

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Minutes

Friday, July 23, 2021

11:00 AM

1818 Club

Mayor and Council Visioning Session

Mayor Craig Newton

Mayor Pro Tem Josh Bare

Councilmember Andrew Hixson

Councilmember Matt Myers

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

I. Call to Order

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

Visioning Session was called to order at 11:00 AM by Mayor Craig Newton

II. 11 am - 12:30 pm Roles and Responsibilities of Mayor and Council and Development Authority Boards Development Project Design, Funding, and Implementation

[Roles and Responsibilities Council and DDA](#)

Development Project Design, Funding, and Implementation

[Development Project Design Presentation](#)

III. 12:30 pm - 1:00 pm Lunch**IV. 1:00 pm - 2:30 pm Sizemore Group Presentation**

[Norcross BuHi MP M&C Visioning Session 7.23.21](#)

[Appendix 7.23.21](#)

V. 2:30 pm - 2:45 pm Break**VI. 2:45 pm - 4:15 pm Place and Priority Development Project Visioning Session**

[Place Visioning Presentation](#)

VII. 4:15 pm - 5:00 pm Bond Financing**VIII. Session Objectives:**

1. Define the Development Authority Board's Powers.
2. Provide information and best practices for Development Projects design, funding, and implementation.
3. Review the Sizemore Group study and discuss overall Vision and additional projects/areas of priority.
4. Determine Priority Projects, identify funding mechanisms, and create an action plan to include criteria for the IGA.



DEVELOPMENT PROJECTS



“ Development Projects are a result of Stakeholder Engagement, Visioning, and Planning. They should holistically benefit the community and have long-term positive impacts.”

-Stephanie Russell

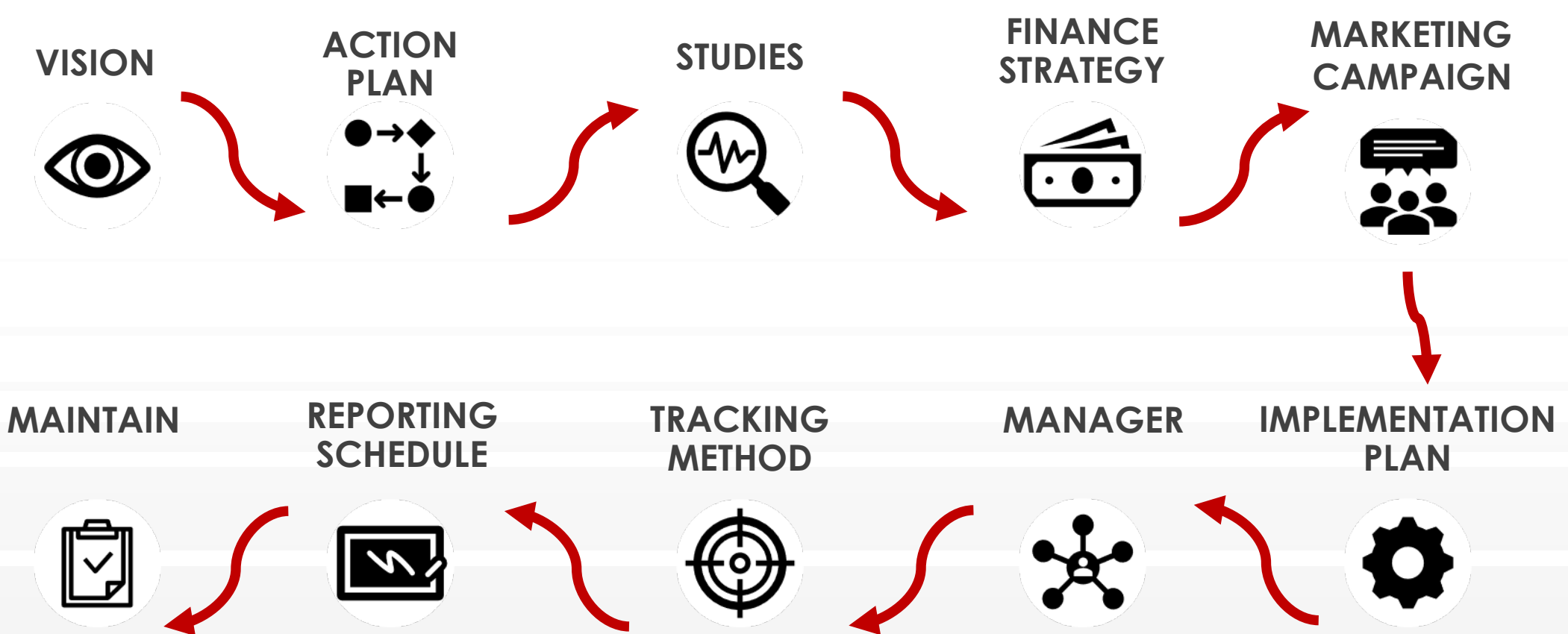
THE TEAM

The team should include City Development staff, Elected Officials, Development Authority members, and other Stakeholders.



DEVELOPMENT PROJECT FLOW CHART

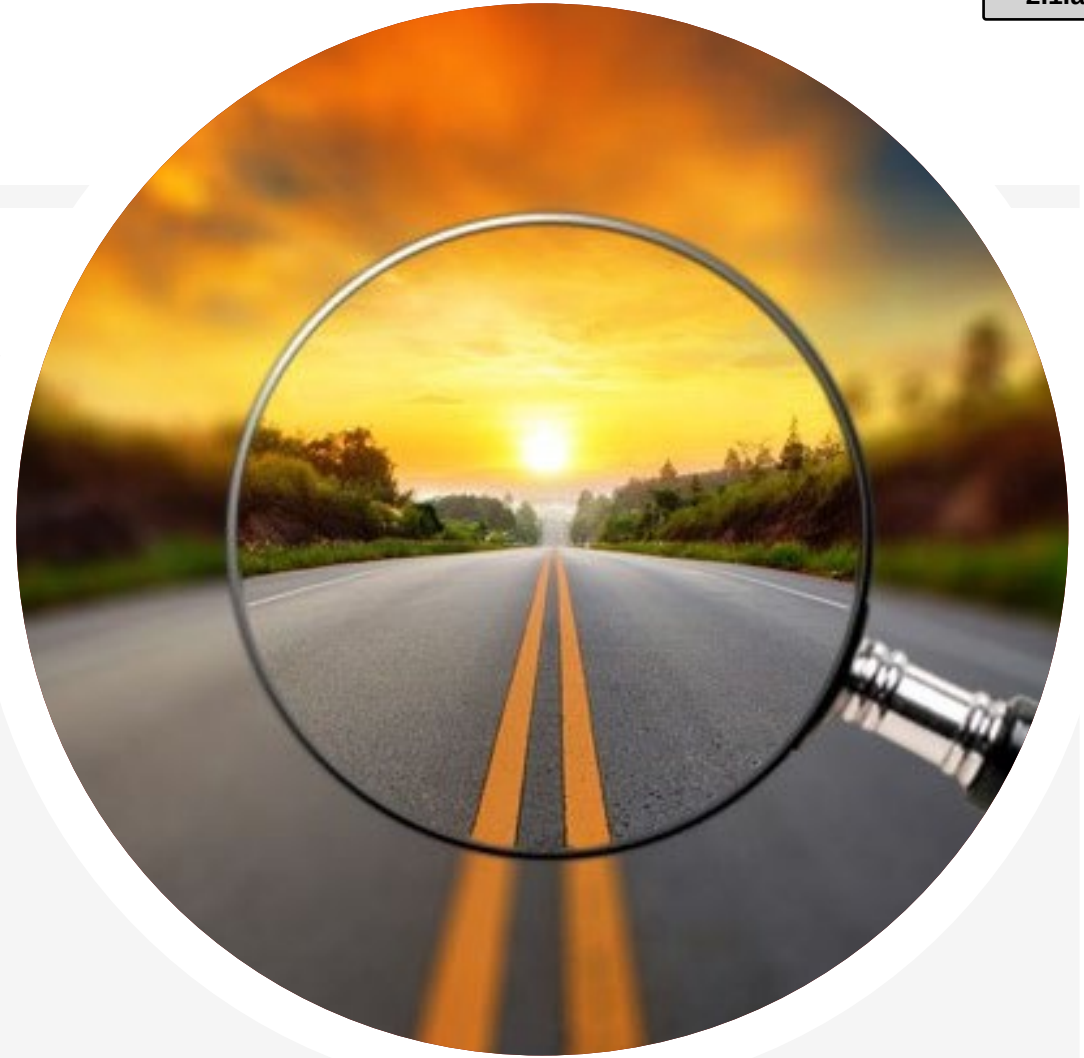




VISION

2.1.a

Host a Visioning Session with community stakeholders and leaders to determine short and long-term projects that complements the overall Vision of the community.



Create an Action Plan to define projects, create objectives, and develop a timeline for implementation.



STUDIES

Complete any relevant project and area studies such as feasibility, fiscal impact, environmental, etc. prior to any action taken to begin work on the projects. This is a critical due diligence step.



FINANCE

Create a Finance Strategy for the projects to include implementation cost projections and potential program and maintenance budgets.



MARKETING

**Create a project
Marketing Campaign to
present to the public for
feedback and general
approval.**





IMPLEMENT

Create an Implementation Plan to include any action plan and/or finance strategy revisions, needed property acquisitions or RFPs, environmental or logistical considerations, marketing and PR, etc.

MANAGER

Designate a Project Manager or team responsible for the management and completion of the Implementation Plan and tracking and reporting the project's progress.



TRACKING

Create a Tracking Method for the projects' progress, budget, and marketing. This should correspond with the Implementation Plan objectives.



REPORTING

Create a Reporting Schedule to regularly inform the public regarding the projects' progress. Examples include, reports, press releases, social media posts, and media opportunities.



MAINTAIN

Create and implement a Maintenance Plan for the projects that includes actions items for long term sustainability and growth.



IMPLEMENTATION PLAN

2.1.a



- IGA
- FOUNDATION PREPARATIONS
- PROPERTY ASSESSMENT
- RECRUIT DEVELOPER
- THE DEAL
- DEVELOPMENT AGREEMENT
- DEAL EXECUTION



**“ It’s about Leveraging
Vision and Practicality
into Opportunity”**

**Monica H. Callahan
Planning & Development Director,
Madison Georgia**

INTER-GOVERNMENTAL AGREEMENT

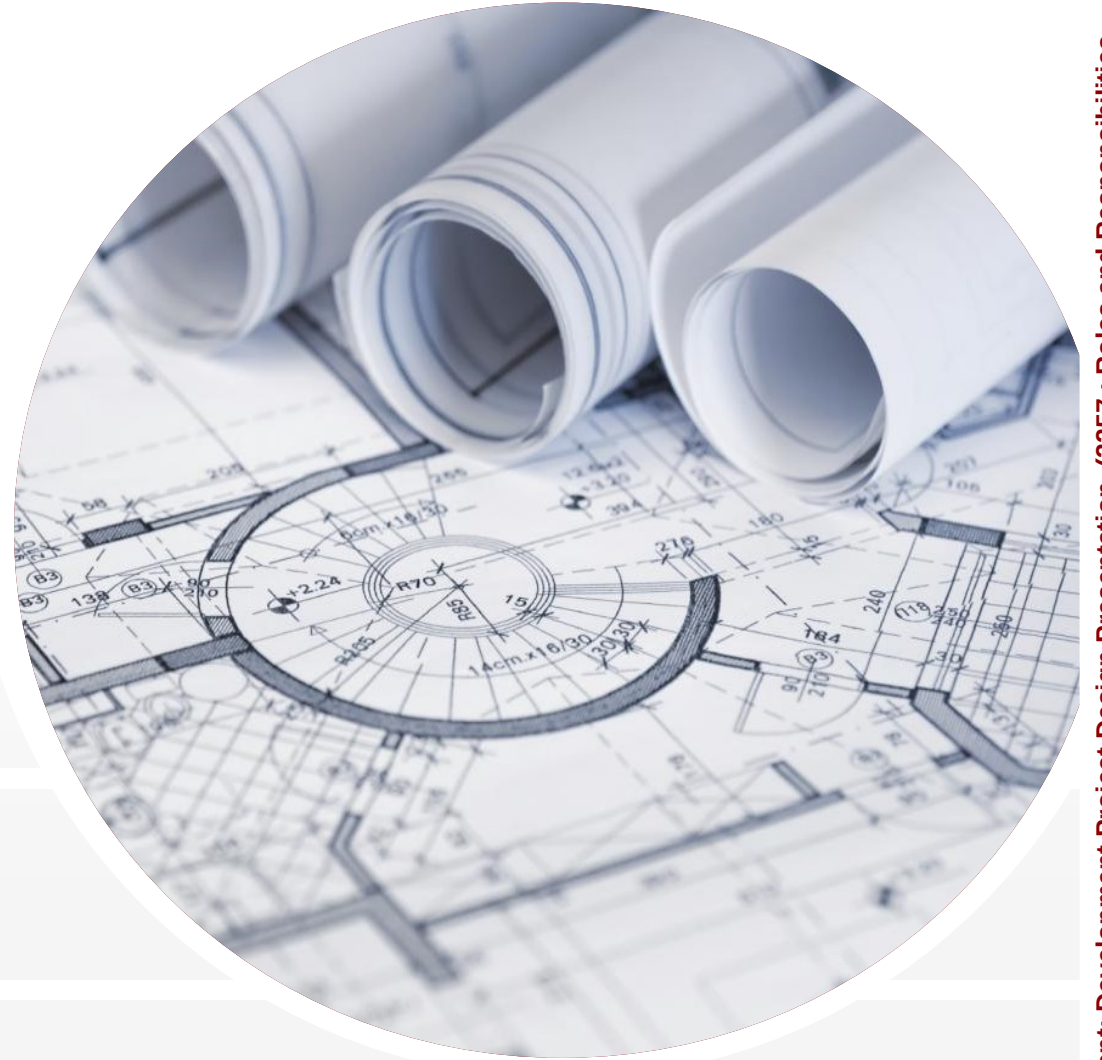
Create an Inter-Governmental Agreement between the City and the DDA that mirrors the Downtown Vision and Action Plans to lease and/or deed property to the DDA as well as provide funding for property acquisition, rehabilitation, and projects.



FOUNDATION

Create a developer friendly foundation that could include:

- Overlay district
- Downtown friendly codes
- Licensing and permitting friendly internal processes
- Incentive ordinance
- Incentive menu
- Property inventory
- Marketing plan



PROPERTY ASSESSMENT

Development Project Property Assessment								
Items	Community Development	Municipal Court	Brewery CD	Brewery MC	Mixed Use CD	Mixed Use MC	60 Townhouses - Pineview	45 Townhouses - Circle
Estimated Property Value	\$ 450,000.00	\$ 2,299,119.00	\$ 2,450,000.00	\$ 17,299,119.00	\$ 3,450,000.00	\$ 6,394,119.00		
Acreage	0.57	2.68	\$ 0.57	\$ 2.68	\$ 0.57	\$ 2.68	2.5	1.5
Building sq. ft.	6100	10454	10000	50000	30000	40950		
Revenues								
Annual Lease	\$0.00	\$0.00	\$18,000.00	\$42,000.00	\$18,000.00	\$42,000.00		
Annual Lease Purchase	\$0.00	\$0.00	\$18,000.00	\$42,000.00	\$18,000.00	\$42,000.00		
Property Sale	\$0.00	\$0.00	\$450,000.00	\$860,000.00	\$450,000.00	\$860,000.00		
Annual Water Usage Fees	\$0.00	\$0.00	\$5,181.13	\$25,905.67	\$48,268.80	\$68,385.87	\$ 56,592.00	\$ 42,444.00
Annual Sewer Usage Fees	\$0.00	\$0.00	\$5,483.68	\$27,418.41	\$51,156.00	\$72,466.65	\$ 62,640.00	\$ 46,980.00
Alcohol Licensing Fees	\$0.00	\$0.00	\$900.00	\$900.00	\$9,600.00	\$14,400.00	\$ -	\$ -
Taxes								
Property Taxes	\$0.00	\$0.00	\$8,330.00	\$58,817.00	\$11,730.00	\$21,740.00		
Personal Property Taxes	\$0.00	\$0.00	\$2,915.50	\$20,585.95	\$4,105.50	\$7,609.00		
Occupational Taxes	\$0.00	\$0.00	\$1,273.00	\$6,473.00	\$814.25	\$977.10	\$ -	\$ -
Development Fees								
Development Permitting	\$0.00	\$0.00	\$3,605.60	\$10,356.40	\$3,605.60	\$10,356.40	\$ 9,775.00	\$ 6,545.00
Building Permitting Fees	\$0.00	\$0.00	\$8,085.00	\$14,235.00	\$11,085.00	\$19,917.36	\$ 36,000.00	\$ 27,000.00
Building Plan Review Fees	\$0.00	\$0.00	\$4,042.50	\$7,117.50	\$5,542.50	\$9,958.68	\$ 1,250.00	\$ 1,250.00
Impact Fees	\$0.00	\$0.00	\$3,841.90	\$15,038.00	\$49,614.48	\$63,038.83	\$ 130,921.20	\$ 98,190.90
Sewer Capacity Fees	\$0.00	\$0.00	\$17,858.73	\$89,293.66	\$171,598.00	\$243,082.58	\$ 204,000.00	\$ 153,000.00
Water Meter Fees	\$0.00	\$0.00	\$2,300.00	\$2,300.00	\$8,050.00	\$10,350.00	On master meter	\$ 58,275.00
Water Flow Test	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	\$500.00	\$ 500.00	\$ 500.00
Incentives								
Tier 1 Incentive	\$0.00	\$0.00					\$ 4,775.00	\$ 1,545.00
Tier 2 Incentive	\$0.00	\$0.00					\$ 42,025.00	\$ 88,070.00
Downtown Incentive	\$0.00	\$0.00						
Year of Free Rent	\$0.00	\$0.00	\$18,000.00	\$42,000.00				
5 year 50% towards Lease Purchase	\$0.00	\$0.00	\$9,000.00	\$21,000.00				
Development Fee Deduction	\$0.00	\$0.00	\$40,233.73	\$138,840.56	\$249,995.58	\$357,203.85	\$382,446.20	\$344,760.90
Renovation Grant	\$0.00	\$0.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00		
Equipment Financing at 2% interest	\$0.00	\$0.00	\$500,000.00	\$500,000.00	\$0.00	\$0.00		
5 year Tax Abatement	\$0.00	\$0.00	\$34,000.00	\$170,000.00	\$0.00	\$0.00		
Project Outcomes								
Annual Visitors	2080	0	26000	52000	18200	18200		
Residents	0	0	0	0	0	0	60	45
Parking	47	19	0	25				
Number of Jobs Created	0	0	10-20	65-80	35	35		
Average wage per employee	\$0.00	\$0.00	\$14.17	\$14.17	\$13.07	\$13.07		

RECRUIT

Actively seek out developers for the IGA projects via an RFP process, open house, marketing strategy, etc. Stay true to the Vision and Action Plans





THE DEAL

Utilizing the Property Assessment, craft a Deal for the potential project/property.



PURCHASE & SALE OR LEASE AGREEMENTS

- Draft a Purchase and Sale Agreement (PSA) or a Lease Agreement (LA) between the DDA and the Developer.
- Include extensive conditions and a “claw back” clause for non-performance.



DEVELOPMENT AGREEMENT

Draft a Development Agreement that outlines the Deal and incentives package and that spells out the performance expectations for the developer.

Add sunset clauses and claw backs.

EXECUTE THE DEAL

Once the deal is executed
return to the Manager step
in the Development
Project Flow Chart.





For More Infc

Stephanie Russell
678-244-0511
srussell@gacities.com
www.gacities.com



Development Authority

Mechanics & Management



PURPOSE

PROTECT

Development Authorities are regulated by state statute, so they can provide protection to cities who work through their DAs.

POWERS

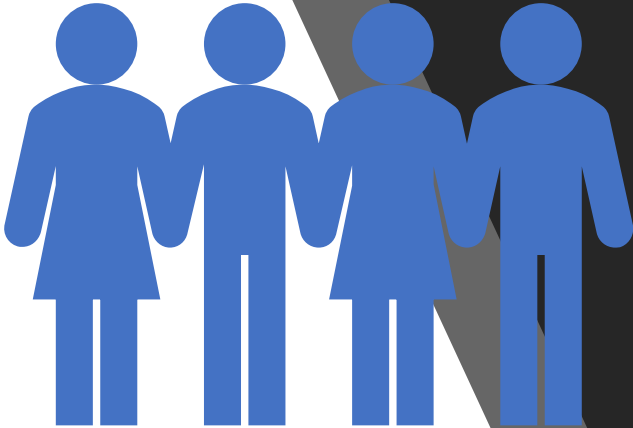
DAs have certain powers granted by the state that cities don't have.

PROJECTS

DAs are charged with redevelopment of their service area and completing projects.

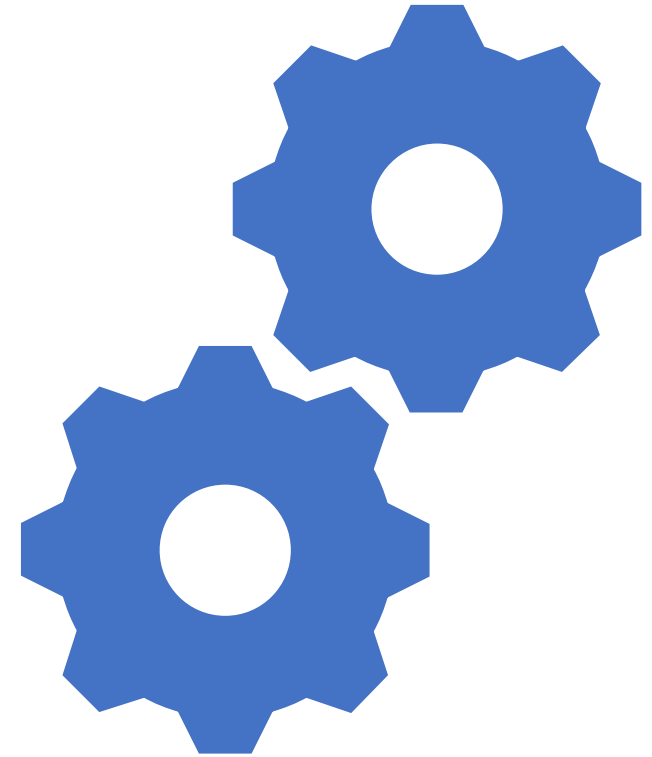
POTENTIAL

DAs are concerned only with their mission and projects, not the burdens of a local government, so board members have the potential to solve problems and engage in sustainable redevelopment.



MECHANICS

Creation
Organization
Powers
Requirements



PURPOSE

PURPOSE OF A DDA GA Code § 36-42-2 (2019)

The revitalization and redevelopment of the central business districts of the municipal corporations of this state develop and promote for the public good and general welfare trade, commerce, industry, and employment opportunities and promote the general welfare of this state by creating a climate favorable to the location of new industry, trade, and commerce and the development of existing industry, trade, and commerce within the municipal corporations of this state. Revitalization and redevelopment of central business districts by financing projects under this chapter will develop and promote for the public good and general welfare trade, commerce, industry, and employment opportunities and will promote the general welfare of this state.

PURPOSE OF A DA GA CONSTITUTION Article IX, Sec. VI, Para. III

The development of trade, commerce, industry, and employment opportunities being a public purpose vital to the welfare of the people of this state, the General Assembly may create development authorities to promote and further such purposes or may authorize the creation of such an authority by any county or municipality or combination thereof under such uniform terms and conditions as it may deem necessary. The General Assembly may exempt from taxation development authority obligations, properties, activities, or income and may authorize the issuance of revenue bonds by such authorities which shall not constitute an indebtedness of the state within the meaning of Section V of this article.

DDA HEIRARCHY

1. GEORGIA CONSITUTION
2. ACTIVATING RESOLUTION
3. DDA/DA BOARD OF DIRECTORS
4. DDA/DA BYLAWS
5. DDA/DA OFFICERS
6. DDA/DA STAFF
7. DDA/DA ATTORNEY

POWERS

Always ask the following questions and consult the STATE STATUTE before conducting any business:

Does the DDA/DA have the POWER to do what it is doing?

Does the PROJECT meet the state statute's definition of its PURPOSE?

STATE REQUIREMENTS

- Downtown Authorities are required to register annually with the Department of Community Affairs.
- They must also complete an annual financial report to be submitted to the Department of Community Affairs.

For information regarding registration and financial reporting please visit the Department of Community Affairs Local Government Authorities website page at:

www.dca.ga.gov/local-government-assistance/research-surveys/local-government-authorities

LAWS APPLICABLE TO DDA/DAs

2.1.b

Open Meetings Act, O.C.G.A. Sec. 50-14-1 et seq.,

Open Records Act, O.C.G.A. Sec. 50-18-70, et seq.

State Code of Ethics, O.C.G.A. Sec. 45-10-3.

Reporting of “public “benefits” it provides (applies to certain incentives). See O.C.G.A. Sec. 50-36-1

Georgia Gratuities Clause: Ga. Const. 1983, Art. III, Sec. VI, Par. VI (a).

Georgia Local Government Public Works Construction Law.
O.C.G.A. Sec. 36-91-1 et seq.

Federal and State environmental laws

Local Government Authorities Registration Act O.C.G.A. 36-80-16

Annual Reporting of Development Authority Revenues O.C.G.A 36-81-8

Attachment: Roles and Responsibilities Council and DDA (3257 : Roles and

MANAGEMENT

Strategic Planning
IGA
Projects



STRATEGIC PLANNING

A Best Practice for DDA/DA is to undergo annual strategic planning **with the governing municipal body to develop a VISION and ACTION plan** from which projects can be planned and funded.

Sources for project planning can include:

- Comprehensive or Master Plans, LCIs, and Downtown Studies
- Community Input/Visioning Sessions or Charettes
- Target Business Analysis or Business Needs Assessments and Retail Leakage/Tapestry Reports
- Asset Inventory or Placemaking Assessments

DDA STRATEGIC PLANNING FLOW CHART



IGA – City and DDA

- Best Practice
- Keeps Everyone on the Same Page
- Binding Legal Agreement
- Needs to Mirror the Downtown Vision and Action Plans
- Provides Resources for the DDA to Create, Fund, and Implement the Priority Development Projects
- Provides Deadlines and Clawbacks
- Can be for Overall Downtown Development or Specific Projects

DDA/DAs CAN'Ts

Projects must serve the purpose of the DDA/DA creation as defined by the state statute:

- Can't confer "gifts or gratuities."
Use caution in developing Incentives.
- Can't go beyond its powers
Projects need to stay within the DDA/DA boundaries and statutory powers
- Can't carry out SPLOST or Taxpayer funded Public Projects.
Exception: P3s (with restriction)

FOR MORE INFORMATION



For more information about
Downtown Development Authorities
please contact:

Stephanie Russell
Georgia Municipal Association
Economic Development Manager
srussell@gacities.com
678-244-0511



3 OPTIONS

1. RENOVATE EXISTING NORCROSS COMMUNITY CENTER WHICH IS A 200 SEAT THEATER
2. BUILD NEW 300 SEAT FACILITY ON PARK; DEPLOY REMAINDER OF LAND FOR SALE
3. BUILD 500 SEAT PERFORMING ARTS CENTER ON PHASE 2 SITE - NORTH CORNER



CASE STUDIES



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CASE STUDIES



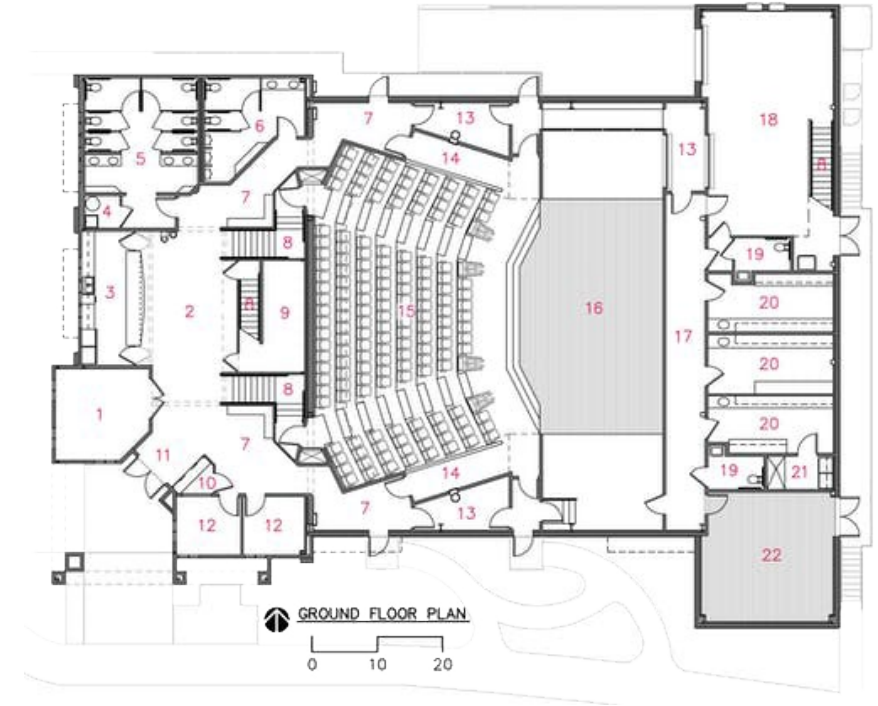
Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)

Development Transects

CONCEPT 1

4.1.a

RENOVATION: 200 SEAT THEATER

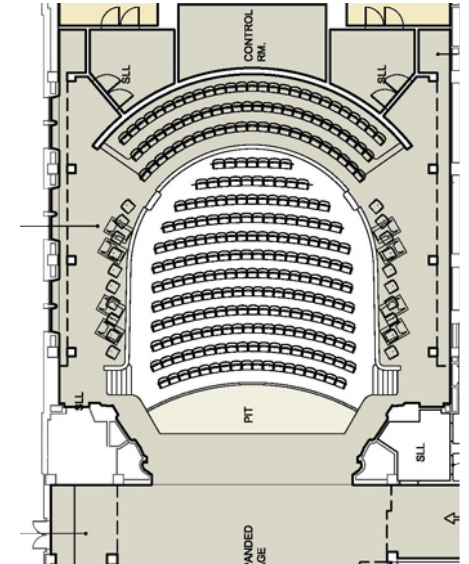
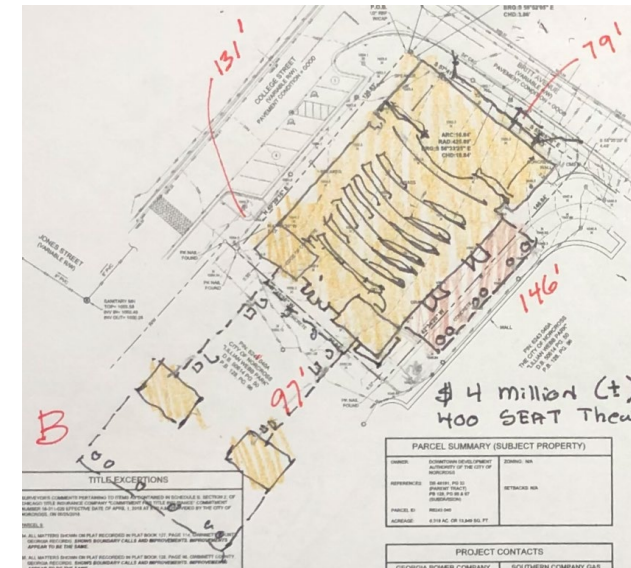


Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)

CONCEPT 2

4.1.a

300 SEAT THEATER ON PARK



Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)

PREFERRED CONCEPT

4.1.a

300 SEAT THEATER ON PARK



LEGEND

- A. 300 Seat Theater/Multi-Purpose Space on the Park
- B. Existing Cultural Arts Center – Sanctuary
- C. Existing Rectory
- D. 2-Story Office/Retail Building or Hotel Pad
- E. 3-Story Missing Middle Residential with ground floor retail
- F. Community Plaza with 1-Story Retail
- G. Parking Deck with Green Roof
- H. 3-Story Residential Fronting Greenspace and Mitchell Road
- I. Greenspace with Stream Feature
- J. New Street

Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)

PREFERRED CONCEPT

4.1.a

300 SEAT THEATER ON PARK



Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)

SITE
ECONOMICS

Private Development			
	-20 townhomes	-10 townhomes -60 'missing middle' residential units	-10 townhomes -150 age targeted residential -5,000sf retail -shared parking deck
Project Size	\$10,000,000	\$25,000,000	\$50,000,000
Assessed Value (40%)	\$4,000,000	\$10,000,000	\$20,000,000
Gwinnett Taxes (33.05 mils)	\$132,500	\$330,500	\$661,000
Norcross Taxes (6.75 mils)	\$27,000	\$67,500	\$135,000
Total taxes per year	\$157,200	\$398,000	\$796,000

Attachment: Appendix 7.23.21 (3259 : Sizemore Presentation)



Attachment: Norcross BuHi MP M&C Visioning Session 7.23.21 (3259 : Sizemore

Mayor and Council Visioning Session July 23, 2021



CITY OF NORCROSS

Buford Highway Master Plan



THE AGENDA

- Project Team
- Project Background
- Master Plan Recommendations
- Discussion

OUR TEAM

SIZEMORE GROUP: Award-Winning Planning and Architecture



Principal: Bill de St. Aubin, AIA, LEED AP, CEO, Bike Enthusiast



Project Management: Deanna Murphy, AICP, M.ARCH, Arts Leader

NOELL CONSULTING: Nationally Recognized Market Experts

Market Analysts: David Laube, Creative Econ. Dev. Strategist

ATLAS: Comprehensive Transportation Experts

Transportation Planner: Todd Long, PE & Wright Aldridge, PE

Landscape Architect: Christopher Kingsbury, RLA, ASLA

OUR
TEAM

THE SCHEDULE

TASKS	Important Dates	2020-2021						
		August	September	October	November	December	January	February
1. Study Area Analysis:								
Kick-off Meeting with City	25-Aug	★						
City Council Meeting 1	21-Sep		★					
DDA Meeting 1	1-Oct			★				
Review Previous Plans	By Week of September 28							
Existing Conditions Analysis	By Week of September 28							
Review with GDOT	By Week of October 12							
2. Developers Roundtable:	2-Feb						★	
Developer Interviews	Week of September 28							
3. Market Analysis:								
4. Concept Sketches								
Identify areas ripe for redevelopment								
Identify development types and case studies								
Design Workshop	First week of December (tentative)					★		
Develop Renderings								
Rendering Review by client								
Finalize Renderings	Mid-December							
5. Community Engagement								
Steering Committee Meeting 1	22-Oct			★				
Community Meeting 1 - Kick-off and Visioning	5-Nov				★			
City Council Meeting 2	15-Feb							★
6. Identify Grants/Funding								
7. Documentation								

Attachment: Norcross BuHi MP M&C Visioning Session 7.23.21 (3259 : Sizemore

BUFORD HIGHWAY CORRIDOR



IMPACT ON DOWNTOWN NORCROSS

MASTER
PLAN

NORCROSS'S BUFORD HIGHWAY

VISION

A thriving multi-modal and multi-cultural corridor that serves the diverse Norcross population and connects to the character, charm, and beauty of Downtown Norcross.

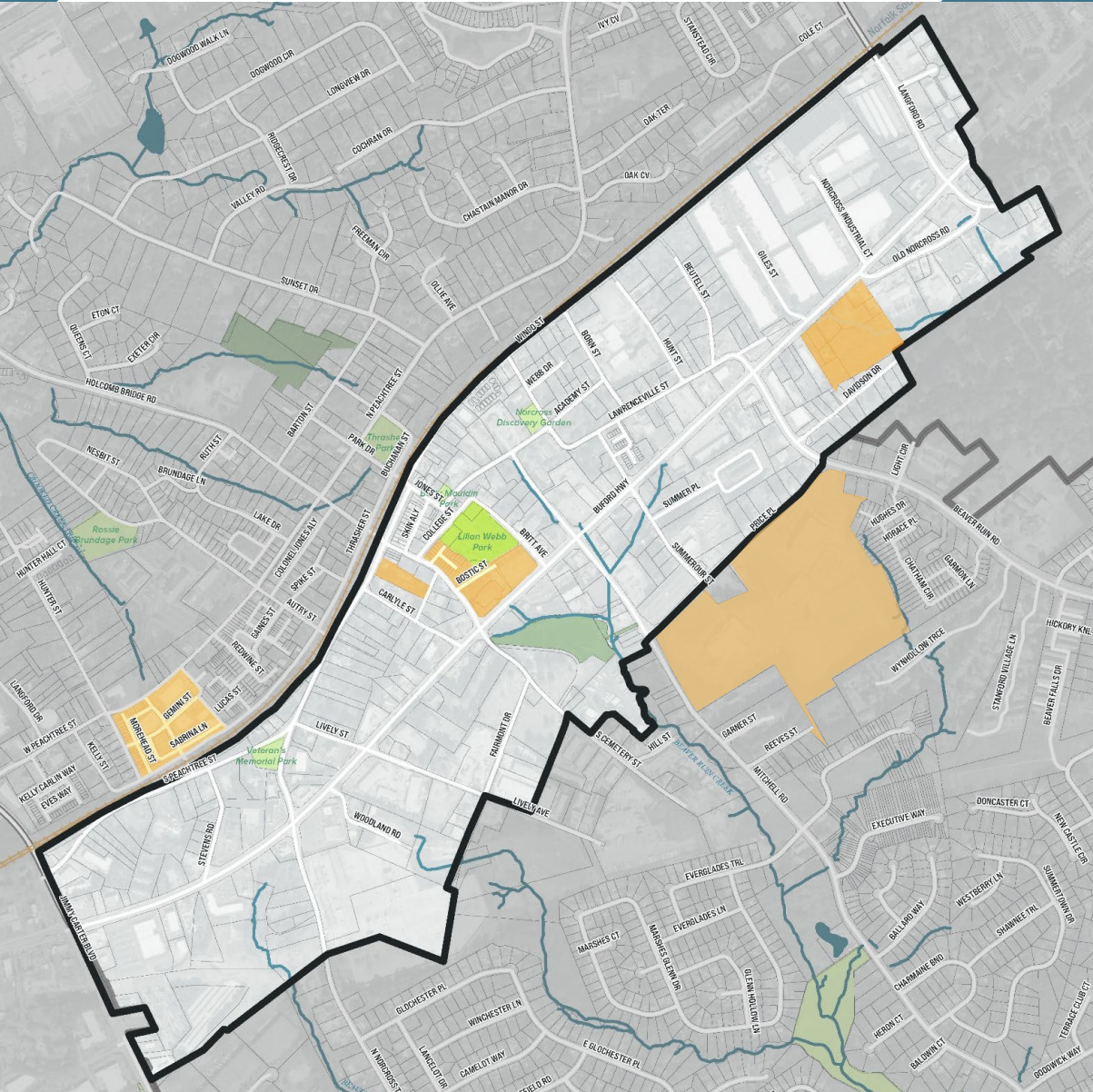


4.1.b

Attachment: Norcross BuHi MP M&C Visioning Session 7.23.21 (3259 : Sizemore

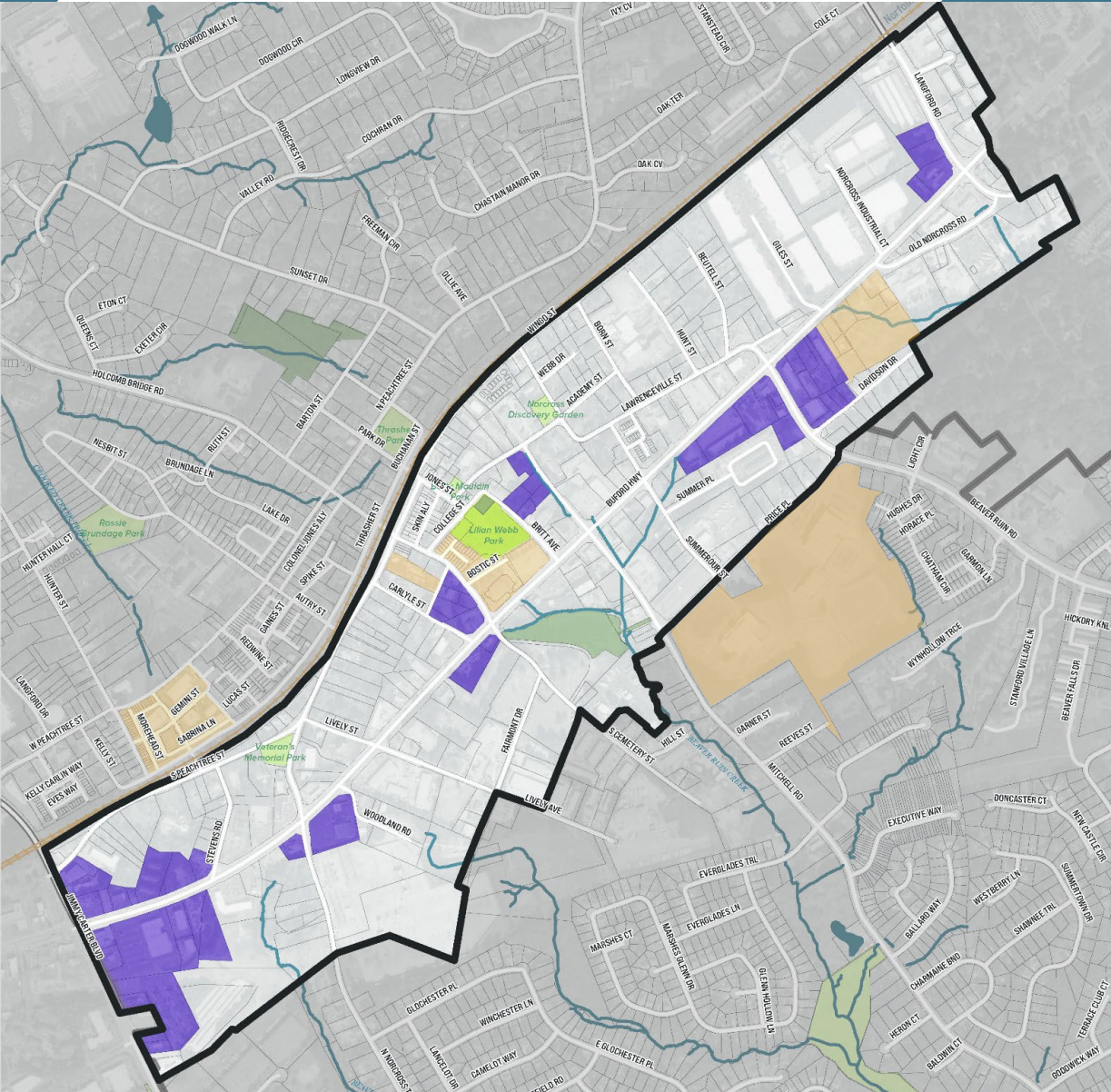
DEVELOPMENT FOCUS

INVESTMENT



- Lillian Webb Park
- Townhomes
- The Brunswick
- Norcross Branch Public Library
- Broadstone Junction
- S. Peachtree St. (former Webb family property)
- Summerour Middle School and Baldwin Elementary School

A SITES

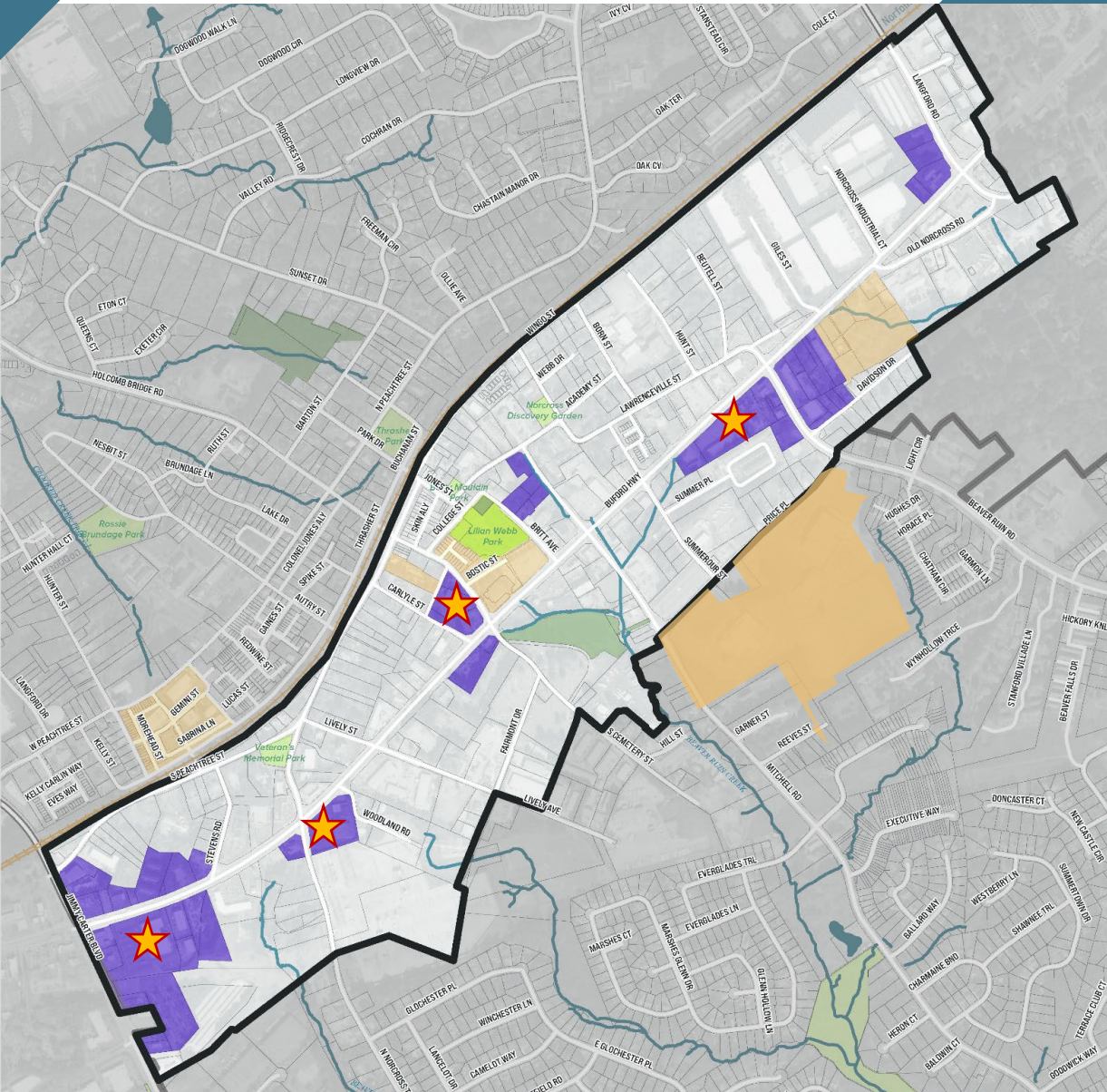


- City of Norcross Identified Sites
- Market-Ready Sites
- TAD Identified Sites

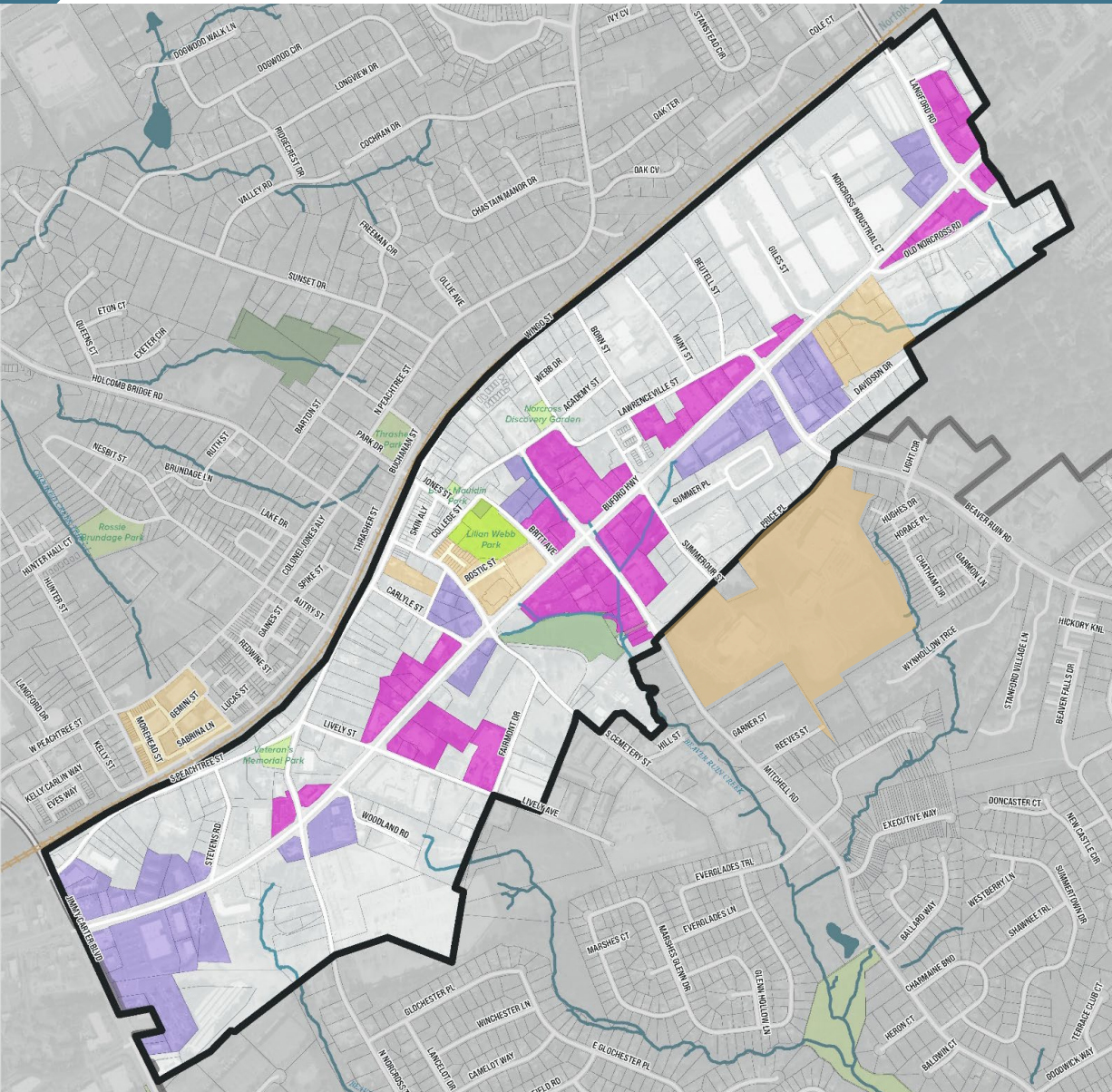
DEVELOPMENT FOCUS

A SITES: PRIORITIES

- City of Norcross Identified Sites
- Market-Ready Sites
- TAD Identified Sites



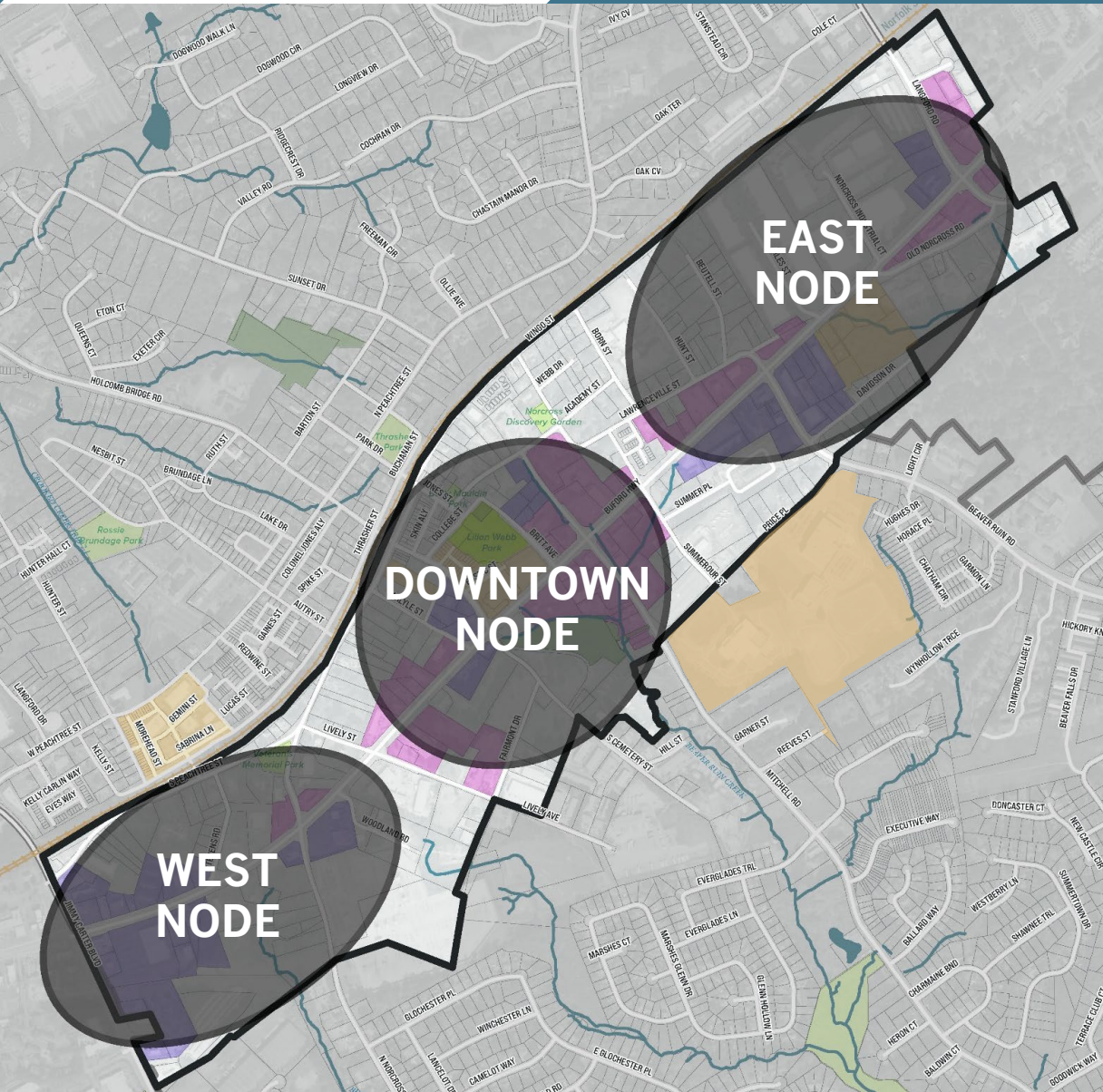
DEVELOPMENT FOCUS



- Phase 2 Sites

3 NODES

4.1.b



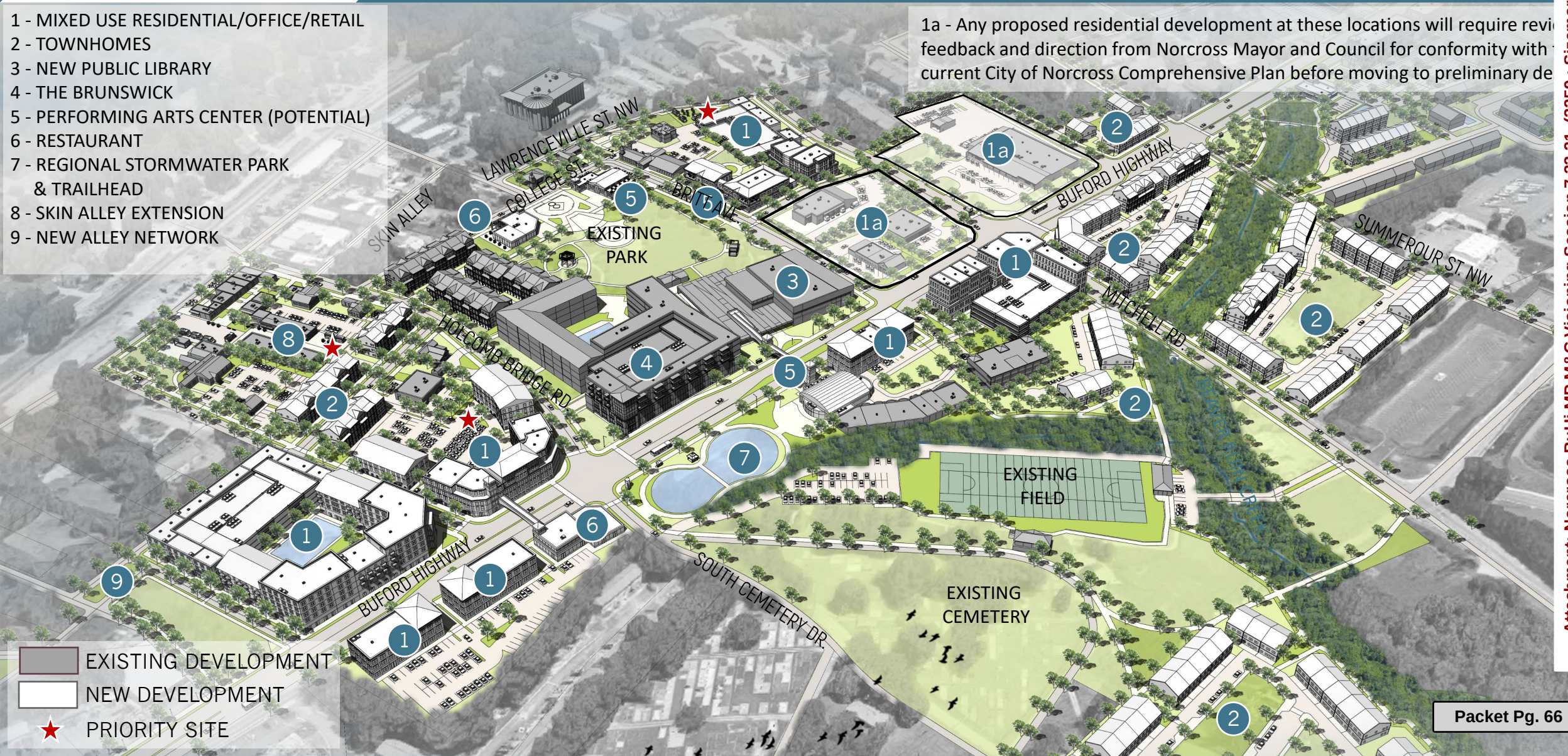
- **West Node:** Jimmy Carter Blvd at Buford Highway
- **Downtown Node:** Lillian Webb Park
- **East Node:** Beaver Run Road at Buford Highway

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 current City of Norcross Comprehensive Plan before moving to preliminary development.



NODE 1

4.1.b

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

CORRIDOR ENHANCEMENTS

- Beautify Streetscape
 - Trail Connectivity
 - Streetscape Elements
 - Landscaped Median
- Inter-parcel Connectivity



CREATING IDENTITY

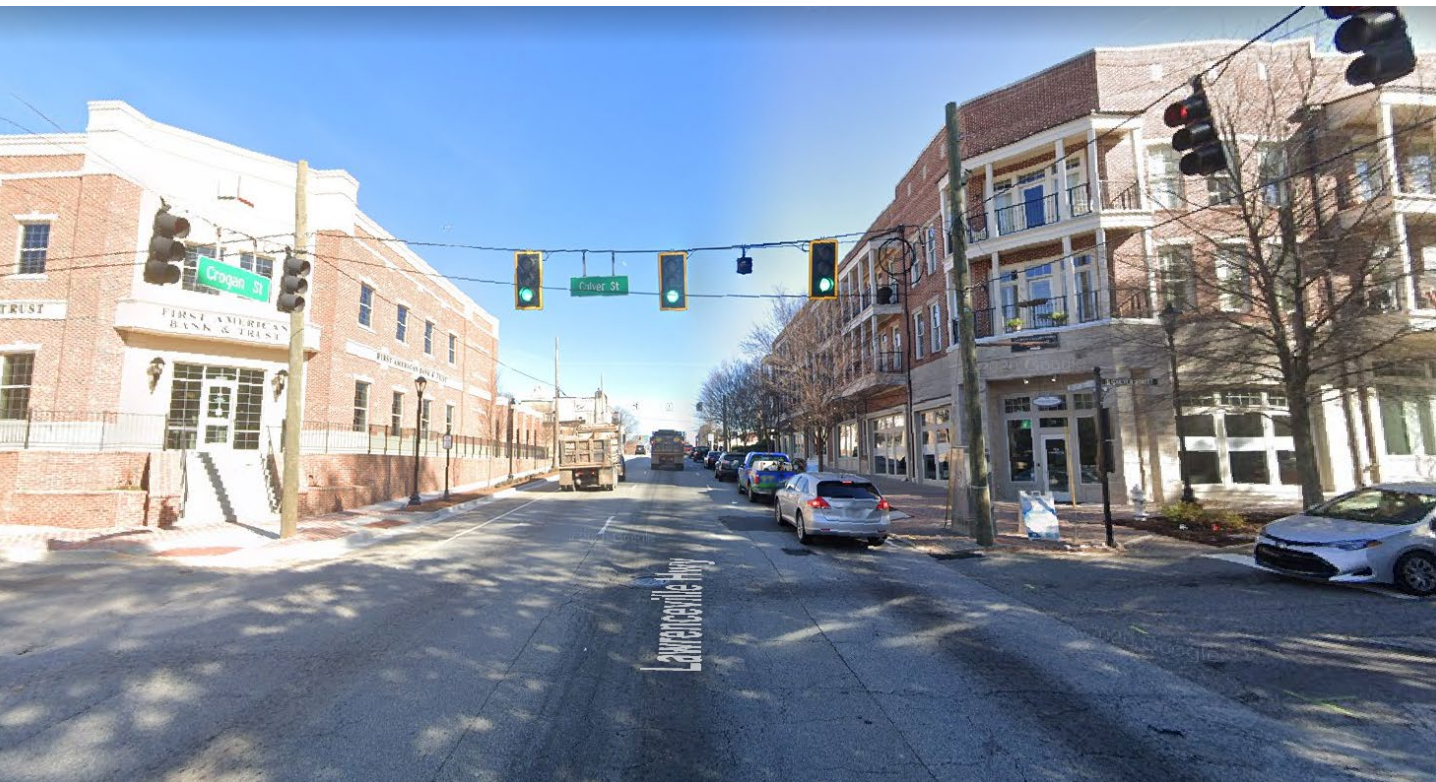
What is the Norcross Character?

- Historic Downtown Architecture
- Walkability/Alleyways
- Greenspace
- Events



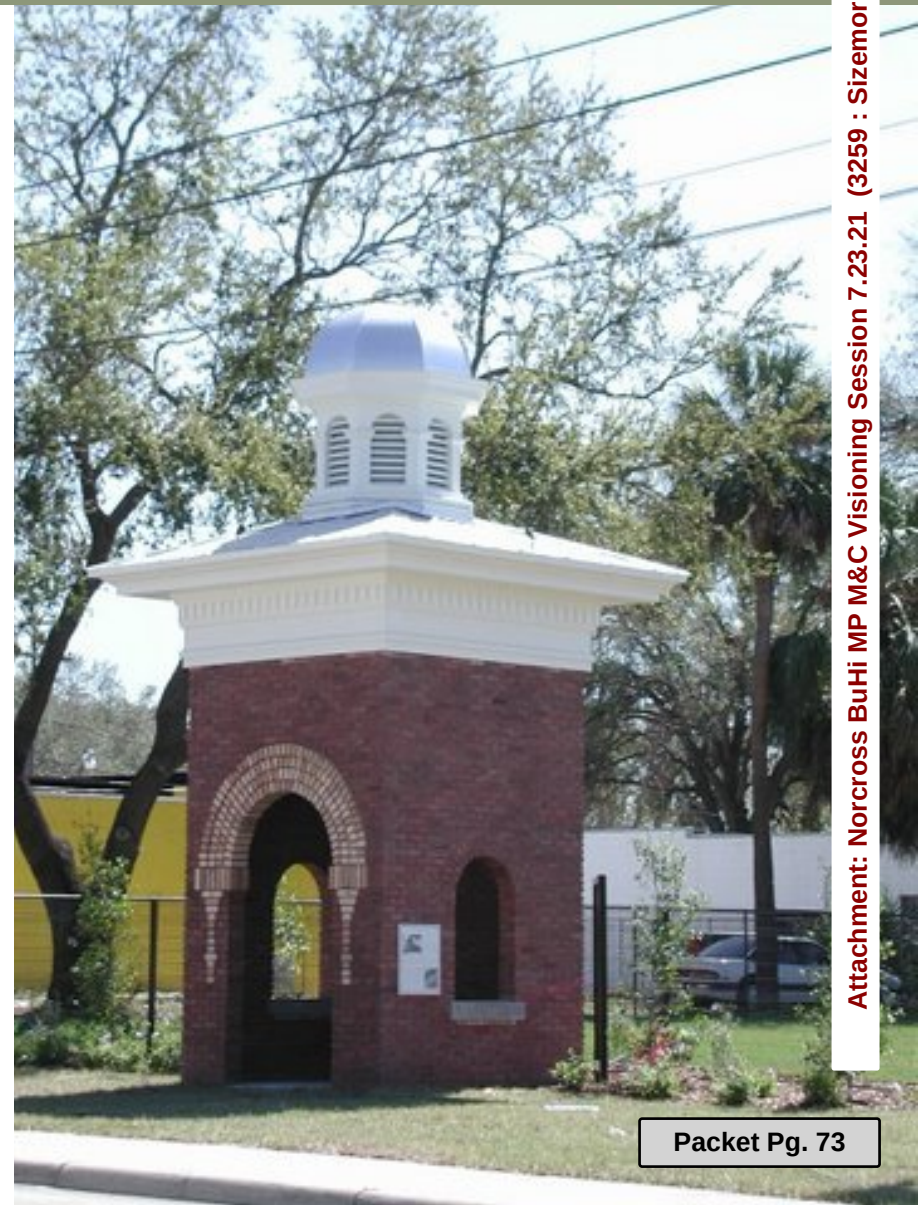
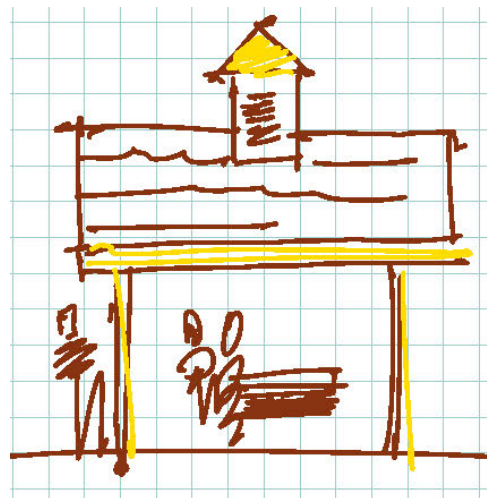
CHARACTER

HISTORIC ARCHITECTURE



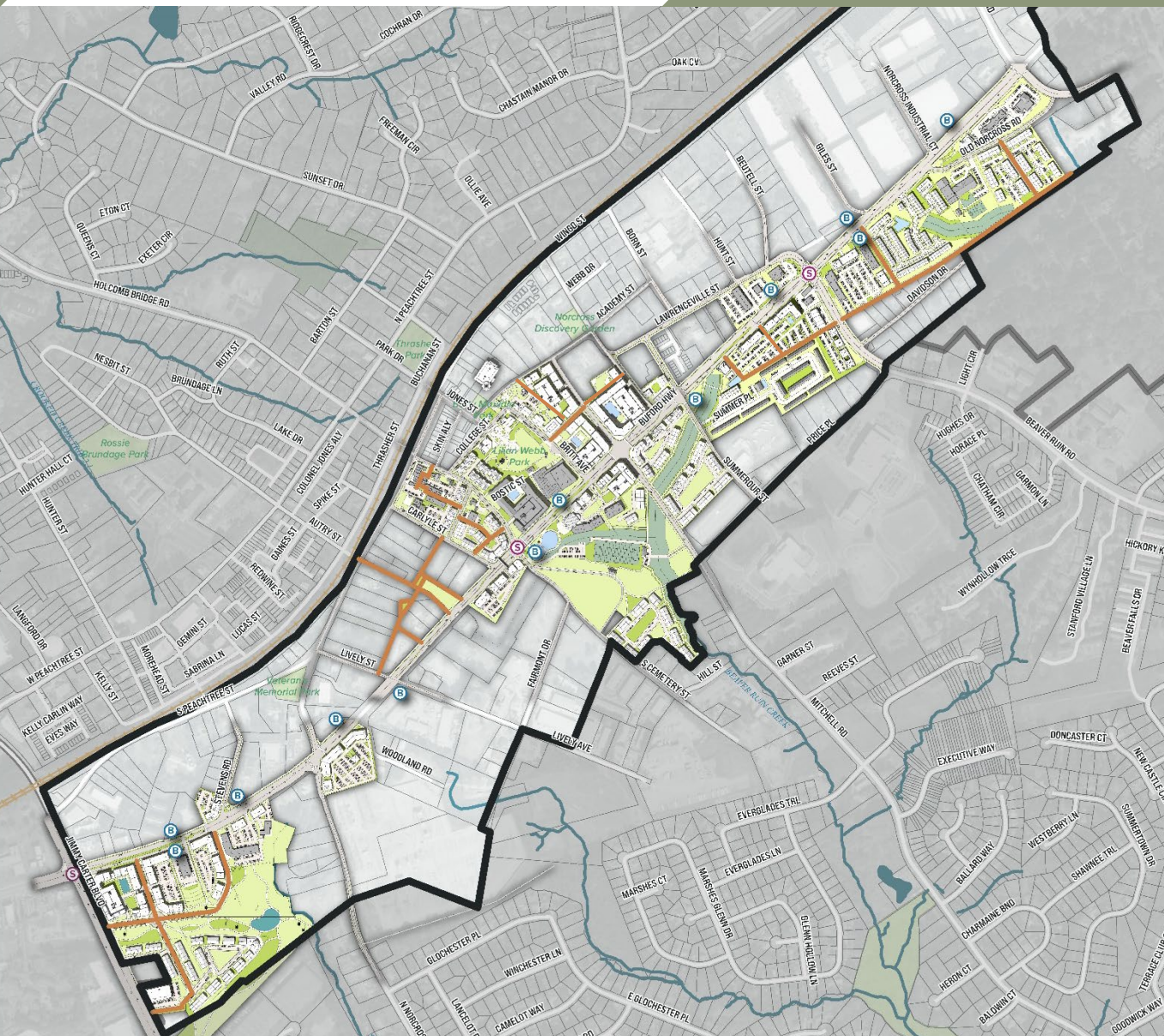
CHARACTER

HISTORIC ARCHITECTURE



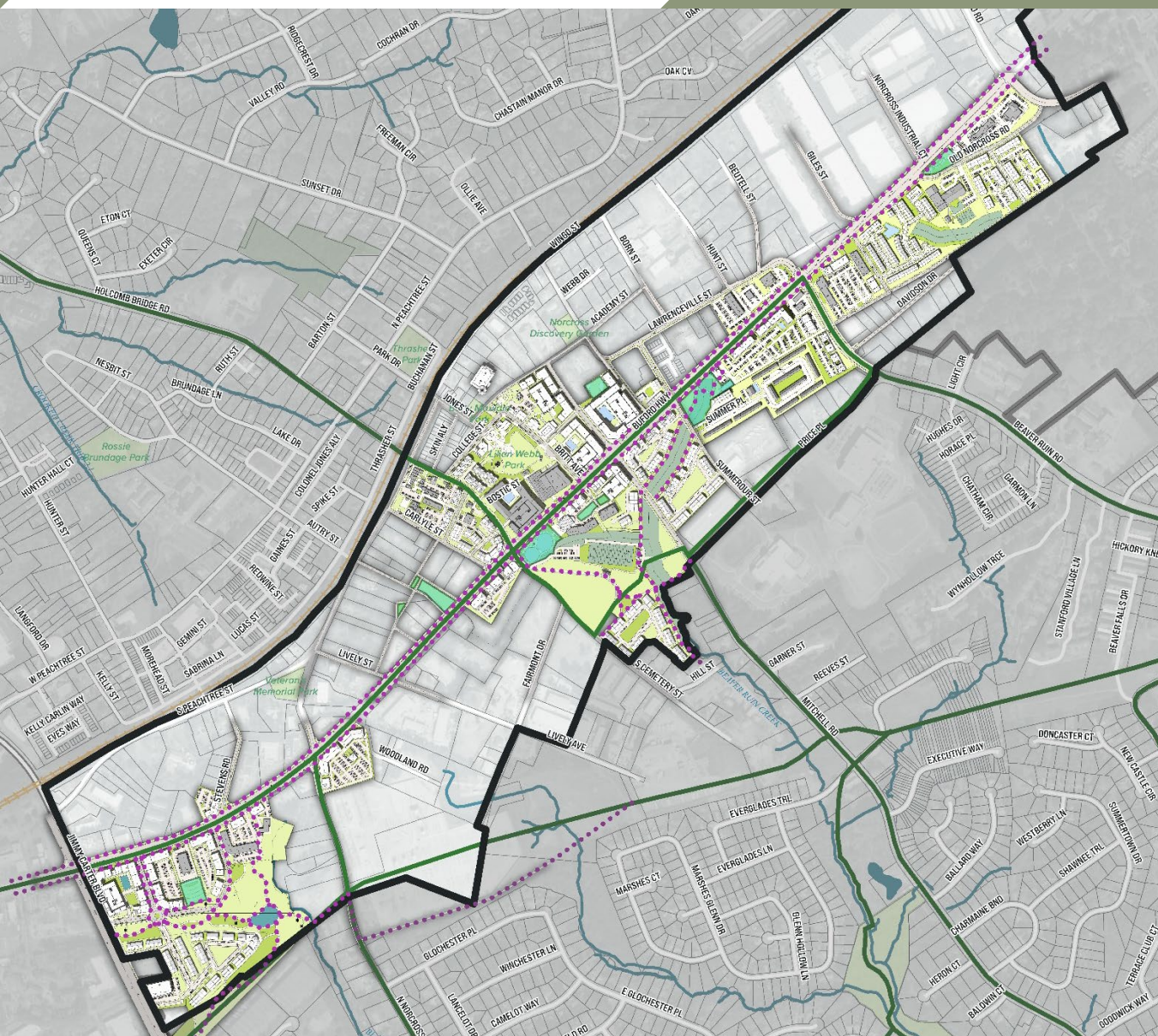
CHARACTER

WALKABILITY/ALLEYWAYS



CHARACTER

GREENSPACE

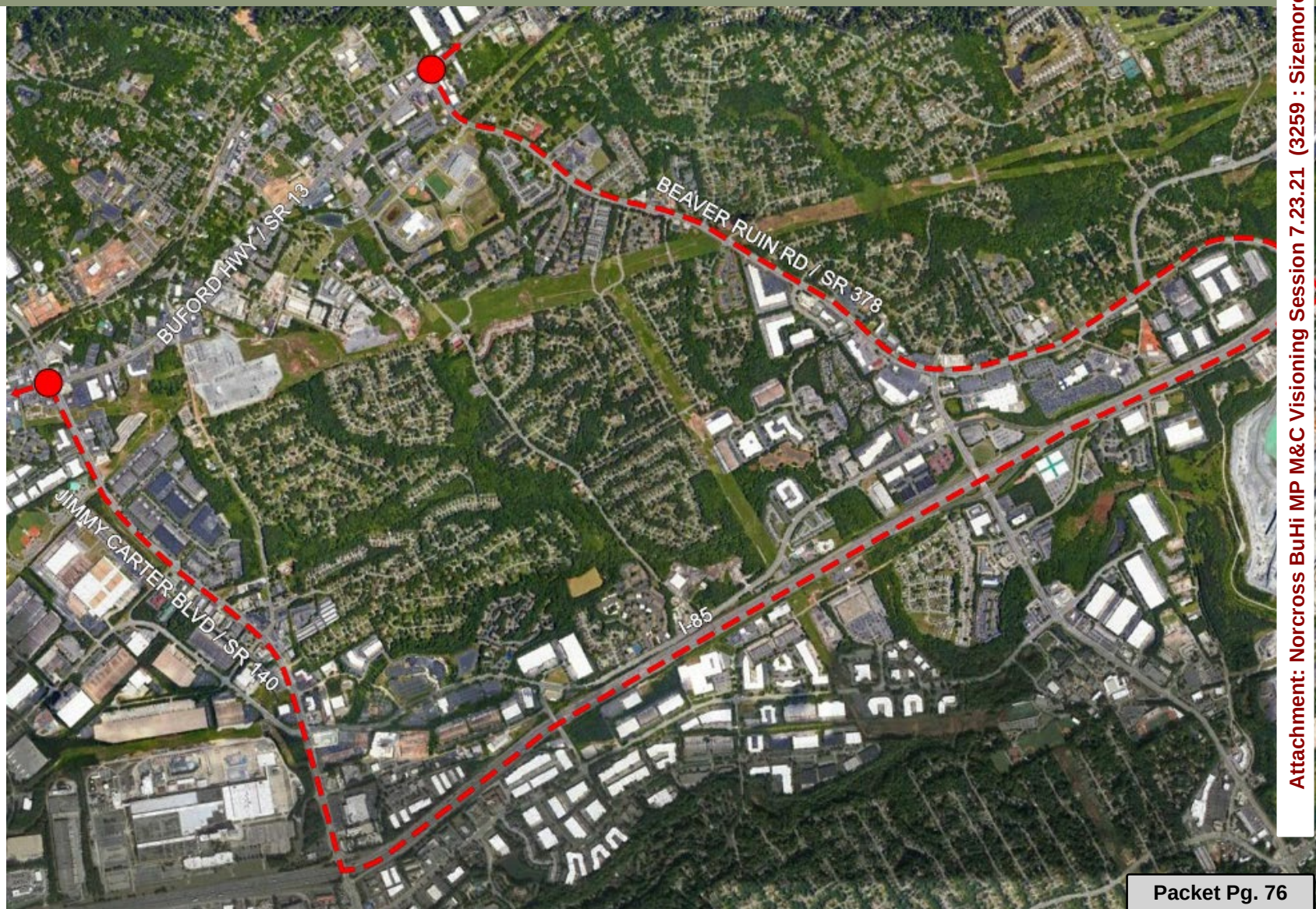
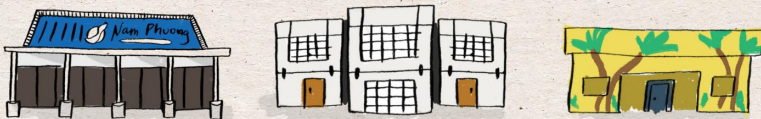


CHARACTER

EVENTS



GUIDE to ATLANTA'S BUFORD HIGHWAY



THANK YOU!

SIZEMORE GROUP

CULTURAL PLACES • BEAUTIFUL SPACES



PLACE VISIONING



Norcross was established in 1878 by John J. Thompson, a railroad builder and entrepreneur, and one of the early promoters who started the city of Norcross. The town was named in his honor. In 1878, he founded Norcross, Georgia, and built a house and factory in the town, which he named in honor of his hometown, Norcross, Massachusetts. The town is dedicated to the rich history and heritage of the city and the important people and events that have shaped it.

Association Norcross Association is a non-profit organization that was founded in 1978. It is dedicated to the preservation and promotion of the city's history and heritage. The association has a variety of programs and activities, including historical tours, lectures, and exhibits. It also works to maintain and restore historic buildings and sites in the city.

Trains and Railroad In 1878, the City of Norcross was founded by John J. Thompson, a railroad builder and entrepreneur. The town was named in his honor. In 1878, he founded Norcross, Georgia, and built a house and factory in the town, which he named in honor of his hometown, Norcross, Massachusetts. The town is dedicated to the rich history and heritage of the city and the important people and events that have shaped it.

The Cotton Gin The Cotton Gin was one of the first large-scale industrial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The gin was used to process cotton into thread, which was then sold to textile mills. The gin was one of the first large-scale industrial buildings in Norcross, and it played a major role in the city's early development.

The Brunswick Hotel The Brunswick Hotel was one of the first large-scale commercial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The hotel was used to house guests, and it was one of the first large-scale commercial buildings in Norcross. The hotel was one of the first large-scale commercial buildings in Norcross, and it played a major role in the city's early development.

John Carls John Carls was one of the first large-scale commercial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The hotel was used to house guests, and it was one of the first large-scale commercial buildings in Norcross. The hotel was one of the first large-scale commercial buildings in Norcross, and it played a major role in the city's early development.

Ray Carls Ray Carls was one of the first large-scale commercial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The hotel was used to house guests, and it was one of the first large-scale commercial buildings in Norcross. The hotel was one of the first large-scale commercial buildings in Norcross, and it played a major role in the city's early development.

Marion Depot The Marion Depot was one of the first large-scale commercial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The depot was used to house passengers, and it was one of the first large-scale commercial buildings in Norcross. The depot was one of the first large-scale commercial buildings in Norcross, and it played a major role in the city's early development.

Marion Depot The Marion Depot was one of the first large-scale commercial buildings in Norcross. It was built in 1878 by John J. Thompson, a railroad builder and entrepreneur. The depot was used to house passengers, and it was one of the first large-scale commercial buildings in Norcross. The depot was one of the first large-scale commercial buildings in Norcross, and it played a major role in the city's early development.

VISION STATEMENT

“Norcross will be a dynamic and welcoming community in which generations of diverse citizens can engage, create, contribute, and flourish.”

VISION GOALS

Goal 1: Continue to Define Norcross' Sense of Place

Goal 2: Continue to Strengthen Norcross as a Livable, Inclusive, and Safe Environment

Goal 3: Increase Opportunities for Travel via Different Modes within and Outside Community

Goal 4: Maintain a Vibrant Economy and Continue to Facilitate Job Growth

Goal 5: Ensure that Norcross Residents have a Variety of Attainable, Quality Housing Options

Goal 6: Further the City's Tradition of Strong Leadership and High Level of Quality Services

PLACE VISIONING

- Identify the space location and its significance to the community.
- Identify the economic and/or community issues that the Project in that Space could address.
- How will the space be used and by whom?
- Create a Financial Plan for the project in that space.
- List some successful examples of similar spaces or projects.
- Identify Barriers to Place Vision Implementation.

DDA: Project 1 and 1a

6.1.a

1. 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.

2. Economic and Community Issues:

- Need for workforce and higher density housing.
- Walkable to downtown and businesses.
- More retail space.

3. Space Use: Mixed Use as indicated on Sizemore Plan

4. Financial Strategy: Bond issuance.

5. Examples similar projects: Woodstock Georgia downtown.

6. Barriers to Implementation:

- Be conscientious of displacing established minority owned businesses.
- Council support for project.
- Funding.

DDA: Project X

6.1.a

1. Space location and significance: Downtown Node
 - Large property assemblage.
2. Economic and Community Issues:
 - Revitalization and Renovation project.
 - Walkable to downtown and businesses.
3. Space Use: As indicated on Sizemore Plan
4. Financial Strategy: Undetermined, but requesting City support
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Fiscal Impact study needed.
 - Property Assemblage.
 - Funding.
 - Possible Displacement.

DDA: Project D

6.1.a

1. Space location and significance: Downtown Node
 - Property acquisition.
2. Economic and Community Issues:
 - Revitalization and Renovation project.
 - Walkable to downtown and businesses.
3. Space Use: As indicated on Sizemore Plan
4. Financial Strategy: Undetermined, but requesting City support
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Fiscal Impact study needed.
 - Property Acquisition.
 - Funding.
 - Possible Displacement.

DDA: Swan Theatre

6.1.a

1. Space location and significance: Downtown Node

- Historic significance

2. Economic and Community Issues:

- Revitalization and Renovation project.
- Augment Amenities.

3. Space Use: Public and Private

4. Financial Strategy: Undetermined. Possible Fox Theatre Institute Partnership/Grant program.

5. Examples similar projects: <https://www.foxtheatre.org/fox-theatre-institute/grants-program/historic-structures-studies-or-planning>

6. Barriers to Implementation:

- No concrete plan.
- Funding.

NDA: Mixed Use/Mixed Income

6.1.a

1. Space location and significance: Node 2 (1 star on Sizemore map)
 - Location on Buford Hwy.
2. Economic and Community Issues:
 - Affordable Housing mixed in with market rate
 - Augment Amenities.
3. Space Use: Private
4. Financial Strategy: Low Income Housing Tax Credits potential
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Developer recruitment.
 - Funding.
 - Temporary Displacement.

NDA: Density Housing

6.1.a

1. Space location and significance: Node 3 (1 and 2 star on Sizemore map)
 - Location on Buford Hwy.
2. Economic and Community Issues:
 - Density Housing.
 - Augment Amenities.
 - Create walkability and retail opportunities in Node
3. Space Use: Private
4. Financial Strategy: Low Income Housing Tax Credits potential
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Developer recruitment.
 - Funding.
 - Temporary Displacement.

NDA: Targeted Business Recruitment

6.1.a

1. Space location and significance: Node 2 and 3
 - Location on Buford Hwy.
2. Economic and Community Issues:
 - Business Development.
 - Business Recruitment.
 - Create walkability and retail opportunities in Node
3. Space Use: Private
4. Financial Strategy: Incentive packages and development deals
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Developer recruitment.
 - Funding.

City: Stormwater Ponds

6.1.a

1. Space location and significance: Nodes 1, 2, and 3
 - Available land for ponds.
2. Economic and Community Issues:
 - Business Development.
 - Business Recruitment.
 - Augment Public Amenities.
 - Increase Walkability and Recreation.
3. Space Use: Private and Public Use
4. Financial Strategy: TBD.
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Feasibility Studies not completed.
 - Funding.

City: Trail Connectivity

6.1.a

1. Space location and significance: Nodes 3
 - Create new trails that connect to existing trails.
2. Economic and Community Issues:
 - Business Development.
 - Business Recruitment.
 - Augment Public Amenities.
 - Increase Walkability and Recreation.
3. Space Use: Private and Public Use
4. Financial Strategy: TBD.
5. Examples similar projects: n/a
6. Barriers to Implementation:
 - No concrete plan.
 - Feasibility Studies not completed.
 - Funding.