

**City of Norcross
Downtown Parking Study
Draft Report**

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P03-09024-00

February 12, 2010

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EXECUTIVE SUMMARY



Downtown Norcross - 2009

To promote a prosperous and vibrant Downtown, the City of Norcross, Georgia has engaged the services of Walter P. Moore and Associates Inc. (Walter P Moore) to perform a comprehensive study of the Downtown Parking System. The study addresses parking issues as well as traffic circulation and pedestrian safety throughout the Downtown Study Area. The purpose of the study is to provide analysis, guidelines, and recommendations that will guide public and private parking decisions in Downtown Norcross.

The following is provided as a brief summary of our findings and recommendations contained within this report.

- As of December 2009, there are a total of 968 parking spaces within the Study Area. Of the total spaces, 734 are located in off-street parking facilities and 234 are on-street spaces.
- The Core Downtown or Central Business District (CBD) includes a total of 405 parking spaces (193 on-street spaces and 212 off-street). These parking spaces support approximately 94,100 square feet of commercial business activity.
- Our supply and demand analysis has concluded that there is sufficient capacity in Downtown Norcross to meet existing demand with an average occupancy of 51.5% and a highest peak demand of 76%. There is, however, a public perception that parking in Downtown Norcross is limited. This perception is primarily caused by a significantly higher demand for on-street parking (with certain blocks experiencing 85-100% occupancy during peak periods) and the numerous restricted lots.

To better manage both existing and future demands our study includes recommendations for future expansion opportunities and parking management strategies. These recommendations include the following:

- Modify Norcross City Code as it relates to Parking Standards to address the Shared Parking analysis for all future developments.
- Expand on-street and off-street parking where appropriate. Refer to Appendix C for detailed illustrations of our recommendations. The sites evaluated, which can increase parking capacity by an estimated 343-407 spaces, include:
 - Maintenance Facility Site
 - Skin Alley
 - City Hall Lot
 - Railroad Right of Way
 - Thrasher Street
 - College Street
 - Brit Avenue
 - Bostic Street
 - Wingo Street Lot
- Implement Parking Management Programs including:
 - Employee Parking Program
 - Strategies to reduce private or restricted parking lots.

- Improvements to Signage and Wayfinding.
- Enhanced Marketing and Public Relations.
- Event Parking Management Strategies.
- The City of Norcross is striving to become a “Green Community” as defined by the Atlanta Regional Commission (ARC). To help reach this goal, our study includes recommendations to support sustainable development and environmentally friendly parking and transportation programs. These recommendations include:
 - The use of porous asphalt or permeable pavers for future off-street or on-street parking development. While the cost of these materials is estimated to be 30% more than traditional asphalt, use of these construction materials should be considered.
 - Development of bicycle paths along with proper storage facilities.
 - Dedicated parking for alternative fuel and rideshare vehicles.
 - Promote a “park-once” environment; improve signage and wayfinding to reduce vehicle circulation and right-size future developments by analyzing shared parking.
- Our study also includes an analysis of the traffic and pedestrian circulation patterns in Norcross and contains recommendations that will enhance traffic flow, pedestrian and bicycle safety while also increasing the overall parking

supply. Refer to Appendix E for detailed illustrations of our recommendations.

Our study has concluded that the current parking supply is sufficient to meet existing demand as well as moderate growth in business throughout the CBD. However, there is still a public perception that parking is limited in Downtown Norcross, which is the result of an imbalance of parking demand caused by business owners and downtown employees over utilizing the on-street parking. To improve on this condition, the City will have to effectively manage the public parking supply and establish policies and procedures that balance the demand between on-street and off-street parking. The implementation of recommended parking management strategies will balance the demand and improve public perception.

Expansion opportunities should be considered to support future growth and expansion of business in Downtown Norcross. While our study includes an evaluation of multiple sites, priority consideration should be given to the development of the Maintenance Facility and the Skin Alley locations. These two locations would increase the parking capacity by an estimated 107 spaces (representing an increase of 26% over the existing 405 spaces that currently support the Central Business District). The increase in supply would support an estimated 25,000 square feet of additional office/retail development while addressing several of the key issues identified throughout this report. This includes:

- Creating a designated employee parking facility that will enhance the recently adopted Employee Parking Program.
- Increase availability of on-street parking.
- Create strategically located parking with pedestrian connection between Lillian Webb Park and the CBD.

INTRODUCTION AND BACKGROUND INFORMATION



Lillian Webb Park

In support of downtown economic vitality and to foster future development the City engaged the services of Walter P Moore and Long Engineering to develop a Downtown Parking Study that will accomplish the following:

- Support the established economic development and land use plan, vision, and goals of the City.
- Accurately assess the capacity, operating and marketing parameters of the downtown parking system.
- Develop a needs assessment and recommend specific solutions.
- Define the appropriate and optimal City role in establishing and maintaining the downtown parking system and create a strategic business plan to fulfill the City's role.
- Provide recommended code requirements including parking development standards to successfully implement the strategic business plan.

The comprehensive parking plan is intended to guide future growth, redevelopment and public and private parking investments. The goals established for this effort include:

- Goal #1: Garner community input, involvement and acceptance for the process and the action plan.
- Goal #2 : Support the LCI related goals and objectives by developing practices that support increased transportation modes other than single occupant vehicles (SOV).

- Goal #3: Analyze locations, future needs, accessibility, design and safety of existing and future parking facilities within the downtown study area.
- Goal #4: Identify improvements that can be implemented by the City and private development to ensure an adequate parking supply, in appropriate locations, with quality safe designs.
- Goal #5: Support the economic vitality and land-use goals while sustaining the overall character and quality of life in Downtown Norcross.

To accomplish these objectives, Walter P Moore, in collaboration with Long Engineering, Inc. (Long Engineering) has assisted the City of Norcross with the development of a Comprehensive Study of the Downtown Parking System. This study will establish a comprehensive strategic plan for all aspects of the Downtown Norcross parking system that will be consistent with the City of Norcross's Livable Centers Initiative (LCI), with respect to the location of parking; the use of streets by vehicles, bicyclists, and pedestrians; and the connectivity of facilities within the downtown area.

The Downtown Norcross Parking Study identifies necessary improvements and provides design criteria that should be addressed by the City and private development to ensure an adequate public parking supply, in appropriate locations, with quality and safe design. The study also analyzes the current network of streets and provides recommendations to improve both pedestrian and vehicular circulation throughout the study area.

The Study and subsequent recommendations support downtown vitality as well as the established economic development and land-use goals of the City of Norcross.

Background

In the past two decades, the Atlanta Metropolitan Area has experienced unprecedented growth. While the official city population remains steady at about 420,000, the metro population has grown in the past decade by nearly 40%, from 2.9 million to 4.1 million people. Neighboring counties and municipalities have also experienced similar population growth patterns. Subsequently, as development spreads across surrounding communities there has been the inevitable increase in traffic and parking demand.

The City of Norcross, located approximately 15 miles north of Atlanta, is Gwinnett County's second oldest city. Norcross was founded by J. J. Thrasher, named after his good friend Jonathan Norcross a former Mayor of Atlanta and was incorporated in 1870. The Mayor and City Council have always sought to preserve the city's charm and 112 acre Historic District. The City maintains a quiet, picturesque downtown district with rows of restored narrow brick buildings illuminated by old-fashioned street lamps and lined with crepe myrtle, dogwoods and inviting benches. All the classic styles of Southern architecture are showcased in Norcross for residents and visitors alike to admire, from antebellum mansions to Victorian homes.

The Atlanta Metropolitan Transportation Planning Area is included in a non-attainment area for ozone under the Clean Air Act Amendment of 1990. Because of this designation, the region must look toward better development practices that support increased use of transportation modes other than single occupancy vehicles (SOV) to help reduce emissions and meet air quality requirements.

The Livable Centers Initiative (LCI) Program is offered by the Atlanta Regional Commission (ARC) to encourage localities to plan and implement strategies that link transportation improvement with land use development strategies to create a sustainable, livable community with regional development policies. The LCI Program seeks to increase the use of alternatives to driving alone by developing transportation projects and other programs to improve accessibility, expand mixed uses, utilize transit and support further development in the study area.

In 2001, the City of Norcross completed the Town Center Livable Centers Initiative (LCI) and since then the City and business leaders have continually worked toward the implementation of the findings of this study and to promote a prosperous and vibrant Downtown.

To continue growth and redevelopment in Downtown and the key factors that can have a positive or negative effect on this, the City of Norcross has been issued a grant by the Atlanta Regional Commission (ARC) to study the issues of parking, traffic circulation and pedestrian safety.

Scope of Services

Since the completion of the 2001 Town Center LCI Study, the City of Norcross, business leaders and concerned citizens have worked hard to implement the findings of the study and to promote a prosperous and vibrant Downtown. In order to continue to grow and redevelop the Downtown, the City of Norcross has engaged Walter P Moore to perform a supplemental Town Center LCI Parking and Traffic Study. This study area includes the National Historic District, Lillian Webb and Thrasher Park, City Hall, Downtown Norcross and the Norcross Community Center. This study analyzes the issues of parking, traffic circulation and pedestrian safety within the study area.

This supplemental study focuses on: (1) current and future parking requirements and needs, including needs for bicycles and consideration of parking reduction measures, (2) possible locations for a parking structure and/or consolidated lots, (3) the effect growth and parking will have on traffic circulation and, (4) a review of the Lillian Webb Park area concerning pedestrian safety and circulation. The resulting recommendations and ultimate plan implementation will support Downtown vitality and economic sustainability while sustaining the overall transportation system for the Downtown Norcross.

The City of Norcross plans to have the Parking Study completed and submitted to the City of Norcross and the Atlanta Regional Commission (ARC) by March 1, 2010. The Study needs to address and include the following phases in the analysis:

Task 1 – Existing Conditions Review and Analysis

Phase I – Public Participation Plan

The Public Participation Plan and process was organized to encourage participation of everyone who was interested in the development of a successful plan. The public involvement effort defined for this project included four major elements:

- Establishment of a Steering Committee
- Stakeholder Interviews and Workshops
- Public/Community Work Sessions
- Surveys

Phase II – Existing Conditions Review & Analysis

- Review the relationship of the parking management plan to other area plans.
- Quantify and analyze existing parking facilities, locations, and needs for automobiles, bicycles, and pedestrians.
- Analyze existing and future land use information and other factors affecting the current and proposed availability of parking supply.
- Review pedestrian and vehicular circulation issues in the town center related to parking location and destinations.
- Establish goals and objectives for parking to support short-term and long-term development plans.

Task 2 – Develop Parking Standards

Prepare a parking management plan that addresses the needs for automobiles and bicycles, while accommodating pedestrian movement. Parking facility design should complement community character, encourage active ground floor uses such as retail or office space, and minimize impervious surfaces and address other environmental considerations. The parking management plan shall also address the following:

- Determine needed number of parking spaces, type of facilities, and recommended location of parking spaces.
 - Consider whether solutions such as shared parking, signage, and information technology can be used to solve issues.

- Consider the development of community parking facilities including structured parking and consolidated surface lots.
- Consider parking pricing for new developments and lots.
 - Location-based rates.
 - Separate parking from building costs.
- Consider peripheral and preferential parking.
 - Long-term parking should be located on the periphery of the center.
 - Develop overflow parking strategies.
 - Consider the possibility of on-street parking, time limits and pricing.
- Prepare recommendations for developing code parking requirements including:
 - Consideration of parking maximums in addition to parking minimums.
 - Encourage shared parking among neighboring businesses.
 - Allow on-street to be factored into parking formulas.

Task 3 – Pedestrian and Vehicular Circulation

Prepare recommendations for pedestrian circulation and safety improvements particularly as it relates to vehicular conflicts in and around the Lillian Webb Park area.

- Consider pedestrian origins and destinations.

- Consider wayfinding and other signage needs in relation to study recommendations.
- Consider pedestrian improvement needs such as sidewalks and crosswalks.
- Determine needs for traffic calming measures, if warranted.
- Consider vehicular circulation around Lillian Webb Park.

Task 4 – Prepare Deliverables

A final report has been prepared to compile the results of the overall work effort, including key information, the study process, relevant findings and recommendations, into summary materials in the following deliverable formats:

- Summary document describing the study area and study goals.
- Description of the process utilized to analyze the data.
- Study conclusions and recommendations.

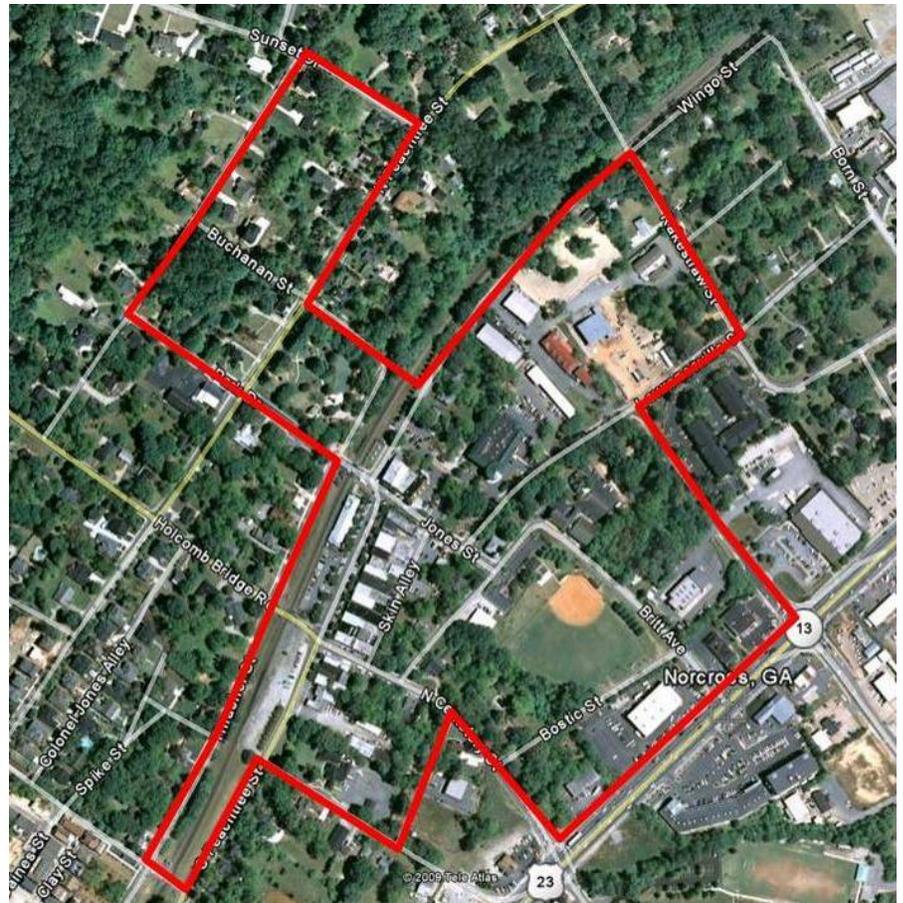
Six (6) printed copies of the final report have been provided, four (4) for the City of Norcross and two (2) for the ARC, along with two (2) electronic files (on CD), one (1) for the City of Norcross and one (1) for the ARC.

Definition of Study Area

The study area for the Downtown Parking Study is primarily delimited by Buford Highway, Thrasher Street, Rakestraw Street and Autry Street, and includes the National Historic District, Lillian Webb and Thrasher Park, City Hall, Downtown Norcross (Central Business District) and the Norcross Community Center.

The study area is shown on Map 1, which presents the boundaries of the study area overlaid upon an aerial photograph of Downtown Norcross. All maps used in this report are provided in Appendix A.

Map 1 – Study Area (Downtown Norcross)



Definition of Terms

The following definitions are provided to help clarify some parking terminology that is used throughout this report. Note that some of these definitions are abbreviated versions. More complete and detailed discussions are provided throughout the report, as necessary.

- Central Business District (CBD) – is defined as the commercial center of a City or downtown environment where there is a high concentration of business activity including retail, restaurants and commercial buildings.
- Demand Generator – any building, structure, business, or event that brings individuals in to the Downtown, thereby increasing parking demand and occupancy.
- Design Day – this day represents parking conditions that the parking system must be able to support.
- Driving Ratio – the percentage of a particular user group that drives a vehicle to the Downtown area and utilizes the parking facilities.
- Effective Supply – this is equal to the actual parking capacity less a cushion needed for user convenience. The effective supply is typically 80 to 95 percent of the actual physical supply.
- Inventory – the total number of spaces or vehicles counted during the Survey Day observations within the study area.
- Level of Service (LOS) – Commonly used in traffic engineering, refers to an operational analysis rating system that measures the effectiveness of operating conditions.
- Leaseholder – a long term parking patron, usually six hours or more, and typically an employee of the downtown. (Also referred to as monthly parker or contract parker).
- Occupancy – the number of parking spaces occupied by vehicles. This information is gathered by performing

parked vehicle counts in each parking facility located within the Downtown.

- Optimum Utilization Factor – the factor applied to the calculated demand for parking to allow it to operate at maximum efficiency. The factor allows for a “cushion” for vehicles moving in and out of parking stalls and reduces the time necessary for patrons to find a space when few are available.
- Parking Adequacy – a figure expressing the number of parking spaces remaining when demand is subtracted from effective supply. A negative adequacy indicates a deficit; a positive result shows a surplus.
- Parking Demand – the number of parking spaces required by various use groups and visitors to the Downtown on a Design Day at the peak hour. This can often be measured by counting the number of vehicles present and making adjustments for unusual conditions.
- Parking Supply- the raw, unadjusted number of parking spaces available for use by parking patrons.
- Peak Hour – the peak hour represents the busiest hour of the parking demand
- Survey Day – the day occupancy counts were taken at the subject property.
- Transient – a short term parking patron, usually less than five hours, and typically a visitor.

PUBLIC PARTICIPATION

Introduction

An integral part of the Parking Study was a comprehensive public involvement process that encouraged participation from business owners, employees and the general public that were interested in the successful development and implementation of the study. Engaging the community and stakeholders is an integral part in completing this type of parking study. Stakeholders need to be involved in all phases of policy decisions that affect their businesses and community, but it is especially important in the beginning of the planning stages.

This section of the report summarizes the public involvement process that was conducted and the findings that were made throughout the study effort. The public involvement effort utilized for this project included four major elements:

- Steering Committee
- Stakeholder Interviews
- Public Workshops
- Parking Survey

Steering Committee

At the onset of the study, the City established a steering committee made up of both public and private members. The purpose of the Steering Committee was to oversee the study process, provide guidance and input and to assist with implementation of study recommendations. Representatives on the Steering Committee include City Officials, both appointed and elected; members of the business community, including representatives from the Downtown

Development Authority; and residents of Norcross. The Steering Committee consists of the following members:

Steering Committee Members

Charlie Riehm, Norcross City Council Member

Edna Berkshire, Downtown Business Owner

Steven Bush, Economic Development Manager

Chuck Cimarik, Downtown Development Authority

John Darnall, Downtown Business Owner

Tixie Fowler, Downtown and Public Relations Manager

Al Karnitz, Downtown Business Owner

Skip Nau, Downtown Property Owner

Chuck Paul, Downtown Business Owner

A kick-off meeting was held on September 22, 2009 at City Hall with the Steering Committee. During the meeting the Committee discussed the goals and objectives of the study and finalized the scope of services. The study area boundaries were better defined and plans for the public involvement process were finalized.

The Steering Committee continued to meet throughout the study process including several meetings with the consultant team to review progress and findings. Steering Committee members also actively participated in all stakeholder meetings and community workshops.

Community and Stakeholder Workshops

Community and stakeholder workshops were conducted on October 20, 2009 and December 14, 2009. This effort included meetings with individual business owners and key stakeholders as well as several Community Workshops that were open to the public.

All meetings were held at the Norcross Community Center, located at 10 Britt Street. During the meetings the public was invited to learn more about the study efforts including some of the key findings and recommendations. During the meetings, participants were given an overview of the study objectives and explanation of the public involvement process that had been established. Stakeholders were actively engaged and provided valuable input about parking in Downtown Norcross as well as other concerns affecting their business.

Listed below are the stakeholders and members of the community that participated in the various meetings:

Name	Association / Organization
David Moore	Walter P Moore, Consultant Team
Rob Maroney	Walter P Moore, Consultant Team
David Jackson	Long Engineer, Consultant Team
Bhargavi Chavali	Long Engineer, Consultant Team
Steven Bush	Steering Committee Member
Al Karnitz	Steering Committee Member
Charlie Riehm	Steering Committee Member
Chuck Cimarik	Steering Committee Member
Chuck Paul	Steering Committee Member
Gordon Tomlinson	Norcross Business Owner
Jane Holbrook	Norcross Resident
Brandt Aden	Norcross Resident
Kelly Rosenberger	Visitor of Norcross
John McHenry	Norcross Resident
Charlie Conrose	Norcross Business Owner
Julie Burton	Norcross Business Owner

Billy Burton	Norcross Business Owner
Lynn Hannan	Norcross Resident
Nena Spell	Norcross Business Owner
Greg McFarland	Norcross Resident
Dale Cunningham	Norcross Resident
Connie Weathers	Norcross Resident
Bob Wilkerson	Norcross Resident
Diane Earnest	Norcross Resident
Karen Youngblood	Norcross Business Owner
Tom Day	Norcross Resident
Pat Eidt	Norcross Resident

The outcome of the meetings was a strategic conversation about parking and the needs of Downtown Norcross as a whole. There were differing opinions on key issues such as employee parking and the use of restrictive lots, which is expected considering the diversity of the businesses in Downtown.

Items discussed at the meetings included:

- The Study Area, including the surrounding residential areas, was questioned and explained. The parking study will concentrate on the Core Downtown; however, the Study Area includes the surrounding neighborhoods to capture the fringe parking that mostly supports special events.
- The study should document the parking adequacy in Downtown, total supply compared to the total demand during peak times.

- Concerns over employee parking were discussed. Most if not all participants agreed that employee parking was the most significant issue impacting parking in Downtown.
 - Currently, downtown employees utilize a large amount of the on-street parking on Peachtree and Jones.
 - This situation has recently intensified by the parking restrictions implemented on the private parking lot located next to the Norcross Café.
 - Employees need a dedicated lot(s) to use for parking in order to free up on-street spaces for customers.
 - Many employees/businesses do not know the options available to them for off-street parking.
 - Need to evaluate the total employment base for Downtown including the overlap factor (i.e. scheduled shifts of restaurant employees).
 - Employee parking at the Public Works facility seems to be a viable option; however, there needs to be a parking management plan in order for it to be successful.
- Future additions to the parking supply were discussed including:
 - Expanding on-street parking wherever possible throughout the Study Area. (Example given was on College Street adjacent to Lillian Webb Park).

- Discussed the option of creating one-way streets in downtown that would increase the parking supply by creating angled or parallel spaces.
- Developing the parking lot at the PW facility adjacent to City Hall.
- Extending the parking adjacent to the N/S railroad on Peachtree.
- Potential future development of a parking garage.
- The recent parking restrictions implemented at the parking lot located at the Norcross Station Café and how this decision has impacted the entire Downtown.
- The lack of directional signage and public parking information.
- Pedestrian friendliness of Downtown as a whole including access to the off-street parking facilities, rail-road crossings and access to Lillian Webb and Thrasher parks.
- Permanent Improvements needed for Skin Alley including pedestrian access and paving and striping of the Te Folk House Lot. Businesses are now using this as parking and they want to keep it as part of the parking supply.
- Event Parking was discussed; however, most agreed that the real parking concern was during the weekday at lunchtime.
- Discussed the impact that Special Events have on Downtown businesses. Issues include:
 - The amount of street closures each year to accommodate special events.

- Better event management.
- Improper Signage – Need to reach visitors before they enter Downtown.
- Traffic demands in Downtown, specifically during large events such as the Arts Festival.
- The need to implement additional event parking management strategies.
- Concerns about programming activities and the related parking demand from Thrasher Park.
- Discussed the need to revise local zoning ordinance as it relates to parking in the Downtown. This would include developing base parking ratios, unique to Norcross, that would address future parking requirements of new developments.
- Concerns about installing meters or over managing parking were discussed, as some attendees did not think that there was a significant parking shortage in Downtown.

Parking Survey

As part of the public involvement process, Walter P Moore conducted a survey on the perception of parking in Downtown Norcross in order to provide additional insight on the public's opinion on the state of parking including the ease of locating parking, the willingness to pay, and the need for additional resources.

It was essential for this survey to break new ground and provide the City with a non-biased view of parking in Downtown Norcross. Therefore, a broad range of stakeholders were surveyed including

customers, merchants, property owners, and employees within the study area. The survey was created electronically and posted on the City's website, which allowed for easy distribution throughout the community and to various civic organizations.

The following questions were included as part of our survey efforts:

- 1) I travel to Downtown primarily as:
 - a. A Business or Property Owner
 - b. An Employee of Downtown
 - c. An Employee of the City/County or other Public Agency
 - d. A Norcross Resident visiting Downtown
 - e. Other

- 2) The frequency in which I travel to Downtown is:
 - a. Daily (5 times per week)
 - b. Frequent (1 to 4 times per week)
 - c. Infrequent (several times a month)
 - d. Rarely (several times per year)

- 3) The amount of time I stay in Downtown per visit is typically:
 - a. Less than an Hour
 - b. One to Three Hours
 - c. Three to Five Hours
 - d. All Day

- 4) When traveling Downtown I typically park:
 - a. On-Street closest to my destination
 - b. In an off-street parking lot located at my destination
 - c. In a centrally located parking lot
 - d. I have a designated space in an off-street facility

- 5) I find parking in Downtown Norcross to be:
 - a. Convenient and easy to find
 - b. Less convenient than other areas but not bad for a Downtown
 - c. Inconvenient and difficult to find
 - d. A deterrent to coming Downtown

- 6) Convenience of parking space location – “I typically park”:
 - a. In close proximity to my destination
 - b. Within an acceptable walking distance to my destination
 - c. An unacceptable walking distance to my destination

- 7) Walking Distance – “I consider an acceptable walking distance to my destination”:
 - a. Less than 100 feet
 - b. 100 – 250 feet
 - c. 250 – 500 feet
 - d. 500+ feet (It doesn't matter I enjoy walking)

- 8) When locating a parking space:
 - a. I often have to circle the block to find parking
 - b. I rarely have to circle the block to find parking
 - c. I will park in a surface lot if on-street parking is not available
 - d. I have a dedicated space
 - e. If no immediate space is available I will leave Downtown

- 9) Off-Street Parking (Parking Lots):
 - a. Easy to find and conveniently located throughout Downtown

b. I am not sure what off-street facilities are available for me to park in

c. I would not park in an off-street facility (If you selected c. please explain why.)

10) Understanding that there is a cost in providing, maintaining and improving parking, please circle the answer that best represents your opinion on who should pay for future parking related projects in Downtown:

a. The City (by using the General Fund or Residential Tax Dollars)

b. Downtown Businesses and Property Owners (Through a Special Tax)

c. All Users of Parking Facilities (By Implementing Paid Parking)

d. Do nothing and leave parking the way it is

11) Please provide any additional comments or suggestions about parking in Downtown Norcross:

Results and Findings

We received a total of fifty-five (55) responses as a result of our survey efforts. The responses were from a broad range of participants with varying interest in Downtown. The majority of responders, over 60%, were residents of Norcross that frequently visit Downtown. Approximately 20% of the responders were either business owners in Downtown or employees that work in Downtown.

The following is provided as a summary of the survey results. The complete survey results including a tabulation of all comments that were made as part of the surveys can be found as Appendix B of this report.

- The majority of responders, 78.2%, were frequent visitors to Downtown (41.8% visit Downtown 5 times per week and 36.4% visit 1 to 4 times per week).
- The majority, 80%, were also short-term visitors with average stays in Downtown being 0-3 hours.
- Question #4 (which asked When traveling Downtown I typically park) – Approximately 62% of all responses indicated that they parked on street closest to their destination.
- 32.7% of the surveys indicated that parking in Downtown was convenient and easy to find and 41.8% indicated that parking was less convenient than other areas but not bad for a downtown. 14.5% of the responders indicated that parking was a deterrent to coming downtown.
- However, 98.1% of surveys parked relatively close to their destination, with 37% indicating that they typically parked in close proximity to their destination and 61.1% typically parking within an acceptable walking distance.
- While 44.2% of the responses indicated that off-street parking was easy to find, the same amount 44.2% indicated that they did not know what lots were available for public parking.
- When asked about financing of parking related projects, 45.3% believe that the City (through general tax collections) is responsible for the cost; 13.26% support an additional tax on downtown businesses; and 13.2% think the cost of parking should be absorbed by the users through parking related fees. The additional 28.3% of

responders indicated that they would prefer to do nothing and leave parking the way it is today.

Overall, the survey results supported many of the findings that were made during our stakeholder meetings and our independent evaluation of the Downtown parking supply. The findings include the following:

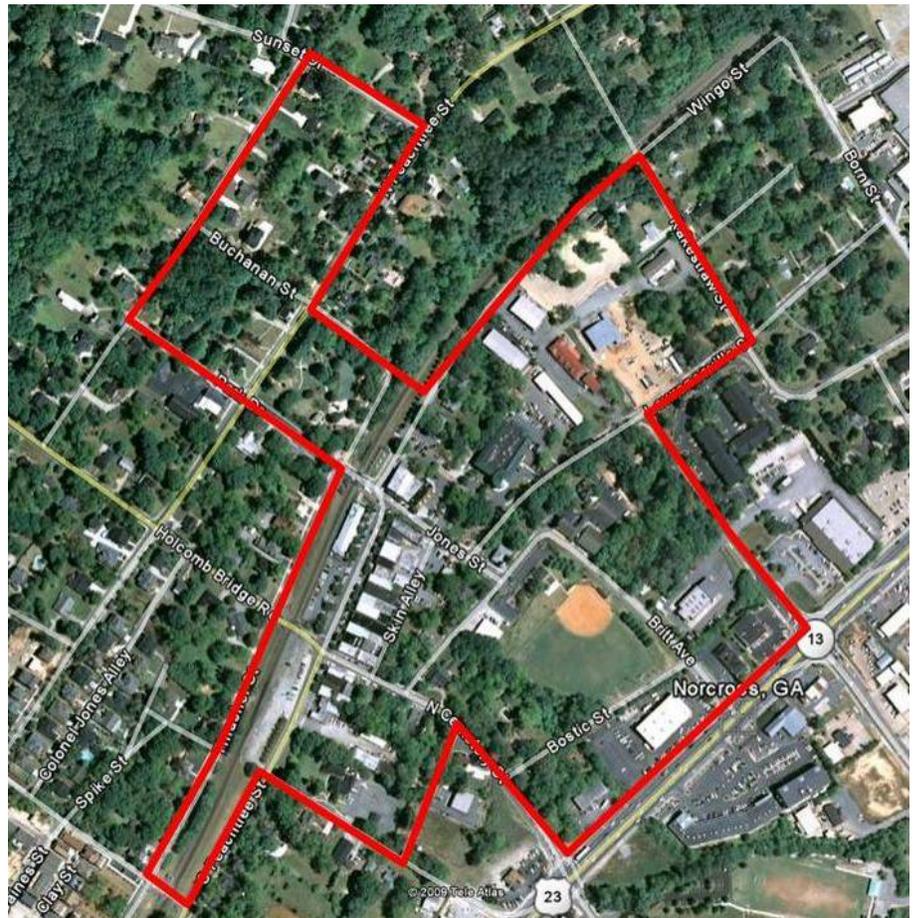
1. There is sufficient parking in Downtown to meet existing demand.
2. To some, there is a perception of a parking shortage; however, most individuals find parking throughout Downtown convenient and easy to find.
3. The choice parking for business owners, employees and visitors is the on-street parking in Downtown.
4. People are reluctant to park in off-street facilities, which often is the result of poor signage or general knowledge of which facilities offer public parking.
5. Most people are willing to walk to their destination; however, their acceptable walking distance is less than what would be found in a more urban setting. This is typically the case with smaller downtown settings such as Norcross.

EXISTING PARKING CONDITIONS

Introduction

This section presents the results of our overall review of the existing parking within the Downtown Norcross Study Area.

Map 1 – Downtown Norcross Study Area



The review involved a thorough analysis of the major public parking supply including the following three components:

1. City of Norcross off-street parking facilities.
2. Privately owned off-street parking supply.

3. Downtown Norcross on-street parking supply.

It should be noted that the privately owned parking supply included in this study refers to parking facilities that offer some level of public parking as part of the inventory. Privately owned facilities that have a single use and offer no public parking (such as residential property) have been omitted from this study.

This study concentrates on the current parking conditions as they existed September through December of 2009.

Methodology

The first step in conducting any parking analysis is to determine the scale and character of the current parking supply. To do this, an inventory of the existing parking facilities must be undertaken. In the case of this particular study, the City of Norcross desired all facilities within the downtown study area be inventoried, regardless of whether the parking facility was publicly or privately held.

A data collection form was developed for use during the inventory process. Among the characteristics that were sought for each parking facility is the following:

- Location of the facility;
- Type of facility (i.e., on-street, off-street, garage);
- Ownership/use of the facility (i.e., public, private, etc.);
- Total number of parking spaces;
- Total number of handicapped spaces;
- Condition Assessment

The data collection process occurred during the period from September 22 – December 14, 2009. The existing parking supply within the study area was inventoried and catalogued into three different types:

1. City Surface Parking Lots
2. City On-Street Parking
3. Private Lots With Public Parking

The inventory information was derived from data provided by the City, private owners, and field counts performed at the time of the surveys. Private facilities offering no public parking were noted and the parking supply has been adjusted to reflect only the available supply that can be used by the public.

Existing Parking Supply & Related Characteristics

As of December 2009, there are a total of 968 parking spaces within the Study Area. This includes all legally marked on-street parking as well as privately and publicly owned surfaced parking lots. Of the total spaces, 734 are located in off-street parking facilities and 234 are on-street spaces.

The City currently controls approximately 52% of the parking supply within the Study Area with approximately 506 spaces, including 234 on-street spaces and 272 off-street spaces. The remaining 462 spaces, 48%, are privately owned/controlled surface parking lots that provide some level of public parking.

Table 1 illustrates the total parking supply within the Study Area summarized by type of facility and ownership.

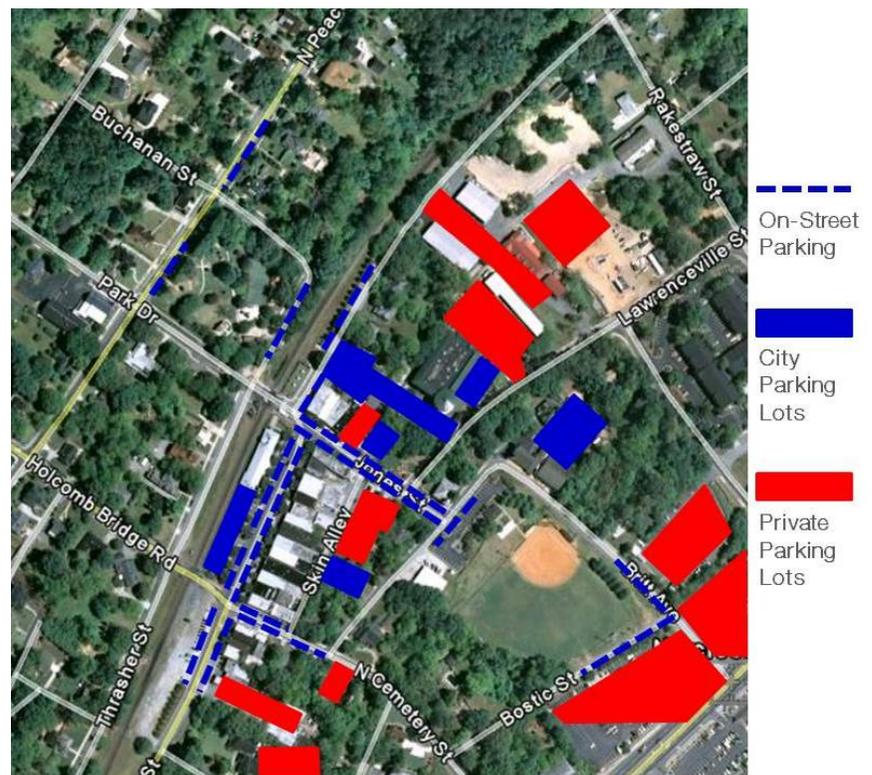
Table 1 - Downtown Norcross Parking Distribution

Type	Overall Supply	Percentage of Supply
City-Owned Surface Parking	272	28%
*City On-Street Parking	234	24%
Private Surface Lots	462	48%
Total Parking Supply	968	

*Note: For the purposes of this report, the spaces that are located within the Norfolk Southern Right of Way (adjacent to the S. Peachtree Street) are being classified as On-Street Public Parking. Individual facilities including these will be further discussed in later sections of the report.

Map 2 has been created to show the distribution of the parking inventory throughout the study area by facility type and ownership.

Map 2 – Parking Supply Distribution



The following table (Table 2) summarizes the entire parking supply that has been inventoried for this Study.

Table 2 – Study Area Parking Supply

Facility Name/Location	General Description	City or Private	Total Spaces
On-Street Parking	Throughout Study Area	City	234
Iron Horse	Lot adjacent to Restaurant	Private	19
City Hall	Lot around City Hall	City	19
Betty Mauldin	Lot on Jones Street	City	17
Wingo Street	Lot behind Piazanos	City	24
Norcross Station Cafe	Lot at Restaurant	City	45
Community Center	Lot at Community Center	City	47
Te Folk House	Lot along Skin Alley	City	12
City Building	Lot at Maintenance Facility	City	21
City Hall Employee	Lot adjacent to City Hall	City	37
Public Works Building	Lot on Wingo Street	City	20
Norcross Fire Station	Lot at Fire Station	City	30
Carlyle House	Lot at Carlyle House	Private	80
Skin Alley #1	John Darnall Lot	Private	12
Skin Alley #2	J.P. Harrington Lot	Private	15
Skin Alley #3	Spaces behind buildings	Private	13
Blue House Café	Lot at Restaurant	Private	12
Engine Tech Lot	Gravel area at buildings	Private	20
Private Business	N. Cemetery & S. Peachtree	Private	4
Post Office Maintenance	Lot at building	Private	50
Buford Highway #1	Between Mitchell & Britt	Private	47
Buford Highway #2	Between Britt & N. Cemetery	Private	150
Old Cotton Mill Building	Adjacent to City Maintenance	Private	30
Bean Property	Wingo Street	Private	10
Total			968

City Off-Street Parking Supply

The City controlled off-street parking includes multiple surface lots located throughout the Study Area. These facilities provide 272 parking spaces representing approximately 28% of the total parking in Downtown Norcross. Much of this parking supply supports the

City Hall complex and other civic facilities such as the Community Center and Fire Station. The majority of City controlled facilities are considered public parking and have limited restrictions.

Table 3 summarizes the off-street parking supply that is controlled by the City.

Table 3 City Off-Street Parking

Facility Name/Location	General Description	Total Spaces
City Hall	Lot around City Hall	19
Betty Mauldin	Lot on Jones Street	17
Wingo Street	Lot behind Piazanos	24
Norcross Station Cafe	Lot at Restaurant	45
Community Center	Lot at Community Center	47
Te Folk House	Lot along Skin Alley	12
City Building	Lot at Maintenance Facility	21
City Hall Employee	Lot adjacent to City Hall	37
Public Works Building	Lot on Wingo Street	20
Norcross Fire Station	Lot at Fire Station	30
Total		272

Privately Owned Off-Street Parking

Our surveys identified thirteen (13) privately owned surface parking lots with a combined total parking supply of 462 spaces or 48% of the total supply. These lots provide differing levels of public parking with several lots being available solely for the public's use while others are restricted to a single business use. Residential and other properties that are completely restricted from the public have been omitted from the public parking supply.

Table 4 illustrates the privately owned parking lots that were surveyed as part of this study.

Table 4 - Privately-Owned Parking Lots

Facility Name/Location	General Description	Total Spaces
Iron Horse	Lot adjacent to Restaurant	19
Carlyle House	Lot at Carlyle House	80
Skin Alley #1	John Darnall Lot	12
Skin Alley #2	J.P. Harrington Lot	15
Skin Alley #3	Spaces behind buildings	13
Blue House Café	Lot at Restaurant	12
Engine Tech Lot	Gravel area at buildings	20
Private Business	N. Cemetery & S. Peachtree	4
Post Office	Lot at Building	50
Buford Highway #1	Between Mitchell & Britt	47
Buford Highway #2	Between Britt & N. Cemetery	150
Old Cotton Mill Building	Adjacent to City Maintenance	30
Bean Property	On Wingo Street	10
Total		462

On-Street Parking

The study area includes a total of 234 public on-street parking spaces of which there are 13 dedicated ADA spaces. These spaces provide valuable convenient short-term parking for Downtown businesses. The 234 spaces equates to 24% of the total parking supply available in Downtown Norcross.

The majority of on-street parking is in the heart of the CBD located on S. Peachtree Street (83 on-street spaces and an additional 22 on the Norfolk Southern ROW).

Table 5 illustrates the on-street parking that was surveyed during this study.

Table 5 - Norcross On-Street Parking

On-Street Parking Location	General Description	Total Spaces
S. Peachtree Street	Between Jones and Cemetery St.	83
S. Peachtree Street	Norfolk Southern ROW	22
N. Peachtree Street	On-Street along Park	14
Jones Street	On-Street	23
N. Cemetery Street	On-Street	11
Wingo Street	On-Street	15
Lillian Webb Park	On-Street around Park	44
Thrasher Park	On-Street along Park	22
Total		234



Downtown Norcross
On-Street Parking

Location Analysis

The following section provides detailed analysis on the location of the parking supply throughout the Study Area. While the Study Area as a whole is a relatively concise geographical area, to better analyze the location and distribution of the parking supply and demand we have divided the study area into two separate areas. These areas consist of the following:

- The Central Business District
- Fringe Parking Area

Much of our study effort focuses on the CBD as this area has the highest concentration of business activity as well as parking demand. However, the Fringe Parking Area has also been inventoried and analyzed, as this area currently supports the CBD by providing overflow parking and provides opportunities for future expansion and economic development.

Central Business District (CBD)

The Central Business District (CBD) is the commercial heart of the Study Area and can be defined as the area that runs along S. Peachtree Street (between S. Cemetery Street and Jones Street) and Jones Street (between Thrasher Street and College Street).

The CBD includes approximately 94,100 square feet of commercial properties including numerous restaurants, retail establishments and businesses. The City Hall Complex is also included within the CBD. To support these land uses, there are a total of 405 parking spaces throughout the CBD including 193 on-street spaces and 212 off-street spaces.

Map 3 has been created to illustrate the CBD, which includes the parking facilities that support this commercial district.

Map 3 – Norcross Central Business District

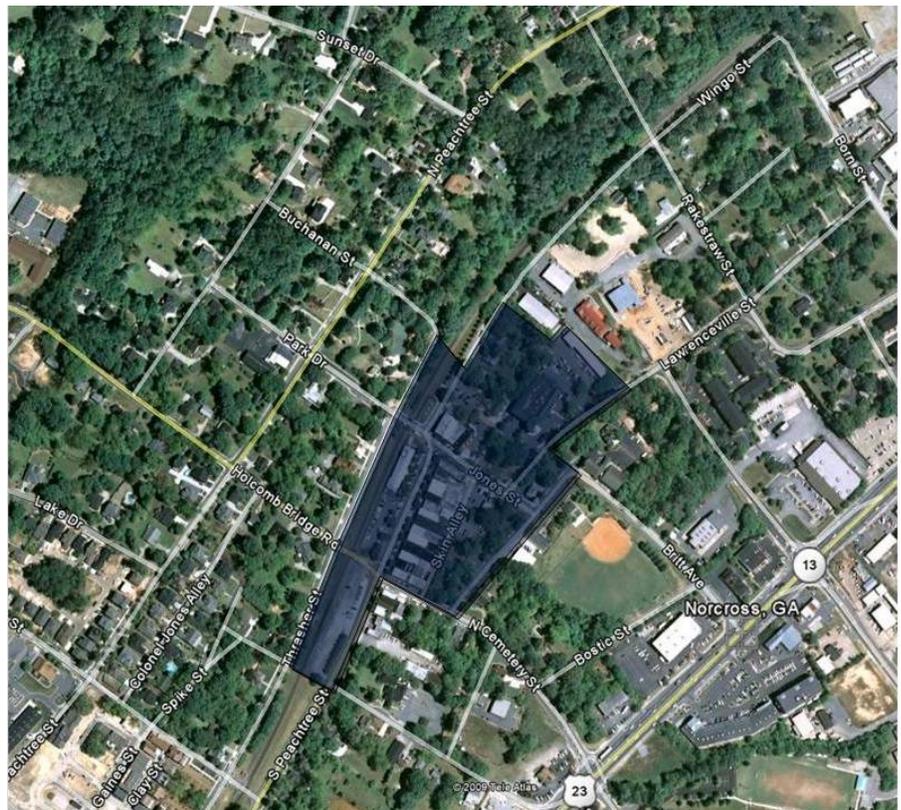


Table 6 itemizes the facilities that are included in the CBD parking inventory.

Table 6 – CBD Parking Inventory

Facility Name/Location	General Description	Total CBD Parking
S. Peachtree Street	On-Street	83
S. Peachtree Street	On-Street (Railroad ROW)	22
Jones Street	On-Street	23
N. Cemetery Street	On-Street	11
Wingo Street	On-Street	15
Lillian Webb Park	On-Street around Park	17
Thrasher Park	On-Street along Park	22
Iron Horse	Lot adjacent to Restaurant	19
City Hall	Lot around City Hall	19
Betty Mauldin	Lot on Jones Street	17
Wingo Street	Lot behind Piazanos	24
Te Folk House	Lot along Skin Alley	12
Norcross Station Cafe	Lot at Restaurant	45
Skin Alley #1	John Darnall Lot	12
Skin Alley #2	J.P. Harrington Lot	15
Skin Alley #3	Spaces behind buildings	13
Blue House Café	Lot at Restaurant	12
Engine Tech Lot	Gravel area at buildings	20
Private Business	N. Cemetery & S. Peachtree	4
Total		405

Fringe Parking Area

The Fringe Parking Area refers to the remaining Study Area that is outside of the CBD. This includes areas adjacent to Thrasher and Lillian Webb Park; the businesses around Bufurd Highway; as well as several neighborhoods adjacent to Downtown. Map 4 illustrates the Fringe Parking Area.

Map 4 – Fringe Parking Area



The Fringe Parking Area includes a total of 563 spaces including 41 on-street spaces and 522 off-street spaces. Table 7 itemizes the facilities that are included in the Fringe Parking Area.

Table 7 – Fringe Parking Inventory

Facility Name/Location	General Description	Fringe Area Spaces
N. Peachtree Street	On-Street along Park	14
Lillian Webb Park	On-Street around Park	27
Community Center	Lot at Community Center	47
City Maintenance Building	Lot at Maintenance Facility	21
City Hall Employee	Lot adjacent to City Hall	37
Public Works Building	Lot on Wingo Street	20
Norcross Fire Station	Lot at Fire Station	30
Carlyle House	Lot at Carlyle House	80

Post Office Maintenance	Lot at building	50
Buford Highway #1	Between Mitchell & Britt	47
Buford Highway #2	Between Britt & N. Cemetery	150
Old Cotton Mill Building	Adjacent to City Maintenance	30
Bean Property	On Wingo Street	10
Total		563

Parking Demand

This section presents the results of our overall review of the existing parking demand throughout Downtown Norcross. The proper and thorough analysis of the existing demand is a critical component for establishing the baseline condition that is necessary for modeling future projections associated with economic development initiatives.

In order to better analyze the parking conditions in Norcross, a measure of the utilization of the Central Business District supply was undertaken. This task included field counts of the occupied or empty parking spaces in each facility and all on-street parking. These counts were taken at various times of the day and during different days of the week to determine the peak demand. Our effort focused on parking demand throughout the CBD; however, Fringe Area Parking was also observed and analyzed.

Based on the particular characteristics of the Downtown Study Area, it was determined that the majority of parking facilities would see peak utilization between the hours of 10:00 a.m. to 2:00 p.m. on the days of Tuesday through Thursday. Historically, the midday of a typical weekday is a period of high demand for Downtown parking environments, since employees, visitors, and shoppers alike are competing for available parking spaces.

The utilization surveys took place during peak midweek periods between September and December of 2009. Special caution was

used to ensure that no special events or extraordinary circumstances artificially inflated the parking counts. However, as part of our effort, individual surveys were conducted during special events such as the Art Festival so that we could better evaluate the parking demand associated with events as well as the special event parking management practices. These findings will be addressed in later sections of this report.

The following information is provided as a summary our survey efforts. To better illustrate the existing parking demand in Norcross, our survey results will be categorized as follows:

- Average Occupancy – Represents the average of all utilization surveys that were conducted during our study effort.
- Peak Occupancy – Represents the highest survey results that were recorded during our study efforts.

The average occupancy throughout the CBD during our survey effort was 51.5%. This average is the result of multiple surveys that were conducted on various days; however, all surveys were conducted during hours of peak demand as identified above.

The highest peak demand that was recorded was 76%, which occurred during the lunchtime hours on Wednesday, October 21 (approximately 1:00 p.m. – 1:30 p.m.)

The greatest demand occurred within the on-street parking system. During our surveys, the on-street occupancy averaged 57%; however, the peak occupancy recorded was 83.5% with certain blocks experiencing over 90% utilization.

In general, the off-street parking facilities are considered underutilized experiencing 45% occupancy on average with a peak utilization of 68%. Several off-street facilities such as the parking lot at the Norcross Station Café and the Public Lot on Wingo Street, would experience higher utilization during the lunch hours (ranging from 75%-90%); however, this peak demand would only last for a short period of time.

The results of the utilization surveys are displayed in Table 8, which summarizes parking demand for both on-street and off-street parking.

Table 8 - Overall Parking Demand

Type	Total Spaces	Average Occupancy	Peak Demand	Peak Occupancy
On-Street Parking	193	57%	161	83.5%
Off-Street Parking	188	45%	128	68%
Total	*381	51.5%	289	76%

*Note: The parking spaces located at the Engine Tech Lot as well as several other spaces have been removed from the demand portion of this report, as these spaces were difficult to survey on a regular basis. It was also difficult to determine the actual degree of public parking that these spaces provide.

On-Street Demand

Overall, on-street parking experienced the highest demand throughout the study area with peak occupancy of 83.5%. This occupancy, however, is slightly misleading as certain blocks were at their effective capacity experiencing 85-100% occupancy. The high utilization of on-street parking is a major contributor to the public’s perception of the overall parking condition in Downtown Norcross.

Table 9 illustrates the on-street parking demand throughout the study area by location. The highest demand is on S. Peachtree Street, which has the highest concentration of business. The average daytime utilization on S. Peachtree is 71% with the peak demand reaching 96%.

Table 9 - On-Street Parking Demand

Location	Total CBD Parking	Average Occupancy	Peak Demand	Peak Occupancy
S. Peachtree Street	83	71%	80	96%
S. Peachtree Street	22	55%	22	100%
Jones Street	23	49%	15	65%
N. Cemetery Street	11	41%	9	82%
Wingo Street	15	60%	8	53%
Lillian Webb Park	17	52%	7	41%
Thrasher Park	22	27%	20	91%
Total	193	57%	158	83.5%

Off-Street Demand

Off-street parking demand is relatively low throughout the study area averaging 45% during our surveys. This includes both City owned and privately owned parking lots. The majority of off-street parking facilities are underutilized in comparison with the on-street parking demand throughout the CBD. This dynamic will be addressed in later sections of the report.

As previously mentioned, several off-street facilities would experience higher utilization during the lunch hours, which has been documented as the peak demand/utilization; however, this peak demand would only last for a short period of time.

Table 10 illustrates the off-street parking demand by facility throughout the CBD.

Table 10 - Off-Street Parking Demand

Facility Name/Location	Total CBD Parking	Average Occupancy	Peak Demand	Peak Occupancy
Iron Horse	19	39%	8	42%
City Hall	19	46%	15	79%
Betty Mauldin	17	46%	13	76%
Wingo Street	24	67%	16	67%
Te Folk House	12	42%	10	83%
Norcross Station Cafe	45	40%	41	91%
Skin Alley #1	12	38%	5	42%
Skin Alley #2	15	40%	7	47%
Skin Alley #3	13	35%	7	54%
Bleu House Café	12	50%	6	50%
Total	188	45%	131	68%

User Characteristics

The parking demand in Downtown Norcross is typically generated by two distinct user groups including:

- Short-Term Parkers
- Long-Term Parkers

Short-term parkers (also referred to as transient parkers) are typically visitors to Downtown who stay less than five hours. This category includes individuals that are shopping or eating downtown or conducting business as a customer.

Long-Term Parkers are typically the employees and business owners of downtown that typically stay in excess of five hours (or all day). These parkers are often referred to as leaseholders or monthly “contract” parkers, which relates more to a paid parking environment (i.e. individuals that lease space and have contract parking terms).

Since Downtown Norcross is primarily an open parking environment with no fees or time restrictions in place, it is difficult to determine the exact distribution of parkers between short-term and long-term users. However, based on our survey efforts, including interviewing of downtown businesses and analyzing land-use data, we can make assumptions about the user characteristics that affect parking demand.

Our analysis has concluded that approximately 30% of the parking demand during peak periods is generated by downtown employees (Long-Term Parkers) and approximately 70% is generated by visitors (Short-Term Parkers). These percentages correlate to the CBD parking demand as outlined in the above section and does not include City Hall and the City employees that park at the City Hall Complex. These percentages will fluctuate throughout the typical day as business demand declines in the later afternoon.

As an example, the peak demand that was documented during our survey efforts was 76% or 289 occupied spaces out of 381. Based on our findings, approximately 86 vehicles would be attributed to downtown employees or business owners (Long-Term Parkers) and 203 vehicles would visitors (Short-Term Parkers). With the average occupancy being 51.5% (or 186 occupied spaces) Long-Term Parkers would account for 56 vehicles while Short-Term Parkers would account for 130 vehicles.

These percentages and numbers are not an absolute as business fluctuations will impact the ratios as will different days of the week and seasons of the year. In addition, the high concentration of restaurants in the CBD impacts these ratios as there is typically an overlap of employee parking during shift changes.

Another method to analyze the various user groups is to evaluate the turnover of parking spaces within the CBD. Turnover refers to how many vehicles occupy a space during a set period of time (or how often the space becomes available). The fewer number of parked vehicles in the set period equates to infrequent turnover. The greater number of vehicles that occupy a space in a given period of time equates to greater turnover.

In order to evaluate the turnover in Downtown Norcross, a license plate inventory was conducted as part of our utilization surveys. During this process, license plates were recorded at various facilities and throughout the on-street parking within the CBD. This was repeated throughout the day, which allowed us to determine the average turnover within the CBD. Also, through this effort we were able to determine the percentages of vehicles that remained in the same space all day indicating a long-term parker or downtown employee.

The findings of this analysis indicate that the majority of spaces in the CBD turned over frequently, averaging less than 2 hours. This would equate to approximately 5 different vehicles parking in one space during a normal business day of 9:00 a.m. to 6:00 p.m. (or a turnover factor of 5 times).

Some areas that were inventoried turned over on a much more frequent basis (i.e. a portion of the on-street parking on S. Peachtree in front of the Credit Union). This is very typical of service related businesses where patrons only stay for a few minutes. As such, these types of business are dependent on the frequent turnover of spaces to accommodate more patrons.

The license plate inventory also identified the vehicles that were parked all day in the same space indicating a long-term parker. Of

the spaces that were inventoried, approximately 35% were occupied by the same vehicle for much of the day. This finding is consistent with the user characteristics identified above in terms of the employee parking ratios within the CBD.

Parking Adequacy

Parking adequacy is defined as the ability of the parking supply to accommodate the peak parking demand. It can be expressed as the number of parking spaces remaining when the actual demand is subtracted from the supply. A negative adequacy indicates a deficit; a positive result shows a surplus.

Based on the information collected, we have determined that there is currently an average parking surplus in the CBD of approximately 186 spaces (based on the average occupancy of 51.5%). During the peak demand period documented (76% occupancy) there was a parking surplus of 92 spaces throughout the CBD.

The majority of this surplus is in off-street surface parking lots throughout Downtown Norcross, with the largest concentration being in Privately-owned lots that have some level of restricted use.

The following table illustrates the overall surplus throughout the study area based on the various types of facilities that were surveyed. This table reflects the public parking supply available in the CBD. Consistent with the previous section, private facilities that offer no public parking have been omitted from this table; however, private facilities that offer some level of public parking have been included.

Table 11 – Norcross Parking Surplus

Type	Total Spaces	Average Demand	Average Surplus	Peak Demand	Peak Surplus
On-Street Parking	193	110	83	161	32
Off-Street Parking	188	85	103	128	60
Overall Demand	381	195	186	289	92

Our surveys indicate that the current parking supply is sufficient to meet existing demand as well as moderate growth in business throughout the CBD. However, there is still a public perception that parking is limited in Downtown Norcross. This perception is the result of a disproportionate demand which impacts the on-street parking supply. This disproportionate demand is the result of several key factors including the following:

- Business owners and employees that monopolize the on-street parking supply.
- Restricted private lots that are reserved for individual business use.
- Unregulated or unenforced areas of the CBD.
- A lack of knowledge and understanding regarding the available off-street public parking supply in downtown.
- Inadequate or non-existing directional signage.

To improve on this condition, the City will have to effectively manage the public parking supply; establishing policies and procedures that balance the demand between on-street and off-street parking. Initiatives and recommendations to improve this dynamic and support the vitality and future development of Downtown Norcross will be addressed in the Parking Needs Assessment section of this report.

PARKING STANDARDS AND NEEDS ASSESSMENT

Introduction

The following section provides framework for establishing a parking management plan and future needs assessment that will improve the current parking program in Norcross as well as address future economic development and the corresponding increase in parking demand. Included in this section are the following key elements:

- A comprehensive evaluation of the current Norcross Parking Code as well as recommendations to incorporate principles of shared parking in the Central Business District.
- Evaluation of future parking expansion opportunities and potential development sites in Downtown Norcross.
- Financing strategies to address future parking related projects.
- Parking management strategies and programs to better manage and promote public parking in Norcross.

Norcross Code Review

As part of Task 2 – Develop Parking Standards of this Study, Walter P Moore was tasked to review the current City of Norcross Parking Standards as they relate to existing and future developments within the Study Area. Should the results of our review and analysis of these standards, along with the current parking conditions witnessed during the study period result in recommended changes to these standards, a detailed explanation of our recommendations will be provided.

An analysis of the current City of Norcross Parking Standards was performed with the following findings. For the most part, we found the current standards to be comparable to what we have seen in previous reviews for similar sized municipalities and would expect for the City of Norcross. The Norcross standards also are comparable to published criteria (by national organizations) for smaller cities. These publications include:

- Parking Generation – published by the Institute of Transportation Engineers
- The International Parking Institute (IPI)
- The Urban Land Institute (ULI)
- The International Council of Shopping Centers (ICSC)

The five (5) key parking generators within the Study Area include retail, restaurant, office, lodges /clubs and park/recreation centers. The current City of Norcross Parking Standards for these generators are as follows:

Generator	Current Parking Standards
Retail	One (1) space per two hundred (200) gross square feet of floor area (or 5.0 spaces per 1,000 gross square feet)
Restaurant	One (1) space per seventy five (75) gross square feet of floor area (or 13.33 spaces per 1,000 gross square feet)
Office	One (1) space per three hundred (300) gross square feet of floor area (or 3.33 spaces per 1,000 gross square feet)
Lodges and Clubs	One (1) space per one hundred (100) gross square feet of floor area (or 10.0 spaces per 1,000 gross square feet)

Parks and Recreation Centers	Minimum of twenty (20) spaces
------------------------------	-------------------------------

Within the core of Downtown Norcross, we were provided data on a total of 94,107 gross square feet of retail business, restaurant, office, and lodge/club space. Per the current City of Norcross Parking Standards, as defined by City Code, the parking required for these generators totals **634** parking spaces. The inventory of existing parking spaces that currently support these generators was found to be **405** parking spaces.

The current Norcross Parking Standards require nearly 60% more parking (over the actual supply) to support the businesses within the CBD. The current Norcross Parking Standard also requires 120% more parking (more than double) than what is actually being used during the peak demand periods.

So what is this simple analysis/comparison telling us? The City of Norcross Parking Standards, as are most City codes/standards across the country, do not address Shared Parking opportunities and are intended for determining parking demand for single-use generators. By this we mean the parking required for a specific building will only support that business. An example of this would be the parking built for a standalone Walgreens, Applebee's, Walmart, etc. We believe the parking supply determined for any future mixed-use development within the Study Area should be calculated taking advantage of Shared Parking opportunities and synergies. This approach will be defined in more detail in the following section of this report.

What is Shared Parking?

Shared parking is an instrument through which adjacent property owners share their parking supply and reduce the number of parking spaces that each would provide on their individual properties. Shared parking is not a new concept. It has been used extensively in traditional neighborhood commercial nodes and downtown settings for decades. In these locations, there is higher-density office or apartment buildings, with shops and restaurants lining the sidewalks. People often park in one spot and then walk from one destination to another. The effect is that those various uses share the same parking spaces.

When adjacent land uses have different peak hours of parking demand, they can share the some of the same parking spaces.

Why use Shared Parking?

Parking is one of the largest uses of land in suburban areas. In a typical suburban shopping center, for example, parking occupies more land area than the building itself. Often, sites with large parking lots are located next door to other sites with equally large lots. If adjacent sites serve complimentary business or are used at complimentary times, the adjacent businesses could share the spaces and not be empty for long periods of time. This suggests that an excessive amount of space is given over to parking, and that less parking would be needed if the lots were somehow connected, shared, and used more efficiently. Shared parking can reduce the amount of land needed for parking, creating opportunities for more compact development, more space for pedestrian circulation, or more open space and landscaping.

Shared Parking Demand Model

Walter P Moore has prepared a detailed Shared Parking model for the City of Norcross Study Area. The basis of the model is to calculate current peak parking demand (excluding the 5-12 extraordinary high demand dates like the Independence Day Celebration and Norcross Art Fest in Historic Downtown, etc.) using the principles of Shared Parking (It also gives good insight into future demand ratios). This model will give the City the ability to calculate parking demands based on future economic development initiatives within the Study Area.

The model is based on the following fundamentals for urban planning for parking demand: Shared Parking is defined as the use of a parking space to serve two or more individual land uses without conflict or encroachment. The ability to share parking spaces is the result of two conditions.

1. Variations in the accumulation of vehicles by hour, by day, or by season at the individual land uses.
2. Relationships among the land uses that result in visiting multiple land uses on the same auto trip.

In our study the primary model inputs include the following:

1. Current City of Norcross Parking Standards
2. Existing development within the Study Area (e.g., square feet of office spaces, square feet of restaurant space, etc.)
3. Ability to combine existing developments for the purpose of analysis of the impact of Shared Parking

4. Hours of operations for all developments within the Study Area
5. Alternate modes of transportation

Parking Standards Analysis

Our approach for determining recommended Parking Standards for the City of Norcross Study Area included a three (3) step process. (1) Actual Utilization) (2) Parking Standard requirements (based on the existing ordinance) (3) Expected Peak Demand base on a Shared Use Model)

The first step, which was covered in a previous section of this report, was to determine the existing supply/demand ratios and utilization factors for the current parking conditions within the Study Area. We found parking utilization within the Study Area to be on average 51.5% and the highest peak demand (non-extraordinary peak demand or nominally the 95th percentile) was documented at 76%. While the sample size of the survey was not large, we believe our counts to be representative of the areas current parking activity and conditions.

The second step was to calculate the parking supply requirements using the current Parking Standard ratios. By this, 634 parking spaces are required under the existing ordinance. We find this to be substantially higher than observed demand and existing supply during our study.

The third step was to develop a Shared Parking model of all businesses within the Study Area using the current City of Norcross Parking Standards and other inputs stated above in this section. The purpose of this model was to test what the parking requirements

would be if a shared use calculation was permitted as a supplement to the current Parking Standard calculation ratios.

As a result of this analysis, the expected Peak Hour Demand (weekday daytime) calculates to a total parking space requirement of 359 parking spaces.

Although, high in comparison to our actual physical utilization counts, the model is a reasonably conservative predictor of peak demand as it calculates parking demand for all land-uses including vacant businesses. The model also includes parking demand generated by event oriented land-uses, such as the Masonic Lodge, which typically does not have scheduled events occurring on a daily basis.

The 359 space expected peak demand is significantly lower than the 634 parking spaces the current City of Norcross Parking Standards require for these generators.

Recommendations

Based on our findings, we feel two approaches (to change the Norcross Parking Standards) could be developed. Our first approach would be to include a shared use parking provision in the code that allows business to use a prescribed parking discount or perform a parking study to reduce parking when a documented sharing opportunity is available. The second approach would be to reduce the base demand ratios in the Norcross Parking Standards, based solely on the current parking conditions witnessed during the study period. Both would effectively bring the parking calculations in line with demand, with one exception. Should the style of development change in the Norcross CBD, (the introduction of big box retail for example) the modified/reduced ratios listed below

could be inadequate. Although, if that type of future development is not the goal in Norcross, the use of lower ratios would be effective.

Some communities use the base ratio as a maximum and not just a minimum and that would have the effect to discouraging certain types of development. (Big box retail entities would almost certainly not locate in an area with a maximum parking provision) One of these approaches should be implemented to mitigate the problem of current ratios prescribing more parking than demand. From our analysis of existing parking conditions in Downtown Norcross, a review of the current City of Norcross Parking Standards and Shared Parking Demand model analysis, we offer the following modifications to be considered for City of Norcross Parking Standards:

Generator	Modified Parking Standards Option
Retail Business	4.0 spaces per 1,000 gross square feet of floor area
Restaurant	11.0 spaces per 1,000 gross square feet of floor area
Office	3.0 spaces per 1,000 gross square feet of floor area
Lodges and Clubs	7.0 spaces per 1,000 gross square feet of floor area
Parks and Recreation Centers	Should be evaluated on a case by case basis based on the type of facility and programming activity.

These recommended parking standards are lower than the current Norcross Parking Standard requirements; however, they are still

intended for standalone developments and do not reflect the shared parking environment in Downtown Norcross. Parking standards and various parking code requirements by nature should be developed for private developments where parking is intended to be for a single-use (such as a standalone restaurant, or private condominium development). This will prevent overburdening of the public parking system and overcrowding of city streets and the public right-of-way.

To address principles of shared parking and to encourage development in the CBD, Norcross should consider adding a parking variance program to their municipal code. This variance process would allow development to occur without adhering to the defined standards based on the overall land-use program the supporting parking component. Factors to consider within the variance process would include but not be limited to the following:

- Types of business (mixed-use) within the development proposal including hours of operation and projected peak demand periods.
- Shared Use parking
- Accessibility of public transportation.
- The ability of the development to encourage/incentivize the use of public transportation or alternative transportation systems such as bicycling to work and car pooling.
- The overall parking component provided by the development including the general use by the public.
- Availability of public parking within the surrounding area.

Parking standards have to be established to protect both public and private property and to not over burden the parking system in Norcross. However, if they are too rigid the parking standards will serve as a deterrent to economic development. A well defined variance process can serve as the bridge between protecting the public good and fostering economic development.

Shared Parking Development Case Study

In 2006 the Urban College, Inc., in association with CP&A, prepared a Strategic Development Plan for Downtown Norcross. This study area, which for the most part is identical to the study area defined in this report, was divided into project areas for representing future development goals. In this Strategic Development Plan these areas were defined as the following:

- Mill Area
- Britt Avenue
- Buford highway A
- Buford Highway B
- Buford Highway C
- Lillian Webb Park
- Skin Alley
- S. Peachtree

Also, the overall build-out targets in the Strategic Development Plan for all of these defined areas included development of the following sizes and uses:

- ± 25,000 sq. ft. new “storefront” retail

- ± 9,000 sq. ft. “bungalow” retail/office (including reuse)
- ± 132,500 sq. ft. new Buford highway office/commercial
- ± 1,190 – 1,320 new public/commercial parking spaces
- ± 130 – 220 new loft housing units
- ± 26 – 38 new infill detached housing units
- ± 10 – 12 new infill live-work/attached townhomes
- ± 3.2 acres of new/enhanced open space
- ± 33,500 sq. ft. new civic/institutional spaces

To apply our Shared Parking principles as defined in this report, we have prepared a Case Study for a mixed-use development including some of these future build-out target uses. This Case Study includes the following:

1. 4,500 sq. ft. of Restaurant Space
2. 7,500 sq. ft. of Retail Space
3. 15,000 sq. ft. of Office Space
4. 25 Loft Housing Units

A couple assumptions were made when preparing this Case Study. The first being we assume there is no existing parking inventory available to support this new development and secondly, all this development is build within a single mixed-use footprint.

A customized shared parking model has been created for this case study which includes these assumptions and land-use targets and expands on the empirical data that has been obtained from our supply and demand analysis of Downtown Norcross. An electronic

copy of our Shared Parking Model is included at the back of this report.

Case Study Findings:

1. Current City of Norcross Parking Standards would require a total of 222 parking spaces to support this development. This total does not take into account any shared parking synergies as defined in this report.
2. Based on our Shared Parking Model, this development would see a peak parking demand of 119 parking spaces and this peak demand occurs on a weekday evening.

The difference between current code requirements and the shared parking model is based on differing peak demands for each component of the development and the ability for multiple users to share parking spaces. For example, the current parking standards require three (3) parking spaces for each residential unit. During the typical weekday, many of these spaces would be available to support office/retail use.

Sample Parking Ordinance

The following sample parking ordinance is provided to illustrate how the principals of shared parking can be incorporated into the City Code.

Requirements for the Central Business District.

(a) Development and redevelopment. All new developments and significant redevelopments that result in a change of use or increase in square footage of an existing use shall be subject to these requirements.

(b) General standards. In order to preserve the historic, compact, pedestrian-oriented character of the present downtown to the extent possible, the city recognizes that designated public on-street parking and public and private off-street lots or structures may need to be utilized to meet the general standards. New developments or significant redevelopments in the Central Business District (the "CBD") may decrease the parking spaces required by section xxx of this article up to 50 percent of the requirements, with the exception of residential uses. All residential uses in the Central Business District shall be subject to providing off-street parking spaces under the ownership of the applicant required by section xxxxxx.

(c) Available shared parking.

(i) A development approved under this ordinance can take advantage of the different peak parking periods of the respective uses in the CBD and share the public parking available to all uses in the CBD in order to meet in part the required parking established by this ordinance.

(ii) Definitions.

"Available Shared Parking" shall mean the parking then available to be shared by different uses in the CBD to support the Base Level of Development.

"Base Level of Development" shall mean the base level of anticipated future private development in the Central Business District as of xxxxxxxxxxxx, or as amended by the City Council due to future changes in development planning.

“Base Level of Parking” shall mean the total number of public on- and off-street parking spaces as established by the city council in the Downtown Master Plan Update (the “CBD Update”) dated xxxxxxxx as amended xxxxxxxx, and as it may be amended in the future.

(d) An applicant proposing new development or redevelopment in the Central Business District, which is consistent with the base development described in the CBD Update, but which does not meet off-street parking requirements may apply to utilize a proportionate share of Available Shared Parking.

(1) The applicant shall provide the city with a shared parking analysis pursuant to standards developed by the planning director (the “Shared Parking Analysis”). The standards may be revised from time to time to meet changing conditions. Such analysis shall be completed by a professional engineer or registered landscape architect and provide detailed information comparing the amount and location of the then available on-street and off-street parking with the Base Level of Parking to determine the Available Shared Parking. In order to qualify for the use of Available Shared Parking, the applicant must provide in its analysis reasons why the required parking cannot be accommodated on site, including how the request meets the city's policy objectives set forth in subsection (b) above. The Shared Parking Analysis shall include all uses and square footage of building(s) as proposed by the applicant as well as compared to the base development contained in the CBD Update. Furthermore, the maximum allowable walking distance for parking to qualify as available shared parking in the Shared Parking Analysis

shall be 500 feet measured from the principal entrance of the proposed development or redevelopment.

(2) Upon submittal of the Shared Parking Analysis, city staff shall review the analysis to determine the level of Available Shared Parking which can be utilized by the applicant. If the Shared Parking Analysis demonstrates that additional parking is needed to meet required parking, or the proposed development exceeds the Base Level of Development described in the CBD Update, all required parking must be provided by the applicant on site, unless the applicant meets the standards for a conditional use permit as required by this ordinance.

(e) Conditional use permit required. The city council may approve new development or redevelopment in the Central Business District not meeting the requirements of the general standards of this ordinance or exceeding the Base Level of Development described in the CBD Update, provided that:

(1) The applicant shall be required to pay the value of the shortage in Available Shared Parking by payment into the Parking Fund, or the city may allow the value of the shortage in Available Shared Parking to be satisfied by alternative compliance.

(i) Parking Fund. The applicant executes a development agreement with the city (which may be recorded at the option of the city) in which it is agreed that the applicant and its successors in interest shall pay into a fund maintained by the city the monetary value of the applicant's proportionate share of the shortage in

Available Shared Parking spaces created by the development initially or by a subsequent increase in intensity of use. The per-space value shall be computed based on the city's determination of land cost and per-space construction costs for the specific property requesting the conditional use permit. The city council in its reasonable discretion may select another method of computation of the per-space value, including but not limited to an annual determination of land value and parking space construction costs in the CBD. Such fund shall be utilized by the city to develop additional on-and off-street parking which can be used as Available Shared Parking. The proportionate share responsibility shall be determined on the basis of the development property's parking space shortage based upon ordinance requirements, in relationship to the total Available Shared Parking shortage.

(ii) Alternative Compliance. The city may consider alternative forms of compliance which serve a public purpose or otherwise further the city's public interests. Such compliance may include, but not be limited to, dedication of land and or construction of public facilities not otherwise required by this code to be constructed or dedicated by the applicant, transfer of development rights or other action where the value of the alternative can be reasonably measured by the city. The value of the alternative form of compliance shall be measured by the city and the dollar value of the alternative form of compliance credited against the developer's proportionate share of the shortage in Available Shared Parking spaces.

(2) The amount of parking provided on the property in question is the maximum amount possible, taking into account the use and design objectives of the Downtown Master Plan.

(3) The parking shortages created by the development are not premature or in excess of the supply of available shared parking which can be provided by the city through a public on-street and off-street parking system on a long-term basis as determined by the city.

(4) If the applicant cannot qualify for the conditional use permit authorized by this ordinance and must provide all required on-site parking, the city shall have no responsibility to provide additional off-street or on-street parking to address any Available Shared Parking deficiency or the failure of any applicant to meet the parking requirements of this ordinance.

(f) Contract required. The applicant may satisfy any portion of its parking requirement through a long term contract between the applicant and the property owner of any privately owned off-street parking facility. The facility proposed to be utilized shall be analyzed in the Shared Parking Analysis required by this ordinance. The contract shall be subject to review and approval by the city, and shall not result in the lowering of the required parking for the property owner providing the off-street parking, or any other property owner using such off-street parking to satisfy its parking requirements. If approved, the contract must be continuously maintained in order for the property to remain in compliance with this ordinance. If such parking is reduced or

terminated, the property owner shall be required to replace the lost parking with another contract, replace the lost parking on site or qualify for the required conditional use permit authorized by this ordinance.

Expansion of Downtown Parking System

The following section is provided as a framework for future expansion of the Downtown parking system. As outlined in previous sections of this report, the overall parking supply in Norcross is sufficient to meet the current demand from the various downtown generators. However, several factors contribute to the overall perception of a parking shortage in Downtown. Most notably are several private lots that have recently restricted use by the general public as well as the downtown employees and business owners that occupy a large percentage of the on-street parking supply.

Future growth in business activity through economic development initiatives will further strain the current parking supply requiring the City to consider expansion opportunities. As part of the Downtown Parking Study, a comprehensive assessment has been conducted of potential parking expansion opportunities within the Study Area. These opportunities have been categorized as follows:

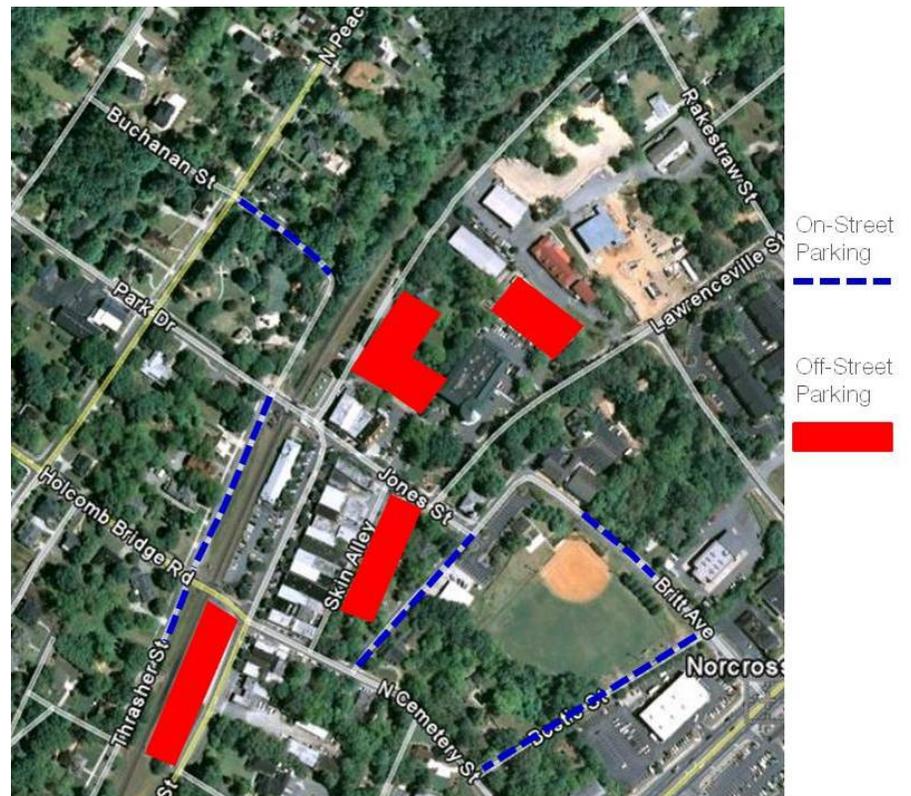
- Expansion Opportunities – Includes the expansion and/or reconfiguring of existing parking facilities; the reuse of City owned property; and the expansion of on-street parking by converting several streets to one-way traffic flow and improving the right of way. Expansion Opportunities are intended to be short-term strategies to address increasing parking demand throughout the CBD.
- Future Development – Includes parking projects that will coincide with and support economic development in

Norcross. The parcels that have been evaluated coincide with the City's long-range land-use and economic development plans. The pace and size of the project will also be dependent on future economic conditions.

Expansion Opportunities

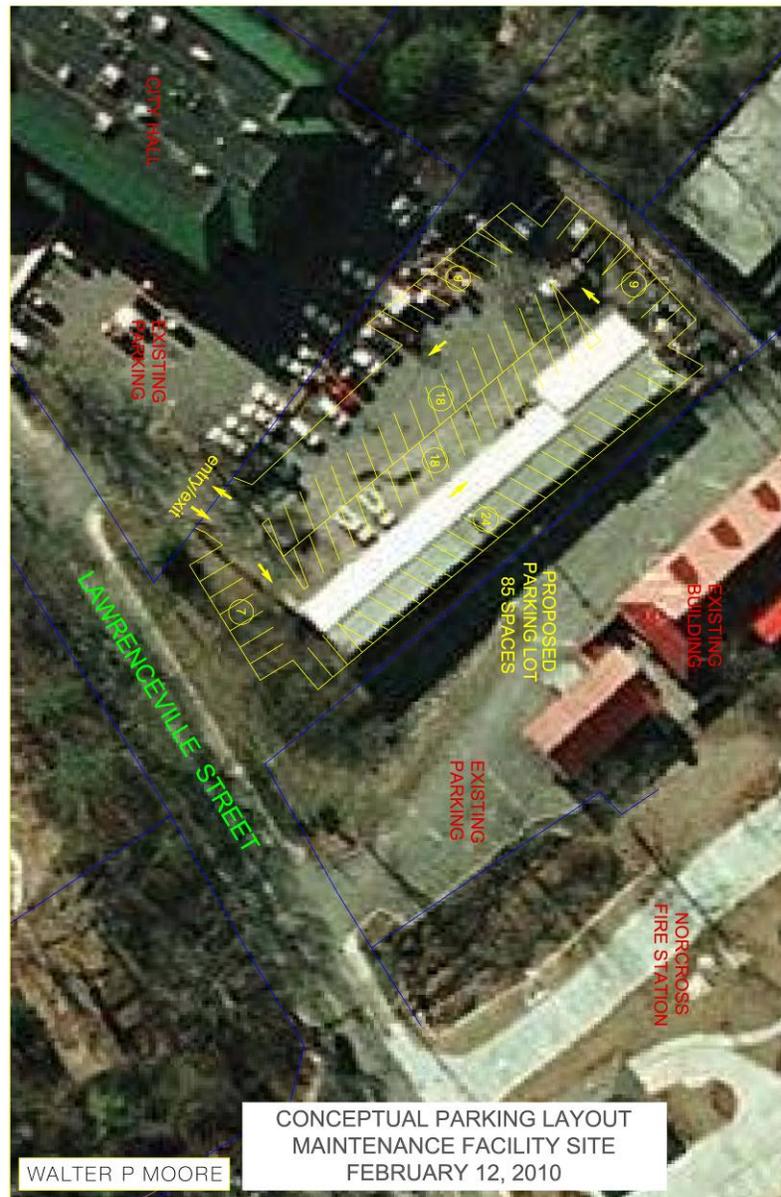
Our study concluded that there are ten (10) potential sites that are suitable for expansion. These sites have the ability to increase the downtown parking supply by an estimated 343-407 spaces (net new spaces). Each site is unique in terms of ownership and physical characteristics requiring additional evaluation on the feasibility of implementation. These sites are intended as short-term strategies to address increasing parking demand throughout the CBD. Map 5 illustrates the sites that have been identified as potential expansion opportunities.

Map 5 – Expansion Opportunities



Maintenance Facility Site

Image 1 – Conceptual Plan Maintenance Facility Site



Description & Use:

It is our understanding that the existing Maintenance Facility Building adjacent to City Hall and all its functions will be relocated in the first quarter of 2010. At this time, this City owned parcel will be available

for re-development. One option is to develop a surface parking lot on this site. We estimate that a surface lot of approximately 85 spaces can be developed, which represents a net gain of 64 spaces. Setback requirements and other site conditions may affect this estimated total space count. Access to this lot would not be changed from what is currently available. We envision these new parking spaces to be used for the following user groups:

1. An opportunity for the City to assign Employee parking to City Hall and other employees of businesses in Downtown Norcross (those located along Jones Street and its intersection with S. Peachtree Street).
2. Overflow visitor parking for City Hall
3. With improved access from this location to the Community Center located across the street, this lot could also serve as overflow parking for large functions at the Community Center.

Advantages:

Opportunity to free up on-street parking along Jones and S. Peachtree Streets by assigning employee parking in this lot.

Estimated Cost:

\$340,000.00 - \$425,000.00, please see Table 12 for more detailed information.

Skin Alley Lots

Image 3 – Conceptual Plan Skin Alley Lots



Description & Use:

Development of surface lot for public parking along Skin Alley. To accomplish the concept presented, The City of Norcross will need to re-negotiate the leases on the two existing surface lots located in

this area. This may not be an option, but is one we feel the City should pursue further. This is an ideal location for the City to develop additional parking as this could be used for both visitor and employee parking for businesses along S. Peachtree Street as well as support large functions that will be planned in the future at Lillian Webb Park. We estimate approximately 82 spaces can be developed in this area, which represents a net gain of 43 spaces.

Advantages:

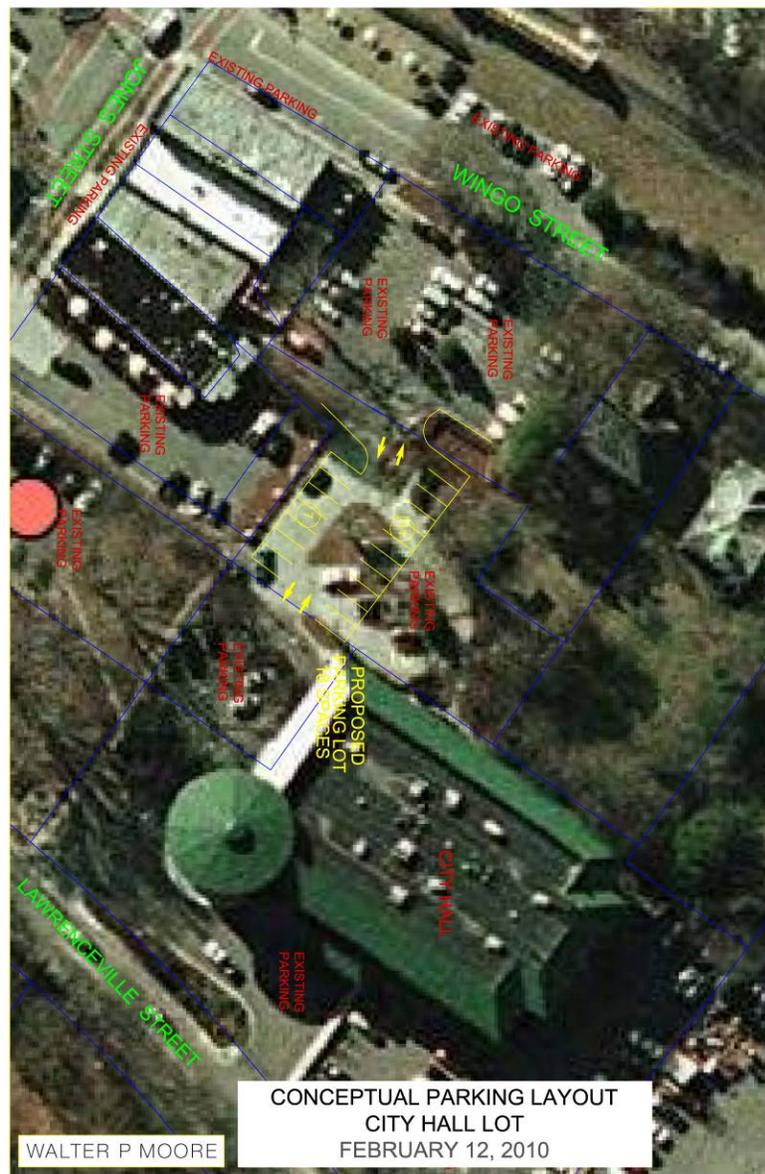
Creates additional parking, both visitor and employee, in an ideal location of Downtown Norcross. Also, this creates a link between businesses on S. Peachtree Street, parking and Lillian Webb Park.

Estimated Cost:

\$328,000.00 - \$410,000.00, please see Table 12 for more detailed information.

City Hall Lot

Image 2 – Conceptual Plan City Hall Lot



Description & Use:

There is an area of existing parking adjacent to City Hall that is not very efficient with respect to the layout/geometry. This area can be reconfigured, with what we feel to be a minor capital investment, resulting in a parking area of 18 spaces, which is a net gain of 10

spaces. These new spaces would be available for visitors of City Hall as well as support the businesses along Jones Street.

Advantages:

Minimal capital investment and although it's a small number, would almost double the number of existing spaces in this area. Also, this concept retains a large GREEN space behind City Hall that could be improved upon.

Estimated Cost:

\$72,000.00 - \$90,000.00, please see Table 12 for more detailed information.

Railroad Right-Of-Way Lot

Image 4 – Conceptual Plan Railroad ROW Lot



Description & Use:

Development of a surface lot for public parking along the Railroad R/W at the intersection of S. Peachtree Street and Holcomb Bridge Road. This area is currently used for public parking during large

events in Downtown Norcross. To accomplish the concept presented, the City of Norcross will need to negotiate a lease agreement with Norfolk Southern. This may not be an option, but is one we feel the City should pursue further. This is an ideal location for the city to develop additional parking and it could be used for both visitor and employee parking for businesses along S. Peachtree and North Cemetery Streets. We estimate approximately 87 new spaces can be developed in this area.

Advantages:

Creates additional parking, both visitor and employee, in an ideal location of Downtown Norcross and could free up on-street spaces along S. Peachtree Street currently being used by employees.

Estimated Cost:

\$348,000.00 - \$345,000.00, please see Table 12 for more detailed information.

Norcross. To accomplish the concept presented, the City of Norcross may need to negotiate a lease agreement with Norfolk Southern. This may not be an option, but is one we feel the City should pursue further. These additional parking spaces could be used for both visitor and employee parking for businesses along S. Peachtree Streets as well as large events in Downtown Norcross like the yearly Art Festival. We estimate approximately 50 angled or 18 parallel spaces can be developed in this area.

Advantages:

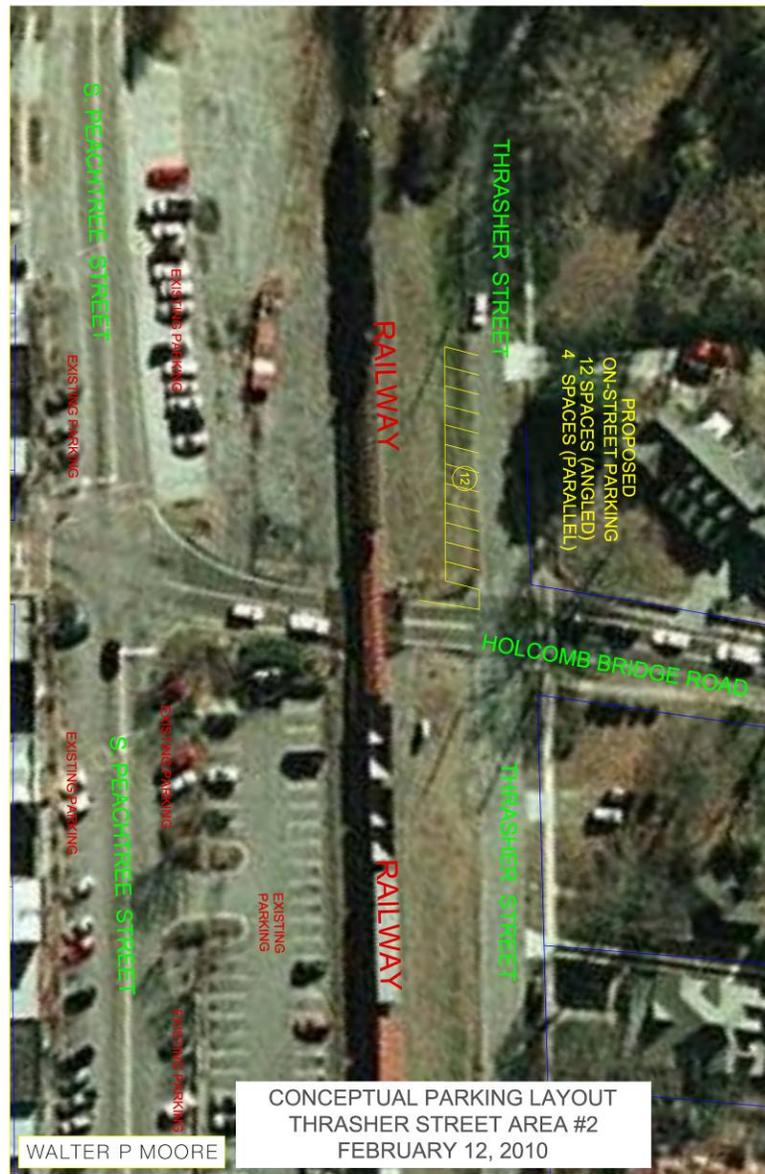
Very convenient parking for all businesses in Downtown Norcross as well as supporting large events held throughout the year.

Estimated Cost:

\$175,000.00 - \$225,000.00 for angled spaces and \$63,000.00 - \$81,000.00 for parallel spaces, please see Table 12 for more detailed information.

Thrasher Street Area #2

Image 6 – Conceptual Plan Thrasher Street Area #2



Description & Use:

Development of on-street parking, angled or parallel spaces, just south of Holcomb Bridge Road on Thrasher Street. This area is currently used for public parking during large events in Downtown Norcross. To accomplish the concept presented, the City of

Norcross may need to negotiate a lease agreement with Norfolk Southern. This may not be an option, but is one we feel the City should pursue further. These additional parking spaces could be used for both visitor and employee parking for businesses along S. Peachtree Streets as well as large events in Downtown Norcross like the yearly Art Festival. We estimate approximately 12 angled or 4 parallel spaces can be developed in this area.

Advantages:

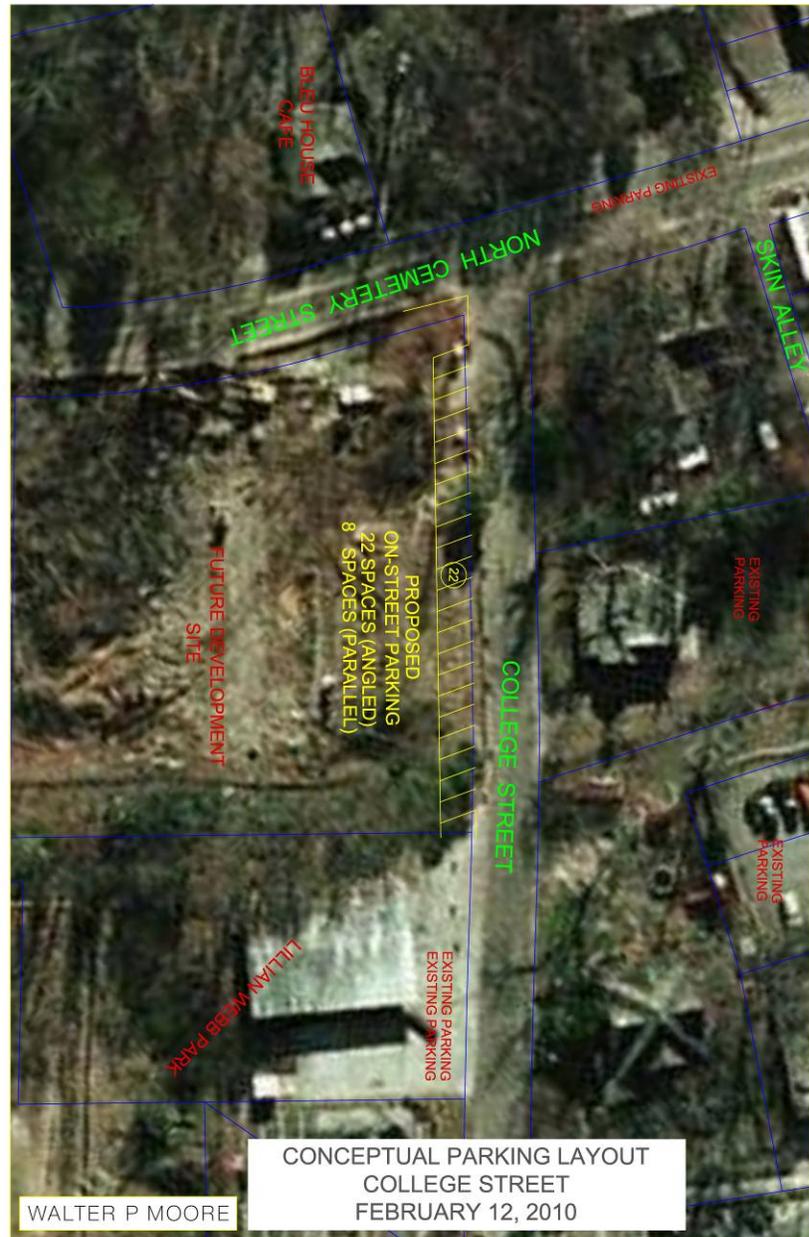
A little less convenient than a few of our other expansion opportunities, but still creates additional parking within a reasonable walking distance to Downtown businesses.

Estimated Cost:

\$42,000.00 - \$54,000.00 for angled spaces and \$14,000.00 - \$18,000.00 for parallel spaces, please see Table 12 for more detailed information.

College Street

Image 7 – Conceptual Plan College Street



Description & Use:

Development of on-street parking, angled or parallel spaces, at the intersection of North Cemetery and College Streets. These additional parking spaces could be used for both visitor and

employee parking for businesses along North Cemetery Street as well as support visitors and functions at Lillian Webb Park. We estimate approximately 22 angled or 8 parallel spaces can be developed in this area.

Advantages:

We do not see these additional spaces being a major support for Downtown businesses, but is a great opportunity to add parking for Lillian Webb Park as well as future development of the vacant parcel of land at this intersection.

Estimated Cost:

\$77,000.00 - \$99,000.00 for angled spaces and \$28,000.00 - \$36,000.00 for parallel spaces, please see Table 12 for more detailed information.

Britt Avenue

Image 8 – Conceptual Plan Britt Avenue



Description & Use:

Development of on-street parking, angled or parallel spaces, along Britt Avenue adjacent to Lillian Webb Park. These additional parking spaces could be used for visitors of Lillian Webb Park and the

Community Center as well as support future development that may be completed along Britt Avenue. We estimate approximately 15 angled or 5 parallel spaces can be developed in this area.

Advantages:

We do not see these additional spaces being a major support for Downtown businesses, but is a great opportunity to add parking for Lillian Webb Park as well as future developments along Britt Avenue.

Estimated Cost:

\$52,500.00 - \$67,500.00 for angled spaces and \$17,500.00 - \$22,500.00 for parallel spaces, please see Table 12 for more detailed information.

Bostic Street

Image 9 – Conceptual Plan Bostic Street



Description & Use:

Development of on-street parallel parking along Bostic Street between Britt Avenue and N. Cemetery Street, adjacent to Lillian Webb Park. These additional parking spaces would be used for visitors

of Lillian Webb park as well as support future development that may be completed along N. Cemetery Street or Buford Highway. We estimate approximately 29 parallel spaces can be developed in this area and will require improvements being made to Bostic Street. Our Cost Analysis that follows does not include the estimated costs for the complete improvements to Bostic Street, only the estimated costs for the development of these parallel parking spaces (roughly a 9' wide X 27' long parking space).

Advantages:

Similar to the recommendations for Britt Avenue and College Street, we do not see these additional spaces being a major support for Downtown businesses. However, they are a great opportunity to add parking for Lillian Webb Park as well as future developments along Britt Avenue.

Estimated Cost:

\$101,500.00 - \$130,000.00 for on-street parallel spaces, please see Table 12 for more detailed information.

Wingo Street Lot

Image 10 – Conceptual Plan Wingo Street Lot



Description & Use:

Development of a surface lot for public parking along Wingo Street. To accomplish the concept presented, the City of Norcross will need to purchase three (3) parcels of land currently occupied by

residential structures. This may not be an option, but is one we feel the City should pursue further. This is an ideal location for the city to develop additional parking and it could be used for both visitor and employee parking for businesses in Downtown Norcross. The dimensions of this site are very favorable when looking at the possible need for structured parking in Downtown Norcross anytime in the future. We estimate approximately 100 spaces can be developed in this surface lot, representing a net gain of 76 spaces.

Advantages:

Very convenient parking for businesses in Downtown Norcross, both visitor and employee parking opportunities, as well as supporting large events held throughout the year.

Estimated Cost:

400,000.00 - \$500,000.00, please see Table 12 for more detailed information.

Cost Analysis

The following table provides a summary of the cost estimates of the various expansion recommendations included in this report.

Table 12 – Cost Estimates

Expansion Opportunity	Type of Facility	Spaces	Estimated Cost
Maintenance Facility Site	Off-Street	85	\$340,000 - \$425,000
Skin Alley Lots	Off-Street	82	\$328,000 - \$410,000
City Hall Lot	Off-Street	18	\$72,000 - \$90,000
Railroad R/W Lot	Off-Street	87	\$348,000 - \$435,000

Thrasher Street Area #1	On-Street	50 Angled 18 Parallel	\$175,000 - \$225,000 \$63,000 - \$81,000
Thrasher Street Area #2	On-Street	12 Angled 4 Parallel	\$42,000 - \$54,000 \$14,000 - \$18,000
College Street	On-Street	22 Angled 8 Parallel	\$77,000 - \$99,000 \$28,000 - \$36,000
Britt Avenue	On-Street	15 Angled 5 Parallel	\$52,500 - \$67,500 \$17,500 - \$22,500
Bostic Street	On-Street	29 Parallel	\$101,500 - \$130,000
Wingo Street Lot	Off-Street	100	\$400,000 - \$500,000

General Notes:

- 1) Estimates are calculated using a per space cost as follows:
 - a. Off-Street Parking Range of \$4,000 - \$5,000 per space (for surface parking)
 - b. On-Street Parking Range of \$3,500 - \$4,500 per space (assumes no new lighting required).
- 2) Estimates include basic construction costs such as site grading, paving, striping, curbing, drainage, lighting, signage and landscaping.
- 3) Estimates do not include items such as land and/or lease costs, demolition of existing buildings, design fees, A/E fees, excessive excavation and grading, soil contamination

Future Economic and Parking Developments

Future Development includes parking projects that will coincide with and support economic development initiatives. These parcels have previously been identified as potential sites for development and are consistent with the City’s long-range land-use and economic development plans. Our effort has focused on three (3) parcels that are suitable for development. Each site is unique in terms of ownership and physical characteristics requiring additional feasibility

analysis. The parking component of these sites will be influenced by the overall development at each location.

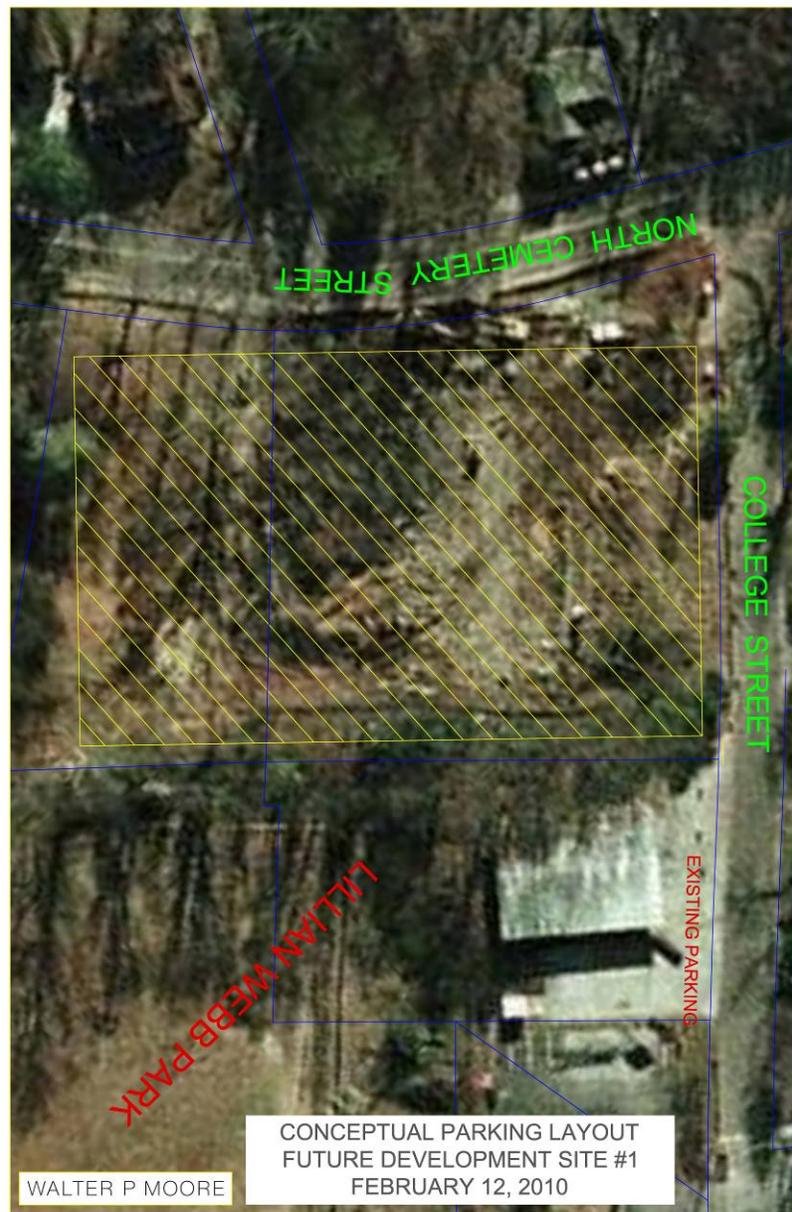
Map 6 illustrates the parcels that have been identified as future development sites.

Map 6 – Future Development Sites



Future Expansion Opportunity #1

Image 11 – Future Expansion Opportunity #1



Description & Use:

This ±1.5 acre parcel is currently privately owned. The most recent Master Plan for Norcross and this area calls for development of a mixed-use complex complete with ground level retail space, loft

apartments/condos above, some free-standing town homes and parking. Due to the dimensions and existing elevations of this parcel, we feel it is ideal for future parking development to support both the new mixed-use development as well as large events that may be planned in the future at Lillian Webb Park. Depending on the developments parking needs, it appears that the site dimensions permit the construction of a multi-level parking structure with internal circulation ramps between floors.

Advantages:

Opportunity to develop a multi-level (if required) parking structure below the mixed-use development with the possibility of minimizing excavation due to the existing elevations of the site. This new parking would be somewhat hidden with still the possibility of two sides of the structure being open and not completely underground.

Estimated Cost:

\$15,000.00 - \$25,000.00 per space. Several factors could affect the cost to construct these new spaces such as; amount of excavation required, open air versus underground structure, free-standing structure versus development above, functional layout, etc.

Future Expansion Opportunity #2

Image 12 – Future Expansion Opportunity #2



Description & Use:

The most recent Master Plan for Norcross and this area calls for development of free-standing town homes along Britt Avenue with parking behind these buildings. It appears that site dimensions may not be permit development of a multi-level parking structure.

Surface and/or a one level below grade parking structure may be all that is possible and needed in this area. This new parking could support the demands for the town homes as well as functions held at the Community Center and Lillian Webb Park.

Advantages:

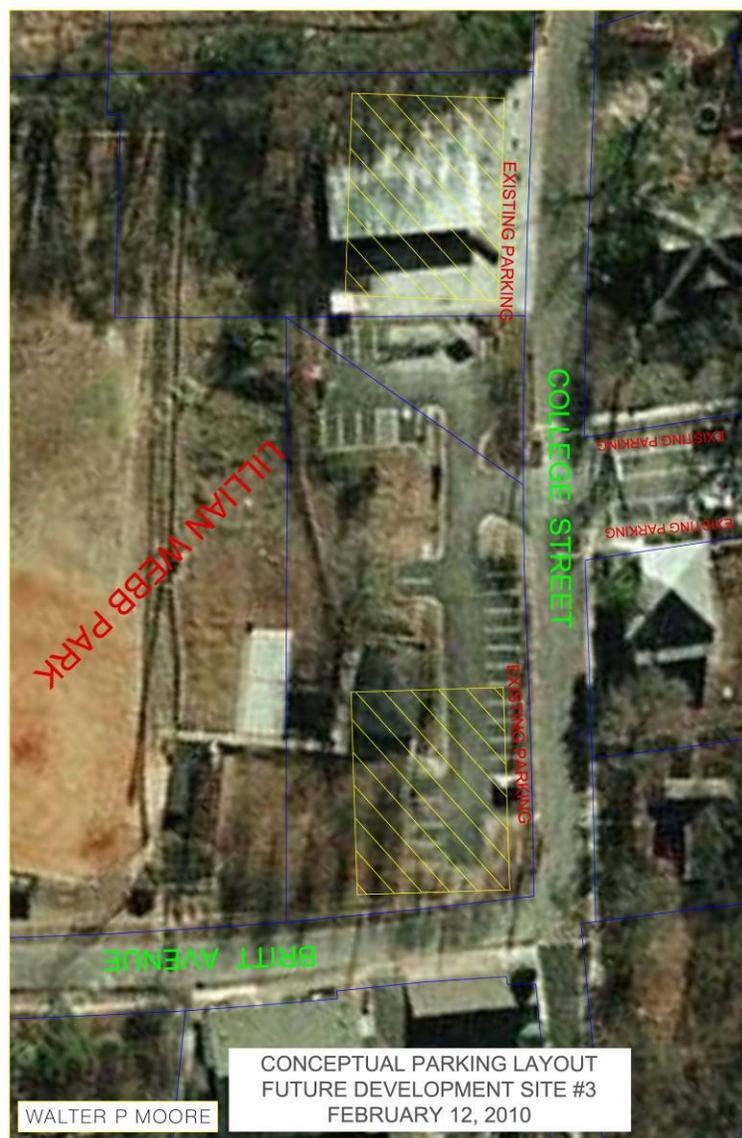
Creates additional parking to support large events that may be planned at the Community center and Lillian Webb Park.

Estimated Cost:

\$4,000.00 - \$5,000.00 per space for surface parking and \$15,000.00 - \$25,000.00 per space for below grade parking. Several factors could affect the cost to construct these new spaces such as; amount of excavation required, open air versus underground structure, free-standing structure versus development above, functional layout, etc.

Future Expansion Opportunity #3

Image 13 – Future Expansion Opportunity #3



Description & Use:

The most recent Master Plan for Norcross and this area calls for development of a new Activity Center, loft housing and minimal surface parking. It appears that site dimensions may not permit development of any multi-level underground parking in this area and further analysis would be needed. This new parking could support

the demands for the loft housing as well as functions held at the Community Center and Lillian Webb Park.

Advantages:

Creates additional parking to support large events that may be planned at the Community center and Lillian Webb Park.

Estimated Cost:

\$4,000.00 - \$5,000.00 per space for surface parking and \$15,000.00 - \$25,000.00 per space for below grade parking. Several factors could affect the cost to construct these new spaces such as; amount of excavation required, open air versus underground structure, free-standing structure versus development above, functional layout, etc.

Financing Strategies

In recent years, urban renewal has lead to a significant increase in development in cities throughout the country. As a result, Cities are now faced with the same fiscal challenge of how to finance the development, operations and on-going maintenance of public parking. Many downtowns have had to re-examine services they provide and the revenue sources used to fund them. In most instances, cities use a combination of funding sources to cover the cost of downtown infrastructure such as transportation and parking. As part of the Downtown Parking Study, Walter P Moore has reviewed several financial strategies to provide a basis for discussing funding options for future parking developments.

This review focuses on a range of financing options that might be available to the City of Norcross. Several of the outlined options may already be in place. The options outlined attempt to represent strategies most commonly used with municipal financing of parking or infrastructure related projects.

General Obligation Bonds

A general obligation (GO) bond is a common debt instrument that is widely used by municipal and state governments across the country. GO bonds are backed by the full faith and credit of the issuing agency, meaning that a state or local government pledges to use all legally available resources, including its full taxing authority, to repay bond holders of all principal and interest that is due. Most GO bonds pledged at the local government level include a guarantee to levy sufficient taxes to meet the debt service requirements.

GO Bonds give municipalities the ability to raise capital funds for projects that do not typically provide a revenue source and will not “pay for themselves”. This includes certain public infrastructure, roads, bridges, parks, schools, and other public type amenities. GO

bonds are typically used for projects that will serve the entire community.

Revenue Bonds

A revenue bond is a special type of municipal bond that is secured by a specified revenue source of the issuer. States, cities, and municipal subdivisions issue revenue bonds to fund income producing capital projects. The income generated by these projects is used to pay principal and interest to the bond holders. Unlike GO bonds, only specified revenues are contractually obligated between the bond holder and bond issuer. Other revenues (such as property tax revenues) and the general credit of the issuing agency are not obligated. Because they are not backed by the full faith and credit of the issuing agency, revenue bonds may carry a slightly higher interest rate than GO bonds. However, revenue bonds are still considered the second most secure type of municipal bonds and they now make up the majority of municipal bond issuance.

Revenue bonds are typically issued to finance community enterprise type projects such as hospitals, stadiums, public utilities, toll roads, airport terminals and parking facilities. Any government agency or enterprise fund that is run like a business and generates revenues can issue revenue bonds.

Tax Increment Financing

Tax Increment Financing, or TIF, is a public financing method which has been used for decades by cities for redevelopment and community improvement projects. TIF has become an important tool for local governments to attract economic development projects, create jobs, foster infrastructure investment and redevelop blighted areas. Cities use TIF to finance infrastructure improvements that will lead to major development or redevelopment.

Improvements financed through TIF typically include but are not limited to land acquisition and demolition, public utilities and infrastructure, transportation and street construction, public parks and landscaping, and public parking facilities.

A TIF is used to finance a qualifying capital project, or its related infrastructure, from a stream of revenue generated within a defined geographic area or TIF District. Primary governments with taxing authority can use TIF Districts, as well as certain redevelopment agencies. TIF Districts are currently authorized in 49 states, including the State of Georgia.

With federal and state sources for redevelopment generally less available, TIF has become increasingly popular as a financing mechanism for municipalities throughout the country. TIF is an instrument that pledges future gains in taxes to pay for current improvements that will lead to the future gains. Most states have established laws and eligibility requirements to designate an area as a TIF District (i.e., blight, dilapidation or deterioration, age of structures, etc). Once an area is legally designated as a TIF District, the base tax valuation is determined and essentially frozen. Any future gains in taxes “incremental tax increase” associated with improvements can then be pledged to pay for debt service, up-front development costs or can be used to finance smaller projects on a “pay as you go” basis.

Fee In Lieu of Parking

A Contribution “in lieu of parking” is an option given to developers to pay the municipality or governing agency a fee as a way to opt-out of providing parking with a new development. Usually the fee-in-lieu option is associated with minimum parking standards. Fees-in-lieu can range from a negotiated fee that is assessed at less than the actual cost of construction, to the full cost of parking construction.

Public Private Partnerships

Public-Private Partnership (PPP) traditionally refers to private or public-private projects that involve the use of public resources or financing capabilities to promote local economic development. PPP is typically a contractual agreement between a public agency (federal, state or local government) and a private sector entity. Through this agreement, the resources and assets of each are shared in delivering a specific capital project, which would typically include a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the project.

In PPP agreements, the public entity is typically asked to provide some combination of tax incentives, public land or other assets, infrastructure investments or financing methods. In consideration of those public contributions, the private entity is asked to make capital investments, commit to provide jobs, contribute development expertise and assume financial risk. These “partnerships” can have short life spans covering only the construction period for the project, or longer life spans covering debt repayment or long-term operating agreements.

Condominium Ownership

Condominium Ownership refers to a type of Public Private Partnership where the public entity shares ownership of a development. Similar to residential condominium developments, a Condominium Ownership Agreement typically consists of a collection of private dwellings or “units” with different ownership. There are also common elements of the development, such as lobbies, hallways, elevators, recreational facilities, walkways, gardens, and may include structural elements and mechanical and electrical services. The ownership of these common elements is

shared amongst the individual unit owners, as is the cost for their operation, maintenance and ongoing replacement.

A common example of Condominium Ownership in a municipal setting would be a mixed-use development on publicly owned land or an integrated office tower with a public parking garage. The City may maintain ownership of the land and construct a public parking facility to support the development. The developer would purchase the air rights to develop the office tower. Each would maintain ownership of their defined unit. The common areas (such as the lobby and elevators) would be shared as would the costs associated with maintenance and replacement.

Internal Loan Fund

Internal Loans represent lending transactions in which funds are provided on a quasi-commercial basis to operating units within an entity's overall financial framework. Interest is charged on all Internal Loans, and incorporated in the repayment mechanism. Typically, Internal Loans are used to provide short to medium term financing of capital projects. Internal loans are more common in a University setting but can be applied to other government agencies. Challenges exist with Internal Loans on a municipal basis as many revenue sources are pledged for specific uses and can violate bond covenants. Typically an internal loan would be granted through the General Fund to an enterprise fund using a one-time revenue source such as the proceeds from the sale of property.

Unbundled Parking

While not a traditional financing strategy, Unbundled Parking refers to a practice where parking spaces are rented or sold separately from building spaces so occupants only pay for the parking they actually need. Unbundled parking can reduce parking demand, allow for efficiency and equity, and support other transportation

programs. Unbundled Parking can be applied to most types of downtown building space including residential, office, retail and industrial.

Parking is typically unbundled by an individual developer; however, local governments can enact public policies that encourage and/or require unbundled parking. For example, minimum parking requirements can be reduced for developments with unbundled parking in recognition that parking demand will be reduced. These types of public policies that require Unbundled Parking are imperative with Public Private Partnership developments where the City is financing a portion of or the entire supporting parking supply.

Economic Development Incentive Program

Economic development incentives, non-financial and financial, include a broad range of tools, ranging from expedited planning and permitting processes to direct or indirect funding. Municipalities often use these incentives to pursue specific economic goals such as tax base diversification, job creation, or business retention and expansion. Incentives are usually set by federal, state, or local policy. Economic development incentives can be used to encourage public mixed-use parking within private development or developments that offer unbundled parking.

Fines and Fees (Disincentives)

Fines and fees can be applied as a financial disincentive to developments that cause the temporary or permanent removal of public parking. These fees can be applied as an administrative fee based on a flat rate or a per diem charge for loss revenue. Fees associated with the temporary loss of public parking usually correlate to the per diem loss of revenue and an administrative fee. The fee should be increased depending on the degree of the impact to the public. The fee associated with the permanent removal of

public parking should be based on the replacement cost of the space (i.e. \$15,000 - \$20,000 per space for structured parking). This fee can also include costs associated with loss revenue and on-going operational and maintenance costs.

Parking Valuation

The value of parking is often overlooked by both municipalities and private businesses. The effective parking supply in Norcross is a major benefit to the individual businesses as well as the City as a whole and there is significant value associated with this asset.

The total cost of providing parking space consists of three components, land cost, construction cost and indirect costs associated with design and engineering services. Parking, which has to be located near destinations, occupies prime real estate with higher land values. The amount of land required per parking space varies depending on type and location. On-street parking requires the least amount of land because it does not need access lanes. A typical surface lot will accommodate approximately 100-150 spaces per acre. Structured parking reduces land requirements per space but has much higher construction costs.

While construction costs vary throughout the country, the average costs (including construction and design) are as follows:

On-Street Parking:	\$1,000 - \$3,000 per space \$4.00 - \$12.00 per square foot
Surface Parking:	\$4,000 - \$5,000 per space \$12.00 - \$15.00 per square foot
Structured Parking:	\$14,000 - \$18,000 per space (Above Grade) \$46.66 - \$60.00 per square foot

\$25,000 - \$30,000 per space (Below Grade)

\$75.00 - \$90.00 per square foot

The value of a parking asset can vary from one city to another, especially in areas where paid parking is the common practice and the value of parking is influenced by the revenue production. At a minimum, a parking space should be valued consistently with other property within the same geographical area. Typically an assessment or appraisal will include the value of the land plus the value of the improvements or structure. So the land that is occupied by a parking space should have the same value per square foot as the land that is occupied by an office building or park. As for improvements, the cost to build a surface parking space is around 5,000 per space and the cost of a parking deck is around \$15,000 per space. Obviously there are a lot of variables in construction costs but this is a good average based on a very basic parking facility. Therefore, the minimum value of a parking space would be equal to the value of the land plus the value of the improved surface/structure (at \$5,000 or \$15,000 per space depending on type of facility).

Additional Recommendations

The following recommendations are provided to enhance the existing or future parking supply in Downtown Norcross. While our analysis found a sufficient parking supply to meet existing demand in Norcross, there exists a perceptions that parking is limited. The following recommendations are intended to better manage the existing and future supply and provide better information and direction to the public and visitors of Norcross.

Employee Parking Program

As previously identified, one key challenge affecting Downtown Norcross is the lack of an employee parking program. Currently the majority of employees and business owners park in on-street spaces all day contributing to the perception of there being a parking shortage in Downtown.

On-street parking is a critical component of the public parking supply that supports Downtown Norcross. This supply should support the Short-Term (Transient) parker as opposed to the employee who will occupy the space for the majority of the day.

When our study effort began in September 2009, the City had no ordinance or other policy in place for controlling and/or managing business owner and employee parking in Downtown Norcross. As would be expected from our past experiences, the general nature of the parking environment in City's like Norcross, and our initial analysis, it was apparent that business owner and employee parking in on-street parking spaces is a major contributing factor with the perception of a parking shortage. As defined in Section 4 of this report, we estimate that 30% of the on-street parking intended for customers of the Downtown businesses is being utilized by business owners and their employees.

Based on our preliminary findings and recommendations and prior to the submission of this final report, the City of Norcross engaged legal council to draft a new ordinance on Downtown Parking and specifically Employee Parking. This ordinance was presented to City Council and approved in November of 2009. In principle, this new ordinance is an effective means for the City of Norcross to better control and manage employee parking in Downtown. However, should Norcross elect to expand the overall supply base on the

opportunities identified in the study, we offer the following recommendations in this section of the report.

As written, business owners are responsible for applying for permits for their employees and will be directed by the City which facility(s) their employees are to park in. While the intent of this is precisely what should be achieved, the enforceability of this provision is difficult. We are not suggesting a labor intensive enforcement policy be adopted with ticketing & towing of vehicles, although a more defined program/policy should be put into place.

We offer the following enhancements to the current program:

- 1) Collect and maintain in a database as much information as possible for each registered employee, such as:
 - a. Name, address, contact number(s), email address, place of employment, shift schedule, etc.
 - b. Make, model, color and year of vehicle(s)
 - c. License plate number
 - d. Permit number
- 2) Employee Lots should be established in one (or more) of new facilities recommended in this study and be designed/built so employees feel safe walking to and from their place of employment at all times of the day/night.
- 3) If employees are assigned to existing lots, the City should make any necessary improvements to insure employees feel safe walking to and from their place of employment at all times of the day/night.
- 4) Police could be visible during "closing".

- 5) Make random checks/inventories of employee lots to be able to gauge the success and/or participation be seen with this program.

Optional enhancement:

- 1) The employee lots should be “access” controlled making them exclusive for the employee parking program.
 - a. The number of employees assigned to the lot initially should equal the number of spaces.
 - b. After monitoring the utilization reports that are available from the access system, an oversell assignment to the lot should be established. For example: a 20 space lot could have an oversell between 5 and 25%.
 - c. Multiple “shifts” could be set.
 - d. The initial cost for an access controlled system will be significantly less costly than any ongoing enforcement program.
 - e. The utilization and participation of each employee registered in the program can easily be tracked. Conversely, assigned employees not using the lot can be identified and notified of non-compliance.
 - f. The secured lot cannot be violated by unauthorized parkers. This is a “fair” trade off for compliance in the program.

Should the City determine that this program/system is not successful, posting of time restrictions on all on-street parking spaces should be considered. This will give the City the ability to

warn violators or ticket and/or tow vehicles that park in a space longer than the posted time restriction. Although requiring a more labor intensive enforcement program, we would expect this to result in a more successful employee parking program.

The key element to our recommendations is to free up as many on-street parking spaces as possible so that customers/visitors to area businesses will have ample convenient and free parking in close proximity to their destination. This conveys to patrons “please come to Norcross”. Employees will have a relatively safe, secure and private area to park when they are working in the downtown area.

Reduce Parking Restrictions

Another contributing factor to the public’s perception regarding parking availability in Norcross is the restrictive lots that only allow parking for their specific use (or customers use). Most notably is the parking facility at the Norcross Station Café as well as the two privately owned lots on Skin Alley. Since several of these facilities are on main streets such as S. Peachtree, they are often a visitor’s first impression of Downtown.

Image 14 - Prohibitive/Restrictive Signage



During our Stakeholder and Community work sessions, many individuals expressed concerns about the increasing amount of restricted parking in Downtown. The increase in concerns over restricted lots coincided with the recent installation of parking restriction signs at the Norcross Station Café, which had previously been open to the public.

The following strategies should be considered to enhance public parking and create a friendlier downtown environment.

- 1) Negotiate leases with private property owners so that their property or a portion of their property could be used for public parking. This applies to parking facilities such as the private lots on Skin Alley, which was addressed in the section of this report on expansion opportunities.
- 2) Create Public Private Partnerships (PPP) intended to increase the public parking supply. These partnerships could be incorporated into development opportunities or could be used to address current facilities. For example, the City could agree to make improvements and provide on-going maintenance on private property in return for the use of the land.
- 3) Create incentives for businesses that provide unrestricted public parking. These incentives could include such things as reduced taxes and fees or promoting of the business on the City's website and in various marketing materials.

Signage and Wayfinding System

In recent years, Norcross has developed a signage and wayfinding system that is functional and compliments the character and charm of Downtown. The decorative signs provide useful directions to various attractions and destinations.

Image 15 - Existing Norcross Signage



The City of Norcross should expand this system to incorporate parking as part of the wayfinding effort. Parking signage would be used to identify public parking facilities as well as provide patrons and visitors with direction to the nearest available parking facility. For parking, the most important aspects of signage include:

- 2) Facility Identification – Public parking facilities should have a sign at the entrance that identifies the area as available for public use. The identification sign would include the facility name or address as well as any applicable rules and regulations (rates, hours of operations, etc.).

- 3) Directional Signage “Trailblazers” – Signage should be installed on the main streets in Downtown to direct patrons to off-street parking facilities. The signage should be post mounted and easily recognizable.
- 4) Public Parking Symbol – All parking signage should use a standard symbol that can easily be identified as public parking. This symbol should be reinforced on directional trailblazer signs and posted at the entrance of all public parking facilities. A large white “P” on a solid blue background is recognized as the international symbol for parking, which has become increasingly common in urban areas.

Image 16 - 19 illustrates an integrated signage system for parking facilities, with on-street “trailblazers” reflecting the same graphic at the entrance of the parking facilities.

Image 16 – Parking Signage Example #1



Image 17 – Parking Signage Example #2



Image 18 - Parking Signage Example #3



Image 19 - Parking Signage Example #4



As part of the existing signage system in Downtown Norcross, several public parking facilities have identification signage. This signage has been designed as part of the overall streetscape and signage program, which uses large decorative poles more common with street lighting. The signs as currently designed and installed are difficult for motorists to see and read from the street and therefore are not successful in identifying public parking. Image 19 shows the existing parking signage in Norcross.

Image 20 - Existing Parking Signage



To improve on the functionality of these signs and better identify public parking, the following modifications are recommended.

- 1) Reposition signs to the entrance of each facility so that they can be visible by motorists traveling in either direction.
- 2) Reduce the height of the sign to a more appropriate signage for vehicular traffic identification. The estimated height would

be 7' from the ground; however, this should be based on local and state code requirements.

- 3) Implement the International Symbol for Parking on the face of the sign. This includes a solid blue background with a white P in the center (similar to hospital signage).
- 4) Incorporate the same graphic into "Trailblazer" or directional signage that will direct motorists to the public parking facilities.

Image 20 is provided as a rendering of the modified parking signage that could be used at each public parking facility.

Image 21 - Modified Parking Sign Rendering



Marketing and Public Relation Efforts

During the stakeholder and community involvement phase of our study, we heard from many people that did not realize the difference between a public and private parking facility. This finding was supported by our parking survey which 44.2% of the responders indicated that they did not know what off-street facilities were available for public parking.

To improve on this condition, the City and their partners such as the DDA and the Arts Commission should develop a marketing plan that focus on public education and provides information on parking in Downtown. Information should include a standard map of downtown that illustrates various destinations and identifies the public parking supply that is available. Information can be posted on the City's website and linked to other organizations and business. Marketing materials should also include information on the rules and regulations governing parking in Downtown.

The City's website currently offers a 3-D map that illustrates all businesses within the CBD. This map should also include parking information for each business including any parking facilities that have some level of restrictions (i.e. the parking lot at the Norcross Station Café).

Event Parking Management

The City of Norcross holds several special events throughout the year in the core downtown and study area. These events range from somewhat small to very large, with respect to parking demand. Some of these events include:

- Annual Classic Car Show
- Weekly Farmers Market

- Independence Day Celebration
- Norcross Art Fest in Historic Downtown (one of the largest events)
- City Birthday Celebration
- Norcross Ghost Tours
- Christmas Tree Lighting/Santa
- Historic Norcross Holiday Tour of Homes

During the study period, our team attended the 2009 Art Fest. As could be expected, parking for this event during the peak hours could be classified as very difficult. This is not uncommon as City's do not typically have and/or build enough parking to support these few peak demand events.

For this and other large events, the City of Norcross and the event organizer have access to remote parking at the RockTenn Corp., located a short distance on Thrasher Street from Downtown. Visitors are offered free parking at this location with shuttle service provided to and from Downtown/event.

However, even with this satellite parking facility, larger events (i.e. The Art Fest) tend to use temporary or "makeshift" parking including the right-of-way on Thrasher Street and neighboring residential streets such as Barton and Buchanan Streets.

This condition was discussed at several Community Workshops, where residents expressed concerns regarding the amount of event parking on residential streets. Most notably were concerns over driveways being blocked and the inability to maintain access for

emergency vehicles (as cars were parked on both sides of the street).

To improve on these conditions, we recommend the following enhancements to the current event management program:

- 1) Additional/improved marketing information distributed prior to an event with detailed information on the location and operation of the free parking and shuttle service.
- 2) Improved and/or more event specific signage for directing visitors to the parking lot(s) (see image below).
- 3) Develop a traffic plan to determine the best locations for signs with goal of minimizing the amount of vehicles/traffic in and around Downtown.
- 4) Analyze shuttle operation to determine if efficiencies can be made with this operation, such as larger buses, more buses, shorter wait times, etc.
- 5) Establish parking restrictions on residential streets within the Study Area. Parking restrictions could either be implemented on a permanent basis, by creating a residential parking permit district, or on a temporary "event specific" basis. These restrictions could apply broadly to all residential streets or could be limited to specific blocks closest to the CBD where parking is most problematic. Also, the restrictions could apply to both or one side of the street.

Image 22 - Examples of Event Specific Signage

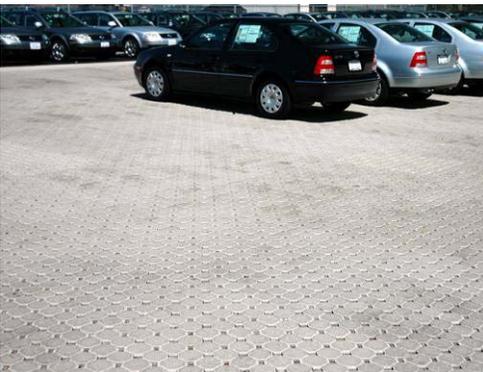
Green Parking and Transportation Initiatives

As established by the Atlanta Regional Commission (ARC) Green Communities Program, the City of Norcross is working on all fronts to protect the environment and become a “Green Community”. With metro Atlanta’s population forecast to reach seven million by 2030, protecting the region’s environment by conserving energy, investing in renewable energy, conserving water, conserving fuel, reducing waste and protecting and restoring the community’s natural resources is more critical than ever.

“Sustainable Parking” may strike some as an oxymoron, but at Walter P Moore, we recognize that even surface areas and structures primarily devoted to parking of vehicles can be designed to minimize environmental impact. We also recognize that parking structures and parking in general is unique and present their own environmental challenges and opportunities. Our awareness of the origins of a parking structure or surface lot’s environmental impacts allows our team to offer many ideas to be “GREEN”.

The following are just a few of the things we recommend the City of Norcross explore as it relates to the current and future parking system, program and new facility design:

- 1) Bicycle parking/storage facilities strategically located within parking lots and throughout the Downtown area.
- 2) Dedicated parking spaces and/or areas within the system for alternative fuel vehicles and car/van pool programs.
- 3) Engage a Consultant to perform a demand/shared parking study for all future developments to insure the “right sizing” of any new parking lot or structure.
- 4) Dedicated “bike” routes or paths through and around Downtown Norcross, which will be addressed further in the Traffic Analysis section of this report.
- 5) Construction means and methods with respect to future construction of new parking lots and/or structures.
- 6) Materials used in future construction of new parking lots, on-street parking and garages. For example, using porous asphalt pavement or permeable pavers instead of regular asphalt to allow for storage and infiltration of rainfall. While the cost of these materials is estimated to be 30% more than traditional asphalt, use of these construction materials should be considered by the City.
- 7) Promote a “park-once” environment by improving pedestrian movements and connections between parking facilities and businesses and parks in Downtown Norcross. This will also be addressed further in the Traffic Analysis section of this report.



Examples of Permeable Pavers

- 8) Improve signage and wayfinding within Downtown Norcross to better direct visitors to parking and their destination reducing search times and vehicle emissions.

TRAFFIC ANALYSIS

Overview

This pedestrian and vehicular circulation study is focused on parking-related pedestrian and vehicle movements. The study area for pedestrian and vehicular circulation is the same as for parking, concentrated on the historic downtown retail area. New traffic counts were taken for several streets in the downtown area as part of this study. The traffic counts taken as a part of this study are included as Appendix D of this report. The time horizon for the circulation study is the same as for the parking study. If development patterns change in the near term then the circulation study should be reassessed.

The following section provides recommendations to improve pedestrian and vehicular circulation throughout the Study Area as well as to support the various parking expansion opportunities. Maps and diagrams illustrating these recommendations are included as Appendix E of this report.

Pedestrian Circulation

Norcross has newer sidewalks, pedestrian crossings and pedestrian signage through much of the historic downtown. From observations, it appears that most pedestrians currently have short walks from their parking spots to their destinations. Improvements to parking facilities and increased parking efficiency generated recommendations at a few locations.

- Access to parking lot on the CSX right-of-way along South Peachtree St. should be improved with better defined parking spaces and either a sidewalk along the west side of South Peachtree or a striped pedestrian walkway along the street. There is a crosswalk on the south side of the

S. Peachtree – Cemetery Street intersection, but no defined walkway from the parking area to that crosswalk.

It is possible that this work could be completed in conjunction with a pending TE project in the same area.

- The parking study recommends development of a parking lot to the north of City Hall that would be the primary parking location for employees working in the historic downtown. There is sidewalk along Lawrenceville Street, but no crosswalk across Jones Street. It is recommended that either a crosswalk be constructed across Jones Street on the west side of the Jones St. – Lawrenceville St. intersection or a mid-block crosswalk be constructed across Jones St. to allow pedestrians to cross Jones St. in the area of Skin Alley.
- There is on-street parking on the west side of Peachtree St. in front of the Train Station that are prime parking spots. There is a mid-block pedestrian crosswalk, with signage, but no sidewalk or pedestrian walkway from the spaces to the crosswalk. This comment came from one of the public meetings and is difficult to address with the lack of room to construct the sidewalk/walkway, but even a narrow sidewalk/walkway on the west side would be an improvement to pedestrian circulation.
- This study recommends development of parking spaces along Thrasher St., between Cemetery St. and Jones St. There is a sidewalk on the west side of Thrasher St. but a defined pedestrian walkway and mid-block crossing of Thrasher St. should be considered as part of the new parking development. Additionally, elevation changes make pedestrian circulation difficult when walking west along S. Cemetery from Thrasher St. It is suggested that

pedestrian signage direct pedestrian traffic north along Thrasher St. to a easier pedestrian railroad crossing at Jones St.

- The parking study recommends development of additional parking along College St. and improvements to the current City gravel lot between College St. and Skin Alley. As part of the improvements to the gravel lot, it is recommended that a pedestrian walkway between Skin Alley and College St. be constructed and properly signed for pedestrians only. This will be especially important if historic downtown businesses develop more public entrances along Skin Alley in the future.

Vehicular Circulation

Traffic through the study area tends to be highly directional with, in general, about 2/3 of daily traffic occurring in the afternoon rush hours coming from the Holcomb Bridge Road area and winding northeast through town. This study recommends development of additional on-street parking in some areas so modifications to vehicular circulation is recommended along some streets in conjunction with the parking development. By amending existing traffic patterns, new signage and wayfinding will be a key component to the successful implementation of these recommendations. For example traffic patterns to and from the Community Center will be impacted by these strategies and will require proper signage and public information.

Skin Alley

Skin Alley is a narrow street between Jones St. and S. Cemetery St. It is currently marked for two-way traffic but the combination of very low traffic (average of 136 vehicles per day) makes it a candidate for conversion to one-way. The short-term recommendation is to

convert Skin Alley to one-way southbound, from Jones St. toward S. Cemetery St. with appropriate signing and markings. Longer term consideration should be given to making this pedestrian only or perhaps pedestrians and delivery vehicles only.

College Street and Britt Avenue

College Street runs generally south to north from S. Cemetery Street to Britt Avenue. Britt Avenue runs west to east, terminating at Buford Highway. There is currently a combination of off-street parking lots and on-street angle parking along College Street that were developed as part of the Lillian Webb Park project. Potential development and the proximity to historic downtown make College Street and Britt Avenue both candidates for additional parking.

The parking study recommends additional on-street angle parking on both streets, which would best be accommodated by making College Street one-way to the north from South Cemetery Street to Britt Avenue and continuing the pattern with Britt Avenue becoming one-way eastbound from College Street to Buford Highway.

Current traffic on College St. of about 750 vehicles per day is generally evenly split northbound/southbound with the peak daily traffic being northbound during afternoon rush hours, so the proposed conversion to one-way northbound would accommodate both the added on-street parking and current afternoon rush hour traffic patterns.

Bostic Street

Bostic Street is a low-volume street (average of 87 vehicles per day) that has been improved with curbing and angle-parking across the frontage to Webb Park with the southern section being a narrow street with narrow shoulders. The parking study recommends

development of on-street parking along Bostic Street to supplement special event parking. The development of this on-street parking would be assisted by conversion of Bostic Street to one-way. With the low traffic volumes and to assist with the traffic circulation associated with conversion of College St. to one-way northbound, it is recommended that Bostic Street be converted to one-way southbound. Appropriate signage and markings at the S. Cemetery intersection will be required.

Thrasher Street

There was earlier mention in this section about development of on-street parking along Thrasher Street. For pedestrian and vehicular safety purposes if on-street or angle parking is developed along Thrasher St., conversion of Thrasher St. to one-way would be suggested. The current average daily traffic of 1,350 vehicles per day is highly directional with approximately 2/3 of traffic traveling northbound daily, mostly during the afternoon rush hours. The northbound movement would accommodate existing traffic patterns and direct traffic to the better sight distance intersection at Jones Street.

Magnolia Street

While a low-priority compared to the other streets mentioned above, Magnolia St. is within the study area, reasonable close to the historic retail district, has very low traffic volumes (average of 79 vehicles per day), and is highly directional with 75% of traffic being northbound. This makes Magnolia Street a candidate to be converted to one-way northbound to continue the theme of one-way streets in the historic downtown and would provide future opportunities for development of on-street parking with minimal paving.

Staging

Conversion of any or all of the above streets to one-way requires consideration of the planning and timing of the conversions. It is suggested that signs announcing the planned conversion be installed about a month in advance to allow motorists to adjust their traffic patterns and plan for the changes. Several of the streets are very low volume and can be closed to through traffic for a few days for the conversion. The critical streets for staging would be Thrasher St., College St. and Britt Ave. since those have the highest current daily traffic. Since alternate routes do exist, closing these streets to through traffic during conversion should be accomplished with minimal disruption to the majority of traffic through the study area.

Special Events Circulation

The City holds a farmer's market weekly during the warmer months, along with special events such as the Arts Festival and events at Thrasher and Webb Parks. The farmer's market customers utilize existing parking for the most part, while the larger special events use a combination of existing downtown parking and remote shuttle lots. From a parking-related traffic circulation perspective, the key to those events is advance directional signage to the shuttle lots and clear signage at the lots themselves, along with consistency of the location of those lots. Signs should be placed well in advance of the historic downtown area directing traffic to the shuttle lots to minimize traffic through the congested event areas.

As much as possible, it is recommended that event traffic be directed around the historic downtown area, to the point of limiting traffic along Peachtree and Thrasher St. to event participants and officials. Fortunately, several alternate routes around the historic downtown are available and shuttle lots are nearby so traffic circulation during these one-time events can be managed with

advance planning. In the past it is understood that placement of signage and traffic circulation patterns for the events has been left to event organizers. It is recommended that the City staff review and approve proposed signage placement and proposed event parking and traffic circulation prior to the event.

Bicycle Circulation

The ability to circulate within the City for bicyclists is difficult currently with no dedicated bike lanes or routes. A copy of the latest Gwinnett County Greenway and Bikeway Route plan did not indicate any planned bike routes through historic downtown Norcross.

For purposes of this parking study, it is suggested that bike lanes be considered along the newly created one-way streets of Thrasher St., Skin Alley, College St. and Britt Ave. This can be part of the signing and striping project to convert to one-way.

As a connection through town, consideration should be given to installing bike lanes along Jones St., between College St. and Thrasher St. This would likely require removal of parking along one side of Jones St. to install the bike lanes, but this short connecting piece would then provide a dedicated bike lane from Buford Highway, through historic downtown Norcross to Thrasher St. While the parking on Jones Street is an important component of the CBD parking supply, any loss of space should be offset with the expansion efforts identified in previous section of this report. In addition, better access for bicycles can serve to reduce parking demands.

Future coordination with Gwinnett County to include a connection to this route through historic downtown Norcross could expand bike access as the county-wide bikeway routes are developed.

SUMMARY

The following is provided as a summary of our findings and recommendations contained within this report.

As of December 2009, there are a total of 968 parking spaces within the Study Area. This includes all legally marked on-street parking as well as privately and publicly owned surfaced parking lots. Of the total spaces, 734 are located in off-street parking facilities and 234 are on-street spaces.

The City currently controls approximately 52% of the parking supply within the Study Area with approximately 506 spaces, including 234 on-street spaces and 272 off-street spaces. The remaining 462 spaces, 48%, are privately owned/controlled surface parking lots that provide some level of public parking.

The Central Business District (CBD), which is the commercial heart of Downtown Norcross, includes a total of 405 parking spaces (193 on-street spaces and 212 off-street). These parking spaces support approximately 94,100 square feet of commercial properties including numerous restaurants, retail establishments and businesses.

The average occupancy throughout the CBD during our survey effort was 51.5%. This average is the result of multiple surveys that were conducted on various days; however, all surveys were conducted during hours of peak demand as identified above.

The highest peak demand that was recorded was 76%, which occurred during the lunchtime hours on Wednesday, October 21 (approximately 1:00 p.m. – 1:30 p.m.)

The greatest demand occurred within the on-street parking system. During our surveys, the on-street occupancy averaged 57%; however, the peak occupancy recorded was 83.5% with certain blocks experiencing over 90% utilization.

Our supply and demand analysis has concluded that there is sufficient capacity in Downtown Norcross to meet existing demand with an average parking surplus in the CBD of approximately 186 spaces (based on the average occupancy of 51.5%). During the peak demand period documented (76% occupancy) there was a parking surplus of 92 spaces throughout the CBD.

There is, however, a public perception that parking in Downtown Norcross is limited. This perception is primarily the result of two key factors:

- 1) A significant higher demand for the on-street spaces, many of which are being monopolized by employees and business owners in Downtown.
- 2) Restricted private lots (at key locations) that only allow parking for single use (typically only their customers).

To better manage both existing and future demands a comprehensive needs assessment has been completed with recommendations for future expansion opportunities and parking management strategies. These recommendations include the following:

- Modify Norcross City Code to address the principals of Shared Parking within the Central Business District.

- Expand on-street and off-street parking where appropriate to coincide with future development of increase business activity. Sites that were evaluated include:
 - Maintenance Facility Site
 - City Hall Lot
 - Skin Alley
 - Railroad Right of Way
 - Thrasher Street
 - College Street
 - Brit Avenue
 - Bostic Street
 - Wingo Street Lot
- These Expansion Opportunities include the expansion and/or reconfiguring of existing parking facilities; the reuse of City owned property; and the expansion of on-street parking by converting several streets to one-way traffic flow and improving the right of way. These sites have the ability to increase the downtown parking supply by an estimated 343-407 spaces (net new spaces). Several potential future development sites were also reviewed and analyzed.
- To better manage existing parking demand and help encourage future development in Norcross, our recommendations also address several parking management programs including:

- Implementation of an Employee Parking Program that will free up on-street parking by moving Downtown employees to designated off-street facilities.
- Strategies to reduce private or restricted parking lots.
- Improvements to the Signage and Wayfinding System specifically incorporating parking identification and directional signage.
- Enhanced Marketing and Public Relations Efforts to promote Norcross and educate the public on the available Downtown Parking supply.
- Event Parking Management Strategies that will improve parking and traffic flow during events and reduce the burden on both Downtown businesses and attendees.
- To help reach the City's goal of becoming a "Green Community", our study includes recommendations to support sustainable development and environmentally friendly parking and transportation programs. These recommendations include:
 - The use of porous asphalt or permeable pavers for future off-street or on-street parking development. While the cost of these materials is estimated to be 30% more than traditional asphalt, use of these construction materials should be considered.
 - Development of bicycle paths along with proper storage facilities.

- Dedicated parking for alternative fuel and rideshare vehicles.
- Promote a “park-once” environment; improve signage and wayfinding to reduce vehicle circulation and right-size future developments by analyzing shared parking.
- Our study also includes an analysis of the traffic and pedestrian circulation patterns in Norcross and contains recommendations that will enhance traffic flow, pedestrian and bicycle safety while also increasing the overall parking supply.

REFERENCES

Weant, Robert A. and Levinson, Herbert S (2002)
“Parking” ENO Transportation Foundation

Litman, Todd (2006)
“Parking Management Best Practices”

Shoup, Donald, PHD (2005)
“The High Cost of Free Parking”

APPENDIX A – STUDY MAPS

APPENDIX B – SURVEY RESULTS

- 1) I travel to Downtown primarily as:
 - a. A Business or Property Owner – 18.2%
 - b. An Employee of Downtown – 1.8%
 - c. An Employee of the City/County or other Public Agency – 1.8%
 - d. A Norcross Resident visiting Downtown – 63.6%**
 - e. Other – 14.5%

- 2) The frequency in which I travel to Downtown is:
 - a. Daily (5 times per week) – 41.8%**
 - b. Frequent (1 to 4 times per week) – 36.4%
 - c. Infrequent (several times a month) – 14.5%
 - d. Rarely (several times per year) – 7.3%

- 3) The amount of time I stay in Downtown per visit is typically:
 - a. Less than an Hour – 21.8%
 - b. One to Three Hours – 58.2%**
 - c. Three to Five Hours - 7.3%
 - d. All Day – 12.7%

- 4) When traveling Downtown I typically park:
 - a. On-Street closest to my destination – 61.8%**
 - b. In an off-street parking lot located at my destination – 18.2%
 - c. In a centrally located parking lot – 10.9%
 - d. I have a designated space in an off-street facility – 9.1%

- 5) I find parking in Downtown Norcross to be:
 - a. Convenient and easy to find – 32.7%
 - b. Less convenient than other areas but not bad for a Downtown – 41.8%**
 - c. Inconvenient and difficult to find – 10.9%
 - d. A deterrent to coming Downtown – 14.5%

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- 6) Convenience of parking space location – “I typically park”:
- a. In close proximately to my destination – 37.7%
 - b. Within an acceptable walking distance to my destination – 61.1%**
 - c. An unacceptable walking distance to my destination – 1.9%
- 7) Walking Distance – “I consider an acceptable walking distance to my destination”:
- a. Less than 100 feet – 9.1%
 - b. 100 – 250 feet – 30.9%
 - c. 250 – 500 feet – 32.7%**
 - d. 500+ feet (It doesn't matter I enjoy walking) – 27.3%
- 8) When locating a parking space:
- a. I often have to circle the block to find parking – 21.8%
 - b. I rarely have to circle the block to find parking – 34.5%**
 - c. I will park in a surface lot if on-street parking is not available – 25.5%
 - d. I have a dedicated space – 9.1%
 - e. If no immediate space is available I will leave Downtown – 9.1%
- 9) Off-Street Parking (Parking Lots):
- a. Easy to find and conveniently located throughout Downtown – 44.2%**
 - b. I am not sure what off-street facilities are available for me to park in – 44.2%**
 - c. I would not park in an off-street facility – 11.5%
If you selected c. please explain why. (See Below)
1. I have designated parking for my business but generally park on hill by the R/R tracks.
 2. There are none available. B. Why would Norcross build a new park Lillian Webb and offer no parking anywhere?
 3. I see signs of being towed for parking in those lots. This is very inconvenient and a concern/deterrent for many of the patrons of my business!
 4. have electric scooter and need a handicap space that is not on grass or rough area

5. I know I answered B on this one but, I don't think that employees that work here are really sure where to park, so they park wherever they want to. Don't you think that the employer should explain that to employees? One situation we have is this: an employer continues to explain to one of his employees to park in his empty parking lot, that he owns, and the employee continues to park everywhere but the empty lot. So, I think a fine would be in order for people (EMPLOYERS AND/OR EMPLOYEES) who refuse to cooperate.
 6. Can't tell if they are public or private lots?
 7. Need better signage.
- 10) Understanding that there is a cost in providing, maintaining and improving parking, please circle the answer that best represents your opinion on who should pay for future parking related projects in Downtown:
- a. **The City (by using the General Fund or Residential Tax Dollars) – 45.3%**
 - b. Downtown Businesses and Property Owners (Through a Special Tax) – 13.2%
 - c. All Users of Parking Facilities (By Implementing Paid Parking) – 13.2%
 - d. Do nothing and leave parking the way it is – 28.3%
- 11) Please provide any additional comments or suggestions about parking in Downtown Norcross:
1. Make employees park in designated areas and they will be ticketed if not adhered to.
 2. I frequently walk downtown and also go in the early morning, so parking is usually not an issue for me. When I drive through there at lunch time it seems crowded, but downtown is not often my destination at that time of day.
 3. Too much parking or a parking deck (as was once suggested) would ruin the downtown atmosphere and area. Turning the gravel area next to the train tracks into parking is a good idea, but I really hate the idea of a parking deck. It's a downtown area, meant to be quaint. Additional concrete/asphalt will destroy that. There are sidewalks, encourage people to walk, and maybe provide more parallel spots along neighborhood streets.

4. I have lived in Norcross (Lake Drive) for 8 years and I've heard discussions about parking since I got here. I most often walk downtown, but when I do drive, I have never had any problem finding parking. Occasionally, the parking is a 2-3 minute walk, which I find perfectly acceptable. On the occasions when there is a "happening" in Norcross, the shuttle situation seems to work just fine. I would hate to see a lot of parking added that will detract from the beautiful downtown area.

5. We already pay enough taxes in this town

6. Having been a business owner in Downtown for 15 years let me assure you that parking is not even close to being the problem it was from 1996- 2006. During that period we averaged 4500 guests per week, (6 Days) in our restaurant. Now we are down to 1600 on a good week. Norcross has a perception problem not a parking problem.

Ken Weatherford
Norcross Station Cafe'
(770) 598-5887

7. Not happy about the recent tow away signs that the Station has put on what had been thought to be public parking. There just isn't enough if they are going to claim that much for themselves.

8. I'm also curious as to why the lot next to the Iron Horse Tavern and the lot next to the Station Cafe are not for all to use? Do they have a legal right to forbid anyone who is not a patron of their establishment from using those lots? As for costs, I think that the City should bear main responsibility, but I envision business and property owners contributing, as well as paid parking, too. Downtown Decatur has all three and it does not seem to be a problem. Pay for parking could also be during limited hours or days, and not 24/7. Also, I'm curious what can be done (if anything) to increase parking along the train tracks on the South side of the Cemetery Street. I have heard that the land is for the railroad and cannot be paved.

9. Parking meters like Decatur use to do. Use a bus to bring people from parking areas at churches or hotel etc

10. SPLOST funding for a parking garage where public works was.

11. Because I have to pay to park downtown, I rarely go, it is not welcoming to be charged just to visit a place. I love Norcross BECAUSE off the welcoming "small town" atmosphere.
12. As the City plans new developments, they should also plan parking for the new development. They have not done this in the past. The City needs to strongly look at parking for the Community Center, the Norcross Garden Club and the new park. It is very limited for this area. A small lot that served the area was taken away with construction of the new park and yet no new parking was created to serve the area. Also, Thrasher Park events have no parking, yet the City has increased the use of Thrasher Park. Using the parks is great but poor planning for parking.
13. I don't see a choice above that expresses my opinion. So, my opinion is that there should be designated parking spaces for each business and if they don't park in the designated area then "THEY" get fined. Each car should have a parking sticker or some sort of ID and if that car is found in the general/public parking area, it gets a ticket. Then, if parking doesn't get under control in the general/public areas the burden of the cost to add parking should lie on other people such as business owners since they are the ones that need to adhere to the rules. (Not that I want to pay any extra taxes since I'm a business owner. And, why should I or the city pay extra taxes for other people's resistance to the rules?) Although, I think and hope it would be a great motivator to get the EMPLOYERS to get EMPLOYEES to obey the rules & park in the correct areas.

One more thing about question #5. I hear my customers complain constantly about not finding parking when they come to the Downtown area. The main problem is between 11:30-12:30pm which is a lunch crowd and then it's empty until around 5pm-til for the dinner crowd. We have 7 restaurants on S. Peachtree St. The rest are service/retail and professional businesses. Each one of these has employees that work there and they need parking. My thoughts are workers need to park on the outskirts and keep the main street for customers, first and foremost. If a customer has to fight for parking each time they come to Norcross, eventually they will start going to the malls to eat or shop so they can find better parking situations.

14. Parking has been an issue since I opened my business here 12 year ago. We'll never grow if parking doesn't get solved and Norcross is getting a reputation for having parking issues. NOT GOOD. Thanks.
15. Users of parking facilities will tolerate \$1 - \$2 to park, but it should be automated. Paying for attendees just ups the costs to park. I'd prefer it were free and we found a way to pay for the building and maintaining of paved lots or a parking garage. Leveling the ground adjacent to the RR tracks on Thraser would involve the RR who is known to be uncooperative. But leveling the ground and letting people park diagonally allows more people to park. When visitors come for special events and they've attended other metro Atlanta events, they know parking is going to be an issue. The fact that Norcross provides shuttles is a big plus compared to almost all other festivals and events. That comparison should be done across the board (Events/ type of parking/ cost to park/shuttle services) Thank you. E.Fuerst
16. Parking is generally very easy to find except during special (advertised) events. Then there are no spaces available, except to drive down residential streets and park in front of peoples' houses. I have been deterred from attending events in the past by the lack of availability of parking. However, creating what seems to be excess parking on the average day, that is only needed a handful of times a year, doesn't seem to me to merit extra burden on the city or the businesses. If anything, I would think paid parking would be the best option, but I would think only during special events or peak times when parking is scarce. And I think that will encourage people to park on residential streets rather than in designated lots. It's a solution that's going to create other problems.
17. More pavement harms water runoff. Solution should minimizes litigious exposure, be visually appealing and environmentally sound, and hopefully have a measurable economic return (worth cost of implementing and maintaining). Please- NO parking meters or pay parking.
18. The only time I ever see an issue with parking is during big events like 3rd of July fireworks, art festival, etc. I would assume that you're not trying to accommodate parking for these types of events. Other than that, I really don't see much of an issue. I have never in 8 years been unable to find a reasonably close parking space.

19. Norcross is parking friendly for the most part. Any thought that the council might have of adding parking meters is unwise. It would reduce traffic for restaurants and other businesses. It is not so much a problem except for when there are major events going on downtown.

20. Try to find an alternative parking solution for the employees working in the downtown businesses. This would free up parking for visitors and customers. Don't allow individual business owners to control available parking spaces. There should not be "reserved for patrons of xxxx only" signage.

APPENDIX C – EXPANSION OPPORTUNITIES

APPENDIX D – TRAFFIC COUNTS

APPENDIX E – CIRCULATION ENHANCEMENTS