

Community Work Program 2019-2023



ID	Description of Activity	Timeframe							Responsible Party	Estimated Cost	Potential Funding Source*
		2018	2018 Accomplishments	2019	2020	2021	2022	2023			
*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuance, and the availability of funding from federal and state grants.											
<b>LAND USE</b>											
<b>1.1.</b>	<b>Align zoning and development regulations with Comprehensive Plan.</b>										
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	Underway						Community Devt, Mayor, Legal	\$100,000	Gen Fund
1.1.a.	Amend zoning map pursuant to 1.1.1.	X	Underway						Community Devt	Staff	
<b>1.2.</b>	<b>Address infill compatibility issues in residential areas.</b>										
1.2.1.	Conduct neighborhood specific surveys regarding infill uses for designated neighborhoods in the city.	X	Underway						Community Devt	\$30,000	Gen Fund/ CDBG
1.2.2.	Pursue adjustments to City's zoning based on findings of 1.2.1, in coordination with action item 1.1.1.	X	Underway						Community Devt	Staff	Gen Fund
1.2.3.	Prepare a small scale neighborhood commercial (node) zoning district. <i>Coordinate with action item 1.1.1., Revise Zoning Ordinance and Code.</i>	X	Underway						Community Devt	Staff	Gen Fund
<b>1.3.</b>	<b>Pursue architectural and/or design standards in targeted areas.</b>										
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.		On hold**						City Manager, Devt Authority	\$50,000	Gen Fund
1.3.2.	Investigate possibility of establishing design guidelines for Blackburn Park Neighborhood Center.	X	Underway						Community Devt	\$25,000	Gen Fund
1.3.2.a.	Investigate possibility of establishing design guidelines for Clairmont Road.		On hold**						City Manager, Devt Authority	\$20,000	Gen Fund
<b>1.4.</b>	<b>Further Brookhaven as a walkable and bikeable community.</b>										
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.	X	Underway						Community Devt, Public Works, City Manager	\$50,000	Gen Fund/ Tourism
1.4.1.a.	Establish streetscape standards for Buford Highway.	X	Complete						Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.b.	Establish streetscape standards for Ashford Dunwoody Road.		Complete						Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.c.	Establish streetscape standards for Clairmont Road.	X	Complete						Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism
1.4.1.d.	Establish streetscape standards for Peachtree Road.	X	Underway	X					Community Devt, Public Works, City Manager	\$10,000	Gen Fund/ Tourism

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1.4.2.	Implement recommendations for new parks, trail systems and improvements to existing parks identified in the Parks and Recreation Master Plan.	X	Underway	X	X	X			Parks and Recreation	See Parks and Rec. Master Plan	Gen Fund/ Grants/ User Fees/ Bonds
1.4.3.	Implement recommendations of the Comprehensive Transportation Plan that promotes walkability and bikeability.	X	Underway	X	X				Community Devt, Public Works, Parks and Rec.	See CTP	Gen Fund/ other sources identified
1.4.4.	Identify opportunities to promote neighborhood commercial centers in targeted areas through incentives or other mechanisms.	X	Ongoing	X	X				City Manager, Devt Authority	Staff	Gen Fund
	<i>See related action items under Community Facilities and Resources item 2.2.</i>										
<b>1.6.</b>	<b>Address visual clutter in the community.</b>										
1.6.1.	Continue Code Enforcement efforts.	X	Ongoing	X	X	X	X		Community Devt	Staff	N/A
1.6.2.	Review and amend sign ordinance as needed.	X	Ongoing	X		X		X	Community Devt, Legal	\$25,000	Gen Fund
<b>1.7.</b>	<b>Further health and exercise in the community through supportive infrastructure and design.</b>										
1.7.1.	Consider the adoption of the Ashford Dunwoody Master Active Living Plan and amend the PC zoning district as appropriate.	X	Underway	X					Community Devt	Staff	Gen Fund
1.7.2.	Consider recommendations of the Master Active Living Plans for the Ashford Dunwoody Study Area and the Buford Highway Corridor Study Area.	X	Underway	X					Community Devt	\$50,000	Gen Fund
1.7.4.	Pursue Healthy Communities designation by CDC or other entity (Requires further research by planning team)	X	Not Started	X					Community Devt	Staff	Gen Fund
1.7.5.	Identify locations for community gardens.	X	Underway	X	X	X			Parks and Rec.	Staff	Gen Fund
1.7.6.	Implement a community garden program.	X	Underway	X					Parks and Rec.	\$15,000	Gen Fund
<b>1.8.</b>	<b>Further a live-work-play community by allowing for mixed-use development in appropriate locations.</b>										
1.8.1.	Develop and adopt a new mixed-use zoning district.	X	Underway	X					Community Devt	Staff	Gen Fund
1.8.2.	Identify appropriate locations for community events and gatherings; ensure appropriate activities are permitted, such as temporary sale of alcohol.	X	Ongoing	X	X	X	X	X	City Manager, Community Devt, Tourism	Staff	Gen Fund/ Tourism
<b>1.9.</b>	<b>Manage growth and higher density in city.</b>										
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.	X	Underway						Community Devt	Element of zoning ordinance	Gen Fund
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.		Complete						Community Devt	\$75,000	Gen Fund/ grants
<b>COMMUNITY FACILITIES AND RESOURCES</b>											
<b>2.1.</b>	<b>Preserve the city's tree canopy.</b>										
2.1.1.	Document and complete analysis of City's tree canopy through GIS mapping program.		Complete	X		X			Community Devt, GIS	Staff	Tree Fund
<b>2.2.</b>	<b>Stormwater management - evaluate existing program to ensure sufficient capacity to meet needs.</b>										

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		2018	2018 Accomplishments	2019	2020	2021	2022	2023			
2.2.1.	Inventory all impervious surfaces within Brookhaven using GIS or similar method.		Complete						Community Devt, Public Works	Staff	Gen Fund
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. <i>Consider incorporation of rain gardens and bio-detention ponds as a stormwater management component and other BMPs.</i>	X	Ongoing	X	X				Community Devt, Public Works, Legal	Staff	Gen Fund
2.2.3.	Explore conversion of 100 year flood FEMA sites and other vacant lands to stormwater management facilities.	X	Ongoing	X					Public Works	Staff	General Fund/ GEFA/ Stormwater Utility fees
2.3.	<b>Identify infrastructure and utility capacity improvements (water and sanitary sewer) needed to support Future Land Use Plan.</b>										
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.	X	Ongoing	X	X				Community Devt, Public Works	Staff	Gen Fund
2.4.	<b>Establish policies for burying utilities along strategic corridors.</b>										
2.4.1.	Enter into discussions with the local electric and communications provider to discuss costs and options for burying utilities.  <i>In Late 2016, the City did get an estimate from GA Power of \$800,000 to \$900,000 per mile for just GA Power service. Other utilities on GA poles would be an additional cost. Additionally, this figure did not cover the connect from the service line to each structure, which was \$20,000-\$40,000 per structure. The Peachtree Overlay district includes requirements for undergrounding utilities.</i>	X	Completed						City Manager	Staff	Gen Fund
2.4.1.	As a part of Zoning Ordinance and Code review (see Land Use), provide policies for burying utilities along specific corridors.	X	Underway						City Manager, Community Devt, Public Works	\$25,000	Gen Fund
2.5.	<b>Leverage city's creek system for greater access by community, while protecting their long-term health and viability.</b>										
2.5.1.	Implement recommendations of City's Parks and Recreation Master Plan.	X	Underway	X	X	X			Parks and Rec.	See PRMP	Multiple sources (Park Bond to be considered on November ballot)
2.5.2.	Evaluate stream bank restoration on park property. <i>Coordinate with Parks and Recreation Master Plan.</i>	X	Underway	X	X				Parks and Recreation	TBD	Gen Fund, Stormwater Utility Fees, Grants
2.5.3.	Deploy stream bank restoration.	X	Underway	X	X				Parks and Recreation	TBD	Gen Fund/ Stormwater Utility fees/ Grants
2.6.	<b>Establish a Town Center.</b>										

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2.6.1.	Determine components and needs of a Town Center.	X	Ongoing						City Manager, Mayor and Council	Staff	Gen Fund
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.	X	Ongoing						City Manager, Mayor and Council	\$75,000	Gen Fund
2.6.3.	Explore/inventory available sites.	X	Ongoing						City Manager, Mayor and Council	TBD	Gen Fund
2.6.4.	Begin process to secure sites for Civic/City Center.	X	Ongoing						City Manager, Mayor and Council	TBD	Gen Fund
2.7.	<b>Improve coordination with DeKalb County Schools or consider development of a charter school system.</b>										
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.	X	Ongoing						City Manager, Parks and Rec., Community Devt, Public Works, Mayor and Council, Legal	Staff	TBD
2.8.	<b>Document historic resources.</b>										
2.8.1.	Undertake a historic and archeological resource survey (including cemeteries)	X	Not Started						Community Devt	\$25,000	Gen Fund/ Grants
2.8.2.	Develop historic guidelines for identified resources.	X	Not Started	X					Community Devt	\$100,000	Gen Fund/ Grants
2.9.	<b>Ensure access to emergency services.</b>										
2.9.1	Evaluate ability to maintain emergency services.	X	Ongoing	X	X	X	X	X	City Manager, Police, DeKalb County	Staff	Gen Fund
2.9.2.	Implement related recommendations of Comprehensive Transportation Plan.	X	Ongoing	X	X	X	X	X	Public Works, Community Devt	See CTP	Gen Fund/ Grants and aid
2.9.3	Construct new public safety building.	X	Underway	X	X				City Manager, Police, Public Works	\$12 million	SPLOST
<b>ECONOMIC DEVELOPMENT</b>											
3.1.	<b>Continue to enhance, diversify, and attract business establishments and unique restaurants.</b>										
3.1.1.	Inventory current local service establishments and determine if additional services are needed.	X	Ongoing	X					City Manager, Devt Authority	Staff	Gen Fund
3.1.1.a.	Create a citywide Economic Development Plan and Market Strategy.		Underway	X					City Manager, Devt Authority	\$50,000	Gen Fund/ Tourism

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3.2.	Identify opportunities for community festivals and events.										
3.2.2.	Promote and advance these events as a platform to celebrate the various cultures represented within the city.	X	Ongoing	X					City Manager, Tourism Office	TBD	Gen Fund/ Tourism/ Grants
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.	X	Ongoing	X					City Manager, Tourism Office	TBD	Gen Fund/ Tourism/ Grants
3.3.	Use the Buford Highway Economic Development Strategy to drive development of a citywide Economic Development Strategy.										
3.3.3.	Evaluate economic opportunities in proximity to the DeKalb- Peachtree Airport (PDK).	X	Underway	X					City Manager, Devt Authority	City Manager/ Devt Authority	Gen Fund/ Devt Authority/ Tourism/ Grants
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.	X	Ongoing	X	X	X	X	X	City Manager, Devt Authority	Included in cost of ED Strategy	Gen Fund/ Devt Authority/ Tourism/ Grants
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.  The City established "welcome baskets" for the Brookhaven Chamber to hand out at ribbon cuttings and other welcome events held by all new Brookhaven businesses.	X	Ongoing	X	X	X	X	X	City Manager	Staff	General Fund
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.	X	Underway	X					City Manager, State Economic Devt Dept	Staff	Gen Fund/ Grants
3.5.4.	Maintain a relationship with Brookhaven businesses.  The economic development department continues to promote the City by spearheading marketing efforts in strategic publications alongside the Brookhaven Convention and Visitors Bureau, touting the city's assets to large-scale developers, site selectors, brokers, and regional partners, and establishing an economic development toolkit to attract employers.	X	Ongoing	X	X	X	X	X	City Manager	Staff	Gen Fund
3.5.5.	Promote and operate the City's business incubation center.  <i>This item has been funded in the budget.</i>	X	Underway	X					City Manager	\$500,000	Gen Fund/ User fees/ Grants
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.		Underway	X	X				City Manager, Devt Authority	Included in cost of ED Strategy	Gen Fund/ Devt Authority
3.7.	Streamline information accessibility between economic development partners and for site selectors and prospective companies.										

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3.7.1.	Maintain and leverage a comprehensive, up-to-date database of the City's available and developable real estate portfolio.	X	Ongoing	X	X	X	X	X	City Manager, Devt Authority, IT	\$35,000/ \$10,000 annually	Devt Authority/ State Econ Devt Dept
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.	X	Ongoing	X	X	X	X	X	City Manager, Community Devt, GIS	\$15,000	Gen Fund/ Grants
3.8.2.	Incorporate examination of national and metrowide best practices and peer city benchmarking into periodic City data analysis.  <i>This occurs during the budget process and during specific policy analysis. For example, the budget document includes response times for police. During policy analysis, comparison to neighboring cities and peer cities is the norm, including false alarm and alcohol ordinance revisions, police officer salaries, rights-of-way maintenance, side walk installation, etc.</i>	X	Ongoing	X	X	X	X	X	City Manager	Staff	Gen Fund
3.8.3.	Partner with the Brookhaven Development Authority, local business leaders, and other potential partners to align economic development goals and metrics.	X	Ongoing	X	X	X	X	X	City Manager, Devt Authority	Staff	Gen Fund
3.8.4.	Develop work program as part of the citywide Economic Development Plan.	X	Underway	X	X				City Manager, Devt Authority	Staff	Gen Fund
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.	X	Ongoing	X	X	X	X	X	City Manager, Devt Authority	Staff	Gen Fund
<b>POPULATION</b>											
4.1.	Complete a strategic wayfinding and branding study for the city that considers signage, lighting and landscaping unique to Brookhaven.										
4.1.2.	Complete strategic lighting and landscaping study for City Rights of Way.	X	Underway	X					City Manager, Community Devt, Public Works	Staff	Gen Fund
4.1.3.	Establish a "Gateway" monument program.	X	Underway						City Manager, Community Devt, Public Works	\$20,000	Gen Fund
4.1.4.	Implement Phase 1 of 4.1.1, 4.1.2, and 4.1.3.	X	Ongoing	X					City Manager, Community Devt, Public Works	TBD	Gen Fund
4.2.	Promote the aging population.										
4.2.1.	Complete the Atlanta Regional Commission Local Government Lifelong Communities Assessment Survey.		Not Started						Community Devt	Staff	N/A
4.2.2.	Identify appropriate facilities, programs, and policies to further Brookhaven as a Lifelong Community.	X	Not Started	X					Community Devt	Staff	Gen Fund

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		2018	2018 Accomplishments	2019	2020	2021	2022	2023			
4.2.3.	Evaluate codes, services and practices to identify regulatory barriers that obstruct the support of Lifelong Communities Principles.	X	Not Started	X					Community Devt	See Land Use	Gen Fund
4.3.	<b>Promote opportunities for community members from all districts to serve on boards or committees.</b>										
4.3.1.	Create an application process for citizens interested in serving on appointed boards and commissions. <i>This will be implemented with the reappointment of Boards and Commission members in January 2019.</i>		Not Started	X					City Manager	Staff	Gen Fund
4.4.	<b>Enhance City's communications with public.</b>										
4.4.1.	Hold public forums, offering community members an opportunity to learn about government services.	X	Ongoing	X	X	X	X	X	City Manager, All Departments	Staff	Gen Fund
4.4.2.	Establish and regularly update a Residents Page on the City's website that shares information on community events and resident accomplishments.		Not Started						City Manager, Tourism Office, Communications Dept	Staff	Gen Fund
4.4.3.	Continue to provide e-newsletter option to community members as well as quarterly print newsletters to all community members.	X	Ongoing	X	X	X	X		Communications Dept	\$40,000	Gen Fund
4.4.4.	Create a biannual City magazine.	X	Ongoing	X	X	X			City Manager, Public Relations	\$50,000	Gen Fund/ Ad sales
4.5.	<b>Grow the City's arts and cultural offerings.</b>										
4.5.1.	Develop a public art program via ordinance.	X	Not Started						City Manager, Community Devt, Parks and Rec.	Staff	Gen Fund
4.5.2.	Implement a public art program.	X	Not Started	X					City Manager, Community Devt, Parks and Rec., Public Works	TBD	Gen Fund/ Grants
4.5.3.	Identify incentives for incorporation of public art in private development; coordinate with action 1.1.1.	X	Underway	X					City Manager, Community Devt	Staff	Gen Fund
4.5.4.	Continue to promote City led or partnered activities and events.	X	Ongoing	X	X	X	X	X	City Manager, Tourism Office, Communications Dept, Public Relations	Staff	Gen Fund/ Tourism
<b>HOUSING</b>											
5.1.	<b>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.</b>										
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.	X	Underway						Community Devt	Element of Zoning Ordinance	Gen Fund

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5.1.2.	Complete an analysis to explore application of accessory housing units in different areas of Brookhaven.	X	Underway						Community Devt	Staff	Gen Fund
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.	X	Underway	X	X	X	X	X	City Manager, Community Devt, Devt Authority	See Land Use	Gen Fund
5.2.2.	Continue code enforcement efforts related to housing.	X	Ongoing	X	X	X	X	X	Community Devt	Staff	Gen Fund
5.2.2.a.	Add additional code enforcement as necessary.		Not Started						Community Devt	\$100,000	Gen Fund
5.2.2.b.	Cross-train police officers for code enforcement needs (after hours).	X	Ongoing	X	X	X	X	X	Community Devt, Police	Staff	Gen Fund
5.2.3.	Continue Police Department's Crime Free Housing Program/Addition of Video Monitoring and License Plate Readers throughout City	X	Underway	X	X	X			Police	TBD	Gen Fund/ Grants
5.3.	Work with DeKalb County to target HUD funding for improvement and preservation of affordable housing in city.										
5.3.2.	Conduct interior apartment audit program per ordinance.	X	Ongoing	X	X	X	X	X	Community Devt	\$50,000 annually	Gen Fund/ CDBG
5.3.3.	Participate in updates to the DeKalb County Consolidated Plan to identify opportunities to meet Brookhaven affordable housing needs.  <i>The City's Affordable Housing Task Force, which was established in 2016, provided recommendations in a report to City Council in 2017. The Task Force recommendations were incorporated into the Zoning Ordinance Rewrite project and the Community Development Department developed a microsite on the city's webpage related to affordable housing.</i>	X	Completed						City Manager	Staff	Gen Fund
Accomplishment Options:											
Complete											
Not Started											
Ongoing											
Underway											