

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Minutes

Thursday, January 27, 2022

8:00 AM

Gwinnett Chamber of Commerce

Mayor and Council Visioning Session

Mayor Craig Newton

Mayor Pro Tem Matt Myers

Councilmember Andrew Hixson

Councilmember Josh Bare

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

I. Call to Order

Attendee Name	Title	Status	Arrived
Craig Newton	Mayor	Present	
Matt Myers	Mayor Pro Tem	Present	
Andrew Hixson	Councilmember	Present	
Josh Bare	Councilmember	Present	
Bruce Gaynor	Councilmember	Present	
Arlene Beckles	Councilmember	Present	

Visioning Session was called to order at 8:00 AM by Mayor Craig Newton

II. Icebreaker and Continental Breakfast**III. 8:00 am**

City Manager, Evaluation Criteria Final Draft - Mayor and Council and City Manager

[City Manager Evaluation- Final Draft](#)

RESULT: THIS MATTER WAS REFERRED TO STAFF TO RETURN FOR DISCUSSION AT THE FOLLOWING MEETING:

TO: Next: 2/21/2022 6:30 PM
Policy Work Session

IV. 9:00 am

City Manager Goals and Objectives with Timelines - City Manager and Mayor and Council

[Eric Johnson 2022 Objectives](#)

RESULT: THIS MATTER WAS REFERRED TO THE CITY MANAGER TO RETURN FOR DISCUSSION AT THE FOLLOWING MEETING:

TO: Next: 2/21/2022 6:30 PM
Policy Work Session

V. 10:00 am Community Work Program and Comp Plan Review - City Manager, Mary Beth, Tracy Rye, William Corbin, Bill Grogan, James Trent

Community Work Program Review

[2022 FINAL Report of Accomplishments](#)

RESULT: THIS MATTER WAS REFERRED TO STAFF TO RETURN FOR DISCUSSION AT THE FOLLOWING MEETING:

TO: Next: 2/21/2022 6:30 PM
Policy Work Session

VI. 12:00 pm LUNCH

VII. 1:00 pm DDA and NDA Objectives - Norwood Davis and Kathleen Allen**DDA Project Priorities**[DDA Project List](#)[Norcross Place Visioning Report- DDA](#)

RESULT:	THIS MATTER WAS REFERRED TO THE NORCROSS DOWNTOWN DEVELOPMENT AUTHORITY
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NDA Project Priorities[NDA Project List](#)[Norcross Place Visioning Report – NDA](#)

RESULT:	THIS MATTER WAS REFERRED TO THE NORCROSS DEVELOPMENT AUTHORITY
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VIII. 2:00 pm Project Management or Implementation Plan - City Attorney, City Financial Planner, Mayor and Council, Norwood Davis, and GMA Staff**Buford Highway Nodes**[Sizemore- BUHI Nodes](#)

RESULT:	THIS MATTER WAS DISCUSSED PROVIDING THE DDA & NDA WITH DIRECTION TO MOVE FORWARD WITH LOOKING FOR PROJECTS TO PRESENT TO M&C
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IX. 5:00 pm Adjourn

The Visioning Session adjourned at 5:07pm.

PERFORMANCE EVALUATION OF THE CITY MANAGER

PURPOSE

To establish and maintain effective City Council and City Manager relations, the Council must establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the Manager. This evaluation should focus on how effectively the Manager is accomplishing the goals established by the Council and how they carry out their responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the City Manager and the City Council to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the City Manager's strengths and weaknesses as demonstrated by past performance to increase the Manager's effectiveness; that is, allow the Council to provide positive feedback in areas that have been handled well and to clarify areas where the Manager could become more effective through improved performance.

PROCESS

- (1) Four weeks before the evaluation is scheduled, the Human Resources Manager will provide the Mayor each Councilmember with a copy of the evaluation form.
- (2) Each Councilmember and the Mayor meet with the City Manager individually to review the evaluation form, sign it and return one copy to the Human Resources Manager to be distributed to the Mayor and Council, within one week.
- (3) The Human Resources Manager tabulates the results of the evaluation forms.
- (4) The tabulated evaluation is distributed by the Human Resources Manager to the Mayor and Council before the executive session.
- (5) The Mayor and Council meet in executive session to review the evaluation.
- (6) A copy of the tabulated evaluation is provided by the Mayor to the City Manager before the executive session evaluation meeting.
- (7) The Mayor and Council meet with the City Manager in executive session to jointly review the evaluation.
- (8) The evaluation process shall begin following the approval of the September budget. Before the October meeting, all individual reviews must be drafted, and meetings with the City Manager completed. Mayor and Council will review and finalize the evaluation at the October policy work session in the executive session. Mayor and Council may require an additional evaluation at any time during the year.

- (9) Mayor and Council will begin drafting Goals and Objectives in November at the Regular Council meeting for review during Policy Work Session.
- (10) Mayor and Council will approve goals and objectives at the December Regular Council meeting.

PERFORMANCE EVALUATION OF THE CITY MANAGER

Evaluation Instructions & Checklist

This form should be used by each member of the city council to evaluate the city manager's performance in fulfilling each of the roles which he plays in city government. The city manager is graded 1-5, with the following scale : **Weak – Strong and (1) = No (5) = Yes**

A space has been provided for each performance area to include your comments. Each council member preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the city manager enough information to correct problem areas and allow him to place specific items on his work plan for the following year.

Each member of the council should sign the form and forward it to *Human Resources* who will be responsible for compiling the comments. The forms and accompanying summary should then be presented to the city manager for his permanent file.

CITY MANAGER PERFORMANCE EVALUATION

Name: _____ Performance Period _____

I. LEADERSHIP

A. Leadership with Council: WEAK STRONG

- | | | | | | |
|---|---|---|---|---|---|
| (1) Maintains consistent availability to Council | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (2) Works with Council Members to facilitate their thoughts and ideas into cohesive policy development | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (3) Possesses the ability to recognize Council direction, despite possible differences from advice or views, and successfully executes their policy or directive | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (4) Effectively facilitates key projects, such as the annual budget and goal setting processes | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (5) Ensures Council Members are thoroughly informed on time of key plans and activities of the City and staff through City Manager reports, memoranda, and personal briefings | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (6) Follows up promptly on Council requests for information or action without having to be reminded. | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (7) Ensures that all Council Members receive information on an equal basis. | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (8) Agenda items and supporting documents are appropriate and brought to Council in ample time for deliberations. | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| (9) Council meeting packets are relatively free of errors and omissions. | 1 | 2 | 3 | 4 | 5 |

Column Totals	1	2	3	4	5
SECTION I.A. AVERAGE	Total of All Columns				Divided by 9 =

I. A. Comments: _____

B. Leadership with Employees:**WEAK STRONG**

- (1) Effectively motivates and gains employees' confidence and respect through demonstrated performance and making 1 2 3 4 5
- (2) Mentors' department heads to assist in further developing or maintaining their performance standards 1 2 3 4 5
- (3) Guides staff so they work together as a team toward common objectives 1 2 3 4 5
- (4) Delegate's responsibilities, and direct work activities of staff so they effectively accomplish city goals 1 2 3 4 5
- (5) Effectively cross-communicates between the department heads and Council 1 2 3 4 5

Column Totals						
SECTION I.B. AVERAGE	Total of All Columns	Divided by 5 =				

I. B. Comments: _____

C. Leadership in the Community:

	WEAK		STRONG		
(1) Is respected within the City and makes a positive overall impression by conveying professionalism through respect, courtesy, and sensitivity to the public	1	2	3	5	4
(2) Is respected within the City and makes a positive overall impression by conveying professionalism through respect, courtesy, and sensitivity to the public	1	2	3	5	4
(3) Represents the Council's positions and policies accurately and effectively to the public, ensuring Council is given sufficient and appropriate credit	1	2	3	5	4
(4) Provides an effective level of responsive and vital customer service, including timely follow-through on citizen requests, disputes, and Complaints	1	2	3	5	4
(5) Has generated overall community satisfaction with the City's administrative and service obligations	1	2	3	5	4
(6) Maintains visibility and identity in the community through an appropriate level of involvement and communication with community organizations and businesses	1	2	3	5	4
Column Totals					
SECTION I.C. AVERAGE	Total of All Columns		Divided by 6 =		

I.C. Comments: _____

D. Leadership with Other Government Entities and New Media:

	WEAK		STRONG		
(1) Establishes and maintains a liaison with other governmental jurisdictions, especially concerning those areas of service that improve or enhance the City's programs.	1	2	3	4	5
(2) Maintains effective communications with other governmental jurisdictions with which the City is involved or interfaces	1	2	3	4	5
(3) Skillfully and favorably represents the City to the press, radio, and television. Often anticipates sensitive topics that may eventually reach the media and initiates communication to minimize potential negative impact to the City	1	2	3	4	5
Column Totals					
SECTION I.D. AVERAGE	Total of All Columns		Divided by 3 =		

I. D. Comments: _____

II. ORGANIZATIONAL MANAGEMENT

A. General:

	WEAK		STRONG		
(1) Ensures that staff provides timely and objective policy information for Council to consider, and manages the staff to implement Council policy decisions.	1	2	3	4	5
(2) Effectively plans and organizes work resulting in either from policies adopted by the City Council or direction is given by the City Council and ensures it is carried out on time	1	2	3	4	5
(3) Oversees ongoing programs and services to the City to ensure continued effectiveness, as well as ensuring implementation of new programs adopted by the City Council	1	2	3	4	5
(4) Ensures organized responses to public requests and complaints, as well as to concerns brought to the attention of staff by the City Council	1	2	3	4	5
Column Totals					
SECTION II.A. AVERAGE	Total of All Columns		Divided by 4 =		

II. A. Comments:

B. Fiscal:**WEAK STRONG**

- | | | | | | |
|--|---|---|---|---|---|
| (1) Possesses sufficient knowledge of financial matters | 1 | 2 | 3 | 4 | 5 |
| (2) Manages the financial resources of the City to ensure the City maintains a sound financial condition and continues to receive clean audits from the State Auditor's Office | 1 | 2 | 3 | 4 | 5 |
| (3) Manages the financial resources of the City to ensure the City maintains a sound financial condition and continues to receive clean audits from the State Auditor's Office | 1 | 2 | 3 | 4 | 5 |
| (4) Effectively aids the Council in developing a realistic budget that meets the Council's goals | 1 | 2 | 3 | 4 | 5 |
| (5) <u>Sees to it that the budget is submitted on time. (Yes/No)</u> | 1 | 2 | 3 | 4 | 5 |
| (6) Effective in controlling costs through the economic utilization of manpower, materials, and equipment | 1 | 2 | 3 | 4 | 5 |
| (7) Provides sufficient information on the current financial status of the City | 1 | 2 | 3 | 4 | 5 |
| (8) Communicates concerns on time to the Council regarding issues that may significantly affect the City fiscally in the foreseeable future | 1 | 2 | 3 | 4 | 5 |
| (9) Oversees the various capital projects of the City to ensure that they are accomplished on time and within budget | 1 | 2 | 3 | 4 | 5 |

Column Totals						
SECTION II. B. AVERAGE	Total of All Columns	Divided by 9 =				

II. B. Comments:

C. Personnel:**WEAK STRONG**

- | | | | | | |
|--|---|---|---|---|---|
| (1) Effectively selects and places personnel | 1 | 2 | 3 | 4 | 5 |
| (2) Assures that every City employee receives a written annual performance review (Yes/No) | 1 | 2 | 3 | 4 | 5 |
| (3) Evaluate department heads in a consistent and realistic manner | 1 | 2 | 3 | 4 | 5 |
| (4) Effectively manages personnel to maintain high staff morale and to minimize the risk of adverse personnel actions or rulings | 1 | 2 | 3 | 4 | 5 |
| (5) Normally maintains appropriate work/life balance; encourages same from staff | 1 | 2 | 3 | 4 | 5 |
| (6) Normally maintains appropriate work/life balance; encourages same from staff | 1 | 2 | 3 | 4 | 5 |

Column Totals									
SECTION II. C. AVERAGE		Total of All Columns			Divided by 6 =				

II. C. Comments: _____

D. Community and Economic Development:

- | | WEAK | STRONG |
|--|-------------------|--------|
| (1) Continues to implement improvements to the development process to expedite new development | 1 2 3 4 5 | |
| (2) Provides for an active liaison with the business community to assist in maintaining current businesses and attracting new, targeted businesses to the City of Norcross.... | 1 2 3 4 5 | |

Column Totals									
SECTION II. D. AVERAGE					Total of All Columns		Divided by 2 =		

II. D. Comments: _____

III. KNOWLEDGE AND ADVICE

	WEAK		STRONG		
(1) Possesses adequate knowledge of municipal affairs	1	2	3	4	5
(2) The high-quality analysis normally accompanies recommendations	1	2	3	4	5
(3) Considers alternatives before making recommendations	1	2	3	4	5
(4) Plans ahead anticipate needs and recognize potential problems	1	2	3	4	5
(5) Has a good sense of timing when bringing issues to the Council for action.	1	2	3	4	5

Column Totals						
SECTION III. AVERAGE	Total of All Columns	Divided by 6 =				

III. Comments: _____

IV. PRODUCTIVITY AND QUALITY

	WEAK		STRONG		
(1) Council's decisions and directions are implemented and accomplished	1	2	3	4	5
(2) Invests sufficient time and effort in performing to your expectations	1	2	3	4	5
(3) Develops and carries out short- and long-term action plans	1	2	3	4	5
(4) Sets appropriate priorities in the work plan and utilization of time	1	2	3	4	5
(5) Organizes or assigns work so that it is performed efficiently and effectively	1	2	3	4	5
(6) Pays sufficient attention to detail to avoid error or having things "slip through the cracks"	1	2	3	4	5
(7) Able to analyze problems or issues to identify causes, reasons, and implications	1	2	3	4	5

Column Totals						
SECTION IV. AVERAGE	Total of All Columns	Divided by 6 =				

IV. Comments: _____

V. PRODUCTIVITY AND QUALITY

	WEAK		STRONG		
(1) Skilled at verbal and written communications—they are thoughtful, clear, and to the point ...	1	2	3	4	5
(2) Skilled at listening and isolating key points or issues	1	2	3	4	5
(3) Easy to talk to	1	2	3	4	5
(4) Shows sensitivity to the concerns of others	1	2	3	4	5

Column Totals						
SECTION V. AVERAGE	Total of All Columns	Divided by 6 =				

V. Comments: _____

VI. INDIVIDUAL QUALITIES

	WEAK				STRONG
(1) Personality is generally well-suited to effectively perform his duties	1	2	3	4	5
(2) Creative, anticipative, and innovative when dealing with issues, problems, and unusual situations	1	2	3	4	5
(3) The Decision-making process indicates fairness and impartiality and is based on logic and reason	1	2	3	4	5
(4) Remains flexible, objective, and receptive to suggestions and new ideas or changes. able to alter his approach to fit new situations	1	2	3	4	5
(5) Effectively mediates and resolves problems, even under strained and unpleasant conditions	1	2	3	4	5
(6) Universally applies common sense, tact, and diplomacy	1	2	3	4	5
(7) Self-confident; accepts criticism	1	2	3	4	5
(8) Able to cope with stress; maintains self-control and composure even under pressure	1	2	3	4	5
(9) Displays interest and enthusiasm in performing his duties	1	2	3	4	5
(10) Demonstrates integrity, loyalty, and honesty	1	2	3	4	5
(11) Generally, creates or encourages an atmosphere in which employees can enjoy working for the City of Norcross	1	2	3	4	5

Column Totals					
SECTION VI. AVERAGE	Total of All Columns	Divided by 11 =			

VI. Comments: _____

CITY COUNCIL COMMENTS

A. Greatest Strengths:

B. Suggested Improvements:

C. Top five priorities over the next twelve months:

Council Member Signature: _____ Date: _____

SCORING AND COMMENTS SUMMARY

SCORING SUMMARY	
<i>Fill in a value in each section CALCULATE TOTALS MANUALLY</i>	
SECTION	AVERAGE SCORES
I. LEADERSHIP	
A. With Council	
B. With Employees	
C. With Community	
D. With Other Governmental Entities and News Media	
II. ORGANIZATIONAL MANAGEMENT	
A. General	
B. Fiscal	
C. Personnel	
D. Community and Economic Development	
III. KNOWLEDGE AND ADVICE	
IV. PRODUCTIVITY AND QUALITY	
V. COMMUNICATION	
VI. INDIVIDUAL QUALITIES	
GRAND TOTAL OF AVERAGE SCORES	
OVERALL AVERAGE SCORE (<i>Total of average scores divided by 12</i>)	

Overall Summary Comments:

- ☐ No salary increase approved at this time
- ☐ Approved for salary increase
 - ☐ Next step in the salary range
 - ☐ Other: _____

Effective Date: _____

Mayor's Signature: _____ Date: _____

Eric Johnson Objectives for 2022

1. Update the Community Work Program

- 1.1. Provide proposed changes updating the Community Work Program at, or before, the February Policy Work Session.
- 1.2. Obtain final approval to submit changes at, or before, the April City Council meeting.
- 1.3. Submit changes to the Atlanta Regional Commission, coordinating with the Georgia Department of Community Affairs (DCA) as appropriate, by June 1.

2. Develop Strategies for Ensuring the Financial Viability of Employee Post-retirement Benefits

- 2.1. Conduct a retreat to consider strategies for addressing legacy post-retirement health care funding issues prior to the March City Council meeting.
- 2.2. Schedule follow-up agenda items, as formally requested by the Council, at or before the June City Council meeting:
 - 2.2.1. To consider changes to retirement and/or health benefits for new hires,
 - 2.2.2. To consider a resolution implementing an Other Post-Employment Benefits (“OPEB”) trust account, and/or
 - 2.2.3. To consider alternative benefits for new hires.
- 2.3. Implement changes in funding as part of the FY 23 budget, as appropriate.

3. Develop Employee Engagement Strategies

- 3.1. Present metrics on turnover, by month, beginning in April, and provide information on national turnover trends for comparison purposes.
- 3.2. Develop employee engagement survey in coordination with the employee Customer Service Committee by May 1.
- 3.3. Conduct the survey and assess results with the Customer Service Committee.
- 3.4. Present the survey results and any Committee recommendations at the June Policy Work Session and consider potential FY 23 budget changes.
- 3.5. Develop and implement a plan to address legacy staff (director level) relationship issues, with quarterly reports to Council beginning in April.

4. Build Norcross Power’s Resiliency in Terms of Assets and Finances

- 4.1. Initiate the electric system inventory agreement with Electric Cities of Georgia (ECG), after completing the necessary notification period to other utilities, by the April Policy Work Session.
- 4.2. Assess, with ECG, opportunities for strengthening the distribution system by the September Policy Work Session, using funds identified in the FY 23 budget for such purpose.
- 4.3. Assess the potential sales of energy to Amazon from electric vehicle charging and develop alternative projections based on timing and rates on or before the October Policy Work Session.
- 4.4. Recommend structure changes for operating Norcross Power more like a utility at the May budget retreat, in anticipation of implementation through the FY 23 budget.
- 4.5. Adopt electric rates for 2023 as part of the FY 23 budget process, with adoption by the August City Council meeting.

5. Facilitate Economic Development Strategies

- 5.1. Present fiscal impact statements for two previously identified potential annexation areas at, or prior to, the May Policy Work Session.
- 5.2. Present a proposal for contracting out development of a Buford Highway Implementation Plan, including potential incentives, for consideration in the FY 23 budget process.
- 5.3. Provide at least one “Smart City” proposal for consideration in the FY 23 budget process.

6. Strengthen the City’s Financial Management

- 6.1. Present a balanced budget for FY 23, and a 5-year Capital Improvement Plan
- 6.2. Assist the Mayor and Council develop a plan for allocating the proposed 2023 SPLOST, meeting the County’s deadlines.
- 6.3. Provide, in conjunction with the City’s financial advisor, an assessment of the City’s potential bond rating, with recommendations for improving that rating over time, by the August Policy Work Session.
- 6.4. Provide a proposal for creating a financial dashboard as part of the FY 23 budget process.
- 6.5. Provide, at a minimum, quarterly financial reports to Mayor and Council.

Project Number	Project Description	Status	Notes
Land Use			
LU.1	Prepare a new Unified Development Ordinance (UDO)	Completed	
LU.2	Create zoning incentives for redevelopment	Completed	
LU.3	Update Town Center LCI Study	Ongoing	Parts of this project were evaluated in the Buford Highway Master Plan and the City is applying for LCI funds in FY22
LU.4	Update Norcross Activity Center LCI Study	Ongoing, update will extend into 2024+	Parts of this project were evaluated in the Buford Highway Master Plan and the City is applying for LCI funds in FY23
LU.5	Seek Plan First designation from DCA	Ongoing	
Transportation			
Roadway Projects			
TR.1	Peachtree Street Traffic Calming from Cochran Drive to Holcomb Bridge Rd	Partially complete-speed limit/calming device study near completion, radar speed feedback signs installed.	Speed limit study underway, and radar speed signs installed; staff suggest renaming the item "Peachtree Street Traffic Calming"
TR.2	Holcomb Bridge Road Traffic Calming from Peachtree Street to Queen Court	Partially complete-speed limit/calming device study near completion, radar speed feedback signs installed.	Speed limit study underway, and radar speed signs installed; staff suggest renaming the item "Holcomb Bridge Road Traffic Calming:
TR.3	Work with Gwinnett County regarding congestion on major corridors	Ongoing 2024+ item	This is more of a day-to-day and annual policy item and should be removed
TR.4	Repave Britt Avenue	Ongoing 2024+ item	Not due until 2027 and project currently unfunded. Will be replaced in the new CWP with one item described as "Create a repaving strategy and implementation schedule"
TR.5	Repave W Peachtree St	Ongoing 2024+ item	Not due until 2028 and project currently

			unfunded. Will be replaced in the new CWP with one item described as "Create a repaving strategy and implementation schedule"
TR.6	Address draining issues and repave Kelly St and Thrasher St	Ongoing 2024+ item	Not due until 2027 and 2028 for repaving; No drainage issue exists on Kelly; paving project is unfunded. Will be replaced in the new CWP with one item described as "Create a repaving strategy and implementation schedule"
Intersection Projects			
TR.7	US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Ongoing Gwinnett County Project	Funding sources should be "other"
TR.8	Vertical Profile Adjustment at Thrasher Street and RR Crossing	Completed	
TR.9	Support Gateway85 CID Transportation Improvement efforts, i.e. improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Ruin Rd.	Ongoing project of others	Projects funded by sources other than Norcross
Bicycle/pedestrian Projects			
TR.10	Develop a city-wide bicycle and pedestrian master plan and evaluate establishing a sidewalk fund.	Ongoing; result could be 2024+	Trip hazard mitigation underway; list of projects pending.
TR.11	Medlock Bridge Rd sidewalks Wyntree Dr to PIB	Complete	Gwinnett County DOT completed this project.
TR.12	Indian Trail-Lilburn Road Multi-Use Path	Ongoing	Gwinnett County DOT has a project in partnership with GDOT to install a trail along Indian Trail-Lilburn Rd from Willow Trail Pkwy to Burns Rd. This project is in the right-of-way acquisition phase with construction

			anticipated to begin in 2023.
TR.13	South Peachtree St Sidewalk from Veterans Park to HBR	Completed	
Other Projects			
TR.14	Center Way at I-85 Pedestrian Fencing	Ongoing	Gwinnett County DOT has a project that consists of the installation of pedestrian fencing on the bridge on Center Way over I-85. This project is in the concept phase.
TR.15	PIB Smart Corridor	Underway and ongoing	GDOT in partnership with Gwinnett County is installing smart corridor equipment on over 380 traffic signals located on the western part of the County including the area of Norcross. This project is in progress.
TR.16	Study the application of smart corridor technology throughout Norcross	Incomplete	Need further instruction; PIB is covered by TR15
Housing			
H.1	Explore feasibility of adopting National HealthyHousing standard or Equivalent	No longer valid (see note)	Following up on an FY22 housing study to help develop housing policy surrounding this and other housing related items; will be replaced in updated CWP with a Housing Policy item
H.2	Explore adoption of partnership structure to reduce crime in extended stay hotels and multi-family housing	Complete	We have the hotel/motel unit up and running and have already seen reductions in crime. CE works with them and also does sweeps on their own during normal patrol to enforce the Hotel ordinance. They have a very good partnership with (most) hotel owners/operators

			that makes this work much better for everyone.
H.3	Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes	Incomplete	Look to partnerships with other organizations to complete. Combine this item with H.4
H.4	Host property management classes to teach owners how to care for investments, improve safety, and improve property values	Incomplete	Look to partnerships with other organizations to complete. Combine this item with H.3
H.5	Develop mixed income zoning incentives to address Affordable Housing – concurrent with new, high-standard design development	No longer valid (see note)	Following up on an FY22 housing study to help develop housing policy surrounding this and other housing related items; will be replaced in updated CWP with a Housing Policy item
H.6	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	No longer valid (see note)	Following up on an FY22 housing study to help develop housing policy surrounding this and other housing related items; will be replaced in updated CWP with a Housing Policy item
H.7	Review code enforcement regulations and procedures to maintain and improve quality of life	Complete and ongoing	This is more of a policy standard operating procedure and should be removed from CWP
H.8	Continue and expand progressive code enforcement program in residential neighborhoods	Complete and ongoing	This is more of a policy standard operating procedure and should be removed from CWP
H.9	Participate in and implement recommendations of the GICH/ LiveNorcross Initiative	Ongoing	
Economic Development			
ED.1	Provide ongoing support for business recruitment, retention, and expansion initiatives	Complete	Addressed with the hiring of a Business Development Manager/cost is now

			embedded in the budget
ED.2	Develop market analysis tool to help identify and facilitate redevelopment opportunities	No longer valid	Addressed through other means (e.g. commercial real estate consultants, master plans, studies, etc)
ED.3	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	No longer valid	Staff is identifying incentive strategy needs through professional consulting services and other means. Actual property owners are not needed to identify incentive strategies.
ED.4	Support the small business mentoring program assistance as described in the 2011 Community Choices report	Ongoing	Augmenting through ACE and ARPA
ED.5	Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements	Ongoing	
ED.6	Regularly survey town center parking needs	Ongoing	
ED.7	Develop branding and PR strategy	Complete	New Norcross website launch pending 1/22
Target Industry Study & Strategic Marketing Plan			
ED.8	Develop target industry brochures	No longer valid	Incorporated as part of ED 7
ED.9	Develop three target industry tours	No longer valid	More efficient and better use of limited time to continue working with our local, regional and statewide economic development partner organizations
ED.10	Develop an online community pride campaign themed around the "A Place to Imagine" branding	Complete	Tied in with other branding projects
ED.11	Translate marketing materials and other important information into multiple languages	Complete pending rollout of new website 1/22	New website will have a translate function. Individual items such as brochures/marketing materials have not

			been translated but when placed on the new website as text, translate function will be active
ED.12	Expand Economic Development marketing efforts	Ongoing	Expanded contract position into full time position, reevaluated marketing efforts and placed items online. Business visits have increased
ED.13	Clarify the process of informing Norcross about leads with regional partners	Complete	Partnership Gwinnett and GA Department of Economic Development
ED,14	Update Norcross bi-fold or create a relocation brochure for new residents	Partially complete and ongoing	Info goes to Norcross Power users and SNC working on new resident packet information
ED.15	Develop a system of one-on-one company visits outside of sector partnership meetings to talk with local businesses about Norcross	Complete	Handled by Business Development Manager position
ED.16	Find opportunities to connect firms (especially those in target industries) to Norcross high schools	Ongoing	Economic Development Director is on the Connect Committee of the SW Gwinnett Chamber and this is a committee goal
Sustainability Plan			
ED.17	Create an internship portal that links Norcross students with local businesses	Ongoing	Exploring opportunities to tie in with Norcross-Works program platform
ED.18	Develop and promote a mentorship program for underrepresented community members to increase access to small business certifications	No longer valid as a city led item	Facilitate project with partners through WorkSource Atlanta, Metro Atlanta Chamber, Minority Supply Development Council and Gwinnett Tech
ED.19	Launch a voluntary business conservation challenge and recognize participants in an annual event	Unsure	
ED.20	Partner with local schools and community organizations to support	Ongoing	Through SW Gwinnett Chamber

	students and their parents so they can fully engage in the Norcross economy		
Sustainability & Quality of Life			
SQ.1	Develop school needs – community resources matching tool	Complete	Budget process established; remove GCPS as responsible party
SQ.2	Construct gateways (stone columns and signage); Possible use of digital readers for City events and news	Underway and ongoing	Project at PIB/HBR is complete; LED is estimated to cost \$25,000 each; stone columns and foundations \$40,000 each
SQ.3	LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	Underway and ongoing	Estimated cost now \$11,000,000
SQ.4	LCI Greenway Segment 2: Price Place from Mitchell Road to Beaver Ruin Road (Priority 1 Segment)	Underway and ongoing Extends 2024+ item	Estimated cost now \$11,000,000
SQ.5	LCI Greenway Priority 1 Segment BMPS	Incomplete	This will be part of the Buford Hwy Master Plan
SQ.6	Beaver Ruin Creek Stream Restoration	Future 2024+ Project	Unknown timeline and funding source
SQ.7	Southeast Utility Trail Corridor	Future 2024+ project	See Buford Hwy Master Plan; project currently unfunded
SQ.8	Expand the Citizen's Police Academy programming and support it by neighborhood	Not valid at this time	We need to hire a full time Community Outreach Officer before doing the basic academy. An expansion would require coordinated community outreach and additional resources in addition to one full time officer. Hope to fill position in FY22 and request additional funds in FY23
SQ.9	Conduct annual energy, water and waste audits for City buildings and implement retrofits	Ongoing	Requirement of the Green Communities program and is standard procedure.

			Consider removing this item
SQ.10	Complete the Green Infrastructure Assessment	Ongoing	Storm water Superintendent completes an annual green infrastructure assessment as part of the annual MS4 report
SQ.11	Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials	Ongoing	Hosted a small household hazardous waste recycle event in 2020, HHW event is truly beyond the scope of what staff can handle, full-fledged HHW event may be cost prohibitive. Also worked with SNC on Feet on the Street program in 2021 to increase residential single stream recycling outcomes,
SQ.12	Develop an advisory board staffed by representatives of immigrant communities	Incomplete	Would be managed by Community Outreach position when the position is filled
SQ.13	Expand and support the faith community and city partnership to organize volunteer assistance days for low-income residents facing code violations	Complete and ongoing	Routine effort of CE and considered to be an administrative policy item.
SQ.14	Create a Volunteer Norcross web platform	Complete	iVolunteer paid platform has been replaced by Eventeny platform
SQ.15	Develop Lead Norcross program	No longer valid	Was determined to be no longer valid in last Report of Accomplishments due to lack of resources
SQ.16	Update Technology Plan	Ongoing Extends 2024+ item	
SQ.17	Implement local Next Generation Focus Program	No longer valid	Other programs such as Junior Achievement address the items in this program; will rephrase into a new item
SQ.18	Update Parks Master Plan to include one or more linear parks to downtown	Complete and ongoing 2024+ item	Fickling Park has been included. Linear Parks could be considered as part of the Buford Highway Master Plan

SQ.19	Pursue Bike Friendly Community certification from the League of American Bicyclists	No longer valid	Deficiencies too numerous to overcome at this time
SQ.20	Create a Roles & Duties Guide for Norcross Boards and Commissions	Complete	
SQ.21	Consider developing a full time event coordinator/ manager position	Complete	
SQ.22	As part of the new UDO, require developers to donate funds for tree replacement if the replacement cannot be done on site.	Complete	
SQ.23	Pursue Walk Friendly Certification	No longer valid	Application deficiencies too numerous to overcome at this time
SQ.24	Implement recommendations from the Local Foods Accountability Model Report	Ongoing	
SQ.25	Coordinate City-wide GIS system and annually obtain GIS data from the County regarding parcel boundaries and transportation improvements	Complete and Ongoing	This is part of an annual process and considered to be administrative policy at this time
SQ.26	Promote and partner on Town Center LCI projects	Ongoing	And in process as part of the Buford Highway Master Plan
SQ.27	Manage website	Complete	
SQ.28	Update Five Year Technology Plan annually	Complete	See SQ 16, Five Year Technology Plan is complete and updates will be handled per SQ 16
SQ.29	Maintain City's LEED and Green Communities Designation	Ongoing	
SQ.30	Evaluate potential update and maintenance of the City's entry gateways	Complete	See entryway signage item. Audit is now complete, PIB/HBR gateway is complete
SQ.31	Relocate utilities underground	No longer valid (see notes)	In 4-5 months will start a study to see which systems can be converted; relocation is

			currently unfunded; this item will be renamed in the new CWP as "Create and Implement Utilities Resiliency Plan"
SQ.32	Plan and construct a Cultural Arts Center	2024+ item	Unfunded
BRE (Business Retention, Recruitment, Expansion)			
SQ.33	Provide ongoing support for BRE	Ongoing	
SQ.34	Re-establish a City/DDA Revolving Loan Fund for local small business and entrepreneurs	Ongoing	Item to be discussed by NDA
SQ.35	Establish Entrepreneur Innovation Hub Development in location(s) to be determined	No longer valid	This item is addressed by the Chamber and the County, may be a repetitive item for us, consider removing from CWP
SQ.36	Develop and administer annual business owner survey to gauge the needs and opinions of the business community	Complete and ongoing	Conducted COVID-19 survey as well as follow-up. Also accomplished via regular business visits by Business Development Manager
SQ.37	Develop and implement Hispanic outreach to learn business needs	ongoing	BRE through BDM and ACE, suggest removing from CWP
SQ.38	Aggressive Film/TV and creative Business Recruitment along AT-PIB and I-85 Act Ctr Character Areas to help fill vacant office space	No longer valid	Explore Gwinnett handles this, suggest removing from CWP
Marketing			
SQ.39	Implement 2018 Strategic Marketing Plan and Targeted Industry Study	Complete	
SQ.40	Hold Annual Media Roundtable Luncheon to increase relationships with metro Atlanta media professionals to garner more positive and earned media coverage for Norcross	No longer valid	The City reaches out to media via other modes. Roundtable luncheon no longer considered effective mode

SQ.41	Federal Opportunity Zone Strategic Plan and Investor Outreach to direct investors to project opportunities	Ongoing (see note)	FOZ is one tool in the Economic Development Toolkit, among others and its reference is a part of the normal course of business, suggest removing.
SQ.42	Complete Annual Scorecard Report	No longer valid	Annual Scorecard Report is completed at the federal level
SQ.43	Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta	Ongoing	Through the Event Manager's office
SQ.44	Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment Concept Plan	Complete	Buford Highway Master Plan completed and adopted
SQ.45	Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment	Ongoing	
SQ.46	Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement	Ongoing	Transit-oriented development continues to be dependent upon a successful referendum.
SQ.47	Reserve Fund for Purchasing Property; Consider creating a Land Bank Authority	Ongoing	Mayor and Council discussions continue
SQ.48	Continue ongoing redevelopment of Historic Downtown	Ongoing	
SQ.49	Conduct a Comprehensive Smart City Study	Ongoing	Need clarification from M&C about priority level
SQ.50	Create an Innovation Council to advise the City Council on how to address and apply new technologies	Incomplete	Need additional direction from M&C
SQ.51	Conduct Comprehensive Smart City Study Phase Implementation	Incomplete	Will tie in with new Smart Cities item
SQ.52	Institute broadband Access Program for Low-income Areas to close the "digital-divide" in Norcross	Incomplete	How do we handle going forward?

SQ.53	Implement LiveNorcross: Hire Housing Manager to develop and implement ongoing housing and neighborhood stabilization programs	Complete	Funds made available in the M&C budget for FY22 to supplement a GICH-related position with transitional funding anticipated for FY23
SQ.54	Explore college/ university satellite office to assist more residents in obtaining certificates and higher education degrees	No longer valid	Staff works with other agencies to assist with this and similar items
SQ.55	Administer Norcross Schoolhouse Rock PR Campaign to highlight and promote area schools to overcome negative perceptions	No longer valid	Staff recommend to remove Schoolhouse Rock program, staff also manages other school outreach programs that continue to be ongoing.
SQ.56	Partner with Dept. of Labor for segment workforce training sessions	Incomplete	Exploring incorporation into Norcross Works program
SQ.57	Establish and promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations including GA Dept. of Labor, GA Center for Opportunity, Corners Outreach, Great Promise Partnership, and others.	Incomplete	Exploring incorporation into Norcross Works program

DDA PROJECT PRIORITIES

1. Identify and pursue the acquisition of strategic parcels with a focus on:
 - a. Buford Highway Master Plan – With a focus between Lively Avenue and Summerour Street Corridor
 - b. Parcels between Skin Alley & College Street
2. Encouraging complimentary redevelopment of the Masons Building & Publix Credit Union buildings

PRIORITY PROJECTS	DISCUSSION	ACTION PLAN
DDA: Project 1 and 1a Space Use: Mixed Use as indicated on Sizemore Plan - Financial Strategy: Bond issuance. Examples similar projects: Woodstock Georgia downtown. Barriers to Implementation: - Be conscientious of displacing established minority owned businesses. - Council support for project. - Funding.	Space location and significance: - UDO specifies townhomes. - DDA owns property. - Proposed -Multi family rental with mixed use frontage (Council opposition). - Workforce housing - 1a high density with entrepreneur center. - Historic properties to preserve - Original church/rectory. 1950 and later not considered for preservation. - Will need a larger assemblage than first proposed. Economic and Community Issues: - Need for workforce and higher density housing. - Walkable to downtown and businesses. - More retail spaces.	- Determine type of project for each location.  - Create a finance and funding strategy for each location. - Complete any due diligence studies (feasibility, fiscal impact, environmental, etc.) - Draft an IGA with the City for both projects. - Create a developer recruitment strategy (RFP or direct solicitation).  - Create a project implementation strategy.
DDA: Project X  Space Use: As indicated on Sizemore Plan Financial Strategy: Undetermined, but requesting City support Examples similar projects: n/a Barriers to Implementation: - No concrete plan. - Fiscal Impact study needed. - Property Assemblage. - Funding. - Possible Displacement.	Space location and significance: - Downtown Node - Large property assemblage. Economic and Community Issues: - Revitalization and Renovation project. - Walkable to downtown and businesses. - Avoid displacement of established businesses.	- Define the project and location. - Create a finance and funding strategy for the project. - Complete any due diligence studies (feasibility, fiscal impact, environmental, etc.)  - Draft an IGA with the City for project and property acquisition and funding. - Create a developer recruitment strategy (RFP or direct solicitation). - Create a project implementation strategy.

DDA Project D  Space Use: As indicated on Sizemore Plan Financial Strategy: Undetermined, but requesting City support Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Fiscal Impact study needed. • Property Acquisition. • Funding. • Possible Displacement.	Space location and significance: • Downtown Node • Property acquisition. Economic and Community Issues: • Revitalization and Renovation project. • Walkable to downtown and businesses.	1. Define the project and location. 2. Create a finance and funding strategy for the project. 3. Complete any due diligence studies (feasibility, fiscal impact, environmental, etc.) 4. Draft an IGA with the City for project and property acquisition and funding. 5. Create a developer recruitment strategy (RFP or direct solicitation). 6. Create a project implementation strategy.
DDA: Swan Theatre  Space Use: Public and Private Financial Strategy: Undetermined. Possible Fox Theatre Institute Partnership/Grant program. Examples similar projects: • https://www.foxtheatre.org/fox-theatre-institute/grants-program/historic-structures-studies-or-planning Barriers to Implementation: • No concrete plan. • Funding.	Space location and significance: • Downtown Node • Historic significance Economic and Community Issues: • Revitalization and Renovation project. • Augment Amenities.	1. Define the project and location. 2. Create a finance and funding strategy for the project. Contact Fox Theatre Institute. 3. Complete any due diligence studies (feasibility, fiscal impact, environmental, etc.) 4. Draft an IGA with the City for project and property acquisition and funding. 5. Create a developer recruitment strategy (RFP or direct solicitation). 6. Create a project implementation strategy.

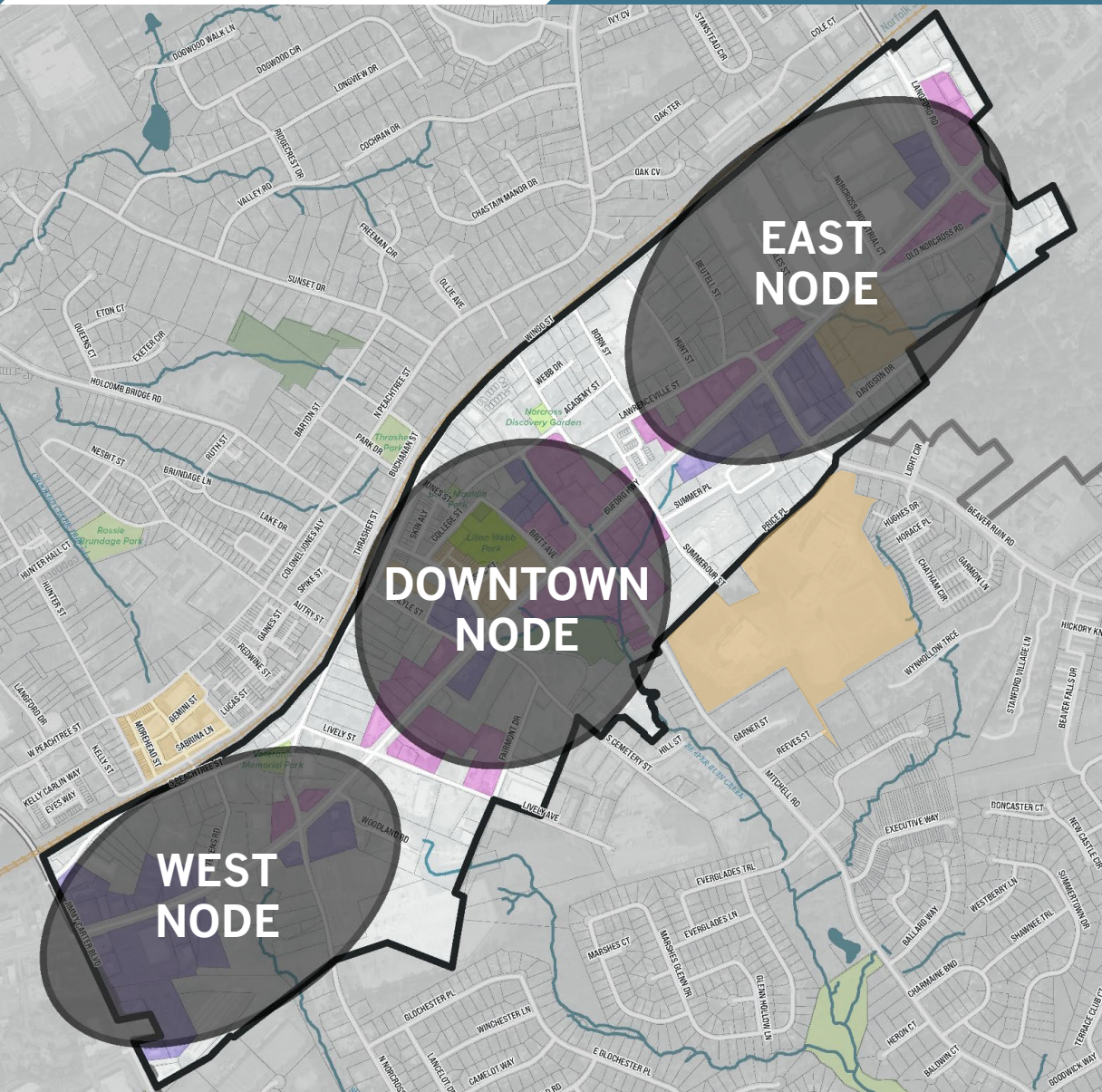
NDA PROJECT IDEAS & PRIORITIES

- Walkability
- Affordability (housing)
- Workforce Development & Opportunities (job training, career resources)

NDA: Mixed Use/Mixed Income  Space Use: Private Financial Strategy: Low Income Housing Tax Credits potential Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Developer recruitment. • Funding. • Temporary Displacement.	Space location and significance: • Node 2 (1 star on Sizemore map) • Location on Buford Hwy. Economic and Community Issues: • Affordable Housing mixed in with market rate • Augment Amenities.	1. Define the project and location. 2. Create a finance and funding strategy for the project. 3. Complete any due diligence studies (feasibility, fiscal impact, environmental, etc.) 4. Draft an IGA with the City for project and property acquisition and funding. 5. Create a re-developer recruitment strategy (RFP or direct solicitation). 6. Create a project implementation strategy.
NDA: Density Housing Space Use: Private Financial Strategy: Low Income Housing Tax Credits potential Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Developer recruitment. • Funding. • Temporary Displacement.	Space location and significance: • Node 3 (1 and 2 star on Sizemore map) • Location on Buford Hwy. Economic and Community Issues: • Density Housing. • Augment Amenities. • Create walkability and retail opportunities in Node	1. Define the project and location. 2. Create a finance/incentive strategy for the project. 3. Create a developer recruitment strategy 4. Create a project implementation strategy.

NDA: Targeted Business Recruitment  Space Use: Private Financial Strategy: Incentive packages and development deals Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Developer recruitment. • Funding.	Space location and significance: • Node 2 and 3 • Location on Buford Hwy. Economic and Community Issues: • Business Development. • Business Recruitment. • Create walkability and retail opportunities in Node	1. Define the project and location. 2. Create a finance/incentive strategy for the project. 3. Create a developer recruitment strategy 4. Create a project implementation strategy.
City: Stormwater Ponds  Space Use: Private and Public Use Financial Strategy: TBD. Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Feasibility Studies not completed. • Funding	Space location and significance: • Nodes 1, 2, and 3 • Available land for ponds. Economic and Community Issues: • Business Development. • Business Recruitment. • Augment Public Amenities. • Increase Walkability and Recreation.	1. Define the project and location. 2. Create a finance strategy for the project. 3. Create a development timeline. 4. Create a project implementation strategy.
City: Trail Connectivity Space Use: Private and Public Use Financial Strategy: TBD. Examples similar projects: n/a Barriers to Implementation: • No concrete plan. • Feasibility Studies not completed. • Funding.	Space location and significance: Nodes 3 Create new trails that connect to existing trails. Economic and Community Issues: • Business Development. • Business Recruitment. • Augment Public Amenities. • Increase Walkability and Recreation.	1. Define the project and location. 2. Create a finance strategy for the project. 3. Create a development timeline. 4. Create a project implementation strategy.

3 NODES



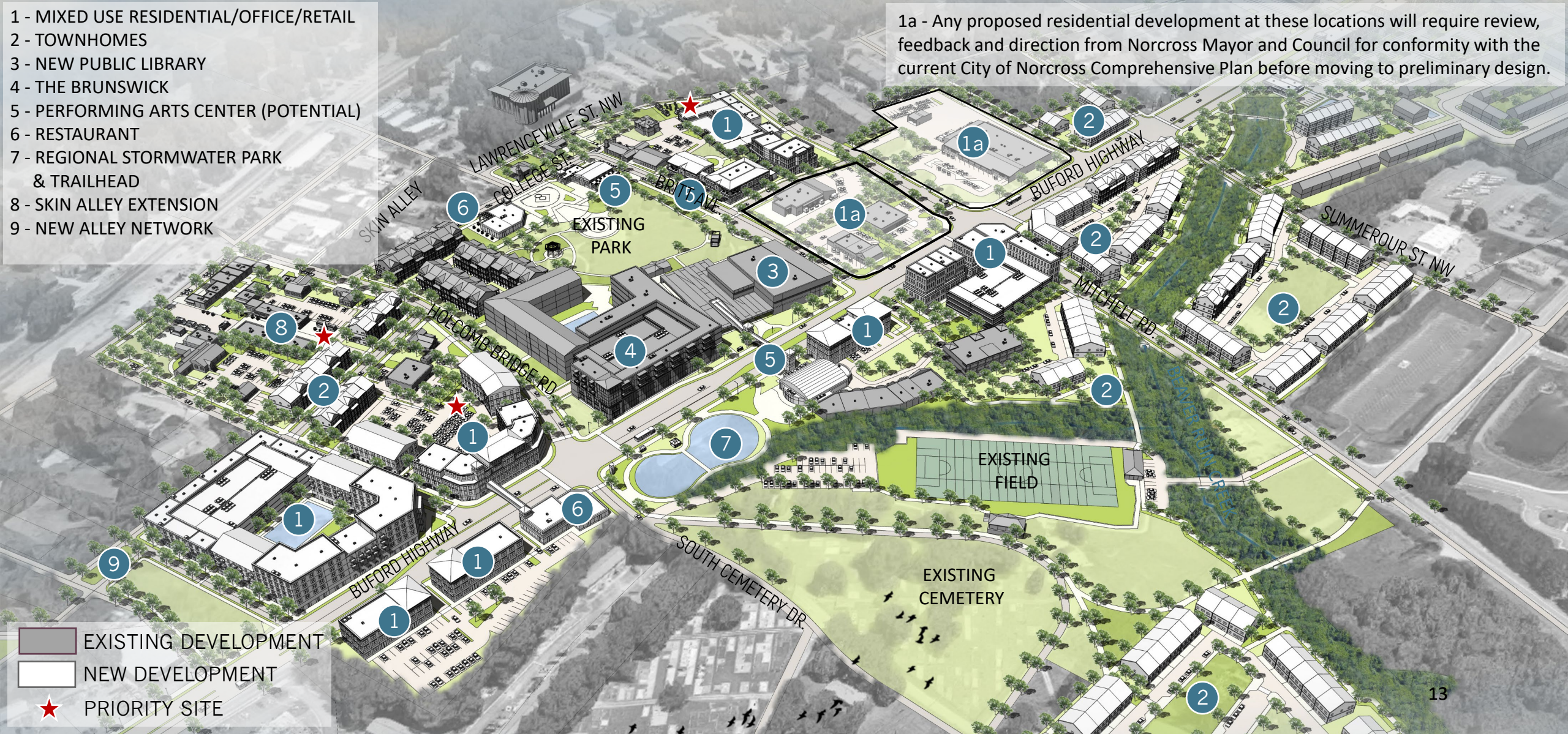
- **West Node:** Jimmy Carter Blvd at Buford Highway
- **Downtown Node:** Lillian Webb Park
- **East Node:** Beaver Run Road at Buford Highway

NODE 1

DOWNTOWN

- 1 - MIXED USE RESIDENTIAL/OFFICE/RETAIL
- 2 - TOWNHOMES
- 3 - NEW PUBLIC LIBRARY
- 4 - THE BRUNSWICK
- 5 - PERFORMING ARTS CENTER (POTENTIAL)
- 6 - RESTAURANT
- 7 - REGIONAL STORMWATER PARK & TRAILHEAD
- 8 - SKIN ALLEY EXTENSION
- 9 - NEW ALLEY NETWORK

1a - Any proposed residential development at these locations will require review, feedback and direction from Norcross Mayor and Council for conformity with the current City of Norcross Comprehensive Plan before moving to preliminary design.



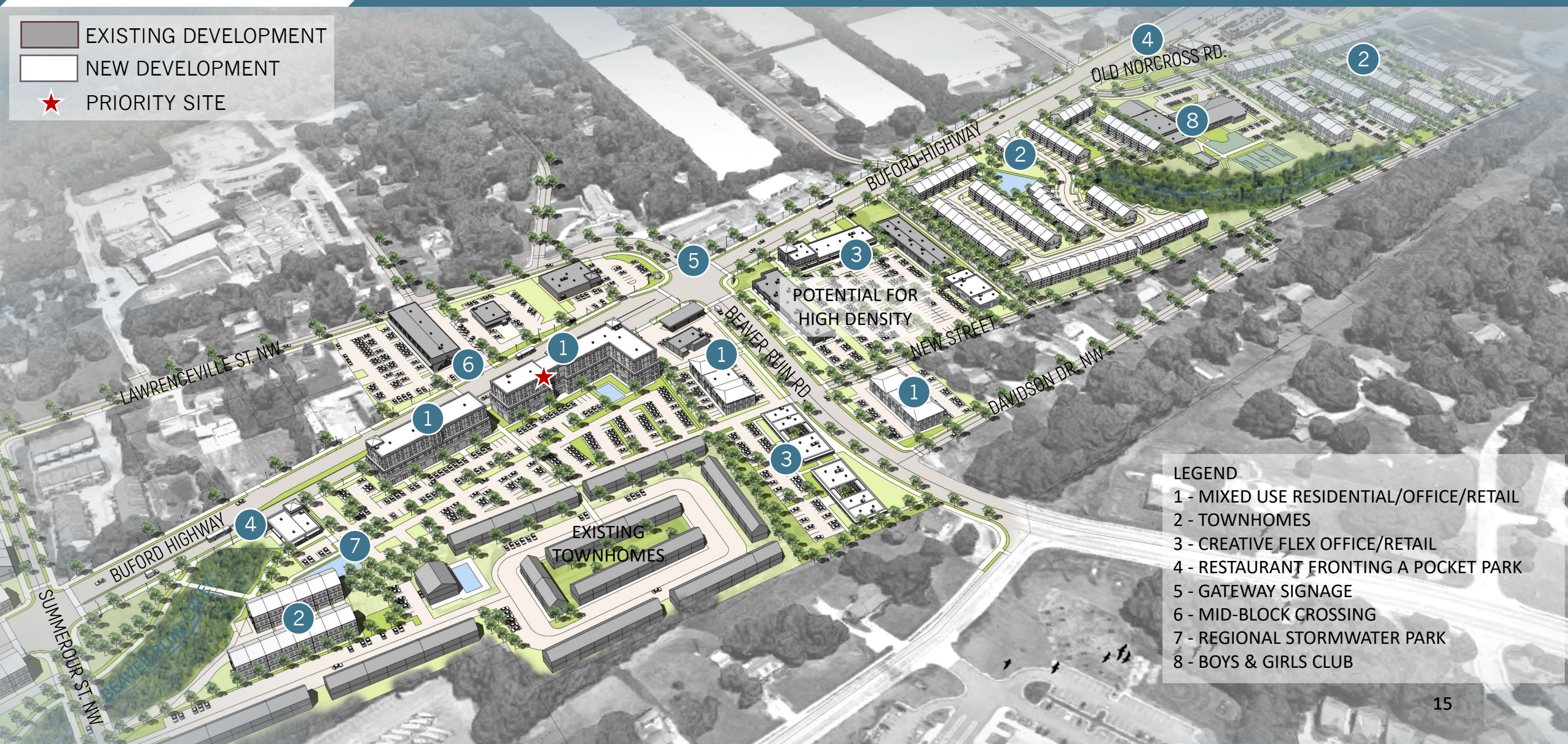
NODE 1

DOWNTOWN



NODE 2

EAST GATEWAY



NODE 3

WEST GATEWAY

- EXISTING DEVELOPMENT
- NEW DEVELOPMENT
- PRIORITY SITE



LEGEND

- 1- MIXED USE RESIDENTIAL/OFFICE/RETAIL
- 2 - TOWNHOMES/MISSING MIDDLE
- 3 - COMMERCIAL
- 4 - COMMUNITY GREEN
- 5 - REGIONAL STORMWATER PARK
- 6 - TRAIL NETWORK
- 7 - PUBLIC STORAGE FACILITY