

NORCROSS TOWN CENTER

LIVABLE CENTERS INITIATIVE
2024 UPDATE



APRIL 4, 2024



**RESOLUTION TO ADOPT THE CITY OF NORCROSS TOWN CENTER
2024 LIVABLE CENTER INITIATIVE STUDY**

WHEREAS, the City seeks to encourage redevelopment opportunities within their city limits and beyond; and

WHEREAS, the Livable Centers Initiative program is designed to allow for regionally focused studies and implementation plans for land use and transportation changes that will enhance cities and the overall Atlanta Metro area; and

WHEREAS, the City has performed a 10 year update to the 2012 City of Norcross Town Center LCI study; and

WHEREAS, the City has conducted an extensive public outreach and participation process to establish a vision for the study area that reflects the desire for high quality redevelopment and enhanced connectivity; and

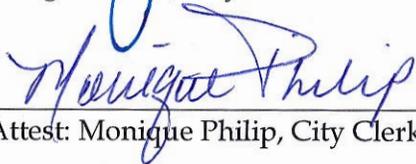
WHEREAS, the completed study supports the goals and policies of the 2045 Comprehensive Plan;

BE IT THEREFORE RESOLVED, by the Council that the City of Norcross Town Center 2024 LCI study is hereby adopted.

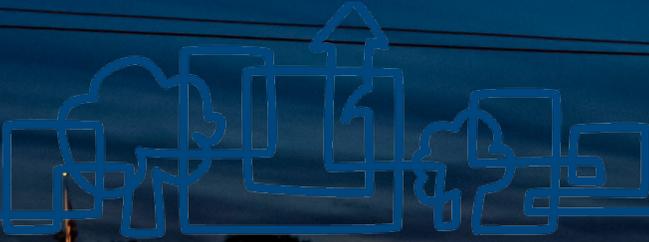
IN WITNESS WHEREOF, I have hereunto set my hand and caused this seal to be affixed. This April 1, 2024.



Craig Newton, Mayor



Attest: Monique Philip, City Clerk



NORCROSS

a place to imagine

Norcross Town Center Livable Centers Initiative

April 2024



Atlanta Regional Commission





ACKNOWLEDGMENTS

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

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Funding for this project is provided through the Atlanta Regional Commission's Livable Centers Initiative (LCI), which awards federal grants to foster the development of vibrant, walkable places that offer increased mobility options, encourage healthy lifestyles, and provide improved access to jobs and services.

The opinions, findings, and conclusions in this publication are those of the author(s) and do not necessarily reflect the official views or policies of those of the Department of Transportation, State of Georgia, or the Federal Highway Administration. This publication does not constitute a standard, specification, or regulation. Prepared in cooperation with the Department of Transportation, State of Georgia, and the Federal Highway Administration.



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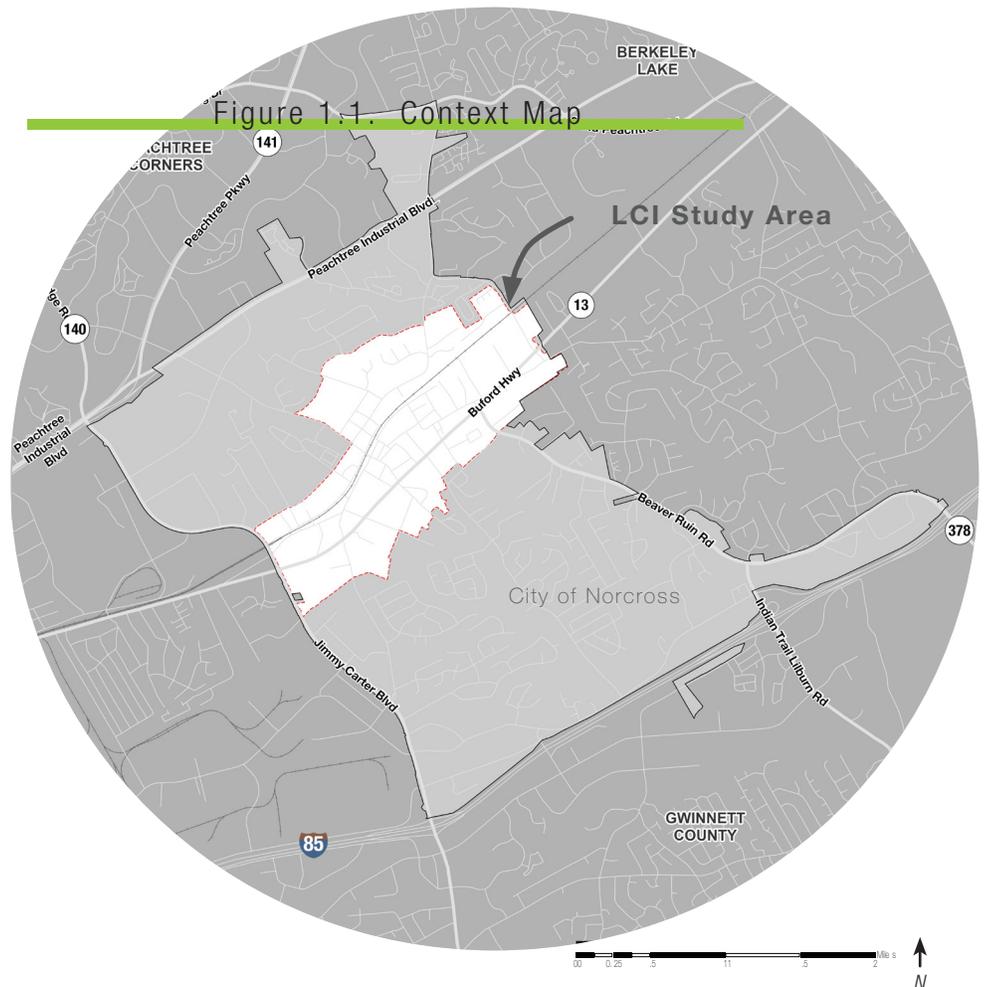
1 INTRODUCTION

1

INTRODUCTION

PURPOSE

The Livable Centers Initiative (LCI) is a grant program funded by the Atlanta Regional Commission to incentivize cities to re-envision their communities as vibrant, walkable places that offer increased mobility options, encourage healthy lifestyles, and provide improved access to services and jobs. The redevelopment of the Town Center LCI area is guided by this plan update which outlines key issues and opportunities and a five-year action plan. The Town Center LCI was last updated in 2010 . This plan reinvigorates the community's original intent and strategic guidance for the Town Center LCI area.



SCOPE

Implementation Focused

The focus of this LCI Update is implementation. It focuses on developing a practical work program that includes both short- and long-term solutions to already identified needs. These needs include (1) improving pedestrian safety along the Buford Highway Corridor, and at the four road intersections with railroad in the downtown area, and (2) improving the city's Electric Vehicle (EV) charging capabilities.

As the product of a grant from Atlanta Regional Commission (ARC), the plan's intent follows the requirements below to ensure that the study that meets LCI program goals:

1. Encourage a diversity of housing, employment, commercial, shopping, and recreational land uses in support of transit, both local and regional center level, that are accessible by people of all ages, abilities, and income levels.
2. Provide access to a range of travel modes including transit, roadways, walking and biking and increase roadway connectivity to provide optimal access to all uses with the study area.
3. Foster public/private partnerships and sustained community support through an outreach process that promotes the involvement of all stakeholders, including those historically underserved or underrepresented.
4. Encourage mixed-income residential neighborhoods, employment, shopping and



METHODOLOGY

Community Input and Technical Approach

This plan was developed along with the *Imagine Our Future: 2045 Norcross Comprehensive Plan*. Community members shared their input through stakeholder interviews, a Steering Committee, online surveys, and in person engagement events.

The planning team conducted this planning effort in five major phases:

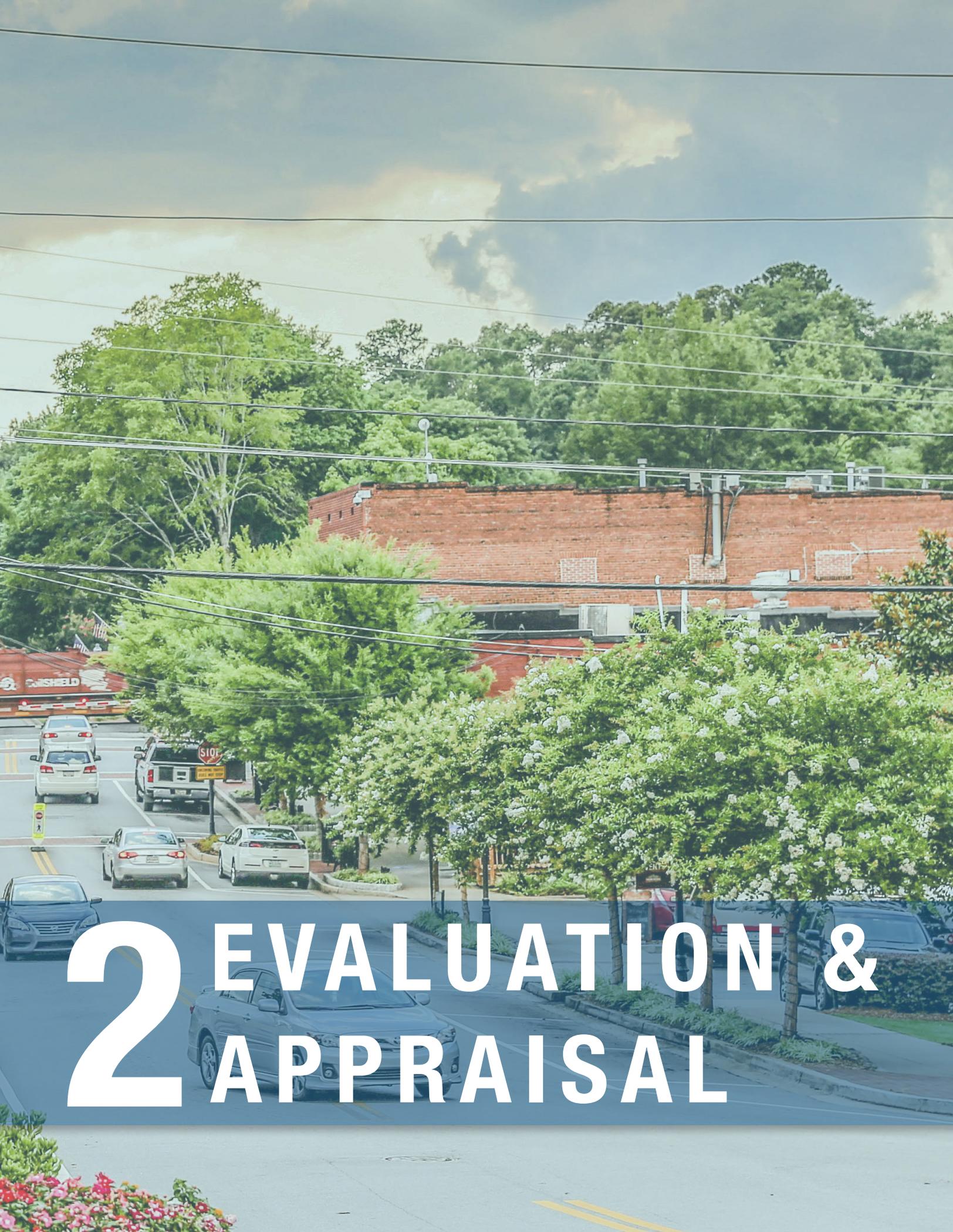


This update is also informed by an existing trends and conditions assessment and a detailed transportation analysis. Data collected included existing plans, a preliminary record of accomplishments, an assessment of the local real estate market and development trends, a review of growth and population projections, transportation conditions and programmed improvements, and existing land use. The transportation analysis focuses primarily on Buford Highway and other improvements within the study area, and at existing and anticipated EV usage and support capabilities. The recommendations consist of both new and re-evaluated projects from the 2010 LCI and were incorporated into the 5-Year Action Plan. Detailed information can be found in the Technical Addendum.

Engagement of all community members, including both the general public and community stakeholders, was paramount to a successful planning process. Stakeholders had direct knowledge of initiatives, opportunities, and needs that impacted the growth and development of the city and might have been unknown to the general public. The general public had firsthand knowledge of issues impacting their day-to-day activities. The planning team was also committed to reaching underserved and underrepresented communities in Norcross throughout the planning process.

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2 EVALUATION & APPRAISAL

2 EVALUATION & APPRAISAL



PLANNING CONTEXT

The Norcross Town Center Study Area includes 1.3 square miles of land along the City's core at Buford Highway (US 23). The LCI area stretches from Jimmy Carter Boulevard to the southwest, Langford Road to the northeast and includes Historic Downtown Norcross and surrounding residential areas, mixed commercial and light industrial along Buford Highway with civic and park space mixed throughout.

As previously mentioned, this plan builds upon a 2012 Study which was based on an LCI that originated in 2001 designed to revitalize and redevelop the City's historic downtown. Twenty-three years later, the City of Norcross celebrates a thriving Downtown with local businesses, civic buildings, plazas and parks, and spaces for regularly programmed events where Norcross's fabric is utilized and showcased.

In addition to the Norcross Town Center LCI and its predecessors, the City and County have taken on a number of initiatives that have influenced the community's vision for the study area including the following:

- **Buford Highway Master Plan (2021)** – The City adopted this strategic guide for development along the Buford Highway corridor, spanning from Jimmy Carter Boulevard to Beaver Ruin Road in 2021. The primary focus was to foster unity within the city through the introduction of new residential products, retail establishments, parks, and office spaces. This plan identified three (3) major nodes along Buford Highway and offers guidance on how they might develop and how to cohesively expand this vision across the corridor.
- **The Gwinnett County Wide Trails Master Plan (2018)** – The Gwinnett County Trails plan outlines a network of interconnected trail infrastructure for recreational and transportation purposes throughout Gwinnett County, including the City of Norcross. The Trails Master Plan identifies two key trail opportunities that contribute to the enhancement of the Norcross Town Center:
 - The Piedmont Pathway – This east-west path that crosses the County from Norcross east to Dacula is planned along a utility corridor roughly 0.5 miles south of Buford Highway
 - Norcross to Lilburn Trail – Skirting the City's northern Boundary, this trail would be a part of the Beaver Ruin Road corridor. The segment within Norcross is almost fully funded and underway.

- **The Norcross Parks Master Plan Update (2016)** – The Parks Master Plan serves as a blueprint for the city’s future growth and development, placing particular emphasis on city parks and green spaces. Its purpose is to guarantee equitable and fair access for everyone to high-quality parks, green spaces, recreation facilities, and programs. This plan was in the process of being updated at the time of the adoption of this LCI Update.
- **Norcross Parking Study (2019)** – The Downtown Parking Study, an update to a 2011 study, addresses parking issues as well as traffic circulation and pedestrian safety throughout the downtown study area. The purpose of the study was to provide analysis, guidelines, and recommendations that will guide future public and private parking decisions in Downtown Norcross.
- **Gwinnett County Comprehensive Housing Study (2020)** – The Comprehensive Housing Study aims to present decision-makers in Gwinnett County with data-driven analysis and findings. The study provides a clear overview of current housing assets and future requirements. It also proposes a variety of solutions to address the imminent housing challenges facing Gwinnett in the upcoming years and decades while offering guidance applicable to the City of Norcross.

Figure 2.1. Study Area Map



ABOUT THE STUDY AREA

The Norcross LCI Study Area encompasses downtown Norcross, prominent city parks, the Norcross Historic District, and some of the city's most dense residential areas. Key landmarks include Norcross City Hall, Norcross Elementary School, Norcross Public Library, and Lillian Webb Park. The Study Area contains the intersections of several major thoroughfares with Buford Highway, driving both vehicular and pedestrian traffic to the downtown area. The Study Area is bisected by a railroad, limiting north-south connections to four crossings.

Since the original 2011 LCI Plan, the Study Area boundary has shifted south from Buford Highway to incorporate the rapidly changing development patterns of the surrounding area.



VISION FOR THE STUDY AREA

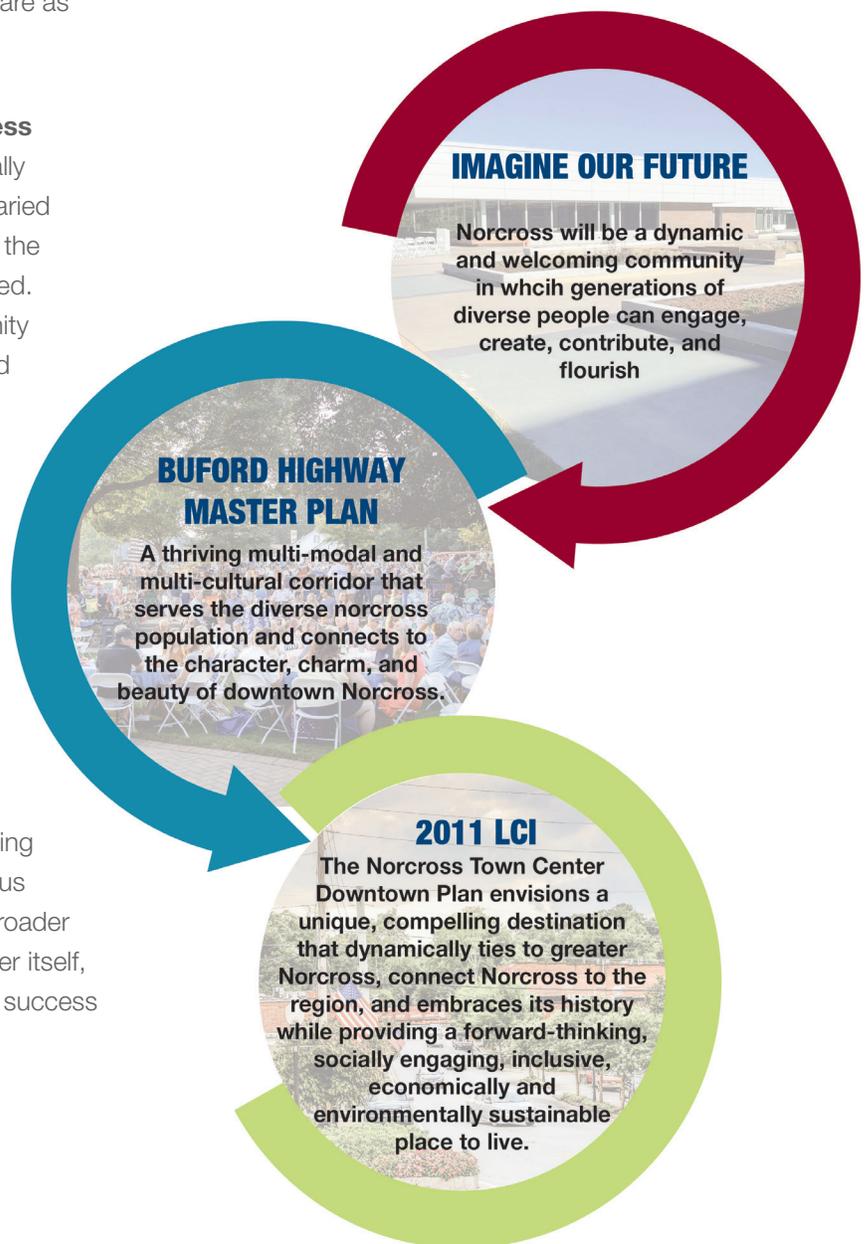
Downtown and Buford Highway

The Norcross Town Center LCI Update was conducted concurrently with the City's 2045 Comprehensive Plan Update. The project team confirmed the City's overall vision with stakeholders and the general public. When grouped with the vision established by the Buford Highway Master Plan and the 2012 LCI, we can gather common themes that have been carried forward over the years.

The key takeaways from the overlapping efforts are as follows:

1. Community Engagement and Success

– Community engagement has historically held a pivotal role in ensuring that the varied perspectives, needs, and aspirations of the City's residents are thoroughly considered. Actively involving the Norcross community in these planning processes has allowed for the assembly of valuable insights, contributing to the development of more responsive and inclusive planning initiatives. Beyond the realm of physical infrastructure, fostering the flourishing of the community entails creating spaces and opportunities that enable residents to thrive socially, economically, and culturally. This holistic approach ensures that the city's plans align seamlessly with the desires and well-being of its diverse population. Norcross's focus on its Town Center continues to have broader implications than on just the Town Center itself, and the City will continue to experience success when the whole of Norcross is involved.



2. Diversity and Inclusivity – The City of Norcross recognizes the utmost importance of acknowledging and embracing diversity in the planning process to cultivate vibrant and resilient communities. Inclusivity in Norcross has involved a thoughtful consideration of the needs of all demographic groups, regardless of age, ethnicity, socio-economic status, or other factors. An approach that is diverse and inclusive promotes social cohesion and ensures that planning outcomes address the unique requirements of Norcross’s various community members. This inclusive strategy fosters a sense of belonging and equity within the City, making it more resilient and responsive to change, making this LCI update and expansion of its boundaries crucial.

3. Connection and Integration – Establishing connections and promoting integration are fundamental components for the holistic success and functionality of the City of Norcross. In the context of community planning, this involves designing spaces and infrastructure that facilitate smooth movement and interaction. Norcross’s integrated communities benefit from increased accessibility, enhanced social interactions, and a reinforced sense of unity. Whether through well-designed transportation networks or shared public spaces, thoughtfully planned connections make substantial contributions to Norcross’s cohesiveness and identity. Therefore, the recommendations of this plan will play a vital role in fulfilling the community’s vision for the City’s Town Center.



Renderings by Sizemore Group from the 2021 Buford Highway Master Plan

RECENT DEVELOPMENT & CHANGES IN THE STUDY AREA

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

- Construction of a new library adjacent to Lillian Webb Park on Buford Highway.
- Truck & Tap Microbrewery is in the site planning stage on College Avenue.
- ChefSuite, a Ghost Kitchen Facility, is in the site planning stages on Buford Highway. This use will provide multi-restaurant spaces and chef start up to-go kitchen facility
- Several new residential developments have been constructed including two large developments close to Downtown Norcross: Broadstone Junction, a 354-unit development, and Brunswick, a 193-unit development.



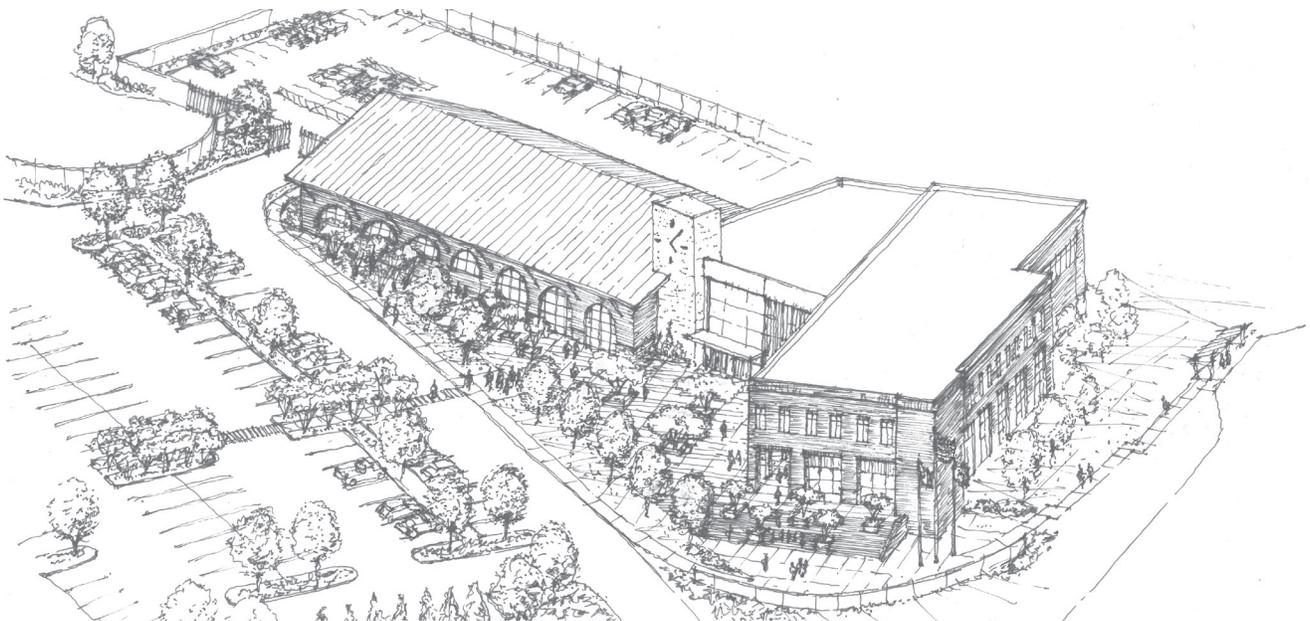
New Gwinnett County Public Library adjacent to Lillian Webb Park

ONGOING EFFORTS IMPACTING THE STUDY AREA

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

- **Beaver Ruin Creek Greenway:** approximately 10 miles of trails have been identified to be part of the Beaver Ruin Creek Greenway, which will take advantage of floodplain and publicly-owned land to create a green, natural recreation amenity in south Norcross. The central spine of the greenway will connect Downtown, Cemetery Field, multiple residential areas, and the planned Pinnacle Park, with multiple spurs and side trails increasing connectivity.
- **Mitchell Road Greenway:** approximately 7,000 linear feet of multi-use trail from Price Place at Mitchell Road to the intersection of Station Circle
- **New Public Safety Building:** this new facility will house the Police Department, Municipal Court, and public meeting space. It will be located at the corner of Buford Highway and Stevens Road.

Additional physical changes may come of the upcoming Parks, Greenspaces & Trails Master Plan. The project seeks to formulate a practical, forward-looking vision spanning 5-10 years, strategically outlining the future of the city's parks, green spaces, and trails. This vision is shaped by a focus on meaningful conservation and development of green infrastructure that positively impacts the Town Center.



Concept rendering for the new public safety building

Figure 2.2. Map of Completed 2012 LCI Transportation Projects



HOW FAR WE'VE COME

A handful of transportation projects have been completed in the Norcross Town Center since the last LCI update, many of which have contributed to the continued success of Historic Downtown Norcross as most of the projects, below, are located near the City's core. The improvements below have aided in pedestrian connectivity and safety. This plan update targets a strategic approach at implementing additional projects in the study area. This approach is intended to catalyze quality development and additional public improvements in order to make the Norcross Town Center a completely cohesive environment safe for pedestrians and bicyclists. A full list of completed project from the 2012 LCI Report can be found in the Record of Accomplishments in Appendix A.

Table 2.1. Completed Projects on 2012 LCI List

2012 LCI ID	Project Name	Original Description	Status	Notes
T-1A: DOWNTOWN PEDESTRIAN IMPROVEMENTS, TRAFFIC CALMING, AND PARKING	Britt Ave Sidewalk	8' sidewalk with streetscape on southwest side of Britt Ave from Buford Hwy to Bostic St (150') 5ft sidewalks on both sides of Britt Ave from Buford Hwy to 200 ft past south end of Lillian Webb Park (620')	completed	Constructed along with parking deck in 2021
T-1B: DOWNTOWN PEDESTRIAN IMPROVEMENTS, TRAFFIC CALMING, AND PARKING	Holcomb Bridge Rd at College Street crosswalk	Intersection with textured surface, splitter island, and brick crosswalks on Holcomb Bridge at College St	completed	Modifications made to intersection during 2015 residential development
	Jones Street at Lawrenceville St Bulb-outs	Bulb outs on Jones St at Lawrenceville St	completed	Modification made during Jones Street streetscape project in 2013
	Jones Street at Skin Aly Bulb-outs	Bulb outs on Jones St at Skin Aly	completed	Modification made during Jones Street streetscape project in 2013
	Jones Street at College St Bulb-outs	Bulb outs on Jones St at College St	completed	Modification made during Jones Street streetscape project in 2013
T-3A: ELEMENTARY SCHOOL BIKE/PED CONNECTIVITY	Born Street Multiuse Trail	Sidewalk on the southwest side of Born Street from Academy Street to Lawrenceville Street (300')	completed	5-ft sidewalk constructed in 2015
T-3B: ELEMENTARY SCHOOL BIKE/PED CONNECTIVITY	Wingo Street Sidewalk	5-ft sidewalk on Wingo St (SE side) from Park Dr to Born St (1,900')	completed	5-ft sidewalk constructed in 2015
	Born Street Sidewalk	5-ft sidewalk on Born St (NE side) from Wingo St to end of existing sidewalk at Norcross Elementary School (230')	completed	5-ft sidewalk constructed in 2015 on SW side

2012 LCI ID	Project Name	Original Description	Status	Notes
T-7B: LAWRENCEVILLE STREET BIKE/PED CONNECTIVITY	Lawrenceville Street Sidewalk (East)	Sidewalks on northwest side of Lawrenceville Street from Academy Street to Hunt Street (1,330')	partially completed	Sidewalk added between Born Street and Hunt Street in 2015.
T-8B: THRASHER PARK AREA PEDESTRIAN IMPROVEMENTS	W Peachtree St at Holcomb Bridge Road Crossing	Enhanced crosswalks for W Peachtree St at Holcomb Bridge Road.	completed	Crosswalk added to SW leg in 2016 ,SW ramp improved 2020. Benefit scoring assumes that additional crosswalk will be added to NW leg with ramp upgrades.
	W Peachtree St at Park Drive Crossing	Enhanced crosswalks for W Peachtree St at Park Drive	completed	Crosswalk added to SE leg and made all-way stop in 2020
	N Peachtree St at Buchanan St Crossing	Bulb out and enhanced crosswalks for N Peachtree St at Buchanan St	completed	Crosswalk added to NW leg in 2016, ramp improved and RRFB 2022
T-10A: BUFORD HWY PEDESTRIAN IMPROVEMENTS	Buford Highway 8-ft sidewalk (North)	8-ft sidewalk with streetscape on both sides of Buford Hwy between Holcomb Bridge Rd and Mitchell Rd (1,920')	partially completed	An existing 5-ft sidewalk was located here. 8-ft sidewalk partially completed fronting new development between Holcomb Bridge Rd and Britt Ave in 2020.

2012 LCI ID	Project Name	Original Description	Status	Notes
T-11A: RAILROAD PEDESTRIAN CROSSING UPGRADES AND TRAFFIC CALMING	Jones Street Rail Crossing	Upgrade Jones Street pedestrian crossings on both sides with 5-ft sidewalks crossing tracks with minimal gaps between sidewalk and rail	partially completed	Plans have been developed (proj # 220312) to provide 5' sidewalk at the railroad and crosswalk on the south leg of Thrasher Street intersection.
	Holcomb Bridge Rd Rail Crossing	Upgrade Holcomb Bridge Rd pedestrian crossings on both sides with 10-ft multiuse trail crossing tracks with minimal gaps between sidewalk and rail	partially completed	Note that Holcomb Bridge Road was raised in 2019 to reduce vertical crest at railroad crossing. Plans have been developed (proj # 220312) to provide 4' sidewalk at the railroad and crosswalk on the north leg of Thrasher Street intersection.
	Holcomb Bridge Rd Fence	Add a decorative fence along both sides of the railroad tracks from Holcomb Bridge Rd to the existing tree line 300-ft from the intersection	completed	Landscape buffer added in 2015 instead of fence
T-16: COCHRAN DR TO VALLEY RD TRAIL CONNECTION	Cochran Dr to Valley Rd Trail Connection	Multiuse trail connecting the cul-de-sacs on Cochran Road and Valley Road (120')	partially completed	An existing unpaved trail appears to exist within private property. Staff identified project as going to construction in near future.
T-17B: SUMMEROUR MIDDLE SCHOOL MULTIUSE TRAIL	Price Place Multiuse Trail	Multiuse trail on northwest side of Price Place from Mitchell Road to Beaver Ruin Road (2,000')	completed	5-ft sidewalk added to NW side and enhancements to sidewalk fronting new Buchanan High School (opened 2015)





3 KEY ISSUES & OPPORTUNITIES

3 KEY ISSUES & OPPORTUNITIES

OVERVIEW OF PLANNED COMMUNITY INVESTMENTS

Infrastructure investments play a pivotal role in the development and well-being of the Norcross Town Center. Several key aspects underscore the importance of such investments including economic growth, mobility and connectivity, sustainability, public safety, and attracting investment, and overall quality of life.

- **Economic Growth** – Infrastructure investments contribute significantly to economic development by fostering a conducive environment for businesses. Well-planned transportation networks, utilities, and communication systems attract businesses, stimulate commerce, and generate employment opportunities, ultimately fostering economic growth in Norcross. The real estate market is ripe for a greater intensity of multi-family products, as well as diversified retail, which will be greatly complemented by planned infrastructure improvements.
- **Mobility and Connectivity** – Infrastructure investments, such as well-designed roads, trails, and crossings facilitate seamless connectivity within the city. This interconnectedness ensures that Norcross residents can easily access essential services, schools, and job opportunities, fostering a sense of community and inclusivity.
- **Sustainability** – The City's sustainability initiatives are an important consideration for the Town Center's growth. Investments in green infrastructure, energy-efficient systems, and sustainable practices contribute to Norcross's contributions to a more sustainable and resilient future for Metro Atlanta. Infrastructure investments will be crucial for long-term planning, as they provide a framework for sustainable growth, allowing Norcross to accommodate an expanding population, technological advancements, and changing urban dynamics. The City will continue to make strides toward a sustainable future as it is a designated Green Community by the Atlanta Regional Commission.



- **Public Safety** – Investments in transportation safety measures, such as well-maintained roads, efficient traffic management, and pedestrian-friendly infrastructure, ensure enhanced mobility and connectivity within Norcross. Continued efforts for public safety will complement the City’s ongoing effort to create a new Public Safety facility within the study area on the corner of Stevens Road and Buford Highway.
- **Attracting Investment** – Modern and well-maintained infrastructure makes Norcross an attractive location for potential investors. Businesses are more likely to invest in areas with reliable utilities, efficient transportation, and overall infrastructure, leading to increased economic opportunities for the City. Whether development is achieved through public-private partnerships or by private investors, addressing capacity will encourage quality products that Norcross residents can be proud of.
- **Quality of Life** – Adequate infrastructure enhances the overall quality of life for Norcross residents. Well-maintained parks, recreational facilities, and public spaces contribute to a vibrant community, promoting physical and mental well-being. Reliable utilities and efficient transportation systems also contribute to a higher standard of living.

By strategically investing in infrastructure, Norcross can build a foundation for a thriving and sustainable future for its Town Center. Therefore, this LCI Update places special focus on the implementation of transportation infrastructure improvements with the intent of having a ripple affect of positive outcomes for residents and visitors alike.

MARKET ANALYSIS SUMMARY AND LAND USE

Housing

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

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

Based on the interview feedback, some of the benefits of living in Norcross include the following:

1. A walkable, live-work-play environment;
2. Historic character with historic homes
3. The lack of chain retailers and restaurants
4. The revitalization and rebranding of downtown
5. Access to public amenities like Trasher Park, the library, and arts center.

While housing in the study area is predominately low-density single-family residences, there are pockets of higher density multi-family housing that can provide a more affordable, newer product to those who wish to make Norcross their home.

At a glance, the area is split evenly among owner occupied units and renter occupies units.



3,125

Owner Occupied
Housing Units



3,184

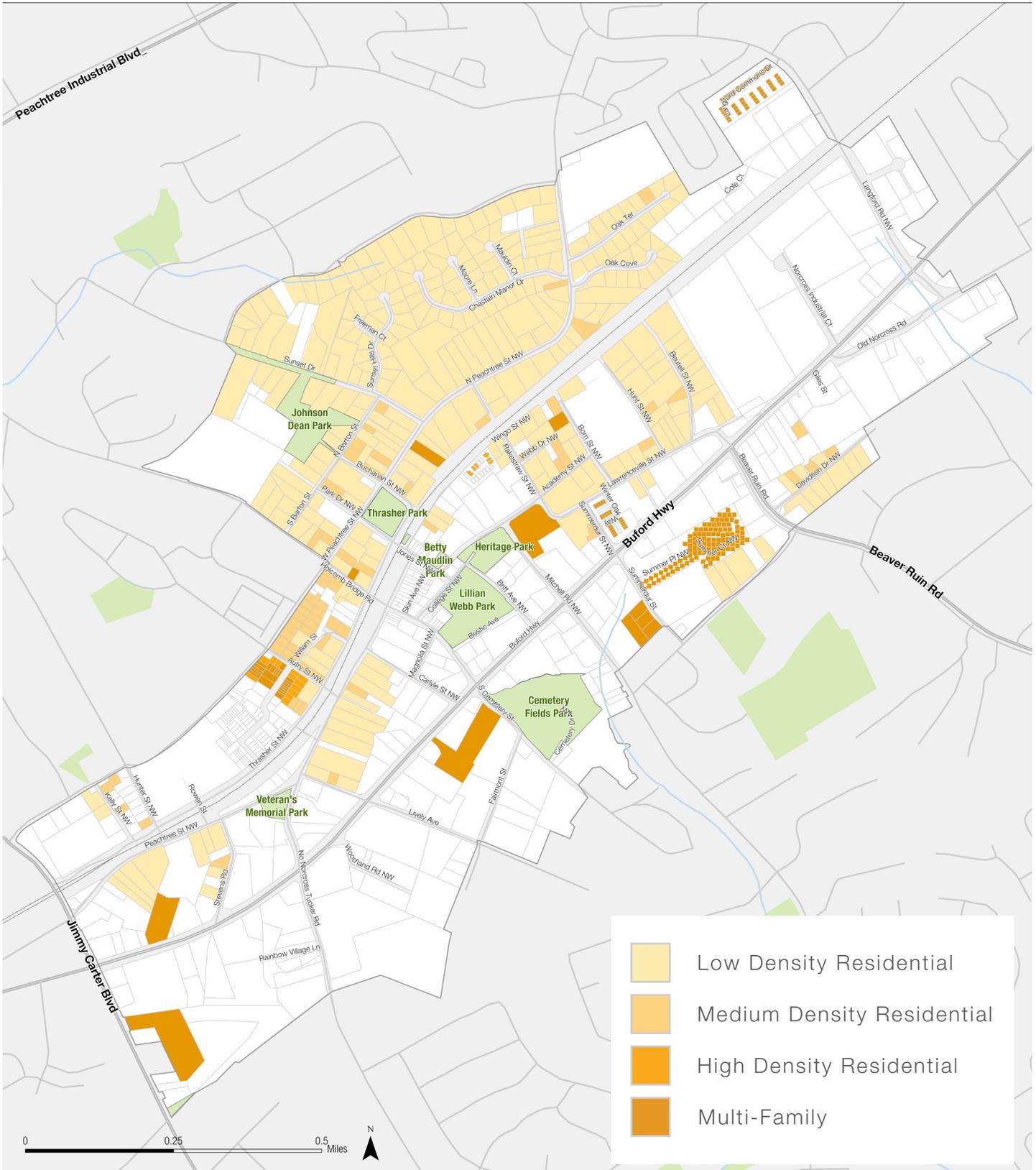
Renter Occupied
Housing Units



322

Vacant
Housing Units

Figure 3.1. Housing Density Map



New Housing Since 2018

In the last 6 years, there has been a large number of multi-family and attached single family homes constructed in the

Norcross Town Center.

- **Broadstone Junction** – This development includes a total of 354 units, including 200 modern flat-style apartments, 90 industrial-style loft units, and 64 townhomes.
- **The Brunswick** – A new development with 193 apartment units, including 9 live-work units.
- **The Grove** – A 14-unit single family home community is in progress on North Peachtree.
- **Seven Norcross** – An in-progress development of over 100 units including single family detached and townhomes.

Future Projects

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

- **Prose at Giles Street** - 280 apartment units
- **Summerour Townhomes** - 14 townhomes
- **The Sage** - 70 apartments units, senior/veteran affordable housing (apartments)
- **Mitchell Road at Reeves Street** - 180 affordable apartments units (partnership with Norcross Housing Authority)

Figure 3.2. New Housing Developments Map



Residential Real Estate Market Snapshot

A thorough understanding of the real estate market is essential for developing an LCI that is both feasible and responsive to the needs of the community, while also fostering economic growth and viable physical growth. Real estate markets are subject to trends and fluctuations influenced by factors such as demographics, economic conditions, and consumer preferences. Understanding these trends allows the City to anticipate future demand for space in the Norcross Town Center.

Home Values

So, what are the trends and opportunities in the residential real estate sector? The data in Figure 3.3 summarizes the median sale prices of all home types (single-family homes, townhouses, and condos) over the last 4 years in Atlanta, Lawrenceville, Norcross, Peachtree Corners, and Snellville.

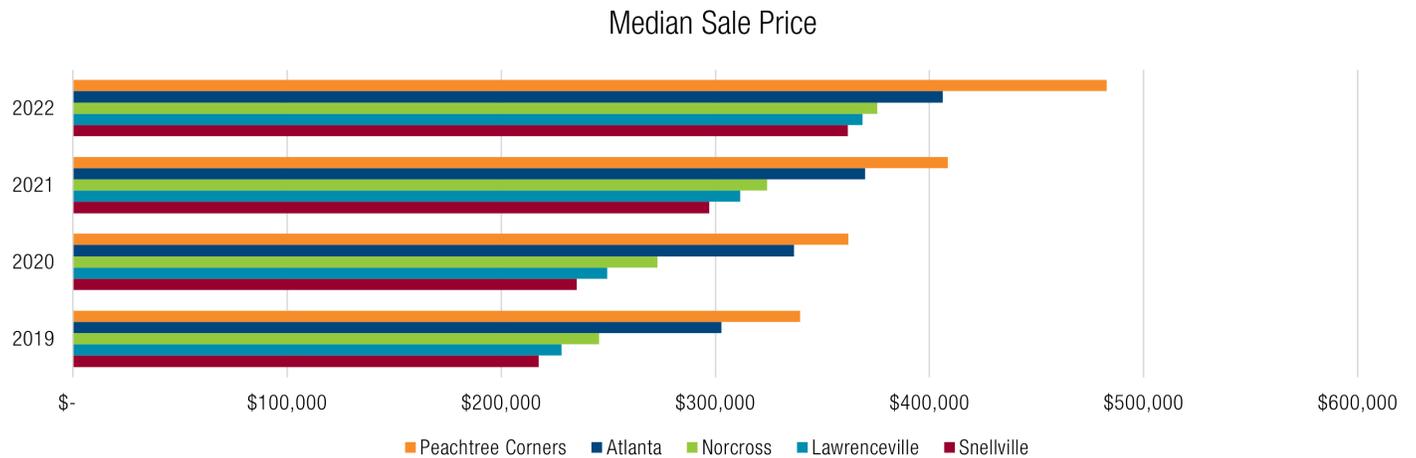
For the past 4 years, home prices have been continually rising and Norcross home values have consistently been more affordable than homes in Atlanta and Peachtree Corners. Historic homes have the potential to command higher home values due to their unique features, heritage, location, scarcity, and potential for preservation and investment, so this aspect likely contributes to even higher home values within the Town Center.

Median Days on Market

Figure 3.4 summarizes the average number of days sale prices of different types of housing units (single-family homes, townhouses, and condos) are on the market over the last 4 years in Atlanta, Lawrenceville, Norcross, Peachtree Corners, and Snellville.

The lower number of days on the market signal a higher demand for the housing inventory. On average, over the past 4 years Norcross homes are on the market for 24 days.

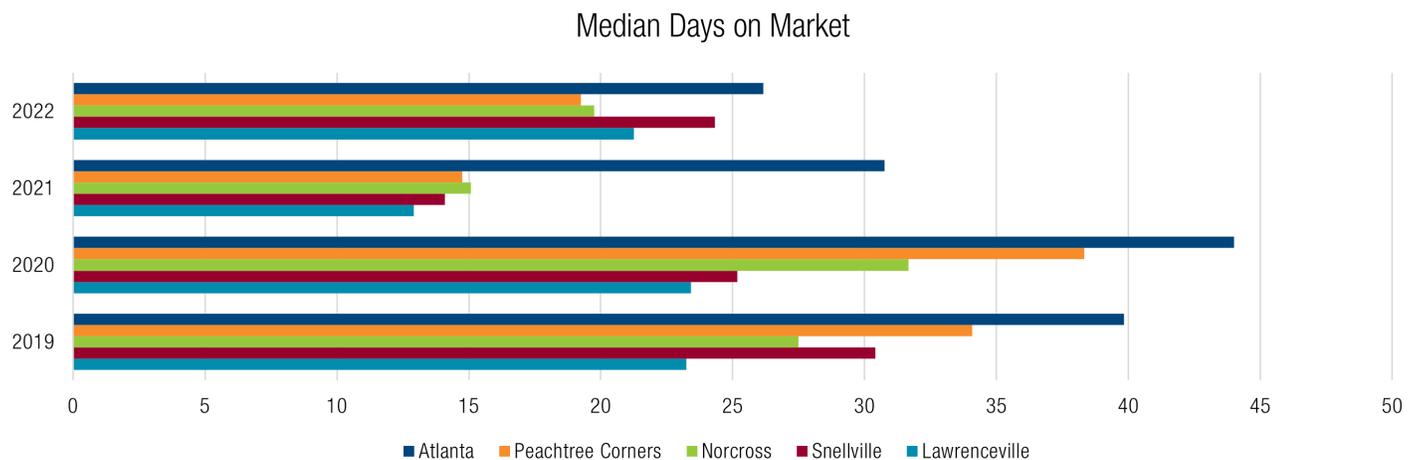
Figure 3.3. Median Sale Price



Median Sale Price	January 2019	January 2020	January 2021	January 2022
Peachtree Corners	\$339,454	\$361,977	\$408,542	\$482,878
Atlanta	\$302,825	\$336,664	\$369,883	\$406,193
Norcross	\$245,746	\$273,017	\$324,169	\$375,592
Lawrenceville	\$228,146	\$249,146	\$311,521	\$368,649
Snellville	\$217,419	\$235,302	\$297,113	\$361,742

Source: Redfin

Figure 3.4. Median Days On Market



Median Days on Market	January 2019	January 2020	January 2021	January 2022
Atlanta	40	44	31	26
Peachtree Corners	34	38	15	19
Norcross	28	32	15	20
Snellville	30	25	14	24
Lawrenceville	23	23	13	21

Source: Redfin

Residential Building Permits

The statistics in Figure 3.5 from the U.S. Department of Housing and Urban Development display the building permits for the single-family and multi-family housing units over the past 4 years. Over the past 2 years in Gwinnett County and Georgia there has been an increase of over 50% for multi-family structure permits.

Residential Real Estate Insights

The project team engaged multiple stakeholders involved in residential, commercial, and industrial real estate. Their insights paired with the findings of the market study observed a higher demand for rental properties than sale properties. As mortgage rates rise, homeownership has become out of reach for many resulting in fast-growing demand for multi-family structures. There is currently opportunity in the Norcross submarket for additional multi-family units following the trends of the county, metro-Atlanta region, and the state. This type of development may be well complemented by an increase in mixed-use shopping centers and by cultivating a live-work-play environment, especially along Beaver Run Road and Buford Highway.

There is a lack of rental housing units and properties compared to for-sale properties and a concurrent gap in the density of the Town Center today. Given the real estate takeaways, the City may fare well with a 12 to 24-unit per acre density, similar to neighboring communities of Suwanee, Duluth, and Alpharetta. Growing retail and restaurants will continue to rely on density, and a lack of growth may cause significant turnover in the area.

Figure 3.5. Building Permits

Norcross	2019	2020	2021	2022
Units in Single Family Structures	51	78	48	21
Units in All Multi-Family Structures	483	0	0	160
Gwinnett County				
Units in Single Family Structures	3,412	4,204	4,266	3,860
Units in All Multi-Family Structures	792	347	469	1,625
Georgia				
Units in Single Family Structures	42,933	47,975	53,414	47,100
Units in All Multi-Family Structures	10,884	7,845	13,804	30,200

Source: U.S. Department of Housing and Urban Development



The Brunswick on Buford Highway



The Junction

Commercial Real Estate Market Snapshot

The statistics in Figure 3.6 from JLL Real Estate provide insight into the industrial and office real estate markets in the Atlanta Metro area. Norcross falls under the Northeast portion of the Metropolitan Statistical Area (MSA). Overall, there is a positive trend and demand for industrial space and negative trend and demand for office spaces. Continued remote work trends, cost optimization for companies, and the lack of in-demand office products contribute to the low demand for offices in the Norcross submarket. Most industrial uses in the study area are light industrial warehouses and facilities which are mostly occupied.

Figure 3.6. Industrial & Office Markets

Industrial Market

	Inventory(s.f)	Vacancy	YTD Absorption	Under Construction (s.f)
Atlanta	657,383,442	3.6%	3,238,014	38,856,844
Northeast Industrial	186,055,532	4.5%	923,112	12,523,467



Positive Trend

Office Market

	Inventory(s.f)	Vacancy	YTD Absorption	Under Construction (s.f)
Central Business District - Atlanta	65,745,228	22.3%	-173,649	2,075,055
Northeast	15,702,456	16.7%	-223,344	0



Negative Trend

Source: Jones Lang LaSalle

Figure 3.7 from Cushman & Wakefield provides insight into the industrial and office real estate markets in the Atlanta-Metro area. Norcross falls under the Gwinnett portion of the MTA. Overall, there is a positive trend and demand for multi-family and retail spaces.

Figure 3.7. Multi-Family & Retail Markets

Multi-Family Market 

	Inventory(units)	Occupancy Rate	YTD Absorption (units)	Units Under Construction
Metro Atlanta	463,375	92%	863	36,211
I-85 North/Gwinnett County	59,793	94%	511	6,499



Retail Market 

	Inventory(s.f)	Vacancy	YTD Absorption	Under Construction (s.f)
Metro Atlanta	182,102,924	3.5%	2,799,782	473,945
Gwinnett	37,779,935	3.2%	745,694	148,780



Source: Cushman & Wakefield

Commercial Real Estate Insights

A combination of residential, commercial, and industrial real estate stakeholders and market research shows that similar communities are utilizing shuttles to increase the mobility of people parking outside of the Downtown core, and that this often helps to increase foot traffic for local business and retailers. Other communities are also repurposing older office with excess parking into mixed use and multi-family centers, placing special focus on under-utilized sites and buildings with vacancy rates between 30-40%.

Given current market conditions, the city may benefit from diversifying the downtown core with additional retail and parking as well as increasing the number of entertainment centers and programmed events that leverage the local art scene and the diverse cultures within Norcross.

TRANSPORTATION: ENHANCING ACCESS TO DIVERSE TRAVEL MODES

Transportation is a vital element shaping the City of Norcross, influencing how people move within its boundaries. This section of the Livable Centers Initiative (LCI) report delves into Norcross’s transportation landscape, aiming to not only assess the current state of mobility but also envision a future where access, safety, and sustainability converge. Norcross is committed to undertaking additional enhancements, considering innovative solutions, and embracing emerging technologies to create a more accessible, efficient, and forward-thinking transportation system.

Much has been accomplished since the previous LCI study was presented in 2012. The figures below highlight 6 pedestrian improvements within the LCI area over the past decade. These include the addition of nearly 1 mile (approx. 5,000 feet) of new sidewalks along roadways such as Wingo Street, Born Street, Lawrenceville Street,

Buford Highway, and Britt Avenue. Data indicates a notable reduction in vehicle crashes following the completion of the Buford median project in 2017. Furthermore, several completed projects enhanced safety around downtown railroad crossings, including raising the road profile on Holcomb Bridge Road to reduce incidents of vehicles getting stuck and funding plans for sidewalks at railroad crossings.

There is yet more to do as Norcross prepares to further improve the accessibility on its streets. The past 5-years (2017-2021) has seen 17 pedestrian crashes within the LCI boundary. Ten of these pedestrian crashes occurred along Buford Highway, all of which resulted in injury or fatality. In this update Norcross aims to further expand its sidewalk connectivity, enhance its most traveled pathways, and add additional safety to its intersections and crossings.

Figure 3.8. Wingo Street Sidewalk Project (2013 vs 2023)



Google Maps, 2013



Google Maps, 2023

Figure 3.9. Born Street Sidewalk Project (2013 vs 2023)



Source: Google Maps, 2013



Source: Google Maps, 2023

Figure 3.10. Buford Highway Sidewalk (2013 vs 2023)



Source: Google Maps, 2013



Source: Google Maps, 2023

Figure 3.11. Price Place Sidewalk (2013 vs 2023)



Source: Google Maps, 2013



Source: Google Maps, 2023

Figure 3.12. Southeast View Of Holcomb Bridge Road Raised At Railroad Crossing (2012 Vs 2023)



Source: Google Maps, 2012



Source: Google Maps, 2023

Figure 3.13. Jones Street Streetscape Project (2012 Vs 2023)

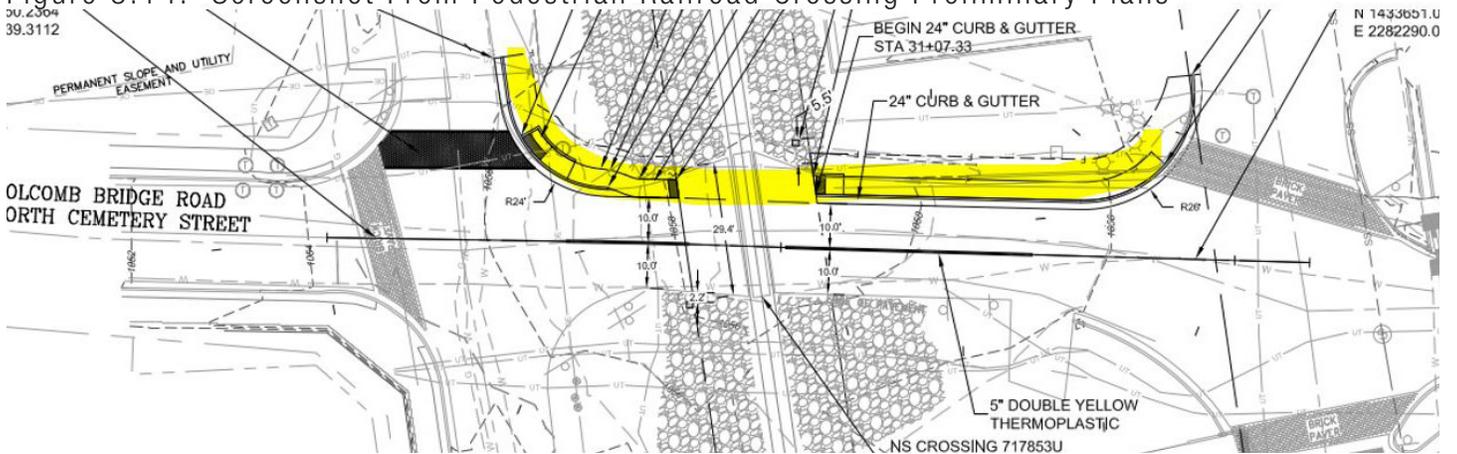


Source: Google Maps, 2012



Source: Google Maps, 2023

Figure 3.14. Screenshot From Pedestrian Railroad Crossing Preliminary Plans



Preliminary Construction Plans prepared by Keck+Wood for Norcross Project #220312

Figure 3.15. Screenshots From News Stories About Truck-Train Crash



Train crashes into tractor-trailer downtown Norcross

From Staff Reports Jan 19, 2018



Figure 3.16. Train Crash In Downtown Norcross (April 2023)



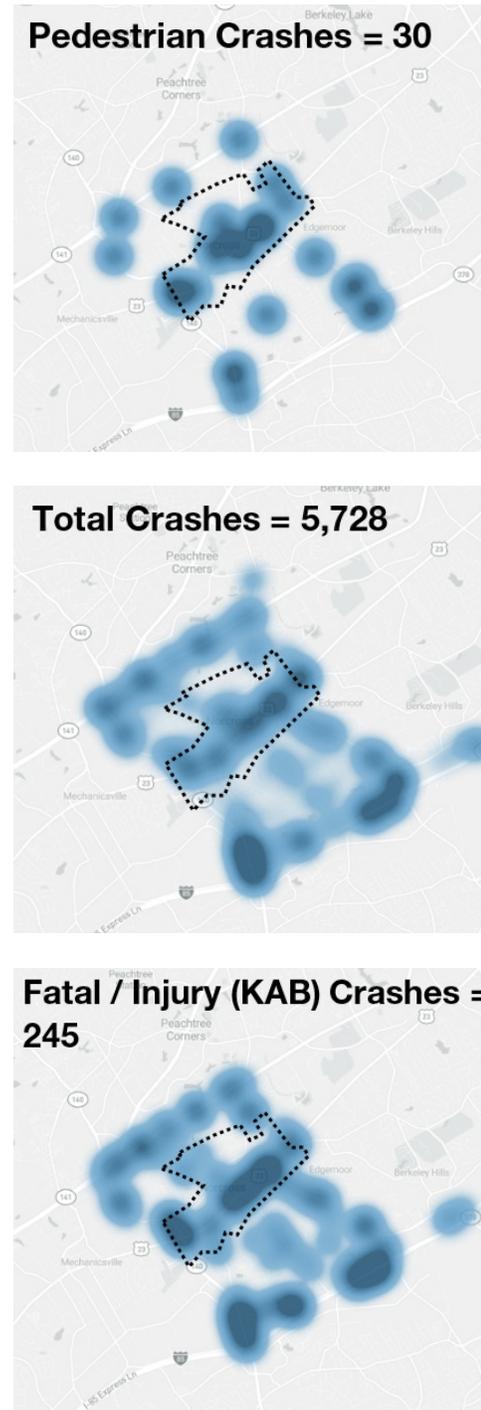
Needs Assessment

Historic Crash Data

Figure 3.7 (right) displays a heatmap of citywide crash frequency along with the LCI boundary. As expected, high-volume roadways witness more crashes than low-volume ones, given the increased exposure. Notably, LCI intersections along Buford Highway exhibit a disproportionately higher percentage of fatal and injury crashes. The LCI boundary itself accounts for a significant proportion of the citywide pedestrian crashes, with 17 out of the reported 30.

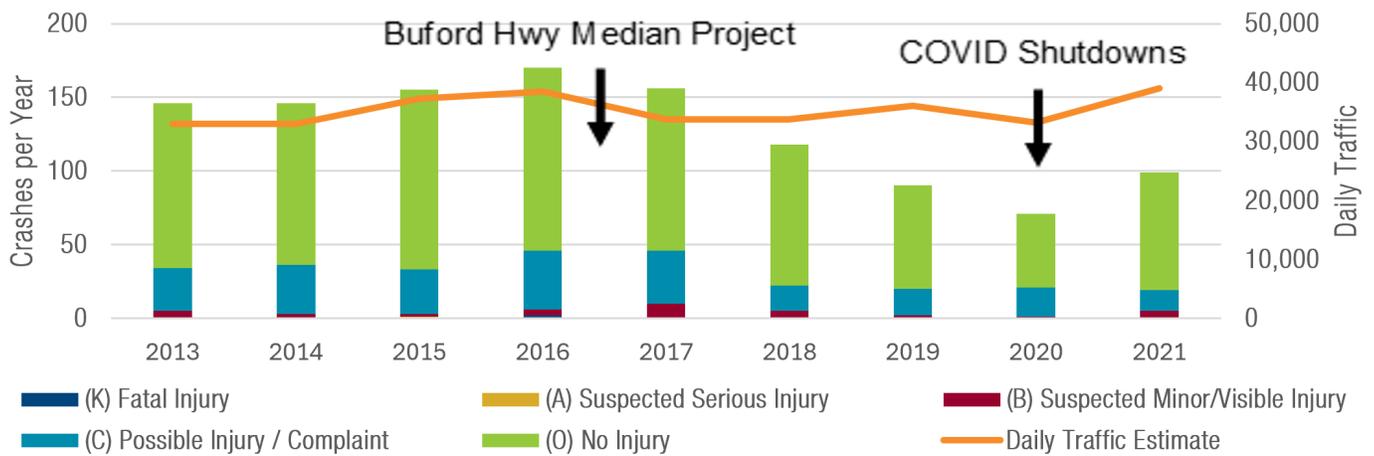
It is important to highlight a substantial reduction in vehicle crashes on Buford Highway within Norcross after the completion of the median project in 2017. Despite increased traffic volumes post-COVID, the total number of crashes remains below 75% of the pre-2017 frequency. A closer examination of the data reveals that most of these reductions originate from an approximate 50% decrease in rear-end and angle crashes.

Figure 3.17. Citywide Crash Heatmap With LCI Boundary



Source: GDOT Numetric Platform

Figure 3.18. Buford Highway Yearly Crash Frequency Vs Daily Traffic Volume

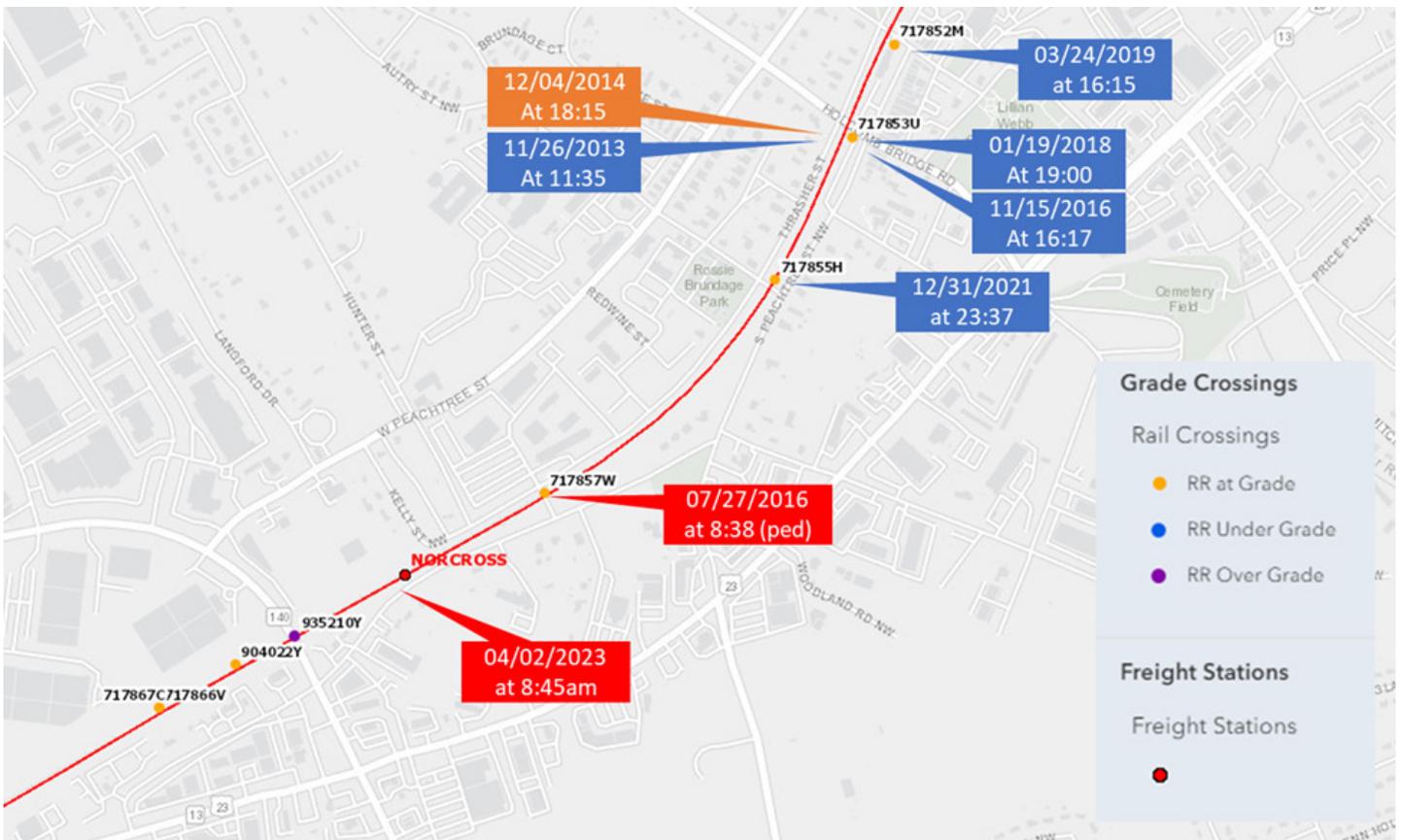


Crashes Per Year	2013	2014	2015	2016	2017	2018	2019	2020	2021
(K) Fatal Injury	0	0	0	2	0	0	0	0	0
(A) Suspected Serious Injury	0	0	1	0	0	0	0	0	0
(B) Suspected Minor/Visible Injury	5	3	2	4	10	5	2	1	5
(C) Possible Injury/Complaint	29	33	30	40	36	17	18	20	14
(O) No Injury	112	110	122	124	110	96	70	50	80
Daily Traffic Estimate	33,000	33,000	37,300	38,500	33,800	33,700	36,000	33,200	39,000
Grand Total	146	146	155	170	156	118	90	71	99

Source: GDOT Numeric Platform

The Norfolk Southern rail line, traversing the heart of the LCI, has experienced seven documented collisions over the past decade. Tragically, one of these incidents resulted in a pedestrian fatality. According to the Federal Railroad Administration, an estimated 17 trains traverse this corridor daily, comprising 9 daytime and 8 nighttime trains.

Figure 3.19. Railroad Crash Data



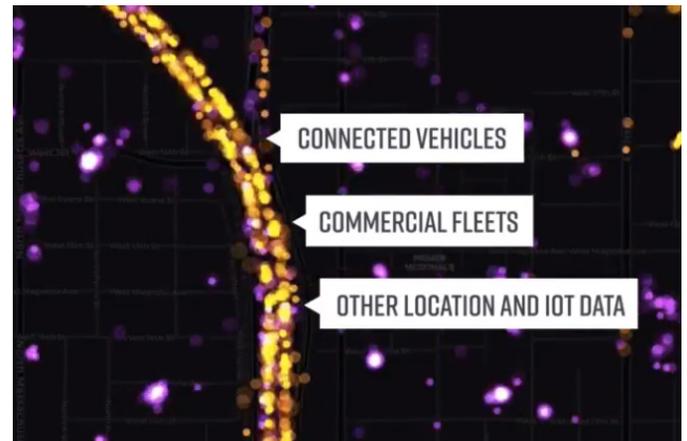
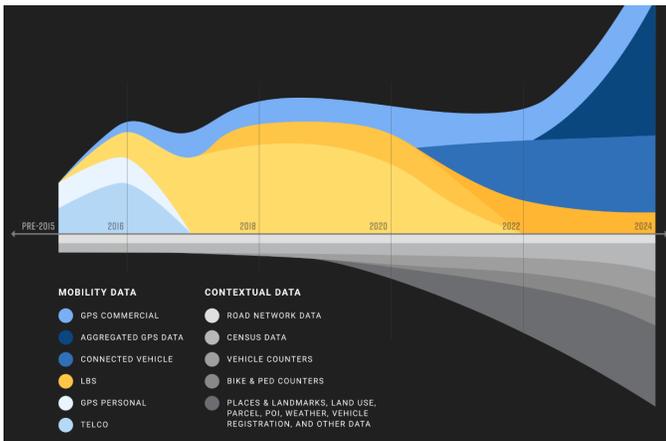
Source: FRA Crossing Inventory and Crash Reporting

Pedestrian Activity

To analyze pedestrian activity in the LCI study area, the project team utilized StreetLight, a proprietary technology that enables the extraction of valuable insights across various modes of travel, including vehicular, transit, bicycling, and pedestrian movement. StreetLight's innovative data processing engine, Route Science®, serves as a transformative tool, converting trillions of mobility data points into standardized transportation metrics. Through StreetLight InSight®, an interactive platform accessible 24/7, users can leverage these insights to make informed decisions in real-time. By integrating data from hundreds of sources, StreetLight effectively distills vast amounts of transportation data into actionable intelligence.

Utilizing the StreetLight Insight platform, we conducted an analysis to identify areas of peak pedestrian activity within the LCI boundary. Our findings reveal distinct patterns in pedestrian movement during both weekdays and weekends, shedding light on key locations and corridors experiencing heightened foot traffic.

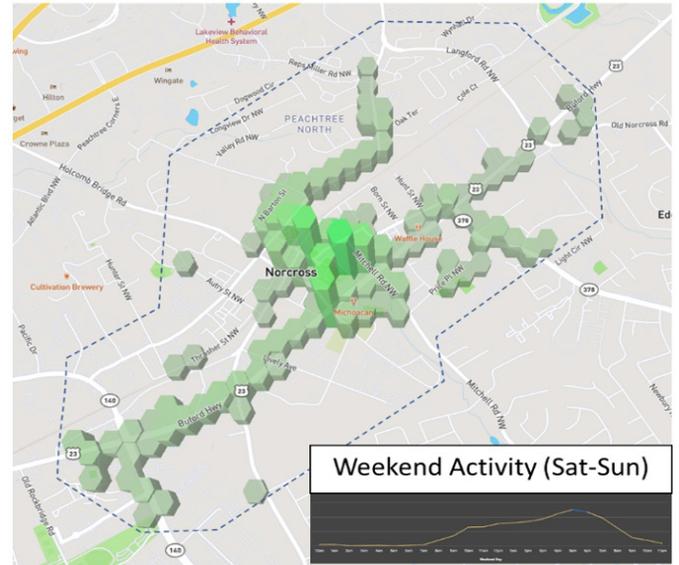
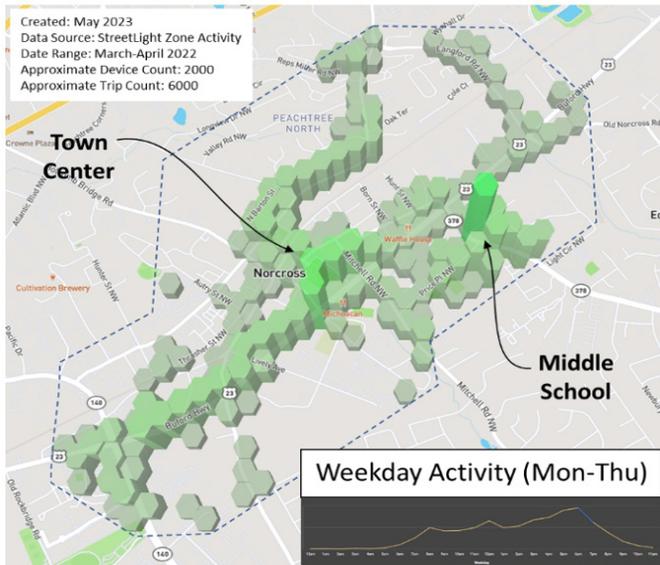
Figure 3.20. StreetLight Data Graphics



Weekday and Weekend Patterns

Pedestrian activity reaches its highpoint between 4:00 PM and 7:00 PM on both weekdays and weekends, indicative of peak commuting hours and leisurely outings. Notably, weekend pedestrian activity exhibits a concentrated presence around the downtown area, particularly in streets proximate to Lilian Webb Park. Conversely, on weekdays, elevated pedestrian volumes are observed around Summerour Middle School, with notable foot traffic along Buford Highway and surrounding streets.

Figure 3.21. Areas Of Higher Pedestrian Activity



Source: StreetLight Platform

Identified Corridors

Several corridors emerge as focal points of pedestrian activity within the LCI boundary. These corridors include Buford Highway, North Peachtree Street, and Langford Road. The repeated mention of Buford Highway underscores its significance as a major thoroughfare for pedestrian movement within the area.

KEY INSIGHTS

Our analysis yields several critical insights into pedestrian activity within the studied area:

- 1. Confirmation of Pedestrian Activity Along Buford Highway:** The findings confirm the substantial pedestrian activity known to occur along Buford Highway, reaffirming its status as a prominent pedestrian thoroughfare.
- 2. Identification of Major Approach Routes:** The analysis highlights significant approach routes, such as North Peachtree Street, Mitchell Street, and Beaver Run Road, serving as crucial arteries facilitating pedestrian movement.
- 3. Emphasis on Key Activity Centers:** Key areas such as the town activity center, Lilian Webb and Thrasher Parks, and educational institutions like Summerour Middle School and Baldwin Elementary School emerge as focal points of pedestrian activity, underscoring their importance within the community.

Buford Highway Pedestrian Safety Assessment

To identify potential safety issues for pedestrians at Buford Highway intersections, pedestrian design flags, based on the quantitative analysis method from NCHRP Research Report 948, were utilized. This method employs quantitative performance measures to pinpoint safety, accessibility, operational, or comfort issues for pedestrians and bicyclists. A design flag does not necessarily denote a fatal flaw but rather highlights a design issue for consideration in the iterative development of future alternatives.

For each crosswalk, 13 total yellow/red flags are assessed, influenced by factors such as turning volumes, speeds, wait times, crossing distances, driveway conflicts, and more. The assessment includes two types of design flags:

-  Red Flags, for design elements directly related to a safety concern for pedestrians or bicyclists, and
-  Yellow Flags, for design elements negatively affecting user comfort (i.e., increasing user stress) or the quality of the walking or cycling experience.

The assessment results, summarized in Figures 3.22 and 3.23, reveal that all intersections along Buford Highway face similar challenges, including long multilane crossings, elevated pedestrian wait times, and curb cuts within the functional area of the intersection. Notably, intersections with higher volume or speed turning conflicts have experienced more pedestrian crashes.

Figure 3.22. Chart Of Buford Highway Pedestrian Design Flag Assessment Results

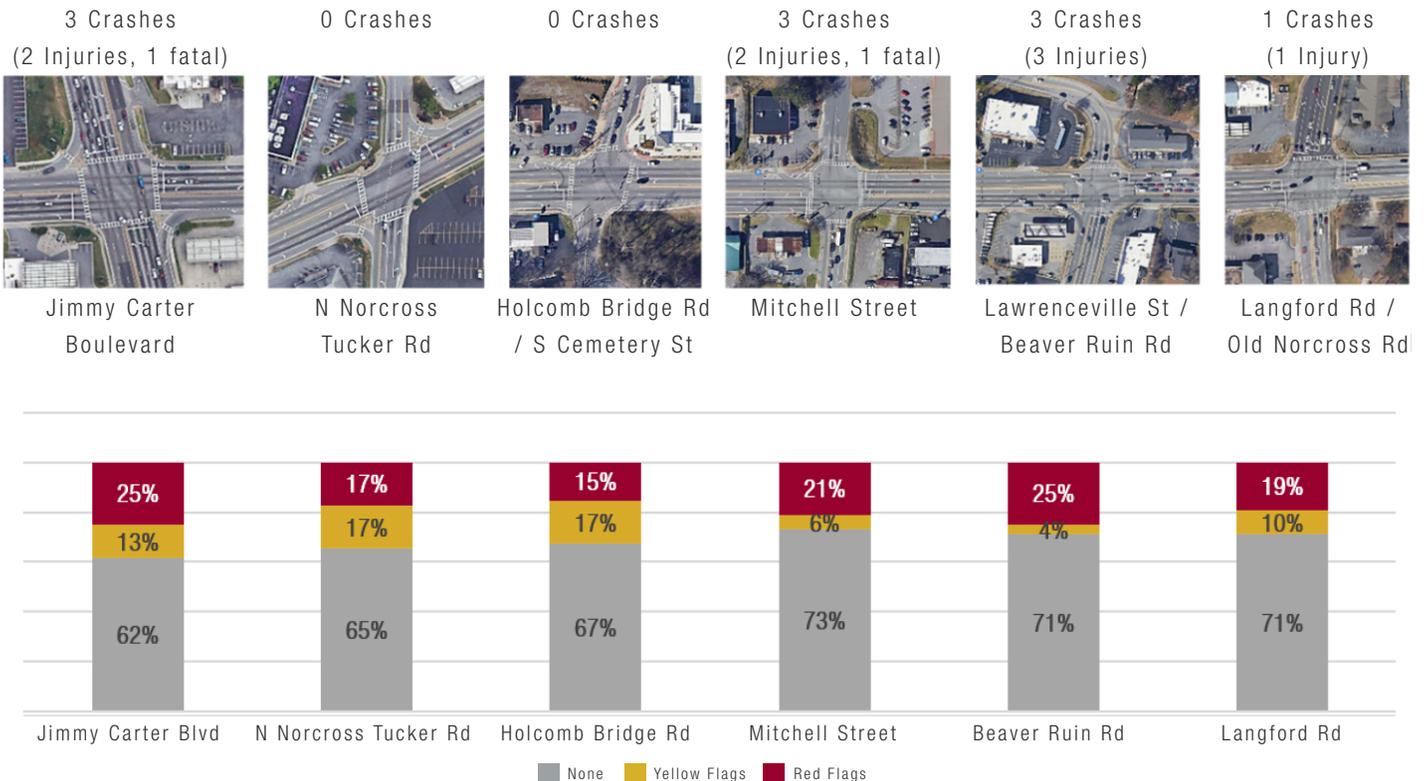


Figure 3.23. Summary Of Pedestrian Design Flag Assessment

Pedestrian Design Flag Summary (NCHRP Research Report 948)		Jimmy Carter Blvd		Norcross Tucker Road		Holcomb Bridge Road		Mitchell Street		Beaver Ruin Road		Langford Road	
Total		20		18		17		14		15		15	
Severity (# of Red or Yellow Flags)		13	7	9	9	8	9	11	3	13	2	10	5
		▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶
1) Permissive motor vehicles right-turns across pedestrian paths		4	-	2	2	3	1	3	1	4	-	4	-
2) Pedestrian facilities of narrow width		-	-	-	-	-	-	-	-	-	-	-	-
3) Motor vehicle movements arriving from an unexpected direction		-	-	-	-	-	-	-	-	-	-	-	-
4) Yield or uncontrolled pedestrian crossings		2	-	-	2	-	-	-	-	1	-	-	-
5) Paths resulting in out-of-direction travel		-	-	-	-	-	-	-	-	-	-	-	-
6) Movements that are unexpected given local context		-	-	-	-	-	-	-	-	-	-	-	-
7) Crossing distances of significant length across multiple lanes		4	-	3	1	2	2	4	-	4	-	4	-
8) Excessive stopped delay at signalized crossings		2	2	2	-	-	2	2	-	2	1	2	1
9) Unmarked paths through intersections		-	-	-	-	-	-	-	-	-	-	-	-
10) Permissive and protected left-turns across pedestrian and bicycle paths		1	1	1	1	2	2	2	2	-	-	-	-
11) Driveways or streets within intersection area of influence		-	4	1	3	1	2	-	-	2	1	-	4
12) Providing adequate sight distance to conflict points		-	-	-	-	-	-	-	-	-	-	-	-
13) Vertical curves adjacent to intersections		-	-	-	-	-	-	-	-	-	-	-	-

Analysis of Buford Highway using qualitative analysis method from NCHRP Research Report 948.

Vehicular Traffic Patterns

Buford Highway serves as a vital thoroughfare, accommodating a diverse array of demands stretching from west of Jimmy Carter Blvd to east of Old Norcross Road. A comprehensive analysis was conducted on traffic volumes along Buford Highway and its intersecting streets to provide insights into traffic flow dynamics and congestion patterns within the area.

Traffic Volume Overview

Figure 3.24 presents average daily traffic estimates along Buford Highway and select cross streets, derived from StreetLight estimated 2021 Average Annual Daily Traffic (AADT) data. The table delineates varying traffic volumes, showcasing the significant throughput along key intersections.

Figure 3.24. Average Daily Traffic Estimates Along Buford Highway



ROADWAY	VEHICLES PER DAY
<i>Jimmy Carter Boulevard</i>	<i>31,500 - 36,000</i>
<i>Beaver Run Road</i>	<i>23,000</i>
<i>Buford Highway</i>	<i>14,100 - 27,100</i>
<i>Langford Road</i>	<i>15,400</i>
<i>Old Norcross Road</i>	<i>7,900</i>
<i>Holcomb Bridge Road</i>	<i>6,800 - 9,000</i>
<i>South Cemetery Street</i>	<i>5,600</i>
<i>Mitchell Road</i>	<i>1,800 - 8,000</i>
<i>North Norcross Tucker Road</i>	<i>1,800 - 5,600</i>
<i>Jones Street Northwest</i>	<i>3,300</i>
<i>Lawrenceville Street West</i>	<i>2,800 - 3,900</i>
<i>Peachtree Street South</i>	<i>1,100 - 2,900</i>
<i>Peachtree Street</i>	<i>1,100 - 2,100</i>

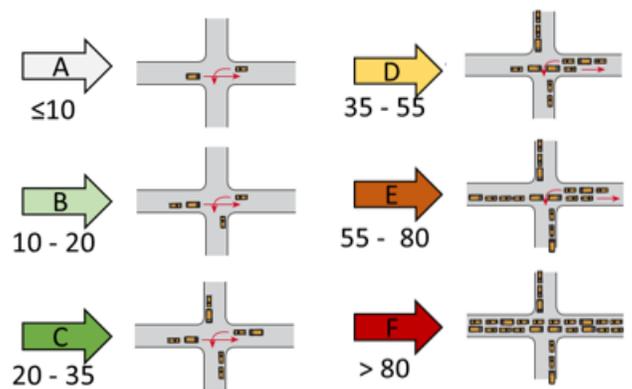
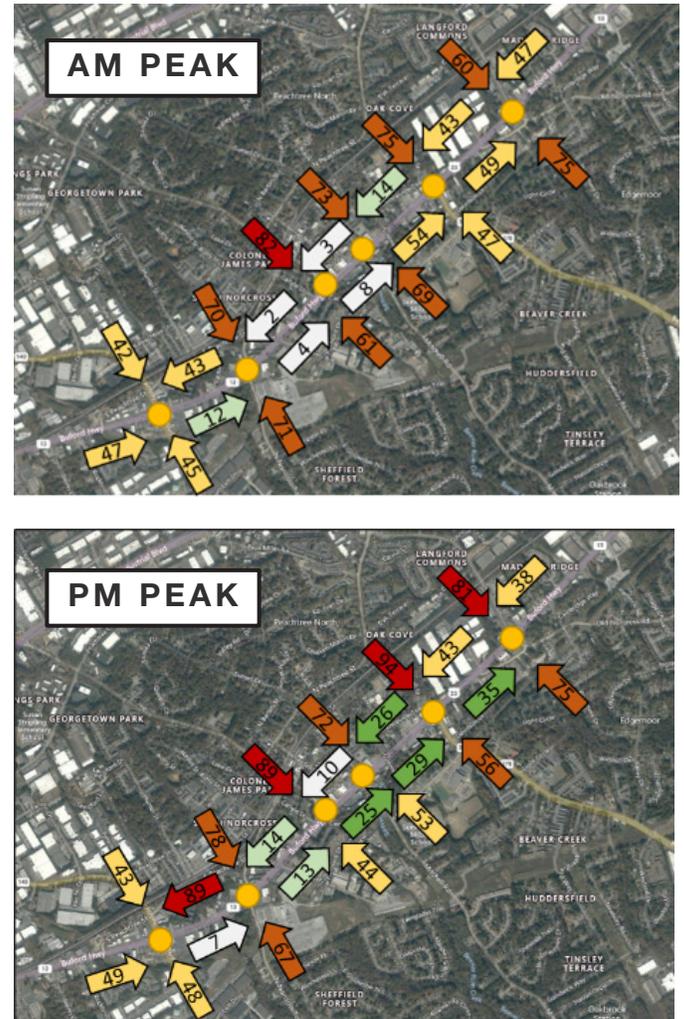
Source: StreetLight Estimated 2021 AADT

Level of Service and Delay Analysis

An assessment of level of service (LOS) and delay at intersections along Buford Highway unveils crucial operational insights:

- The overall LOS for all intersections is deemed satisfactory, with a rating of “D” or better, except for Old Norcross Road, which operates at LOS “E”.
- Notably, the westbound approach on Buford Highway during the PM peak hours experiences severe congestion, rated at LOS “F”, though this approach represents the off-peak direction for that period.
- Langford Road and Holcomb Bridge Road traffic witness significant PM queues, indicative of localized congestion hotspots.

Figure 3.25. Synchro Average Approach Delays (Seconds Per Vehicle)

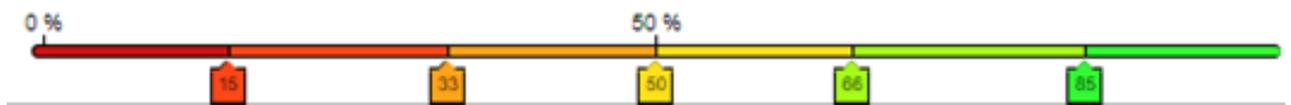


Area Congestion Analysis

RITIS Traffic Congestion data offers a comprehensive view of congestion levels (expressed as percent of typical free-flow speed) within the LCI Boundary and beyond:

- During the evening peak, heightened congestion is observed within the LCI Boundary, particularly along eastbound Buford Highway, southbound Holcomb Bridge Road, southbound Jimmy Carter Blvd, and southbound Old Norcross Road.
- Outside the LCI area, major roadways experiencing congestion include Peachtree Pkwy, Peachtree Ind Blvd, Pleasant Hill Rd, and I-85.
- Buford Highway emerges as a focal point of congestion, notably between Jimmy Carter Boulevard and Beaver Ruin Road.

Figure 3.26. Congestion Maps For Morning And Evening Peaks



Source: RITIS Probe Data

Planned Improvements

The project team examined any existing community plans, transportation studies, and programmed projects to understand how future changes to the LCI area would affect potential project prioritization and implementation strategies.

Jimmy Carter Boulevard at Buford Highway (GDOT PI 0015983)

This project is an operational improvement of the intersection of Jimmy Carter Blvd (SR 140) at Buford Highway (US 23/SR 13). Construction is anticipated to begin in 2024. The improvements consist of:

- Adding an additional through lane on Jimmy Carter Blvd
- Adding an additional left turns from Buford Highway onto Jimmy Carter Blvd
- S Peachtree Street at Jimmy Carter Blvd will be converted into a right-in and right-out intersection

Figure 3.27. Concept Drawing for Jimmy Carter Boulevard at Buford Highway Project



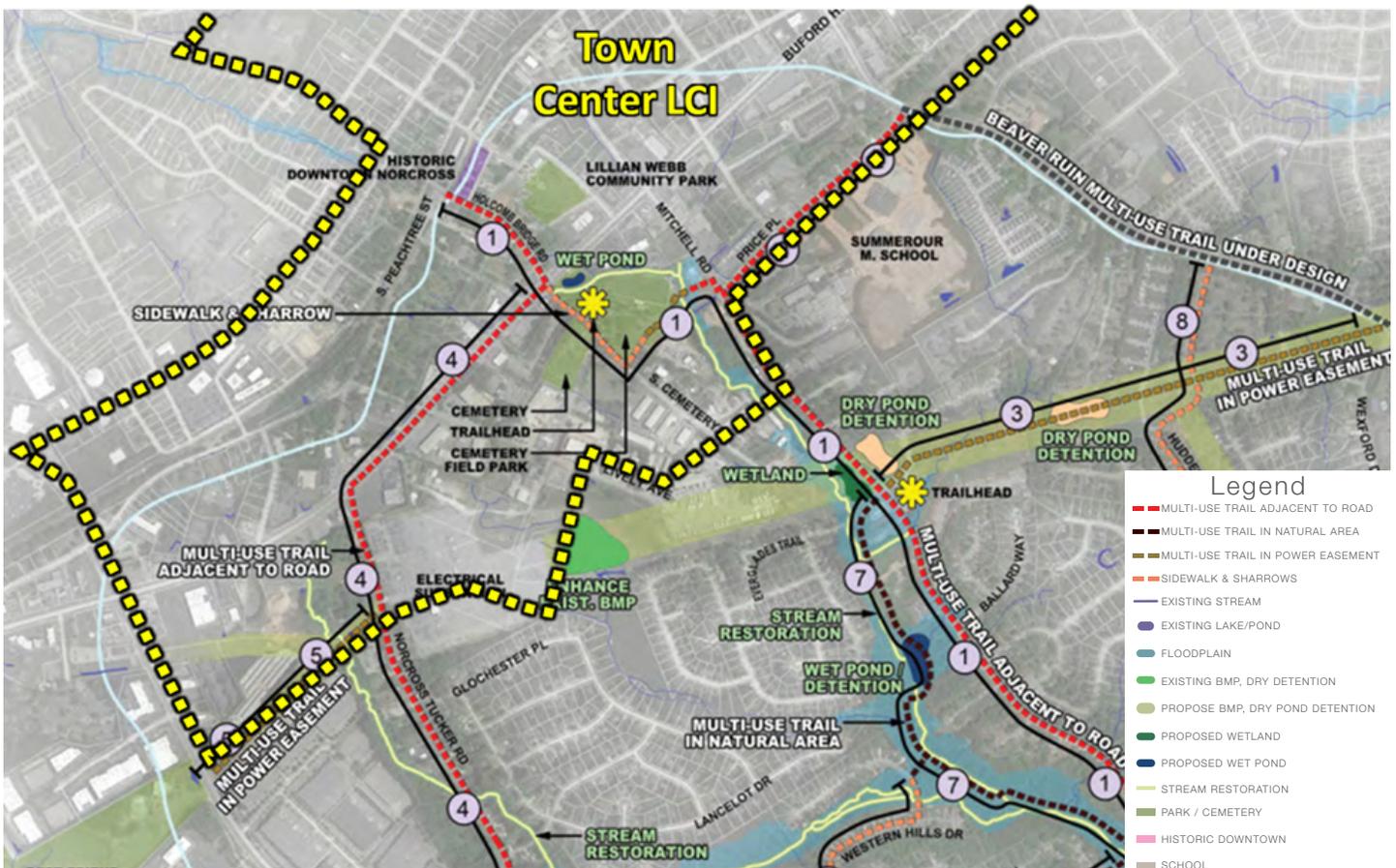
Source: GDOT Concept Report for PI 0015983

Norcross LCI Greenway Plan (2016)

The improvements associated with the Norcross Greenway within the LCI boundary consists of:

- Central spine with a sidepath along Holcomb Bridge / S Cemetery / Mitchell Rd (Segment 1)
- Price Place sidepath connecting Summerour Middle School (Segment 2)
- Sidepath along Buford Hwy and Norcross Tucker Rd (Segment 4)

Figure 3.28. Map Modified From 2016 Norcross Lci Greenway Plan Document

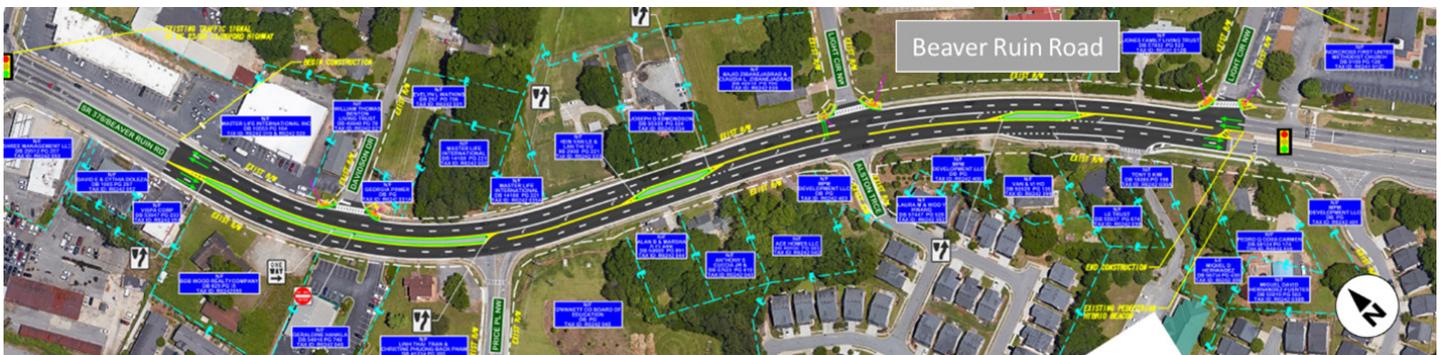


Source: 2016 Norcross Greenway Plan

Beaver Ruin Road Project (GDOT PI 0016107)

The Beaver Ruin Road project, which is under construction, aims to improve pedestrian mobility on the north side of the SR 378/Beaver Ruin Road corridor between Light Circle and US 23/SR 13/Buford Highway. Small raised medians will be installed from Light Circle to Price Place to limit excess crossing movements along the corridor. ADA ramps and crosswalks will be added to side streets.

Figure 3.29. Reduced Concept Drawing For Beaver Ruin Road Project (Gdot Pi 0016107)



Source: GDOT

Buford Highway Master Plan (2021)

The Buford Highway Master Plan (2021) recommends a series of improvements aimed at enhancing the corridor's functionality, safety, and aesthetic appeal. Streetscape beautification initiatives include the implementation of a 10-ft multi-use trail accompanied by a 5-ft landscape strip, fostering a more pedestrian-friendly environment. Other recommendations include:

- Corridor Enhancements
 - Streetscape Beautification
 - 10-ft Multi-Use Trail and 5' Landscape Strip
- Inter-parcel Connectivity
 - Combining access points
 - Added U-turn space at median openings
- Pedestrian and Bike Safety
 - Painted crosswalks on city owned streets
 - Painted brick crossings on state routes
 - Mid-block crossings with PHB/RRFB
 - Pedestrian bridge (with new development)
- Trails
 - 10-ft trail on both sides of Buford Hwy
 - New alleyways
 - Connect Beaver Ruin Trail to Downtown

Figure 3.30. Recommended Trail Section And Rendering Of Buford Highway

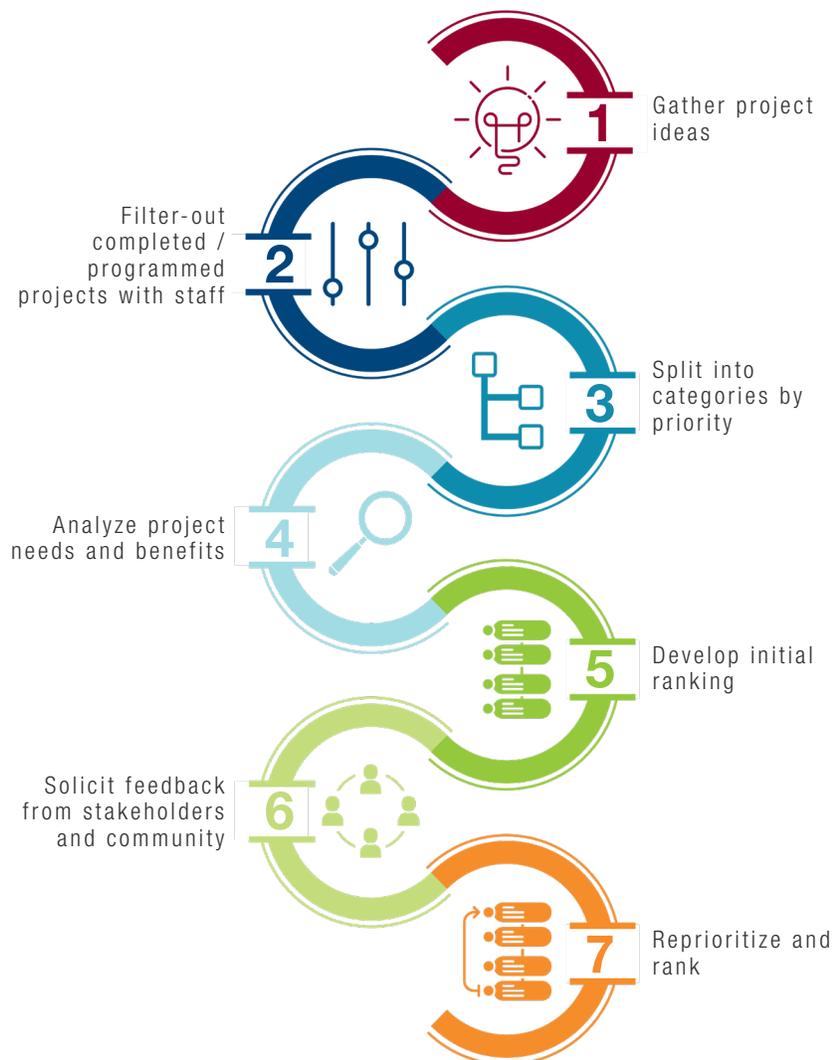


Source: 2021 Buford Highway Master Plan

Transportation Project Selection and Prioritization

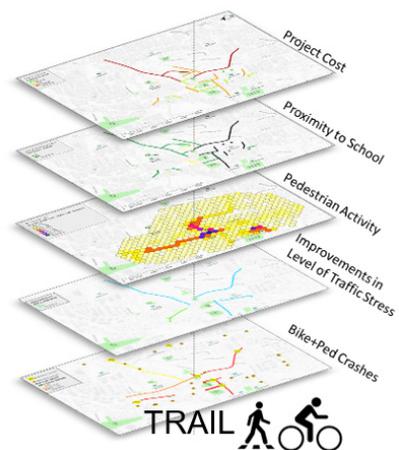
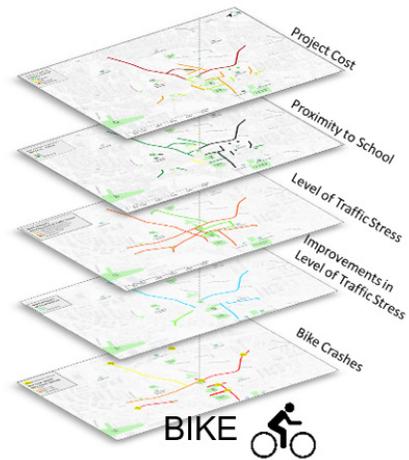
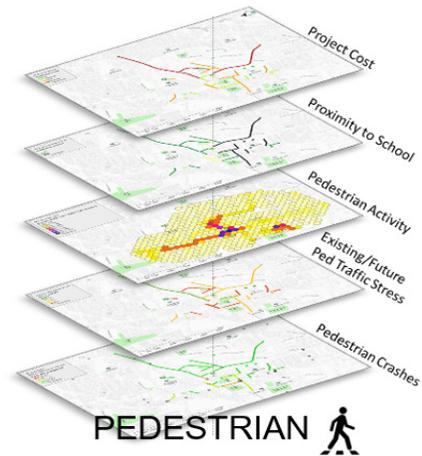
The project team compiled a comprehensive list of projects related to transportation, placemaking, public spaces, economic development, and community revitalization. Several previous studies were reviewed for projects that may provide insights into potential projects that align with the LCI goals. The complete list was reviewed with city staff to remove those that were completed or were no longer applicable. The complete list of projects and their status can be found in Appendix A.

Figure 3.31. Project Selection And Prioritization Process



Prioritizing active transportation projects within a Livable Center Initiative (LCI) area involves considering various factors to ensure the projects align with the initiative's goals and have the greatest potential impact on promoting walking, cycling, and other alternative modes of transportation. An initial scoring was developed to prioritize projects that have the highest potential to efficiently shift mode choice and encourage behavior change by making walking and cycling safer, more attractive, and convenient. Some of the inputs used for this ranking are shown in Figure 3.32. Feedback was solicited from staff, stakeholders, and the community and the project team incorporated these revisions and adjustments into a finalized project list.

Figure 3.32. Data Inputs For Initial Project Scoring



The final prioritized list of project presented in Chapter 4 considers the scalability and sustainability of active transportation projects by prioritizing initiatives that can be implemented incrementally and integrated into future infrastructure improvements. Some priorities address critical issues (e.g. addressing safety concerns or accessibility). Others focus on low-cost, high-impact interventions, such as tactical urbanism, pilot projects, and quick-build approaches, demonstrating the feasibility and benefits of active transportation investments. In general, all projects address one or more of these critical issues:

- **Safety:** By redesigning streetscapes to prioritize pedestrian safety through features like wider sidewalks, dedicated crosswalks, raised intersections, and traffic calming measures, the project can significantly reduce the risk of accidents and injuries.
- **Accessibility:** Improving the accessibility of these areas for pedestrians, including those with disabilities or mobility challenges, can enhance their ability to access goods, services, and amenities without relying on cars. This can contribute to a more inclusive and equitable community environment.
- **Economic Vitality:** A pedestrian-friendly streetscape can also support local businesses by attracting more foot traffic, encouraging people to linger, shop, and dine, and fostering a vibrant street life.

- **Placemaking:** Transforming streetscapes into pedestrian-friendly environments can contribute to placemaking efforts by creating inviting, welcoming public spaces that encourage social interaction and community engagement. This can foster a sense of place and belonging among residents and visitors, strengthen community ties, and promote civic pride in the downtown area.
- **Health:** Encouraging physical activity through walking also has public health benefits, such as reducing the risk of chronic diseases like obesity, diabetes, and heart disease, and improving overall well-being.

Once projects are funded, it can be important to establish mechanisms for monitoring and evaluating the progress of each project and ensure ongoing communication with stakeholders to keep them informed about project implementation and outcomes. These metrics can be used to adjust the project list as needed based on changing priorities, opportunities, and feedback from the community.

EMERGING TECHNOLOGIES

Electric Vehicles and Smart Cities

Emerging technologies will continue to increase mobility, safety, and equitability within the City of Norcross. New transportation technologies, such as electric and autonomous vehicles, promise to reduce environmental impacts, provide improved operations, and provide better asset management that many legacy technologies cannot achieve. The following provides insights on EV Charging Infrastructure and other technology trends the City might consider as they become more prevalent.

Electric Vehicle Charging Infrastructure

In an effort to catalyze a more sustainable and accessible transportation system, the City of Norcross is looking to expand the implementation of additional Electric Vehicle (EV) Charging Stations. EV Charging Stations play a pivotal role in addressing increasing market demand for EVs and alleviating any apprehension around purchasing them by providing a reliable network of charging stations for the developing technology. The availability and ease of access to fast EV chargers is a critical barrier to EV adoption. Federal, State, and local governments around the country are investing and deploying more EV charging infrastructure to support and sustain the EV growth.

EV Charging Station Deployment is further explored in Appendix D of this report.

Other Smart Infrastructure

Smart infrastructure uses Internet of Things (IoT) devices to enable safer, sustainable, and efficient driving. Unlike traditional physical infrastructure, smart infrastructure relies on algorithms using Artificial Intelligence (AI) and Machine Learning (ML) to connect users and provide real-time insights on roadway conditions.

Smart infrastructure can be designed into a corridor to provide for future Intelligent Transportation Systems (ITS) or Advanced Traffic Management System (ATMS) use.

Smart Poles

Smart Poles are light poles that use IoT devices (e.g. connected sensors, lighting, meters) to collect data. Data can be communicated to multiple parties to improve infrastructure usage, energy consumption, public utilities operations, etc. Smart poles can be used to support and improve city services. For example, smart poles can detect accidents along a corridor in real-time and immediately notify emergency services, thereby reducing the response time for emergency services. Smart Poles also improve congestion detection along a corridor by monitoring road conditions. Data can be used to guide maintenance decisions and improve traffic flows, and facility emergency services deployment.

Cities around the world have already begun to implement Smart Poles in an effort to increase connectivity, mobility, and efficiency. Wireless capabilities can provide improved coverage to underserved communities while the more efficient lights are better for the environment and can help to deter crime.

Due to the versatility of Smart Poles, financial investment and social benefits vary depending on the desired smart features. Smart Poles can be implemented in Norcross by converting existing light poles and outfitting them with CCTV cameras, wireless telecommunication abilities, and environmental sensors where needed.

In-Pavement Technology

In-pavement technologies consist of sensors within the pavement that monitor pavement wear and tear and determine vehicle location along the path. Typically, a roadway is built with concrete slabs with Wi-Fi or cellular connectivity and embedded with fiber optic cables that can act as pressure and acoustic sensors. Since in-pavement technology can be connected to the Internet, it can alert motorists of upcoming traffic jams and can summon emergency services if accidents occur. In-pavement technologies serve to increase roadway safety and can be used as a Wi-Fi or cellular platform for cars or future mobility services. Regional and local applications of In-Pavement Technology may enhance the quality of life for Norcross residents by aiding it traffic managements and pedestrian safety.

INTERGOVERNMENTAL COORDINATION

Sewer, Transit, and Transportation

A successful Town Center will require the cooperation and coordination of a wide variety of stakeholders representing all levels of government and private interests. This is particularly true in the areas of transit, sewer, and transportation.

The Gwinnett County Department of Water Resources (DWR) provides the wastewater services, and the City has been notified that there is a sewage treatment capacity issue, which currently limits the potential for future development. The City is working on a plan with DWR to interconnect sewer lines serving the Downtown and Bear Run Areas. This plan will open-up the sewer capacity on Mitchell Road first and look for other options along the Jimmy Carter Boulevard with grant opportunities. The City has been in discussions with DWR regarding an Intergovernmental Agreement for the Mitchell Road sewer and easement.

The highways that crisscross the LCI Study area are on State or County Rights-of-way, so any improvements within those areas have to be coordinated with the appropriate entity. For example, Holcomb Bridge Road is a County owned and maintained roadway. While this limits the City's autonomy to make improvements, it also opens up the opportunity for financial assistance and implementation assistance. Other stakeholders and potential implementation partners include the Gateway85 Community Improvement District, and the Atlanta-Region Transit Link Authority.

Being a state highway, any improvements along Buford Highway, SR 23, will require a high degree of coordination with Georgia Department of Transportation (GDOT), and Gwinnett Department of Transportation. Currently, Gwinnett County is considering installing Quick Ride Bus Rapid Transit Route along Buford Highway that would add an additional lane in both directions and que jumper signals to allow bus priority at signalized intersections. These plans are still preliminary and would have to be approved by county referendum, so it is too early to make assumptions about how it would impact improvements along corridor, but it could provide an opportunity for county financial assistance. Also, GDOT has procedures in place to review any gateway monuments, pavement markings like decorative crosswalks, or speed studies. A speed study is a prerequisite to change the speed limit along the corridor and could be done in conjunction with pedestrian improvements or crossings. It should be noted that GDOT only allows limited text on gateway signs, no slogans, and for decorative crosswalks they prefer decorative brick patterns, rather than distractive colors. All this points to the need for regular intergovernmental coordination as planned improvements along Buford Highway continue to move forward.





4 IMPLEMENTATION PLAN

4

IMPLEMENTATION PLAN



This LCI Update envisions how the Norcross Town Center could improve over the next 5 years and beyond. This section summarizes near-term strategies for the City to pursue to continue to implement the established vision. Action items are organized by recommendation type and accompanied by specific project descriptions, timelines, cost estimates, responsible parties, and potential funding sources. Ultimately, the table below will serve as a foundation for the City’s decision-makers when considering policy changes, development proposals, capital improvements, and infrastructure investment within the study area for years to come.

Figure 4.1. Recommended Projects Map

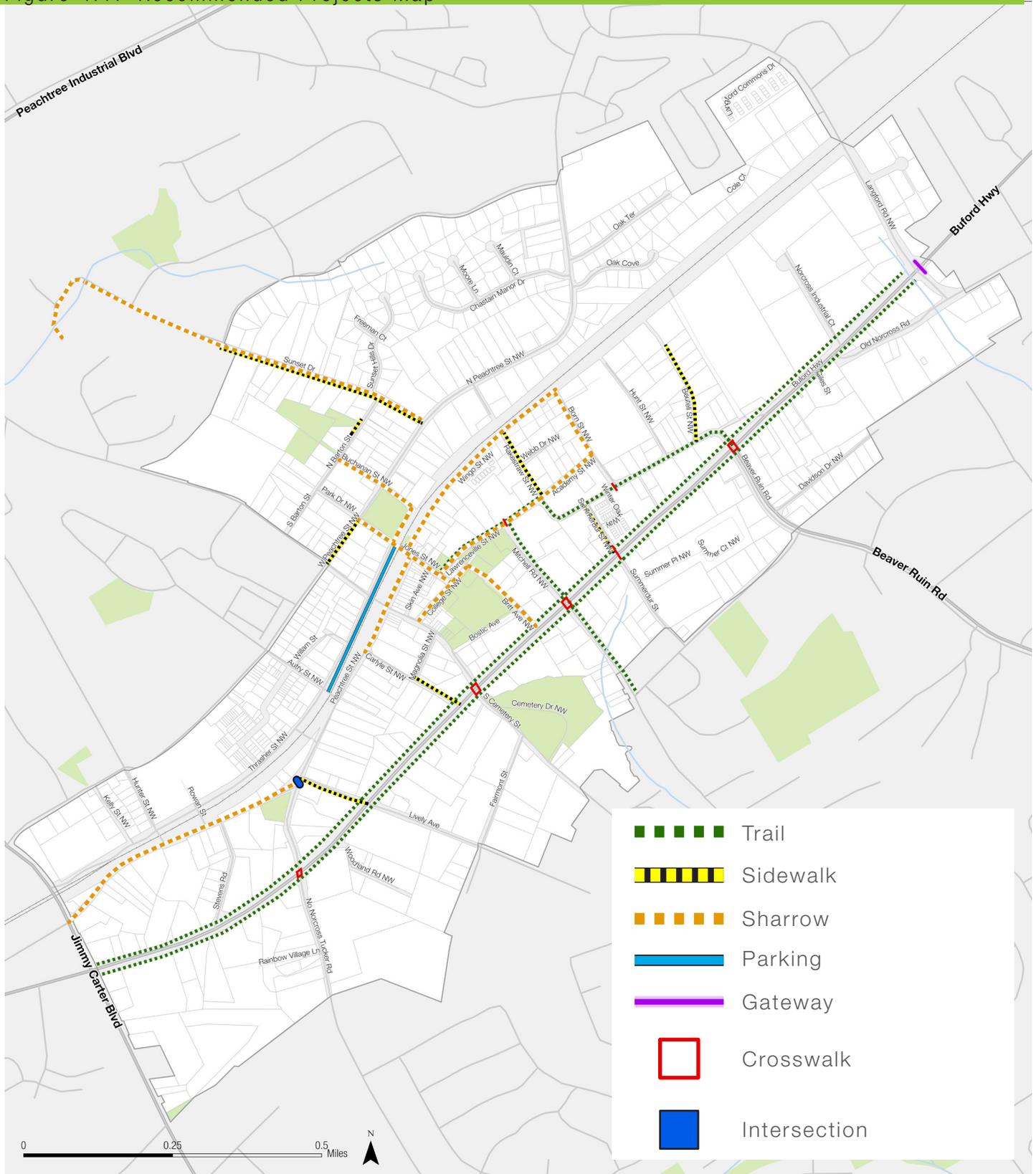


Table 4.2. Implementation Plan 2025-2029

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.1 Create repaving strategy and implementation schedule	Ongoing maintenance of roads	■	■	■	■	■	■		\$17,100,000	City Engineer; Public Works, City Manager	General Fund	Estimated cost of \$17.1 million over 10 years, or \$1.7 million per year. Project began in 2024 and will extend past 2029.
TR.2 US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Support of Gwinnett County intersection project	■	■	■	■	■	■		\$15,000,000	County DOT/Public Works/ Com Dev	SPLOST	
<i>Bicycle/Pedestrian Projects</i>												
TR.3 Develop a city-wide bicycle and pedestrian master plan									\$100,000	Public Works, Com Dev.	LCI/ SPLOST	
TR.4 Establish a sidewalk fund	Creation of a annual fund to address sidewalk network gaps		■	■	■	■	■		Staff Time	Public Works/ City Eng.	General Fund	
TR.5 Lawrenceville at Born Street Crossing	Splitter island with enhanced crosswalk on Lawrenceville Street at Born Street			■	■	■	■		\$100,000	Public Works	LCI/ General Fund	Formerly part of TR-7B

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.6A Norcross Elementary School Sidewalks - 5 ' Sidewalks on Beutrell St (NE side)	5-ft sidewalk on Beutrell St (NE side) from Lawrenceville St to Wingo St (500')							■	\$60,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$600,000.
TR.6B Norcross Elementary School Sidewalks - 5 ' Sidewalks on Rakestraw St (NE side)	5-ft sidewalk on Rakestraw Street (NE side) from Wingo St to Academy St (700')				■	■	■		\$75,000	Public Works	LCI/ General Fund	Cost is for PE Only, estimated construction cost of \$750,000.
TR.7 Sidewalk on southeast side of W Peachtree St between Holcomb Bridge Rd and Park Dr	940' of sidewalk (Formerly T-8A)			■	■	■	■		\$80,000	Public Works	LCI/ General Fund	The block of W Peachtree Street east has sidewalk on both sides of the road; however, sidewalk currently exists only on the north between Park Dr and Holcomb Bridge Road. The project would provide continuous sidewalk along both sides of W Peachtree Street sidewalk to meet existing crosswalks at the Holcomb Bridge Rd signal and Park Drive all-way stop. Estimated construction cost, \$800,000
TR.8 Sidewalk on southwest side of Lively Ave from Buford Hwy to S Peachtree St	600' of 5' sidewalk (Formerly part of T-19)				■	■	■		\$80,000	Public Works	LCI/ General Fund	Cost is for PE Only, estimated construction cost of \$800,000. No sidewalk exists on Lively today - currently narrow, low-volume, mixed-use roadway without curb and gutter.

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.9 Pedestrian crossing improvements at the intersection of Lawrenceville St and Mitchell Rd	Add striped box for “do not block” and ADA upgrades for ramp on NW corner. Add Ped Crossing Signage (Formerly T-4B)				■	■	■		\$60,000	Public Works	LCI/ General Fund	This project previously called for textured surfaces and a splitter island. In discussions with staff, the changes were made to increase visibility of the midwalk crossing and reduce driver confusion. Concepts might consider relocation of crosswalk and Rectangular Rapid Flashing Beacons to west side of Mitchell.
TR.10 Midblock Crossing of Barton St to Johnson Dean Park	Add short segment of 5’ sidewalk within park to parking lot from midblock crossing			■	■	■	■		\$75,000	Public Works	LCI/ General Fund	Sidewalk currently exists on south side of Barton Street. Previously, this project called for sidewalk to be added along north side of Barton Street. In discussions with staff, this was changed to the crossing improvements along the frontage of the preserve area to be more appropriately sized to the current needs and avoid costly impacts.
TR.11 Lawrenceville Street Multiuse Trail (West)	10’ sidewalk with streetscape between Jones St and Rakestraw (2,200’)		■	■	■	■	■		\$910,000	Public Works	LCI/ General Fund	Existing 5-ft sidewalk located here. Steering committee categorized project as lower priority where sidewalk already exists on one side of roadway; however, this area was an exception in discussions with staff due to high pedestrian traffic, frequent special events, and increased levels vehicle traffic stress. PE Only, \$91,000

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.12 Mixed-use trail (10-ft) on one side of Lawrenceville St from Academy St to Buford Hwy (2,000')	4,000' Multi-use trail		■	■	■	■	■		\$150,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of construction estimate of \$1,500,000. Sidewalk currently exists on the south side (full length) and partially on the north side (between Hunt Street and Buford Hwy). This project changed from original bike lane recommendation due to higher volumes of traffic making mixed-traffic riding less comfortable for cyclists, also ties well into adjacent trail recommendations to the west (along Lawrenceville Street) and south (Buford Highway).
TR.13A Sharrows on Lawrenceville St and Buchanan St	Lawrenceville Street from Rakestraw Street to Jones Street (1,100')						■		\$25,000	Public Works	LCI/ General Fund	Shared lane markings should not be considered a substitute for bike lanes, cycle tracks, or other separation treatments where these types of facilities are otherwise warranted or space permits. Shared lane markings can be used as a standard element in the development of bicycle boulevards to identify streets as bikeways and to provide wayfinding along the route. Signage would indicate to vehicles that they are entering a shared street network. Sharrows are not preferred when posted are 35 mph or faster and motor vehicles exceed 3,000 veh/day.

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029				
TR.13B Sharrows on Buchanan St	Buchanan Street from Barton Street to Thrasher Street (820')				■			\$25,000	Public Works	LCI/ General Fund	
TR.14 Buford Hwy - Improved streetscape and wide sidewalk - Phase 1 Lively Ave to Summerour St	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.
TR.15 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Summerour St to Old Norcross Rd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.
TR.16 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Lively Ave to Jimmy Carter Blvd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.17 Autry Street and Nesbit Street Road Safety Audit	Audit to identify improvements to enhance the safety of crossings along Autry Street and Nesbit Street. Considerations for improvements will include RRFBs, allway stop control, and ADA requirements			■	■	■	■		\$100,000	Public Works	LCI/ General Fund	Sidewalk exists on other side of Autry, but only for short segment. The original project description included sidewalk extension; however, it is likely not feasible due to unacceptable impacts to property and large trees. It is therefore recommended that a road safety audit (RSA) explore ways to improve crossing opportunities along Autry Street and Nesbit Street. Considerations for improvements may include RRFBs, all-way stop control, and ADA upgrades.
TR.18 Smart parking project in the Town Center	Implementation of a smart parking pilot project						■		TBD	IT	TBD	
TR.19 Buford Highway at N Norcross Tucker Crossing	Enhanced crosswalks on Buford Hwy at N Norcross Tucker Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.20 Buford Hwy at Holcomb Bridge Rd	Enhanced crosswalks on Buford Hwy at Holcomb Bridge Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.21 Buford Hwy at Mitchell Road Crossing	Enhanced crosswalks on Buford Hwy at Mitchell Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.22 Buford Hwy at Beaver Ruin Road Crossing	Enhanced crosswalks on Buford Hwy at Beaver Ruin Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.23 Buford Highway at Summerour Street Crossing	Add a protected pedestrian crossing for the intersection of Buford Highway at Summerour Street.			■	■	■	■		\$50,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$500,000. Control on state route must be studied and permitted / approved through GDOT.
TR.24 N Norcross Tucker Rd and S Peachtree St Roundabout	Roundabout at N Norcross Tucker Rd and S Peachtree St			■	■	■	■	■	\$80,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$200,000.
TR.25 Thrasher Street Parking	Onstreet parallel parking and a 5-ft sidewalk on the southeast side of Thrasher St from Holcomb Bridge Rd to Park Dr (1,500')					■	■	■	\$75,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$750,000. Will require coordination with the Railroad.
TR.26 Sharrows on Academy Street	Academy Street from Rakestraw Street to Born St (600')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.27 Sharrows on Wingo Street	Wingo Street from Jones Street to Born Street (1,950')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.28 Sharrows on Jones Street / Park Drive	Jones Street / Park Drive from College Street to N Peachtree St (1,100')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.29 Sharrows on Born Street	Born Street from Academy Street to Wingo Street (670')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.30 Sharrows on Thrasher Street	Thrasher Street from Buchanan Street to Jones Street (340')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.31 Sharrows on S Peachtree Street (Downtown)	S Peachtree Street from Jones Street to Carlyle Street (960')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.32 Sharrows on S Peachtree Street (West of N Norcross Tucker)	S Peachtree Street from N Norcross Tucker Rd to Jimmy Carter Blvd (2,500')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.33 Sharrows on Britt Ave	Britt Ave from College Street to Buford Hwy (830')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.34 Sharrows on College Street	College Street from Holcomb Bridge Rd to Britt Ave (730')					■	■		\$25,000	Public Works	LCI/ General Fund	

Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
TR.35 Sharrows on Sunset Drive	Sunset Drive from N Peachtree Street to end of roadway (4,100')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.36 Summerour Street Sidewalk	5-ft sidewalk on Summerour Street (SW side) from Lawrenceville St to Buford Hwy (450')						■	■	\$50,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$500,000.
TR.37 Mitchell Road Multiuse Trail	Multiuse trail on northeast side of Mitchell Rd from Lawrenceville Street to Summerour Middle School (2,100')			■	■	■	■		\$20,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$200,000.
TR.38 Gateway on Langford Road	Stone columns with signage on Langford Rd at N Peachtree Street						■		\$20,000	Public Works/ Communications		

* Aspirational projects - are mid to long range projects in-line with the community's long range vision and may be implemented earlier if a funding source becomes available.

** The cost estimates listed reflect the city portion of costs, not the full construction costs. These estimates are based on an opinion of probable total construction costs (OPCC), as the project is still in the planning stages. This cost model is not contractual but a guide for the Project Team in gauging the project in relation to an allowable budget. Any cost estimates provided are on a basis of experience and judgment. These estimates are not warranted and are susceptible to change with market conditions.

*** If LCI funding is received, it requires a minimum 20% city match.

LONG TERM STRATEGIES

The vision of the Norcross Town Center has been visualized through several efforts sponsored by the City described in this plan update. The community's vision for the Town Center will continue to come to fruition should the City consider active pursuit of the following ongoing initiatives.

Explore Funding

There is a multitude of funding opportunities that can be utilized to supplement the City's general fund and SPLOST dollars to fund local transportation improvements. To optimize the City's aspirations, the City would benefit from analyzing new potential funding sources and grants. Assessing the funding path that best aligns with the City's project needs will be an important step in order to move forward. Whether the City chooses discretionary grants, loan financing, or public-private partnerships to accomplish its goals, these opportunities can help enhance the local transportation infrastructure and promote community resilience.

Catalytic Development

Strategic investments attract private capital, stimulate economic activity, and create a positive feedback loop. As identified in the Buford Highway Master Plan, the three major nodes along Buford Highway (at Jimmy Carter Boulevard, Mitchell Road, and Beaver Ruin Road) are all opportunities for the City to have direct involvement in facilitating the type of growth the City wants to see. As catalytic projects succeed, they encourage further development, leading to a snowball effect of revitalization, in this instance consistent high-quality development along the Buford Highway Corridor.

Incremental, adaptive transformations of the study area over time will ensure long-term economic returns for both public and private stakeholders. Catalytic projects will help create the critical mass needed to reshape the Town Center area, spurring healthy growth that better suits the scale of the Study Area, supporting local business and encouraging compatible and complementary uses.

Buford Highway Improvements

Buford Highway's wide right-of-way and auto-centric nature has been the root of urban design, economic development, and mobility issues in the City of Norcross. By tackling the issue head-on and actively pursuing transportation improvements, alongside the County, the City has an opportunity to enhance multi-modal transportation, shape the character of the town center, its economy, and the areas overall livability. Well connected Town Center attract private investment. Developers seek areas with strong transportation links, which make them more appealing assets.

Grounded in reality, this LCI Update proposes projects that will take Buford Highway to the next level in terms of safety and aesthetics, however, continued efforts to improve the corridor will go a long way for the City's future.

Future Trail Connections

Continued expansion of the City's trail network will support the region's effort to create nonmotorized transportation corridors, allowing people to walk or bike as an alternative to driving while enhancing Norcross residents' lifestyles. Active efforts to build a meaningful network of pedestrian and bike trails will promote economic growth, placemaking, and social justice. In partnership with Gwinnett County Department of Transportation plan and program trails to connect to existing networks.



PREPARED BY
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