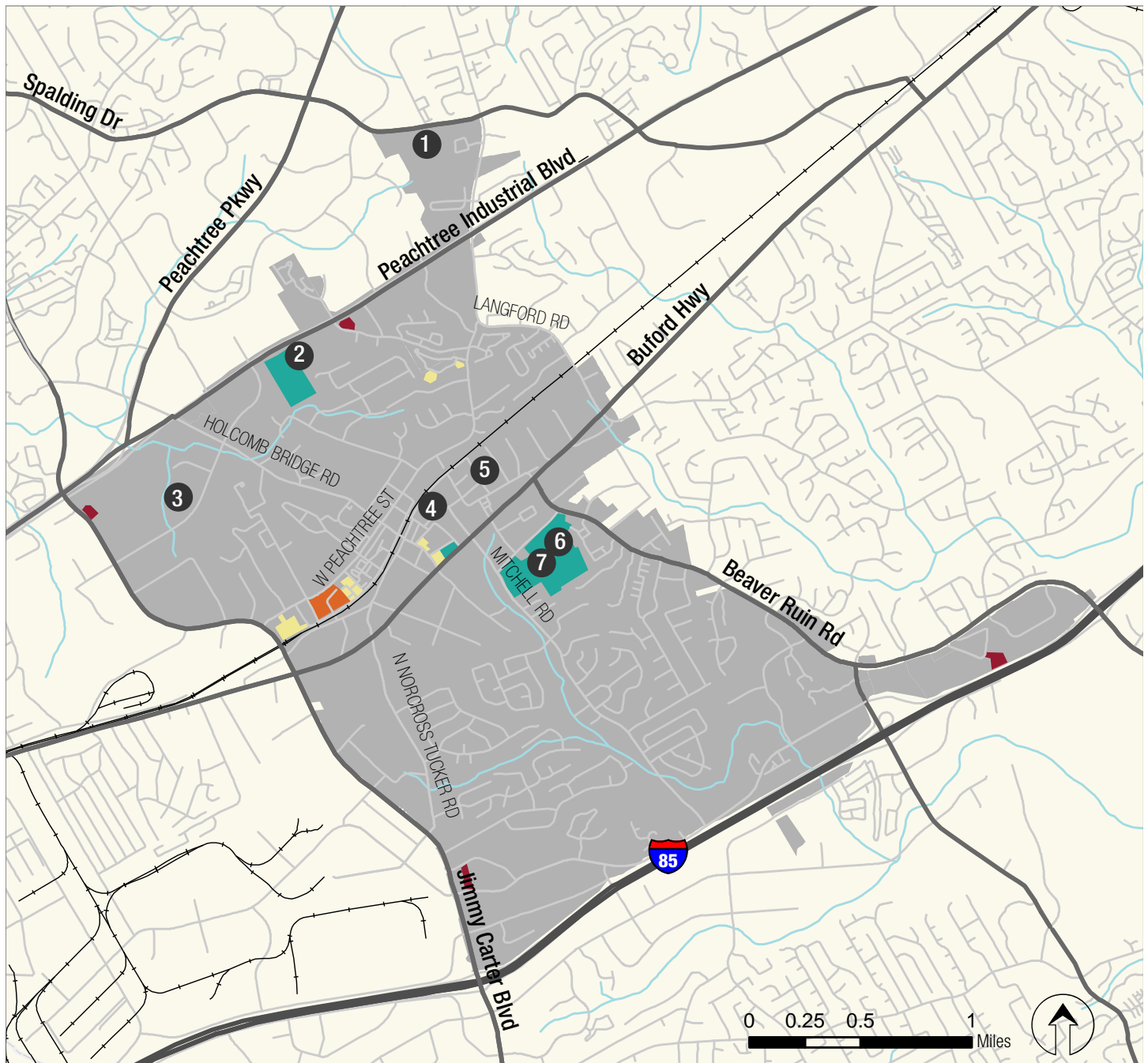
Since the last update, scattered development has occurred across the City. Because there was not much undeveloped land to begin with, most of these projects are small infill developments or redevelopments. Notable land use changes include:

- Construction of the Paul Duke STEM School on Peachtree Industrial Boulevard, on a site formerly used as light industrial
- Construction of the new Summerour Middle School, as well as the new Baldwin Elementary School at the old middle school site
- New infill housing projects, such as Parkside (adjacent to Lillian Webb Park) and Seven Norcross
- Scattered, small-scaled commercial and industrial properties such as new gas stations
- Expansion of Birchwood Foods on Goshen Springs
- Construction of the new Bake City facility in Pinnacle Park

The future of the Westrock Campus is also poised for change. In 2017, the company announced that it will be moving 800 employees from its Norcross campus over to Sandy Springs, where employees will have direct access to a MARTA station. Its 11-acre campus located on Thrasher Street is currently proposed for redevelopment into a mixed-use, traditionally designed neighborhood that will adaptively reuse two of the Westrock buildings. New structures would include two other large buildings for “flats”, as well as a series of townhomes around the campus edges as a public park/green space facing Thrasher Street.

A second mixed use development of note is the Norcross Gateway development, located at Buford Highway and Holcomb Bridge Road. This mixed-use project is a continuation of the city’s redevelopment plans anchored by Lillian Webb Park, and would provide multi-family rental units.

**Figure 3.6. Areas of Change Map**



City of Norcross

**Development Type**

- Civic
- Commercial
- Mixed Use
- Residential

Major Public Facility

- Interstate
- Major Roads
- Road
- Railroads
- Stream

Community Facilities:

- 1 - Norcross High School
- 2 - Paul Duke STEM High School
- 3 - Susan Stripling Elementary School
- 4 - City Hall
- 5 - Norcross Elementary School
- 6 - Summerour Middle School
- 7 - Baldwin Elementary School

## Existing Conditions

# TRANSPORTATION

Like most cities in the region, Norcross's transportation infrastructure is dominated by roadways. And although there is increasing access to alternative modes such as transit and biking, dependence on cars appears to be rising. According to the 2016 American Community Survey (ACS), about 73.5 percent of Norcross residents commute alone by car, truck, or van; this is an increase from 2010's figure of 69.7 percent, and an even larger departure from 2000, when this percentage was 55.5 percent. However, the percentage of residents who commuted via carpool did increase, from 11.6 percent in 2010 to an estimated 17.6 percent in 2016. The mean travel time to work for Norcross residents was 28.9 minutes in 2016, up from 28.3 in 2010.

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## Roadways

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

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

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

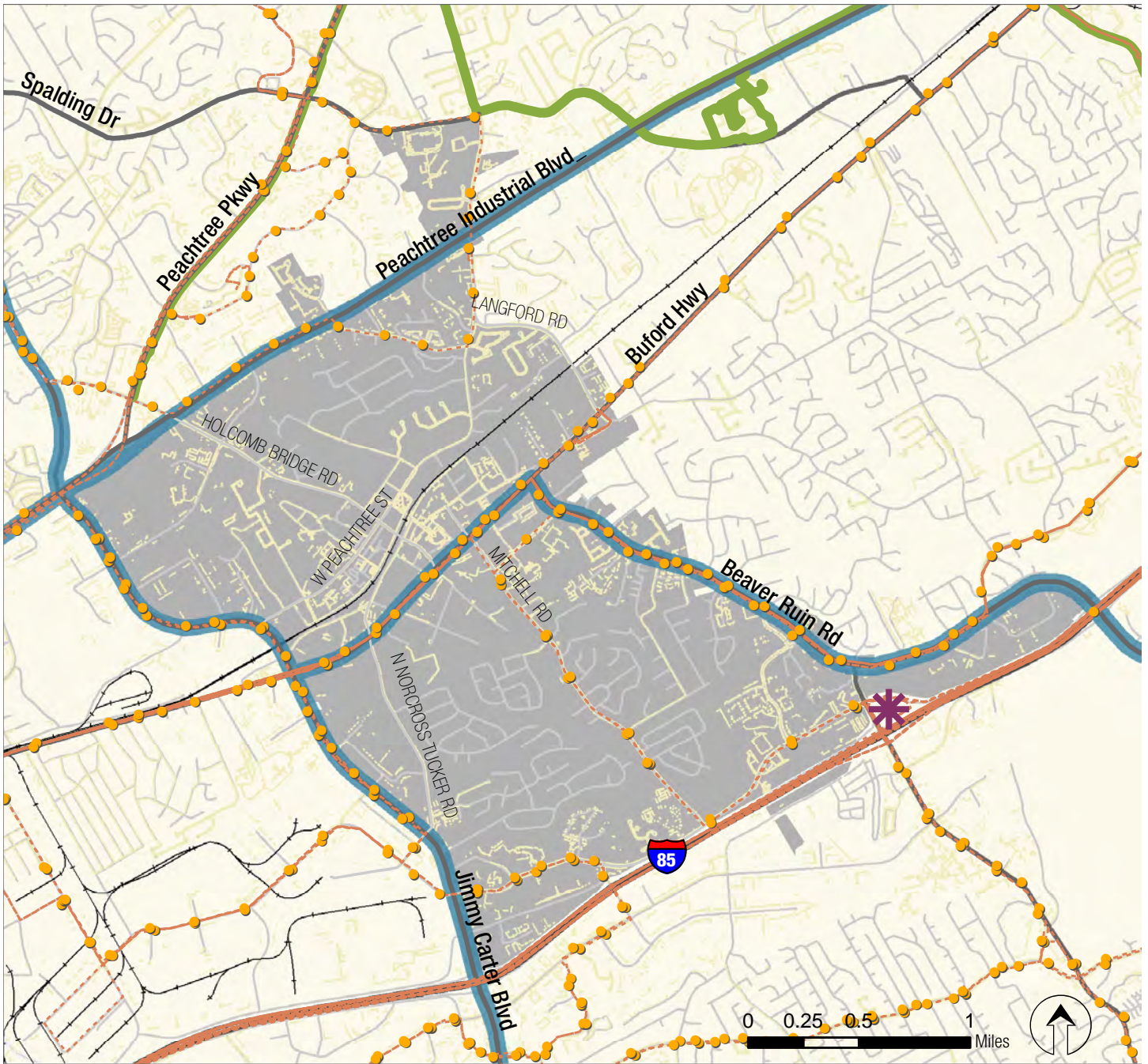
railroad bridge. The Holcomb Bridge Road rail crossing in particular is problematic. It is not uncommon, despite several signed warnings for trucks to get stuck on the rail line due to the steep approach grade to the line. There is a project underway in early 2019 to help correct this issue, but the Holcomb Bridge crossing will be closed for several months.












Since the last comprehensive plan update, a number of roadway improvement projects have been completed such as new turn lanes and raised medians on Buford Highway;

## Truck Routes

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

**Figure 3.7. Existing Transportation System**



- |   |                            |   |                  |
|---|----------------------------|---|------------------|
|  | Indian Trail Park and Ride |  | Major Roads      |
|  | Transit Stop               |  | Interstate       |
|  | Transit Route              |  | Railroads        |
|  | Existing Bike Route        |  | Sidewalks        |
|  | Regional Truck Route       |  | Road             |
|   |                            |  | City of Norcross |



## Transit

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

## Bicycle & Pedestrian Facilities

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

In terms of pedestrian facilities, they exist mostly in the downtown areas of the city. Norcross recently installed wider sidewalks and streetscape improvements in the downtown area with plans for expansion. Although the existing sidewalks are functional, the network requires some enhancement in order to increase the safety and attractiveness of the downtown area for both visitors and residents. As stated earlier, a major impediment for the downtown sidewalk network is the railroad tracks. The existing tracks are not convenient for pedestrian use due to safety and grade issues. Similar to the need for more bicycle facilities, the city is looking into ways to use pedestrian facilities to connect schools. Studies have shown that locations with adequate sidewalk networks can allow for more pedestrians to walk to schools.

The city has taken note of this issue and has several sidewalk (in conjunction with bicycle lanes) improvements planned. One of the most notable projects is the Summerour Safe Routes to School facilities, which is currently being implemented.

# Planned Projects & Opportunities

## ***Destination 2040: Gwinnett County CTP***

*Destination2040* is Gwinnett County's Comprehensive Transportation Plan. The plan looks at all modes of transportation for the whole county, and laid the foundation for more detailed recommendations to follow in the transit and trails plans (see below). In terms of roadway improvements, the CTP identified the following major projects:

- Peachtree Industrial Boulevard Widening
- Beaver Ruin Road at I-85 Interchange Improvement
- Satellite Boulevard/Hillcrest Road Connector
- SR 378/Beaver Ruin Road Widening

It also identified improvement projects at the following intersections:

- US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Boulevard
- Brook Hollow Parkway at Center Way
- SR 378/Beaver Ruin Road at Wynhollow Trace Road
- SR 378/Beaver Ruin Road at Chatham Circle
- North Peachtree Street at Medlock Bridge Road/Langford Road
- Thrasher Street and the railroad crossing

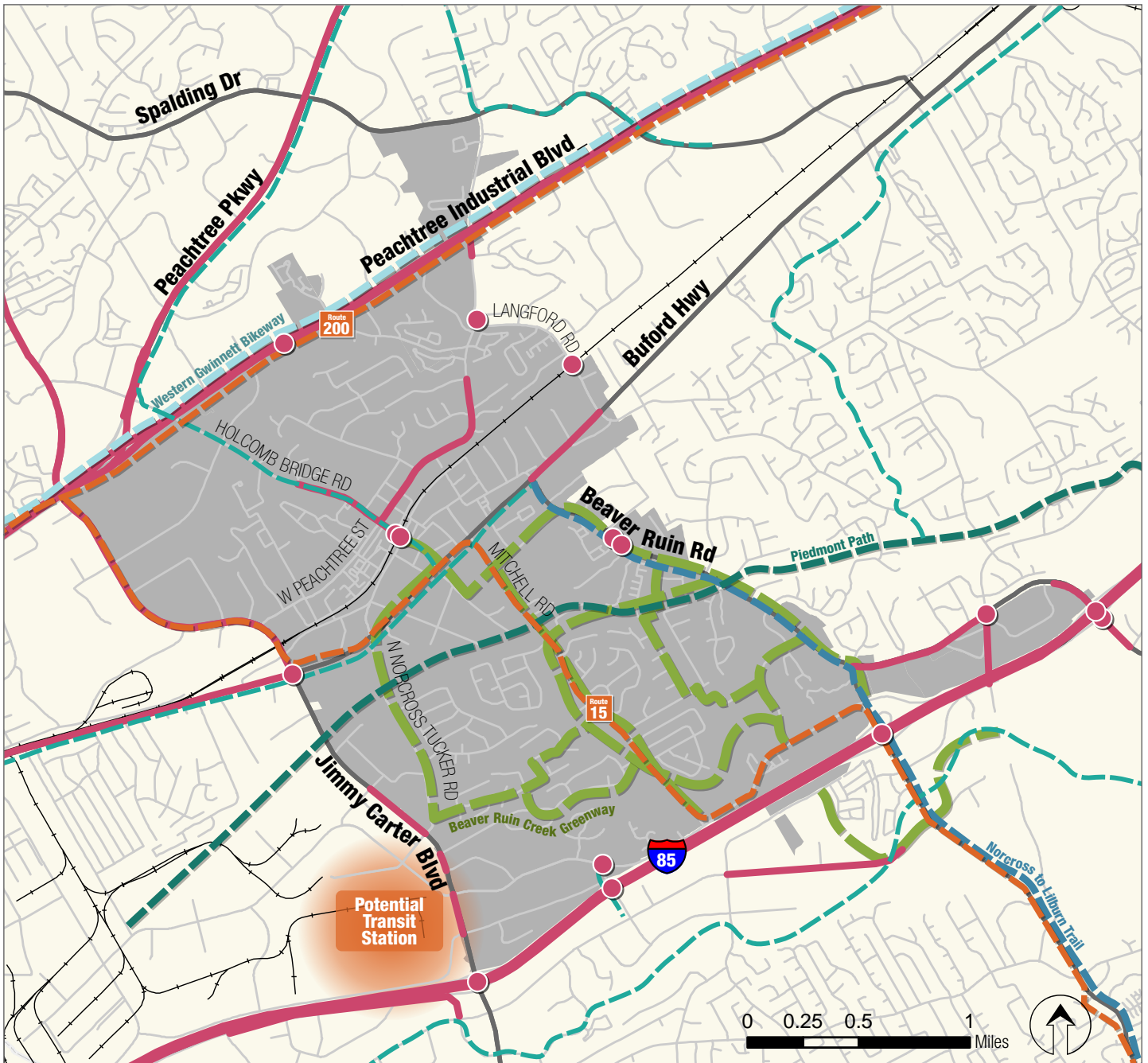
Bicycle and pedestrian projects in the CTP included the construction of sidewalks on Medlock Bridge Road Sidewalks on SR 140/Jimmy Carter Boulevard. Other projects noted in the plan were improvements to the Jimmy Carter Boulevard Bridge over I-85; new fencing at Center Way at I-85; and safety improvements at Langford Road and the railroad.














## ***ConnectGwinnett: Gwinnett Transit***

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

- **New local bus service, Route 15.** This proposed route would provide service from Peachtree Corners, to Norcross, to Lilburn, and then "interlined" with Route 30, that connects the Doraville MARTA station. While in Norcross, the route primarily travels along Mitchell Road; proposed frequency is 60 minutes on weekdays and Saturdays.
- **New Rapid Bus service, Route 200.** A proposed route that would travel between Doraville MARTA station to Sugarloaf Mills, primarily via Peachtree Industrial Boulevard.
- **New Multimodal Transit Station.** For the first time, Gwinnett County's transit plan includes proposed heavy rail. It calls for an extension of heavy rail from the Doraville MARTA Station along I-85 to a multimodal hub near Jimmy Carter Boulevard, and later onward to Gwinnett Place. The exact location of the station has yet to be determined. This ambitious proposal is considered a long-range item, with a timeline of 15 to 20 years to complete and an estimated price tag of \$250 million per mile.

**Figure 3.8. Future Transportation Projects**



- |   |   |  |
|---|---|--|
|  Roadway Project         | <b>County Proposed Trails</b>   |  Major Roads      |
|  Intersection Project    |  Other Proposed Trail      |  Interstate       |
|  Proposed New Transit    |  Norcross to Lilburn Trail |  Railroads        |
|  Proposed Multi-use Path |  Piedmont Path             |  Road             |
|   |  Western Gwinnett Bikeway  |  City of Norcross |

## ***Gwinnett Trails – Countywide Trails Master Plan***

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

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

## ***LCI and Local Plans***

Another significant source of future transportation projects is LCI plans and plans completed by the City. The three LCI plans in Norcross are the Norcross Town Center, Norcross Activity Center, and the Jimmy Carter Boulevard Corridor.

The Town Center plan and the Norcross Activity Center plan have not been updated since the previous Comprehensive Plan, but there have been supplemental studies as follow-ups, such as the **Beaver Ruin Creek Greenway** concept—a major project on the horizon for the city. Many of the transportation projects previously identified have been implemented, but some remain such as traffic calming projects for both Peachtree Street and Holcomb Bridge Road.

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

## ***Additional Opportunities***

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



## Existing Conditions

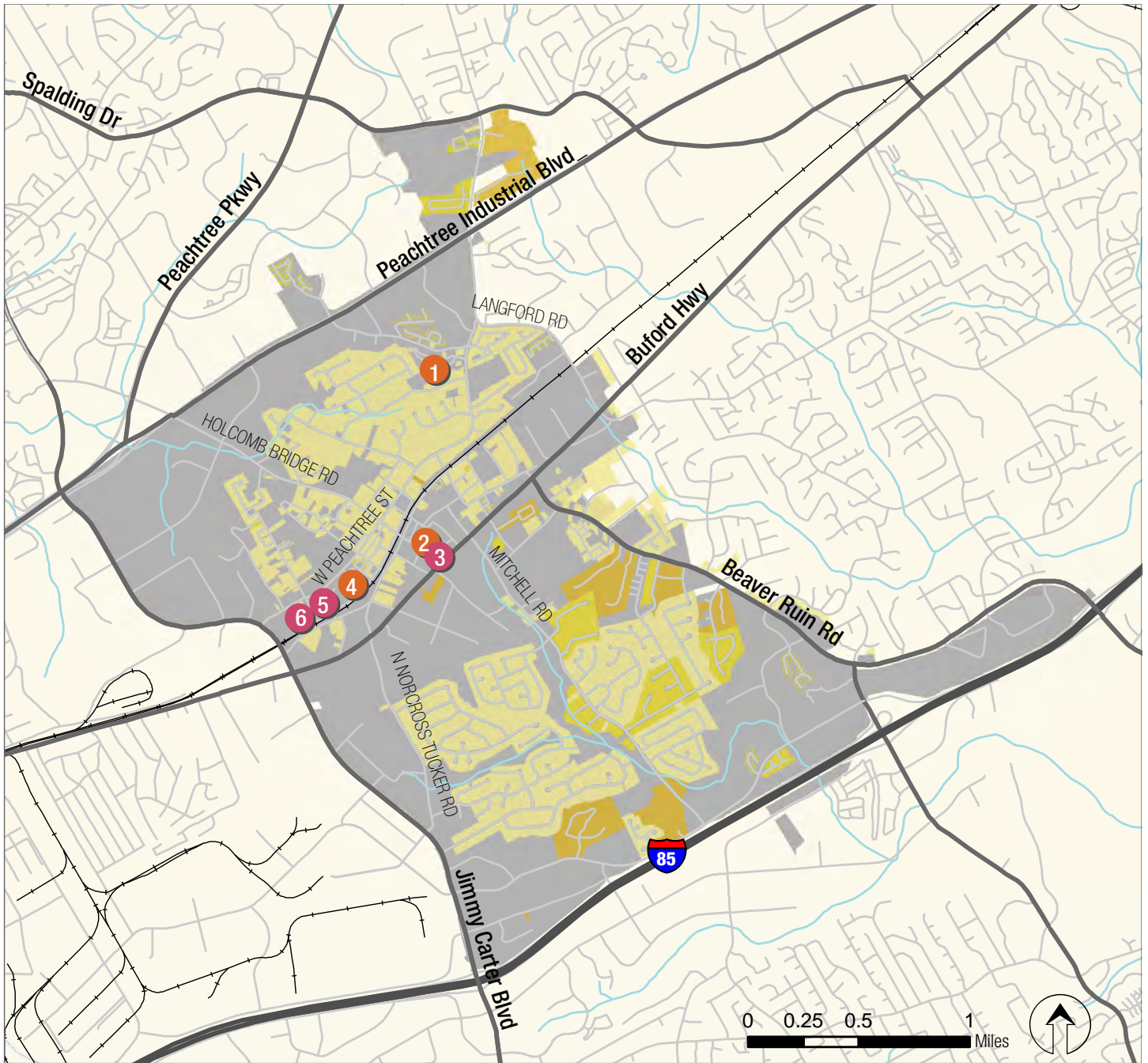
# HOUSING

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

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



**Figure 3.9. Housing Map**



- High Density Residential
- Medium-Density Residential
- Low-Density Residential
- City of Norcross Non-Residential

**Residential Development:**

- Proposed
- Recent

- Interstate
- Major Roads
- Road
- Railroads
- Stream

**Recent/Proposed Housing:**

- 1 - Adam's Vineyard
- 2 - Parkside
- 3 - Norcross Gateway
- 4 - Seven
- 5 - Broadstone Norcross
- 6 - The Kelly

## Housing Profile

As of the 2016 ACS, there were approximately 5,476 housing units in Norcross. This is a large leap from 2010, when there were 3,576 units. The jump is mostly attributed to the City's annexations in 2011 and 2012, which increased the number of housing units by 52 percent when they occurred.

Occupancy rates are healthy, and similar to Gwinnett County as a whole. In 2015, 93.1 percent of all units were occupied (compared to 93.4 percent countywide). The homeowner vacancy rate is particularly low at 0.9 percent, compared to 2.2 percent across the County.

About half (49.1 percent) of all Norcross housing units are single unit, detached residences. This is considerably lower than the Gwinnett County percentage of 73.6 percent. Norcross also has comparatively high percentages of single unit attached residences (19.1 percent) such as townhomes, and units in 5- to 9-unit structures. Between 2010 and 2016, the most marked increases were in 10- to 19-unit structures, and those with 20 or more units. This suggests a trend towards increased housing density.

In terms of housing tenure, Norcross residents tend to be fairly new: 55.1 percent moved to their current home in Norcross in 2010 or later, compared to 40.1 percent across Gwinnett County. A particularly large proportion moved to the city in the later years of the Great Recession, 2010-2014.

Housing values are distributed throughout the city in a fairly similar pattern to that as the rest of the County, but at slightly lower values overall. In 2016, the mean housing value was \$169,700 in Norcross, compared to \$173,000 across Gwinnett County. However, since 2010 the percentages of home values in the higher brackets have all increased in Norcross, but have decreased in the county overall. This indicates that Norcross is increasingly becoming a place of choice in Gwinnett.

The age of housing in Norcross is different than the County as a whole. Almost one-third (31.0 percent) of homes in the city were built between 1980 and 1989, compared to 22.5 percent county-wide. Norcross also did not experience as much of a housing boom between 1990 and 2010 as many places in the region: 38 percent of its homes were built in this 20-year span, versus 59.2 percent countywide.

## New Housing Since 2014

Since the last comprehensive plan update, there have not been a large number of new homes built. This is partially because Norcross is essentially built-out, and has no large, vacant land to accommodate large house developments. As such, the growth in housing has been primarily smaller infill projects, such as:

- **Parkside** – Construction for Parkside—the first redevelopment built around Lillian Webb Park—began in 2014. Today it has three to four-story detached rowhouses, selling from the mid \$400ks each. All 22 of the planned rowhouses have been built.
- **Adam's Vineyard** – the only new single-family, detached residential development in recent years in Norcross. Adam's Vineyard is located off of Reys Miller Road NW, and is about halfway built out as of the publication of this update.
- **Seven Norcross** – adjacent to the former Westrock campus, Seven Norcross is a 12-acre mixed use infill project. Construction began in 2004, but since the last comprehensive plan an additional 42 townhomes have been constructed. However, just over 700 new units have been zoned or platted in the City and are expected to be available within the next several years.

## Affordability

Although Norcross has a lower cost of living than Gwinnett County and the region as a whole, there are still housing affordability challenges. A household is considered rent burdened if it is paying more than 30 percent of its income on rent. According to this definition, almost two-thirds (64.3 percent) of renters are rent burdened, compared to 52.9 percent county wide. So although homes in general are more affordable in Norcross, the lower incomes of its residents translate into a higher rent burden.

Another way to measure housing affordability is the ratio of the median home value to household income. Citywide in 2015, this number was 4.2—considerably higher than the county (2.8) and the Atlanta region as a whole (2.9).

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

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

## Future Projects

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

- **Norcross Gateway**, a 3.25-acre redevelopment site adjacent to Parkside and the new library, is currently proposed as a tight collection of multi-use buildings including commercial, live/work and residential units surrounding structured parking. The finished product will consist of 195 units. The intended use is for rental units, with a tentative “delivery” date in 2020.
- **Broadstone Norcross** is the redevelopment project currently proposed for the former WestRock campus. Although it will be mixed use, it is primarily residential in nature. Current plans show 65 new townhomes and 292 stacked flats.
- **“The Kelly”** at 124 Kelly Street is a 47-home infill development of townhomes located near the former WestRock campus. Construction began in 2018.
- **Adam’s Vineyard** is expected to continue to build out.

All four of these projects, while welcome additions to Norcross, illustrate the regional housing trend of increasingly upmarket new home builds, with little to no affordable housing included. For a community that values its cultural and socio-economic diversity, it is critical that increases in higher end housing be balanced with the availability of high quality, affordable options.

In addition, it should be noted that market study conducted as part of in the City’s Norcross Town Center 10-year update, projected that the housing demand for new housing will be limited to only 490 housing units, 332 of which would be rental, through to the year 2022. These four project alone will meet this demand, suggesting that the city should restrict rezonings for new housing particularly multifamily units in the Town Center area.

## Existing Conditions

# ECONOMIC DEVELOPMENT

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

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

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

## Profile

### Business in Norcross

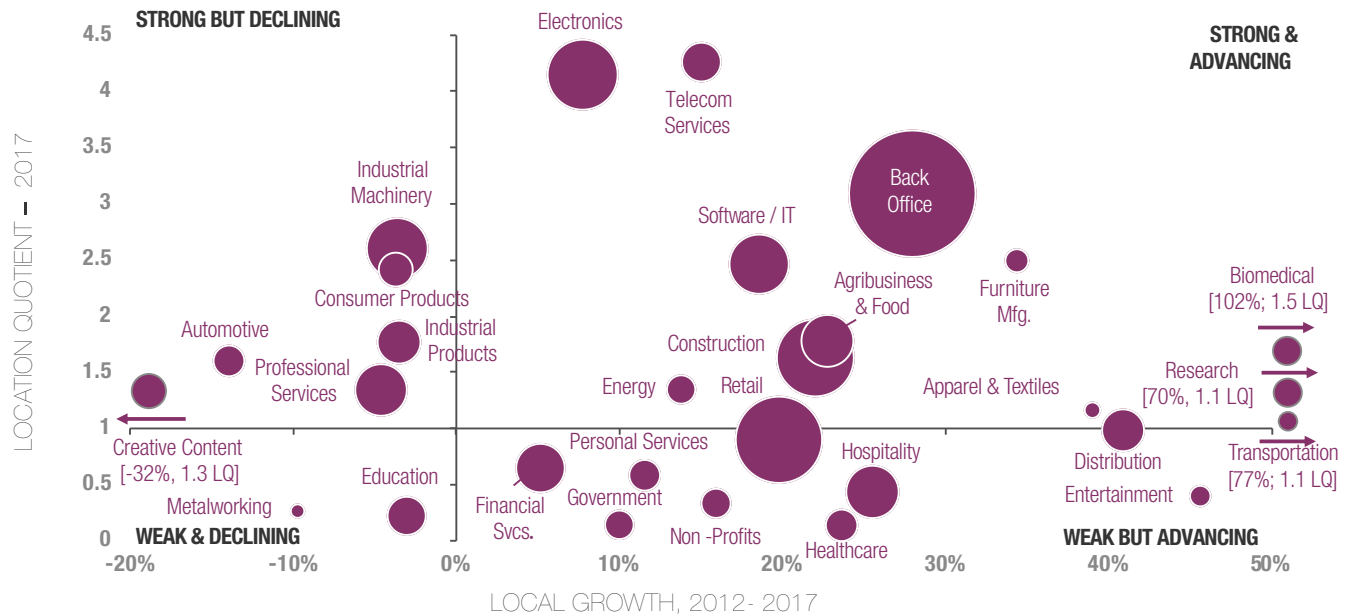
#### ***Business by Industry***

The most recent data available for businesses in Norcross is the 2012 Economic Census. In 2012, the industries with the largest number of establishments includes Professional, Scientific, and Technical Services (269), Wholesale Trade (245), and Retail Trade (192). Both Professional, Scientific and Technical Services and Wholesale Trade saw growth between 2007 and 2012, but the number of Retail Trade establishments declined.

Another way to measure business by industry is the number of employees. In 2012, the Census enumerated 27,380 employees in Norcross places of work. By this measure, Wholesale Trade and Professional, Scientific and Technical Services are dominant industries, employing 16.16 and 15.59 percent of Norcross workers respectively. Administrative and Support and Waste was not far behind, employing 13.90 percent of workers in Norcross.

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

**Figure 3.10. Norcross Industry Clusters - 2017**



Source: City of Norcross Target Industry Report 2017, EMSI / Avalanche Consulting

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

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

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

The Freeport Tax Exemption enables companies to be exempt from property taxes on some inventory. While many places have this exemption in three categories (typically goods in process, finished goods, and stored goods), Norcross has a rare exemption available for “stock-in-trade stored in e-commerce fulfillment centers.” The city is also located in Georgia’s Foreign Trade Zone (FTZ) #26. As part of this zone, there is significant tariff/tax relief to qualified businesses who are trading internationally and using imported components or raw goods.

## Office and Industrial Real Estate

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

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

It should be noted that the submarket numbers are not totally reflective of just Norcross. According to the Target Industry Report, Norcross has 151 existing office buildings (1.88 million square feet). This constitutes only about 30 percent of the submarket. The same report notes that in March 2018 the office vacancy rate in just Norcross was quite low—just 11.2 percent (209,807 square feet), with only 20,000 square feet under construction. However, most of the existing office stock in Norcross is Class B and C, rather than newer, high-end Class A space.

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

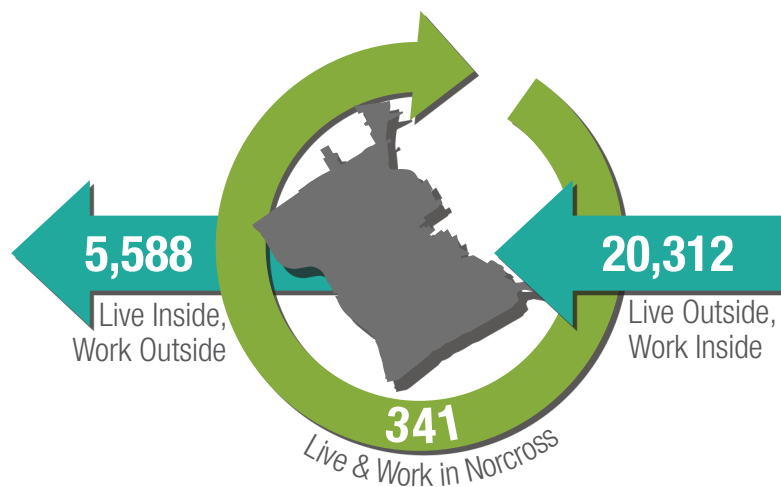
## Profile

### Norcross Residents at Work

As of the 2016 American Community Survey, about 70.9 percent of Norcross's population aged 16 and over were in the labor force. This is slightly higher than the county as a whole, with a participation rate of about 69.5 percent. Unemployment is very low at 3.7 percent, and also lower than the Countywide rate of 4.7 percent.

Despite the low unemployment rate, the median household income in Norcross is relatively low at \$40,788. This is particularly low when compared to the median household income for Gwinnett County at \$61,865, and the average salary of jobs in Norcross at \$61,100. When looking at the inflow/outflow of workers in Norcross, only 6 percent of Norcross residents in the labor force also work in the city.

**Figure 3.11. Inflow/Outflow**



Residents who are employed are fairly evenly distributed among the major categories tracked by the Census. There is a lower percentage of Norcross residents employed in higher wage industries like Management, business, science, and arts occupations (24.7 percent versus 37.4 percent countywide), and a higher percentage in service occupations (20.0 versus 16.0 percent), which tend to have lower pay.

**Table 3.2. Percent of Residents Employed by Industry Type**

City of Norcross			Industry Type	Gwinnett County		
2000	2010	2016		2000	2010	2016
23.2	29.2	24.7	Management, business, science, and arts occupations	39.7	37.6	37.4
20.8	13.7	20.0	Service occupations	10.4	13.9	16.0
19.6	18.7	20.3	Sales and office occupations	30.1	27.6	26.6
21.4	25.6	21.5	Natural resources, construction, and maintenance occupations	10.1	11.1	10.0
15.0	12.8	13.5	Production, transportation, and material moving occupations	9.6	9.9	10.0

## Target Industry Study Findings

### *Employment Destination*

Norcross is a high-wage employment destination: the average salary of a job in the city is \$61,100, compared to \$50,600 in Gwinnett County as a whole. Although these comparatively high salaries are great, they are primarily going to non-residents: 98 percent of jobs in Norcross are not held by city residents. This signals a high volume of people commuting in and out of the city every day. Interestingly, Norcross is home to 11 percent of all jobs in the county, but only 2 percent of the population.

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

### *Innovation*

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

-Norcross Imagination Proclamation





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



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

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

## Target Industry Study Recommendations

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

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

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

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

## Existing Conditions

# SUSTAINABILITY & QUALITY OF LIFE

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

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

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

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

## Sustainability

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

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

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

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

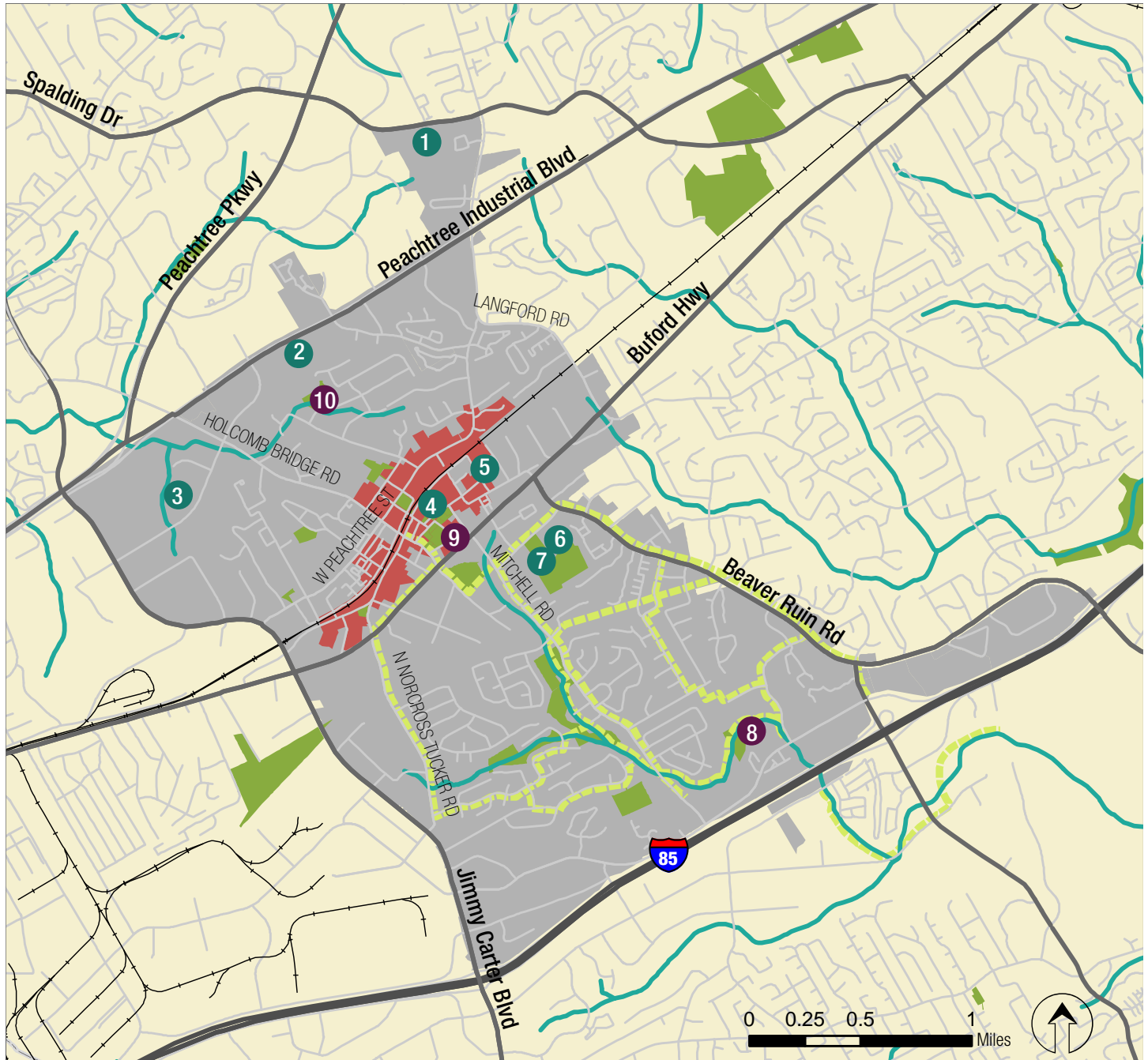
## Public Services & Civic Groups

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

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

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

**Figure 3.12. Quality of Life Map**



- |   |  |
|---|--|
| <span style="display: inline-block; width: 20px; height: 10px; background-color: red; margin-right: 5px;"></span> Historic Downtown                             | <span style="display: inline-block; width: 20px; border-bottom: 2px solid black; margin-right: 5px;"></span> Major Roads |
| <span style="display: inline-block; width: 20px; height: 10px; background-color: #8ebf40; margin-right: 5px;"></span> Greenspace                                | <span style="display: inline-block; width: 20px; border-bottom: 2px solid black; margin-right: 5px;"></span> Interstate  |
| <span style="display: inline-block; width: 20px; border-bottom: 2px dashed #8ebf40; margin-right: 5px;"></span> Proposed Beaver Run Greenway                    | <span style="display: inline-block; width: 20px; border-bottom: 1px solid black; margin-right: 5px;"></span> Railroads   |
| <span style="display: inline-block; width: 20px; height: 10px; background-color: #cccccc; margin-right: 5px;"></span> City of Norcross                          | <span style="display: inline-block; width: 20px; border-bottom: 1px solid black; margin-right: 5px;"></span> Road        |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #008080; border-radius: 50%; margin-right: 5px;"></span> Major Public Facility | <span style="display: inline-block; width: 20px; border-bottom: 1px solid #008080; margin-right: 5px;"></span> Stream    |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #660066; border-radius: 50%; margin-right: 5px;"></span> Proposed New Facility |  |

Community Facilities:

- 1 - Norcross High School
- 2 - Paul Duke STEM High School
- 3 - Susan Stripling Elementary School
- 4 - City Hall
- 5 - Norcross Elementary School
- 6 - Summerour Middle School
- 7 - Baldwin Elementary School
- 8 - Pinncale Park
- 9 - Future Library Branch
- 10 - Fickling Parcel

## Education

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

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

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

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



## Recreation, Parks and Trails

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

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

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

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

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

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



“Tumblefield” Mural at Skin Alley in Historic Downtown Norcross

## Natural Resources

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

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

## Arts, Culture, and History

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

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

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

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

## Upcoming Projects

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

- **New library:** On the southeast edge of Lillian Webb Park, a joint City-County project will result in the construction of a new 21st century library branch. Current designs for the library show 22,000 square feet of space, a parking deck under the facility, interactive program areas, and a community room.
- **Beaver Ruin Creek Greenway:** approximately 10 miles of trails have been identified to be part of the Beaver Ruin Creek Greenway, which will take advantage of floodplain and publicly-owned land to create a green, natural recreation amenity in south Norcross. The central spine of the greenway will connect Downtown, Cemetery Field, multiple residential areas, and the planned Pinnacle Park, with multiple spurs and side trails increasing connectivity.
- **Pinnacle Park:** Also in the southeast section of the City, Norcross is currently developing a 17-acre park of informal green space, a playground, and passive recreation space around a stormwater retention facility that will serve as a centerpiece of the park. The park is anticipated to be completed in early 2019.



# PRIORITY NEEDS & OPPORTUNITIES

1

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



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

2

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



Although Norcross is relatively affordable compared to other places in the metropolitan area, its residents are still significantly cost burdened when it comes to monthly rent and mortgages. This is a challenge across the Atlanta region: housing prices have skyrocketed, whereas wages have made only modest gains. The City has endorsed a policy that begins to address some of these local housing needs through its involvement with the Georgia Initiative for Community Housing (GICH), or LiveNorcross. Additionally, the rewrite of the Zoning Ordinance and its integration into a Unified Development Ordinance (UDO) is an opportunity to address any unintentional barriers in City code that may be standing in the way of constructing more affordable housing products. These steps are just the beginning however: it will take much more to fully address housing affordability challenges, such as programs to assist with down payments and maintenance.

### 3

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

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



### 4

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

Norcross is fortunate to have an authentic historic downtown with a range of amenities, like Lillian Webb Park and Thrasher Park. However, other neighborhoods across Norcross are in need of parks, green space, and other amenities. The Parks Master Plan Update identifies the areas of the city with the greatest need for more recreation services, which are primarily in the residential areas southeast of Buford Highway. The implementation of the Beaver Run Creek Greenway concept would be a major step towards opening up quality green space in this part of the city, as well as providing connectivity as part of the growing system of trails in Gwinnett County. Places like parks, as well as schools and “third places” — those where people tend to gather and connect — are important places for neighborhoods, and can also be venues for family-friendly events and activities.





# PRIORITY NEEDS & OPPORTUNITIES (CONT'D)

5

How can we attract young families?



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

6

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



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

7

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

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



8

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

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

9

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

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



# PRIORITY NEEDS & OPPORTUNITIES (CONT'D)

10

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



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

11

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

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

12

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

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



13

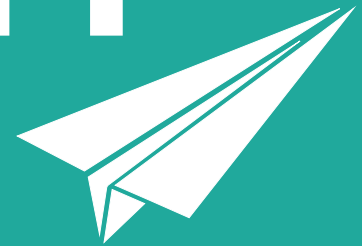
## How can we provide excellent city services and engagement opportunities for people of all linguistic and cultural backgrounds?

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



4

# COMMUNITY WORK PROGRAM



# 4

# COMMUNITY WORK PROGRAM

## INTRODUCTION

The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a list of projects and recommendations to be implemented over the next five years. Long range projects are also included in the Work Program, but are noted to occur after the five-year implementation horizon. The list also includes years to complete, responsible parties, and all applicable funding sources (local, general fund, state, federal, SPLOST, etc.). Note the descriptions sometimes include project reference numbering from other studies.

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

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



# Top Implementation Actions, 2019-2024

1. Adopt new UDO and by so doing: Incentivize green building practices
  - a. Incentivize green building practices
  - b. Incentivize redevelopment of the Buford Hwy Corridor
  - c. Expand the variety of allowable housing options
  - d. Support the expansion of transit into Norcross
2. Establish sidewalk connectivity program and dedicate annual funding to sidewalk improvements
3. Construct Beaver Ruin Creek Greenway
4. Develop a development strategy for the enhancement of the Town Center area, expanding downtown dining, shopping, entertainment, and residential options
5. Implement Target Industry Study and Strategic Marketing Plan
6. Participate in the Georgia Initiative for Community Housing (GICH)/LiveNorcross
7. Maintain our Green Community Platinum Status
8. Identify new opportunities to partner in hosting regular multi-cultural events in the city, both in and outside of downtown
9. Continue to work closely with the Gateway85 CID to expand transportation options and improve the aesthetics of the community
10. Address our senior housing needs through the Mitchell Rd initiative
11. Plan and construct an Entrepreneur Innovation Hub
12. Plan and construct a Cultural Arts Center



**Table 4.1. Community Work Program**

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>LAND USE</b>										
<b>LU.1</b> Prepare a new Unified Development Ordinance (UDO)	Revision of currennt Zoning Ordinance and Development Regulations	■						\$260,000	Com Dev	General Fund
<b>LU.2</b> Create zoning incentives for redevelopment	Part of UDO project	■						NA	Com Dev	General Fund
<b>LU.3</b> Update Town Center LCI Study					■			\$40,000	Com Dev	General Fund
<b>LU.4</b> Update Norcross Activity Center LCI Study				■				\$40,000	Com Dev	General Fund
<b>LU.5</b> Seek PlanFirst designation from DCA	Rewards for good planning with economic incentives and assistance					■		Staff Time	Com Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>TRANSPORTATION</b>										
<i>Roadway Projects</i>										
<b>TR.1</b> Peachtree Street Traffic Calming from Cochran Drive to Holcomb Bridge Rd	Planning Study					■		TBD	Comm Dev	General Fund
<b>TR.2</b> Holcomb Bridge Road Traffic Calming from Peachtree Street to Queen Court	Planning Study Implement Traffic Circle Atlantic & HBR					■		TBD	Comm Dev	General Fund
<b>TR.3</b> Work with Gwinnett County regarding congestion on major corridors		■	■	■	■	■	■	Staff Time	City Engineer, Public Works, City Manager	SPLOST & General Fund
<b>TR.4</b> Repave Britt Avenue							■	TBD	City Engineer; Public Works	General Fund
<b>TR.5</b> Repave W Peachtree St							■	TBD	City Engineer; Public Works	General Fund
<b>TR.6</b> Address draining issued and repave Kelly St and Thrasher St							■	TBD	City Engineer; Public Works	General Fund
<i>Intersection Projects</i>										
<b>TR.7</b> US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Gcint_057					■		\$15,000,000	County	SPLOST
<b>TR.8</b> Vertical Profile Adjustment at Thrasher Street and RR Crossing	NOR_158	■						\$1,200,000	Gwin DOT	SPLOST
<b>TR.9</b> Support Gateway85 CID Transportation Improvement efforts, i.e. improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Run Rd.		■	■	■	■	■	■	Staff Time	Comm Dev/ Gateway85 CID/ Gwin DOT	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>TRANSPORTATION (CONT'D)</b>										
<i>Bicycle/Pedestrian Projects</i>										
<b>TR.10</b> Develop a city-wide bicycle and pedestrian master plan and evaluate establishing a sidewalk fund.		■	■					\$75,000	Comm Dev	TBD
<b>TR.11</b> Medlock Bridge Rd sidewalks Wyntree Dr to PIB	GCsps_34					■		\$160,463	Gwin DOT	TBD
<b>TR.12</b> Indian Trail-Lilburn Road Multi-Use Path	Norcross to Lilburn Trail				■			\$6,756,214	County	ARC, SPLOST
<b>TR.13</b> South Peachtree St Sidewalk from Veterans Park to HBR		■						\$50,000	Comm Dev	CDBG
<i>Other Projects</i>										
<b>TR.14</b> Center Way at I-85 Pedestrian Fencing	Gcbri_201					■		\$1,500,000	GDOT, Gwin DOT	SPLOST
<b>TR.15</b> PIB Smart Corridor	HBR to Hall Cty Line	■	■					\$2,600,000	GDOT, Gwin DOT	80% GDOT
<b>TR.16</b> Study the application of smart corridor technology throughout Norcross	Planning Study			■				\$35,000	Comm Dev	TBD

Project	Timeframe						Cost Estimate	Responsible Party	Funding Source
	2019	2020	2021	2022	2023	2024+			
<b>HOUSING</b>									
<b>H.1</b> Explore feasibility of adopting National Healthy Housing standard or Equivalent		■					Staff Time	Comm Dev	N/A
<b>H.2</b> Explore adoption of partnership structure to reduce crime in extended stay hotels and multi-family housing	■						Staff Time	Comm Dev, Police/Code Enforcement	N/A
<b>H.3</b> Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes			■				TBD	Comm Dev	TBD
<b>H.4</b> Host property management classes to teach owners how to care for investments, improve safety, and improve property values		■	■	■	■	■	Staff Time	Sustainable Norcross	TBD
<b>H.5</b> Develop mixed Income zoning incentives to address affordable housing - concurrent with new, high- standard design development	■	■	■				Staff Time	Comm Dev	N/A
<b>H.6</b> Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	■						Staff Time	Comm Dev	N/A
<b>H.7</b> Review code enforcement regulations and procedures to maintain and improve quality of life	■	■	■	■	■	■	Staff Time	Comm Dev, Police/Code Enforcement	General Fund
<b>H.8</b> Continue and expand progressive code enforcement program in residential neighborhoods	■	■	■	■	■	■	TBD	City, Police/ Code Enforcement	General Fund
<b>H.9</b> Participate in and implement recommendations of the GICH/ LiveNorcross Initiative	■	■	■				\$15,000/year Staff Time	Comm Dev Econ Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>ECONOMIC DEVELOPMENT</b>										
<b>ED.1</b> Provide ongoing support for business recruitment, retention, and expansion initiatives		■	■	■	■	■	■	\$55,000 annually (Economic Development Contract work)	City Ec. Dev	General Fund; Federal Opportunity Zone Fund; New Markets Tax Credits; other sources
<b>ED.2</b> Develop market analysis tool to help identify and facilitate redevelopment opportunities		■						\$10,000	City Ec. Dev	General Fund
<b>ED.3</b> Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion		■	■					Staff Time	City Ec. Dev	N/A
<b>ED.4</b> Support the small business mentoring program assistance as described in the 2011 Community Choices report	The City will continue to support (through in-kind space allocation in the Community Center) and help to promote the current business mentoring programs offered by ACE and SCORE.	■	■	■	■	■	■	Staff Time	City Ec. Dev Including: ACE Score SBDC	In-kind contr. (office space in Community Center)

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>ED.5</b> Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
<b>ED.6</b> Regularly survey town center parking needs		■	■					Staff Time	Com Dev/ Public Works/ City Manager's Office	General Fund
<b>ED.7</b> Develop branding and PR strategy			■					Staff Time	Ec. Dev	General Fund
<b>Target Industry Study &amp; Strategic Marketing Plan</b>										
<b>ED.8</b> Develop target industry brochures		■						TBD	City Ec. Dev	TBD
<b>ED.9</b> Develop three target industry tours		■						Staff Time	City Ec. Dev	N/A
<b>ED.10</b> Develop an online community pride campaign themed around the "A Place to Imagine" branding			■	■	■	■	■	Staff Time	City Ec. Dev	N/A
<b>ED.11</b> Translate marketing materials and other important information into multiple languages		■	■					TBD	City Ec. Dev	TBD
<b>ED.12</b> Expand Economic Development marketing efforts		■	■					Staff Time	City Ec. Dev	N/A
<b>ED.13</b> Clarify the process of informing Norcross about leads with regional partners		■						Staff Time	City Ec. Dev	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>ECONOMIC DEVELOPMENT (CONT'D)</b>										
<b>ED.14</b> Update Norcross bi-fold or create a relocation brochure for new residents			■					TBD	City Ec. Dev	TBD
<b>ED.15</b> Develop a system of one-on-one company visits outside of sector partnership meetings to talk with local businesses about Norcross		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
<b>ED.16</b> Find opportunities to connect firms (especially those in target industries) to Norcross high schools		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
<b>Sustainability Plan</b>										
<b>ED.17</b> Create an internship portal that links Norcross High School students with area businesses		■	■	■				Staff Time	City Ec. Dev	N/A
<b>ED.18</b> Develop and promote a mentorship program for underrepresented community members to increase access to small business certifications		■	■	■	■	■	■	Staff Time	City Ec. Dev; Sustainable Norcross; Atlanta Electrical Contractors Association	N/A
<b>ED.19</b> Launch a voluntary business conservation challenge and recognize participants in an annual event				■				Staff Time	City Ec. Dev	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>ED.20</b> Partner with local schools and community organizations to support students and their parents so they can fully engage in the Norcross economy		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
<b>SUSTAINABILITY &amp; QUALITY OF LIFE</b>										
<b>SQ.1</b> Develop school needs – community resources matching tool		■						TBD	City (Ec Dev, IT); Southwest Gwinnett Chamber of Commerce	GCPS; SWGC; IBM
<b>SQ.2</b> Construct gateways (stone columns and signage); Possible use of digital readers for City events and news.	Locations: HBR @ Town Center LCI boundary w of Queens Ct; JCB @ W Peachtree St; JCB @ S Peachtree St; Mitchell Road @ Buford Hwy; N. Peachtree @ Langford Rd	■	■	■				\$45,000; Undetermined cost for digital readers	Comm Dev/ Public Works	TBD
<b>SQ.3</b> LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	The central spine of the greenway; 3.39 miles of greenway from Downtown Norcross to Beaver Ruin Road/ Pinnacle Way	■	■	■	■	■	■	\$5,450,500 (combined with Segment 2)	Public Works / City Engineer	SPLOST, ARC, TBD



Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SUSTAINABILITY &amp; QUALITY OF LIFE (CONT'D)</b>										
<b>SQ.4</b> LCI Greenway Segment 2: Price Place from Mithcell Road to Beaver Ruin Road (Priority 1 Segment)	0.38 mi of sidepath the connects Summerour MS from Mitchell Road and from the Beaver Ruin Road Multi-Use trail.					■	■	\$5,450,500 (combined with Segment 1)	Public Works / City Engineer	SPLOST, ARC, TBD
<b>SQ.5</b> LCI Greenway Priority 1 Segment BMPS	From Concept Plan, BMPs WP-1, DP-1, WL-1					■	■	\$72,000	Public Works / City Engineer	TBD
<b>SQ.6</b> Beaver Ruin Creek Stream Restoration	Part of Greenway Project					■	■	\$8,785,000	Public Works	TBD
<b>SQ.7</b> Southeast Utility Trail Corridor	Greenway trail along utility corridor east of Buford Highway, connecting N Norcross Tucker Rd to Beaver Ruin Rd	■	■	■	■	■		\$1,300,000	County/Comm Dev/Public Works	General Fund
<b>SQ.8</b> Expand the Citizens Police Academy programming and support it by neighborhood				■	■	■	■	Staff Time	Police	N/A
<b>SQ.9</b> Conduct annual energy, water and waste audits for City buildings and implement retrofits				■	■	■	■	Staff Time	Sustainable Norcross	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SQ.10</b> Complete the Green Infrastructure Assessment		■						TBD	Public Works	TBD
<b>SQ.11</b> Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials and		■						Staff Time	Public Works	N/A
<b>SQ.12</b> Develop an advisory board staffed by representatives of immigrant communities		■						Staff Time	Comm Dev/ Police	N/A
<b>SQ.13</b> Expand and support the faith community and city partnership to organize volunteer assistance days for low-income residents facing code violations			■					Staff Time	Police	N/A
<b>SQ.14</b> Create a Volunteer Norcross web platform		■						TBD	Ec. Dev/Police	TBD
<b>SQ.15</b> Develop Lead Norcross program				■				Staff Time	Ec. Dev.	N/A
<b>SQ.16</b> Update Technology Plan	Three-year plan		■				■	Staff Time	IT	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SUSTAINABILITY &amp; QUALITY OF LIFE (CONT'D)</b>										
<b>SQ.17</b> Implement local Next Generation Focus Program	A new program that addresses the issues kids deal with today and teaches soft skills (bank accounts, manage finances, change tires, etc.)	■	■	■	■	■	■	Staff Time	Ec Dev	Grants
<b>SQ.18</b> Update Parks Master Plan to include one or more linear parks to downtown	Include Fickling Parcel as a part of the update					■	■	\$40,000	Parks/Comm Dev	General Fund
<b>SQ.19</b> Pursue Bike Friendly Community certification from the League of American Bicyclists							■	Staff Time	Comm Dev	General Fund
<b>SQ.20</b> Create a Roles & Duties Guide for Norcross Boards and Commissions		■						TBD	Comm Dev	ARC, General Fund
<b>SQ.21</b> Consider developing a full time event coordinator/ manager position					■			\$60,000	City Manager's Office	General Fund
<b>SQ.22</b> As part of the new UDO, require developers to donate funds for tree replacement if the replacement can not be done on site		■						Staff time	Comm Dev	General Fund
<b>SQ.23</b> Pursue Walk Friendly Certification						■	■	Staff Time	Comm Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SQ.24</b> Implement recommendations from the Local Foods Accountability Model Report		■	■	■	■	■	■	Staff Time	Ec. Dev/Comm Dev	N/A
<b>SQ.25</b> Coordinate City-wide GIS system and annually obtain GIS data from the County regarding parcel boundaries and transportation improvements.		■	■	■	■	■	■	\$145,000.00	Information Technology	General Fund
<b>SQ.26</b> Promote and partner on Town Center LCI projects		■	■	■	■	■	■	TBD	City & Comm Dev	City, Developers, TAD, CID, GAFARLF, Equity Fund, Redev. Fund, CBDG
<b>SQ.27</b> Manage website		■	■	■	■	■	■	\$10,000	IT/City Clerk	General Fund
<b>SQ.28</b> Update Five Year Technology Plan annually		■	■	■	■	■	■	Staff Time	IT	General Fund
<b>SQ.29</b> Maintain City's LEED and Green Communities Designation	Up for renewal every 3 yrs	■			■		■	Staff Time	City	General Fund
<b>SQ.30</b> Evaluate potential update and maintenance of the City's entry gateways				■				Staff Time	City	General Fund
<b>SQ.31</b> Relocate utilities underground							■	TBD	Public Works	CDBG
<b>SQ.32</b> Plan and construct a Cultural Arts Center							■	TBD	TBD	CDBG

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SUSTAINABILITY &amp; QUALITY OF LIFE (CONT'D)</b>										
<i>BRE (Business Retention, Recruitment, Expansion)</i>										
<b>SQ.33</b> Provide ongoing support for BRE		■	■	■	■	■	■	\$75,000 annually	Ec. Dev	General Fund
<b>SQ.34</b> Re-establish a City/DDA Revolving Loan Fund for local small business and entrepreneurs				■				\$300,000	Ec. Dev	Property Tax; Set-aside (3%) Private Lender - Matching or EDA Grant
<b>SQ.35</b> Establish Entrepreneur Innovation Hub Development in location(s) to be determined						■		TBD	Ec. Dev	See row below
<b>Notes on Funding Sources for SQ.35:</b> Creative PPP Financing; General Fund; EDA Grant-Regional Innovation Strategies (RIS) Program; EDA; EDA Grant - University Center Economic Dev. Program; Business Imprv District or Special Tax District										
<b>SQ.36</b> Develop and administer annual business owner survey to gauge the needs and opinions of the business community		■	■	■	■	■	■	\$5,000	Ec. Dev	General Fund
<b>SQ.37</b> Develop and implement Hispanic outreach to learn business needs		■	■	■	■	■	■	TBD	Ec. Dev	General Fund
<b>SQ.38</b> Aggressive Film/TV and creative Business Recruitment Along At-PIB and I-85 Act. Ctr. Character Areas to help fill vacant office spaces		■	■	■	■	■	■	\$10,000 annually	Ec. Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>Marketing</b>										
<b>SQ.39</b> Implement 2018 Strategic Marketing Plan and Targeted Industry Study		■	■	■	■	■	■	\$75,000 annually	Ec. Dev	General Fund; Hotel/ Motel Funds
<b>SQ.40</b> Hold Annual Media Roundtable Luncheon to increase relationships with metro Atlanta media professionals to garner more positive and earned media coverage for Norcross		■	■	■	■	■	■	\$2,000 annually	Ec. Dev; PR	General Fund
<b>SQ.41</b> Federal Opportunity Zone Strategic Plan and Investor Outreach to direct investors to project opportunities		■	■	■	■	■	■	\$25,000 yr 1; TBD years following	Ec. Dev	General Fund
<b>SQ.42</b> Complete Annual Scorecard Report		■	■	■	■	■	■	\$1,500	Ec. Dev	General Fund
<b>SQ.43</b> Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta			■					\$300,000	Projects Specialist; PR; Ec. Dev	Sponsorships; Hotel/ Motel Funds; Grants

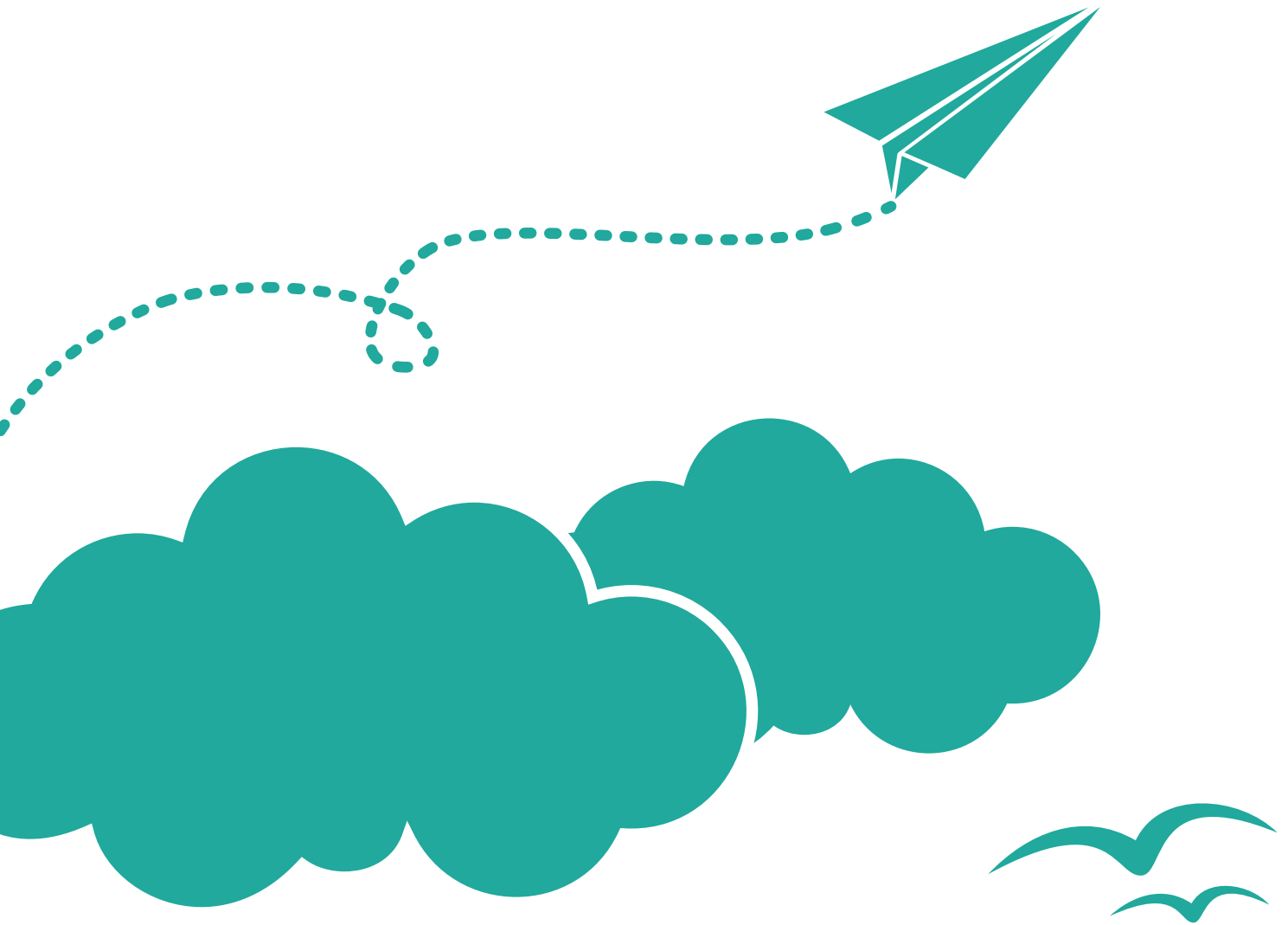
Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SUSTAINABILITY &amp; QUALITY OF LIFE (CONT'D)</b>										
<i>Redevelopment</i>										
<b>SQ.44</b> Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment Concept Plan			■					\$75,000	Comm Dev; Ec. Dev; DDA	General Funds
<b>SQ.45</b> Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment						■		\$500 Million	Comm Dev; Ec. Dev; DDA	Creative Financing; TAD Designation; Bond; SPLOST; EPA Grants; EDA Grants; State Redev. Fund; General Fund
<b>SQ.46</b> Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement						■		TBD	Comm Dev; Ec. Dev; DDA	SPLOST; State Redev. Fund; General Fund
<b>SQ.47</b> Reserve Fund for Purchasing Property; Consider creating a Land Bank Authority		■	■	■	■	■	■	\$5 Million annually	Ec. Dev; DDA	General Fund; Revitalization Grants; EDA Grants
<b>SQ.48</b> Continue ongoing redevelopment of Historic Downtown		■	■	■	■	■	■	TBD	Ec. Dev; DDA; HPC	EPA and DNR Grants

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>Innovation Initiatives</b>										
<b>SQ.49</b> Conduct a Comprehensive Smart City Study			■					\$25,000	Ec. Dev/IT	General Fund
<b>SQ.50</b> Create an Innovation Council to advise the City Council on how to address and apply new technologies	Council will report annually at the Council Retreat	■	■	■	■	■	■	Staff Time	Comm Deve; Ec. Dev	General Fund
<b>SQ.51</b> Conduct Comprehensive Smart City Study Phase Implementation						■		TBD	Ec. Dev/IT	Creative Financing; Special Purpose Vehicle National Telecom. & Information Admin. (NTIA) Grant; General Fund (Match Grant Contr.)
<b>SQ.52</b> Institute broadband Access Program for Low-income Areas to close the “digital-divide” in Norcross						■		TBD	Ec. Dev; IT	Special Purpose Vehicle National Telecom. & Information Admin. (NTIA) Grant; General Fund (Match Grant Contr.)



Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
<b>SUSTAINABILITY &amp; QUALITY OF LIFE (CONT'D)</b>										
<i>Housing/Neighborhood Revitalization</i>										
<b>SQ.53</b> Implement LiveNorcross: Hire Housing Manager to develop and implement ongoing housing and neighborhood stabilization programs				■				\$150,000	Comm Dev; Ec. Dev	General Fund; Revitalization Grants
<i>Education &amp; Workforce Development</i>										
<b>SQ.54</b> Explore college/university satellite office to assist more residents in obtaining certificates and higher education degrees			■					Staff time	Ec. Dev	N/A
<b>SQ.55</b> Administer Norcross Schoolhouse Rock PR Campaign to highlight and promote area schools to overcome negative perceptions			■					TBD	Ec. Dev; PR	Sponsorships; Gwinnett County Public Schools
<b>SQ.56</b> Partner with Dept. of Labor for segment workforce training sessions		■	■	■	■	■	■	Staff Time	Ec. Dev	General Fund
<b>SQ.57</b> Establish and promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations including GA Dept. of Labor, GA Center for Opportunity, Corners Outreach, Great Promise Partnership, and others.			■					TBD	Ec. Dev	General Fund

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NORCROSS 2040  
**COMPREHENSIVE PLAN**



Prepared by  
**JACOBS**



# 2040 NORCROSS COMPREHENSIVE PLAN TECHNICAL ADDENDUM





**NORCROSS**  
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CITY OF NORCROSS  
HISTORIC DOWNTOWN

Norcross 2040 Comprehensive Plan

# TECHNICAL ADDENDUM

The Technical Addendum contains four major resources: the Record of Accomplishments, community engagement documentation, a discussion of the State's Environmental Planning Criteria, and the broadband services element.

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# TA-1

## RECORD OF ACCOMPLISHMENTS

### OVERVIEW

Since the previous Comprehensive Planning effort, the City of Norcross has made great progress in implementing policies and projects. The following pages contain details on the status of items from the 2014 Comprehensive Plan; note that a number of items from the 2014 plan are not contained in this list. Instead, they have been recategorized as policies and integrated into other parts of the plan.

**Table TA.1. Record of Accomplishments**

#	Project	Status	Notes
<b>POPULATION</b>			
POP-1	Establish benchmarks for program expansion, include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	Completed	
POP-2	Senior Programs - include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	Completed	
POP-3	Continue our positive relationship with ethnic and international communities, such as the Latin American Association through community programs and events	Ongoing	Occurring through various City programs; moved to policy
POP-4	Study the possibility of implementing a Leadership Norcross Program	No longer valid	Lacked staff to implement
<b>HOUSING</b>			
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high- standard design development	Ongoing	Addressing this through Live Norcross, an initiative of GICH, anticipate initiative will run through 2021, as well as addressing in the preparation of new UDO
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life	Ongoing	Ongoing on yearly basis
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods	Ongoing	Ongoing on yearly basis
HOU-5	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	Ongoing	Addressing this through Live Norcross, an initiative of GICH, anticipate initiative will run through 2021
<b>ECONOMIC DEVELOPMENT</b>			
ED-1	Pursue creation of an Opportunity zone along Jimmy Carter Boulevard	Completed	Gwinnett Opportunity Zone established in 2014. In addition, the Federal Opportunity Zone (FOZ) program will be promoted to business owners, developers, and the real estate practitioners.
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	Completed	Completed but revised effort is planned for 2019, engagement in the Georgia Initiative for Community Housing (GICH) is also facilitating the efforts to create affordable housing alternatives.



#	Project	Status	Notes
ED-3	Implement management program of off-site parking for employees of downtown businesses	Ongoing	Revised parking study underway, estimate completion late 2018. Based on study recommendations the need for this project will be reassessed.
ED-4	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	Ongoing	Property owners on Buford Hwy are being identified and approached to assess their plans and explore whether public purchase would be appropriate.
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	Completed	Towncenter LCI will be updated; see Community Work Program
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"	Ongoing	Move to Policy - It is very difficult to obtain information on this type of infrastructure, due to security and competition related concerns. The adequacy of this type of infrastructure will continually be identified through visits with area businesses associated with business retention/expansion and recruitment initiatives.
ED-7	Collaborate with GVCID [Gateway 85 CID] to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries	Ongoing	Move to Policy, also Gwinnett Village CID has been renamed Gateway 85 CID
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	No longer valid	Project has dropped due other priorities
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	Ongoing	The City will continue to support (through in-kind space allocation in the Community Center) and help to promote the current business mentoring programs offered by ACE and SCORE. The City should also help to inform businesses about the service capabilities of the SBDC (which maintains an office in Gwinnett). The City will be exploring the possibilities of developing specialized/targeted business incubators (such as a culinary incubator) that cater to the entrepreneurs within the City.

#	Project	Status	Notes
<b>LAND USE</b>			
LU-2	"Work with GV CID [Gateway 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"	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.
LU-4	Develop plazas with redevelopment per Town Center LCI	Ongoing	Currently designing plaza for Gateway Project underway. Estimated completion 2020.
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.	Completed	
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.	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by 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	Completed	
LU-8	Reduce off-street parking minimums within the Historic Downtown area	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.
LU-9	Amend the ROAD Overlay District to more reasonable densities and scale	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.
LU-10	Modify the City's Land Development Regulations to allow pervious paving in parking lots within the Town Center area	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.

#	Project	Status	Notes
LU-13	Adopt higher-density mixed-use zoning categories for Brook Hollow Pkwy and Beaver Run Rd. corridors (similar to Buford Hwy zoning)	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.
LU-11	Establish a sidewalk bank	Ongoing	Anticipate developing a sidewalk and transportation improvement plan in the next planning cycle to include sidewalk installation and improvement plan as well as establishing a sidewalk fund.
LU-12	Create zoning incentives for redevelopment	Ongoing	Being explored through UDO project
LU-14	Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP	Postponed	Low priority, TBD as funding & priority are reassessed
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	Ongoing	City would still like to continue to explore appropriate means of encouraging property owners to only allow retail/restaurant or other commercial businesses that have the characteristics which contribute to a vibrant downtown. Being explored through the UDO project
LU-16	Consider expansion of Skin Alley Plaza	Ongoing	Expansion of the Downtown Entertainment District is ongoing effort of the City.
LU-17	Incorporate parks and greenway requirements into Zoning for open space and options for "banking" open space	Ongoing	Moved to Policy
LU-18	Complete a Redevelopment Guide for focus projects within the Town Center LCI study area	No longer valid	Economic Development is considering placing some general guidelines for redevelopment on our the City site, but not a formal guide. The market is too fluid for a guide to effective.
LU-19	Revise the industrial zoning district (M-1) to preserve and enhance areas for business retention and attraction	Ongoing	Conversion to Norcross UDO currently underway addressing all design guidelines for entire City, estimated completion Spring 2019, funded by City.

#	Project	Status	Notes
<b>TRANSPORTATION</b>			
<b>ROADWAY PROJECTS</b>			
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"	Completed	
TR-7	Beaver Ruin - Langford Rd. Connector: S.terminus in general area of Newbury Rd and N. terminus at BuHwy/Langford Rd. intersection	No longer valid	Lack of funding; no longer a priority
TR-74	Work with Gwinnett County regarding congestion on major corridors	Ongoing	Ongoing; moved to policy
TR-76	Buford Highway Improvements: Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross-Tucker Road at Buford Highway	Completed	
TR-79	Support GVCID Transportation Improvement efforts, including improvements to JCB at I-85, JCB at Buford Highway and along Beaver Ruin Rd	Ongoing	Ongoing; moved to policy
<b>INTERSECTION PROJECTS</b>			
TR-1	Indian Trail Road Improvements: A. Intersection @ Brook Hollow Pkwy: Add second eastbound right turn lane and westbound through lane, B. Interchange: Install second left-turn lane onto I-85	Completed	
TR-121	Roundabout at N. Norcross Tucker Rd. and S. Peachtree St.	Postponed	Lack of funding
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.	Postponed	Lack of funding
TR-107	Modify/add ADA ramps at the intersection of JCB @ Best Friend Park	Postponed	Postponed for further study during sidewalk program
TR-108	Modify/add crosswalks at the intersection of JCB @ Best Friend Rd	Postponed	Postponed for further study during sidewalk program
TR-109	Add a pedestrian signal phase at the signalized intersection of JCB @ Best Friend Rd.	Postponed	Postponed for further study during sidewalk program
TR-110	Modify/add ADA ramps on JCB at the driveway of JCB and Best Friend Park	Complete	

#	Project	Status	Notes
TR-111	Modify or remove the right-turn channelization islands at the intersection of JCB @ N. Norcross Tucker Rd.	Postponed	Needs further communication and coordination with the County
TR-112	Modify or remove the right-turn channelization islands at the intersection of JCB @ Brook Hollow Pkwy	Postponed	Needs further communication and coordination with the County
TR-113	Modify or remove the right-turn channelization islands at the intersection of JCB @ Goshen Springs Rd.	Postponed	Needs further communication and coordination with the County
PEDESTRIAN PROJECTS			
TR-3	"Pedestrian Improvements A. Construct crosswalks and pedestrian signals at the following intersections: - Brook Hollow Pkwy @ Center Way - Beaver Ruin Rd. @ Wexford Dr./East Hill Way - Indian Trail Rd. @ Brook Hollow Pkwy - Buford Hwy @ N. Norcross Tucker Rd. - Beaver Ruin Rd. @ Pinnacle Way - Beaver Ruin Rd. @ Indian Trail Rd. - Mitchell Rd. @ Brook Hollow Pkwy - Brook Hollow Pkwy @ Victory World Church B. Construction connections (3.85 miles) between existing sidewalks to complete study area sidewalk network along N. Norcross Tucker Rd, Beaver Ruin Rd, and Brook Hollow Pkwy west of Mitchell Rd."	Postponed	Postponed for further study during sidewalk program
TR-4	Buford Hwy from N. Norcross Tucker Rd. to Langford Rd.: Pedestrian enhancements including landscaping, lighting, and 10' multi-use trails	Postponed	Postponed for further study during sidewalk program
TR-5	Brook Hollow Pkwy from Mitchell Rd to Beaver Ruin Rd and on Mitchell Rd. from Everglades Tr. To Brook Hollow Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	Postponed	Postponed for further study during sidewalk program
TR-6	Pinnacle Point Rd. from Beaver Ruin Rd to Brook Hollow Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	Postponed	Postponed for further study during sidewalk program
TR-9	Downtown Pedestrian Improvements: A. 8' sidewalk and streetscape at NW side of Bostic St. from Holcomb Bridge Rd to Lillian Webb Park, on SE side of Bostic St. from Holcomb Bridge Rd to Britt Ave., on SW side of Britt	Postponed	Postponed for further study during sidewalk program
TR-10	Downtown Pedestrian Improvements/Traffic Calming: Raised crosswalks/speed tables on Britt Ave. and on College St.	Postponed	Postponed for further study during sidewalk program
TR-12	Norcross Elem. School Bike/Ped Connectivity: Multi-use trail on SW side of Born St. from Academy St. to Lawrenceville St.	Postponed	Postponed for further study during sidewalk program
TR-13	Norcross Elem. School Bike/Ped Connectivity: 5ft sidewalks on the NE side of Beutell St. from Lawrenceville St. to Wingo St.	Postponed	Postponed for further study during sidewalk program

#	Project	Status	Notes
TR-14	City Hall Pedestrian Improvements: 8' sidewalk with streetscape on the NW side of Lawrenceville St. between Jones St. and Rakestraw St.	Postponed	Postponed for further study during sidewalk program
TR-15	City Hall Pedestrian Improvements: Textured surface and splitter island at the intersection of Lawrenceville St. and Mitchell Rd.	Postponed	Postponed for further study during sidewalk program
TR-16	Lawrenceville St. Bike/Ped Connectivity: Sidewalks on NW side of Lawrenceville St. from Academy St. to Hunt St.	Postponed	Postponed for further study during sidewalk program
TR-17	Lawrenceville St. Bike/Ped Connectivity: Multi-use trail connection between NW side of Lawrenceville St. and Giles St. near Buford Hwy	Postponed	Postponed for further study during sidewalk program
TR-18	Thrasher Park Area Pedestrian Improvements: Sidewalk on SW side of W P'tree St. between Holcomb Bridge Rd and Park Dr.	Postponed	Postponed for further study during sidewalk program
TR-19	"Thrasher Park Area Pedestrian Improvements: (1) Enhanced crosswalks at W. P'tree St. @ HBR and W. P'tree St. @ Park Dr., and (2) Bulbout and enhanced crosswalk at N. P'tree St."	Postponed	Postponed for further study during sidewalk program
TR-20	Buford Hwy. Pedestrian Improvements: 8" sidewalk with streetscapes on both sides of Buford Hwy. between HBR and Mitchell Rd.	Postponed	Postponed for further study during sidewalk program
TR-21	Buford Hwy. Pedestrian Improvements: Enhanced crosswalks on Buford Hwy. at the following locations: N Norcross Tucker Rd., HBR, Mitchell Rd., Beaver Run Rd.	Postponed	Postponed for further study during sidewalk program
TR-22	Railroad Pedestrian Crossing Upgrades and Traffic Calming - Upgrade ped crossings at the RR crossings on HBR and Park Dr.	Postponed	Postponed for further study during sidewalk program
TR-23	Railroad Pedestrian Crossing Upgrades and Traffic Calming: Intersection Improvements at HBR @ P'tree St. with wrought iron gateway feature	Ongoing	PENDING, Gwinnett County DOT project anticipated start date February 2019
TR-33	Implement recommendations from the Town Center Railroad Crossing Concept/Traffic Study at the next call for projects	Completed	
TR-34	Provide way-finding signage to and along the trail connecting Summerour MS athletic fields and the adjacent multi-family neighborhood	Postponed	Postponed for further study during sidewalk program
TR-35	Install high visibility crosswalks in the ladder style across the northern and western crossings at Price Place @ Summerour St.	Postponed	Postponed for further study during sidewalk program
TR-36	Install school crossing signs at Price Place @ Summerour St.	Postponed	Postponed for further study during sidewalk program
TR-39	Raise the painted triangular circulation island on Mitchell Rd. @ Price Place	Postponed	Postponed for further study during sidewalk program

#	Project	Status	Notes
TR-40	Install a high visibility crosswalk in the ladder style across the northern crossing on Mitchell Rd. @ Price Place	Postponed	Postponed for further study during sidewalk program
TR-41	Upgrade the western crossing of Mitchell Rd. @ Price Place with a ladder style high visibility crosswalk	Postponed	Postponed for further study during sidewalk program
TR-43	Install pedestrian countdown signals at Mitchell Rd. @ Price Place	Postponed	Postponed for further study during sidewalk program
TR-44	Install a sign for traffic turning right onto Price Place from Mitchell Rd. that reads "Yield to pedestrian in crosswalk."	Postponed	Postponed for further study during sidewalk program
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	Postponed	Postponed for further study during sidewalk program
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.	Postponed	Postponed for further study during sidewalk program
TR-47	Move the crosswalks up to the intersection on Price Place @ Beaver Ruin Rd.	Postponed	Postponed for further study during sidewalk program
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	Postponed	Postponed for further study during sidewalk program
TR-49	Replace the existing sidewalk on the S side of Beaver Ruin Road with a multi-use path between BuHwy and Indian Tr.	Postponed	Postponed for further study during sidewalk program
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	Postponed	Postponed for further study during sidewalk program
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	Postponed	Postponed for further study during sidewalk program
TR-59	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Reeves Rd.	Postponed	Postponed for further study during sidewalk program
TR-60	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Garner St.	Postponed	Postponed for further study during sidewalk program
TR-61	Repaint stop bars on Everglades Trail @ Mitchell Rd. and ensure that stop bars are located behind crosswalk pavement markings.	Postponed	Postponed for further study during sidewalk program
TR-62	Upgrade existing crosswalks to ladder style pavement markings on Everglades Trail @ Mitchell Rd.	Postponed	Postponed for further study during sidewalk program
TR-63	Install high visibility crosswalks in the ladder style across Mitchell Road at the west crossing @ Everglades Tr.	Postponed	Postponed for further study during sidewalk program

#	Project	Status	Notes
TR-64	Install a pedestrian-actuated signal or rapid flashing beacon across Mitchell Road at the proposed crosswalk @ Everglades Tr. (K3)	Postponed	Postponed for further study during sidewalk program
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	Postponed	Postponed for further study during sidewalk program
TR-70	Paint yield "shark teeth" in the right turn slip lane on Buford Hwy @ Beaver Ruin Rd. for northbound traffic.	Postponed	Postponed for further study during sidewalk program
TR-71	Install crossing islands on Buford Highway on both sides @ Beaver Ruin Rd.	Postponed	Postponed for further study during sidewalk program
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.	Postponed	Postponed for further study during sidewalk program
TR-78	Sidewalks and Streetscape Improvements on Thrasher Street per TE Grant	Postponed	Postponed for further study during sidewalk program
TR-77	Sidewalk Connectivity Program: Inventory and prioritize sidewalk improvements on an annual basic; Fill gaps in existing network.	Ongoing	Postponed for further study during sidewalk program
TR-96	Sidewalks along NE side of Jimmy Carter Blvd from N. Norcross Tucker Rd. to Best Friend Rd.	Postponed	Postponed for further study during sidewalk program
TR-97	Sidewalks along the NE side of Brook Hollow Pkwy from N. Norcross Tucker Rd. to Best Friend Rd.	Postponed	Postponed for further study during sidewalk program
TR-98	Sidewalks along East side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	Postponed	Postponed for further study during sidewalk program
TR-99	Sidewalks along West side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	Postponed	Postponed for further study during sidewalk program
TR-100	Sidewalks along West side of JCB from Brook Hollow Pkwy to the existing sidewalk near Financial Dr.	Postponed	Postponed for further study during sidewalk program
TR-101	Sidewalks along the SW side of Brook Hollow Pkwy from JCB to Best Friend Rd.	Postponed	Postponed for further study during sidewalk program
TR-102	Sidewalk along the SW side of Financial Dr. from JCB to BHPkwy	Postponed	Postponed for further study during sidewalk program
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.	Postponed	Postponed for further study during sidewalk program



#	Project	Status	Notes
TR-117	Sidewalk on east side of JCB from I-85 to Brook Hollow Pkwy	Completed	
TR-128	Remove gate across the sidewalk on the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd.	Completed	
GREENWAYS & MULTI-USE TRAILS			
TR-24	N P'tree St. Multi-use Trail and Traffic Calming: (1) Multi-use trail on SE side of N P'tree St. from Buchanan St. to Langford Rd. and (2) Splitter island with enhanced crosswalks along N. P;tree St	Postponed	Postponed for further study during sidewalk program
TR-81	Powerline 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	Postponed	Postponed for further study during sidewalk program
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.)	No longer valid	Part of Beaver Ruin Creek Greenway project
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	Postponed	Postponed for further study during sidewalk program
TR-90	Multi-use trail along the SE side of BHPkwy from Center Way to Indian Trail Rd.	Postponed	Postponed for further study during sidewalk program
TR-91	Multi-use trail along the SE side of Pinnacle Way from Brook Hollow Pkwy to Beaver Ruin Rd.	Postponed	Postponed for further study during sidewalk program
TR-94	Multi-use trail along BHPkwy from JCB to N. Norcross Tucker Rd.	No longer valid	Not in City limits, therefore not a local project
TR-104	Multi-use trail along Old Rockbridge Rd. from Best Friend Park to BuHwy	No longer valid	Not in City limits, therefore not a local project
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.	No longer valid	Not in City limits, therefore not a local project
TR-42	Pave an ADA accessible pathway to the pedestrian actuator on the NE corner Mitchell Rd. @ Price Place	Postponed	Postponed for further study during sidewalk program
TR-50	Install pedestrian-scale lighting on both sides of Beaver Ruin Rd. between BuHwy and Indian Tr.	Postponed	Postponed for further study during sidewalk program
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.	Postponed	Postponed for further study during sidewalk program

#	Project	Status	Notes
TR-54	Install school crossing signage with the proposed crosswalk (H2) as it is within the school zone.	Postponed	Postponed for further study during sidewalk program
TR-56	Construct the proposed multi-use trail on the E side of Mitchell Rd. between BuHwy and BHPkwy	No longer valid	Part of Beaver Ruin Creek Greenway project
TR-114	Multi-use trail along Mitchell Rd. from Buford Hwy to Brook Hollow Pkwy	No longer valid	Part of Beaver Ruin Creek Greenway project
TR-115	Greenway trail along the utility corridor east of BuHwy, connecting N Norcross Tucker Rd to Beaver Ruin Rd	Postponed	Postponed for further study during sidewalk program
TR-116	Greenway trail along power line easement from JCB @ Best Friend Park to N. Norcross Tucker Rd.	No longer valid	Part of Beaver Ruin Creek Greenway project
<b>BICYCLE PROJECTS</b>			
TR-92	Sharrows along S. P'tree St. from Buford Hwy to Jimmy Carter Blvd	No longer valid	No longer a priority project for the City
TR-93	Sharrows along Pelican Dr. from SE of N. Norcross Tucker Rd. to Best Friend Rd.	No longer valid	County project
TR-95	Bike lanes and sidewalk along W side of N Norcross Tucker Rd. from Brook Hollow Pkwy to Buford Hwy	Postponed	Postponed for further study during sidewalk program
TR-120	"Install Sharrows on the following routes: - N. Peachtree St to Jimmy Carter Blvd - Lawrenceville 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. Peachtree St. from Jones St. to Carlyle St. - S. Peachtree St. from N Norcross Tucker Rd. to JCB - Holcomb Bridge Rd from Thrasher St. to College St. - S. Cemetery St. from College St. to BuHwy - College St. from Holcomb Bridge Rd to Britt Ave. - Britt Ave. from College Street to Buford Hwy - Sunset Dr. from N P'tree St to end of roadway"	No longer valid	No longer a priority project for the City
TR-122	Bike lanes on N Norcross Tucker Rd./ S. P'tree St. from BuHwy to Carlyle St.	Postponed	Postponed for further study during sidewalk program
TR-123	Lawrenceville St. Bike/Ped Connectivity: Bike lanes on Lawrenceville St. from Rakestraw St. to Buford Hwy	Postponed	Postponed for further study during sidewalk program
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.	Postponed	Postponed for further study during sidewalk program
TR-130	Install bike lanes on both sides of the street on Price Place between Mitchell Rd. and Beaver Ruin Rd.	No longer valid	Part of Beaver Ruin Creek Greenway project

#	Project	Status	Notes
<b>OTHER TRANSPORTATION PROJECTS</b>			
TR-8	Bus stop improvements along Buford Hwy, Beaver Ruin Rd. N. Norcross Tucker Rd.	Completed	
TR-11	Downtown Parking: On-street parking on both sides of Bostic St. from HBR to raised intersection	No longer valid	Bostic is now closed due to the future Gateway and Norcross Branch of the Gwinnett Library development
TR-75	Implementation Street Resurfacing Plan	Completed	
TR-80	Implement recommendations of Light Rail Study to address the need for local transit alternatives	Ongoing	The City should work with the County and Gateway85 CID to evaluate and implement any local transit alternatives.
TR-131	Parking Deck by Lillian Webb Park	Postponed	Pending, Parking Study underway
<b>COMMUNITY FACILITIES &amp; SERVICES</b>			
CF-1	Continue to identify new revenue sources	Ongoing	Move to Policy
CF-2	Buford Hwy from N. Norcross Tucker to Langford Rd.: Relocate overhead utilities to underground	No longer valid	Found to be not feasible
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."	Postponed	Postponed until funding available
CF-4	Develop a Public Art and Cultural Resources Master Plan for Downtown	Postponed	Postponed until funding available
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	Ongoing	Underway - anticipated completion 2020
CF-6	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	Complete	
CF-7	Create a city building inventory assessment of ongoing maintenance needs	Complete	
CF-8	Water/Sewer Pipe Replacement Program	No longer valid	Gwinnett County Water Resources Project

#	Project	Status	Notes
CF-9	Data verification and Sewer System location maps (GIS)	No longer valid	Gwinnett County Water Resources Project
CF-10	Map all utility systems in service area	Complete	
CF-11	Contribute to Water Management Plan and enforce plan	Ongoing	Ongoing; moved to policy
CF-12	Maintain Zoning (base-line completed 2007)	Complete	Move to policy
CF-13	Infrastructure planning for sewer and road improvements	Ongoing	Moved to policy
CF-14	Coordinate City-wide GIS system	Ongoing	Combined with CF-15 in Community Work Program update
CF-15	Obtain GIS data from County regarding transportation improvements	Ongoing	Combined with CF-14 in Community Work Program update
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"	No longer valid	Part of Beaver Ruin Creek Greenway project
CF-17	Partner with Norcross school cluster to maximize community access to school sports fields	Ongoing	
CF-18	Establish site for a public playground and open space in NE Norcross	Postponed	Postponed until funding is available
CF-19	Continue development and environmental stewardship efforts at key open space sites: Flicking Parcel, Johnson-Dean Park, and other opportunities as they arise	Ongoing	
CF-20	Accrue additional parkland, open space, and trail connections through zoning requirements for new development and redevelopment	Ongoing	
CF-22	Develop Johnson Dean Park as a passive recreation area	Ongoing	
CF-23	Improve the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood so it is ADA compliant	Postponed	Postponed for further study during sidewalk program
CF-24	Add pedestrian scale lighting along the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood	Postponed	Postponed for further study during sidewalk program
CF-25	Replace existing storm grates with current standard for bikeways on Price Place between Mitchell Rd. and Beaver Ruin Rd.	Postponed	Postponed for further study during sidewalk program

#	Project	Status	Notes
CF-26	Promote and partner on Town Center LCI projects	Ongoing	
CF-27	Expand Visitor Center to improve visibility and promote business and activities within the City	Postponed	Postponed until funding is available
CF-28	Purchase and implement GIS system per 5 year Plan	Complete	
CF-29	Website management	Ongoing	
CF-30	Update Five Year Technology Plan annually	Ongoing	
CF-31	Develop a City managed youth sports league to complement a multi-sport complex developed at the Price Place / Mitchell Rd. node	Postponed	Based on priority and funding availability
CF-32	Continue to support the ADVANCE (Avoiding Drugs Violence and Negative Choices Early) Program	Ongoing	ADVANCE was replaced byNext Generation Focus, a new program for putting into place for the next calendar year. Program deals with the issues kids deal with today and teaches soft skills (bank accounts, manage finances, change tires, etc.)
CF-33	Continue to support the Business Watch Program	Ongoing	Moved to policy
CF-34	Continue to support the Child Safety Seat Program	Ongoing	Moved to policy
CF-35	Continue to support the Citizen Police Academy	Ongoing	Moved to policy
CF-36	Continue to support the Copper theft initiative	Ongoing	Moved to policy
CF-37	Continue to support the Senior Citizen Check In program	Ongoing	Moved to policy
CF-38	Continue to support the Vacation Security Request Program	Ongoing	Moved to policy
CF-39	Continue to support local arts and culutral events through the provision of facilities, logistics, and marketing efforts	Ongoing	Moved to policy
CF-40	Gateway Enhancement Study - undertake a comprehensive study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monument	Postponed	Postponed until funding is available
CF-41	Update the Norcross Parks Master Plan to incorporate the annexed area	Complete	
CF-42	Maintain City's LEED and Green Communities Designation	Ongoing	Ongoing; up for renewal every 3 years.

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# TA-2

## PROJECT EVALUATION

### PROJECT EVALUATION LIST

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

# GOAL 1

## Continue to Define Norcross' Sense of Place

Scale of 0 - 5

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

# GOAL 2

## Continue to Strengthen Norcross as a Livable, Inclusive, and Safe Environment

Scale of 0 - 4

<b>0</b>	No real connection
<b>1</b>	Creates a livable environment, inclusive environment, or safe environment for some
<b>2</b>	Creates a livable environment, inclusive environment, and safe environment for some
<b>3</b>	Creates a livable environment, inclusive environment, or safe environment for all
<b>4</b>	Creates a livable environment, inclusive environment, and safe environment for all



## GOAL 3

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

Scale of 0 - 5

<b>0</b>	Does not support this goal
<b>1</b>	Improves 1 mode of travel
<b>2</b>	Improves 2 modes of travel
<b>3</b>	Improves 3 modes of travel
<b>4</b>	Improves all key transportation modes
<b>5</b>	Major improvement with regional significance

## GOAL 4

Maintain a Vibrant Economy and Continue to Facilitate Job Growth

Scale of 0 - 6

<b>0</b>	Does not support this goal
<b>1</b>	Creates a more favorable business climate but no direct jobs
<b>3</b>	Creates a more favorable business climate and should create temporary jobs
<b>4</b>	Creates a more favorable business climate and should lead to permanent jobs
<b>6</b>	Critical infrastructure investment or policy

## GOAL 5

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

Scale of 0 - 4

<b>0</b>	Does not support this goal
<b>1</b>	Supports housing options that are already common within the City or creates a public amenity that benefits an existing neighborhood
<b>2</b>	Creates opportunity for housing types that are uncommon within the City or increases capacity for additional units
<b>3</b>	Will indirectly encourage a variety of attainable and quality housing options for underserved demographic
<b>4</b>	Will directly encourage a variety of attainable and quality housing options for all of Norcross and especially underserved demographic

## GOAL 6

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

Scale of 0 - 7

<b>0</b>	Does not support this goal
<b>1</b>	Maintains existing service, program, or City leadership abilities
<b>3</b>	Makes minor improvement to existing service, program, or City leadership abilities
<b>5</b>	Makes major improvement to existing service, program, or City leadership abilities
<b>7</b>	Adds new service, program, or City leadership ability

## **Composite Score**

- Continues to define Norcross' sense of place (Possible score of 0 to 5)
- Continues to Strengthen Norcross as a Livable, Inclusive, and Safe Environment (Possible score of 0 to 4)
- Increases Opportunities for Travel via Different Modes within and Outside the Community (Possible score of 0 to 5)
- Maintains a Vibrant Economy and Continue to Facilitate Job Growth (Possible score of 0 to 6)
- Ensures that Norcross Residents have a Variety of Attainable, Quality Housing Options (Possible score of 0 to 4)
- Furthers the City's Tradition of Strong Leadership and High Level of Quality Services (Possible score of 0 to 7)

Adding up these scores a project will have a composite score of 0-31. The composite score is not and should not be the only factor used in evaluating project. Timing, funding, and price all play a critical role, but it is a good way to evaluate projects of seemingly equal value, and does give decision makers an objective tool to help in evaluating capital investments.

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# TA-3

## COMMUNITY ENGAGEMENT

### OVERVIEW

The Comprehensive Plan Update was a community-based effort. The overarching vision, community goals, and priority needs/opportunities are a direct reflection of the input received by the public and community leaders throughout the planning process.

### Types of Engagement

The following opportunities were available to the public to participate in the development of the Comprehensive Plan:

- Kick-off Public Hearing at a Mayor & Council meeting: July 2, 2018
- Norcross Community Market Pop-Up Engagement: August 11, 2018
- Pop-Up Engagement Booth at Gateway International Festival: September 15, 2018
- Community Workshop: September 27, 2018
- Online Survey: Available through the month of October, 2018
- Open House: November 15, 2018
- Transmittal Hearing at a Mayor & Council meeting on December 17, 2018

The Comprehensive Plan was also guided by a 16-member Steering Committee. This committee met the following dates during the planning process:

- Steering Committee Meeting #1: July 24, 2018
- Steering Committee Meeting #2: August 28, 2018
- Steering Committee Meeting #3: September 25, 2018
- Steering Committee Meeting #4: October 23, 2018

Additionally, the planning team conducted a series of stakeholder interviews:

- Councilmember Andrew Hixson
- Tracy Rye
- Councilmember Josh Bare
- Chris Moder
- Former Councilmember David McLeroy
- Rudolph Smith
- Tixie Fowler
- Meryl Wilkerson
- Sonya Isaac
- Hayne Thompson
- Erica Madsen
- Bob Wilkerson
- Bridgett Roberson
- Stephen Davis
- Jeff Hopper
- Gene Ramsay
- Councilmember Dan Watch
- Mayor Craig Newton
- Councilmember Elaine Puckett



# NORCROSS COMMUNITY MARKET POP-UP ENGAGEMENT

Saturday, August 11th, 2018

When it comes to creating a strong plan, setting the right direction is a critical first step. To make sure we're developing strategies that address the issues that really matter to the Norcross community, we're validating the City's current goals and seeking input on key needs and opportunities. To begin collecting input, the team set up at the Norcross Community Market on August 11th to talk to neighbors, business owners, and visitors about their vision and how to make Norcross even better.

Each of the five goals from the current Comprehensive Plan were posted and people were asked to vote if they think the goal is still important or not, as well as to share their thoughts on key needs and opportunities for the City to address related to each. By and large, they felt the goals established by the community in 2014 are still on target and had plenty of ideas for the next steps the City can take to advance them.

## Goal 1: Continue to define Norcross' sense of place

Most people (89%) said this is still an important goal for Norcross, and a few (11%) weren't sure about it. They think we could do a better job promoting the Norcross brand, in terms of both its physical presence and online:

- Physical presence
  - Better promote Norcross as a brand
  - Add signs at West Peachtree St and Jimmy Carter Blvd
  - Add informational marquee signs in various locations, like Holcomb Bridge Rd and Peachtree Industrial Blvd
  - Landscaping standards
  - Improve streetscapes and add unique features
  - Preserve older neighborhoods
  - Continue to develop downtown

- Purchase as many downtown buildings as possible
- Expand the sense of place east of Buford Hwy
- Like it the way it is—leave it alone
- Online presence
  - Translate the brand online and via social media with hashtags like #myathens or #yeahthatgreenville
  - Post daily on Facebook, Instagram, and other platforms to help boost visibility
  - Improve the City website—it's been under construction for too long
  - Involve groups like Young Norcross in building the online presence

## Goal 2: Continue to strengthen Norcross as a livable and safe environment

All of the participants agreed this goal is still important, and their biggest issues are related to affordable housing types and walkable/bikable neighborhoods. To make this a reality, they think a few things are needed:

- Housing that is affordable for young families and couples, like rental options, condos, lofts, newly built starter homes (under ~\$300,000), and maybe even tiny homes (Excited to hear some of these are coming!)
- Housing that works for seniors, like condos and one-level, single-family homes with zero step entries
- More restaurants and after dinner activities, especially an ice cream shop and breweries!
- Better connect neighborhoods with sidewalks and bike paths
- Better enforce stop signs and speed limits, especially downtown
- Remove old, unused railroad tracks downtown
- Share regular status updates for projects like Beaver Ruin Creek Greenway
- Integrate the action items from the Sustainability Plan into the Comprehensive Plan work program

### Goal 3: Increase opportunities for travel via different modes within and outside the community

- Everyone agreed this goal still matters, and bike paths and easy connections to MARTA are important additions:
- Build trails, greenways, and bike lanes
- Provide shuttle service to the Doraville MARTA Station
- Bring MARTA into Gwinnett County, and actively participate in Gwinnett County transit efforts in general
- Provide additional public parking downtown  
Locate daily services (e.g. grocery store or doctor's office) in walkable areas
- Set up a local circulator shuttle connecting to daily services, especially for seniors

### Goal 4: Maintain a vibrant economy and continue to facilitate job growth

- This is still an important for most people (94%) and they see growing the unique, local businesses in and around downtown as key:
- Prioritize renovating and occupying existing buildings before new construction
- Bring in more local restaurants and shops, even if that means competition for existing businesses
- Offer new types of businesses downtown, like a food hall, microbrewery, or kids' play businesses, like Farmhouse in the City in Roswell
- Create a "shop local" program
- Tap into the informal entrepreneurial energy already happening in places like the Bella and Stanford Village Apartments—help those residents grow their businesses
- Facilitate easy access to MARTA rail to attract new businesses



- Renovate the industrial area near Langford Rd and Buford Hwy as an opportunity for incubators and offices walking distance to downtown
- Offer programs like science lessons in multiple languages to help high school students build professional vocabulary in languages other than English
- Make it easier for new businesses to come into town, there are too many hurdles right now

### Goal 5: Further the City's tradition of strong leadership and a high level of quality services

There was consensus that providing good leadership and services is still important, and an intentionally inclusive approach with clear communication is desired:

- Continue to get a diverse range of input and involve a broad mix of community members in City decisions
- Improve communications with the public
- Offer materials in multiple languages
- Establish vision and leadership
- Take actions related to this objective, don't just plan





## Where are there issues or opportunities to do more?

We asked people to share locations where they've identified issues or have ideas for improvements. Here's what they said:

### ■ Transportation

- Add a roundabout at the intersection of Academy St and Lawrenceville St
- Add reflective paint to the curb on Langford Rd north of the railroad; you can't see the turn at night
- Fill in missing sidewalks along S Peachtree St
- Lower the speed limit to 20 mph downtown
- Enforce the speed limit, especially around Holcomb Bridge Rd and Peachtree Industrial Blvd
- Add bike sharrows, landscaping, shade, and seating along all major roads
- Install pedestrian crossings with hawk signals (push button for flashing light) along Beaver Ruin Rd
- Install covered, protected bus stops with seating along Beaver Ruin Rd
- Better City signage and distinctive street lights on Buford Hwy from Beaver Ruin Rd to Jimmy Carter Blvd

### ■ Parks and recreation

- Build a dog park
- Build an education pavilion, educational trail, and pollinator garden at Beaver Ruin Creek
- Improve Pinnacle Park with passive nature trails, educational information about the environment, a bird/wildlife sanctuary, and a pavilion

### ■ Businesses

- More downtown businesses, including a brewpub, that can compete with places like Duluth
- Open an ice cream shop on Buford Hwy
- Locate a grocery store on Buford Hwy near downtown

### ■ Development

- Keep historic, low density, single-family homes near downtown
- No more senior housing
- Preserve the area around Norcross Elementary School for single-family homes
- Stop building on undeveloped land, it increases traffic and forces out wildlife
- Consider drainage issues when approving building permits; the creek banks are eroding where there used to be no problem

### ■ Community services

- Could all of Downtown Norcross go to one school? It's currently split across school zones
- Expand the community center and offer senior services
- Offer an after school program near the intersection of Buford Hwy and Jimmy Carter Blvd

# GATEWAY INTERNATIONAL FESTIVAL POP-UP ENGAGEMENT

Saturday, September 15th, 2018

The Norcross Comprehensive Plan team set up shop at the Norcross Gateway International Food & Music Festival on September 15th. This event allowed us to capture a great representation of the many Cultures in Norcross. For this pop-up, we focused on development along Buford Highway and gathered opinions on what Norcross Residents imagine for its future. For what purpose? To energize and renew the corridor, and to further improve social connections across Buford Highway. We asked about vision, allowable uses, scale (height and distance from the right-of-way), parking, walkability, and safety. As you read through, some of the following graphics display a series of filled dots that represent participant preference. See what your fellow residents had to say:

## Vision

Participants gave us their vision for Buford Highway in 20 years. Some said they view the area as an authentic Metro Atlanta destination known for international cuisine. Others stated that it would support local small businesses, and many envisioned Buford Highway as an extension of Historic Downtown with a unique, complimentary identity.

## Uses

Restaurants, parks, and small shops were most favored of the following uses, followed by multi-family housing and townhomes.

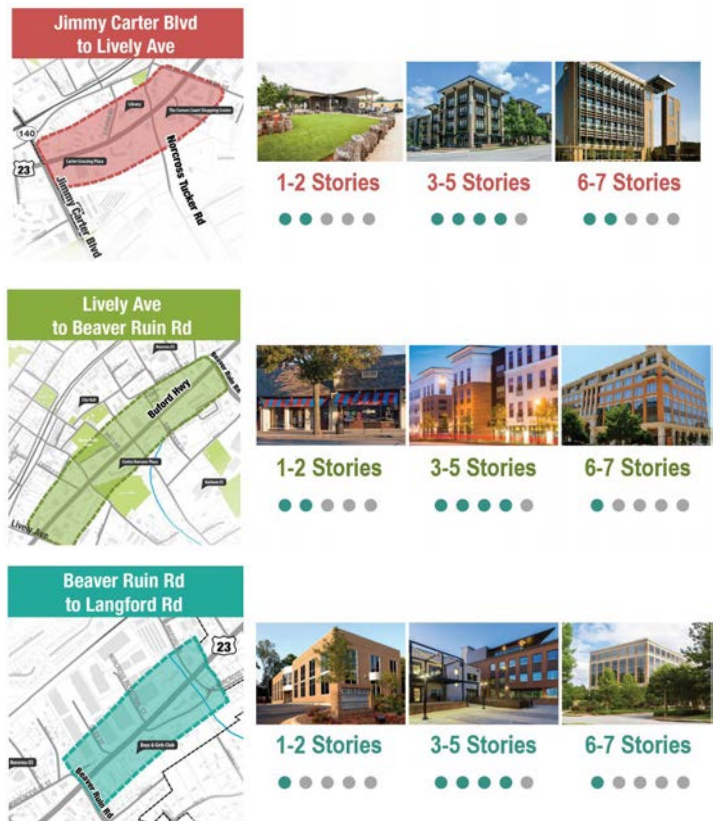


Additionally, the same sample of participants would like to see less of the following:



## Scale

To ask about scale, we broke Buford Highway up into its Character Areas as mentioned in the last blog post. However, opinions on height allowance were similar and most people felt that 3-5 stories was most appropriate to suit the nature of the wide streetscape. Some even said 6-7 stories might fit along Buford Highway in between Jimmy Carter Boulevard and Lively Avenue.



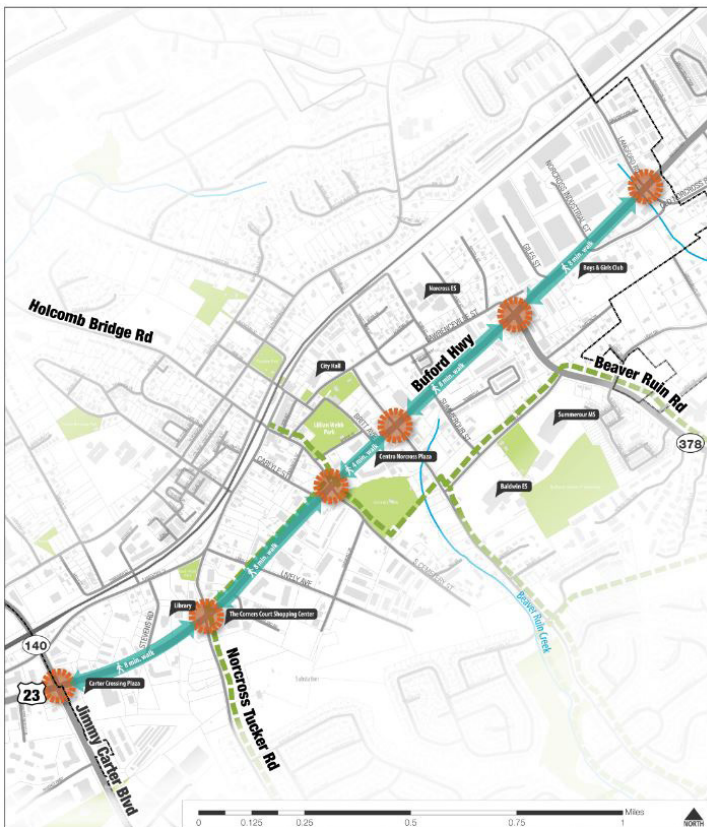
Desired minimum setback requirements also contribute to the scale of a place. A setback is the distance a building sits from the property line or right-of-way. Most people seemed to think that 10 – 25 feet was most appropriate along the corridor.



### Parking

Participants would like to see revised parking regulations make a difference along Buford Highway. They selected all of the following suggestions except for one: Maintain of increase the number of required space.

- Increase landscaping requirements ●●●●●
- Require additional lighting ●●●●●
- Require Bicycle Parking ●●●●●
- Locate parking at side/rear (not the front) ●●●●●
- Require better pedestrian circulation within lots ●●●●●
- Reduce # of required spaces ●●●●●
- Sustainable practices e.g. providing electric vehicle charging stations or using permeable paving ●●●●●
- Maintain or increase # of required spaces ●●●●●



### Buford Highway

- Existing Crosswalk
- Proposed Greenway (Mixed Facilities)

### Walkability

Buford Highway will be affected by plans already in place, including proposed greenways. Participants stated that existing crosswalks are sparse, only serving some major intersections. We gathered that midblock crossings should be added along the corridor, which would reduce the walk time (noted by teal arrows below) to cross safely.

### Safety

Participants indicated that improving Buford Hwy should be a priority for Norcross and should be addressed in the Comprehensive Plan update. Some suggestions include: more medians with pedestrian refuges, more lighting at S Cemetery St and Buford Highway, and to adjust traffic signal timing to better suit pedestrians crossing Buford Highway.



# COMMUNITY WORKSHOP

Thursday, September 27th, 2018

Drop-in Hours: 4:00 to 6:00 pm  
Interactive Workshop: 6:00 to 8:00 pm  
Norcross Cultural Arts & Community Center

On September 27th, members of the community participated in a Community Workshop, organized to confirm the direction of the upcoming Comprehensive Plan Update and to collect input on key issues and opportunities identified by the Steering Committee.

To begin, residents were able to stop by the Community Center to speak to the project team and city staff about: the City's current goals, issues and potential projects, and the Future Development Map changes.

See what the community had to say about the goals currently in place:

## Goal 1: Continue to define Norcross' sense of place

- Most participants agreed that this is still an important goal for Norcross.
- One person stated that it's important to encourage people that don't live in Norcross to spend money on food and music there so that they might eventually choose to live there.

## Goal 2: Continue to strengthen Norcross as a livable and safe environment

- One participant said that this was still a priority, another thought that it wasn't and that quality of life and safety "is high"
- The key Need & Opportunity to Attract private investment in housing for the millennial population was emphasized by a community member
- A couple of Needs & Opportunities were mentioned:
- Work on opportunity to age in place.
- Evaluate stop signage and cross walk positions and signage.

## Goal 3: Increase opportunities for travel via different modes within and outside of the community

- Community members indicated that this is still an important goal for Norcross
- Needs & Opportunities
- Transportation via foot and bike were emphasized as key needs for addressing.
- Provide additional public parking.
- Need groceries in walking distance
- Traffic & speed enforcement
- Potential MARTA expansion

## Goal 4: Maintain a vibrant economy and continue to facilitate job growth

- Still an important goal
- Very low sales across all businesses. We need customers, or the city will not grow.
- Needs & Opportunities
- Attract customers & businesses will come
- We need customers, streets are dead during a week and most evenings. Weekends are not as busy as they should be. We detract customers because too frequent events that take away parking. Sundays are lost opportunities --> no people on streets where in most towns its ~40% of weekend sales!

## Goal 5: Further the City's tradition of strong leadership and a high level of quality services

- Important goal? Equal yes & no
- Needs & Opportunities
- Broad mix is key! We need to try something new here. Creativity is required.
- Invest in leadership development of city employees and council. They do not come across as a team. Indecisions are frequent. Need action not works. Train them.

We also displayed the Steering Committee's proposed changes to the Future Development Map for comments. Here's what the participants pointed out:

- Would like to see "City Entrance" businesses in the Atlantic/Peachtree Industrial Boulevard Character Area (1)
- Breweries and or brew pubs in commercial areas of the Town Center (7)
- (13) I-85 Activity Center should contain a Transit Oriented Development and be an economic generator

Those that could make it to the Workshop portion of the evening participated in a group discussion that focused sustainability, pedestrian and bicycle infrastructure, housing, historic town vs. bigger city, Buford Highway divide, young families, and technology. These are the questions we asked and some of the group's responses:

Question 1, Sustainability: Which sustainability initiatives are the biggest priority for you?

- Senior Citizen Opportunities
- Housing – Single level in the mix (owned)
- Walkability – especially RR crossings, stairs, ADA
- Recreation
- Ongoing education
- Affordable housing
- Safe and sustainable at all levels
- Middle class (\$200-400k)
- 1 floor + 3 floors – duplex and more diverse architecture

Question 2, Pedestrian/Bicycle Infrastructure: Which pedestrian and greenway projects are priorities for you? What is missing?

- Mid-block crossing along Buford Highway
- Parking lot for parks (i.e. along Mitchell Rd because otherwise only residents that live there use them)
- Amenities along greenways e.g. Ice cream shops and places to exercise.
- Sidewalks (North and South Peachtree) & to access downtown
- Need an accessibility audit
- Maintain Cochran Troll Bridge (privately owned) and find more opportunities for similar paths.
- Maintenance of lighted crossings and add hawk signals
- Access Norcross Elementary over railroad
- Norcross-Tucker streetscape. Sidewalk updated and widening.

Question 3, Housing: Are there needed housing types you find are missing in Norcross? What kind of residential development would you like to see permitted/encouraged?

- Mix of people – build for difference
- Down payment assistance for mid-income
- City should communicate with developers on what the revolving market wants
- Community based, not market based
- Build for the people here
- Tax breaks for civic occupations – individual and developer

- Make it walkable especially to schools and across the railroad
- Tiny homes? Artist village? Only if well done
- Require foundation
- But doesn't replace the need for housing for families
- Teachers, civil servants can't afford
- Single level homes with a yard (people rent single level apartments, what makes developers think that people don't want to own their own single level living space?)
- Cottage Courts (Like Mews)
- \$200 - \$300k especially for teacher retention

Question 4, Historic Town vs. Bigger City: How would you like to see Norcross balance its charming small town feel while accommodating growth and development?

- Refresh and build taller on Buford Hwy
- Adding recreation with growth
- Pinnacle Park – attract diverse businesses
- “Multi-use Hall” – farmers market, coworking, pubs
- Activate Downtown Norcross and tenant occupancy

Question 5, Buford Highway Divide: How can we improve physical and social connections across Buford Highway?

- Active community engagement South of Buford Highway
- Open House should be south of Buford Highway at one of the churches
- City could use a Communications director



Question 6, Young Families: What can the City do to better attract and retain young families?

- After school activities at the new library
- Commutability
- Charging stations

Question 7, Technology: What emerging technologies should Norcross prepare for in its Comprehensive Plan?

- City Wi-Fi – Geo-based push notification/fiber (like Chattanooga)
- Autonomous vehicles and shuttles
- Solar Energy

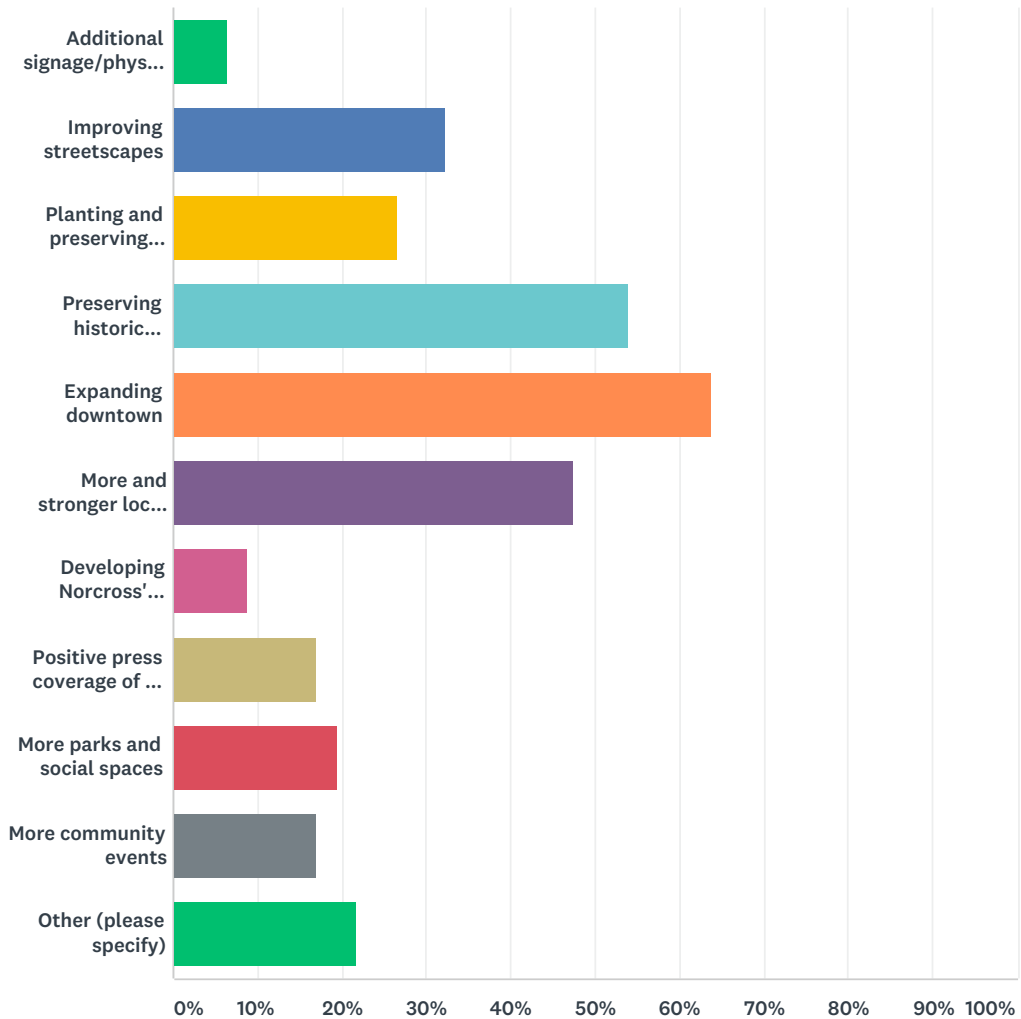
# ONLINE SURVEY

Available October, 2018

Following is a copy of the survey that was available online during the month of October, as well as results for each question in summary chart form and responses to open-ended questions.

## Q1 What do you think are priority needs or opportunities related to defining our sense of place? Choose up to three.

Answered: 124 Skipped: 0

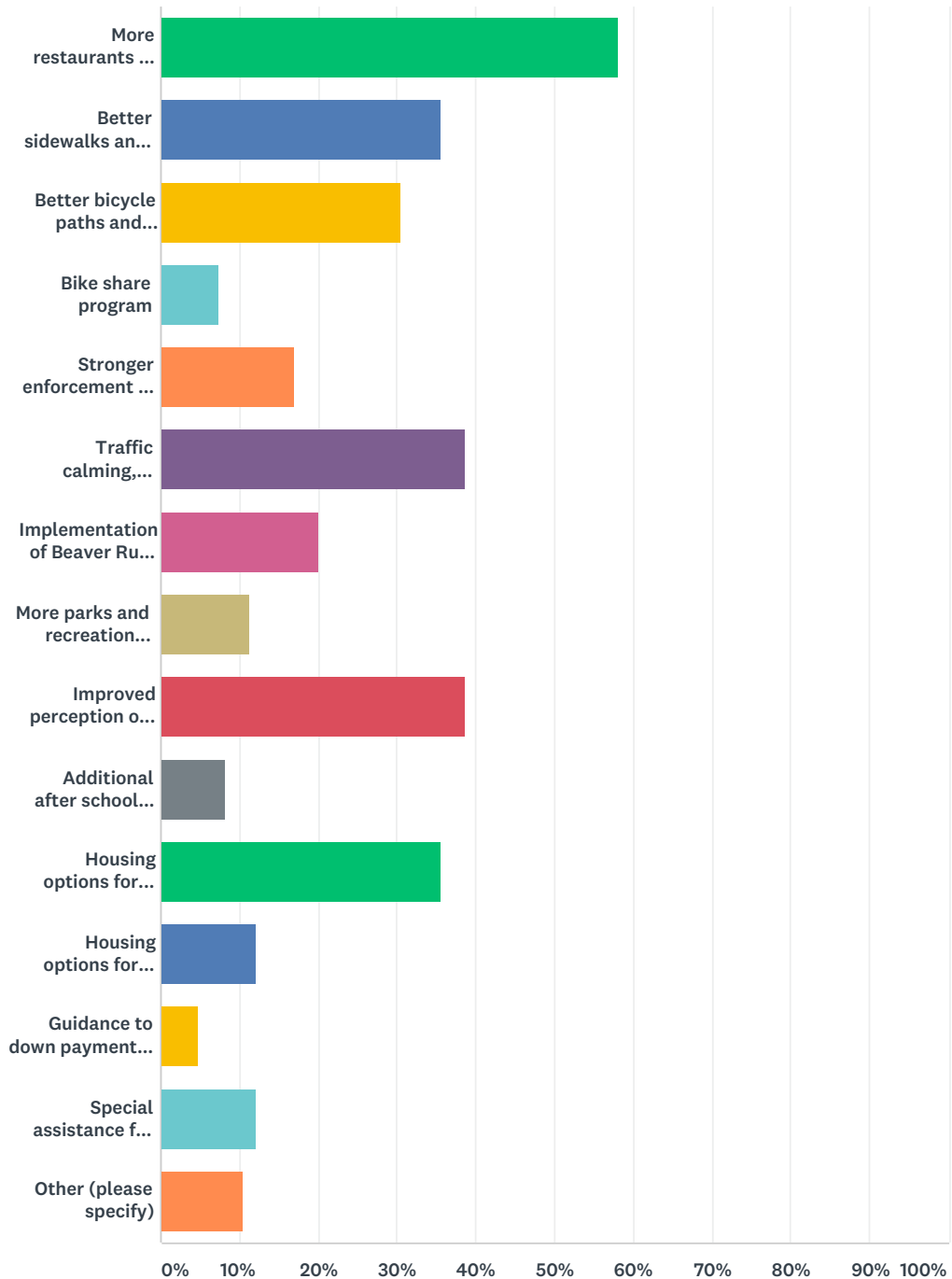


<b>ANSWER CHOICES</b>	<b>RESPONSES</b>	
Additional signage/physical branding	6.45%	8
Improving streetscapes	32.26%	40
Planting and preserving trees	26.61%	33
Preserving historic character	54.03%	67
Expanding downtown	63.71%	79
More and stronger local businesses and nonprofits	47.58%	59
Developing Norcross' online identity	8.87%	11
Positive press coverage of the good things happening in Norcross	16.94%	21
More parks and social spaces	19.35%	24
More community events	16.94%	21
Other (please specify)	21.77%	27
Total Respondents: 124		



## Q2 What do you think are priority needs and opportunities related to fostering a livable and safe environment? Choose up to three.

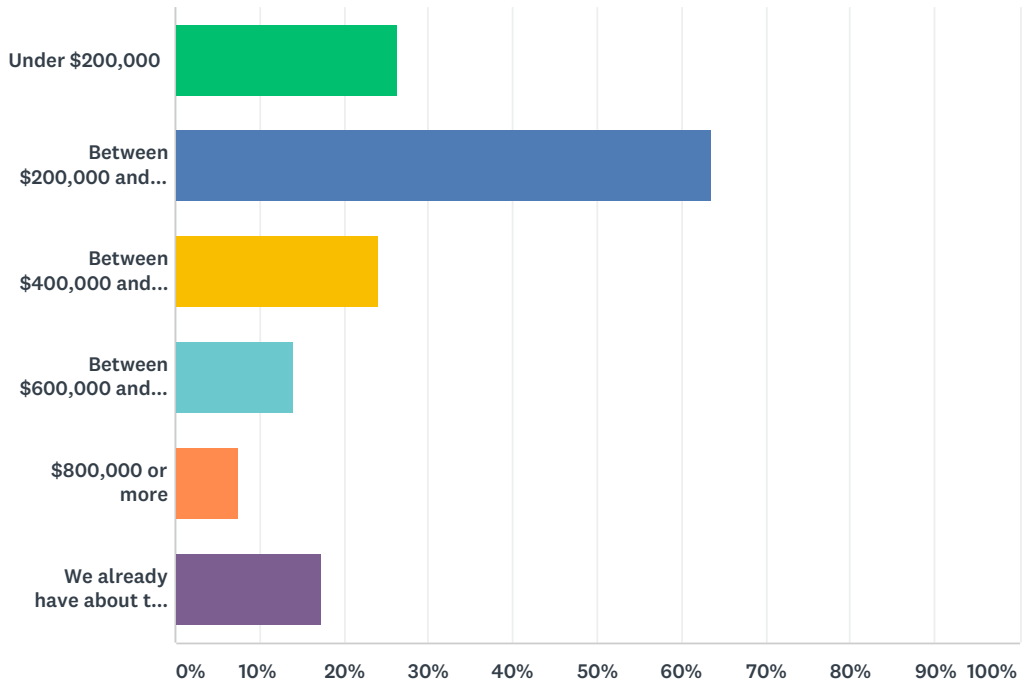
Answered: 124 Skipped: 0



ANSWER CHOICES	RESPONSES	
More restaurants and shops	58.06%	72
Better sidewalks and connections	35.48%	44
Better bicycle paths and connections	30.65%	38
Bike share program	7.26%	9
Stronger enforcement of traffic violations	16.94%	21
Traffic calming, especially downtown	38.71%	48
Implementation of Beaver Run Creek Greenway	20.16%	25
More parks and recreation facilities southeast of Buford Hwy	11.29%	14
Improved perception of local schools	38.71%	48
Additional after school programs for kids and teens	8.06%	10
Housing options for young people (e.g. rental options, homes under \$300,000)	35.48%	44
Housing options for seniors (e.g. condominiums, senior housing, zero step entry homes)	12.10%	15
Guidance to down payment assistance programs	4.84%	6
Special assistance for civil servants (e.g. teachers, police officers) to purchase homes in Norcross	12.10%	15
Other (please specify)	10.48%	13
Total Respondents: 124		

### Q3 What price range of housing do you think Norcross needs more of, if any? Check all that apply.

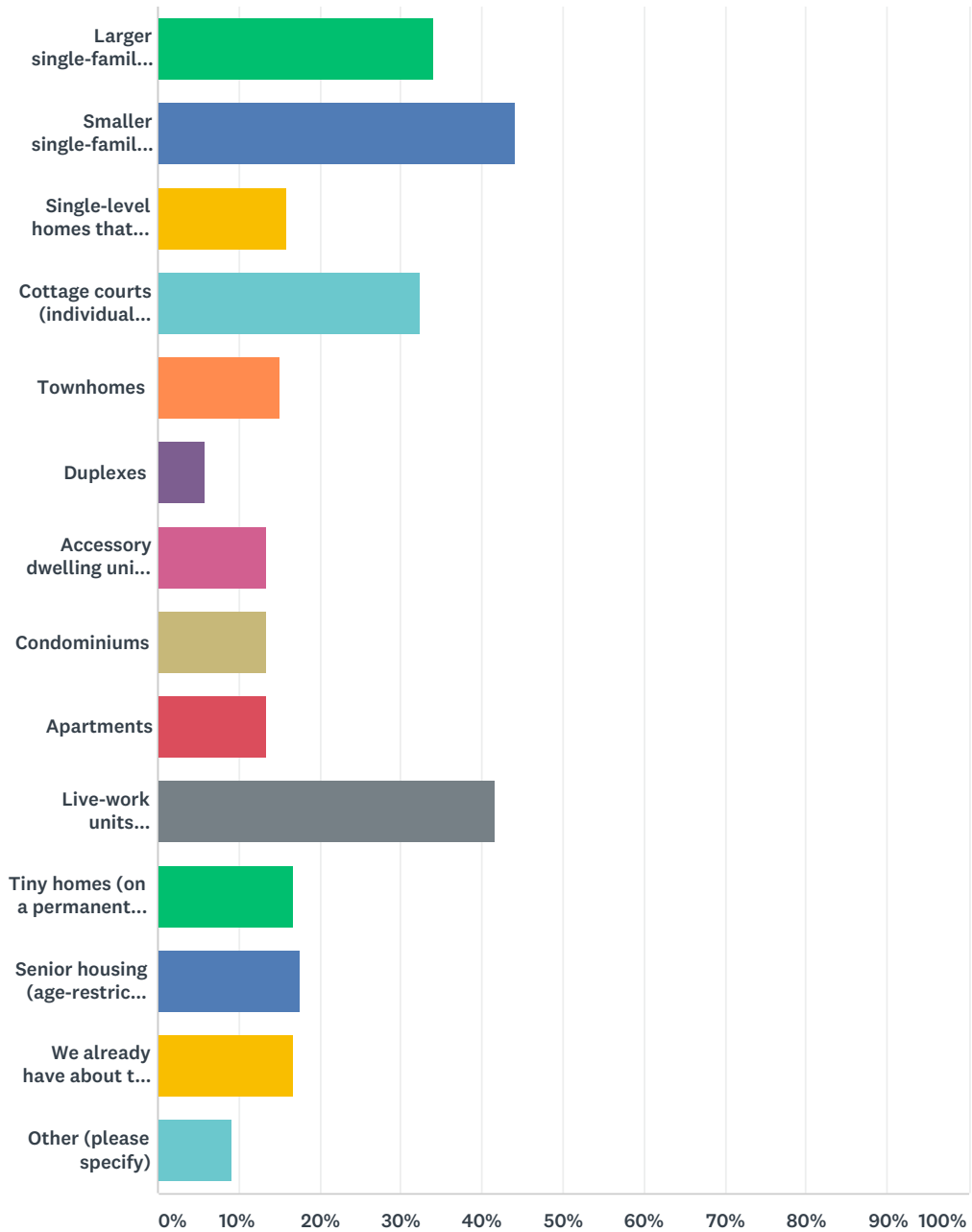
Answered: 121 Skipped: 3



ANSWER CHOICES	RESPONSES	
Under \$200,000	26.45%	32
Between \$200,000 and \$399,999	63.64%	77
Between \$400,000 and \$599,999	23.97%	29
Between \$600,000 and \$799,999	14.05%	17
\$800,000 or more	7.44%	9
We already have about the right mix of price ranges	17.36%	21
Total Respondents: 121		

# Q4 What type of housing would you like to see more of in Norcross, if any? Check all that apply.

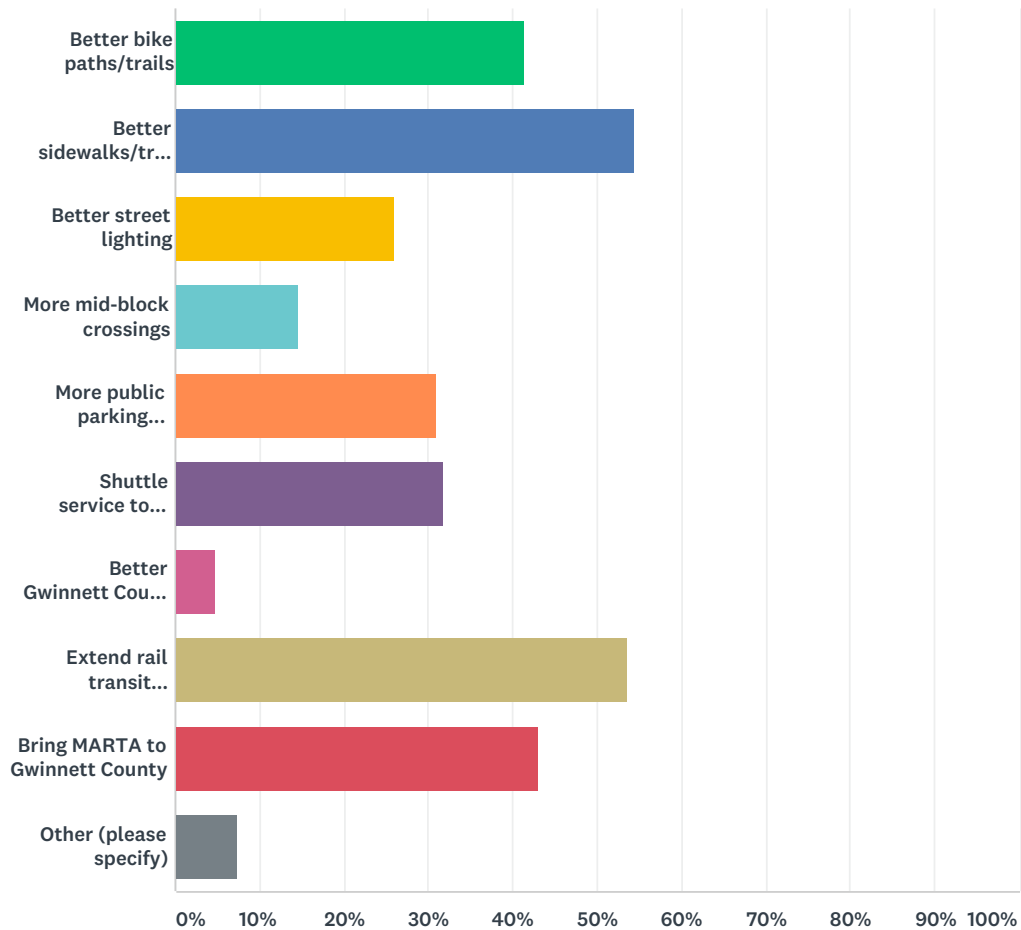
Answered: 120 Skipped: 4



ANSWER CHOICES	RESPONSES	
Larger single-family homes	34.17%	41
Smaller single-family homes	44.17%	53
Single-level homes that accommodate wheelchairs	15.83%	19
Cottage courts (individual cottages that face onto a shared lawn)	32.50%	39
Townhomes	15.00%	18
Duplexes	5.83%	7
Accessory dwelling units (a.k.a. mother-in-law suites, garage apartments, etc.)	13.33%	16
Condominiums	13.33%	16
Apartments	13.33%	16
Live-work units (residence and business on the same property owned by the same entity)	41.67%	50
Tiny homes (on a permanent foundation)	16.67%	20
Senior housing (age-restricted)	17.50%	21
We already have about the right mix of housing types	16.67%	20
Other (please specify)	9.17%	11
Total Respondents: 120		

## Q5 What do you think are priority needs and opportunities to increase travel opportunities by various modes? Choose up to three.

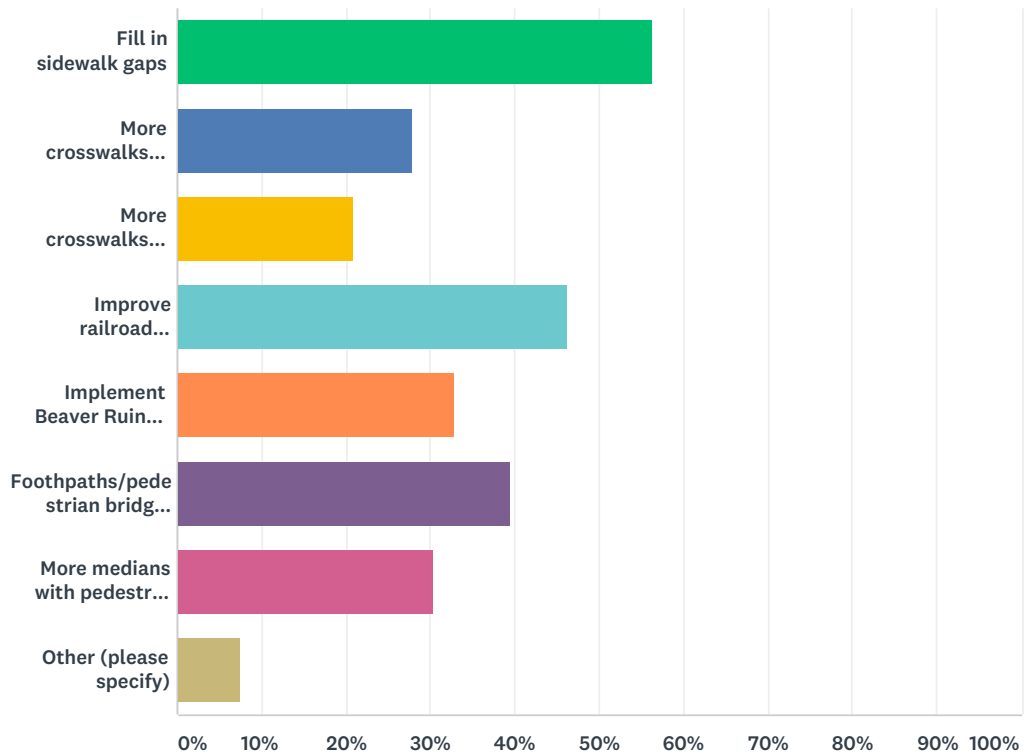
Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES
Better bike paths/trails	41.46% 51
Better sidewalks/trails	54.47% 67
Better street lighting	26.02% 32
More mid-block crossings	14.63% 18
More public parking downtown	30.89% 38
Shuttle service to Doraville MARTA Station	31.71% 39
Better Gwinnett County Transit bus service	4.88% 6
Extend rail transit parallel to the I-85 corridor with a station near Jimmy Carter Blvd	53.66% 66
Bring MARTA to Gwinnett County	43.09% 53
Other (please specify)	7.32% 9
Total Respondents: 123	

## Q6 Which improvement to pedestrian and bicycle facilities are most important to you? Choose up to three.

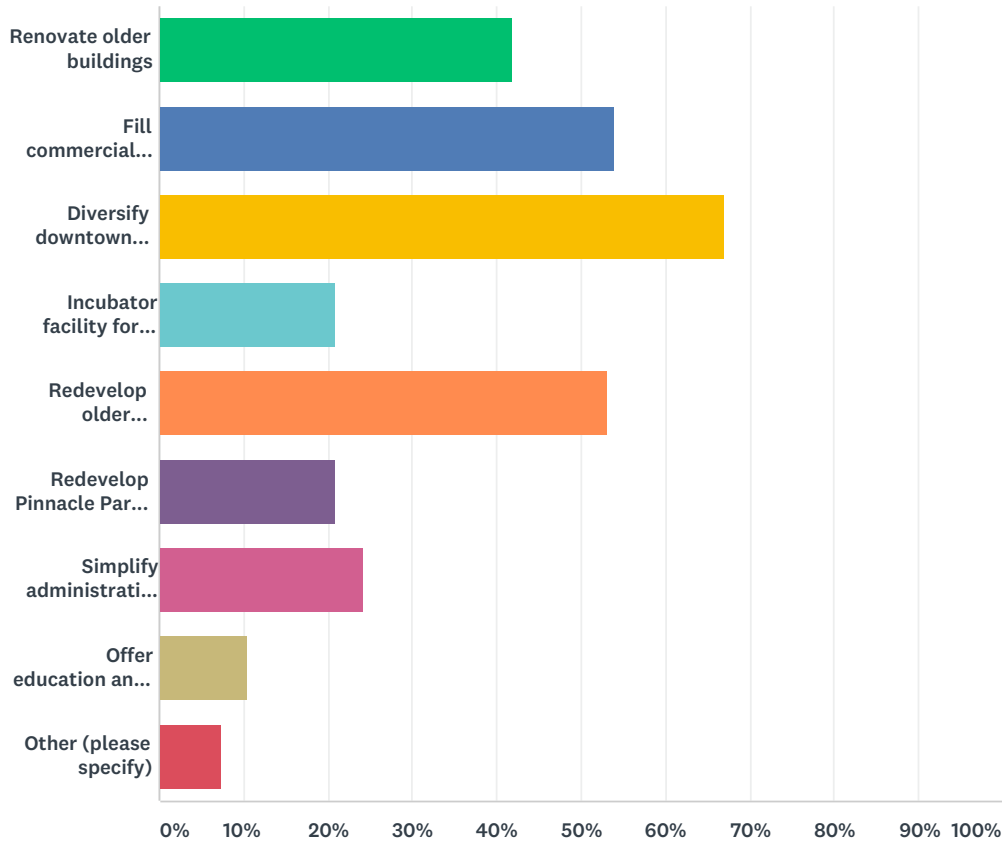
Answered: 119 Skipped: 5



ANSWER CHOICES	RESPONSES	
Fill in sidewalk gaps	56.30%	67
More crosswalks across Buford Hwy	27.73%	33
More crosswalks across Beaver Ruin Rd	21.01%	25
Improve railroad crossings	46.22%	55
Implement Beaver Ruin Creek Greenway	32.77%	39
Foothpaths/pedestrian bridges between cul-de-sacs in disconnected neighborhoods	39.50%	47
More medians with pedestrian refuges on major roads	30.25%	36
Other (please specify)	7.56%	9
Total Respondents: 119		

## Q7 What do you think are priority needs and opportunities to maintain a vibrant economy and facilitate job growth? Choose up to three.

Answered: 124 Skipped: 0

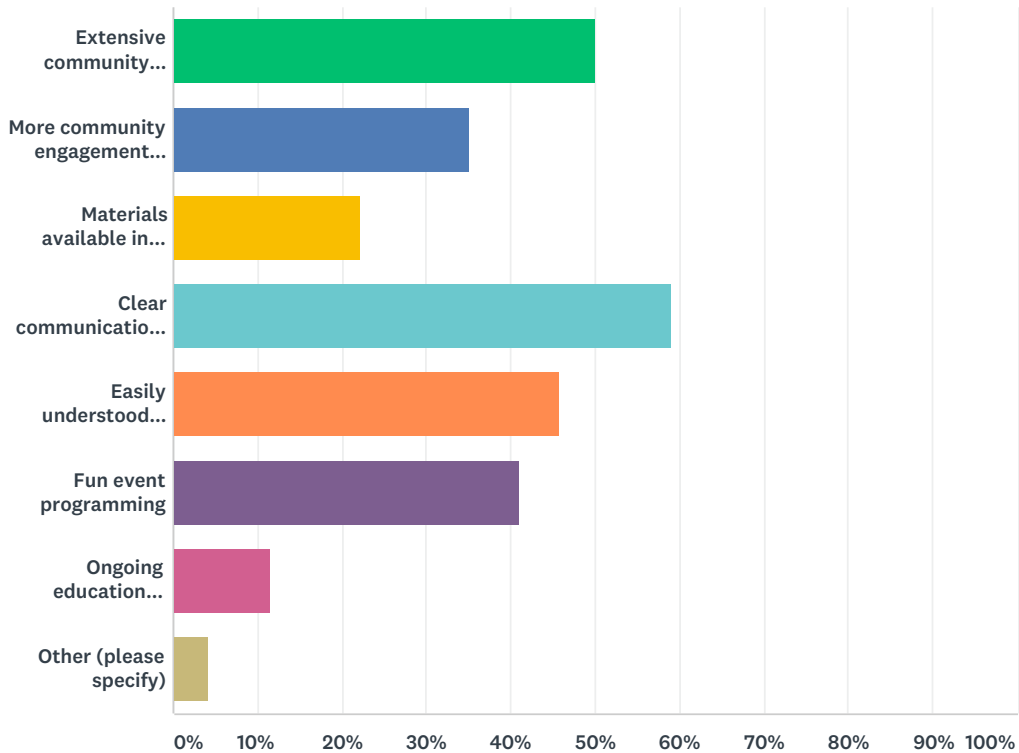


ANSWER CHOICES	RESPONSES
Renovate older buildings	41.94% 52
Fill commercial vacancies	54.03% 67
Diversify downtown businesses (e.g. food hall or brewpub)	66.94% 83
Incubator facility for new businesses	20.97% 26
Redevelop older properties along Buford Hwy	53.23% 66
Redevelop Pinnacle Park office park	20.97% 26
Simplify administrative processes for new businesses	24.19% 30
Offer education and training programs in multiple languages	10.48% 13
Other (please specify)	7.26% 9
Total Respondents: 124	



## Q8 What do you think are priority needs and opportunities to provide strong leadership and quality services? Choose up to three.

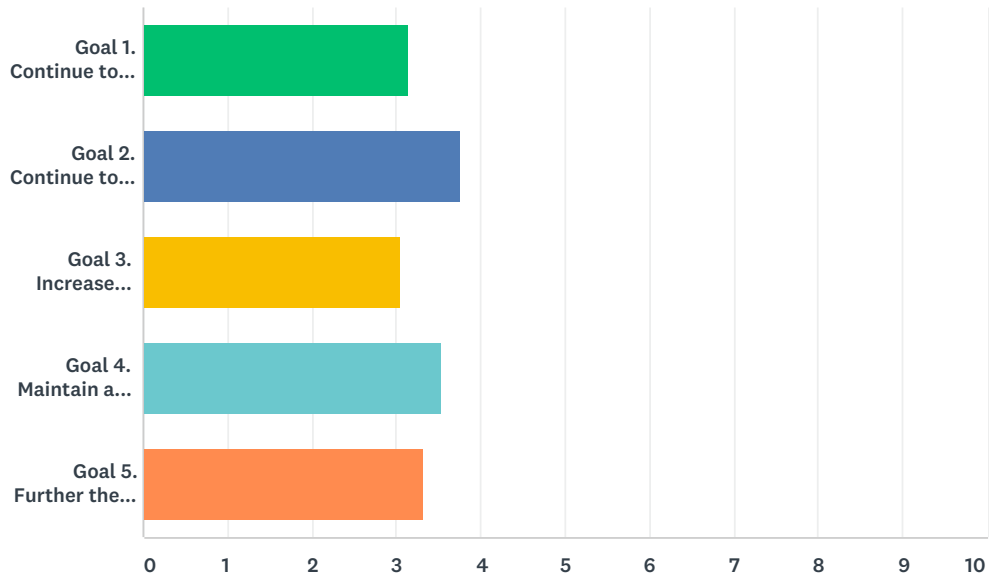
Answered: 122 Skipped: 2



ANSWER CHOICES	RESPONSES	
Extensive community engagement	50.00%	61
More community engagement activities southeast of Buford Hwy	35.25%	43
Materials available in multiple languages	22.13%	27
Clear communications about City efforts	59.02%	72
Easily understood regulations	45.90%	56
Fun event programming	40.98%	50
Ongoing education programs for seniors	11.48%	14
Other (please specify)	4.10%	5
Total Respondents: 122		

## Q9 How important do you think each goal is for Norcross to pursue moving forward?

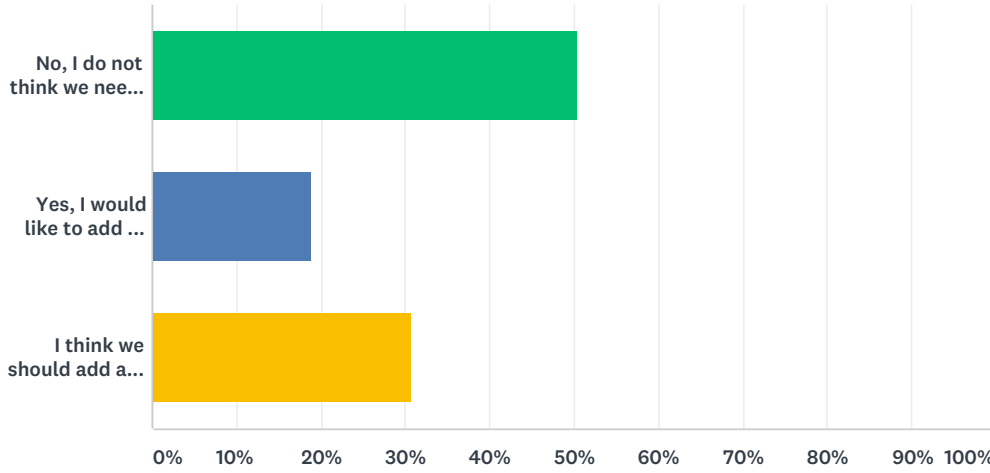
Answered: 124 Skipped: 0



	NOT IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Goal 1. Continue to define Norcross' sense of place.	2.42% 3	19.35% 24	41.13% 51	37.10% 46	124	3.13
Goal 2. Continue to strengthen Norcross as a livable and safe environment.	0.81% 1	0.81% 1	18.70% 23	79.67% 98	123	3.77
Goal 3. Increase opportunities for travel via different modes within and outside the community.	4.03% 5	25.00% 31	31.45% 39	39.52% 49	124	3.06
Goal 4. Maintain a vibrant economy and continue to facilitate job growth.	0.81% 1	6.45% 8	30.65% 38	62.10% 77	124	3.54
Goal 5. Further the City's tradition of strong leadership and a high level of quality services.	0.81% 1	10.57% 13	43.90% 54	44.72% 55	123	3.33

# Q10 Are there any other goals you think the City should pursue?

Answered: 101 Skipped: 23



ANSWER CHOICES	RESPONSES	
No, I do not think we need any other goals.	50.50%	51
Yes, I would like to add a specific goal about sustainability.	18.81%	19
I think we should add a goal about... (please specify)	30.69%	31
<b>TOTAL</b>		<b>101</b>

# Q11 Do you have any ideas for creative ways to make Norcross even better?

Answered: 45 Skipped: 79

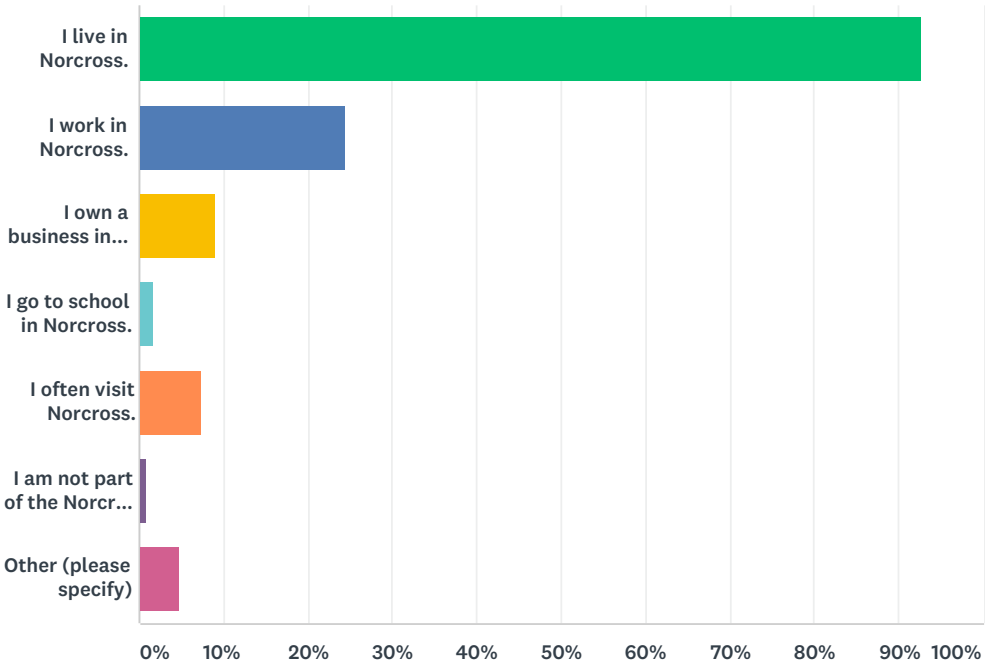
#	RESPONSES	DATE
1	continue to ask owners and residents their thoughts. work together with misplaced businesses in south downtown area	11/12/2018 3:38 PM
2	I wish we had an ice cream shop!	11/9/2018 10:49 PM
3	Start a brewery	10/27/2018 8:41 AM
4	- use solar energy - improve more programs for kids, less tablets !! - more art, more murals at parks and schools. - weekly events to get some money for this projects.	10/24/2018 8:13 PM
5	There is not a lot of talk about the Hopewell Woods area these days; this seems like a forgotten area except when developers are getting approvals to cram in high density development. We have now approved too much density in this area; I would like to see additional development West of West Peachtree (away from be limited to Single Family residential only and build out this area as family friendly and connect it to downtown with walking paths and bicycle trails.	10/23/2018 4:55 PM
6	I like the "incubator" option above, but that's often discussed with regard to technology. I'd also like to see (and participate in) a trade or craft incubator. From woodworking and plumbing to beer brewing, how amazing would it be to have a place that could offer community classes on interesting topics? Even better if experts from within the community drove the lessons.	10/23/2018 1:26 PM
7	Make it more inclusive for all residents.	10/22/2018 7:37 PM
8	Increase police presence in Historic Norcross and immediate surrounding areas	10/22/2018 3:53 PM
9	Downtown norcross events should involve more hispanic communities due to the fact the city is dominated by hispanics. Events should be told about not only in english but in spanish, too.	10/22/2018 2:58 PM
10	Need downtown parking that is walkable and strong leadership for implementing, consider closing streets to vehicle traffic for a walkable community with adequate parking to support growth of downtown	10/22/2018 2:41 PM
11	Eliminate the Big Truck on Beaver Ruin Road.	10/22/2018 12:04 PM
12	Ice cream shop	10/21/2018 3:22 PM
13	Signage similar to what is used in Atlanta neighborhoods like East Lake or Candler Park to increase sense of community.	10/20/2018 1:25 PM
14	Dedicated PR employee that can also serve as farmer's market manager. The city relies too heavily on volunteers and needs to bear more responsibility.	10/18/2018 1:28 PM
15	More sports that you don't have to be an athlete to participate in. Walking clubs, kickball, corn hole. Maybe even some singles events	10/17/2018 3:53 PM
16	Add in an ice cream shop where kids/students are welcome to hang out with friends or do homework and projects.	10/16/2018 4:47 PM
17	I think the current goals (as outlined) are great. Implementation of said goals is even better. I know the city is working towards them, but we don't have another 5 years to get them done. If not activated, Norcross will get passed over for other cities who are willing to implement and activate their ideas much quicker and the young crowd here will move on to greener pastures (thus allowing the vicious cycle of turnover to further propagate).	10/15/2018 7:47 AM
18	Court businesses looking for headquarters and new locations without giving them tax breaks, grants, and the whole kitchen sink. Lure them by helping them find the workforce they desire, the perfect location for their expansion, or the infrastructure they need for their operations.	10/12/2018 3:32 PM
19	Open something to draw younger crowds similar to Lawrenceville and Duluth which have brewery or food truck/bar restaurants. Offer free Uber during week nights for people to come spend time in Norcross. Connect downtown Duluth and Norcross via a trolley on the railroad	10/11/2018 9:03 PM

20	clean up Buford Hwy.,hold landlords accountable with residential rental properties, better code enforcement, Vo-tech training for seniors who are not college material	10/11/2018 11:45 AM
21	Repurpose the auto yard to develop festive gathering place for friends and families to eat, drink, shop, and play. There coulpl be a couple of restaurants/foodtruck slots that could be leased for longer terms or rotated. The restaurants would be situated around a lawn/ patio area with comfortable seating, big stone wood grill, fireplace, event stage, and large screen. There would be music, drinks, entertainment, outdoor games, and some quality shopping and services in stalls that you could rent to local vendors .	10/11/2018 8:37 AM
22	Improve quality of local schools. Not the perception. Actually improve facilities and teacher ratios. Also, more underground utilities to make the city more attractive. Third, fix pedestrian crosswalks over railroad crossings.	10/10/2018 8:40 PM
23	Capitalize on Norcross's diversity by encouraging events that bring together people of different ethnic and socioeconomic backgrounds.	10/10/2018 12:16 PM
24	I would love for Norcross to be a hub for movie production or a Hyperloop hub via the OFS Site. Hyperloop will likely be a huge deal in 2035.	10/10/2018 11:52 AM
25	farm to table restaurants, micro-brewery	10/10/2018 9:19 AM
26	Develop a program to assist historic building owners to keep up their properties so they won't end up being condemnable. I don't mean paying for it by the City but maybe financing but do develop a guideline with resource suggestions.	10/10/2018 7:30 AM
27	Craig Newton is doing a good job working with the Norcross City Council. Good to have new City Engineer and Planner. Both have very good professional credentials.	10/10/2018 6:37 AM
28	Improve the parking for events AND find a way to incorporate Buford highway into our "a place to be" efforts.	10/9/2018 5:58 PM
29	MAke it difficult for those who cut through downtown via car/truck with no intention of stopping to support downtown businesses. Enforce speeding.	10/9/2018 2:47 PM
30	I wish we had a small corner market type grocery store in downtown area.	10/9/2018 2:04 PM
31	Emulate the expereinces Woodstock and Duluth have created, with focus on next generation of consumers	10/9/2018 9:58 AM
32	Norcross sits right outside the perimeter. It is lagging in attracting millennials and will fall out of importance if we do not keep up with Duluth and Peachtree Corners and what they are doing with their business and living developments.	10/9/2018 8:17 AM
33	As mentioned earlier .. adding an urban style dog park near down town adds more community to residents and their dogs.	10/8/2018 8:23 PM
34	I like that we made the city open container downtown. We have great events. We need higher standards for downtown restaurants. More livable walkable features for downtown such as a market with food, beer and wine and convenience items. Looking forward to a true live work play in west rock. Need to attract young families - the people who want quaint and quiet are not stimulating the growth of our city.	10/8/2018 8:07 PM
35	We need more quality retail downtown	10/8/2018 7:25 PM
36	Improve sidewalks and crossings	10/8/2018 6:50 PM
37	Less parking more bikes and walkable solutions	10/8/2018 6:44 PM
38	More consistent enforcement of codes	10/8/2018 5:14 PM
39	I think we should look into City WiFi and Fiber Optics for high speed internet. Attractive to millennials and differentiate ourselves as future forward.	10/8/2018 3:41 PM
40	provide additional parking, mixed use developments w/in downtown.	10/8/2018 3:39 PM

41	Improve our web page and drop the whole imagine theme. Trying to find Norcross webpages in Google search is very difficult. We need to build the name Norcross as a brand not the word imagine	10/8/2018 1:45 PM
42	4 year terms	10/6/2018 10:37 PM
43	Keep the free outdoor events coming!	10/4/2018 4:24 PM
44	work with downtown business owners that don't really fit.find a new place for them to move and bring in new businesses.	10/4/2018 10:48 AM
45	No	10/4/2018 10:21 AM

### Q12 How are you a part of the Norcross community? Choose all that apply.

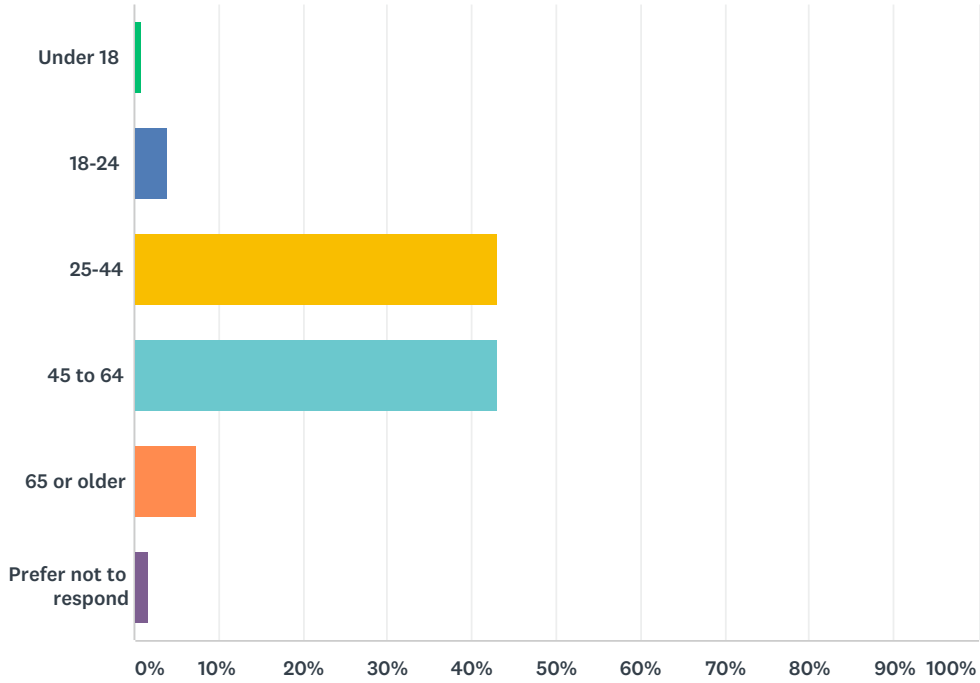
Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES	
I live in Norcross.	92.68%	114
I work in Norcross.	24.39%	30
I own a business in Norcross.	8.94%	11
I go to school in Norcross.	1.63%	2
I often visit Norcross.	7.32%	9
I am not part of the Norcross community.	0.81%	1
Other (please specify)	4.88%	6
Total Respondents: 123		

## Q13 I am...

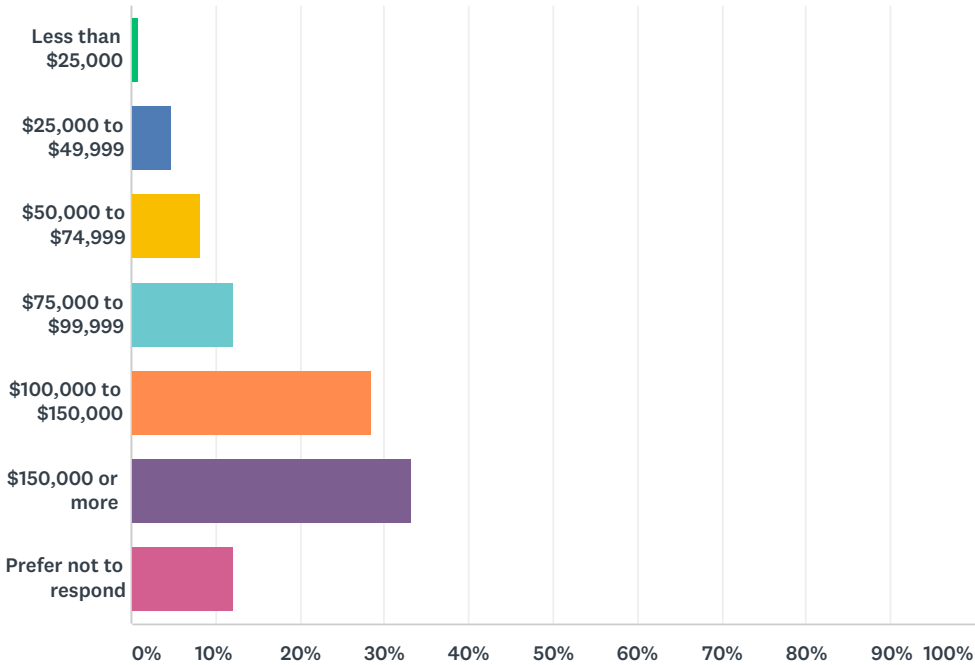
Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES	
Under 18	0.81%	1
18-24	4.07%	5
25-44	43.09%	53
45 to 64	43.09%	53
65 or older	7.32%	9
Prefer not to respond	1.63%	2
<b>TOTAL</b>		<b>123</b>

# Q14 My household earns...

Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES	
Less than \$25,000	0.81%	1
\$25,000 to \$49,999	4.88%	6
\$50,000 to \$74,999	8.13%	10
\$75,000 to \$99,999	12.20%	15
\$100,000 to \$150,000	28.46%	35
\$150,000 or more	33.33%	41
Prefer not to respond	12.20%	15
<b>TOTAL</b>		<b>123</b>



# OPEN HOUSE

Thursday, November 15, 2018

6:00-8:00PM

Summerour Middle School

On November 15, 2018, the planning team set up an Open House to share the draft Comprehensive Plan with the public. Approximately 26 members of the community participated in a series of exercises posted on boards arranged around the room. Participants also had the option of completing and returning a comment form:

## Vision

- Vision statement is fine
- Yes
- To be inclusive of generations, we need more “affordable” housing...maybe not apartments, but maybe smaller, denser neighborhoods or redevelopment of ones on East Norcross? Instead of a senior facility /homes @ at the church, how about focus on making a development that invites younger generations? Rock Tenn should have been all lofts!

## Priority Needs & Opportunities

- Timing of growth. 3 differ sections of apt/flat/condo to be open seems all w/l a year of each other. 600? 700 more singles or families?
- Parking & traffic control
- Schools are at capacity. Building more schools?

## Goals, Policies & Projects

- Who came up with the goals? I don't agree with all of them
- Yes, great goals
- Please consider that housing options also need to consider homeowner's equity/value. TO keep up

with inflation home prices have historically risen and are representing residents greatest assets

- Goals should be measurable (SMART). These are not.
- Goal 1:
  - Encourage green space? Demand it
  - Wayfinding signs throughout city – 5 minute walk to... (I like this!)
  - Add to 1-6 face to face interaction beyond events
- Goal 2:
  - We do need to focus on being safer. Someone was stabbed on the street over from me last week and someone moved onto the same street w/a record for illegal behavior w/a 12 year-old 2 blocks over from a school
- Goal 3:
  - Encourage walking connectivity by eliminating cul-de-sacs
  - Add connectivity from one neighborhood to another
- Goal 4:
  - Like the retention, expansion and creation of businesses
- Goal 5:
  - We don't need more people living right downtown. We need parking and more stores/restaurants there. Financial assistance for first and last months? What will they do in between?
  - We don't need a variety of affordable housing.
  - Are schools going to be built for the children moving into the new affordable housing?
  - Is the city's basic infrastructure (sewers, stormwater management, roads, etc) going to be updated to support what we have, much less hope?
- Goal 6:
  - Initiate recycling in existing multi-family too
  - Policy 6-6 Expand access to education? More schools? Schools are now filled

# NORCROSS SPOTLIGHT



## What is a Comprehensive Plan?

Our Comprehensive Plan paints a picture of what the community wants Norcross to evolve into over the next 20 years and outlines a strategy to get there. It serves as a policy guide for capital investment decisions, rezoning properties, and day-to-day decisions for city staff and elected officials, making sure the city is moving in a direction that fits with the community's vision.

### Core Components

A comprehensive plan focuses on issues related to land use, transportation, housing, economic development and other quality of life issues. It has five core pieces designed to set the direction for the city:

- **Existing Conditions Report:** To make sure the new Comprehensive Plan addresses the community's true needs and context, we'll start out with an assessment of the current conditions and plans that are already in place.
- **Community Vision and Goals:** We'll set our sights to 2040 and imagine what we want Norcross to be known for. Then, considering our current needs and opportunities, we'll identify key goals we need to accomplish to get there. The goals from our current plan are:
  1. Continue to define Norcross' sense of place.
  2. Strengthen Norcross as a livable/safe environment.
  3. Increase opportunity for travel via different modes.
  4. Maintain a vibrant economy and facilitate job growth.
  5. Further strong leadership and a high level of quality services.
- **Guiding Policies:** A set of policies related to each topic area will help city staff and elected officials make future decisions that align with the community's desires.

- **Future Development Map:** The Future Development Map will illustrate how the overall vision applies to each part of the city. The map will show the different character areas within Norcross and tie to narratives describing the desired land uses, design and initiatives for each one. This map helps making future rezoning decisions, allowing staff and officials to make sure requested rezonings fit with the community's stated desires for the development of the surrounding area.

- **Community Work Program:** Recommended projects to address the community's goals will be identified in the community work program. It will include relevant projects recommended by previous plans, as well as new ones added to fill in the gaps.

## Building on Our Current Plans

We're thinking fresh, but we're not starting from scratch! The City already has a plan in place, last updated in 2014. We're updating it to reflect current desires and trends and to meet state requirements, which require us to have an updated version in place by February 2019 to maintain Qualified Local Government Status. Through the community engagement process, we'll be checking in to see if the current vision still fits, what may need to change, and what items should be prioritized for the new work program.

The Comprehensive Plan will also incorporate content from other topic area or location-specific plans drafted by the City, Gwinnett County, and other partners to show a holistic picture of what's happening in Norcross and identify gaps in planning that need to be addressed.

### Related plans include:

- Norcross Sustainability Plan (2017)
- Beaver Ruin Greenway LCI Concept Plan (2017)
- Parks Master Plan (2011)
- Downtown Parking Study (2010)

## Open House

**Thursday, November 15th**  
**6 - 8 p.m. Summerour Middle School**  
*Cafeteria, 321 Price Pl NW, Norcross, GA 30071*

Come share your thoughts on our future as we review draft material for the updated Comprehensive Plan, including the vision, big goals, guiding policies and key projects for the next five years.

## Character Areas

### 1. Atlantic/Jimmy Carter Boulevard

- Please put a traffic circle at Holcomb Bridge and Atlantic Avenue – needed to calm traffic at re-route trucks. Drop speed limit and consider speed bumps on Holcomb Bridge into the city
- Necesitamos un centro cultural que tenga galleria venta de artesanía y servicios para los muchachos jóvenes. Clases de música, clases de valet, danzas folkloricos, clases de arte, clases de alta costura, clases de cocina, clases de empoderamiento para ayudar a las jóvenes
- (We need a cultural center with a n art gallery, services for youth, music classes, ballet, folk dance, art classes, sewing classing, cooking classes, and classes to help empower youth.)
- Business

### 2. Medlock/Peachtree Industrial Boulevard

- Walkway from city owned property @ Longview to Paul Duke HS. Connect school w/ neighborhood. Allow students to walk to school.

### 3. Pinckneyville

- Traffic patterns

### 4. North Peachtree St Neighborhoods

- Maintain owner occupied homes
- Low density
- Better crosswalk signage or stop signs on N. P'tree @ Sunset + @ entrance to Chastain
- “Slow the Flow”
- Traffic on Holcomb Bridge thru town to Buford Hwy
- Maintain low density no apartments



### 5. Hopewell Woods

- Congestion scares me
- What in town will attract young singles?
- Very scared about the congestion from 3 apt/unit complexes in vicinity
- The area is turning into a high density area. Traffic is an issue, buildings are on top of one another
- Plan long term for when/if Hopewell leaves

### 6. Buford Hwy/Jimmy Carter Blvd Activity Center (No comments)

### 7. Town Center

- Adding structured parking!!
- More restaurants and retail?
- HCB @ railroad access roads needs lights. Traffic too heavy
- Businesses (restaurants in particular) need to stay open later
- Time lights for better time crossing need more time to cross Buford @ HBR
- Millenials don't want to hear Jimmy Buffet cover bands. We have nothing for them.

8. Langford Road Industrial Center  
(No comments)

9. Summerour Middle School
- Traffic lights at Price Pl and Beaver Ruin
  - More trees on Beaver Ruin
  - Residential path between Everglades, Wynhollow, and SMS

10. South Cemetery Street
- I like this!
  - Railroad crossing danger still not resolved

11. Jimmy Carter Blvd/North Norcross Tucker Activity Center  
(No comments)

12. South Norcross Neighborhoods  
(No comments)

13. I-85 Activity Center
- High density

### Other Comments

- 700 “units” coming – could mean 700 more kids. Schools are full. Teachers don’t make enough to teach the extra large #s. So scared for teachers!
- Young families prob can’t afford the private school they will have to send them to

## STEERING COMMITTEE MEETING #1

Tuesday, July 24th, 2018

At the first Steering Committee, members introduced themselves and their relationship(s) with the Norcross community. Following introductions, the planning team discussed the overall purpose and role of the Comprehensive Plan, and led the committee in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise.

### Attendees:

Jolyn Barrow – resident for four years, advocate for bike/ped/sustainable norcross

Jim Wood – 11+ years as resident, pet project: Jimmy Carter/Buford Hwy corridor

David Murray – resident of four years – no agenda

Colin Steuterman – land development background

Barry Adams – peachtree corners/norcross area for 27+ years; historic norcross resident; own Peachtree Awnings, chair SW Gwinnett Chamber

L.A. Bonds – no agenda, resident for 7 years

Liz Knab – 3-4 year resident, former teacher at HS

Gary Brace – Gwinnett County resident for 30 years

Matt Myers – Planning and Zoning Board

Arlene Beckles – been here about 16 years, Safe Routes to School

Deborah Harris – here 17 years, do the Discovery Garden

Josh Bare – Norcross City Council, lifelong resident.

Rob Girard – resident, Downtown Development Authority

David Stoniecki – resident, growing group of young families in the area

#### Questions

- What's the connection to state funding? Mostly transportation
- How will the Council and Mayor get updated? Through Josh's participation on committee. Previous plans haven't really conveyed the thought behind everything, how will that get communicated to Council?

### SWOT

#### Strengths:

- Sense of community, loyalty,
- Welcome/acceptance, inclusivity..progressing towards this more and more, openness to different cultures and income levels
- Diversity
- Very representative of Gwinnett
- Location – close to Atlanta
- Setting – aesthetics/character; unique feeling. Core character that can't be replicated
- Small town, historic feel
- Unique downtown (maybe...) in close proximity to Atlanta
- Still affordable compared to the rest of the region...outside of historic Norcross
- Will have STEM High School that you don't have to apply to
- Access to leadership – both elected officials and staff

- Balance of housing, jobs, and businesses
- Walkable, nice size
- Balance between city and suburban
- Family oriented
- Multi-generational
- City has own police department, "a lot of control" over Norcross...utilities (Norcross Power)—able to be more responsive to issues
- Schools in general, Gwinnett County Public Schools
- Parks and Rec
- Special events
- New development: new Norcross library
- PDC – meets at 45 South every Wednes (a branch that's held at another time or location)

#### Weaknesses

- Historic Norcross is not affordable...other side of Buford Highway
- Lack of restaurants
- City staff has had a lot of turnover; fewer senior staff/loss of institutional knowledge. Tied back to compensation; it's a training ground for people to leave and go somewhere else where they are better paid
- Leadership isn't as diverse as the population; for example, Hispanic population is very under-represented
- Lack of City-sponsored events that celebrate different cultures
- Invited but not welcome...lack of proactive communication to other cultures/communities
- City is divided: two different cities.

- City is behind in technology – should be able to do everything on your phone
- People leave when kids get to elementary age, public schools aren't great – especially considering high cost of property in historic Norcross.
- Public schools aren't diverse—primarily Hispanic...much more so than total population. White kids go elsewhere because of perception that the schools aren't good. School rankings/scores don't help, but don't tell the whole story
- Crime is often ascribed to Norcross, but is actually happening in Peachtree Corners or Lilburn
- Communications has gone done from City staff (once Tixie left)
- Roads
- Crosswalks
- Walkability is an issue outside of Downtown
- Connectivity near West Rock...area feels disconnected
- Traffic congestion
- Historically, “apartments” has been a bad word

## Opportunities

- Young families moving here and investing in schools
- Film industry
- Expansion of mass transit/MARTA (heavy rail...not bus); need connectivity to the planned transit hub
- Wedding industry
- Hotel/motel tax revenue
- Embracing Rideshare
- Partnership with Waze (Johns Creek)

- Traffic that passes through – potential market for businesses, new residents
- West Rock, other new developments are catalysts for more growth, citizen engagement
- Need for arts/cultural center, somewhere to listen to music
- Automation/digitization of city records
- Tourism: B&Bs, boutique hotels, etc.
- Accessory Dwelling Units
- More City events on the other side of Buford Highway—expanding City activity footprint past Downtown
- Parks Master Plan and greenway—regional connectivity

## Threats

- Perception of Norcross based on other side of Buford
- Lack of grant writer, city loses out on money/funding
- Lack of affordable, small places (condo) – Senior Housing
- Nothing for teens to do
- Extended Stay Housing/transient population is a challenge to schools
- Loss of jobs/industry/crowds at West Rock, NCR (Fortune 500) – tech is going elsewhere
- Traffic
- Lack of mass transit has deterred some companies from relocation here
- Competition with surrounding communities—Doraville, Peachtree Corners. Nearby cities are growing and annexing, need to be proactive.
- Loss of tree canopy with new development

### **Vision Statement:**

- Kind of wordy

### **To Do:**

- Need more Hispanic representation to Steering Committee; ask Monique (City Clerk)

## **STEERING COMMITTEE MEETING #2**

Tuesday, August 28th, 2018

At the second Steering Committee meeting, the vision statement was revisited and preliminary needs and opportunities were shared for feedback. The bulk of the meeting focused on the future development map and its character areas, and needed changes since the 2014 plan.

Received prior to meeting:

Vision Activity from Matt Myers – “I would recommend changing “Norcross will be a dynamic and welcoming community in which generations of diverse citizens can engage, create, contribute and flourish.” to “Norcross will be a welcoming community where generations of diverse citizens can engage, create, contribute and flourish.”

### **Attendance**

Not present – Deb Harris (Conflict; will be at Oct. and Nov. Meetings), Barry Adams (Out of Town; will be at Oct. and Nov. Meetings)

### **7:00 Welcome and Introductions – Jim**

- Vision statement translated into language in place. Tonight will be about the right uses.
- Remember project goals; capture the vision for both the Comp plan and the UDO. Tool for implementing the vision.



### **7:10 Old Business: Community Vision Revisited – Jim**

No Comment

### **7:20 Needs and Opportunities – Jonathan**

- Presentation of findings
- HOMEWORK: Think about what sustainability and what that makes you think of. Provide what you think the definition is in this context? What goals should we be aiming for?

### **7:30 Future Development Map - Character Areas – Allison**

- Hand out. We want to know if these still make sense. We need text adjustments and boundaries and character area.
- Overlays:
- RAOD – Buford Hwy and JCB, city's first redevelopment initiative
- Historic
- PIB HBR – regulate the gateways of the cities. Impetus – annexation turned into gas station.

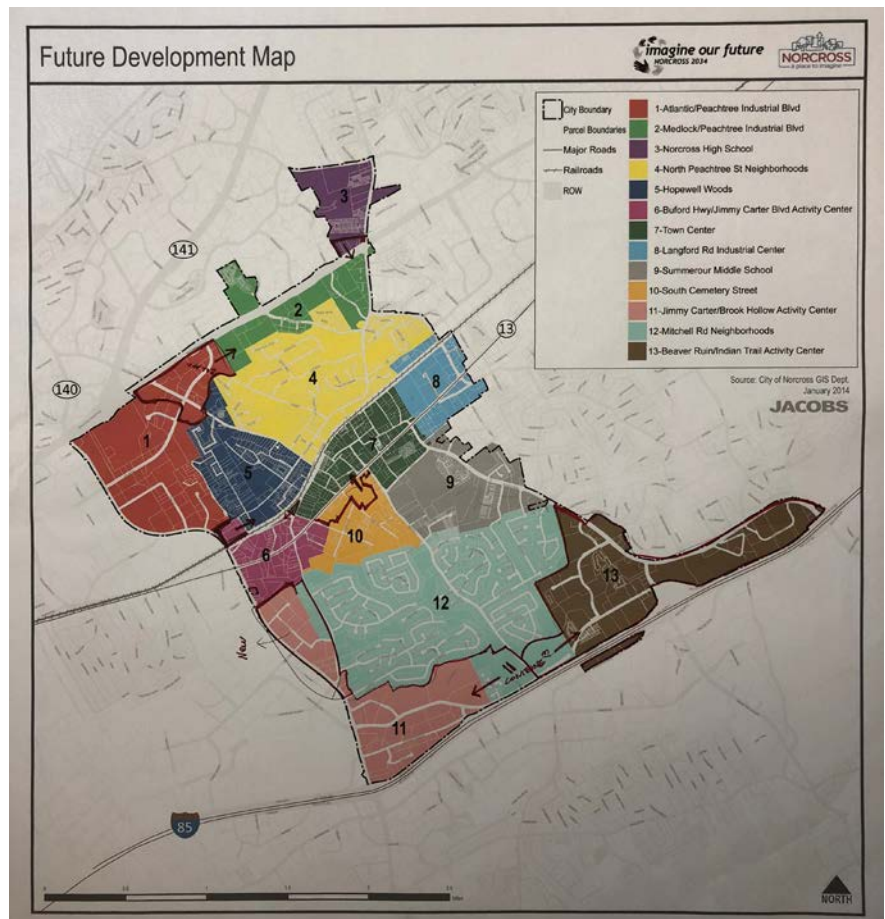
## Review of the Current Character Areas

### 1. Atlantic/Peachtree Industrial Boulevard

- Matt said its suitable for the school that's there and more to support the district.
- Others mentioned it's more industrial, and that is not the case.
- David S. said that it's hard to maintain JCB as a part of the gateway to the city when its heavily industrial; Matt responded that in Doraville, they dealt with that well by flipping an industrial area to a primarily residential one; what could it be in the future?
- Josh Bare would like to see the Garden Plaza Hotel (eye sore) to redevelop the corner to something Mixed Use Residential – access to transportation; HBR and Atlantic – need traffic circle – Limit access for trucks and redirect to somewhere else.
- Jim mentioned – it's not extended stay; they plan on revamping the hotel. City hasn't received plans. Josh says that's it's stagnant.
- Thad – would go great with the Eco Lakes community
- Josh – there should've been higher density where the CFA is.
- Matt says there needs to be signage at the corner of PIB and JCB, David M. says maybe we don't want people to know that yet.
- Allison – Should the part of Hopewell that's in the PIB HBR overlay be in D1? Committee says no.

### 2. Medlock/Peachtree Industrial Boulevard

- Sidewalk missing in front of High School; need more connectivity. (Addressed in RTP)



- Current description is fine; auto sales and services in this area is fine, but we need to keep it there. Didn't work out on JCB, so it's de facto here. Tracy – do we want to see different uses there?
- Matt – recommends merging 1 and 2; David S. says there is a difference. Thad – 1 could be good for driving, and 2 is good for walkability. Car dealerships aren't appealing, but we could be creative with it.
- Matt – move 2 west to HBR (both corners of HBR)
- Josh – NAPA would be a good place for higher density on a big lot
- Construction of the STEM high school should change walkability and more housing. Matt says we should take advantage of STEM- Business incubators. Jolyn says we should use the green space to make trails for better connectivity. Would



be appropriate for the area; Does principal have control over the connectivity with a trail to the neighborhood behind it? Prevent buses from driving in a circle and causing congestion

- Matt says the trail behind the HS caused problems (drugs, kids skipping schools); Thad says crime occurred. Jim says action can be taken to prevent such things. Rob says it would take a lot of work to make a trail happen.

### 3. Norcross High School

- David S. thinks we should limit shopping from this area.
- This area may not see a lot of change/major opportunity for land use
- 3 large properties to be something significant, it's not impossible just people someone owns them
- David suggests to move boundary between 2 and 3 north of PIB.
- Vision still makes sense except for redevelopment of older buildings.
- Thad – parcel of land on the corner of Medlock and S Ptree – in PTC that could affect the character of the area.
- Rob – good place to have different mode of transportation to boost connectivity

### 4. North Peachtree St Neighborhoods

- Josh – I don't know why 4 and 5 are separate; Jim S. says 4 should be preserved and 5 was meant to be for more infill and housing opportunity. Josh says infill has happened in the past 5 years – enough to look like 4.
- Robert – says they're divided due to zoning. Maybe don't put them together.
- Never mind, they make sense to be separate
- David S. – opportunity for dense residential is

more appropriate R65; Matt says any traffic will be affected by that for flow.

- Allison – Traffic Calming to discourage people from using HBR
- Jim mentioned the train as well. How do we address any more residential in this area?

### 5. Hopewell Woods

No Comment

### 6. Buford Hwy/Jimmy Carter Blvd

- Kelly should be in 5 (north of Buford HWY)

### 7. Town Center

- Part of the South Side of Buford Hwy should be in the overlay.
- Matt suggested bringing wedge from 7 to 6 because of the new park

### 8. Langford Rd Industrial Center

- Vision – leave “loft-style,” because its aspirational, but has not happened.
- Need more commercial/industrial tax base

### 9. Summerour Middle School

- Jim – need to improve walkability to connect 9. Must address connectivity and unity.
- 9 is logical overall

### 10. South Cemetery Street

- Tracy mentioned automotive uses, high tension powerline. Do we make this a place for self-storage and uses alike?
- Not conducive to residential or quality industrial. Out of sight, out of mind. Not on the gateway feature corridors.
- David S. thinks we should be careful about splitting auto, but people need those services because they're on the way home; Tracy thinks

they'll be okay as legal non-conforming business.

- Vision changes – to “heavy commercial, light industrial character/zoning”
- Outdoor storage, service vehicles, etc.

### 11. Jimmy Carter Blvd/Brook Hollow

No Comment

### 12. Mitchell Road Neighborhoods

- Staff thinks that 12 should not touch 85, and should split at Mitchell to be part of 11 and 13.
- Pinnacle Park should be added to 12? Without connectivity, may not work. Will be connected by trail
- Vision would change “Medium to High density.” David S. thinks Medium density may still work. Nothing over 8 units.

### 13. Beaver Ruin/Indian Trail Activity Center

- Matt - Master planning transit hub would be on JCB. Take off of vision.
- Josh - Connectivity through satellite still, still a transit Hub but more bus oriented.
- Tracy mentioned building heights in 13. Matt – why wouldn't 11 and 13 be connected as an I-85 district and move the northern part of 11 to 6. Jimmy Carter North and South.
- Robert thinks that dropping 6, is office, warehouse, industrial, and 11 is more shopping.
- Allison- could make it a zoning district

### 8:50 Next Steps

- Gateway International Festival Booth; Saturday, Sept. 15th
- Next Meeting: Tuesday, September 25th

## STEERING COMMITTEE MEETING #3

Tuesday, September 25th, 2018

At the third Steering Committee meeting, members were updated on public engagement to-date; the revised character areas were presented; and the Community Work Program was discussed.

### Attendance

Not present – Barry Adams, Josh Bare, Jolyn Barrow, Arlene Beckles, Rob Girard, Deb Harris, John Hollon, Sonia Lopez, Colin Steuterman, and Jim Woods

### 7:00 Welcome and Introductions – Jim/Tracy

2 new members: Chuck Paul and Sonia Lopez (not present). Sonia is very involved in the Hispanic community in Norcross, and will be a great addition to the input by the Steering. She may also be able to advance this project by encouraging more Hispanic residents to get involved.

### 7:05 Project Schedule and status update – Jim

Draft complete next month, adoption in February

### 7:10 Public engagement update – Jonathan

Presentation of findings

The Norcross Comprehensive Plan team set up shop at the Norcross Gateway International Food & Music Festival on September 15th. This event allowed us to capture a great representation of the many Cultures in Norcross. For this pop-up, we focused on development along Buford Highway and gathered opinions on what Norcross Residents imagine for its future. For what purpose? To energize and renew the corridor, and to further improve social connections across Buford Highway. We asked about vision, allowable uses, scale (height and distance from the right-of-way), parking, walkability, and safety.

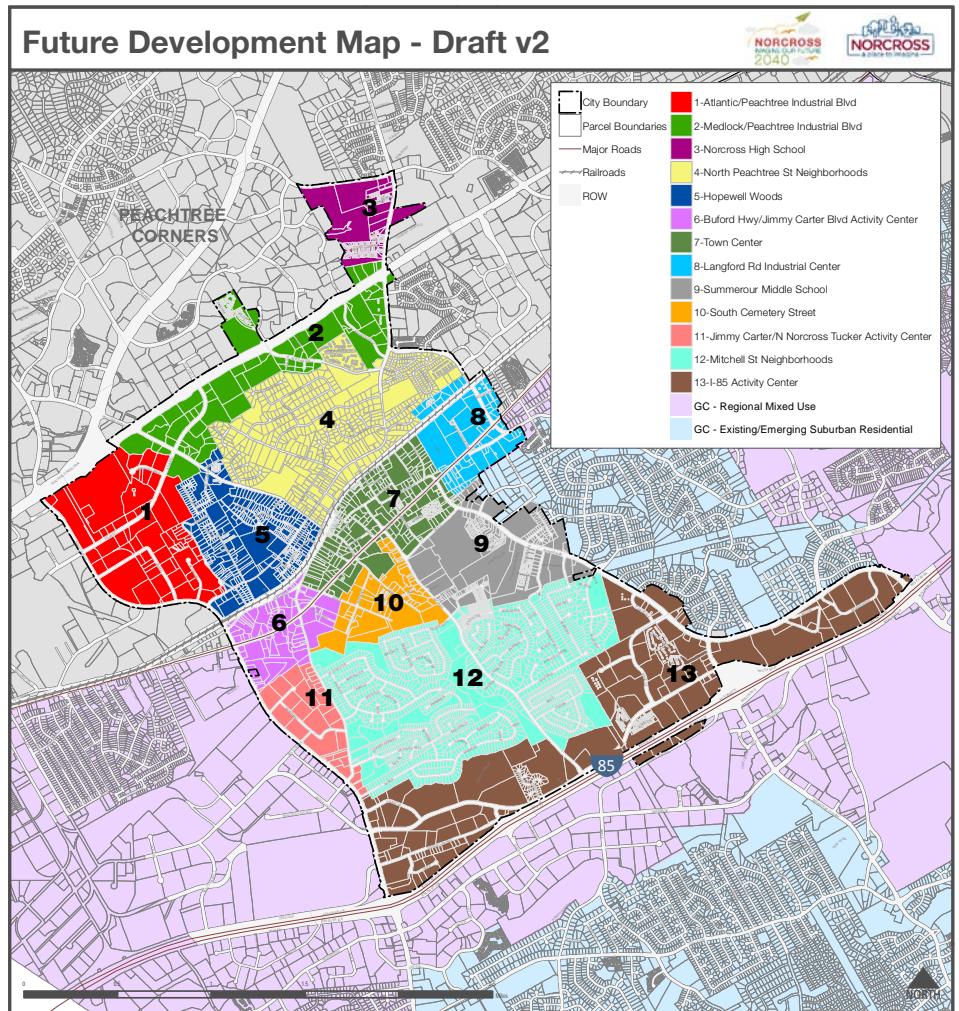
**7:20 Character Area Updates – Jim**

- Presented updated Future Development Map, and asked if it looked about right.
- Thad mentioned changing the Norcross High School Character area to Pinckneyville
- Should the wedge of Area 5 be a part of 4? No there are historic homes in that wedge.
- Tracy expressed concern about the southern part of 11 was across from N Norcross Tucker Rd. Committee members stated it should remain.

**7:30 UDO Considerations - Paul**

- What housing level do you prefer to see at AT-PIB?
- Single family residential and maybe multi-family (like Chamblee) should be permitted for schools to serve.
- Do we mirror Peachtree Corners? (Technology and walkability)
- Not in Character Area 1 but in 2; attract a large grocery store.
- Should the zoning regulations be consistent all along Buford Highway, or should they vary by Character Area?
- Character Areas 6 & 7 should have similar zoning regulations (including 3-5 stories maximum height); 8 should have its own.

**7:50 Community Work Program Discussion – Jim**



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

Source: City of Norcross GIS Dept. September 2018  
**JACOBS**

To begin we reviewed the Sustainability exercise sent to the committee prior to the meeting:

Many members of the community have expressed that they would like to see Norcross improve quality of life through sustainable practices. We asked the committee what sustainability makes them think of in the context of this Comprehensive Plan process. One of the definitions we received was “Meeting the needs of today without compromising the needs of the future.”

The exercise also requested a list of sustainability initiatives that should be highlighted in the draft Comprehensive Plan and be reflected in the Community Work Program. One of the members mentioned the following: Build Green Buildings, recycle where cost effective, maintain tree canopy, educate citizenry, cooperate in transit options.

We went through the questions prepared for the upcoming workshop to gather the Steering Committee's opinions but to also see if there was anything they would add or change about the sequence of questions and conversation.

**Question 1, Sustainability: Which sustainability initiatives are the biggest priorities for you?**

- Long lasting Development
- Community Sustainability – contributing members. Keep Norcross Diverse.
- Aging in place; business/live/work
- Economic sustainability, mainly environmental sustainability
- Ensure there is money budgeted to do sustainability plan, emphasizing land use
- Priorities and initiatives
- City of Norcross owning more real estate
- Embrace technology
- Improve the connotation of the education system in Norcross.

**Question 2, Pedestrian/Bicycle Infrastructure: Which pedestrian and greenway projects are priorities for you? What is missing?**

- The Beaver Run Creek Greenway, mainly as a safety initiative
- Greenway along Mitchell Rd and the intersection at Buford Highway and S Cemetery St for connectivity.
- The greenway along N Norcross Tucker Rd for Historic purposes. Should be named after \_\_\_
- The committee also stated that midblock crossings along Buford Highway should be a pedestrian priority.

**Question 3, Housing: Are there needed housing types you find are missing in Norcross? What kind of residential development would you like to see permitted/encouraged?**

- Under 1800 SF, under \$300,000
- Walkable neighborhoods (walkable to downtown)
- Mixed-use with smaller townhomes, smaller community
- Cheaper to keep older generations (relevant to sustainability)
- North of Buford Hwy – no more multi-family (but in South)
- Financial catalyst (like Duluth) high density residential to pay for it, but it's also appropriate for the area (good in scale)
- Butelle & Hunter St off of Lawrenceville have big lots that may be good for infill. Like the Ivy at Norcross

**Question 4, Historic Town vs. Bigger City: How would you like to see Norcross balance its charming small town feel while accommodating growth and development?**

- We should see more local restaurants. The amount doesn't matter if they're local and not chain.
- Maintain historic properties.
- Connect the dots to south of Buford highway.
- The brand of Norcross is its downtown, we need to allow growth and development
- Median income buffer isn't like Roswell. It's difficult to bring life back to Historic Buford Highway
- Attractions like a microbrewery create foot traffic. It's like having an "after-house coffee shop." Some residents leave town to spend time at places like this like in Duluth.

**Question 5, Buford Highway Divide: How can we improve physical and social connections across Buford Highway**

- More events in South Norcross (Pinnacle Park Improvements)
- Community engagement; communication in Spanish, Bengali, Korean, and Chinese
- i.e. Easter Egg Hunts, etc.

**Question 6, Young Families: What can the City do to better attract and retain young families?**

- Improving the perception of local schools by changing the narrative
- One idea: invite students with highest GPAs to meet shake the Mayor's hand at a public event.
- Play up weaknesses as strengths (language barriers)
- The community in schools is missing; need to take advantage of parks, social opportunities, entertainment in activity center (brewery, ice cream shop, etc.), connected neighborhoods.

**Question 7, Technology: What emerging technologies should Norcross prepare for in its Comprehensive Plan?**

- Ride share
- Business incubator like at Broadstone (West Rock development)
- Working from home, coworking
- Fiber optic technology

## STEERING COMMITTEE MEETING #4

Tuesday, October 23rd, 2018

The fourth and final steering committee focused on refining goals and policies, and identifying key items for the Community Work Program.

### Attendance

Present: Gary, David Murray, David Stoneiki, Sonia Lopez, Josh Bare, Matt Myers, Liz Knab, Tracy Rye, and Robert Patrick. Mayor Newton stopped by.

**7:00 Welcome and Introductions - Jim**

**7:05 Project schedule and status update**

- Gary Brace thinks that the vision statement needs some work
- Matt- only a couple of changes were made by this group.

**7:10 Public engagement Update - Meghan**

- Recap of public engagement activities to date
- Online Survey
- Upcoming Open House
- Survey will be open for one more week to collect a good sample.
- Preliminary results from the survey so far
- Gary asked what more and stronger local businesses and nonprofits means – this refers to local jobs

## 7:20 Goals and Policies Discussion - Jim

- What should the city be considering when making capital investments
- Goals and Policies are filtered through the needs and opportunities to come up with action items to implement the plan
- The steering committee read through a draft Goals/Policies and commented
  - Josh Bare – wish that these included something about conservation subdivisions and preserving historic trees, trees are still dying and developers are grading subdivisions without minding trees.
  - Pedestrian crossings and sidewalks should be improved. Crossing over rail road tracks is difficult. Current policy about railroad crossings (T3) should be revised to be more pedestrian-oriented.
  - Matt asked what is the Norcross feel we want to preserve?
  - Josh says we can improve a sense of community by requiring homes to face out to main road. A lot of new subdivisions face away and have fences around their neighborhoods.
  - Gary – how do we enforce that? Matt – if we put it on paper that we have the same vision, people will be able to reference to it in the Comprehensive Plan
  - Like the policy that infill development should reflect desired development for the neighborhood. Do think there are some places where more substantial infill development that changes the character will be needed (e.g. converting 5-acre single-family home to a small residential development) to accommodate the need for reasonably priced homes. There are some places, though, where they want to preserve the “Norcross feel.” Want to consider special provisions for signature corridors.
  - Reinforce the role of the Architectural Review Board as a mechanism to ensure quality and the need for all boards to come to developers with a clear, consistent message about what the city’s standards and desires.
  - Jim-hopes the committee will treat it as homework

## Needs and Priorities

- Maintain and enhance...
  - The committee agrees that this is a priority. Small town feel can be addressed with growth as long as the scale is consistent with that of a small town
  - Mitchell Rd is an economic development avenue, but has been ignored. Think this should be a next priority for redevelopment (over Beaver Ruin Rd). Need to extend redevelopment activity on the south side of Buford Hwy and this road is narrower with lower travel speeds, better suited for neighborhood style development. Greenway has been proposed along Mitchell Rd.
- Ensure housing is available to all residents and newcomers with unique public amenities such as parks and family-friendly activities.
  - Matt – highlight young residents and retirement age citizens as well; he doesn’t think attracting people is a problem. Some people can’t afford to live here.
  - Meghan said that the Principal of Summerour Middle said teachers can elect to teach at another school in the system after 3 years and they usually do because they prefer to a short commute from where they can afford to live
- Unite the community across cultural backgrounds and socio-economic status
  - Emphasize the arts to unite people
  - Norcross Public Arts Commission as a vehicle to do this
- Address transportation needs and traffic congestion....
  - Gwinnett County/GDOT planning expansion along portions of Jimmy Carter Blvd. Need to coordinate with them to make sure they are incorporating multi-use paths as part of this project, as JCB will be a primary link between Downtown and the potential transit station at I-85/JCB.
- Attract younger families and invest in schools
  - Priority
- Improve quality of life through sustainable practices
  - Committee hopes to see the plan address sustainability in the economy in addition to the environmental component.

- Leverage technology...
  - Include programs to bridge gap to communities that may not have computers and internet at home.

## **7:50 Community Work Program Discussion**

### **Goal 1 – Continue to define Norcross’ sense of place.**

- Add Arts
- Designate signature corridors and add Streetscapes along HBR, PTree, Mitchell Rd and the main corridors

### **Goal 2 – Continue to strengthen Norcross as a livable, inclusive, and safe environment.**

- Incentivize the type of development the community wants to see, including an emphasis on locally-owned businesses
- Best friend park is a county-owned facility just outside city limits. Could look into improving bike/ped access to the park to increase its utility for city residents.
- Additional green space needed on the south side of Buford Hwy. Action step could be identifying and acquiring potential park parcels in this area.
- Previous plan lists Mitchell Rd parcel as potential neighborhood park. Committee members recall there being a city-owned parcel along Mitchell that’s in a floodplain/under power lines. Need to identify/verify.
- Sonia says there are rogue parcels that could be neighborhood parks at Everett lakes (Everglade?) Work on expanding Downtown footprint.
- May involve DDA property acquisition. Their downtown has an atypical ownership structure where the city is actually the landlord for most buildings and merchants are tenants.

### **Goal 3 – Increase opportunities for travel via different modes within and outside the community.**

- Add rideshare – dedicated pick up and drop off
- Connectivity to downtown Norcross
- Connection to potential transit station at I-85/JCB
- Portions of Thrasher St may be too narrow. Do not want a serious road widening project, know that would lead to higher travel speeds. Want to identify segments that may be too narrow, some committee members think there are places where it isn’t even wide enough for two cars to pass.
- Review and add Jimmy Carter LCI projects
- City recently made deals with Gwinnett County Public Library and new Gateway development on Buford Hwy for a shared parking agreement with their planned garages. Paid Gwinnett \$4 million for this, not sure of amount to private developer but similar. Intended to address Downtown/Lillian Webb Park event parking constraints. Make sure there are signs directing people here once it’s built.

### **Goal 4 – Maintain a vibrant economy and continue to facilitate job growth**

- 6. Add “locally owned” restaurants and shops
- Many businesses have limited hours, which doesn’t help Downtown activation. Committee members think they struggle during Downtown events, because most of the parking is taken up by attendees and there is nowhere for potential patrons to park.
- Research and add state program that allows businesses within a defined geography to opt into an additional tax on their business licenses (something like ~\$100/yr) to be used for additional event signs, seasonal decorations, etc.

**Goal 5 – Further the City’s tradition of strong leadership and a high level of quality services.**

- Remove library on BH, already being done by Gwinnett County
- Disseminating information by effective communication
- Not all residents have computer access, need to include things like flyers, an additional electronic message board on Buford Highway, banners on the fence outside the Post Office, or plugs on local radio and television stations (esp. Univision)
- More multi-lingual communication, including translating the Norcross Times in Spanish
- Consider setting up neighborhood information captain system, designated community members for each neighborhood who will help get the word out by picking up/distributing flyers, posting to neighborhood pages, etc.
- Cities can also have a page on Nextdoor App
- Report should convey a sense of impatience from the community regarding projects that have been planned for a long time and are not being implemented in a timely manner (e.g. parking study, Beaver Ruin Creek Greenway)

## STAKEHOLDER INTERVIEWS

July 24, 2018 - August 16, 2018

The project team met with locals to discuss their thoughts on the City’s current status and to begin identifying the key issues and opportunities to be addressed by the plan. Community activists, business owners, nonprofit leaders, development and real estate professionals, city staff, and elected officials weighed in on the conversation. Interviewees included:

- Councilmember Andrew Hixson
- Tracy Rye
- Councilmember Josh Bare

- Chris Moder
- Former Councilmember David McLeroy
- Rudolph Smith
- Tixie Fowler
- Meryl Wilkerson
- Sonya Isaac
- Hayne Thompson
- Erica Madsen
- Bob Wilkerson
- Bridgett Roberson
- Stephen Davis
- Jeff Hopper
- Gene Ramsay
- Councilmember Dan Watch
- Mayor Craig Newton
- Councilmember Elaine Puckett

### Noteworthy Happenings

- Historic downtown has been improving with events and new businesses.
- The City’s leaders are accessible and engaged
- The new library being moved closer to Buford Highway
- Inclusive events such as the Gateway International Festival
- Active volunteer culture
- Increasingly diverse population



## Weaknesses & Challenges

- Norcross needs more commercial and industrial properties to continue to support the growth of the City.
- Lack of affordable housing; even Buford Highway and Beaver Run have changed the most and have very high rental rates for its census tracts.
- The lack of density to support retail.
- The diverse, but divided community (Buford Highway acts as a boundary)
- There isn't enough family and kid-friendly activity/attractions
- Crime rate has risen in certain areas of the city
- Cut through traffic is an issue
- Property maintenance in some parts of town

## Opportunities

- Annexing for commercial tax base
- Demand for additional housing types from young professionals, seniors, and the local workforce presents an opportunity to imagine a new kind of housing in Norcross and increase the range of options to include smaller new homes, townhomes, and multi-family housing
- Strategically modifying density throughout the city. More housing units could get a return on investment.
- Connectivity through Public Transit within the City and to regional destinations, walkability and street beautification, and greenway trails
- Transform and redevelop Buford highway into a desirable location with a major grocery store and attractive development.
- Bury utilities for more attractive look and feel

- Attention to the south/eastern side of Buford highway; there is a lot of potential for growth and real estate.
- Involve and embraces all members of the community. The voices Millennials and Hispanic residents should be heard.
- Expand on entertainment options, especially in downtown Norcross
- Relocated car dealerships, so that they are not the entities welcoming people to Norcross via Buford Highway
- Explore Opportunity Zones
- Definitive guidance on character areas as it relates to what is best for the city, including areas beyond the City boundary for annexation opportunities
- Support for more green space and parks
- Gateway development as a catalyst for the Buford Hwy corridor
- The possible transit stop at Jimmy Carter and I-85 as a catalyst for the south/east Norcross area
- City could have three primary centers of activity or downtowns: historic Norcross, Buford Hwy, and the future Transit Station
- Future of Buford Hwy as an extension of the international restaurant district which is so popular in Chamblee and Doraville.
- Wants a more active restaurant scene and a grocery store, very interested in a Downtown Dining District that allows open bottle drinking downtown, similar to what other GA cities are now doing.
- School quality impact the attractiveness to young families

# Kick-off Hearing

July 2, 2018

## City of Norcross

65 Lawrenceville Street  
Norcross, GA 30071



## Meeting Minutes

Monday, July 2, 2018

6:30 PM

Council Chambers

### Mayor and Council

*Mayor Craig Newton*

*Mayor Pro Tem Andrew Hixson*

*Councilman David McLeroy*

*Councilman Josh Bare*

*Councilman Chuck Paul*

*Councilman Dan Watch*

- A. Call to Order by Mayor Craig Newton
- B. Invocation
- C. Pledge of Allegiance to the Flag of the United States of America
- D. Roll Call (recorded)

Attendee Name	Title	Status	Arrived
Craig Newton	Mayor	Present	
Andrew Hixson	Mayor Pro Tem	Present	
David McLeroy	Councilman	Present	
Josh Bare	Councilman	Present	
Chuck Paul	Councilman	Present	
Dan Watch	Councilman	Present	

Regular Meeting was called to order at 6:34 PM by Mayor Craig Newton

- E. Presentation of previous meetings minutes for acceptance  
 A motion to Approve the June 4 Regular Council Meeting, June 18 Special Called Meeting, Policy Work Session and Executive Session.

**Mayor and Council - Regular Meeting - Jun 4, 2018 6:30 PM**

<b>RESULT:</b>	<b>ACCEPTED [UNANIMOUS]</b>
<b>MOVER:</b>	David McLeroy, Councilman
<b>SECONDER:</b>	Josh Bare, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**Special Called Meeting - Special Meeting - Jun 18, 2018 6:30 PM**

<b>RESULT:</b>	<b>ACCEPTED [UNANIMOUS]</b>
<b>MOVER:</b>	David McLeroy, Councilman
<b>SECONDER:</b>	Josh Bare, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**Policy Work Session - Regular Meeting - Jun 18, 2018 6:30 PM**

<b>RESULT:</b>	<b>ACCEPTED [UNANIMOUS]</b>
<b>MOVER:</b>	David McLeroy, Councilman
<b>SECONDER:</b>	Josh Bare, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

- F. Set agenda as presented for scheduled meeting.

- 1. Acceptance of the Agenda

**Motion**

A motion to Accept the Agenda as Presented with the following items being moved to discussion:

- 18-4901 : Downtown Parking Deck Feasibility
- 18-5002 : Britt Avenue Traffic Circle
- 18-4815 : Norfolk Southern South Peachtree Railroad Lease Discussion

<b>RESULT:</b>	<b>ACCEPTED [UNANIMOUS]</b>
<b>MOVER:</b>	Chuck Paul, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**G. Ceremonial Presentations, Recognitions, and Swearing in Ceremonies**

**H. Floor Open to Citizens Desiring to Address the Governing Authority**

- a. Comments by Citizens
- b. Comments by Council

**PH. Public Hearings**

**PH. 2040 Comprehensive Plan Update**

<b>RESULT:</b>	<b>ITEM PRESENTED, NO FURTHER ACTION NEEDED</b>
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**PH. COA2018-0026, 0028, & 0029 Historic Demolition 273 N. Peachtree Street, 297 N. Peachtree Street and 295 N. Peachtree Street**

**Motion**

A motion to Approve the demolition of property located at 273, 295, and 297 N. Peachtree Street, with the following conditions:

- 1) The new garage at 273 North Peachtree Street shall follow the approval conditions as identified in COA2018-0023.
- 2) Where possible, the components of the existing barn at 297 N. Peachtree Street shall be reused in the community.
- 3) The developer reaffirms his commitment to preserving the Nesbit house onsite.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Josh Bare, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**COA2018-0026, 0028, & 0029 Historic Demolition 273 N. Peachtree Street, 297 N. Peachtree Street and 295 N. Peachtree Street**

**Amended Motion**

A motion to Approve the demolition of property located at 273, 295, and 297 N. Peachtree Street, with the following conditions:

- 1) The new garage at 273 North Peachtree Street shall follow the approval conditions as identified in COA2018-0023.
- 2) Where possible, the components of the existing barn at 297 N. Peachtree Street shall be reused in the community, and at some point, if there is excess, unneeded wood, the applicant should contact the city about using it.
- 3) The developer reaffirms his commitment to preserving the Nesbit house onsite.

<b>RESULT:</b>	<b>AMENDED [UNANIMOUS]</b>
<b>MOVER:</b>	Josh Bare, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**PH. SB 17 – Sunday Sales of Alcoholic Beverages (The “Brunch Bill”)**

Motion

A motion to Approve the attached Resolution to Authorize a Referendum Election on whether to permit sales of distilled spirits or alcoholic beverages by retailers with pouring permits for consumption on the premises on Sundays for an additional hour and a half during the time period of 11:00 A.M. until 12:00 Midnight and to conditionally approve the attached ordinance subject to approval by referendum election.

<b>RESULT:</b>	<b>APPROVED [4 TO 1]</b>
<b>MOVER:</b>	Dan Watch, Councilman
<b>SECONDER:</b>	Chuck Paul, Councilman
<b>AYES:</b>	Andrew Hixson, David McLeroy, Chuck Paul, Dan Watch
<b>NAYS:</b>	Josh Bare

**J. Reports of the Mayor and Council Members**

a. General Announcements

**K. Board Appointments**

**Board Appointment - Historic Preservation Commission (HPC)**

Motion

A motion to Approve the appointment of the following board members and terms as presented:

Historic Preservation Commission (HPC)

J.P. Maier 9/4/2019

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Josh Bare, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**Board Appointment - Tree Board**

Motion

A motion to Approve the appointment of the following board members and terms as presented:

Tree Board

Blake Manton 7/11/2021

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Josh Bare, Councilman
<b>SECONDER:</b>	Chuck Paul, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**L. Consent Agenda**

<b>RESULT:</b>	<b>ADOPTED ON CONSENT AGENDA [UNANIMOUS]</b>
<b>MOVER:</b>	Andrew Hixson, Mayor Pro Tem
<b>SECONDER:</b>	Josh Bare, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**1. Asset Disposition Services Agreement**

Motion

A motion to Approve the attached contract with PropertyRoom.com for the disposal of court-awarded property in the Police Department's property and evidence storage.

**M. Items for Discussion**

**18-4901: Downtown Parking Deck Feasibility**

Motion

A motion Authorizing the City Engineer to proceed with the issuance of a Request for Proposal (RFP) for a parking demand study with costs not to exceed \$45,000, funded by contingency.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Dan Watch, Councilman
<b>SECONDER:</b>	Josh Bare, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**18-5002: Britt Avenue Traffic Circle**

Motion

A motion Authorizing the City Engineer to proceed with the issuance of a Request for Proposal (RFP) for a traffic circle design (Option A) with costs not exceeding \$25,000, funded by SPLOST Transportation.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Chuck Paul, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**18-4815: Norfolk Southern South Peachtree Railroad Lease Discussion**

<b>RESULT:</b>	<b>TABLED SENT TO [UNANIMOUS]</b>
	<b>Next: 7/16/2018 6:30 PM</b>
<b>TO:</b>	Policy Work Session
<b>MOVER:</b>	Josh Bare, Councilman
<b>SECONDER:</b>	David McLeroy, Councilman
<b>AYES:</b>	Hixson, McLeroy, Bare, Paul, Watch

**N. Adjourn in memory of**

**O. Adjourn to Executive Session for Personnel, Real Estate or Legal**

The meeting was closed at 7:28 pm

Signed by  Mayor, Craig Newton

Attest  Monique Lang, City Clerk

# Transmittal Hearing

December 17, 2018

## City of Norcross

65 Lawrenceville Street  
Norcross, GA 30071



## Meeting Agenda

Monday, December 17, 2018

6:30 PM

2nd Floor Conference Room

### **Special Called Meeting**

*Mayor Craig Newton*

*Mayor Pro Tem Andrew Hixson*

*Councilmember David McLeroy*

*Councilmember Josh Bare*

*Councilmember Chuck Paul*

*Councilmember Dan Watch*

**A. Call to Order by Craig Newton**  
**PLEASE TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES**

**B. Roll Call (recorded)**

**PH. Public Hearings**

**D. Items for Discussion**

- 1. [18-5228](#) **Public Hearing for Transmittal of the Draft Norcross Comprehensive Plan**  
Public Hearing for the transmittal of the draft Norcross Comprehensive Plan to the Georgia Department of Community Affairs and Atlanta Regional Commission for the purpose of State and Regional review.

[Memo - Comp Plan](#)  
[Norcross Review Transmittal Letter](#)  
[Norcross 2040 CP -Draft](#)  
[Norcross 2040 CP Technical Addendum](#)

**E. Adjourn to Executive Session Legal Personnel, and Real Estate**

**F. Signed by \_\_\_\_\_ Mayor Craig Newton**

**G. Attest \_\_\_\_\_ Monique Lang, City Clerk**



# TA-4

## COMPLIANCE WITH REGIONAL WATER PLAN & ENVIRONMENTAL PLANNING CRITERIA

Effective March 1, 2014, the State of Georgia established Rule 110-12-1 Standards and Procedures for Local Comprehensive Planning Local Planning Requirements. In addition to outlining required elements, the rules also state the following:

“During the process of preparing its comprehensive plan, each community must review the Regional Water Plan(s) covering its area and the Rules for Environmental Planning Criteria (established and administered by the Department of Natural Resources pursuant to O.C.G.A. 12-2-8) to determine if there is need to adapt local implementation practices or development regulations to address protection of these important natural resources. The community must certify that it has considered both the Regional Water Plan and the Rules for Environmental Planning Criteria when it transmits the plan to the Regional Commission for review.”

## Regional Water Plan

The Water Resource Management Plan combines planning for water supply and conservation, wastewater management, and watershed management for the 15-county Metropolitan North Georgia Water Planning District (the District) into a single integrated planning approach. Local jurisdictions are required to comply with the plan, both in terms of eligibility for funding and obtaining certain permits; they are also audited regularly by the District to ensure compliance.

The Plan has seven overarching policy goals:

- Protect Water Quality and Public Water Supplies
- Support Conservation and/or Demand Management
- Support Economic Growth and Development
- Equitably Distribute Benefits and Costs
- Promote Public Education and Awareness
- Facilitate Implementation
- Improve Resiliency

Planning principles include:

- Maximize the use of existing sources and facilities
- Increase water conservation and efficiency
- Best practices for non-potable reuse
- Consider return flows
- Make appropriate use of reclaimed water
- Continue to protect water quality
- Support adoption of advanced treatment technologies
- Promote maintenance of decentralized wastewater systems

- Reduce wastewater treatment facility influent variability
- Enhance reliability of wastewater pumping stations
- Promote green infrastructure approaches
- Ensure consistency with existing regulatory programs

The City of Norcross must comply with the Regional Water as a jurisdiction within the water planning district. With these considerations in mind, the Regional Water Plan's action items were reviewed in detail as part of this Comprehensive Planning process.

## Environmental Planning Criteria

The Georgia Department of Natural Resources (DNR) Environmental Protection Division established Chapter 391-3-16 Rules for Environmental Planning Criteria. These criteria address five specific types of resources: water supply watersheds, protection of groundwater recharge areas, wetlands, river corridors, and mountains.

## Water Supply Watershed

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

of a perennial stream bank. Because one of the water supply watersheds feeds the Quarles Water Treatment Plant, which draws water from the Chattahoochee, these requirements apply to a large portion of the city. In addition, new facilities that handle hazardous materials must be sited on impermeable surfaces with spill and leak collection systems that comply with DNR requirements.

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

### Groundwater Recharge Areas

The majority of Norcross City limits is within an area identified as a "probable area of thick soil;" in the Piedmont, where rocks have very little porosity, these areas are considered significant recharge areas. Pursuant to the criteria established in O.C.G.A. 12-2-8, the Comprehensive Plan does not propose any new landfills, facilities for the disposal of hazardous wastes, chemical/petroleum storage tanks, or agricultural waste impound sites within this area of the city. It also does not propose new residential to be served by septic tanks, and complies with all other regulations associated with groundwater recharge areas.

### Wetlands

Most wetlands in Norcross are associated with Beaver Ruin Creek and its tributaries. The Comprehensive Plan does not propose any unacceptable uses in areas with wetlands, such as receiving areas for toxic or hazardous waste, or landfills. Most of the wetlands within Norcross are shown on the Future Land Use map as greenways for conservation and/or recreation, or other low-impact uses.

### River Corridors

There are no protected rivers within the City of Norcross.

### Mountains

There are no protected mountains within the City of Norcross.

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# TA-5

## BROADBAND SERVICES ELEMENT

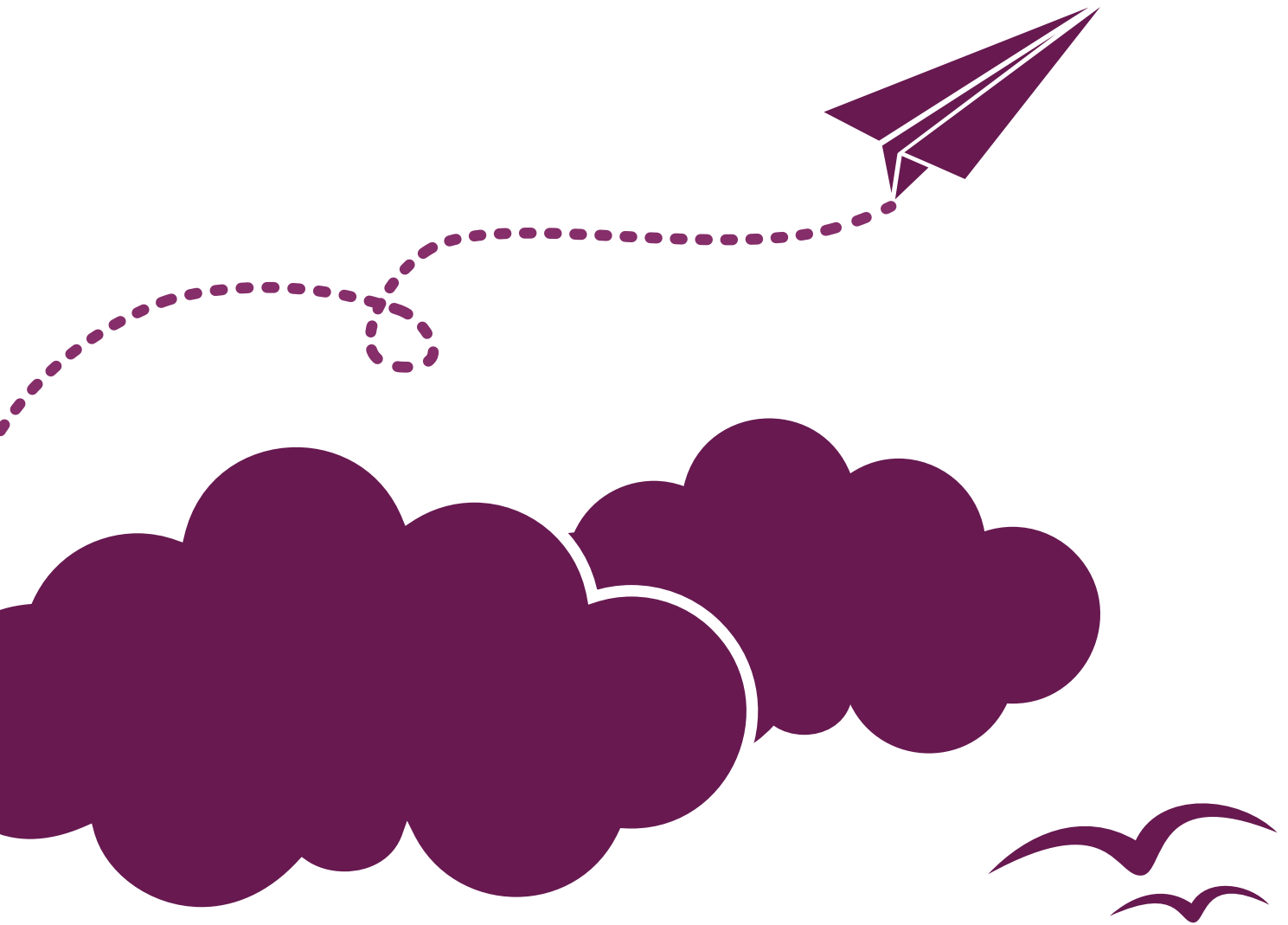
As of October 1, 2018, Georgia cities are now required to include a Broadband Services Element in their comprehensive plans.

Broadband can be defined as “transmitting at least 25 megabits per second downstream and at least 3 megabits per second upstream) throughout the state.” Typically, a lack of access to broadband service is more of a challenge in rural areas where infrastructure does not yet exist for its support. According to the Federal Communication Commission’s (FCC) 2016 Broadband Progress Report, about 91 percent of Georgia residents have access to broadband. Mapping of broadband service providers shows that the majority of the City of Norcross has at least one residential provider at speeds of at least 25 Mbps/3 Mbps.

Although the City is generally well covered by broadband service, the City will continue to support the extension and strengthening of broadband infrastructure. A policy has been included in this Comprehensive Plan to support broadband access:

Policy 4-8: Maintain and support citywide access to broadband services.

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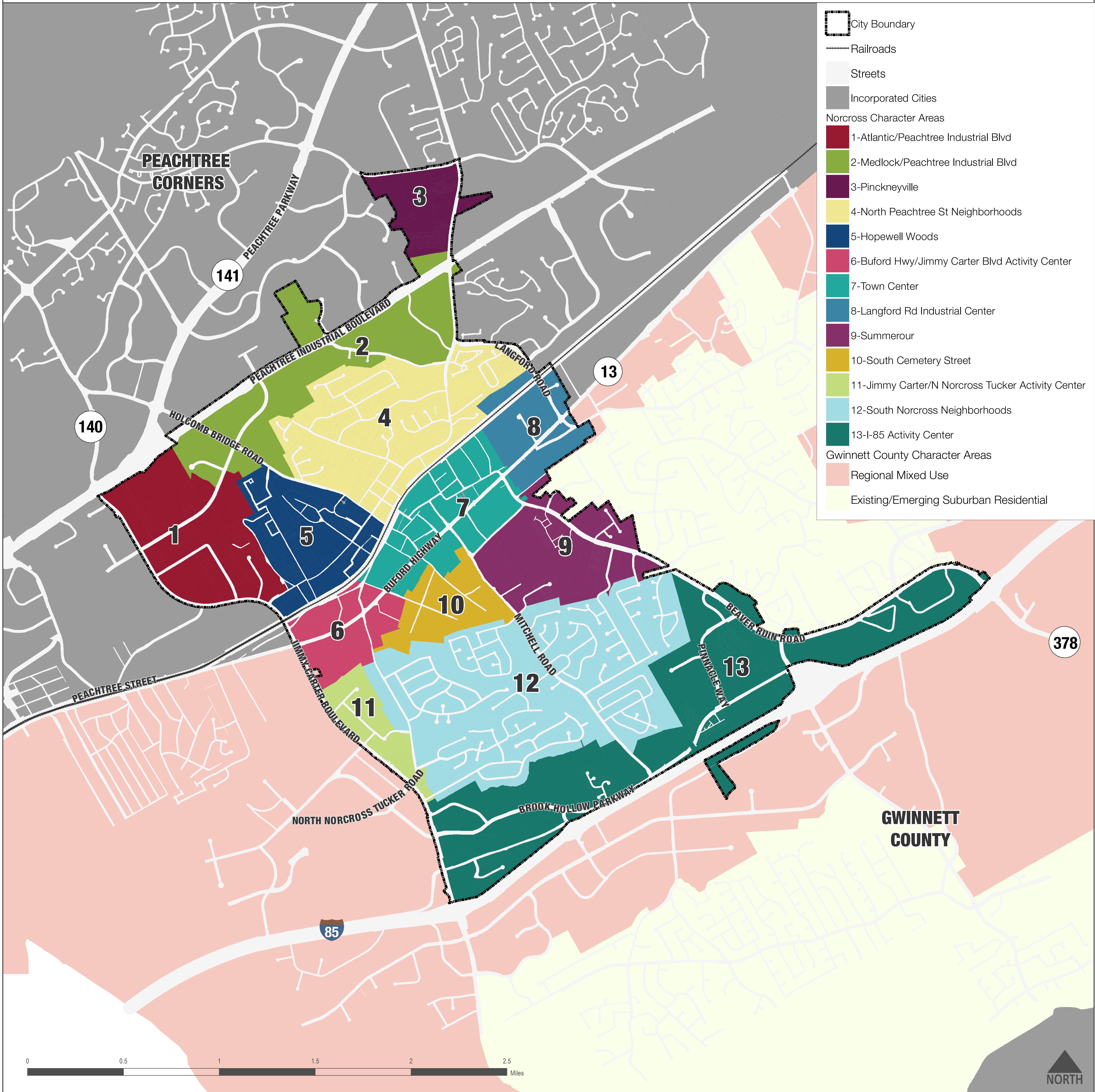


NORCROSS 2040  
**COMPREHENSIVE PLAN**  
TECHNICAL ADDENDUM



Prepared by  
**JACOBS**

# 2040 Norcross Future Development Map



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

Source: City of Norcross GIS Dept.  
Adopted March 4, 2019





# Errata Sheet

Chapter	Page #
0	Acknowledgements
2	9
2	12
2	13
2	13
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2	15, 16, 18
2	15, 18, 22
2	15, 18, 24
2	16 - 37
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2	22 - 23
2	28 - 29
2	28 - 29
2	End of chapter
2	Throughout
2	throughout
3	51
3	51
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3	61
3	62
3	53-54
4	82 - 91
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0, 4          VII, 81

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0, 4          VII, 81

0, 4          VII, 83

0, 4          VII, 83

General NA

General NA

General Throughout

General Throughout

General Throughout

New TA See new TA-2

New TA See new TA-2

TA-2 A-21, A-63

## » Plan

Comment Received	Theme
Update council members (add new member, note David McLeroy as a former Council member)	Acknowledgements
Policy language is too vague, should be more action oriented.	Policies
Wordsmith Policy 5-6	Policies
Remove extra and from preamble. "...and welfare and but..."	Typographical Error
Edit Policy 6-13 to specifically call out Norcross High School	Policies
Revise FDM: Select unincorporated parcels showing a City Character Area designation should be reclassified to reflect County Character Area.	Character Areas
Add note about revising FDM when 2040 Gwinnett Unified Plan Character Areas are adopted	Character Areas
Remove "with consistency"	Typographical Error
Remove extra "with"	Typographical Error
Restrict Multifamily housing away from Hunter Street in the Hopewell Woods Character Area, Area 5	Character Areas
Move City Hall pin to correct location	Correction
Add detail about maintaining Historic Character in the Town Center by implementing a 250' buffer from the railroad centerline; Encourage High Density Residential South of Buford Highway.	Character Areas
Character Area 7 should include policy limiting Multifamily to remain within the boundaries of Lively, Buford Hwy, Magnolia, and Holcomb Bridge Road, not to exceed 350' North of the Centerline of Buford Hwy (multifamily developments within this boundary must submit a market study). Multi family encouraged South of Buford Highway.	Character Areas
Add "light industrial preferred..."	Character Areas
Edit Table to reference where Land Use has more detail in respective character area page; Remove 'recommended' from the title of the section and table.	Character Areas
Change Congregate Care Facility to "Skilled Nursing Facility"	Character Areas
Create GIS version of Gwinnett County's Long Range Road Classification Map, change Peachree St to major collector, and designate bike-friendly routes	Map change
Revise FDM: Move parcels abutting Crossing Park Cul-de-Sac to Character Area 2	Character Areas
Revise FDM: Move parcels in Character Area 4 North of Reys Miller and Medlock Bridge to Character Area 2	Character Areas
Revise FDM: Move parcels in Character Area 5 west of Queens Court, Sunset Drive, and Doc's Creel Court to Character Area 2	Character Areas
Change all references of stories to height in feet	Character Areas
Support for maintaining the character of Character area 4, and restricting to single family homes with accessory dwelling units.	Character Areas

change residential maximum building heights in D4 to 35ft	Character Areas
Change 3rd bullet under Appropriate Scale of development and land use policies to "Commercial Uses are encouraged to be local..."	Character Areas
Remove Buford Highway Median Project as it is complete	Character Areas
Create a gateway map which referenced in the text, based on previous FDM	New map
Change references to building heights of 36' to 35' per current code	Character Areas
Add "Consider first floor minimum heights in M1 to accommodate future industrial uses" to all Character Areas that contain M1	Character Areas
Identify larger M2 parcel as Heavy industrial and smaller M2 Parcel as Vacant	Existing Land Use Map
Change both Suniva properties at 5775 PIB to Light Industrial	Existing Land Use Map
Add potential transit station to Future Transportation Projects map; identify other map/text opportunities to emphasize the potential station	Map change
New residential and mixed use developments planned for the Town Center is satisfying or absorbing housing demand in that area, need to stress this and reference LCI Market Studies	Housing Needs
Refine text about Seven Norcross to read: "700 units have been zoned or platted in the City..."	Existing Conditions - Housing
Truck Route narrative states North Norcross Tucker Rd is a Truck Route, but isn't indicated on the Map. Double check and revise narrative or map accordingly.	Existing Conditions - Transportation
Expand Economic Development initiatives in the CWP	CWP
Innovation Council needs to be added as a work item. It was an idea that came up in the Steering Committee and is worthy of inclusion.	CWP
Clarification and minor edits to the CWP related to public works	CWP
LU.2 Timeframe should be 2019 in conjunction with UDO rewrite	CWP
Add "Develop a plan for and implement one or more linear parks to downtown." List as five year endeavor and cost TBD, with funding source TBD	CWP
Adapt TR.2 to include note about Traffic Circle at Atlantic and HBR	CWP
Add Transportation CWP Item "South Peachtree St. Sidewalk from Veterans Park to Holcomb Bridge Rd;" 2019; \$50,000, Comm Dev; CBDG	
Add Transportation (Roadway Projects) CWP Item "Repave Britt Ave;" 2021; Cost TBD; responsibility of the City Engineer and Public Works.	

Add Transportation (Roadway Projects) CWP Item "Repave W Peachtree St;" 2021; Cost TBD; responsibility of the City Engineer and Public Works.

Add Transportation (Roadway Projects) CWP Item "Address draining issues and repave Kelly St and Thrasher St;" 2021; Cost TBD; responsibility of the City Engineer and Public Works.

H.2, H.7, and H.8 - Add Police/Code Enforcement as a responsible party CWP

ED.6 - "Regularly" misspelled Typographical Error

ED.6 - edit CWP item to include consideration of Parking at railroad lot CWP

Add new Economic Development CWP item to reflect Branding and PR Strategy CWP

Edit SQ.2 - possible use of digital readers at City gateway signs for events; undetermined cost CWP

Add new Sustainability and Quality of Life CWP item - "look to update entry gateways to the City" CWP

Add new Sustainability and Quality of Life CWP item - "transition to underground utility lines" CWP

Add Sustainability and Quality of Life CWP item "Plan and Construct a Cultural Arts Center" CWP

Edit SQ.11 to including multifamily recycling CWP

Amend SQ.18 - "update Parks Master Plan" CWP

SQ.21 - edit to include note about event manager CWP

Add HPC as a responsible party to SQ.45 CWP

Edit SQ.44 - "Consider creating a Land Bank Authority CWP

Top Implementation Actions - rewrite of #4 to be something like: "Develop a Development Strategy for the Enhancement of the Town Center area, expanding downtown dining, shopping, entertainment, and residential options." Rather than "Request . . . proposals . . .", I think the City (Council + DDA) should define the "preferred future" and then aggressively leverage the DDA to implement that preferred future. CWP

Change #7 from "Reapply for . . ." to "Achieve . . ." CWP

Change #8 from "Identify opportunities to partner . . ." to "Develop 'x' multi-cultural events through partnership . . ." CWP

On #9, define the objective of working with Gateway 85 CID is. Work with them on what to achieve what? CWP

Address planning and constructing an Innovation Center CWP

Address planning and constructing a Cultural Arts Center CWP

Plan should be more ambitious with regard to a Buford Hwy Master Plan CWP

Plan under estimates the impact of Connect Gwinnett Plan Transportation

Search and find references to Robinson Elementary School and change to Baldwin Elementary School Correction  
Change Gateway 85 to Gateway85 CID Typographical Error  
Change all references to GICH (Georgia Initiative for Community Housing) to "LiveNorcross" Correction  
If the city is going to use the Comp plan to evaluate new projects annually a priority system needs to be in place to help rank such needs. Such a priority list was included in the 2034 Comp Plan CWP - technical addendum  
Under Goal 5 Scoring: 4 Points should read: "Will directly encourage a variety of attainable and quality housing options for ALL OF NORCROSS AND ESPECIALLY underserved demographic. CWP - technical addendum  
Add Councilmember Elaine Puckett as an interviewee Community Engagement



Status	Internal Comments
Resolved: Changed	
Resolved: Changed	Policies by their nature are vague, whereas projects in the CWP are meant to be action oriented. We added an introduction to the policies to help clarify this.
Resolved: Changed	
Resolved: Changed	
Resolved: No change	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	
Resolved: Changed	Market study requirement was a comment from the Engagement section of the Technical Addendum
Resolved: Changed	
Resolved: Changed	Additional symbology; page number added to columns for reference to details
Resolved: Changed	
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Resolved: No change double check ARC GIS Data

Resolved: Changed Added additional economic development projects as in the redlined print-out provided by City

Resolved: Changed

Resolved: Changed Public works comments that will be introduced at the Council Retreat, may need to be updated later to reflect council decisions. This also includes reference to ongoing assessment of parking needs.

Resolved: Changed This is being developed now

Resolved: Changed Added to SQ.18

Resolved: Changed

Resolved: Changed New TR.13

Resolved: Changed New TR.4

Resolved: Changed

New TR.5

Resolved: Changed

New TR.6

Resolved: Changed

Resolved: Changed

Resolved: No change

Resolved: Changed

Consistent signage, action plan for stop signs outside of historic district, better connecting with citizens through social media and other publications. (NEW ED.7, renumber)

Resolved: Changed

Resolved: Changed

New SQ.30

Resolved: Changed

New SQ.31

Resolved: Changed

New SQ.32

Resolved: Changed

Resolved: Changed

Resolved: Changed

Resolved: Changed

Shifted to SQ.48

Resolved: Changed

Shifted to SQ.47

Resolved: Changed

Change in executive summary

Resolved: Changed

Changed to maintain, not achieve since the city already has the designation.

Resolved: Changed

Staff did not want to tie down a specific number rather just inserted the word "new: before "opportunities"

Resolved: Changed

Resolved: Changed

Resolved: Changed

Resolved: Changed

The city has already conducted multiple LCIs for the Town Center including Buford Hwy. This plan does call for an update of those previously adopted plans. Reference to these studies were expanded.

Resolved: No change

The plan takes into account and gives weight to programmed transit projects, not proposed ones that have yet to be funded. It would be premature for example to assume the transit hub at JCB and I-85 will come to pass until after the March vote. The Comp Plan is a living document that will need to be updated regularly to reflect existing conditions.

Resolved: Changed

Resolved: Changed

Resolved: Changed

Resolved: Changed

Adapted the priority list from the 2034 plan to meet the new goals of the 2040 plan and inserted it in the appendix.

Resolved: Changed

Resolved: Changed

TA-2 has been changed to TA-3













Unresolved

In progress

Resolved: Changed

Resolved: No change



MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **ANDREW HIXSON** · COUNCILMAN **JOSH BARE** · COUNCILMAN **CHUCK PAUL**  
COUNCILMAN **DAN WATCH** · COUNCILWOMAN **ELAINE PUCKETT** · CITY MANAGER **RUDOLPH SMITH** · CITY CLERK **MONIQUE LANG**

---

March 5, 2019

Mr. Robert Herrig, Planner  
Community Development  
Atlanta Regional Commission  
International Tower  
229 Peachtree Street, Suite 100  
Atlanta, GA 30303

Dear Robert,

It is my pleasure to share the attached resolution of adoption from the Mayor and City Council of the City of Norcross, GA. On Monday, March 4, 2019 at a regularly scheduled meeting, the Mayor and City Council adopted the attached 2040 Norcross Comprehensive Plan entitled *Imagine Our Future*. This transmission package includes a copy of said plan, the Technical Addendum, and Future Development Map as well as an errata sheet detailing changes made to the plan since ARCs and DCAs original reviews in December 2018.

If you have any questions or concerns, please feel free to contact me at [tracy.rye@norcrossga.net](mailto:tracy.rye@norcrossga.net) or Jim Summerbell with Jacobs at [jim.summerbell@jacobs.com](mailto:jim.summerbell@jacobs.com). I look forward to receiving the City's updated QLG certification letter soon.

Sincerely,

Tracy D. Rye, AICP  
Community Development and Planning Director  
City of Norcross

**RESOLUTION**

**To Adopt the Norcross “Imagine Our Future” 2040 Comprehensive Plan**

**WHEREAS**, the City of Norcross Mayor and City Council has completed the 2040 Comprehensive Plan document and the 2040 Technical Addendum as part of the 20-year Comprehensive Plan update.

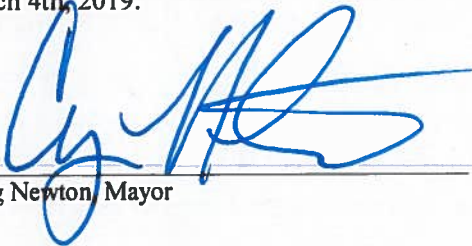
**WHEREAS**, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective October 1, 2018 and established by the Georgia Planning Act of 1989, and held the required public hearing on March 4, 2019.

**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 Norcross “Imagine Our Future” 2040 Comprehensive Plan.

IN WITNESS WHERE OF, I have hereunto set my hand and caused this seal to be affixed. This March 4th, 2019.



Craig Newton, Mayor



Attest: Monique Lang, City Clerk

