

## 5. Implementation Strategy

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

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

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



**Figure 5-1: Community Work Program**

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



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



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

## 5.1. COMMUNITY WORK PROGRAM OVERVIEW

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

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

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

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

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

**Figure 5-2: Example from Community Work Program**

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

Need or Opportunity

Action Item

## 5.2. KEY IMPLEMENTATION STRATEGIES

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

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

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



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



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

## PRIORITY AREAS

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

### Buford Highway Corridor

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

### Peachtree Corridor Overlay District

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

### Enhancement and Expansion of Parks Network

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

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

### Transportation Investments

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





## LAND USE

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

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

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

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

### Land Use Community Work Program Summary

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

### Preserve our Neighborhoods

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



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

### Enhance City's Character through Targeted Initiatives

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



*Outdoor seating can promote a more active street life*

## COMMUNITY FACILITIES + RESOURCES

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

### Preserve the Tree Canopy

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

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

### Prepare Infrastructure for New Growth

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

### Community Facilities + Resources Community Work Program Summary

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



### Protect and Enhance the City's Creeks

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

### Preserve Our Heritage

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

### Prepare for a New Town Center

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



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



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



## ECONOMIC DEVELOPMENT

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

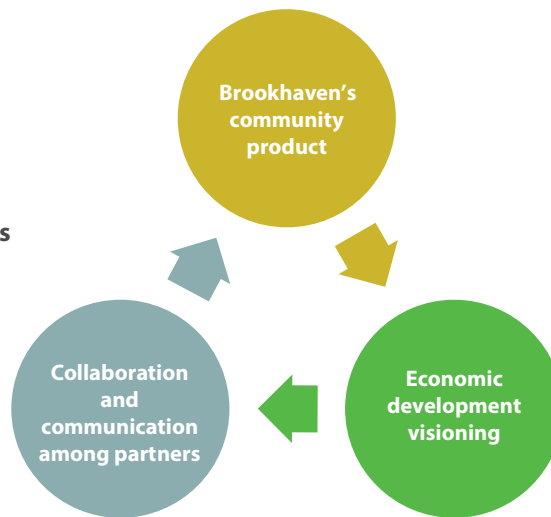
The Economic Development component of this Comprehensive plan outlines the development of a foundation on which the City of Brookhaven and its partners can build its ability to compete and accommodate new companies, support the growth and retention of existing companies, and encourage private capital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

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

### *Economic Development Community Work Program Summary*

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

**Figure 5-3: Core Implementation Areas for Economic Development**



### Develop an Economic Development Strategy

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

The economic development strategic process should:

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

### Engage with and Promote Local/Existing Businesses

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

### Establish Incentives and Leverage Catalysts to Promote Targeted Growth

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

### Provide Good Information to Prospects

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

## POPULATION

### *How will we continue to build a great community?*

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

### Define the City of Brookhaven

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

### Address the Needs of our Aging Population

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

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

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

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

### Engage Our Citizenry

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

### Population Community Work Program Summary

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



## HOUSING

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

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

### Maintain and Grow our Diversity of Housing Types

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

### Preserve Safe and Affordable Housing

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

### Housing Community Work Program Summary

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



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

## 5.3. RESPONSIBLE PARTIES + PARTNERS

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

### CITY OF BROOKHAVEN

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

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

### COMMUNITY MEMBERS

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

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

### LOCAL AGENCIES

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

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

### COUNTY-LEVEL AGENCIES

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

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

### REGION- AND STATE-LEVEL AGENCIES

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

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

### PUBLIC PRIVATE PARTNERSHIPS

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

## 5.4. FUNDING MECHANISMS

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

### CITY OF BROOKHAVEN FUNDING SOURCES

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

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

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

## LOANS AND GRANTS FROM OTHER GOVERNMENT ENTITIES

### Georgia Environmental Finance Authority (GEFA)

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

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

### HUD Community Development Block Grant

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

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

## PRIVATE SECTOR

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

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