

2011 - 2015

Short Term Work Program



STWP
adopted
march 22, 2011

city of suwanee, georgia
january 1, 2011 - december 31, 2015



**CITY OF SUWANEE
2011-2015
SHORT TERM WORK PROGRAM**

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section 1

overview

2011-2015 STWP

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what is the STWP?

The City of Suwanee's Short Term Work Program (STWP) is a five-year plan of actions that the City intends to complete in order to address identified needs and goals. Suwanee's STWP serves as an important implementation tool that allows both City Council and staff to balance and prioritize upcoming projects, to budget effectively for needs, and to identify key measures of success to assess the City's performance on the Program. For citizens, the STWP offers a look ahead at projects and programs the City intends to implement, needed resources, who will be involved in implementing the projects, etc.



The STWP is important not only because it defines the City's goals for the next five years, but also because it plays an important role in budget development. With that being said, the STWP is a planning document – it is not a budget document. It is a tool used to help develop projects and information for budgets, but is itself only one component. Any and all cost figures in the STWP are estimates only.

It is important to note that it is a document that is always subject to change, as new or different circumstances arise. A project's inclusion on the STWP does not automatically guarantee that it will be undertaken. Nor does exclusion from the STWP necessarily mean the City won't later decide to pursue a project. Many STWP items are exploratory in nature only and subsequent evaluation will determine that, for various reasons, some projects will either be modified or not even advanced at all.

Unlike the budget, which is implemented throughout a fiscal year beginning on July 1 of each year, the STWP is tied to the calendar year. Therefore, projects listed for 2011 will largely take place between January 1 and December 31, 2011.

development of the STWP

The STWP is updated annually – removing the prior year's projects and adding a new 5th year. This year's plan represents projects for calendar years 2011 to 2015. Each project is reviewed annually to see if it has been completed and no longer needs to be on the STWP, if it has been delayed and needs a schedule adjustment, or if it is no longer a relevant project and should be removed altogether. As projects are completed each year, new projects are added to the STWP; 15 new projects were added in 2011.

Discussion and review of the STWP occurs throughout the year and is typically memorialized at the City Council's annual work retreat, held at the beginning of each calendar year. This is an important process that drives a large portion of the retreat. Upon returning from the retreat, staff makes the necessary revisions and additions and submits the STWP to the Council for consideration and adoption. The formal vote by Council normally takes place 1-2 months following the Council work retreat.

what is in the STWP?

Suwanee's STWP is divided into six sections, which are briefly described as follows:

- **Project:** The first column on the STWP is entitled Project and offers a name and brief description of each project.
- **Schedule:** The next section is broken down into 5 columns, each representing one of the five years in the STWP. This year's STWP includes years 2011 to 2015. An "X" in a column indicates the project is proposed to be undertaken in the designated calendar year(s). The anticipated completion dates for these projects are subject to change depending on workload, priorities, funding, etc. There are two types of projects on the STWP, in relation to schedule: on-going and one-time. On-going projects, represented by an "X" in each of the five columns, typically do not have a defined end point and will normally remain on the STWP indefinitely, unless priorities and circumstances change. One-time projects normally have a defined end point and will be removed from the STWP upon completion. These projects may be intended for completion in one calendar year, or in the case of bigger and more complex projects, often take place over multiple calendar years.
- **Responsibility:** This section defines which group has responsibility for implementing the associated project. As this is Suwanee's STWP, the City clearly has a large role and is identified as a responsible party in each of the projects. However, project implementation often requires a cooperative partnership between two or more parties. For example, projects planned for Downtown Suwanee often require a partnership with the Downtown Development Authority (DDA); in these cases, the DDA will be included as a responsible party.
- **Estimated Cost:** The 2011-2015 STWP includes 110 projects and may require anywhere from some staff time, at a minimum, to the range of millions of dollars. For the purposes of comparing projects and establishing priorities, it is important to have some idea of what the project might cost or how much the City is willing to allocate toward it. The STWP is not a financial document and estimated costs should not be interpreted as a budget for each of the specific projects. Estimated costs are for long-range planning and goal-setting only. Specific budgets are developed for the projects (if necessary) as a part of the City's annual fiscal budget. Please also note, the STWP is prepared at the conclusion of the City Council's annual planning retreat and adopted before development of the next fiscal year budget. With that in mind, cost estimates for STWP projects may change during budget

development and there may be inconsistency between the STWP and the budget or CIP.

- **Funding Source:** This section projects how the City plans to fund each project. As the City has primary responsibility for the projects, local funds are used for the majority of the STWP. Local funds typically include the City's annual operating budget or transfers from the General Fund to a capital fund. If the City plans to seek grant money for a project, designated sources may include County and/or State sources. SPLOST (Special Purpose Local Option Sales Tax) and other capital sources play a large role in funding capital projects.
- **Success Measure:** The final section lists a project-specific measure that will allow the City to evaluate its performance and determine if a project has been completed, or, in the case of on-going projects, if progress is still being made. These measures are tracked and identified in the annual Report of Accomplishments, which is a review of progress for the prior year.

The 110 projects are also organized into eight categories: Economic Development; Municipal Operations; Public Safety; Housing; Land Use; Transportation; Plan Updating; and Capital Projects. Within those eight categories, the projects are listed alphabetically by project name.

what are all those acronyms?

The STWP document includes a number of acronyms. The following list is provided to assist in understanding these acronyms:

ARC: Atlanta Regional Commission
ATP: Alternative Transportation Plan
CALEA: Commission on Accreditation for Law Enforcement Agencies
CIP: Capital Improvement Program
DDA: Downtown Development Authority
DOT: Department of Transportation
DRI: Development of Regional Impact
FY: Fiscal Year
GaDOT: Georgia Department of Transportation
GaEPD: Georgia Environmental Protection Division
GC&B: Gwinnett Clean & Beautiful
GMA: Georgia Municipal Association
GPRA: Georgia Passenger Rail Authority
GwDOT: Gwinnett County Department of Transportation
ICMA: International City/County Management Association
LARP: Local Assistance Road Program
LEED: Leadership in Energy and Environmental Design
LCI: Livable Communities Initiative program
MS4: Municipal Separate Storm Sewer System

NPDES: National Pollutant Discharge Elimination System
PAC: Public Arts Commission
PACT: Police and Citizens Together
PC: Planning Commission
RFQ: Request for Qualifications
SAP: Suwanee Arts Partnership
SDS: Service Delivery Strategy
SPLOST: Special Purpose Local Option Sales Tax
SUP: Special Use Permit
TAD: Tax Allocation District
URA: Urban Redevelopment Authority
ZBA: Zoning Board of Appeals

the STWP is not...

Suwanee has an excellent track record of accomplishing its STWP projects; in 2010, the City either completed or made progress on 86% of its projects. However, as previously mentioned, the STWP should not be viewed as a guarantee that each of the projects will be accomplished or that the scope, as listed, won't change. Projects can and will change, especially projects that are proposed further out in the STWP timeframe. Scopes change. Priorities change. As such, the Council annually revisits each item on the STWP to assess scale, scope, feasibility, relevance, and appropriateness. With this in mind, the City views the STWP as a flexible document that can be revised, as appropriate.

Again, the STWP is not a financial document. While there are estimated costs assigned to each project, these are estimates only and are generated purely for the purpose of comparing projects and establishing priorities. In some cases, the estimate may not reflect the full project cost, but rather what the City is willing to financially commit to it. The project estimates may change over time, particularly for longer-range projects. When it is time to fully implement a listed project, a specific project budget will be developed and outlined in the annual fiscal budget, if necessary.

In terms of responsibility, the STWP does not contain commitments from any group other than the City. When other groups are listed in this section, it is because the City intends to solicit their help.

The STWP is not a comprehensive list of all work that is being undertaken by the City. The staff carries out many day-to-day operating functions that are not included on the STWP. For more in-depth information on other functions, the annual budget includes department goals, performance measures, and other data.

The STWP is not a land-use planning document. This may be the case for the STWP of other Georgia municipalities, since a STWP is a required element for a community's Comprehensive Plan. Suwanee's STWP was initially developed for such reasons...to "check the box" when

seeking approval from the Department of Community Affairs (DCA) for the City's Comprehensive Plan. Suwanee's STWP continues to serve as this required element of the Comprehensive Plan, but over time, has developed into an important tactical implementation plan for helping the City achieve its strategic goals.

Included in this document are the 2011-2015 STWP, in both a table and written format, and the 2010 Report of Accomplishments.

section 2
work program

2011-2015 STWP

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Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
ECONOMIC DEVELOPMENT									
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park.	X	X	X	X	X	City	\$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
Downtown Suwanee Master Plan - Implement projects in plan.	X	X	X	X	X	City DDA	Varies	Local, County, State	Incorporate projects in CIP; complete projects, as appropriate.
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in	X	X	X	X	X	City Chamber	Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	X	X	X	X	X	City	Staff Time	Local	Staff will present quarterly reports at workshops.
Historic District - Continue evaluating the creation of a local historic district in Old Town.	X					DDA City Staff	Staff Time	Local	Determine need.
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	X	X	X	X	X	City	Staff Time, plus costs TBD	Local, TBD	Reduce rooms.
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	X	X	X	X	X	City	TBD	Local, County, State of Georgia	Identify and complete projects.
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	X	X	X	X	X	City	Staff Time	Local	Participate in a minimum of 15 organizations.
Main Street Program - Promote program in community.	X	X	X	X	X	City DDA Citizens	Staff Time	Local	Community is aware of program.
Marketing - Develop a document that highlights the value and benefits of being in the City.	X					City	Staff Time	Local	Develop and begin distributing document.
Partnership Gwinnett - Financially support Partnership Gwinnett.	X	X	X	X	X	City	TBD	Local	Allocate money annually in budget and contribute to Partnership
Suwanee Gateway - Explore targeted blight removal projects in Suwanee Gateway.	X					City Others	TBD	Local TBD	Research potential projects; evaluate feasibility and costs; present to Council for consideration.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Suwanee Gateway Study - Partner with private sector to study the area.	X	X				City Others	TBD	Local TBD	Evaluate current uses and market, future opportunities, etc.
Suwanee Gateway URA - Investigate options for a URA in this district.	X					City	Staff Time, plus costs TBD	Local	Staff will report to Council on advantages, issues, etc.
Town Center Shuttle - Facilitate private shuttle service between Town Center and Suwanee neighborhoods.	X					City Town Center merchants	TBD	Private	Staff will evaluate feasibility and cost; the private sector supports the shuttle.
MUNICIPAL OPERATIONS									
Awards - Seek awards from local and national organizations.	X	X	X	X	X	City	Staff Time	Local	The City receives positive recognition.
Board Training - Enhance training and knowledge of Boards & Commissions.	X	X	X	X	X	City Board Members	\$2500/year plus Staff Time	Local	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education).
Chattahoochee River - Investigate ways to create public access to the Chattahoochee	X	X	X	X	X	City	Staff Time, TBD	Local	Determine viability; provide access, as appropriate.
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	X	X	X	X	X	City	Staff Time	Local	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups.
Citizen Engagement - Measure and track levels of citizen engagement.	X	X	X	X	X	City	Staff Time	Local	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	X	X	X	X	X	City	Staff and Council Time; TBD	Local	Hold a mid-year planning retreat/meeting for discussing "big picture" strategic topics; repeat annually, if successful.
City Properties Inventory - Inventory all City-owned properties.	X	X	X	X	X	City	Staff Time	Local	Maintain an inventory of all City owned properties; update annually.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
City Services - Maintain high levels of City services.	X	X	X	X	X	City Consultants Contractors Vendors, etc.	Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
Community-Wide Strategic Plan - Develop and adopt plan.	X	X				Citizens City Council City Staff Consultants	\$150,000	Local	Hire consultant(s); prepare and adopt plan.
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	X	X	X	X	X	City Board of Education	Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City	Varies	Local	Evaluate LEED certification for police substation; purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet.
Electronic Agendas - Evaluate and implement electronic agenda distribution for Council workshops and meetings.	X					City	TBD	Local	Evaluate options and cost-benefit.
Ethics Ordinance - Review current ordinance.	X					City Staff City Council	Staff Time	Local	Evaluate existing policies and present to Council for consideration.
Facility Maintenance - Develop a long-term maintenance plan for City facilities.	X	X	X	X	X	City	TBD	Local	Inventory existing facilities and prepare maintenance/renovation schedule; incorporate into CIP.
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	X	X	X	X	X	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board	Staff Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	X	X	X	X	X	City	Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways,	X	X	X	X	X	City	\$50,000/year	Local	Continue to implement Litter Removal Program.
Local History Project - Create a video to document local history.	X	X	X	X	X	City	Staff Time; TBD	Local	Consider funding in budget; develop video.
MS4 Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	City, Consultant	\$75,000/year	Local	Complete necessary requirements to maintain permit; receive new permit in 2014.
National Citizen Survey - Participate in survey.		X		X		City NRC	\$10,000/survey	Local	Participate in survey every two years; distribute results.
Online Bill Payment Options via Website - Explore and implement, if feasible.		X				City	Unknown	Local	Identify options; fund in operating budget.
Open Space/Parks Celebration - Celebrate the 10th anniversary.	X					City	Staff Time	Local	Report back to citizens.
Operations Manual - Develop manual.	X					City	Staff Time	Local	Compile procedures and policies for Council operations; develop manual.
Peachtree Industrial Blvd. Medians - Evaluate costs and design for landscaping the medians.	X					City	TBD	Local	Evaluate costs and feasibility of entire length vs. sections; consider for FY 12 budget.
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.	X	X	X	X	X	City County	TBD	Local; Gwinnett County	Construct new facilities.
Public Art - Make public art an important component of Suwanee.	X	X	X	X	X	City	Staff Time; TBD	Local; Donations	Dedicate 1% of City construction projects to public art; support Public Arts Commission, Suwanee Arts Partnership, and other organizations;

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Public Art SculpTour - Implement program.	X	X	X	X	X	City; Public Arts Commission; Suwanee Arts Partnership	Staff Time; TBD	Donations	Solicit donations for year-round display; install display; purchase one sculpture/year for permanent collection.
Recycling in City Parks - Evaluate options for recycling receptacles in City parks.	X					City	Staff Time; TBD	Local	Conduct study during events season to evaluate waste; evaluate feasibility and appropriateness of installing receptacles; report back to Council.
Sewer Assistance Grant - Evaluate a DDA grant program for providing sewer assistance.	X					City DDA	Staff Time; TBD	Local	Evaluate feasibility and appropriateness of Council; report to DDA and Council.
Signage/Wayfinding - Evaluate oppportunities.		X				City	Staff Time TBD	Local	Evaluate opportunities for new and replacement signage/wayfinding Citywide; construct as appropriate.
Solid Waste Preferred Vendor Program - Evaluate a program.				X		City	Staff Time; TBD	Local	Evaluate feasibility and appropriateness of a program; report back to Council.
Special Events - Continue City's involvement as Special Events Coordinator.	X	X	X	X	X	City	\$75,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.
Staffing - Recruit and retain quality employees.	X	X	X	X	X	City	Varies	Local	Turnover rate shall be at or below the mean for GA local governments; complete regular Class & Compensation
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	X	X	X	X	X	City	Staff Time	Local	Options are analyzed and reported to Council, as appropriate.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Suwanee Citizen's College - Create and offer program.		X	X	X	X	City	Staff Time; TBD	Local	Upon completion of Strategic Plan, develop a program to introduce citizens to City operations and engage citizens in community; report back to Council; begin offering
Suwanee Gateway Land Acquisition - Explore feasibility of acquiring land in Suwanee Gateway.	X	X	X	X	X	City	Staff Time; Acquisition costs, if appropriate	Local	Continue to monitor potential land acquisitions; make recommendations to Council.
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	X	X	X	X	X	City	Staff Time	Local	Identify and implement.
Town Center - Continue promotion and development of mixed-use Town Center.	X	X	X	X	X	City DDA Private Sector	Varies	Varies	Construct projects identified in Downtown Suwanee Master Plan; work with private developers for other projects, as appropriate.
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion.	X	X	X	X	X	City	Staff Time	Local	Publicize on website, in newsletter, etc.; improve local traffic conditions.
Water System Strategy - Develop long-term strategy for water system.	X	X	X	X	X	City	Varies	Local; Water Fund	Complete Water System Master Plan and evaluate recommendations; incorporate appropriate improvements into CIP.
PUBLIC SAFETY									
Citizens Police Academy - Participate in leadership component of Citizens Police Academy.	X	X	X	X	X	City Staff City Council	Staff Time	Local	Conduct 2 sessions per year; Council will participate in leadership component of each
CALEA - Maintain accreditation.			X			City	Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2013).

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Community Policing - Continue to implement and expand community oriented policing programs.	X	X	X	X	X	City Neighborhood groups	Staff time	Local	Expand PACT program; increase citizen participation in PACT.
Driver Speeding - Undertake education efforts to reduce driver speeding.	X	X	X	X	X	City	Staff Time	Local	Reduce complaints/incidents of driver speeding.
E-911 Operations - Identify the value of in-house operations.	X					City	Staff Time	Local	Evaluate and report to Council.
Park Ambassador Program - Launch program.	X	X	X	X	X	City Volunteers	Staff Time; TBD	Local	Launch a program to use community volunteers in the parks and on trails to help deter crime & vandalism and provide information
State Certification - Maintain state certification.		X	X			City	Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2013).
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	X	X	X	X	X	City	Staff Time	Local	Utilization directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.
HOUSING									
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	X	X	X	X	X	City	Staff Time	Local	Evaluate during zoning decisions.
Senior Housing - Explore options for seniors housing regulations.	X					City	Staff Time	Local	Research options; present recommendation to Planning Commission & Council.
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	X	X	X	X	X	City	Staff Time	Local	Ongoing; identify and present amendments, as needed.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
LAND USE									
Annexation - Continue efforts to annex property in close proximity to the City Limits.	X	X	X	X	X	City	Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	X					City	Staff Time	Local	Following resolution of SDS, explore viability of annexation and, if appropriate, execute process.
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	X	X	X	X	X	City	Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Community Aesthetics - Emphasize community aesthetics throughout the City.	X	X	X	X	X	City	Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	X	X	X	X	X	City	Staff Time	Local	Review projects for conformance during zoning and development process.
Design Guidelines - Explore form-based design guidelines.	X	X				City	Staff Time	Local	Upon completion of historic preservation evaluation, research guidelines; present recommendation to Planning Commission and Council.
Land Use - Carefully monitor non-residential land use allocations.	X	X	X	X	X	City	Staff Time	Local	Monitor as needed with rezoning and SUP applications.
Land Use - Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City.	X	X	X	X	X	City County Nearby municipalities	Staff Time	Local	Ensure compliance with H.B. 489.
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water	X	X	X	X	X	City	Unknown, Increased Staff Resources	Local	Maintain updated regulations.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
TRANSPORTATION									
Commuter Rail - Promote commuter rail station in Suwanee.	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others	Staff Time	Varies	Project is included in State's Work Plan.
Commuter Rail - Develop concept plan for Suwanee station.			X	X		City	\$20,000-\$40,000 Staff Time	Local TBD	Consider plan development in FY 13 budget; develop and adopt plan.
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the	X	X	X	X	X	City	Staff time	Local	The City has an adequate road network.
McGinnis Ferry Rd. Extension - Coordinate with Gwinnett and Georgia DOT during construction.	X					Gwinnett County Georgia DOT City	\$25,000,000	GwDOT GaDOT	Remain informed of construction progress; communicate with GwDOT and GaDOT; evaluate impacts of
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	X	X	X	X	X	City GwDOT GaDOT	TBD	TBD	Remain informed of funding and construction opportunities; promote
Rail - Remain informed of opportunities for rail service to/through Suwanee.	X	X	X	X	X	City Gwinnett County Georgia DOT	TBD	TBD	Remain informed and examine opportunities as they arise.
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	X	X	X	X	X	City Gwinnett County	\$3,000,000	SPLOST Local	Incorporate projects into CIP; annual program is conducted to maintain local roads.
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	X	X	X	X	X	City Gwinnett County Georgia DOT	Unknown	GwDOT GaDOT	The road and bridge are constructed.
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	X	X	X	X	X	City	Staff Time	Local	Transit extends to appropriate locations in City.
PLAN UPDATING									
Comprehensive Plan - Conduct annual review of comprehensive plan.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.
Downtown Suwanee Master Plan - Update master plan.				X		City	Staff Time plus consultant fees	Local	Adopt plan.
Short Term Work Program - Update STWP annually.	X	X	X	X	X	City	Staff Time	Local	Undertake yearly update.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
CAPITAL PROJECTS									
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	X	X	X	X	X	City	\$4,400,000	SPLOST Local	The infrastructure is safe and well-maintained.
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City	\$850,000	SPLOST Local	The infrastructure is safe and well-maintained.
Beautification Improvements to the I-85 Area – Streetscape local roads: construct project.	X	X				City	\$400,000	SPLOST	Receive DOT permit and construct project.
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design		X	X	X		City	\$5,700,000	SPLOST LCI Grant	Reconstruction promotes expansion of Town Center; the corridor is pedestrian-friendly.
City Hall Lawn Improvement - Improve the lawn area behind City Hall.					X	City	\$75,000	TBD	Design and construct project.
Facility Maintenance - Ensure long-term maintenance of City facilities.	X	X	X	X	X	City	Varies	Local	Incorporate needs into CIP; complete planned maintenance, as
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Jackson Street Paving - Pave street.	X	X	X	X	X	City Private Development	TBD (not City funded)	Private, Other	Work with private developer to complete project.
Parking Facility(ies) - Monitor options.	X	X	X	X	X	City	\$3,500,000	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
Parks Video Surveillance - Complete project.	X					City	\$130,000	SPLOST	Complete project.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Pedestrian Bicycle Plan Implementation - Construct projects to create pedestrian connections.	X	X	X	X	X	City	\$1,500,000	SPLOST	Refine and adopt PBP; bid, design, and construct Tier 1 projects.
Pierce's Corner - Work with DDA to evaluate renovation and use opportunities.	X	X				City DDA	TBD	TBD	Analyze renovation needs and user opportunities; report to Council; proceed as appropriate.
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible.
Police Fleet Replacement Vehicles - Retirement and replacement of police fleet vehicles, as appropriate.	X	X	X	X	X	City	Varies	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP, aiming to retire pursuit vehicles at 125,000 miles; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible
Police Substation - Build a police substation on the eastern side of I-85 interchange.	X	X				City	\$2,350,000	SPLOST Local	Acquire property; design and construct project.
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations.
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate.	X	X	X	X	X	City	Varies	General Fund	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements.	X	X	X	X	X	City	Varies depending on project	SPLOST	The infrastructure is safe and well-maintained; congestion is reduced on the local road network.
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Suwanee	X	X				City	\$1,100,000	Open Space SPLOST	Design and construct project.

Project	Calendar Year (Jan-Dec)					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2011	2012	2013	2014	2015				
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park.	X	X				City	\$100,000	Local	Design & construct project.
Town Center Park Well - Complete feasibility study and design; construct project.	X	X				City	\$250,000	SPLOST	Complete hydrology study; fund, design and construct project.
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	X	X	X	X	X	City	Varies	Local	The infrasture is well-maintained.

*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.

section 3

*written description
of projects*

2011-2015 STWP

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G E O R G I A



Project: **Downtown Promotions**

Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and on Main Street.

Proposed Timeframe: Ongoing

Responsibility: City

Estimated Cost: \$75,000/yr, plus staff time

Funding Source: Local

The City seeks to promote Downtown (both Old Town and Town Center) using a variety of tools, including events, City newsletter, City website (www.suwanee.com), and Downtown website (www.downtownsuwanee.com). The City may also work with downtown businesses to create additional advertising opportunities (ex: direct mail piece). Lastly, this item includes encouraging Downtown businesses to capitalize on the Downtown website, i.e. adding coupons, business-sponsored events, property listings, and other items not allowed on the City website.

The 2010 events season will bring over 35 events and an estimated 150,000 attendees to the Downtown area.



Project: **Downtown Suwanee Master Plan**

Implement projects in plan.

Proposed Timeframe: Ongoing

Responsibility: City, DDA

Estimated Cost: Varies

Funding Source: Varies

In 2009, the City completed an update to the Old Town Master Plan, now called the Downtown Suwanee Master Plan. Included in the plan are a number of recommendations. This item involves implementing the recommendations of the Downtown Suwanee Master Plan and it will be an ongoing item.

Project: **Economic Development**

Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.

Proposed Timeframe: Ongoing

Responsibility: City, Gwinnett Chamber

Estimated Cost: Staff Time; Partnership Gwinnett contribution

Funding Source: Local

The goal of this item is to assist businesses, as appropriate, looking to locate in the city limits. Also, the City will work specifically with Partnership Gwinnett as they are the primary business recruitment arm of the city. Staff will actively participate on Partnership Gwinnett committees, including the Economic Development Committee, Quality of Life Committee, and the Redevelopment Task Force.

The quarterly Economic Indicators report reveals Suwanee's current unemployment rate, as of 4th quarter 2010, is 3.8%, well below the national rate of 9.4% or the Georgia rate of 10.2%.

Project: **Economic Indicators**

Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.

Proposed Timeframe: Ongoing
 Estimated Cost: Staff Time

Responsibility: City
 Funding Source: Local

The Economic Indicators report is completed and presented at Council workshops on a quarterly basis. This report tracks the status of ongoing developments; residential construction; residential foreclosures; unemployment rates; commercial, office and industrial vacancy rates and absorption rates. This is an ongoing item that will help the City identify local economic trends and respond, if appropriate.

Project: **Historic District**

Continue evaluating the creation of a local historic district in Old Town.

Proposed Timeframe: 2011
 Estimated Cost: Staff Time

Responsibility: City, DDA
 Funding Source: Local

In late 2010, the City began a community education process, intended to analyze approaches used by other cities to meet goals of preserving historically significant structures and areas. This education effort is intended to continue into 2011.

Project: **Hotel Rooms**

Reduce the number of external entry hotel rooms in the City.

Proposed Timeframe: Ongoing
 Estimated Cost: Staff Time, plus costs TBD

Responsibility: City
 Funding Source: Local, TBD

This is an ongoing item meant to serve as a reminder that exterior rooms should not be permitted in future hotel developments. The hotel market, site property owners, and hotel owners primarily determine this. Activities which reduce the number of exterior entry rooms should be supported when appropriate. The City does not have a specific action plan for this item, but it can be addressed during zoning and development review, as appropriate.

Project: **I-85 Business District Economic Development Plan**

Implement strategies identified by plan.

Proposed Timeframe: Ongoing
 Estimated Cost: TBD
 Funding Source: Local, County, State

Responsibility: City

The I-85 Business District Economic Development Plan includes five strategy areas for the Suwanee Gateway/I-85 Business District, including: transportation, streetscape enhancements, financing tools, catalyst projects, and branding. Staff monitors each of the five areas and identifies areas where the city can play a direct role, such as the Tax Allocation District (TAD), cooperative marketing/branding, streetscape plan implementation, etc.

Project: **Local Business Involvement**

Continue to participate with local business development and other business and civic associations.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

Staff and City Council members are involved in a variety of business organizations, including the Gwinnett Chamber of Commerce, Partnership Gwinnett, Suwanee Business Alliance, Gwinnett Convention and Visitors Bureau, etc. This ongoing item memorializes the City's commitment to have an active presence in the community beyond its normal mode of operations.



In 2010, Suwanee launched a Downtown Gift Certificate program. The certificates can be purchased at City Hall and used for Downtown shopping, dining, and services.

Project: **Main Street Program**

Promote program in community.

Proposed Timeframe: Ongoing
Responsibility: City, DDA, Citizens
Estimated Cost: Staff Time

Funding Source: Local

The City is a member of the national Main Street Program, a comprehensive 4-point approach to downtown development. The four points include organization, design, economic restructuring, and promotion. The DDA, along with the downtown manager oversee the program.

Project: **Marketing** (New Item for 2011)

Develop a document that highlights the value and benefits of being in the City.

Proposed Timeframe: 2011
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The purpose of this item is to analyze all the benefits of being located in the city limits of Suwanee, both for businesses and residents, financially and otherwise. This analysis will then be captured in a marketing document that can be distributed to potential businesses and residents interested in moving into the City, either by annexation or relocation.

Project: **Partnership Gwinnett**

Financially support Partnership Gwinnett.

Proposed Timeframe: Ongoing
Estimated Cost: TBD

Responsibility: City
Funding Source: Local

This item memorializes the City's formal partnership with and financial contribution to Partnership Gwinnett. This is anticipated to be an ongoing partnership, extending throughout the five-year STWP. The specific contribution is evaluated annually during preparation of the operating budget.

180 businesses are located in Suwanee Gateway, ranging from locally-owned shops to international corporations.

Project: **Suwanee Gateway** (New Item for 2011)

Explore targeted blight removal projects in Suwanee Gateway.

Proposed Timeframe: 2011
 Estimated Cost: TBD

Responsibility: City, Others
 Funding Source: Local, TBD

This item acknowledges the City's commitment to redevelopment of the Suwanee Gateway and interest in removing blight in that area to assist in those efforts. The City will evaluate blighted properties for potential acquisition, including the feasibility and costs of both acquisition and future use. Staff will report to Council, as appropriate.

Project: **Suwanee Gateway Study** (New Item for 2011)

Partner with the private sector to study the area.

Proposed Timeframe: 2011-2012
 Estimated Cost: TBD

Responsibility: City, Others
 Funding Source: Local, TBD

The Suwanee Gateway district was last studied in-depth in 2007. Recognizing that much has changed since that time due to the current economy and market, the City would like to evaluate the area again. The study will focus on the current uses in the district, the market, future opportunities, etc. The City proposes to partner with the private sector for this study.

Project: **Suwanee Gateway URA**

Investigate options for a URA in this district.

Proposed Timeframe: 2011
 Estimated Cost: Staff Time, plus costs TBD

Responsibility: City
 Funding Source: Local

Georgia state law allows cities to establish an Urban Redevelopment Authority (URA) to help redevelop blighted or threatened areas of the community. The purpose of this STWP item is for staff to evaluate the feasibility and appropriateness of creating an URA for the Gateway district – including the benefits, challenges, and costs. It is expected that staff will need to consult with special legal counsel. Staff will report back to Council upon completing this evaluation.

Project: **Town Center Shuttle** (New Item for 2011)

Facilitate private shuttle service between Town Center and Suwanee neighborhoods.

Proposed Timeframe: 2011
 Responsibility: City, Town Center merchants
 Estimated Cost: TBD

Funding Source: Private

In an effort to help promote and support the Downtown, the City proposes to help facilitate a private shuttle service that would bring residents of Suwanee neighborhoods to and from Town Center during events. This service will be privately funded – potential sources could include Downtown merchants, event sponsors, etc.



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Project: **Awards**

Seek awards from local and national organizations.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The City actively seeks award opportunities in all areas including planning, police, finance, marketing, events, administration, etc. This is done for a variety of reasons – to measure projects and programs against others, to be seen as regional leaders, to promote the City to its citizens, to be seen in a positive light by peers, and to assist in retention and recruitment.

Project: **Board Training**

Enhance training and knowledge of Boards & Commissions.

Proposed Timeframe: Ongoing
Responsibility: City, Board Members
Estimated Cost: \$2,500 yr. plus staff time

Funding Source: Local

The purpose of this item is to ensure that the City continues to offer training opportunities for board members. This includes training opportunities offered by the ARC or other appropriate organizations, as well as locally coordinated sessions.

Project: **Chattahoochee River**

Investigate ways to create public access to the Chattahoochee River.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

The Chattahoochee River is directly adjacent to the city limits. This item memorializes the City's interest in exploring and evaluating ways to allow Suwanee residents to access the river. With the bridge expansion project on McGinnis Ferry Road, there will be public access to the Chattahoochee on the Forsyth County side of the river.

Project: **Citizen Engagement**

Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

A high level of citizen engagement can help citizens become more connected to the City and their fellow residents, can increase knowledge about the City's operations, and can lead to increased and more impactful volunteer efforts, among other benefits. This item memorializes the City's desire to actively work at enhancing citizen engagement both community-wide and for targeted groups like youth, seniors, minorities, and others.



Facebook has been a popular way for the Suwanee community to stay connected. With an 80% increase in followers from 2010 to 2011,

In 2010, the City provided over 350 opportunities for citizen engagement, such as community meetings, open houses, events, City Hall tours, and volunteer activities.

Project: **Citizen Engagement**

Measure and track levels of citizen engagement.

Proposed Timeframe: Ongoing
 Estimated Cost: Staff Time

Responsibility: City
 Funding Source: Local

The purpose of this project is to measure and track citizen involvement and engagement in various City initiatives and functions. Examples include volunteer hours, number of attendees at events and meetings, number of followers in the list-serve, Facebook, Twitter, etc. This was first measured in 2010 and is now an ongoing item for the STWP.

Project: **City Council Mid-Year Planning Retreat**

Hold a mid-year retreat.

Proposed Timeframe: Ongoing
 Estimated Cost: Staff & Council Time, TBD

Responsibility: City
 Funding Source: Local

In 2010, the City Council incorporated a second planning retreat/meeting into the yearly schedule for the purposes of retreat preparation/evaluation and discussing "big picture" strategic topics separate from tactical items. This retreat is proposed to be held in late summer or early fall.

Project: **City Properties Inventory**

Inventory all City-owned properties.

Proposed Timeframe: Ongoing
 Estimated Cost: Staff Time

Responsibility: City
 Funding Source: Local

The purpose of this item is for staff to maintain an inventory that includes all properties owned by the City. This inventory allows the City to monitor changing land uses and other factors in the vicinity of these properties. The inventory is updated by staff on an annual basis.

Project: **City Services**

Maintain high levels of City services.

Proposed Timeframe: Ongoing
 Responsibility: City, Consultants, Contractors, Vendors, etc.
 Estimated Cost: Varies

Funding Source: Local, Varies

This item memorializes the desire of City Council and staff to maintain high levels of service throughout the City's operations. The City seeks favorable feedback from citizens, businesses, event attendees, park users, etc. on its services, as well as recognition as a regional leader from outside organizations. In part, the City has used its ICMA Performance Measures program, as well as the National Citizen Survey and other surveys, to help gauge service delivery. The 2011 community-wide strategic plan will assist in determining future services.



Project: **Community-Wide Strategic Plan**

Develop and adopt plan.

Proposed Timeframe: 2011-2012

Responsibility: Citizens, City Council, Staff, Consultants

Estimated Cost: TBD

Funding Source: Local

The City will engage a consultant team to develop a community-wide strategic plan that will engage the citizens to help define the City's future purposes and goals. This will entail extensive public involvement throughout the community. It is anticipated this process will take approximately 9-12 months, with a targeted completion date of early 2012.

Project: **Education**

Work with Gwinnett Board of Education to encourage construction of schools within our community.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local, Other

The purpose of this item is to memorialize the positive impact that new and quality schools have on the entire Suwanee community. While the Gwinnett County Board of Education determines when and where new schools will be built, the City is committed to working with the Board to encourage construction of new schools, when appropriate.

Project: **Environmental Stewardship & Sustainability**

Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.

Proposed Timeframe: Ongoing

Estimated Cost: Varies

Responsibility: City

Funding Source: Local

This item memorializes the City's intent to continue looking for ways to develop and enhance programs related to sustainability, as well as monitoring implementation of adopted policies. Past efforts related to this initiative have included construction of the LEED-certified City Hall, participation in the ARC Green Communities program, implementation of a paperless Court system, and others.

Project: **Electronic Agendas** (New Item for 2011)

Evaluate and implement electronic agenda distribution for Council workshops and meetings.

Proposed Timeframe: 2011

Estimated Cost: TBD

Responsibility: City

Funding Source: Local

In 2010, staff began developing electronic copies of all packages for Council workshops and meetings, although hard copies are still produced and distributed. The purpose of this item is for staff to evaluate 1) the cost-benefit of changing to a paperless package and 2) the various options for implementing this – both software and hardware.

Suwanee was the first municipal court in Georgia to implement a paperless court. Launched in 2010, this system saves over 60,000 pieces of paper each year.



Project: **Ethics Ordinance**

Review current ordinance.

Proposed Timeframe: 2011
Estimated Cost: Staff Time

Responsibility: Council/Staff
Funding Source: Local

Council will evaluate the existing policies currently in place. This review is anticipated for 2011.

Project: **Facility Maintenance**

Develop a long-term maintenance plan for City facilities.

Proposed Timeframe: Ongoing
Estimated Cost: TBD

Responsibility: City
Funding Source: Local

The City is in the process of developing a long-range plan identifying maintenance schedules and capital replacement needs for each City-owned facility. This will allow capital expenditures for facilities maintenance to be incorporated into the Capital Improvement Program (CIP). This plan will include, but is not limited to, buildings, parks, the Big Splash Fountain, playground equipment, trail maintenance, pavilions, etc. The City anticipates this plan will be completed in mid-2011. The plan will then be reviewed annually for implementation and updates.

Project: **Joint Meetings**

Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.

Proposed Timeframe: Ongoing
Responsibility: City Council, Board Members
Estimated Cost: Staff & Board Member Time

Funding Source: Local

The City Council invites each of its appointed boards to a designated Council workshop(s), typically on an annual or semi-annual basis. The purpose of this is for the two groups to discuss issues of concern, needs of the Boards, etc. The DDA, Public Arts Commission, and Harvest Farm Board attend on a semi-annual basis, while the Planning Commission and Zoning Board of Appeals attend annually.

Project: **Learning Opportunities**

Implement continual learning opportunities through visits to peer cities.

Proposed Timeframe: Ongoing
Estimated Cost: Varies

Responsibility: City
Funding Source: Local

This item memorializes the City Council's interest in visiting peer cities as an opportunity to learn about programs, projects, etc. These visits not only include Council, but may involve staff and board members as well. In 2009, the Council began incorporating these visits into their annual work retreat. Ideas for future visits will continue to be evaluated and implemented, as appropriate.



Project: **Litter Removal Program**

Remove litter from parks, greenways, road right-of-ways, etc.

Proposed Timeframe: Ongoing
Estimated Cost: \$50,000/year

Responsibility: City
Funding Source: Local

This item memorializes the City's commitment to providing litter removal service in and along Suwanee's parks, greenways, and road right-of-ways. City staff, community service workers referred from the Court, volunteers, and the inmate crew (as available) participate in this effort.



Project: **Local History Project**

Create a video to document local history.

Proposed Timeframe: TBD
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

In 2008, the City completed the first phase of a project to document local history. Suwanee's history was captured orally from long-time residents and developed into a 40-page written document, in addition to cataloguing hundreds of historic photographs and creating the five kiosks that stand in the City Hall lobby. A second phase of this project will be development of a video that includes the 2008 resident recordings, images, etc. This phase will be evaluated for funding with the annual budget.

According to the National Citizen Survey, Suwanee residents ranked the City #1 in the country at the job the government does at welcoming citizen involvement.

Project: **MS4 Operating Permit**

Complete permit requirements and renew as necessary.

Proposed Timeframe: Ongoing
Estimated Cost: \$75,000/year

Responsibility: City, Consultant
Funding Source: Local

This item acknowledges that, as of 2009, the City is an individual permittee for a Municipal Separate Storm Sewer System (MS4). In order to retain this permit, the City must comply with all GaEPD MS4 permit requirements renew every five years. Work performed for this permit aids in implementing the Suwanee Stormwater Management Plan, to ensure protection of water quality for storm water and drinking water sources.

Project: **National Citizen Survey** (New Item for 2011)

Participate in survey.

Proposed Timeframe: 2012 , 2014
Estimated Cost: \$10,000/survey

Responsibility: City
Funding Source: Local

The National Research Center, in partnership with the International City/County Manager's Association, conducts the National Citizen Survey. The scientific survey assesses resident satisfaction with community amenities and government services. Suwanee participated in the survey for the first time in 2008 and then again in 2010. Recognizing the value of the survey, this item memorializes Council's interest in participating in it every two years. Upon receipt of the results, they will be publicly distributed.

Project: **Online Bill Payment Options via Website**

Explore and implement, if feasible.

Proposed Timeframe: 2012

Responsibility: City

Estimated Cost: Unknown

Funding Source: Local

Other than citation payments to Municipal Court, the City's website does not currently have functionality to process electronic payments. Software modules exist that online permit processing and payment of business licenses, pavilion rentals, property taxes, etc. but they do not work with the City's current software system. With that in mind, staff will explore options for implementing this and submit for consideration in the budget.

As a result of the 2001 bond program, the City opened six new parks and protected almost 347 acres of open space, an increase of almost 2200%.

Project: **Open Space/Parks Celebration** (New Item for 2011)

Celebrate the 10th anniversary of Suwanee's open space and parks program.

Proposed Timeframe: 2011

Responsibility: City

Estimated Cost: Staff Time

Funding Source: Local

In 2001, the City began implementing a program to acquire and preserve greenspaces and develop parks, funded largely by a \$17.7 million voter-approved bond. In an effort to celebrate the 10th anniversary of the launch of this program, the City will report back to the citizens on the progress made.

Project: **Operations Manual** (New Item for 2011)

Develop manual of procedures and policies for Council operations.

Proposed Timeframe: 2011

Responsibility: City

Estimated Cost: Staff Time

Funding Source: Local

The purpose of this project is to compile the existing procedures and policies related to Council operations. These will be distributed to Council and management staff. This manual will be used for orientation of newly elected Council members.

Project: **Peachtree Industrial Blvd. Medians** (New Item for 2011)

Evaluate costs and design for landscaping the medians.

Proposed Timeframe: 2011

Responsibility: City

Estimated Cost: TBD

Funding Source: Local

The City is interested in exploring both the design and costs for landscaping the medians located on Peachtree Industrial Blvd. inside the City limits. As part of this evaluation, options will be considered for landscaping all the medians, as well as for certain sections. These medians are currently maintained by Gwinnett County. If the City landscapes them, the City will then need to assume both the costs and responsibility of all maintenance, including mowing.

Project: **Pedestrian Projects**

Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.

Proposed Timeframe: Ongoing
Estimated Cost: TBD

Responsibility: City, County
Funding Source: Local, County

The purpose of this item is for the City to identify needed sidewalk/multi-use trail projects to be constructed within the right-of-way along major arterials. The City will then coordinate with the County or GaDOT to promote construction. One way of doing this is through implementation of the City's Bicycle Pedestrian Plan, which identifies potential projects and provides recommendations for prioritization.

Project: **Public Art**

Make public art an important component of Suwanee.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local, Donations

The purpose of this item is to memorialize the City's commitment to bringing public art to Suwanee. This item acknowledges the staff time dedicated to this initiative, the financial commitment through the 1% allocation of construction projects, management of the Public Arts Commission, partnership with the Suwanee Arts Partnership and other organizations, etc.

Project: **Public Art SculptTour Program**

Implement a program.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time, TBD

Responsibility: City, PAC, SAP
Funding Source: Donations

This project seeks to bring approximately 15-25 loaned sculptures to downtown for a year-round display, with the initial installation occurring in spring 2011. As this program is intended to be funded from donations, its continued implementation will largely depend on the level of fundraising that can be sustained. If successful, this program is anticipated as an ongoing project in the STWP, with new sculptures installed each year and the City purchasing one piece a year for permanent display.

Project: **Recycling in City Parks**

Evaluate options for recycling receptacles in City parks.

Proposed Timeframe: 2011
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

The purpose of this item is to evaluate the feasibility and appropriateness of installing recycling receptacles in the City's parks – the types of available receptacles, the costs (upfront purchase, pick-up, sorting, and hauling), etc. Staff initially evaluated this in fall 2010 and will evaluate it again during the 2011 events season. Staff will report back to Council.

The privately-sponsored Sculptour will have its inaugural installation in spring 2011.



Project: **Sewer Assistance Grant**

Evaluate a DDA Grant Program for Sewer Assistance.

Proposed Timeframe: 2011
Estimated Cost: Staff Time, TBD

Responsibility: City, DDA
Funding Source: Local

There are many homes and commercial buildings in downtown that are currently served by aging septic systems. Staff will evaluate a grant program, similar to the DDA's Façade Grant, that could offer financial assistance to property owners to offset some of the costs associated with connecting to sanitary sewer.

Project: **Signage/Wayfinding** (New Item for 2011)

Evaluate opportunities.

Proposed Timeframe: 2012
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

The City is interested in evaluating opportunities for various wayfinding and signage installations throughout the City – both new and replacement. Once opportunities and locations have been identified, they will be designed and installed, as appropriate.

Project: **Solid Waste Preferred Vendor Program**

Evaluate a program.

Proposed Timeframe: 2014
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

The City is interested in exploring a model of solid waste provision that is based on establishing a "preferred vendor(s)" program. Such a program would not require residents to use any single provider, but would offer incentives for utilizing an approved and preferred vendor. Staff will research this program and report back to Council.

Project: **Special Events**

Continue City's involvement as Special Events Coordinator.

Proposed Timeframe: Ongoing
Estimated Cost: \$75,000/yr, plus staff time

Responsibility: City
Funding Source: Local

As part of the annual budget and services, the City coordinates approximately 35 events annually. This includes City-sponsored events, co-sponsored events (primarily co-sponsored with various media), and private events. The primary venue for the events is Town Center Park, however, alternate venues include Suwanee Creek Park, Sims Lake Park, and Old Town. Suwanee Day is also coordinated by the City, however the hard costs associated with the event are sponsor-driven and not part of the City's general fund. This item memorializes the City's continued interest in coordinating these events.

The City hosted over 30 events in 2010 that attracted over 150,000 residents and visitors to Downtown Suwanee.



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Project: **Staffing**

Recruit and Retain Quality Employees

Proposed Timeframe: Ongoing

Estimated Cost: Varies

Responsibility: City

Funding Source: Local

This item is a two-pronged approach to ensuring Suwanee has quality employees. One approach is to ensure retention of quality employees – a high rate of current employees staying in their jobs. High retention has many benefits, such as helping to continue a strong sustainable corporate culture and maintaining the organizational knowledge and history. For the second approach, when turnover does occur or new positions are created, the City will continue to recruit new talent that will bring innovation and energy to the organization.

A 2010 staffing analysis notes that Suwanee's total staffing ratio per population is lower than 95% of our peer communities.

Project: **Stormwater Funding**

Continue to analyze funding options, including stormwater utility.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

The purpose of this ongoing item is for staff and Council to continue exploring options that can help fund future stormwater activities. Such options might include sharing costs of equipment or services (street sweeping, consulting services, etc.) with other municipalities, contracting with the County for services (such as monitoring), and consideration of a stormwater utility, if warranted. Staff will continue to research and analyze these options and report to Council as necessary.

Project: **Suwanee Citizen's College**

Create and offer program.

Proposed Timeframe: 2012 and Ongoing

Estimated Cost: Staff Time, TBD

Responsibility: City

Funding Source: Local

The City is interested in developing a program that would not only introduce citizens to the multiple facets of City operations, but also help to foster leadership throughout the community. Several Georgia cities offer a comparable "101" type class. Upon completion of the Strategic Plan, staff will research and develop a proposed program and report back to Council.

Project: **Suwanee Gateway Land Acquisition**

Explore feasibility of acquiring land in Suwanee Gateway.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time, Acquisition costs

Responsibility: City

Funding Source: Local

The City desires to take an active role in implementing the I-85 Business District Competitive Assessment and Development Strategy Report. The report strongly encourages redevelopment of much of the area, also known as the Suwanee Gateway. The City will continue exploring the feasibility of acquiring land in this area.

43 businesses are currently located in Town Center. With approximately 22 currently vacant spaces, the existing project could support about 65 businesses.

Project: **Suwanee Gateway Tax Allocation District**

Implement bonding mechanism for TAD.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

In order to implement a bonding mechanism for the Suwanee Gateway TAD, the City must receive concurrence from Gwinnett County and the School Board. The City will continue to seek this concurrence, as well as monitor and pro-actively seek development and re-development opportunities in the area.

Project: **Town Center**

Continue promotion and development of a mixed-use Town Center.

Proposed Timeframe: Ongoing
Responsibility: City, DDA, Private sector
Estimated Cost: Varies

Funding Source: Varies

The City's New Town Center Master Plan (2003) and Downtown Suwanee Master Plan (2009) promote a mixed-use Town Center anchored by a park. While much progress has been made on this goal, this item acknowledges the continued work of the City and others on this long-term project.

Project: **Traffic Reduction Education**

Educate citizens on ways they can work to reduce traffic/improve congestion

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The purpose of this item is to memorialize the continuing efforts of the police and public information staff to educate our citizens about traffic issues in the city. Traffic information may be distributed through the media, Crossroads newsletter, website, training programs (PRIDE), and PACT meetings. These communications help citizens know where the danger zones are located, alternate routes to avoid traffic issues, and times of day when traffic issues may be more hazardous.

Project: **Water System Strategy**

Develop long-term strategy for water system.

Proposed Timeframe: Ongoing
Estimated Cost: Varies
Funding Source: Local, Water Fund

Responsibility: City

The item identifies the need to review and determine a long-range plan for the Suwanee Water System, such as to continue to provide the service as a designated City service, consider selling the service to Gwinnett County, expand the water system, and/or expand the water service district.



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Project: **Citizens Police Academy**

Participate in leadership component of Citizens Police Academy.

Proposed Timeframe: Ongoing

Responsibility: Staff and Council

Estimated Cost: Staff Time

Funding Source: Local

The Citizens Police Academy educates and builds relationships with the citizens and business associates of our community. The Citizens Police Academy is held two times per year with an average participation of 15- 20 students per class. This STWP item not only refers to the City's commitment to hold the academy twice per year, but also the City Council's participation in each of the two sessions.

Over 315 community members have participated in the Citizens Police Academy. Sessions are offered each spring and fall.

Project: **CALEA**

Maintain accreditation.

Proposed Timeframe: 2013

Responsibility: City

Estimated Cost: Staff Time, TBD

Funding Source: Local

The Commission on Accreditation for Law Enforcement Agencies (CALEA) program is recognized internationally as a benchmark for law enforcement agencies to voluntarily demonstrate their commitment to excellence in law enforcement by seeking accreditation. The City initially received this accreditation in 2010 and must be evaluated for continued accreditation every three years. This item not only acknowledges the efforts that must be undertaken to maintain accreditation, but also the Council's desire to have a Police Department accredited by CALEA.



Project: **Community Policing**

Continue to implement and expand community-oriented policing programs.

Proposed Timeframe: Ongoing

Responsibility: City, Neighborhood groups

Estimated Cost: Staff Time

Funding Source: Local

Community policing refers to the culture both within the department and in building relationships with our citizens and businesses. The philosophy embodies a mindset that the police cannot fight crime alone - citizens and businesses need to actively work with the police. Suwanee's community policing tools include: Police and Citizens Together (PACT), Caring Officers Providing Support (COPS), Citizens Police Academy, and Parents Reducing Incidents of Driver Error (PRIDE).



Project: **Driver Speeding**

Undertake education efforts to reduce driver speeding.

Proposed Timeframe: Ongoing

Responsibility: City

Estimated Cost: Staff Time

Funding Source: Local

The police answer frequent complaints about driver speeding throughout the City. The department educates the citizens through the media, web page, and PACT meetings. Through education and directed patrols incidents of driver speeding are reduced.

Project: **E-911 Operations** (New Item for 2011)

Identify the value of in-house operations.

Proposed Timeframe: 2011
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

Gwinnett County's 911 Center currently receives all 911 calls that originate in Suwanee. Upon determining that the calls are the jurisdiction of Suwanee's Police Department, the County forwards them to City dispatchers who complete the call and dispatch Suwanee officers. The purpose of this item is for staff to identify the value, cost-benefit, and ongoing operational needs of establishing in-house 911 operations, so that such calls would be received directly by Suwanee Police. Staff will evaluate and report back to Council.

The City plans to launch a volunteer Park Ambassador program in 2011. The ambassadors will have a visible presence in the parks and on the trails.



Project: **Park Ambassador Program**

Launch a program.

Proposed Timeframe: 2011 & Ongoing
Estimated Cost: Staff Time, TBD

Responsibility: City, Volunteers
Funding Source: Local

The overall purpose of this program is to use community volunteers in the parks and on the trails, whose visibility and presence alone, would help deter crime and vandalism, as well as provide information to the park and trail users. Staff will develop the appropriate policies and forward them to Council for adoption. The target launch date for this program is 2011.

Project: **State Certification** (New Item for 2011)

Maintain state certification.

Proposed Timeframe: 2012-2013, Ongoing
Estimated Cost: Staff Time, TBD

Responsibility: City
Funding Source: Local

In addition to being accredited by CALEA, the Suwanee Police Department is also certified by the Georgia Association of Chiefs of Police. The department must be re-certified every three years. This item not only acknowledges the efforts that must be undertaken to maintain certification, but also the Council's desire to have a state-certified Police Department. Staff will begin preparing for this evaluation in 2012, which will take place in January 2013.

Project: **Traffic Enforcement**

Continue effective and proactive traffic enforcement efforts/program.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The primary focus of traffic enforcement is reduce incidents of speeding, seatbelt violations, Driving Under the Influence, and accident-causing violations. The goal of proactive traffic enforcement is to reduce the number of accidents and the number of injured per year.

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Project: **Housing Affordability & Choices**

Continue to value housing affordability and housing choices when making zoning decisions.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

When the Planning Department receives development proposals, they should be reviewed for consistency with the goals of the Comprehensive Plan, as related to housing affordability and housing choices. The City values having a wide variety of housing types and costs.

According to the 2010 National Citizen Survey, 74% of residents feel Suwanee has an “excellent” or “good” variety of housing options.



Project: **Senior Housing**

Explore options for seniors housing regulations.

Proposed Timeframe: 2011
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The City seeks to evaluate options for increased opportunities for seniors housing throughout the community. This may entail modification to certain regulations and policies. Staff will develop a recommendation for Council consideration on how to best approach the issue.

Project: **Zoning Ordinance Review**

Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The Planning Division Staff undertakes an annual review of the Zoning Ordinance, rezoning requests, variance requests, etc. to determine if there are any emerging issues in the Zoning Ordinance that may need to be addressed. These are then presented to the Planning Commission and Council for consideration.

Project: **Annexation**

Continue efforts to annex property in close proximity to the City Limits.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

This item acknowledges the City's philosophy of pursuing logical annexation of land that clarifies the City boundaries, simplifies service delivery, and does not detract from the ability of the City to efficiently provide services to businesses and residents. As appropriate opportunities are identified, the City will proceed with further consideration, as defined by the State annexation law.

Project: **Annexation**

Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.

Proposed Timeframe: 2011
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

This item memorializes the City's interest in exploring annexation opportunities in the Suwanee Gateway (I-85 business district) area as identified in the Fiscal Impact Analysis of the I-85 Business District Economic Development Plan. This will involve an evaluation of the fees/taxes and services associated for a business located in the area, compared to County fees/services.

Project: **Commercial Centers**

Promote the development of planned commercial centers rather than strip development.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

This item memorializes the City's policies to support coordinated master-planned commercial projects in lieu of independent, separate, and detached developments.

Project: **Community Aesthetics**

Emphasize community aesthetics throughout the City.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The purpose of this item is to ensure that development projects are built to a high aesthetic design and quality, which is enforced through the City’s adopted Architectural Standards. The Planning Department will apply these standards to all appropriate development projects, as well as review opportunities to improve the existing regulatory framework.

The National Citizen Survey also notes that 76% of Suwanee residents feel the overall quality of new development is “excellent” or “good”.



Project: **Design Guidelines**

Implement Comprehensive Plan Design Guidelines.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

With new Planned Mixed-Use Development rezoning requests, the Planning Department will recommend conditions that support the Comprehensive Plan design guidelines. With existing PMUD projects, staff will continue to enforce the conditions of zoning to ensure consistency with the goals of the Comprehensive Plan.

Project: **Design Guidelines**

Explore form-based design guidelines.

Proposed Timeframe: 2011-2012
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

The Downtown Suwanee Master Plan identifies form-based codes as a regulatory option. Form-based codes rely less on land use and more on form and scale of the built environment. Upon completion of the current educational process regarding Historic Preservation options for Downtown, staff will evaluate such regulatory approaches and make recommendations as needed.

Project: **Land Use**

Carefully monitor non-residential land use allocations.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

As part of the annual Comprehensive Plan update, the City will evaluate the amount of industrial, office, and retail uses to identify areas of concern and to ensure an appropriate mix.

Project: **Land Use**

Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

The City will continue to monitor and respond to land use actions close to Suwanee. Additionally, the City will review nearby Developments of Regional Impact (DRI) and rezoning requests to ensure that they would not adversely impact the goals of the City's Comprehensive Plan.

In an effort to promote water conservation, the City implemented a toilet rebate program in 2010.

Project: **Water Regulations**

Implement various water-related requirements.

Proposed Timeframe: Ongoing

Estimated Cost: Unknown

Responsibility: City

Funding Source: Local

The City is required to adopt and update the Soil Erosion and Sedimentation Control Ordinance, the Floodplain Management Ordinance, Stormwater Regulations (including water quality, water volume and channel protection requirements), Stream Buffer Protection Ordinance, Illicit Discharge and Illegal Connection Ordinance, and Litter Control Ordinance. As new and revised requirements are proposed by the Water Planning District, staff will prepare the necessary amendments and forward to Council for consideration.

Project: **Commuter Rail**

Promote commuter rail station in Suwanee.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City, GPRA, Others
Funding Source: Varies

Suwanee Station is being developed as a transit-oriented development anchored by a future commuter rail line. The City will continue to promote the Atlanta to Gainesville commuter rail line, including Suwanee Station as a stop along the route.

Suwanee Station is a transit-oriented development and will be able to accommodate a future rail station.



Project: **Commuter Rail** (New Item for 2011)

Develop concept plan for Suwanee Station.

Proposed Timeframe: 2013-2014
Estimated Cost: \$20,000-\$40,000, Staff Time

Responsibility: City
Funding Source: Local, TBD

Suwanee Station is being developed as a transit-oriented development anchored by a future commuter rail line. The purpose of this item is for the City to develop a concept plan that illustrates what a future station could look like and function within that overall development. Funding consideration for development of this plan will be submitted for the FY 13 budget.

Project: **County Road Projects**

Coordinate with Gwinnett County on major road initiatives in the City.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

This item memorializes the City's desire to coordinate with the County on any major road projects within Suwanee. Such coordination might include providing citizen input during planning and construction, assisting in communication, and coordinating City activities that may be impacted. This is an ongoing item and the specific coordination needs will vary depending on the projects.



A half-diamond interchange at the new McGinnis Ferry Road extension would provide another point of access from Suwanee to I-85.

Project: **McGinnis Ferry Rd. Extension**

Coordinate with Gwinnett and Georgia DOT during construction.

Proposed Timeframe: 2011

Responsibility: City, GwDOT, GaDOT

Estimated Cost: \$25,000,000

Funding Source: GwDOT, GaDOT

Construction of a 4-lane extension of McGinnis Ferry Road, from Satellite Blvd. across I-85 and connecting to Lawrenceville-Suwanee Rd is currently underway. This is a project that is controlled by Gwinnett County and Georgia DOT. Through the duration of the project, the City will communicate and coordinate City activities that may be impacted with the County and State DOT.

Project: **McGinnis Ferry Rd. Half Diamond Interchange** (New Item for 2011)

Promote construction.

Proposed Timeframe: Ongoing

Responsibility: City, GwDOT, GaDOT

Estimated Cost: TBD

Funding Source: TBD

Construction of a 4-lane extension of McGinnis Ferry Road, from Satellite Blvd. across I-85 and connecting to Lawrenceville-Suwanee Rd is currently underway. The City feels there would be benefit in constructing a half-diamond interchange where the road crosses I-85 to provide some level of access to the interstate. The City will remain informed of potential construction and funding opportunities and promote those, as appropriate.

Project: **Rail** (New Item for 2011)

Remain informed of opportunities for rail service to/through Suwanee.

Proposed Timeframe: Ongoing

Estimated Cost: TBD

Responsibility: City, County

Funding Source: TBD

The City recognizes that there may be opportunities in the future for rail service to and/or through Suwanee. This item memorializes the City's interest in remaining informed of those opportunities.

Project: **Road Maintenance**

Maintain up-to-date Road Maintenance Plan.

Proposed Timeframe: Ongoing
Estimated Cost: \$3,000,000

Responsibility: City, County
Funding Source: Local, SPLOST

This item memorializes the City’s commitment to preparing, updating and funding a Road Maintenance Plan to ensure a well-maintained local road system. The Public Works Department recommends local streets be resurfaced roughly every 20 years. While not always possible, based on the City’s current number of streets, the City tries to resurface approximately three miles of local streets each year. Funding for implementation of this Plan is incorporated into the CIP each year.

Project: **Smithtown Road Bridge**

Influence and promote construction of Smithtown Rd. bridge.

Proposed Timeframe: Ongoing
Responsibility: City, GwDOT, GaDOT
Estimated Cost: Unknown

Funding Source: GwDOT, GaDOT

Gwinnett County has a long-range concept plan to add a bridge over I-85 from Smithtown Road to Old Peachtree Road. This project is not currently funded. The City will continue to support the concept as appropriate.

Project: **Transit**

Coordinate with Gwinnett County on implementation of the County Transit System serving the City.

Proposed Timeframe: Ongoing
Estimated Cost: Staff Time

Responsibility: City
Funding Source: Local

Gwinnett County currently provides local and commuter bus service. This item memorializes the City’s support for the system.

According to the 2010 National Citizen Survey, 86% of Suwanee residents rate bus or transit service in the City as “fair” or “poor”.



All of the City's adopted plans can be accessed at suwanee.com

2011-2015
Suwanee Short Term Work Program
Plan Updating Projects

Project: **Comprehensive Plan**

Conduct annual review of comprehensive plan.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

Each year, staff prepares recommended updates to the Comprehensive Plan, based on review of development activity and zoning decisions, the newly adopted STWP, updates to the Future Land Use Map, and updated data as available (for example, new census data). These updates are forwarded to the Planning Commission and Council for consideration.

Project: **Comprehensive Plan**

Prepare and adopt amendments to the Plan as appropriate and timely.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

As necessary, the Comprehensive Plan should be amended to reflect any revised policies. The Zoning Ordinance and other tools should also be updated to effectively implement the vision of the Comprehensive Plan.

Project: **Downtown Suwanee Master Plan**

Update master plan.

Proposed Timeframe: 2014

Estimated Cost: Staff Time, Consultant fees

Responsibility: City

Funding Source: Local

The Downtown Suwanee Master Plan was last updated in 2009 and serves as the City's Livable Centers Initiative (LCI) plan. In order to remain eligible for future LCI implementation funds, the Plan will need to be updated every five years. The next update will be undertaken in 2014.

Project: **Short Term Work Program**

Update STWP annually.

Proposed Timeframe: Ongoing

Estimated Cost: Staff Time

Responsibility: City

Funding Source: Local

The STWP is reviewed and discussed throughout the year to ensure the appropriateness of project scheduling, scope, relevance, feasibility, etc. Revisions are typically memorialized at the annual Council work retreat, held early in each calendar year. The revised STWP is then forwarded to Council for consideration. Upon adoption, the updated STWP is incorporated into regular updates of the Comprehensive Plan and other documents.

Project: **Annual Resurfacing Projects**

Complete projects based on needs assessment and infrastructure failures.

Proposed Timeframe: Ongoing
Estimated Cost: \$4,400,000

Responsibility: City
Funding Source: Local, SPLOST

This is a multi-faceted and ongoing item intended to memorialize the City's commitment to having a well-maintained local road system. First, the City will maintain an up-to-date road maintenance plan and, as funding allows, incorporate resurfacing projects into the CIP (Capital Improvement Program). Second, the City will manage and construct projects identified from needs assessments, inspections, and infrastructure failures. Third, the City will coordinate with GaDOT for implementation of the annual LARP (Local Assistance Road Program) resurfacing projects.

Project: **Annual Stormwater Projects**

Construct projects identified from needs assessment and infrastructure failures.

Proposed Timeframe: Ongoing
Estimated Cost: \$850,000

Responsibility: City
Funding Source: Local, SPLOST

The City currently identifies needed stormwater projects through regular MS4 and other inspections, needs assessments, and infrastructure failures that occur. City staff will plan, manage, and construct these projects in order to maintain the City stormwater infrastructure system.

Project: **Beautification Improvements to the I-85 Area**

Streetscape local roads: design and construction.

Proposed Timeframe: 2011-2012
Estimated Cost: \$400,000

Responsibility: City
Funding Source: SPLOST

The City has developed a plan for sidewalk and landscape improvements to the four corners of I-85 interchange with Lawrenceville-Suwanee Road. This plan has been reviewed by GDOT and is awaiting permit issuance, which is subject to resolution of the Service Delivery Strategy with Gwinnett County. Upon receipt of permit, the City will proceed with construction.

Project: **Buford Highway Reconstruction & Streetscaping**

Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.

Proposed Timeframe: 2012-2014
Estimated Cost: \$5,700,000
Funding Source: SPLOST, LCI grant

Responsibility: City

This project identifies the implementation phase of the Buford Highway Transportation Study. This will involve environmental studies, concept plan refinement, road design, bidding, and construction. Implementation is dependent on outside funding assistance.

The City adopted the Buford Highway Study in 2010.

2011-2015
Suwanee Short Term Work Program
Capital Projects

The lawn behind City Hall is a popular site for walking dogs and informal games of Frisbee and soccer.



Project: **City Hall Lawn Improvement**

Improve the lawn area behind City Hall.

Proposed Timeframe: 2015
 Estimated Cost: \$75,000

Responsibility: City
 Funding Source: TBD

The goal of this project is to enhance the lawn area behind the City Hall parking lot (located between Charleston Market Street and Savannah Square Street. Possible enhancements might include benches, trash receptacles, internal walkways, etc. Such enhancements would make the area more user-friendly and help it tie in more with Town Center Park.

Project: **Facility Maintenance**

Ensure long-term maintenance of City facilities.

Proposed Timeframe: Ongoing
 Estimated Cost: Varies

Responsibility: City
 Funding Source: Local

The purpose of this item is to plan for appropriate preventative and planned maintenance projects for all City-owned facilities, such as buildings, parks, trails, etc. The City plans to develop a Needs Assessment in 2010 and, upon completion, projects will be incorporated into the CIP, as funding allows. Fund 340, the Public Facilities Maintenance Fund, was created in FY 10 to pay for these projects.

Project: **Fleet Replacement**

Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.

Proposed Timeframe: Ongoing
 Estimated Cost: Varies
 Funding Source: General Fund, GMA Lease-Purchase

Responsibility: City

This item addresses retirement and replacement of all non-Police vehicles. Each year, the Public Works Department prepares a Fleet Vehicle Retirement Schedule that assesses each City vehicle on its safety, mileage, age, number of hours the motor is run, the economics of maintaining the vehicle, etc. Based on this assessment, the needs are incorporated into the CIP, as funding allows. In purchasing replacement vehicles, the City seeks to provide safe, fuel-efficient vehicles and to control maintenance costs.

Project: **Jackson Street Paving**

Pave street.

Proposed Timeframe: Ongoing
 Estimated Cost: TBD (not City funded)

Responsibility: City, Private developer
 Funding Source: Private

The purpose of this item is to help advance the paving of Jackson Street between Calaboose Street and Scales Road. The project is intended to be implemented by private developers as part of the overall redevelopment of the area.

Project: **Parking Facility(ies)**

Monitor options, as appropriate.

Proposed Timeframe: 2011-2015
Estimated Cost: \$3,500,000

Responsibility: City
Funding Source: Local, SPLOST

As needed, the City will monitor additional parking needs throughout the City and appropriate locations for those.



The City plans to invest \$1.5 million in pedestrian and bicycle projects over the next five years.

Project: **Parks Video Surveillance**

Complete project.

Proposed Timeframe: 2011
Estimated Cost: \$130,000

Responsibility: City
Funding Source: SPLOST

In late 2010, the City began work on installing a video surveillance system in strategic locations of George Pierce Park and Suwanee Creek Park, as well as along the Suwanee Creek Greenway. The system will offer enhanced security in these parks and trails. Completion of this project is expected in early 2011.

Project: **Pedestrian Bicycle Plan Implementation**

Construct Tier 1 projects to create pedestrian connections.

Proposed Timeframe: Ongoing
Estimated Cost: \$1,500,000

Responsibility: City
Funding Source: SPLOST, Other

The City is currently working on an update to the Pedestrian Bicycle Plan (PBP), formerly known as the Alternative Transportation Plan (ATP). The PBP outlines different tiers of projects for implementation. Upon adoption of the updated plan, this memorializes the City's commitment to implementing Tier 1, which has an estimated cost of approximately \$1,500,000.

Project: **Pierce's Corner Renovation**

Work with DDA to evaluate renovation and use opportunities.

Proposed Timeframe: 2011-2012
Estimated Cost: TBD

Responsibility: City, DDA
Funding Source: TBD

The City desires to put this vacant historic building back into use. In order to preserve the building and attract a tenant, the building needs renovations to bring aging mechanical and utility systems up to code, repair existing damage, etc. In early 2011, the DDA received proposals from various outside groups who are interested in renovating the building and using it. The City will work with the DDA to evaluate these proposals and the opportunities for getting the building renovated and putting a user in it.

Project: **Police Fleet, New Vehicles**

As operating budget allows, add vehicles to existing fleet to accommodate additional officers.

Proposed Timeframe: Ongoing

Responsibility: City

Estimated Cost: Varies

Funding Source: General Fund, GMA Lease Purchase

The purpose of this item is to memorialize the new additions to the police vehicle fleet that will be needed as the department grows in staff. The department's policies of assigning one officer per vehicle and allowing the officers to drive vehicles home also factor into the number of vehicles needed. Police vehicles are funded from the operating budget and are typically either purchased outright or through a lease-purchase program, depending on current economics.

Project: **Police Fleet, Replacement Vehicles**

Retirement and replacement of police fleet vehicles, as appropriate.

Proposed Timeframe: Ongoing

Responsibility: City

Estimated Cost: Varies

Funding Source: General Fund, GMA Lease Purchase

The purpose of this item is to memorialize the replacements to the police vehicle fleet that will be needed as the vehicles age. The department currently strives to retire pursuit vehicles when they reach approximately 125,000 miles, depending on condition. The department prepares an annual fleet retirement schedule that takes into account each officer's average miles driven, distance to his/her place of residence, etc. The department's policies of assigning one officer per vehicle and allowing the officers to drive vehicles home also factors into the number of vehicles needed. Police vehicles are funded from the operating budget and are typically either purchased outright or through a lease-purchase program, depending on current economics.

Project: **Police Substation**

Build a police substation on the eastern side of the I-85 interchange.

Proposed Timeframe: 2011-2012

Responsibility: City

Estimated Cost: \$2,350,000 (land and construction)

Funding Source: SPLOST, Local

The goal of this project is to build a police substation in the Suwanee Gateway business district to serve as a high visibility crime deterrent, promote Suwanee's identity, and offer improved services to our citizens. The substation will also serve as a training center with an indoor pistol and rifle range helping to reduce dependency on other agencies. Acquisition of property for this project will be required and is referenced in the total estimated cost.

In 2011, the City plans to begin design and construction of a police substation to be located in the Suwanee Gateway.

Project: **Public Works Equipment, New**

Acquire additional equipment to supplement current inventory, as appropriate.

Proposed Timeframe: Ongoing
Estimated Cost: Varies

Responsibility: City
Funding Source: General Fund

As the Public Works Department adds new park areas and activities to its functions, new equipment is often needed. This would include additional equipment to the current inventory, rather than replacement of retiring equipment. The purpose of this item is to acknowledge the need to evaluate these items, and as appropriate, incorporate them into the CIP.

Project: **Public Works Equipment, Replacement**

Retire and replace existing equipment, as appropriate

Proposed Timeframe: Ongoing
Estimated Cost: Varies

Responsibility: City
Funding Source: General Fund

Each year, the Public Works Department evaluates its current equipment for safety, age, frequency of use, maintenance needs, etc. Based on this evaluation, the department submits replacement requests for the annual budget and CIP. The purpose of this item is to acknowledge the need to evaluate these items, and as appropriate, incorporate replacements into the CIP and budget.

Project: **Road Improvement Projects**

Reconstruct existing roads and/or construct new roads and associated improvements.

Proposed Timeframe: Ongoing
Estimated Cost: Varies

Responsibility: City
Funding Source: SPLOST

This acknowledges the City's intent to reconstruct existing roads and/or construct new roads, based on needs assessments and/or transportation plans. Improvements could include turn lanes at certain intersections, grade changes or line of sight improvements, intersection realignments, signalization changes, etc. The 2009 reconstruction of Eva Kennedy Road is an example of this type of project. The purpose of these projects is to provide safe streets, reduce congestion and meet the transportation needs of the citizens.

Project: **Suwanee Creek Greenway Rehabilitation/Extension**

Drainage improvements and overall rehabilitation of Trice Trail.

Proposed Timeframe: 2011-2012

Responsibility: City

Estimated Cost: \$1,100,000

Funding Source: Open Space, SPLOST

The goal of this project is to reconstruct the Suwanee Creek Greenway, from the Trice Trail section to the northern terminus. Reconstruction would include drainage improvements, elevation changes, materials improvements, replacement of worn and deteriorated walkway boards, and other activities to provide a safe, serviceable and attractive greenway. As part of this project, the City also hopes to extend the current Greenway to Suwanee Elementary School and provide trail access from the Smithtown Road area.

Project: **Town Center Park Shade Structure**

Construct architectural shade structure to serve Town Center Park.

Proposed Timeframe: 2011 -2012

Responsibility: City

Estimated Cost: \$100,000

Funding Source: Local

In 2010, the City surveyed residents on needed enhancements to existing City parks. One of the most popular suggestions was additional shade for Town Center Park. Other than the amphitheatre, there are minimal shady locations in this park. The goal of this project is to construct a structure that would not only provide shade for park users (likely near the Big Splash fountain), but would also serve as an architectural element for the park.

Project: **Town Center Park Well**

Complete feasibility study and design; construct project.

Proposed Timeframe: 2011-2012

Responsibility: City

Estimated Cost: \$250,000

Funding Source: SPLOST

Town Center Park is currently irrigated using water purchased from Gwinnett County Department of Water Resources. Drilling a well for the park could offer a dependable and economical alternative. The intent of this project is to evaluate options, which could include use of Suwanee Creek, drilling a well in the vicinity of Town Center Park or nearby, or using the well drilled behind Playtown Suwanee. If the options are feasible, then construction will be pursued.

A shade structure for Town Center Park was the item most requested by residents in the 2010 parks assessment.



section 4

*2010 report of
accomplishments*

2011-2015 STWP

CITY OF
Suwanee
G E O R G I A





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www.suwanee.com, Email: info@suwanee.com

MEMORANDUM

To: Mayor & Council
Cc: Marty Allen, City Manager
From: Jessica Roth, Assistant to City Manager
Date: February 3, 2011
Re: 2010 Report of Accomplishments

The City's 2010 Report of Accomplishments is attached. The Report of Accomplishments is a review of the progress made during the past calendar year on the City's STWP (Short Term Work Program).

In addition to the projects included on the STWP, there are dozens of additional items that the City advanced during 2010. These projects are both large and small, ranging from the construction of an outdoor classroom at White Street Park, acquisition of future park property on Smithtown Road, continued flood repairs from 2009, launch of 1st annual employee awards program, change in program management services, Syscon court software implementation, the 2010 National Citizen Survey, etc.

The 2010-2014 STWP includes a total of 115 projects, comparable to the previous year's STWP with 118 projects. The City either completed or made progress as planned on 86% of its projects (99 projects) during 2010, compared to 91% in 2009. The status of each project is color-coded as follows:

 **Completed Projects:** These 14 projects were completed during 2010 and can most likely be removed from the STWP. The more notable projects are listed below:

- Completed an evaluation of current business taxes and fees
- Held a City Council mid-year planning retreat
- Adopted a revised Fund Balance policy
- Rebid IT services and awarded to a new contractor
- Evaluated the feasibility of bottling Suwanee water
- Implemented a toilet rebate program for Suwanee water system customers
- Evaluated and implemented new rates for the water system

- Police Department received initial CALEA accreditation
- Adopted the Buford Highway Concept Plan
- Constructed restrooms at Martin Farm Park
- Installed a new recording system at the Police station
- Completed the renovation projects for the Police station and Crossroads Center
- Constructed Harvest Farm and White Street Park

 **Progressing as Planned:** These projects progressed during 2010 and are scheduled for completion as planned. These are one-time projects that will likely be removed from the STWP when they are complete. 21 projects are progressing as planned.

 **Progressing (Ongoing Projects):** These projects progressed during 2010, however they are ongoing and extend throughout the STWP. They do not have a defined completion date or goal. The majority of the STWP projects - 64 projects - fall into this category.

 **Progressing, but Delayed:** These projects are still planned for completion, however progress was not made as planned on the STWP or they are temporarily on hold. 9 projects fall into this category and faced some delay during 2010.

 **On Hold:** These projects are on-hold long-term and are not currently advancing. 7 projects are considered on-hold and fall into this category. The majority of these are capital projects that were delayed when the new CIP was adopted and they were no longer proposed to be funded. It is recommended that Council revisit these projects to determine if they are still appropriate for the STWP at this time.

Project	Calendar Year (Jan-Dec)					Success Measure	Accomplishment/ Status
	2010	2011	2012	2013	2014		
ECONOMIC DEVELOPMENT							
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park	X	X	X	X	X	Citizen surveys indicate attendance at and support for events; promotions in newsletters, on website, etc.	Continued support & enhancement of Downtown website; 2nd annual Festa della Pasta; held 7 Toast @ Town Center events, 34 events in Downtown; numerous ads for
Downtown Suwanee Master Plan - Implement projects in plan	X	X	X	X	X	Incorporate projects in CIP; complete projects, as appropriate	Several projects incorporated into CIP; will complete as funding allows. Currently seeking grant funding for some projects.
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City	X	X	X	X	X	Council/staff attendance at minimum of 12 meetings/year	Staff involved in 3 Partnership Gwinnett (PG) committees; attended 12 meetings; sponsored PG Redevelopment Forum
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	X	X	X	X	X	Present quarterly reports at workshops	Tracking and reporting implemented in 2009; four reports presented in Council workshops in 2010
Historic District - Explore creation of a local historic district in Old Town	X					Determine need	Initial work begun; public outreach in early 2011
Hotel Rooms - Reduce the number of external entry hotel rooms in the City	X	X	X	X	X	Reduce rooms	Ongoing
I-85 Business District Economic Development Plan - Implement strategies identified by plan	X	X	X	X	X	Identification and completion of projects	McGinnis Ferry extension underway. Continued branding efforts with Gateway businesses.

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	2010	2011	2012	2013	2014		
Local Business Involvement - Continue to participate with local business development and other business and civic associations	X	X	X	X	X	Participate in a minimum of 15 organizations	Working with new Downtown Merchants Assoc. Conducted minimum of 10 visits/month to Gateway businesses through July; monthly visits resumed January 2011. Continued support of Gateway PACT and adhoc business assoc. Gateway PACT - average of 16
Main Street Program - Promote program in community	X	X	X	X	X	Awareness of program in community	Ongoing. Continued support and enhancement of Downtown website. Launched Downtown gift certificate program.
Partnership Gwinnett - Financially support Partnership Gwinnett	X	X	X	X	X	Allocate money annually in budget and contribute to Partnership Gwinnett	Ongoing; increased 2010 allocation to \$20,000
Suwanee Gateway URA - Investigate options for a URA in this district.	X					Report to Council on advantages, issues, etc.	Investigation will continue in 2011

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	2010	2011	2012	2013	2014		
MUNICIPAL OPERATIONS							
Awards - Seek Awards from Local and National Organizations	X	X	X	X	X	Receive Positive Recognition	9 awards received in 2010 from local to national level.
Board Training - Enhance Training and Knowledge of Boards & Commissions	X	X	X	X	X	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education)	All boards were invited and encouraged to attend the Historic Preservation Education Meeting. We also make boards members aware of applicable ARC training
Business Taxes & Fees - Evaluate impact of current taxes and fees	X					Evaluate options that could potentially offer relief to City businesses. Report back to	Evaluation complete; undergoing final review.
Chattahoochee River - Investigate ways to create public access to the Chattahoochee River	X	X	X	X	X	Determine viability; provide access, as appropriate	New bridge widening over McGinnis Ferry will include boat access.
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others	X	X	X	X	X	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups	452,676 website visits (18% increase) 4,494 Facebook followers (80% increase); established Harvest Farm Managing Board; 1,648 list-serve participants (7% increase); 114 entries in Snap Suwanee (70% increase)

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	2010	2011	2012	2013	2014		
Citizen Engagement - Measure and track levels of citizen engagement	X	X	X	X	X	Measure and track citizen involvement and engagement in various City initiatives and functions. Report	350 opportunities for citizen engagement or participation. Community attended/involved in 1,588,257 hours of activities
City Council Mid-Year Planning Retreat - Hold a mid-year retreat	X					Hold a mid-year planning retreat/meeting for discussing "big picture" strategic topics; repeat annually, if successful.	Retreat held August 2010
City Properties Inventory - Inventory all City-owned properties	X	X	X	X	X	Create an inventory of all City owned properties; update	2010 inventory complete
City Services - Maintain high levels of City services	X	X	X	X	X	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey	Police Dept received CALEA and state certification; Court - program of the year; received ICMA performance management award; NCS conducted late 2010
Community-Wide Strategic Plan - Develop and adopt plan	X	X				Consider for FY11 budget; prepare and adopt plan	Included in FY 11 budget; consultant RFQ released in December
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community	X	X	X	X	X	Construction of new schools or improvements to existing schools within Suwanee	Lanier H.S. opened for 2010-11 school year.

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Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	Apply for LEED certification for City Hall; purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet; apply for ARC Green Communities	City Hall awarded LEED certification; Court went paperless, saving 60,000 pieces of paper/year; named Gwinnett Clean & Beautiful Green Government of Year
Ethics Ordinance - Review current ordinance	X					Evaluate existing policies and present to Council for consideration.	2011 project
Facility Maintenance - Develop a long-term maintenance plan for City facilities	X	X	X	X	X	Inventory existing facilities and prepare maintenance/renovation schedule; incorporate into CIP	Inventory and assessment underway, as of late 2010; expected completion date of May 1.
Fund Balance Policy - Revise current policy	X					Prepare revised policy; forward to Council for consideration.	Revised policy adopted 3/23/10
IT Needs - Evaluate long-term needs	X					Identify needs; prepare RFQ and bid out services	Services bid and awarded to new contractor effective 7/1/10
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board	X	X	X	X	X	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop	Held meetings as scheduled: DDA - June, Dec Harvest Farm - Sept. Planning Comm - July PAC - March, Sept ZBA - August

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	2010	2011	2012	2013	2014		
Learning Opportunities - Implement continual learning opportunities through visits to peer cities	X	X	X	X	X	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as	Visited downtown Rome for Council retreat; department heads visited Greenville for staff retreat
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways,	X	X	X	X	X	Continue to implement Litter Removal Program	Ongoing - Inmate Detail re-instated Jan. 2011
Local History Project - Capture and document local history	X					Develop a video to document local history.	Project has not been funded
Median Enhancements - Partner with Gwinnett Clean and Beautiful for Median Enhancements	X	X	X	X	X	Coordinate with GC&B; identify business sponsorships	Ongoing, as appropriate
MS4 Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	Complete necessary requirements to maintain permit; permit to be re-issued in 2014	Developed TMDL Monitoring and Implementation Plans - Approved by GaEPD Jan 2011
Online Bill Payment Options via Website - Explore and implement, if feasible.	X	X				Identify options; fund in operating budget	Not feasible with current financial software
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials	X	X	X	X	X	Construct new facilities	ATP update nearing completion. City has recently applied for a TE Grant and a Safe Routes to School Grant. Greenway project underway in George Pierce Park.

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	2010	2011	2012	2013	2014		
Public Art - Make public art an important component of Suwanee	X	X	X	X	X	Dedicate 1% of City construction projects to public art; support Public Arts Commission, Suwanee Arts Partnership, and other organizations; other initiatives TBD	<i>Shimmering Echoes</i> installed in City Hall; artwork incorporated into White Street Park; PAC met with developers as needed
Public Art Sculpture - Implement program	X	X	X	X	X	Solicit donations for year-round display; install display; purchase one sculpture/year for permanent collection	Fundraising underway; fundraising needed to launch program was completed (will remain ongoing); target installation
Recycling in City Parks - Evaluate options for recycling receptacles in City parks	X					Evaluate feasibility and appropriateness of installing receptacles; report back to Council.	A review of other programs and a waste stream analysis indicated that such a program may not be warranted. Staff will conduct a waste stream analysis during events season.
Right-of-Way Mowing: Peachtree Industrial Blvd. and McGinnis Ferry Rd. - Mow the right-of-way	X					Mow the right-of-way if the County does not restore this previously provided service.	Gwinnett County reinstated this service.
Sewer Assistance Grant - Evaluate a DDA grant program for providing sewer assistance	X					Evaluate feasibility and appropriateness of Council; report to DDA and Council.	Delayed
Solid Waste Preferred Vendor Program - Evaluate a program	X	X				Evaluate feasibility and appropriateness of a program; report back to Council.	Similar program evaluated for natural gas providers - did not implement. Needs further Council discussion

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Special Events - Continue City's involvement as Special Events Coordinator	X	X	X	X	X	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events	Held 19 City/Co-sponsored events and 15 private events, in addition to 7 Toast @ Town Center events
Staffing - Recruit and retain quality employees	X	X	X	X	X	Turnover rate shall be at or below the mean for GA local governments; Complete regular Class & Compensation Studies	10 turnovers in 2010 - 11%
Stormwater Funding - Continue to analyze funding options, including stormwater utility	X	X	X	X	X	Ongoing	Ongoing
Suwanee Citizen's College - Create and offer program	X	X	X	X	X	Develop a program to introduce citizens to City operations; report back to Council; begin offering program.	Began researching similar programs in other cities; staff recommends waiting to implement until Strategic Plan is completed
Suwanee Gateway Land Acquisition - Explore feasibility of acquiring land in Suwanee Gateway	X	X	X	X	X	Continue to monitor potential land acquisitions; make recommendations to Council	Property currently under contract. Will continue monitoring, as appropriate.
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD	X	X	X	X	X	Identify and implement	Continued collection of City's portion of the tax increment
Suwanee Water - Evaluate feasibility and appropriateness of bottling and selling local water	X					Evalute and report back to Council.	Evaluation completed and reported to Council January 2011.
Toilet Rebate Program - Evaluate program for water system customers	X					Evalute and report back to Council.	Program implemented May 2010.

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Town Center - Create a Mixed-Use Town Center anchored by a Park/Town Square	X	X	X	X	X	Construct projects identified in Downtown Suwanee Master Plan; work with private developers for other projects, as appropriate	Madison Phase 2 projected completed
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion	X	X	X	X	X	Publicize on website, in newsletter, etc.; improve local traffic conditions	Traffic information and high accident intersections distributed at all PACT meetings. Article in September 2010 Crossroads newsletter. Installed 5 radar signs, fall 2010.
Water System Rate Structure - Evaluate and revise rate structure as necessary	X					Evaluate current rate structure for Suwanee's system, compared to nearby systems; present recommendations to public; present to Council for consideration.	Rate structure evaluated and implemented August 2010, with rate changes also set for 2011 and 2012.
Water System Strategy - Develop long-term strategy for water system	X	X	X	X	X	Complete Water System Master Plan and evaluate recommendations; incorporate appropriate improvements into CIP	Completed First Phase Projects - Received \$192,017 GEFA loan for project. Replaced 600' of water lines along Stonecypher Rd and 1300' along Martin Farm Rd. and installed well, well

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	2010	2011	2012	2013	2014		
PUBLIC SAFETY							
Citizens Police Academy - Participate in leadership component of Citizens Police Academy	X	X	X	X	X	Conduct 2 sessions per year; Council participate in leadership component of each session	17 Classes with 315 participating. 1 Alumni CPA class with 62 participants.
CALEA - Obtain accreditation	X					Implement requirements for accreditation; conduct local inspections and receive accreditation	Department Accredited November 2010. Continuing process to retain accreditation.
Community Policing - Continue to implement and expand community oriented policing programs	X	X	X	X	X	Expand PACT program; increase citizen participation in PACT	100 PACT meetings with 848 participants. 32 PACT neighborhoods.
Driver Speeding - Undertake education efforts to reduce driver speeding	X	X	X	X	X	Reduce complaints/incidents of driver speeding	5 radar signs installed. Conducted 6 P.R.I.D.E. classes with 73 participants. Included article in September 2010 Crossroads
Park Ambassador Program - Launch program	X	X				Launch a program to use community volunteers in the parks and on trails to help deter crime & vandalism and provide information to users.	Research and evaluation currently underway; target implementation date of 2011.
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit)	X	X	X	X	X	Utilization of directed patrols in problem areas; enhanced DUI enforcement; reduced accidents	DUI task force implemented. Accident rate increased 4% from 2009 to 2010. 67% increase in DUI

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	2010	2011	2012	2013	2014		
HOUSING							
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions	X	X	X	X	X	Evaluate during zoning decisions	Ongoing. Housing prices have declined due to economy. No residential zonings in 2010.
Senior Housing - Explore options for seniors housing regulations	X					Research options; present recommendation to Planning Commission & Council	Research undertaken. Recommendation has not been prepared yet.
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development	X	X	X	X	X	Ongoing; identify and present amendments, as needed	Comprehensive review of uses undertaken and adopted
LAND USE							
Annexation - Continue efforts to annex property in close proximity to the City Limits	X	X	X	X	X	Continued implementation of annexation list, as appropriate and consistent with adopted plans.	Ongoing, as appropriate
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis	X	X				Following resolution of SDS, explore viability of annexation and if appropriate, execute process	Project on hold due to SDS
Commercial Centers - Promote the development of planned commercial centers rather than strip development	X	X	X	X	X	Address in local plans and regulations; review projects for conformance during zoning and development process	Ongoing. No new commercial centers developed in 2010 but this continues to be emphasized with potential developers, tenants, etc.

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	2010	2011	2012	2013	2014		
Community Aesthetics - Emphasize community aesthetics throughout the City	X	X	X	X	X	Address in local plans and regulations; review projects for conformance during zoning and development process	Ongoing. DDA issued additional Façade grant - Creative Clayhouse.
Design Guidelines - Implement Comprehensive Plan Design Guidelines	X	X	X	X	X	Review projects for conformance during zoning and development process	Ongoing
Design Guidelines - Explore form-based design guidelines	X					Research guidelines; present recommendation to Planning Commission and Council	Tied closely to the Historic Preservation effort and will continue to be evaluated in 2011; UGA has offered to help develop a form based code, if
Land Use - Carefully monitor non-residential land use allocations	X	X	X	X	X	Monitor as needed with rezoning and SUP applications	Ongoing. Vacancy rates monitored in quarterly economic indicators reports and developers notified as such.
Land Use - Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City	X	X	X	X	X	Ensure compliance with H.B. 489	Ongoing - staff reviews rezoning requests within Suwanee's sphere of influence for consistency with the City's land uses and adopted policies.
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water	X	X	X	X	X	Maintain updated regulations	Adopted Revised Soil Erosion Regulations August 2010

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TRANSPORTATION							
Buford Highway Concept Plan - Develop a concept plan for traffic calming on Buford Highway	X					Adopt plan; work with GaDOT to implement	Concept plan completed and adopted 4/27/10
Commuter Rail - Host a meeting with cities and community Improvement districts located along the commuter rail corridor	X					Host a meeting	Meetings held. Strategy revisited due to expert recommendations.
Commuter Rail - Promote commuter rail station in Suwanee	X	X	X	X	X	Project is included in State's Work Plan	Ongoing. Property acquired in Suwanee Station for possible station.
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City	X	X	X	X	X	City has adequate road network	Ongoing. Staff currently coordinating with GwDOT on McGinnis Ferry extension. Ongoing coordination with GwDOT, GaDOT, ARC, etc. on Buford
McGinnis Ferry Rd. Extension - Coordinate with Gwinnett and Georgia DOT during construction	X	X	X	X	X	Participate in design process; communicate with GwDOT and GaDOT; road is constructed	Project is underway. City will participate as appropriate.
Road Maintenance - Maintain up-to-date Road Maintenance Plan	X	X	X	X	X	Incorporate projects into CIP; annual program is conducted to maintain local roads	GaDOT to issue City Contract Proposals after SDS Issue is resolved.
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge	X	X	X	X	X	Construction of road and bridge	Ongoing - no new activity on this project.
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City	X	X	X	X	X	Transit extends to appropriate locations in City	Ongoing - no new activity on this project.

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	2010	2011	2012	2013	2014		
PLAN UPDATING							
Comprehensive Plan - Conduct annual review of comprehensive plan	X	X	X	X	X	Undertake yearly update	Annual review completed and adopted 3/23/10
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely	X	X	X	X	X	Undertake yearly update	Updated 5/25/10
Downtown Suwanee Master Plan - Update master plan					X	Adopt plan	2014 project
Short Term Work Program - Update STWP annually	X	X	X	X	X	Undertake yearly update	STWP expanded and updated 3/23/10
CAPITAL PROJECTS							
Alternative Transportation Plan Phase 2 - Construct projects to create pedestrian connections	X	X				Identify Phase 2 projects; bid, design, and complete projects	ATP update currently underway; will help guide development of Phase 2 projects
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures	X	X	X	X	X	Safe and well-maintained infrastructure system	GaDOT to issue City Contract Proposals after SDS Issue is resolved
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures	X	X	X	X	X	Safe and well-maintained infrastructure system	Various Stormwater Projects completed i.e. Settles Point Rd. stormdrain pipe replacement
Beautification Improvements to the I-85 Area – Streetscape local roads: design and construction	X					Construct project	Design completed; permitting on hold due to SDS
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville- Suwanee Road, based on adopted concept plan and design		X	X	X		Reconstruction promotes expansion of Town Center; pedestrian-friendly	Concept plan adopted 4/27/10. Projects incorporated into CIP for FY 12.
City Hall Lawn Improvement - Improve the lawn area behind new City Hall		X				Design and construct project	Project removed from CIP and placed on future projects list.

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Facility Maintenance - Ensure long-term maintenance of City facilities	X	X	X	X	X	Incorporate needs into CIP; complete planned maintenance, as appropriate	Assessment is underway. Annual allocation planned in CIP. City park signs were redone to add new parks and connectivity and replace faded
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP	X	X	X	X	X	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible	One Public Works truck replaced.
Jackson Street Paving - Pave street	X	X	X	X	X	Work with private developer to complete project	Project is dependent on private development and should be completed prior to occupancy of new houses on Jackson Street.
Martin Farm Park Restrooms - Construct restroom facilities at Martin Farm Park trailhead	X					Design and construct project	Project completed summer 2010.
Parks Video Surveillance - Explore feasibility and appropriateness	X					Explore and report back to Council	Phase I and II contracts awarded Aug. and Nov. 2010 respectively. Implementation underway.
Peachtree Industrial Blvd. Pedestrian Improvements - ATP Project "#8": Construct pedestrian crossings		X	X			Facilitate pedestrian crossings on PIB	Project being evaluated as part of ATP update.
Pierce's Corner Renovation - Renovate building and lease to an appropriate user	X	X				Renovate building to bring up to code; lease to an appropriate tenant(s)	Bridging design documents completed; RFP released late 2010 for potential tenants.

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PlayTown Suwanee Phase II - Pavilion and trails	X					Design and construct project	Pavilion completed summer 2010. Trail project on hold.
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers	X	X	X	X	X	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, <i>when possible</i>	Purchased one additional vehicle for the HIDTA Task Force officer, using HIDTA monthly stipend.
Police Fleet Replacement Vehicles - Retirement and replacement of police fleet vehicles, as appropriate.	X	X	X	X	X	Incorporate anticipated needs into CIP, aiming to retire pursuit vehicles at 125,000 miles; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles	Ongoing; four vehicles currently identified for retirement.
Police Recording System - Replace current Freedom Recorder system	X					Purchase system that meets State retention requirements and complies with State and CALEA accreditation	System purchased and installed in spring 2010.
Police Station & Crossroads Center Renovation - Renovate former City Hall and Crossroads Center for police and court functions	X					Program renovations; complete project/move	Project completed spring 2010.
Police Substation - Build a police substation on the eastern side of I-85 interchange	X	X	X			Acquire property; complete needs analysis; design and construct	Property under contract. Preliminary design underway.

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Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate	X	X	X	X	X	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations	Ongoing
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate	X	X	X	X	X	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance costs	Ongoing - One replacement lawn mower acquired
Public Works Vehicles (New) - As operating budget allows, add vehicles to existing fleet to accommodate additional employees	X	X	X	X	X	Incorporate anticipated needs into CIP; purchase hybrid and fuel-efficient vehicles, when possible	Ongoing - Addition of one pick-up to accommodate janitorial services change
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements	X	X	X	X	X	Safe and well-maintained infrastructure system; reduced congestion on local road network	GaDOT to issue City Contract Proposals after SDS Issue is resolved
Settles Point Road Stormdrainage Repair - Replace failed stormdrain pipe	X					Replace pipe and repair/replace surrounding infrastructure	Two projects completed; total cost \$272,604.
Sims Lake Park Connector Trail - ATP Project #2: Construct connector trail from Moore Rd. to Sims Lake Park	X	X				Design and construct project	Project removed from CIP and placed on future projects list.
Suwanee Creek Greenway Extension from Suwanee Creek Park - ATP Project #22: Extend Greenway from Park across Buford Hwy.				X		Fund, design, and construct project	Project removed from CIP and placed on future projects list.
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Smithtown Road	X	X				Design and construct project	Design for rehabilitation and partial extension underway late 2010. Full extension project on hold due to funding.

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Suwanee Creek Greenway Soft Surface Trails - Construct trails between Martin Farm Rd. and Lawrenceville-Suwanee Rd.	X	X				Design and construct project	Project removed from CIP and placed on future projects list.
Suwanee Creek Park Phases 3-5 - Complete Additional Phases at Suwanee Creek Park			X			Design and construct project	Project removed from CIP and placed on future projects list.
Town Center Electronic Reader Sign - Construct an electronic reader sign to serve Town Center/Town Center Park	X					Fund, design and construct project	Project removed from CIP and placed on future projects list.
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park		X				Fund & construct project	Preliminary designs have been received. Target installation date of 2011.
Town Center Park Well - Investigate feasibility of constructing well	X					Complete hydrology study; design and construct project, if feasible	Test well has been dug. Project needs more funding. Council gave authorization to proceed with
Town Center Parking Structure - Complete parking demand analysis and construct appropriate structure	X	X	X			Complete demand analysis; construct project	Demand analysis completed. Property for future parking purchased. Construction project included in FY 15 CIP.

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Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan	X	X	X	X	X	Well-maintained infrastructure system	Received \$192,017 GEFA loan for project. Replaced 600' of water lines along Stonecypher Rd and 1300' along Martin Farm Rd. Well installed and pursuing GaEPD Permit.
White Street Park & Harvest Farm Construction - Complete Phase 1 construction	X					Complete Phase 1 construction of the park, including trails, parking, utilities, and barn renovation, as well as construction of a 76-plot community garden	Project completed and opened summer 2010. Public Works also constructed an outdoor classroom. Garden turned over to citizen Managing Board. Garden at 100% capacity for 2010 and 2011.

*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.

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