A.4. Implementation Strategy Details

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A.4.1. IMPLEMENTATION STRATEGY DETAILS BY NEED OR OPPORTUNITY

The below information provides additional implementation guidance to the City for needs and opportunities provided in Chapter 4 and to further support the Comprehensive Plan Community Work Program in Appendix B.1. All needs and opportunities are listed; however, additional guidance is only provided for a limited number of needs and opportunities.

LAND USE

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

There are several areas the City's zoning and development regulations that need improvement to achieve the goals of the Comprehensive Plan, many of which are documented in Chapter 5 or elsewhere in the Comprehensive Plan. Priorities should include ensuring that zoning districts allow for the type of development that Brookhaven would like to see, that connectivity and multi-modal access are prioritized, and that special considerations are provided for including incentives for healthy communities.

One important modification is development and adoption of a new mixed-use zoning district. Issues have been identified with current zoning designations not easily facilitating mixed-use development and often requiring many variances to achieve the desired mix of uses. Current regulations should be reviewed and a more development friendly zoning district should be created. Doing so should consider revisiting the Pedestrian Community (PC) zoning districts with recommendations made in the DeKalb Master Active Living Plan for the Ashford Dunwoody Study Area. This includes recommended changes to use limits, connectivity and accessibility requirements, open space provision, and building/parking design.

Best Practices
Many communities have taken the approach of comprehensively updating zoning, subdivision, environmental, and development ordinances at one time into one ordinance to make them more fluid and user friendly overall and to ensure compatibility. DeKalb County and Gwinnett County recently did this with their code as well as the City of Roswell.

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

The plan identifies that there is an opportunity for overarching infill guidelines and also more specific treatments for certain character areas of the city. In combination with this input, the City should utilize its infill development research initiative to help inform what areas require new or different treatments. The plan makes recommendations for the City to complete character area specific surveys in areas of the city where infill has been a contentious issue to date. The community survey of the comprehensive plan provides additional insight regarding community preferences on this topic.

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

An overlay district and design guidelines make sense for Buford Highway, where redevelopment is likely to occur in the 20 year planning horizon. The overlay district can help control for signage, building materials, and incentives for greenspace incorporation, affordable housing units, public art, and other desirable amenities. Additional design guidelines should be considered for the Clairmont Road segment within the Ashford Park-Drew Valley character area as well as the Blackburn Park Neighborhood Center character area.

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

A key aspect of this need is the City's consideration of establishing a "complete streets" policy and regulations along key pedestrian and bike routes for both public and private investment. A complete streets policy ensures that streets are consistently planned with bicyclists, transit vehicles and riders, motor vehicles, and pedestrians in mind. Such a recommendation would be codified as part of the City's development regulations and transportation procedures. Providing for small or medium scale neighborhood commercial nodes in targeted areas of the community will also help create more destinations that are within walking distance of many city residents and can be reached without getting in a car or taking transit. Appropriate locations for neighborhood commercial are shown on the Character Area Map. The majority of participants in the Community Survey identified the need for more or more variety of small neighborhood shopping areas within Brookhaven.

Best Practices

Safe Routes to School

The Safe Routes to School program is available throughout the State of Georgia and both furthers a walkable and bikeable environment while creating a greater connection between schools, the local government, and community members.

Case Study: Minneapolis (MN) Bicycle Program - http://www.ci.minneapolis.mn.us/bicycles/

The City of Minneapolis Bicycle Program is joint-agency partnership that integrates the efforts of many divisions and departments throughout the City of Minneapolis to address issues related to bicycle transportation. Each division or department handles a specific task regarding bicycle planning and safety as well as shares responsibility for integrating their efforts with the other departments. Along with inter-agency coordination, the City of Minneapolis Bicycle Program collaborates with various bicycle-related organizations including the Minneapolis Bicycle Coalition, Bike Walk Twin Cities, Bicycle Alliance of Minnesota, Twin Cities Greenways and the Midtown Greenway Coalition.

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

The City had already begun tackling this issue/need at the end of the Comprehensive Plan 2034 planning process; a revised tree ordinance to address community concerns is anticipated for adoption by 2015.

1.6. Need: Address visual clutter in the community.

A combination of strategies can help address visual clutter in a community, including policies applied to both the public and private realm. The City can create streetscape standards for targeted streets that ensure consistent design treatments as improvements are made. These strategies require coordination with transportation partners such as the Georgia Department of Transportation and DeKalb County Department of Public Works. Signs are often the main culprit of visual clutter issues. As such, the City should complete a thorough review of its sign ordinance. The City may also consider partnering with civic organizations that can help maintain a quality look and feel to the Brookhaven community.

Best Practices

Keep America Beautiful and Keep Indianapolis Beautiful

There are more than 600 cities, towns, counties and states — even international communities — that are implementing the Keep America Beautiful System (KAB) as certified affiliates of KAB and more than 400 additional chapters pursuing certification. In its over 50-year existence, KAB has provided a proven framework for community education and hands-on stewardship that reduces litter and waste, promotes grassroots volunteerism, and makes sustainable improvement possible for communities of all sizes.

At the local level, KAB affiliates have built upon this framework to create innovative, locally-focused programs that address the specific needs of their diverse communities and populations. For example, Keep Indianapolis Beautiful (KIB), one of the national organization's top affiliates, has a 30-year history of partnering with neighborhoods, the public sector, local philanthropists and corporate Indianapolis. Each year, KIB supports an average of 500 community improvement projects with 30,000 volunteers. Since 1995, KIB has helped plant more than 12,000 trees and coordinates the city-wide Great Indy Cleanup days every weekend from April - October.

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

The DeKalb County Board of Health Master Active Living Plans for the Ashford Dunwoody Study Area and the Buford Highway Corridor Study are good starting points for furthering an active community. Recommendations of these studies should be pursued by the community. Increasing access and connectivity to parks is equally important and the recommendations of the Parks and Recreation Master Plan should be implemented to further this.

Best Practices

Case Study: Bike St. Louis (MO) http://bikestlouis. org/

The Bike St. Louis Project originally grew out of a partnership between the City of St. Louis and the Great Rivers Greenway District. The initial organization sought to connect the parks in the City of St. Louis for cyclists while providing safe bicycle commuter routes. After an initial planning effort lead by community stakeholders, the first 20 miles of continuous on-street bicycle routes were unveiled in the spring of 2005. In addition to road signage, bike maps containing bike safety information and an educational program were presented to over 30 middle school students to promote bicycling as an alternative means of transportation within the City. In 2008, the City of St. Louis completed its first major expansion of its bike network since 2005. The expansion added nearly 50 miles of additional bicycle routes in St. Louis and provided expanded connections from downtown to neighborhoods, business districts, educational, cultural, and recreation amenities in North and South St. Louis. The new routes also connected the current bicycle network with a riverfront trail and bridge bikeway along the Mississippi River and local greenways. Along with the extension to the bike trails, the Bike St. Louis project engaged in a public awareness campaign promoting bicycle safety and the health and environmental benefits of bicycling.

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

No further information

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

No further information

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

No further information

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

No further information

COMMUNITY FACILITIES AND RESOURCES

2.1. Need: Preserve the City's tree canopy.

At this point in time, the City does not have documentation of the full extent of the city's tree coverage. This is something that the City could work to document through its Geographic Information System (GIS) and monitor through regular development processes. Identifying the tree coverage now would help monitor the City's progress over time. Having a city arborist on staff is one viable option to help preserve and address and provided direction on tree preservation issues as they arise. The regulating framework for tree preservation should also be addressed within amendments to the City's zoning and development regulations, as indicated in needs and opportunities under land use.

Implementation Strategies include:

- Train staff to achieve International Society of Arboriculture certification.
- Pursue Tree City U.S.A. designation by the Arbor Day Foundation. The Cities of Decatur, Dunwoody, Sandy Springs, Atlanta, and Norcross currently have this designation.

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

As a part of the City's long-term sustainability goal, it should also consider opportunities to implement innovative stormwater management facilities, promote site level management opportunities such as rain gardens, green roofs, and other eco-friendly tactics. ARC's regional Plan2040 local implementation guidance recommends documenting impervious services, which is a recommended action item for the City as a part of this plan.

The Metropolitan North Georgia Water Planning District's Watershed Management Plan identifies appropriate stormwater management mechanisms that should be adopted to help protect area waterways.The City can also look into converting Federal Emergency Management Agency sites in the southern portion of Brookhaven into dual purpose greenspace and natural stormwater systems.

Best Practices

City of Atlanta Historic Fourth Ward Park

The City of Atlanta was recently successful at implementing a combined stormwater overflow facility as a part of a community park in the City's Old Fourth Ward neighborhood. The project has been very successful and added much needed park space to an underserved community.

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

The City should pursue a follow-up study to identify if the current system capacity can accommodate the future land use vision laid out in the Comprehensive Plan and Character Area map. The City could carry out a simple or more detailed study; possible items to review in either version area identified below.

Description	Simple	Detailed
Review & Assessment of Current CIP	Yes	Yes
Review GIS, record drawings	Yes	Yes
Population Projections	N/A	Yes
Water Demand Projections		
Wastewater Flow Projections		
Develop ModelFlow/Demand Allocation	N/A	Yes
Flow/Demand Allocation		
System Operations		
Field Evaluations		
Model Verification	N/A	Yes
System Evaluation	Yes	Yes
Recommendations (TM/Report)	Yes	Yes

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

Specific roads that should be prioritized for burying utilities are: Buford Highway, Peachtree Road, Johnson Ferry Road, and Ashford Dunwoody Road.

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

This need/opportunity is largely handled by the City's Parks and Recreation Master Plan but should also be considered in the City's development regulations and other related practices that impact streams. The City has the opportunity to require or provide incentives as development or redevelopment occurs to provide connections to the creek network. There are a variety of greenways in the Atlanta area that can be learned from in terms of best practices.

2.6. Need: Establish a Town Center.

The City of Decatur and City of Suwanee are two examples of successful civic/government centers in Atlanta Region that have become a true focal and meeting ground in their communities. New cities that are currently undergoing new town center planning and implementation efforts include the City of Peachtree Corners and the City of Sandy Springs. These cities could be consulted to learn from their experiences, prior to Brookhaven setting out on its own Town Center development plan.

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

No further information

2.8. Need: Document and protect historic resources.

No further information

2.9. Need: Ensure access to emergency services.

All cities in Georgia are required to maintain an Intergovernmental Agreement with adjourning and partner government entities identifying how base services are handled. Brookhaven has such agreement with the DeKalb County for a variety of services.

ECONOMIC DEVELOPMENT

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

The City should complete a survey of local establishments to determine what city services they currently value and what additions they'd like to see. These could include potential incentives to be included in the Incentives Policy recommended in Opportunity 3.4, zoning issues they may be experiencing, and city governance matters such as alcohol licensing. A free service such as Survey Monkey can be utilized to reach restaurant owners whose email addresses the City has obtained. Depending on the level of response, the City should consider making the survey an annual or bi-annual occurrence. In future surveys, the audience could potentially be expanded to include other service providers throughout Brookhaven.

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

The City should convene a committee of local leaders representing diverse constituencies to gain insight on the types of community events they would support and potentially host or sponsor. Dependent on resources, the committee should begin by identifying and planning an initial annual event. The City's Office of Tourism could work with the DeKalb Convention and Visitors Bureau and/or event promoters and festival planners, property owners, parks, young professionals, nonprofits, and business districts to identify the most feasible opportunities that fit with the Brookhaven brand and fill an unmet demand or niche. The event should be used as a platform to celebrate the various cultures represented within the city and can be an avenue to promote local businesses. For example, an event like "Taste of Brookhaven" could highlight the unique restaurants and catering services in town. Area businesses and organizations can be asked to host or support the event in exchange for high visibility during the promotion and execution of the event.

Best Practices

Case Study: Louisville 101 (Louisville, KY)

Among its many events, Greater Louisville Inc. along with partners, has coordinated a program called "Louisville 101" as a talent retention initiative, focusing on reconnecting ex-patriots returning to Louisville with the region and newcomers interested in building awareness of the area and meeting new people. Louisville 101 was an interactive half-day program that immerses participants in the life and culture of the region. The program included:

- A showcase of Louisville neighborhoods
- Arts and entertainment
- Current issues facing the region
- Information on the city-county merger of 2000
- Profiles of Louisville's diversity and multicultural communities
- A "Taste of Louisville" – a sampling of signature Louisville favorites

During its annual run, Louisville 101 began with a personal welcome from the Metro mayor and other local leaders. Participating in the program offered attendees the opportunity to learn about the community from corporate and civic leaders and is designed to familiarize participants with the region and all it has to offer. Louisville 101 also offered a way to meet other new residents or returning ex-patriots through networking time with representatives from community organizations.

Cultural Affairs Committee (Joplin, MO)

In 2009, the Joplin Area Chamber of Commerce partnered with the City of Joplin to create a joint committee focused on the arts. The Cultural Affairs Committee sought to improve the arts and cultural environment in the city and focused, in particular, on commissioning several murals in Joplin and smaller communities in the two-county region like Webb City and Carl Junction through its Art in Public Spaces Program. Many murals are positioned along the historic Route 66 to increase tourism volume. The Cultural Affairs Committee also promotes local artists through quarterly rotating exhibits at the Chamber office.

In 2010, the Chamber and the City spun off the group as Connect2Culture. This group developed a master plan as SPARK—Stimulating Progress through Arts, Recreation, and Knowledge of the Past. The plan, which was adopted by the City, focuses on placemaking through the arts, specifically in downtown Joplin. It includes bold visions such as the construction of a "town green" park and development of an arts and entertainment center with continued support from Connect2Culture. In 2011, Joplin City Council members voted to support SPARK to promote economic growth and tourism, and attract businesses and residential development downtown. The SPARK Plan has become a critical piece of the rebuilding and redevelopment planning efforts of Joplin following the catastrophic EF5 tornado on May 22, 2011. The community is now moving forward on the $68 million cultural arts complex outlined in the SPARK plan.

As the SPARK plan was finalized, Connect2Culture formalized itself as a 501(c)(3) non-profit organization with a 14-member board and a 30-member task force.

In 2012, the Missouri Arts Council honored Joplin as the state's Creative Community, an award recognizing the city's strong arts environment. Much of the city's work in the arts came as a response to the May 22 tornado. The Cultural Affairs Committee commissioned temporary or "pop-up" art such as murals, statues, mosaics, and photography in response to the storm, and the local Spiva Center for the Arts exhibited tornado-inspired works by area artists.

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

The City along with its potential economic development partners are all receptive to working together to make sure that Brookhaven is a business-friendly community and that all partners are on the same page about what the city's economic goals should be. An economic development strategy process will reveal in detail the City's strengths and assets, including those described in detail in the Buford Highway Economic Development Strategic Plan, as well as its challenges, develop an action plan that complements the consensus built among partners, and detail how those actions should be implemented in terms of roles, capacity, funding, and timing. The economic development strategic process should:

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

The resulting strategy and implementation plan should drive marketing efforts for business attraction; identify staff positions that need to be created, expanded, or realigned, such as a potential Director of Economic Development to oversee a new Department of Economic Development for the City who would work directly with businesses, prospects, and the City's economic development partners; and address specific opportunities such as identifying niche areas for the City's business incubator space and connecting it with priority sectors identified in the strategy and proposing various designations that may be of benefit to the City such as Georgia Work Ready Community and Georgia Camera Ready Community.

Best Practices

Case Study: Greater Rome, GA

Located in northwest Georgia in Floyd County, the City of Rome is in the middle of a dynamic three-state region anchored by three large metropolitan areas: Atlanta, Chattanooga, and Birmingham. Rather than resigning itself to be a small player in the midst of large metros, Greater Rome (the City of Rome and Floyd County) has undertaken an aggressive economic development agenda that has resulted in tangible successes.

Led by a homegrown effort of Greater Rome leaders, the first economic development plan for Greater Rome, Rome-Floyd 20/20, was unveiled in 1998. Comprised of five key themes and 20 goals, the plan sought to establish community support and momentum for taking deliberate actions to improve the economy, build a skilled workforce, improve quality of life assets, build quality physical infrastructure and make more efficient use of government resources.

In 2003, during the fifth year of implementation, Greater Rome updated the strategy and measured progress. By this time, implementation success was evident as progress had been made in all 20 goal areas. The update process identified additional opportunities and challenges, including ways to leverage the community's changing demographics, strengthen ongoing programs, and cultivate a culture of cooperation.

The second iteration of Rome-Floyd 20/20 was crafted in 2007 and was a true partnership between the City of Rome, Floyd County, and the Greater Rome Chamber of Commerce, as the cost was shared equally. The 20/20 II plan leveraged broader public input and focused on the workforce (developing a seamless Pre-K to 16 education system), the economy (strengthening retention, attraction, and entrepreneurship), and the community (ensuring safety and strong leadership). Despite the impacts of the Great Recession, Greater Rome was able to continue its implementation successes. In 2007, Forbes profiled Rome as a top place to live; U.S. News and World Report ranked Rome High School as among the best in the nation in 2009.

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

The City should study best practice incentive policies of neighboring and peer cities within the state and in other parts of the country and evaluate a variety of incentives that are commonly offered at the local level. Eligibility requirements for incentives should be established to identify qualifying businesses (both new businesses and expanding, existing businesses). Such requirements are commonly based on job creation figures, investment levels, the type of business sector (defined by NAICS codes), and/or wage levels, among other criteria in line with the goals identified in the Economic Development Strategy recommended in Opportunity 3.3, as well as any community goals identified in this Comprehensive Plan. The City should attempt to align its incentives and eligibility requirements with its priority business sectors, as identified by the Economic Development Strategy, when relevant. Examples of potential incentives include but are not limited to an opportunity zone and tax allocation district along the Buford Highway corridor, retail rent subsidies and the recommended façade grants for qualifying retail establishments in neighborhood commercial nodes, site development assistance, infrastructure extension, and expedited permitting for high-value projects, and green building incentives and density bonuses to encourage green building standards if determined to be a priority.

Best Practices

Case Study: San Marcos, Texas

The City of San Marcos, Texas is located along Interstate 35 between the highly successful and competitive communities of San Antonio and Austin. In order to compete for the rapid influx of jobs to the state of Texas, the City of San Marcos has developed a comprehensive incentive policy to better position itself alongside the fast-growing and relatively development-friendly communities of Austin and San Antonio. The City's inventive policy includes a wide variety of financial and non-financial incentives, including but not limited to:

- Permit and development impact fee waivers
- Fast-track permitting
- Freeport exemption
- Property tax abatements
- Tax-increment financing

- Sales tax rebates
- Revolving loan fund
- Reinvestment zones

A full list of incentives as well as detailed descriptions of each program and associated eligibility criteria can be found here: http://www.ecodevsanmarcos.org/pdf/SM_Incentive_Policy_2008.pdf.

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

Business retention and expansion (BRE) serves to:

- Mitigate reductions in force or business closures before they happen
- Increase understanding of barriers to expansion facing existing businesses and adjust government policies and procedures as necessary
- Improve private sector trust in and communication with local government
- Facilitate "growth from within"

Many local governments simply do not have the financial resources to support such efforts while others find that chambers of commerce are more effective and efficient at BRE outreach given the inherent level of trust that the business community typically has in chambers of commerce. Still, some local governments are actively engaged in BRE outreach to better understand the needs, challenges, and risk factors facing employers in their community.

The City will need to work with its partners to determine the scale and scope of future outreach efforts, evaluate the criteria for on-site visits, and assign roles. This assessment should examine a number of items including:

- Specific businesses within the City that have been engaged in previous or ongoing outreach efforts
- The frequency of contact with existing businesses
- The type of outreach employed (phone, survey, on-site visits, etc.) by firm size or sector
- Status of pre-existing business contact databases
- Frequency and method of data sharing with various partners and frequency of partner meetings to review input gathered from local businesses via surveys and site visits, discuss their concerns, and identify any necessary policy responses

- Method of handling immediate concerns requiring expedient response from local government departments.

An example of a city-run business retention and expansion (BRE) plan is this BRE Strategic Plan by Shoreview, Minnesota: http://www.shoreviewmn.gov/home/showdocument?id=1456.

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

One of the resounding vision components for Brookhaven is the ability to move around the city easily with or without a car. Collaborative planning between the City, Atlanta Regional Commission, and MARTA that engages residents and property owners in the area surrounding the Brookhaven MARTA station should be pursued, resulting in plans to catalyze appropriate development. Such plans should be leverage the findings of market analyses and any other existing or ongoing research related to viable transit oriented development of the area.

Best Practices

Case Study: Lindbergh City Center (Atlanta, GA) http://www.carterusa.com/projects/lindbergh-city-center

Located in the Buckhead area of the City of Atlanta, Lindbergh City Center is a successful transit oriented development surrounding the MARTA Lindbergh Station. The development is the result of a public-private partnership between MARTA and Carter, the master developer. Carter ground leased 47 acres of land from MARTA and created an urban mixed-use plan for Lindbergh City Center, which includes over 1.1 million square feet of office and retail space and 350 residential units, which have increased to 700 after Harold A. Dawson Company added 350 units.

One important feature built into the project several years ago was an incentive that resulted in AT&T (then Bellsouth) choosing three sites for 10,000 employees, of which at least 30 percent would use MARTA to commute to work.

In 2014, Carter secured a $24.5 million loan to fund the build-out and construction of two additional buildings, adding 187,751 square feet of office and retail space, for several tenants.

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

Professional, up-to-date, and content-driven websites regarding the City's economic development programs, assets, community data, etc. with consistent and complementary information are an absolute necessity. It is the standard by which the City will be judged on many occasions. The City can work on the website in-house or secure a marketing and branding firm to ensure that the City's website meets industry standards and is user-friendly and to create an economic development portal, which includes the following:

- Contact information for key City staff.
- A comprehensive, up-to-date database of the City's available and developable real estate portfolio.
- Through GIS and real estate data sources, identify development opportunities (including current commercial sites and under-developed sites).
- Inventory property owners, property descriptions, maps, building specs, and potential uses for optimal utilization.
- Easily accessible links to economic development partners, including but not limited to the Brookhaven Development Authority, the Perimeter Community Improvement District (PCID), the Atlanta Regional Commission and its Regional Economic Competitiveness Strategy, the Georgia Department of Economic Development, and other county and regional efforts.
- Updated key demographic and economic data and information, including major employers, major institutions, transportation and connectivity, labor force profiles, commuting patterns, existing and planned sites and buildings for commercial and industrial development, Class A space, and business activity in Brookhaven (top sectors, median size and age, etc.).
- One-stop webpage that houses all information and documentation pertinent to starting a business in Brookhaven.
- All business and economic development-related forms.

To increase the site's visibility and to ensure that other partners and professionals have the most current data and information the City has, provide marketing and development partners, including the

Georgia Department of Economic Development, commercial real estate developers, and location decision professionals, with Brookhaven's most recent community and economic development information on a regular basis. Also, ensure that the data featured in the online portal is always current.

The City could consider reaching out to Oglethorpe University to gauge their interest in potentially creating a project for students within the Mathematics & Computer Science Division to geocode the database so that property- and site-specific information can be accessed via web-based GIS tools. The City may also want to consider reaching out to the Atlanta Regional Commission to potentially leverage its Geographic Information Systems Division.

Best Practices

Case Study: City of Arlington, Texas (Arlington, TX)
http://www.arlingtontx.gov/business/

The City of Arlington, Texas has developed a best practice economic development website that effectively communicates the City's economic development objectives to prospective businesses as well as residents. The City's economic development website provides an overview of the City's economic development strategy, Champion Arlington. The website has specific pages dedicated to each of the City's various incentive programs, as well as detailed demographic and economic information on the community presented in the form of downloadable "annual growth reports." The City also maintains its own site search website – Arlington iSites – that is enabled with a geographic information system (GIS) to help prospects and site location consultants browse available sites and properties.

CarpeDM (Des Moines, IA) http://www.
seizedesmoines.com/

Launched by the Greater Des Moines Partnership, CarpeDM is a website that acts as a one-stop shop for new and prospective residents of the Greater Des Moines Area. CarpeDM provides a wealth of information for relocating residents including a relocation guide, local school and higher education systems, detailed neighborhood information as well as links to neighborhood resource organizations, and bus and air service infrastructure in the Greater Des Moines Area. Perhaps CarpeDM's strongest feature is its integration of the professional networking

site LinkedIn. While browsing the interactive website, prospective new residents can connect with community members who have volunteered to be ambassadors for certain topic areas and local programs. For instance, new residents desiring to learn more about the Young Nonprofit Professionals Network of Des Moines can easily select an ambassador and connect with them through LinkedIn.

Case Study: KCSourceLink (Kansas City, Missouri)
http://www.kcsourcelink.com/

Launched in 2003 by the Kauffman Foundation, in collaboration with the Small Business Administration and the University of Missouri-Kansas City, KCSourceLink connects small business owners with critical resources. KCSourceLink connects a network of over one hundred business resource providers to help entrepreneurs in the Kansas City region grow and succeed.

The model, which is now being replicated in other parts of the United States focuses on helping individuals move through the maze of local entrepreneurship support services. The goal of the model is to save entrepreneurs time, provide more relevant information, and encourage collaboration among area service providers. The KCSourceLink site includes a list of resources: a resource navigator, a resource directory, a resource library, and a toll-free referral phone line staffed by knowledgeable personnel. KCSourceLink also tracks inquiries and the impact of its service provider partners' work to determine how its system may be able to work even more effectively in the future.

With the formation of KCSourceLink, Kansas City became one of the first cities selected by the Small Business Administration. for its new National Entrepreneur Center Alliance, which sets Kansas City as a model environment for advancing entrepreneurship.

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

The City will need to maintain data profiles for the website, provide economic development data analytics for the City, and fulfill data requests from prospective businesses and site selectors. Key data indicators include measures the City will likely share externally: demographic characteristics, including population, racial and ethnic distribution, age distribution, and educational attainment,

and economic trends, such as total employment, unemployment rates, largest employers, tax information, commercial rents in the City's main commercial districts, and average utility rates. Internal measures would include various performance measure to help the City measure its impact on economic development, and might include indicators such as program costs for various services, attendance at events hosted as a result of Opportunity 3.2, and survey results from BRE efforts, including Opportunities 3.1 and 3.5. The City could develop a set of metrics that it would commit to regularly updating and analyzing internally and choose which indicators from that list are distributed via the economic development portal or other marketing tools. The City also needs to keep an eye on what other cities are doing, continuously identify successful trends that could be tailored to Brookhaven's needs, and recognize opportunities to be a trend-setter. Two useful organizations that highlight city best practices and provide resources are National League of Cities (http://www.nlc.org/find-city-solutions/center-for-research-and-innovation/economic-development) and U.S. Conference of Mayors (http://www.usmayors.org/newamericancity/page.asp?id=19).

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

Brookhaven has the opportunity to forge strong relationships with not only its local economic development partners but also its county and regional partners. It is through these strong relationships that Brookhaven can maximize partner resources and align where appropriate to avoid redundancy. Related actions include:

- Research and connect with representatives from the various DeKalb County and Atlanta Metro economic development organizations.
- Identify programs and funding mechanisms that the City and its economic development partners can leverage within economic development initiatives.

POPULATION

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

Proposed gateway locations are provided on the Character Area Map. These areas symbolize areas of high travel and major gateways into the city. Community members strongly favor the idea of using special landscaping (including trees and shrubbery) to signal entry into the city of Brookhaven.

4.2. Need: Promote Lifelong Communities.

No further information

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

Because Brookhaven has such a young population, it is recommended that the City consider establishing a leadership program for young professionals or youth in the community. The program could be designed to tie directly into board opportunities available in the city. The City may also want to consider creative ways to engage the public in implementation measures.

Best Practices

Case Study: 5x5 Program (Macon, Georgia)

The City of Macon's 5x5 program is an initiative whereby enhanced city services are targeted to a five block area for five weeks to beautify the community's neighborhoods and support revitalization. Numerous departments are involved in the collaborative effort, including the Mayor's Office, the Police Department, the Fire Department, Inspection and Fees, Engineering, Public Works, Parks & Recreation, Central Services, Economic and Community Development, and Emergency Management. The program engages residents in the targeted areas by soliciting their input on the specific areas that need services, and encouraging their involvement in clean-up efforts. In Ward I, the program helped remove 18,000 pounds of debris and solid waste, paint more than 8,000 feet of curbs and 200 feet of crosswalks, install 52 new signs, and fix potholes and sidewalks that required patching. The program has been a tremendous success and will be extended to many other parts of the community following the recent consolidation of city-county (Macon-Bibb) government in late 2013.

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

No further information

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

This should be coordinated with strategic wayfinding and branding programs as well as potential incentives for private development that could be included in the City's zoning code.

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

The Brookhaven Police Department has indicated that it has several bilingual officers that match the city's demographic balance. The need for bilingual staff in other departments should be monitored and reconsidered at a later time should it be identified as a true need.

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

No further information

HOUSING

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

The Cities of Decatur and Atlanta are two communities in metro Atlanta that allow for accessory dwelling units and a variety of other housing types. Brookhaven may wish to talk with these communities to help identify best practices for implementing innovative housing practices.

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

There are various initiatives in the Atlanta Region that have worked to preserve affordable housing as pressures for redevelopment occur. The Atlanta BeltLine affordable housing program and the MARTA TOD affordable housing program are two such examples. The City should look to these programs for successful techniques and strategies that may be transferable or offer potential insights for preserving affordable housing in Brookhaven.

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

The U.S. Department of Housing and Urban Development provides a variety of funding sources to help communities preserve and improve affordable housing. Many of these resources are administered through the DeKalb County Consolidated Plan for both incorporated and unincorporated areas of the county, as identified in Appendix A.2.5.

A.4.2. RESPONSIBLE PARTY AND PARTNERS DETAILS

The information below expands on the potential role of parties and partners, identified in Section 5.3 in the main document, in implementing Comprehensive Plan 2034.

BROOKHAVEN DEVELOPMENT AUTHORITY

Redevelopment is a key action area for Brookhaven over the planning period. At the time of this plan's development, the Brookhaven Development Authority had been formed but had not yet played an important role in the City's activities. It is anticipated that they will play an increasingly important role in the City's activities as more emphasis is placed on redevelopment initiatives to implement recommendations of the Comprehensive Plan 2034 and the Buford Highway Improvement Plan and Economic Development Strategy. The Development Authority is a nonprofit public entity that promotes trade, commerce, industry, and employment opportunities pursuant to the state constitution and Georgia Development Authorities Law. Such entities can help with low-cost bond financing, grant resources, identification of available buildings, and other economic development functions.

PERIMETER COMMUNITY IMPROVEMENT DISTRICT

The Perimeter Community Improvement District (PCID) overlaps with the northwest corner of Brookhaven, in the Perimeter Center Character Area. The PCID plays an important role in furthering business location and desirable infrastructure development. As additional development is pursued in this character area, the PCID will be a vital partner. Additionally, the PCID Livable Centers Initiative 10-year update is an important implementation element of Comprehensive Plan 2034 and will require collaboration between the City of Brookhaven and the PCID.

DEKALB COUNTY PUBLIC SCHOOLS

Public schools play an important role in the social aspects and livability of Brookhaven. New developments can pose new demands on public schools. School facilities, programming and expansion is managed by a DeKalb County run school board. Its important that DeKalb Public Schools play an active role in understanding and addressing potential changes in Brookhaven and plan schools appropriately to support the families with school age children in the city.

DEKALB COUNTY OFFICE OF SENIOR AFFAIRS

Opened in 1999 to serve DeKalb County's growing and diverse senior population, this organization manages the County's Senior Centers, including the North DeKalb Senior Center on Peachtree Road just north of Brookhaven. This office can play an important role in helping support the needs of the aging population of Brookhaven, particularly since the human services of senior or aging services is outside the clear mandate of the Brookhaven government.

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