

COVER SHEET FOR COMMUNITY PLANNING SUBMITTALS

Name(s) of Submitting Government(s): City of Brookhaven

RC: ARC

Submittal Type: Plan Update (5 Yr)

Preparer: ☐ RC ☐ Local Government ☒ Consultant: Jacobs

Transmittal Resolution / Cover Letter Date: 9/9/14

Date Submittal Initially Received by RC: 9/11/14

Explain Unusual Time-lags or Other Anomalies, when present:

- ALL SUBMITTALS MUST BE TRANSMITTED ELECTRONICALLY USING THE DEPARTMENT'S SHAREPOINT SITE.
- COMBINE ALL INDIVIDUAL IMAGES, DOCUMENTS AND SPREADSHEETS INTO ONE SINGLE, SEARCHABLE PDF, PUT THIS COMPLETED FORM AS THE FIRST PAGE OF THE PDF AND THEN UPLOAD IT.
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- ALL SUBMITTALS MUST BE CHanneled THROUGH THE APPROPRIATE REGIONAL COMMISSION.

STATE OF GEORGIA
COUNTY OF DEKALB
CITY OF BROOKHAVEN

RESOLUTION NO. RES 2014-09-01

RESOLUTION AUTHORIZING TRANSMITTAL
OF THE CITY OF BROOKHAVEN COMPREHENSIVE PLAN 2034
FOR REVIEW BY THE ATLANTA REGIONAL COMMISSION AND
THE STATE OF GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

WHEREAS, the City of Brookhaven was incorporated and created by Charter granted by the State of Georgia, effective December 17, 2012, after a positive referendum vote; and

WHEREAS, the City of Brookhaven is subject to the State of Georgia Planning Act of 1989 which calls for a certified Comprehensive Plan in order to obtain and maintain the status of a Qualified Local Government; and

WHEREAS, the City of Brookhaven, Georgia is a member of the Atlanta Regional Commission, an agency created to provide regional planning and intergovernmental coordination among certain county and city governments in the metropolitan area of Atlanta; and

WHEREAS, the City Charter provided for a transitional period beginning on December 17, 2012, and extending for a period of two years; and

WHEREAS, during the transitional period, as a measure to plan for the future of the City, the City utilized DeKalb County's Comprehensive Plan 2005-2025 for the "North Planning Area" while the City completed its own Comprehensive Plan; and

WHEREAS, the City initiated a process with community involvement to complete the Comprehensive Plan within this transitional period and certifies that public participation and other procedural requirements have been met; and

WHEREAS, in order to adopt a Comprehensive Plan meeting the requirements of law, and to obtain and maintain Qualified Local Government status, the City of Brookhaven has prepared the "City of Brookhaven Comprehensive Plan 2034", has held the required Public Hearings, and now must transmit the document to the Atlanta Regional Commission and the State of Georgia Department of Community Affairs for review in accordance with procedures prescribed by state law, with such document being incorporated by reference; and

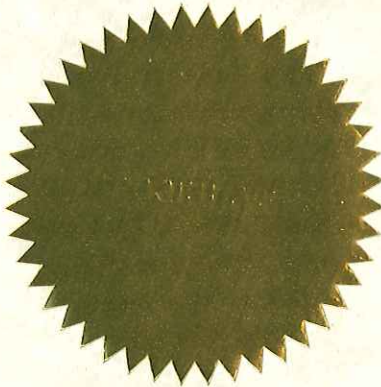
WHEREAS, the City of Brookhaven certifies that both the Regional Water Plan and the Rules for Environmental Planning Criteria, stipulated by Section 110-12-1.02 (3) of the Minimum Standards and Procedures for Local Comprehensive Planning have been considered; and

WHEREAS, the Comprehensive Plan 2034 was prepared according to the Standards and Procedures for Local Comprehensive Planning effective March 1, 2014, and established by the Georgia Planning Act of 1989, and the required public hearing was held on September 9, 2014;

BE IT THEREFORE RESOLVED, that the MAYOR AND COUNCIL OF THE CITY OF BROOKHAVEN hereby transmit the Comprehensive Plan 2034 inclusive of any supplemental information requested by the Mayor and City Council during the subject Public Hearing, to the Atlanta Regional Commission and the Georgia Department of Community Affairs for official review as required by the rules governing the Planning Act of 1989.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council for the City of Brookhaven that the resolution herein authorizes transmittal as prescribed effective this 9th day of September, 2014.

Approved for transmittal:



J. Max Davis, Mayor

ATTEST

Susan Hiott, City Clerk

Approved as to form:

Thompson Kurrie, Jr., City Attorney

CITY OF BROOKHAVEN **2034 COMPREHENSIVE PLAN**



JACOBS



City of Brookhaven

COMPREHENSIVE PLAN 2034

PLANNING COMMISSION PUBLIC HEARINGS JULY 23 + SEPTEMBER 3, 2014

CITY COUNCIL PUBLIC HEARING AUGUST 12, 2014

CITY COUNCIL PUBLIC HEARING + TRANSMITTAL SEPTEMBER 9, 2014

FINAL PLAN ADOPTION DATE SCHEDULED FOR NOVEMBER 18, 2014

JACOBS[®]

IN PARTNERSHIP WITH:



ACKNOWLEDGMENTS

This plan document is the result of a collaborative effort of the Brookhaven community, including community members, City of Brookhaven elected officials, the Comprehensive Plan 2034 Steering Committee, and the Planning Team, consisting of both City of Brookhaven staff and the consultant team. The following individuals played a lead role in the plan's development. A special thank you is given to community members that shared input, ideas, and feedback throughout the planning process to help define the vision and priorities for the City of Brookhaven contained within.

CITY OF BROOKHAVEN MAYOR + CITY COUNCIL *

- J. Max Davis, Mayor
- Rebecca Chase Williams, District 1
- Bates Mattison, District 3
- Joe Gebbia, District 4

**Council District 2 was vacant during the planning process.*

CITY OF BROOKHAVEN PLANNING COMMISSION

- Stan Segal, Chairman
- John Funny, Vice Chairman
- Shannon Cameron
- Rob Francour
- Bert Levy
- Caitlin Miller
- Jeff O-Connell

STEERING COMMITTEE MEMBERS

- Stan Segal - Chairman
- Adrian Schmidt
- Jack Honderd
- Collette McDonald
- JD Clockadale
- Thomas Bartolozzi
- Alan Powell
- Shannon Cameron
- Charles Gerrick
- Todd Terwilliger

CITY STAFF

- Marie L. Garrett, City Manager
- Susan Canon, Assistant City Manager/Director of Community Development
- Ben Song, Deputy Director of Community Development

CONSULTANT TEAM

Jacobs - Project Management + Lead Consultant

- Amanda Hatton, AICP, LEED Green Assoc., Project Manager
- Paul Culter, AICP, Deputy Project Manager
- Jonathan Webster, AICP, Land Use Analysis
- Kyle Van Klompenburg, Project Planner
- Joe Shoffner, AICP, GIS + Planning Support

Sycamore Consulting - Public Engagement

- Jen Price, AICP

Market Street Services - Economic Development + Demographics Analysis

- Ranada D. Robinson

Executive Summary

OVERVIEW OF THE COMPREHENSIVE PLAN

Comprehensive Plan 2034 documents the long-term vision for the City of Brookhaven’s future. This document is the result of a multi-month planning process grounded in community involvement and visioning. The plan is built from the ground-up, with the community’s desires and goals for the City’s future as the basis for the implementation program that follows. The long-term vision for Brookhaven is to be a model community that preserves what makes it great - including its people, neighborhoods, parks, tree canopy, and accessibility - while acknowledging

its role as a premier community within the Atlanta Region. Brookhaven is strategically positioned for redevelopment and additional investment that furthers walkability, transit use, and community hubs that foster a vibrant economy and high quality of life.

Comprehensive Plan 2034 is a testament to where the City is going. It should serve as a guide to long-term and new community members as well as public and private investors that Brookhaven has made no little plans - it is a model City on the move!

PLANNING HORIZON

The Comprehensive Plan looks at a 20 year planning horizon. The implementation program focuses on the five years in front of us: 2015 to 2019.



PLAN FRAMEWORK

Three elements shape the overall plan: community goals, needs and opportunities, and the community work +program. These items are intricately related as reflected in the plan framework image to the left. The community goals are the direct result of the input received from the general public, Comprehensive Plan 2034 Steering Committee, and key community stakeholders.

SUBSTANTIVE ELEMENTS

The Comprehensive Plan considers six key substantive elements: Land Use, Community Facilities and Resources, Economic Development, Population, Housing and Transportation. These elements comprehensively represent the building blocks of the Brookhaven community. The existing conditions of each element were reviewed in the initial phase of the process then revisited with the public to ensure that the plan fully addressed the needs and opportunities related to each of these items.

COORDINATION WITH CONCURRENT AND PRECEDING PLANS

The City of Brookhaven initiated the Comprehensive Plan process concurrently with three other major, independent planning efforts: its Parks and Recreation Master Plan, Comprehensive Transportation Plan, and Buford Highway Improvement Plan and Economic Development Strategy. As a new city with much on its plate to tackle, it is admirable and noteworthy that the City has ensured compatibility among each of these priority initiatives. Comprehensive Plan 2034 is strategically coordinated with the other three efforts to ensure the plans are compatible and consistent. As the umbrella planning document, it is critical that this Comprehensive Plan 2034 fold in these more detailed

recommendations for Buford Highway, parks and recreation, and transportation. In addition to these concurrent initiatives, Comprehensive Plan 2034 considered existing plans already in place that have important potential impact on the city. *Each of these is summarized at the end of Chapter 1.*

CONTENTS

The document contains five main chapters and five appendices:

- **Chapter 1:** Introduction
- **Chapter 2:** Plan Elements (summary of role of substantive elements and existing conditions/trends)
- **Chapter 3:** Community Goals (inclusive of the Character Area Map/ future land use plan)
- **Chapter 4:** Needs + Opportunities
- **Chapter 5:** Implementation Strategy
- **Appendices:** Including supporting plan documentation, the Community Work Program, and concurrent Plans (to be added as appendices once plans are complete and adopted by City Council)

DOCUMENT: ROLE + CONTENT

The end result of the planning process is this document and the synergies built among community members. The value in a planning process is two-fold: 1) the implementation relationships built along the way and 2) the manifestation of where the City plans to go. The plan is tended to be used as a daily guide for City staff and officials and as a strategic guide for the long term. It is intended to be iterative in nature and should be updated a minimum of every five years.

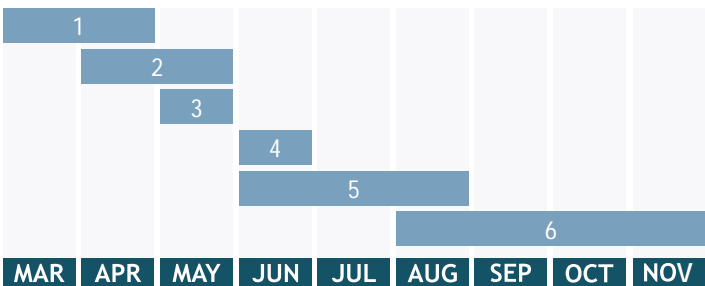
OUR PLANNING PROCESS

The community-based planning process was carried out of a six phase multi-month process beginning in March 2014 and is targeted for completion in November 2014 with City Council adoption of the plan.

of plan development. Public involvement methods used included: stakeholder interviews, web-based community survey, steering committee, E-mail comment box, public workshops, open house, and hearings with the Planning Commission and City Council.

The six planning phases include:

- Phase 1: Project Initiation
- Phase 2: Baseline Conditions Analysis
- Phase 3: Community Goal Setting
- Phase 4: Needs, Opportunities, + Strategies Identification
- Phase 5: Community Work Program Development
- Phase 6: Plan Transmittal + Adoption



2014 Planning Timeline

Input collected via public involvement is a core aspect


OUR VISION


The vision statement to the right is the overall declaration of what Brookhaven desires to be in the long-term. Policy and decision making should be compatible with this statement.


Brookhaven will be a national model for a walkable, urban community that preserves its unique character and history of neighborhoods, parks, and natural assets while welcoming higher density activity nodes that support transit use, biking, community hubs, sense of place, and diversity of residents and businesses.


COMMUNITY GOALS


The following are the nine overarching community goals identified for Brookhaven’s future. These goals represent the recurring, predominant themes heard by the planning team from Brookhaven stakeholders throughout the planning process. The City should work to achieve these long-term goals as it implements the Comprehensive Plan 2034.


**Land Use + Transportation Coordination**
Achieve greater walkability and bikeability for day-to-day activities through transportation and land use coordination.

**Diversity**
Preserve the economic and cultural diversity of the Brookhaven community.


**Unique Brookhaven**
Establish an identity and brand for the City of Brookhaven.


**A City of Parks**
Enhance the City’s parks and recreation system.

**Buford Highway Gateway**
Promote the Buford Highway to enhance this strategic location in the city.

**Transit Oriented Design**
Pursue Transit Oriented Development (TOD) as a key strategy to shaping the city’s future.

**Neighborhoods**
Preserve the City’s unique neighborhoods and communities.

**Sustainability**
Develop reputation as a forward thinking and sustainable city.

**Economic Prosperity**
Ensure a balanced economic environment.

CHARACTER AREA MAP + DEFINING NARRATIVE

One of the most important elements of the Comprehensive Plan is the Character Area Map, which serves as the foundation of the City’s Future Land Use Plan. The Character Area Map identifies 13 unique areas of the city: 8 are residential in nature, and 5 are community activity centers of varying intensity - envisioned as central locations for jobs, entertainment, mixed use, and a live-work-play environment. For each character area, a vision statement, appropriate land uses, and implementation strategies are identified. Appropriate densities and for activity centers, building heights, are identified - these are advisory in nature, with the City’s zoning code being the official legal guide for development restrictions and incentives.

- Perimeter Center

Lakes District

Blackburn Park Neighborhood Center

Lynwood Park

Historic Brookhaven

Osborne

Peachtree Corridor Overlay District

Ashford Park-Drew Valley

Brookhaven Heights-Brookhaven Fields

Lenox Park

Briarwood Park

Roxboro

Buford Highway Corridor

PRIORITIES + IMPLEMENTATION

PRIORITY NEEDS + OPPORTUNITIES

Through the public visioning and prioritization process, roughly 40 priority needs and opportunities were identified for the City’s future. Each of these priorities was identified by the community as being important for the City to address, either fully or partially, in the next five years. Each has corresponding action items in the Community Work Program. The Community Work Program for the Comprehensive Plan is framed around the five substantive elements of the plan. *Specific transportation action items are addressed in the independent Comprehensive Transportation Plan, to be included in Appendix B with the work programs of other concurrent planning efforts.*

COMMUNITY WORK PROGRAM

The heart of the Implementation Strategy is the Community Work Program (provided in Appendix B), which corresponds directly to priority needs and opportunities. The Community Work Program identifies specific actions that the City should pursue between 2015 and 2019 to implement the plan. It includes specific years, implementation partners, responsible parties, potential funding streams, and potential costs. The Community Work Program was thoroughly vetted by the City. The Community Work Program will be used as a budgetary tool in conjunction with other priorities identified through the City’s additional planning initiatives and regular day-to-day operations. It is important to note that several actions can be completed as a part of existing staff responsibilities while others will require additional funding, outside support, and collaboration with City partners.

Top needs/actions contained in the plan include the following:

- Revise zoning and development regulations to align with Comprehensive Plan 2034 vision.
- Complete a Master Plan for a new town center and begin the land acquisition process to further the town center vision.
- Implement recommendations of Comprehensive Transportation Plan and Parks and Recreation Master Plan.
- Complete a citywide Economic Development Plan.
- Further analyze infill housing needs via neighborhood specific surveys and comparison to benchmark communities; implement recommendations from analysis in City’s zoning code.
- Implement a Complete Streets policy for the city as well as an overlay district and/or design guidelines for specific areas and corridors to enhance community character, walkability and sense of place.
- Document tree canopy and improve/adopt revised tree ordinance.
- Complete study to determine ability of infrastructure capacity to meet needs of Future Land Use Plan.
- Complete a historic resources survey and implementation protection measures identified.
- Establish incentives and leverage catalysts to promote targeted growth.
- Complete a wayfinding and gateway study and initiate implementation to signify welcome points to the city including landmark signage, landscaping, and public art.
- Preserve safe and affordable housing through a combination of code enforcement, establishing an inclusionary housing policy, and work with DeKalb County to attract funding for renovation of old structures.
- Implement recommendations of concurrent planning initiatives.

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**These are independent planning initiatives by City of Brookhaven that were carried out concurrently with Comprehensive Plan 2034. Documents are anticipated for adoption in 2014. Appendices C through E and corresponding Work Programs will be added upon adoption.*

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1. Introduction



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1. Introduction

The City of Brookhaven's Comprehensive Plan 2034 marks an important milestone in the city's history. For the first time as an incorporated municipality, the members of the Brookhaven community and its leadership have collaboratively worked together to define where the City is headed in the future and what its overarching vision for that future is. This plan documents the overarching community goals for the City of Brookhaven over the long term while placing particular attention on the priorities and action items for the short term. The plan should serve as guide for City staff and elected officials on a regular basis and also be utilized in helping making annual budgeting, capital funding, and grant application decisions.

Comprehensive Plan 2034 places emphasis on the City's overall vision and Future Land Use Plan while considering the important role that transportation and infrastructure, parks and recreation, economic development, housing and population trends will play in the City's future.

This plan is a testament to where the City is going and to the desires of the Brookhaven community in the year 2014. It is visionary in nature yet grounded in the realities of what can feasibly be accomplished in the next five years. It should serve as a guide to long-term and new community members as well as public and private investors that Brookhaven has made no little plans - it is a model City on the move!

1.1. WHAT'S INSIDE

This plan document is designed to be user friendly and easy to follow. The five chapters in the main document highlight the key aspects of the plan.

MAIN DOCUMENT CHAPTERS

Chapter 1: Provides an overview of the planning process and related planning efforts.

Why look at this section? You want to better understand the role of the Plan in the City's day-to-day operations and the basis for completing it.

Chapter 2: Features key elements of the plan, including a summary of baseline conditions analysis and why each of these elements is a critical building block and element to shaping Brookhaven's future.

Why look at this section? You want to better understand where Brookhaven is today. What are our trends, demographics, services, and economic base.

Chapter 3: Provides the overall community vision and goals, including the Future Land Use Plan, which will guide future zoning and land use decisions in the City.

Why look at this section? You want to learn about the community's overall vision for the future and how different areas will evolve over time.

Chapter 4: Identifies needs and opportunities for the City's future and how they relate to overarching community goals.

Why look at this section? You want to better understand the City's priorities for moving forward.

Chapter 5: Provides an overview of the five year implementation program and strategic steps and resources to see it through. The five year work program is included in Appendix B.

Why look at this section? You want to understand major implementation recommendations, responsible parties, key partners, and potential funding sources.

APPENDICES

Appendix A: Includes all supplemental content to the Comprehensive Plan, including Public Involvement Documentation, Supporting Technical Analysis, Map Enlargements, and Implementation Strategy Details.

Appendix B: Includes the five-year Community Work Program achieving Comprehensive Plan 2034 as well as work programs from the other three concurrent planning efforts

Appendices C, D, E: Includes copies of corresponding planning efforts including the full Comprehensive Transportation Plan, the Parks and Recreation Master Plan, and the Buford Highway Improvement Plan and Economic Development Strategy. *These appendices will be added upon their adoption by City Council.*

1.2. COMPREHENSIVE PLAN 101

WHY HAVE A COMPREHENSIVE PLAN?

The exercise of planning has led to many great things in personal lives and institutional lives. Consider the layout of monuments and well-orchestrated street network in Washington DC, the great squares of Savannah, or the long-term success of the growth of the United States. These were all the result of well thought out plans. The same is true for business - one would not dare to set forth a business without considering its goals, parameters, scope of services, and how it will churn a profit.

This Comprehensive Plan is the de facto business plan for the city with a focus on the city's overall defining characters and growth and redevelopment rather than the business operations. The Comprehensive Plan is the umbrella policy statement about the City's future and reference point for changes to the community's character over time. It lays the groundwork for City actions and investment decisions and provides a guide for members of the public and the private sector when making decisions about investing in Brookhaven.

The Plan is also a requirement of the State of Georgia pursuant the Georgia Plan Act of 1989 (O.C.G.A. 45-12-200). The State has recognized that comprehensive planning in Georgia's cities and counties is critical to preserving and further the state's overall health, well-being, and economic success.

WHY 2034?

The Comprehensive Plan looks 20 years ahead to the year 2034. Many changes happen over a 20 year time frame. Those places that look far into the future and consider what they want things to be in the long term will be much more likely to achieve it in a fiscally responsible manner.

What will happen to our current retail buildings in 20 years? Will we have protected our creeks and tree canopy? Will I as a community member still want to live here, and what type of housing or services will my family or I need in 20 years? It is important to consider long-term changes in the economy, changes in technology, and preservation of the resources we have.

Comprehensive Plan 2034 keeps an eye on the long-term economic, social, and environmental sustainability of Brookhaven while focusing on the first five years of the planning horizon (2015-2019). All local comprehensive plans in Georgia are required to be updated every five years and many communities choose to update them more regularly, should major changes occur in the community such as annexation of land or major land development decision or other study that impacts the plan be completed.

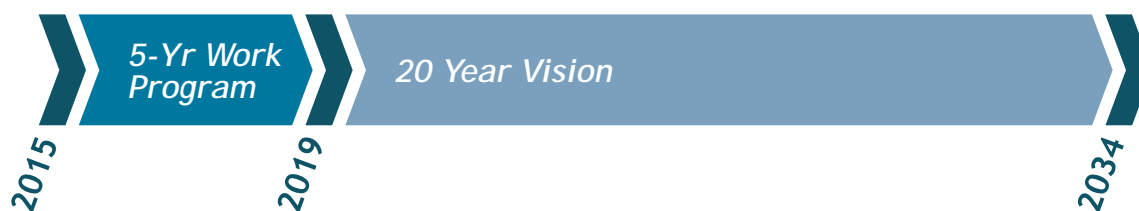
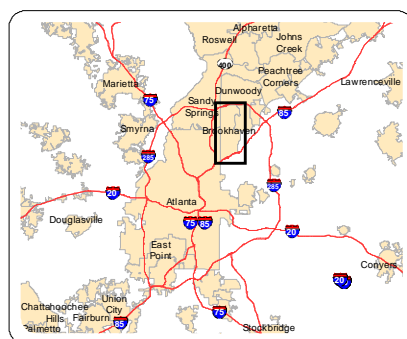


Figure 1-1: Planning Horizon

BROOKHAVEN SNAPSHOT

The City of Brookhaven was incorporated in December 2012 and has a population of approximately 50,000 people. The city is bound by I-285 and the City of Dunwoody to the north, I-85 to the south, the Cities of Atlanta and Sandy Springs to the west and City of Chamblee to the east. The city occupies a strategic location in the Atlanta Region, providing a variety of housing options and a well-connected location in close proximity to major employment centers with direct access to major limited access highways including I-85 and I-285, the region's major northeast corridor and regional perimeter road.

As the inner core of the Atlanta Region continues to experience increasing demand for infill development and redevelopment, the new City of Brookhaven is one such community that has been working over time to ensure that it is well positioned to further smart growth and desirable development. During 2014, the City initiated several concurrent planning initiatives to provide detailed and strategic guidance to priority initiatives of the city, including future land use, the parks and recreation system, transportation network, improvement and reinvestment in the Buford Highway corridor.



- Local Road
- Park
- Brookhaven-Peachtree Overlay District
- Buford Highway
- Planning Area

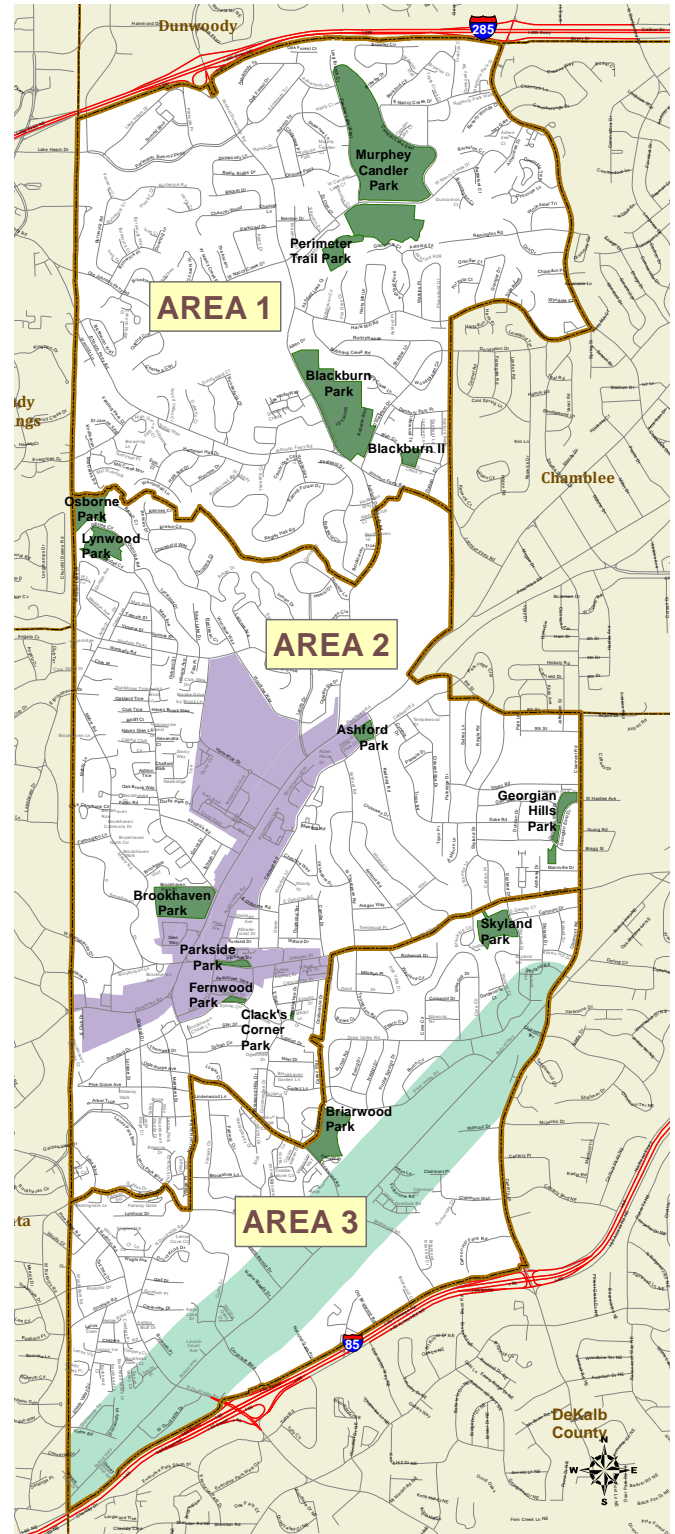


Figure 1-2: Planning Areas and Regional Location Map

HOW IS THE COMPREHENSIVE PLAN FRAMED?

There are six substantive elements and three components that tie the overall vision and action plan together.

The plan is framed around three key components, depicted below. The Community Goals set the long-term vision and overall Future Land Use Plan for the community. The Needs and Opportunities establish the community priorities for the next five years. The Community Work Program defines the implementation program for the plan.



Figure 1-3: Plan Framework

The substantive elements of the Plan reflect the key building blocks of the Brookhaven community. They include land use, community facilities (and resources), economic development, demographics (population characteristics), housing, and transportation. Transportation is considered throughout the plan; however, full analysis and recommendations are included in a separate document, “the City of Brookhaven Comprehensive Transportation Plan.” The Community Facilities element only briefly touches upon parks, recognizing the City’s Parks and Recreation Master Plan as the controlling reference on this subject.

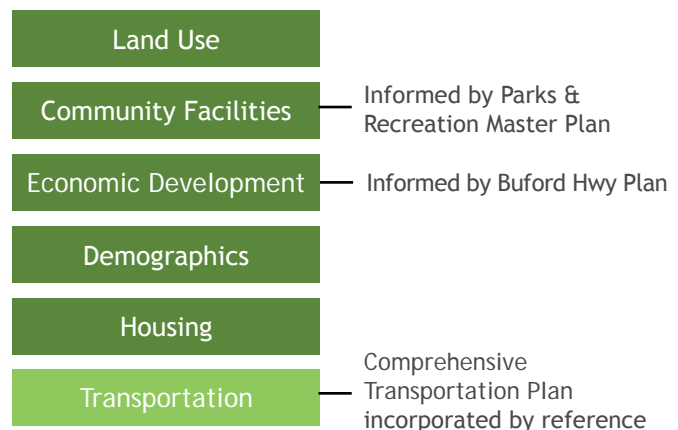


Figure 1-4: Substantive Elements

I.3. STATE PLANNING STANDARDS

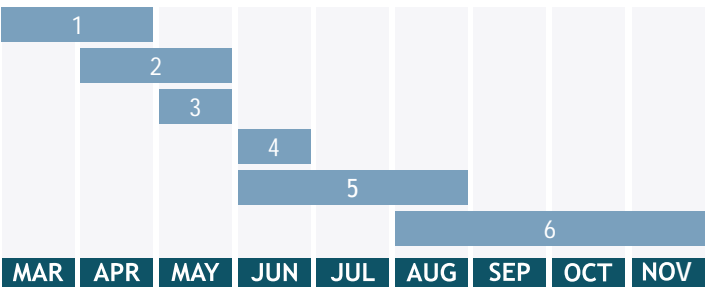
The State of Georgia requires all localities in the state to develop and regularly update a comprehensive plan. Comprehensive Plan 2034 was prepared following the Rules of the Georgia Department of Community Affairs (DCA), Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning, which underwent a major revision made effective January 1, 2013 and further amended in March 2014. The state requires a community engagement process that includes consideration of community goals and priority needs and opportunities, including development of a Character Area Map. The plan includes standalone land use and housing elements, consistent with planning requirements. In place of a separate transportation element, the Brookhaven Comprehensive Transportation Plan is substituted, as described in detail in Chapter 2, along with other details about each substantive element of the plan. In addition, the Plan considers the City’s ordinances and policies for consistency with the Regional Water Plans and Environmental Planning Criteria and identifies implementation measures to enhance important natural resources in Brookhaven.

1.4. OUR PLANNING PROCESS

PLAN DEVELOPMENT PHASES

Brookhaven’s Comprehensive Plan 2034 was developed over a multi-month process beginning in spring 2014 and anticipated for completion and adoption by City Council in fall of 2014. The plan was developed over a series of six phases, shown to the right. Public and stakeholder engagement played an important role in each of these steps.

Figure 1-5: 2014 Planning Timeline



Phase 1: Project Initiation

Activities: Steering Committee Kick-off, Public Hearing #1 (Council)

Goals: Establish project schedule and public involvement plan, collect baseline data, and initiate planning process with public

Phase 2: Baseline Conditions Analysis

Activities: Stakeholder interviews, data analysis, coordination with other planning efforts

Goals: Establish existing conditions, coordinate with other planning efforts

Phase 3: Community Goal Setting

Activities: Steering Committee Meeting, Visioning Workshop

Goals: Develop draft Vision Statement, Community Goals, and Character Area Map

Phase 4: Needs, Opportunities, + Strategies Identification

Activities: Steering Committee Meeting, Needs + Opportunities Workshop

Goals: Establish priority needs + opportunities, coordinate with other planning efforts

Phase 5: Community Work Program Development

Activities: Steering Committee Meeting, Open House, Public Hearings #2 + #3 (Planning Commission + Council)

Goals: Establish Community Work Program, Compile Draft Plan document

Phase 6: Plan Transmittal + Adoption

Activities: Public Hearings #4 + #5 (Planning Commission + Council), Prepare Final Draft Plan, Regional/ State Review

Goals: Transmit Plan for regional and state review, finalize plan for Adoption by Council

PLAN LEADERSHIP

Elected officials, City staff, residents and civic associations, business owners and property owners, and social service agencies are among the many integral entities to take part in the Comprehensive Plan 2034 process. While a number of key stakeholders were engaged throughout the planning process, this effort was led by four teams:

- **Planning Team** - included City staff and the Consultant Team
- **Consultant Team** - included Jacobs (project management, planning), Market Street Services (economic development, demographic analysis) and Sycamore Consulting (public engagement)
- **Comprehensive Plan 2034 Steering Committee** - included Brookhaven citizens
- **General Public** - included residents, business/property owners, places of worship, agencies, institutions and others with an interest in the future of Brookhaven

PUBLIC INVOLVEMENT APPROACH

Effective outreach provides ample opportunity for citizens to be involved in a plan development process. It educates citizens about the purpose of the planning effort and the important role they play in developing plan outcomes. As a part of the Comprehensive Plan 2034, community stakeholders were engaged in several different ways throughout the planning process and were encouraged throughout to actively voice their opinions about the future of Brookhaven.

PUBLIC INVOLVEMENT OPPORTUNITIES

Stakeholders were engaged through a variety of means including the establishment of a Steering Committee to guide the process; one-on-one interviews with key stakeholders; a community-wide survey; and a series of public workshops and meetings.

Steering Committee

The Steering Committee played an integral role in relaying community needs to the Planning Team as well as communicating details of the planning efforts to the general public. The Steering Committee was also instrumental in providing insight into the best ways to engage the public throughout the process. The committee was engaged in four meetings for the Comprehensive Plan 2034 process, identified below. All meetings were open to the general public.

- Meeting 1: Project kick off (March 27, 2014)
- Meeting 2: Visioning and goal setting (May 6, 2014)
- Meeting 3: Needs, opportunities and strategies identification (May 29, 2014)
- Meeting 4: Community work program review (June 26, 2014)

Key Stakeholder Interviews

At the onset of the comprehensive planning process, the consultant team conducted interviews with key community stakeholders, including elected officials, City staff, and other key partner organizations, including MARTA, Oglethorpe University, the Latin American Association and area economic development agencies. Interviews were held to help support the baseline conditions analysis, begin to identify key community initiatives, needs, and priorities, and to help inform key discussion points for public involvement activities.

Community Survey

A community survey was designed to gather input regarding the vision for the City of Brookhaven. The survey included sets of questions highlighting the following topics: daily needs and uses, connectivity and community identity, redevelopment and infill development, environmental concerns, priorities for next five years, and long term vision. A series of demographic questions were also asked. The survey was available in English and Spanish online from May 15 through June 12, 2014.

Meetings with the General Public

Obtaining input from the general public was a key component of this planning process. The following meetings were held with the general public:

- Public Hearing #1 Kick Off with Council (April 22, 2014)
- Community Visioning Workshop (May 15, 2014)
- Needs & Strategies Workshop (June 9, 2014)
- Open House (July 21, 2014)
- Public Hearing # 2 with the Planning Commission (July 23, 2014)
- Public Hearing # 3 with Council (August 12, 2014)
- Public Hearing # 4 with the Planning Commission (Sept. 3, 2014)
- Public Hearing # 5 with Council (Sept. 9, 2014)

Full summaries of each public engagement opportunity can be found in Appendix A.1.

Website Portal

The City maintained an information gateway for the plan on its website throughout the planning process, providing easy access to plan documents, public meeting details, and other information.



Small group break-out session during the Community Visioning Workshop

1.5. RELATIONSHIP TO OTHER PLANNING INITIATIVES

The Brookhaven Comprehensive Plan 2034 takes into account various other planning efforts already in existence at the time that this plan update was initiated. It also is carefully coordinated with concurrent planning efforts undertaken at the same time as the Comprehensive Plan and intended to seamlessly integrate with the other planning initiatives as an overall guiding approach to the City's future. Below are descriptions of each of the plans and the subject they cover. Key recommendations from each of these plans are included in Chapter 5, particularly in how they relate to Comprehensive Plan 2034 implementation.

CONCURRENT PLANNING EFFORTS

Comprehensive Plan 2034 is one of four major planning efforts concurrently undertaken by the City of Brookhaven in 2014. These planning initiatives followed a similar time frame and included were coordinated throughout the planning process to ensure the plans are compatible and fluid, together, forming a joint implementation program for the city. Each of these plans, while completed by separate planning teams, are incorporated as appendices to this Comprehensive Plan 2034 to indicate the interrelatedness of the efforts and the role each of them in prioritizing the annual city budgeting process.

Comprehensive Transportation Plan (Appendix C)

The Comprehensive Transportation Plan (CTP) takes a comprehensive look at the city's multi-modal transportation network and needed improvements to further the City's transportation plan. The CTP takes into account the long-term land use plan for Brookhaven and the community's mobility priorities. An overview of the Comprehensive Transportation Plan existing conditions is provided in Chapter 2.0.

Parks and Recreation Master Plan (Appendix D)

The Parks and Recreation Master Plan takes a comprehensive look at the parks system in the city of Brookhaven. The plan identifies priorities for existing park improvements, new park needs, expansion of the city's trail network, and programmatic needs of the parks. The City was in the process of purchasing all city parks and taking over their management while this planning process was underway. Key recommendations include:

- Need to locate additional park space in Planning Areas 2 and 3
- Improvements to zoning provisions and incentives to encourage greenspace dedication
- Acquisition and assemblage of parcels to develop new park space
- Need for easements for greenways/trails
- Conversion of Federal Emergency Management Agency (FEMA) properties into potential stormwater/park amenities in neighborhood areas
- Expansion of multi-use trail and greenway network, with a priority focus on greenway development along North Fork Peachtree Creek

Buford Highway Improvement Plan and Economic Development Strategy (Appendix E)

The Buford Highway Improvement Plan and Economic Development Strategy is an independent study that identifies targeted greenspace, parks, and streetscape improvements along the Buford Highway Corridor. It also includes a complete market analysis of the corridor and priority redevelopment parcels. The recommendations of the plan have been taken into account in the development of land use recommendations for the Buford Highway area as well as other related recommendations, such as those for economic development.

EXISTING PLANS

Atlanta Regional Commission PLAN 2040 Regional Development Guide and Regional Resource Plan

Plan 2040 provides an overall plan and implementation strategy for the Atlanta 10 County Region's long-term growth. The Plan was reviewed to identify overall goals and local implementation policies relevant to Brookhaven, with particular attention given to regionally important resources and the plan's local implementation program. Plan 2040 is referenced throughout this plan.

DeKalb County Comprehensive Plan

A review of DeKalb County's most recent comprehensive plan (amended in December 2011) was conducted to identify any potential policy guidance for the city. This plan represents the last documented public vision for the entire city prior to incorporation and was consulted to assist in the development of preliminary character areas within this plan. The plan includes a Future Development Map, which delineates 11 character areas in Brookhaven. These areas are detailed in the Land Use section in Appendix A.2 and considered as revised character areas were developed for the city through public input.

2014-2018 DeKalb County Consolidated Plan

As an Entitlement Community (county of over 50,000 people), DeKalb County is responsible for maintaining and regularly updating a consolidated plan to be eligible for funding through the U.S. Department of Housing and Urban Development (HUD) Community Planning and Development formula grant programs. The DeKalb County Consolidated Plan addresses special needs housing for the entire county, including Brookhaven and other municipalities, and coordinates HUD grant funds to address identified needs. The Consolidated Plan was led by the DeKalb County Human and Community Development Department

Brookhaven-Peachtree Livable Centers Initiative

The Brookhaven-Peachtree Livable Centers Initiative (LCI) study was conducted in 2005-2006. It established an important vision for the Peachtree Road corridor as a central location for mixed use and quality development in the community. The Brookhaven-Peachtree Overlay District is based upon the urban design and development guidelines developed as part of the LCI study. The purpose

of the overlay is to promote a dynamic, mixed-use district surrounding the Brookhaven MARTA station. In summer 2013, a MARTA-based charrette was led by the Atlanta Regional Commission and various partners to help demonstrate how the MARTA station could appropriately redevelop.

Perimeter at the Center Future Focus (PCID Livable Centers Initiative 10-Year Update)

The original Perimeter CID Livable Centers Initiative study was completed in 2001 and set the foundation for the urban transitioning from a suburban regional center to mixed use community. Many projects of this plan were aggressively implemented by the Perimeter Community Improvement District (CID). The 10 year update focuses on three areas: sustainable growth management, livability enhancements, and connectivity. The study area overlaps with the northwest corner of Brookhaven in the area along Perimeter Summit.

Buford Highway Multimodal Corridor Study

The Buford Highway Multimodal Study was completed in 2007 by the Atlanta Regional Commission. The study area includes the 18.4 mile section of Buford Highway extending from Sidney Marcus Boulevard to SR 120 in Duluth. While the study is primarily transportation focused in nature, the plan identifies land use strategies that recommend regional and neighborhood activity centers along the corridor that have been considered in Comprehensive Plan 2034. It was also an important consideration in the development of the Buford Highway Improvement Plan and Economic Development Strategy.

DeKalb County Master Active Living Plans - Ashford Dunwoody + Buford Highway

The Master Active Living Plan is a compilation of eight small area plans around DeKalb County, completed in 2013, that are geared towards integrating physical activity into the daily routines of DeKalb County residents. The concept of active living recognizes the importance of the built environment in relation to the physical health of the community. It seeks ways to make physical activity a viable and convenient by providing options for people who want to walk, bike, and become more active. Each small area plan held a separate public meeting to gather input from the local community.

Two of the eight study areas are within the city limit of Brookhaven: Buford Highway and Ashford Dunwoody. The Buford Highway Study Area is centered on Buford Highway between North Druid Hills Road and Clairmont Road and the Ashford Dunwoody Study Area is centered on the intersection of Ashford Dunwoody Road and Johnson Ferry Road. To become more attractive to new development that will boost the concept of active living, both areas' pedestrian and bike networks need improvement. The key recommendations for each are highlighted on the next page.

Buford Highway

- Build a new multi-use trail corridor along North Fork Peachtree Creek.
- Improve pedestrian crossings along Buford Highway.
- Position commercial areas for eventual redevelopment by adjusting existing driveways and parking lots to provide pedestrian connections between the buildings and the corridor.

Ashford Dunwoody

- Create safe, strong pedestrian crossings on Ashford Dunwoody Road.
- Develop outparcels on a portion of the Cambridge Square Shopping Center.
- Rebuild the double intersection of Ashford Dunwoody Road and Johnson Ferry Road as roundabouts.

ADJACENT COMMUNITY PLANS

The adjacent communities along Brookhaven’s city limits include Atlanta, Sandy Springs, Dunwoody, and Chamblee. While each community is moving in a slightly different direction based on its own conditions, all four communities have adjacent character areas fitting one of three types: activity centers, transit corridors, and traditional neighborhoods. It is essentially that the City of Brookhaven coordinate with these adjacent communities as new growth and redevelopment occurs to mitigate potential impacts to Brookhaven and leverage potential benefits.

Atlanta

- The North Buckhead neighborhood is located along Peachtree Dunwoody Road NE north of Peachtree Boulevard. It is an established neighborhood striving to maintain its existing character while providing a diversity of housing types and increasing its street connectivity.
- The Buckhead Commercial District, located half a mile down Peachtree Boulevard from Brookhaven, is a high-density Regional Activity Center that provides mostly financial and commercial services to the greater area in a pedestrian-friendly urban form.
- The Peachtree Boulevard Corridor is a major thoroughfare with high volumes of fast-moving traffic striving to provide more dense pedestrian-oriented developments at major intersections.

Sandy Springs

- Protected neighborhoods extend along Peachtree Dunwoody Road south of Glenridge Connector. These single family neighborhoods of primarily detached homes are intended to be kept between the established 1 to 3 dwelling units per acre (du/a).
- The Medical Center, located at the southeast corner of the I-285 and GA-400 intersection, will continue to develop as a regional transit oriented activity center with mid-to high-rise office and institutional uses with supporting mixed-use. At its core, the district is recommending densities over 25,000 square feet per acre and 20 du/a.

Dunwoody

- The Perimeter Center, located north of I-285 along Ashford Dunwoody Road NE, will continue its growth as a high-density regional center with Class A office space and high-end restaurants and retail, but move towards becoming a more pedestrian and bicycle-oriented environment.
- Georgetown-Shallowford Road Character Area, located north of I-285 along Chamblee Dunwoody Road, is developing as a medium-density village with potential for 5 to 8 story high buildings at its core and 12 to 18 du/a. The character area is intending to become a lifelong community providing residents with the option to age in place.

Chamblee

- The existing residential neighborhoods along Chamblee Dunwoody Road should retain their existing sound housing stock and improve the conventional residential development pattern by advocating well designed neighborhoods with an emphasis on livability and providing a variety of life styles, cycles, incomes and ages.
- The Peachtree Industrial Boulevard Corridor is undergoing a transformation from a manufacturing and industrial activity center to an inviting commercial and mixed-use district focusing on interstate trade and small business opportunities.
- The newly annexed portion of Chamblee, from the DeKalb Peachtree Airport south to I-85, is currently being incorporated into their comprehensive plan.

2. Plan Elements



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2. Plan Elements

As described in Chapter 1, there are six substantive elements of the Comprehensive Plan, highlighted to the right. At the initiation of the planning process during Phase I and II, each of these elements was explored in detail in both stakeholder interviews and as a part of technical analysis completed by the Planning Team to gain a well-rounded understanding of existing conditions and trends. Highlights from this baseline conditions analysis are provided in this section. Details for the first five elements are provided in Appendix A.2 and the sixth element, transportation, is fully covered in Appendix C. The substantive elements of the plan have a fluid role throughout the plan.

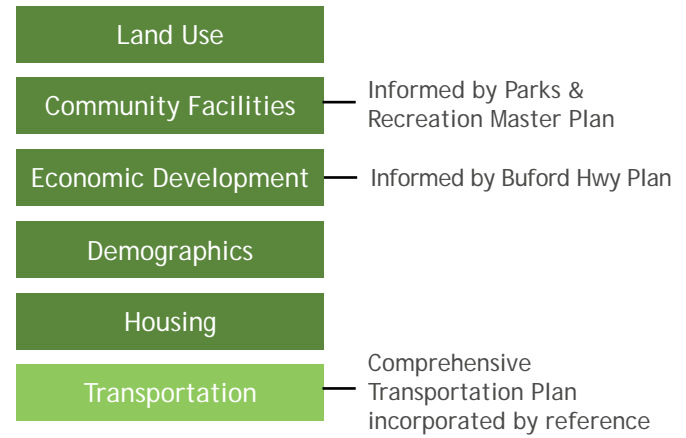


Figure 1-1: Substantive Elements

Land Use Element

The Land Use element is the primary element of the comprehensive plan, identifying the long-term use of land and development vision of the community.

Community Facilities and Resources Element

This plan has an optional community facilities and resources element. It should be noted that this section is largely supplemented by the City's Parks and Recreation Master Plan.

Economic Development Element

This is an optional element of the state planning requirements and is included because economic development is viewed as an important component of attracting/maintaining businesses and jobs.

Demographics Element

The demographics consider the characteristics of population and how they may shape the types of jobs, services, and other needs of the city.

Housing Element

The housing element of the plan also incorporates the recommendations of the DeKalb County Consolidated Plan. This plan is spoken to in detail in Appendix C.

Transportation Element replaced with CTP

In place of completing a transportation element as a part of Comprehensive Plan 2034, the City concurrently completed a Comprehensive Transportation Plan. The CTP takes into account regional and county transportation planning efforts. Comprehensive Plan 2034 has been closed coordinated with the CTP, which is incorporated by reference.



Brookhaven offers a mix office, housing and civic uses

2.1. LAND USE

WHY IT MATTERS

Land use is a central component of the comprehensive planning process. Within comprehensive plans, land use plans and policies help establish and clarify the community’s vision for future development. These plans and policies serve as a framework to guide future development decisions made by elected officials. The key product of the land use planning process is the Character Areas Map, provided in Chapter 3. The map will be adopted by the City and consulted when making rezoning decisions. Before future land use plans and policies can be developed, a thorough review of existing land uses and development characteristics is necessary. This section provides an overview and key findings from this analysis.

EXISTING LAND USE ANALYSIS

The table to the right shows the acreages and percentages of land uses in the City of Brookhaven by type. The results show that the City of Brookhaven is virtually built-out with no sizable undeveloped parcels available for development. Only 2.7 percent of the City of Brookhaven is classified as undeveloped and these areas can be found within protected floodplains or are limited by development restrictions resulting from proximity to Peachtree-DeKalb Airport. In light of this, the primary avenue of land use change within the 2034 planning horizon is anticipated to result from the redevelopment of existing commercial and residential land uses.

Single-Family Residential

Single-Family Residential is the most common land use category in the city, representing 59.3 percent of the land area. Brookhaven can be truly described as a city of neighborhoods with over 120 named single-family neighborhoods. The character of these neighborhoods is diverse and varies significantly in regards to architectural style, home size, lot size, block size and street network. The city features historic neighborhoods dating back prior to the 1940s, numerous mid-century neighborhoods established between 1940-1960, and many subdivisions built in recent decades.

Multi-Family Residential

Multi-Family Residential is the second most common land use category within the city comprising 12.6 percent of the city. This category includes apartments, condominiums, and townhome communities. Brookhaven contains over 66 apartment complexes, with the majority of these being found adjacent to Buford Highway. Other clusters of apartments can also be found in the Lenox Park area, Peachtree Road corridor,

Figure 1-2: Existing Land Use Composition

Land Use Type	Acres	Percentage
Single-Family Residential	4,306.67	59.3%
Multi-Family Residential	914.34	12.6%
Commercial/Office	717.96	9.9%
Park-Recreation-Conservation	566.37	7.8%
Public-Institutional	306.17	4.2%
Forest-Undeveloped	194.13	2.7%
Under Construction	175.85	2.4%
Transportation-Communication-Utilities	84.32	1.2%

Source: ARC LandPro 2010

and the Blackburn Park area. Apartment ages range from recently constructed units in Town Brookhaven and along the Dresden Road corridor to complexes that are many decades old in the Buford Highway corridor.

Commercial/Office

Commercial/office land uses are the third most common land use category within the city comprising 9.9 percent of the total land area. This category includes large shopping centers, office development, and strip retail. The majority of the city’s retail uses can be found along the Buford Highway corridor, Peachtree Road corridor, the Blackburn Park area.

Large-scale office development can be found within Lenox Park, Corporate Square, and the Perimeter Summit area adjacent to I-285.

DEVELOPMENT TRENDS

Two major trends evident within the city include a move towards mixed-use pedestrian-friendly development and residential infill redevelopment within older neighborhoods. Redevelopment of aging commercial/office uses may be on the horizon

Mixed-Use Development

The most notable mixed-use development within the city is Town Brookhaven. This development has a zoning designation of OCR (Office-Commercial-Residential) which is a category used to promote the redevelopment of existing commercial or light industrial uses into mixed-use developments of medium intensity. The development also falls within the boundaries of the Brookhaven-Peachtree Overlay District, which seeks to implement the vision of the Brookhaven-Peachtree Livable Centers Initiative study, calling for mixed-use Transit-Oriented Development in areas near the Brookhaven MARTA station. Town Brookhaven has been successful in achieving a portion of this vision. The development is a 48 acre pedestrian-friendly urban village, which includes 460,000 sq. ft. of retail, 950 residential units, 20,000 sq. ft. of office, and 20 restaurants.

Another notable mixed-use area developing within the city is the Dresden Drive corridor, known as Brookhaven Village. This area is also included within the Brookhaven-Peachtree Overlay District. The corridor is transforming into an urban boulevard with multi-family residential above street-lined retail. This development form provides retail, services, restaurants, and offices within walking distance of surrounding neighborhoods.

Perimeter Summit at I-285 and Ashford Dunwoody is another mixed-use node in the community with office and multi-family housing.

Infill Housing

Within the past decade significant residential infill development has occurred in older neighborhoods throughout Brookhaven. Infill development typically includes the purchase of an older dwelling, razing that dwelling, and building a new dwelling. This is particularly evident in Ashford Park, Drew Valley, Lynwood Park, Brittany, Brookhaven Heights, and Brookhaven Fields. This development type can present numerous issues relating to neighborhood cohesiveness, historic character, privacy, light, construction impacts, and increased density.

Given Brookhaven's high quality of life, desirability and proximity to major employment centers within the region this trend is expected to continue. The Comprehensive Plan examines this issue and adequately addresses it through appropriate policies and strategies to minimize any negative impacts that may occur from future residential infill.



Town Brookhaven

KEY FINDINGS

Important key findings from the Baseline Assessment are as follows:

- Brookhaven is virtually 100 percent developed and does not feature significant amounts of vacant land available for development. As a result land use changes within the planning horizon are expected to result largely from the redevelopment of commercial/office and residential land uses.
- Significant redevelopment potential is evident along the Buford Highway corridor, Peachtree Road corridor, and within the Blackburn Park commercial center.
- The City has innovative zoning districts to promote mixed-use and pedestrian-friendly development. These include OCR (Office-Commercial-Residential), PC (Pedestrian Community), and the Brookhaven-Peachtree Overlay District.
- Residential infill development is common within many neighborhoods in the city and should be addressed within the comprehensive plan to minimize potential negative impacts.
- Mixed-use development is a recent development trend in the community with widespread public acceptance. The comprehensive plan should focus on identifying appropriate locations and tools to facilitate mixed-use development and to ensure land use regulations are conducive to this form of development.

2.2. COMMUNITY FACILITIES AND RESOURCES

WHY IT MATTERS

The resources local governments provide and the facilities they maintain contribute greatly to the quality of life and economic prosperity of a community. This baseline information provides an inventory of conditions to date. Answering the question of whether these services and facilities will remain adequate as the local development landscape and demographics change over time is a critical component of comprehensive planning. The recommendations of the plan identify opportunities for changes in community facilities and resources.

PARKS AND RECREATION

In September 2013, the Parks and Recreation Department assumed operations of the city's 14 parks. The department manages all maintenance, upgrades, and activities within the city parks. A separate Parks and Recreation Plan is currently being conducted to document a complete assessment of existing conditions and future needs of the parks system. This Parks and Recreation Plan can be found in Appendix D.

POLICE

The Brookhaven Police Department believes in a community-based policing philosophy and works with the community to build relationships with residents, businesses, community organizations, schools, and other groups.

The department started operations in summer 2013 and currently has 60 full time officers. It consists of three divisions: Uniform Patrol, Support Services, and Criminal Investigations.

CITY DEPARTMENTS

The City of Brookhaven provides a variety of essential community services through its departments:

- City Management
- Office of the Clerk
- Communications
- Community Development
- Finance
- Human Resources
- Information Technology
- Courts
- Tourism
- Parks and Recreation
- Police
- Public Works
- Stormwater



New City Hall

FESTIVALS AND EVENTS

The Office of Tourism works with local businesses to promote the city by encouraging visitors to stay in Brookhaven hotels and to frequent Brookhaven's businesses and seasonal events. Brookhaven is home to multiple annual events.

COUNTY SERVICES

The City relies on many of DeKalb County's services including: Fire and Rescue, Schools, Library, Water and Wastewater, and Waste Disposal.

HISTORIC RESOURCES

There are two sites recognized in Brookhaven by the National Register of Historic Places: Oglethorpe University's campus and Historic Brookhaven. The National Register of Historic Places only gives recognition of the historical value of the place; it does not provide protection from demolition or new uncharacteristic development within the site boundaries. The Goodwin House, the oldest building in DeKalb County, is also located in Brookhaven at 3931 Peachtree Road. It dates back to 1831 when the original log cabin was built. The cabin was expanded into the present home from 1839-1842 and became known for hospitality to travelers heading to Atlanta.

NATURAL RESOURCES

Natural resources provide a variety of environmental benefits such as:

- Supporting wildlife
- Improving the quality of air and water
- Providing places for people to interact with nature
- Minimizing flood damage
- Increasing property values

Ensuring these resources are being properly protected and maintained is beneficial to both the community and the local ecosystem. The Comprehensive Plan will consider opportunities to further protect and enhance Brookhaven's natural resources within the community.

Regulations

The City of Brookhaven's development regulations and zoning code include a series of provisions that maintain consistency with regional water plans and Georgia Department of Natural Resources' (DNR) environmental planning criteria.

- The Metropolitan North Georgia Water Planning District develops regional and watershed specific plans across the 15-county metro Atlanta area.
- The DNR developed Part V of the Georgia Planning Act provides standards for development within water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains.

Watersheds

Brookhaven is located in the Upper Chattahoochee Watershed. The City's recently adopted Stream Buffer Protection Ordinance promotes water quality and environmental protection.

Floodplains

Brookhaven's terrain is defined by ridges and valleys. While most of the city is safe from flooding, some areas along Nancy Creek and North Fork Peachtree Creek, in the northern and southern portions of the city are within the 100 year floodplain. Within these floodplains, most development is restricted, although the land can still be utilized for parks and public open space.

Urban Forest

Although not formally documented, the city's dense tree cover, particularly is another important natural resource in the community providing for cleaner air and lowering the temperature of the microclimate in the summer.



Fernwood Park utilizes stream buffers and set-backs as usable park space



The Nancy Creek stream corridor



Soccer Fields utilizing Nancy Creek's 100 year floodplain that is otherwise unsuitable for development

2.3. ECONOMIC DEVELOPMENT

WHY IT MATTERS

Holistic economic development is about more than a single event or an individual prospect. It is about more than having good retail options and requires more than just developing a strategy to recruit new companies. Economic development is about people, the places that make the community special, and building long-term prosperity for all residents. Successful economic development requires measuring progress across all these areas, not just tracking jobs and investment numbers. Economic development is about protecting investments with predictable and sustainable goals.

ECONOMIC BASE INVENTORY

Greater Brookhaven, like most communities, was hit hard by the Great Recession. The 4-ZIP code area lost 9.8 percent of its jobs between 2007 and 2010. Since then, the area has regained approximately half of those lost jobs. Most companies in Greater Brookhaven have ample talent to choose from within the city—the only sector that has to pull from outside of the city, from an employee standpoint, is Information.

The business sectors in Greater Brookhaven that have lost jobs over the past ten years are generally high-paying sectors. However, Brookhaven's most concentrated sectors provide higher than average wages. These sectors are knowledge-driven and depend on jobs requiring college degrees—a good match with city residents.

LOCAL LABOR FORCE CHARACTERISTICS

Residents are employed in a wide range of sectors, with half of all residents employed in one of five business sectors:

1. Professional, scientific, and technical services (15.6 percent)
2. Accommodation and food services (11.1 percent)
3. Health care and social assistance (8.1 percent)

Figure 1-3: Employment Data by Business Sector, Greater Brookhaven, 2013

NAICS Code	Description	Employment	10-Year Change	Average Annual Wage
	Total	76,079	-2.6%	\$51,591
21	Mining, Quarrying, and Oil and Gas Extraction	42	133.3%	\$354,109
90	Government (except Education and Health Care)	11,285	-3.1%	\$52,752
44	Retail Trade	7,674	-6.3%	\$32,825
62	Health Care and Social Assistance	7,091	6.1%	\$38,998
54	Professional, Scientific, and Technical Services	6,402	8.8%	\$69,633
51	Information	6,393	-10.5%	\$91,319
72	Accommodation and Food Services	6,350	18.4%	\$19,538
56	Admin/Support & Waste Mgmt/Remediation Svcs	5,596	-3.7%	\$36,128
52	Finance and Insurance	3,896	-8.2%	\$77,611
81	Other Services (except Public Administration)	3,833	-1.2%	\$28,224
61	Educational Services	3,687	13.4%	\$57,229

Figure 1-4: Occupational Data, Greater Brookhaven, 2013

SOC Code	Description	Employment	10-Year Change	Average Annual Wage
	Total	76,079	-2.6%	\$46,883
43	Office and Administrative Support Occupations	12,652	-9.5%	\$34,986
41	Sales and Related Occupations	8,692	-7.9%	\$40,061
35	Food Preparation and Serving Related Occupations	6,225	19.9%	\$20,821
13	Business and Financial Operations Occupations	5,777	-3.0%	\$69,867
11	Management Occupations	5,109	-1.3%	\$105,165
49	Installation, Maintenance, and Repair Occupations	3,854	-11.8%	\$43,680
53	Transportation and Material Moving Occupations	3,309	-7.5%	\$33,093
15	Computer and Mathematical Occupations	3,292	7.0%	\$75,962
37	Building & Grounds Cleaning & Maintenance Occupations	3,216	-11.2%	\$24,586
33	Protective Service Occupations	3,161	9.8%	\$38,584

Source: EMSI

4. Educational services (8.0 percent)

5. Retail trade (7.7 percent)

The residential labor pool is highly educated, particularly compared to the Metro Atlanta region and the state.

Residents with at least a bachelor's degree (over the age of 25):

- Brookhaven - 58 percent
- Metro Atlanta Region - 34.9 percent
- Georgia - 27.8 percent

OCCUPATIONAL INFORMATION

Occupation data reveals that workers at all skill levels have access to opportunities in Greater Brookhaven. Within the occupational groups with the largest volume of workers, there are high-paying, knowledge-driven occupations requiring college and graduate degrees such as business and financial operations and management; mid-range occupations that require some training such as office and administrative support and sales and related; technical occupations that require hands-on training and certification such as installation, maintenance, and retail and transportation and material moving; and lower-wage employment such as food preparation and serving related occupations.

NEEDS AND OPPORTUNITIES

- Information
 - Develop a database of the city's available and developable real estate portfolio
 - Integrate best practices and peer city benchmarking into City data analysis
- Develop an Economic Development Strategy and competitive incentive program.
- Acknowledgment and optimization of efforts and resources at county and regional level: Ensure that opportunities to work with and leverage efforts by DeKalb partners and the Atlanta Regional Commission are recognized and pursued
- Replication of local models: Use the Buford Highway Economic Development Strategic Plan to drive development of citywide incentive policy



Office buildings near I-85 are an important location for professional jobs within Brookhaven

ECONOMIC DEVELOPMENT PARTNERS AND RESOURCES

Economic development is a “team sport” and requires partnerships, collaboration, and ongoing communication to ensure success.

Local Partners

- City of Brookhaven
 - Brookhaven Development Authority
 - Community Development
 - Office of Tourism
- Brookhaven Chamber of Commerce and local businesses
- Friends of Brookhaven Foundation
- Public schools, private schools, Cross Keys Foundation
- Latin American Association, Atlanta Outreach Center
- Oglethorpe University
- Georgia Piedmont Technical College
- Perimeter Community Improvement District(s)

County-Level Partners

- DeKalb County Development Authority
- DeKalb Chamber of Commerce
- DeKalb Workforce Development

Region and State-Level Partners

- Georgia Power
- Atlanta Regional Commission
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Georgia Department of Economic Development
- Georgia Department of Community Affairs
- Technology Association of Georgia
- Georgia Economic Developers Association
- Southern Economic Development Council

METHODOLOGY

Because economic data is not available at the city level and because economic development is affected by factors beyond the local environment, this analysis focuses on a geography larger than the City of Brookhaven. “Greater Brookhaven,” for the purposes of this analysis consists of the four ZIP codes the city lies in: 30319, 30324, 30329, and 30341.

The data was obtained from Economic Modeling Specialists International (EMSI), an industry-leading provider of proprietary data.

2.4. DEMOGRAPHICS

WHY IT MATTERS

Demographic data was analyzed in conjunction with gathering feedback from leaders and stakeholders in Brookhaven to identify population, household, and commute trends in the city. The resulting findings will influence recommendations and be integrated into various components of the Brookhaven Comprehensive Plan. Demographic data was obtained from the U.S. Census Bureau, including counts from the 2000 and 2010 Censuses as well as the 2008-2012 American Community Survey, the most recent estimates available. The Census geographies utilized include all Census tracts that fall partially or fully within the City of Brookhaven.

EXISTING POPULATION

In 2000, Brookhaven's population based on Census tract counts was 49,797. In 2010, the population had declined by 2.1 percent and was 48,753. For this analysis, the 2012 population, a five-year estimate, was taken into account, and it was slightly lower than the 2010 count at 48,583.

HOUSEHOLD SIZE

Brookhaven is a city with a high proportion of young singles and young families without children. Brookhaven's average household size is 2.3, compared to the metro Atlanta average household size of 2.74 and state average of 2.7. Just under a quarter (23.1 percent) of Brookhaven households include children under 18, compared to 33.9 percent of metro households and 32 percent of Georgia households.

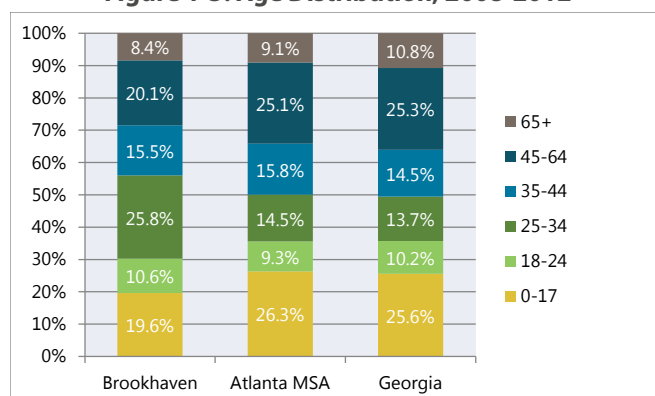
AGE DISTRIBUTION

In many communities nationwide, "young professionals," residents between the ages of 25 and 34 are a coveted group. Brookhaven's supply of young professionals (25.8 percent) is competitive when compared to the Atlanta metropolitan area (14.5 percent) and the state (13.7 percent). The percentage of population in the young professionals group exceeds the percentage of Brookhaven residents between 55 and 64 (14.5 percent), who are nearing retirement, meaning there are enough younger workers to eventually replace seasoned workers. Brookhaven must keep an eye on trends. Between 2000 and 2012, Brookhaven lost population in three key age groups: 18-24, 25-34, and 35-44.

RACIAL/ETHNIC COMPOSITION

Brookhaven is less diverse than the metro area and the state—57.6 percent of residents are non-Hispanic, White, compared to 50.8 percent metro-wide, and 55.8 percent statewide. Looking at race alone (not considering Hispanic ethnicity), 70.3 percent of residents are White, compared to 56.4 percent metro-wide and 60.8 percent statewide. Approximately 11.5 percent of the Brookhaven population is Black, while an estimated 30.6 percent of the state and 32.4 percent of the metro area is Black. Another 5 percent of the Brookhaven population is Asian, which is slightly higher than the state at 3.3 percent yet comparable to the metro area at 4.9 percent. A higher percentage of Brookhaven's population is Hispanic (24.5 percent) when compared to its counterparts, with the Atlanta metro area is 10.3 percent Hispanic and Georgia at only 8.8 percent Hispanic.

Figure 1-5: Age Distribution, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates

Population projections based on Regional Population Forecasts and the City's Character Area Map/Future Land Use Plan were developed at the end of the planning projections. Three possible growth scenarios are provided: Scenario 1 projects 15% population growth, Scenario 2 projects 21% population growth, and Scenario 3 projects 26% population growth between 2014 and 2034. Projections and methodology are available in Appendix A.2.4.

EDUCATIONAL ATTAINMENT

Education and income are undeniably linked. Brookhaven is competitive in terms of educational attainment—58 percent of Brookhaven adults over the age of 25 hold at least a bachelor’s degree, compared to 34.9 percent of adults in Atlanta metro, and 27.8 percent statewide. Over time, Brookhaven has attracted many newcomers with college education from 2000 to 2012, the proportion of total population with only a bachelor’s degree increased by 5.3 percentage points and the proportion with a graduate degree increased by 5.6 points.

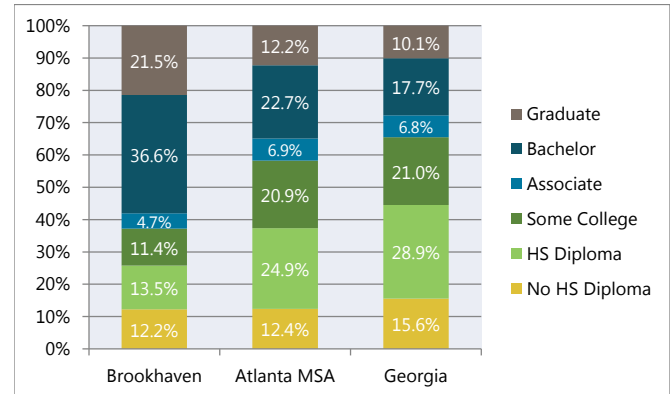
HOUSEHOLD INCOME

Communities with high levels of educational attainment generally also have high income levels. Brookhaven’s household income distribution reveals that many of its residents are doing well. Between 2008 and 2012, over a third of all households in Brookhaven (34.5 percent) had incomes of \$100,000 and greater, compared to one quarter of metro Atlanta households and 20 percent of Georgia households. This proportion has grown since 2000—over the time period, the percentage of households with incomes greater than \$200,000 increased by 6.4 percentage points and the percentage of those bringing in \$100,000 to \$199,999 increased by 4.9 points; however, the proportion of households in the lowest income bracket have increased as well. In 2000, 18.5 percent of Brookhaven households had incomes less than \$25,000. The most recent data illustrates that the proportion is 20.2 percent, with 405 additional households in this bracket. This proportion is on par with the metro average of 20.3 percent.

COMMUTE PROFILE

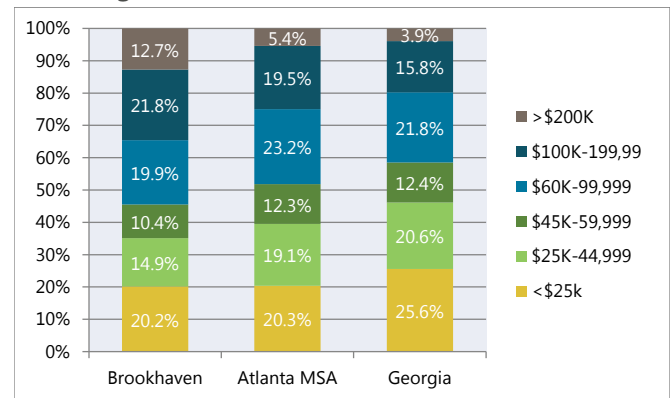
Brookhaven residents enjoy more time off the highways than the average metro or Georgia resident—only 37.6 percent of working residents more than 30 minutes traveling to work, compared to 48.3 percent of metro Atlanta workers and 39.4 percent of all Georgia workers. Brookhaven’s MARTA access is an asset, as evidenced by the significantly larger percent of working residents (10.9 percent) who use public transportation to get to work, compared to the metro average of 3.2 percent and the state average of 2.2 percent.

Figure 1-6: Educational Attainment, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates

Figure 1-7: Household Income, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates

METHODOLOGY

Sources: Data was obtained from the U.S. Census Bureau. For 2000 data, the 2000 Decennial Census was utilized. For the most recent data available, the 2008-2012 American Community Survey (ACS) was used. Due to the size of the geography, ACS estimates are five-year averages.

Geographies: An aggregation of Census tracts were used as a proxy for the City of Brookhaven. In 2000, these tracts were: 211, 212.02, 212.09, 214.01, 214.03, 214.05, and 214.06. In 2010, some of these tracts were divided, and this geography is now composed of 12 tracts: 211.01, 211.02, 212.02, 212.09, 214.05, 214.11, 214.12, 214.13, 214.14, 214.15, 214.16, and 214.17.

The Atlanta metro refers to the Atlanta-Sandy Springs-Marietta, Georgia Metropolitan Statistical Area, as defined by the December 2009 Office of Management and Budget Bulletin.

2.5. HOUSING

WHY IT MATTERS

The mix of types as well as age, condition, and cost of housing within a community play a dominant role in the people who live in and comprise a community. A well-maintained single family housing supply can create stability and be an incentive for locating businesses, attracting families, and growing good schools. Having an appropriate mix of rental and multi-family units can help ensure diversity in the community and help attract young professionals and new-comers to the area while also helping attract and support a greater diversity of businesses and commercial developments, including live/work/play activity centers. As the millennial population grows along with the diversity of our population, having a balanced mix of housing types and price points is critical. The Comprehensive Plan considers ways to encourage the desirable mix and ensure safe, accessible housing units within the city in the long-term.

OVERALL CHARACTERISTICS

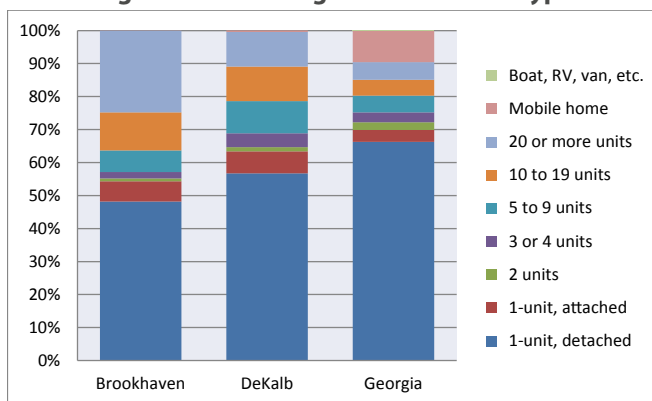
The City of Brookhaven is dominated by residential uses. In fact, residential uses make up an estimated 72 percent of the city's overall land uses. The number of housing units in the city was estimated at 22,154 units (2010 Decennial Census, block counts).

Brookhaven has a variety of single family and multi-family units. Single family homes are pervasive throughout the community, particularly in areas north of the Buford Highway corridor. Brookhaven has an estimated 126 single family residential neighborhoods and 66 apartment complexes. Compared to DeKalb County and the State of Georgia, Brookhaven has a notably higher percentage of multi-family units: roughly 45 percent of the residential housing stock, compared to 35 percent in DeKalb and 18 percent in Georgia. Multi-family residences predominate along major corridors, including Buford Highway and increasingly along Peachtree Road, Dresden Road, and Johnson Ferry Road, increasingly in the form of mixed use development. The City is currently completing an analysis of its apartment stock to ensure safe living environment that meet the Life Safety Code (completion expected late 2014).

OCCUPANCY

The city has a low housing vacancy rate (7.6 percent) compared to the County 10.9 percent) and the Georgia (12.3 percent), per the 2010 Census. The low vacancy rate is likely, in part, a reflection of Brookhaven's strategic location in the metro area, in close proximity to many jobs and major employment centers in Sandy

Figure 1-8: Housing Units Structure Type



Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

Springs (Medical Center), Dunwoody (Perimeter Center), and Atlanta (Buckhead and nearby Midtown). An estimated 49 percent of Brookhaven's occupied housing units are owner-occupied, compared to a 56.9 percent owner occupancy rate in DeKalb County and 65.7 percent occupancy rate in the State of Georgia.

AGE

Most of the single family housing stock in Brookhaven was built in the 1960s or later; however, the City has a sizable supply of housing units that could be considered historic (50 years or older, with no substantial changes). Most notable among these historic units is the Historic Brookhaven neighborhood, located just north of Peachtree Street, south of the Brookhaven MARTA station; it is listed as a historic district on the National Register of Historic Places. Infill housing, the building

of new housing within established neighborhoods, is a dominant trend in Brookhaven. Infill housing plays a notable role in the neighborhoods in around Peachtree Road in particular, as is documented in the Year Housing Built map, see Appendix A.2.

COST OF HOUSING

The cost of single family housing in Brookhaven is relatively high: Over 70 percent of owner occupied housing units in Brookhaven are valued at \$300,000 or more; this is noticeably higher than average costs in DeKalb County and the State of Georgia. An estimated 40 percent of renters in Brookhaven are paying more than 30 percent of household income on housing which is approximately 10 percent higher than is recommended by the U.S. Housing and Urban Development Department..

SPECIAL NEEDS HOUSING

Special needs housing considers whether there are options that can accommodate elderly, disabled, and cost burdened households. The DeKalb County Consolidated Plan addresses special needs housing for the entire county, including Brookhaven, and helps coordinate federal funds to further identified needs.

KEY FINDINGS

- Brookhaven has a large diversity in its housing types, although this is not balanced throughout the community.
- The city's strategic location will likely continue to place high demand on the city's housing supply.
- Infill single family housing will continue to have an impact on the character of neighborhoods and may require additional attention, particularly as it relates to the City's zoning and development policies to ensure compatibility.
- Multi-family housing can continue to play an important role in creating lively, activity nodes like Town Brookhaven, development along Dresden Drive, and Perimeter Summit at I-285 and Ashford Dunwoody Road.
- Ensuring a safe supply of accessible and affordable housing should be considered in the City's long term plan.
- The City should continue to communicate with DeKalb County to address special housing needs in the community.



Multi-family housing along Buford Highway



Established single family housing



Residential units above commercial uses along Dresden Drive

2.6. TRANSPORTATION

NOTE: This subsection was written and developed by Gresham, Smith and Partners to highlight the key findings and outcomes of the concurrent City of Brookhaven Comprehensive Transportation Plan.

The City of Brookhaven launched the development of its first city-wide multimodal transportation plan in early 2014. This section will describe the roadway, transit, bicycle, pedestrian, railroad, trucking, port, and airport systems serving the City. It will also highlight the major mobility issues, such as congestion, connectivity, and other challenges being addressed by the Comprehensive Transportation Plan (CTP). Finally, the City's focus on coordinated transportation and land use development is also described in this section.

ROAD NETWORK

Roads are classified by the federal government (US Department of Transportation) and State Departments of Transportation (DOTs) according to the transportation function they provide to the community. The City of Brookhaven has a total of approximately 149 miles of roadways grouped into four distinct roadway classifications: local roadways, collector roads, minor arterials, and major arterials. These are shown in Figure 2.9.

The majority of roads in the City (about 122 miles), or 82 percent of all roads, are local roads. Local roads are designed to provide access to homes, schools, and other community facilities with little to no through-traffic. In Brookhaven, local roads are primarily located in residential areas.

Collector roads are designed to connect households and neighborhoods to arterial roads, typically at higher speed than local roads. In Brookhaven, there are about 8.6 miles of collector roads. These roads link residential communities to land use activities such as schools, parks, churches, and limited office and retail areas. In Brookhaven, collector roads include portions of Briarwood Road; Donaldson Drive; Evergreen Drive; Harts Mill Road; Lake Hearn Drive; Lenox Park Boulevard; Mill Creek Road; Osborne Road; Perimeter Summit Boulevard; and Windsor Parkway.

Arterials are usually multi-laned roadways designed to transport vehicles at greater speeds for longer, uninterrupted distances. In Brookhaven, arterials make up just 12.2 percent of total roadway mileage (total of 18.2 miles) but serve significant traffic volume, both for trips that originate in Brookhaven and those that cross through the region. Brookhaven's arterials transport people along primary office,

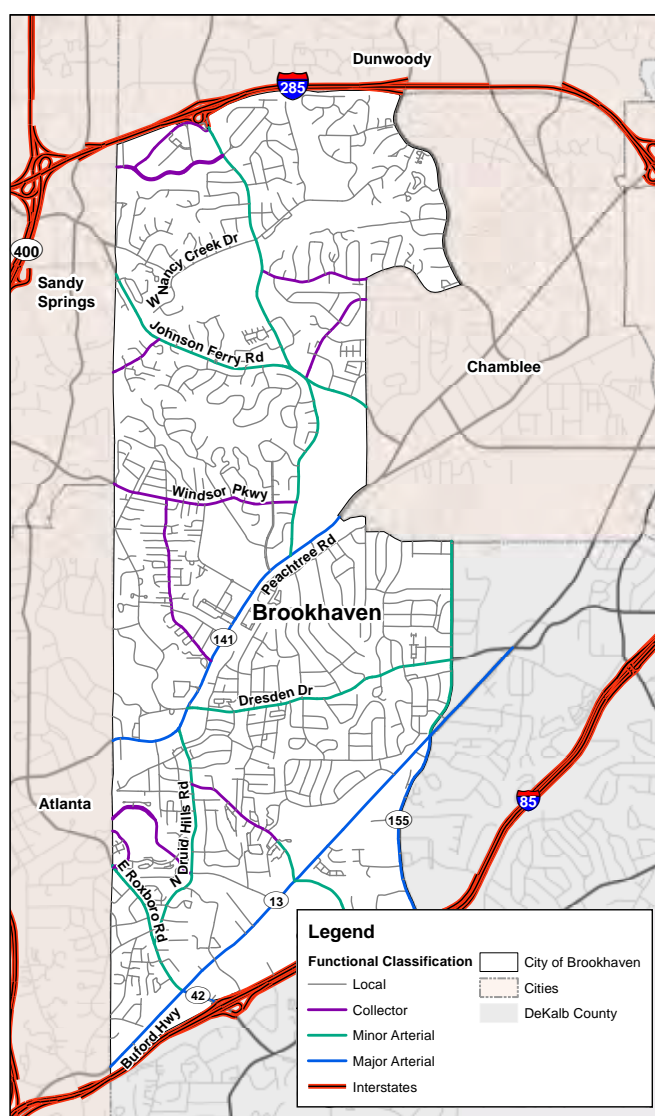


Figure 1-9: Functional Classification

Source: Gresham, Smith, and Partners

commercial, and mixed use corridors. Some arterials also traverse or serve as boundaries for residential areas, serving as links between homes and more intense land uses.

Minor arterials serve through-traffic but limited direct access to adjacent land uses. Posted speed limits along minor arterials are typically greater than those along collector roads. There are approximately 11.5 miles of minor arterials in Brookhaven. These include Ashford Dunwoody Road; portions of Briarwood Road; portions of Clairmont Road; Dresden Drive; E. Roxboro Road; Johnson Ferry Road; portions of N. Druid Hills Road; and S. Johnson Ferry Road.

In Brookhaven, there are approximately 6.7 miles of major arterials. These include Buford Highway, portions of Clairmont Road, portions of N. Druid Hills Road, and Peachtree Road. Posted speed limits along major arterials are typically greater than those along minor arterials. Conventionally, major arterials provide very limited access to adjacent land uses. In urban areas, however, major arterials provide access to more land uses than in urban areas. This is the case along portions of each major arterial in Brookhaven.

Major and minor arterials are designed to serve trips within Brookhaven as well as cross-regional traffic. In the north, Ashford Dunwoody Road connects to I-285 at an interchange along the city's northern boundary. This artery connects Brookhaven to a major regional activity center, the Perimeter Center, the second largest employment center in Metro Atlanta. Similarly, in the south, North Druid Hills Road and Clairmont Road receive traffic from and distribute traffic to I-85 (the City's southern boundary) via two interchanges. Arterials such as Johnson Ferry Road, Windsor Parkway, Dresden Drive, and Buford Highway connect Brookhaven to the Cities of Atlanta, Sandy Springs, Chamblee, and unincorporated DeKalb County.

TRAFFIC CONGESTION

Brookhaven is located in the heart of metropolitan Atlanta. The majority of land uses are comprised of residential uses (including single-family homes, condominiums, and apartments) that serve as the origin of many trips within the city. Brookhaven

residents travel both within the City and to adjacent areas for school, work, shopping, and other destinations. Brookhaven is also a major destination for people who live outside the city. Commercial and office uses line major arterials, such as Peachtree Road, Clairmont Road, North Druid Hills Road, and Buford Highway. Students from across North Georgia commute to Oglethorpe University located on Peachtree Road in the center of the city. Brookhaven sees a substantial amount of cross-regional traffic along these arterials as well. The intensity of land uses and attraction of those uses to people within and outside of the city has contributed to traffic congestion along Brookhaven's roads.

Traffic congestion is measured according to "levels of service" (LOS). LOS A and B indicate free-flow traffic. At LOS C, traffic flow is stable with a level of comfort and convenience. At LOS D, speed and freedom to maneuver in traffic become more restrictive. LOS E indicates that a road is nearing traffic capacity; traffic flow is unstable, and comfort and convenience are poor. LOS F is assigned to roads with severe traffic congestion. Traffic is "stop and go" with long travel times. For an urban area, which will likely rarely see LOS A or B on major roadways, LOS D is considered an acceptable level of service.

At the present time, four corridors in Brookhaven have unacceptable LOS (E or F). These are W. Nancy Creek Drive between Ashford Dunwoody Road and the eastern city limit (LOS F); Ashford Dunwoody Road between I-285 and W. Nancy Creek Drive (LOS F); N. Druid Hills Road between Peachtree Road and E. Roxboro Road (LOS F); and E. Roxboro Road between N. Druid Hills Road and the western city limit (LOS F). Traffic projections indicate that congestion is predicted to worsen by the planning horizon year, 2040. The currently congested corridors will remain at LOS F. The remainder of Ashford-Dunwoody Road, from W. Nancy Creek Drive to Peachtree Road, will worsen to LOS F. Other arterials, including Peachtree Road, Perimeter Summit Boulevard, Johnson Ferry Road, and W. Nancy Creek Drive (west of Ashford Dunwoody Road) will see more traffic as well (LOS D). This is shown in Figures 2-10 and 2-11.

Traffic congestion at both signalized and non-signalized intersections is also an issue in Brookhaven.

This problem is primarily attributed to excess volume on the roadways. Input from the public indicates that poor signal timing may also be a culprit. Intersections become congested particularly in the morning rush hour (“AM peak hour”) and afternoon rush hour (“PM peak hour”). Currently, in the AM peak hour, just one intersection, Ashford Dunwoody Road at Perimeter Summit Parkway, operates at unacceptable LOS (LOS F). By 2040, several more intersections are expected to experience substantial traffic congestion. Perimeter Summit Parkway at Parkside Place will worsen from LOS D to LOS F. Johnson Ferry Road at Ashford Dunwoody Road will worsen from LOS C to LOS E. Buford Highway at Briarwood Road will worsen

from LOS C to LOS F, and Buford Highway at N. Druid Hills Road will worsen from LOS D to LOS F.

In the PM peak hour, three intersections currently operate at unacceptable levels of service: Ashford Dunwoody Road at Perimeter Summit Parkway (LOS F), Buford Highway at Briarwood Road (LOS F), and Buford Highway at Corporate Boulevard (LOS E). By 2040, these intersections will remain congested, and several more will reach unacceptable levels of service. These include Ashford Dunwoody Road at Ashford Green (LOS C to LOS E), Perimeter Summit Parkway at Parkside Place (LOS C to LOS E), and N. Druid Hills Road at Buford Highway (LOS D to LOS E). This is shown in Figures 2-12 through 2-19.

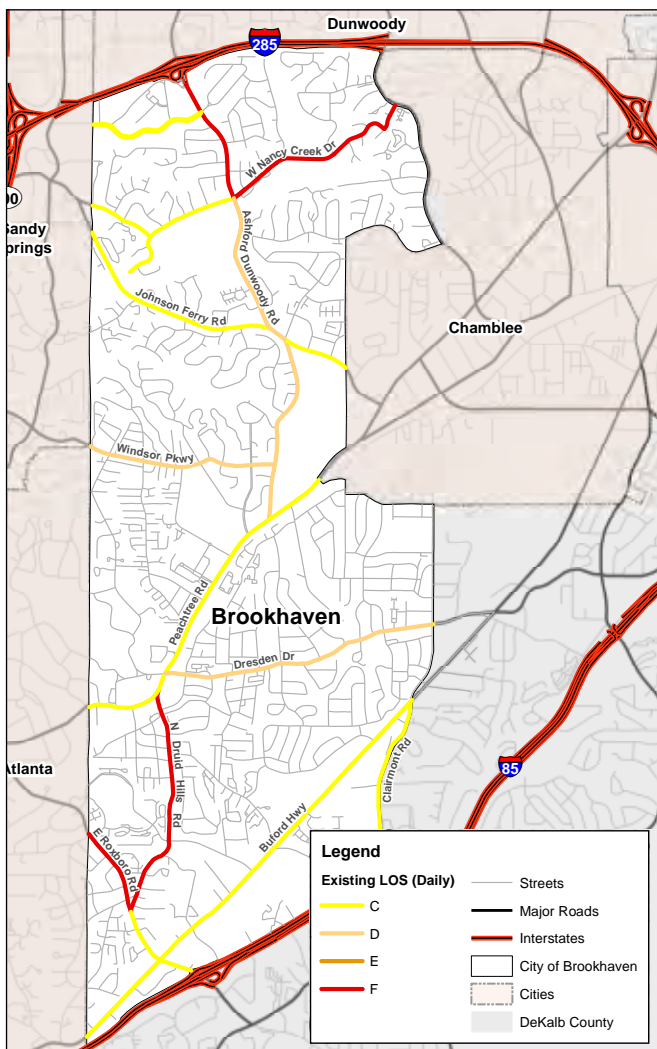


Figure 1-10: Existing Roadway LOS Map

Source: Gresham, Smith, and Partners

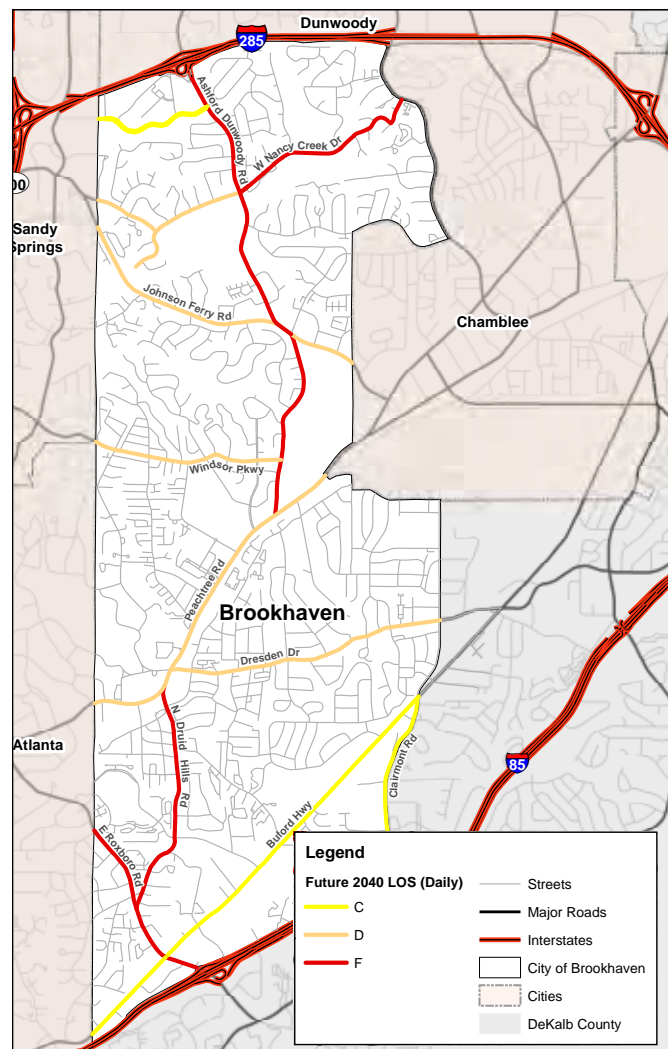


Figure 1-11: Future Roadway LOS Map

Source: Gresham, Smith, and Partners

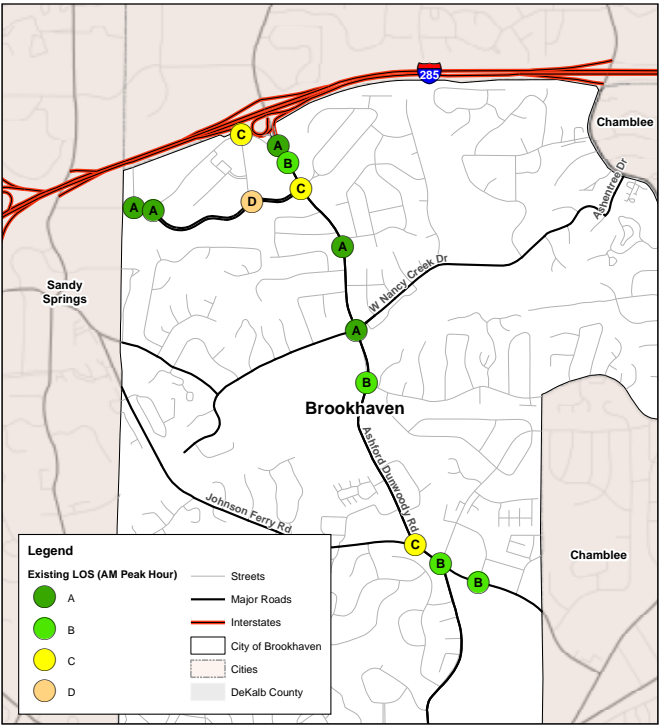


Figure 1-12: Existing AM LOS Map (Northern Brookhaven)
Source: Gresham, Smith, and Partners

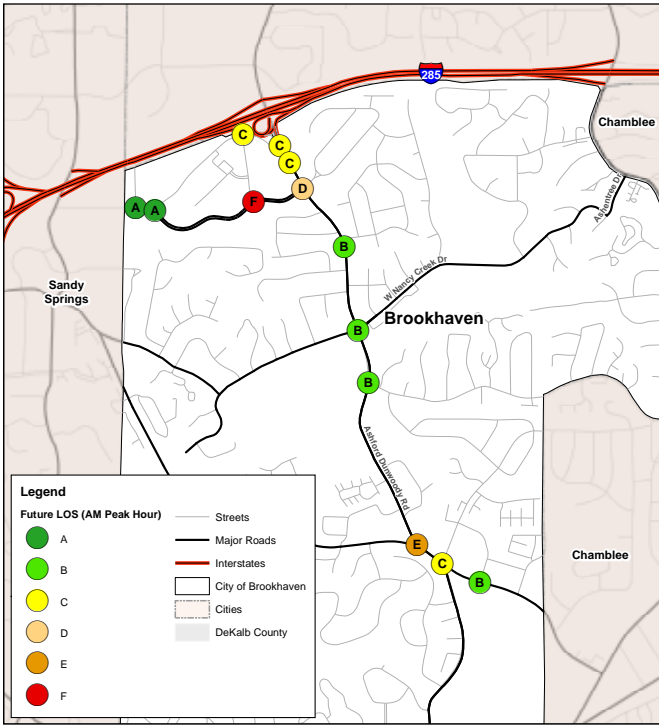


Figure 1-14: Future AM LOS Map (Northern Brookhaven)
Source: Gresham, Smith, and Partners

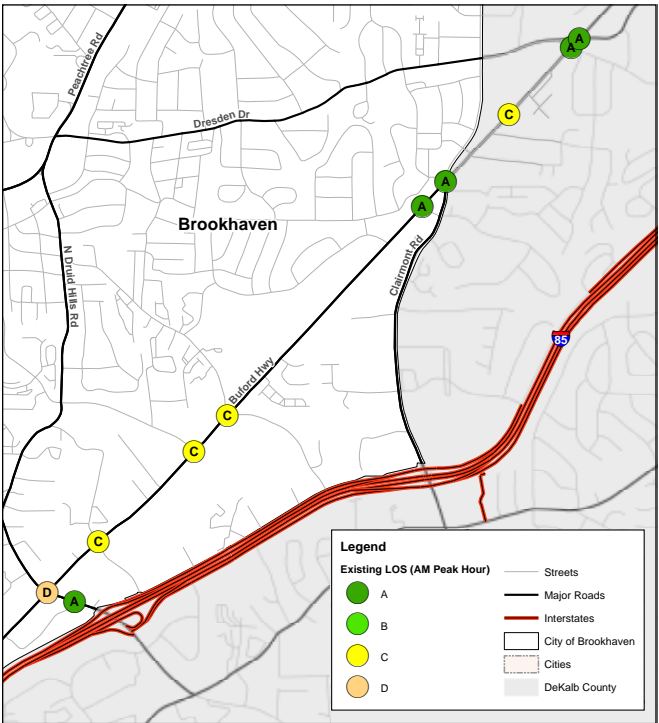


Figure 1-13: Existing AM LOS Map (Southern Brookhaven)
Source: Gresham, Smith, and Partners

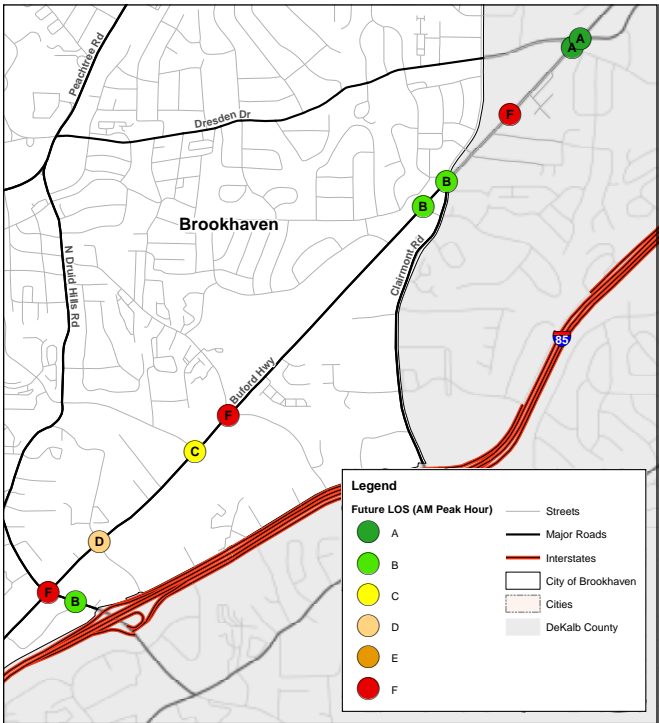


Figure 1-15: Future AM LOS Map (Southern Brookhaven)
Source: Gresham, Smith, and Partners

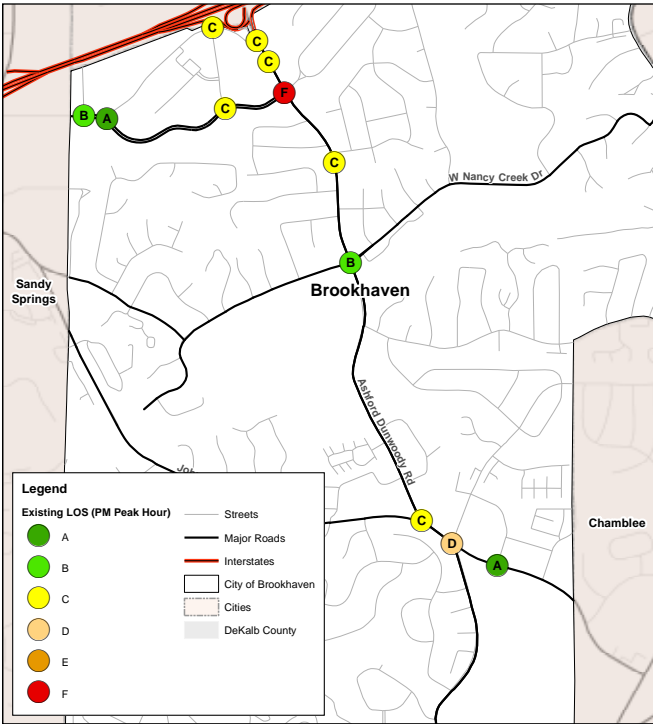


Figure 1-16: Existing PM LOS Map (Northern Brookhaven)
Source: Gresham, Smith, and Partners

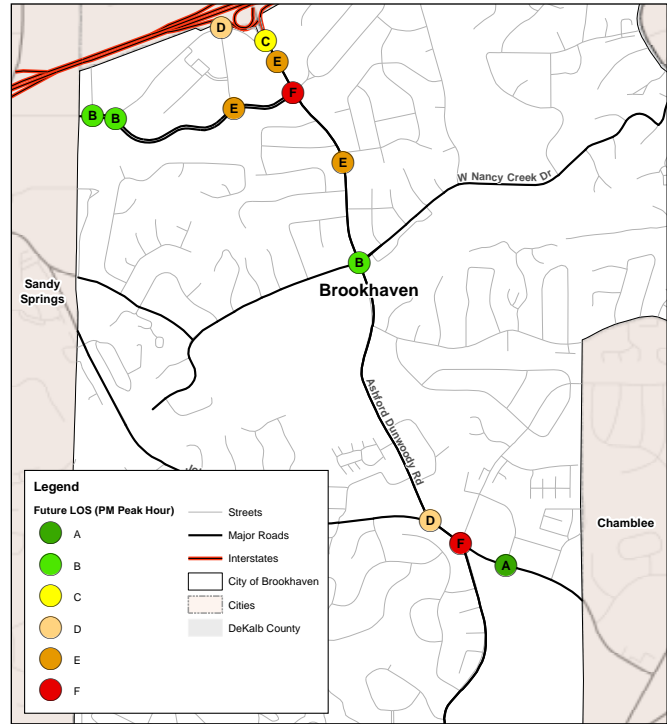


Figure 1-18: Future PM LOS Map (Northern Brookhaven)
Source: Gresham, Smith, and Partners

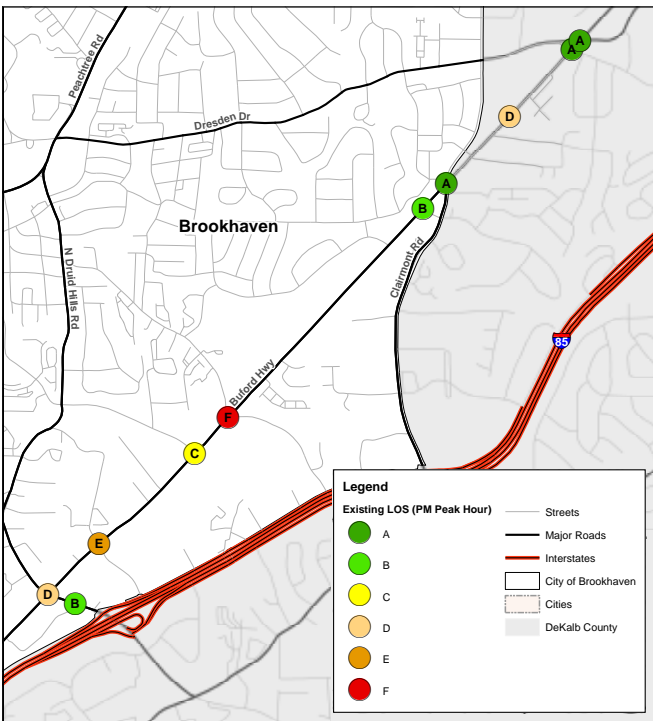


Figure 1-17: Existing PM LOS Map (Southern Brookhaven)
Source: Gresham, Smith, and Partners

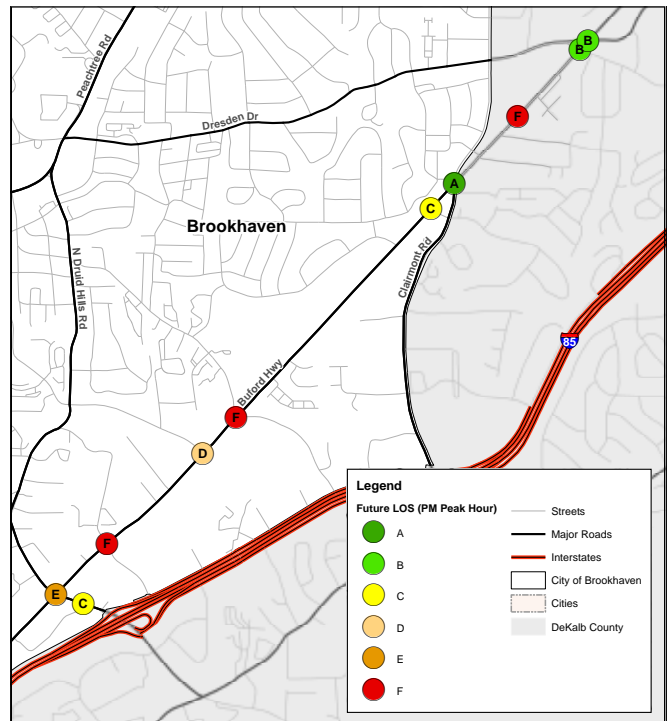


Figure 1-19: Future PM LOS Map (Southern Brookhaven)
Source: Gresham, Smith, and Partners

Traffic congestion also occurs when roads are being used outside of the scope of their functional classification. In Brookhaven, many local roads have seen increased cut-through traffic over the past several years, due to the City's proximity to Perimeter Center and nearby communities, such as Dunwoody and Sandy Springs. W. Nancy Creek Drive, for instance, is classified as a local road. It crosses through residential areas and provides a connection to the popular Murphey Candler Park. The road is also used by many people to cross between Sandy Springs and I-285, particular during the morning and afternoon commute times. The cut-through traffic has contributed to worsening traffic congestion and also poses a safety concern for those who are walking or biking along the road. In recent years, the increase in infill development within the City and in adjacent jurisdictions is causing traffic volumes to rise as new households and commercial uses come on line.

ALTERNATIVE MODES OF TRANSPORTATION

Brookhaven has public transit available for those who do not have personal vehicles or do not wish to travel in a personal vehicle. The Metropolitan Atlanta Rapid Transit Authority (MARTA) operates rail and bus service in the city. Five bus routes, routes 8, 19, 25, 39, and 47, travel through Brookhaven, with 171 bus stops within the City. Brookhaven also has a MARTA rail station, the Brookhaven Station, located at the intersection of Peachtree Road and Dresden Drive. The station is located along MARTA's Gold Line and connects Brookhaven to Buckhead, Midtown and Downtown Atlanta, and the airport to the south, and to Chamblee and Doraville to the north. Rail and bus transfers allow travelers to reach other areas of DeKalb and Fulton Counties as well as regional activity centers, including the Perimeter area and Downtown Decatur.

In addition to MARTA, the BUC Shuttle, operated by the Buckhead Community Improvement District (CID), has bus service within Brookhaven. The BUC's Red Line serves Lenox Park, including three stops in the AT&T complex. The Georgia Regional Transportation Authority (GRTA) also operates an Xpress Bus that travels along I-85 at the City's eastern border. The bus does not stop within Brookhaven, but brings commuters from outlying communities in DeKalb and Gwinnett Counties to job centers in the Lindbergh Station, Midtown, and Downtown Atlanta areas. Public transit service in Brookhaven is shown in Figure 2-20.

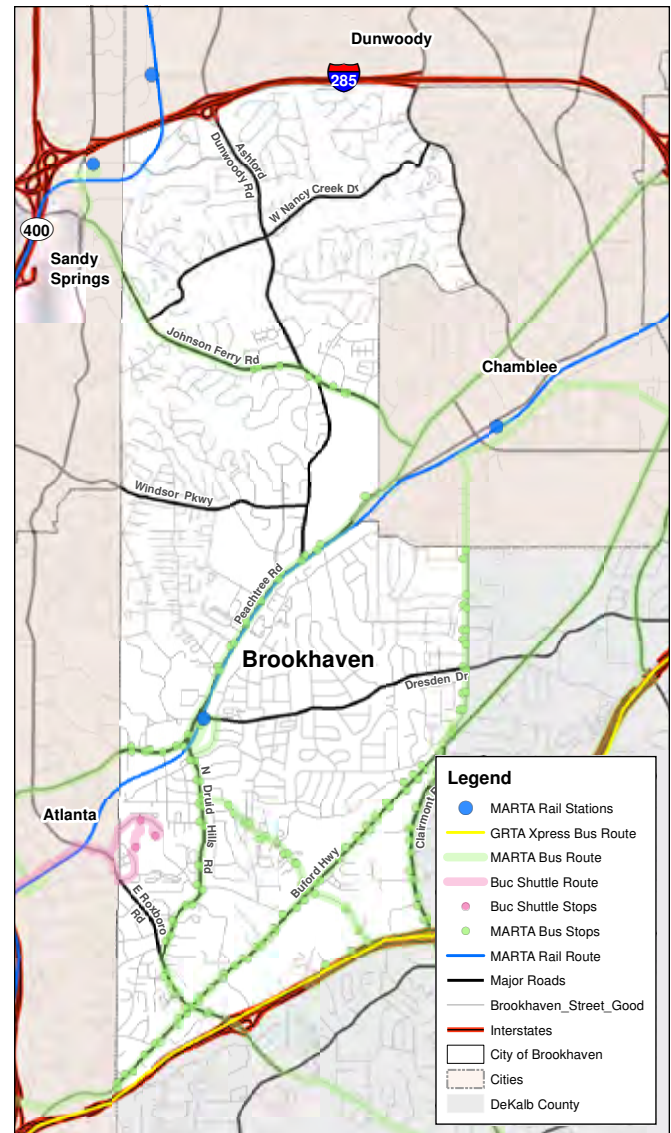


Figure 1-20: Public Transit in Brookhaven Map

Source: Gresham, Smith, and Partners

There is a gap in bus service for thousands of Brookhaven residents who live along Ashford-Dunwoody Road, Windsor Parkway, Dresden Drive, and other main thoroughfares near residential areas. The Ashford- Dunwoody Road corridor, in particular, is just a few miles away from the Perimeter Center area where there is a substantial concentration of jobs and an increasing number of housing units, restaurants, shopping, and other uses. Brookhaven residents would benefit from expanded bus coverage that could transport people to the Perimeter Center area, as well as to the Perimeter and Brookhaven MARTA rail stations.

There are few transportation alternatives available for recreational users. The City has limited facilities suitable for bicyclists, especially families. The main biking facility is Nancy Creek Trail in northern Brookhaven, which connects Murphey Candler Park to Blackburn Park and Johnson Ferry Estates. The trail begins at the southern end of Murphey Candler Lake and ends at Ashton Woods Retirement Center on Durden Drive. Destinations along the trail include the Marist School, Dunwoody YMCA, and the tennis center and soccer fields at Blackburn Park.

Sidewalk coverage within the City is more extensive than trail coverage. However, there is a notable lack of sidewalks in many residential areas. The exceptions are the Cambridge Park neighborhood off of Johnson Ferry Road; Ashford Park near Ashford Park Elementary School; around the Capital City Country Club; and scattered in residential areas near Briarwood Road, Dresden Drive, and E. Roxboro Road. Each of the major and minor arterials in Brookhaven have sidewalks on at least one side of the road. Peachtree Road has the widest sidewalk in the City, ranging from seven (7) to nine (9) feet in width. Buford Highway, which runs diagonally through the southern part of the City has become a pedestrian safety concern due to the large number of lower-income and minority families living in housing located along the roadway. The separation of housing units from key land uses, such as a grocery store, ethnic restaurants, family businesses, medical facilities, and other important sites forces the crossing of Buford Highway which is seven lanes wide in some locations. The Georgia Department of Transportation (GDOT), DeKalb County, and the City of Brookhaven are partnering in making some pedestrian safety-related improvements along Buford Highway, such as refuge islands in the roadway median and future crosswalks. It is anticipated that future pedestrian- and transit-related improvements will be needed in the future in this important corridor. Sidewalks in Brookhaven are shown in Figure 2-21.

There are no major ports, airports, or parking facilities located in the City of Brookhaven, although the Peachtree-DeKalb Airport is located nearby and roadway access to this facility is important and will be addressed in the City's final CTP. The complete CTP document was adopted by the City Council on September 9, 2014.

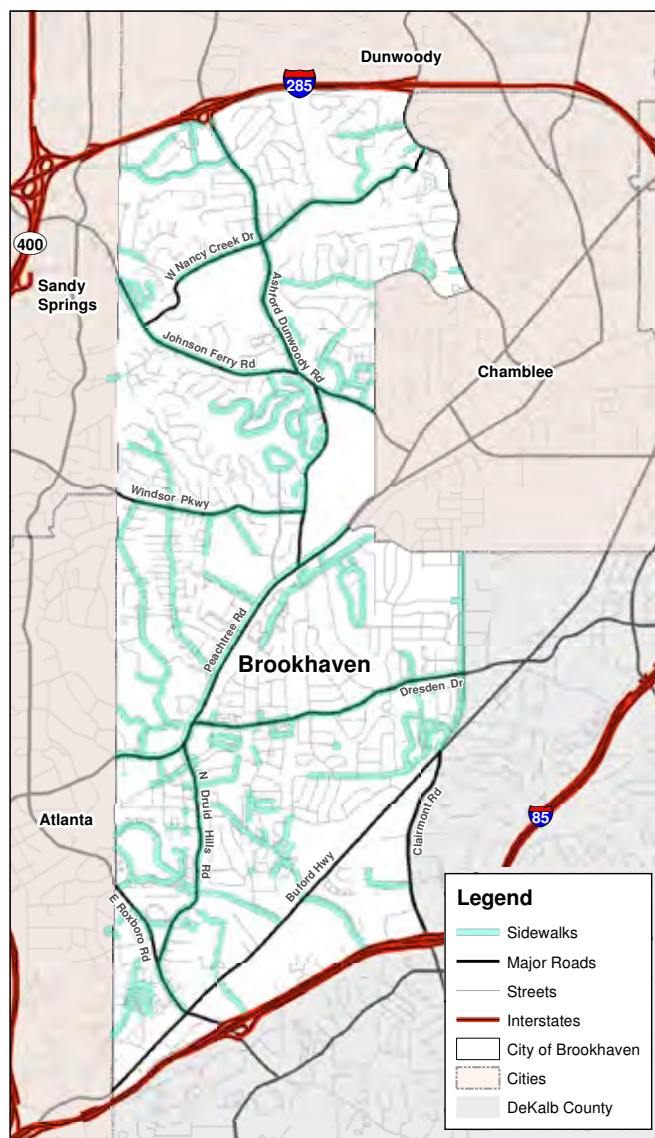


Figure 1-21: Sidewalks in Brookhaven Map

Source: Gresham, Smith, and Partners

3. Community Goals



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3. Community Goals

The Community Goals outlined in this section provide the following elements:

- General Vision Statement
- List of Community Goals
- Community Policies
- Character Areas and Defining Narrative

The Community Goals are the foundation of the comprehensive plan and a requirement of the state's planning statutes. The Plan will build upon the Community Goals by establishing a list of Needs and Opportunities the community intends to address and including action items to address these needs and opportunities in the Community Work Program.

3.1. PUBLIC INVOLVEMENT SUMMARY

As a part of Comprehensive Plan 2034, community members were engaged in a variety of ways throughout the planning process and encouraged to actively voice their opinions about the future of Brookhaven. The input collected ultimately shaped the overall community goals identified in this chapter as well as the priority needs and opportunities outlined in Chapter IV. Below is a high level summary of public involvement activities carried out throughout the planning process, along with key highlights of input collected. A full summary and documentation of the public involvement process is provided in Appendix A.1.

INFORMING COMMUNITY MEMBERS

This process used a variety of tools and techniques to inform community members of the Comprehensive Plan 2034 process including establishment of a portal for plan documents and information regarding public meetings at the City's website, the use of online resources and social media outlets, and the establishment of a Steering Committee to help spread the word to different segments of the population. Close coordination with the City of Brookhaven was at the core of public involvement. This process utilized the City's established channels of communication to alert the public about the Comprehensive Plan and opportunities to become involved.



Figure 1-1: Community Goals

ENGAGEMENT OPPORTUNITIES

Stakeholders were engaged through a variety of means including the establishment of a Steering Committee to guide the process; one-on-one interviews with key stakeholders; a community-wide survey; and a series of public workshops and meetings.

STEERING COMMITTEE

The Steering Committee played an integral role in relaying community needs to the Planning Team and communicating details of the planning efforts to the public. The committee gave direction at four meetings, each of which furthered the plan process:

Meeting 1: Project kick off (March 27, 2014)

Brainstorming on community needs/opportunities identified the need to make Brookhaven more walkable, with active streets and a true town center.

Meeting 2: Visioning and goal setting (May 6, 2014)

Discussion on preliminary character areas identified a neighborhood center land use plan with key activity nodes. The long term vision is to be a model city.

Meeting 3: Needs, opportunities and strategies identification (May 29, 2014)

Needs/opportunities were prioritized, and the character area visions were clarified in preparation for the second public workshop.

Meeting 4: Community work program review (June 26, 2014)

A review of the draft work program resulted in refinement of five year action items for the City and clarification of the City's desired roles.

In addition to these four meetings, two joint steering committee meetings were held (April 24 and June 12 2014) to allow for coordination with the steering committees of parallel planning efforts.



Steering Committee members brainstorm on the City's long term vision at the May 6 meeting.

KEY STAKEHOLDER INTERVIEWS

At the onset of the comprehensive planning process, the consultant team conducted interviews with key community stakeholders. Interviews were held to help support the baseline conditions analysis, begin to identify key community initiatives, needs, and priorities, and to help inform key discussion points for public involvement activities.

Common Themes

Key Strengths: location, access to MARTA, existing neighborhoods and variety of housing stock, abundance of parks

Major Drivers of Change for Future Development: becoming more urbanized, Buford Highway redevelopment, increasing access to other modes of travel, MARTA Transit Oriented Development, establishing an identity, creating a town center

Priority Needs + Opportunities: improve infrastructure to accommodate growth, community involvement, creating a town center, smart growth, enhancement of growth

Desirable Plan Outcomes: an implementable plan with realistic short term work program

COMMUNITY SURVEY

A community survey was administered to gather input regarding Brookhaven's vision. The survey included questions highlighting the following topics: daily needs and uses, connectivity and community identity, redevelopment and infill development, environmental concerns, priorities for next five years, and long term vision. A total of 237 surveys were completed.

Key Takeaways: The majority of participants would like Brookhaven to a residential community with neighborhood commercial hubs and higher density office/commercial on main roads.

Priorities for Next Five Years (based on ranking): (1) Addressing traffic congestion; (2) Improving our parks and recreation spaces; (3) Increasing ways to travel around on foot or bike; (4) Pursuing redevelopment in strategic parts of the city; (5) Establishing an identity for our city with signage, strategic streetscaping, events, or other activities; (6) Developing a City Center; and (7) Maintaining status quo.

MEETINGS WITH THE GENERAL PUBLIC

Obtaining input from the general public was a key component of the planning process. Meetings took different formats depending on the information that needed to be shared and collected at a given stage in the process.

Public Hearing #1 Kick Off with Council (April 22, 2014)

This hearing served as an opportunity to formally kick-off the Comprehensive Plan 2034 process with the Brookhaven City Council.

Community Visioning Workshop (May 15, 2014)

The purpose of this workshop was to work closely with community members to set the pace for Comprehensive Plan 2034. Strengths, Weaknesses, Opportunities and Threats of Brookhaven as well as what they want Brookhaven to be known for in 20 years. A question and answer session followed prior to moving on to small group character area discussions.

What We Heard

- Strengths include Brookhaven's neighborhoods, location, MARTA station, and the its trees.
- Weaknesses include the lack of an arts and culture scene, parks in need of care, and a desire for more government transparency.
- Opportunities include the chance to provide more bike/pedestrian friendly areas, to promote local merchants and the Brookhaven MARTA station.
- Threats include over-building which results in excessive lot coverage, the need to protect natural resources and traffic.
- Buford Highway has the potential for redevelopment while maintaining its cultural diversity.
- The City can be better defined and identified through a series of strategically placed gateways.
- Neighborhood scale, mixed use development is appropriate for many of the character areas.

Needs & Strategies Workshop (June 9, 2014)

This workshop was designed to gather public input to help set the priority needs and opportunities for Brookhaven and help inform the City's action plan for the next five years. Feedback from the public was used to make sure the right priorities were

emphasized in Comprehensive Plan 2034. The open house was followed by a formal presentation followed by the needs and strategies workshop activities.

What We Heard

- Diversity must include not only ethnic and cultural diversity but also economic diversity.
- The majority of input indicated overall support for the character area visions and corresponding implementation strategies.
- Further Brookhaven as a walkable and bikeable community.
- Encourage redevelopment of underutilized parcels along Peachtree Road, Buford Highway, Clairmont Road, and Johnson Ferry Road.

Joint Open House (July 21, 2014)

The Open House afforded an opportunity for the public to review and provide feedback on highlights from the Comprehensive Plan 2034 document as well as recommendations from the Comprehensive Transportation Plan.

What We Heard

- Character areas are consistent with the community vision, although small adjustments could be made to some wording.
- Community Work Program actions are generally supported, although minor tweaks could be made.
- Transportation issues and opportunities continue to be a top concern.

Public Hearing #2 with the Planning Commission (July 23, 2014)

Public Hearing #3 with Council (August 12, 2014)

Public Hearing #4 with the Planning Commission (September 3, 2014)

Public Hearing #5 with Council (September 9, 2014)

At each of the public hearings, a summary presentation of the Comprehensive Plan 2034 process and document was provided. The public was invited to provide comments.

3.2. OVERALL VISION STATEMENT

The City's vision statement provides a general statement and picture of what Brookhaven desires to become in the future, including a complete description of desired development patterns in the city. The vision statement is a product of public input collected during the planning process.

VISION STATEMENT

Brookhaven will be a national model for a walkable, urban community that preserves its unique character and history of neighborhoods, parks, and natural assets while welcoming higher density activity nodes that support transit use, biking, community hubs, sense of place, and diversity of residents and businesses.



Higher density activity hubs



Neighborhoods



Walkable, urban community



Parks and natural assets

3.3. COMMUNITY GOALS

As a part of the overall community goals, the City identified specific goals it seeks to achieve in the future. The following are strategic goals identified for Brookhaven's future based on stakeholder and public input. At a later time, the City may desire to assign a point system to each of these goals to help prioritize action items for the City pursuit in the future. In Chapter 4, the each of the needs and opportunities is linked back to these goals. *See Chapter 4 for additional description of this linkage.*



LAND USE + TRANSPORTATION COORDINATION

Achieve greater walkability, bikeability, and overall mobility for day-to-day activities through transportation and land use coordination.



TRANSIT ORIENTED DESIGN

Pursue Transit Oriented Development (TOD) as a key strategy to shaping the city's future.



DIVERSITY

Preserve the economic and cultural diversity of the Brookhaven community.



NEIGHBORHOODS

Preserve the city's unique neighborhoods and communities.



UNIQUE BROOKHAVEN

Establish an identity and brand for the City of Brookhaven.



SUSTAINABILITY

Develop reputation as a forward thinking and sustainable city.



A CITY OF PARKS

Enhance the City's parks and recreation system.



ECONOMIC PROSPERITY

Ensure a balanced economic environment.



BUFORD HIGHWAY GATEWAY

Promote Buford Highway to enhance this strategic location in the city.

3.4. COMMUNITY POLICIES

Community policies are those that City staff and elected officials will use to guide day-to-day decisions that are consistent with achieving the overall Community Goals. These policies are general in nature and do not require a specific action or funding stream but should provide general guidance to help with local decisions. The City of Brookhaven may wish to add to these overarching policies as it continues to define itself as a model city.

LAND USE

- We will promote the development of small commercial nodes at appropriate locations in the city, as identified by the Character Area Map.
- Our community will work with regional partners to further multi-use trail development along creek corridors and other strategic routes within the city.
- We will encourage good health and an active community by promoting urban design that provides connectivity among uses.
- We will collaborate with adjacent Cities of Sandy Springs, Dunwoody, Chamblee and Atlanta as well as DeKalb County to ensure coordinated growth.
- We will ensure sidewalks are included as a part of public improvements associated with new development activity.
- We will further development of small public spaces such as squares and passive parks throughout our community.
- We will preserve look and feel of Brookhaven as a green community through zoning and development decisions.



*The Virginia Highland neighborhood in Atlanta is a good model for neighborhood commercial
(Photo credit: vahi.org)*



A small pocket space can be included in private development to contribute to the City's public spaces

COMMUNITY FACILITIES AND RESOURCES

- We will support the City's Police Department by ensuring it has the resources it needs to further the city a safe place to live, work, and play.
- We will work with DeKalb County Public Schools to ensure City's planning efforts are being considered in programming and planning for schools.
- Our community will continue to promote community policing program to help maintain a safe Brookhaven.
- We will promote a united character among our city's parks and facilities by using similar signage and other aesthetic treatments such as stone walls and similar vegetation.
- We will continue to provide a variety of methods for information sharing regarding city activities, including website, regular newsletters, and other mechanisms.
- We will preserve tree cover of city as new development occurs.
- We will protect natural drainage ways in the city.
- We will support ecological/best management practices for landscaping and stormwater management.
- We will implement the goals and strategies of the Parks and Recreation Master Plan.



Unique signage can help distinguish Brookhaven's parks and greenspaces (photo credit: historicinman-park.blogspot.com)



Encouraging bioswales and other ecological design solutions can help promote positive stormwater management

ECONOMIC DEVELOPMENT

- Our community will work with economic development partners, including Brookhaven and DeKalb County Development Authorities, Perimeter Community Improvement District, and the Brookhaven and DeKalb County Chambers of Commerce to further city goals.
- We will continue to promote a business friendly environment through business license and streamlined development/zoning processes in city.
- We will work with economic development partners and City businesses to promote transit use of area workers.
- We will actively pursue establishment of destinations within Brookhaven through Office of Tourism and Community Development arm of city.
- We will support the local business community in its regular activities.
- Our community will encourage the modernization and development of quality office space for incubator space and for small firms.



Transit access and amenities can help attract businesses and promote fewer cars on the road



Modern office options, as a part of mixed use development can be appealing to small firms

POPULATION

- We will promote policies and programs that maintain the diversity of ages and ethnicities in Brookhaven.
- We will provide a supportive environment for community events and activities.
- We will continue to provide translation services that ensure all community members are well connected in our city.
- We will provide opportunities for the public to regularly engage in our City's planning and programs.



Community engagement is an important tool for maintaining an open city and involved community

HOUSING

- We will continue code enforcement activities to ensure safe and healthy living environments.
- We will promote Lifelong Communities principles.
- We will support the development of a variety of housing types and price points in our community to support the diverse housing needs of current and future residents.
- We will work with DeKalb County to implement the Consolidated Plan in the city.



The mix of housing options at the Brookleigh development on Johnson Ferry Road is a good model for future housing in Brookhaven

3.5. CHARACTER AREAS AND DEFINING NARRATIVE

The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for Brookhaven’s unique sub-areas, districts, and neighborhoods. The character areas are based on two primary sets of factors: 1) areas of similar character, development time period, development types, and/or unique traits, and 2) areas that the community envisions developing in a coordinated fashion. There are 13 character areas in total: 8 are primarily residential in nature, and 5 are community activity centers of varying intensities. Existing residential densities are provided for each of the eight residentially-focused areas. Recommended residential densities and building heights are provided for each of the five community activity centers. These parameters are intended to help support implementation of the community’s vision as further explained below.

RECOMMENDED RESIDENTIAL DENSITIES + BUILDING HEIGHTS

Five character areas have recommended residential densities and building heights designated within their character area narratives. These include Perimeter Center, Blackburn Park Neighborhood Center, Peachtree Center Overlay District, Lenox Park, and the Buford Highway Corridor. These areas are envisioned as appropriate for change and suitable for mixed-use development at varying degrees of intensity. The Buford Highway Corridor has three designated intensity areas, given the wide diversity in development types seen as appropriate within this area.

These recommendations have been developed to provide guidance in making development decisions within these areas and have been crafted through a combination of Steering Committee input and guidance from previous local and regional plans.

EXISTING RESIDENTIAL DENSITIES

Eight character areas include existing residential density calculations. These have been developed for 1) character areas which are predominantly comprised of single-family residential neighborhoods, including the Lakes District, Lynwood Park, Osborne, Historic Brookhaven, Ashford Park-Drew Valley, Brookhaven Fields-Brookhaven Heights, and Roxboro,

and 2) the Briarwood Park character area, largely comprised of townhomes and condominiums. The vision for these areas includes the preservation of the existing residential character, including maintaining the existing residential densities unique to each character area. This calculation could be used to provide guidance on future development decisions by helping identify if proposed residential developments maintain the existing residential densities of the surrounding character area.

Existing residential densities were developed using 2013 tax parcel data; this data set identifies the year built for all residential parcels including detached and attached single family homes and condominiums but excluding apartments. The total number of residential parcels for each Character Area was calculated by selecting and tallying all parcels with a “year built” attribute not equal to zero/null. The residential acreage total of each Character Area (excluding apartments) was calculated by 1) selecting and tallying all parcels with a “residential year built” attribute not equal to zero/null and 2) visually identifying and selecting all parcels that appear to be common areas surrounding townhome and/or condo parcels. These two numbers were combined to get total acreage, and then this total was divided into the total number of residential parcels to calculate the residential density of each of the eight character areas.

The overall Future Land Use Vision is supported by unique features and characteristics that should help further guide Brookhaven's future land use decisions and public investment decisions. Each of these unique features and characteristics is highlighted on the following six pages, preceding the character area narratives. They include:

- Gateway Features
- Neighborhood Commercial Target Areas
- Areas Requiring Special Attention
- Active, Healthy Living Resources, and
- Priority Redevelopment Parcels

Increasing walkability, bikeability, and overall mobility in all of Brookhaven's character areas is viewed as important. This should be considered an inherent component of the vision for each of the 13 character areas and the overall long-term vision of Brookhaven. The Comprehensive Transportation Plan provides detailed implementation strategies for furthering walkability, bikeability, and overall mobility within the city.

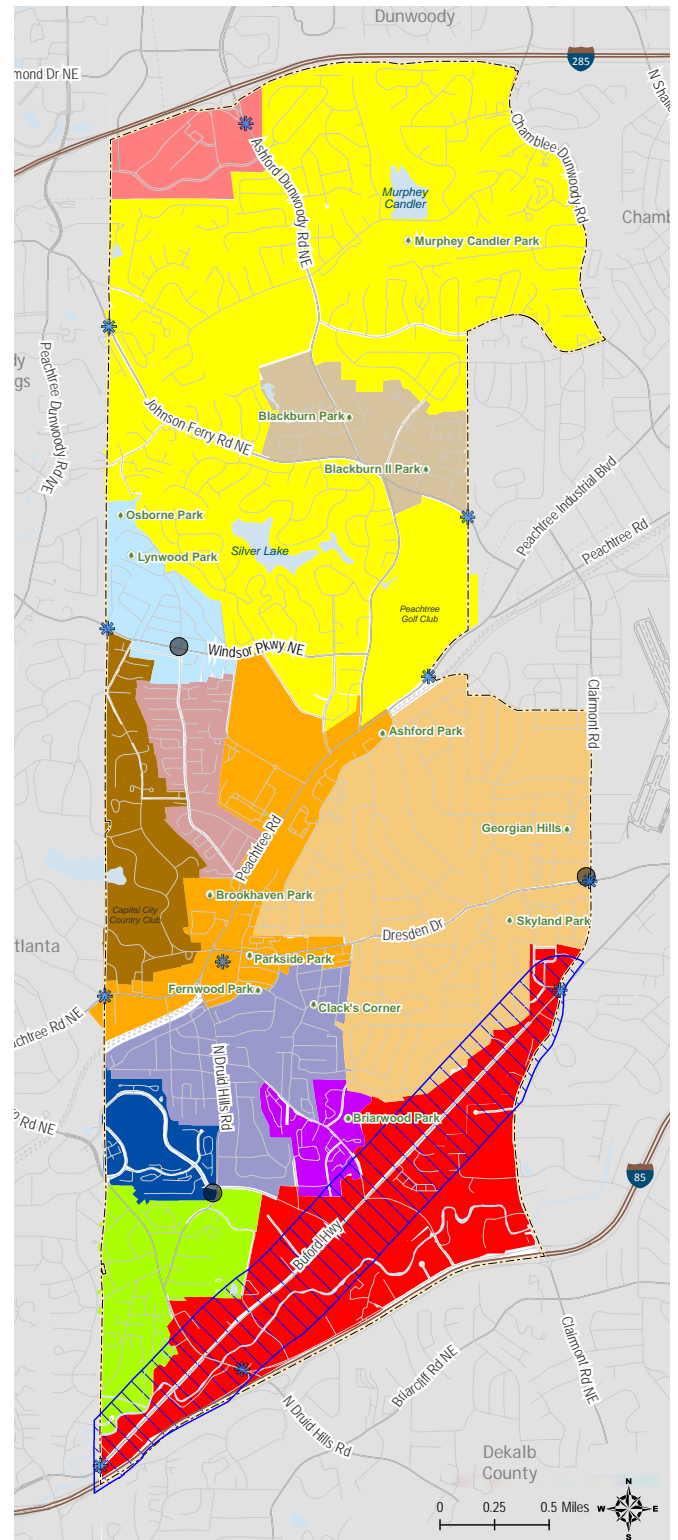
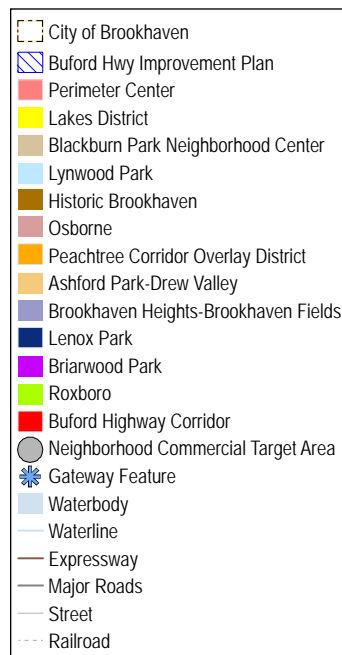


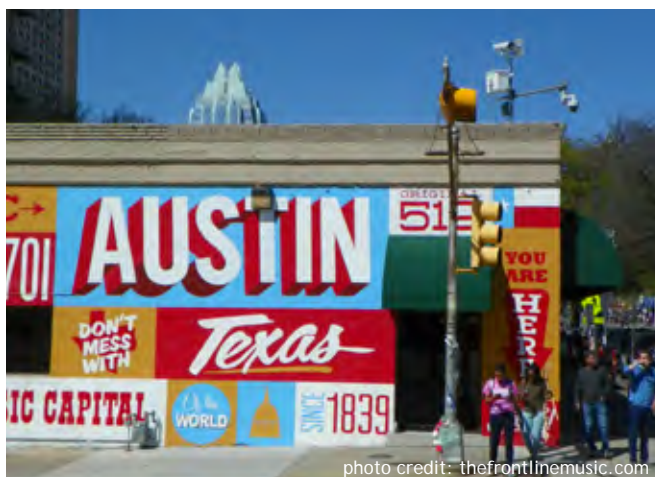
Figure 1-2: Character Area Map (See larger map in Appendix A.3)

GATEWAY FEATURES

In addition to the 13 character area designations, the Character Area Map also identifies areas appropriate for Gateway Features. A Gateway Feature designation has been applied to areas where entry markers are needed to signify entrance into the City of Brookhaven. These features may include signage, architecture, public art, fountains and landscaping. Gateway features provide the City with the opportunity to build a unique image and identity. These are distinctive areas that have the ability to shape the public's perception of the city upon arrival.

The city currently lacks entry markers at most prominent entryways, including Peachtree Road, Buford Highway, Ashford Dunwoody Road, Johnson Ferry Road, Druid Hills Road, and the Brookhaven MARTA station. These heavily traveled corridors represent the most logical location for public investment in gateway features, since the majority of visitors enter the city through these roadways. The Character Area Map identifies 11 areas where gateway features are needed. These locations were identified through public input gathered at the visioning workshop. They have been prioritized for public investment based upon the most heavily traveled roadways within the city.

To have the biggest impact on establishing a community identity, gateway features should be consistent in design. The scale of these gateways may vary based upon roadway size. Defining 'major' and 'minor' gateways may be necessary as the Character Area Map is developed further. Peachtree Road has been identified as an appropriate location to feature grander gateways, given its perception as Brookhaven's 'Main Street.'



A limited number of standard signs mark entrance into Brookhaven (top). Additional gateway features can help build a unique image for Brookhaven as has been accomplished in other communities using a combination of murals (Austin, middle), landmark signs (City of Canby, bottom left), and pedestrian markers (Charlotte, bottom right).

NEIGHBORHOOD COMMERCIAL TARGET AREAS

The Character Area Map designates Neighborhood Commercial Target Areas. Neighborhood commercial is defined as small-scale retail development that serves the needs of the surrounding residential neighborhood. Typical uses include restaurants, pharmacies, convenience stores, dry cleaners, and salons. Target areas are a special policy overlay placed upon residential character areas to identify locations where neighborhood commercial is desirable.

These target areas are not identified in character areas that are planned to contain neighborhood commercial uses throughout. These character areas include the Buford Highway Corridor, Peachtree Corridor Overlay District, Blackburn Park Neighborhood Center, and Perimeter Center. Neighborhood Commercial Target areas are strategically located to provide convenient retail and services within walking distance of surrounding neighborhoods. They are identified for areas currently underserved with neighborhood commercial uses. They have been prioritized to fill in the ‘gaps’ of residential areas that do not have retail uses in comfortable walking distance (1/4-1/2 mile).

A series of sites appropriate for neighborhood commercial were initially identified through a public visioning exercise. These have been refined and prioritized to reflect sites that exhibit the potential to support successful neighborhood commercial uses. Factors used to identify target areas include current zoning designations, existing land uses, visibility and accessibility from major thoroughfares and centralized locations that serve multiple neighborhoods.



Neighborhood commercial can help further a walkable and bikeable environment while providing desired amenities for adjacent neighborhoods as well as an active streetlife.

AREAS REQUIRING SPECIAL ATTENTION

There are several areas of Brookhaven that require special attention due to the unique value they play in the ecosystem and heritage of both the city and greater Atlanta Region. Each of the following areas require unique attention as development occurs:

- **Wetlands** - These resources include forested wetlands, lakes, ponds, and emergent wetlands. They play an important role in holding water, preventing flooding, and serving as habitat for diverse animals. The bulk of Brookhaven's wetlands lie north of Peachtree Road near notable water bodies.
- **Creeks** - The North Fork Peachtree Creek and Nancy Creek are widely recognized as important resources in the city. These, along with the City's floodplains, should be given special attention within development proposals.
- **Historic Districts on the National Register** - Historic Brookhaven and Oglethorpe University help define the region's heritage and should be preserved. Additional local protection is needed to help achieve this.
- **Multi-use Trails** - Brookhaven has the beginnings of what is anticipated to be a well-connected trail network linking the city internally and to points outside of the city. While this resource is not yet considered of regional importance, the City's Parks and Recreation Master Plan lays out a detailed plan for enhancement. Further development of these trails should be prioritized.

Brookhaven's development regulations include a series of provisions that maintain consistency with the Metropolitan North Georgia Water Planning district plans and the Part 5 Environmental Planning Criteria of the Georgia Planning Act, administered by the Environmental Protection Division of the Georgia Department of Natural Resources. Appendix A.2.2. (Natural Resources section) documents this analysis. Chapters 4 and 5 identify additional strategies to further protect the City's watershed and natural resources.

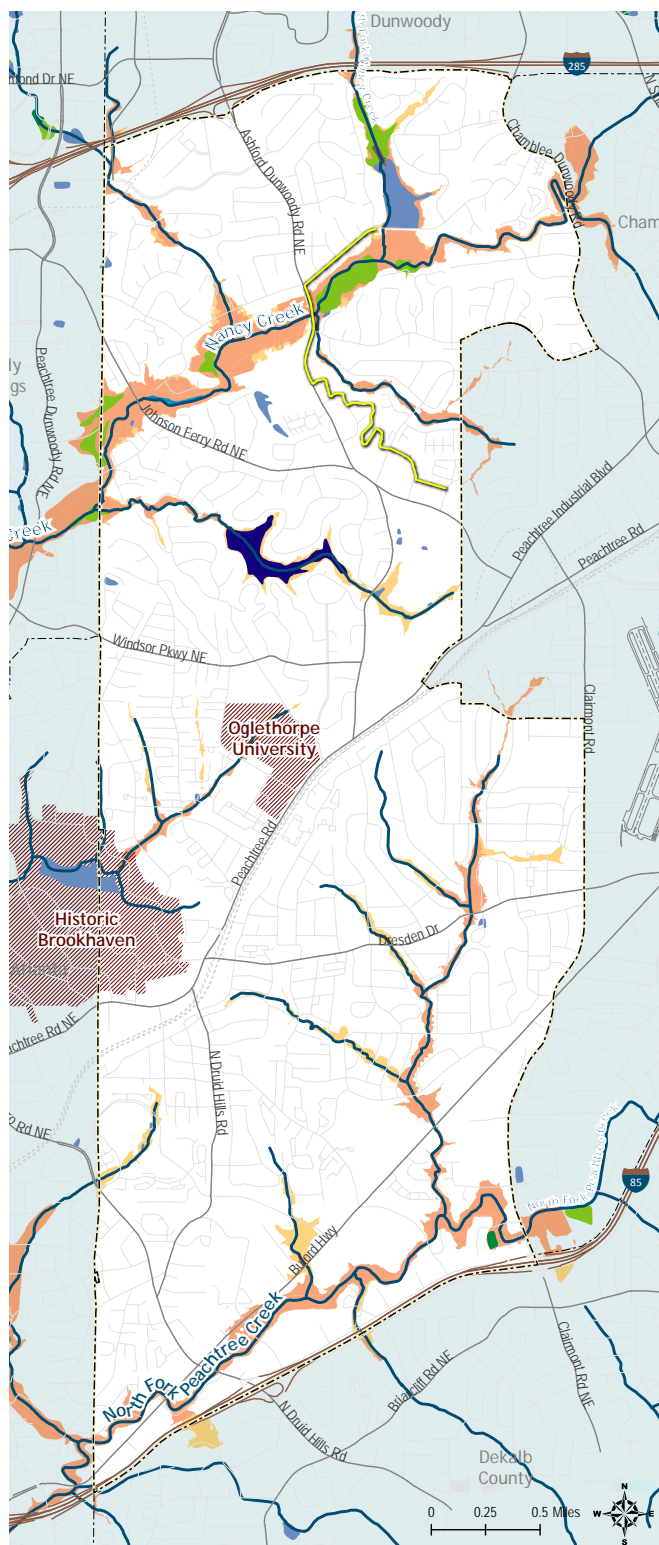
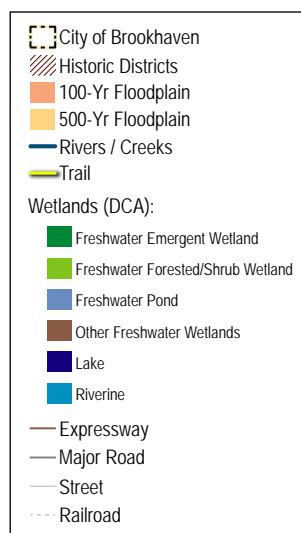


Figure 1-3: Areas Requiring Special Attention Map
(See larger map in Appendix A.3)

HEALTHY/ACTIVE LIVING RESOURCES

Healthy and active living infrastructure is an important priority for Brookhaven's future. Through the visioning process, the desire to create a more active environment where individuals, families, and friends can walk and bike through the city while easily accessing transit, parks, and important community resources was identified. Figure 3-4 identifies the multitude of such resources in the city. Providing connections and furthering synergies among these resources will help further Brookhaven's quality of life. Important resources to be leveraged include:

- **Wellness District at Medical Center** - There is a major wellness district within arms reach of Brookhaven - a major asset to the city's residents to be leveraged.
- **Master Active Living Plans** - These plans lay out a good road map to further active living in two of the city's most important activity areas: Buford Highway Corridor and Blackburn Park Neighborhood Center. A recommendation of this plan is to formally adopt these sub area plans.
- **Senior Housing and Resources** - A vision has been set for Brookhaven to continue as a lifelong community. While there are some senior resources currently in the city, there is room for improvement. The City should support opportunities for residents to age in place.

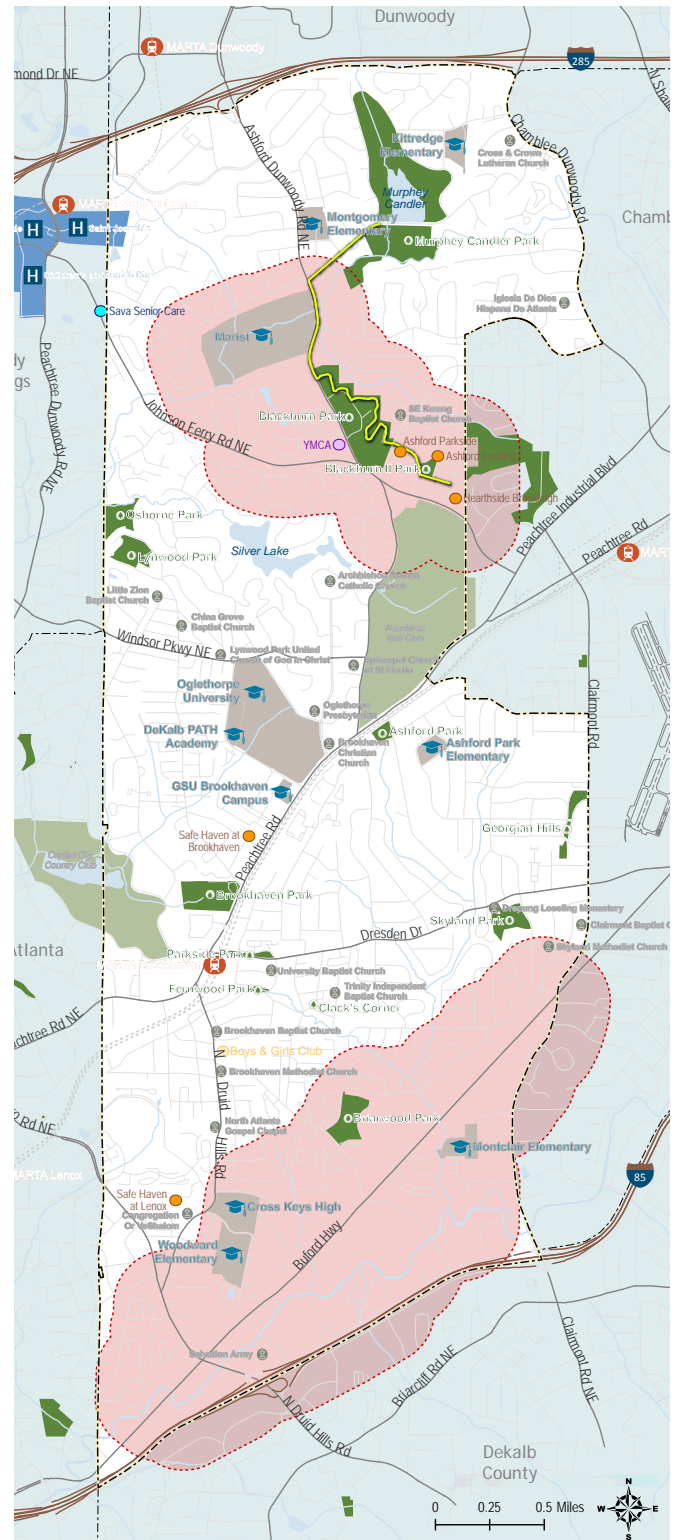
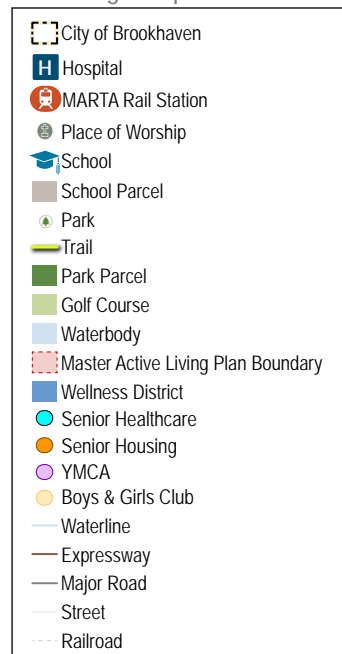


Figure 1-4: Healthy/Active Living Resources Map
(See larger map in Appendix A.3)

PRIORITY REDEVELOPMENT PARCELS

As a part of the baseline conditions analysis, a preliminary inventory of vacant and underdeveloped parcels was identified. Through the planning process and coordination with the Buford Highway Improvement Plan and Economic Development Strategy a series of priority redevelopment parcels were identified, as indicated in Figure 3-5 to the right.

Priority redevelopment sites are primarily located in the Buford Highway Corridor as it is seen as having the highest potential and need for redevelopment in upcoming years. Other parcels were identified in the public involvement process and further supported by their identification in other plans that these areas should serve a higher use in the community to better achieve the community vision.

Priority Redevelopment Parcels include:

- Parcels identified in the Buford Highway Plan, which area primarily focused around North Druid Hills and Briarwood Road as well as re-purposing tracts as pocket parks.
- The undeveloped tract (former runway) at Clairmont Road, bounded by 9th and Tobey Street, which is the largest single tract of undeveloped land in the city.
- The Brookhaven MARTA station parking lots, planned for redevelopment as a part of MARTA's Transit Oriented Development initiative.
- Former Harris Teeter along Peachtree Road and Hastings Nursery sites.
- Kroger Shopping Plaza at Johnson Ferry Road.

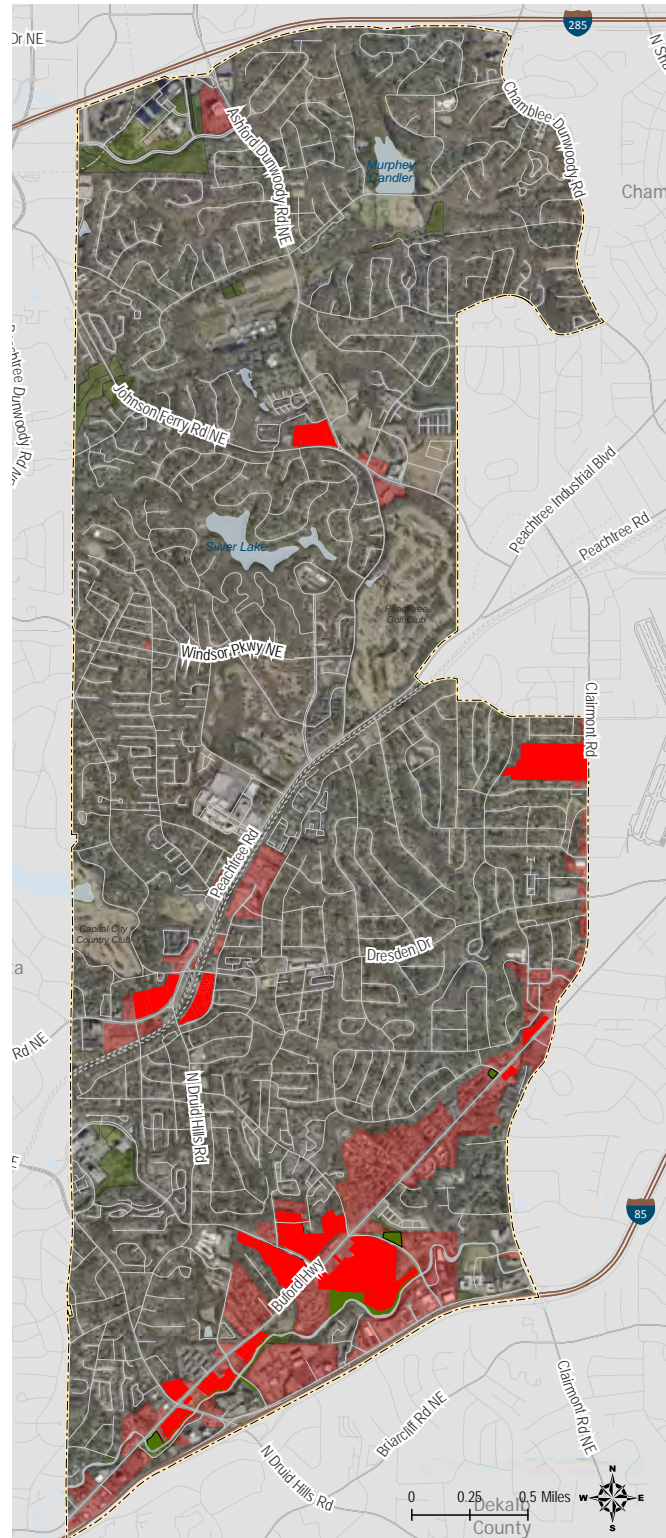
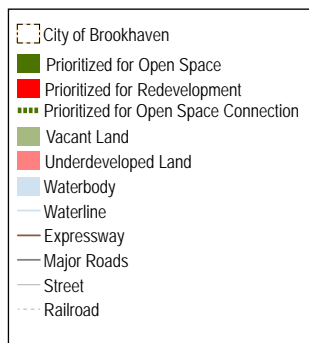


Figure 1-5: Priority Redevelopment Parcels Map (See larger map in Appendix A.3)



Priority redevelopment areas shown above: (top left) Druid Hills Road at Buford Highway; (top right) A greenway is planned for along North Fork Peachtree Creek, to be coordinated with redevelopment; (bottom left) MARTA station parking lots are targeted for redevelopment in the next five years; (bottom right) The Kroger Shopping Plaza could be better utilized by developing out parcels to help create a more dense and walkable environment. This opportunity was identified in the DeKalb Master Active Living Plan.

PERIMETER CENTER

CHARACTER AREA DESCRIPTION

The Perimeter Center character area is an area of high-intensity development in the northwest corner of the city. This area is a component of the Perimeter Center employment area focused around the I-285 and GA 400 interchange. Land uses in this area include high-rise office towers, multi-family residential, and a mid-rise hotel. The proposed boundaries for this area are not shown to expand into the surrounding single-family residential areas.

COMMUNITY VISION

The vision for this area is for it to remain an area of high-intensity land uses, providing employment opportunities and a diverse tax base to the city. This area is seen as appropriate for additional development, particularly in the form of mixed-use residential and neighborhood commercial development. This area is currently dominated by large-scale office uses. To better diversify the area, additional multi-family development and retail is seen as particularly appropriate for this character area.

RECOMMENDED RESIDENTIAL DENSITIES AND BUILDING HEIGHTS

- Dwelling Units Per Acre: 50-150+
- Building Heights: 5-20+

A potential park designation is seen as appropriate for the forested area south of Lake Hearn Drive, adjacent to the western boundary of the city. Higher densities are more appropriate for areas adjacent to I-285 with a step down in intensity near surrounding residential areas. The character area will be appropriately designed to ensure sufficient buffers and transitions to adjacent areas.

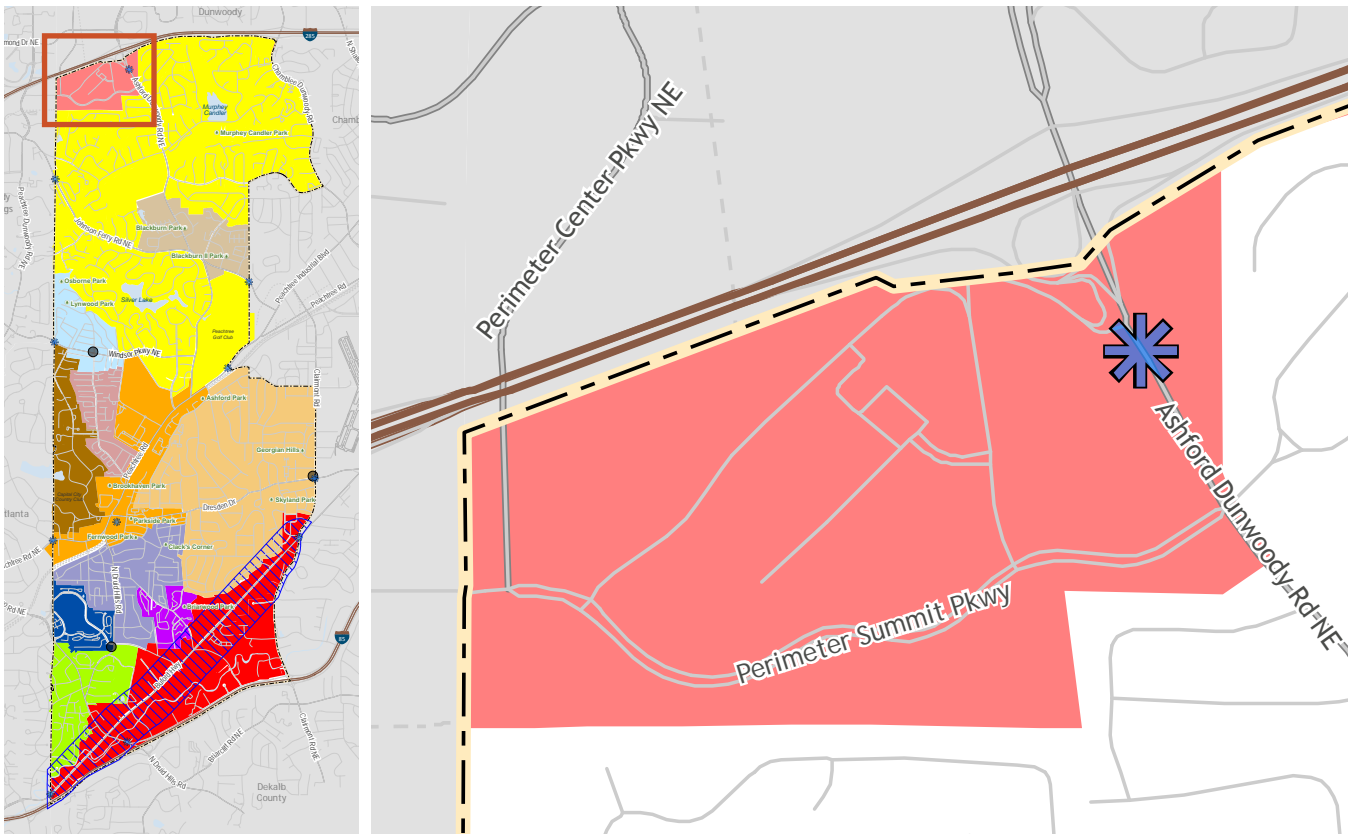


Figure 1-6: Perimeter Center Character Area



Large expanses of surface parking in this character area have the ability to accommodate additional development through the provision of structured parking decks.



Mixed-use development with ground floor retail and residential above, like that shown above in Town Brookhaven, is desired for this area to balance the land use mix, which is currently dominated by large-scale office development. Photo Credit: townbrookhaven.net

IMPLEMENTATION STRATEGIES

- Coordinate planning efforts with Sandy Springs and Dunwoody, particularly in regards to large development projects that may impact this area.
- Ensure that the appropriate zoning is in place to foster dense, mixed use development with high quality design.
- Investigate adding a nature trail through the wooded area south of Perimeter Summit Parkway.
- Ensure appropriate buffers and height transitions are provided for uses adjacent to single family neighborhoods.
- Ensure DeKalb County Schools are involved in new development proposals that include housing and will have potential impacts on schools.
- Incorporate appropriate end-of-trip facilities for bicycle commuters, such as bicycle racks, showers/locker rooms, etc., within new and existing office development.
- Work with the Perimeter Center Improvement District to jointly pursue relevant recommendations of the Perimeter Center LCI 10 year update.
- Given this area's proximity to an ARC designated Wellness District (St. Joseph's Hospital and Northside Hospital), senior housing and adherence to Lifelong Communities principles are seen as appropriate in this area. The following principles of Lifelong Communities should be followed:
 - Special accommodations should be made for vanpools, shuttle services and Human Services Transportation (HST).
 - Improve sidewalk connectivity, calm traffic and provide pedestrian refuge islands where necessary.
 - Pedestrian crossings should employ signal timing suitable for slower walking speeds.
 - Promote mixed-use development and proximity between single-use developments.
 - Follow design standards set forth for ADA compliance and AARP recommendations.

APPROPRIATE LAND USES

- Office
- Multi-Family Residential
- Townhomes
- Hotel
- Mixed-Use
- Retail
- Neighborhood Commercial
- Parks and Recreation

■ LAKES DISTRICT

CHARACTER AREA DESCRIPTION

This character area is comprised primarily of single-family residential subdivisions in the northern portion of the city. It contains a mixture of older subdivisions built in the 1950s and 1960s and newer subdivisions built in recent decades. This area is centered around community focal points which include Murphey Candler Park, Nancy Creek, and Silver Lake. While some residential infill has occurred within this area in the past decade it is not considered to be a significant issue as it has largely maintained the existing character.

COMMUNITY VISION

The vision for this area is for the single-family neighborhoods to be maintained and preserved. Residential infill development should be permitted only if it complements the character of the surrounding neighborhood. The Nancy Creek stream corridor has been identified as appropriate for a linear park and trail. An extension of the PATH trail through this area and another extension south along Ashford Dunwoody Road should be investigated.

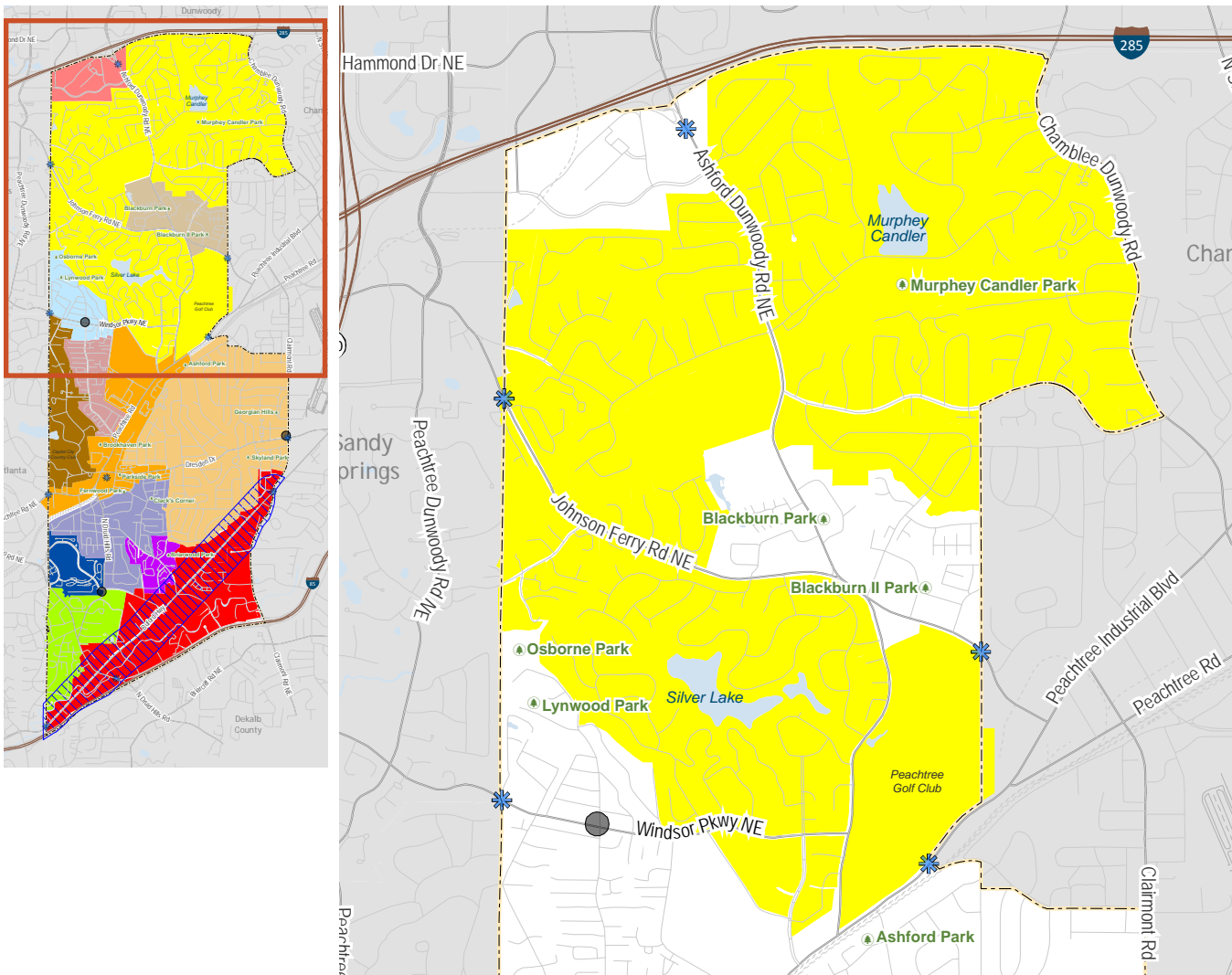


Figure 1-7: Lakes District Character Area



Murphey Candler Park is a major community asset in this area and should be protected and enhanced per the recommendations of the Parks and Recreation Master Plan.



This character area is comprised of a collection of stable single-family neighborhoods that should be preserved and protected from incompatible infill development.

IMPLEMENTATION STRATEGIES

- Ensure that the proper zoning is in place to maintain the character of the single family residential neighborhoods with infill development.
- Conduct neighborhood specific surveys regarding infill development for neighborhoods in this character area that have experienced significant infill.
- Follow recommendations for improvements to Murphey Candler Park per the recommendations of the Parks and Recreation Master Plan.
- Explore the possibility of developing a linear park and trail adjacent to Nancy Creek.
- Protect single-family neighborhoods from encroachment by higher-intensity land uses, particularly in the area adjacent to the Perimeter Center character area.



The Nancy Creek stream corridor has the potential to accommodate a linear park and trail with connections to the existing trails network in this area.

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 3,511
- Residential Area (Acres): 1,732
- Density (#/AC): 2.0

APPROPRIATE LAND USES

- Single-Family Residential
- Townhomes
- Institutional
- Neighborhood Commercial
- Parks and Recreation

BLACKBURN PARK NEIGHBORHOOD CENTER

CHARACTER AREA DESCRIPTION

This character area is comprised of commercial and residential areas surrounding Blackburn Park. This includes a mixture of commercial, multi-family residential, townhomes, and single-family land uses. This area has recently experienced a number of residential developments built under the Pedestrian Community (PC) zoning designation, with a strong emphasis on walkability. This area has the potential to further develop into a pedestrian-friendly village center through redevelopment.

COMMUNITY VISION

The vision for this area is for it to continue to develop into a walkable neighborhood mixed use center, through the strategic redevelopment of existing uses. This area should exhibit characteristics in which the pedestrian has priority over the automobile. Redevelopment into pedestrian-friendly neighborhood commercial and mixed-use developments are seen as appropriate for this area.

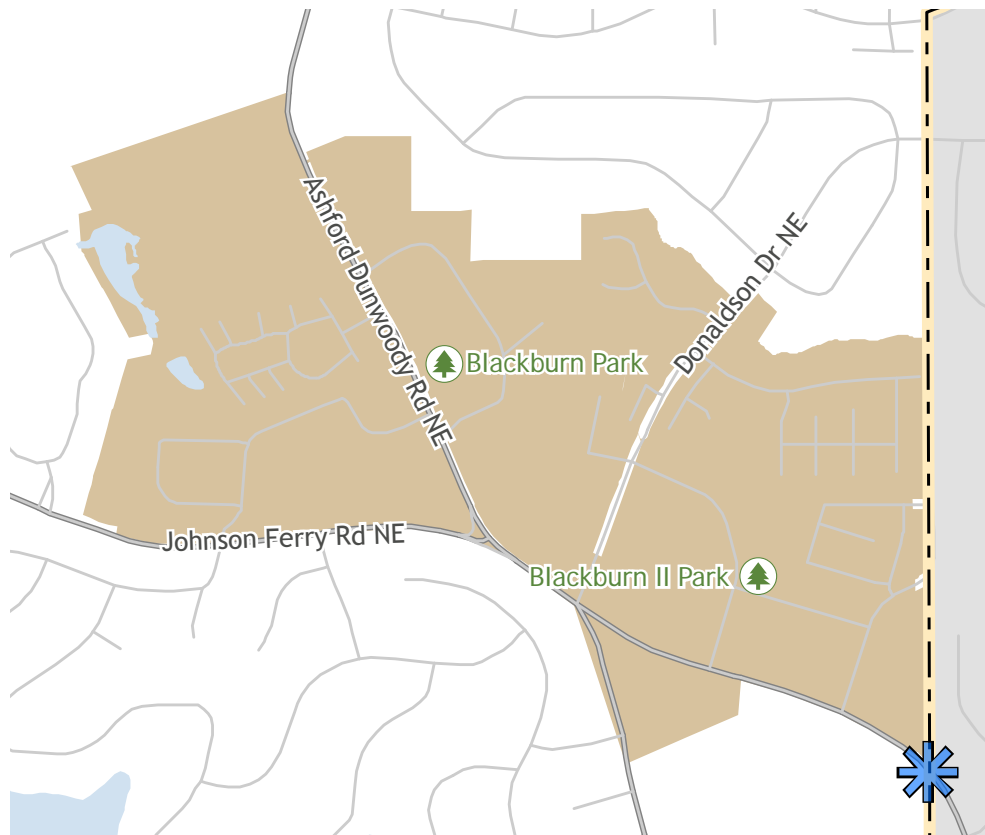
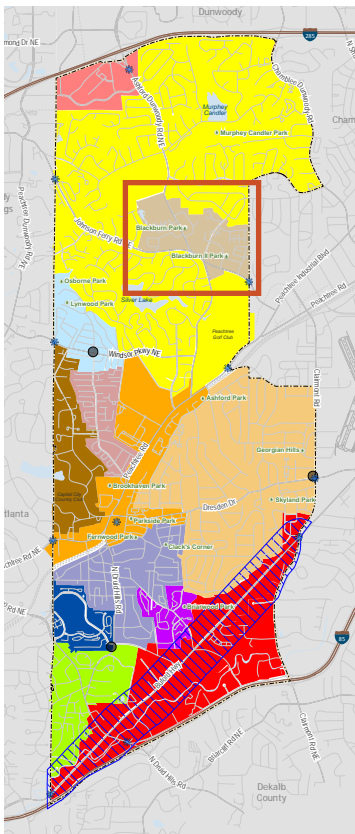


Figure 1-8: Blackburn Park Neighborhood Center Character Area



The PATH foundation's Nancy Creek Trail provides a major bicycle and pedestrian amenity within this character area.



Inman Park Village (shown above) is an example of mixed-use village center development that is seen as appropriate for this area. Photo Credit: genekansas.wordpress.com

IMPLEMENTATION STRATEGIES

- Incorporate a series of safe pedestrian crossings along Johnson Ferry Road and Ashford Dunwoody Road to promote pedestrian connectivity.
- Identify and implement appropriate traffic calming techniques to reduce vehicular speeds and increase pedestrian safety.
- Develop a more user friendly mixed-use zoning district to be applied in this area.
- Pursue opportunities to connect existing path network with new pedestrian connections.
- Implement streetscaping standards that promote walkability along portions of Johnson Ferry Road and Ashford Dunwoody Road.
- Expand and amend the Pedestrian Community (PC) zoning district in this area per the recommendations of the Ashford Dunwoody Master Active Living Plan.
- Implement improvements to Blackburn Park per the recommendations of the Parks and Recreation Master Plan.

APPROPRIATE LAND USES

- Mixed-Use
- Multi-Family Residential
- Townhomes
- Single-Family Residential
- Institutional
- Neighborhood Commercial
- Parks and Recreation

RECOMMENDED RESIDENTIAL DENSITIES AND BUILDING HEIGHTS

- Dwelling Units Per Acre: 12-60
- Building Heights: 3-8 stories

LYNWOOD PARK

CHARACTER AREA DESCRIPTION

Lynwood Park is a historic single-family residential community with a traditional development pattern, featuring narrow lots and streets. This area is a historically African-American neighborhood comprised of small wood and cinderblock homes. Within the last decade, this area has experienced widespread infill development in the form of larger craftsman-style homes. The community features a large park, Lynwood Park, which contains basketball courts, tennis courts, a swimming pool, recreation center, playground and picnic area.

COMMUNITY VISION

The vision for this area is for it to maintain the current character of a traditional neighborhood. This includes single-family homes on narrow lots with short setbacks and small block sizes. Infill residential development should only be permitted if it complements the character of the traditional neighborhood elements found in this character area. There is currently one small neighborhood commercial use found near the intersection of Windsor Parkway and Osborne Road. The development of additional neighborhood commercial uses is desired for this intersection.

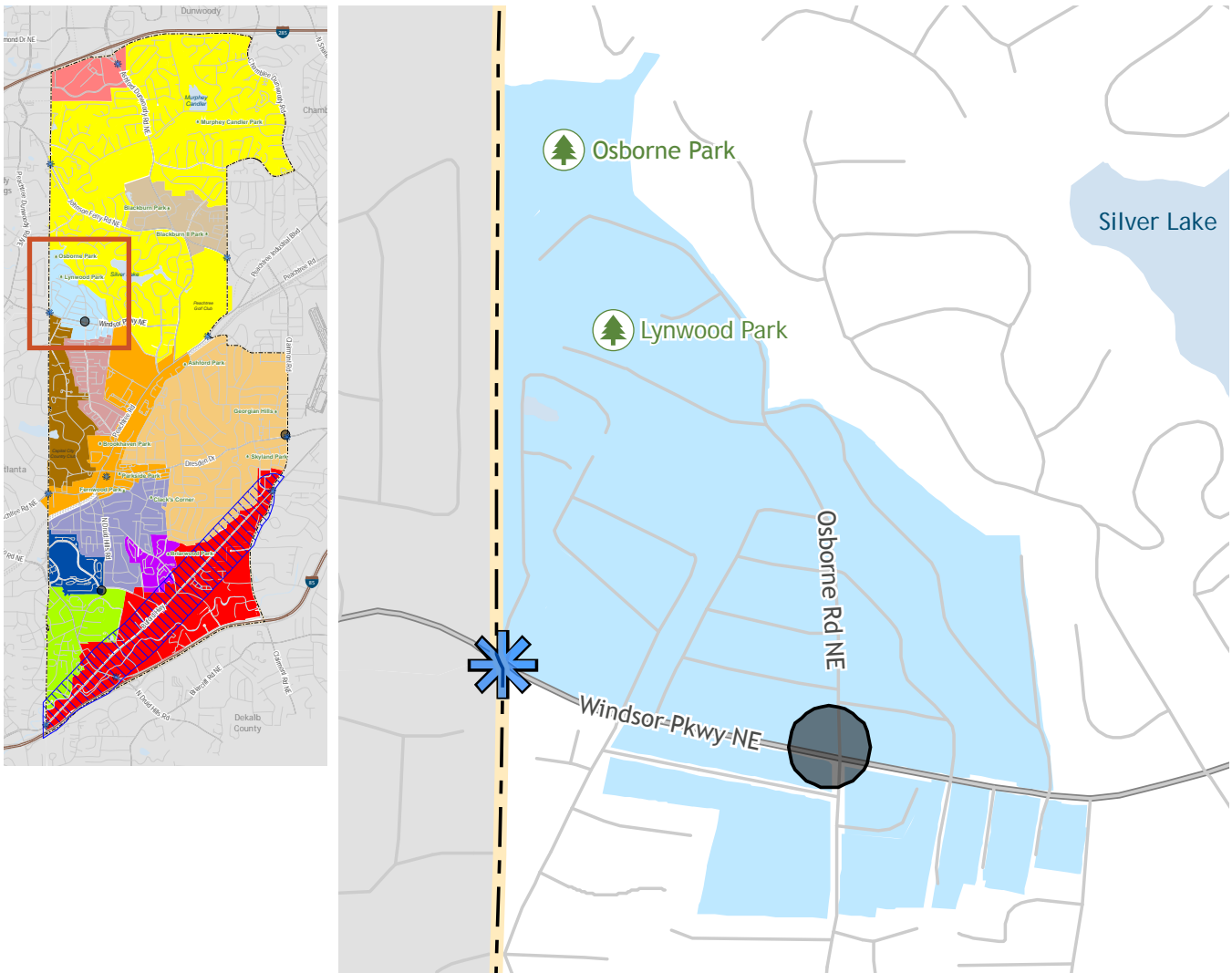


Figure 1-9: Lynwood Park Character Area



The Lynwood Park neighborhood has experienced significant infill residential development in recent years, an example of this is shown above. Photo Credit: gahomeguide.com



Neighborhood commercial, like the kind shown above in the Candler Park neighborhood of Atlanta, is seen as appropriate at the intersection of Windsor Parkway and Osborne Road. Photo Credit: goodlivingrealestate.com

IMPLEMENTATION STRATEGIES

- Provide incentives to promote the development of neighborhood commercial on the commercially zoned properties at Windsor Parkway and Osborne Road.
- Implement improvements to the Lynwood and Osborne Parks, per the recommendations of the Parks and Recreation Master Plan.
- Conduct a neighborhood specific survey regarding infill development in this area to assess the need for infill regulations in this neighborhood.
- Preserve the tree canopy through ensuring adequate protections within the tree ordinance.
- Update the zoning code to provide for infill compatibility.

APPROPRIATE LAND USES

- Single-Family Residential
- Townhomes
- Institutional
- Neighborhood Commercial
- Parks and Recreation

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 501
- Residential Area (Acres): 107
- Density (#/AC): 4.7

HISTORIC BROOKHAVEN

CHARACTER AREA DESCRIPTION

This character area includes the historic residential core of Brookhaven centered around the Capital City Country Club. The golf course and surrounding homes have been designated on the National Register of Historic Places. Many of these homes date back to the pre-war period, prior to 1940, and were designed by prominent Atlanta architects of this time.

This character area also includes more recent single-family residential development along Mabry Road, which is considered to be a component of the larger neighborhood. The residential character in this area is defined by large estate homes on large lots with deep setbacks and large front lawns.

COMMUNITY VISION

The vision for this area calls for the preservation of the golf course and existing historic structures to maintain the neighborhood's architectural heritage. It also calls for the preservation of the large-lot residential character in historic and more recently developed areas. Higher-density residential forms and non-residential land uses are not deemed to be appropriate within this character area. Fuller Road and Mabry Road north of Farmington Lane (Historic Brookhaven North) are viewed as gateways to the historic core of the district; these more compact development styles are only viewed as appropriate for gateway areas entering the district and should not extend into the portion of the district identified as part of the national historic district.

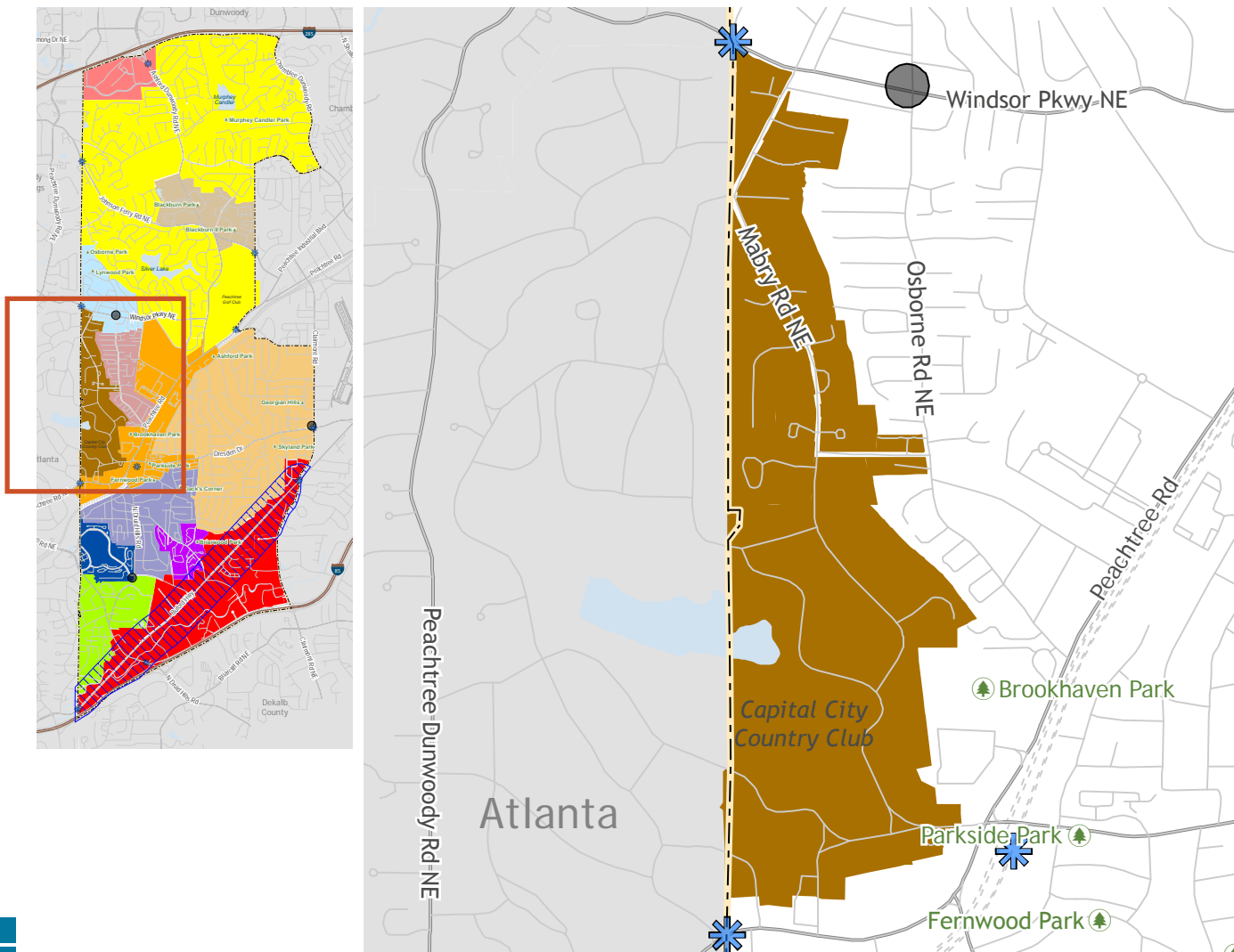


Figure 1-10: Historic Brookhaven Character Area

APPROPRIATE LAND USES

- Single-Family Residential
- Parks and Recreation

EXISTING RESIDENTIAL DENSITY

Historic Brookhaven Core

- Number of Residential Parcels: 133
- Residential Area (Acres): 103
- Density (#/AC): 1.3

Historic Brookhaven North (gateway areas)

- Number of Residential Parcels: 184
- Residential Area (Acres): 81
- Density (#/AC): 2.3

IMPLEMENTATION STRATEGIES

- Maintain the existing large lot single-family residential zoning designation (R-100, which permits lot minimums of 15,000 Sq. Ft. or roughly 1/3 of an acre) to ensure the large lot residential character is retained.
- Conduct a neighborhood survey to assess the need for establishing a City-designated historic district designation for portions of this area to help protect the historic character of this neighborhood.
- As development occurs along Peachtree Road, ensure appropriate buffers and transitions from higher density uses to Historic Brookhaven.
- Work with the City of Atlanta, to preserve and promote the unique heritage and history that Historic Brookhaven brings to the area and region.
- Maintain Fuller Road and Mabry Road north of Farmington Lane as gateway areas of the district. The character of these smaller lots should be limited from extending further into the historic, large lot character within the historic district.



The Historic Brookhaven neighborhood features prominent gateway signage on Mabry Road and Brookhaven Drive.



The residential character of the Historic Brookhaven neighborhood is defined by large estate homes on large lots.

OSBORNE

CHARACTER AREA DESCRIPTION

The Osborne character area is comprised of single-family residential developments found along the Osborne Road corridor. This area contains numerous cul-de-sac subdivisions built in the 1980's and 1990's. The defining residential character is densely grouped homes on small lots with shallow front, rear and side yards.

COMMUNITY VISION

The vision for the Osborne character area is to preserve and maintain the existing residential neighborhoods, while promoting improved connectivity. The cul-de-sac development pattern limits pedestrian and vehicular connectivity by creating a series of dead-end streets. Opportunities to connect these streets through pedestrian or bicycle connections should be pursued as the area changes over time. Only single-family residential and parks and recreation land uses are seen as appropriate for this area.

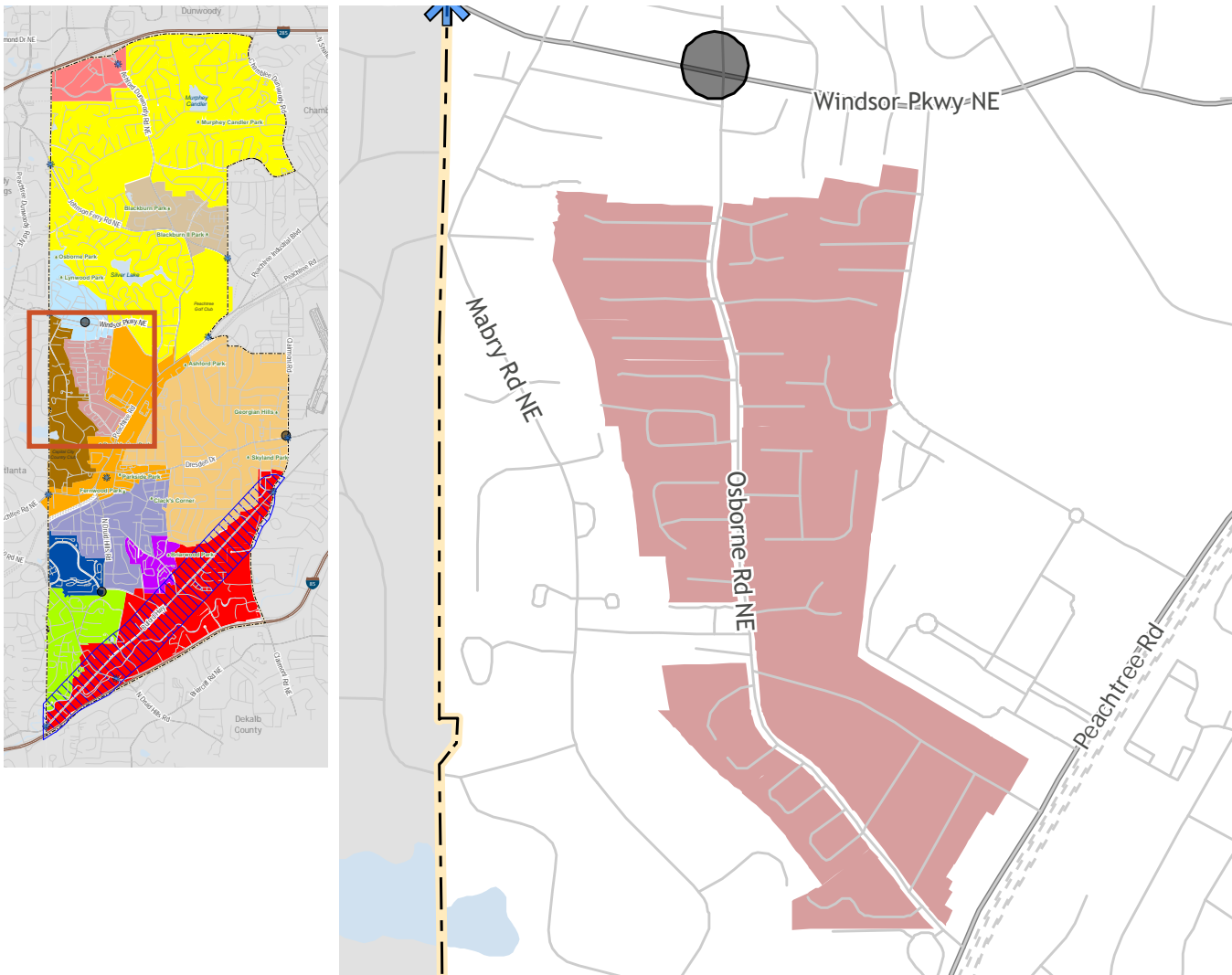


Figure 1-11: Osborne Character Area



Many neighborhoods in this character area built in the 1980's and 1990's lack sidewalks.



This character area is defined by cul-de-sac subdivisions, improved connectivity is desired to enhance walkability and bikeability.

IMPLEMENTATION STRATEGIES

- Ensure that the appropriate zoning is in place to maintain the character of the existing single family residential neighborhood.
- Promote strategies that encourage walking and biking to Peachtree Road activity center and neighborhood commercial in the Lynwood Park Area and Town Brookhaven.
- Preserve the tree canopy through ensuring adequate protections within the tree ordinance.

APPROPRIATE LAND USES

- Single-Family Residential
- Parks and Recreation
- Townhomes

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 701
- Area (Acres): 139
- Density (#/AC): 5.1

PEACHTREE CORRIDOR OVERLAY DISTRICT

CHARACTER AREA DESCRIPTION

The boundaries for this character area have been defined by the boundaries of the Peachtree-Brookhaven Overlay District. This overlay district promotes mixed-use, pedestrian-friendly development centered around the Brookhaven MARTA station.

The Peachtree Road corridor is a diverse corridor featuring a mixture of multi-story, multi-family, commercial, hotel, public-institutional and industrial land uses. In recent years, this area has experienced large-scale redevelopment in the form of mixed-use development within Town Brookhaven and along the Dresden Drive corridor. This trend is expected to continue, particularly within sites along Peachtree Road where aging and vacant commercial uses exhibit a high potential for redevelopment.

COMMUNITY VISION

The vision for the Peachtree Road corridor is for the area to continue to transition into a pedestrian-friendly urban boulevard with medium-density, multi-story mixed-use development centered around the Brookhaven MARTA station. Low-rise commercial uses will be redeveloped into mixed-use developments that incorporate a mixture of office, civic, multi-family residential and retail uses. This character area is an appropriate location for a permanent City Hall/ Government Complex.

The vision also includes a redesigned and improved Brookhaven Park resulting in a more open, accessible, and inviting public space. Given the park's central location it has the ability to serve as Brookhaven's 'Central Park' hosting city-wide events.

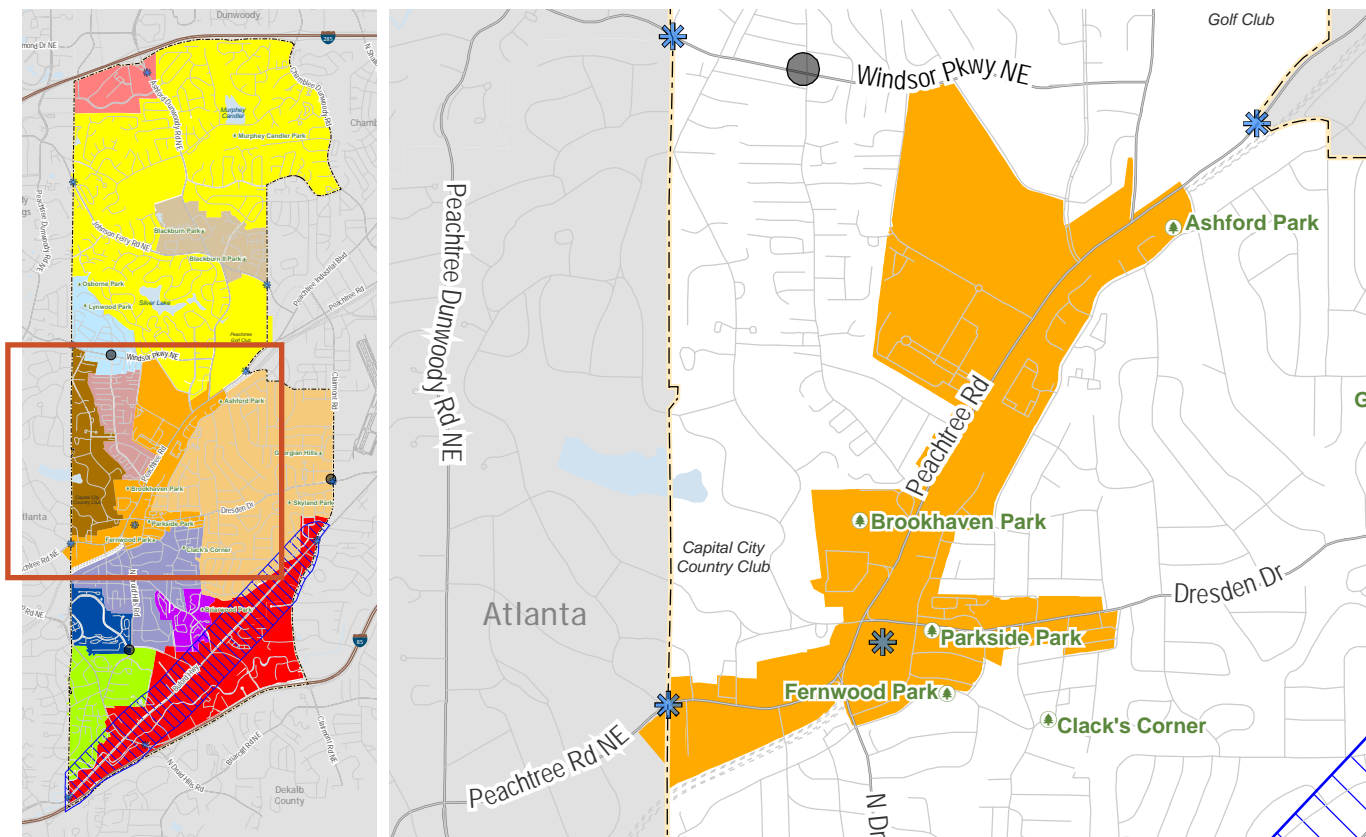


Figure 1-12: Peachtree Corridor Overlay District Character Area



Town Brookhaven is a large-scale mixed-use development along Peachtree Road.



Recent mixed-use development along Dresden Drive is viewed an example of quality development to be emulated in other locations within this character area.

IMPLEMENTATION STRATEGIES

- Complete a strategic plan to identify the location of Brookhaven's permanent City Hall and civic land uses.
- Pursue recommendations of the Parks and Recreation Master Plan to make improvements at Brookhaven Park.
- Update the Peachtree-Brookhaven Overlay District to clarify ambiguous language.
- Establish gateways at entrance and exit points of City along Peachtree Road.
- Develop a more user-friendly mixed-use zoning district to be applied in this area.
- Encourage the redevelopment of key vacant or underutilized parcels to further the vision of the Peachtree Brookhaven LCI study.
- Coordinate with and leverage MARTA Transit Oriented Development initiative at Brookhaven MARTA station to further community's vision for the area.

APPROPRIATE LAND USES

- Office
- Multi-family Residential
- Townhomes
- Hotel
- Mixed-Use
- Retail
- Neighborhood Commercial
- Parks and Recreation

RECOMMENDED RESIDENTIAL DENSITIES AND BUILDING HEIGHTS

- Dwelling Units Per Acre: 12-120
- Building Heights: 3-8 stories

ASHFORD PARK-DREW VALLEY

CHARACTER AREA DESCRIPTION

The Ashford Park-Drew Valley character area is comprised of the Ashford Park, Drew Valley and Skyland Park neighborhoods. These are all historic neighborhoods within the city and were developed in the 1940's and 1950's. These have been combined into one larger character area given their similar development characteristics and land use patterns. They historically featured small homes on large lots. Within the past decade, these neighborhoods have experienced significant residential infill development, typically in the form of much larger homes.

COMMUNITY VISION

The vision for the Ashford Park-Drew Valley area is for the existing character of the single-family neighborhoods to be maintained and preserved. Infill residential development should be permitted only if it is in keeping with the character of the surrounding residential structures including height, setback and architectural compatibility.

Neighborhood commercial development is seen as appropriate for the intersection of Clairmont Road and Dresden Drive. This would serve residents on the eastern side of the character area outside of the comfortable walking distance to the existing neighborhood commercial provided within the Brookhaven Village area.

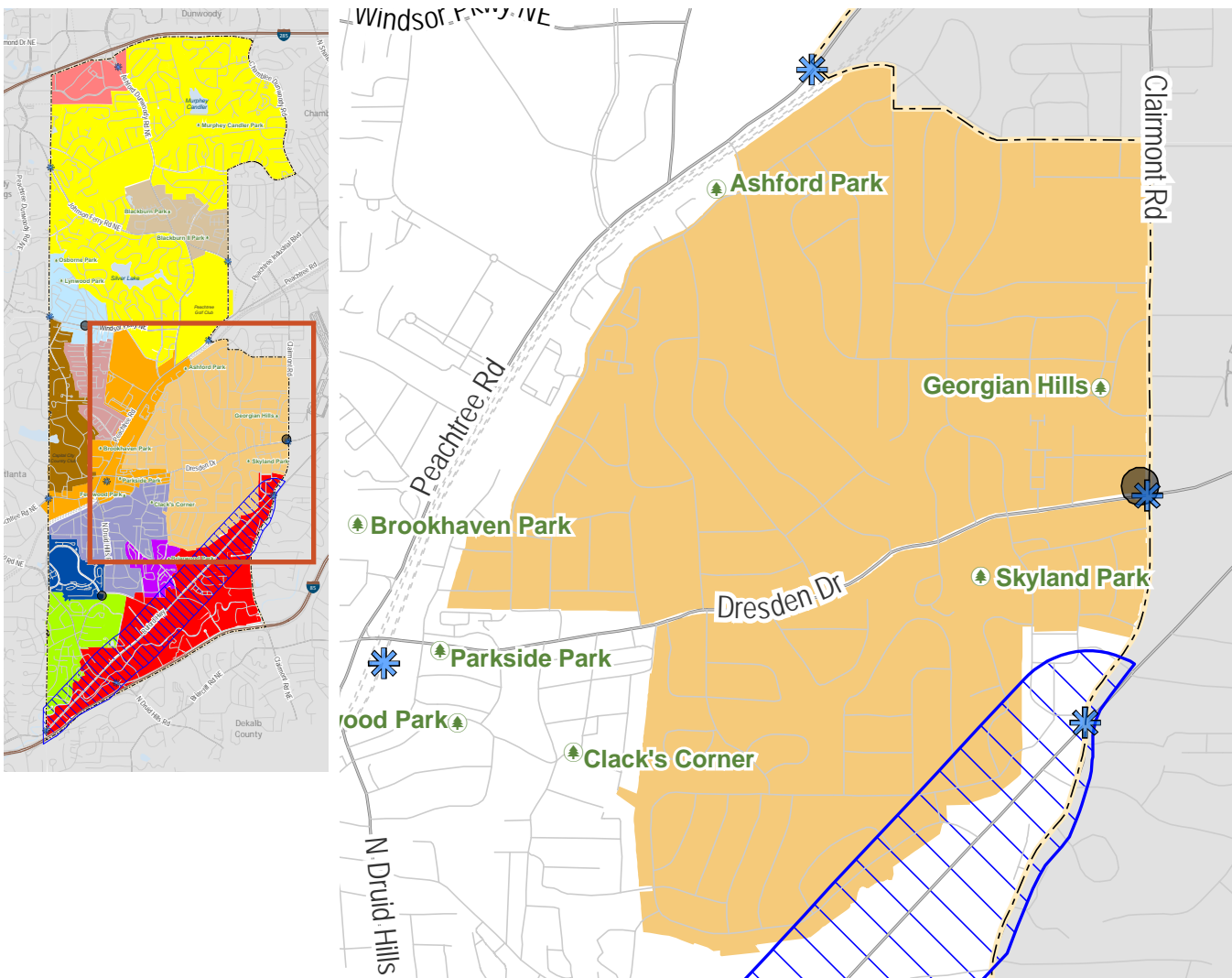


Figure 1-13: Ashford Park-Drew Valley Character Area

The future vision for Ashford Park-Drew Valley also includes potential park expansions in areas removed from existing parks. These include vacant lots in Drew Valley within the FEMA designated floodplain, currently owned by DeKalb County. Another site is the large vacant wooded lot adjacent to Clairmont Road near the Peachtree-DeKalb Airport.

The area immediately adjacent to Clairmont Road is seen as appropriate for limited low-impact commercial development that services both the neighborhood and Peachtree-DeKalb Airport. Access management techniques, wide sidewalks, lighting and landscaping are desired for this area. This area is viewed as a transitional area between the airport and neighborhoods, providing the opportunity to buffer the neighborhoods from Clairmont Road while increasing the walkability and livability of the area.

IMPLEMENTATION STRATEGIES

- Identify and implement appropriate traffic calming techniques to reduce vehicular speeds and increase pedestrian safety.
- Pursue pocket green space interventions on former FEMA lots that can double as stormwater management facilities and small parks, per the recommendations of the Parks and Recreation Master Plan.
- Conduct neighborhood specific surveys regarding infill development for neighborhoods in this character area that have experienced significant infill.
- Provide incentives to promote the development of neighborhood commercial at the intersection of Dresden Road and Clairmont Road.
- Encourage parcel consolidation along Clairmont Road to provide for fewer curb cuts and larger development.
- Update the zoning code to provide for infill compatibility.



Ashford Park was established in 1944 and has historically been comprised of ranch homes on large lots. In recent years this neighborhood has seen significant infill residential development.



Ashford Park Elementary School is a community focal point and is centrally located within neighborhood.

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 2,664
- Area (Acres): 860
- Density (#/AC): 3.1

APPROPRIATE LAND USES

- Single-Family Residential
- Neighborhood Commercial
- Institutional
- Parks and Recreation

CLAIRMONT ROAD TODAY + TOMORROW

Current Conditions

Clairmont Road plays a unique role in the Brookhaven community, serving as the boundary between the Cities of Brookhaven and Chamblee, a minor arterial in the city's roadway network, and as a border to older, largely historic neighborhoods of Ashford Park and Drew Valley. While the portion south and adjacent to Buford Highway is well-defined as a part of the Buford Highway Corridor vision, the portion that sits on the eastern boundary of the Ashford Park/Drew Valley character area is not well defined. The area is comprised of a mix of uses, many of which are single family homes converted to small scale businesses, while others remain as older single family homes, newer multi-family development, or commercial uses less suited to neighboring residential.

Clairmont Road Constraints

1. Adjacency to single family neighborhoods, including need to ensure appropriate buffer.
2. Depth of parcels for potential commercial is restrictive.
3. Development restrictions (flight patterns, building heights, etc.) due to proximity to the DeKalb Peachtree Airport.
4. Time + logistics of acquiring parcels to create a cohesive commercial corridor.

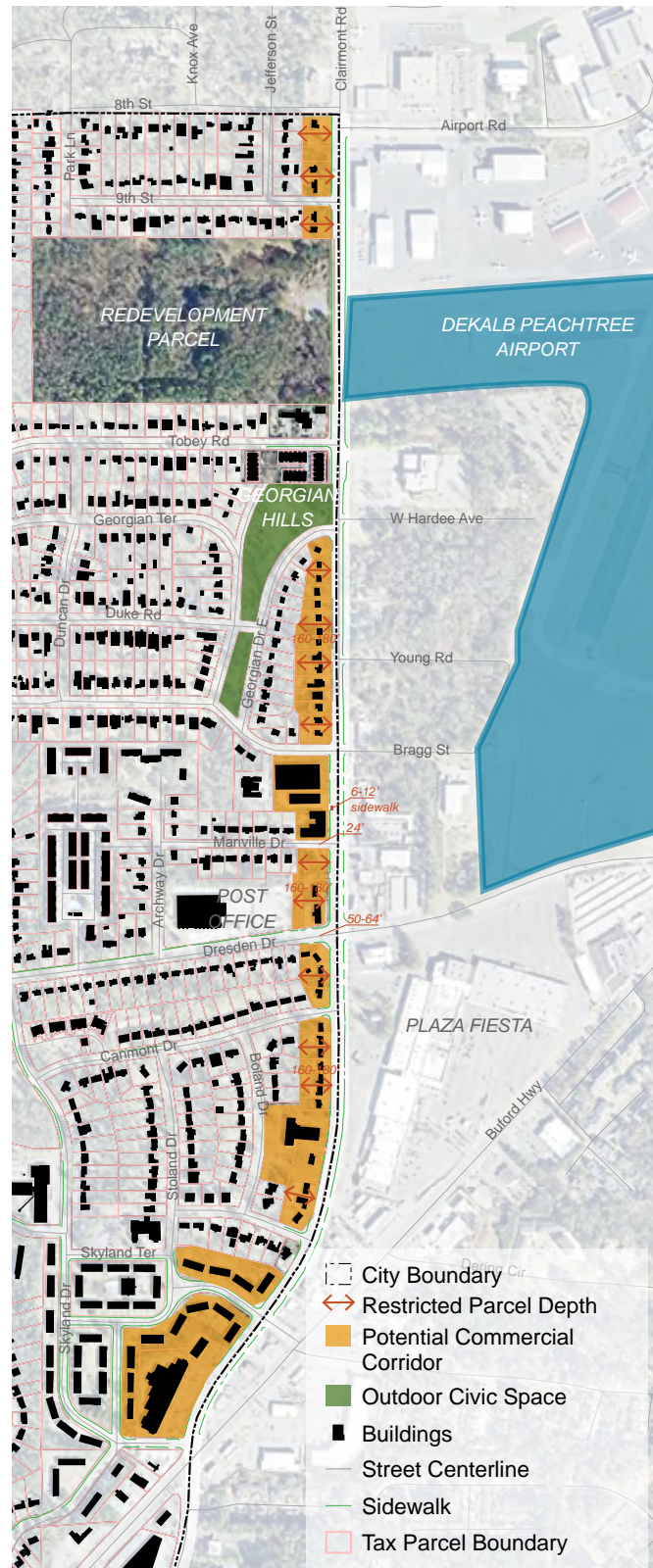
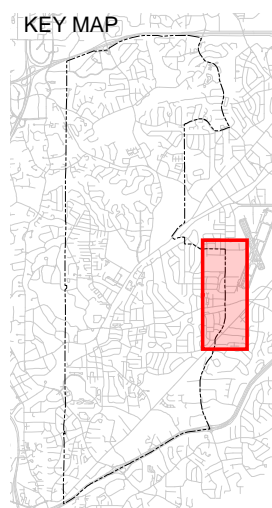


Figure 1-14: Clairmont Road Constraints Map

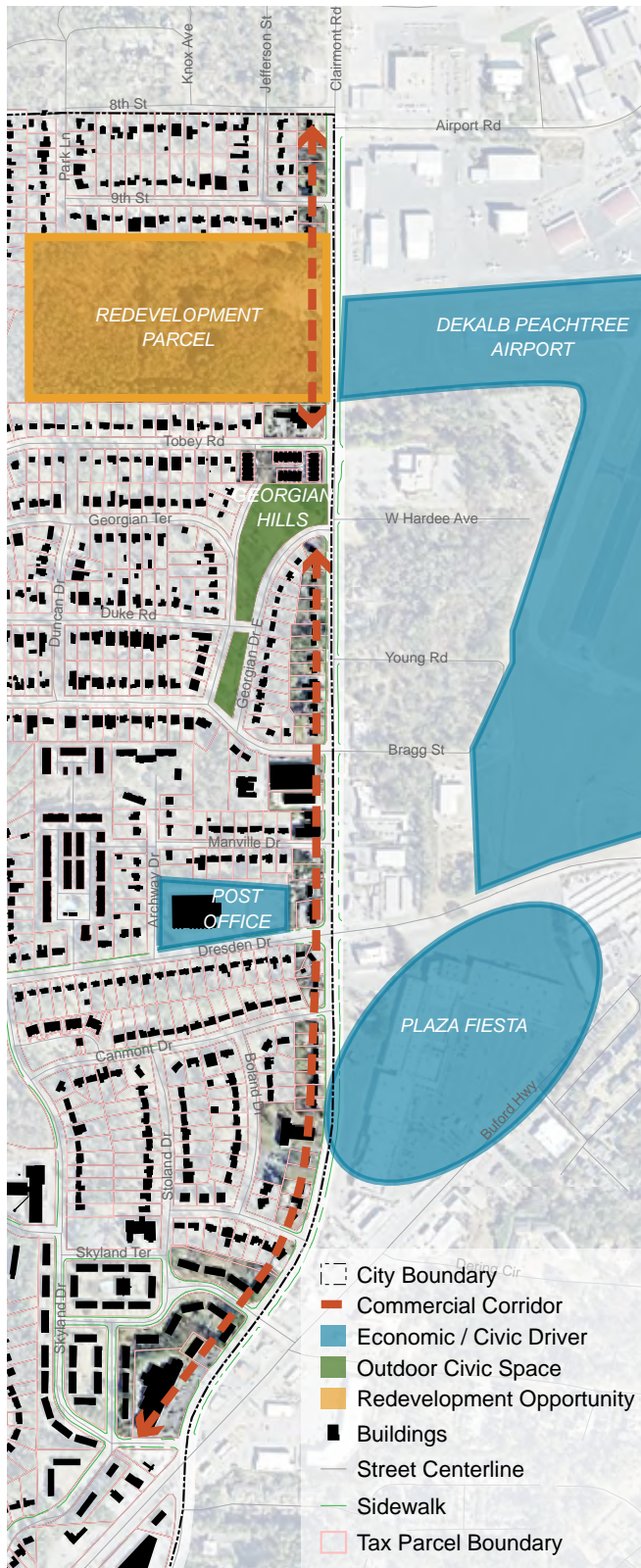


Figure 1-15: Clairmont Road Opportunities Map

Vision for Tomorrow

In the long-term, this area has the potential to support a wider variety of community level residential/mixed use that better serves the adjacent neighborhoods and visitors to the DeKalb Peachtree Airport. Many of the parcels abutting Clairmont could be repositioned in such a way that would provide additional amenities to adjacent neighborhoods, including local eateries, boutique shops and small businesses. Coordinated connectivity improvements could result in a more walkable environment and better access management, increasing safety along the corridor.

Clairmont Road Opportunities

1. Leverage existing economic catalysts + civic assets.
2. Establish a cohesive neighborhood commercial corridor through land use and streetscape.
3. Leverage the redevelopment/repositioning of the parcel across from DeKalb Peachtree Road Airport (whos in yellow of the left).
4. Facilitate connectivity to the 57th Fighter Group restaurant, Dresden Park, and Plaza Fiesta.
5. Consider establishing guidelines to control for consistent design along the corridor.

The City should consider doing a more targeted study of this area to further define the vision for the area and consistent design standards.



DeKalb Avenue in Atlanta is a good comparison of potential redevelopment opportunities. It has successfully redeveloped over recent years to better support the adjacent historic neighborhoods of Inman Park, Candler Park, and Lake Claire.

BROOKHAVEN HEIGHTS-BROOKHAVEN FIELDS

CHARACTER AREA DESCRIPTION

The name of the Brookhaven Heights-Brookhaven Fields character area is derived from the names of the two historic neighborhoods that comprise it. Both of these neighborhoods were developed prior to 1940 and exhibit a similar traditional neighborhood character, with narrow lots and short setbacks. Within the last decade residential infill development has been widespread throughout both neighborhoods.

This character area is primarily comprised of single-family residential land uses with some institutional uses including the Brookhaven Public Library, Boys and Girls Club, and Brookhaven United Methodist Church.

COMMUNITY VISION

The vision for the Brookhaven Heights-Brookhaven Fields character area is to maintain, preserve, and enhance the existing single-family residential neighborhoods. Residential infill development should only be permitted if it is appropriate within the context of the surrounding neighborhood including heights, setbacks and architectural compatibility.

Neighborhood commercial was not identified as a need within this character area given the area's proximity to commercial developments along the Dresden Drive and Peachtree Road corridors. The area is also well-served by three parks in the vicinity (Fernwood Park, Clack's Corner and Briarwood Park) and as a result has not been identified as in need of additional park space.

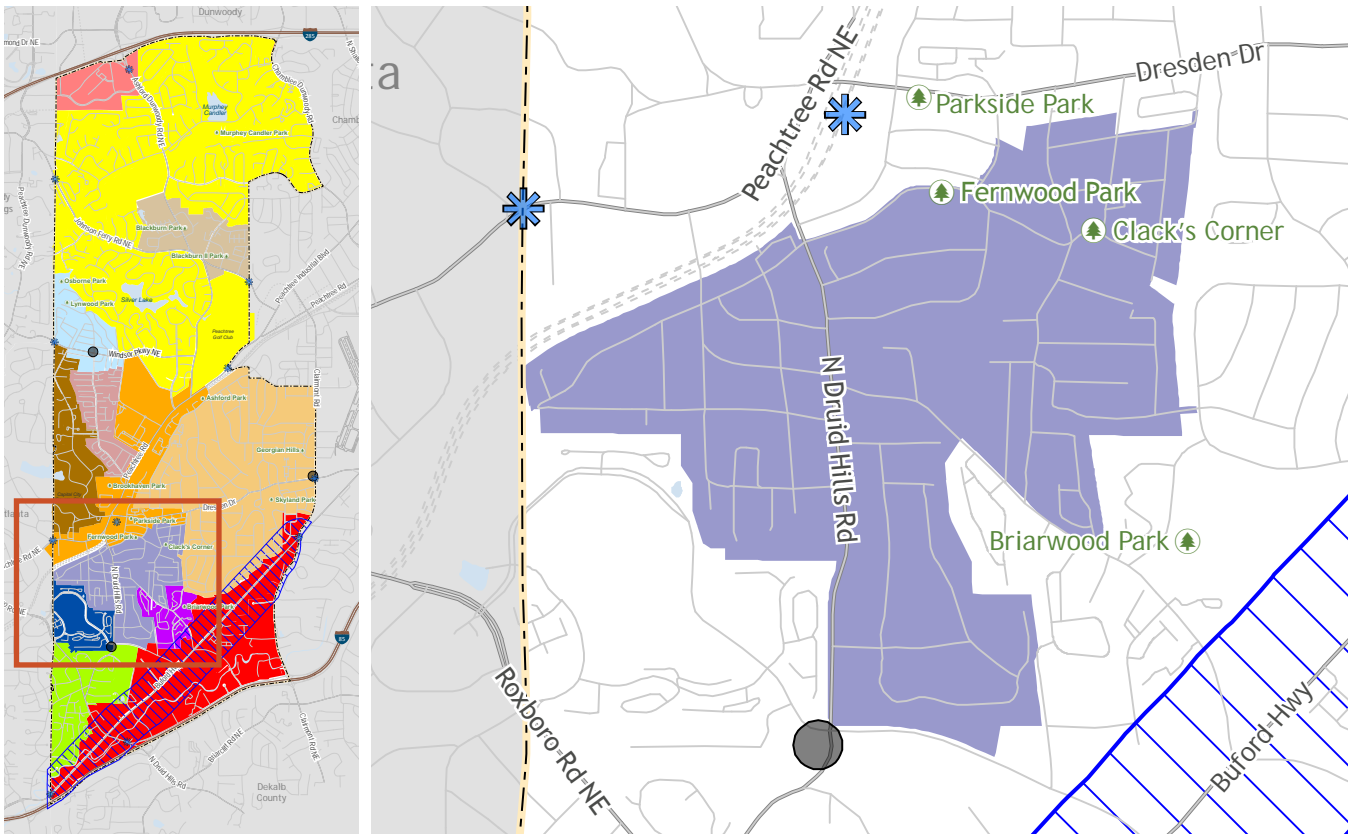


Figure 1-16: Brookhaven Heights-Brookhaven Fields Character Area



Street signs designate the Brookhaven Heights neighborhood.



An example of infill residential development in the Brookhaven Heights neighborhood.

IMPLEMENTATION STRATEGIES

- Provide appropriate buffers between new Transit Oriented Development (TOD) in the adjacent Peachtree Corridor Overlay District and single-family neighborhoods.
- Conduct neighborhood specific surveys regarding infill development within Brookhaven Fields and Brookhaven Heights to assess if infill regulations need to be changed in these areas
- Preserve the tree canopy through ensuring adequate protections within the tree ordinance.
- Implement improvements to Clack's Corner, Fernwood Park, and Briarwood Park, per the Parks and Recreation Master Plan.
- Update the zoning code to provide for infill compatibility.

APPROPRIATE LAND USES

- Single-Family Residential
- Townhomes
- Institutional
- Park and Recreation

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 1,217
- Area (Acres): 291
- Density (#/AC): 4.2

LENOX PARK

CHARACTER AREA DESCRIPTION

The Lenox Park area has a unique character within the city. It is a large master-planned development, built during the 1980's and 1990's, on the site of a former country club and golf course. The development is self-contained, with multi-family and single-family residential development centered around a large office park. The large-scale segregated land uses in Lenox Park, currently result in a sterile, auto-dependent environment, which lacks vitality.

The character area includes several apartment complexes, single-family residential subdivisions, and large office buildings in an open campus setting. The area also includes a townhome community, hotel, and hospice medical facility. The development is split by the city boundary, with a portion located in the City of Atlanta.

COMMUNITY VISION

This vision for this character area if for it evolve into a more vibrant 'live-work-play' environment. The area currently contains significant 'live' and 'work' components, but lacks a 'play' component. This could be addressed through adding more destinations, which may include restaurants, coffee shops, neighborhood commercial and services.

The area includes significant open space that could accommodate additional development. Previous planning efforts for this area have identified it as being appropriate for town center style compact mixed-use development.

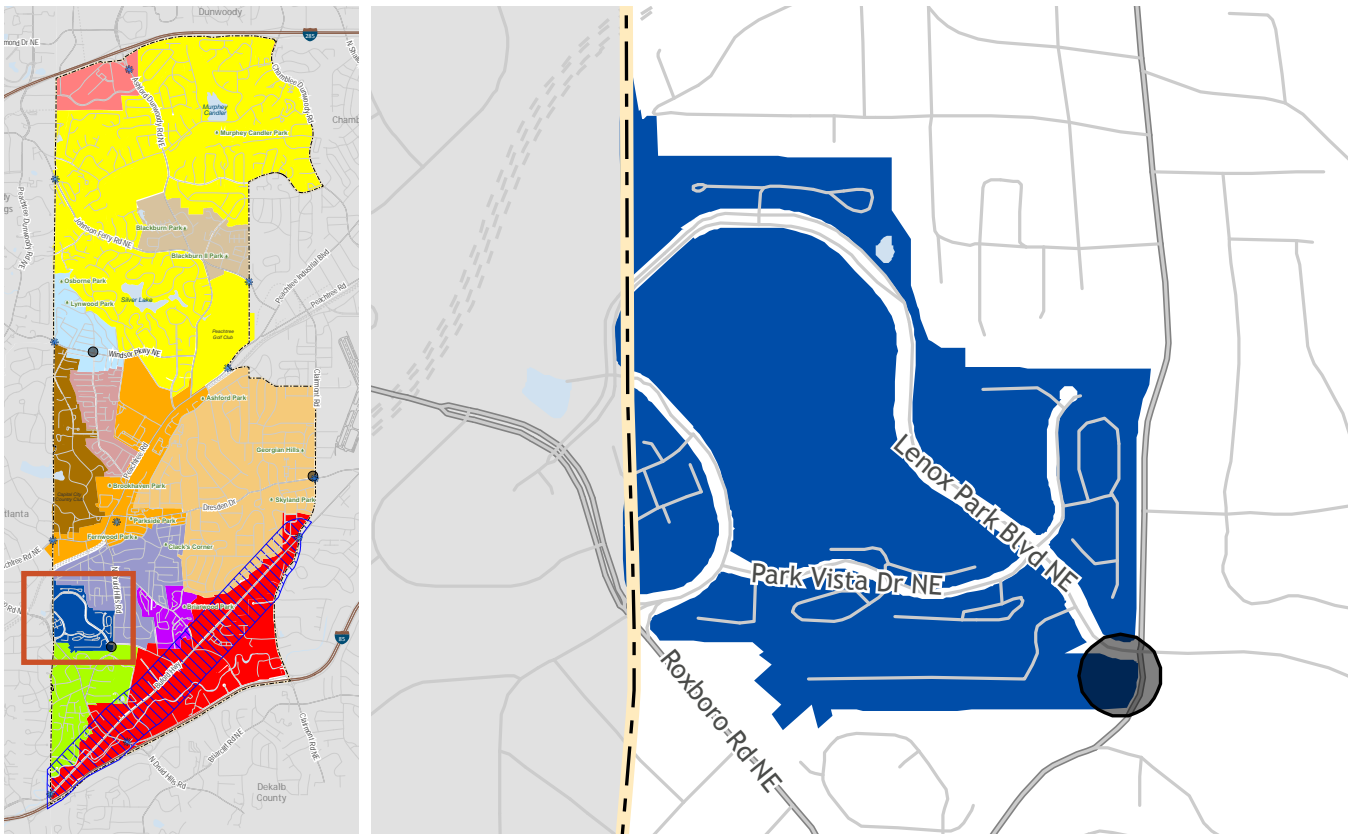


Figure 1-17: Lenox Park Character Area



This character area contains large undeveloped areas capable of accommodating additional development.



This area features large-scale office and residential development, but currently lacks significant commercial development.

IMPLEMENTATION STRATEGIES

- Conduct a small-area planning study within Lenox Park. This study should include a concept plan identifying areas appropriate for additional development and the appropriate scale and type of development. It should also recommend any needed changes to land use regulations to help facilitate the desired development types.
- Develop a new more user friendly mixed-use zoning district to be applied in this area.
- Encourage neighborhood commercial and mixed-use development with a retail component within this area.

APPROPRIATE LAND USES

- Office
- Multi-Family Residential
- Townhomes
- Hotel
- Mixed-Use
- Neighborhood Commercial
- Single-Family Residential
- Parks and Recreation

RECOMMENDED RESIDENTIAL DENSITIES AND BUILDING HEIGHTS

- Dwelling Units Per Acre: 12-60
- Building Heights: 3-10 stories

BRIARWOOD PARK

CHARACTER AREA DESCRIPTION

The Briarwood Park character area includes the higher-density residential areas near Briarwood Park and along Briarwood Road. This area is comprised of a mixture of apartments, condominiums, and townhomes, with limited single-family residential uses. This area includes the Carlyle Woods Condominiums, Twin Keys Apartments, Cobblestone at Brookhaven, Haven on Briarwood, Lenox Crossing and Briarwood Trace developments. Briarwood Park serves a focal point for this area and provides local residents with tennis courts, a swimming pool, playground, and picnic areas.

COMMUNITY VISION

The vision for the Briarwood Park character area is to continue to be an area of high-quality, higher-density townhome and condominium development. Major land use changes which deviate from the existing land use mix are not seen as appropriate for this area. Briarwood Park itself should be maintained and improved as necessary to continue to provide recreational opportunities within comfortable walking distance of area residents. The future vision also includes a more complete sidewalk network along Briarwood Road and safe pedestrian crossings that would serve to better link the park to surrounding developments.

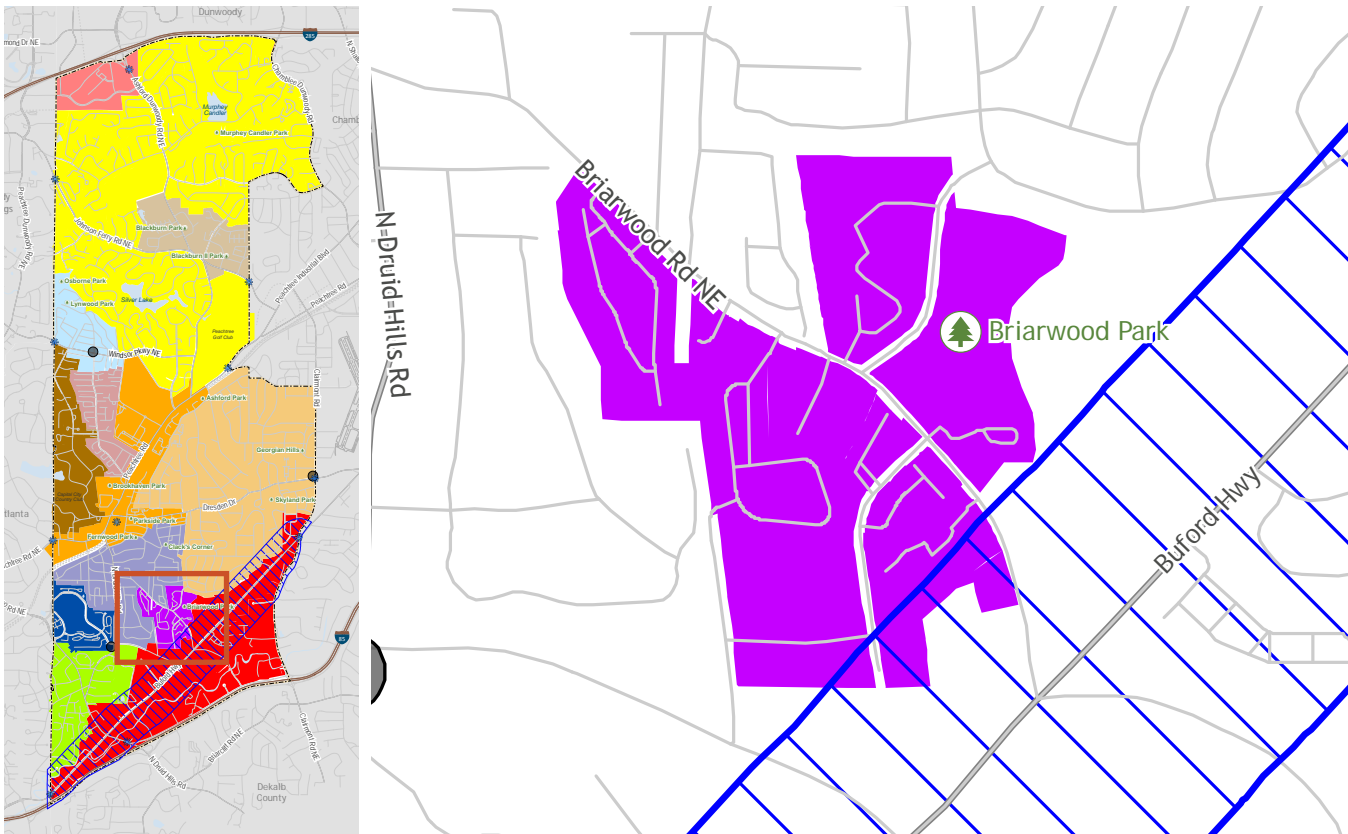


Figure 1-18: Briarwood Park Character Area



Briarwood Park features a community garden providing opportunities for active and healthy living.



An example of recent multi-family development in the Briarwood Park character area.

IMPLEMENTATION STRATEGIES

- Develop a more complete sidewalk network along Briarwood Road and add pedestrian crossings at intersections and adjacent to Briarwood Park entry points.
- Ensure that the area is properly zoned to ensure a mix of appropriate land uses.
- Ensure that new developments provide connectivity to Buford Highway activity center area.
- Implement improvements to Briarwood Park per the recommendations of the Parks and Recreation Master Plan.
- Preserve the tree canopy through ensuring adequate protections within the tree ordinance.
- Promote redevelopment opportunities identified as appropriate within the Buford Highway Improvement Plan and Economic Development Strategy.

APPROPRIATE LAND USES

- Multi-Family Residential
- Townhomes
- Single-Family Residential
- Parks and Recreation
- Institutional

EXISTING RESIDENTIAL DENSITY*

- Number of Residential Parcels: 624
- Area (Acres): 59
- Density (#/AC): 10.6

**Calculation excludes detached single family homes to reflect the existing townhome and condominium development density.*

ROXBORO

CHARACTER AREA DESCRIPTION

The Roxboro character area is a stable single-family residential area in the southwestern corner of the city, centered around East Roxboro Road and North Druid Hills Road. This area includes the historic Roxboro Forest neighborhood, with many homes dating back to the 1940's and 1950's. Roxboro also includes newer residential areas within the greater Pine Hills neighborhood along Shady Valley Drive. Within the last decade, residential infill development has occurred in this area, but it is not widespread.

COMMUNITY VISION

The vision for the Roxboro character area is to maintain, preserve, and enhance the existing single-family residential neighborhoods. Residential infill development should only be permitted if it is appropriate within the context of the surrounding neighborhood including heights, setbacks and architectural compatibility.

The southwestern portion of the city currently lacks public park space and this has been identified as an important unmet need. The vision for this area is to incorporate new park space to better serve local residents. A potential future park site has been identified for the approximately 10-acre wooded area behind Woodward Elementary, currently owned by DeKalb County.

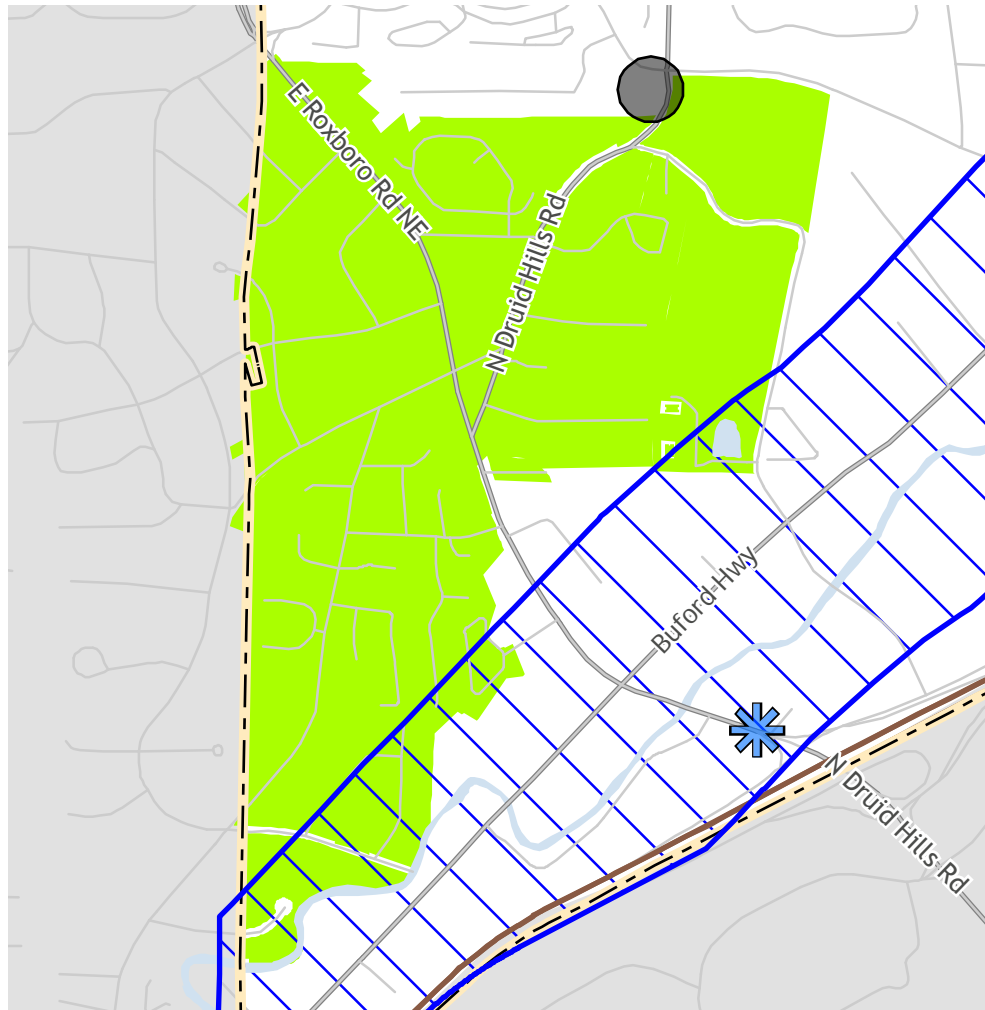
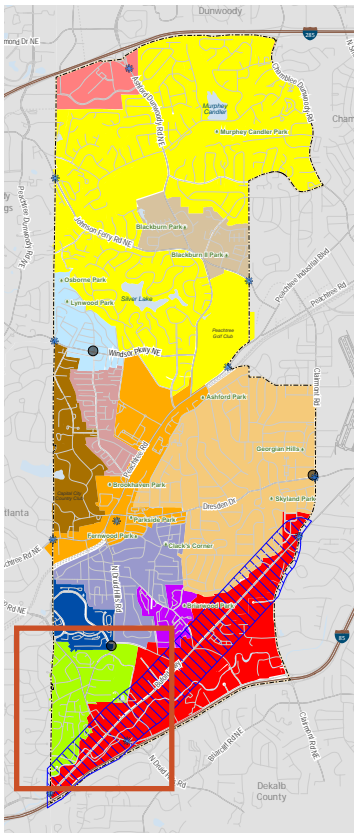


Figure 1-19: Roxboro Character Area



The Roxboro character area features a wide variety of single-family housing types, ages and styles. Photo Credit: atlantahomes.atlantapros.com



Cross Keys High School is a major community focal point in the Roxboro character area. Photo Credit: brookhaven.patch.com

Residential areas within this section of the city also lack retail and services within comfortable walking distance. The need for small-scale neighborhood commercial has been identified and is seen as appropriate for the southwest corner of Lenox Park Boulevard and North Druid Hills Road. Neighborhood commercial in this area would serve neighborhoods in the northern portion of the character area, in addition to the Lenox Park and Brookhaven Heights-Brookhaven Fields character areas.

IMPLEMENTATION STRATEGIES

- Implement the recommendations of the Parks and Recreation Master Plan to expand park space to this underserved portion of the city.
- Preserve the tree canopy through ensuring adequate protections within the tree ordinance.
- Provide incentives to promote the development of neighborhood commercial at the intersection of North Druid Hills Road and Lenox Park Boulevard.
- Update the zoning code to provide for infill compatibility.

APPROPRIATE LAND USES

- Single-Family Residential
- Neighborhood Commercial
- Institutional
- Park and Recreation

EXISTING RESIDENTIAL DENSITY

- Number of Residential Parcels: 777
- Area (Acres): 212
- Density (#/AC): 3.7

■ BUFORD HIGHWAY CORRIDOR

CHARACTER AREA DESCRIPTION

The Buford Highway Corridor is a diverse automobile oriented area within the city that contains a wide variety of land uses. It includes commercial strip development, older low-rise apartment complexes, large office developments and newly developed townhome communities—all at a relatively low suburban density. This corridor has the potential to experience significant amounts of redevelopment within the planning horizon as pressures to redevelop aging commercial and residential uses increase. Recently, portions of the corridor have experienced major improvements to the pedestrian environment in the form of new sidewalks and pedestrian refuge medians. These improvements are not found uniformly throughout the corridor, however.

COMMUNITY VISION

The vision for the Buford Highway Corridor character area is for it to transition from an auto-orientated suburban corridor into a denser, more walkable urban corridor, that features compact pedestrian-friendly development. Large shopping centers within the corridor are seen as appropriate areas for mixed-use redevelopment. Higher intensity land uses are appropriate in the areas adjacent to I-85, with a step down in intensity near surrounding residential character areas to the north.

Within this character area, the City should strive to balance opportunities for land use transformation, redevelopment and economic investment with the desire to preserve and maintain affordable housing options and cultural diversity within the city.

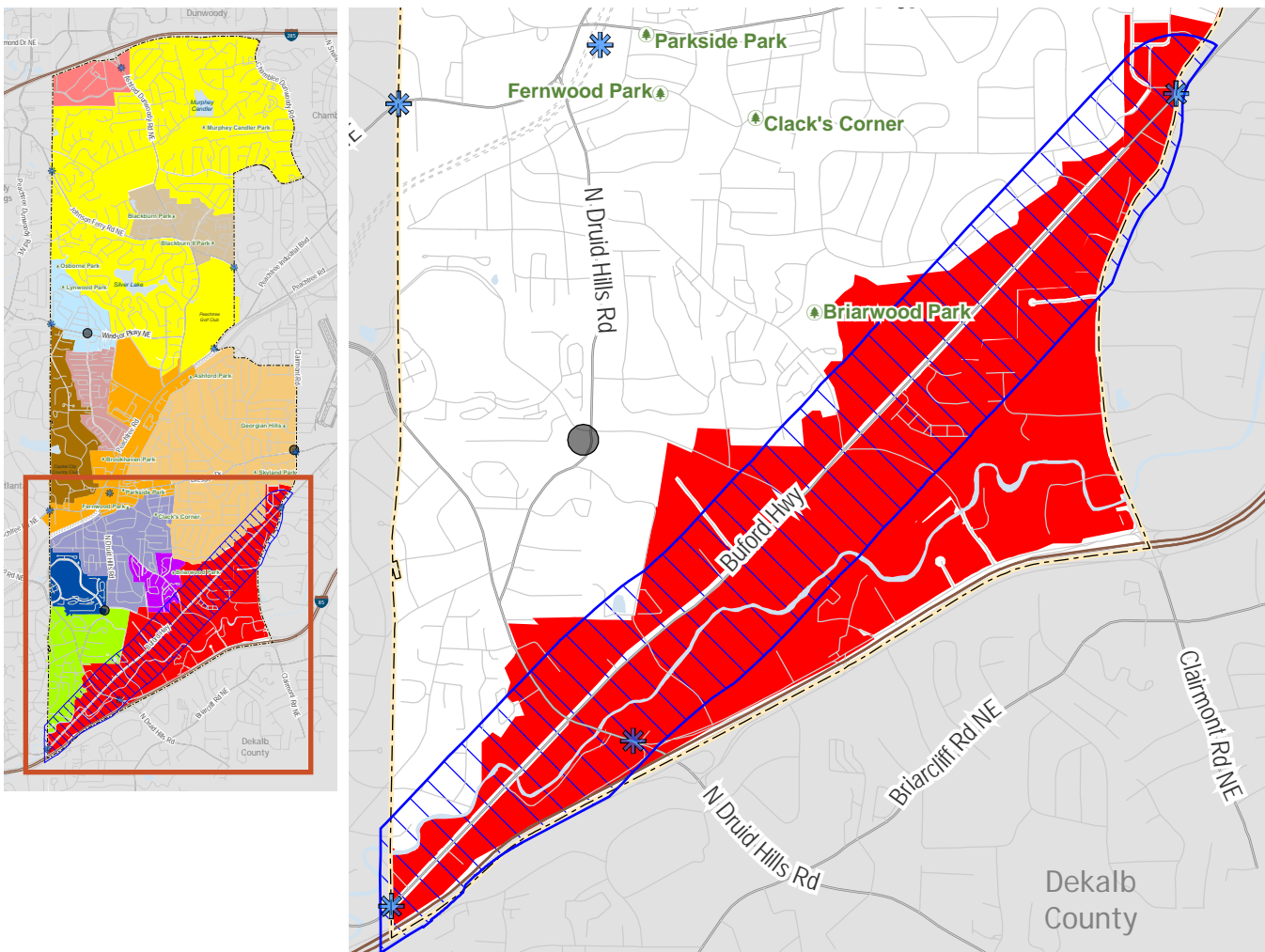


Figure 1-20: Buford Highway Corridor Character Area



Higher-intensity mixed-use development is seen as appropriate for the area between Buford Highway and I-85. Photo Credit: sembler.com



The North Fork Peachtree Creek floodplain should be targeted for a linear park and multi-use trail, as shown above.

A lack of public park space is an identified need within this area. The future vision includes a linear park and trail within the floodplain of North Fork Peachtree Creek to provide additional recreational opportunities to residents in this area. Small pocket parks are also seen as appropriate for this area. Another component of the vision includes a safe and complete pedestrian environment with continuous sidewalks, refuge medians and pedestrian crossings along Buford Highway.

IMPLEMENTATION STRATEGIES

- Encourage the redevelopment of key parcels identified within the Buford Highway Improvement Plan and Economic Development Strategy.
- Preserve the diversity of the area by promoting international businesses and variety of housing multi-family housing type and price points through inclusionary zoning techniques.
- Develop and adopt an overlay district for this corridor to regulate redevelopment in the corridor.
- Pursue development of additional park space in area as identified within the Buford Highway Improvement Plan and Economic Development Strategy.
- Leverage North Fork Peachtree Creek as an asset to be preserved and better enjoyed by public.
- Limit visual clutter in the corridor by implementing adequate sign regulations.
- Explore rebranding and marketing the corridor as an international culinary destination.

APPROPRIATE LAND USES

- Office
- Multi-Family Residential
- Townhomes
- Hotel
- Mixed-use
- Retail
- Neighborhood Commercial
- Single-Family Residential
- Institutional
- Industrial
- Parks and Recreation

RECOMMENDED RESIDENTIAL DENSITIES AND BUILDING HEIGHTS

High Intensity

- Dwelling units per Acre: 100-150
- Building Heights: 10+

Medium Intensity

- Dwelling units per Acre: 50-100
- Building Heights: 5-10

Low Intensity

- Dwelling units per Acre: 10-50
- Building Heights: 1-5

■ BUFORD HWY DEVELOPMENT INTENSITIES

As redevelopment occurs in the Buford Highway Corridor area, new growth should occur at varying intensities. The below development intensities map identifies three core intensity districts within the district. Recommended development densities and building heights are identified on the preceding page.

High Intensity - Bounded by I-85 to the east and North Fork Peachtree Creek to the west, this area is poised for the highest intensity growth based on its close proximity to I-85, existing development, and depiction within the Atlanta Regional Commission's Unified Growth Policy Map as part of the Region Core.

Medium Intensity - Bounded by the North Fork Peachtree Creek on the east and Buford Highway on the west, this area provides a step down from the high intensity district to Buford Highway where a pedestrian environment is desired.

Low Intensity - Bounded by Buford Highway on the east and other character areas on the west, this area is the lowest intensity, taking needs of adjoining neighborhoods into account.

The concept identifies two activity nodes, each encompasses a 1/4 mile walking radius and requires unique treatment from the three intensity districts.

Druid Hills Regional Center - This area is viewed as a regional destination and gateway to Brookhaven. The Buford Highway Improvement Plan and Economic Development Strategy identifies this area as having great potential for redevelopment. This activity node should allow for intensities similar to those allowed in the high intensity district.

Briarwood Road Neighborhood Center - This area is targeted for redevelopment. For details, reference should be made to the Buford Highway Plan and the City's Parks and Recreation Master Plan. This activity node should allow for intensities similar to those allowed in the medium intensity district.

As the City considers creating an overlay district for the corridor, additional refinement of these intensity districts and activity nodes should be considered.

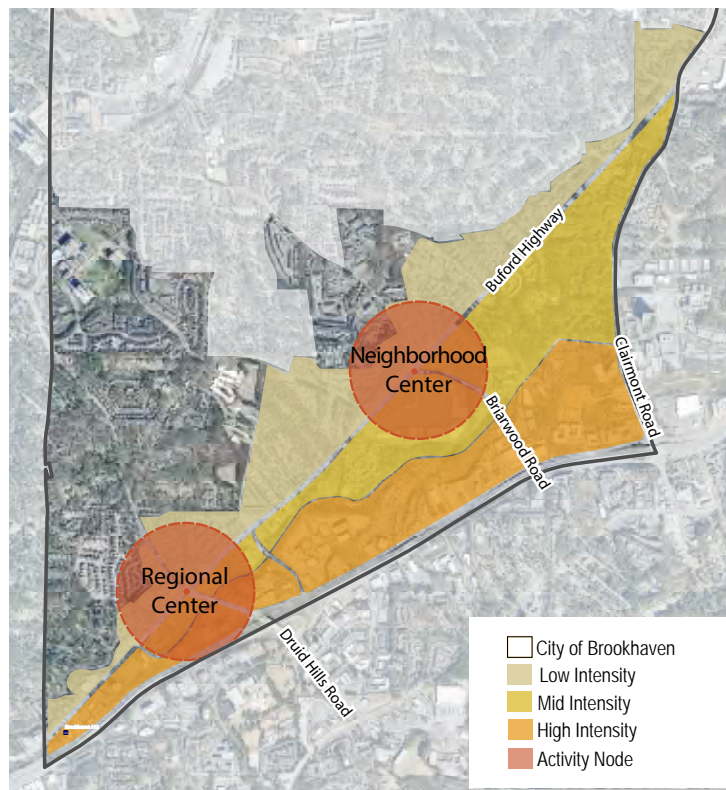


Figure 1-21: Buford Highway Development Intensities Concept Map

4. Needs and Opportunities



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4. Needs and Opportunities

The needs and opportunities are those that the City should pursue in the 20 year planning horizon. Needs and opportunities work hand-in-hand with one another. Needs are identified as condition of something that is required or wanted while opportunities are defined as a chance for progress or advancement. This comprehensive planning process has identified needs and opportunities which are unique to Brookhaven, based on the technical analysis completed by the planning team in the planning process as well as by public input collected as a part of the visioning process.

Priority items are those that should be addressed, either fully or partially, by specific actions in the Community Work Program (2015-2019). These items are of high importance to the community and its stakeholders and require action in the next five years although may extend into the mid and long term planning periods. Lower priority items or those that are not ripe for action are listed as mid (6-10 year time frame) or long term initiatives (+10 years) and should be revisited in the next update of the Comprehensive Plan. Both the Community Survey and Needs and Opportunities Workshop asked community members to prioritize the needs and opportunities of the city as well as strategies to accomplish them. This section explains each need and opportunity and initiates discussion of potential strategies to address them.

The Community Work Program in Appendix B identifies specific actions that are recommended for the City to undertake to address each priority need and opportunity.

Brookhaven’s Comprehensive Plan is intended to be a living document and updated on a regular basis. The state requires it be comprehensively updated at minimum every five years. The City may also want to make strategic amendments to the plan account for initiatives and studies that are undertaken in the interim that provide further direction on the City vision. At the time when these updates are made, needs and opportunities should be updated to reflect adjustments in the priorities of the Brookhaven community.

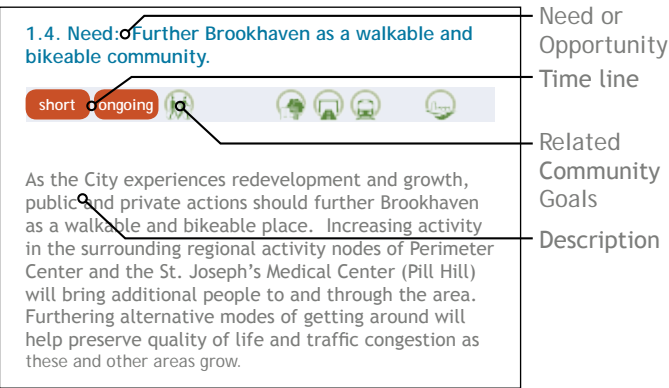


Figure 1-1: Example Need/Opportunity



Figure 1-2: Needs and Opportunities

4.1. LAND USE

In the next several years, Brookhaven will continue to face pressure for infill development within its single family residential neighborhoods and for redevelopment along its major roads and within its activity centers. Brookhaven is well positioned to be the beneficiary of positive of public and private investments. Ensuring that the City has the right regulations and incentives in place to preserve neighborhoods while growing compatible mixed use activity centers of varying intensities is of paramount importance. Land use policies and initiatives should facilitate active streets, healthy living, and a sustainable economy that balances retail and service uses with additional office space. These priorities reflect a community-wide perspective; priorities by unique areas of the city are identified in the Character Area Map

PRIORITIES

1.1. Need: Align zoning and development regulations with Comprehensive Plan.



The City of Brookhaven adopted the DeKalb County zoning and development regulations and related ordinances upon incorporation. Therefore, the code does not always accurately achieve the focused needs of Brookhaven, as identified in the community vision and goals. A full review of the zoning, development, subdivision, and other related regulations is recommended to advance and implement the city's vision.

1.2. Need: Address infill compatibility issues in residential areas.



The City should consider establishing area-specific infill development requirements tied to specific neighborhood-focused character areas. Input provided via the Community Survey indicates that people would like to maintain density that currently exists in their neighborhood and to limit the amount of impervious surface coverage. The survey results also suggested that community members would like to maintain the look and character of their surrounding residential neighborhood.

1.3. Opportunity: Pursue architectural and/or design standards in targeted areas.



As redevelopment occurs, Brookhaven has the ability to facilitate a unique Brookhaven look that prevails through certain elements throughout the city - this may be tied to certain character areas or specific types of roads. Architectural and or design standards can be particularly important as redevelopment occurs on Buford Highway.



Existing Infill Housing in the Ashford Park Neighborhood

1.4. Need: Further Brookhaven as a walkable and bikeable community.

short

ongoing

As the City experiences redevelopment and growth, public and private actions should further Brookhaven as a walkable and bikeable place. Increasing activity in the surrounding regional activity nodes of Perimeter Center and the St. Joseph’s Medical Center (Pill Hill) will bring additional people to and through the area. Furthering alternative modes of getting around will help preserve quality of life and traffic congestion as these and other areas grow.

1.5. Need: Review tree ordinance (ensure appropriate protection).

short

A full and lush tree canopy is a defining characteristic of the City of Brookhaven. The tree ordinance and associated landscaping requirements play an important role in preserving and enhancing the tree canopy in a community. The City should review the existing ordinances to ensure the right level of preservation is occurring. Public investments in trees in the City’s parks and other public spaces can also support this effort.



New sidewalk and street infrastructure along Buford Highway

1.6. Need: Address visual clutter in the community.

short

mid

The character of the City of Brookhaven is largely what one views as he or she drives along the street. Much of this visual clutter is likely a result of nonconforming uses or signs that can be phased out over time through targeted and increased code enforcement, adjustments in the City’s sign ordinance, placement of utilities underground, and the development of design guidelines for certain corridors in the city.

1.7. Need: Further health and exercise in the community through supportive infrastructure and design.

short

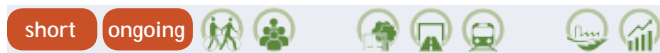
mid

The way our communities are designed directly impact our long term health. There are various strategies that can be taken to better achieve a healthy community. This includes allowing for uses like community gardens and farmers markets as well as ensuring access to park space within a reasonable distance of all residential areas and making walking and biking a viable alternative for short trips.



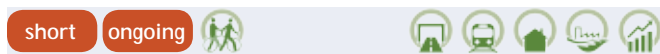
Areas still in need of additional walking and biking infrastructure

1.8. Need: Further a live-work-play community by allowing for mixed-use development in appropriate locations.



The community has indicated the desire to continue to promote mixed-use development in Brookhaven, particularly in areas outside of traditional single family neighborhoods. The Character Area Map and defining narrative identifies mixed-use development as appropriate for the Perimeter Center Area, Blackburn Park Neighborhood Center, Peachtree Road Overlay District, Buford Highway Corridor, and Lenox Park.

1.9. Need: Manage growth and higher density in city.



While increased development density and intensity are desired for specific areas of the city, the intensity of development should be stepped down with adequate transitions in areas adjacent to single-family neighborhoods. Appropriate buffers should also be incorporated without compromising overall connectivity goals of the community. As increased density occurs in areas of the city, increased connectivity and multi-modal access is necessary to prevent overcrowding of the road system.



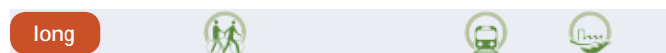
New mixed-use development in Brookhaven Town Center

1.10. Need: Engage DeKalb County Schools in city development proposals.



Education and schools are a top concern in the Brookhaven community, particularly in terms of how new developments may affect school enrollment and insufficient classroom capacity. The City's development regulations and administrative procedures should ensure that the DeKalb Schools continue to be actively involved in identifying school enhancement needs to meet changing population demographics.

1.11.Opportunity: Install a bicycle and pedestrian bridge connection through the Brookhaven MARTA station across Peachtree Road.



This idea should be approached with MARTA as it pursues development of its parking lots as part of the Transit Oriented Development initiative on its underdeveloped property at the station. This should also be considered as improvements are made along Peachtree Road and the City further considers and plans for a permanent location for its civic and government center.



Montgomery Elementary School

4.2. COMMUNITY FACILITIES + RESOURCES

While it is a developed area, Brookhaven is in its youth as a city and, as such, is in the early phases of establishing a strong foundation of the facilities and resources that it has in place. Areas that are a top priority to the community in terms of both needs and opportunities include transparency, preserving the tree canopy and the city’s other natural resources, and addressing utility needs, as further described by each of the items below.

PRIORITIES

2.1. Need: Preserve the city’s tree canopy.

short

ongoing






The city’s tree canopy is one of the aspects of Brookhaven that sets it apart as a neighborhood-centric area within a growing urban context. The opportunities for development and redevelopment bring with it the opportunity to preserve the existing tree canopy while enhancing it with new plantings at previously developed sites. Tree protection should extend from residential to commercial areas and be addressed within both the public realm and private spaces of the city.

2.2. Need: Stormwater management - evaluate existing program to ensure sufficient capacity to meet needs.

short





ongoing



As redevelopment and neighborhood development occurs in the city, there will be an increase in impervious surfaces, which will call for additional stormwater management needs. Brookhaven took over management of the stormwater system when it became a city and therefore will be responsible for upgrades.

2.3. Need: Identify infrastructure and utility capacity improvements (water and sanitary sewer) needed to support Future Land Use Plan.

short



Infrastructure and utility capacity is a vital need to facilitate desired development and redevelopment in a community. The City of Brookhaven’s water and sewer services are provided and improved by DeKalb County. A full inventory of the city’s water and sewer capacity has not been completed since Brookhaven became a city.

2.4. Opportunity: Establish policies for burying utilities along strategic corridors.

short



Multiple stakeholders including the Comprehensive Plan Steering Committee identified the burying of utilities as a strategic move for the City of Brookhaven. It would help improve the city’s overall character and facilitate a more complete tree canopy. The challenge with burying utilities is the potential cost to both the city and private landowners and in certain cases could deter redevelopment from occurring.

2.5. Need: Leverage city's creek system for greater access by community, while protecting their long-term health and viability.



North Fork Peachtree Creek and Nancy Creek are two of Brookhaven's most cherished natural resources. The vision for the long term is to make these areas more accessible via development of trail networks and appropriate protections to ensure the creeks are healthy and sufficiently buffered from area development.

2.6. Need: Establish a Town Center.



Although establishing a Town Center will likely occur in the mid to long term period, it is essential that in the short term the city identify a more detailed strategy for what the town center contain, including government offices, civic space, and other community amenities that are desired by the community as well as how the center will interact with private development.



Fernwood Park utilizes the creek system as a community park

2.7. Opportunity: Improve coordination with DeKalb County Schools or consider development of a charter school system.



Schools play a fundamental role in the success and health of a community. Quality schools provide a desirable place to live and raise a family and can also provide supplemental facilities for community events and activities. There is ongoing concern in the Brookhaven community about the quality of the public schools in Brookhaven and the degree by which the DeKalb County Schools are adequately planning for the school needs of the population.

2.8. Need: Document and protect historic resources.



Brookhaven is a well-established community with a variety of historic structures and districts, some of which were identified by community members and stakeholders during the visioning process. Currently there is no local identification system or local policy in place to protect these resources being removed or altered. The City should complete a historic resources survey and identify ways to protect and preserve these resources in the future.

2.9. Need: Ensure access to emergency services.



Safety and access to emergency services is an important role of local government. Although Brookhaven has its own Police Department, it still relies on DeKalb County for fire and related services as well as coordination with other local emergency services in cases where the emergency is too large or difficult to access by Brookhaven police.

4.3. ECONOMIC DEVELOPMENT

Needs and opportunities for economic development component are divided into three groupings:

- Community Product Enhancements- Brookhaven is a product to market to prospective residents, employees, and businesses. The community product that the implementation of this Comprehensive Plan will further develop will be instrumental in attracting and retaining future and existing investors. These needs may be used as tools to expose potential investors and residents to the Brookhaven way of life.
- Economic Opportunities - This section outlines how the City should move forward to ensure it continues to attract well-matched businesses with quality jobs and facilitate growth of local start-ups.
- Collaboration and Communication - The City can position itself as a leader among city programs by clearly defining its role early and establishing how it will share roles with its partners to reduce redundancy and maximize impact. This section outlines how the City can work with its partners for effective collaboration.

COMMUNITY PRODUCT ENHANCEMENTS

3.1. Opportunity: Continue to enhance, diversify, and attract business establishments and unique restaurants.



According to public input collected, the diverse restaurant scene in Brookhaven, particularly those along the Buford Highway Corridor, is an important part of its community fiber. Continuing to enhance and diversify Brookhaven’s business establishments and unique restaurants will further Brookhaven as a well rounded community and welcoming business environment that better serves its residents and business community.

3.2. Opportunity: Identify opportunities for community festivals and events.



Although Brookhaven is not as racially diverse as the Atlanta metro and the state, the city is significantly ethnically diverse, with Hispanics making up a quarter of its population. Brookhaven’s cultural diversity is one of its prized assets and should be celebrated. Events that bring the community together to highlight various cultures, neighborhoods, businesses, and organizations are informative to citizens wanting to know more about their city, foster appreciation of distinctive groups represented in the city, and encourage community pride which supports talent retention, a key goal of economic development.

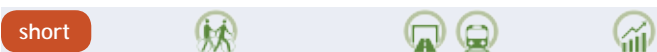
ECONOMIC OPPORTUNITIES

3.3. Opportunity: Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.



As a new city, Brookhaven has the opportunity to establish a strong foundation that can support many years of solid economic development initiatives. A holistic economic development strategy addresses many of Brookhaven’s economic development needs: bringing all partners to the table to build consensus, fleshing out the city’s economic development goals, the business sectors the City and its partners want to grow, determining implementation steps.

3.4. Opportunity: Establish additional incentives to encourage sustainable development in the city.



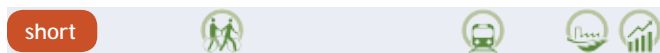
Competitive incentives are utilized in many cities, regions, and states to promote targeted growth and development. Once Brookhaven’s economic development goals are established, the City should then evaluate which incentives feasibly support these goals and pursue steps to actualize them (opportunity zones, tax allocation districts, etc.).

3.5. Opportunity: Identify ways to regularly engage business community in feedback on city needs and concerns and vice versa.



Business retention and expansion (BRE) is a vital component of economic development. The degree to which local government engages with existing businesses through formal outreach varies greatly. It is important for the City and partners to coordinate their efforts and establish clear roles across economic development initiatives, including BRE, understanding that effective economic development is achieved through public private partnerships.

3.6. Need: Leverage the Brookhaven MARTA station to encourage further desirable development along the Peachtree Corridor.



The Brookhaven MARTA station is a key asset for the community's development, and it also has the potential to be a top economic development asset. As the City moves forward with its planning and design efforts around the MARTA station, it will need to be proactive in coordinating with MARTA and the ARC to ensure that the firms pursued and attracted are consistent with business sectors in line with the City's economic development goals.

COLLABORATION AND COMMUNICATION

3.7. Need: Streamline information accessibility between economic development partners and for site selectors and prospective companies.



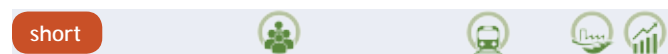
A city's website, along with websites of other economic development partners, is often the front door to the community – a first impression to site selectors, prospective companies, and future residents. The City's website can also help build, shape and support relationships with internal constituents. The City should create an economic development component to its website that is navigable, visually appealing, and visibly interconnected to other websites.

3.8. Need: Ensure a well-rounded view of the city through coordinated data analysis.



A vital piece to economic development is data analysis: understanding the community's economic dynamics and quickly responding to inquiries. The City must position itself as its own expert, aware and ready to share information about its assets and opportunities, and cognizant of and addressing any perceived or real challenges. The City needs to be able to provide the most recent data available for a variety of indicators, which can be displayed on its economic development online portal.

3.9. Need: Optimize efforts and resources at county and regional levels.



Organizations such as the DeKalb County Development Authority, DeKalb Chamber of Commerce, and DeKalb Workforce Development at the county level and the numerous regional and state organizations, including but not limited to the Atlanta Regional Commission, Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Department of Economic Development, and Georgia Department of Community Affairs have goals that benefit local areas, resources that Brookhaven may be able to tap into, and programs and access to opportunities that the City may leverage.

4.4. POPULATION (COMMUNITY BUILDING)

As a young city, Brookhaven is at a vital point for building a true sense of community and connectedness among its diverse neighborhoods and populations. Part of community building is helping further the needs and goals all groups of the population.

PRIORITIES

4.1. Need: Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.

short








The City should establish and implement a wayfinding and branding program that helps set a unique tone for the City of Brookhaven and creates a physical sense of community and distinction from the surrounding jurisdictions. Although the City has already placed several Brookhaven city limits signs at strategic entry points to the city, several community members have expressed the need to develop notable gateway features at key city entry points.

4.2. Need: Promote lifelong communities.

short

ongoing




The City of Brookhaven has many older residents; it is a goal of the community to ensure that these individuals are able to continue to live and function within the Brookhaven community. Special needs of the aging population can include accessible housing structures that allow for wheel chair entry and first level necessities, American Disabilities Act accessible community facilities including sidewalks and parks, and activities/locations for social interaction.

4.3. Need: Promote opportunities for community members from all districts to serve on boards or committees.

short

ongoing



Ongoing public input is essential to providing city leaders with desired direction from its constituents. It also creates a further sense of pride and ownership among residents. The desire to increase more service opportunities in the city was expressed as a part of both public workshops and the community survey. As community boards and commissions are formed, the City should ensure that the different areas of the city have equal representation.

4.4. Need: Enhance City's communications with public.

short

ongoing



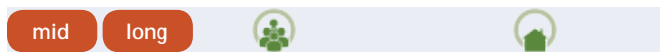
Community is not something that forms overnight, but one that forms through regular communications, traditions, and interaction among community members. Creating a greater sense of community should be an ongoing goal of the city in its day to day operations and strategic events. Actions that could be pursued include: city-sponsored festivals, events, and parades (such as the food truck Wednesdays) or public education forums for community members to learn about city operations and departments.

4.5. Opportunity: Grow the City's arts and cultural offerings.



Some community members have identified the desire for additional arts and cultural offerings. The City should welcome community scale/level arts and cultural offerings provided by the private sector through regular business development and attraction activities. The City should also develop and implement a public art program to further the city's sense of place and civic environment.

4.6. Opportunity: Provide translation services for all city services (hire Spanish speaking staff).



Through stakeholder engagement, it was identified that the Brookhaven community could be more welcoming to all residents and further a reputation as an open and diverse community if it provided translation services for non-English speaking persons. There were mixed opinions about the need for this when the idea was brought to the public during the public outreach process for the Comprehensive Plan.

4.7. Opportunity: Lower Brookhaven's percentage of adults without a high school diploma.



The City can help link community members with GED classes and workforce development programs that up-skill adults to prepare them for jobs available in the city. The City's population is well educated at this point, with nearly 75 percent of the population having at least some college education if not more a college degree; however, there is still an opportunity to lift up the approximately 12 percent of the population that does not have a high school diploma.



Community Members at the Visioning Workshop



Marist offers a GED program, accessible to Brookhaven residents

4.5. HOUSING

Brookhaven has a large and diverse housing supply. Many of its single family homes have very high market values and many of the recent housing products that have been developed, including units for sale and for rent, have very high asking prices or rents. There is also acknowledgment that some of the city’s rental housing stock, particularly in some areas of Buford Highway, has reached their useful life and either requires major upgrades to be fit for habitation or should be redeveloped.

PRIORITIES

5.1. Opportunity: Allow for diverse housing types to support life-cycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.

short

ongoing

As a part of the City’s review of its zoning and development regulations, the types of housing uses permitted and in what districts should be reviewed in detail to ensure that a full mix of housing types is allowed. Additionally, tools and resources to facilitate assisted living, aging in place, and mixed-use housing environments should be considered for inclusion in the zoning code.



Housing development along Buford Highway

5.2. Need: Preserve safe and affordable housing in the community.

short

ongoing

There is great concern that as Brookhaven flourishes as a city it will gentrify and become unaffordable to some of the diverse families and individuals that make Brookhaven a unique place. Preserving safe and affordable housing is a top priority to ensure that the diverse array of Brookhaven community members can continue to live here. MARTA also has a requirement for affordable housing as a part of its Transit Oriented Development initiative, which can help ensure that there is affordable housing in the Peachtree Road Corridor.

5.3. Need: Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.

short

mid

The City has identified in an ongoing audit of community wide apartment complexes that some of its housing stock is in bad condition. The City should continue to work with DeKalb County to identify funding to improve and preserve affordable housing in the city.

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5. Implementation



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5. Implementation Strategy

A plan without follow-through is just a document on a shelf. The intention of the City of Brookhaven leaders and staff is that the Comprehensive Plan be realistic and achievable and as such, be grounded in the realities of the City's current budget, competing priorities, and the defined roles and activities to which the City of Brookhaven should dedicate its time. This was the lens from which this implementation strategy was created.

This implementation strategy section identifies key steps and actions to be taken to further the City of Brookhaven's priorities for the future. It begins with an overview of the five year Community Work Program and is followed by a discussion of priority implementation strategies by each substantive element of the plan. Following this discussion is the identification of responsible parties and partners that will or could potentially play an important role in seeing the plan forward as well as likely or potential funding mechanisms. Appendix A.4 provides supporting implementation strategy details to provide additional guidance for the City and its partners as they implement Comprehensive Plan 2034.

It is important to note that communities that are most successful at achieving their long-term vision are those that establish a tradition and reputation of collaboration, partnership, and accountability. These relationships must stem from City Hall. They include the support of the general community, area businesses, nonprofits, property owners, and other local, regional, state, and federal government agencies. This collaboration creates political will, opens funding opportunities, and creates a buzz in local, regional, and national discussions. As Brookhaven pursues its mission to be a model, urbanized community that has preserved its high quality of life, these partnerships will be vital for success.



Figure 1-1: Community Work Program

The actual five-year "community work program" is provided in Appendix B in table format; it includes work plans from the Comprehensive Transportation Plan, the Parks and Recreation Master Plan, and the Buford Highway Improvement Plan and Economic Development Strategy.



Downtown Decatur GA, a true Transit Oriented Development center, is a benchmark city for Brookhaven. Photo Credit: thdecaturmint.com



The Dresden Road corridor is the result of the Peachtree-Brookhaven LCI study and targeted policies.

5.1. COMMUNITY WORK PROGRAM OVERVIEW

The five year community work program for Comprehensive Plan 2034 is provided in Appendix B, along with action plans from the Comprehensive Transportation Plan, the Parks and Recreation Master Plan, and the Buford Highway Improvement Plan and Economic Development Strategy.

Actions for Comprehensive Plan 2034 were identified through a combination of methods:

- Input and brainstorming with the public via public meetings, online survey, and other comments submitted.
- Stakeholder interview discussions.
- Planning team technical analysis and review of best practices from other communities.
- Review of the Atlanta Regional Commission's Plan 2040, long-term regional plan and implementation items for local government.
- Coordination with concurrent planning efforts and direction from City staff.

Many ideas were brought to the table over the planning period. Each need and opportunity that was prioritized (see Chapter 4) has corresponding action items that address it. A summary table of all action items by substantive element of the plan is provided in the next Section, 5.2 Key Implementation Strategies.

The Community Work Program, provides a complete list of action items and corresponding implementation details, organized by substantive element of the plan then by priority need or opportunity. The Community Work Program is provided in Appendix B. For each action item, a description of the activity is provided along with a timeframe for action and responsible party.

Figure 1-2: Example from Community Work Program

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
1.1.	Align zoning and development regulations with Comprehensive Plan.								
1.1.1.	Revise Zoning Ordinance and Code to align City's zoning, development and related regulations with Comprehensive Plan 2034. (consider Unified Development Code)	X	X				Community Devt, Mayor, Legal	\$100,000	Gen Fund
1.1.a.	Amend zoning map pursuant to 1.1.1.	X					Community Devt	Staff	

Need or Opportunity

Action Item

5.2. KEY IMPLEMENTATION STRATEGIES

The implementation strategy directly links the priority needs and opportunities identified through the public engagement process and defined in Chapter 4 to specific actions, programs, and policies that the City should undertake to address them. This section 1) highlights key implementation strategies being recommended as a part of the Comprehensive Plan's five year (2015-2019) work program and 2) provides a summary table of all actions for each priority need or opportunity, organized by each substantive element of the plan. A more detailed description of how all priority needs and opportunities are being addressed, along with case studies and programs for the City to consider, is provided in Appendix A.4, Implementation Strategy Details, and Appendix B, Community Work Program.

Implementation Strategies are provided from a community-wide standpoint. The key action themes for the next five years include the following:

1. Strengthen the regulatory environment.
2. Protect and enhance of what makes us special: neighborhoods, trees, parks, location, diversity, access to transit.
3. Create strong partnerships with other agencies to meet community needs, minimize duplication of services, and leverage partnership financial resources.
4. Prioritize recommendations for parks and recreation and transportation, identified in the Comprehensive Transportation Plan (Appendix C) and Parks and Recreation Master Plan (Appendix D).
5. Leverage the progress occurring in the Blackburn Park Neighborhood Center and Perimeter Center character areas to further the community's vision for those areas.
6. Continue to create a walkable, attractive community center in the Peachtree Road corridor area.
7. Further the grand vision for Buford Highway to be a healthy, safer, and well-balanced area.
8. Ensure transparency of government activities and promote resident inclusion in City decision-making.



Streetscaping along Perimeter Summit has created a positive streetscaping precedent for the city.



The Brookleigh development along Johnson Ferry Road has set a high standard for redevelopment.

PRIORITY AREAS

While all areas of Brookhaven will require attention over the 2015-2019 period, the two areas that should be prioritized are Peachtree Corridor Overlay District and the Buford Highway Corridor. Both of these areas are susceptible to major changes over upcoming years, and it is essential that the City ensure that the right policies and programs are in place to facilitate the achievement of the community's long-term vision for these areas. Additionally, parks and recreation and transportation improvements should be among the top priorities of the City.

Buford Highway Corridor

The Buford Highway corridor is identified as a major improvement area by the City and a major redevelopment corridor by the region. It is also targeted for a major trail network along the North Fork Peachtree Creek and location for a community park as well as pocket park space along the corridor to better serve the multi-family residential users in the corridor.

Peachtree Corridor Overlay District

The Peachtree Corridor is targeted for both the City's new Town Center (to likely host City Hall, public space) and MARTA's Transit Oriented Development initiative. The latter of which will transform large expanses of parking at the Brookhaven MARTA station into a walkable, bikeable, and transit center mixed use development. Oglethorpe University is also pursuing a notable new apartment development on its campus to connect to Town Brookhaven. Because of these initiatives, there will likely be increasing developer interest in the corridor. Adjustments to the City's streetscaping and transportation network in the area should get ahead of these likely investments. The City should also revisit its Livable Centers Initiative study for the area along with its overlay district to adjust the vision for the area.

Enhancement and Expansion of Parks Network

A priority of the City's overall vision is to implement park recommendations identified in the Parks and Recreation Master Plan. This should include addressing park needs identified in this process including improvements to the pool at Briarwood Park and dog parks strategically located throughout the city.

There is a strong desire for a linear greenspace along North Fork Peachtree Creek to help serve the unmet need for park space in southern Brookhaven. The wide floodplain and surrounding commercial land uses make this an ideal location for a future park. A detailed park planning study and accompanying land acquisition should begin in the near term to precede redevelopment in the corridor and help catalyze desirable development types along the future greenway. Coordination with the PATH foundation and the Atlanta BeltLine should be conducted to facilitate connectivity with regional trail initiatives, also identified in the Parks and Recreation Master Plan. More details regarding needed park space in the Buford Highway Corridor is provided in the Buford Highway Improvement Plan and Economic Development Strategy.

Transportation Investments

Walkability and connectivity are a key goal and theme of the comprehensive plan. Good land use decisions and investments that are in line with Brookhaven's long-term vision require close coordination with the Comprehensive Transportation Plan. Implementation of the five year work program of the Comprehensive Transportation Plan should be a priority implementation aspect to further Comprehensive Plan 2034.

LAND USE

How will we preserve our neighborhoods while promoting a walkable community with mixed use activity nodes?

Revise Our Zoning and Development Regulations/ Incentives to Further Our Vision

A number one recommendation of this plan is to align the City's zoning and development regulations with Comprehensive Plan 2034. This is the single most important implementation aspect of the City's Future Land Use plan and overall goals, laid out in Chapter 3. Below are some specific strategies that should be pursued:

- Streamline regulations to make them easier for users to understand and the City to administer.
- Ensure pedestrian connectivity standards are an element of development along key corridors.
- Establish streetscape standards and/or incentives along major corridors.
- Establish new zoning district(s) to allow for desirable growth not adequately allowed for in current code, including a new mixed use district.
- Establish requirements and/or incentives for incorporating publicly accessible open space as a part of new development.
- Ensure smooth transition from urban to suburban locations in city. This can be accomplished through appropriate buffer and transitional height plane requirements as well as potential supplemental uses regulations.
- Incorporate standards that adequately address infill development
- The City may want to consider developing design guidelines for the Buford Highway Corridor and Blackburn Park Neighborhood Center.
- Establish new zoning district to allow for small scale neighborhood commercial centers.
- Adopt and/or incorporated a revised tree ordinance. The City was actively pursuing a revised tree ordinance as this plan was coming to a close.
- Revisit the Pedestrian Community (PC) zoning district with recommendations made in the Master Active Living Plan for the Ashford Dunwoody Study Area.
- Adjust the Peachtree Brookhaven Overlay District to refine language and requirements.
- Review the sign ordinance to ensure adequately addresses visual clutter issue concerns.

Land Use

Community Work Program Summary

ID	Description of Activity
1.1.	Align zoning and development regulations with Comprehensive Plan.
1.1.1.	Revise Zoning Ordinance and Code to align City's zoning, development and related regulations with Comprehensive Plan 2034. (consider Unified Development Code)
1.1.a.	Amend zoning map pursuant to 1.1.1.
1.2.	Address infill compatibility issues in residential areas.
1.2.1.	Conduct neighborhood specific surveys regarding infill uses for designated neighborhoods in the city.
1.2.2.	Pursue adjustments to City's zoning based on findings of 1.2.1, in coordination with action item 1.1.1.
1.2.3.	Prepare a small scale neighborhood commercial (node) zoning district. Coordinate with action item 1.1.1., Revise Zoning Ordinance and Code.
1.3.	Pursue architectural and/or design standards in targeted areas.
1.3.1.	Develop and adopt an overlay district for the Buford Highway corridor to regulate the form and character of redevelopment in the corridor.
1.3.2.	Investigate possibility of establishing design guidelines for Blackburn Park Neighborhood Center.
1.3.2.a.	Investigate possibility of establishing design guidelines for Clairmont Road.
1.4.	Further Brookhaven as a walkable and bikeable community.
1.4.1.	Establish streetscape standards for major roads within the City's Zoning Ordinance and Code review, requiring street trees and Complete Street principles.
1.4.1.a.	Establish streetscape standards for Buford Highway.
1.4.1.b.	Establish streetscape standards for Ashford Dunwoody Road.
1.4.1.c.	Establish streetscape standards for Clairmont Road.
1.4.1.d.	Establish streetscape standards for Peachtree Road.
1.4.2.	Implement recommendations for new parks, trail systems and improvements to existing parks identified in the Parks and Recreation Master Plan.
1.4.3.	Implement recommendations of the Comprehensive Transportation Plan that promotes walkability and bikeability.
1.4.4.	Identify opportunities to promote neighborhood commercial centers in targeted areas through incentives or other mechanisms.
1.5.	Review tree ordinance (ensure appropriate protection).
1.5.1.	Review the tree ordinance to ensure that it is working effectively and amend the ordinance if necessary, as a part of task 1.1.1.
	See related action items under Community Facilities and Resources item 2.2.
1.6.	Address visual clutter in the community.
1.6.1.	Continue Code Enforcement efforts.
1.6.2.	Review and amend sign ordinance as needed.
1.7.	Further health and exercise in the community through supportive infrastructure and design.
1.7.1.	Consider the adoption of the Ashford Dunwoody Master Active Living Plan and amend the PC zoning district as appropriate.
1.7.2.	Consider recommendations of the Master Active Living Plans for the Ashford Dunwoody Study Area and the Buford Highway Corridor Study Area.
1.7.3.	Ensure that community gardens and other healthy, local foods initiatives are permitted in City's ordinances.
1.7.4.	Pursue Healthy Communities designation by CDC or other entity (Requires further research by planning team)
1.7.5.	Identify locations for community gardens.
1.7.6.	Implement a community garden program.
1.8.	Further a live-work-play community by allowing for mixed-use development in appropriate locations.
1.8.1.	Develop and adopt a new mixed-use zoning district.
1.8.2.	Identify appropriate locations for community events and gatherings; ensure appropriate activities are permitted, such as temporary sale of alcohol.
1.9.	Manage growth and higher density in city.
1.9.1.	As a part of action item 1.1.1, review and update City's buffer, transitional height plane, and connectivity requirements for buildings taller than 2 stories.
1.9.2.	Conduct an update for the Peachtree Brookhaven LCI study, which would include a review of the existing overlay district regulations and recommend necessary changes to be in concert with amended zoning ordinance.

Preserve our Neighborhoods

The issue of infill housing varies across neighborhoods in Brookhaven. This is due to differences in lot sizes and architectural styles between neighborhoods. A one-size fits all approach is not recommended city-wide. Conducting neighborhood specific surveys in Brookhaven Heights, Brookhaven Fields, Ashford Park/ Drew Valley, and other neighborhoods as deemed necessary, is warranted. Infill surveys for each neighborhood should be carried out to identify if current infill regulations need to be amended or if they are achieving compatible infill according to a majority of neighborhood residents. These surveys should be followed with drafting revisions to the city's zoning code that accommodate the findings of the surveys and a review of effective infill ordinances in the Atlanta Region and other areas. This work can easily be coordinated as a sub-task of refinement of the City's zoning and development regulations. The Character Areas laid out in Chapter 3 provide a natural starting point for identifying areas that may be appropriate for tailored infill standards.



Many of Brookhaven's neighborhoods have a variety of housing ages and types often adjacent to each other

Enhance City's Character through Targeted Initiatives

The need for improved streetscaping throughout the city has been identified within the planning process. The desire for more street trees and Complete Street principles with facilities for pedestrians and bicyclists has been identified. Key action items include pursuing architectural and/or design standards in the Blackburn Park Area and Clairmont Road and overlay district, inclusive of design and architectural guidelines, along Buford Highway and establishing streetscape standards within the city's zoning ordinance that include these factors should be pursued.



Outdoor seating can promote a more active street life

COMMUNITY FACILITIES + RESOURCES

How will we protect our natural resources and provide the services and facilities to further our quality of life and facilitate desirable growth?

Preserve the Tree Canopy

The preservation of Brookhaven's tree canopy is considered a major priority of city residents; 90 percent of survey respondents have indicated that preserving the city's tree canopy should be a major consideration in the comprehensive plan. Recent major developments (Town Brookhaven) have been maligned for their lack of tree preservation.

At this point, there is not complete documentation of the full extent of the city's tree coverage. This is something that the city can and should document through its Geographic Information System (GIS) and monitor through regular development processes. Having a city arborist on hand on staff is one viable option to help preserve, address and provide direction on tree preservation issues as they arise. The regulating framework for tree preservation should also be addressed within amendments to the City's zoning and development regulations.

Prepare Infrastructure for New Growth

Increasing building footprints and the pending redevelopment and infill development throughout the city will test the City's infrastructure capacity, including everything from roads, to water and sewer capacity, to stormwater management and environmental quality. The capacity of these resources must be considered against needed capacity based on the City's vision for its future. Is there adequate capacity? What major investments are needed? Key action items to prepare infrastructure for pending growth include: 1) documenting the City's impervious surfaces and updating the city's stormwater ordinance, 2) completing a water and sewer capacity study and evaluating methods for financing new infrastructure, and 3) implementing the recommendations of the Comprehensive Transportation Plan to increase efficiency of the road network while increasing opportunities for walkability/biking/desirability of taking MARTA or other transit options.

Community Facilities + Resources Community Work Program Summary

ID	Description of Activity
2.1.	Preserve the city's tree canopy.
2.1.1.	Document and complete analysis of City's tree canopy through GIS mapping program.
2.1.2.	Hire a Land Development Inspector/Tree Arborist to review trees on public/private property or pursue International Society of Arboriculture certification for a member of staff to serve as a City Arborist
2.1.3.	Pursue Tree City USA designation with the Arbor Day Foundation.
2.1.4.	Establish a tree bank planting program.
2.2.	Stormwater management - evaluate existing program to ensure sufficient capacity to meet needs.
2.2.1.	Inventory all impervious surfaces within Brookhaven using GIS or similar method.
2.2.2.	Review City's adopted stormwater management ordinances and update to reflect recommendations of the Metropolitan North Georgia Water Planning District 2009 Watershed Management Plan. Consider incorporation of rain gardens and bio-detention ponds as a stormwater management component and other BMPs.
2.2.3.	Explore conversion of 100 year flood FEMA sites and other vacant lands to stormwater management facilities.
2.3.	Identify infrastructure and utility capacity improvements (water and sanitary sewer) needed to support Future Land Use Plan.
2.3.1.	Collaborate with DeKalb County regarding water and sewer capacity needs to meet City's Future Land Use Plan, as laid out by the Character Area Map and defining narrative.
2.4.	Establish policies for burying utilities along strategic corridors.
2.4.1.	Enter into discussions with the local electric and communications provider to discuss costs and options for burying utilities.
2.4.1.	As a part of Zoning Ordinance and Code review (see Land Use), provide policies for burying utilities along specific corridors.
2.5.	Leverage city's creek system for greater access by community, while protecting their long-term health and viability.
2.5.1.	Implement recommendations of City's Parks and Recreation Master Plan.
2.5.2.	Evaluate stream bank restoration on park property. Coordinate with Parks and Recreation Master Plan.
2.5.3.	Deploy stream bank restoration.
2.6.	Establish a Town Center.
2.6.1.	Determine components and needs of a Town Center.
2.6.2.	Undertake a Master Plan to explore strategic location and desirable attributes of Brookhaven's long-term City Hall and civic area needs.
2.6.3.	Explore/inventory available sites.
2.6.4.	Begin process to secure sites for Civic/City Center.
2.7.	Improve coordination with DeKalb County Schools or consider development of a charter school system.
2.7.1.	Develop a coordination program or memorandum of understanding (MOU) with school boards or system personnel to share information on school siting, forecasts, joint use of facilities, infrastructure plans, bus routes, and safe routes to school.
2.8.1.	Undertake a historic and archaeological resource survey (including cemeteries)
2.8.2.	Develop historic guidelines for identified resources.
2.9.	Ensure access to emergency services.
2.9.1.	Evaluate ability to maintain emergency services.
2.9.2.	Implement related recommendations of Comprehensive Transportation Plan.

Protect and Enhance the City's Creeks

Nancy Creek and North Fork Peachtree Creek are two important natural assets identified as regionally important resources, discussed in Chapters II and III. The Comprehensive Plan 2034 recommends implementation of the Parks and Recreation Plan which readily addresses trail needs as well as pursuits of a stream bank restoration on park property.

Preserve Our Heritage

The Historic Brookhaven neighborhood and Oglethorpe University are currently designated on the National Register of Historic Places but does not feature a City-designated historic district to preserve the character of these areas. A key action item is to complete a historic and archaeological resource survey for the City to document and identify appropriate protection measures for the City's historic resources. The City should work with the state to identify funding it may be able to leverage for such programs, including the Georgia Heritage Grant and the Preserve America Cemetery Grant.

Prepare for a New Town Center

The Peachtree Road corridor has been identified as the preferred location for a permanent City Hall/ Government Complex by the Steering Committee and the general public (85 percent of community survey respondents). Given the pace of redevelopment within corridor and the current availability of vacant or underutilized parcels, the City should move ahead in the near future with a detailed plan for City Hall. Failure to act in timely manner could result in the loss of ideal locations to future redevelopment. The need and desire for a Government Complex that incorporates the City Court, Police Department and a larger Public Library has been identified numerous times within the planning process. A public greenspace in this area could help serve as a centralized gathering space for city-wide events, which is another identified need in the city. The City of Decatur and City of Suwanee are two examples of successful civic/government centers in Atlanta Region that have become a true focal and meeting ground in their communities. Key actions in the short term include completing a master plan for the location of City Hall, which could potentially be completed as part of a detailed LCI update for the Peachtree Corridor, and beginning the land acquisition process for new land.



Innovative stormwater management can be used to create public space amenities in the city's neighborhoods.



Redevelopment of the MARTA station along Peachtree Road will be a major catalyst for change in the Peachtree Road Corridor

ECONOMIC DEVELOPMENT

How will Brookhaven continue to be desirable and diverse place to live?

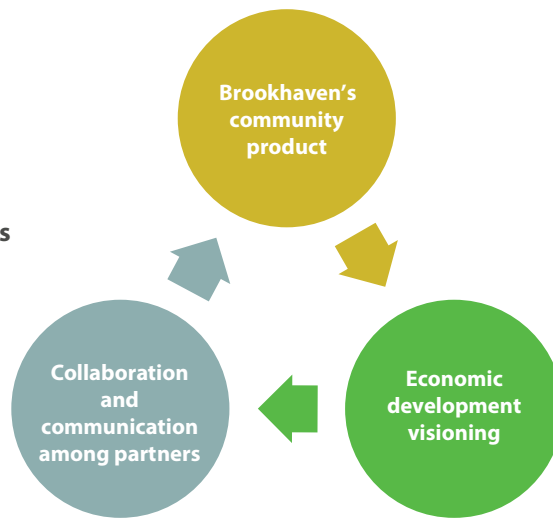
The Economic Development component of this Comprehensive plan outlines the development of a foundation on which the City of Brookhaven and its partners can build its ability to compete and accommodate new companies, support the growth and retention of existing companies, and encourage private capital investment. The Needs and Opportunities recommended encompass the strengthening of three areas: enhancing Brookhaven's community product, identifying and pursuing appropriate economic opportunities, and fostering collaboration and communication between the City and its existing and potential economic development partners.

Effective economic development is comprehensive and holistic in nature, and the responsibility and accountability, including financial, should necessarily be attributed to a range of partners. It is critical that implementation is advanced through close cooperation and collaboration among public and private leaders, organizations, and citizens. As such, one of the main recommendations is that the City, along with its economic development partners, work together to develop a citywide Economic Development Strategy, which will address many of the recommendations listed in this document, including building consensus around the economic development goals that the City and partners will use to vet opportunities and determining partner roles across an array of economic development initiatives. The City of Brookhaven has the opportunity to develop its short- and long-term vision in its beginning stages and minimize overlaps and miscommunication by coordinating with partners pro-actively rather than reactively. This strong foundation can serve as a pathway to the City of Brookhaven becoming a best practice community in terms of its economic development program.

Economic Development Community Work Program Summary

ID	Description of Activity
3.1.	Continue to enhance, diversify, and attract business establishments and unique restaurants.
3.1.1.	Inventory current local service establishments and determine if additional services are needed.
3.1.1.a.	Create a citywide Economic Development Plan and Market Strategy.
3.2.	Identify opportunities for community festivals and events.
3.2.1.	Convene a committee of local leaders representing diverse constituencies to gain insight on the types of community events they would support and potentially host or sponsor.
3.2.2.	Promote and advance these events as a platform to celebrate the various cultures represented within the city.
3.2.3.	Utilize these events to provide an avenue for local business promotion. An event like "Taste of Brookhaven" could highlight the unique restaurants and catering services in town.
3.3.	Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.
3.3.1.	Explicitly define the City's vision and core economic development goals to ensure that businesses opening, relocating to, and expanding in Brookhaven create jobs and make investments that are in alignment with those goals.
3.3.2.	Identify the most appropriate business sectors to pursue within various areas within the city.
3.3.3.	Evaluate economic opportunities in proximity to the DeKalb-Peachtree Airport (PDK).
3.4.	Establish additional incentives to encourage sustainable development in the city.
3.4.1.	Identify impactful incentives that align with economic development goals once they have been established in the citywide Economic Development strategy.
3.4.2.	Consider adopting and implementing an Opportunity Zone.
3.4.3.	Consider adopting and implementing a Tax Allocation District (TAD).
3.5.	Identify ways to regularly engage business community in feedback on city needs and concerns and vice versa.
3.5.1.	Develop a business retention and expansion program to gain feedback on needs and concerns.
3.5.2.	Develop and continually evaluate the criteria for business retention and expansion visits, in addition to size, and ensure the data that is collected is actionable.
3.5.3.	Invest in customer relationship management (CRM) software.
3.5.4.	Maintain a relationship with Brookhaven businesses.
3.5.5.	Promote and operate the City's business incubation center.
3.6.	Leverage the Brookhaven MARTA station to encourage further desirable development along the Peachtree Corridor.
3.6.1.	Incorporate relevant components of the Comprehensive Transportation Plan and planned transit-oriented development into Economic Development Strategy.
3.7.	Streamline information accessibility between economic development partners and for site selectors and prospective companies.
3.7.1.	Maintain and leverage a comprehensive, up-to-date database of the City's available and developable real estate portfolio.
3.8.	Ensure a well-rounded view of the city through coordinated data analysis.
3.8.1.	Maintain data profiles for the website, provide economic-development data analytics for the City, and fulfill data requests from prospective businesses and site selectors.
3.8.2.	Incorporate examination of national and metrowide best practices and peer city benchmarking into periodic City data analysis.
3.8.3.	Partner with the Brookhaven Development Authority, local business leaders, and other potential partners to align economic development goals and metrics.
3.8.4.	Develop work program as part of the citywide Economic Development Plan.
3.9.	Optimize efforts and resources at county and regional levels
3.9.1.	Identify programs and funding mechanisms that the City, local business leaders, and other economic development partners can leverage within economic development initiatives.

Figure 1-3: Core Implementation Areas for Economic Development



Develop an Economic Development Strategy

As a new city, Brookhaven has the opportunity to establish a strong foundation that can support many years of solid, coordinated, clear economic development initiatives. The City along with its potential economic development partners are all receptive to working together to make sure that Brookhaven is a business-friendly community and that all partners are on the same page about what the city's economic goals should be. A holistic economic development strategy is an important next step that will address many of Brookhaven's economic development needs: bringing all partners and stakeholders to the table to build consensus, fleshing out the city's economic development goals, identifying the types of business sectors the City and its partners want to purposefully grow, determining operational roles, and mapping out implementation steps.

The economic development strategic process should:

- Define the City's vision and core economic development goals to ensure that businesses opening, relocating to, and expanding in Brookhaven create quality jobs and make investments in alignment with those goals.
- Identify the most appropriate business sectors to pursue within various areas within the Perimeter Center, Peachtree Corridor Overlay District, and Lenox Park character areas as well as within the City's various redevelopment opportunities.

Engage with and Promote Local/Existing Businesses

Supporting and growing local and existing businesses in Brookhaven is an important implementation strategy of the Comprehensive Plan. Actions within this survey including regularly survey existing restaurants to identify potential incentives or zoning/permitting needs/opportunities, promote local festivals and events that feature local businesses, and development of a business retention and expansion program in coordination with the City's economic development partners.

Establish Incentives and Leverage Catalysts to Promote Targeted Growth

The City should attempt to align its incentives and eligibility requirements with its priority business sectors, as identified by the Economic Development Strategy. Examples of potential action items include establishing an opportunity zone and tax allocation district along the Buford Highway corridor as well as other areas, as identified in Appendix A.4. These efforts could be included as follow-up to or a component of developing an economic development strategy. These are tools that area communities have leveraged to promote investment and job growth in targeted areas. An additional action is to be actively involved in MARTA station reinvestment to promote a product that will be attractive to business sectors consistent with the City's economic development goals.

Provide Good Information to Prospects

Attracting good jobs and luring prospects to the City requires providing good, targeted information. Key action items include providing good, timely information about the city and its resources on the web and via other sources and leveraging resources at county and regional levels.

POPULATION

How will we continue to build a great community?

A community is largely defined by the people that reside in it. As a primarily residential community, the City's overall implementation strategy and programs should provide an ongoing focus on how it can best serve and improve conditions for all of its residents. The top three needs heard through public engagement process are creating a sense of place through strategic branding and placemaking, meeting the needs of the aging population, and continuing to engage community members in City decisions and programs.

Define the City of Brookhaven

As a new city, the City is helping highlight the physical entry points will help build a sense of place among residents as well as visitors. The Character Area Map identifies priority gateways - or community welcome points - at the north and south ends of Buford Highway and Peachtree Road, at the northern most point of Ashford Dunwoody Road, at the entry point to Brookhaven at Druid Hills Road, and at the Brookhaven MARTA station. In addition, community members strongly favor the idea of using special landscaping (include trees and shrubbery) to signal entry into the City of Brookhaven. This item is also importantly influenced by creating a new Town Center which will create a unique focal point for the City.

Address the Needs of our Aging Population

Brookhaven is an attractive location for people of all ages and there is a strong desire for it to be supportive of the aging population. The primary strategy to accomplish this is to work with the Atlanta Regional Commission's Lifelong Communities Program to identify improvements to the City's operations, programs, and infrastructure that could best support the City. The ARC program offers support to facilitate making places accessible to older individuals as well as other unique age groups. Many needs of the aging population are similar to those of our youngest community members. Lifelong Communities work to achieve three major goals:

- Promoting Housing and Transportation Options
- Encouraging Healthy Lifestyles
- Expanding Information and Access to Services

The ARC has been very successful at promoting this program in communities. Available resources include

its Lifelong Communities Toolkit. DeKalb County is another important partner, providing senior services throughout the county. The North DeKalb Senior Center is located less than a mile north of the City of Brookhaven border, along Peachtree Road. The City can develop a collaborative relationship with DeKalb County and its senior center.

Engage Our Citizenry

Most of the needs and opportunities for Population identified the need for continued and increased engagement of its citizenry. This includes ensuring equal representation of the City's distinct areas on boards and committees, creating a youth leadership program, and continuing to provide robust public engagement programs for the community members in planning and development decisions. Growing the City's Arts and Cultural program's is a component of this. It's recommended that the City pursue a Public Art Program and partnering with civic, nonprofit, and other organizations that promote the arts.

Population Community Work Program Summary

ID	Description of Activity
4.1.	Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.
4.1.1.	Complete strategic wayfinding study for signage.
4.1.2.	Complete strategic lighting and landscaping study for City Rights of Way.
4.1.3.	Establish a "Gateway" monument program.
4.1.4.	Implement Phase 1 of 4.1.1, 4.1.2, and 4.1.3.
4.2.	Promote the aging population.
4.2.1.	Complete the Atlanta Regional Commission Local Government Lifelong Communities Assessment Survey.
4.2.2.	Identify appropriate facilities, programs, and policies to further Brookhaven as a Lifelong Community.
4.2.3.	Evaluate codes, services and practices to identify regulatory barriers that obstruct the support of Lifelong Communities Principles.
4.3.	Promote opportunities for community members from all districts to serve on boards or committees.
4.3.1.	Create an application process for citizens interested in serving on appointed boards and commissions.
4.4.	Enhance City's communications with public.
4.4.1.	Hold public forums, offering community members an opportunity to learn about government services.
4.4.2.	Establish and regularly update a Residents Page on the City's website that shares information on community events and resident accomplishments.
4.4.3.	Continue to provide e-newsletter option to community members as well as quarterly print newsletters to all community members.
4.4.4.	Create a biannual City magazine.
4.5.	Grow the City's arts and cultural offerings.
4.5.1.	Develop a public art program via ordinance.
4.5.2.	Implement a public art program.
4.5.3.	Identify incentives for incorporation of public art in private development; coordinate with action 1.1.1.
4.5.4.	Continue to promote City led or partnered activities and events.

HOUSING

How will we ensure that a diversity of people can live and prosper in Brookhaven?

One of Brookhaven’s most cherished assets is its residential neighborhoods. This appreciation stems from a variety of perspectives. One perspective is from the single family neighborhoods integrated and preserved within a growing urban environment. A second perspective is the affordability of housing along Buford Highway and the important role that plays in adding diversity to the Brookhaven community and providing workforce housing. Community visioning indicated that both of these views should be preserved.

Maintain and Grow our Diversity of Housing Types

Brookhaven boasts a variety of housing types- an attractive and appropriate characteristic for a urbanized, walkable community that supports both families, young professionals, and the aging population. This mix includes a variety of single family housings, townhomes, different size multi-family developments, and mixed use developments with multi-family housing as a key component. Updates made to the city’s code should ensure that different housing types continue to be allowed in appropriate character areas of the city.

Preserve Safe and Affordable Housing

Affordable housing needs should be addressed by two main actions: 1) coordination with the DeKalb County Consolidated Plan and 2) identification of eligible housing rehabilitation housing and development of Inclusionary housing policies in the city. The City has experienced successful redevelopment in the Johnson Ferry area that replaced a development of all subsidized housing with mixed income housing and a variety of other uses. In doing so, a percentage of units were set-aside for lower-income units. A similar policy has been proposed by the Buford Highway Improvement Plan and Economic Development Strategy.

Housing Community Work Program Summary

ID	Description of Activity
5.1.	Allow for diverse housing types to support life-cycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.
5.1.1.	In alignment with Comprehensive Plan, as a part of the City's Zoning Ordinance and Development Regulations, ensure that a variety of housing types and densities are available to ensure a full mix of housing is allowed.
5.1.2.	Complete an analysis to explore application of accessory housing units in different areas of Brookhaven.
5.2.	Preserve safe and affordable housing in the community.
5.2.1.	As multi-family housing redevelops in community, provide incentives for providing affordable housing as a percentage of units.
5.2.2.	Continue code enforcement efforts related to housing.
5.2.2.a.	Add additional code enforcement as necessary.
5.2.2.b.	Cross-train police officers for code enforcement needs (after hours).
5.2.3.	Continue Police Department's Crime Free Housing Program.
5.3.	Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.
5.3.1.	Complete communitywide audit of city's apartment complexes.
5.3.2.	Conduct interior apartment audit program per ordinance.
5.3.3.	Participate in updates to the DeKalb County Consolidated Plan to identify opportunities to meet Brookhaven affordable housing needs.



Allowing for accessory dwelling units is one way to facilitate affordable housing

5.3. RESPONSIBLE PARTIES + PARTNERS

The responsible parties and partners identified below will play an important role in implementing the comprehensive plan. Additional details on responsible partners are provided in Appendix A.4.

CITY OF BROOKHAVEN

The City of Brookhaven is the key implementer of this plan. For all items in the Community Work Program, the City of Brookhaven has a role. If a need or opportunity was viewed as a priority by the Brookhaven community but not seen as within the purview of Brookhaven's governing mandate, it was removed from the priority list. For example, the City currently does not control its own school system or provide human services support (healthcare, housing assistance) for its residents. These resources are provided by DeKalb County and DeKalb County Public Schools. Below are entities at the City of Brookhaven that have a lead role in the plan implementation.

- Mayor and City Council
- City Manager
- Community Development Department
- Public Works Department
- Police Department
- Communications Office
- Office of Tourism
- Parks and Recreation Department
- Brookhaven Development Authority
- Legal

COMMUNITY MEMBERS

Community members are a vital piece of Comprehensive Plan implementation. The City goals/vision should be championed by community members, including property owners, businesses, residents, and other organizations investing in the community. Some of the City's neighborhood and community organizations include:

- Brookhaven-Peachtree Community Alliance
- Historic Brookhaven Neighborhood Association
- Ashford Park Civic Association
- Brookhaven Heights Community Association
- Drew Valley Civic Association
- Brookhaven Fields Civic Association

LOCAL AGENCIES

Coordination with local agencies will assist with the provision of quality community services and facilities.

- DeKalb County Public Schools
- Perimeter Community Improvement District
- Brookhaven Chamber of Commerce and local businesses
- Friends of Brookhaven Foundation
- Private Schools
- Cross Keys Foundation
- Latin American Association
- Oglethorpe University
- Georgia Piedmont Technical College
- DeKalb County Office of Senior Affairs
- Adjacent municipalities of Sandy Springs, Atlanta, Dunwoody, and Chamblee

COUNTY-LEVEL AGENCIES

Partnerships with County-level agencies will assist Brookhaven in the coordination of City, County and regional implementation efforts.

- DeKalb County Development Authority
- DeKalb Chamber of Commerce
- DeKalb Workforce Development
- DeKalb Community Development
- DeKalb Convention and Visitors Bureau (Discover DeKalb)

REGION- AND STATE-LEVEL AGENCIES

Partnerships with Region and State-Level Agencies will assist Brookhaven in the coordination of regional and state implementation efforts.

- Atlanta Regional Commission
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Metropolitan North Georgia Water Planning District
- Georgia Department of Economic Development
- Georgia Department of Community Affairs
- Georgia Power
- Technology Association of Georgia
- Georgia Economic Development Association
- Southern Economic Development Council
- Historic Preservation Division (Georgia Department of Natural Resources)
- The Georgia Trust for Historic Preservation

PUBLIC PRIVATE PARTNERSHIPS

Public private partnerships provide the opportunity for the City and its sister agencies to partner with the private and non-profit sectors to meet public and private needs, jointly sharing the costs of implementation measures. Public private partnerships have been responsible for Community Improvement District success in the Atlanta Region, major policy and program initiatives, and major infrastructure investments.

5.4. FUNDING MECHANISMS

Funding mechanisms for implementing the Comprehensive Plan will vary. Existing staff time and the City's General Fund will be the two most important sources for seeing the plan forward at this point in time. In addition to these, public/private partnerships, grants, loans, and potentially special bonds can play an important role in carrying forth the community vision. Creative financing tools such as Tax Allocation Districts and incentives such as the State of Georgia's Opportunity Zone can help further desired private investment that accomplishes the future land use vision. Below are important funding sources for implementation. This list does not take into account implementation sources for transportation and parks and recreation program, which are further detailed in the separate, concurrent planning efforts, provided for in the appendices.

CITY OF BROOKHAVEN FUNDING SOURCES

General Fund - The City's General Fund, collected from property taxes, licenses and permits, charges for services, and other items is the greatest source of money available for implementing the City's Comprehensive Plan. The City's 2014 general fund was estimated at \$18.579 million.

Hotel Motel Tax - The City's hotel/motel tax revenue was estimated at \$1.3 million for 2014. This money can typically be utilized to help pay for tourism related improvements including promoting conventions and trade shows, funding and improving performing arts centers or conference centers.

Tax Allocation District - The City has the opportunity to leverage the State's Redevelopment Powers to pursue establishment of a Tax Allocation District to in targeted redevelopment areas of the city where there are socially or economically distressed conditions. The TAD would allow the City to sell bonds to finance infrastructure and other redevelopment costs, then pay them back over time based on increases in property values. This tool would be particularly helpful in the Buford Highway Corridor.

LOANS AND GRANTS FROM OTHER GOVERNMENT ENTITIES

Georgia Environmental Finance Authority (GEFA) - GEFA works to conserve and improve the state's water, sewer and solid waste infrastructure and provides loans for infrastructure improvements. The organization also facilitates land conservation efforts. It would be a good partner for the City as it looks to better leverage and protect Nancy Creek and North Fork Peachtree Creek as well as other environmental conservation efforts. As the City further explores water/wastewater needs, GEFA is a good resources for water and sewer financing needs.

Atlanta Regional Commission - The Atlanta Regional Commission offers a variety of funding and technical assistance for studies and implementation. Among programs that the City of Brookhaven should continue to pursue and consider are the Livable Centers Initiative supplemental study program, update studies programs, and transportation implementation, Community Choices Program, Lifelong Communities initiative, and others.

HUD Community Development Block Grant Entitlement Communities Grants - DeKalb County oversees administration of and allocation of grants to carry out a wide range of community revitalization and development activities. Priority investment areas, particularly those along and near Buford Highway can benefit from these programs.

Georgia Historic Preservation Grants - Opportunities include the Georgia Heritage grant, Historic Preservation Fund grants for Certified Local Governments, and Preserve America Cemetery Grants.

PRIVATE SECTOR

Business Community - The Brookhaven business community will play an important role in seeing the community vision forward and is a potential source for match funding of implementation projects. The Perimeter Community Improvement District in northwest Brookhaven is an important example of this with the ability to further Brookhaven initiatives. Other potential funding partners include the Brookhaven Chamber of Commerce.

Private Donations - The City may benefit from the donations of private entities such as Friends of Brookhaven.

A. Comprehensive Plan



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A.1. Public Involvement Documentation

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A.1.1. Public Involvement Summary

APPROACH

Effective outreach provides ample opportunity for citizens to be involved in a plan development process. It educates citizens about the purpose of the planning effort and the important role they play in developing plan outcomes. As a part of the Comprehensive Plan 2034, community stakeholders were engaged in several different ways throughout the planning process and were encouraged throughout to actively voice their opinions about the future of Brookhaven.

KEY STAKEHOLDERS

Elected officials, City staff, residents and civic associations, business owners and property owners, and social service agencies are among the many integral entities to take part in the Comprehensive Plan 2034 process. While a number of key stakeholders were engaged throughout the planning process, this effort was led by four teams:

- Planning Team - included City staff and the Consultant Team
- Consultant Team - included Jacobs Engineering (project management, planning), Market Street Services (economic development, demographic analysis) and Sycamore Consulting (public engagement)
- Comprehensive Plan 2034 Steering Committee - included Brookhaven citizens
- General public - included residents, business/property owners, agencies, institutions and others with an interest in the future of Brookhaven

INFORMING COMMUNITY MEMBERS

This process used a variety of tools and techniques to inform community members of the Comprehensive Plan 2034 process including coordination with the City of Brookhaven, the use of online resources and social media outlets, and the establishment of a Steering Committee to help spread the word to different segments of the population.

Close coordination with the City of Brookhaven was at the core of public involvement. This process utilized the City's established channels of communication to alert the public about the Comprehensive Plan and opportunities to become involved. Creating a central point of communication for this and other planning processes running concurrently ensured consistency in information delivery. Flyers, announcements and other information pertinent to understanding the process were shared with the public through the City's existing outreach database. Media releases for each public event were drafted and submitted to the Brookhaven Communications Department for distribution to the City's media outlets.

Webpage Gateway for Plan

An online presence was established to help promote Comprehensive Plan 2034. A City webpage dedicated to the study served as the hub for information and documents throughout the process. Flyers and other public information were placed on the website in advance of public engagement opportunities. This process also took advantage of Brookhaven's existing social media presence. Flyers and announcements were posted on the Facebook page and Twitter feed in advance of public engagement opportunities.



Community Member Outreach

The Steering Committee played a significant role in informing stakeholders about Comprehensive Plan 2034. Members shared electronic and hard-copy flyers with their networks and neighbors. The group also led the effort to spread the word about the plan through community kiosks which were used to advertise and promote public engagement events. These non-staffed poster-sized displays were placed in highly visible and commonly visited locations such as City Hall, the Latin American Association, shopping plazas, and during community events such as the Brookhaven Food Truck Rally. Steering Committee Members assisted by identifying key locations and took responsibility for the coordination, delivery and retrieval of the kiosks.

ENGAGEMENT OPPORTUNITIES

Stakeholders were engaged through a variety of means including the establishment of a Steering Committee to guide the process; one-on-one interviews with key stakeholders; a community-wide survey; and a series of public workshops and meetings.

STEERING COMMITTEE

The Steering Committee played an integral role in relaying community needs to the Planning Team as well as communicating details of the planning efforts to the general public. The Steering Committee was also instrumental in providing insight into the best ways to engage the public throughout the process. The committee was engaged in four meetings for the Comprehensive Plan 2034 process, identified below. All meetings were open to the general public.

- Meeting 1: Project kick off (March 27, 2014): This first Steering Committee meeting introduced the project to the membership including key tasks, the planning time frame, and key elements of the plan. Steering Committee members were also invited to brainstorm on needs and opportunities in the city by planning area.
- Meeting 2: Visioning and goal setting (May 6, 2014): Steering Committee members began to set the vision and goals for Comprehensive Plan 2034. An overview of the Baseline Conditions Analysis

was provided to give members more background information on the existing conditions within the City. The Committee then participated in a vision statement activity and gave their feedback on the preliminary draft character areas map, which led to adjustments in the map prior to presentation to the general public.

- Meeting 3: Needs, opportunities and strategies identification (May 29, 2014): The group focused on the character areas and implementation strategies for each defined area. This discussion helped to finalize the Character Area Map. The Committee also began a discussion of some overarching needs and opportunities for each plan element. Lastly, the Steering Committee provided input on the upcoming public workshop and how best to engage the public.
- Meeting 4: Community work program review (June 26, 2014): At this final Steering Committee meeting, the group gave final feedback on the Comprehensive Plan 2034 vision statement and goals. The bulk of the meeting was spent reviewing and commenting on the preliminary work program. Next steps and involvement going forward were also discussed.

In addition to these four meetings, joint steering committee meetings were held to allow for coordination with the steering committees of parallel planning efforts (Parks and Recreation Master Plan, Comprehensive Transportation Plan, and the Buford Highway Improvement Plan and Economic Development Strategy) on the below dates:

- Joint Steering Committee Meeting 1: Comprehensive Plan 2034, Parks and Recreation Master Plan, Comprehensive Transportation Plan, and the Buford Hwy Improvement Plan and Economic Development Strategy (April 24, 2014).
- Joint Steering Committee Meeting 2: Comprehensive Plan 2034 and Comprehensive Transportation Plan (June 12, 2014).

The coordination meetings provided committee members an overview of progress to date on respective plans and opportunities for collaboration from each of the planning teams. A summary of each Steering Committee meeting is included in the appendix.

KEY STAKEHOLDER INTERVIEWS

At the onset of the comprehensive planning process, the consultant team conducted interviews with key community stakeholders, including elected officials, City staff, and other key partner organizations, including MARTA, Oglethorpe University, the Latin American Association and area economic development agencies. Interviews were held to help support the baseline conditions analysis, begin to identify key community initiatives, needs, and priorities, and to help inform key discussion points for public involvement activities.

Interviews were held as either one-on-one sessions or small groups meetings and utilized a prepared questionnaire that included a range of discussion points which gave stakeholders an opportunity to discuss Brookhaven's strengths, needs and opportunities. Key challenges and expected outcomes of the Comprehensive Plan were also topics of discussion. Interviews helped to promote a clear understanding of the City of Brookhaven and provided insight into the overall vision and priority needs and opportunities. A record of the interviews conducted and a full summary of the input received is provided in the appendix.

COMMUNITY SURVEY

A community survey was designed to gather input regarding the vision for the City of Brookhaven. The survey included sets of questions highlighting the following topics: daily needs and uses, connectivity and community identity, redevelopment and infill development, environmental concerns, priorities for next five years, and long term vision. A series of demographic questions were also asked. The survey was available in English and Spanish online from May 15 through June 12, 2014. The following methods were used to share the link for the online survey:

- Banner ad and link on City of Brookhaven website
- Email from the Project Management Team to the Comprehensive Plan Steering Committee for distribution to personal databases
- Announcement and postcard containing survey address distributed at the May 15 and June 9, 2014 Comprehensive Plan community workshops

Hard copies of the survey were available for distribution at the May 15, 2014 Community Visioning Workshop and were made available at the Latin American Association. A total of 237 surveys were completed. Results of this survey were used to supplement technical analysis completed by the planning team and represented the public's voice regarding the future of the City of Brookhaven, along with other public input collected. A full summary of the community survey and input received is available in the appendix.

MEETINGS WITH THE GENERAL PUBLIC

Obtaining input from the general public was a key component of this planning process. Meetings took different formats depending on the information that needed to be shared and collected at a given stage in the process. A brief summary of the formal opportunities to become informed and engaged and what we heard from the public at each session is summarized below.

Public Hearing Kick Off with Council (April 22, 2014): This hearing served as an opportunity to formally kick-off the Comprehensive Plan 2034 process with the Brookhaven City Council. At this session a brief presentation was given that discussed the purpose of the comprehensive plan; the make-up of the planning team; the components of the plan; the timeline; and public involvement.

Community Visioning Workshop (May 15, 2014):

The purpose of this workshop was to work closely with community members to set the pace for Comprehensive Plan 2034. The Visioning Workshop was interactive in nature with several opportunities for the public to provide input throughout. The meeting began with an open house period in which attendees were encouraged to provide input on what they believe are the Strengths, Weaknesses, Opportunities and Threats of Brookhaven as well as what they want Brookhaven to be known for in 20 years. This open house portion was followed by a brief overview presentation of the comprehensive planning process, work to date, and meeting goals. A question and answer session followed prior to moving on to small group character area discussions. Prior to adjourning, key highlights from each discussion group were presented with final remarks from the planning team and City. A total of 30 City of Brookhaven citizens, business owners and other stakeholders attended the visioning workshop to learn more about the comprehensive planning process and to provide input.

Needs & Strategies Workshop (June 9, 2014):

This workshop was designed to gather public input to help set the priority needs and opportunities for Brookhaven and help inform the City's action plan for the next five years. Feedback from the public was used to make sure the right priorities were emphasized in Comprehensive Plan 2034. The meeting began with a brief open house period that allowed the public to review displays and handouts and begin providing input. The open house was followed by a formal presentation followed by the needs and strategies workshop activities. Prior to adjourning, next steps were presented with final remarks from the planning team, Steering Committee and City. Community members were provided a final opportunity to ask questions. A total of 30 individuals signed in at the workshop. Attendees included members of the Comprehensive Plan Steering Committee, members of the general public as well as other stakeholders.

Joint Open House (July 21, 2014)

The Open House provided the public an opportunity to review highlights from, ask questions about, and provide feedback on the draft plan. The Open House was joint with the Comprehensive Transportation Plan and preceded several hearings at which the public was provided additional opportunities to comment on the plan.

Public Hearing #2 with the Planning Commission (July 23, 2014)

Public Hearing #3 with Council (August 12, 2014)

Public Hearing #4 with the Planning Commission (September 3, 2014)

Public Hearing #5 with Council (September 9, 2014)

Full summaries of each public engagement opportunity is provided in subsequent sections.

A.1.2. Public Involvement Plan

OVERVIEW

Note: The Public Involvement Plan was written to guide public engagement during the planning process and, as such, is written in future tense.

Effective outreach educates all citizens on how they can be involved in developing plan outcomes and encourages participation in the development of the Brookhaven Comprehensive Plan. It is immensely important to promote the Comprehensive Plan to the public and to provide an opportunity for input during the plan development process from start to finish. This strategy details the many effective outreach techniques that can be implemented and how community stakeholders can be engaged. The methods are designed to give the public multiple avenues to provide input into the process at key project milestones.

KEY STAKEHOLDERS TO ENGAGE

There are a number of key stakeholders that will be engaged in some way throughout the planning process. Elected officials, City staff, residents and civic associations, business owners and property owners, places of worship, and social service agencies are among the many integral entities to involve. This planning process will be led by four teams:

- Project Management Team - includes City staff and the Consultant Team
- Consultant Team - includes Jacobs (project management, planning), Market Street Services (economic development, demographic analysis) and Sycamore Consulting (public engagement)
- Comprehensive Plan 2034 Steering Committee
- General public - includes residents, business/property owners, places of worship, agencies, institutions and others with an interest in the future of Brookhaven

STUDY DATABASE

Effective outreach educates citizens on how they can be involved in developing plan outcomes. This planning effort will utilize Brookhaven's existing database of community contacts to alert the public about the Comprehensive Plan and opportunities to become involved. Additionally, the Consultant Team will collect contact information from individuals who attend meetings, workshops and open house events. With their permission, this information will be shared with the Brookhaven Communications Department for inclusion in the overall study database.

KEY PERSON INTERVIEWS

At the onset of the project, the Consultant Team will conduct interviews with key stakeholders. Key Person Interviews will promote a clear understanding of the community as well as goals and objectives for the City of Brookhaven from differing perspectives. A list of interviewees will be developed by the Consultant Team and submitted to the City of Brookhaven for review. Potential interviewees may include the following:

- Planning Commission Chairperson
- Mayor and City Council members
- City Manager
- Assistant City Manager/Director of Community Development
- Police Chief
- Public Works Director
- Parks and Recreation Director
- Neighborhood Representatives
- Board of Education
- Latin American Association
- Economic Development contacts

Interviews will be conducted one-on-one or in small groups sharing similar interests and will utilize a prepared questionnaire that includes a range of discussion points relevant to each person's role(s) within the community. Interviews will be completed by mid-May in order to ensure concise and timely feedback. Follow up telephone interviews can be held if stakeholders are unavailable during the interview dates/times. Up to 15 key person interviews will be conducted. The Consultant Team will summarize all feedback heard during the interviews into a Common Themes Report ensuring anonymity of the interviewees and their responses.

COMMUNITY SURVEY

Early in the planning process, an online community survey will be distributed electronically to the entire study database. The online survey will be an efficient way to collect feedback from the general public about their vision for the Brookhaven Comprehensive Plan study area. Information collected from initial technical analysis and Key Person Interviews as well as initial Steering Committee meetings will help shape the survey content. The survey will remain open for a total of 4 weeks. The Consultant Team will provide a summary of the survey results for posting to the City website and public review.

MEETINGS WITH THE STEERING COMMITTEE

The Steering Committee will play an integral role in relaying community needs to the Project Management Team as well as communicating details of the planning efforts to the general public. The Steering Committee will also be instrumental in providing insight into the best ways to engage the public throughout the process in a structured format geared towards reviewing information, providing ideas and feedback. Meeting dates for the Steering Committee are as follows:

- Meeting 1: March 27, 2014 | 10:30 AM – 12:30 PM | Brookhaven Municipal Court
- Meeting 2: May 6, 2014 | 10:30 AM – 12:30 PM | Brookhaven City Hall (Community Room)
- Meeting 3: May 29, 2014 | 6:00 – 8:00 PM | Brookhaven City Hall
- Meeting 4: June 26, 2014 | 6:00 – 8:00 PM | Brookhaven City Hall

The Consultant Team will handle all Comprehensive Plan Steering Committee logistics including meeting reminders to Committee, venue set-up, printing of meeting handouts, easels, projector and screen, name badges, sign in table, markers, flipcharts, and other documentation items. The Consultant Team will facilitate all meetings and will document and summarize all meetings.

In addition to these four meetings, joint steering committee meetings will be held to allow for coordination among parallel planning efforts with the steering committees of parallel planning efforts (Parks and Recreation Master Plan, Comprehensive Transportation Plan, and the Buford Hwy Improvement Plan and Economic Development Strategy) on the below dates. These meetings will be informational in nature to communicate with the committees input being shared among planning efforts and other coordination occurring between the related efforts:

- Joint Steering Committee Meeting 1 (Comprehensive Plan 2034, Parks and Recreation Master Plan, Comprehensive Transportation Plan, and the Buford Hwy Improvement Plan and Economic Development Strategy): April 24, 2014 | 7:00 – 8:00 PM | St. Martins Episcopal Church
- Joint Steering Committee Meeting 2 (Comprehensive Plan 2034 and Comprehensive Transportation Plan): June 12, 2014 | 6:00 – 7:00 PM | Brookhaven City Hall

MEETINGS WITH THE GENERAL PUBLIC

Obtaining input from the general public is a key component of this planning process. Meetings will take different formats depending on the information that needs to be shared and collected at a given stage in the process. The public will have several formal opportunities to become informed and engaged which include:

- Public Hearing #1: Kick Off with Council – April 22, 2014 | 7:00 PM | Brookhaven Municipal Court
- Visioning Workshop – May 15, 2014 | 6:00 – 8:00 PM | St. Martins Episcopal Church (Gable Hall)
- Needs & Strategies Workshop – June 9, 2014 | 6:00 – 8:00 PM | Brookhaven City Hall
- Open House – July 21, 2014 | 6:00 – 8:00 PM | Brookhaven City Hall
- Public Hearing #2: Planning Commission – July 23, 2014 | 7:00 PM | Brookhaven City Hall
- Public Hearing #3: Council – August 12, 2014 | 7:00 PM | Brookhaven City Hall
- Public Hearing #4: Council Adoption Hearing – October 21, 2014 | 7:00 PM | Brookhaven City Hall

The Consultant Team will handle logistics of all general public engagement opportunities including meeting reminders to the Brookhaven Communications Department for distribution to the public, venue set up, printing of meeting handouts, easels, projector and screen, name badges, sign in table, markers, flipcharts, and other documentation items. The Consultant Team will facilitate meetings and will document and summarize all general public engagement opportunities.

OTHER PUBLIC ENGAGEMENT TOOLS & TECHNIQUES

In addition to the interactive outreach methods detailed above, the Consultant Team will also employ the following tools and techniques throughout the process to inform and engage:

- **Printed Materials** - Graphic flyers will be developed in advance of each public engagement opportunity and submitted to the Brookhaven Communications Department for distribution to the City's email distribution list. Hard copies of the flyer can also be produced and made available to the Steering Committee and City to assist in the distribution of announcements throughout the City. The Consultant Team will aim to have all flyers finalized a minimum of 2 weeks in advance of each meeting.
- **Community Kiosks** - Non-staffed poster-sized displays that promote the public process can be placed on easels in highly visible and commonly visited locations such as City Hall, shopping plazas, libraries and community centers, or during community events like festivals or farmers markets. They are most effective when placed in advance of upcoming community engagement opportunities. Steering Committee Members can be particularly helpful in this endeavor by identifying key locations and taking responsibility for the coordination, delivery and retrieval of the kiosks. Up to 12 displays will be placed throughout the community at two strategic milestones during the project timeline for a total of 24 kiosks throughout the process.
- **Media Releases** - Media releases will be drafted and submitted to the Brookhaven Communications Department for distribution to the City's media outlets. A media release will be prepared and submitted a minimum of 2 weeks in advance of the two public workshops and Open House for a total of three (3) releases. The City will handle advertising public hearings related to the Comprehensive Plan via its regular announcement process for hearings.

- **Website** - The Consultant Team will take advantage of the existing City of Brookhaven website and webpage dedicated to Comprehensive Plan 2034.
 - General information about the study including an overview of the process, anticipated outcomes, and a schedule will be provided for addition to the existing webpage dedicated to the Comprehensive Plan process.
 - Flyers and other public information will be submitted to the Communications Department for placement on the website in advance of public engagement opportunities.
- **Social Media** - The Consultant Team will take advantage of the existing City of Brookhaven social media outlets including the Facebook page, Twitter feed, and YouTube channel.
 - Flyers and other public information will be submitted to the Communications Department for placement on the Facebook page and Twitter feed in advance of public engagement opportunities.
 - Scheduled content will be submitted for placement on the Facebook page and Twitter feeds.
 - PowerPoint presentation slides from public meetings will be submitted for posting to the City's YouTube channel to the extent that it is available.

Additionally, information will be submitted to the Brookhaven Patch online events calendar and to the Atlanta Regional Commission for inclusion in its regular Community Engagement newsletter.
- **Language Services** - The Consultant Team will assist the City in providing translated (Spanish) flyers upon request. Interpretation services can also be made available for public engagement opportunities as needed.

KEY DELIVERABLES

The following are key deliverables described as a part of this Public Involvement Plan:

- Steering Committee meeting minutes
- Summary of Key Person Interviews
- Summary of meetings with the General Public
- Summary of Community Survey
- Printed materials (flyers)
- Community kiosks
- Media releases
- Social media content (website, Facebook, Twitter, YouTube)
- Language Services

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A.1.3. Stakeholder Interviews

OVERVIEW

At the onset of the comprehensive planning process, the consultant team conducted interviews with key community stakeholders, including elected officials, City staff, and other key partner organizations, including MARTA, Oglethorpe University, the Latin American Association, and area economic development agencies. Interviews were held to help support the baseline conditions analysis, to begin the identification of key community initiatives, needs, and priorities, and to help inform key discussion points for public involvement activities.

Interviews were held as either one-on-one sessions or small groups meetings. Interviews utilized a prepared questionnaire that included a range of discussion points which gave stakeholders an opportunity to discuss Brookhaven's strengths, needs and opportunities. Key challenges and expected outcomes of the Comprehensive Plan were also topics of discussion. Interviews helped to promote a clear understanding of the City of Brookhaven and provided insight into the overall vision and priority needs and opportunities.

The majority of interviews were conducted over a two-day period in order to get concise and timely feedback. Additional interviews were held with stakeholders who were unavailable during the two-day interview period. A record of the interviews conducted is provided in the Table 1 below. In addition to these interviewees, as of the writing of this report, a meeting with the DeKalb Development Authority and DeKalb Board of Education has yet to be scheduled.

Figure 1-1:Table 1.Stakeholders Interviewed

Organization	Participant/Role in Community	Day
City of Brookhaven	Stan Segal, Planning Commission Chairperson	April 25, 2014
City of Brookhaven	Rebecca Chase Williams, Councilwoman District 1 Representative	April 25, 2014
City of Brookhaven	Marie Garrett, City Manager	April 25, 2014
City of Brookhaven	Susan Canon, Assistant City Manager/Community Development Director	April 25, 2014
City of Brookhaven	J. Max Davis, Mayor	April 25, 2014
City of Brookhaven	Joe Gebbia, Councilman	
District 4 Representative	April 25, 2014	
City of Brookhaven	Bates Mattison, Councilman	
District 3 Representative	April 25, 2014	
DeKalb Chamber Perimeter CID	Yvonne Williams, Perimeter CID President and Chief Executive Officer	May 1, 2014
Brookhaven Zoning Board of Appeals	Tim Nama, Chairperson	May 1, 2014
Latin American Association	Jeffrey Tapia, Executive Director	May 1, 2014

Organization	Participant/Role in Community	Day
Brookhaven Chamber of Commerce	Todd Lantier, President	May 1, 2014
City of Brookhaven	Gary Yandura, Police Chief	May 1, 2014
City of Brookhaven	Richard Meehan, Public Works Director	May 1, 2014
MARTA	John Crocker & Jason Ford, TOD Office	May 9, 2014
Brookhaven Development Authority	Walt Ehmer, Chairperson	May 7, 2014
Oglethorpe University	Lawrence Schall, President	May 19, 2014

COMMON THEMES

The below summary provides a high level overview of recurring themes that resonated throughout the stakeholder interviews, focusing on items such as the Brookhaven's key strengths, major drivers of change, priority needs and opportunities, long term priorities, and others. While detailed input provided by individual interviewees is not included herein, this information is being utilized by the comprehensive planning team to help with the understanding of baseline conditions and to help inform the development of needs, opportunities, and strategies for the plan.

KEY STRENGTHS

Brookhaven's location and access to MARTA are among key strengths expressed by stakeholders during the interview process. MARTA sees its Transit Oriented Development initiative as a primary way to help create an identity and center for Brookhaven.

The existing neighborhoods and housing stock are also seen as strengths within the City. The variety in housing types and ranges in affordability are a plus.

The abundance of parks is also seen as a key strength in Brookhaven. Stakeholders recognize parks as the legacy and symbol of the City; however, many mentioned that maintaining existing parks and making them more uniform through consistent vegetation and signage would improve residents' park-going experience.

MAJOR DRIVERS OF CHANGE FOR FUTURE DEVELOPMENT

Many stakeholders understand the great potential for change along the Buford Highway corridor. Despite the challenges in this area, revitalization will drive change in Brookhaven's future, overall.

Another major driver of change is the shift from a suburban place to one that is more urban, which leads to the need to manage increases in density. The MARTA and transit oriented development (TOD) as well as additional paths and support of other modes of travel will influence how the community is able to get around and interact in this more urban environment. Infill development will also continue to shape the character of the community.

The importance of establishing an identity as a new city and maintaining a government that values community input and exhibits transparency in the decision-making process are also key drivers for change in Brookhaven. Creating a city center, a center of gravity for the community, will have an important influence on this identity. Community engagement in City decision-making is an important component to shaping the direction of the City.

PRIORITY NEEDS & OPPORTUNITIES

The priority needs and opportunities expressed for the next five years varied widely. However, there was consistency in the need to improve infrastructure to accommodate current and future growth and capacity. The most popular among infrastructure needs are transportation related improvements including addressing congestion through traffic management; accommodating alternate modes of transportation; and streetscape improvements.

The importance of community involvement and sense of community among the City's diverse neighborhoods and residents was reiterated as a priority need and opportunity for the City for the next five years. Stakeholders also agreed that the need to create a town center with a greater sense of place should be a priority. Echoing the drivers of change, priority needs also included leveraging the MARTA station area for transit oriented development, ensuring smart development, and continuing to enhance the City's parks system. Preserving the City's existing neighborhoods is another top priority.

LONG TERM OPPORTUNITIES

Ideas for long term opportunities varied widely among stakeholders; however, some responses are as follows:

- Develop land uses around the MARTA station into a higher and better use.
- Make significant transportation improvements including a Perimeter area shuttle service, increased connectivity, and an improved Johnson Ferry Road intersection.
- Strengthen schools.
- Create a real live-work-play City and true town center.

PLAN OUTCOMES

The most commonly offered response when asked "What should result from the Comprehensive Plan?" was regarding public participation. Many stakeholders expressed the need for inclusion and input from all perspectives so that the result is a community supported plan.

Another anticipated outcome is the desire for a truly implementable plan that offers a realistic short term work program and guidelines in many areas. Many expressed the need for a more concise zoning code that specifically outlines setbacks. Re-codifying or collapsing some districts as well as creating a new mixed use district were explicitly stated as necessary plan implementation items. The existing Brookhaven-Peachtree Overlay District was thought of as a good example, though it may need to be revisited to make some improvements to facilitate its implementation, and stakeholders felt that other overlays should be considered in the City.

Interviewees believe that the Comprehensive Plan should provide policy direction/recommendations for several topics, such as:

- Buffer and transition zones between land uses
- Regulations on infill housing development
- Preservation of community character
- Addressing issues with bars and alcohol licenses
- Existing sign ordinance
- Development impacts on stormwater
- Coordination with Comprehensive Transportation Plan and Parks and Recreation Master Plan to further a more walkable environment in the city

Lastly, stakeholders want a Comprehensive Plan that has both short and long term projects that are implementable. Many expressed concern with developing a plan that will simply sit on the shelf.

BRANDING BROOKHAVEN

Along with the idea that Brookhaven needs a physical town center is the need to create an identity and to brand the City. Many ideas were offered for ways in which this can be done including:

- Using and installing public art
- Developing a consistent signage theme and gateways
- Utilizing lighting and landscaping that is unique and significant to Brookhaven
- Recognizing and identifying the many historic resources in the City
- Maintaining a clean and well-maintained city
- Prioritizing consistent streetscaping along key corridors such as Ashford Dunwoody Road, Buford Highway, Peachtree Road, and Johnson Ferry Road.

ECONOMIC DEVELOPMENT & TRENDS

The most significant changes to occur for the business community in Brookhaven are the continued growth of multifamily residential properties as well as large developments such as Town Brookhaven and Dresden Village Place. Many stakeholders recognize Buford Highway as a major economic asset and opportunity. The cultural diversity, access, great views, and high visibility are all advantageous. However, there are challenges that need to be addressed before its potential can be leveraged and fully realized. Among the concerns is the need to improve pedestrian safety, provide higher quality housing, and improve the connection between the Buford Highway corridor and central Brookhaven.

On the northern end of the City, the Perimeter Community Improvement District (PCID) is seen as a significant contributor to the economic future of Brookhaven. As a non-governmental entity, the PCID has the ability to leverage state and federal funds that may not be available to the City.

Brookhaven would benefit from having a more cohesive relationship between economic development partners such as the Perimeter CID and the Brookhaven Chamber of Commerce. As the Brookhaven Development Authority continues to take form, it will also become a significant partner in developing the City.

UNDERSTANDING AND EMBRACING DIVERSITY

Brookhaven is home to a significant Latino population. The importance of recognizing diversity and finding ways to work together arose in many conversations. The Latin American Association and the Brookhaven Police Department offered the most comprehensive input on the topic of diversity. Both agencies have been collaborating in the City to build a better working relationship with Brookhaven's Latino residents. Some ideas on how to further improve the quality of life for Latino residents include:

- Building trust and creating an environment that feels safe for all residents
- Involving the Latino community on City boards and committees
- Hiring bilingual staff at the City and MARTA
- Translating City materials to Spanish

RECOGNIZING RESOURCES

Because of Brookhaven's prime geographic location, there is no shortage of community resources. Of benefit to the City are the Brookhaven MARTA station which was mentioned in several conversations as well as Oglethorpe University, which continues to grow in land and enrollment. The Latin American Association - a 42 year old service organization that provides assistance to Latino immigrants - is also a significant resource in Brookhaven. Other resources include the Brookhaven branch of the DeKalb County Public Library and the City's many public and private schools. As the City continues to take shape, the importance of maintaining these relationships will continue to expand.

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A.1.4. Community Survey Summary

OVERVIEW

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for the City of Brookhaven. The survey included sets of questions highlighting the following topics: daily needs and uses, connectivity and community identity, redevelopment and infill development, environmental concerns, priorities for next five years, and long term vision. A series of demographic questions were also asked

The survey was made available in English and Spanish online from May 15 through June 12, 2014. The following methods were used to share the link for the online survey:

- Banner ad and link on City of Brookhaven website
- Email from the Project Management Team to the Comprehensive Plan Steering Committee for distribution to personal databases
- Announcement and postcard containing survey address distributed at the May 15 and June 9, 2014 Comprehensive Plan community workshops

Hard copies of the survey were available for distribution at the May 15, 2014 Community Visioning Workshop and were made available at the Latin American Association.

A total of 237 surveys were completed. Results of this survey were used to supplement technical analysis completed by the planning team and were also be used to represent the public's voice regarding the future of the City of Brookhaven, along with other public input collected.

RESULTS

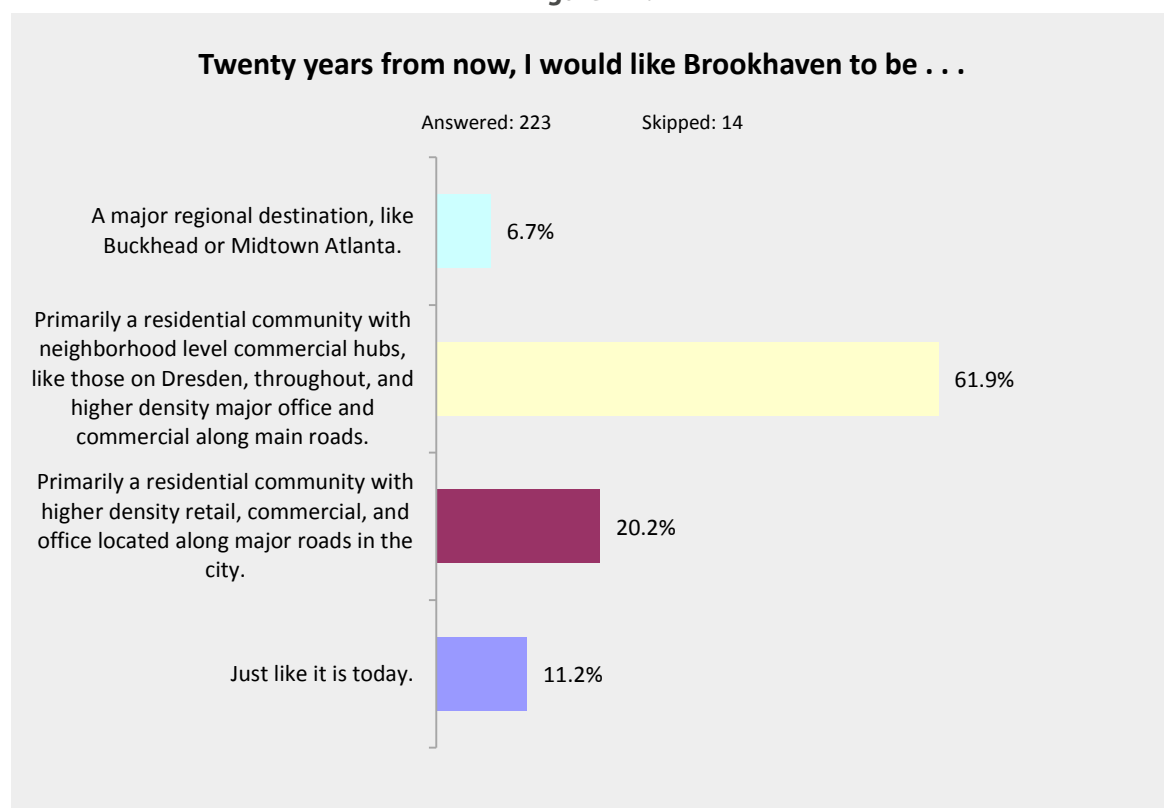
Summary survey results by section of survey are provided on the following pages.

INTRODUCTORY QUESTION

An introductory question encouraged respondents to think about the future of the city and asked “Twenty years from now, I would like Brookhaven to be....” Respondents were allowed to select only one response. Response choices were:

- Just like it is today.
- Primarily a residential community with higher density retail, commercial, and office located along major roads in the city.
- Primarily a residential community with neighborhood level commercial hubs, like those on Dresden, throughout, and higher density major office and commercial along main roads.
- A major regional destination, like Buckhead or Midtown Atlanta.
- Something else. (Please describe)

Figure 1-2:

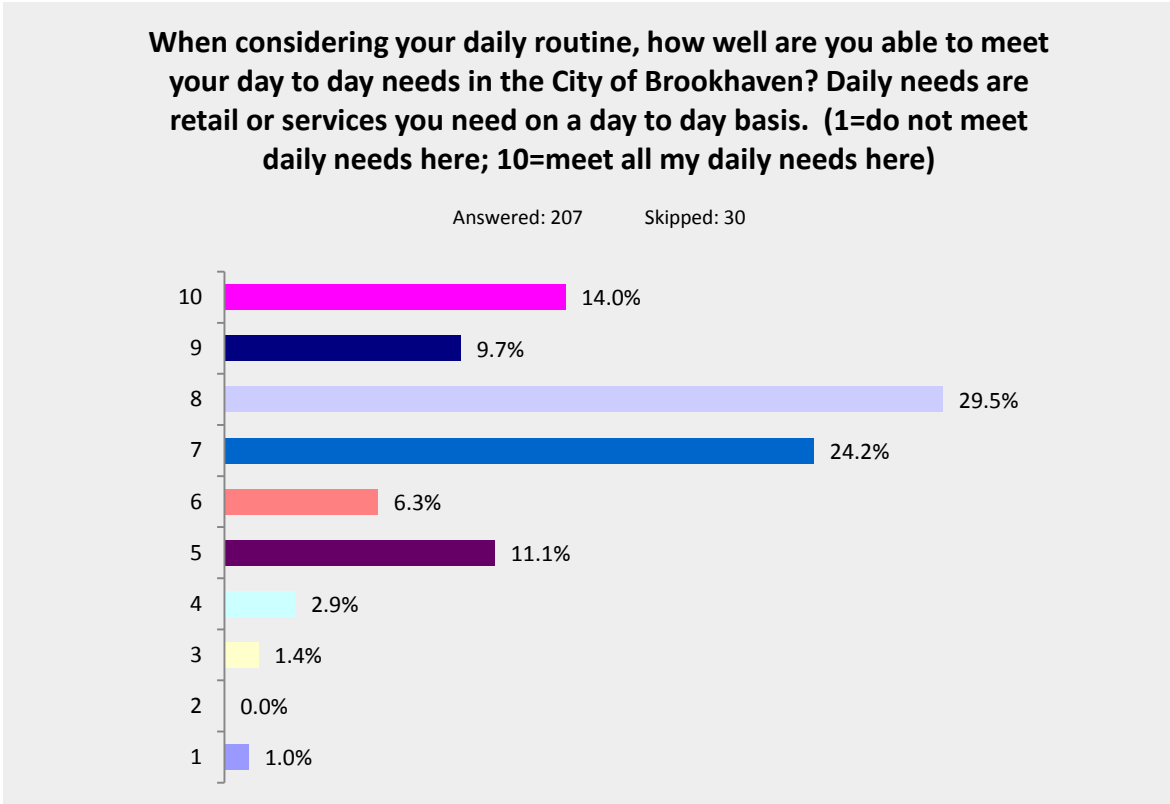


More than 60% would like for Brookhaven to be primarily a residential community with neighborhood level commercial hubs.

DAILY NEEDS & USES

The next set of questions asked about daily needs and uses. First, respondents were asked to consider their daily routine and how well are they able to meet day to day needs in the City of Brookhaven. Daily needs are defined as retail or services needed on a day-to-day basis. Answer choices ranged from 1 to 10, where 1 indicated that the person is not able to meet daily needs in Brookhaven to 10, where all daily needs are met in Brookhaven.

Figure 1-3:



Most respondents rated the ability for the City of Brookhaven to meet daily needs a 7 or greater with the bulk of the responses being a 7 or 8 on the scale from 1 to 10. This indicates that respondents feel that most of their daily needs are met within the City of Brookhaven.

The next question on this topic asked respondents to review a list of items and indicate the degree to which there is a sufficient supply in the city. The list included the following:

- Single family detached homes
- Condominiums
- Townhomes
- Apartments
- Restaurants
- Small shopping nodes in neighborhoods
- Park space
- General shopping/retail
- Medical offices
- Office space
- Large regional retail
- Jobs requiring a college degree
- Jobs not requiring a college degree
- Housing to support City's workforce

Response options ranged from "Too Much" to "Not Enough." "No Opinion" was also an option.

Sixty-one percent (61%) of respondents believe that there is too much apartment housing. However, respondents believe there is the right amount of single family detached housing (61%), condominiums (48%), townhomes (51%), general shopping/retail (43%), medical offices (45%), office space (44%), large regional retail (53%) and housing to support the City's workforce (39%).

Forty percent (40%) feel that more variety is needed in the selection of restaurants. Forty percent (40%) also believe that there are not enough small shopping nodes and 59% feel that there is not enough park space. The proportion of respondents with no opinion regarding the sufficiency of jobs requiring a college degree totaled 34%. Forty-eight percent (48%) had no opinion regarding the sufficiency of jobs not requiring a college degree.

CONNECTIVITY & COMMUNITY IDENTITY

The next four questions asked about Brookhaven's connectivity and community identity. The first asked how the City of Brookhaven can help build a greater sense of community and offered the following list:

- City sponsored festivals, events, parades
- Community gathering places/plazas
- Communications with the public
- In-person opportunities to learn about City services
- Opportunities to serve on City Boards/Committees
- Bi-lingual staff at City Hall

Response options ranged from "Too Much" to "Shortage." "No Opinion" was also an option.

The greatest percentage (31%) felt that there are sufficient in-person opportunities to learn about City services and 28% believe there are sufficient opportunities to serve on City Boards/Committees. Thirty-eight percent (38%) think there is a need for more variety in City sponsored festivals, events and parades. Approximately 38% believe there is a shortage in City communications with the public and 50% think there is a shortage in the amount of community gathering places and plazas. Regarding the degree to which more or less bi-lingual staff at City Hall is needed, a large majority (64%) have no opinion.

The next question regarding connectivity and community identity asked respondents to indicate how best the City of Brookhaven can create its identity given the following areas:

- Promoting streetscape design standards
- Creating a town center
- Promoting architectural design standards
- Planting of distinct trees, flowers, greenery
- Physical entryways that tell people they have arrived in Brookhaven
- Wayfinding signage throughout the City
- Hosting special events that bring in outside visitors
- Promoting the City in marketing materials

Response options ranged from 1 to 5 with 5 being the most important, 3 being neutral and 1 being the least important.

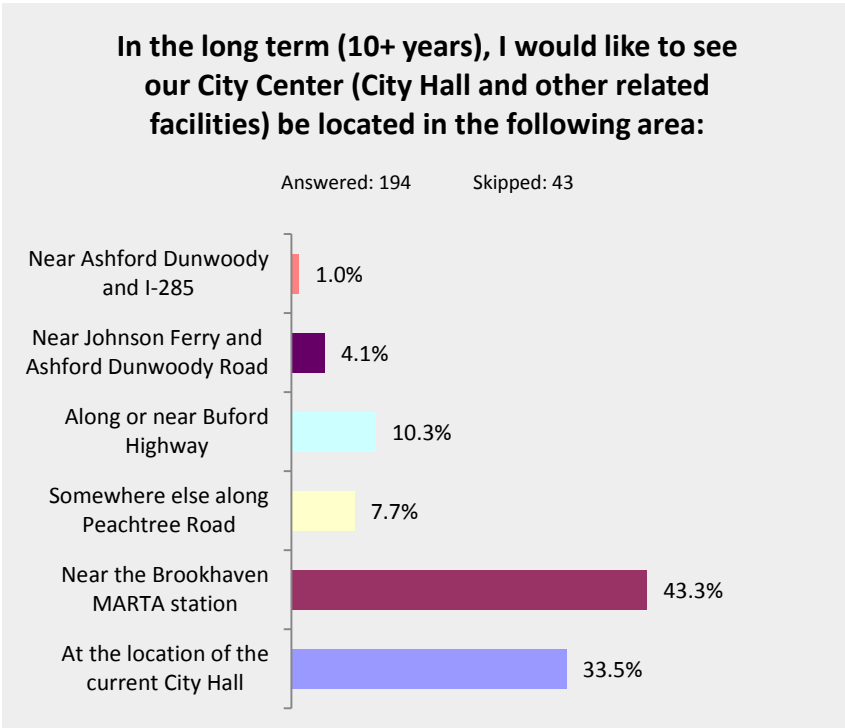
"Promoting streetscape design standards" and "creating a town center" were viewed as most important and received a high proportion of 5 ratings. "Promoting architectural design standards," "Planting of distinct trees, flowers and greenery", "Physical entryways that tell people they have arrived in Brookhaven," "Wayfinding signage throughout the City" and "Hosting special events that bring in outside visitors" received 4 ratings.

Most respondents (41%) did not have an opinion or were neutral on the benefit of "Promoting the City in marketing materials" as a way to create a City of Brookhaven identity.

Regarding the physical location of the City, the next question asked where respondents would like to see the City Center (City Hall and other related facilities) be located. Respondents were asked to select one option from the areas given and also given the option to select other. Responses are shown below. A limited number of people chose other; most of these comments either supported locating city hall along Peachtree Road or otherwise commented on costs or other logistical needs for a city center.

More than 43% selected “Near the Brookhaven MARTA station” as the most population location followed by “At the location of the current City Hall” (34%).

Figure 1-4:



The final question in the Connectivity and Community Identity section asked to what degree respondents value maintaining ethnic, age and income diversity in Brookhaven’s population. Most value ethnic diversity (38%) as well as age diversity (38%). However, diversity of income received nearly identical responses between “neutral” and “strongly value” at 28%.

REDEVELOPMENT & INFILL DEVELOPMENT

The next two questions required “yes” or “no” responses regarding redevelopment and infill development in Brookhaven. The first question asked whether or not new housing in their neighborhood should do any of the following:

- Increase density
- Decrease density
- Maintain density
- Preserve areas with larger lots sizes
- Allow for flexibility of distance from the street for housing structures
- Set a standard distance from the street for structures based on average distance of existing structures
- Limit amount of impervious surface coverage
- Maintain the look and character of the surrounding residential neighborhood
- Allow new and different character apart from the surrounding residential neighborhood
- Consider architectural element standards

Respondents answered “yes” to the following:

- Maintain density (70%)
- Preserve areas with larger lot sizes (75%)
- Set a standard distance from the street for structures based on average distance of existing structures (67%)
- Limit amount of impervious surface coverage (69%)
- Maintain the look and character of the surrounding residential neighborhood (69%)
- Consider architectural element standards (57%)

However, most respondents felt strongly against: increasing density (79%); decreasing density (55%); allowing for flexibility of distance from the street for housing structures (48%); and allowing new and different character apart from the surrounding residential neighborhood (38%).

The second question about redevelopment and infill development was concerning neighborhood commercial nodes and asked if respondents would like to see small scale commercial uses within walking distance of their home. A large majority (87%) responded “yes” to this question.



The next question asked respondents to rank a list of seven priorities in order of importance. The following list shows how the priorities were ranked where 1 is the most important priority:

1. Addressing traffic congestion.
2. Improving our parks and recreation spaces.
3. Increasing ways to travel around on foot or bike.
4. Pursuing redevelopment in strategic parts of the city.
5. Establishing an identity for our city with signage, strategic streetscaping, events, or other activities.
6. Developing a City Center.
7. Maintaining status quo.

Addressing the issue of traffic congestion ranked as the most important priority for the next five years followed closely by the need to improve parks and recreation spaces. Maintaining the status quo ranked lowest on the list of priorities for the next five years.

LONG TERM VISION

The two questions in the Long Term Vision section were both open-ended questions. The first asked for respondents to imagine Brookhaven 20 years from now and to describe the defining characteristics of the City. "Safe" and "walkable" were the most popular word responses followed closely by "diverse," "green" and "friendly." The full spectrum of responses received is reflected in the graphic below.

Figure 1-6:



- Safe
- Walkable city
- Access/accessibility
- Neighborhoods
- Parks



A FEW QUESTIONS ABOUT YOU

The final six questions were demographic in nature and were asked to help determine the characteristics of the population who participated in the survey. From these responses the following characteristics were true:

- Most respondents (73%) live in Brookhaven and 21% both live and work in Brookhaven.
- Most (44%) respondents reside in Planning Area 2 followed by 29% in Planning Area 3 and 23% in Planning Area 1. The remaining 4% of respondents to this question do not live in Brookhaven .
- Most respondents (34%) are age 46 - 60 followed by 32% who are age 32- 45; 15% who are over the age of 60 and 12% who are age 25 - 31.
- Approximately 53% of the survey respondents are women.

Figure 1-8:

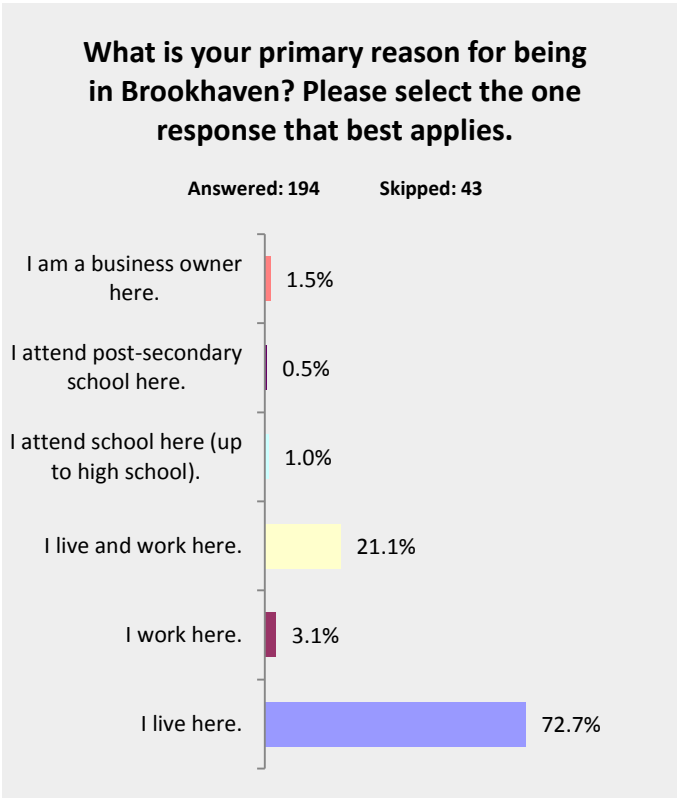
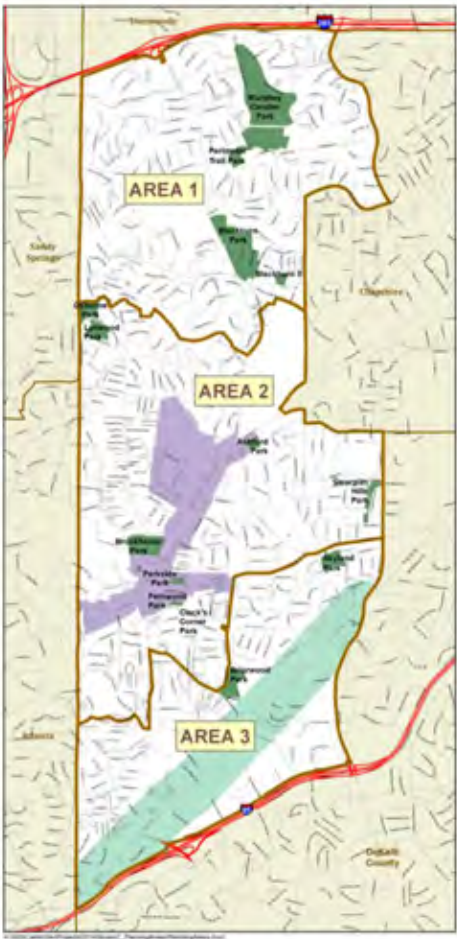
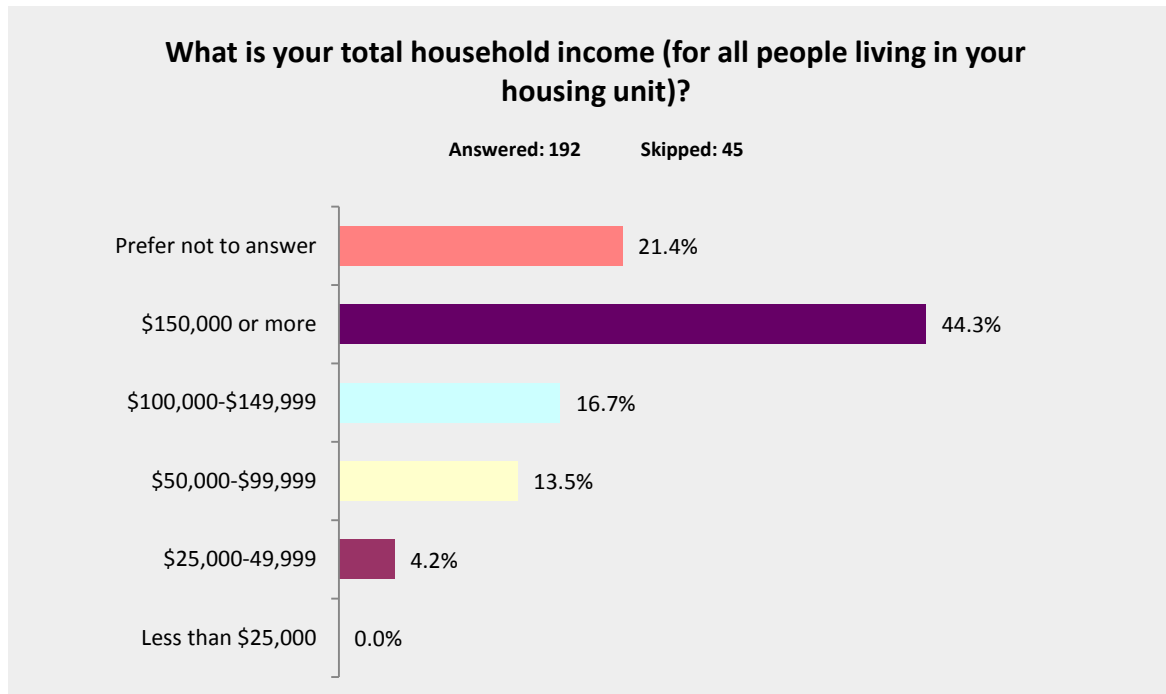


Figure 1-9: Planning Area Map



- Over 92% of the survey respondents are homeowners.
- The total household income of those who took the survey exceeds \$150,000.

Figure 1-10:



A.1.5. Steering Committee Meeting Minutes

Date:	March 27, 2014 (10:30 to 12:30pm, Municipal Court)
Purpose:	City of Brookhaven Comprehensive Plan 2034 Steering Committee Kick-off Meeting
Attendees:	List of Steering Committee members and members of the public in attendance is provided at the end of minutes.

Prepared by: Jacobs

Upon arrival, attendees were provided with a meeting agenda, planning process overview fact sheet, a steering committee and public meeting schedule, and list of committee members.

WELCOME

Marie Garrett, City Manager, started the meeting and welcomed all to the Steering Committee Kick-off for the Comprehensive Plan. The Comprehensive Plan will focus on the future land use vision for the city. Other parallel planning efforts, including the Buford Highway Improvement Plan and Economic Development Strategy, Comprehensive Transportation Plan, and Parks and Recreation Master Plan will be incorporated into the Comprehensive Plan. The recommendations of the Comprehensive Plan will also inform development of the other plans, such as the impacts on future land use vision on transportation needs. The Comprehensive Plan document will include a short-term and long-term work plan. The Planning Commission has authority to recommend City Council to approve the Comprehensive Plan for transmittal for regional and state review.

The City has held its kick-off meetings for the steering committees of other planning efforts this week as well. The City is planning two joint coordination meetings of all the Steering Committees for the various planning initiatives underway.

Steering Committee members were given demographic information from the joint Steering Committee meeting but asked to sign a waiver to not use information beyond informational purposes.

OVERVIEW AND INTRODUCTIONS

Susan Canon, Assistant City Manager/Director of Community Development, reiterated the importance of the planning effort and led introductions of the Steering Committee. It was noted that three Steering Committee members were unable to attend today. It was also noted that three City Council members were present, seated in the audience.

PROJECT OVERVIEW

Amanda Hatton, Jacobs project manager, provided an overview of the planning project, including key tasks, the planning time frame, and key elements of the plan. All cities and counties in the state are required to have a comprehensive plan and to update on a five year basis, at minimum.

It is exciting time in the City’s history and that the Comprehensive Plan sets the overarching long-term vision and short-term action plan for the City. Steering Committee members were encouraged to think big and “make no little plans.”

The City has been divided into planning areas to facilitate discussion at public involvement meetings.

QUESTIONS AND ANSWERS/DISCUSSION

After the project overview, Committee members offered the following questions and comments:

- Are there any risks going through the process so quickly? The City is required to adopt its Comprehensive Plan by the end of the year. The tight schedule will help the community stay engaged in the planning process and maintain excitement about the plan.
- What does a Quality Comprehensive Plan document look like? The community is encouraged to consider their plan from a fresh perspective. All comprehensive plans completed by localities in Georgia are available online at the Department of Community Affairs. Jacobs will be working to make the plan document concise and user-friendly.
- It is important that the broader community know what is going on with the Comprehensive Plan and be informed of meetings/activities. Local churches, homeowners associations, and swim/tennis clubs should be included in the outreach plan. The planning team/City should consider the best way to reach people. YouTube videos were suggested as an idea. The consultant team will be completing a Public Involvement Plan as one of its initial steps.
- The Steering Committee would like to have the ability to provide input into the Public Involvement Plan (PIP). The consultant team will provide the PIP to the group for input once it is drafted.
- Will the plan start from scratch or use example plans from other communities? The plan must contain certain elements, as required by DCA. It's recommended that the City start fresh, as it started a new city for a reason. The DeKalb Comprehensive Plan will be reviewed by the consultant team as a part of the Baseline Assessment.
- The Comprehensive Plan should consider what's being planned in adjacent communities, including Sandy Springs, Dunwoody, Chamblee, and the City of Atlanta. Pill Hill in Dunwoody is seen as having an important influence on Brookhaven. Recent LCI studies in Dunwoody and Chamblee should be considered.
- The working maps for the Comprehensive Plan should include a buffer of surrounding areas.
- What is the role the Steering Committee at public meetings? Steering Committee members are asked to attend and help facilitate discussion. The Comprehensive Plan has a special email address that should be used to submit comments on the planning process outside of public meetings: comprehensiveplan@brookhavenga.gov.

NEEDS AND OPPORTUNITIES BRAINSTORMING

Steering Committee members were invited to brainstorm on needs and opportunities in the city by planning area. Input collected is summarized below. Several comments were city-wide in nature and are listed under overall city needs/opportunities.

AREA 1

- Traffic/congestion on arterials is a problem. Through traffic from people coming and going from areas outside of Brookhaven is a problem.
- Additional crosswalks/sidewalks area needed to create a safer pedestrian environment. Johnson Ferry in particular has issues.

- The City needs to support other modes of transportation for longer distances.
- The area would benefit from having better connectivity to parks.

AREA 2

- Is this the City Center?
- The MARTA station is an untapped resource.

AREA 3

- Park space is needed.
- It is a hazardous walking area.
- The City would like to open up the creeks to development and make these areas an asset.
- Leverage the international community presence.
- Leverage the view of the Atlanta skyline.
- Preserve the heterogeneity of the area – age, income, religion, etc.
- Preserve affordable housing.

OVERALL CITY NEEDS/OPPORTUNITIES

- Connectivity.
- Walkability.
- Less dependence on the car is desired.
- The City needs big ideas for creating a desirable pedestrian environment.
- Walking access to Brookhaven Park.
- Connectivity with focus on health/exercise.
- The City should look at connecting to the Sandy Springs path project.
- The Chamblee trail is another opportunity for the City to connect to at MARTA station area.
- Small scale commercial nodes are needed.
- The City will need to revisit zoning regulations to make sure smaller commercial nodes are permitted in the code. There may be a need to adjust the regulations.
- There's a need to educate the public about what mixed use residential means for a community. Some people have a negative association but don't fully understand it.
- Johnson Ferry provides an opportunity for Transit Oriented Development.
- Little development nodes along multi-use paths would help connect the city in a meaningful way while supporting other modes of transportation.
- The city needs destinations.
- Make the city navigable.
- Determine the right level of density.
- What is the right mix of multi-family for Brookhaven?
- In order to make Brookhaven work, we need ecosystems that include high density to support the commercial viability as well as walkability of the area.

- Establish an identity and branding for the city - streetscaping, development styles, “One Brookhaven.”
- The community should define where and what is the City Center/Civic Center of Brookhaven. It should be the center of gravity for the community.

ADJOURN

Prior to adjourning, Committee members were provided with a homework assignment for the next Steering Committee Meeting on May 6 (10:30-12:30pm, location to be determined). The homework assignment included considering 1) the defining characteristics that should be included in Brookhaven’s long-term vision and 2) what should be preserved or changed in the city in the long term. The group was reminded that the Public Hearing 1: Kick-off with Council will occur on April 22 at 7:00pm.

ATTENDANCE RECORD

STEERING COMMITTEE MEMBERS

- Thomas Bartolozzi
- Shannon Cameron
- Susan Canon
- Charles Gerrick
- Jack Honderd
- Adrian Schmidt
- Stan Segal

OTHERS IN ATTENDANCE

- LaTria Garnigan
- Marie Garrett
- Ben Song
- Blair Belton
- Jim Eyre
- Amanda Hatton (Jacobs)
- Chuck Button (Jacobs)

Date:	May 6, 2014 (10:30 to 12:30pm, City Hall Community Room)
Purpose:	City of Brookhaven Comprehensive Plan 2034 Steering Committee Goal Setting Meeting
Attendees:	List of Steering Committee members and members of the public in attendance is provided at the end of minutes.

Prepared by: Sycamore Consulting, Inc.

Upon arrival, attendees were provided with a meeting agenda, the Baseline Conditions Analysis, Final Public Involvement Plan, Steering Committee Meeting #1 Homework Assignment, a Future Land Use Map, and a Community Facilities Map.

SUMMARY

Amanda Hatton (Jacobs) welcomed the group and thanked them for being in attendance. After leading the attendees through introductions, she explained that this meeting will begin the process of establishing the basis of the plan. Since the last meeting, the team has focused on the baseline conditions. This meeting will include a brief overview of the baseline conditions analysis, a vision statement activity, a character area activity and an overview of the public visioning workshop.

BASELINE CONDITIONS ANALYSIS

Amanda reviewed the results of the Baseline Conditions Analysis which began with a review of existing plans and policies in and adjacent to Brookhaven. Ranada Robinson (Market Street Services) discussed some key demographic indicators. The team utilized year 2010 census data at the census tract level and draws comparisons for Brookhaven, the Atlanta Metropolitan Statistical Area (MSA) and the state of Georgia. Data shows a high Hispanic population and loss in African American population. Brookhaven is home to a very educated work force and attracts a population with higher educational attainment. There is a high percentage of people with higher income and those in a lower income bracket nearing poverty, however the middle-class population is shrinking. Commuting patterns of Brookhaven residents show that most spend less time in traffic as compared to the Atlanta MSA and the state. There is a higher percentage of the population that utilizes public transit to get to work as compared to other geographies.

Ranada discussed economic development statistics which were gathered using zip code data. The research shows that the fastest growing job sectors are lower paying jobs while there is a decline in higher paying jobs. However, when observing the jobs held by current residents the data shows there is a highly skilled and professional labor pool within the City.

Amanda discussed housing data beginning with an overview of overall housing characteristics. The data shows a high percentage of multi-family units but a large amount of residential uses, in general. Most houses were built in the 1960s. There is an estimated 126 residential neighborhoods and 66 apartment complexes. The City is currently doing an independent analysis of the 66 apartment complexes to be sure they are healthy and safe places to live. This will be complete after the Comprehensive Plan is complete.

Infill housing is described as a dynamic factor in Brookhaven. Most infill is focused to the north and south of Peachtree Road. The City will provide additional data to supplement the infill housing data analysis. There is a low vacancy rate in Brookhaven when compared to county and state. This could potentially be due to the

city's location, accessibility to employment and the mix of housing types. There is a high renter occupancy (approximately 52%) which is higher than the state and county. However, 71% of the rents in Brookhaven are greater than \$999 per month as compared to 45% of the rents in DeKalb greater than \$999. It will be important to consider the impacts of renters in planning for community resources. For owner occupied units, over 70% are valued at \$300,000 or more. It is important to note that expensive housing may be a barrier to entry for younger potential residents who are looking for a place to settle down and to start a family.

Jonathan Webster (Jacobs) talked about the existing land use analysis which revealed that the primary use is single family residential (59.3%) followed by multi-use residential (12.6%) and commercial (9.9%). The majority of Brookhaven is built out with remaining property being mostly undevelopable (in a floodplain or within the airport compatible overlay district). However, there is significant redevelopment potential in strategic locations. Mixed use development is a trend in the City and there is potential for more to occur. The team took a detailed look at current zoning districts and what is allowable, including the Brookhaven-Peachtree Overlay District. The analysis also reviewed the County Comprehensive Plan and its future designations as well. An important part of this process will be to consider if the City has the right zoning designations and if the most appropriate development is occurring.

Lastly, Amanda discussed community facilities and services. The team has documented services to date offered by the City. The police department has increased its force to 60 officers. The Park and Recreation Master Plan process has identified 13 city parks. Though the City is currently coordinating with DeKalb County on some services such as fire and rescue, schools, libraries and utilities, it will be important to evaluate what the county is doing in these areas to be sure services delivered meet the residents' needs.

Cultural resources were outlined including Oglethorpe University and the Historic Brookhaven community. Natural resources such as waterways and flood areas have also been identified. Lastly, a list of top assets and opportunities for the City was discussed. Among those listed were the fact that Brookhaven is a regionally significant location; has a youthful and diverse population; has potential new mixed-use opportunities; and has an opportunity to leverage and incorporate parallel planning efforts.

VISION STATEMENT ACTIVITY

Jen Price (Sycamore) led the group through a visioning exercise beginning with an overview of the Georgia Department of Community Affairs (DCA) definition of a vision statement and its usefulness in the Comprehensive Planning process. Members were given three sticky notes to summarize responses to three homework questions from the previous Steering Committee meeting:

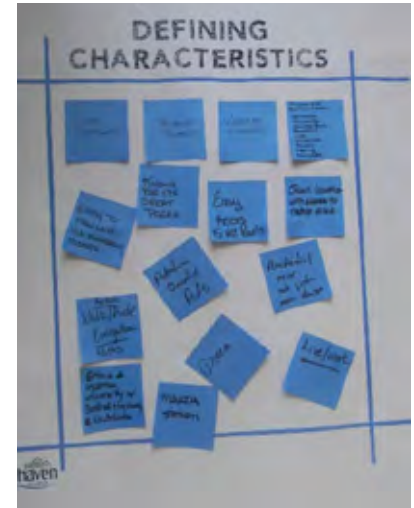
- What should be the defining characteristics of Brookhaven in the long term?
- What will people say about Brookhaven 20 years from now?
- What will set the City apart in the metro Atlanta area and make it a unique place?

Input received from the visioning exercise will be crafted into a draft vision statement. Below is a summary of

the input received for each question.

Defining Characteristics:

- Safe community
- Balanced Diversity
- Location - access
- The place to be proud to call home: balanced, welcoming, harmonious, beautiful, lush, comfortable, peaceful, appealing, desirable
- Easy to navigate, via numerous modes
- Known for its great parks
- Easy access to all points
- Great location with access to metro area
- Active - walk/ride - everywhere - paths
- Pedestrian oriented pods
- Residential mix not just more dense
- Green
- Ethnic and income diversity with Buford Highway and north Atlanta
- MARTA station
- Live/work



Brookhaven Is:

- Home - where we live
- The best place to come home to
- Safe, easy to navigate, walkable, approachable, great place for businesses, great place to be active
- A great city
- Where people want to live and not leave
- Active - paths
- Diverse and educated
- Rich with ethnic and income diversity
- Respects current residential neighborhoods
- Place you can live without a car
- Economically stable
- Great place to live, work and play



- Vibrant small town community, in the middle of Atlanta
- Pedestrian friendly

What Makes Brookhaven a Unique Place:

- Passive parks
- 3 major interstates border (3 unique areas - 1, 2, 3)
- Connectivity compared to other areas
- Parks & lakes; urban
- A bicycle friendly community designation along with Athens, Roswell and Decatur
- To work-live-play, an oasis, vibrant/green, where business and life can thrive, where you walk/bike/ride easily completely from one end to the other
- Is the best stop on MARTA
- Intermodal by paths & trails
- A Brookhaven beltline that unites the City
- Has great gathering places
- Interconnected green space
- Diverse communities within one City
- Gem of the south
- Great community feeling
- A defined city center with public plaza



Responses for each question revealed some clear commonalities among Steering Committee members including the desire for a place that is walkable, bikeable, green, and is a destination.

CHARACTER AREA MAP ACTIVITY

Jonathan began with the DCA definition of a character area and then reviewed the draft character area map which are broad areas defined by similar housing types, development and geography. The group was invited comment on the draft character areas, to identify where gateways may be considered, and where neighborhood-commercial development should be focused. To bring more specificity to the broad character areas, the Team also could possibly develop overlays that would be more detailed. The following comments were received regarding the draft character area map:

- Gateways were identified along:
 - Chamblee Dunwoody Road
 - Harts Mill Road
 - Johnson Ferry Road - East and West
 - Peachtree Road - East and West
 - Tobey Road
 - Dresden Drive
 - Buford Hwy - East and West
 - Briarwood Road
 - North Druid Hills Road
 - Roxboro Road
 - Windsor Parkway
 - Mill Creek Drive
 - Perimeter Center Parkway
 - Ashford Dunwoody Road
 - Perimeter Summit Parkway
- Neighborhood commercial is identified for the intersection of Osborne Road and Windsor Parkway.
- A potential park has been identified for the Nancy Creek adjacent parcels along the western city boundary.
- The area between Osborne Park and Lynwood Park should be investigated for park expansion.
- The northeast corner of North Druid Hills and Cliff Valley Road/Lenox Park Blvd could potentially be a park or neighborhood commercial.
- The southwest corner of North Druid Hills and Cliff Valley Road/Lenox Park Blvd could potentially be a park or neighborhood commercial.
- The triangle parcel between Goodwin Road, Roxboro Road, and North Druid Hills would be an ideal park.

- The parcels on the western side of North Druid Hills south of the merge with Roxboro Road could serve as neighborhood commercial.

NEXT STEPS

The Steering Committee was encouraged to spread the word about the May 15th Public Workshop. The format of the session was discussed and the following feedback was received regarding the best way to engage the public:

- Interaction - should spend most time on workshop portion versus a presentation.
- There is some concern breaking the discussion into three geographies because of the need to create consensus and to show Brookhaven as a unified area. The committee understands the need to get fine details, but caution the Team about coming into the workshop with 3 pre-defined areas.
- The Committee suggests starting the conversation with an overview of whole community and then move into narrow discussions for a time period before letting the groups rotate.

QUESTIONS/COMMENTS/CONCERNS

The following summarizes the questions, comments and concerns raised throughout the discussion.

- Will comments received in the general email inbox be incorporated into the Steering Committee discussions/plan? Yes. The team is monitoring the inbox and is developing a way to summarize and track responses to each. A version of the comments received will be made available and updated periodically on the City website.
- The founding date for Oglethorpe University should be 1835.
- Regarding demographics, the team should consider incorporating findings of the Brookhaven Community Insights report (2014) which uses projection data. There are differences in some demographics between the data presented today and this analysis. Data from the Brookhaven Community Insights report is from a different source and is projected data which explains why there are differences between statistics. The Team will review the data and will take advantage of opportunities to incorporate newly updated demographic data as it becomes available from the Atlanta Regional Commission and the US Census Bureau.
- The Real Estate industry is seeing residents with high incomes and college/advanced degrees as well as some empty-nesters who are relocating to the City. Single family detached purchases have been robust. Renters are relocations to the area who want to experience the City before making a purchase. Today, the average price point of the housing stock, even for “fixer uppers” is around \$300,000-350,000.
- Would like to consider comparing Brookhaven against the other cities that are similar.
- First time homebuyers are typically people moving in from an unaffordable city but who find Brookhaven affordable and are able to buy here. Other first time homebuyers are immigrants. The industry is not seeing the typical first time home buyers (Generation Y and X). Many cannot afford to move because of losses sustained to home values during economic downturn. Homes are available that they could move into, but they are underwater in their current homes and cannot move yet.
- Brookhaven can use down payment assistance or some mechanism to make people eligible for FHA

funding. This has been successful in other places across Atlanta and could be a way to make this area more affordable for new homeowners.

- What is a gateway? Gateways will identify possible entry locations into the City. They are usually on prominent corridors and can be used to identify the geographic area. Gateways should help create a sense of place and identify when you have arrived in Brookhaven.
- The character area map will make a good community council map
- Consider breaking the character area map up by elementary school zones or some other geography to get more focused feedback from the public
- It makes sense to incorporate input from the park and recreation planning process to plan for parks and greenspace in strategic locations.
- This character area map should also integrate the Buford Highway study recommendations.

ATTENDEES

STEERING COMMITTEE MEMBERS

- Susan Canon
- Charles Gerrick
- Jack Honderd
- Collette McDonald
- Adrian Schmidt
- Stan Segal
- Todd Terwilliger

MEMBERS OF THE PUBLIC

- Tom Riley, National Wildlife Federation
- Blair Belton, Drew Valley
- Rebecca Williams, Brookhaven City Council
- D. Woodley
- Don Neustadt, New Homes, Inc. /Pure Energy Solutions

PROJECT MANAGEMENT TEAM

- Paul Culter, Jacobs
- Amanda Hatton, Jacobs
- Jen Price, Sycamore Consulting
- Ranada Robinson, Market Street Services
- Jonathan Webster, Jacobs

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Date:	May 29, 2014 (6:00pm to 8:00pm, City Hall Incubator Room)
Purpose:	City of Brookhaven Comprehensive Plan 2034 Steering Committee Needs and Opportunities Work Session
Attendees:	List of Steering Committee members and members of the public in attendance is provided at the end of minutes.

Prepared by: Sycamore Consulting, Inc.

Upon arrival, attendees were provided with a meeting agenda. Additional handouts were distributed during the Character Area exercise, including Character Areas and Defining Narrative, Questions for the Steering Committee, and Comment Form.

SUMMARY

Amanda Hatton (Jacobs) welcomed the group and thanked them for being in attendance. After leading the attendees through introductions, she explained that this meeting will focus on Character Area Implementation Strategies and Overarching Needs and Opportunities, with discussions and exercises to solicit input from the attendees. Amanda then gave a brief overview of the public outreach to date, including high-level results from the Visioning Workshop, Community Survey, and Stakeholder Interviews. Additionally, she stated that the survey will remain available until June 12, 2014 and the summary of interviews will be posted to the City’s website.

A comment was made that the attendance at the Visioning Workshop was low, and that the more effort must be made for the next workshop. The City replied that the turnout was not unusual for a planning effort. Amanda stated that the project team did have some ideas to increase attendance, to be discussed at the conclusion of the meeting.

CHARACTER AREA IMPLEMENTATION DISCUSSION

Jonathan Webster (Jacobs) led the group in the exercise to discuss the character areas. Using the handouts, he selected key character areas within the City to discuss with the group. For each area, Jonathan posed questions to the group. The questions, noted in italics, are below with the summary of responses.

Perimeter Center: (JW) The previous plan permits up to 120 units per acre, is this an appropriate density moving forward for this area? Do you envision high or mid-rise development?

- I see a mix of high and mid-rise. I would like to see the highest density adjacent to I-285 serving as a buffer, with the mid-rise as a step down towards the residential areas.
- I see that area as a real nexus of access. There is I-285 and the MARTA facilities. It is a natural place for higher density, as long as the residential areas are respected.
- The area should be supported by sufficient lighting.

- Townhomes would be appropriate.

Murphey Candler-Nancy Creek-Silver Lake: (JW) Is there a more appropriate name for this area? Are there locations where you could see neighborhood commercial?

- How about the “Lake District”? The lake is a unique feature.
- I don’t find the name offensive as-is.
- Educational needs: I see Montgomery Elementary as a key priority; it is a key aspect of the northern gateway into the city. It is the top school in DeKalb and it really is in bad shape structure. It must be addressed. Chamblee High School improvements are a good model to consider.
- I would like to see some commercial at the park. I can see a coffee shop or something like that to serve the park users and ball fields. I could even see a Starbucks.
- I would not like a Starbucks. I think a concessions run by the Parks and Rec. Department is more appropriate.
- My concern with adding commercial in that area is that a “soft spot” will be created, changing the overall neighborhood character.
- It was concluded that allowing a refreshment use as a part of the parks and recreation program makes sense, but the future land use plan should not propose change in land use within the park.

Blackburn Park Neighborhood Center: (JW) What is the appropriate density for this area? The previous plan permits up to 24 units per acre.

- I like the newer development in the area (Brookleigh); that is appropriate to me.
- Allowing higher densities, with up to five story development, will allow for more flexibility resulting in nicer, creative design, and desirable amenities such as publicly accessible open space and pedestrian facilities.
- There is not a lot of land left in this area; I assume we are talking about redevelopment? Yes, future growth in this area and most areas of the city would result from redevelopment.
- I would like to see small scale commercial in the neighborhood that just serves the neighborhood and not a regional shopping destination.

Peachtree Corridor Overlay District: (JW) This area is identified as an ideal location for government complex, is this appropriate?

- Yes, specifically somewhere near the MARTA, or the old Harris Teeter.
- Yes, I think that idea is very compatible with creating a city center in this area.
- I would like to see this area develop creatively with more character and an active pedestrian environment.
- Parking will be an issue, the corridor is too shallow to do any significant development, but shallow restaurants are a possibility. Potential exists for a pedestrian “promenade”.
- The highest center of gravity for the area should be at the MARTA station, with office as a key use.

- There is opportunity for creative redevelopment with the warehouses down Apple Valley.

Buford Highway Corridor: (JW) The previous plan allows for 14-18 units in the majority of the area, is that appropriate?

- We can go higher in this area; this should be the second highest density area in the city after Perimeter Center.
- There is an opportunity for the City to work with GDOT on potentially dropping a travel lane on Buford Highway. More contemporary lighting is desirable.
- The area near I-85 could accommodate high-rises.
- I am concerned over transition, we would need to protect the existing residential areas. There should be a step-down from the Roxboro character area to Buford Highway (similar to what is being discussed for the Perimeter Center area).
- There may be a market for a hotel in the future.
 - We don't want another Red Roof Inn, we want high-rise.
- We always need to think about mass transit in a corridor like this. We need to protect and encourage amenities for transit.
- The City is very interested in redevelopment in the area, however we want to make sure we are protecting the current residents, providing safe and affordable housing. It's complicated to redevelop without displacement.
- We also need to preserve Buford Highway as an international corridor; it is a real asset to the region.
- North Fork Peachtree Creek is a critical feature here in this area.
- The demographics here seem to support smaller pocket parks, or "parklettes". Residents are walking and not driving in the area.
- This area is the least walkable, yet has the most pedestrians in Brookhaven.
- Increasing the density will drive land sales up, so we must be very careful to direct development only where we want it, in order to protect the affordable and ethnically diverse character of the area. Perhaps we need to break this area up, so it is not all one character area.
- What about creating a Tax Allocation District (TAD) or completing a Livable Centers Initiative (LCI) study in this corridor?
 - I am not sure I am saying that; I just think we need set aside certain areas of the corridor for preservation.
- I would like to see a policy of reducing impervious surface in the corridor.
- Higher building heights make sense as you approach I-85, with lower building heights on the western side of Buford Highway. Another way to look at concentrated density and building heights is by activity node, such as around key intersections.
 - Potential activity nodes identified included North Druid Hills and Buford Highway, Briarwood and Buford

Highway, and Clairmont and Buford Highway.

Lenox Park: (JW) Is the draft vision for this area as a live/work/play appropriate?

- The park needs better access, it is currently “locked” inside an office park.
- The area is very pretty, but sterile. It is very dependent on the car.
- Neighborhood scale commercial would be good, but not big box. The retail needs to support the neighborhood, not just the tenants of the buildings.
- The area has a 24 hour a day, 7 day a week population but does not have the mix of uses (primarily commercial) to support it.
- Restaurants would be good to support the “play” component.
- Rewriting of the zoning ordinance will follow this Comprehensive Planning process. There we will be able to define the neighborhood scale uses.
- What about land covenants? They may preclude some uses.

Ashford Park - Drew Valley: (JW) Are there any additional locations for appropriate neighborhood commercial in this area?

- I am against any commercial continuing down Dresden. We need to protect this residential area.
- I don’t feel the neighborhood could support any additional commercial. Outside traffic would have to be brought in, and that would not be good.
- We need to solicit input from the neighborhood.
- We can revisit this area after the public workshop.
- What about a linear park along Clairmont Road? Abernathy Greenway Linear Park is a great example.

Concluding the discussion, Amanda asked that the Steering Committee members submit any additional input on any of the character areas on the provided comment forms, and drop them off at City Hall or send via email to the planning team. She then moved directly into the next exercise.

OVERARCHING NEEDS AND OPPORTUNITIES DISCUSSION

Amanda presented to the group boards depicting Draft Community Goals and Needs and Opportunities for Land Use, Communities Facilities and Resources, Housing, and Population. Ranada Robinson, Market Street Services, presented the Needs and Opportunities for Economic Development. Amanda explained the input for the boards came from feedback of the Steering Committee, the Visioning Workshop, and stakeholder interviews. After review of each board, the Steering Committee was asked to comment on the stated needs and opportunities and whether any should be deleted, revised, or added. Below is a summary of the discussion.

Land Use:

- Change “Establish landscaping requirements along major corridors” to “Establish streetscape standards and/or incentives along major corridors”.
- Establish incentives for incorporating publicly accessible open space as a part of new development.
- Establish incentives for donations of public art. Art can be used as a gateway for the City. City could consider completing an Arts Master Plan to guide such investments.
- Remove “Maintain human scale of the city” – wording is awkward and intent unclear.
- City could pursue a Bicycle Friendly Community designation.
- We should encourage publicly accessible open space within developments in order to be beneficial to the public.

- Incentives should be explored to provide enhancements, such as sidewalks, sculptures, and public art.
- Clarify visual clutter as being addressed through sign regulations.

Economic Development:

- Concern over “strategic destinations” language. Creating a destination of regional draw was of concern by multiple Steering Committee members.
 - The vision of the City is live/work/play for residents, not to create a destination where others come to and then leave.
 - City needs a balance of live/work/play uses. We need to create more office development as part of mixed use.
 - Potentially a movie studio could be a destination.
- It was agreed that this need should be Remove “Redevelopment of old Kroger shopping center” - this is too specific, and redevelopment is covered by other needs and opportunities.
- Clarify and expand upon alcohol licensing need.

Community Facilities:

- Reduce franchise fees for utilities.
- Add “Protection of Nancy Creek corridor.”
- Burying utilities throughout the city will also help with preserving and expanding the city’s tree cover.

Housing:

- Add provide for a range of housing types to support diverse populations, such as affordable housing, accessory units, assisted living, and senior housing.
 - A policy regarding accessory housing units requires further discussion and debate.
- Ensuring compatible infill housing development should be limited to the character area vision and implementation strategies, rather than a community-wide need or opportunity.
- Support aging in place.

Population

- Accommodate aging in place and address needs for diversity of ages, including ADA compliant facilities and streetscape and community facilities.
- Remove “create a greater sense of community” as this is covered in overarching community goals.

Concluding the discussion, Amanda noted that the attendees could provide any additional comments on the needs and opportunities on the provided comment form.

JUNE 9TH WORKSHOP

Amanda stated that the project team will continue to collect input on the character areas at the upcoming public workshop. In general, the format of the workshop will be highly interactive, with only a short presentation to provide context for the attendees. A comment was made that a graphic resource booklet with Georgia based examples of density would be helpful for the workshop attendees. Amanda then explained a needs and opportunities exercise planned for the workshop. Attendees will be given fake currency and a budget. They will be asked to allocate the funds as a means to prioritize their key areas of opportunity

or need. This input will shape the priority needs and opportunities to be addressed in the community work program. The last five minutes of the workshop will be devoted to next steps.

The comment was made that attendees may need more flexibility for moving through exercises, instead of directing them to make defined transitions. An open house format was suggested where attendees could visit stations at their own pace. It was suggested that members of the Steering Committee assist at the workshop, serving as ambassadors to help educate attendees and facilitate their participation in the exercises. It was suggested the Steering Committee members arrive at 5:30pm to be ready to assist the public as they arrive.

Returning to the earlier comment regarding attendance at the public workshops, Amanda asked Kristine Hansen-Dederick (SCI) to discuss publicity efforts. Kristine explained that kiosks or 2'x3' boards with envelopes of flyers announcing the public workshop were created and available for the Steering Committee to take with them and place at an area of high public traffic. Several committee members volunteered and in total nine kiosks were taken by the committee.

Amanda stated that the project team would be in touch with the Steering Committee early in the week of June 2nd to confirm their role in the public workshop. The meeting was then concluded.

ATTENDEES

STEERING COMMITTEE MEMBERS

- Shannon Cameron
- Jack Honderd
- Collette McDonald
- Adrian Schmidt
- Stan Segal
- Todd Terwilliger

MEMBERS OF THE PUBLIC

- Andrew Wells
- Patricia Hunt
- Andrew Pearson, Seven Oaks Co.
- Alison Lontz, Drew Valley
- George Daniel
- Lance Toland
- Eugenia Poulos
- Blair and Sharon Beltar

- Kathy Forbes
- Bill Roberts, BPCA

PROJECT MANAGEMENT TEAM

- Amanda Hatton, Jacobs
- Jonathan Webster, Jacobs
- Ranada Robinson, Market Street Services
- Kristine Hansen-Dederick, Sycamore Consulting

CITY STAFF

- Susan Canon, Assistant City Manager/Community Development Director
- Marie Garrett, City Manager
- Ben Song, Deputy Director of Community Development

Date:	June 26, 2014 (6:00 to 8:00pm, City Hall)
Purpose:	City of Brookhaven Comprehensive Plan 2034 Community Work Program Session
Attendees:	List of Steering Committee members and members of the public in attendance is provided at the end of minutes.

Prepared by: Sycamore Consulting, Inc.

Upon arrival, attendees were provided with a meeting agenda, the Community Survey summary, the draft Needs and Opportunities, and the draft Community Work Program.

SUMMARY

Consultant Team Project Manager Amanda Hatton thanked attendees for coming out to the final Steering Committee meeting. She recapped what has occurred on the project since the last meeting, which included the Needs & Opportunities workshop, a Joint Steering Committee meeting and the conclusion of the community survey. A priority needs and opportunities document was drafted as well as a preliminary short term work program.

She explained that the purpose of this final meeting was to review the preliminary work program. The team is also updating the character area map based on additional input and other planning processes occurring concurrently and they are pulling together the final plan document. The process is nearing completion with an open house on July 21 and the Planning Commission public hearing on July 23. The Planning Commission will be encouraged to attend the Open House on July 21 to familiarize themselves with the draft plan prior to the public hearing.

HIGHLIGHTS FROM WORKSHOP + SURVEY

Jen Price provided an overview of the last community workshop, attendance and feedback received. She also discussed the community survey results. It is important to note that the team did make an effort to reach Spanish speaking residents via the online and paper surveys at the Latin American Association (LAA), there were no responses in Spanish. However, that does not mean that residents of Hispanic ethnicity did not respond/ participate in the survey. Also, the stakeholder interviews included input from the LAA.

VISION AND GOALS DISCUSSION

Amanda reviewed the draft vision statement and goals. The Steering Committee agreed upon the direction of the draft vision statement but provided the following suggestions:

- Want to focus on the residents. Consider moving “diversity of residents and businesses” to the beginning of the sentence instead of at the end.
- Consider another word to use other than great ‘...and history of GREAT neighborhoods’...
 - Vibrant
 - Extraordinary

- Delete 'great'
- Goal F: Transparency
 - How does this apply to what this task is? Should this be a City/government vision or a vision of the Comprehensive Plan?
 - Strike this goal.
- Goal H: Economic Prosperity
 - Edit: support a balanced economic environment that promotes primarily residential with neighborhood level commercial hubs and higher density office/commercial along main roads
- Goal D: Transit Oriented Development Foundation
 - Reword to "Transit Oriented Development"
- Goal J: Buford Highway
 - Do not want to communicate that the area is going to be drastically changed.
 - Strike 'reinvestment in'

COMMUNITY WORK PROGRAM DISCUSSION

Next, the group reviewed and provided feedback on the draft Community Work Program. Feedback (shown in italics) received for work program items is summarized by plan element.

- Land Use
 - Conduct neighborhood specific surveys regarding infill uses for designated neighborhoods in the city.
 - This should be completed in 2016
 - Develop and adopt an overlay district for the Buford Highway corridor to regulate redevelopment in the corridor.
 - Identify an appropriate place for the public to gather/where events can be held
 - A regulatory issue: how is alcohol to be handled in these spaces?
- Community Facilities and Resources
 - Ensure transparency in City Government actions.
 - Does this belong in the Comp Plan? For the purpose of the Comp Plan, consider striking from the document.
 - Consider incorporating into a Strategic Plan/overarching Operations Plan for the City. Will be referenced in the Policies in Community Goals section.
 - Complete a Master Plan to identify strategic location and desirable attributes of Brookhaven's long-term City Hall and civic area needs.
 - Replace "Complete" with "Begin/Undertake"
 - In what year would this occur? Need to identify the want, need, ideal location early on but push implementation out to 5 yrs. Begin Master Plan in 2017
 - Improve coordination with DeKalb County Schools or development of a City-run school system.
 - Replace "development" with "coordination"
 - Undertake a historic and archeological resource survey (including cemeteries)

- What is the timing of this? Identifying historic properties is a critical need
- Economic Development
 - Devote staff time to work with the DeKalb Convention and Visitors Bureau and/or event promoters and festival planners, property owners, parks, and business districts to identify the most feasible opportunities that fit with the Brookhaven brand and fill an unmet demand or niche.
 - Susan Canon will discuss with City staff.
 - Promote these events as a platform to celebrate the various cultures represented within the city.
 - Do we need to take a step back: Recommend that Brookhaven creates a place/environment/opportunity where these activities can occur
 - Dedicate staff time to studying the current practices of neighboring and peer cities.
 - These and others that recommend 'dedicate staff' are based upon the City's ability to fund/provide resources
 - Identify ways to connect Brookhaven employers with its educational pipeline.
 - Do we need to address/focus on this? If these are related to Work Force Housing/Education, should it be in a different section?
 - Develop a process to align the resources and strategic actions of local governments and education and economic development agencies.
 - Strike "and education"
 - This represents collaboration between City and Educational entities. Elevate to 3.7 (section heading). Much is covered in 2.8.1
 - Assemble a committee of decision-making leaders of Brookhaven's major employers and educational assets to identify talent pipeline gaps and opportunities for collaboration.
 - Strike from work plan
 - Expand local Partners in Education program to ensure that business leaders and educational leaders are connecting students and future career options.
 - Strike from work plan
 - Create a best practice mentoring program and job shadowing/internship program for Brookhaven students at various levels, including K-12 and college.
 - Strike from work plan
 - Create a research staff position to maintain data profiles for the website, provide economic-development data analytics for the City, and fulfill data requests from prospective businesses and site selectors.

- Strike “Create a research staff position to”
- Population/Community Building
 - Provide services and facilities to support the aging population.
 - Replace “Provide” with “Promote”
 - Provide opportunities for community members from all districts to serve on boards or committees.
 - Replace “Provide” with “Promote”
 - Create a greater sense of community.
 - Reword to include ‘communications’. Enhance City’s Communications
 - Continue to promote City led or partnered activities and events.
 - Move to 4.6; cross reference with Economic Development items
- Housing
 - Provide diverse housing types to support life-cycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.
 - Replace “Provide” with “Allow for”
 - Continue code enforcement efforts related to housing.
 - Add as ongoing activity support of current Police Department program to create livable environment for residents.

NEXT STEPS + CONTINUED COMMITTEE ROLE

Lastly, next steps were discussed with the Steering Committee. Though this represented the final Steering Committee meeting, the group is requested to continue to promote and be involved in the community-wide engagement opportunities. It was noted that the draft document will be available for review on the City’s website beginning the evening of the Open House, July 21.

ATTENDEES

STEERING COMMITTEE MEMBERS

- Susan Canon (staff liaison), Assistant City Manager/Director of Community Development
- Shannon Cameron
- J.D. Clockdale
- Charles Gerrick
- Stan Segal

MEMBERS OF THE PUBLIC

- Blair Belton, Drew Valley
- George Daniel

PROJECT MANAGEMENT TEAM

- Paul Culter, Jacobs
- Amanda Hatton, Jacobs
- Jen Price, Sycamore Consulting
- Ranada Robinson, Market Street Services

CITY STAFF

- Ben Song, Deputy Director of Community Development

A.1.6. Community Visioning Workshop Summary

MEETING LOGISTICS

May 15, 2014 | 6:00 – 8:00 PM

St. Martins Episcopal Church (Gable Hall)

ATTENDEES

A total of 30 individuals signed in at the workshop. Attendees included members of the Comprehensive Plan Steering Committee, members of the general public, and media as well as other stakeholders

AGENDA

- Sign-in, Review Displays, & Visioning Input Board
- Welcome + Introductory Presentation
- Questions/Answers
- Character Area Small Group Discussions
- Regroup + Recap + Survey Launch
- Adjourn

SUMMARY

The Visioning Workshop was interactive in nature with several opportunities for the public to provide input throughout. The meeting began with an open house period that allowed the public to review displays and handouts that captured highlights from the existing conditions analysis. During this open house period, attendees were encouraged to provide input on what they believe are the Strengths, Weaknesses, Opportunities and Threats of Brookhaven as well as what they want Brookhaven to be known for 20 years from now. This open house portion was followed by a brief overview presentation of the comprehensive planning process, work to date, and meeting goals. A question and answer session followed prior to moving on to small group character area discussions. Prior to adjourning, key highlights from each discussion group were presented with final remarks from the planning team and City.

Strengths, Weaknesses, Opportunities, Threats Activity

An uncensored list of written comments by citizens that provided input as part of the SWOT analysis follows:

Strengths

- Large natural tree canopy
 - Ditto - love the trees!!
- Great neighborhoods and smart people
- Great location - close to Buckhead but not Atlanta/Fulton Co
- Great location - highway access
- #1: Keep and protect the trees
- Brookhaven MARTA station
- Great neighborhoods
- Great people who care
- Natural community alignment
- Oglethorpe University!



Weaknesses

- City Government not transparent
- City government not responsive
- Trying to do too much, too fast without enough public input
- Not enough publicity for public processes
- More greenspace in District 4
- Selling Brookhaven for short term gain
- Zoning variances too easy
- Lowering standards to be business/builder friendly
- Lowering quality
- No vision of politicians
- No arts and culture
- Park and Recreation director doesn't seem to care
- Parks need care and funds
- Politicians 'ruling' vs 'governing' - listen to your constituents
- History of development with no plan

- Town Brookhaven clear cut and paved massive amounts of land. The Jabba the Hut of development

Opportunities

- Develop a livable, commercially attractive area with great restaurants and shopping and entertainment options
- Maintain and develop parks
- Maintain and develop pedestrian friendly/bike friendly areas
- Turn Buford Hwy into a SAFE walkable area with maintained properties. Take advantage of views of city skyline
- Have walkable neighborhood commercial for each neighborhood so people can walk to restaurants and shops instead of getting in cars. Small clusters of stores/shops even is better than nothing
- Promote/protect high quality of life neighborhoods
- Protect fabric of housing stock/character
- Walkable corridors
- Promote local merchants
- Encourage local employment
- Build a park at North Druid Hills and Gail Drive, NE. Right now it is an ugly empty lot.
- High quality model - national standard
- High goals, vision
- Strategically connect cut off neighborhood streets (cul-de-sacs) to make alternative walk/bike corridors off of main thoroughfares
- Need tough, enforceable zoning
- Town Center at Brookhaven MARTA station
- Number of swimming pools in city - now we need to spruce them up and create activities (neighborhood swim teams; summer league)

Threats

- Loss of tree canopy
- Damage to water table
- Over building
- Losing the human scale of the area
- Buford Hwy corridor is run-down, unattractive and unsafe. Should be a priority so not to negate other efforts
- Protection of natural drainage ways
- Protection of housing character - limit mechanisms; too great increase in home sizes.
- Overbuilding

- Excessive coverage [of lots]
- Loss of large lots of trees!
- Politically motivated redevelopment vs adhering to an iron-clad zoning plan
- We have limited commercial land. Don't fritter it away on small-scale projects or encourage assemblages.
- City government has their own agenda. Can't be trusted
- Developers who don't care about the trees and nature
- Not enough quality office space for small firms
- Traffic at Peachtree/North Druid Hills & Johnson Ferry/Ashford-Dunwoody
- Ignorance - short sighted priorities
- Ivy on trees negatively impacts the trees themselves, property, and just basic views of park space or of anything. Keep the trees alive!

In the Year 2034, People will Say that Brookhaven Is...

The public was also encouraged to give input on what people will say about Brookhaven in 2034. *An uncensored list of written comments by citizens that provided input to this activity follows:*



- Livable; high quality of life
- Diverse balanced population - economics/demographics
- Art & culture beacon!
- Dog-friendly
- Green
- Walkable
- Bicycle-friendly
- Responsive and transparent
- High vision, national standard model
- Mix of contemporary and historic
- Pedestrian scaled
- No single use, single story commercial buildings on Peachtree Road
- Sense of community
- Great neighborhoods
- Parking in the rear, buildings pulled up to the sidewalk
- Great walking and bike paths
- Trees along the street are beautiful
- Booming

- Pedestrian friendly
- Neighborhood feel; people on front porches and always talking
- Great community!
- Was smart to preserve trees
- Vibrant
- New and fresh
- Safe and able to walk alone
- Fantastic parks
- Crowded
- Too much traffic
- Green spaces!
- Bike/walk/running paths
- Live/work/play
- Connectivity
- Traffic control and relief

Welcome + Introductory Presentation

The formal portion of the workshop began with a welcome from the City of Brookhaven Assistant City Manager/Director of Community Development, Susan Canon. Consultant Team project manager Amanda Hatton from Jacobs Engineering provided a presentation of the existing conditions analysis which considered demographics, housing characteristics, economic factors, land use, community resources, and natural resources. A brief question and answer session and comments were offered:

Q. I think there is a need to balance the wishes of the owners with grand plans to develop property. Once the Comprehensive Plan goes into effect, how much will elected officials do to put teeth into it so that variance after variance won't be issued?

A: The Comprehensive Plan won't change any of the City's law. It captures the long term vision of the community. This forum is the pursuit of a consensus on what the vision should be. The plan will likely recommend adjustments to the City's zoning ordinance and development regulations as a tool to implement the vision; these changes would occur separately from the plan update and after adoption, as a part of implementation. The zoning ordinance is a tool to help implement the plan. Any changes to the zoning ordinance would require a public hearing process for the laws to be changed.

Q. Is there a special overlay associated with the Comp Plan? If we decide as a community what we want, there needs to be some structure to ensure that it would

be difficult for implementation of development other than what it included in the long term vision.

A. If the plan is adopted, there will be action items and an implementable work plan for the next five years, including zoning changes and land use recommendations. The implementation program is the nuts and bolts of taking the Comprehensive Plan to the next level. The planning team's goals is to develop an implementable, realistic work plan that the City plans to see through. We want it to be achievable.

Q. Regarding the community resources page, I think it is really missing a lot. We live here. One thing that we have in the area is a beautiful canopy of trees. Trees are taller than buildings. We need to preserve that. We already have some zoning in place that does not recognize our tree canopy. Once it is gone, you can't get it back. Natural resources need to be included in our vision.

A. Thank you for your comment. We will ensure that the tree canopy is documented. We have interviewed all of the elected officials and the tree canopy was discussed during those interviews. It is definitely on the radar screen.

Q. I was at another meeting where it was indicated that there are no parks in district 4 and that it is so densely developed that there is no room for a public park. That is not true. There are multiple areas that would be lovely for walking paths, etc.

A. Thanks for your comment. We have a Parks and Recreation Master Plan underway. We are aware of the deficiency in District 4. We know there is a need for park space in that area.

Q. In some communities, a certain percentage of property is required to be trees and/or green space. Do we have those types of regulations in Brookhaven?

A. The question is more regulatory based rather than planning based. We do have a zoning ordinance and a tree ordinance which covers lot coverage and the impervious surfaces allowed, which then results in how much is open space is required for each development. These ordinances also address the number of trees required for each development.

Character Area Small Group Discussions

Following the question and answer period, attendees were engaged in a workshop to help define character areas within the city. Attendees rotated among three different groups, each of which focused on a different set of character areas within the community. At each character area discussion table, attendees were given maps and a set of color-coded stars that corresponded to the following land uses:

- Red = Neighborhood Commercial
- Blue = Mixed Use
- Gold = Sacred Cows (places where there should be no change)
- Silver = Community Gateways
- Green = Public Space/Improvement

Attendees were asked to think about the future of Brookhaven and to place the stars on the maps where these land uses should go in the future.

Additional questions were asked at each character area discussion table including:

- Should area stay the same or change over time?
- Goals of each area?
- Unique policies or implementation tactics

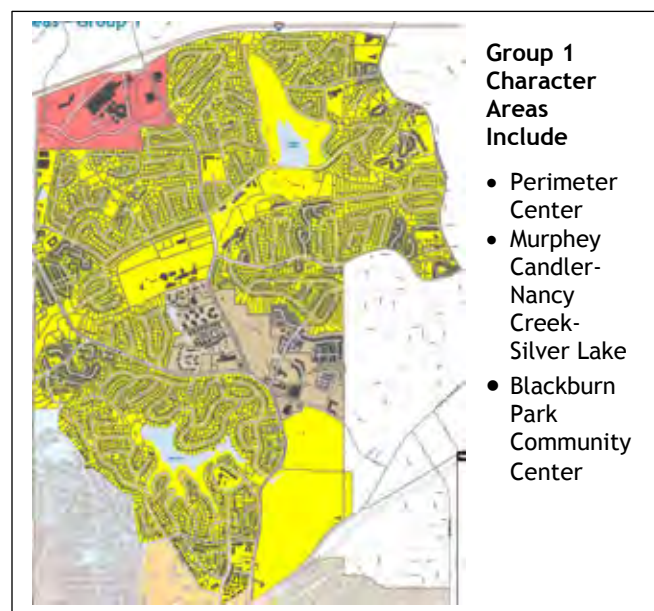
Input received during this activity is summarized below.

Group 1 Character Areas

Summary of Star Activity Input:

Perimeter Center

- Should have a trail connection along Ashford Dunwoody Road to the Connect 400 Trail.
- Gateways are seen as appropriate for Ashford Dunwoody Road and I-285.
- Mixed-use is seen as appropriate for Perimeter Center area adjacent to Ashford Dunwoody Road and adjacent to Perimeter Summit Parkway.
- Potential park space is seen as appropriate for the area south of Perimeter Summit Parkway.



- Neighborhood commercial is seen as appropriate for Lake Hearn area.

Murphey Candler-Nancy Creek-Silver Lake

- Expand trail network along Ashford Dunwoody Road from Blackburn Park to Peachtree Road and from Peachtree Road to Brookhaven MARTA.
- Gateways appropriate for Ashford Dunwoody Road and Johnson Ferry Road, Ashford Dunwoody Road and Perimeter Summit Parkway, Peachtree Road and Ashford Dunwoody Road, the city limits on Johnson Ferry Road, Mill Creek Road, Old Johnson Ferry Road, Harts Mill Road, East Nancy Creek Drive, Remington Road and Windsor Parkway.
- Neighborhood commercial is seen as appropriate for Windsor Parkway and Saybrook Drive and area adjacent to Lynwood Park.
- Mixed-use is seen as appropriate for Murphey Candler Park and Nancy Creek Way and Oak Forest Drive.
- Sacred cows include Murphey Candler Park, Marist School and Silver Lake.
- A potential park location has been identified for the Nancy Creek floodplain adjacent to Johnson Ferry Road. A potential trail should be added along Nancy Creek. Another park has been identified for Silver Lake and Ashford Dunwoody Road and the Brittany Club.

Blackburn Park Community Center

- Mixed-use is seen as appropriate for the Kroger shopping center, Durden Drive, and Donaldson Drive.
- Neighborhood commercial is seen as appropriate for Johnson Ferry Road and Blair Circle, Donaldson Drive and Johnson Ferry Road, seen as neighborhood commercial.
- Sacred cows include Blackburn Park.
- Potential Park location is identified for Johnson Ferry Road and Durden Drive.

Related Input for Group 1 Character Areas:

- Preserve parks/greenspace
- Bernwick is a good area for conservation, walking trails
- Brookhaven needs to coordinate development with neighboring government agencies - formalized structure
- 4 votes for Perimeter Center area to “stay as is”, but managed
- Other citizens do not know enough about the area to vote
- Blackburn Park:
 - Connect to Keswick
 - Greenspace is sacred cow
- Extension of paths to connect to one another
- Congestion is a concern in Perimeter Center

- Perimeter Center
 - Areas adjacent could change to retail/commercial
- Blackburn:
 - Just maintain the park
 - Improve parking
 - Redevelop Kroger to more mixed use
- Extend Nancy Creek Trail to adjacent neighborhoods
- Perimeter Center:
 - It could build out to high density commercial/hotel
 - Not going to be low rise
- Neighborhoods
 - Improve housing stock
 - Maintain current character, but make commercial areas more vibrant
- Blackburn
 - Fix traffic
 - Bring in some mixed use
 - Improvements to park
- What is happening to Brookhaven Park?

Group 2 Character Areas

Summary of Star Activity Input:

Lynwood Park

- Neighborhood commercial is ideal for the intersection of Windsor Parkway and Osborne Road, NE.

Osborne-Mabry

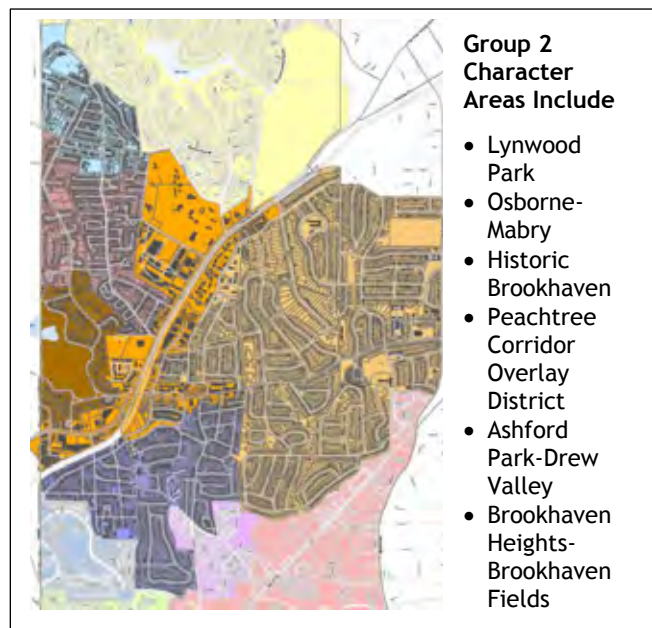
- Improve Brookhaven Park.
- Consider mixed use development at Peachtree and Kendrick Roads.

Historic Brookhaven

- Capital City Country Club is a sacred cow.
- A gateway should be preserved at East Brookhaven Drive.

Peachtree Corridor Overlay District

- Sacred cows are recognized at Oglethorpe University (including a standing of trees on campus), Brookhaven Park, and the Capital City Country Club.



- Neighborhood commercial should be considered on:
 - Dresden Drive at Peachtree Road and Caldwell Road, Peachtree Road at Colonial Drive, North Druid Hills Road, near Brookhaven Park, at the Town Brookhaven development, along Apple Valley Road and E. Osborne Road, and along Hermance Drive as it borders Oglethorpe University.
- Mixed use should be considered at:
 - The MARTA station; on Peachtree Road at Lanier Drive; on Peachtree Road between Kendrick and Osborne Roads; at the Town Brookhaven development as well as along Hermance Drive as it borders Oglethorpe University.
 - On Apple Valley Road between Dresden Road and Fernwood Park with higher density near the park.
 - On Peachtree Road at Brookhaven Plaza and Chestnut Plaza.
- The MARTA station is the most appropriate place for the highest density mixed use along Peachtree Road.
- Greenspace/public improvements should be incorporated into the MARTA station and at the Town Brookhaven development.
- Preserve and enhance park space at Parkside Park and Fernwood Park.
- Gateways are recommended on Peachtree Road as it enters the overlay district from the south; on Peachtree Road at North Druid Hills Road; at the MARTA station/Dresden Road; and as Peachtree Road enters the overlay district from the north at Lanier Drive.

Ashford Park-Drew Valley

- Gateway is appropriate for Dresden Drive at Clairmont Road.
- Neighborhood commercial is appropriate at Dresden Drive and Clairmont Road and Dresden Drive and Consauga Ave. NE, and along Dresden, moving west from Clairmont to Canton Place. It is also appropriate along Clairmont, just north of Manville Drive.
- Mixed use is appropriate for Thompson Road and Dresden Drive and at intersection of Manville Drive and Clairmont Road.
- There are several “FEMA” lots owned by DeKalb County and located in the Drew Valley Neighborhood. These are difficult to maintain but have great greenspace potential.
- Preserve and enhance greenspace at Ashford Park and Skyland Park.
- A park is appropriate for the old runway space along Clairmont Road, across from PDK airport.
- At the curve at along Drew Valley Road there is a detention pond that would be appropriate to convert to a park (similar to Historic Fourth Ward Park). It is popular currently with birders.
- The character of Dresden Drive, east of Consauga to just west of Consauga is appropriate should be preserved (sacred cow).

Brookhaven Heights-Brookhaven Fields

- No input received.

Related Input for Group 2 Character Areas:

- Mixed use is favorable to a certain degree, but people will oppose mixed use with 8 stories.
- There are two tiers in the overlay district, one is two story, and one is six stories. Eight story buildings would only be allowable with some other bonus or incentive provided by the developer.
- Downtown Greenville, SC is a great example of mixed use. It's walkable, has great shops, incorporates some institutional partners, has ample parking, etc.
- We need to define what Brookhaven should be - urban/suburban/pedestrian oriented?
- Huge current issue with Brookhaven Park. It is a key asset to the area, and the County is attempting to take control of 10 acres fronting Peachtree Road. This would limit access to the remaining acreage. We don't want the County to have control over the park.
- Higher density might be appropriate along Peachtree Road, but smaller scale development would be preferred along Dresden Drive. Would like more of a neighborhood feel.
- Town Brookhaven feels too big.
- We can't talk about increasing density without addressing the implications to transportation facilities. Developers would need to pay impact fees to ensure increased density comes with improved infrastructure.
- Skyland Park is currently 'under loved', but the opportunities it affords could be tremendous.
- Detention ponds have the ability to be attractive, with wildlife preserve opportunities. Birders currently go to the pond to watch for birds.
- Higher building heights might be appropriate along the rail line.
- Would like to see Apple Valley turned into a mini Krog Street.
- The abandoned Kroger need to go! That area might be appropriate for mixed use, but the neighborhoods that abut the property would need to be protected.
- Expand the footprint of the Capital City Country Club northward on the Draft Character Area Map.
- Name all unnamed creeks in the city.
- A roundabout makes sense for the intersection of Redding Road/Caldwell Road.

Group 3 Character Areas

Summary of Star Activity Input:

Lenox Park

- Neighborhood commercial is appropriate along North Druid Hills.
- Greenspace behind the corporate AT&T building and Residence Inn (between Lenox Park Boulevard and Lake Boulevard) is ideal for community greenspace.

Roxboro

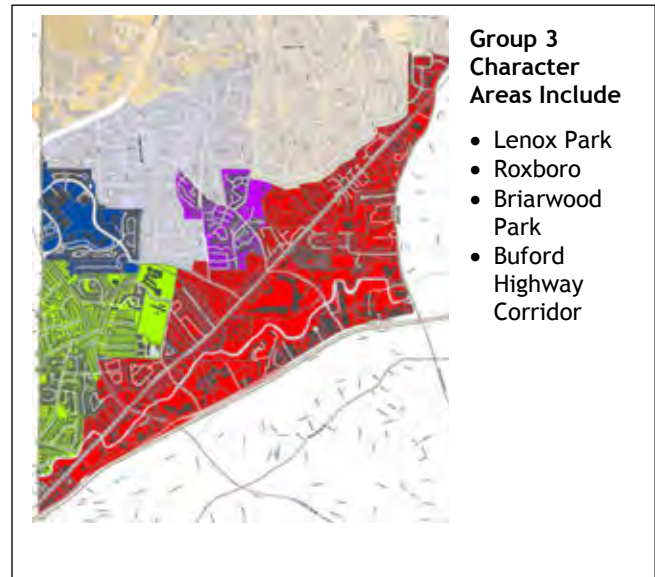
- Neighborhood commercial is appropriate along North Druid Hills between Wright Avenue and North Cliff Valley Way.
- Mixed use is appropriate on the border of Roxboro and unincorporated DeKalb County (at the city/county line).
- The wooded area between Cross Keys High and Woodward Elementary Schools may be a place that can be converted to greenspace for the community. It is approximately 10 acres owned by the DeKalb County School System. This area was also recognized as a sacred cow.
- Land to the east and west of E. Roxboro Road, NE between Goodwin Road and Wright Avenue, NE is noted for future greenspace.
- The triangular space at the E. Roxboro and North Druid Hills split is an ideal location for a gateway.

Briarwood Park

- Improvements are needed in Briarwood Park.
- Briarwood Park is considered a 'sacred cow' - should not be replaced but improved.
- Mixed use is appropriate on Briarwood Road, NE on the edge of Briarwood Park.

Buford Highway Corridor

- Mixed use development is ideal for the stretch of Buford Highway from the area near Northeast Plaza (3307 Buford Highway), north to the Clairmont Road intersection.
- The intersections of Clairmont Road at Buford Highway and the southern border of Buford Highway at the City limit are good locations for gateways.



- Neighborhood commercial uses are ideal for the stretch of Buford Highway from the area near Buford Heights Apartments, north to the Clairmont Road intersection.
- Greenspace should be developed along the North Fork Peachtree Creek.
- Northeast Plaza (3307 Buford Highway) and properties directly across from the plaza on Buford Highway should be converted to a mixed use development.
- The land south of the City limit between I-85 and Briarcliff Road between Sheridan Road and Clairmont Road should be annexed into the City.
- Greenspace should be incorporated into the Northeast Plaza property.

Related Input for Group 3 Character Areas:

- Greenspace near Cross Keys should be noted as a resource.
- Possible to annex south of I-85?
- Assemblage north of gateway star (North Druid Hills) is opportunity to gain right of way.
- No sacred cows.
- Shopping center on Buford Hwy - should redevelop with trees.
- Commercial node supports surrounding community.
- Density south of Buford Hwy makes sense; keep traffic out of residential areas.
- Improve Buford corridor for office uses, business development; better quality.
- Buford Hwy needs more/better pedestrian facilities.
- Bike trail would be good.
- No room for a park in Brookhaven Heights.
- Beltline-like trail would be awesome.
- Greenway/trail connection (see map).
- Pocket parks in empty lots.
- Don't see a lot of value in gateway signage.
- Old library is being torn down - what can go here?
- Neighborhood commercial near Cross Keys?
- Are there environmental impact studies for new development? Concern that Town Brookhaven cleared the site of trees. Need more regulation.
- If a tree is a certain age, should be considered individually; need survey of tree resources (i.e., what happened on Kendrick Drive)
- North Peachtree Connectors is spearheading creek trail project.
- Wooded area north of Buford - walking park? Who owns property?
- Mixed use - dense only along Buford; less dense in other areas (like Dresden). Not near neighborhood entrances.
- Briarwood Park is under used. No one knows how improved it is; priority should be to make existing parks better, not build new.
- What is the status of school use agreement between Cross Keys and City of Brookhaven?

Regroup, Recap, & Adjourn

Following the Character Area Small Discussion Groups, the facilitators provided a recap of key findings from their respective groups to all attendees. Attendees were reminded to participate in the online community survey, the input from which will help inform the plan development and recommendations. The meeting concluded with next steps, ways for the public to stay involved, and a final thank you from Susan Canon.

A.1.7. Needs & Opportunities Workshop Summary

MEETING LOGISTICS

June 9, 2014 | 6:00 – 8:00 PM

Brookhaven City Hall (Council Chambers)

ATTENDEES

A total of 30 individuals signed in at the workshop. Attendees included members of the Comprehensive Plan Steering Committee, members of the general public as well as other stakeholders.

AGENDA

- Sign-in, Review Displays
- Welcome + Introductory Presentation
- Questions/Answers
- Workshop Activities
- Recap + Adjourn

SUMMARY

The meeting began with a brief open house period that allowed the public to review displays and handouts and begin providing input. The open house was followed by a formal presentation that began with a welcome from the City of Brookhaven Assistant City Manager/Director of Community Development, Susan Canon. The Consultant Team project manager, Amanda Hatton with Jacobs Engineering, provided an overview presentation of the planning process, project progress, public input to date, and workshop goals and activities. Prior to adjourning, next steps were presented with final remarks from the planning team, Steering Committee and City. Community members were provided a final opportunity to ask questions.

QUESTION & ANSWERS/COMMENTS

Comment: Please consider adding a few sentences describing what each of the meetings are for on the City website to help define the purpose of the meeting.

Comment: The link on the City website to the online survey does not appear to be working. The City and Consultant Team will address this first thing in the morning.

Workshop Activities Summary

Draft Vision & Goals

The draft vision statement and list of goals for the City's future were displayed for review by the public. Attendees were asked to review the statement and list of goals and to provide feedback via the comment form distributed at the sign in table.

The following comment was received the night of the workshop:

- Diversity must include not only ethnic and cultural diversity but also economic diversity.

In the Year 2034, People will Say that Brookhaven Is...

The public was encouraged to continue to give input on what people will say about Brookhaven in 2034. *An uncensored list of written comments by citizens that provided input to this activity follows:*

- | | |
|--|---|
| <ul style="list-style-type: none"> • Livable; high quality of life • Diverse balanced population - economics/demographics • Art & culture beacon! • Dog-friendly • Green • Walkable • Bicycle-friendly • Responsive and transparent • High vision, national standard model • Mix of contemporary and historic • Pedestrian scaled • No single use, single story commercial buildings on Peachtree Road • Sense of community • Great neighborhoods • Parking in the rear, buildings pulled up to the sidewalk • Great walking and bike paths • Trees along the street are beautiful • Booming • Pedestrian friendly • Neighborhood feel; people on front porches and always talking • Great community! | <ul style="list-style-type: none"> • Was smart to preserve trees • Vibrant • New and fresh • Safe and able to walk alone • Fantastic parks • Crowded • Too much traffic • Green spaces! • Bike/walk/running paths • Live/work/play • Connectivity • Traffic control and relief • Conserve the trees • Sustainable • Open-minded & progressive • A desirable place to live |
|--|---|



- One of the few wooded areas left in town
- The most livable and attractive American city
- Preserve the trees in natural areas!!
- A special place
- A great city and a great place to live, work, and play
- Green spaces
- Tree canopy
- Has a linear park along the river!
- Urban neighborhoods
- A great place to raise a family! Let it be...let it be
- Some place people want to live
- Artsy
- Healthy
- Conserve trees
- A government of the people
- Green, clean and safe
- Wildlife
- Positive
- Should be no problem to be a “Tree City USA” every year

Character Area Feedback

Another portion of the workshop was designed to get feedback from the public on the draft defining narrative for character areas within the city. Each character area was represented on individual display boards that offered a description of the area, the community vision, potential and appropriate land uses. Meeting attendees were asked to place stars in the boxes to the left of each area if they agreed with the information presented. Space was also provided for comments and proposed changes.

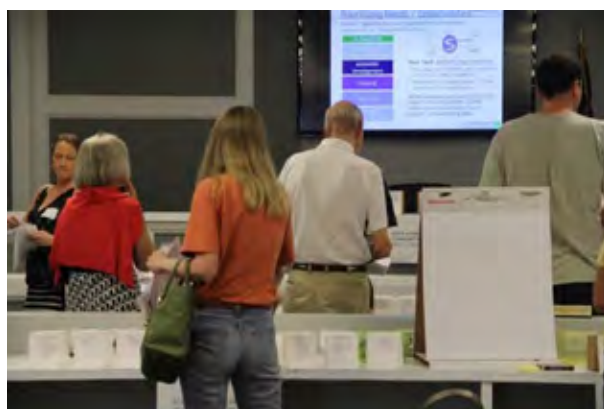
CITY OF BROOKHAVEN COMPREHENSIVE PLAN 2034	
<p>STARS ★ Ashford Park-Drew Valley</p> <p>DESCRIPTION</p> <p>The Ashford Park-Drew Valley character area is comprised of the Ashford Park, Drew Valley and Shadwell Park neighborhoods. These are all historic neighborhoods within the city and were developed in the 1940's and 1950's. These have been combined into one larger character area given their similar development characteristics and land use patterns. They historically featured small, dense, single-story homes. Within the last decade, these neighborhoods have experienced significant residential infill development, typically in the form of multi-unit dwellings.</p> <p>COMMUNITY VISION</p> <p>The vision for the Ashford Park-Drew Valley area is for the existing character of the single-family neighborhoods to be maintained and preserved. Infill residential development should be permitted only if it is in keeping with the character of the surrounding residential structures.</p> <p>Neighborhood commercial development is seen as appropriate for the intersection of Clarendon Road and Division Drive. This would serve residents on the western side of the character area outside of the coordination walking distance to the existing neighborhood commercial provided within the Shadwell Village area.</p> <p>The future vision for Ashford Park-Drew Valley also includes potential park expansion to areas released from existing parks. These include vacant lots in Drew Valley within the FEMA designated floodplain, currently owned by DeKalb County. Another site is the large vacant parcel adjacent to Clarendon Road near the Redwood Creek project.</p> <p>IMPLEMENTATION STRATEGIES</p> <ul style="list-style-type: none"> • Encourage a series of small and frequently spaced pedestrian crossings along Ashford Park Road and Ashford Boulevard Road to promote pedestrian connectivity. • Identify and implement appropriate traffic calming techniques to reduce vehicular speeds and increase pedestrian safety. • Promote park green space interventions on former FEMA floodplain that can double as stormwater management facilities and urban parks. • Carry out development standards to help ensure consistent redevelopment within neighborhoods. <p>APPROPRIATE LAND USES</p> <ul style="list-style-type: none"> • Single-family residential • Neighborhood commercial • Institutional • Parks and recreation 	<p>COMMENTS/PROPOSED CHANGES</p> <p>DESCRIPTION</p> <p>COMMUNITY VISION</p> <p>IMPLEMENTATION STRATEGIES</p> <p>APPROPRIATE LAND USES</p>

The majority of input indicated overall support for the character area visions and corresponding implementation strategies. Several ideas were provided for additional implementation strategies and some ideas for adjustments to vision statements and appropriate land uses. The greatest amount of input was provided for the Lakes District, the Buford Highway Corridor, and Ashford Park-Drew Valley. *A table of all input received is provided at the end of this summary.*

Priority Needs & Opportunities

The final workshop activity solicited input on how needs and opportunities should be prioritized. Needs and opportunities were organized on display boards according to each substantive element of the Comprehensive Plan, which includes population (community building), economic development, housing, land use, and community facilities and services. Several strategies were listed on each plan element board. A flipchart and markers were made available at each board for attendees to write in any needs and opportunities that may not have been listed on the display boards.

Each attendee was given \$3,000 “Brookhaven Bucks” in \$100 denominations. A deposit box was available for each need and opportunity. Attendees were asked to review all of the needs and opportunities and to place their bills in deposit boxes representing the ones they felt should be the top priorities to be pursued by the City.



The table below summarizes the top two priorities for each plan element category based upon the amount of Brookhaven Bucks placed in each deposit box. The number of votes received for each is shown in the far right column.

1 Community Facilities and Resources		
1.6	Ensure transparency in City government actions.	78
1.7	Preserve the city’s tree canopy.	65
2 Economic Development		
2.4	Leverage the Brookhaven MARTA station to further desirable development along the Peachtree Corridor.	47
2.7	Encourage redevelopment of underutilized parcels along Peachtree Road, Buford Highway, Clairmont Road, and Johnson Ferry Road.	74
3 Housing		
3.1	Preserve safe and affordable housing in the community.	17
3.3	Provide for diverse housing types to support lifecycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.	17
4 Land Use		
4.5	Review tree ordinance (ensure appropriate protection).	49
4.14*	Further Brookhaven as a walkable and bikeable community.	60
5 Population (Community Building)		
5.1	Provide translation services for all city services (hire Spanish speaking staff).	19
5.3	Provide opportunities for the public to openly engage in development decisions in the city.	32

Comments and additional needs and opportunities were identified for many of the plan elements. This input is summarized as follows:

1. Community Facilities and Resources

- 1.2: While burying lines seems like a plus there are significant downsides in identifying and fixing problems. Typically, [this] takes longer than if above ground. Consider both sides of that equation carefully.
- 1.4: Make Brookhaven the first city to have a bikeable linear park along a beautiful river - North Fork of the Peachtree Creek!
- 1.7: Manage trees in city. They cannot be 'preserved' only conserved
- 1.7: Save canopy by making ivy on trees in the ordinance to keep off the trees. MARTA line trees will be dead from ivy in the next 5 years!
- 1.9: Use creeks for pedestrian paths/connections.
- 1.12: Consider all creeks, not just Nancy Creek.
- 1.13: Coordinate creek water quality with EPA hydrologic units (HUCs).

2. Economic Development

- 2.4: Honor the BPCA/overlay rather than allowing ZBA to undermine!
- 2.6: Identify ways to regularly engage the English and non-English speaking (Chinese, Korean, Thai, Spanish, Vietnamese, Bengali, Bhutanese languages) business communities.
- Teach ZBA the criteria for variances.
- Pursue a better balance of land uses to promote a balanced tax base, focusing particularly on the need for additional office space.

3. Housing

- 3.2: "Assisted living" - Focus on aging population. Don't want people who have lived in area for a long time to need to leave.
- Increase the number of affordable housing units.
 - I agree! Why not incentivize City contractors who hire Brookhaven workers?
 - Sembler lied - did not deliver housing.

4. Land Use

- 4.14: The coolest cities in the US are walkable and bikeable - even if not everyone walks or bikes! Good development and business will follow, as it has at the BeltLine.
- Convert long-term MARTA parking to public greenspace/plaza,
- Install bike lanes on east/south side of Peachtree from Dresden to Redding (fewer/0 curb cuts).
- Install pedestrian/bike connection (bridge over MARTA) from Town Brookhaven to Post Brookhaven Apartments (creates walking access for Ashford Park, apartments, etc.)

Additional Comments

The comment form allowed space for additional general comments. The following comments were submitted via comment form or provided to facilitators on the night of the workshop:

- A vibrant city will have to meet at least two criteria: (1) all City employees should, if they wish, be able to afford to live, recreate shop and work in the City. (2) All development should be in sync and compliment neighboring and regional jurisdictions.
- Planning Commission staff should be required, if not already required, to make and report on on-site visits as critical to recommendations placed before Commission.
- Developers should be required to specify how their proposals support or add value to vision of character area.
- Planning Commission should be empowered to mandate mediation in cases of conflict to mitigate against zero-sum votes.
- The City of Delray Beach Florida is a good benchmark community to consider when planning the City's downtown; it has been ranked the number one downtown district in country.
- The plan should make recommendations regarding documentation and preservation of the Brookhaven's historic resources. Historic resources include the Oglethorpe University, the old Fischer Mansion, and Historic Brookhaven, and Indian Trail Trace near Stratfield Drive.
- The City should consider designating its parks as national wildlife habitats via the National Wildlife Federation. The designation requires food, water, and cover be provided for habitats. Currently, there are 300 or more habitats in Brookhaven.
- Avellino's Pizzeria on Windsor Parkway is a good example of neighborhood commercial.
- It was suggested that the City should post signs similar to those provided for rezonings to help promote and inform the public about meetings.

Regroup, Recap, & Adjourn

The meeting concluded with next steps, a reminder to provide input by taking the online community survey and a reminder about the next public workshop which will be held on July 21, 2014.

Addendum of Input from Workshop Activities

Full Results from Priority Needs & Opportunities

1	Community Facilities and Resources	Votes
1.1	Balance multi-family growth and commercial/office growth.	13
1.5	Document historic resources.	14
1.12	Protection of Nancy Creek corridor.	20
1.3	Identify infrastructure capacity improvements (water and sewer) needed to support Future Land Use Plan.	21
1.8	Establish a Civic/City Center.	22
1.4	Additional park space in Council District 4 (Buford Hwy area).	23
1.1	Better coordination with DeKalb County schools or development of a City-run school system.	23
1.9	Leverage City's creek system for greater access by community.	28
1.2	Establish policies for burying utilities along strategic corridors (consider Buford Highway, Peachtree Road, Johnson Ferry, and Ashford Dunwoody).	31
1.11	Stormwater management - evaluate existing program to ensure sufficient capacity to meet management needs.	47
1.7	Preserve the city's tree canopy.	65
1.6	Ensure transparency in City government actions.	78
2	Economic Development	Votes
2.2	Improve alcohol licensing.	2
2.5	Use the Buford Highway Economic Development Strategy to drive development of citywide incentive policy.	2
2.9	Coordinate/optimize efforts and resources at county and regional levels.	8
2.1	Develop a citywide economic development strategy, leveraging the Buford Highway Economic Development Strategy.	13
2.6	Identify ways to regularly engage business community in feedback on city needs and concerns and vice versa.	16
2.8	Establish additional incentives to further desirable development in city (opportunity zones, TADs, etc.).	17
2.3	Continue to enhance diversify/attract unique restaurants.	23
2.4	Leverage the Brookhaven MARTA station to further desirable development along the Peachtree Corridor.	47
2.7	Encourage redevelopment of underutilized parcels along Peachtree Road, Buford Highway, Clairmont Road, and Johnson Ferry Road.	74
3	Housing	
3.2	Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.	7
3.4	Increase the number of affordable housing units	7
3.1	Preserve safe and affordable housing in the community.	17

3.3	Provide for diverse housing types to support lifecycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.	17
4	Land Use	
4.17	Convert long-term parking at Brookhaven MARTA station to a public plaza or greenspace	3
4.3	Ensure smooth transition from urban to suburban locations in city.	4
4.18	Install bike lanes on the east/south side of Peachtree from Dresden to Redding to increase bike safety	5
4.19	Install bike/pedestrian bridge connection from Town Brookhaven development over MARTA to neighborhoods	5
4.1	Streamline zoning and development regulations.	8
4.2	Establish new zoning ordinances to allow for desirable growth.	8
4.6	Establish requirements and/or incentives for incorporating publicly accessible open space as a part of new development.	8
4.11	Engage DeKalb County Schools in city development proposals.	9
4.9	Welcome and properly manage growth and higher density in city.	12
4.15*	Improve pedestrian safety along Buford Highway.	12
4.1	Align zoning and development regulations with Comprehensive Plan.	13
4.13	Further development of a live-work-play community by allowing for mixed-use development in appropriate locations.	14
4.12	Further health and exercise in the community through design of supportive infrastructure and design.	15
4.8	Address visual clutter in the community.	17
4.4	Establish streetscape standards and/or incentives along major corridors.	22
4.7	Ensure pedestrian connectivity standards are an element of development along key corridors and connecting neighborhoods to key corridors.	23
4.16*	Establish complete streets policies and regulations along key pedestrian and bike routes for both public and private investment.	28
4.5	Review tree ordinance (ensure appropriate protection).	49
4.14*	Further Brookhaven as a walkable and bikeable community.	60
5	Population (Community Building)	
5.5	Create a greater sense of community.	8
5.6	Grow the City's arts and cultural offerings.	9
5.7	Provide services and facilities to support the aging population.	10
5.2	Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.	11
5.4	Provide opportunities for community members from all districts to serve on boards.	15
5.1	Provide translation services for all city services (hire Spanish speaking staff).	19
5.3	Provide opportunities for the public to openly engage in development decisions in the city.	32

*Requires coordination with City's Comprehensive Transportation Plan.

Grey highlighting indicates a new need or opportunity identified by the public that was given Brookhaven Bucks.

Figure 1-11:

Full Results from Character Area Activity

Counts equal number of stars provided for each item. Stars indicated agreement with content.

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies										Appropriate Land Uses						
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR	In
Perimeter Center	Implementation Strategies: 1) Read the AUD author John Kessler who wrote how frightening it was to walk to a Perimeter Center restaurant from an office. Sidewalks! 2) Workforce housing. (1 star)	8	6	10	10	9	6	9		1				1						
Lakes District	Vision: 1) Five stars around vision statement "residential infill development should be permitted only if it complements character of the surrounding neighborhood." 2) Maintain the existing tree canopy (1 star); Implementation Strategies: 1) Traffic circle at Johnson Ferry Ashford Dunwoody and Donaldson (4 stars). 2) Fix Johnson Ferry Ashford Dunwoody (1 star). 3) Require approval of nearby property owners before allowing any rezoning of existing residential areas (1 star). 4) Prohibit clear cutting of residential assemblages.	2	33	12	10	4	15										6			

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies						Appropriate Land Uses										
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR	In
Blackburn Park Neighborhood Center	Vision: 1) Move entrance to Blackburn Park north, adding a deceleration and acceleration lane on east side of Ashford Dunwoody. 2) Move playground near tennis center away from road and near parking.	0	8	11	7	6	12	12	6					4						
Lynwood Park	Implementation Strategies: 1) Biking walking on Windsor is dangerous! 2) Developers/home builders should include sidewalks for infill housing. Appropriate Land Uses: 1) National Wildlife Federation Habitat.	0	6	6	6							1					2			
Historic Brookhaven	Appropriate Land Uses: National wildlife federation habitat	3	18	5	3	7											2		2	
Osborne	<i>No additional input provided.</i>	0	11	5	8												1			
Peachtree Corridor Overlay District	Vision: 1) Protect the overlay (5 stars). 2) Strengthen the overlay (4 stars). Implementation Strategies: 1) Incorporate a series of safe and frequently spaced pedestrian crossings. 2) Protect the overlay.	1	30	7	15	4	12													0

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies						Appropriate Land Uses									
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR
Ashford Park-Drew Valley	<p>Vision: 1) Sentence "Infill residential development should be permitted only if it is in keeping with the character of the surrounding residential structures" was underlined and starred. Implementation Strategies: 1) First strategy regarding Johnson Ferry Road and Ashford Dunwoody Road should be moved to Blackburn Park Neighborhood Center. (typo)</p> <p>Appropriate Land Uses: 1) Question: What is institutional referring to? 2) Redevelop Bryton Hill Apartments to low density mixed use. (Similar to mixed use on Dresden) 3) Clairmont Road is not appropriate for residential uses. Small lots are not appropriate for higher end commercial. Office and institutional is appropriate near PDK airport. Could have a positive effect on Clairmont Road. 4) Clairmont Road could be upscale office and institutional.</p>	2	24	1	5	15	9												
																1			

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies						Appropriate Land Uses											
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR	In	
Brookhaven Heights - Brookhaven Fields	Vision: 1) Fernwood is not a park; it should be called a green space. 2) Enhance bridge on Colonial: take down ugly chain link fence, provide lighting, and fix sidewalks and street. Implementation Strategies: 1) ZBA is approving every Tom/Dick/Harry in these neighborhoods! New townhomes can be built, but not from lot line to lot line (5 stars). 2) Have new home builders or extensive remodelers build a sidewalk (2 stars). 3) ZBA should be appointed by City Council, not mayor (7 stars).	0	9	11	6																
																		1			
Lenox Park	Vision: 1) Provide connectivity between Lenox Park and Brookhaven Heights. Appropriate Land Uses: 1) National Wildlife Federation Habitat.	1	6	5						2				1							
Roxboro	Implementation Strategies: 1) I disagree with higher density homes, townhomes, duplexes, etc. Homes that could be built on 1/10 to 1/8 acre lots.	0	8	8	4													1	0	0	0

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies							Appropriate Land Uses								
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR
Briarwood Park	Vision: 1) Limited condo development. 2) Is "high quality" a buzzword for gentried? No, please, no! 3) Why increase density unless it is mixed use? Implementation Strategies: 1) Enhance pool - it is a potential gem. It would be a shame not to make it all that it can be! Appropriate Land Uses: 1) National Wildlife Refuge.	0	2	10															
Buford Highway Corridor	Description: 1) Pedestrian mass transit vs. "automobile"? 2) "Major" is an overstatement. The changes for pedestrian safety need to be massively improved. 3) Add parallels I-85 and does not need to be six lanes. Community Vision: 1) Hooray! North Fork Linear Park! (1 star). 2) No need to limit North Fork park to "local." The Beltline is not "local." Aim higher. Implementation Strategies: 1) Equal redevelopment along all portions of Buford Hwy - north, south, middle. Doesn't need to be the same type, but, it needs to be redeveloped along whole of Buford Hwy in ways appropriate for section in question.	0	20	1	9	16	21												

Character Area	Additional Strategies or Comments	Description	Vision	Implementation Strategies						Appropriate Land Uses									
				1	2	3	4	5	6	O	MF	TH	H	MU	R	NC	SF	I	PR
	2) Workforce housing. 3) Specify walkable, bikeable, paddle-able park!																		

Grey highlighting indicates that either 1) no additional implementation strategies were provided for the character area or 2) the land use is not recommended in that character area.

Key

Appropriate Land Uses

O = office
MF = multifamily housing
TH = townhomes
H = hotels

MU = mixed use
R = retail
NC = neighborhood commercial
SF = single family residential

I = institutional
PR = parks and recreation
In = industrial

Implementation Strategies by Character Area

Perimeter Center

1. Coordinate planning efforts with Sandy Springs and Dunwoody, particularly in regards to large development projects that may have an impact on this area.
2. Ensure that the appropriate zoning is in place to foster dense, mixed use development with high quality design.
3. Coordinate with the Parks and Recreation Master Plan planning process to identify potential locations for future parks within this area.
4. Ensure appropriate buffers and transitions are provided for uses adjacent to single family neighborhoods.
5. Ensure DeKalb County Schools are involved in new development proposals that include housing and will have potential impacts on schools.

Lakes District

1. Expand the multi-use trail network in this area by extending the Nancy Creek Trail south along Ashford Dunwoody Road to the Peachtree Road corridor.
2. Ensure that the proper zoning is in place to maintain the character of the single family residential neighborhoods with infill development.
3. Establish a new zoning district to support neighborhood commercial development in appropriate areas.
4. Pursue operations improvements along Ashford-Dunwoody Road to ease traffic congestion issues.

Blackburn Park Neighborhood Center

1. Incorporate a series of safe and frequently-spaced pedestrian crossings along Johnson Ferry Road and Ashford Dunwoody Road to promote pedestrian connectivity.
2. Identify and implement appropriate traffic calming techniques to reduce vehicular speeds and increase pedestrian safety.
3. Establish a new zoning district that supports mixed use development in area.
4. Pursue opportunities to connect existing path network with new pedestrian networks.
5. Implement streetscaping standards that promote walkability along portions of Johnson Ferry Road and Ashford Dunwoody Road.
6. Require majority of parking be located in rear of buildings.

Lynwood Park

1. Provide incentives to promote the development of neighborhood commercial on the commercially zoned properties at Windsor Parkway and Osborne Road.
2. Pursue opportunities to better link Lynwood Park and Osborne Park, as guided in Parks and Recreation Master Plan.

Historic Brookhaven

1. Maintain the existing large lot single-family residential zoning designation (R-100, which permits lot minimums of 15,000 Sq. Ft. or roughly 1/3 of an acre) to ensure the large lot residential character is retained.
2. Explore establishing a City-designated historic district designation for portions of this area to help protect historic structures and guide future development.
3. As development occurs along Peachtree Road, ensure appropriate buffers and transitions from higher density uses to Historic Brookhaven.

Osborne

1. Ensure that the appropriate zoning is in place to maintain the character of the existing single family residential neighborhood.
2. Promote strategies that encourage walking and biking to Peachtree Road activity center and neighborhood commercial in the Lynwood Park Area.

Peachtree Corridor Overlay District

1. Complete a strategic plan to identify the location of Brookhaven's permanent City Hall and civic land uses.
2. Pursue recommendations of the Parks and Recreation Master Plan to make improvements at Brookhaven Park.
3. Update Peachtree-Brookhaven Overlay District to clarify ambiguous and overly prescriptive language.
4. Establish gateways at entrance and exit points of city along Peachtree Road.

Ashford Park-Drew Valley

1. Identify and implement appropriate traffic calming techniques to reduce vehicular speeds and increase pedestrian safety.
2. Pursue pocket green space interventions on former FEMA lot that can double as stormwater management facilities and small parks.
3. Clarify infill development standards to help ensure consistent redevelopment within neighborhoods.

Brookhaven Heights-Brookhaven Fields

1. Clarify infill development standards to ensure consistent zoning applications within area as redevelopment occurs.
2. Provide appropriate buffers between new Transit Oriented Development (TOD) in adjacent Peachtree Corridor Overlay District and single-family neighborhoods.

Lenox Park

1. Conduct a small-area planning study within Lenox Park. This study should include a concept plan identifying areas appropriate for additional development and the appropriate scale and type of development. It should also recommend any needed changes to land use regulations to help facilitate the desired development types.

Roxboro

1. Coordinate with the Parks and Recreation Master Plan planning process to identify potential locations for future parks within this area.
2. Promote neighborhood commercial development in designated target areas.

Briarwood Park

1. Develop a more complete sidewalk network along Briarwood Road and add pedestrian crossings at intersections and adjacent to Briarwood Park entry points.
2. Ensure that the area is properly zoned to ensure a mix of appropriate land uses.
3. Ensure that new developments provide connectivity to Buford Highway activity center area.

Buford Highway Corridor

1. Implement recommendations of the Buford Highway Improvement Plan and Economic Development Strategy.
2. Pursue development of additional park space in area.
3. Leverage North Fork Peachtree Creek as an asset to be preserved and better enjoyed by public.
4. Preserve diversity of area by promoting international businesses and variety of housing multi-family housing type and price points.

A.1.8. Open House Summary

MEETING LOGISTICS

July 21, 2014 | 6:00 – 8:00 PM

Brookhaven City Hall (Council Chambers)

ATTENDEES

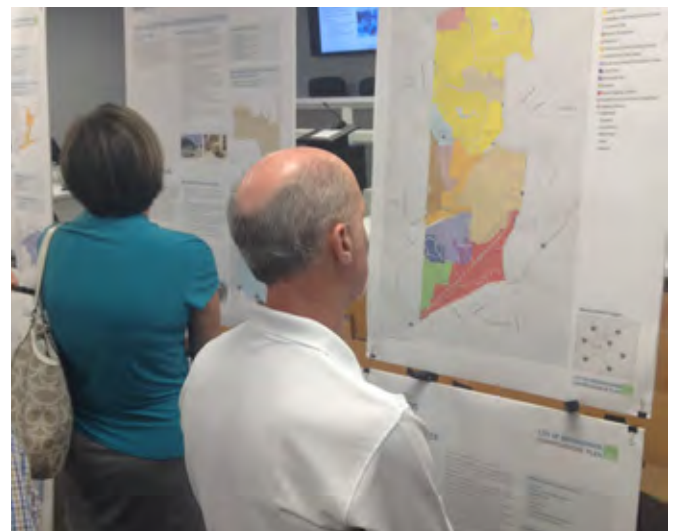
A total of 73 individuals registered their attendance at the Open House. Attendees included members of the Comprehensive Plan Steering Committee, the Comprehensive Transportation Steering Committee, Mayor J. Max Davis, City Council members Rebecca Chase Williams and Joe Gebbia, Susan Canon (Assistant/City Manager and Community Development Director), and members of the general public.

SUMMARY

The meeting was an open house format that allowed the public to review displays for Comprehensive Plan 2034 and the Comprehensive Transportation Plan. Comprehensive Plan 2034 displays included a summary of the planning process and project framework, community vision and goals, character area narratives, and implementation strategies and action items by plan element. Transportation Plan displays included intersection/corridor improvements, bike/pedestrian improvements, a summary of survey and public input, special area and corridor projects, and possible solutions.

Supplemental information and handouts were also available for both planning processes including a schedule of upcoming public hearings to the City Planning Commission and City Council. A looping presentation provided a summary of both plans.

Attendees were able and encouraged to give input in a variety of ways for both plans, including comment forms, sticky note comments placed directly on displays, and comments provided directly to the planning team. Comments received at the meeting are provided on the following pages.



COMPREHENSIVE PLAN 2034 INPUT

IMPLEMENTATION STRATEGIES + ACTION ITEMS

The majority of the input received was regarding implementation strategies by plan element. Public input is provided in italics below each need/opportunity or action item.

Land Use

- 1.2.1: Conduct neighborhood specific surveys regarding infill uses for designated neighborhoods in the city.
 - Good idea!
- 1.4.1: Establish streetscape standards for major roads within the City's Zoning Ordinance and Code review, requiring street trees and Complete Street principles.
 - Yes!
- 1.5: Review tree ordinance (ensure appropriate protection).
 - Identify and let citizens identify important trees and protect them!
 - Need the moratorium so citizens can have a chance to review and comment.
 - Tree cutting moratorium till new ordinance is adopted.
- 1.6.1: Continue Code Enforcement efforts.
 - Let's not let developers tear down small, ranch, attractive homes for these large, ugly McMansions!
- 1.7.3: Ensure that community gardens and other healthy, local foods initiatives are permitted in City's ordinances.
 - Great Idea!
 - Don't cut trees to accomplish this.

Community Facilities + Resources

- 2.2.2: Review City's adopted stormwater management ordinances and update to reflect recommendations of the Metropolitan North Georgia Water Planning District 2009 Watershed Management Plan. Consider incorporation of rain gardens and bio-detention ponds as a stormwater management component and other BMPs.
 - Great idea!
 - History of city not enforcing former DeKalb standards because not in flood zones - need to make gravel pits/etc. Maybe get developers together to discuss.
- 2.4.1: Enter into discussions with the local electric and communications provider to discuss costs and options for burying utilities.
 - Great!

Economic Development

- 3.1.1.a: Create a citywide Economic Development Plan and Strategy.
 - Create restaurant and business opportunities along north fork of Peachtree Creek.
 - Not if you have to cut trees to develop land.
 - No more dirty waterways.
 - Thumbs up!
- 3.2.1: Convene a committee of local leaders representing diverse constituencies to gain insight on the types of community events they would support and potentially host or sponsor.
 - Don't give away free use of parks for outside promoters and vendors who make money and drive out of city. This burdens city and residents and provides no economic gain
 - Idea: Food trucks in Brookhaven parks on Tuesday or Thursday [at] corner of Osborne and Peachtree; 5000 people came to soccer fest using MARTA
 - Not during week! No parking!
 - Walkable area - good idea!
 - No! Bad idea!
- 3.3: Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.
 - Do not even consider eminent domain.
 - Where is North Fork Linear Park?
 - Right!
 - Nicer for a park
 - Shut down Pink Pony. Horrible place for

families

- It's not a place for families (don't take them there)!
- Leave PP alone!
- I second that emotion.
- Third - who cares?
- 3.5.2: Develop and continually evaluate the criteria for business retention and expansion visits, in addition to size, and ensure the data that is collected is actionable.
 - Will the city do this? Someone else could. If so, it doesn't need to be expensive.
- 3.6: Leverage the Brookhaven MARTA station to encourage further desirable development along the Peachtree Corridor.
 - Desirable = walkable!

Population

- 4.2: Promote the aging population.
 - Put the aging population in the details - what does "promote the aging pop" mean?
 - Yes!
- 4.2.1: Complete the Atlanta Regional Commission Local Government Lifelong Communities Assessment Survey.
 - Promote Brookhaven as a Lifelong Community.
 - Really good program! We need to be a part of that.
- 4.4: Enhance City's communication with public.
 - We need to have posters that have the city website on them so people can know where to go. Collect emails that way.
- 4.4.4: Create a biannual City magazine.
 - Why? Okay if paid with City \$.
- 4.5.1: Develop a public art program via ordinance.
 - Local organizations can lead this. City can help with zoning.

Housing

- 5.1.2: Complete an analysis to explore application of accessory housing units in different areas of Brookhaven.
 - Accessory units - smart idea!
- 5.2: Preserve safe and affordable housing in the community.
 - Affordable housing is very important!
 - We can't just be a rich community. That's not a good thing.
 - Streetlamps for subdivisions
- 5.2.2.b: Cross-train police officers for code enforcement needs (after hours).
 - Code Enforcement for 'dirty' developers who clear cut.
 - Agree strongly.
 - Needed for weekends when 'dozing' happens
 - Amen to that.
- 5.3.3: Participate in updates to the DeKalb County Consolidated Plan to identify opportunities to meet Brookhaven affordable housing needs.
 - Check.
 - Additional housing comments
 - Ban the mansions!
 - Not on any but huge lots.
 - 80% - 90% of developers here are not licensed home builders.

CHARACTER AREA INPUT

Limited comments were provided on each of the 13 character area narratives on display. Public input is provided in italics below each Character Area.

Osborne

- Kendrick Road has cut-through traffic issues and could benefit from traffic calming.
- A crosswalk is needed at Chalfont Walk and Osborne Road to access the sidewalk on the opposite side of the street.
- A bike lane along Osborne Road is desired.
- Remove the language about vehicular connections, only pedestrian are desired.
- Pedestrian connections to Town Brookhaven are desired in this area.
- Behind the package store (Buford Hwy and N. Cliff Valley Way) – lot of trash. It is a wooded area. It needs cleaning up.

Peachtree Corridor Overlay District

- The City should hold Food trucks events in Brookhaven Park, like those in Blackburn Park.
- The Savoy at Town Brookhaven development violates codes by working at night in spite of numerous violations and fines.
- In the Peachtree Corridor Overlay District, the language about the overlay being overly prescriptive should be removed. Too many variances have been issued to developers who have developed under this. We need to hold strong to the vision of the overlay. We need to limit curb cuts on Peachtree Street.
- Don't water down LCI overlay.
- Limit curb cuts.
- Limit curb cuts on Peachtree; promote/push interparcel connections.
- Fernwood Park isn't really a park.
- Your comment that the "overly prescriptive" language needs to be addressed is a hot button. The language is overly prescriptive in the eyes of developers - not in the eyes of the community. If you re-write the LCI overlay to make it "developer friendly", you will move us farther away from the vision.

Briarwood Park

- Briarwood [Park] really needs a lot of Work!!

Buford Highway Corridor

- Connect to the Beltline!
- Connection to the Beltline.

OTHER INPUT RECEIVED

- Access management – limit curb cuts.
- Gateway features should not be/include apartment complexes or similar.
- Gateway features should not be apartments or similar.
- Don't have apartment buildings at the of gateway areas of the city! Especially in Perimeter Center area.
- Increases to pedestrian traffic are welcome; vehicular traffic increases are not.
- Overall, the concepts look good. How to keep non-compliant development from happening in the meantime? Please train the City organizations on this (e.g., ZBA!!)

A.1.9. Flyers

What's your
VISION
for Brookhaven?

[we want to know!]

Please join us for a Visioning Workshop

Comprehensive Plan 2034 will help shape the future of Brookhaven. Don't miss this exciting opportunity to share your vision for our city!

**VISIONING
WORKSHOP**

Thursday, May 15th


6:00—8:00 PM

St. Martins Episcopal Church


Gable Hall

3110 Ashford Dunwoody Road

Atlanta, Georgia 30319



Questions? Contact Susan Canon
Assistant City Manager/Director of
Community Development
404-637-0500
comprehensiveplan@brookhavenga.gov





Comprehensive Plan 2034 will help shape the future of Brookhaven. Don't miss this chance to set the priority needs and opportunities for our city!

NEEDS + OPPORTUNITIES WORKSHOP



Monday, June 9th
6:00—8:00 PM
Brookhaven City Hall
4362 Peachtree Road
Brookhaven, GA 30319

This workshop will help set the priority needs and opportunities and will shape the City's action plan for the next five years. Your input is important to making sure the right priorities are emphasized.

Questions? Contact Susan Canon
Assistant City Manager/Director of Community
Development at 404-637-0500.
comprehensiveplan@brookhavenga.gov

Help us understand the needs of the community! [Click here](#) to take our brief survey or visit www.surveymonkey.com/s/BrookhavenCompPlan. Para una versión en español de la encuesta, [haga clic](#) aquí o vaya al sitio web www.surveymonkey.com/s/BrookhavenCompPlanSpa.



Ciudad de Brookhaven, Plan Integral

El Plan Integral 2034 contribuirá a dar forma al futuro de Brookhaven. ¡No se pierda esta posibilidad de establecer las prioridades y oportunidades para nuestra ciudad!

TALLER SOBRE NECESIDADES + OPORTUNIDADES



Lunes, 9 de junio
6:00—8:00 PM
Municipalidad de Brookhaven
4362 Peachtree Road
Brookhaven, GA 30319

Este Taller contribuirá a establecer las prioridades y oportunidades y a delinear el plan de acción de la Ciudad en los próximos 5 años. Su opinión es importante para asegurarnos de que se aborden las prioridades apropiadas.

¿Tiene preguntas? Comuníquese con Susan Canon, Subgerente de la Ciudad/ Directora de Desarrollo Comunitario, al 404-637-0500.

comprehensiveplan@brookhavenga.gov

¡Ayúdenos a comprender las necesidades de la comunidad! [Haga clic aquí](#) para completar nuestra encuesta corta, o vaya al sitio web www.surveymonkey.com/s/BrookhavenCompPlan. Para una versión en español de la encuesta, [haga clic](#) aquí o vaya al sitio web www.surveymonkey.com/s/BrookhavenCompPlanSpa.

**CITY OF BROOKHAVEN
COMPREHENSIVE TRANSPORTATION PLAN**

**CITY OF BROOKHAVEN
COMPREHENSIVE PLAN 2034**

Joint OPEN HOUSE

Comprehensive Plan 2034 provides overarching community goals (including the City's Future Land Use Plan), priority needs and opportunities, and a five year community work program.

The **Comprehensive Transportation Plan** examines the multi-modal transportation network within Brookhaven and includes a prioritized list of projects that will address the transportation needs of the city's citizens.

The City Wants Your Input!

Don't miss the final opportunity to learn about and provide input on draft recommendations for the City's first comprehensive plan and comprehensive transportation plan!

Monday, July 21st

6:00—8:00 PM

**Brookhaven City Hall
4362 Peachtree Road
Brookhaven, GA**



For more information contact Susan Canon
Assistant City Manager/Director of Community Development at
404-637-0500 or
comprehensiveplan@brookhavenga.gov.

A.1.10. Press Releases + Public Hearing Ads

For release on 4/23/14

BROOKHAVEN SEEKS INPUT ON COMMUNITY VISION FOR COMPREHENSIVE PLAN 2034

The City of Brookhaven is embarking upon a process to form a long range plan for the City's future that will help guide growth and development over the next 20 years. This plan - Comprehensive Plan 2034 - will serve as a blueprint for the future growth and development of the City of Brookhaven. Community members are invited to participate in the first of three public workshops on May 15 at Oglethorpe University.

Community involvement is key in developing a Plan that truly captures the spirit and desire of the different voices of the city. As such, there will be many opportunities for the public to become engaged. The planning process kicks off with a community visioning workshop that will set the pace for Comprehensive Plan 2034 by gathering input on community goals. City of Brookhaven citizens, business owners and other stakeholders are urged to attend the visioning workshop to learn more about the comprehensive planning process and to provide input.

The visioning workshop will be held on Thursday, May 15th from 6:00 - 8:00 PM at the following location:

St. Martins Episcopal Church

Gable Hall

3110 Ashford Dunwoody Road

Atlanta, Georgia 30319

Parking is available in a surface parking lot on the church campus. St. Martin is also served by MARTA Route 25.

All are welcome and encouraged to attend this interactive and informative workshop.

The City of Brookhaven was officially incorporated on December 17, 2012. Having adopted and relied upon DeKalb County's Comprehensive Plan since incorporation, the City brought on a team of consultants to develop Comprehensive Plan 2034. The planning process is being managed by the Brookhaven Community Development Department. The planning process was formally kicked off at the April 22 City Council Hearing. The final plan document will include overarching community goals, priority needs and opportunities, and a five year community work program. The anticipated completion date is October 2014.

For more information on Comprehensive Plan 2034, contact the Assistant City Manager/Director of Community Development, Susan Canon, at 404-637-0500 or comprehensiveplan@brookhavenga.gov.

For release on 5/22/14

BROOKHAVEN COMPREHENSIVE PLAN 2034 MOVES INTO NEEDS & OPPORTUNITIES PHASE

The City of Brookhaven invites community members to a Needs and Opportunities Workshop on Monday, June 9 from 6pm to 8pm at City Hall. This workshop comes at a significant phase in the planning process. Public input received will help set the priority needs and opportunities for Brookhaven and help inform the City's action plan for the next five years. Feedback from the public is important in making sure the right priorities are emphasized.

Needs & Opportunities Workshop Details:

June 9, 2014

6:00 - 8:00 PM

Brookhaven City Hall

4362 Peachtree Road, Brookhaven, Georgia 30319

Parking is available in a surface parking lot behind City Hall. MARTA Route 25 also serves City Hall.

All community members are also encouraged to provide input via the online community survey being held in support of the Comprehensive Plan, which will be available until June 12. The survey is offered in English and Spanish and can be accessed from the City's website at <http://www.brookhavenga.gov>.

The Needs and Opportunities Workshop is the second of two workshops being held. The Comprehensive Plan 2034 kicked off with a public hearing on April 22 with City Council followed by the Community Visioning Workshop on May 15. The Community Visioning Workshop was open to all community members, who were given an opportunity to learn more about the comprehensive planning process and to provide input. City of Brookhaven citizens, business owners and other stakeholders weighed in on the community vision and goals. An Open House will also be held on July 21 to present the draft plan to the public.

The Comprehensive Plan will serve as the blueprint for the future growth and development of the city. This community-led process is designed to form a long range plan for the City's future that will help guide growth and development over the next 20 years.

The City of Brookhaven was officially incorporated on December 17, 2012. Having adopted and relied upon DeKalb County's Comprehensive Plan since incorporation, the City brought on a team of consultants to develop Comprehensive Plan 2034. The planning process is being managed by the Brookhaven Community Development Department. The final plan document will include overarching community goals, priority needs and opportunities, and a five year community work program. The anticipated completion date is October 2014.

For more information on Comprehensive Plan 2034, contact the Assistant City Manager/Director of Community Development, Susan Canon, at 404-637-0500 or comprehensiveplan@brookhavenga.gov.

For release on INSERT DATE

BROOKHAVEN COMMUNITY ENCOURAGED TO ATTEND JOINT OPEN HOUSE

KEY RECOMMENDATIONS FOR LAND USE AND TRANSPORTATION NEEDS TO BE PRESENTED

The City of Brookhaven will host a joint open house on July 21 (6pm-8pm) for community members to review and provide input on recommendations contained within its draft Comprehensive Plan 2034 and draft Comprehensive Transportation Plan. Both plans have been under development since March 2014 and mark the first communitywide transportation and land use plans developed for Brookhaven since incorporated. The plans have largely been molded by public input, which has been collected via a series of steering committee meetings, public meetings, surveys, and other input methods.

- Comprehensive Plan 2034 provides overarching community goals (including the City's Future Land Use Plan), priority needs and opportunities, and a five year community work program.
- The Comprehensive Transportation Plan examines the multi-modal transportation network within Brookhaven and includes a prioritized list of projects that will address the transportation needs of the city's citizens.
- The open house is the final public meeting for community members to learn about and to provide valuable input on two major City initiatives.

Joint Comprehensive Plan 2034 and Comprehensive Transportation Plan Open House

July 21, 2014

6:00 - 8:00 PM

Brookhaven City Hall

4362 Peachtree Road, Brookhaven, Georgia 30319

Parking is available in a surface parking lot behind City Hall. MARTA Route 25 also serves City Hall.

The Comprehensive Transportation Plan will be considered for adoption by City Council in late August. The Comprehensive Plan is targeted for regional and state review between August and October following public hearings with the Planning Commission and City Council; plan adoption is targeted for October.

The Comprehensive Transportation Plan and Comprehensive Plan 2034 are two of the planning initiatives being undertaken by the City of Brookhaven at the present time. The Parks and Recreation Master Plan and the Buford Highway Improvement Plan and Economic Development Study are both currently underway as well. While each planning study focuses on different aspects of Brookhaven's future, the City is taking special care to ensure coordination among all plans.

The City of Brookhaven was officially incorporated on December 17, 2012. Having adopted and relied upon DeKalb County's Comprehensive Plan since incorporation, the City brought on a two teams of consultants to develop Comprehensive Plan 2034 and the Comprehensive Transportation Plan. Both planning processes are being managed by the Brookhaven Community Development Department.

For more information on Comprehensive Plan 2034, contact the Assistant City Manager/Director of Community Development, Susan Canon, at 404-637-0500 or comprehensiveplan@brookhavenga.gov.

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A.1.11. Media Coverage



7/16/2014

Brookhaven Moves Forward with Park and Comprehensive City Planning Efforts - Government - Brookhaven, GA Patch

Brookhaven



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Brookhaven Moves Forward with Park and Comprehensive City Planning Efforts

The Brookhaven Parks and Recreation Master Plan will evaluate existing conditions and identify future needs for city parks and facilities.

Posted by [Hunt Archbold](#) (Editor) , March 12, 2014 at 04:37 AM



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Courtesy City of Brookhaven

Patch Staff Report

The City of Brookhaven is moving forward with two large-scale planning initiatives for city parks and comprehensive land use.

The city has selected planning firm Lose & Associates, Inc. to lead the Brookhaven Parks and Recreation Master Plan and engineering firm Jacobs to lead the Brookhaven Comprehensive Plan 2034. Both firms participated in a formal evaluation process.

The Brookhaven Parks and Recreation Master Plan will evaluate existing conditions and identify future needs for city parks and facilities. Lose & Associates, Inc. will work with city staff and members of the public to create benchmarking standards and goals for upgrades and expansion efforts, including the creation of a community work program. The proposed planning timeline for this project is approximately 18 weeks and will cost \$90,000.

The Brookhaven Comprehensive Plan 2034 will be a 28-week long study that looks at future growth and development for the entire city over the next 20 years. Jacobs will work with city staff and members of the public to address community goals, needs and opportunities. The

<http://brookhaven.patch.com/groups/politics-and-elections/p/brookhaven-moves-forward-with-park-and-comprehensive-city-planning-efforts>

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Brookhaven Moves Forward with Park and Comprehensive City Planning Efforts - Government - Brookhaven, GA Patch

plan will include appropriate land use measures, economic development goals, and future population needs related to city services, housing, transportation and community facilities. This project is expected to cost \$147,950.

Both planning processes will include a nexus among other large-scale city planning initiatives, including the Brookhaven Comprehensive Transportation Plan and the Buford Highway Improvement Plan and Economic Development Strategy.

Members of the public are welcome to share input at Brookhaven Steering Committee Meetings for the respective projects or in written email to the respective project email addresses listed below:

- Parks and Recreation Master Plan: parksandrecreationplan@brookhavenga.gov
- Comprehensive Plan 2034: comprehensiveplan@brookhavenga.gov
- Comprehensive Transportation Plan: transportationplan@brookhavenga.gov
- Buford Highway Improvement Plan & Economic Development Strategy: bufordhwyplan@brookhavenga.gov

Related planning documents including meeting minutes, schedules, agendas, draft illustrations and draft plans will be available for public review at brookhavenga.gov.

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3 months ago | 9 views |  

320-356726 4/10,4/17wgCITY OF BROOKHAVENNOTICE OF PUBLIC

HEARINGTopic: ++City of Brookhaven Comprehensive Plan

2034++Purpose: To provide a community briefing regarding the plan development process, to explain opportunities for public participation in

plan development, and to obtain input on the proposed planning

process.Date: Tuesday, April 22, 2014 Time: 7:00 p.m.Location: 2

Corporate Boulevard, Suite 125, Brookhaven, Georgia 30329

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Brookhaven to hold 2034 Comprehensive Plan Commencement Public Hearing

April 19, 2014 | Filed under: City of Brookhaven | Posted by: thebrookhavenpost

Brookhaven, GA, April 19 - The City of Brookhaven will hold a public hearing for the 2034 Comprehensive Plan during the next City Council Meeting on Tuesday April, 22.

The meeting will begin at 7:00 p.m. in Brookhaven's Municipal Court, 2 Corporate Boulevard Suite 125, Brookhaven GA 30329



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One Response to Brookhaven to hold 2034 Comprehensive Plan Commencement Public Hearing

Stan Segal

April 19, 2014 - 5:53 PM




http://brookhavenpost.co/brookhaven-to-hold-2034-comprehensive-plan-commencement-public-hearing/15387

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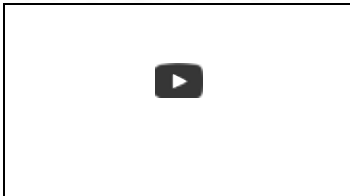
• [Brookhaven Council will discuss Comprehensive Plan during City Council Meeting](#) July 16, 2014

• [Brookhaven's Comprehensive Plan Workshop](#) July 15, 2014

• [Brookhaven's 2034 Comprehensive Plan](#) July 15, 2014

• [City of Brookhaven's 2034 Comprehensive Plan](#) July 15, 2014

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Appendix A.1. Public Involvement Documentation 99

Brookhaven residents planning city's long-term future - Reporter Newspapers




Monday, May 19, 2014 | Stay Connected

Reporter Newspapers

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 Posted by [Guest](#) on May 15, 2014.

Brookhaven residents planning city's long-term future

The relatively new city of Brookhaven began May 15 to form a long-term vision for its future. And the city asked residents to take charge of the planning process.

A public Visioning Workshop for the city's Comprehensive Plan 2034 was held at St. Martin's Episcopal Church, and several residents turned out to provide input in several ways. City officials made it clear that resident input was the driving force to the plan.

Citizen engagement is "making sure that where the city is going is based on a foundation of where the community wants it to go," said Amanda Hatton of Jacobs Consulting, which is working with the city on the planning process. "It's the foundational element of the comprehensive plan."

According to the city timetable, the information that was gathered will be assimilated and rolled out at a public hearing on June 9 at Brookhaven City Hall. A City Council public hearing will be held in August, and the formal Comprehensive Plan 2034 is scheduled to be adopted on Oct. 21.

The emphasis on community input was received warmly by at least one person.

"More than needed" was how resident Holly Snow described the process. "(Engagement) has to be a high priority for the city for continued success."

She added that there needs to be a "hard-wired" mechanism for communication between Brookhaven, which became a city in December 2012, and nearby Sandy Springs and Dunwoody.

The two-hour session May 15 allowed attendees to give input in two ways. One was by writing suggestions on wall posters, which had such themes as "Our Threats" and "Our Opportunities."

The other was by participating in groups that shifted among three category areas, which were aimed at eliciting suggestions for such things as gateway areas into the city, commercial development, and trail networks.

Also, a question and answer session was held.

The plan that emerges will be guiding the development of a city that is overwhelmingly residential, and largely white and under 40 years of age.



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<http://www.reporternewspapers.net/2014/05/15/brookhaven-residents-planning-citys-long-term-future/>[5/19/2014 9:08:01 AM]

Brookhaven residents planning city's long-term future - Reporter Newspapers

Data supplied at the workshop showed that 59 percent of the city's land use is single-family residential, and 12.6 percent is multi-family residential. About 70 percent of the population is white, and 25.8 percent of the population of 49,222 (per 2010 Census) is 25-34 years old.

So it's understandable that some of the feedback that emerged concerned livability factors.

One resident said the city has a "beautiful canopy of trees ... I think we need to preserve that. Once those things are cut down, we can't get that back."

Assistant City Manager Susan Canon replied that reviewing the tree ordinance "is on the radar screen."

Hatton noted that comprehensive plans are required by state law, and that a short-term, five-year "work program," which would conclude in 2019, is also mandatory. A new work plan must be formulated when the current one expires.

Another area that the comprehensive plan could touch on is redevelopment. With just 2.7 percent of the city's land labeled undeveloped, there is "significant" redevelopment potential, Hatton said.

Brookhaven residents also can take a survey on the comprehensive plan on the city website (www.brookhavenga.gov). Also, there is a special email address for plan input: comprehensiveplan@brookhavenga.gov.

Said resident Gayle Sherlag, "There should be more opportunities for public input. It's a great opportunity to make the city a more livable one."

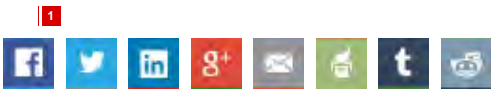
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Neighbor Newspapers - Citizens get vocal about future of Brookhaven



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Wednesday, July 16, 2014

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Citizens get vocal about future of Brookhaven

by LaTria Garnigan

May 20, 2014 09:11 AM | 683 views | 0 | 3 | | |

The city of Brookhaven is moving ahead with its 2034 comprehensive plan and last week held a visioning workshop for the public to weigh in on what the city can look like in the future.

At the workshop, there were several maps up for view, along with a couple of posters where residents could write down their personal thoughts on the strengths, weaknesses and needs of the city.

Amanda Hatton, with Jacobs Engineering Group and the project lead for the plan, said the goal of the meeting was to collect ideas of the vision of the city, which will ultimately set the pace for the comprehensive plan.

"We want to establish a community-based, long-term vision for the city's future," she said.

While the plan spans a 20-year period, it will be broken up in five-year increments, said Hatton. That will allow the city leaders to have an implementable program to pursue.

After a brief overview of some aspects of Brookhaven and a review of possible development projects, the room was split into three small groups, with each taking a section of the city and inputting their ideas of where certain development should be, what should be preserved — in regards to historic Brookhaven and tree canopy — and what should be utilized as public space/park areas. After working on a certain section for a few minutes, the groups switched until all had been able to submit their ideas about all three areas of the city.

Several ideas came out of the groups: mixed-use development around Blackburn Park, gateways that identify when someone is entering or leaving Brookhaven and improvements along Buford Highway.

During her presentation, Hatton presented the top assets and opportunities for the city — significant redevelopment of old commercial along key corridors, the potential for new mixed-use opportunities, the chance to have more tailored zoning districts and leveraging and incorporating "parallel planning" efforts.

Some of the weaknesses residents wrote included — not enough public input, no arts and culture, doing too much too fast and the need for more publicity for the public process. In regards to strengths, they included the city having great neighborhoods, a large natural tree canopy and "smart people."

The consensus from the workshop was that residents wanted a comprehensive plan that included more public input and smart development, while also preserving many of the natural resources residents have come to enjoy.

The next public workshop will focus on needs and strategies and will be June 9 from 6 to 8 p.m. at Brookhaven City Hall, 4362 Peachtree Road.

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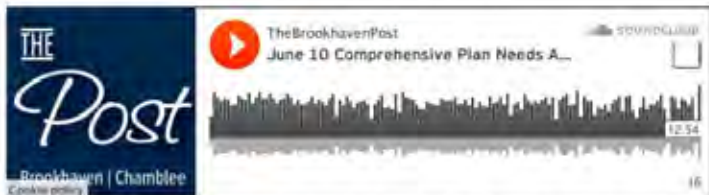
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Audiocast: City holds "Needs and Opportunities" Comprehensive Plan Workshop

June 10, 2014 | Filed under: City of Brookhaven | Posted by: thebrookhavenpost



Brookhaven, GA, June 10 – As part of the city's Comprehensive Plan 2034 initiative, the City of Brookhaven held a "Needs and Opportunities Workshop" at City Hall Monday. This was the second workshop pertaining to the Comprehensive Plan.

Community Planner/Project Manager with Jacobs Engineering, Amanda Hatton, gave attendees an overview of the workshop and explained the evenings activities.

Participants went around the room to various stations to give their opinions of "Needs and Opportunities."

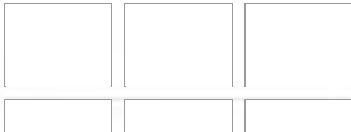
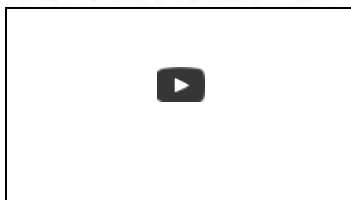
More chances for citizens to get involved in the city's long-term scoping efforts are coming up.

Here is a link to the calendar showing items and their meeting dates: <http://brookhavenga.gov/home/showdocument?id=783>

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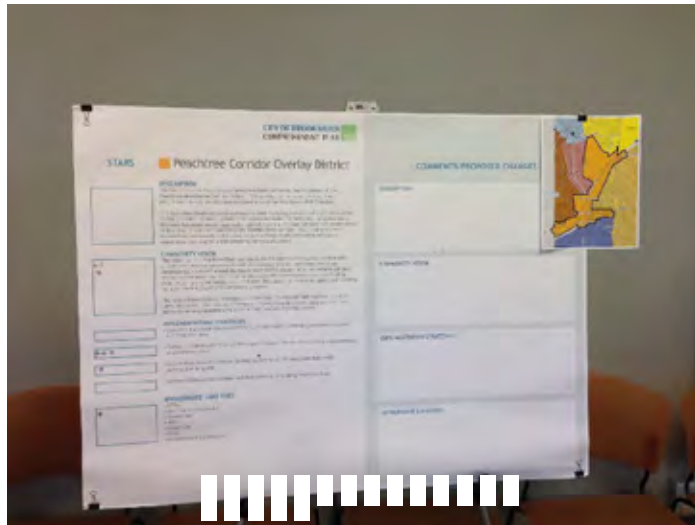


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NOTICEPurpose: Public Hearings, Planning Commission recommendation relating to the ++City Of Brookhaven Comprehensive Plan 2034++, and Mayor and Council authorization to transmit Comprehensive Plan to the Atlanta Regional Commission for reviewDate: Special Called PlanningCommission Public Hearing7:00 P.M. July 23, 2014Date: Mayor and CouncilPublic Hearing 7:00 P.M.August 12, 2014Location: City of Brookhaven, City Hall, Council Chamber, 4362 Peachtree RoadAdditional information: www. brookhavenga.gov

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Appendix A.1. Public Involvement Documentation

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9/10/2014

Brookhaven drills into comprehensive plan - Dunwoody Crier: News

Brookhaven drills into comprehensive plan

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Posted: Tuesday, July 29, 2014 5:45 am | Updated: 9:22 pm, Mon Aug 4, 2014.

By Talia Tirella For The Crier |

The city of Brookhaven held a public open house showcasing their comprehensive plan for 2034 along with their comprehensive transportation plan.

Comprehensive Plan 2034 is composed of larger goals that Brookhaven wishes to achieve by that year. Projects involve a future land use plan, as well as catering to the city's present and future needs and priorities.

The city intends to focus on larger projects such as making improvements to roadways, but also intends to fix neighborhood specific problems and work on neighborhood priorities and needs.

Some of the city-wide priorities presented at the open house include: revisions to zoning and development regulations, completion of a master plan for a new town center, implementation of the comprehensive transportation plan and parks and recreation master plan, analyzing housing needs, implementation of a Complete Streets policy, adopting and improving a new tree ordinance, determining infrastructure capacity for future land use and establishing more inclusive housing policies, among others.

Some citizens feel that certain projects should take priority over others. Resident Sally Eppstein said, "I think that the most important project they could start with is the multi-purpose paths and bike lanes, as well as adding a bike trail along North Peachtree Creek."

According to a pamphlet offered to the public at the open house, three distinct elements shape the city's overall plan. They include community goals, needs and opportunities, and the community work program.

The community goals that help to shape the city's plan include land use and transportation coordination, an enhanced park service, preservation of neighborhoods, promotion of diversity, promotion of the Buford Highway Gateway, sustainability, establishment of a unique identity, pursuing a transit-oriented design and promoting economic prosperity.

Some goals may sound familiar, but those such as the Buford Highway Gateway are unique to the Brookhaven comprehensive plan. Plans for Buford Highway include adding intersections and turn lanes, as well as changes to heavily trafficked roads that lead to Buford Highway.

The city also plans to preserve the diversity of the Buford Highway area by maintaining affordable housing and promoting development, but also seeks to make the area pedestrian friendly by adding new pedestrian paths and a park in the nearby area.

The city's other transportation plans include adding multiple bike paths and bike lanes in keeping with their goal of being a sustainable city.

There are distinct plans for each section of Brookhaven based on needs of residents and opportunities for the city to help improve each distinct area of Brookhaven. Plans for each area are slightly different, but most include adding additional development and encouraging mixed-use properties, maintaining and improving existing parks, improving on and building a better sidewalk system, preserving the tree canopy, preserving traditional neighborhood areas, maintaining affordable housing options, increasing pedestrian safe areas and adding more pedestrian path connections, focusing on sustainability and maintaining high-density areas and commercial developments as a large tax base for the city.

Because there are so many areas of improvement, there is no set plan with regards to what project comes first. Megha Young, a consultant

http://www.thecrier.net/news/article_21d28322-16b5-11e4-b7a7-0019bb2963f4.html?TNNoMobile

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9/10/2014

Brookhaven drills into comprehensive plan - Dunwoody Crier: News

from Gresham, Smith & Partners, said that the city will begin prioritizing what the public thinks are the most important projects and then look at the available funding.

“They’ll be looking for the project that can get them ‘the most bang for their buck,’ the project that residents are most likely to prioritize,” said Young.

Councilman Joe Gebbia (District 4) is excited about the plan and added his opinion that “there’s no reason we [Brookhaven] can’t be the next Buckhead!”

When asked what project he thought should begin first, Gebbia said that he was, of course, biased toward the development of Buford Highway, an area he feels “has a high potential for economic growth.”

According to a schedule last updated on June 27, city council will be holding a third public hearing on Aug. 12 and also hearing the comprehensive transportation plan presentation and adopting the parks and recreation plan as well as plans pertaining to Buford Highway.

The council decided last week to defer voting on the new tree ordinance in order to hear more public opinion and hold a Special Called Meeting to be held on July 29 at 6:30 p.m. at City Hall.

Mayor Davis also announced a State of the City address, to be held on July 31 at 6:30 at the Holiday Inn Atlanta Perimeter.

Road repairs throughout Brookhaven have begun, and the council said last week that those repairs are ahead of schedule.

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9/10/2014

Neighbor Newspapers - Brookhaven Planning Commission supports zoning map changes



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Wednesday, September 10, 2014

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Brookhaven Planning Commission supports zoning map changes

by LaTria Garnigan

July 29, 2014 09:52 AM | 1033 views | 0 | 2 | | |



The Brookhaven Planning Commission voted to recommend adoption of an official zoning map, which includes three amended properties, to the city council.

At last week's meeting, the commission heard from Michelle Alexander, director of planning with Pond and Co., about the updates to the ordinance.

Brookhaven adopted a zoning map from DeKalb County Jan. 15, 2013, said Director of Community Development Susan Canon. She said the city and the public noticed discrepancies, and the city decided to do an audit with plans to readopt the zoning map.

"We've done everything to perfect this map to the best of our ability," said Canon.

Of the 14,000 parcels, 980 had to be corrected, said Alexander, and the information also had to be imparted into data form. At the meeting, there were three parcels left to vote on: 1050 Lenox Ave., which changed from R75 to RA5; 2484 Appalachian Drive, which changed from R60 to R75 and 2136 Havenwood Trail, which changed from R85 to RM85.

As part of the motion, Canon said those three parcels would be included in the vote for the map, which will be transmitted to city council for a vote.

Commission member John Funny wanted to clarify that the public was duly notified of the changes.

"Let's make certain residents are fully aware of what's about to take place because it could change matters relating to their property," he said. "I would hate to have citizens come up and say they didn't know about it. Canon assured the commission that residents were notified, especially those property owners of the 980 parcels that were changed.

The commission also heard from Amanda Hatton, project leader from Jacobs Engineering, about the Comprehensive Plan 2034. The commission did not vote for a recommendation, but instead used the meeting as a public hearing. Hatton identified 13 character areas of the city, which each have a unique development perspective: Perimeter Center, Lakes District, Blackburn Park Neighborhood Center,

Lynwood Park, Historic Brookhaven, Osborne, Peachtree Corridor Overlay District, Ashford Park/Drew Valley, Brookhaven Heights/Brookhaven Fields, Lenox Park, Briarwood Park, Roxboro and Buford Highway Corridor.

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http://neighbornewspapers.com/view/full_story/25508117/article-Brookhaven-Planning-Commission-supports-zoning-map-changes?

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9/10/2014Neighbor Newspapers - Brookhaven Planning Commission supports zoning map changes

The next public hearing is set for Sept. 3, with tentative city council adoption Nov. 18.

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MARTA's proposed Brookhaven Station development offers challenges, report says | SaportaReport



MARTA's proposed Brookhaven Station development offers challenges, report says

Posted in David Pendered

Date: September 3rd, 2014, 9:19 am

By David Pendered

MARTA wants to engage a developer to build a live-work-play community in the 2-year-old city of Brookhaven, where a proposed 30-year plan appears to embrace dense urban development.

MARTA is seeking developers for its Brookhaven Station. MARTA intends to develop homes, offices and shops on almost half the station's sparsely used lot, and replace those parking spaces in structured parking.

The project may not be easy, according to a MARTA report that states: "The positive involvement of [Brookhaven and DeKalb County] could be a challenge to bring about. It will take careful negotiation and cooperation, of which ARC [Atlanta Regional Commission] could help facilitate. The largest hurdle, however, could be the participation of private money lenders."

Brookhaven's proposed [Comprehensive Plan 2034](#) seems to support MARTA's development concept. The proposed plan speaks in positive terms of three recently built mixed-use communities that embody the planners' vision for dense developments in Brookhaven:

- Town Brookhaven, which the Brookhaven plan describes as, "a 48 acre pedestrian-friendly urban village, which includes 460,000 sq. ft. of retail, 950 residential units, 20,000 sq. ft. of office, and 20 restaurants";
- Brookhaven Village, along the Dresden Drive corridor north of the Brookhaven Station, which the Brookhaven plan says is, "transforming into an urban boulevard with multi-family residential above street-lined retail. This development form provides retail, services, restaurants, and offices within walking distance of surrounding neighborhoods";
- Perimeter Summit, located in the Perimeter Mall area in the southwest quadrant of the intersection of I-285 and Ashford Dunwoody Road, is described as, "another mixed-use node in the community with office and multi-family housing."

The Brookhaven City Council is slated to adopt Comprehensive Plan 2034 at its Nov. 18 meeting, following a final public hearing on Sept. 9. The plan was unveiled at a council meeting on Aug. 12.

Jacobs is serving as the project manager and lead consultant. Sycamore Consulting is coordinating public engagement and Market Street Services is overseeing economic development and demographics analysis.

For its part, MARTA has asked developers that are interested in the project to [submit their qualifications](#) by Sept.



As MARTA seeks to develop its Brookhaven Station, the city of Brookhaven is poised to adopt a long-range plan that commends a similar development, Town Brookhaven, as a, "pedestrian friendly urban village." Credit: sembler.com



The city of Brookhaven's proposed Comprehensive Plan 2034 cites MARTA's Brookhaven Station as a priority area for redevelopment. Credit: brookhavenga.gov

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MARTA's proposed Brookhaven Station development offers challenges, report says | SaportaReport

18. MARTA will screen the responses and invite those that pass muster to submit their proposals at a later date.

The proposed Brookhaven Station development represents MARTA's efforts to move forward with a two-fold plan to increase its revenues by developing land near a transit station. MARTA has long identified its Brookhaven Station as a candidate for development.

First, MARTA will make money through long-term leases on the ground beneath the planned development. A report prepared for MARTA says MARTA could expect to collect \$640,000 a year by leasing 10 acres. The price presumes land values in the area of \$1.6 million an acre, according to the report by Bleakly Advisory Group.

For developers, the benefit of entering a 99-year ground lease with MARTA is the lower cost of land. The lease rate of the ground lease would be 4 percent, compared to a debt rate of 6 percent if the developer were to finance a property purchase.

Second, MARTA expects a boost in ridership of its trains and buses once the development opens. That's because a portion of the individuals who live in the homes, and work in or visit the commercial spaces, are expected to become transit passengers.

MARTA commissioned a market analysis in 2013 of potential development sites including the Brookhaven Station. The report determined the station could support the following components:

- "Up to 10,000 square feet of retail and/or up to 15,000 square feet of office space;
- "Up to 300 residential units, including apartments and condominiums; and
- "62,000 square feet civic use."



MARTA has provided this conceptual plan of the redevelopment of its Brookhaven Station. Credit: itsmarta.com

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About David Pendered

David Pendered, Managing Editor, is an Atlanta journalist with nearly 30 years experience reporting on the region's urban affairs, from Atlanta City Hall to the state Capitol. Since 2008, he has written for print and digital publications, and advised on media and governmental affairs. Previously, he spent more than 26 years with The Atlanta Journal-Constitution and won awards for his coverage of schools and urban development. David graduated from North Carolina State University and was a Western Knight Center Fellow. David was born in Pennsylvania, grew up in North Carolina and is married to a fifth-generation Atlantan. [View all posts by David Pendered →](#)

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This entry was posted in David Pendered and tagged Atlanta transit, Brookhaven, MARTA, transit oriented development. Bookmark the permalink.

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- Bob Munger** 1 day ago

Approx. 1 year ago, our organization (a nonprofit devoted to Smart Growth and Sustainable Transport) participated in a 4-day design charrette focused on the Brookhaven Marta station and the impending TOD. Southface and the Atlanta Regional Commission led the study, which included participation from City of Brookhaven officials and other stakeholders.

One of the key areas of discussion, in my opinion, is the need to elevate transit ridership (and walkability) by facilitating last mile connectivity for transit riders. This will not be achieved, IMO, by repeating failed, 20-century solutions like "providing enough parking." It WILL be achieved by encouraging and facilitating alternative forms of low speed transportation in the 1 or 2 mile radius around the MARTA Station. This means walking, biking, low speed EV.s, segways, carsharing, etc.

The world of urban transport is fast evolving. Developers and planners would be well-advised to embrace the future and reject failed policies of the past.

Bob Munger
Augusta Greenway Alliance
Sustainable Urban Mobility

Like Reply
- Mike Morgan** 5 days ago

This is potentially one of the most important developments in Metro Atlanta in decades. A new and urbane downtown for Brookhaven, developed around mass transit at this key crossroads has the can be a great place to live, work and play if done well. The plan certainly needs to go beyond the basics of most of the other mixed use developments that have been scattered around lately and which are little more than glorified shopping malls.

It would be nice if the City and MARTA together can commission a world class designer to set the standards for this place rather than following a strictly design-build bid approach. Hopefully the developer submittals which are currently being sought by MARTA will include such a capable design team and be able to look beyond a five year flip when setting their quality standards.

I do hope that the selection of the developer will include a primary goal of creating a unique and timeless signature for this spectacular location. The current MARTA concept plan indicates a continuance of the existing parking lot lining the intersection of Dresden Road and Peachtree Road. Note to developer team: surface parking is not the highest and best use for this signature location.

Like Reply
- Carl Holt from Facebook** 5 days ago

Town Brookhaven is not pedestrian friendly. It puts cars first.

Like Reply
- dwpendered** 6 days ago

Thank you for your close read and for providing a link to additional information.

I've updated the story with a link to the document used to report the story. The document is the request for qualifications that MARTA released. The RFQ was the source of information for this part of the story, though, as you note, this portion of the RFQ is part of a broader report.

Best regards,
David

Like Reply
- huunter01** 6 days ago

There is one mistake in this article. Its an ARC report not a MARTA report. See the whole report at http://atlantaregional.com/File%20Library/Land%20Use/TOD/lu_tod_bleaklytodreport_2013_01_16.pdf

Like Reply

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9/10/2014

Brookhaven to consider planning initiatives - Reporter Newspapers



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Posted by [Ann Marie Quill](#) on September 8, 2014.

Brookhaven to consider planning initiatives

Brookhaven's city council will consider its four planning initiatives – the Comprehensive Plan 2034, the Buford Highway Plan, the Transportation Plan and the Parks & Recreation Master Plan at its regular council meeting on Tuesday, Sept. 9, at 7 p.m.

Public comment will be allowed on all four. The plans are available at [this link](#) and the meeting agenda is can be found at [this link](#).

The city council meets at City Hall, 4362 Peachtree Road, Brookhaven.

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About **Ann Marie Quill**

Ann Marie Quill is Associate Editor at Reporter Newspapers.

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9/10/2014 Parks Master Plan among key Brookhaven planning initiatives to be considered for adoption Tuesday | Brookhaven GA | The Brookhaven Post

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Parks Master Plan among key Brookhaven planning initiatives to be considered for adoption Tuesday

September 9, 2014 | Filed under: City of Brookhaven | Posted by: The Brookhaven Post

Brookhaven, GA, September 9 – The City of Brookhaven's City Council and Staff will convene to consider adopting key Planning Initiatives Tuesday: the Comprehensive Plan 2034, the Buford Highway Plan, the Transportation Plan and the Parks and Recreation Master Plan.

At 4:30 PM there will be a Work Session ([Agenda Here](#)) and at 7:00 pm the City Council will convene for a Regular Council Meeting ([Agenda Here](#).)

There is also a 3:00 PM Special Called Meeting, but no agenda has been published as of the time of this Post. We are told Council will convene and enter into Executive Session to discuss either personnel, real estate or litigation matters. If an agenda is published, it will be [here](#).

During the 7:00 PM Regular Council Meeting there will be an Open Public Hearing.

All meetings will be heard in Council Chambers on the third floor of City Hall at 4362 Peachtree Road.

To download and view the plans in their current form, follow the links below.

- [Comprehensive Plan 2034](#)
- [Buford Highway Improvement Plan](#)
- [Transportation Plan](#)
- [Parks and Recreation Master Plan](#)

If you have input on any of the Planning Initiatives, Tuesday could be your last opportunity before these key planning initiatives are adopted.

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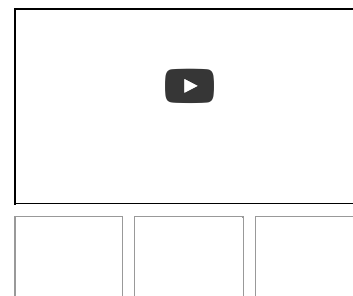
4362 Peachtree Rd. Site of New Brookhaven City Hall



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This week: 5.13 Town Hall, 5.14 Work Session and Council Meeting. Agendas and Packets here.
In "City of Brookhaven"



City Council Work Session and Regular Meeting Tuesday
In "City of Brookhaven"



7 Responses to Parks Master Plan among key Brookhaven planning initiatives to be considered for adoption Tuesday

Paul
September 9, 2014 - 7:48 AM

And when are the our wants and needs going to be considered on the Parks Master Plan? Just days ago Mayor said we would work together. And now it's up for adoption? WTH?!

Reply

Hmmm
September 9, 2014 - 8:16 AM

Paul let's get real here. The city has had multiple Opptys for citizen involvement. I say pass them all and tweak later. Otherwise we are in a state of flux making no progress.

Reply

MyMy
September 9, 2014 - 8:27 AM

Is the Mayor suggesting we adopt now and fix later? Do we trust that?

Reply

Saul
September 9, 2014 - 9:39 AM

Pass the damn thing like it is and just go on. You all know citizen input will not make one bit of difference.

Reply

Huey Mahl
September 9, 2014 - 9:54 AM

For those all-a-flutter saying "what about MY suggestions – I did not get an opportunity to be heard!", I guess you have been living under a rock the past 8 months. I guess you did not attend any of the dozens of public hearings, planning meetings, open houses and other public events. I guess you did not provide any written comments or suggestions. And I guess you really don't care that much, but you do like to complain.

I was at man of those meetings. Some were attended by 100+, some were attended by single digits. But I always felt those on the committee listened to my comments. Some were adopted, some weren't. Are the plans perfect in my personal opinion? No, but they do reflect an honest and open process, and that is what it is all about. And it is a heck of a lot more open, forward thinking and honest than what we ever got out of DeKalb.

So, complain away folks. But next time, consider getting involved if you don't like the outcome.

Reply

Tom Reilly
September 9, 2014 - 10:34 AM

Good for you, Huey!!—Tom Reilly

Reply

<http://brookhavenpost.co/parks-master-plan-among-key-brookhaven-planning-initiatives-to-be-considered-for-adoption-tuesday/21442>

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Saul

September 9, 2014 - 3:23 PM



There is a lot of citizen input via email, something that our mayor has readily acknowledged. Listening to this input is another matter.

[Reply](#)

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We can be reached by email at editor@thebrookhavenpost.com or by phone at 404.345.0011.

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Brookhaven to transmit Comprehensive Plan to State and ARC for review

September 9, 2014 | Filed under: [City of Brookhaven](#), [City Services](#), [Planning and Zoning](#) | Posted by: The Brookhaven Post

Brookhaven, GA, September 9 – Tuesday evening, the City of Brookhaven's City Council adopted a resolution to transmit the city's Comprehensive Plan 2034 to the State of Georgia Department of Community Affairs (GDCA) and the Atlanta Regional Commission (ARC) for their review.

As part of their review, the plan will be compared to other jurisdictions in the surrounding area.

Adopting this resolution does not mean the Comprehensive Plan is approved. It only means the plan as it stands will be transmitted to the ARC and the GDCA as part of the process.

Mayor J Max Davis said, "We've heard positive feedback on this plan. It's not the final plan and we will take the next two months for more citizen input."

Jacobs Engineering, the creator of the Comprehensive Plan says, "This document is the result of a collaborative effort of the Brookhaven community, including community members, City of Brookhaven elected officials, the Comprehensive Plan 2034 Steering Committee, and the Planning Team, consisting of both City of Brookhaven staff and the consultant team."

The Plan can be downloaded in its current form at the link below:

• [Comprehensive Plan 2034](#)

The City of Brookhaven is required to have a Comprehensive Plan in place by the end of the year.

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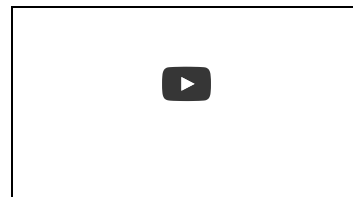
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Brookhaven approves parks, transportation plans, defers Buford Highway plan - Reporter Newspapers



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Posted by [Ann Marie Quill](#) on September 9, 2014.

Brookhaven approves parks, transportation plans, defers Buford Highway plan

The Brookhaven City Council on Sept. 9 gave final approval to two of its planning initiatives.

The Transportation Plan and Parks & Recreation Master Plan were given the final ok, while the Comprehensive Plan 2034 will be transmitted to Georgia's Department of Community Affairs and the Atlanta Regional Commission for review as required by state law.

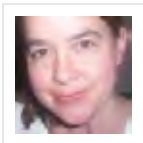
Councilmembers stressed that the plans are not set in stone, and projects still have to be budgeted for and approved by council. Following public input, some changes to the park plan included adding a master plan for each park in the city as part of the overall plan and removing both a suggested parking deck for Murphy Candler Park and 250 parking spaces for Brookhaven Park from the plan.

The council deferred voting on the Buford Highway Improvement Plan until October.

The public will have 60 days to continue providing input on the Comprehensive Plan while it's under review by the state, and the council is set to tentatively make a final vote on it following a Nov. 18 public hearing.

The plans can be found on the [city's website](#).

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About [Ann Marie Quill](#)

Ann Marie Quill is Associate Editor at Reporter Newspapers.

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A.2. Supporting Technical Analysis

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A.2.1. Land Use

This section details the land use analysis that has been conducted as a component of the Baseline Assessment. This includes a review of DeKalb County's comprehensive plan for future development plans and policies relevant to the city of Brookhaven. It also includes an analysis of the existing land use composition within the city. An inventory of vacant and underdeveloped land has been included to identify areas where land use change may occur. A review of the city's zoning ordinance and an assessment of major development trends have also been included.

REVIEW OF DEKALB COUNTY'S COMPREHENSIVE PLAN

A review of DeKalb County's most recent comprehensive plan (amended in December 2011) was conducted to identify any potential policy guidance for the city. This plan represents the last documented public vision for the entire city prior to incorporation and was consulted to assist in the development of preliminary character areas within this plan.

The plan includes a Future Development Map, which delineates 11 character areas in Brookhaven. These are shown in Figure A.2-1. Each character area narrative within the plan includes a general description, permitted land uses and appropriate implementation measures to be pursued.

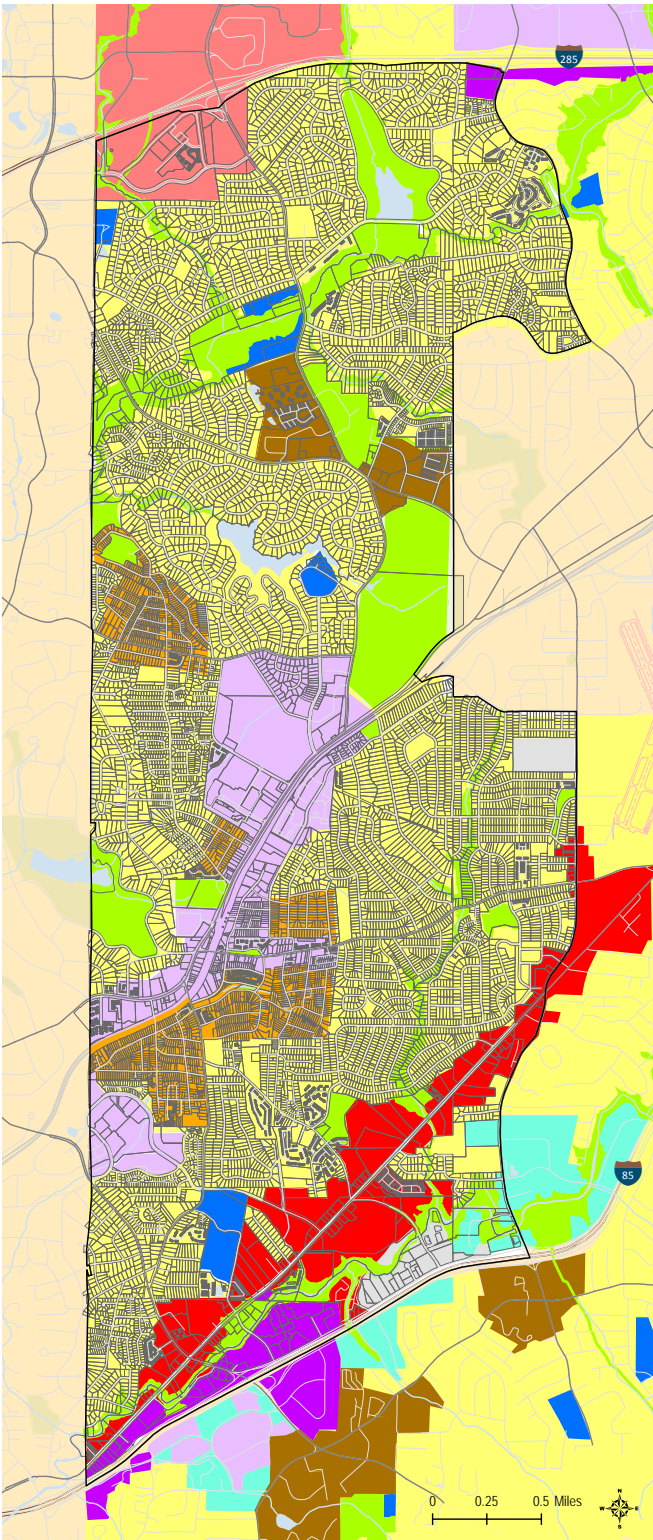
The Buford Highway corridor is designated as a Commercial Redevelopment Corridor. These areas are defined as unattractive commercial corridors in need of redevelopment, with declining strip centers and an auto-orientated design. Appropriate land uses include mixed-use, commercial, office, townhomes, and institutional uses. Implementation measures include big box/grey field redevelopment, establishing economic development districts, mixed-use zoning, and sign control.

The Peachtree Road corridor and Lenox Park area are both designated under the Town Center character area. The intent of this designation is to encourage a concentration of residential and commercial land uses, which promote walkability and increased transit usage. Appropriate land uses include townhomes, apartments, condominiums, office, retail, and institutional uses. The permitted density in these areas is up to 60 dwelling units per acre. Implementation measures include on-street parking, mixed-use zoning, density bonuses, and staggered height limits where development is adjacent to single-family residential neighborhoods. Many of these

implementation measures have been incorporated within the Peachtree-Brookhaven Overlay District, which currently regulates development along the Peachtree Road corridor. To emulate Town Center characteristics the Lenox Park area will require a more compact development pattern with a finer-grain of land uses.

The northeast corner of the city is designated within the Regional Center category. This area includes several high-rise office developments, multifamily, and hotel uses. This character area is intended to contain dense concentrations of high-intensity commercial and office developments, which serve the greater region. Residential densities up to 120 units per acre are permitted in these areas. Implementation measures include Transit-Oriented Development, mixed-use zoning, on-street parking, and flexible parking standards. The boundaries of this character area do not show any expansion of the existing high-intensity development into the surrounding single-family neighborhoods.

The Blackburn Park area is designated within the Neighborhood Center category. The intent of this designation is to promote pedestrian-friendly development centered around a neighborhood focal point, which in this location is Blackburn Park. Appropriate land uses in this area include a mixture of retail, neighborhood commercial, multi-family residential, and office uses. This area currently features a mix of retail, neighborhood commercial and pedestrian-oriented residential development. There is the potential to build upon the neighborhood village character through the effective redevelopment of existing commercial uses.



Several neighborhoods within the city are designated within the Traditional Neighborhood category. These include Lynwood Park, Brookhaven Fields, Brookhaven Heights, and Ashford Park. The intent of this character area is to preserve the style and appeal of older neighborhoods, which often include grid-like street networks, on-street parking, and narrow lots. Land uses seen as appropriate for these areas include detached single-family residential, apartments, neighborhood commercial, schools, and religious institutions.

A large percentage of the city is classified as Suburban Residential. This category represents areas where suburban-style residential subdivision development has occurred. In these areas increased connectivity and accessibility are encouraged. Appropriate land uses include detached single-family residential, townhomes, neighborhood commercial, schools and civic uses. Implementation measures include building trail networks, encouraging compact commercial development, traffic calming, and appropriate infill development.

The Highway Corridor character area is designated for a portion of the city between I-85 and Buford Highway and for the commercial area adjacent to I-285 and Chamblee-Dunwoody Road. These areas are predominantly retail, but also feature mid-rise office development, including the Corporate Square office park. The intent of this character area is to designate



Figure 1-1: Zoom in of DeKalb County's Future Development Map (See larger map in Appendix A.3)

major highway corridors that are appropriate for high-intensity commercial, office, industrial and residential development. Appropriate implementation measures for these areas include sign controls, greyfield redevelopment, and mixed-use zoning.

Areas designated within the Institutional character area include Cross Keys High School, Marist School, Our Lady of the Assumption Catholic Church and School, and a portion of the St. Joseph’s Hospital campus. This category is defined as large areas designated for religious, civic, educational or governmental purposes. Implementation strategies to be pursued include flexible parking standards and walkable community design.

The Light Industrial designation has been applied to an area adjacent to the I-85 access road, which is currently zoned Industrial (M). This area is predominantly comprised of retail uses however. Land uses seen as appropriate in this character area include light industrial, manufacturing, warehouse/distribution, and wholesale/trade. Implementation measures include access management, adaptive re-use, buffers, and flexible parking regulations.

The southeast corner of the city is designated within the Office Park character area. This represents an extension of the Century Center office area located on the eastern side of Clairmont Road. This area is currently a mix of apartments, strip commercial, and office development. Implementation measures include flexible parking standards, density bonuses, mixed-use zoning, and walkable community design.

The Conservation-Greenspace category within the city includes parks, golf courses and areas within the FEMA designated 100-yr floodplain. The intent of this character area is to preserve areas with significant natural or ecological features, as well as environmentally sensitive recreational facilities for public enjoyment. Implementation measures include Transfer of Development Rights (TDR), eco-tourism, conservation easements, and environmental planning criteria.

EXISTING LAND USE ANALYSIS

To assess the overall development character within the city an analysis of the existing land use composition was conducted. Figure A.2-3 shows the acreages and percentages of land uses by type. The Atlanta Regional Commission’s most recent LandPro data set (2010) was used as a source.

The results show that the city of Brookhaven is virtually built-out with no sizable vacant parcels available for significant development. Only 2.7 percent of the city is classified as undeveloped and these areas can primarily be found within floodplains and stream buffers. In light of this, the primary avenue of land use change within 20-year planning horizon is anticipated to result from the redevelopment of existing commercial and residential land uses.

SINGLE-FAMILY RESIDENTIAL

Single-Family Residential is the most common land use category in the city, representing 59.3 percent of the land area. The character of these neighborhoods is diverse and varies significantly in regards to architectural style, home size, lot size, block size and street network. The city features historic neighborhoods dating back prior to the 1940s, numerous mid-century neighborhoods established between 1940-1960, and many subdivisions built in recent decades.

Figure 1-2: City of Brookhaven Existing Land Use Composition

Land Use Type	Acres	Percentage
Single-Family Residential	4,306.67	59.3%
Multi-Family Residential	914.34	12.6%
Commercial/Office	717.96	9.9%
Park-Recreation-Conservation	566.37	7.8%
Public-Institutional	306.17	4.2%
Forest-Undeveloped	194.13	2.7%
Under Construction	175.85	2.4%
Transportation-Communication-Utilities	84.32	1.2%

Source: ARC LandPro 2010

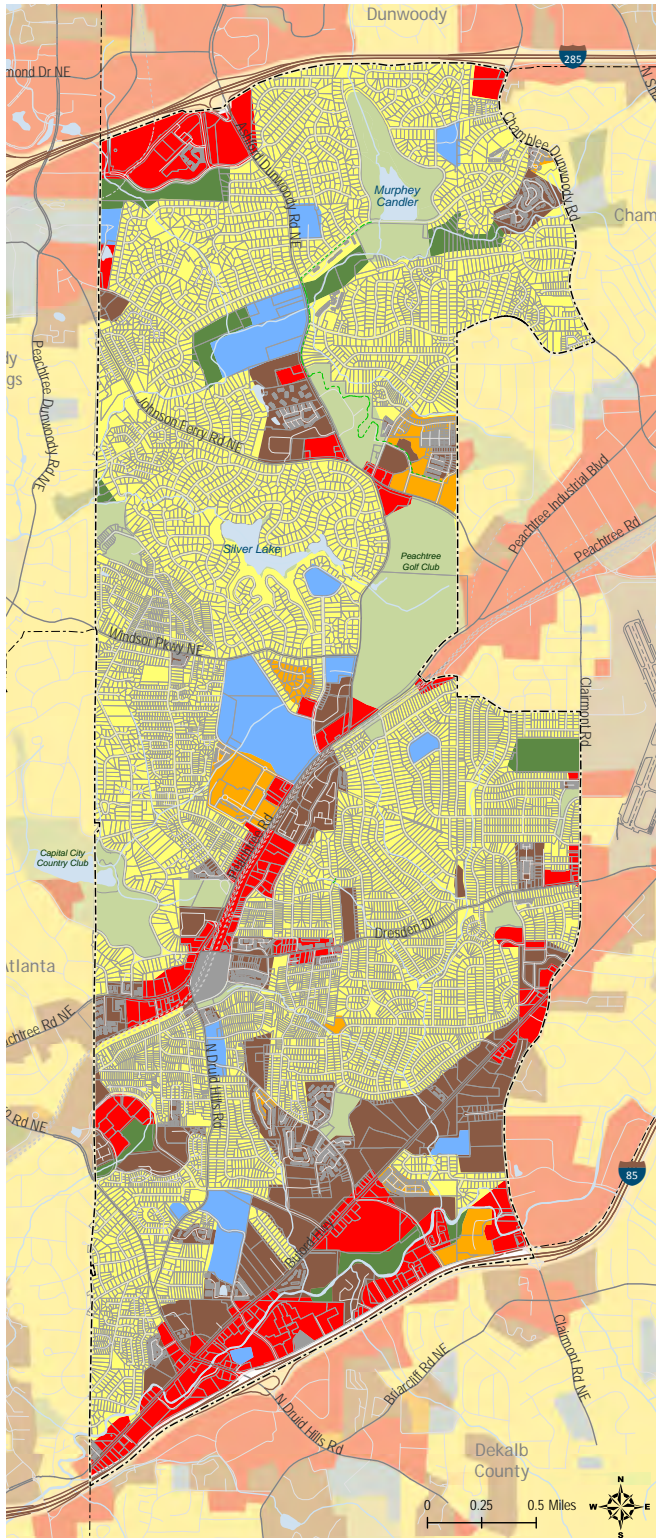


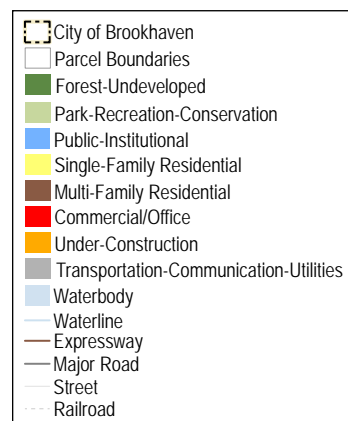
Figure 1-3: Existing Land Use Map (See larger map in Appendix A.3)

MULTI-FAMILY RESIDENTIAL

Multi-Family Residential is the second most common land use category within the city comprising 12.6 percent of the city. This category includes apartments, condominiums, and townhome communities. Brookhaven contains 66 apartment complexes, with the majority of these being found adjacent to Buford Highway. Other clusters of apartments can also be found in the Lenox Park area, Peachtree Road corridor, and the Blackburn Park area. Apartment ages range from recently constructed units in Town Brookhaven and the Dresden Drive corridor to complexes that are many decades old in the Buford Highway corridor.

COMMERCIAL/OFFICE

Commercial/Office land uses are the third most common land use category within the city comprising 9.9 percent of the total land area. This category includes large shopping centers, office development, and strip retail and small neighborhood retail uses. The majority of the city's retail uses can be found along the Buford Highway corridor, Peachtree Road corridor, and the Bradford Park area. Large-scale office development can be found within Lenox Park, Corporate Square, and the Perimeter Center area adjacent to I-285.



PARK-RECREATION-CONSERVATION

Park-Recreation-Conservation uses are the fourth most common land use category within the city. This includes twelve parks within the city, as well as the Capital City Golf Course and the Peachtree Golf Course. The five largest parks in the city are Murphey Candler Park, Blackburn Park, Brookhaven Park, Skyland Park, and Briarwood Park. This category also includes conservation areas, which consist of reservoirs within the city. Three large reservoirs are found within Brookhaven, these include Murphey Candler Lake, Silver Lake, and Brookhaven County Club Lake.

PUBLIC-INSTITUTIONAL

The fifth most common land use classification is Public-Institutional. This includes schools, institutions of higher education and religious institutions. This category is largely comprised of educational facilities, which include Oglethorpe University, Marist School, Ashford Park Elementary, Montclair Elementary, Kittredge Magnet School, Montgomery Elementary and Cross Keys High School. Religious institutions within this category include the Brookhaven Baptist Church, Congregation Or VeShalom, St. Martin in the Field Episcopal Church and School, and Our Lady of the Assumption Catholic Church and School. Another notable land use is the Boys and Girls Club located on North Druid Hills Road and the YMCA playing fields adjacent to Nancy Creek.

FOREST-UNDEVELOPED

The Forest-Undeveloped category represents 2.7 percent of Brookhaven's land area. This is largely comprised of land within the floodplains of Nancy Creek and North Fork Peachtree Creek. It also includes undeveloped land south of Perimeter Summit Parkway, west of Clairmont Road adjacent to Peachtree-DeKalb Airport, and within Lenox Park.

UNDER-CONSTRUCTION

The Under-Construction category represents land undergoing construction when the land use inventory was conducted in 2010. At the time it was primarily land cleared for development in various stages of build-out. Since 2010 these developments have been completed and include Town Brookhaven, The Heights at Brookleigh, Hearthside Brookleigh, Danbury Parc and The Park at Oglethorpe.

TRANSPORTATION-COMMUNICATION-UTILITIES

The Transportation-Communication-Utility category is the smallest within the city and represents only 1.2 percent of the total land area. This category is comprised of two major uses, the Brookhaven MARTA station and the electrical substation within the Corporate Square office park.

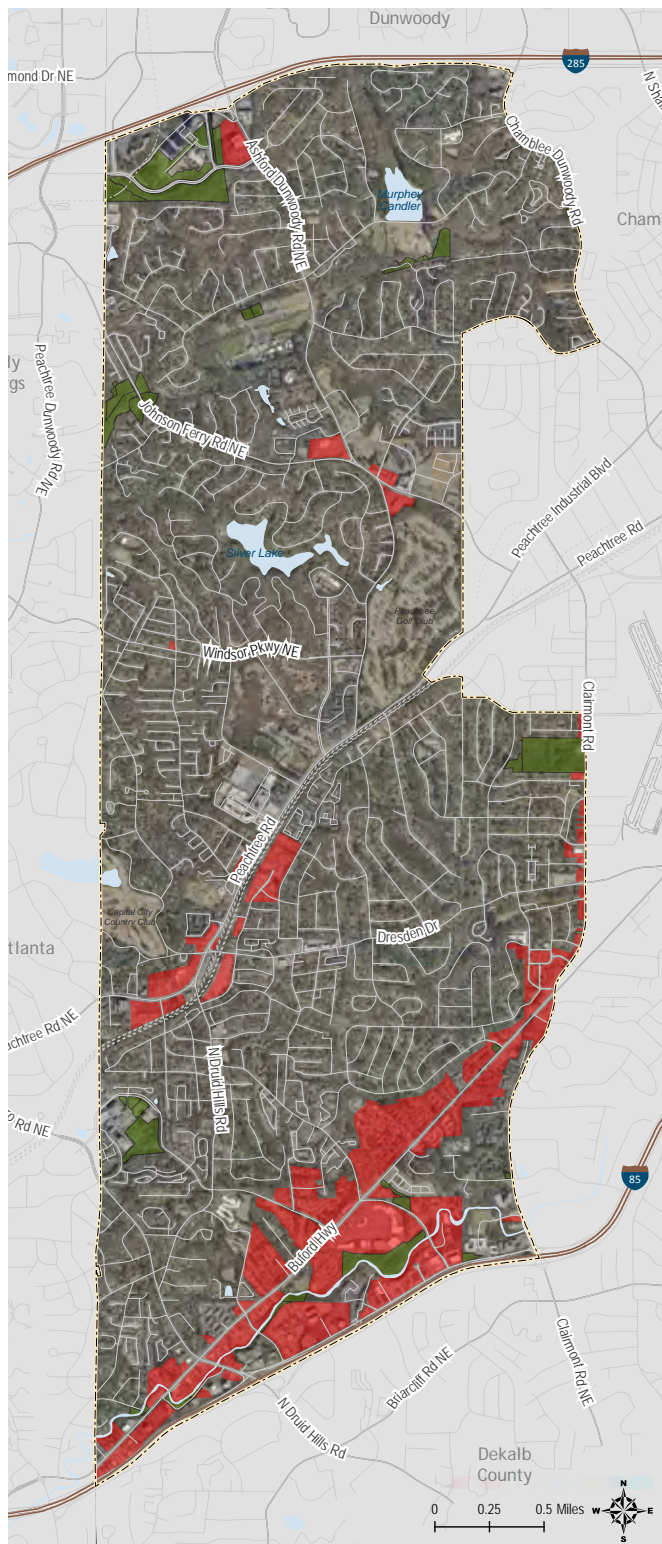


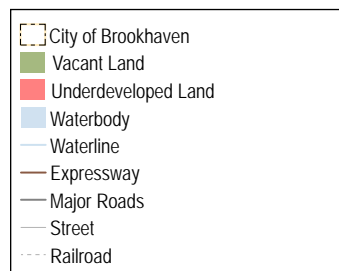
Figure 1-4: Vacant and Underdeveloped Land Map (See larger map in Appendix A.3)

VACANT AND UNDERDEVELOPED LAND

An important component of the land use planning process involves identifying areas where land use change is likely to occur within the 20-year planning horizon. This is necessary to ensure future development is adequately planned for in regards to city service provision and to ensure needed development regulations are in place. To assist in this, a map of vacant and underdeveloped land was developed to highlight areas where land use change is likely. This is shown in Figure A.2-4. It is important to note that this map does not represent Brookhaven's vision for where development or redevelopment should occur, but rather shows where the potential exists given the existing land use characteristics.

Vacant land is depicted in green in Figure A.2-4. This category is comprised of land parcels that are undeveloped without an identifiable use. Vacant land can be found in a few isolated locations within the city. Several undeveloped parcels can be found within the floodplains of Nancy Creek and North Fork Peachtree Creek. The development potential of these parcels is limited because they are subject to development restrictions found within the city's floodplain management and stream buffer ordinances. These parcels may be ideal locations for future park expansion or the development of greenway trails.

There are several locations within the city where vacant parcels have the potential to accommodate high-intensity development. These include parcels within the Lenox Park office development and land adjacent to Perimeter Summit Parkway. These sites provide opportunities for additional density within existing employment centers. Both of these areas are currently zoned Office-Institutional (O-I), which



permits office buildings, hotels, educational facilities and religious institutions.

Two large parcels of vacant land can be found along Clairmont Road to the west of Peachtree-DeKalb Airport (PDK). The parcel adjoining Clairmont Road is currently zoned Industrial (M) and the parcel abutting Skyland Drive is zoned for Single-Family Residential (R-75). The eastern third of the parcel abutting Clairmont Road falls within the Airport Compatible Use Overlay District, which restricts structure heights and land uses within this area.

Underdeveloped land is comprised of parcels where redevelopment is probable within the 20-year planning horizon and/or where the current use does not appear to reflect the ‘highest and best use’ of the land. This has been determined based upon an assessment of redevelopment potential, development trends, and previous planning efforts.

The largest concentration of underdeveloped land is found within the Buford Highway corridor. This includes strip commercial uses, older outdated apartment complexes and office developments with large expanses of developable surface parking. Parcels containing outdated low-rise office buildings (typically two-stories) have also been considered underdeveloped as they have the potential to accommodate redevelopment of a higher economic value. Single-family residential and condominiums in good to fair condition were not identified as likely for redevelopment given the challenges to redevelopment resulting from parcel acquisition.

The trend of residential redevelopment is already evident in several locations along the corridor. This is in the form of new apartment and townhome communities. This trend is likely to continue as land becomes more valuable in central Atlanta and development pressures grow to replace outdated housing units and commercial uses with developments that generate higher economic benefits. In addition to residential redevelopment, the corridor has the potential to experience significant office and commercial redevelopment given the area’s access and visibility from I-85 and proximity to existing office markets.

The Peachtree Road corridor is another location where commercial, industrial, and surface parking uses are likely to face redevelopment pressures. Low-rise

commercial and industrial uses do not reflect the ‘highest and best use’ of land within this corridor, which permits development densities of 6-8 stories. They also do not reflect the vision for the corridor presented within the Brookhaven-Peachtree LCI study or Peachtree-Brookhaven Overlay District which calls for dense pedestrian-friendly mixed-use development centered around the Brookhaven MARTA station.

The Clairmont Road corridor is another section of the city where redevelopment pressures are likely. The declining desirability for single-family residential uses along this heavily traveled corridor is evident in the number of conversions from residential to office uses. It is likely this area will continue to experience development pressures to transition into a commercial corridor. The consolidation of multiple single-family residential lots to permit the development of larger, more economically valuable commercial uses is possible.

The commercial area around Blackburn Park is considered to be underdeveloped because the ‘highest and best use’ of the land is currently unrealized. This area has been identified in DeKalb County’s most recent comprehensive plan as being appropriate for compact village center development. The existing commercial uses in the area have the ability to accommodate redevelopment that would better achieve this development type, through incorporating mixed-use residential, neighborhood-scale retail oriented towards the street, and public open space.

Another commercial area considered to be underdeveloped is the cluster of commercially zoned property (C-1) at the corner of Windsor Parkway and Osborne Road. The existing commercial use and vacant land in this area have the ability to be developed into a node of neighborhood commercial that could serve as a major amenity for the Lynwood Park neighborhood.

The large parcel containing a mid-rise office building at the northwest corner of Ashford Dunwoody Road and Perimeter Summit Parkway is considered underdeveloped because it contains large areas of surface parking capable of accommodating redevelopment. A development plan has been proposed for this site that would add multi-family residential and another office building, while incorporating structured parking decks.

REVIEW OF EXISTING ZONING REGULATIONS

This section provides a summary of Brookhaven’s zoning ordinance. When Brookhaven was incorporated in 2012, the City carried over the zoning districts and regulations that were in place under DeKalb County’s zoning code. The City may desire to amend these regulations to become more Brookhaven specific, as local zoning issues become apparent. Zoning is the primary tool used by local governments to regulate and enforce land use policies.

The ordinance provides a list of zoning districts permitted within DeKalb County’s character area designations. This should be amended when this plan is adopted to reflect new character area designations within the city.

Figure A.2-5 details the zoning district composition within the city. The city is primarily comprised of Single-Family Residential zoning districts (71.7 percent of the total land area). This includes nine districts with variations in permitted lot sizes, accessory uses, and required setbacks. The second most prevalent district type is Multi-Family Residential (11 percent of the total land area). This includes five districts in the city with variations in the permitted number of units per acre. These districts range from permitted densities of 6 units per acre (RM-150) to 30 units per acre (RM-HD).

Figure 1-5: City of Brookhaven Zoning District Composition

Zoning Type	Acres	Percentage
Single-Family Residential (R-50, R-60, R-75, R-85, R-100, R-150, R-A5, R-A8, RA)	4,453.60	71.70%
Multi-Family Residential (RM-75, RM-85, RM-100, RM-150, RM-HD)	683.7	11.00%
Office-Institution (O-I)	494.38	7.96%
Industrial (M)	259.6	4.18%
Local Commercial (C-1)	141.04	2.27%
Office-Commercial-Residential (OCR)	46.6	0.75%
Single-Family Cluster Residential (R-CH)	34.86	0.56%
Pedestrian Community (PC)	29.77	0.48%
Traditional Neighborhood (TND)	22.07	0.36%
Neighborhood Shopping (NS)	21.02	0.34%
General Commercial (C-2)	18.1	0.29%
Residential Neighborhood Conservation (R-NCD)	6.31	0.10%
Office-Distribution (O-D)	2.5	0.04%
Residential Duplex Triplex (R-DT)	1.01	0.02%

Source: City of Brookhaven

The Office-Institution (O-I) district is the third most prevalent zoning designation within the city. This district is found within the Lenox Park office area, Perimeter Center area, and Oglethorpe University. Principal uses include colleges and universities, hotels, places of worship, and offices. This designation does not permit multi-family residential.

The Office-Commercial-Residential (OCR) district is found in two locations, the Town Brookhaven site and Dresden Drive mixed-use development. The intent of this district is to permit mixed-use developments of medium intensity, which contain a combination of office, commercial and residential. The goal of this district is to promote pedestrian-oriented development and reduce dependency on the automobile. A wide variety of residential and retail uses are permitted within this district.

The Neighborhood Shopping (NS) district is intended to provide neighborhood retail shopping in convenient proximity to all city residents. The purpose of the district is to provide for shopping areas that are compatible in scale and size with the scale of adjoining neighborhoods. No individual building can exceed 50,000 square feet in total floor area or exceed a height limit of two stories (25-feet). Retail uses are limited to those that would service the needs of the immediate neighborhood. Some of the permitted uses include restaurants, pharmacies, convenience stores, dry cleaners, and salons. Parcels zoned NS are relatively rare within the city. To ensure the intention of the district is better realized the NS district should be expanded significantly to neighborhoods found throughout the city.

The Pedestrian Community (PC) district is a special district found along Johnson Ferry Road, near Blackburn Park, east of Ashford-Dunwoody Road. This includes the Heights at Brookleigh apartments and the Hearthside Brookleigh senior housing community. The purpose of this district is to encourage the development of cohesively planned, pedestrian-oriented, human-scaled places. Regulations are in place to ensure a consistent development pattern in regards to building facades, frontages and setbacks. Nine foot wide sidewalks are required for all residential streets. This area also features an extension of the PATH Foundation's Nancy Creek Trail, which provides a pedestrian connection to Blackburn Park and Murphey Candler Park. A wide variety of uses are permitted within this district including single-family residential, townhomes, multi-family residential, retail, neighborhood shopping, offices and mixed-use.

In addition to the base zoning districts described above, the City also employs overlay zoning districts to regulate development. These include the Airport Compatible Use Overlay District and the Brookhaven-Peachtree Overlay District.

The Airport Compatible Use Overlay District includes the area immediately west of Peachtree-DeKalb Airport, adjacent to Clairmont Road. The purpose of the overlay is to protect the airfield from encroachment of incompatible uses, structures, and natural vegetation. Three use restrictions apply within this area. No use will be permitted that results in electrical interference with radio communications between aircraft and airfield. In addition, no public assembly, restaurant, or educational classroom uses shall be permitted which result in a density of occupation greater than twenty-five persons per acre. Also, no existing residential use shall be permitted to continue after it has been discontinued for a period of 180 days. Special permits are required for any material change to the use of land within this overlay.

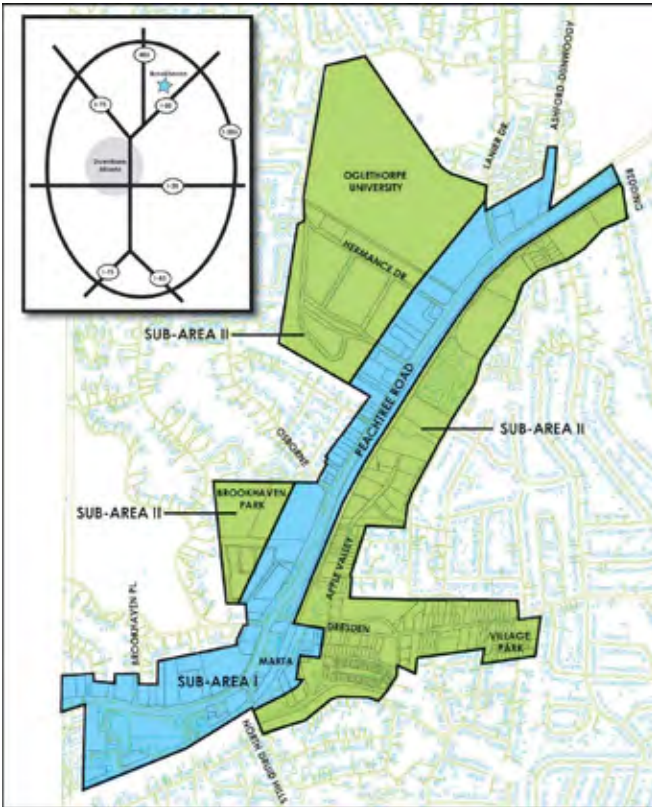


Figure 1-6: Brookhaven-Peachtree Overlay District

The Brookhaven-Peachtree Overlay District is based upon the urban design and development guidelines developed as part of the Brookhaven-Peachtree Livable Centers Initiative (LCI) study conducted in 2005-2006. The purpose of the overlay is to promote a dynamic, mixed-use district surrounding the Brookhaven MARTA station. It regulates the design of streetscapes, buildings, parking areas, and site layouts. It includes two tiers, which regulate the maximum height of buildings. Within the Peachtree corridor building heights are limited to 6-8 stories. In areas closer to single-family residential neighborhoods building heights are limited to 4-6 stories. Permitted land uses within the overlay include mixed-use, neighborhood commercial, multi-family residential, townhomes, office, hotel, and civic uses.

DEVELOPMENT TRENDS

This section examines two major development trends within the city. These include a move towards pedestrian-friendly mixed-use development and residential infill redevelopment within older neighborhoods.

MIXED-USE DEVELOPMENT

The most notable mixed-use development within the city is Town Brookhaven. This development has a zoning designation of OCR (Office-Commercial-Residential) which is a category used to promote the redevelopment of existing commercial or light industrial uses into mixed-use developments of medium intensity. The development also falls within the boundaries of the Brookhaven-Peachtree Overlay District which seeks to ensure the vision of the Brookhaven-Peachtree LCI study which calls for mixed-use Transit-Oriented Development in areas near the Brookhaven MARTA station.

Town Brookhaven has been successful in achieving a portion of this vision. The development is a 48 acre pedestrian-friendly urban village, which includes 460,000 sq. ft. of retail, 950 residential units, 20,000 sq. ft. of office, 20 restaurants, and limited surface parking. It features a grocery store, movie theater, athletic club and two big-box retailers.

Another notable mixed-use area developing within the city is the Dresden Drive corridor, known as Brookhaven Village. This area is also included within the boundaries of the Brookhaven-Peachtree Overlay District. The corridor is transforming into an urban

boulevard with multi-family residential above street-fronting retail. This development provides retail, services, and restaurants within walking distance of surrounding neighborhoods. The comprehensive plan should focus on identifying appropriate locations and tools to facilitate mixed-use development and to ensure land use regulations are conducive to this form of development.

INFILL HOUSING

Within the past decade significant residential infill development has occurred in older neighborhoods throughout Brookhaven. This is particularly evident in Ashford Park, Drew Valley, Lynwood Park, Brittany, Brookhaven Heights, and Brookhaven Fields. This development type can present numerous issues relating to neighborhood cohesiveness, historic character, privacy, light, construction impacts, and increased density and heights of buildings. DeKalb County has implemented several overlay districts in neighborhoods experiencing infill to help control and mitigate the negative impacts of this type of development.

Given the city's high quality of life, desirability and proximity to major employment centers this trend is expected to continue. In light of this, the comprehensive plan should thoroughly examine this issue and adequately address it through appropriate policies and strategies to minimize any negative impacts that may occur from future residential infill.



Town Brookhaven



Infill Housing

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A.2.2. Community Facilities and Resources

The resources local governments provide and the facilities they maintain contribute greatly to the quality of life and economic prosperity of a community. This baseline information provides an inventory of conditions to date. Answering the question of whether these services and facilities will remain adequate as the local development landscape and demographics change over time is a critical component of comprehensive planning. The planning process will further explore opportunities for changes in Brookhaven's community facilities and resources.

CITY SERVICES AND FACILITIES

This section documents all of the services and facilities provided to the community by the city of Brookhaven. Figure A.2-7 is the Community Facilities and Resources Map and shows all the community facilities in the City, including those provided by the City of Brookhaven and those provided by other governmental entities, including state and county governments.

POLICE

The Brookhaven Police Department Protects and serves the city. The department believes its community-based policing philosophy will increase the presence of public safety. It also strives to partner with the community to create strong relationships with residents, businesses, community organizations, schools and other groups.

The department officers started operations during the summer of 2013 with a goal of obtaining 3-minute response times. There are currently 60 full time officers split among three divisions including Uniform Patrol, Support Services, and Criminal Investigations.

1. The Uniform Patrol Division is the city's first responders to 911 calls and provides proactive patrols across 6 geographical zones. Patrol officers work 12-hour shifts with a four shift rotation of nine patrol officers and two sergeants per shift. Patrols are carried out by both uniformed and plain clothed officers and include bicycle patrols to provide better relations with residents.

2. The Support Services Division manages community policing, neighborhood watch, traffic enforcement, accident investigations, and crime suppression efforts. The division also oversees the department's public service representatives, who answer the phones 24 hours a day and provide administrative assistance.
3. The Criminal Investigations Division handles all investigations and crime scene processing. It also oversees the Office of Professional Standards which manages internal affairs and employment background screening.

PARKS AND RECREATION

In September 2013, the Parks and Recreation Department assumed operations for the 14 parks within the city limits. The department manages all maintenance, upgrades and activities within the city parks. Full details of the city's parks and recreational facilities are documented within the Parks and Recreation Master Plan.



Recreational Fields at Blackburn Park

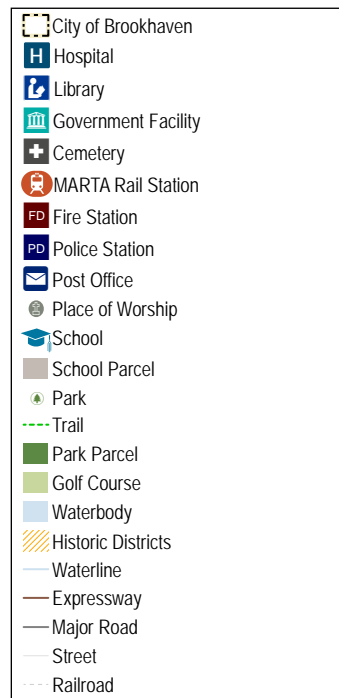


Figure 1-7: Community Facilities and Resources Map
(See larger map in Appendix A.3)

OTHER CITY SERVICES

Outside the most visible departments documented above, the City of Brookhaven provides a variety of other essential services.

- The City Manager's Office plays the lead role in the City's administration and is responsible for ensuring that all city ordinances and laws are enforced, executes all contracts, makes recommendations to the mayor and council, and prepares the budget. The City Manager's office also oversees the majority of City staff.
- The City Clerk's Office keeps record of the city council's official actions through meeting minutes and distributing meeting agendas. It is also responsible for maintaining contracts, ordinances, resolutions and agreements, and coordinates the records management and retention program for the city.



- The Communications Department is responsible for maintaining the city’s reputation, serves as a voice of the city, and connects the city with the public. It also handles all media and public relations initiatives, including: maintaining positive relationships with the media, organizing events, maintaining the city’s website and social media channels, and creating city newsletters and brochures.
- The Community Development Department works in conjunction with residents, developers, and city officials to carry out the city’s long-range planning initiatives, land development, building construction, and code compliance.
- The Finance Department handles all of the city’s financial operations including: revenue collection, budget drafting, and contract administration.
- The Human Resources Department manages all of the city’s hiring, recruitment, and personnel matters including all benefits.
- The Information Technology Department is responsible for all computer hardware and software for the city including maintaining the internal networks and all systems used by the police and city staff.
- The Municipal Court has jurisdiction over ordinance violations and state misdemeanors, including traffic violations occurring within the city limits.
- The Office of Tourism works with local businesses to promote the city by encouraging visitors to stay in Brookhaven hotels and to frequent Brookhaven’s businesses and seasonal events.
- The Public Works Department is responsible for maintaining roadways, traffic signals, signs, and rights-of-ways within city limits. They also manage permits related to road closures, dumpster placements, and right-of-way encroachment.
- The Purchasing Department issues and manages all bid requests for outside vendors and performs all city purchases as directed.

COUNTY/OTHER SERVICES AND FACILITIES

This section documents all of the services and facilities provided to Brookhaven by other entities, like DeKalb County.

FIRE AND RESCUE

Fire and rescue services are provided to Brookhaven by the DeKalb County Fire Rescue Department. The Department is responsible for fire suppression, emergency medical services, and fire safety education. There are three stations that provide immediate service to the city:

- Station 2, in Brookhaven, services the southern portion of the city and houses three vehicles: Engine 2, Truck 2, and Rescue 2.
- Station 15, by the DeKalb-Peachtree Airport, services the western edge of the city and houses five vehicles: Engine 15, Rescue 15, Squad 15, CRASH 15, and Battalion 1.
- Station 21, in Dunwoody, services the northern portion of Brookhaven and houses one vehicle, Quint 21, and a canine search and rescue team.

SCHOOLS

The DeKalb County School District operates the public schools serving Brookhaven. While Cross Keys is the only public high school within the city limits, some Brookhaven residents also attend Chamblee High School. Brookhaven has five elementary schools within city limits, four traditional schools and one magnet school.

Figure 1-8: Feeder Elementary Schools	
Cross Keys HS/ Sequoia MS:	Chamblee HS/ Chamblee MS:
<ul style="list-style-type: none">• Montclair ES• Woodward ES• Dresden ES*• Cary Reynolds ES*	<ul style="list-style-type: none">• Ashford Park ES• Montgomery ES• Huntley Hills ES*

Source: DeKalb County School District Region Map
*Elementary Schools with majority enrollment outside Brookhaven

In 2011, the School District completed a Comprehensive Facility Assessment Report to document each facility's condition. Figure A.2-9 is a summary of the combined conditions of schools within Brookhaven or schools outside Brookhaven with students that live in Brookhaven. The building condition score is a measure of each schools maintenance needs (e.g., leaky roofs, etc.); the educational adequacy score is a measure of how well each school's building design and configuration supports its educational program (e.g., the location of the library or the size of general education classrooms); and the technology readiness score measures the capability of each schools existing infrastructure to support information technology and associated equipment.

The average combined condition of Brookhaven schools compared to the entire district are the same, both receiving a Fair designation; however, on average Brookhaven schools scored lower than the district for both their building conditions and educational adequacies. Conversely, Brookhaven schools outperformed the district average in their technology readiness. In general, Brookhaven's elementary schools scored lower than its secondary schools with the exception of the Chamblee High School which is the only school to receive a combined condition of unsatisfied.

Figure 1-9: Public School Facility Assessment

School	Building Condition	Educational Adequacy	Technology Readiness	Combined Conditions
Ashford Park ES	Fair	Poor	Fair	Fair
Kittredge Magnet ES	Unsatisfied	Fair	Good	Poor
Montclair ES	Poor	Poor	Good	Poor
Montgomery ES	Poor	Poor	Fair	Poor
Woodward ES	Fair	Poor	Fair	Fair
Chamblee MS	Good	Good	Excellent	Good
Sequoia MS	Fair	Poor	Fair	Fair
Chamblee HS	Unsatisfied	Unsatisfied	Good	Unsatisfied
Cross Keys HS	Fair	Fair	Excellent	Fair
Brookhaven Average	Poor	Poor	Good	Fair
District Average	Fair	Fair	Fair	Fair

Source: DeKalb County's 2011 Comprehensive Facility Assessment Report



Ashford Park Elementary School



Montgomery Elementary School

In addition to the nine public schools serving Brookhaven, there are three private schools within the city limits, two elementary/middle schools and one high school. Figure A.2-10 shows the enrollment numbers for each school as well as the comparison of private versus public school enrollment. Students attending private school account for 21 percent of Brookhaven's student population while 79 percent attend public schools. Brookhaven is also home to Oglethorpe University, a private liberal arts college, enrolling 1,053 students from 34 states and 28 countries. The university provides students with small personal classes and partnership opportunities with other local colleges including: Emory, Georgia Tech, and Savannah College of Art and Design.

BROOKHAVEN LIBRARY

The Brookhaven Public Library is operated by DeKalb County. It is open four days a week, Monday through Thursday and provides the community with an adult learning collection, audiobooks, books for all ages, current newspapers and magazines, DVDs, holds on materials, interlibrary loans, juvenile large print, large print books, music CDs, and public computers. Library facilities include a meeting room and a youth service area. A 2005 library bond referendum passed

by DeKalb County residents is slated to allocate \$3.6 million to replacing the 6,800 sq. ft. Brookhaven branch facility with a new 15,000 sq. ft. facility. The site location and construction time frame for the new facility has not yet been set.

COUNTY UTILITIES

Water and wastewater utility services are provided to the city by DeKalb County Department of Watershed Management.

- Water is sourced from the Chattahoochee River and Lake Lanier for Metropolitan Atlanta. The Georgia Department of Natural Resources permits DeKalb County to withdraw a maximum of 140 million gallons per day from the Chattahoochee.
- DeKalb County has two wastewater treatment plants, the Bole Bridge Advanced Wastewater Treatment Facility and the Snapfinger Creek Advanced Wastewater Treatment Facility treating 20 million and 36 million gallons per day respectively.

Because of the city's young age, Brookhaven utilizes DeKalb County's waste disposal services usually kept for unincorporated DeKalb County.

Figure 1-10: School Enrollment

School	Type	Grades	Enrollment
Our Lady of the Assumption Catholic School	Private	PK-8	530
Marist School	Private	7-12	1081
St. Martin's Episcopal School	Private	PS-8	648
Ashford Park ES	Public	PK-5	563
Kittredge Magnet ES	Public	4-6	423
Montclair ES	Public	PK-5	1128
Montgomery ES	Public	PK-5	724
Woodward ES	Public	PK-5	1012
Chamblee MS	Public	6-8	856
Sequoya MS	Public	6-8	1247
Chamblee HS	Public	9-12	1301
Cross Keys HS	Public	9-12	1166
3 Private Schools Total			2259
9 Public Schools Total			8384
Total			10,643

Sources: DeKalb County's 2013 Enrollment Report, olaschool.org, marist.com, and stmartinschool.org

CULTURAL RESOURCES

Brookhaven's cultural resources are the collective evidence of its past activities and accomplishments. They are the buildings, objects, features, locations, and structures that have defined the city in the past and if cared for properly will continue to define it well into the future.

HISTORIC RESOURCES

There are two sites recognized in Brookhaven by the National Register of Historic Places, Oglethorpe University's campus and Historic Brookhaven. Oglethorpe has been at its Brookhaven campus since 1890. The campus is 100-acres and consists of multiple buildings built in the Gothic Revival architectural style. Just south of the campus along Peachtree Road lies Historic Brookhaven, the oldest planned golf course and country club residential community in Georgia. The homes built around the Capitol City Country Club were developed from 1910 to 1941 and were designed in the Colonial or Georgian Revival styles.

Also of note is the Goodwin House, the oldest building in DeKalb County, which is also located in Brookhaven at 3931 Peachtree Road. It dates back to 1831 when the original log cabin was built. The cabin was expanded into the present home from 1839-1842 and became known for hospitality to travelers heading to Atlanta.

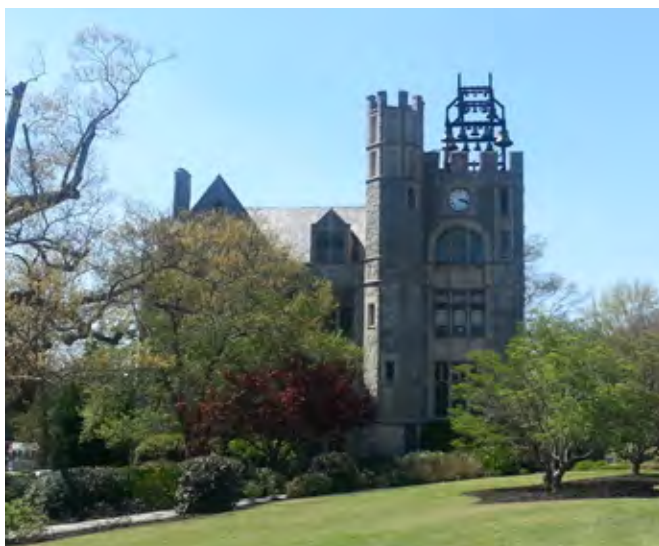
It is likely that other historic resources are present within the community; however they are not currently documented by the federal or state government. It is also important to note that the National Register of Historic Places only gives recognition of the historical value of the place; it does not provide protection from demolition or new uncharacteristic development.

FESTIVALS AND EVENTS

Brookhaven is home to multiple annual events including the Brookhaven Arts Festival, Taste of Brookhaven, and Brookhaven Beer Festival.

- The Brookhaven Arts Festival offers live music and art such as jewelry, paintings, pottery and much more.
- The Taste of Brookhaven features food from local eateries and a silent auction.
- The Brookhaven Beer Festival offers live music and unlimited tastings of over 150 beers from around the world.

The Arts Festival and Taste of Brookhaven are put on by the Brookhaven Arts Alliance, a non-profit organization driven by volunteers that provides art education and cultural events to the residents and visitors of Brookhaven.



Oglethorpe University



Brookhaven Arts Festival

NATURAL RESOURCES

The city's natural resources provide a variety of environmental and economic benefits such as:

- Supporting wildlife
- Improving the quality of air and water
- Providing places for people to interact with nature
- Minimizing flood damage
- Increasing property values

Brookhaven's key natural resources include the North Fork Peachtree Creek, Nancy Creek, related water resources, and tree canopy. Ensuring these resources are being properly protected and maintained is beneficial to both the community and the broader ecosystem. The Comprehensive Plan identifies opportunities to further protect and enhance Brookhaven's natural resources.

The City of Brookhaven's ordinances and development regulations include a series of provisions that maintain consistency with regional water plans and Georgia Department of Natural Resources' (DNR) environmental planning criteria. The regulations documented below strive to maintain and offer the best use of natural resources to benefit Brookhaven's citizens and economy.

REGIONAL WATER PLANS OF THE METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT

The Metropolitan North Georgia Water Planning District (District) was formed in 2001 to establish policy, create plans and promote intergovernmental coordination for all water-related issues 15 counties and over 92 cities within metro Atlanta, including Brookhaven. The District has adopted three comprehensive plans to help protect regional water resources: the District-wide Watershed Management Plan, Wastewater Management Plan, and the Water Supply And Water Conservation Management Plan (all updated in 2009). that provide guidance for storm water management, sedimentation control, and

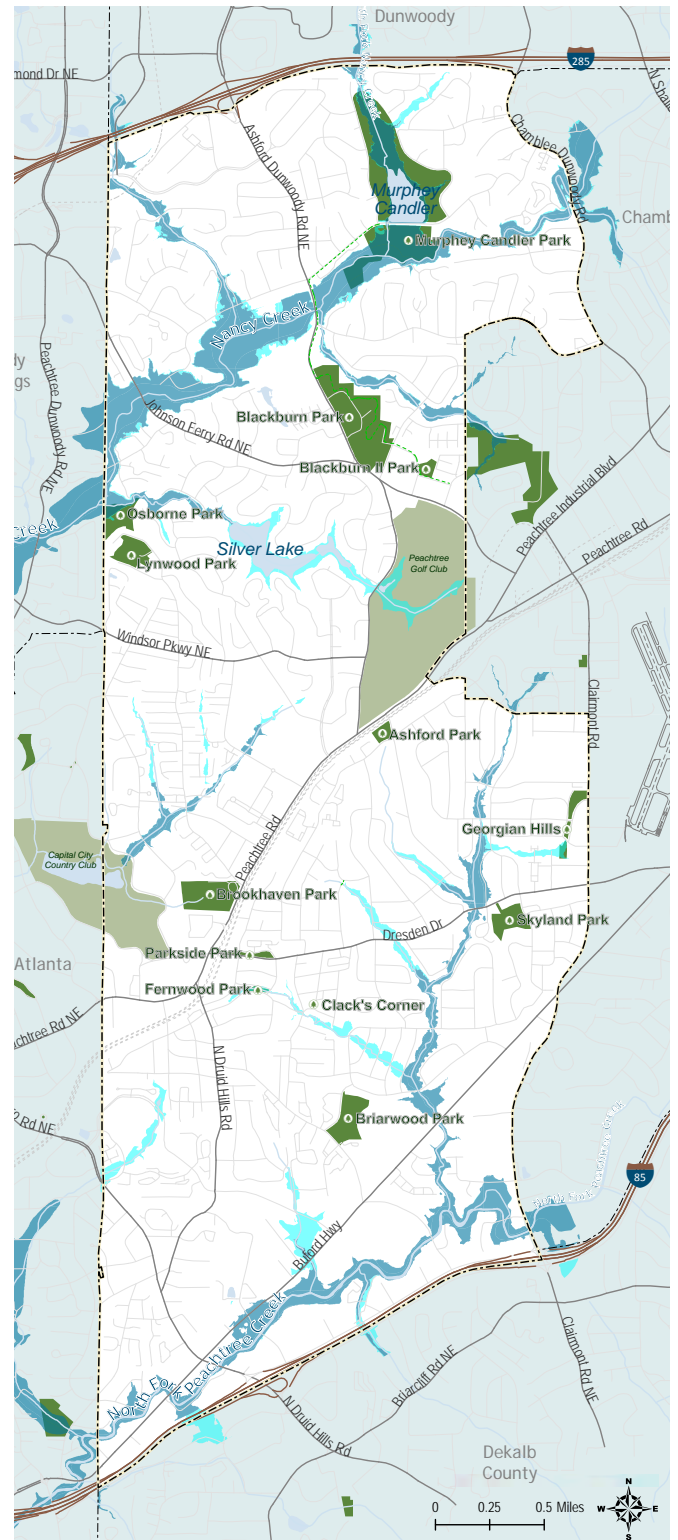
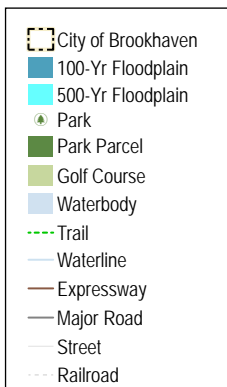


Figure 1-11: Natural Resources Map (See larger map in Appendix A.3)

pollution prevention. Implementation of these plans is largely met by the DeKalb County Department of Watershed Management, which provides water and wastewater services to Brookhaven. Additionally, there are five model ordinances to be adopted by all local jurisdictions in the District, including Post-development Stormwater Management, Floodplain Management and Flood Damage Prevention, Stream Buffer Protection, Illicit Discharges and Illegal Connections, and Litter Control. Brookhaven has adopted all of these ordinances and implemented related environmental protection measures.

DNR ENVIRONMENTAL PLANNING CRITERIA

Water Supply Watersheds

The DNR Environmental Planning Criteria define a water supply watershed as land in a drainage basin upstream of a governmentally owned public drinking water supply intake. The Criteria divide water supply watersheds by size (small, or less than 100 square miles, or large, 100 square miles or greater) and type of intake (direct river intake or from a reservoir). The greatest restrictions are in small water supply watersheds and in large water supply watersheds that are above a public water supply reservoir. The City of Brookhaven is in the Chattahoochee River Watershed, which is a large water supply watershed that is upstream of direct river intakes and is not tributary to a water supply reservoir. In such watersheds, there are no specified minimum criteria as per Section 391-3-16-.01(6)(b), Criteria for Water Supply Watersheds, Minimum Criteria for Large Water Supply Watersheds of the Georgia Rules for Environmental Planning Criteria.

Groundwater Recharge Areas

No portion of the City of Brookhaven is located in a groundwater recharge area. The closest groundwater recharge areas are located to the east in Chamblee/Doraville and to the north in Dunwoody.

Wetlands

The City's wetlands are documented by Figure 3-3, Areas Requiring Special Attention Map. The majority of wetlands within the City of Brookhaven are located along Nancy Creek and North Fork Nancy Creek in the northern portion of the city. Additional, limited wetlands are located along North Fork Peachtree Creek and other creek tributaries. The majority of the city's wetlands are freshwater forested/shrub wetlands, freshwater ponds, or lake.

DNR rules stipulate that local governments must consider wetlands in their planning decisions, mapping and identifying them in land use plans. DNR outlines a number of considerations that must be addressed and the minimum types of wetlands that the City must identify. Under federal policy, development should not alter or degrade wetlands without showing that there will be no adverse impacts or net loss of wetlands. The City should further review its development ordinances to ensure appropriate protection is provided for these important natural resources.

OTHER ENVIRONMENTAL REQUIREMENTS

Stream Buffers

Stream buffer protection is addressed through adoption of a Stream Buffer Ordinance as required under the Metropolitan North Georgia Water Planning District's District-wide Watershed Management Plan. The City has adopted such an ordinance, which is equivalent to the District Model Ordinance. Brookhaven's Stream Buffer Protection Ordinance (City of Brookhaven Code of Ordinances, Section 14-44) restricts development within a 50-foot buffer on both banks of streams for undisturbed natural vegetation and requires an additional 25-foot setback for impervious surfaces. This natural buffer and impervious surface setback requirements are intended to maintain stream water quality and enhance the Brookhaven ecosystem.

Floodplains

While most of the City of Brookhaven is safe from flooding, some areas are within the 100 year floodplain (the probability of an annual flood in these areas is at least 1 percent). Most of the city's floodplains are to the north located along Nancy Creek; there are also floodplains located upstream from Brookhaven Country Club Lake and further south along the North Fork Peachtree Creek. These areas are mapped as areas requiring special attention (see Figure 3-3 in Chapter 3). The City adopted a new Floodplain Management ordinance in September 2013, consistent with the District Model Ordinance.

A.2.3. Economic Development

Holistic economic development is about more than a single event or an individual prospect. It is about more than having good retail options and requires more than just developing a strategy to recruit new companies. Economic development is about people, the places that make the community special, and building long-term prosperity for all residents. Successful economic development requires measuring progress across all these areas, and not just tracking jobs and investment numbers. Economic Development is about protecting investments with predictable and sustainable development goals. The following sections document Brookhaven's economic development partners and resources, economic base inventory, occupational characteristics, labor force characteristics, and preliminary needs and opportunities based on existing conditions analysis alone.

METHODOLOGY

Because economic data is not available at the city level and because economic development is affected by factors beyond the local environment, this analysis focuses on a geography larger than the City of Brookhaven. "Greater Brookhaven," for the purposes of this analysis, consists of the four ZIP codes the city lies in: 30319, 30324, 30329, and 30341.

The data was obtained from Economic Modeling Specialists International (EMSI), an industry-leading provider of proprietary data. EMSI's datasets are comprised of aggregated data from over 90 public sources, including the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, the National Center for Education Statistics, CareerBuilder, and many others. In order to develop employment by business sector tables contained with this analysis, Market Street utilized EMSI's QCEW, Non-QCEW, and Self-Employed data sets.

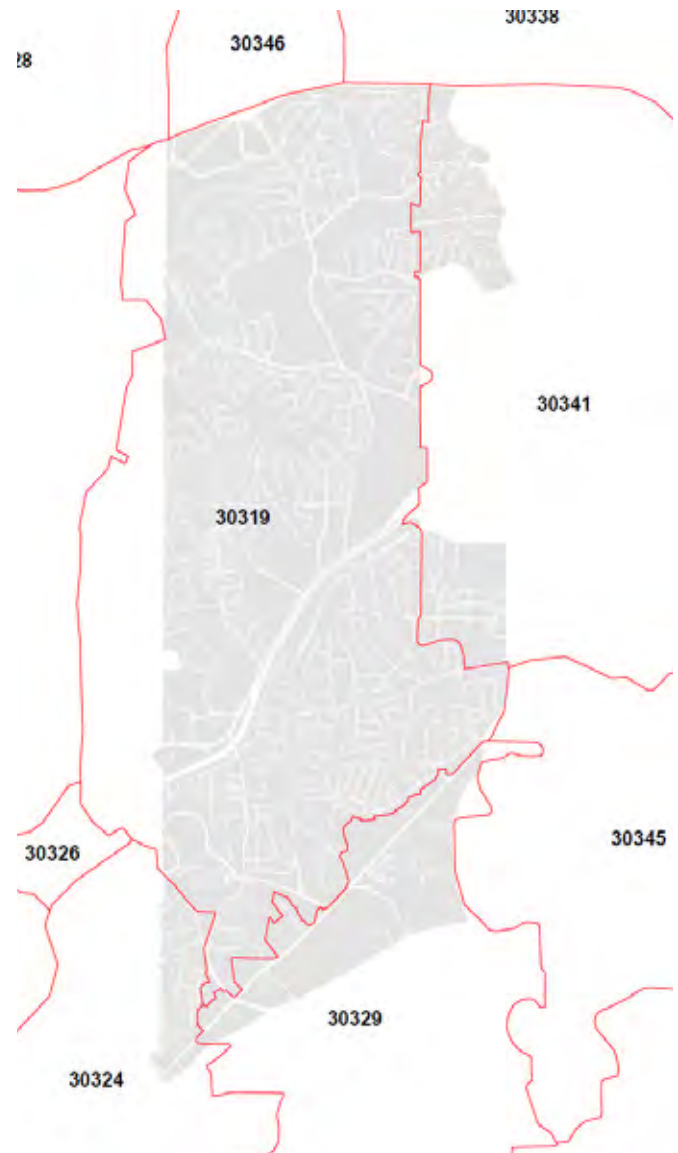


Figure 1-12: Data source by zip code with city boundaries in grey

Location quotients are used throughout this report to measure the relative concentration of local employment in a given business sector or occupation. When applied to business sector employment, they measure the ratio of a business sector's share of total regional employment to that business sector's share of total national employment.

$$LQ = \frac{\left(\frac{\text{Local Employment in Sector}}{\text{Total Local Employment}} \right)}{\left(\frac{\text{National Employment in Sector}}{\text{Total National Employment}} \right)}$$

A business sector with an LQ equal to 1.0 possesses exactly the same share of total county employment as that business sector's share of national employment. When a local business sector possesses a location quotient greater than 1.0, this signals that the business sector is more concentrated in the city than it is nationwide. Conversely, a location quotient less than 1.0 indicates that the business sector is less concentrated in the city than it is nationwide. The higher the location quotient, the more concentrated the level of local employment as compared to its national equivalent. For example, a location quotient of 1.25 would indicate that a local business sector's share of total employment is 25 percent higher than the same business sector's share of national employment. An LQ of 2.0 would indicate that a business sector's share of local employment is twice as large as the national share, while an LQ of 0.5 would indicate that the business sector's share of local employment is half the national equivalent.

ECONOMIC DEVELOPMENT PARTNERS AND RESOURCES

Economic development is a "team sport" and requires partnerships, collaboration, and ongoing communication. Below is a list of existing and potential partners for economic development initiatives.

LOCAL

- City of Brookhaven
 - Brookhaven Development Authority
 - Community Development
 - Office of Tourism
- Brookhaven Chamber of Commerce and local businesses
- Friends of Brookhaven Foundation
- Public schools, private schools, and Cross Keys Foundation
- Latin American Association, Atlanta Outreach Center
- Oglethorpe University
- Georgia Piedmont Technical College
- Perimeter Community Improvement District(s)

COUNTY-LEVEL

- DeKalb County Development Authority
- DeKalb Chamber of Commerce
- DeKalb Workforce Development

REGION- AND STATE-LEVEL

- Atlanta Regional Commission
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Georgia Department of Economic Development
- Georgia Department of Community Affairs
- Georgia Power
- Technology Association of Georgia
- Georgia Economic Development Association
- Southern Economic Development Council

ECONOMIC BASE INVENTORY

Greater Brookhaven, like most communities, was hit hard by the Great Recession. The four-ZIP code area lost 9.8 percent of its jobs between 2007 and 2010. Since then, the area has regained approximately half of those lost jobs. The business sectors in Greater Brookhaven that have lost jobs over the past ten years are generally high-paying sectors, including Information, which has an average annual wage of \$91,319, Utilities (\$73,713), Wholesale Trade (\$71,043), and Manufacturing (\$55,484). Over a five-year historical period, though, Information and Manufacturing are on the upswing, with job growth of 7.6 percent and 19.8 percent, respectively, a positive trend as the slow recovery forges on.

Location quotients (LQs) are a commonly-used measure for evaluating the composition of a local or regional economy. Location quotients measure the relative concentration of a given business sector in

a local economy - as measured by its share of total employment - relative to the national average for that same sector. If a location quotient is greater than 1.0 for a given sector, the community has a larger share of employment in that sector than the nation, indicating that such economic activities are more heavily concentrated in that community than the average American community. Firms operating in sectors that are highly concentrated in a given regional often "cluster" because there is some competitive advantage to be derived from that geographic location. Such advantages could include an abundance of a specific labor pool, proximity to key natural assets, or proximity to infrastructure needs such as a port or intermodal terminal, among many other potential advantages. For a more detailed description of the location quotient concept, please see the Methodology section at the beginning of this section.

Figure 1-13: Economic Structure, Greater Brookhaven, 2014

NAICS Code	Description	Employment	Location Quotient	Greater Brookhaven 5-Year Change	Greater Brookhaven 10-Year Change	US 10-Year Change	Average Annual Wage	Percent of National Wage
	Total	76,079		2.4%	-2.6%	4.3%	\$51,591	107.7%
90	Government (except Education and Health Care)	11,285	0.99	-10.6%	-3.1%	-2.8%	\$52,752	108.9%
44	Retail Trade	7,674	0.96	4.8%	-6.3%	-14.1%	\$32,825	116.1%
62	Health Care and Social Assistance	7,091	0.70	17.2%	6.1%	-15.7%	\$38,998	86.1%
54	Professional, Scientific, and Technical Services	6,402	1.34	-1.0%	8.8%	2.1%	\$69,633	87.8%
51	Information	6,393	4.54	7.6%	-10.5%	0.7%	\$91,319	110.5%
72	Accommodation and Food Services	6,350	1.00	13.8%	18.4%	6.6%	\$19,538	106.3%
56	Admin/Support & Waste Mgmt/Remediation Svcs	5,596	1.17	-13.0%	-3.7%	-13.3%	\$36,128	107.5%
52	Finance and Insurance	3,896	1.26	12.3%	-8.2%	-1.4%	\$77,611	86.1%
81	Other Services (except Public Administration)	3,833	1.04	1.9%	-1.2%	-5.5%	\$28,224	109.8%
61	Educational Services	3,687	1.86	0.4%	13.4%	18.7%	\$57,229	156.0%
31	Manufacturing	2,575	0.42	19.8%	-27.4%	24.8%	\$55,484	90.3%
23	Construction	2,518	0.64	1.9%	-9.1%	10.6%	\$42,535	90.6%
42	Wholesale Trade	2,141	0.72	-9.9%	-30.7%	22.3%	\$71,043	103.4%
53	Real Estate and Rental and Leasing	2,094	1.67	-5.8%	-23.2%	24.2%	\$46,544	100.6%
55	Management of Companies and Enterprises	1,882	1.78	13.1%	7.7%	13.1%	\$109,679	99.7%
71	Arts, Entertainment, and Recreation	1,389	1.10	21.8%	35.9%	16.7%	\$25,738	82.5%
48	Transportation and Warehousing	871	0.35	25.0%	17.9%	2.1%	\$44,421	90.9%
22	Utilities	99	0.36	-40.0%	-60.2%	1.3%	\$73,713	77.7%

Source: EMSI

Note: NAICS codes 11 (Agriculture, Forestry, Fishing and Hunting), 21 (Mining, Quarrying, and Oil and Gas Extraction), and 99 (Unclassified) are excluded from this table. These sectors comprise 0.4 percent of jobs in the 4-ZIP code Greater Brookhaven region.

Greater Brookhaven's most concentrated sectors provide higher than average wages. Presented in the following table with location quotients highlighted in green, these sectors are Information (LQ = 4.54), Educational Services (1.86), Management of Companies and Enterprises (1.78), Real Estate and Rental and Leasing (1.67), Professional, Scientific, and Technical Services (1.34), and Finance and Insurance (1.26). All of these, except Real Estate and Rental and Leasing, provide average annual wages of greater than the Greater Brookhaven average of \$51,591. These sectors are knowledge-driven and depend on jobs requiring college degrees, a good match with city residents. Demographic data revealed that the residential labor pool is highly educated, particularly compared to the Metro Atlanta region and the state. Of city residents over the age of 25, 58 percent hold at least a bachelor's degree, providing a local pool of workers with the credentials necessary for many of the management and business and financial occupations within these sectors, as will be discussed in a later section.

The area's most concentrated private sectors are consistent with the City of Brookhaven's largest employers. AT&T is an international telecommunications firm with large local presence, its mobility headquarters are located in Lenox Park. Its employment of 2,832 workers in the city alone adds to both the Information and the Administrative and Support Services sectors. Another telecommunications firm, Cox Communications, employs 1,481 workers in the Perimeter Center area, according to business license data, and is classified as Management of Companies and Enterprises. Autotrader.com, branded as "the ultimate automotive marketplace," is headquartered in the Perimeter Center area and has 1,147 employees. Hughes Telematics, also headquartered in Perimeter Center, was purchased by Verizon Communications in 2012 for \$612 million. The company develops automotive connectivity technologies and has 700 employees in Brookhaven. Both of these firms support the Professional, Scientific, and Technical Services sector in the four-ZIP code area.

OCCUPATIONAL INFORMATION

While the previous section provides data detailing the presence of companies based on their primary economic activity, this section provides data detailing the presence of job types, irrespective of the type of company that employ these workers. Occupation data reveals that workers at all skill levels have access to opportunities in Greater Brookhaven. Within the occupational groups with the largest volume of workers, there are high-paying, knowledge-driven occupations requiring college and graduate degrees such as business and financial operations and management; mid-range occupations that require some training such as office and administrative support and sales and related; technical occupations that require hands-on training and certification such as installation, maintenance, and retail and transportation and material moving; and lower-wage employment such as food preparation and serving related occupations.

The most concentrated occupations in the four-ZIP code area are diverse as well. Half of the eight occupations with location quotients of 1.20 or greater offer average hourly earnings greater than the area average of \$22.54. These include legal occupations (LQ = 1.74; average hourly earnings = \$49.06), computer and mathematical occupations (1.74; \$36.52), business and financial operations (1.58; \$33.59), and management (1.28; \$50.56). These occupations generally require some level of college training. The remaining occupations are protective service (1.86; \$18.55); arts, design, entertainment, sports, and media (1.43; \$21.87); installation, maintenance, and repair (1.34; \$21.00); and community and social service (1.20; \$21.62). These occupations have widely varying levels of required training, from short-term on the job to college and graduate training but are less dependent on formal training.

The fastest growing occupations in the area, however, are largely lower paying positions, including personal care and service, food preparation and serving, and healthcare support—all offering an average hourly wage of between \$10 and just over \$12. Although five of the eight occupation groups with average hourly wages over the Greater Brookhaven average experienced losses over a ten-year period, it is important to note that only three experienced losses

over a five-year period: life, physical, and social science; legal; and architecture and engineering. Although the area is experiencing a sluggish recovery which, along with the Great Recession, has spurred an economic reset for many communities across the nation, with major shifts in economic and skills structure, Greater Brookhaven is experiencing gains across the board, in a range of types of jobs in diverse sectors.

Figure 1-14: Occupational Analysis, Greater Brookhaven, 2014

Description	Employment	Location Quotient	Greater Brookhaven 5-Year Change	Greater Brookhaven 10-Year Change	US 10-Year Change	Average Hourly Earnings	Percent of National Wage
Total	76,079		2.4%	-2.6%	4.3%	\$22.54	105.4%
Office and Administrative Support Occupations	12,652	1.08	-1.7%	-9.5%	2.1%	\$16.82	101.8%
Sales and Related Occupations	8,692	1.09	3.6%	-7.9%	7.8%	\$19.26	104.9%
Food Preparation and Serving Related Occupations	6,225	1.00	15.6%	19.9%	16.0%	\$10.01	97.4%
Business and Financial Operations Occupations	5,777	1.58	1.0%	-3.0%	1.1%	\$33.59	101.9%
Management Occupations	5,109	1.28	1.0%	-1.3%	12.1%	\$50.56	109.5%
Installation, Maintenance, and Repair Occupations	3,854	1.34	2.4%	-11.8%	1.7%	\$21.00	102.5%
Transportation and Material Moving Occupations	3,309	0.68	7.9%	-7.5%	7.1%	\$15.91	99.1%
Computer and Mathematical Occupations	3,292	1.65	9.7%	7.0%	7.1%	\$36.52	96.3%
Building & Grounds Cleaning & Maintenance Occs	3,216	1.08	-3.5%	-11.2%	1.8%	\$11.82	99.9%
Protective Service Occupations	3,161	1.86	-18.1%	9.8%	16.2%	\$18.55	90.0%
Healthcare Practitioners and Technical Occupations	2,678	0.66	16.0%	-6.4%	23.2%	\$33.42	93.5%
Personal Care and Service Occupations	2,678	0.91	9.1%	20.2%	6.5%	\$10.98	99.6%
Production Occupations	2,519	0.55	9.8%	-18.2%	10.8%	\$14.94	90.4%
Construction and Extraction Occupations	2,256	0.67	0.6%	-7.8%	19.3%	\$17.58	88.4%
Education, Training, and Library Occupations	2,197	0.50	2.6%	19.7%	19.3%	\$26.34	109.1%
Arts, Design, Entertainment, Sports, & Media Occs	1,886	1.43	1.9%	-0.2%	-0.2%	\$21.87	92.4%
Healthcare Support Occupations	1,782	0.82	13.6%	13.4%	1.1%	\$12.22	91.9%
Community and Social Service Occupations	1,458	1.20	-2.5%	7.0%	4.4%	\$21.62	102.2%
Architecture and Engineering Occupations	1,190	0.94	-7.8%	-14.8%	-10.0%	\$34.70	92.2%
Legal Occupations	1,118	1.74	-1.8%	-0.8%	0.0%	\$49.06	108.0%
Life, Physical, and Social Science Occupations	535	0.87	-5.1%	6.8%	-11.5%	\$30.19	92.0%
Military Occupations	419	0.42	-7.3%	-8.7%	-4.1%	\$15.11	90.3%

Source: EMSI

Note: SOC code 45 (Farming, Fishing, and Forestry Occupations) is excluded from this table. This occupation group comprises 0.1 percent of jobs in the four-ZIP code Greater Brookhaven region.

LOCAL LABOR FORCE CHARACTERISTICS (RESIDENTS)

According to the U.S. Census Bureau, 2008-2012 American Community Survey, city residents are employed in a wide range of sectors, with half of all residents employed in one of five business sectors: Professional, Scientific, and Technical Services (15.6 percent of all working residents of Brookhaven), Accommodation and Food Services (11.1 percent), Health Care and Social Assistance (8.1 percent), Educational Services (8.0 percent), and Retail Trade (7.7 percent).

The occupations of Brookhaven residents are strongly consistent with the broader area's occupational distribution. The top five occupation groups are the same as those illustrated in the preceding Occupation Analysis table: management (13.6 percent of all working residents of Brookhaven), sales (11.5 percent), business and financial operations (10.9 percent), office and administrative support (10.0 percent), and food preparation and serving (8.3 percent).

Figure 1-15: Employment Distribution of Brookhaven Residents by Business Sector, 2008-2012

	2008-2012 Resident Employment	Percent of Total	Change, 2000 to 2008-2012
Total	28,374	100.0%	-5.2%
Professional, scientific, and technical services	4,413	15.6%	15.2%
Accommodation and food services	3,148	11.1%	13.1%
Health care and social assistance	2,297	8.1%	29.2%
Educational services	2,264	8.0%	35.1%
Retail trade	2,184	7.7%	-29.0%
Finance and insurance	2,103	7.4%	-1.9%
Manufacturing	2,074	7.3%	-18.3%
Construction	1,966	6.9%	-29.1%
Administrative & support and waste mgmt svcs	1,436	5.1%	-0.8%
Real estate and rental and leasing	1,208	4.3%	29.6%
Information	1,170	4.1%	-43.7%
Other services (except public administration)	1,130	4.0%	-22.0%
Wholesale trade	862	3.0%	-29.9%
Public administration	741	2.6%	-11.7%
Transportation and warehousing	638	2.2%	-17.9%
Arts, entertainment, and recreation	497	1.8%	18.6%
Utilities	134	0.5%	378.6%
Management of companies and enterprises	109	0.4%	137.0%

Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

Figure 1-16: Occupational Distribution of Brookhaven Residents, 2008-2012

	2008-2012 Resident Employment	Percent of Total	Change, 2000 to 2008-2012
Total	28,374	100.0%	-5.2%
Management occupations	3,872	13.6%	-1.6%
Sales and related occupations	3,262	11.5%	-22.0%
Business and financial operations occupations	3,085	10.9%	29.0%
Office and administrative support occupations	2,837	10.0%	-18.1%
Food preparation & serving related occupations	2,358	8.3%	32.5%
Construction and extraction occupations	1,625	5.7%	-33.4%
Education, training, and library occupations	1,460	5.1%	17.6%
Healthcare practitioners & technical occupations:	1,454	5.1%	42.0%
Computer and mathematical occupations	1,100	3.9%	-29.9%
Building and grounds cleaning and maintenance occupations	1,073	3.8%	3.1%
Arts, design, entertainment, sports, & media occupations	1,026	3.6%	2.7%
Legal occupations	928	3.3%	13.0%
Production occupations	722	2.5%	-47.1%
Personal care and service occupations	629	2.2%	18.7%
Architecture and engineering occupations	595	2.1%	8.2%
Material moving occupations	546	1.9%	28.5%
Transportation occupations	486	1.7%	-24.3%
Installation, maintenance, and repair occupations	482	1.7%	-6.4%
Protective service occupations:	253	0.9%	-2.7%
Community and social services occupations	245	0.9%	36.9%
Life, physical, and social science occupations	211	0.7%	-48.4%
Healthcare support occupations	125	0.4%	-2.3%

Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

NEEDS AND OPPORTUNITIES

- Information Access: Develop a database of the City's available and developable real estate portfolio. Integrate best practices and peer city benchmarking into City data analysis.
- Development of an Economic Development Strategy and competitive incentive program
- Acknowledgement and optimization of efforts and resources at county and regional level: Ensure that opportunities to work with and leverage efforts by DeKalb partners and the Atlanta Regional Commission are recognized and pursued.
- Replication of local models: Use the Buford Highway Economic Development Strategic Plan to drive development of citywide incentive policy.

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A.2.4. Demographics

Demographic data was analyzed in conjunction with gathering feedback from leaders and stakeholders in Brookhaven to identify population, household, and commute trends in the city. The resulting findings will influence recommendations and will be integrated into various sections of the Brookhaven Comprehensive Plan. The data examined in this section was obtained from the U.S. Census Bureau, utilizing an aggregation of all Census tracts that fall partially or fully within the City of Brookhaven.

METHODOLOGY

SOURCES

For demographics, data was obtained from the U.S. Census Bureau. For 2000 data, the 2000 Decennial Census was utilized. For the most recent data available, the 2008-2012 American Community Survey (ACS) was used. ACS estimates represent averages over a five-year period.

GEOGRAPHIES

An aggregation of Census tracts were used as a proxy for the City of Brookhaven. In 2000, these tracts were: 211, 212.02, 212.09, 214.01, 214.03, 214.05, and 214.06. In 2010, some of these tracts were divided, and this geography is now composed of 12 tracts: 211.01, 211.02, 212.02, 212.09, 214.05, 214.11, 214.12, 214.13, 214.14, 214.15, 214.16, and 214.17.

The Atlanta metro refers to the Atlanta-Sandy Springs-Marietta, Georgia Metropolitan Statistical Area, as defined by the December 2009 Office of Management and Budget Bulletin, which consists of 28 counties: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton.

EXISTING POPULATION

In 2000, Brookhaven’s population based on Census tract counts was 49,797. In 2010, the population had declined by 2.1 percent and was 48,753. For this analysis, the 2012 population, a five-year estimate, was taken into account, and it was slightly lower than the 2010 count at 49,583. While Brookhaven has experienced slight population loss over time, its peer cities have experienced population growth, as shown in the following table. Similarly sized Alpharetta and

Dunwoody grew by 66.6 percent and 40.6 percent respectively, and the smaller Chamblee, with only 13,297 residents according to the most recent data available, grew by 39.2 percent.

Figure 1-17: Population by City

	2008-2012 Population	Change, 2000 - 2008-2012
Brookhaven	49,583	-0.4%
Alpharetta	58,075	66.6%
Chamblee	13,297	39.2%
Dunwoody	46,133	40.6%

Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

POPULATION PROJECTIONS

The following projections provide three possible scenarios of what population growth could occur in Brookhaven in the next 20 years. Because population increases depend upon actions by both the public and private sector and are also highly influenced by uncontrollable changes in the regional and national economy, these projections should be recognized as a rough estimate of what could occur rather than a targeted outcome or likely end result. Estimates are laid out to help the City plan ahead for potential service needs in the short and long term; the City should reevaluate projections regularly to account for changes in local, regional, and national conditions.

The U.S. Census Bureau estimated the Brookhaven population at 50,603 in July 2013, with a 2010 estimate base of 49,271. If a balanced straight line growth from 2010 to 2014 was assumed, it estimates a Brookhaven population at 51,065 in July 2014. For this Plan, three projection scenarios are provided. Scenario 1 is based on Atlanta Regional Commission (ARC) 2040 Forecasts, which are based on the ARC’s

Regional Plan 2040 and available by Census Tracts through year 2040. Over the 20 year period, the scenario shows the population increasing by 15 percent. Scenarios 2 and 3 project higher population numbers in 2034, based on land use changes either already proposed in the city in the next 5 years or identified as long term opportunities of City planning efforts as identified on the Character Area Map of this Plan. Scenarios 2 and 3 take the following into account:

1. Redevelopment of the MARTA transit station
2. New multi-family housing on Oglethorpe campus and as part of other redevelopment on Peachtree Road
3. Major redevelopment along Buford Highway, corresponding to redevelopment priorities of Buford Highway Improvement Plan and Economic Development Strategy
4. Mixed use development at Perimeter Center, with increases in multi-family housing
5. Additional housing being added within Lenox Park and Clairmont Road

Scenario 2 anticipates 21 percent increase in population, with only two thirds of targeted redevelopment along Buford Highway occurring, while Scenario 3 anticipates 26 percent increase in population, with all of the targeted redevelopment along Buford Highway occurring.

It should be noted that Plan 2040 projects DeKalb County as a whole to experience 20 percent growth through 2040. Because Brookhaven's Comprehensive Plan 2034 is largely consistent with ARC's Regional Plan 2040, the below scenarios should be considered low, medium, and high range scenarios. Should the City and its partners do little to encourage redevelopment in the city, it is likely that the city's growth will be less than what is projected in all of the scenarios.

Figure 1-18: Brookhaven Population Projection Scenarios 2034

Projections	2014 Estimate	2018	2020	2022	2026	2030	2034	Change in Population (2014-2034)	% Change in Population (2014-2034)
Scenario 1	51,065	53,956	55,402	55,871	57,280	57,749	58,721	7,656	15%
Scenario 2	51,065	55,092	56,701	57,689	58,729	59,915	61,952	10,887	21%
Scenario 3	51,065	55,539	57,372	58,583	60,070	61,703	64,187	13,122	26%

Source: Atlanta Regional Commission 2040 Forecasts by Census Tracts, Jacobs

HOUSEHOLD DYNAMICS

Brookhaven is a city with a high proportion of young singles and young families without children. Figure A.2-19 provides average household size and percentage of households with children. Brookhaven's average household size is 2.3, compared to the metro Atlanta average household size of 2.74 and state average of 2.7. Just under a quarter (23.1 percent) of Brookhaven households include children under 18, compared to 33.9 percent of metro households and 32 percent of Georgia households. Similarly, the peer cities examined have larger average household sizes and higher percentages of households with children as well, as shown in the following chart. Conversely, 41.6 percent of Brookhaven residents over the age of 15 have never been married compared to one-third of metro residents and 32.3 percent of Georgians. This dynamic is reflected in the age distribution, as Brookhaven has a large proportion of 25 to 44 year olds but a comparatively small proportion of residents aged 17 and under.

Figure 1-19: Household Dynamics, 2008-2012

	Average Household Size	% of Households with Children
Brookhaven	2.30	23.1%
Atlanta MSA	2.74	33.9%
Georgia	2.70	32.0%
Alpharetta	2.69	44.6%
Chamblee	2.57	27.6%
Dunwoody	2.43	31.3%

Source: U.S. Census Bureau, 2008-2012 American Community Survey

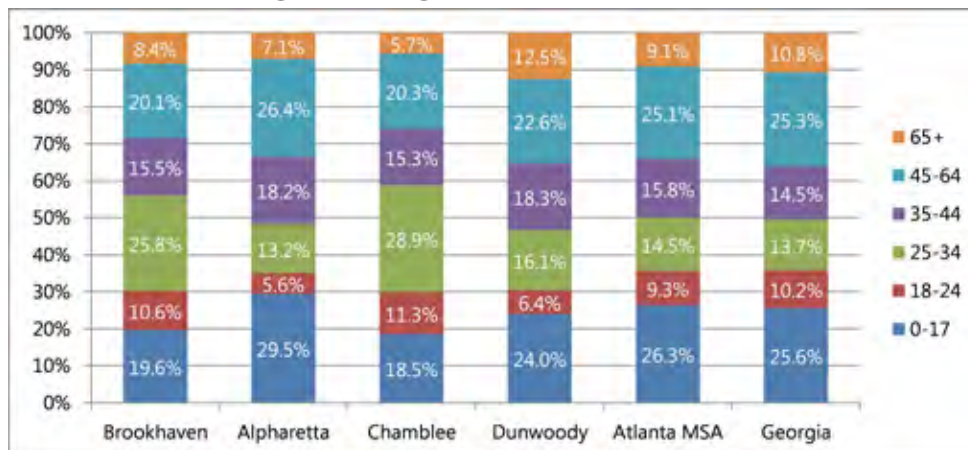
AGE DISTRIBUTION

In many communities nationwide, “young professionals,” residents between the ages of 25 and 34 are a coveted group. This group is referred to as “young professionals” because they are typically at the beginning of their careers and are more likely than the average American adult to hold at least a bachelor’s degree. The nation is in the midst of a historic shift as the aging Baby Boomer generation (those born between 1946 – 1964) is exiting out of the workforce, and communities that are able to attract and retain younger residents will be able to replace retirees from careers and leadership roles more quickly and efficiently, mitigating potential shortages. As illustrated in the following chart, Brookhaven’s supply of young professionals (25.8 percent of total population) is competitive when compared to the Atlanta metropolitan area (14.5 percent) and the state (13.7 percent). When compared to peer cities, Brookhaven’s proportion of young professionals

lags only Chamblee, with 28.9 percent of its total population between 25 and 34. It is important to note that although Alpharetta and Dunwoody have higher percentages of 35-44 year olds, Brookhaven still surpasses the two cities when the two age groups are combined into the 25-44 cohort.

The percentage of population in the young professionals group exceeds the percentage of Brookhaven residents between 55 and 64 (14.5 percent), who are nearing retirement, meaning there are enough younger workers to eventually replace experienced workers. However, Brookhaven must keep an eye on trends. Between 2000 and 2012, Brookhaven lost population in three key age groups: 18-24 (college-aged residents), 25-34, and 35-44 – all of the groups which will eventually replace workers in the future.

Figure 1-20: Age Distribution, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

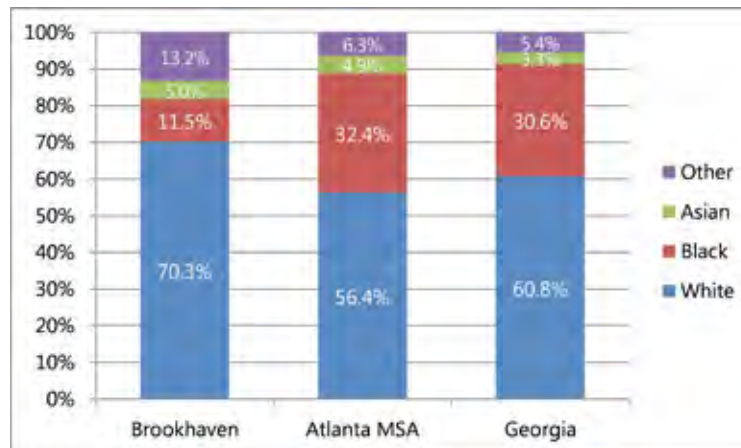
RACIAL AND ETHNIC COMPOSITION

When race and ethnicity are evaluated separately, the distribution of race and the distribution of ethnicity reveal that 70.3 percent of Brookhaven's residents identify as White, irrespective of ethnicity, compared to 56.4 percent of metro residents and 60.8 percent of residents statewide. Brookhaven has a significantly lower percentage of residents who are Black (11.5 percent) than the metro (32.4 percent) and the state (30.6 percent). The city has a larger percentage of residents who identify as something other than White, Black, or Asian (13.2 percent) than the metro (6.3 percent) and state (5.4 percent).

These categories include American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, Some Other Race, and Two or More Races.

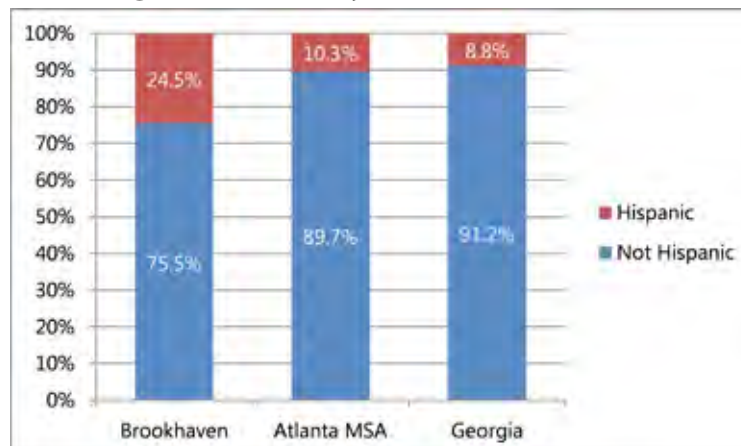
There are two ethnic groups in the United States: Hispanic and Not Hispanic. Brookhaven has a substantially larger Hispanic proportion of the population (24.5 percent) than the Atlanta MSA (10.3 percent) and state (8.8 percent).

Figure 1-21: Racial Distribution, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

Figure 1-22: Ethnicity Distribution, 2008-2012



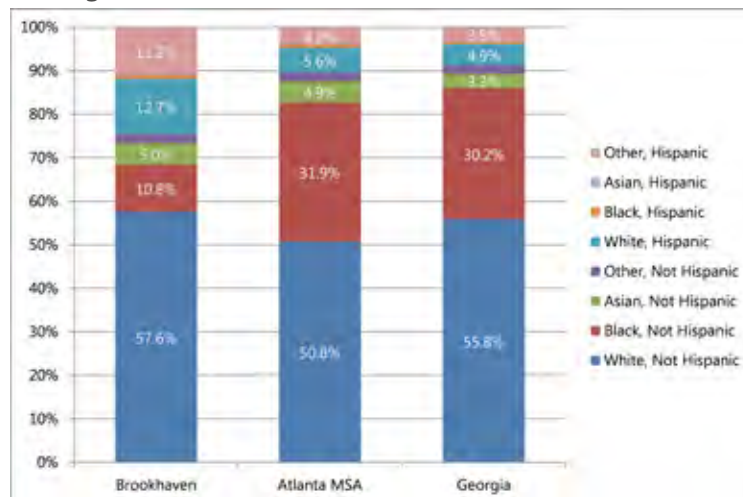
Source: U.S. Census Bureau, 2008-2012 American Community Survey

Over the time period examined, Brookhaven's proportion of White residents increased from 65.6 percent to 70.3 percent, a percentage increase of 6.6 percent. However, this increase includes both the percentage increase of Not Hispanic Whites (4.5 percent) and Hispanic Whites (17.5 percent). The Black population decreased by 28.2 percent, leading to a decrease of 4.4 percentage points over time in the racial distribution. During this time, Not Hispanic Blacks experienced a population loss of 30.9 percent, or 2,394 Not Hispanic Blacks, and Hispanic Blacks experienced a sizable gain of 94.7 percent, adding 161 Black Hispanics over the time period. The Hispanic ethnic group experienced a population increase of 7.2 percent over time, leading to a proportion change of 1.7 percentage points.

Another method of evaluating these statistics in order to fully understand Brookhaven's racial and ethnic diversity is to examine race by ethnicity data. In the following analysis, racial and ethnic distribution is presented utilizing the two ethnic groups, Hispanic or Latino and Not Hispanic or Latino, and providing a breakdown by race of those by ethnic group. The advantage of this method is that change over time can be understood more clearly with no groups overlapping the others. According to the U.S. Census Bureau, minority is defined as "people who reported their ethnicity and race as something other than non-Hispanic White alone in the decennial census." Several federal agencies subsequently identify target population groups along these lines. For example, the Centers for Disease Control and Prevention defines "racial and ethnic minority populations" as Asian American, Black or African American, Hispanic or Latino, Native Hawaiian and Other Pacific Islander, and American Indian and Alaska Native. Thus, in the following assessment of Brookhaven's racial and ethnic diversity, the majority group is White, Not Hispanic, which is compared to the proportion of this racial and ethnic group in comparison communities as well as to the proportions of recognized minority groups, including the Hispanic ethnic group.

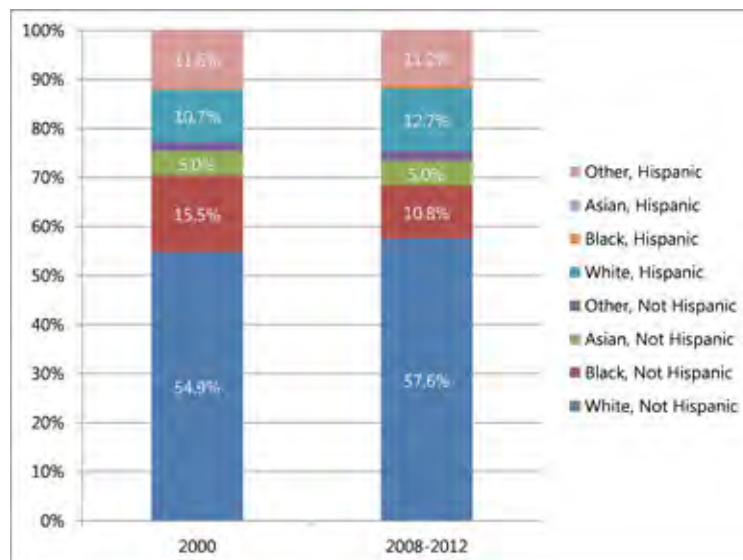
For context, the United States is headed towards "majority-minority" status, which, according to U.S. Census Bureau projections, is anticipated to occur for the first time in 2043. Between 2002 and 2012, the national population grew by over 25 million people; within that growth, non-Hispanic whites accounted for less than four percent. Brookhaven's majority population increased by 4.5 percent from 2000 to 2012, and its Hispanic population grew by 7.2 percent. Brookhaven, unlike national trends, is not diversifying though, due to population loss of 31 percent of the city's non-Hispanic Black residents over that time period. With these dynamics, Brookhaven is less diverse than the metro and the state—57.6 percent of residents are non-Hispanic Whites, compared to 50.8 percent metrowide, and 55.8 percent statewide. Brookhaven does have a higher percentage of Hispanic (a total across races of 24.5 percent) and non-Hispanic Asian (5.0 percent) residents than its peer cities.

Figure 1-23: Racial and Ethnic Distribution, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

Figure 1-24: Change in Racial and Ethnic Distribution Over Time, Brookhaven



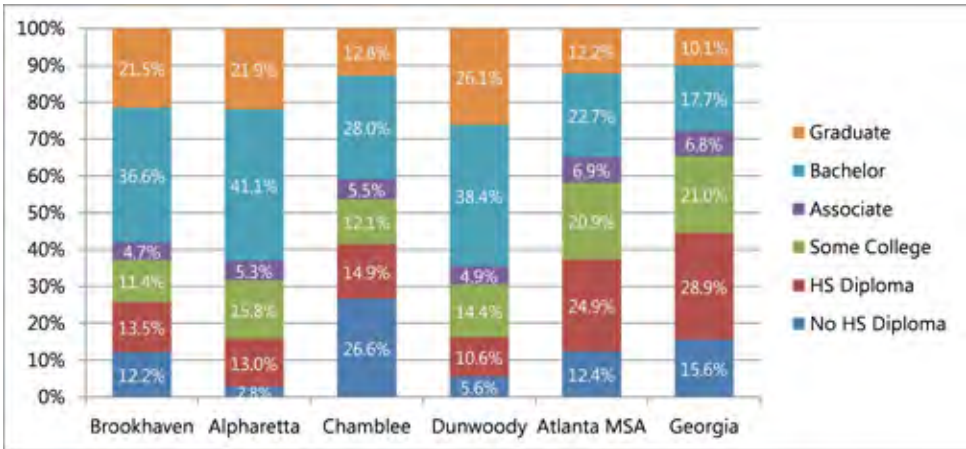
Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

EDUCATIONAL ATTAINMENT

Education and income are inextricably linked. Earnings data from the Bureau of Labor Statistics indicates that nationally, in 2012, the median weekly earnings of holders of bachelor’s degree or higher were, on average, more than 1.3 times higher than the median of all workers. Further, workers with post-secondary degrees had lower unemployment rates than the average for all workers. The following chart shows the distribution of levels of educational attainment for Brookhaven and its comparison

geographies. Brookhaven is undeniably competitive in terms of educational attainment—58.1 percent of Brookhaven adults over the age of 25 hold at least a bachelor’s degree, compared to 34.9 percent of adults in the Atlanta metro, and 27.8 percent statewide. However, Brookhaven lags behind Alpharetta (63.1 percent) and Dunwoody (64.5 percent), which both also have substantially lower percentages of adults without at least a high school diploma.

Figure 1-25: Educational Attainment, 2008-2012

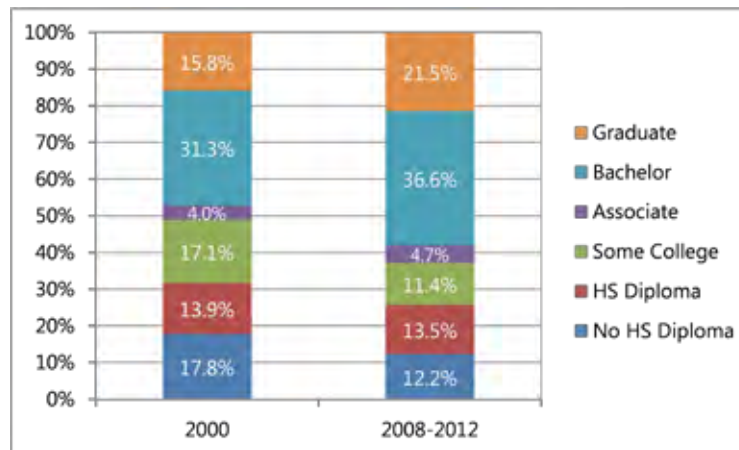


Source: U.S. Census Bureau, 2008-2012 American Community Survey

Over time, Brookhaven has attracted many newcomers with college training—from 2000 to 2012, the proportion of total population with only a bachelor’s degree increased by 5.3 percentage points and the proportion with a graduate degree increased by 5.6 points. Over the same time period, the proportion of adults in Brookhaven without a high

school diploma decreased from 17.8 percent to 12.2 percent, and the proportion of adults who started but did not complete college decreased from 17.1 percent to 11.4 percent. In-migration data reveals that 63.1 percent of new residents who moved to Brookhaven from outside of DeKalb County between 2008 and 2012 had at least a bachelor’s degree.

Figure 1-26: Change in Educational Attainment Distribution Over Time, Brookhaven



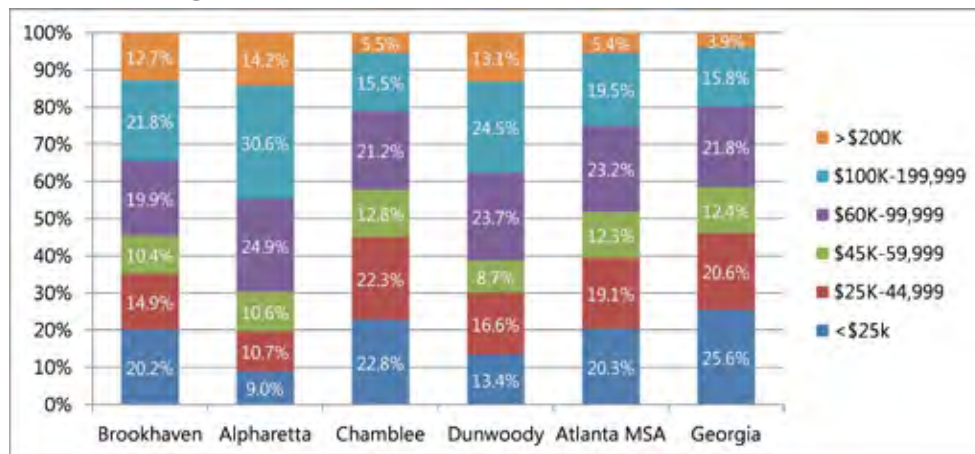
Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

HOUSEHOLD INCOME

Communities with high levels of educational attainment generally also have high income levels. As shown in the following chart, Brookhaven's household income distribution reveals that many of its residents are doing well. Between 2008 and 2012, over a third of all households in Brookhaven (34.5 percent) have incomes of \$100,000 and greater, compared to 21 percent of Chamblee households, one quarter of metro Atlanta households, and 20 percent of Georgia

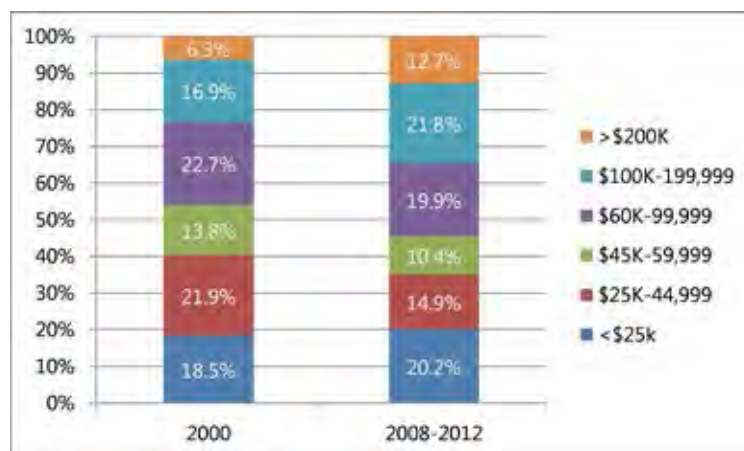
households. Alpharetta and Dunwoody, much wealthier communities in the metro, surpass Brookhaven in this proportion, as shown in the following chart. Brookhaven's proportion of these top-tier income brackets has grown since 2000. Over the time period, the percentage of households with incomes greater than \$200,000 increased by 6.4 percentage points and the percentage of those bringing in \$100,000 to \$199,999 increased by 4.9 points.

Figure 1-27: Household Income Distribution, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

Figure 1-28: Change in Household Income Distribution Over Time, Brookhaven



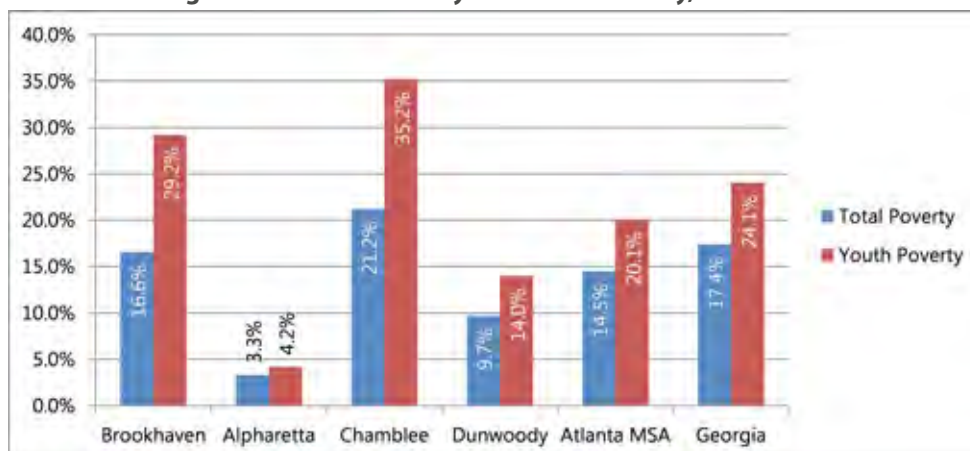
Source: U.S. Census Bureau, 2000 Decennial Census and 2008-2012 American Community Survey

However, the proportion of Brookhaven households in the lowest income bracket has increased as well. In 2000, 18.5 percent of households had incomes less than \$25,000. The most recent data reveals that the proportion is 20.2 percent, with 405 additional households in this bracket. This proportion is on par with the metro average of 20.3 percent, yet less than the Georgia average of 25.6 percent. When examined alongside peer cities, Brookhaven's percentage of households in this income bracket is just under Chamblee (22.8 percent) and much greater than Alpharetta (9.0 percent) and Dunwoody (13.4 percent). Poverty statistics provide further insight: in 2013, the federal poverty threshold for a family of four with two children was \$23,624. The following chart provides total poverty and youth poverty rates for Brookhaven and its comparison geographies. Brookhaven's 2008-2012 poverty rate is 16.6 percent, between the metro rate of 14.5 percent and the state poverty rate of 17.4. A greater percentage of youth are in poverty in Brookhaven—29.3 percent of residents aged 17 and under are at or below the poverty threshold in Brookhaven, compared to 20.1 percent of youth in metro Atlanta and 24.1 percent

across the state. Similar to household income dynamics, Brookhaven's poverty rates, while slightly lower than in Chamblee, are significantly greater than in Alpharetta and Dunwoody. Both total and youth poverty in Brookhaven have increased since 2000.

Overall, these household income dynamics indicate that the city's middle class is dwindling. Over the time period examined, Brookhaven lost households in all middle ranges, a phenomenon that did not occur in the three peer cities examined. The number of Brookhaven households with incomes between \$25,000 and \$44,999 decreased by 31.1 percent, those between \$45,000 and \$59,999 decreased by 23.3 percent, and those between \$60,000 and \$99,999 decreased by 11.3 percent. Meanwhile, households with incomes over \$200,000 increased by 103.9 percent, those with incomes between \$100,000 and \$199,999 increased by 30.3 percent, and households at the lowest end—less than \$25,000—increased by 10.5 percent. The city will need to ensure that families in middle ranges are not sliding into the lowest bracket while providing access to quality jobs to help families move up from the lowest bracket.

Figure 1-29: Total Poverty and Youth Poverty, 2008-2012



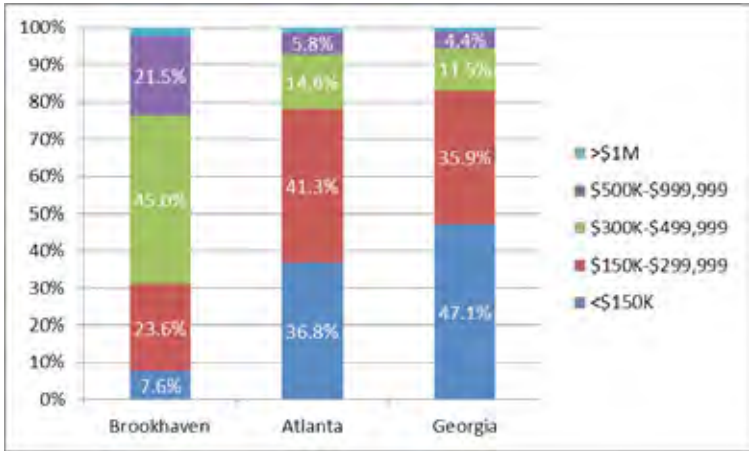
Source: U.S. Census Bureau, 2008-2012 American Community Survey

HOUSING STATISTICS

Renting is more prevalent in Brookhaven than in its peer cities. The homeownership rate in the city is 48.8 percent, compared to 66.4 percent in the region and 66.0 percent in Georgia. Residents who have purchased homes in the city have high-value homes: 68.8 percent of owner-occupied homes in Brookhaven are valued at \$300,000 and greater. In Atlanta, only 21.9 percent of owner-occupied homes are valued at this level, and that percentage is even lower statewide (17 percent). Consistent with income trends, over time, the number of households in homes valued at \$300,000 and greater have dramatically increased while the number of households in homes valued below this threshold has decreased.

Residents who rent their homes pay more for their choice in homes than do the average metro resident or average Georgian—over half (56.9 percent) of Brookhaven renters spend over \$1000 per month in rent, compared to 43 percent metrowide and 32.5 percent statewide. However, this should not be interpreted as a negative occurrence. Residents in Brookhaven are more able to afford their higher rent apartments and homes than their counterparts. The U.S. Department of Housing and Urban Development has determined that families spending over 30 percent of income on housing are cost burdened and may have trouble being able to pay for other necessities. Just over 44 percent of households in Brookhaven dedicate over 30 percent of their income on rent, while 53 percent of regional and state households are spending more than the accepted threshold on rent.

Figure 1-30: Value of Homes, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

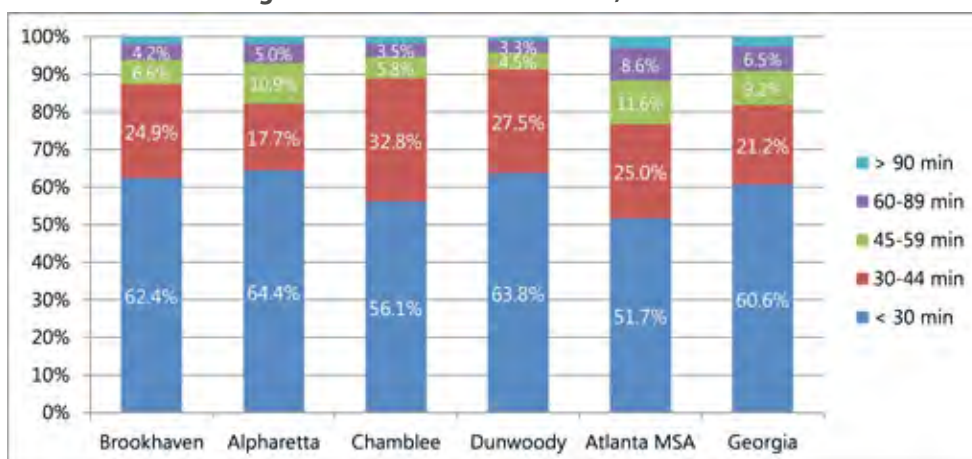
COMMUTE PROFILE

The Atlanta metro region is known nationally for the amount of time residents spend in their cars traveling to work. In the 2012 Urban Mobility Report by the Texas A&M Transportation Institute, of 101 metros, Atlanta had the 17th highest Travel Time Index, which measures travel times during rush hour and compares to free-flow periods, and the 10th highest Commuter Stress Index. It is estimated that Atlanta commuters experience 68 hours, or close to 3 days, of delay navigating rush hour traffic annually.

Brookhaven residents enjoy more time off the highways than the average metro or Georgia resident—only 37.6 percent of working residents more

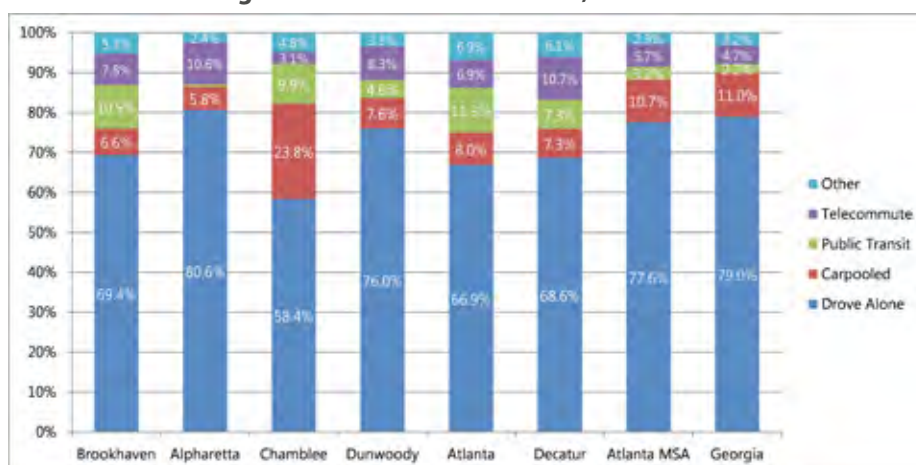
than 30 minutes traveling to work, compared to 48.3 percent of metro Atlanta workers and 39.4 percent of all Georgia workers. Brookhaven's MARTA access is an asset, as evidenced by the significantly larger percent of working residents (10.9 percent) who use public transportation to get to work, compared to the metro average of 3.2 percent and the state average of 2.2 percent. This percentage is only slightly less than the percentage of commuting residents using MARTA in the City of Atlanta (11.3 percent) and higher than those in the cities of Chamblee (9.9 percent), Decatur (7.3 percent), Dunwoody (4.6 percent), and Alpharetta (0.6 percent).

Figure 1-31: Travel Time to Work, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

Figure 1-32: Mode of Commute, 2008-2012



Source: U.S. Census Bureau, 2008-2012 American Community Survey

A.2.5. Housing

This section provides a baseline analysis of the Brookhaven's existing housing stock, resources, and trends. Taking housing stock into account is important because of its long-term influence on the outcomes within a community. The housing stock influences the population that chooses and can afford to live in a community, the overall characteristics of a community's population, and resulting investment decisions made by the private sector. The housing types and price points provided, along with the zoning, subdivision, and development regulations that control them, influence the opportunities for housing change over time.

In Brookhaven, housing places a particularly important role because the city is highly residential in character; roughly 72 percent of the City's overall land uses is housing. Housing types, occupancy status, housing condition, and costs are considered as well as the special housing needs, jobs housing balance, and lifelong communities housing options.

Data sources include the U.S. Census Bureau, the DeKalb County Consolidated Plan, the City of Brookhaven, and State of Georgia agencies.

HOUSING TYPES AND MIX

The residential uses in the city take on a variety of forms, including single family homes, stand-alone multi-family developments, and multi-family as a component of mixed use developments. As of the 2010 Decennial Census, There were 22,154 total housing units in Brookhaven (block counts).

Single family neighborhoods dominate the land area in the community; however, multi-family housing is a predominant feature near and along Buford Highway and has a growing presence in the Perimeter Center and Lenox Park areas and along Peachtree Road, Johnson Ferry Road, and Dresden Road, increasingly in the form of mixed use development, where the ground floor is occupied by an active commercial/ office use that often help made financially successful by the rooftops above it.



High density, multi-family housing with commercial on ground floor level, Town Brookhave.



(Right) Multi-family housing along Buford Hwy;(Center) Established housing in northern Brookhaven; (Right) new infill housing near Peachtree Road.

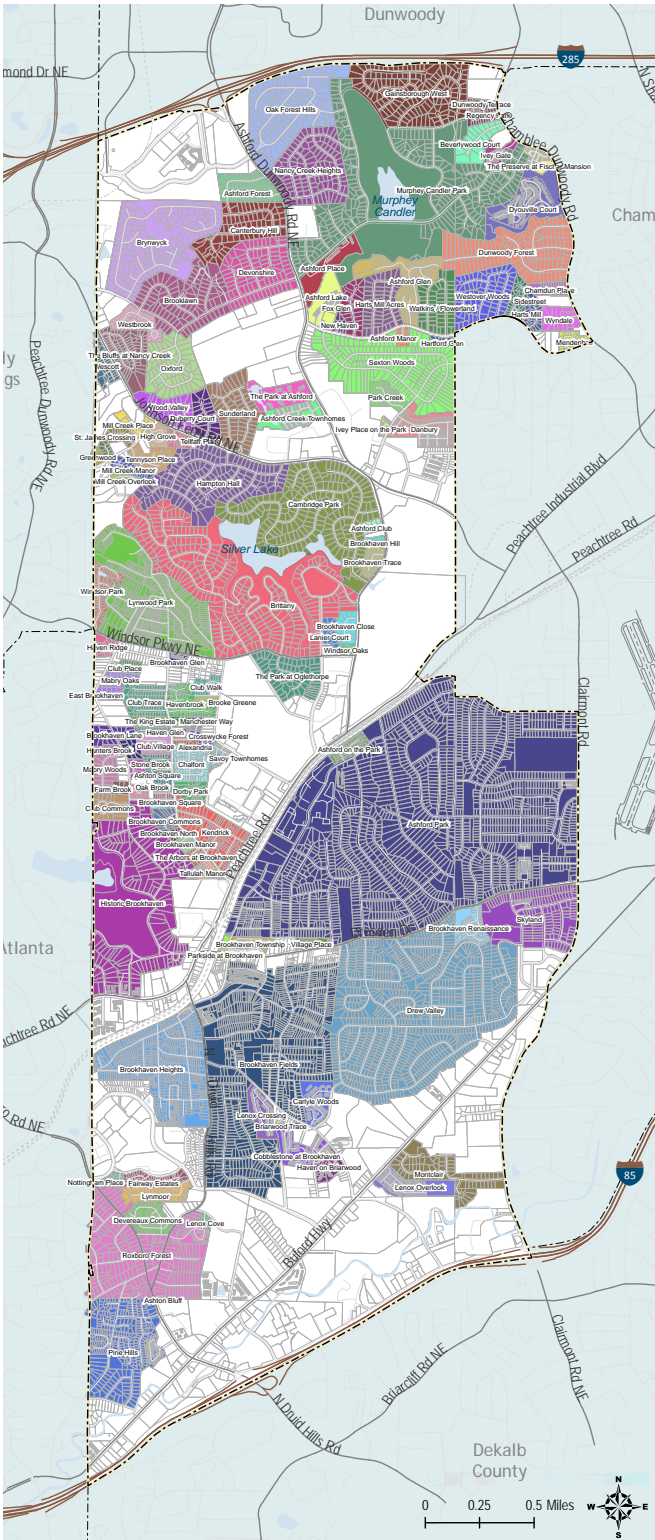
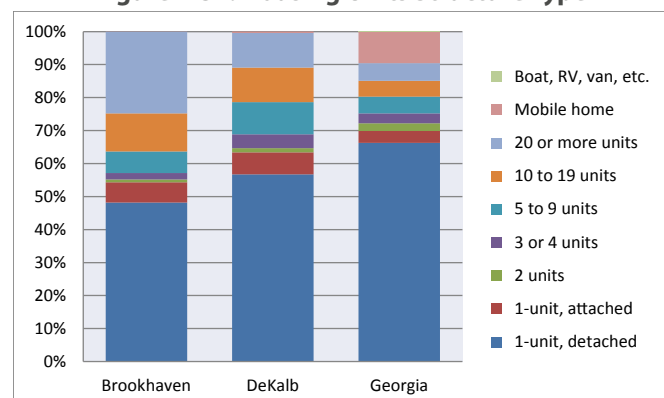


Figure 1-33: Neighborhoods Map (See larger map in Appendix A.3)

Brookhaven has an estimated 126 single family residential neighborhoods and 66 apartment complexes. Compared to DeKalb County and the State of Georgia, Brookhaven has a notably higher percentage of multi-family units: roughly 45 percent, compared to 35 percent in DeKalb and 18 percent in Georgia.

Figure 1-34: Housing Units Structure Type



Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

OCCUPANCY AND CONDITION OF HOUSING

Housing occupancy and condition data can tell quite a bit about a community’s housing needs or lack thereof.

Renters can tend to have less “stock” in a community as leases are regularly renewed on an annual basis and are not financially tied to the land in the long-term. As such, renter households are subject to impacts of rent increases or other adverse living conditions and can relatively easily pick up and move, setting aside social connections.

Owner households can create more stability in a community as owners are financially tied to the property, often because of monthly mortgage payments. Because owners have a long-term financial investment in their housing, they are more likely to be involved in planning and community development decisions in their community, particularly if it is in close proximity to their land.

Age and vacancy rates may be a sign of undesirable or outdated housing supply and a need for property renovation or redevelopment. They could also be a sign of less competitive economy. In any case, changes in housing conditions, occupancy, and tenure are important indicators of a community’s health and stability and should be monitored.

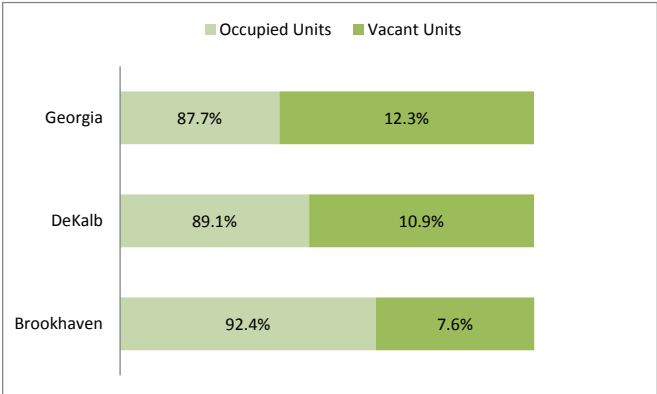
OCCUPANCY

The city has a low housing vacancy rate (7.6 percent) compared to DeKalb County (10.9 percent) and Georgia (12.3 percent), per the 2010 Census. The low vacancy rate is likely, in part, a reflection of Brookhaven’s strategic location in the metro area, in close proximity to many jobs and major employment centers in Sandy Springs (Medical Center), Dunwoody (Perimeter Center), and Atlanta (Buckhead and nearby Midtown).

TENURE

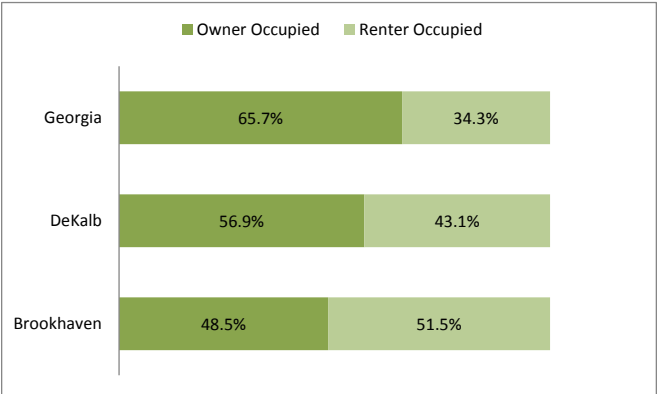
An estimated 49 percent of Brookhaven’s occupied housing units are owner-occupied, compared to a 56.9 percent owner occupancy rate in DeKalb County and 65.7 percent occupancy rate in the State of Georgia. Considering the City’s demographics and the growing urban nature of Brookhaven, it is not surprising or unexpected that this high of percentage of housing is rented, compared to the county and state. As new redevelopment occurs, however, the City may wish to encourage development of new varieties of owner oriented housing opportunities in its activity centers that are envisioned as mixed use areas. This may include products such as townhomes and condominiums.

Figure 1-35: Housing Occupancy Status



Source: U.S. Census Bureau, 2010 Census. SF1. (2010 Census Tracts)

Figure 1-36: Housing Tenure



Source: U.S. Census Bureau, 2010 Census. SF1. (2010 Census Tracts)

AGE

Most of the single family housing stock in Brookhaven was built in the 1960s or later; however, the City has a sizeable supply of housing units that could be considered historic (50 years or older, largely in keeping with its original form with no substantial changes). Most notable among these historic units is the Historic Brookhaven neighborhood, located just north of Peachtree Street, south of the Brookhaven MARTA station; it is listed as a historic district on the National Register of Historic Places. This area contains some of the City's oldest housing structures, built between 1920 and 1940. The Ashford Park, Drew Valley, and Roxboro Heights neighborhoods have a sizeable number of units built between 1940 and 1960. These properties now qualify in the 50 year historic range and may be worthy of greater protection of character. Additional housing age characteristics include the following:

Infill housing, the building of new housing or major refurbishing or reuse of existing homes within established neighborhoods, is a dominant trend in Brookhaven. As shown on the map to the right, infill housing is playing a notable role in the neighborhoods in and around Peachtree Road in particular.

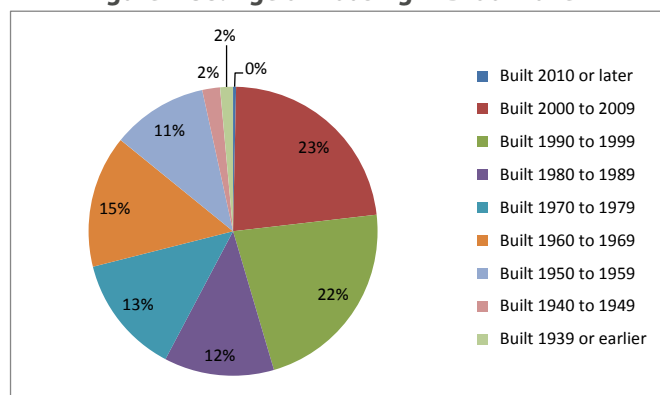
Currently there are no local ordinances that protect the demolition or major adjustments to historic properties in the city. The City of Brookhaven may want to consider completing a historic resources survey and establishing protective policies to preserve this historic housing stock in the city. This analysis could be further considered alongside infill housing concerns in the community.

Figure 1-37: Year Structure Built

Year Structure Built	Brookhaven	DeKalb	Georgia
Built 2010 or later	0.34%	0.20%	0.30%
Built 2000 to 2009	22.84%	17.70%	22.10%
Built 1990 to 1999	22.27%	14.40%	21.20%
Built 1980 to 1989	12.30%	17.60%	17.90%
Built 1970 to 1979	13.31%	17.80%	14.70%
Built 1960 to 1969	14.80%	15.00%	9.40%
Built 1950 to 1959	10.73%	10.40%	6.60%
Built 1940 to 1949	1.98%	3.30%	3.10%
Built 1939 or earlier	1.44%	3.60%	4.80%

Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

Figure 1-38: Age of Housing in Brookhaven



Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

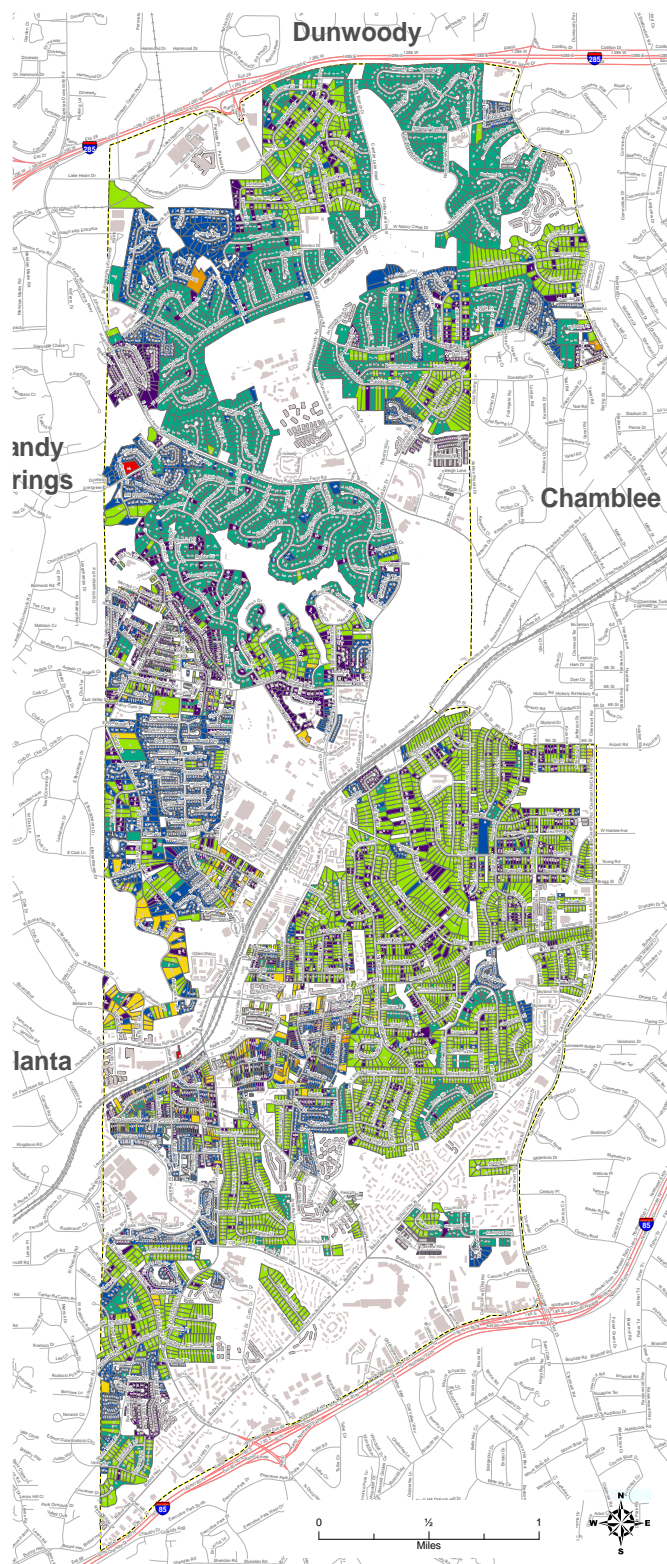


Figure 1-39: Single Family Residential Structures by Year Built Map (See larger map in Appendix A.3)

CONDITION

Housing conditions in the city vary. While many neighborhoods have seen major reinvestments in housing stock, a mix of different levels of quality remain in the community. In older neighborhoods, some original structures require either a major renovation or may be appropriate for redevelopment.

The largest difference in housing condition applies to older apartment complexes in the southern portion of the city when compared to single family and multi-family developments elsewhere. The City is currently completing an analysis of its apartment stock to ensure safe living environment that meets the Life Safety Code (completion expected late 2014). Conversations with the City of Brookhaven indicate that they have identified more than one multi-family development that has exceeded its healthy life and is in need of major renovations or should be considered unfit for occupation. These same units are also some of the most affordable in the city, which introduces the potential need to consider replacement housing development to ensure, should the developments be demolished, sufficient affordability in the community. Additional discussion of housing affordability is provided on the next page.

HOUSING COSTS

The cost of single family housing in Brookhaven is relatively high: over 70 percent of owner occupied housing units in Brookhaven are valued at \$300,000 or more, this is a noticeably higher than average costs in DeKalb County and the State of Georgia. Rental data from the Census indicates that 71 percent of Brookhaven renter households are spending \$1000 or more per month on for gross rent; this is quite a bit higher than the 45 percent and 32 percent paying this much for rent in DeKalb County and Georgia, respectively.

Insert Value of Owner Occupied Units chart, include source \\Atlfil01\apg\Projects\2014\F7X71000 - Brookhaven Comp Plan\E-Comp Plan\E1-Draft Documents\02_Fact Sheets\Links\Housing charts.xlsx

Cost-Burdened Households

“Cost burdened” for the purpose of this analysis is when a household pays more than 30 percent of its income on housing costs. This is a long-held income standard for housing affordability dating back to the U.S. National Housing Act of 1937 and modified over time based on changing conditions to the current 30

percent. This means that 70 percent of income can be spent on discretionary spending.

An estimated 40 percent of renter households in Brookhaven are paying more than 30 percent of household income on housing. This figure includes contract rent plus all utilities. The data indicates that there is an undersupply of desirable, affordable rental housing for those that are residing in the Brookhaven community. It should be noted that cost burdened renter households are even greater in DeKalb County and the state.

As indicated in the table below, roughly 32 percent of Brookhaven home owners (with a mortgage) are spending more than 30 percent of their income on housing costs. This figure is lower than both DeKalb (40 percent) and Georgia (36 percent). While the numbers suggest that housing affordability may be an issue for some existing homeowners in the city, it is likely that many of these homeowners are making a much large income and as such many still likely have sufficient leftover funds to comfortably live.

Figure 1-40: Gross Rent As a Percentage of Household Income

Gross Rent As a Percentage of Household income	Brookhaven	DeKalb	Georgia
Less than 15.0 percent	15.46%	9.40%	11.10%
15.0 to 19.9 percent	18.70%	10.90%	12.00%
20.0 to 24.9 percent	14.23%	11.70%	12.20%
25.0 to 29.9 percent	11.87%	12.20%	11.60%
30.0 to 34.9 percent	7.98%	9.50%	9.20%
35.0 percent or more	31.75%	46.30%	43.80%

Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

Figure 1-41: Monthly Owner Costs as a Percentage of Household Income (Households with a Mortgage)

Monthly Owner Costs as a Percentage of Household Income	Brookhaven	DeKalb	Georgia
Less than 20.0 percent	42.37%	32.40%	36.20%
20.0 to 24.9 percent	13.58%	15.70%	16.20%
25.0 to 29.9 percent	12.19%	11.90%	11.90%
30.0 to 34.9 percent	7.30%	8.70%	8.60%
35.0 percent or more	24.56%	31.30%	27.10%

Source: 2008-2012 American Community Survey 5-Year Estimates (Brookhaven Census Tracts)

JOBS-HOUSING BALANCE

Jobs housing balance is a planning tool that can be used by local governments to determine if there is a healthy ratio of housing and jobs in a community. A good ratio of roughly 1.0 allows for residents to have a choice to work in the same community and for a community's workers to also have a choice to live in that community. The jobs-housing balance can be measured by comparing the number of jobs against the number of households within a community since not all household members work or need to work.

Brookhaven has 21,102 households and greater Brookhaven has roughly 76,079 jobs. When these numbers are compared, there are roughly 3.6 jobs per every household in Brookhaven. It is not a perfect measure, but the number suggests that Brookhaven residents are well positioned to access a jobs.

Considering the jobs/housing balance includes considering whether the types of jobs in a community line up with the skillsets and training of the people that live there. We know from the baseline conditions analysis of economic development that Greater Brookhaven has a variety of job opportunities, ranging from higher paying professional, information, and finance jobs to mid-range paying government educational, manufacturing, and construction jobs, to lower paying retail, social assistance, and food services jobs. Please see the economic development for greater consideration of the area's economic opportunities.

HOUSING NEEDS OF SPECIAL POPULATIONS

Is housing stock accessible to special populations, including elderly, disabled, and lower income households? This is an important consideration of the Comprehensive Plan and has implications for the long-term livability and diversity of Brookhaven.

DeKalb County Consolidated Plan

As an Entitlement Community (county of over 50,000 people), DeKalb County is responsible for maintaining and regularly updating a consolidated plan to be eligible for funding through the U.S Department of Housing and Urban Development (HUD) Community Planning and Development formula grant programs.

The DeKalb County Consolidated Plan addresses special needs housing for the entire county, including Brookhaven and other municipalities, and coordinates HUD grant funds to address identified needs. The Consolidated Plan was led by the DeKalb County Human and Community Development Department and most recently updated in 2014. Its short-term work program provides a five year action plan for 2014-2018. The Consolidated Plan plays an important role in determination of where and how funding from the HUD will be spent.

Priority Needs

Several priority needs are identified in the Consolidated Plan that apply to parts of Brookhaven and/or countywide, as identified below.

- Foreclosure Prevention-Education and Counseling (countywide)
- Homebuyer/Homeowner Assistance (countywide)
- Sidewalk, Community Center, and Public Facility (Urban County, Municipalities; and Buford Highway Area, Chamblee and Doraville)
- Affordable Rental Housing Units (countywide)
- Homeless Prevention-Continuums of Care (countywide)
- EEO-Job Creation and Micro-Enterprise Assistance (countywide)
- Housing-Rehabilitation of Single-Family Unit Admin (countywide)
- Support Svcs/Seniors, Refugees, and Others (countywide)
- Quality Affordable Childcare (countywide)
- Recreational Base Youth Activities (countywide)
- SLE-Demolition of Dilapidated Structures (countywide)
- Administration of HUD Programs (Urban County - municipalities; and Buford Highway Area, Chamblee and Doraville)
- EEO -Revitalization of Commercial Corridors (Buford Highway Area, Chamblee and Doraville)
- SLE- Capacity Building/Training (countywide)
- EEO- Job Training (countywide)

Implementation Funding

As a part of its role leading the countywide Consolidate Plan, DeKalb County administers important implementation funding from HUD, including the following:

- HOME - HOME funds will be used for Acquisition, Homebuyer assistance, Homeowner rehab, Multi-family Rental New Construction, Multifamily Rental Rehab, New Construction for ownership, and TBRA.
- CDBG - CDBG funds will be used to carry out activities related to Acquisition, Administration and Planning, Economic Development, Housing, Public Improvements and Public Services.
- ESG - Emergency Solutions Grant (ESG) funds will be used for Rapid rehousing, Street outreach, Emergency Shelter and Shelter Services, Homeless Prevention, and HMIS activities.
- HOPWA - Housing Opportunities for Persons with AIDS

These funds, particularly the HOME and CDBG grant programs, may provide important funding sources for meeting some of Brookhaven's special housing and targeted public improvement needs.

Implications for Brookhaven

Brookhaven should work with the County to identify specific housing and community development needs that can be addressed through the consolidated plan and respective implementation funds. The County is already providing housing support services to meet many of the special housing needs of county residents, and it would be redundant for the City to duplicate these efforts. However, as a part of the City's ongoing policy development and zoning work, the City should consider incentives or possibly regulations to preserve or increase workforce housing and other special housing needs in the community.

Meeting Lifelong Communities Housing Needs

A key goal of the Atlanta Regional Commission is lifelong communities, ensuring that all ages and groups can live and prosper in the region's communities. There are many elements to the Lifelong Communities framework, including promoting housing and transportation options, encouraging healthy lifestyles, and expanding information and access to services. Housing choices for the elderly (and those with special needs) include ensuring that:

Figure 1-42: Senior Housing Developments in Brookhaven

Facility Name	Address	Units	Services	Details
Safe Haven at Brookhaven	1286 Kendrick Road, 30319	6	Assisted living	Meals, nurses, on-call doctors
Ashford Parkside	3522 Blair Circle NE, 30319	151	Independent living community	Designed for seniors 62 years and older, mixed income
Hearthside Brookleigh	2282 Johnson Ferry Road NE, 30319	120	Independent living community	Designed for seniors 62 years and older, mixed income
Ashford Landing Senior Residences	3522 Blair Circle NE, 30319	117	Independent living community	Designed for seniors 62 years and older, mixed income
Safe Haven at Lenox Park	1137 Lynmoor Drive, 30319	6	Assisted Living	Meals, nurses, on-call doctors

- Housing is affordable to those with a mixed income;
- Housing is visitable and accessible for people with mobility restrictions - this includes zero step entries, bathrooms on the first floor, and accessible bathrooms and kitchens that are wide enough for wheel chair entrances; and
- A variety of appropriate housing options are available, such as independent senior living, nursing homes, assisted living, senior retirement communities, and accessory dwelling units (allowing young and old to live affordably near yet separate from their family).

The below table provides an inventory of senior-oriented housing products in the Brookhaven community. Currently, the City's zoning code does not speak to accessory dwelling units. This is a potential need/opportunity that should be further explored by the Brookhaven community as it pursues and implements new policy.

KEY FINDINGS

The City of Brookhaven's housing stock is well developed yet experiencing many pressures, opportunities, and issues associated with redevelopment and aging housing. While a variety of housing options are available, careful policy decisions will be needed to ensure that Brookhaven continues to be a assessable and livable community for a variety of residents, including its workers, long-term residents, and new comers, seeking a good place to live in proximity to good jobs and schools.

Key findings include the following:

- Brookhaven has a large diversity in its housing types, although this is not balanced throughout the community.
- The city's strategic location near mayor employment centers and key transportation facilities, including major interstates and MARTA, will likely continue to place high demand on the city's housing supply.
- Infill single family housing will continue to have an impact on the character of neighborhoods and may require additional attention, particularly as it relates to the City's zoning and development policies.
- Multi-family housing can continue to play an important role in creating lively, activity nodes like Town Brookhaven and development along Dresden Drive. This housing can play an important role in supporting desirable retail/commercial services in the city.
- Costs of housing are relatively high in Brookhaven. Ensuring a safe supply of accessible and affordable housing should be considered in the City's long-term plan.
- The City should continue to coordinate with DeKalb County and its Consolidated Plan to address and help fund special housing needs in the community.
- The city's zoning and development regulations will ultimately determine the housing options available to community members long-term

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A.3. Map Enlargements

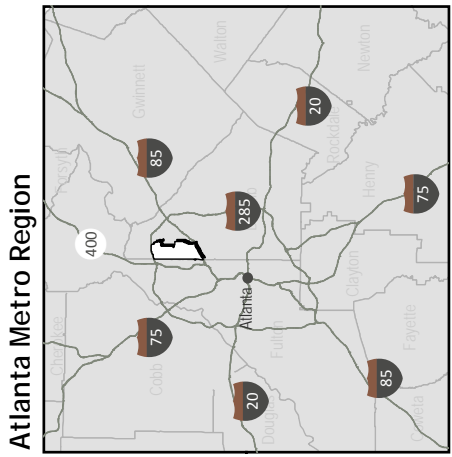
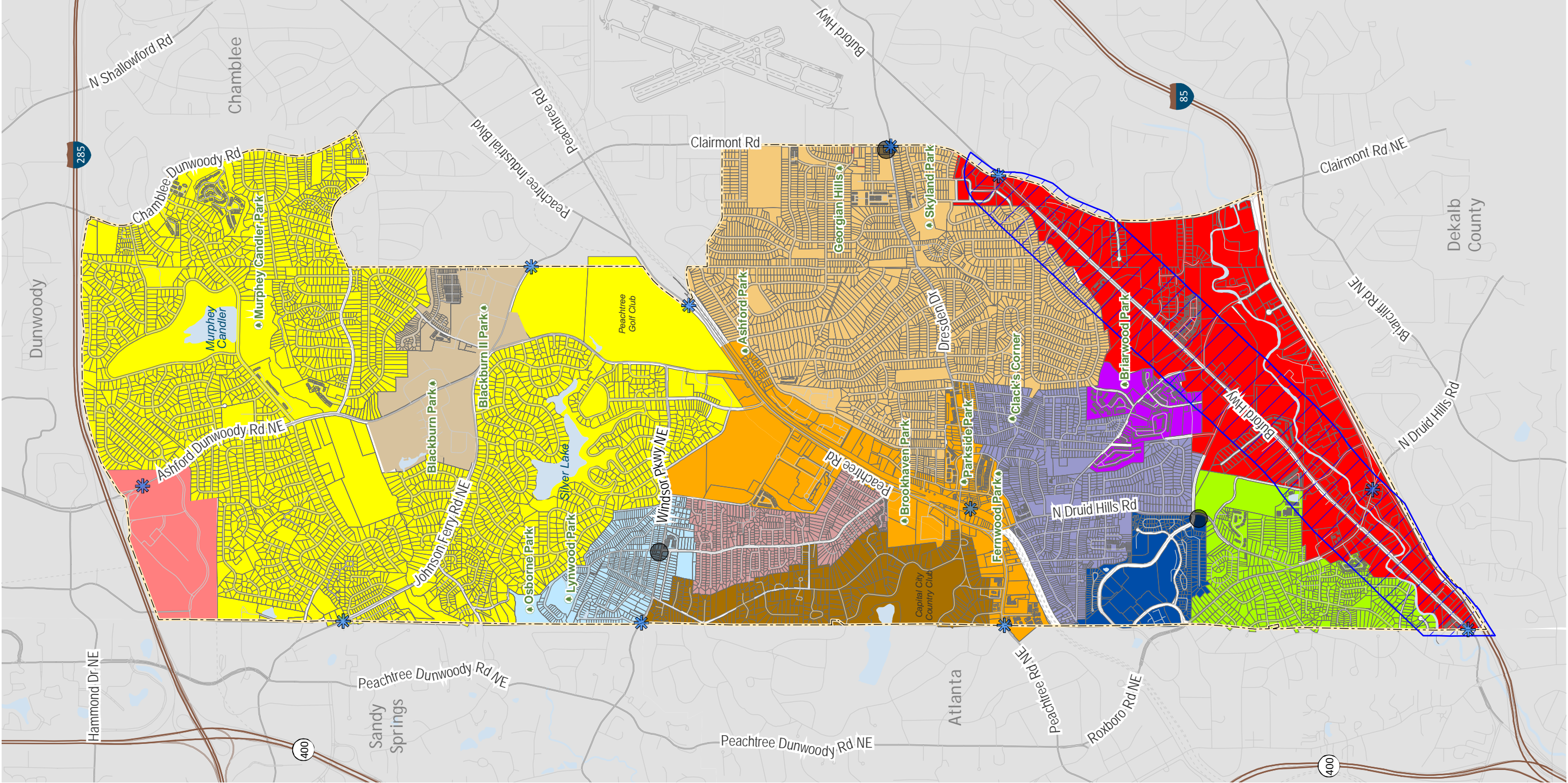
A.3.1. Character Area Map	1
A.3.2. Areas Requiring Special Attention Map	3
A.3.3. Healthy/Active Living Resources Map	5
A.3.4. Priority Redevelopment Parcels Map	7
A.3.5. Zoom in of DeKalb County’s Future Development Map	9
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Character Areas



- City of Brookhaven
- Buford Hwy Improvement Plan
- Perimeter Center
- Lakes District
- Blackburn Park Neighborhood Center
- Lynwood Park
- Historic Brookhaven
- Osborne
- Peachtree Corridor Overlay District
- Ashford Park-Drew Valley
- Brookhaven Heights-Brookhaven Fields
- Lenox Park
- Briarwood Park
- Roxboro
- Buford Highway Corridor
- Neighborhood Commercial Target Area
- Gateway Feature
- Waterbody
- Waterline
- Expressway
- Major Roads
- Street
- Railroad

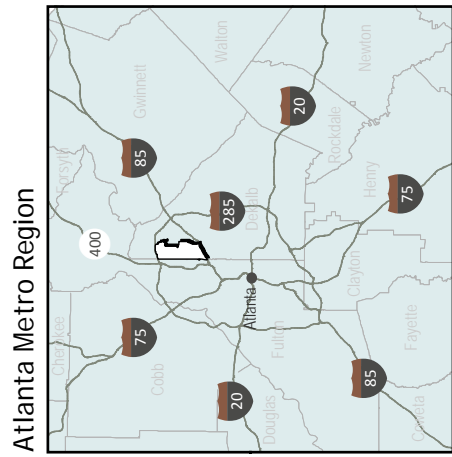
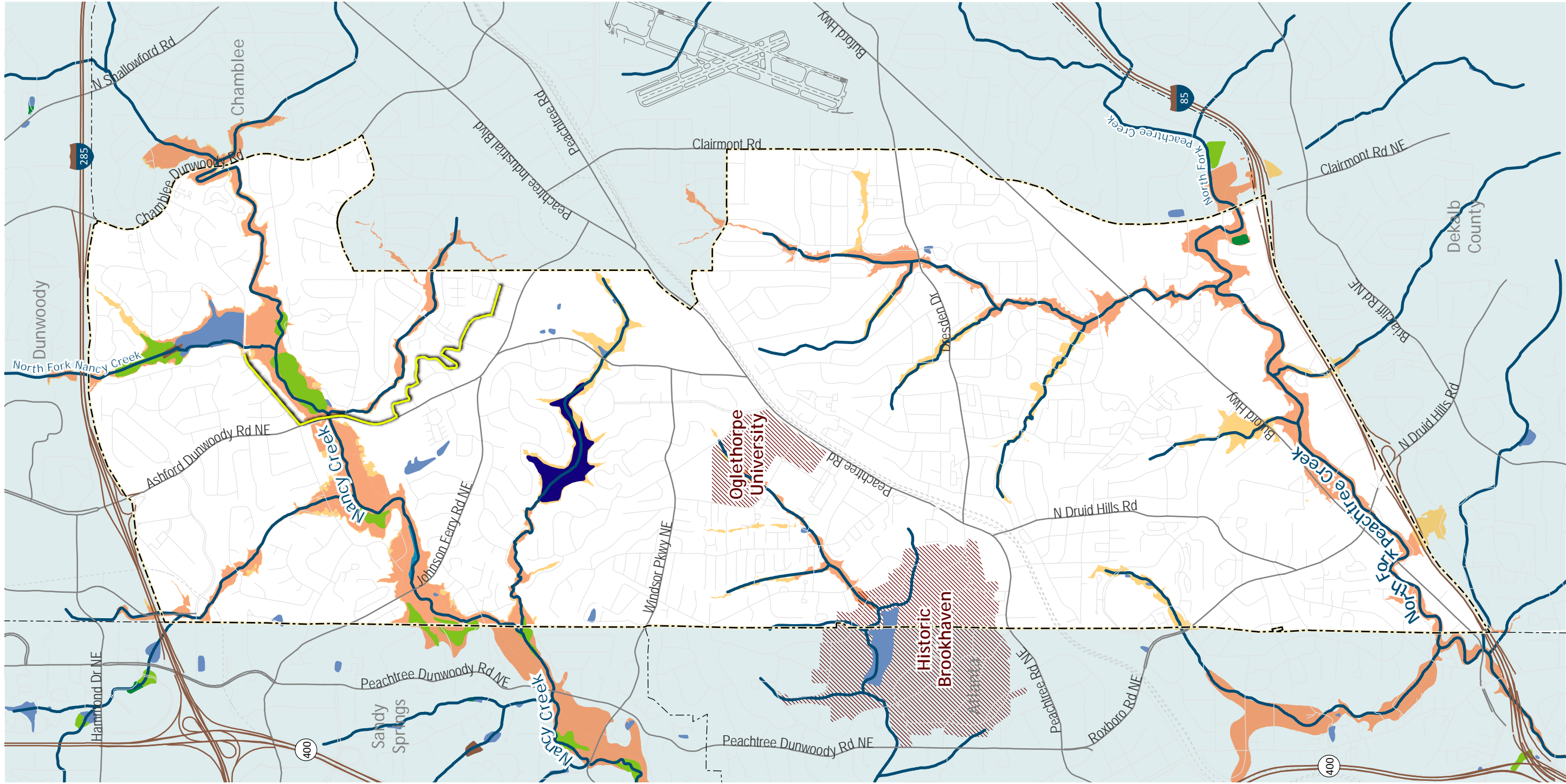


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Areas Requiring Special Attention



- City of Brookhaven
- Historic Districts
- 100-Yr Floodplain
- 500-Yr Floodplain
- Rivers / Creeks
- Trail
- Wetlands (DCA):
 - Freshwater Emergent Wetland
 - Freshwater Forested/Shrub Wetland
 - Freshwater Pond
 - Other Freshwater Wetlands
 - Lake
 - Riverine
- Expressway
- Major Road
- Street
- Railroad



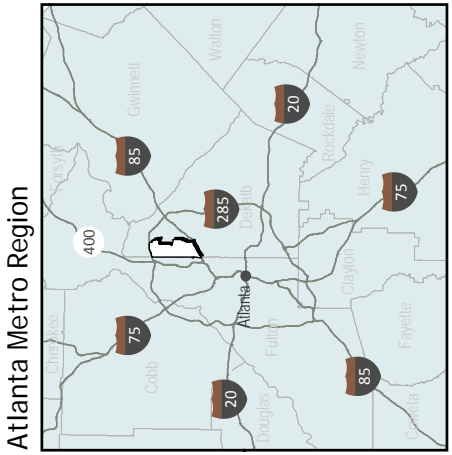
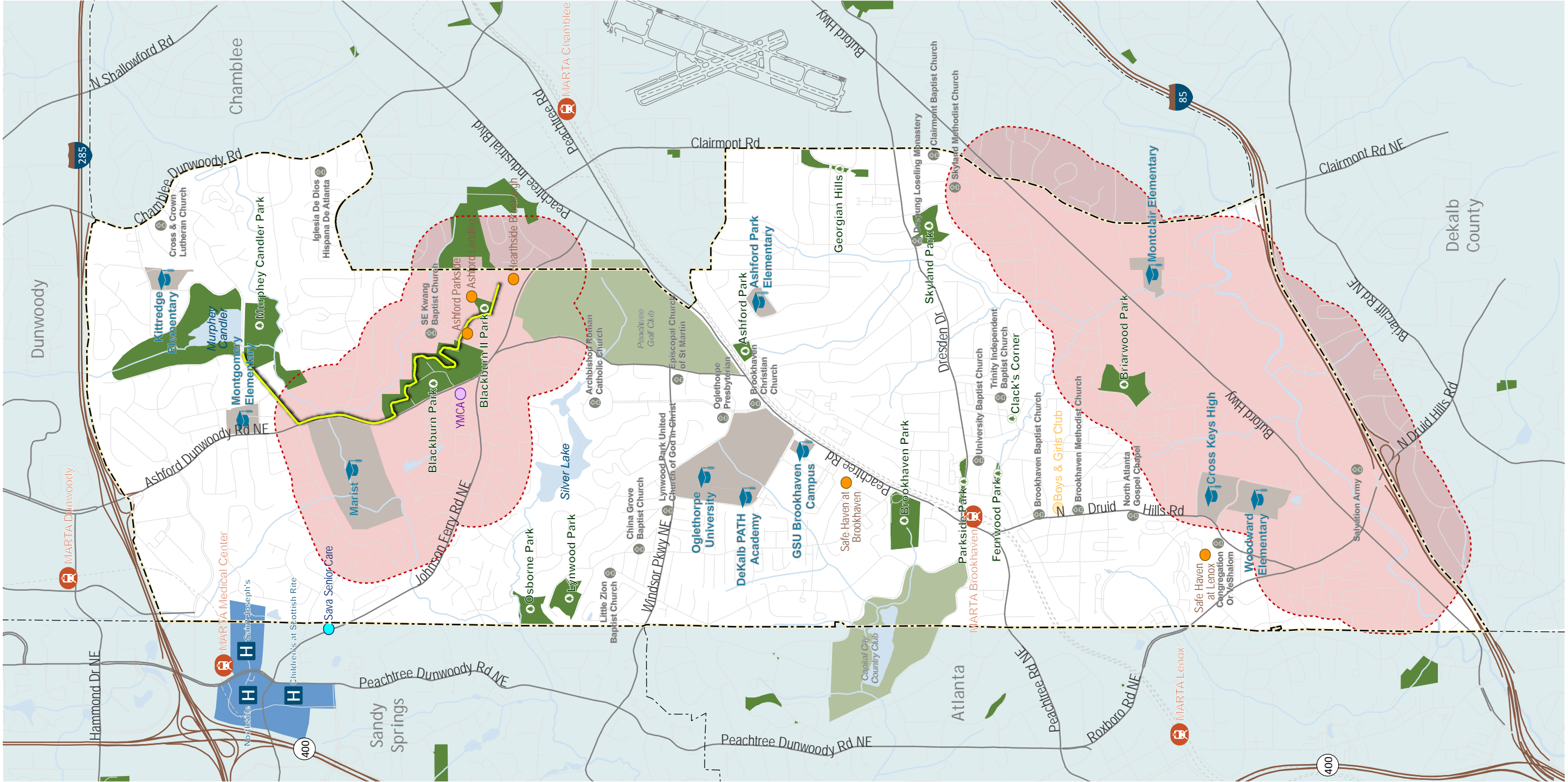
Source: City of Brookhaven IT/GIS Department, April 15, 2014; Georgia Department of Community Affairs

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Healthy / Active Living Resources



- City of Brookhaven
- Hospital
- MARTA Rail Station
- Place of Worship
- School
- School Parcel
- Park
- Trail
- Park Parcel
- Golf Course
- Waterbody
- Master Active Living Plan Boundary
- Wellness District
- Senior Healthcare
- Senior Housing
- YMCA
- Boys & Girls Club
- Waterline
- Expressway
- Major Road
- Street
- Railroad

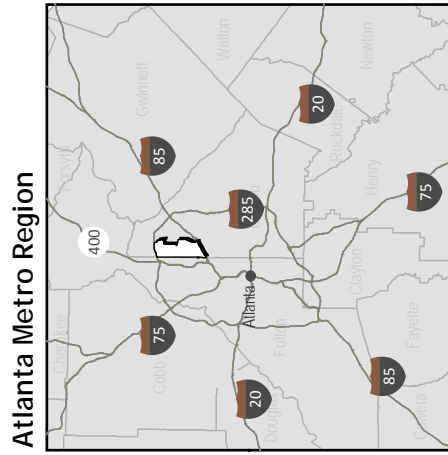
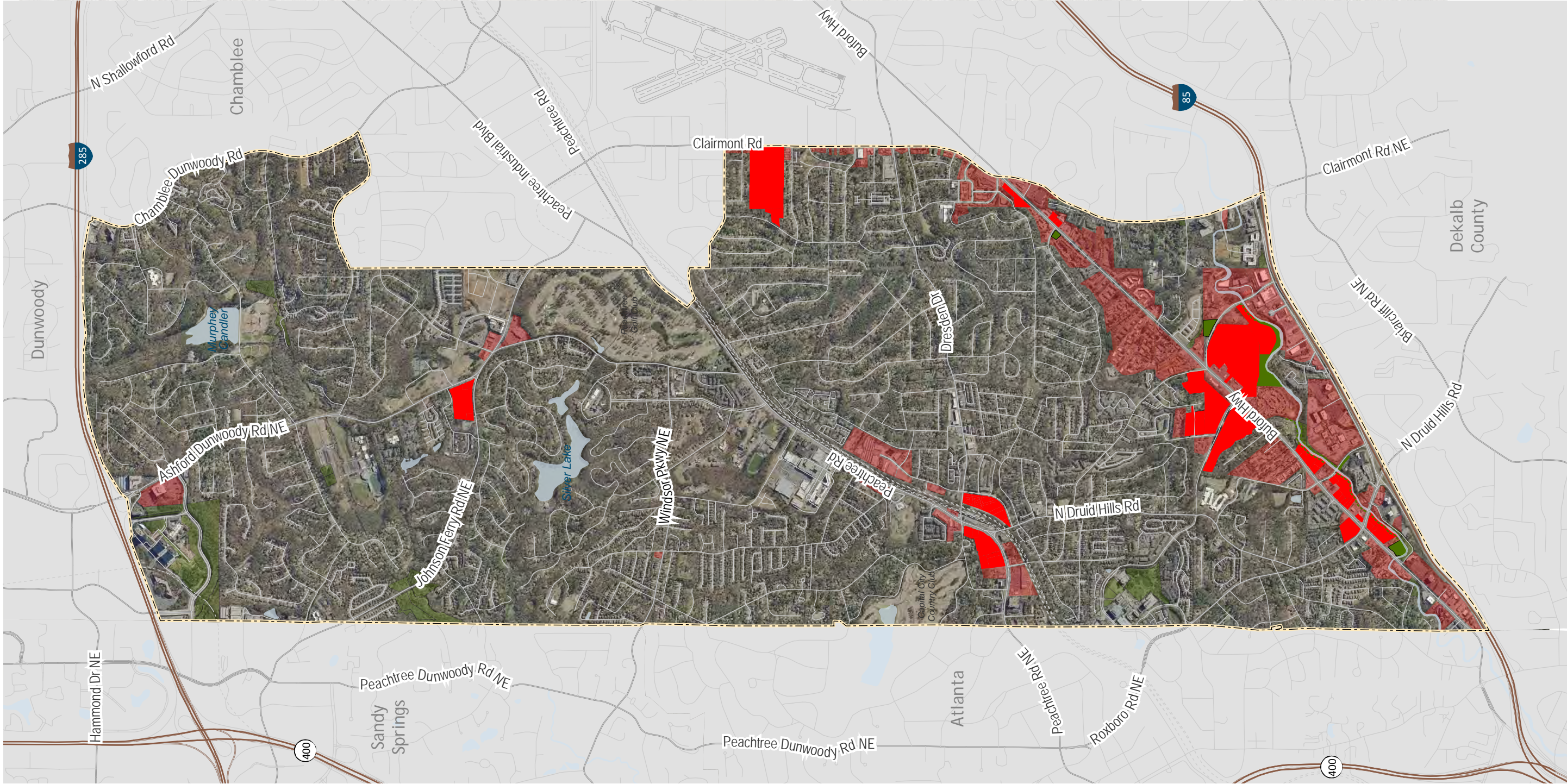


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Priority Redevelopment Parcels

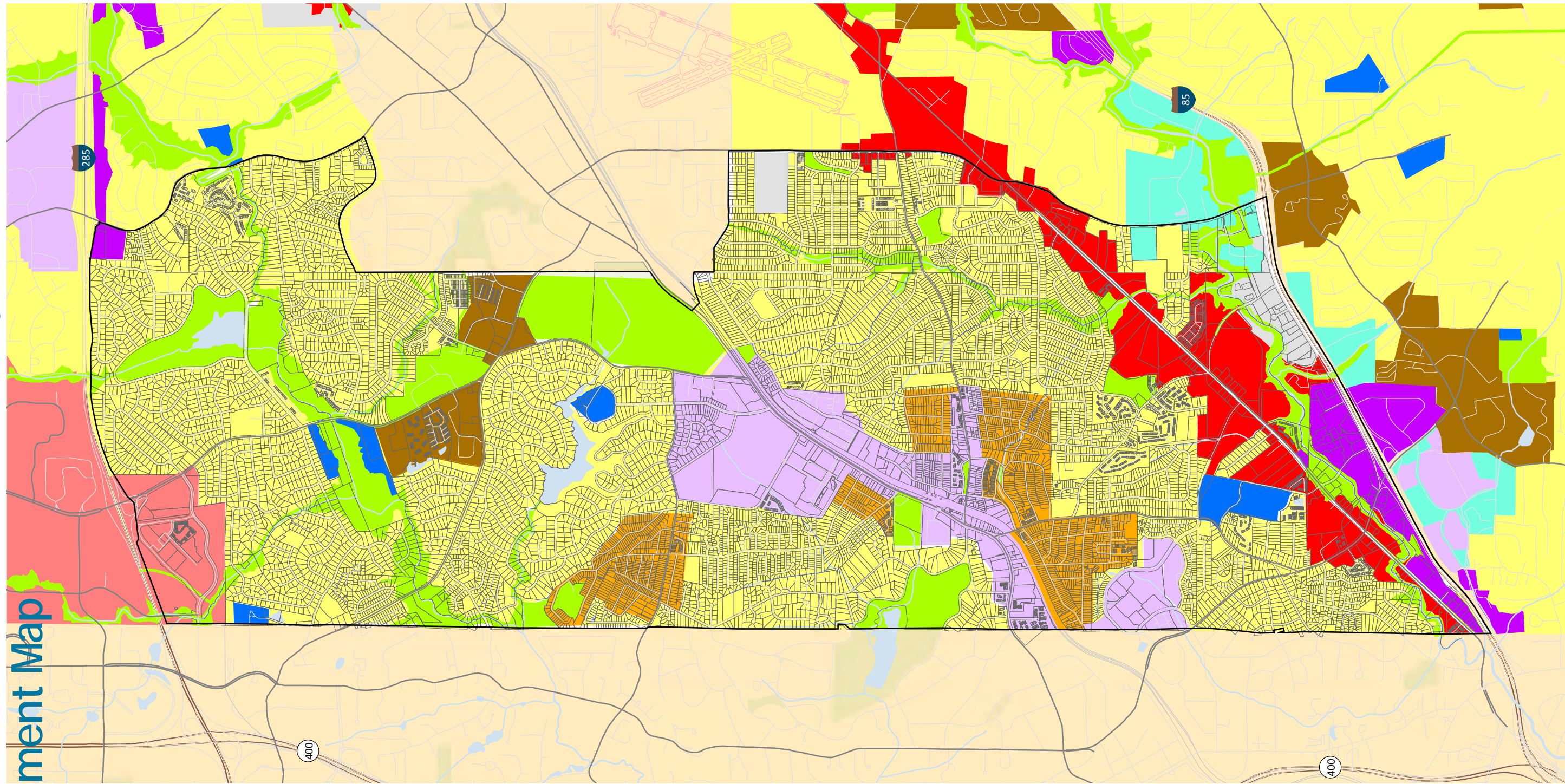


- City of Brookhaven
- Prioritized for Open Space
- Prioritized for Redevelopment
- Prioritized for Open Space Connection
- Vacant Land
- Underdeveloped Land
- Waterbody
- Waterline
- Expressway
- Major Roads
- Street
- Railroad



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Zoom in of DeKalb County's Future Development Map



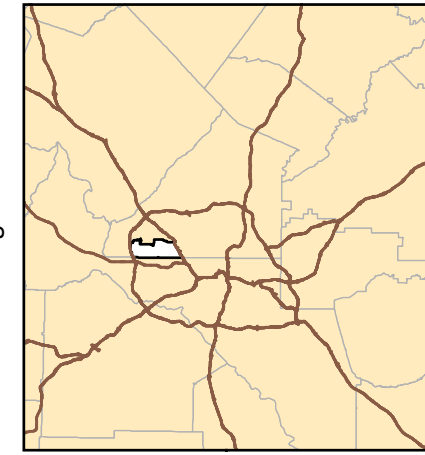
DeKalb County Character Areas

- City of Brookhaven
- Parcel Boundaries
- Suburban Residential
- Neighborhood Center
- Conservation-Greenspace
- Institutional
- Office Park
- Traditional Neighborhood
- Town Center
- Regional Center
- Light Industrial
- Industrial
- Commercial Redevelopment Corridor
- Highway Corridor
- Waterbody
- Major Roads
- Street
- Railroad



Source: DeKalb County 2011

Atlanta Metro Region



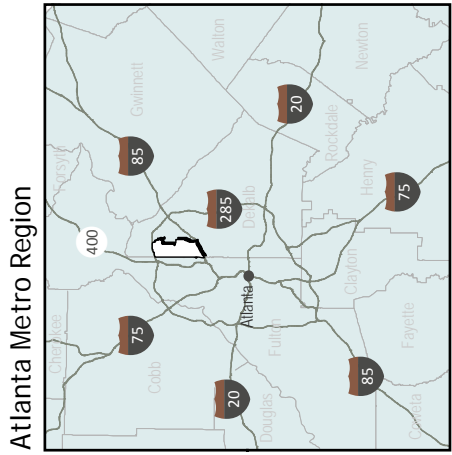
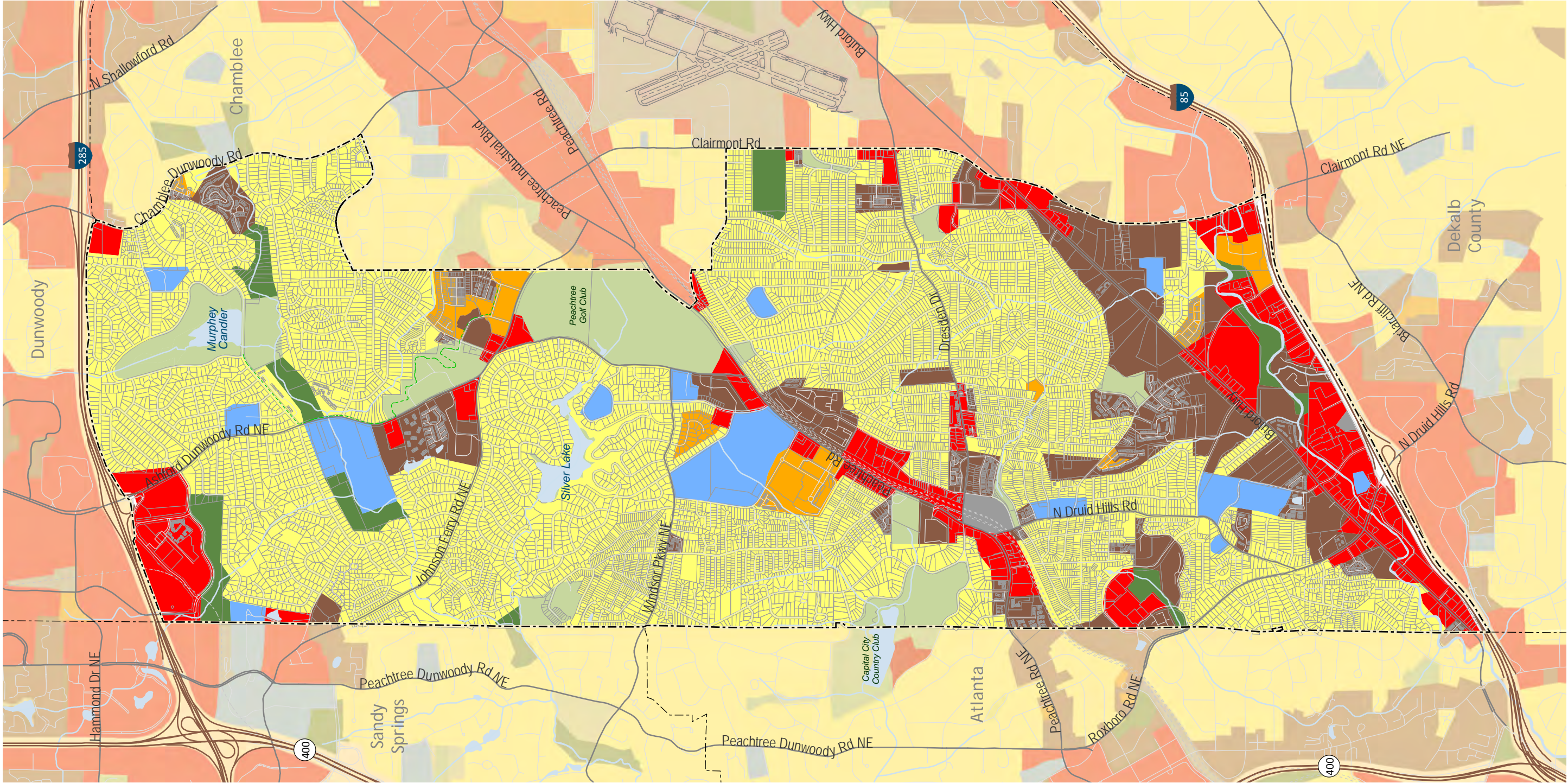
CITY OF BROOKHAVEN
COMPREHENSIVE PLAN 2034

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Existing Land Use



- City of Brookhaven
- Parcel Boundaries
- Forest-Undeveloped
- Park-Recreation-Conservation
- Public-Institutional
- Single-Family Residential
- Multi-Family Residential
- Commercial/Office
- Under-Construction
- Transportation-Communication-Utilities
- Waterbody
- Waterline
- Expressway
- Major Road
- Street
- Railroad



Source: ARC LandPro 2010; City of Brookhaven IT/GIS Department, April 15, 2014



JACOBS

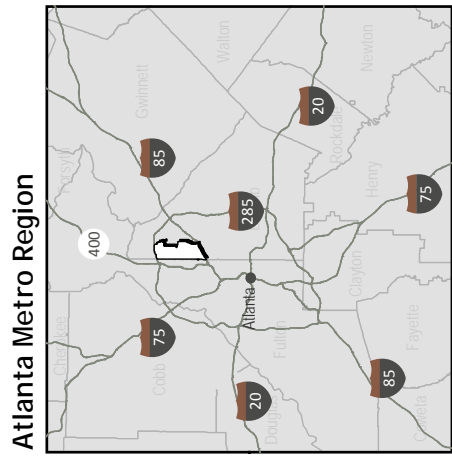
CITY OF BROOKHAVEN
COMPREHENSIVE PLAN 2034

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Vacant and Underdeveloped Land



- City of Brookhaven
- Vacant Land
- Underdeveloped Land
- Waterbody
- Waterline
- Expressway
- Major Roads
- Street
- Railroad



Source: City of Brookhaven IT/GIS Department, April 15, 2014



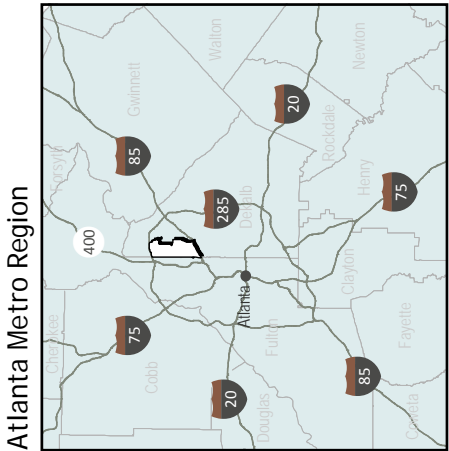
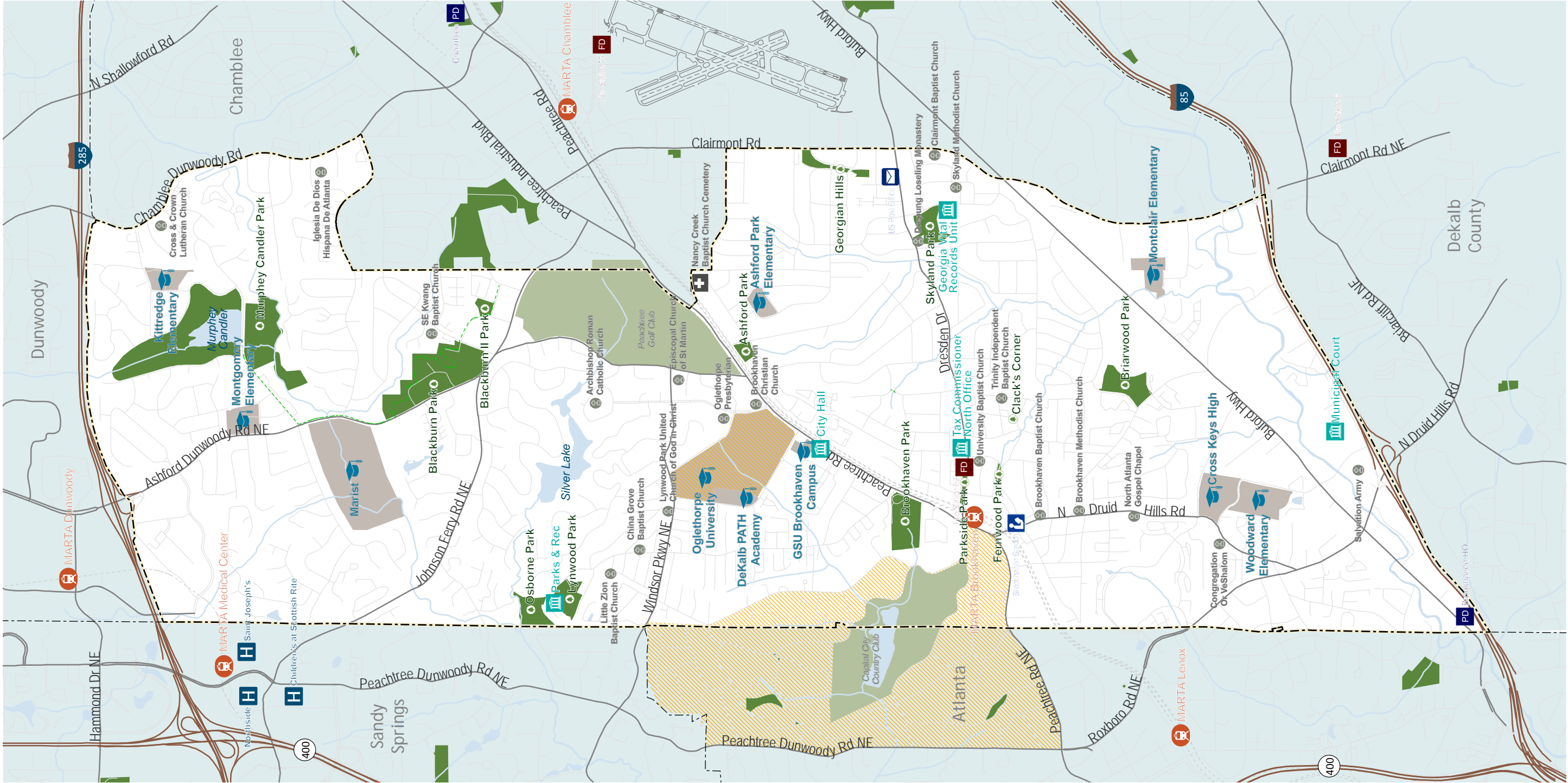
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Community Facilities and Resources



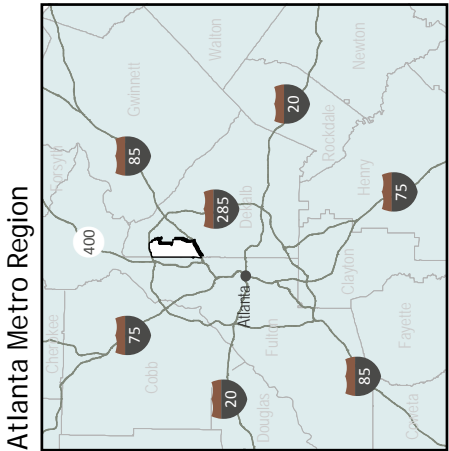
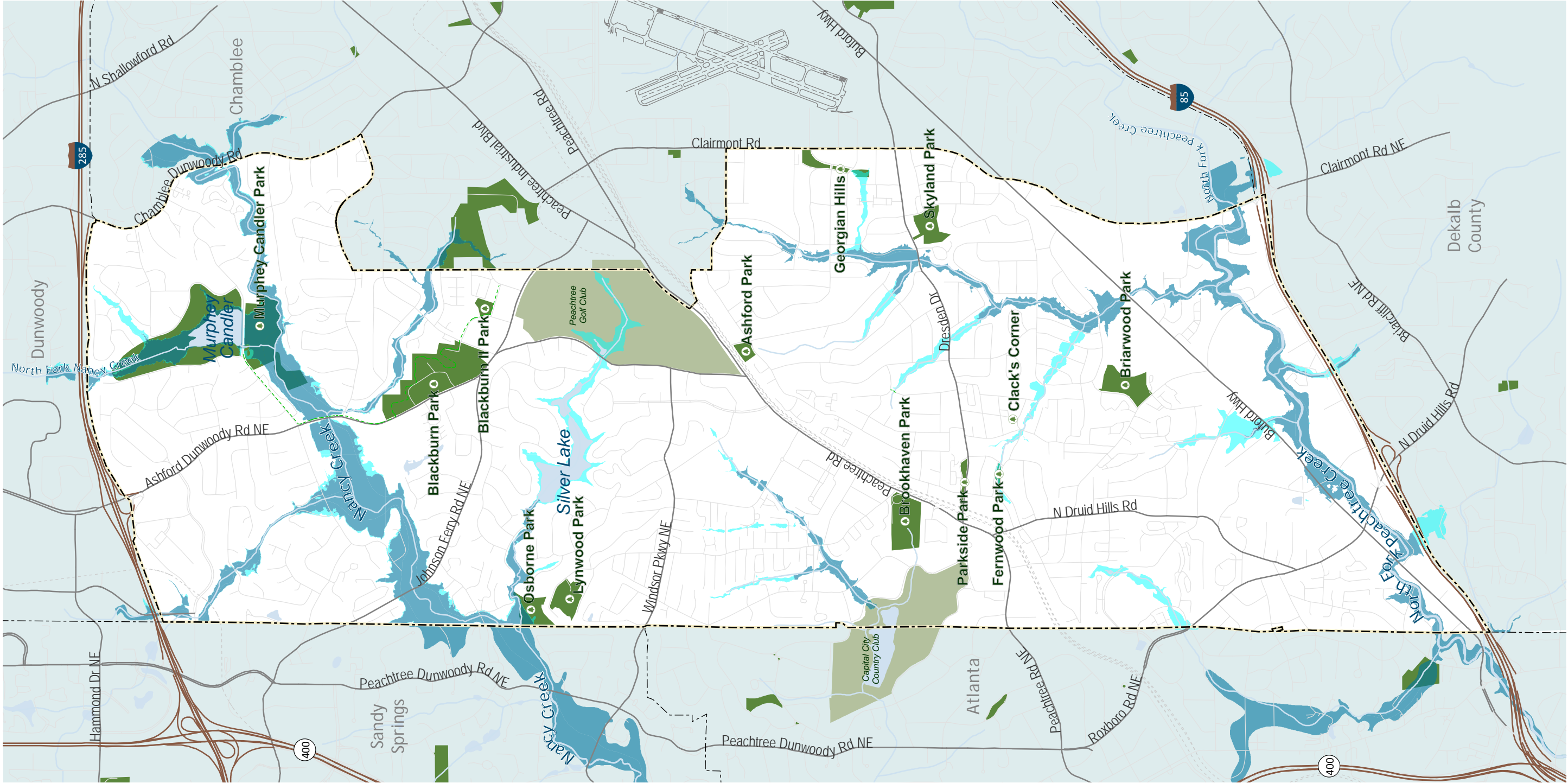
- City of Brookhaven
- Hospital
- Library
- Government Facility
- Cemetery
- MARTA Rail Station
- Fire Station
- Police Station
- Post Office
- Place of Worship
- School
- School Parcel
- Park
- Trail
- Park Parcel
- Golf Course
- Waterbody
- Historic Districts
- Waterline
- Expressway
- Major Road
- Street
- Railroad



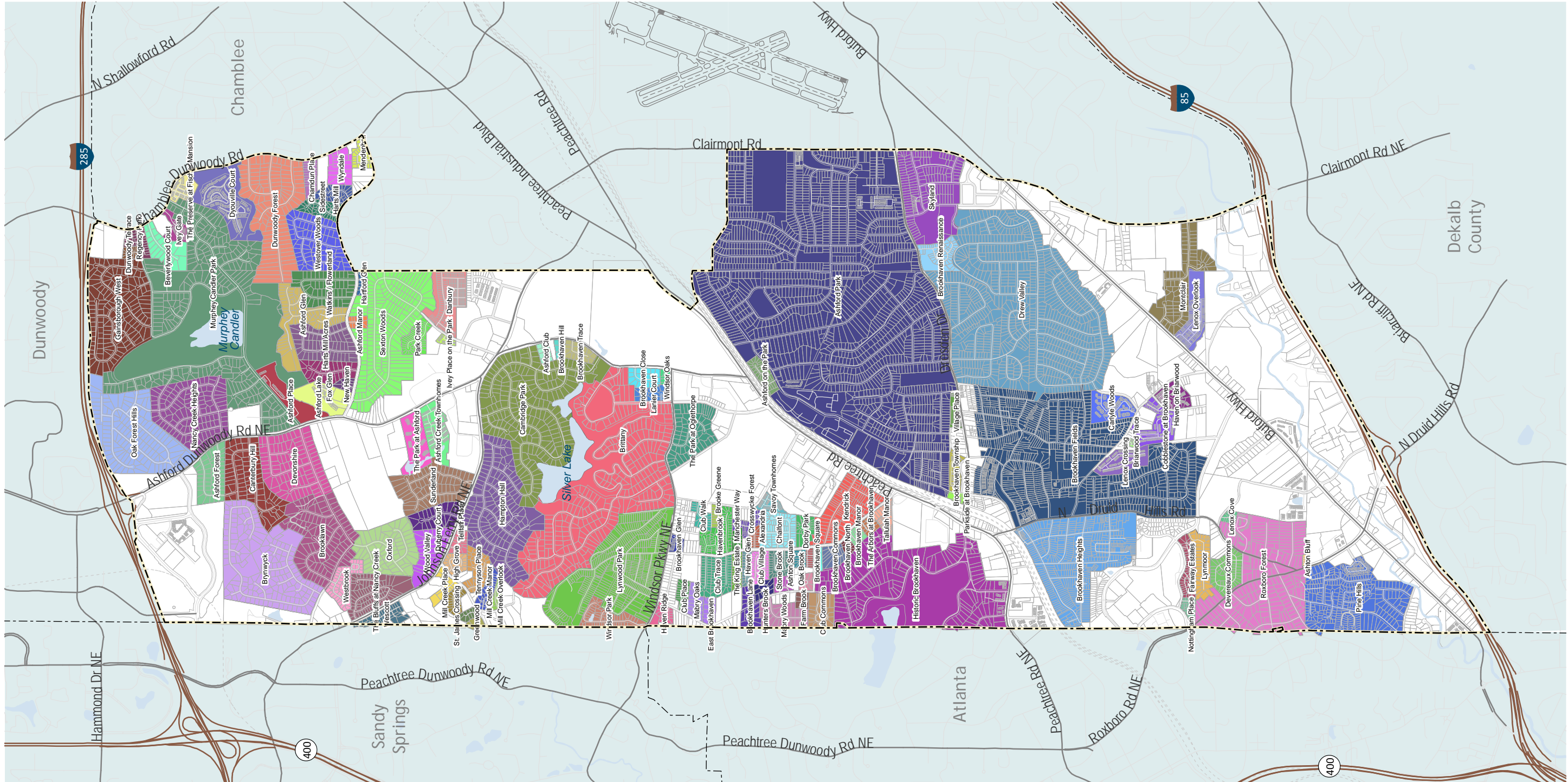
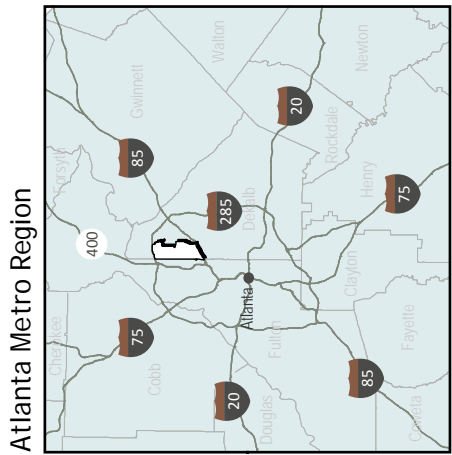
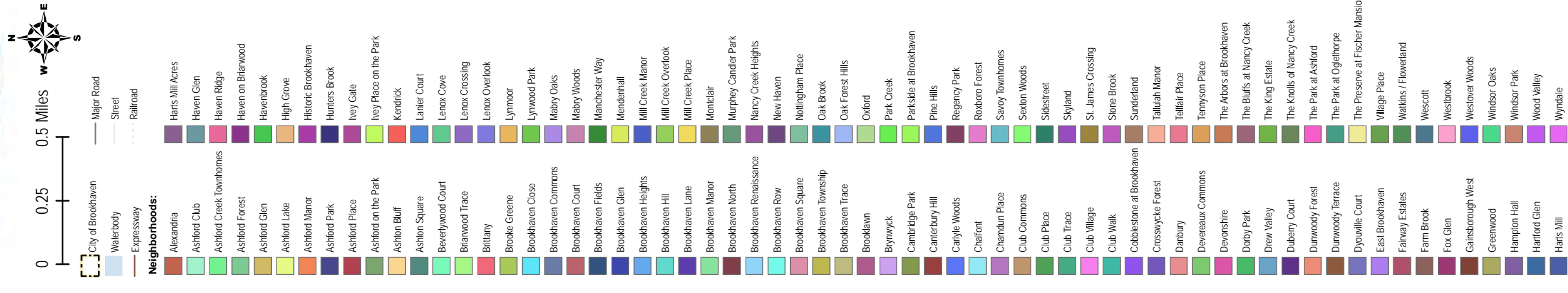
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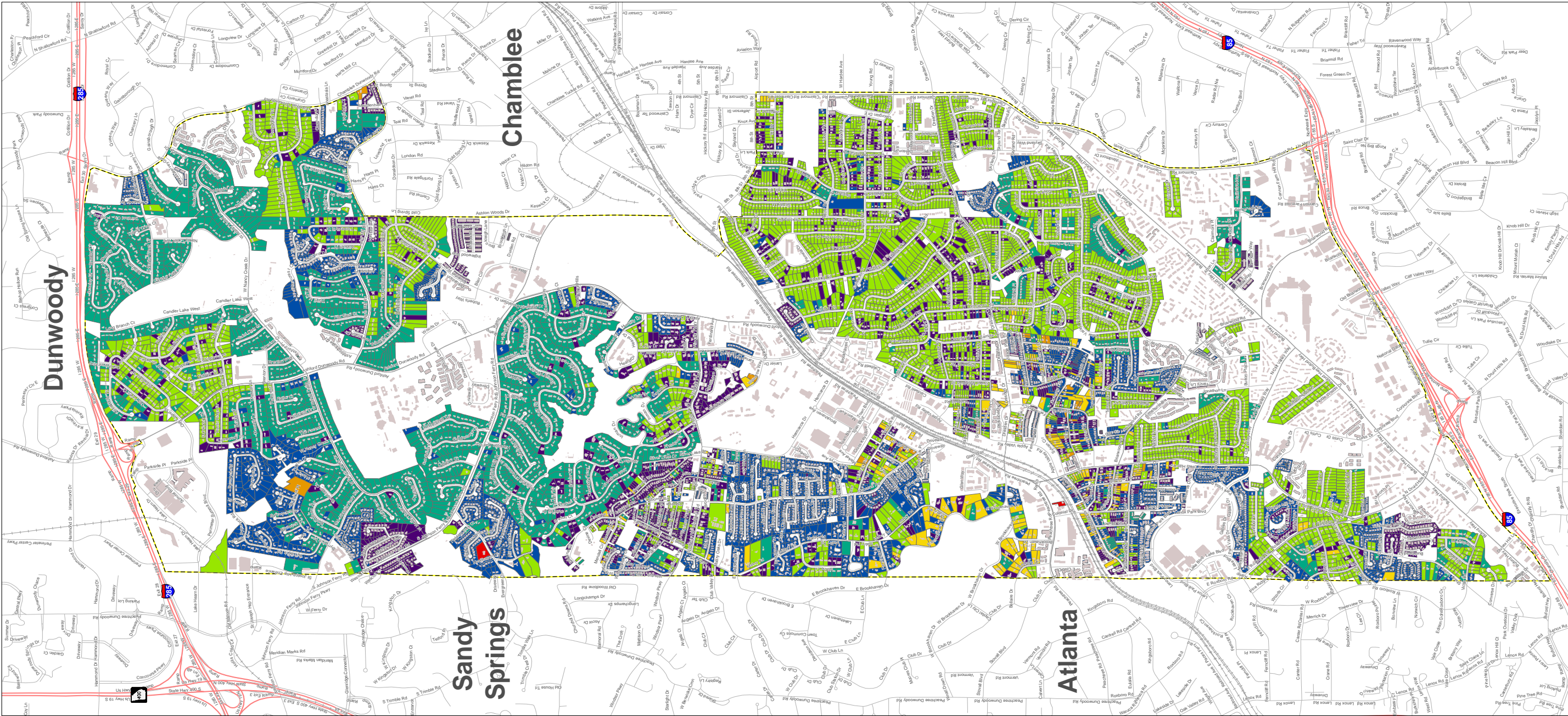
- City of Brookhaven
- 100-Yr Floodplain
- 500-Yr Floodplain
- Park
- Park Parcel
- Golf Course
- Waterbody
- Trail
- Waterline
- Expressway
- Major Road
- Street
- Railroad



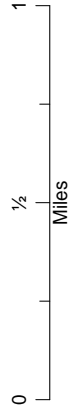
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Single Family Residential Structures By Year Built



Map Sheet size 30" x 42"

Legend

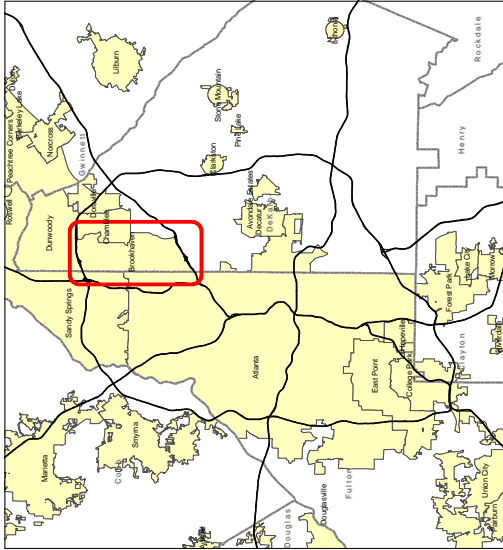
- Railroad
- Expressway
- Surface Street
- Major Road
- City Limit

Year Built

- 1842 - 1900
- 1900 - 1920
- 1920 - 1940
- 1940 - 1960
- 1960 - 1980
- 1980 - 2000
- 2000 - 2014

Note - Building ages are based on 2012 Dekalb County Tax Digest and the Single Family Certificate of Occupancy issued by the City of Brookhaven in 2013 and 2014. Some data may be missing or inaccurate.

Prepared by the
City of Brookhaven IT/GIS Department
May 2, 2014



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A.4. Implementation Strategy Details

A.4.1. Implementation Strategy Details by Need or Opportunity

A.4.2. Responsible Party and Partners Details

1

13

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A.4.1. IMPLEMENTATION STRATEGY DETAILS BY NEED OR OPPORTUNITY

The below information provides additional implementation guidance to the City for needs and opportunities provided in Chapter 4 and to further support the Comprehensive Plan Community Work Program in Appendix B.1. All needs and opportunities are listed; however, additional guidance is only provided for a limited number of needs and opportunities.

LAND USE

1.1. Need: Align zoning and development regulations with Comprehensive Plan.

There are several areas the City's zoning and development regulations that need improvement to achieve the goals of the Comprehensive Plan, many of which are documented in Chapter 5 or elsewhere in the Comprehensive Plan. Priorities should include ensuring that zoning districts allow for the type of development that Brookhaven would like to see, connectivity and multi-modal access is prioritized, and special considerations are provided for including incentives for healthy communities.

One important modification is development and adoption a new mixed-use zoning district. Issues have been identified with current zoning designations not easily facilitating mixed-use development which would require many variances. Current regulations should be reviewed and a more development friendly zoning district should be created. Doing so should consider revisiting the Pedestrian Community (PC) zoning districts with recommendations made in the DeKalb Master Active Living Plan for the Ashford Dunwoody Study Area. This includes recommended changes to use limits, connectivity and accessibility requirements, open space provision, and building/parking design.

Best Practices

Many communities have taken the approach of comprehensively updating zoning, subdivision, environmental, and development ordinances at one time into one ordinance to make them more fluid and user friendly overall and to ensure compatibility. DeKalb County and Gwinnett County recently did this with their code as well as the City of Roswell.

1.2. Need: Address infill compatibility issues in residential areas.

The plan identifies that there is an opportunity for overarching infill guidelines and also more specific treatments for certain character areas of the city. In combination with this input, the City should utilize its infill development research initiative to help inform what areas require new or different treatments. The plan makes recommendations to complete character area specific surveys in areas of the city where infill has been a contentious issue to date. The community survey of the comprehensive plan provides

1.3. Opportunity: Pursue architectural and/or design standards in targeted areas.

An overlay district and design guidelines make sense for Buford Highway where redevelopment is likely in the 20 year planning horizon; the overlay district can help control for signage, building materials, and incentives for greenspace incorporation, affordable housing units, public art, and other desirable amenities. Additional design guidelines should be considered for the Clairmont Road segment within the Ashford Park-Drew Valley character area as well as the Blackburn Park Neighborhood Center.

1.4. Need: Further Brookhaven as a walkable and bikeable community.

A key aspect of this need is the City’s consideration of establishing a “complete streets” policy and regulations along key pedestrian and bike routes for both public and private investment. A complete streets policy ensures that streets are consistently planned with bicyclists, transit vehicles and riders, motor vehicles, and pedestrians in mind. Such a recommendation would be codified as part of the City’s development regulations and transportation procedures. Providing for small or medium scale neighborhood commercial nodes in targeted areas of the community will also help create more destinations that are within walking distance of many city residents and can be reached without getting in a car or taking transit. Appropriate locations for neighborhood commercial are shown on the Character Area Map. The majority of participants in the Community Survey identified the need for more or more variety of small neighborhood shopping areas within Brookhaven.

Best Practices

Safe Routes to School

The Safe Routes to School program is available throughout the state of Georgia and both furthers a walkable and bikeable environment while creating a greater connection between schools, the local government, and community members.

Case Study: Minneapolis (MN) Bicycle Program - <http://www.ci.minneapolis.mn.us/bicycles/>

The City of Minneapolis Bicycle Program is joint-agency partnership that integrates the efforts of many divisions and departments throughout the City of Minneapolis to address issues related to bicycle transportation. Each division or department handles a specific task regarding bicycle planning and safety as well as shares responsibility for integrating their efforts with the other departments:

Along with inter-agency coordination, the City of Minneapolis Bicycle Program collaborates with various bicycle-related organizations including the Minneapolis Bicycle Coalition, Bike Walk Twin Cities, Bicycle Alliance of Minnesota, Twin Cities Greenways and the Midtown Greenway Coalition.

1.5. Need: Review tree ordinance (ensure appropriate protection).

The City had already begun tackling this issue/ need at the end of the Comprehensive Plan 2034 planning process; a revised tree ordinance to address community concerns is anticipated for adoption by 2015.

1.6. Need: Address visual clutter in the community.

A combination of strategies can help address visual clutter in a community, including policies applied to both the public and private realm. The City can create streetscape standards for targeted streets that ensure consistent design treatments as improvements are made. These strategies require coordination with the transportation partners such as the Georgia Department of Transportation and DeKalb County Department of Public Works. Signs can often be the main culprit of issues with the visual clutter. The City should complete a thorough review of its sign ordinance. The City may also consider partnering with civic organizations that can help maintain a quality look and feel to the Brookhaven community.

Best Practices

Keep America Beautiful and Keep Indianapolis Beautiful

There are more than 600 cities, towns, counties and states — even international communities — that are implementing the Keep America Beautiful System (KAB) as certified affiliates of KAB and more than 400 additional chapters pursuing certification. In its over 50-year existence, KAB has provided a proven framework for community education and hands-on stewardship that reduces litter and waste, promotes grassroots volunteerism, and makes sustainable improvement possible for communities of all sizes.

At the local level, KAB affiliates have built upon this framework to create innovative, locally-focused programs that address the specific needs of their diverse communities and populations. For example, Keep Indianapolis Beautiful (KIB), one of the national organization’s top affiliates, has a 30-year history of partnering with neighborhoods, the public sector, local philanthropists and corporate Indianapolis. Each year, KIB supports an average of 500 community improvement projects with 30,000 volunteers. Since 1995, KIB has helped plant more than 12,000 trees and coordinates the city-wide Great Indy Cleanup days every weekend from April - October.

1.7. Need: Further health and exercise in the community through supportive infrastructure and design.

The DeKalb County Board of Health Master Active Living Plans for the Ashford Dunwoody Study Area and the Buford Highway Corridor Study are good starting points for furthering an active community. Recommendations of these studies should be pursued by the community. Increasing access and connectivity to parks is equally important and the recommendations of the Parks and Recreation Master Plan should be implemented to further this.

Best Practices

Case Study: Bike St. Louis (MO) <http://bikestlouis.org/>

The Bike St. Louis Project originally grew out of a partnership between the City of St. Louis and the Great Rivers Greenway District. The initial organization sought to connect the parks in the City of St. Louis for cyclists while providing safe bicycle commuter routes. After an initial planning effort lead by community stakeholders, the first 20 miles of continuous on-street bicycle routes were unveiled in the spring of 2005. In addition to road signage, bike maps containing bike safety information and an educational program present to over 30 middle school students promote bicycling as an alternative means of transportation within the City. In 2008, the City of St. Louis completed its first major expansion of its bike network since 2005. The expansion added nearly 50 miles of additional bicycle routes in St. Louis and provided expanded connections from downtown to neighborhoods, business districts, educational, cultural, and recreation amenities in North and South St. Louis. The new routes also connected the current bicycle network with a riverfront trail and bridge bikeway along the Mississippi River, and local greenways. Along with the extension to the bike trails, the Bike St. Louis project engaged in a public awareness campaign promoting bicycle safety and the health and environmental benefits of bicycling.

1.8. Need: Further a live-work-play community by allowing for mixed-use development in appropriate locations.

No further information

1.9. Need: Manage growth and higher density in city.

No further information

1.10. Need: Engage DeKalb County Schools in city development proposals.

No further information

1.11. Opportunity: Install a bicycle and pedestrian bridge connection through the Brookhaven MARTA station across Peachtree Road.

No further information

COMMUNITY FACILITIES AND RESOURCES

2.1. Need: Preserve the City's tree canopy.

At this point in time, the City does not have documentation of the full extent of the city's tree coverage. This is something that the City could work to document through its Geographic Information System (GIS) and monitor through regular development processes. Identifying the tree coverage now would help monitor the City's progress over time. Having a city arborist on hand on staff is one viable option to help preserve and address and provided direction on tree preservation issues as they arise. The regulating framework for tree preservation should also be addressed within amendments to the City's zoning and development regulations, as indicated in needs and opportunities under land use.

Implementation Strategies include:

- Train staff to achieve International Society of Arboriculture certification.
- Pursue Tree City U.S.A. designation by the Arbor Day Foundation. The Cities of Decatur, Dunwoody, Sandy Springs, Atlanta, and Norcross currently have this designation.

2.2. Need: Stormwater management - evaluate existing program to ensure sufficient capacity to meet management needs.

As a part of the City's long-term sustainability goal, it should also consider opportunities to implement innovative stormwater management facilities, promote site level management opportunities such as rain gardens and green roofs, and other eco-friendly tactics. The ARC's regional Plan2040 local implementation recommends documenting impervious services, which is a recommended action item for the City as a part of this plan.

The Metropolitan North Georgia Water Planning District Watershed Management Plan identifies appropriate stormwater management mechanisms that should be adopted to help protect area waterways.

The City can also look into converting FEMA sites in the southern portion of Brookhaven into dual purpose greenspace and natural stormwater systems. The City

of Atlanta was recently successful at implementing a combined stormwater overflow facility as a part of a community park in the City's Old Fourth Ward neighborhood. The project has been very successful and added much needed park space to an underserved community.

2.3. Identify infrastructure and utility capacity improvements (water and sanitary sewer) needed to support Future Land Use Plan.

The City should pursue a follow-up study to identify if the current system capacity can accommodate the future land use vision laid out in the Comprehensive Plan and Character Area map. The City could carry out a simple or more detailed study; possible items to review in either version area identified below.

Description	Simple	Detailed
Review & Assessment of Current CIP	Yes	Yes
Review GIS, record drawings	Yes	Yes
Population Projections	N/A	Yes
Water Demand Projections		
Wastewater Flow Projections		
Develop ModelFlow/Demand Allocation	N/A	Yes
Flow/Demand Allocation		
System Operations		
Field Evaluations		
Model Verification	N/A	Yes
System Evaluation	Yes	Yes
Recommendations (TM/Report)	Yes	Yes

2.4. Opportunity: Establish policies for burying utilities along strategic corridors.

Specific roads that should be prioritized for burying utilities are: Buford Highway, Peachtree Road, Johnson Ferry Road, and Ashford Dunwoody Road.

2.5. Need: Leverage City’s creek system for greater access by community, while protecting their long-term health and viability.

This need/opportunity is largely handled by the City’s Parks and Recreation Master Plan but should also be considered in the City’s development regulations and other related practices that impact streams. The City has the opportunity to require or provide incentives as development or redevelopment occurs to provide connections to the creek network. There are a variety of greenways in the Atlanta area that can be learned from in terms of best practices.

2.6. Need: Establish a Town Center.

The City of Decatur and City of Suwanee are two examples of successful civic/government centers in Atlanta Region that have become a true focal and meeting ground in their communities. New cities that are currently undergoing new town center planning and implementation efforts include the City of Peachtree Corners and the City of Sandy Springs. These cities could be consulted to learn from their experiences, prior to Brookhaven setting out on its own Town Center development plan.

2.7. Opportunity: Improve coordination with DeKalb County schools or consider development of a school system.

No further information

2.8. Need: Document and protect historic resources.

No further information

2.9. Need: Ensure access to emergency services.

The cities in Georgia are required to maintain an Intergovernmental Agreement with adjoining and partner government entities identifying how base

services are handled. Brookhaven has such agreement with the DeKalb County for a variety of services.

ECONOMIC DEVELOPMENT

3.1. Opportunity: Continue to enhance, diversify, and attract business establishments and unique restaurants

The City should complete a survey of local establishments to determine what city services they currently value and what additions they'd like to see. These could include potential incentives to be included in the Incentives Policy recommended in Opportunity 3.4, zoning issues they may be experiencing, and city governance matters such as alcohol licensing. A free service such as Survey Monkey can be utilized to reach restaurant owners whose email addresses the City has obtained. Depending on the level of response, the City should consider making the survey an annual or bi-annual occurrence. In future surveys, the audience could potentially be expanded to include other service providers throughout Brookhaven.

3.2. Opportunity: Identify opportunities or community festivals and events.

The City should convene a committee of local leaders representing diverse constituencies to gain insight on the types of community events they would support and potentially host or sponsor. Dependent on resources, the committee should begin by identifying and planning an initial annual event. The City’s Office of Tourism could work with the DeKalb Convention and Visitors Bureau and/or event promoters and festival planners, property owners, parks, young professionals, nonprofits, and business districts to identify the most feasible opportunities that fit with the Brookhaven brand and fill an unmet demand or niche. The event should be used as a platform to celebrate the various cultures represented within the city and can be an avenue to promote local businesses. For example, an event like "Taste of Brookhaven" could highlight the

unique restaurants and catering services in town. Area businesses and organizations can be asked to host or support the event in exchange for high visibility during the promotion and execution of the event.

Best Practices

Case Study: Louisville 101 (Louisville, KY)

Among its many events, Greater Louisville Inc. along with partners, has coordinated a program called “Louisville 101” as a talent retention initiative, focusing on reconnecting ex-patriots returning to Louisville with the region and newcomers interested in building awareness of the area and meeting new people. Louisville 101 was an interactive half-day program that immerses participants in the life and culture of the region. The program included:

- A showcase of Louisville neighborhoods
- Arts and entertainment
- Current issues facing the region
- Information on the city-county merger of 2000
- Profiles of Louisville’s diversity and multicultural communities
- A “Taste of Louisville” – a sampling of signature Louisville favorites

During its annual run, Louisville 101 began with a personal welcome from the Metro mayor and other local leaders. Participating in the program offered attendees the opportunity to learn about the community from corporate and civic leaders and is designed to familiarize participants with the region

and all it has to offer. Louisville 101 also offered a way to meet other new residents or returning ex-patriots through networking time with representatives from community organizations.

Cultural Affairs Committee (Joplin, MO)

In 2009, the Joplin Area Chamber of Commerce partnered with the City of Joplin to create a joint committee focused on the arts. The Cultural Affairs Committee sought to improve the arts and cultural environment in the city, and focused in particular on commissioning several murals in Joplin and smaller communities in the two-county region like Webb City and Carl Junction through its Art in Public Spaces Program. Many murals are positioned along the historic Route 66 to increase tourism volume. The Cultural Affairs Committee also promotes local artists through quarterly rotating exhibits at the Chamber office.

In 2010, the Chamber and the City spun off the group as Connect2Culture. This group developed a master plan as SPARK—Stimulating Progress through Arts, Recreation, and Knowledge of the Past. The plan, which was adopted by the City, focuses on placemaking through the arts, specifically in downtown Joplin. It includes bold visions such as the construction of a “town green” park and development of an arts and entertainment center with continued support from Connect2Culture. In 2011, Joplin City Council members voted to support SPARK to promote economic growth and tourism, and attract businesses and residential development downtown. The SPARK Plan has become a critical piece of the rebuilding and redevelopment planning efforts of Joplin following the catastrophic EF5 tornado on May 22, 2011. The community is now moving forward on the \$68 million cultural arts complex outlined in the SPARK plan.

As the SPARK plan was finalized, Connect2Culture formalized itself as a 501(c)(3) non-profit organization with a 14-member board and a 30-member task force.

In 2012, the Missouri Arts Council honored Joplin as the state’s Creative Community, an award recognizing the city’s strong arts environment. Much of the city’s work in the arts came as a response to the May 22 tornado. The Cultural Affairs Committee

commissioned temporary or “pop-up” art such as murals, statues, mosaics, and photography in response to the storm, and the local Spiva Center for the Arts exhibited tornado-inspired works by area artists.

3.3. Opportunity. Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.

The City along with its potential economic development partners are all receptive to working together to make sure that Brookhaven is a business-friendly community and that all partners are on the same page about what the city’s economic goals should be. An economic development strategy process will reveal in detail the City’s strengths and assets, including those described in detail in the Buford Highway Economic Development Strategic Plan, as well as its challenges, develop an action plan that complements the consensus built among partners, and detail how those actions should be implemented in terms of roles, capacity, funding, and timing. The economic development strategic process should:

- Explicitly define the City’s vision and core economic development goals to ensure that businesses opening, relocating to, and expanding in Brookhaven create quality jobs and make investments that are in alignment with those goals.
- Identify the most appropriate business sectors to pursue within various areas within the Perimeter Center, Peachtree Corridor Overlay District, and Lenox Park character areas as well as within the City’s various redevelopment opportunities.

The resulting strategy and implementation plan should drive marketing efforts for business attraction; identify staff positions that need to be created, expanded, or realigned, such as potentially a Director of Economic Development to oversee a new Department of Economic Development for the City who would work directly with businesses, prospects, and the City’s economic development partners; and address specific opportunities such as identifying niche areas for the City’s business incubator space and connecting it with priority sectors identified in the strategy and proposing various designations that may be of benefit to the City such as Georgia Work Ready Community and Georgia Camera Ready Community.

Best Practices

Case Study: Greater Rome, GA

Located in northwest Georgia in Floyd County, the City of Rome is in the middle of a dynamic three-state region anchored by three large metropolitan areas: Atlanta, Chattanooga, and Birmingham. Rather than be resigned to be a small player in the midst of large metros, Greater Rome (the City of Rome and Floyd County) has undertaken an aggressive economic development agenda that has resulted in tangible successes.

Led by a homegrown effort of Greater Rome leaders, the first economic development plan for Greater Rome, Rome-Floyd 20/20, was unveiled in 1998. Comprised of five key themes and 20 goals, the plan sought to establish community support and momentum for taking deliberate actions to improve the economy, build a skilled workforce, improve quality of life assets, build quality physical infrastructure and make more efficient use of government resources.

In 2003, during the fifth year of implementation, Greater Rome updated the strategy and measured progress. By this time, implementation success was evident as progress had been made in all 20 goal areas. The update process identified additional opportunities and challenges, including ways to leverage the community’s changing demographics, strengthen ongoing programs, and cultivate a culture of cooperation.

The second iteration of Rome-Floyd 20/20 was crafted in 2007 and was a true partnership between the City of Rome, Floyd County, and the Greater Rome Chamber of Commerce, as the cost was shared equally. The 20/20 II plan leveraged broader public input and focused on the workforce (developing a seamless Pre-K -16 education system), the economy (strengthening retention, attraction, and entrepreneurship), and the community (ensuring safety and strong leadership). Despite the impacts of the Great Recession, Greater Rome was able to continue its implementation successes. In 2007, Forbes profiled Rome as a top place to live; U.S. News and World Report ranked Rome High School as among the best in the nation in 2009.

3.4. Opportunity. Establish additional incentives to encourage further desirable development in the city.

The City should study best practice incentive policies of neighboring and peer cities within the state and in other parts of the country and evaluate a variety of incentives that are commonly offered at the local level. Eligibility requirements for incentives should be established to identify qualifying businesses (both new businesses and expanding, existing businesses). Such requirements are commonly based on job creation figures, investment levels, the type of business sector (defined by NAICS codes), and/or wage levels, among other criteria in line with the goals identified in the Economic Development Strategy recommended in Opportunity 3.3, as well as any community goals identified in this Comprehensive Plan. The City should attempt to align its incentives and eligibility requirements with its priority business sectors, as identified by the Economic Development Strategy, when relevant. Examples of potential incentives include but are not limited to an opportunity zone and tax allocation district along the Buford Highway corridor, retail rent subsidies and the recommended façade grants for qualifying retail establishments in neighborhood commercial nodes, site development assistance, infrastructure extension, and expedited permitting for high-value projects, and green building incentives and density bonuses to encourage green building standards if determined to be a priority.

Best Practices

Case Study: San Marcos, Texas

The City of San Marcos, Texas is located along Interstate 35 between the highly successful and competitive communities of San Antonio and Austin. In order to compete for the rapid influx of jobs to the state of Texas, the City of San Marcos has developed a comprehensive incentive policy to better position itself alongside the fast-growing and relatively development-friendly communities of Austin and San Antonio. The City's incentive policy includes a wide variety of financial and non-financial incentives, including but not limited to:

- Permit and development impact fee waivers
- Fast-track permitting
- Freeport exemption
- Property tax abatements
- Tax-increment financing

- Sales tax rebates
- Revolving loan fund
- Reinvestment zones

A full list of incentives as well as detailed descriptions of each program and associated eligibility criteria can be found here: http://www.ecodevsanmarcos.org/pdf/SM_Incentive_Policy_2008.pdf.

3.5. Opportunity. Identify ways to regularly engage business community in feedback on city needs and concerns and vice versa.

Business retention and expansion (BRE) serves to:

- Mitigate reductions in force or business closures before they happen
- Increase understanding of barriers to expansion facing existing businesses and adjust government policies and procedures as necessary
- Improve private sector trust in and communication with local government
- Facilitate "growth from within"

Many local governments simply do not have the financial resources to support such efforts while others find that chambers of commerce are more effective and efficient at BRE outreach given the inherent level of trust that the business community typically has in chambers of commerce. Still, some local governments are actively engaged in BRE outreach to better understand the needs, challenges, and risk factors facing employers in their community.

The City will need to work with its partners to determine the scale and scope of future outreach efforts, evaluate the criteria for on-site visits, and assign roles. This assessment should examine a number of items including:

- Specific businesses within the City that have been engaged in previous or ongoing outreach efforts
- The frequency of contact with existing businesses
- The type of outreach employed (phone, survey, on-site visits, etc.) by firm size or sector
- Status of pre-existing business contact databases
- Frequency and method of data sharing with various partners and frequency of partner meetings to review input gathered from local businesses via surveys and site visits, discuss their concerns, and identify any necessary policy responses

- Method of handling immediate concerns requiring expedient response from local government departments

An example of a city-run business retention and expansion (BRE) plan is this BRE Strategic Plan by Shoreview, Minnesota: <http://www.shoreviewmn.gov/home/showdocument?id=1456>.

3.6. Need. Leverage the Brookhaven MARTA station to encourage further desirable development along the Peachtree Corridor.

One of the resounding vision components for Brookhaven is the ability to move around the City easily with or without a car. Collaborative planning between the City, Atlanta Regional Commission (ARC), and MARTA that engages residents and property owners in the area surrounding the Brookhaven MARTA station should be pursued, resulting in plans to catalyze appropriate development. Such plans should be leverage the findings of market analyses and any other existing or ongoing research related to viable transit oriented development of the area.

Best Practices

Case Study: Lindbergh City Center (Atlanta, GA)
<http://www.carterusa.com/projects/lindbergh-city-center>

Located in the Buckhead area of the City of Atlanta, Lindbergh City Center is a successful transit oriented development surrounding the Metropolitan Atlanta Rapid Transit Authority (MARTA) Lindbergh Station. The development is the result of a public-private partnership between MARTA and Carter, the master developer. Carter ground leased 47 acres of land from MARTA and created an urban mixed-use plan for Lindbergh City Center, which includes over 1.1 million square feet of office and retail space and 350 residential units, which have increased to 700 after Harold A. Dawson Company added 350 units.

One important feature built into the project several years ago was an incentive that resulted in AT&T (then BellSouth) choosing three sites for 10,000 employees, of which at least 30 percent would use MARTA to commute to work.

In 2014, Carter secured a \$24.5 million loan to fund the build-out and construction of two additional buildings, adding 187,751 square feet of office and retail space, for several tenants.

3.7. Need. Streamline information accessibility between economic development partners and for site selectors and prospective companies.

Professional, up-to-date, and content-driven websites regarding the City's economic development programs, assets, community data, etc. with consistent and complementary information are an absolute necessity. It is the standard by which the City will be judged on many occasions. The City can work on the website in-house or secure a marketing and branding firm to ensure that the City's website meets industry standards and is user-friendly and to create an economic development portal, which includes the following:

- Contact information for key City staff
- A comprehensive, up-to-date database of the City's available and developable real estate portfolio.
- Through GIS and real estate data sources, identify development opportunities (including current commercial sites and under-developed sites).
- Inventory property owners, property descriptions, maps, building specs, and potential uses for optimal utilization.
- Easily accessible links to economic development partners, including but not limited to the Brookhaven Development Authority, the Perimeter Community Improvement District (PCID), the Atlanta Regional Commission and its Regional Economic Competitiveness Strategy, the Georgia Department of Economic Development, and other county and regional efforts.
- Updated key demographic and economic data and information, including major employers, major institutions, transportation and connectivity, labor force profiles, commuting patterns, existing and planned sites and buildings for commercial and industrial development, Class A space, and business activity in Brookhaven (top sectors, median size and age, etc.).
- One-stop webpage that houses all information and documentation pertinent to starting a business in Brookhaven.
- All business and economic development-related forms.

To increase the site's visibility and to ensure that other partners and professionals have the most current data and information the City has, provide marketing and development partners, including the

Georgia Department of Economic Development, commercial real estate developers, and location decision professionals, with Brookhaven's most recent community and economic development information on a regular basis. Also, ensure that the data featured in the online portal is always current.

The City could consider reaching out to Oglethorpe University to gauge their interest in potentially creating a project for students within the Mathematics & Computer Science Division to geocode the database so that property- and site-specific information can be accessed via web-based GIS tools. The City may also want to consider reaching out to the Atlanta Regional Commission to potentially leverage its Geographic Information Systems Division.

Best Practices

Case Study: City of Arlington, Texas (Arlington, TX)
<http://www.arlingtontx.gov/business/>

The City of Arlington, Texas has developed a best practice economic development website that effectively communicates the City's economic development objectives to prospective businesses as well as residents. The City's economic development website provides an overview of the City's economic development strategy, Champion Arlington. The website has specific pages dedicated to each of the City's various incentive programs, as well as detailed demographic and economic information on the community presented in the form of downloadable "annual growth reports." The City also maintains its own site search website - Arlington iSites - that is enabled with a geographic information system (GIS) to help prospects and site location consultants browse available sites and properties.

CarpeDM (Des Moines, IA) <http://www.seizedesmoines.com/>

Launched by the Greater Des Moines Partnership, CarpeDM is a website that acts as a one-stop shop for new and prospective residents of the Greater Des Moines Area. CarpeDM provides a wealth of information for relocating residents including a relocation guide, local school and higher education systems, detailed neighborhood information as well as links to neighborhood resource organizations, and bus and air service infrastructure in the Greater Des Moines Area. Perhaps CarpeDM's strongest feature is its integration of the professional networking

site LinkedIn. While browsing the interactive website, prospective new residents can connect with community members who have volunteered to be ambassadors for certain topic areas and local programs. For instance, new residents desiring to learn more about the Young Nonprofit Professionals Network of Des Moines can easily select an ambassador and connect with them through LinkedIn.

Case Study: KCSOURCELINK (Kansas City, Missouri)
<http://www.kcsourcelink.com/>

Launched in 2003 by the Kauffman Foundation, in collaboration with the Small Business Administration and the University of Missouri-Kansas City, KCSOURCELINK connects small business owners with critical resources. KCSOURCELINK connects a network of over one hundred business resource providers to help entrepreneurs in the Kansas City region grow and succeed.

The model, which is now being replicated in other parts of the United States focuses on helping individuals move through the maze of local entrepreneurship support services. The goal of the model is to save entrepreneurs time, provide more relevant information, and encourage collaboration among area service providers. The KCSOURCELINK site includes a list of resources: a resource navigator, a resource directory, a resource library, and a toll-free referral phone line staffed by knowledgeable personnel. KCSOURCELINK also tracks inquiries and the impact of its service provider partners' work to determine how its system may be able to work even more effectively in the future.

With the formation of KCSOURCELINK, Kansas City became one of the first cities selected by the SBA for its new National Entrepreneur Center Alliance, which sets Kansas City as a model environment for advancing entrepreneurship.

3.8. Need. Ensure a well-rounded view of the city through coordinated data analysis.

The City will need to maintain data profiles for the website, provide economic development data analytics for the City, and fulfill data requests from prospective businesses and site selectors. Key data indicators include measures the City will likely share externally: demographic characteristics, including population, racial and ethnic distribution, age distribution, and educational attainment, and economic trends, such as total employment,

unemployment rates, largest employers, tax information, commercial rents in the City's main commercial districts, and average utility rates. Internal measures would include various performance measure to help the City measure its impact on economic development, and might include indicators such as program costs for various services, attendance at events hosted as a result of Opportunity 3.2, and survey results from BRE efforts, including Opportunities 3.1 and 3.5. The City could develop a set of metrics that it would commit to regularly updating and analyzing internally and choose which indicators from that list are distributed via the economic development portal or other marketing tools. The City also needs to keep an eye on what other cities are doing, continuously identify successful trends that could be tailored to Brookhaven's needs, and recognize opportunities to be a trend-setter. Two useful organizations that highlight city best practices and provide resources are National League of Cities (<http://www.nlc.org/find-city-solutions/center-for-research-and-innovation/economic-development>) and U.S. Conference of Mayors (<http://www.usmayors.org/newamericancity/page.asp?id=19>).

3.9. Need. Optimize efforts and resources at county and regional levels.

Brookhaven has the opportunity to forge strong relationships with not only its local economic development partners, but also its county and regional partners. It is through these strong relationships that Brookhaven can maximize partner resources and align where appropriate to avoid redundancy. Related actions include:

- Research and connect with representatives from the various DeKalb County and Atlanta Metro economic development organizations.
- Identify programs and funding mechanisms that the City and its economic development partners can leverage within economic development initiatives.

POPULATION

4.1. Need: Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.

Proposed gateway locations are provided on the Character Area map. These areas symbolize areas of high travel and major gateways into the city. Community members strongly favor the idea of using special landscaping (include trees and shrubbery) to signal entry into the city of Brookhaven.

4.2. Need: Promote the aging population.

No further information

4.3. Need: Promote opportunities for community members from all districts to serve on boards or committees.

Because Brookhaven has such a young population, it is recommended that the City consider establishing a leadership program for young professionals or youth in the community. The program could be designed to tie directly into board opportunities available in the city. The City may also want to consider creative ways to engage the public in implementation measures. See the 5X5 Program below under best practices.

Best Practices

Case Study: 5x5 Program (Macon, Georgia)

The City of Macon's 5x5 program is an initiative whereby enhanced city services are targeted to a five block area for five weeks to beautify the community's neighborhoods and support revitalization. Numerous departments are involved in the collaborative effort, including the Mayor's Office, the Police Department, the Fire Department, Inspection and Fees, Engineering, Public Works, Parks & Recreation, Central Services, Economic and Community Development, and Emergency Management. The program engages residents in the targeted areas by soliciting their input on the specific areas that need services, and encouraging their involvement in clean-up efforts. In Ward I, the program helped remove 18,000 pounds of debris and solid waste, paint more than 8,000 feet of curbs and 200 feet of crosswalks, install 52 new signs, and fix potholes and sidewalks that required patching. The program has been a tremendous success and will be extended to many other parts of the community following the recent consolidation of city-county (Macon-Bibb) government in late 2013.

4.4. Need: Enhance City’s communications with public.

No further information

4.5. Opportunity: Grow the City’s arts and cultural offerings.

This should be coordinated with strategic wayfinding and branding programs as well as potential incentives for private development that could be included in the zoning code.

4.6. Opportunity: Provide translation services for all city services (hire Spanish speaking staff).

The Brookhaven Police Department has indicated that it has several bilingual officers that match the city’s demographic balance. The need for bilingual staff in other departments should be monitored and reconsidered at a later time should it be identified as a true need.

4.7. Opportunity: Lower Brookhaven’s percentage of adults without a high school diploma.

No further information

HOUSING

5.1. Opportunity: Provide for diverse housing types to support life-cycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.

The Cities of Decatur and Atlanta are two communities in metro Atlanta that allow for accessory dwelling units and a variety of other housing types. Brookhaven may wish to talk with these communities to help identify best practices for implementing innovative housing practices.

5.2. Need: Preserve safe and affordable housing in the community.

There are various initiatives in the Atlanta Region that have worked to preserve affordable housing as pressures for redevelopment occur. The Atlanta BeltLine affordable housing program and the MARTA TOD affordable housing program are two such examples. The City should look to these programs for successful techniques and strategies that may be transferable or offer potential insights for preserving affordable housing in Brookhaven.

5.3. Need: Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.

The U.S. Department of Housing and Urban Development provides a variety of funding sources to help communities preserve and improve affordable housing. Many of these resources are administered through the DeKalb County Consolidated Plan for both incorporated and unincorporated areas of the county, as identified in Appendix A.2.5.

A.4.2. RESPONSIBLE PARTY AND PARTNERS DETAILS

The information below expands on the potential role of parties and partners, identified in Section 5.3 in the main document, in implementing Comprehensive Plan 2034.

BROOKHAVEN DEVELOPMENT AUTHORITY

Redevelopment is a key action area for Brookhaven over the planning period. At the time to this plan development, the Brookhaven Development Authority had been formed but had not yet played an important role in the City's activities. It is anticipated that they will play an increasingly important role in the City's activities as more emphasis is placed on redevelopment initiatives to implement recommendations of the Comprehensive Plan 2034 and the Buford Highway Improvement Plan and Economic Development Strategy. The Development Authority is a nonprofit public entity that promotes trade, commerce, industry, and employment opportunities pursuant to the state constitution and Georgia Development Authorities Law. Such entities can help with low-cost bond financing, grant resources, identification of available buildings, and other economic development functions.

PERIMETER COMMUNITY IMPROVEMENT DISTRICT

The Perimeter Community Improvement District (PCID) overlaps with the northwest corner of Brookhaven, in the Perimeter Center Character Area. The PCID plays an important role in furthering business location and desirable infrastructure development. As additional development is pursued in this Character Area, the PCID will be a vital partner. Additionally, the PCID Livable Centers Initiative 10-year update is an important implementation element of Comprehensive Plan 2034 and will require collaboration between the City of Brookhaven and the PCID.

DEKALB COUNTY PUBLIC SCHOOLS

Public schools play an important role in the social aspects and livability of Brookhaven. New developments can pose new demands on public schools. School facilities, programming and expansion is managed by a DeKalb run school board. Its important that DeKalb Public Schools play an active role in understanding and addressing potential changes in Brookhaven and plan schools appropriately to support the families with school age children in the city.

DEKALB COUNTY OFFICE OF SENIOR AFFAIRS

Opened in 1999 to serve DeKalb County's growing and diverse senior population, this organization manages the County's Senior Centers, including the North DeKalb Senior Center on Peachtree Road just north of Brookhaven. This office can play an important role in helping support the needs of the aging population of Brookhaven, particularly since the human services of senior or aging services may be outside the clear mandate of the Brookhaven government.

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B. Community Work Program



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B.1. Community Work Program for Comprehensive Plan 2034

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
LAND USE

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source *
		2015	2016	2017	2018	2019			
1.1.	Align zoning and development regulations with Comprehensive Plan.								
1.1.1.	Revise Zoning Ordinance and Code to align City's zoning, development and related regulations with Comprehensive Plan 2034. (consider Unified Development Code)	X	X				Community Devt, Mayor, Legal	\$100,000	Gen Fund
1.1.a.	Amend zoning map pursuant to 1.1.1.	X					Community Devt	Staff	
1.2.	Address infill compatibility issues in residential areas.								
1.2.1.	Conduct neighborhood specific surveys regarding infill uses for designated neighborhoods in the city.	X					Community Devt	\$30,000	Gen Fund/ CDBG
1.2.2.	Pursue adjustments to City's zoning based on findings of 1.2.1, in coordination with action item 1.1.1.	X					Community Devt	Staff	Gen Fund
1.2.3.	Prepare a small scale neighborhood commercial (node) zoning district. <i>Coordinate with action item 1.1.1., Revise Zoning Ordinance and Code.</i>	X					Community Devt	Staff	Gen Fund
1.3.	Pursue architectural and/or design standards in targeted areas.								
1.3.1.	Develop and adopt an overlay district for the Buford Highway corridor to regulate the form and character of redevelopment in the corridor.	X					City Manager, Devt Authority	\$50,000	Gen Fund

*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuance, and the availability of funding from federal and state grants.

CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
LAND USE

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source *
		2015	2016	2017	2018	2019			
1.3.2.	Investigate possibility of establishing design guidelines for Blackburn Park Neighborhood Center.		X				Community Devt	\$25,000	Gen Fund
1.3.2.a.	Investigate possibility of establishing design guidelines for Clairmont Road.	X					City Manager, Devt Authority	\$20,000	Gen Fund
1.4.	Further Brookhaven as a walkable and bikeable community.								
1.4.1.	Establish streetscape standards for major roads within the City's Zoning Ordinance and Code review, requiring street trees and Complete Street principles.	X					Community Devt, Public Works, City Manager	\$50,000	Gen Fund/ Tourism
1.4.1.a.	Establish streetscape standards for Buford Highway.	X					Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.b.	Establish streetscape standards for Ashford Dunwoody Road.		X				Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.c.	Establish streetscape standards for Clairmont Road.	X					Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.d.	Establish streetscape standards for Peachtree Road.	X					Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism

*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuance, and the availability of funding from federal and state grants.

CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
LAND USE

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
1.4.2.	Implement recommendations for new parks, trail systems and improvements to existing parks identified in the Parks and Recreation Master Plan.	X	X	X	X	X	See Parks and Rec. Master Plan	Gen Fund/ Grants/ User Fees/ Bonds
1.4.3.	Implement recommendations of the Comprehensive Transportation Plan that promotes walkability and bikeability.	X	X	X	X	X	See CTP	Gen Fund/ other sources identified
1.4.4.	Identify opportunities to promote neighborhood commercial centers in targeted areas through incentives or other mechanisms.		X	X			City Manager, Devt Authority	Gen Fund
1.5.	Review tree ordinance (ensure appropriate protection).							
1.5.1.	Review the tree ordinance to ensure that it is working effectively and amend the ordinance if necessary, as a part of task 1.1.1.	X					\$15,000	Gen Fund
1.6.	See related action items under Community Facilities and Resources item 2.2.							
1.6.1.	Continue Code Enforcement efforts.	X	X	X	X	X	Staff	N/A
1.6.2.	Review and amend sign ordinance as needed.	X					\$25,000	Gen Fund

*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuance, and the availability of funding from federal and state grants.

CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
LAND USE

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
1.7.	Further health and exercise in the community through supportive infrastructure and design.								
1.7.1.	Consider the adoption of the Ashford Dunwoody Master Active Living Plan and amend the PC zoning district as appropriate.	X					Community Devt	Staff	Gen Fund
1.7.2.	Consider recommendations of the Master Active Living Plans for the Ashford Dunwoody Study Area and the Buford Highway Corridor Study Area.	X	X	X	X	X	Community Devt	\$50,000	Gen Fund
1.7.3.	Ensure that community gardens and other healthy, local foods initiatives are permitted in City's ordinances.	X					Community Devt, Legal	Staff	Gen Fund
1.7.4.	Pursue Healthy Communities designation by CDC or other entity (Requires further research by planning team)		X				Community Devt	Staff	Gen Fund
1.7.5.	Identify locations for community gardens.	X	X	X	X	X	Parks and Rec.	Staff	Gen Fund
1.7.6.	Implement a community garden program.		X				Parks and Rec.	\$15,000	Gen Fund
1.8.	Further a live-work-play community by allowing for mixed-use development in appropriate locations.								
1.8.1.	Develop and adopt a new mixed-use zoning district.	X					Community Devt	Staff	Gen Fund
1.8.2.	Identify appropriate locations for community events and gatherings; ensure appropriate activities are permitted, such as temporary sale of alcohol.	X	X				City Manager, Community Devt, Tourism,	Staff	Gen Fund/ Tourism

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019

LAND USE

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
1.9.	Manage growth and higher density in city.							
1.9.1.	As a part of action item 1.1.1, review and update City's buffer, transitional height plane, and connectivity requirements for buildings taller than 2 stories.	X					Element of zoning ordinance	Gen Fund
1.9.2.	Conduct an update for the Peachtree Brookhaven LCI study, which would include a review of the existing overlay district regulations and recommend necessary changes to be in concert with amended zoning ordinance.	X	X	X			Community Devt	Gen Fund/ grants

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
COMMUNITY FACILITIES AND RESOURCES

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
2.1.	Preserve the city's tree canopy.								
2.1.1.	Document and complete analysis of City's tree canopy through GIS mapping program.	X	X	X	X	X	Community Devt, GIS	Staff	Tree Fund
2.1.2.	Hire a Land Development Inspector/Tree Arborist to review trees on public/private property or pursue International Society of Arboriculture certification for a member of staff to serve as a City Arborist	X	X				Community Devt	\$60,000	Tree Fund/ Devt permit fees
2.1.3.	Pursue Tree City USA designation with the Arbor Day Foundation.	X					City Manager, Community Devt	Staff	Gen Fund
2.1.4.	Establish a tree bank planting program.	X					Community Devt	Staff	Gen Fund
2.2.	Stormwater management - evaluate existing program to ensure sufficient capacity to meet needs.								
2.2.1.	Inventory all impervious surfaces within Brookhaven using GIS or similar method.	X	X	X	X	X	Community Devt, Public Works	Staff	Gen Fund
2.2.2.	Review City's adopted stormwater management ordinances and update to reflect recommendations of the Metropolitan North Georgia Water Planning District 2009 Watershed Management Plan. Consider incorporation of rain gardens and bio-detention ponds as a stormwater management component and other BMPs.	X	X	X	X	X	Community Devt, Public Works, Legal	Staff	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
COMMUNITY FACILITIES AND RESOURCES

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source *
		2015	2016	2017	2018	2019		
2.2.3.	Explore conversion of 100 year flood FEMA sites and other vacant lands to stormwater management facilities.		X	X	X	X	Staff	General Fund/ GEFA/ Stormwater Utility fees
2.3.	Identify infrastructure and utility capacity improvements (water and sanitary sewer) needed to support Future Land Use Plan.							
2.3.1.	Collaborate with DeKalb County regarding water and sewer capacity needs to meet City's Future Land Use Plan, as laid out by the Character Area Map and defining narrative.	X	X	X	X	X	Staff	Gen Fund
2.4.	Establish policies for burying utilities along strategic corridors.							
2.4.1.	Enter into discussions with the local electric and communications provider to discuss costs and options for burying utilities.	X	X	X	X	X	Staff	Gen Fund
2.4.1.	As a part of Zoning Ordinance and Code review (see Land Use), provide policies for burying utilities along specific corridors.	X	X				\$25,000	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
COMMUNITY FACILITIES AND RESOURCES

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
2.5.	Leverage city's creek system for greater access by community, while protecting their long-term health and viability.							
2.5.1.	Implement recommendations of City's Parks and Recreation Master Plan.	X	X	X	X	X	See PRMP	Multiple sources
2.5.2.	Evaluate stream bank restoration on park property. <i>Coordinate with Parks and Recreation Master Plan.</i>	X					Parks and Recreation TBD	Gen Fund, Stormwater Utility Fees, Grants
2.5.3.	Deploy stream bank restoration.		X	X			Parks and Recreation TBD	Gen Fund/ Stormwater Utility fees/ Grants
2.6.	Establish a Town Center.							
2.6.1.	Determine components and needs of a Town Center.	X					City Manager, Mayor and Council Staff	Gen Fund
2.6.2.	Undertake a Master Plan to explore strategic location and desirable attributes of Brookhaven's long-term City Hall and civic area needs.	X	X				City Manager, Mayor and Council \$75,000	Gen Fund
2.6.3.	Explore/inventory available sites.		X				City Manager, Mayor and Council TBD	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
COMMUNITY FACILITIES AND RESOURCES

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
2.6.4.	Begin process to secure sites for Civic/City Center.			X				Gen Fund
2.7.	Improve coordination with DeKalb County Schools or consider development of a charter school system.							
2.7.1	Develop a coordination program or memorandum of understanding (MOU) with school boards or system personnel to share information on school siting, forecasts, joint use of facilities, infrastructure plans, bus routes, and safe routes to school.	X					Staff	TBD
2.8.	Document historic resources.							
2.8.1.	Undertake a historic and archeological resource survey (including cemeteries)		X	X			\$25,000	Gen Fund/ Grants
2.8.2.	Develop historic guidelines for identified resources.			X	X		\$100,000	Gen Fund/ Grants
2.9.	Ensure access to emergency services.							
2.9.1	Evaluate ability to maintain emergency services.	X	X	X	X		Staff	Gen Fund
2.9.2.	Implement related recommendations of Comprehensive Transportation Plan.	X	X	X	X		See CTP	Gen Fund/ Grants and aid

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
ECONOMIC DEVELOPMENT

ID	Description of Activity	Timeframe (x)					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
3.1.	Continue to enhance, diversify, and attract business establishments and unique restaurants.								
3.1.1.	Inventory current local service establishments and determine if additional services are needed.	X	X	X	X	X	City Manager, Devt Authority	Staff	Gen Fund
3.1.1.a.	Create a citywide Economic Development Plan and Market Strategy.	X					City Manager, Devt Authority	\$50,000	Gen Fund/ Tourism
3.2.	Identify opportunities for community festivals and events.								
	Convene a committee of local leaders representing diverse constituencies to gain insight on the types of community events they would support and potentially host or sponsor.								
3.2.1.	Promote and advance these events as a platform to celebrate the various cultures represented within the city.	X	X	X	X	X	City Manager, Tourism Office	Staff	Gen Fund
3.2.2.	Utilize these events to provide an avenue for local business promotion. An event like "Taste of Brookhaven" could highlight the unique restaurants and catering services in town.								
3.2.3.		X	X	X	X	X	City Manager, Tourism Office	TBD	Gen Fund/ Tourism/ Grants

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
ECONOMIC DEVELOPMENT

ID	Description of Activity	Timeframe (x)					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
3.3.	Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.								
3.3.1.	Explicitly define the City's vision and core economic development goals to ensure that businesses opening, relocating to, and expanding in Brookhaven create jobs and make investments that are in alignment with those goals.	X	X				City Manager, Devt Authority	Included in cost of ED Strategy	Gen Fund/ Devt Authority/ Tourism/ Grants
3.3.2.	Identify the most appropriate business sectors to pursue within various areas within the city.	X	X				City Manager, Devt Authority	Included in cost of ED Strategy	Gen Fund/ Devt Authority/ Tourism/ Grants
3.3.3.	Evaluate economic opportunities in proximity to the DeKalb-Peachtree Airport (PDK).	X	X				City Manager, Devt Authority	City Manager/ Devt Authority	Gen Fund/ Devt Authority/ Tourism/ Grants

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
ECONOMIC DEVELOPMENT

ID	Description of Activity	Timeframe (x)				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
3.4.	Establish additional incentives to encourage sustainable development in the city.							
3.4.1.	Identify impactful incentives that align with economic development goals once they have been established in the citywide Economic Development strategy.	X	X			City Manager, Devt Authority	Included in cost of ED Strategy	Gen Fund/ Devt Authority/ Tourism/ Grants
3.4.2.	Consider adopting and implementing an Opportunity Zone.	X				City Manager, Devt Authority	\$25,000	Gen Fund
3.4.3.	Consider adopting and implementing a Tax Allocation District (TAD).	X	X			City Manager, Legal	TBD	Private sources
3.5.	Identify ways to regularly engage business community in feedback on city needs and concerns and vice versa.							
3.5.1.	Develop a business retention and expansion program to gain feedback on needs and concerns.	X				City Manager	Staff	General Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
ECONOMIC DEVELOPMENT

ID	Description of Activity	Timeframe (x)				Responsible Party	Estimated Cost	Potential Funding Source *
		2015	2016	2017	2018	2019		
3.5.2.	Develop and continually evaluate the criteria for business retention and expansion visits, in addition to size, and ensure the data that is collected is actionable.	X	X	X	X	X	Staff	Gen Fund/ Grants
3.5.3.	Invest in customer relationship management (CRM) software.	X					\$50,000	Gen Fund
3.5.4.	Maintain a relationship with Brookhaven businesses.	X	X	X	X	X	Staff	Gen Fund
3.5.5.	Promote and operate the City's business incubation center.	X	X	X	X	X	\$500,000	Gen Fund/ User fees/ Grants
3.6.	Leverage the Brookhaven MARTA station to encourage further desirable development along the Peachtree Corridor.							
3.6.1.	Incorporate relevant components of the Comprehensive Transportation Plan and planned transit-oriented development into Economic Development Strategy.	X	X				Included in cost of ED Strategy	Gen Fund/ Dev't Authority
3.7.	Streamline information accessibility between economic development partners and for site selectors and prospective companies.							
3.7.1.	Maintain and leverage a comprehensive, up-to-date database of the City's available and developable real estate portfolio.	X	X	X	X	X	\$35,000/ \$10,000 annually	Dev't Authority/ State Econ Dev't Dept

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
ECONOMIC DEVELOPMENT

ID	Description of Activity	Timeframe (x)				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
3.8.	Ensure a well-rounded view of the city through coordinated data analysis.							
3.8.1.	Maintain data profiles for the website, provide economic-development data analytics for the City, and fulfill data requests from prospective businesses and site selectors.	X	X	X	X	X	City Manager, Community Devt, GIS	Gen Fund/ Grants
3.8.2.	Incorporate examination of national and metrowide best practices and peer city benchmarking into periodic City data analysis.							
	Partner with the Brookhaven Development Authority, local business leaders, and other potential partners to align economic development goals and metrics.	X	X	X	X	X	City Manager	Gen Fund
3.8.3.	Develop work program as part of the citywide Economic Development Plan.	X	X	X	X	X	City Manager, Devt Authority	Gen Fund
3.8.4.		X	X	X	X	X	City Manager, Devt Authority	Gen Fund
3.9.	Optimize efforts and resources at county and regional levels							
3.9.1.	Identify programs and funding mechanisms that the City, local business leaders, and other economic development partners can leverage within economic development initiatives.	X	X	X	X	X	City Manager, Devt Authority	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
POPULATION (COMMUNITY BUILDING)

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
4.1.	Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.							
4.1.1.	Complete strategic wayfinding study for signage.	X				City Manager, Community Devt	\$30,000	Gen Fund
4.1.2.	Complete strategic lighting and landscaping study for City Rights of Way.	X	X			City Manager, Community Devt, Public Works	Staff	Gen Fund
4.1.3.	Establish a "Gateway" monument program.	X	X			City Manager, Community Devt, Public Works	\$20,000	Gen Fund
4.1.4.	Implement Phase 1 of 4.1.1, 4.1.2, and 4.1.3.	X	X	X	X	City Manager, Community Devt, Public Works	TBD	Gen Fund
4.2.	Promote the aging population.							
4.2.1.	Complete the Atlanta Regional Commission Local Government Lifelong Communities Assessment Survey.	X				Community Devt	Staff	N/A
4.2.2.	Identify appropriate appropriate facilities, programs, and policies to further Brookhaven as a Lifelong Community.	X	X	X	X	Community Devt	Staff	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
POPULATION (COMMUNITY BUILDING)

ID	Description of Activity	Timeframe				Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019		
4.2.3.	Evaluate codes, services and practices to identify regulatory barriers that obstruct the support of Lifelong Communities Principles.	X	X	X	X	X	See Land Use	Gen Fund
4.3.	Promote opportunities for community members from all districts to serve on boards or committees.							
4.3.1.	Create an application process for citizens interested in serving on appointed boards and commissions.	X					City Manager	Gen Fund
4.4.	Enhance City's communications with public.							
4.4.1.	Hold public forums, offering community members an opportunity to learn about government services.	X	X	X	X	X	City Manager, All Departments	Gen Fund
4.4.2.	Establish and regularly update a Residents Page on the City's website that shares information on community events and resident accomplishments.	X	X	X	X	X	City Manager, Tourism Office, Communications	Gen Fund
4.4.3.	Continue to provide e-newsletter option to community members as well as quarterly print newsletters to all community members.	X	X	X	X	X	Communications Dept	Gen Fund
4.4.4.	Create a biannual City magazine.	X	X	X	X	X	City Manager, Public Relations	Gen Fund/ Ad sales
4.5.	Grow the City's arts and cultural offerings.							
4.5.1.	Develop a public art program via ordinance.	X					City Manager, Community Devt, Parks and Rec.	Gen Fund

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019
POPULATION (COMMUNITY BUILDING)

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
4.5.2.	Implement a public art program.	X	X	X	X	X	City Manager, Community Devt, Parks and Rec., Public Works	TBD	Gen Fund/ Grants
4.5.3.	Identify incentives for incorporation of public art in private development; coordinate with action 1.1.1.	X	X	X	X	X	City Manager, Community Devt	Staff	Gen Fund
4.5.4.	Continue to promote City led or partnered activities and events.	X	X	X	X	X	City Manager, Tourism Office, Communications Dept, Public Relations	Staff	Gen Fund/ Tourism

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019

HOUSING

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
5.1.	Allow for diverse housing types to support life-cycle housing needs, such as accessory units, townhomes, assisted living, and a variety of single family and multifamily units.								
	In alignment with Comprehensive Plan, as a part of the City's Zoning Ordinance and 'Development Regulations, ensure that a variety of housing types and densities are available to ensure a full mix of housing is allowed.	X	X				Community Devt	Element of Zoning Ordinance	Gen Fund
5.1.1.									
5.1.2.	Complete an analysis to explore application of accessory housing units in different areas of Brookhaven.		X				Community Devt	Staff	Gen Fund
5.2.	Preserve safe and affordable housing in the community.								
	As multi-family housing redevelops in community, provide incentives for providing affordable housing as a percentage of units.	X	X	X	X	X	City Manager, Community Devt, Devt Authority	See Land Use	Gen Fund
5.2.1.									
5.2.2.	Continue code enforcement efforts related to housing.	X	X	X	X	X	Community Devt	Staff	Gen Fund
5.2.2.a.	Add additional code enforcement as necessary.	X	X				Community Devt	\$100,000	Gen Fund
5.2.2.b.	Cross-train police officers for code enforcement needs (after hours).	X	X	X			Community Devt, Police	Staff	Gen Fund
5.2.3.	Continue Police Department's Crime Free Housing Program.	X	X	X	X	X	Police	TBD	Gen Fund/ Grants

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CITY OF BROOKHAVEN - COMPREHENSIVE PLAN 2034 - CWP 2015-2019

HOUSING

ID	Description of Activity	Timeframe					Responsible Party	Estimated Cost	Potential Funding Source*
		2015	2016	2017	2018	2019			
5.3.	Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.								
5.3.1.	Complete communitywide audit of city's apartment complexes.						Community Devt	Staff	N/A
5.3.2.	Conduct interior apartment audit program per ordinance.	X	X	X	X	X	Community Devt	\$50,000 annually	Gen Fund/ CDBG
5.3.3.	Participate in updates to the DeKalb County Consolidated Plan to identify opportunities to meet Brookhaven affordable housing needs.	X	X	X	X	X	City Manager	Staff	Gen Fund

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B.2. Community Work Program for Comprehensive Transportation Plan

To be added after plan adoption

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B.3. Community Work Program for Parks and Recreation Master Plan

To be added after plan adoption

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B.4. Community Work Program for Buford Highway Improvement Plan & Economic Development Strategy

To be added after plan adoption

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C. Comprehensive Transportation Plan



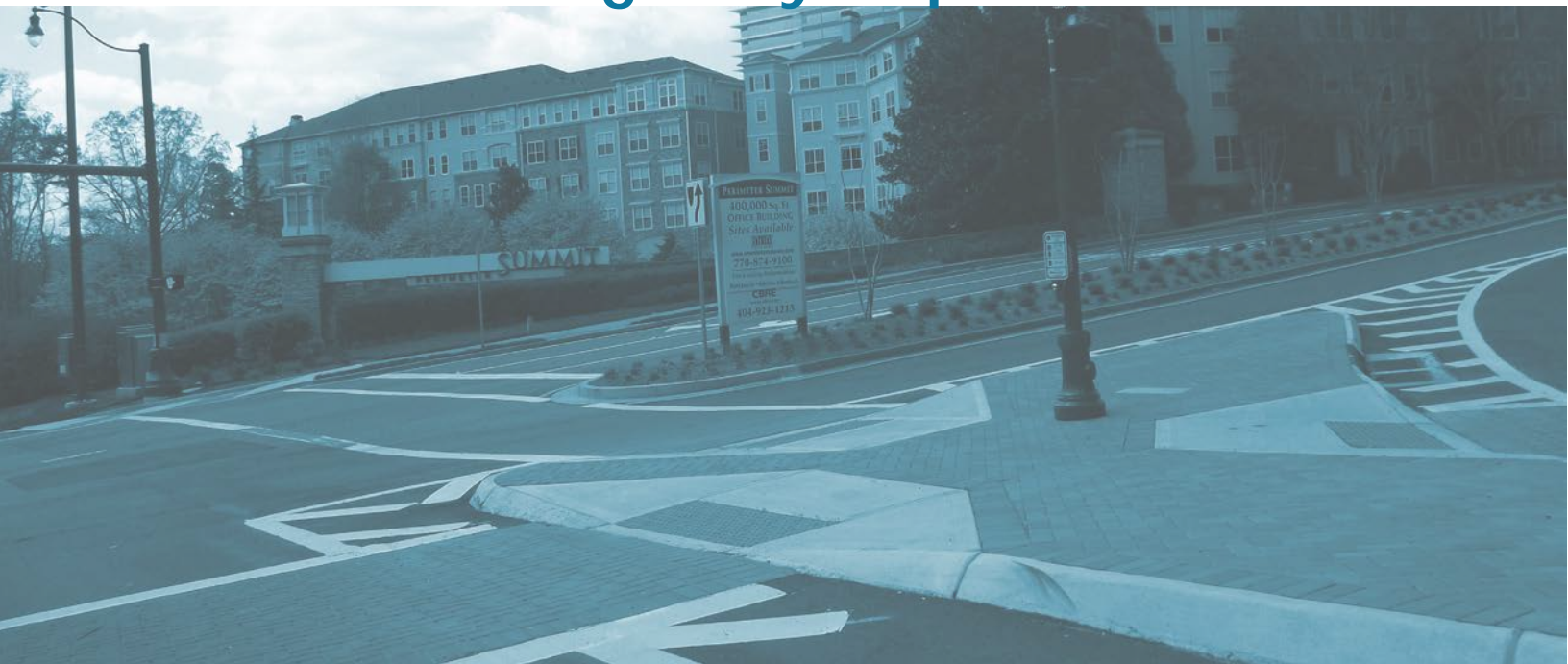
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D. Parks and Recreation Master Plan



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E. Buford Highway Improvement Plan



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