Norcross Activity Center

Livable Centers Initiative

December 2008

Prepared for:

The City of Norcross, GA

Prepared by:

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with:

JJG , Inc.

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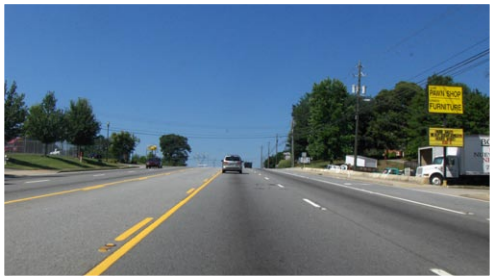

Acknowledgements

The Norcross Activity Center LCI Plan is a product of months of effort on the part of a wide variety of stakeholders and staff. Participants included City of Norcross officials and staff, Gwinnett County representatives and staff, Gwinnett Village CID board members and staff, as well as local business and property owners, community activists and local residents. Thanks go out to all who took the time to share their thoughts and ideas, and who helped create this vision for the Activity Center LCI.

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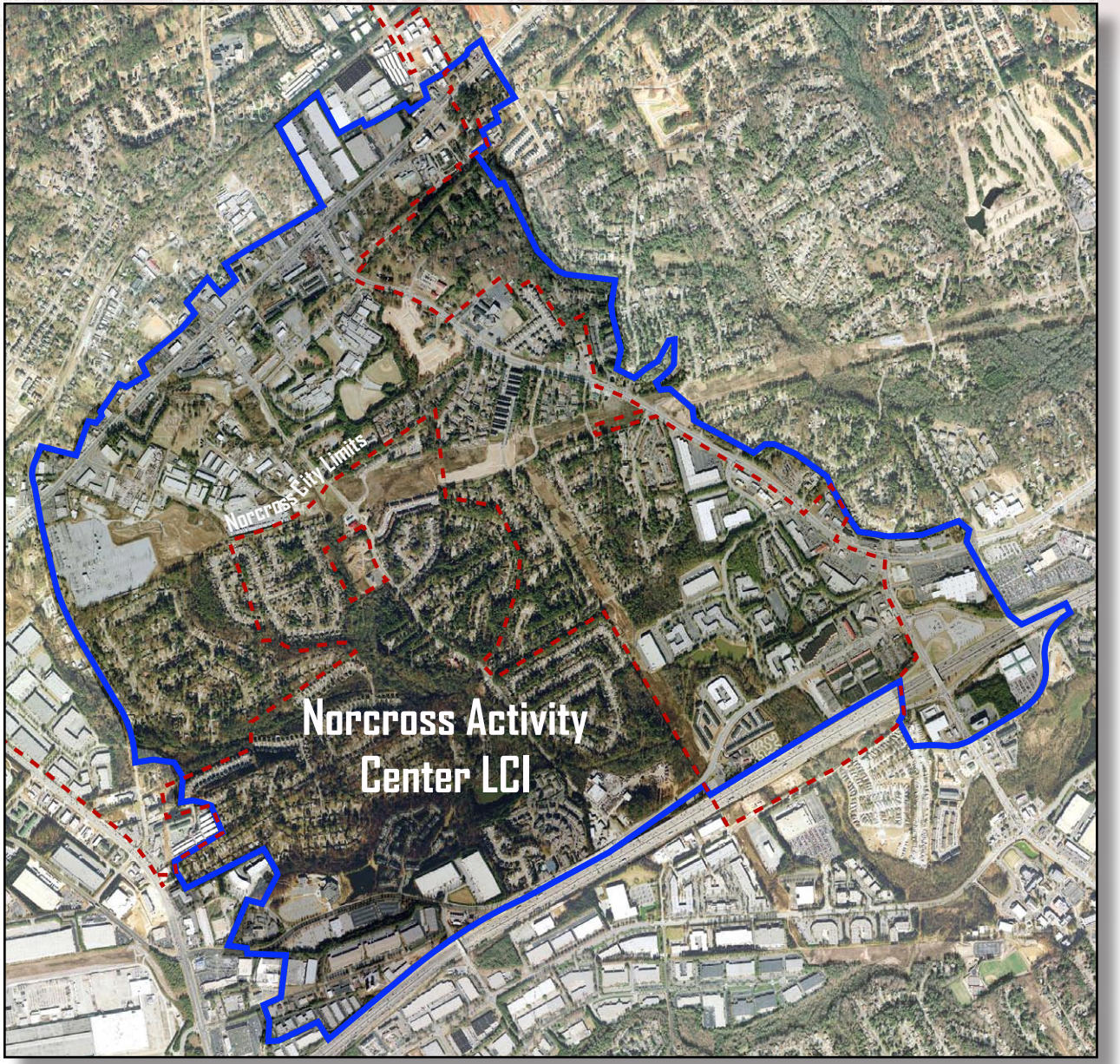
Introduction

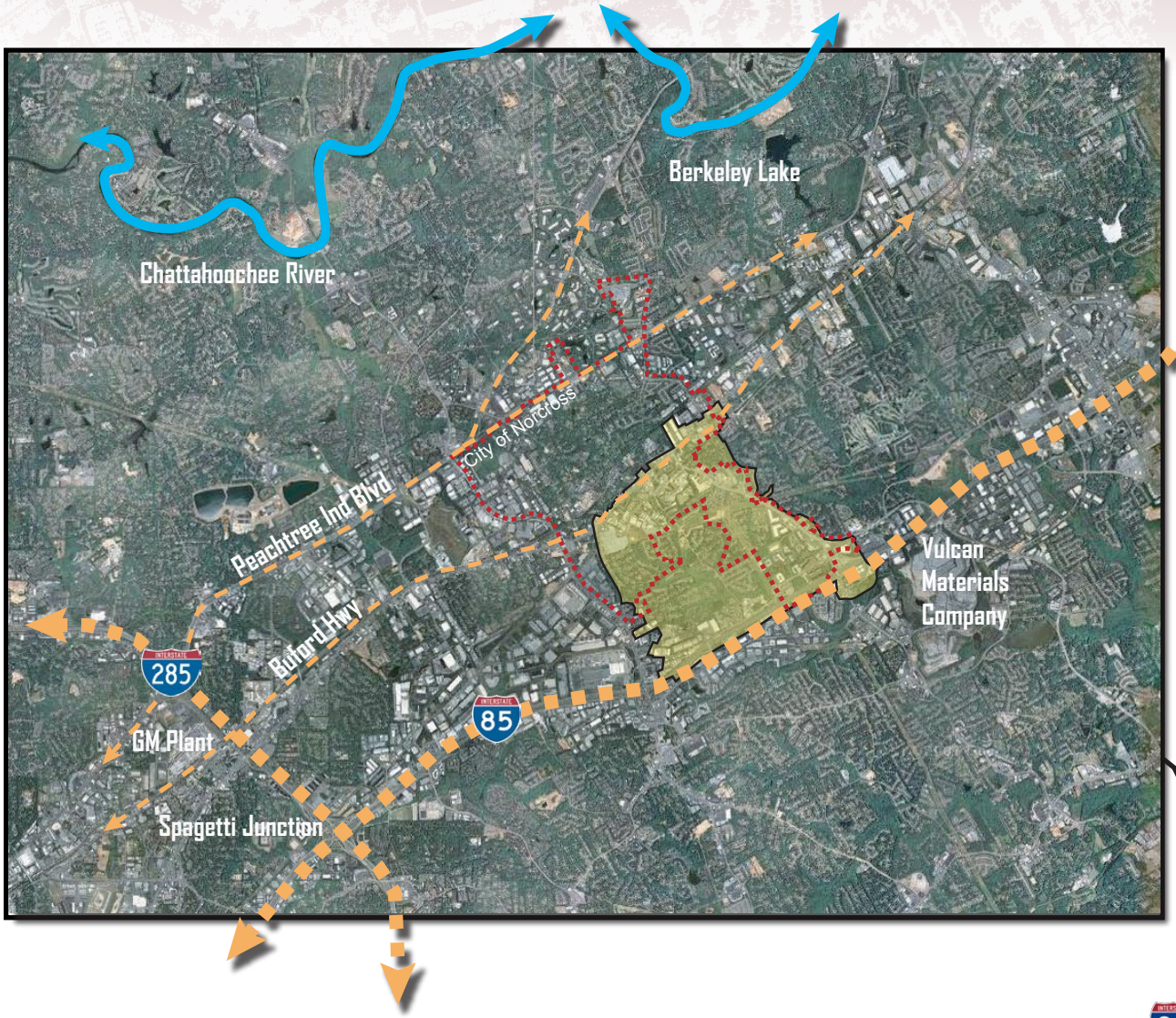


Situated just outside of the perimeter and just off a rapidly-growing interstate corridor, the City of Norcross is facing some unusual development pressures. The City has unparallelled access to transportation and transit, and when large, underdeveloped commercial sites are added to the mix, the area is certain to draw attention. However, the relative health of these commercial properties, combined with a down market and a location in an area that has, in the past, been seen as hostile to density, it begins to require more creative solutions for incenting quality growth.

The study area encompassed by this LCI is even more of a challenge. Bounded by the interstate and three major strip corridors, the area is almost an island within the activity center. The busy commercial streets serve as edges rather than seams, separating the interior of the district from its surroundings. The fact that the area is also within two disparate jurisdictions - City of Norcross and Unincorporated Gwinnett County - means that coordinating service and planning for the neighborhoods can also be more difficult.

In the pages that follow, the past, present and future of this study area will be analyzed, looking to outline a community-supported vision that will meet the challenges outlined in this introduction.

Extended Context

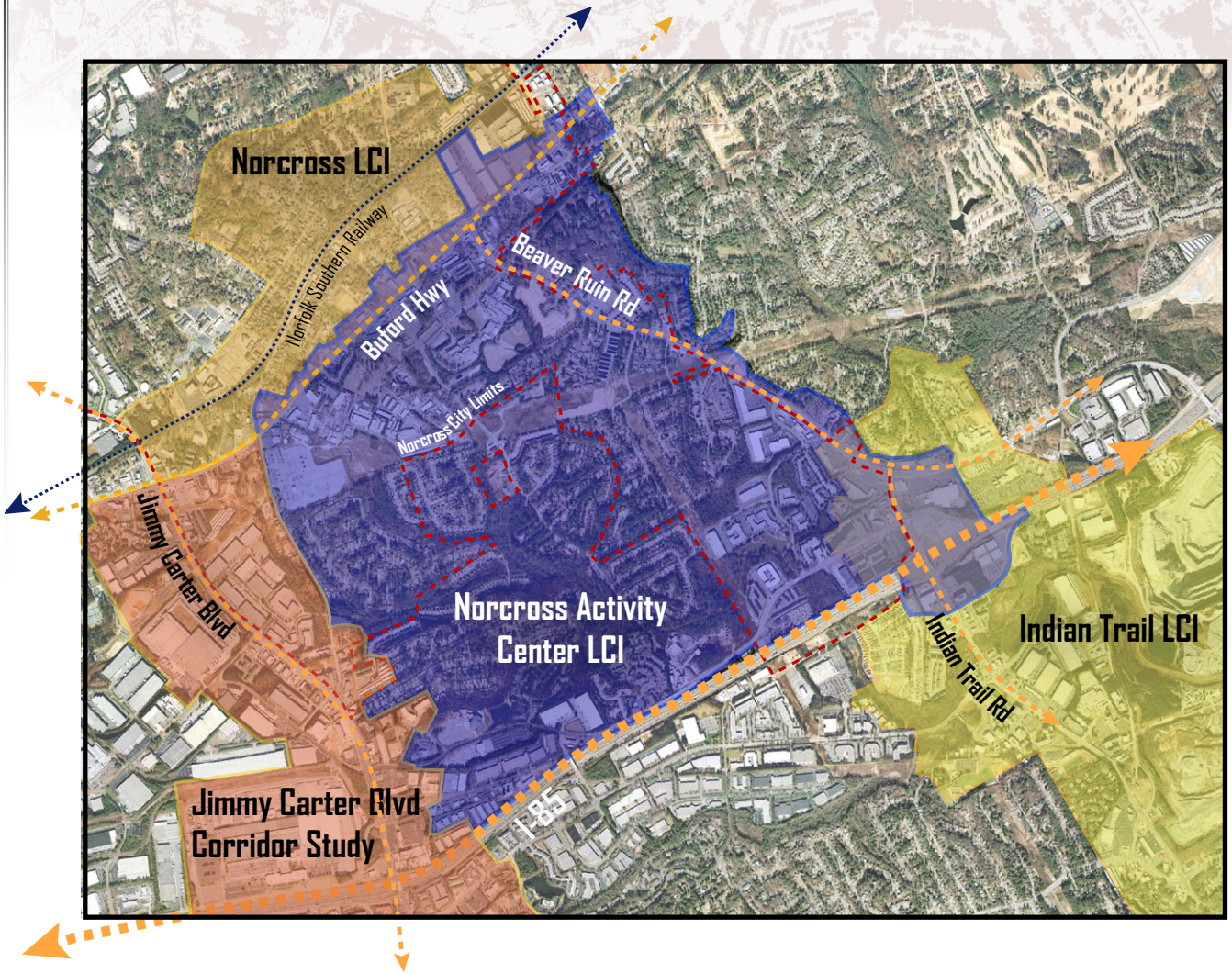


The Norcross Activity Center LCI study area is contained entirely within Gwinnett County, and partly within the City of Norcross. Located in the southwestern corner of the County, the LCI is loosely bound by Interstate 85, North Norcross Tucker Rd., Buford Hwy., and Beaver Ruin Rd.

The study area is in close proximity to the intersection of Interstates 85 and 285 (aka "Spaghetti Junction"), as well as the Doraville MARTA station. This ersatz-defined transit hub is barely a mile to the southwest, and is connected directly by both Buford Highway and I-85.

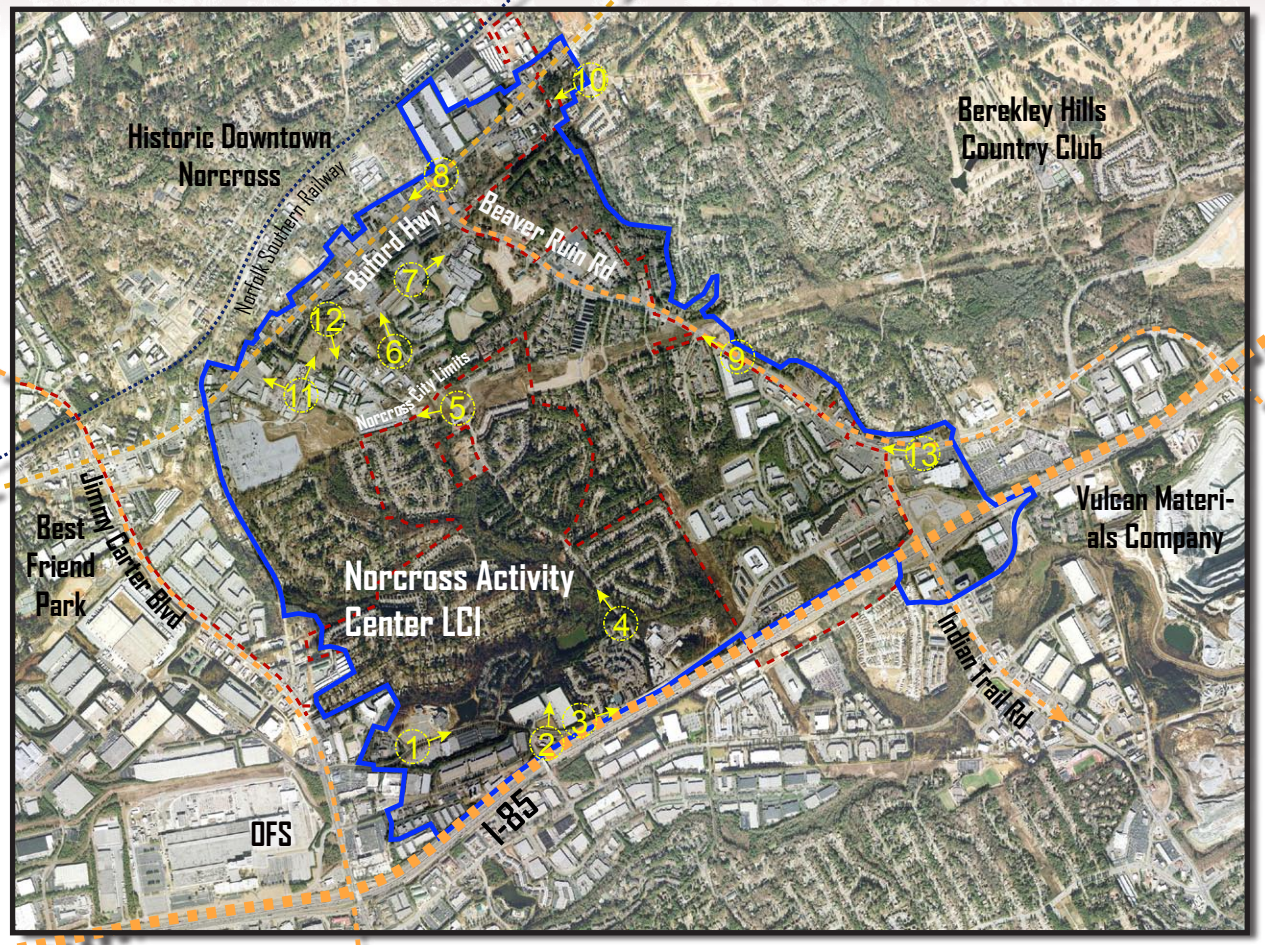
Among the nearby landmarks are the Vulcan Materials Company quarry to the east, Berkeley Lake and the Chattahoochee River to the north and the Doraville GM plant to the southwest. The GM site is of particular interest in that it is currently in the pre-planning phase of a future mixed use development linked to the Doraville MARTA station.

Previous LCIs



The Norcross Activity Center LCI study area is unusual in that it is bounded by three previous LCI studies. The Downtown Norcross LCI, completed in 2001, shares a border just north of Buford Highway. The first Norcross LCI dealt primarily with the historic downtown, and has seen numerous updates and expansions. The Jimmy Carter Boulevard LCI, conducted in 2006, runs along the western boundary of the Norcross Activity Center LCI and addresses much of the commercial property along that corridor. The 2006 Indian Trail LCI is especially noteworthy in that there is an extensive area of overlap with the current LCI. While oriented primarily upon the stretch of Indian Trail that runs south towards Lilburn, the interchange at I-85 was included in both study areas, and clearly warrants additional examination. The highway access and the MARTA park-and-ride lot offer very attractive opportunities for redevelopment.

Photo Context Map



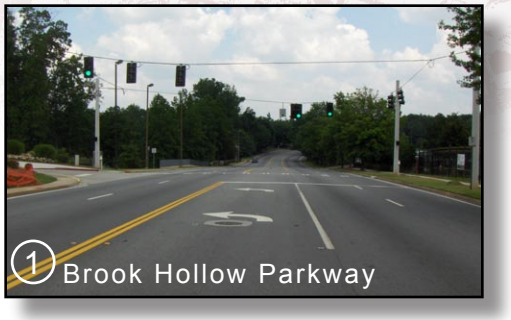
Development in and around the site is familiar in its style and pattern to other areas around the periphery of the metro area. Strip commercial centers in various stages of aging, outparcel office development, and older cul-de-sac neighborhoods isolated from the surrounding corridors. There are some unique identifying features: Historic Downtown Norcross is just outside of the LCI area to the north, and to the east an active quarry is located on the other side of interstate 85. The OFS site is situated off the southwest corner of the study area. This site is currently in negotiations for redevelopment as a mixed-use center, and has potential to become a regional draw. Beyond those, however, most of the context is more of the same. To the south are more neighborhoods and strip centers not unlike Buford Hwy or Jimmy Carter. Though there is little programmed greenspace within the study area, Best Friend Park is a short distance away off Jimmy Carter Blvd.

LCI Bound-

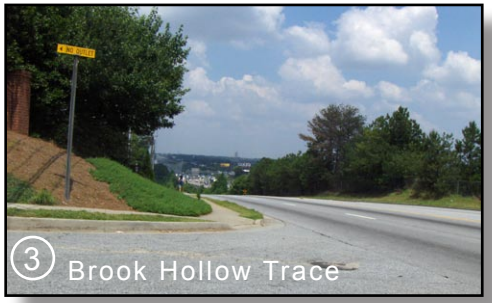
Major Roads

Photo Location and Direction

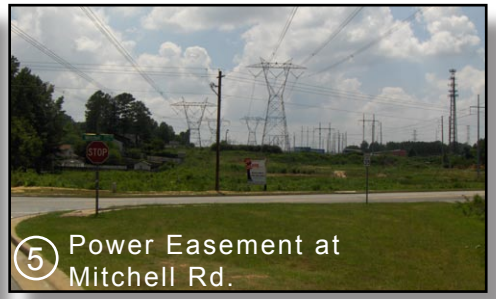
Photos


1 Brook Hollow Parkway

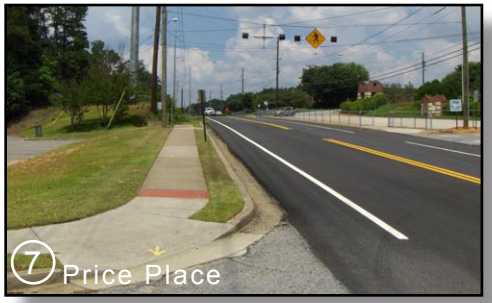
2 Brook Hollow Industrial Park


3 Brook Hollow Trace

4 Mitchell Rd.


5 Power Easement at Mitchell Rd.

6 Mitchell Bridge at Price Place


7 Price Place

8 Beaver Ruin Rd. at Buford Hwy

9 Buford Hwy

10 Old Norcross Rd.

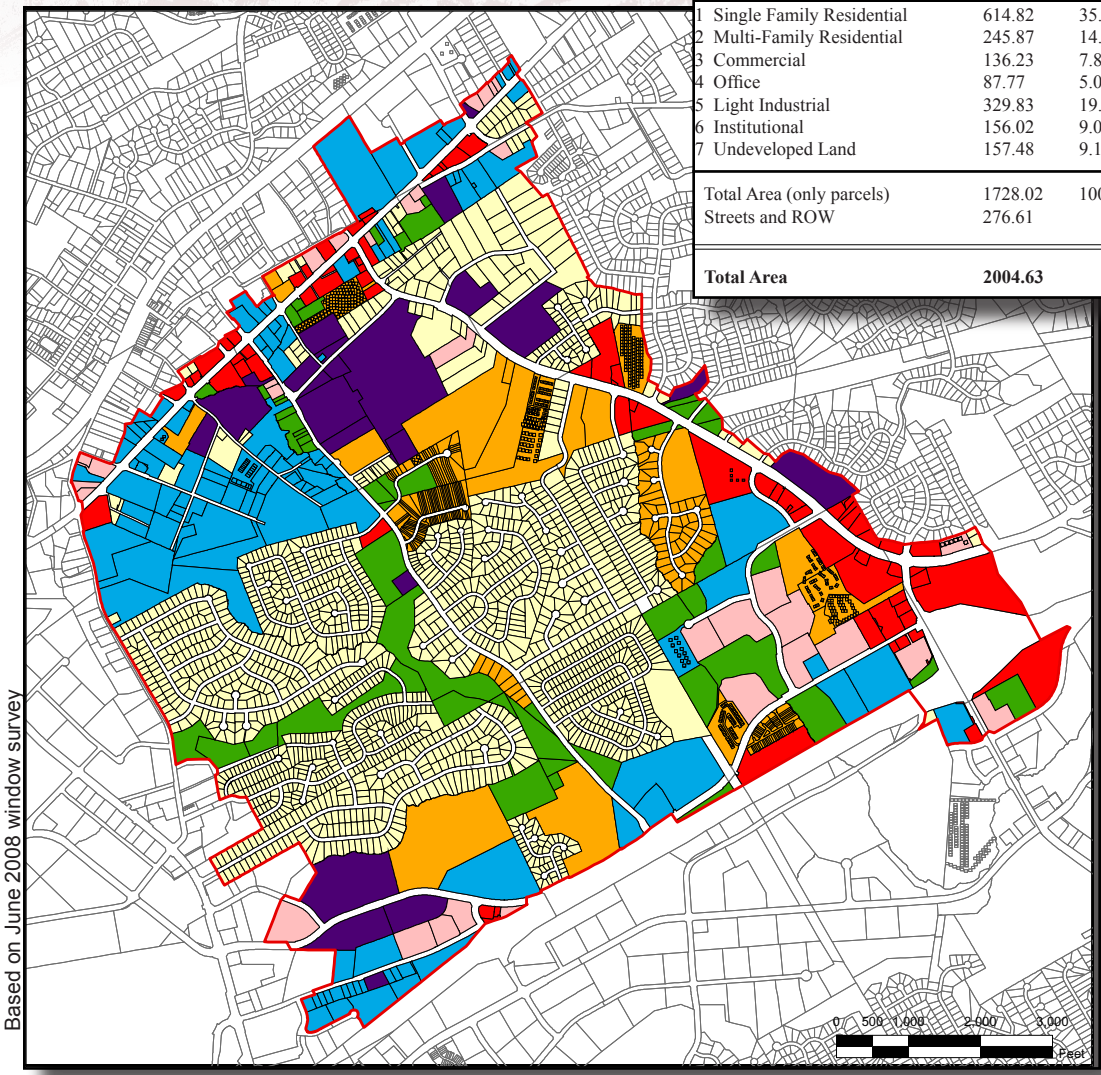
11 Lively St at Fairmont Ave.

12 Farmhouse at South Cemetery St

13 Indian Trail Rd. at Beaver Ruin Rd.

Existing Land Use

Existing Land Use	Acres	% Acres
1 Single Family Residential	614.82	35.58%
2 Multi-Family Residential	245.87	14.23%
3 Commercial	136.23	7.88%
4 Office	87.77	5.08%
5 Light Industrial	329.83	19.09%
6 Institutional	156.02	9.03%
7 Undeveloped Land	157.48	9.11%
Total Area (only parcels)	1728.02	100.00%
Streets and ROW	276.61	
Total Area	**2004.63**	



Based on June 2008 window survey

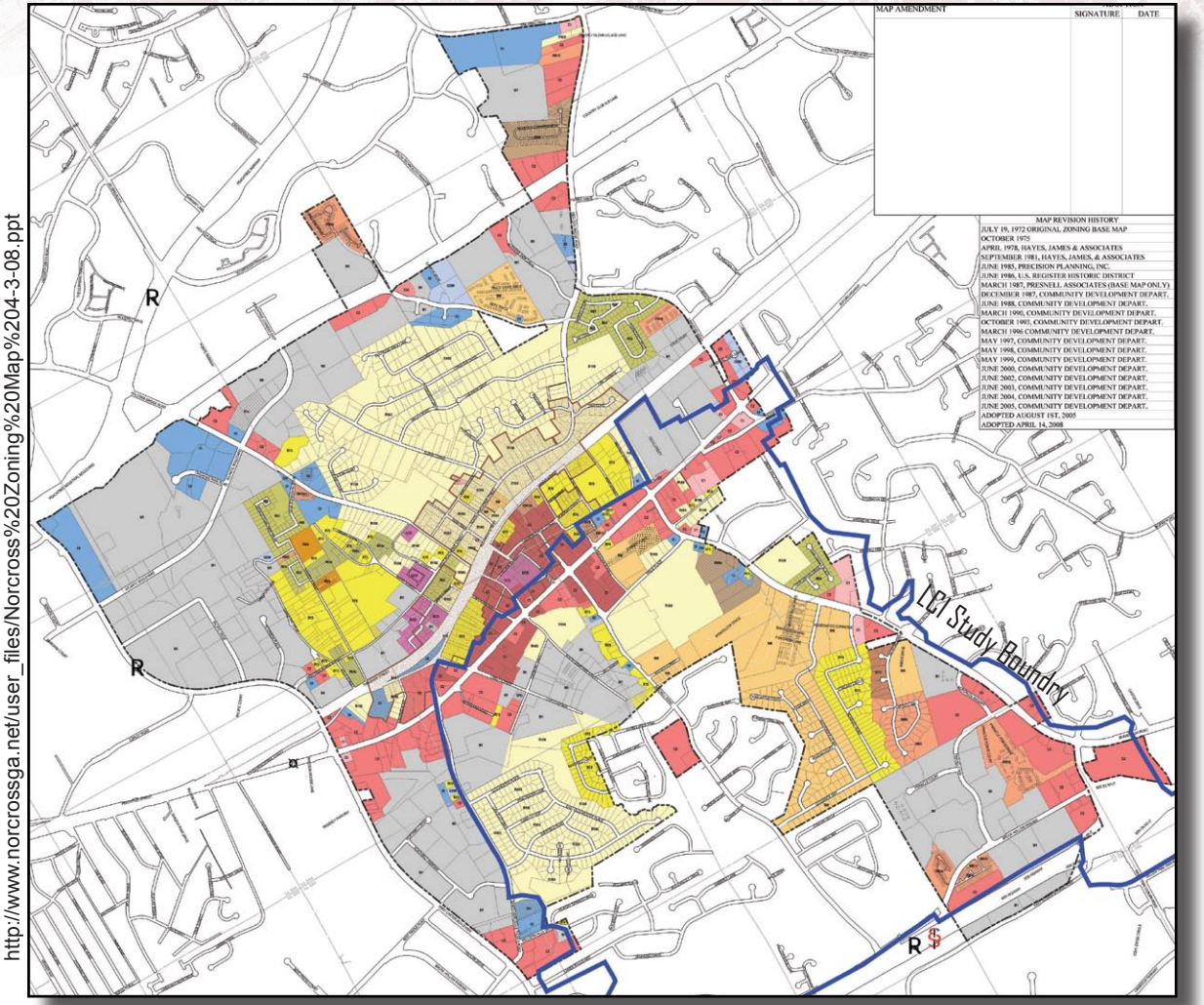
By reviewing the existing land uses within the study area, the Planning Team can analyze development in the area as it currently exists. The following pages illustrate land use information both in map and photographic format. This information - compiled through various methods including a "windshield survey", review of previous studies and analysis of existing census data - will provide a baseline for guiding the planning process as it moves forward.

The study area is comprised of approximately 2,000 acres. The site is dominated by two power easements; one bisecting it east to west, and another extending south to I-85. The interstate is likewise a prominent feature, forming not only a solid physical edge, but also a center of gravity for redevelopment.

Low-density residential areas dominate the central portion of the site. Beaver Ruin Rd. and Buford Hwy contain the largest concentration of commercial and light industrial to be found, and also contain some multi-family housing. Mitchell Rd., while maintaining a very suburban feel, does have multi-family housing, but this is found mostly near the transmission line ROW.

Commercial
Institutional
Light Industrial
Office
Multi-Family Res.
Single-Family Res.
Undeveloped Land

Norcross Zoning Map



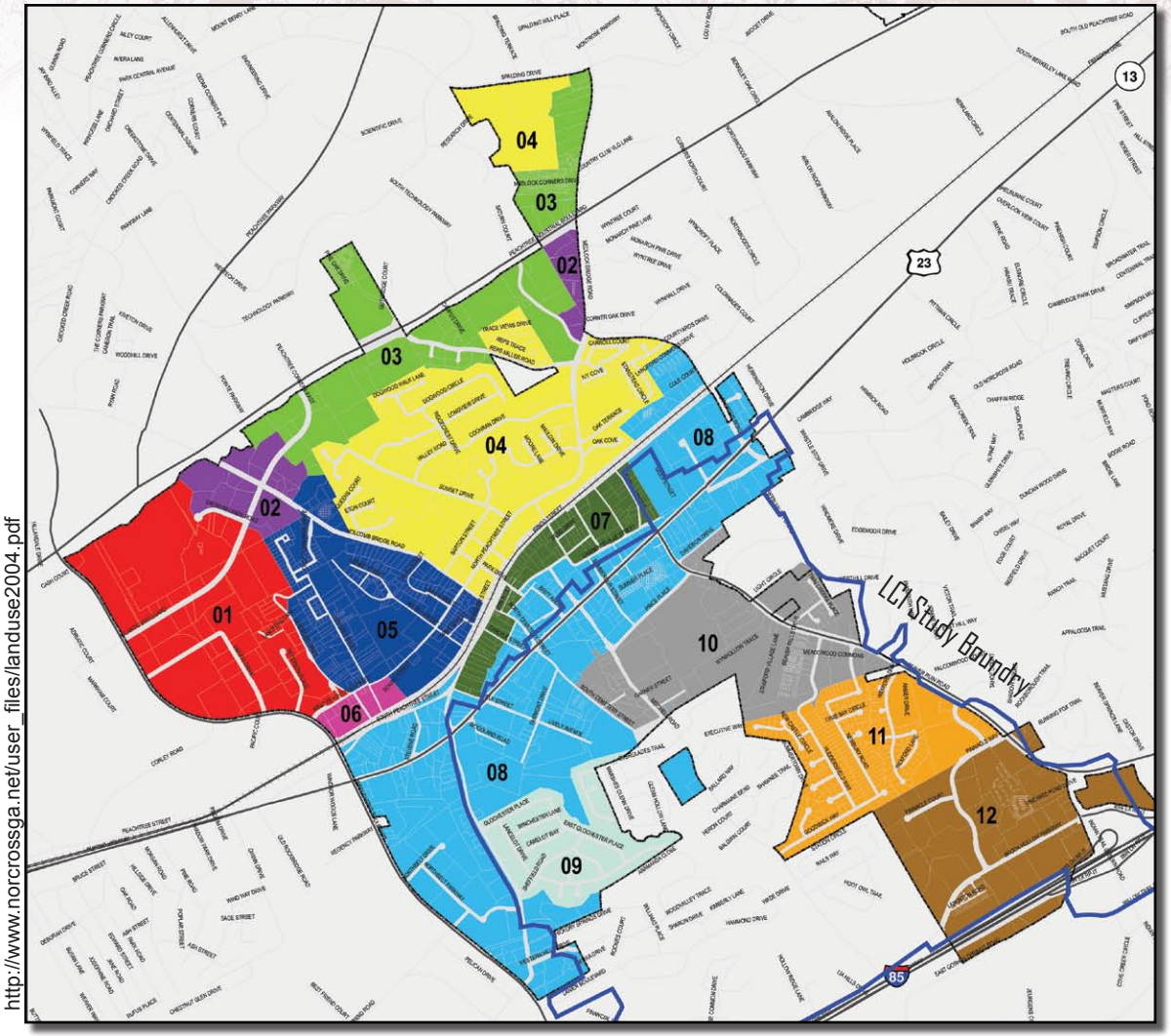
http://www.norcrossga.net/user_files/Norcross%20Zoning%20Map%204-3-08.ppt

The Norcross zoning map displays typical Euclidean Zoning, in which each land use is segregated from other "non-compatible" uses. The most common zoning designations found within the study area are Residential R100 - allowing single family homes, RM - allowing multi family homes, M1 - Light Industrial, and C2 - General Business Districts. Though the zoning map is not that different from what is found in other jurisdictions in the metro area, current efforts by the City are geared towards higher-density development in targeted areas, and a greater mix of uses within these areas.

These efforts are most evident when comparing this zoning map to the 2030 Norcross Future Development Map. The Beaver Ruin/I-85 Interchange area currently provides for only low level commercial and industrial as of right. With the proposed future plan, this area is slated to be a larger, denser employment center with mid to high-rise commercial (including workforce housing) up to 20 stories tall. Though not the only example of the discrepancies, the area designated as "Zone 12" on the 2030 Map is one that shows most clearly the shift in vision for the study area.

R65	RMD	OI	M1
R75	RM6	C1	RTH
R100	RM8	C2	ODW
RM	RM10	C3	DCD

Norcross Future Development Map



http://www.norcrossga.net/user_files/landuse2004.pdf

The future development map was created by the City of Norcross in during the "2030 Plan" efforts in 2007. Its purpose is to help guide redevelopment within the Norcross city limits. Though it may be seen as purely informative, the map is also a tool for the City, helping them set goals for growth and shape policy regarding new applications.

The study area includes five of the twelve future development zones:

Zone 08 - The Buford Highway/Jimmy Carter corridor should redevelop over time to a high-quality commercial and mixed-use district.

Zone 09 - The goal for this district is to help maintain the single-family character of the neighborhood and insulate it from incompatible growth.

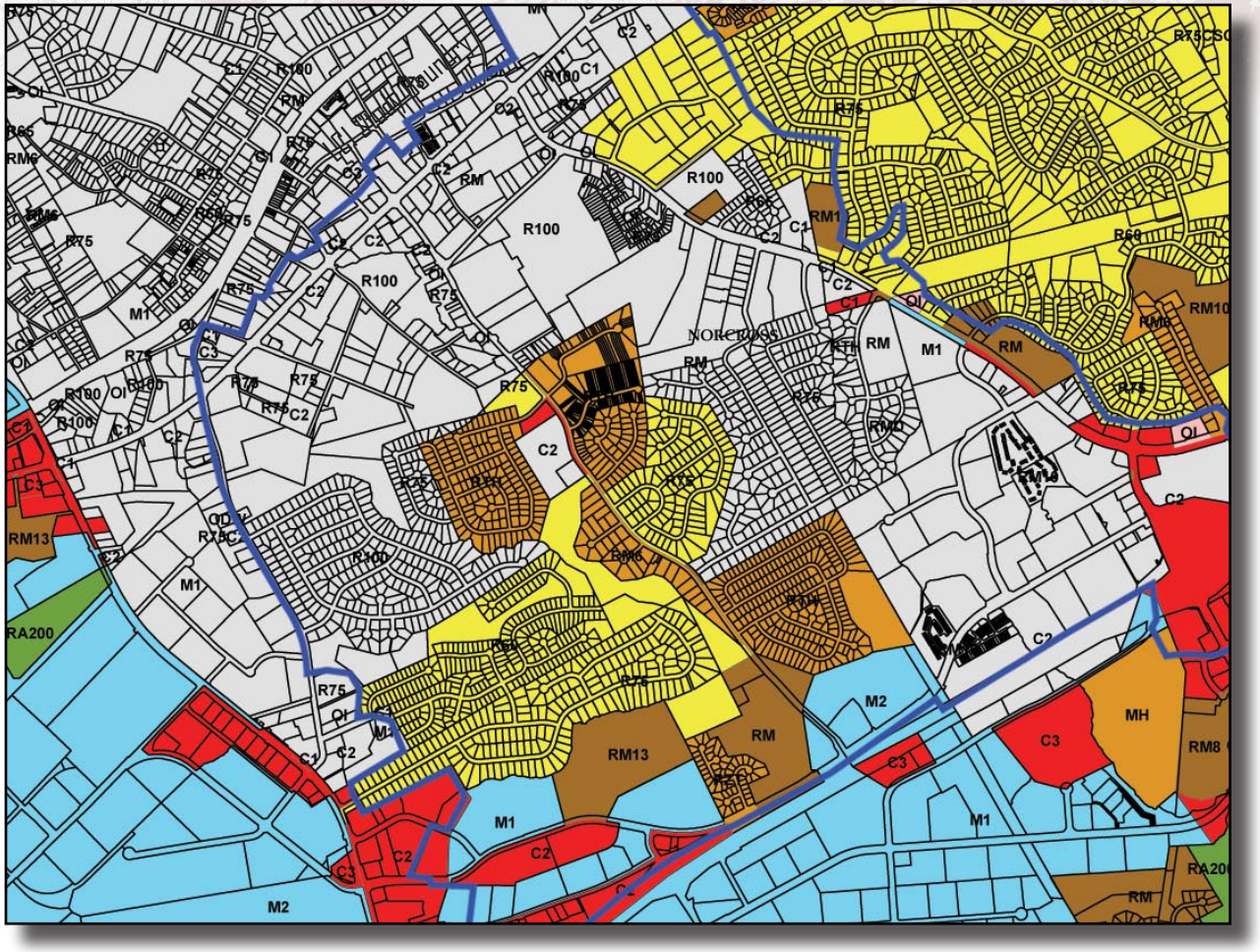
Zone 10 - Redevelopment here should be oriented towards the creation of a cultural district.

Zone 11 - This zone is intended to be an area made up of higher density residential housing.

Zone 12 - Adjacent to Interstate 85, this area is intended to become a prominent and high-density employment center.

- 01-Atlantic/PIB Redevelopment Center
- 02-Gateway
- 03-Medlock/PIB Redevelopment
- 04-Neighborhood Preservation
- 05-Hopewell Woods
- 06-West Peachtree Neighborhood Commercial
- 07-Downtown Norcross
- 08-Buford Highway Reinvestment
- 09-Sheffield Forest Neighborhood Revitalization
- 10-Educational, Recreational, & Arts Activity Center
- 11-Planned Residential Neighborhood
- 12-Employment Center at Beaver Ruin

Gwinnett County Zoning Map

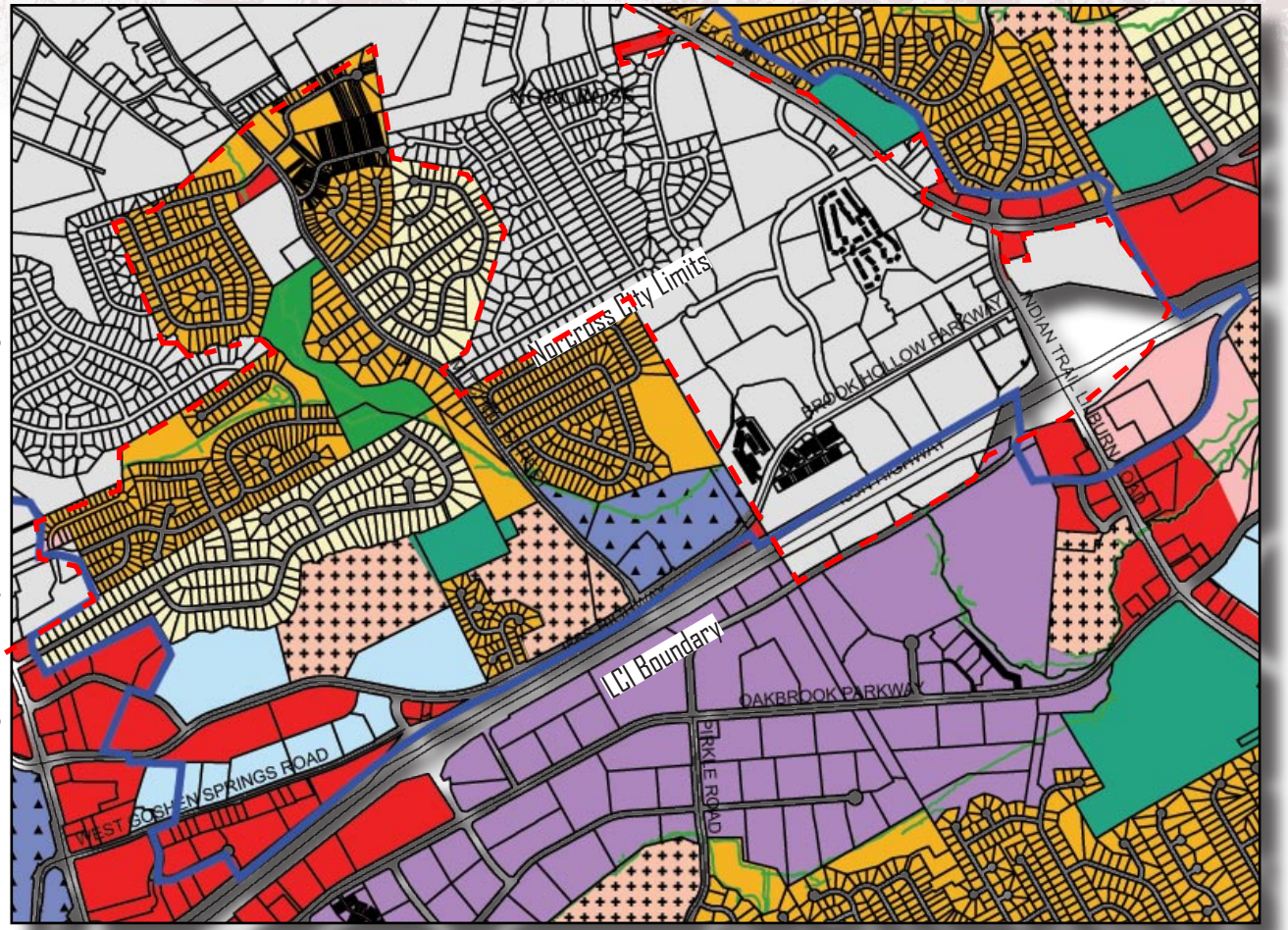


Similar to Norcross, the Gwinnett County map displays typical Euclidean Zoning, in which each land use is segregated from other “non-compatible” uses. The most common zoning designations found within the study area are Residential R - allowing single family homes, RM - allowing multi family homes, M - Light Industrial, and C- General Business Districts.

- Commerical
- Industrial
- Park land
- Single family residential
- Medium Density Residential
- High Density Residential
- City of Norcross Zoning

Gwinnett Future Land Use Map

http://www.gwinnettcounty.com/departments/planning/pdf/land_use_plan_map_2003.pdf



Almost half of the study area is outside of the city limits of Norcross, in unincorporated Gwinnett County. Part of the charge of this study is to reconcile the potentially disparate visions of the two municipalities, and create a consensus-based plan for the future.

For the most part, the general use categories are consistent with the City's ideas for redevelopment. However, the difference comes in the recommended scale, and the allowances for mixed-use program within a site. The city intends higher density use, particularly along Brook Hollow, and is encouraging a mix of uses including commercial, office, residential and institutional.

Heavy Industrial

Light Industrial

Commercial Retail

Office Professional

Low Density Residential

Medium Density Residential

High Density Residential

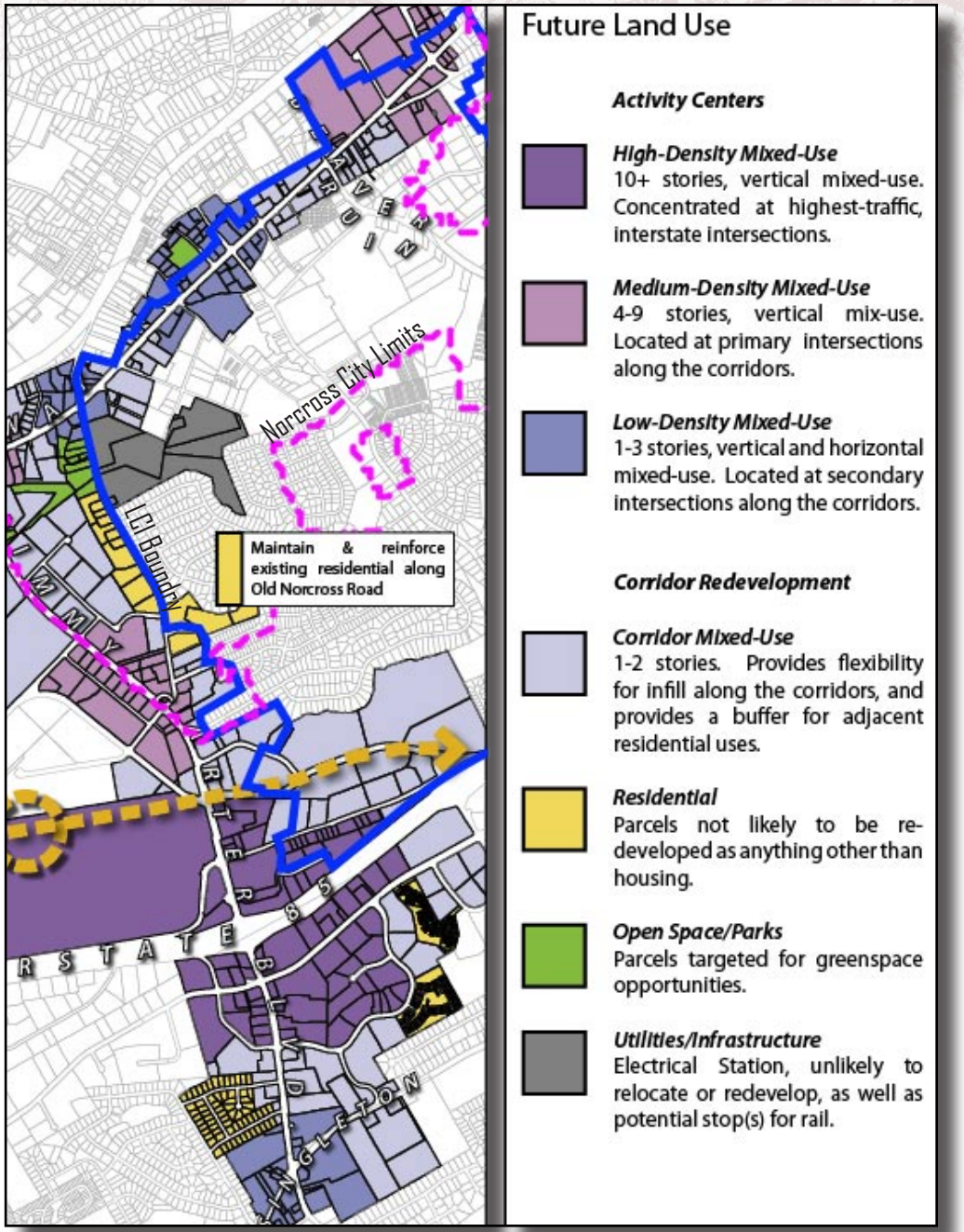
Park Conservation and Recreation

Institutional Public

Transportation Communication and Utilities

Office Distribution Technology

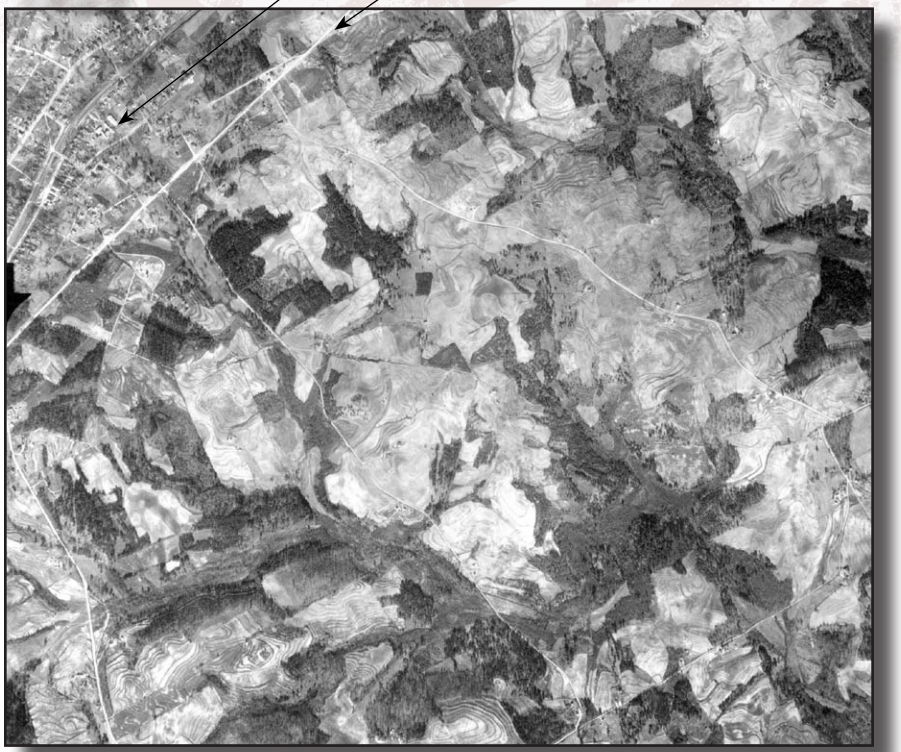
Gwinnett Village CID Future Land Use



In 2007, the Gwinnett Village Community Improvement District (GVCID) led an effort to address some of the growth issues along the Jimmy Carter and Buford Highway corridors. In particular, the aim was to create a regulatory environment in which high-quality, high-density redevelopment was supported and encouraged along the two thoroughfares. Focused on the idea of "Activity Centers", the resulting Overlay District sought to concentrate the highest development at key points, creating mixed-use nodes. These nodes become places where integrated land uses would allow for greater transportation options, while simultaneously improving traffic flow among the different centers.

The mechanism for guiding this vision was an incentive-based Overlay District. This overlay was set forth in parallel documents, an ordinance and a set of design guidelines. Since their creation, a version of the documents has been officially adopted by the City of Norcross for its portion of the district. Concurrently, the County is in the process of reviewing the proposal for adoption.

1939



1960

Norcross was incorporated as a town in 1870 with the completion of the railroad connecting the area to Atlanta. The city is named after Jonathan Norcross who came to Marthasville (Atlanta) from Orono, Maine. He later became Mayor of Atlanta and president of the Air Line Railroad that ran to Charlotte N.C. Beaver Ruin Rd., it is thought, was named after a Native American Cherokee named Beaver Toter that lived in the area. The house and ferry of Beaver Toter were washed away in a flash flood, thus “Beaver Ruin”. Norcross Tucker Rd., as the name implies, was one of the first connections between these two towns. Buford Hwy, named for the town to which it connects, is named after Colonel A.S. Buford, also a one time president of the railroad that ran from Atlanta to Charlotte.

1939 - Much of the study area, other than downtown Norcross (upper left in photo), was utilized as farmland and was rural in nature. Terraces can be seen throughout the area between Norcross Tucker Rd. and Beaver Ruin Rd. The Beaver Ruin Creek tributary contains most of the large stands of forest in the area, and it can be assumed that it contains some of the largest and oldest trees in the area today.

1960 - The Eisenhower-initiated interstate highway system found its way to Norcross as Interstate 85 cut through properties to the southeast of the study area. Interstate 85 to Pleasant Hill Road was completed by 1959 and later continued on north to Virginia and south to Alabama. Norcross High School was built (currently the Buchanan School) and the City of Norcross remained relatively unchanged. However, as farming started to leave the area, fields began to be reclaimed by forest. Homes began to appear more frequently along Beaver Ruin Rd. and Norcross Tucker as well as the new road of Davidson. At this time no true “subdivisions” as we know them today existed in the area.

Development History

1966

1993

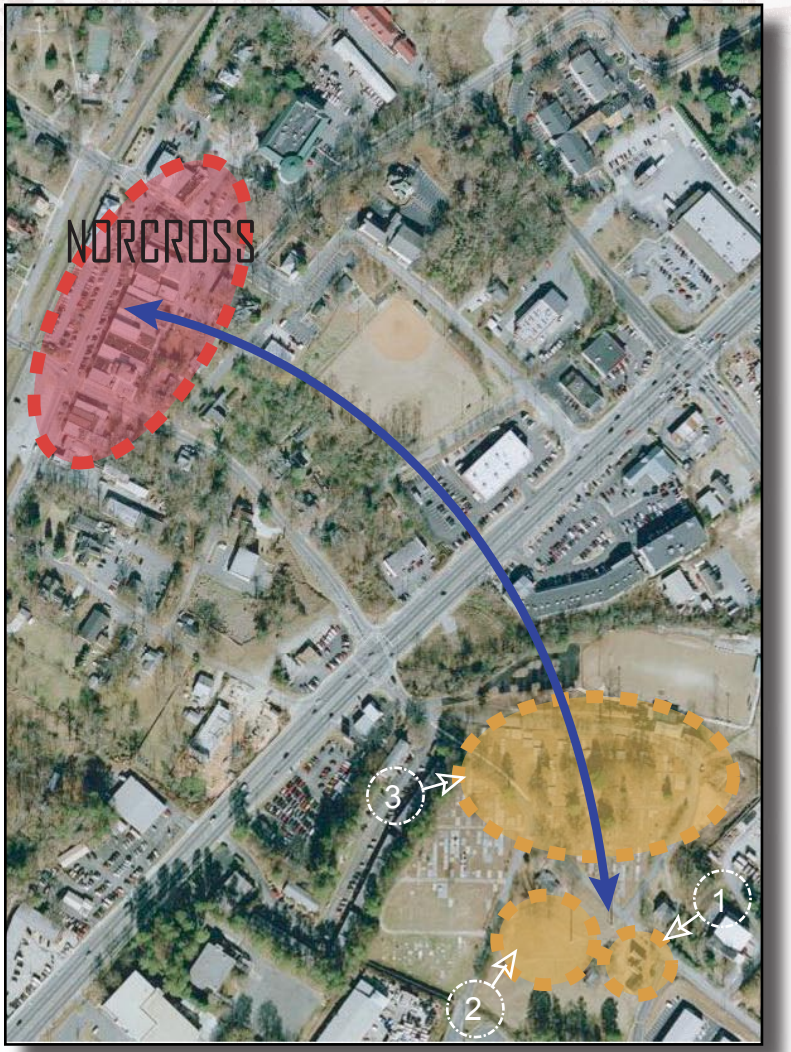
1966 - In six short years rapid development began with neighborhoods shown in the lower left of the photo. Springdale Estate was almost complete by 1966 and construction began on the neighborhood of Sheffield Forest. Retail strip centers can also be discerned on Buford Hwy. The powerstation was expanded and old farmlands continued to be reforested. The small pond on Mitchell St. contained the City of Norcross sewer treatment plant, utilized for a few decades before the City connected to the Gwinnett County sewer system. Norcross High School had already seen expansion and Summerour Middle School had been built as student populations rose.

1993 - By this time much of the original farmland had been replaced by subdivisions, stripmalls, and office parks. The power station was expanded yet again and the power easement dominated the site. Few undeveloped parcels remained and there was little change between 1993 and today. Intensive development occurred along the interchanges of Interstate 285, strip malls have been built along Beaver Ruin Road and Buford Highway, and Norcross Tucker Road lost prominence with the addition of Jimmy Carter Boulevard. Buchanan School, formerly Norcross High, had lost enrollment. The sewage treatment plant had been removed and other stormwater facilities along Brook Hollow Parkway appeared.

While few good examples remain, there are relics of the farming community that once was found throughout the area.

One of the last terraces found in the area is under the power lines, and clustered with other historic resources.

The cemetery in Norcross holds the remains of many of the original families from the area. Many Civil War soldiers are found here including one soldier who was in the Battle of Fort Sumter - known as the first battle of the Civil War.



Reinforcing the connection between downtown Norcross and the historic cemetery will help to lessen the divide created by Buford Hwy. The LCI should do this both physically and socially, in terms of connecting neighborhoods and creating a sense of place.

Each graphic represents approximately 1 square mile of a street network

Lawrenceville Georgia

85 Intersections

Downtown Norcross at Buford Hwy

48 Intersections - 17 intersections within the boundary of the LCI

Interstate 85 at Indian Trail and Beaver Ruin

25 Intersections - 13 within the boundary of the LCI

Savannah Georgia

214 intersections not including alley-way Intersections

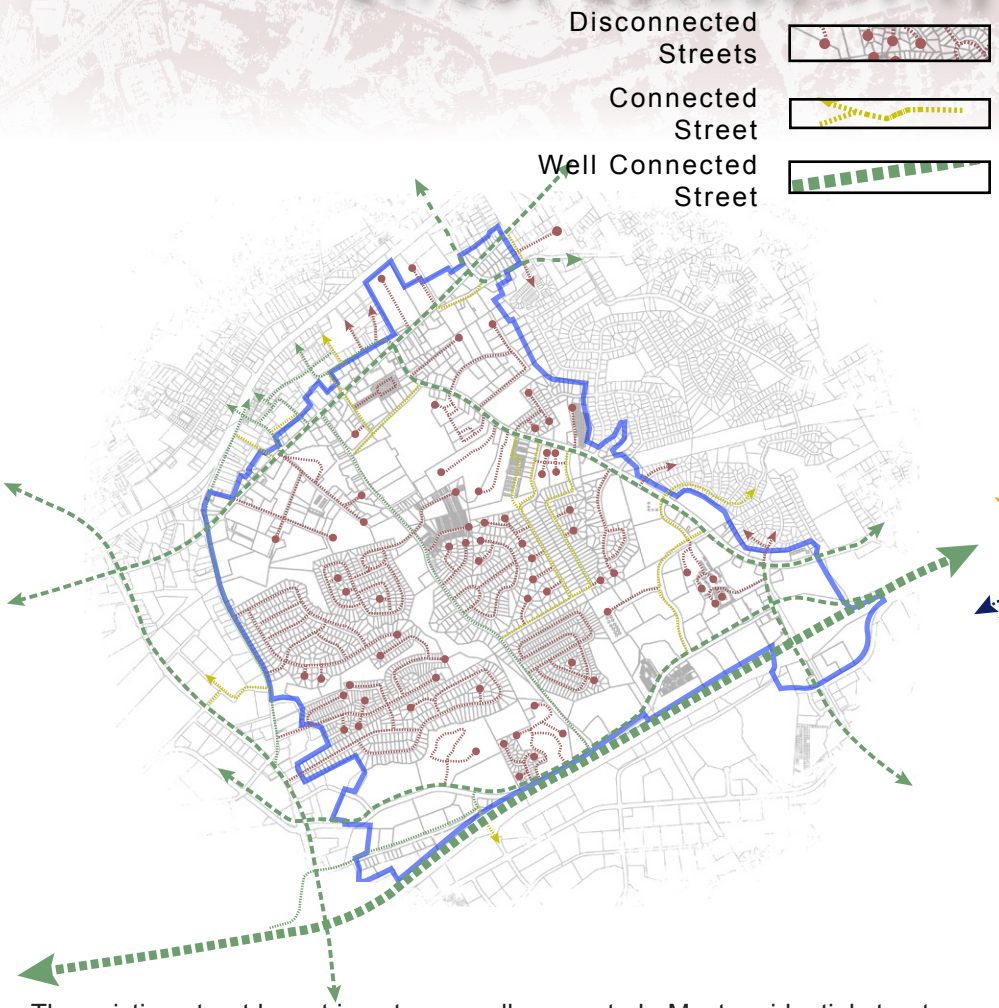
The importance of design, scale and connection of our city streets is a function of creating memorable passages that engage the user as an active member of the public realm.

Design - Understanding the physical context of the existing design of the streets will help to drive future considerations. Many of the roads in and around the Norcross area have a history rooted in Native American trails. Intertwining these streets with new connections and block patters can create a more compelling streetscape with opportunities for dynamic architecture. There is also a need to consider the pedestrian, the bicyclist, and the automobi

Scale - Smaller blocks help to create a more walkable community. A “fine grain” approach to implementing road networks, building layout, and storefront repetition found typically in older communities make travel between destinations faster, easier, and generally more enjoyable.

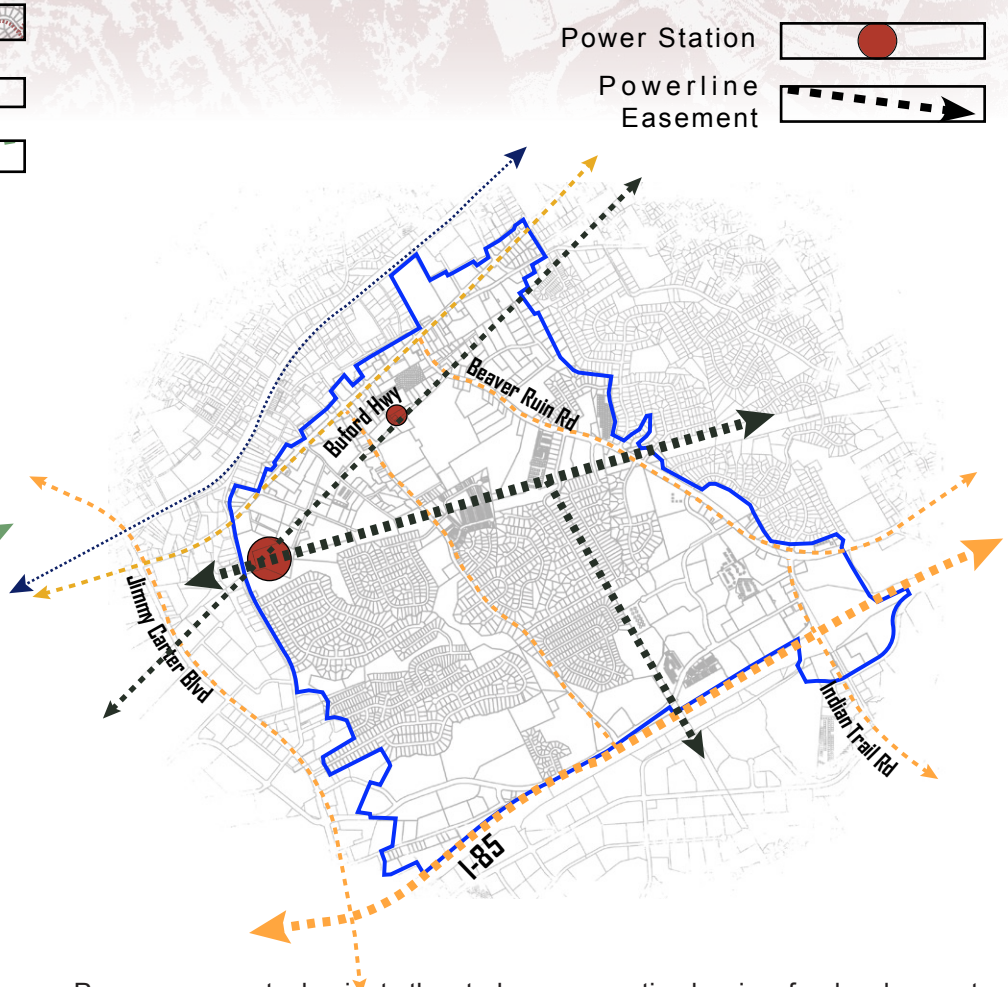
Connection - Creating choices in travel gives one more freedom in maneuvrability both as a pedestrian and as a driver. Having the ability to move from destination to destination with out being forced onto a major arterial road helps alleviate traffic, creates a hierarchy of scale, and offers much more choice for the user. In the examples above, both Lawrenceville and Savannah are developed in a way that provides a high level of connectivity.

Street Connectivity



The existing street layout is not very well connected. Most residential streets end in a dead end or cul-de-sac (shown in red) and thus must funnel into a secondary road, overloading those roads. A few streets offer better connectivity (in yellow), providing more than one point of entry, and egress on to more that one road. The best connected streets are, paradoxically, the least diverse. While they provide numerous options for cars, they do not easily accommodate bicycles and pedestrians. An exception to this can be found in the downtown Norcross area, but not in our study area. The downtown's well-developed network is a great example of street connectivity.

Utility Easements

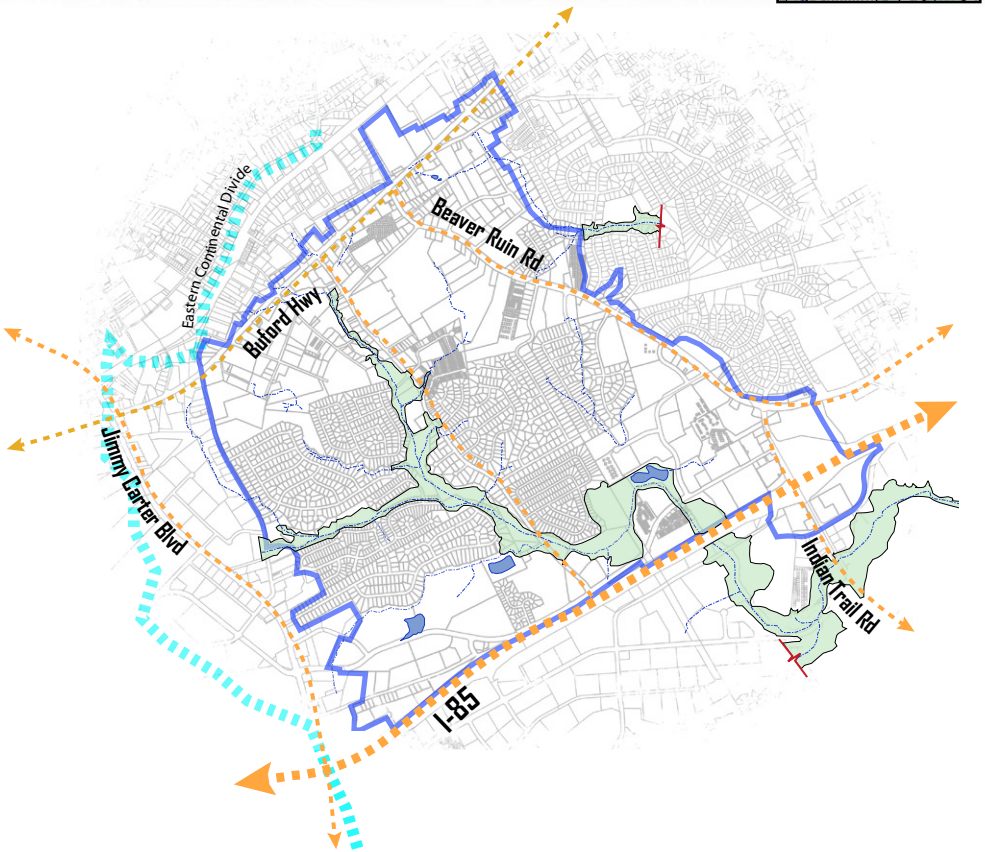


Power easements dominate the study area, creating barriers for development, transportation, and connectivity. The east-west main easement is approximately 525' in width, the south spur is approximately 275' in width and the line heading to the northeast is roughly 75' wide. Though undevelopable for buildings, there are opportunities for multi-use path linkages that might share the easements' rights-of-way.

Site Hydrology

Lakes and Rivers

Flood Plain



Though they cannot be built upon, streams and floodplain buffers act as a filter for the study area. Stormwater that runs off roads and rooftops collecting pollutants from brake dust to engine oil eventually make its way to the buffers where it has the opportunity to be biofiltered before moving on in the Ocmulgee watershed. Exposure to sunlight, air and soil allows growth of aquatic and riparian vegetation that can improve water quality by taking up inorganic and organic pollutants. The Eastern Continental Divide skirts the LCI at the north-west corner, thus all water from the study area eventually makes its way to the Atlantic Ocean.

Even in this capacity, these buffers can provide opportunities for a variety of greenspace types, from paths and trails to undisturbed conservation areas.

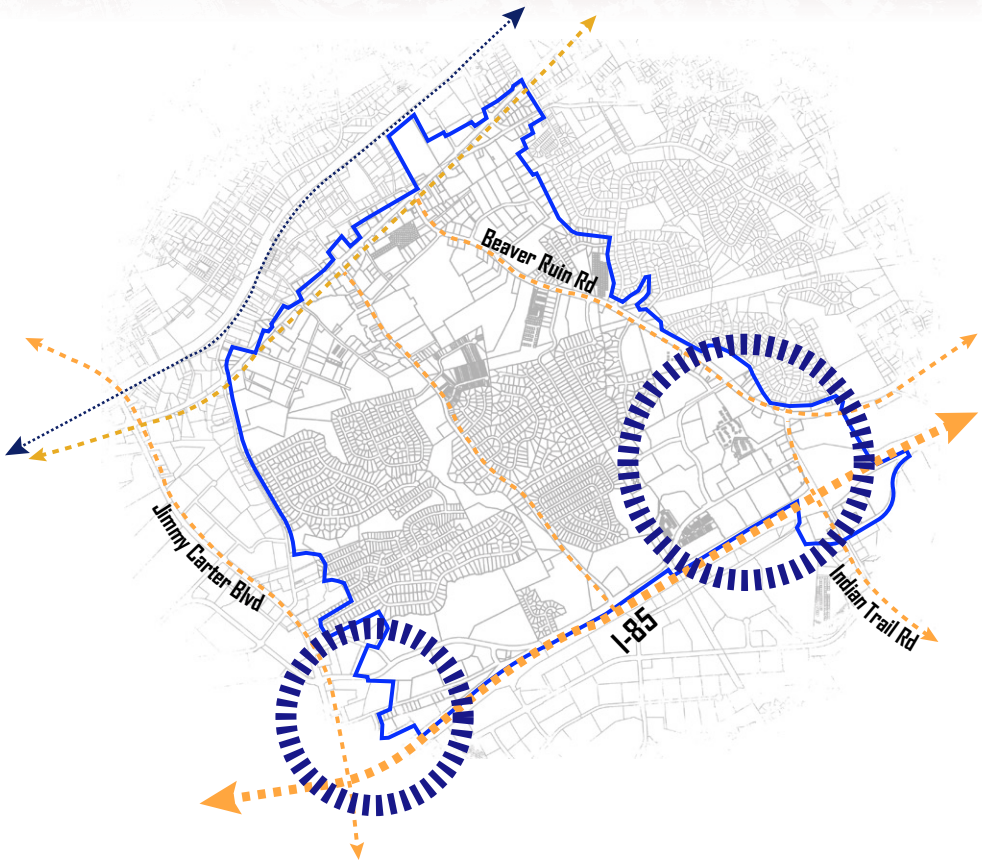
Grass/Tree Cover

Grass Cover

Tree Canopy Cover

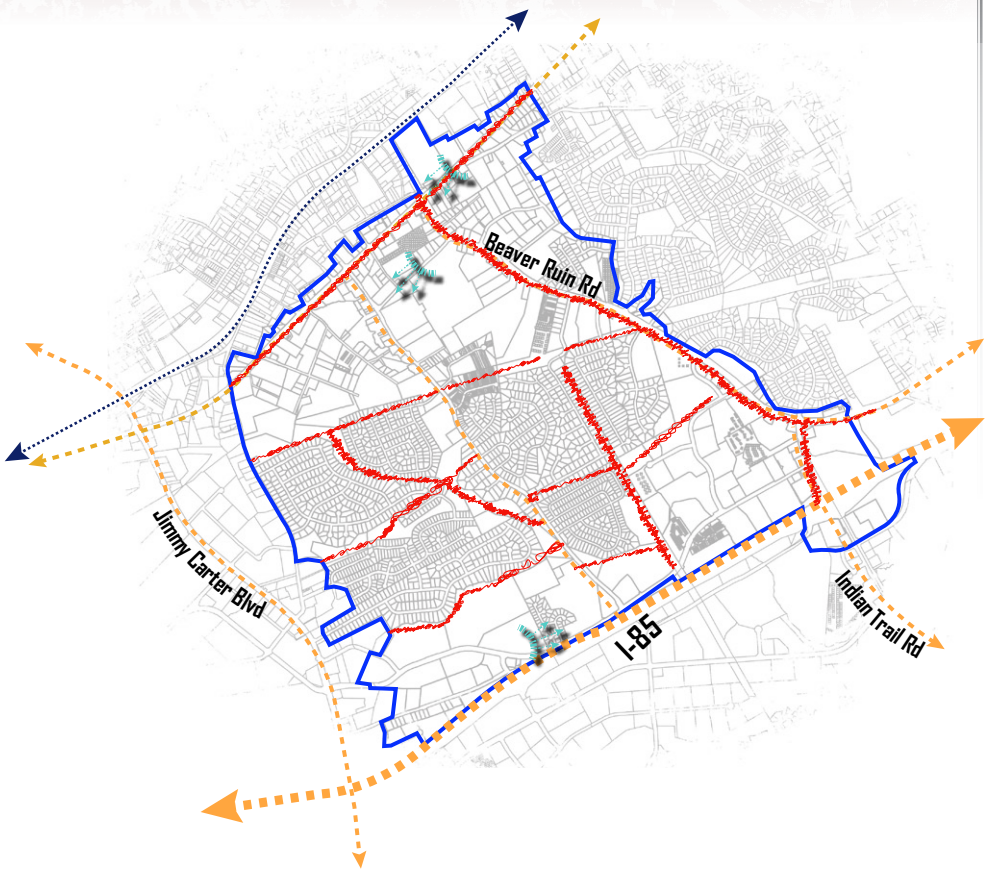
This map locates the large stands of trees and stretches of grasslands. While most of the latter coincide with the utility easements, much of the former is actually in developable areas. For practical purposes, the presence of tree canopy shows the locations of lower-density, most often residential, uses. Regardless of development type, tree canopy is often considered to be a valuable (and difficult to reproduce) amenity. In a market that is increasingly sensitive to sustainability issues, these natural features will draw attention.

Interstate Impact Area



The interstate impact area map represents the locations that are heightened in development potential, either by traffic mobility or employment center opportunities, due to proximity to Interstate 85. These areas lend themselves to higher density redevelopment, a type that requires access to transportation options from the expressway and park-and-ride to the possible expansion of rail to the area. They also have to potential to be overwhelmed with vehicular traffic, and thus must be carefully planned to meet all potential demands.

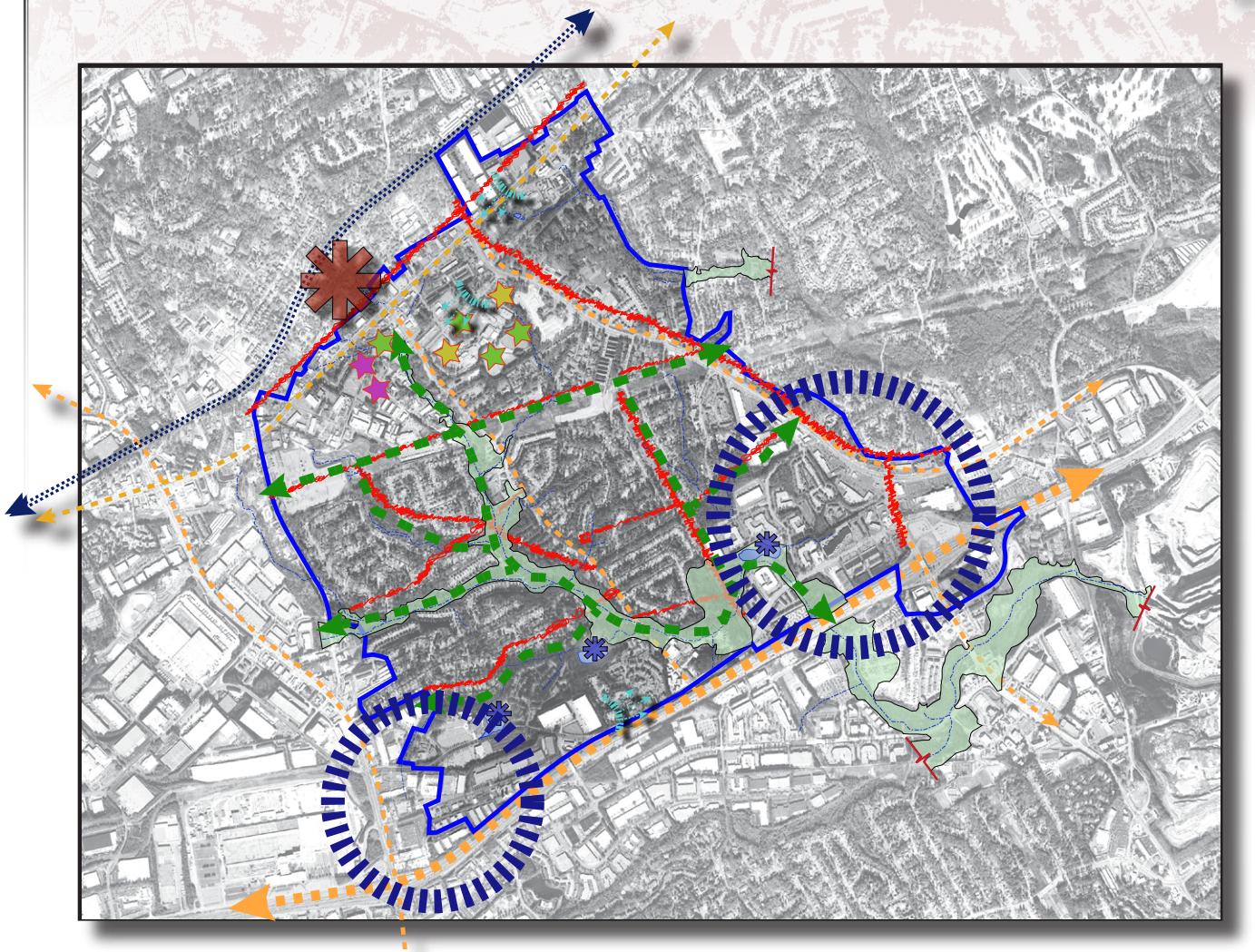
View Sheds and Barriers



Barriers exist throughout the site. Pedestrian, cyclist and automobile all find places that impede or slow their movement. In particular, the corridors are difficult edges for the circulation of pedestrians and cyclists, while the cul-de-sac neighborhoods force cars onto particular streets, increasing travel times, gas consumption and traffic.

Viewsheds, on the other hand, represent places where for some reason (change in topography, clearing in trees or development), an extended view is created. Such views are important not only for their aesthetic impact, but also as orienting tools for those who might not be as familiar with the district.

Urban Design Issues



This map represents a compilation of the disparate design issues faced within and around the study area. While some of these are obstacles that may need to be overcome, others represent opportunities to be used to the advantage of the district.

In putting all of the previous vignettes together, the overarching considerations begin to identify themselves. The large, unencumbered areas at the interchanges draw focus as areas that might be most amenable to growth. The isolated and cut-up neighborhoods in the interior provide challenges for automobile connectivity, but offer potential for alternative modes via the adjacent greenspaces. Historic sites, institutional uses and the proximity to Downtown Norcross outline this stretch of Buford Highway as a place that provides numerous catalysts for quality growth.

Topographically the study area is consistent with upper piedmont typology - rolling hills and few naturally flat areas. In terms of the man-made environment, most of the existing development is large-scale with redundant parking, wide ROWs, and scarce sidewalks.

Trail Possibilities

Elevated View

Pond/Lake

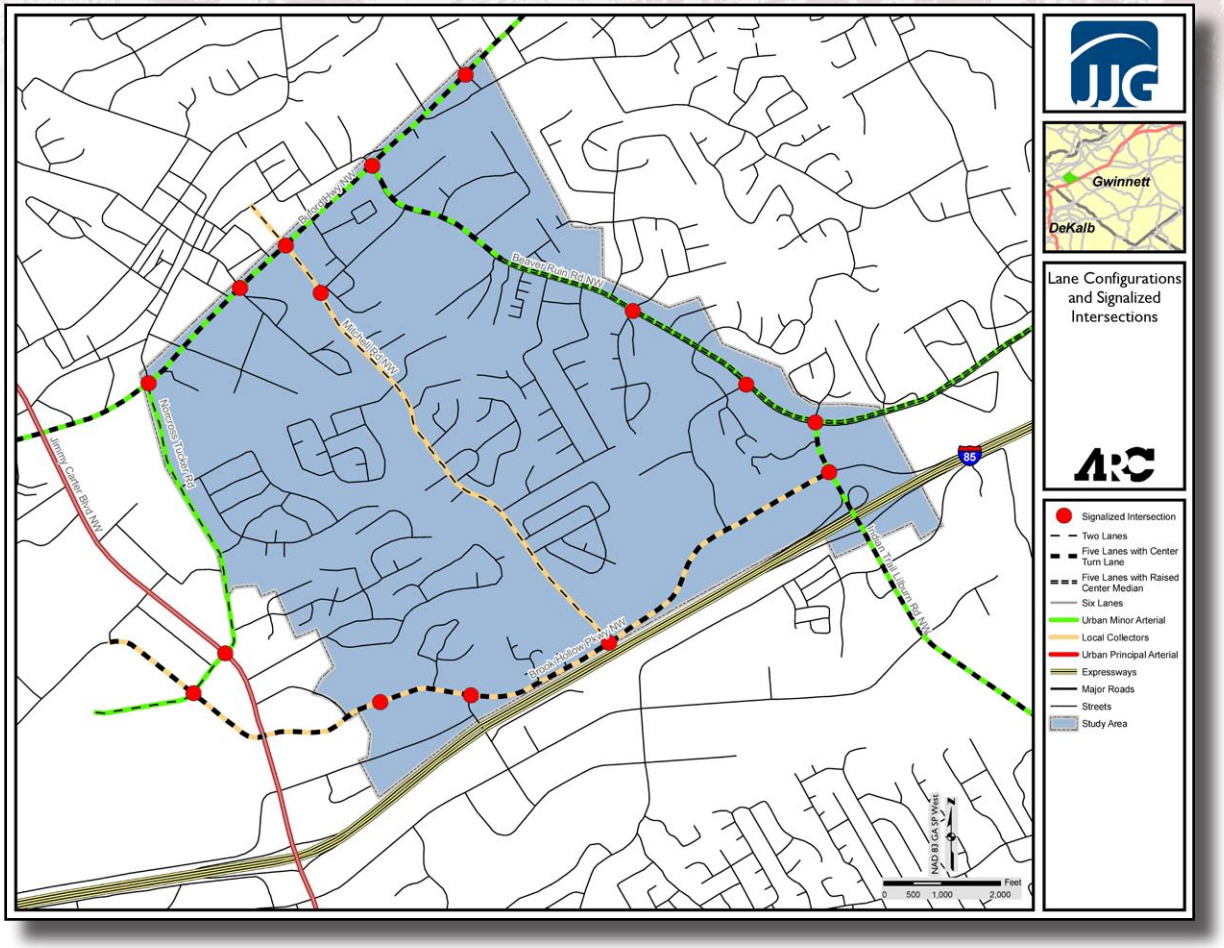
Neighborhood barrier

Interstate Impact Area

Rec Field

Historic Site

School/ Institution



ASSESSMENT:

The Existing Conditions Assessment presents the study area in terms of its roadways, traffic, accidents, pedestrian and bicycle facilities, and transit operations. This assessment identifies the transportation strengths and deficiencies within the study area as well as the opportunities for improvements that address these needs. There are six major roadways in the study area. Four of them, Beaver Ruin Road, Buford Highway, North Norcross Tucker and Indian Trail-Lilburn Road, are classified as minor urban arterials. Brook Hollow Parkway and Mitchell Road are both considered collector roads. With the exceptions of the two-lane roads Mitchell Road and North Norcross-Tucker Road, the major roads in the study area have five or more lanes, including a center turn lane or median. The speed limit is 45 mph on Buford Highway, Brook Hollow Parkway, and the southern part of Beaver Ruin Road; it is 35 mph on Indian-Trail-Lilburn Road, North Norcross Tucker Road, Mitchell Road and the northern section of Beaver Ruin Road.

Strengths

- Most intersections of major roadways have left-turn signals and dedicated right turn lanes.
- Roadways sufficient capacity to facilitate through traffic.

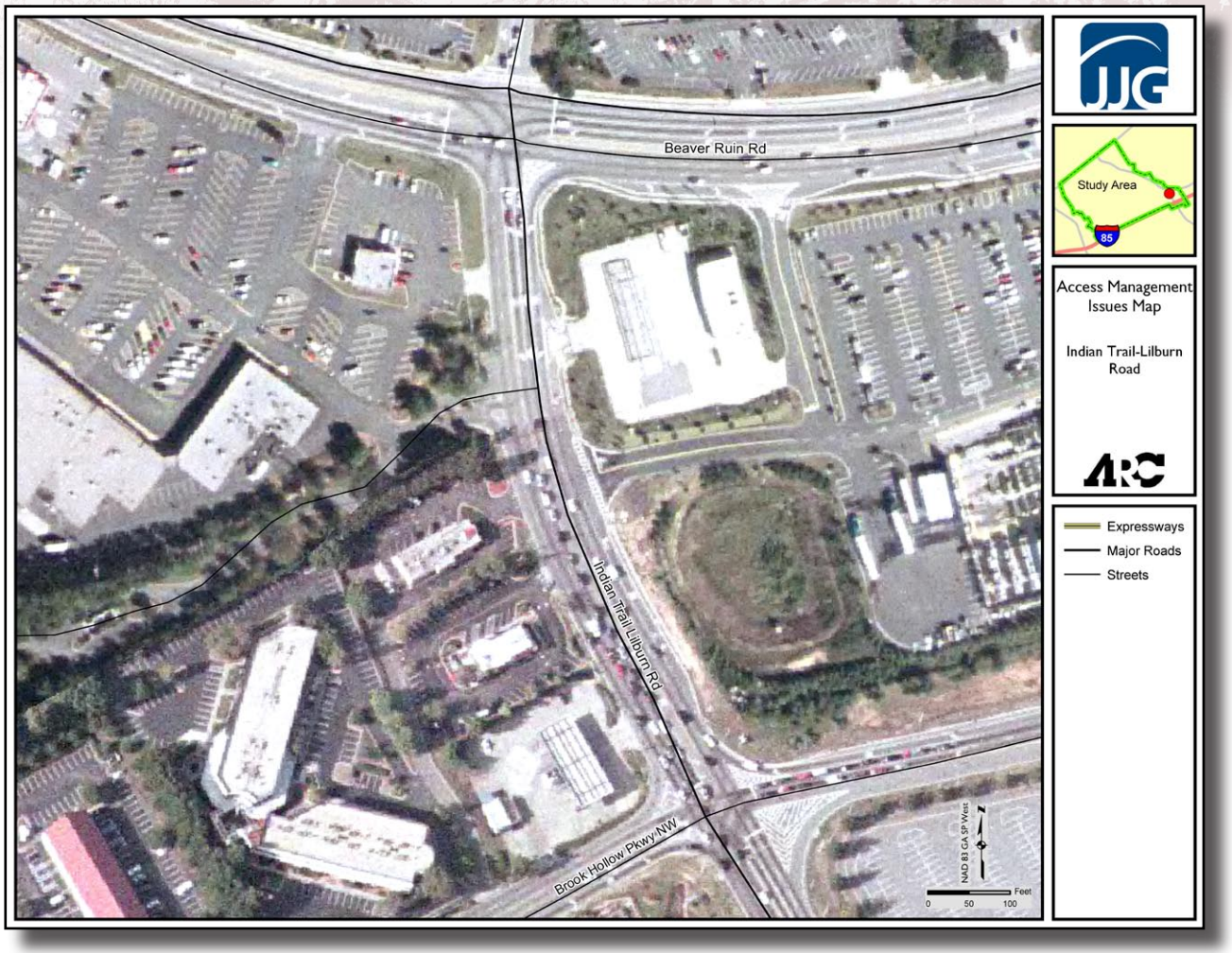
Weaknesses

- The major roads in the study area are designed to move traffic through the area rather than serve local trips within it.
- The high speed design of the arterial network generates travel speeds that impede pedestrian and bicycle activity.

Opportunities

- Non-vehicular transportation can be made safer and more attractive by including bicycle and pedestrian facilities on major roads.

Access Management



In transportation planning, access management refers to ensuring safe and efficient traffic flow through the reduction in driveways and channelization of traffic flows. This improves traffic flow and improves safety by reducing the number of conflict points between turning vehicles and through vehicles. Managing the access to and from major roadways that the allows traffic along the road to flow more efficiently, with fewer stops and less congestion.

Three areas have been identified within the study area that may benefit from access management measures. All three of these areas have unusually high accident rates for road segments.

- Indian Trail-Lilburn Road between Beaver Ruin Road and Brook Hollow Parkway (shown at left)
- The vicinity of the intersection of Beaver Ruin Road and Buford Highway
- Buford Highway between Britt Road and Cemetery Road.

Strengths

- Center turn lanes removes left-turning traffic from through travel lanes.

Weaknesses

- Lack of inter-parcel connections along Buford Highway forces vehicles onto main roadway for short trips between businesses.
- High numbers of driveways create conflict points between turning traffic and through traffic.

Opportunities

- A raised center median near major intersections would reduce conflicts from traffic entering and exiting commercial driveways.
- Restricting the number of driveways via shared/ interparcel access would improve traffic flow and reduce accidents.

Accidents

Based on an accident analysis of the study area's major roads from 2004 through 2006, accident rates were higher for the major roads analyzed within the study area than for similar roadways throughout Georgia.

Of the major roads within the study area, Buford Highway had the highest number of annual average accidents with 389 accidents per year resulting in 109 accidents and one fatality. The accident rate on Buford Highway during this three year period was more than double the statewide average for similar facilities. The injury and fatality rates were both more than 50% higher than statewide average.

Beaver Ruin Road experienced an annual average of 269 accidents, resulting in an average of 75 injuries and one fatality. Accident, injury and fatality rates were all significantly higher than statewide average. Indian Trail Road experienced 162 accidents with 30 injuries and one fatality. The accident rate for Indian Trail Road was five times higher than statewide average.

2004-2006 Annual Average Crash, Injury and Fatality Rates

	Crash Rate (per 100 million vehicle-miles (MVM))			Injury Rate (per 100 million vehicle-miles (MVM))			Fatality Rate (per 100 million vehicle-miles (MVM))		
	Average Annual Crashes	Road Segment Rate	Statewide Average	Average Annual Injuries	Road Segment Rate	Statewide Average	Average Annual Fatalities	Road Segment Rate	Statewide Average
Beaver Ruin Road	269	1063	518	75	295	198	1	2.77	1.49
Buford Highway/US 23	389	1211	518	109	340	198	1	2.07	1.49
Indian Trail-Lilburn Road	162	2654	533	30	492	204	1	7.86	1.54
North Norcross-Tucker Road	103	4143	533	41	1617	204	0	0.00	1.54

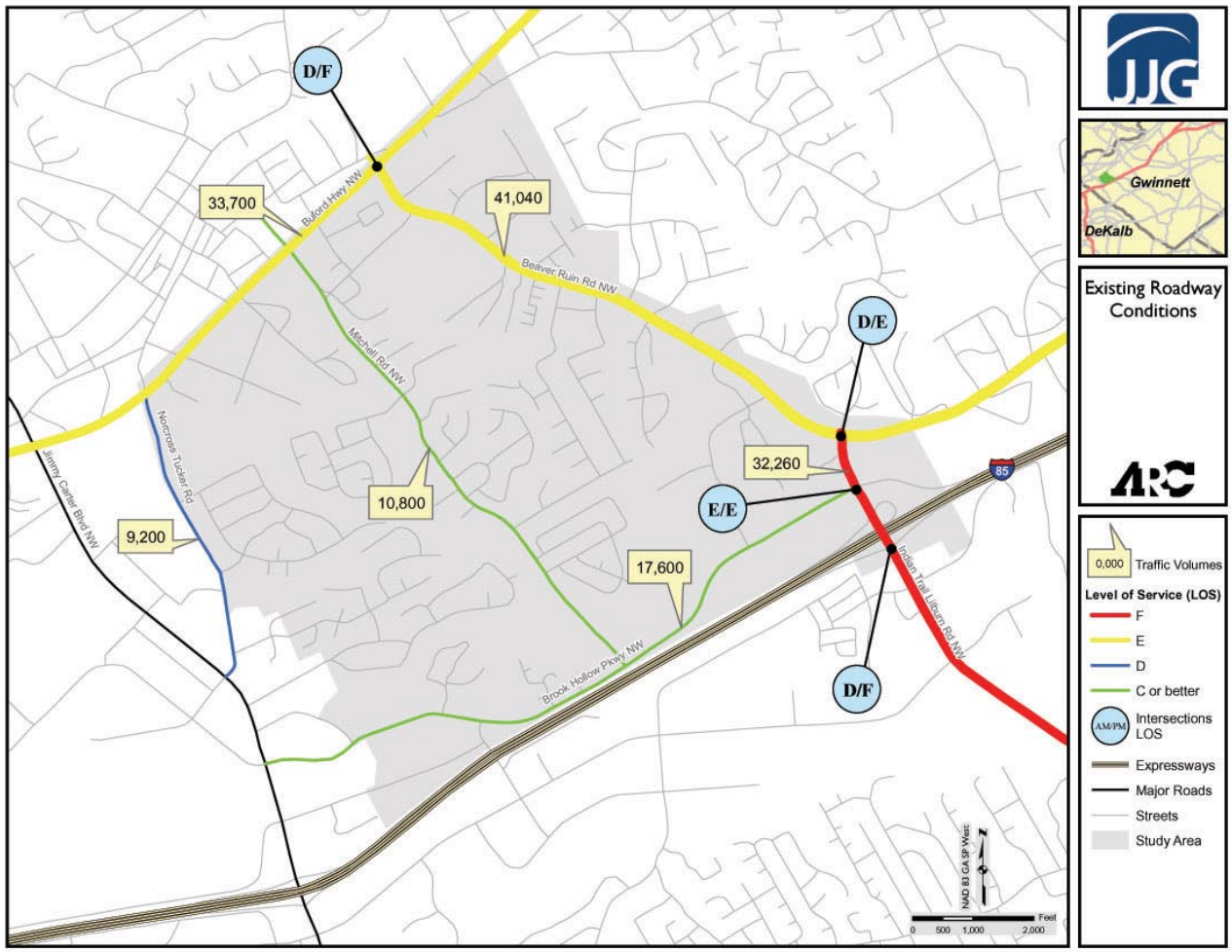
Weaknesses

- Major study area roadways have accident rates twice or more than the statewide average for similar roadways.
- Injury rates for major roads within the study area are higher than the statewide average for similar roadways
- The fatality rate for major roads in the study area is higher than the statewide average for similar roads.

Opportunities

- Implementing raised medians and access management measures along major roadways would likely curtail accidents on roadways.

Roadway Operations



Two major travel patterns cross the study area. The first is the northwestern/southeastern flow of traffic between I-85 and the activity centers of Peachtree Corners and the City of Norcross via Jimmy Carter Boulevard, Beaver Ruin Road and Indian Trail-Lilburn Road. Drivers frequently pass through the City of Norcross to connect to the Peachtree Corners area from Beaver Ruin Road.

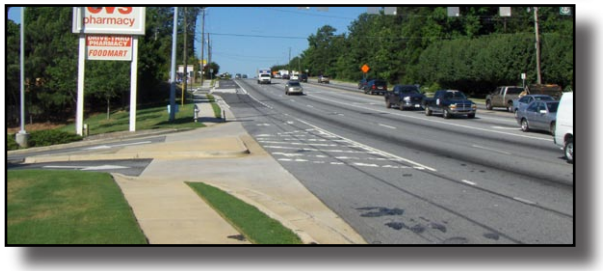
The second pattern is the northeastern/southwestern movement between outlying Gwinnett County and destinations in Atlanta and DeKalb County, including access to I-285. These drivers utilize Buford Highway and I-85 and its access roads. The two travel patterns comprise the majority of traffic on the major study area roadways during the AM and PM peak hours. These commuters pass through the study area, and are generally not bound for local destinations.

Beaver Ruin Road, Buford Highway, and Indian Trail-Lilburn Road have the highest traffic volumes of the study area's major roads. These roadways primarily carry traffic passing through the study area. Indian Trail-Lilburn Road has an LOS of F, however, while the more-travelled Beaver Ruin Road has an LOS of E. This difference in operations is explained by the variation between the roadway configurations. Beaver Ruin Road has a raised center median along its southern section, which curtails left turns across traffic except at appointed intersections. Vehicles that wish to travel from parcel to parcel can use shared parking lots and inter-parcel connections for short trips. Indian Trail-Lilburn Road has many driveways and little inter-parcel access, which contributes to high volumes of left turning traffic across the main roadway. Indian Trail-Lilburn Road within the study area has a number of signalized intersections spaced close together. Buford Highway also has many intersections and driveways breaking up traffic flow

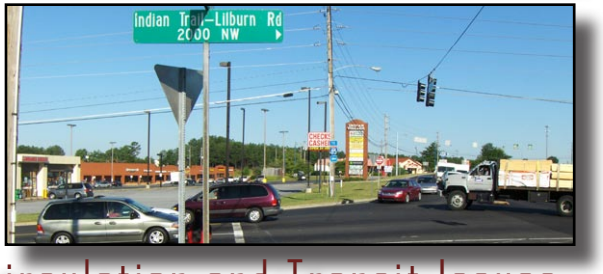
Level of Service - C

Level of Service - D

Level of Service - E



Level of Service - E



Level of Service - F

and encouraging turning traffic.

Strengths

- Significant roadway infrastructure within study area.
- Brook Hollow Parkway is underutilized.

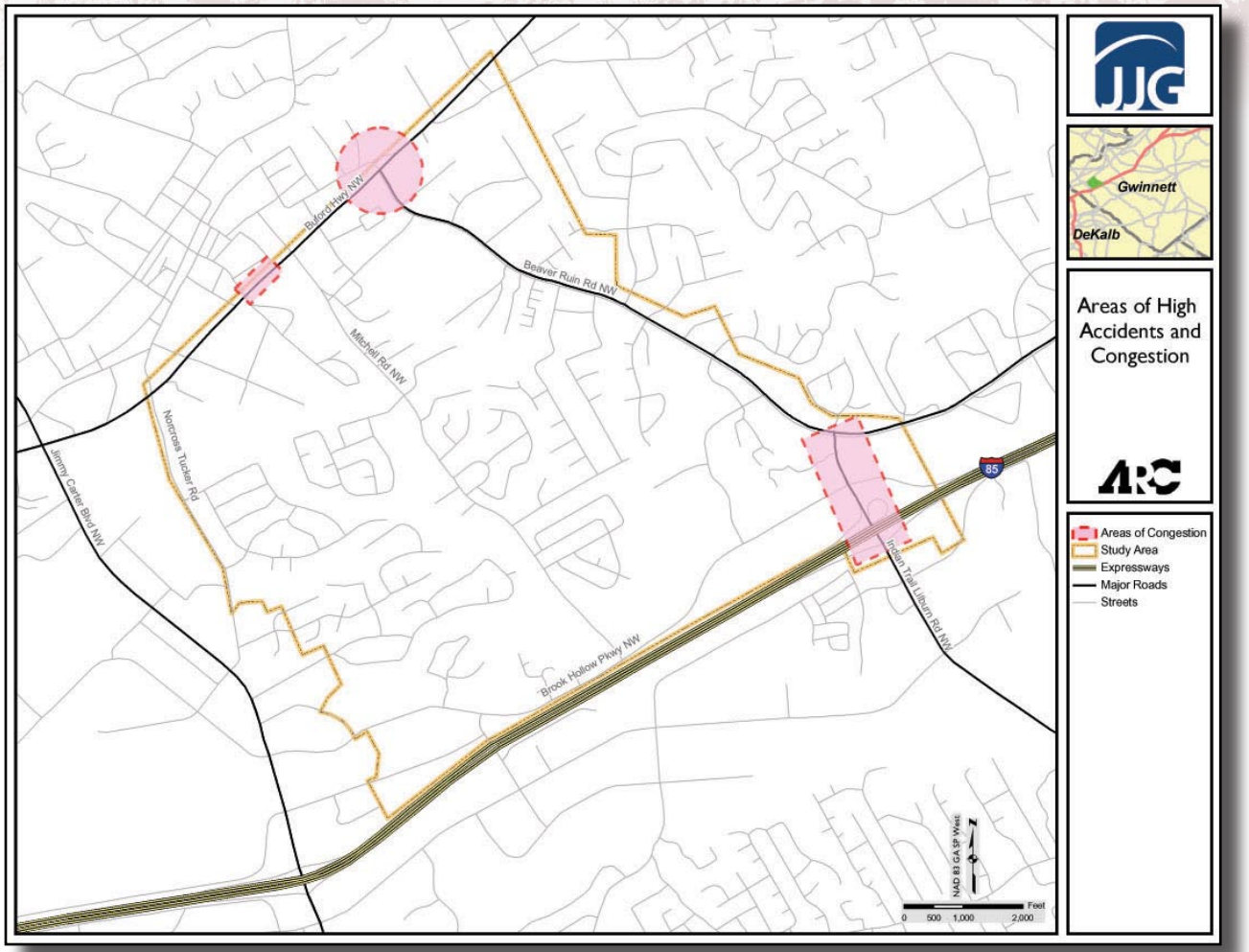
Weaknesses

- Heavy congestion at major intersections.
- Poor access management along most roadways.
- No raised medians along Buford Highway, Indian Trail-Lilburn Road and the northern section of Beaver Ruin Road.
- Majority of peak hour traffic is traveling through study area, not within it.
- Signal timing causing congestion on Beaver Ruin Road.
- Alignment of Beaver Ruin Road funnels traffic into downtown Norcross.

Opportunities

- Intersection improvements at failing intersections will allow for safer and more efficient travel.
- Placement of raised center medians will improve traffic flow by restricting left turning traffic to selected intersections.
- Improve signal timing to increase efficiency of operations.
- Realign Beaver Ruin Road with Langford Parkway could reduce traffic volumes in downtown Norcross.

Areas of High Congestion



In the study area, there are two areas that experience extremely high congestion, high accident rates, and prove dangerous for pedestrian traffic.

- The intersection of Beaver Ruin Road and Buford Highway
- The segment of Indian Trail-Lilburn Road between Beaver Ruin Road and Brook Hollow Parkway

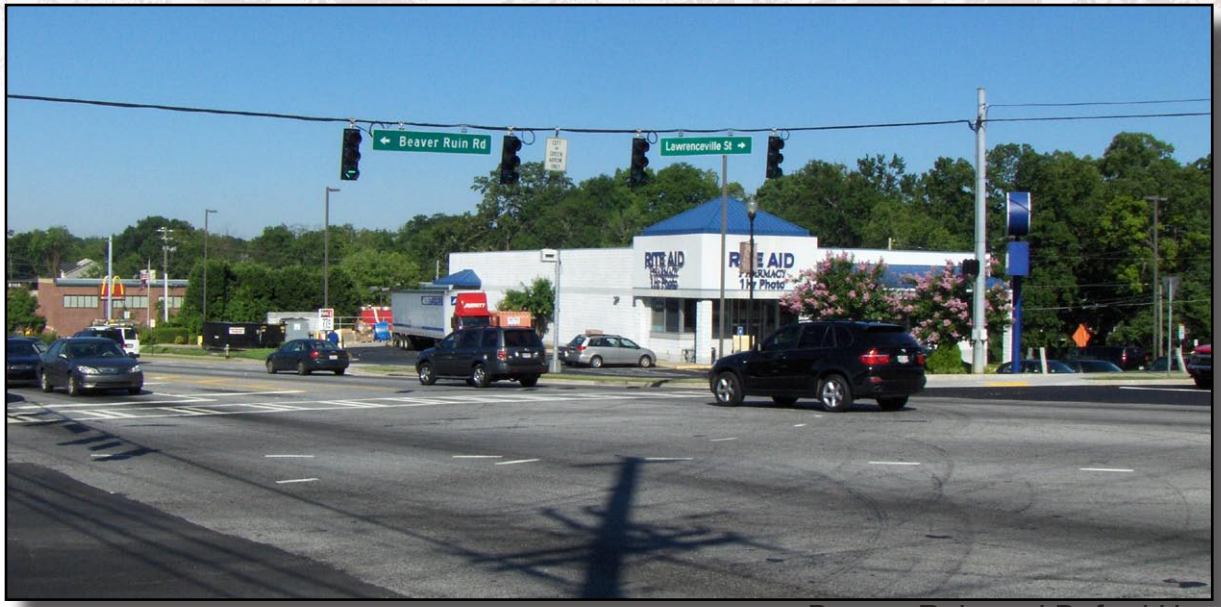
BEAVER RUIN ROAD AND BUFORD HIGHWAY

The intersection of Beaver Ruin Road and Buford Highway is of particular concern for since it is the intersection of the study area's two busiest roadways. During the 2004-2006 study period, this intersection experienced 74 accidents per year, tying for highest among study area intersections. Buford Highway in the vicinity of this intersection has many driveways which generate turning traffic and cause congestion and accidents. Finally, even though the intersection has crosswalks, accidents involving pedestrians cluster in this area. (Accidents involving pedestrians are discussed below.)

INDIAN TRAIL-LILBURN ROAD BETWEEN BEAVER RUIN ROAD AND BROOK HOLLOW PARKWAY

The segment of Indian Trail-Lilburn Road between Beaver Ruin Road and Brook Hollow Parkway is of concern because, in roughly one fifth of a mile, it contains the second and third most dangerous intersections in the study area. During the 2004-2006 study period, the intersections of Brook Hollow Parkway at Indian Trail-Lilburn Road and Beaver Ruin Road at Indian Trail-Lilburn Road experienced an average of 74 and 64 accidents per year, respectively. Despite Brook Hollow Parkway's relatively low daily traffic volumes, the high accident rate at the its intersection with Indian Trail-Lilburn Road is caused by the high peak hour traffic volumes attempting to access Indian Trail Road and I-85. The high number of driveways along this short section of roadway contribute to the number of accidents.

Areas of High Congestion



Beaver Ruin and Buford Hwy

Strengths

- None

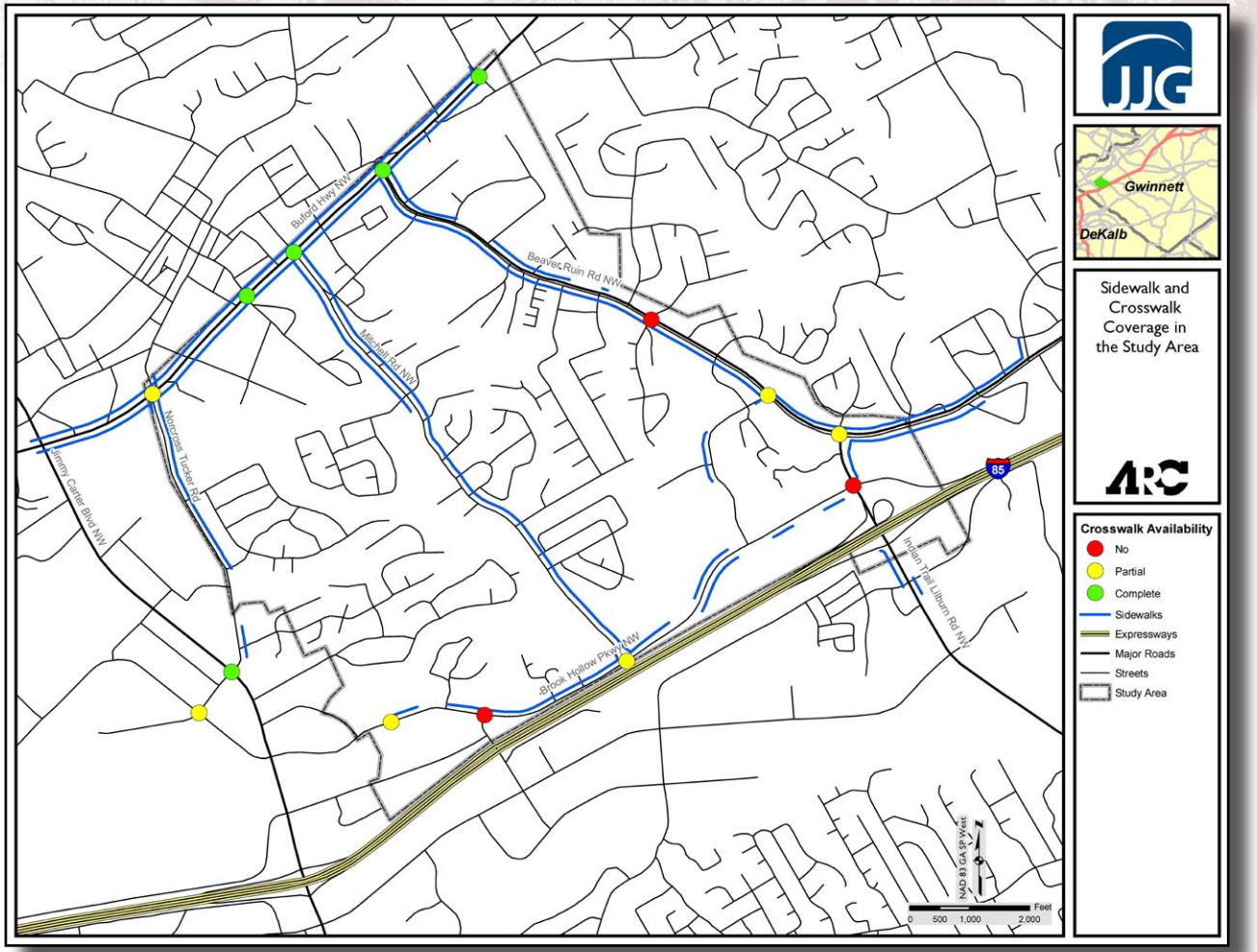
Weaknesses

- Extremely high number of accidents.
- High traffic volumes and poor access management contribute to high levels of congestion.
- Convergence of Indian Trail Road, Beaver Ruin Road, Brook Hollow Parkway, and I-85 ramps within a very short segment of roadway.

Opportunities

- Implementation of a raised center median would improve traffic flow and safety by channelizing traffic flows and preventing left turning traffic from entering and exiting commercial driveways.

Beaver Ruin at Indian Trail Rd



There are no bicycle facilities in the study area, either for recreation or transportation. There are not bicycle lanes on the surrounding road network with which the study area network could connect.

Study area sidewalks do not operate as a complete network. Buford Highway is the only major road with sidewalks along both sides throughout the study area. Sidewalks are not continuous along Beaver Ruin Road, Indian Trail-Lilburn Road, Brook Hollow Parkway, and North Norcross Tucker Road.
At many signalized intersections, crosswalks are not available or limited to one side of the street. Intersections along Buford Highway are most likely to have pedestrian facilities and crosswalks. Of the twelve signalized intersections within the study area, eight lack one or more crosswalks and three have no crosswalks at all.

Strengths

•Sidewalks are continuous along both sides of Buford Highway.
•Sidewalks throughout much of study area.

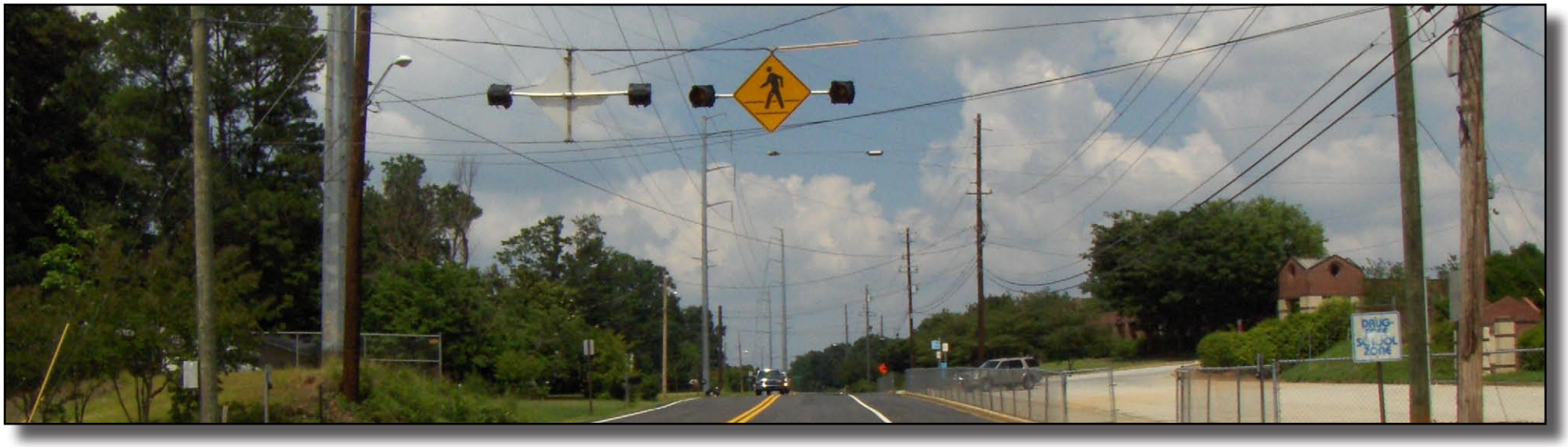
Weaknesses

- Sidewalks stop and start frequently, and do not create a complete system.
- There are no bicycle lanes in the study area.
- Many signalized intersections lack crosswalks

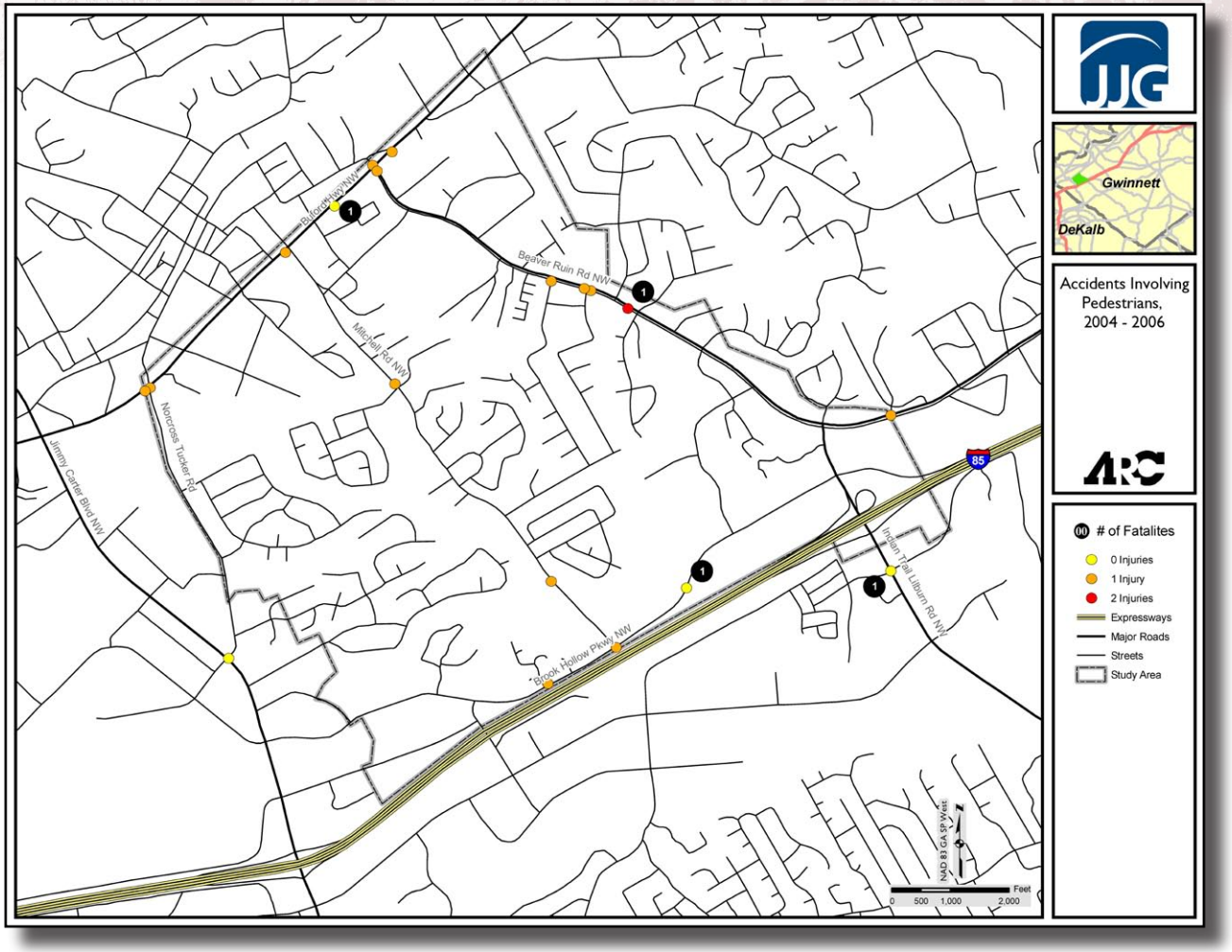
Pedestrians and Bicyclists

Opportunities

- Providing on-street bicycle lanes would allow for the safe movement of bicycle traffic through the area.
- Continuing existing sidewalks will create a network for pedestrian travel.
- Adding crosswalks to signalized intersections would provide safe areas for pedestrian street crossings.
- Providing a multi-use trail/greenway through project area would improve pedestrian and bicycle connectivity as well as provide a recreation amenity.



Accidents Involving Pedestrians

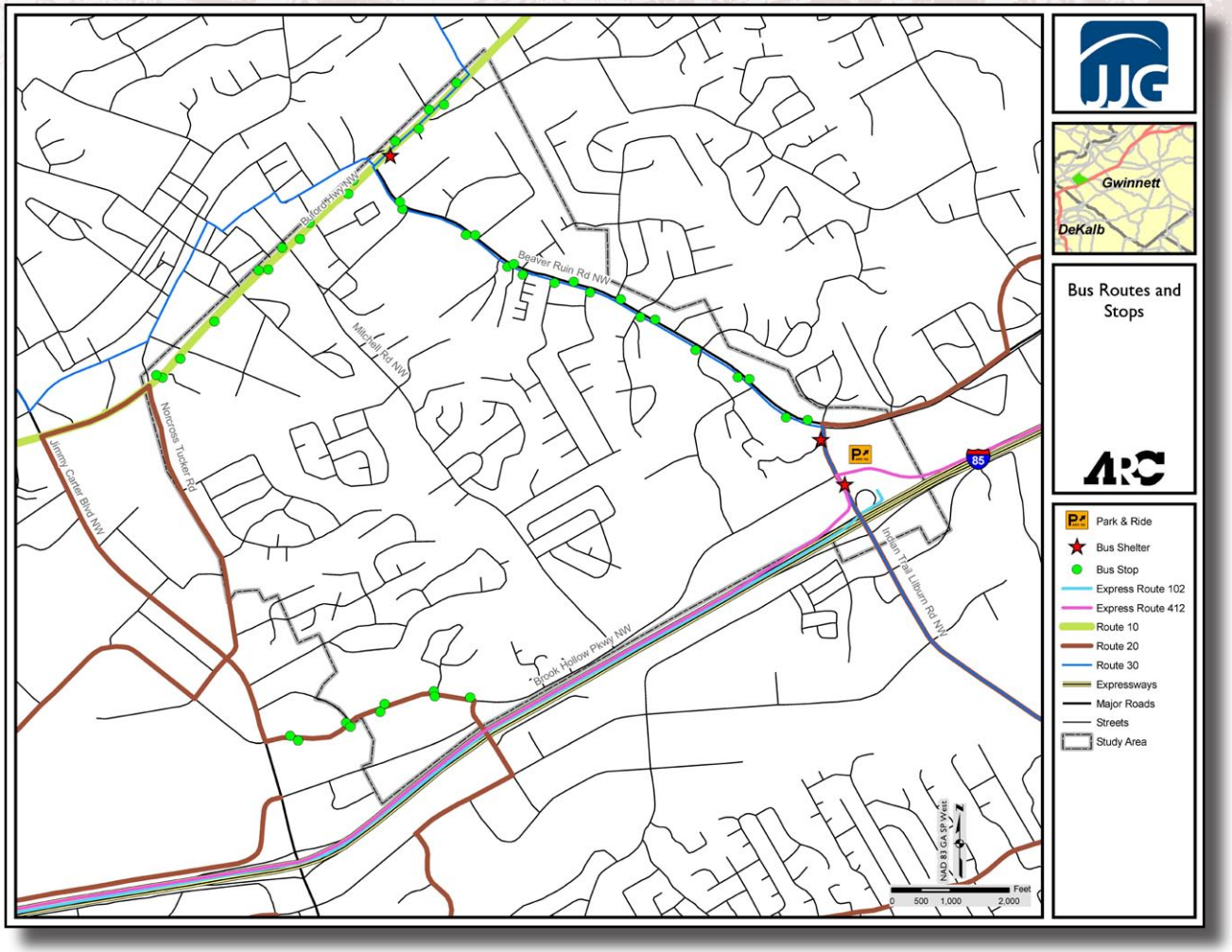


During the three year study period, major roads in the study area experienced an average of 5 accidents involving a pedestrian each year. These accidents resulted in an average of four injuries and one fatality each year.

Accidents involving pedestrians were concentrated in three areas:

- The segment of Beaver Ruin Road between Wexford drive and Huddersfield Way,
- Around the intersection of Beaver Ruin Road and Buford Highway
- Around the intersection of Mitchell Road and Brook Hollow Parkway

Since these roadways in the area are designed to move traffic efficiently through the area, many with 45 mph speed limits, pedestrian crosswalks are only found at signalized intersections. Lack of crosswalks and widely spaced signalized intersections may encourage dangerous midblock pedestrian crossings. Many accidents involving pedestrians occur mid-block, where drivers are less aware of the pedestrian's presence



Primary transit service within the study area is limited to two types of bus service provided by Gwinnett County Transit. The first, local bus service, operates Monday through Saturday, and primarily serves business and retail destinations along the perimeter of the study area. The second, express bus service, connects the Indian Trail Park-and-Ride facility with downtown and midtown Atlanta during commuting hours.

Bus ridership in the study areas is commute-driven. Express commuter service is the more popular type of bus service in the area despite the fact that both routes that utilize the Indian Trail Park and Ride Facility run during peak hours only and feature limited stops: Route 102 A serves over 5,500 riders monthly, and Route 412 serves over 15,000. Of local bus routes, the most popular in Route 10, which runs directly down Buford Highway and connects the study area to the MARTA heavy rail system. Route 10 serves more than twice the number of riders than any other local route serving the study area .

Bus stops within the study area are of varying quality. Bus stops along Buford Highway are spaced at a reasonable distance, located on sidewalks, and marked by signs indicating the route served at that stop. Bus stops along Beaver Ruin Road, Brook Hollow Parkway, and North Norcross-Tucker Road are marked with appropriate informational signage, but are often not serviced by sidewalks (Figure 1.19). In each case, this is due not to poor stop placement, but a general lack of sidewalks in the area. For many of these stops, no crosswalk is available nearby for safe pedestrian access, even at signalized intersections.

Transit

Strengths

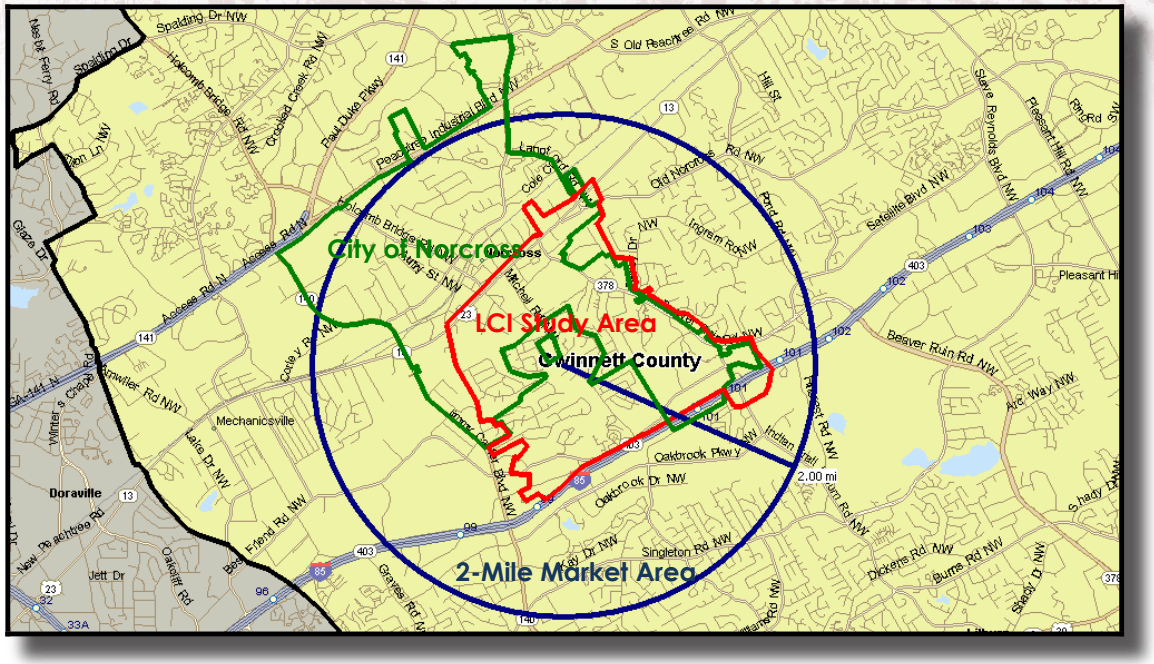
- Study Area is served by a widely-used Park-and-Ride facility for workers who commute to Atlanta.
- Local bus service serves area business and retail destinations and connects to MARTA heavy rail.

Weaknesses

- Many bus stops are not serviced by pedestrian facilities, be they either sidewalks or pedestrian crosswalks at nearby intersections.
- Residential portion of study area not on local bus routes.

Opportunities

- Providing pedestrian facilities along the bus routes within the study area where significant gaps exist.
- Bus stops with seating and/or shelters should be implemented where boardings are highest.



INTRODUCTION

As part of the Norcross Livable Centers Initiative (LCI) Study, this Market Conditions report provides an inventory and analysis of real estate and demographic trends affecting both current development patterns in the study area. This analysis provides the framework for the consulting team's recommendations regarding land use and transportation improvements that together will create a vibrant, balanced mix of uses benefiting local residents, employees, and businesses. The report includes the following:

Demographic Characteristics – The first section provides an overview of the population, households and housing stock in the Norcross Activity Center LCI study area, the City of Norcross, the 2-mile market area and Gwinnett County. In addition, it presents information on the businesses and their employment within the study area.

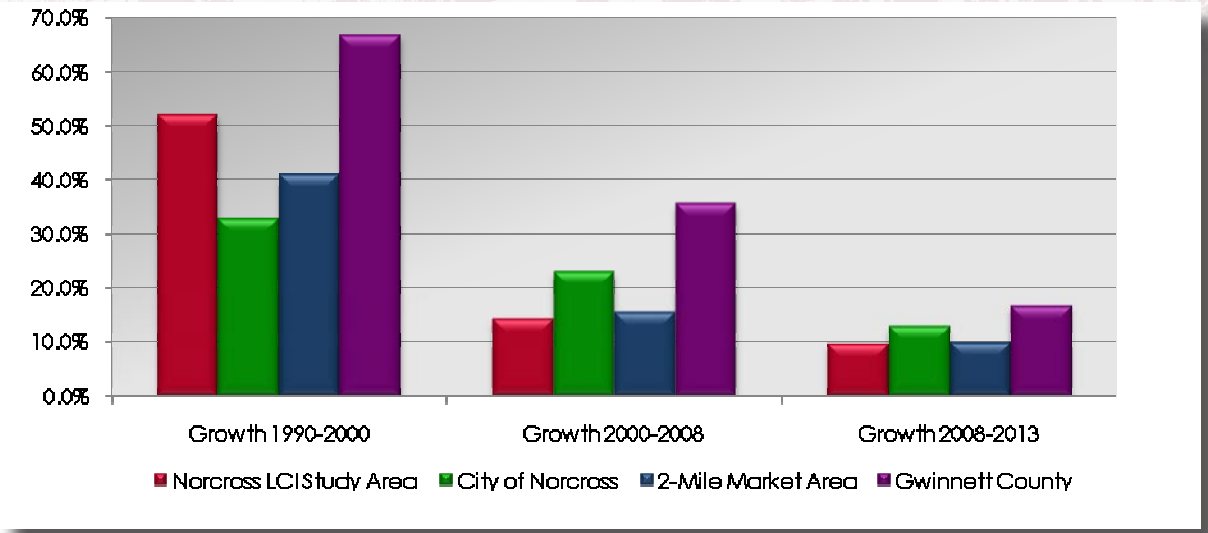
Real Estate Market Conditions – The second section includes an analysis of the current inventory and recent market trends for residential and commercial uses within the study area.

Future Real Estate Demand – Based on the above data and analysis, the team believes that the area can support additional development in the study area over the next decade. .

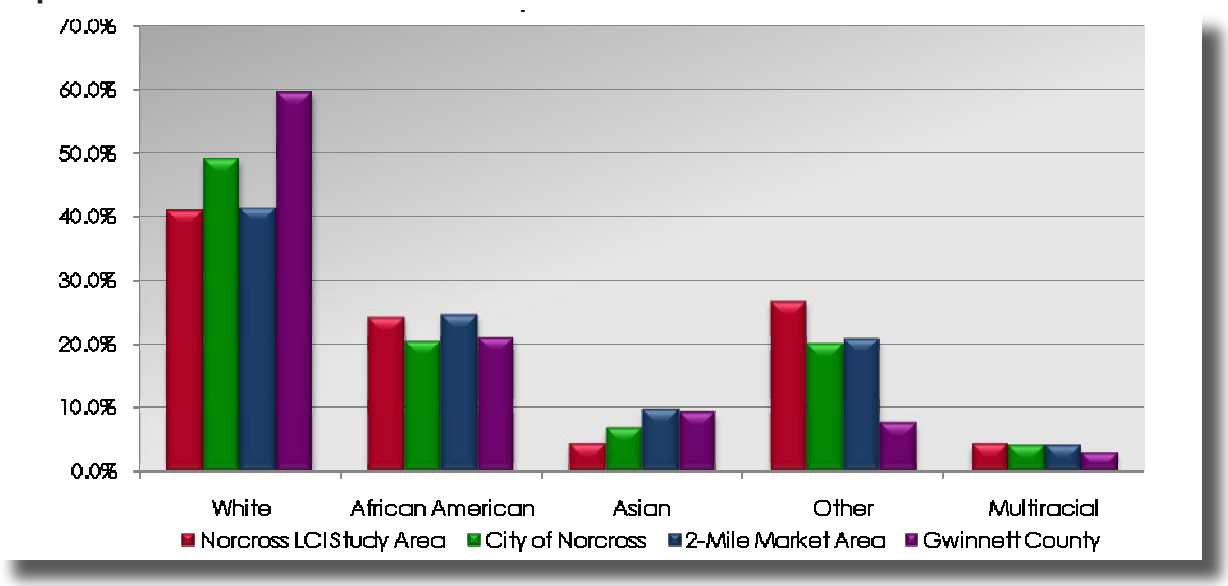
STUDY AREA

The following market conditions report examines the Norcross Activity Center LCI, a 2,004-acre area in southwest Gwinnett County. The study area includes portions of the City of Norcross as well as unincorporated Gwinnett County. The boundary of the study area, shown below in red, spans roughly from I-85 on the southeast to Buford Highway on the northeast and from Jimmy Carter Boulevard on the southwest to Beaver Ruin Road to the northeast. For the purposes of the market overview, data was compiled for: the Norcross Activity Center LCI study area, the City of Norcross (shown below in green), the 2-mile Market Area (shown in blue) and for Gwinnett County. A larger map is presented in the Appendix.

Population Growth



Population Race



DEMOGRAPHIC CHARACTERISTICS

The purpose of the following section is to describe the population living in the Norcross Activity Center LCI study area and 2-mile market area. It includes an analysis of population growth, race and ethnicity, age distribution and educational attainment. The data source is Claritas, a nationally recognized socioeconomic and demographic information source. For a full presentation of the following demographic data, see the Appendix.

POPULATION CHARACTERISTICS

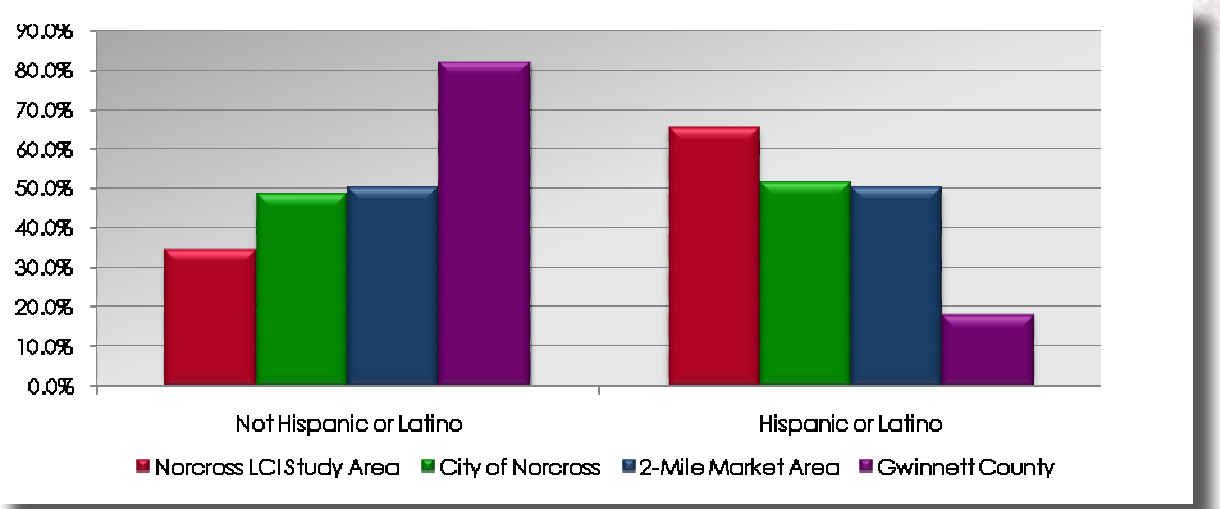
POPULATION GROWTH

There are an estimated 13,704 residents living in the Norcross Activity Center LCI study area, which is projected to grow by 9.5% to 15,004 residents by 2013. In 2008, the Norcross Activity Center LCI study area population represents 1.7% of Gwinnett County's population of 797,504. After a period of rapid growth during the 1990s, population growth in the study area has slowed. By 2013, the study area will represent 1.6% of the county's projected population of 930,554. There are an estimated 39,772 residents living in the 2-mile market area, which is projected to grow by 9.8% to 43,660 residents by 2013. In 2008, the 2-mile market area represents 5.0% of Gwinnett County's population and in 2013, the 2-mile market area will represent 4.7% of the county's projected population.

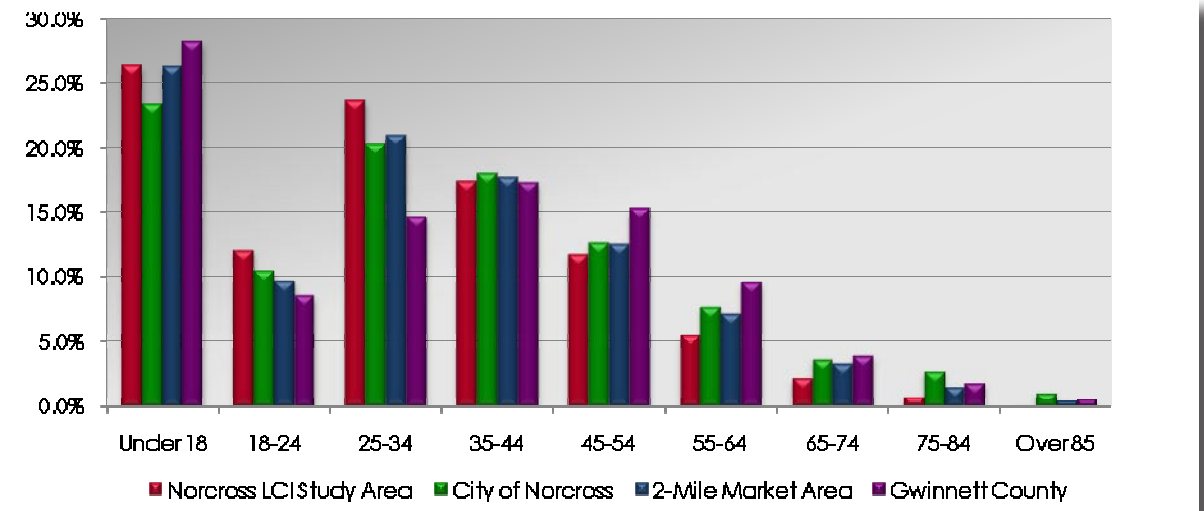
RACE AND ETHNICITY

According to Claritas estimates, in 2008, 40.8% of Norcross Activity Center LCI study area residents identify themselves as white, 26.5% as Other and 24.0% as African American. The remainder of the study area's population identify themselves as either Asian (4.4%) or Multiracial (4.3%). In 2008, 41.3% of residents of the 2-mile market area identify themselves as white, 24.5% as African American

Population Ethnicity



Age Distribution



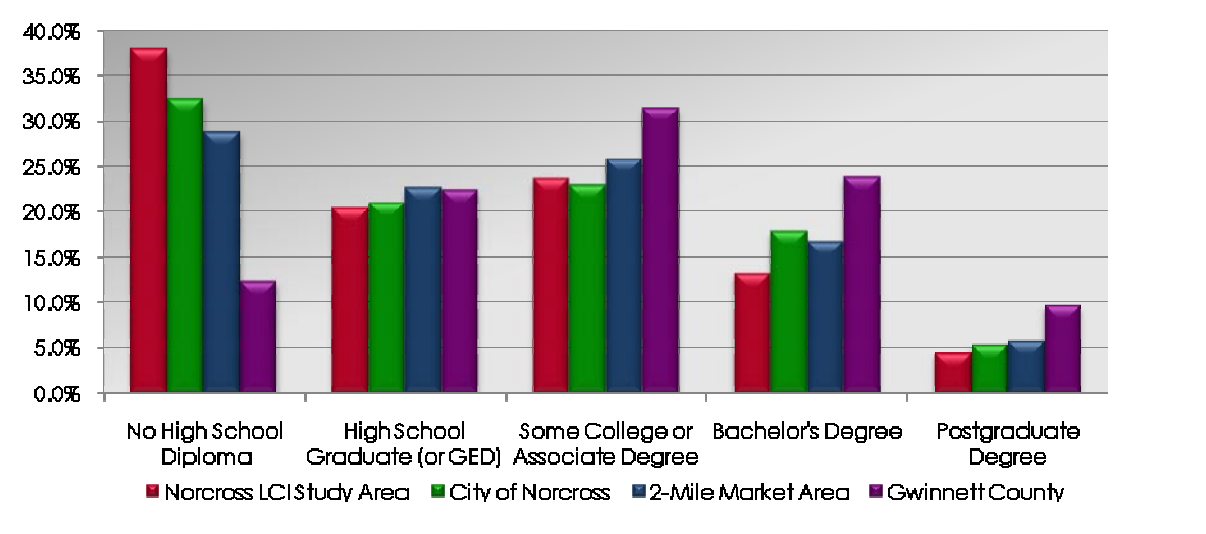
and 20.7% as other. The remainder of the 2-mile market area's population identify themselves as either Asian (9.5%) or Multiracial (4.1%). Both the study area and the 2-mile market area are more diverse than Gwinnett County, where 59.4% of residents identify as white.

Hispanic presence in the Norcross Activity Center LCI study area and the 2-mile market area is substantially higher than Gwinnett County. As shown below, 65.3% of study area residents identify themselves as Hispanic or Latino, somewhat higher than the 2-mile market area where 50.0% of residents identify as Hispanic or Latino. In Gwinnett County as a whole, only 18.1% of residents identify themselves as Hispanic or Latino.

AGE DISTRIBUTION

The median age of the Norcross Activity Center LCI study area residents is 29.9 years, younger than both the 2-mile market area (31.6 years) and Gwinnett County (34.0 years). The largest proportion of residents, 26.4%, are under the age of 18, which is comparable to the 2-mile market area but lower than in Gwinnett County, where 28.3% of residents are under the age of 18. However, in the study area, the proportion of residents between the age of 18 and 24 (12.1%) is higher than both the market area (9.7%) and Gwinnett County as a whole (8.6%). In addition, the proportion of residents between the ages of 25 and 34 in the study area (23.7%) is somewhat higher than the 2-mile market area at 21.0% and significantly higher than in Gwinnett County at 14.6%. Conversely, the proportion of residents in the study area over the age of 55 (8.7%) is significantly lower than both the market area (12.7%) and Gwinnett County (16.0%).

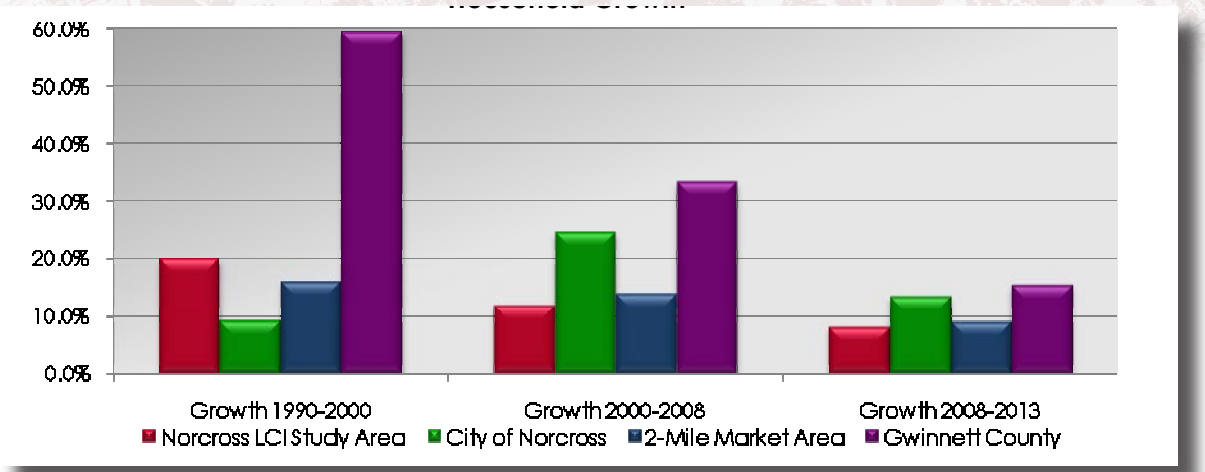
Educational Attainment



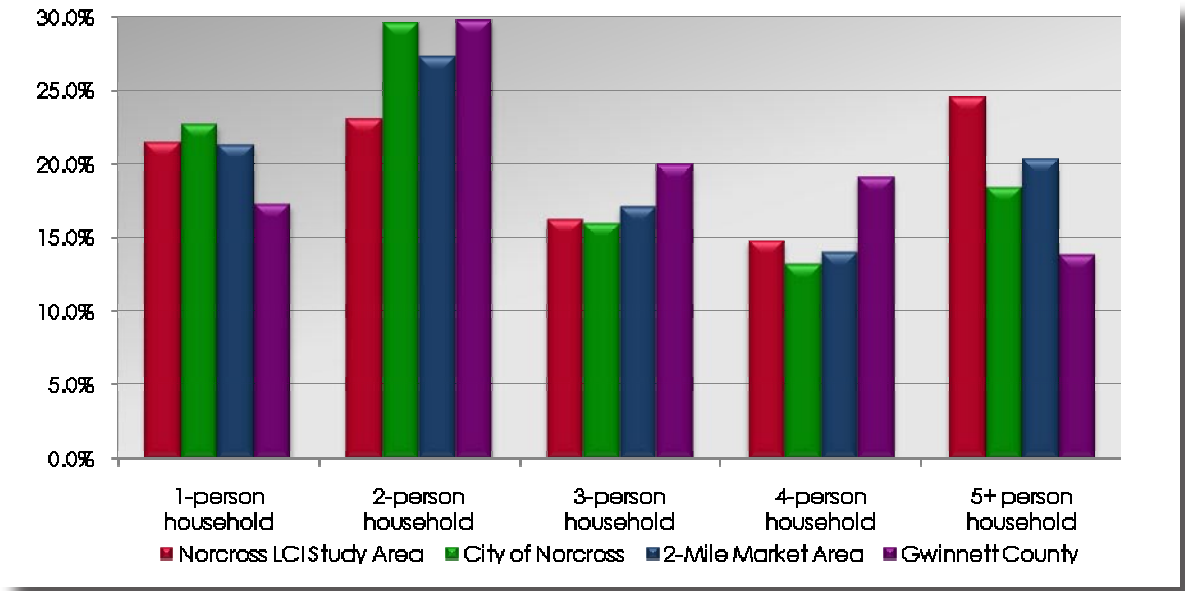
EDUCATIONAL ATTAINMENT

The residents of the Norcross Activity Center LCI and 2-mile market area have significantly lower levels of educational attainment than residents of Gwinnett County, both in terms of the number without a high school diploma and those without a college degree. In the study area, 38.0% of residents lack a high school diploma (or GED), compared to 28.8% of market area residents and 12.5% of county residents who lack a high school diploma. Conversely, fewer LCI study area and 2-mile market area residents have obtained a bachelor's or post-graduate degree (17.7% and 22.6%, respectively) than in Gwinnett County, where 33.6% of residents have a bachelor's degree or higher.

Household Growth



Household Size



HOUSEHOLD CHARACTERISTICS

The purpose of the following section is to describe the households living in the Norcross Activity Center LCI study area and 2-mile market area. It includes an analysis of household growth, household size and type and household income.

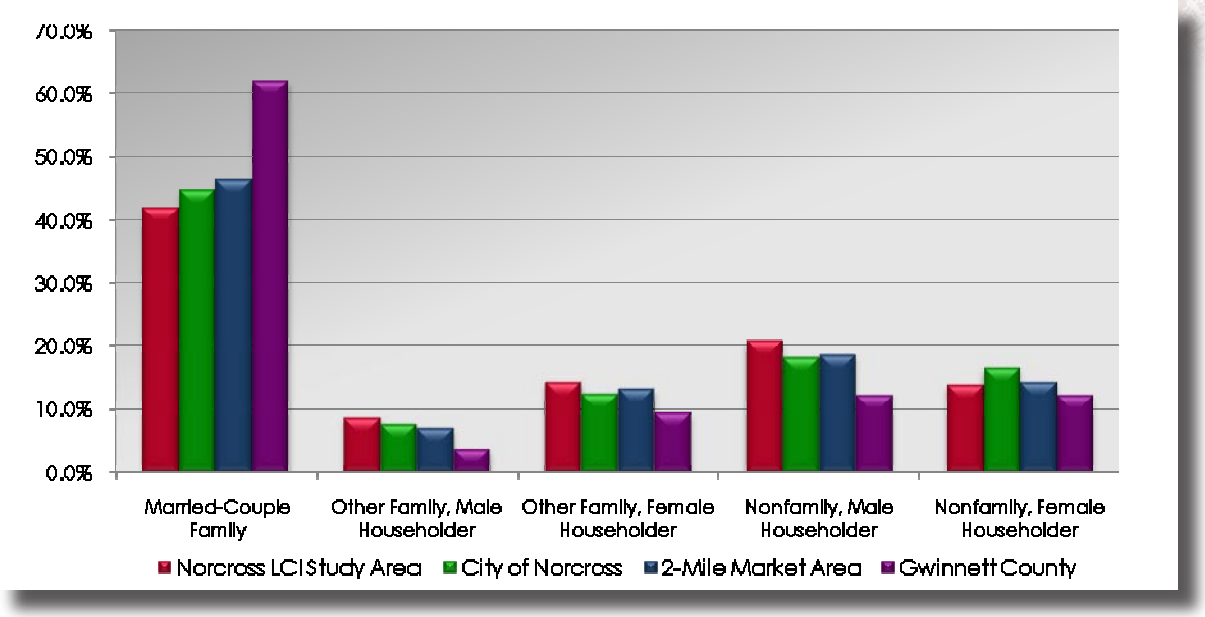
HOUSEHOLD GROWTH

There are an estimated 4,094 households in the Norcross Activity Center LCI study area, which is projected to grow by an additional 329 households by 2013, a projected growth rate of 8.0%. Household growth in the study area has slowed since the 1990s, when the area experienced significant growth. In 2008, the study area represents 33.0% of the 2-mile market area's 12,401 households and 1.5% of Gwinnett County's 270,107 households. By 2013, the study area is projected to represent 32.8% of the market area's 13,504 households and 1.4% of Gwinnett County's 312,069 households.

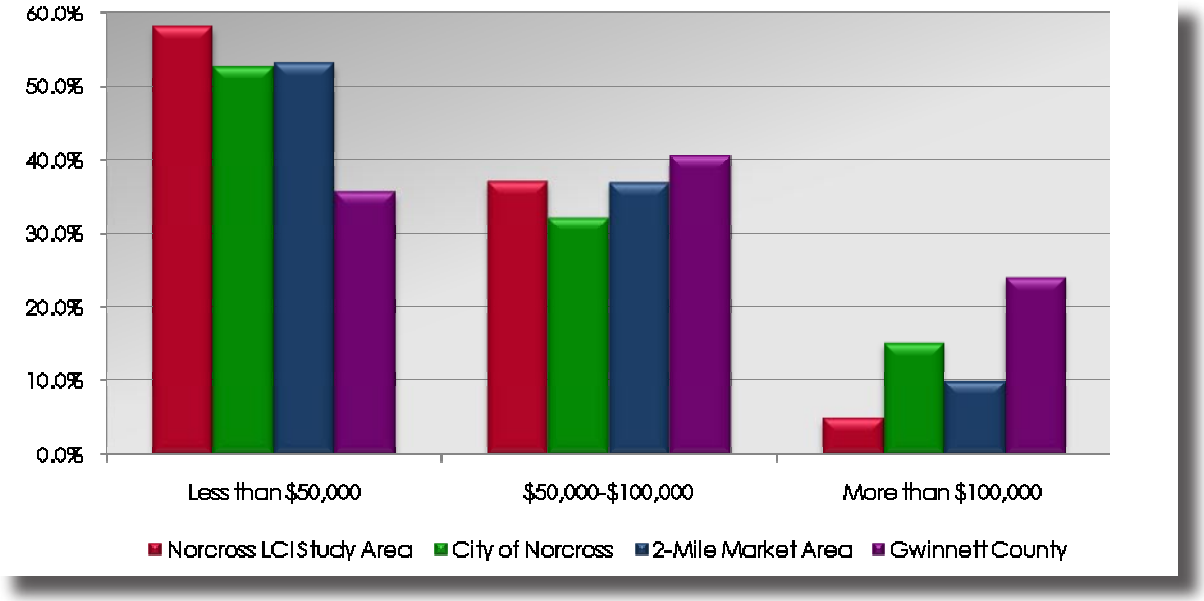
HOUSEHOLD SIZE AND TYPE

The average household size in the Norcross Activity Center LCI study area is 3.34 persons per household, significantly larger than the average of 3.14 persons per household in the 2-mile market area and the average of 2.92 persons in Gwinnett County. While the study has a higher proportion of one person households than the market area or county (21.5%, compared to 21.3% and 17.3%, respectively), the study area has a significantly higher proportion of large households (5+ persons) at 24.5%, compared to 20.4% in the market area and 13.9% in Gwinnett County. This is associated with the shift to more Hispanic households which tend to be larger than are typical in the region for both sociological and economic reasons.
The largest proportion of households in the Norcross

Household Type



Household Income

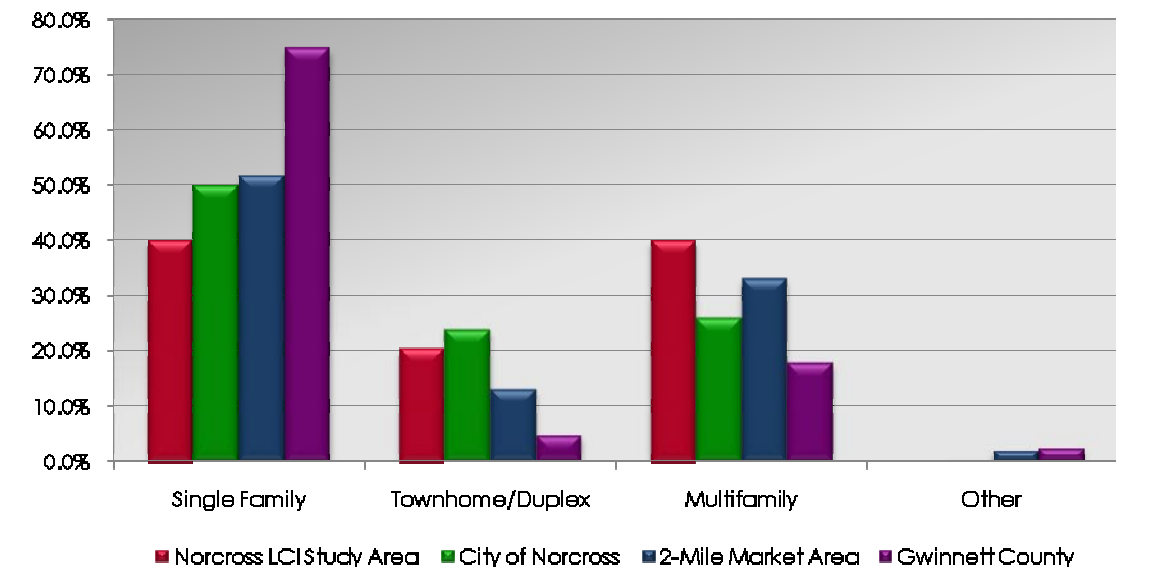


Activity Center LCI study area, 42.0%, consists of married-couple families. However, this proportion is somewhat smaller than the 2-mile market area (46.5%) and significantly smaller than Gwinnett County where 62.0% of households are married-couple families. Within the study area, 34.8% of households are non family households, comparable to the market area (33.2%), but significantly higher than in Gwinnett County where only 24.7% of households are non family households.

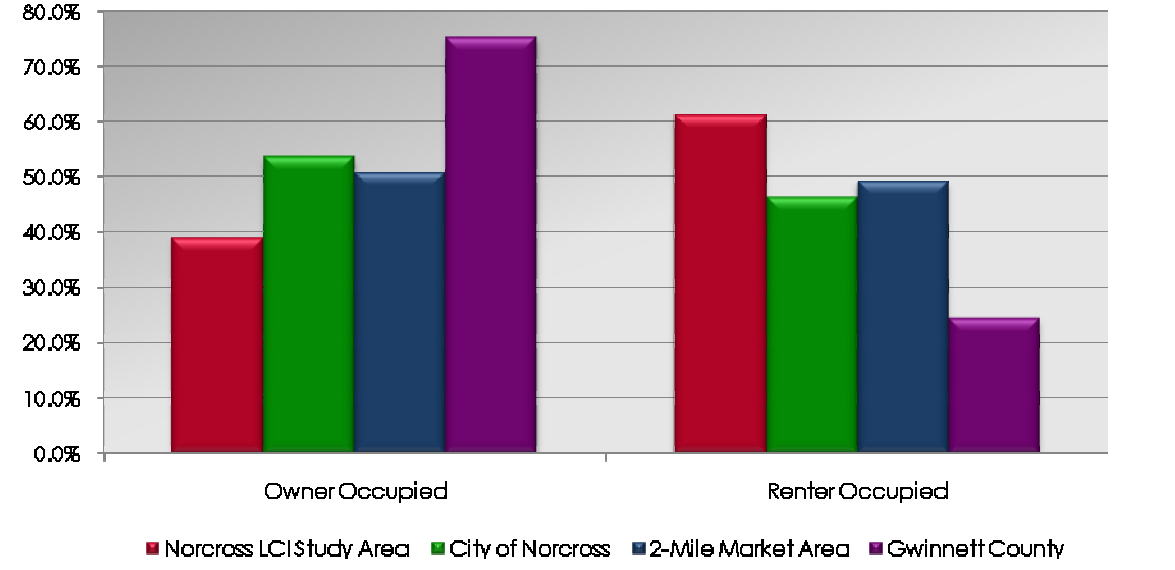
HOUSEHOLD INCOME

The median household income in the Norcross Activity Center LCI study area is $44,504 or 93.4% of the 2-mile market area's median household income of $47,645 and only 68.0% of Gwinnett County's median household income of $65,387. The largest proportion of households in the study area, 58.0%, earn less than $50,000 per year annually, compared to 53.1% of households in the 2-mile market area and 35.6% of households in Gwinnett County . The proportion of study area households earning over $100,000 per year, 5.0%, is significantly lower than the 9.9% of market area households in that income bracket and significantly lower than the 24.0% of county households in that income brackets,

Housing Type



Housing Tenure



HOUSING CHARACTERISTICS

The following section describes the existing housing stock in the Norcross Activity Center LCI study area and in the two-mile market area. It includes an analysis of housing type, housing tenure, owner-occupied housing values and housing by year built.

HOUSING TYPE

Within the study area, only 39.8% of housing units are single family, which is a significantly lower proportion than in the 2-mile market area (51.7%) and in Gwinnett County (74.8%) where single family housing predominates. In the study area, 38.9% of housing units are multifamily, primarily in small complexes between 3 and 19 units. In the 2-mile market area, 33.1% of housing units are multifamily while in Gwinnett County, only 17.8% of housing units are multifamily. An additional 20.3% of the housing stock in the study area are either townhomes or duplexes, a higher proportion than in both the 2-mile market area at 13.2% and Gwinnett County at 4.8%.

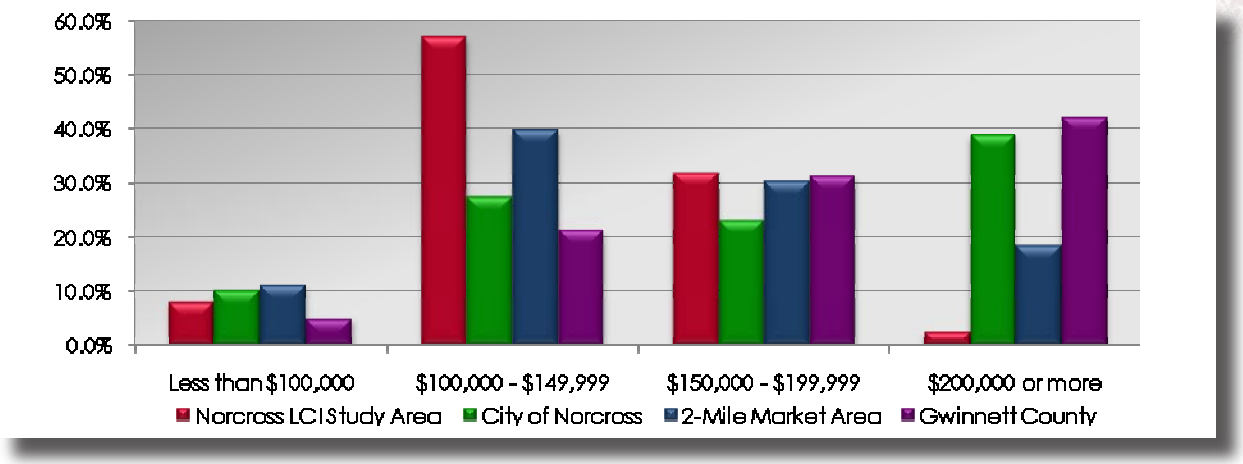
HOUSING TENURE

In the Norcross Activity Center LCI study area, only 38.9% of housing is owner-occupied, a dramatically smaller proportion than in the 2-mile market area (50.8%) or in Gwinnett County (75.5%). In the study area, 61.1% of housing is renter-occupied.

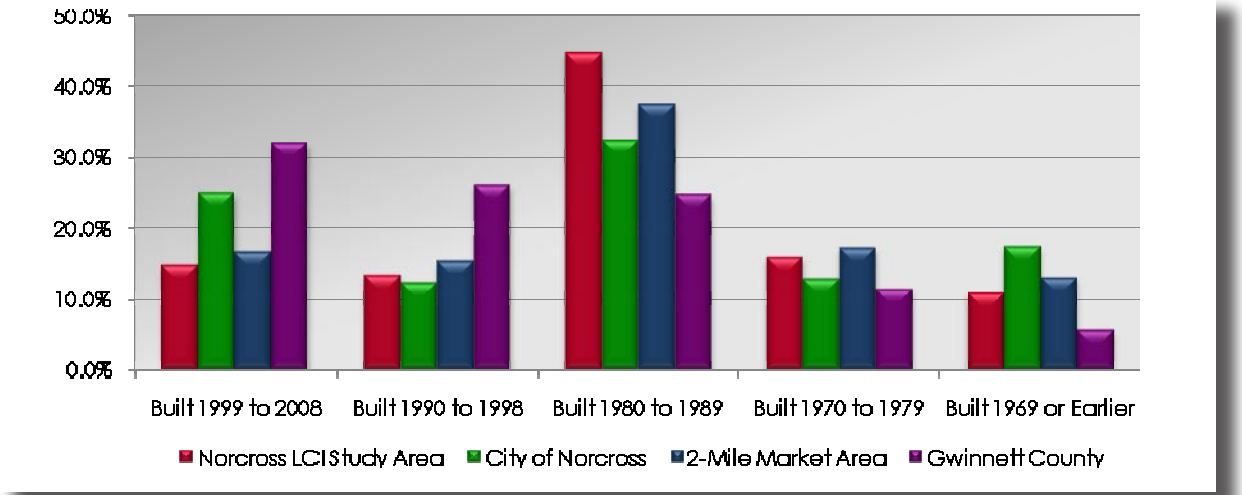
OWNER-OCCUPIED HOUSING VALUES

The median owner-occupied housing value in the Norcross Activity Center LCI study area in 2008 is $135,568, or just 91.9% of the median housing value in the 2-mile market area ($148,629) and 72.8% of the Gwinnett County median housing value of $187,509. In the study area, 65.4% of

Owner-Occupied Housing Values



Year Built

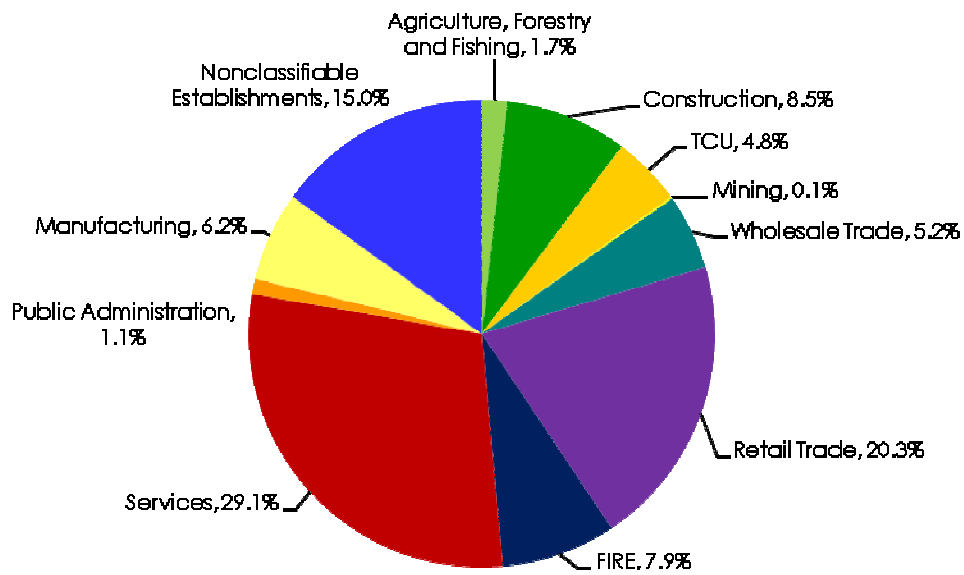


owner-occupied homes are valued under $150,000, compared to the 2-mile market area where 51.1% of homes are valued under $150,000 and in Gwinnett County where only 26.4% of homes are valued under $150,000. Only 2.6% of homes in the study area are valued over $200,000, significantly lower than in the market area (18.6%) and in the county (42.1%).

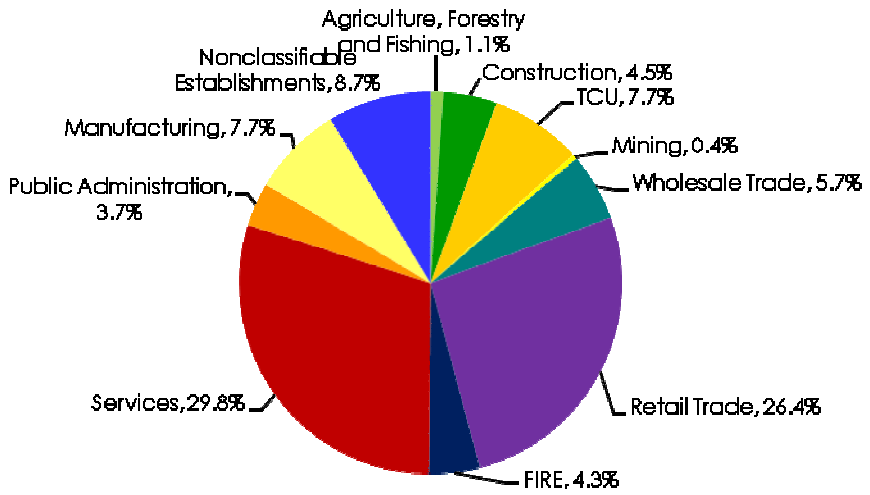
YEAR BUILT

The median age of homes in the Norcross Activity Center LCI study area is 23 years old, comparable to the 2-mile market area but somewhat older than in Gwinnett County where the average age for housing is 15 years old. Only 14.8% of housing units in the study area were built after 1999, compared to 16.7% in the market area and 32.1% in the county. In the study area, the largest proportion of homes, 44.8%, were built from 1980 to 1989.

Business Establishments by Category



Business Employment by Category



BUSINESS AND EMPLOYMENT CHARACTERISTICS

Employment patterns and the local area workforce are essential to sustaining economic growth and vitality for a region. Not only do local businesses use goods and services in the local economy, but their employees spend money that they have earned during the workday in the local area, generating income for local businesses. This section focuses on the daytime workforce of the Norcross Activity Center LCI study area, which is composed of the businesses and their employees who work in the study area.

BUSINESS ESTABLISHMENTS AND EMPLOYMENT

According to Claritas, in 2008 there are an estimated 745 businesses in the Norcross Activity Center LCI study area which represents 26.2% of the market area's 2,847 businesses and 2.4% of Gwinnett County's 31,674 businesses. Of those businesses, the largest number, 217 (29.1%), were classified as services. The second largest category of businesses was the retail trade, with 151 establishments (20.3%). Within the services category, the largest number of establishments was categorized as business services and personal services, with 6.0% and 3.8% of all establishments, respectively. The 745 businesses in the study area employ 9,142 workers, which represents 22.5% of workers in the 2-mile market area (40,577) and 2.1% of workers in Gwinnett County (425,883). Of the study area employees, the largest number, 2,721 (29.8%), are employed in service establishments. The second largest number of employees, 2,416 (26.4%) work in retail. Within the service category, the largest number of employees work in Engineering, Accounting, Research and Management services (11.4%) and the second largest number of employees work in business services (5.8%).

JOBS/HOUSING BALANCE

Within the Norcross Activity Center LCI study area, there are 9,142 jobs and 4,317 housing units, a jobs/housing ratio of 2.1:1, indicating a ratio of almost two jobs for every household in the market area, indicating a strong balance of housing and employment opportunities in the area and the importance of the Norcross Activity Center LCI study area as both a residential and employment center.

KEY DEMOGRAPHIC TRENDS

The following conclusions are derived from the preceding evaluation of resident, household and hosing characteristics, as presented above.

The population living in the study area is substantial. The study area contains 13,704 residents, representing 34.5% of the 2-mile market area's population of 39,772 and 1.7% of Gwinnett County's population of 797,504.

After significant growth from 1990 to 2000, population growth in the study area is expected to slow. The study area grew 52.0% from 7,893 residents in 1990 to 12,000 residents in 2000, a growth rate of 52.0%. Growth slowed to 14.2% from 2000 to 2008 and is projected to be 9.5% from 2008 to 2013, bringing the population of the study area to 15,004 residents in 2013.

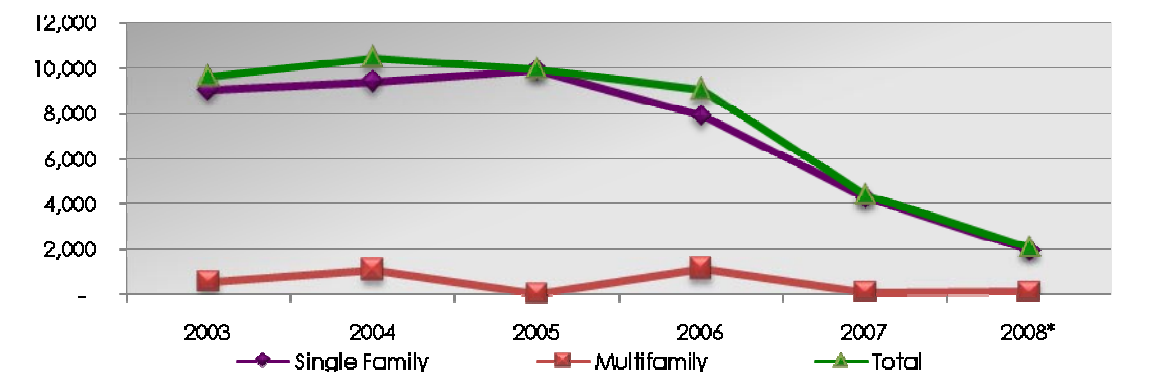
Residents of the study area are younger, more racially diverse, heavily Hispanic and less well educated than residents of the 2-mile market area and Gwinnett County as a whole. Within the study area, 59.2% of residents are non-white, compared to 58.7% in the market area and 40.6% In Gwinnett County. In the study area, 65.3% of residents identify themselves as Hispanic or Latino, compared to 50.0% in the market area and 18.1% in the county as a whole. The median age in the study area is 29.9, 1.7 years younger than in the market area and 4.1 years younger than in Gwinnett County. A significant portion of study area residents (38.0%) do not have a high school diploma or GED, which is over 3 times the rate in Gwinnett County (12.5%).

Households in the Norcross Activity Center LCI study area are larger and have lower incomes than those in the 2-mile market area and Gwinnett County. The average household size in the Norcross Activity Center LCI study area is 3.34 persons, compared to 3.14 persons in the market area and 2.92 persons in the county. Almost one in four households in the study area is comprised of five or more persons. The median household income in the study area is $44,504, or 93.4% of the median income in the market area ($47,645) and 68.1% of the median income in the county ($65,387).

The housing stock of the study area is predominately multifamily and renter occupied, and owner-occupied homes of modest values. In the study area, 39.8% of homes are single family, 38.9% are multifamily and 20.3% are townhomes or duplexes. Within the 2-mile market area, 51.7% of homes are single family and in Gwinnett County, 74.8% of homes are single family. In the study area, a higher proportion of housing is renter-occupied at 61.1%, compared to 49.2% in the market area and only 24.5% in the county. The median value of owner-occupied housing in the study area ($136, 568) is somewhat lower than in the market area and Gwinnett County, at $148,629 and $187,509 respectively.

The Norcross Activity Center LCI study area is both a residential area and a significant employment center. The study area contains 745 business establishments employing 9,142 people. The jobs/housing ratio is 2.1:1 jobs per household.

Building Permits Issued in Gwinnett County



*through June 2008, annualized

REAL ESTATE MARKET TRENDS

In this section, the performance of the Norcross Activity Center LCI study area real estate market is examined in terms of several key land uses- residential, retail, office and industrial. The propose of this section is to present an overview of the study area's real estate market to serve as the basis to project growth and redevelopment potential in order to inform transportation and land use decisions within the study area.

RESIDENTIAL MARKET TRENDS

As discussed in the preceding section, there are 4,318 housing units in Norcross Activity Center LCI study area, of which 4,094, or 94.8%, are occupied. Of the total units, there are 1,724 are multifamily units, 1,717 are single family homes and 875 are townhomes/duplexes. The following section presents building permits and new home sales, including owner- and renter-occupied in order to determine the current and future growth of residential units in the study area and the 2-mile market area.

BUILDING PERMITS

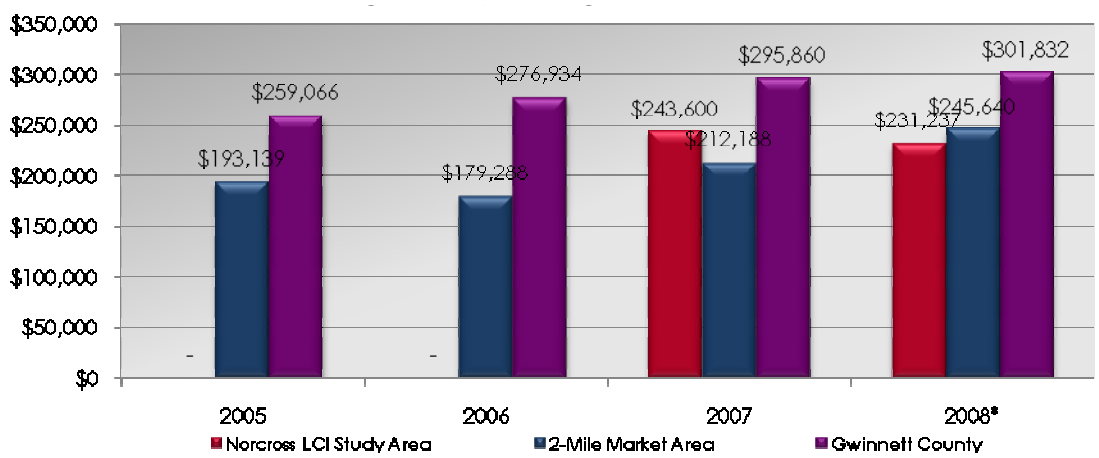
According to the U.S. Census, during the five-year period from 2002 to 2007, 43,459 new housing units were authorized by building permits in Gwinnett County, or an average of 8,691 units permitted annually. Of these permits, 93.1% were for single family homes and 6.9% were for multifamily homes, or an average of 8,094 single family units per year and an average of 598 multifamily units per year. However, after reaching a high of 10,463 total permits issued in 2004, the number of permits has been decreasing. From 2004 to 2007, the number of permits issued decreased from 10,463 to 4,408 permits in 2007, a decrease of 57.9%. Based on the number of permits issued through June of 2008, it is estimated that the number of permits issued this year will be 2,098, a decline of 52.4% from 2007.

Single Family Sales
2005-2008

	2005	2006	2007	2008*
Norcross Activity Center LCI Study Area				
# of Units	-	-	12	8
Avg. Sales Price	-	-	$243,600	$231,237
2-Mile Market Area				
# of Units	237	222	246	88
Avg. Sales Price	$193,139	$179,288	$212,188	$245,640
Gwinnett County				
# of Units	9,391	8,281	5,043	2,908
Avg. Sales Price	$259,066	$276,934	$295,860	$301,832

* Based on 1st Qtr 2008 sales, annualized
Source: Smartnumbers

Single Family Average Sales Price



NEW HOME SALES TRENDS

Data is provided below on new single family, townhome and condominium sales in the Norcross Activity Center LCI study area, the 2-mile market area and Gwinnett County.

SINGLE FAMILY SALES TRENDS

In the study area from 2005 to the 2007, there were 12 new single family homes sold, or an average of 4 units per year. Single family homes represented 4.1% of all sales in the study over the same period. There were 91single family sales in the 2-mile market area, or an average of 30 per year. Single family homes represented 12.9% of all sales in the 2-mile market area. In Gwinnett County from 2003 to 2006, there were 22,715 new single family sales, representing 76.7% of all new sales in Gwinnett County. Based on 1st quarter sales, in 2008, there will be an estimated 8 single family homes sold in the study area in 2008, 88 single family homes sales in the 2-Mile market area and 2,908 single family home sales in Gwinnett County in 2008.

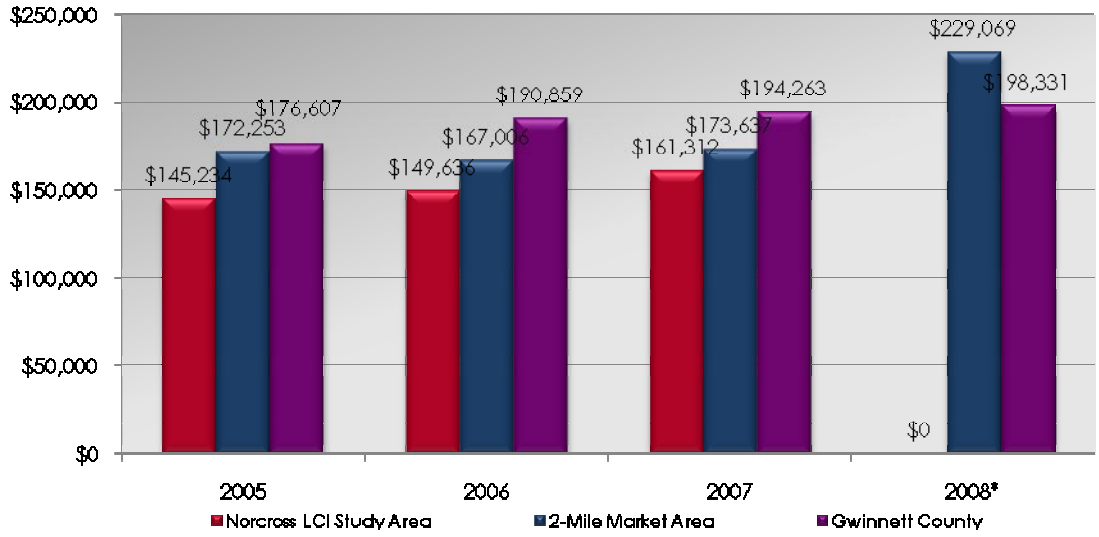
The average sales price for a single family in the Norcross Activity Center LCI study area decreased from $243,600 in 2007 to $231,237 in 2008, a decrease of 5.1% (there were no sales in 2005 and 2006). The average sales price for a single family in the 2-mile market area increased from $193,139 in 2005 to $245,640 in the 1st quarter of 2008, an increase of 27.1%. In Gwinnett County, the average price for a single family home has increased 16.5%, from $ 259,066 in 2005 to $301,832 in 2008. In 2008, the average sales price for a single family home in the study area is 76.6% of the average sales price in Gwinnett County. In 2008, the average sales price for a single family home in the market area is 81.4% of the average sales price in Gwinnett County.

Townhome Sales
2005-2008

	2005	2006	2007	2008*
Norcross Activity Center LCI Study Area				
# of Units	92	124	62	-
Avg. Sales Price	$145,234	$149,636	$161,312	-
2-Mile Market Area				
# of Units	205	213	196	56
Avg. Sales Price	$172,253	$167,006	$173,637	$229,069
Gwinnett County				
# of Units	1,990	2,020	1,186	704
Avg. Sales Price	$176,607	$190,859	$194,263	$198,331

* Based on 1st Qtr 2008 sales, annualized
Source: Smartnumbers

Townhome Average Sales Price

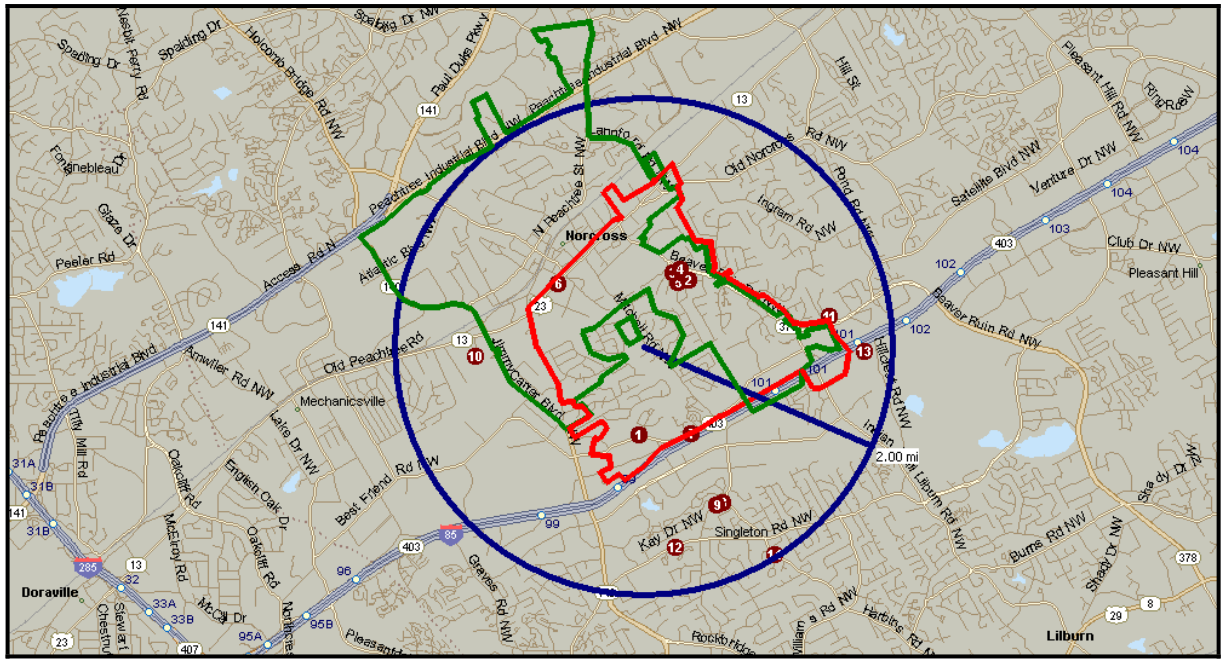


TOWNHOME SALES TRENDS

There were 278 townhomes sold in the Norcross Activity Center LCI study area from 2005 to 2007, or an average of 93 per year. Townhomes represented 95.9% of new home sales in the study area over the period. There were 614 townhome sales in the 2-mile market area from 2005 to 2007, or an average of 205 per year. Townhomes represented 87.1% of all sales in the 2-mile market area. In Gwinnett County from 2005 to 2007, there were 5,196 townhome sales, representing 22.9% of all new sales in Gwinnett County. Based on 1st quarter sales, in 2008, there will be no townhomes sold in the study area, 56 townhome sales in the 2-Mile market area and 704 townhome sales in Gwinnett County.

The average sales price for a townhome in the study area increased from $145,234 in 2005 to $161,312, an increase of 11.1%. In the 2-mile market area, the average sales price for a townhome increased from $172,253 in 2005 to $229,069 in the 1st quarter of 2008, an increase of 33.0%. By comparison, in Gwinnett County, the average price for a townhome has increased 12.3% since 2005. In 2007, the average sales price for a townhome in the study area was 83.0% of the average sales price for a townhome in Gwinnett County. In the 1st quarter of 2008, the average sales price for a townhome in the 2-mile market area was 115.5% of the average sales price in Gwinnett County.

2-Mile Market Area Apartments



2-Mile Market Area Apartments

Map	Property	Address	Units	Year Built	Class	Avg. Rent	Vacancy
1	Wood Chase	100 Chase Common Dr	380	1987	A	$815	13.2%
2	Meadowood	208 Meadowood Commons	112	1984	B/C	$606	5.4%
3	Stanford Village	5375 Stanford Village Ln	135	1985	B/C	$689	3.7%
4	Adalade Park	2445 Beaver Ruin Rd	318	1978	A	$783	20.4%
5	The Ambers	1111 Amber Dr	100	1980	B/C	$812	8.0%
6	Waverly Townhomes	5830 Buford Hwy	63	1973	B/C	$664	6.3%
7	Magnolia Hills	5651 Brook Hollow Pkwy	395	1972	B/C	$761	6.6%
8	Oakbrook Pointe	1635 Pirkle Rd	716	1988	B/C	$691	8.4%
9	Oakbrook Point Apartments	100 Hampton Ridge Rd	300	1984	B/C	$695	8.3%
10	Huntington Ridge	2400 Windsor Woods Ln	215	1973	B/C	$792	16.7%
11	Bradford Gwinnett	100 Castor Dr	98	1980	B/C	$671	17.3%
12	Steeple Chase	5940 Singleton Rd	305	1986	B/C	$717	7.5%
13	Willow Trail	1500 Willow Trail Dr	224	1987	B/C	$549	5.4%
14	Harbinwood	1295 Harbins Rd	72	1986	B/C	$603	NA
	Total/Average		**3,433**	**1982**		**$719**	**9.8%**

Source: Reis

CONDOMINIUM SALES TRENDS

From 2005 to the first quarter of 2008, there were no condominium sales in either the Norcross Activity Center LCI study area or the 2-mile market area.

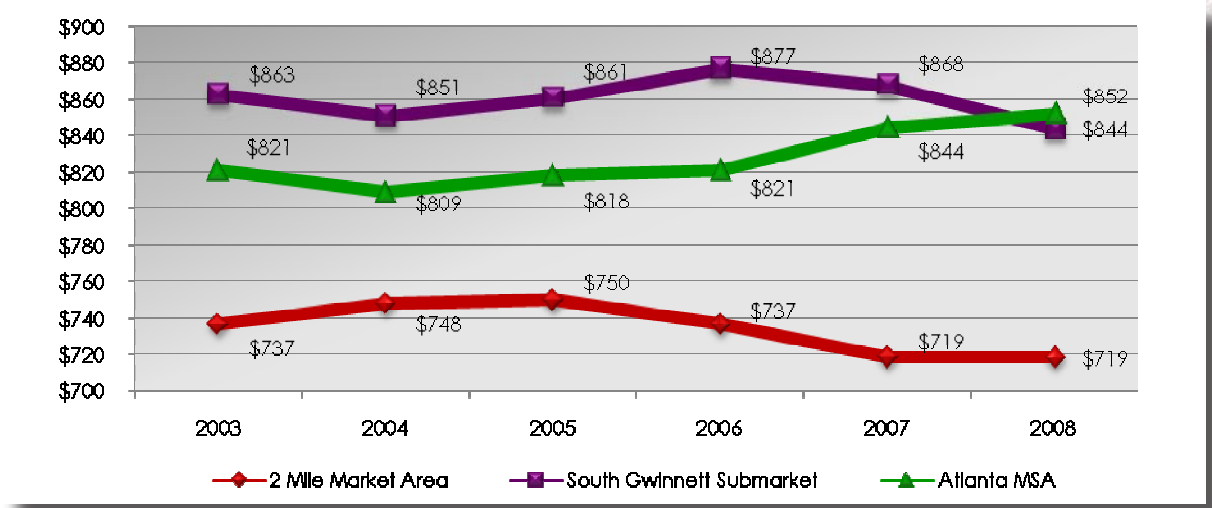
RENTAL APARTMENTS

There are over 3,400 apartment units in the 2-mile market area. The following data is for a sample of 14 apartment complexes in the 2-mile market area with over 3,433 rental units. The apartment complexes range in age from 20 to 36 years old with an average age of 26 years. There have been no complexes built since 1988. The majority of the apartments, 79.7%, are classified as "B/C" while only 20.3% are classified as "A" in terms of quality with Class "A" being the newest, highest quality. A map of the properties is shown below.

In 2008, the average rent in the 2-mile market area is $719. Rents range broadly from an average of $450 for a 300 square foot studio to $1,025 for a 1,419 square foot three bedroom unit. Rent per square foot ranges from a minimum of $0.55 to a high of $1.61, with an average of $0.79 per square foot. In 2008, the average rent in the 2-Mile market area was $719, or 85.2% of the average rent in the South Gwinnett Submarket at $844 and 84.4% of the average rents in the Atlanta MSA at $852. Typically, vacancies are higher and rents are lower in the older (pre-1980) complexes. Average rents in the 2-mile market area have declined while regional trends since 2006 have shown significant rent increases, indicating that there is further decline in the apartment market in the study area.

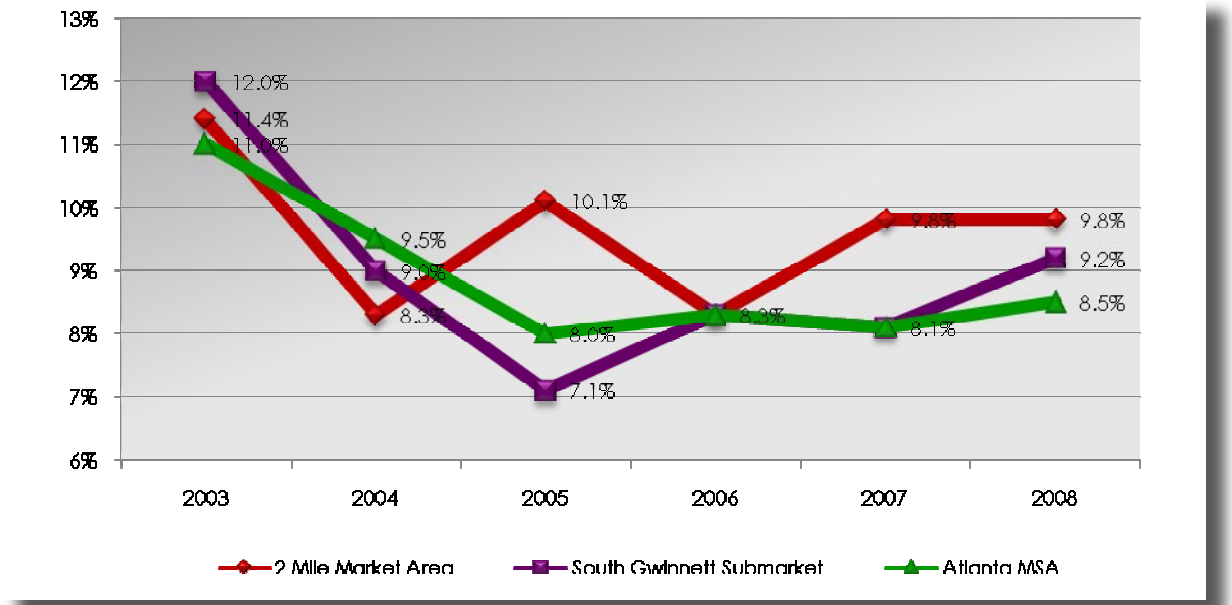
In 2008, the average vacancy in the market area is 9.8%. Vacancy rates range broadly between complexes from a low of 3.7% to a high of 20.4%. In 2008, the average vacancy in the 2-Mile market

Average Asking Rent

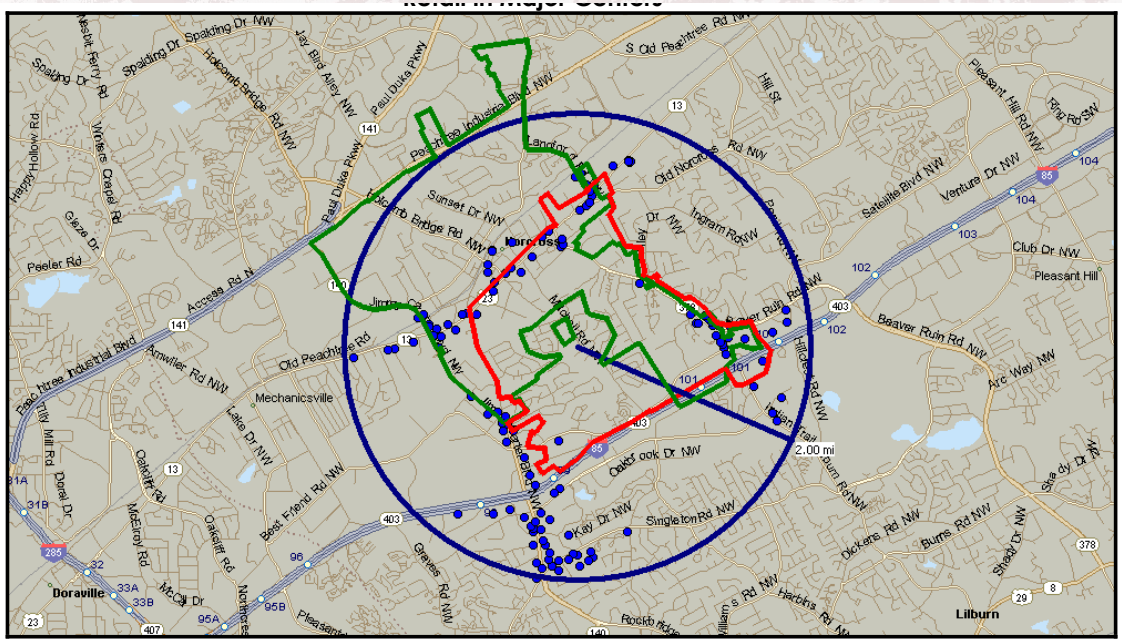


area is higher than vacancy in the South Gwinnett Submarket at 9.2% and the Atlanta Metro vacancy rate at 8.5%.

Average Vacancy



Retail in Major Centers



Retail in Major Centers

	Norcross Activity Center LCI Study Area	2-Mile Market Area	Norcross/Peachtree Retail Submarket	Gwinnett County
Centers	42	121	406	1,640
Square Feet	809,053	2,732,622	9,209,049	47,298,535
Average S.F.	19,263	22,584	22,682	28,841
Vacant S.F.	57,240	225,842	783,549	4,782,294
% Vacant	7.1%	8.3%	8.5%	10.1%
Rent Min	$11.00	$10.00	$6.50	$6.00
Rent Max	$19.00	$25.00	$35.40	$38.77
Avg. Rent	$16.66	$14.95	$16.18	$17.25
Avg Age (Years)	21.4	23.7	22.8	15
Proposed/UC/Planned (s.f.)	7,296	7,296	135,296	3,983,326

Source: CoStar/BAG
For a map of the submarket, see Appendix.

COMMERCIAL MARKET TRENDS

The purpose of the following section is to describe the existing inventory of commercial space in the Norcross Activity Center LCI study area and in the 2-mile market area. It includes an analysis of retail, industrial, and office development.

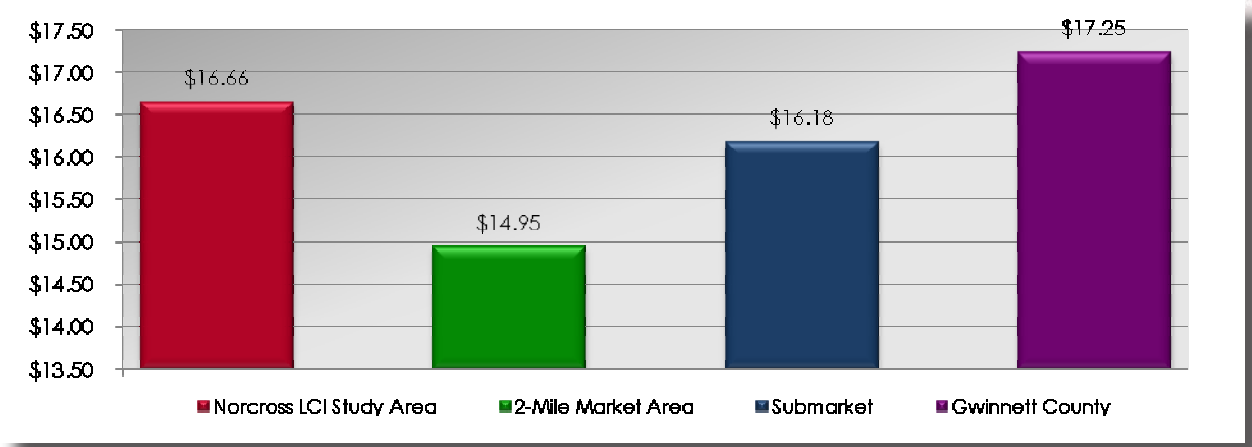
RETAIL MARKET TRENDS

The Norcross Activity Center LCI study area is a highly-developed area with a significant amount of retail space. Located among four important regional corridors – Jimmy Carter Boulevard, Buford Highway, Beaver Ruin Road and I-85, the study area is bounded by substantial retail space – however it is primarily in "stand alone" and small strip centers. The study area has 809,053 square feet of retail space, representing 8.8% of the Norcross/Peachtree Retail submarket's 9.2 million square feet of retail space and 1.7% of Gwinnett County's 47.3 million square feet of retail space. The 2-mile market area contains 2.7 million square feet of retail space, representing 29.7% of the Norcross/Peachtree Retail submarket and 5.8% of Gwinnett County's retail space. The location of the major retail locations are presented in the map below. For a full listing of these centers, see the Appendix.

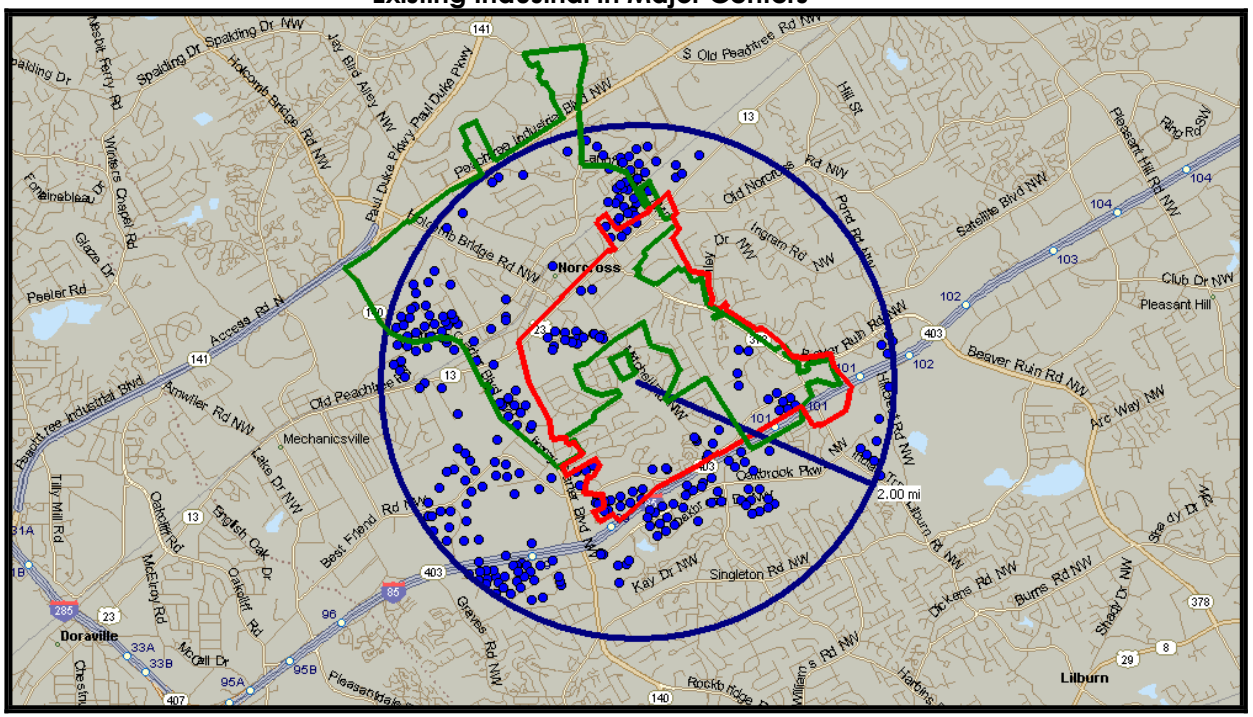
Within the Norcross Activity Center LCI study area, 19,263 square feet, or 7.1%, of space is vacant in major centers, a somewhat lower vacancy rate than the 2-Mile market area at 8.3%, the Norcross/Peachtree submarket at 8.5% and Gwinnett County at 10.1%.

Rental rates for retail space in the Norcross Activity Center LCI study area range from $11.00 to $19.00 per square foot, with an average rent of $16.66 per square foot. This average rental rate is higher than the market area at $14.95 and the submarket at $16.18, but is lower than the average retail rental

Average Retial Rent



Existing Industrial in Major Centers



rate in Gwinnett County at $17.25. However, a maximum rent of $19.00 indicates that there is not any "premium" office space in the study area catering to high-end clients.

The average age of retail centers in the study area is 21.4 years old, 2.3 years younger than the market area and 1.4 years younger than the submarket, but 6.4 years older than the average age of retail centers in Gwinnett County.

Currently, there is 7,296 square feet of retail development proposed in the study area, at 2378 Beaver Ruin Road. This project is the only proposed retail center in the 2-mile market area. There is a total of 135,296 square feet proposed or under construction in the submarket and 4.0 million square feet of retail space proposed or under construction in Gwinnett County.

INDUSTRIAL MARKET TRENDS

The Norcross Activity Center LCI study area has 2.4 million square feet of industrial space, representing 7.2% of the Norcross Industrial Submarket's 34.0 million square feet of industrial space and 2.3% of Gwinnett County's 108.1 million square feet of industrial space. The 2-mile market area contains 21.4 million square feet of industrial space, representing 62.9% of the submarket and 19.8% of Gwinnett County's industrial space. While industrial space is the dominant commercial land use in the study area, it is a somewhat modest industrial market relative to the surrounding areas which have significant industrial uses. For a full listing of centers in the market area, see the Appendix.

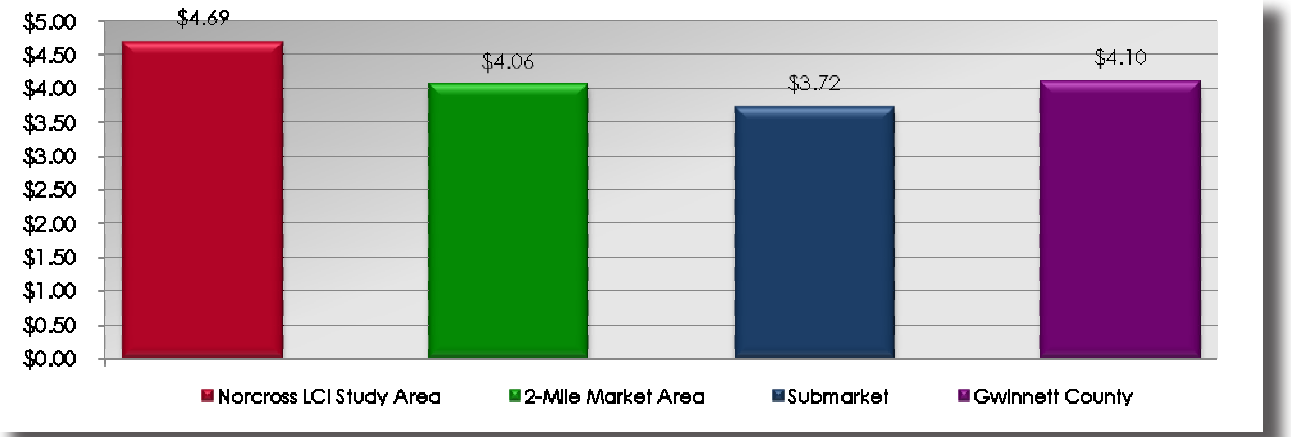
Within the Norcross Activity Center LCI study area, there is 377,946 square feet, or 15.5%, vacant industrial space, a somewhat higher vacancy rate than the market area at9.0% vacant, the submarket at 10.0% vacant and Gwinnett County at 11.1%

Existing Industrial in Major Centers

	Norcross Activity Center LCI Study Area	2-Mile Market Area	Norcross Industrial Submarket	Gwinnett County
Buildings	66	297	524	1,598
Square Feet	2,445,808	21,408,668	34,016,359	108,115,511
Average S.F.	37,058	72,083	64,917	67,657
Vacant S.F.	377,946	1,931,192	3,396,817	12,051,739
% Vacant	15.5%	9.0%	10.0%	11.1%
Rent Min	$3.75	$2.75	$2.04	$2.04
Rent Max	$8.47	$10.00	$10.00	$11.00
Avg. Rent	$4.69	$4.06	$3.72	$4.10
Avg Age (Years)	20.5	22.8	23.7	18.8
Proposed/UC/Planned (s.f.)	60,800	79,381	60,800	786,881

Source: CoStar/BAG
For a map of the submarket, see Appendix.

Average Industrial Rent



vacant.

Rents for industrial space in the study area range from $3.75 to $8.50 per square foot, with an average rent of $4.69 per square foot--a higher rent average than the market area at $4.06 per square foot, the submarket at $3.72 per square foot and Gwinnett County at $4.10 per square foot.

The average age of industrial space in the study area is 20.5 years, 2.3 years younger than the market area, 3.2 years younger than the submarket and 1.7 years older than Gwinnett County, where industrial space has an average age of 18.8 years.

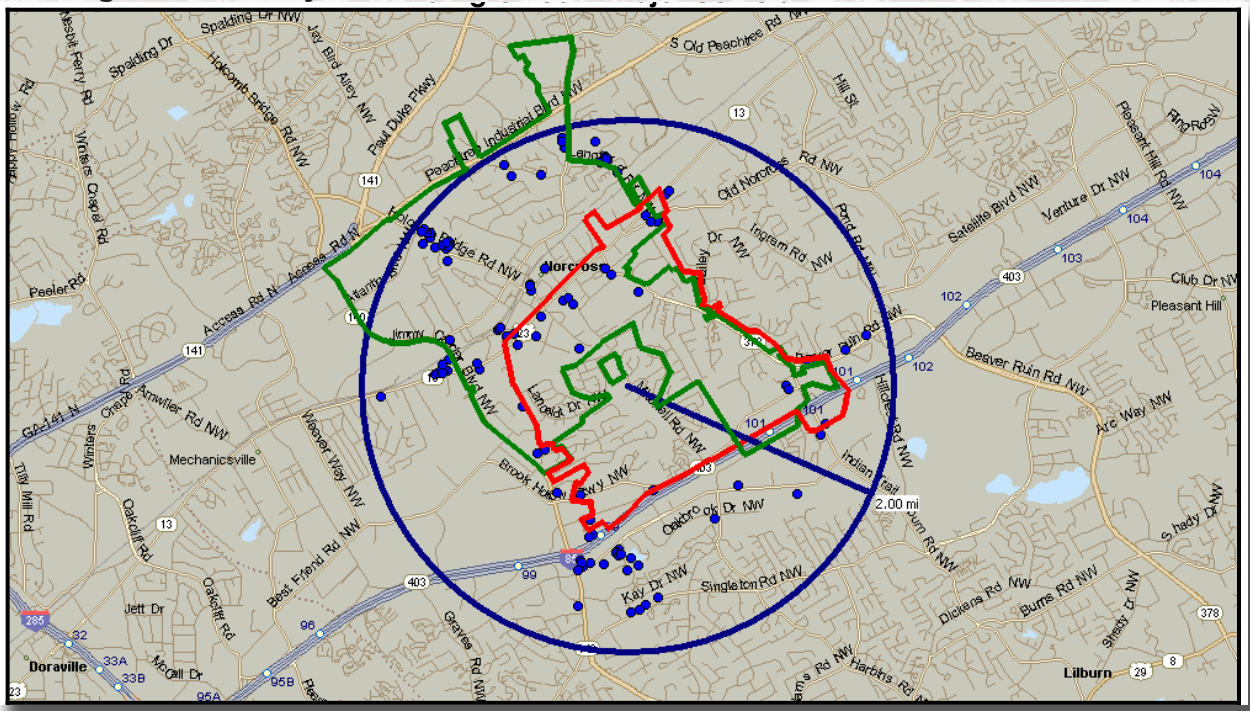
There is only 60,800 square feet industrial space in the development pipeline for the study area, located in one proposed building at 1100 Pinnacle Court. There is 79,381 square feet of industrial space proposed or under construction in the market area and 786,881 square feet of industrial space proposed or under construction in Gwinnett County.

OFFICE MARKET TRENDS

The Norcross Activity Center LCI study area has only 349,073 square feet of office space, representing 3.6% of the Norcross/Peachtree Corners Office submarket's 9.6 million square feet of office space and 1.3% of Gwinnett County's 26.1million square feet of office space. The 2-mile market area contains 1.3 million square feet of office space, representing 13.3% of the submarket's office space and 4.9% of Gwinnett County's office space. Buford Highway is the key office locations, as well as around the 85-interchange. The study area has smaller buildings with local tenants. There are fewer major national tenants. The location of the existing office development is displayed in the map below. For a full listing of these centers, see the Appendix.

Within the Norcross Activity Center LCI study

Existing Office in Major Centers



area, 60,036 square feet, or 17.2%, of the office space is vacant, a lower office vacancy rate than in the market area (24.3%) and Gwinnett County (18.3%) and comparable to the vacancy rate in the submarket at 18.7 %.

Rents for office space in the study area range from $12.50 per square foot to $24.88 per square foot, with an average rate of $15.32 per square foot. Rent for office space in the 2-mile market area averages $14.11 per square foot, lower than the submarket at $16.25 per square foot and in Gwinnett County, where office rents average $17.74 per square foot.

The average age of office space in the study area is 27.6 years, 2.0 years older than office space in the market area, 4.3 years older than in the submarket and 9.8 years older than office space in Gwinnett County.

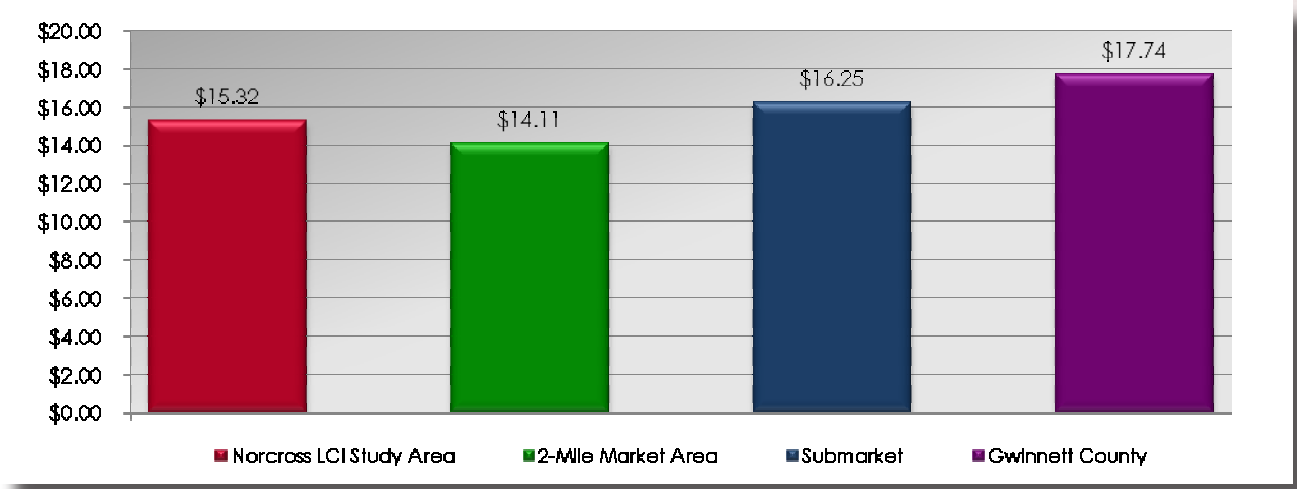
There is only 12,000 square feet of office space reported in the development pipeline for the study area located in two office buildings at 2190 N. Norcross Tucker Road. There is 15,800 square feet of office space in development in the market area, 144,942 square feet of office space in development in the submarket and 2.2 million square feet of office space in development in Gwinnett County.

Existing Office in Major Centers

	Norcross Activity Center LCI Study Area	2-Mile Market Area	Norcross/ Peachtree Corners Submarket	Gwinnett County
Buildings	27	106	384	1,646
Square Feet	349,073	1,270,027	9,574,303	26,091,430
Average S.F.	12,929	11,981	24,933	15,851
Vacant S.F.	60,036	308,160	1,645,435	4,771,639
% Vacant	17.2%	24.3%	17.2%	18.3%
Rent Min	$12.50	$8.13	$6.00	$6.00
Rent Max	$24.88	$24.88	$26.26	$42.31
Avg. Rent	$15.32	$14.11	$16.25	$17.74
Avg Age (Years)	27.6	25.6	23.3	17.8
Proposed/UC/Planned (s.f.)	12,000	15,800	144,942	2,201,613

Source: CoStar/BAG
For a map of the submarket, see Appendix.

Average Office Rent



REAL ESTATE MARKET TRENDS CONCLUSIONS

Presented below are the key trends which emerged from the analysis of the real estate market in the Norcross Activity Center LCI study area.

There have been very few new home sales in the study area over the past three years, indicating it is a mature residential market. From 2005 through 2007, there were only 290 sales in the study area – 95.9% of which were townhome sales. The study area is not a significant location for new single family units or for condominiums. During the first quarter of 2008, there were only 2 sales in the study area. However, sales prices for units in the study area have increase from $145,234 in 2005 to $231,237 in the first quarter of 2008, an increase of 59.2%.

Industrial land uses dominate the study area's commercial inventory. There is 2.4 million square feet of industrial space in the study area. The study area's industrial space has a higher vacancy rate, 15.5%, than the 2-mile market area (9.0%), the submarket (10.0%) and Gwinnett County (11.1%). However, industrial space in the study area has a higher average rent, $4.69, then the market area ($4.06), the submarket ($3.72) and Gwinnett County ($4.10).

The study area has a significant inventory of retail space which is performing well. There is 809,053 million square feet of retail space in the study area. The study area's retail space has a lower vacancy rate, 7.1%, than the 2-mile market area (8.3%), the submarket (8.5%) and Gwinnett County (10.1%). The average retail rent for the study area, $16.66, is higher than the market area at $14.95 and the submarket at $16.18, but is slightly lower than Gwinnett County retail rents which average $17.25 per square foot.

The Norcross Activity Center LCI study area does not have a strong office market. There is only 349,073 square feet of office space in the study area. There is 17.2% of office space vacant, which is high but lower than average office vacancies in the market area (24.3%) and comparable to the submarket (17.2%) and Gwinnett County (18.3%). The average rent for office space in the study area is $15.32, which is higher than the average rent in the market area at $14.11, but lower than the submarket at $16.25 and the county at $17.74.

FUTURE REAL ESTATE DEMAND

Over the next 10 years, the employment and residential demographics will change in the Norcross Activity Center LCI study area as modest growth continues, generating demand for new housing, office and industrial development, as well as demand for new commercial development to meet the needs of new residents and employees in the study area. This section discusses the additional real estate demand generated from anticipated residential and employment growth in the study area.

RESIDENTIAL DEMAND

This section of the market report discusses the level and character of housing demand in the Norcross Activity Center LCI study area. The demand analysis is based on an assessment of current conditions and projected growth in the study area and the 2-mile market area. The key data derived for this analysis is presented in the following table. The analysis focuses on housing demand derived from three main sources:

1. Household Growth—Over the next ten years, the study area and the market area are projected to add new households. The Norcross Activity Center LCI study area will be completing for its share of these new households.

2. Turnover in Households—Every year an significant number of households, both renters and owners move for a variety of reasons, such as: changes in income status, changes in marital status, job-related factors and lifestyle preferences. The study area will be competing for its share of these turnover-related moves.

3. Other Sources of Demand—A small portion of total demand in a market area will come from other sources including lifestyle preferences, relocation from another region or country, or other factors not captured in the two other demand sources above.

Since the focus of the market analysis is on market rate housing, we are concerned with growth from households with incomes sufficient to afford market rate rental or ownership units. We have defined the income qualified households as earning $35,000 or more.

Housing Demand from Household Growth

Between 2008 and 2018 the number of households with incomes of $35,000 or more in the Norcross Activity Center LCI study area will increase from 2,615 to 3,053-- an increase of 438 households over the ten year period or 44 units annually. In the market area, the number of income qualified households is projected to increase by 1,537 over the ten year period, or 154 annually. Of these new households an estimated 38.9% are expected to be owner occupants and 61.1% renters in the study area and 50.8% owners and 49.2% renters in the market area. This results in demand for 951 new owner units from 2008-2018 and 1,024 rental units over the same period. Assuming that the study area can capture 100% of its increase in demand and 35% of the market area's demand, the annual demand for housing in the study area due to growth in households is for 40 ownership units and 48 rental units per year over the ten year period.

Housing Demand from Household Turnover

A significant number of households in the region move in a given year due to a wide range of factors.

Based on an assessment of mobility trends for the Atlanta MSA in 2004 as reported in the American Housing Survey, 16% of Atlanta homeowners move each year. Of these movers 47% go from one owner unit to another; 53% move from being an owner to a renter. Among renters 23% move each year, and among the movers 21% go from renters to owners and 79% stay renters. Applying these metro mobility rates to household characteristics for the Norcross Activity Center LCI study area and the 2-Mile Market indicates that there will be additional income qualified demand due to turnover for 81 owner units and 153 rental units annually over the ten year period.

Future Residential Demand
2008-2018

	Norcross Activity Center LCI Study Area	2-Mile Market Area	Total
Owner			
I. Annual demand from household growth 2008-2018	15	25	
II. Annual demand from turnover of existing units	67	14	
III. Other demand @ 15%	10	2	
Total annual demand for owner housing	**93**	**41**	**134**
Renter			
I. Annual demand from household growth 2008-2018	24	24	
II. Annual demand from turnover of existing units	123	30	
III. Other demand @ 5%	6	1	
Total annual demand for rental housing	**154**	**55**	**209**

Sources: U.S. Census American Housing Survey, Claritas, Bleakly Advisory Group

Retail Demand Generated by Household Growth, 2008-2018

	LCI Study Area	2-Mile Market Area
2008-2018 New Households	684	2,304
Average Annual Household Expenditures	$29,893	$31,969
Additional Retail Demand	$20,460,197	$73,660,075
Study Area Capture	75%	30%
Retail Demand (Sq. Ft.)	**66,933**	**96,388**

*Assumes $229 sales per square foot.

Source: Claritas/BAG/ULI

Other Demand

The category of other demand measures those households who move for a variety of reasons in addition to those captured above by household growth and turnover, such as lifestyle preferences, relocation from another region or country, and a range of other often highly individual factors that can trigger a move to an area. It is estimated that 15% of owner demand will come from other sources and 5% of renter demand will come from other sources which would generate an additional 12 owner units and 7 rental units annually.

Total Income Qualified Housing Demand

Owner—Based on an analysis of the three sources of housing demand discussed above, over the 2008-2018 period there will be annual demand for 134 income qualified owner units in the study area, or 1,340 owner-occupied units over the ten year period.

Renter—The income qualified demand for rental housing in the study area is estimated to be 209 units annually over the next ten years, or 2,090 total.

RETAIL DEMAND

Between 2008 and 2018, the 684 new households in the study area will generate approximately $20.4 million in additional retail demand and the 2,304 new households in the 2-mile market area will generate approximately $73.6 million in additional retail demand, as detailed below. This is based on Claritas estimates that annual retail expenditures of households in the LCI study area is $29,893 and the annual retail expenditures of households in the 2-mile market area is $31,969. (Household retail expenditures do not include motor vehicles and parts.)

Employment Growth 2008-2018	LCI Study Area	2-Mile Market Area
2008 Employment	9,142	40,577
2018 Employment	10,962	44,198
% Growth	19.9%	8.9%
Net New Employees	1,820	3,621

Source: Claritas/BAG/ARC

If the study area captures 75% of this demand, the study area could support an additional 66,933 square feet of retail space. .As noted early, there is currently 809,053 square feet of retail space located in the study area, of which 57,240 square feet, or 7.1%, is vacant. Because the study area vacancy rate is lower than the county average (10.1%), it is unlikely that additional retail demand from future household growth will absorb any of the existing vacant retail space over the next 10 years. If the study area can capture 30% of the additional retail demand generated from new household growth in the 2-Mile market area, the study area could support an additional 96,388 square feet of retail space.

EMPLOYMENT GROWTH

Demand for additional office and industrial space will be driven by employment growth in the Norcross Activity Center LCI study area and market area over the next 10 years. According to ARC estimates, in the years 2008-2018, study area employment is expected to grow 19.9% from 9,142 to 10,962 employees, an addition of 1,820 jobs in the study area by 2018. In the 2-Mile Market area, employment is expected to grow 8.9% from 40,577 to 44,198, an addition of 3,621 jobs.

OFFICE DEMAND

In the years 2008-2018, the Norcross Activity Center LCI study area is project to add 1,142 new office-related jobs, which are jobs created in the employment categories listed in the table below. Based on a ratio of 300 square feet of office space per employee, overall office-related employment growth over the next 10 years will generate potential demand for 342,728 square feet of additional office space in the study area.

In the years 2008-2018, the 2-Mile market area is project to add 2,712 new office-related jobs. Based on a ratio of 300 square feet of office space

Norcross Activity Center LCI Study Area
Office Related Employment Growth 2008-2018

	2008	2018	2008-2018	Growth in Office Demand (s.f.)
Transportation, Communication and Utilities (40-49)	142	135	(6)	(1,897)
Finance, Insurance and Real Estate (60-67)	405	438	33	9,811
Services (70-89)	2,174	3,267	1,093	327,892
Public Administration (91-97)	340	363	23	6,922
Total	**3,061**	**4,203**	**1,142**	**342,728**

* 20% of TCU-Employment is considered office-related.
**75% of Service Employment is considered office-related

2-Mile Market Area
Office Related Employment Growth 2008-2018

	2008	2018	2008-2018	Growth in Office Demand (s.f.)
Transportation, Communication and Utilities (40-49)	468	476	8	2,473
Finance, Insurance and Real Estate (60-67)	1,904	1,836	(68)	(20,407)
Services (70-89)	9,084	11,841	2,757	827,181
Public Administration (91-97)	386	401	15	4,358
Total	**11,842**	**14,554**	**2,712**	**813,604**

* 20% of TCU-Employment is considered office-related.
**75% of Service Employment is considered office-related

Norcross Activity Center LCI Study Area
Industrial Related Employment Growth 2008-2018

	2008	2018	2008-2018	Growth in Demand (s.f.)
TCU	566	542	(25)	(7,381)
Manufacturing	704	738	34	10,101
Construction	413	406	(7)	(2,234)
Wholesale	521	527	6	1,788
Total	**2,204**	**2,212**	**8**	**2,273**

* 80% of TCU-Employment is considered industrial-related.

2-Mile Market Area
Industrial Related Employment Growth 2008-2018

	2008	2018	2008-2018	Growth in Demand (s.f.)
TCU	1,840	1,904	64	19,182
Manufacturing	5,484	4,783	(701)	(210,410)
Construction	1,972	2,056	84	25,236
Wholesale	3,976	3,712	(264)	(79,077)
Total	**13,272**	**12,455**	**(817)**	**(245,069)**

* 80% of TCU-Employment is considered industrial-related.

per employee, overall office-related employment growth over the next 10 years will generate potential demand for 813,604 square feet of additional office space in the study area. If the Norcross Activity Center LCI can capture a portion of this demand, it would greatly increase the amount of office space supported in the study area.

INDUSTRIAL DEMAND

In the years 2008-2018, the Norcross Activity Center LCI study area is project to only 8 new industrial-related jobs, which are jobs created in the employment categories listed in the table below. Based on a ratio of 300 square feet of industrial space per employee, overall industrial-related employment growth over the next 10 years will generate potential demand for only 2,273 square feet of additional industrial space in the study area.

In the years 2008-2018, the 2-Mile market area is project to lose 817 industrial-related jobs. Based on a ratio of 300 square feet of industrial space per employee, overall industrial-related employment loss over the next 10 years will decrease demand for industrial space in the market area by 245,069 square feet.

SUMMARY OF FUTURE DEMAND

Overall future demand for residential, retail, office and industrial space is below.

Residential – In the years 2008-2018, household growth, turnover and other sources of demand in the study area and the 2-mile market area will create demand for approximately 3,430 new housing units, of which an estimated 1,340 will be owner-occupied and 2,090 will be renter units. (Note: demand in the 2 mile market area will be greater than the numbers below, which represent a reasonable capture rate for the study area.)

Retail – Due to household growth and related retail expenditures, total retail potential for the study area will increase by $20.5 million, which will support 66,930 square feet of retail space. The 2-Mile Market area has a retail potential of 96,388 square feet. If the study area can capture 30% of this demand, it will generate support for 28,916 square feet of retail demand.

Office – Office demand over the next 10 years in the study area will be modest and driven by moderate gains in employment. Between 2008 and 2018, the study area will potentially add 1,142 new office-related jobs, generating demand for 342,728 square feet of office space in the study area. The 2-mile market area could potentially support 813,604 square feet of new office space. If the study area can capture 20% of this demand, it will generate support for 162,720 square feet of retail demand.

Industrial - The number of industrial jobs in the study area is expected to increase very slightly by 8 jobs during the next 10 years. This will generate demand for 2,273 square feet of industrial space.

Summary of Future Real Estate Demand 2008-2018

	Norcross Activity Center LCI Study Area	Additional Demand from 2-Mile Market Area
Residential (Units)	2,470	960
Owner-Occupied	930	410
Renter-Occupied	1,540	550
Retail (S.F.)	**66,933**	**28,916**
Office (S.F.)	**342,728**	**162,720**
Industrial (S.F.)	**2,273**	**(245,069)**

Source: Claritas/BAG/ARC

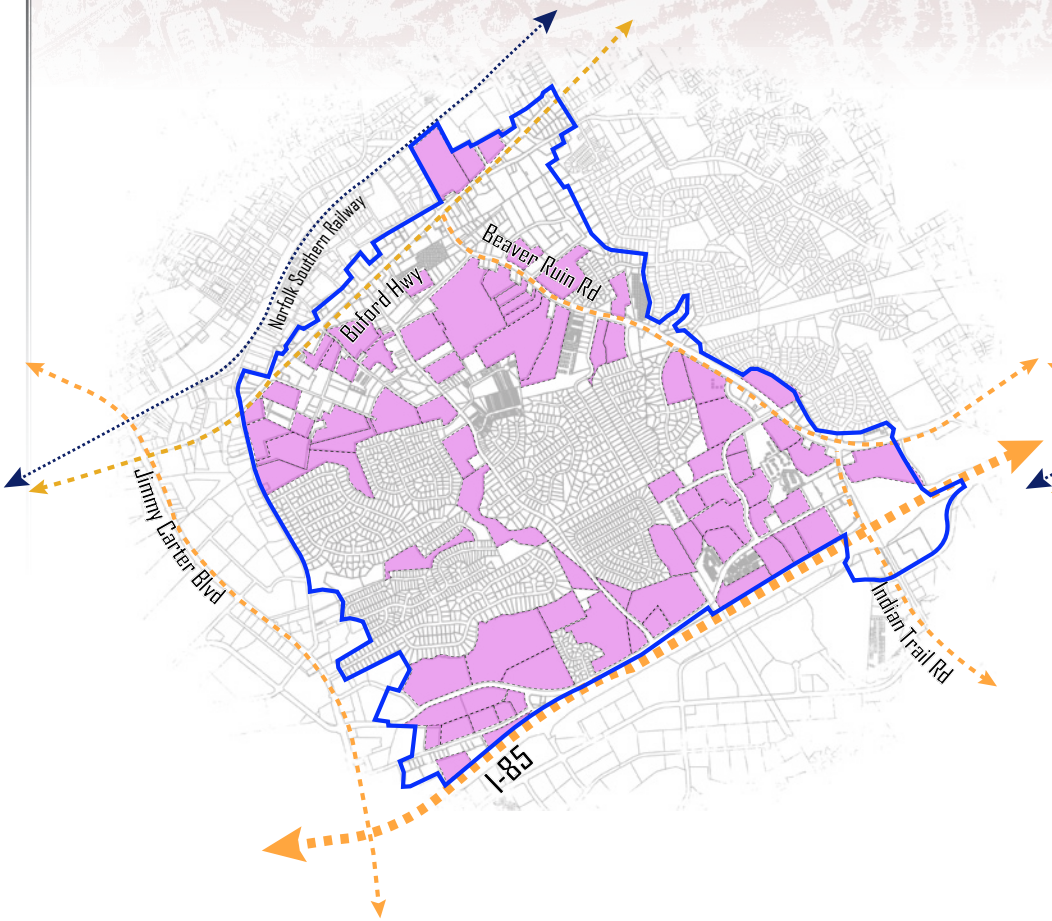
MARKET CONDITIONS REPORT KEY IMPRESSIONS

- Demographics – The area has undergone significant demographic changes since 1990 and is projected to have modest growth in the next decade. Residents have modest incomes, modest levels of educational attainment and live in larger households.
- Housing – The housing stock in the area is predominately multifamily and renter-occupied. The rental units are older and experiencing declining rents and higher vacancies. New owner housing is predominately townhomes.
- Commercial real estate – The area has a significant inventory of industrial and retail space, though there are few dominant centers or complexes
- Future real estate demand levels are modest and reflect the slow growing nature of the area.
- Retail redevelopment as well as infill residential redevelopment has begun to occur around the study area demonstrating an interest in new, higher density development.
- The study area has excellent transportation access, including two I-85 interchanges as well as three major arterials.
- The potential expansion of transit through the study area could be a significant competitive advantage for the area.
- When market conditions improve, there will be significant competition in both residential and commercial space throughout the I-85 corridor.
- Much of the study area land uses are performing adequately, lessening the economic incentive to redevelop.
- The area lacks any clear identity or development theme. Redevelopment in the area will likely occur along the key arterials which link to regional road networks and have transit access.
- Land costs and site assembly constraints will necessitate higher density development to achieve economic feasibility.
- The study area needs to create one or more projects to move the area past its history as small-scale retail and industrial area with related residential development at its center.

Identifying Development Opportunities

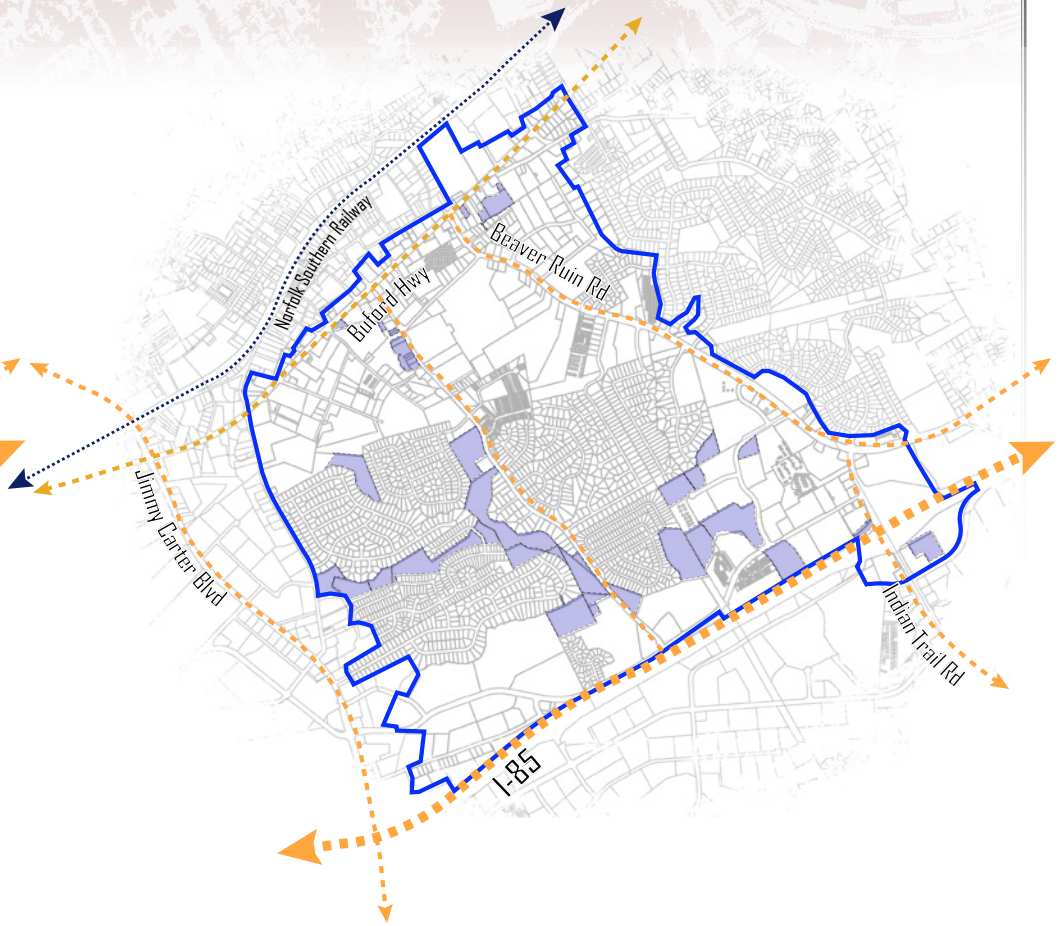
Finding parcels where development would be easily implemented is identifiable through a parcel by parcel identification of developable attributes. Large parcels, undeveloped parcels, government owned parcels and large surface parking lots are easily developable within the context of the study area. By combining these layers, found on the next pages, areas with combined developable attributes can be identified.

Large Parcels



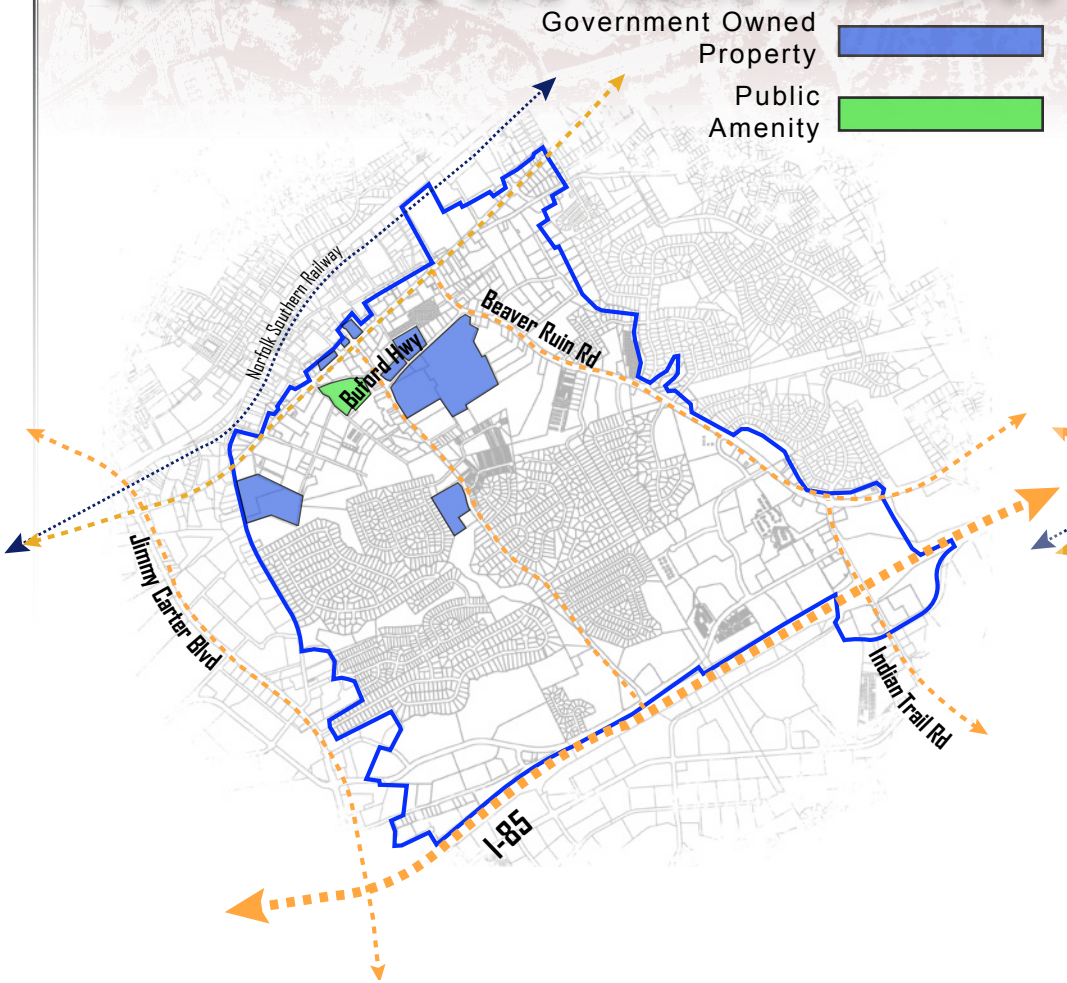
The identification of large parcels provides an idea of what land areas have potential to be redeveloped simply due to size alone. Little land assembly would be necessary to create a single feasible project. For the purposes of this study, an approximate size of 3.5 acres or larger has been highlighted.

Undeveloped Parcels



The undeveloped parcels show plots upon which there is no construction. In an area as densely developed as southwest Gwinnett County, there is usually a reason that a piece of land remained vacant, but the identification of these parcels is still useful when planning for redevelopment.

Gov't Owned and Public Amenities



Government-owned property is identified when planning for redevelopment, primarily because plots under municipal control are more easily leveraged to encourage private reinvestment. Since the municipality in question is responsible for the study, it can more readily decide if certain properties can be put "in play". Public amenities are located, as these will also attract development by providing things like open space or recreation that a developer might otherwise feel compelled to provide on their own site.

Large Surface Parking areas

Large surface parking lots present great potential for redevelopment. Flat and often located in areas already developed, they are easy to build upon, and can help increase the density in targeted areas. For the purposes of this study, a surface parking lot larger than the building rooftop it serves has been highlighted in commerical and industrial areas. A caveat is that local ordinances must support the implied changes in considerations like parking requirements and developable area.

Development Opportunities

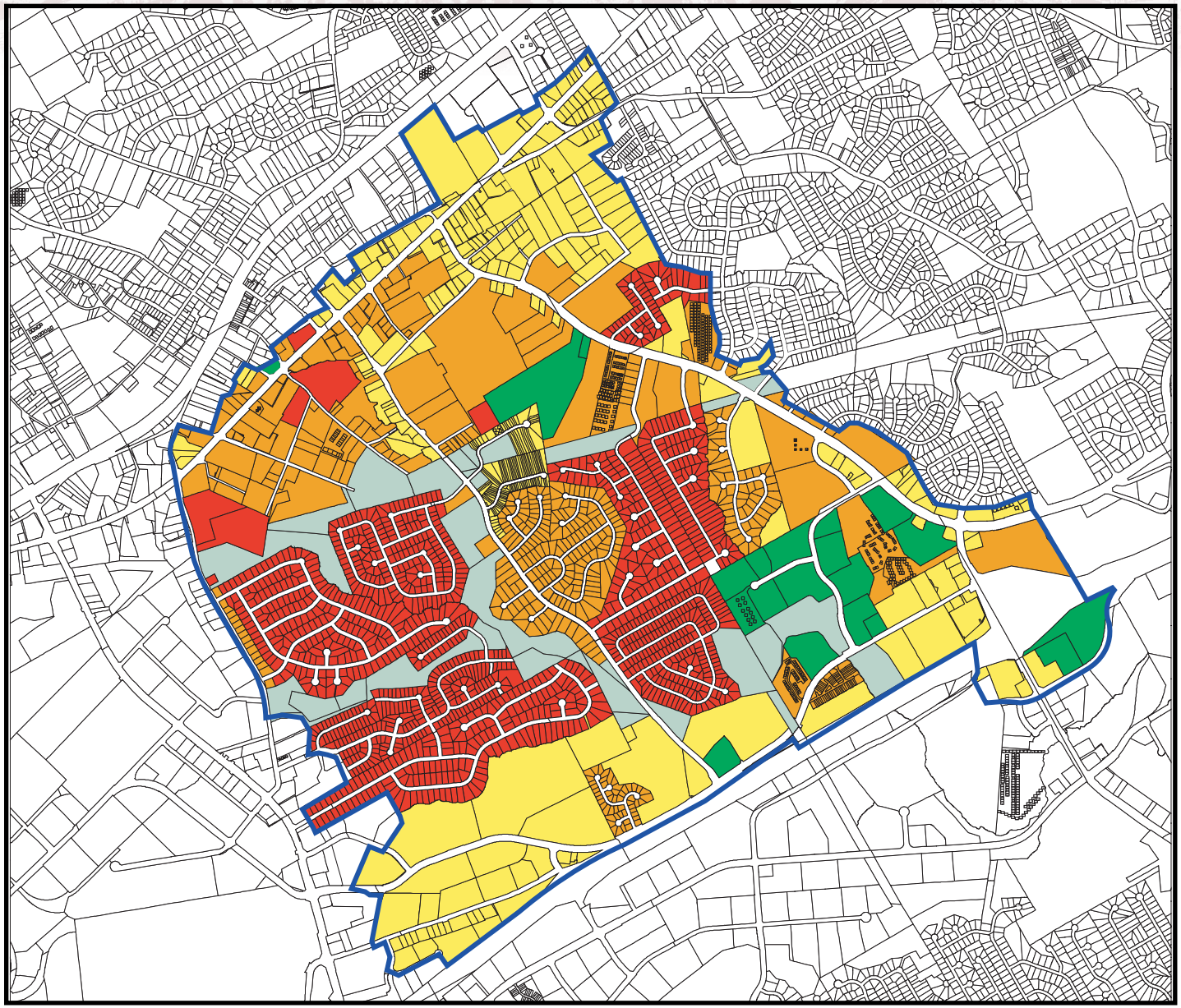
Excellent Current Opportunity
Parcel or parcels are vacant or underutilized, are in a good location, or have owners who are actively seeking to redevelop.

Good Opportunity
Parcels do not have all the desirable attributes for redevelopment, but might benefit from nearby activity, or a favorable location.

Extended Opportunity
In most cases, these are parcels that would require some assemblage or some incentives to redevelop, or they are currently less likely to do so.

Static Parcels
These are properties that are highly unlikely to redevelop in the near or forseeable future, due either to site constraints or an active usage that is unlikely to relocate.

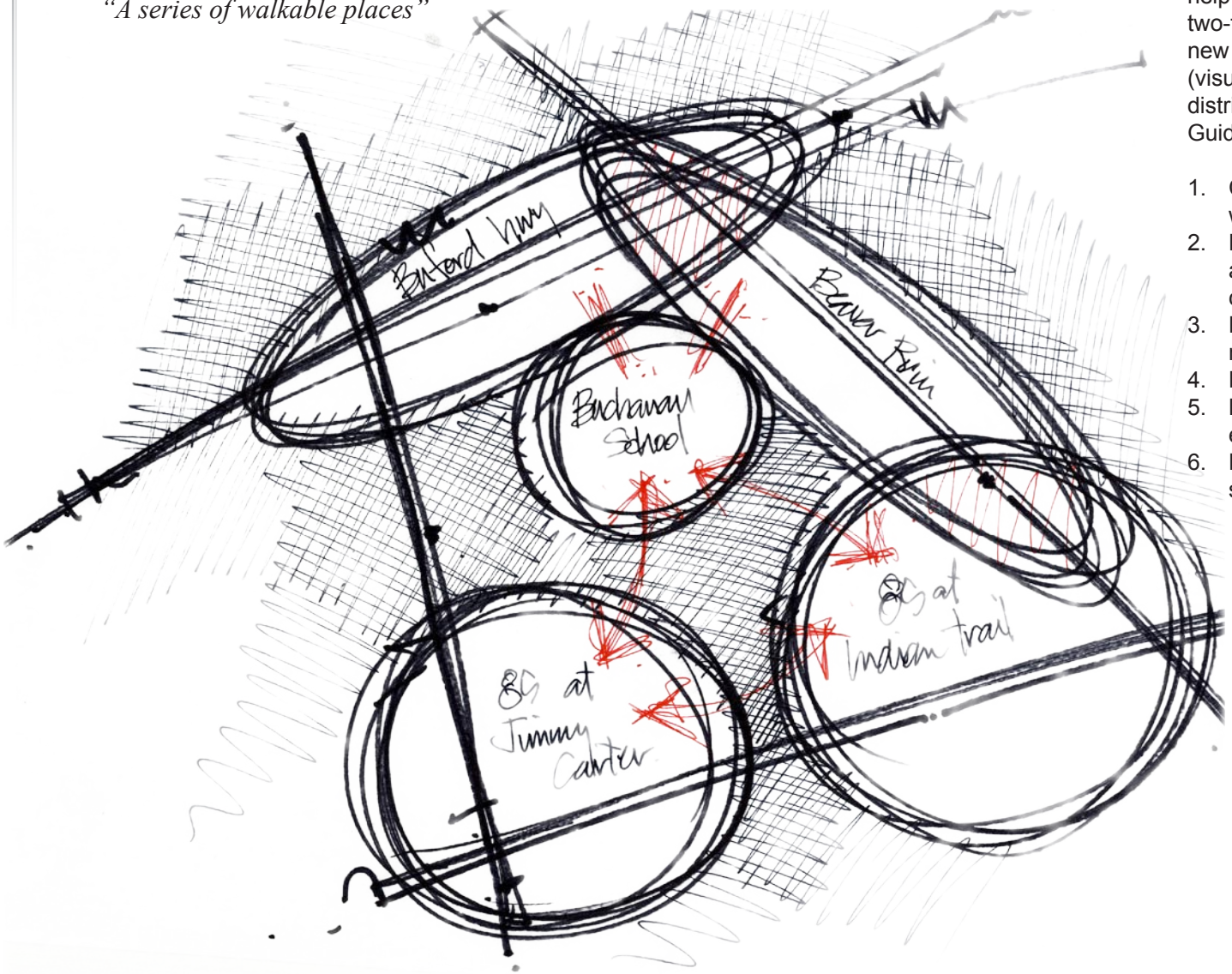
Undevelopable Parcels
These areas are not developable due to flood plain restraints or powerline easements.



This map identifies and rates specific parcels by their potential for redevelopment. Based on a variety of factors - current use, proximity to amenities, access to transportation, et. al. - this illustrates potential 'go zones' that are most likely to change. This likewise helps the community prioritize and target the public incentives.

Overall Vision

"A series of walkable places"



The study area is a district "in-between". There are well defined boundaries and places on all sides – Jimmy Carter Boulevard, Historic Downtown Norcross, Beaver Ruin Road and the I-85 Corridor – but the area itself is almost lost among them. To help bring these neighborhoods out, the strategy is two-fold: Foster an identity for the area by guiding new redevelopment; and provide connections (visual, pedestrian, social) within and beyond the district. This strategy is outlined in a series of six Guiding Principles:

1. Create a well-connected, walkable community with a distinct sense of place.
2. Encourage sustainable, mixed-use development and redevelopment along existing commercial corridors.
3. Preserve single-family residential neighborhoods.
4. Plan for transit.
5. Look for opportunities to add to or enhance existing greenspace.
6. Encourage beautification of existing high-traffic streets.

Norcross Compass

The Norcross Compass is an engagement tool that was used to help the public express their vision for the Study Area. Consisting of a series of images - commercial and residential development, circulation, and open space - as well as a short-answer survey, the Compass helped give shape to the ideas of the people who are most interested in Norcross' future.

The Compass broke the Study Area into two sub-areas – the northern, focused on Buford Highway and the neighborhoods; and the southern, focused on the I-85 corridor. These were also distinguished among commercial development, residential development, parks and open space, and circulation and transportation. The Compass was administered during the last half of the Kickoff Meeting, and the short-answer portion was available through the City's website for another two weeks afterwards.

The Compass helped identify a number of points upon which there was some level of consensus:

- Height is not an issue along I-85;
- Any new residential should be part of a mixed-use development, rather than stand-alone;
- Consistent direction to focus on high-traffic areas – Buford Highway and the I-85 corridor;
- The Buchanan School site is also attracting attention;
- LCI should support and extend direction of Norcross 2030 Plan…
- There is little consensus regarding the acceptable types of residential, beyond a move away from traditional apartment stock;
- Dissatisfaction with the state of some existing residential needs to be addressed;
- Redevelopment of Buford Highway and Beaver Ruin should focus as much on quality as it does quantity;
- Parks & Greenspace should focus on connectivity;
- Circulation should focus on making the streets more pedestrian-friendly.

Vision : North Study Area

Geared towards a lower scale than the southern portion of the Study Area, the commercial images reflect a belief that the Downtown Norcross area is a good base model, but with a little more density. Rejected were higher density images, out parcel and strip development, and light industrial uses. Residential focused on more traditional product, but at a higher scale than what is currently offered – more along the lines of townhomes, narrow-lot housing, and cluster homes.

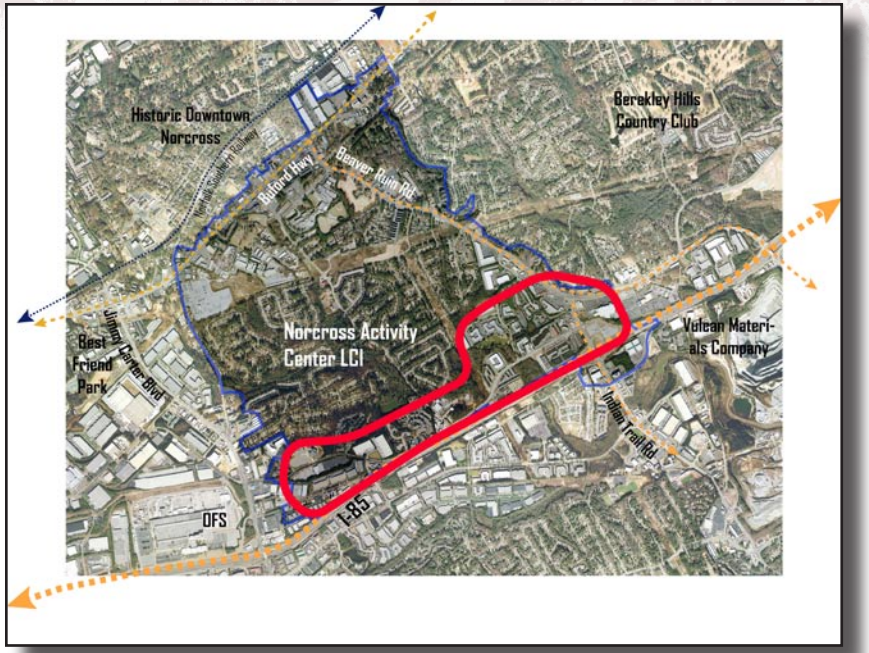
Mixed-Use Commercial

Townhomes

Downtown Norcross

Narrow-Lot Housing

Vision : South Study Area



Focused along the I-85 corridor, the vision here is noticeably more amenable to density. Commercial and residential responses favor images in some cases over ten stories. The clear caveat, however, was a preference that higher-density development be part of a mixed-use model.

Mixed-Use Residential

Mixed-Use Retail

High-End Retail

Townhomes

Vision : Parks & Open Space

Not surprisingly, almost all of these images scored well. What is noticeable is the focus on connectivity as part of the open space vision. The future should not simply involve parks, but these open spaces should provide connections among the neighborhoods and between destinations.

Wide Sidewalks and Street Furniture

Multi-Use Path

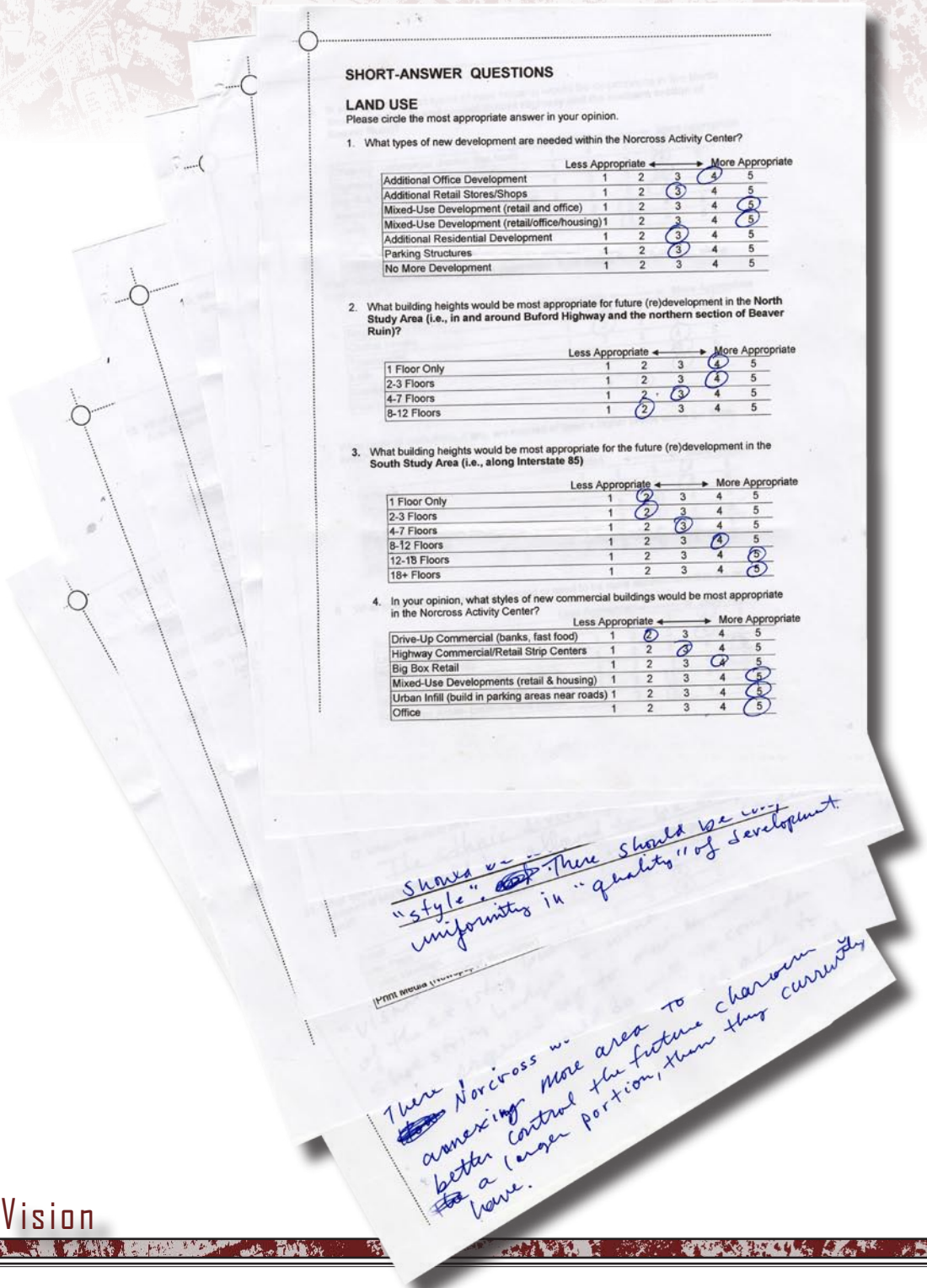
Streets & Sidewalks

The vision for this typology is distinctly urban. Images of broad sidewalks with outdoor seating and pedestrian lighting, quality landscaping, and on-street parking are popular. Likewise, the idea of a landscaped median, particularly along the surrounding corridors, is a big attraction.

Streetscaping and Plantings

Activated Sidewalk

Short Answer Questions



SHORT-ANSWER QUESTIONS

LAND USE

Please circle the most appropriate answer in your opinion.

1. What types of new development are needed within the Norcross Activity Center?

	Less Appropriate ←			→ More Appropriate
Additional Office Development	1	2	3	4	5
Additional Retail Stores/Shops	1	2	3	4	5
Mixed-Use Development (retail and office)	1	2	3	4	5
Mixed-Use Development (retail/office/housing)	1	2	3	4	5
Additional Residential Development	1	2	3	4	5
Parking Structures	1	2	3	4	5
No More Development	1	2	3	4	5

2. What building heights would be most appropriate for future (re)development in the **North Study Area (i.e., in and around Buford Highway and the northern section of Beaver Ruin)?**

	Less Appropriate ←			→ More Appropriate
1 Floor Only	1	2	3	4	5
2-3 Floors	1	2	3	4	5
4-7 Floors	1	2	3	4	5
8-12 Floors	1	2	3	4	5

3. What building heights would be most appropriate for the future (re)development in the **South Study Area (i.e., along Interstate 85)**

	Less Appropriate ←			→ More Appropriate
1 Floor Only	1	2	3	4	5
2-3 Floors	1	2	3	4	5
4-7 Floors	1	2	3	4	5
8-12 Floors	1	2	3	4	5
12-18 Floors	1	2	3	4	5
18+ Floors	1	2	3	4	5

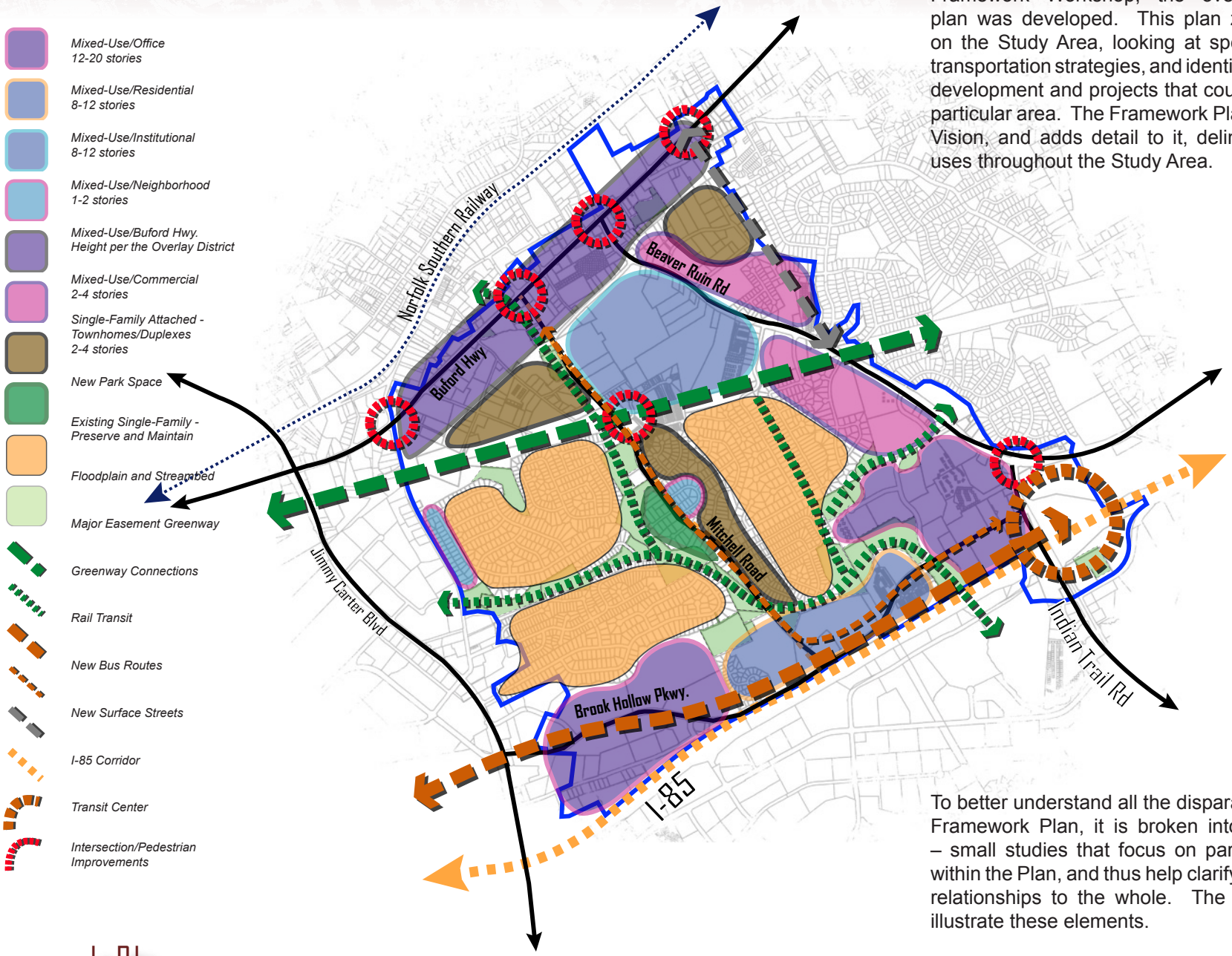
4. In your opinion, what styles of new commercial buildings would be most appropriate in the Norcross Activity Center?

	Less Appropriate ←			→ More Appropriate
Drive-Up Commercial (banks, fast food)	1	2	3	4	5
Highway Commercial/Retail Strip Centers	1	2	3	4	5
Big Box Retail	1	2	3	4	5
Mixed-Use Developments (retail & housing)	1	2	3	4	5
Urban Infill (build in parking areas near roads)	1	2	3	4	5
Office	1	2	3	4	5

The Compass was not limited to graphic image rankings. It also included a series of targeted questions, designed to get at more specific aspects of the community vision. The results of this part of the Compass buttress many of the conclusions, but offer some additional insight as well:

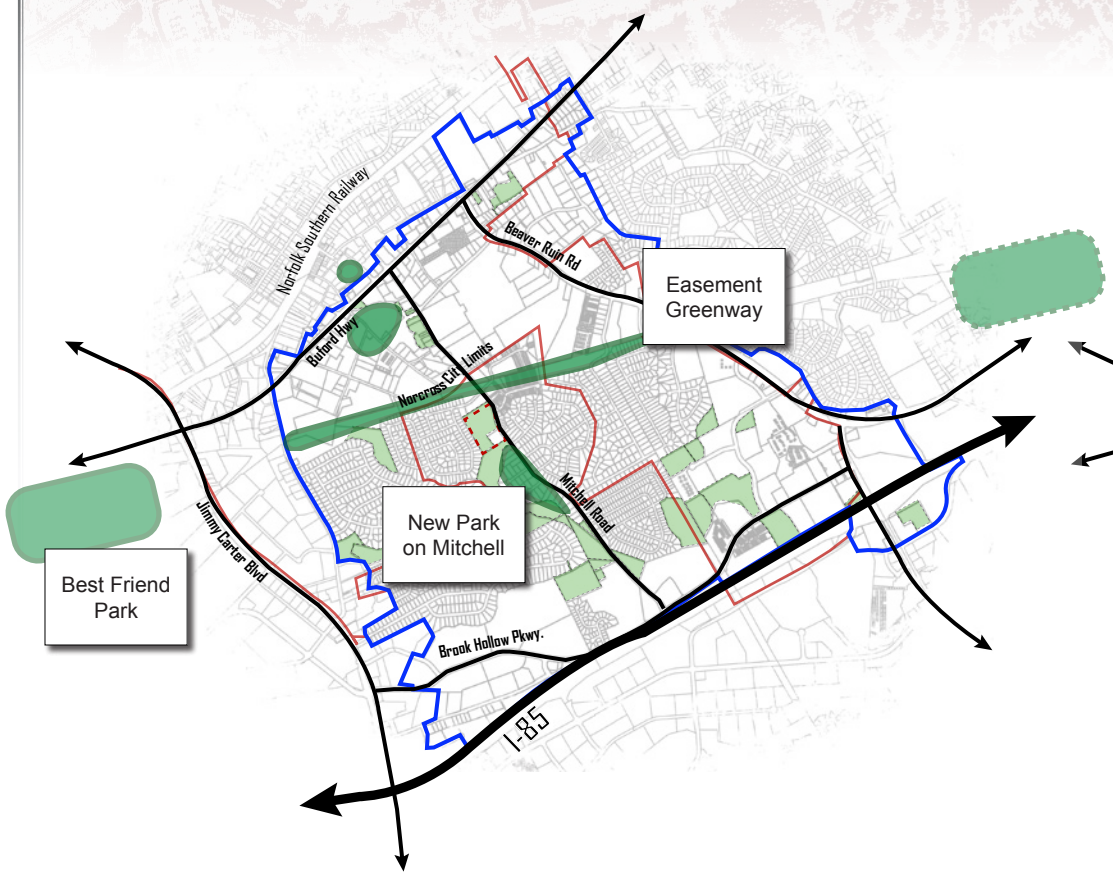
- Strong support among respondents for new mixed use development (including retail, office and/or residential, lowest support for strip commercial, out parcel and "big box" development;
- Building heights of 2-7 stories along Buford Highway and Beaver Ruin, 8-12 stories at 1-85 were the most popular;
- Low-rise commercial development - 1-2 stories - was the least popular;
- Strong support for lofts and condos along I-85;
- Recreation and senior services most desired among proposed institutional uses;
- No clear direction on transportation issues, but automotive concerns were at the forefront.
- Broad support for additional pedestrian, cyclist and transit-rider amenities, however;
- "Heavy or Light Rail/MARTA" extension was very popular – esp. considering none of the respondents claimed to use transit on a regular basis;
- Strong desire for improvements to the public realm (i.e. streetscapes);
- Highest priorities: Enhance the area's identity, encourage mixed-use development, create open spaces / parks, and make the area more walkable.

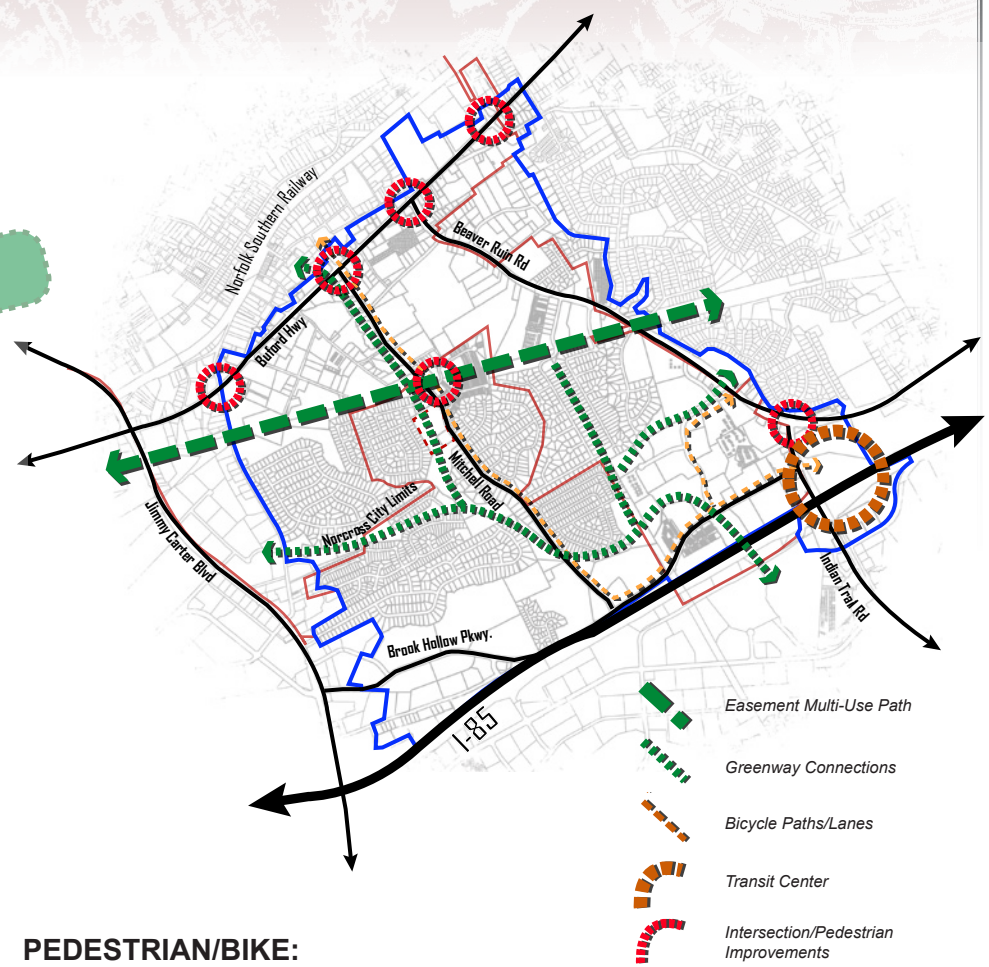
Stemming from the second public meeting, the Framework Workshop, the overall Framework plan was developed. This plan zooms in closer on the Study Area, looking at specific areas and transportation strategies, and identifying the types of development and projects that could occur in each particular area. The Framework Plan reinforces the Vision, and adds detail to it, delineating potential uses throughout the Study Area.



To better understand all the disparate pieces of the Framework Plan, it is broken into six “vignettes” – small studies that focus on particular elements within the Plan, and thus help clarify their respective relationships to the whole. The following pages illustrate these elements.

Open Space & Pedestrian/Bike





OPENSPACE:

This vignette identifies key greenspaces to be added, or to be linked, within the Framework Plan. Important pieces to note are the proposed greenway easement that would bisect the site and connect to Best Friend Park; the conservation of existing wetlands, and potential conversion to greenways and parks; and the strategy of identifying a new internal park along Mitchell Road, perhaps as part of a small-scale neighborhood center.

PEDESTRIAN/BIKE:

This diagram shows the various links made via sidewalks, trails, bike lanes and multi-use paths. The easement is the centerpiece, but improvements to Mitchell and Brook Hollow can provide easy connection to the planned Transit Center at I-85 and Indian Trail. The red circles indicate improvements to the pedestrian and bicycle environment at key intersections around the Study Area.

Power easement existing conditions from Beaver Ruin Rd.

Proposed bike/pedestrian trail within power easement at Beaver Ruin Rd.

GREENWAY TRAIL PROJECT/EASEMENT:

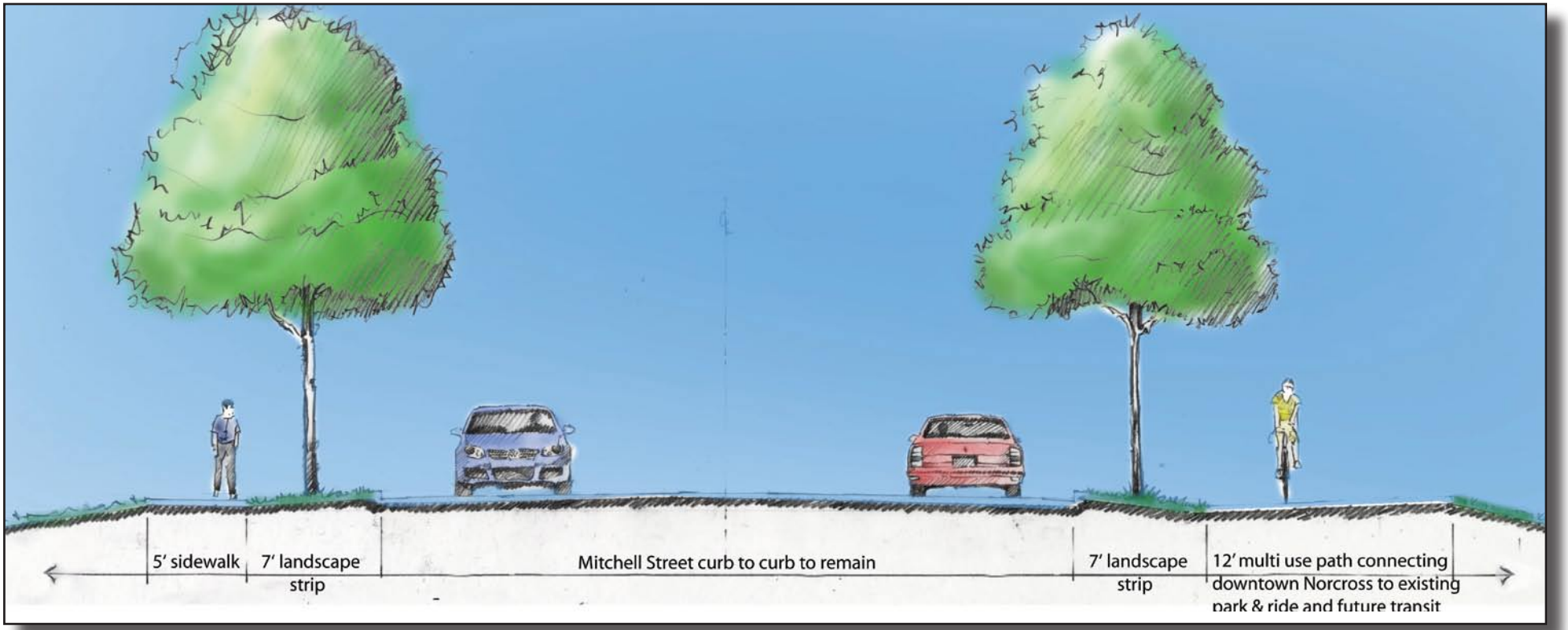
Though the redevelopment of easements can be challenging from a right-of-way ownership standpoint, it can be done, and this particular easement is an excellent candidate. A trail or path system here would provide access across the entire Study Area, and would link to a new regional amenity, Best Friend Park. It can also tie into Gwinnett's overall trails plan, extending the reach of the easement throughout the County. Considerations should be made for low, simple landscaping (for both maintenance and safety issues) and consistent pedestrian-scale lighting.

Approximate line of Greenway Trail within the Gwinnett County Greenspace Plan

Existing conditions Mitchell Street

MITCHELL STREET PROJECT:

Mitchell Road already draws a direct line between Downtown Norcross and Brook Hollow Pkwy. However, its sidewalks are sporadic and insufficient for bicycle usage. By using existing right-of-way, a 10' to 12' multi-use path would vastly improve the link between the Downtown and Brook Hollow, and when combined with the Easement Greenway Trail, would create a broad network for pedestrians and cyclists to use within the area and to access points outside of it.

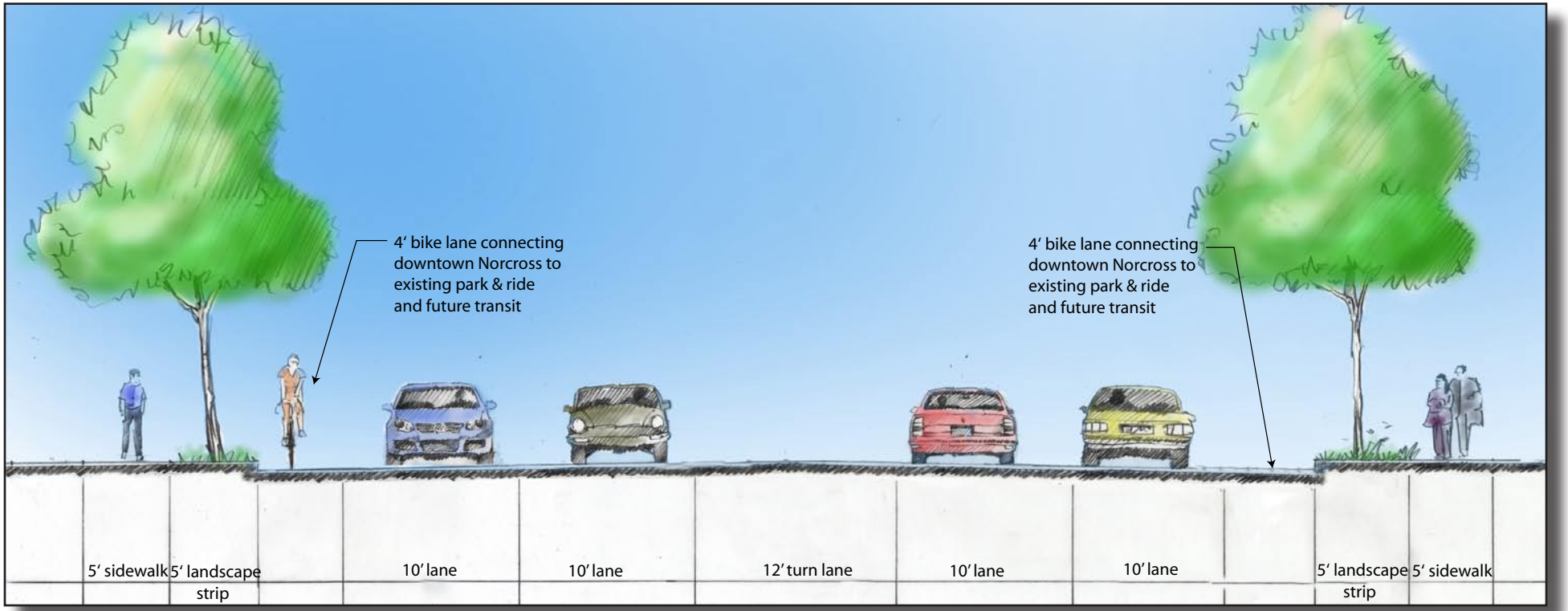


Proposed Mitchell Street section

Existing conditions on Brook Hollow

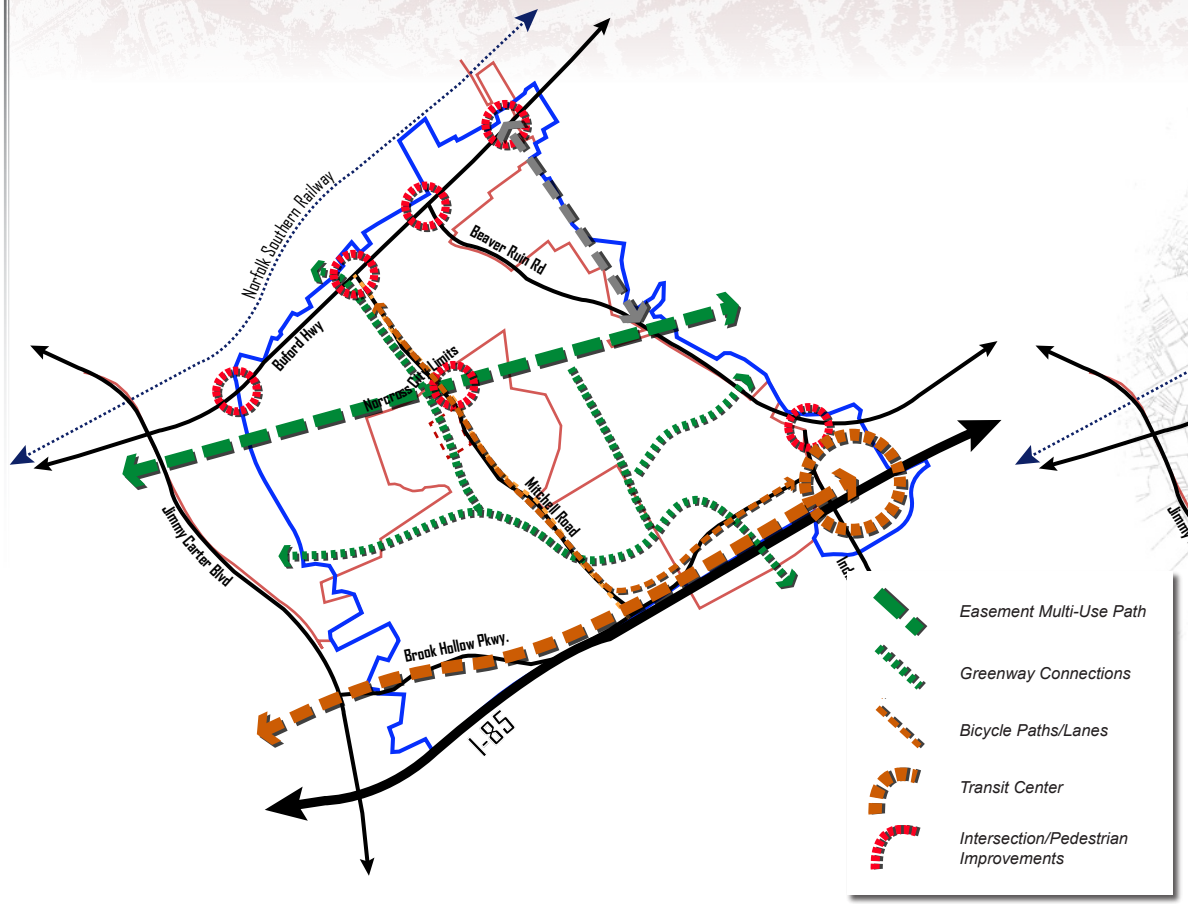
BROOK HOLLOW TRANSIT CORRIDOR:

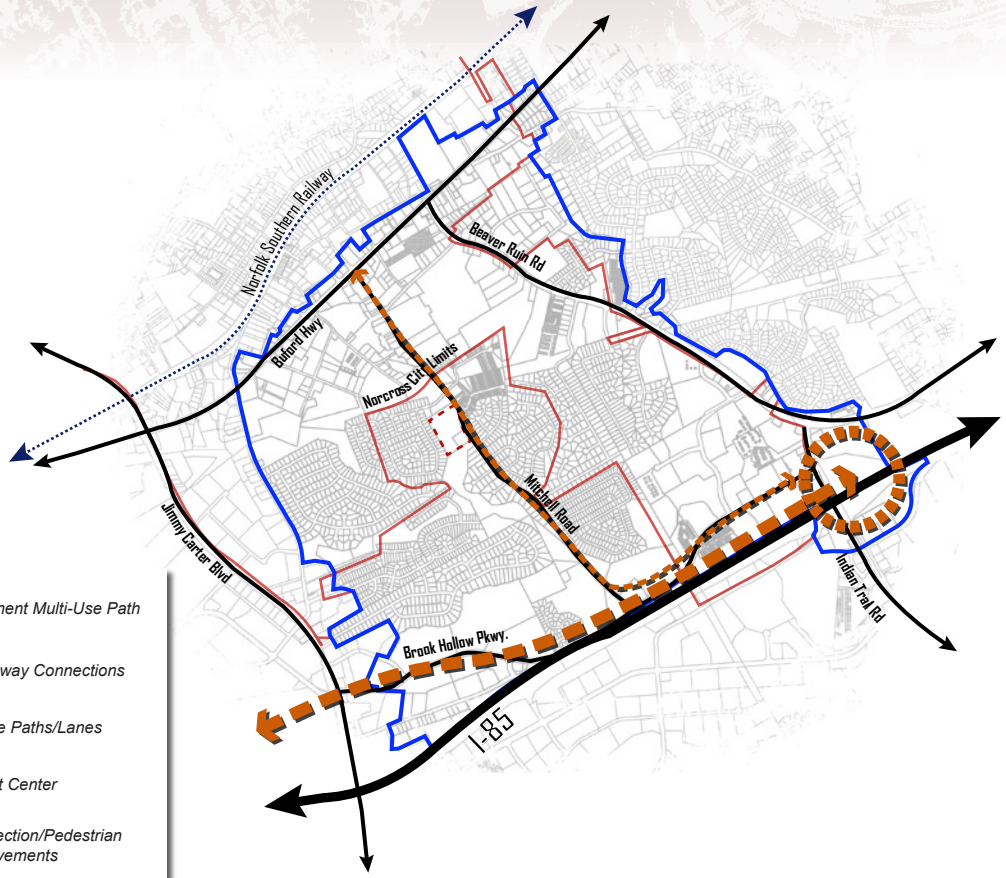
A wide but underutilized road, Brook Hollow is almost exclusively the realm of the automobile. By adding and improving sidewalks, and adding bicycle lanes, Norcross and the residential neighborhoods of the area are given better access to the future high-density developments at both interchanges, as well as the transit hub at the Indian Trail Park-and-Ride lot.



Proposed Brook Hollow Parkway Section

Transportation & Transit





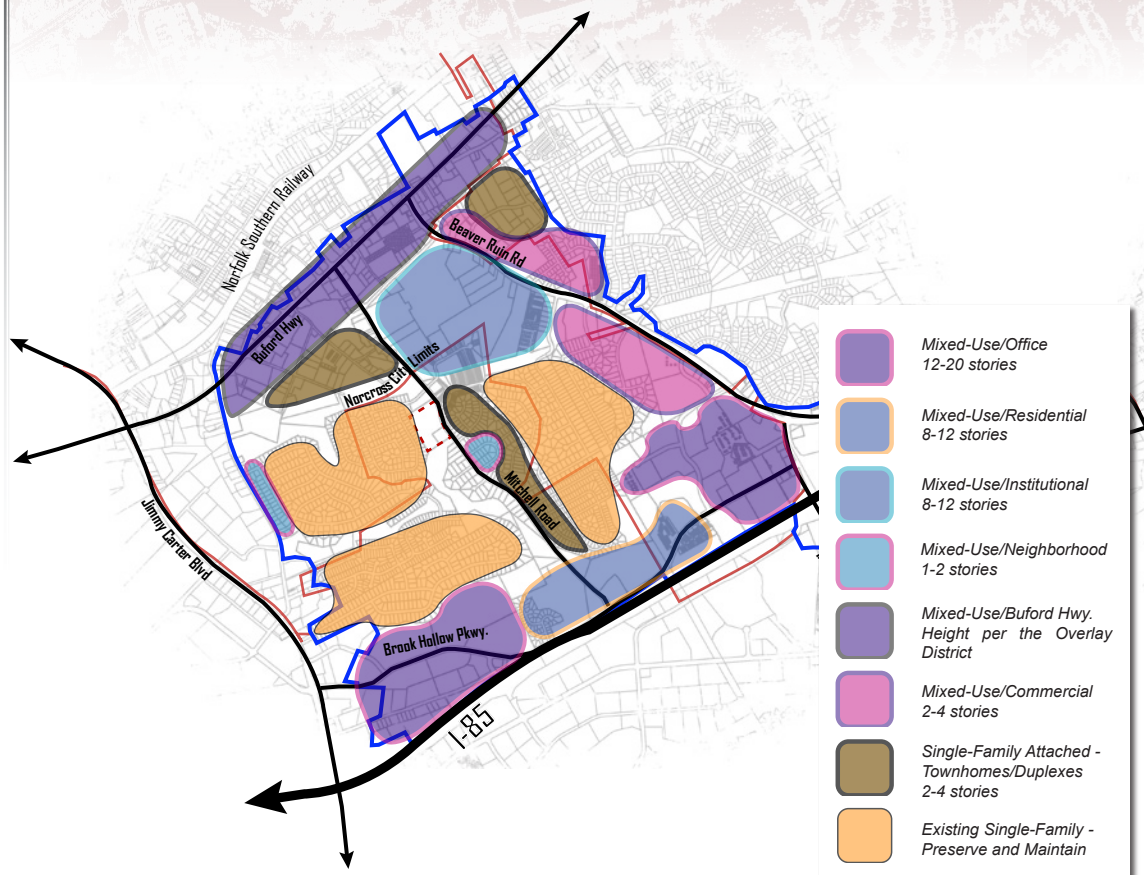
TRANSPORTATION:

A compilation of all transportation-oriented recommendations, the elements of this vignette are dealt with in more detail in the Transportation Projects Section of this report. However, this illustration shows how a comprehensive build-out of a variety of modes within the study area can create a very well-connected community.

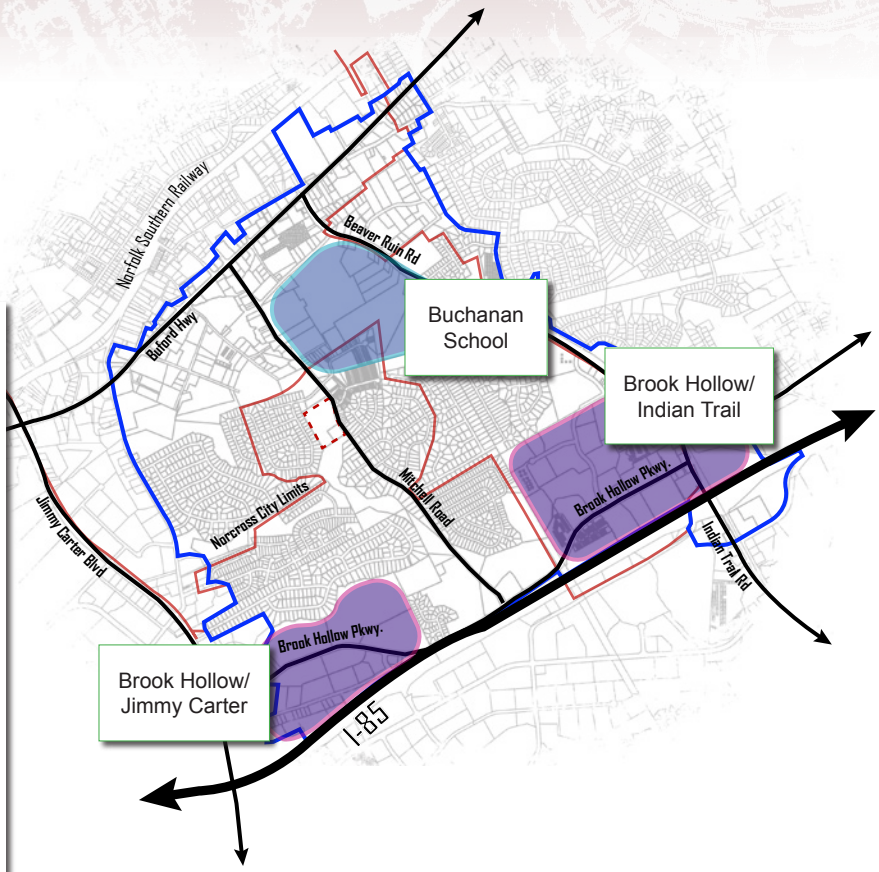
TRANSIT:

This diagram focuses on suggested transit enhancements within the Study Area. While there are existing bus routes around the perimeter, a new route up Mitchell would support additional growth there, and may provide a more direct route from Downtown Norcross to the new Transit Center. Another piece is the broad-scale addition of bus stop amenities – shelters, signage, queuing areas – that would attract more riders. The main move, however, is the creation of a rail extension from the Doraville MARTA station, along Brook Hollow to Indian Trail. This would vastly increase the redevelopment capacity of the Study Area.

Land Use & Development Nodes



- Mixed-Use/Office 12-20 stories
- Mixed-Use/Residential 8-12 stories
- Mixed-Use/Institutional 8-12 stories
- Mixed-Use/Neighborhood 1-2 stories
- Mixed-Use/Buford Hwy. Height per the Overlay District
- Mixed-Use/Commercial 2-4 stories
- Single-Family Attached - Townhomes/Duplexes 2-4 stories
- Existing Single-Family - Preserve and Maintain



LAND USE:

The unusual nature of the study area – its mix of strip centers and residential neighborhoods, the local streets and surrounding corridors – begets a diverse set of potential redevelopment scenarios. From the high-density mixed use nodes at the interchanges to the lower-density mixed use corridor redevelopment along Buford Highway and the single-family residential neighborhoods in between, this illustration designates specific types of growth based on the vision of the community and the appropriateness of the context.

DEVELOPMENT NODES:

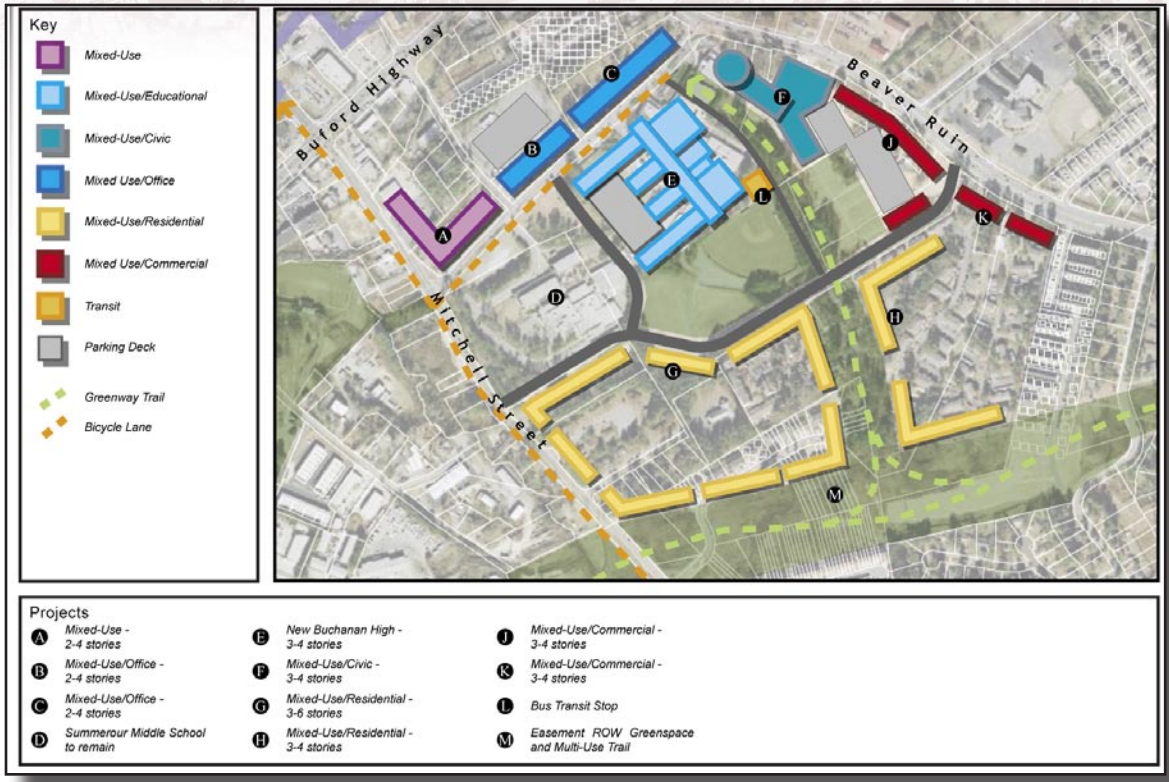
Part of the LCI process is identifying areas that are both likely and desirable to change. The three nodes shown here represent the specific areas that, from both community and market perspectives, were deemed to be attractive redevelopment targets. The two nodes at the interchange are straightforward, due to their existing highway access, their current 'underutilization', and their potential rail access. The Buchanan School site is dependent more on the will of the citizens and the willingness of the School System to proactively plan for redevelopment and seek potential partners. These three nodes are studied and explained in greater detail in the following pages.

Development Nodes

Continuing the direction from the Framework Plan, three nodes were selected for further, more detailed study. The third public meeting, the Concept Workshop, was focused on creating massing and aesthetic ideas for how these key redevelopment areas might grow. The concept drawings are informed by these ideas, as well as market projections (detailed in Appendix).

The Concept drawings for the Development Nodes represent hypothetical scenarios for build-out. They are in no way intended to dictate specific building locations, footprints or programs. Rather, they illustrate how – once the LCI plan is adopted and recommended initiatives are implemented – these nodes might redevelop to meet the vision of the community.

Buchanan School Development Node

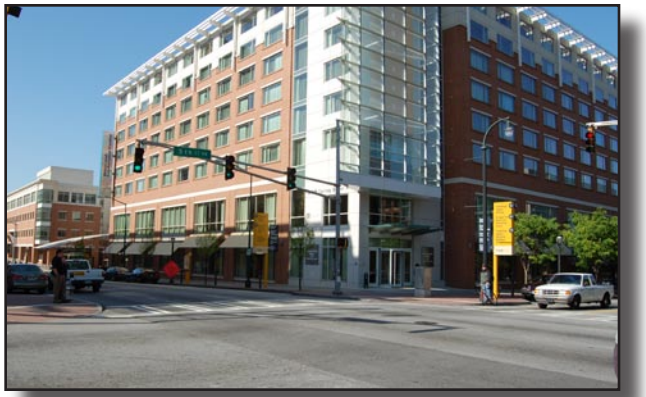


*Note - Concept drawings are for illustrative purposes only and do not represent active plans

The low-scale use of this land, combined with the age of the facilities and the large amount of land that surrounds it, makes this an attractive redevelopment site. The School System would like to maintain some level of programming here, but has been amenable to partnered redevelopment. Some of the surrounding land is aging apartment complexes in poor condition, which would potentially allow for an even larger scale project. The Norcross 2030 Plan has identified the area as a potential arts and culture district, which would be compatible with an educational program and a mixed-use redevelopment scenario.

- Redevelopment as multi-disciplinary campus;
- Additional office and mixed-use as overflow;
- Redevelopment of commercial;
- New internal street network and additional parking;
- Accommodate transit, pedestrians and bicyclists;
- Expansion and connection of greenspaces.

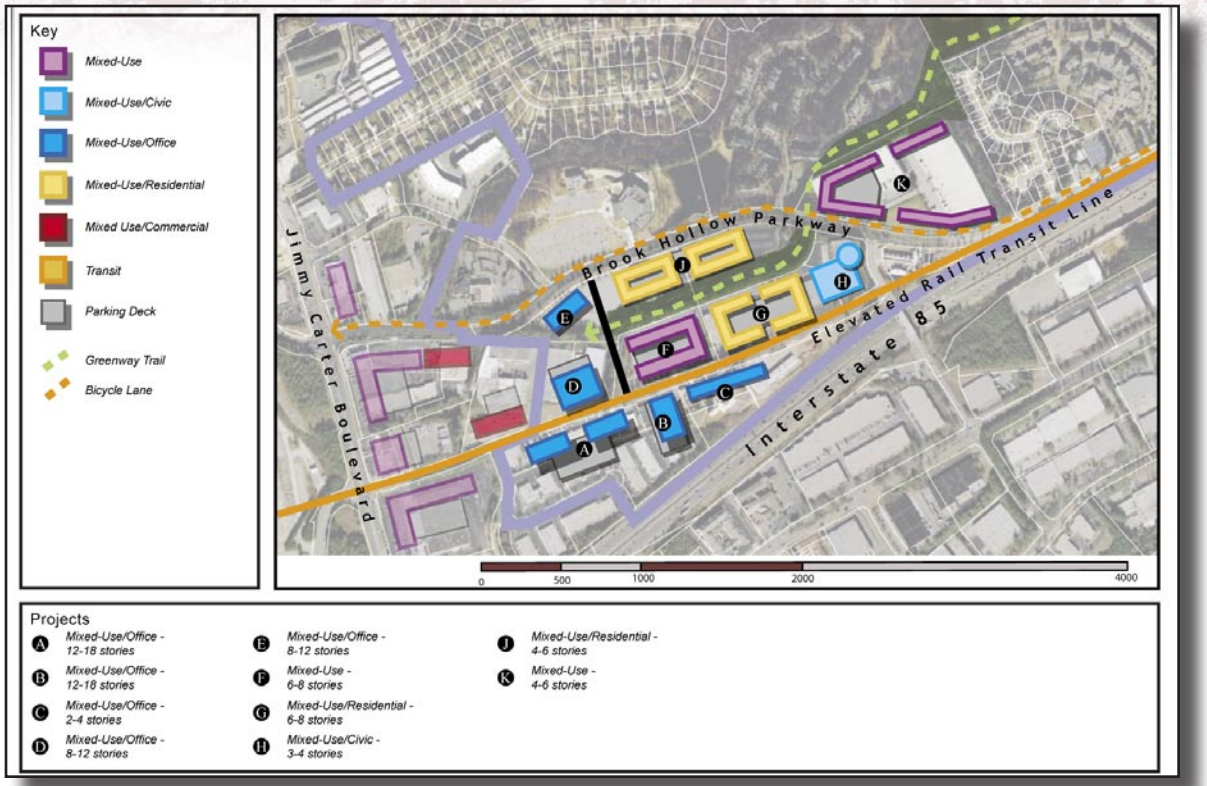
East View



Preferred architectural style image

West View

Jimmy Carter at Brook Hollow Development Node



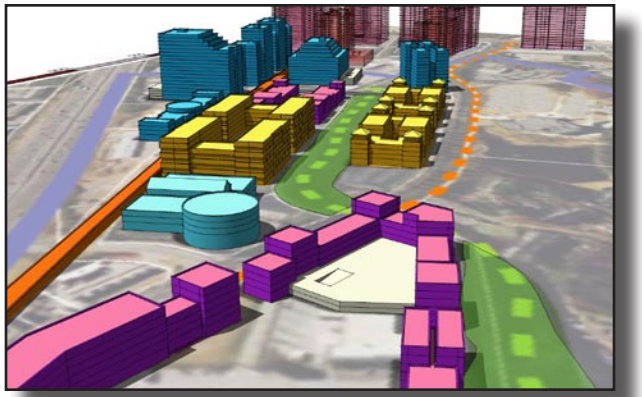
*Note - Concept drawings are for illustrative purposes only and do not represent active plans

Though the study area stops just short of Jimmy Carter, this node was seen as important if only for its proximity to the major corridor and interchange, and its relationship to the proposed redevelopment of the nearby OFS site. The future extension of MARTA and the pending reconstruction of the overpass provide this node with tremendous growth potential.

- Wide range of uses, backing up redevelopment of Jimmy Carter;
- 24-Hour District;
- Relationship to OFS;
- Rail line through, but station unlikely;
- New internal greenspace connects to system-wide trails;
- Other program elements could include civic uses, YMCA, senior housing, or municipal facilities.

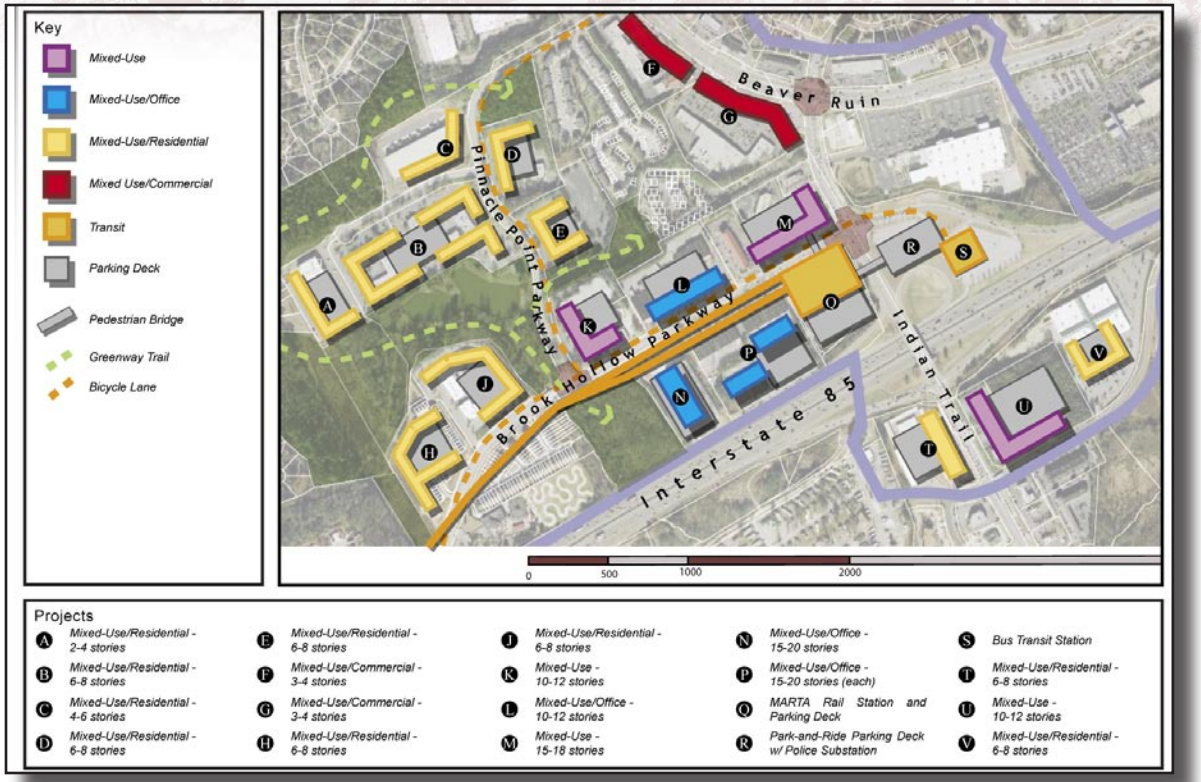
East View

Preferred architectural style image



West View

Indian Trail at Brook Hollow Development Node



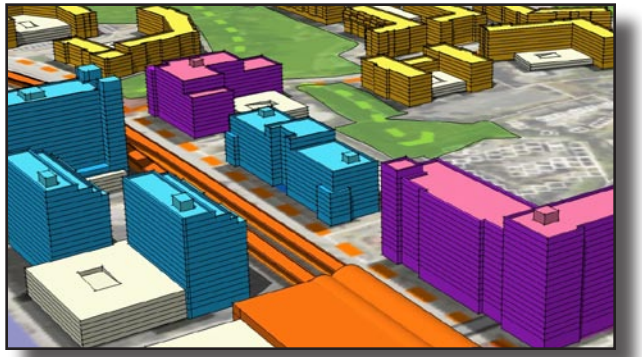
*Note - Concept drawings are for illustrative purposes only and do not represent active plans

One of the more compelling opportunities, the combination of the underdeveloped and underperforming Pinnacle site with the aging hotels along I-85 and the MARTA-owned Park-and-Ride lot, there is a lot of land in a very accessible location. The real driver for the illustrated densities is the continuation of rail service to this node. Both heavy and light rail would support much higher densities than are currently in place, and creating a Transit Center – rail station, bus hub, a parking deck for service of any and all modes – would attract a wide variety of land uses. Even short-term improvements, like improving the operation of the interchange and access management on Indian Trail, would improve the environment for development.

- Very high density development at the Interchange, including office and hotel uses (potential for medical center as well) along Brook Hollow;
- Mixed-Use designations to allow flexibility in program;
- End-of-Line Rail Station and Bus Transit Center;
- Network of parks and trails through existing greenspaces;
- Maintain the existing pond (at Pinnacle Point) as a greenspace centerpiece, and surround with mixed-use/residential program;
- Hotel and office on Brook Hollow

East View

Preferred architectural style image



West View

Indian Trail at Brook Hollow : Redevelopment Vision

Taking advantage of an existing retention lake, a series of paths and trails converge to create a park. The park is bordered by mid-rise residential development that frames the area, creating a unique and inviting public space.

Pond at Pinnacle Way

Proposed character for the pond at Pinnacle Way

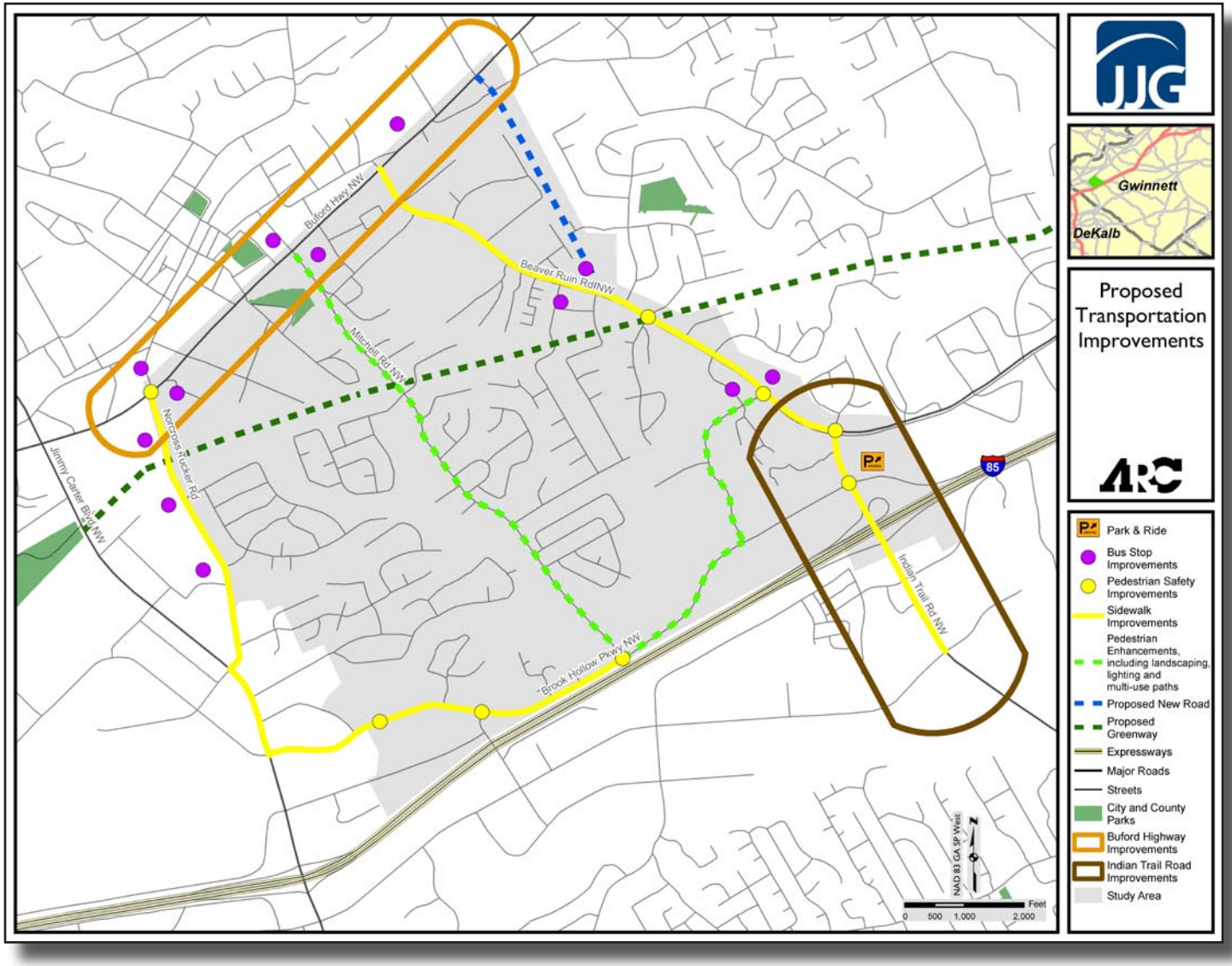
Photo taken from the location above

The 5-Year Action Plan is a tool from the Atlanta Regional Commission (ARC) to outline and track improvement projects and efforts defined by the Livable Centers Initiative Planning Process. The chart on the following pages outlines each recommended transportation project and includes an estimate of cost, timing, and funding for each initiative.

Construction costs in the Action Plan were based on the concepts detailed in the Framework Plan section. These are preliminary estimates and should be used for budgetary purposes only. Construction costs can vary based on the design of a project and the time at which it is designed and/or bid. More detailed cost estimates should be generated and updated as implementation of individual projects is pursued. Engineering costs vary from 10-20% of the estimated construction costs based on the size and complexity of each project. Right of way (ROW) costs are estimated based on the potential value of the area affected based on the concept plan. Note that potential ROW costs for new roadways within individual developments were assumed to be absorbed by private development entities or deeded/held by public entities (Local and/or State).

The project years included in the Action Plan were developed in coordination with the Steering and Core Teams of city, business, and community leaders. They are based on a reasonable timeframe for implementing each initiative if progress were to begin immediately.

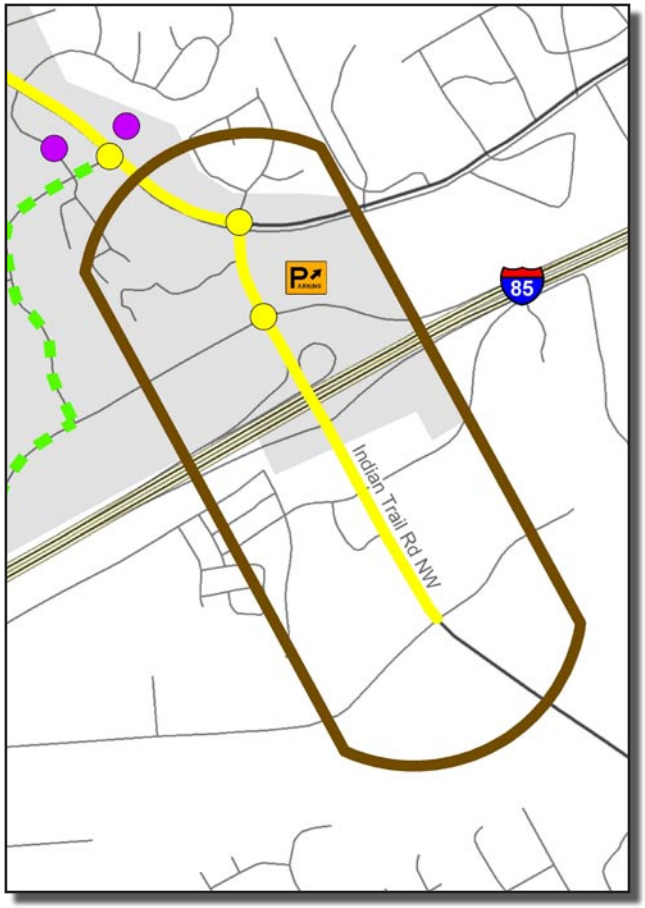
IMPLEMENTATION PLAN												
Transportation Projects												
Five Year Plan												
Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
Indian Trail Road Improvements:	Various	2010	$247,500.00	2012	$391,667.00	2013	$1,608,333.00	$2,247,500.00	State/County	Fed/State/ County	County	$449,500.00
• Add second eastbound right turn lane and westbound through lane at Brook Hollow Parkway at Indian Trail Road intersection	Various	2010	$247,500.00	2012	$391,667.00	2013	$1,608,333.00	$2,247,500.00				
	Various	2010	$247,500.00	2012	$391,667.00	2013	$1,608,333.00	$2,247,500.00				
	Various	2010	$247,500.00	2012	$391,667.00	2013	$1,608,333.00	$2,247,500.00				
• Indian Trail Road Interchange: install second left-turn lane onto I-85 northbound	Various	2010	$247,500.00	2012	$391,667.00	2013	$1,608,333.00	$2,247,500.00				
• Construct raised center median on Indian Trail Road from Beaver Ruin Road to Oakbrook Parkway, as well as major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc.												
• Retime traffic signals on Indian Trail Road to improve traffic flow												
Buford Highway Improvements:	Various	2010	$191,325.00	2012	$258,333.00	2013	$1,504,917.00	$1,954,575.00	State/County	Fed/State/ County	County	$390,915.00
• Add northbound right-turn lane North Norcross Tucker Road at Buford Highway intersection												
• Construct raised center median on Buford Highway from North Norcross Tucker Road to Langford Road, as well as major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc.												
• Retime Buford Highway traffic signals to improve traffic flow												
Greenway Improvements:	Multi-Use/Bike/Ped	2012	$244,720.00	2013	$175,000.00	2014	$2,202,480.00	$2,622,200.00	County/City	Fed/State/ County	County	$524,440.00
• New greenway in Georgia Power power line easements from Best Friend Park at Jimmy Carter Boulevard to Beaver Ruin Road												
• Pedestrian enhancements, including landscaping, lighting, and multi-use trails, on Mitchell Road from Buford Highway to Everglades Trail												
Pedestrian Safety Improvements:	Pedestrian	2010	$106,575.00	2012	$121,917.00	2013	$633,833.00	$862,325.00	State/County	State/County	County	$172,465.00
• Construct crosswalks and pedestrian signals at eight study area intersections												
• Construct connections between existing sidewalks to complete study area sidewalk network												
Pedestrian enhancements, including landscaping, lighting, and 10' sidewalk on Buford Highway from North Norcross Tucker Road to Langford Road	Pedestrian	2012	$765,600.00	2013	$1,320,000.00	2014	$6,890,400.00	$8,976,000.00	County/City/CID	Fed/State/ County	County	$1,795,200.00
Relocate overhead utitilites to underground on Buford Highway from North Norcross Tucker to Langford Road	Pedestrian	2012	$250,000.00	2013	$0.00	2014	$1,522,500.00	$1,772,500.00	County/City/CID	Fed/State/ County	County	$354,500.00
Pedestrian enhancements including landscaping, lighting, and multi-use trails, on Brook Hollow Parkway from Mitchell Road to Beaver Ruin Road, and on Mitchell Road from Everglades Trail to Brook Hollow Parkway	Pedestrian	2012	$477,820.00	2013	$847,500.00	2014	$4,300,380.00	$5,625,700.00	County/City	Fed/State/ County	County	$1,125,140.00
Pedestrian enhancements including landscaping, lighting, and multi-use trails, on Pinnacle Point Road from Beaver Ruin to Brook Hollow Road	Pedestrian	2012	$158,400.00	2013	$547,500.00	2014	$1,425,600.00	$2,131,500.00	County/City	Fed/State/ County	County	$426,300.00
Beaver Ruin-Langford Road Connector	New Road	2010	$1,000,000.00	2013	$6,000,000.00	2015	$3,000,000.00	$10,000,000.00	State/County	Federal	County	$2,000,000.00
Bus stop improvements throughout study area	Transit	2009	na	na	na	2010	$120,000.00	$120,000.00	County	County	County	$24,000.00
Five Year Plan Totals	Totals		$4,431,940.00		$11,228,585.00		$29,641,775.00	$45,302,300.00				
Long-Range Plan												
Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
Conversion of Indian Trail Park and Ride to major transit hub to include MARTA rail service and express and local bus service	Transit	-	-	-	-	-	-	-	County	Fed/State/ County	-	-
Extension of MARTA fixed-guideway rail service into Gwinnett County	Transit	-	-	-	-	-	-	-	MARTA/County	Fed/State/ County	-	-
Long-Range Plan Totals	Totals		-		-		-	-				



Transportation Recommendations

This document presents transportation recommendations based on the *Existing Conditions Assessment*, as well as the projected future conditions of the study area. Recommendations are presented in packages, clustered either by their geographic location or their type, and are in the following order:

- Indian Trail Improvements
- Buford Highway Improvements
- Greenway Improvements
- Pedestrian Safety Improvements
- Pedestrian Enhancements
- Proposed New Roadway
- Transit Improvements
- Long-Range Improvements



Indian Trail Road Improvements

Indian Trail Road at Brook Hollow Parkway Intersection Improvements

At the intersection with Indian Trail Road, it is recommended that a second right-turn lane be added eastbound on Brook Hollow Parkway and a second through lane be added to westbound Brook Hollow Parkway.

Currently, the east- and westbound approaches each have a dedicated left-turn lane, a shared left-turn and through lane, and a right-turn lane. During the AM and PM peak hours, there are high rates of right-turning traffic turning onto Indian Trail Road from Brook Hollow Parkway in order to access the Interstate. During the AM peak hour, there is a high volume of traffic that exits I-85 southbound at this intersection and proceeds across to Brook Hollow Parkway.

The double right-turn lane on eastbound Brook Hollow Parkway would accommodate the traffic wishing to access I-85, as well as traffic wishing to travel south on Indian Trail Road. The additional through lane on the westbound approach would accommodate the additional through traffic seeking to access Brook Hollow Parkway and the study area during the AM peak hour. The added capacity provided by these improvements could provide relief to the Jimmy Carter Boulevard Interchange to the south as well.

Indian Trail Road at I-85 Northbound Ramps Intersection Improvements

It is recommended that a second left-turn lane be constructed on southbound Indian Trail Road for access to the I-85 northbound on-ramp. To accomplish this, the existing median would be removed and the lanes restriped in order to add the second left-turn lane to the current bridge structure.

This intersection experiences high levels of left-turning traffic onto I-85 northbound, particularly in the PM peak hour, when more than a third of the southbound traffic turns left onto the on-ramp. Since northbound through volumes are also heavy during the PM peak hour, the conflict between these two movements causes queuing for traffic along Indian Trail Road. In addition, southbound queuing at this intersection has a ripple effect, causing additional queuing at the already busy intersections to its north, at Brook Hollow Parkway and at Beaver Ruin Road.

The addition of a second turn lane southbound on Indian Trail Road at the I-85 northbound on-ramp could provide the extra capacity needed to meet left-turn demand during the PM peak hour. This extra capacity could improve operations at this interchange as well as at intersections along Indian Trail to the north and south.

Access Management Improvements

Access management improvements are recommended for Indian Trail Road from Beaver Ruin Road to Oakbrook Parkway. These improvements would include a raised center median along Indian Trail Road with left-turn lanes at appropriate intersections; side street medians on Brook Hollow Parkway and Oakbrook Parkway at their intersections with Indian Trail Road; and the implementation of access management policies for properties under redevelopment, including a restriction on the number of driveways per property and the encouragement of inter-parcel access.

Indian Trail Road has a high number of accidents due to traffic turning into and out of driveways, and restricting these movements will make these roads safer and cause traffic to flow more smoothly. The section of Indian Trail Road between Brook Hollow Road and Beaver Ruin Road experienced a high number of accidents during the 2004-2006 study period. Vehicles in this area enter and exit driveways between the signalized intersections at Beaver Ruin Road and Brook Hollow Parkway, creating conflicts with traffic traveling south and north on Indian Trail Road.

The raised center median recommended along Indian Trail Road between Beaver Ruin Road and Oakbrook Parkway could reduce the friction of turning traffic. Side street medians could further restrict turning movements at intersections and ensure the safe flow of traffic and efficient signal operations. Medians in these areas channelize traffic, allowing it to flow more smoothly and safely along the roadway.

The access management policies could aid in creating a safer pedestrian and vehicular environment. By reducing the number of driveways and allowing for connections between properties that do not rely on the main road system, they could reduce the need of vehicles to turn onto and off of the main roadway.

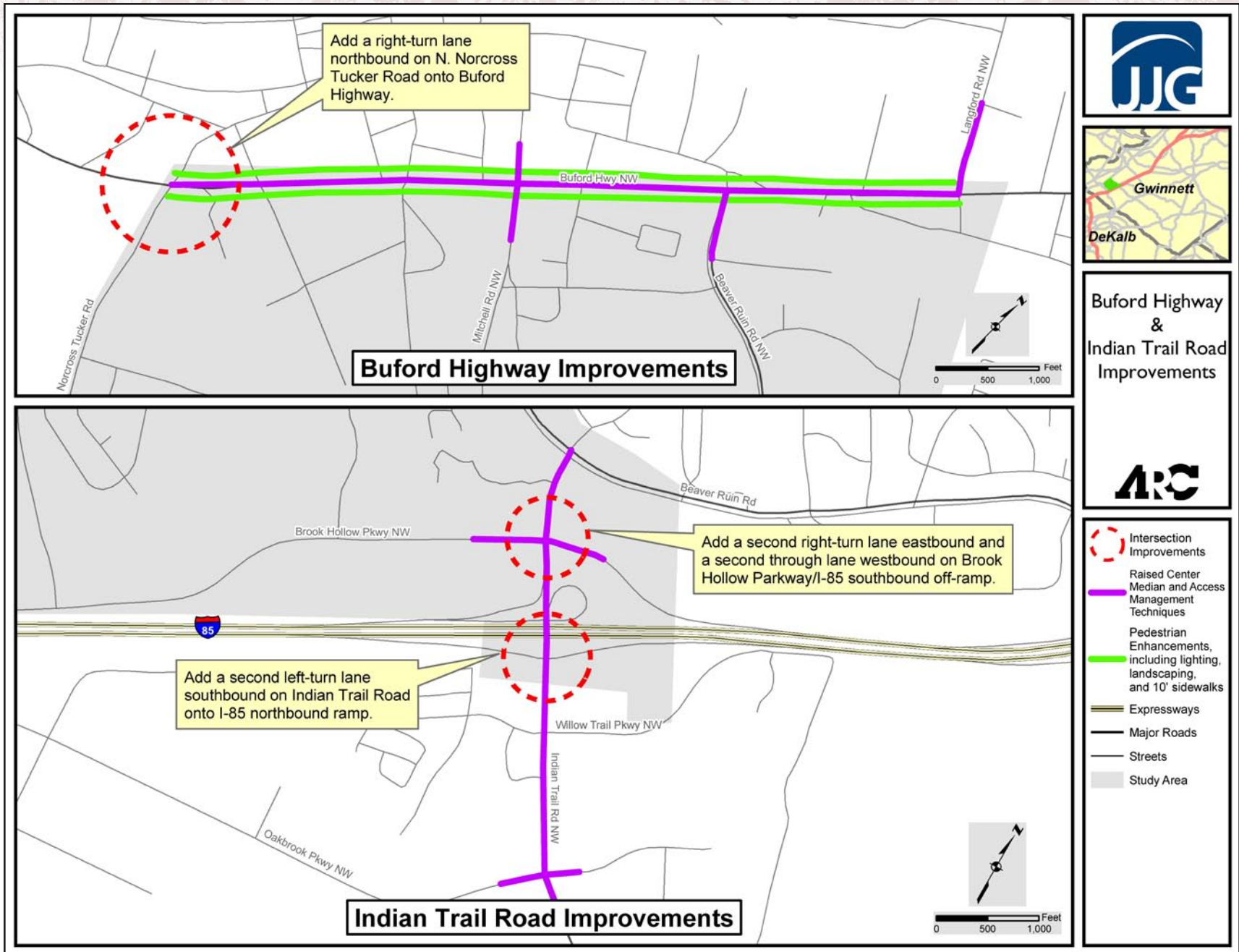
Signal Timing Improvements

It is recommended that the signals on Indian Trail Road be retimed in order to improve traffic flow.

There may be opportunities to reduce conflict within the local road system by retiming traffic signals along Indian Trail Road. Currently, traffic queuing at peak hours is exacerbated by signals that do not allow intersections to empty between green lights.

Signal timing supports the movement of vehicles in “platoons.” Grouped vehicles make more efficient use of green lights, and the spaces between groups allow for safer cross-traffic turning opportunities. Since signal timing is based on an assumed speed, coordinated signals can also reinforce the need

Indian Trail and Buford Hwy Improvements Map



to follow the posted speed limit, making study area roads more attractive to and safer for vehicles, pedestrians and bicyclists.

Buford Highway Improvements

North Norcross Tucker at Buford Highway

It is recommended that a dedicated right-turn lane be constructed on northbound North-Norcross Tucker at Buford Highway. Currently, the northbound approach to this intersection has a dedicated left-turn lane and a shared lane for through and right-turning traffic.

There is a high amount of northbound traffic wishing to turn right at this intersection. Due to the nature of the shared through and right-turn lane, even minimal through traffic can slow the flow of right-turns, especially during complementary left-turn phases.

A dedicated right-turn lane at this intersection could allow for the separation of right-turning and through traffic. This separation could make it easier for vehicles to turn right during a red light, and improve operations at the intersection.

Access Management Improvements

Access management improvements are recommended for Buford Highway from North-Norcross Tucker Road to Langford Road. These improvements would encompass a raised center median along Buford Highway with left-turn cut-outs at appropriate areas; side street medians on Mitchell Road, Beaver Ruin Road, and Langford Road at their intersections with Buford Highway; and the implementation of access management policies for properties under redevelopment, including a restriction on the number of driveways per property and the encouragement of inter-parcel access.

Buford Highway has a high number of accidents due to traffic turning into and out of driveways, and restricting these movements will make these roads safer and cause traffic to flow more smoothly. The quarter-mile section of Buford Highway between Summerour Road and Beaver Ruin Road experienced an annual average of 26 accidents during the 2004-2006 study period. The friction caused by vehicles turning onto and off of the main roadway contributes to this high rate of accidents.

A raised center median along Buford Highway from North-Norcross Tucker to Langford Road would restrict left-turn access to and from the street at these driveways, which could create a safer and more efficient roadway. Medians on Mitchell Road south of its intersection with Buford Highway, on Beaver Ruin Road in the vicinity of its intersection with Buford Highway, and Langford Road, north of its intersection with Buford Highway would channelize traffic and allow for smoother movement through the intersections and prevent turning traffic in these high-accident intersection areas.

The access management policies could aid in creating a safer pedestrian and vehicular environment because, by reducing the number of driveways and allowing for connections between properties that do not rely on the main road system, they could reduce the need of vehicles to turn onto and off of the main roadway.

Signal Timing Improvements

It is recommended that the signals on Buford Highway be retimed in order to improve traffic flow and to ensure adequate pedestrian clearance times at crossings. While Buford Highway has crosswalks and pedestrian signals at its signalized intersections, not enough time is given for people crossing the road. Retiming the traffic signals on Buford Highway could optimize the roadway operations and ensure safe clearance times for pedestrians accessing downtown Norcross from the study area.

Greenway, Pedestrian and Bicycle Improvements

A network of greenway, pedestrian and bicycle enhancements is proposed in the northern part of the study area. It would consist of a new greenway in the utility corridor, which would connect Best Friend Park to the west and to Beaver Ruin Road in the east. At Everglades Trail, the greenway would intersect with proposed bicycle and pedestrian improvements on Mitchell Road, which would connect to the north with Cemetery Field, Lillian Webb Park, and downtown Norcross.

The recommendations call for multi-use greenway paths within the Georgia Power utility easement from Best Friend Park on Jimmy Carter Boulevard to Beaver Ruin Road. Pedestrian enhancements recommended along Mitchell Road would include lighting, landscaping, and multi-use paths from Buford Highway to Everglades Trail.

From the study area, the addition of this greenway and connecting pedestrian and bicycle enhancements would allow access to a local park that offers amenities not found within the study area parks or green spaces, and do so without placing bicycle traffic next to vehicular traffic. It would also create a means of enjoying the area's green space, for which there was repeated enthusiasm at public meetings held for the plan.

For residents of Gwinnett County and beyond, the proposed greenway, pedestrian, and bicycle improvements in this area would provide an important connection among parks, and could become part of a larger series of greenways and trails in the county. These proposed improvements, working together, would also allow non-motorized access from Best Friend Park to other parks, trails, and historic Norcross.

Pedestrian and Bicycle Improvements

The sidewalks, bicycle lanes, and multi-use trails proposed for Mitchell Road south of the utility corridor and Brook Hollow Parkway would improve connectivity to the existing Indian Trail park and ride lot, as well as to a potential rail transit station in the future.

Pedestrian enhancements along Mitchell Road would include lighting, landscaping, and multi-use paths. Brook Hollow Parkway enhancements would include sidewalks, lighting, landscaping, and on-road bicycle lanes. Together, these improvements would create a complete connection from the residential interior of the study area to current and future transit options.

Pedestrian enhancements are also recommended for Pinnacle Way. These improvements would include lighting, landscaping, and multi-use paths. Improvements along Pinnacle Way, when added to the recommended improvements along Brook Hollow Parkway and Mitchell Road, would allow bicycle and pedestrian traffic in the southeast portion of the study area to travel safely and easily to nearby shopping and restaurants for local trips.

Pedestrian Safety Improvements

Sidewalks should be constructed so that the existing sidewalks connect to one another within the study area to create a complete pedestrian network. Taking into account the pedestrian enhancements also recommended by this plan, about 3.85 miles of sidewalk connections would need to be constructed on North-Norcross Tucker, Beaver Ruin Road, and Brook Hollow Parkway west of Mitchell Road, in order to create a complete network.

In addition, complete crosswalks should be constructed at all signalized intersections at which they are not currently available within the study area. A complete crosswalk has pedestrian crossings at each side of the intersection, with pedestrian signalization. Crosswalks and signals would be installed at the following signalized intersections to begin each to a complete pedestrian crossing:

- Brook Hollow Parkway and Center Way
- Beaver Ruin Road and Wexford Drive/East Hill Way
- Indian Trail Road and Brook Hollow Parkway
- Buford Highway and North-Norcross Tucker
- Beaver Ruin Road and Pinnacle Way
- Beaver Ruin Road and Indian Trail Road

- Mitchell Road and Brook Hollow Parkway
- Brook Hollow Parkway and Victory World Church

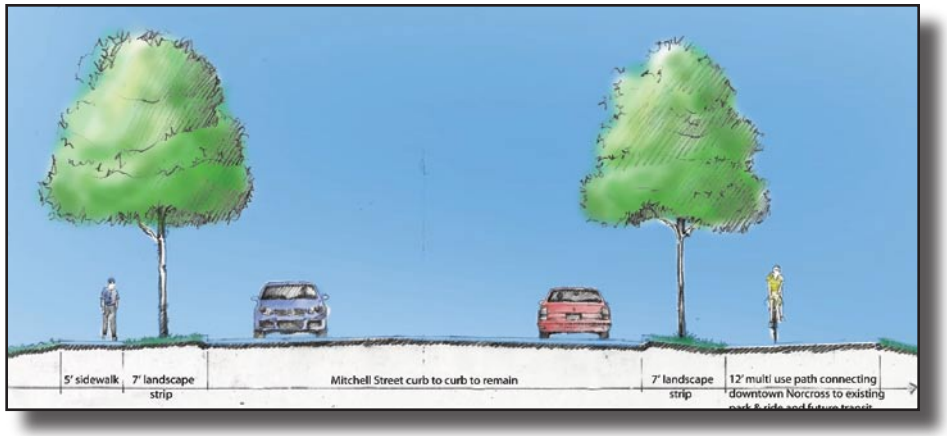
The Norcross LCI framework plan calls for increased land-use density in the study area. As density of land use increases, the number of trips that can be made on foot will increase, and there will be higher numbers of pedestrians in the area. To accommodate them, more and safer pedestrian facilities will need to be installed throughout the study area.

Currently, sidewalks in the study area start and stop abruptly, and do not connect to one another. At signalized intersections, there is often not a crosswalk for any of the approaches. With safe crossings scarce, the study area averaged one pedestrian death a year during the 2004-2006 study period.

A complete pedestrian network, including sidewalks without gaps and complete crosswalks at all signalized intersections, addresses the need for adequate pedestrian facilities in the study area. A sidewalk network with complete pedestrian crossings connects local destinations and residential areas with each other and with area bus stops in a safe and inviting manner.

Pedestrian Enhancements

Pedestrian enhancements are recommended for Buford Highway from North-Norcross Tucker to Langford Road. Buford Highway enhancements would include lighting, landscaping, and ten-foot wide sidewalks. It is also encouraged that consideration be given to relocating utilities, particularly power lines, underground along this corridor.



Pedestrian enhancements along the Buford Highway could create a safer and more attractive pedestrian environment for future shoppers, workers and residents of the study area, creating a more viable area for development and prosperity.

Langford Road Connector

The Langford Road Connector would connect Beaver Ruin Road with Langford Road. The construction of a new road with its southern terminus on Beaver Ruin Road in the general area of Newbury Road, and its northern terminus at the intersection of Buford Highway and Langford Road, is recommended.

The combination of Beaver Ruin Road, Buford Highway, and Langford Road is a heavily-traveled route through the study area. During the AM peak hour, 21 percent of traffic northwest bound on Beaver Ruin Road at Buford Highway turns right; during the PM peak hour, 44 percent of traffic does. Left-turning southwest bound traffic on Buford Highway reflects this pattern, with 22 percent of vehicles turning during AM peak hours and 49 percent turning during the PM peak hour. This route is indirect, and through traffic contributes to queuing at traffic lights and causes delays during peak travel hours.

A new road connecting Beaver Ruin Road and Langford Road could relieve some of the congestion at the intersection of Buford Highway and Beaver Ruin Road. If the road were to be constructed, it could create a shorter, more straightforward route as an alternative to the Beaver Ruin Road, Buford Highway, and Langford Road combination. It could particularly reduce the amount of left-turning traffic northbound on Buford Highway at the Langford Road intersection and southbound on Buford Highway at the Beaver Ruin Road intersection. Additionally, it could reduce right-turning traffic westbound on Beaver Ruin Road and eastbound on Langford Road.

Transit Improvements

Bus Stops

Various bus stop improvements are recommended in selected areas on Buford Highway, Beaver Ruin Road, and North-Norcross Tucker. On North-Norcross Tucker, where bus stops are currently placed on sod, improvements should consist of, at a minimum, the inclusion of a concrete pad, for avoiding marshy land during rainy days. On Buford Highway, where the routes are more heavily used, existing bus stops on sidewalks should be improved with the inclusion of a bench or a shelter, at reasonable intervals. Beaver Ruin Road has some bus

stops that located on sod and should be located on a sidewalk, and others that should be upgraded to include shelter or a bench.
Many bus stops in the study area are adequate; many others, however, are located on grass rather than cement or sidewalk. Several others could be made more attractive with the addition of a bench or a shelter. Improvements to many bus stops throughout the study area could make local bus travel more comfortable and inviting.

Long-Range Transportation Improvements

For the redevelopment proposed in this plan to succeed, quality transit options are essential. Foremost among these options in the long-term is rail service connecting the study area with metro Atlanta activity centers. Without eventual rail service, the density of development proposed in this plan could overburden the study area's already busy roads. Additionally, rail service could make living and working in the study area more attractive. Until rail reaches the study area, it was the hope of public meeting participants that the Indian Trail Park and Ride be expanded into a hub for local and express commuter bus service.

Initiatives & Tools

Initiatives are not typically funded by ARC, but are recommended by this plan as part of an effort to create an optimal environment for redevelopment in the study area. As such, there is no costing associated with the initiatives, but suggested timelines and responsible parties are outlined. This is to assist the municipality in keeping track of how initiative timelines might need to mesh with or precede the implementation of projects.

Five Year Plan

Description / Action	Cost	Year	Responsible Party		Funding Source
Continue and expand progressive code enforcement program in residential neighborhoods and coordinate initiatives between City and County	TBD	2009	City		City
Formalize a multi-family housing policy to ensure that new development is in keeping with the desired vision for the Study Area	TBD	2009	City		City

Five Year Plan

Description / Action	Cost	Year	Responsible Party		Funding Source
Adopt Gwinnett County Mixed-Use Overlay for both Interchange focus nodes		2009	County		County
Incorporate LCI land use recommendations into Norcross Comprehensive Plan		2009	City		City
Incorporate LCI land use recommendations into Gwinnett County Comprehensive Plan		2009	County		County
Create TADs for redevelopment nodes around I-85 interchanges at Jimmy Carter and Indian Trail	TBD	2009-2010	City/County		City
Create TAD for area surrounding and including the Buchanan School site	TBD	2009-2010	City/County School Board		City/County School Board
Feasibility Study and negotiations for transmission ROW and wetlands/stream area easements for multi-use trails	TBD	2009	City		City
Adopt higher-density mixed-use zoning categories for Brook Hollow and Beaver Ruin Corridors (similar to Buford Highway)		2009	City		City
Study implications for annexation of SW portion of study area (Brook Hollow at Jimmy Carter) into the City of Norcross	TBD	2010	City		City
Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP	TBD	2010	City/County School Board		City/County School Board

Housing Projects and Initiatives

Continue and expand progressive code enforcement program in residential neighborhoods and coordinate initiatives between City and County. Recently, the City of Norcross has stepped up its code enforcement efforts, especially targeting noncompliant residential neighborhoods in the Study Area. By all accounts the program has yielded excellent results, and it is recommended that the initiative be maintained and/or expanded if possible.

Formalize a multi-family housing policy to ensure that new development is in keeping with the desired vision for the Study Area. Given the difficulties with rental properties in the Study Area and the clear market demand for rental units, the City should create a policy to balance these two issues. Strategies to consider include:

- Encourage multi-family housing as part of integrated mixed-use developments;
- Allow higher density housing in appropriate character areas;
- Mandate appropriate public open spaces in higher intensity housing areas;
- Mandate appropriate pedestrian and bicycle connectivity in higher intensity housing areas.

Other Local Initiatives

Adopt Gwinnett County Mixed-Use Overlay for both Interchange focus nodes. A similar ordinance has already been adopted for the stretch of Buford Highway within Norcross. This overlay allows for higher-density but more neighborhood-friendly redevelopment, while encouraging better site design standards and access management. Such an overlay, already submitted to the County by the GVCID, would lay the groundwork for much of what has been proposed in the Concept Plans.

Incorporate LCI land use recommendations into Norcross Comprehensive Plan. The 2030 Plan was recently completed, and has been used as a guide for the creation of this plan. Meshing the two will reinforce the efficacy of both, and will provide clear direction to potential redevelopment interests.

Incorporate LCI land use recommendations into Gwinnett County Comprehensive Plan. Similar to the reasons above, it is important to ensure that planning documents that cover the same area are saying the same thing. The City

should coordinate with the County to ensure that their comprehensive plan reflects the recommendations herein.

Create TADs for redevelopment nodes around I-85 interchanges at Jimmy Carter and Indian Trail. With the enabling legislation in place, Norcross has the opportunity to use Tax Allocation Districts to incent redevelopment in targeted area. The two interchange nodes are logical targets, as the scale and program of potential growth there would be more likely to support the bonds issued.

Create TAD for area surrounding and including the Buchanan School site. Possibly incorporated into a Buford Highway TAD, this initiative would be especially helpful to the school system in allowing it to reinvest the funds in their own facilities.

Feasibility Study and negotiations for transmission ROW and wetlands/stream area easements for multi-use trails. The two different conditions face different hurdles, but in both cases they are manageable. The City would need to take the lead in negotiating with the utilities and the holders of the easement, but precedent has been established not far away, in Best Friend Park.

Adopt higher-density mixed-use zoning categories for Brook Hollow and Beaver Ruin Corridors (similar to Buford Highway). Though these stretches might fall outside of overlay districts and TADs, they are still viable and desirable areas for redevelopment. While there would be fewer existing incentives, the City could make redevelopment easier by putting in place the necessary upgrade in zoning.

Study implications for annexation of SW portion of study area (Brook Hollow at Jimmy Carter) into the City of Norcross. Beyond simply cleaning up the boundaries of the City, this process speaks to important issues of policing and code enforcement. By rolling the rest of the study area into the City jurisdiction, it becomes unnecessary to coordinate public safety and other municipal efforts and services. The improvement in the delivery of public services to the neighborhoods especially will have a positive impact on the quality of life in the Study Area.

Joint feasibility study for enhancement and re-use of Buchanan School site - Potential development RFP. In order to move this node forward, it is recommended that the City and the School System, and potentially other stakeholders, convene a small worksession or charette to decide on a consensus vision for the future of the property. If a targeted plan could be created from that, it could lead to the issuance of a development RFP. This would greatly increase the odds of finding a partner willing to and capable of meeting that vision.

Funding

To design and implement the suggested transportation projects a variety of funding sources will be necessary. Below is a list of funding sources and the LCI projects each would potentially fund:

LCI Funds

Two LCI identified transportation projects can be pre-qualified for LCI funding. The LCI process has concluded that the [Buford Highway] and [Greenway Easement] projects would be best for selection by the City of Norcross for prequalification with the Atlanta Regional Commission as part of the Livable Centers Initiative Program. Following pre-qualification, the City may apply for up to $4 million in construction funding for each of these two projects.

LCI Prequalification applications are expected to be accepted during the Spring or Summer of 2009. Following prequalification, additional applications will be necessary for the City's first priority project to be awarded concept funds and construction funds from ARC. The City, in cooperation with the County and the Gwinnett Village CID, should consider funding the design and engineering of priority improvements to shorten the time frame necessary to implement significant improvements. Should the City depend upon LCI funds to assist with design and engineering, the implementation date might be delayed.

GDOT/State Funding

Improvements to any GDOT roads are most likely to be funded with assistance from GDOT as part of safety and/or technology upgrades. The City should begin continue conversations with GDOT's state and district officials to monitor and complete for project funding with GDOT.

TE (Transportation Enhancement) and Other Grants

Additional greenway connections from the easement, or within the wetlands areas, would most likely be funded through transportation enhancement funds or other open space/greenway/trail grants. TE funding applications are typically accepted once a year or every other year and are competitive within each GDOT Commission District. Typical grants range from $500,000 to $1,000,000.

Private foundations may be another source of likely funding for greenway trail and open space initiatives. Several national and local groups and foundations have money available for open space preservation and development and greenway trail development.

The City's partnership with the Gwinnett Village Community Improvement District (CID) provides additional opportunities for design and engineering funding particularly for corridor enhancements around the perimeter of the Study Area. Conversations with the GVCID Board should be initiated to prioritize project funding.

25-Year Projections

Norcross Activity Center LCI
Projected Households, Population and Employment 2008-2033

	2008	2013	2018	2023	2028	2033
Households	4,094	4,598	5,606	7,118	9,134	9,691
Household Size	3.35	3.25	3.15	3.00	2.80	2.75
Population	13,708	14,944	17,659	21,354	25,575	26,374
Employment	9,142	12,477	13,347	14,737	16,297	18,705
Jobs to Housing Ratio	2.23	2.71	2.38	2.07	1.78	1.95

Source: ARC/Claritas/BAG

Using this LCI Plan

The Norcross Activity Center LCI Plan should serve as a policy document for future development of and improvements in the Study Area. For this plan to be a success, it is imperative that the City, and its partners, maintain the planning momentum towards implementation.

For example:

- The City should take the lead by making sure that current zoning is set up to allow the proposed vision for redevelopment;
- Consider modification and broad adoption of the Design Guidelines submitted as part of the Gwinnett County Mixed-Use Overlay Ordinance;
- Require more significant sidewalks, lighting and landscaping; and promote greater connectivity within and among developments;
- Continue to be aggressive in soliciting developer activity and landowner participation;
- Address annexation of the unincorporated portion, which will make regulation, and thus developer negotiations, much easier and more attractive;
- Advocate for the transit that will make the redevelopment not only more feasible, but more likely and more livable;
- Create distinct developments that highlight the unique qualities and amenities of Norcross.

The City should use the LCI Plan's development vision and recommendations as a guide when considering future development proposals within the Study Area. The City will further shape the future of the Study Area through transportation and public improvement projects, which should seek a greater balance between vehicles, pedestrians and bicyclists.

Even with consideration of the current market conditions, redevelopment of the Study Area will most likely be driven by private development interests. The type of walkable, dense and communal neighborhoods that are envisioned in this LCI will continue to be much sought-after and will lead the way in new projects. Developments that mix land uses, provide connectivity within and among developments, and fit within the character of the LCI framework should be prioritized.

With all this in mind, the master stroke for implementing the community vision in this area must be the extension of regional transit services to Norcross. Future development along the I-85 corridor and Brook Hollow Parkway should seek to create the type of densities and environment that can support future transit, while at the same time creating places that are inviting and unique to Norcross.

Implementation of the plan will require continued partnerships and continued discussion between the City of Norcross, the Gwinnett Village Community Improvement District, local property owners, and local residents. Successful implementation of the plan will depend on the devotion of all the local partners to creating and maintaining safe and healthy neighborhoods and developments within and around the City of Norcross.

The following section outlines the 10 study components required by the Atlanta Regional Commission (ARC) as part of the Livable Centers Initiative and how the Norcross Activity Center LCI addresses each

1. Efficiency / feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.
The Norcross Activity Center LCI recommends that the City and County continue the shift from the underlying zoning to a higher density as established by the Framework Plan. This plan directs changes in land use and regulatory framework to maximize the use of existing high-traffic corridors - including Jimmy Carter Blvd., Buford Highway, Beaver Ruin Road, Indian Trail, and Interstate 85 - and existing and future transit considerations. These areas will foster development types and patterns that will accommodate significantly more growth in the future than what current zoning allows, and will do so in a manner that is more walkable and sustainable.

2. Transportation demand reduction measures.
The focus on mixed-use nodes, the improvement and extension of pedestrian and greenway amenities, the location of student housing in close proximity to a possible community college location and identification of property for a future multi-modal transit station all serve to expand the range of modal options and reduce the amount of travel among disparate land uses. Key routes are also identified as pedestrian / bike corridors to bus transit / future rail that can be utilized to lower auto trips within the study area. The inclusion of new housing in proximity to existing and proposed employment centers will help to alleviate traffic congestion by providing walkable adjacencies.

3. Internal mobility requirements – traffic calming, pedestrian circulation, transit circulation, bicycle circulation including safety and security of pedestrians.
The Norcross Activity Center LCI takes a multi-pringed approach to improving internal mobility: Improving existing sidewalks and extending them beyond their current built boundaries; Creating new bike lanes and multi-use paths, particularly between points of interest like parks, neighborhood centers and transit nodes; Installing medians and access management measures along higher capacity strip highways to improve traffic flow and reduce potential conflicts.

4. Mixed-income housing, job/housing match and social issues.
Current options within the study area are limited. Single-family detached product dominates the landscape, though the neighborhoods vary in their respective states of repair. Recommended strategies include maintaining a code-enforcement program to help reduce blight in transitional and rental-dominated neighborhoods; including housing in mixed-use development to promote quality construction and a safer, live-work-play environment for residents; creating neighborhood amenities like parks and trails to encourage home ownership and reinvestment in depressed sections of the study area.

5. Continuity of local streets in study area and development of a network of minor roads.
The LCI plan understands that the perimeter of the study area is well served by a network of high-volume streets, but that the interior is more restricted in its movement options. By taking opportunities during redevelopment to add local streets, the study can improve internal connectivity without adversely affecting the operation of the major thoroughfares that surround the district.

6. Need/identification of future transit circulation systems.
The Norcross Activity Center LCI is very focused on transit improvements and additions. In the shorter term, it seeks to establish a transit center at the park-and-ride lot, creating a multi-modal hub not just for the study area but for much of the southwest portion of the county. Gwinnett County plans to engage in a comprehensive transit study in 2009, and this LCI will push for that consideration. Adding bus routes is also recommended, especially given that this is one of the highest ridership areas in the County. Long term, as part of the Multi-Modal Corridor Study, the operations of Buford Highway should include transit, most likely in BRT format or similar. The greatest impact, however, would be made by an extension of MARTA rail service from the Doraville Station into, and potentially through, the study area.

7. Connectivity of transportation system to other centers.
Similar to the notions mentioned above, the redevelopment of the park-and-ride lot in particular would provide connections via express bus to Downtown Atlanta, local bus service throughout the southern portion of the county, and bike and path connections from transit into the surrounding neighborhoods. In the longer term, the rail extension would provide access to the primary transit network in the metro area, and potentially offer direct service to Hartsfield/ Jackson International Airport.

8. Center development organization and management, promotion and economic restructuring.
The City of Norcross and its partners have been extremely proactive and well-organized in preparing a redevelopment-friendly environment within the study area. The City has recently adopted a mixed-use overlay for the Buford Highway Corridor, and the Gwinnett Village CID is currently working with Gwinnett County to establish a similar overlay in the unincorporated portions of Jimmy Carter and Buford Highway. The City has also recently complete its 2030 Comprehensive Plan, and adopted its first TADs. The CID has recently initiated a light-rail study for the corridor, and has in and around the study area numerous transportation and pedestrian improvements in progress.

9. Stakeholder participation/support.
In the following pages of the Appendix, all public and client meetings are detailed. The public outreach engaged by the City and the CID was extensive, and despite the transient nature of many of the residents, attendance at public meetings was consistent and engaged. A portion of the Compass was offered on-line as well, extending the reach of the survey. The Steering and Core Committees were particularly strong, and provided a great deal of input and guidance. Response from all sectors was vocal and overwhelmingly positive.

10. Public and private investment policy.
Despite the current downturn in the economy, both the City and the CID have had active talks regarding property within and surrounding the study area with interested private developers. The City's Community Development Department and the CID have helped to create a plan that is amenable to both existing residents and interested business developers.

Public participation and a transparency of process were clearly stated as priorities by the City of Norcross at the outset of the process. To insure a wide range of opportunities for engagement, the schedule had four different facets built in:

- Steering Committee
- Core Team
- Stakeholder Interviews
- Public Workshops and Meetings

Despite the aggressive timeline, the Planning Team was able to hold four fully-realized public meetings, as well as all of the attendant Steering and Core meetings. In addition, almost 20 individual stakeholder interviews were conducted, offering a broad range of input and advice.

The full schedule of meetings was as follows:

July 8-10:	Stakeholder Interviews
July 15:	Steering Committee Meeting #1
July 30:	Steering Committee Meeting #2/Core Team Meeting #1
August 6:	Public Meeting #1 - Kickoff Presentation
August 27:	Steering Committee Meeting #3/Core Team Meeting #2
September 3:	Public Meeting #2 - Framework Workshop
September 24:	Steering Committee Meeting #4/Core Team Meeting #3
October 1:	Public Meeting #3 - Concept Workshop
October 22:	ARC Transportation Coordination Meeting
October 29:	Steering Committee Meeting #5/Core Team Meeting #4
November 5:	Public Meeting #4 - Implementation Workshop
November 10:	Norcross City Council Presentation
November 25:	ARC Project Review
December 1:	Norcross City Council Adoption

The following pages include all agendas, sign-in sheets, and presentations for all of the public meetings listed above.

Norcross LCI

Project Schedule
07/15/08

Legend
- Project Meetings
- Public Meetings
- *Red text = consultant tasks for the week*

Wk	Mon	Tue	Wed	Thu	Fri
1	5/26 Memorial Day	5/27	5/28	5/29	5/30
		Drafts for Project Management Team and Core Team			
2	6/2 Norcross City Council Meeting	6/3	6/4	6/5	6/6
		Develop Stakeholder Lists			
3	6/9	6/10	6/11	6/12	6/13
		Compile Inventory and Assessment			
4	6/16	6/17	6/18	6/19	6/20
		Compile Inventory and Assessment			
5	6/23	6/24	6/25	6/26	6/27
		Conduct First Round of Stakeholder Interviews			
6	6/30	7/1	7/2	7/3	7/4 Independence Day
7	7/7 City Council Finalizes Committees	7/8	7/9	7/10	7/11
8	7/14	7/15 Proj. Mgmt. Committee Meeting #1	7/16	7/17	7/18
			Conduct Stakeholder Interviews		
9	7/21	7/22	7/23	7/24	7/25
		Develop Existing Conditions Documentation			
10	7/28	7/29	7/30 Proj. Mgmt. Committee Meeting #2	7/31 Core Committee Meeting #1	8/1
11	8/4	8/5	8/6 Public Kick-Off Meeting #1	8/7	8/8
	Prepare for Kick-Off Meeting				
12	8/11	8/12	8/13	8/14	8/15
		Compile Community Input			
13	8/18	8/19	8/20	8/21	8/22
		Finalize Inventory and Assessment Report			
14	8/25	8/26 Proj. Mgmt. Committee Meeting #3	8/27	8/28 Core Committee Meeting #2	8/29
	Prepare for Public Workshop #1				
15	9/1 Labor Day	9/2	9/3 Public Workshop #2	9/4	9/5
16	9/8	9/9	9/10	9/11	9/12
		Draft Framework Plan			

Wk	Mon	Tue	Wed	Thu	Fri
17	9/15	9/16	9/17	9/18	9/19
		Draft Framework Plan			
18	9/22	9/23 Proj. Mgmt. Committee Meeting #4	9/24 Core Committee Meeting #3	9/25	9/26
19	9/29	9/30	10/1 Public Workshop #3	10/2	10/3
	Prepare for Public Workshop #2				
20	10/6	10/7	10/8	10/9	10/10
		Prepare Concepts and Alternatives			
21	10/13	10/14	10/15	10/16	10/17
		Review Concepts and Alternatives			
22	10/20	10/21	10/22 Transportation Coordination Meeting	10/23	10/24
	Prepare Draft Action Plan				
23	10/27	10/28 Proj. Mgmt. Committee Meeting #5	10/29 Core Committee Meeting #4	10/30	10/31
24	11/3	11/4	11/5 Final Public Presentation #4	11/6	11/7
	Prepare for Final Public Presentation				
25	11/10 City Council Draft Plan Approval	11/11	11/12	11/13	11/14
			Revise and Finalize Plan		
26	11/17	11/18	11/19	11/20	11/21
		Revise and Finalize Plan			
27	11/24	11/25	11/26	11/27 Thanksgiving	11/28
	Revise and Finalize Plan				
28	12/1 City Council Final Plan Approval	12/2	12/3	12/4	12/5
29	12/8	12/9	12/10	12/11	12/12
30	12/15	12/16	12/17	12/18	12/19
31	12/22	12/23	12/24	12/25 Christmas Day	12/26
32	12/29	12/30	12/31	1/1 New Year's Day	1/2

Stakeholder Interview Notes
July 8 – 10, 2008

Note: Starred items (*) are those comments or concerns that were expressed by the majority of the interviewed parties.

- Emphasis on the LCI as the "next step" in the 2030 process, providing a more focused effort for a typically underserved and under-attended part of Norcross;

- Reference and build upon previous plans, especially the 2030 (Comp) Plan, and the recently-adopted Buford Highway Overlay District;

- Focus on the "four corners" of the area – the four major intersections that mark the boundaries of the LCI study. The redevelopment of these should catalyze redevelopment of the "interior";

- Create transit-oriented developments ("TODs") at the I-85 interchanges (Indian Creek and Jimmy Carter Boulevard), based on findings and plans of MARTA and GVCID;

- Focus highest density at 1-85 (and along Brook Hollow Parkway), and step down in height and density towards Buford Highway;

- Overlays work. Encourage their use in and around the study area;

- Pinnacle Point is currently in foreclosure. This under-utilized and large-acreage site would, esp. in combination with the P-&-R lot, provide a redevelopment opportunity comparable to that of the OFS site. Smaller in size, but with better circulation;

- Current underutilized site of Buchanan High School might provide a large opportunity for redevelopment if partnering with the school system;

- Though the concept is in its infancy, keep in mind the plans to grade-separate the intersection of Buford Highway and Jimmy Carter. This would have a large impact on not only existing development, but any plans for future redevelopment;

- * Greenspace is short supply in Norcross, especially to the south of Buford Highway. Look at the existing utility easements and the unbuildable flood plain areas for opportunities to create passive and/or active parks, and multi-use paths and trails;

- Annexation discussions have been held at a very preliminary level. Thus far there are no formal plans to annex the remaining portion of the study area into the City, but the idea has been put forth. Some respondents felt that this was key to "saving" the unincorporated area, due to its physical and practical isolation from the rest of the county;

- Look for opportunities to create a smaller internal, neighborhood-serving town center, perhaps along Mitchell or adjacent to any new parks or trails;

- * Residential should not be forced out, but should be made to keep up a quality appearance. The continued code enforcement efforts were cited and supported by numerous attendees, and the City has stated that the early efforts have already shown results;

- Encourage homeowners to relocate back into the area;

- Support diversity in housing types, and range of costs. Don't forget the "empty nesters";

- Two major crime locations are a group of apartments between the high school, Beaver Ruin and Mitchell; and the extended stay locations at Indian Trail and Brook hollow. These need to be addressed, and might be good targets for redevelopment;

- The utility easements might not only function well as paths, but also as buffers between differing densities of development;

- Paths, be the pedestrian, bike or multi-use, should focus on connecting the community, both internally (to new and existing parks and to activity centers) and externally (to Gwinnett County's parks network, esp. the nearby Best Friend Park);

- There is some interest in developing a Parks and Greenspace Master Plan, for which the LCI might be able to provide some foundation. Currently, the

City is not sure what park program it lacks, but the LCI could include some queries on what the residents feel might be needed;

- Need a combination of active and passive greenspaces, as well as some completely undisturbed “conservation areas”;

- Webb Field Park is going to be a very important point, and new parks development should prioritize connections there;

- Think about accommodating golf carts are similar vehicles on the multi-use paths;

- Any paths or sidewalks should be developed with sufficient (or even excess) capacity;

- Walkability is especially important to the working-class community, the primary riders of transit;

- It is important that the portion of Norcross feel more connected to the downtown, not just from a physical sense, but from a communal one as well;

- Sidewalks should not just connect activity centers, but should also connect into neighborhoods;

- Dog park? City pool?

- The political climate, within the County and the City, is favorable to aggressive and progressive approaches to improving the quality of life in the LCI study area, and beyond;

- With the current proposed transit projects for the area, Norcross has the potential to not only increase access to transit, but to become a “transit center”;

- Rail connections to Doraville could be light or heavy rail. Due to the nature of the right-of-way proposed, the latter would not be that much more expensive than the former;

- If heavy rail is extended, there is the potential for an “end-of-the-line” station in the Study Area. Ergo, think about accommodating a large park-and-ride facility;

- Keep in mind, if multiple TODs develop within the area, this will also generate lots of auto traffic as well. Make sure intersections and corridors get the proper attention to plan for this;

- Gwinnett bus routes 10, 20 and 30 all come through the area. 10 has very heavy ridership. For the previous two years, ridership had actually been declining from its peak, but since the gas spike in March 08, ridership has returned to previous peak levels. The express routes are doing very well, and the use of the Indian Trail Park-and-Ride has climbed from roughly 50% of spaces to approximately two-thirds. Gwinnett Transit is planning a comprehensive transit study for 2009, and Norcross/Doraville will be getting a lot of attention. MARTA is likewise highly interested in this particular corridor;

- If a transit center develops, it could function as a central collecting point for numerous bus routes, as well as a base for Norcross circulators, perhaps in the mode of trolleys or something similar;

- If TODs and a transit center are viewed favorably, the LCI should identify initial locations (with suitable consultation from transportation professionals) and then let the County and MARTA follow up on those. A transit center would likely be phased: First, create a bus transfer station; Second, construct a park-and-ride parking deck; third, build the rail station and extend the line;

- As part of beautification and redevelopment efforts, would very much like to see, along major corridors especially, utilities either buried or relocated to the rear of the properties;

- In addition to utility issues, Buford Highway in particular needs some aggressive beautification. Plan trees, and improve the overall pedestrian environment (esp. facilitating pedestrian connections across Buford Highway);

- The intersection of Mitchell and Buford Highway does not work well from a

traffic standpoint. Solutions in this area should accommodate cars, bikes and pedestrians;

- Buford Highway should not become an arterial. Because it passes through Norcross, Duluth, Suwanee, et. al., some level of character as a main street should be maintained;

- Consider jobs-to-housing balance, and make sure that new housing redevelopment supports working people in Norcross. Support more employment centers as well;

- Examine sites for potential relocation of the maintenance facility;

- Consider improvements to data infrastructure within and adjacent to the study area;

- Don't eliminate traffic; just help it move more smoothly. Traffic is good for business. Improve the flow on Jimmy Carter by improving the light synchronization;

- Beaver Ruin is currently a very unpleasant pedestrian experience. Small sidewalks are not buffered from the high-speed traffic;

- Stated "priorities" for Redevelopment: Buford Highway corridor, Buchanan School (and adjacent apartments), Pinnacle Point, easements (into greenspace).

Steering Committee meeting #1

15 July 08

Agenda

1. Project Management
   a. Schedule
   b. Committee rosters
      i. Project Management Team
      ii. Core Team
2. Existing Conditions
3. Stakeholder Interviews
   a. Overview of first round
   b. Additional interviews
4. Kickoff Meeting
   a. Format
   b. Location
   c. Presentations
   d. Exercises
5. Next Steps

Norcross Activity Center LCI

Steering Committee meeting #2

30 July 08

Agenda

1. Introductions
2. Project Management
   a. Schedule and Process
   b. Role of Project Management Team
3. Kickoff Meeting
   a. Specifics
      i. 6:30 p.m. to 8:30 p.m.
      ii. Wednesday, August 6, 2008
      iii. Norcross Community Facility
   b. Overall Agenda
      i. Welcome, sign-in, and "Where do you live/work" dot exercise
      ii. Powerpoint presentation
         1. General introduction by City
         2. Introduction of team and overview of LCI process
         3. Review of Existing Conditions
      iii. Breakout stations (two of each)
         1. Issues Matrix. Using dots, identify issues of high or low importance
         2. Development Opportunities. Using dots, identify areas which should or should not change in the future
         3. Transportation Issues. Using dots/markers/etc., identify problem areas within and around the study area
      iv. Powerpoint presentation – "Norcross Compass"
         1. Rating various development types
         2. Answering short questions
      v. Wrap up – Remind folks of next meeting
   c. Notification
      i. Mailings (City of Norcross)
      ii. E-mail announcements
      iii. Phone calls
4. Strategic Issues
   a. Development Opportunities
   b. Issues Matrix
   c. Questionnaire
   d. Others?
5. Next Steps
   a. Next PMT meeting – Wednesday, August 27, 2008 – 4:30 p.m. – Norcross City Hall
   b. Review results of public kick-off and agenda for first workshop

Steering Committee meeting #2
30 July 08

Sign-In

Present (check)	Name	Affiliation
	Bert Nasuti	County Commissioner
X	Chuck Warbington	Gwinnett Village CID
X	Keith Shewbert	City Council
X	Skip Nau	Developer
X	Andrew Hixson	Neighborhood Activist
X	Jennifer Peterson	City Community Development
X	Howard Koontz	City Planner
	John McHenry	Gwinnett Village CID
	Jeff West	County Planning
X	Vince Edwards	County DOT
X	Jon Tuley	ARC
X	Dennis Madsen	Urban Collage, Inc.
X	Bob Begle	Urban Collage, Inc.
X	Ken Bleakly	Bleakly Advisory Group
X	Amy Gore	Bleakly Advisory Group
X	Pat Smeeton	Jordan Jones & Goulding

Core Team meeting #1
30 July 08

Agenda

1. Introductions
2. Core Team Roles and Responsibilities
3. Project Schedule and Process
4. Existing Conditions Analysis
5. Kickoff Meeting
   a. Specifics
      i. 6:30 p.m. to 8:30 p.m.
      ii. Wednesday, August 6, 2008
      iii. Norcross Community Facility
   b. Overall Agenda
      i. Welcome, sign-in, and "Where do you live/work" dot exercise
      ii. Powerpoint presentation
      iii. Breakout stations (two of each)
      iv. Powerpoint presentation – "Norcross Compass"
      v. Wrap up – Remind folks of next meeting
   c. Notification
      i. Mailings (City of Norcross)
      ii. E-mail announcements
      iii. Phone calls
      iv. Core Team!
6. Questions & Answers
7. Next Steps
   a. Next Core meeting – Wednesday, August 27, 2008 – 6:00 p.m. – Norcross City Hall
   b. Review results of public kick-off and agenda for first workshop

Norcross Activity Center LCI

Core Team meeting #1 – Sign-In
30 July 08

Present (check)	Name	Affiliation
X	David McLeroy	City Council
X	Randy Meacham	Planning & Zoning Board
	Jeff Hopper	Architectural Review Board
X	John McHenry	Gwinnett Village CID
	Shiv Aggarwal	Global Mall
	Cam-Ahn Le	NDI Management
	Mary Kay Murphy	GCPS
X	Dallas Stidd	Norcross Police
	Greg McFarland	Sheffield Forrest Subdivision
X	Michael McGinnis	Sheffield Forrest Subdivision
	Laura Baxley	Creekside Subdivision
X	Bill Barks	Norcross Times Publication
X	Bob Wilkerson	Norcross DDA
X	Heather Royston	EDAW
X	Jose Perez	Target Market Trends
	Miller Lowery	Developer
X	Robert Forro	Developer
	James Snipes	Sierra West Community
	Bruce Levell	Transportation Expert & Merchant
	Callie Kaiser	PBS&J
X	Pierre Levy	Citizen
X	Dennis Madsen	Urban Collage, Inc.
X	Amy Gore	Bleakly Advisory Group
X	Pat Smeeton	Jordan Jones & Goulding

Norcross Activity Center LCI

Public Kickoff Meeting – Sign-In
06 August 08

Name	Affiliation	Contact (phone or e-mail)
Ann Fletcher	Patterson & Dewar Eng. Inc.	770-453-1410
James & Frances Little	Cochran Drive	770-448-3127
Robert Barrett		770-822-5917
Connie Weathers	Parks & Green Space Sustainable Norcross	770-246-0083
Valerie Wilson	Western Hills	770-448-0743
Ken Hixson	Norcross	770-417-1180
Sheila Gordon	Norcross	770-493-6399
Bob Wilkerson	Norcross	678-296-7130
Howard Koontz	City of Norcross – Planner	678-421-2027
Vikki Taysarang	Resident	678-755-6407
Skip Nau	Resident	678-481-6396
Cerise Bunch	Resident	cerise@bellsouth.net

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Dallas Stidd	LCI Core Group	770-448-2111
Barry Payne		770-448-3431
Philomena Robertson	Resident / City Employee	770-448-7327
Steve Miller	Resident	770-449-8694
Craig Newton	Council	770-449-5344
Bill Banks	LCI Group	770-449-4419
Brady Miller		678-933-7780
Jane Tomleli		678-507-2282
Don Kirksey		336-462-0636
Greg McFarland	LCI Core Group	770-248-1158
Betsy Hixson	Resident	770-417-1180
Jennifer Gregg	Business Owner	770-497-8414

Norcross Activity Center LCI

Public Kickoff Meeting – Sign-In
06 August 08

Name	Affiliation	Contact (phone or e-mail)
Ann Fletcher	Patterson & Dewar Eng. Inc.	770-453-1410
James & Frances Little	Cochran Drive	770-448-3127
Robert Barrett		770-822-5917
Connie Weathers	Parks & Green Space Sustainable Norcross	770-246-0083
Valerie Wilson	Western Hills	770-448-0743
Ken Hixson	Norcross	770-417-1180
Sheila Gordon	Norcross	770-493-6399
Bob Wilkerson	Norcross	678-296-7130
Howard Koontz	City of Norcross – Planner	678-421-2027
Vikki Taysarang	Resident	678-755-6407
Skip Nau	Resident	678-481-6396
Cerise Bunch	Resident	cerise@bellsouth.net

Norcross Activity Center

LCI

Public Kickoff Meeting

City of Norcross, with Gwinnett County and Gwinnett Village CID

Urban Collage, Inc. in association with Bleakly Advisory Group and Jordan Jones & Goulding

Wednesday, August 6, 2008

Urban Collage, Inc.

- Planning and Urban Design firm founded in Atlanta in 1997
- Over 200 projects completed throughout the Southeast
- Successfully completed 22 Livable Center Initiative Plans

Bleakly Advisory Group

- Local market firm with intimate knowledge of Gwinnett County
- Broad experience with TADs and Overlay Districts

Jordan Jones & Goulding

- Nationally-known Transportation and Engineering firm
- Experts in coordinating land use with transportation

Existing Land Use

- Multi-family, while only 40% of the single-family acreage, is very concentrated
- Commercial is relatively low, even with Beaver Ruin in the area
- Undeveloped land is primarily floodplains and utility easements, and thus *undevelopable*

	Existing Land Use	Acres	% Acres
1	Single Family Residential	614.82	35.58%
2	Multi-Family Residential	245.87	14.23%
3	Commercial	136.23	7.88%
4	Office	105.25	6.09%
5	Light Industrial	312.35	18.08%
6	Institutional	156.02	9.03%
7	Undeveloped Land	157.48	9.11%
	Total Area (only parcels)	1728.02	
	Total Area	2004.63	

Transportation Issues

- Identify problem intersections
- Locate difficult sections for pedestrians and cyclists
- Discuss local traffic and congestion

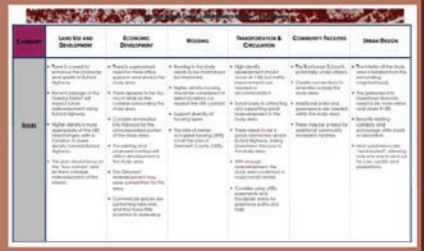
Demographic & Market Overview

Initial Impressions - Opportunities and Challenges

- Retail redevelopment as well as infill and residential redevelopment has begun to occur in and around the study area.
- The study area has excellent transportation access, including two I-85 interchanges as well as three major arterials serving the area.
- The potential expansion of transit through the study area could be a significant competitive advantage for the area.
- When market conditions improve, there will be significant competition for both residential and commercial demand throughout the I-85 corridor.
- Much of the study area land uses are performing adequately, lessening the economic incentive to redevelop.
- Industrial and retail uses are in transition.
- The area is predominately a renter and multifamily housing market.

Strategic Issues

- Broken down into six areas of interest.
- Issues compiled based on interviews with local stakeholders and from consultants' review of existing conditions



Steering Committee meeting #3
27 August 08

Agenda

1. Schedule Update

2. Review of Kickoff Meeting – Wednesday, August 6
   a. Exercise Results
   b. Compass Results
   c. Redevelopment Principles

3. Draft Inventory & Assessment Report
   a. Development Opportunities Map

4. Preview of Public Meeting #2 – Wednesday, September 3

5. Question & Answer

6. Next Steps
   a. Next PMT meeting – Wednesday, September 24, 2008 – 4:30 p.m. – Norcross City Hall
   b. Review results of first "Framework" workshop and agenda for second "Concept" workshop

Norcross Activity Center LCI

Steering Committee meeting #3
27 August 08

Sign-In

Present (check)	Name	Affiliation
	Bert Nasuti	County Commissioner
X	Chuck Warbington	Gwinnett Village CID
X	Keith Shewbert	City Council
X	Skip Nau	Developer
X	Andrew Hixson	Neighborhood Activist
X	Craig Newton	City Council
X	Howard Koontz	City Planner
	John McHenry	Gwinnett Village CID
X	Jeff West	County Planning
X	Vince Edwards	County DOT
X	Jon Tuley	ARC
X	Jennifer Peterson	City Community Development
X	Dennis Madsen	Urban Collage, Inc.
X	Stephen Busch	Urban Collage, Inc.
	Ken Bleakly	Bleakly Advisory Group
X	Amy Gore	Bleakly Advisory Group
X	Pat Smeeton	Jordan Jones & Goulding

Core Team meeting #2
27 August 08

Agenda

1. Schedule Update
2. Review of Kickoff Meeting – Wednesday, August 6
   a. Exercise Results
   b. Compass Results
3. Draft Inventory & Assessment Report
4. Preview of Public Meeting #2 – Wednesday, September 3
5. Question & Answer
6. Next Steps
   a. Next PMT meeting – Wednesday, September 24, 2008 – 4:30 p.m. – Norcross City Hall
   b. Review results of first "Framework" workshop and agenda for second "Concept" workshop

Norcross Activity Center LCI

Core Team meeting #2 – Sign-In
27 August 08

Present (check)	Name	Affiliation
X	David McLeroy	City Council
	Randy Meacham	Planning & Zoning Board
	Jeff Hopper	Architectural Review Board
X	John McHenry	Gwinnett Village CID
	Shiv Aggarwal	Global Mall
	Cam-Ahn Le	NDI Management
	Mary Kay Murphy	GCPS
	Dallas Stidd	Norcross Police
X	Greg McFarland	Sheffield Forrest Subdivision
X	Michael McGinnis	Sheffield Forrest Subdivision
	Laura Baxley	Creekside Subdivision
X	Bill Barks	Norcross Times Publication
	Bob Wilkerson	Norcross DDA
	Heather Royston	ENSR
	Jose Perez	Target Market Trends
	Miller Lowery	Developer
	Robert Forro	Developer
	James Snipes	Sierra West Community
	Bruce Levell	Transportation Expert & Merchant
	Callie Kaiser	PBS&J
X	Pierre Levy	Citizen
X	Jennifer Peterson	City Community Development
X	Howard Koontz	City Planner

Norcross Activity Center LCI

Present (check)		
X	Dennis Madsen	Urban Collage, Inc.
X	Pat Smeeton	Jordan Jones & Goulding
X	Amy Gore	Bleakly Advisory Group
X	Stephen Busch	Urban Collage, Inc.
	Ken Bleakly	Bleakly Advisory Group

Norcross Activity Center LCI

Public Meeting – "Framework Workshop" – Sign-In
03 September 08

Name	Affiliation	Contact (phone or e-mail)
Ron & Sandra Shields		slsrds@hotmail.com
Jim Hobbs		JCHOBBS3@bellsouth.net
Patrik Ciol-kele		nfspck@hotmail.com
Sam Blase		sblase@bellsouth.net
Robert C. Foreman	Foreman Seeley Fountain Architecture	foreman@fsfarchitecture.com
Patty Kosolapoff		p.kosolapoff@comcast.net
John McHenry	Gwinnett Village CID	johnmchenry@gwinnettvillage.com
Betty A. Moore		Bmoore9986@bellsouth.net
Jamie Ward	Gwinnett Daily Post	770-963-9205 x 1307

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Greg McFarland	LCI Core Group	678-637-4382
Bryan Schroeder	Baker Barrios Architects	bschroeder@bakerbarrios.com 404-781-0155
Jim Renz	Resident	770-840-9345
Dan Curtis	Graybar Electric	678-291-5270
Howard Koontz	City of Norcross	678-421-2027 x 256
David McLeroy	Resident	
Chuck Cimarik	Resident	
Marvin Lim	Resident	770-496-0016
Edna Lim	Resident	770-496-0016
Merry Brodie	Business Owner	770-446-6644
Mark Kilby	Kimley-Horn and Associates	mark.kilby@kimley-horn.com 678-533-3905
David Stedman	Evermore CID	dstedman@evermorecid.org 770-979-5300

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Ann Cameron	CID Plaza 85 Investors	404-824-0470
Keith Sherbert	Norcross Council	
Scott Smelter	Norcross Business Owner	770-582-2839
Val Wilson	Resident	770-448-0743
Barbara Renz	Resident	znerb93@comcast.net
Louise Radloff	GCPS	770-923-4784
Dominic Perello	Resident	770-368-8247
Brian Muck	Resident	404-862-0339
Eric Johnson	Resident	404-272-5857
Cerise Bunch	Resident	770-368-0727
Craig Newton	City Council	770-449-5344
Bill Stansberry	Resident Tax Payer	770-449-4884

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Albert Lugassy	1698 Auden Lane, Norcross GA 30093	al32951@yahoo.com 770-448-3233
Lynn Naylor	Edgewater Associates	lnaylor@mindspring.com
Ann Fletcher	P&D Engineers	
Connie Weathers	Sustainable Norcross	c-weathers@comcast.net
Olivia Spurgeon	Congressman Johnson	770-282-4283
Lynn Hannan	Norcross Resident	rhannan@gsu.edu
Cheryl Eidson	Norcross Resident	770-368-1960
Sanjay Patel	Norcross Resident	spatel@bellsouth.net
Billy	Business in Norcross	buzybill@hotmail.com
Coffee Bowe	5380 Briar Creek Lane	Coffee797@hotmail.com
Tom Pugh	Business in Norcross	404-824-2424
Andrew Hixson		

Norcross Activity Center

LCI

Public Meeting #2

"Framework Workshop"

City of Norcross, with Gwinnett County and Gwinnett Village CID

Urban Collage, Inc. in association with Bleakly Advisory Group and Jordan Jones & Goulding

Wednesday, 3 September 2008

Profile of Compass Respondents

- 25 complete responses
- Slightly more males than females
- Responses came from across the longevity spectrum:
  - 32% had been a part of the community for between zero and two years;
  - 32% had been a part of the community for over twenty years
- More than 80% of the responses came from folks over 35 years of age

Most & Least Popular

Rank: 4.52

Rank: 1.54

Image Rankings

- North Study Area
- Commercial & Mixed-Use
- *Highest* rated images:

Rank: 3.96

Rank: 4.13

Rank: 3.96

Image Rankings

- North Study Area
- Commercial & Mixed-Use
- *Lowest* rated images:

Rank: 1.78

Rank: 1.54

Rank: 2.70

Image Rankings

- North Study Area
- Residential
- *Highest* rated images:

Rank: 3.26

Rank: 3.54

Rank: 3.25

Image Rankings

- North Study Area
- Residential
- *Lowest* rated images:

Rank: 2.77

Rank: 2.17

Rank: 2.83

Image Rankings

- South Study Area
- Commercial & Mixed-Use
- *Highest* rated images:

Rank: 3.65

Rank: 3.71

Rank: 3.58

Image Rankings

- South Study Area
- Commercial & Mixed-Use
- *Lowest* rated images:

Rank: 1.75

Rank: 1.65

Rank: 2.04

Image Rankings

- South Study Area
- Residential
- *Highest* rated images:

Rank: 3.36

Rank: 3.40

Rank: 3.28

Image Rankings

- South Study Area
- Residential
- *Lowest* rated images:

Rank: 2.52

Rank: 2.24

Rank: 2.64

Image Rankings

- Parks & Open Space
- *Highest* rated images:

Rank: 4.40

Rank: 4.52

Rank: 4.36

Image Rankings

- Streets, Sidewalks & Circulation
- *Highest* rated images:

Rank: 4.36

Rank: 4.40

Rank: 4.16

Analysis - Images

- Height is not an issue along I-85;
- Any new residential should be part of a mixed-use development, rather than stand-alone;
- There is little consensus regarding the acceptable types of residential, beyond a move away from traditional apartment stock;
- Redevelopment of Buford Highway and Beaver Ruin should focus as much on quality as it does quantity;
- Parks & Greenspace should focus on connectivity;
- Circulation should focus on making the streets more pedestrian-friendly.

Short-Answer Questions - Summary

1. Strong support (scores of +4.0) for new mixed use development (including retail, office and/or residential, lowest support for strip commercial, outparcel and "big box" development;
2. Building heights of 2-7 stories along Buford Highway and Beaver Ruin, 8-12 stories at 1-85 (low rise scored lowest (2.0 and below);
3. Strong support for lofts and condos along I-85;
4. Recreation and senior services most desired among proposed institutional uses;
5. No clear direction on transportation issues, but automotive concerns were at the forefront.

Short-Answer Questions - Summary

6. Broad support for additional pedestrian, cyclist and transit-rider amenities, however;
7. "Heavy or Light Rail/MARTA" extension scored 4.1 - *very* high - esp. considering none of the respondents claimed to use transit on a regular basis;
8. Strong desire for improvements to the public realm (i.e. streetscapes);
9. Highest priorities (all +4.0): Enhance the area's identity, encourage mixed-use development, create open spaces / parks, and make the area more walkable.

NORCROSS LCI COMPASS RESULTS
Short Answer Questions

LAND USE	1	2	3	4	5	Average
1. What types of new development are needed within the Norcross Activity Center?						
Additional Office Development	1	1	4	8	1	3.3
Additional Retail Stores / Shops	0	3	4	6	2	3.8
Mixed Use Development (Retail and Office)	1	0	3	5	6	4.0
Mixed Use Development (Retail / Office / Housing)	1	0	3	1	10	4.3
Additional Residential Development	0	2	7	5	1	3.5
Parking Structures	0	2	3	9	1	3.6
No More Development	10	3	1	0	0	1.5
2. What building heights would be most appropriate for future (re)development in the North Study Area (in and around Buford Highway and the Northern Section of Beaver Ruin)?						
1 Floor Only	6	3	3	2	0	2.3
2-3 Floors	1	4	2	6	2	3.3
4-7 Floors	0	5	3	6	0	3.2
8-12 Floors	4	5	2	2	1	2.4
3. What building heights would be most appropriate for future (re)development in the South Study Area (Along I-85)?						
1 Floor Only	10	2	1	1	0	1.7
2-3 Floors	5	7	2	0	1	2.0
4-7 Floors	0	4	5	4	1	3.0
8-12 Floors	0	1	3	7	3	3.8
12-18 Floors	2	2	3	2	5	3.4
18+ Floors	5	2	2	2	4	3.0
4. In your opinion, what styles of new commercial buildings would be most appropriate in the Norcross Activity Center?						
Drive-Up Commercial (Banks, Fast Food)	9	4	2	0	0	1.7
Highway Commercial / Retail Strip Centers	10	2	2	1	0	1.7
Big Box Retail	10	3	2	0	0	1.8
Mixed-Use Developments (Retail & Housing)	1	2	3	6	3	3.8
Urban Infill (Build in Parking Areas Near Roads)	0	5	1	6	3	3.5
Office	0	2	7	4	2	3.2
5. In your opinion, what types of new housing would be appropriate in the North Study Area (in and around Buford Highway and the Northern Section of Beaver Ruin)?						
Drive-Up Commercial (Banks, Fast Food)	4	1	2	0	0	1.8
Highway Commercial / Retail Strip Centers	4	0	2	1	0	2.2
Big Box Retail	3	2	2	0	0	1.8
Mixed-Use Developments (Retail & Housing)	0	2	2	0	3	3.6
Urban Infill (Build in Parking Areas Near Roads)	0	1	2	0	3	3.3
Office	0	1	2	2	2	3.5
6. What types of new housing would be appropriate in the South Study Area (Along I-85)?						
Single-Family Homes	7	2	2	2	0	2.3
Cluster Homes	4	3	6	1	0	2.6
Townhomes	1	2	6	6	1	3.3
Lofts	1	0	1	11	3	4.0
Condominiums	1	1	1	8	5	3.9
Apartments	5	1	2	5	2	2.6
7. What types of institutions, if any, are needed or need a higher profile within the Study Area?						
Schools	2	3	4	2	5	3.6
Daycare	2	5	6	0	2	2.8
Library	1	1	6	3	4	3.7
Post Office	2	8	1	2	2	2.9
Recreation Center	0	0	1	7	7	4.3
Senior Center	0	1	4	5	5	3.8
8. What types of open space are needed or need to be more accessible within the area?						
Small Pocket Park / Plaza	1	2	2	7	3	3.8
Large Central Park / Plaza	1	2	1	7	4	3.6
Walking / Biking Trails	0	1	1	3	11	4.6
Passive Green Space / Nature Areas	0	0	4	2	9	4.5
Recreation Areas / Playgrounds	0	2	2	8	4	4.0
Recreation Areas / Ballfields and Courts	0	3	4	6	3	3.5
9. What transportation issues are most pressing in the Norcross Activity Center?						
Traffic Congestion	0	0	1	4	10	4.7
Excessive Traffic Speeds	0	0	3	4	8	4.3
Traffic Safety	0	0	3	4	9	4.5
Street Maintenance	0	0	5	5	5	4.0
Lack of Pedestrian Sidewalks / Safety	0	0	1	4	11	4.7
Uninviting Pedestrian Environment	0	0	2	2	12	4.6
Lack of Bicycle Paths / Safety	0	0	2	1	13	4.7
Lack of Public Transit Accessibility	0	2	6	3	5	3.5
Parking Availability / Accessibility	0	0	7	4	3	3.5
10. What measures are needed to improve traffic within the study area?						
Additional Travel Lanes	2	3	5	2	0	2.8
More / New Roads	1	3	6	2	0	2.6
Coordinated Signal Timing	0	0	1	4	10	4.7
Longer / More Turn Lanes	0	0	3	5	6	4.3
Fewer Curb Cuts / Controlled Access	0	1	4	6	3	3.7
Commuter Assistance Programs / Incentives	0	2	5	5	1	3.6
Public Transit	0	3	2	4	5	3.7
12. What measures are needed to improve the bicycling environment within the study area?						
Marked On-street Bicycle Lanes	0	1	3	3	7	4.1
Separate / Off -Road Bicycle Paths	0	0	1	5	9	4.5
Slower Vehicular Traffic	0	2	3	3	5	3.7
Wider Street Shoulders for Bicycles	1	1	4	3	5	4.0

Wider Sidewalks	1	2	5	3	4	3.8
Bicycle Parking areas / Facilities	0	0	6	3	4	3.8

13. What measures are needed to improve the pedestrian environment within the study area?

Wider Buffer between Sidewalks and Road	0	0	2	4	8	4.2
Wider Sidewalks	0	0	3	4	8	4.3
More Complete Sidewalk Network	0	0	2	7	6	4.5
Direct Access to and between Developments	0	1	2	2	10	4.4
Handicap Accessibility	0	1	1	5	8	4.3
Improved Lighting	0	0	1	7	7	4.5
Marked and Visible Crosswalks	0	0	2	3	11	4.5
Pedestrian Amenities (Benches, Trees, ETC.)	0	0	2	4	10	4.3
Pedestrian Signals	0	0	2	4	9	4.4
Slower Vehicular Traffic	0	0	7	2	6	3.7

14. What measures are needed to improve the transit environment within the study area?

Better Pedestrian Connections / Network	0	0	1	9	4	4.2
Expanded Hours of Service	0	2	7	2	3	3.4
Greater Frequency on Existing Routes	0	3	6	2	3	3.5
Patron Amenities (Shelters, Benches, ETC.)	0	0	3	6	5	4.1
Posted Schedule Information	0	1	7	2	4	3.9
Heavy or Light Rail / MARTA Extension	0	2	2	2	8	4.1

15. How do you normally get to work or school? (Circle one)

Alone in Car	79%	22
Carpool	7%	2
Walk	7%	2
Bicycle	0%	0
Bus / MARTA	0%	0
Work at Home	4%	1
Don't Work	4%	1
	100%	28

18. What measures would be most effective in promoting sense of place in the Norcross Activity Center?

Banners	4	4	3	2	1	2.6
Public Art	1	2	2	5	2	3.5
Consistent Signage	0	2	1	8	4	3.9
Consistent Landscaping	0	1	2	7	6	4.3
Consistent Lighting	0	1	2	7	6	4.3
Consistent Architectural Character	1	1	2	5	6	3.9
A Major Park or Open Space	1	0	3	3	9	4.2
More Buildings	3	4	4	2	2	2.6

20. What should be the highest priority in terms of improving the quality of lfe in the Norcross Activity Center?

Transportation Improvements	0	1	4	7	3	3.8
Encourage Mixed-Use Development	1	0	2	3	9	4.2
Make the Area More Walkable	0	1	5	3	6	4.1
Create Open Spaces / Parks	0	1	2	5	7	4.2
Enhance the Area's Identity	0	0	1	6	8	4.4
Extend the MARTA Train Line	2	3	4	3	3	3.0

21. What types of communication efforts are most effective in terms of keeping the public informed of key issues and opportunities affecting future growth and development in the area?

Email	0	1	4	4	6	4.3
Web Page	0	2	4	6	3	4.0
Public Meetings	0	3	2	6	4	4.1
Print Media (Newspaper, Newsletter)	0	1	3	8	3	4.0

TELL US ABOUT YOURSELF

22.What is your interest in the Norcross Activity Center? (Circle all that apply)

Live here	50%	16
Work here	25%	8
Worship here	9%	3
Children attend school here	0%	0
Elected official	0%	0
Own property / business here	16%	5
	100%	32

23. Number of years you have lived or worked in the Norcross Activity Center:

0-2 Years	32%	7
3-5 Years	5%	1
5-10 Years	18%	4
10-20 Years	14%	3
20+ Years	32%	7
	100%	22

24. Your Age

Under 21	0%	0
21-35	16%	4
36-50	24%	6
51-65	48%	12
Over 65	12%	3
	100%	25

25. Your Gender

Male	56%	14
Female	44%	11
	100%	25

Steering Committee meeting #4
24 September 08

Agenda

1. Schedule Update
2. Inventory and Assessment Report
   - Development Opportunities Map
3. Review of "Framework Workshop" – Wednesday, September 3
   - Redevelopment Principles
   - Exercise Summary
   - Framework Map
4. Preview of Public Meeting #3 – "Concept Workshop" – Wednesday, October 1
5. Question & Answer
6. Next Steps

Norcross Activity Center LCI

Steering Committee meeting #4
24 September 08

Sign-In

Present (check)	Name	Affiliation
	Bert Nasuti	County Commissioner
X	Chuck Warbington	Gwinnett Village CID
	Keith Shewbert	City Council
X	Skip Nau	Developer
	Andrew Hixson	Neighborhood Activist
	Craig Newton	City Council
X	Howard Koontz	City Planner
	John McHenry	Gwinnett Village CID
X	Jeff West	County Planning
	Vince Edwards	County DOT
	Jon Tuley	ARC
X	Jennifer Peterson	City Community Development
X	Dennis Madsen	Urban Collage, Inc.
X	Stephen Busch	Urban Collage, Inc.
	Ken Bleakly	Bleakly Advisory Group
	Amy Gore	Bleakly Advisory Group
X	Pat Smeeton	Jordan Jones & Goulding
X	Steve Bush	City of Norcross

Core Team meeting #3
24 September 08

Agenda

1. Schedule Update
2. Inventory and Assessment Report
   - Development Opportunities Map
3. Review of "Framework Workshop" – Wednesday, September 3
   - Redevelopment Principles
   - Exercise Summary
   - Framework Map
4. Preview of Public Meeting #3 – "Concept Workshop" – Wednesday, October 1
5. Question & Answer
6. Next Steps

Core Team meeting #3 – Sign-In
24 September 08

Present (check)	Name	Affiliation
	David McLeroy	City Council
	Randy Meacham	Planning & Zoning Board
	Jeff Hopper	Architectural Review Board
X	John McHenry	Gwinnett Village CID
	Shiv Aggarwal	Global Mall
	Cam-Ahn Le	NDI Management
	Mary Kay Murphy	GCPS
	Dallas Stidd	Norcross Police
X	Greg McFarland	Sheffield Forrest Subdivision
X	Michael McGinnis	Sheffield Forrest Subdivision
	Laura Baxley	Creekside Subdivision
	Bill Barks	Norcross Times Publication
X	Bob Wilkerson	Norcross DDA
	Heather Royston	ENSR
	Jose Perez	Target Market Trends
	Miller Lowery	Developer
	Robert Forro	Developer
	James Snipes	Sierra West Community
	Bruce Levell	Transportation Expert & Merchant
	Callie Kaiser	PBS&J
X	Pierre Levy	Citizen
X	Jennifer Peterson	City Community Development
X	Howard Koontz	City Planner

Present (check)		
X	Dennis Madsen	Urban Collage, Inc.
X	Pat Smeeton	Jordan Jones & Goulding
	Amy Gore	Bleakly Advisory Group
X	Stephen Busch	Urban Collage, Inc.
	Ken Bleakly	Bleakly Advisory Group

Norcross Activity Center LCI

Public Meeting #3 – "Concept Workshop" - Sign-In
01 October 08

Name	Affiliation	Contact (phone or e-mail)
BJ Purcell	Resident	purcell2@bellsouth.net
Tim Andreasen	Tucker Woods Association	
Mike McGinnis	Sheffield Forest Subdivision	
Brady Miller		
Paola Diaz-Torres	Nonprofit Exec. Norcross Based	paola@gafamilydc.org
Monica Maiden	DDA & Resident	mmaiden@bellsouth.net
Raquel Davidson	Resident / Realtor	raqueld@virtualpropertiesrealty.com
Darrell Mims	Victory World Church	dmimms@victorywc.org
Howard Koontz	City of Norcross – Planner	678-421-2027
Greg McFarland	Sheffield Forest / LCI Core Group	
John McHenry	Gwinnett Village CID	johnmchenry@gwinnettvillage.com

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Andrew Hixson	Norcross	
James Reynolds	Norcross	770-3000-0838
Patrik Cioc-Kele		404-966-0059
Erica Eby	Norcross	770-617-8544
Brave Mautou	Norcross	770-527-4129
Ross Kan I	Norcross	678-395-3303
Jerry Brown	Norcross	770-441-2716
Barbara Renz	Norcross	770-840-9345
Seth Pratt	Norcross	770-449-7572
Coffee Bowe	Norcross Resident	770-416-7338
Lynn Naylor	Edgewater Associates	440-272-0668
Michele McLeroy	Norcross	770-209-0048

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Andrew Hixson	Norcross	
James Reynolds	Norcross	770-3000-0838
Patrik Cioc-Kele		404-966-0059
Erica Eby	Norcross	770-617-8544
Brave Mautou	Norcross	770-527-4129
Ross Kan I	Norcross	678-395-3303
Jerry Brown	Norcross	770-441-2716
Barbara Renz	Norcross	770-840-9345
Seth Pratt	Norcross	770-449-7572
Coffee Bowe	Norcross Resident	770-416-7338
Lynn Naylor	Edgewater Associates	440-272-0668
Michele McLeroy	Norcross	770-209-0048

Norcross Activity Center LCI

Name	Affiliation	Contact (phone or e-mail)
Charlie Riehn	Norcross	770-662-5512
Ansley Wood	Waffle House Inc.	770-326-7075
Robert Forro	Developer	678-300-5440

Norcross Activity Center

LCI

Public Meeting #3

The Concept Workshop

City of Norcross, with Gwinnett County and Gwinnett Village CID

Urban Collage, Inc. in association with Bleakly Advisory Group and Jordan Jones & Goulding

Wednesday, 1 October 2008

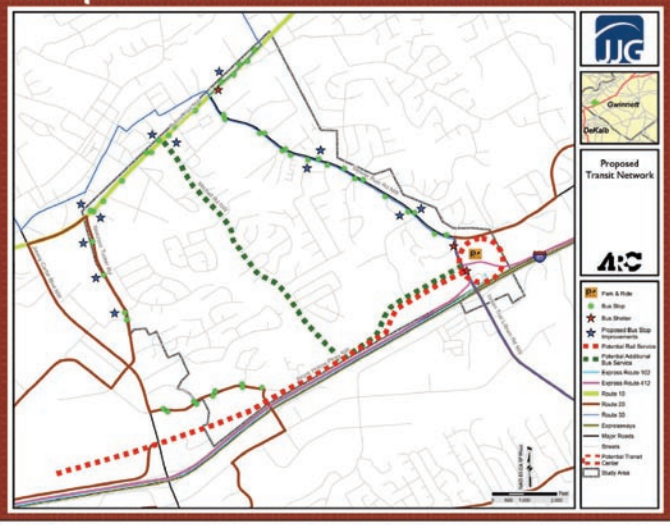
Redevelopment Principles

1. Create a well-connected, walkable community with a distinct sense of place.
2. Encourage high-quality, sustainable, mixed-use development and redevelopment along existing commercial corridors.
3. Preserve single-family residential neighborhoods.
4. Plan for transit.
5. Look for opportunities to add to or enhance existing greenspace.
6. Encourage beautification of existing high-traffic streets.

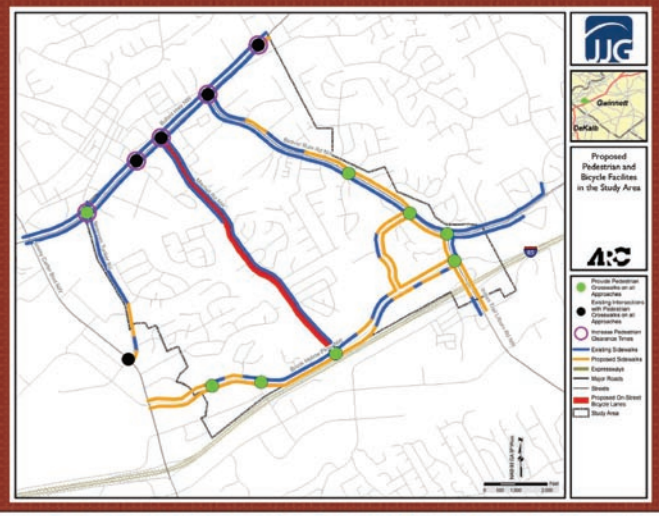
Exercise Summary - Consensus Points

- Trail network
- Mixed-use on Mitchell
- Residential density on Mitchell
- High density at the I-85 corridor
- Rail and bus transit, park-n-ride as transit center
- Improve Buford Highway/Mitchell intersection
- Clarify/coordinate municipal boundaries
- Redevelop Buchanan School
- Re-align Beaver Ruin with Langford
- Pedestrian crossings

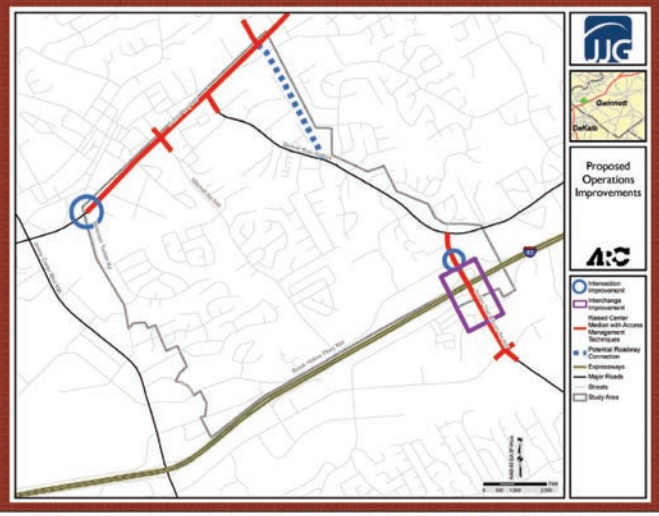
Transportation Recommendations - Transit



Transportation Recommendations - Bicycle



Transportation Recommendations - Operations



Future Real Estate Demand

Summary

The Norcross Activity Center LCI study area has the following potential demand over the next ten years:

- 3,430 residential units
- 298,400 square feet of retail space
- 285,600 square feet of office space

Norcross Activity Center Potential Future Demand Summary		
	Annually	2008-2018
Residential Units	343	3,430
Owner-Occupied	134	1,340
Renter-Occupied	209	2,090
Commercial S.F.		
Retail	29,840	298,400
Office/Professional	28,560	285,600
Industrial	230	2,300

Framework Map

Key Points

- Highest density mixed use along the I-85 corridor
- Extensive network of trails
- Small, select redevelopment of single-family areas
- Less focus on Beaver Ruin
- Internal node on Mitchell
- Buchanan School
- Transportation projects

Steering Committee meeting #5
29 October 08

Agenda

1. Schedule Update
2. Review of "Concept Workshop" – Wednesday, October 1
   - Block Exercises and Images
   - Concept Maps
   - Market Implications
3. Project List
4. Final Report
5. Preview of Public Meeting #4 – "Implementation Workshop"
   - Wednesday, November 5
6. Next Steps

Norcross Activity Center LCI

Steering Committee meeting #5
29 October 08

Sign-In

Present (check)	Name	Affiliation
	Bert Nasuti	County Commissioner
X	Chuck Warbington	Gwinnett Village CID
X	Keith Shewbert	City Council
	Skip Nau	Developer
	Andrew Hixson	Neighborhood Activist
	Craig Newton	City Council
X	Howard Koontz	City Planner
	John McHenry	Gwinnett Village CID
X	Jeff West	County Planning
X	Vince Edwards	County DOT
	Jon Tuley	ARC
X	Jennifer Peterson	City Community Development
X	Dennis Madsen	Urban Collage, Inc.
X	Stephen Busch	Urban Collage, Inc.
X	Ken Bleakly	Bleakly Advisory Group
X	Amy Gore	Bleakly Advisory Group
X	Pat Smeeton	Jordan Jones & Goulding
	Steve Bush	City of Norcross

Core Team meeting #4
29 October 08

Agenda

1. Schedule Update
2. Review of "Concept Workshop" – Wednesday, October 1
   - Block Exercises and Images
   - Concept Maps
   - Market Implications
3. Project List
4. Final Report
5. Preview of Public Meeting #4 – "Implementation Workshop"
   - Wednesday, November 5
6. Next Steps

Core Team meeting #4 – Sign-In
29 October 08

Present (check)	Name	Affiliation
	David McLeroy	City Council
	Randy Meacham	Planning & Zoning Board
	Jeff Hopper	Architectural Review Board
X	John McHenry	Gwinnett Village CID
	Shiv Aggarwal	Global Mall
	Cam-Ahn Le	NDI Management
	Mary Kay Murphy	GCPS
	Dallas Stidd	Norcross Police
X	Greg McFarland	Sheffield Forrest Subdivision
X	Michael McGinnis	Sheffield Forrest Subdivision
	Laura Baxley	Creekside Subdivision
	Bill Barks	Norcross Times Publication
	Bob Wilkerson	Norcross DDA
	Heather Royston	ENSR
	Jose Perez	Target Market Trends
	Miller Lowery	Developer
	Robert Forro	Developer
	James Snipes	Sierra West Community
	Bruce Levell	Transportation Expert & Merchant
	Callie Kaiser	PBS&J
	Pierre Levy	Citizen
X	Jennifer Peterson	City Community Development
X	Howard Koontz	City Planner
X	Craig Newton	Norcross City Council

Present (check)		
X	Dennis Madsen	Urban Collage, Inc.
X	Pat Smeeton	Jordan Jones & Goulding
X	Amy Gore	Bleakly Advisory Group
X	Stephen Busch	Urban Collage, Inc.
X	Ken Bleakly	Bleakly Advisory Group
X	Audra Rojek	Jordan Jones & Goulding

Norcross Activity Center LCI

Public Meeting #4 – "Implementation Workshop" – Sign-In

05 November 08

Name	Affiliation	Contact (phone or e-mail)
Mike McGinnis	Sheffield Forest	770-441-7587
Eric Hubbard	Congressman Hank Johnson's Office	770-987-2291
BJ Purcell	Homeowner/Taxpayer	Purcell2@bellsouth.net
Al Kesler	Property Owner	Alkemmsav.com
Bill Barks	LCI Committee	wgbarks@aol.com
Mario Artesiano	Property Owner	artesiano@yahoo.com
Barbara Renz	Homeowner	Znerb93@comcast.net
Louis Norcross	Homeowner	
Greg McFarland	Property Owner/Core Group	678-637-4382
John McHenry	Gwinnett Village CID	770-449-6515
Kevin Do	Gwinnett Place CID	Kevin.do@rbc.com
Ken Klaudt	Property Owner	770-448-5355
Kathy H. Register	Property Owner	Kathy.register@mail.house.gov
Patrik Cioc-Kele	Resident	nfspck@hotmail.com
Lynn Naylor	Stakeholder	lnaylor@mindspring.com
James Reynolds	Homeowner	770-300-0838
Rebekah Slattery	Resident	rebekahslattery@gmail.com
James G. Leak	Elder at the Faffers House	jvleak@hotmail.com
Ross Kaul	Stakeholder	Rmkaul01@comcast.net
Tim Le	Property Owner	Tung-le-97@yahoo.com
Carole Mumford	Congressman Hank Johnson's Office	Carole.mumford@mail.house.gov

Norcross Activity Center

LCI

Public Meeting #4

The Implementation Workshop

City of Norcross, with Gwinnett County and Gwinnett Village CID

Urban Collage, Inc. in association with Bleakly Advisory Group and Jordan Jones & Goulding

Wednesday, 5 November 2008

Exercise Summary - Beaver Ruin/Indian Trail

Exercise Summary - Beaver Ruin/Indian Trail

- Keep the pond, add trails
- Rail stop, combine with park-and-ride and bus transit center
- Residential or small scale mixed use around pond
- Hotel and office on Brook Hollow
- Medical office, hospital, senior housing?
- Beaver Ruin should have more commercial and office
- Potential TAD here?
- Height: 8-20 stories

Exercise Summary - Buchanan Site

Exercise Summary - Buchanan Site

- Rebuild as middle school (?), high school and community college campus, with performing arts component
- Include internal streets and connections between Mitchell and Beaver Ruin
- Student housing?
- Need more parking, esp. for adjacent fields
- Need access to green space
- Transit for students, bike paths as well

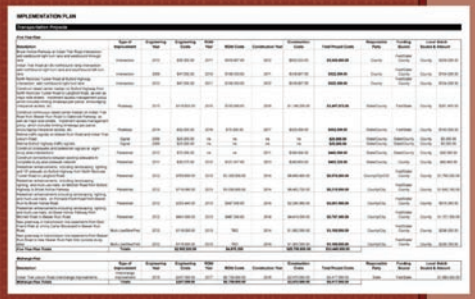
Exercise Summary - Jimmy Carter Blvd.

Exercise Summary - Jimmy Carter Blvd.

- Mixed-use
- 24-hour activity center
- Police sub-precinct?
- Commercial along Jimmy Carter
- Off Jimmy Carter - Community facilities (YMCA?), residential, senior housing, office
- Vary the housing types
- Trails and multi-use paths (Cross interstate? Jimmy Carter or near Mitchell?)
- Height: 8-12 stories
- Buffer between I-85 and interior of Study Area
- Rail stop (?)

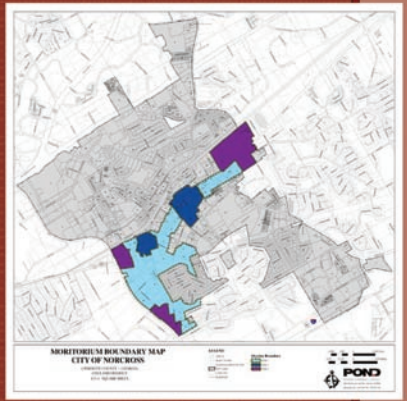
Projects and Initiatives

- Categories include Transportation, Housing and Other Local
- Organized by Five Year, Mid-Range, and Long-Range projects
- Public Input to help prioritize
- Funding getting more competitive
- Important to package "complete projects"
- Identify two "Pre-Qualified" projects



Initiatives

- Continue Norcross code enforcement program
- Adopt Gwinnett County Mixed-Use Overlay for both interchange nodes
- Incorporate LCI Land Use recommendations into Norcross 2030 Plan and Gwinnett County Comp Plan
- Create TADs for both interchange nodes
- Adopt higher density zoning for Beaver Ruin and Brook Hollow corridors
- Study implications for annexation of SW subarea (Brook Hollow at Jimmy Carter)
- Coordinate with School System a feasibility study for redeveloping Buchanan School Site



Long-Range Projects

- Conversion of Indian Trail Park-and-Ride lot to major transit hub, including MARTA rail service and express and local bus service
- Extension of MARTA fixed-guideway rail service into Gwinnett County

Five-Year Projects

Mitchell Road Improvements

- Add sidewalks, streetscaping and multi-use trail from Buford Highway to Brook Hollow

Five-Year Projects

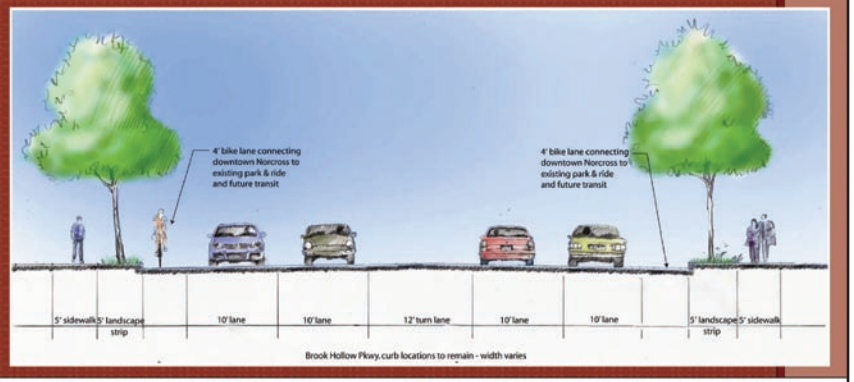
Greenway Improvements

- New greenway and multi-use trail in power easement from Best Friend Park through to the east

Five-Year Projects

Brook Hollow Improvements

- Add sidewalks, streetscaping and multi-use trail from Mitchell Road to Indian Trail



Five-Year Projects

Indian Trail Road Improvements

- Rework bridge over interchange
- Add raised center median from Beaver Ruin to Oakbrook Parkway
- Re-time signals on Indian Trail

Five-Year Projects

Buford Highway Road Improvements

- Construct center median from North Norcross Tucker to Langford
- Add northbound right-turn from North Norcross Tucker onto Buford Highway
- Re-time signals on Buford Highway

Five-Year Projects

Buford Highway Pedestrian Improvements

- Add sidewalks, streetscaping and lighting from North Norcross Tucker to Langford

INVENTORY AND ASSESSMENT

VISION

FRAMEWORK PLAN

ACTION PLAN

APPENDIX