

**DRAFT**

As of 9/22/06



# DeKalb County 2005-2025 Comprehensive Plan Draft

## Community Agenda

Flat Shoals Rd at  
Gresham Rd,  
Year 2001



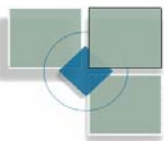
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Flat Shoals Rd at  
Gresham Rd  
Year 2005



**DeKalb County Strategic Planning Division  
Department of Planning and Development**



**DeKalb County Comprehensive Plan  
2005—2025**

**Community Agenda**

September 2006

Draft

Project Team:  
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DeKalb Planning and Development Department  
Strategic Planning Division

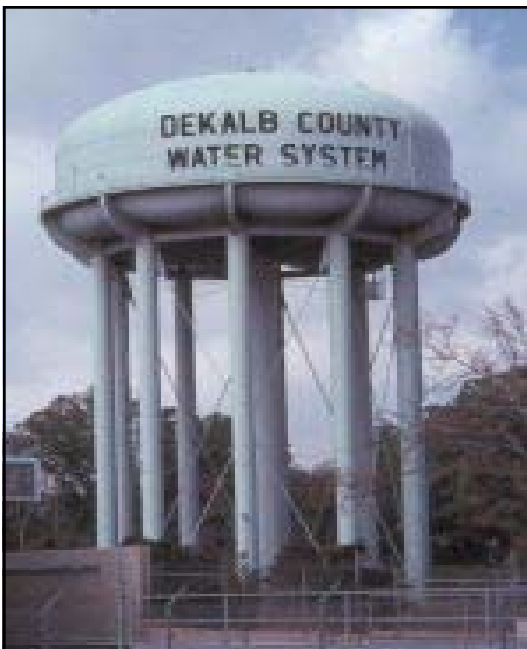


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# INTRODUCTION





# INTRODUCTION

DeKalb County is one of the ten (10) counties that comprise the metro Atlanta region. This jurisdiction is 268 square miles and is home to nine incorporated municipalities. Through a 1981 Act of the Georgia General Assembly, DeKalb County was established with distinct executive and legislative county government branches. The executive branch is headed by the elected position of Chief Executive Officer (CEO), while the legislative branch comprises of a seven-member body known as the Board of Commissioners (BOC). The Board of Commissioners elects a Presiding Officer and a Deputy Presiding Officer from its membership. The CEO may preside at Board meetings and may also vote in the event of a tie-vote; however the CEO does not preside or vote on zoning matters. The CEO has exclusive power to supervise, direct and control the administration of the County Government.

DeKalb County was known as a bedroom community to the City of Atlanta. However, over the years, DeKalb has transitioned from a suburban community to a more urban community. DeKalb County is the State of Georgia's second largest county and is home to such entities as Emory University, Mercer University, Georgia Perimeter College, the Center for Disease Control, Perimeter Mall and Stonecrest Mall. The County's major employment centers are Perimeter Center, Northlake, Mall At Stonecrest, Emory/CDC, and Lithonia Industrial District. There are also numerous Fortune 500 companies with office and headquarter locations in DeKalb County.

The housing stock of DeKalb County consists of a variety of housing types, which range from historic cottages, Victorians, artsman craft bungalows, to present day ranches townhomes and two stories. There are approximately 261,231 (2000) housing units in the County of which approximately 64% consists of single-family homes and the remaining percentage consists of townhomes, condos and apartments. DeKalb's median household cost is \$135,100 (2000) and the median household income is \$49,117 (2000). The amount of vacant undeveloped land in the County is diminishing and as a result, the County is seeing more renovation and redevelopment activity.

DeKalb County has five major road arteries that run through its boundaries – Interstates 85, 20, 285, and 675, as well as US 78 on the east side of the County. DeKalb County is also home to the DeKalb-Peachtree Airport which is a general aviation field that handles corporate operations for the metro area. DeKalb Peachtree Airport is the second busiest airport in Georgia only to Hartsfield-Jackson Atlanta International Airport. Hartsfield-Jackson Atlanta International Airport, which is the world's busiest airport for passengers and operations, is only six miles from DeKalb's southwestern border. The metropolitan Atlanta area is also served by the Metropolitan Atlanta Rapid Transit Authority (MARTA) system. This system provides an alternative method of transportation for DeKalb County's residents and businesses with the jurisdiction's nine rail stations and fifty bus routes.

As the County's amount of vacant land dwindles and older areas are in need of redevelopment, the County has sought strategies to handle new development. One technique is the formulation of Overlay Districts throughout the County. Overlay Districts are a method for the County to control growth, preserve existing land use patterns and promote aesthetic qualities consistent with the specific area. DeKalb County has three legislatively adopted overlay districts – Candler Road, Dunwoody Village and Stonecrest Overlay Districts. Additionally to address the growing population and decreasing land acreage throughout DeKalb County, key areas are identified to promote higher densities and mixed-use developments. To promote these live, work, play communities, DeKalb County actively works with local citizen groups and the Atlanta Regional Commission to establish Livable Center Initiative (LCI) areas. To date, there are six LCI areas in DeKalb County – Perimeter, Northlake, Kensington, Emory, Brookhaven and Tucker.

## Purpose

The Community Agenda is the guiding principal for the future development for DeKalb County. After extensive public involvement of all segments of the community, a thorough analysis of current and future trends, and assessment of the community's issues and opportunities, the "blue print" for the future was established.

The Atlanta Metropolitan Area including DeKalb County has experienced significant growth over the last twenty years. This trend is expected to continue well into the next planning horizon of 2025. Overall, the population of DeKalb County increased 60% from 1980 to 2000 (483,024 to 665,865). The population is expected to increase to 763,192 in 2020. With such changes in population, there is an increase in the demand for housing, an increase in demand for goods and services, and also an increase in traffic congestion. The goal of this action plan is to equip the county's elected officials and residents for growth and change by preparing a road map of short-term and long-term critical planning actions for the county. The actions will help guide the allowable uses, location, density/intensity, and design character for future development.

The Community Agenda includes recommendations and strategies to improve the overall "quality of life" in DeKalb County. It takes a comprehensive approach to land use, transportation, green space, recreation, housing, economic development, infrastructure improvements, natural resources and environmentally sensitive areas, community facilities and services, and intergovernmental coordination. In addition, the Community Agenda takes a close look at *Areas Requiring Special Attention* and *Character Areas*. This document is concise and user-friendly. The document is for day to day decision making by elected officials.

Another purpose of the Community Agenda is to lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the county. The Community Agenda is the most important part to the plan, for it includes the community's vision for the future, key issues and opportunities it chooses to address during the planning period, and its implementation program for achieving this vision and addressing the identified issues and opportunities. The Community Agenda is intended to generate local pride and enthusiasm about the future of the county, thereby making citizens wish to ensure that the plan is implemented. With increased public support, the plan is more likely to be implemented.

The Community Agenda is a public driven document designed to mitigate development issues and better plan for future population growth and development while maintaining the county's vision. The document is user friendly for day-to-day decision making by community leaders as the community works toward achieving the desired future of DeKalb County. ***Again, this document is more than a plan but a working, breathing, policy and action plan.***

## Public Participation

DeKalb County recognizes that the public involvement program is central to the Comprehensive Plan development. The County staff utilized a program that reached out to the residents, visitors, and business owners throughout the county. One goal of this process is to reach those citizens not traditionally involved in the planning process. The overall goal is to have stakeholder involvement up front and throughout the planning process. The motto is: ***Bringing residents together to address the needs of tomorrow.***

The public meetings were jointly sponsored by the DeKalb County Planning and Development Department and the Public Works Department (Solid Waste Management Plan). The meetings were designed to:

- Increase public awareness,
- present the State mandated requirements,
- listen to public comments and reactions to the current plans

The first series of public meetings began back in 2004 with meetings held in each commission district. The meetings were held between 5:50 and 7:30 pm.

#### Public Meeting Format

The two-hour meeting combined a variety of communications methods to ease information gathering, share community concerns, priorities, and reactions to plan elements.

First, the “walk-around” meeting format allowed the public to review fact sheets and display boards at their leisure, complete the public comment forms, and hold one-on-one discussions with the DeKalb County representatives specializing in various planning elements. Areas were designated for each planning element and display boards were positioned around the meeting room.

Next, DeKalb County representatives delivered a formal presentation that described each element and requirements, tasks, and schedule for the Comprehensive Plan and Solid Waste Management Plan update.

The last part of the meeting was dedicated to a Question and Answer session. These comments were recorded and compiled into a summary of public comments.

#### 2005 Public Meetings

A more strategic approach was taken after the first year of public participation and comment on the Comprehensive Plan. In addition to two public meetings, two visioning workshops were held as a new way to interest the public and learn what their thoughts and concerns.

Three other meetings were held as a special request for a civic association or on behalf of commissioners.

The visioning workshops are designed to engage citizens in an interactive, hands-on meeting to develop a future land use map and packages of planning strategies for housing, transportation, and urban design. At the meetings, citizens were encouraged to sit at one of five tables with each table representing a different planning area of the County. Land use maps of the County were spread on each table. Citizens discussed a series of planning topics with a staff member from the County Planning Department.

Participants had markers to draw on the maps the changes they wanted to see take place in the future. Planning staff recorded their responses to be included within the Comprehensive Plan.

During the visioning workshops two basic questions were asked:

1. What do you want to change or create in your community?
2. What do you want to preserve and protect in your community?



The results were as follows:

***What do you want to change or create in your community?***

- Improve traffic congestion on major roads
- More greenspace
- Need more recycling areas

***What do you want to preserve and protect in your community?***

- State and National Parks
- Historic and cultural sites and building
- Stable single family neighborhoods
- Greenspace connectivity
- Existing nature preserves
- Historic architectural character of residential neighborhoods

**Public Participation Activities in 2006**

The public participation process and opportunity for stakeholder involvement continued throughout 2006. In addition the traditional approach of mail outs, emails and post cards, the County also posted information on the webpage. [www.co.dekalb.ga.us/planning](http://www.co.dekalb.ga.us/planning)

The Comprehensive Plan has been available on the County Planning Department website since April 2004. The draft will soon be updated and the final version will also be posted. On the website, we are working to feature an option that would allow citizens to send comments about the plan online. These comments would be reviewed by Planning Staff and citizens would receive a response, if appropriate. Once the plan is adopted, the public commenting period will be completed.

**Outreach**

The staff utilized several techniques to get resident involvement. Techniques included advertising in local newspapers and mailing post cards to those residents in the Department's Civic Association database. Every possible avenue will be attempted to continue to reach out to members of the public. In 2006, we plan to ramp up our outreach efforts. In addition to advertising in the newspaper, mailing the post cards, and public hearings, we will try the following techniques.

- Posters—Design and display posters at public locations including libraries, post offices, grocery stores, and fast food restaurants.
- Community Council—Have special, short presentations on the Comprehensive Plan at the Community Council meetings, in an effort, to “tag on”.
- Schools—Attempt to also “tag on” at DeKalb County school meetings, such as PTA.
- Website—The Department website is currently under construction and new materials will be added to keep citizens more informed than ever.
- Press Releases—Distribute press releases through the County's Communications Department to spread the word about the meetings and the plan.
- Media—Utilize local news channels to do a small piece on the Comprehensive Plan and how citizens can get involved.

The goal of the public participation process is to allow the members of the public to take *ownership* of the document. It involves a two way communication between the county staff and community stakeholders.

Through resident meetings, the neighborhood issues, opportunities, and solutions were identified. Further meetings with the public helped to develop the future direction for the county.

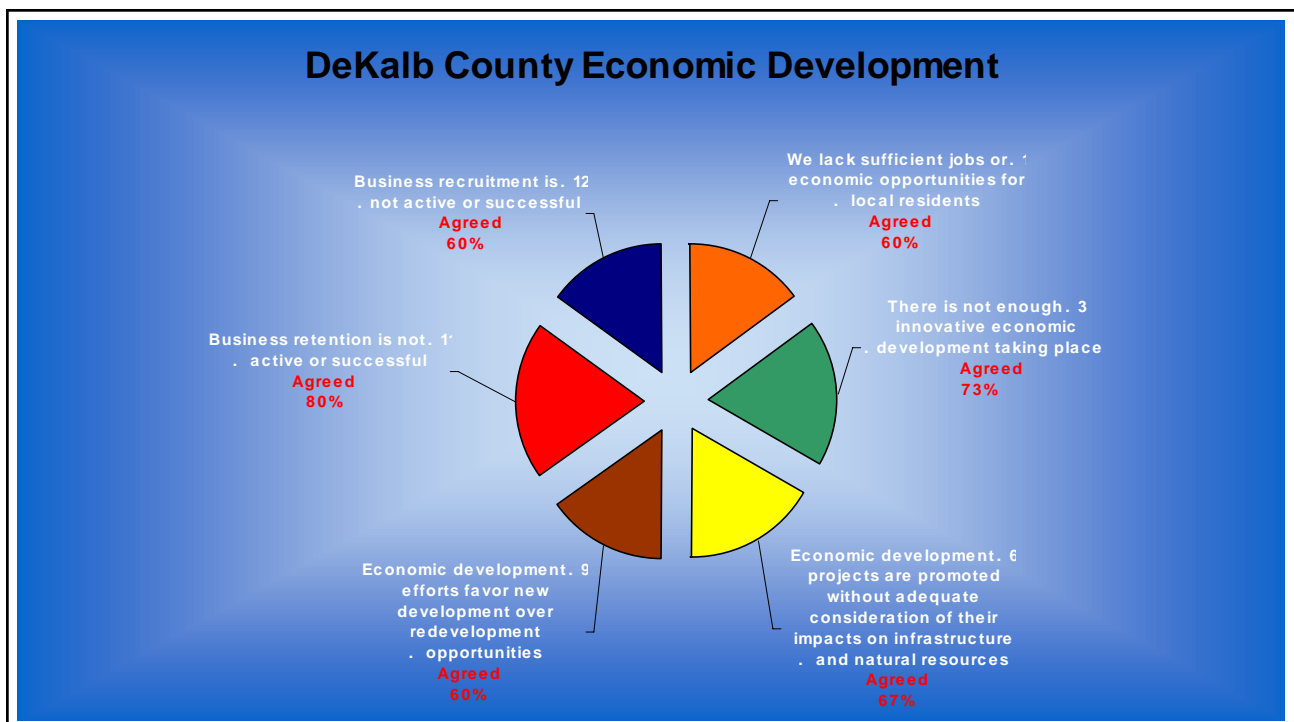
### Community Survey of Issues and Opportunities

Five public meetings were held in 2006, to discuss key issues and opportunities in DeKalb County. Surveys were distributed to Community Council and general public to assess their views on quality of life concerns. The persons surveyed only represent a sampling. The results of the surveys are grouped in the following categories:

1. Economic Development
2. Housing
3. Land Use
4. Transportation
5. Community Facilities and Services
6. Public Health
7. Natural and Cultural Resources
8. Planning and Development Process

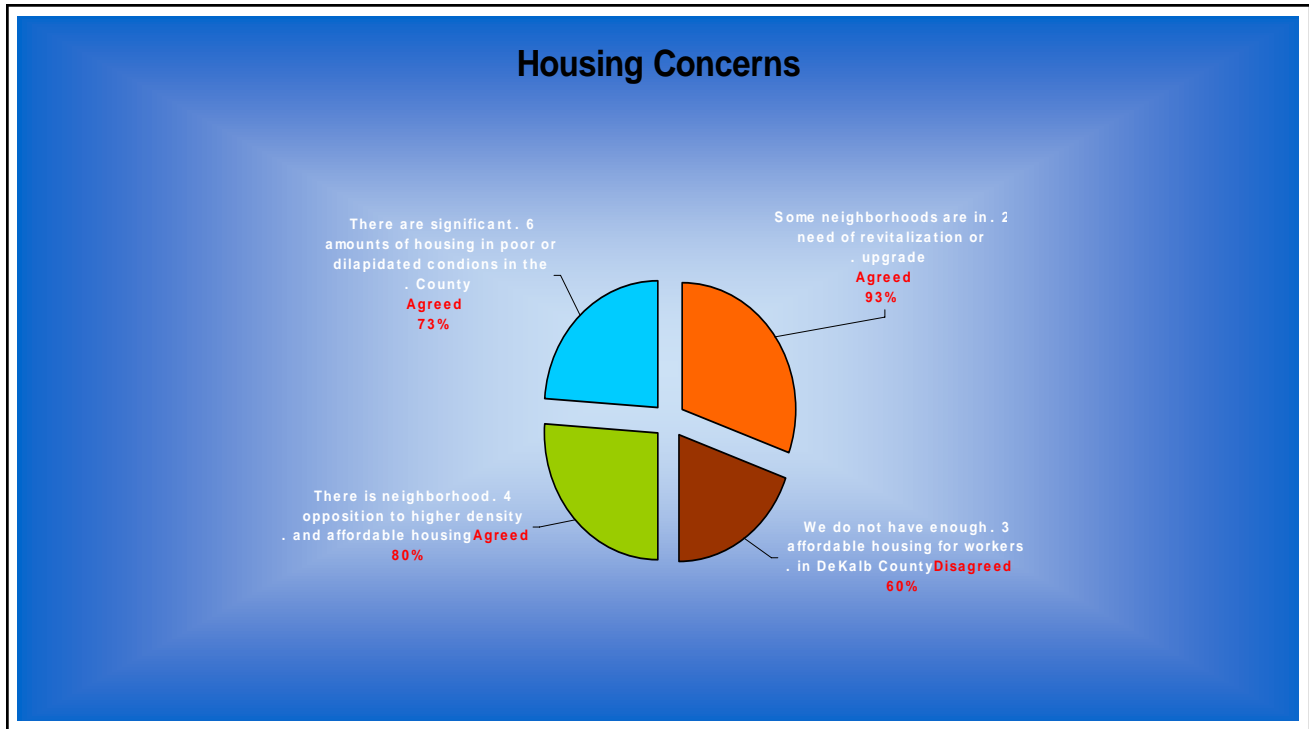
### Economic Development

- The majority of citizens surveyed think that business retention is important, and more should be done.
- Citizens feel that more innovative economic development should take place.
- 67% of the citizens surveyed agree economic development projects are promoted without adequate consideration of their impacts on infrastructure and natural resources.
- 60% of the citizens surveyed agree economic development efforts favor new development over redevelopment opportunities.
- 60% of the citizens surveyed agree the county lacks sufficient jobs or economic opportunities for local residents.



## Housing

- The majority of citizens (93%) surveyed agree that some neighborhoods are in need of revitalization or up-grade
- 80% of citizens surveyed agree there is neighborhood opposition to higher density and affordable housing.
- 73% of the citizens surveyed agree there are significant amounts of housing in poor or dilapidated condition in the County.
- 60% of the citizens surveyed believe DeKalb County has enough affordable housing.

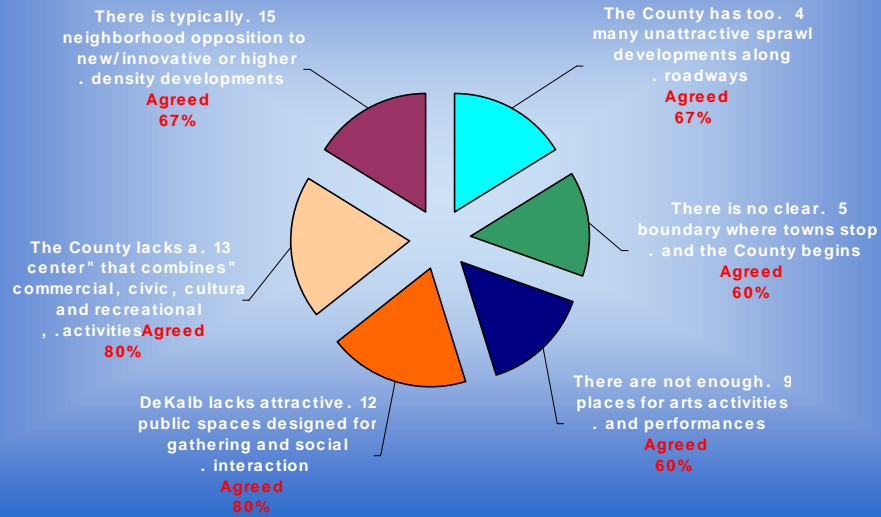


## Land Use / Sense of Place

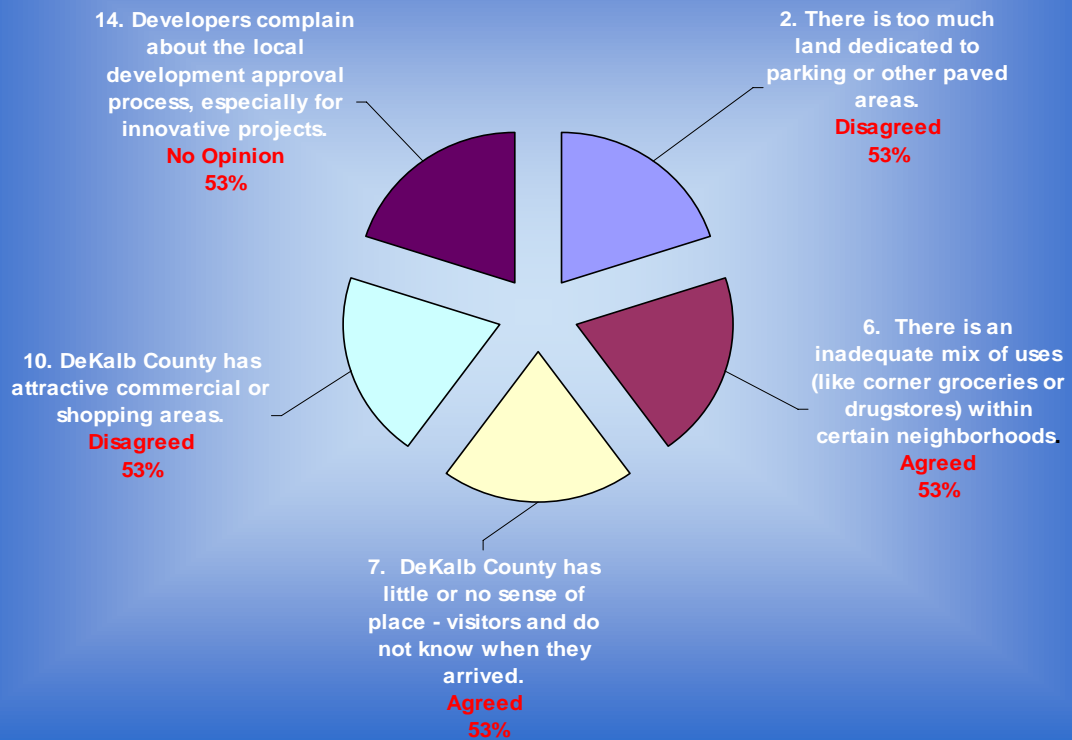
- A majority of citizens (80%) agree that DeKalb lacks public spaces designed for gathering and social interaction.
- A majority of citizens (80%) agree that DeKalb County lacks a “center” that combines commercial, civil, cultural and recreational activities.
- 67% of the citizens surveyed agree the County has too many unattractive sprawl development along roadways.
- 67% of the citizens surveyed agree there is typically neighborhood opposition to new/innovative or higher density developments.
- 60% of the citizens surveyed agree there is no clear boundary where towns stop and the County begins.
- 60% of the citizens surveyed agree there are not enough places for arts activities and performances.
- 53% of the citizens surveyed agree there is an inadequate mix of uses (like corner groceries or drugstores) within certain neighborhoods.
- 53% of the citizens surveyed agree DeKalb County has little or no sense of place—visitors do not know when they arrived.



## DeKalb County Land Use



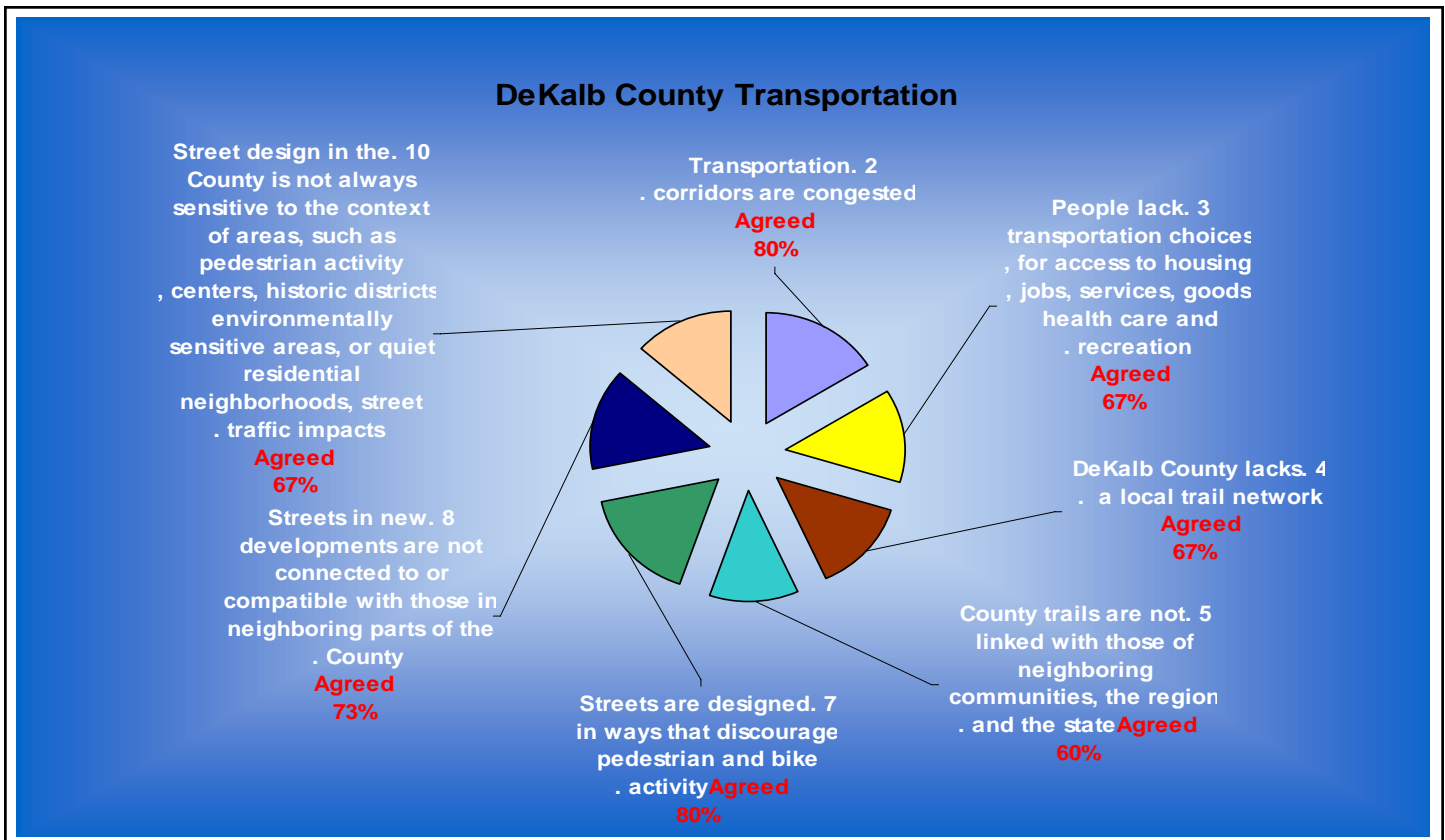
## DeKalb County Land Use



## Transportation

- A majority of citizens surveyed (80%) agree that transportation corridors in the county are congested.
- A majority of citizens surveyed (80%) agree streets are designed in ways that discourage pedestrian and bike activity.
- 73% of the citizens surveyed agree streets in new developments are not connected to or compatible with those in neighboring parts of the County.
- 67% of the citizens surveyed agree DeKalb County lacks a local trail network.
- 67% of the citizens surveyed agree people lack transportation choices for access to housing, jobs, services, goods, health care, and recreation.

## Intergovernmental / Planning and Development Process

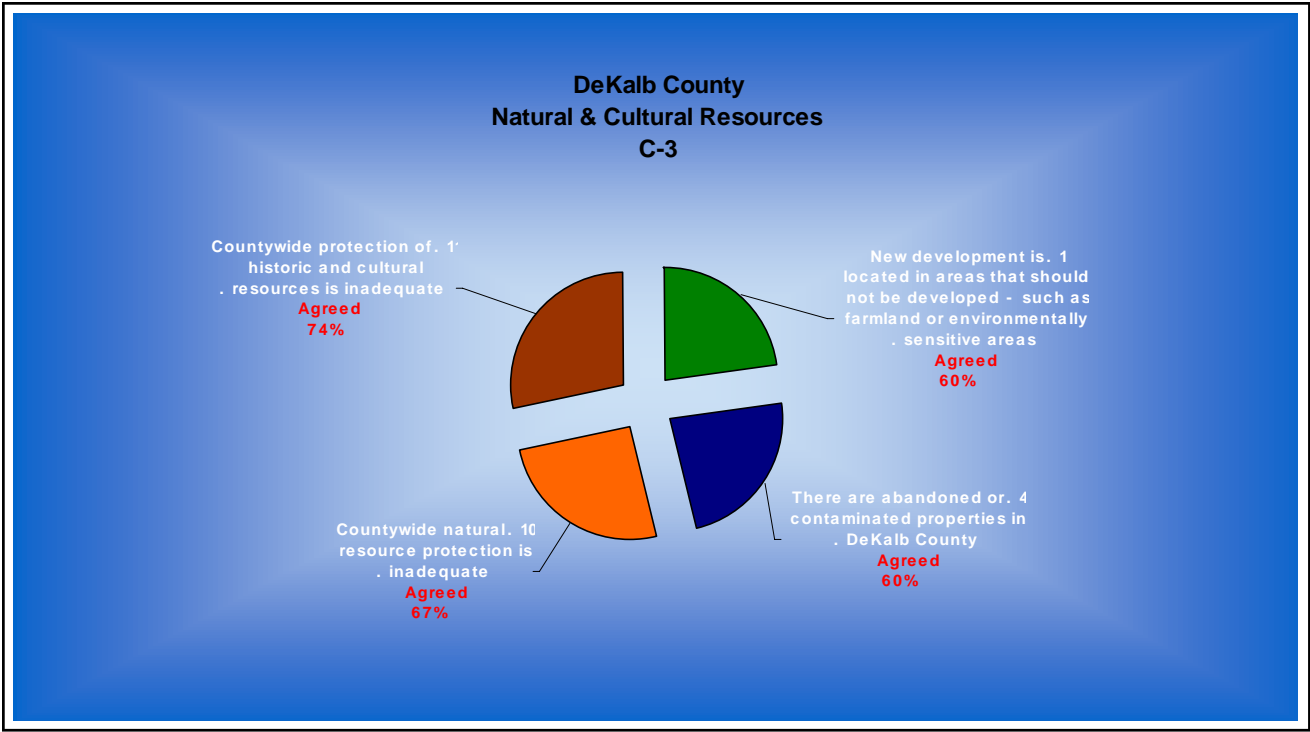


- The majority of citizens surveyed (80%) have no opinion about conflicts between our development plans and those of adjacent counties.
- 67% of citizens surveyed have no opinion about conflicts between our development plans and adjacent municipalities.
- 60% of the citizens surveyed agree the County does not share plans or planning information with neighboring communities.
- 60% of the citizens surveyed agree DeKalb County does not promote partnerships between local government and community stakeholder groups.

Natural and Cultural Resources

- The majority of citizens surveyed (100%) agree too many trees are lost to development.
- 93% of the citizens surveyed agree that natural and cultural resources are significant.
- 86% of the citizens surveyed agree the County has environmental pollution problems.
- 80% of the citizens surveyed agree natural and cultural resources are not being improved, enhanced, and/or promoted.
- 80% of the citizens surveyed agree current development practices are not sensitive to natural and cultural resources.
- 80% of the citizens surveyed agree farmland and rural scenery are disappearing.
- 80% of the citizens surveyed agree there is not enough green space or park land in the County.
- 74% of the citizens surveyed agree Countywide protection of historic and cultural resources is inadequate.

The table below shows how citizens responded to other natural and cultural resource issues.

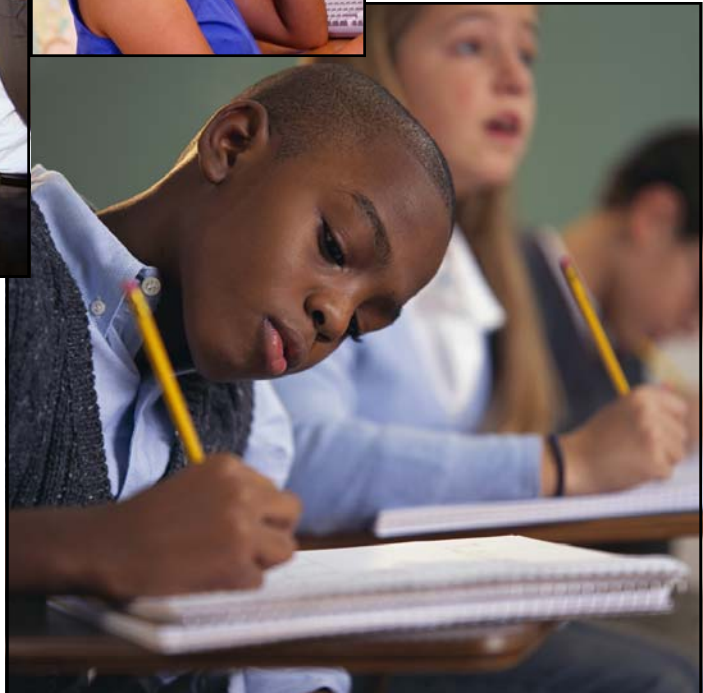


Facilities and Services

- The majority of citizens surveyed (80%) agree some parts of the county are not adequately served by public facilities.
- 73% of the citizens surveyed agree the cost of providing public services and facilities for new development typically exceeds the revenue from this development.
- 60% of the citizens surveyed agree current facility extension policies do not foster development that maximizes the use of existing infrastructure.



# QUALITY OF LIFE



# QUALITY OF LIFE

This section is based on the standard of living conditions in DeKalb County. Quality of life use variables that will include public health, aging population, population demographics, and economic conditions. This chapter will help provide the foundation for the issues, opportunities, and policies to be discussed later in the plan.

## Population Demographics

Although the rate of population growth slightly declined between 1980 and 1990 (Table 2-1), the County experienced the greatest increase in 20 years during 2000. Overall, the population of DeKalb County is expected to experience an increase from 665,865 in 2000 to 763,192 in 2020. This growth is expected to occur mostly in the southeast portion of the County, where most of the vacant land remains.

**Table 2-1: POPULATION GROWTH: DEKALB COUNTY 1970-2005**

Year	Popula- tion	Change from Previous Census		Change Since 1970	
		Number	Percent	Number	Percent
1980	483,024	67,637	16%	67,637	16.3%
1985	514,430				
1990	545,837	62,813	13%	130,450	31.4%
1995	585,400				
2000	665,865	120,028	22%	250,478	60.3%
2005	711,577				

Note: 1970 population was 415,387

Source: U.S. Bureau of the Census; DCA PlanBuilder

In 1990, 54% of the population was white compared to 36% in 2000. The majority population of DeKalb is African American, which has increased between 1990 and 2000 from 42% to 54%. The fastest growing population between 1990 and 2000 has been of Hispanic origin, followed by the Asian populous. The Hispanic/Latino population is integrated with all the races listed, because they are classified in many categories. African Americans are the majority population and reside mostly in the southeast and southwest portion of the County. Whites reside mostly in the northern half of the county and Hispanics/Latinos reside mostly around the Buford Highway corridor, City of Doraville and parts of Chamblee.



Table 2-2 separates the Hispanic population by origin to specifically recognize this ethnicity by number, rate of change, and percentage of the overall population. In 2025, the Black or African American population will continue to grow and dominate the majority of the population.

**Table 2-2: DEKALB COUNTY POPULATION BY RACE 1980-2005**

Race	1980	1985	1990	1995	2000	2005	Number Change		% of Population	
							1985-1995	1995-2005	1995	2005
<b>White</b>	344,254	318,282	292,310	265,416	238,521	212,088	-52,866	-53,328	43.8%	29.8%
<b>Black or African American</b>	130,980	180,703	230,425	295,768	361,111	418,644	115,065	122,876	48.8%	58.8%
<b>American Indian and Alaska Native</b>	605	802	998	1,273	1,548	1,784	471	511	0.2%	0.3%
<b>Asian or Pacific Islander</b>	4,633	10,450	16,266	21,657	27,047	32,651	11,207	10,994	3.6%	4.6%
<b>other race</b>	2,552	4,195	5,838	21,738	37,638	46,410	17,543	24,672	3.6%	6.5%
<b>Total</b>	483,024	514,432	545,837	605,852	665,865	711,577	91,420	105,725	100.0%	100.0%
<b>HISPANIC POPULATION 1980-2005</b>										
Race	1980	1985	1990	1995	2000	2005	1985-1995	1995-2005	1995	2005
<b>Persons of Hispanic origin</b>	7,470	11,545	15,619	34,081	52,542	63,810	22,536	29,729	5.6%	9.0%

Source: U.S. Census; Georgia DCA PlanBuilder 2005



## Aging Population

In both 1990 and 2000, the majority of the population was between the ages of 25 – 34. However, there was a decrease from 22.3% in 1990 to 19.6 % in 2000. The County also experienced an increase in the age groups of 5 – 13 and 14 – 24 since 1990. In contrast, the 2000 population indicated an increase in all age groups over the 1990 population. The largest increase from 1990 to 2000 was the 45 – 54 age group.

In 1900, life expectancy at birth was about 49 years. By 1960, life expectancy had increased to 70 years, and in 1997, life expectancy at birth was 79 years for women and 74 years for men. Life expectancies at ages 65 and 85 have also increased. “Under current mortality condition, people who survive to age 65 can expect to live an average of 18 or more years, more than five years longer than persons age 65 in 1900.” (Community Action Plan for Senior Services 2003-2007)

**Table 2-3: POPULATION BY AGE: DEKALB COUNTY 1980-2005**

Age	1980	1985	1990	1995	2000	2005	Percent of Population		
							1985	1995	2005
<b>0 – 4</b>	31,115	34,886	38,657	43,007	47,357	51,418	6.8%	7.1%	7.2%
<b>5 – 13</b>	67,331	68,554	69,777	80,444	91,111	97,056	13.3%	13.3%	13.6%
<b>14 – 17</b>	36,192	28,656	21,119	23,315	25,510	22,840	5.6%	3.8%	3.2%
<b>18 – 20</b>	27,430	26,573	25,716	27,440	29,163	29,596	5.2%	4.5%	4.2%
<b>21 – 24</b>	39,669	38,942	38,215	40,970	43,724	44,738	7.6%	6.8%	6.3%
<b>25 – 34</b>	94,201	104,210	114,218	122,046	129,873	138,791	20.3%	20.1%	19.5%
<b>35 – 44</b>	63,741	78,797	93,852	104,212	114,571	127,279	15.3%	17.2%	17.9%
<b>45 – 54</b>	50,855	53,953	57,051	71,202	85,353	93,978	10.5%	11.8%	13.2%
<b>55 – 64</b>	38,507	39,642	40,776	43,378	45,979	47,847	7.7%	7.2%	6.7%
<b>65 and over</b>	33,983	40,220	46,456	49,840	53,224	58,034	7.8%	8.2%	8.2%
<b>Total</b>	483,024	514,433	545,837	605,854	665,865	711,577	100.0%	100.0%	100.0%

Source: DCA PlanBuilder

The County has seen its senior population of persons 60 years of age and older increase. Although originally projected to increase by only 2.5 percent in the Atlanta Region Area Plan on Aging FY 2002 Update, the population 60 years of age and older increased by 11% percent, from 65,776 in 1990 to 72,708 persons in 2000.

Seniors are an integral part of the citizenry of DeKalb County, Georgia. DeKalb County has the second largest population of seniors, 60 years of age and older, within the 10-county area of metropolitan Atlanta. (County Action Plan for Senior Services 2003-2007)

**Table 2-4: DEKALB COUNTY POPULATION PROJECTIONS BY AGE 2005 - 2025**

Age	2000	2005	2010	2015	2020	2025	Change 2000- 2025	% of Popula- tion 2000	% of Popula- tion 2025
<b>0 - 4</b>	47,357	51,418	55,478	59,539	63,599	67,660	20,303	7%	8%
<b>5 – 13</b>	91,111	97,056	103,001	108,946	114,891	120,836	29,725	14%	14%
<b>14 – 17</b>	25,510	22,840	20,169	17,499	14,828	12,158	-13,352	4%	1%
<b>18 – 20</b>	29,163	29,596	30,030	30,463	30,896	31,329	2,166	4%	4%
<b>21 – 24</b>	43,724	44,738	45,752	46,765	47,779	48,793	5,069	7%	5%
<b>25 – 34</b>	129,873	138,791	147,709	156,627	165,545	174,463	44,590	20%	20%
<b>35 – 44</b>	114,571	127,279	139,986	152,694	165,401	178,109	63,538	17%	20%
<b>45 – 54</b>	85,353	93,978	102,602	111,227	119,851	128,476	43,123	13%	14%
<b>55 – 64</b>	45,979	47,847	49,715	51,583	53,451	55,319	9,340	7%	6%
<b>65 and over</b>	53,224	58,034	62,845	67,655	72,465	77,275	24,051	8%	9%
<b>Total</b>	665,865	711,577	757,287	802,998	848,706	894,418	228,553	100.0%	100.0%

Source: DCA PlanBuilder

**Table 2-5: DEKALB COUNTY HOUSEHOLD INCOME DISTRIBUTION**  
**NUMBER OF HOUSEHOLDS 1990 - 2010**

HOUSEHOLDS	1989-1990	1999-2000	2005 (Estimate)	2010 (Estimate)
Households with income				
Less than \$10,000	20,291	16,129	16,685	16,931
\$10,000 to \$14,999	12,354	9,828	9,296	8,639
\$15,000 to \$19,999	16,518	11,831	10,967	9,550
\$20,000 to \$24,999	18,042	14,065	12,845	11,487
\$25,000 to \$29,999	17,902	15,028	13,091	12,344
\$30,000 to \$34,999	16,865	15,686	14,259	14,250
\$35,000 to \$39,999	15,526	15,665	14,961	11,440
\$40,000 to \$44,999	14,296	14,858	29,020	27,110
\$45,000 to \$49,999	12,294	13,706	—	—
\$50,000 to \$59,999	19,656	24,758	24,268	26,391
\$60,000 to \$74,999	19,108	29,511	30,718	27,919
\$75,000 to \$99,999	14,429	29,666	34,632	36,570
\$100,000 to \$124,999	5,324	15,890	20,567	25,843
\$125,000 to \$149,999	2,615	8,226	10,999	16,105
\$150,000 or more	3,856	14,544	19,467	28,173
<b>Total</b>	<b>209,076</b>	<b>249,391</b>	<b>261,775</b>	<b>272,752</b>

Note: The category for \$200,000 or more did not exist in 1990  
Source: U.S. Census 2000, Summary File 3  
Demographics Now for 2005 and 2010 estimates

**Table 2-6: DEKALB COUNTY MEDIAN HOUSEHOLD INCOME 1980—2010**

	Median Household Income				
	1980	1990	2000	2005	2010
DeKalb County	\$34,290	\$35,721	\$49,117	\$53,560	\$59,251
Georgia	\$27,743	\$29,021	\$42,433	N/A	N/A

Source: U.S. Census 2000 Summary File 3

## Economic Development

National trends have buffered DeKalb County from job losses due to corporate downsizing and consolidation through mergers and acquisitions. The area of the county most recently affected by the shake-out in major big-box retailers has been Memorial Drive from around I-285 and beyond, where vacant buildings that once housed K-Mart/Office Max, Home Depot, Circuit City, and Pace Warehouse sit in silent testimony. In addition, remaining car dealerships along the far east of Memorial Drive (past Hairston Road), have also left the area.



Clearly, the major growth sector in the county continues to be white-collar professional and administrative offices, with the outstanding emphasis on medical and health sciences-related facilities. The Clifton Road corridor exemplifies this type of growth. The area has no apparent room for expansion except through density and height increases on existing properties within the corridor. Demand among private health-related companies and laboratories to be located near this internationally unique collection of institutions runs high and cannot be met within the area's physical boundaries. Transportation facilities do not adequately serve this area.

DeKalb's attraction for industrial and distribution facilities lies not so much in its own labor force but in its accessibility to workers from many other parts of the region. Although forecasts by the Atlanta Regional Commission suggest a slight turn-around in future manufacturing employment, little activity among manufacturers has been occurring lately. This may occur in relation to the high-tech and research-related operations already in the county that will generate new products (especially in the biomedical area of medical appliances and devices).

**Table 2-6 DeKalb County Employment Projections 1980-2025**

Category	1980	1985	1990	1995	2000	2005	2010	2015	2020	2025
Total Employed Civilian Population	248,204	274,028	299,852	323,631	347,410	372,212	397,013	421,815	446,616	471,418
Agriculture, Forestry, Fishing, hunting & mining	2,017	2,548	3,078	1,849	620	271	0	0	0	0
Construction	13,520	14,316	15,111	18,542	21,973	24,086	26,200	28,313	30,426	32,539
Manufacturing	33,710	32,399	31,087	29,513	27,939	26,496	25,054	23,611	22,168	20,725
Wholesale Trade	15,585	15,583	15,581	13,421	11,260	10,179	9,098	8,016	6,935	5,854
Retail Trade	42,362	45,716	49,070	42,117	35,164	33,365	31,565	29,766	27,966	26,167
Transportation, warehousing, and utilities	21,751	25,873	29,995	25,536	21,076	20,907	20,739	20,570	20,401	20,232
Information	NA	NA	NA	NA	21,992	NA	NA	NA	NA	NA
Finance, Insurance, & Real Estate	22,113	24,341	26,568	27,592	28,616	30,242	31,868	33,493	35,119	36,745
Professional, scientific, management, administrative, and waste management services	15,273	17,809	20,345	34,368	48,391	56,671	64,950	73,230	81,509	89,789
Educational, health and social services	39,355	44,682	50,009	58,088	66,167	72,870	79,573	86,276	92,979	99,682
Arts, entertainment, recreation, accommodation and food services	11,455	7,682	3,908	15,252	26,595	30,380	34,165	37,950	41,735	45,520
Other Services	15,066	25,842	36,617	27,154	17,691	18,347	19,004	19,660	20,316	20,972
Public Administration	15,997	17,240	18,483	19,205	19,926	20,908	21,891	22,873	23,855	24,837

Source: U.S. Census Bureau; Georgia DCA Planbuilder; DeKalb County Planning Department

## Housing Choice

A significant portion of DeKalb County's housing stock was constructed over the last twenty years. In 1970, there were approximately 129,606 units in DeKalb County compared to 231,520 units in 1990. Overall, there has been a 78.6% increase in total available housing in DeKalb County. The largest portion of this development (40.3%) occurred during the 1970s and the remaining 27.4% occurred during the 1980s.

**Table 2-7: Total Housing Units by Year and Structure Type DeKalb County 1980 - 2000**

Category	1980		1990		2000	
	Number	Percent	Number	Percent	Number	Percent
<b>TOTAL Housing Units</b>	181,798	100.00%	231,520	100.00%	261,231	100.00%
<b>Single Units (detached)</b>	108,439	59.60%	129,626	56.00%	152,340	58.30%
<b>Single Units (attached)</b>	5,774	3.20%	11,170	4.80%	13,056	5.00%
<b>Double Units</b>	4,849	2.70%	4,322	1.90%	4,630	1.80%
<b>3 to 9 Units</b>	29,274	16.10%	40,946	17.70%	44,905	17.20%
<b>10 to 19 Units</b>	20,185	11.10%	25,431	11.00%	22,427	8.60%
<b>20 to 49 Units</b>	6,065	3.30%	12,244	5.30%	8,830	3.40%
<b>50 or more Units</b>	6,541	3.60%	5,458	2.40%	14,094	5.40%
<b>Mobile Home or Trailer</b>	659	0.40%	595	0.30%	882	0.30%
<b>All Other</b>	12	0.00%	1,728	0.70%	67	0.00%

Source: U.S. Department of Commerce, Bureau of the Census. DeKalb County Planning Department \*Includes condominiums and townhomes.

**Table 2-8: Projected Housing Units by Year and Structure Type DeKalb County 2005 - 2025**

Category	2005	2010	2015	2020	2025
<b>TOTAL Housing Units</b>	281,089	300,948	320,806	340,664	360,522
<b>Single Units (detached)</b>	163,315	174,291	185,266	196,241	207,216
<b>Single Units (attached)</b>	14,877	16,697	18,518	20,338	22,159
<b>Double Units</b>	4,575	4,521	4,466	4,411	4,356
<b>3 to 9 Units</b>	48,813	52,721	56,628	60,536	64,444
<b>10 to 19 Units</b>	22,988	23,548	24,109	24,669	25,230
<b>20 to 49 Units</b>	9,521	10,213	10,904	11,595	12,286
<b>50 or more Units</b>	15,982	17,871	19,759	21,647	23,535
<b>Mobile Home or Trailer</b>	938	994	1,049	1,105	1,161
<b>All Other</b>	81	95	108	122	136

Source: U.S. Bureau of the Census, Department of Community Affairs PlanBuilder, DeKalb County Planning Department

## Owner and Renter Occupied Units

Between 1980 and 2000, the total year-round owner-occupied units increased from 56.6% to 58.5% (Table 2-9). Similarly, renter-occupied units increased from 38.5% in 1980 to 41.5% in 2000. Altogether, there has been an increase of 33,343 renter-occupied units since 1980. Owner-occupied housing units increased by 42,979 since 1980. While vacancy rates were not available for 1980, the vacancy rates decreased dramatically between 1990 and 2000. The owner-occupied vacancy rate decreased from 3.1% to 1.6%. Multi-family rental vacancy rates decreased significantly from 13.7% to 4.7%.

**Table 2-9: HOUSING TENURE AND VACANCIES DEKALB COUNTY 1980 - 2010**

DeKalb County	Year Round		All	Estimated	Projected
	1980	1990	2000	2005	2010
Total Units	181,798	231,520	261,231	288,494	300,591
Total Occupied	172,922	208,690	249,339	261,775	272,752
Total Vacant	8,876	22,830	11,892	26,719	27,839
Vacancy Rate % of Total	4.90%	9.90%	4.60%	9.26%	9.26%
Owner Occupied	102,842	120,587	145,821	159,785	173,006
% of Total	56.60%	52.10%	58.50%	61.03%	57.56%
Owner Vacancy Rate	N/A	3.10%	1.60%		
Renter Occupied	70,080	88,103	103,518	101,990	99,746
% of Total	38.50%	38.10%	41.50%	38.97%	33.18%
Renter Vacancy Rate	N/A	13.70%	4.70%		

Source: U.S. Department of Commerce, Bureau of the Census (1980-2000). Demographics Now for 2005 and 2010.

The projected percentage of owner and renter occupied units are expected to decrease between the years of 2005 and 2010. As shown in Table 2-9 above, owner occupied units are projected to decrease by 3.47%, and renter occupied by 5.79%. A possible factor that may contribute to this decrease may be the limited availability of land in the County. Therefore, new construction on vacant land is expected to decline. The County is approximately 80% built out, with 5% of vacant land undevelopable. New trends for the development of housing are starting to occur. Residential housing is starting to become more dense, and the development of townhouses, lofts, and mixed-use are sufficing the need for a growing population.





## Jobs Housing Balance

Jobs-housing balance is a planning tool that local governments can use to achieve a roughly equal number of jobs and housing units or households in their jurisdiction or part of a jurisdiction. Ideally, the jobs available in a community need to match the labor force skills, and housing should be available at prices, sizes, and locations for workers who wish to live in the area. There is a “qualitative” as well as “quantitative” component to achieving job-housing balance. Jobs-housing balance is more of a planning technique than a regulatory tool. Nonetheless, this tool demonstrates various ways that the concept of jobs-housing balance can be applied in local land use regulations.

**Table 2-10: DeKalb County Jobs-Housing Balancing Measures**

DeKalb County Data	Year 2000	Year 2005	Year 2010
Total Population	665,865	711,577	
Labor Force	519,626	524,324	529,299
Housing Units	265,093	288,494	300,591
Total Occupied Units	249,339	261,795	272,752
Resident Workers in DeKalb	149,919	N/A	N/A
Households	261,231	261,775	272,752

Source: U.S. Census Bureau, DeKalb County Planning Department

**Table 2-11: DeKalb County Jobs-Housing Balance Ratios**

Jobs-Housing Elements	2000 Ratio
Jobs-Housing Units	2:1
Jobs-Occupied Units	2:1
Percentage of workers who reside locally	23%
Employment to population	0.78:1
Jobs to resident workers	3:1

Source: DeKalb County Planning Department

As shown in Table 2-11, elements have been determined to calculate jobs-housing balance. The total occupied units include owners and renters. The majority of workers in DeKalb County do not reside in the County (77%). Therefore, a high number of residents are commuting in and out of the County, which is common for the Atlanta region. Also, figures show that there are twice as many jobs as housing units in DeKalb County (Table 2-11). According to those statistics, there is a need to increase the number of housing units currently provided in the County.

## Public Health

The prevention of disease, injury, disability and premature death is the primary purpose of the DeKalb County Board of Health. The agency monitors 44 reportable diseases, conducts surveillance and data collection for disease outbreaks, develops and implements emergency preparedness plans in the event of a bioterrorism or large-scale public health threat and provides environmental health services for the people who live, work and play in DeKalb County.



### DeKalb County Board of Health's Organization

The agency has four major divisions : Director's Office, which contains the Office of Public Relations and Volunteer Services and the Office of Emergency Preparedness, Division of Administrative Services, Division of Personal Health Services and Division of Population Based Services.

### Division of Population Based Services

Population Based Services (PBS) helps to prevent epidemics and the spread of disease, protects against environmental hazards, prevents injuries, promotes and encourages healthy behaviors, and responds to public health emergencies. To achieve this purpose, staff of PBS carry out the following essential public health functions

- Monitor health status to identify community problems.
- Diagnose and investigate health problems/hazards in the community.
- Inform, educate and empower people about health issues.
- Mobilize community partnerships and action to identify and solve health problems.
- Develop policies and plans that support community health efforts.
- Enforce laws and regulations that protect health and ensure safety.
- Research for new insights and innovative solutions to health problems.

The Population Based Services' divisions include: Health Assessment and Promotion , Environmental Health, Center for Community Health Transformation, Center for Public Health Preparedness and the Office of Vital Records.

### Health Assessment and Promotion

#### Assessment, Surveillance and Epidemiology

The Assessment, Surveillance and Epidemiology Unit monitors the health behaviors of DeKalb residents, conducts surveillance for notifiable diseases, investigates disease outbreaks, provides epidemiologic support to programs throughout the Board of Health, and serves as a resource for the public about the status of health in DeKalb County

#### Chronic Disease Program

This program encourages the adoption of policies that promote increased physical activity and improved nutrition in the DeKalb County public schools. It coordinates effective nutrition and physical activity programs in elementary schools and provides technical and financial support to community-based groups that promote improved nutrition and physical activity among youth.

## **Office of Infectious Disease**

The Office of Infectious Disease works to decrease the rates of illness and death from infectious diseases by applying epidemiological principles and methods. The office is responsible for the surveillance, investigation, control and prevention of communicable diseases and clusters of diseases throughout DeKalb County.



## **Healthy DeKalb**

Healthy DeKalb is a community-based health improvement initiative under the direction of a volunteer steering council. The Healthy DeKalb Steering Council has identified three strategic priority areas: (1) physical activity and nutrition; (2) cultural competency and disparities; and (3) partnerships for health improvement. Plans for addressing each priority area are developed, implemented and evaluated by action groups comprised of steering council members and community volunteers.

## **Injury Prevention**

Safe Communities of DeKalb County is funded by a grant from the Governor's Office of Highway Safety. It works with the community and other agencies to reduce the number of traffic-related injuries and fatalities. The number of motor vehicle crashes in DeKalb County is approximately 30,000 per year, resulting in approximately 3,000 injuries and 80 to 100 fatalities. Pedestrian safety is a high priority since DeKalb County has the highest pedestrian fatality rate in Georgia and one of the highest rates in the nation.

## **The Small Grants Program**

The Small Grants Program (SGP) is one of the major activities of the Status of Health in DeKalb program. It promotes healthier communities through grassroots prevention efforts. The SGP is currently in its fifteenth round of grants. Since the inception of the program in 1993, \$1,116,390 has been awarded to 259 recipients. These grants focused on cancer, HIV/AIDS, injury, teen pregnancy and substance abuse. In 1999 the focus was changed to the behavioral factors of nutrition and physical activity.

## **The Status of Health in DeKalb Program**

The Status of Health in DeKalb Committee oversees the Status of Health in DeKalb Program. This committee, using information about health status indicators, works with the community to identify health issues and behavior factors that can be changed to improve the health status of residents.

## **Tobacco Use Prevention**

The DeKalb County Board of Health works with the DeKalb Prevention Alliance on Tobacco and Health (PATCH) to implement its tobacco use prevention program. The four program goals are: (1) eliminate exposure to environmental tobacco smoke; (2) promote quitting among youth and adults; (3) prevent initiation among youth; and (4) identify and eliminate disparities among populations.

## **Environmental Health Services**

### **Food Protection Services**

The goal of the Food Protection program is to prevent food borne illness in the population served by food service establishments in DeKalb County. In order to reach this goal, the food protection program engages in the following activities: year-round, risk-based inspections of food service establishments, plan review and approval for new food service establishments and establishments that undergo changes or upgrades, pre-operational and compliance risk assessments for food service establishments, consultation, education, and ongoing certified food safety manager training. The Food Protection program also manages food borne illness outbreaks in coordination with epidemiologists, investigates general complaints and initiates enforcement actions as necessary to ensure code compliance, sanitation and illness prevention.

## **Tourist Accommodations**

DeKalb County has over 100 tourist accommodation facilities. Some of the newer facilities have been built with extra facilities to allow for extended stays. However, about a quarter of these facilities have had many of the motel and hotel rooms converted to long term stay facilities without the enhanced facilities and thus have elevated safety and sanitation concerns. Initial discussions with the county Planning Department have shown the need to upgrade all the definitions of tourist accommodations to account for the changes in facilities and the recent changes in use.

## **Technical Services**

The Technical Services team conducts a variety of regulatory and educational activities. These include swimming pool and spa inspections, plan reviews, permitting and complaint investigations. The Technical Services team also conducts elevated blood lead level investigations, lead based paint inspections and risk assessments, radon testing, nuisance investigations, sewage (non-septic tank) investigations, occupational death investigations, commercial trash compactor review and approval, and health education regarding lead, radon, and pool safety.

## **Residential Services**

The Residential Services program addresses health issues involving animals and insects. Several different services are provided, including controlling rodent populations through baiting and preventing the breeding of vermin through the elimination of unsanitary conditions such as animal enclosures, garbage, trash, debris and dead animals. The Residential Services Program prevents and controls West Nile virus, and other arboviruses, through monitoring, surveillance, education and intervention. The Residential Services team also provides rabies control by enforcing home quarantines for dogs and cats, locating persons exposed to rabid animals, and alerting the public to rabies outbreaks.

## **Land Use Services**

The Land Use program regulates the operation of septic tanks throughout the county and provides well water testing. Services include reviewing and issuing permits for new and repaired septic systems, conducting on-site inspections, investigating complaints, inspecting repaired systems for compliance, reviewing and approving alternate septic systems, reviewing and inspecting commercial septic systems, inspecting and permitting sewage pump-out trucks, testing well water for safety, and providing health education to the public about septic tanks and well water.

## **Special Projects**

The Special Projects unit is responsible for creating new and innovative environmental public health programs designed to address various non-regulatory topics. The unit works closely with community stakeholders and government partners. The Special Projects unit is responsible for the indoor air quality program, hazardous waste and chemicals risk assessments, geographical information support, the built environment program and environmental epidemiology. This unit also is developing a body crafting ordinance to regulate tattoo and body piercing facilities in DeKalb County.

### **The Center for Community Health Transformation**

The center's goals are to demonstrate a grassroots process in the Clarkston community for improving the health conditions and to then share lessons-learned with other communities. The center staff prepares individuals, organizations and communities to gain control over their own health, wellbeing and quality of life through health education trainings, workshops, youth projects, grantwriting and other empowerment methods.

### **The Center for Public Health Preparedness :**

Funded in 1999 by the Centers for Disease Control and Prevention and in subsequent years by NACCHO. The center is a resource and leader in the area of bioterrorism preparedness. The center focuses on : (1) developing and integrating bioterrorism response plans, (2) developing systems to identify unusual disease patterns, and (3) facilitaitng public health trainings for clinicians, first responders, students and others.

### **Health Impact Assessments (HIAs)**

These assessments are increasingly being used around the country. DCBOH EH staff would like to receive training on the use of these tools, and to begin using HIAs, perhaps applying them first prospectively to large projects, and then moving on to smaller and more general applications.

Examples – new schools construction

Hazardous materials near proposed residences – rail roads, pipelines and major roads

Grocery stores near schools – junk food availability which contributes to obesity

### **Community Emergencies**

The DCBOH would like to see more emphasis placed on emergency planning and preparedness in this community. Recent emergencies involving water outages and raw sewage spills have shown the need for effective communication systems and training for all response officials, and for warning systems for the public including special needs populations. We have also had natural disasters such as flooding and tornadoes in the county where compatible communication and mapping software systems would have greatly aided in the community response. The natural disasters affecting other areas of the country where mass evacuations have occurred should also be planned for within this document, especially as it relates to medical needs and special needs shelters. The specter of intentional biological, chemical and nuclear/radiological incidents must also be considered in the emergency planning context.

### **Water**

Widespread development often covers large portions of urban area watersheds with hard surfaces such as pavements and rooftops. The storm water run off from these impervious surfaces is channeled directly into rivers and streams, carrying with it sediment, oil, brake dust, lawn chemicals, and other toxins that are the primary sources of water pollution today. The recent Clarkston Community Action for Renewed Environment (CARE) meeting cited a lake that is rapidly filling in with sediment from roads.

### **Gardening**

Sprawl has reduced the amount of open land for farming and thus has limited the availability of fresh, local food in many urban areas. There are some communities that place an emphasis on community gardens as a way to improve how people view their community, grow fresh fruit and vegetables for an improved diet and get needed exercise looking after the gardens.

## Community Health Assessment Areas

The Board of Health has divided the county into 13 geographic areas called Community Health Assessment Areas, or CHAAs, for the purposes of health planning. These areas are based on natural communities of the local DeKalb high schools. The demographic profile of the CHAAs is provided in Table 2-12. Since the Board of Health first began using CHAAs to display geographic differences in health status, there have been changes in the distribution of high schools in DeKalb County. Shamrock and Henderson high schools are now middle schools, and Martin Luther King, Jr. and Stephenson are new high schools. The original census tracts for the CHAAs, based on the 1995-96 school districts, continue to be used to compare health status trends by communities over time.

**Table 2-12: DeKalb County – Demographic Profile of Community Health Assessment Areas (CHAAs)**

Community Health Assessment Areas	2000 Population – DeKalb County, Georgia					
	Number	Percent	White Percent	Black Percent	Hispanic Percent	All Others Percent
Atlanta	28,282	4.2%	32.4%	64.4%	3.0%	3.2%
Avondale/Towers/Columbia	70,634	10.6%	14.5%	80.8%	2.6%	4.7%
Chamblee/Cross Keys	85,562	12.8%	57.8%	14.6%	33.2%	27.6%
Clarkston	30,559	4.6%	17.3%	63.8%	3.8%	18.9%
Decatur	18,121	2.7%	65.6%	30.5%	1.7%	3.9%
Druid Hills/Lakeside	75,386	11.3%	80.8%	8.9%	4.9%	10.3%
Dunwoody	43,535	65%	75.3%	9.7%	11.5%	15.0%
Lithonia	63,157	9.5%	9.9%	87.2%	1.9%	2.9%
McNair/Cedar Grove	65,716	9.9%	5.2%	92.9%	1.4%	1.9%
Redan	51,081	7.7%	9.9%	85.5%	2.2%	4.6%
Southwest DeKalb/MLK Jr.	32,587	4.9%	4.7%	93.3%	1.0%	1.9%
Stone Mountain/Stephenson	43,980	6.6%	17.8%	75.1%	4.8%	7.1%
Tucker	57,265	8.6%	60.5%	24.8%	9.7%	14.7%
<b>Total</b>	<b>665,865</b>	<b>100.0%</b>	<b>35.8%</b>	<b>54.2%</b>	<b>7.9%</b>	<b>9.9%</b>

Source: U.S. Census Bureau 2000; DeKalb County Board of Health

## Public Health Trends, Programmatic, and Community Facility Needs

The DeKalb County Board of Health anticipates that public health services will be impacted over the next five to ten years by the following trends.

- Limitations, reductions and other changes in health care financing.
- Increasing occupational health services needed for DeKalb County government employees.
- Increased prevalence of obesity among African American and Latino populations.
- Increased life spans leading to an older adult population with age-related health care needs.
- Disparities between the north and south parts of the county in all issues related to chronic disease.



- Increased number of foreign-born residents and non-English speaking residents.
- Increasing birth rate for Hispanic population.
- Increasing HIV rates in African American women, men and teens, as well as growing STD rates.
- Poorer air quality due to traffic congestion.
- Age delays in conception by older women and increasing number of babies born with special needs.
- Increased mental health and addictive disease related issues.
- Decreasing number of college- educated adults in south DeKalb.
- Increasing homicide rates among African American males.
- Increasing oral health needs for school-aged children, pregnant women, HIV/AIDS clients and people with other chronic conditions.

Based on an increase in DeKalb's building, economic/ business and or transportation growth over the next five to ten years, the DeKalb County Board of Health anticipates the following programmatic changes and needs.

- More outreach and education and partnership development to engage all sectors of the community in improving health conditions and reducing health disparities.
- Flexibility for emerging public health needs in the area of emergency preparedness.
- More case management services for special populations.
- More translation services and a more culturally diverse and trained public health workforce.
- Increased environmental health service activity in all areas related to business, land use and transportation.
- Increased injury prevention services including pedestrian safety, SAFE KIDS of DeKalb, traffic calming and violence prevention.
- Extensive technology improvements such as electronic medical records, data systems, telecommuting capacity and communication.
- More specialized training for staff in the areas of cultural competence, language skills, emergency preparedness, etc.
- Competitive salaries to attract and retain a skilled public health workforce.

# Community Vision

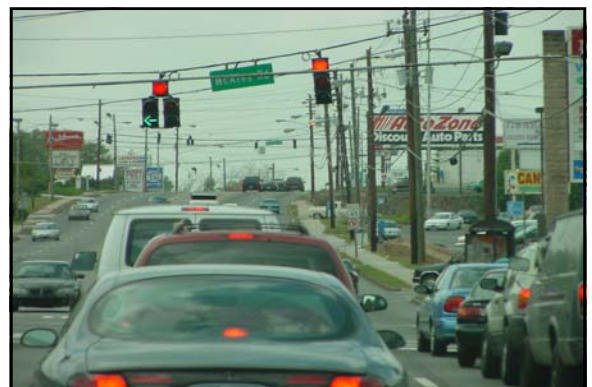


## COMMUNITY VISION

The vision for DeKalb County was developed through a series of meetings throughout the community. The DeKalb County process included all stakeholders in the public participation process. Stakeholders have a vested interest in the future of DeKalb County and include: residents, business owners, community council members, civic associations and community groups, ministers, non-profits, and elected officials. These participants were asked: *What do you want to see preserved? What are the major assets in the County? What do you want to see protected? What do you want to see changed?* The answers to these questions were used to create the following vision statement:

*By 2025, DeKalb County will consist of walkable communities connected to recreation and green space areas by trails and sidewalks. Neighborhoods will be protected and enhanced with compatible development. The county will develop with less sprawl, a full range of housing opportunities that is affordable to the residents, clean air and water with the protection of the environment, a good transportation system (less congestion) that uses alternative modes of travel, redevelopment of declining neighborhoods, and a strong economic base which includes job opportunities and training. DeKalb County believes in citizen involvement, and the planning and development process in order to improve the overall quality of life.*

This overall vision statement is the compilation of the input received at the various workshops, open houses, surveys, emails, and calls regarding the desired future direction for DeKalb County.





## Concept Plan

The county will continue to develop with Nodes or Activity Centers. These Nodes and Activity Centers are high intensity centers traditionally commercial in nature but can include mixed use development. These activity centers can also be institutional such as colleges and universities, sports facilities, entertainment areas, and major active recreational areas. The activity centers will serve as attractors for both residents and visitors to DeKalb County. The goal is to take advantage of all transportation and infrastructure facilities that currently exists and encourage additional densities within and around the nodes. These nodes will encourage walkable communities internal to the development.

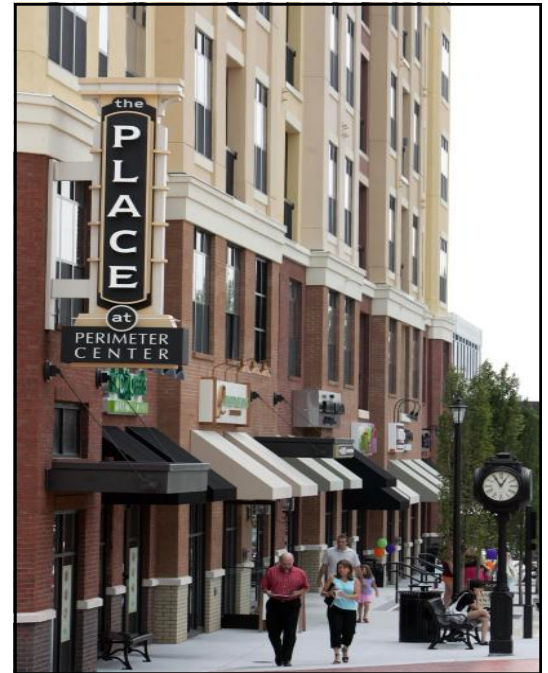
This nodal development is exemplified through current development such as North Lake Mall, Stone Crest Mall, Perimeter Center CID, Brookhaven, Emory University, DeKalb County Hospital, and Stone Mountain Park. The following concept map illustrates the current and future generalized development pattern for the county.



*The Place at Perimeter Center in North DeKalb County*

## Future Development

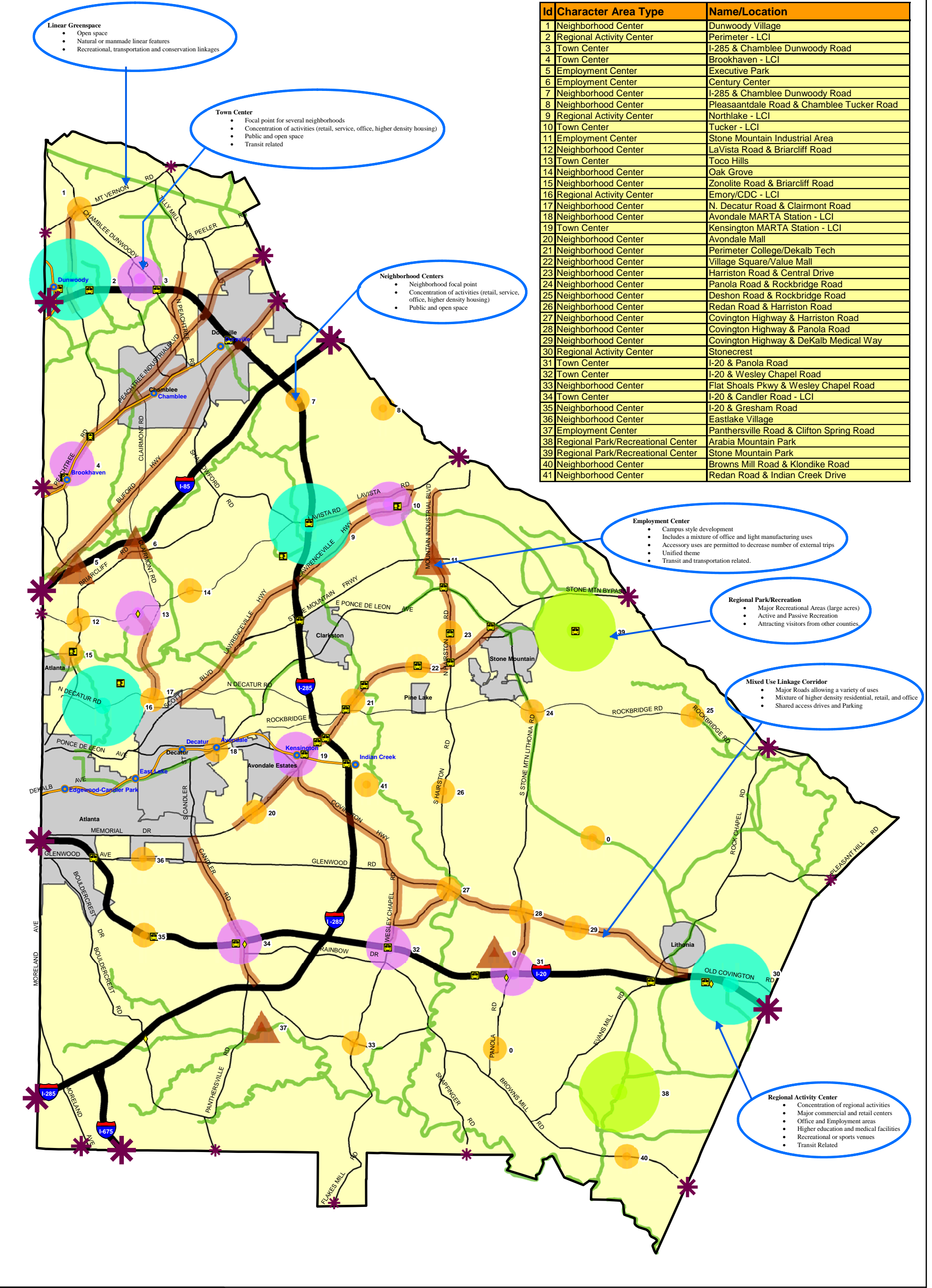
The Concept Plan takes the current trends of development and the results of the public participation to develop the Future Development map. This map is also based on the Character Areas as identified by the Georgia Department of Community Affairs. The recommended Character Areas identify both existing and potential conditions for DeKalb County.



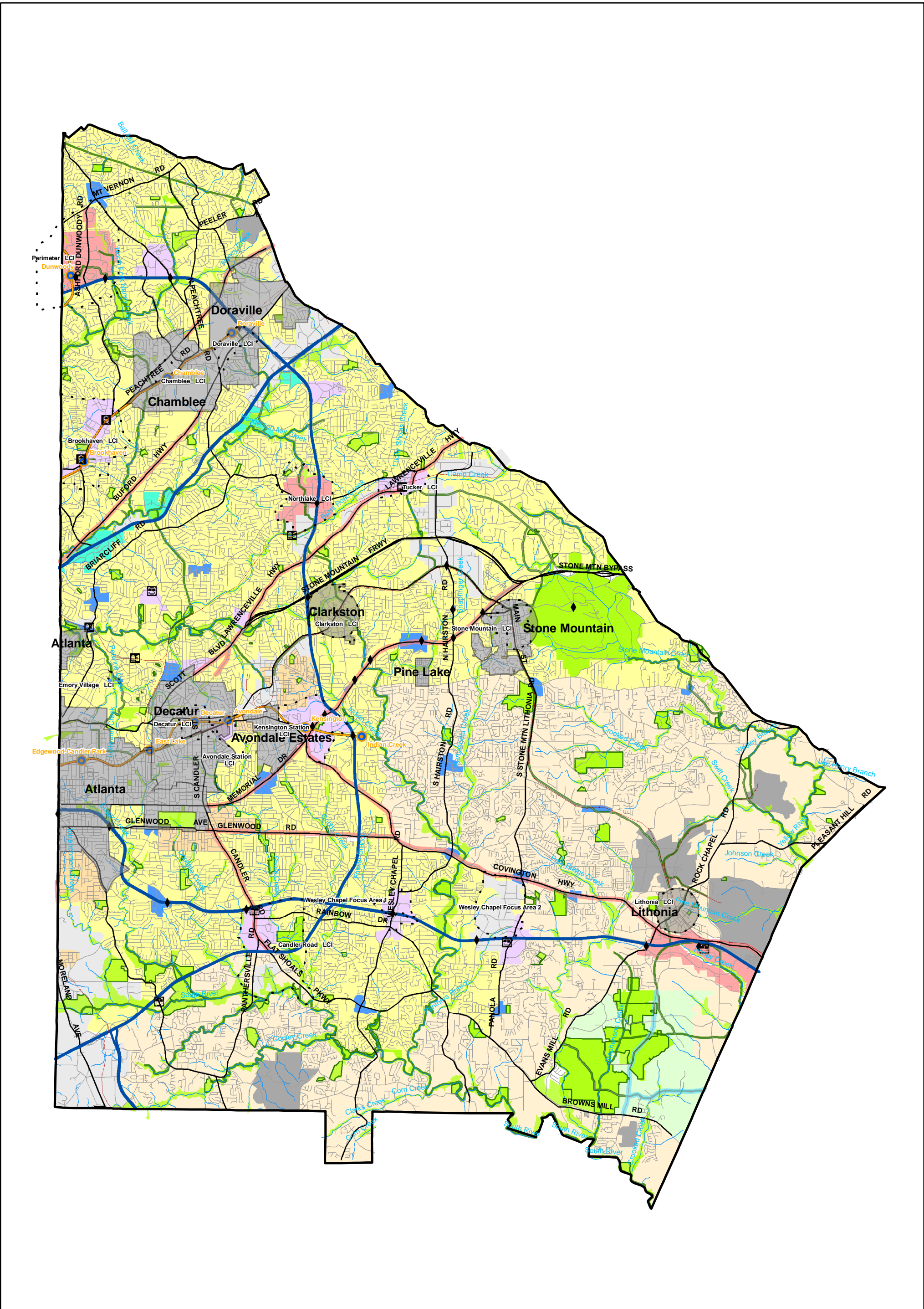
*The Place at Perimeter Center combines retail and living space, a growing trend in close-in suburbs. (AJC, July 2006)*











0123 Miles

Created: 4/17/06  
Source: DeKalb County Planning & Development Dept/GIS Dept  
/Atlanta Regional Commission

Recommended Character Areas

Office Park

Light Industrial Area

Industrial Area

Suburban Area - Developing/Built Out

Suburban Area - Built Out

Traditional Neighborhood

Rural Residential

Neighborhood Center

Town Center

Regional Activity Center

Conservation/Greenspace Area

Linear/Corridor Character Areas

Commercial Redevelopment Corridor

Scenic Corridor

Linear Green Space (From DeKalb CTP)

Local Studies/Projects

DeKalb CTP - Proposed Transit Facilities

X BRT Station

3 Rail Commuter/Shuttle Station

2 Streetcar Station

0 Transit Center

MARTA Rail

Railroads

Parks

MARTA Stations



## Defining Narrative of Character Areas

Character Areas are used to define the visual and functional differences of communities, corridors and natural areas found within DeKalb County. Based on the current conditions and the Areas Requiring Special Attention identified in the Community Assessment, they will be used to formulate future development strategies that will result in specific policy, investment and regulatory recommendations discussed later in this document. Character Area narratives will consist of description, policies, implementation strategies, and primary land uses. Below is a table that summarizes each Character Area for DeKalb County. A more detailed description of Character Areas will be discussed following the summary.

**Summary Table of DeKalb County Character Areas**

Character Area	Description	Applicable Land Use
1. Conservation and Greenspace	Primarily undeveloped land and environmentally sensitive areas not suitable for development.	Public and Private Parks and Open Space (POS)
2. Linear Greenspace, Trail, & Pedestrian/Bike Network	Area of protected open space that follows natural and manmade linear features for recreation, transportation and conservation purposes and links ecological, cultural and recreational amenities	Public Parks and Open Space (POS)
3. Rural Residential	Rural, undeveloped land likely to face development pressures for lower density residential development.	Low Density Residential (LDR)
4. Suburban (Developing)	Area where pressures for the typical types of suburban residential subdivision development are greatest.	Moderate - High Density Residential (MHD)
5. Suburban (Built-Out)	Area where typical types of suburban residential subdivision development have occurred.	Moderate - High Density Residential (MHD)
6. Traditional Neighborhood	Residential area in older part of the community typically developed prior to WWII.	Low-Moderate Density Residential (LMD)
7. Neighborhood Center	A neighborhood focal point with a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space.	Low Intensity Mixed Use (LMX)
8. Town Center	A focal point for several neighborhoods that has a concentration of activities such as general retail, service commercial, professional office, higher-density housing, & open space.	High Intensity Mixed-Use (HMX)
9. Regional Activity	Concentration of regionally-marked commercial and retail centers, office and employment areas, higher-education facilities, sports and recreational complexes.	High Intensity Commercial (HIC)
10. Employment Center / Office Park	Typically campus-style development characterized by high degree of access by vehicular traffic, and transit if applicable.	Office Professional (OPR)
11. Light Industrial	Area used in low intensity manufacturing, wholesale trade and distribution activities.	Low Intensity Industrial (LND)
12. Industrial	Land used in higher intensity manufacturing, assembly, processing activities.	Industrial (IND)
13. Scenic Corridor	Developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic, or cultural features, and scenic or pastoral views.	Low Density Residential (LDR)
14. Commercial Redevelopment Corridor	Declining, unattractive vacant or underutilized strip shopping center. Characterized by a high degree of vehicular traffic and transit if applicable; on site parking; low degree of open space; moderate floor to area ratio; large tracks of land and campus or unified development.	Moderate-High Intensity Commercial (MHIC)

# Conservation and Greenspace Character Area

## Description

The conservation and greenspace character areas consists primarily of undeveloped natural lands and environmentally sensitive areas that are not suitable for development.

## Primary Land Uses

- Forest
- Scenic views
- Steep slopes
- Flood plains
- Wetlands
- Watersheds
- Wildlife Management Areas
- Rural Areas
- Other environmentally sensitive areas

## Quality Community Objectives

- Heritage Preservation
- Open Space
- Environmental Protection
- Growth Preparedness
- Regional Cooperation

## Implementation Measures

- Conservation Easements
- Development Regulations
- Environmental Impact Review
- Environmental Planning Criteria
- Large Lot Zoning
- Purchase of Development rights
- Rural/Scenic Corridor Overlay Districts
- Sign Control for Rural Corridors (Billboard Control)
- Eco Tourism
- Outdoor Classrooms



# Linear Greenspace, Trail & Pedestrian/Bike Network Character Area

## Description

The linear and Greenspace, trail and pedestrian bike network character areas consist of protected open space that follows natural and manmade linear features for recreation, transportation and conservation purposes and links ecological, cultural and recreational amenities. Greenways can provide safe, efficient pedestrian linkages and at the same time give users an opportunity to enjoy the natural environment.

## Primary Land Uses

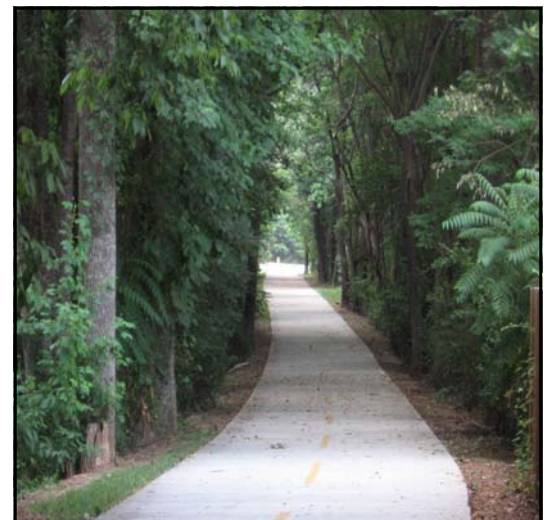
- Bike and Pedestrian paths
- Natural/Conservation areas
- Skateboarding areas

## Quality Community Objectives

- Traditional Neighborhood
- Transportation Alternatives
- Heritage Preservation
- Open Space Preservation
- Environmental Protection
- Regional Cooperation

## Implementation Measures

- Agricultural Buffers (agricultural designation may not require working farms)
- Agricultural Land Designation
- Agricultural Zoning
- Conservation Easements
- Purchase of Development Rights
- Rural/Scenic Corridor Overlay Districts
- Eco Tourism





# Rural Residential Character Area

## Description

The rural residential character areas consist of rural, undeveloped land likely to face development pressures for lower density (one unit per two + acres) residential development. Typically will have low pedestrian orientation and access, very large lots, open space, pastoral views and high degree of building separation.

## Primary Land Uses

- Large lot single family detached
- Agriculture related activities

## Quality Community Objectives

- Heritage preservation
- Regional Identity
- Open Space Preservation
- Environmental Protection
- Growth Preparedness
- Local Self Determination
- Regional Cooperation

## Implementation Measures

- Accessory Housing Units
- Agricultural Buffers (agricultural designation may not require working farms)
- Agricultural Land Designation
- Agricultural Zoning
- Conservation Easements
- Purchase of Development Rights
- Rural/Scenic Corridor Overlay Districts
- Large Lot Zoning
- Maximum Setbacks
- Cluster Zoning
- Conservation Subdivisions
- Historic Preservation Ordinance
- Historic Resource Design Standards



# Suburban (Built-Out) Character Area

## Description

The suburban (built out) character areas consists of areas where pressures for the typical types of suburban residential subdivision development have occurred. They are characterized by low pedestrian orientation, little or no transit, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns that are often curvilinear.

## Primary Land Uses

- Single Family Residential
- Low-mod density residential
- Town homes
- Neighborhood retail

## Quality Community Objectives

- Transportation Alternatives
- Open Space Preservation
- Environmental Protection
- Growth Preparedness
- Regional Cooperation
- Infill Development
- Sense of Place
- Local Self Determination

## Implementation Measures

- Access Control Measures
- Alternative Street & Pedestrian System Standards
- Big Box Reuse/Redevelopment
- Cluster Zoning
- Compact Development
- Conservation Easements
- Conservation Subdivisions
- Greenway/Trail Network
- Creative Design for Higher Density
- Density Bonuses





## Suburban (Built-Out) Character Area

- Planned Unit Developments
- Redesigning Off-Street Parking Facilities
- Right-of-way Improvements
- Traffic Calming
- Flexible Parking Standards
- Flexible Subdivision Regulations
- Infill Development (Appropriately planned residential / commercial)
- Interim Development regulations
- Max Setback
- Min Density
- Mixed Use Zoning
- Parking Management
- Performance Standards for Off-site Impacts





# Suburban (Developing) Character Area

## Description

The suburban (developing) character areas consist of areas where pressures for the typical types of suburban residential subdivision development are greatest (due to availability of water and sewer service). Without intervention, this area is likely to evolve with low pedestrian orientation, little or no transit, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear.

## Primary Land Uses

- Single Family Residential
- Higher Density along corridors and nodes
- Commercial at appropriate locations
- Health Care Institutions
- Senior Facilities

## Quality Community Objectives

- Traditional Neighborhoods
- Sense of Place
- Transportation Alternatives
- Regional Identity
- Heritage Preservation
- Open Space preservation
- Environmental Protection
- Growth Preparedness
- Housing Choices
- Regional Cooperation
- Local Self Determination

## Implementation Measures

- Access Control Measures
- Alternative Street & Pedestrian System Standards
- Big Box Reuse/Redevelopment
- Cluster Zoning
- Compact Development
- Conservation Easements



## Suburban (Developing) Character Area

- Greenway/Trail Network
- Creative Design for Higher Density
- Density Bonuses
- Walkable Community Design
- Infill Development (appropriately planned residential / commercial)
- Interim Development regulations
- Max Setback
- Min Density
- Mixed Use Zoning
- Parking Management
- Performance Standards for Off-site Impacts
- Planned Unit Developments
- Redesigning Off-Street Parking Facilities
- Right-of-way Improvements
- Traffic Calming
- Flexible Parking Standards
- Subdivision Regulations





## Traditional Neighborhood Character Area

### Description

The traditional neighborhood character areas consist primarily of residential areas in older part of the community typically developed prior to WWII. Characteristics include high pedestrian orientation, sidewalks, street trees, and street furniture; on-street parking; small, regular lots; limited open space; buildings close to or at the front property line; predominance of alleys; low degree of building separation; neighborhood-scale businesses scattered throughout the area.

### Primary Uses

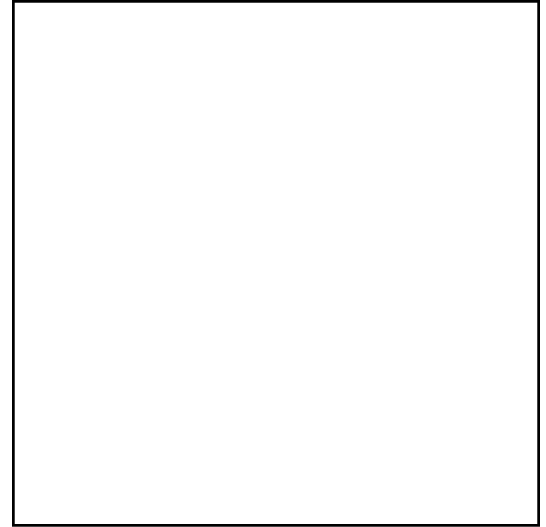
- Traditional Single Family Residential Homes
- Ancillary Uses
- Schools
- Religious Institutions
- Libraries
- Parks and Recreational Facilities

### Quality Community Objectives

- Traditional Neighborhoods
- Infill Development
- Sense of Place
- Transportation Alternatives
- Regional Identity
- Heritage Preservation
- Growth Preparedness
- Housing Choices
- Local Self Determination

### Implementation Measures

- Accessory Housing Units
- Alternative Street/Pedestrian System
- Cluster Zoning
- Compact Development
- Conservation Easements
- Conservation Subdivisions
- Encourage On-Street Parking



## Traditional Neighborhood Character Area

- Creative Design for Higher Density
- Density Bonuses
- Walkable Community Design
- Infill Development (Appropriately planned residential / commercial)
- Max Setback
- Min Density
- Mixed-Use Zoning
- Parking Management
- Performance Standards for Off-site Impacts
- PUDs
- Right-of-way Improvements
- Traffic Calming
- TOD
- Coordinate with Housing Authority
- Workforce Housing
- Mixed Income Housing
- Historic
  - Preservation Ordinance
  - Resource Design Standards
- Flexible
  - Parking Standards
  - Subdivision Reg
- Rehab/Redevelopment of declining areas
- Grey/Brown Field Redevelopment





## Neighborhood Center Character Area

### Description

The neighborhood center character areas consist of a neighborhood focal point with a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.

### Primary Uses

- Residential
- Retail and Office
- Recreation

### Quality Community Objectives

- Infill Development
- Sense of Place
- Transportation Alternatives
- Regional Identity
- Heritage Preservation
- Open Space preservation
- Environmental protection
- Growth preparedness
- Appropriate business
- Housing choices
- Local Self Determination
- Regional Cooperation

### Implementation Measures

- Access Controls
- Accessory Housing Units
- Cluster Zoning
- Compact Development
- Big Box/Grey Field Redevelopment
- Business Improvement Districts
- Greenway/Trail Network
- Encourage On-Street Parking
- Greenway/Trail Network



## Neighborhood Center Character Area

- Creative Design for Higher Density
- Density Bonuses
- Walkable Community Design
- Infill Development (Appropriately planned residential / commercial)
- Max Setback
- Min Density
- Mixed-Use Zoning
- Parking Management
- Shared Parking
- Planned Unit Developments
- Redesigning Off-Street Parking Facilities
- Right-of-way Improvements
- Urban Service Areas
- Suburban/Rural Arterial Overlay District
- Flexible Parking Standards





# Town Center Character Area

## Description

The town center character areas consist of a focal point for several neighborhoods that has a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.

## Primary Land Uses

- Health Care
- Retail
- Office
- Churches

## Quality Community Objectives

- Sense of Place
- Transportation Alternatives
- Regional Identity
- Heritage Preservation
- Environmental Protection
- Growth Preparedness
- Appropriate Business
- Housing Choices

## Implementation Measures

- Access Controls
- Accessory Housing Units
- Cluster Zoning
- Compact Development
- Big Box/Grey Field Redevelopment
- Business Improvement Districts
- Greenway/Trail Network
- Encourage On-Street Parking
- Greenway/Trail Network
- Creative Design for Higher Density
- Density Bonuses
- Walkable Community Design
- Infill Development



## Town Center Character Area

- Max Setback
- Min Density
- Mixed-Use Zoning
- Parking Management
- Shared Parking
- Planned Unit Development
- Redesigning Off-Street Parking Facilities
- Right-of-way Improvements
- Urban Service Areas
- Suburban/Rural Arterial Overlay District
- Flexible Parking Standards





## Regional Activity Character Area

### Description

The regional activity character areas consist of a concentration of regionally-marketed commercial and retail centers, office and employment areas, higher-education facilities, sports and recreational complexes. These areas are characterized by high degree of access by vehicular traffic, and high transit use, including stops, shelters and transfer points; on-site parking; low degree of internal open space; high floor-area-ratio; large tracts of land, campus or unified development.

### Primary Land Uses

- High Density Housing
- Professional Office
- Retail and Commercial Uses
- Government Buildings
- Entertainment and Cultural Facilities
- Civic Space / Plaza
- Health Care

### Quality Community Objectives

- Transportation Alternatives Regional Identity
- Environmental Protection
- Growth Preparedness
- Appropriate Businesses
- Employment Options
- Educational Opportunities

### Implementation Measures

- Density Bonuses
- Walkable Community Design
- Infill Development (Appropriately planned residential / commercial)
- Max Setback
- Min Density
- Mixed-Use Zoning
- Parking Management
- Shared Parking



## Regional Activity Center Character Area

- Flexible Parking Standards
- Access Controls
- Accessory Housing Units
- Cluster Zoning
- Compact Development
- Big Box/Grey Field Redevelopment
- Business Improvement Districts
- Greenway/Trail Network
- Encourage On-Street Parking
- Greenway/Trail Network
- Creative Design for Higher Density
- Redesigning Off-Street Parking Facilities
- Right-of-way Improvements
- Urban Service Areas
- Overlay District





## Employment Center / Office Park Character Area

### Description

The employment center/ office park character areas consist typically of campus-style development characterized by high degree of access by vehicular traffic, and transit if applicable; on-site parking; low degree of open space; moderate floor-area-ratio.

### Primary Land Uses

- Office Development
- Business Services
- Corporate Offices
- Major Employment Companies

### Quality Community Objectives

- Sense of Place
- Transportation Alternatives
- Regional identity
- Open Space preservation
- Environmental protection
- Growth preparedness
- Appropriate businesses
- Employment options
- Educational Opportunities
- Regional Cooperation

### Implementation Measures

- Flexible Parking Standards
- Access Controls
- Density Bonuses
- Walkable Community Design
- Mixed-Use Zoning
- Parking Management
- Shared Parking
- Grey field redevelopment
- Transit oriented development



## Light Industrial Character Area

### Description

The light industrial, character areas consist of areas used in low intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics.

### Primary Land Uses

- Light Industrial Uses
- Manufacturing
- Warehouse/Distribution
- Wholesale/Trade
- Automotive
- Animal care

### Quality Community Objectives

- Regional Identity
- Environmental Protection
- Growth Preparedness
- Appropriate Businesses
- Employment Options

### Implementation Measures

- Access Controls
- Density Bonuses
- Adaptive use
- Landscaping and Buffers
- Cluster Development
- Compact Development
- Parking Management
- Shared Parking
- Density Bonuses
- Design Guidelines
- Development Regulations
- Parking standards





# Industrial Character Area

## Description

The industrial character areas consist of land used in higher intensity manufacturing, assembly, processing activities where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on-site.

## Primary Land Uses

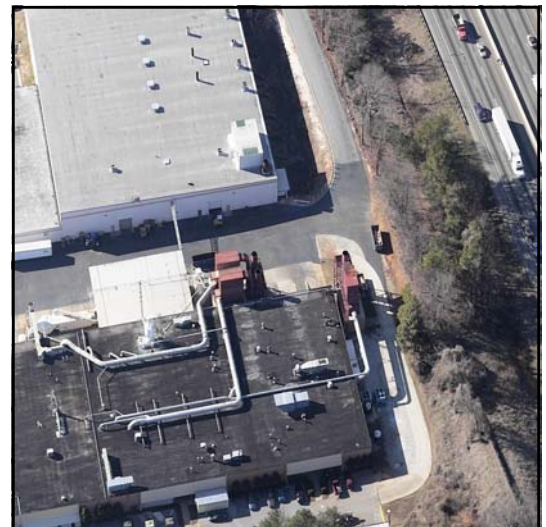
- Construction Businesses
- Educational Institutions
- Heavy Manufacturing
- Retail Sales (with restrictions)
- Storage
- Community Facilities

## Quality Community Objectives

- Regional Identity
- Environmental Protection
- Growth Preparedness
- Appropriate Businesses
- Employment Options

## Implementation Measures

- Access Controls
- Density Bonuses
- Adaptive use
- Landscaping and Buffers
- Cluster Development
- Compact Development
- Parking Management
- Shared Parking
- Density Bonuses
- Design Guidelines
- Development Regulations
- Parking standards



## Scenic Corridor Character Area

### Description

The scenic corridor character areas consist of developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic, or cultural features, and scenic or pastoral views.

### Primary Land Uses

- Natural and scenic roadway corridors

### Quality Community Objectives

- Sense of Place
- Environmental Protection
- Open Space Preservation
- Heritage Preservation
- Growth Preparedness
- Regional Identity
- Appropriate Businesses
- Self Determination

### Implementation Measures

- Conservation Easements
- Development Regulations
- Environmental Impact Review
- Environmental Planning Criteria
- Large Lot Zoning
- Purchase of Development rights
- Rural/Scenic Corridor Overlay Districts
- Sign Control for Rural Corridors (Billboard Control)
- Cluster Zoning
- Conservation Subdivisions
- Historic Preservation Ordinance
- Historic Resource Design Standards





# Commercial Redevelopment Corridor Character Area

## Description

The commercial redevelopment corridor character areas consist of declining, unattractive vacant or underutilized strip shopping center. Characterized by a high degree of vehicular traffic and transit if applicable; on site parking; low degree of open space; moderate floor to area ratio; large tracks of land and campus or unified development.

## Primary Land Uses

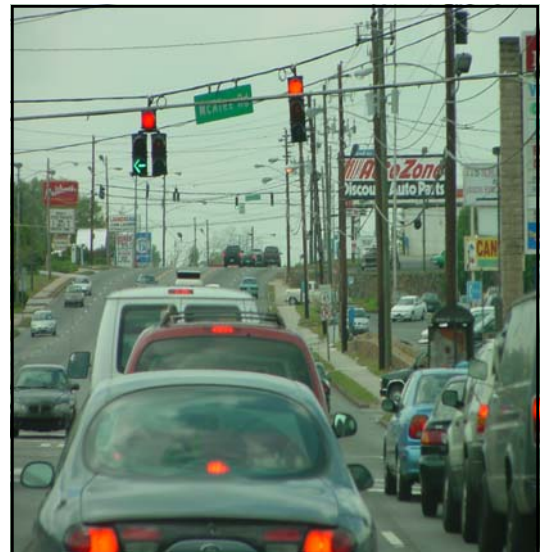
- Mixed Use
- Commercial and Retail
- Offices

## Quality Community Objectives

- Sense of Place
- Transportation Alternatives
- Regional Identity
- Heritage Preservation
- Environmental Protection
- Growth Preparedness
- Appropriate Business

## Implementation Measures

- Development regulations
- Effective development review
- Environmental impact review
- Flexible parking standards
- Environmental planning criteria
- Infill development
- Landscaping and buffers
- Maximum Setback
- Minimum Density
- Mixed use zoning
- Parking management
- Access management
- Right of way improvements
- Sign control



# **Community Issues and Opportunities Revised List**

## **COMMUNITY ISSUES AND OPPORTUNITIES (Revised List )**

The potential issues and opportunities identified in the Community Assessment have been identified, and modified based on stakeholder knowledge of the community, staff interpretation of the Community Assessment and comments provided by the Atlanta Regional Commission and the Georgia Department of Community Affairs. Public Health and Aging Population have been added to the list, based on concerns raised during the public participation process. The issues or opportunities will be followed-up with strategies in the implementation program section.

The revised list of issues and opportunities include:

1. Population (Aging and General)
2. Economic Development
3. Housing
4. Intergovernmental Coordination / Planning Process
5. Land Use / Sense of Place
6. Natural Resources
7. Historic Resources
8. Facilities and Services
9. Public Health
10. Transportation



## Revised List of Issues and Opportunities

Goal	Issues	Opportunities
<b>Population</b>	<ul style="list-style-type: none"> <li>• Maintenance of deteriorating SF homes</li> <li>• Obtaining more grants</li> <li>• Service providers maximizing utilization of programs.</li> <li>• Adult day health facilities and modernized nutrition sites needed.</li> <li>• Most seniors have larger homes than needed.</li> </ul>	<p>DeKalb County has a Human Services Department that is focused on serving the needs of the senior population. This is a part of the Bridge Builders effort, which is a five-year Community Action Plan for Senior Services. The Bridge Builders Plan is an extensive document, and we have extracted only portions to provide a general scope of issues and recommended strategies. The full scope of issues, recommendations, and implementation can be found in the Bridge Builders Plan document.</p>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Public concern that more innovative economic development needs to take place.</li> <li>• Public concern that more improvement is needed in business retention.</li> <li>• Improve public information process for availability of employment.</li> <li>• Promote more large scale corporate development to help strengthen tax base.</li> <li>• Public concern of projects lacking the consideration of impacts on infrastructure &amp; natural resources.</li> <li>• Retention of industrial and commercial property.</li> <li>• Redevelopment issues in major commercial corridors.</li> <li>• Lack of large scale family entertainment centers.</li> <li>• Not enough dine-in restaurants outside the perimeter (specifically Memorial Drive).</li> </ul>	<ul style="list-style-type: none"> <li>• DeKalb County offers a variety of tax exemptions and expansion incentives to new business and industry.</li> <li>• More than 150 companies have relocated or expanded operations in DeKalb County</li> <li>• The County has established an Office of Economic Development to bring prosperity to DeKalb through new investment.</li> <li>• DeKalb is home to more than 150 international companies.</li> <li>• Coordination exist between Economic Development, Public Works, and Planning &amp; Development Dept. on various issues.</li> <li>• Cost benefit analysis of projects are determined by Economic Development Department.</li> <li>• New development is favored over redevelopment where land use permits.</li> <li>• Local small business growth is a priority of Econ. Dev. Dept.</li> <li>• Business retention program is active.</li> <li>• Business recruitment is active.</li> </ul>

Goals	Issues	Opportunities
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Location of affordable housing is away from major amenities.</li> <li>• The County lacks adequate units for those at lowest incomes.</li> <li>• Building standards need to improve.</li> <li>• Gentrification is forcing seniors out of their homes.</li> <li>• Gentrification is taking place in declining, older single-family communities.</li> <li>• Some DeKalb County neighborhoods are in need of revitalization.</li> <li>• Affordable housing is not located close to where most citizens work.</li> <li>• Rehabilitation of existing homes is needed in older neighborhoods.</li> <li>• There is a lack of mixed use affordable housing in “high-end” neighborhoods.</li> <li>• There is a growing trend in the development of housing mix in the County.</li> <li>• DeKalb has the highest number of foreclosures than any other county in the state.</li> </ul>	<ul style="list-style-type: none"> <li>• DeKalb County has established an Infill Overlay ordinance</li> <li>• The County has established Pedestrian Community Districts (PCD) to address the growing need of mixed use developments.</li> <li>• The County has a Community Development Department to address the housing needs for citizens.</li> <li>• Housing trends show a variety of types (i.e. town houses) to service the increase in population.</li> <li>• DeKalb Housing Authority is established to service public housing needs and voucher programs.</li> </ul>
<b>Inter-governmental Coordination / Planning Process</b>	<ul style="list-style-type: none"> <li>• Communication between DeKalb County government and Dept. of Education.</li> <li>• Coordination between DeKalb County and DeKalb municipality elected officials.</li> <li>• The County lacks in efforts to share plans and planning information with neighboring jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>• DeKalb County has a Community Council comprised of citizens, to assist in the development process.</li> <li>• The County plans with adjacent communities for areas near mutual boundaries, through Inter-governmental Agreements.</li> </ul>

Goals	Issues	Opportunities
<b>Land Use / Sense of Place</b>	<ul style="list-style-type: none"> <li>• Changes to the Future Land Use Plan are too frequent.</li> <li>• Large amount of land is dedicated to surface parking.</li> <li>• New subdivisions are developed in a uniform manner.</li> <li>• Major corridors have a high percentage of unattractive development.</li> <li>• Adjacent neighborhoods lack accessible neighborhood retail centers.</li> <li>• There is a lack of uses for art and cultural activities.</li> <li>• Older strip commercial centers are in decline or underutilized.</li> <li>• There is a lack of public spaces for social gathering.</li> <li>• There is a lack of centers that combine commercial, civic, and recreational activities.</li> <li>• Many neighborhoods lack a sense of place or identity.</li> </ul>	<ul style="list-style-type: none"> <li>• The County has established Pedestrian Community Districts (PCD) to address the growing need of mixed use developments.</li> <li>• The County has completed and is completing several small area studies that encourage mixed use development, pedestrian connectivity and transit oriented development.</li> <li>• The declining and underutilized strip commercial centers provide to opportunity for redevelopment. The location of these centers will allow for redevelopment along major corridors without intruding into established residential neighborhoods.</li> </ul>
<b>Natural Resources</b>	<ul style="list-style-type: none"> <li>• Need to preserve open space, farmland, &amp; critical environmental areas.</li> <li>• Lack of financing tools.</li> <li>• The County's availability of greenspace is shrinking, due to increased development.</li> </ul>	<ul style="list-style-type: none"> <li>• DeKalb County has a greenspace program that has expanded and added new parks.</li> <li>• Bond referendum approved for the acquisition and development of greenspace throughout DeKalb County</li> </ul>
<b>Historic Resources</b>	<ul style="list-style-type: none"> <li>• Not enough incentives to preserve and coordinate with building trusts.</li> <li>• Lack of adaptable reuse of historic structures.</li> <li>• There are many small sites that need to be determined as what qualifies as historic site or not.</li> </ul>	<ul style="list-style-type: none"> <li>• There are current tools in place to preserve the County's historical districts.</li> <li>• The County maintains a historic resource database.</li> </ul>

Goals	Issues	Opportunities
<b>Facilities and Services</b>	<ul style="list-style-type: none"> <li>• Parks – lack of maintenance in parks</li> <li>• Parks and recreation facilities are limited and do not meet demand</li> <li>• Libraries – hours of operation not long enough</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Parks - The age, capacity function, safety, and maintenance needs have been inventoried.</li> <li>• The aesthetic appearance of all libraries is distinguishable.</li> </ul>
<b>Public Health</b>	<ul style="list-style-type: none"> <li>• Septic tank policies, review and planning</li> <li>• Community education and review of public health issues related to landfills.</li> <li>• Smart growth (with environmental health's involvement in the planning process)</li> <li>• Pollution, smog and the public health impact</li> <li>• Public transportation access for the workforce</li> <li>• Emergency preparedness planning for bioterrorism and large scale crisis.</li> </ul>	<ul style="list-style-type: none"> <li>• The Board of Health has created a plan of needs, and recommended strategies of health concerns, for the citizens of DeKalb County.</li> <li>• New warehouse space has been provided (30,000 sq. ft.)</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• Most high intensity uses are not located near public transportation facilities.</li> <li>• There are few transportation options in DeKalb County.</li> <li>• There is no regulation requiring connections between new developments on more than one road.</li> <li>• The lack of an effective grid system at the neighborhood level results in increased congestion on the limited number of arterials</li> <li>• Many streets were not designed to reflect the neighborhood context through which they operate.</li> <li>• Parking management plan is need county-wide</li> </ul>	<ul style="list-style-type: none"> <li>• There are numerous greenway trails in DeKalb County.</li> <li>• Most of the existing and planned trails are part of a regional system funded and planned by the PATH Foundation.</li> <li>• Sidewalk connections between schools (public), transit facilities, and neighborhoods have been prioritized.</li> <li>• Many of the older town centers have sufficient on-street parking.</li> <li>• Parking options are the greatest in town centers.</li> <li>• There is an existing Access Management plan detailed in Section 14-200 of the DeKalb County Code.</li> <li>• Approx 62% of DeKalb's population live within 1/4 mile of a MARTA bus route or rail station.</li> <li>• GRTA currently operates an express commuter bus (coach) service with several others pending.</li> </ul>



# **IMPLEMENTATION PROGRAM**

# **Short Term Work Program**

## **Short Term Work Program (STWP)**

The purpose of this section is to identify specific implementation actions DeKalb County, or other entities, intend to take during the first five-year time frame of the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan. The short term work program also consists of a Report of Accomplishments, which provided the status of projects reported on in the previous Short Term Work program.

The Report of accomplishments indicated whether the project is:

- Completed;
- Underway;
- Postponed (the activity must be included in the new STWP); and
- Dropped (an explanation must be provided).

The Short Term Work Program includes the following information for each listed activity:

- Brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding source (s), if applicable.

## **Responsible Departments and Partners**

- Atlanta Regional Commission
- DeKalb County Board of Commissioners
- DeKalb County Planning and Development Department
- DeKalb County Chamber of Commerce
- DeKalb County Finance Department
- DeKalb County Tax Assessors Office
- DeKalb County Office of Economic Development
- DeKalb Housing Authority
- DeKalb County Public Works Department
- DeKalb County Community Development Department
- DeKalb County Parks and Recreation Department
- DeKalb County Libraries
- Georgia Regional Transportation Authority
- The Cities of DeKalb County
- DeKalb County Board of Education
- DeKalb County Board of Health
- DeKalb Police
- DeKalb Fire and Rescue
- DeKalb County Sheriff
- Georgia Department of Transportation
- Metropolitan Atlanta Regional Transportation Authority
- Georgia Environmental Protection Division

## **Transportation Projects**

An extensive list of recommended transportation projects for the Short Term Work Program can be found within the body of the Comprehensive Transportation Plan (CTP). It is our recommendation that the CTP be adopted simultaneously with the 2025 Comprehensive Plan as the required Transportation Element of the Comprehensive Plan.

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Plan Section	Project	Status	Explanation (if applicable)
I - Natural and Historic Resources	Establish a greenway/nature preserve trail along South Peachtree Creek as DeKalb's pilot greenway program. (includes goals and policies 1.3, 4.2, and 5.8).	Underway	<b>Underway</b> through the 2001 Park Bond Program and the 2005 Park Bond Program. The acquisitions of land for green space and green ways are on-going. Also, the Greenspace office utilizes funds from other sources such as the state, foundation grants, City of Atlanta Consent Decree Funds, federal and other county funds to acquire parcels for the green space program.
I - Natural and Historic Resources	Implement the DeKalb Community Greenspace Plan which in part seeks to develop a partnership to acquire and preserve flood plain areas which are suitable for park, recreational, and greenway use.	Underway	<b>Is currently underway</b> -and the efforts are on-going with no designated completion date,
I - Natural and Historic Resources	Develop a program to rebuild and maintain the Decatur-Stone Mountain bicycle trail as part of countywide bicycle trail plan. Provide park-like areas as rest and exercise stops.	On-going	On-going effort
I - Natural and Historic Resources	Hire a Planning Technician to assist the Historic Preservation Planner in the County Planning Department.	Dropped	Position has not been funded
I - Natural and Historic Resources	Develop and implement educational programs on the significance of cultural, natural, and historic properties within DeKalb County. (includes g/p 3.4)	Dropped	Staff has concentrated on higher priority projects
I - Natural and Historic Resources	Continue to develop Historic District Guidelines as new districts and properties are designated. (includes g/p1.20 and 4.11)	Dropped	No new districts or properties have been designated
I - Natural and Historic Resources	Designate historic districts and properties. (includes goals and policies 1.20, 3.1, 4.11, 6.16, 7.9, and 7.27)	On-going	On-going effort
I - Natural and Historic Resources	Establish an awards program to recognize exemplary preservation and community design projects. (includes g/p 3.4)	On-going	On-going effort



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I - Natural and Historic Resources	Review and revise the process to utilize volunteer maintenance of neighborhood parks.	Underway	<b>Currently underway and efforts are continual.</b> The Department of Parks and Recreation has established an "Adopt a Park" Program and a volunteer group dedicated to stream bank restoration and cleaning in the county's Park system.
I - Natural and Historic Resources	Continue to restore open areas of parks along Ponce de Leon in accordance with historic landscape preservation guidelines.	Underway	Is currently underway through the county's greenspace program. Acquiring parcels on Ponce De Leon is one of the aims of the Green Space efforts.
I - Natural and Historic Resources	Improve the "Adopt A Stream" program to maintain drainage ways.	Completed	
I - Natural and Historic Resources	Review and improve a program to monitor floodplains for dumping and non-permitted alterations.	On-going	On-going effort
I - Natural and Historic Resources	Implement the Peavine Creek Watershed Study and encourage other communities to initiate through DeKalb County to participate in watershed studies (06/00).	On-going	On-going effort
I - Natural and Historic Resources	Develop and adopt Natural Resources Ordinance and Plan to meet or exceed the Department of Natural Resources protection criteria. (includes goals and policies 1.19 thru 1.24)	Postponed	<b>Has been postponed indefinitely</b> because the Department of Parks and Recreation is in the developmental stages of defining the natural resources work program.
I - Natural and Historic Resources	Refine the county's greenway program, continue to apply for grant(s) from the Georgia Greenspace Trust Fund and complete all necessary steps to qualify for a grant. Ensure that all grants are properly spent in support of the county's greenway program.	On-going	On-going effort
I - Natural and Historic Resources	Prepare a timeline and require safety upgrades as needed for all county maintained dams.	Dropped	Lack of Interest
I - Natural and Historic Resources	Establish parks and open space standards based on equity of access, optimal level of service and cost effectiveness, and a positive and inviting image.	On-going	<b>Currently underway and on-going.</b> There are efforts by the Department of Parks and Recreation to change the signs in the parks to make them more appealing, and there are several master plans

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I - Natural and Historic Resources	Develop 80 miles of greenways as connections to nature for people (8 miles per year).	On-going	<b>Currently underway and on-going.</b> The county has built tens of miles of new trails since 2001 and efforts are still underway to create more.
II - Population: Human and Social Development	Cooperate with the Board of Education to encourage and facilitate adult literacy programs between the county and the state to take advantage of all existing programs.	On-going	On-going effort
II - Population: Human and Social Development	Encourage the expansion of corporate business involvement in education such as "adopt a school" programs in concert with efforts of community groups, civic associations, and designated County Departments such as Economic Development.	On-going	
II - Population: Human and Social Development	Expand existing services for senior citizens. (also see g/p 4.20)	Underway	is currently underway, with an anticipated completion date of July 2007
II - Population: Human and Social Development	Encourage the development of an International Village Cultural Center in the Chamblee area.	On-going	On-going effort
II - Population: Human and Social Development	Encourage the development of a Cultural Center in Clarkston by assisting with architectural planning and other improvements as needed.	On-going	Scheduled for completion 12/31/2006
II - Population: Human and Social Development	Utilize CDBG funds for operational expenses for the year-round operations of the Scottdale Family Resource Center for 115 low-moderate income children in Scottdale.	Completed	CDBG Public Service funds have been provided for the activity.

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II - Population: Human and Social Development	Utilize CDBG funds to support youth related summer recreational, self-esteem, enrichment programs and activities to be administered and implemented by the County for approximately 550 County income-eligible youth.	On-going	On-going program since 1996.
III - Housing	Develop and implement design guidelines and establish defensible boundaries on a map for zoning districts in order to protect established single family residential neighborhoods from encroachment by incompatible development. (See also 3.6, 3.14, 6.17, 7.	On-going	On-going, consistent with Comprehensive plan adoption
III - Housing	To preserve the residential boundaries and residential character of Druid Hills. Survey service institutions in the Druid Hills area and obtain citizen input in order to determine the impact of existing and/or adding new institutions to the area. Develop standards regulations and guidelines for a growth management plan for service institutions ( see 6.12) as outlined in VIII.3.3.	On-going	On-going effort
III - Housing	Continue developing the traffic calming program and guidelines for areas experiencing speeding and cut through traffic. (includes goals and policies 5.3 and 5.13)	On-going	On-going effort
III - Housing	Develop education courses for property owners who are in financial trouble or facing foreclosure by providing facilities for seminars workshops, and classes.	Completed	CDBG Funds are provided annually to four non-profit organizations that provide these services.
III - Housing	Survey and identify all apartment buildings which are substandard and deteriorating in order to market the properties for renovation.	Dropped	Lack of Funding
III - Housing	Enforce the housing code for apartment structures which are substandard and use the police power to upgrade and comply with the building code.	On-going	

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III - Housing	Develop educational programs which inform landlords and property managers of their responsibilities to the community, tenants and expectation of property owners.	On-going	
III - Housing	Establish a Public Housing Drug Elimination Program in all locations receiving public housing assistance. This program would include on site police officers, drug education, awareness programs, children and youth activities, job development and parent involvement and support activities.	Dropped	Loss in funding
III - Housing	Expand and improve renovation programs in public housing.	Underway	Housing Authority of DeKalb County - Phase I - Revitalization of Johnson Ferry East Apts; Phase II December 2007.
III - Housing	Develop resident associations and Neighborhood Watch Programs in apartment complexes and public housing which meet regularly with the police to determine problems and develop solutions. (includes g/p 1.13)	On-going	On-going efforts
III - Housing	Develop design guidelines, development regulations, and zoning regulations for residential development and encourage open space in established residential areas (see 3.1, 3.6, 6.17, 7.6, 7.9, 7.18, and 7.27) as set forth in the action strategies in VIII 3.	On-going	On-going effort
III - Housing	Revise Zoning Ordinance and Development Code to specify that all land use classifications referencing density shall refer to net density. (i.e. gross density less proposed streets, additional right of way, floodplains, wetlands, and easements).	Completed	
III - Housing	Prepare and adopt a Landscape Ordinance with incentive programs as outlined in the policy and action strategies in VIII. 3.17.	On-going	On-going effort



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III - Housing	Enact an interim development control ordinance governing the construction of multi-family housing until such time as the County has prepared a study and determined the impact of the construction of additional multi-family housing development in the County.	Dropped	Lack of Interest
III - Housing	Strengthen local building code to (see also 7.18) establish a quality control system (recommended by University of Georgia Institute of Government) to assure that all new construction meets minimum standards. Adopt administrative procedures as provided in OCGA 8-2-26(a)(1) for administrative enforcement, hearing, appeals from inspection decisions in order to enforce quality construction.	On-going	On-going efforts
III - Housing	Pass a resolution and implement a training program requiring all DeKalb building/trade inspectors to be certified by the Southern Building Code Congress with proficiency in the appropriate Georgia mandatory codes and permissive codes.	On-going	On-going efforts
III - Housing	Utilize HOME and CDBG funds to develop new affordable single family housing by partnering with local CHDOs, the DeKalb County Housing Authority, or other private developers.	Completed	15 New affordable single family housing units have been completed and sold.
III - Housing	Utilize CDBG funds to contract with an agency that will undertake emergency repairs, minor home repairs, installation of safety equipment, and heavy property maintenance to 50 elderly heads of households.	Completed	CDBG have been used to carry out emergency repair and accessibility for elderly household.
III - Housing	Continue the ongoing Down Payment program for first-time low and moderate income homebuyer payment grants.	On-going	On-going Program. Program has been redesigned in 2005. Since August that year, 57 household have been received assistance.
III - Housing	Provide CDBG funds to address the problems of foreclosure/predatory lending.	On-going	CDBG Public Service funds have been provided annually to education and legal assistance to victims and agencies that provide services.

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III - Housing	Continue the ongoing, single-family, owner-occupied housing rehabilitation of 75 units for low and moderate income persons.	On-going	Continue the ongoing, single-family, owner-occupied housing rehabilitation of 75 units for low and moderate income persons.
IV - Community Facilities	Acquire land for future park and community facility development in accordance with the Parks and Recreation Strategic Plan. (includes goals and policies 1.1, 1.5, and 1.6)	Underway	<b>Currently underway</b> through the County's Green Space Program. The Greenspace Office has acquired over 2300 acres of land dedicated for new parks and greenspace.
IV - Community Facilities	As part of a Comprehensive Transportation Plan, establish a sidewalk priority plan for DeKalb County. (includes g/p 1.3, 5.7, 5.8, and 5.15)	On-going	
IV - Community Facilities	Construct sidewalks as set forth in the Public Works Infrastructure C.I.P. plan.	On-going	The County has constructed more than 100 miles of new sidewalks in the last five years, primarily along arterial and collector streets, with priority given to schools, parks and community center linkages.
IV - Community Facilities	Develop a pilot sidewalk/streetscape enhancement project at the intersection of North Decatur Road/Clairmont and Glenwood/Candler Road.	On-going	On-going effort
IV - Community Facilities	Prepare a site location analysis for a civic center for major events such as high school graduations, conventions, banquets, countywide gatherings, civic meetings, cultural and music performances.	Dropped	Lack of Interest
IV - Community Facilities	Increase number of volumes, and re-schedule hours of operation to provide increased evenings and weekend service at flagship and area libraries.	Completed	
IV - Community Facilities	Convert two neighborhood libraries to "learning libraries", allowing incorporation of a public training role in the areas of automated information technologies and literacy.	Dropped	Lack of Funding
IV - Community Facilities	Work with Fulton County to alleviate problems stemming from the Fulton/DeKalb sewer line interface.	Underway	Completion date 2nd quarter 2008

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IV - Community Facilities	Develop, adopt, and fund an annual curb installation and maintenance plan and schedule for regular maintenance of sidewalks, curbs, and crosswalks. Use the mobility planning policies set forth in Chapter 5 and Chapter 8, Section V. For Historic Districts and sites use materials as recommended by the Historic Preservation Commission.	On-going	Annual curb and sidewalk maintenance, on a compliant basis, with priority give to locations in worst condition for scheduling.
IV - Community Facilities	Develop a program for regular maintenance and replacement of light bulbs in street lamps.	Completed	Contracted with Georgia Power
IV - Community Facilities	Survey existing stormwater drainage systems and develop with multiple public hearings a countywide drainage plan. Establish a process for implementation (includes g/p 1.17, 1.14, 1.18). Consider a stormwater utility.	On-going	
IV - Community Facilities	Replace aging water and sewer lines each year.	On-going	Relined and installed approximately 70,000 ft of water and sewer mains in 2005
IV - Community Facilities	Upgrade of Scott Candler Filter Plant to 150 MGD capacity.	Underway	Completion Date November 2006
IV - Community Facilities	Encourage the establishment of a revolving trust fund to purchase endangered cultural, natural, and historical properties.	On-going	On-going effort
IV - Community Facilities	Conduct and maintain a survey of the county's historic resources, and develop a plan for preservation under the direction of the Historic Preservation Commission. (includes g/p 1.7).	On-going	On-going effort
IV - Community Facilities	Prepare a cost-revenue analysis for the Sanitation Fees Rate Structure for the next five-years.	Dropped	Lack of Interest

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IV - Community Facilities	Develop a formalized recycling program that includes greater diversion of solid waste from the existing landfills, publicity and educational environmental awareness programs, and increase in recycling centers.	Completed	In August 2005, the County implemented a voluntary, subscription-based curbside recycling program, offered to all residential sanitation customers. As of September, 2006, over 10,000 of the residences have signed up, and more than 2375 tons of materials have been diverted from the landfill in the program's life-to-date.
IV - Community Facilities	Prepare a feasibility study for the application of resource recovery program for the utilization of a Methane Recovery and Reuse System at the Seminole Road Landfill.	Completed	The County signed a contract with Georgia Power to convert landfill gas to electricity. The project is on schedule for completion in October 2006, and Georgia Power is already signing up customers interested in this "Green Energy" source for their electricity demands.
IV - Community Facilities	Prepare a countywide policing plan. Improve and expand Community Policing and neighborhood law enforcement efforts.	On-going	On-going effort
IV - Community Facilities	Bolster drug treatment programs offered in the county.	On-going	On-going effort
IV - Community Facilities	Determine the need for additional police precincts (Tucker Precinct under construction) and/or mini-precincts in the Center Precinct (Toco Hills, funded and seeking site in FY 2000), North Precinct (Buford Hwy/Peachtree Road budget request FY 2001) and East precinct. Complete the 5 year Capital Improvement Plan.	On-going	On-going effort
IV - Community Facilities	Complete the implementation of DeKalb Fire Service's five-year Capital Improvement Program that began June 1996. Station #3, Clarendon Avenue, is scheduled for replacement. Six stations require major renovations/remodeling. Develop and implement a revised plan to include CIP's for fire stations, apparatus and existing facility renovations.	On-going	On-going- effort placed in 2007 budget request
IV - Community Facilities	Identify neighborhoods lacking fire hydrants, and develop a schedule for installation.	On-going	On-going effort



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IV - Community Facilities	Prepare a cost/benefit analysis for reducing the county construction/repair force and implementing a bidding process to contract for routine work projects.	Dropped	Lack of Interest
IV - Community Facilities	Transmit recommendations to nonprofit organizations regarding community outreach programs.	Completed	
IV - Community Facilities	Expand existing teen pregnancy prevention programs; encourage drop-out prevention programs.	Underway	Underway and ongoing program
IV - Community Facilities	Transmit recommendations to Board of Health.	Dropped	Lack of Interest
IV - Community Facilities	Study the needs of seniors (Glen Haven community).	Dropped	Lack of Funding
IV - Community Facilities	Improve maintenance of right of ways, increase trash pickup, enforce anti-littering laws and encourage community associations to beautify and maintain plantings bordering right of ways.	On-going	
IV - Community Facilities	Update and expand a minimum of five special facilities to generate revenue and provide destination parks.	On-going	<b>Currently underway and on-going.</b> The Department of Parks and Recreation plans to build five new facilities within the next 36 months: 2 recreation centers, a multi-purpose recreation center with an indoor pool, one new skate park, and one family aquatic facility. All of these projects are expected to generate revenue.
IV - Community Facilities	Using creative financing, create four new community parks that provide a balance of active and passive spaces.	On-going	<b>Currently underway and on-going.</b> There is no designated completion date on the horizon as these are now identified as long term goals of the department.
IV - Community Facilities	Acquire 200 acres of open space per year to provide for active and passive parks, multi-dimensional recreation facilities, and trails.	Underway	<b>Currently underway and on-going</b> thru the County's Green Space Program. The county has acquired over 2300 acres of land since the inception of the program in 2001. Efforts are expected to continue for the foreseeable future.

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IV - Community Facilities	Implement a Capital Improvements Plan to construct new facilities and rehabilitate existing parks.	On-going	<b>Currently underway and on-going.</b> To date, the program has expanded 23 existing parks and added 22 new parks, greenspace, or wilderness areas. In addition the Department of Parks and Recreation has plans for several new facilities in the next 36 month, and several of our parks have been renovated and rehabilitated with several more scheduled for master plans within the upcoming months.
IV - Community Facilities	Utilize CDBG funds to continue to improve ADA accessibility for the DeKalb-Atlanta Human Services Center, a facility housing several public and non-profit agencies that provide a wide-range of health and human services.	Completed	The project was completed in 2003.
IV - Community Facilities	Utilize CDBG funds to assist in expanding the existing Boys and Girls Club of Metro Atlanta in the Lithonia-Redan community.	On-going	
V - Transportation	Work with Federal Highway Administration, GRTA, Georgia Dept. of Community Affairs, Georgia Dept. of Transportation, ARC to refine and implement mobility planning policies and strategies set forth in Chapters 5 & 8.	Dropped	Lack of Interest
V - Transportation	As part of a Comprehensive Transportation Plan, establish minimum standards for MARTA Stops.	Dropped	Lack of Interest
V - Transportation	Develop a signage program for locating Indian Creek MARTA station which indicates which streets are not through streets to MARTA, specifically in the Dunaire neighborhood. Use the "cut-thru" program established by Roads and Drainage, if needed.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, identify land for bus park-ride lots at Northlake, on I-85, and in south DeKalb for express bus service to the Center for Disease Control, Emory University, Egleston Hospital, and throughout the rest of the County.	On-going	

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V - Transportation	As part of a Comprehensive Transportation Plan, expand public transit and express bus service and incentives from outlying neighborhoods and from bus park-ride lots to and between employment centers by analyzing demand, need and rider ship data for public transit. Develop express route service on I-20 and I-285 with stops at perimeter, Northlake, Indian Creek, South DeKalb Mall and Peachtree Industrial.	Dropped	Lack of Interest
V - Transportation	Develop and adopt a Transit Incentives Program (reduced fares, U-Pass, employer re-imbursement) for business employment nodes (Emory, Perimeter, Northlake, South DeKalb Mall); encourage Transportation Management Associations.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, investigate using funds from CMAQ, TMA, and TE to provide a variety of modes of transportation and to reduce vehicle dependence. Apply for funds.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, write and adopt a Transportation Demand Management Ordinance to reduce employment center congestion as set forth in Chapter 8, Subsection "Develop framework for Mobility Planning"; include transportation management zones.	Dropped	Lack of Interest
V - Transportation	As part of a Comprehensive Transportation Plan, re-write and adopt a new parking ordinance and new standards as set forth in subsection "Develop framework for mobility planning" Chapter 8, page VIII-33 and VIII-34.	Dropped	Lack of Interest
V - Transportation	As part of a Comprehensive Transportation Plan, prepare destination/arrival models, and analysis and studies for eliminating congestion by using the mobility planning policy and strategies set forth in Chapter 5 and 8 (I-20 around I-285). Have public hearings in affected communities.	Dropped	Lack of Interest

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V - Transportation	Develop a plan to reduce traffic congestion along Flakes Mill Road and Rainbow Drive from Candler Road to Wesley Chapel Road. Use the mobility planning policies and strategies set forth in Chapters 5 and 8. Have public hearings in the affected communities.	On-going	
V - Transportation	Develop a plan to improve traffic signalization and reduce congestion at Bouldercrest Road from I-285 to River Road.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, update and adopt a County truck route plan. Analyze truck impacts on residential streets, and develop a mitigation plan. Conduct at least two countywide public hearings, one to show	Dropped	Lack of Interest
V - Transportation	Proposed Wording: Develop a G.I.S. database to improve the DeKalb County transportation system.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, expand ongoing bicycle transportation planning; implement a 15 year plan for buildout (includes g/p 5.2, 5.3, 5.5, 5.10, 5.15, and 5.16) as set forth in Chapter 8, pages 33, 36, 37, subsections.	On-going	
V - Transportation	Develop a protected bicycle lane and sidewalk along Briarcliff and LaVista Roads with no vehicle capacity increase. Use the mobility planning policies and strategies set forth in Chapters 5 and 8. Conduct public hearings in the affected communities. Add to the 2003 RTP update.	Dropped	Lack of Funding
V - Transportation	Expand existing L-van para-transit service for the wheelchair community and other disabled citizens to service residents in areas such as Glenwood and Line Streets.	Dropped	Funding issues and prioritization
V - Transportation	Maintain, mill, patch, and resurface county roadways rated above 28. (See pages VIII-38 and 39.)	On-going	



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V - Transportation	As part of a Comprehensive Transportation Plan, develop a plan which gives priority to maintenance of roads and priority to development of alternative forms of transportation identified in the policies and strategies of Mobility Planning in Chapters 5 and 8. Road capacity and auto movement improvements would have lower priority.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, create a plan for and implement intersection improvements countywide including but not limited to signalization, turn lanes, pedestrian safety upgrades, resurfacing, and signage.	On-going	
V - Transportation	Create a 15 year Bridge Renewal Fund to maintain and repair bridges suffering from rust, erosion, lead paint, and age such as those at Flat Shoals near Candler Road and Clifton Church, and the bridge where Montreal Road crosses Stone Mountain Freeway. Implement the plan.	On-going	
V - Transportation	As part of Comprehensive Transportation Plan, prepare a 10 year Railroad crossing plan to review and install signalization, crossing upgrades; gates, lights, and bells; signage, and approach paving, and to review the elimination of at grade crossings.	On-going	On- going efforts
V - Transportation	Prepare and implement a plan to install warranted traffic signals as part of the 5-year C.I.P. (See Chapter 5, Table V-19 and pages VIII 38 and 39.)	On-going	
V - Transportation	Prepare a 15 year plan to upgrade, maintain, and repair corrugated metal drainage pipe and catchbasins. Implement the plan. (See pages VIII-38 and 39.)	Postponed	To start early 2007
V - Transportation	Improve Ashford Dunwoody Road and the interchange with I-285, using the mobility planning policies and strategies set forth in Chapters 5 and 8. Conduct public hearings in affected communities.	On-going	

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V - Transportation	As part of a Comprehensive Transportation Plan, designate appropriate sections of Briarcliff Road as a scenic urban roadway from Ponce de Leon to Northlake. Use federal scenic highways criteria. Conduct public hearing in the affected community.	On-going	
V - Transportation	Install caution lights and signage as new schools are being built.	On-going	
V - Transportation	As part of a Comprehensive Transportation Plan, develop and adopt a Scenic Highways Plan as outlined in Chapter 8, action strategy entitled "Establish a Scenic Highways Program" on page VIII-35.	On-going	
V - Transportation	Hold public hearings in affected neighborhoods prior to any mobility/transportation project being submitted to ARC (administration, staff, committees) for inclusion on the TIP or RTP.	On-going	
V - Transportation	Hold advertised Transportation Planning meetings annually in each commission district to review proposed and current projects and obtain citizen input.	Completed	
V - Transportation	Develop a public process and adopt ordinances and regulations to "Protect Neighborhood Integrity, Character, and Property Values" as outlined in the action strategies on page VIII-34 and 35.	Completed	
V - Transportation	As part of a Comprehensive Transportation Plan, develop and adopt a Mobility Plan for alternative forms and routes of transportation including traffic projected for routes deleted from October 10, 1995 resolution (see Appendix C) and street reclassification.	Dropped	Lack of Funding
V - Transportation	As part of a Comprehensive Transportation Plan, develop hazardous material routes and an emergency traffic plan for accidents involving radioactive and hazardous materials.	Dropped	Lack of Interest

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V - Transportation	Prepare a new Thoroughfare Plan to show changes in functional classifications and to reflect scenic highways.	Completed	
V - Transportation	As part of a Development Code revision, develop and adopt a countywide landscape ordinance for road right-of-ways in commercial, office, industrial, multi-family, & institutional districts to place trees and other landscaping along public streets. Conduct public hearings.	On-going	
V - Transportation	Apply for and match TE Enhancement funds (Buford, Briarcliff Road, Glenwood Road, North Druid Hills Road) for commercial, office, multi-family, and institutional corridors, or for properties used for a public purpose which are historic or natural resources and for other locations.	Dropped	Buford and Glenwood have received funds from other sources. Briarcliff near Northlake has LCI funds. Briarcliff at LaVista near Northlake has a TIP project.
V - Transportation	As part of a Comprehensive Transportation Plan, create a countywide sidewalk and street enhancement plan and adopt development standards for each zoning district or historic district using Appendix E as an initial list of citizen identified sidewalk locations.	On-going	
V - Transportation	As part of the above countywide sidewalk and street enhancement plan, identify qualifying locations, concept, management, and implementation budget for commercial, office, and multi-family, and institutional corridors (Memorial Drive, Buford Hwy., Candler Road, Wesley Chapel, Briarcliff Road, Glenwood Road, North Druid Hills Road or for properties used for a public purpose which are historic or natural resources and for other locations. Implement the plan.	On-going	
V - Transportation	Develop and implement a plan to bring county owned vehicles and equipment to standards which exceed the Clean Air Act. Determine the need for an Alternative Fuel Station and apply for TE, GDOT matching funds.	Dropped	Lack of Interest

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V - Transportation	As part of a Comprehensive Transportation Plan, identify, quantify, and meet DeKalb's portion of the regional emissions budget (under Clean Air Act Amendment) requirement of 15% urban smog reduction and ARC air quality conformity	On-going	
V - Transportation	Revise development standards and adopt a Comprehensive Transportation Plan through a citizen participation process (similar to that employed to draft the Comprehensive Plan) to implement the mobility planning strategies set forth in Chapter 8, Goals and Objectives. Standards and regulations within historic districts would be established by the Historic Preservation Commission.	Completed	
V - Transportation	Continue the action plan, strategies, and initiatives to "Maximize the Positive Impacts of the PDK Airport while Minimizing the Negative" on page VII-34. Reduce noise from air traffic in residential areas.	Underway	Project is ongoing w/no expected completion date. It is an "open ended" project.
V - Transportation	Undertake a community visioning process in the affected community to develop a land use plan for land adjacent to and 2000' beyond the airport boundary.	On-going	
VI - Economic Development	Develop and maintain close contacts with the network of economic development organizations active in DeKalb County (DeKalb Chamber of Commerce, Lithonia Chamber, Bouldercrest Business Association, South DeKalb Business Association, DeKalb Development Authority and provide quarterly reports to the BOC.	On-going	
VI - Economic Development	Build a computerized inventory linked to the County's GIS system and tax records of existing buildings and sites suitable for industrial and large-scaled commercial development according to the Comprehensive Land Use Plan text and map.	On-going	



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VI - Economic Development	TEAM DEKALB is comprised of the DeKalb County CEO, Economic Development Department, DeKalb Chamber of Commerce, and DeKalb County Development Authority. This partnership should recommend to the Planning Department and or Board of Commissioners items for inclusion in the Comprehensive Plan during the amendment process.	On-going	
VI - Economic Development	Develop a GIS based Property Data Layer which corresponds to the GIS Base Map information. Link this Property Data Layer to tax assessment, land title, street addresses, county services, etc.	On-going	
VI - Economic Development	Establish a TEAM DEKALB Action Group whose members are taken from the whole to respond quickly to issues of redevelopment, job creation, job retention, employment, and accessibility.	On-going	On-going effort
VI - Economic Development	Conduct on an annual basis an Economic Progress Summit of TEAM DEKALB to review and update the goals and objectives of the economic development plan with submission to the Board of Commissioners for amendment or adoption and inclusion in DeKalb's Comprehensive Plan.	On-going	On-going effort
VI - Economic Development	capabilities. Also, develop printed materials (e.g. maps, brochures) for commercial and industrial inquires about DeKalb County. (Note: DeKalb County Development Authority is part owner of a professionally designed display	On-going	
VI - Economic Development	Use economic development/real estate groups (DeKalb County Staff, Georgia Industry, Trade & Tourism, Georgia Power, the Chambers of Commerce, Atlanta Gas & Light Company, major commercial and industrial real estate firms,	On-going	
VI - Economic Development	Develop a collaborative relationship with educational institutions and public safety operations to develop a strategy for addressing education and crime issues in the county.		
VI - Economic Development	Publish a regular communication (brief newsletter in water bill) for citizens and businesses that will enhance pride in the county while being informative on items related to economic	On-going	

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VI - Economic Development	Identify financial leaders to assist TEAM DEKALB in exploring financing options and opportunities for new construction and redevelopment of declining areas as guided	Postponed	Prioritization of projects
VI - Economic Development	Develop an inexpensive publication of economic development services available in DeKalb County. Update this publication annually.	On-going	
VI - Economic Development	Review the success record of lending institutions with regard to compliance with the Community Reinvestment Act while investigating measures for initiating loan programs via the requirements of the Act; make an annual report to the Board of Commissioners.	On-going	
VI - Economic Development	Train staff and members of TEAM DEKALB in successful techniques for marketing DeKalb County to new and existing businesses; report to Board of Commissioners during work session.	On-going	
VI - Economic Development	Establish a procedure for formally exchanging and displaying economic development related information at the county and at each of the respective Chambers of Commerce, as well as the Convention and Visitors Bureau.	On-going	
VI - Economic Development	Annually develop a letter of understanding approved by the Board of Commissioners as to the respective roles and relationships of the County's Economic Development Dept., the DeKalb County Chamber and the Atlanta Chamber in promoting business retention/expansion and attraction.	On-going	
VI - Economic Development	Develop a referral service for job training efforts through guidance to and coordination with the Workforce Development, while providing a venue for increased cooperation between the county's CDBG program, the Workforce Development programs, and the Cooperative Extension Service.	Underway	Project completion date 12/15/06

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VI - Economic Development	Prepare a feasibility study for the redevelopment and reuse of the Mercer University area according to the Comprehensive Plan text & map. (See Chapter IX. 6.7)	On-going	
VI - Economic Development	Develop a program targeted to retaining and expanding existing businesses in the county, such as alternative ways of handling the impact of taxation on gross receipts or providing business expansion loans and small business management training.	Completed	
VI - Economic Development	Convene an annual developer's day session designed to market targeted areas of the County in order to promote business development in commercial, industrial, and under served retail markets.	On-going	
VI - Economic Development	Emphasize business promotion among the higher paying industry groups that can take advantage of DeKalb labor force and employee accessibility from other counties, such as Transportation, Communications and Utilities; Wholesale Trade; Finance, Insurance and Real Estate and Manufacturing.	On-going	
VI - Economic Development	Based on additional feasibility study, create a pilot project for a small business revolving loan fund, loan guarantee program or interest-rate write down supported in part by the financial community. Evaluate the pilot project after three years to determine whether the project should continue.	Completed	CDBG funded small business revolving loan fund has been in place since May 2000. SBA funded Micro Loan fund has existed since August 2003.
VI - Economic Development	Provide for a growth management plan, as guided by the Comprehensive Plan Map & Text, for hospitals, health sciences organizations, clinics and related institutions in the Clifton Road, Zonolite and Briarcliff Road, Clairmont Road, Emory, Decatur areas.	Dropped	Lack of Interest
VI - Economic Development	Develop promotional materials for marketing declining/blighted areas of the county that have strong economic potential but are currently underutilized with unoccupied buildings.	Dropped	Lack of Funding

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VI - Economic Development	Develop a better working relationship with businesses in the Lithonia Industrial district. Assist with the marketing and redevelopment of vacant land and buildings in this area.	On-going	
VI - Economic Development	Study and adopt a Business Incentive Plan, which includes allowances for the establishment of Enterprise Zones and related programs to stimulate business development. Such programs are critical to success of initiatives such as the Candler Road and Memorial Drive.	Completed	
VI - Economic Development	Enhance the capabilities of the Chamber's Cost Benefit Analysis program to analyze business incentive scenarios.	On-going	
VI - Economic Development	Promote and utilize Georgia QuickStart program as an incentive to local industries which depend in part on apprenticeship programs to main a stable workforce.	On-going	
VI - Economic Development	Expand, improve and monitor job training and start-up assistance programs.	Ongoing	
VI - Economic Development	Increase buffer dimensions and establish landscape, foliage, and noise wall requirements in the County's zoning and development regulations between differing land uses, so that the buffers will provide complete visual screening and effective sound attenuation. Adopt a noise and landscaping ordinance that will enhance the aesthetic quality of commercial, institutional, industrial and office areas.	On-going	
VI - Economic Development	Create a process and standards for approving zoning district overlays in neighborhoods in order to maintain their character or any previous covenant protection. Eliminate incompatible infill developments within stable neighborhoods through code revisions.	Completed	
VI - Economic Development	Review the County's organizational structure and procedures for the review and permitting of development projects.	On-going	On-going effort



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VI - Economic Development	Prepare a comprehensive land development guide for developers and citizens to easily understand procedures from rezoning, to permitting and construction inspection, to historic preservation, including application forms and personnel to contact.	On-going	On-going effort
VI - Economic Development	Create Business Councils as a subset of each Community Planning Council. Utilize Planning staff to facilitate the Community Planning Program and to foster, serve and support the Business Councils.	On-going	On-going effort
VI - Economic Development	Work closely with the South DeKalb Business Incubator and other related organizations in the establishment of non-traditional business incubators (e.g. manufacturing, high tech, etc.) to stimulate entrepreneurial growth throughout the county. Also, work to create a foreign trade zone in South DeKalb.	On-going	
VI - Economic Development	Continue to strengthen working relationships with the DeKalb Workforce Center and DeKalb Employer Committee to assist with developing strategies that address businesses' employment needs.	On-going	
VI - Economic Development	Prepare and adopt revitalization plans for deteriorating commercial areas in the county. Include the revitalization plan in Comprehensive Plan text during future amendment process.	On-going	
VI - Economic Development	As part of a Comprehensive Transportation Plan, encourage the establishment of a street tree program for road rights-of-way in office, institutional, multi-family, and in commercial areas to place trees and other landscaping along public streets or in easements dedicated by abutting owners, with the owners agreement for maintenance.	On-going	On-going effort

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VI - Economic Development	Establish special zoning district overlays for declining industrial, multi-family, office, and commercial districts/corridors that will control signage, curb cuts, facade treatment, building massing and location, scale, or other urban design elements to express the unique character of the area and encourage development amenities.	On-going	Some have been completed others on-going effort
VI - Economic Development	Adopt and enforce a Housing Code to insure livable conditions in declining neighborhoods.	On-going	
VI - Economic Development	Promote the rehabilitation of deteriorated multifamily complexes while maintaining or reducing the density of units per acre.	On-going	On-going effort
VI - Economic Development	Identify county-owned surplus and/or tax delinquent properties for redevelopment opportunities according to policies set forth in Comprehensive Plan Text. Prior to marketing these properties, provide bi-annual reports to Board of Commissioners during a work session.	Postponed	Prioritization of projects.
VI - Economic Development	Designate Memorial Drive as an economic development zone or C.I.D. and provide incentives for redevelopment. (see also g/p 6.1, 6.13, 6.27, 6.38) Include designation in Comprehensive Plan Text during future amendment process.	On-going	
VI - Economic Development	As a part of Team DeKalb establish a citizens council to work with the Economic Development Department, DeKalb Chamber of Commerce, Greater Lithonia Chamber of Commerce, and other county groups.	On-going	On-going effort
VI - Economic Development	Utilize the CDBG program's Section 108 Loan Program to facilitate major industrial development projects that will create jobs for low and moderate income workers.	On-going	
VI - Economic Development	Obtain general enabling legislation for the creation of Community Improvement Special Tax Districts (CIDs) in business areas ( Memorial Drive) for private financial support of public improvements, wherever appropriate. Identify CIDs in the Comprehensive text during the amendment process.	Completed	

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VI - Economic Development	Offer assistance in establishing a Community Improvement District for the Stonecrest Mall area to assist in infrastructure financing by the property owners, similar to Lenox Park.	On-going	
VI - Economic Development	Utilize the power of special purpose tax districts for the funding of specific programs and improvements that serve the districts as identified in the Comprehensive Plan map & text.	On-going	
VI - Economic Development	Utilize CDBG funds for the phase I construction of the Candler Road Revitalization Project Initiative and streetscape project.	Underway	To be completed by 12/31/2006.
VI - Economic Development	Utilize CDBG funds for a Revolving Loan fund that will benefit business owners along the Candler Road Corridor.	Completed	The program has been established since May 2000 with priority consideration for business owners along Candler Road.
VII - Land Use	Organize Community Councils as outlined in Chapter VIII, 7.1, 7.8.	On-going	On-going effort
VII - Land Use	Rewrite and adopt the following ordinances: Sign Ordinance, Landscape Ordinance, Urban Design Standards Ordinance, Subdivision Ordinance, Noise Abatement Ordinance, Parking Ordinance, Transportation Management Ordinance, Pedestrian Safety and Sidewalk Ordinance Residential Infill ordinance, Environmental quality Standards for industrial Ordinance and Development Regulations. Incorporate the objectives, policies and action strategies identified in chapter VIII, Sections I,II,IV,V,VII; include Appendix C. All ordinances should include citizen participation process similar to that used in developing the Comprehensive Plan.	On-going	Some have been completed others on-going effort
VII - Land Use	Land Acquisition - RPZ & Noise Impacted Areas	Dropped	Lack of funding
VII - Land Use	Residential Soundproofing/ Sound Insulation Program.	Dropped	Lack of Funding
VII - Land Use	Develop signage for residential areas regarding reduction of noise.	Dropped	Lack of Funding

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VII - Land Use	Work with DOT to plant evergreen trees and install sound barriers along Stone Mountain Freeway from Valley Brook Road through its intersection with I-285 and continuing to Mountain Industrial Blvd.	Dropped	Reprioritization of projects
VII - Land Use	Work with DOT to plant evergreen trees and install sound barriers along I-20 and I-285.	Dropped	Reprioritization of projects
VII - Land Use	Re-examine the implementation of impact fees as a way of mitigating development costs. (includes g/p 4.4)	Completed	
VII - Land Use	Prepare a Cost/Revenue Analysis to evaluate the financial impacts of different types of land use development on county revenues and budget. Specifically, evaluate the cost per unit of multi-family housing; use recent Cobb County studies on apartment development as a guide.	On-going	
VII - Land Use	Investigate Transit Oriented Development to determine impacts on land use, and evaluate the relationship to zoning ordinance regulations.	On-going	

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Project	Responsibility	Year of Implementation					Estimated Costs	Funding Source
<b>Population</b>		2007	2008	2009	2010	2011		
Expand existing services for senior citizens.	Board of Health, Human Development	X					None	County
Utilize CDBG funds to support youth related summer recreational, self-esteem, enrichment programs and activities to be administered and implemented by the County for approximately 550 County income-eligible youth.	Human Development, Community Development	X	X	X	X	X	\$ 200,000.00	CDBG
Encourage the development of a Cultural Center in Clarkston by assisting with architectural planning and other improvements as needed.	Human Development, Community Development	X	X				\$ 230,000.00	CDBG
<b>Economic Development</b>		2007	2008	2009	2010	2011		
Develop a GIS base Property Data Layer which corresponds to the GIS Base Map information. Link this Property Data Layer to tax assessment, land title, street addresses, county services, etc.	G.I.S.		X	X			Undetermined	County
Develop and maintain close contacts with the network of economic development organizations active in DeKalb County and provide quarterly reports to the Board of Commissioners.	Economic Development	X	X	X	X	X	None	County
Build a computerized inventory linked to the County's GIS system and tax records of existing building and sites suitable for industrial and large-scale commercial development according to the Future Development Plan and map.	Economic Development Dept./ GIS/Planning and Development		X				Undetermined	County
Study and adopt a Business Incentive Plan, which includes allowances for the establishment of Enterprise Zones and related programs to stimulate business development. Such programs are critical to the success of initiatives such as the Candler Road and Memorial Drive revitalization projects.	Planning & Development / Economic Development / Board of Commissioners		X	X			Undetermined	County



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Expand, improve and monitor job training and start-up assistance programs.	Workforce Development	X	X	X	X	X	Undetermined	County
Increase buffer dimensions and establish landscape, foliage, and noise wall requirements in the County's zoning and development regulations between differing land uses, so that the buffers will provide complete visual screening and effective sound attenuation. Adopt a noise and landscaping ordinance that will enhance the aesthetic quality of commercial, institutional, industrial and office areas.	Planning and Development	X					None	County
Identify financial leaders to assist TEAM DEKALB in exploring financing options and opportunities for new construction and redevelopment of declining areas as guided by the Comprehensive Land Use Plan text and maps.	Economic Development	X					None	County
Continue to strengthen working relationships with the DeKalb Workforce Center and DeKalb Employer Committee to assist with developing strategies that address businesses' employment needs.	Planning and Economic Development	X	X	X	X	X	Undetermined	County
Establish special zoning district overlays for declining industrial, multi-family, office, and commercial districts/corridors that will control signage, curb cuts, facade treatment, building massing and location, scale, or other urban design elements to express the unique character of the area and encourage development amenities.	Planning and Economic Development	X	X				Undetermined	County
Identify county-owned surplus and/or tax delinquent properties for redevelopment opportunities according to policies set forth in Comprehensive Plan Text. Prior to marketing these properties, provide bi-annual reports to Board of Commissioners during a work session.	Development Authority, Human Development, Community Development	X					Undetermined	County
Utilize CDBG funds for the phase I construction of the Candler Road Revitalization Project Initiative and streetscape project.	Public Works, Community Development and Human Development	X					Undetermined	CDBG

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Utilize the CDBG program's Section 108 Loan Program to facilitate major industrial development projects that will create jobs for low and moderate income workers.	Community Development and Human Development	X					Undetermined	CDBG
Develop a referral service for job training efforts through guidance to and coordination with the Workforce Development, while providing a venue for increased cooperation between the county's CDBG program, the Workforce Development programs, and the Cooperative Extension Service.	Workforce Development	X					Undetermined	CDBG
Update Zoning Ordinance to reflect the new type of mixed uses, and density as proposed for the Character Areas.	Planning and Development	X	X				None	County
Encourage the expansion of corporate business involvement in education such as "adopt a school" programs in concert with efforts of community groups, civic associations, and designated County Departments such as Economic Development.	Economic Development		X	X			Undetermined	County
Develop and maintain close contacts with the network of economic development organizations active in DeKalb County (DeKalb Chamber of Commerce, Lithonia Chamber, Bouldercrest Business Association, South DeKalb Business Association, DeKalb Development Auth	Economic Development	X	X				Undetermined	County
Build a computerized inventory linked to the County's GIS system and tax records of existing buildings and sites suitable for industrial and large-scaled commercial development according to the Comprehensive Land Use Plan text and map.	Economic Development	X	X				Undetermined	County
TEAM DEKALB is comprised of the DeKalb County CEO, Economic Development Department, DeKalb Chamber of Commerce, and DeKalb County Development Authority. This partnership should recommend to the Planning Department and or Board of Commissioners.	Economic Development	X	X	X			Undetermined	County

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Establish a TEAM DEKALB Action Group whose members are taken from the whole to respond quickly to issues of redevelopment, job creation, job retention, employment, and accessibility.	Economic Development	X					Undetermined	County
Conduct on an annual basis an Economic Progress Summit of TEAM DEKALB to review and update the goals and objectives of the economic development plan with submission to the Board of Commissioners for amendment or adoption and inclusion in DeKalb's Comprehensive Plan.	Economic Development	X	X	X	X	X	Undetermined	County
Develop an Economic Development website with GIS capabilities. Also, develop printed materials (e.g. maps, brochures) for commercial and industrial inquires about DeKalb County.	Economic Development	X					Undetermined	County
Use economic development/real estate groups (DeKalb County Staff, Georgia Industry, Trade & Tourism, Georgia Power, the Chambers of Commerce, Atlanta Gas & Light Company, major commercial and industrial real estate firms, financial institutions, etc.) to improve economic conditions in the county.	Economic Development	X	X	X	X	X	Undetermined	County
Publish a regular communication (brief newsletter in water bill) for citizens and businesses that will enhance pride in the county while being informative on items related to economic development.	Economic Development	X	X	X	X	X	Undetermined	County
Develop an inexpensive publication of economic development services available in DeKalb County. Update this publication annually.	Economic Development	X	X	X	X	X	Undetermined	County
Review the success record of lending institutions with regard to compliance with the Community Reinvestment Act while investigating measures for initiating loan programs via the requirements of the Act; make an annual report to the Board of Commissioners.	Economic Development	X	X	X	X	X	Undetermined	County

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Train staff and members of TEAM DEKALB in successful techniques for marketing DeKalb County to new and existing businesses; report to Board of Commissioners during work session.	Economic Development	X	X	X	X	X	Undetermined	County
Establish a procedure for formally exchanging and displaying economic development related information at the county and at each of the respective Chambers of Commerce, as well as the Convention and Visitors Bureau.	Economic Development	X					Undetermined	County
Annually develop a letter of understanding approved by the Board of Commissioners as to the respective roles and relationships of the County's Economic Development Dept., the DeKalb County Chamber and the Atlanta Chamber in promoting business retention/expansion	Economic Development	X	X	X	X	X	Undetermined	County
Prepare a feasibility study for the redevelopment and reuse of the Mercer University area according to the Comprehensive Plan text & map.	Economic Development	X					Undetermined	County
Convene an annual developer's day session designed to market targeted areas of the County in order to promote business development in commercial, industrial, and under served retail markets.	Economic Development	X	X	X	X	X	Undetermined	County
Emphasize business promotion among the higher paying industry groups that can take advantage of DeKalb labor force and employee accessibility from other counties, such as Transportation, Communications and Utilities; Wholesale Trade; Finance, and Insurance.	Economic Development	X					Undetermined	County

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Develop promotional materials for marketing declining/blighted areas of the county that have strong economic potential but are currently underutilized with unoccupied buildings.	Economic Development		X				Undetermined	County
<b>Housing</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Develop and implement design guidelines and establish defensible boundaries on a map for land use and zoning districts in order to protect established single family residential neighborhoods from encroachment by incompatible development.	Planning and Community Development		X				None	County
Enforce the housing code for apartment structures which are substandard and use the police power to upgrade and comply with the building code.	Code Enforcement, Community Development	X	X	X	X	X	None	County
Develop educational programs which inform landlords and property managers of their responsibilities to the community, tenants, and expectation of property owners.	Community Development, Development Authority, Apartment owners and Managers Association	X	X	X	X	X	Undetermined	CDBG and Partners
Provide CDBG funds to address the problems of foreclosure/predatory lending.	Community Development	X	X	X	X	X	None	CDBG
Continue the ongoing Down Payment program for first-time low and moderate income homebuyer payment grants.	Community Development	X	X	X	X	X	None	CDBG
Utilize CDBG funds to contract with an agency that will undertake emergency repairs, minor home repairs, installation of safety equipment, and heavy property maintenance to 50 elderly heads of households.	Community Development		X				\$ 89,740.00	CDBG
Continue the ongoing, single-family, owner-occupied housing rehabilitation of 75 units for low and moderate income persons.	Community Development			X			\$ 673,382.00	CDBG



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Utilize HOME and CDBG funds to develop new affordable single family housing by partnering with local CHDOs, the DeKalb Housing Authority, or other private developers.	Community Development			x			Undetermined	HOME & CDBG
Expand and improve renovation programs in public housing.	DeKalb Housing Authority	X	X	X	X	X	Undetermined	County and State
Develop design guidelines, development regulations, and zoning regulations for residential development and encourage open space in established residential areas.	Planning, Independent Consultant	X	X				\$ 15,000.00	County
To preserve the residential boundaries and residential character of Druid Hills. Survey service institutions in the Druid Hills area and obtain citizen input in order to determine the impact of existing and/or adding new institutions to the area. Develop standards regulations and guidelines for a growth management plan for service institutions.	Planning	X	X	X			Undetermined	County
Expand and improve renovation programs in public housing.	DeKalb Housing Authority	X	X				Undetermined	State, County
Develop resident associations and Neighborhood Watch Programs in apartment complexes and public housing which meet regularly with the police to determine problems and develop solutions.	Public Safety Community Development	X	X	X	X	X	Undetermined	Undetermined
Develop design guidelines, development regulations, and zoning regulations for residential development and encourage open space in established residential areas.	Planning and Development	X					None	County
Prepare and adopt a Landscape Ordinance with incentive programs.	Planning and Development	X	X				None	County

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Strengthen local building code to establish a quality control system (recommended by University of Georgia Institute of Government) to assure that all new construction meets minimum standards. Adopt administrative procedures as provided in OCGA 8-2-26(a)(1) for administrative enforcement, hearing, appeals from inspection decisions in order to enforce quality construction.	Planning and Development	X	X				None	County
Pass a resolution and implement a training program requiring all DeKalb building/trade inspectors to be certified by the Southern Building Code Congress with proficiency in the appropriate Georgia mandatory codes and permissive codes.	Planning and Development							
Continue developing the traffic calming program and guidelines for areas experiencing speeding and cut through traffic.	Transportation Division	X	X	X	X	X	None	County
<b>Intergovernmental Coordination</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Continue to support Community Council with more structure.	Planning	X	X	X	X	X	None	County
Established more concise guidelines for Intergovernmental Agreements.	Planning	X	X	X	X	X	None	County
<b>Planning Process</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Use innovative participation and education techniques to increase public awareness.	Planning	X	X	X	X	X	None	County
Promote the creation of and support existing community and neighborhood organizations.	Planning	X	X	X	X	X	None	County
Work with the media to distribute planning materials and inform the public about planning related activities in the county.	Planning	X	X	X	X	X	None	County

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Land Use		2007	2008	2009	2010	2011		
Develop design guidelines, development regulations, and zoning regulations for residential development and encourage open space in established residential areas, as set forth in the Defining Narratives of Character Areas, of the Community Vision Chapter.	Planning Dept. and Board of Commissioners		X				Undetermined	County
Prepare and adopt a Landscape Ordinance with incentive programs.	Planning & Development			X			None	County
Strengthen local building code to establish a quality control system to assure that all new construction meets minimum standards. Adopt administrative procedures for enforcement, hearings, appeals from inspection decisions in order to enforce quality construction.	Planning and Development / Public Works		X				None	County
Pass a resolution and implement a training program requiring all DeKalb building/trade inspectors to be certified by the Southern Building Code Congress with proficiency in the appropriate Georgia mandatory codes and permissive codes.	Planning & Development / Merit System	X					\$ 25,000.00	County & State Grants
To preserve the residential boundaries and residential character of Druid Hills. Survey service institutions in the Druid Hills area and obtain citizen input in order to determine the impact of existing and/or adding new institutions to the area. Develop standards, regulation, and guidelines for a growth management plan for service institutions.	Planning & Development / Independent Consultant / Board of Commissioners		X				\$ 15,000.00	County
Enact an interim development control ordinance governing the construction of multi-family housing until such time as the County has prepared a study and determined the impact of construction of additional multi-family housing development on the County infrastructure.	Planning Dept. / Board of Commissioners / Law Dept. Planning		X				None	County
Continue to organize and facilitate Community Councils.	Dept./Board of Commissioners /	X	X	X	X	X	None	County

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Update the current Bylaws and procedures of the Community Councils.	Dept./Board of Commissioners / Law Dept.		X				None	County
Implement Livable Centers Initiative projects.	Planning Division / Atlanta Regional Commission	X	X	X	X	X	Undetermined	City, County
Develop signage for residential areas regarding reduction of noise.	Planning Division / FAA		X				\$ 10,000.00	Federal
Implement Pedestrian Community Districts and Transit Oriented Development.	Planning and Development Department		X				Undetermined	County
Develop an digit, parcel layer mapping base for the County.	Planning Division / GIS						Undetermined	County
Analyze, rewrite, and update the county's zoning ordinance.	Planning Division		X	X			Undetermined	County
Organize Community Councils .	Planning Division	X	X	X	X	X	None	County
Rewrite and adopt the following ordinances: Sign Ordinance, Landscape Ordinance, Urban Design Standards Ordinance, Subdivision Ordinance, Noise Abatement Ordinance, Parking Ordinance, Transportation Management Ordinance, Pedestrian Safety and Sidewalk Ordinance Residential Infill ordinance, Environmental quality Standards for industrial Ordinance and Development Regulations. All ordinances should include citizen participation process similar to that used in developing the Comprehensive Plan.	Planning and Development Department		X				None	County

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Prepare a Cost/Revenue Analysis to evaluate the financial impacts of different types of land use development on county revenues and budget. Specifically, evaluate the cost per unit of multi-family housing; use recent Cobb County studies on apartment development as a guide.	Planning and Development Department	X					Undetermined	County
Investigate Transit Oriented Development to determine impacts on land use, and evaluate the relationship to zoning ordinance regulations.	Planning and Development Department	X					None	County
<b>Sense of Place</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Improve street character with consistent signage, lighting, landscaping and other design features.	Planning and Development and Public Works	X	X	X	X	X	Undetermined	County
Promote activities to highlight historic and cultural assets in the community and provide opportunities for community interaction.	Planning	X	X	X	X	X	None	County
Create neighborhood focal points through the use of existing pockets parks and squares for community activities.	Planning and Development	X	X	X	X	X	None	County
<b>Natural Resources</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Implement the DeKalb Community Greenspace Plan which in part seeks to develop a partnership to acquire and preserve flood plain areas which are suitable for park, recreational, and greenway use.	Parks and Recreation	X	X	X	X	X	Undetermined	County
Establish a greenway/nature preserve trail along South Peachtree Creek as DeKalb's pilot greenway program.	Parks and Recreation		X				\$ 900,000.00	ISTEA Grant, County & Private Donations
Continue to restore open areas of parks along Ponce de Leon in accordance with historic landscape preservation guidelines.	Parks and Recreation & Atlanta		X				Undetermined	Undetermined



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Implement the Peavine Creek Watershed Study and encourage other communities to initiate through DeKalb County to participate in watershed studies.	Roads and Drainage	X	X	X	X	X	Undetermined	Undetermined
Establish parks and open space standards based on equity of access, optimal level of service and cost effectiveness, and a positive and inviting image.	Parks and Recreation	X	X	X	X	X	Undetermined	County
Refine the county's greenway program, continue to apply for grant(s) from the Georgia Greenspace Trust Fund and complete all necessary steps to qualify for a grant. Ensure that all grants are properly spent in support of the county's greenway program.	Parks and Recreation & Planning	X	X	X	X	X	Undetermined	Grants and Donations
Develop 80 miles of greenways as connections to nature for people (8 miles per year).	Parks and Recreation	X	X	X	X	X	Undetermined	Undetermined
Review and revise the process to utilize volunteer maintenance of neighborhood parks.	Parks and Recreation	X	X	X	X	X	None	Grants and Donations
Implement the Peavine Creek Watershed Study and encourage other communities to initiate through DeKalb County to participate in watershed studies.	Roads and Drainage		X				Undetermined	Undetermined
Review and improve a program to monitor floodplains for dumping and non-permitted alterations.	Development	X	X	X	X	X	Undetermined	County
Develop a program to rebuild and maintain the Decatur-Stone Mountain bicycle trail as part of countywide bicycle trail plan. Provide park-like areas as rest and exercise stops.	Parks and Recreation	X					\$ 800,000.00	County, FHA and GA DOT
Historic Resources		2007	2008	2009	2010	2011		
Encourage the establishment of a revolving trust fund to purchase endangered cultural, natural, and historical properties.	Historic Preservation Commission	X	X				None	County and State

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Designate historic districts and properties.	Historic Preservation Commission	X	X	X	X	X	Undetermined	County
Establish an awards program to recognize exemplary preservation and community design projects.	Historic Preservation Commission	X					\$ 5,000.00	County
Conduct and maintain a survey of the county's historic resources, and develop a plan for preservation under the direction of the Historic Preservation Commission.	Historic Preservation Commission	X	X	X	X	X	\$ 75,000.00	County and State
Facilities and Services		2007	2008	2009	2010	2011		
Acquire land for future park and community facility development in accordance with the Parks and Recreation Strategic Plan.	Parks and Recreation	X					\$ 148,000.00	County, Parks Bond, State and Donations
Acquire 200 acres of open space per year to provide for active and passive parks, multi-dimensional recreation facilities, and trails.	Parks and Recreation	X	X	X	X	X	Undetermined	County, Parks Bond, State and Donations
Replace aging water and sewer lines each year.	Water and Sewer	X	X	X	X	X	\$ 2,000,000.00	County
Upgrade of Scott Candler Filter Plant to 150 MGD capacity.	Water and Sewer	X					\$ 245,000.00	County
Complete the implementation of DeKalb Fire Service's five-year Capital Improvement Program that began June 1996. Station #3, Clarendon Avenue, is scheduled for replacement. Six stations require major renovations/remodeling. Develop and implement a revised plan to include CIP's for fire stations, apparatus and existing facility renovations.	Fire and Rescue	X					Undetermined	County
Bolster drug treatment programs offered in the county.	Board of Health	X	X	X	X	X	Undetermined	County
Expand existing teen pregnancy prevention programs; encourage drop-out prevention programs.	Board of Health and Human Development	X	X	X	X	X	Undetermined	County

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Construct sidewalks as set forth in the Public Works Infrastructure C.I.P. plan.	Roads and Drainage & Transportation	X	X	X	X	X	\$25-75 per foot	County and State
Implement a Capital Improvements Plan to construct new facilities and rehabilitate existing parks.	Parks and Recreation	X	X	X	X	X	Undetermined	County, Parks Bond and Donations
Update and expand a minimum of five special facilities to generate revenue and provide destination parks.	Parks and Recreation	X	X	X			Undetermined	County, Parks Bond and Donations
Using creative financing, create four new community parks that provide a balance of active and passive spaces.	Parks and Recreation	X	X	X	X	X	Undetermined	County, Parks Bond and Donations
Utilize CDBG funds to assist in expanding the existing Boys and Girls Club of Metro Atlanta in the Lithonia-Redan community.	Human Development, Community Development	X	X				\$ 500,000.00	CDBG
Work with Fulton County to alleviate problems stemming from the Fulton/DeKalb sewer line interface.	Water and Sewer Division	X	X				Undetermined	County
Develop, adopt, and fund an annual curb installation and maintenance plan and schedule for regular maintenance of sidewalks, curbs, and crosswalks.	Roads and Drainage & Transportation Division	X	X	X	X	X	\$ 1,000,000.00	County
Mothers Offering Resources and Education (MORE)- program developed to address infant mortality in South DeKalb.	Board of Health			X			\$ 75,000.00	County
Expansion of Refugee Services program (additional physician, more interpreters) to address health disparities.	Board of Health		X				\$ 300,000.00	County

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Encourage the expansion of corporate business involvement in education such as "adopt a school" programs in concert with efforts of community groups, civic associations, and designated County Departments such as Economic Development.	DeKalb County Schools, Economic Development Department	X	X				None	County
Expand existing services for senior citizens.	Board of Health, Human Development, Community Development (Office of Senior Affairs)	X	X	X	X	X	None	County
Utilize CDBG funds to support youth related summer recreational, self-esteem, enrichment programs and activities to be administered and implemented by the County for approximately 550 County income-eligible youth.	Human Development, Community Development	X	X	X	X	X	\$ 200,000.00	CDBG
Prepare a countywide policing plan. Improve and expand Community Policing and neighborhood law enforcement efforts.	Public Safety	X	X	X	X	X	Undetermined	County, State and Federal
Determine the need for additional police precincts (Tucker Precinct under construction) and/or mini-precincts in the Center Precinct (Toco Hills, funded and seeking site in FY 2000), North Precinct (Buford Hwy/Peachtree Road budget request FY 2001) and East precinct. Complete the 5 year Capital Improvement Plan.	Public Safety and Finance	X	X				Undetermined	County
Identify neighborhoods lacking fire hydrants, and develop a schedule for installation.	Public Works and Public Safety	X					None	County
Develop a pilot sidewalk/streetscape enhancement project at the intersection of North Decatur Road/Clairmont and Glenwood/Candler Road.	Transportation		X				\$ 3,000,000.00	CDBG, Federal Transportation Funds and County

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Improve maintenance of right of ways, increase trash pickup, enforce anti-littering laws and encourage community associations to beautify and maintain plantings bordering right of ways.	Public Works, GDOT, Code Enforcement, Dekalb Clean and Beautiful	X	X				Undetermined	County and Private funds
As part of a Comprehensive Transportation Plan, establish a sidewalk priority plan for DeKalb County.	Transportation and Planning		X				\$ 2,000,000.00	County
Update and expand a minimum of five special facilities to generate revenue and provide destination parks.	Parks and Recreation	X	X				Undetermined	Parks Bonds, County, Partners
Using creative financing, create four new community parks that provide a balance of active and passive spaces.	Parks and Recreation		X				Undetermined	Parks Bonds, County, Partners
Survey existing stormwater drainage systems and develop with multiple public hearings a countywide drainage plan. Establish a process for implementation. Consider a stormwater utility.	Public Works and Public Safety		X	X			Undetermined	County and State
Develop, adopt, and fund an annual curb installation and maintenance plan and schedule for regular maintenance of sidewalks, curbs, and crosswalks. For Historic Districts and sites use materials as recommended by the Historic Preservation Commission.	Roads and Drainage, Planning, Historic Preservation and Transportation	X	X	X	X	X	\$1,000,000 per year	County
Encourage the development of an International Village Cultural Center in the Chamblee area.	DeKalb County Chamber of Commerce, City of Chamblee	X	X				\$ 3,000,000.00	Grants and Foundations
Public Health		2007	2008	2009	2010	2011		
Expansion of Board of Health's clinical service hours in South and East DeKalb to improve healthcare access to under- and uninsured County citizens.	Board of Health					X	\$ 595,000.00	County



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Expansion of existing immunization and school health programs for indigent, underinsured and uninsured children attending DeKalb County Public Schools.	Board of Health			X			\$ 250,000.00	County
<b>Transportation</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>		
Create a 15 year Bridge Renewal Fund to maintain and repair bridges suffering from rust, erosion, lead paint, and age such as those at Flat Shoals near Candler Road and Clifton Church, and the bridge where Montreal Road crosses Stone Mountain Freeway.	Roads and Drainage & Planning	X	X	X	X	X	Undetermined	County and State
Prepare a 15 year plan to upgrade, maintain, and repair corrugated metal drainage pipe and catchbasins.	Roads and Drainage	X	X	X	X	X	\$500,000 per year	County
As part of the countywide sidewalk and street enhancement plan, identify qualifying locations, concept, management, and implementation budget for commercial, office, and multi-family, and institutional corridors or for properties used for a public purpose which are historic or natural resources and for other locations.	Planning, Transportation, Board of Commissioners	X	X				\$ 2,000,000.00	County
As part of a Comprehensive Transportation Plan, create a countywide sidewalk and street enhancement plan and adopt development standards for each zoning district or historic district.	Planning, Transportation, Board of Commissioners	X	X				\$ 150,000.00	County
As part of a Comprehensive Transportation Plan, identify, quantify, and meet DeKalb's portion of the regional emissions budget (under Clean Air Act Amendment) requirement of 15% urban smog reduction and ARC air quality conformity models through the allocation of funds to transportation modes other than improved automotive transit.	Planning, Transportation, Board of Commissioners	X	X	X	X	X	\$ 2,000,000.00	County
Develop a signage program for locating Indian Creek MARTA station which indicates which streets are not through streets to MARTA, specifically in the Dunwoody neighborhood. Use the "cut-thru" program established by Roads and Drainage, if needed.	MARTA, Transportation	X	X	X			None	County

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Develop and adopt a Transit Incentives Program (reduced fares, U-Pass, employer re-imbursement) for business employment nodes (Emory, Perimeter, Northlake, South DeKalb Mall); encourage Transportation Management Associations.	MARTA, ARC	X	X	X			Undetermined	County and Private Sector
Undertake a community visioning process in the affected community to develop a land use plan for land adjacent to and 2000' beyond the airport boundary.	Planning and affected community	X	X				\$ 2,000.00	Affected community
Continue the action plan, strategies, and initiatives to "Maximize the Positive Impacts of the PDK Airport while Minimizing the Negative" on page VII-34. Reduce noise from air traffic in residential areas.	PDK Airport	X	X	X	X	X	\$ 160,000.00	Airport
Maintain, mill, patch, and resurface county roadways rated above 28.	Roads and Drainage, Transportation	X	X	X	X	X	\$50,000 average share per mile	County and State
As part of a Comprehensive Transportation Plan, develop a plan which gives priority to maintenance of roads and priority to development of alternative forms of transportation.	Planning and Transportation	X					Undetermined	County
As part of a Comprehensive Transportation Plan, create a plan for and implement intersection improvements countywide including but not limited to signalization, turn lanes, pedestrian safety upgrades, resurfacing, and signage.	Planning and Transportation	X					Undetermined	County
As part of Comprehensive Transportation Plan, prepare a 10 year Railroad crossing plan to review and install signalization, crossing upgrades; gates, lights, and bells; signage, and approach paving, and to review the elimination of at grade crossings.	Planning and Transportation	X	X	X	X	X	Undetermined	County
Prepare and implement a plan to install warranted traffic signals as part of the 5-year C.I.P.	Transportation						None	County

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Improve Ashford Dunwoody Road and the interchange with I-285. Conduct public hearings in affected communities.	Planning and Transportation	X	X				Undetermined	County and state
As part of a Comprehensive Transportation Plan, designate appropriate sections of Briarcliff Road as a scenic urban roadway from Ponce de Leon to Northlake. Use federal scenic highways criteria. Conduct public hearing in the affected community.	Planning and Transportation	X	X	X	X		\$ 2,000,000.00	County
Install caution lights and signage as new schools are being built.	Transportation	X	X	X	X	X	Undetermined	County
As part of a Comprehensive Transportation Plan, develop and adopt a Scenic Highways Plan.	Planning and Transportation	X	X				Undetermined	County
Hold public hearings in affected neighborhoods prior to any mobility/transportation project being submitted to ARC (administration, staff, committees) for inclusion on the TIP or RTP.	Planning and Transportation	X	X	X	X	X	Undetermined	County
As part of a Development Code revision, develop and adopt a countywide landscape ordinance for road right-of-ways in commercial, office, industrial, multi-family, & institutional districts to place trees and other landscaping along public streets. Conduct public hearings.	Planning and Transportation	X	X				Undetermined	County
As part of a Comprehensive Transportation Plan, create a countywide sidewalk and street enhancement plan and adopt development standards for each zoning district or historic district.	Planning and Transportation	X					Undetermined	County
As part of a Comprehensive Transportation Plan, identify, quantify, and meet DeKalb's portion of the regional emissions budget (under Clean Air Act Amendment) requirement of 15% urban smog reduction and ARC air quality conformity models through the allocation of funds to transportation modes other than improved automotive transit.	Planning and Transportation	X	X				Undetermined	County

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Undertake a community visioning process in the affected community to develop a land use plan for land adjacent to and 2000' beyond the airport boundary.	Planning and Transportation	X	X				Undetermined	County
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## COUNTY-WIDE POLICIES & STRATEGIES

This section includes Policies and Strategies created to address the Issues and Opportunities presented and to elaborate upon the Implementation Measures listed in the defining narrative of the Character Areas in the Community Vision. There are additional Policies and Strategies listed for the individual Character Areas following the County-wide Policies and Strategies.

### **Population (Aging and General)**

#### ***Policies:***

- PP 1* : Improve the educational attainment level in the county to meet or exceed that of the State.
- PP 2* : Create an age sensitive environment throughout the County.
- PP 3* : Develop and improve social programs to accommodate a range of age cohorts.
- PP 4* : Provide an efficient governmental structure that is responsive to the needs of the population.

#### ***Strategies:***

- PS 1* : Increase awareness among residents about aging issues.
- PS 2* : Develop a public relations/communications campaign for senior transportation.
- PS 3* : Increase the percentage of older adults participating in a physical activity to prevent injury and promote health.
- PS 4* : Facilitate communication among experienced developers and seasoned senior resident managers.
- PS 5* : Recommend policies and appropriate incentives that will increase the long-term availability of housing.
- PS 6* : Create cost-effective ways to renovate and modernize housing stock presently occupied by seniors.
- PS 7* : Identify funding opportunities that support community health to help older adults and their families.
- PS 8* : Develop model multipurpose senior facilities that offer comprehensive affordable programs and services.
- PS 9* : Increase capacity to provide adult daycare services.
- PS 10* : Identify opportunities to enhance and expand Supportive Services.
- PS 11* : Increase parental involvement in the educational system.
- PS 12* : Focus educational programs to meet the needs of all students including handicapped and special needs students.
- PS 13* : Assess the educational system in the county to identify deficiencies and make improvements where needed.

### **Economic Development**

#### ***Policies:***

- EDP 1*: Create, maintain and promote the image of the County, reflecting its strengths as a place to live, work, play and do business.
- EDP 2*: Coordinate the economic development plans for the county with those of surrounding political jurisdictions.
- EDP 3*: Target industries that pay high wages for attraction to DeKalb County.
- EDP 4*: Encourage new industrial growth that provides quality employment opportunities and makes effective use of existing resources.
- EDP 5*: Recognize as a strength and promote the many elements of diversity that exist in the county.
- EDP 6*: Organize a holistic approach to the reuse and redevelopment of declining business and Industrial areas.
- EDP 7*: Support tourism efforts in the County.



**Strategies:**

- EDS 1:* Pursue Tax Allocation Districts.
- EDS 2:* Encourage more large scale family entertainment centers.
- EDS 3:* Redirect existing resources to international efforts
- EDS 4:* Partner with State of Georgia Department of Economic Development
- EDS 5:* Work more closely with the Department of Industry Trade and Tourism to attract more jobs to the County.
- EDS 6:* Implement an aggressive urban redevelopment initiative
- EDS 7:* Target and protect job center through policy changes that involve planning, transportation, and development.
- EDS 8:* Develop a media campaign for the County.
- EDS 9:* Research and use national best practice to prepare “job ready” sites
- EDS 10:* Expand Enterprise Zones
- EDS 11:* Activate the Redevelopment Authority.
- EDS 12:* Establish a Developers Advisory Council.
- EDS 13:* Increase resources to accelerate major nodal projects.

**Housing****Policies:**

- HP 1:* Protect established single family residential neighborhoods from encroachment by development.
- HP 2:* Promote moderate density, traditional neighborhood development (TND) style residential subdivisions.
- HP 3:* While meeting infill/historic guidelines, identify and encourage new and innovative approaches to quality residential development which expand housing opportunities and minimize public and private costs.
- HP 4:* Enhance the county's existing supply of housing.
- HP 5:* Improve the quality of apartment structures within DeKalb County.
- HP 6:* Encourage a variety of home styles, densities and price ranges in locations that are accessible to jobs and services to ensure housing for individuals and families of all incomes and age groups.
- HP 9:* Strive to eliminate the barriers to home ownership.
- HP10:* Develop design guidelines for residential infill compatible with surrounding residential development and encourage open space in established residential areas.
- HP 11:* Strive to prevent the occurrence of discrimination in housing on the basis of age, race, religion, sex, or national origin.
- HP 12:* Encourage housing for the elderly that is well planned, soundly financed and located within a pedestrian friendly residential community.
- HP 13:* Strive to reduce the foreclosure rate in the county.
- HP 14:* Promote healthy housing conditions by working to eliminate home related health hazard such as radon, mold, asbestos and lead based paint.

**Strategies:**

- HS 1:* Encourage and improve the education of home ownership as an investment.
- HS 2:* Create a set of parameters to guide the construction of new homes in established communities that enhances the choices of existing property owners to remain or renovate.
- HS 3:* Promote infill development that respects the character and landscape of both the as-built and natural environment.
- HS 4:* Establish infill guidelines that are clearly written, illustrated, and presented to create predictability for owners, developers, builders, and County.

- HS 5:* Create and promote initiatives to educate the public about healthy housing conditions to reduce home related health hazards.
- HS 6:* The body of infill policy should be housed and enforced in proper regulatory areas of DeKalb County Government.
- HS 7:* Establish inclusionary zoning policy to assist the need for affordable housing.
- HS 8:* Create new and further support loss mitigation counseling, mortgage fraud prevention and awareness activities and other special initiatives with the lending community.

## **Intergovernmental Coordination**

### ***Policies:***

- ICP 1:* Encourage and expand intergovernmental coordination efforts with local governments within the County as well as neighboring counties.
- ICP 2:* Maximize the support of the regional development center in fostering relationships with other governmental entities.

### ***Strategies:***

- ICS1:* Continue to support Community Council with more structure.
- ICS2:* Established more concise guidelines for Intergovernmental Agreements.

## **Planning Process**

### ***Policies:***

- PPP 1:* Actively involve the public in the planning.
- PPP 2:* Provide adequate staffing, training and equipment for the effective delivery of planning and development services.
- PPP 3:* Reduce the number of annual changes to the land use plan and maps.
- PPP 4:* Actively work to update the Comprehensive Plan annually.
- PPP 5:* Revised the process to reduce the number of re-zonings.

### ***Strategies:***

- PPS 1:* Use innovative participation and education techniques to increase public awareness.
- PPS 2:* Promote the creation of and support existing community and neighborhood organizations.
- PPS 3:* Work with the media to distribute planning materials and inform the public about planning related activities in the county.
- PPS 4:* Hold public meetings at a variety of venues throughout the county.

## **Land Use**

### ***Policies:***

- LUP 1:* Identify and encourage the development of priority areas in the county for new infill or redevelopment.
- LUP 2:* Create compact mixed use districts and reduce automobile dependency and travel to obtain basic services.
- LUP 3:* Reinforce and promote existing and the new development of mixed use activity centers that serve a regional market.
- LUP 4:* Encourage transportation alternatives to reduce automobile dependency.
- LUP 5:* Ensure that new development and redevelopment is compatible with existing residential areas
- LUP 6:* Locate developments in areas with direct access to existing infrastructure.

**Strategies:**

- LUP 7:* Ensure heavy vehicle access does not intrude on residential areas.
- LUP 8:* Maintain the natural and environmental features along and near corridors.
- LUP 9:* Encourage development within principal transportation corridors and activity centers.
- LUP 10:* Promote the reclamation of Brownfield and Grey field development sites.
- LUP 11:* Promote new communities that feature greenspace and neighborhood parks, pedestrian scale, support transportation options and provide an appropriate mix of uses and housing types.
- LUP 12:* Encourage the use of yard buffers by large scale office, commercial, industrial, institutional and high density residential development to reduce noise and light pollution in residential neighborhoods.
- LUP 13:* Encourage a variety of home styles, densities and price ranges in locations that are accessible to jobs and services to ensure housing for individuals and families of all incomes and age groups.
- LUP 14:* Encourage the clustering of neighborhood and community shopping and office facilities in nodes with defined boundaries which are convenient to population concentrations, and major transportation facilities.
- LUP 15:* Encourage development in industrial districts located in areas which have compatible soils, drainage, and other environmental characteristics.
- LUP 16:* Maintain the rural atmosphere while accommodating new residential development.
- LUP 17:* Encourage Master-Planned developments in the County.
- LUP 18:* Encourage development within principal transportation corridors and activity centers.

**Land Use - Character Area Policies and Strategies****Conservation and Greenspace Character Area**

*Policy:* Encourage the Preservation of Open Space, Farmland, Natural Beauty and Critical Environmental Areas.

**Strategies:**

- Partner with non governmental agencies such as foundations, land trusts and other entities to acquire and protect land.
- Execute innovative financing tools for conservation area preservation and greenspace space acquisition.
- Design, implement and enforce land use and zoning tools that preserve conservation lands and green space.
- Promote conservation and greenspace areas as passive use and recreation destinations.
- Utilize environmental statutes to protect conservation and green space areas.
- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire conservation and greenspace lands.
- Discourage growth in undeveloped areas through infrastructure planning.
- Design and implement an information gathering and education program.

## Conservation and Greenspace Character Area (Continued)

*Policy:* Protect environmentally-sensitive areas including wetlands, floodplains, small water supply water sheds, rivers and stream corridors.

*Strategies:*

- Encourage the use of Best Management Practices, as a means of protection.
- Coordination of environmental protection programs and statutes with the appropriate governmental agencies.
- Limit land uses within and near established preservation areas to compatible activities.
- Encourage water reuse programs to conserve water supplies.
- Enforce land use and zoning tools on preserve water resources.

*Policy:* Increase the amount, quality, connectivity and accessibility of greenspace.

*Strategies:*

- Design, implement and enforce land use and zoning tools that preserve conservation lands and green space.
- Adopt/Implement the Comprehensive Transportation Plan pedestrian greenway projects.
- Execute innovative financing tools for trail and greenspace space acquisition.
- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire lands.
- Require that open space is set aside for all major developments.
- Interconnect existing trails and recreation areas wherever possible.
- Identify areas such as right of ways and redevelopment areas to be used for trails and greenspace.
- Utilize environmental statutes to protect conservation and green space areas.
- Employ regional development strategies that better protect and preserve open space in edge areas.
- Promote new communities that feature greenspace and neighborhood parks.

## Linear Green Space Character Area

*Policy:* Create a network of safe and pleasant trails and greenways.

*Strategies:*

- Offer incentives to communities that ensure safe trails and greenways.
- Provide way finding/markers and appropriate signage along trail routes.
- Design, implement and enforce land use and zoning tools that preserve conservation lands and green space.
- Execute innovative financing tools for trail and greenspace space acquisition.
- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire lands.
- Adopt/Implement the Comprehensive Transportation Plan pedestrian greenway projects.

*Policy:* Increase the amount, quality, connectivity and accessibility of greenspace.

*Strategies:*

- Design, implement and enforce land use and zoning tools that preserve conservation lands and green space.
- Adopt/Implement the Comprehensive Transportation Plan pedestrian greenway projects.
- Execute innovative financing tools for trail and greenspace space acquisition.
- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire lands.

- Require that open space is set aside for all major developments.
  - Interconnect existing trails and recreation areas wherever possible.
  - Identify areas such as right of ways and redevelopment areas to be used for trails and greenspace.
  - Employ regional development strategies that better protect and preserve open space in edge areas.
- Promote new communities that feature greenspace and neighborhood parks.

### **Rural Residential Character Area**

*Policy:* Maintain the rural atmosphere while accommodating new residential development.

*Strategies:*

- Permit rural cluster or conservation subdivision design that incorporate significant amounts of open space.
- Encourage compatible architecture styles that maintain the regional rural character.
- Wherever possible, connect to regional network of greenspace and trails for tourism and recreational purposes.
- Design new developments for increased pedestrian orientation and access.
- Design, implement and enforce land use and zoning tools that preserve the rural character.

*Policy:* Encourage preservation and the adaptive reuse of rural and historic structures to promote a sense of place related to the heritage and rural character of communities.

*Strategies:*

- Design, implement and enforce land use and zoning tools such as zoning overlays and others that preserve rural areas.
- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire lands.
- Where appropriate apply for National Register status to protect historic structures and areas.

*Policy:* Protect environmentally-sensitive areas including wetlands, floodplains, small water supply watersheds, rivers and stream corridors.

*Strategies:*

- Encourage the use of Best Management Practices, as a means of protection.
- Coordination of environmental protection programs and statutes with the appropriate governmental agencies.
- Limit land uses within and near established preservation areas to compatible activities.
- Encourage water reuse programs to conserve water supplies.
- Enforce land use and zoning tools on preserve water resources.

*Policy:* Encourage the Preservation of Open Space, Farmland, Natural Beauty and Critical Environmental Areas.

*Strategies:*

- Partner with non governmental agencies such as foundations, land trusts and other entities to acquire and protect land.
- Execute innovative financing tools for conservation area preservation and greenspace space acquisition.
- Design, implement and enforce land use and zoning tools that preserve conservation lands and green space.
- Promote conservation and greenspace areas as passive use and recreation destinations.
- Utilize environmental statutes to protect conservation and green space areas.



- Use development mechanisms such as transfers of development rights, and conservation easements among others to acquire conservation and greenspace lands.
- Through infrastructure planning discourage growth in undeveloped areas.

### **Suburban Build Out Character Area**

*Policy:* Promote sense of place initiatives.

*Strategies:*

- Improve street character with consistent signage, lighting, landscaping and other design features
- Create neighborhood focal points through the use of existing pockets parks and squares for community activities.
- Promote activities to highlight historic and cultural assets in the community and provide opportunities for community interaction.

*Policy:* Foster retrofitting of these areas to conform with traditional neighborhood development (TND) principles.

*Strategies:*

- Creating neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences.
- Add traffic calming improvements, sidewalks, and increased street interconnections to improve walkability within existing neighborhoods.
- Permit accessory housing units, or new well-designed, small-scale infill multifamily residences to increase neighborhood density and income diversity.

*Policy:* Identify and encourage the development of priority areas in the county for new infill or redevelopment.

*Strategies:*

- Direct development to areas served by existing infrastructure.
- Support organizations involved in redevelopment and revitalization efforts.
- Direct funds to support the maintenance and upgrading of infrastructure in redevelopment and revitalization areas.
- Create economic incentives for businesses and home owners to locate in redevelopment areas.
- Promote the creation of business improvement districts (BIDS) to foster reinvestment in respective areas.

*Policy:* Actively involve the public in the planning process.

*Strategies:*

- Encourage developers to work extensively with residents to resolve community concerns prior to formalizing development plans.
- Formalize strategies to re-educate the community councils of their roles in the development process.

## **Suburban Developing Character Area**

*Policy:* Promote moderate density, traditional neighborhood development (TND) style residential subdivisions.

*Strategies:*

- Provide an appropriate mix of housing styles and choices, allowing citizens of different economic levels to reside together.
- Provide a variety of transportation alternatives such as bicycle and pedestrian paths and greenway areas.
- Locate development and activities within easy walking distance of transportation alternatives.
- Create mixed use districts to reduce the travel time to obtain basic goods and services as well as automobile dependency.
- Implement traffic calming measures to minimize traffic congestion and speeding in residential areas.

*Policy:* Actively involve the public in the planning process.

*Strategies:*

- Encourage developers to work extensively with residents to resolve community concerns prior to formalizing development plans.
- Formalize strategies to re-educate the community councils of their roles in the development process.

*Policy:* Encourage Master-Planned developments in the County.

*Strategies:*

- Promote strong connectivity and continuity between existing and new developments.
- Encourage good vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity, connectivity to adjacent properties/subdivisions, and multiple site access points.
- Encourage compatible architecture styles that maintain the regional character.
- Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes.
- Promote street design that fosters traffic calming such as narrower residential streets, on-street parking, and addition of bicycle and pedestrian facilities.
- Require developers to contribute to infrastructure costs.

## **Traditional Neighborhood Character Area**

*Policy:* Preserve and enhance the integrity and quality of existing residential neighborhoods.

*Strategies:*

- Utilize vacant properties in the neighborhood as an opportunity for the infill development of compatible structures.
- Reinforce neighborhood stability by encouraging home ownership and the maintenance or upgrade of existing properties.

*Policy:* Promote Traditional Neighborhood Development (TND) principles which offer residents more choices in housing, retail, transportation and recreational opportunities.

*Strategies:*

- Provide a mix of uses to provide easy access and vibrant and diverse communities.
- Provide a variety of housing opportunities and choices to better accommodate the needs of residents.
- Connect new streets and minimize or prohibit cul-de-sacs to disperse traffic, shorten walking/biking trips.
- Use access management strategies in appropriate locations to reduce traffic congestion and through traffic.
- Provide transportation alternatives to reduce automobile dependency.
- Locate schools and other public facilities within walking distances of the neighborhood center to promote bicycle and pedestrian activities.

Design, implement and enforce land use and zoning tools to limit land uses within and near established traditional neighborhood areas to compatible activities.

### **Neighborhood Center Character Area**

*Policy:* Promote sense of place initiatives.

*Strategies:*

- Improve street character with consistent signage, lighting, landscaping and other design features
- Create neighborhood focal points through the use of existing pocket parks and squares for community activities.
- Promote activities to highlight historic and cultural assets in the community and provide opportunities for community interaction.

*Policy:* Preserve and enhance the integrity and quality of existing residential neighborhoods.

*Strategies:*

- Utilize vacant properties in the neighborhood as an opportunity for infill development of compatible structures.
- Reinforce neighborhood stability by encouraging home ownership and maintenance or upgrade of existing properties.

*Policy:* Foster retrofitting of these areas to conform with traditional neighborhood development (TND) principles.

*Strategies:*

- Clearly define road edges by locating buildings at roadside with parking in the rear. Include direct connections to the greenspace and trail networks.
- Create neighborhood activity centers at appropriate locations, as focal point, while providing a suitable location for appropriate retail establishments.
- Include a mix of retail, services, and offices to serve neighborhood residents day-to-day needs.
- Residential development should reinforce the center through locating higher density housing options adjacent to the center, targeted to a broad range of income levels.
- Enhance the pedestrian-friendly environment, by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.

## **Town Center Character Area**

*Policy:* Create pedestrian scale communities that focus on the relationship between the street, buildings, street-scape improvements and people.

### *Strategies:*

- Use design guidelines and regulations for aesthetic enhancements.
- Create and implement zoning and land use tools to limit the expansion of incompatible uses.
- Design new developments for increased pedestrian orientation and access.
- Make streetscape improvements to enhance thoroughfares
- Organize circulation patterns through traffic calming techniques and access management.
- Each Town Center should include a relatively high-density mix of retail, office, services, and employment to serve a regional market area.
- Residential development should reinforce the town center through locating higher density housing options adjacent to the center, targeted to a broad range of income levels.
- Design for each Town Center should be very pedestrian-oriented, with strong, walkable connections between different uses.

*Policy:* Create compact mixed use districts and reduce automobile dependency and travel to obtain basic services.

### *Strategies:*

- Create linkages to adjacent greenspace for improved walkability
- Add traffic calming improvements, sidewalks, and increased street interconnections to increase safety and improve walk-ability within existing neighborhoods.

*Policy:* Promote sense of place initiatives.

### *Strategies:*

- Improve street character with consistent signage, lighting, landscaping and other design features
- Create neighborhood focal points through the use of existing parks and other recreational areas for community activities.
- Promote activities to highlight historic and cultural assets in the community and provide opportunities for community interaction.

## **Regional Activity Center Character Area**

*Policy:* Reinforce and promote existing and the new development of mixed use activity centers that serve a regional market.

### *Strategies:*

- Initiate recruiting efforts to attract desired businesses and employers.
- Direct funds to support the maintenance and upgrading of infrastructure in redevelopment and revitalization areas.
- Create economic incentives for businesses and home owners to locate in regional activity center areas.
- Promote the creation of business improvement districts (BIDS) to foster reinvestment in respective areas.

*Policy:* Encourage developments that are bicycle and pedestrian oriented with connections between different uses.

*Strategies:*

- Provide direct connections to nearby networks of greenspace or trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreation purposes.
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and in multi-family dwellings.
- Development of small parks incorporating pedestrian-oriented plazas, benches, other streetscape amenities and, where appropriate, landscaped play areas.

**Employment Center/ Office Park Character Area**

*Policy:* Encouraging techniques to reduce run-off and improve drainage.

*Strategies:*

- Implement and enforce standards for impervious surfaces.
- Utilize Best Management Practices (BMP's) to reduce the impacts of run-off and improve drainage.
- Utilize and enforce environmental ordinances to reduce run-off.

*Policy:* Promote the protection of adjacent structures and businesses from visual impacts.

*Strategies:*

- Use landscaping and other buffers to separate developments from surrounding uses.
- Create and implement performance and aesthetic standards to protect adjacent properties.
- Create and implement driveway controls and access management standards.

*Policy:* Encourage transportation alternatives to reduce automobile dependency.

*Strategies:*

- Promote ridesharing and telecommuting activities
- Connect developments with nearby greenspace and bicycle and pedestrian facilities.
- Promote transit oriented development in the areas.
- Provide safe and accessible areas for bicycle parking
- Provide incentives to encourage transit compatible development.
- Accommodate and encourage the development of multi-modal transportation centers, where appropriate

*Policy:* Locate developments in areas with direct access to existing infrastructure.

*Strategies:*

- Initiate recruiting efforts to attract desired businesses and employers.
- Designate specific areas through the use of zoning and other land use tools for developments of this type.

## **Light Industrial Character Area**

*Policy:* Locate industrial centers in areas with good access to infrastructure.

*Strategies:*

- Initiate recruiting efforts to attract desired businesses and employers.
- Designate specific areas through the use of zoning and other land use tools for developments of this type.
- Develop or, where possible, retrofit as part of planned industrial park having adequate water, sewer, storm-water, and transportation infrastructure for all component uses at build-out.
- Locate industrial centers in areas with good access to highway areas.
- Promote heavy vehicle access roads

*Policy:* Protect surrounding areas from negative impacts.

*Strategies:*

- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Create and implements zoning and development regulations for industrial uses.
- Designate truck routes.
- Provide access controls and management standards.
- Create performance standards for visual and environmental impacts.
- Incorporate signage and lighting guidelines to enhance quality of development.

## **Industrial Character Area**

*Policy:* Locate industrial centers in areas with good access to infrastructure.

*Strategies:*

- Initiate recruiting efforts to attract desired businesses and employers.
- Designate specific areas through the use of zoning and other land use tools for developments of this type.
- Develop or, where possible, retrofit as part of planned industrial park having adequate water, sewer, storm-water, and transportation infrastructure for all component uses at build-out.

*Policy:* Ensure heavy vehicle access does not intrude on residential areas.

*Strategies:*

- Locate industrial centers in areas with good access to highway areas.
- Promote heavy vehicle access roads

*Policy:* Protect surrounding areas from negative impacts.

*Strategies:*

- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Create and implements zoning and development regulations for industrial uses.
- Designate truck routes.
- Provide access controls and management standards.
- Create performance standards for visual and environmental impacts.



- Incorporate signage and lighting guidelines to enhance quality of development.

### **Scenic Corridor Character Area**

*Policy:* Maintain the natural and environmental features along and near corridors.

*Strategies:*

- Partner with non governmental agencies such as foundations, land trusts and other entities to acquire and protect land.
- Execute innovative financing tools for preservation and land acquisition.
- Design, implement and enforce land use and zoning tools that preserve the character of the community.

*Policy:* Protect scenic views and historic features.

- Coordination of environmental protection programs and statutes with the appropriate governmental agencies.
- Create and implement zoning and development regulations.

*Policy:* Encourage development that is consistent with the surrounding area.

- Limit land uses within and near established preservation areas to compatible activities.
- Establish guidelines on development to protect the characteristics deemed to have scenic value.
- Enact guidelines for new development that enhances the scenic value of the corridor and addresses landscaping and architectural design.
- Design, implement and enforce land use and zoning tools that preserve the character of the community.

### **Commercial Redevelopment Corridor Character Area**

*Policy:* Provide safe and attractive facilities for bicyclists and pedestrians.

*Strategies:*

- Use landscaping and other buffers to protect and pedestrians from traffic.
- Create and implement performance and aesthetic standards to improve visual appearance.
- Implement signage and billboard controls.
- Require parking to the side or rear of buildings.

*Policy:* Encourage transportation alternatives to reduce automobile dependency.

*Strategies:*

- Promote transit oriented development in the areas.
- Provide safe and accessible areas for bicycle parking
- Provide incentives to encourage transit compatible development.
- Accommodate and encourage the development of multi-modal transportation centers, where appropriate

*Policy:* Discourage strip developments along the corridor.

*Strategies:*

- Create and implement zoning and land use controls to discourage such development.
- Create and implement driveway controls and access management standards.
- Establish tree preservation and landscaping standards.

**Sense of Place**

*Policies:*

- SPP 1:* Promote sense of place initiatives that will foster community interaction and pride.
- SPP 2:* Create pedestrian scale communities that focus on the relationship between the street, buildings, and people.
- SPP 3:* Encourage developments that are bicycle and pedestrian oriented with connections between different uses.
- SPP 4:* Promote and enact design guidelines that create a sense of place through the use of landscaping, lighting, signage and streetscape.

*Strategies:*

- SPS 1:* Improve street character with consistent signage, lighting, landscaping and other design features
- SPS 2:* Create neighborhood focal points through the use of existing pockets parks and squares for community activities.
- SPS 3:* Promote activities to highlight historic and cultural assets in the community and provide opportunities for community interaction.
- SPS 4:* Encourage the use of buffers between incompatible uses.
- SPS 5:* Develop and consider corridors and gateways that promote sense of place.
- SPS 6:* Enact guidelines that promote sense of place.
- SPS7:* Create landmarks and signs to provide a sense of arrival and orientation.

## **Natural Resources**

### ***Policies:***

- NRP 1:* Protect environmentally-sensitive areas including wetlands, floodplains, small water supply watersheds, rivers and stream corridors.
- NRP 2:* Encourage the Preservation of Open Space, Farmland, Natural Beauty and Critical Environmental Areas.
- NRP 3:* Increase the amount, quality, connectivity and accessibility of greenspace.
- NRP 4:* Create a network of safe and pleasant trails and greenways.
- NRP 5:* Encouraging techniques to reduce storm water run-off and improve drainage as part of development activities.
- NRP 6:* Promote the preservation of mature trees and planting of new trees to enhance the aesthetic appeal of communities.

### ***Strategies:***

- NRS 1:* Implement regional development strategies that better protect open space.
- NRS 2:* Encourage the creation of a network of trails and greenspace.
- NRS 3:* Encourage the use of innovative financing to facilitate open-space acquisition and preservation.
- NRS 4:* Implement zoning tools that preserve open space, natural resources and the environment.
- NRS 5:* Partner with nongovernmental organizations to acquire and protect land.
- NRS 6:* Encourage the development of innovative programs, such as transfer development rights.
- NRS 7:* Implement an information-gathering program.

## **Historic Resources**

### ***Policies:***

- HRP 1:* Encourage preservation and the adaptive reuse of rural and historic structures to promote a sense of place related to the heritage and rural character of communities.
- HRP 2:* Maintain the atmosphere of rural areas while accommodating new residential development.

### ***Strategies:***

- HRS 1:* Continue the preservation of the Druid Hills Historic Architectural District.
- HRS 2:* Continue the preservation of the Soapstone Ridge Archeological District.
- HRS 3:* Encourage the protection of identified historic valuable sites.
- HRS 4:* Complete the Historic Resource Survey
- HRS 5:* Identify additional historically significant sites and institute “formal protection” through historic preservation designation.

## **Facilities and Services**

### ***Policies:***

- FSP 1:* Encourage the identification and prioritization of community facility and service needs.
- FSP 2:* Promote the allocation of resources to meet the growing need of recreational facilities and services.
- FSP 3:* Address the impacts of new development on schools and other services.
- FSP 4:* Promote the intergovernmental coordination in the operation and expansion of community facilities and services.
- FSP 5:* Work closely with the school board in school siting decisions based on the Comprehensive Plan.
- FSP 6:* Promote the use of underground utilities in new development projects.
- FSP 7:* Provide well, designed and versatile recreational opportunities.
- FSP 8:* Promote and maintain effective and professional public safety departments.

**Strategies:**

- FSS 1:* Intensify the maintenance and upkeep of existing park and recreational facilities.
- FSS 2:* Preserve existing facilities and develop more to meet the demand.
- FSS 3:* Expand the hours of operation at libraries for public use.
- FSS 4:* Seek innovative funding sources to improve facilities and services in the county
- FSS 5:* Aggressively recruit qualified candidates for employment.
- FSS 6:* Utilize tools that allow developers to share the costs of infrastructure improvements.

**Public Health****Policies:**

- PHP 1:* Encourage the availability of health care services to all county residents.
- PHP 2:* Develop innovative policies and programs to improve the health of the community.
- PHP 3:* Promote regional strategies to solving public health problems.
- PHP 4:* Work to identify, raise awareness about, and advocate for public health
- PHP 5:* Strive to educate, guide and influence issues affecting public health
- PHP 6:* Promote efforts to develop and sustain an effective and efficient public health workforce in the County.

**Strategies:**

- PHS 1:* Expand existing clinics to meet growing population
- PHS 2:* Improve coordinated resource integration at health centers.
- PHS 3:* Expand hours / flexible schedules for staff and for delivery of programs
- PHS 4:* Provide non-traditional health care settings for teens.
- PHS 5:* Create school-based clinics in collaboration with DeKalb County School System
- PHS 6:* Provide mobile health units
- PHS 7:* Improve handicapped access at health center facilities
- PHS 8:* Improve security for facilities
- PHS 9:* Provide childcare facilities for the workforce
- PHS 10:* Provide access to large, low cost meeting place for 550 employees.

**Transportation****Policies:**

- TP 1:* Maintain and enhance an efficient, safe and reliable transportation system.
- TP 2:* Encourage the construction of sidewalks in new developments.
- TP 3:* Reduce cut-through traffic through residential neighborhoods.
- TP 4 :* Alleviate traffic congestion in the County
- TP5 :* Improve and provide parking, ensuring compatibility with community character.
- TP6:* Coordinate land use and transportation planning and implementation.
- TP7:* Enhance and expand bus service in the County.
- TP8:* Improve pedestrian and bicycle facilities and linkages throughout the county.
- TP9:* Encourage developments that are bicycle and pedestrian oriented with connections between different uses.

**Strategies:**

- TS 1:* Carefully planned on-street parking should be implemented in all town centers throughout the County.
- TS 2:* Establish a Transit Oriented Development (TOD) Ordinance for the County.
- TS 3:* Develop and implement a Parking Demand Management Study for unincorporated DeKalb.
- TS 4:* Continue to require developers to provide improvements as needed for developments.
- TS 5:* Continue to strengthen regulations ensuring “complete streets”, the concept of planning, designing and constructing roadway facilities that accommodate pedestrian and bicycle modes.
- TS 6:* Work with GDOT to coordinate traffic signals along congested roadways to improve traffic flow.
- TS 7:* Utilize access management and traffic calming measures to reduce traffic and increase safety.
- TS 8:* Better coordinate funding towards re-surfacing and drainage among other improvements..
- TS 9:* Increase coordination within county departments, GRTA and the GDOT in roadway planning and project programming.
- TS 10:* Promote alternative forms of transportation such as transit, walking and cycling.
- TS 11:* Promote mixed use and other land use patterns that reduce automobile usage.
- TS 12:* Work with MARTA to increase rider ship.
- TS 13:* Focus on the establishment of networks and linkages to bicycle and pedestrian facilities from neighborhood, commercial and employment areas.
- TS 14:* Install crosswalks where pedestrian traffic is frequent.
- TS 15:* Adopt/Implement the Comprehensive Transportation Plan pedestrian greenway projects.
- TS 16:* Identify areas such as right of ways and redevelopment areas to be used for trails and greenspace.
- TS 17:* Locate new developments and activities within easy walking distance of transportation alternatives.







# **Supplemental Plans**

## SUPPLEMENTAL PLANS

The purpose of this section is to reference all supplemental plans that focus on special areas, situations, or issues of importance to DeKalb County. These plans include and are not limited to redevelopment plans, neighborhood plans, corridor plans, or plans for conservation management.

### Summary of DeKalb County Supplemental Plans

Project Name	Location / Planning Area	Plan Type	Status as of September 2006
Kensington Station	Central West	Livable Centers Initiative	Adopted
Perimeter	North DeKalb	Livable Centers Initiative	Adopted
Northlake	Central East	Livable Centers Initiative	Adopted
Brookhaven	North	Livable Centers Initiative	In Progress
Emory	North	Livable Centers Initiative	In Progress
Candler Road / Flat Shoals Parkway	South West	Livable Centers Initiative	Pending
Tucker LCI	Central East	Livable Centers Initiative	Adopted
Buford Highway Corridor Study	North	Corridor Study	In Progress
Memorial Drive	Central East/Central West	Corridor Study	Complete
La Vista Blueprints	Central East	Community Plan	In Progress
Scottsdale	Central East	Community Plan	In Progress
Tucker Strategic Neighborhood Plan	Central East	Community Plan	Adopted
Solid Waste Management Plan	County-wide	Management Plan	Adopted
PDK Airport Master Plan	North	Airport Facilities & Strategic Plan	In Progress
Comprehensive Transportation Plan	County-Wide	Transportation Plan	Complete

DeKalb County has adopted a joint **Solid Waste Management Plan**, which includes seven (7) municipalities. These municipalities include:

- Avondale Estates
- Chamblee
- Clarkston
- Decatur
- Doraville
- Lithonia
- Pine Lake

## **Livable Centers Initiative (LCI)**

This is a program offered by the Atlanta Regional Commission that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies.

Planning grants are awarded on a competitive basis to local governments and non-profit organizations to prepare plans for the enhancement of existing centers and corridors, taking advantage of the infrastructure and private investments committed in these communities and achieving more balanced regional development, reducing vehicle miles traveled and improving air quality. The primary goals of the program are to:

1. Encourage a diversity of mixed-income residential neighborhoods, employment, shopping and recreation choices at the activity center, town center, and corridor level;
2. Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area;
3. Develop an outreach process that promotes the involvement of all stakeholders.

The Livable Centers Initiative program is open for funding to government jurisdictions and non-profit organizations in the 18-county Atlanta Metropolitan Planning Organization (MPO) boundaries (includes all of 13 counties and portions of 5 additional counties). The LCI program utilizes federal transportation program Q-23 funds administered through ARC. In order for a jurisdiction to be considered for an LCI award, it must maintain Qualified Local Government (QLG) status, or show progress toward reinstating QLG status through the Georgia Department of Community Affairs (DCA).

LCI study areas must be one of the following four:

1. Town Center
2. Activity Center
3. Corridor
4. “Emerging” Regional Center or Corridor

DeKalb County currently has seven (7) LCI’s that are in varying stages of progression. Some have been adopted, and others have applications pending. To date, these LCI’s are:

1. Kensington Station
2. Perimeter
3. Northlake
4. Brookhaven
5. Emory
6. Candler Road / Flat Shoals
7. Tucker

For more information, see the website for the Atlanta Regional Commission (ARC) [www.atlantaregional.com](http://www.atlantaregional.com)

# Kensington Station LCI

## Overview

In an effort to revitalize the Memorial Drive corridor, DeKalb County was awarded one of ten Atlanta Regional Commission (ARC) Livable Centers Initiative (LCI) planning grants. Through urban design and market analysis, the area surrounding the Kensington MARTA Station was selected as the mixed use activity center with the greatest opportunity for redevelopment due to its location, market opportunities, and property ownership development interest.

## Implementation Strategies

The implementation or "action plan" identifies a series of tasks, viable mechanisms, and responsible parties to help assure that the planned revitalization becomes a physical reality. Through the planning process, we have been able to achieve the support of the community and local government. This support, combined with cooperation and leadership provided by the public partners (DeKalb County and MARTA), can attract and encourage private investment.

Successful redevelopment of the Kensington Station LCI area, conceived herein as a partnership between the County, MARTA and to-be-identified private developers, must operate on the following principles:

- Time is of the essence. The County has 12 months to establish the guidelines and to identify districts eligible for Tax Allocation District (TAD) designation and benefits. Similarly, other pre-development activities are likely to be time-sensitive, affected by economic and business cycles, subject to funding cycles, and highly competitive.
- A collaborative approach among the primary public entities, DeKalb County, MARTA and ARC can increase the probability of success.
- Internal coordination at the County level, and leadership to insure cooperation and coordination, are essential elements of the implementation plan. At minimum, "Team DeKalb" should include the CEO's Office, Office of Economic Development, Office of Community Development, and the following key departments: public works, facilities management, planning and zoning, public safety and code enforcement, and transportation. Staffing requirements and budget issues for the project implementation should be high on the agenda of Team DeKalb.

**Transit Plaza**



## Development Strategies

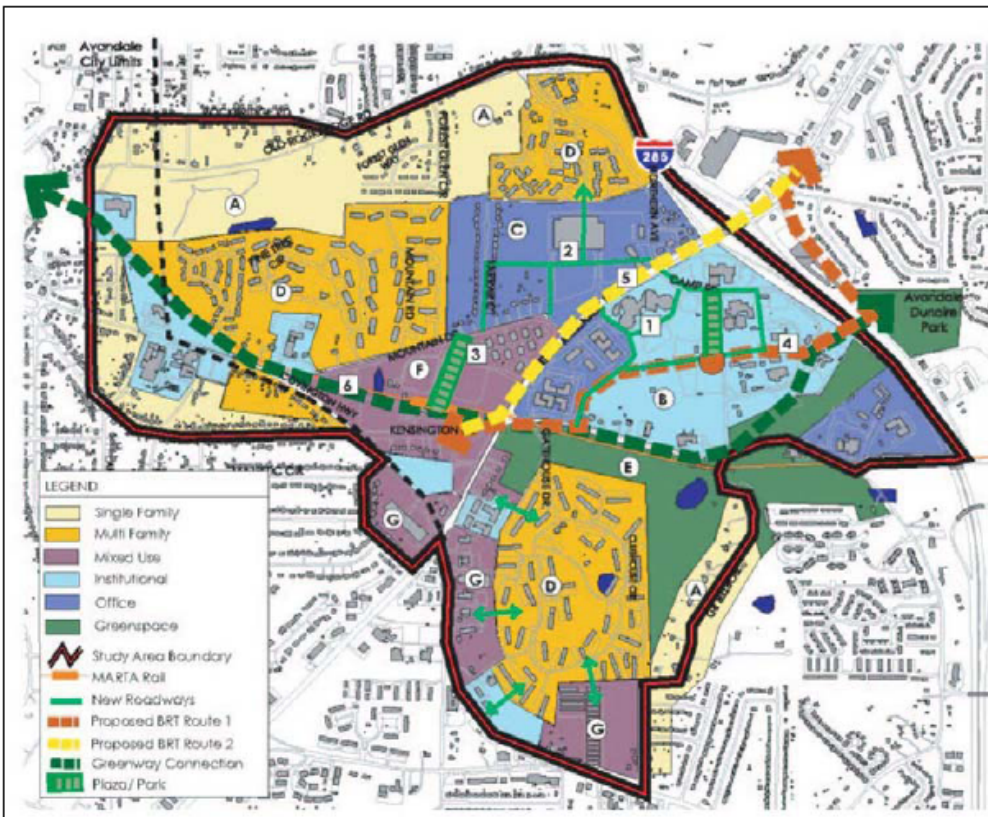
Future Land Use Plan:

- Preserve single family residential
- Consolidate DeKalb County facilities on existing site and establish a Government Center
- Develop a regional Employment Center on the Roberds site
- Anticipate long-term redevelopment of aging multi-family housing stock
- Preserve and expand greenspace
- Redevelop Kensington MARTA Station area as a mixed-use community
- Develop mixed-use along Memorial Drive and Covington Hwy. to create a 24-hour community.



## Kensington LCI Concept Plan

The LCI Study Area Concept Plan is a compilation of future land use patterns and transportation and circulation improvements designed to create a more pedestrian-friendly and transit-oriented environment in and around the study area. The plan incorporates seven (7) land use initiatives and six (6) transportation and circulation improvements and enhancements. In general, they encourage increased density in the heart of the study area surrounding the Kensington MARTA Station, and reduced densities of development moving towards the periphery and the surrounding single family residential areas.



## Kensington MARTA Station Plan

The area immediately surrounding the Kensington MARTA station is targeted as a T.O.D., or Transit-Oriented Development. The fact that the surrounding land is, in large part, owned by MARTA and is relatively open makes the area very amenable to redevelopment. The overall goal is to create a high-density, mixed-use development that provides a central transit “village”, offering all the elements of a complete live/work/play environment. In addition, the development would strengthen connections between MARTA and outlying parcels. Pedestrian paths would be developed and a BRT, or Bus Rapid Transit, system would be implemented.



# Kensington Station Conceptual Plans



# Perimeter Focus

## Overview

“Perimeter Focus” is jointly sponsored by the Perimeter Community Improvement District (PCID), Atlanta Regional Commission (ARC), DeKalb and Fulton Counties. This project is funded through ARC’s Livable Centers Initiative (LCI) program and is focused on developing comprehensive recommendations for transportation enhancements, future land use, zoning, development standards and urban design features. Following a four-phase planning process that began in July 2001 and ended in December 2001, Perimeter Focus resulted in a strategic action plan for implementation. The plan identifies opportunities, projects and partnerships that increase mobility for all modes of transportation and improve the public infrastructure to enhance pedestrian accessibility and safety throughout the area. In addition, the plan identifies important connections between land use and transportation allowing for the creation of a future transit-oriented development in the vicinity of the Dunwoody MARTA Station.

## Implementation Strategies

- Create a single implementation entity to implement the vision
- Provide financial incentives to encourage quality development
- Revise zoning regulations to encourage more housing and mixed-use
- Identify a catalytic demonstration project

## Implementation Partners

**Perimeter Community Improvement District (PCID)** – established in 1998, the PCID is a self-taxing district that is focused on traffic operations, maintenance and transportation improvements.

**DeKalb County** – DeKalb County, particularly the Dept. of Planning, the Dept. of Transportation and several Commission members, have been actively involved in crafting projects and programs as part of the LCI process.

**Fulton County** – Fulton County, most notably its Dept. of Planning, has also been actively involved as a member of the Client Team.

**Perimeter Transportation Coalition (PTC)** – this transportation management association (TMA) has effectively served to promote comprehensive and balanced transportation improvements.



## Development Strategies

### Efficiency/Feasibility of Land Uses:

- Diverse, sustainable mix of land uses including residential, retail, office, entertainment, cultural, and open space
- Emphasis on creating a “24-hour” balanced urban environment maximizing existing MARTA access and complementing Perimeter’s strong office and retail markets
- Future revision of DeKalb and Fulton County’s land use and zoning regulations to encourage mixed-use development and additional housing

### Mixed-Income Housing, Job/Housing Match:

- Several possible incentives including density bonuses, tax allocation districts, and other development assistance

### Continuity of Local Streets:

- Underdeveloped surface parking areas will be encouraged to redevelop to include new local streets through block interiors to provide more local options for vehicular circulation

### Need/Identification of Future Transit Systems:

- Local circulator/shuttle system
- Possible east-west I-285 Light Rail Transit line along Hammond Drive

## Livable Corridor Concept

Fundamentally, the Livable Corridor Concept is envisioned as a catalytic opportunity to enhance the redevelopment of vacant and underutilized land on the west side of Perimeter Mall. This would be accomplished by optimizing the relationship between future land use along Perimeter Center Parkway and the significant transportation investment already made by MARTA at the Dunwoody MARTA Station. The result would be the creation of a walkable urban street flanked by mixed-use development and a community focal point in the form of a linear park and greenway carved out of the unbuildable areas immediately adjacent to and underneath the MARTA rail line.



## DeKalb County Comprehensive Transportation Plan



The DeKalb Comprehensive Transportation Plan (CTP) is the end result of an extensive, iterative, and comprehensive process incorporating community involvement, technical analysis, and institutional oversight in determining the appropriate transportation system for DeKalb County. The process balanced technical analysis with attention to community desires for the County's transportation system.

Throughout development of the CTP, significant efforts were made to engage the public in the planning process. At the beginning of the CTP, a public involvement plan was prepared in cooperation and coordination with the public to guide participation and ensure adequate opportunity for involvement by all members of the County. A survey was implemented to assess citizens concerns and requests related to transportation in DeKalb County and to gain a sense of what the citizens of the County think are important issues in transportation. A stakeholder database including broad based representation from each quadrant of the County, as well as commercial, educational, business, retail, religious, ethnic, healthcare, elderly, disabled, and cultural attraction communities was established to maintain communication with the citizens most likely impacted by the study. This ensured a level of continuous involvement for all groups in reviewing information and providing input for consideration by the study team. At key milestones in the development of the CTP, public involvement meetings were held throughout the County to inform the public of the plan's progress and to solicit feedback and dialogue on aspects of plan development. Formal public meetings were supplemented by outreach opportunities to civic organizations, business and community groups, and through information booths at retail and recreational venues.

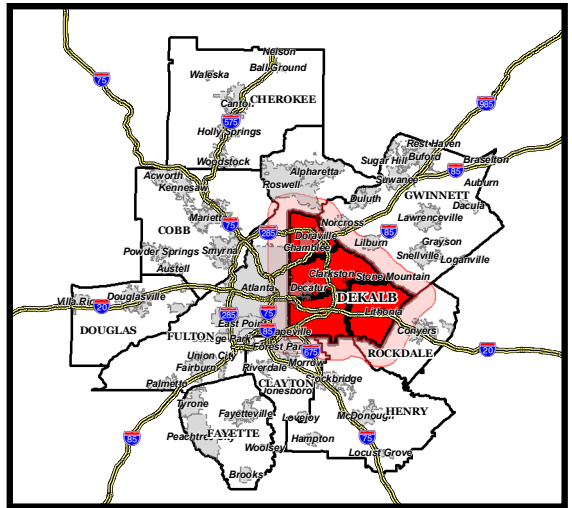
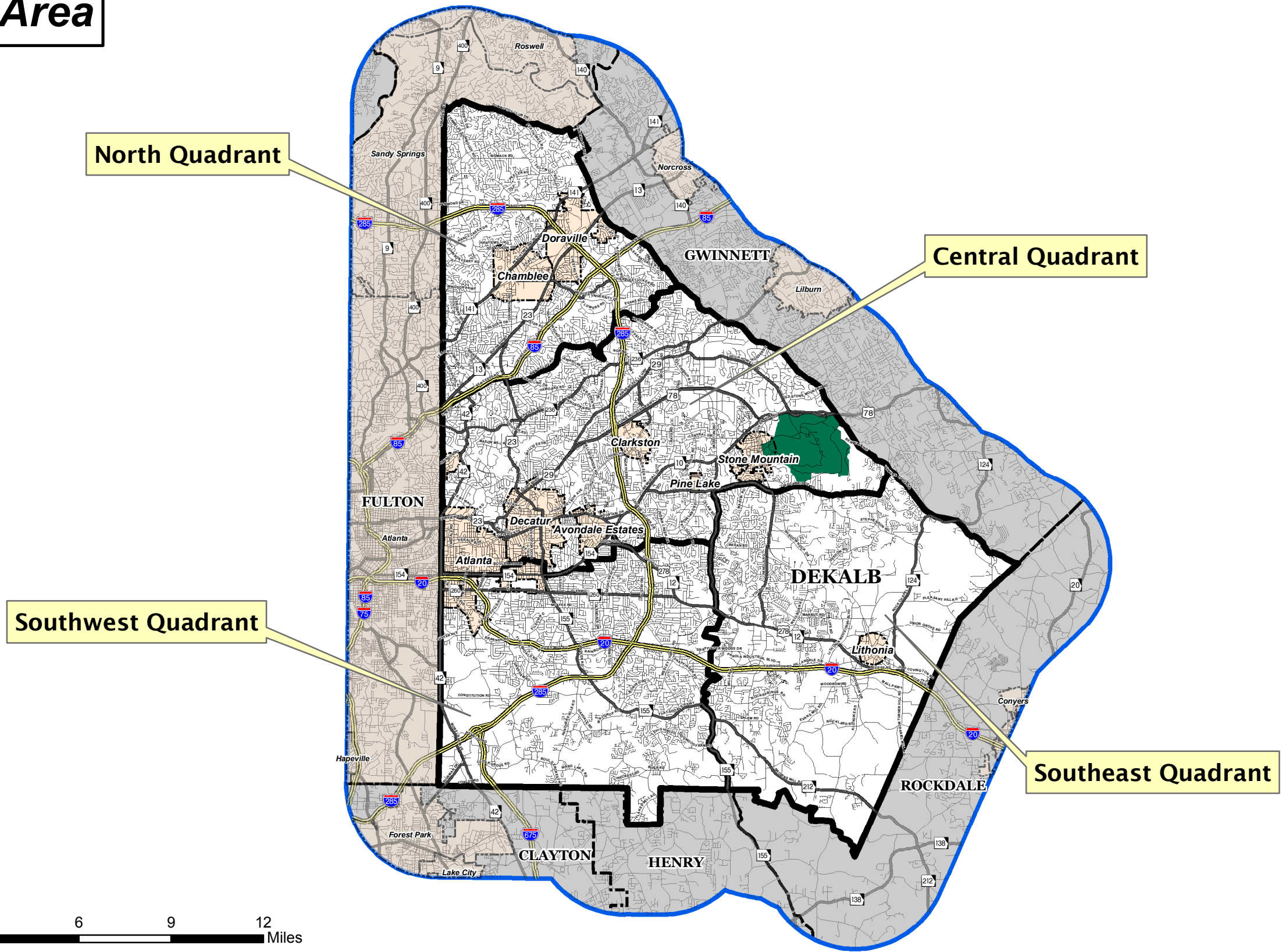
Policy recommendations were the result of extensive technical analysis that considered the impact of transportation demand to the year 2030 and anticipated land use developments. The County follows a solid base of policies and strategic directions when making decisions regarding transportation and land use. The CTP update evaluated these policies in the context of current and future needs, current funding resources and directions for the transportation program provided during the update.

The CTP recommends a menu of funding strategies that can be considered by DeKalb County to address the funding of local and aspirations projects. This leaves the decision of whether to adopt increased levels of funding or to reassess the need at some future date. Information and recommendations provided throughout the CTP process provide the data upon which future transportation decisions can be made.





## Study Area



## Map 1

### Legend

- Legend:**

  - DeKalb County Quadrant
  - City Limits
  - 3 Mile Buffer of DeKalb County
  - County Boundary
  - Stone Mountain Park

**Road Network**

  - Interstate Highway
  - State Route / U.S. Highway
  - Other Roads

**Source: ARC, DeKalb County, and DWA, Inc.**

**This map is intended for planning purposes only.**

