



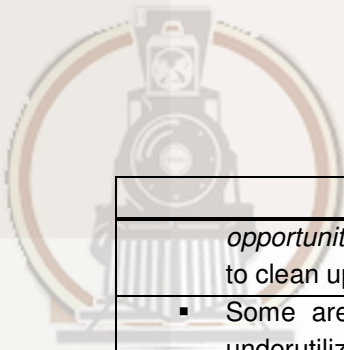
Issues and Opportunities Questionnaire

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

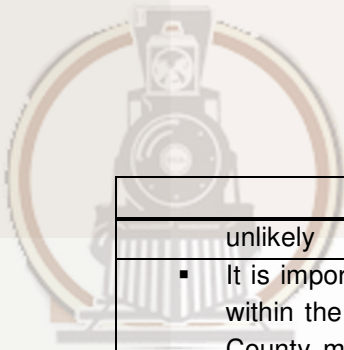
The goal for tonight’s exercise is to reach a succinct catalog of issues and opportunities that the 2030 Comprehensive Plan will address. The Citizen Steering Committee and the community at large are being asked to refine this inventory. The final list of issues and opportunities included in the Community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

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

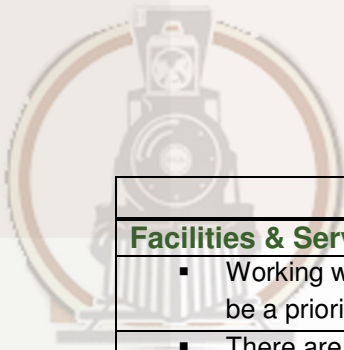
Issue/Opportunity	Check top 3
Population & Demography	
<ul style="list-style-type: none"> ▪ Our increasingly diverse population must be recognized, planned for, and given a voice in the planning process. 	
<ul style="list-style-type: none"> ▪ There are essentially two communities within Norcross; these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



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



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



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