

DRAFT: 2-10-2014

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City Hall
Thrasher Park
Parking

Paizanos
italian bistro

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IV. COMMUNITY WORK PROGRAM

A. INTRODUCTION

The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a priority list of recommendations that need to be implemented first, because they address critical needs, and because they constitute the foundation for successfully implementing related recommendations. This priority list is known as the “Short Term Work Program” (STWP), and identifies responsible parties, cost estimates, funding sources, and timelines. Another component of this Community Work Program is list of policies or ongoing practices that support the implementation of the STWP, which is presented following the STWP.

Due to its all-inclusive nature, the recommendations compiled in the preparation of any Comprehensive Plan are numerous and wide ranging. While each recommendation maybe beneficial to the community, not all are relevant to the overall vision, and as such all are not equal in priority, or achievable in the same time frame. To help weed through this vast pool of ideas, this work program also presents a ranking methodology for prioritizing recommendations based on the goals of the plan. It is recommended that this methodology become a part of the annual budget process for the city to help in its ongoing effort to make its vision of the future a reality.

B. RANKING METHODOLOGY

Each of the recommendations was first evaluated based on estimated cost, implementation time frame, and funding availability. Projects already funded and those that are currently on-going took top priority. The remaining projects were then evaluated based on how they rated in regard to achieving the community goals. The following rating scales were utilized in determining priorities, as outlined below.

1. Goals

Goal 1: Continues to Define Norcross' Sense of Place

Scale = 0 – 5

- 0 = Does not enhance sense of place
- 1 = Maintains existing character in a limited area
- 2 = Maintains existing character citywide
- 3 = Improves character in a limited area
- 4 = Improves character citywide
- 5 = Major improvement with regional significance

Goal 2: Strengthens Norcross as Livable/Safe Environment

Scale = 0 – 4

- 0 = No real connection
- 1 = Creates a safer environment or more livable environment for some
- 2 = Creates a safer environment and more livable environment for some
- 3 = Creates a safer environment or more livable environment for all
- 4 = Creates a safer environment and more livable environment for all

Goal 3: Increases Opportunities for Travel via Different Modes

Scale = 0 – 4

- 0 = No real connection
- 1 = Improves 1 mode of travel
- 2 = Improves 2 modes of travel
- 3 = Improves 3 modes of travel
- 4 = Improves all modes of travel (improves key transportation modes)

Goal 4: Maintains a Vibrant Economy and Facilitates Job Growth

Scale = 0 – 6

- 0 = No real connection
- 1 = Creates a more favorable business climate but no direct jobs
- 3 = Creates a more favorable business climate and should create temporary jobs
- 4 = Creates a more favorable business climate and should lead to permanent jobs
- 6 = Critical infrastructure investment or policy

Goal 5: Furthers Strong Leadership/High Level of Quality Services

Scale = 0 – 7

- 0 = No real connection
- 1 = Maintains existing service, program, or city leadership abilities
- 3 = Makes minor improvement to existing service, program, or city leadership abilities
- 5 = Makes major improvement to existing service, program, or city leadership abilities
- 7 = Adds new service, program, or city leadership ability

2. Composite Score

- Furthers Strong Leadership/High Level of Quality Services (Possible score of 0 to 7)
- + Maintains a Vibrant Economy (Possible score of 0 to 6)
- + Continues to Define Norcross’ Sense of Place (Possible score of 0 to 5)
- + Strengthens Norcross as Livable/Safe Environment (Possible score of 0 to 4)
- + Increases Opportunities for Travel via Different Modes (Possible score of 0 to 4)

Adding up all these scores a project will have a composite score of 0-26

The composite score is not and should not be the only factor used in evaluating projects. Timing, funding, and price all play a critical role, but it is good way to evaluate projects of seemingly equal value, and does give decision makers an objective tool to help in evaluating capital investments.

C. PROJECT EVALUATION LIST

The following Project Evaluation List was compiled from a variety of sources and supplemented with new projects recommended by those that participated in the planning process for this plan.

These sources included the following:

- The previous 2008 Short Term Work Program
- The 2011 Parks Master Plan
- 2007 Jimmy Carter - Buford Highway Redevelopment Plan (LCI)
- 2007 Indian Trail - Lilburn Road Corridor Study (LCI)
- 2012 Indian Trail - Jimmy Carter Boulevard Bike Study
- 2008 Norcross Activity Center LCI
- 2012 Town Center LCI 10-yr Update
- 2012 Summerour Middle School Transportation Plan (Safe Routes to School)

The list is organized by the priority need and opportunity the project is intended to address. It shows the composite score and how it was calculated, the relative cost, the implementation time frame, and funding availability, using the following values:

1. Relative Cost

Scale 1 to 5

\$\$\$\$\$ = over \$1 million

\$\$\$\$ = \$500,000 to \$1 million

\$\$\$ = \$250,000- \$499,999

\$\$ = \$75,000 to \$250,000

\$ = Less than \$75,000

2. Implementation Time Frame

Short = 0-2 years

Medium = 3-5 years

Long = > 5 years

Ongoing

3. Funding Availability

Local - Yes / No

State or Federal - Yes / No

Project #	Project Description	S/HQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
Population Need and Opportunity 1: Maintain an environment of multi-cultural acceptance and tolerance.												
POP-3	Continue our positive relationship with our ethnic and international communities, such as the Latin American Association, through community programs and events	1	1	4	1	0	7	\$	Ongoing	Yes	No	STWP
See CF-36, Continue to support the Citizen Police Academy See POP-1, Establish benchmarks for program expansion												
Population Need and Opportunity 2: Continue to Attract the Creative Class												
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	3	3	3	1	2	12	\$	Short	Yes	No	TC LCI
Support the implementation of the LCI plans to create a more attractive environment. See Economic Development Need and Opportunity 4: Continue to Support the Arts See Land Use Need and Opportunity 1: Revisit Zoning and Development Regulations												
Population Need and Opportunity 3: Support Lifelong Communities Initiatives												
ED-2	Create Residential Recruitment Materials to improve awareness and viability of key focus areas for future residential opportunities, particularly for millennial and senior housing	3	1	4	1	0	9	\$	Short	Yes	No	TCLCI
POP-2	Senior Programs - include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	3	1	0	3	0	7	\$	Ongoing	Yes	No	STWP
See CF-37, Continue to support the Senior Citizen Check-in program Support the implementation of the LCI plans to create a more livable environment for people of all ages.												
Population Need and Opportunity 1-4: Expand Community Engagement												
CF-27	Expand Visitor Center to improve visibility and promote business and activities within the City	3	3	4	3	0	13	TBD	TBD	Yes	Yes	TC LCI
POP-4	Implement a Leadership Norcross Program	7	1	0	3	0	11	\$	Short	Yes	No	STWP
POP-1	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	3	0	2	3	0	8	\$	Short	Yes	No	STWP
Population Need and Opportunity 5: Connect the two sides of Buford Highway												
Note: See Implementation measures under Character Area 7 Note: See Projects under Economic Development Need and Opportunity 2: Promote Buford Highway Redevelopment												
Housing Need and Opportunity 1: Encourage Desirable Residential Development												
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	3	1	0	3	0	7	\$	Short	Yes	No	STWP
HOU-5	Formalize a multi-family housing policy to ensure that new developments is in keeping with the desired vision for the Norcross Activity Center LCI area.	3	1	1	2	0	7	\$	Short	Yes	No	NAC LCI
Housing Need and Opportunity 2: Maintain Existing Housing Stock												
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods.	3	1	4	4	0	12	\$	Short	Yes	No	NAC LCI
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life	1	1	2	4	0	8	\$	Ongoing	Yes	No	STWP
Housing Need and Opportunity 3: Expand Inter-parcel Connectivity and Interior Sidewalks												
LU-11	Establish a sidewalk bank See TR-77, Sidewalk Connectivity Program	7	1	4	4	1	17	\$	Short	TBD	No	TC LCI
Economic Development Need and Opportunity 1: Maintain and Improve Infrastructure												
ED-6	Document current fiber optics, data cables and electrical services provided within the Technology and Innovation Incubator District and other technology oriented area of the city and assess where upgrades area necessary in order to attract and provides services to high tech industry	1	3	0	0	0	4	\$	Short	Yes	No	TC LCI
See Community Facilities and Services Need and Opportunity 6												
Economic Development Need and Opportunity 2: Promote Buford Highway Redevelopment												
ED-4	Identify property owners of large tracts Buford Hwy and SE for roundtable and incentives discussion	1	3	3	4	0	11	\$	Ongoing	Yes	No	STWP
ED-7	Collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries	1	3	3	4	0	11	\$	Ongoing	Yes	No	TC LCI
Economic Development Need and Opportunity 3: Maintain and enhance a business friendly environment												
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	5	3	4	3	0	15	\$	Short	Yes	No	TC LCI
ED-8	Establish monthly or quarterly meetings with business owners within the Technology and Innovation Incubator District and provide them with a model of Innovation Center establishment	3	3	3	3	0	12	\$	Short	Yes	No	TC LCI
Economic Development Need and Opportunity 4: Continue to Support the Arts												
CF-40	Monitor the OFS site development as a movie studio to seek out ways to support and partnership	1	6	5	3	0	15	\$	Ongoing	Yes	No	General Fund
CF-39	Continue to support local arts and cultural events through the provision of facilities, logistics and marketing efforts	1	6	4	3	0	14	\$\$	Short	Yes	No	General Fund
CF-4	Develop a Citywide Public Art and Cultural Resources Master Plan	3	1	4	3	0	11	\$\$	Medium	Yes	Yes	TC LCI
Land Use Need and Opportunity 1: Revisit Zoning and Development Regulations												
LU-2	Work with Gwinnett Village CID to develop zoning overlay districts for the Jimmy Carter Blvd corridor to address: A. Design standards for the public realm B. Site design standards C. Incentives D. Mixed-use development	5	1	5	4	0	15	\$	Short	Yes	No	JCB/BH LCI
LU-19	Study the creation of an Historic Preservation Authority	7	1	5	1	0	14	\$	Short	Yes	No	new
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	3	1	3	2	4	13	\$	Short	Yes	No	TC LCI

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LU-13	Develop provisions in the Zoning Ordinance to allow for Loft apartment conversion in industrial areas	3	1	3	2	4	13	\$	Short	Yes	No	NAC LCI
LU-13	Adopt higher-density mixed-use zoning categories for Brook Hollow Pkwy and Beaver Ruin Rd. corridors (similar to Buford Hwy zoning)	3	1	3	2	4	13	\$	Short	Yes	No	NAC LCI
LU-17	Incorporate parks and greenway requirements into Zoning for open space and options for "banking" open space	3	0	4	4	1	12	\$	Ongoing	Yes	No	STWP
LU-8	Reduce off-street parking minimums within the Historic Downtown area	5	1	1	0	3	10	\$	Short	Yes	No	TC LCI
LU-15	Create retail-only ordinance along first floor of S. P'tree St. businesses and parts of College St. and HBR where appropriate to promote storefront streets	3	1	3	2	1	10	\$	Short	Yes	No	TC LCI
LU-9	Amend the RAOD Overlay District to more reasonable densities and scale	3	1	3	2	0	9	\$	Short	Yes	No	TC LCI
LU-19	Revise the industrial zoning district (M-1) to preserve and enhance areas for business retention and attraction	2	4	3	2	0	11	\$	Short	Yes	No	TC LCI
LU-7	Update Design Standards manual and other documents, including the corresponding Ordinance to reference the most recent Norcross LCI rather than the 2001 study	1	1	4	0	0	6	\$	Short	Yes	No	TC LCI
LU-10	Modify the City's Land Development Regulations to allow pervious paving in parking lots with in the Town Center area	3	0	0	0	0	3	\$	Short	Yes	No	TC LCI
LU-11	Revise public notification procedures for rezonings to include notification of property owners within 250 ft of the subject property	3	0	0	0	0	3	\$	Short	Yes	No	new
LU-12	Consider revisions to the C-2, General Business District to be more narrow in its allowed uses.	3	0	0	0	0	3	\$	Short	Yes	No	new
Land Use Need and Opportunity 2: Promote Development of Mixed Use Nodes at Key Gateways												
ED-1	Pursue creation of an Opportunity Zone along Jimmy Carter Boulevard	7	4	3	3	0	17	\$	Short	Yes	Yes	TC LCI
CF-26	Promote and partner on Town Center LCI projects	1	4	3	3	4	15	TBD	Ongoing	Yes	Yes	TC LCI
LU-4	Develop plazas with redevelopment per Town Center LCI	3	4	3	2	1	13	TBD	Short	Yes	Yes	TC LCI
LU-16	Consider expansion of Skin Alley Plaza	3	4	3	2	1	13	TBD	Short	Yes	Yes	TC LCI
CF-3	Gateways - Stone columns with signage at the following locations: - HBR @ Town Center LCI boundary W of Queens Ct. - JCB @ W P'tree St. - Mitchell Rd. @ BuHwy - Beaver Ruin Rd. @ BuHwy - Langford R. @ N P'tree St.	5	3	4	0	0	12	\$	Medium	Yes	Yes	TC LCI
LU-18	Complete a Redevelopment Guide for focus projects within the Town Center LCI study area	3	4	2	3	0	12	\$	Short	Yes	No	TC LCI
LU-14	Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP	3	3	2	0	0	8	TBD	Short	Yes	No	NAC LCI
LU-5	Strengthen Historic District Regulations to preserve not only structures' character but to preserve historical lot sizes as well. Allow flexibility within the redevelopment guidelines to encourage preservation with allowance for redevelopment within areas where single structure preservation may discourage reinvestment.	1	1	1	2	0	5	\$	Short	Yes	Yes	TC LCI
Land Use Need and Opportunity 3: Promote Redevelopment along City's Principal Roadways												
LU-6	Expand current standards for streetscape elements to entire Town Center LCI study area to create uniformity, including streetlights, benches, way finding signage, etc.	5	1	3	1	4	14	\$	Short	Yes	Yes	TC LCI
LU-12	Create zoning incentives for redevelopment	3	1	4	3	0	11	\$	Short	Yes	No	STWP
CF-2	Buford Hwy from N. Norcross Tucker to Langford Rd.: Relocate overhead utilities to underground	0	0	3	1	0	4	\$\$\$\$\$	Med	Yes	Yes	NAC LCI
Land Use Need and Opportunity 4: Improve gateways and wayfinding signage												
CF-40	Gateway Enhancement Study - undertake a comprehensive study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monument	5	1	4	3	0	13	\$	Short	Yes	No	SMSTP
TR-34	Provide way-finding signage to and along the trail connecting Summerour MS athletic fields and the adjacent multi-family neighborhood	0	0	4	2	1	7	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 1: Pursue funding and implementation partnerships												
TR-79	Support GVCID transportation improvement efforts, including improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Ruin Rd.	1	6	5	4	4	20	\$	Ongoing	Yes	Yes	new
TR-80	Implement recommendations of Light Rail Study to address the need for local transit alternatives	3	1	0	4	1	9	\$	Ongoing	Yes	Yes	STWP
TR-74	Work with Gwinnett County regarding congestion on major corridors	1	1	0	4	1	7	\$	Ongoing	Yes	Yes	STWP
Transportation Need and Opportunity 2: Expand Bicycle Infrastructure												
TR-81	Greenway Development Phase 1 A. Explore use of power easements B. Establish conservation easements with key property owners C. Develop greenway as proposed in Parks Master Plan	5	3	4	4	1	17	\$\$\$	Medium	Yes	Yes	PMP

Project #	Project Description	SHHS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-84	Greenway Development Phase 2 A. Explore options/partnerships to establish a greenway along the rail corridor through Norcross B. Discussion long-term extension of the greenway into Gwinnett Co / access to Pickneyville Park C. Development greenway along rail corridor w/ necessary safety measures for users	5	3	4	4	1	17	\$\$\$	Medium	Yes	Yes	PMP
TR-120	Sharrows on the following routes: - N. P'tree to JCB - L'ville St. from Rakestraw St. to Jones St. - Academy St from Rakestraw St. to Born St. - Jones St./Park Dr. from College St. to N P'tree St. - Thrasher St. from Buchanan St. to Jones St. - S. P'tree St. from Jones St. to Carlyle St. - S. P'tree St. from N Norcross Tucker Rd. to JCB - HBR from Thrasher St. to College St. - S. Cemetery St. from College St. to BuHwy - College St. from HBR to Britt Ave. - Britt Ave. from College Street to BuHwy - Sunset Dr. from N P'tree St to end of roadway	3	2	4	4	1	14	\$\$	Medium	Yes	No	TC LCI
TR-12	Norcross Elem. School Bike/Ped Connectivity: Multi-use trail on SW side of Born St. from Academy St. to Lawrenceville St.	3	3	3	2	2	13	\$\$	Medium	Yes	Yes	TC LCI
TR-17	Lawrenceville St. Bike/Ped Connectivity: Multi-use trail connection between NW side of Lawrenceville St. and Giles St. near BuHwy	3	3	3	2	2	13	\$\$	Medium	Yes	Yes	TC LCI
TR-24	N P'tree St. Multi-use Trail and Traffic Calming: - Multi-use trail on SE side of N P'tree St. from Buchanan St. to Langford Rd. - Splitter island with enhanced crosswalks at N P'tree St. @ Sunset Dr., and N. P'tree St. @ Cochran Dr.	3	3	3	2	2	13	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-25	Holcomb Bridge Road Multi-use Trail: Multi-use trail on SW side of HBR from P'tree Industrial Blvd to S. P'tree St.	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-26	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Mitchell Rd from L'ville St. to Summerour MS	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	TC LCI
TR-27	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Prince Pl. from Mitchell Rd. to Beaver Ruin Rd.	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	TC LCI
TR-114	Multi-use trail along Mitchell Rd. from BuHwy to BHPkwy	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	No	IT / JCB Bike
TR-115	Greenway trail along the utility corridor east of BuHwy, connecting N Norcross Tucker Rd to Beaver Ruin Rd	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	No	IT / JCB Bike
TR-116	Greenway trail along power line easement from JCB @ Best Friend Park to N. Norcross Tucker Rd.	3	3	3	2	2	13	\$\$\$	Long	Yes	No	IT / JCB Bike
TR-124	Johnson Dean Park Multi-use Trail: Multi-use trail from Barton St. through Johnson Dean Park connecting to HBR	3	3	3	2	2	13	\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-56	Construct the proposed multi-use trail on the E side of Mitchell Rd. between BuHwy and BHPkwy	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	SMSTP
TR-104	Multi-use trail along Old Rockbridge Rd. from Best Friend Park to BuHwy	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-105	Multi-use trail connecting the existing trail in Best Friend to JCB, along the SW side of JCB to Best Friend Rd., and along Best Friend Rd. to Pelican Dr.	3	3	3	2	2	13	\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-90	Multi-use trail along the SE side of Brook Hollow Pkwy from Center Way to Indian Trail Rd.	3	3	3	2	1	12	\$\$\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-91	Multi-use trail along the SE side of Pinnacle Way from Brook Hollow Pkwy to Beaver Ruin Rd.	3	3	3	2	1	12	\$\$\$	Long	Yes	Yes	IT / JCB Bike
TR-94	Multi-use trail along BHPkwy from JCB to N. Norcross Tucker Rd.	3	3	3	2	1	12	\$\$	Long	Yes	Yes	IT / JCB Bike
TR-126	Multi-use trail connection between the cul-de-sacs on Cochran Rd. and Valley Rd.	3	3	3	2	1	12	\$\$\$	Long	Yes	Yes	TC LCI
TR-122	Bike lanes on N Norcross Tucker Rd./ S. P'tree St. from BuHwy to Carlyle St.	3	1	1	2	1	8	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-123	Bike lanes on Lawrenceville St. from Rakestraw St. to BuHwy	3	1	1	2	1	8	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-130	Install bike lanes on both sides of the street on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$\$	Medium	Yes	Yes	SMSTP
TR-92	Sharrows along S. P'tree St. from Buford Hwy to JCB	3	1	1	2	1	8	\$	Short	Yes	No	IT / JCB Bike
TR-93	Sharrows along Pelican Dr. from SE of N. Norcross Tucker Rd. to Best Friend Rd.	3	1	1	2	1	8	\$	Short	Yes	No	IT / JCB Bike
TR-95	Bike lanes and sidewalk along W side of N Norcross Tucker Rd. from BHPkwy to BuHwy	3	1	1	2	1	8	\$\$\$\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-129	Install a climbing lane for eastbound bicycle traffic and a shared lane marking (sharrow) for westbound traffic on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$\$	Medium	Yes	Yes	SMSTP
CF-25	Replace existing storm grates with current standard for bikeways on Price Place between Mitchell Rd. and Beaver Ruin Rd.	3	1	1	2	1	8	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 3: Improve Downtown Railroad Crossing												
TR-33	Implement recommendations from the Town Center Railroad Crossing Concept/Traffic Study at the next call for projects	5	1	3	2	1	12	TBD	TBD	Yes	Yes	TC LCI

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TR-22	Railroad Pedestrian Crossing Upgrades and Traffic Calming: A. Upgrade ped crossings at the RR crossings on HBR and Park Dr. B. Upgraded ped crossings on both sides of Jones St. with 5' sidewalks crossing the tracks with minimal gaps between the sidewalk and rail C. Upgrade the crossing on the SW side of HBR with a 10' multi-use trail crossing the tracks with minimal gaps between the sidewalk and rail D. Add a multi-use trail on the SW side of HBR from S. P'tree St. to Thrasher St. E. Add a decorative fence along both sides of the RR tracks from HBR to the existing treeline 300 ft. from the intersection	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	TC LCI
TR-23	Railroad Pedestrian Crossing Upgrades and Traffic Calming: Intersection Improvements at HBR @ P'tree St. - Add a gateway feature consisting of a wrought iron decorative barrier over the NW leg of the intersection limiting the height of vehicles crossing - Add a raised splitter island on the NW leg of the intersection - Add a bulbout on the SW leg of the intersection, NE corner Intersection Improvements at HBR @ Thrasher St. - Add a gateway feature consisting of a wrought iron decorative barrier over the SE leg of the intersection limiting the height of vehicles crossing	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	TC LCI
Transportation Need and Opportunity 4: Expand Sidewalk Infrastructure												
TR-3	Pedestrian Improvements A. Construct crosswalks and pedestrian signals at the following intersections: - BHPkwy @ Center Way - Beaver Ruin Rd. @ Wexford Dr./East Hill Way - ITRd. @ BHPkwy - BuHwy @ N. Norcross Tucker Rd. - Beaver Ruin Rd. @ Pinnacle Way - Beaver Ruin Rd. @ ITRd. - Mitchell Rd. @ BHPkwy - BHPkwy @ Victory World Church B. Construction connections between existing sidewalks 3.85 miles of sidewalks to fill in gaps along N. Norcross Tucker Rd, Beaver Ruin Rd, and BHPkwy west of Mitchell Rd. (* SCP)	5	1	3	4	1	14	\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-77	Sidewalk Connectivity Program: Inventory and prioritize sidewalk improvements on an annual basis; Fill gaps in existing network. Note candidate projects for this program are denoted by (*SCP) below.	3	0	4	4	1	12	\$	Medium	Yes	No	new
TR-6	Pinnacle Point Rd. from Beaver Ruin Rd to BH Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	3	3	3	2	1	12	\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-10	Downtown Pedestrian Improvements/Traffic Calming: A. Raised crosswalks/speed tables on Britt Ave. and on College St. B. Raised intersections with textured surfaces on Bostic St. C. Textured surfaces, splitter islands and brick islands at the following intersections: HBR @ College St, HBR @ Bostic St., Bostic St. @ Britt Ave. D. Bulbouts at the following intersections: Jones St. @ Skin Alley and Lawrenceville St. @ College St. E. Bus shelter on SW side of HBR between College St. and Magnolia St.	3	1	3	4	1	12	\$\$\$	Short	Yes	Yes	TC LCI
TR-89	Work with Gwinnett Co. to extend recreation trails to connect to other parks and recreational sites surrounding Norcross	1	1	5	4	1	12	Ongoing	Long	Yes	Yes	PMP
TR-21	BuFord Hwy. Pedestrian Improvements: A. Enhanced crosswalks on BuFord Hwy. at the following locations: N Norcross Tucker Rd., HBR, Mitchell Rd., Beaver Ruin Rd. B. Bus shelter on SW side of S. P'Tree Rd. @ BuHwy	3	1	3	2	2	11	\$\$\$	Medium	Yes	Yes	TC LCI
TR-29	Sidewalk Gaps near BuFord Hwy: 5' sidewalks on the following segments - W side of Stevens Rd. from BuHwy to S. P'tree St. - SW side of Lively Ave. from BuHwy to S. P'tree St. - NE side of Carlyle St. from BuHwy to Magnolia St. and on the SW side of Carlyle St. from about 200' W of BuHwy to S. P'tree St. - SW side of Carlyle St. from S. P'tree St. to BuHwy - NW side of Magnolia St. from HBR to Carlyle St. (*SCP)	5	0	3	2	1	11	\$\$\$\$	Long	Yes	Yes	TC LCI
TR-30	Sidewalk Gaps Residential - 5' sidewalks on the following segments - NW side of Barton St. from Park Dr. to Sunset Dr. - SE side of Sunset Dr. from N P'tree St. to Valley Rd. (*SCP)	5	0	3	2	1	11	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-31	Sidewalks Gaps Residential - 5' sidewalk on the SW side of Autry St. from Rossie Brundage Park to Nesbit St. (*SCP)	5	0	3	2	1	11	\$\$	Medium	Yes	Yes	TC LCI

Project #	Project Description	SLHQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-4	Buford Hwy from N. Norcross Tucker Rd. to Langford Rd.: Pedestrian enhancements including landscaping, lighting, and 10' multi-use trails	3	1	3	2	1	10	\$\$\$\$\$	Short	Yes	Yes	NAC LCI
TR-5	Brook Hollow Pkwy from Mitchell Rd to Beaver Ruin Rd and on Mitchell Rd. from Everglades Tr. To BHPkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	3	1	3	2	1	10	\$\$\$\$\$	Short	Yes	Yes	NAC LCI
TR-9	Downtown Pedestrian Improvements: A. 8' sidewalk and streetscape at NW side of Bostic St. from HBR to Lillian Webb Park, on SE side of Bostic St. from HBR to Britt Ave., on SW side of Britt Ave. from BuHwy to Bostic St. B. 5' sidewalks on both sides of Britt Ave from BuHwy to 200ft. past S. end of Lillian Webb Park	3	1	3	2	1	10	\$\$\$	Short	Yes	Yes	TC LCI
TR-20	Buford Hwy. Pedestrian Improvements: 8" sidewalk with streetscapes on both sides of Buford Hwy. between HBR and Mitchell Rd.	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	TC LCI
TR-28	Thrasher Street Sidewalk & Parking: On-street parallel parking and a 5' sidewalk on the SE side of Thrasher St. from HBR to Park Dr.	3	0	3	2	2	10	\$\$	Medium	Yes	Yes	TC LCI
TR-82	Recreation Trail Development - Phase 1: Trails in south Norcross linking the proposed Greenway to parks and school sites (Best Friend Park, Cemetery Field, Schools etc.)	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	PMP
TR-85	Recreation Trail Development - Phase 2: Trails connecting the proposed Greenway to the Beaver Ruin and Pinnacle Parcel green spaces	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	PMP
TR-87	Recreation Trail Development - Phase 3: Trails in north Norcross linking Johnson-Dean Park, Rossie Brundage Park, Flicking Parcel, Norcross HS, and Thrasher Park.	3	1	3	2	1	10	\$\$\$	Long	Yes	Yes	PMP
TR-96	Sidewalks along NE side of JCB from N. Norcross Tucker Rd. to Best Friend Rd.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-97	Sidewalks along the NE side of BHPkwy from N. Norcross Tucker Rd. to Best Friend Rd.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-98	Sidewalks along E side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-99	Sidewalks along W side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-100	Sidewalks along W side of JCB from BHPkwy to the existing sidewalk near Financial Dr.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-101	Sidewalks along the SW side of BHPkwy from JCB to Best Friend Rd.	3	1	3	2	1	10	\$\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-102	Sidewalk along the SW side of Financial Dr. from JCB to BHPkwy	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-103	Sidewalk along the NE side of JCB from BHPkwy to Lanier Blvd. Where possible, sidewalk should incorporate the existing retaining walls along this segment and generally be constructed at the grade of the adjacent parcels rather than at the grade of the roadway.	3	1	3	2	1	10	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-107	Modify/add ADA ramps at the intersection of JCB @ Best Friend Park	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-108	Modify/add crosswalks at the intersection of JCB @ Best Friend Rd	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-109	Add a pedestrian signal phase at the signalized intersection of JCB @ Best Friend Rd.	3	1	3	2	1	10	\$	Medium	Yes	Yes	IT / JCB Bike
TR-117	Sidewalk on east side of JCB from I-85 to Brook Hollow Pkwy	3	1	3	2	1	10	\$\$	Long	Yes	Yes	IT / JCB Bike
CF-24	Add pedestrian scale lighting along the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-13	Norcross Elem. School Bike/Ped Connectivity: 5ft sidewalks on the following routes - NE side of Beutell St. from Lawrenceville St. to Wingo St. - SW side of Summerour St. from Lawrenceville St. to BuHwy - SE side of Wingo St. from Park Dr. to Born St. - NE side of Born St. from Wingo St. to the end of current sidewalk in front of Norcross Elem. - NE side of Rakestraw St. from Wingo St. to Academy St.	3	0	3	2	1	9	\$\$\$\$\$\$	Long	Yes	Yes	TC LCI
TR-19	Thrasher Park Area Pedestrian Improvements: - Enhanced crosswalks at W. P'tree St. @ HBR and W. P'tree St. @ Park Dr. - Bulbout and enhanced crosswalk at N. P'tree St. and Buchanan St.	3	0	3	2	1	9	\$	Medium	Yes	Yes	TC LCI
TR-35	Install high visibility crosswalks in the ladder style across the northern and western crossings at Price Place @ Summerour St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-36	Install school crossing signs at Price Place @ Summerour St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-37	Fill in sidewalk gaps along the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd. ("SCP")	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-38	Fill in sidewalk gaps along the N side of Price Place between Mitchell Rd. and Beaver Ruin Rd. ("SCP")	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-40	Install a high visibility crosswalk in the ladder style across the northern crossing on Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-41	Upgrade the western crossing of Mitchell Rd. @ Price Place with a ladder style high visibility crosswalk	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-42	Pave an ADA accessible pathway to the pedestrian actuator on the NE corner Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-43	Install pedestrian countdown signals at Mitchell Rd. @ Price Place	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP

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Project #	Project Description	SLHQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-44	Install a sign for traffic turning right onto Price Place from Mitchell Rd. that reads "Yield to pedestrian in crosswalk."	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-45	Move stop bar back for traffic turning right onto Price Place from Mitchell Rd. so that cars will have more time to see pedestrians crossing	3	0	3	2	1	9	\$	Medium	Yes	Yes	SMSTP
TR-46	Extend the existing triangular circulation island on Price Place @ Beaver Ruin Rd. so that it creates a crossing island for pedestrians. Include curb cuts in design to make refuge ADA accessible.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-47	Move the crosswalks up to the intersection on Price Place @ Beaver Ruin Rd.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-48	Install yield "shark teeth" pavement markings on the crosswalks for southbound motorists turning right from Beaver Ruin Rd. and right from Price Place	3	0	3	2	1	9	\$	Medium	Yes	No	SMSTP
TR-49	Replace the existing sidewalk on the S side of Beaver Ruin Road with a multi-use path between BuHwy and Indian Tr.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-50	Install pedestrian-scale lighting on both sides of Beaver Ruin Rd. between BuHwy and Indian Tr.	3	0	3	2	1	9	\$\$\$\$	Medium	Yes	Yes	SMSTP
TR-51	Install crossing islands, crosswalk, and signage in the center turn lane on Beaver Ruin Road just east of the intersection with Light Circle.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-57	Install a tall buffer (fence or vegetation) to keep middle school student from crossing midblock at the stairs on Mitchell Rd. between BuHwy and BHPkwy	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-58	Install pedestrian-scale lighting on Mitchell Rd. between BuHwy and BHPkwy. Be sure to light stairs that lead to Summerour Middle School Campus	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-59	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Reeves Rd.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-60	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Garner St.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-61	Repaint stop bars on Everglades Trail @ Mitchell Rd. and ensure that stop bars are located behind crosswalk pavement markings.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-62	Upgrade existing crosswalks to ladder style pavement markings on Everglades Trail @ Mitchell Rd.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-63	Install high visibility crosswalks in the ladder style across Mitchell Road at the west crossing @ Everglades Tr.	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-64	Install a pedestrian-actuated signal or rapid flashing beacon across Mitchell Road at the proposed crosswalk @ Everglades Tr. (K3)	3	0	3	2	1	9	\$\$	Medium	Yes	Yes	SMSTP
TR-71	Install crossing islands on Buford Highway on both sides @ Beaver Ruin Rd.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	SMSTP
TR-72	Determine if the existing pedestrian crossing time uses the current MUTCD standard of 3.5 feet per second at the crossing of BuHwy @ Beaver Ruin Rd. If there are a significant number of children crossing at this location, consider increasing the pedestrian crossing time.	3	0	3	2	1	9	\$	Short	Yes	No	SMSTP
TR-78	Sidewalks and Streetscape Improvements on Thrasher Street per TE Grant	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	STWP
TR-16	Lawrenceville St. Bike/Ped Connectivity: - Sidewalks on NW side of Lawrenceville St. from academy St. to Hunt St. - Splitter island with enhanced crosswalk at Lawrenceville St. @ Born St.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	TC LCI
CF-23	Improve the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood so it is ADA compliant	1	0	3	2	1	7	\$\$	Medium	Yes	Yes	SMSTP
TR-14	City Hall Pedestrian Improvements: 8' sidewalk with streetscape on the NW side of Lawrenceville St. between Jones St. and Rakestraw St.	3	0	1	2	1	7	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-15	City Hall Pedestrian Improvements: Textured surface and splitter island at the intersection of Lawrenceville St. and Mitchell Rd.	3	0	1	2	1	7	\$	Medium	Yes	Yes	TC LCI
TR-18	Thrasher Park Area Pedestrian Improvements: Sidewalk on SW side of W Ptree St. between HBR and Park Dr.	3	0	1	2	1	7	\$\$	Medium	Yes	Yes	TC LCI
TR-128	Remove gate across the sidewalk on the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd.	0	0	0	1	1	2	\$	Short	Yes	No	SMSTP
Transportation Need and Opportunity 5: Increase Local Public Transportation Options												
TR-119	Extension of MARTA fixed-guideway rail service into Gwinnett Co.	7	6	5	4	1	23	\$	Long	No	Yes	NAC LCI
TR-118	Conversion of Indian Trail Park and Ride to major transit hub to include MARTA rail and express and local bus services	5	6	5	4	1	21	\$	Long	No	Yes	NAC LCI
TR-8	Bus stop improvements throughout the Activity Center LCI study area: Along BuHwy, Beaver Ruin Rd. N. Norcross Tucker Rd.	3	1	3	4	1	12	\$\$	Short	Yes	No	NAC LCI
Transportation Need and Opportunity 6: Maintain Street Resurfacing Program												
TR-75	Street Resurfacing Program - implementation of Street Resurfacing Plan	1	6	2	4	1	14	\$\$\$\$	Medium	Yes	No	STWP
Transportation Need and Opportunity 7: Manage Traffic Flow												

Project #	Project Description	SLHQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
TR-1	Indian Trail Road Improvements: A. Intersection @ BHPkwy: Add second eastbound right turn lane and westbound through lane B. Interchange: Install second left-turn lane onto I-85 northbound C. Beaver Ruin Road to Oakbrook Parkway: Construct raised center median on IT Rd. as well as major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. D. Retime traffic signals to improve traffic flow	3	3	3	4	2	15	\$\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-7	Beaver Ruin - Langford Rd. Connector: S.terminus in general area of Newbury Rd and N. terminus at BuHwy/Langford Rd. intersection	5	3	0	2	4	14	\$\$\$\$\$	Long	Yes	Yes	NAC LCI
TR-66	Operational Improvements on Buford Hwy @ Mitchell Rd: (1) Repair the segment of crosswalks that is missing ;(2) Paint yield "shark teeth" in the right turn slip lanes on in both directions; (3) Install Crossing islands; (4) Consider increasing crossing time for pedestrians	3	1	1	2	2	9	\$\$\$	Long	Yes	Yes	SMSTP
TR-39	Raise the painted triangular circulation island on Mitchell Rd. @ Price Place	3	0	1	2	1	7	\$\$\$\$	Short	Yes	Yes	SMSTP
TR-121	Roundabout at N. Norcross Tucker Rd. and S. Ptree St.	3	0	3	2	1	9	\$\$\$	Medium	Yes	Yes	TC LCI
TR-2	Buford Highway Improvements A. Add northbound right-turn lane @ N. Norcross Tucker intersection B. Construct raised center median from N. Norcross Tucker Rd. to Langford Rd., as well as on the major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. C. Retime traffic signals to improve traffic flow	5	1	3	2	2	13	\$\$\$\$\$	Medium	Yes	Yes	NAC LCI
TR-125	Extended Wingo St.: - Extend to Buetell St. with a connection to Hunt St. - Splitter Island with enhanced crosswalks on Wingo St. @ Born St. and Wingo St. @ Hunt St.	3	0	3	2	2	10	\$\$\$\$	Long	Yes	Yes	TC LCI
TR-70	Paint yield "shark teeth" in the right turn slip lane on BuHwy @ Beaver Ruin Rd. for northbound traffic.	3	0	1	2	2	8	\$\$\$\$\$	Short	Yes	No	SMSTP
TR-32	Signalized intersection (if warranted) with redevelopment at JCB and W. PTree St.	3	1	1	2	3	10	\$\$\$\$	Medium	Yes	Yes	TC LCI
TR-73	Restrict left turns from Beaver Ruin Rd. into business located on the southwest corner of the BuHwy / Beaver Ruin Rd. intersection by installing a right-in-right-out channelization island.	1	0	1	2	3	7	\$\$\$\$\$	Short	Yes	No	SMSTP
TR-76	Buford Highway Improvements: Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross Tucker at Buford Highway	3	1	3	2	2	11	\$\$\$\$\$	Long	Yes	Yes	STWP
TR-110	Modify/add ADA ramps on JCB at the driveway of JCB and Best Friend Park	3	0	1	2	2	8	\$	Medium	Yes	Yes	IT / JCB Bike
TR-111	Modify or remove the right-turn channelization islands at the intersection of JCB @ N. Norcross Tucker Rd.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-112	Modify or remove the right-turn channelization islands at the intersection of JCB @ BHPkwy	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
TR-113	Modify or remove the right-turn channelization islands at the intersection of JCB @ Goshen Springs Rd.	3	0	1	2	2	8	\$\$	Medium	Yes	Yes	IT / JCB Bike
Community Facilities and Services Need and Opportunity 1: Improve access to community facilities												
CF-17	Partner with Norcross school cluster to maximise community access to school sports fields	3	0	4	3	0	10	\$	Short	Yes	No	PMP
CF-29	Website management and enhancement, including regularly polling users to determine ways to improve	1	1	0	3	0	5	\$	Ongoing	Yes	No	STWP
CF-5	Modify Chapter 30 of the Ordinance, "Parks and Recreation" to allow for more uses within the parks and to clarify those that are prohibited	3	0	4	0	0	7	\$	Short	Yes	No	TC LCI
Community Facilities and Services Need and Opportunity 2: Continue to support the Norcross Police Department and its presence in the community												
CF-33	Continue to support the Business Watch Program	1	1	4	4	0	10	\$	Ongoing	Yes	No	Ongoing effort
CF-36	Continue to support the Citizen Police Academy	1	1	4	4	0	10	\$	Ongoing	Yes	No	Ongoing effort
CF-35	Continue to support the Copper theft Initiative	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-37	Continue to support the Senior Citizen Check In program	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-38	Continue to support the Vacation Security Request Program	1	1	2	4	0	8	\$	Ongoing	Yes	No	Ongoing effort
CF-34	Continue to support the Child Safety Seat Program	1	1	0	4	1	7	\$	Ongoing	Yes	No	Ongoing effort
CF-32	Continue to support the ADVANCE (Avoiding Drugs Violence and Negative Choices Early) Program	1	1	0	4	0	6	\$	Ongoing	Yes	No	Ongoing effort
Community Facilities and Services Need and Opportunity 3: Implement and update the Norcross Parks Master Plan												
CF-31	Develop a City managed youth sports league to compliment a multi-sport complex developed at the Price Place / Mitchell Rd. node	7	1	4	4	0	16	TBD	TBD	Yes	No	new
CF-22	Develop Johnson Dean Park as a passive recreation area	3	3	3	3	2	14	TBD	Long	Yes	Yes	TC LCI
CF-41	Update the Norcross Parks Master Plan to incorporate the annexed area	3	1	4	3	2	13	\$	Short	Yes	No	new
CF-6	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	5	0	3	2	2	12	\$\$	Long	Yes	Yes	STWP

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Project #	Project Description	SLHQS	VE	SOP	LS	Trans	Comp. Score	Relative Cost	Time frame	Local Funding	State or Fed Funding	Source Study **
CF-16	Mitchell Road Parcel Development A. Clean-up and remediate existing site B. Develop a master plan for the park focused on recreation uses C. Complete park development	5	0	3	2	2	12	\$\$\$	Long	Yes	Yes	PMP
CF-18	Establish site for a public playground and open space in NE Norcross	5	0	3	2	2	12	\$\$\$	Short	Yes	Yes	PMP
CF-20	Acquire additional parkland, open space, and trail connections through zoning requirements for new development and redevelopment	3	0	3	4	2	12	\$	Ongoing	Yes	Yes	PMP
CF-19	Continue development and environmental stewardship efforts at key open space sites: Flicking Parcel, Johnson-Dean Park, and other opportunities as they arise	1	0	1	4	0	6	\$	Ongoing	Yes	Yes	PMP
Community Facilities and Services Need and Opportunity 4: Construct Additional Parking in the Downtown Area												
ED-3	Implement management program of off-site parking for employees of downtown businesses	7	1	3	1	1	13	\$	TBD	Yes	No	TC LCI
TR-131	Parking Deck by Lillian Webb Park	5	1	3	1	1	11	\$\$\$	Medium	Yes	No	new
TR-11	Downtown Parking: Stripe for on-street parking on both sides of Bostic St. from HBR to raised intersection	3	1	3	1	1	9	\$\$	Short	Yes	Yes	TC LCI
Note: See LU-8 Reduce off-street parking minimums within the Historic Downtown area												
Community Facilities and Services Need and Opportunity 5: Maintain and improve stormwater infrastructure												
CF-11	Contribute to Water Management Plan and enforce plan	3	6	0	4	0	13	\$	Ongoing	Yes	Yes	STWP
CF-10	Map all utility systems in service area	7	1	0	0	0	8	\$	Ongoing	Yes	No	STWP
Community Facilities and Services Need and Opportunity 6: Implement High Tech Solutions in Service Provisions to Enhance Community Image												
CF-13	Infrastructure planning for sewer and road improvements	1	6	2	4	1	14	\$	Ongoing	Yes	No	STWP
CF-8	Water/Sewer Pipe Replacement Program	5	3	0	4	0	12	\$\$\$\$\$	Ongoing	Yes	Yes	STWP
CF-7	Create a city building inventory assessment of ongoing maintenance needs	3	0	2	4	0	9	\$	Medium	Yes	Yes	STWP
CF-30	Update Five Year Technology Plan annually	5	1	0	2	0	8	\$	Ongoing	Yes	No	STWP
CF-1	Continue to identify new revenue sources	1	6	0	0	0	7	\$	Ongoing	Yes	Yes	STWP
CF-42	Maintain City's LEED and Green Communities Designations	1	3	3	4	0	11	\$	Ongoing	Yes	Yes	STWP
Community Facilities and Services Need and Opportunity 7: Develop Citywide Geographic Information System												
CF-14	Coordinate City-wide GIS system	5	0	0	3	0	8	\$\$	Ongoing	Yes	No	STWP
CF-28	Purchase and implement GIS system per 5 year Plan	7	0	0	0	0	7	TBD	Medium	Yes	No	STWP
CF-9	Data verification and Sewer System location maps (GIS)	3	0	0	3	0	6	\$	Medium	Yes	No	STWP
CF-15	Obtain GIS data from County regarding transportation improvements	3	0	0	0	0	3	\$	Ongoing	Yes	No	STWP
CF-12	Maintain Zoning (base-line completed 2007)	1	0	0	0	0	1	\$	Ongoing	Yes	No	STWP
(* SCP)	Project to be addressed through TR-77 Sidewalk Connectivity Program											

Study Abbreviations:

- STWP - 2008 Comprehensive Plan Short Term Work Program (as updated in 2012)
- PMP - 2011 Norcross Parks Master Plan
- JC / BH LCI - 2007 Jimmy Carter - Buford Highway Redevelopment Plan (LCI)
- IT / LR LCI - 2007 Indian Trail - Lilburn Road Corridor Study (LCI)
- IT / JCB Bike - 2012 Indian Trail - Jimmy Carter Boulevard Bike Study
- NAC LCI - 2008 Norcross Activity Center LCI (area S of Town Center between BuHwy, I-85, JCB, & IT)
- TC LCI - 2012 Town Center LCI 10-yr Update
- SMSTP - 2012 Summerour Middle School Transportation Plan (Safe Routes to School)
- new - Derived from Comp Plan Update effort
- Ongoing - Ongoing program not mentioned in 2008 STWP

D. SHORT TERM WORK PROGRAM

The following STWP is based on the current city budget, and the findings of the Priority Evaluation List. It is comprised of projects that are ongoing or should be launched over the next five years to further the goals of the plan. The STWP is organized by element and lists implementation years, responsible party, estimated cost, and potential funding sources.

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
Population										
POP-1	Establish benchmarks for program expansion. Include: youth programs, senior programs, integration of diverse community (work with Latin Association/schools).	x						Community Center	Staff Time	General Fund
POP-2	Senior Programs - include computer classes, physical recreation, dance classes, art class, gaming clubs and tournaments	ongoing						Community Center	Staff Time	General Fund
POP-3	Continue our positive relationship with ethnic and international communities, such as the Latin American Association through community programs and events	ongoing						City Manager	Staff Time	NA
POP-4	Study the possibility of implementing a Leadership Norcross Program		x					City	Staff Time	NA
Housing										
HOU-1	Mixed Income zoning incentives to address affordable housing - concurrent with new, high-standard design development	x						Community Development	Staff Time	General Fund
HOU-2	Review code enforcement regulations and procedures to maintain and improve quality of life	ongoing						Community Development	Staff Time	General Fund
HOU-4	Continue and expand progressive code enforcement program in residential neighborhoods.	ongoing						City	TBD	City
HOU-5	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	x						City	TBD	City
Economic Development										
ED-1	Pursue creation of an Opportunity zone along Jimmy Carter Boulevard	X						City	Staff Time	City
ED-2	Create Residential Recruitment Materials to improve awareness and viability of key focus areas for future residential opportunities, particularly for millennial and senior housing	X						City / Economic Development	\$ 5,000	City
ED-3	Implement management program of off-site parking for employees of downtown businesses	TBD						City, DDA, Businesses	Staff Time	City
ED-4	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	x						Economic Development Manager	Staff Time	General Fund
ED-5	Request for Development proposals of properties within the Town Center area, per Town Center LCI plan recommendations	x						City	staff time	City
ED-6	Document current fiber optics, data cables and electrical services provided within the Technology and Innovation Incubator District and other technology oriented area of the city and assess where upgrades area necessary in order to attract and provides services to high tech industry	x						City / Economic Development	staff time	City
ED-7	Collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy within the CID's boundaries	ongoing						City / Community Development & Economic Development	staff time	City
ED-8	Establish monthly or quarterly meetings with business owners within the Technology and Innovation Incubator District and provide them with a model of Innovation Center establishment	x						City / Economic Development	Staff Time	City
ED-9	Establish the business mentoring program as described in the 2011 Community Choices report	x						City / Economic Development	Staff Time	City
Land Use										
LU-2	Work with GV CID to develop zoning overlay districts for the Jimmy Carter Blvd corridor to address: A. Design standards for the public realm B. Site design standards C. Incentives D. Mixed-use development	x						City / Community Development	Staff Time	CID/City
LU-3	Revisions to Overlay Districts per Town Center LCI recommendations	x						City / Community Development	Staff Time	City
LU-4	Develop plazas with redevelopment per Town Center LCI	X						City & Development Community	TBD	City, Developers, Bonds, TAD, CID, GAFARLF, Equity Fund, Redevelopment Fund, CDBG
LU-5	Strengthen Historic District Regulations to preserve no only structures' character but to preserve historical lot sizes as well. Allow flexibility within the redevelopment guidelines to encourage preservation with allowance for redevelopment within areas where single structure preservation may discourage reinvestment.	X						City	Staff Time	City, State Historic Preservation Tax Incentives

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
LU-6	Expand current standards for streetscape elements to entire Town Center LCI study area to create uniformity, including streetlights, benches, way finding signage, etc.	X						City	TBD	ARC, TE, City
LU-7	Update Design Standards manual and other documents, including the corresponding Ordinance to reference the most recent Norcross LCI rather than the 2001 study	X						City	Staff Time	City
LU-8	Reduce off-street parking minimums within the Historic Downtown area	X						City	Staff Time	City
LU-9	Amend the ROAD Overlay District to more reasonable densities and scale							City	Staff Time	City
LU-10	Modify the City's Land Development Regulations to allow pervious paving in parking lots with in the Town Center area	X						City	Staff Time	City
LU-13	Adopt higher-density mixed-use zoning categories for Brook Hollow Pkwy and Beaver Ruin Rd. corridors (similar to BuHwy zoning)							City	NA	City
LU-11	Establish a sidewalk bank							City	Staff Time	TBD
LU-12	Create zoning incentives for redevelopment	X						Community Development	Staff	General Fund
LU-14	Joint feasibility study for enhancement and re-use of Buchanan School site - potential development RFP							City / GCPCS	TBD	City / GCPCS
LU-15	Create retail-only ordinance along first floor of S. P'tree St. businesses and parts of College St. and HBR where appropriate to promote storefront streets	X						DDA, City / Community Development	staff time	City
LU-16	Consider expansion of Skin Alley Plaza	X						City	TBD	City, Developers, Bonds, TAD, CID, GAFRLF, Equity Fund, Redevelopment Fund, CDBG
LU-17	Incorporate parks and greenway requirements into Zoning for open space and options for "banking" open space							Community Development	Staff Time	General Fund
LU-18	Complete a Redevelopment Guide for focus projects within the Town Center LCI study area	X						City / Economic Development	\$ 15,000	City
LU-19	Revise the industrial zoning district (M-1) to preserve and enhance areas for business retention and attraction		X					Community Development	Staff Time	City
Transportation										
TR-1	Indian Trail Road Improvements: A. Intersection @ BHPkwy: Add second eastbound right turn lane and westbound through lane B. Interchange: Install second left-turn lane onto I-	X						City / GDOT	\$ 2,247,500	General Fund, LCI, TE
TR-2	Buford Highway Improvements A. Add northbound right-turn lane @ N. Norcross Tucker intersection B. Construct raised center median from N. Norcross Tucker Rd. to Langford Rd., as well as on the major side streets. Implement access management policy, which includes limiting driveways per parcel, encouraging interparcel access, etc. C. Retime traffic signals to improve traffic flow	X						City / GDOT	\$ 1,954,575	General Fund, LCI, TE
TR-3	Pedestrian Improvements A. Construct crosswalks and pedestrian signals at the following intersections: - BHPkwy @ Center Way - Beaver Ruin Rd. @ Wexford Dr./East Hill Way - ITRd. @ BHPkwy - BuHwy @ N. Norcross Tucker Rd. - Beaver Ruin Rd. @ Pinnacle Way - Beaver Ruin Rd. @ ITRd. - Mitchell Rd. @ BHPkwy - BHPkwy @ Victory World Church B. Construction connections between existing sidewalks in the study area to complete study area sidewalk network. 3.85 miles of sidewalks to fill in gaps along N. Norcross Tucker Rd, Beaver Ruin Rd, and BHPkwy west of Mitchell Rd.		2013 per plan					City / GDOT	\$ 862,325	Federal / State / City
TR-4	Buford Hwy from N. Norcross Tucker Rd. to Langford Rd.: Pedestrian enhancements including landscaping, lighting, and 10' multi-use trails	X						City / CID	\$ 8,976,000	Federal / State / City
TR-5	Brook Hollow Pkwy from Mitchell Rd to Beaver Ruin Rd and on Mitchell Rd. from Everglades Tr. To BHPkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	X						City	\$ 5,625,700	Federal / State / City
TR-6	Pinnacle Point Rd. from Beaver Ruin Rd to BH Pkwy: Pedestrian enhancements including landscaping, lighting, and multi-use trails	X						City	\$ 2,131,500	Federal / State / City

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-7	Beaver Ruin - Langford Rd. Connector: S.terminus in general area of Newbury Rd and N. terminus at BuHwy/Langford Rd. intersection		x					GDOT / City	\$ 10,000,000	Federal / State / City
TR-8	Bus stop improvements along BuHwy, Beaver Ruin Rd. N. Norcross Tucker Rd.	x						City	\$ 120,000	City
TR-9	Downtown Pedestrian Improvements: A. 8' sidewalk and streetscape at NW side of Bostic St. from HBR to Lillian Webb Park, on SE side of Bostic St. from HBR to Britt Ave., on SW side of Britt		x					City / PW	\$ 432,200	General Fund, LCI, TE
TR-10	Downtown Pedestrian Improvements/Traffic Calming: A. Raised crosswalks/speed tables on Britt Ave. and on College St.		x					City / PW	\$ 300,000	General Fund, LCI, TE
TR-11	Downtown Parking: A. On-street parking on both sides of Bostic St. from HBR to raised intersection		x					City / PW	\$ 78,000	General Fund, LCI, TE
TR-12	Norcross Elem. School Bike/Ped Connectivity: Multi-use trail on SW side of Born St. from Academy St. to Lawrenceville St.			x				City / PW	\$ 54,000	General Fund, LCI, Safe Routes to School
TR-13	Norcross Elem. School Bike/Ped Connectivity: 5ft sidewalks on the following routes - NE side of Beutell St. from Lawrenceville St. to Wingo St.			x				City / PW	\$ 1,152,000	General Fund, LCI, Safe Routes to School
TR-14	City Hall Pedestrian Improvements: 8' sidewalk with streetscape on the NW side of Lawrenceville St. between Jones St. and Rakestraw St.			x				City / PW	\$ 528,000	General Fund, LCI, TE
TR-15	City Hall Pedestrian Improvements: Textured surface and splitter island at the intersection of Lawrenceville St. and Mitchell Rd.			x				City / PW	\$ 72,000	General Fund, LCI, TE
TR-16	Lawrenceville St. Bike/Ped Connectivity: - Sidewalks on NW side of Lawrenceville St. from academy St. to Hunt St. - Splitter island with enhanced crosswalk at				x			City / PW	\$ 180,000	General Fund, LCI, TE
TR-17	Lawrenceville St. Bike/Ped Connectivity: Multi-use trail connection between NW side of Lawrenceville St. and Giles St. near BuHwy				x			City / PW	\$ 102,000	General Fund, LCI, TE
TR-18	Thrasher Park Area Pedestrian Improvements: Sidewalk on SW side of W P'tree St. between HBR and Park Dr.				x			City / PW	\$ 114,000	General Fund, LCI, TE
TR-19	Thrasher Park Area Pedestrian Improvements: - Enhanced crosswalks at W. P'tree St. @ HBR and W. P'tree St. @ Park Dr. - Bulbout and enhanced crosswalk at N. P'tree St.				x			City / PW	\$ 30,000	General Fund, LCI, TE
TR-20	Buford Hwy. Pedestrian Improvements: 8" sidewalk with streetscapes on both sides of Buford Hwy. between HBR and Mitchell Rd.				x			City / PW	\$ 456,000	General Fund, LCI, TE
TR-21	Buford Hwy. Pedestrian Improvements: A. Enhanced crosswalks on Buford Hwy. at the following locations: N Norcross Tucker Rd., HBR, Mitchell Rd., Beaver Ruin Rd.					x		City / PW	\$ 312,000	General Fund, LCI, TE
TR-22	Railroad Pedestrian Crossing Upgrades and Traffic Calming: A. Upgrade ped crossings at the RR crossings on HBR and Park Dr.					x		City / PW	\$ 180,000	General Fund, LCI, TE
TR-23	Railroad Pedestrian Crossing Upgrades and Traffic Calming: Intersection Improvements at HBR @ P'tree St. - Add a gateway feature consisting of a wrought iron						x	City / PW	\$ 108,000	General Fund, LCI, TE
TR-24	N P'tree St. Multi-use Trail and Traffic Calming: - Multi-use trail on SE side of N P'tree St. from Buchanan St. to Langford Rd. - Splitter island with enhanced crosswalks at N						x	City / PW	\$ 936,000	General Fund, LCI, TE
TR-33	Implement recommendations from the Town Center Railroad Crossing Concept/Traffic Study at the next call for projects		x					City / PW	\$ 50,000	General Fund / ARC
TR-34	Provide way-finding signage to and along the trail connecting Summerour MS athletic fields and the adjacent multi-family neighborhood				x			City / PW	TBD	General Fund
TR-35	Install high visibility crosswalks in the ladder style across the northern and western crossings at Price Place @ Summerour St.	x						City / PW	TBD	General Fund
TR-36	Install school crossing signs at Price Place @ Summerour St.	x						City / PW	TBD	General Fund
TR-39	Raise the painted triangular circulation island on Mitchell Rd. @ Price Place					x	x	City / PW	TBD	General Fund

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-40	Install a high visibility crosswalk in the ladder style across the northern crossing on Mitchell Rd. @ Price Place	x						City / PW	TBD	General Fund
TR-41	Upgrade the western crossing of Mitchell Rd. @ Price Place with a ladder style high visibility crosswalk	x						City / PW	TBD	General Fund
TR-42	Pave an ADA accessible pathway to the pedestrian actuator on the NE corner Mitchell Rd. @ Price Place	x						City / PW	TBD	General Fund
TR-43	Install pedestrian countdown signals at Mitchell Rd. @ Price Place					x	x	City / PW	TBD	General Fund
TR-44	Install a sign for traffic turning right onto Price Place from Mitchell Rd. that reads "Yield to pedestrian in crosswalk."	x						City / PW	TBD	General Fund
TR-45	Move stop bar back for traffic turning right onto Price Place from Mitchell Rd. so that cars will have more time to see pedestrians crossing	x						City / PW	TBD	General Fund
TR-46	Extend the existing triangular circulation island on Price Place @ Beaver Ruin Rd. so that it creates a crossing island for pedestrians. Include curb cuts in design to make refuge ADA accessible.				x			City / PW	TBD	General Fund
TR-47	Move the crosswalks up to the intersection on Price Place @ Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-48	Install yield "shark teeth" pavement markings on the crosswalks for southbound motorists turning right from Beaver Ruin Rd. and right from Price Place	x						City / PW	TBD	General Fund
TR-49	Replace the existing sidewalk on the S side of Beaver Ruin Road with a multi-use path between BuHwy and Indian Tr.				x			City / PW	TBD	General Fund
TR-50	Install pedestrian-scale lighting on both sides of Beaver Ruin Rd. between BuHwy and Indian Tr.					x	x	City / PW	TBD	General Fund
TR-51	Install crossing islands, crosswalk, and signage in the center turn lane on Beaver Ruin Road just east of the intersection with Light Circle.					x	x	City / PW	TBD	General Fund
TR-54	Install school crossing signage with the proposed crosswalk (H2) as it is within the school zone.					x	x	City / PW	TBD	General Fund
TR-56	Construct the proposed multi-use trail on the E side of Mitchell Rd. between BuHwy and BHPkwy				x			City / PW	TBD	General Fund
TR-57	Install a tall buffer (fence or vegetation) to keep middle school student from crossing midblock at the stairs on Mitchell Rd. between BuHwy and BHPkwy	x						City / PW	TBD	General Fund
TR-58	Install pedestrian-scale lighting on Mitchell Rd. between BuHwy and BHPkwy. Be sure to light stairs that lead to Summerour Middle School Campus					x	x	City / PW	TBD	General Fund
TR-59	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Reeves Rd.	x						City / PW	TBD	General Fund
TR-60	Install a high visibility crosswalk in the ladder style across Mitchell Rd. @ Garner St.	x						City / PW	TBD	General Fund
TR-61	Repaint stop bars on Everglades Trail @ Mitchell Rd. and ensure that stop bars are located behind crosswalk pavement markings.	x						City / PW	TBD	General Fund
TR-62	Upgrade existing crosswalks to ladder style pavement markings on Everglades Trail @ Mitchell Rd.	x						City / PW	TBD	General Fund
TR-63	Install high visibility crosswalks in the ladder style across Mitchell Road at the west crossing @ Everglades Tr.				x			City / PW	TBD	General Fund
TR-64	Install a pedestrian-actuated signal or rapid flashing beacon across Mitchell Road at the proposed crosswalk @ Everglades Tr. (K3)				x			City / PW	TBD	General Fund
TR-66	Operational Improvements on Buford Hwy @ Mitchell Rd: (1) Repair the segment of crosswalks that is missing ;(2) Paint yield "shark teeth" in the right turn slip lanes on in both directions; (3) Install Crossing islands; (4) Consider increasing crossing time for pedestrians	X			X	X		City / PW	TBD	General Fund
TR-70	Paint yield "shark teeth" in the right turn slip lane on BuHwy @ Beaver Ruin Rd. for northbound traffic.	x						City / PW	TBD	General Fund
TR-71	Install crossing islands on Buford Highway on both sides @ Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-72	Determine if the existing pedestrian crossing time uses the current MUTCD standard of 3.5 feet per second at the crossing of BuHwy @ Beaver Ruin Rd. If there are a significant number of children crossing at this location, consider increasing the pedestrian crossing time.					x	x	City / PW	TBD	General Fund
TR-73	Restrict left turns from Beaver Ruin Rd. into businesses located on the southwest corner of the BuHwy / Beaver Ruin Rd. intersection by installing a right-in-right-out channelization island.					x	x	City / PW	TBD	General Fund

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-74	Work with Gwinnett County regarding congestion on major corridors	ongoing						City Engineer; Public Works; City Manager	Staff Time	SPLOST & GF
TR-75	Implementation Street Resurfacing Plan	x	x	x				Public Works	\$150,000 per yr total \$500,000 over 3 yrs	SPLOST & LARP
TR-76	Buford Highway Improvements: Raised Center Median. Implement access management policy limiting driveway per parcel. Northbound right turn lane at North Norcross Tucker at Buford Highway	x						Community Development	\$ 2,500,000	80/20 ARC, GDOT, City match
TR-77	Sidewalk Connectivity Program: Inventory and prioritize sidewalk improvements on an annual basis; Fill gaps in existing network.	x	x	x	x	x	x	Community Development	\$100,000/per	General Fund, CDBG, LCI
TR-78	Sidewalks and Streetscape Improvements on Thrasher Street per TE Grant	x						Community Development / Public Works	\$ 400,000	80/20 ARC, GDOT, City match
TR-79	Support GVCID Transportation Improvement efforts, including improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Ruin Rd.	Ongoing						Community Development/ GVCID/Gwinnett DOT	Staff Time	General Fund
TR-80	Implement recommendations of Light Rail Study to address the need for local transit alternatives	x	x	x	x	x	x	Economic Development Manager; Public Works, CID	Staff Time	General Fund
TR-81	Greenway Development Phase 1 A. Explore use of power easements B. Establish conservation easements with key property owners C. Develop greenway as proposed in Parks Master Plan	x	x	x	x	x		Community Development	TBD	General Fund
TR-82	Recreation Trail Development - Phase 1: Trails in south Norcross linking the proposed Greenway to parks and school sites (Best Friend Park, Cemetery Field, Schools etc.)		x	x	x	x		Community Development	TBD	General Fund
TR-84	Greenway Development Phase 2 A. Explore options/partnerships to establish a greenway along the rail corridor through Norcross B. Discussion long-term extension of the greenway into Gwinnett Co / access to Pickneyville Park C. Development greenway along rail corridor w/ necessary safety measures for users			x	x	x		Community Development	TBD	General Fund
TR-90	Multi-use trail along the SE side of BHPkwy from Center Way to Indian Trail Rd.			x	x	x		Community Development	\$ 1,144,900	General Fund
TR-91	Multi-use trail along the SE side of Pinnacle Way from Brook Hollow Pkwy to Beaver Ruin Rd.				x	x	x	Community Development	\$ 467,200	General Fund
TR-92	Sharrows along S. P'tree St. from Buford Hwy to JCB		x					Community Development	\$ 1,400	General Fund
TR-93	Sharrows along Pelican Dr. from SE of N. Norcross Tucker Rd. to Best Friend Rd.		x					Community Development	\$ 2,200	General Fund
TR-94	Multi-use trail along BHPkwy from JCB to N. Norcross Tucker Rd.		x					Community Development	\$ 203,400	General Fund
TR-95	Bike lanes and sidewalk along W side of N Norcross Tucker Rd. from Brook Hollow Pkwy to Buford Hwy					x	x	Community Development	\$ 1,691,900	General Fund
TR-96	Sidewalks along NE side of JCB from N. Norcross Tucker Rd. to Best Friend Rd.			x	x			Community Development	\$ 169,200	General Fund
TR-97	Sidewalks along the NE side of Brook Hollow Pkwy from N. Norcross Tucker Rd. to Best Friend Rd.			x	x			Community Development	\$ 172,300	General Fund
TR-98	Sidewalks along E side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.			x	x			Community Development	\$ 35,700	General Fund
TR-99	Sidewalks along W side of JCB from the existing sidewalk N of Lanier Blvd. to N. Norcross Tucker Rd.			x	x			Community Development	\$ 31,800	General Fund
TR-100	Sidewalks along W side of JCB from BHPkwy to the existing sidewalk near Financial Dr.			x	x			Community Development	\$ 58,700	General Fund
TR-101	Sidewalks along the SW side of BHPkwy from JCB to Best Friend Rd.					x	x	Community Development	\$ 311,800	General Fund
TR-102	Sidewalk along the SW side of Financial Dr. from JCB to BHPkwy					x	x	Community Development	\$ 175,900	General Fund
TR-103	Sidewalk along the NE side of JCB from BHPkwy to Lanier Blvd. Where possible, sidewalk should incorporate the existing retaining walls along this segment and generally be constructed at the grade of the adjacent parcels rather than at the grade of the roadway.					x	x	Community Development	\$ 147,700	General Fund
TR-104	Multi-use trail along Old Rockbridge Rd. from Best Friend Park to BuHwy					x	x	Community Development	\$ 353,200	General Fund
TR-105	Multi-use trail connecting the existing trail in Best Friend to JCB, along the SW side of JCB to Best Friend Rd., and along Best Friend Rd. to Pelican Dr.					x	x	Community Development	\$ 302,500	General Fund

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Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
TR-107	Modify/add ADA ramps at the intersection of JCB @ Best Friend Park					x	x	Gwinnett DOT	\$ 6,000	General Fund
TR-108	Modify/add crosswalks at the intersection of JCB @ Best Friend Rd					x	x	Gwinnett DOT	\$ 3,000	General Fund
TR-109	Add a pedestrian signal phase at the signalized intersection of JCB @ Best Friend Rd.					x	x	Gwinnett DOT	\$ 27,000	General Fund
TR-110	Modify/add ADA ramps on JCB at the driveway of JCB and Best Friend Park					x	x	Gwinnett DOT	\$ 3,000	General Fund
TR-111	Modify or remove the right-turn channelization islands at the intersection of JCB @ N. Norcross Tucker Rd.					x	x	Gwinnett DOT	\$ 32,000	General Fund
TR-112	Modify or remove the right-turn channelization islands at the intersection of JCB @ BHPkwy					x	x	Gwinnett DOT/ City	\$ 92,000	General Fund
TR-113	Modify or remove the right-turn channelization islands at the intersection of JCB @ Goshen Springs Rd.					x	x	Gwinnett DOT/ City	\$ 30,000	General Fund
TR-114	Multi-use trail along Mitchell Rd. from BuHwy to BHPkwy						X	Community Development	\$ 1,465,000	General Fund
TR-115	Greenway trail along the utility corridor east of BuHwy, connecting N Norcross Tucker Rd to Beaver Ruin Rd						X	Community Development	\$ 1,291,700	General Fund
TR-116	Greenway trail along power line easement from JCB @ Best Friend Park to N. Norcross Tucker Rd.						X	Community Development	\$ 264,100	General Fund
TR-117	Sidewalk on east side of JCB from I-85 to Brook Hollow Pkwy						X	Community Development	\$ 196,500	General Fund
TR-120	Sharrows on the following routes: - N. P'tree to JCB - L'ville St. from Rakestraw St. to Jones St. - Academy St from Rakestraw St. to Born St. - Jones St./Park Dr. from College St. to N P'tree St. - Thrasher St. from Buchanan St. to Jones St. - S. P'tree St. from Jones St. to Carlyle St. - S. P'tree St. from N Norcross Tucker Rd. to JCB - HBR from Thrasher St. to College St. - S. Cemetery St. from College St. to BuHwy - College St. from HBR to Britt Ave. - Britt Ave. from College Street to BuHwy - Sunset Dr. from N P'tree St to end of roadway	x						Community Development	\$ 204,000	General Fund
TR-121	Roundabout at N. Norcross Tucker Rd. and S. P'tree St.			x				Community Development	\$ 450,000	General Fund, LCI, TE
TR-122	Bike lanes on N Norcross Tucker Rd./ S. P'tree St. from BuHwy to Carlyle St.			x				Community Development	\$ 576,000	General Fund, LCI, TE
TR-123	Lawrenceville St. Bike/Ped Connectivity: Bike lanes on Lawrenceville St. from Rakestraw St. to BuHwy			x				City / PW	\$ 552,000	General Fund, LCI, TE
TR-128	Remove gate across the sidewalk on the S side of Price Place between Mitchell Rd. and Beaver Ruin Rd.	x						City / PW	TBD	General Fund
TR-129	Install a climbing lane for eastbound bicycle traffic and a shared lane marking (sharrow) for westbound traffic on Price Place between Mitchell Rd. and Beaver Ruin Rd.				x			City / PW	TBD	General Fund
TR-130	Install bike lanes on both sides of the street on Price Place between Mitchell Rd. and Beaver Ruin Rd.					x	x	City / PW	TBD	General Fund
TR-131	Parking Deck by Lillian Webb Park	x	x	x				City	TBD	General Fund
Community Facilities and Services										
CF-1	Continue to identify new revenue sources	Ongoing						City Manager	Staff Time	General Fund
CF-2	Buford Hwy from N. Norcross Tucker to Langford Rd.: Relocate overhead utilities to underground	x						City / CID	\$ 1,722,500.00	Federal / State / City
CF-3	Gateways - Stone columns with signage at the following locations: - HBR @ Town Center LCI boundary W of Queens Ct. - JCB @ W P'tree St. - Mitchell Rd. @ BuHwy - Beaver Ruin Rd. @ BuHwy - Langford R. @ N P'tree St.					x		City / PW	\$ 42,000.00	General Fund, LCI, TE
CF-4	Develop a Public Art and Cultural Resources Master Plan for Downtown	x						City	\$ 30,000.00	City / ARC
CF-5	Modify Chapter 30 of the Ordinance, "Parks and Recreation" to allow for more uses within the parks and to clarify those that are prohibited	x						City	Staff Time	City
CF-6	Parks: Johnson-Dean Master Plan (2008); Design and Construction (2008 - 2010)	x						Public Works	\$ 50,000.00	SPLOST
CF-7	Create a city building inventory assessment of ongoing maintenance needs	x						Public Works	Staff Time	General Fund
CF-8	Water/Sewer Pipe Replacement Program	ongoing						Public Utilities	\$ 1,310,000.00	General Fund
CF-9	Data verification and Sewer System location maps (GIS)	x						Public Utilities & Information Technology	Staff Time	Utility Funds (W/S)

Project #	Project Description	2014	2015	2016	2017	2018	2019	Responsibility	Estimated Cost	Potential Funding Sources
CF-10	Map all utility systems in service area	ongoing						Public Utilities & Information Technology	Staff Time	Utility Funds (all)
CF-11	Contribute to Water Management Plan and enforce plan	ongoing						Public Utilities	Staff Time	General Fund
CF-12	Maintain Zoning (base-line completed 2007)	ongoing						IT/Community Development	Staff Time	General Fund
CF-13	Infrastructure planning for sewer and road improvements	ongoing						IT/P Works/P Utilities	Staff Time	General Fund
CF-14	Coordinate City-wide GIS system	ongoing						Information Technology/ Ongoing	\$ 145,000.00	General Fund
CF-15	Obtain GIS data from County regarding transportation improvements	ongoing						Information Technology	Staff Time	General Fund
CF-16	Mitchell Road Parcel Development A. Clean-up and remediate existing site B. Develop a master plan for the park focused on recreation uses C. Complete park development	x	x				x	Public Works	TBD	GF, SPLOST, Grants
CF-17	Partner with Norcross school cluster to maximise community access to school sports fields	x	x					Norcross School Cluster Organization	Staff Time	General Fund
CF-18	Establish site for a public playground and open space in NE Norcross				x			City or through Partnerships	Staff Time	General Fund
CF-19	Continue development and environmental stewardship efforts at key open space sites: Flickling Parcel, Johnson-Dean Park, and other opportunities as they arise	ongoing						Public Works	Staff Time	General Fund
CF-20	Accrue additional parkland, open space, and trail connections through zoning requirements for new development and redevelopment	ongoing						Public Works	TBD	General Fund
CF-22	Develop Johnson Dean Park as a passive recreation area		x					City	TBD	City, TAD, GEFA
CF-23	Improve the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood so it is ADA compliant					x	x	School Bd	TBD	School Bd/ General Fund
CF-24	Add pedestrian scale lighting along the trail connecting the Summerour MS athletic fields and the adjacent multi-family neighborhood					x	x	City/School Bd	TBD	General Fund
CF-25	Replace existing storm grates with current standard for bikeways on Price Place between Mitchell Rd. and Beaver Ruin Rd.				x			City / PW	TBD	General Fund
CF-26	Promote and partner on Town Center LCI projects	ongoing						City & Development Community	TBD	City, Developers, Bonds, TAD, CID, GAFARLF, Equity Fund, Redevelopment Fund, CDBG
CF-27	Expand Visitor Center to improve visibility and promote business and activities within the City	TBD						City	TBD	City, TAD, GAFARLF, Equity Fund
CF-28	Purchase and implement GIS system per 5 year Plan	x						IT	TBD	General Fund
CF-29	Website management	ongoing						IT/City Clerk	\$ 10,000	General Fund
CF-30	Update Five Year Technology Plan annually	x	x	x	x	x	x	IT	Staff Time	General Fund
CF-31	Develop a City managed youth sports league to compliment a multi-sport complex developed at the Price Place / Mitchell Rd. node	TBD						City / Parks and Recreation	Staff Time	General Fund
CF-32	Continue to support the ADVANCE (Avoiding Drugs Violence and Negative Choices Early) Program	ongoing						City Police Dept	Staff Time	General Fund
CF-33	Continue to support the Business Watch Program	ongoing						City Police Dept	Staff Time	General Fund
CF-34	Continue to support the Child Safety Seat Program	ongoing						City Police Dept	Staff Time	General Fund
CF-35	Continue to support the Copper theft Initiative	ongoing						City Police Dept	Staff Time	General Fund
CF-36	Continue to support the Citizen Police Academy	ongoing						City Police Dept	Staff Time	General Fund
CF-37	Continue to support the Senior Citizen Check In program	ongoing						City Police Dept	Staff Time	General Fund
CF-38	Continue to support the Vacation Security Request Program	ongoing						City Police Dept	Staff Time	General Fund
CF-39	Continue to support local arts and cultural events through the provision of facilities, logistics and marketing efforts	ongoing						City Public Relations and Marketing	Staff Time	General Fund
CF-40	Gateway Enhancement Study - undertake a comprehensive study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monument		x					City Public Relations and Marketing/ GVCID	TBD	General Fund
CF-41	Update the Norcross Parks Master Plan to incorporate the annexed area		x					Public Works	\$75,000	General Fund
CF-42	Maintain City's LEED and Green Communities Designations	ongoing						City	Staff Time	General Fund

E. LONG TERM PROJECTS

Some of the projects identified in this planning effort cannot be achieved over the next five years, are not as imperative as STWP projects, but none the less would further the community's interests in achieving its vision. These projects are considered long term projects, and may be added to the STWP once funding becomes available or the timing is deemed appropriate. Like the STWP, the following list of Long Term Projects organized by element and potential implementation years (if known), responsible party, estimated cost, and potential funding sources.

Project #	Project Description	Launch Date	Responsibility	Estimated Cost	Potential Funding Sources
TR-25	Holcomb Bridge Road Multi-use Trail: Multi-use trail on SW side of HBR from P'tree Industrial Blvd to S. P'tree St.	2021	City / PW	\$ 1,140,000	General Fund, LCI, TE
TR-26	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Mitchell Rd from L'ville St. to Summerour MS	2023	City / PW	\$ 378,000	General Fund, LCI, Safe Routes to School
TR-27	Summerour Middle School Multi-use Trail: Multi-use trail on the NE side of Prince Pl. from Mitchell Rd. to Beaver Ruin Rd.	2024	City / PW	\$ 360,000	General Fund, LCI, Safe Routes to School
TR-28	Thrasher Street Sidewalk & Parking: On-street parallel parking and a 5' sidewalk on the SE side of Thrasher St. from HBR to Park Dr.	2024	City / PW	\$ 102,000	General Fund, LCI, TE
TR-29	Sidewalk Gaps near Buford Hwy: 5' sidewalks on the following segments - W side of Stevens Rd. from BuHwy to S. P'tree St. - SW side of Lively Ave. from BuHwy to S. P'tree St.	2025	City / PW	\$ 834,000	General Fund, LCI, TE
TR-30	Sidewalk Gaps Residential - 5' sidewalks on the following segments - NW side of Barton St. from Park Dr. to Sunset Dr. - SE side of Sunset Dr. from N P'tree St. to Valley Rd.	2026	City / PW	\$ 720,000	General Fund, LCI, TE
TR-31	Sidewalks Gaps Residential - 5' sidewalk on the SW side of Autry St. from Rossie Brundage Park to Nesbit St.	2027	City / PW	\$ 168,000	General Fund, LCI, TE
TR-32	Signalized intersection (if warranted) with redevelopment at JCB and W. P'tree St.	2027	City / PW	\$ 141,000	General Fund, LCI, TE
TR-87	Recreation Trail Development - Phase 3: Complete detailed routing, land acquisition/agreements, design, and cost estimates for trails in north Norcross linking Johnson-Dean Park, Rossie Brundage Park, Flickling Parcel, Norcross HS, and Thrasher Park.	2023+	City / PW	TBD	General Fund, LCI, TE
TR-88	Complete construction of recreation trail Phase 3.	2023+	City / PW	TBD	General Fund, LCI, TE
TR-118	Conversion of Indian Trail Park and Ride to major transit hub to include MARTA rail and express and local bus services	2023+	MARTA / Gwinnett Co. / City	TBD	Federal / State / Gwinnett Co. / City
TR-119	Extension of MARTA fixed-guideway rail service into Gwinnett Co.	2023+	MARTA / Gwinnett Co. / City	TBD	Federal / State / County / City
TR-124	Johnson Dean Park Multi-use Trail: Multi-use trail from Barton St. through Johnson Dean Park connecting to HBR	2020	City / PW	\$ 1,617,000	General Fund, LCI, TE
TR-125	Extended Wingo St.: - Extend to Buetell St. with a connection to Hunt St. - Splitter Island with enhanced crosswalks on Wingo St. @ Born St. and Wingo St. @ Hunt St.	2022	City / PW	\$ 864,000	General Fund, LCI, TE
TR-126	Multi-use trail connection between the cul-de-sacs on Cochran Rd. and Valley Rd.	2023	City / PW	\$ 24,000	General Fund, LCI, TE

F. POLICIES

The following policies are intended to offer guidance to local government officials in making decisions consistent with achieving the Community Vision and Goals. They are based on previously adopted policies from earlier versions of the Comprehensive Plan, other planning studies, and the input of those who participated in this planning update.

Population

Policy: Continue efforts to reach out to the diverse population within Norcross through existing community groups and governmental programs such as coordinating outreach through utilities and code enforcement.

Policy: Accommodate our diverse population by encouraging a harmonious mixture of housing types and uses.

Housing

Policy: Promote integrating work force housing (target of 10% at-cost)

Policy: Provide for a variety of residential types and densities.

Policy: Create affordable housing opportunities to insure that all those who work in the community have a viable choice or option to live in the community.

Policy: Neighborhoods will be interactive communities where people have easy access to schools, parks, residences and businesses through walkways, bike paths, roads and public transportation.

Policy: Increase investment in the existing neighborhoods.

Policy: Encourage efficient urban residential densities.

Policy: Promote walkable, safe neighborhoods.

Policy: Provide pleasant, accessible public gathering places.

Policy: Encourage common open space, walking paths and bicycle lanes that are easily accessible.

Land Use

Policy: New development should aim to reduce trip-generation through mixing uses to promote more pedestrian activity and to provide places for one-stop shopping.”.

Policy: Discourage drive-through services, control signage, require screening when needed to protect valued community character and aesthetics.

Policy: Pursue in-fill criteria where appropriate in large lot residential areas so that small lot proposals maybe considered within their overall context.

- Policy: Parking should be encouraged to be located behind buildings.
- Policy: Create pedestrian friendly streetscapes through the use of overlay districts, and design guidelines.
- Policy: Develop infill development size restrictions/requirements – building size governed by lot size or by square footage limits.
- Policy: Encourage new development to meet the intent of the Downtown Norcross Strategic Development Plan (2006).
- Policy: Residential areas need special attention and continued, targeted code enforcement.
- Policy: Establish design requirements for large scale buildings such as big box retail.
- Policy: Commit to redeveloping and enhancing existing commercial and industrial areas located within our community.
- Policy: Encourage mixed-use development and design standards that are more pedestrian oriented and less auto-oriented.
- Policy: Support opportunities for residential and non-residential in-fill development that positively impacts the character of existing neighborhoods.
- Policy: Encourage the use of landscaping, lighting, signage, underground utilities and building design to add value to our community.
- Policy: Regulations should be modified in order to contribute to our community’s character and sense of security.
- Policy: New development should complement and not distract from city designated gateway monuments, signage, and corridor improvements to help create a better “sense of place” for our community.
- Policy: Reduce the adverse visual impact of the automobile in both commercial and residential areas of our community.
- Policy: Guide appropriate residential and non-residential in-fill development and redevelopment in a way that complements surrounding areas.
- Policy: Encourage upper floor residential in downtown to add people and variety of uses to the area in the future.
- Policy: Encourage walkability, interaction among businesses, clear visibility of entryways and centralized open space.
- Policy: Determine importance of regulations related to historic structures and districts.
- Policy: Incorporate the connection, maintenance and enhancement of greenspace in all new development.

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Policy: Encourage new development in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological or cultural resources from human encroachment through land development regulations and/or incentives.

Policy: Encourage more compact urban development and preservation of open space.

Economic Development

Policy: Support programs for retention, expansion and creation of businesses that enhance our economic well-being.

Policy: Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.

Policy: Encourage the development of downtown as a vibrant center for culture, government, dining, residential and retail diversity.

Policy: Accommodate new development while enhancing existing local assets.

Transportation

Policy: Promote safe and efficient transportation modes for all citizens

- Create bicycle facilities in the city where appropriate
- Install bus stops and amenities in areas where transit use is high
- Repair and upgrade the sidewalk network in the city to close existing gaps
- Encourage walking, biking, or carpooling as alternatives
- Attempt to gain high levels of stakeholder support in the process
- Include the E.J. community and non-English speaking residents in the planning process

Policy: Ensure connectivity between the roadway network, public transit, and bike/ped users

- Improve connectivity with both existing and planned investments
- Include traffic calming measures where needed
- Expand the streetscape improvements and amenities to other areas downtown
- Look for opportunities to create a secondary street network where appropriate

Policy: Promote safe, walkable communities

- Reduce the conflicts between pedestrians and automobiles
- Upgrade crosswalks, mid-block crossings and other pedestrian amenities where appropriate
- Include bicycle and pedestrian connections from residential areas to parks, schools, etc.

Policy: Promote better land use and transportation connectivity

- Make transportation investments that are consistent with local land use goals/policies
- Improve accessibility options to major commercial nodes and activity centers (current and future)
- Encourage transportation investments in areas close to major trip generators
- Encourage transit-supportive land use patterns (TOD)

Policy: Enhance the existing roadway network to promote safe vehicular traffic

- Utilize access management measures to facilitate traffic where needed
- Make the necessary improvements to the downtown railroad crossing
- Insure that major intersections are functioning properly (i.e., signals)
- Insure that freight/truck traffic is not impeded
- Look for opportunities to create a secondary street network where appropriate

Policy: Support safe, efficient off-road recreational transportation modes

- Expand the current choices/options for off-road mobility
- Utilize utility easements and greenway corridors where appropriate
- Coordinate with the Parks/Rec Department for connectivity between facilities

Community Facilities & Services

Policy: Make efficient use of existing infrastructure as well as future investments and expenditures for capital improvements and long-term operation and maintenance costs.

Policy: Coordinate public facilities and services with land use planning to promote more compact urban development.

Policy: Maximize the use of existing facilities and services.

Policy: Ensure that new development does not cause a decline in locally adopted level of service and also ensure that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.

Policy: Invest in parks and open space to encourage private reinvestment in urban centers.

Policy: Encourage pattern of future development expansion in areas contiguous to developed areas with a utility extension policy that is sequential and phased.

Policy: Protect existing infrastructure investments (i.e. already paid for) by encouraging infill, redevelopment, and compact development.

Policy: Establish coordination mechanisms with adjacent local governments to provide for exchange of information.

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Policy: Support the long term prosperity of our community through the educational function of our parks and recreational services, public libraries, museums and other cultural amenities.

Policy: Support other existing educational institutions and encourage development of new opportunities to educate our citizens.

Policy: Encourage parks and community facilities to be located as focal points in neighborhoods.

Policy: Ensure adequate supplies of quality water through protection of ground and surface water sources.

KEY RECOMMENDATIONS

Over 250 action items were evaluated as part of this plan. These action items were compiled from the previous comprehensive plan, the numerous plan studies undertaken over the past five years, and the recommendations and input of the public as part of this effort. An evaluation matrix was developed based on the goals of the plan to prioritize action items and to serve as a tool for local officials in the evaluation of community projects. The matrix is part of the Community Work Program and was utilized to help update the City's five-year Short Term Work Program.

Among the many recommendations of this plan, the following items stand out as key in achieving the community's vision for the future. These projects help to achieve multiple City goals, and its long-term vision.

1. Initiate a review and revision of certain key elements of the zoning and development regulations, including the following:
 - Sign Ordinance. Amend sign ordinance to address improvements identified by sign ordinance evaluation.
 - Repurposing of old buildings to allow for loft apartments where appropriate, to maintain historic character if present, and promote redevelopment.
 - Industrial Zoning District. Revisit the M-1 zoning district to ensure appropriate users are allowed in the district.
 - Parking. Amend parking ordinance to provide for banking of parking and lower minimum parking requirements in the Town Center
 - New mixed-use zoning districts
 - Revisions to Redevelopment Area Overlay District
 - Develop streetscape standards and overlay for the Jimmy Carter Boulevard Corridor and Beaver Ruin Road corridors
 - Improve notification procedures for adjacent property owners at the time of rezoning

2. Promote Buford Highway Redevelopment. Continue to collaborate with GVCID to incentivize redevelopment of properties near Buford Hwy Highway within the CID's boundaries, and hold Regular regular Buford Highway roundtable discussions to promote business and redevelopment of the corridor.
3. Strengthen historic area regulations and consider the creation of a Historic Preservation Authority and local historic district. In the past, the City has adopted and rescinded the creation of a historic district. Interest in utilizing this regulatory tool to preserve and protect the City's historic resources has resurfaced.
4. Continue positive relationship with ethnic and international communities, such as the Latin American Association, through the support and enhancement of community programs and events.
5. Undertake a Gateway Enhancement Study to develop Gateway Design Guidelines and refine preferred locations and style of City gateway monuments.
6. Establish a Sidewalk Connectivity Program - Inventory and prioritize sidewalk improvements on an annual basis to fill gaps in existing pedestrian network
7. Construct the Beaver Ruin Road multi-use path – support the Gwinnett Village Community Improvement District (GVCID) and Gwinnett County efforts to build a multi-use path along Beaver Ruin Road.
8. Update and implement the Norcross Parks Master Plan to create a citywide recreational trail network and plan for the recreational needs of the annexed area.
9. Support efforts to extend rail transit parallel to the I-85 corridor. This will be a long term effort primarily due to funding issues, but its impact on the growth of the community will be large