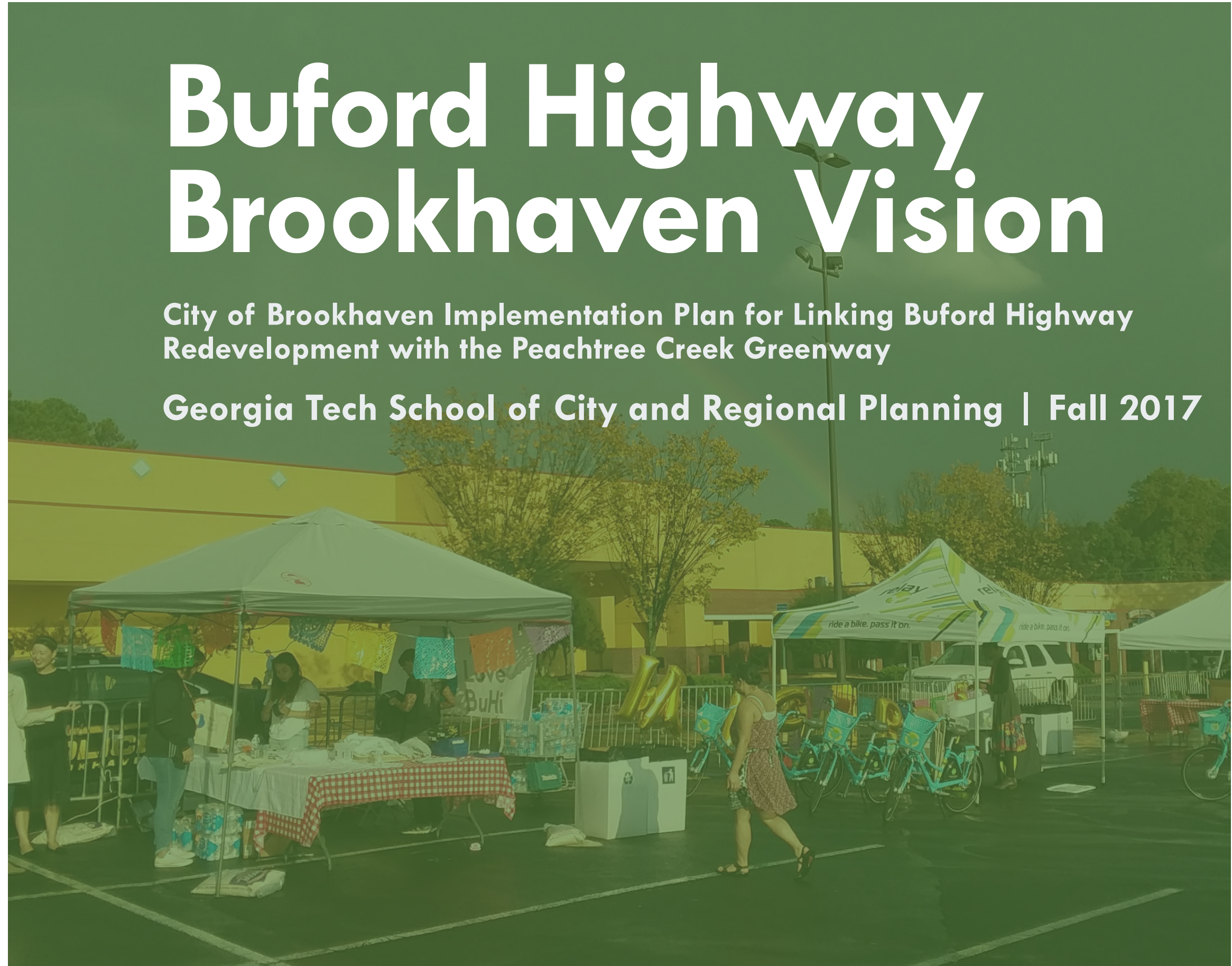




Buford Highway Brookhaven Vision

City of Brookhaven Implementation Plan for Linking Buford Highway
Redevelopment with the Peachtree Creek Greenway

Georgia Tech School of City and Regional Planning | Fall 2017



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EXECUTIVE SUMMARY

This project reflects the extended work of a Georgia Institute of Technology studio class from the School of City and Regional Planning. With the guidance of Gary Cornell, FAICP, and in direct communication with the City of Brookhaven, the team of twelve students identified gaps, issues, and opportunities for improving the private and public realms along the convergence of Buford Highway and North Fork Peachtree Creek Greenway. Although many plans have been written that include this area, no official small area plan has been written for the character area that addresses the specific issues faced in this corridor. The study area was decided on based on the character area identified in the City of Brookhaven Comprehensive Plan.

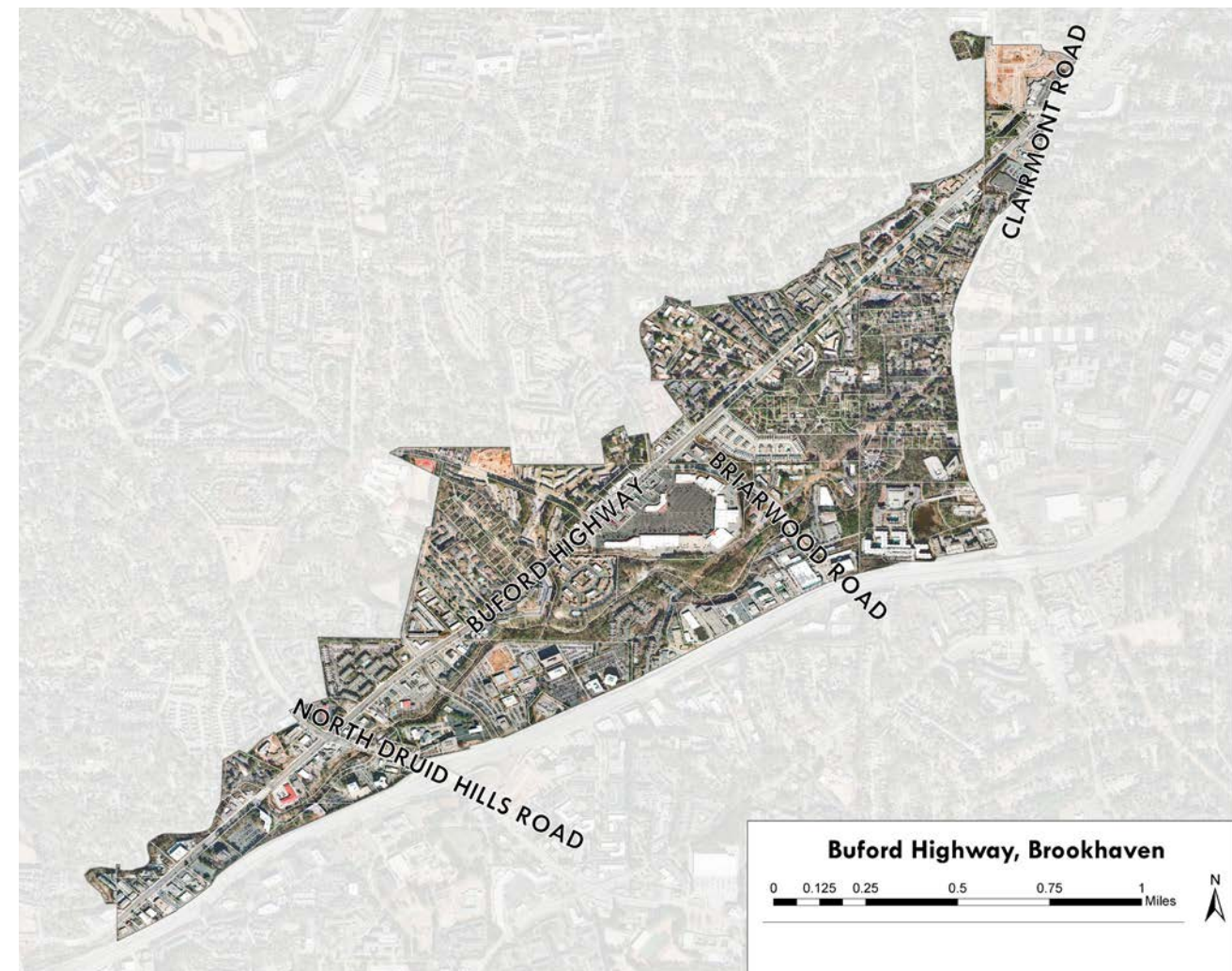
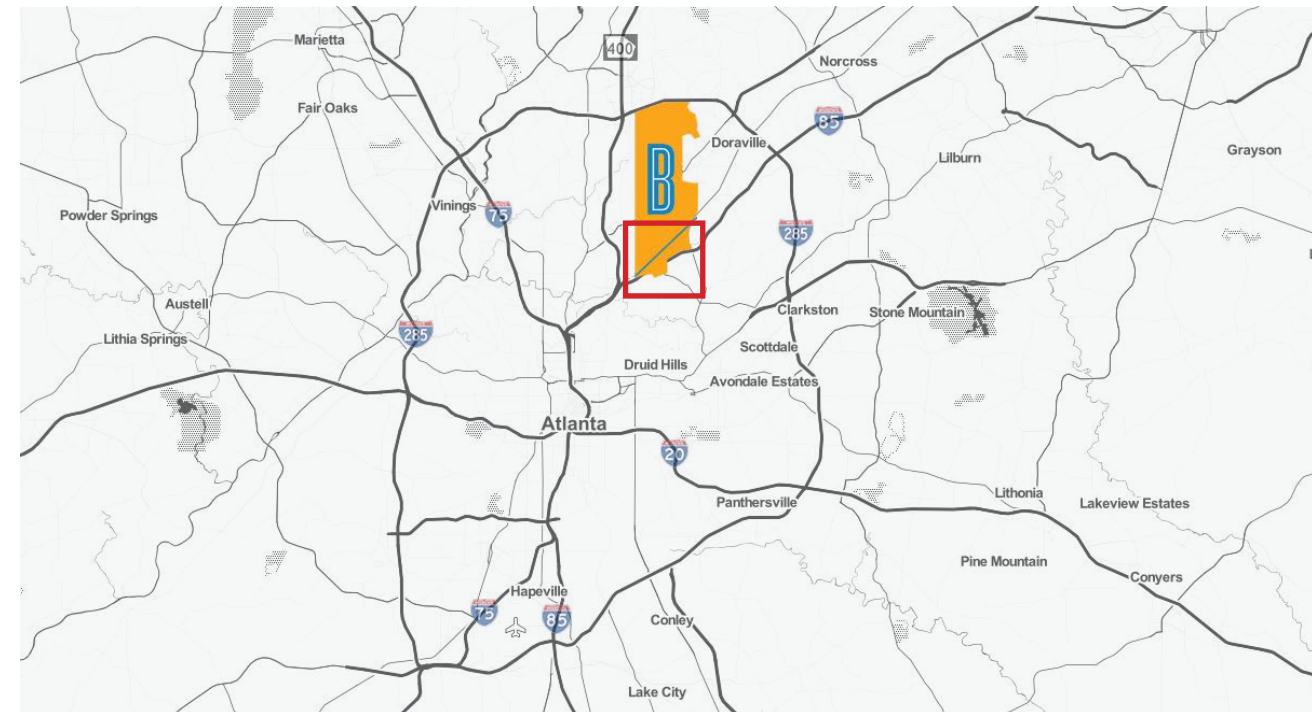
The study area is portrayed in the maps shown here. It contains all property along Buford Highway in the City of Brookhaven lying between the city limits of Atlanta beginning at Shady Valley Drive, and the city limits of Chamblee beginning east of Clairmont Road – a distance of about three miles. Additional property is included between Clairmont Road and I-85 to include the property along the banks of the North Fork of the Peachtree Creek.

The purpose of this document is to provide a guiding vision for the planned transformation of Buford Highway corridor of Brookhaven. Through reading previous plans, speaking with city officials, stakeholders, and citizens, and analyzing available data, we have identified issues and opportunities for improving quality of life, placemaking, and environmental conditions. We have proposed recommendations for the city to consider that address priority issues based on current literature, suggestions from stakeholders, and examples of other cities across the United States.

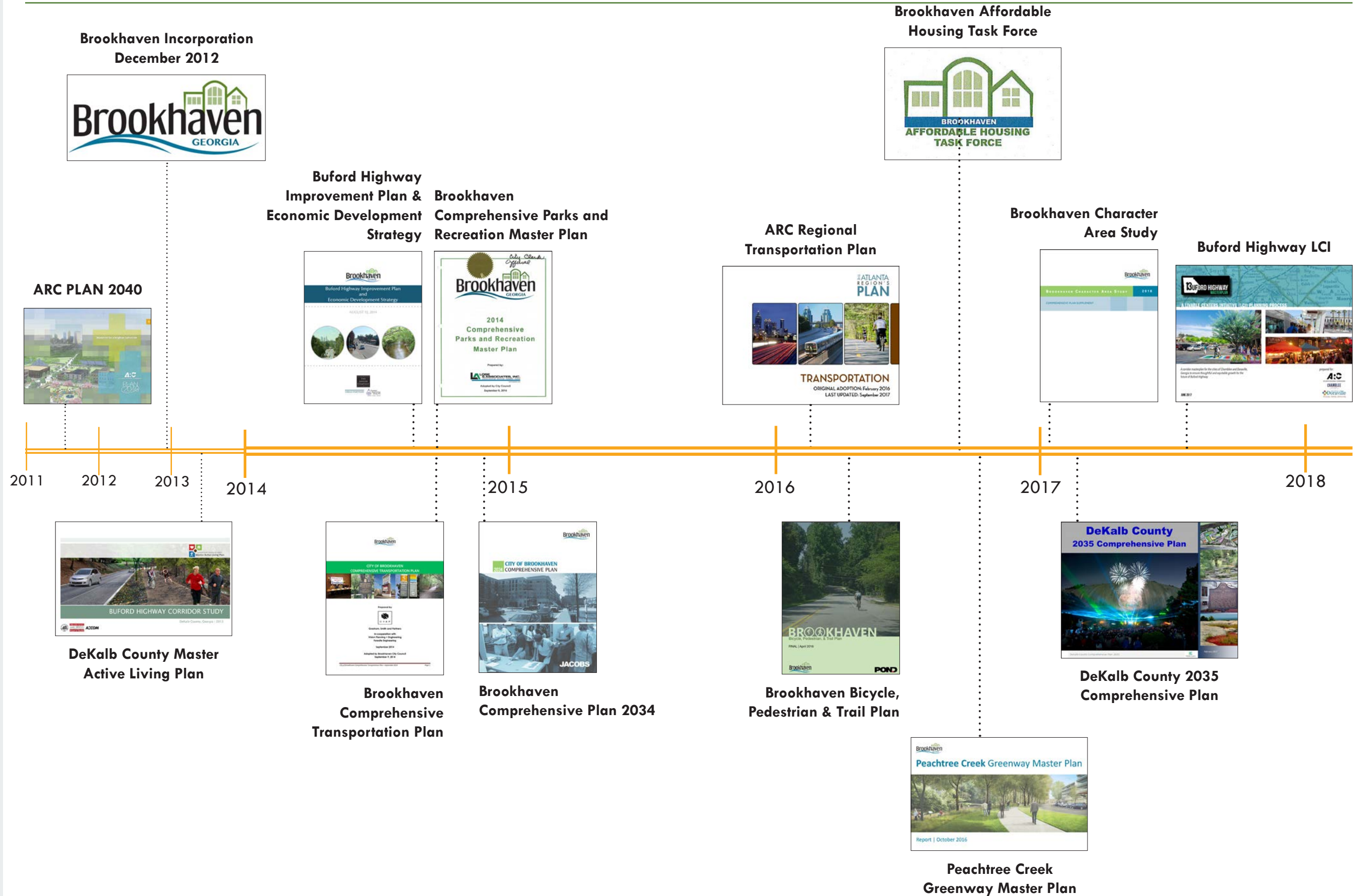
This document begins by providing a brief summary of each of the existing plans that were considered for this project. The studio team identified gaps and common themes among these plans, then built a framework of areas of concentration based on these gaps. The members of the Studio conducted additional research to find a variety of solutions to existing gaps and issues.

Ten “Big Ideas” that are implementable and practical for the City of Brookhaven are proposed in the final section of this plan. The list of recommendations the studio team suggests includes the following:

1. Prepare a Buford Highway Zoning District
2. Establish Land Use Standards for Redevelopment
3. Enhance Placemaking
4. Promote Small Business Diversity
5. Protect Affordable Housing
6. Preserve Environmental Quality
7. Consider Health in All Policies
8. Strive for Complete Streets
9. Build Network Connections
10. Improve Multimodal Infrastructure



PREVIOUS STUDY REVIEW



Plan Summaries & Gaps

After assessing and experiencing existing conditions of the Buford Highway corridor, the studio team read and analyzed several plans that draw out a vision for Buford Highway and the surrounding areas. The team looked for common themes across existing plans and identified gaps that were not explicitly addressed.



Atlanta Regional Commission (ARC) PLAN 2040 June 2011

Summary:

The ARC PLAN 2040 identifies and outlines long range goals for metro Atlanta. These goals all stem from the overarching theme to improve Atlanta's quality of life. The plan focuses on the three pillars of sustainability, including environmental, economic and social issues. This plan is Atlanta's most comprehensive long range plan. The plan's five objectives include Serving People, Building Community, Enhancing Mobility, Preserving the Environment and Growing the Economy. The

plan discusses the demographic and population changes that the region is expecting in the near future. The plan emphasizes the importance of planning proactively.

Gaps:

- Specific area issues and recommendations
- Linking specific recommendations and goals with action items
- Prioritization of projects



DeKalb County Master Active Living Plan (MALP): Buford Highway Corridor Study 2013

Summary:

Completed in 2013, the DeKalb County Master Active Living Plan for pinpoints strategies to connect physical activity and the built environment throughout the Buford Highway corridor. This plan focuses on active living initiatives, such as biking and walking, and how to

encourage such activities by increasing connectivity and retrofitting existing conditions. Sociodemographic data is presented for the area before going into recommendations for physical health improvements. 45 projects are specified for both redevelopment and retrofitting for the interim, with particular focus on Buford Highway pedestrian crossings and the future Peachtree Creek Greenway. Nine different intersections were identified for mobility projects, along with basic urban design standards that encourage human-scale, pedestrian-friendly environments.

Gaps:

- Affordable housing issues and potential for mass displacement of current residents
- Mitigating rising property values as projects are implemented and completed to maintain affordability for current residents
- Food availability and auto-oriented uses in a pedestrian corridor



City of Brookhaven Buford Highway Improvement Plan and Economic Development Strategy August 2014

Summary:

The Buford Highway Improvement Plan and Economic Development Strategy aims to, "provide an attractive, safe and trafficable environment, with an emphasis on pedestrian accessibility and an action plan to stimulate the area to its full potential and long range sustainability." Primarily, this study recommends public space improvement projects focused around infrastructure in an effort to stimulate redevelopment. Through extensive market analysis reports of retail, rental, housing, office, and hotel properties, "it establishes general guidelines for the

character of development that will help Brookhaven realize its vision of a safer more trafficable, sustainable Buford Highway corridor which ultimately adds to the overall success and appeal of the City of Brookhaven." The plan addresses urban ecology in terms of tree canopy, vegetation, conditions along the Greenway, and hydrology.

Gaps:

- Provision for small businesses--including business associations and support--is not exclusively addressed in the recommendations.
- This plan views economic development as a result of transportation and land use improvements, rather than a set of recommendations directly addressing economic development policies.
- Affordable housing was mentioned as an important consideration, but did not provide specific strategies for implementation.
- While the plan addresses the ecological conditions, it doesn't provide recommendations that build on them. It largely neglects environmental health. Significant gaps include active living and the infrastructure to support it, health impacts (including any prevalence of chronic disease), provisions for native species and the impact of invasive species, environmental exposure and natural hazard risk and mitigation (e.g. flood, heat, air quality, climate), food systems, crime, and water quality. Demographic consideration of youth and older adults is absent.



City of Brookhaven Comprehensive Parks and Recreation Master Plan September 2014

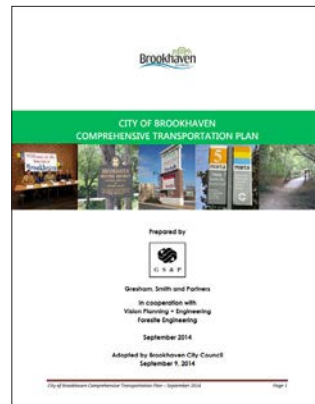
Summary:

This plan highlighted a need for park facilities in the City of Brookhaven's southwest corner, where one-third of the city's population is located and where the largest amount of growth is projected. The plan included extensive demographic information about the city along with substantial public input. The plan identified a greenway along the North Fork of Peachtree Creek as its highest priority. It also recommended identifying a large parcel for park space along the Buford Highway corridor and acquisition of 8 acres of park space per 1,000 residents in the following decade. The plan noted the need for routes

to parks that were accessible to users without automobiles. The plan provided specific recommendations for facility improvements to individual parks along with funding opportunities like in lieu fees from development that would support acquisition of land for park space. The plan also recommended identifying parcels along Buford Highway for acquisition and conversion to park space.

Gaps:

- The plan called for the formation of a program to remove invasive species in parks and to include green infrastructure in all parks, however, it lacked formal recommendations or timelines for completion to address these recommendations. Health data was not a component of this plan and therefore cannot address current conditions.
- This plan noted an opportunity to develop park/green space in conjunction with private development through the use of in lieu fees.



City of Brookhaven Comprehensive Transportation Plan September 2014

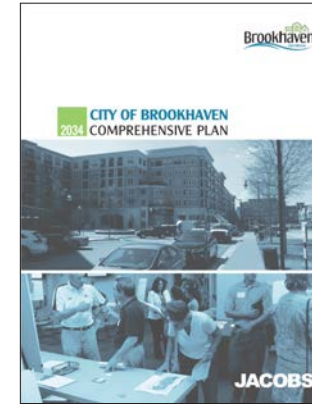
Summary:

Written by Gresham Smith & Partners, with assistance from Richard Meehan, PE of the City of Brookhaven, and presented to the City Council on September 9, 2014. This plan aims to prioritize transportation projects, leverage funding, and identify affordable projects. Goals of the Comprehensive Transportation Plan include mobility and access, safety, sustainability, public health, economic prosperity, and a state of good repair. Based on public feedback, the following projects are where the community would like to see investment (ranked from most

to least important): Intersections/Coordinated signals, Active Transportation, Safety Public Transit and Wider Roads tied, and traffic calming. Roadway segments and intersection/safety concerns are detailed in the plan, which includes North Druid Hills, a study node for the Transportation/Complete Streets team.

Gaps:

- The intersection of Buford Highway and Briarwood Road, North Cliff Valley, and Clairmont Road are highlighted as priority improvements.
- Specific public transit improvements include the Neighborhood Transit Circulator Plan, bicycle and pedestrian access to the Brookhaven-Oglethorpe MARTA station.
- An Intelligent Transportation System (ITS) expansion is an identified transportation system operations project.
- From all of these identified areas of concern and initiatives, it's unclear whether there has been expanded research on these.



City of Brookhaven Comprehensive Plan 2034 November 2014

Summary:

The City of Brookhaven Comprehensive Plan 2034 is a future, oriented vision and framework. The Comprehensive Plan calls for the city to be a "national model for a walkable, urban community that preserves its unique character and history of neighborhoods, parks, and natural assets while welcoming higher density activity nodes that support transit use, biking, community hubs, sense of place, and diversity of residents and businesses." The Comprehensive Plan proposes the needs and actions relating to different topical areas, including land use, transportation, housing and more. Moreover, the Comprehensive Plan recognizes

the Buford Highway corridor as both a priority redevelopment area and a character area. Specifically, the Comprehensive plan calls for the city to "strive to balance opportunities for land use transformation, redevelopment and economic investment with the desire to preserve and maintain affordable housing options and cultural diversity within the city." Implementation strategies and appropriate land uses are recommended for the Buford Highway corridor. Created before the 2017 LCI, both the Comprehensive plan and the Improvement plan call for initiatives to make the Corridor a more visually distinct area as compared to other areas of Brookhaven.

Gaps:

- The Comprehensive Plan lacked specific recommendations to address a number of environmental concerns including habitat and wildlife preservation and a timeline for the revision of the tree ordinance to ensure future protection.
- The plan identified a need for infrastructure and design to further health and exercise in the community yet there was no reference to health data or health problems currently experienced by residents in the city.
- The Comprehensive Plan identifies Buford Highway as a character area but does not recognize the Buford Highway corridor as a neighborhood.
- The Comprehensive plan does not have a Buford Highway specific zoning overlay or district guidelines.
- The Comprehensive Plan's "areas requiring special attention" focuses upon wetlands, creeks, historic districts and multi-use trails but this section omits the diverse communities, people and businesses that are found in the Buford Highway corridor.
- The Comprehensive plan also outlines a number of density and land use recommendations for the Corridor but it is unclear the extent to which these recommendations align with previous planning efforts.
- The Comprehensive Plan does not fully provide recommendations and strategies for responding to how the greenway trail system will impact future land use and redevelopment.
- Finally, the Comprehensive Plan does not include the extension of the BuHi walk into Brookhaven.



Atlanta Regional Commission (ARC) The Atlanta Region's Plan (Transportation) February 2016

Summary:

Atlanta's Regional Transportation Plan centers on three main objectives: World Class Infrastructure, Healthy Livable Communities, and Competitive Economy. The plan focuses on building upon Atlanta's existing infrastructure, diversity, and cultural assets. The plan highlights future trends likely to affect transportation demand in the region. Additionally, the RTP includes prioritization of

maintenance and expansion projects. The plan includes a strong focus on transit improvements, bicycle safety, and pedestrian-oriented design is included. Many of the recommendations included in the plan can be applied to specific roads, cities, towns, and neighborhoods within Atlanta. The plan serves a basic framework that can be modified based on the needs of a particular area.

Gaps:

- Defining specific areas and corridors within Metro Atlanta
- Specific approaches to avoid a one size fits all recommendation plan
- Policy implementation
- Jurisdictional collaboration



City of Brookhaven Bicycle, Pedestrian & Trail Plan April 2016

Summary:

Community input for this plan identified the need for creating a major north-south axis called "the spine" that would connect other parts of the city through series of "loops." A demand analysis identified the Buford Highway corridor as the area within the city with the highest demand for bicycling and pedestrian opportunities based on demographic information. The plan offered both policy/regulation recommendations along with project-specific recommendations broken into short-, medium-, and long-term horizons for creating an active transportation network throughout the city. Recommendations offered in this plan, which included the

development of a multi-use path following the North Fork of the Peachtree Creek, would result in 38.7 miles of new multi-use trails, 31.6 miles of new sidewalks, 20.4 miles of new sharrows and 6.9 miles of new bike lanes or cycle tracks.

Gaps:

- "Corridor Suitability" was one of five factors used in the Bicycle, Pedestrian, and Trail Plan's prioritization criteria but despite recognizing Buford Highway as the area of highest demand for biking and walking opportunities, the corridor scored relatively low on suitability due to existing traffic volumes and speeds.
- The plan offered general policy recommendations about zoning changes and bicycle parking requirements but lacked specificity.
- The plan addresses the need for Safe Routes to Schools, but Safe Routes to Parks is not included.



City of Brookhaven Affordable Housing Task Force Executive Summary September 2016

Summary:

The Executive Summary was created by the Affordable Housing Task Force in response to the community need to preserve and increase the amount of affordable housing in the City of Brookhaven. Two main findings that came out of the study and research the task force conducted was 1) affordable housing should not be concentrated in one area, it should reflect the diversity that the City of Brookhaven celebrates and 2) create a more welcoming and abundant affordable housing stock that not only positively impacts the community, but also business owners and future developers that come to the city. The Task Force provides recommendations that all revolve around the goal of keeping affordable housing at the center of all policies, ordinances, and conversations about the development of Brookhaven.

Gaps:

- The Executive Summary focuses subsidized funding efforts on the LIHTC program, and should expand the sources of subsidized funding.



City of Brookhaven Peachtree Creek Greenway Master Plan October 2016

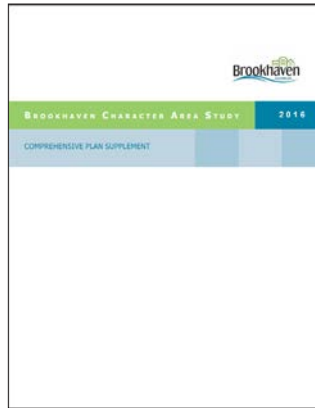
Summary:

This Master Plan lays out the details of Brookhaven's 3-mile section of the North Fork Peachtree Creek Trail. The trail runs approximately 12 miles from Mercer University in unincorporated DeKalb County to near the PATH400 trail in Buckhead. The vision for the Peachtree Creek Greenway is to "cater to and enrich not only

its immediate community of Brookhaven, but eventually areas beyond as part of a larger network of multi-use trails." The Peachtree Creek Greenway Master Plan was developed in three parts: 1) The existing conditions analysis outlines the potential benefits of the development and reviews previously completed corridor plans. 2) The proposed greenway plan details the amenities, alignment, and design specifications of the corridor. 3) The implementation strategy outlines the costs and action plan for completing the Greenway.

Gaps:

- The Peachtree Creek Greenway Master Plan does not provide a framework for equitable access to the Greenway in the interim period before redevelopment occurs along the Buford Highway corridor.
- The plan does not have recommendations for addressing impacts of construction to homeless populations living along the creek.
- The plan does not address future Dekalb County sewer system replacement or renovation, located within the greenway.
- Due to the nature of the master plan, specific recommendations for invasive species removal, habitat protection, stream bank restoration, and improving water quality were not addressed. These should be key components of future recommendations within specific plans for each phase of development.



City of Brookhaven Character Area Study January 2017

Summary:

The community vision is to transition from auto-centric, suburban corridor into a compact, mixed-use community. There is a vision to redevelop large shopping centers into mixed-use purposes. In addition, high-intensity of land uses are desired by I-85, and lowered in residential areas. Goals outlined in this plan include land use transformation, additional green space, redevelopment and economic investment while preserving affordable housing and cultural diversity. Various existing and additional implementation strategies are found in this document.

Gaps:

- Specific recommendations and streetscape treatment plans
- Process for preserving cultural diversity as the corridor redevelops



DeKalb County 2035 Comprehensive Plan February 2017

Summary:

The DeKalb County 2035 Comprehensive Plan was developed with input from community members at four public meetings, an analysis of current and future trends, and an assessment of the county's opportunities. As a county-wide plan, the transportation section is particularly relevant to our studio's research. The plan outlines transportation issues as increased traffic and commute times due to new development, and lack of public transportation in certain

areas of the county. The plan also outlines suggested policies from the county's 2014 Transportation Plan: Asset Management, Roadway Functional Classification, Freight and Air Travel, Access Management, Complete Streets, Human Service Transportation, Bicycle and Pedestrian Level of Service, among many others.

Gaps:

- No strategies for implementation for different areas of the county, such as Brookhaven
- Lacking measures and processes for benchmarking progress toward these goals



Buford Highway Master Plan: A Livable Centers Initiative (LCI) Planning Process June 2017

Summary:

Although not explicitly for the City of Brookhaven, The Buford Highway Master Plan LCI guiding document lays out principles to make the Buford Highway area more livable by addressing transportation, housing, public space, and environmental health. In the area of environmental health, it considers robust expansion of the tree canopy, air quality through transportation improvements, and stormwater management. The plan addresses accessibility by way of sidewalk infrastructure and crossings. In the realm of transportation, it addresses mobility and by extension, active living, with particular corridor improvements for safety and the pedestrian experience. Economic considerations are explored through employment and business profiles and recommendations. It makes recommendations for affordable housing and land use patterns, including design guidelines.

Gaps:

- The City of Brookhaven was excluded entirely from this initiative
- While the LCI addressed landscaping, it neglected to contextualize recommendations by addressing the importance of native species and wildlife habitat.
- The plan does not link stormwater management directly with quality remediation, or to priority areas for quality improvements.
- The plan has no substantive mention of hazard risk such as heat management, climate impacts, and vulnerability beyond basic tree planting.
- Healthy food, social cohesion, and health impacts (especially a community health profile and any prevalence of chronic disease) are overlooked. While social isolation and mental health considerations underlie certain themes, such as employment and greenspace, there is no direct mention of strategies to support or improve conditions. Demographic consideration of youth and older adults, and accessibility concerns particularly for the latter group, is absent.

ISSUES & PROBLEM STATEMENTS

The issues below were identified by studio team members as relevant basis for further research. These issues shaped to the goals and objectives of this document through direct feedback from stakeholders and current conditions.



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



TRANSPORTATION

Safety



Code violations do not provide resources for property owners to improve property and units, but may instead encourage owners to sell their property.

- Over 1,600 code violations on Buford Highway reported to the City of Brookhaven from April 2014-October 2017 based on information acquired from city Code Enforcement officials



Existing curb cuts throughout the corridor create multiple driver-pedestrian conflicts and reduce walkability throughout the corridor.



Many businesses and bus shelters do not have adequate pedestrian infrastructure. The current sidewalk conditions pose a threat to pedestrians along Buford Highway.



Examples of curb cut and sidewalk conditions on Buford Highway



Curb cuts throughout the corridor prevent relocating near-side stops to far-side locations because MARTA's 60-foot buses cannot stop at the curb.

- A bus stop zone of 90' is typical for far-side stops based on best practices
- For an articulated bus like MARTA's, 20 feet should be added to the bus zone, resulting in a 110-foot bus zone



Heading westbound on MARTA Route 39, a potential bus stop on Buford Highway at N. Druid Hills Rd is hindered by multiple curb cuts.

Cultural Preservation



There is no standard and streamlined process for establishing a small business outside of the traditional brick and mortar.

- Vendor registration is not handled by the city



The Buford Highway corridor is known for its multicultural small businesses that do not have the support or resources to survive an era of redevelopment.

- Navigation to business license application forms on the city website is confusing
- Business application form is not offered in any language other than English
- Even after naturalization, forms that ask about a person's immigrant status are intimidating and discourage small businesses from reapplying for permits after redevelopment
- Aged infrastructure is priced at a rate that local small businesses can afford, but new construction will be beyond a small business' budget

Accessibility

-  ECONOMIC DEVELOPMENT
-  ENVIRONMENT & HEALTH
-  HOUSING
-  LAND USE, ZONING & URBAN DESIGN
-  TRANSPORTATION



Buford Highway does not have its own specific zoning regulations. The area is defined as a “character area” by the city but does not have its own overlay or district regulations.



The Buford Highway corridor has an abundance of auto-oriented commercial development with limited pedestrian and intra-parcel accessibility.



Pedestrian environment on N. Druid Hills Rd NE at Buford Highway



Existing parking lot conditions at Northeast Plaza



The proposed Peachtree Creek Greenway and the Buford Highway corridor lack design features and amenities which accommodate accessibility for a wide-spectrum of ages (especially older adults), vulnerable populations, and youth.

- There is a lack of benches that provide resting places for all people, particularly vulnerable populations such as older adults and those with chronic conditions. The hilly topography may be strenuous for some of these populations.



A stretch of Buford Highway lacking in accessible infrastructure



The pedestrian infrastructure on Buford Highway is lacking consistent ADA accessibility. Impaired pedestrians do not have equal access and opportunity given the current pedestrian conditions along Buford Highway.

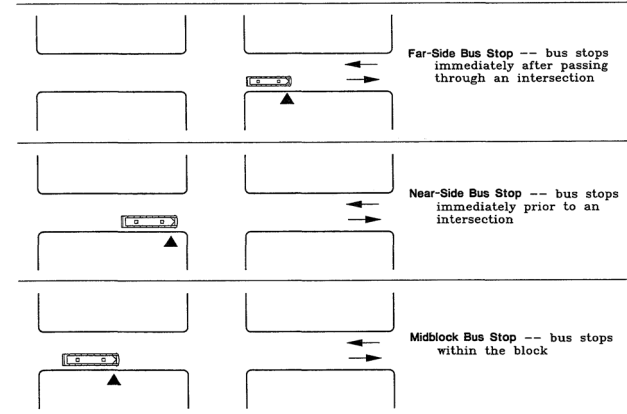
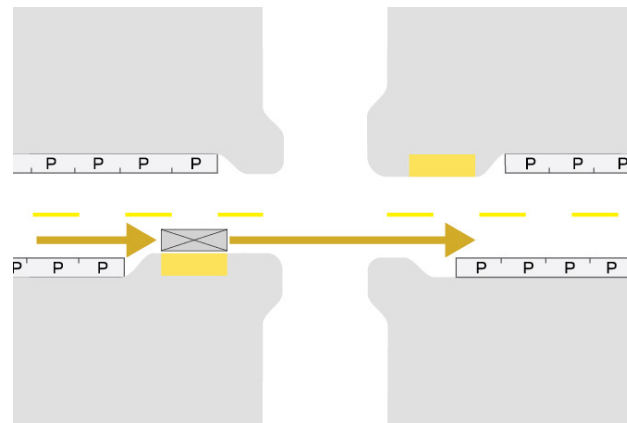


Existing sidewalk conditions at Northeast Plaza



Nearside bus stops cause unnecessary traffic delays and safety risks.

- May cause double-stopping at intersection as riders board/alight, then as bus is stopped at red light
- Creates conflict with right-turning vehicles
- Queued buses block through traffic
- Pedestrians getting off bus have an obstructed view from the crosswalk to cross street
- Placing buses on near-side locations can cause delays of 4.2 and 5.0 seconds



Nearside bus stop diagram and other bus stop types (National Association of City Transportation Officials - NACTO)



Transit infrastructure along Buford Highway does not reflect the high ridership on route #39.



The transportation network among official and unofficial services is unclear with different mediums of payments, fare fees, and no existing map resources for residents to know their travel options/routes.



One of several taxi companies servicing Northeast Plaza



Private bus and MARTA bus conflict at Buford Hwy & Briarwood Rd

Affordability



The transportation network on Buford Highway is centered around personal vehicles. This creates inequity for residents who cannot afford to own a car.



Residents along the corridor do not currently have safe and easy access to amenities within a 1 mile radius.



Most of the affordable housing in the corridor is naturally occurring. There is a lack of clarity around how future development will affect affordable housing stock.

- The Buford Highway corridor is home to countless immigrant families who occupy low rent, multifamily housing that has come to the end of its life cycle and is slated for redevelopment.
- Plans mention that most housing was constructed during the 1960s, and that all multifamily developments within the Buford Highway corridor are primed for redevelopment, but offer no strategies for creating and maintaining 1-for-1 affordable housing.
- The Buford Highway Improvement and Economic Development Plan addresses affordable housing within the corridor, but gives no concrete and actionable policy, phasing, and zoning district recommendations.
- There is no data indicating any Section 8 vouchers in the study area
- The housing in the corridor that is affordable is usually due to the fact that the properties are older, making it naturally affordable versus being subsidized housing.
- Naturally affordable housing poses a risk to become less affordable because it is susceptible to market changes and gentrification.
- There are 4 Low Income Housing Tax Credit developments registered in the City of Brookhaven. There was 1 development in the corridor area, which was demolished in 2016. The 3 remaining developments are all senior assisted living developments outside of our corridor study.



Pedestrian crosses Buford Highway without crosswalk or sidewalks (Google Maps Street View)



The City of Brookhaven does not have an easily accessible publicly available inventory of existing affordable housing stock.



There are limited sources for subsidizing the development of affordable housing.



Multifamily housing stock within the Buford Highway study corridor (left - Epic Gardens Apartments, right - Brookstone Grove Apartment Homes)



Redevelopment along the corridor has the potential to drastically shift the current accessibility of healthy, affordable, culturally desirable food.

- Currently there is a diversity of grocers in the corridor that provide a range of foods, prices, and scale. These include, but are not limited to, Brito Supermarket, City Farmers Market, Kroger, El Progreso, Carniceria Hispana #5, and Taco Market.

- USDA's Food Desert Locator tool does not currently identify this corridor as a food desert, which is defined as, "a low-income census tract where either a substantial number or share of residents has low access to a supermarket or large grocery store." However, 4 of 5 census tracts in the corridor are identified as low-income tracts. (USDA Food & Nutrition Service)

Figure 1.1 - Buford Highway Study Corridor: Multi-Family Properties Existing Affordability of Average Rent

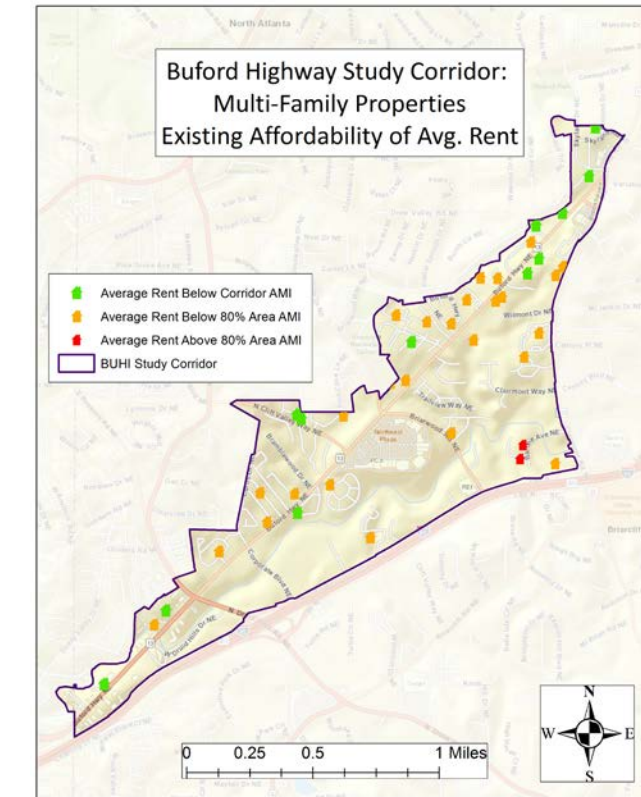
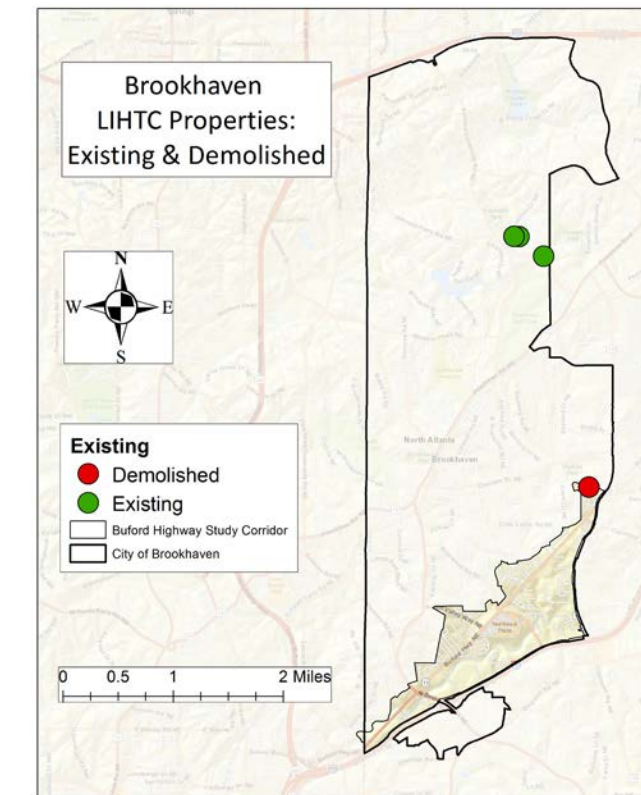


Figure 1.2 - Brookhaven Low-Income Housing Tax Credit (LIHTC) Properties - Existing And Demolished



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



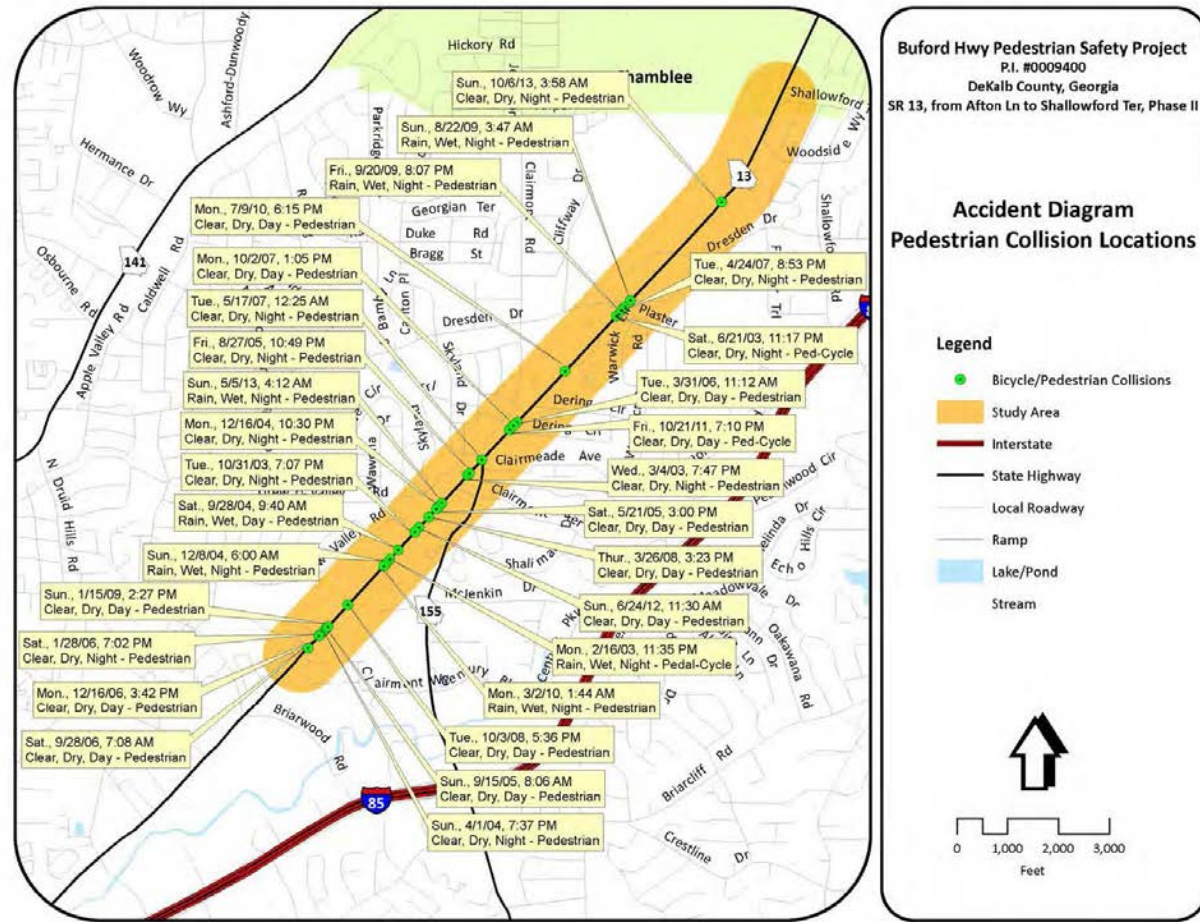
TRANSPORTATION

Physical Health



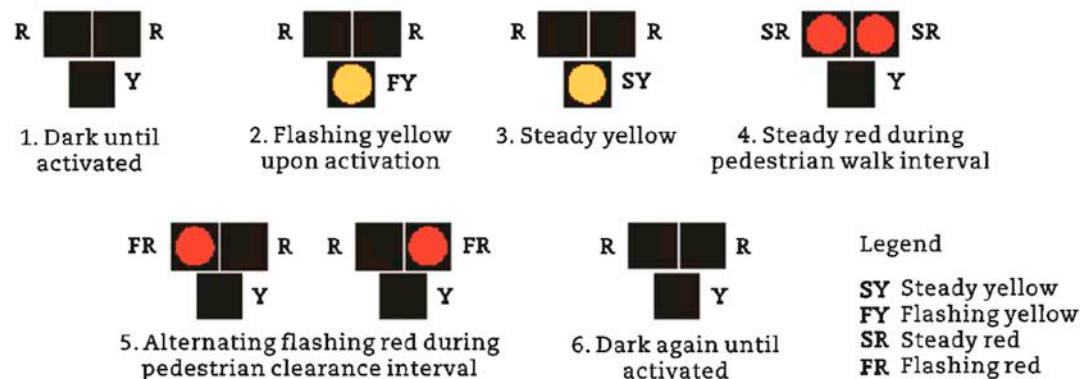
The environment surrounding HAWK signals may not be safe for pedestrians because of narrow crosswalks with varying grades, inefficient access to businesses at each end of the HAWK, and curb cuts disjointing the sidewalk network.

Figure 1.3 - Georgia Department of Transportation (GDOT) Buford Highway Pedestrian Safety Report - State Route 13 from Alton Lane to Shallowford Terrace, Phase III - Accident Diagram, Pedestrian Collision Locations



HAWK signals can cause traffic queues if there is not adequate education and outreach about their purpose and function.

Figure 1.4 - Sequence for a Pedestrian Hybrid Beacon (2014 California Manual on Uniform Traffic Control Devices)



Area-wide opportunities and infrastructure for socialization, recreation, and community engagement that meet the needs of a wide-spectrum of ages are limited. Youth in particular face a lack of safe and accessible spaces to socialize.

- There are currently no parks within a half-mile of the corridor that could provide safe spaces for socialization, a fact which the city reinforces in the Parks and Recreation Plan. All 14 parks within Brookhaven exist outside the Buford Highway corridor.
- Current programming exists only at these existing parks, though a few faith-based institutions offer programming or spaces in which programming is or could be held through shared-space agreements.
- There is limited to no nature programming in Brookhaven, as indicated in the Parks and Recreation Master plan.
- Public engagement efforts highlighted community members' and youth's desire for additional gathering and activity spaces within the corridor.
- 80% of Parks and Recreation Departments across the U.S. offer senior programming, but such offerings are presently limited in Brookhaven.



The climate of Georgia brings extreme temperatures, droughts, and heat waves during the summer months that pose a health threat to pedestrians trying to access businesses across expansive parking lots. However the impacts of urban heat island effects during these extreme heat events is a potential threat to the elderly as well as to others living in poverty within the study area because they often depend on walking outdoors as a principal means of transportation.



Health impacts of future development along the greenway and within the Buford Highway corridor are unknown.

- There are no plans that address a wide spectrum of health impacts and health inequalities as redevelopment occurs in the corridor or plans to specifically include health as a consideration in redevelopment.
- A growing body of research shows that a number of "major illnesses facing our nation—such as obesity, asthma, heart disease, diabetes, and injury—are shaped by the conditions in the places where we live and work, and by the policies that shape these conditions." (Health Impact Assessments: Improving Public Health Through Community Development)



Urban heat island effects and extreme heat events are not adequately addressed in any current plans.

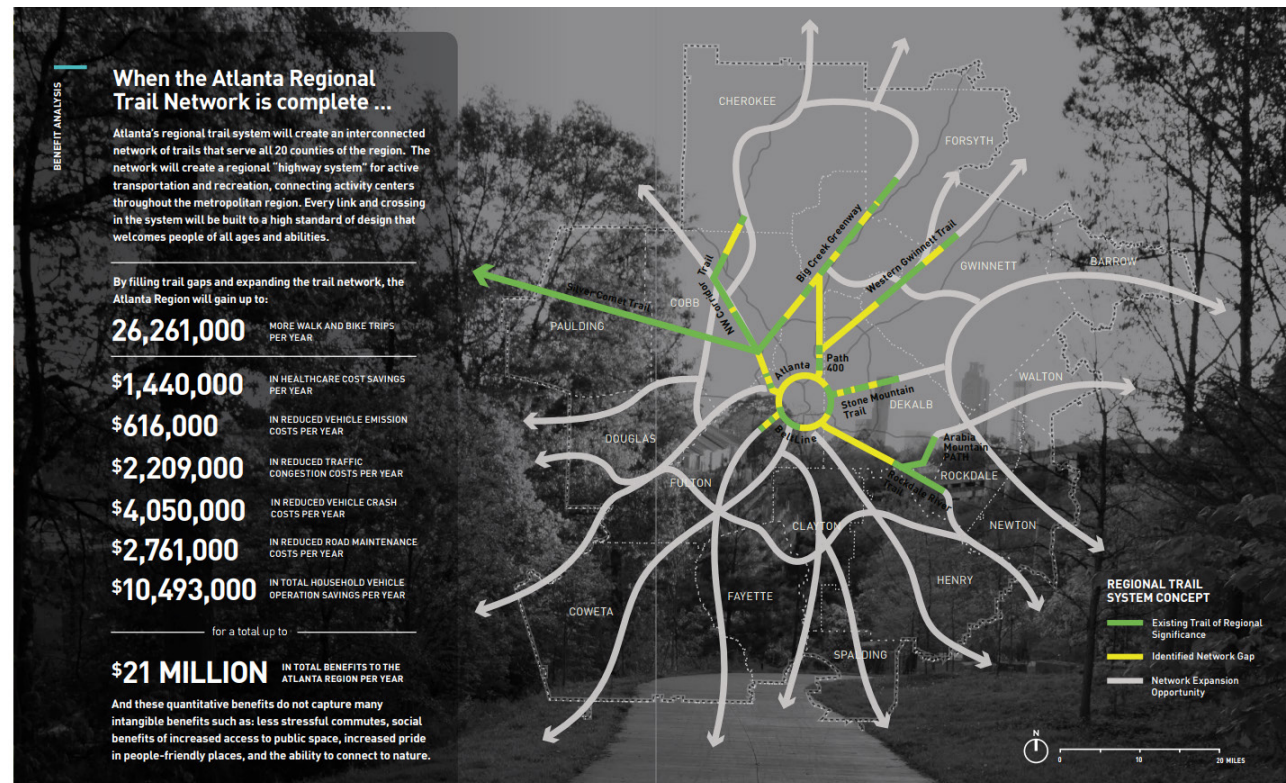
- Impacts of urban heat island will increase with continued global warming and an increase in impervious surface which will impact health and human comfort, stream quality due to thermal water pollution, and lead to increased energy consumption due to increased need for cooling.
- Brookhaven's Zoning Ordinance lists trees as a benefit in reducing the urban heat island effect. In no other plans does the City specifically address urban heat island effect or offer any plans for its mitigation.
- Notification of extreme heat events are currently only in English, yet the corridor is home to a large number of non-English speakers who are vulnerable.
- According to Georgia Department of Community Affairs, Limited English Proficiency (LEP) within the corridor ranges from 11.1% to 50.1%.

Connectivity



The City of Brookhaven does not have a strong and connected network of sidewalks or bike lanes. A connected network is a key element of a vibrant and thriving community. In addition to the connectivity improvements recommended in the City of Brookhaven's Bicycle, Pedestrian, and Trail Plan the City should work with adjacent jurisdictions to help implement the Regional Trail Network shown in the ARC Regional Trail Report.

Figure 1.5 - Atlanta Regional Commission (ARC) Regional Trail Report - Envisioning a Regional Trail Network



There are currently no clear and defined connection locations between the Peachtree Creek Greenway from Buford Highway, nor are there designs to support the safe travel of pedestrians and bicyclists to the Greenway.

Figure 1.6 - City of Brookhaven Peachtree Creek Greenway Master Plan - Existing and Proposed Conditions

Figure 3.3i - Existing Conditions | P1



Figure 3.3j - Potential Phase 1 Conditions | P1



Figure 3.3i illustrates the existing conditions of the creek along Section 5 at the location labeled P1 in Figure 2.3a.

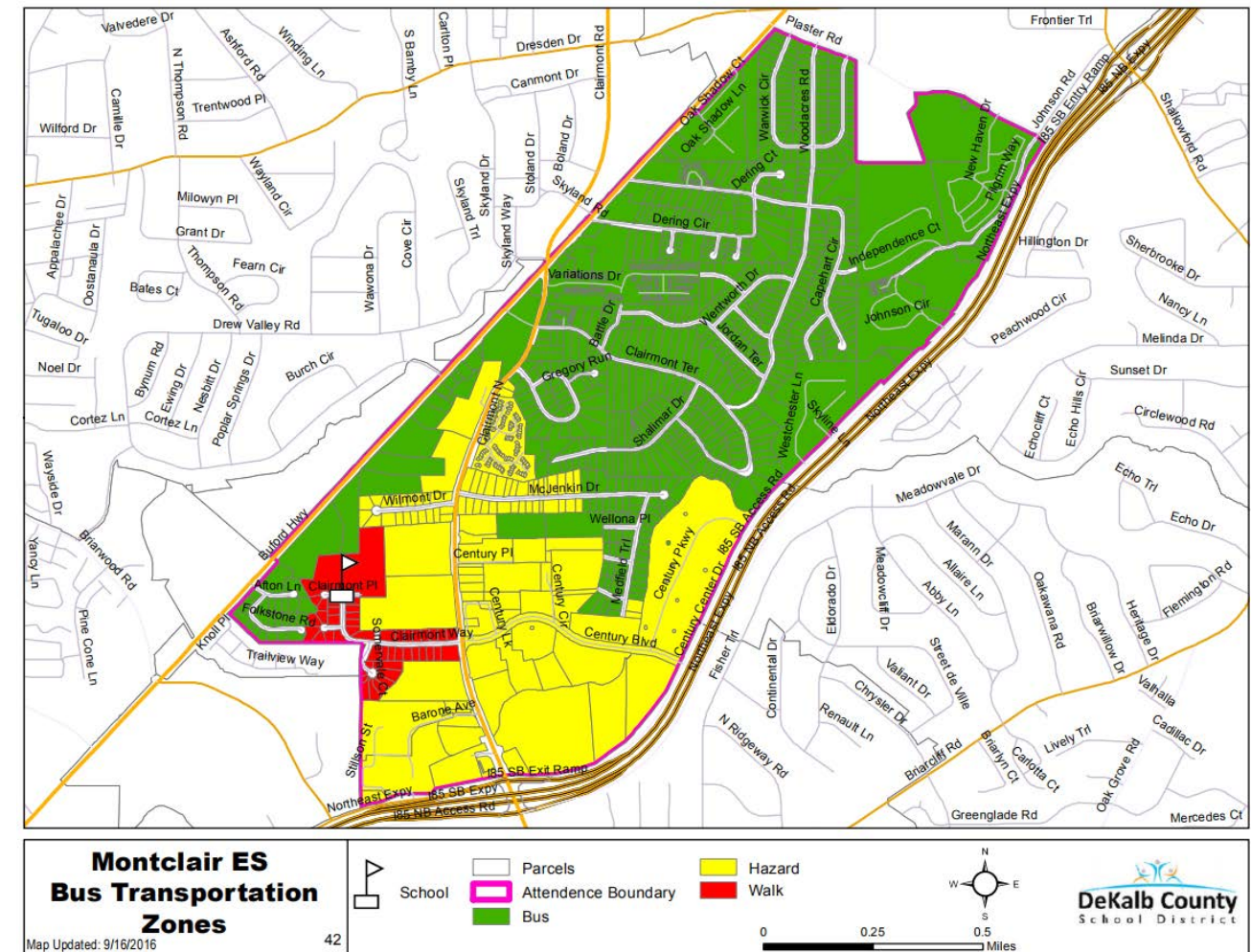
Figure 3.3j illustrates a potential first phase of implementation which would include vegetative buffer enhancements, nature trails, and the implementation of the multi-purpose trail. In time, the properties along the creek would redevelop as TODs as illustrated in Figure 3.3k.

Figure 3.3k - Proposed Conditions | P1



There are minimal safe and comfortable pedestrian connections to Montclair Elementary School within the study area, notably Montclair Elementary. Students who live within walking distance are required to take the bus due to lack of network connectivity.

Figure 1.7 - DeKalb County School District - Montclair Elementary School Bus Transportation Zones



Peachtree Creek Greenway access from the Buford Highway corridor may not be created until parcels like Northeast Plaza redevelop.

- The Peachtree Creek Greenway plan calls for access points from Northeast Plaza. However, it is not clear whether these access points will come before redevelopment occurs as the plan only shows greenway access after redevelopment. Thus, the Peachtree Creek Greenway may be finished before redevelopment (and BuHi access) occurs. This situation may result in a lack of greenway access for individuals using the Buford Highway corridor.

Figure 1.8 - City of Brookhaven Peachtree Creek Greenway Master Plan - Proposed Trailheads After Northeast Plaza Redevelopment



Source: Peachtree Creek Greenway Master Plan



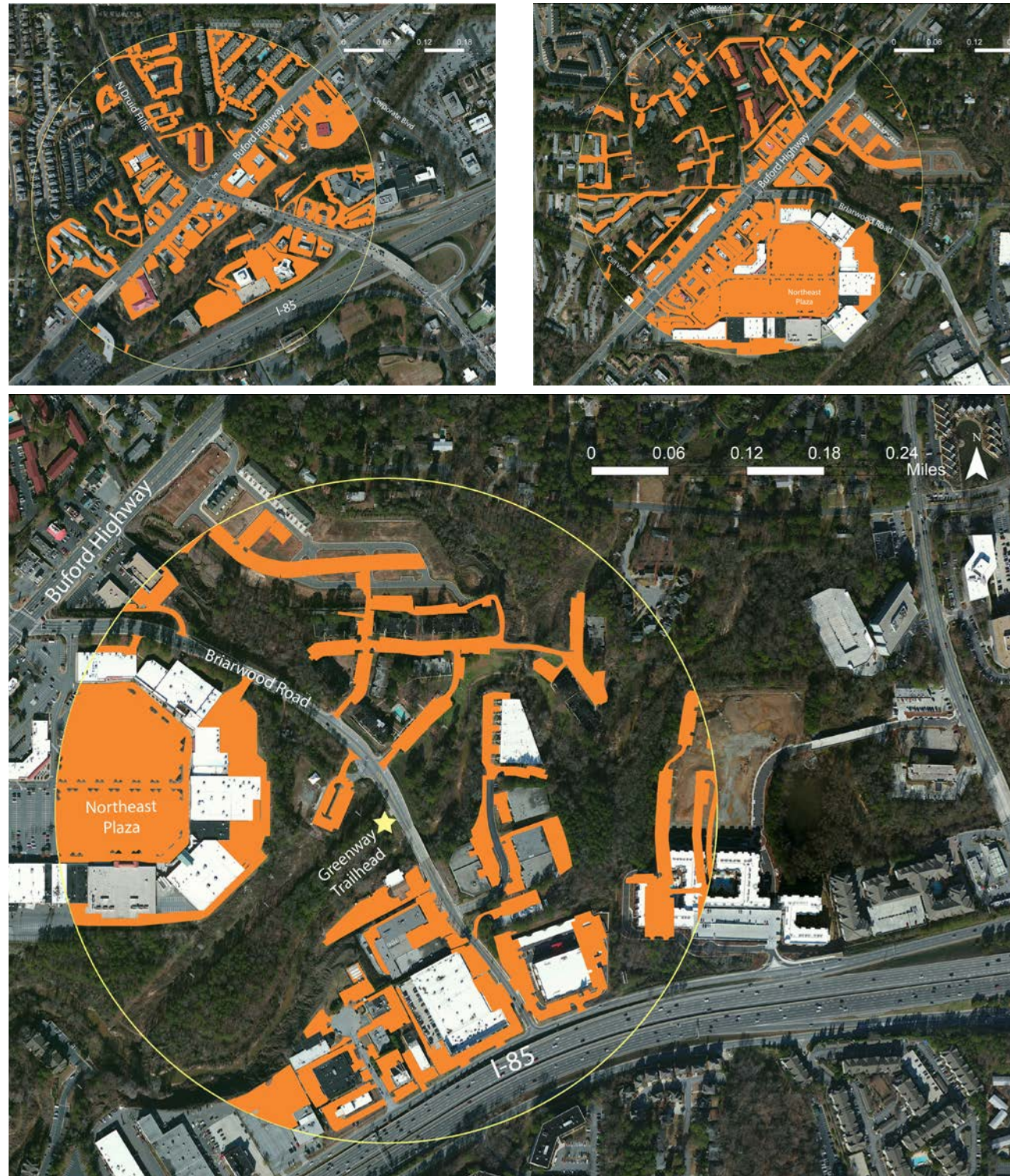
Connectivity



Commercial areas along Buford Highway offer abundant and underutilized off-street parking, creating an environment that is poorly suited to pedestrians and transit use.

- Parking at key nodes along the corridor occupies a substantial percentage of the existing land area. Within a quarter mile of Northeast Plaza at the Buford Highway and Briarwood intersection, 41 acres of the existing land use (31% of the total area) consists of parking or driveways.

Figure 1.9 - Available Buford Highway Parking Surface Areas Within 1/4 Mile of N. Druid Hills Rd., Briarwood Rd, and Proposed Peachtree Creek Greenway Trailhead on Briarwood Rd



Economic Development



Potential loss of cultural and business diversity could occur due to lack of provision and policies protecting small businesses and against gentrification.

- Plans do not recommend policies that protect these small businesses
- At the initial public meeting in Brookhaven, citizens expressed a desire to preserve the diversity of small businesses along Buford Highway, and fear the negative impact future developments will have on business diversity.



There is currently no easily accessible inventory of the small businesses on Buford Highway.

- The lack of an existing survey of small businesses makes it difficult to understand and evaluate the impact of future development.
- The Buford Highway Improvement and Economic Development Plan includes a retail market analysis. This inventory should be updated and expanded to all parcels on the corridor, and made more accessible for use by the Economic Development Department.



There is a strong local cultural business presence within the Buford Highway study corridor.

Placemaking



Wayfinding is needed. Signage and communication material that will be generated or installed in relation to transit, area destinations, and particularly the Greenway may otherwise relegate Spanish-language communication as a secondary consideration unless multilingual communication is made a key design consideration in amenities as much as for services.



There is a critical shortage of garbage and recycling receptacles along the Buford Highway corridor.

- Trashcans are only found at certain MARTA bus stops along Buford Highway, which does not adequately address the needs of regular pedestrians along the corridor
- As development occurs, and pedestrians frequent the corridor more, the demand for proper trash receptacles will only increase



The presence of litter near Northeast Plaza demonstrates a need for trash receptacles throughout the corridor.



The Buford Highway study corridor lacks defining gateway/placemaking features.

- The focus of previous plans regarding the Buford Highway corridor address mainly mixed use and economic development aspects.
- Housing is mentioned, but the people who live in the corridor are not considered to live in a neighborhood and be a community
- 3 gateway points are identified, but specific fixtures for implementation are not suggested.

Greenspace



Various plans suggest wildlife and habitat protection are a goal and potential outcome of projects. Watershed level habitat assessment scores (which include the area of the North Fork Peachtree Creek Greenway) fell largely in the marginal category.

- There is no specific language or plan to describe how either will be addressed or prioritized even though the Peachtree Creek Master Plan through USFWS identifies three vegetation species of concern.
- There is no data, on the scale of the North Fork Peachtree Creek Greenway, in the form of maps illustrating the nature and distribution of habitats of concern. However, there is a habitat assessment score map highlighting the spatial distribution of habitat quality scores, which reflect aggregate measures.



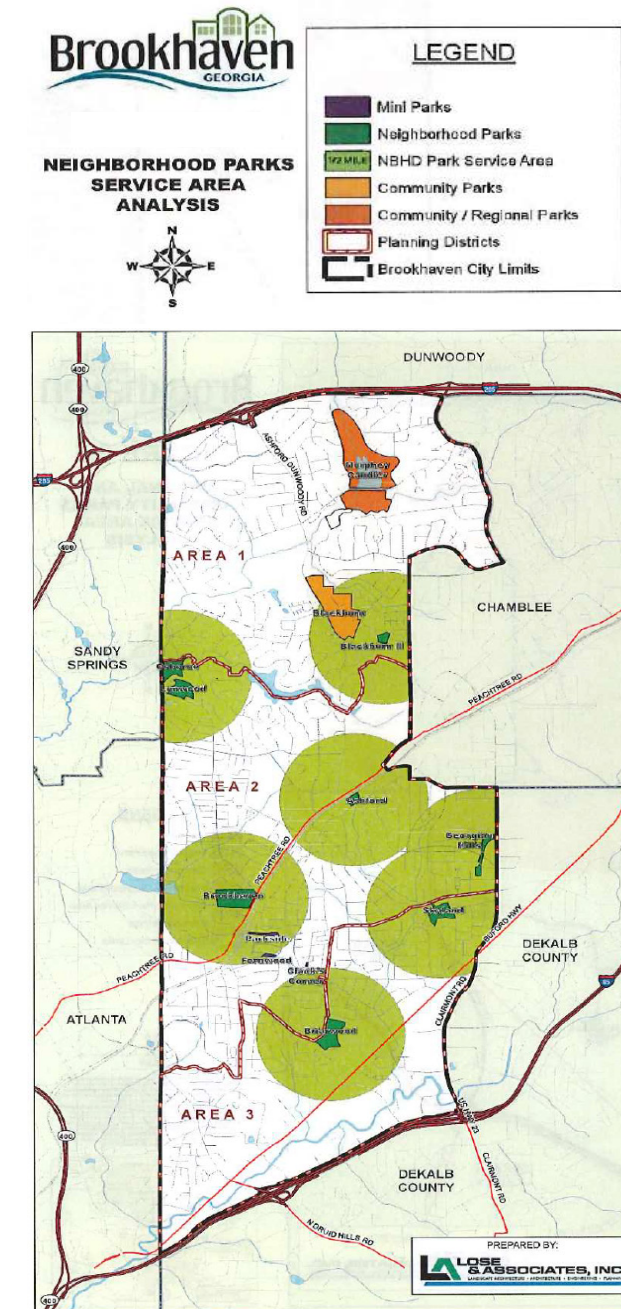
There is no strategic plan for acquiring greenspace and ensuring a number of goals are met including equitable access to greenspace, placemaking, stormwater management, stream bank restoration, programmatic elements to target health outcomes, and wildlife/habitat protection.

- The Comprehensive Parks and Recreation Master Plan recommends incorporating green infrastructure in all parks, acquiring natural resource areas and preserves, and programming, yet there are no requirements or specific plans for these recommendations.
- Area 3, containing the study area, has a lack of access to parks as seen in figure 6.4 of the Comprehensive Parks and Recreation Master Plan.



Other than the planned Peachtree Creek Greenway, the 14 parks within the City of Brookhaven are located outside the Buford Highway corridor. Additional greenspace is therefore desirable beyond what is called for in the Peachtree Creek Greenway Master Plan.

Figure 1.10 - City of Brookhaven Comprehensive Parks And Recreation Master Plan, Neighborhood Parks Service Area Analysis



Air & Water Quality



Buford Highway, like many major transportation corridors, creates poor air quality. A key oversight in addressing causes of air pollution is the contribution of idling vehicles to site-based poor air quality exposure.

- No plans account for the percentage of the population living within 200 meters of the roadway and the air quality threat that this poses to their health and wellness. 8.24% of people are exposed to near-roadway pollution according to the 2011 National Transportation Atlas Database.



Water quality of North Fork Peachtree Creek is an environmental and health concern

- North Fork Peachtree Creek is currently on the Environmental Protection Agency's 303(d) list for fecal coliform and fish biota.
- Urban runoff threatens water quality as the corridor redevelops.



Future development may cause tree canopy losses, particularly older growth trees. Additionally, extended stretches of the Buford Highway corridor lack street trees. Whereas the tree canopy provides a greater extent of benefits to heat management, human comfort, air quality, and stormwater management, these issues may be exacerbated.

- There are no measures incentivizing conservation of older growth trees that possess greater present ecological benefits. Neither are there any specific plans for cultivating the tree canopy along the Buford Highway corridor.



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



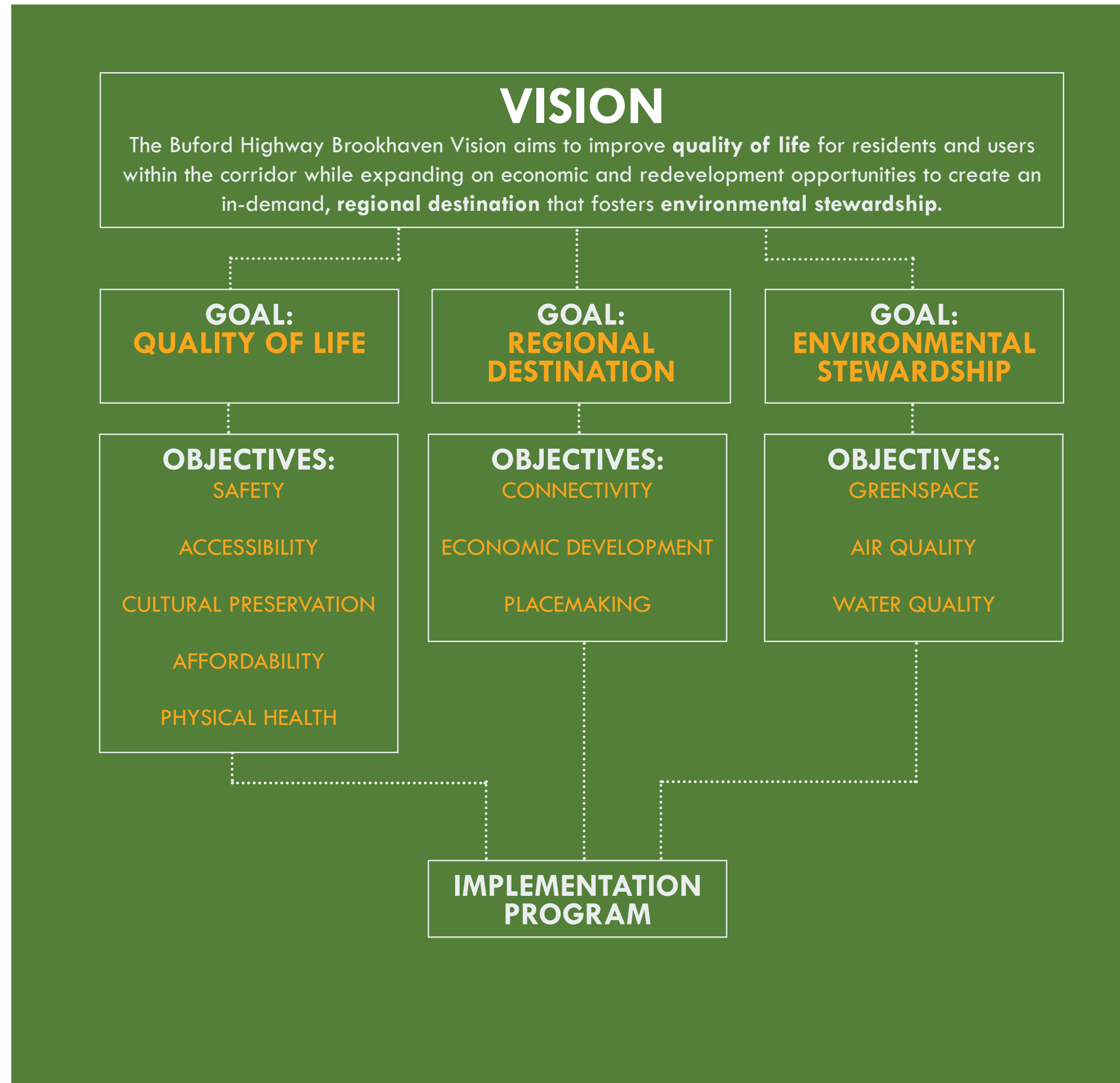
TRANSPORTATION

Problem Statement

Existing plans lacked recommendations for mitigating the loss of cultural diversity and affordability of the Buford Highway corridor as the Peachtree Creek Greenway continues to develop. Additionally, the corridor does not currently have sustainable facilities for circulation within the area. As redevelopment occurs along Buford Highway, safe, healthy, and accessible connections are needed in order to improve quality of life and preserve the character of Buford Highway.

Existing plans express a general desire to improve the Buford Highway corridor as an iconic regional destination. However, plans for the Peachtree Creek Greenway lack actionable recommendations that promote the Greenway as a regional asset that bolsters small business economic sustainability, enhances the sense of place, and reinforces cultural assets on the corridor. Gentrification is the downside of being a popular regional destination. Displacement of low income households is likely as well as displacement of the small business owners who provide the ethnic and cultural identity.

The Peachtree Creek Greenway Plan lacks comprehensive air and water quality recommendations and research, particularly in how existing and future green spaces can support ecosystem services. Overall, plans do not provide information about habitat quality, and how climate change will affect both the built and natural environment of the corridor. The existing landscape is full of extensive asphalt parking lots that are the source of heat islands and stormwater runoff. The old, obsolete development in the corridor lacks modern stormwater management facilities that protect waterways from excessive flooding and water pollution.



GOALS & OBJECTIVES

GOAL 1: QUALITY OF LIFE

This plan aims to preserve and enhance the quality of life for all people within the Buford Highway corridor, by providing a comprehensive range of equitable and actionable planning recommendations.

Objectives:

- **1.1 - Safety:** This plan aims to enhance the safety of residents and visitors in the areas of transportation, urban design, housing, and health along the Buford Highway corridor.
- **1.2 - Accessibility:** This plan aims to improve the accessibility of goods and services along the Buford Highway corridor by identifying needed amenities and ensuring such amenities are accessible to users of all ages, modes, and abilities within 1-2 miles.
- **1.3 - Cultural Preservation:** This plan aims to maintain the rich cultural diversity of the Buford Highway corridor by assuring equitable access to housing and business space for residents, as well as by fostering a representative sense of place.
- **1.4 - Affordability:** This plan aims to preserve and enhance the affordability of housing, transportation, and other goods and services for those who live, work, and play within the Buford Highway study area by providing strategies and policies that are implementable for the City of Brookhaven.
- **1.5 - Physical Health:** This plan aims to enhance access to resources that lead to improvements in health and connectivity that promotes physical activity for those who live, work, and play in the Buford Highway corridor.

GOAL 2: REGIONAL DESTINATION

This plan aims to cultivate and reinforce the role of Buford Highway as a vibrant and culturally significant regional destination within Metro Atlanta by comprehensively considering the impacts of future development and providing thoughtful strategies toward these goals.

Objectives:

- **2.1 - Connectivity:** This plan aims to create a network that provides a full range of transportation options that enables access to jobs, businesses, residences, parks, and trails.
- **2.2 - Economic Development:** This plan aims to define innovative economic development strategies that preserve the vibrancy and culture of Buford Highway, while fostering inclusive and resilient growth for the City of Brookhaven.
- **2.3 - Placemaking:** This plan aims to support and enhance the cultural identity of the Buford Highway corridor through the design of welcoming public spaces, resulting in positive contributions to overall public health, happiness and well-being.

GOAL 3: ENVIRONMENTAL STEWARDSHIP

This plan aims to restore and preserve the existing bank of natural resources and mitigate the impacts of proposed developments by considering the interconnectedness of natural systems and by leveraging environmental benefits in all plans and studies.

Objectives:

- **3.1 - Greenspace:** This plan aims to cultivate the ecological and social sustainability of the North Fork Peachtree Creek Greenway, and support the creation of interconnected green spaces along the Buford Highway corridor that provide quality habitat and social benefits.
- **3.2 - Air Quality:** This plan aims to mitigate air pollution caused by adjacent highways, and offer alternative transportation opportunities in order to directly reduce the amount of air pollution released in the corridor.
- **3.3 - Water Quality:** This plan aims to support sustained water quality improvement through investment in greenspace and stormwater management best practices that mitigate development impacts and provide water quality remediation.

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RESEARCH BASE

To get a full understanding of the goals and objectives that we were looking at, the studio team pulled knowledge from multiple sources of information. City of Brookhaven officials, citizens, non-profits from the corridor, community groups, immigrant advocates, scholarly articles, academic journals, non-profit efforts, and city ordinances and initiatives from both the Buford Highway area, as well as across the United States. This section is a summary of our research efforts that have informed our recommendations and the issues that we chose to research.



24 GOAL 1: QUALITY OF LIFE

24 Objective 1.1 - Safety

- a. Access Management - Curb Cuts & Sidewalk Safety
- b. Education & Engagement
- c. Improved Pedestrian Safety
- d. Safe Routes to Parks & Schools
- e. Streetscapes
- f. Code Enforcement
- g. Land Uses

25 Objective 1.2 - Accessibility

- a. ADA Accessibility
- b. 20-Minute Neighborhood
- c. Bus Rapid Transit Possibilities
- d. Bus Station Optimization
- e. New Buford Highway Corridor Overlay or District
- f. Age & Mobility-Friendly Amenities
- g. Healthy Food Accessibility

27 Objective 1.3 - Cultural Preservation

- a. Zoning for Small Businesses

28 Objective 1.4 - Affordability

- a. Third-Party Bus Services
- b. Equal Opportunity & Access To Jobs
- c. Parking Requirements
- d. Density Bonuses
- e. Existing Affordable Housing
- f. Affordability Impact Statement
- g. Naturally Occurring Affordable Housing
- h. Sources for Subsidized Funding
- i. Creative Market-Driven Strategies
- j. Small Business Loans & Access to Capital

30 Objective 1.5 - Physical Health

- a. Active Living Programming
- b. Heat Island Mitigation

31 GOAL 2: REGIONAL DESTINATION

31 Objective 2.1 - Connectivity

- a. Peachtree Creek Greenway Access
- b. Regional Trail Connections
- c. Transportation Policy
- d. Access Management
- e. Increasing Greenway Access in the Redevelopment Process

32 Objective 2.2 - Economic Development

- a. Business Diversity Ordinance
- b. Local Business Impact Statement
- c. Small Business Office
- d. Small Business/Entrepreneurship Incubation Programs

33 Objective 2.3 - Placemaking

- a. Gateway Features
- b. Bus Station Design
- c. Multilingual Signage

34 GOAL 3: ENVIRONMENTAL STEWARDSHIP

34 Objective 3.1 - Greenspace

- a. Parklets & Bioswales
- b. Greenspace as Development Incentive
- c. Wildlife & Habitat Protection
- d. Co-beneficial Greenspace
- e. Tree Canopy Preservation

35 Objective 3.2 - Air Quality

- a. Anti-Idling Ordinance

35 Objective 3.3 - Water Quality & Control

- a. Stormwater Management
- b. Green Infrastructure/Low-Impact Development
- c. Complete Streets & Stormwater Management

GOAL 1: QUALITY OF LIFE

Objective 1.1 - Safety



Access Management: Curb Cuts & Sidewalk Safety

The Georgia Department of Transportation (GDOT) has implemented a variety of pedestrian safety improvements, including re-stripping sidewalk crossings. However, this plan identifies additional sidewalk safety improvements in tandem with curb cut consolidations, such as setting pedestrian crossings back 10-15 feet from Buford Highway. This gives vehicles a longer reaction time when turning right into shopping centers. By setting the sidewalk crossings back, pedestrians are less at risk for conflict. Through stakeholder interviews, the studio team identified a variety of resources, including the National Association of City Transportation Officials (NACTO) Urban Street Design Guide, that guides this plan's recommendations. Stakeholders also identified possible alternatives that can be implemented for pedestrian infrastructure improvements. [ii]



Education & Engagement

Research by the Texas Transportation Institute (2011) indicates that HAWK signals have been shown to reduce total crashes (by 29%) and pedestrian crashes (by 69%). In the case of Buford Highway, it is assumed that those effects are contingent upon the signals being used properly by pedestrians and motorists. Feedback from the initial public meeting, along with first-hand observations by studio team members, indicate that motorists are confused by the HAWK signals recently installed in the Buford Highway corridor, and unsure how the signals work.



Improved Pedestrian Safety

The Federal Highway Administration (FHWA)'s Pedestrian and Bicyclist Traffic Control Device Evaluation Methods evaluates pedestrian and bicycle safety measures. Many of these control devices are in place along the Buford Highway corridor. The FHWA document was used to identify safety weaknesses along the corridor and help to plan for more effective traffic control devices, such as measuring the safety and effectiveness of different pedestrian crossing devices.

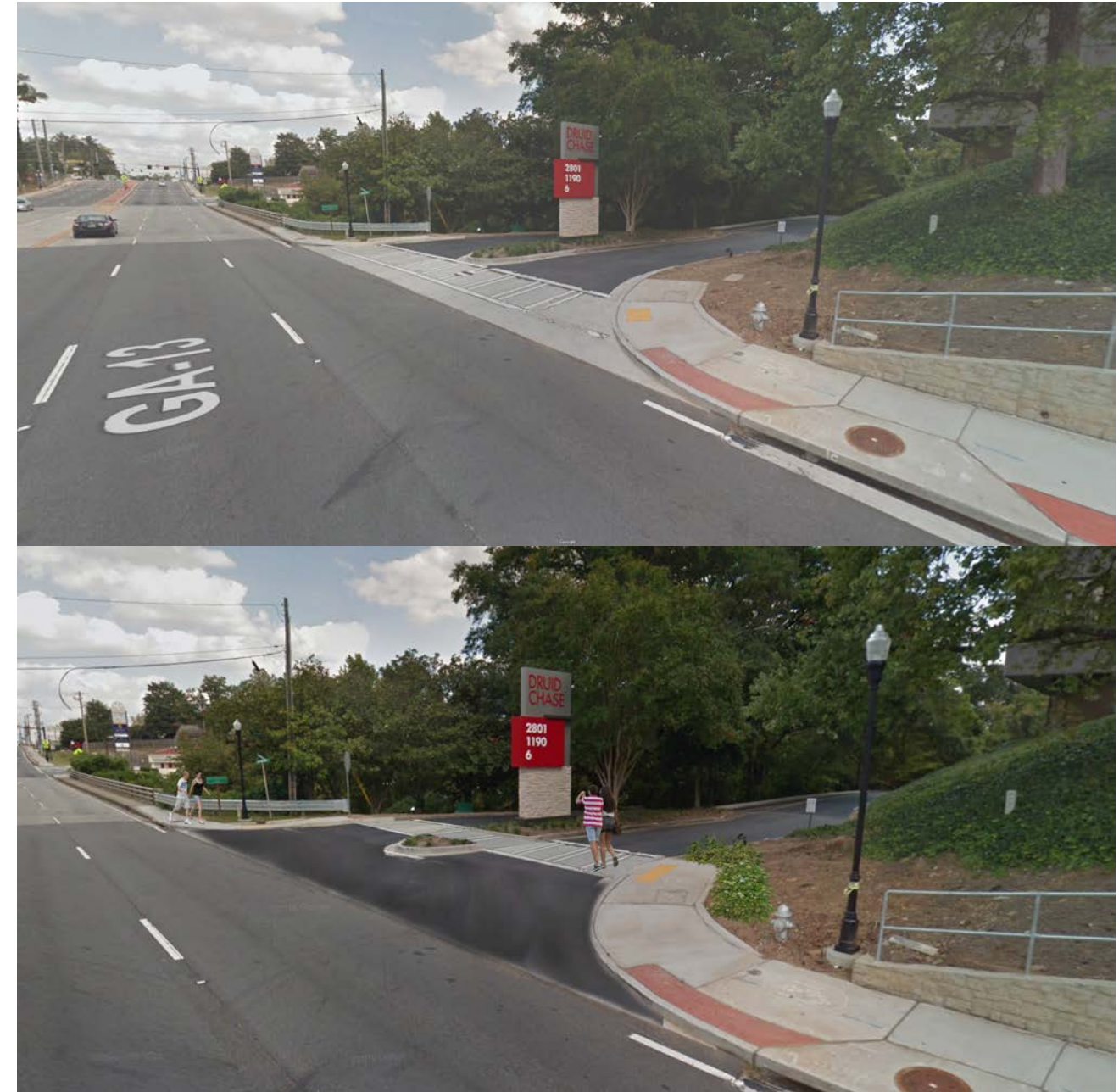
Review of GDOT crash data will reveal the effects HAWK beacons have on pedestrian safety and driving speeds along Buford Highway. Additional HAWK beacons should be provided by GDOT to match all MARTA stops in the second phase of construction to streetscape. [xxxii] This plan aims to study the context surrounding existing HAWK signals, and identify any shortfalls of surrounding street elements, such as a discontinuous sidewalk network, that would devalue the effectiveness of HAWK signals. Based on stakeholder interviews, HAWK signals are a potential solution to accessibility issues to Montclair Elementary School at 1680 Clairmont Place. Students from the nearby multifamily residences must take a 30-minute bus ride in what could otherwise be a 5-minute walk to get to school. HAWK signals would allow students to walk to school more safely.



Safe Routes to Parks and Schools

Ensuring safe routes to parks and schools provides and supports active living by improving accessibility to parks and green spaces. Routes to parks and schools make up a network of walking, biking, and transit infrastructure connecting people to and from parks. Intentional strategies consider local contexts, such as aligning access points with the wider infrastructure network to maintain connectivity, and ensuring that these networks within a half mile of a park are intact, appealing, and connect to locally important destinations, such as homes and schools. [v]

Figure 2.1 - Buford Highway Potential Crosswalk Relocation: Existing & Proposed at N. Druid Hills Rd.





Streetscapes

The Buford Highway corridor has inconsistent streetscape dimensions throughout, creating safety issues, pedestrian-vehicle conflicts, and a poor sense of place. Many existing plans for the corridor have focused on the streetscape, and thus this plan promotes these recommendations for uniform use throughout the corridor. Consistent application of streetscape standards will improve safety, predictability, and a strong sense of place. This plan also recommends adapting requirements for new developments from the Chamblee/Doraville LCI proposal for Brookhaven's stretch of Buford Highway. Some of these recommendations, such as mid-block pedestrian crossings, have been installed intermittently; however, there are still many recommendations that, if followed, would significantly improve walkability and safety along the street by reducing pedestrian-vehicle conflict points and increasing visibility. [iii] [iv]



Code Enforcement

The type and number of code violations issued by Brookhaven's Code Enforcement are indicators of a property's safety, sanitation, and living conditions - particularly for the low-income families that occupy multifamily housing along the corridor. Stakeholders expressed that code violations were a driver for landlords to sell their property rather than make improvements. This was a result of violation costs in comparison to the profit and appeal of selling. This destabilizes housing security for the multitude of families that call these multifamily units home.



Land Uses

A zoning overlay or district would serve Brookhaven's Buford Highway by enabling the types of land uses that are best suited for future redevelopment, and cultural preservation and diversity along the corridor. A area-specific district or overlay would not only enable, but also enforce, the types of streetscape, safety, and accessibility standards that Brookhaven needs throughout the corridor. For example, the City of Brookhaven may desire to limit auto oriented uses, including car sales, car, repair shops, and drive-through service windows; and to promote uses such as outdoor dining, mixed use/ medium density residential. By adopting a district for the Buford Highway corridor, the city would have complete control and discretion for the land uses and types of businesses that occupy each parcel within the corridor, serving the community's housing and economic development needs.

Importantly, an overlay is a zoning district "which is applied over one or more previously established zoning districts, establishing additional or stricter standards and criteria for covered properties in addition to those of the underlying zoning district." However, an overlay must work with underlying zoning requirements as it is "superimposed over conventional zoning districts." To be effective, an overlay must be written as to not conflict with the base zoning provisions. Thus, when using an overlay district, the conventional base zoning remains. On the contrary, when implementing a new district, the base zoning changes to reflect that specific area. The City of Brookhaven is currently undergoing a zoning code rewrite and update, which provides the opportunity to re-invent the current land use standards along Buford Highway.

Objective 1.2 - Accessibility



ADA Accessibility

When planning and designing sidewalk improvements along Buford Highway, ADA accessibility is a top priority. Current pedestrian infrastructure lacks acceptable access for disabled residents: sidewalks, crosswalks, and access points alike are inadequate and extremely unsafe for all pedestrians, and even more dangerous for disabled residents. Safety improvements, such as modifying cross slopes and adding in tactile paving, will greatly improve conditions for handicapped individuals. The 2010 ADA Standards for Accessible Design, created by the US Department of Justice, guide this plan's implementation strategies and recommendations. The guide includes standards for curb ramp specifications and path of travel guidelines. It also defines the "Path of Travel" as a continuous, unobstructed pedestrian route that includes approved sidewalks, curb ramps, clear foot paths, and parking access aisles, and more. [vi] Additionally, ADA accessibility is necessary at bus stations and transit access points. The current bus infrastructure is ill-equipped for handicapped individuals. The addition of bus shelters, benches, bus loading platforms, and detectable warnings will improve transit ridership experience for handicapped individuals.



20-Minute Neighborhood

The "20 minute neighborhood" concept is the idea that individuals can safely reach desirable destinations in a 20 minute walk. As outlined in the Atlanta Regional Commission's Walk. Bike. Thrive!, key features of a 20 minute neighborhood include: 1) a mix of land uses, 2) a connected street grid with short block lengths, 3) a connected bike network, and 4) connections to trails and transit. [vii] Implementing this idea on Buford Highway requires identifying high traffic destinations, and creating 20 minute neighborhoods along with walking and biking travel sheds. Improving the connectivity, quality, and safety of the walking, biking, and transit networks in these travel sheds will foster more active transportation trips and enhance residents' quality of life.



Bus Rapid Transit Possibilities

MARTA bus route 39, which runs on Buford Highway between Lindbergh and Doraville train stations, has the highest system-wide ridership volume, according to MARTA officials, making it a prime candidate for bus rapid transit (BRT) consideration. Currently, the Atlanta region does not have any true BRT lines. However, Brookhaven's Buford Highway corridor can serve as a model for future regional growth. BRT can save passenger travel time, operator cost, and promote positive land use or transit-oriented development. Challenges to implementing BRT include the purchase and maintenance of new vehicles, the design of new stations, and creating routes to equitably serve all existing and potential users. [viii]

What makes BRT particularly attractive on Buford Highway is the consistent high ridership throughout the corridor on the existing route, wide roadways for lane use, and possible integration with redevelopment areas. Based on this, the plan makes the case that BRT should be considered as a transit alternative along the Buford Highway corridor.



Accessibility

-  ECONOMIC DEVELOPMENT
-  ENVIRONMENT & HEALTH
-  HOUSING
-  LAND USE, ZONING & URBAN DESIGN
-  TRANSPORTATION

Bus Station Optimization

There are three categories of bus stop locations: far side, near side, and mid-block. Far side bus stops are most common, allowing pedestrians to cross behind the bus, and increasing pedestrian visibility to cars. Near side bus stops work well at long blocks with stops located close to pedestrian destinations, bus routes on a one-way street without traffic calming features, and where curb cuts make far-side stops problematic. Mid-block stops require space between parked cars/barriers for buses to enter and exit, or a bus bulb. Bus bulbs work well where long blocks house important destinations mid-block, and where a major transit stop has multiple buses queuing. Functional elements of bus stops include pedestrian crossings behind the departing transit vehicle, adjacent sidewalk space proportional to demand and ridership levels, ADA-compliant buses and station facilities, sheltered stations on high-ridership routes, and providing information at stops, such as agency logo, station name, route map, and schedule. [ix]

Based on interviews with stakeholders, all bus stop locations are handled by MARTA; however, using crash data, GDOT justified the placement of High-Intensity Activated Crosswalk Beacon/Signals (HAWK) by certain bus stops. An inventory of bus shelter conditions was constructed to determine the safety of each sheltered MARTA bus stop along Buford Highway. This plan proposes more sheltered stops along Buford Highway in consultation with MARTA stakeholders. This plan also identifies stops by Northeast Plaza and North Druid Hills Road to relocate. These stops are currently located immediately before intersections, causing buses to stop twice if they load/unload passengers and stop at a red signal. Moving these stops across the intersection can improve mobility by reducing queuing.

New Buford Highway Corridor Overlay or District

Land use, zoning and urban design can play an important role in improving and enhancing accessibility for users of all ages, modes, and abilities. Previous studies have noted that the “existing commercial development in the study areas has little to no vehicular or pedestrian connectivity.” To accommodate incremental redevelopment in the corridor, parcel by parcel, updated zoning regulations should consider incorporating a maximum block size for all new redevelopments. Multiple plans, such as the DeKalb County Active Living Plan and the Peachtree Creek Greenway Plan, proposed several connections to be developed in order to create a more robust, connected, and accessible street and transportation grid throughout the Buford Highway corridor. The city should encourage these connections to be developed when reviewing plans and discussing site layout with developers. [x]

The zoning regulations for the Buford Highway corridor should address both its current and future needs. Affordable as well as mixed-income housing will be necessary for the projected population growth of the city. Currently, the corridor is riddled with small parcels, individual curb cuts and parking lots, and lack of the density necessary for housing, office, greenspace, and retail that is needed. All of the redevelopment suggestions presented in this plan are the direct result of land uses expressed as in-demand by stakeholders, such as parking lot redevelopments, parcel consolidations, community sports fields, affordable housing, pedestrian safety elements, performing arts center, and retrofitting existing areas to better serve the community.

Age & Mobility-Friendly Amenities

Brookhaven’s population, including that of the Buford Highway corridor, is largely slanted towards younger adults and children. The Brookhaven Comprehensive Plan reports that the 25 to 34 age group is comparatively larger, at 25.8%, than both metro Atlanta’s and the state averages (14.5% and 13.7% respectively). While the population percentage of children in Brookhaven (19.6% within the 0-17 age range) is less than the Atlanta metro and statewide percentages (26.3% and 25.6% respectively), it is the second largest demographic in Brookhaven, coming in above the percentage of older residents nearing retirement (14.5% in the 55-64 age range). However, this means that in coming decades there will be a sizeable population of aging and older adults. Recognizing that populations are trending toward a larger, older demographic, London’s efforts to make an age-accessible and friendly city keeps with its vision for a healthy community for all, and sets an example for integrating design and engagement for social and physical inclusion of an aging population. While Atlanta is one of 193 communities designated as Age-Friendly Cities by AARP, London created an age-friendly task force, including older adults

from the community and various stakeholders, as a means of drawing together multiple perspectives on how to make the city amenable for people of all ages. The task force cites the World Health Organization’s (WHO) “Eight Focus Areas for Age Friendly Cities.” These areas are overarching principles of a good quality of life, including outdoor spaces, transportation, housing, employment, and more. Actionable steps are: engaging aging demographics in design processes, clustering services, and meeting or exceeding accessibility standards for new or redeveloped facilities. Other actions, such as provisions for walkability and safety, overlap with general best practices (e.g. separated bike paths, speed limit enforcement, winter weather safety measures). Of note is the recommendation to “provide distance markers and directional signage along pathways to identify location in the case of emergency.” Project 1.6 within the WHO report accounts for increasing seating throughout the city, facilities, and parks. Project 1.7 within the report is improving age-friendly signage through readability provisions (increased font size, clear style). [xi]

Figure 2.2 - Age-Friendly Outdoor Spaces and Buildings Checklist (World Health Organization)

Age-friendly outdoor spaces and buildings checklist			
<p>Environment</p> <ul style="list-style-type: none"> The city is clean, with enforced regulations limiting noise levels and unpleasant or harmful odours in public places. <p>Green spaces and walkways</p> <ul style="list-style-type: none"> There are well-maintained and safe green spaces, with adequate shelter, toilet facilities and seating that can be easily accessed. Pedestrian-friendly walkways are free from obstructions, have a smooth surface, have public toilets and can be easily accessed. <p>Outdoor seating</p> <ul style="list-style-type: none"> Outdoor seating is available, particularly in parks, transport stops and public spaces, and spaced at regular intervals; the seating is well-maintained and patrolled to ensure safe access by all. 	<p>Pavements</p> <ul style="list-style-type: none"> Pavements are well-maintained, smooth, level, non-slip and wide enough to accommodate wheelchairs with low curbs that taper off to the road. Pavements are clear of any obstructions (e.g. street vendors, parked cars, trees, dog droppings, snow) and pedestrians have priority of use. <p>Roads</p> <ul style="list-style-type: none"> Roads have adequate non-slip, regularly spaced pedestrian crossings ensuring that it is safe for pedestrians to cross the road. Roads have well-designed and appropriately placed physical structures, such as traffic islands, overpasses or underpasses, to assist pedestrians to cross busy roads. Pedestrian crossing lights allow sufficient time for older people to cross the road and have visual and audio signals. 	<p>Traffic</p> <ul style="list-style-type: none"> There is strict enforcement of traffic rules and regulations, with drivers giving way to pedestrians. <p>Cycle paths</p> <ul style="list-style-type: none"> There are separate cycle paths for cyclists. <p>Safety</p> <ul style="list-style-type: none"> Public safety in all open spaces and buildings is a priority and is promoted by, for example, measures to reduce the risk from natural disasters, good street lighting, police patrols, enforcement of by-laws, and support for community and personal safety initiatives. <p>Services</p> <ul style="list-style-type: none"> Services are clustered, located in close proximity to where older people live and can be easily accessed (e.g. are located on the ground floor of buildings). There are special customer service arrangements for older people, such as separate queues or service counters for older people. 	<p>Buildings</p> <ul style="list-style-type: none"> Buildings are accessible and have the following features: <ul style="list-style-type: none"> elevators ramps adequate signage railings on stairs stairs that are not too high or steep non-slip flooring rest areas with comfortable chairs sufficient numbers of public toilets. <p>Public toilets</p> <ul style="list-style-type: none"> Public toilets are clean, well-maintained, easily accessible for people with varying abilities, well-signed and placed in convenient locations.



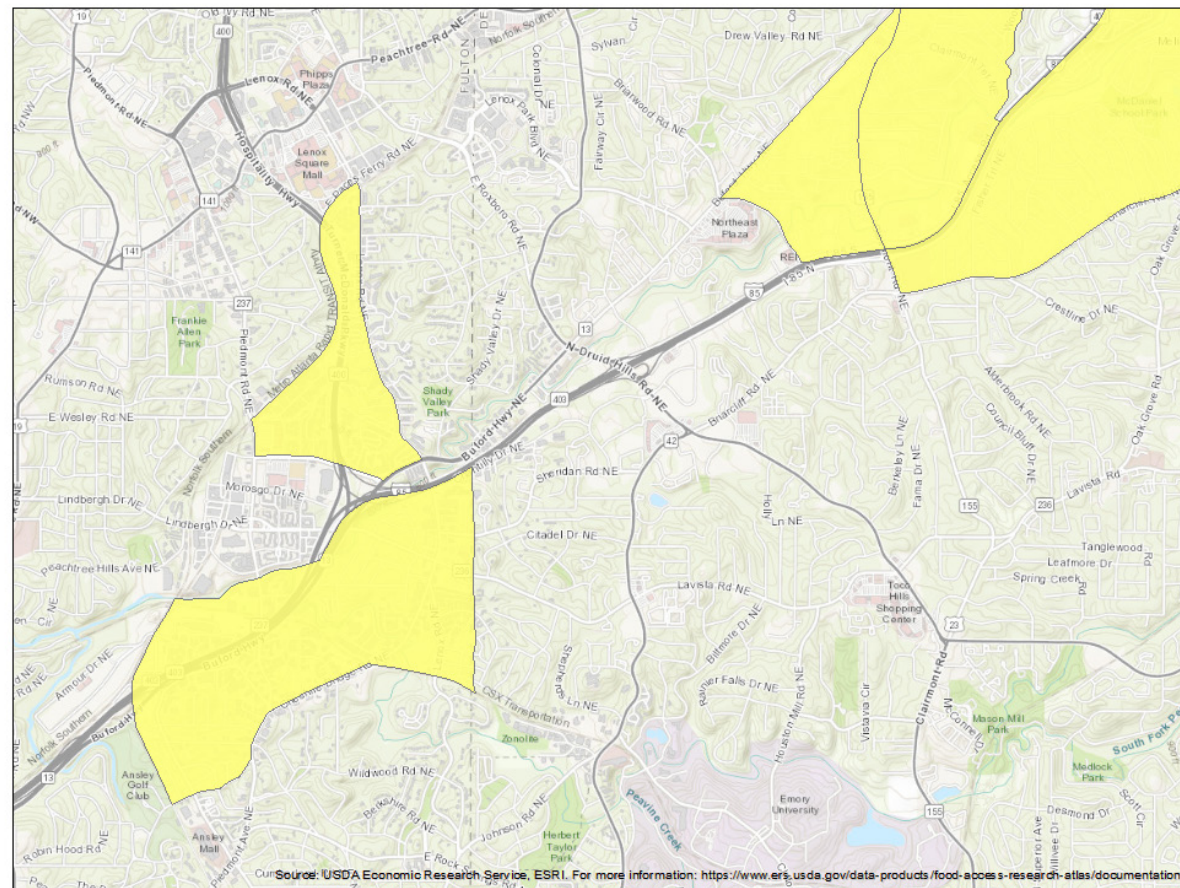
Healthy Food Accessibility

According to USDA’s Food Desert Locator tool, the study area on the Buford Highway corridor not a food desert as defined as “Low-income census tracts where a significant number or share of residents is more than 1 mile (urban) or 10 miles (rural) from the nearest supermarket.” However, when looking at tracts that have populations with low income and have no vehicle access, a portion of the study area, from Northeast Plaza to Claremont Road, falls into this category along with several surrounding census tracts. [xii]

As the corridor redevelops, the community’s accessibility to affordable, healthy, and multiculturally diverse food sources should be a

priority concern of the city. An overview of research on healthy food access provides a few general conclusions: 1) Access to healthy food remains a challenge for many, particularly for communities of color, rural areas, and low-income neighborhoods; 2) Living closer to healthy food retail was shown to be a factor in reducing risk for obesity and diet related diseases, and 3) Healthy food is good for business. It is noted that transportation access and the price and cultural appropriateness of foods is an additional concern. [xiii] These conclusions are applicable to Buford Highway’s low-income, minority families and multitude of small businesses, prompting the need to prioritize food accessibility.

Figure 2.3 - Food Deserts in Buford Highway Study Corridor Vicinity (U.S. Dept. of Agriculture)



Objective 1.3 - Cultural Preservation



Zoning for Small Businesses

The simplification of processes and clear communication between small businesses and city officials is key to promoting and preserving the cultural diversity that lies within the southern half of Brookhaven. As new code ordinances are being written and adopted, zoning definitions should be careful in their language regarding small businesses vs. large retailers. Use classifications, restrictions, and building permissions/permitting should be sensitive to the context of the applicant, creating flexibility for small local businesses or non-profits. Ordinances with strict use-based requirements and complicated permission schemes create financial and time barriers to existing and future small businesses. Categorical use approaches can eliminate these barriers by simplifying processes for applicants and bureaucrats alike. [xiv]

As redevelopment occurs, steps should be taken to maintain clear contact between business owners and city officials, and the city should invest in these existing businesses as essential economic assets. Promoting and taking an active role in events that

promote local businesses, celebrating these businesses for the role they play in the community, and creating a regulatory environment that eases small business’ burden are key. This may be done in the form of refining licensing measures, simplifying taxes and fees, and streamlining zoning/permitting approvals. [xv]

Buford Highway is home to a large international presence and many outdoor festivals that celebrate this presence. Stakeholders expressed that having the ability to operate kiosks or carts, aside from the traditional brick and mortar building, is important to residents. However, current regulations require a special permit for every occurrence of an outdoor use of space. [xvi] The application process is time-demanding in relation to how long the permit is valid for, thus discouraging residents from holding outdoor events. In addition, a one-day sales permit costs \$200 per application, creating a financial burden. This plan looks at refining the permitting process which will either make special outdoor permits easier to get, or otherwise unnecessary in specific areas.



Objective 1.4 - Affordability

- ECONOMIC DEVELOPMENT
- ENVIRONMENT & HEALTH
- HOUSING
- LAND USE, ZONING & URBAN DESIGN
- TRANSPORTATION

Third-Party Bus Services

Survey results indicate that low- to moderate-income persons prefer car sharing as the top alternative mode for travel, after private vehicle (drive alone) and public bus. [xvii]

Shared modes do not take away riders from public transit, but provide trips between 10pm and 4am when public transit runs infrequently, thus substituting for automobile trips. Ride sharing is important to address first-mile/last-mile connections to public transit.

Site visits to Buford Highway allowed studio team members to ride the private bus service (Georgia Bus Lines) that serves Buford Highway, following the MARTA 39 route, for a \$1 cash fee. Repeated observations and site visits indicate that this service is highly utilized. Working with these private providers, an agency like MARTA can contract services to establish network connectivity of public transportation options along Buford Highway, and provide residents with an array of travel options. This plan aims to account for existing transportation services, and consider all options when identifying connectivity nodes and bus stop treatments. This plan aims to analyze the equity and affordability of these services to prevent an undue burden and disproportionate impact on Title VI-protected persons.

For fare and service integration, transit agencies need to maintain the ability for unbanked customers to purchase fare using cash or means other than credit cards. Public transit agencies need to consider the effects of these changes on disadvantaged communities:

- New, non-fare fee structures
- Fare loading level
- Changes to retail outlets for fares/fare media, including mail purchases
- Access for persons with limited English-proficiency
- Registration requirements

Equal Opportunity and Access to Jobs

Transportation access will be critical in maintaining and improving affordability along Buford Highway. Improvements to infrastructure, options, and reliability in minority neighborhoods are essential for social and economic equity. Residents along Buford Highway use a variety of transportation modes, including personal vehicles, walking, bicycling, and bus. This plan suggests solutions to reduce dependency on car ownership which is often an expensive and infeasible option for residents. Improvements to bus service, along with investments in pedestrian/bicycle infrastructure, will provide access to higher wage jobs and opportunities. This plan aims to minimize transportation costs to households, while also providing viable transportation options. It also aims to maximize access to jobs by providing safe, reliable, affordable transportation, in conjunction with mixed land uses, that allows efficient and equal access to goods and job opportunities. [xviii]

Parking Requirements

Minimum parking requirements “make parking more affordable by raising the cost of housing and everything else.” [xxviii] As costs for parking are internalized by businesses and developments, those costs are passed on to consumers and residents. In that way, those unable to afford a car are forced to subsidize the free parking for residents and consumers who can afford cars. Minimum parking requirements increase the cost of development and in some cases, make redevelopment of existing parking lots infeasible.

Density Bonuses

Height and density bonuses are tools for municipalities to incentivize developers to provide affordable housing, small business spaces, and active greenspaces by coupling height allowances with development rewards. Cities can customize this tool for what is wanted in specific areas, such as the Buford Highway corridor. If developers provide a certain threshold of public benefits, they are allowed to build more floors, programmed for certain city goals (i.e.: residential, office, etc.).

Stakeholders, citizens, and city officials acknowledge the role of affordable housing in Buford Highway’s character, and the need to maintain this character through impending redevelopment. One stakeholder mentioned density bonuses specifically, and the beneficial agreements that can be reached for developers, residents, and the city alike. While primarily pertaining to affordable housing opportunities, density bonuses may also be adapted for retail space in mixed used developments. Since much of Buford Highway’s character relies on the cultural diversity of the small businesses throughout the corridor, the city should consider how they may adapt the density bonus model for small businesses and active greenspace, as well as affordable housing.

Brookhaven may mandate that the affordable housing or business spaces be designated to a certain AMI threshold or business size for a set number of years. One local example of codified density bonuses can be found in Div 6.7 of The City of Sandy Springs’ Development Code, which allows the above stated bonuses as well as providing bonuses for MARTA access. [xix]

Existing Affordable Housing

The City of Brookhaven and affordable housing stakeholders have asked that potential resources be identified that citizens can use to access information about affordable housing, as well as creative policy recommendations for affordable housing moving forward. The city should position itself as a central resource to citizens by providing clear and accessible information on housing options. In order to accomplish this effectively, it is recommended that the City reference the HousingWorks model produced in Austin, TX created by an affordable housing advocacy group in order to provide data, educational resources, and affordable housing policy recommendations and solutions for the region. [xx] Stakeholders from the Brookhaven Affordable Housing Task Force have recommended that the city publish baseline metrics that can help the city, as well as developers, understand the impacts new development will have on affordability and residents.

Additionally, the creation of baseline metrics would allow the city to have an accurate survey of affordable units available to community members. This is the first step in providing information on available housing options. Moving forward, the city can partner with property managers of to provide updated information on housing options.



Affordability Impact Statement

In order for the City of Brookhaven to be able to understand how potential development will positively or negatively impact the Buford Highway corridor, and fit into the cultural vibrancy that the city and its citizens are interested in preserving, an affordable housing impact statement (AHIS) should be released. AHISs provide an estimate and describe the potential impact of legislation and proposed development, if adopted, on the affordable housing stock. AHISs are designed to empower decision makers with meaningful information about legislation. [xxi] Systematic, long-term records of impacts would foster transparency and keep the public informed. An AHIS would specify how many units would be added to, or subtracted from, the housing stock at different price points of affordability.

Housing stock impact legislation could include ordinances and policies relating to land use, building permits, housing policy, use of private, local, state, and federal funding, as well as any other housing related actions. [xxii] Brookhaven may require developers to conduct an AHIS when submitting a building permit or requesting a rezoning, and also require the developer to pay an impact fee, which will go into an affordable housing fund maintained by the city. This fund would go towards preserving affordable housing through grants/loans for rehabilitation of unsubsidized units, or subsidize the creation of new affordable units.



Naturally Occurring Affordable Housing

Currently, the majority of affordable housing stock in the Buford Highway corridor are Naturally Occurring Affordable Housing (NOAH) units in the form of older apartment communities. With the imminent redevelopment of these properties, an important strategy for ensuring affordability and reducing displacement is in the preservation of these units. One viable method of preserving NOAH is through pooling capital sources to preserve housing. Combining social impact finance, and private and public sources could be used to rehabilitate unsubsidized units, featuring attractive financing options for landlords in exchange for long-term affordability commitments. [xxiii] Similarly, Tapestry Development has produced a strategy for the improvement of this property typology while retaining affordability by “enabl[ing] property owners to access low-interest funds for moderate rehabilitation and provide construction management services in exchange for locking in the current affordability levels during the loan repayment period.” [xxiv] With a commitment from the City of Brookhaven for a 1-to-1 replacement of affordable units in the corridor, it is important to identify all NOAH units to ensure this goal is met adequately.

Other strategies for preserving NOAH units mentioned in stakeholder interviews include revolving funds to address code enforcement issues, property tax relief to owners in exchange for ensuring retention of affordable units over an extended period of time, and nonprofit or private partnerships to provide property management services to apartment owners.



Sources for Subsidized Funding

To provide affordable housing in the City of Brookhaven, creative sources for subsidized funding is imperative. Currently, the most common subsidy is through the 9% Low Income Housing Tax Credit (LIHTC) funding allocated from the Federal Government - a highly competitive program that restricts the number of units that can be constructed. The 4% program offered through LIHTC is a less competitive source for funding that could be creatively paired with other funding sources to build affordable units, according to one stakeholder. Another strategy suggested by stakeholders includes the use of an affordability impact fee collected by the city from developers, and pooled to subsidize the construction of affordable units to replace those lost due to redevelopment. Alternative sources of funding can include the private philanthropic community, such as: community land trusts involving the purchase and holding of land for affordable housing development [xxv], community investment funds dedicated to subsidizing affordable housing [xxvi], and small-scale real estate investments modeled after Real Estate Investment Trusts (REITs). [xxvii]



Small Business Loans & Access to Capital

Access to resources and capital will reduce the displacement of small business owners along the Buford Highway corridor during times of growth and new development. Stakeholder interviews informed the studio team that certain organizations connect immigrant workers to micro-loans at low interest rates for business start-up in the Buford Highway corridor. This plan aims to make this process easier and more accessible to residents and business owners. Articles on fostering small, local businesses stress the need for expanding access to capital. This can



Creative Market-Driven Strategies

The City of Brookhaven desires to preserve and enhance affordable housing in the Buford Highway corridor. Through stakeholder interviews, measures that Atlanta takes to create and preserve affordable housing are not applicable to a smaller city like Brookhaven, which needs creative measures to accommodate a smaller tax base. One example is found in Orange County, CA, where churches with large parking lots have created pseudo-land trust to create low-rent units. [xxviii] A similar example is New York City, which is adding affordable housing development on top of public library redevelopment/renovations. While improving library infrastructure with city bonds, branches can also become sites for affordable housing development. This provides the needed affordable housing in a prime location with access to social services, information resources, community space, workforce development opportunities, and more. [xxix] An Atlanta-area based organization, OpenDoors, creates partnerships between managers of properties with high vacancy rates and homeless families in an effort to provide short-term housing assistance. [lxx] This program reduces vacancy rates of properties and provides subsidized units for families in need, while operating fully within private markets.

be done through community banks supporting local owners, or a public-partnership that would create a “one-stop, single-application portal for local entrepreneurs seeking loans.” [xxx] Stakeholders in the Buford Highway corridor also expressed concern about the process of starting a business, getting a license, and obtaining a loan. The strategies presented in this plan aim to improve the business environment for small businesses on the Buford Highway corridor.



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



TRANSPORTATION

Objective 1.5 - Physical Health

- ECONOMIC DEVELOPMENT
- ENVIRONMENT & HEALTH
- HOUSING
- LAND USE, ZONING & URBAN DESIGN
- TRANSPORTATION



Active Living Programming

Stakeholders expressed the importance of active living programming, leaving feedback at public meetings stating that “infrastructure creates the places for people to be active, programming bring [those spaces] alive.” Programming can connect with communities even when the infrastructure isn’t fully integrated yet. Programming also creates an opportunity for socialization through which communities may forge bonds that reinforce interpersonal community identity. Examples may include summer camps, special events and festivals, age-based programming for youth through seniors, arts and nature related programming, and a number of fitness and sports related programming.



Heat Island Mitigation

Urban areas are typically warmer than the surrounding rural areas. Urban heat is a growing concern for human health and the environment. It can lead to an increase in energy consumption, a reduction in air and water quality, and can exacerbate existing health conditions including respiratory conditions. Additionally, urban heat can lead to heat-related illness and mortality. The city can help mitigate urban heat within the corridor by preserving and increasing the tree canopy, increasing vegetated surfaces, and incentivizing or requiring cool roofs or green roofs, among additional mitigation strategies. [xxxiii]

The next generation of buildings and land uses along the corridor and Greenway will determine whether the people living in the area are given healthy options for use - whether walking or driving. The expansive parking lots that exist along Brookhaven’s stretch of Buford Highway today are barren expanses of concrete or blacktop, causing high temperatures, extremely polluted stormwater runoff, and stagnant pockets of polluted air. However, breaking up these expanses of asphalt by re-establishing an urban tree canopy provides for both human and ecosystem health benefits. [xxxii]

GOAL 2: REGIONAL DESTINATION

Objective 2.1 - Connectivity



Peachtree Creek Greenway Access

Ensuring equitable access and connectivity to the Greenway is an important issue along the Buford Highway corridor. The Peachtree Creek Greenway Master Plan envisions the Greenway as being “easily accessible and include a hierarchy of trailheads with and without parking.” [xxxix] Several connection points are being developed, specifically at Briarwood and Corporate Square. However, these points will primarily serve users that access the trail by automobile. There do not appear to be enough planned connections between the first phase of the Peachtree Creek Greenway and the surrounding areas in the City of Brookhaven. Key access points to the Greenway have been identified in the Peachtree Creek Greenway Master Plan. This plan aims to introduce additional access points where Buford Highway intersects with Briarwood Road and North Druid Hills Road. Specific treatments to facilitate the creation of a connected walking and biking network include short block lengths, on-street bike facilities, and a wide sidewalk. By providing safe and complete connections, visitors to the Greenway will be more inclined to use active transportation modes to travel. Focusing connectivity efforts at these intersections will also help to create a more connected 20-minute travel shed. [xxxiv]



Regional Trail Connections

The Atlanta Regional Commission (ARC) produced the Regional Trail Report in early 2017, which outlines the economic and health benefits of trails and gaps the current trail network. The Peachtree Creek Greenway is situated to the south of the Western Gwinnett Trail, to the east of PATH 400, and to the north of the BeltLine. Current plans have the terminus of the trail near Lenox Rd, approximately 1.5 miles away from PATH 400. Extending the greenway to connect to PATH 400 would expand the number of destinations Greenway users can access. As stated in the regional trail report from ARC, “building 70 miles of trails to close key gaps in the network of regionally significant trails will create a 225 mile connected regional trail network.” [xxxv] According to ARC, closing these gaps in the regional trail network will result in 26 million additional walking and biking trips per year in the metro Atlanta region.



Transportation Policy

The City of Brookhaven can utilize policies and ordinances to enhance network connectivity. The city’s Code of Ordinances establish a residential sidewalk district program which allows residents to petition the city to install sidewalks in their neighborhood. The city has also considered implementing complete streets standards through the adoption of an overlay district. Creating stand alone sidewalk and complete streets policies will define processes, design standards, and exceptions. These policies can also help ensure that proper non-motorized and transit designs are included in new construction and redevelopment. Additionally, the City of Brookhaven should consider adopting connectivity standards to measure and assess the city’s efforts on connecting transportation networks. One of the most beneficial connectivity strategies is to reduce the maximum block length. Other connectivity standards regulate block density, street density, connected node ratio, and link-to-node ratio. Alternative strategies to foster connectivity include connecting stub streets, reducing the number of cul-de-sacs, and promoting traditional neighborhood design. [xxxvi] [xxxvii]



Equitable Greenway Access

Enhanced and equitable access may be created by using tools such as development exactions. There are important legal standards applicable to use of exactions, including Constitutional concerns addressed by the Supreme Court. In order for a local government to require project specific actions, as a condition of approval the municipality must show (1) “an essential nexus exists between the legitimate state interest and the exaction imposed by the government,” and (2) “the nature of the exaction must be ‘roughly proportional’ to the impact created by the project.” [xl]

Thus, to implement a project-specific fee program, a local government must “make some sort of individualized determination that the required exaction is related, both in nature and scope, to the actual impact of the proposed development.” [xli]



Access Management

The number of curb cuts along the Buford Highway corridor is a known transportation issue by city officials and residents. The conditions at pedestrian and driveway crossings need improvement for the safety and accessibility of all users. According to the Institute of Transportation Engineers (ITE), curb cut consolidation works best at commercial centers with high pedestrian activity. For this plan’s study area, two major nodes (Northeast Plaza, North Druid Hills Rd) are highly trafficked vehicular and pedestrian centers with multiple driveway crossings. ITE guidelines can make the Buford Highway corridor safer for pedestrians by increasing vision and walking distances between driveways, and safer for drivers by reducing decision and conflict points. [i]



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



TRANSPORTATION

Objective 2.2 - Economic Development

Business Diversity Ordinance

With the development of the Peachtree Creek Greenway, the City of Brookhaven expects an increase in property values along Buford Highway and an increase in development pressures. This is likely to lead to an influx of formula businesses, which could have long-term economic consequences on rent affordability for current Buford Highway businesses. A great concern for the City of Brookhaven is ensuring that diverse businesses along the Buford Highway corridor survive redevelopment. A growing number of cities and towns are enacting policies that restrict the proliferation of “formula businesses” — stores and restaurants that have standardized services, décor, methods of operation, and other features that make them virtually identical to businesses elsewhere.

Stakeholders expressed concern that there may be disparate treatment of immigrant businesses through regulatory process and above market rate rents. Providing an ordinance that encourages and favors diversity of businesses will hopefully lessen the burden on marginalized communities. One strategy to protect the existing business diversity is to enact an ordinance that limits the total number of formula businesses, or requires them to meet certain conditions to open (similar to a community benefits agreement). [xliii] This is also important to ensure affordability of tenant leases is to limit the power imbalance in landlord-tenant negotiations by creating city sanctioned protections, including an established timeline for negotiations, an option for a long-term lease, and recourse to arbitration. [xliv]

Local Business Impact Statement

In order for the City of Brookhaven to understand how a new business will impact Buford Highway and fit into the cultural vibrancy the city and its citizens want to preserve, an economic/local business impact statement should be put together. Several examples, from Hawaii to Mississippi, require new businesses and developers to get feedback and comments from the public, and address concerns of how their development would impact local small businesses in the area. [xlv] [xlvi] The economic impact statement would ask questions about local hiring, financial assistance to the surrounding community, helping local schools, and how many customers will be expected to come to the business each year. [xlvii] A local business impact statement may reduce displacement of small businesses along Buford Highway by highlighting the impacts of new developments and making appropriate adjustments before negative consequences occur.

Small Business Office

The small independent businesses along the Buford Highway corridor of Brookhaven create a diverse culture and environment for all residents of Brookhaven to enjoy. In order to ensure the preservation of these small businesses, the city should create a small business office, or fund the establishment of a small business association. Other cities such as Minneapolis, Minnesota; San Francisco, California; and Montgomery County, Maryland have created small business offices and associations within city government to guide business owners through local permitting requirements, and to serve as a liaison between small businesses and policymakers. [xlviii] From conversations with stakeholders, the current process for opening a business in Brookhaven is overly complicated, and many small business owners would benefit from a consolidation of resources to guide prospective business owners through the process.

Small Business / Entrepreneurship Incubator Programs

Encouraging entrepreneurship is vital to maintaining small business diversity. An environment that enables local businesses to thrive and creates space for new entrepreneurs allows cities to create resilient communities through “expanding jobs, reducing inequality, and strengthening the social fabric of neighborhoods.” [lxxii] One strategy to encourage, support, and grow entrepreneurship that was created by the Federal Reserve Bank of Kansas City, called Grow Your Own, promotes programs that bolster business development within the existing community. [xliv] [i] An organization doing similar work in the study area is the Women’s Economic Encouragement Program run by the Latin America Association.

Programs such as this one focus on the economic benefit of minority-owned businesses as a unique asset of the community, and encourage start-ups by providing business training, networking, and financial support through community partnerships. Another mechanism for small business support is through place-based funding. Place-based funding provides avenues for nonprofit and private partners to financially support small businesses through programs including: business micro-lending and alternative credit, consulting and technical assistance for small business, networking activities, small business education, and entrepreneurship-based economic development organizations. [li]

Objective 2.3 - Placemaking



Gateway Features

Part of a greater placemaking effort will involve demarcating the highway in such a way that visitors have a clear indication of the area they have entered. This plan recommends the addition of gateway features in line with those suggested by the Buford Highway Improvement Plan & Economic Development Strategy and the City of Brookhaven Comprehensive Plan. Other cultural-based placemaking tactics address the need for garbage disposal and recycling along the corridor in order to reduce the amount of litter that accumulates along the roadway, and remaking bus stops to be safer, more comfortable places so that alternative transit is more attractive to potential users.



Bus Station Design

Bus stops in the study area are heavily used at all times of day. While some bus stops feature furnishings like covers, benches, and trash cans, most are completely lacking improvements. Because the bus is so heavily used by current residents, this plan recommends placemaking efforts that include “remaking” bus stops. Recommendations include placing lighting, benches, trash receptacles, and coverings at most bus stops [liv], as well as plaza redevelopments, where the most popular bus stops are treated more as full transit stops. These plazas would have their own names, displays, and breeze card kiosks. [lv]



Multilingual Signage

Communication within placemaking installations, wayfinding and transportation signage in the primary languages of the local community fosters a social environment that celebrates and seeks to preserve the local diversity that is a part of the character of the area. Signage in the local languages also mitigates barriers that community members face in accessing essential services such as bus networks. These considerations cultivate social cohesion through inclusive practices which the lack thereof might otherwise become a social stressor. [lvi]



GOAL 3: ENVIRONMENTAL STEWARDSHIP

Objective 3.1 - Greenspace



Parklets & Bioswales

The Brookhaven Parks and Recreation Master Plan identified a lack of park/recreation amenities within the Buford Highway corridor. At the same time, many developments adjacent to Buford Highway currently feature large parking lots. Further analysis is needed to quantify parking utilization within the corridor in order to determine how much area that is currently dedicated to parking might serve the community and existing businesses better. Kimmelman (2012) pointed to the example of how communities might amplify the way parking lots are currently used to make them more successful as community spaces. Park(ing) Day serves as another example of how temporary installations can be utilized to reimagine how spaces are currently used. [lvii]



Wildlife & Habitat Protection

With increased urbanization and development exist corresponding reductions in habitat and loss of wildlife. [lviii] There are a number of steps cities can take to provide biodiversity and habitat within urban areas. These include providing wildlife corridors and connections among green spaces, reducing lawns, using organic maintenance methods, using native plant species, and utilizing existing green space connections. [lix] Specifically, to encourage pollinator habitat, it is important to incorporate numerous and diverse nesting opportunities and foraging options during the entire growing season. [lx] The city has an opportunity with the greenway and surrounding green spaces to implement these techniques to provide habitat for pollinators and other species within the corridor.



Greenspace as Development Incentive

Although the Peachtree Creek Greenway will enhance the amount of greenspace in the Buford Highway corridor, other means exist to further increase greenspace. To incentivize the expansion of greenspace within future redevelopment, the City of Brookhaven should explore the following recommendations. First, the city should explore the implementation of land use regulatory tools that promote greenspace expansion. A potential update to the Buford Highway Corridor Zoning Overlay or district should require: (1) open spaces must be fully completed prior to occupancy; (2) require open space (ex. 15%) for all developments; (3) allow for transferable development rights; (4) allow density bonuses for providing increased open space above zoning code minimums; and (5) require that open spaces be adequately maintained. For example, density bonuses could be provided to redevelopments that set aside open space/greenspace as part of the redevelopment. Another example is the City of Atlanta's Mixed Residential Commercial districts (MRC-3), which allows for a "bonus equal to two additional square feet of residential floor area for each one square feet of open space provided above the minimum required herein without the bonus." Additionally, the recently adopted Buford Highway LCI called for a 10% set aside of open space/greenspace for all commercial developments and 20% for residential developments. The City of Brookhaven can use guidance from its neighbors to the North and South along Buford Highway to establish its own program for promoting greenspace set asides.

Redevelopment can also incorporate greenspace into future land use through the use of transferable development rights. The City of Atlanta has a code provision for transfer of development rights (TDR) that "allows and controls the severance of development rights from a sending property and the transfer of development rights to a receiving property." One type of parcel that may be

transferred under the City of Atlanta ordinance is one that will be dedicated for use as green space. Thus, this code section on TDR may be one in which the City of Brookhaven looks at for future, Buford Highway-specific zoning regulations. The TDR tool can be used as a further development incentive to promote sustainable development that also preserves publicly accessible greenspace. Finally, other tools and policies may be useful in expanding greenspace in coordination with future redevelopment along the Buford Highway corridor. First, the city should explore amending subdivision regulations and the land development code to more fully address the preservation of steep slopes, wetlands, and/or floodplains to further promote the set aside of greenspace. Second, a mitigation land bank program may be useful for promoting greenspace set asides in the Buford Highway corridor area.



Co-beneficial Greenspace

Greenspace can provide numerous environmental and health benefits. Environmental benefits include erosion control, water and air purification, temperature modification leading to cost and energy savings, oxygen generation, and carbon sequestration. Additional benefits can be provided with preservation of ecosystems and habitat. In terms of health benefits, greenspace is an important predictor of increased physical activity, reduced risk of obesity, and a reduction in stress levels. [lxi] The corridor could benefit in each of these areas by providing additional greenspace adjacent to the greenway. From stakeholder interviews, a suggestion emerged to create an "area of interest" buffer, similar to the what the Atlanta BeltLine, Inc. has done. This would require a special review process for land adjacent to the greenway that the city may have interest in acquiring or providing an access easement. This would ensure early engagement with developers to discuss possible greenway access points.



Tree Canopy Protection

Cities recreate water management processes through gray infrastructure and, increasingly, through green infrastructure, or ecologically-based water absorption and infiltration systems. Trees perform these same ecosystem services, in addition to the other benefits of air quality and heat mitigation. Much of tree canopy exists on private property, which is contentious because of private rights concerns. Brookhaven passed existing tree ordinance in July 2014. The density factor, diameter at breast height (DBH), required for most residential properties is 100 DBH per acre. Specimen trees are those that are designated as possessing of features of particular merit for conservation. Eliminating trees not designated as specimen trees does not come with a stipulation for a one-for-one replacement, but one-for-one replacement does apply when eliminating specimen trees.

One stakeholder expressed that it is not good practice to be replacing fifty inch DBH trees with small caliper or DBH trees because the conversion still represents a loss in ecosystem services. All circumstances are conditioned on inspection, approval, and permit issuance by the city arborist. An alternative to one-for-one replacement is paying into the municipal tree fund at a rate of \$125/inch and no more than \$50 per acre. Private developers are legally allowed to clear cut properties, but they are required to replace the loss with tree density units. While standard procedure is for all cutting to occur only after review by the arborist and depending on the issuance of a permit, better practice to ensure maintenance of the tree canopy may be to provide stormwater credits for preserving older-growth trees over replacement by small inch DBH trees to fulfill the density factor. Codifying tree canopy as an acceptable form of green infrastructure may complement an applied green infrastructure/low impact ordinance. [lxii]

Objective 3.2 - Air Quality



Anti-Idling Ordinance

Ordinances guiding automobile idling, and circumstances when idling should not occur, should be integrated into the zoning code. The Evanston, Illinois Municode contains provisions against idling for motor vehicles above 8,000 pounds on public streets, places, or private property for “more than five minutes within a sixty-minute period,” except under specified conditions. Such conditions include forced circumstances of traffic; whether the vehicle is an official City vehicle; a public safety or emergency service vehicle engaged in training or emergency capacity; a bus idling for non-driver passenger comfort up to fifteen minutes within an hour, and other such cases. An example of a case in which idling would be subject to a penalty (\$150.00) are vehicles lining up for carpool, but not required to progressively move through the line, or ride service vehicles lining up to meet customers. [lxiii]

Objective 3.3 - Water Quality & Control



Stormwater Management

The development of the Peachtree Creek Greenway provides Brookhaven the opportunity to be a leader in sustainable, eco-conscious designs of public use spaces. As the Buford Highway corridor redevelops along with the Greenway, water quality and stormwater runoff will become topics of the utmost importance. A polluted waterway will not promote the economic and multi-modal transportation strategies that are needed for residents and visitors alike. As is typical of most urban and suburban areas, underlying infrastructure needs to be redeveloped, granting a plethora of opportunities for site-specific green infrastructure and artful stormwater features. These features can be functional for both human and environmental uses, such as aesthetic water features that border an outdoor dining space, or an expansive wetland habitat where users can practice identifying wildlife. [lxiv] [lxv]



Green Infrastructure / Low-Impact Development

Green infrastructure is a management technique of wet weather impacts that provides environmental, social, and economic benefits. It can be a cost-effective and climate-resilient approach to stormwater management. Various green infrastructure elements can be used at either the site scale or at a regional scale to improve water quality, increase green space, and reduce urban heat. These may include: rain gardens, rainwater harvesting, bioswales, permeable pavements, green streets, alleys, and parking, tree canopy, and land conservation. [lxvi] The city can use these techniques to improve water quality along the Greenway, reduce runoff and erosion, and promote groundwater replenishment through infiltration.



Complete Streets & Stormwater Management

Complete streets should be designed to suit the context of the road rather than applying a broad, one-size-fits-all approach to effecting changes in infrastructure. In some cases, the transportation and experiential aspects are more significant, and in other cases the hydrological infrastructure which complete streets often feature are more central to the renovation. Chicago’s Pilsen Sustainable Street diverts up to 80% of rainfall from the sewage system, which elsewhere still serves as the collector for both sewage and stormwater. When thoroughly integrated, diverting rainfall from the sewer system by way of porous rock and infiltration swales or planters - and where viable, permeable pavement - yields the benefit of both mitigating flood risk along the street and reducing downstream flooding arising from surface runoff. Flooding poses a risk to infrastructure by obstructing the transportation routes during storm events, causing service delivery, including emergency and health services, and basic economic activity to be vulnerable. [lxvii] [lxviii]



ECONOMIC DEVELOPMENT



ENVIRONMENT & HEALTH



HOUSING



LAND USE, ZONING & URBAN DESIGN



TRANSPORTATION

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RECOMMENDATIONS



The following recommendations represent what this studio believes to be the most feasible and actionable. This is not an exhaustive list of recommendations. These recommendations track the studio's overall vision and major goals of enhancing the quality of life, promoting BUHL as a regional destination, and creating a culture of environmental stewardship. Each recommendation identifies funding, partners/stakeholders and an implementation timeline. Implementation is defined as: short (less than 1 year); medium (1-5 years); long (5+ years).

38 1. BUFORD HIGHWAY ZONING DISTRICT

Provisions

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1: BUFORD HIGHWAY ZONING DISTRICT

Description The Buford Highway corridor needs its own specific zoning regulations. A comprehensive vision for Brookhaven's Buford Highway corridor is best served by a new zoning district rather than a zoning overlay. A new Buford Highway overlay is not appropriate because the conventional base zoning remains. In this case, the base zoning is not compatible with what previous plans call for along Buford Highway.

In addition, many of the parcels were previously rezoned by DeKalb County and are subject to a variety of zoning conditions that are not well documented. An overlay district would leave these conditions in effect, causing conflicting development standards that would be heard to resolve. A district would eliminate these agreements that took place before the City of Brookhaven decided on a vision for the corridor, enabling the city to better steer future development.

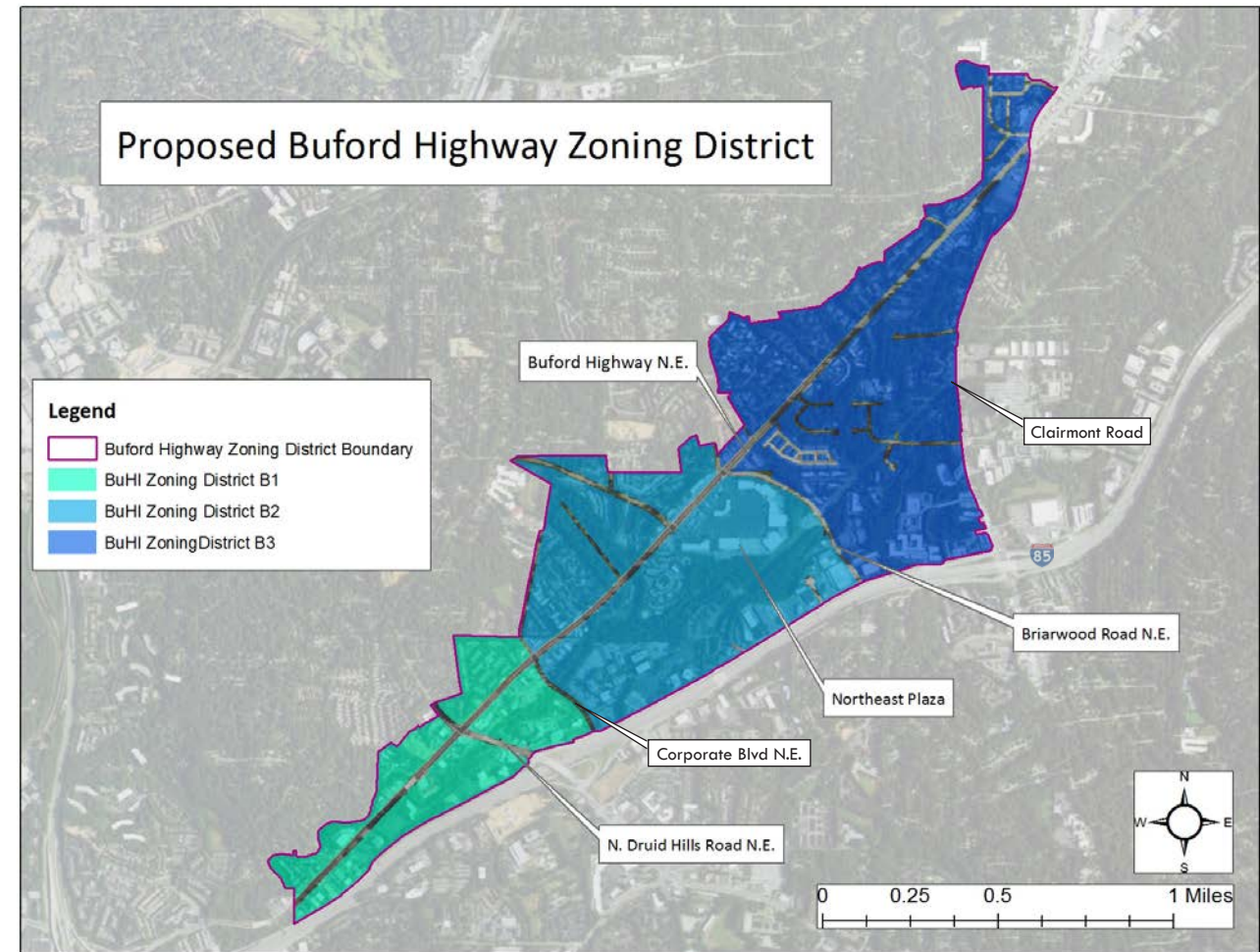
In order to transition away from an auto-centric built environment, it is recommended that the City of Brookhaven create and implement a new Buford Highway Zoning District, with three segments: B1, B2, and B3, as shown in Figure 3.1 here.

Funding Zoning Code Rewrite

Partners / Stakeholders City of Brookhaven, property owners, business owners, residents, etc.

Timeline Medium: Complete by Summer 2018

Figure 3.1 - Proposed Buford Highway Zoning District



Provisions Applying to B1, B2, and B3 Zones:

- Incorporate a standard block size for all new developments:
 - (1) Require that large parcels be organized into “standard” blocks, roughly 350 to 600 feet in length;
 - (2) Block faces that are longer than 350 feet should be required to provide mid-block pathway for pedestrian and bike accessibility.
- Prohibit any new curb cuts from being located within 250-300 feet of another curb cut.
- Require pedestrian walkways with a minimum width of 5 feet connecting parking lots to other sidewalks, open space, or building entrances.
- Require new developments to provide public sidewalks and landscaping on both sides of the street.
- Prohibit cul-de-sacs
- Prohibit security gates from crossing any public street or sidewalk.
- Provide development incentives, such as density bonuses and expedited permitting, for developments that provide new public streets and on street parking.
- Provide development incentives, such as density bonuses and expedited permitting, for developments that incorporate MARTA transit and bus stop access into redevelopments.
- Require that all new redevelopment have buildings whose primary facade and entrance point faces a public street
- Do not allow driveway on Buford Highway when access and connectivity is provided by a common or joint driveway for adjacent lots or on side streets.
- Specify maximum 14 foot one way and 24 foot two way driveway curb cut widths.

- Require inter-parcel connectivity where appropriate by requiring adjacent parcels to allow for internal vehicular and pedestrian connectivity.
- Require new drive-throughs and parking areas to be located to the side, and preferably to the rear of buildings.
- Provide amenities and signage along BuHi corridor and greenway to accommodate all ages and mobilities.
- Make healthy food access a priority during redevelopment by providing ordinances and programming for community gardens, urban agriculture, and other sources for health, affordable goods.

Density

The density recommendations below are not in accordance with the City of Brookhaven Comprehensive Plan for 2034 for the Buford Highway character area. Contrary to the Comprehensive plan, this recommendation calls for not allowing any future single-family zoning.

- BuHi B1 District: Low-medium mixed use, FAR of 0.2 through 0.5
- BuHi B2 District: Medium-high mixed use, FAR of 0.51 through 1.00
- BuHi B3 District: Medium-high residential, FAR of 1.01 through 2.50
- Require transitional height plane along 50 ft. buffer adjacent to property zoned for single-family residential uses.

Land Uses

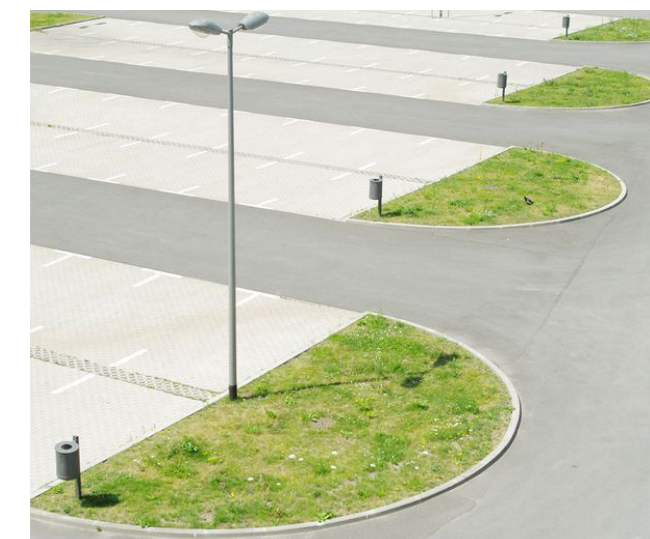
It is recommended that the new district provisions include a table of uses:

- Permitted Uses:
 - All uses that are currently listed in the City of Brookhaven Zoning Code for C1, C2, NS remain, except as provided below
 - By right use: solar panels
- Conditional Uses (from Board of Appeals):
 - Community gardens & urban agriculture
 - Automobile, boat, and trailer sales and service
 - Late-night establishments outside of a 1500 ft radius of any land zoned for residential use
 - Minor automobile repair and maintenance shop
 - Check cashing establishment
 - Self-service storage, mini-warehouse
- Special Administrative Permits (From the community development Department Director)
 - Temporary outdoor sale of goods and food
 - Art shows, carnival rides, and special community events
- Special Land Use Permits (from the city council)
 - Late-night establishments within 1500 ft of any land zoned for residential use
 - Crematory, but only as an accessory use to a funeral home
 - Automobile gas stations
 - Emissions testing station
 - Sexually oriented businesses
 - Light manufacturing establishment
 - Alcohol outlets, except when accessory to a major retail outlet
 - Pawn shop
- Prohibited Uses:
 - Single family detached dwelling units
 - Drive-through restaurants
 - Warehouses
 - Outdoor storage
 - All other uses not expressly mentioned are hereby prohibited unless approved of by Mayor & City Council

Greenspace and Future Development

To increase and enhance greenspace in the Corridor, a new Buford Highway Zoning district should include the following provisions:

- Create a definition for “open space” that conforms with Brookhaven’s vision for greenspace. It is recommended that the city adopt a new definition of open space, entitled “Active Greenspace.”
 - Active greenspace is land area that is left in an undisturbed natural state or enhanced for the purpose(s) of resource preservation, conservation, or recreation uses and shall be protected from any future re-development.
 - The following criteria may satisfy the definition of active greenspace:
 - Hillside slopes*
 - Stream and scenic buffer areas*
 - Wetlands*
 - Developed parks, community plazas, and pocket parks, including those in Recommendation 3
 - Linear connection and areas conducive to passive and recreational use
 - Urban agriculture
 - Green infrastructure as described in Recommendation 9.
 - Trailheads and trail connections
- (*These features shall not constitute more than 50% of active greenspace areas)



Active greenspace in the BuHi District should not be exclusively lawn.

- Recommended requirements for active greenspace:
 - No more than 10% of the total area may be impervious coverage. Trail heads and trail connections are exempt from this requirement.
 - Active greenspace shall not be exclusively grass lawn.
 - Minimum dimensions
 - Active green spaces must be fully completed prior to occupancy.
 - Require active green space (ex. 15%) for all developments.
 - Allow for transferable development rights to collect small greenspace set asides into a larger combined area approved by the city
 - Allow for density bonuses for providing increased active greenspace above zoning code minimums.
 - Require that active greenspaces be adequately maintained.
 - Allow for active greenspace collaboration between multiple parcels. For example, parcel owners may meet active greenspace requirements by creating one larger active greenspace area.
 - Encourage links between active greenspace sites so as to avoid isolation.
 - Incorporate tree protection ordinance updates into new zoning regulations.
 - Create stormwater utility credits for preserving trees 12" DBH or greater in redevelopment.
- Incorporate future green infrastructure requirements with active green space requirements. Examples include:
 - Bioswales
 - Vegetated curb bump-outs
 - Constructed wetlands
 - Bioretention
 - Rain gardens

Moreover, it is unclear whether greenway access points emanating from Buford Highway to the greenway will be constructed before redevelopment occurs along Buford Highway at places such as Northeast Plaza. Consequently, greenway access is needed for pedestrians and public transit users, especially along the Buford Highway side of the Greenway. Additionally, future development of greenspace within the corridor is a key priority for the community, as identified in the Comprehensive Parks and Rec Plan, and can provide numerous health and environmental benefits.

To provide equitable greenway access, the City of Brookhaven should explore the following options:

- Development incentives
 - Use development incentives such as tax abatement, density bonuses or expedited permit review.
- Purchase of access easements
 - Buy (acquire) easements from large business parcel owners and to provide public access thereon.
- Development impact fees:
 - Use a development impact fee program to increase greenway access by helping the city mitigate the impacts of redevelopment, most notably along Buford Highway at concentrated nodes. Impact fees, "when calculated in accordance with clear, well-reasoned methodologies and developed in conjunction with local land-use regulations and comprehensive zoning plans...can provide the financing necessary to construct and expand public facilities and infrastructure."
- Development Agreements
 - The city may want to explore the use of voluntary development agreements. Unlike impact fees, a development agreement fee is a voluntary agreement between the parcel owner/developer and the city.

Parking

A goal of these parking recommendations is to reduce the overall amount of parking that is required under the current city ordinance and to prevent future development from constructing excess parking. Parking maximums should replace parking minimums with the understanding that for future development to receive financing, lenders would require a minimum amount of parking to be built. Developers can request a variance or exception to the recommendations listed at the discretion of the Community Development Director.

Multi-family Residential:

- Maximum of 1.25 of parking spaces per dwelling unit.

Commercial:

- Maximum 1 per 250 square feet of gross floor area.

Hotels:

- Maximum of 1 parking space per room.

Parking Garages:

- Above-ground garages should have higher than normal floor-to-floor heights: minimum of 11 feet to accommodate future uses.
- Garages should be designed with level floors between ramps in order to be adapted to office or residential use.
- ramps should be located on the exterior of the building to be deconstructed or demolished in the event of future conversion.
- Garages should be designed with knockout panels and modular sections to make walls and ceilings easily removable.

Parking Design:

- Parking should be placed to the side and rear of new buildings.
- On-street parking should be promoted and contribute to parking requirements
- All parking abutting a residential area should have a visual screen.
- Trees should be required for every 10 parking spaces
- A minimum 5 foot landscape buffer meeting "Active Greenspace" requirements should be mandated for all parking perimeters.

Bike Parking:

- One bike parking space for every 10 automobile spaces.
- A minimum of 2 bicycle parking spaces per site.
- Require off-street bicycle parking "to be provided in a safe, accessible and convenient location in relation the pedestrian entrances of the uses that the parking is provided for." (Buford Highway Corridor Study, Master Active Living Plan p. 42).

Joint Parking:

- Up to 50% of the parking requirements for theaters, auditoriums, nightclubs, restaurants or similar uses may be provided and used jointly by office and retail uses not normally open for business during the same hours.
- Up to 100% of the parking requirements for places of worship may be used jointly by office and retail uses not normally open for business during the hours of worship services.
- Allow parking spaces to be shared among uses with varying peak hours to help reduce the total number of parking spots needed for a parcel.

Unbundled Parking:

- For multi-family residential developments, private vehicle parking spaces must be priced and sold separately from the rental or purchase of dwelling units.

Change of Use:

- No additional parking shall be required for a change in use, as allowed within the zoning district, within an existing building in mixed-use zoning districts.

2: LAND USE REDEVELOPMENT

Description The Buford Highway corridor is dominated by parking lots, underutilized industrial spaces, and automobile-centric uses. None of these uses address the needs of the residents of the corridor: affordable housing, affordable business spaces, employment, groceries, alternative transit options, and more. The uses listed below addresses these needs and provides suggestions for better use of existing and future space.

Funding Funding for each suggestion would be found based on the scope of the project, who it is serving, who owns the underlying land, and the city's desire to pursue the project.

Partners / Stakeholders Land owners, business owners, Buford Highway residents, and community groups within the Buford Highway corridor

Timeline Long (5+ years)

B1: City of Atlanta Border to Corporate Blvd

Approximately 985 naturally occurring affordable housing bedrooms are located within B1. The below recommendations attempt to address the 1-for-1 affordable housing unit replacement, as mentioned in following the Buford Highway Economic Improvement Plan. Existing market conditions result in a low number of 3-bedroom apartments being built, thus discouraging families from living in the area. Existing housing in Section A of B1 should be protected to the fullest. Alternative redevelopment sites would include parcels on the northeast corner of the N. Druid Hills Road-Buford Highway intersection (Section C). These parcels should be consolidated and rezoned to mixed use residential north of the Greenway and south of Buford Highway (Section C). However, we recommend different uses for these areas, as stated below.

The following recommendations should replace those in the density map figure 3-21 in the City of Brookhaven Comprehensive Plan 2034.

Section A: Atlanta to W Druid Hills Rd

1. A strip of approximately 13 parcels on the southside of Buford Highway is currently zoned industrial, but should be rezoned to mixed use/residential, and become accessible from W. Druid Hills Rd. This swath of land is currently underutilized and hosts 268,000 sq. ft. of parking that could be redeveloped. Consolidation of these 13 parcels is recommended, so that a high density, mixed-income housing development can take advantage of the view of Atlanta's skyline to the southwest. Redevelopment should provide housing units that nurses, medical assistants, sanitation, janitorial and other staff at Children's Healthcare of Atlanta can afford. Parking should have a small footprint, so as to optimize the space available for housing.
2. A strip of approximately 11 parcels on the northside of Buford Highway is currently zoned multi-family/commercial. These multi-family units are reaching the end of their lifecycle and also lay within or near the floodplain. This strip should be rezoned for local commercial and other small businesses. Due to the floodplain status, small parks with open-air pavilions and gazebos for hosting community events are also valid options.

A HAWK crossing exists that connects the north and south strips, allowing residents from the above mentioned south strip to access the small businesses.

Section B: W Druid Hills Rd to N. Druid Hills Rd

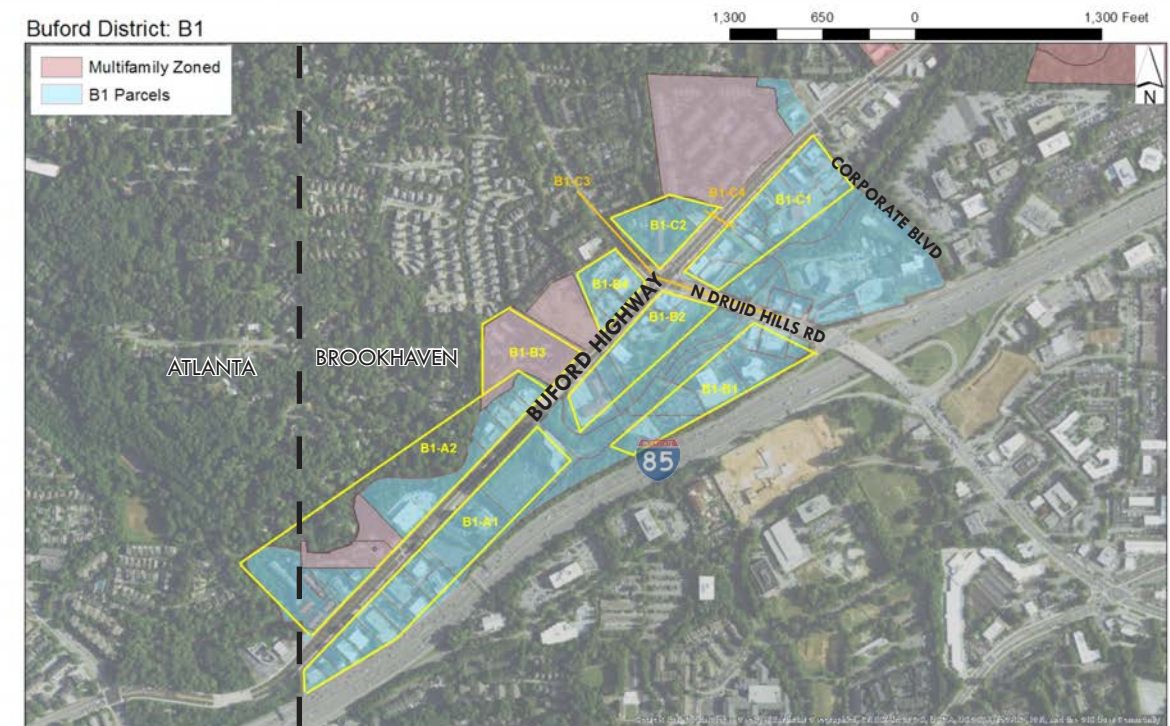
1. Office complexes should show bi-yearly proof that (1) their parking spaces are 85% or more utilized during the typical business workday, and (2) their parking spaces are 50% or more utilized during non-business hours and weekends. If they fail to meet these thresholds, they must designate a feasible amount of spaces (as decided by city officials) for parking for greenway users. This will allow parking facilities and accessibility for the minor trailhead proposed near the 90 degree bend of W. Druid Hills Rd.
2. Parcels should be consolidated for denser, mixed-use redevelopment. This will provide small businesses and other service providers spaces to operate near residential, office, and medical hubs. Shared parking agreements should be catalyzed by the city, in order to prepare the area for future Greenway development by allowing space currently used for parking to be freed for development.
3. Although relatively new, the Buckhead Creek apartment complex on the northside of Buford Highway just west of Skyland Trail lies within the floodplain. The part of this parcel that lies within the floodplain should be acquired and converted into a community soccer field that can act as a floodplain/stormwater detention area during storm events. The remaining pieces of this parcel should be developed as temporary housing for families and patients at Children's Healthcare of Atlanta. These units can be built raised, with parking underneath, or may be developed with sustainable units, such as recycled shipping containers.
4. CVS should share parking with both the Rusty Nail Pub to the west and the Hampton Inn to the north. This will create interparcel connectivity, encourage patronage to the CVS for hotel users and restaurant goes, and free up highway-facing parking to be converted to a more pedestrian-friendly area and increase accessibility.

Section C: N. Druid Hills Rd to Corporate Blvd

1. All businesses south of Buford Highway but north of the North Fork Peachtree Creek should be rezoned as local commercial and neighborhood shopping. Consolidation of parcels is encouraged, as is shared parking agreements. No trailheads currently exist on this side of the Greenway, however a power easement can be used to serve this purpose. Redevelopment is encouraged to center around this access point.
2. The Red Roof Inn that currently sits on the northeast should be combined with the parcel to the east (formerly a veterinary clinic) and redeveloped as the site of a new city hall. This site is also a major gateway, and can host a mural on the retaining wall facing the intersection that welcomes people to the city and represents the multicultural character of Buford Highway. In addition, interparcel connectivity for pedestrians should be made with the North Druid Square office site to the north, where spillover of city offices can occur if more space is needed than what the two combined parcels allow.

3. A pedestrian bridge should be looked into crossing Buford Highway. This bridge could service a future City Hall, the Marq at Brookhaven apartment complex, and neighborhoods to the immediate north by providing a safe passage to the Greenway access point along the power line easement. This pedestrian bridge may also serve as a viewpoint for the City of Atlanta skyline.
4. Sidewalks need to be installed along Corporate Blvd and Curtis Ave for safety, accessibility, and connectivity.

Figure 3.2 - Proposed Buford Highway Zoning District - B1: City of Atlanta Border to Corporate Blvd



B2: Corporate Blvd to Briarwood Rd

B2 differs from B1 in that it is not a major gateway into the City of Brookhaven, and has larger parcels of land with fewer property owners. B2 hosts approximately 2033 naturally occurring affordable housing bedrooms. It is near Woodward Elementary School, Montclair Elementary School, and Crosskeys High School as well as Children's Healthcare of Atlanta. Ensuring affordable housing in this segment is critical, and we attempt to uphold the 1-to-1 affordable housing in the below recommendations. Due to B2's relation to surrounding schools, 2-3+ bedroom units are encouraged so as to be better suited for the families that need safe access to the schools.

Section A: Corporate Square

1. The plaza between the existing cluster of 11 office buildings in Corporate Square should be enhanced and expanded to include the triangular space between the office buildings and the Georgia Power site, and any parking that is adjacent to sidewalks and the sides of the buildings.
2. The parcel identified for redevelopment in the Peachtree Creek Greenway Master Plan that is currently occupied by Nina's Sports Bar and Grill should be acquired by the city or Corporate Square property owners and changed into a vehicular bridge that reaches from Buford Highway into the office park complex, creating a route that turns east once in the office complex and connecting with National Data Plaza NE. This road would be single-lane and tree lined, to promote slow, pedestrian-conscious traffic.
3. The parking spaces between the proposed site of the bridge and National Data Plaza NE will remain for handicap accessibility.
4. Underground parking and parking decks should be constructed on the parking areas west and east of the Georgia Power property, including the parcel holding the outlying office building on the southwestern corner of Corporate Square, to free up usable space closer to the Greenway from parking. Underground parking is particularly important to the east of the Georgia Power site, where a powerline easement exists above ground. These parking decks should be shared with the National Data Corporation and NDC Health Corporation sites in the east of Corporate Square. The west site is approximately 94,000 sq. ft. of parking and office building, while the east site is approximately 140,000 sq. ft. of surface parking.

5. Rooftops should be activated for daytime and nighttime use purposes, such as cafes and office event gatherings/parties, or for stormwater and green infrastructure.
6. A performing arts/mixed media arts space should be constructed on the northeast parking lot owned by Government Properties Inc. and NDC Health Corporation. This will help activate the plaza area at night and any restaurants located within the office park, as well as ensure the parking decks are utilized at different times of the day. This area is currently approximately 114,000 sq. ft. of parking.
7. The northern entrance into Corporate Square off of Corporate Blvd NE should be converted to a pedestrian connection, and dense affordable housing should be built on the western parking lot space. This will also keep the plaza space and restaurants activated at all hours, and provide a potential employment base for blue-collar positions between the office park and performing arts center. This area is currently over 115,000 sq. ft. of parking.
8. The parking lot space to the north could be developed into proportionally scaled-down sports fields. This will encourage office team sports leagues, as well as residential and community use, and keep the plaza active after typical office hours. This area is currently approximately 77,000 sq. ft. of parking.
9. A daycare and preschool building should be developed on current parking lot space under the Georgia Power powerline easement to the east of Corporate Square. This will allow office workers and affordable housing residents alike ease of access to childcare, and foster a family environment in Corporate Square by allowing parents easy access to their children during lunch hours. This area is currently approximately 49,000 sq. ft. of parking.

Section B: Curtis Dr/Corporate Blvd to Bramblewood Dr

1. Parcel consolidation, or ownership agreement to redevelop, should occur between the existing low-density multifamily housing. High-density affordable housing should be developed on the combined parcels for families and teachers, and all ingress/egress to the site should be done on Noble Woods Dr NE.

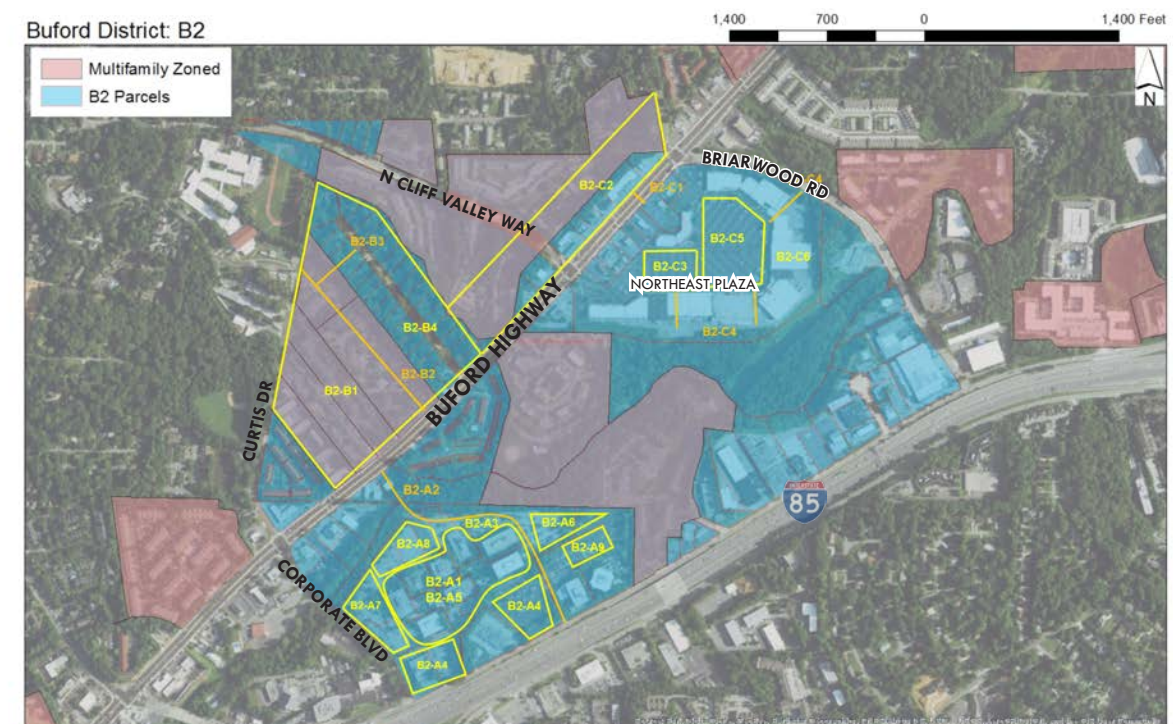
2. All cut-through private streets and curb cuts to such should be closed, except Noble Woods Dr NE, which should flow through the site and connect with Curtis Dr NE at the 90 degree bend near Crosskeys High School. Sidewalks should be developed along this route to provide safe passage to Crosskeys High School and Woodward Elementary.
3. A pedestrian connection should be made with Bramblewood Dr so as to provide a safe route to school.
4. All single-family residential located along Bramblewood Dr be rezoned to multi-family residential townhomes, so higher density development can occur in the future.

Section C: Bramblewood Dr to Briarwood Rd

1. A pedestrian bridge should be constructed between Northeast Plaza and the small storefront strip on the northside of Buford Highway.
2. Parcels fronting Buford Highway should be consolidated and converted to affordable, multifamily housing units. All housing within a 400 ft. buffer of Buford Highway should be high-density, and step down in intensity as housing moves back and away from Buford Highway and towards single-family zoned neighborhoods. These housing developments should be oriented towards Buford Highway and have noise and light controls so as to minimize disturbance caused to adjacent

- single-family properties, such as densely vegetated buffers of 15-20ft.
3. Northeast Plaza should be redeveloped to reduce parking. Use underground parking as much as possible, on the southwestern parking area. This area is currently approximately 80,000 sq. ft. of surface parking.
4. "Punch-through" connections should be made at three points in the building strip, allowing connectivity to the Greenway at two points, and Briarwood Road at the third. Punch-throughs that bisect the building should be converted to breezeways or covered plazas, with small shopfronts facing them.
5. After underground parking has been achieved, parking lot space to the east should be utilized as high-density affordable housing, with mixed use on the bottom floors. These spaces should remain smaller than those in the existing structure to provide an array of small business space options. This area is currently more than 280,000 sq. ft. of surface parking.
6. To maximize use of the existing property, shopping strip rooftops should be retrofitted with sports field turf, and fences to protect rooftop equipment and rooftop users. There is approximately 272,000 sq. ft. of roof space available.

Figure 3.3 - Proposed Buford Highway Zoning District - B2: Corporate Blvd to Briarwood Rd

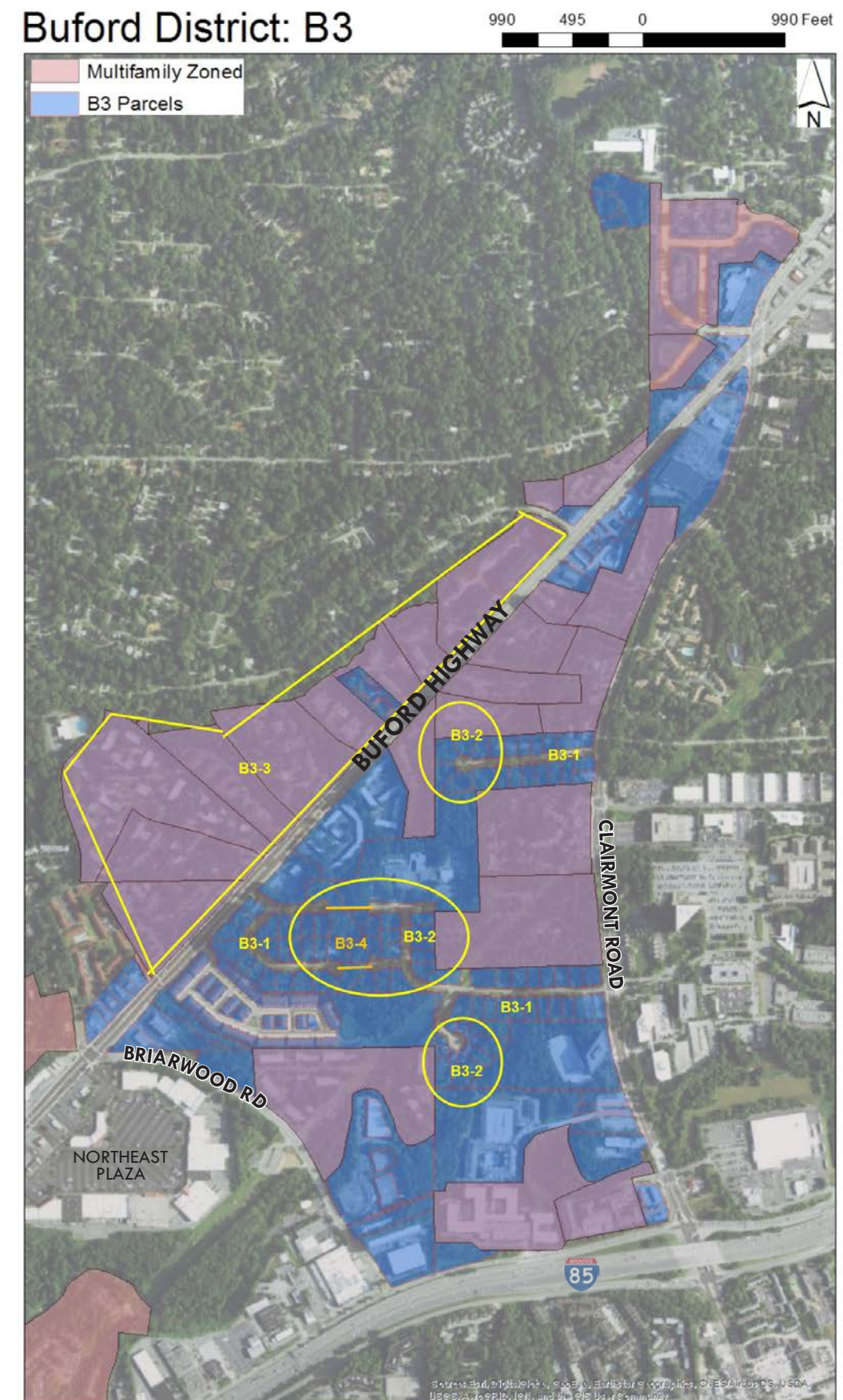


B3: Briarwood Rd - Clairmont Rd

This segment differs from the previous two segments in that it is dominated by residential land uses. The following suggestions do not change the land uses, only the density of those residential land uses. The area should become more pedestrian and bike friendly for residents, students, and visitors alike.

1. All single-family zoned properties should be redeveloped as townhomes, so that future redevelopment is denser.
2. Stub streets and cul-de-sacs should be prohibited.
3. Existing housing should be redeveloped into high-density, mixed-income housing, designed with noise control measures, underground units, and Buford Highway-centric orientation/frontages. Maximum screening, stormwater retention, and other buffer devices should be used along the 20 ft. of each multifamily property that abuts single-family zoned properties.
4. Pedestrian and cycling connections should be made between Afton Ln/Folkstone Rd and Clairmont Pl/Clairmont Ct so that safe, non-vehicular centric connections are provided into the transportation network. This may also help provide safe, non-vehicular passages for children attending Montclair Academy.

Figure 3.4 - Proposed Buford Highway Zoning District - B3: Briarwood Rd to Clairmont Rd



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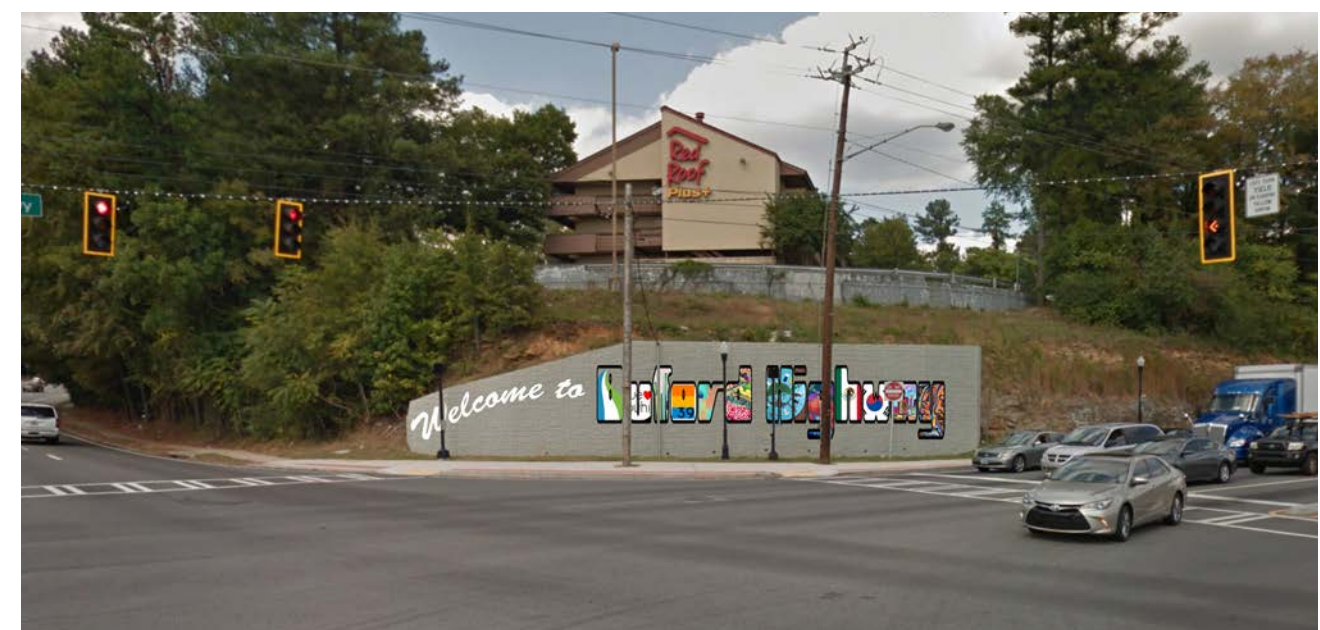
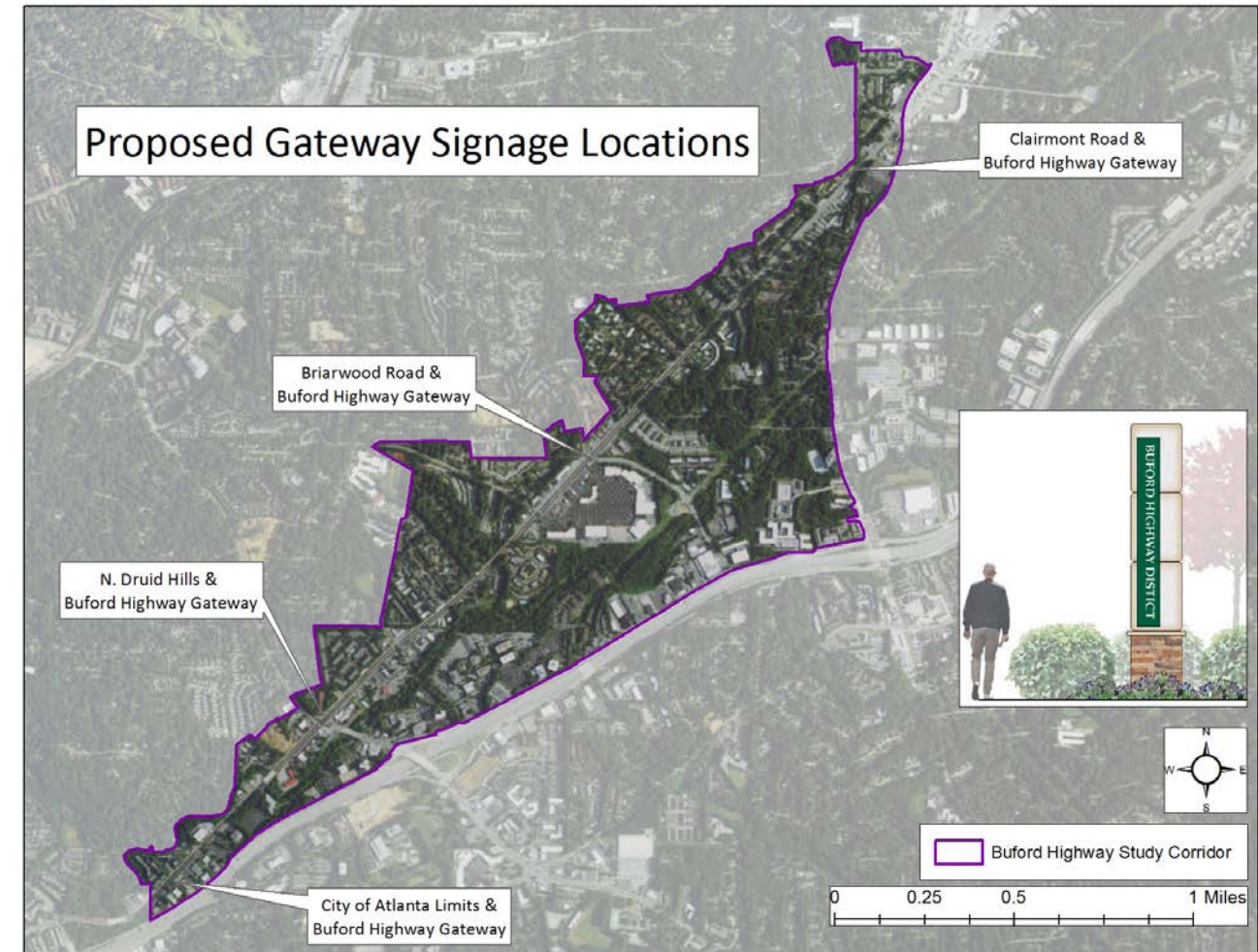
3: PLACEMAKING

Gateway Signage

Buford Highway lacks gateway features identifying it as a cultural and economic destination. The Buford Highway Study Corridor is defined as a character area but not as a neighborhood and has no defining gateway/placemaking features.

- Description**
- Create a Buford Highway Corridor specific placemaking design, to include, signage and artwork.
 - Develop three gateway features: (1) Atlanta/Brookhaven City Limits; (2) the intersection of North Druid Hills Road and Buford Highway; (3) and the intersection of Clairmont Road and Buford Highway.[lii]
 - Increase signage with Buford Highway markings, area-specific artwork, and cross-highway banners.[liii]
 - Implement wayfinding installations, trail maps, transportation signage, and communication material connecting to the Greenway.
 - All placemaking features should reflect locally appropriate multilingual needs.
- Funding** City of Brookhaven
- Likely Costs: \$25,000-\$50,000
- Partners / Stakeholders** Property owners, City of Brookhaven Public Works, Economic Development and Community Development divisions, proposed Small Business Office
- Timeline** Medium: 1-5 Years

Figure 3.5 - Proposed Buford Highway Corridor Gateway Signage Locations



Potential gateway mural at NE corner of Buford Highway & N. Druid Hills Rd

Parklets at Northeast Plaza

- Description** Building off of the momentum generated by WeLoveBuhi and Living Walls ATL from the recent installation of murals along the corridor, we recommend repurposing underutilized parking to create active, permanent community spaces.
- Funding** Tax Allocation District
- Grants: Artplace America, Transportation for America, National Endowment for the Arts: Our Town, Knight Cities Challenge, Southwest Heart of the Community, Arthur Blank Family Foundation: Inspiring Spaces
 - Likely Cost: \$10,000-25,000
- Partners / Stakeholders** City of Brookhaven, Living Walls ATL, Chase Bank
- Timeline** Short: 1 year



Underutilized parking in Northeast Plaza and elsewhere along the corridor can be converted inexpensively to more active pedestrian-friendly and community-oriented spaces like the example shown above in Brooklyn, New York.

Trash/Recycling Receptacles

- Description** The Buford Highway corridor lacks an adequate number of trash and recycling receptacles, most notably along Buford Highway itself.
- Recommendations:**
- Add of trash, recycle and compost bins at key nodes, including centers of business, highly used bus stops, future greenway access points, and more.
 - All bins should be located next to each other to promote recycling.
 - In recognition of the area's multicultural diversity, trash and recycle bin signage should be identified in the 4-5 most prominent languages spoken by area residents.
- Funding** City of Brookhaven
- Partners / Stakeholders** Property owners, City of Brookhaven Public Works, Economic Development and Community Development divisions, proposed Small Business Office
- Timeline** Medium: 1-5 years

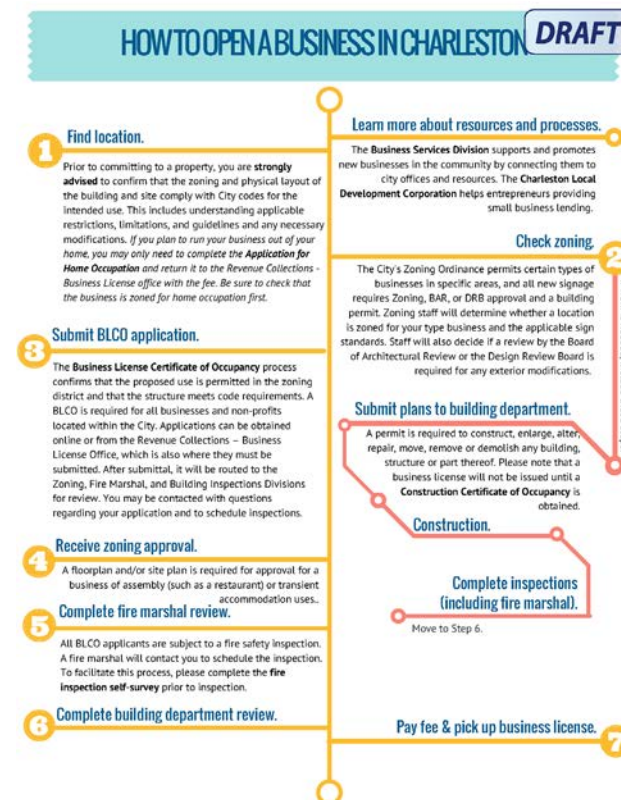


Examples of trash and recycling receptacles that can be included as part of a placemaking program

4: SMALL BUSINESS DIVERSITY

Small Business Office

- Description**
- Position the city as a partner to small business economic development. Utilize the City of Brookhaven's Economic Development Office to help create a small business office and provide resources to improve access to information for small business owners and reduce barriers to entry into the market.
 - Perform an audit of the economic development, community development, public works, city engineering departments at the city to understand the roles of each department in supporting and streamlining the processes for small businesses. The Economic Development Director should be the designated position to coordinate and champion small business development efforts for the city.
- Funding** City of Brookhaven
- Partners / Stakeholders** City Council, City of Brookhaven Economic Development Department, Small Business Owners
- Timeline**
- Short term (6 months):
- Dedicate 25% of Economic Development time to small business development, Partner with community organizations working on/with small businesses.
- Medium Term (1 - 5 years):
- Create a business "roadmap" to help simplify the process of opening a business for small business owners, Form partnerships with local banks
- Long Term (5+ years):
- Provide the resources that partners and community members have expressed a desire for, Help with the small business incubator program
 - Perform an in-depth study to develop a corridor economic development strategy:
 - Determine a redevelopment plan from a parcel-by-parcel market analysis. This should include zoning and urban design standards for future development.
 - Use business licenses to identify strong existing businesses within the corridor.
 - Survey and interview existing businesses in order to: identify key stakeholders, identify barriers and challenges faced by small businesses, identify opportunities and goals of small business owners, and identify potential opportunities for streamlining processes at the city.
 - Market the advantages of small businesses to developers by positioning business diversity as an asset.
 - Create programs to support small businesses including: development of a revolving fund program through local banks to provide small businesses access to low-interest capital, organize and market a small business association, and encourage business incubator programs to grow start-ups from within the corridor.
 - Create a business "roadmap" that clarifies and simplifies the process of opening a business for small business owners.
 - Partner with community organizations working on small business incubator programs providing consulting and technical assistance, networking activities, small business education, and entrepreneurship-based economic development organizations.



Small Business Legal Checklist

For each question below circle: "Y" for yes, "N" for no, or "U" for unsure.

General Business Legal/Clear Ownership

- Y/N/U Are all business operations conducted as a corporation or LLC to protect your personal assets?
- Y/N/U If so, are all business entity requirements being complied with? (i.e., annual shareholder and director minutes; Statements of Information; corporate finances kept completely separate from the shareholder(s), owner, correct office and agent for service of process registered with the SC Secretary of State.)
- Y/N/U Is your current Commercial General Liability insurance coverage sufficient? (activities covered, theft, exclusions, limits, deductibles, etc.)
- Y/N/U When signing contracts for your business, does the magic word "By:" always appear before the signature?
- Y/N/U Do you have and use your Business Federal EIN number for all income/payments?
- Y/N/U Does your business prepare regular financial statements, including profit and loss statement, balance sheets, and income statements? Do you review them?
- Y/N/U Are directors and officers protected from liability and indemnified?
- Y/N/U Does your business comply with securities laws when selling stock and other investments in the business?

Examples of small business development documents (left - City of Charleston, SC right - Small Business Legal Checklist from Wills, Massalon & Allen, LLC)

Business Diversity Ordinance

Description Adopt a Business Diversity Ordinance for the Buford Highway corridor to maintain the character provided by small and local businesses.

- Use a business diversity ordinance that has formula business restrictions, prohibiting or capping the total number of formula businesses within a development. This can include requiring formula businesses to meet certain conditions to open, that are supportive of small and local businesses. An example of a successful municipal Business Diversity Ordinance is in San Francisco's neighborhood business district, where formula businesses are required to apply for a special use permit and meet specific criteria in order to locate within commercial districts. Brookhaven could implement a similar policy which would apply to the Buford Highway corridor.

Funding N/A

Partners / Stakeholders City Council, City of Brookhaven Economic Development Department, City of Brookhaven Community Development Department

- Timeline**
- Short term (6 months)
- Create a Business Diversity Ordinance, Identify businesses that qualify as historic/cultural landmarks
- Medium Term (1 - 5 years)
- Implement Business Diversity Ordinance, Establish legacy business registry

- Use of zoning set-asides to require large-scale developments to reserve a portion of their space for small locally owned businesses as a condition of permitting. This is often negotiated through a Community Benefits Agreement (CBA) with the developer, stipulating the number of units to be set aside for small businesses. Set-asides should especially be negotiated in projects that receive any public subsidy, including tax abatement and tax increment financing.
- Recognize businesses as cultural landmarks by establishing a legacy business registry as a historic preservation tool. Similar to a historic preservation designation, a legacy business registry would recognize businesses that fit both the character of the area, and that have been located on the corridor for more than 10 years. After compiling a legacy business registry, Brookhaven could also go as far as creating a fund to support affordable rents for legacy businesses.

5: AFFORDABLE HOUSING

Affordable Housing Impact Statement

Description	<p>Create an existing affordable housing data report and develop an Affordable Housing Impact Statement to ensure continued affordability along Buford Highway. Using the Austin HousingWorks model, our team created an existing housing affordability report for the City of Brookhaven overall, as well as for the Buford Highway corridor. This is the framework which the City of Brookhaven should use to create affordability reports for all city council districts (using the methodology from the document in the Appendix), providing city council members a general understanding of the housing affordability of their district. Based on this affordability report, we have also created a framework for an Affordable Housing Impact Statement (AHIS) for the City of Brookhaven to implement (see Appendix).</p>	<ul style="list-style-type: none">• Ensure a database of all existing housing stock including location, year of construction, unit mix, rent, and property ownership is easily accessible on the City of Brookhaven website.• Update housing affordability report biannually using new data in order to be aware of the changes in the affordable housing stock within each council district.• Adopt AHIS with two key components: (1) to be used by city council as a lens to evaluate qualitative policy proposals and (2) to be used by developers to quantitatively measure the impact of proposed development on the number of affordable units.• Implement an Affordability Impact Fee to be paid by developers based on the AHIS, to fund an affordable housing trust for future development of affordable housing.
Funding	City of Brookhaven	
Partners / Stakeholders	Affordable Housing Task Force, City Council, City of Brookhaven Community Development Department	
Timeline	<p><u>Short term (6 months):</u></p> <ul style="list-style-type: none">• Utilize Qualitative Analysis of Housing Affordability as a lens <p><u>Medium Term (1 - 5 years):</u></p> <ul style="list-style-type: none">• Implement Qualitative Analysis and Quantitative Analysis of Housing Affordability in the City of Brookhaven <p><u>Long term (5+ years):</u></p> <ul style="list-style-type: none">• Implement an Affordability Impact fee in conjunction with the Quantitative and Qualitative Analysis of Housing Affordability in the City of Brookhaven	

Naturally Occurring Affordable Housing

- Description** Utilize creative strategies to preserve Naturally Occurring Affordable Housing (NOAH) in order to preserve existing affordable housing along the corridor.
- Identify and maintain a database of Naturally Occurring Affordable Housing units in the corridor. The Multifamily Parcels Susceptible to Redevelopment Map illustrates an index combining building age, building class, and ratio of building to land value, to determine the susceptibility of properties to redevelopment. For the index, older buildings and lower building classes were given low scores (on a scale from 1-3), and the ratio compares building to land value as reported in the 2016 Tax Assessment. A low ratio represents a relatively low building value to a relatively high land value, indicating

a high probability of redevelopment. On the map, multifamily developments in the darker red colors indicate parcels that are most susceptible to redevelopment. Since most the housing on the Buford Highway corridor is affordable, the city needs to ensure that these properties at risk of redevelopment remain affordable through measures outlined in the next recommendation, City as an Affordable Housing Resource.

- Partner with private philanthropic organizations and local banks or investors to provide property owners with streamlined and simplified access to low-interest capital for rehabilitation of units in exchange for long-term affordability commitments. An example of an organization with this mission is Tapestry Development Group, who has a new fund to help property owners renovate naturally occurring affordable housing.

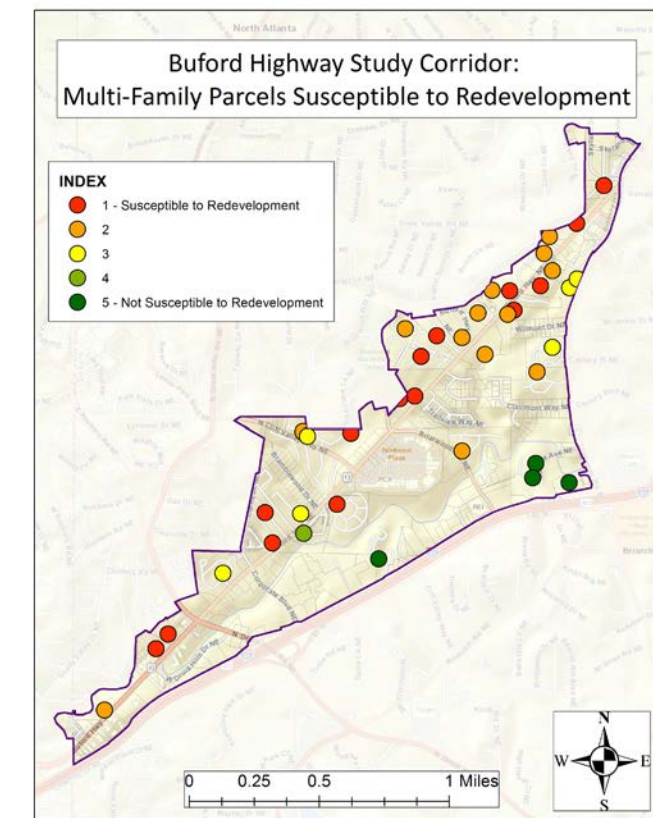
- Position the city as a partner with philanthropic organizations for the purchase of NOAH properties designated as redevelopment opportunities to form a land trust, ensuring long-term affordability.
- Create a revolving fund to provide property owners with low-interest loans to address code violations. This provides an incentive for property owners to perform routine building upgrades, rather than letting properties decline into disrepair to be later sold for redevelopment. The fund can be capitalized from a combination of public sources, private institutions, and philanthropic organizations.

Funding N/A

Partners / Stakeholders City Council, City of Brookhaven Community

- Timeline**
- Short term (6 months):
- Identify NOAH's and create a database
- Medium Term (6 months - 1 year):
- Partner with philanthropic organizations and local banks to create partnerships in order to purchase NOAHs and maintain affordability
- Long term (1+ years):
- Create a revolving fund to assist property owners with code violations

Figure 3.6 - Buford Highway Study Corridor: Multi-Family Parcels Susceptible to Redevelopment



City as an Affordable Housing Resource

Description Position the city as a partner in affordable housing: (1) with community members to provide information on affordable housing and (2) partner with developers for creative market-driven strategies and sources for subsidized funding for affordable housing development.

- Designate a City staff member to provide resources, education, and outreach to community members searching for housing; including partnering with existing community organizations (i.e. CPACS, LAA).
- Pair community services--such as libraries and community centers--with private development of affordable housing to provide mixed-use developments with access to needed amenities.
- Utilize the 4% Low Income Housing Tax Credit program and seek out additional funds to fill the gap in the financing of the affordable development. Pending the Tax Cuts and Jobs Act, the 4% Low Income Housing Tax Credit may no longer be a source of capital.

Funding N/A

Partners / Stakeholders City Council, City of Brookhaven, Existing Community Organizations

Timeline Short term (6 months):

- City staff member provide resources to community members regarding affordable housing stock, partner with existing community organizations

Medium Term (1 - 5 years):

- Pair private developers of affordable housing to community services, utilize the 4% LIHTC program

6: ENVIRONMENTAL QUALITY

Greenspace

Description Develop a greenspace expansion plan that has specific recommendations to protect and accommodate wildlife/habitat and sensitive lands, incorporate green infrastructure and urban agriculture, and provide programming to activate public space.

Specific Action Items:

- Base prioritization of wildlife/habitat protection on the N. Fork Peachtree Creek Watershed Improvement Plan's habitat assessments.
- Preserve areas identified as the most ecologically sensitive lands identified by 100-year floodplain, the 75-foot buffer required for streams and rivers, slopes exceeding 15%, wetlands, and vacant land of high environmental quality.

Funding Grants from private foundations, nonprofits, public agencies and municipal sources.

Partners / Stakeholders Trust for Public Land, Park Pride, Peachtree Creek Greenway, Georgia Conservancy, Trees Atlanta, The Nature Conservancy, Peachtree Creek Greenway, AgLanta, and The Pollinator Partnership.

Timeline Short (6 months):
Organize a group of stakeholders to develop and adopt a greenspace expansion plan for future greenspace development with key consideration for priorities identified in this plan. Adopt ordinances or resolutions to protect future greenspace uses/goals.

Medium (1 - 5 years):
Work with stakeholders and partners to acquire parcels and develop individual greenspace plans.

Long (5 years):
Ensure programmatic elements are incorporated into greenspace plans and maintenance and updates to greenspace are considered in funding.

- Integrate green infrastructure elements that provide multiple benefits including reduced runoff, improved water quality, and improve aesthetic and ecological benefits such as habitat.
- Consider adopting a Pollinator Friendly Resolution to increase flowering habitat for pollinator species and minimize the use of pesticides within specified areas. St. Paul Minnesota is one city who has adopted a pollinator resolution and can be used as a reference.
- Incorporate urban agriculture/community gardens into the plan and consider an urban agriculture ordinance to ensure these land uses are protected, farmers have access to small business loans and business licenses, and minimize barriers for farmers/community gardeners to enter into legal land lease agreements. The City of Atlanta has recently passed zoning regulation that can be used as a guide.



Examples of green infrastructure along a roadway (Source: Environmental Protection Agency)

Regional Stormwater Management and Green Infrastructure

Description In keeping with requirements of the Metropolitan North Georgia Water District's 2017 Water Resources Management Plan section on green infrastructure (GI), pursue opportunities for green infrastructure investment along Buford Highway that align with the chosen, city-wide approach to promoting GI. The city should explore the following options in considering green infrastructure that suits the scale and needs of Buford Highway:

- From the suite of options within the 2017 Water Resources Management Plan, opt to conduct a feasibility and obstacles assessment for small scale and regional green infrastructure.
- Evaluate needs and opportunities for managing stormwater runoff and water quality along Buford Highway through green street features, as described in the Green Streets Design Manual [lxxiv].
 - In retrofitting streets as complete streets, refrain from expanding or rebuilding gray infrastructure where green infrastructure may be feasibly and appropriately integrated. Blend rather than rely entirely on either gray or green infrastructure.
 - Integrate evaluation and planning of potential green street features with other maintenance and roadway improvements (including public works, transportation, tree canopy, and accessibility), MS4 obligations, comprehensive or capital planning projects, and greenspace planning.

Green Infrastructure Best Management Practices:

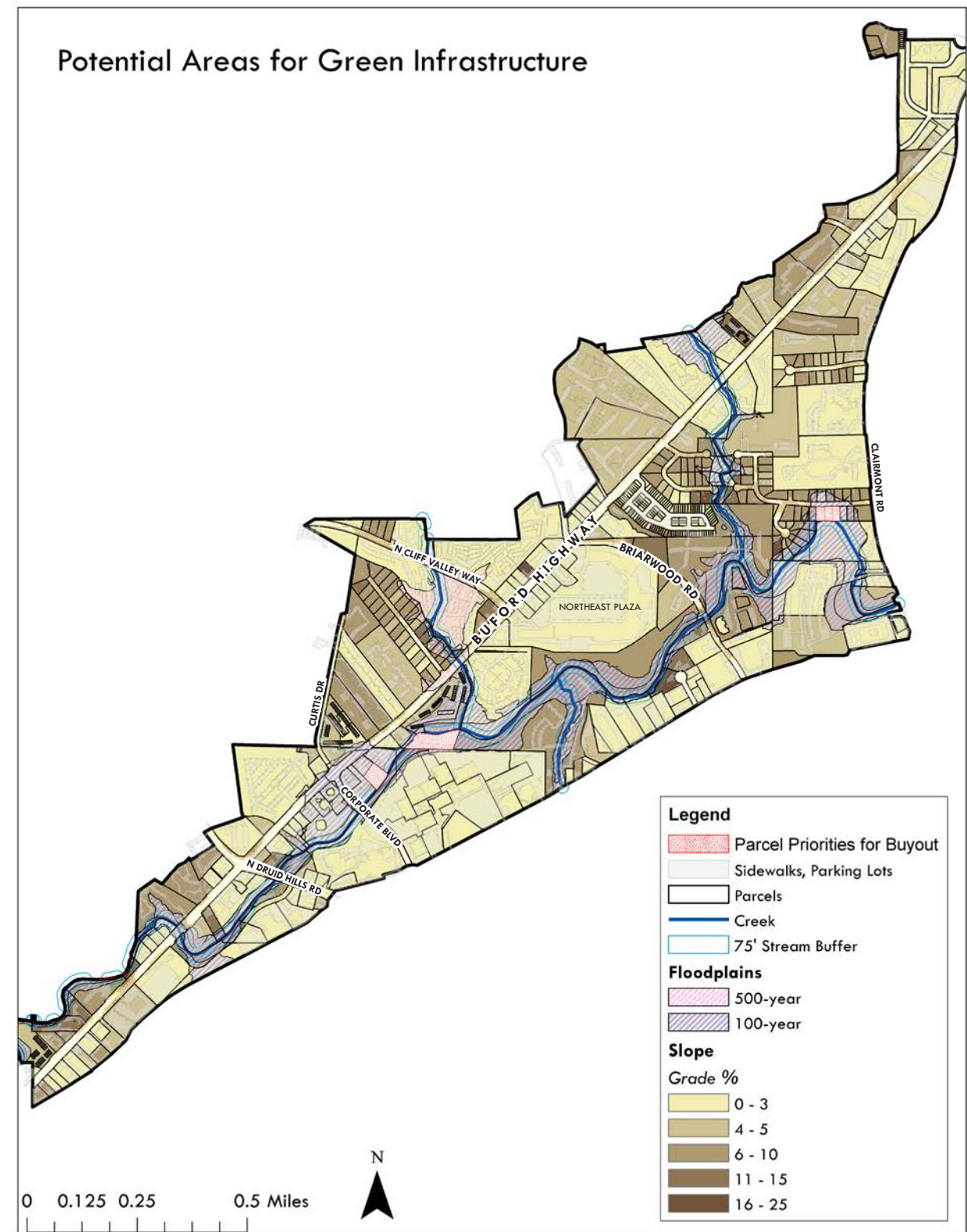
- Bioretention
- Permeable Pavements
- Rainwater Harvesting
- Vegetative Roofs
- Stormwater Wetlands

Funding EPA Urban Waters Small Grants, EPA Building Blocks for Sustainable Communities Program

Partners / Stakeholders The Metropolitan North Georgia Water District, Environmental Protection Division, GDOT

Timeline Medium (6 months - 1 year)

Figure 3.7 - Buford Highway Study Corridor: Potential Areas for Green Infrastructure



Areas of impervious sidewalks and parking lots at slope grade 0 - 3% which are proximate to the floodplains and above greater slopes are potential sites for green infrastructure to intercept and mitigate stormwater runoff. Parcels for buyout are those completely within the floodplain and which intersect the creek.

Water Quality

Description North Fork Peachtree Creek is an impaired stream for fecal coliform and sediment. The hilly topography of Buford Highway in combination with widespread impervious surfaces generates substantial stormwater runoff that carries pollution. The following recommendations would improve water quality through practices appropriate to areas of concern along Buford Highway.

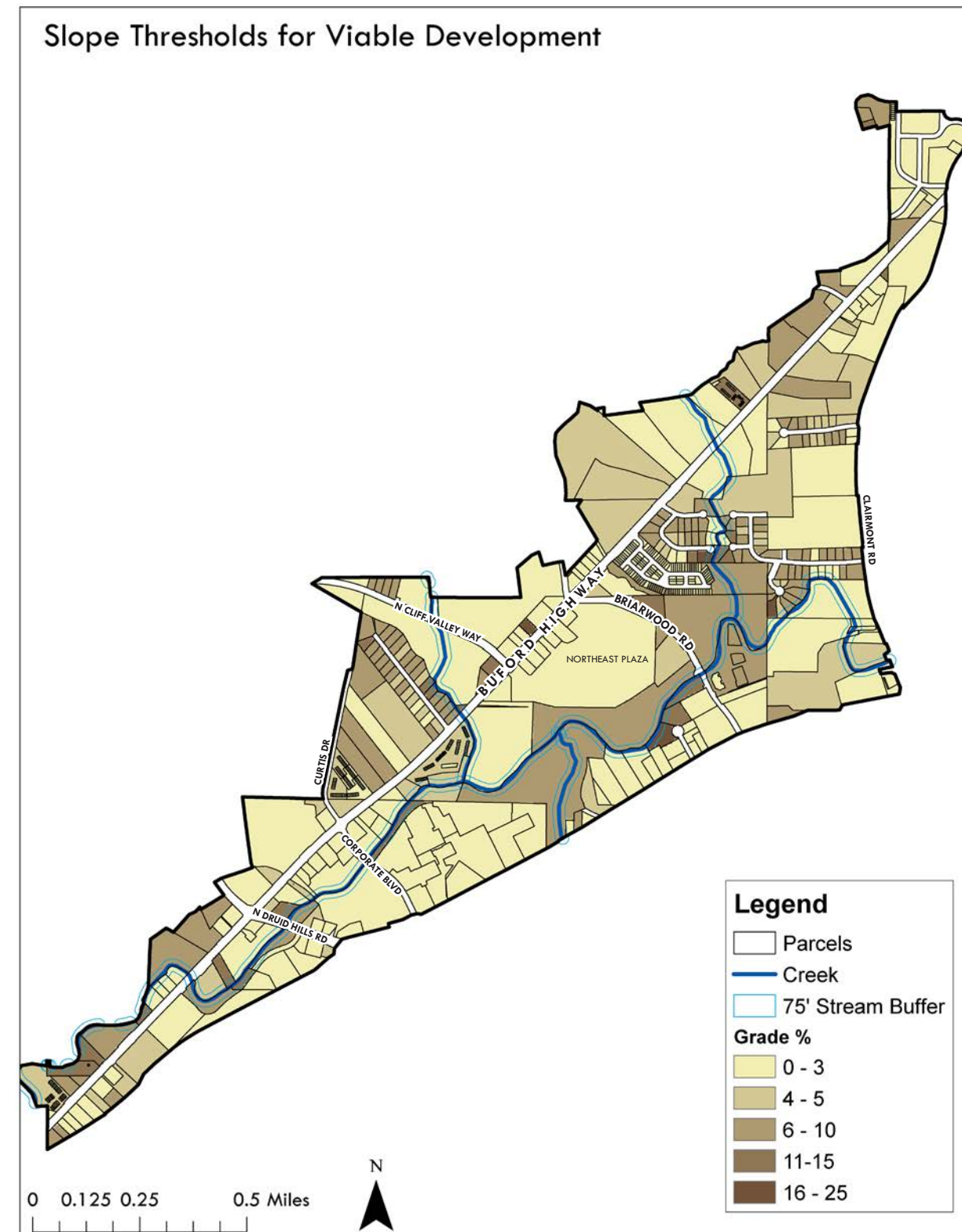
- Reference the impending Peachtree Creek Watershed Improvement Plan and the Metro Water District's 2017 Water Resources Plan sections on post-development stormwater management ordinance for new and redevelopment.
- Create zoning regulations for protecting steep slopes by adopting specific regulations, based on case precedents, within the zoning district to prevent indiscriminate disturbance and grading.
- As recommended by the North Fork Peachtree Creek Watershed Improvement Plan, form a partnership with the City of Chamblee and City of Doraville to create a Watershed Improvement plan to most effectively address water quality at the regional scale.

Funding Funding sources to be listed in the forthcoming North Fork Peachtree Creek Watershed Improvement Plan.

Partners / Stakeholders The Metropolitan North Georgia Water District, Environmental Protection Division, City of Chamblee, City of Doraville

Timeline Medium (6 months - 1 year)

Figure 3.8 - Buford Highway Study Corridor: Slope Thresholds for Viable Development



Parcels illustrated by the majority (% of parcel area) slope (% grade)

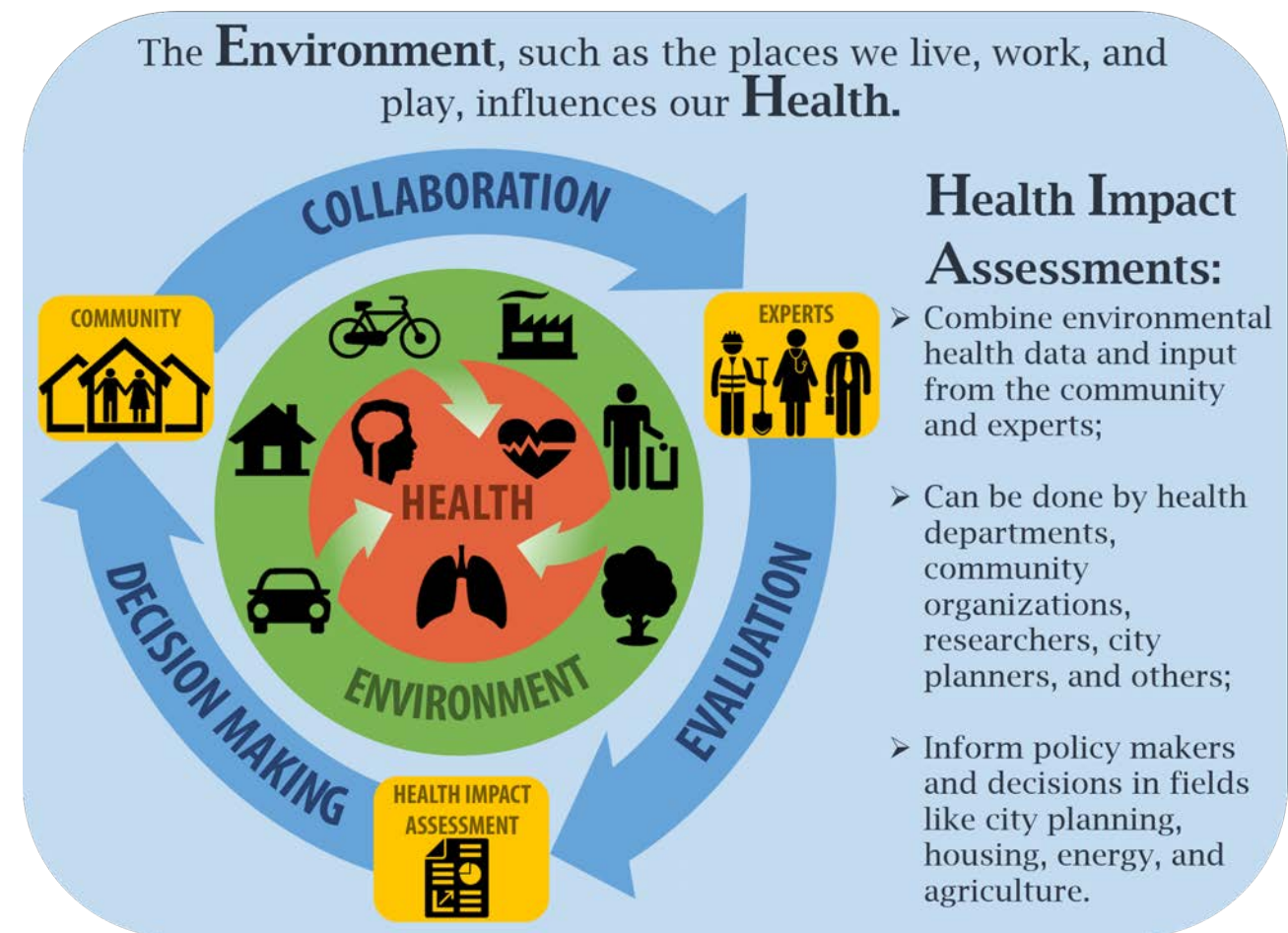
7: HEALTH IN ALL POLICIES

Shared Space Agreements

Description	Cultivate partnerships to support shared space agreements or improve access to space where programming could be held for diverse age groups. Such agreements could provide space for activities like after-school enrichment or tutoring, senior fitness and wellness classes, community engagement workshops, and more. These may be formed among such entities as schools, local government facilities, non-profits, or faith based institutions.
Funding	Grants from private foundations, nonprofits, public agencies and governments
Partners / Stakeholders	Schools, public health community, places of worship, community organizations
Timeline	Medium (1 - 5 years)

Health Impact Assessment (HIA)

Description	Assemble a group of stakeholders to determine the prudence and priority of a Health Impact Assessment or Community Health Profile to ensure health is a consideration in the development of the Greenway and future development along Buford Highway. Funding: CDC's Healthy Community Design Initiative (HCDI).
Funding	CDC's Healthy Community Design Initiative (HCDI)
Partners / Stakeholders	Peachtree Creek Greenway partners, development community, business associations, local universities, and the local public health community including the Center for Disease Control, hospitals, and DeKalb County Public Health Department.
Timeline	Short (6 months)



Source: Maryland Department of Health

Urban Heat

Description Address urban heat island mitigation and provide multilingual resources of public health information.

Specific Action Items:

- Develop a “cool roof toolkit” for non-residential developers outlining current rebate programs in place and outlining energy cost savings provided by cool roof implementation.

- Provide access to Cooling Centers free of charge in public libraries and community centers with extended hours of service during extreme heat events.
- Ensure public notifications for extreme heat events are in English and Spanish.

Funding Georgia Power’s Rebate and Incentives program offers a Reflective Roofing rebate for the following:

Measure: Reflective Roofing
 System application: Building Envelope
 Amount: \$0.05/SF of covered area up to \$10,000 per building per year

MEASURE	SYSTEM/ APPLICATION	AMOUNT
Reflective Roofing	Building Envelope	\$0.05/sq. ft. of covered area up to \$10,000 per building per year
Must be ENERGY STAR® qualified		
Source: Georgia Power		

Partners / Stakeholders Schools, public health community, places of worship, community organizations

Timeline Short (6 months)

Air Quality

Description Between a lack of street trees and the breadth of Buford Highway, there are few provisions for protecting or improving air quality. Anti-idling ordinances are needed to mitigate air pollution to protect public health. Relevant measures below overlap with the recommendation to improve and expand greenspace through investing in and protecting tree canopy.

Funding N/A

Partners / Stakeholders Atlanta Regional Commission, GDOT, EPD, CDC, hospitals, schools, Clean Air Task Force

Timeline Short (6 months)

8: COMPLETE STREETS

Road Diet & Multiuse Path

Description Buford Highway is currently a six-lane arterial with a center turning lane that converts into a raised median at certain points. There are three lanes northbound, and three lanes southbound. We propose removing one lane northbound, and making the curb-hugging southbound lane transit-only. This redesign will allow room to expand the eastern sidewalk in the direction of northbound traffic into an 11-foot shared-use path.

- GDOT can reduce the speed limit to 35 miles per hour in complement with this road diet, eliminating the standardized need for a raised median.
- GDOT can restructure its Clear Zone standard about having a four-foot buffer between the face of the curb and a sidewalk amenity, such as a bench or landscape.
- Adopt a citywide complete streets policy based on GDOT's Complete Streets Design Policy from the 2017 Design Policy Manual.

Funding Georgia Department of Transportation (GDOT): Transportation Funding Act, Transportation Enhancement (TE) Program, Roadside Enhancement and Beautification Council (REBC) Grant Program

- Tax Allocation District funds
- It is more expensive (about double the cost) to do a stand-alone project compared to a resurfacing project. [Ixix]
- Grants: DOT FTA Transportation Investment Generating Economic Recovery (TIGER) Program, Urbanized Area Formula Grants - 5307, Capital Investment Grants - 5309

Cost \$138,000 to \$200,000 [Ixix]

Partners / Stakeholders MARTA, local businesses and residents

Timeline Medium (1 - 5 years)

Figure 3.9 - Buford Highway Road Conditions Section: Existing & Proposed Road Diet with Bus-Only Lane & Multiuse Path

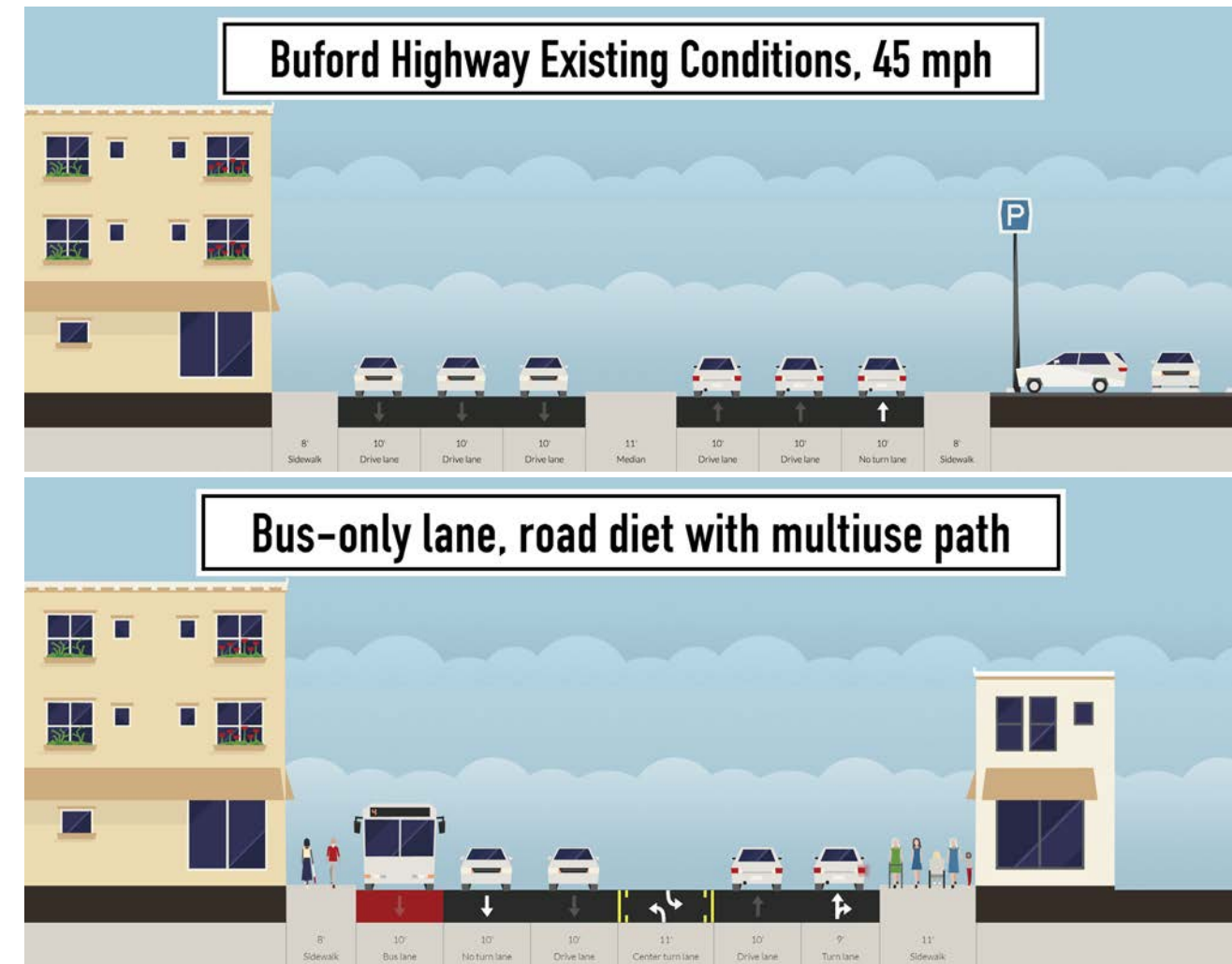


Figure 3.10 - Buford Highway Road Conditions: Existing & Proposed Bus-Only Lane

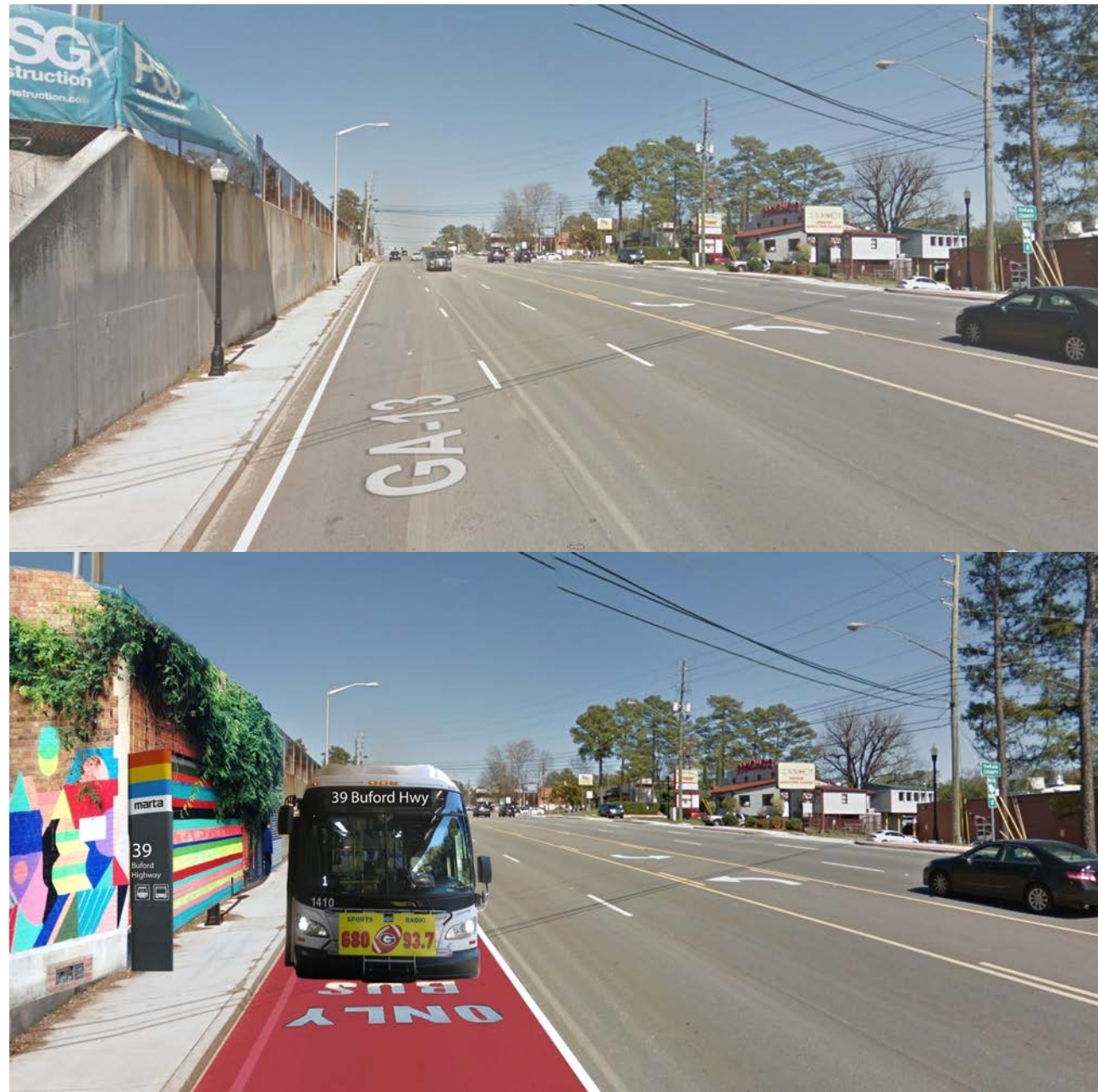


Figure 3.11 - Buford Highway Road Conditions: Northeast Plaza Existing & Proposed Multiuse Trail



Curb Cut Consolidation

Description The high amount of driveways and curb cuts throughout the Buford Highway study corridor create multiple conflict points that cause unsafe and potentially dangerous conditions for both drivers and pedestrians. According to the Institute of Transportation Engineers (ITE), curb cut consolidation is most effective at major commercial nodes with high pedestrian activity, of which there are several throughout the corridor. Reducing curb cuts and redesigning key sidewalks would be an effective strategy to reduce conflicts, improve safety for all users, and promote pedestrian activity, while still permitting sufficient vehicular access to businesses fronting Buford Highway.

- Curb cuts should be spaced at a minimum of 150 feet, while a more comfortable pedestrian distance is 250-350 feet. The study corridor has several high-traffic, high-pedestrian commercial nodes.
- Nodes where curb cut consolidation should occur include:
 1. Buford Highway & N. Druid Hills Rd
 2. Northeast Plaza
- In addition, inter-parcel access should be provided in commercial plazas to reduce the necessary number of curb cuts. By eliminating unnecessary driveways, businesses can pursue shared parking strategies. This would require agreements among business owners, and mitigation of some topographic concerns as well.

Funding Tax allocation district funds, Georgia Department of Transportation (GDOT), Transportation Funding Act, Transportation Enhancement (TE) Program, Roadside Enhancement and Beautification Council (REBC) Grant Program, Private sources

Partners / Stakeholders Private businesses, GDOT

Timeline Medium (1 year - 5 years)



Driveways and curb cuts along Buford Highway limit pedestrian activity.

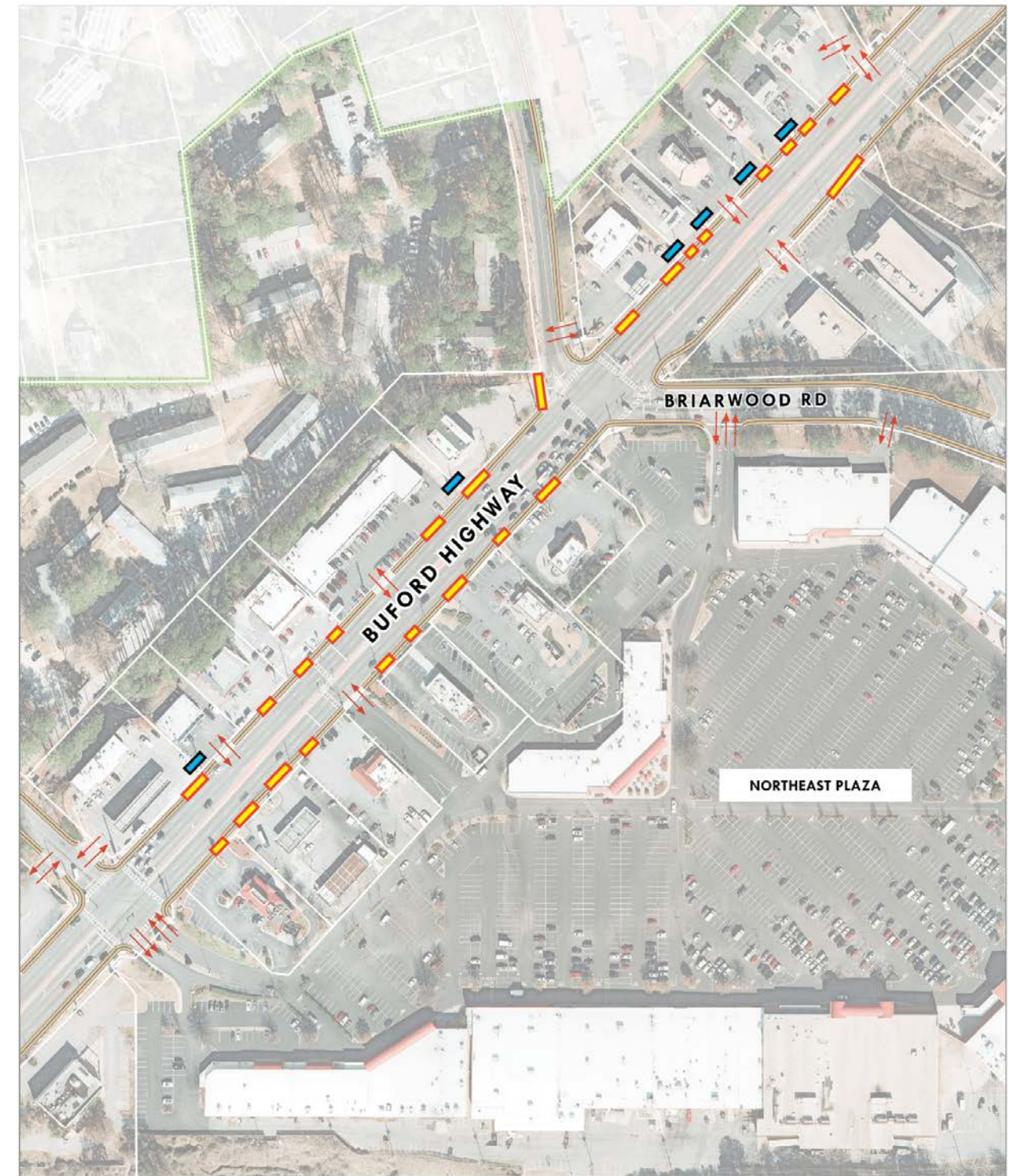
Figure 3.12 - Proposed Curb Cut Consolidation: Buford Highway at N. Druid Hills Rd.



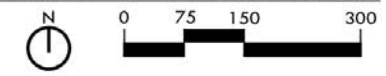
- Existing sidewalk
- Study corridor boundary
- Driveway direction
- Existing curb cut to remove
- Proposed interparcel access



Figure 3.13 - Proposed Curb Cut Consolidation: Buford Highway at Northeast Plaza



- Existing sidewalk
- Study corridor boundary
- Driveway direction
- Existing curb cut to remove
- Proposed interparcel access



9: NETWORK CONNECTIONS

Connectivity can be defined as the relative location of a place to given destination. A connected network of streets, sidewalks, trails, and paths can foster vibrancy and livability within a community. Connectivity within the study area is poor due to cul-de-sacs, dead end streets, and disjointed sidewalks. Additionally, a connected network can result in increased physical activity, reduced emissions, and reduced road maintenance.

Montclair Elementary School

Description	<p>Students that live within the study area attend four different elementary schools, some as far as 6 miles away. In 2018, the school district will re-district to accommodate the new John Lewis Elementary School that will open in 2019. About 260 students that attend Montclair Elementary School live apartment complexes located on Buford Highway, this accounts for nearly 33% of the school's student population.</p> <p><u>Action 1:</u> A trail should be created between the apartments and the school to provide a direct pedestrian connection for the students.</p> <ul style="list-style-type: none"> The 33% of students that live along Buford Highway must take the bus to school despite 	<p>living within 400 ft. of the school (as the crow flies). As a result, these students must take a 30-40 minute bus ride to get to and from school each day. This is because no direct path between the apartments and the school exists.</p> <p><u>Action 2:</u> The City of Brookhaven should introduce pedestrian treatments (wide and buffered sidewalks, HAWK signals, slower speeds, etc.) along Clairmont Road to improve the walking environment for students that live in this area and attend Montclair Elementary School.</p> <ul style="list-style-type: none"> The areas surrounding the school along Clairmont Rd have been identified as hazard areas by the DeKalb County School District. This implies 	<p>that students who live in these areas are within walking distance (and, therefore, not eligible to be picked up by the school bus), but the condition and classification of the roadway presents significant barriers to reaching Montclair by foot.</p> <p><u>Action 3:</u> Implement programming like Safe Routes to School and Walking Days to encourage students to walk to school.</p> <ul style="list-style-type: none"> Other schools in the district, like Sagamore and Oak Grove, have created successful programs at their schools.
Funding	GA Safe Routes to School; DeKalb County School District (on school property)		
		Partners / Stakeholders	DeKalb County School District; GA Safe Routes to School; DeKalb County

Timeline Short to Medium: (6 months - 5 years)

Connectivity Ordinance

Description	<p>Adopt a Connectivity Ordinance to establish a minimum connectivity index to foster an efficient roadway network.</p> <ul style="list-style-type: none"> A connectivity index is the ratio of the number of street links to the number of nodes and link ends. A higher connectivity index indicates a more connected road network. A connected roadway network can result in reduction in VMT and travel times, as well as improved bicycle and pedestrian accessibility. The Street Connectivity Model Ordinance from the Kentucky Transportation Cabinet provides a detailed explanation of this concept and a sample ordinance for adoption. 	Funding	This should not require additional funding unless this work is contracted outside of the city.
		Partners / Stakeholders	Atlanta Regional Commission
		Timeline	Medium (1 to 5 years)

Parks & Recreation Areas

Description Safe connections to parks and recreation areas from public transportation and trails/sidewalks/bike paths are needed within the study area.

- Briarwood Park is currently the only public recreation space within the city. The park is located along Briarwood Way, which includes sidewalks, but does not include bike lanes. For future parks and recreations areas that will be built within the city, particular attention to these active transportation connections will be important in creating a healthy and livable community.

Funding Robert Wood Johnson Foundation – Active Living Research Program; Safe Routes to Parks

Partners / Stakeholders DeKalb County Parks Bond and Greenspace Office; CDC; Emory University’s Rollins School of Public Health; Safe Routes to Parks; Trust for Public Land

Timeline Short to Medium (6 months - 5 years)

Peachtree Creek Greenway

Description Action 1:
Identify connection points from Buford Highway to the Peachtree Creek Greenway between Corporate Blvd and Briarwood Rd.

- This portion will be the first phase of implementation for the Greenway, coined “The Model Mile”. Three potential connection points between the two corridors have been identified in Figure 3.14.

Action 2:
The current width of Briarwood Rd can accommodate a multi-use path that connects from the MARTA bus stop at the intersection of Buford Highway and Briarwood Rd to the trail access point along Briarwood.

- Briarwood Rd. will be a major access point for the Greenway during the first phase of the Peachtree Creek Greenway implementation. This will serve as the primary connection to the Model Mile until an access point behind Northeast Plaza is created at a future date.

Funding GDOT; Peachtree Creek Greenway; Northeast Plaza

Partners / Stakeholders Atlanta Regional Commission

Timeline Medium (1 - 5 years)

Figure 3.14 - Peachtree Creek Greenway Access from Buford Highway



Figure 3.15 - Proposed Briarwood Road Multiuse Path



10: MULTIMODAL INFRASTRUCTURE

Transit Improvements: MARTA Bus Stops

Description Update and Maintain a MARTA bus stop inventory to understand what stops increase and decrease in ridership and what amenities need to be considered. This inventory can help guide where HAWK beacons are implemented and how future development affects transit use.

- Ensure that all current and future stops with 15 or more boardings have a bench for transit users.
- Ensure that all current and future stops with 40 or more boardings have a shelter for transit users.
- The City of Brookhaven, MARTA, and municipalities need to work together to ensure that stops with meeting the ridership thresholds listed above receive the amenities needed to improve user experience.

Funding

- MARTA can maintain the stops, while different municipalities can invest in the shelter, furniture, and other stop amenities.
- Tax Allocation District funds
- Grants: GDOT Local Maintenance and Improvement Grant (LMIG), DOT BUS & Bus Facilities Infrastructure Investment Program, Grants for Buses and Bus Facilities Formula Program - 5339 (a)

Cost An estimated \$25,000 per year for amenities (Buford Highway Master Plan)

Partners / Stakeholders Municipalities, local governments, local businesses and residents

Timeline Ongoing - recurring year to year

Figure 3.16 - Priority MARTA Bus Stops Requiring Amenities

Priority Stops Requiring Amenities			
Top three stops with 15 to 39 onboardings	Boardings	Top three stops with 40 or more onboardings	Boardings
Buford Highway NE & 2715	31	Buford Highway NE & Afton Lane NE	141
Buford Highway NE & Bramblewood Dr NW	30	Buford Highway NE & 3658	101
Buford Highway NE & 3132	29	Buford Highway NE & 3610	62

Figure 3.17 - Example Bus Shelter Conditions: Existing & Proposed



Figure 3.18 - Buford Highway Study Corridor: MARTA Bus Stop Inventory



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CONCLUSION

The Buford Highway Corridor is a valuable resource to the City of Brookhaven. Home to cultural and ethnic diversity, a small-business environment, and affordable housing, the Corridor represents an inclusive Brookhaven. For this reason, the Corridor merits significant consideration in any future planning decision. Today, the Peachtree Creek Greenway and other redevelopment is primed to drastically reimagine the Corridor. With redevelopment comes change. This transformation can be accomplished in an equitable manner. As a studio, we have grappled with the Corridor's major issues: safety, naturally occurring affordable housing, and retaining the Corridor's vibrant business and cultural diversity. What we propose is not wholly new to the City of Brookhaven. Rather, this studio has assembled, analyzed and woven together over ten previous plans for the Corridor.

From this, our studio team proposes ten major recommendations for the Buford Highway Corridor. This is not an exhaustive list but rather the opportunities this studio team found most appropriate and feasible. This Recommendation Plan enables the City of Brookhaven and key partners to work together in reimagining the Buford Highway Corridor in an equitable and inclusive manner. The goal of this Recommendation plan is to provide the City of Brookhaven with tangible and actionable recommendations that can foster smart growth and redevelopment while preserving the Corridor's ethnic and cultural fabric.



APPENDIX

- 70 Works Cited
- 72 Public Engagement Process & Outcomes
- 74 Affordable Housing Impact Statement Recommendations
- 77 Housing Data Sources & Methodologies
- 78 Literature Review



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PUBLIC ENGAGEMENT PROCESS & OUTCOMES

Public Meeting #1

Tuesday, September 19th - Briarwood Park and Recreation Center, 6:30-8:00pm

The studio hosted an initial public meeting at the Briarwood Park and Recreation Center to introduce attendees to the goals of the studio, describe the studio's timeline and process, and collect initial feedback from attendees about each team's objectives. After an introductory presentation, guests were invited to circulate and offer input to the studio's four teams: Health and Environment, Housing/Economic Development, Land Use/Zoning/Urban Design, and Transportation/Complete Streets.

Attendees offered feedback about a wide range of issues facing the corridor, including needed connectivity between the Greenway and Buford Highway, preserving existing affordable housing, and concern for the experience of the area's pedestrians, cyclists, and transit users. Feedback revealed competing interests facing the city and citizens of Brookhaven--an interest in development and attracting new businesses, while at the same time concern about preserving existing affordability and cultural diversity.

Respondents recommended that Brookhaven address housing affordability proactively, expressing concern that the Greenway's development will result in the loss of existing affordable housing. Some attendees recommended using the development of the Greenway and connections from Buford Highway to highlight the area's cultural diversity. Others expressed concern about homeless encampments present beneath bridges and along the creek. Attendees noted that the intersection of Briarwood and Buford Highway as particularly unsafe for pedestrians and drivers alike, recommending eliminating curb cuts and improvements the area's walkability.



Public Meeting #2

Monday, November 20th - Briarwood Park and Recreation Center, 6:30-8:00pm

The studio hosted a second public meeting at Briarwood Park and Recreation Center to present our recommendations to the community and incorporate their feedback into our final plan. Along with members from the community, Director of the Community Development Department Patrice Ruffin also attended. The opening presentation introduced the studio's 10 big Ideas and the following breakout sessions allowed attendees to hear more from individual students and ask questions.

The studio's recommendations were well received by attendees who expressed support for consolidating curb cuts, installing pedestrian improvements, reducing the amount of surface parking, implementing a specific Buford Highway District, while considering the needs of local small businesses. Attendees also offered feedback about the proposed multi-use path on Buford Highway that included suggestions like moving the pedestrian path to the inside of the cycle-track to create more distance between pedestrians and automobiles. Other suggestions from attendees included creating more of a buffer between the street and the path by using planters instead of bollards.

Attendees recommended that the city play a more active role in the creation and maintenance of affordable housing by creating a housing authority or a land trust. Some were concerned that development incentives may not be enough to provide needed affordable housing. Attendees also noted the need to preserve and enhance existing small businesses (rather than chain businesses). Suggestions included creating a city-owned marketplace for legacy businesses and tax decreases for existing "mom-and-pop" businesses.

In addition, participants noted the need for new developments to create multi-modal connections along the corridor and to the Greenway by using impact fees. Recommendations also included the need to provide amenities for older adults like benches and handrails at bus stops and along the corridor.



Summary of Pop-Up Public Engagement Events

Sunday, October 29th - Pop-up Event at Farmers Market at Northeast Plaza, 12-2pm

Six students participated in a pop-up meeting at Northeast Plaza on Sunday, October 29th. We collected data from shoppers about how they get information about housing, starting business, and a visual preference survey of the amenities that they would like to see in place of parking spaces in Northeast Plaza.

The feedback we collected indicated that a majority of shoppers got information about housing through informal means, like referrals from family or friends. While few of the interviewees were businesses owners, many expressed interest in getting more information about starting their own businesses. After being presented with a variety of options for possible programming or activity of the parking lot at Northeast Plaza, shoppers indicated a preference for soccer fields and playgrounds.

In addition to feedback collected directly from shoppers, we observed a high number of taxis serving customers at the Farmers Market.



Saturday, November 4th - Dia de los Muertos Festival and Parade, 5-7pm

Four students from the studio co-hosted a booth at the Dia de los Muertos Festival at Northeast Plaza on November 4th with a student from the Generator Studio looking to implement a community garden on Buford Highway.

We collected data from attendees about their travel mode to the event, visual preferences for activating the Northeast Plaza parking lot, where residents experience flooding, and guests' preferred redesign of Buford Highway (including a multi-use path and transit-only lanes). The majority of respondents indicated that carpooling was the travel mode they used to get to Northeast Plaza. In response to the visual preference survey for activating Northeast Plaza's parking lots, attendees expressed preference for public art, park space, and playgrounds.

Respondents were unsure about areas within the corridor that experience flooding. They also found it difficult to identify areas within the corridor where better connections are needed and which cross-section redesign of Buford Highway they preferred.



AFFORDABLE HOUSING IMPACT STATEMENT RECOMMENDATIONS

Affordable Housing Impact Statement Executive Summary City of Brookhaven, GA

In June 2016, members of the City of Brookhaven, led by religious leaders, signed a letter sent to Brookhaven City Council to recognize the impact that housing gentrification has and will have on the City. In response, on September 13, 2016, Brookhaven City Council created an Affordable Housing Task Force which includes 13 volunteers with diverse backgrounds who are connected to the City of Brookhaven.

Over the next eight months, the task force arranged various presenters who have expertise in the Affordable Housing field, as well as performed research to educate themselves on best practices and potential recommendations to City Council to enact. After getting an understanding of the problem, the task force created a mission statement: *“Ensure that opportunity for affordable, accessible, integrated, and equitable housing for Brookhaven’s diverse residents is at the heart of the city’s ordinances, initiatives, policies, and conversations.”* A key recommendation that came from the Task Force Presentation of Recommendations is: **require a developer affordability impact statement.**

Utilizing the City of New Orleans Planning Commission’s *Affordable Housing Impact Statement Study*, this document will outline the implementation of an Affordable Housing Impact Statement (AHIS) [1]. The implementation section will essentially outline the duties of the AHIS, as well as when it is appropriate to complete the AHIS. The AHIS will also include a quantitative section which will require numeric estimates of housing impacts, such as housing units decreased or increased for each specific development. Finally, the AHIS will include a qualitative section that will allow City Council to examine policies through a lens of how policy changes will affect affordable housing.

The AHIS hopes to meet the following goals and objectives in assisting the assessment of affordable housing actions:

- Ensure the collection of data will provide meaningful information that can be used to assist the community and decision makers
- Develop a tool that does not create unnecessary tasks for city employees and housing developers
- Recommend ways in which the data can be used by decision makers to track progress
- Develop baseline data on the housing stock in the City
- Recommend any additional qualitative analysis that may be desirable for decisions related to policy changes.

Key Findings

Based on the review of the New Orleans “Affordable Housing Impact Statement Study,” which highlights nationwide AHIS practices, and the need for housing data collection in the City of Brookhaven, the following key findings informed the proposed Affordable Housing Impact Statement:

- 62% of Brookhaven residents pay more than 30% towards housing costs. (The Center for Neighborhood Technology - H+T Index)
- Data collection can be used to track real-time housing supply information for the City as well as the residents.
- AHIS can serve as an accountability tool for programs and policies implemented to address affordable housing.
- AHIS can be included as a part of the building/demolition permitting application process, which in the future could require an additional Affordability Impact Fee. This Affordability Impact Fee would be based on the development’s impact on affordable housing determined by the AHIS.
- Data collection can assist non-profits and private developers in making decisions based on accurate data.
- A quantitative analysis, where the data comes from the applicant or property owner, is more appropriate for project or development based on affordable housing impact statements.
- A qualitative analysis is more appropriate for policy or regulatory based affordable housing impact statements. This analysis is typically conducted by City staff.
- A quantitative analysis is useful for projects that are seeking incentives or are required to provide affordable housing units.

¹ Butler, K., Kindel, N., and Cramer, P. (2016). Affordable Housing Impact Statement Study. Retrieved October 25, 2017, from <https://www.nola.gov/city-planning/major-studies-and-projects/affordable-housing-impact-statement-study/>

We’d like to thank the authors of the City of New Orleans Affordable Housing Impact Statement Study. Large portions of the text and recommendations in this document come directly from their study.

AHIS Implementation Plan City of Brookhaven, GA

Housing data obtained on individual properties or developments enables decision makers to determine where affordable housing inclusion, conversion, or loss is occurring. Data collection helps governmental and non-governmental agencies to determine where to allocate appropriate resources and allows a data-driven review of whether actions are needed to prevent properties from removal from the affordable housing inventory. As stated in the executive summary of this report, Affordable Housing Impact Statements fall into two categories, quantitative and qualitative. Based on our research, we have determined that housing data collection would assist with determining the estimated impact on the city's affordable housing stock in the following circumstances: 1) when a variance is requested to change zoning, 2) with the submission of building/demolition permits, 3) in specific land use categories (example: multifamily), 4) when policy or legislation is being considered, and 5) when city agencies receive federal or state funding for affordable housing. The specific recommendations are listed below.

Form A:

Policy Actions Recommendations

- A Qualitative AHIS could be required of any policy analysis done by the City Council. This could include the following: Master Plan amendments, special studies, neighborhood plans, etc.
- The Zoning Board of Appeals and Planning Commission should use Form A: Qualitative Analysis of Housing Affordability to evaluate land use applications that will impact affordable housing.
- The City Council can request that the Brookhaven Community Development Department conduct a Qualitative AHIS within 60 days for any legislation that they wish to consider.

Form B:

Permit Application Recommendations

The Department of Community Development could revise both zoning variance request forms and the building/demolition permit application by adding the following tables for capturing housing data and which would need to be entered into the city's database. We recommend adding Form B as an addendum to any zoning variance request forms and building permit applications, but understand that modifications may be needed in order for permit processing operations to run smoothly

- An AHIS shall be required for when a variance is requested to change the zoning designation.
- An AHIS shall be required for all building permits adding, modifying, subtracting housing units.
- An AHIS shall be required for mixed use developments including both commercial and residential development, and shall include information whether the development will be adding, modifying, or removing housing units.
- The applicant shall be required to fill in requested housing data information for zoning variance and building permit applications to the best of their ability provided the information is available. If information is not available at the time of submission, the building permit shall not be denied based on missing information.
- An AHIS shall be required for demolition permits affecting the removal of housing units.

Timeline of Implementation:

Short Term:

Time: Next 6 months

Form: Form A - Qualitative Analysis of Housing Affordability

Implementation: The City of Brookhaven, GA should utilize Form A as a lens for City Council to look through as a way of analyzing policy changes and how they affect the city's affordable housing stock.

Medium Term:

Time: Next Year

Form: Form A - Qualitative Analysis of Housing Affordability

Implementation: The Brookhaven City Council should adopt and implement the Qualitative Analysis of Housing Affordability into the building permit process for specified developments.

Form: Form B - Quantitative Analysis of Housing Affordability

Implementation: The Brookhaven City Council should adopt and implement the Quantitative Analysis of Housing Affordability impact statement to zoning variance and building permitting processes for specified developments.

Long Term:

Time: Next 5 Years

Form: Form B - Quantitative Analysis of Housing Affordability

Implementation: The Brookhaven City Council should adopt and implement the Quantitative Analysis of Housing Affordability into the zoning variance request and building permitting processes for specified developments. In addition to implementing the impact statement, City Council should assign an impact fee to development that impacts the affordability of housing in Brookhaven. This fee should be used to create an affordable housing trust fund for the City of Brookhaven, to further encourage the development of affordable housing.

Form A:
Qualitative Analysis of Housing Affordability

Policy Impact on Housing Affordability	
Policy Considerations	Projected Impact
Proposed Policy:	[Insert Policy Name]
Impact on implementation of vision, goals, and priorities of the Affordable Housing Task Force Recommendations:	= Increased = Decreased = No Impact [Insert Description]
Impact on regulatory barriers to housing development:	= Increased = Decreased = No Impact [Insert Description]
Land use / zoning opportunities for affordable housing development:	= Increased = Decreased = No Impact [Insert Description]
Impact on cost of development:	= Increased = Decreased = No Impact [Insert Description]
Impact on production of affordable housing	= Increased = Decreased = No Impact [Insert Description]
Proposed Changes Impacting Housing Affordability:	[Insert Description of Proposed Changes]
Alternative Policy Language to Maximize Affordable Housing Opportunities:	[List Language Alternatives]
Other Housing Policy Considerations:	[List Additional Policies]
Engagement of stakeholders from different racial/ethnic groups, especially those most adversely affected:	[List Engagement Opportunities]
Evaluate racial/ethnic groups most advantaged and most disadvantaged by the issues the policy seeks to address:	[Insert Description]
Date Prepared:	[Insert Date]

Form B:
Quantitative Analysis of Housing Affordability

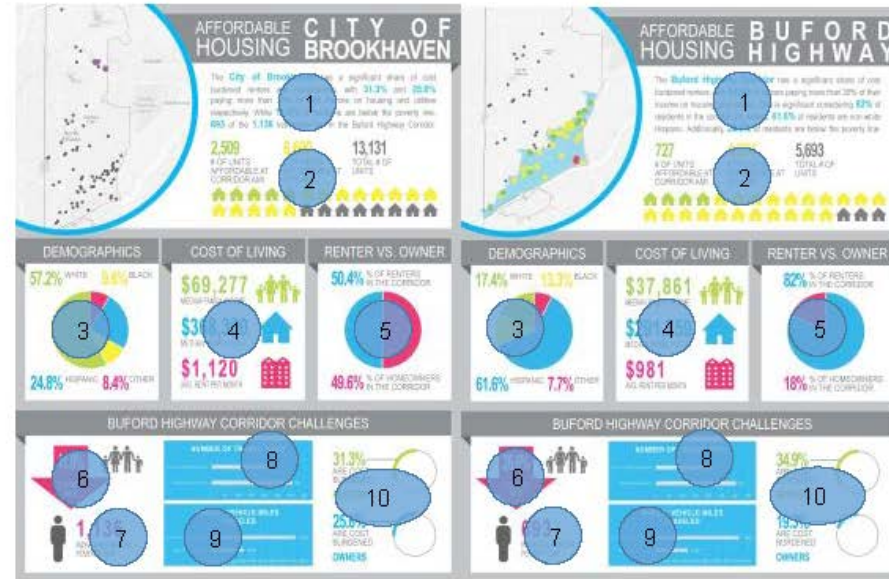
Project Description:

Name of Project/Plan	[Insert Project Name]		
Project / Plan Number	[Insert]		
Current Zoning	[Insert Current Zoning Designation]		
What is Proposed?	[Insert Proposed Project / Development / Zoning Change]		
Transfer of Development Rights (Proposed / Approved)	[Insert TDR Ex: 0 / 0]		
Addition of Dwelling Units (Increase)			
Number of Bedrooms/Units	Number of Units	Projected: Sales Price or Monthly Rent per Unit (Range)	
Studio/0	+		
1	+		
2	+		
3	+		
4	+		
5+	+		
Total Units:	+		
Addition of Dwelling Units (Decrease)			
Number of Bedrooms/Units	Number of Units	Projected: Sales Price or Monthly Rent per Unit (Range)	
Studio/0	-		
1	-		
2	-		
3	-		
4	-		
5+	-		
Total Units:	-		
Affordable Housing Units			
Area Median Income Level (AMI)	Units Added	Units Lost	Bedroom Mix
30% or below of AMI	+	-	
31% to 50% of AMI	+	-	
51% to 80% of AMI	+	-	
Total Units:	+	-	

If information is unknown at the time of completion, please indicate as with 'N/A'

HOUSING DATA SOURCES & METHODOLOGIES

City of Brookhaven District Analyses Sources and Methodology



Sources

The district analyses are based on a variety of sources and these are mentioned on each housing data sheet. The numbers below correspond with the numbers marked of the sheet for reference.

- Source 1: Social Explorer, 2016 5-Year ACS Data. Data available at Census Block Group level. Block Groups included in analysis: Census Tract 214.17 Block Groups 1-3, Census Tract 214.16 Block Group 1, Census Tract 214.14 Block Groups 1,2, Census Tract 214.13 Block Groups 1,2.
- Source 2: 2016 CoStar Data. Data available at Parcel level. Parcels were analyzed at a City level and then clipped down to the Buford Highway corridor level.
- Source 3-7: Social Explorer, 2016 5-Year ACS Data. Data available at Census Block Group level. Block Groups included in analysis: Census Tract 214.17 Block Groups 1-3, Census Tract 214.16 Block Group 1, Census Tract 214.14 Block Groups 1,2, Census Tract 214.13 Block Groups 1,2.
- Source 8&9: 2017 Housing & Transportation (H&T) Index. Data available at a Census Block Group level. Block Groups included in analysis: Census Tract 214.17 Block Groups 1-3, Census Tract 214.16 Block Group 1, Census Tract 214.14 Block Groups 1,2, Census Tract 214.13 Block Groups 1,2.

- Source 10: Social Explorer, 2016 5-Year ACS Data. Data available at Census Block Group Level. Block Groups included in analysis: Census Tract 214.17 Block Groups 1-3, Census Tract 214.16 Block Group 1, Census Tract 214.14 Block Groups 1,2, Census Tract 214.13 Block Groups 1,2.

Methodology

1. Census tract data: Data available at the census tract level is analyzed based on a methodology developed after conversation with the City of Brookhaven Affordable Housing Task Force and Community Development Office. Census tracts are divided according to their overlap with the Brookhaven City Council District boundaries. Once all the tracts have been linked to a council district, the corresponding data is calculated for that district. For average values such as median rent and home price, the data is weighed for each census tract based on its total population using Microsoft Excel.
2. Point Data: data associated with distinct parcels, such as the data provided by CoStar, is simply linked to Brookhaven City Council District boundaries by its overlap.

Notes

- City Area Median Income (AMI) used in the reports is \$69,700. This number was determined from the 2017 HUD INcome Limits Documentation System for DeKalb County.
- Corridor Area Median Income (AMI) used in the reports is \$37,861. This number was determined by finding the median income using 2015 ACS data for our Census Block Groups. We used the corridor median income as opposed to the City/County AMI (outlined above) due to the large disparity in median incomes between the corridor and the rest of the city. Census Block Groups utilized include: Census Tract 214.17 Block Groups 1-3, Census Tract 214.16 Block Group 1, Census Tract 214.14 Block Groups 1,2, Census Tract 214.13 Block Groups 1,2.
- Families that spend more than 30% of their income on housing related costs are considered cost burdened.
- Families that spend more than 50% of their income on housing related costs are considered extremely cost burdened.

Limitations

- American Community Survey (ACS) is based on sampling and thus the data from ACS involves a margin of error. This margin of error varies for 1-year, 3-year, and 5-year data, with decreasing levels of margin of error.
- Considering the varied sources, different geographical scales, and multiple methodologies it is important to understand that the data for each district is best evaluated comparatively and not referenced as absolute numbers.
- The Housing and Transportation (H&T) Index dataset utilizes ACS Data as input as well as the Longitudinal Employer-Household Dynamics Data. This will be updated with ACS and LEHD new releases. This limits the availability of the data in certain years.

LITERATURE REVIEW

Environment & Health Team

1. Age friendly London task force. (2012). "Age friendly London task force: Three year implementation plan."

The report is the guiding document for London's efforts to make London an age-accessible and friendly city in keeping with its vision for a healthy community for all individuals. It recommends the creation of a city age-friendly network to facilitate involving older adults, service providers, community organizations, and stakeholders in the implementation of the plan. It also notes the importance of integrating the action items of the report into other planning documents. The plan cites the World Health Organization's "Eight Focus Areas for Age Friendly Cities: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services.

Within category 1, Outdoor Spaces and Buildings, project 1.2 recognizes the importance of sustaining the cleanliness of open space and active living infrastructure such as trails and pathways, through such means as volunteer engagement in litter management. Of note is project 1.3, "Improving access to washrooms in parks and along pathways [sic]." The associated action steps are signage indicating washroom locations, and provision for increasing the number of facilities in parks, along trails, and which are open year-round. The report does recognize the resources required for every action and project, as well as the time frame and leading agency.

In the interest of incorporating age-friendly design practice, the notable action steps are providing opportunities for engaging older adults in design processes, considering clustering services, and meeting or exceeding accessibility standards for new or redeveloped facilities. Provisions for walkability and safety overlap with general best practices (e.g. separated bike paths, speed limit enforcement, winter weather safety measures). Of note is the recommendation to "provide distance markers and directional signage along pathways to identify location in the case of emergency." Project 1.6 accounts for increasing seating throughout the city, facilities, and parks. Project 1.7 is improving age-friendly signage such as through readability provisions (increased font size, clear style). In the transportation category, project 2.1 recommends communication strategies which consider multi-language needs. Project 2.2 specifies older adult representation on transit advisory committees, while project 2.3 recommends reviewing amenities at bus stops for supports such as benches, shelters, and signage. For social participation, project 4.1 specifies cultivating partnership to improve access to space where programming tailored to older adults could be held, in addition to encouraging advertising of amenities that support older adults. Project 4.2, improving programming and socialization opportunities for older adults, features a program recommendation that would pair immigrant/newcomer seniors with local residents to facilitate community engagement, similar to project 5.1 which is to increase the number of intergenerational programs. Of note is a suggestion for a gardening program that pairs older adults (e.g. landowners or those with relevant skills) with students (i.e. volunteers or business operators).

Within the realm of healthcare, project 8.3 aims to improve healthcare access and experience for older adults. Of note is one action step specifying the development of "a volunteer program for multi-lingual 'system navigators' that will act as an advocate for seniors accessing health services." Lastly, within project 8.1 - improving caregiver supports - one of the action steps is to "amend zoning by-law definition of 'daycares' to include adult caregiving."

2. Bell, J., Mora, G., Hagan, E., Rubin, V., & Karpyn, A. (2013). "Access to Healthy Food and Why it Matters: A Review of the Research." Page 38. PolicyLink. Retrieved from http://thefoodtrust.org/uploads/media_items/access-to-healthy-food.original.pdf

This report provided an overview of access to healthy food research and key findings which indicate nearly "30 million people live in low- income areas with limited access to supermarkets (defined as the closest store being more than a mile away). The problem is particularly acute in low- income communities of color." The primary findings include: 1) Access to healthy food remains a challenge for many, particularly for communities of color, rural areas, and low-income neighborhoods; 2) Living closer to healthy food retail was shown to be a factor in reducing risk for obesity and diet related diseases, and 3) Healthy food is good for business.

Within each of these main categories, additional insight was provided. A few key points to highlight are the importance of "including transportation access and the quality, price, and cultural appropriateness of the offerings" as factors in determining the impact of local efforts to provide access to healthy food. Additionally, healthy food "retailers can generate significant economic stimulus by serving as anchors for further commercial revitalization, creating local jobs, generating tax revenues, and capturing local dollars within the community, among other economic and community development outcomes." In one nationwide study, it was determined that residents who don't live in areas with access to

healthy food spend \$1,120 each year on food outside of their neighborhood.

A few programs of note that have produced promising results in increasing access to healthy food include Pennsylvania Fresh Food Financing Initiative and Get Healthy Philly. The report also discusses policy tools to "attract and promote healthy food retail, including land use planning and zoning, economic development, tax credits, and other incentives, as well as strengthening the purchasing power of consumers by enhancing and expanding nutrition assistance."

3. City of Brookhaven. (2017). Tree ordinance.

The Mayor and City Council of Brookhaven passed a resolution in July 2017 amending Section 14-39 of Ch. 14, "Land Development" of the city code in its entirety. The benefits of the tree canopy are aesthetic, ecological, and economic, and the tree ordinance stands for the benefit of property owners as well as the City of Brookhaven as a whole. In the statement of purpose, the ordinance recognizes the manifold benefits which the urban forest provides, ranging from ecosystem services associated with hydrology and water management to heat mitigation. The intent of the Ordinance includes to biodiversity protection throughout construction processes, ensuring the sustainability of the local urban forest, and providing policies guiding the preservation and cutting of trees. It specifically "discourages clear cutting and mass grading of land." Permits are to include a tree survey except where pardoned by the City Arborist, as well as a Tree Protection and Tree Replacement plan. The amended tree density "requires the preservation of trees having a Density Factor of 100 DBH inches per acre and having a DB of eight inches or greater with no more than twenty percent CRZ disturbance."

Exceptions for these apply to sites with less than the requirements prior to development or redevelopment. Key to note for the tree density requirements is that the area of stream buffers and floodplain, easements and detention ponds, are excluded from the calculations of the density. For single family properties where there is 4,500 sq feet of more of front yard, there must be at least two 2" DBH trees, while still keeping within the 100" DBH per acre requirement. For commercially zoned areas, inches required are based on net site area rather than acres. Of particular importance is the requirement that the naturally occurring ground cover and understory vegetation beneath trees designated for preservation, unless approved by the City Arborist. "Trees meeting the specimen criteria that are slated for removal shall be recompensed on an inch for inch basis with a combination of two, three, or four inch or greater caliper overstory trees." Developers may pay into a Tree Fund in the event that the recompense trees designated for removed specimen trees are found to be unfeasible according to spacing requirements. The recompense fee is \$125/in. However, the inches subject to the fee will not be greater than 50 per acre or \$62, 500 in any case. A reduction in recompense trees of up to 50% is permitted if the site design integrates "dedicated green space and/or green infrastructure practices." A key question is how this intersects with the required density factor of 100 DBH inches per acre.

There is no prohibition or qualification around the removal of trees from the 500 year floodplain. For the 100 year floodplain, exemptions exist for sanctioned wetland mitigation projects, land disturbance projects which comply with the stream buffer and floodplain ordinance requirements, public works, or those which are found to be diseased or infested. Alternative compliance, similar to the tree fund, may be engaged only with approval by the City Arborist. In the case of off-site plantings (i.e. trees outside the site's buildable area) (as opposed to contribution to the tree fund), the sum of DBH inches per acre must be fifty or more with no more than 20% of the CRZ for each tree marked for preservation. The DBH inches per acre which may be preserved off site (or through alternative means) may not equal or exceed 100 percent of the required inches per acre. Special exemptions may be granted in cases where applicant demonstrates and Zoning Board of Appeals concurs that denial of exemption creates substantive impediment to "reasonable economic return". Parking lots containing 20 or more off-street spaces within a single lot require trees with one overstory tree for every eight spaces. Landscaped areas are peninsula islands or median islands. Perimeter trees do not count towards required parking tree canopy. Parking lot tree islands are to exist on the end of each row of parking with a minimum 9ft width. Along a sidewalk, the planting buffer from the sidewalk is minimum five feet, while on streets with speeds of 45 mi or greater, trees must be 16 feet or more back from the edge of the pavement. Approved understory trees may be substituted for overstory trees where there are existing overhead power lines. Passage 7 on buffers makes no clear provisions for preference of native species, referring only to "evergreen plant materials" for zoning buffers, which seems usually to mean pine trees.

4. City of Brookhaven. (2014). "North Fork Peachtree Creek Water Quality."

This is a guiding document presenting actions for remediating water quality in Peachtree Creek (as well as others not relevant to this study except for their connection as part of a later sub-watershed) with the aim of meeting quality standards. The scope includes the watershed character, pollution sources, community engagement, and identifies an assortment of voluntary and regulated management practices. It also includes a monitoring plan that can serve as a benchmark against which to measure the effectiveness of the practices. North Fork Peachtree Creek is marked as an impaired stream segment for fecal coliform bacteria (such as which appears in sewage). This segment extends from the headwaters to the junction with Peachtree Creek. The plan provides land cover data for the segment as prepared by

the ARC 2001, noting that land cover aggregations have purportedly not changed much, since compilation, for the study area. It reveals a predominant land coverage in medium-density residential, followed by commercial. The required fecal coliform (FC) level reduction for the creek, as established by the EPA in February 2003, is 91%. The plan identifies the key potential sources of FC as urban runoff, animal ways, followed by SSOs (sanitary sewer overflow), leaks, unauthorized sewer pipe connections, and septic systems in disrepair. Management measures include discovering and detecting unaccounted sewer discharge and sediment control programs such as from construction runoff. Designated use for the creek specifies fishing. The water quality standard for FC is 1,000 colonies per 100 mL (Nov-April) and 100 mL (May - Oct). DeKalb County reports regular observation walks of sewer outfalls 12" or larger, and routine inspections of sewer line crossings.

The challenge with urban runoff is that it is nonpoint source pollution from stormwater runoff. It identified lower-contributing or potential sources beginning with sanitary sewer overflows (SSOs), estimated to be sporadic with a low magnitude contribution to water quality, but arising in large part from the effects of fats, oils, grease (FOGs) and roots. Animal waste was also estimated to have a low magnitude impact on water quality, while septic tank systems and unauthorized pipe-sewer connections were both estimated to have negligible contributions. Standard management measures and activities include those coordinated by County stormwater programs, and feature the sewer maintenance, water ordinance, and other permitting processes aimed at addressing non-point source pollution. The orientation of much of these policies relate to infrastructure integrity, floodplain and buffer management, risk control (e.g. FOG education and inspection), ecological restoration (e.g. utility line vegetation program).

5. Conniff, R. (2014, January 6). "Urban Nature: How to Foster Biodiversity in World's Cities." Retrieved September 29, 2017, from http://e360.yale.edu/features/urban_nature_how_to_foster_biodiversity_in_worlds_cities

This article explores the importance of providing biodiversity and habitat within urban areas. It calls for landscape measures to benefit animals, provide habitat, and where possible, provide wildlife corridors. The article highlights recent efforts to incorporate nature into cities including urban ecology and urban wildlife programs, urban forest programs, and other related community efforts. Also discussed are the benefits of some tree species over another, particularly the benefits of Oaks, in providing habitat for caterpillars, and in turn, supporting bird populations. The article states that it doesn't always take big investments to accommodate urban wildlife. This can be done by simply breaking up lawns and providing "the right kinds of shrubs, to create structure and variety." Something as simple as mowing fewer times per month can increase pollinator habitat. Britain's community gardens can provide a good example of providing habitat and forage for pollinators as they tend to contain more fruit trees and bushes. Finally, the article suggests that civic pride and competitiveness may be useful in creating better and more diverse urban wildlife habitats.

6. Cook, R., Welch, L., Grindstaff, M., & Danser, R. (n.d.). "Peachtree Creek Greenway Master Plan Appendix." Retrieved from <http://www.brookhavenga.gov/home/showdocument?id=6180>

This report provides a very high-level overview of significant ecological, archaeological, and historical resources. According to this report, the natural topography has largely been altered by development. 3 schools are located in the study area including Woodward Elementary, Montclair Elementary and Cross Keys High. A recommendation for a "full delineation of the waters of the US should be performed prior to project permitting and construction" since the work was a desktop survey of environmental resources for planning purposes. There were three species of concern within DeKalb County that are listed under protected species: little amphianthus (*Amphianthus pusillus*), black-spored quillwort (*Isoetes melanospora*), and dwarf sumac (*Rhus michauxii*). None of these are listed as species of concern for the project based on the screening survey.

One site of archaeological significance, (9DA361), was identified immediately adjacent to the planned trail location, which can be seen in a map on page 5 of the report. Tax data was used to identify historically significant areas and historic districts based on year of construction and Department of Natural Resources' Natural, Archaeological, and Historical Resources GIS (NAHRGIS) database was used to identify previously surveyed historic resources. Results of the survey indicate there are no National Register-listed historic resources, no previously surveyed historic resources, and a number of historic resources were identified and can be found on page 7 of the report. Additional research will be needed to determine the eligibility of these properties to meet National Register guidelines. Air Quality/Noise does not show anticipated impacts from this project based on the type of project. Finally, one gas station and one laundry sites were identified that may have potential impact on the project due to the presence of underground storage tanks or hazardous materials. If right-of-way of these properties is required for the greenway, subsurface investigations would be required, locations shown on page 9 of the report.

7. Cornell, G. (N.d.). "Notes on Peachtree Creek ecology issues." N.p.

This summary of ecology issues related to Peachtree Creek, as informed by the text *Ecology of Greenways: design and Function of Linear Conservation Areas*, highlights how the creek interacts with the surrounding environment. As a hydrological system, its dynamics affect surrounding soils, topography, and habitat. In the realm of vegetation quality, it

is important to consider adequate shade and the types of trees providing this, and whether invasive species removal is warranted in the area. These considerations fall within the broader category of ecosystem functioning, specifically the role of the waterway in landscape integrity and functions. Considerations of stream buffers, bank stabilization, and the existence and maintenance of stormwater ponds are factors which impact the water quality of the creek and, in turn, its role in the ecosystem. The TMDL (Total Maximum Daily Load) Plan presents limits for substances that can, at certain levels, degrade water quality; it also recommends strategies to mitigate these sources, specifically fecal coliform and urban runoff. A watershed-level analysis of the creek considers its recreational value, spatially, in relation to area sites of interest (e.g. parks, schools, housing) and directly, in terms of active and passive recreation. Addressing the floodplain is essential to accounting for hazards to life and property. This involves identifying property subject to flooding, and considering any mitigation measures; the environmental justice dimension which reflects on the equity impact of hazard (or inequitable if the case may be); and engages, as relevant, with the permitting agencies for their respective domains: EPD and City variances manage stream buffers; FEMA manages the floodplain; and USACE manages the wetlands.

8. Fox, J. (2017). "Greenprints Funding and Policy: A review of policies, funding opportunities, and success stories to inspire greenprints." Pages 1-16. Retrieved from https://www.conservationgateway.org/ConservationPractices/PeopleConservation/greenprints/SiteAssets/2017_08_02_Greenprint_white_paper.pdf

This white paper reviews Greenprint plans, their importance, funding, and policy implementation. A greenprint is a "strategic conservation plan that recognizes the economic and social benefits that parks, open space, and working lands provide communities." Some of these benefits include recreation opportunities, habitat protection and connectivity, improved water quality, agricultural land preservation and increased resilience to climate change. The portion that may be particularly applicable to this project is the policy section. Miami-Dade County GreenPrint outlines a specific goal of acquiring Environmentally Endangered Lands. Another example provided was for the Woodstock Georgia Greenprints Trail System. It was incorporated into the comp plan and supports the Georgia Land Conservation Act, protecting 20 percent of Georgia's greenspace. It also supports ARC's Regional Development plan which puts into place open space policies. Priority Preservation Areas can provide a framework for state, regional and local agencies to "focus public investment, technical assistance, and action to encourage development and preservation consistent with regional goals. Compensatory mitigation is another tool often used in transportation planning to restore or preserve land. State Wildlife Action Plans are required by every state. These can be a good source of data and help identify conservation priorities.

9. Hagekhalil, A., Kharaghani, S., Tam, W., Haimann, R., & Susilo, K. (2014). "City of Los Angeles – the green blue city One Water Program." Presented at the ICSI 2014: Creating Infrastructure for a Sustainable World, American Society of Civil Engineers. Retrieved from <http://ascelibrary.org.prx.library.gatech.edu/doi/pdf/10.1061/9780784478745.043> Los Angeles has implemented a water management scheme that aims to manage water vulnerability by reducing dependence on imported water, and to support improved water quality through pollution control. The endeavor is named the "Green-Blue" city project. Central to this project is the implementation of a low-impact development (LID) ordinance requiring new or redevelopments to manage stormwater from 85-year storms on site through natural or reuse methods. Suggested practices are infiltration, retention, and evapotranspiration. Watershed planning is happening on the regional scale in order to manage stormwater in areas lacking the new stormwater systems on private property. In 2004, a voter-supported \$500 million bond program funded capital projects to manage the quantity and quality of stormwater. Projects were designed to yield co-benefits through green infrastructure, such as recreation, active transportation, or environmental rehabilitation. The program also seeks to expand green streets, advance wastewater recycling programs and dedicate a large portion of the reclaimed water to recharging drinking water aquifers, and tie a stormwater capture master plan into local reclaimed water processes which could also be directed toward recharging the drinking water aquifers. The report details the One Water Approach which tasks the Bureau of Sanitation and the Department of Water and Power with working towards greater water supply and quality through a holistic approach to water management. In this system, all aspects of water management - water supply, recycled water, wet/dry weather runoff, receiving waters - feed into the wastewater collection and treatment systems. This discharges to the receiving waters or to the recycled water system. In the latter case, the recycled water is integrated into water supply. The recycled water, having already been treated extensively, will undergo further cleaning through infiltration to groundwater recharge.

The Metropolitan Water District, which coordinates provision of water resources to Los Angeles, faces limitations in securing additional water resources. In response, the MWD is adjusting its tier pricing "to fund increased reliability of existing water supplies and increase system storage to provide greater amounts of water during dry years." Complimentary water supply security initiatives are conservation expansion and increased groundwater storage.

10. McDaniel D., Trees Columbus; Barker G., Natural Resource Consulting; Public Private partnerships in Tree Canopy Restoration

Tree canopy in the southeast is more extensive than what can usually be found in other parts of the United States,

particularly the mid and further west regions. Comparatively, there is an abundance of trees in the southeast. Cities recreate water management processes, that nature otherwise provides, in the form of treatment plants and gray infrastructure systems. Much of tree canopy exists on private property, which is contentious because of private property concerns. There are many stakeholders - e.g. residents - with a vested interest in preservation of the tree canopy. Trees Columbus, Columbus Consolidated Government, and private associations arranged concerted efforts to sustain the tree canopy. The initial step is a tree inventory. The Urban Forestry Division in Columbus, which is part of public works, yields results in numbers for tree plantings, while the nonprofit Trees Columbus engages the wider community in the experience of tree plantings. Millions of dollars of private funding, in partnership with GDOT, went into plantings along key corridors and interchanges. Public engagement programming through the nonprofit (Trees Columbus) receives substantial interest for variety of events throughout the year that present a balance of ecological information, local history, and attraction. Trees Columbus can reach out to and advocate with the private sector (i.e. residents). The public works department (urban forestry) cannot. Public Works also cannot intercede in a development case but Trees Columbus can do so. Private developers are legally allowed to clear cut properties, but they are required to replace the loss with tree density units. The role of the nonprofit is to work with developers who are interested in "doing it differently." "Every time you come up with an ordinance, someone will come up with a way to circumvent it, but we don't want to be replacing fifty inch oak trees with two caliper trees," reported George Barker, arborist with Natural Resource Consulting, Inc. The importance lies in understanding the market, to not perceive the "public and private" as the "enemy" but as opportunities for engagement and education. But also important to recognize parties interested in the "greenwashing appeal." Accordingly, Trees Columbus is particularly interested in engaging with the homeowners. When tree plantings occur on private property,

Trees Columbus works with the neighborhood associations. They arrange a post-storm maintenance and recovery seminar for the community, followed by a seminar on how to pick, plant, and maintain trees. Maintenance then falls naturally to the private citizens. For public plantings, Urban Forest is responsible for maintenance of all trees that exist within the public right of ways.

The key to affecting change is to change the process: Before the plan is developed, the arborist should go out to the site with the developers, and the plan should follow after site evaluation. Communication is also key to ensuring necessary pruning occurs which can reduce disaster related damage. Some cities do not allow clear-cutting, but the limit may be "10%" which could be kept at the rear of a lot. Incentives can facilitate avoiding this. A weakness of tree ordinances may also be that the planting spacing units may not be specified, which enables developers to "cram a bunch all in a row, then they die in a few years."

11. Merriam, D., Bality, A., Stein, J., & Boehmer, T. (2017). "Improving public health through public parks and trails: Eight common measures (Summary report)." US Department of Health and Human Services, Centers for Disease Control and Prevention, US Department of the Interior, National Park Service.

The eight measures which the co-authors identify are proximity, walking accessibility, park connectivity, area of park or trails, physical activity levels at given facilities, visitation levels, frequency of visits, and the average duration. The focus of access and proximity is the percentage of the population residing within a half-mile of a park or trailway, and with less than a half-mile walk to access these. These are meant to provide a basis for geospatial analysis on which further planning can occur to address any gaps or weaknesses. The half-mile buffer around the boundaries of parks or trail corridors constitutes the service area.

12. The Pennsylvania Pollinator Protection Plan (P4). (n.d.). "CHAPTER 2 BEST PRACTICES FOR FORAGE AND HABITAT". Page 13. Retrieved from <http://ento.psu.edu/pollinators/publications/p4-best-practices-for-forage-and-habitat> This report provided a number of best practices for urban and suburban areas, roadsides and rights of way, agricultural areas, and natural areas. A focus was on supporting diverse communities of pollinators. Namely, "landscapes must provide appropriate nesting sites, abundant and high quality nutritional resources (flowering plants), a consistent supply of water, and minimal exposure to stressors such as pesticides." Because different pollinators have different needs, it is important to incorporate numerous and diverse nesting opportunities and foraging options during the entire growing season. Even simple changes to land management and practices can "dramatically increase the habitat and forage available in urban areas, and thus lead to more community involvement and engagement." Township or Municipal native plant or pollinator habitat ordinances can be put in place to allow varied landscapes around homes and businesses, as long as the landscapes are properly managed. York County, PA can provide an example of a sustainable landscape model ordinance.

Specific BMP's for urban/suburban landscape are listed under several categories including lawn care, gardens, golf courses, and urban landscapes. Specific recommendations for urban planners under this section include choosing native species for street trees, remove and replace invasive species with native species, install green roofs where possible, specifically call out the plants which will be beneficial for pollinators, and work with park volunteer groups to promote

pollinator habitat.

13. Philadelphia Water Department. (2014). "Green city, clean waters: Community orientation packet (Community guide)."

Green stormwater infrastructure is defined as a network of soil-water-plant systems that take in stormwater, some of which the system infiltrates into the ground and some of which it evaporates, with the least amount returning to the sewer system. The document briefly reviews the manifold co-benefits of green stormwater infrastructure, such as mitigating urban heat island effect. Greenscaping provides natural cooling and shade, and also reduces energy demand associated with conveyance of stormwater.

14. Philadelphia Water Department. (2017). "What we're doing." Retrieved from http://phillywatersheds.org/what_were_doing

Philadelphia created a program - Green City, Clean Waters - to tackle stormwater and water quality. The green stormwater infrastructure program is an extensive endeavor to balance infrastructure and land-based (i.e. green) stormwater management techniques. Their complementary initiative is restoring waterways. This initiative is accomplished through ecological-technical projects such as stream bank stabilization, wetland restoration, stream clean-ups, and buffer protection. The vision involves "stable and healthy waterways and stream-side habitat." Involved parties generate watershed management plans, comprehensive watershed assessments, and other protection plans. These provide the entryway to developing active responses. Philadelphia Water Department (PWD) views retrofit projects as an economically effective approach to managing volume and quality. They inspect stormwater management facilities occasionally and ensure that they are built to standard. PWD have also undertaken some stream daylighting projects which can mitigate flooding that arises from high volumes of water funneling into undersized pipes or culverts. This approach can mitigate erosion by allowing the stream to naturally flow in its floodplain.

Two grant programs - the Stormwater Management Incentives Program (SMIP) and the Greened Acre Retrofit Program (GARP) - provide funding for non-residential customers of the PWD for the construction of stormwater best management practices. The SMIP requires managing at least the first inch of runoff, with up to \$100,000 funding per impervious acre. GARP is a funding system for entities which can muster 10 or more acres within the Philadelphia combined-sewer service area only.

15. Ricklin, A., & Shah, S. (2017). "Metrics for planning healthy communities." American Planning Association Planning and Community Health Center.

The APA guide identifies built environment assessment indicators and associated planning policies to address them. The key areas of relevance are recreation, associated with active living. The indicators are distance to park entrances and similar public open spaces conducted through network analysis; park acreage per 1,000 people; and the percentage of sites that feature shared use agreements. The associated planning policies are ones which prioritize and provide for investment in open space, and shared use policies between social institutions (which can provide recreational space other than trails and parks for people of all ages).

The active transportation assessment indicators are technical assessments of service population, proximity, and access. Complete streets are one of the suggested planning policies. The air quality social health indicator is an assessment of the number of facilities which service vulnerable populations and which are within 500 feet of a high traffic roadway. The associated policy response is to require such facilities to be situated 500 feet or further from such roadways. For water quality management, the assessment is calculating percentage of total stormwater infrastructure investment which occurs through green infrastructure; accordingly, the policy recommendation is support for LID or green infrastructure practices. Flood risk assessment (i.e. the percentage of the population residing within the 100 or 500 year floodplains) falls within the category of emergency preparedness rather than environmental exposures; the recommendation is for the inclusion of hazard mitigation policies in area plans.

One assessment for climate change is total vehicle miles traveled, and the recommendation is implementation of smart growth policies that reduce greenhouse gas emissions. Green infrastructure appears within the social cohesion category, with the assessment being calculating the percentage of tree canopy coverage. The recommendation is for "policies that incentivize the development of green infrastructure... conveniently accessible to all residents." Housing and community development also appear within the social cohesion category with the recommendations for affordable and fair housing.

16. City of Brookhaven. (2012). State of Georgia resolution with DeKalb county. DeKalb County has access to Federal Emergency Management Administration (FEMA) support in engaging the community

through FEMA's Hazard Mitigation buyout and programs for properties that fall within flood zones. DeKalb County entered into a "cooperative agreement with the Georgia Emergency Management [GMA] and Homeland Security Agency [HSA]" concerning the intent to preserve natural floodplain benefits and services. The County facilitated the transfer of ownership via quit-claim deed to the City of Brookhaven en perpetuity, while the City expressed within resolution "serious interest in legal ownership and responsibility for these FEMA designated at-risk properties." In assuming ownership, the City accepted requirements to abide by any deed restrictions attached respective property transfers. The City is responsible for submitting monitoring reports to GEMA and HSA. In this transfer the City of Brookhaven 11 properties along Drew Valley Rd, 4 along Poplar Springs Dr, 4 along Nesbitt Dr, 4 along Burch Circle, and a few additional properties.

17. World Health Organization. (2007). "Checklist of essential features of age-friendly cities."

This provides a consolidated checklist, based on results from a global project spanning twenty-two countries, for specific age-friendly design and service considerations. The categories range from outdoor spaces and buildings to community and health services. It strongly suggests that older people are involved in the assessment as "full partners." Many of the features are also general good practices, such as "Pavements are well-maintained, free of obstructions, and reserved for pedestrians. Likewise, within the "Housing" category, the principle for "Public and commercial rental housing that is clean, well-maintained and safe [sic]," applies to other demographics as well. An example of a specifically age-friendly principle is "Sufficient and affordable housing for frail and disabled older people, with appropriate services, is provided locally."

Housing and Economic Development

Housing

2015. HousingWorks Austin: Analyzing Affordability in All 10 Council Districts. Retrieved September 28, 2017, from <http://housingworksaustin.org>

This website was created by an affordable housing advocacy group in Austin, TX in order to provide data, educational resources, and affordable housing policy recommendations and solutions for the region. The website will be useful to our group, first, because Brookhaven is lacking and has asked for a resource that citizens can use to access information about affordable housing in the city as well as creative policy recommendations, so this model is relevant to helping us conceptualize what this could look like. The website also provides a methodology section, where they share where they found their data, and what data they used to create the page. Our team is in the process of finding data and using it in a way that will be useful to city officials, politicians, as well as citizens. This website will assist in directing us to the relevant data for our project.

2017. ProsperityNow Score Card: Brookhaven, GA. Retrieved September 25, 2017, from <http://scorecard.prosperitynow.org/data-by-location#city/1310944>

The ProsperityNow Score Card provides a data profile specific to the City of Brookhaven in housing and economic development areas. This score card will be useful to our team because it will provide us with a baseline in areas like area median income (AMI), homeownership, demographic data, educational attainment, and much more. The score card compares the data to that of the state of Georgia, and then compares to the United States' data in the various areas. This will help our team figure out baseline metrics for the City of Brookhaven to use when creating affordable housing policy or economic development policy.

Adamo, A. (2016, June 29). New Tool for the Toolbox?: Affordable Housing Impact Statements. Retrieved September 29, 2017, from <http://www.cahdco.org/new-tool-for-the-toolbox-affordable-housing-impact-statements/>

This article looks at the two prominent cities with AHIS, Austin, Texas and San Diego, California. In both cities, impact statements are used to: a) proactively prevent immediate and future losses of existing housing stock; b) identify opportunities to expand the future supply of affordable housing; and c) identify opportunities to reduce gentrification pressures. The requirement to produce AHIS's means that municipal staff is assigned a permanent and consistent responsibility to monitor housing supply and affordability at a neighborhood and urban scale.

Butler, K. (2016, July 5). Preliminary Affordable Housing Impact Statement Study. Retrieved September 29, 2017, from <https://www.nola.gov/city-planning/major-studies-and-projects/affordable-housing-impact-statement-study/affordable-housing-impact-statement-study-prelimin/>

This memo from the city of New Orleans looks at their proposed affordable housing impact statement (AHIS), its objectives, the metrics, and when it would be necessitated. AHIS is a tool used to assess how proposed developments or policies might add to or subtract from the affordable housing supply. An AHIS is intended to provide an estimate and describe the potential impact housing stock impact legislation would have, if adopted, on the affordable housing stock. Housing stock impact legislation could include ordinances and policies relating to land use, building permits, housing policy, use of private, local, state, and federal funding, as well as any other housing related actions. This could similarly be used in Brookhaven to require developers to conduct an AHIS when submitting a building permit or requesting a rezoning variance, and also require the developer to pay an impact fee, which will go towards a affordable housing fund in Brookhaven. For more information also see the final AHIS Study conducted by the NOLA City Planning Commission: <https://www.nola.gov/city-planning/major-studies-and-projects/affordable-housing-impact-statement-study/affordable-housing-impact-statement-study/>

Cardinale, M. (2015, March 12). Addressing Spokane's Affordable Rental Housing at a Crossroads: Policy Options for the City Council of Spokane. Retrieved September 29, 2017, from <https://static.spokanecity.org/documents/projects/mayors-housing-quality-task-force/additional-materials/matthew-cardinale-report-on-affordable-housing-for-candace-mumm.pdf>

This study by the city of Spokane was conducted to the growing affordable housing crisis. Spokane currently encourages affordable housing development through various sources (HOME funding, CDBG funding, property tax exemptions, etc.), but finds that these funds aren't always being used for the intended demographics/communities (creates apartments with higher than market rates, no long-term monitoring or enforcement). Due to these concerns the city of Spokane

recommended six recommendations including AHIS, inclusionary zoning, AH trust fund, tax exemptions, and more. The AHIS is meant to empower decision makers with meaningful information in a consistent format about legislation with an estimated impact of Spokane's affordable housing stock. Creation of a long-term record of impacts, fostering transparency and informed public input. The statement would specify how many units would be added to, or subtracted from, the housing stock, at different price points of affordability.

Chaban, M. A. (2017, September 18). Opinion | Libraries Can Be More Than Just Books. Retrieved September 25, 2017, from <https://nyti.ms/2jB5Paf>

This article looks at a very interesting and innovative approach of providing affordable housing in New York City of tacking affordable housing development on top of library redevelopment/renovations. While improving library infrastructure with city bonds, branches can also become sites for affordable housing development. This provides the needed affordable housing in a prime location with access to social services, information resources (technology, books, etc.), community space, workforce development opportunities, and more. The proposed redevelopment of Sunset Park branch in NYC is an eight-story building, with two floors dedicated to a library. The remaining floors will have 49 apartments, all of which will be affordable to those below 80% AML.

Finn, A. (2017). How Much is One Point of Transit Score Worth?. Retrieved September, 25, 2017, from <https://www.redfin.com/blog/2017/03/how-much-is-one-point-of-transit-score-worth.html>

This article shows the intersectionality between transit improvements and housing prices. With the development of the Peachtree Creek Greenway (PCG), this article helps our team understand that this will impact housing and business prices, due to the desire to walk or use public transit in areas that have a significant amount of traffic, like the metro Atlanta area. This gives an average dollar amount and percentage that a house would increase by with an increase in one transit point. This article also helps our team make a case to the City as to why proactive affordable housing policy and provision is needed before a large portion of the PCG is implemented.

Immergluck, D. (2017, August 15). Affordable Housing Solutions for Atlanta. Retrieved September 25, 2017, from http://cityontheverge.com/affordable-housing-solutions-for-atlanta-by-dan-immergluck-professor-in-the-urban-studies-institute-at-georgia-state-university/?mc_cid=ac17add01d&mc_eid=36c1e68d44

This article was written in response to the new book City on the Verge. The article looks at the challenges that the BeltLine and Atlanta face in terms of housing affordability, and proposes a few potential policies and measures to be taken to preserve affordability. We are looking at these policy suggestions due to the similarities between the BeltLine and the Peachtree Creek Greenway, and its potential to spur rapid redevelopment and gentrification in the Buford Highway corridor. The suggestions include increased homestead exemption, using Judicial In Rem program to speed up process of reclaiming vacant housing while encouraging long-term affordability, passing a mandatory inclusionary zoning ordinance, pooling capital sources to preserve existing low-cost housing. The most interesting of these suggestions is the pooling of capital sources to preserve housing, since there is currently so much affordable housing along Buford Highway as is. "Public and private capital sources should be mobilized towards funding the preservation of existing, low-cost rental housing. This may involve the pooling of social impact finance and public sources aimed at rehabilitating unsubsidized units, featuring attractive financing offered in exchange for long-term affordability commitments from landlords." This is something Gates Dunaway suggested to us as well in her interview. We could structure the AHIS so that the fees go towards preserving affordable housing through these grants/loans for rehabilitation of unsubsidized units.

Making connections to bring people home. Retrieved October 01, 2017, from <http://www.opendoorsatl.org/>

Open Doors Atlanta--a collaboration between the Atlanta Real Estate Collaborative and Enterprise Community Partners--is "a partnership to end homelessness for families and veterans," in Metro Atlanta. In the past three years, Open Doors has re-homed more than 2,000 formerly homeless individuals and families into market rate apartments. The program recruits private-market housing properties, typically with higher vacancy rates, that are willing to rent to well-screened households, "with rental barriers such as a past eviction, low-income, or bad credit often due to extenuating circumstances such as an illness, divorce, or another unfortunate situation." Open Doors housing programs include: Rapid Re-Housing, Housing Voucher, Supportive Housing, and Housing First. This program serves as a prime example of a creative market-driven response to affordable housing through creative partnerships.

Economic Development

American Alliance of Museums. Economic Impact Statement. Retrieved September 28, 2017 from <http://www.aam-us.org/advocacy/resources/economic-impact-statement>

This website provides an example economic impact statement for art museums. This information is relevant because the economic development team has been asked to provide an economic impact statement template for the City of Brookhaven. This website has information about who the museum is employing, how many people the museum will employ from the local area, how much money the museum will bring in, and how the museum will positively impact the broader community. For our economic impact statement, we want the City of Brookhaven to be able to understand how the potential business will positively impact the area and fit into the cultural vibrancy that the city and its citizens are interested in preserving.

Federal Reserve Bank of Kansas City. (n.d.).The Case for Youth Entrepreneurship Education. Retrieved October 1, 2017, from <https://www.kansascityfed.org/~media/files/publicat/community/smallbusiness/youth-entrepreneurship-guide.pdf>

This paper suggests that the future need for economic growth in the United States is around entrepreneurship. Additionally, the primary role of education is in preparing students to participate in the future economic growth. The authors suggest four distinct advantages of focusing education on entrepreneurial skills: First, "the creation of jobs and an increase in local incomes and wealth" (Henderson, 2002). Second, a "faster and higher ratio of local economic growth" (Barth, Yago, & Zeidman, 2008). Third, a "lower cost associated with creating and growing small businesses" (Edmiston, 2007). And fourth, a "tool to escape poverty" (Barth, Yago, & Zeidman, 2008). To preserve the cultural diversity along Buford Highway, educating youth for preparation as future business owners will help solidify the vibrancy of the corridor into coming generations.

Federal Reserve Bank of Kansas City. (n.d.). Grow Your Own Guide: Entrepreneurship-based Economic Development. Retrieved October 1, 2017, from <https://www.kansascityfed.org/publicat/community/gyo/gyo-guide.pdf>

The "Grow Your Own" model--as developed by the Federal Reserve Bank of Kansas City--uses entrepreneurship and small business development as a strategy for community economic development. Although informally, this is a similar model to the existing economic drivers of Buford Highway, making these strategies for future economic development particularly applicable. Instead of focusing economic development resources on bringing outside corporations to the community, "Grow your own is a ground up, community-based approach to economic development...focus[ing] resources on existing community strengths, small businesses and developing job-creating entrepreneurs." Fundamentally, traditional economic development model differs from the Grow Your Own model. "The traditional model asks what will attract large companies, corporate divisions or plants to a community. The grow your own model seeks to answer what entrepreneurs and small business owners need to start and grow to a sufficient scale to make a significant economic impact."

Federal Reserve Bank of Kansas City. (n.d.). Funder's Guide: A Guide to Funding Small Business Development Organizations. Retrieved October 1, 2017, from <https://www.kansascityfed.org/~media/files/publicat/community/smallbusiness/funders-guide.pdf>

The primary goals of this guide are in two forms: First, "it is to provide funders with a rationale as to why small business development organizations should be considered for philanthropic support." Secondly, this guide aims to, "provide an overview of small business development organization activities along with potential questions a philanthropist may consider when determining whether to fund an organization of this type." Ultimately, the goal is to strengthen local communities through economic development that will allow them to be self-sustaining. Although this guide is targeted to philanthropic individuals and organizations, many of the strategies for supporting small business development can be utilized by the City of Brookhaven. Detailed in this document include facts and know-how in setting up the following programs: business microlending and alternative credit, consulting and technical assistance for small business, networking activities, small business education, and entrepreneurship-based economic development organizations.

Hoseman, D. (2012). Economic Impact Statement. Retrieved September 28, 2017 from <http://www.sos.ms.gov/ACProposed/00019100c.pdf>

This is a sample economic impact statement from the State of Mississippi for an extension of their Medicaid services. The City of Brookhaven has asked us to provide an economic impact statement, so this document gives the economic development team an example to utilize and learn from.

Lambe, W., & De Zeeuw, M. (n.d.). A New Look at Economic Dynamism of Small Cities. Retrieved October 01, 2017, from <https://www.frbatlanta.org/community-development/publications/partners-update/2017/04/170711-a-new-look-at-economic-dynamism-of-small-cities>

The Small City Economic Dynamism Index--developed by the Federal Reserve Bank of Atlanta--seeks to provide a snapshot of economic health and growth in small cities across the United States. This index is based on 13 indicators across 4 categories: demographics, economics, human and social capital, and infrastructure. While the City of Brookhaven--or any other Metro Atlanta city--is not included in the survey of 400 cities, the methodology can be applied as a way to show what policies, programs, and investments would be appropriate for the area. Overall, the index has shown three major trends: First, that most small and mid-sized cities are growing, with those having a higher market dynamism growing the fastest. Second, that a paradox exists between economic growth and opportunity. In other words, when economic growth shows positive growth, opportunity for low-income residents to benefit from the growth decreases. And third, small and mid-sized cities ranking highest in economic dynamism have one of the following characteristics: the nearby presence of large industry or a military base, home to a college or university, proximate to or part of a tourism or second-home market, or located in the shadow of a larger city.

Lambe, W., Longworth, S., & Stauber, K. (2017). Looking for Progress in America's Smaller Legacy Cities: A Report for Place-Based Funders. Retrieved October 01, 2017, from <https://chicagofed.org/Home/region/community-development/community-economic-development/Looking%20for%20Progress%20Report>

In a study that began with four small legacy cities--Chattanooga, TN; Cedar Rapids, IA; Rochester, NY; and Grand Rapids, MI--an understanding emerged that revitalization in small and mid-sized cities follows two distinct paths: an "arc of growth" and an "arc of opportunity." Understanding that successful, long-term community and economic development requires: "1) recognizing that growth alone does not naturally lead to opportunity; and 2) advancing deliberate policies, investments, and programs that connect growth to opportunity. Four participants observed that without the action of organizations like place-based funders, that connection rarely occurs." This study confirms that local, place-based funders will be an imperative piece to the long-term success of Buford Highway, particularly concerning the small businesses that define the vibrancy of the corridor.

McCarty, J., Minicozzi, J. (2013). The Gwinnett Report: The Dollars and Sense of Development Patterns. Asheville, NC: Urban3

Urban3, a real-estate analytics firm from Asheville, North Carolina, specializes in data visualization for land-use and property tax optimization for municipalities. The Gwinnett Report was issued in 2013 in a county-wide analysis of development patterns as an effort to identify the most beneficial areas for focused development moving forward. The innovative market metrics developed by the firm are rooted in a value per acre analysis, which can be for revenue forecasting, regional analysis, and return-on-investment modeling. The advantage of a value per acre analysis model, particularly in application to Buford Highway, is the preference of the model for smaller-scale, more densely developed properties. Although currently developed in a conventional, sprawling pattern, real estate along the Buford Highway is limited, and by incentivizing smaller development patterns achieves a higher property tax value per acre, encourages small and local business development, and helps maintain affordability by lowering the barrier of land cost associated with larger parcels.

2015. OnTheMap Census Data. Retrieved September 28, 2017, from <https://onthemap.ces.census.gov>

The OnTheMap website allows our team to search, by zip code, to determine the economic characteristics of a specific area. This website allows our team to determine how many citizens remain in the character area for work, how many commute to work outside of our character area, and how many citizens commute to our area for their work. The database also will inform us on what industries are the largest in our character area, what the ages of the workers in the area are, along with a lot of other key details about the economy of the Buford Highway area that will be important when putting together our economic impact statement for the City of Brookhaven.

University of Wisconsin – Extension. Downtown and Business District Market Analysis: Tools to Create Economically Vibrant Commercial Districts in Small Cities. Retrieved September 28, 2017, from https://fyi.uwex.edu/downtown-market-analysis/files/2011/02/economic_analysis062911.pdf

This website/PDF document is essentially a toolbox for smaller cities to use in order to optimize their economic development strategies. This toolbox provides economic databases and methodology for smaller cities to access in order to understand what strengths are present and what weaknesses might be holding the city back from achieving its economic

potential. The toolbox is targeting cities that are similar in size to Brookhaven, so it will be useful when determining what strategies the City of Brookhaven should adopt in order to understand and utilize their economic potential. This document is particularly relevant because the City of Brookhaven is looking for an economic impact statement in order to attract new businesses and determine how to preserve the culturally vibrant businesses already present. This toolbox will help our team be able to put together a document that will provide Brookhaven with some baseline information about their economic climate.

Rodriguez-Pose, A., & Wilkie, C. (2017). Revamping Local and Regional Development Through Place-Based Strategies. *Cityscape: A Journal of Policy Development and Research*, 19(1). Retrieved October 1, 2017, from <https://www.huduser.gov/portal/periodicals/cityscape/vol19num1/ch8.pdf>

As economies continually globalize and decentralize, this article focuses on local policies municipal governments can adopt to incentivize economic development strategies that, "reflect local socioeconomic and institutional characteristics, conditions, and realities." Further, the authors suggest, "actions to increase the capacity of local governments; the adoption of coordinated multi-level governance approaches to limit overlap among, and maximize the synergies between, the actions taken by various tiers of government; initiatives to increase the competitiveness of local firms; investments in the local human capital; and expenditure on new infrastructure." It will be necessary for the City of Brookhaven to implement policies and strategies that encourage local, culturally significant economic development if the existing culture on Buford Highway is to be preserved and enhanced.

Land Use, Urban Design, & Zoning

Comprehensive Plan & Current Conditions

1. City of Brookhaven Comprehensive Plan 2034. (2016, June 21). City of Brookhaven. Retrieved from <http://www.brookhavenga.gov/city-government/boards-commissions/steering-committees/comprehensive-plan-2034>

The plan specifies appropriate land uses along the corridor as office, multi-family residential, townhome, hotel, mixed-use, retail, neighborhood commercial, single-family residential, institutional, industrial, and parks and recreation. For future growth, it identifies three different intensities of use, based on location: high intensity with 100-150 dwellings per acre and building heights of 10+ storeys; medium intensity with 50-100 dwellings per acre and building heights of 5-10 storeys, and low intensity with 10-50 dwellings per acre and heights of 1-5 storeys. There are also two specified nodes: the intersection of North Druid Hills Road and Buford Highway, and the Briarwood area. These nodes are to follow the medium intensity guidelines but would otherwise fall within all three types.

2. City of Brookhaven, Municipal Code, Supplemental Regulations, Section 27.

As it stands, the majority of the Buford Highway corridor is zoned RM-75, multi-family residential, at a maximum density of 18 units per acre. The only other form of residential housing at the moment is R-85, single-family residential; with a minimum lot size per parcel of 12,000 square feet, the maximum density is only 3.6 dwellings per acre. The other two major uses are C-1 commercial and M industrial, which are both dominating in their presence and largely not intensive. In short, current conditions at their densest are not even within the lowest intensity specifications.

Creation of a BUHI Overlay or BUHI District

Arendt, Randall. Flipping the Strip. (April 2016). Retrieved October 1, 2017, from <https://www.planning.org/planning/2016/apr/flippingthestrip/>

This article recommends ways to “transform gateways and highway corridors into much more inviting places.” For the Buford Highway Corridor, this article is relevant because “progressive communities can seize such opportunities for fundamental change by setting new standards for redevelopment that incentivize or require these strips to evolve into mixed use districts with multistory buildings arranged in street-and-block fashion.” This article promotes ULI guiding principles for reinventing strip mall areas: (1) ignite leadership and nurture partnerships; (2) anticipate shifting preferences; (3) reduce land zoned for retail; (4) establish development nodes; (5) tame the traffic; (6) create the place.

2. City of Brookhaven Comprehensive Plan 2034. (2016, June 21). City of Brookhaven. Retrieved from <http://www.brookhavenga.gov/city-government/boards-commissions/steering-committees/comprehensive-plan-2034>

In looking at creating specific overlay or district for the Buford Highway Corridor, the Brookhaven Comprehensive Plan is the key source to begin with. The Comprehensive Plan has a stated Land Use and Transportation goal of achieving “greater walkability, bikeability, and overall mobility for day-to-day activities through transportation and land use coordination.” Additionally, any overlay or district should be mindful of the Comprehensive Plan’s stated goal of preserving the “economic and cultural diversity of the Brookhaven community.” When thinking about an overlay or district for Buford Highway, it is key to identify the “Community Vision” from the Comprehensive Plan for the area, which calls for a “transition from an auto-orientated suburban corridor into a denser, more walkable urban corridor, that features compact pedestrian-friendly development.” Moreover, the vision calls for the City to “balance opportunities for land use transformation, redevelopment and economic investment with the desire to preserve and maintain affordable housing options and cultural diversity within the city.”

Moreover, the Comprehensive Plan calls out implementation strategies, appropriate land uses for the Buford Highway Character Area, recommended densities, and activity nodes. Recommendations by the Studio team for a new Buford Highway Overlay or District must ensure that said recommendations align with the Comprehensive Plan.

2. City of Brookhaven, Municipal Code, Supplemental Regulations, § 27-1407 et. seq.

The following code sections are relevant the work of the land use team:

§ 27-1408: Accessory buildings, structures, and uses

§ 27-1424: Commercial recreation and entertainment

§ 27-1429: Landscaping requirements for parking lots

§ 27-1430: Lighting

§ 27-1441: Parking regulations

§ 27-1456: Temporary outdoor sales of merchandise

§ 27-1457: Temporary outdoor sales, seasonal

§ 27-1458. - Traffic and street improvements, curb cuts, and visibility requirements

§ 27-1460. - Transitional buffer zone

§ 27-1464. - Interim development controls

3. Culbertson, Kurt. Fixing the Strip. (2010, May). Retrieved October 2, 2017, from <https://www.planning.org/planning/2010/may/fixing.htm>

This article addresses the issue of what “do the older suburban corridors do, faced with increased vacancies and storefronts filled with non-sales-tax producing businesses like check cashing and nail salon services?” One answer is to integrate planning and urban design. This article puts forward a different approach, ‘based on the “great streets” and ‘complete streets’ programs that are popping up around the country.’ Here, it is important to look beyond the right of way, solve stormwater problems, ways to help local businesses, among others. For suburban corridors, the article also calls for looking at access management, understand the market, add walkable town centers, and get buy-in from local businesses. The main takeaway for “fixing the strip” is the “need for a comprehensive approach to planning and design” and to “the need for a comprehensive approach to planning and design.”

4. Fixing the Mess We Made. (November 2010). Retrieved October 1, 2017, from <https://www.planning.org/planning/2010/nov/fixingthemess.htm>

This article addresses the issues resulting from decades of sprawl. This article identifies five “sprawl repair” tools: (1) locate structural potential; (2) find pockets of density and diversity; (3) locate nodes; (4) select strategic areas; (5) begin implementation. This article also recognizes the biggest challenge to sprawl repair is financing as banks do not see sprawl repair as a viable opportunity. Additionally, stormwater regulations may also hinder sprawl repair.

5. LeRoy, Ben. Eliminating Parking Minimums (Zoning Practice June 2017). Retrieved October 1, 2017, from <https://www.planning.org/media/document/9125905/>

This article provides a guide to lowering (and potentially eliminating) off-street parking minimums. Although a complete elimination of parking minimums is not sought for along Buford Highway, this article provides guidance on reducing parking minimums on different scales.

6. Morris, Marya. Zoning to Promote Health and Physical Activity (Zoning Practice June 2004). Retrieved October 1, 2017, from <https://www.planning.org/media/document/9027936/>

This article explores the “extent to which the built environment can either help or hinder the public’s ability to become or stay healthy.” In regards to future land use, a new zoning overlay or zoning district for this area would benefit from incorporating ideas on how to promote health and physical activity into zoning. This article explores the current planning and zoning barriers to active communities, including conventional development patterns of urban sprawl and low density development, both of which are prevalent along Buford Highway. The article then goes on to recommend “five strategic points of intervention where planners can effect change” in the realm of zoning and physical health. These strategic points include tools such as increasing development densities, linking open spaces, prohibiting blank walls, and more.

7. Stratte, Martin. Managing Strategic Growth Using Lawful Impact Fees (Zoning Practice July 2017). Retrieved October 1, 2017, from <https://www.planning.org/media/document/9129167/>

This article provides key insight into the legal standards applicable, including Constitutional requirements, to impact fees and how local governments can establish a valid impact fee program. In general, a “development impact fee is a monetary exaction other than a tax or special assessment that a local governmental agency charges a project applicant in connection with approval of a project.” The purpose of a development impact fee is to help a local government “defray all or a portion of the cost of public facilities related to the proposed project or to accumulate the funds necessary for new capital improvements that will serve the proposed project.” The article provides a short piece of guidance on state statutory regulations for impact fees. In Georgia, development impact fees can be found at Ga. Code Ann. §§ 36-71-1 et. seq.

8. Strungys, Arista. Zoning for Small Business (Zoning Practice July 2016). Retrieved October 1, 2017, from <https://www.planning.org/media/document/9105975/>

Too often, zoning “treats commercial districts as a singular land-use category, with little or no distinction in scale or intensity.” How can zoning remove unintentional barriers to small business growth? First, this article identifies how current zoning practices are out of date when classifying and permitting small businesses. Older ordinances often build inflexibility into commercial use permissions in two ways: 1) by taking a specific use approach and 2) by organizing permissions in a cumulative or pyramid system of uses. The author calls for flexibility in addressing emerging uses over time without discretionary approvals. Moreover, a better approach may be to adopt a categorical use approach, where specific uses are grouped into larger “generic” categories. The article also provides guidance for new small business types that have emerged as of late, including artisan industrial, local alcohol production facilities, specialty food production, food truck parks. The article also provides recommendations for within and outside of a zoning code’s control in order to better facilitate small business growth.

Designing for Cultural Diversity

Aponte-Soto, L. (2017). “Planning Communities from Within.” *Planning Magazine*. <https://www.planning.org/planning/2017/aug/viewpoint/>

When undertaking a master plan, planning crews should reflect the same demographic makeup as the place they are planning for. By having staff of the same cultural background, values are easier translated and understood. This is essential in ensuring that such values are properly included in the written plans, and often dissolves language barriers that can exist between residents and their respective planners.

2. Burayidi, M. A. (2000). *Urban Planning in a Multicultural Society*. Westport, CT: Praeger Publishers. https://books.google.com/books?hl=en&lr=&id=smepraNwqyWC&oi=fnd&pg=PA1&dq=culturally+sensitive+%22urban+design%22+-climate&ots=vQ4GSISbvC&sig=_rEzggqnaifw7piOkomtfX9MHD0#v=onepage&q=culturally%20sensitive%20%22urban%20design%22%20-climate&f=false

Planning is inherently pluralistic in nature, and planners must understand the needs of all intersections of society. Each culture, creed, race, gender, age group, and more, have different values that contribute to the overall community as a whole. Planners have an obligation to treat different groups differently, and to understand that there is no universal law that applies to everyone evenly. There are six pitfalls which planners should take care to avoid when dealing with multicultural communities: differences in communication styles, attitudes towards disclosure, attitudes toward conflict, approaches to accomplishing tasks, styles of decision making, and approaches to knowing.

3. Estrada, S. (2017). “‘Legal Roadmap’ for New York Sanctuary Cities to Protect Immigrants Announced.” *Diversity, Inc.* <http://www.diversityinc.com/news/legal-roadmap-new-york-sanctuary-cities-protect-immigrants-announced/>

Cities should not bear the burden of enforcing or enabling ICE and Donald Trump’s siege against immigrants because it is harmful to communities, and causes distrusts between local police/authorities and the people they are meant to protect. Cities can abide by the Constitution while also not taking on the responsibility of actions meant for federal agents.

4. Mendez, J.B., and L. Nelson. (2016). “Producing ‘Quality of Life’ in the ‘Nuevo South’: The Spatial Dynamics of Latino Social Reproduction in Southern Amenity Destinations. *City & Society*, Vol 28 (2): 129-151.

Latino immigrants struggle to adapt to new social, cultural, and physical surroundings when settling in new places, especially in places that lack social support infrastructure for non-English speakers and a pre-existing multicultural community. In the Nuevo South, Latino communities still feel vulnerable operating within new and unfamiliar spaces, despite being attracted to amenity destinations due to abundant employment opportunities.

5. United Nations Educational, Cultural, and Scientific Organization. (2009). “Investing in Cultural Diversity and Intercultural Dialogue.” http://www.un.org/en/events/culturaldiversityday/pdf/Investing_in_cultural_diversity.pdf

As the globalized economy becomes stronger and stronger, multiculturalism appeals to companies because it allows them to access different markets of customers. Identifying with specific cultural icons is an advertising strategy globalized companies use to access markets they had not yet reached. Diversified places are prime areas for companies to target for diversified workforce hiring, and are appealing places for company offices. As companies seek to purposefully diversify both their workforce and their customer bases, places that offer diversity are prime for business investment.

6. Unknown Author. (2017). “Sanctuary cities: Protecting citizens or violating the law?” *American Bar Association News*.

https://www.americanbar.org/news/abanews/aba-news-archives/2017/08/sanctuary_citiespr.html

Sanctuary cities embrace diversity by not penalizing undocumented immigrants for reporting crimes. This increases safety overall because undocumented residents feel protected in reporting crimes against them, which resonates on a personal and community wide scale. Crimes get more accurately reported, while protecting residents who contribute to the economy without a paper trail.

Gateway Features

1. Buford Highway Improvement Plan and Economic Development Strategy. (2014, August). City of Brookhaven, The Jaeger Company, Urban Partners, and Cranston Engineering Group, P.C. Retrieved from <http://www.brookhavenga.gov/home/showdocument?id=1327>

The improvement plan calls for three specific areas along the Buford Highway Corridor to be turned into gateways: Clairmont Road and Buford Highway, North Druid Hills Road and Buford Highway, and the western Brookhaven city limits. Otherwise, the plan suggests signage at these locations follow City of Brookhaven wayfinding design guidelines. It also suggests installing distinctive plantings, lighting, and a statue of a globe to represent the multicultural nature of the highway.

2. Buford Highway Masterplan Livable Centers Initiative. (2016, June). Atlanta Regional Commission, City of Chamblee, City of Doraville, Canvas Planning Group, Perez Planning + Design, SixPitch, Nelson & Nygaard, We Love BuHi, and Mosaic Urban Partners. Retrieved from http://www.doravillega.us/departments/community_development_department/buford_hwy_lci.php

Provides similar information to other reviews, but includes mention of signage crossing the highway. It also suggests incorporating public art and street sign toppers to foster a sense of place.

Guidelines for Highway-to-Destination Transformation

Barnett, J. (2003). “Redesigning Commercial Strips.” *Redesigning Cities: Principles, Practice, Implementation*. <http://realestate.wharton.upenn.edu/wp-content/uploads/2017/03/445.pdf>

Shopping strips were the result of zoning ordinances and development patterns at the time those ordinances were adopted. Since times have changed, the “shopping strip” concept has become outdated. Strip zoning changed highways - which were supposedly for the sole purpose of moving vehicles - into destination areas, which did not function well with the original intention of the highway. Limiting right-hand curb cut opportunities and left turn lane opportunities are often sought after as solutions to congestion. At the same time highways are being redesigned, retailers are looking to revamp their storefronts in more street-friendly, walkable designs as internet shopping dominates and outpaces in-store shopping. Retrofitting strip malls is difficult due to deteriorating infrastructure and multiple owners/parcels. Down zoning to discourage commercial sprawl along highway frontages is a legal issue, in conjunction with property owners expecting the future to hold nothing but profit. Designs for what a planner WANTS the corridor to be or become will enable that transformation to manifest. Nodes should be redesigned and used for pedestrian/human use, but the highway in between the nodes should function as a highway.

2. Congress for the New Urbanism. “Highways to Boulevards.” Accessed September 28, 2017. <https://www.cnu.org/our-projects/highways-boulevards>

Transforming highways into boulevards has benefited communities across the country by giving the streets back to the residents rather than the cars that use them. Cities are seizing the re-migration of density into urban areas, and using street/highway redesign as marketing tools for attracting economic opportunities as well as slowing traffic.

3. Lucas, J. (2015). “Cities like Boston are redesigning their streets for the people who use them.” *Public Radio International*. <https://www.pri.org/stories/2015-08-24/cities-boston-are-redesigning-their-streets-people-who-use-them>

Complete streets tend to be most successful when designed for the residents who use them, not just drivers who ride on them to pass through. Typical highway designs were done with only automobiles in mind, but recent pushes for complete streets consider more closely the needs of the human element, rather than the automotive element. This approach leads to providing choices of multimodal options and economic opportunities.

4. Project for Public Spaces. (2014). “Streets as Places: How Transportation Can Create a Sense of Community.” <https://www.pps.org/reference/streets-as-places-how-transportation-can-create-a-sense-of-community/>

The recent sentiment of reclaiming urban highways for community and human places has been put into effect across the world. Retrofits and transformations of busy thoroughfares have successfully become usable and walkable spaces that promote economic activity and multimodal transportation. While designing for appropriate speeds is mentioned, the main success behind transforming busy highways into vibrant public spaces is to plan for the people and community that will be using these spaces. Reinforced by what community wants and needs are, streets become walkable public spaces with economic value. Attractions/destinations, identity/image, active edges, amenities, proper management, diverse user groups, and blending uses and modes of transportation throughout the length of a highway are integral pieces in transforming the space for viable public use.

Identifying Key Activity Areas (Current & Future)

City of Brookhaven Comprehensive Plan 2034. (2016, June 21). City of Brookhaven. Retrieved from <http://www.brookhavenga.gov/city-government/boards-commissions/steering-committees/comprehensive-plan-2034>

The Comprehensive Plan identifies Buford Highway as a main transportation hub for the region as a whole, along with a multifamily housing and cultural epicenter for the city itself. This acknowledgment comes in the form of a character area designation. Within the corridor, two intersections are identified along the corridor as activity nodes: Druid Hills Rd and Buford Highway, and Briarwood Rd and Buford Highway. The Druid Hills node is a dual destination potential and gateway and holds the potential for high intensity use after redevelopment. Likewise, the Briarwood node is only projected for medium intensity use. For more details on the Briarwood Rd node, the Parks and Recreation Comprehensive Plan is cited.

2. Comprehensive Parks and Recreation Master Plan. (2014). City of Brookhaven and Lose & Associates, Inc. Retrieved from <http://www.brookhavenga.gov/home/showdocument?id=4842>

The Parks and Recreation Comprehensive Plan refers to Briarwood Park, which lies outside of the Buford Highway studio study area. Although the “reach” of this park does extend below Buford Highway, it does not have significant or impactful recommendations on land use or zoning.

3. Buford Highway Improvement Plan and Economic Development Strategy. (2014, August). City of Brookhaven, The Jaeger Company, Urban Partners, and Cranston Engineering Group, P.C. Retrieved from <http://www.brookhavenga.gov/home/showdocument?id=1327>

The Druid Hills node is identified as an area prime for gateway art and architecture for the City of Brookhaven. A globe or globe-esque statue is recommended to bring the global culture of Buford Highway to the forefront of the identity of southern Brookhaven. This node is also prime for bus stop revamping, access points for the future Greenway, and other parkland opportunities near the Skyland Trail residential development. Section 4.0 of the plan details current conditions of parcels, ownership, land uses, and redevelopment potential for properties surrounding these nodes and beyond. Along with valuable existing housing information, this plan gives suggestions for future land uses and what each parcel holds the potential for.

4. Peachtree Creek Greenway Master Plan. (2016, August). City of Brookhaven. Retrieved from <http://www.brookhavenga.gov/city-departments/public-works/peachtree-creek-greenway>

The Peachtree Creek Greenway Plan identifies the same activity nodes within the Buford Highway Corridor as the Comprehensive Plan. In addition, this plan identifies specific properties slated for redevelopment based on age of structure in the current real estate market. These are narrowed by both properties that front the Greenway, and those that do not elsewhere throughout the Buford Highway corridor. Outside of this property identification, no specific recommendations are made for land use or zoning outside of Northeast Plaza being identified as a site in need of mixed use residential development.

Impact of the Peachtree Greenway Trail on Land Use

City of Atlanta Municipal Code § 16-36.001; § 16-28.023;

The City of Atlanta provides several land use regulatory tools that may be applicable to the Buford Highway corridor in light of future impact by the greenway. For example, the City of Atlanta has a code provision for transferable development rights, which provides: “For the purposes of conserving and promoting the public health, safety and general welfare and preserving natural, environmental, historical and cultural resources, this ordinance allows and controls the

severance of development rights from a sending property and the transfer of development rights to a receiving property.” One of the types of parcels that may be transferred are ones that will be dedicated for use as green space. Thus, this code section on transferable development rights may be one in which the City of Brookhaven looks at for future, Buford Highway specific zoning regulations. This TDR tool can be used as a development incentive to promote sustainable development that also preserves publicly accessible greenspace.

Another code section, at § 16-34.028 could be looked at for how to balance the Greenway’s development with future land use patterns. In the City of Atlanta, Mixed Residential Commercial Districts (MRC-3) have an open space and streets development “bonus.” Specifically, the code allows developments to be given “a bonus equal to two additional square feet of residential floor area for each one square feet of open space provided above the minimum required herein without the bonus.” Density bonuses in exchange for access easements to the greenway and/or preserved greenspace of development site (ex. 10%) are an opportunity to explore.

2. Peachtree Creek Greenway Master Plan. (2016, August). City of Brookhaven. Retrieved from <http://www.brookhavenga.gov/city-departments/public-works/peachtree-creek-greenway>

The Peachtree Creek Greenway Master Plan is a great starting point for exploring the ongoing and future impact of the greenway’s development on land use patterns. For example, the Plan calls for “trail oriented development.” Overall, these “TRODs” call for “developments that front onto the trail and through land use, design guidelines, and design standards, support and bolster the use, safety, and vibrancy of the greenway.” Figure 3.3a should be used as a guide for the targeted areas for redevelopment, as envisioned by the Greenway Plan: (1) area around NE plaza; (2) North Druid Hills node; (3) Corporate Blvd. & Buford Highway; (4) Corporate Square; (5) Northeast Plaza; (6) Briarwood/I-85.

Another key impact of the Greenway will be felt at and around Northeast Plaza, where the Plan calls for Northeast Plaza to be broken up into a more walkable, urban street grid. Specifically, Section 5 of the Proposed Greenway states that “depending on what the market will bear during the time of redevelopment, land uses that would help activate the trail should be considered with uses facing the urban promenade to encourage natural surveillance and activation of the promenade.” Other urban design and land use impacts of the Greenway plan include the proposed requirement that new development “ would be required to have a setback from the urban promenade and building setbacks based on the height and number of building stories to lessen the towering effect of buildings over the single-family home neighborhood that currently exist.”

A final critical element and guiding principle of the Greenway Plan that will impact land use patterns is that the Plan holds that “consistent with the recommendations from the Buford Highway Improvement Plan & Economic Development Strategy, the City should seek to retain one-for-one affordable housing opportunities wherever affordable older housing units are redeveloped.” Going further, the Greenway Plan calls for a land use pattern related to housing affordability that is considerate of “both from the perspective of the ultimate housing mix derived from redevelopment and from the perspective of the phasing of construction so that replacement affordable housing can be readied in advance of property demolition.”

Joint Use of Easements

Conservation Easements | Georgia Land Conservation Program. (n.d.). Retrieved September 29, 2017, from <https://glcp.georgia.gov/conservation-easements>

Conservation easements “provide landowners with a legal means of protecting their properties’ conservation values, while maintaining ownership, retaining certain uses of their land, and earning tax benefits.” The Georgia Land Conservation Program provides important information regarding the creation and enforcement of conservation easements. Notably, the Georgia Land Conservation Program “offers grants in the form of reimbursement of due diligence costs to private landowners that are donating a conservation easement or fee title land to a state agency.” Georgia also promotes the “use of perpetual conservation easements as a way to protect significant conservation values.” Easement donors may also claim federal tax deductions.

2. Conservation Easements: When Privatizing Environmental Protection Can Be a Great Thing – SustainAtlanta. (June 5, 2015). Retrieved October 1, 2017, from <https://sustainatlanta.com/2015/06/05/conservation-easements-when-privatizing-environmental-protection-can-be-a-great-thing/>

This article discusses the use of easements (utility, sidewalks, driveways, walking paths, and more) for conservation purposes. This article provides a simple yet good explanation that the grantee in a conservation easement relationship “is almost always a private, non-profit land trust or public entity and the grantor can be anyone from a landowner

in Buckhead to a rancher in Valdosta.” This article provides a rundown of the federal tax incentives available to a landowner who donates a conservation easement as well as the challenges facing conservation easements, such as compatibility with local comprehensive plans and new technology like solar.

2. Stormwater Terms and Definitions | DeKalb County, GA. (n.d.). Retrieved September 29, 2017, from <https://www.dekalbcountyga.gov/public-works/stormwater-terms-and-definitions>

DeKalb County, Georgia permits stormwater/drainage easements where a storm drain or other closed stormwater management facility has been constructed by the county. What is not clear is whether these sewer and drainage easements allow for joint recreational use.

3. City of Atlanta Municipal Code § 158-32. - Conservation easements and fee simple donations.

The City of Atlanta provides a process by which the Mayor can accept conservation easements as a means of preserving land/open space. The City of Brookhaven may want to explore the adoption of a similar code provision for the promotion and acceptance of conservation easements along the Peachtree Creek corridor.

4. Georgia Conservation Tax Credit Program - GCTCP Certification Process and Procedures, 2013 Rules. (2013). Georgia Department of Natural Resources.

This document provides a description of the objectives of the Conservation Tax Credit Program, requirements for participation, and procedures relating to the Department’s certification process. This document outlines the process by which a landowner receives a financial incentive for dedicating a portion of their property for conservation uses. Specifically, this program allows for “a state income tax credit that can be applied in the tax year of the donation; any unused tax credit can then be carried forward and applied to the landowner’s tax liability for up to ten additional years.

The overall goal is to provide permanent protection for a variety of important conservation areas throughout Georgia through voluntary donations of property and easements.”

5. Joint DeKalb County/Municipal Greenspace Program. (2000). DeKalb County. Retrieved from <https://www.dekalbcountyga.gov/sites/default/files/user18/finalrpt.pdf>

DeKalb County has adopted a greenspace program that outlines a number of tools, funding mechanisms, and regulations available to support and enhance greenspace throughout the County. Under tools, this program promotes “acquiring conservation easements on privately owned land to protect natural, historic or recreational resources, or to protect agricultural or forestry land uses.” Funding tools identified by this program include: (1) special-purpose local option sales taxes to fund greenspace protection; (2) storm water utility to help fund the acquisition of greenspace for permanent protection; (3) identifying opportunities to receive gifts of land in fee-simple or of conservation easements; and (4) identifying private, state and federal sources of funds which can be used to protect greenspace within the local jurisdiction.

Finally, local land use regulations can be tailored to promote greenspace preservation and expansion, including: (1) performance-based zoning, such as conservation zoning, to supplement prescriptive zoning; (2) identify and promote incentives for greenspace protection; (3) provide for environmental overlay zones within the existing zoning ordinance; (4) consider a transferable development rights program; (5) amend subdivision regulations and land development code to specify the protection of steep slopes, wetlands, or floodplains and to encourage setting aside recreational greenspace; (6) provide for connections and linkage of greenspace within new or re-developments; (7) establish a mitigation land bank program.

6. Right-of-Way Use | Trees & Right-of-Way-Management | Georgia Power. (n.d.). Retrieved October 1, 2017, from <https://www.georgiapower.com/in-your-community/trees-and-power-lines/right-of-way.cshhtml>

This Georgia Power website provides key information for the use of Georgia Power’s utility easements. This information includes the acceptable uses in a Georgia Power Utility easement versus what entails “encroachment.” Georgia Power does allow certain “planting” of trees and others plants within the easement area. Additionally, Georgia Power accommodates reasonable use of their easements, listing a number of “reasonable” uses and the process by which a local government can obtain permission to use an easement.

Streetscapes

1. Buford Highway Improvement Plan and Economic Development Strategy. (2014, August). City of Brookhaven, The Jaeger Company, Urban Partners, and Cranston Engineering Group, P.C. Retrieved from <http://www.brookhavenga.gov/home/showdocument?id=1327>

The plan suggests several changes or additions to the streetscape along the highway: 1) create midblock crossings (already implemented by GDOT at the time of this review); 2) add vegetation to the existing median and midblock crossings; 3) create a bike lane protected by bollards, or, widen one of the sidewalks to allow for a multi-use path; 4) install tree plantings along sidewalk, on the street side, using native deciduous canopy trees, or shorter flowering trees where taller trees are not possible due to existing overhead utility lines; 4a) install smaller plantings around the root area to protect against pedestrians, or use tree grates where spacing will not allow for plantings; 5) install high quality site furnishings, primarily at bus stops and crosswalks, all with an intentionally consistent character; 6) install pedestrian scale lighting using poles between 12 and 16 feet tall; 6a) use modern LED lighting instead of the acorn models already being installed by GDOT along the corridor, as they are more appropriate for a historic downtown and not an active highway; 6b) replace the existing acorn lamps with models specified in the plan which do not look as out of place; 7) Create “plazas” at busiest bus stops, featuring “interesting shelters, public art, retaining or seat walls, shade structures, creative seating solutions and enhanced landscaping.”

2. Buford Highway Masterplan Livable Centers Initiative. (2016, June). Atlanta Regional Commission, City of Chamblee, City of Doraville, Canvas Planning Group, Perez Planning + Design, SixPitch, Nelson & Nygaard, We Love BuHi, and Mosaic Urban Partners. Retrieved from http://www.doravillega.us/departments/community_development_department/buford_hwy_lci.php

The plan’s streetscape recommendations are primarily focused on reclaiming the two outer lanes of the highway and converting them into multi-use paths, but otherwise defers to the Buford Highway Improvement Plan and Economic Development Strategy and the City of Brookhaven 2034 Master Plan. It does, however, provide form based code recommendations broadly applicable throughout the overall Buford Highway corridor. Those are reproduced below: Block Patterns. Require large parcels to break into smaller block patterns with a maximum block area of 120,000 sqft. This will ensure that the traffic associated with future development can circulate internally and off of Buford Highway. Creating a smaller block pattern will allow for a more usable street network off of the corridor and enhance pedestrian circulation.

- BuHi Walk. Require the BuHi Walk to be integrated into new developments with enough flexibility to enable developers to make it work.
- BuHi Lanterns. Enable BuHi Lanterns to be provided on buildings, in streetscapes, and on properties.
- Parking Lot Landscaping. Require pedestrian walkways and landscaped islands (with overstory trees) in newly created surface parking lots.
- Storefront Treatment. Require new street-fronting buildings to have storefront fenestration (glass) treatment.
- Buford Highway Frontage. Require future buildings or open spaces to front along Buford Highway instead of large surface parking lots.
- Sidewalks. Require sidewalks along all existing streets and new streets or driveways.
- Drive-Throughs and Parking. Require newly built drive-throughs and parking areas to be located to the side or rear of buildings.
- Signage. Prohibit shopping center pole signage as part of future development and instead allow monument and building signage.
- Shared Parking. Enable parking spaces to be counted and shared by uses with opposite peak hours to help reduce the total number of parking spaces that are required to be provided.
- Curb Cut Paving. Provide special paving materials to demarcate sidewalk zones crossing over driveways.
- Access Management. Wherever possible, prioritize accessing Buford Highway frontage parcels from side streets instead of from Buford Highway.
- Curb Cut Widths. Limit curb cuts to 12-foot width for 1-way entrances and 24-foot width for 2-way entrances.
- Curb Cut Spacing. Space curb cuts a minimum of 200’ apart from each other on individual parcels.
- Interparcel Connectivity. Require adjacent parcels to enable internal vehicular connectivity to alleviate the need to utilize Buford Highway for such trips.
- Building Design. Require facades for buildings and structures to be designed to have the appearance of horizontal building floors, with window fenestration, street fronting pedestrian doors, and quality building materials. Parking decks should require ground floor active tenant spaces adjacent to Buford Highway and require screening of vehicles on building facades facing all other streets.

3. DeKalb County Board of Health Master Active Living Plan, Buford Highway Corridor Study, (2013). DeKalb County, DeKalb County Board of Health, Aecom. (Identified as potential resource, requires further review)

Transportation & Complete Streets

Objective #1 - Peachtree Creek Greenway Gateway Connections

1. City of Brookhaven. (2016, October). Peachtree Creek Greenway Master Plan (Rep.). Retrieved September 29, 2017, from Heath & Lineback Engineers website: <http://www.brookhavenga.gov/home/showdocument?id=6172>

This document has been prepared for the City of Brookhaven to outline a plan for the Peachtree Creek Greenway. The document was created by Perez Planning + Design LLC and Barth Associates. This plan outlines the goals, purpose, and recommendations for developing the Peachtree Greenway throughout the City of Brookhaven. Additionally, the plan reviews previous studies that contain relevant information related to the Greenway. The existing conditions review, implementation steps, and preliminary framework plan will help our team devise a plan for linking the goals of the Buford Highway corridor with the Peachtree Creek Greenway. Additionally, the plan will be used to help us identify key connection points between Buford Highway and the Greenway.

2. FAQ. (n.d.). Retrieved September 22, 2017, from <http://www.peachtreecreek.org/faq/>

The proposed bike path runs parallel to these facilities along the Buford Highway corridor: Century Center, Executive Park, Northeast Plaza, and the MARTA station. These destinations should be leveraged when considering connections to the Peachtree Creek Greenway. The initial focus is on the three-mile stretch within the City of Brookhaven, and about a one-mile length through Century Center in Chamblee.

3. Kelley, Lewis; DuBois, James; Erzen, Savannah; Gastaldi, Gena; Harrison, Lisa; and Stoll, Nick, "North Portland Greenway Trail Strategic Plan" (2015). Master of Urban and Regional Planning Workshop Projects. 124. http://pdxscholar.library.pdx.edu/usp_murp/124

Frequent connections to the greenway allow users to enter it easily from wherever they are located. Connections to the greenway should be based on public feedback. This case study from Portland, Oregon highlights the efforts of a study group collaborating with the City to implement a greenway trail.

Objective #2 - Access Management

1. "APTA-Shared-Mobility.Pdf." Accessed September 29, 2017. <https://www.apta.com/resources/reportsandpublications/Documents/APTA-Shared-Mobility.pdf>.

Public agencies should seize the opportunity to work with private entities in public-private partnerships that to improve public transit. Collaboration through PPPs reduces costs and fosters greater integration of service, information, and payment methods. Shared modes do not take away riders from public transit, but provides trips between 10pm and 4am when public transit runs infrequently, thus substituting for automobile trips. Ride sharing is important to address first-mile/last-mile connections to public transit. For fare and service integration, transit agencies need to maintain the ability for unbanked customers to purchase fare using cash or means other than credit cards. Public transit agencies need to consider the effects of these changes on disadvantaged communities:

- New, non-fare fee structures
- Fare loading level
- Changed to retail outlets for fares/fare media, including mail purchases
- Access for persons with limited English-proficiency
- Registration requirements

Survey results indicate that low- to moderate-income persons prefer car sharing as the top alternative mode for travel, after private vehicle (drive alone) and public bus.

2. Atlanta Regional Commission. (March, 2013). Buford Highway Multimodal Corridor Study Final Report.m This ARC study looks at the 18-mile corridor of Buford Highway from Lindbergh Station in Atlanta to Duluth, GA.

It recommended dedicated bus lanes on Buford Highway inside I-285, improving the sidewalk network, and developing a separate multi-use trail as an alternative route for bicyclists and pedestrians. Other recommendations include developing a multi-jurisdiction access-management plan, improving transit stop location with shelters, benches, sidewalks, and developing and adopt standards for ped and bicycle facilities to provide safer environment.

3. Center for Transportation Research and Education at Iowa State University. 2007. "Access Management Toolkit: 17:

Raised medians at intersections." Retrieved Sept 25, 2017, from <http://www.ctre.iastate.edu/Research/access/toolkit/17.pdf>

This document provides resources on the effectiveness of raised medians, examples of roadway projects incorporating raised medians, and their design considerations.

4. Federal Highway Administration. (2014, November). Road Diet Informational Guide (Rep.). Retrieved September 29, 2017, from US Department of Transportation website: https://safety.fhwa.dot.gov/road_diets/guidance/info_guide/rdig.pdf

The Federal Highway Administration has prepared a report that discusses ways of controlling speeds and safety of roadways. Our team will use these guidelines, along with GDOT's Complete Streets guidelines to make recommendations to Buford Highway. The guidelines set forth in this report will be analyzed and modified to best fit the Buford Highway corridor.

5. Florida Department of Transportation. 2014. "Median Handbook." Retrieved Sept 25, 2017, from <http://www.fdot.gov/planning/systems/programs/sm/accman/pdfs/FDOT%20Median%20Handbook%20Sept%202014.pdf>

The purpose of this document is to guide the professional through the existing rules, standards and procedures, as well as to provide current national guidance on the best ways to plan for medians and median openings. It is a comprehensive guide to allow the professional to make the best decisions on median planning.

6. Georgia Department of Transportation. 2017. "Benefits of Installing Medians." Retrieved Sept 25, 2017, from <http://www.dot.ga.gov/DriveSmart/SafetyOperation/Pages/Medians.aspx>

This document details GDOT's roadway criteria and benefits for median design. There is also useful information on median types and statistics on crash reduction through the effective use of medians.

7. Institute for Transportation Development & Development Policy. 2016. "The Bus Rapid Transit Standard." Retrieved Oct 2, 2017, from <https://www.itdp.org/library/standards-and-guides/the-bus-rapid-transit-standard/>

This website details the ITDP's BRT standard, which is an evaluation tool for BRT feasibility based on international best practices. It features a scorecard using criteria such as alignment, service planning, infrastructure, stations, and access level. It can be applied to existing and planned BRT routes.

8. MARTA Memorandum for Record. (2013, March). Re: Buford Highway-Bus Rapid Transit Streetcar Considerations. This MARTA memo considers the suitability of Buford Highway (the route currently covered by the 39) for streetcar or Bus-Rapid Transit planning and implementation. It notes that despite being MARTA's number one route for ridership (approx. 7,000 passengers/day) it has some of the lowest service frequency and riders face challenges like a lack of sidewalks and dangerous crossings. The memo dismisses the possibility of streetcar because of the corridor's hilly terrain but notes a number of characteristics of the corridor that would both support and discourage BRT. Pros: existing high ridership, DeKalb County signal priority, pedestrian improvements, transit-dependent population. Cons: no major destinations, ability to coordinate with GDOT to use existing lane for exclusive transit use, lack of continuous pedestrian infrastructure, excessive curb cuts, storage of 60-ft BRT vehicles.

9. National Association of City Transportation Officials. 2013. "Urban Street Design Guide - Bus Stops." Retrieved Sept 29, 2017, from <https://nacto.org/publication/urban-street-design-guide/street-design-elements/lane-width/>

There are three categories of bus stop locations: far side, nearside, and mid-block. Far-side bus stops are the most common, and they allow pedestrians to cross behind the bus (safer); on multilane roads, they increase pedestrian visibility to cars waiting for signals. Nearside bus stops work well in certain circumstances, where long blocks with a near side stop closer to pedestrian destinations (parks, etc.), where the bus route is on a one-way street without pedestrian passing traffic calming features restrict far-side stops, where access to senior centers or hospitals are located at the near side of intersections, where driveways and alleys make far-side stops problematic. Mid-block stops require space between parked cars/barriers for buses to enter and exit, except where there is a bus bulb. Bus bulbs work well where long blocks house important destinations mid-block, and where a major transit stop has multiple buses queuing. Critical elements include pedestrian crossings behind the departing transit vehicle, the amount of sidewalk space around the bus stop should meet the demand and ridership levels, buses meeting ADA standards, landing pads and curb heights for wheelchair, provide shelters for stops on routes with high ridership, providing information at stops like an agency logo/visual marker, station name, route map, and schedule are critical. In addition, there should be lighting for personal safety and security.

Bus bulbs should be 40 feet long and 6 feet wide, with no step to the sidewalk. Bus bulbs should be applied where offset bus lanes are provided, or where merging into traffic is difficult.

10. Santa Clara Valley Transportation Authority. 2007. "VTA Transit Sustainability Policy 2007 - Bus Rapid Transit Service Design Guidelines." Retrieved Sept 25, 2017, from https://nacto.org/docs/usdg/service_design_guidelines_vta.pdf.

This document outlines the VTA's BRT service design guidelines for their system currently in use. In addition to types of BRT service, the guide includes their planning and implementation process, policies, priorities, and fare collection descriptions.

11. Shoup, Donald. 2011. "Free Parking or Free Markets".

Parking management reduces congestion by ensuring vacant parking spaces on the curb and high parking turnover rates. Parking Benefits Districts utilize performance parking pricing to adjust parking fees (i.e. meters) to ensure there are vacant spaces. "Sixteen studies conducted between 1927 and 2001 found that, on average, 30 percent of the cars in congested downtown traffic were cruising for parking." "The cumulative consequences of these actions are surprising: In one year, cruising for underpriced parking on these 15 blocks alone creates about 366,000 excess vehicle miles of travel and 325 tons of CO₂."

12. Transit Planning Board. (Undated). Project Analysis Information Sheet: Buford Highway Arterial Rapid Bus.

This 2-page summary document describes the costs and benefits of a proposed Buford Highway Arterial Rapid Bus from Lindbergh MARTA Station in Atlanta to Duluth, a 17-mile route. It estimates between 11,000 and 18,000 daily boardings for the route (MARTA's system as a whole averages approximately 200,000 daily boardings). The analysis also estimates a potential reduction in Vehicle Miles Traveled (VMT) of 37,000 to 59,000. In addition, the analysis points to an estimated annual benefit (in terms of congestion, safety, economic impact, and fuel savings) of between \$38 million and \$60 million, and an annualized operating cost of \$6.7 million.

11. Urban Land Institute. 2012. "Study on Parking Benefit Districts and Opportunities for New Orleans." Accessed September 24, 2017. <http://uli.org/wp-content/uploads/2012/12/ULI-LA-Study-on-Parking-Benefits-District-for-New-Orleans-FINAL.pdf>.

Parking benefit districts have effects beyond efficient curb management. The funds collected by meters are revolved into the designated district to make improvements like street sweeping, tree planting, sidewalk/street repair, and street lighting. A multi-step process beginning with stakeholder meetings sets the guidelines for developing the parking district; this is followed by an action plan with parameters for the district itself, then funding programs and responsibilities.

14. US Department of Transportation Smart Cities Challenge Application. (2016, February). Lindy: History, Made Here.

This application for USDOT competitive grant funding that aimed to address congestion along the Buford Highway Corridor from Lindbergh Station to Duluth, GA and connecting six municipalities across three counties. The plan describes a number of elements of the proposal that align with Smart City Challenge Guidelines. This document provides an introduction to the corridor's history and culture but is particularly critical of its current roadway design. The application points to some opportunities for the corridor, namely, an abundance of parking space that could be used more effectively. It also looks to how the region might be redesigned to better address future needs while supporting continued economic growth.

Objective #3 - User Experience

1. City of Brookhaven. (2016, April). Bicycle, Pedestrian & Trail Plan (Rep.). Retrieved September 29, 2017, from POND Consulting website: <http://www.brookhavenga.gov/city-departments/public-works/bicycle-pedestrian-trail-plan>

The City of Brookhaven completed a study in 2016 to create a comprehensive Bicycle, Pedestrian, and Trail plan. The plan highlights the existing transportation network and policy guidelines. Our team will use this plan to plan for the redevelopment of Buford Highway to accommodate bicyclists and pedestrians. The plan includes a needs assessment that includes a active transportation corridor analysis. The initiatives and recommendations in this plan will guide our studio's transportation mission.

2. Federal Highway Administration. (2011, May). Pedestrian and Bicyclist Traffic Control Device Evaluation Methods (Rep.). Retrieved September 29, 2017, from US Department of Transportation website: <https://www.fhwa.dot.gov/publications/research/safety/pedbike/11035/11035.pdf>

The Federal Highway Administration has created this report to improve safety for pedestrian and bicycle safety and mobility. The

report highlights areas to increase user experience, including sidewalk and crosswalk improvements, as well as educational programs. This goal of this report is to create a safer, more walkable future. We plan to apply many of these guidelines and recommendations to our study area.

3. Fitzpatrick, Kay, Paul Carlson, Marcus Brewer, and Mark Woolridge. 2000. "Design Factors That Affect Driver Speed on Suburban Streets." Transportation Research Record 1751: 18-25. Retrieved Sept 25, 2017, from: <https://doi.org/10.3141/1751-03>

This article details the many factors that influence driver behavior. The authors performed studies on four-lane suburban arterial roads and looked at the signal types and devices that determine when or if drivers change their speed. On faster and more straight roads, they determined that lane width is the biggest factor in driver speed change. In more curved sections, the presence of medians and roadside developments were significant.

4. Godavarthy, R. P., Russell, E. R. 2016. "Study of pedestrian hybrid beacon's effectiveness for motorists at midblock pedestrian crossings." Journal of Traffic and Transportation Engineering, 3, 6, 531-539. Retrieved Sept 25, 2017, from <http://www.sciencedirect.com/science/article/pii/S2095756415306413>

Pedestrian signals, particularly at signalized, midblock crossings, delay drivers, which is termed "unnecessary delay" in this study. A pedestrian hybrid beacon was proven to be effective in decreasing this unnecessary delay to the drivers at midblock pedestrian crossings when compared to standard signalized midblock crossings. In addition to the delay measurements for drivers at pedestrian hybrid beacon and signalized treatment at midblock pedestrian crossings, other parameters such as driver compliance rate, pedestrian compliance rate, and other driver and pedestrian characteristics were also studied.

5. Miller, G. et al. 2011. "Rethinking surface parking for pedestrian friendly office development." The Canadian Urban Institute. Retrieved Sept 25, 2017, from <https://static1.squarespace.com/static/546bbd2ae4b077803c592197/t/54b3ff8be4b055a31e600375/1421082507329/CUIPublication.RethinkingSurfaceParking.pdf>

This Canadian non-profit urban development work aims to not only outline best practice strategies to attract high density parking options that could facilitate office growth, but also provides an overview on how these strategies could be optimally applied in a range of urban contexts (established downtowns, emerging downtowns, office parks and individual developments).

6. National Association of City Transportation Officials. 2013. "Urban Street Design Guide - Lane Width." Retrieved Sept 25, 2017, from <https://nacto.org/publication/urban-street-design-guide/street-design-elements/lane-width/>

This NACTO guide concludes that the width allocated to lanes for motorists, buses, trucks, bikes, and parked cars is a sensitive and crucial aspect of street design. Lane widths should be considered within the assemblage of a given street delineating space to serve all needs, including travel lanes, safety islands, bike lanes, and sidewalks. Each lane width discussion should be informed by an understanding of the goals for traffic calming as well as making adequate space for larger vehicles, such as trucks and buses.

7. National Association of City Transportation Officials. 2013. "Urban Street Design Guide - Major Intersections." Retrieved Sept 25, 2017, from <https://nacto.org/publication/urban-street-design-guide/intersections/major-intersections/>

The intersection of two major streets can act as both a barrier and a node. Redesigning major intersections requires designers to critically evaluate the tools and trade-offs available to make an intersection work better for everyone. While shorter cycle lengths, compact design, and pedestrian safety islands are all desirable components of a multi-modal intersection, the tradeoffs inherent in each make these difficult to achieve simultaneously. Weigh intersection geometry, signal timing, and traffic volumes to formulate a design that clarifies the hierarchy of street users, while enhancing the safety and legibility of the intersection.

8. Nickita, M. 2013. "Parking = Walkability - How Parking Strategies Influence Pedestrian-Oriented Places." Archive Design Studio. Retrieved Sept 25, 2017, from <https://archiveds.wordpress.com/2013/02/05/parking-walkability-how-parking-strategies-influence-pedestrian-oriented-places/>

The Archive Design Studio's research details the need for making areas designated for parking more walkable to improve the overall walkability of placements. Surface parking and overall parking requirements need to be analyzed holistically in order to determine how much parking is actually needed in new or existing developments. Nickita concludes that a plan that minimizes surface lots and encourages open space to be used for higher and better use will considerably increase the viability of an urban district. Also, this will ultimately lead to an increase in tax revenue for the municipality and many more people walking the streets of the downtown or district to keep them vibrant and active.

9. US Department of Transportation. (2011, April). Evaluation of Pedestrian and Bicycle Engineering Countermeasures: Rectangular Rapid-Flashing Beacons, HAWKS, Sharrows, Crosswalk Markings, and the Development of an Evaluation Methods Report (Rep.). Retrieved September 29, 2017, from Federal Highway Administration website: https://nacto.org/docs/usdg/pedestrian_and_bicycle_engineering_countermeasures_fitzpatrick.pdf

The Federal Highway Administration has a comprehensive document that evaluates the safety of several pedestrian and bicycle safety measures. Many of these control devices are in place along the Buford Highway Corridor. This plan will help our team identify safety weaknesses along the corridor and help to plan for more effective traffic control devices. This report includes the methodology used to measure the safety effectiveness of several pedestrian crossing devices.

