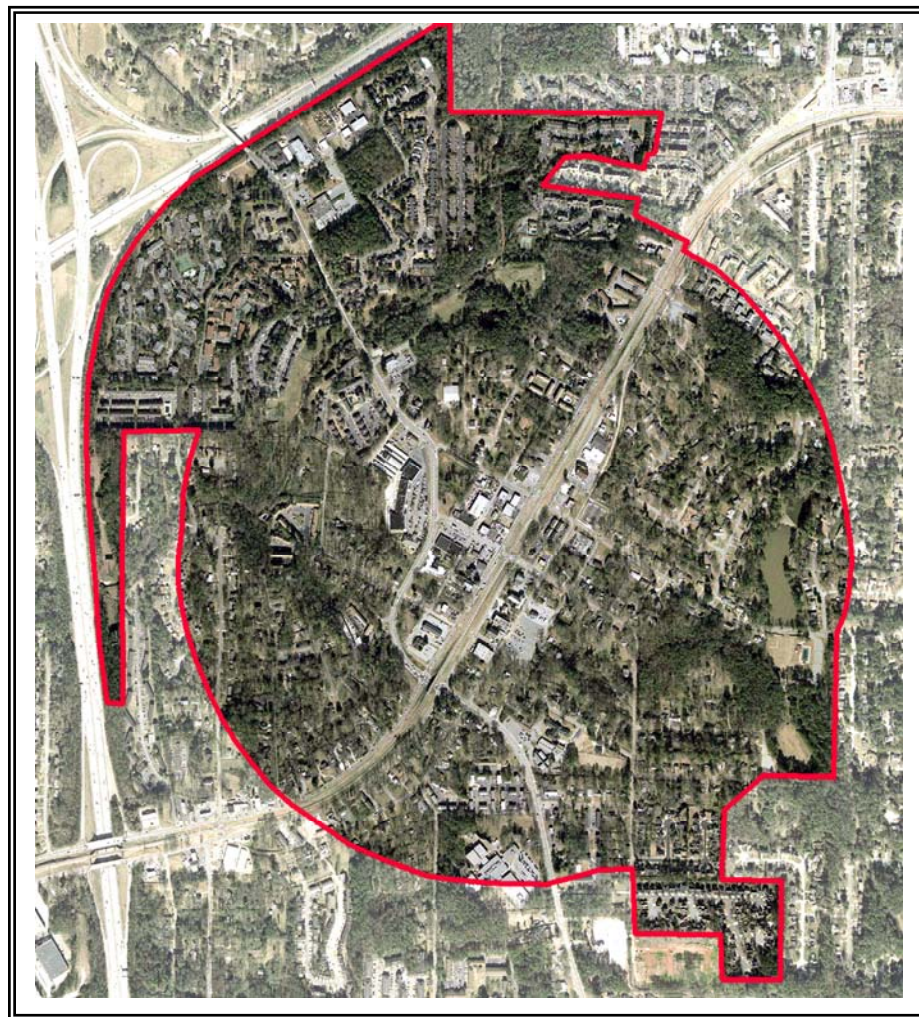


CLARKSTON COMPREHENSIVE PLAN 2025

COMMUNITY AGENDA

JUNE 2006



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COMMUNITY AGENDA
CITY OF CLARKSTON, GEORGIA
“SMALL TOWN, BIG HEART”

June 16, 2006 Draft
Submitted for Regional and State Review

Prepared Under Contract By:
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COMMUNITY AGENDA CITY OF CLARKSTON, GEORGIA “Small Town, Big Heart”

INTRODUCTION

The City of Clarkston whose motto is “Small Town – Big Heart” was originally chartered by Governor Alexander H. Stevens on December 12, 1882. At that time the city limits were set by a 360 degree arc scribed from a point slightly northwest of the intersection of Market and East Ponce de Leon Avenue (City Website). Today the city limits of Clarkston encompass 1.1 square miles in central DeKalb County, approximately ten miles northeast of Atlanta and approximately five miles north of Decatur.

Clarkston’s Comprehensive Plan consists of three components per state administrative rules effective May 1, 2005. The *Community Assessment* is a multi-chapter document that consists of many tables of data and various inventories and analyses. It was prepared in 2005 and is packaged as a separate document (available for public review upon request). Second, a community participation strategy was prepared to outline the public participation process to be followed in preparing the plan. These first two components were reviewed and accepted (with some minor changes and comments) by the Atlanta Regional Commission and the Georgia Department of Community Affairs in December 2005. This document, the third of three, is the *Community Agenda* and contains the “plan” portion of the Comprehensive Plan.

LIVABLE CENTERS INITIATIVE (LCI)

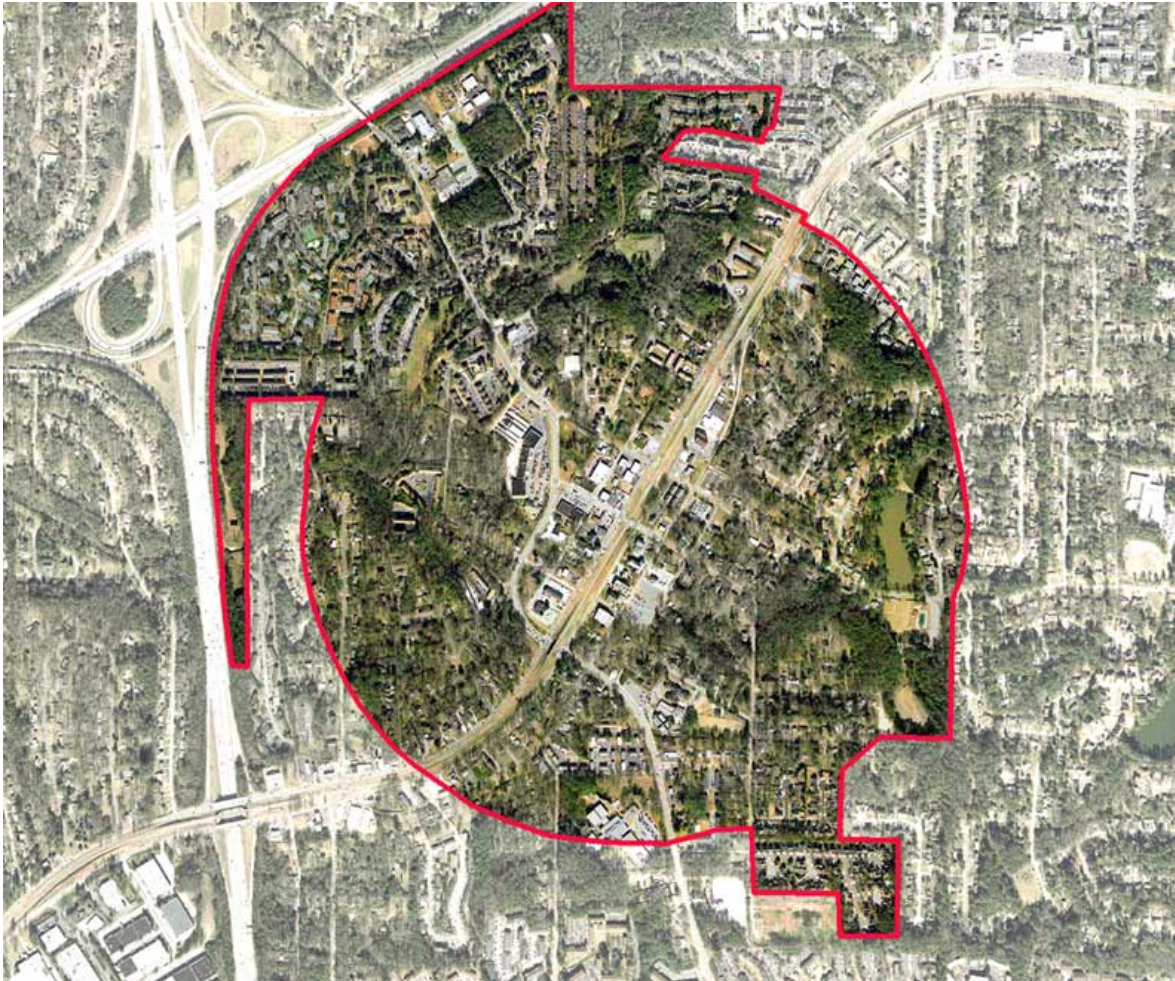
The Atlanta Regional Commission funded an LCI project in Clarkston that was completed in 2004, just prior to the preparation of a new comprehensive plan for Clarkston. Because the LCI study had an extensive public participation program and developed project and program recommendations for the entire city limits, it provided a major foundation for Clarkston’s Comprehensive Plan. The Community Agenda fully embodies all recommendations, plans, programs, and projects of the LCI Study, whether or not they are fully set forth in this document. The LCI Study also provided the sound background in terms of strengths, weaknesses, opportunities, and threats that has been included here, especially in the areas of character area planning and land use-transportation relationships.

CITYWIDE VISION STATEMENT

The Vision for Clarkston began with and was largely influenced by public participation that included a series of meetings with community residents, where participants engaged in visioning exercises, public discussion and a design charrette. This visioning process took place mostly during the LCI process.

The Vision for Clarkston (that ultimately emerged from the LCI process) is one of a “village center,” or a destination where residents and visitors can live, work and play in a secure, attractive environment. This environment will feature open spaces for public gatherings; a mix

of land uses and development; owner housing available to households across the economic scale, and all built out at a pedestrian-friendly scale. Community amenities will include attractive tree-lined sidewalks and bike paths that link to the rest of the community



City of Clarkston Aerial View

Driven by the public preferences that focused on improving retail offerings (unique, not “big-box”), increased dining and entertainment opportunities, encouraging an affordable range of ownership housings of various types, connecting the community through pathways and open spaces, and enhancing the sense of history and place that is Clarkston, the LCI Study Team prepared a Concept Plan that will be used as a guide to provide a solid “livable center” foundation over the next few years that will foster and sustain such continued development and quality over the next 25 years and more.

In facilitating new urban development, Clarkston will be geographically balancing its primary development nodes, thus strengthening the market’s total competitive ability, allowing Clarkston to compete aggressively for new development opportunities that might otherwise locate outside of the City or DeKalb County.

ISSUES AND OPPORTUNITIES

The Community Assessment part of the Comprehensive Plan identifies issues and opportunities that are required to be addressed in this Community Agenda. Each of the issues so identified are addressed in the appropriate components of this document. For each issue or opportunity identified, the Community Agenda is intended to bring closure to those actions needed to address issues and capitalize on opportunities.

POPULATION

The City of Clarkston had an estimated population of 7,107 in 2004. Because Clarkston's city limits have not been increased much over time, annexation is not considered to be a significant factor in population change. Clarkston's population change is attributed to some combination of natural increase or decrease and net-migration. Clarkston has been a designated refugee settlement area, and that factor alone has probably been the most significant factor in explaining recent population change in Clarkston. Virtually the entire population in Clarkston consists of household population (without any significant group quarters population). Clarkston had 2,469 total households in 2000. Clarkston has larger households (in terms of the number of persons) than the rest of DeKalb County. Clarkston's population is also relatively young –approximately one-third of Clarkston's population in 2000 was age 19 or younger.

For more than a decade, Clarkston has served as a federally designated refugee settlement area for international refugees, particularly from East Africa and Southeast Asia but also including Eastern Europe. Thousands of international citizens have received support services and relocation assistance from agencies located within the community. Due to the settlement of these refugees in Clarkston, the community's ethnic mix is among the most diverse in Georgia.

Less than one in five Clarkston residents was white as of the 2000 Census. The largest constituency is African American, comprising more than half of the population. Almost 13 percent identify themselves as Asian (largely Vietnamese and Asian Indian) and another 6 percent are Hispanic (LCI Study, 2004). This diversity is one of the City's major strengths, in that it introduces a unique mixture of foods and goods, as well as faiths, customs and dress that cannot be easily duplicated in any other part of the Metro Atlanta region. This diversity creates the foundation for a distinct identity for Clarkston and an appeal to persons throughout the region seeking a rich multicultural community to visit or in which to live (LCI Study, 2004).

Table 1
Population, Household and Housing Unit Projections, 2000-2030
City of Clarkston

	2000	2005	2010	2015	2020	2025	2030
Clarkston Population	7,231	7,100	7,500	8,800	9,200	9,500	9,700
Clarkston Households	2,469	2,367	2,500	2,933	3,067	3,167	3,233
Clarkston Housing Units	2,622	2,622	2,631	3,100	3,230	3,350	3,400

HOUSING

Clarkston offers a good mix of housing types and wide range of affordability, including both new housing product and older single-family product suitable for upgrade. The appeal of the single-family residential neighborhoods in the southern half of Clarkston is apparent in the appreciating value found within these communities. The high-density “northside” of Clarkston provides a variety of housing types and prices, including affordable condominium units, affordable and lower-income rental units, and higher-end rental units within a gated community. Even the Wyncrest Apartments, which some considered a short time ago to be among the worst residential units in the City, have undergone an extensive renovation that will provide affordable transitional and work force housing for the indefinite future.

Clarkston had a very diverse mix of housing types in both 1990 and 2000. The major trend is the dominance of multiple-family housing—multi-family housing (excluding one-family homes, two-family homes, and mobile homes) constituted 70.8 percent of the housing stock in 2000. Multi-family housing is found largely in the northern part of the City and along major corridors including North Indian Creek Drive and East Ponce de Leon Avenue (LCI Study, 2004). Whereas Georgia’s housing stock in 2000 had more than a 2:1 owner-to-renter ratio, Clarkston’s owner-to-renter ratio was roughly 2:7, meaning that for every 2 owner-occupied units there were 7 renter-occupied units in 2000.

There is a clear under-representation of detached, single-family housing in Clarkston, when compared generally with typical housing mixes of cities. There has been relatively little housing construction in Clarkston recently, due mainly to the shortage of available land in the City (which is almost entirely built out in terms of vacant, developable land). That means that Clarkston’s housing stock and remaining vacant land does not provide sufficient opportunities for additional ownership of detached, single-family homes.

Overcrowding is an occupancy measure of inadequate housing conditions. An overcrowded housing unit is one that has 1.01 or more persons per room. Severe overcrowding is considered to be occupancy by 1.51 or more persons per room. In 2000, Clarkston had 273 housing units (11.3 percent of the total occupied housing stock) that were overcrowded or severely overcrowded. This is a high percentage of units and overcrowding is therefore a significant issue, some of which can probably be attributed to Clarkston’s past designation as a refugee relocation area.

In terms of affordability, Clarkston’s owner-occupied housing stock is more affordable than in DeKalb County or the State as a whole, though the housing stock is also smaller in comparison with the County and State. Almost one-third of the households in Clarkston in 1999 were either “cost burdened” or “severely cost burdened.”¹ Of total renter-occupied households in 1999, 36.7 percent were either cost burdened or severely cost burdened. Housing cost burden in Clarkston is therefore an issue to be addressed.

¹ “Cost burdened” is defined as paying more than 30 percent of a household’s income for housing, and “severely cost burdened” is defined as paying more than 50 percent of a household’s income for housing.

Projections of housing units are shown in Table 1. It is anticipated that Clarkston will add an estimated 728 units between 2005 and the year 2025. Almost all of those new units will come in the form of redevelopment.

The Community Assessment made note of some housing issues. First, the potential economic obsolescence of older apartment communities. The LCI Study (2004) noted that at least two older multi-family complexes that were formerly rental apartments either have undergone or are undergoing transitions to ownership (condominium) properties (LCI Study, 2004). Such a trend is likely to continue, given that the age of these complexes – generally 25-40 years – may make either conversion to ownership or upgrade through extensive renovation (and reduction of density) difficult, as the basic systems, size and layout of the facilities simply may be economically obsolete (LCI Study, 2004).

Second, there is potential for mixed-income housing. Mixed-income housing refers to the provision of housing within the same development or immediate neighborhood for households with a broad range of incomes. Mixed-income housing refers to a host of housing strategies that provide a broader range of housing types and price ranges. A variety of housing programs are provided by the DeKalb County Housing Authority.

Clarkston wants to have desirable, affordable residential product types that will meet the growing non-traditional markets that have been identified in the market assessment (LCI Study) as being attracted to Clarkston and Clarkston-type urban locations: these include smaller households with fewer children, generally younger, as well as supporting the need for housing for an aging population demographic and “empty nesters” (more affluent and with an ownership preference).

ECONOMIC DEVELOPMENT AND REDEVELOPMENT

Labor Force and Employment

Labor force participation in Clarkston dropped from 85.1 percent in 1990 to 75.4 percent in 2000; however, the labor force participation was still higher than that of the State in 2000. Generally speaking, Clarkston’s labor force favored “white-collar” jobs (“managerial and professional specialty,” “technical, sales and administrative support,” and “service” occupations). In 2000, Clarkston’s employment by industry was very similar to the State and Nation. Educational, health and social services was the largest industry, in terms of employment numbers, for Clarkston’s residents. This sector alone accounted for 15.2 percent of all employment of the City’s residents. Manufacturing had the second largest share of employment among Clarkston residents, with 13.5 percent.

Services accounted for a large portion of DeKalb County’s employment base, with 92,179 persons employed in service-related jobs in 2002. Service employment includes educational services, health care and social assistance services, arts, entertainment and recreation, accommodations and food services, and other services. In 2002, 32.5 percent of jobs in DeKalb County were so classified, compared to 27.4 percent for the State of Georgia.

Employment Projections

Projections of employment in Clarkston, which are based on the recommendations of the LCI study, are provided in Table 2.

Table 2
Employment Projections, 2000-2030
City of Clarkston

	2000	2005	2010	2015	2020	2025	2030
City of Clarkston	3,540	3,757	4,000	4,400	4,700	5,200	5,500

Economic Assets

Clarkston's main strength is its excellent location. It has exceptional access to I-285, the Stone Mountain Freeway (U.S. Highway 78) and Scott Boulevard/Ponce de Leon Avenue, which gives it convenient access to the major North Central/Perimeter, Northeast/Northlake, Buckhead and Downtown/Midtown employment centers. Clarkston is also 10 minutes from I-85; 20 minutes from Hartsfield-Jackson International Airport and 10 minutes from I-20.

While the retail and services within Clarkston itself are limited in terms of offerings and price range, being directed primarily toward mid-to-low-income renters and those seeking auto repair services, a broad range of retail and services are within a relatively convenient distance from most sections of Clarkston.

The Market Street area offers potential as Clarkston's Town Center. Market forces are generating appreciation in housing values, attracting higher two-income households and greater disposable income, and accelerating the urbanization of consumer preferences. These translate into a market for "urban village" retail. Urban village retail emphasizes non-chain restaurants and eclectic, limited-menu cafes and bistros as well as specialty food, along with specialty retail, boutique apparel and accessories, antiques and household-related retail. This type of retail is a perfect fit with the physical layout, design and ambiance of a mixed-use town center. Moreover, this type of retail, particularly when concentrated in an identifiable Town Center location, has great appeal to consumer markets outside Clarkston's immediate trade area. It has the potential to become a retail-and-restaurant destination, similar (though on a smaller scale) to Decatur and the Virginia-Highland neighborhood.

Economic Development Resources

A number of economic development resources are identified in the Community Assessment, including the DeKalb County Economic Development Department and the DeKalb Development Authority. The existence of several higher education institutions in the DeKalb and Metro Atlanta area benefits workforce development efforts in DeKalb County. Partnerships have been

created between these institutions and corporate entities to meet the needs of businesses. It is beneficial for these partnerships to continue and expand (see also “implementation”).

Redevelopment Prospects and Strategies

The potential for transformation in Clarkston is largely a measure of the potential for redevelopment – the adaptation or reuse of existing sites for more market-driven uses. The community is largely built out, which means that any future development will occur through assemblage and reuse – possibly including rezoning – of existing properties. Much of the existing inventory, residential and commercial, is more than 40 years old and may no longer be economically viable.

While Clarkston stands in the path of the “Echo Boomer” urbanization market, it could easily lose its potential market not only to Avondale Estates (which is well on its way to being a combination resident-and-destination urban retail/mixed-use center), but to potential competitive centers such as Scottdale, Stone Mountain and other area towns and “development nodes” that are currently unknown and/or unrecognized. The market is large and growing, but it is entirely capable of bypassing some locations. Clarkston lacks a perceived “center” that is apparent and identifiable to passers-through or recognized and embraced as a town center by all of its residents. This condition will be corrected with implementation of the City’s Livable Centers Initiative (LCI) plan. This means that Clarkston must take a more aggressive stance with regard to making urban village and mixed-use developments a reality in the city. The proximity of both a regional medical complex (Northlake Medical Center) and a two-campus post-secondary institution complex (Georgia Perimeter College and DeKalb Technical College) are major generators of residential and retail consumer traffic for Clarkston.

Several strategies are offered for achieving successful implementation of the city’s economic development, as follows:

- Build to proven market strengths, particularly those strengths reflected in (1) the retail success of Decatur and other urban retail communities and (2) the residential success in Decatur, Avondale Estates and in residential communities to the west and south of Clarkston.
- Base a financing structure on multiple funding sources and, where possible, the leveraging of those various capital sources through public/private partnerships that shift risk to the private sector partner.
- Identify and secure a major economic incentive – a source of financing controlled by the City – that can be used to attract private investors and developers;
- Provide an organizational framework for implementing plans, emphasizing the fostering of an effective partnership between the public and private sectors to correct economic limitations that have impeded the redevelopment of sites identified as development opportunities in this study.

Town Center Market Potential

The natural growth of Clarkston has established the framework for a true center of the town at Market Street from E. Ponce de Leon to N. Indian Creek. Physically, this area represents the geographic center of Clarkston. The existing retail shops and services represent the basis for a unified, complementary collection of restaurant and specialty goods. Vaughan Street presents the opportunity to expand the Town Center off of Market, thereby increasing significantly not only the amount of potential retail space within the Town Center, but also the potential for mixed-use development that incorporates office space and residential units developed around a town square that might include a small park that would serve as a gathering point for the community. The City of Clarkston has hired Pond & Company to develop a zoning ordinance and design guidelines that will follow the intent of the LCI Study.

An “urban village” retail center would likely include the following retailer elements: Café Restaurants; Ethnic Restaurants; Diner; Deli; Tavern/Pub; Arts & Crafts; Antiques; Home Accessories; Kitchenwares; and Hardware/Garden.

Market conditions would likely support the incremental growth of “urban village” retail within the designated Town Center of Clarkston over both the short-term and medium-term, after which the geographic area of the proposed Town Center District would probably need to be expanded. The growth in retail stores is projected to occur in Table 3.

Table 3
Projected Growth in Retail
Clarkston Town Center

Year	Square Feet	Cumulative Sq Ft
1-2	5,000	5,000
3-4	10,000	15,000
5-6	20,000	35,000
7-10	25,000	60,000

Specific examples of types of restaurants and shops along with respective store sizes and sales that should be targeted for Town Center redevelopment are provided in Table 4 below.

Table 4
Clarkston Town Center Retail Market Potential

	Store Size: Square Feet	Annual Sales per SF	Number of Stores	Size: Square Feet	Annual Sales	Annual Sales per Store/Rest
Food						
Restaurant & Bar	5,000	\$ 500	2	10,000	\$ 5,000,000	\$ 2,500,000
Restaurant	3,000	350	3	9,000	3,150,000	1,050,000
Bar/Entertainment	3,000	500	-	-	-	1,500,000
Deli/Café	2,000	350	6	12,000	4,200,000	700,000
Coffee/Desserts	1,000	500	2	2,000	1,000,000	500,000
Fast Food	2,000	500	-	-	-	1,000,000
Total Food			13	33,000	\$ 13,350,000	
Non-Food Retail						
Women's Casual	1,500	400	-	-	-	600,000
Women's Accessories	1,200	500	2	2,400	1,200,000	600,000
Men's Casual	1,500	350	-	-	-	525,000
Men's Accessories	1,200	400	-	-	-	480,000
Specialty Gifts	1,000	350	3	3,000	1,050,000	350,000
Arts & Crafts/Antiques	1,000	350	3	3,000	1,050,000	350,000
Jewelry	800	600	1	800	480,000	480,000
Home Furnishings	2,500	300	-	-	-	750,000
Kitchenware	1,200	450	1	1,200	540,000	540,000
Books/Cards	2,500	350	1	2,500	875,000	875,000
Music/Video	1,500	500	1	1,500	750,000	750,000
Beauty/Salon	1,000	300	2	2,000	600,000	300,000
Hardware	2,500	400	1	2,500	1,000,000	1,000,000
Electronics/Phone	1,500	500	3	4,500	2,250,000	750,000
Business/Copies	1,500	500	1	1,500	750,000	750,000
Business Services	1,000	300	5	5,000	1,500,000	300,000
Total Non-Food			24	29,900	\$ 12,045,000	
Total Retail			37	62,900	\$ 25,395,000	

The Town Center can also hold an additional 30,000 square feet of second-floor (above the retail) rental or owned office space – approximately 20 spaces at an average of 1,500 square feet each. Condominium residential townhouses and “loft” units can and should also be included in the Town Center mixed-use program, with approximately 40 residential units built above retail or on their own pads throughout the Town Center District, but located primarily off of Market Street and on Vaughan both north and south of Market.

Parking for retail will require approximately 315 spaces, with office requiring another 90 and residential units 60-80. While the majority of retail parking will be surface spaces, some may be incorporated into deck parking, which would also accommodate the office parking and possibly

some of the residential parking. Surface parking should be behind the main retail storefronts except for the limited amount of street parking that Market and Vaughan can accommodate.

For additional information about the town center area, see “character areas.”

Other Redevelopment Potential

During the LCI process, two areas that held potential for future redevelopment were identified during the Charrette for the LCI study. One area is the area around the intersection of E. Ponce de Leon and West Smith Street. The other is the area bounded by E. Ponce de Leon on the south, Pecan Street on the east, Mell Street on the west, and Jolly Avenue on the north. In addition, the character areas (identified in a later section of this community agenda) also emphasize redevelopment. For specific concepts for redevelopment, see the section “character areas.”

NATURAL AND CULTURAL RESOURCES

Due to the developed, urban nature of Clarkston, it has few historic, cultural and natural resources that deserve specific mention here, other than some parks and open spaces.

Forty Oaks Nature Preserve, located in the eastern edge of the City, is a great amenity for the residents. It is heavily forested but does not provide enough area for assembly or other sizable community uses. This designation as a Nature Preserve restricts its civic use. Another similar community asset is the Friendship Forest Bird Sanctuary on the northern edge of Clarkston. Even though enough open space is available for community gathering, the designation as a bird sanctuary makes it unsuitable for this purpose. The leadership of Friendship Forest has identified and is pursuing several grant opportunities for the maintenance and enhancement of the Forest. Milam Park is a well maintained and heavily used park. The park contains a swimming pool and baseball and football facilities as well as areas for passive recreation opportunities. Milam Park is rumored to be the first public park in DeKalb County.

Clarkston is in the process of assuming additional responsibilities for protecting water quality and maintenance of stormwater management facilities in accordance with the mandates of the Metropolitan North Georgia Water Planning District. DeKalb County is in the process of establishing a stormwater utility which could include Clarkston. To facilitate this effort, Clarkston is creating Development Guidelines and Standards that will require new development to follow Best Management Practices (BMP) as outlined in the *Georgia Stormwater Management Manual*.

COMMUNITY FACILITIES AND SERVICES

The current city hall administrative space is not considered to be large enough to meet long-term needs. Currently, there is insufficient room on the city hall property for customer parking and employee and police vehicle parking, although the nearby church parking lot is used for overflow parking needs. The city should explore options for adding onto the existing building or constructing a new city hall building during the next five years. The Police Department occupies

the downstairs floor of the City Hall building. The current office space is not expected to be sufficient to serve the city during the entire 20-year planning horizon.

The city plans to build a new public works facility. A site within an industrial area such as Clarkston Industrial would be a good location according to the Public Works Director. The new facility needs to be on a site of approximately 1 acre (to provide for vehicle and equipment storage), and building space needs to be from 5,000 to 10,000 square feet. An approved washing facility for vehicles is also needed.

Clarkston will need to address its future needs for administrative space (City Hall), expansion of Police Department space (also currently in City Hall), and construction of a new Public Works Facility. Beyond these needs, most of the future capital facilities will be planned and programmed by DeKalb County Government.

The Clarkston Community Center (CCC) is a private not-for-profit 501(c) (3) corporation managed by an elected board of directors with an executive director who reports to the corporate officers. The Vision for the CCC is “to create a place that celebrates the unique character of the Clarkston Community through diverse programs in education, recreation, arts, culture and community building.” In 1994 a group of Clarkston citizens secured a long-term lease from the DeKalb County School System for the old Clarkston High School Property. The facility was built in 1924 and closed as a high school in 1982. The property has 18,000 square feet indoors, including a classic auditorium plus a 3.5-acre field. Phase I of the renovation, restoring the activities field, was completed in 2003 and includes a playing field, community gardens, a walking trail and a concession/restroom facility. An architect has developed plans for the complete renovation of the building, and the Center is actively seeking grants to fund this work. The CCC has received funding from the Whitehead Foundation, the Woodruff Foundation CDBG fund and Georgia legislature and Governor’s fund for construction and operational expenses.

The CCC provides the following programs:

- Girl Scouts
- YMCA Soccer Program
- Ethiopian Soccer Program
- Toddler Soccer Program
- Tai Chi
- Senior Refugee Program
- Community Gardening Program
- Volunteer Program

TRANSPORTATION

Existing Road System

The main corridor through Clarkston is East Ponce De Leon Avenue, an east-west, two-lane roadway with substandard sidewalks on the north side. East Ponce parallels the railroad tracks

and is flat, with steep banks on the railroad side. Commuters use the corridor as a throughway connecting Stone Mountain to I-285. Because Clarkston lacks regional destinations, this road functions to serve pass-through traffic, not destination-oriented traffic. North Indian Creek/Montreal Avenue offers a north-south route through the city, connecting to Georgia Perimeter College and DeKalb Technical College. Except for a very short section of Montreal Avenue north of the City, the roadway is two lanes, with substandard sidewalks. This route has a grade separated railroad crossing. The North Indian Creek/Montreal Avenue corridor generally functions well for vehicles, with the exception of the intersections at the grade separation. Improved traffic signal timing and minor system improvements at North Indian Creek and East Ponce and Church Street will enhance traffic flow at this location. Pedestrian and transit enhancements are needed on both sides of the roadway.

Roadway and Intersection Recommendations

Roadway and intersection improvements should be implemented to provide better interaction for different modes of transportation within the City. Most of the existing intersections are designed primarily for vehicles and do not provide safe and accessible crossings for pedestrians. By creating corridors that accommodate all users of the transportation system and include sidewalks, bike lanes, transit shelters, etc., walkers and bikers could feel as welcome and safe as people who are driving. By adding crosswalks, improved signage, ADA-approved signalization, handicapped accessible ramps at all crossings, and even pedestrian refuge areas where possible, Clarkston's roadways will be greatly improved. Implementing the LCI program projects will help make Clarkston a more pedestrian friendly environment.

Clarkston does not need many major roadway improvements within the downtown area to provide a more livable community. Corridors leading to the town center area require improved signal timing to provide a safe and efficient flow of traffic, while still providing necessary access.

Public Transportation System

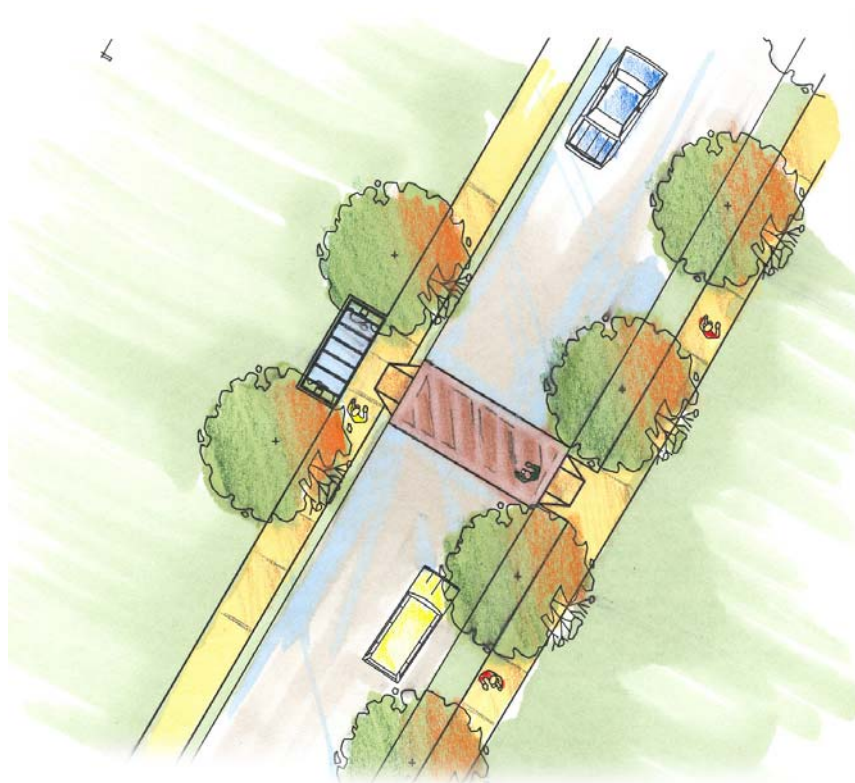
There are two MARTA routes serving Clarkston's commercial, governmental, and residential areas. The majority of Clarkston residents' trips is relatively short, and remains within DeKalb County. Short trips are well served by transit, as is confirmed by the transit destinations, primarily in DeKalb County industrial parks. Because 11 percent of Clarkston's population use transit and destinations are nearby, the City has an opportunity to improve service through pedestrian connections, shelters, working with MARTA and DeKalb County on service improvements, and widely distributing information to citizens on how to ride MARTA and the bus schedules.

Transit and Transportation Demand Management Recommendations

To continue encouraging transit, three approaches are recommended. The first is to integrate pedestrian and bicycle improvements and bus stop enhancements, as outlined in the bicycle and pedestrian section. Second, transit should be integrated into development and site design regulations. Bus stops should be located within 500 to 1,000 feet of the building entrance at

employment sites and major activity centers, with the entrance oriented towards public transportation facilities, not parking lots.

Last, the City can take an active lead in providing transit information to the community. This effort can be combined with an overall transportation demand management (TDM) program. Transit ridership and carpooling can be increased simply through civic and community group participation and providing information and encouragement.



**Transit Stop Improvements
E. Ponce de Leon Ave.**

Bicycle and Pedestrian System

The Stone Mountain Trail also passes through the city, roughly following the railroad tracks adjacent to Church Avenue. The path provides bicycle and pedestrian connections to Stone Mountain and south and west to downtown Atlanta. There are no other formal bicycle facilities in the City or surrounding area. The colleges (Georgia Perimeter and DeKalb Technical) south of Clarkston are attracting the most bicycle trips. To increase usage to both biking and walking, the City must work with DeKalb County and the PATH Foundation on creating a bicycle system both within the City and connecting to nearby destinations, such as the campuses. The current plan developed by the PATH Foundation is to connect Stone Mountain through Clarkston to Arabia Mountain Park.

Bicycle and Pedestrian Recommendations

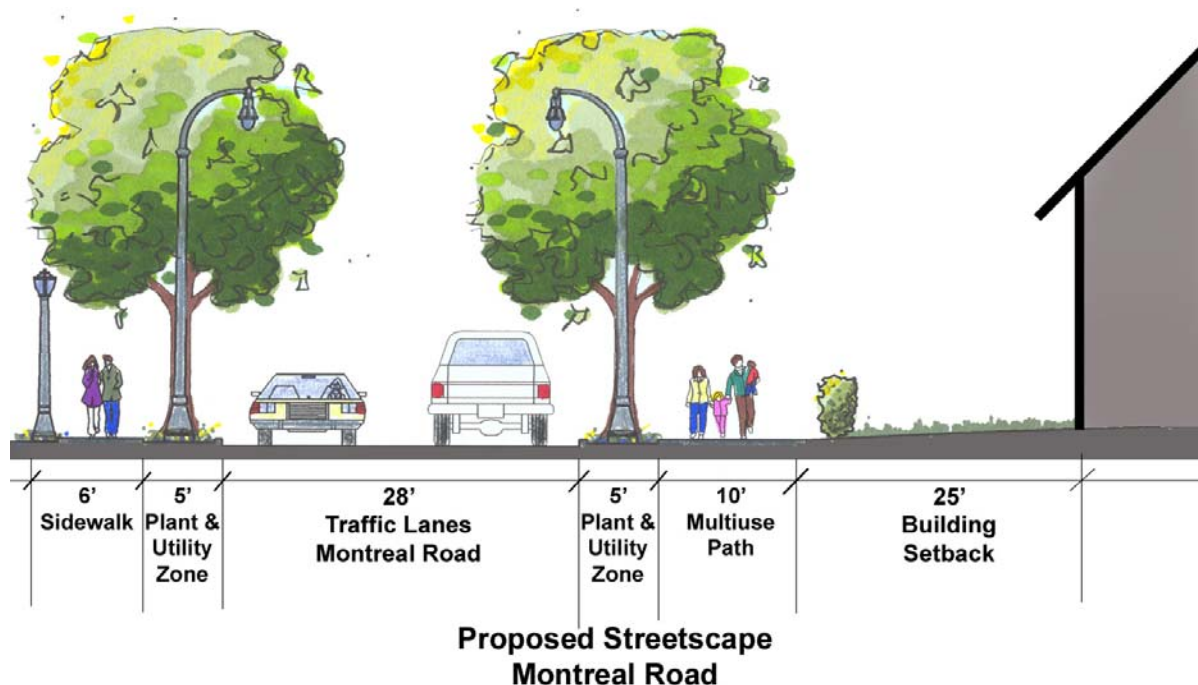
Primary biking and walking destinations, as identified by the community, include:

- Market Street/Milam Park
- Thrifftown shopping center
- Georgia Perimeter College, Clarkston Campus
- DeKalb Technical College
- Friendship Forest
- Clarkston Community Center



The plan provides a comprehensive program of streetscape and landscape improvements, including a significant extension of the existing PATH trail system, throughout key areas of Clarkston. A safe and convenient environment for pedestrians can dramatically increase the number of residents, visitors and employees walking to offices, stores, schools, bus stops, etc. Providing bicycle facilities can encourage bicycle travel and complement transit services, extending the reach of alternative modes of travel. Therefore, bicycle and pedestrian facilities are recommended citywide, especially those that provide direct connections between residences and the town center area.

For higher capacity sidewalks, specifically within the town center and along bus routes, existing or new sidewalks are recommended to be designed wide enough (5' minimum) to accommodate two-way pedestrian traffic and are planned for both sides of the roadway. Several of the projects separate pedestrian and bicycle traffic from vehicular traffic in order to improve safety. Major pedestrian projects include landscaped (safety) buffers, transit enhancements, street benches, trash cans, landscaping, signage, and lighting.



Multi-modal transportation policies include the following:

1. To expedite and complete the multi-modal network throughout the entire community (beyond the LCI grant process), the City should require the design and installation (through a combination of public and private funding sources) of pedestrian and bicycle facilities in new development and redevelopment projects.
2. Requiring bicycle parking facilities at employment sites can result in reductions in parking requirements and expansion of modal options. Developers should place bicycle racks and lockers near front entrances or under covered parking facilities.
3. Building orientation. Allow for reduced or no building setbacks so as to provide direct street access for transit users, cyclists, and pedestrians. Locate parking areas to the side or behind buildings to encourage on-street activity and safety. New development projects should cluster buildings and avoid development that discourages pedestrian and bicycle travel.

Rail Transportation

The railroad bisects Clarkston between E. Ponce de Leon Avenue and Church Street, operating approximately 30 freight trains a day. The railroad is a dominant transportation feature in the community. The train no longer stops in Clarkston, but the railroad shapes traffic patterns, land use decisions and community interaction, as it divides the City into two distinct neighborhoods. Citizens see the railroad as both a positive tie to the past and as a modern day noise nuisance and community barrier. The railroad right-of-way presents existing greenspace and the possibility for a bicycle and pedestrian trail. The rail line does present a set of problems common to many towns and cities not only in Georgia, but throughout the country. Rail lines often present a

physical barrier between communities. Achieving multi-use trail connections across the lines will be a difficult challenge. If the line is active, as is the railroad going through Clarkston, the railroads can be loud on a frequent basis, particularly if there are crossings (as in Clarkston) that require the sounding of the train whistle (actually a loud horn). Clarkston is currently studying the possibility of having the current rail crossings in the City turned into “silent crossings.” The City is negotiating with CSX for approval of the silent crossing status. There are also a number of defunct light poles located within the railroad right-of-way, and the City is negotiating with CSX to have these removed also. Finally, the partially elevated tracks and their extensive rights-of-way on both sides are simply not attractive.

Railroad Crossing Recommendations

A safe and convenient vehicular and pedestrian option for crossing the CSX railroad tracks at Market Street is necessary to provide access from the north side of the town center to institutional and residential destinations on the south side. The current crossing is designed for vehicles only. The at-grade crossing will be improved and widened to provide access for pedestrian walkways or sidewalks, and even for bicycle users to cross safely without vehicle interaction. Recommendations to improve these crossings include the addition of more gates, or longer gates, updated flashing lights, additional thermoplastic markings, and possibly median barriers to separate different traffic movements. A key improvement, added to the East Ponce project, is decorative safety fencing along both sides of the railroad to discourage pedestrians from crossing the railroad at undesigned areas.



Railroad Crossing Design Concept

Transportation and Land Use Connections

The Livable Centers Initiative (LCI) study for Clarkston reinforces the city's understanding of transportation and land use relationships. Since there is little undeveloped land in the city, redevelopment is going to be the primary issue. Generally, redevelopment can and should enhance the connections between land use and transportation. For instance, by concentrating redevelopment activities in areas served by public transit, Clarkston can assure that such redevelopment is not served exclusively by automobiles and that multiple modes of travel (including pedestrian and transit ridership) are available. Although ridership statistics have not been researched, it is believed that MARTA bus routes in Clarkston may be underutilized. Also, the parking lots of institutions in the City (churches, college and technical school) may be underutilized and present an opportunity for the sharing of parking by land uses that have different peaks of parking.

INTERGOVERNMENTAL COORDINATION

Service Delivery Strategy

Clarkston is a signatory to the DeKalb County Service Delivery Strategy, which was completed in 1999. DeKalb County provides numerous services to Clarkston. The Service Delivery Strategy accomplishes through intergovernmental agreement the provisions for delivering services. Clarkston has recently participated with DeKalb County and other municipalities in the reconsideration and readoption of the Service Delivery Strategy. No significant changes are anticipated to be needed from Clarkston's perspective.

The primary intergovernmental issues include renegotiating Clarkston's participation in the DeKalb County Service Delivery Strategy (an effort which is ongoing) and implementation of regional plans of the Atlanta Regional Commission and Metropolitan North Georgia Water Planning District.

Coordination with Schools

There are several opportunities for the City of Clarkston to coordinate with the county school board as well as institutions of higher education in the area. Schools are essential community facilities that can help Clarkston meet its future needs in terms of educating the resident labor force, meeting or offsetting recreation needs, and serving as headquarters for emergency management activities. Partnerships with Georgia Perimeter College, Clarkston Campus, and DeKalb Technical College for the development of additional off-site facilities such as parking lots, offices, recreational fields, and possibly dormitories or other college facilities are a key opportunity that are supported in this Community Agenda.

The City of Clarkston is responsible for the safe travel of students who want to walk or bike to schools and colleges in and near the City. The Community Agenda needs to ensure that pedestrian access and bicycle travel are adequate to area educational institutions.

This Community Agenda also recommends that: (1) school facilities be integrated into emergency operations plans as emergency shelters; (2) existing intergovernmental agreements be evaluated for their adequacy with regard to the sharing of use or joint development of school-city recreational facilities; (3) the potential be explored for partnerships among the city, the DeKalb County Board of Education, and area colleges and technical schools with regard to development of additional off-site facilities; (4) pedestrian and bicycle facilities from the city's residential neighborhoods and commercial areas to area schools be improved where appropriate; and (5) shared parking arrangements be further identified and considered.

URBAN DESIGN

Summary of Findings

Clarkston has no design standards or zoning controls that influence favorably the community's aesthetics. Development has been allowed generally to proceed in any manner desired by the property owner and/or tenant. This is not uncommon for smaller cities in Georgia that have no city planner on staff and relatively infrequent requests for rezoning changes. The active rail line and railroad right-of-way has an aesthetic impact on the city. Clarkston does not benefit from any form of community appearance standards or design guidelines regarding facility design or property landscaping. Clarkston does have a number of attractive individual residential communities and some attractive landscaping along major public roads, but overall its entryway (E. Ponce de Leon) is unattractive (Market and Montreal to N. Indian Creek) and does not present a very positive image of Clarkston and perhaps as damaging, may be perceived as having no image at all (LCI Study, 2004).

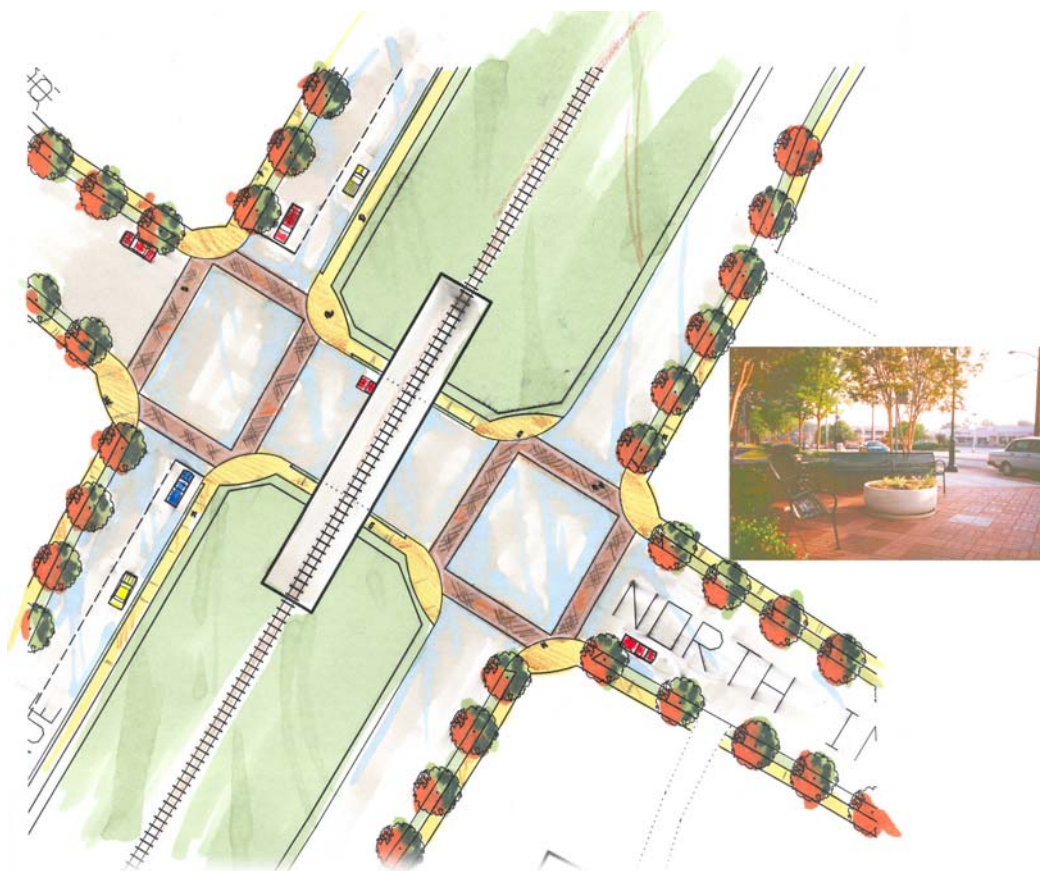
As mentioned above, incompatible design is currently the norm in Clarkston and most surrounding retail nodes, particularly along major arterial roads. Design quality is, of course, open to debate. As with art, however, one generally knows when quality is missing. The LCI study team has not only assessed Clarkston's current visual environment, but more importantly, has listened to Clarkston residents themselves during public meetings. The consensus is that the City, particularly along E. Ponce de Leon and within the proposed Town Center District, could benefit significantly from the introduction of design suggestions, guidelines and general standards, as well as the means to implement them in new and existing developments alike. Without such design initiatives, new development will only add to the current lack of visual appeal and identify in Clarkston (LCI Study, 2004). The City has recently contracted with Pond & Company to develop a zoning ordinance and design guidelines that will create a cohesive expression of how the Citizenry desires to see the City redeveloped.

The results of unchecked, uncontrolled urbanized development can be seen throughout Clarkston today, as well as along Memorial Drive and Lawrenceville Highway, among others. Cluttered signage, deteriorating store facades, haphazard roadside parking and frontage "seas of concrete" without landscaping are the rule rather than the exception in urban sprawl development. Market forces cause land values to outpace existing market demand, pressuring developers to (1) seek – and often demand through litigation – higher densities than a community can reasonably sustain and (2) cut "non-essential luxuries" such as landscaping, visual buffers, sidewalks and pedestrian pathways, adequate on-site parking (preferably hidden), compatible design themes, attractive

signage and lighting, and other elements that define sustainable “new urbanism” development (LCI Study, 2004).

Signage/Gateway Recommendations

Attractive signage and gateway treatments into and around the City should be developed, creating a sense of identity by providing specific focal points that inform travelers that they have not only entered the City itself but also acknowledge the distinct commercial center of Clarkston. Gateways are recommended on E. Ponce de Leon at the southwest City Limits (nearest I-285), the intersection of E. Ponce de Leon and N. Indian Creek, and the northeast City Limits on Ponce de Leon.



**Proposed Intersection Improvements
E. Ponce de Leon Ave. / Church Street / N. Indian Creek Road**

In addition to the gateway at E. Ponce de Leon and N. Indian Creek, it is proposed that intersection improvements with decorative crosswalks and more pedestrian friendly street corners with benches, planters and lighting be installed to compliment this gateway into the commercial district.

A standardized system should be established using a public participation process in the master planning of these areas and also the intersection improvements proposed for Market/E. Ponce de Leon/Church, Market/N. Indian Creek, E. Ponce de Leon/N. Indian Creek/ Church Street. These

design elements selected during the public participation process should also reflect elements in the proposed streetscape to create a unifying design for all proposed improvements.

QUALITY COMMUNITY OBJECTIVES

The following Quality Community Objectives are hereby adopted to guide this Comprehensive Plan and the future growth, development, redevelopment, and change in the City of Clarkston. The City may cite these objectives as its own policies and will evaluate land use, budget, and other policy questions and make decisions in the context of these objectives. Where a land use or other decision would be inconsistent with one or more of these objectives, the Clarkston staff and/or Mayor and City Council will appropriately consider the extent to which land use proposals and developments, budgets, policies and programs can be revised so as to be consistent with these objectives.

Appropriate Business Objective: The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

Educational Opportunities Objective: Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

Employment Options Objective: A range of job types should be provided in each community to meet the diverse needs of the local workforce.

Heritage Preservation Objective: The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Open Space Preservation Objective: New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.

Environmental Protection Objective: Air quality and environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

Regional Cooperation Objective: Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources.

Transportation Alternatives Objective: Alternatives to transportation by automobile, including mass transit, bicycle routes and pedestrian facilities, should be made available. Greater use of alternative transportation should be encouraged.

Regional Solutions Objective: Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

Housing Opportunities Objective: Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

Traditional Neighborhood Objective: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Infill Development Objective: Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Sense of Place Objective: Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

VISION FOR CHARACTER AREAS

Although the citywide vision statement will be respected in all parts of Clarkston, this Community Agenda envisions distinctive areas of the City that give definable meaning to its neighborhoods and activity centers. The Character Area Visions, specified in this Community Agenda, will provide sound guidance in the update of the City's land use regulations and in reviewing and approving new developments in the City. The City will apply development guidelines for character areas comprehensively but fairly and consistently.

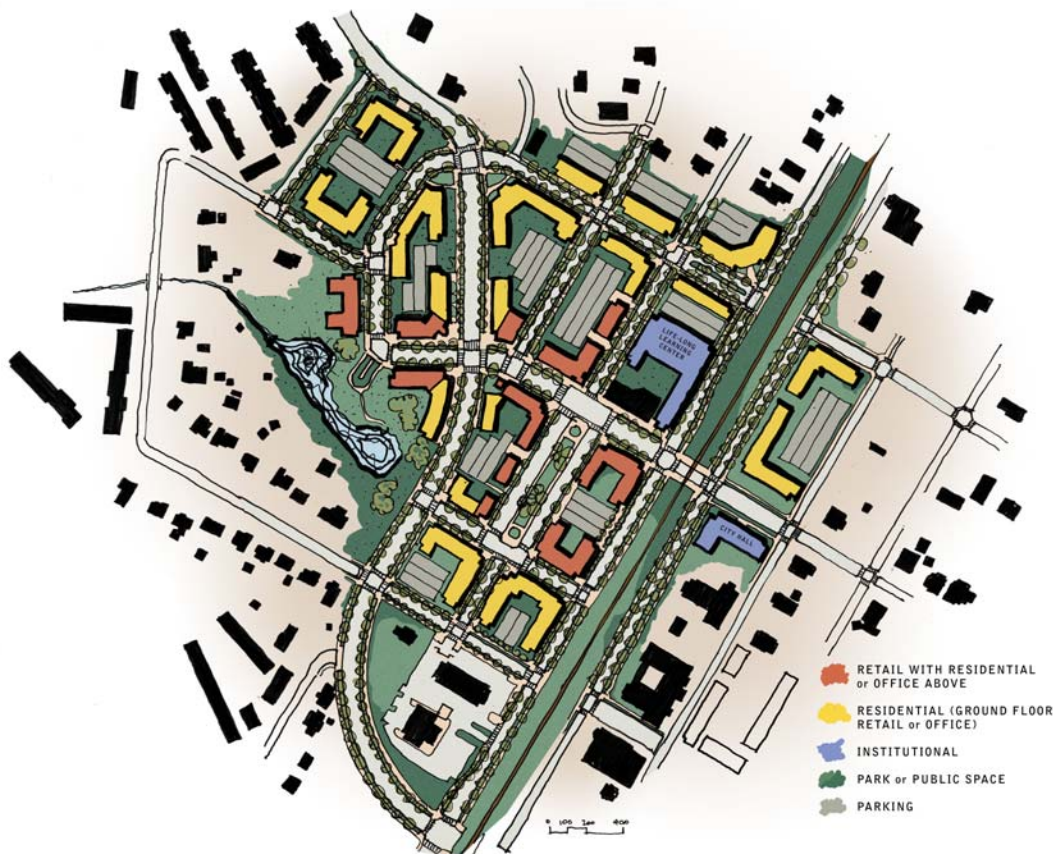
In Clarkston the following character areas have been identified (see Character Area Map):

Central Business District (Town Center Redevelopment District)

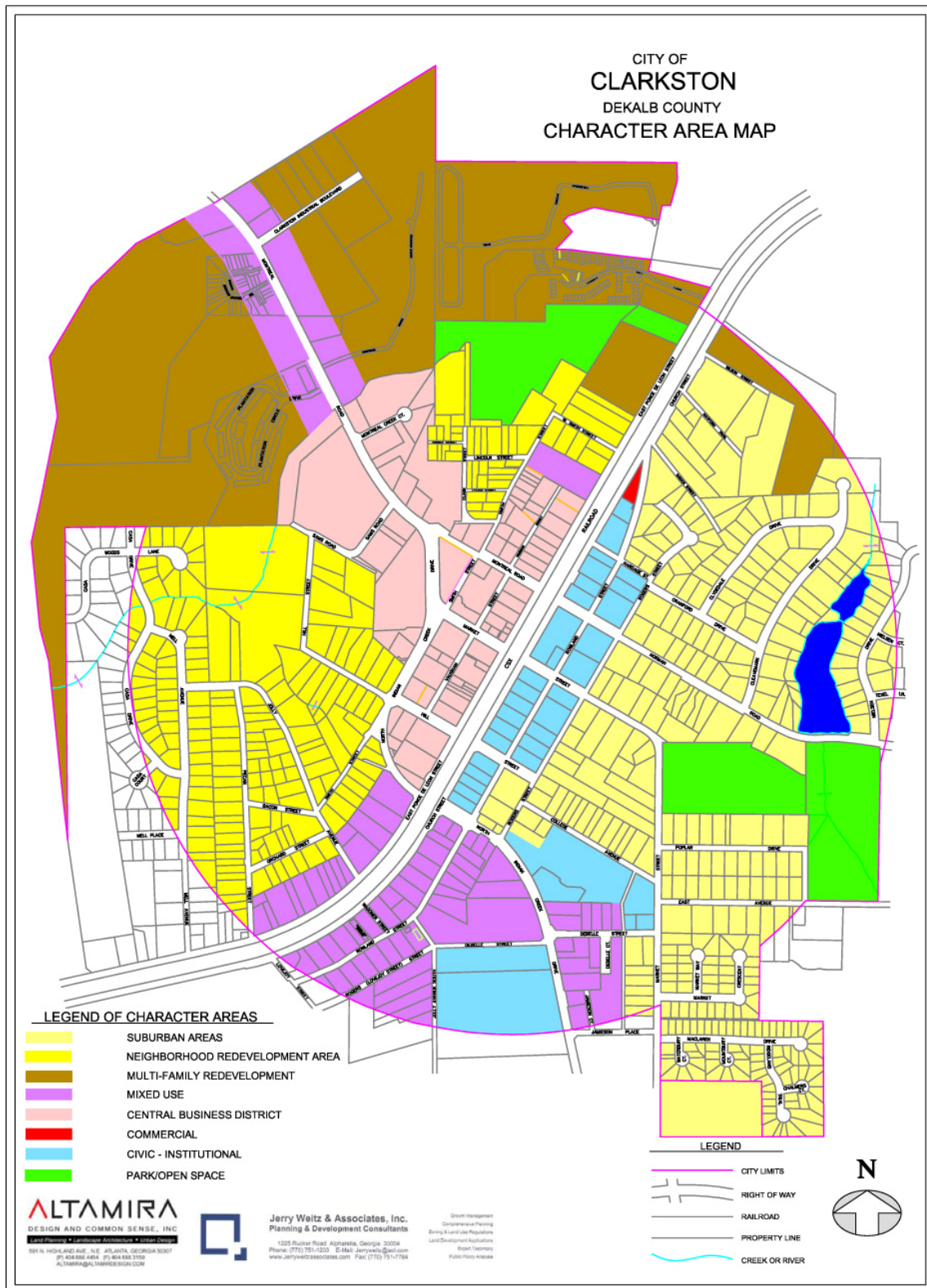
This area is defined by form and pattern. It is the historic business district of the City and has a grid street pattern that will allow redevelopment to occur in a logical manner. Redevelopment plans envision this area to be a vibrant, pedestrian oriented mixed-use area with residential units over commercial/retail uses. The study team recommended in the LCI Study the gradual redevelopment of the approximately eight square blocks of existing retail shops, offices and auto-related services bordered generally by E. Ponce de Leon Avenue, N. Indian Creek Drive

and Montreal Road into a mixed-use “Town Center” district. The Town Center is proposed to be developed primarily around the existing retail, with the introduction of additional restaurants, specialty shops and boutiques that, hopefully, will build around the cultural and ethnic diversity that distinguishes Clarkston from most of the surrounding communities. Over time, the Town Center could hold as much as 60,000 square feet of retail – primarily restaurants and other food offerings, as well as specialty merchandise – and services, as well as 40 residential units (primarily townhouse and “live/work” lofts above retail). The overall objective of this character area is to provide retail, dining, entertainment and other commercial offerings within Clarkston in order to create a critical mass sufficient to attract a destination retail market.

The LCI Study strongly recommended that the City actively pursue the creation of a mixed-use “Overlay District” encompassing the proposed “Town Center District” of Clarkston, as well as a program of combined zoning-based controls and incentives that will encourage desirable residential redevelopment of major potential development sites within the City. The Future Land Use Plan reflects the Town Center District as the Central Business District. Clarkston is working with Pond & Company to develop a zoning ordinance and design guidelines that will facilitate and regulate the development of this area.



Town Center District Concept Plan



Residents and visitors unanimously recognize the center of Clarkston as the intersection of East Ponce de Leon Avenue and Market Street. This crossroads is presently the loose focal point of downtown business. The plan proposes building on the strength of the current town focus to create a condensed, walkable shopping, office and residential town center centered about Market Street.

The plan proposes that Market Street be widened to accommodate two through lanes of traffic, a center turn lane, and on-street parallel parking on each side. Very wide sidewalks (at least 15 feet) should be built on each side of the street to create an expansive, comfortable walking environment.

North of Market Street, ground floor retail shops with residential or office space above are planned to front on Vaughan Street all the way to Montreal Road. A proposed new “life-long learning center” is shown on the parcel between Ponce and Vaughan to serve local educational outreach programs. It will be placed so that students can easily walk to Market Street businesses between classes. Parking is located on the interior of the blocks so shoppers can park and walk down a comfortable sidewalk, past various retailers and services, to their ultimate destination. This approach breaks the tight bond between a shop and immediately adjacent parking in favor of shared parking that serves all of the businesses collectively.

South of Market Street, Vaughan Street straddles a new, wide public park stretching from Market to a proposed new cross street. This street shortens the walk from Market to Hill Street and allows easier traffic circulation through the planned new buildings and businesses to the parking and service areas on the interior of the blocks.

Beyond the new street, Vaughan narrows back to conventional dimensions until it dead-ends at Hill Street. Although no new development is shown for the Hill/Ponce/Indian Creek block, land owners may find that redevelopment becomes an attractive possibility when Vaughan Street is reconstructed. This parcel offers excellent potential end to a dramatic vista if a building, tower, or similar element is constructed.

The new (proposed) park provides an opportunity to reanimate Clarkston’s town center with a delightful new amenity that, if well designed and well-executed, will lure visitors from all over to enjoy casual relaxing beside its fountains, sculptures, and walks. The park is the most important new element proposed as part of this plan, and its design is critical to the success of the plan. The City desires that its construction design quality exceeds that of all other public spaces in the area.

West of Indian Creek Drive, the existing Market Center will continue to operate successfully for the foreseeable future. However, as the town center core area between Ponce and Indian Creek strengthens, owners of the market place may consider intensifying the use of their parcel by rebuilding the retail and service buildings with parking located underneath (thus bringing the shopping level up to the same elevation as Market Street), extending Market Street into the interior of the property, and building residential and/or office uses above the shops. The Market/Indian Creek intersection will then become as important as the Market/Ponce intersection

in defining the center of Clarkston. If redeveloped according to the master plan, Market Street would end with a view into the park and pond.

The plan shows a new grassy park and pond at the head of Indian Creek along the Boulevard to introduce informal recreation space into the town center and help separate the intense new uses there from the traditional single family homes along Hill Street. This park is part of an effort to create a sense of transition from the existing neighborhoods on all of the town center's edges.

East of Ponce de Leon, the railroad forms a formidable "edge" to the town center, making it unlikely that the commercial intensity required for the town center can be carried over to the other side of the railroad. Instead, the master plan proposes that institutional uses and relatively intense residential uses be constructed facing East Ponce (and where possible on the parking lots behind the existing churches and city hall along Rowland Street) thus forming a civic/residential gateway into the town's existing single family neighborhoods.

The plan approaches the design of various street types differently – those intended to have many pedestrians must be designed so that people on foot have priority over cars. Market, Vaughan, Hill and the proposed new street all have "pedestrian priority." Ponce de Leon and Indian Creek serve regional traffic. Nevertheless, they are also important pedestrian routes to the town center and therefore must have safe, comfortable and enjoyable sidewalk environments if Clarkston is to succeed in its goal of becoming a livable center in future years. Therefore, sidewalks on each of these streets must be at least six feet wide, lined with pedestrian-scaled light fixtures for safety and comfort, and shaded with tall trees.

The result of these new initiatives will be a beautiful, comfortable, concentrated town center flanking Market Street and the new Vaughan Street Park, edged by green streetscapes and the railroad, containing seven blocks of walkable streets lined with shops, businesses and homes. Parking will be found in the middle of each block, screened by buildings and landscaping, but easy to access. In the daytime, business and services will prosper; in the evening, patrons can stroll among shops, restaurants and cafes while waiting on friends taking classes at the life-long learning center.

The Clarkston Town Center will become a model of urbanity – safe, comfortable, and elegant.

The City has developed plans for the parking lot behind City Hall. This lot is jointly owned by the City, the Methodist Church and the Baptist Church. The City is in negotiations with the Churches to allow redevelopment of the lot. The current design suggests closing Hill Street and extending the parking lot into the ROW. The reconfigured parking will provide more parking and better pedestrian and vehicular circulation while creating a park like environment. The plan incorporates a bio retention facility for storm water management to filter first flush run-off and release this run-off at predevelopment rates. The planting of trees within the parking will reduce the heat gain that is usually associated with large expanses of asphalt paving. Currently run-off from this parking lot drains into Forty Oaks Nature Center via a conventional storm water sewer system and an open swale. The proposed bio-retention facility for this lot will eliminate non point source pollution from first flush run-off and mitigate the environmental degradation the Center is experiencing because of non point source pollution storm water run-off and protect the

fragile ecosystem of the Nature Center. The City hopes to use SAFETEA LU funding for implementing this project and use this project as an example of urban environmentalism.

The E. Ponce de Leon-Church Street Corridor

E. Ponce de Leon Avenue offers great potential as a strong, defining visual entry into not only Clarkston generally, but the proposed Town Center in particular. When coupled with Church Street, the “E. Ponce de Leon-Church Street Corridor” can transform a current “negative” – the rail line – into a visual “positive” that enhances rather than diminishes Clarkston’s identity as a distinct community. The study team recommends that a coordinated package of development and design incentives and zoning controls for commercial uses along the Corridor, as well as extensive streetscape and landscape improvements be used to transform this Corridor from an unattractive, disruptive traffic pass-through into an appealing centerpiece of community definition, continuity and atmosphere.

Civic-Institutional District

This area is seemingly a portion of the Central Business District separated by the railroad. City Hall, the Woman’s Club and several Churches are within this area. There is also a large parking lot in this area that has redevelopment opportunities or can be reconfigured for functional and aesthetic improvements.

Office

This area includes properties on both sides of the railroad. The area on the northern side of the tracks contains single family homes that have been renovated and the properties combined to form an office complex for several companies. The area has been landscaped extensively and the signage and architecture coordinated. It presents a professional and attractive project to the community. The area on the southern side of the tracks contains single family homes that are still used as residences and others that have commercial and office uses. This area has not been improved to the extent that the northern side has, but plans for this area envision similar development opportunities to those created on the northern side of the railroad.

Suburban Area

This area is substantially single-family homes built after WW II. The homes have large lots and curvilinear roads, some ending in cul-de-sacs. The homes are well maintained, and there are many amenities available to the residents of this area. There are limited sidewalks in this area, but the roadways are wide and sidewalks and other pedestrian amenities can be retrofitted within the roadway. This area is stable with housing values increasing and homes being renovated.

The LCI study team identified what it considers to be a growing threat to Clarkston’s primarily single-family, detached housing communities – one of its key strengths. Projected increases in land values and housing prices will produce tremendous pressure to redevelop significant portions of established single-family housing neighborhoods as multi-family complexes. Even if

home ownership is assured, multi-family developments could threaten the character of the overall neighborhood, as well as adjacent communities.

Neighborhood Redevelopment Area

This area is substantially single-family homes built after WW II. The homes have large lots and curvilinear roads and cul-de-sacs. In this area homes are being demolished and new larger homes being built. There are opportunities in this area to combine lots and increase density without compromising existing infrastructure. The area should be redeveloped in a manner that would include neighborhood parks, sidewalks, and traffic calming improvements and well-designed small commercial activity centers within walking distance of the homes. This area should also include small-scale infill multi-family housing to increase diversity as well.

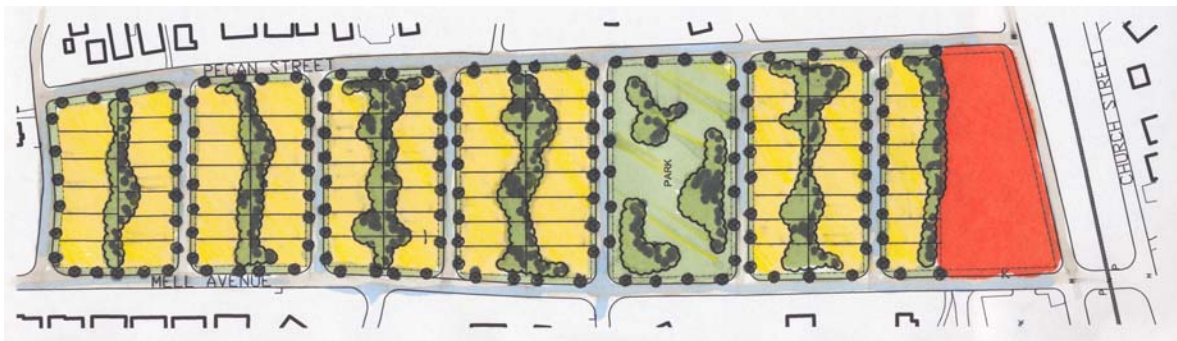
An objective of this character area is to provide desirable, affordable residential product types to meet the growing non-traditional markets that Clarkston can attract, including smaller households with fewer children who generally younger, but also the growing number of older “empty nesters,” who are more affluent and have a preference for home ownership.



Neighborhood Redevelopment Concept 1

During the Public Involvement process, one of the goals of the community was to provide more opportunities for single family home ownership. The community also recognized that since there is little or no vacant land that provides for redevelopment opportunities within the City, there will be increasing pressure to assemble and redevelop areas that are not densely developed and that presently contain homes that are in need of renovation and/or repair.

Two areas that held potential for future redevelopment were identified during the site analysis and presented to the community during the Charrette. One area is the area around the intersection of E. Ponce de Leon and West Smith Street. The other is the area bounded by E. Ponce de Leon on the south, Pecan Street on the east, Mell Street on the west and Jolly Avenue on the north.



Neighborhood Redevelopment Concept 2

Presently there are 10 structures on approximately 7 acres of land along E. Ponce de Leon and West Smith Street. West Smith Street is a 20' dead end street with no curb and gutter and no ability for emergency vehicles to turn around. The existing homes are relatively small, and although some homes have been recently renovated and others show evidence of repair for the most part, the homes are not owner occupied and show signs of neglect and disrepair.

The Concept plan (LCI Study, 2004) suggests utilizing existing sewer, water and storm infrastructure and extending and improving the existing roadway to a loop system that would encircle a .75 acre park and create 23 approximately 7500 square foot lots and still provide for frontage along E. Ponce for a mixed-use project, multi-family or limited commercial use. The concept plan clusters the homes around the park and increases the gross density from 1.4 per acre to 5.3 per acre while creating a sense of place and community.

The other area is approximately 16 acres and contains approximately 35 homes and two commercial structures along E. Ponce de Leon. The homes in this area are relatively small and on relatively large tracts of land that average approximately 15,000 square feet with lot widths of 70 feet or more and depths averaging 200 feet. Several of the lots have been combined in various configurations creating lots over $\frac{3}{4}$ of an acre with several structures in addition to the homes on the lots. The homes in this area are 40 to 50 years old and, although in serviceable condition, the economics of redevelopment might outweigh the economics of renovation.

The concept plan for this area also utilizes existing infrastructure and adds 6 streets, approximately 200 feet long. The addition of these streets allows for the creation of 80 lots with lot widths of 50 feet and depths of 100'. The plan also envisions a 2 acre park that is centrally

located within the project. The plan provides for alley-fed houses and the vision for this development is a traditional neighborhood design with sidewalks and street trees and period light standards. The plan also preserves a 2 acre tract fronting on E. Ponce de Leon that could be developed as a mixed use project containing retail, office and housing. The overall density is increased from 2 units per acre to 5 units per acre.

Multi-family Redevelopment Area

This area is substantially multi-family rental and owner-occupied multi-family housing that was built in the 1960s and 1970s. Some of the units have reached the point of economic obsolescence, where the cost of renovation is higher than the value of the units and at some future time will probably be redeveloped. When the property is redeveloped, the City should focus on creating a community that is pedestrian oriented and follows the tenants of Traditional Neighborhood Development (TND) Design. Public assistance if needed should be focused to ensure that a mixed income community is created with a large percentage of owner-occupied units.



Multi-family Redevelopment Concept 1

Two areas were also identified that provide opportunities for future multi-family development. The first tract is approximately 22 acres and is bounded on the north by the Stone Mountain Freeway and on the west by Montreal Road. The rest of the tract is bounded by multi-family rental properties. The site presently contains DeKalb Tech, a Gas Station, a Hindu Temple and some office structures. The portion of Clarkston the site lies in is bounded by Stone Mountain Freeway on the North and I-285 on the West and the South Fork of Peachtree Creek on the South. To the East is primarily multi-family rental. The community thought that a multi-family project for ownership would be more compatible than the exiting uses. The proposed plan is for 128 townhomes that are alley fed and that front on internal roads. There are no structures that front on Montreal Road. A streetscape project is proposed for this section of Montreal Road, which

will reinforce and strengthen the entrance into the Town Center Area. A 1.5-acre central park is also proposed for this project. The proposed density for this area is 6 units per acre.

The second area is approximately 13 acres and is bounded on the North and East by the South Fork of Peachtree Creek and on the West by Montreal Road and on the South by Clark Street. This site presently contains the Post Office, a grocery store, some office structures and a manufacturing facility. The Plan proposes 128 units in a stacked configuration in eight (8) structures. The structures are oriented towards an internal roadway system and setback substantially from Montreal Road; thus reinforcing the park-like streetscape system proposed for Montreal Road from the Stone Mountain Freeway. An acre park is proposed on the southeastern side of the intersection of Indian Creek and Montreal Road that serves as an entrance to the Town Center. The area on the northern side of Clark Street between the street and the multi-family project will be subdivided into 18 single family lots and a cul-de-sac created at the end of Clark Street. The cul-de-sac remedies the current dead end street configuration and will provide for emergency vehicle access. The proposed density for the multi-family project is 25 units per acre and the overall density for the area is 14 units per acre.



Multi-family Redevelopment Concept 2

These concepts were presented to the community at the last public hearing held during the LCI study process. The community supported the concepts as possible redevelopment scenarios.

Industrial Redevelopment Area

This area is substantially office and industrial with structures built in the 1970s. Much of this area is vacant with limited use. Several of the parcels have abandoned vehicles on them or are being used as storage areas for heavy equipment. There are cellular towers on some of the properties. This area also suffers from economic obsolescence and will probably be redeveloped in the future. During the LCI Study, this area was recommended for redevelopment.

Mixed Use

This character area provides the opportunity for part of Clarkston to transition from exclusively residential to neighborhoods through a redevelopment process that provides for greater mixtures of housing types, offices, institutions, and where compatible certain commercial uses.

Commercial

This designation corresponds to a small area in between the town center (central business district) and civic-institutional character area.

Park/Open Space

This designation corresponds to an area of the city set aside for recreation and open space, as shown on the character area map.

FUTURE LAND USE PLAN

In addition to the character area map, which provides guidance on the desired look and feel of different areas of the city, this Community Agenda provides a future land use map. Though it is similar to the character area map, the future land use plan map focuses exclusively on recommending an appropriate use.

The future land use plan map shows areas for single-family residence, multi-family residential areas, civic-institutional areas, a mixed use area (corresponding generally to the neighborhood redevelopment character area), the central business district (town center as described in the LCI study), commercial, and park/open space.



LAND USE POLICIES

In addition to the quality community objectives articulated in the previous section, Clarkston adopts the following land use policies where are also a part of the LCI study recommendations:

1. Maximize land use through the development of mixed-use communities that allow live-shop – and possibly live-work – convenience to residents.
2. Encourage development that will protect and enhance existing neighborhoods while connecting them to the civic and commercial center of “Downtown Clarkston.”
3. Enhance connectivity within and among Clarkston communities through the design, introduction, extension and general improvement of walking, running, biking and multi-use trails and paths; sidewalks; connecting open spaces and pocket parks; and local streets.
4. Improve the community function, efficiency and aesthetic appeal of arterial roadways that border and/or divide the study area.
5. Connect homes, shops and offices; enhance streetscapes and sidewalks; emphasize the pedestrian; and improve access to transit and other transportation options.
6. Expand housing options.
7. Promote the following land uses:
 - Mixed Use: Residential and Retail Commercial (and which may include office)
 - Mixed Residential: Housing of different type (attached, detached, mid-rise) and incomes
 - Live-Work Loft
 - Urban Residential: smaller lots and dwelling units with common open areas

With the right inducements and assistance from the City of Clarkston, most of these types of development could be developed over a relatively short period of 7-9 years, with the last phase of this initial group of projects anticipated to be complete by the end of 2010. There are other areas that would likely be developed, redeveloped and revitalized between 2010-2028.

IMPLEMENTATION

Fully utilizing its existing municipal powers, current and future staff and resources, as well as resources of DeKalb County, the City should explore all available economic incentives – including zoning (use and density) incentives, direct grants and loans, tax abatements and deferrals, bond financing, land write-downs and infrastructural support – that can be used to facilitate recommended projects within the city. Major funding sources include the Atlanta Regional Commission’s Livable Centers Initiative (LCI) Implementation Grants, the PATH Foundation, DeKalb County’s Community Development Block Grant and Greenspace programs, the County’s bond authorities, and (potentially) Tax Allocation District bond financing.

Personnel and Organizational Resources

The City should make every effort to move toward creating a full-time City staff position for economic development. In a very short period of time, the activities associated with facilitating, coordinating and monitoring the redevelopment activities recommended in this report – both public improvements and private redevelopment – will require the exclusive focus of at least one trained professional. Over time and as financial resources become available, support staff might be added.

Until such a position can be created, funded and filled, the City can turn to several other sources of assistance in taking the initial steps toward implementing a comprehensive LCI program. These include the following:

1. **DeKalb County:** Both the Office of Economic Development and the Department of Human and Community Development are capable of providing technical assistance to Clarkston's implementation efforts, particularly in the preparation of grant applications. In fact, the Department of Human and Community Development will be the agency that approves the City's requests for CDBG funds or Section 108 Guaranteed Loan funds, as well as several other housing-related funding programs. The Office of Economic Development can be particularly helpful in assisting the City or organizations within Clarkston in obtaining bond financing for both public and private projects.
2. **Consultants:** Consultants brought in to perform specific tasks within a specific period of time can be quite useful in carrying out implementation tasks in the absence of a full-time City economic development staff person. Consultants are particularly adept at providing this type of service, particularly if the consultant has had prior and/or on-going experience with the prospective funding agency.
3. **Task Forces, Business and Community Organizations:** The City would be wise for a variety of reasons to move quickly to establish formal, recognized processes and partnering organizations for moving forward with LCI program implementation. The Clarkston business community seems active and eager to join with the City in taking full advantage of favorable market conditions. The City should start by discussing an implementation strategy with current business and property owners, either as represented in existing associations or simply as a group of interested businessmen willing and able to form an organization and work with the City through an agreed-upon "partnership process." The same type of arrangement can be made with non-business community groups, including those formed around concerns about greenspace, community services, city beautification or crime. Such organizations will be able to take on a variety of implementation tasks in the short-term and should prove to be valuable assets to the City when it is able to create a professional economic development staff position. In fact, such organizations may prove to be a source of funding for such a position.
4. **Partnerships with Other Municipalities:** DeKalb County has several smaller municipalities within it that individually are not large enough to have all the development resources and options available to larger municipalities, such as Decatur. Obviously,

these municipalities can join forces in lobbying County and State governments for common objectives, but there may be some new ways for such municipalities to “pool” resources to attract development funding. Specifically, there may be a way for Clarkston to join with several other municipalities within the County to form a Tax Allocation District pool wherein several small individual Tax Allocation Districts (TADs) within individual municipalities are underwritten together, or at least bonds are issued at one time rather than one issue for each TAD. This in itself would greatly reduce the cost of issuance, which usually makes issues of small amount of bonds prohibitively expensive. The TAD bonds would be allocated to each municipality in proportion to the tax revenues each pledges to service the bonds in accordance with State law. TAD financing can be a very powerful economic development tool. In Clarkston’s case, the only difficulty is creating a TAD district large enough to generate a reasonable amount of bonds. Perhaps this consortium or “pool” arrangement could provide a means of bringing the benefits of TADs to smaller municipalities.

Organizational Framework

The City of Clarkston should plan to attract a private developer or group of developers to redevelop designated sites into mixed-use communities in accordance with principles and recommendations of the LCI Study and this Community Agenda. The City should use the LCI Study as the foundation for a formal Redevelopment Plan.

Key components of the proposed organizational structure should include the following:

- City Community/Economic Development Office
- Downtown Development Authority
- Town Center Association
- Task Force: Town Center Retail/Development
- Task Force: Recreation and Pathways/Trails
- Task Force: Cultural and Ethnic Diversity
- Non-profit Development Organization: Business-based
- Community-based Development Corporation
- City Economic Development Corporation
- DeKalb County Office of Economic Development
- DeKalb County Chamber of Commerce

The State Redevelopment Powers Law authorizes the City of Clarkston to designate a Redevelopment Agency for the purpose of carrying out any Redevelopment Plan the City may prepare. It is anticipated that the City will designate the City of Clarkston Downtown Development Authority (DDA) to serve as the City's Redevelopment Agency responsible for implementing the proposed LCI Plan. As the City's Redevelopment Agency, the DDA will carry out tasks in the following areas:

- Coordinating implementation activities with other major participants in the Redevelopment Plan and their respective development and planning entities, including DeKalb County, the DeKalb County Board of Education, the communities impacted and

other stakeholders, as well as with various City of Clarkston departments involved in implementing the LCI Plan, any formal redevelopment plan, and this comprehensive plan.

- Conducting (either directly or by subcontracting for services) standard predevelopment activities, including but not limited to, the following: site analysis, environmental analysis, development planning, market analysis, financial feasibility studies, preliminary design, zoning compliance, facilities inspections, and overall analysis of compatibility of proposed development projects with the City's Comprehensive Plan and LCI Study.
- Seeking appropriate development projects, financing and other forms of private investment in Clarkston from qualified sources.
- Developing public-private ventures, loans to private enterprise and intergovernmental agreements as needed.
- Marketing redevelopment sites among developers, capital sources and the general public.
- Coordinating public improvement planning and construction with the City's Department of Public Works, Department of Community Development, and other relevant City and County departments and offices.
- Entering into negotiations, either directly or through designated brokers, with property owners and real estate developers within the Redevelopment Area for the purpose of acquiring land and property for redevelopment in accordance with the Redevelopment Plan.
- The DDA will perform other duties as necessary to implement the Redevelopment Plan.

For the foreseeable future, the City will have to act as its own Redevelopment Agency. If it so chooses at some future date, the City could create one of several types of redevelopment entities to coordinate its development activities, as follows:

- **New/Expanded City Department.** The City could create a Department of Economic/Community Development with a staff of City employees capable of facilitating and monitoring projects called for in the Redevelopment Plan.
- **Downtown Development Authority.** The City could create a Downtown Development Authority, which would act as Clarkston's Redevelopment Agent within a broadly-defined "downtown" area. The DDA would have eminent domain powers and the power to issue bonds.
- **Private Non-profit Corporation.** Many non-profit organizations are currently in existence in Clarkston and DeKalb County. Most have "missions" that relate to the provision of social services. Economic development corporations may also take this form. Moreover, they can act as a city's Redevelopment Agency and/or economic development arm under a negotiated contract with that city. These non-profits – usually organized as

501(c)(3) organizations – can include a membership and/or Board of Directors representative of the broad community or can be primarily controlled by either the City or, for example, members of the Business Community. To manage the redevelopment process, the Redevelopment Agent will seek to enter into contractual arrangements with qualified vendors to provide the professional and other services required in qualifying and issuing the bonds, as well as in services including design, feasibility, project management, legal, engineering, and other services required for implementation of the proposed Redevelopment Plan.

Financing Resources

Redevelopment costs could be funded from a variety of public and private sources, including the following:

- Proceeds of Tax Allocation District (tax increment financing) bonds
- Federal and State transportation funds, including Transportation Enhancement Funds (TEA)
- Governors Open Space Acquisition Program
- Non-profit/Foundation Funds: Trust for Public Land, PATH Foundation, Nature Conservancy
- City of Clarkston Impact Fees
- City of Clarkston Community/Business Improvement District special tax assessments
- Other federal, state and local grant and funding sources as appropriate and available
- ARC LCI Implementation funds
- ARC Surface Transportation Improvement funds
- Congestion Mitigation and Air Quality funds (CMAQ)
- DeKalb County Greenspace funds
- Community Development Block Grant funds from DeKalb County
- Section 108 Guaranteed Loans funds from DeKalb County
- Conventional private debt
- Private equity, including land contributions

Ideally, the key elements of the Implementation Plan for Clarkston would include the following general task areas and the corresponding municipal or other entity responsible for carrying those tasks out:

- City: Zoning, Overlay District
- City: Redevelopment Organization/Process
- City: Tax Allocation District (TAD), Community Improvement District (CID)
- City: Design Standards
- City: Task Forces
- City: Developer Recruitment/Solicitation
- City: Staff Capacity to Maintain Focus
- County OED: Assistance re TAD Creation and Developer Recruitment
- County Community Development: CDBG, Section 108 Guaranteed Loans

- ARC: Implementation Grants
- PATH, TPL: Pathways, Trails, Pedestrian Connections

Incentives

Most municipalities have certain economic tools at their disposal that can be used to attract desired development as well as to control or limit undesired development. Some of the most powerful incentives, many of which can be combined into a comprehensive package of incentives, include the following:

- **Zoning Relating to Density and Use.** The City's most powerful economic development incentive is its ability to award/approve density requests by developers regarding specific sites. Density is driven largely by land prices, and most land prices outpace development that can occur at existing densities – i.e., both seller and purchaser of land in appreciating markets anticipate obtaining zoning changes that increase development density and, thus, the ability to defray land prices among more units of whatever type of product is being developed (e.g. housing, retail, office condos). The “carrot” approach can emphasize trading off higher density (particularly in instances where the use itself is not a major concern) for increased landscaping, physical and/or visual buffers between the site and public roads or parks, on-site retail or other mixed-use elements, or adherence to accepted design standards.
- **Redevelopment Plan.** The State of Georgia's Urban Redevelopment Act provides municipalities with a broad range of powerful tools for facilitating redevelopment in areas of economic stagnation. These powers must be preceded, however, by a formal Redevelopment Plan adopted by the municipality. The Redevelopment Plan, usually prepared by a consultant or team of consultants, identifies reasons for creating the Plan, problems within the municipality that need to be addressed, and general – sometimes quite specific – development projects that can be undertaken to restore a community's economic vitality. One of the most powerful tools that a formal Redevelopment Plan provides a City is the ability to acquire property through condemnation if the current property owner refuses to conform to the adopted Redevelopment Plan (subject to changes in state law in 2006).

SHORT-TERM WORK PROGRAM

Table 5 provides the Short-term Work Program for the City of Clarkston.

Table 5
Short-Term Work Program
City of Clarkston, 2006-2010

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
HOUSING				
Monitor citywide adherence to housing policies for desired mixes of housing types.	2006-2010		City Council	
Review rezoning, and master plan proposals for consistency with housing policies	2006-2010		City Council	
Identify and publicize local, state, federal, and private/nonprofit housing programs and incentives to upgrade existing housing units	2006-2010		Professional Staff	
ECONOMIC DEVELOPMENT AND REDEVELOPMENT				
Complete revised marketing brochure with assistance from DeVry Tech students or professional organization	2007		Steering Committee	Operating Budget
Contact community program coordinators at colleges, universities and technical institutes to determine how they can assist with the City's economic development and redevelopment efforts	2006		Professional Staff	
Establish an urban redevelopment agency and prepare an urban redevelopment plan based on LCI Study recommendations	2007	\$60,000	Mayor and City Council	Operating Budget
Aggressively market opportunities for redevelopment	2006-2010		Professional Staff	
Work with merchants to identify and conduct promotional activities, and involve the business community in decision-making about matters that affect them	2006-2010		Professional Staff	
Establish task forces, as appropriate	2006-2010		Professional Staff	
HISTORIC RESOURCES				
Further investigate the potential of recognizing and protecting Black history and other historic resources in Clarkston	2006-2008		Volunteers	
STORMWATER MANAGEMENT				
Consider the need to provide a stormwater collection system in Old Town to ensure redevelopment, at the time a Redevelopment Plan is prepared	2006		Public Works Director	Operating Budget
75 to 90 percent of the City's population will have achieved awareness of water resource protection issues	2006		To be assigned	Operating Budget
Respond to mandates of the Metropolitan North Georgia Water Planning District in terms of implementing its Districtwide Watershed Management Plan	2006-2010	Unknown	City will need to assign these responsibilities	Operating Budget
Complete inventory of stormwater system	2007	Unknown	To be assigned	

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Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Provide training and certification programs for site designers and engineers to assure that the standards and criteria in the <i>Georgia Stormwater Management Manual</i> are met	2007-2010	Unknown	To be assigned	Technical Assistance from Metro N. Ga. Water Planning District
Initiate water quality monitoring efforts as may be required to meet Water District mandates	2007	Unknown	To be assigned	Technical Assistance from Metro N. Ga. Water Planning District
In conjunction with DeKalb County, consider the feasibility of initiating a stormwater utility to help fund maintenance of stormwater facilities	2007	Unknown	To be assigned; Consultant	Technical Assistance from Metro N. Ga. Water Planning District
Participate, as appropriate or required, in watershed improvement planning for substantially impacted watersheds (i.e., those that do not meet water quality standards and designated uses)	2007-2010	Unknown	To be assigned; Consultant	Technical Assistance from Metro N. Ga. Water Planning District
TRANSPORTATION				
Continue to participate in and help implement the DeKalb County Comprehensive Transportation Plan (CTP)		Unknown	To be assigned	
Allocate \$4 million grant from federal government for transportation improvements	2006	Unknown	City Council	
Apply for federal funding through the LCI plan implementation process	2006-2010	Unknown	Professional Staff	
Enhance connectivity within and among Clarkston neighborhoods and communities through the design, introduction, extension and general improvement of walking, running, biking and multi-use trails and paths; sidewalks; connecting open spaces and pocket parks; and local streets, in accordance with LCI Study	2006-2010	Unknown	Public and private partnerships	
Develop a safe and convenient vehicular and pedestrian option for crossing the CSX railroad tracks at Market Street to provide access from the north side of the town center to institutional and residential destinations on the south side	2006-2010	Unknown	Railroad; City, DOT	
Perform preliminary engineering and acquire necessary right-of-way for railroad crossing and other LCI study transportation projects.	2006-2010	Unknown	Railroad; City, DOT	
Construct bicycle and pedestrian projects called for in LCI study	2006-2010	Unknown	City; DOT	Regional Transportation Plan
Improve substandard roadways serving low-density residential areas	Long range	Unknown	Public Works Director	
Improve traffic signal timing and minor system improvements at North Indian Creek and East Ponce and Church Street		Unknown	Public Works Director; DOT	Regional Transportation Plan
Initiate specific projects in accordance with the transportation recommendations of the LCI Study as described in this community agenda	2006-2010	Unknown	Professional Staff	
Integrate railroad safety into school education programs and other safety programs	2006-2010	Unknown	DeKalb County Schools	

City of Clarkston, Georgia
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Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
<i>Commute Options Information Campaign:</i> Distribute information about the various commute options available in Clarkston (vanpool, carpools, bike/walking and transit, including schedules) to new residents. Information should be posted on website and at City Hall.	2006-2010	Unknown	City Clerk	
Develop a Local "How to Ride Transit" Guide in several languages	2007	Unknown	City Clerk	
Maintain a town center transportation information center at City Hall and at the community center that provides bus passes, maps, schedules, and information about ride-matching services	2006-2010	Unknown	City Clerk	
Host a "Ride with Council" day, when City Council members use MARTA to go to major destinations	2006-2010	Unknown	City Council	
Add information on commute alternatives to website	2006	Unknown	City Clerk	
COMMUNITY FACILITIES				
Build new public works facility	2007	Unknown	Public Works Director	Capital budget
Expand city hall building space and parking	2010	Unknown	City Clerk	Capital budget
Remove pavement from Friendship Forest	2007	Unknown	Public Works Director	Operating or capital budget
Complete trails and boardwalks including interpretive signage in Friendship Forest	2008-2009	Unknown	Public Works Director	Operating or capital budget
Implement uniform (city assisted) solid waste containers for residential pickup	2006-2007	Unknown	Public Works Director	Sanitation fund or operating budget
Complete church/city parking lot improvement project	2007	Unknown	Steering Committee	
Purchase new garbage truck	2007	Unknown	Public Works Director	Sanitation fund or operating budget
Coordinate plans and programs for community facilities, shared parking, sidewalks, and emergency operations shelters with the DeKalb County school system and area colleges and universities.	2006-2010	Unknown	Professional Staff	
When justified, hire a water quality inspector or other personnel to assist with enforcement of water quality regulations	2009-2010	\$40,000 plus benefits	City Engineer; code enforcement	Operating budget – code enforcement
INTERGOVERNMENTAL COORDINATION				
Hold coordination meeting with CSX and Georgia Department of Transportation (GDOT) to review recommended improvements	2006-2008		Professional Staff	
URBAN DESIGN				
Expand the wildflower project along railroad tracks	2006-2008	Unknown	Volunteers; RR	Operating Budget
Acquire easements or land, and install gateway improvements in identified locations of the city	2007-2009	\$50,000 (annually)	Community Development	Operating Budget
Develop citywide and character area-specific design standards for lighting, benches, trash cans and hardscape treatments	2006-2008	Unknown	Community Development	Operating Budget

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
CHARACTER AREAS				
Improve the community function, efficiency and aesthetic appeal of arterial roadways that border and/or divide the study area (as recommended in the LCI Study)	2006-2010		Community Development	
Apply the Character Area Map as a guide in rezoning, special use, and development recommendations and decision-making	2006-2010		City Council	Operating Budget
Add additional design guidelines as appropriate to further implement the desired outcomes of the Character Area Map (based on LCI Study)	2006-2010	Unknown	Consultant	Operating Budget
LAND USE				
Rewrite the City's zoning, subdivision, and environmental land use regulations	2006-2007	\$60,000	Consultant	Operating Budget
COMPREHENSIVE PLAN AMENDMENT				
Amend the comprehensive plan as appropriate	2010	Unknown	Consultant	Operating Budget
OTHER				
Complete Quality Growth Implementation Assistance project with Atlanta Regional Commission	2006-2007		Steering Committee	

Planned Improvements for The City of Clarkston

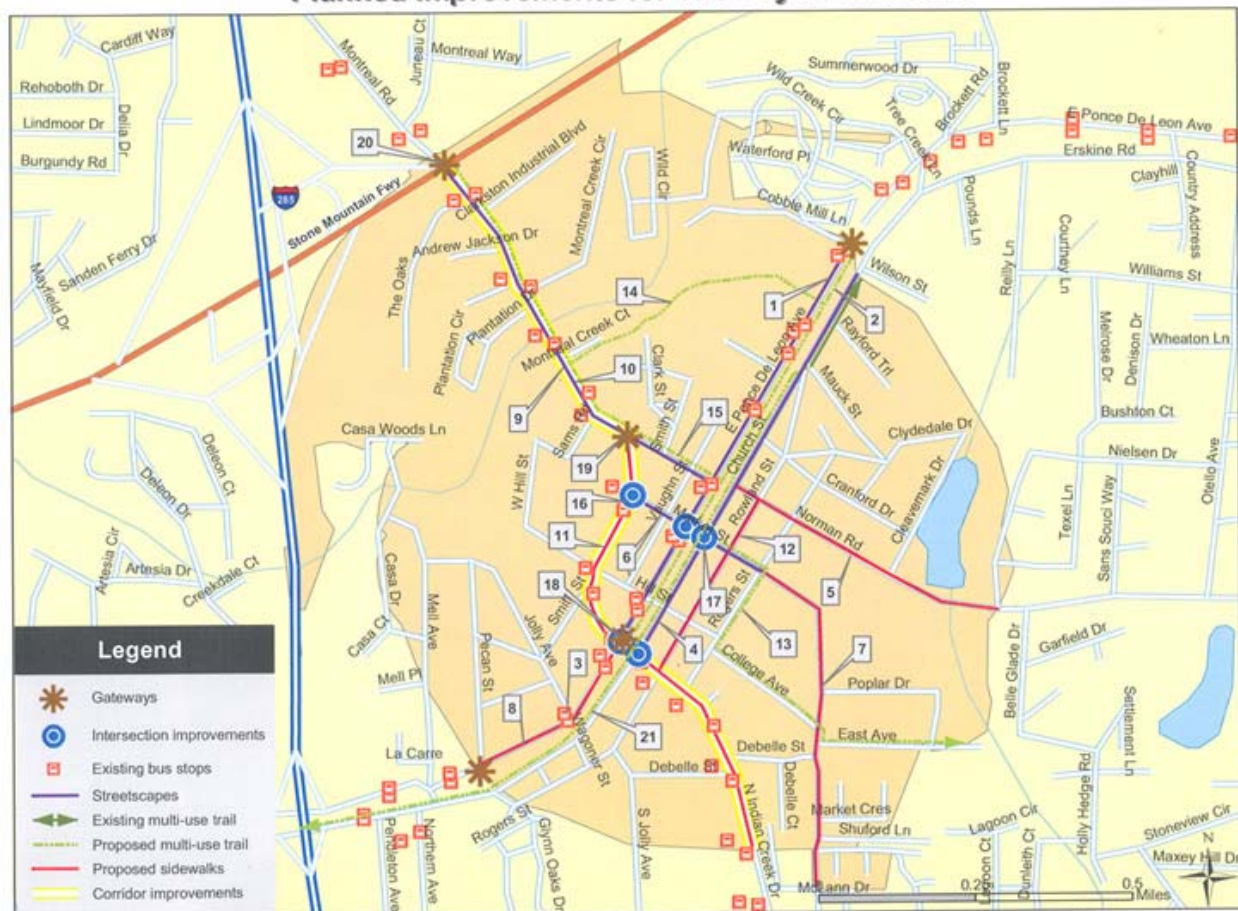


Table 6. LCI Transportation Improvement Program

[illegible]

Summary of Character Areas Implementation

Character Area Name	Proposed Land Uses	Quality Community Objectives Implemented	Compatible Existing Zoning District	Proposed New Zoning District
Central Business District (Town Center Redevelopment District)	Mixed-use area with residential units over commercial/retail uses; retail; restaurants; services (see also Town Center District Concept Plan)	Appropriate Business; Employment Options; Transportation Alternatives; Housing Opportunities; Sense of Place	C-3 Central Business District	Town Center or CBD Zoning District; or mixed-use overlay district
E. Ponce de Leon-Church Street Corridor	Predominantly commercial uses	Transportation Alternatives; Sense of Place	None	Corridor overlay or set of design guidelines and recommendations applicable to the corridor
Civic-Institutional District	Churches, schools, public uses, other institutions	Sense of Place	O-I Office-Institutional District	O-I Office-Institutional District
Office	Offices; some single-family residences	Traditional Neighborhood; Housing Opportunities; Infill Development; Sense of Place	O-I Office-Institutional District; ROI Residential-Office-Institutional District	O-I Office-Institutional District; ROI Residential-Office-Institutional District
Suburban area	Predominantly single-family homes	Traditional Neighborhood; Housing Opportunities; Infill Development; Transportation Alternatives	R1 One-Family Residence District	R1 One-Family Residence District (with possible modifications)
Neighborhood Redevelopment Area	Predominantly single-family homes (higher densities)	Traditional Neighborhood; Housing Opportunities; Infill Development; Transportation Alternatives	R1 One-Family Residence District	R1 or Traditional Neighborhood Development District
Multi-family Redevelopment Area	Primarily apartments; other multi-family dwelling units	Housing Opportunities; Transportation Alternatives; Sense of Place	RM Multi-Family Residence district	RM Multi-Family Residence district (with possible modifications)
Industrial Redevelopment Area	Industrial and offices; telecommunications towers	Employment Options	M1 Light Industry district	M1 Light Industry district (with possible modifications)
Mixed Use	Variety of residential, office, institutional, and commercial (retail and service) uses	Employment Options; Sense of Place; Transportation Alternatives	C-3 Central Business District	Town Center or CBD Zoning District; or mixed-use overlay district
Commercial	A range of office, institutional retail, service, and other commercial land uses	Employment Options; Sense of Place; Transportation Alternatives	C-1 Neighborhood Business, C-2 General Business, C-3 Central Business	C-1 Neighborhood Business, C-2 General Business, C-3 Central Business (with possible modifications)
Park and Open Space	Public parks and open spaces; little if any development is permitted other than public uses	Open Space Preservation; Environmental Protection	FH Flood Hazard district	No additional district is considered necessary to implement this character area