

## Downtown Norcross Parking Study

*2019 Update Summary Report*

Prepared for the City of Norcross  
March 2019

Prepared by **Stantec**  
in partnership with **Sizemore Group**



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## Acknowledgments

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# Executive Summary

The City of Norcross and a team led by Stantec initiated a parking study in November 2018 in response to downtown Norcross’s rapid growth and development. The study occurred during a time of change for the City— downtown was being revitalized, with new dining and entertainment options drawing visitors to the downtown core, while plans to relocate the City’s police facilities out of downtown and construction on a new library were underway.

Downtown’s activity has occurred on generally small, more constrained sites and within a context of historic building fabric and neighborhood-appropriate development standards. This has meant that providing sufficient parking to meet zoning requirements is sometimes difficult, as many sites cannot provide their own parking and parking demand is based on focused periods of demand. Downtown has continued to grow, but this growth has brought increasing pressure on the district’s limited parking supply and, significantly, concerns over whether downtown Norcross has sufficient parking.

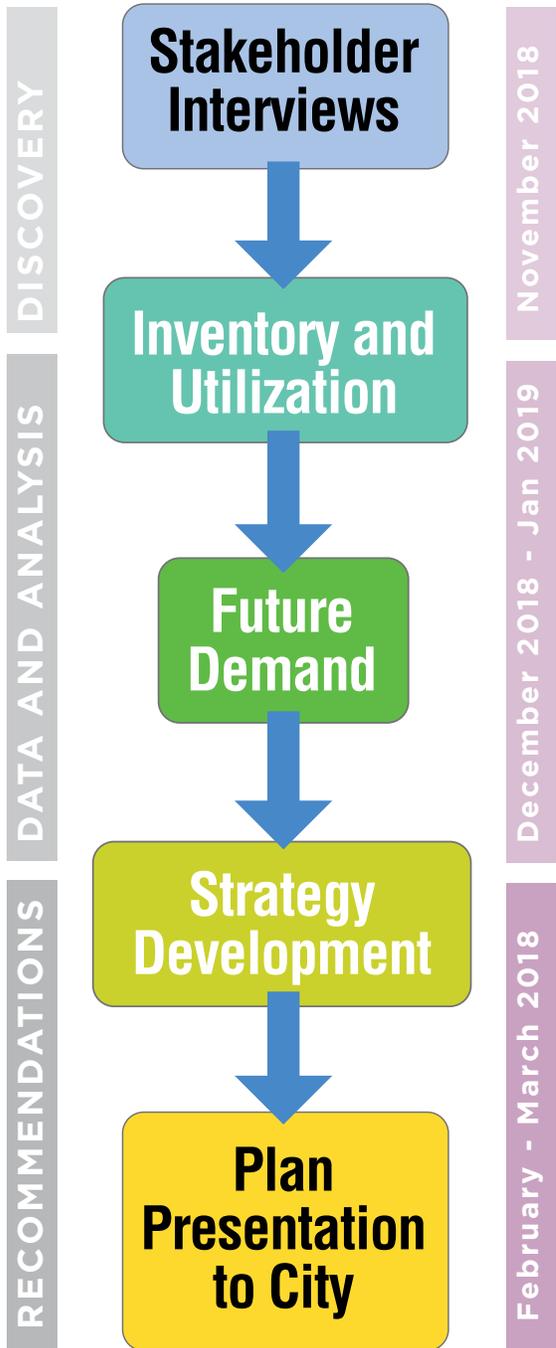
This study was undertaken to answer this question, and in so doing help the City refine its strategic direction for managing parking and making it available to downtown visitors. This included understanding what parking exists, how it is generally available, and other development factors that point to needs for the City. The study also explored potential structured parking facilities on two sites that had been previously discussed by both City Council and the Downtown Development Authority, with recommendations for how any new parking added to downtown Norcross should be used and managed.

## Background and Study Steps

A critical first step in the study was to gather, analyze and present actual data on parking use throughout the downtown district. The study updates a previous study from 2009 that used a similar method of collecting data; this 2019 update acknowledges the limitations of select parking facilities and opted not to use them in the overall supply inventory.

The study team confirmed the inventory from the City’s 2009 study and collected new data on occupancy, performing field counts of all parking facilities within the study area during multiple times of the day on two typical weekdays and a typical Saturday (or days when no major special events that led to street closures or other disruptions to parking access were occurring).

### The Downtown Norcross Parking Study Process



This first step is useful because it helps to illustrate locations of high parking use—which are nearly always within a short distance of parking that has plentiful capacity to support other users. However, it also gives the City a framework for updating this data on a regular basis, something that can be done through its regular parking enforcement duties.

As a second step, the study used this data in a series of conversations with stakeholders and elected officials on how parking policies could be modified and used to support new development. The team met with merchants and other representatives of the downtown Norcross business community, the Downtown Development Authority, and the City Council to understand key issues facing downtown and temper the data collected in the first step with a pragmatic understanding of issues related to downtown’s economic functions and potential development.

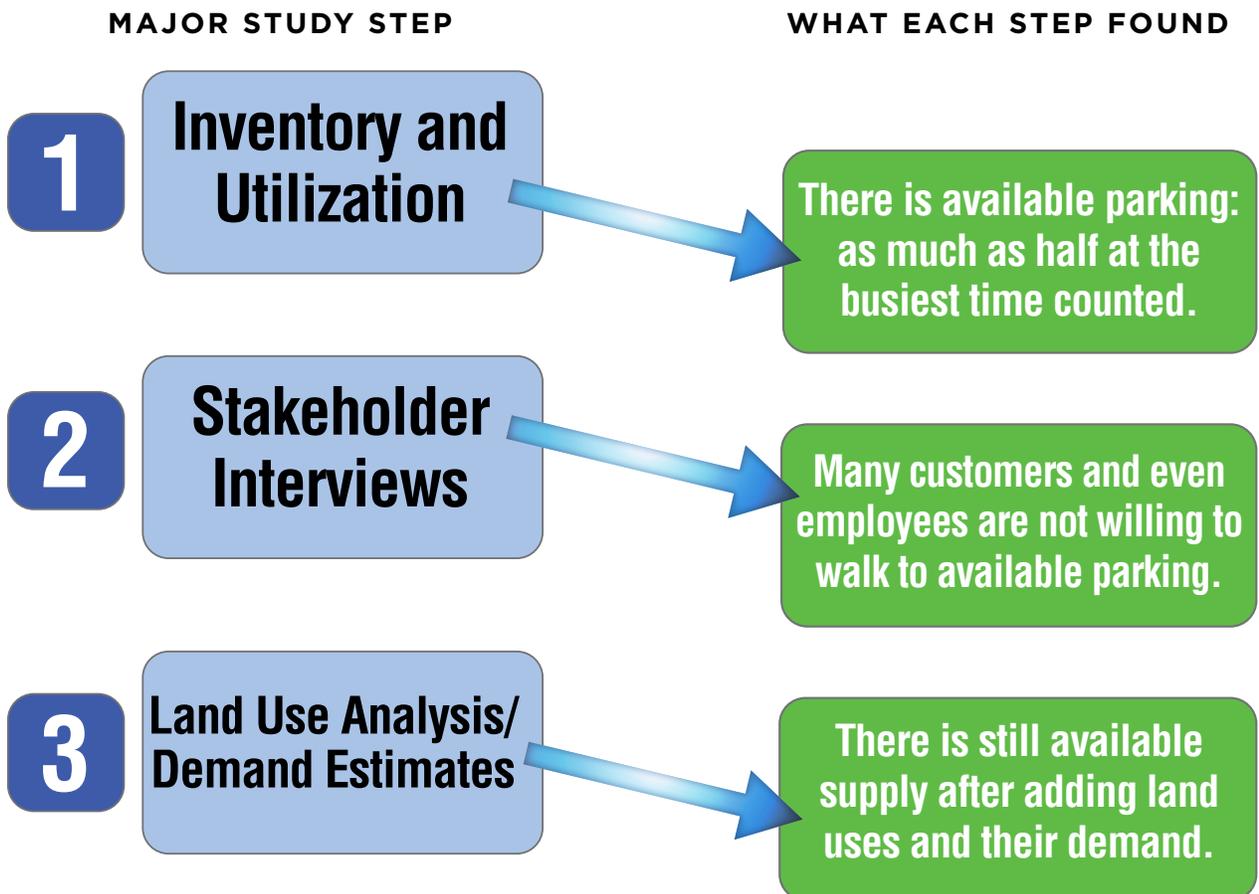
To study this further, the study’s third step involved estimating parking demand based on a current profile of land uses and expected future development, comparing these to the current amount of parking occupancy as demonstrated in the first step. This is a useful way to compare national industry knowledge and research on typical parking behavior to what parking utilization was

actually observed—allowing Norcross to have a planning tool to understand the impact of new development on downtown’s parking supply.

## Study Findings

The study’s inventory and utilization counting effort demonstrated three broad patterns, and these generally support common popular perceptions about downtown parking:

1. Parking in downtown’s most desirable locations is in high levels of use throughout the day, especially around lunch and dinner hours and on Saturdays when businesses are open.
2. A large share of downtown’s parking inventory is owned by a small number of organizations that don’t use this parking all of the time. The three largest parking facilities are the future library site, City Hall, and the Carlyle House, which together account for over 260 spaces (around one quarter of the total supply of all of downtown).
3. Even in busy locations, there is always lightly-used parking nearby, although it is often not accessible or



readily known to the general public. In fact, **during the busiest period of time included in the study, downtown's spaces were only half occupied.**

When considered together, these three patterns raised a series of questions for the study to explore, and these are the basis for its recommendations. Overall, there is parking available for current uses and to support future growth in downtown. However, the study has underscored opportunity for stronger management of downtown's current parking supply, which can help to extend the useful life and utility of current parking facilities.

## Study Recommendations

As downtown Norcross continues to grow and transform into a mixed-use district, it is important for the City to broaden its palette of management approaches to respond to a more complex set of parking needs and challenges. **The study has concluded that downtown does not currently have a critical need for new parking supply,** but stronger management can help to make the existing parking a more available and useful resource.

These strategic management approaches include:

- Moving forward with more advanced methods of parking regulation, ultimately moving toward implementing time limits and, in the future, potentially pricing on spaces that are high in demand but low in availability.
- Continuing to monitor and report on downtown's parking use and activity so that City Council has up-to-date information for decision-making.
- Creating a shared parking program to maximize use of existing privately owned parking facilities.

## What's Next for Norcross?

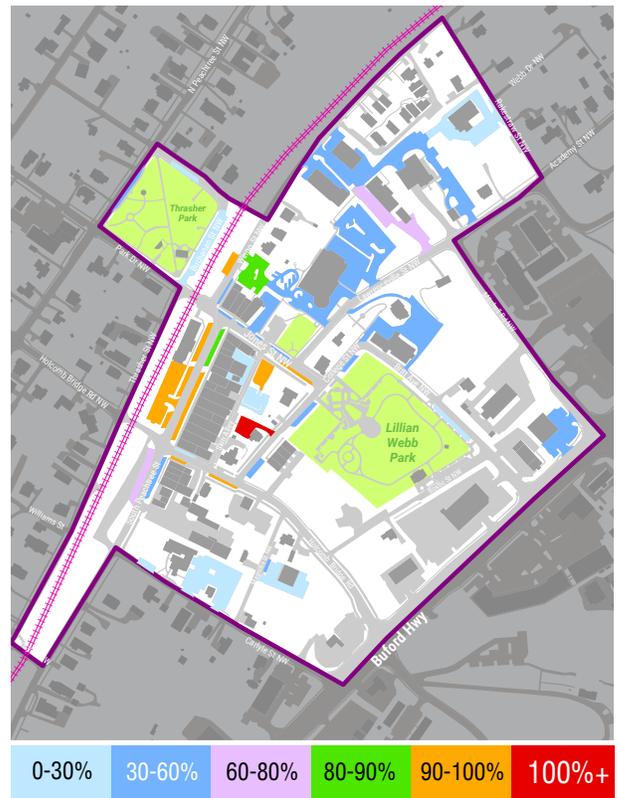
As downtown's economic development and revitalization continue, the recommendations of this study should help the City make greater use of its existing parking supply and allow new businesses, civic uses, and even residences to be developed without a need to construct new parking. This is a particularly important approach given the rapidly shifting paradigm in personal transportation during the time the study was performed. The increase in shared-ride services, non-driving options such as bicycles and other forms of personal mobility, and the well-documented



Spaces that are available for use, like those at City Hall, are not always highly occupied.



Even highly-occupied spaces have some times of day where there is availability.



At the busiest time studied, 12 PM to 2 PM on a weekday, only around half of downtown's spaces were occupied—though occupancy was highly concentrated.

development of self-driving vehicles all point to a future in which parking needs do not mirror those of the present. Although Norcross's downtown still relies on automobile access today, forthcoming future changes suggest that long-term investment in new parking may not yield the same amount of use (and economic return) that it did previously.

In any event, there is opportunity to manage parking differently in Norcross, and this study has helped to establish some of that. In particular:

- Parking could be shared more effectively to capture the different levels of demand occurring at different times of day.
- Some parking close to the heart of downtown's business community is regularly heavily used, suggesting that current means of managing it have not yet made that parking available to customers. However, less-desirable parking in close proximity is not used as heavily, even though it is available to the public.
- The City might be able to realize lower costs and expenditures on 'new' parking if it can partner with private property owners to use and share their parking, taking on management and enforcement of use just

as they would with public parking supply. Through the study, the City now has a full inventory of downtown spaces and snapshots of how they are utilized. Continued counting of parking occupancy can better establish trends and patterns so the City knows what parking is expected to be available at given times.

- As management of parking is implemented, the City can continue to provide information to businesses, employees, and visitors on parking options. Signage and wayfinding help with this, but ongoing coordination with the Downtown Development Authority, the business community, and the general public will help as well.

# Study Background

The City of Norcross and a team led by Stantec initiated a parking study in November 2018 in response to downtown Norcross's rapid growth and development.

## Why Perform the Study?

Downtown Norcross has been revitalized over the past several years. Notably, new dining and entertainment options have drawn visitors during the evenings. The downtown area has a small parking supply made up mainly of small facilities: as a result, concern over growing parking demand has risen. Norcross's City Council has been considering the best way to meet this demand and locations in which to expand the downtown's parking supply.

This study was commissioned in this context and was intended to identify needs and provide a series of management recommendations for downtown parking supply so that new development would not exhaust the capacity of the overall parking system.

## Key Steps to the Analysis

The study consisted of three primary analysis tasks:

**Step 1:** Collecting data on parking inventory, or counting the number of downtown spaces and any regulations governing them (such as time limits, restrictions for persons with disabilities, or other special requirements);

This step also included collecting data on parking utilization, or counting how many spaces were used at given times of the day, to understand how demand for parking shifts throughout a typical weekday.

**Step 2:** Understanding stakeholder needs and challenges. Most of downtown's businesses today and those expected in the future are restaurant or retail establishments, with some office and light-industrial uses. The study team spoke to both merchants and the downtown development authority to understand both day-to-day needs of parking and what potential future economic development might add to an overall profile of downtown parking demand.

**Step 3:** Comparing the utilization to an expected level of parking demand based on downtown's land uses. This involves

The study team presented the findings of these analysis steps to the City Council and discussed how observed patterns of parking behavior might shape recommendations for the City.

## Data Collection

The City had commissioned a study from Walter P. Moore Associates in 2009 that collected inventory information on current parking and explored multiple potential locations for new parking. Building from this effort, the study team for this update adjusted the inventory to reflect parking facilities that were not available for public use due to access restrictions, business closure, or other reasons related to development. This reduced the more-than 1,000 spaces in the overall study area's inventory to under 800 and reflect a more accurate picture of downtown parking that is available to users.

The team supplemented this information with a new set of parking occupancy counts during two typical weekdays (November 27 and 29, 2018) and a Saturday (January 12, 2019). This involved counting the number of occupied spaces every two hours from 8 am to 8 pm on weekdays and from 10 am to 8 pm on Saturday. This provides the team and City with an extensive database of parking utilization and allows specific streets, blocks, or lots to be studied in greater detail.

## Stakeholder and Council Engagement

Prior to the analysis, the study team met with a diverse array of stakeholders. These included the mayor, City Council, Downtown Development Authority (DDA) members, and local business owners and staff members. The purpose of doing this was to better understand concerns of downtown's various constituents—especially private developers, business owners and operators, and office tenants.

These conversations reflected a greater focus on user concerns, and brought to light several key issues, including:

- A preference for convenient parking spaces and a strong resistance to walking long distances between parking and a destination, especially climbing grades on streets, such as northbound on Britt Avenue.
- The possibility of employee use of prime-location spaces, especially street spaces in front of shop doors. Many business owners acknowledge this challenge and identified efforts they have taken to address it.

- Concerns that parking at City Hall is not allowed to the general public—despite signage indicating that it is—due to current police cruiser parking in this lot.

Concerns such as these emphasize the importance of connecting all parking in downtown through strong signage and wayfinding programs and ensuring that it is well lighted, well maintained, and offers a pleasant walk. However, they also underscore an ongoing challenge that the City will face: that parking expectations for convenience and proximity remain high and that the most accessible locations to businesses and other downtown destinations will be in high demand.

## Estimating Parking Demand

The study team worked with City staff to understand a current land use profile as well as forecast future development expected to add to these uses for downtown. This included using the land use inventory from the 2009 study and revising it to reflect changes to uses since then. For future development, the study team consulted with staff and members of the DDA to understand what potential additions to downtown should be factored into the overall study.

Additional development was the driving concern behind performing the study, as referenced earlier in this section. DDA members and Councilmembers identified restaurants as a key target for economic development in downtown, with at least one existing building in mind for adaptive reuse as a restaurant and another site in mind for new construction.

## Strategy development

One of the main purposes of the study was to understand the true relationship of parking supply, demand, and potential for absorbing future demand from added economic activity downtown. However, the study also sought to assess current City practice in parking

management and offer recommended strategic approaches based on current and emerging parking needs. Regardless of the study's recommendations for parking supply, the City noted from the beginning of the study that downtown had no significant parking management in place, and that many user perceptions of parking shortages or difficulty seemed to stem from the locations of highest demand being consistently used at high levels with no system of management to balance demand and distribute it to other available parking.

As such, the study team had two primary objectives with these strategies: to develop a more market-responsive way for the City to use current and planned parking resources to support new development; and to better enable the City to address current parking dynamics downtown, especially as downtown's business community continues to grow. Providing flexibility for meeting parking requirements is key, as is taking a more advanced approach to parking management so that the mix of land uses in downtown—already conducive to a park-once environment—can be served by a parking system offering choice and convenience to customers.

# Analysis and Findings

The study performed a three-step analysis based on collecting data on parking supply and utilization and comparing this to downtown’s current land use and forthcoming development.

## Inventory

The overall downtown study area has just over 1,000 spaces today, although many of these are mainly concentrated in several small facilities. Private spaces are found in privately-owned lots. Public spaces are both on-street and in off-street parking lots.

In consultation with City staff, the study team elected to remove several parking lots from the overall inventory collected in the 2009 plan as they were not being used for parking or available to public use on a regular basis—even if only for customers or visitors of a business or establishment. These include the US Postal Service maintenance facility accessed from Mitchell Street, the Engine Tech automotive repair shop on South Peachtree Street, and a lot at Buford Highway and Britt Street previously used for parking that, at the time of the study, was being developed as a new library.

This left a total of 761 spaces being considered in the overall study area. Specific breakdown of this adjusted parking inventory is defined in Table 1.

Table 1: Parking Inventory Summary

Parking Facility Type	Number of Spaces
TOTAL SPACES	761
Public Spaces	384
On-Street Spaces	240
Off-Street Lots	144
Private Spaces (Off-Street Lots only)	377

Two of the largest facilities are the City Hall lot and the Carlyle House lot, which contain 82 and 80 spaces, respectively. The City Hall lot is private but allows and actively encourages use by downtown visitors. Of the 19 off-street lots, 12 contain 20 or fewer parking spaces.

The three largest on-street parking areas are located in or near the downtown core: along South Peachtree Street, in the Norfolk Southern row parking area, and along Buchanan Street south of Thrasher Park. These areas contain between 22 and 24 spaces each.

Once complete, the future library site south of the downtown core will be the largest parking area. This private

lot will have 100 spaces, with the City having entered into an agreement to use surplus spaces outside of the library’s regular opening hours.

Figure 1 illustrates the location and number of parking spaces in all of downtown’s facilities.

It is important to note that much of downtown’s parking supply belongs to and supports private businesses or other organizations that allow access to the public only as customers or designated visitors. In other words, much of the supply is not configured to support visitors of the general downtown district who may be traveling to multiple destinations; however, it is available for businesses that are understood to generate parking demand.

## Utilization

In addition to the inventory counts, the study team also performed a series of utilization counts to measure how many parking spaces were in use at different times of a typical weekday and a typical Saturday. This included both public and private spaces in order to understand where demand is concentrated—regardless of ownership of the parking.

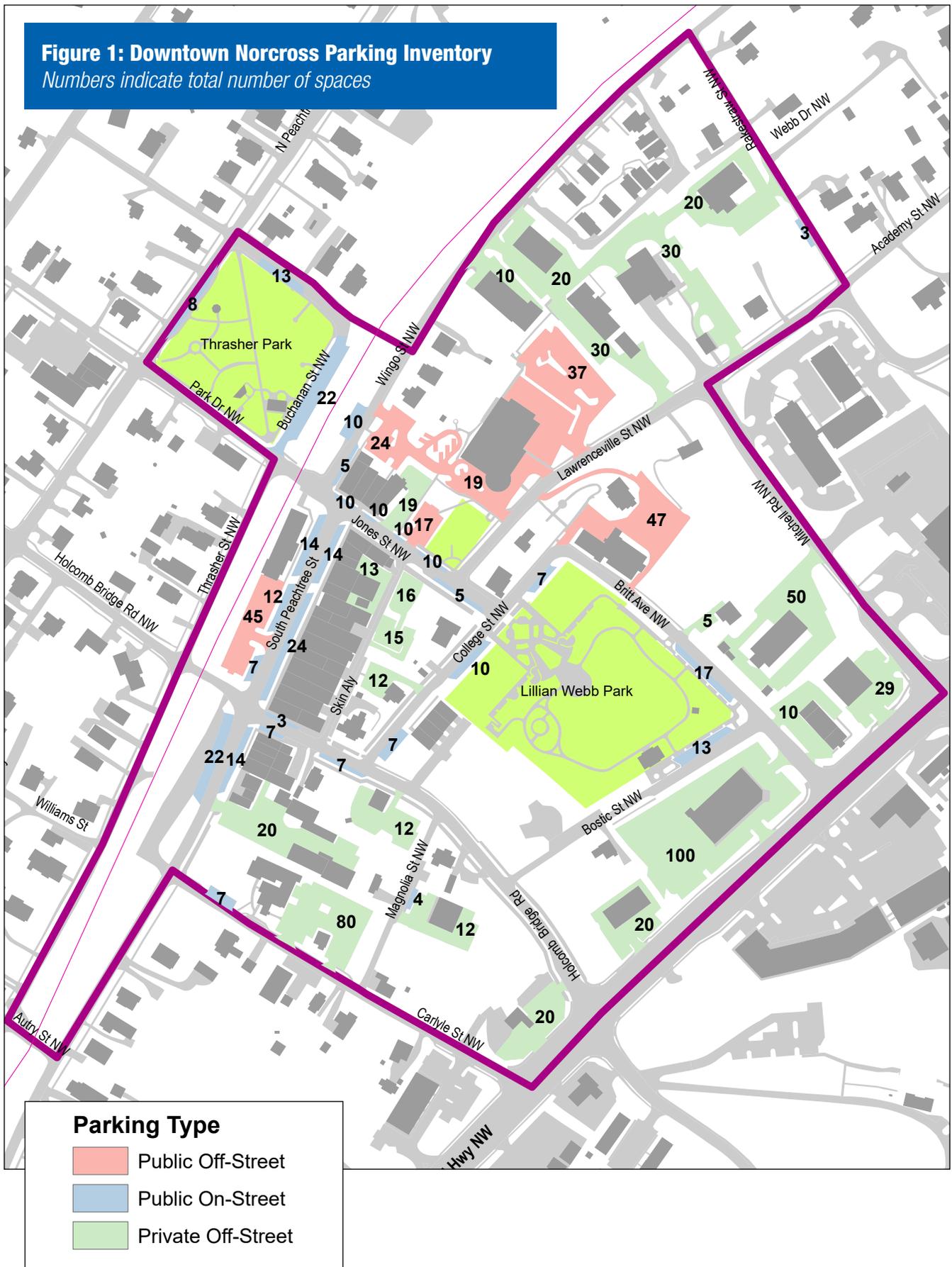
Table 2 on page 9 summarizes this utilization, and Figures 2 through 12 on the pages that follow illustrate utilization by different basic levels.

Overall, while it appears from the summary table that downtown’s parking is not heavily utilized, focusing on specific parking types and locations shows that utilization is highly uneven. On-street parking, for instance, is usually around half full throughout the day, but in the core commercial district of downtown, especially along South Peachtree Street, these spaces are at times over 90 percent utilized. Likewise, on on-street parking by the park on Thrasher Street is often at least 90 percent full on the weekend. The parking practice considers this amount to be *functionally full* for a given facility and a condition where motorists may not be able to find an available space in a given cluster of spaces.

Nonetheless, on average downtown Norcross has a large amount of parking that is regularly underutilized throughout a typical weekday and Saturday. At the busiest time where utilization counts were taken, parking throughout all of downtown was just over half full. Many parking spaces are routinely underutilized, and this parking is on the fringe of downtown, privately owned, and supports only a single

**Figure 1: Downtown Norcross Parking Inventory**

*Numbers indicate total number of spaces*



land use or organization. However, private lots such as the City Hall lot offer ample parking for visitors to the general downtown area and are also generally used well below their capacity.

By contrast, South Peachtree Street’s on-street parking, which serves as the front door parking for downtown’s historic retail district, is heavily utilized both during the week and weekend, as are select off-street parking facilities near it, especially the Railroad Depot parking lot.

## Comparing utilization and expected demand

The study is based on planning ahead for ongoing and continued future growth in downtown so that decisions

may be made to manage downtown’s parking supply appropriately. To do this, the study has considered both current parking demand and future parking demand.

The Institute of Transportation Engineers (ITE) Parking Generation manual is the current national standard in determining parking demand. ITE standards are based on national data, and a typical analysis takes the size of the development and multiples it with a “standard” peak parking generation rate - for example, 3 spaces per 1,000 square feet of office or 2 spaces per residential unit. A typical analysis also assumes that each use or building needs its own spaces and that those spaces are utilized at a constant rate throughout the day.

ITE parking rates and methodologies, however, often do not reflect the actual parking behavior or demand, especially

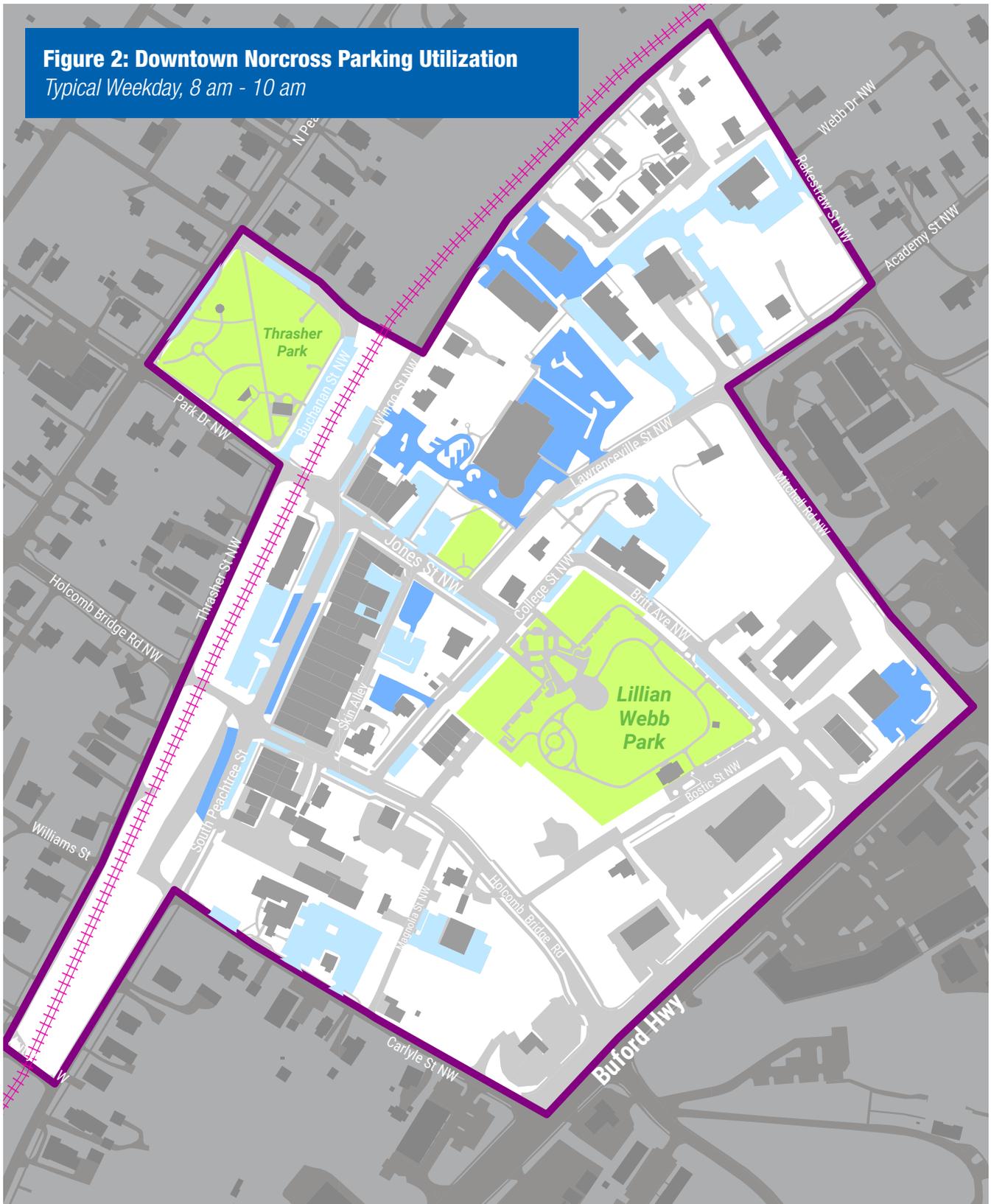
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Table 2: Summary of Utilization

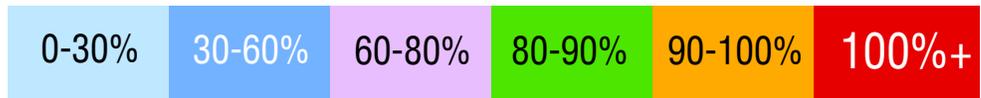
Parking Facility Type	Number of Spaces	Typical Weekday Utilization											
		Morning				Midday				Evening			
		8 am - 10 am		10 am - 12 pm		12 pm - 2 pm		2 pm - 4 pm		4 pm - 6 pm		6 pm - 8 pm	
<b>TOTAL SPACES</b>	<b>761</b>	<b>163</b>	<b>21.4%</b>	<b>247</b>	<b>32.5%</b>	<b>376</b>	<b>49.4%</b>	<b>297</b>	<b>39.0%</b>	<b>277</b>	<b>36.4%</b>	<b>324</b>	<b>42.6%</b>
Public Spaces	384	71	18.5%	138	35.9%	226	58.9%	172	44.8%	143	37.2%	217	56.5%
On-Street Spaces	240	35	14.6%	73	30.4%	151	62.9%	115	47.9%	93	38.8%	133	55.4%
Off-Street Lots	144	36	25.0%	65	45.1%	75	52.1%	57	39.6%	50	34.7%	84	58.3%
Private Spaces	377	92	24.4%	109	28.9%	150	39.8%	125	33.2%	134	35.5%	107	24.8%

Parking Facility Type	Number of Spaces	Saturday Utilization											
		Morning				Midday				Evening			
		8 am - 10 am		10 am - 12 pm		12 pm - 2 pm		2 pm - 4 pm		4 pm - 6 pm		6 pm - 8 pm	
<b>TOTAL SPACES</b>	<b>761</b>	Not counted - businesses not open for operating hours		<b>226</b>	<b>29.7%</b>	<b>250</b>	<b>32.9%</b>	<b>322</b>	<b>42.3%</b>	<b>296</b>	<b>38.9%</b>	<b>308</b>	<b>40.5%</b>
Public Spaces	384			151	39.3%	168	43.8%	206	53.6%	205	53.4%	223	58.1%
On-Street Spaces	240			80	33.3%	108	45.0%	148	61.7%	136	56.7%	137	57.1%
Off-Street Lots	144			71	49.3%	60	41.7%	58	40.3%	69	47.9%	86	59.7%
Private Spaces	377			75	19.9%	82	21.8%	116	30.8%	91	24.1%	85	22.5%

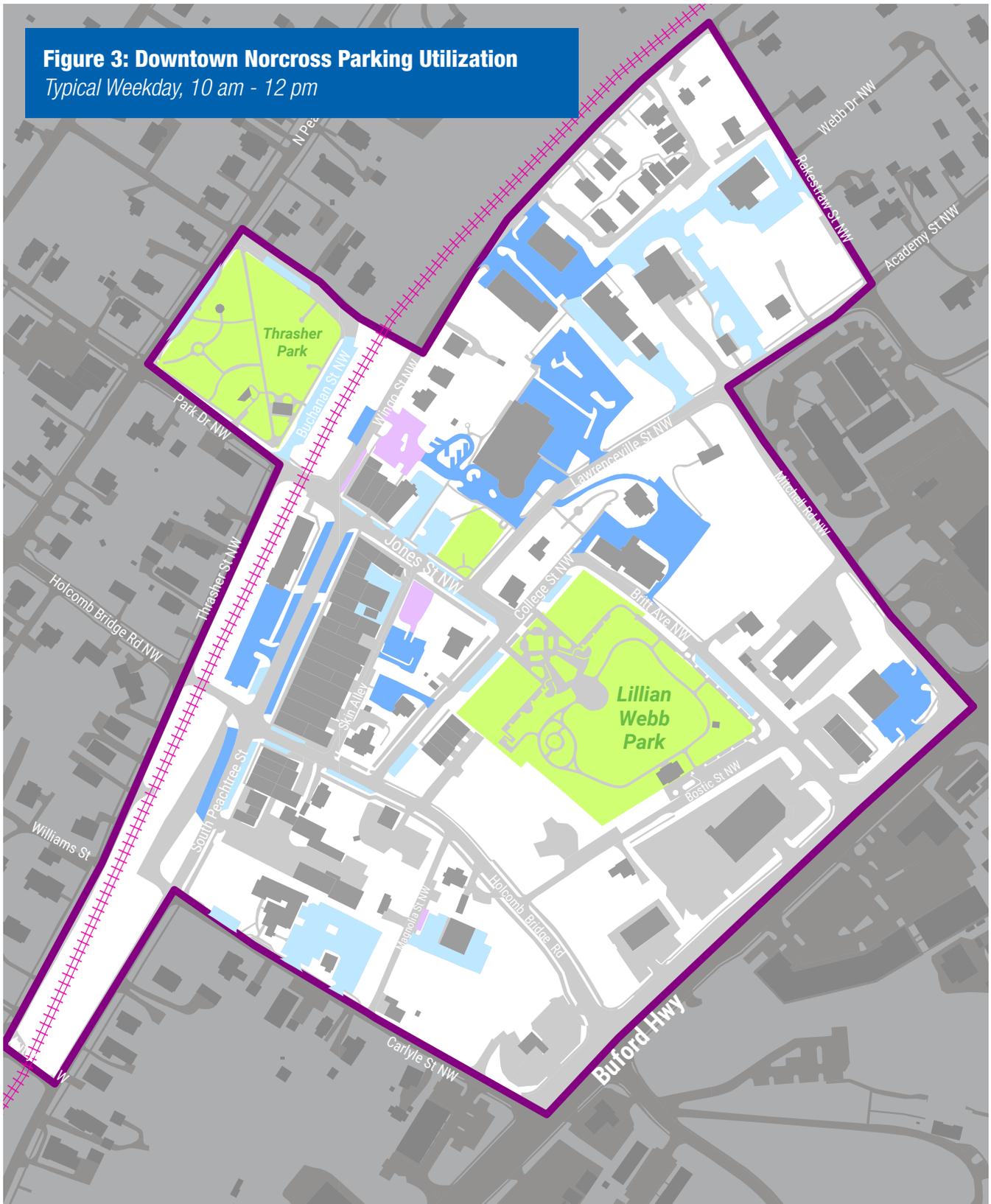
**Figure 2: Downtown Norcross Parking Utilization**  
*Typical Weekday, 8 am - 10 am*



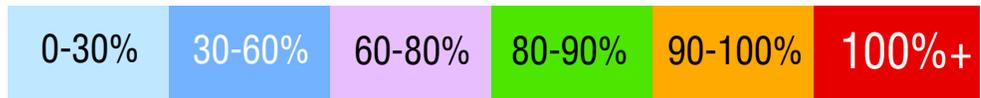
**Rates of Parking Utilization**



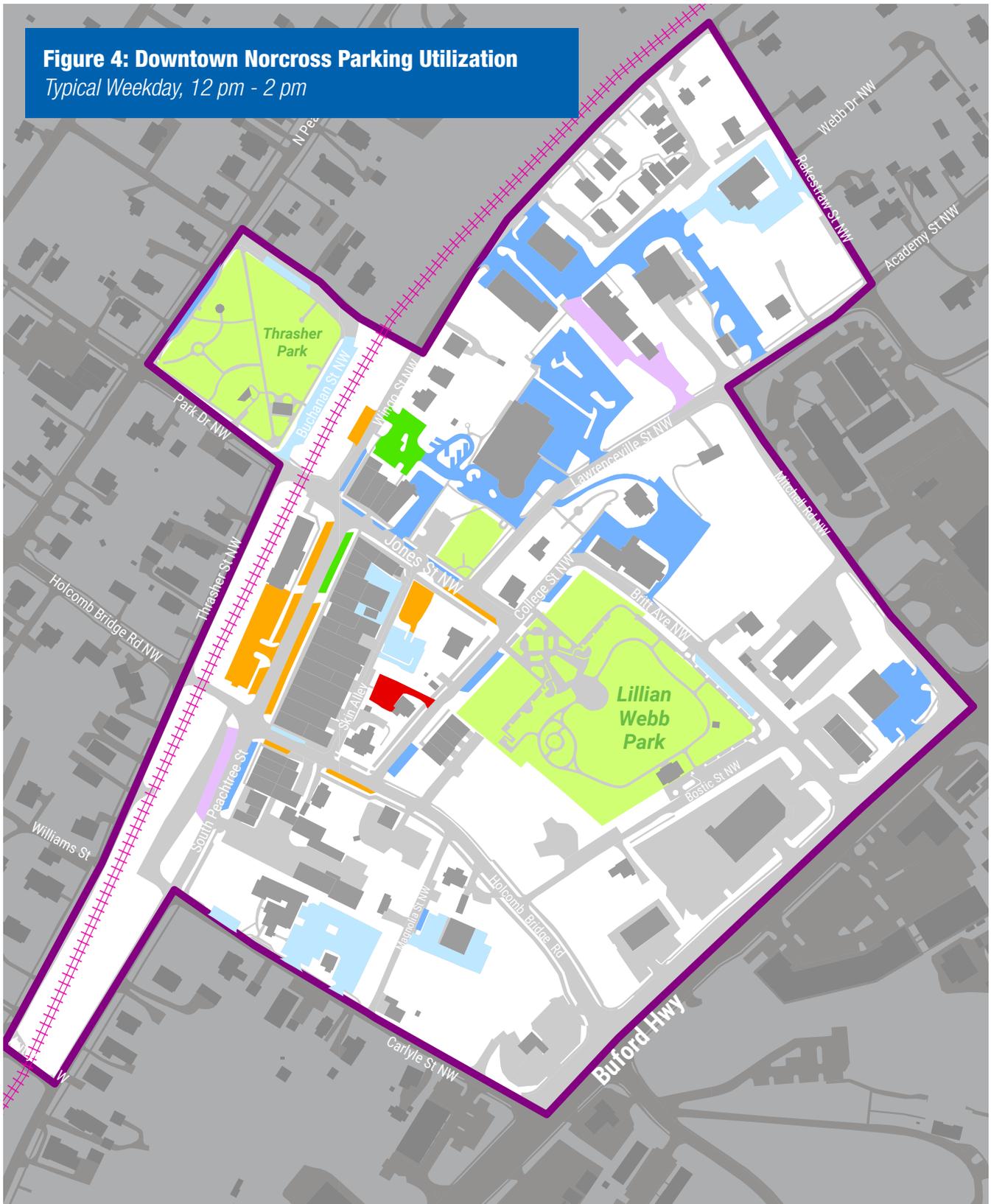
**Figure 3: Downtown Norcross Parking Utilization**  
*Typical Weekday, 10 am - 12 pm*



**Rates of Parking Utilization**



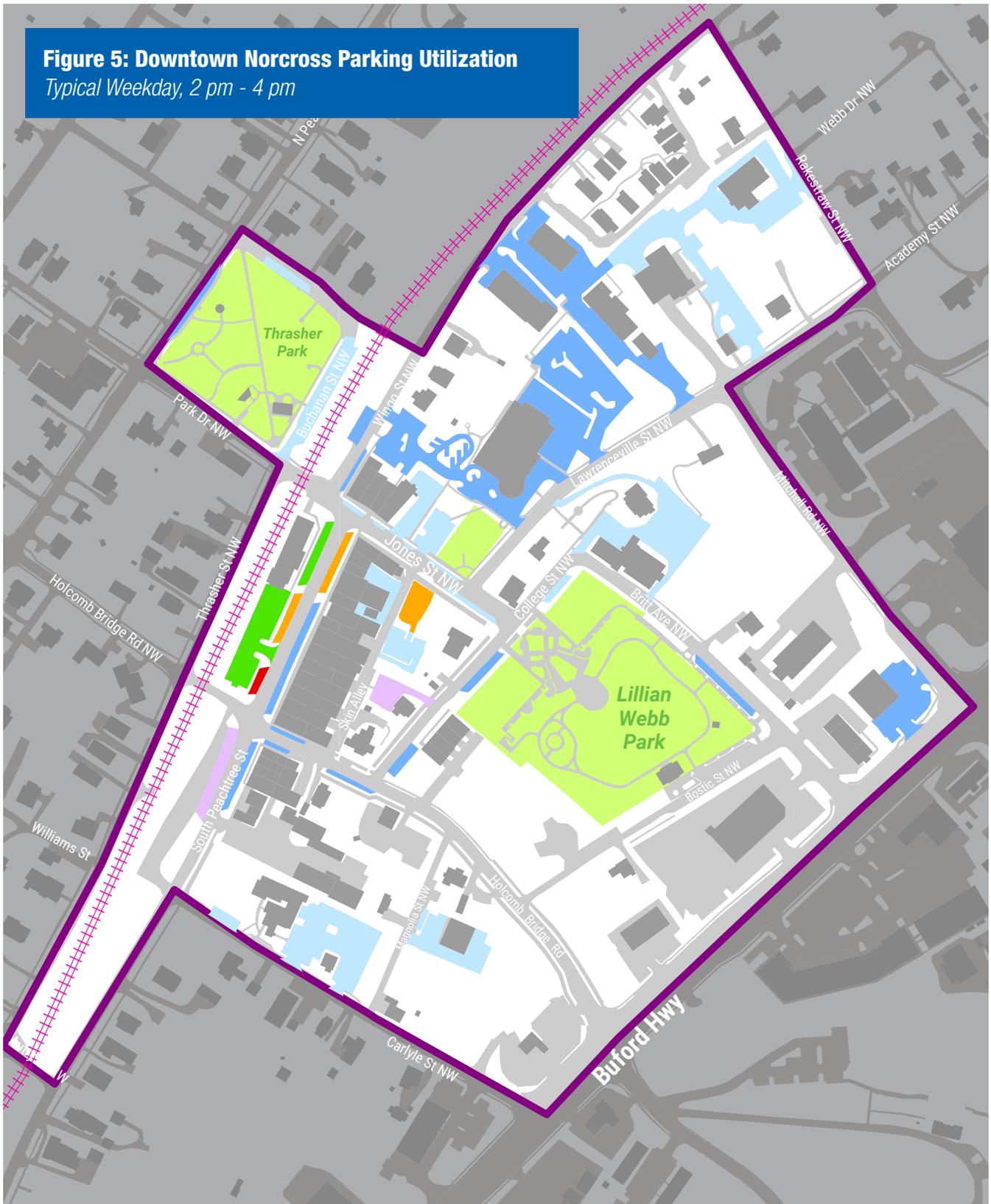
**Figure 4: Downtown Norcross Parking Utilization**  
*Typical Weekday, 12 pm - 2 pm*



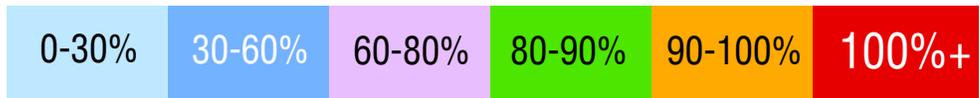
**Rates of Parking Utilization**



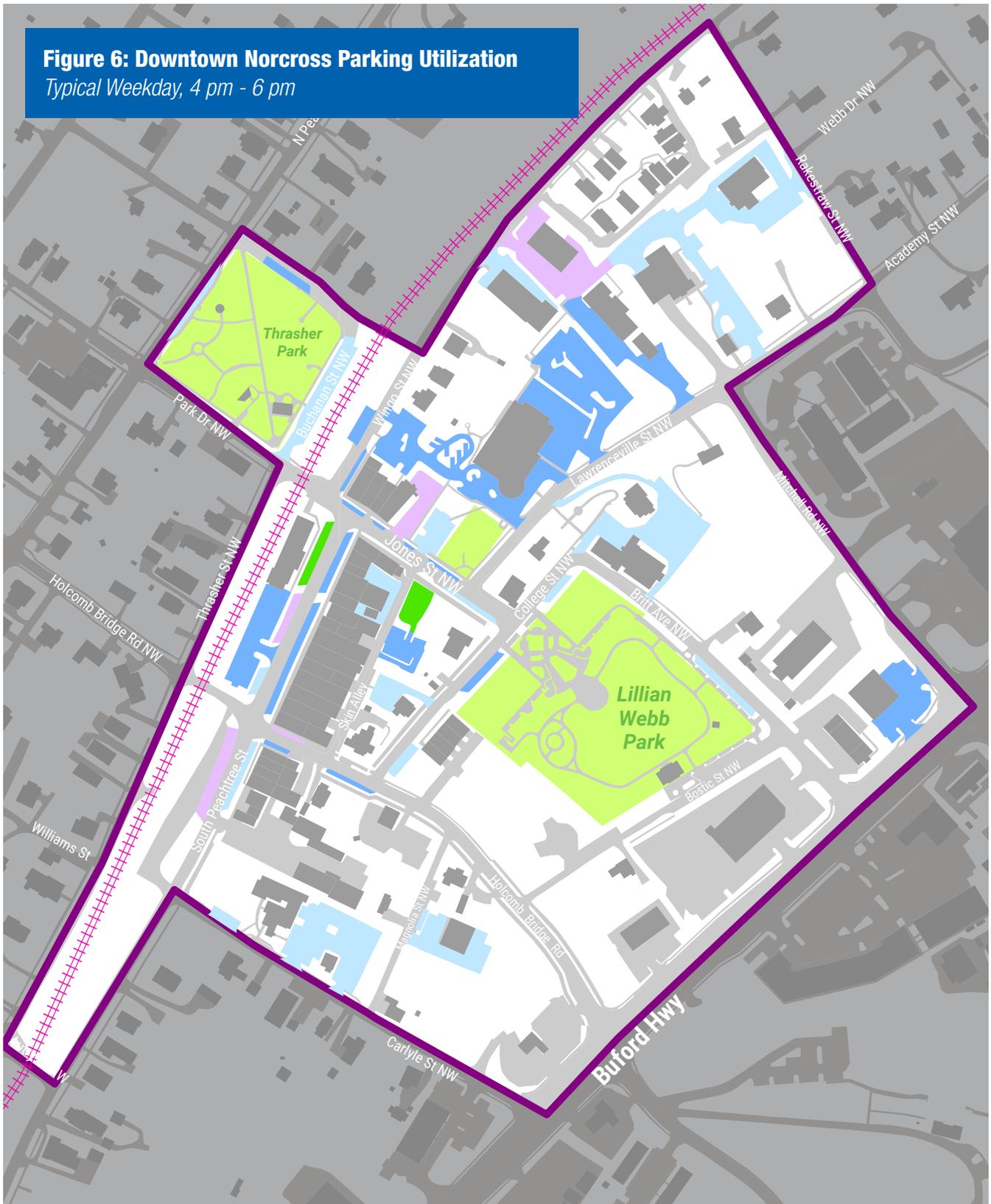
**Figure 5: Downtown Norcross Parking Utilization**  
*Typical Weekday, 2 pm - 4 pm*



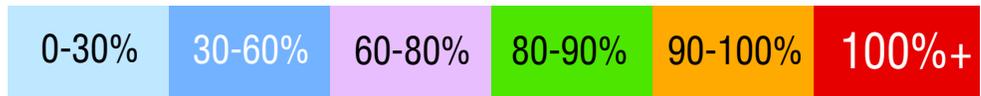
**Rates of Parking Utilization**



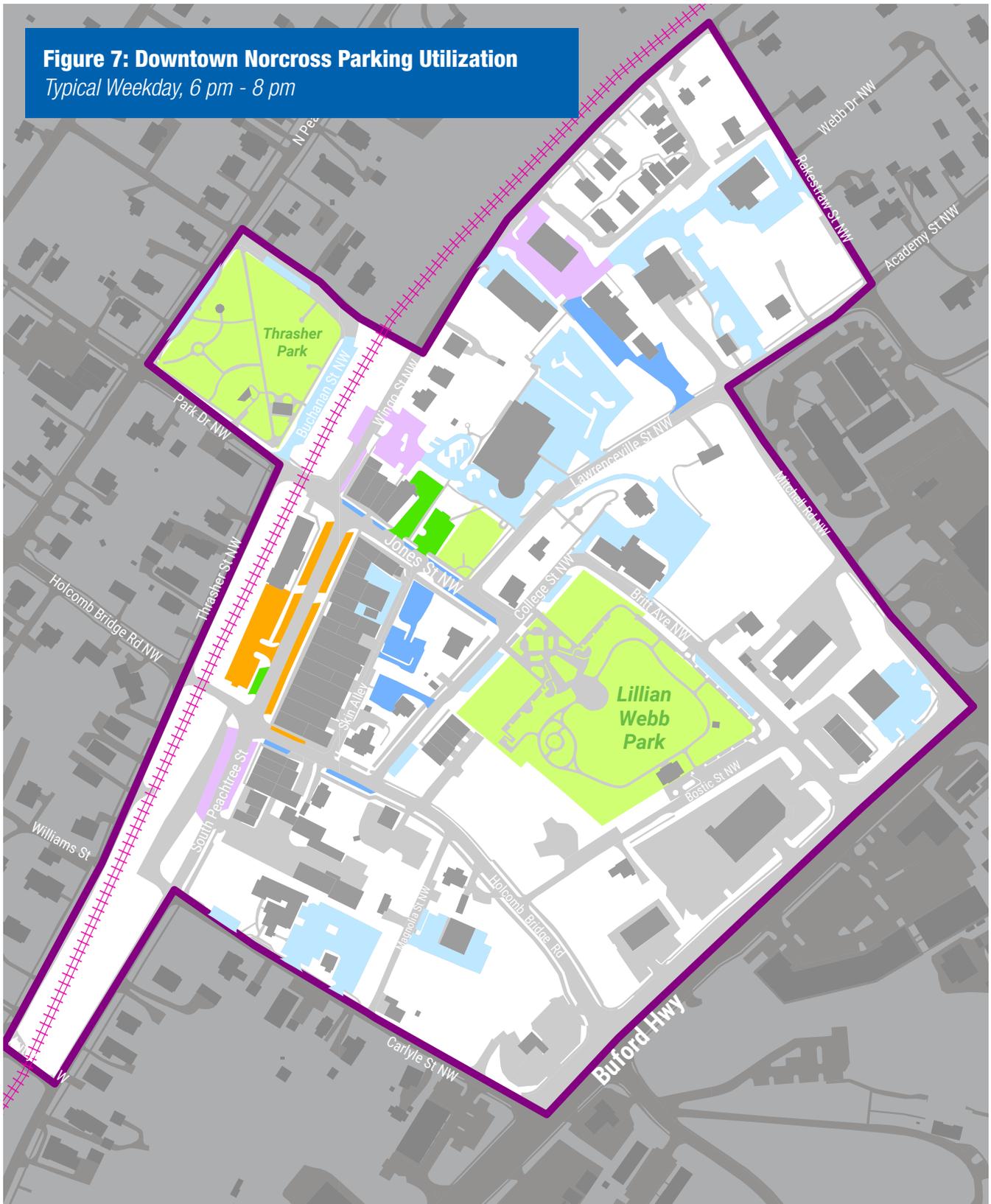
**Figure 6: Downtown Norcross Parking Utilization**  
*Typical Weekday, 4 pm - 6 pm*



**Rates of Parking Utilization**



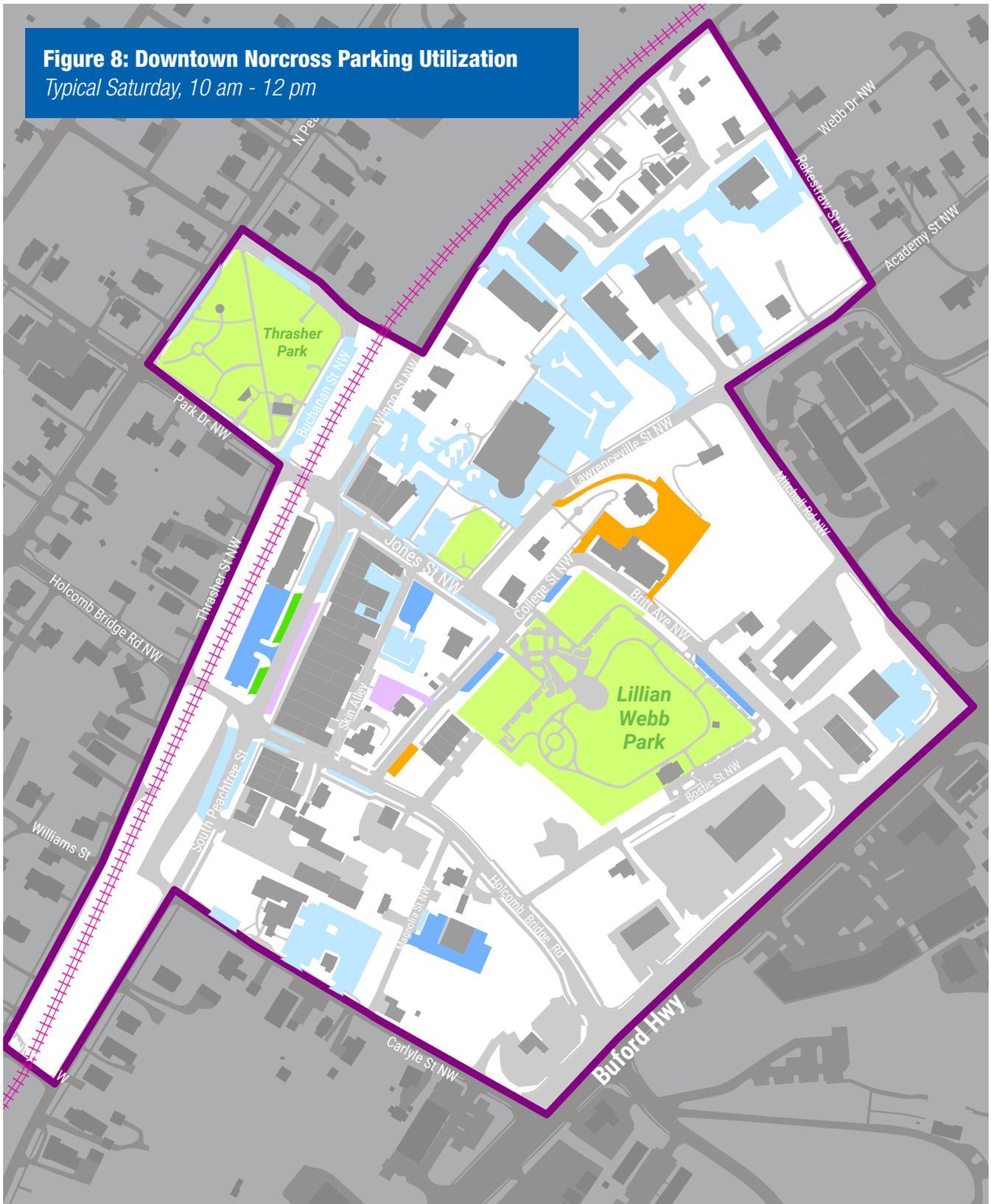
**Figure 7: Downtown Norcross Parking Utilization**  
*Typical Weekday, 6 pm - 8 pm*



**Rates of Parking Utilization**



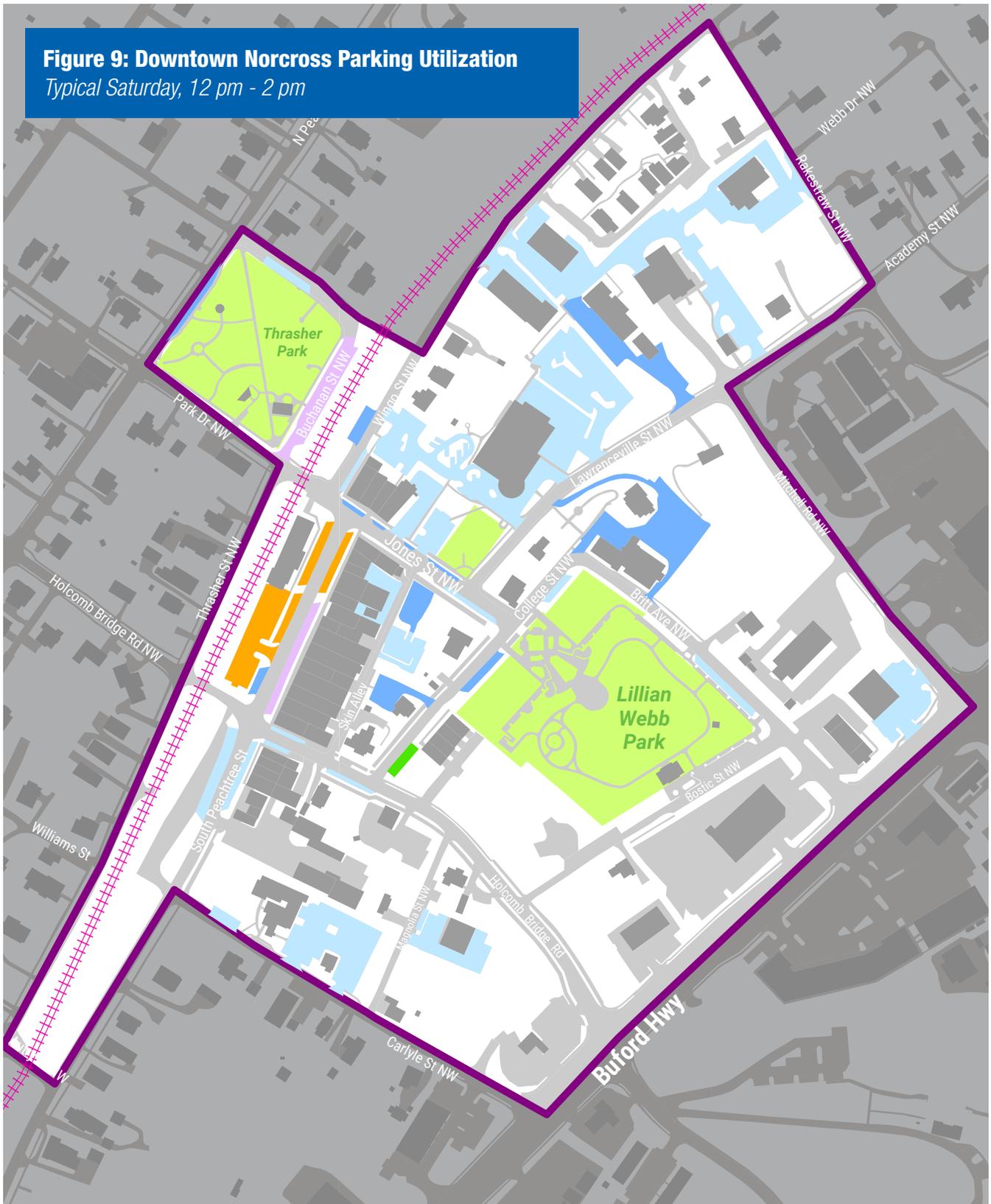
**Figure 8: Downtown Norcross Parking Utilization**  
*Typical Saturday, 10 am - 12 pm*



**Rates of Parking Utilization**



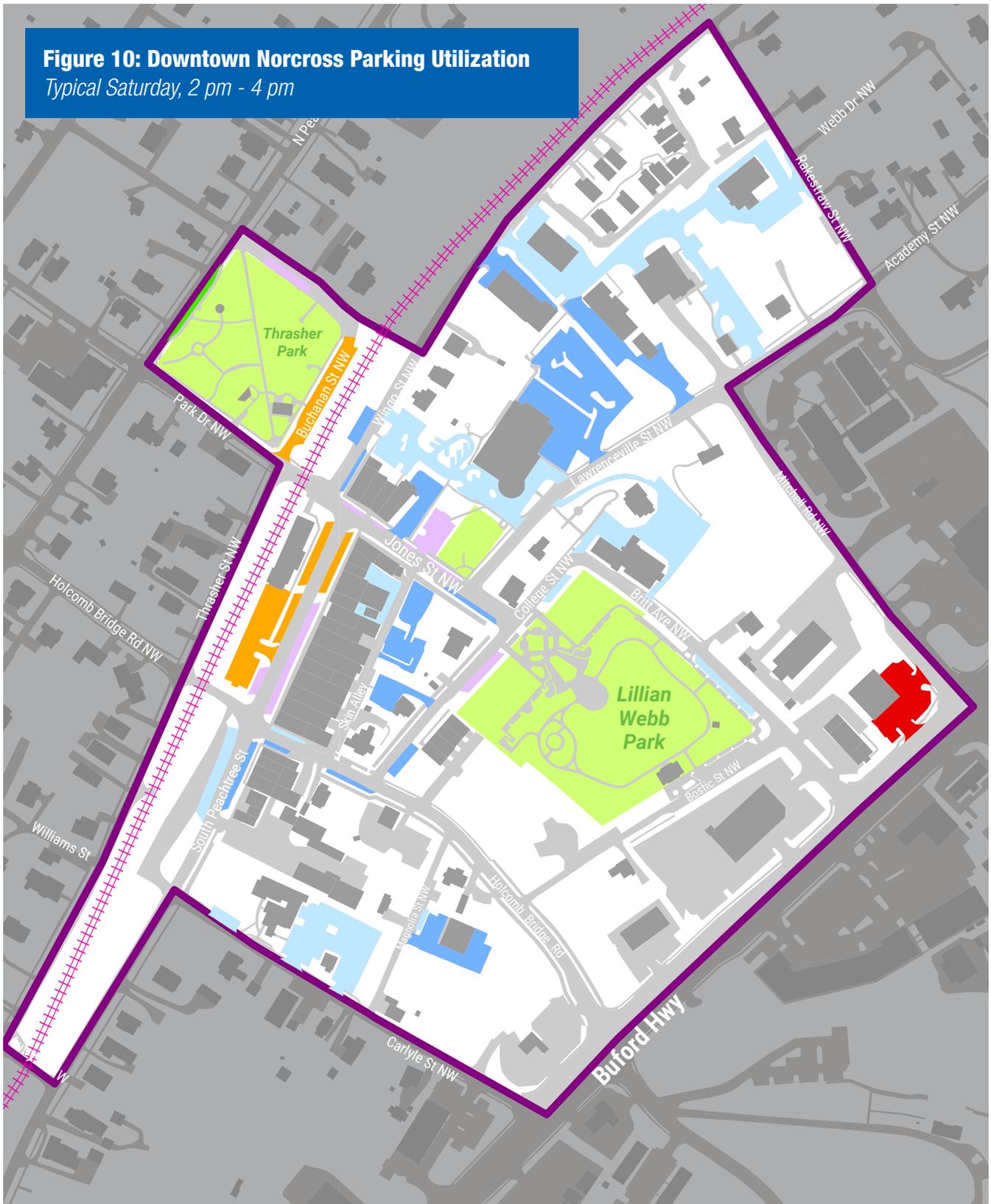
**Figure 9: Downtown Norcross Parking Utilization**  
 Typical Saturday, 12 pm - 2 pm



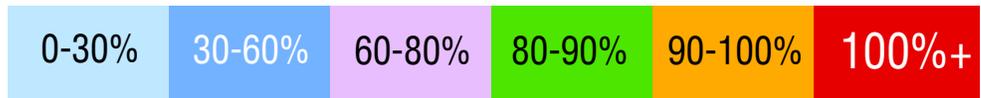
**Rates of Parking Utilization**



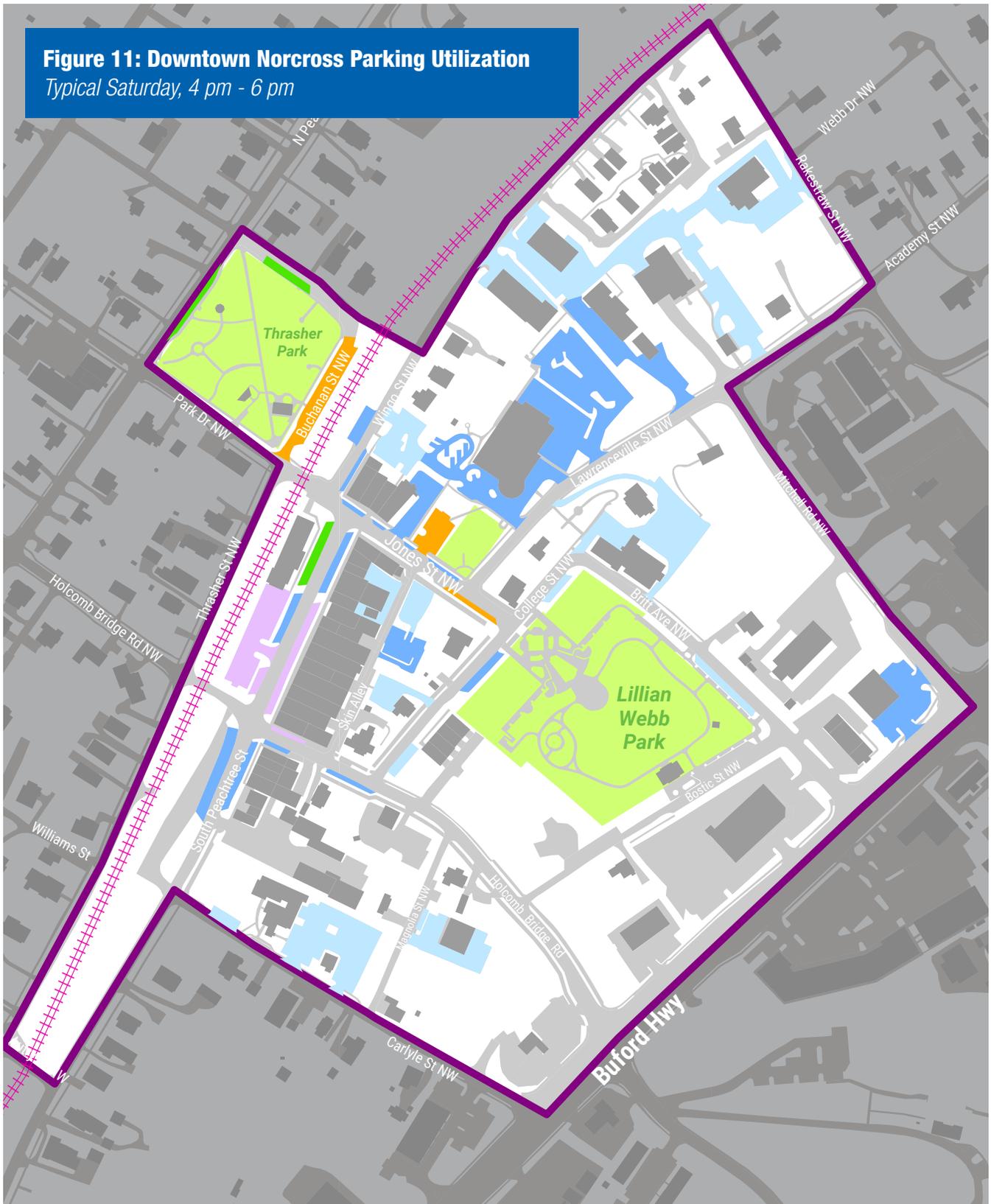
**Figure 10: Downtown Norcross Parking Utilization**  
*Typical Saturday, 2 pm - 4 pm*



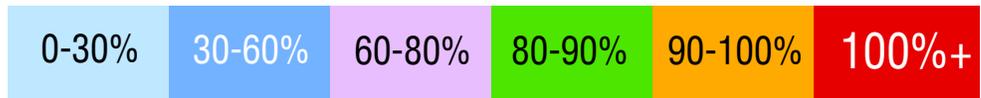
**Rates of Parking Utilization**



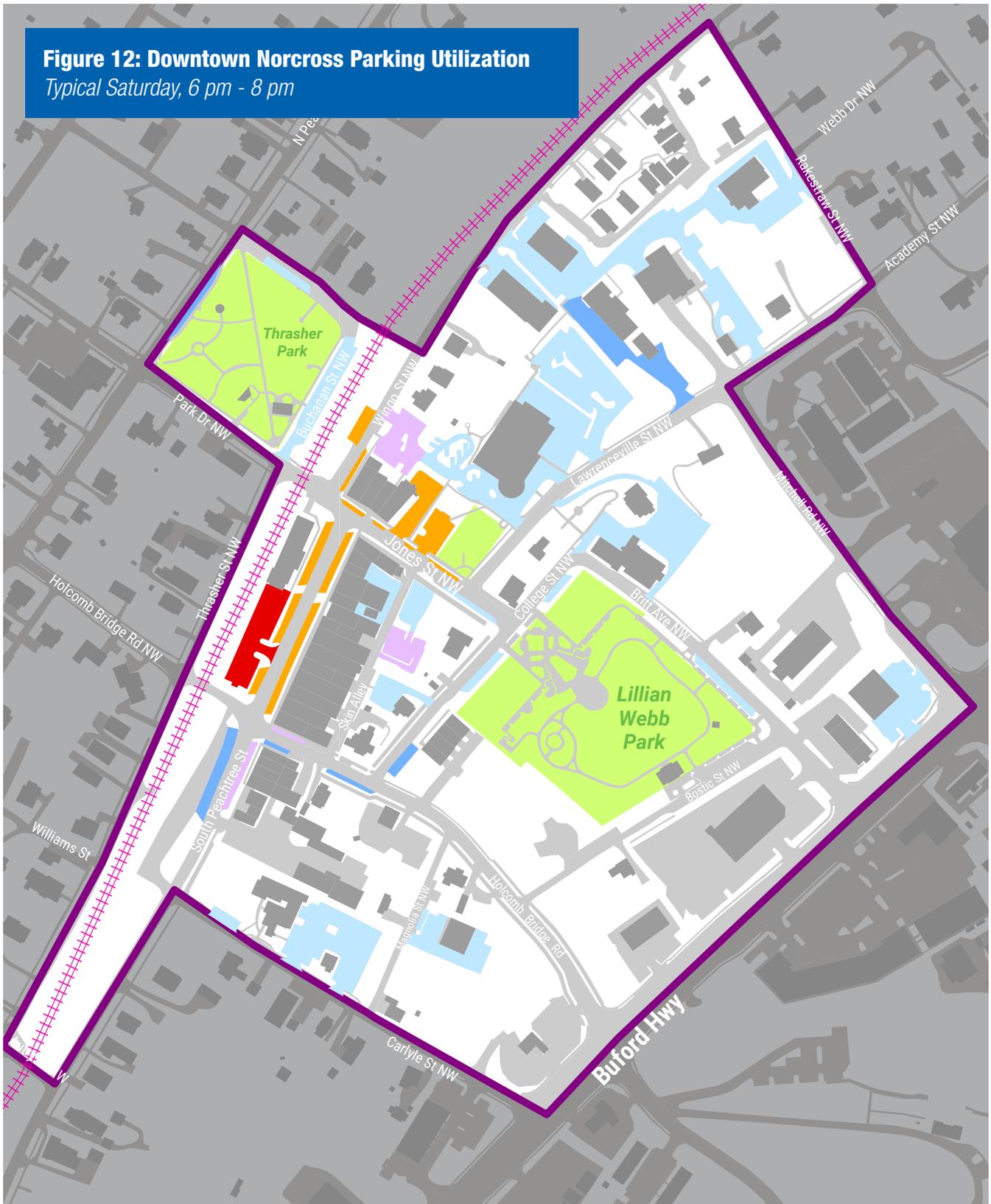
**Figure 11: Downtown Norcross Parking Utilization**  
*Typical Saturday, 4 pm - 6 pm*



**Rates of Parking Utilization**



**Figure 12: Downtown Norcross Parking Utilization**  
*Typical Saturday, 6 pm - 8 pm*



**Rates of Parking Utilization**



in mixed-use downtown areas. In Norcross, though this concept is still new, the findings of the utilization counting effort suggest that parking can be “shared” amongst different uses— even without formal agreements between property owners—simply by virtue of the high amount of availability throughout the day. Across Norcross’s downtown, different uses have different peak demands. For example, an office may have a high demand until 5 p.m., while a restaurant may open for dinner only after 5 p.m. The peak periods of activity between these two uses thus do not overlap, and point to the possibility of both using the same supply.

Other factors make parking in downtown Norcross different. Customers, employees, and visitors can visit multiple destinations on foot and only park once, a concept known in the transportation planning practice as internal capture. For example, an employee who walks to get a cup of coffee while at the office is an “internally captured” trip—and does not require his or her own parking space. As Norcross’s downtown becomes more walkable, there is less and less need for every trip to be made by car, even if downtown visitors continue to arrive that way. The ability to park once and visit multiple locations on foot can reduce parking demand just as it can reduce traffic.

City staff worked with the study team to estimate an amount of new growth and development to be included in the study’s representation of future demand. However, this continued to evolve over the course of the study’s progress, and the study team incorporated new levels of future growth. City staff emphasized that the relatively compact study area meant that future growth and development would not be continuous and ongoing, and that the relative scarcity of downtown sites meant that a total amount of redevelopment could be reasonably estimated. These added development amounts are summarized in Table 3 below.

Table 3: Assumed amounts of added development in estimating future parking demand

Land Use Type	Amount of Additional Development	Assumed Parking Ratio
Office	3,000 square feet, assumed to fill currently vacant space	3 spaces per 1,000 SF
Retail	5,000 square feet, assumed to fill currently vacant space	4 spaces per 1,000 SF
Restaurant	15,000 square feet	15 spaces per 1,000 SF

The study also distinguishes between the unshared demand that results from all parking facilities exclusively

supporting a single use and the real demand that reflects when different land uses truly demand their full range of parking—a dynamic influenced by operating hours and when residents are at home.

The figures on the following pages illustrate these estimated demand levels and how they compare, not only to one another but also to actual observed parking counts.

## Unshared demand and real demand

It is intuitive to understand parking demand as a function of land uses and intensity: the bigger an office, the more dwelling units an apartment building has, or the more seats a movie theatre has all mean those uses should demand more parking. However, each of these uses is active during certain windows of the day: residents of an apartment building, by and large, are not present throughout the business day while they are at work or school. Employees and visitors at offices tend to be in the office space during those same times, and active periods at dining and entertainment uses are driven by meals and evening social times.

Since parking is a means of access, its use also varies throughout the day for individual uses. If communities build the parking they need for these most active times, they often end up with more parking than is needed. The parking utilization maps shown in Figures 2 through 12 reflect this having happened—many facilities are not ever highly utilized, and even some of those that are see their levels of use change throughout the day.

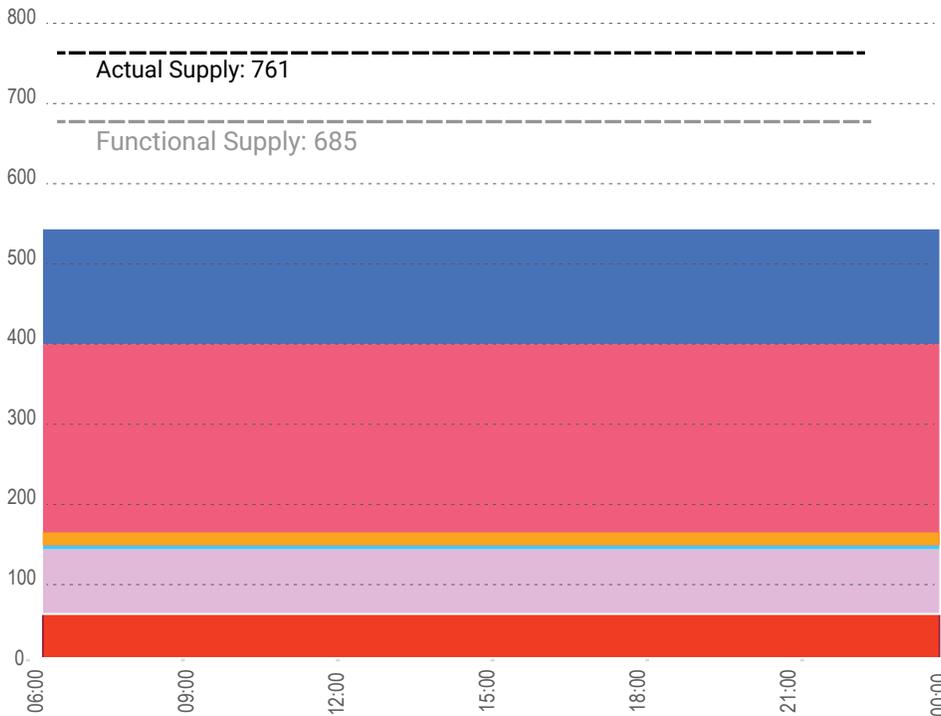
Instead of viewing parking demand in this manner, it is useful to consider the real demand that reflects when different land uses are active and when parking demand would be expected there. As shown in Figures 13 and 14 on the following page, the difference between unshared and real demand estimates is often significant—in Norcross’s case, real demand is only around half to two-thirds of what would be expected based on unshared demand.

Adding the new development amounts shown in Table 3 and using the assumed parking ratios—which included especially conservative estimates for restaurant uses to account for a high amount of restaurant-based parking demand, as suggested in this modeling exercise—the study still determined that a large amount of surplus parking remained from the existing supply.

Even when the large parking owners are discounted, downtown retains a large amount of surplus space compared to how real parking demand is expected from its current land uses. However, it is much closer, and this counts parking at the edges of the study area (which is geographically remote from the downtown core area of high parking demand).

**Figure 13: Existing Parking Demand Estimates**  
*Estimated Need Based on Observed Land Uses*

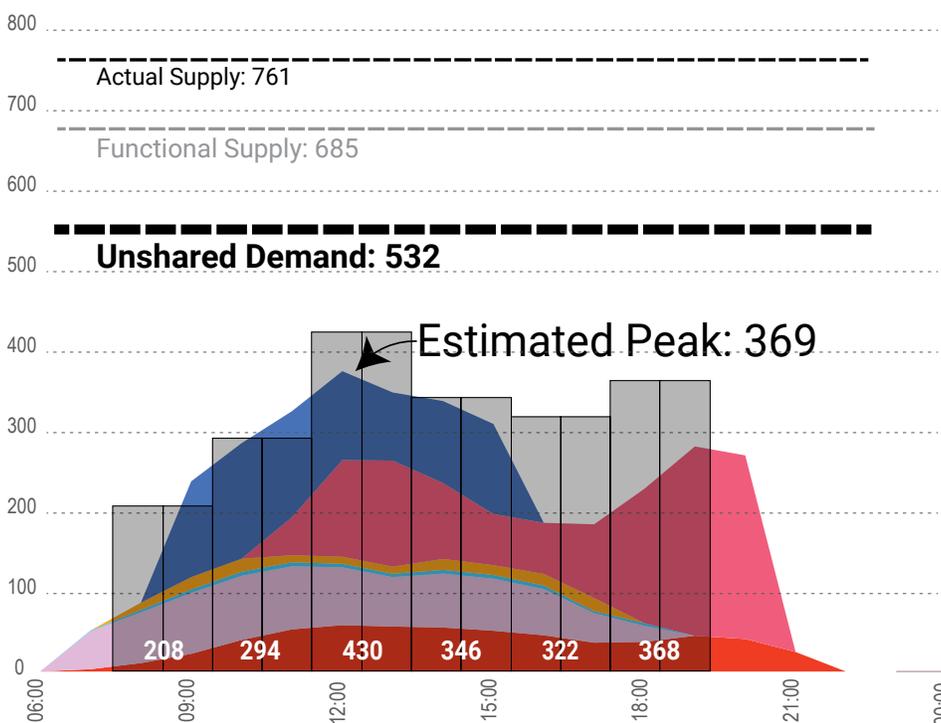
**Unshared Parking: If parking were provided exclusively for each land use**



When all land uses are considered for the area and parking is assumed to be provided based exclusively on the typical needs of each use, downtown still has a gap of approximately 230 spaces.

- Government
- Restaurant
- Bank
- Specialty Offices
- General Office Space
- Retail

**Real parking demand based on how demand shifts among different uses**

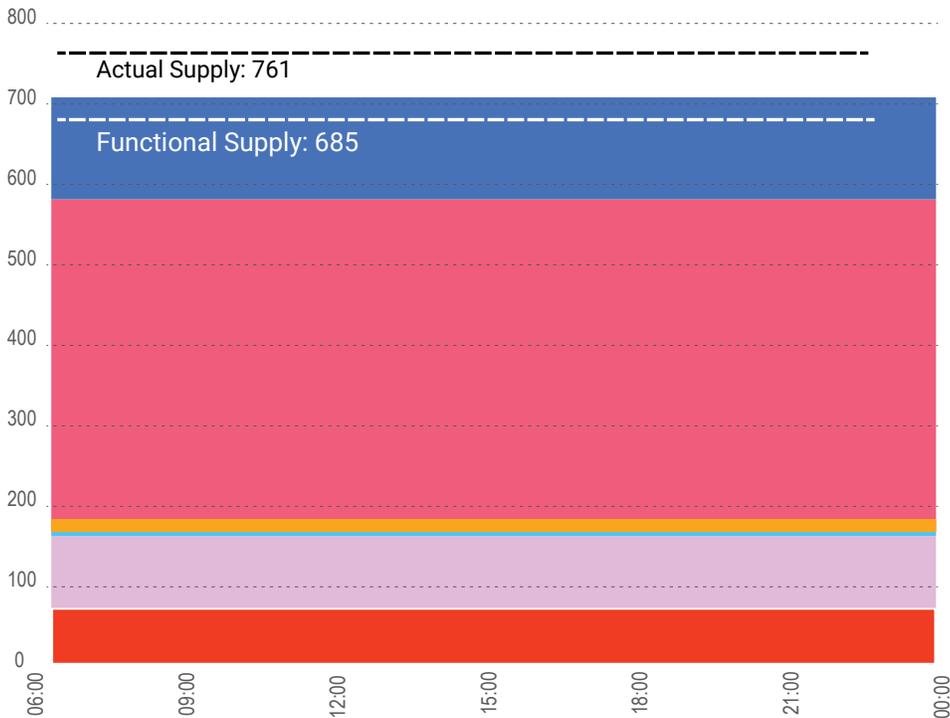


However, true parking demand occurs dynamically throughout different times of the day based on when each land use is active. The peak is the highest occurrence of these combined uses, which in downtown happens around lunchtime. Note that observed parking occupancy (shown in gray bars) is higher than the estimate, pointing to a high parking demand for restaurant uses.

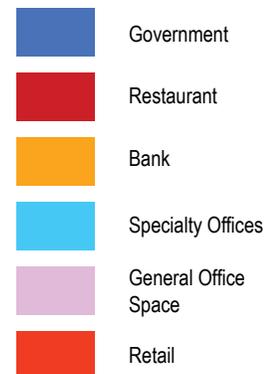
## Figure 14: Projected Future Parking Demand Estimates

Based on estimated downtown growth, with no projected additions to parking supply

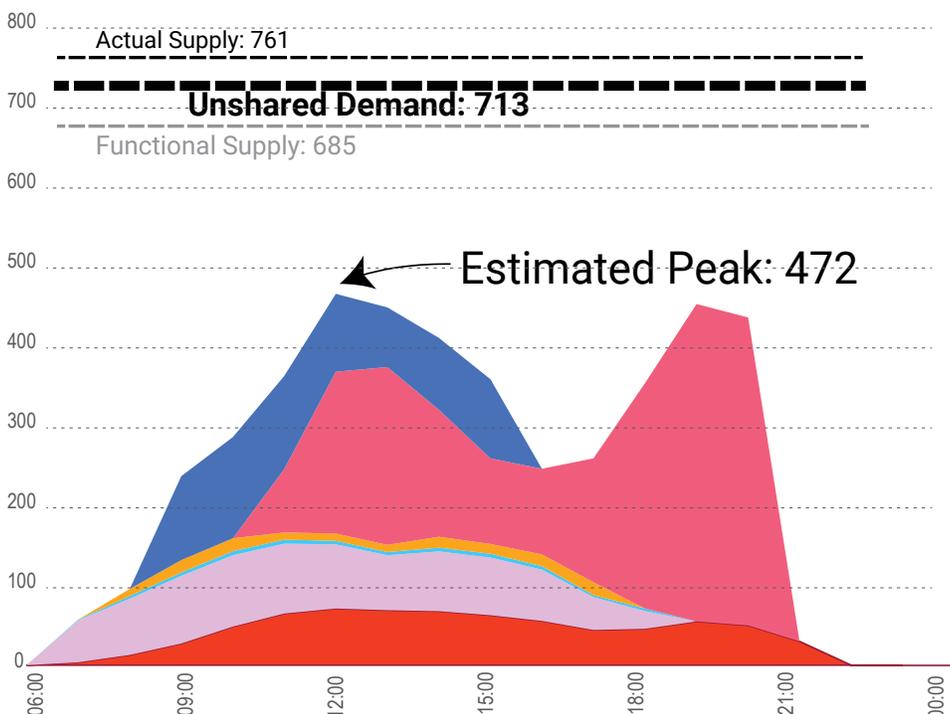
### Unshared Parking: If parking were provided exclusively for each land use



Adding up to 15,000 square feet of restaurant space and filling vacant office and commercial space is expected to increase the unshared demand, and if no parking is added this comes close to exhausting supply.



### Real parking demand based on how demand shifts among different uses



New uses operate at different times, however, and allow an offset in parking demand from other downtown uses. This suggests that there is still ample inventory to fit these new uses, though more of the existing spaces will need to be made more readily available—and known to customers.

Despite this surplus when all of downtown's parking is considered as an aggregate, the study team's stakeholder discussions and observation of field conditions underscored that certain locations face parking challenges due largely to inability to access certain facilities. This is due either to these spaces being off-limits for public use, as in the case of a small number of businesses and the Postal Service vehicle maintenance facility, or a much greater distance from the spaces to desired destinations.

## Findings Summary

Overall, the study found that downtown Norcross experiences regular underutilization of parking facilities and an estimated amount of parking demand significantly below available parking supply. Both of these findings suggest that downtown does not face a critical shortage of parking and a need to add more supply today. Although large amounts of the parking are not available to the general public, there is nonetheless opportunity in such consistently low rates of utilization at many facilities throughout the day. The City controls one of the largest such underutilized facilities with the City Hall surface lot and already makes this available for public use, although it is not used on a typical basis at more than 60 percent. The City may be able to enter into agreements with owners of private spaces as well, allowing these to be used for at least portions of the day when there is demand in other parts of downtown.

There is also opportunity to better manage spaces that are highly utilized, as these are located immediately adjacent to the businesses and restaurants of downtown that attract many visitors and make up an important part of the downtown economy. Field observations during the study's utilization counts—along with plentiful anecdotal accounts from stakeholders and City representatives—show that motorists regularly circle around high-demand parking locations along South Peachtree Street and wait for spaces to open, even though they are close to plentiful available spaces in other locations. Applying management approaches to these spaces can help to preserve availability and make sure that the desired users of the spaces—visitors and customers who spend money in downtown businesses and contribute directly to its economy—are able to find parking in these locations.

# Near-Term Recommendations

The study recommends that Norcross does not have an immediate need for adding new parking to its downtown, especially for expected growth. However, there is an opportunity for good management practices to be applied today, and these will prepare the City for more efficient use of any new parking supply that it may add in the future.

It is important for Norcross to consider new development review and management approaches to ensure that downtown's continued growth can meet its travel and parking demand. Much of downtown's parking addition will come through private development. The study's recommendations provide management strategies for public parking supply, and are based on six key themes as identified below.

## Recommendation 1 Performance-based parking program

The City of Norcross should adopt and implement a performance-based parking program. Performance-based management adjusts rates and regulations to make it as easy as possible to find a parking space. The two primary stages of regulation—time limits and price—should each take effect when downtown facilities reach an appropriate level of use, as described in Table 4 on the following page. Consistent availability, not additional revenue, is the central goal.

The “right price” is always the lowest price that will achieve an availability target. Adjusting rates over time—up where demand is higher and down where demand is lower—will allow Norcross to better distribute parking

demand across its downtown and make more efficient use of existing spaces. In general, the City should treat its on-street spaces as its most valuable, as these provide critical customer access to retail businesses in a manner that is convenient and desirable; off-street parking should provide a cheaper, long-term option for visitors who still want convenience but wish to stay for longer periods.

The additional recommendations detailed in the following subsections provide more detail on this program.

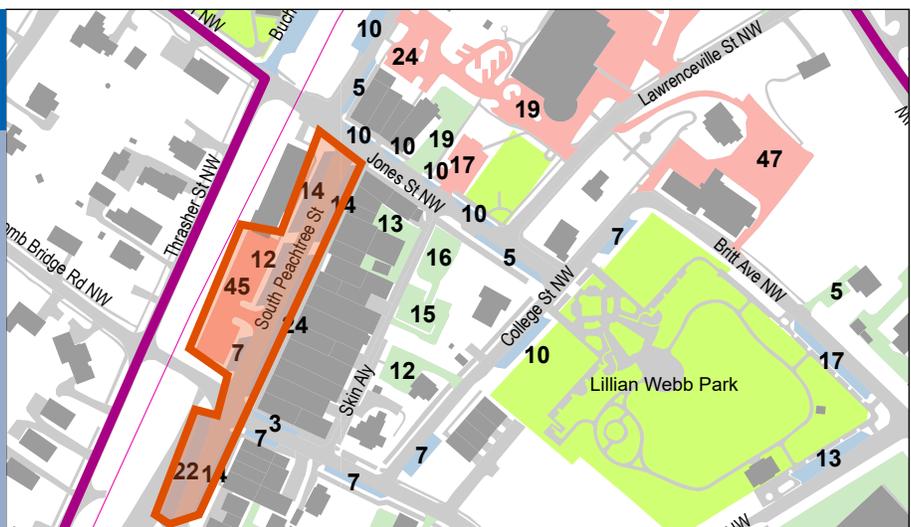
Recommendations 2 and 3 are based on application of pricing to some of downtown's spaces, which represents a significant change for Norcross.

## Recommendation 2 Time Limits on South Peachtree Street

Observed parking utilization in the downtown core is often very high (and full in some locations): this includes on-street parking along South Peachtree Street and Thrasher Street. The study recommends a pilot application of time limits, allowing adjustment to the maximum length of time allowed to suit business needs. This time should not be less than two hours or greater than four hours, and the City may wish to try different time limits to determine which works most effectively to manage demand.

**Figure 15: Recommended Zone for Time Limits**

The study recommends beginning with South Peachtree Street's on-street and off-street spaces as pilot programs for implementing time limits. These fall within the utilization thresholds of Recommendation 1 (shown in Table 4 on the following page). This affects over 150 spaces.



If utilization levels remain at current levels even with time limits, the study recommends moving toward pricing, using pay station meters to allow payment for an entire group of spaces at once. Cities using pay stations typically install one of these stations per uninterrupted block-face, meaning that each group of parking spaces separated by a driveway or cross street can have one meter.

Pay station meters can also be used for off-street locations as a lower-cost way of managing payment, and this may be considered for the Railroad Depot lot if the City observes continued patterns of high use there.

In locations where pricing is applied, no time limits are necessary. This is to allow price to function as an effective provider of parking availability and allowing customers wishing to pay for use of downtown’s most valuable spaces to do so. It is also intended to counteract the imposition of price, which typically generates concern among stakeholders (especially businesses).

On-street parking in the core of downtown has a higher level of demand than parking in surrounding locations. Pricing should reflect this, and this means that on-street pricing on South Peachtree Street should be higher than pricing rates in other on- or off-street parking areas surrounding the downtown core.

This also involves providing staff the administrative authority to set parking prices up to a certain amount, and the study recommends beginning this level at \$1.00 per hour, which allows staff to make rate changes based on observed demand. Staff will receive Council approval to adjust rates, but it will not require a full change to City ordinance.

Table 4: Thresholds for Applying Regulations

Facility Type	Proposed Time Limit Threshold	Proposed Pricing Threshold
On-Street Parking	Utilization on an entire block surpasses 75% for at least 6 hours per day	Utilization on an entire block surpasses 85% for at least 6 hours per day
Off-Street Parking Lots	Utilization surpasses 75% for at least 8 hours per day	Utilization surpasses 85% for at least 8 hours per day
Off-Street Parking Garages (if added in the future)	No threshold: time limits not used	Utilization in public spaces surpasses 85% for at least 8 hours per day

### Recommendation 3 Establishing a Monitoring and Reporting Schedule

The City will need to update its data to understand when proposed management thresholds are met and when to apply them. The parking study recommends a regular review of utilization along with ongoing parking enforcement responsibilities to be able to periodically adjust its management schedule. This is detailed in Table 5 below.

Overall, this data collection and updating effort is concise and easily managed. One person from the study team took each ‘round’ or interval of utilization counts in typically less than one hour, allowing updates to be taken in a single day and within the course of a regular workday.

The study recommends that counts be taken regularly to reflect seasonal changes, track the change in parking behavior due to changing land uses and other activities, and to strengthen an overall understanding of historic trends.

The following basic guidance, similar to that used for counting vehicle traffic during typical traffic studies, should be considered for performing utilization counts:

- Typical weekdays should be selected from Tuesday through Thursday. Avoid Mondays and Fridays as these tend to be out-of-ordinary days in employee attendance, appointment schedules, and other drivers of parking demand.
- Review opening times and consider extending counts to reflect them. For example, the study did not

Table 5: Monitoring and Reporting Schedule

Facility Type	Collect Utilization	Revisit Regulations
On-Street Parking	Every 3 months	Every 6 months
Off-Street Parking Lots	Every 3 months	Every 6 months
Off-Street Parking Garages (if added in the future)	Every 6 months	Every 12 months

count 8 AM to 10 AM on Saturday as few downtown establishments are open in those hours, but also did not count past 8 PM.

- Although the study focused on typical non-event days, the City should consider taking counts on major event days as well to understand how the same parking facilities are used during periods of high demand.

In addition to taking these counts, City staff should also prepare reports for Council to explain parking trends and provide formal recommendations for how regulations might be updated. A key component of a performance-based system as described in Recommendation 1 is to use utilization targets as the basis for regulation—not simply locations understood to have high use or where groups or individuals have petitioned the City for a form of regulation.

As discussed in Table 5, regulations should be revisited at least twice per year, meaning that staff should prepare reports to the City Council on a similar basis.

## Recommendation 4 Create a Shared Parking Program

Shared parking programs maximize use of existing parking facilities, reduce the overall need for additional parking, help reduce congestion, facilitate more walkable, safe, and active downtowns, and ensure more efficient use of public dollars. Better use of existing and available facilities is crucial to ongoing downtown success and growth.

The City should create and pilot a shared parking program based on a two-tiered approach: a first tier in which the City uses its knowledge and regularly updated parking count information to help offer or “broker” shared parking agreements between private developments, and a second tier in which the City or other entity manages private parking as “public” parking.

For the first tier, the City would help development applicants and existing businesses searching for additional parking to find sharing agreements. Some private property owners may wish to share all or a portion of their parking, but would prefer to share with other private entities, such as a specific employer or business, and have a third-party operator manage their parking. To support private-to-private agreements, the City could proactively offer ongoing technical assistance to both parties.

Potential elements include:

- Parking database, connecting parties to each other
- Educational materials about benefits of shared parking
- Sample language and agreements
- Cost and revenue sharing information

As downtown continues to develop, the City or another entity (such as a parking or development authority) could take an additional step and lease (or purchase) underutilized parking from private owners, making this available to the public similarly to the City-owned lots and garages. Under such an approach:

The City or other entity would directly lease parking from a private facility for use as public parking.

The entire facility, or portion of the facility, would be open for public use. Public use could be restricted to certain hours/days, depending on tenant needs.

To incentivize participation, the City or other entity would collect revenue during the public hours. Any net revenue could also be shared as part of the agreement.

Ongoing data collection should be required to facilitate performance-based management of the downtown system.

## Recommendation 5 Invest in Wayfinding and Navigational Assistance

With the proposed performance-based program in Recommendation 1, signage and wayfinding will be especially important to communicating pricing, regulations, and parking availability. Coordination with major parking owners, such as the City, Carlyle House, and the future library, should be a priority. At a minimum, the City should work with these major partners to ensure that signage provides consistent information and functionality.

With a majority of downtown Norcross’s off-street parking spaces on private properties, the full impact of a wayfinding program will be limited without private sector participation. Signage and wayfinding make up a core component of communicating the performance-based management program. For example, street signage should be used to display pricing tiers and level of availability for multiple parking options so that drivers can make an informed parking decision.

Existing locations that allow public parking, such as the City Hall lot, already feature parking signage. However, users appear to see this as insufficient to overcome the distance from downtown destinations, as many of these spaces are not highly used, even during peak demand periods. This points to a need to continue investing in sidewalks, streetscapes, and other enhancements to the built environment to allow users to perceive all parking in downtown as seamlessly connected.

The City may also consider partnerships with technology providers, especially smartphone application vendors, to provide information on parking supply and availability. This is not proposed as a key part of this recommendation,

Figure 16: Existing Signage



however, as downtown Norcross's relatively small parking inventory and the costs associated with maintaining an information technology program such as these may not point to a cost-effective solution in the near term. Nonetheless, as

### Recommendation 6

## Bring Customer Friendliness to Enforcement

With regulation comes an added need for enforcement. Today, the City enforces parking almost exclusively for public safety violations, such as vehicles abandoned in a space, blocking of driveway access or fire hydrants, or other similar circumstances. With no time limits or prices, there is no system for enforcement and citation of basic parking use.

It is important to take an 'ambassador-focused' approach to parking enforcement when beginning this program. Customers, and especially businesses, are already likely to have concerns about the impact of parking regulation on their access to downtown destinations and the willingness of users to come downtown.

Specific actions for the City could include:

- Adopt specific guidelines for downtown parking enforcement, articulating that the primary goal is to meet the adopted parking availability targets.
- Evaluate enforcement zone boundaries, ensuring they align with performance-based pricing zones.
- During roll-out of the performance-based program, implement a grace period in which warnings are issued instead of citations. Prepare promotional materials that explain proper parking, give directions to longer-term free parking without regulation, and advise customers of all options for getting downtown.
- Update guidelines for enforcement officers that formally prioritize an Ambassador approach in which officers also provide mobility information to the public.
- Review citation data when parking utilization counts are underway and identify key trends.

# Future Considerations

Future needs for parking would be a sign of continued revitalization and interest in Norcross's downtown, though the City should use management recommendations to guide how parking serves that growth.

In addition to the recommendations discussed previously, the study also proposes a series of best practices in parking management that can provide guidance for current and emerging issues that the City faces with downtown parking. These may not all be critical issues today, though they are provided here so that the City has a resource guide if parking needs and challenges evolve into the future. In particular, downtown Norcross's transition from an environment where businesses and establishments provide and use their own on-site parking to one that relies more on centrally-located parking in a more walkable area points to the need for different management techniques.

However, the parking study update also considered two potential sites for parking structures, should these be needed in the future, and outlines how these two sites may be expected to add parking supply to the downtown. It is important to consider the current amount of development planned for downtown Norcross, and specifically the type of land uses—a small amount of retail and office uses to occupy currently vacant space, and up to 15,000 square feet of new restaurants. Although these were estimated to generate demand for over 200 spaces during their peak times, the peak times for these uses focus heavily on daytime hours and suggest that any new parking constructed to serve them would be underutilized at night. To this end, this section also provides guidance on what kinds of land uses could help to support the overall parking supply in downtown to better utilize it and maximize economic return on any public investment in these facilities.

This section organizes a series of best practices around three principal issues:

1. Management of lots and future garages to preserve availability of public parking spaces;
2. Balancing parking impact and need with a walkable downtown, including a discussion of the concepts for potential future garages that the study explored; and
3. Making parking a sustainable function of the City government.

The intent of these best practices is to provide the City with additional information as parking evolves in downtown, moving past the immediate issues that the study addressed.

## Management techniques for lots and future garages

Recommendation 1 in the previous section outlined a series of steps and thresholds for implementing more advanced degrees of management, all driven by levels of availability. However, there are several management techniques that may be used for current facilities in conjunction with these recommendations, all intended to ensure availability and promote customer satisfaction with the City's parking system.

## Ongoing Utilization Surveys and Reporting

As discussed in Recommendation 3, establishing an ongoing schedule for reporting will allow the City to make more informed decisions as parking demand dynamics continue to evolve. The City should use its own staff, ideally its parking enforcement staff, to collect regular utilization count updates.

In addition to basic occupancy, the following are key data elements that the City may wish to understand:

- **Duration of stay:** the utilization counts in this study only counted numbers of occupied spaces during each collection period, and that number was used to represent the entire period. Understanding the length of stay in different parts of downtown is useful for setting time limits and price according to observed parking patterns.
- **License plate information:** the City can better understand the origins of its parking customers with license plate reader surveys of parking activity, matching these to a database to understand basic location information (such as ZIP codes). High concentrations of customers from nearby locations can help the City to explore the most appropriate options for accommodating visitors as downtown continues to grow. For example, new parking facilities may not be as cost-effective as shuttle or transit service that can serve a nearby residential population.

## Partial Reservations

In general, the study does not recommend that the City allow reservations of its parking for particular land uses

unless these reservations can be tailored to certain times of the day. Indeed, 24-hour, 7-day reservations create inefficiency in the parking system when the particular use that is reserving them is not in operation, and as shown in Figures 2 through 12, exclusive-use parking has already resulted in large parts of downtown's supply not being highly utilized. However, the following points may be considered:

- The City may consider requests to reserve spaces on a special basis, with applicants negotiating with the City on when and how parking will be reserved and when it will revert to being publicly accessible. However, this should continue to employ the following best practices:
- If access to reserved sections is controlled with gates or other technology, select technology that can be disabled (for example, gate arms left up) during off-hours of the reservation.
- Plan for increased enforcement of reservations, especially for the public parking customers that park in spaces that will revert to a reservation at a later hour. This is critical early in a reservation agreement so that applicants or existing uses that have made the reservation have the parking that they need.

## Balancing Parking Impact with a Walkable Downtown

As Norcross's downtown continues to grow, the addition of complementary land uses representing a full range of daily needs and activities points to greater feasibility of staying in the district for all purposes. This means having work, living, dining, shopping and entertainment all within close reach. The area is inherently walkable in terms of distance, and the City is investing in downtown's public street network becoming more walkable and connected.

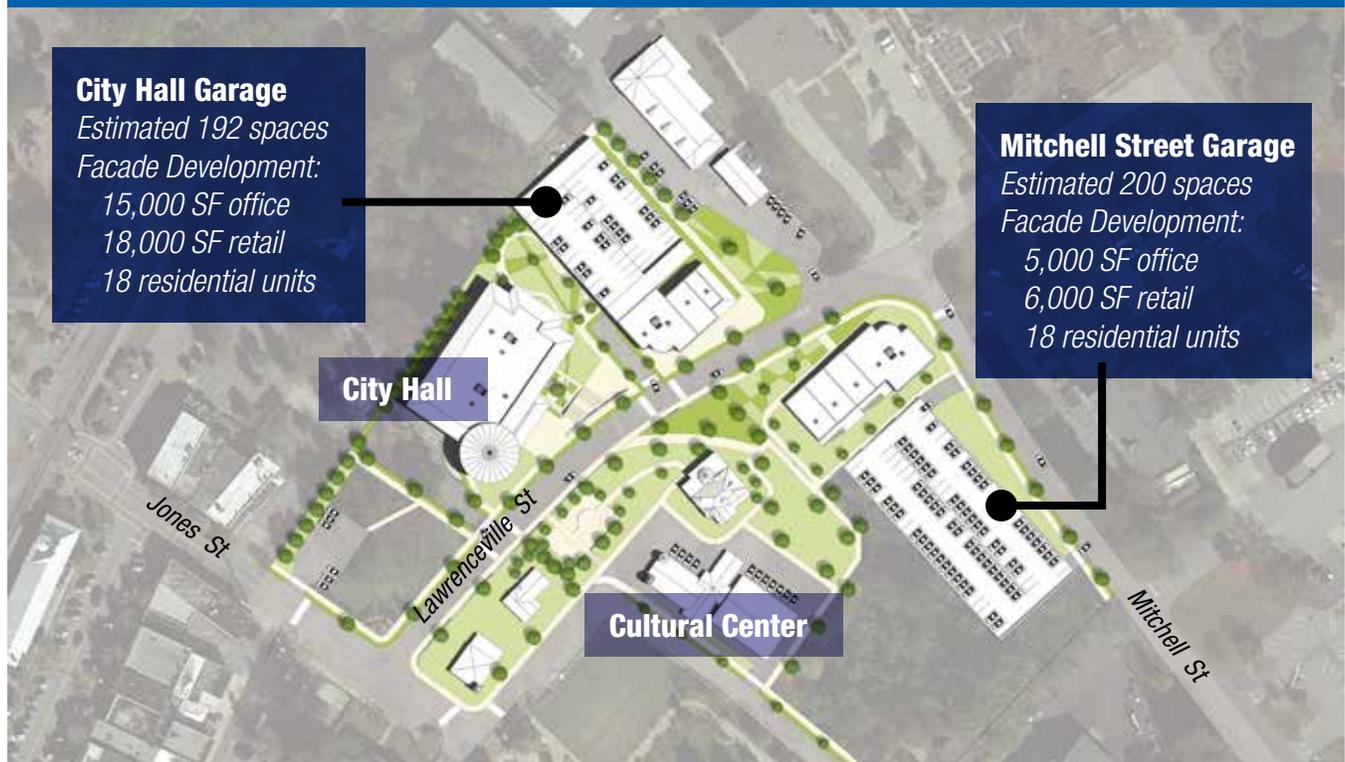
However, the positive effects of investment in public streets and rights-of-way may be impaired if the form and layout of private development does not also follow a more walkable direction. Parking is among the most prominent site design factors encouraging or discouraging walking, and often the simple volume of space that must be used to meet parking requirements is an impediment to pedestrians easily being able to navigate through sites.

The study explored two sites for potential future parking structures, as detailed in Figures 17 through 21 on the following pages. These are both properties that the City controls and would not require additional costs for land beyond the design, engineering, and construction. Each

*text continues on page 33 after figures*

### Figure 17: Parking Structure Sites

*Located on Mitchell Street and in the existing City Hall parking lot on Lawrenceville Street*



**Figure 18: Parking Structure Sites and Potential Yield Explored in the Study**



**Figure 19: City Hall and Adjacent Parking Structure**  
*Viewed from the south*



**Figure 20: Parking Structure Sites and Potential Yield Explored in the Study**  
*Located on Mitchell Street and in the existing City Hall parking lot on Lawrenceville Street*



**Figure 21: Parking Structure Sites and Potential Yield Explored in the Study**  
*Located on Mitchell Street and in the existing City Hall parking lot on Lawrenceville Street*



yields approximately 200 spaces, and it is generally understood that the City would advance any future supply by building one or the other. Nonetheless, even one of these would represent a significant change to downtown's built landscape, and the study of these sites explored how the structures could be integrated with buildings and new development to allow them to better fit into downtown Norcross.

Note that in the descriptions below, two separate cost estimates are provided: one for construction only; and the other for a fully-burdened cost representing professional fees, site grading and engineering, tree removal, signage and wayfinding, and other administrative costs. For planning purposes, this is assumed to be a 30 percent factor over construction costs.

### City Hall Garage

Number of Potential Spaces: 192 (3 levels)  
Estimated Cost for Construction Only: \$6.05 million  
Estimated Total Cost: \$7.86 million

The City Hall Lot is already used for municipal functions, including parking of police cars at the time of the study, and this parking is fully available to the public throughout the day in an effort to support downtown businesses. However, it is not heavily used, suggesting that the location is already seen as too far for some business patrons.

Construction of a new facility, estimated in the team's study illustrated in Figures 18 and 19 to provide 192 spaces on three levels in a scissor-ramp configuration, should include programmable space on the side of the lot facing Lawrenceville Street, allowing a more seamless pattern of building facades along the street and providing additional land uses that can add activity to downtown. The site study shown in Figures 18 and 19 assumes approximately 15,000 square feet of office space, 18,000 square feet of retail space, and 18 residential units on upper floors.

The site study also explored converting the front of City Hall, currently used for vehicle circulation and parking, into a pedestrian-oriented plaza that better connects the east and west sides of the building, intended to overcome what may be seen as a barrier to pedestrian connections and increased use of the City Hall site for public parking. The study also considered enhancing the existing walkway behind City Hall to connect the north side of the lot (and potential future garage) with Betty Mauldin Park and commercial buildings along Jones Street. This re-purposing of parking could likely happen without a parking structure, but should be considered as a key component to enhancing the walking experience through downtown.

Note that due to its more complex construction method, this garage is estimated to have a higher per-space cost of

\$31,500, based on comparable Atlanta-area examples from recent construction bids.

### Mitchell Street Garage

Number of Potential Spaces: 200 (2 levels)  
Estimated Cost for Construction Only: \$4.9 million  
Estimated Total Cost: \$6.37 million

The City has also considered the addition of parking facilities along Mitchell Street south of Lawrenceville Street, intended to support the Cultural Center and potential development sites at the north end of Lillian Webb Park. This facility, as shown in the design developed by the study team in Figures 20 and 21, could yield up to 200 spaces on a two-level garage that minimizes construction cost by using separate entrances for its two levels. Because of its simpler construction method, the study assumed a lower per-space cost of \$24,500.

Similarly to the City Hall structure, the Mitchell Street garage would be developed in conjunction with residential and retail uses fronting Lawrenceville Street. It would feature a pedestrian walkway between Mitchell Street, at the elevation of the upper-level driveway, and the Cultural Center property, and the addition of spaces in the structure could even allow some of the existing Cultural Center surface parking to be re-purposed into other uses (especially permeable surfaces).

### Economic Development Strategy

In either garage's case, the immediately adjacent land uses would not produce enough parking demand to justify the construction of the garage on their own, and even with the garages supporting the greater parking demand of downtown Norcross, a significant surplus remains for overall downtown parking supply.

That is not to say that the City may not ever reach a point of parking demand where new supply is justified, but it does point to the importance of advancing new supply in tandem with a strong economic development policy intended to utilize the garage to its highest practical level of efficiency. In other words, the City should focus economic development on attracting the types of land uses that would best utilize a new garage and provide maximum return on this investment in the form of increased tax base and economic vibrancy. With the approximately 200 spaces discussed in the parking concepts, this may include:

- **Residential units:** up to 200 units assuming one space provided per unit and no other parking in a structure is used outside of daytime working hours; or a lesser number if more than one space per unit is provided and some parking in the structure remains available for public use all times of the day. The City would enter into a partnership or agreement with a

developer or property management company to make these spaces available to residents in exchange for not requiring them of developers.

- **Hotel:** with a similar parking demand profile to residential uses, though with typically less parking demand per unit (hotel room/residential unit) than residential, a hotel may also be able to bring night-time demand to absorb new parking supply in off-business hours.

## Parking as a sustainable part of City government

As the inventory of regulated spaces expands, so will enforcement responsibility. These added costs are part of an urbanizing downtown—the same amount of land is used at higher intensities and therefore has a greater amount of potential for economic and social vibrancy, and with this comes a greater need for supporting services and infrastructure.

However, it is important to begin developing a business model for parking by which the balance of revenues, costs and parking services are understood by the City and can be kept constant through updates to budgets, plans and decision-making. The following are potential strategies for achieving this.

### Parking authorities and enterprise funds

The Georgia Local Government Authorities Registration Act (O.C.G.A. 36-80-16) of 2010 defines a series of authorities that local governments may establish for purposes of financing and administering different public purposes and functions. Parking authorities are one of these, although they are not commonly used—as of late 2018, only four are registered with the Georgia Department of Community Affairs (DCA).

Authorities function similarly to local governments in that they may manage budgets and issue bonds much like city and county governments and may be dependent on local government budget or independent. The Local Government Authorities Registration Act allows authorities to be created through local laws, which do not require enabling state legislation.

If parking continues to grow as a downtown service, Norcross may consider establishment of a parking authority, or at a minimum equipping its DDA with parking management authority to administer the program.

### Payment In Lieu of Parking

Many communities in the United States allow private developers or zoning applicants to pay a local government or other authority a fee in lieu of providing parking for a

development. Although these fees vary based on parking costs, a local government's objectives for a program, and general available supply, prices are commonly set at or below the cost of constructing parking to encourage use of the program and to minimize the footprint of parking in downtowns.

Orlando, Florida, is a best-practice example of an in-lieu fee that is required of developers instead of simply encouraged: for a portion of any parking required by zoning in the city's downtown core, development applicants must pay a fee in-lieu, which provides dedicated revenue to support additional parking improvements but also reduces the impact of privately-constructed parking downtown.

### Parking as an impact fee use

Georgia's Development Impact Fee Act (DIFA; O.C.G.A. 36-71-1) of 1990 allows local governments to establish schedules for and collect impact fees to offset the added infrastructure and service costs generated by land development. To levy impact fees, local governments must have an adopted comprehensive plan compliant with Georgia DCA requirements, which include a capital improvements element that lists projects for which impact fees will be applied.

DIFA restricts the categories of infrastructure and capital facilities for which impact fees may be charged, although it neither allows nor disallows parking facilities. The law's language on transportation facilities focuses instead on roads, bridges, traffic control and other components of the transportation system related to moving travel. However, at the time of the law's creation, only a handful of Georgia cities provided parking facilities that were intended to support private development and not function purely as a public amenity. Local government approaches to parking are evolving as parking construction costs increase, land becomes scarce, and increasing levels of traffic congestion in metropolitan areas point increasingly toward the importance of alternatives to single-occupant vehicle travel as a primary means of transportation.

Achieving this kind of a practice in Norcross is clearly complex and would require changes to, or at least clarification of, state statutes on how impact fee collections are to be applied. However, it will also require a shift in Norcross's policy toward growth management and development review: instead of a default approach of treating parking as a responsibility of private development that may be met through planning tools such as in in-lieu fee program, the City would use.

Greenville, South Carolina reflects a best practice of this approach, wherein the City owns and operates a large share of downtown parking and requires development applicants to demonstrate how they will provide for their parking needs.

# Implementation Plan

The narrative and framework matrix on the following pages provide an overview of how the study recommends moving forward with the next steps of the plan.

## Major Implementation Actions

Each of the six major near-term recommendations has an action or series of actions that the City should begin undertaking in the next three years. As these are intended to provide the City with a management framework to address current issues and forestall the need to add parking supply, they have been divided into three timeline categories:

- **Immediate term:** actions to be carried out in the first year after the study's completion and acceptance by the City.
- **Near term:** actions to be carried out in the second year
- **Longer term:** actions to be carried out in the third year

These are discussed in detail in the implementation matrix on the following pages, and any sequential relationships between an action and any prerequisite actions are identified. They are organized in terms of their recommendation, but consist of the following types of resources and actions.

## Funding Resources and Revenue

In the immediate term, the City does not expect revenue generation as parking pricing and other revenue-generating management approaches should not be implemented prior to starting with time limits. Any management costs incurred should be expected to be absorbed in the current City budget.

However, the use of bonds and other public financing mechanisms may be available to offset capital costs of implementing recommendations.

## Staff Resources and Costs

The study recommends that the City dedicate staff resources to implementation, especially for introducing enforcement along with new regulations. As the study's recommendation for enforcement is to take an ambassador-based approach as opposed to ticketing and citation, a relatively modest commitment of staff, potentially from existing staff time, may be appropriate if focused during peak parking demand times when enforcement is most important.

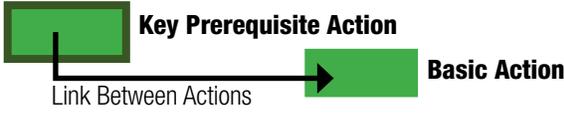
As more parking spaces downtown are regulated, the study recommends that the City be prepared to increase staff capacity for enforcement.

The study assumes that data collection, monitoring, and reporting can be absorbed within current staff resources with no special ongoing allocation, as these efforts are relatively modest. However, staff and City Council should determine where these roles and responsibilities should be assigned.

## Capital Resources and Costs

Certain recommendations of the study add capital improvements to downtown, such as signs, wayfinding systems, and in the future potential parking meters and payment collection systems. These costs are estimated as part of the near-term implementation plan, though the study recommends that the City make inquiries with service or product vendors prior to approving budgets to reflect costs more accurately. Many of these capital costs, especially for parking payment and other technology, can vary greatly based on the scale of purchases, and installation costs may also vary based on the level of complexity involved in working with current streets and installation sites. Costs listed in the matrix on the following page have been sourced from similar studies in comparable communities and do not necessarily reflect actual costs in Norcross. Instead, they should be considered as a planning-level, order-of-magnitude estimate for budget discussion purposes.

**Implementation Plan Framework Matrix**  
Suggested timeline for major actions



Recommendation		Immediate Term (Year 1)				Near Term (Year 2)				Longer Term (Year 3)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Establish staff responsibility for database management	Key Prerequisite Action											
	Amend ordinances as needed to establish program	Key Prerequisite Action								Basic Action			
2	Notify property owners and businesses		Basic Action										
	Order and Install signage			Key Prerequisite Action									
	Begin enforcement program			Key Prerequisite Action	Basic Action								
3	Establish utilization count schedule and staffing		Basic Action										
	Updated utilization counts			Key Prerequisite Action	Basic Action	Basic Action	Basic Action	Basic Action	Basic Action	Basic Action	Basic Action	Basic Action	Basic Action
	Reports to council and DDA			Key Prerequisite Action	Basic Action	Basic Action		Key Prerequisite Action	Basic Action	Basic Action		Basic Action	
	Council regulatory changes				Key Prerequisite Action	Basic Action			Key Prerequisite Action	Basic Action			
	Establish staff responsibility for shared parking in City development review committee						Basic Action						
4	Begin Carlyle House discussions for special events; weekends									Basic Action			
	Monitor use of new library parking for public use vs. library-specific use						Basic Action						
5	Install regulation signs (time limits, pricing, loading zones, etc.)	Basic Action											
	Commission parking-specific wayfinding study							Basic Action					
6	Print warnings and promotional materials			Key Prerequisite Action									
	Select and train staff ambassador(s)			Key Prerequisite Action									

Recommendation		Estimated Monetary Costs to City	Other City Operational Needs
1	Establish staff responsibility for database management	None	Ensure appropriate database management
	Amend ordinances as needed to establish program	None	Conventional ordinance drafting/reading/public notice process
2	Notify property owners and businesses	<b>\$2,000 per regulation expansion</b> (assumed printing costs)	Potential focus group/public meetings with business representatives
	Order and Install signage	See Recommendation 5 below	See Recommendation 5 below
	Begin enforcement program	<b>\$2,000 per year</b> (assumed printing costs)	See Recommendation 6 below (increase staff capacity for enforcement)
3	Establish utilization count schedule and staffing	None	
	Updated utilization counts	None	
	Reports to council and DDA	None	Ensure appropriate Council lead-time
	Council regulatory changes	None	
	Establish staff responsibility for shared parking in City development review committee	None	
4	Begin Carlyle House discussions for special events; weekends	<b>Up to \$1,000/space per year</b> (based on comparable lease costs)	
	Monitor use of new library parking for public use vs. library-specific use	None	Establish liaison for coordination with Gwinnett County Library
5	Install regulation signs (time limits, pricing, loading zones, etc.)	<b>\$125/space</b> (based on \$500/sign, each serving 4 spaces)	Sign shop production; Public Works installation
	Commission parking-specific wayfinding study	<b>\$30,000</b> , plus fabrication/installation costs	Designate staff project manager and technical committee representatives
6	Print warnings and promotional materials	See Recommendation 2 above	
	Select and train staff ambassador(s)	Immediate term: none Near and Longer Term: \$60,000 (one staff FTE)	Use current staff (Police or Public Works) for immediate term