

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF
CLARKSTON ADOPTING THE 2016-2040 COMPREHENSIVE PLAN**

WHEREAS, the Georgia Planning Act of 1989 authorizes local governments throughout the State to prepare Comprehensive Plans to be used in guiding their future growth and development; and

WHEREAS, the City of Clarkston, pursuant to the implementation requirements of its Comprehensive Plan, has prepared a five-year update to its Comprehensive Plan; and

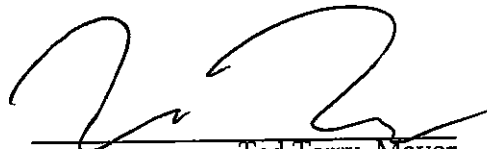
WHEREAS, the five-year update of the Comprehensive Plan was prepared in accordance with the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and a public hearing was properly advertised and held on June 7th 2016 at the City of Clarkston City Hall; and

WHEREAS, the five-year update of the Comprehensive Plan were properly submitted to the Georgia Department of Community Affairs and the Atlanta Regional Commission for review, and each has determined that the five-year update of the Comprehensive Plan adequately addresses the requirements of the Minimum Standards and Procedures for Local Comprehensive Planning.

NOW BE IT THEREFORE RESOLVED that the Mayor and Council of the City of Clarkston hereby adopts the five-year update to its Comprehensive Plan that is attached consisting of 79 pages.


NOW BE IT FURTHER RESOLVED that the Mayor and Council of the City of Clarkston hereby authorizes this resolution to be submitted to the Atlanta Regional Commission and Georgia Department of Community Affairs.

Adopted this 4th day of October 2016.



Ted Terry, Mayor

Attest:

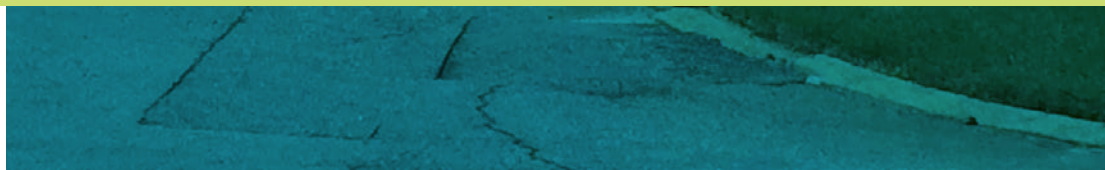


Tracy Ashby, City Clerk



CITY OF CLARKSTON // 2040 COMPREHENSIVE PLAN

DRAFT



// ACKNOWLEDGEMENTS

TSW

Adam Williamson, Principal-In-Charge
Alex Fite-Wassilak, Project Manager
Laura Richter, Project Planner

THE PLANNING TEAM WOULD LIKE TO THANK:

CITY OF CLARKSTON

Ted Terry, Mayor
Keith Barker, City Manager
Shawanna Qawiy, Planning Director

CITY COUNCIL

Beverly Burks
Awet Eyasu
Mario Williams
Ahmed Hassan
Robert Hogan
Dean Moore

CLARKSTON PLANNING & ZONING BOARD

CLARKSTON 2040 STEERING COMMITTEE

CONTENTE CONSULTING

BLEAKLY ADVISORY GROUP (2015 LCI)
GRICE & ASSOCIATES (2015 LCI)



**“WE HAVE TO INVEST IN OURSELVES BEFORE OTHERS
WILL INVEST IN US.”**

// Clarkston 2040 Steering Committee Member

// CONTENTS

CHAPTER 1: COMMUNITY ASSESSMENT	5
// Study Area Context	6
// Public Engagement	8
// Previous Plans	16
// Existing Conditions	20
// Market Analysis	26
CHAPTER 2: COMMUNITY PRIORITIES	37
// Issues and Opportunities	38
// Policy Development	42
CHAPTER 3: COMMUNITY VISION	45
// Priority Policies	46
// Consistency with Regional Water Plan	54
// Community Work Program	60
APPENDIX:	70
//Report of Accomplishments: Short Term Work Plan 2011-2015	70



clarkston 2040

CHAPTER 1 // COMMUNITY ASSESSMENT

- // Study Context
- // Public Engagement
- // Previous Plans
- // Existing Conditions
- // Market Analysis



CLARKSTON 2040 // STUDY CONTEXT

The Clarkston 2040 Comprehensive Plan Update study area limits are the City limits which includes the recently annexed parcels to the northeast and southeast. The City is bound to the north by State Highway 78, crosses 285 to the east and to the west Brockett Road forms the new city boundaries; the boundary is shown on the map on page 7. The area is primarily comprised of the historic downtown and the East Ponce de Leon and Church Street corridor and surrounding land. Clarkston 2040 expands on the efforts of the 2015 LCI Study, with a greater focus on revitalizing the core of Downtown.



“SINCE 1990, THE CITY SERVED AS AN ASYLUM FOR REFUGEES FROM ASIA, AFRICA, AND BEYOND, GARNISHING ITS TITLE AS THE “MOST DIVERSE SQUARE MILE IN AMERICA”. WITHIN THE CITY’S 1.1 SQUARE MILES OVER 60 LANGUAGES ARE SPOKEN BY LOCAL RESIDENTS.” // City of Clarkston

Top: Downtown Clarkston retail on East Ponce de Leon Avenue (TSW)

STUDY AREA //

Legend

-  Clarkston 2040 Boundary
-  2015 LCI Boundary

Public Works

U.S. Post Office

STATE HIGHWAY 78

MONTREAL ROAD

Friendship Forest

E. PONCE DE LEON AVENUE

BROCKETT ROAD

CHURCH STREET

City Hall

Forty Oaks

Milam Park

Community Center
Clarkston Library

Atlanta Area School for the Deaf

N. INDIAN CREEK ROAD

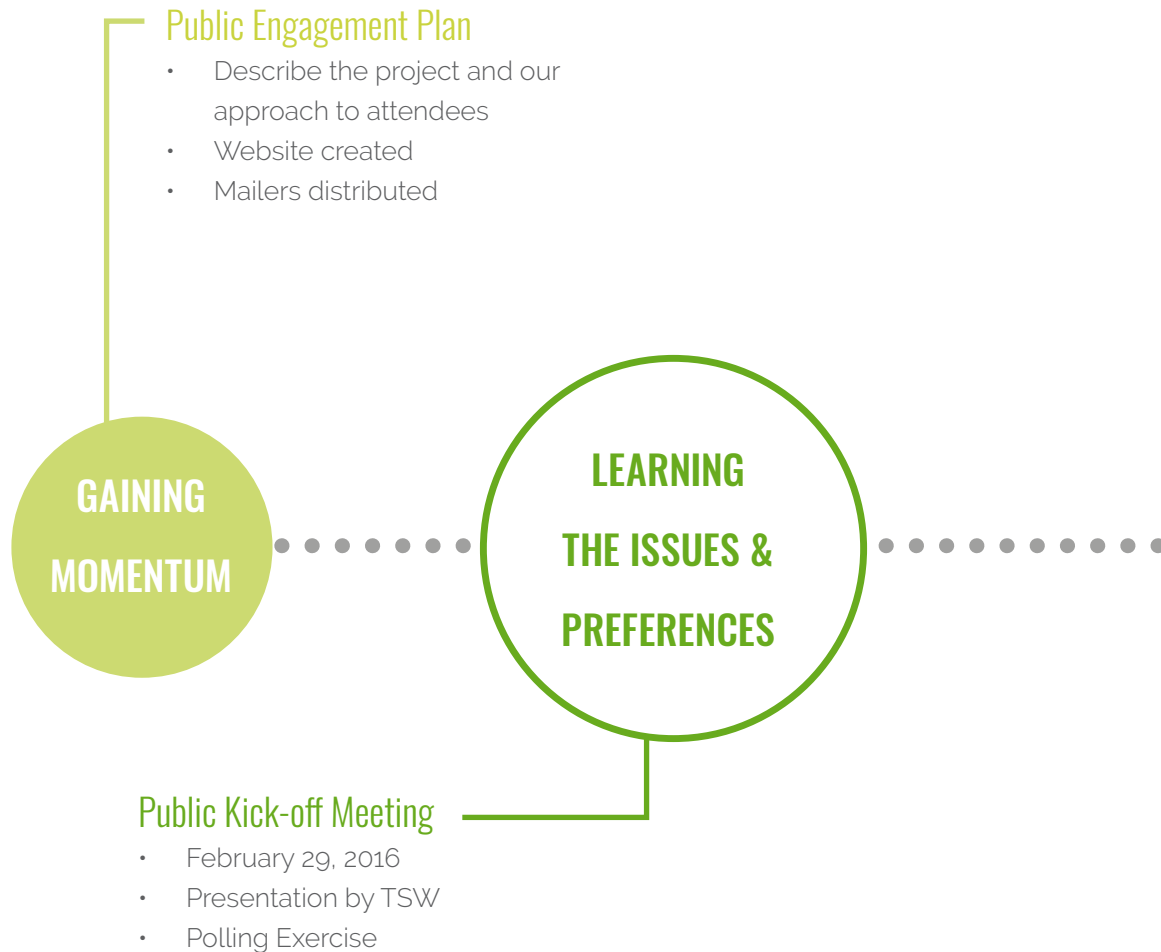
0' 400' 800' 1,600'



PUBLIC ENGAGEMENT // PROCESS

During the public outreach process (outlined in the adjacent diagram, and described in more detail on the following pages), the TSW Team:

- Met with the City to craft the Public Engagement Plan and Project Schedule
- Hosted the Public Kick-off Meeting in February 2016
- Held Steering Committee meetings throughout the process
- Provided a website with project information
- Hosted Planning Forum #1 to foster ideas about land use, parks, transportation and policy in March 2016
- Created the initial policy options and displayed them for feedback in April 2016
- Finalized the plan update in May 2016



★ IDEAS ESTABLISHED

Planning Forum #1

- March 28, 2016
- Presentation by TSW
- Polling results
- Breakout groups
- Initial visions for land use, transportation, and parks
- Policy brainstorming

**POLICY
DEVELOPMENT**

★ POLICIES DERIVED FROM COMMUNITY IDEAS

**CREATING
OPTIONS**

★ **POLICY RECOMMENDATIONS
SHARED**

★ **FINAL STEPS OUTLINED**

★ **SWOT ANALYSIS**

**FINALIZING
RECOMMENDATIONS**

Planning Forum #2

- April 27, 2016
- Policies open for public comment
- Policy priorities established
- Land use and park recommendations presented

STEERING COMMITTEE MEETINGS

PUBLIC ENGAGEMENT // EVENTS

KICK-OFF MEETING

On Monday, February 29, 2016, the City of Clarkston hosted a public Kick Off Meeting. Approximately 40 community residents and stakeholders were in attendance to learn about the four-month planning process and to provide some preliminary ideas for the future of the city.

The meeting opened with a welcome from the Keith Barker, Clarkston City Manager, followed by a presentation led by Alex Fite-Wassilak, project manager with TSW who described how in the upcoming months the consulting team will work with the Clarkston community to develop a plan that guides land use and transportation decisions over the next 25 years. Adam Williamson with TSW explained that since the 2005 Comprehensive plan, annexations and the recently completed Livable Centers Initiative Plan Update, the changes and recommendations will be incorporated into the 2040 Comprehensive Plan. In addition, the plan will validate and support the suggested assumptions: a) Clarkston will continue to embrace its diversity,

Continued from page 12

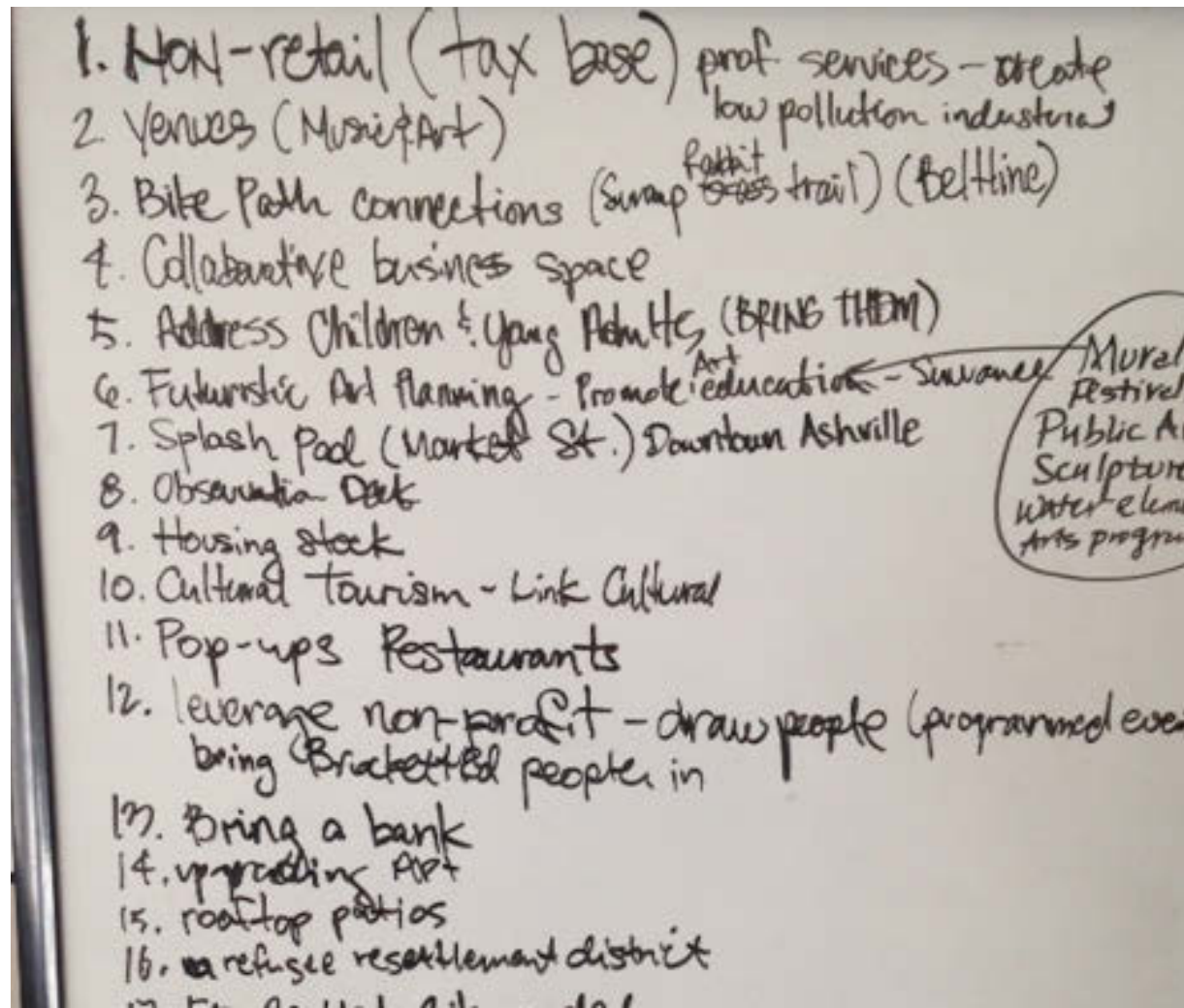
b) improve the city's perception, and c) increase connectivity for pedestrians and cyclists.

Next, the meeting attendees were invited to participate in a poll using their cell phones to answer a few questions to provide input serving as a first step in the project data collection phase. The poll results are shown on the previous page.

Following the presentation, there was a brief Q&A session where the consultants and city manager fielded questions from the

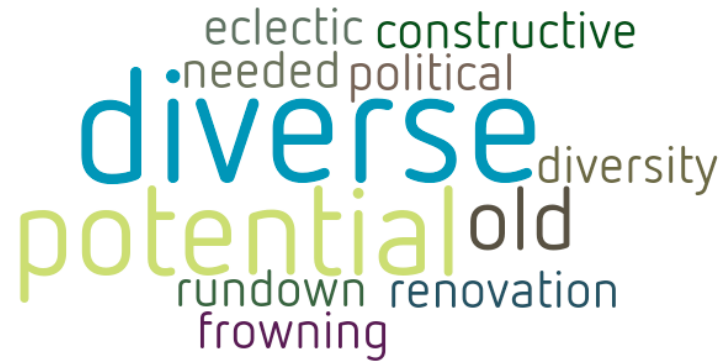
Continued on page 12

Bottom: Steering Committee policy brainstorming (TSW)



OUTREACH TECHNIQUES //

The Clarkston 2040 poll tested out new engagement techniques in the community. The survey was designed to gain a better understanding of what projects would have the most positive impact on Clarkson now, and what would enhance their experiences or bring them back to the City. Several questions were multiple choice format and some were word clouds as shown to the right.



CLARKSTON TODAY



CLARKSTON TOMORROW

Two questions of the public survey asked, "What one word would you use to describe Clarkston?" and "What one word would describe the ideal future of Clarkston?" The above graphics illustrate the words that people wrote more than once. The size of the words represents how frequently that word was written relative to the others. Although many of the initial words have a negative connotation, two of the most commonly noted words were "Diverse" and "Potential," showing an optimistic outlook for Clarkston. The second question uncovered respondents' increased optimism for the study area's future.

audience

PLANNING FORUM #1

On March 28th, 2016 community residents and stakeholders shared their vision for the future of Clarkston over the next 25 years at the public forum conducted at the Clarkston Community Center. Over 60 participants worked with the 2040 Comprehensive Plan consultants to discuss future land use and open space opportunities in the city.

Using colored markers representing a variety of land uses and the city's future land use maps, participants validated and identified areas for future residential, commercial, mixed use and open space development that will be used to guide the Comprehensive Plan recommendations. Special emphasis was placed on the newly annexed properties because they currently lack land use designations on the city's future land use map.

This activity sparked much discussion about the type of future development due to increased interest in the city, generated from the recently completed Livable Centers Initiative and the multi-million dollar streetscape project expected

Continued on page 14

STEERING COMMITTEE MEETING

The Steering Committee's main purpose is to review materials before the public meetings, offer advice, and to suggest big policy and land use ideas for the City's future.

Land Use & Open Space Big Ideas

The Comprehensive Plan requires a review

and update of the Future Land Use map. Due to the city's recent annexation, the newly incorporated properties lack a Future Land Use designation. During the public forum, attendees will review the current Future Land Use map and work collectively to make recommendations for changes as

Bottom: The Steering Committee (TSW)

Right: Participants at Planning Forum #2 (TSW)



well as recommendations for new open spaces that reflect their vision for future development in the city.

Following the overview of the public forum format, the committee engaged in a discussion on development projects and programs for consideration and inclusion in the Comprehensive Plan. The following is a list of the Big Ideas:

- Professional Services
- Venues (music & art)
- Bike path connections
- Collaborative business space
- Children & young adults programs
- Art programs - murals, festivals, public arts sculptures, water elements & arts program
- Splash pad
- Observation deck
- Housing stock improvements
- Cultural tourism
- Pop-up restaurants
- Leverage non-profits
- Banks and financial institutions
- Rooftop patios
- Refugee restaurant district
- Build around the railroad – work with CSX
- Public boating & lighting decorations
- Shuttle Service



Continued from page 12

to start construction in 2017. Following the table discussions, a Q&A session and a “big idea” brainstorming activity identified the following development and programmatic options for consideration in the Comprehensive Plan:

- Increase parks and open spaces throughout the city
- Preserve the diversity and culture of the community
- Program youth and senior activities
- Attract visitors with a food truck park and events
- Expand sidewalks throughout the city
- Zoning and code enforcement flexibility
- Improve access to businesses
- Increase transit options
- Improve transportation and pedestrian circulation

PLANNING FORUM #2

The Clarkston 2040 Comprehensive Plan update is underway and guided by a process that engages the Clarkston community. Over 40 residents and stakeholders were eager to hear the presentation and have their voices heard at the public forum convened on April 27th at the Clarkston Community Center. The purpose of the meeting was to share draft

STEERING COMMITTEE MEETING

On April 27th, 2016 the steering committee was convened to discuss the city's Strengths, Weaknesses, Opportunities and Threats; review the land use and open space recommendations from Planning Forum #1; and prioritize potential policies to support the communities vision for the city.

SWOT Exercise Results

Strengths: Cultural diversity, interstate access, accessible government leaders, affordability, natural resources, close to Stone Mountain, low crime, not for profit organizations, college campus, PATH

Weaknesses: Road maintenance, Low

Bottom: Participants at the Planning Forum #1 (TSW)



median income, Lack of sidewalks, Transient Population, Lack of diversity in multi-family housing stock, Lack of large venues, No curb appeal, Lack of development

Opportunities: Global cultural events, public art, collaboration with universities, food diversity, downtown redevelopment, attract manufacturing, lake events

Threats: Gentrification without justice, building heights, renters, toxic charity, families relocating, low median age, overregulation, wildlife conflict

Draft Future Land Use & Open Space Plans

The draft Future Land Use Plan was derived by synthesizing the land use changes from the maps generated during the working session at the March public meeting.

Policy Prioritization

Draft polices to implement the ideas from the previous public outreach events were created. The steering committee worked in groups to develop consensus on the top 10 polices that will have the most positive impact on Clarkston. They were also encouraged to identify additional polices for consideration.

future land use and open space plans, and review, discuss and prioritize potential policies to support these uses and the community's vision for the city.

Draft Future Lane Use & Open Space Plans

Alex Fite-Wassilak with TSW presented the Draft Future Land Use plan for comment. These draft was generated by compiling suggested land use changes from community participants in the table exercises during the March 2040 Comprehensive Plan public forum. The most obvious changes are specific to the recently annexed properties that lack a land use designation on current future land use plan. Also the names of the land use designations were updated to better reflect the uses: Mixed Use, Traditional Neighborhood Development, Single Family Areas and Industrial.

The draft open space plan was also presented which highlighted existing and proposed open spaces within the city. Like the future land use plan, the community consensus for new open space recommends the utilization of property adjacent to US 78 and along the South Fork of Peachtree Creek. The draft plan also preserves Friendship Forest, Forty Oaks

and Milam Park.

Policies

Following the presentation, attendees were asked to review draft polices to support the projects and programs generated during a brainstorming session at the March meeting. Meeting attendees worked in groups to develop consensus on the top 10 polices that will have the most positive impact on Clarkston. They were also encouraged to recommend additional policies that support their vision for the future of Clarkston.

PREVIOUS PLANNING STUDIES //

Several previous planning studies that affect the City of Clarkston are the foundation for the 2040 plan update. Key points of these plans are summarized on the following pages.

CLARKSTON COMPREHENSIVE PLAN// 2025

Advantages + Weaknesses //

- Location and access (I-285, Highway 78, Ponce de Leon Avenue)
- Urban Retail Village potential on Market Street
- Retail and services are limited
- Railroad is physical barrier within City
- Poor aesthetics and lack of design standards

Population //

- As of 2000, Clarkston's population was 7,321 in one square mile
- Population increased 1/3 from 1999 to 2000, previously under 5,400 persons
- As of 2000, the entire population consisted of household populations, only 13 living in group quarters managed by an organization

CLARKSTON LIVABLE CENTERS INITIATIVE // 2015

Land Use Problems & Issues //

- Retail and services are limited in terms of offerings and price range, which is directed to mid-to-low income renters and those seeking auto-repair services
- Railroad is a physical barrier within community
- Lack of Downtown core - no public gathering space
- Poor Aesthetics and lack of design standards on existing structures

Economic Advantages & Weaknesses //

- Location and access to I-285, State Highway 78, and Scott Boulevard/ Ponce de Leon Avenue
- Existing Stone Mountain PATH trail as

local amenity

- Downtown Core potential on Market Street at Ponce de Leon Avenue
- Poor Aesthetics and negative images

Future Vision //

- Redevelopment of the downtown to ensure it is convenient, providing needed services and accessible to all users
- Provide safe and contextual neighborhoods and commercial centers
- Create an active downtown center for Clarkston

Focus Sites + Projects //

- Downtown Clarkston
- South Fork Village Area
- Stone Mountain Trail Village Area
- Potential Medical and/or Refugee Outreach District
- Comprehensive multi-use trail system and PATH extension

PRIORITIES



- Mixed-use development
- Bike Infrastructure
- Zoning & Development Controls
- Central gathering space



LCI RECOMMENDED PROJECTS//**

Future Transportation Projects //

- ★ North Indian Creek Drive/Montreal Road Reconfiguration*
- ★ Market Street Complete Street
- ★ Hill Street Complete Street
- ★ Market Street at North Indian Creek signal upgrade
- ★ Market Street at Vaughn Street signal install
- ★ Market Street at East Ponce de Leon Avenue signal upgrade
- ★ Wilson Street at East Ponce de Leon Avenue signal install
- ★ Market Street at Church Street signal install
- ★ Wilson Street at Church Street signal install
- ★ Rowland Street sidewalks & multi-use Trail
- ★ South Fork Peachtree Creek multi-use Trail
- ★ North Indian Creek Drive sidewalk improvements*
- ★ East Ponce de Leon Avenue streetscape
- ★ Church Street streetscapes Norman Road sidewalks*
- ★ North Indian Creek Drive at Clarkston Public Library sidewalks*

- ★ Montreal Road sidewalks*
- ★ Market Street railroad crossing upgrade
- ★ Wilson Street railroad crossing upgrade

Land Use & Urban Design Projects //

- ★ Focus on creating Land Uses in Concept Plan
- ★ Encourage Redevelopment of South Fork Village
- ★ Encourage Redevelopment of Stone Mountain Trail Village
- ★ Update/Enhance Community Gateways
- ★ Update sign program & ordinance City Hall redevelopment with Town Green
- ★ Design/Create public spaces & pocket parks
- ★ Incorporate New South Fork Park Update Parks Master Plan Comprehensive Bike Plan

Market & Housing Projects //

- ★ Provide Incentives to developers Coordinate with DeKalb Co.
- ★ Development Authority to promote private investment
- ★ Investigate the creation of a DDA Develop a Community Development Corporation

*from DeKalb CTP

**A map of relevant projects is on page 59

Households //

- 2,469 households in 2000, 2/3 of which are family households
- Larger household sizes than overall county, renter population greater than owner occupied

Economic Base //

- 1997, most employed by Health Care and Social Assistance, Retail Trade, Wholesale Trade, Accommodations, and Food Services
- Median income in 1999: \$39,092
- Projected employment in 2015 is 4,400

Recommendations //

- Town Center Mixed-Use development
- 60K of retail, primarily restaurants
- 8 square blocks (East Ponce de Leon Avenue, North Indian Creek and Montreal Road) could define the downtown core
- Create strong visual entries into City
- Extension of PATH system
- Density based zoning controls and incentives in single family home areas to prevent inappropriate escalation of housing densities in established single family communities
- Zoning controls and incentives to flip several areas of incompatible uses

DEKALB COMPREHENSIVE TRANSPORTATION PLAN // 2014

Vision //

The DeKalb County 2014 Transportation Plan is the recently completed comprehensive transportation plan for DeKalb County. This plan developed an inventory of existing transportation conditions in the County, assessed transportation needs, and developed project and policy recommendations. The plan is intended to guide transportation decision making for the County until the next plan update is conducted. Recommended transportation projects in the City of Clarkston are shown

RECOMMENDED PROJECTS//

Future Transportation //

- Church Street/Ponce de Leon at N. Indian Creek Road Underpass Improvements
- Church Street Multiuse Path
- East Ponce de Leon Avenue Streetscapes - North Side
- East Ponce de Leon Avenue Streetscapes - South Side
- Montreal Road Pedestrian

CITY OF CLARKSTON STREETSCAPE & PEDESTRIAN IMPROVEMENTS // 2014

This project kicked off in 2014 and is scheduled to be completed in late 2018. Improvements include landscaping, street furniture, gateway signage, granite curbing, ADA upgrades, and wider sidewalks. A proposed 8' cycle track along Rowland Street to Church Street is incorporated into the design, a project reflected in the most recent LCI.

- Improvements
- North Indian Creek Pedestrian Improvements
- East Ponce de Leon Road/Montreal Road Streetscape Improvements
- North Indian Creek at Jackson Drive Pedestrian Improvements
- North Indian Creek Road Diet
- Brockett Road/East Ponce de Leon Avenue ATMs

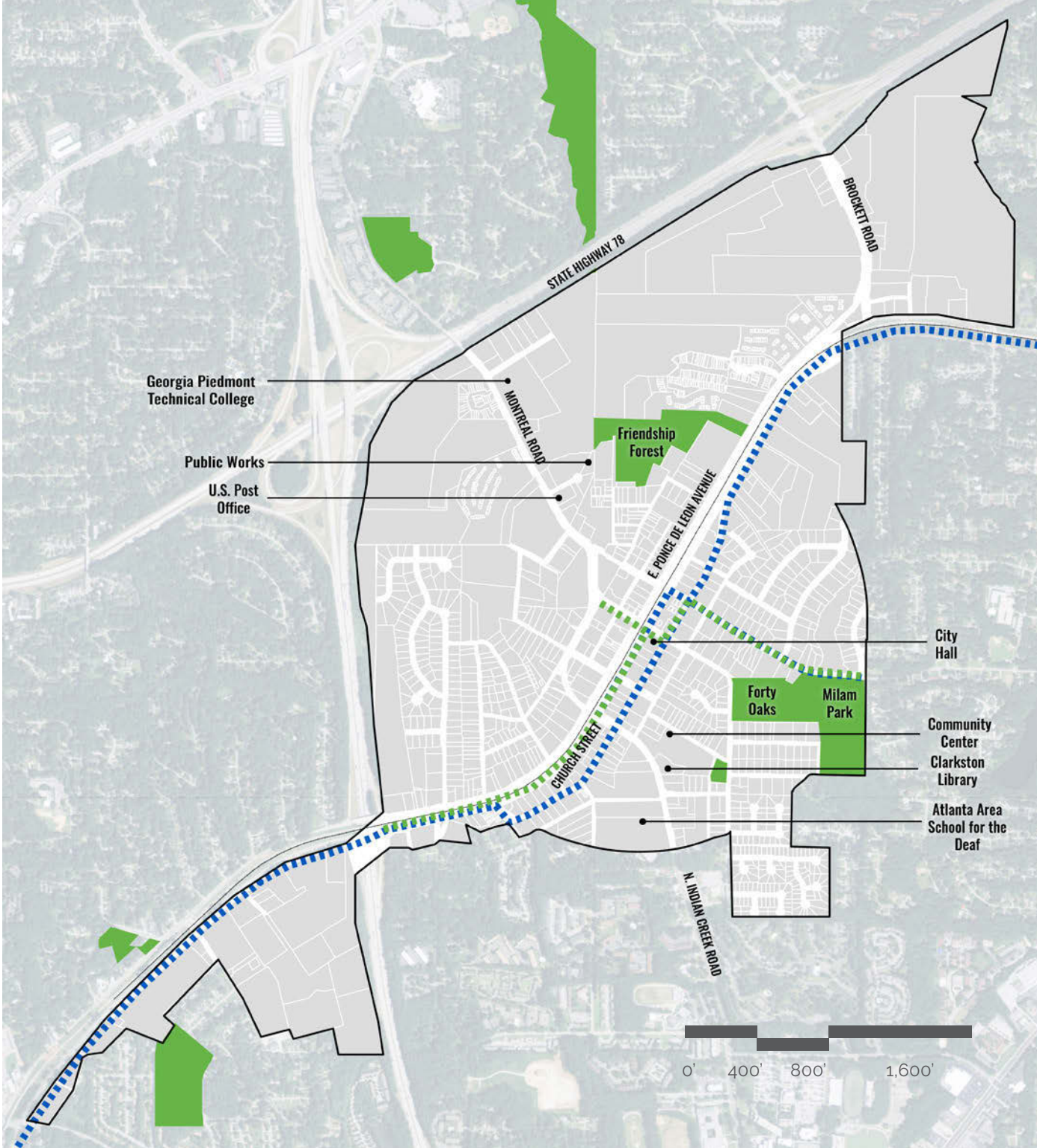
Project Limits //

- East Ponce de Leon from I-285 to Market Street
- Market Street from North Indian Creek Drive to Rowland Street
- Rowland Street from Church Street to Norman Road
- Norman Road from Church Street to Milam Park

Bike Improvements //

- 5' bike lanes (both sides of the road) on Norman Road from Church Street to Milam Park
- 5' bicycle lane on Rowland Street from Church Street to Norman Road
- 8' wide cycle track from Rowland to Church Street on Market Street

- Casa Drive Bridge Improvement



LEGEND

- Streetscape Extents
- Existing Bike Network

Georgia Piedmont
Technical College

Public Works

U.S. Post
Office

Friendship
Forest

City
Hall

Forty
Oaks

Milam
Park

Community
Center
Clarkston
Library

Atlanta Area
School for the
Deaf



0' 400' 800' 1,600'

EXISTING CONDITIONS // ZONING

EXISTING DESIGNATIONS

Residential //

As shown in the Existing Zoning Map on the next page, much of the land is dedicated to single-family residential use. The zoning codes reflect different types of residential land (NR-1, NR-2, NR-3, NR-CD) that have varying levels of density and different specifications for lot treatment. These zones include existing single-family subdivisions, townhome, and condominium developments.

Town Center//

The most dense designation is Town Center (TC) providing high density and a mix of uses. Residential is allowed within this zone as multi-family buildings with at least 4 units. This mixed use zone is aimed at revitalizing the City's core. The City has established a set of Design Guidelines effective in this zone to control building height, facade elements and sidewalks.

Commercial //

Three commercial designations exist along corridors such as North Indian

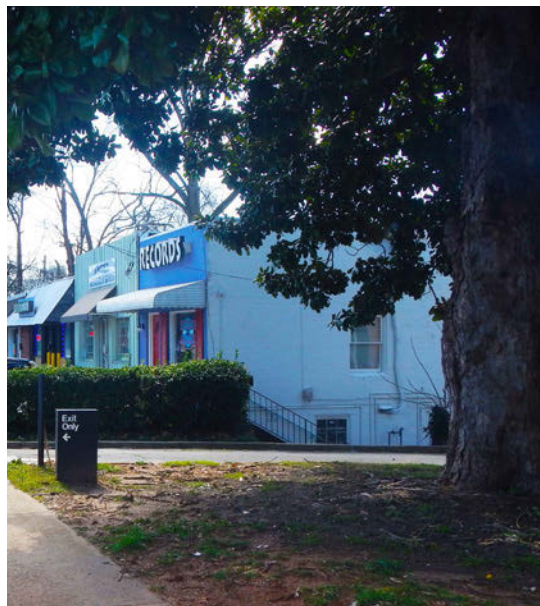
Creek Drive and Brockett Road, as well as the downtown core. Neighborhood Commercial (NC-1) serves as a low density transition zone from commercial to residential. Commercial (NC-2) permits a moderate density and Residential/Commercial (RC) includes single family, multi family and residences converted to offices among other uses..

Light Industrial //

Only light Industrial zoning districts exist within the study area. The Light Industrial parcels within the study area are located in the newly annexed area west of I-285 and north on Montreal Road close to State Highway 78.

Bottom Left: Commercial along East Ponce de Leon is primarily in the TC zoning district (TSW).

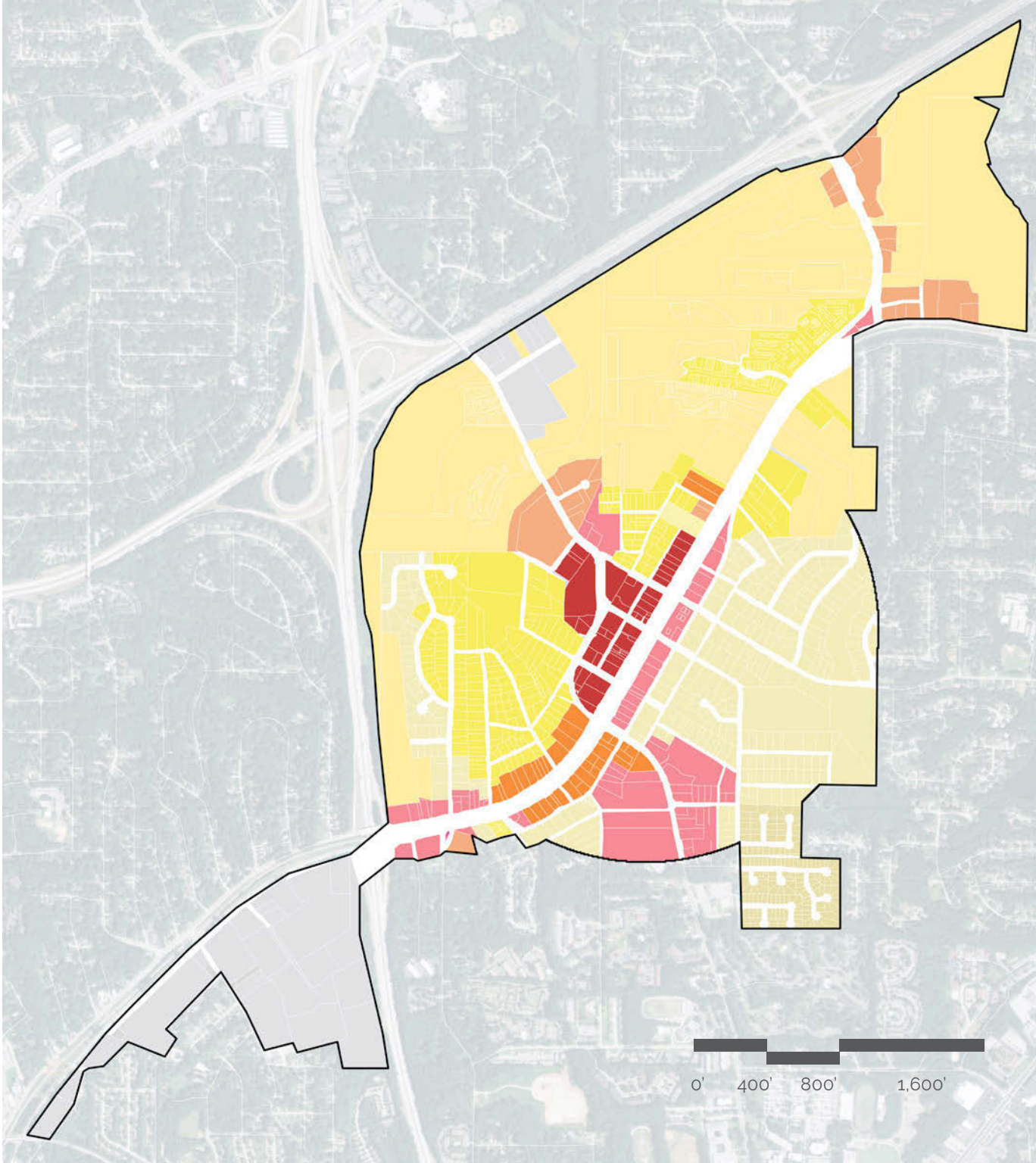
Bottom Right: The Clarkston Women's Center is a civic use located in the Neighborhood Commercial (NC-1) district (TSW).



EXISTING ZONING //

Legend

- NR-1 - Residential Low
- NR-2 - Residential Medium
- NR-3 - Residential High
- NR-CD - Residential Multi
- NC-1 - Neighborhood Commercial
- NC-2 - Commercial
- RC - Residential / Commercial
- TC - Town Center
- LI - Light Industrial
- Clarkston City Limits



HISTORIC PRESERVATION & CULTURAL RESOURCES

DEFINITION

For the purposes of this study, community resources are defined generally as places where people can gather, such as schools and parks, or public facilities that provide important and necessary services for every day life such as a post office, city hall, or fire station.

DESCRIPTION

The map to the right represents the community resources and an “as the crow flies” 1/4-mile (5-minute) walking radius from each of them. Outside of the Downtown core, there is limited walkability, partially due to the railroad tracks and the lack of a connected street grid. Clarkston’s open spaces: Forty Oaks, Milam Park and the Clarkston Community Center are spatially very close to each other. Friendship Forest is on the northern side of the rail road tracks. The Stone Mountain PATH travels down Church Street and turns into a sharrow on Rowland Street. Additionally, the Atlanta Area School for the Deaf is close to the Clarkston Library and Community Center for both drivers and pedestrians. Non profits exist in the study area catering to refugee resettlement










and family services including Clarkston Development Foundation: A Collective Action Initiative and Positive Growth Inc. The Downtown area serves as a hub for some of the public facilities, including the City Hall and City Hall Annex, but others are disjointed including Public Works, the U.S. Post Office and connections to parks and open spaces. The development of more bike facilities presents an opportunity to connect all the community resources. Clarkston is also home to many churches and other places of worship. Several multi-ethnic places of worship exist in or around the downtown core. Just outside the City limits are an Islamic mosque and Buddhist temple.

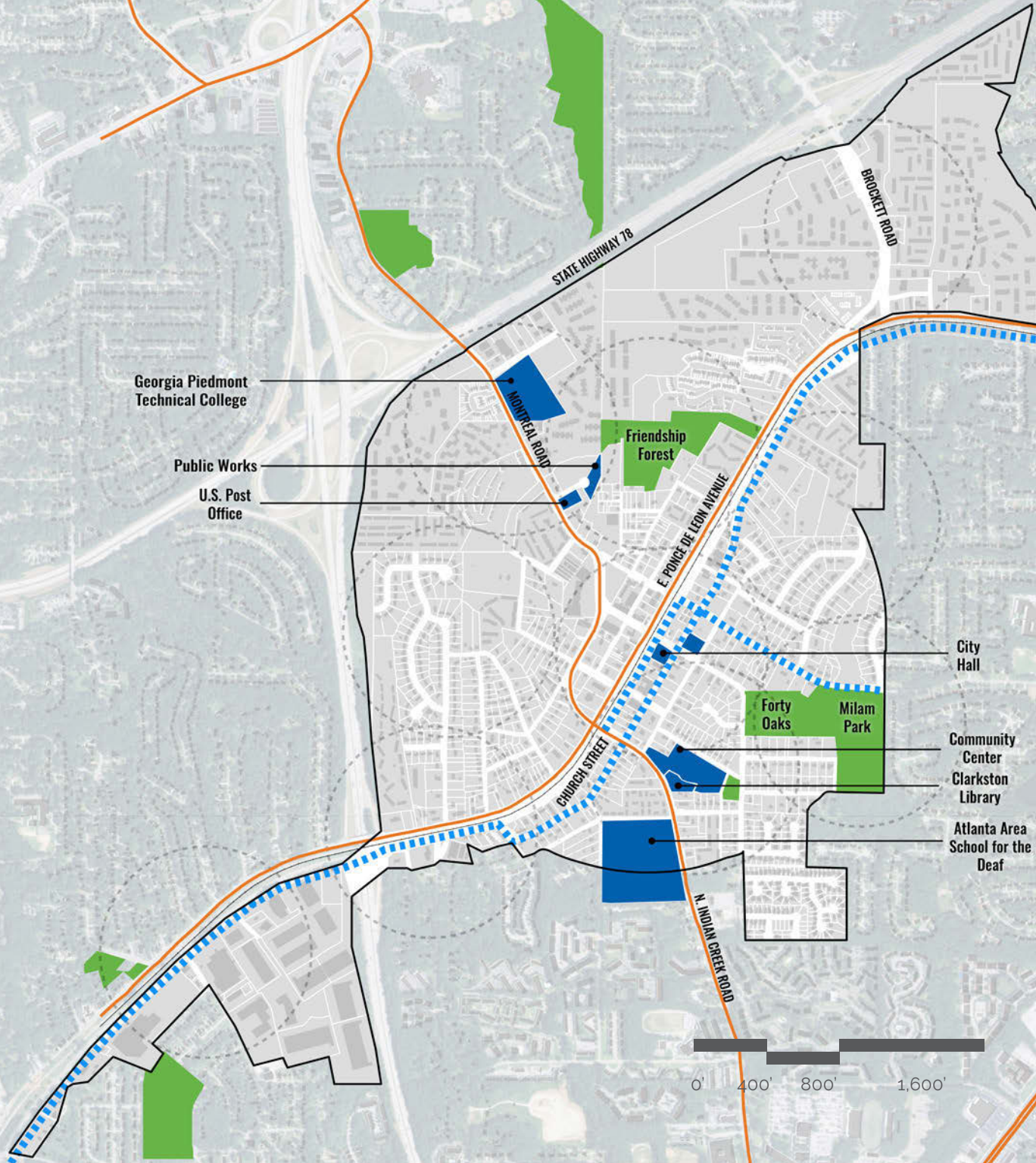
Bottom: The City Hall Annex is a renovated historic home in Downtown Clarkston (City of Clarkston)



COMMUNITY RESOURCES //

Legend

-  Public Facility
-  Parks / Usable Open Space
-  Buildings
-  Parcels
-  Quarter Mile Walking Radius (As the Crow Flies)
-  Trails / Bike Facilities
-  Railroads
-  MARTA Bus Lines
-  City Limits



TRANSPORTATION NETWORKS

The map on the following page shows the transportation network within the study area, including streets, bike facilities, trails, completed streetscape projects, and “as the crow flies” 1/4-mile (5-minute) walking radii from community resources. The study area has limited walkability outside the downtown because of perceived and real barriers including topography change near the railroad, the lack of continuous sidewalk infrastructure, the railroad tracks, and undeveloped parcels.

PEDESTRIAN & BIKE CONNECTIVITY

- Clarkston has a combination of paved multi-use trails, sharrows and bike lanes. These facilities are shown as the blue dashed line to the right.
- The PATH Foundation Stone Mountain Trail offers great connectivity but could connect to downtown
- Sidewalks exhibit inconsistency throughout the City. They exist primarily on main streets such as East Ponce de Leon Avenue, Church Street, North Indian Creek Road, and Montreal Road.

VEHICULAR NETWORK

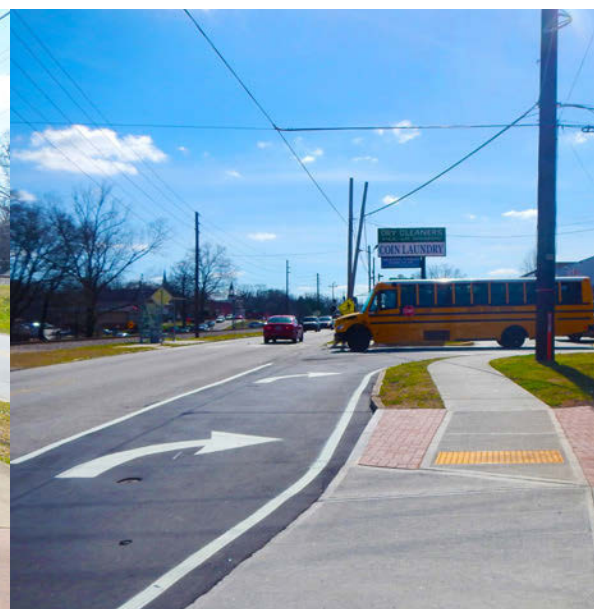
- A dense system of streets exists downtown with several walkable blocks in the core around Market Street
- North Indian Creek is the heaviest traveled roadway with an Average Daily Travel (ADT) of 12,600 vehicles, supplied by Grice & Associates in the 2015 LCI
- Outside the core of the study area exists a sparse number of connecting streets without gridded patterns and some cul-de-sacs
- Clarkston has access to two major roadways for regional travel including Interstate 285 and State Highway 78

SIGNAGE

- Wayfinding for pedestrian and bike networks (and sometimes motorists) is lacking
- Trail signage is understated and may not effectively communicate the proximity of Clarkston
- Gateway signage is present at previous City limits, not current






Bottom Left: The existing PATH Stone Mountain Trail (TSW)

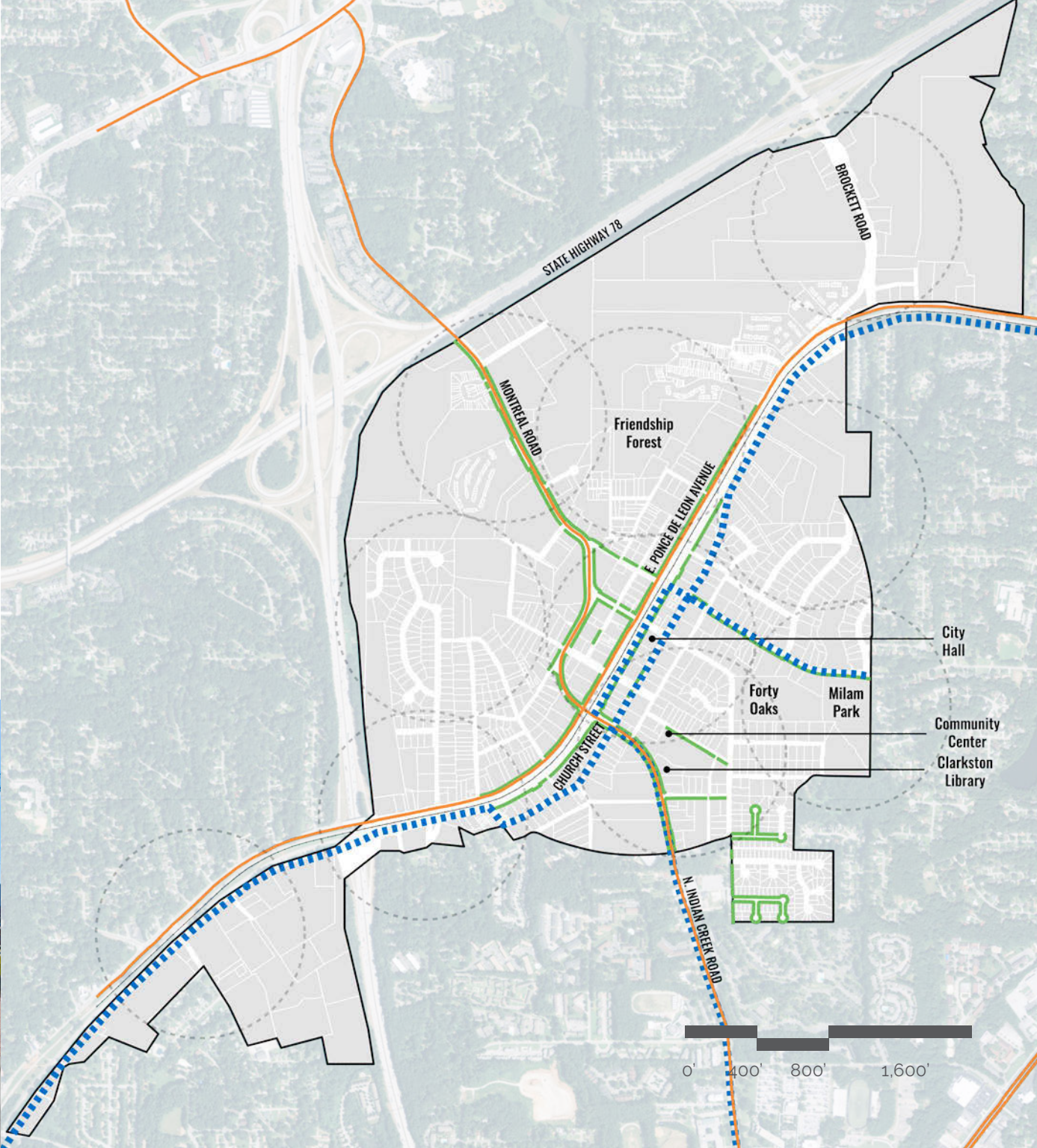
Bottom Right: Recent sidewalk improvements along East Ponce de Leon Avenue (TSW)



EXISTING TRANSPORTATION //

Legend

-  Sidewalks
-  Trails / Bike Facilities
-  5-minute walk (as the crow flies)
-  Marta Bus Lines
-  Railroads
-  City Limits
-  Parcels



MARKET CONDITIONS //

The market study and forecasts consider demographics, the housing market patterns, and the commercial/ industrial market patterns for the City. A market area (a 3-mile radius around Downtown) was used for this analysis. The Clarkston City limits is approximately defined by a circle with a radius of ½ mile, centered on the intersection of Ponce De Leon Avenue and Market Street.

POPULATION

- Market area has a population of approximately 8,080
- The City is underrepresented in terms of seniors, only 5% of the total population
- Median household income is 61% of the Atlanta Region, at \$31,947
- Clarkston has more than 1/3 living below the poverty line
- Clarkston is racially diverse, with 56% black, 14% white, 24% Asian, and 3% Hispanic population

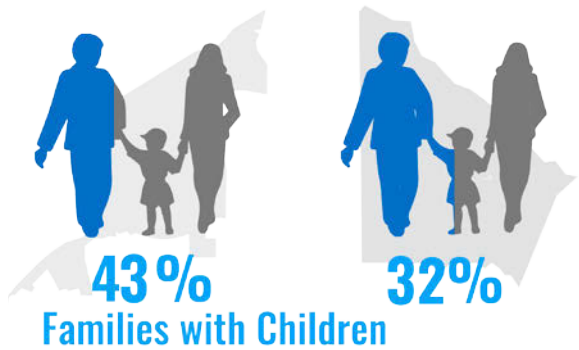


The estimated population of Clarkston is 8,080 people in 2,881 households. In the market area, defined as a 3-mile radius around Downtown, the population 100,252 which has remained stable since 2000. DeKalb County has grown by a rate of 0.6% annually while the Atlanta MSA has grown by an average rate of nearly 2%. Thus, Clarkston has not shared in the modest growth of DeKalb or the more robust growth see elsewhere in the Atlanta region since 2000.



The Baby Boomers and Millennials make up a large portion of the population in Clarkston (47% of the total population). The City is under-represented with seniors (5% of the population) compared to the Region. The median age in Clarkston is 31 years old, compared to 36.1 years old in the Atlanta Region.

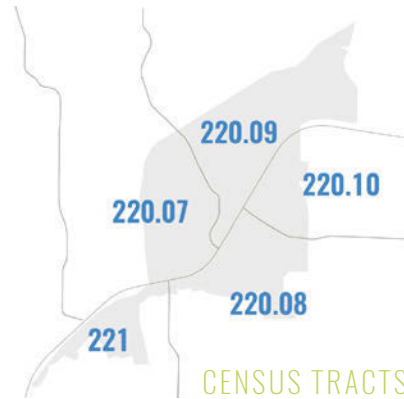




Within Clarkston, 43% of the households are families with children, compared to DeKalb County with 32% of households. Non-family households make up 35% of the population in Clarkston, compared to 68% in DeKalb County.



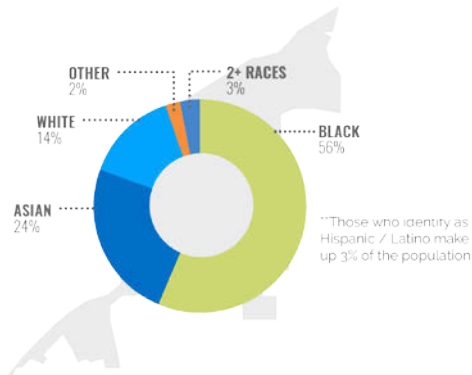
Clarkston is home to an estimated 660 jobs, and 2,195 working residents. Given the City's small base of employer, nearly all of Clarkston's working residents commute to jobs outside the city for work, 32% to jobs elsewhere in DeKalb, 31% to Fulton or Gwinnett, and most the rest to other core Atlanta counties.



RACE & ETHNICITY

Clarkston is notable for the diversity of its population. Much of this diversity can be attributed to the city's status as a refugee resettlement area.

- An estimated 56% of Clarkston's population is black or African American (including African diaspora), compared to 52% for DeKalb County, and 32% for the Atlanta MSA.
- Fourteen percent of Clarkston's residents are white, half of the rate in DeKalb County, and a fourth of the regional percentage.
- An estimated 24% of Clarkston's population is Asian, two-to-four times the county and regional rate.
- Latinos and Hispanics represented just 3% of Clarkston's population, one-fourth of the regional average.
- Nearly half of Clarkston's residents are foreign-born, compared to 16% in DeKalb.
- More than a third of Clarkston's residents, 35%, are not United States citizens, over four times the regional proportion of 8%.
- Nearly half of Clarkston's households speak a language other than English at home, compared to 19% for DeKalb.



Clarkston has a larger (56%) percentage of black or those who are of African descent, a low (3%) percentage of people who identify with more than one race, and a lower (14%) white population than the Region. 3% of the population in Clarkston identifies as Hispanic or Latino, comparable to the Region's 11%.

INCOME

Clarkston's median household income is \$31,947, just 61% of the Atlanta MSA median household income of \$52,533. More than a third of Clarkston's families live below the poverty level, compared to 15% county-wide.

EDUCATION

Residents of Clarkston tend to have lower levels of educational attainment than the County or Region due to the population. Nearly one fourth of Clarkston residents have no high school diploma or equivalent, twice the regional rate. Rates of college and advanced degrees are roughly half DeKalb County rates.

HOUSEHOLD CHARACTERISTICS

Households in Clarkston tend to be larger than in DeKalb and the Atlanta MSA. More households in Clarkston have children under 18 present.

Clarkston's housing characteristics are truly unique and significantly distinctive from the rest of the county and the region.

- The vast majority of Clarkston's households, 78%, are renters, more than twice the regional rate.

- Clarkston's owner-occupied homes tend to be of lower value than homes elsewhere in the region. Just 81 of Clarkston's owner-occupied homes, or 13%, are valued at more than \$200,000, compared to 38% to 40% across the market area, county and region.
- Much of Clarkston's housing stock is aging: 84% of Clarkston's housing units were built prior to 1980, compared to roughly half of houses regionally.
- Just 23% of Clarkston's housing units are single-family homes, compared to 56% for DeKalb and 66% for the Atlanta MSA.
- Multi-family housing units represent 67% of Clarkston's housing stock, compared to 49% for DeKalb County and 27% for the Atlanta Region.

TAX DIGEST

Clarkston's Tax Digest in 2013 was \$64.6 million. This represents a decline of 36% from the Tax Digest recorded in 2007, and compares to a 25% decline county-wide. This puts Clarkston's current Tax Digest at approximately 1998 levels, representing zero net tax-digest growth in 16 years. Clarkston's Tax Digest growth from 1996 to 2013 has been very modest, even compared to DeKalb County's relatively

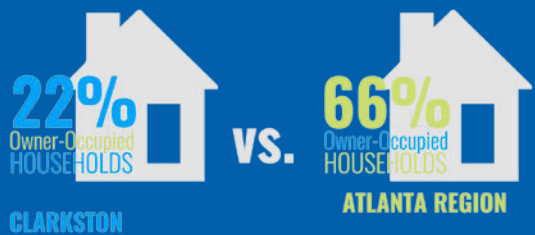
slow growth over the same period. A comparison with DeKalb County and other regional peers, such as Gwinnett County and the City of Lawrenceville, puts Clarkston's slow Tax Digest growth into perspective:

- Between 1996 and 2013, Clarkston's Tax Digest grew by 10% while DeKalb County's grew by 66%.
- Over the same period, Lawrenceville's Tax Digest grew by 97% while Gwinnett County's grew by 144%.

EMPLOYMENT

Clarkston is the home to an estimated 660 jobs, and 2,195 working residents. Of the 660 jobs estimated to be located in Clarkston, the largest sectors represented are real estate, rental & leasing (20%), health care (17%) and administration (private & public, 30%).

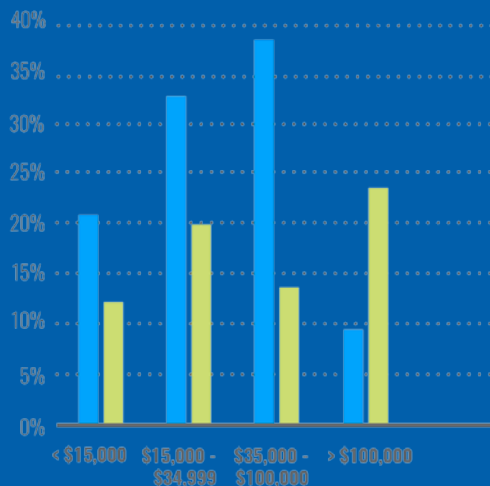
- Thirty-two percent of Clarkston's jobs pay more than \$40,000 per year, compared to 44% for the Atlanta MSA.
- Many of Clarkston's jobs are located within small, entrepreneurial family-run establishments. As a result, there are relatively few opportunities to work in large organizations in Clarkston.



Clarkston's population contains 20% with a 4 year College degree or More, 6% with an Advanced Degree, and 24% with less than a high school diploma.

Most households in Clarkston (22%) do not own their own homes, compared to the Atlanta Region at 66%. The majority of the housing stock is aging built in the 1970s and 1980s.

The median single-family home value in Clarkston is approximately \$110,000, which is lower than the Region's median of \$183,000.



HOUSEHOLD INCOME

- City of Clarkston
- Atlanta Region

Clarkston's median income is \$31,947, just 61% of the Atlanta MSA median household income of \$52,533. More than a third of Clarkston's families live below the poverty level, compared to 15% county wide.

Of the 2,195 primary jobs held by Clarkston's residents, the largest employment sectors represented are retail (16%), health care (12%) and accommodations and food service (11%).

- 19% of Clarkston's working residents earn more than \$40,000 per year, compared to 44% or the Atlanta MSA.

UNEMPLOYMENT

Unemployment in Clarkston is high. The four census tracts which include Clarkston have a combined unemployment rate of 13.4% as of April, 2014, compared to a county-wide rate of 6.8%. Tract 22007, which represents the northeastern portion of the City, containing many of the City's apartments, has an estimated unemployment rate of 18.9%.

COMMUTER FLOW

Given Clarkston's small base of employers, most of Clarkston's working residents commute to jobs outside the city, 32% to jobs elsewhere in DeKalb, 31% to Fulton or Gwinnett, and most the rest to other core Atlanta metro counties. 97% of the 660 employees who work in Clarkston commute in from outside the city. Only an estimated 20 individuals both live and work within the city limits.

REAL ESTATE MARKET

Clarkston's residential and commercial real estate inventory tends to be significantly older and lower-valued than elsewhere in DeKalb County and the Atlanta metro region. Very few buildings have been added to the commercial or residential inventories in the past 20 years, and the city's homes and buildings lack many of the features, amenities and aesthetics needed to make them economically competitive. As a result, Clarkston's rents and sale prices tend to be lower than elsewhere in the region. While this makes Clarkston relatively affordable as a place to live or establish businesses, it also reduces the economic incentive for Clarkston property owners to upgrade, renovate or redevelop their properties.

RESIDENTIAL BUILDING PERMITS

Residential real estate markets in Clarkston and DeKalb County have been slow to recover since the real estate crisis of 2008. Records indicate that two residential building permits have been issued in Clarkston in since 2012, while DeKalb County has begun to see a rebound from the depths of the Great Recession. After over 2,000 residential building permits

were processed each year in 2006 and 2007, an average of just 278 permits were processed each year from 2009-2012. 2013 saw a rebound of 1,099 units permitted, buoyed by strong multi-family permitting.

RESIDENTIAL HOME SALES

New and existing home sales in Clarkston have been modest over the past five years. Due to low volumes of new and existing home sales in the area, precise trends in average pricing and sales volume data and trends are difficult to determine. This analysis relies on the best data available, combined with anecdotal and sampled data, to provide a snapshot of new and existing home sales trends in and around Clarkston.

New Home Sales:

- Records indicate that just three new homes were sold in Clarkston since 2009
- No new townhomes were sold in Clarkston in the past 7 years

Existing Home Resales in Clarkston

- A sample of 50 existing single family home sales in Clarkston shows that homes that sold in 2014 had an average

sale price of \$88,000.

- Most existing homes sold in Clarkston in 2014 were build in the 1970s and 1980s
- A sample of 50 townhome sales in the Clarkston area in 2014 shows that most sold for between \$14,000 and \$52,000, with an estimated average sale price of \$34,500
- A sample of 50 condominium sales in the Clarkston area (mostly rental units converted to condominium ownership) suggests that most units sold for between \$11,000 to \$35,000, with an estimated average sale price of \$25,000.

To gauge the potential pricing and sales volume of new housing units in the Clarkston market, a search for new home sales was expanded to a two mile radius from Clarkston, for the past five years. Even with that increased sample, we found records only for 13 single-family home sales, 48 townhomes, and 4 condominiums. The Atlanta Journal-Constitution Home Sales Report, which tracked home sales by ZIP Code before the report was discontinued in 2012, reported only three new housing units sold in ZIP code 30021, which includes Clarkston, between 2006

and 2011.

County-wide new home sales have suffered. Last year saw only 296 new homes sold county-wide, just 8% of the 2005 peak volume of 3,433. County-wide average new home prices have been more-or-less stable between \$200,000 and \$212,000 for the past four years. Based on this sample of recent, new home sales, we can estimate that new housing units in Clarkston might expect to sell at the following price points.

- Single Family: \$140,000-\$225,000
- Townhome: \$120,000-\$180,000
- Condominium: \$80,000-\$120,000

RESIDENTIAL: APARTMENTS

Rental apartments represent 60% of Clarkston's housing stock, with over 1,900 units in 13 apartment communities. The median age of these apartment communities is 44 years. CoStar, which categorizes apartment communities by class, ranks two of Clarkston's apartment communities as "Class B" and the remainder as "Class C", the lowest of the three classes.

Average apartment rents in Clarkston range from \$479 for a studio, to \$846 for a 3+ Bedroom apartment. Clarkston apartment rents are typically 75% to 80% of average

rents in the larger Decatur-Druid Hills multi-family rental submarket. Vacancy rates, both in Clarkston and the submarket, are currently significantly lower than the long-term average.

The Atlanta regional market is currently seeing a strong surge in new apartment development, with over 8,000 new units currently under construction. However, this trend is not apparent in the Clarkston area. There have been no new apartments added to the rental inventory since 1988, and no apartments are currently under construction or proposed. That, combined with the age and condition of apartment inventory in both Clarkston and the larger submarket, and the strong regional apartment market suggests that there is likely latent market demand for new apartments in the area.

COMMERCIAL REAL ESTATE

The City of Clarkston has very limited commercial real estate inventory of just 300,000 SF across all types of real estate (retail, office, and industrial). While the inventory of commercial real estate within the City of Clarkston is small, the city is served by a substantial commercial real estate inventory in adjacent areas, particularly retail and industrial.

Only one commercial building in the city appears to have been built in the past ten years. The small amount of inventory, limited turnover, and the eclectic character of Clarkston's buildings, commercial spaces, and tenants is evidence of the local-market-serving character of Clarkston's small commercial inventory. Information from CoStar's commercial real estate inventory, supported by additional field surveys and discussions with stakeholders, tenants, and current property listings are combined here to provide the best available estimates of commercial real estate inventory, pricing and trends for the City of Clarkston, compared to a the larger commercial real estate submarket context.

LOCAL RETAIL

The city of Clarkston has two shopping centers with a combined inventory of 60,000 SF, while the rest of the inventory is in small single-purpose buildings or small strip centers, for a total of approximately 160,000 SF of retail space. Only two national retailers are found within the city limits, Family Dollar and The Dollar Store. Most retail stores and restaurants are owned and operated by local merchants. Aside from the two chain discount stores and two moderate-sized independent

stores (10,000-15,000 SF, a grocery store and a discount store), the vast majority of retail tenants are small (2,000 SF or less) with five-or fewer employees. Small, family-run groceries and restaurants catering to Clarkston's many diverse nationalities and ethnicities make up a significant portion of the retail inventory. Clarkston's restaurants are focused on niche ethnic cuisines, such as Nepalese, Eritrean, and Ethiopian.

REGIONAL RETAIL

While retail opportunities within Clarkston are relatively limited, Clarkston's three-mile market area includes a large inventory of retail options. The market area contains 22 major retail centers of 30,000 SF or more, including two regional malls (North DeKalb Mall and Northlake Mall) and numerous national brand retailers, representing a total of over 450 stores and 3 million SF of retail space. Retail-heavy corridors in the Clarkston market-area outside of the City limits include Lawrenceville Highway, LaVista Road and Memorial Drive. The Stone Mountain-Clarkston retail submarket includes a total of 8.8 million SF of retail space, with an estimated 8.6% vacancy. Average retail rents in the submarket are \$10.74.



New for sale single family homes range in price from \$124,000 to \$147,000 as of 2014.



The study area includes 1,923 rental units with a vacancy rate of 2.2%. Average rents for studios are \$479, 1 Bedrooms \$663, 2 Bedrooms \$717, and 3+ Bedrooms at \$856.



LOCAL OFFICE MARKET

Clarkston has just 106,000 SF of office space, 96% of which is classified by CoStar as Class "C" office space. Most of the space is found in small spaces of 2,500 SF or less, much of it in small multi-tenant buildings like that shown below. Currently, occupancy is estimate to be 98%, with average rents estimated to range from \$8.00 to \$10.00/SF. The median age of office space in Clarkston is 64 years.

REGIONAL OFFICE MARKET

The larger Stone Mountain-Clarkston Office Submarket is not particularly strong. The submarket has just 1.3 million SF of office space, all of it Class B or lower. Average full-service office rent in the submarket is \$16.24, with vacancy at 13%.

INDUSTRIAL

City of Clarkston's industrial inventory pre annexation was negligible; however the surrounding Stone-Mountain industrial submarket is massive, representing 22 million SF of space. The newly annexed industrial area, including Park North Business Center, is easily accessible to Clarkston, just over I-285 east along Church St.

25 YEAR FORECASTS

The following table uses the Atlanta Regional Commission's regional growth forecasts, at the census tract and county level, to model likely growth of Clarkston and DeKalb County population, households, and jobs over the next 25 years at 5-year intervals. The model is based on current land use patterns and real estate trends.

SUMMARY OF KEY FINDINGS

Clarkston's demographic, economic and real estate conditions combine to create a challenging environment for redevelopment; however, the combination of low vacancy rates and low property values may create selective redevelopment opportunities in the city.

DEMOGRAPHICS & POPULATION

- Clarkston's small population base of 8,080 residents has been in a gradual decline since 2000 while the rest of the Atlanta region has been growing briskly. ARC's forecasts predict only modest growth for the city over the next 25 years.
- Clarkston's population is by far the region's most diverse, largely due to the city's long history of refugee

resettlement. While this brings many cultural advantages, it also brings socioeconomic challenges: many of Clarkston's citizens are not US citizens, many do not have strong English language skills and many are transitional.

- Clarkston's residents tend to have lower incomes and educational attainment levels.
- It is likely that Clarkston has a significant "shadow population" of individuals, many of them recent immigrants or short-term residents, that are not captured by traditional demographic sources.

HOUSING

- Clarkston's housing stock is aging and dominated by inexpensive multi-family rental units. Just 22% of households own their own homes.
- Homes and apartments tend to be affordable in Clarkston, both for renters and owners. Low sale prices and rents are likely to discourage small-scale reinvestment and redevelopment.
- Many of Clarkston's large apartment communities are approaching the end of their economic life-spans and may present opportunities for

redevelopment. High occupancy rates, combined with low rents and sale values indicate a combination of latent demand and opportunity for new housing.

EMPLOYMENT

- Clarkston is not a significant employment center. Most of the city's jobs are in local-serving small businesses or government.
- Clarkston's working residents tend to work in lower-wage occupations outside of the city, in
- DeKalb and neighboring counties.
- Clarkston has high unemployment rates, compared to DeKalb County.

TAX DIGEST

- Clarkston's Tax digest has grown little over the several decades, while peer cities and counties have seen significant growth, even considering the recessionary period of 2008-2011.
- Property tax rates are higher than other DeKalb municipalities and may prove to be a disincentive to growth and economic development.

REAL ESTATE

- Clarkston's commercial property

inventory is small and modestly valued.

The surrounding market area provides access to retail goods and services and employment, especially for retail, industrial, and health sector workers.

- Low commercial rents provide entrepreneurial opportunities, particularly for the small, local-serving, locally-owned and operated stores, consumer services and restaurants that make up the bulk of Clarkston's economy.
- Clarkston has seen very little new residential or commercial development activity in the last 20 years, a period that included one of the largest nationwide real estate "booms" in recent history.

25-YEAR FORECASTS - BASED ON CURRENT LAND USE PATTERNS

25-Year Forecasts	2014 Clarkston DeKalb		2020 Clarkston DeKalb		2025 Clarkston DeKalb		2030 Clarkston DeKalb		2035 Clarkston DeKalb		2040 Clarkston DeKalb	
Population												
Total Population	8,080	719,052	8,092	772,444	8,180	794,244	8,270	816,659	8,380	839,830	8,491	863,658
New Population			12	53,392	89	21,800	90	22,415	109	23,171	111	23,828
Annual Pop. Growth %	0.02	1.2	0.2	0.6	0.2	0.6	0.3	0.6	0.3	0.6		
Household												
Total Households	2,881	286,343	2,906	303,535	2,951	315,497	2,995	327,930	3,055	340,779	3,115	354,131
New Households			25	17,192	44	11,962	45	12,434	59	12,849	61	13,352
Annual HH Growth %	0.1	1.0	0.3	0.8	0.3	0.8	0.4	0.8	0.4	0.8		
Jobs												
Total Jobs	671	290,835	692	319,821	709	337,570	725	356,304	744	377,809	764	400,613
New Jobs			22	28,986	16	17,749	17	18,734	19	21,506	20	22,804
Annual Job Growth %	0.5	1.6	0.5	1.1	0.5	11.1	0.5	1.2	0.5	1.2		

Source: ARC (Growth Forecast, Tract + County Level), Nielson (Base Population + HH), US Census Longitudinal Employer-Household Dynamics, 2001 (Base Jobs)

Note: Projections are based on the pre-annexation population numbers.



clarkston 2040

CHAPTER 2 // COMMUNITY PRIORITIES

// Issues & Opportunities

// Policy Development

ISSUES & OPPORTUNITIES

SWOT ANALYSIS

Public engagement informed the strengths, weaknesses, opportunities, and threats to Clarkston.

POPULATION

Issues

- Gentrification could push out diverse population
- The community desires to integrate the immigrant populations, not assimilate
- Transient population
- Low median household income
- Most of the population travels outside of Clarkston for work
- High unemployment rate
- Low median age

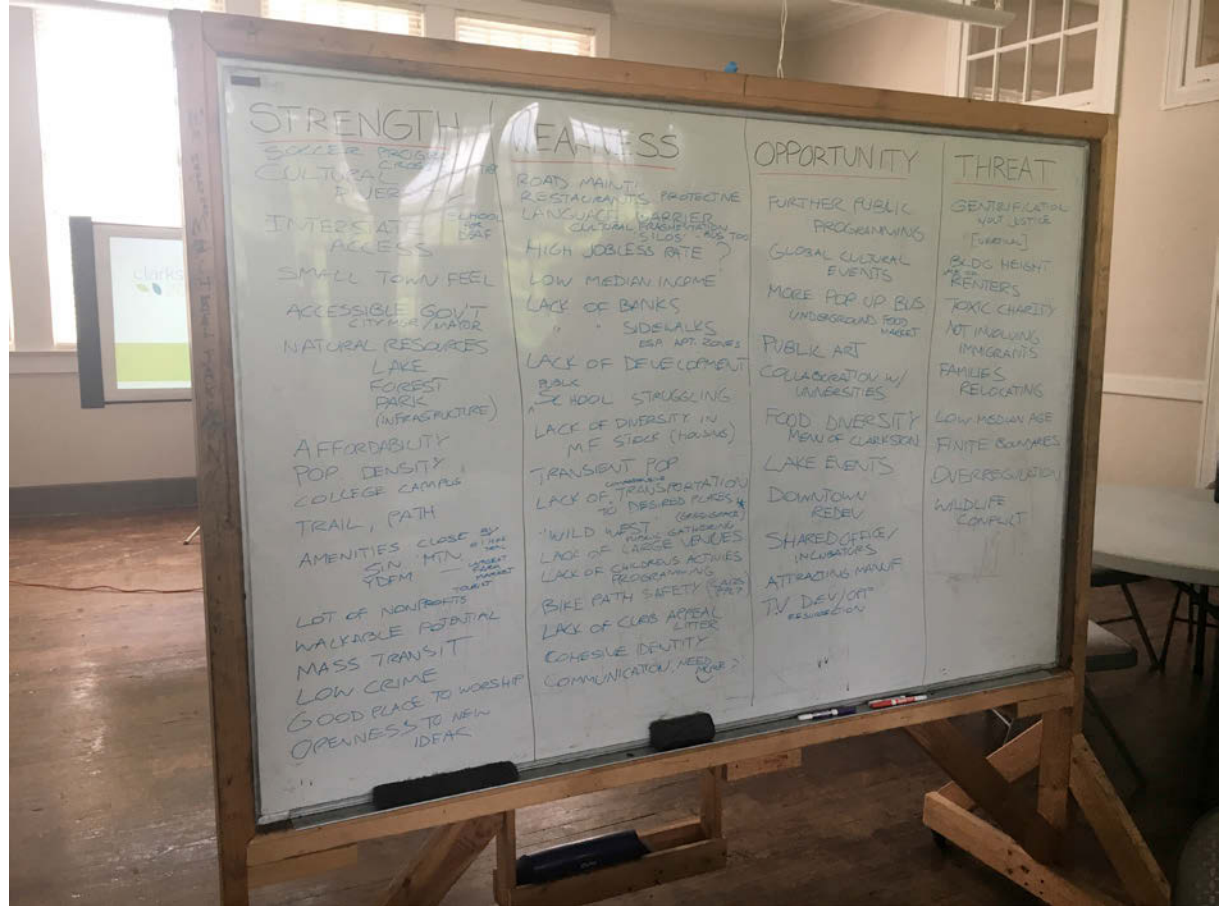
Opportunities

- Clarkston has a rich cultural diversity, noted as the most diverse square mile in America
- Given the small size of the City, the population is high in density

HOUSING

Issues

- Lack of diversity in multi-family housing stock



STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
SOLIDER PROBLEMS CULTURAL RIVER INTEREST ACCESS SMALL TOWN FEEL ACCESSIBLE GOVT CITY PLANS / WATER NATURAL RESOURCES LAKE FOREST PARK (INFRASTRUCTURE) AFFORDABILITY POP DENSITY COLLEGE CAMPUS TRAIL, PATH AMENITIES CLOSE BY IN MTN YDFM LOT OF NON-PROFITS WALKABLE POTENTIAL MASS TRANSIT LOW CRIME GOOD PLACE TO WORSHIP OPENNESS TO NEW IDEAS	ROADS MAINT. PROTECTIVE LANGUAGE BARRIER CULTURAL PROBLEMS HIGH JOBLESS RATE LOW MEDIAN INCOME LACK OF BANKS SIDEWALKS LACK OF DEVELOPMENT BULK SCHOOL STRUGGLING LACK OF DIVERSITY IN MF STOCK (HOUSING) TRANSIENT POP LACK OF TRANSPORTATION TO DESIRED PLACES WILD WEST POLICE GATHERING LACK OF LARGE VEHICLES LACK OF CHILDREN'S ACTIVITIES BIKE PATH SAFETY LACK OF CLUBS APPEAL LITTER COHESIVE IDENTITY COMMUNICATION, NEED	FURTHER PUBLIC PROGRAMMING GLOBAL CULTURAL EVENTS MORE POP UP BUS UNDERGROUND FOOD MARKET PUBLIC ART COLLABORATION W/ UNIVERSITIES FOOD DIVERSITY MENU OF CLARKSTON LAKE EVENTS DOWNTOWN REDEV SHARED OFFICE/ INCUBATORS ATTRACTING MANUF TV DEV/OTT RESERVATION	GENTRIFICATION NOT JUSTICE (MAYBE) BLDG HEIGHT RENTERS TOXIC CHARITY NOT INCLUDING IMMIGRANTS FAMILIES RELOCATING LOW MEDIAN AGE FINITE RESOURCES OVERREGULATION WILDLIFE CONFLICT

Top: SWOT analysis at a Steering Committee meeting (TSW).
 Right: Refuge Coffee Co. serves as an innovative non-profit business model for the City of Clarkston. It operates out of a food truck with a rental agreement with a local property owner in the City core. (Refuge Coffee)



- House prices lower than most of the metro region
- Lack of quality renters for future development

Opportunities

- Advertise affordability of existing housing stock

ECONOMIC DEVELOPMENT

Issues

- Presence of incompatible businesses in City center
- Gentrification without justice
- Existing restaurants focused on current clientele, almost exclusive
- High jobless rate
- Families relocating once children start school

Opportunities

- Spaces available for Pop Up Businesses
- Develop shared office space and incubators
- Attract light manufacturing
- Existing food diversity could help create a unique restaurant district
- Build on existing use of City in the TV and film industry

OPEN SPACE & NATURAL RESOURCES

Issues

- Fear of disturbing wildlife in natural areas
- Disconnected bicycle system

Opportunities

- Expand programming in existing Lake and Milam Park
- Global cultural events

HISTORIC PRESERVATION, CULTURAL & COMMUNITY RESOURCES

Issues

- Public schools struggling
- No town center or public space
- Lack of spaces for children and young adults
- The community desires to integrate the immigrant populations, not assimilate

Opportunities

- Develop Town Green
- Keep "Small Town Feel" of Clarkston with future development
- Build a performance venue to showcase the talents of the local, diverse population

TRANSPORTATION

Issues

- Lack of transportation to desired places
- Inconsistent sidewalk network
- Large disconnected street network
- Existing bike path safety

Opportunities

- Existing MARTA transit stop beautification and promotion
- Expand PATH network throughout City
- Create Citywide shuttle
- Complete sidewalk network

LAND USE

Issues

- Presence of auto shops downtown, general incompatible businesses
- Lack of development in general
- Controlling building heights of future development

Opportunities

- Downtown Core redevelopment
- Designating a mixed use center and nodes
- Incorporating principles of traditional neighborhood development (TND) into the Future Land Use Plan
- Creating a connected system of parks



Top Right: Discussing the Future Land Uses and Park system in Clarkston at our third Steering Committee meeting.
Left: Community members discussing Future Land Use and Parks issues. (TSW)
Left: Discussing land use at Planning Forum #1 (TSW)



LONG

RED - COMMERCIAL
GREEN - RESIDENTIAL
BLUE - MIXED-USE

POLICY DEVELOPMENT

In both the Steering Committee and public meetings the Project Team gathered a list of ideas and recommendations that would most positively effect Clarkston. This list informed the final policy recommendations and priorities.

BIG IDEAS

Here are a sampling of the most popular big ideas from our public engagement process:

- Non-retail tax base
- Mixed Use development in the core
- Bike Path connections
- Town Green development
- Shared office and business spaces
- Venues for music and art
- Address children and young adults
- Refugee resettlement district
- Food trucks, pop up shops
- Aging in place

DRAFT POLICIES

- Encourage new mixed-use developments in the downtown core and annexed outer nodes.
- Develop a robust network of parks connected by sidewalks, trails, and bike facilities.



- Develop, foster, and promote arts, cultural, and tourism activities.
- Develop a civic space that includes a town green, amphitheater and water feature within the downtown core.
- Enhance the existing housing stock
- Identify and promote a location for a non-profit campus within the downtown core.
- Promote the location of an educational institution to the downtown core.
- Develop shared or collaborative office or work spaces.
- Enhance the existing transit options including a local shuttle service.
- Encourage development within and between local nodes to be transit supportive.
- Promote more Pop-up, Food Truck, or other entrepreneurial activities in the downtown core.
- Promote more restaurants in the downtown core.
- Encourage more professional services and low or no pollution industry within the City.
- Encourage families to remain in Clarkston.
- Encourage development that allows for Aging-in-Place
- Beautify the railroad corridor
- Develop new signage markers for the City limits using the City logo

Top : Public Forum #1 discussion on Big Ideas (TSW)
Right: Big Ideas List (TSW)

1. Non-retail (tax base) prof services - create low pollution industrial

2. Venues (Music/Art)

3. Bike Path connections (Swamp ^{Foot} trail) (Beltline)

4. Collaborative business space

5. Address Children & Young Adults (BRING THEM)

6. Futuristic Art planning - Promote ^{Art} education ← - Showcase

7. Splash Pool (Market St.) Downtown Asheville

8. Observation Deck

9. Housing stock

10. Cultural Tourism - Link Cultural

11. Pop-ups Restaurants

12. leverage non-profit - draw people (programmed event) bring bracketed people in

Mural's
Festivals
Public Art
Sculpture
Water element
Arts program

13. Bring a bank

14. upgrading apt

15. rooftop patios

16. refugee resettlement district

17. Ed New York City model

18. 19 around F.R. / work with them

19. public boating & lighting / decorations

20. Shuttle Service - works





clarkston 2040

CHAPTER 3 // COMMUNITY VISION

// Proposed Policies

// Community Work Plan

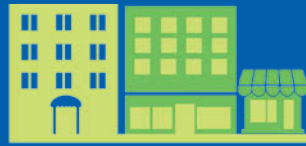
PRIORITY POLICIES //

Throughout the planning process the Project Team focused on developing the most important policies for the City. Below are the top 10 priority policies as developed by community members.

1. Encourage mixed-use developments in the downtown core and annexed outer nodes
2. Develop a robust network of parks connected by sidewalks, trails, and bike facilities
3. Promote more restaurants, pop-ups, food trucks, and other entrepreneurial activities in the Downtown core
4. Develop, foster, and promote arts, cultural and tourism activities
5. Develop a civic space that includes a town green, amphitheater, and water feature within the downtown core.
6. Encourage development within and between local nodes to be transit supportive
7. Develop shared or collaborative office or work spaces
8. Beautify the rail corridor
9. Encourage development that allows for Aging-in-Place
10. Encourage families to remain intown

CLARKSTON TOP 3

#1



Encourage mixed-use developments in the downtown core and annexed outer nodes

#2



Develop a robust network of parks connected by sidewalks, trails, and bike facilities

#3



Promote more restaurants, pop-ups, food trucks, and other entrepreneurial activities in the Downtown core

Right: Community members ranking policies in small groups at Planning Forum #2 (TSW)



POPULATION //

Given the rich diversity of Clarkston, the community desires to keep and integrate, rather than assimilate their multi-cultural population. In doing so, all are represented.

Proposed Policies

- Encourage development that allows for Aging-in-Place. As the baby boomer population ages, Clarkston has an opportunity to develop as a walkable, transit accessible and service accessible community
- Encourage families to remain in Clarkston. Currently many young families and refugees move out of Clarkston once their children reach school age or shortly after being placed in the City
- Develop shared or collaborative office or work spaces. Clarkston desires more people to live and work intown and having a flexible office space could furnish the opportunity

ECONOMIC DEVELOPMENT //

Proposed Policies

As noted in the market study, the majority of Clarkston's population travels outside the City for work. Establishing unique businesses and opportunities for employers is an important strategy for the City.

- Encourage more professional services and low or no pollution industry
- Promote more restaurants downtown
- Promote more Pop Up, Food Truck, and other entrepreneurial activities downtown
- Promote location of education institution in the downtown
- Develop, foster, and promote arts, cultural and tourism activities



Top Left: Tactical urbanism display during the LCI process (TSW)
Right: Market Street in downtown Clarkston (TSW)

*from 2015 LCI



HISTORIC PRESERVATION & COMMUNITY RESOURCES //

Proposed Policies

- Identify and promote a location for a non-profit campus within the downtown core
- Encourage the location of an educational institution in the downtown core. There is a desire in the community to retain Millennials and Digitals (generation born after Millennials) long term.
- Encourage preservation and reuse of existing historic structures

HOUSING //

Clarkston's housing market is unique and distinct from the rest of the county. The majority of the population in Clarkston are renters. The community desires to attract more home owners. The housing stock is also aging, as 84% was built before 1980.

Proposed Policies

- Enhance the existing housing stock, specifically the aging multi-family properties
- Provide incentives for private sector development*
- Coordinate with DeKalb County Development Authority to promote private investment for infill and redevelopment initiatives*
- Investigate the potential for a Downtown Development Authority*
- Develop a Community Development Corporation*

Review of 2014-2018 Consolidated Plan for HUD Programs, Including the 2014 Annual Action Plan

The needs expressed in this report came through analysis of past plans affecting Clarkston such as the Clarkston Active

Living Initiative, Clarkston Development Foundation's Next Steps Community Conversations and the Clarkston Technical Assistance Panel Report from the Urban Land Institute. Clarkston was also included in the citizen participation process of the Consolidated Plan, which was based on high school clusters. These meetings took place in 2012 and 2013.

- Clarkston is included as one of the communities with the most refugees. Needs identified include finding decent, safe and affordable housing in the county. Currently many existing multi family complexes in Clarkston are experiencing overcrowding.
- Clarkston also includes one of the largest concentrations of low and very low income Asian households. This totals to be around 300 households.
- Their market study notes that home



Top Left: The diverse community participating in the LCI Market Street workshop (TSW)

Right: Historic home in downtown Clarkston (TSW)

*from 2015 LCI



prices have fallen 70% or more

Proposed Priorities

- A top priority is affordable, quality rental units
- Foreclosure prevention (education and counselling)
- Improved sidewalks and public facilities
- Public administration of HUD programs
- Revitalization of commercial corridors
- Support services for seniors and refugees
- Financial sources for these priorities are identified as HOME, CDBG, ESG funds

OPEN SPACE & NATURAL RESOURCES //

This community expressed significant interest in new parks and creating a comprehensive connected master plan of open spaces throughout the City. The community also desires to enhance the open spaces and cultural resources they already have.

Proposed Policies //

- Develop a robust network or “green necklace” of parks connected by sidewalks, trails and bike facilities - specifically that follows the South Fork of Peachtree Creek not located in the national wetlands, as only passive recreation is allowed within them
- Investigate feasibility of park locations and connectivity proposed*
- Incorporate South Fork Park*

*from 2015 LCI

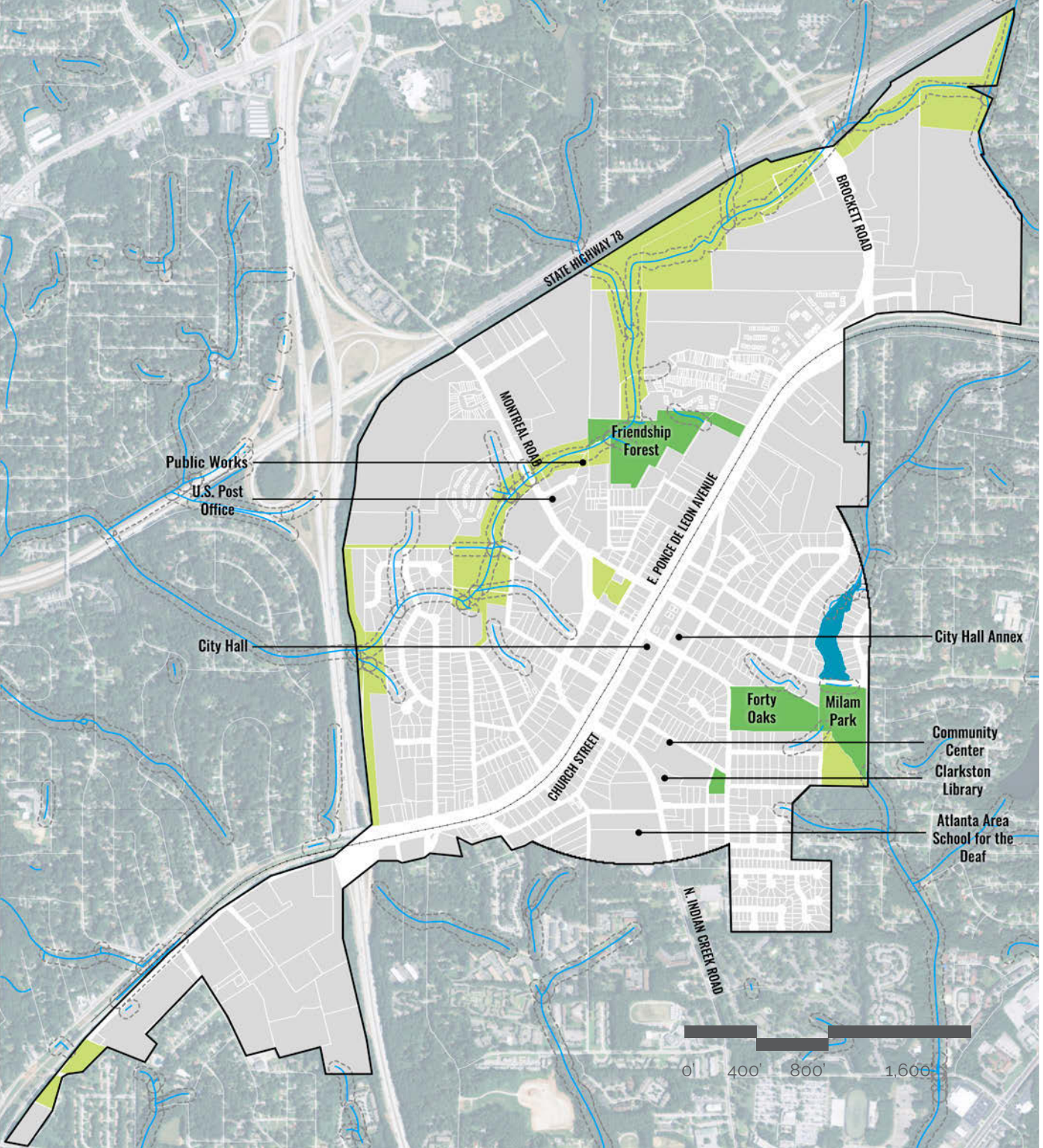


Top: Friendship Forest serves as a beautiful, natural community asset close to the downtown core.

FUTURE PARKS//

Legend

- Existing Parks/Open Spaces
- Potential Parks/Open Spaces
- Lakes
- Stream
- 75' Stream Buffer
- Clarkston City Limits



CONSISTENCY WITH REGIONAL WATER PLAN & ENVIRONMENTAL PLANNING CRITERIA //

The City of Clarkston development regulations includes policies that are consistent with state environmental planning criteria. These criteria include the Metropolitan North Georgia Water Planning district plans and Part 5 Environmental Planning Criteria of the Georgia Planning Act.

Water Supply Watersheds //

Clarkston lies within both the Chattahoochee and Ocmulgee River watersheds. According to the Georgia Department of Natural Resources the City is not located within either or their water supply watersheds.

Groundwater Recharge Areas //

According to the Georgia Department of Natural Resources mapping, a portion of the newly annexed City limits is located within a groundwater recharge area. This area is labeled as an area with thick soils which can store and filter groundwater. Any future development in these designated

areas could use low impact development methods to increase the on-site infiltration of water into the existing soils.

Wetlands //

According to the data compiled through the National Wetlands inventory, there are three wetland areas in Clarkston. Per recommendations from the 2025 Comprehensive Plan, the City has adopted wetland protection policies in section 5.2 of the Clarkston Code of Ordinances. Permitted uses include conservation, preservation, passive recreational activities and agriculture among others. Prohibited uses include receiving areas for toxic or hazardous waste and landfills.

Protected Mountains //

There are no protected mountains in Clarkston.

Protected River Corridors //

There are no protected rivers in Clarkston.

Green Spaces & Flood Plains //







Three green spaces currently exist in Clarkston: Friendship Forest, Forty Oaks and Milam Park. Friendship Forest is a wildlife sanctuary owned by the City which recently went through a master planning

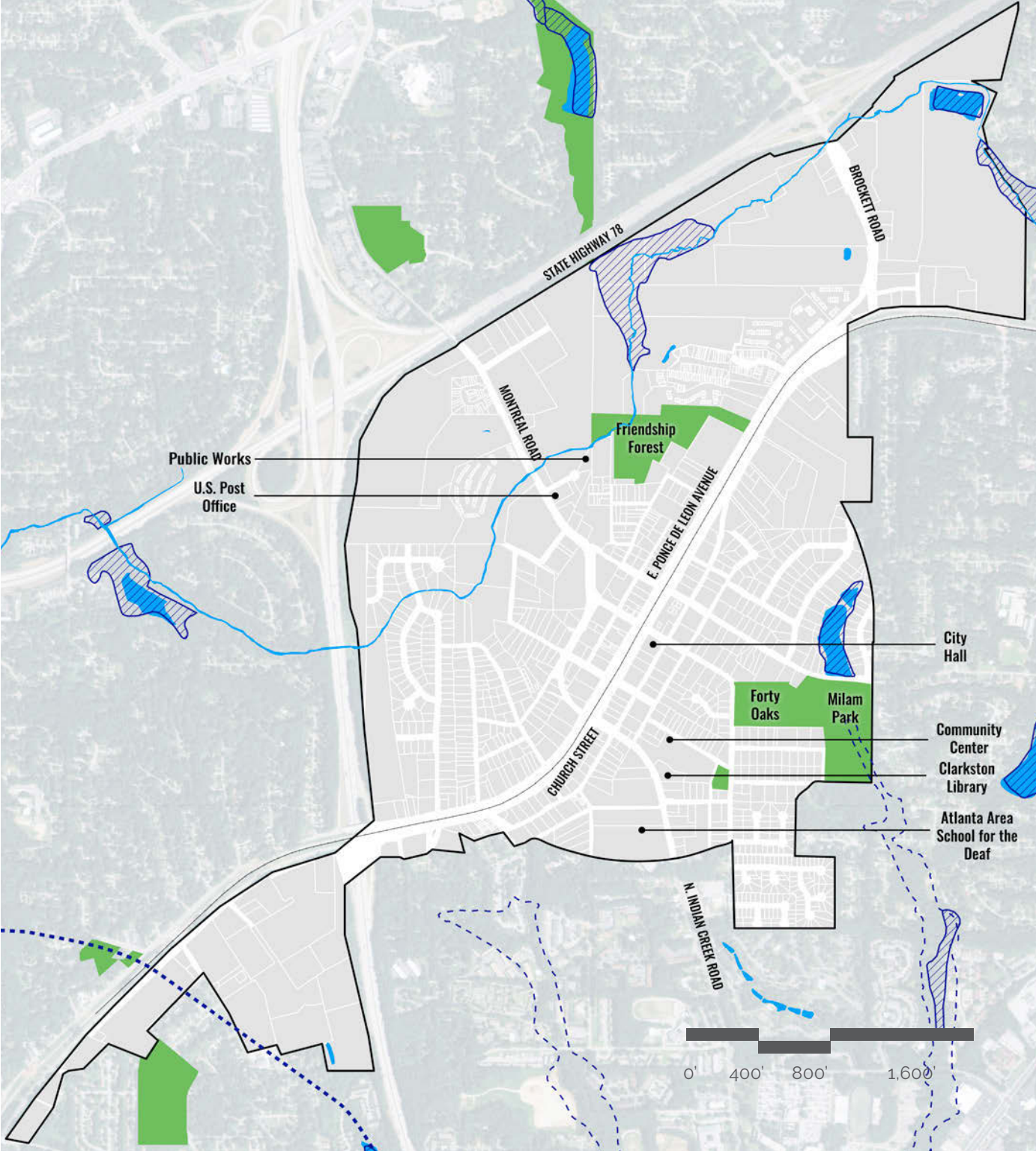
process. Forty Oaks is a nature preserve operated by DeKalb County. Milam Park is an active green space with a baseball diamond, ADA trail, rentable pavilions, a playground, tennis courts, soccer field, dog park, and a public pool operated by the City.

Clarkston has approximately 1.25 acres of land within the 100 year flood plain which runs through Milam Park. No 500 year flood plains exist inside the City limits.

WATER RESOURCES //

Legend

-  Stream
-  Groundwater Recharge Areas
-  100 Year Floodplain
-  500 Year Floodplain
-  National Wetlands
-  City Limits



TRANSPORTATION //

The input on transportation built upon the projects that were proposed in the LCI study. Here are the most desired opportunities we heard throughout our engagement process.

Proposed Policies //

- Encourage development within and between local nodes to be more transit supportive
- Enhance the existing transit options including a local shuttle service
- Implement a community shuttle system
- Create a comprehensive trail system including the green necklace park system
- Focus on pedestrian and cyclist safety throughout the city
- Ensure balance between automobiles & other users*
- Repair or replace sidewalks*
- Focus pedestrian and landscape improvements in areas with the high visibility*
- Limit the number of curb cuts and incorporate access management techniques*
- Fill in sidewalks in residential neighborhoods*

*from 2015 LCI



TRAIL SYSTEM

The most popular transportation opportunity identified was to create a comprehensive trail system throughout the City. The community desires to build on the presence of the existing PATH trail from Stone Mountain. There is a strong demand for ease of access from one end of Clarkston to another.

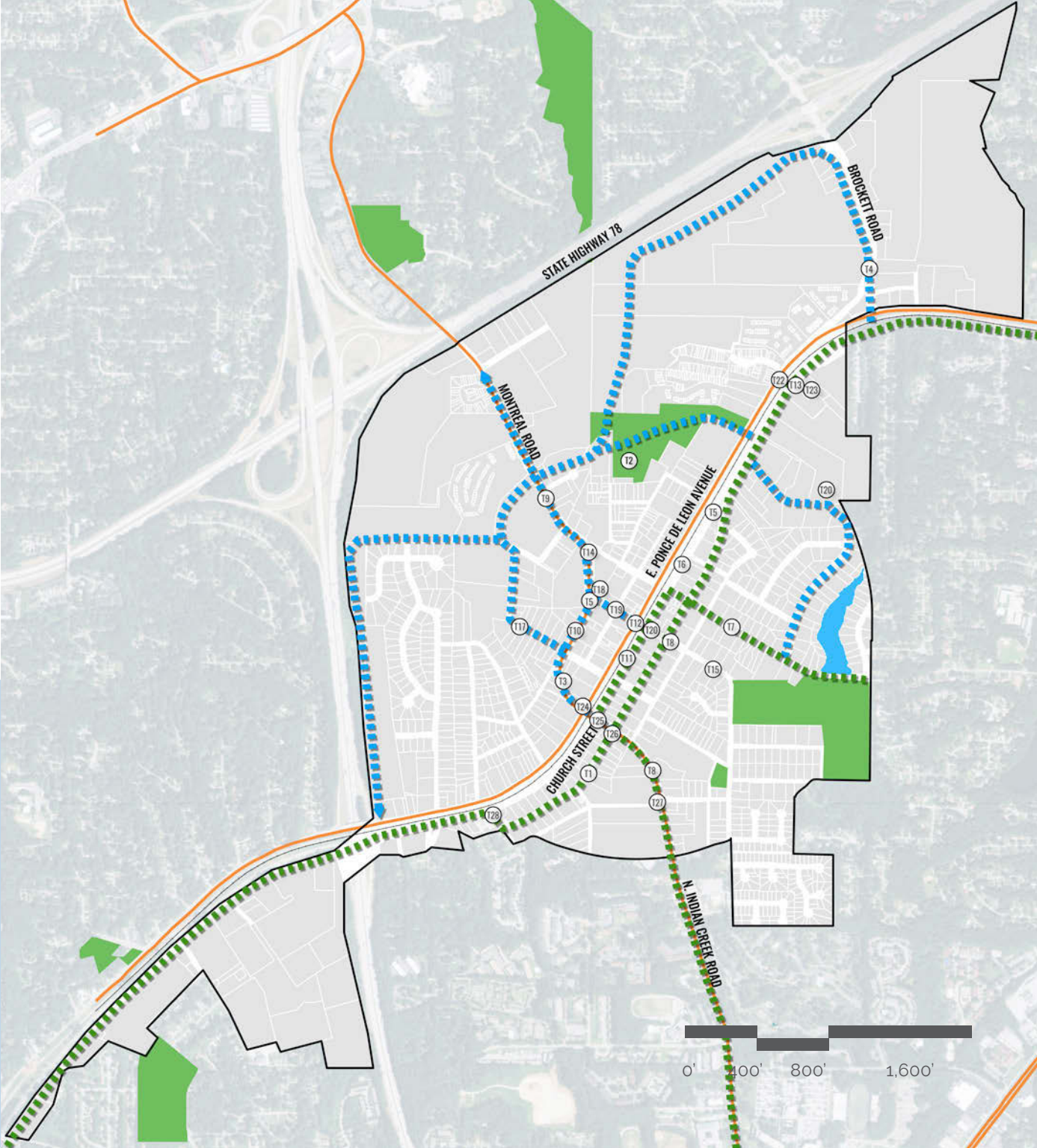
Top: This photo shows the existing PATH trail west of Interstate 285 near current industrial uses. (TSW)

Right: The proposed comprehensive trail system in Clarkston that reflects LCI recommendations and Clarkston 2040 public input

TRANSPORTATION //*

Legend

- Existing Bike System
- Comprehensive Bike System
- 5-minute walk (as the crow flies)
- Marta Bus Lines
- Railroads
- City Limits
- Parcels
- Transportation Project



*A list of these projects begins on page 62



LAND USE //

Through our findings the Project Team simplified the land use categories and minimized them to five for ease of use and clarity. The previous Comprehensive Plan applied Character Areas to the Future Land Use Plan. The most common theme of the engagement was the desire for Mixed Use in the core. Through the color exercise at Planning Forum #1 the Project Team developed the Future Land Use map on the opposite page.

Proposed Policies //

- Encourage mixed-use developments in the downtown core and annexed outer nodes
- Develop a civic space that includes a Town Green, amphitheater and water feature within the downtown core
- Beautify the rail corridor

Proposed Future Land Use Designations //

- Mixed Use: A mix of diverse uses including multi-family housing, commercial, office, and urban compatible industrial uses (maker spaces, manual crafts and breweries). The community desires both vertical

and horizontal mixes of uses to match the historic development character of the City.

- Single Family Areas: This designates areas for preservation of single family homes, both historic as well as new development. Townhomes and single family homes are allowed in this area.
- Traditional Neighborhood Development: These areas are designated to nurture traditional neighborhood development patterns and housing types. This includes walkable areas of single family homes, duplexes and triplexes, cottage courtyard housing, 4-6 unit walk-up apartment buildings, and townhouses.
- Industrial: Non-nuisance light industrial uses.
- Parks/Open Spaces: This includes all passive and active public spaces.

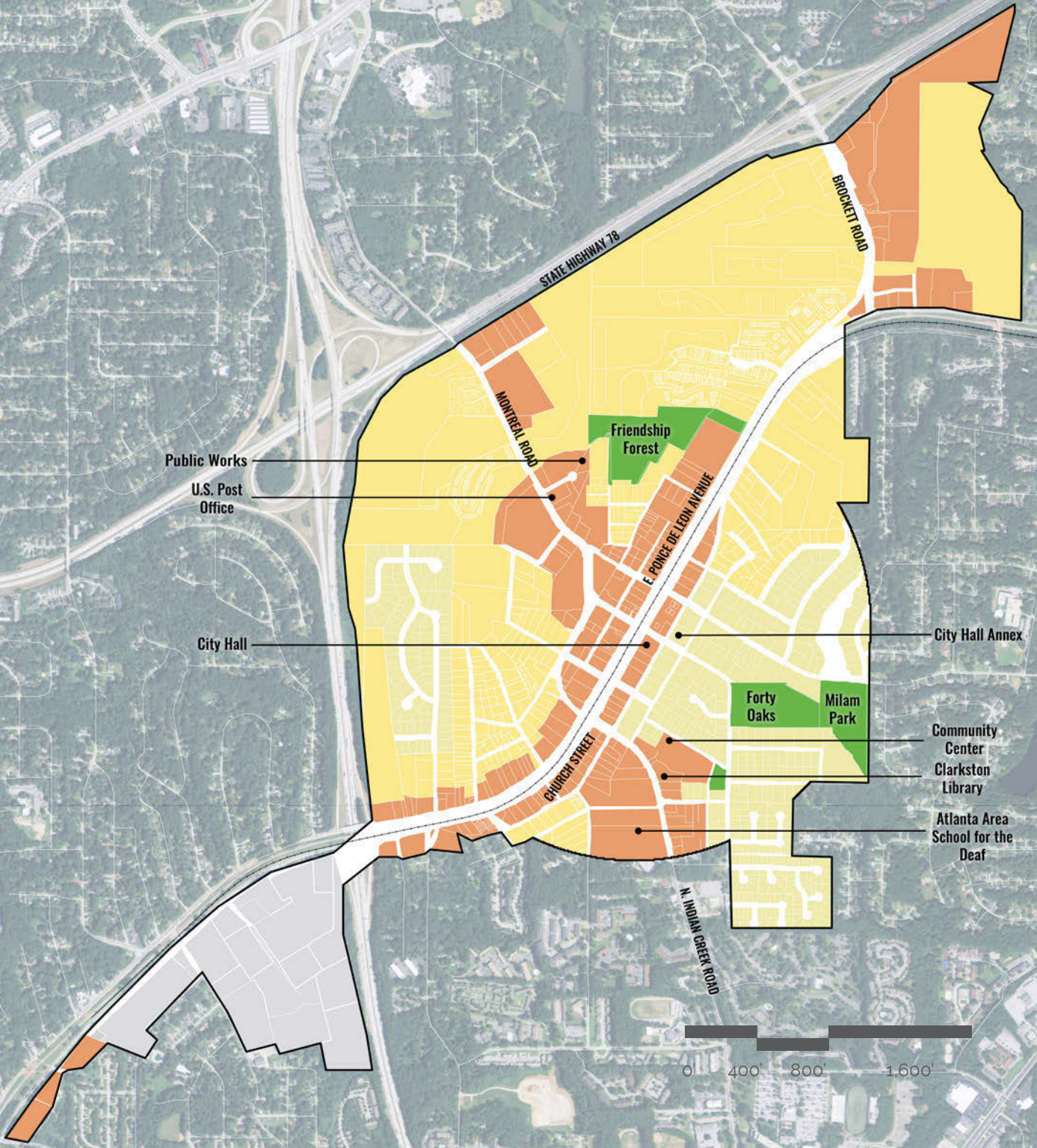


Top Right: Community members at Planning Forum #1 coloring their Future Land Use and Parks maps. (TSW)

FUTURE LAND USE //

Legend

- Mixed-Use
- Traditional Neighborhood Development
- Single Family Home Areas
- Industrial
- Parks/Open Space
- Clarkston City Limits



COMMUNITY WORK PLAN //

PROJECT LIST //

LAND USE & OPEN SPACE

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
LU.1	Move & Enhance Community Gateways to City Limits	2016	\$200,000	General Fund	City Admin.	New
LU.2	New City Hall that incorporates vertical mixed use (commercial below, city offices above)	2020	\$2,500,000	General Fund	City Admin.	New
LU.3	Create Town Green/Central Multi-Purpose Public Space	2018	\$2,500,000	General Fund	City Admin.	New
LU.4	Comprehensive Bicycle Infrastructure Plan	2017	Staff Time	General Fund	City Admin.	New
LU.5	Update Existing Parks Master Plan	2017	Staff Time	General Fund	City Admin.	New
LU.6	Uniform Sign Program & Ordinance	2017	\$350,000	General Fund	City Admin.	New
LU.7	Design/Create Public Spaces & Pocket Parks	TBD	2018	General Fund	City Admin./ Private	New
LU.8	Implement Design Guidelines for all non-residential uses	2017	Staff Time	General Fund	City Admin.	New
LU.9	Incorporate South Fork Creek Park	2018	Staff Time	General Fund	City Admin.	New
LU.10	Rowland Street	2018	\$69,600	LCI/General Fund	City Admin.	New
LU.11	South Fork Peachtree Creek Multi-Use Trail	2018	\$24,000	LCI/General Fund	City Admin.	New
LU.12	North Indian Creek Multi-Use Trail	2018	\$919,000	LCI/General Fund	City Admin.	New
LU.13*	Continue professionalization of zoning and planning review, with associated amendments to zoning and development regulations	2012 - Present	\$5,000	General Fund	City Admin.	Underway

*From 2011-2015 Community Work Plan

PROJECT LIST //

LAND USE & OPEN SPACE (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
LU.14*	Create subdivision regulations independent from DeKalb County	2012 - Present	\$10,000	General Fund	City Admin.	Underway
LU.15*	Seek grants and private sector funding to improve aesthetics of community	2012 - Present	\$50,000	General Fund	City Admin.	Underway
LU.16*	Amend Comprehensive Plan to include updated policies and development (Complete Streets policy, Active Living Plan, PATH trail, etc.)	2012 - Present	\$2,000	General Fund	City Admin.	Underway

COMMUNITY RESOURCES & FACILITIES

CF.1*	Re-Assess recreation uses at Milam Park and development strategic plan	2012- Present	\$15,000	General Fund	City Admin.	
CF.2*	Waste management and recycle systems (privatized)	2011 - Present	\$800,000	DeKalb County/ CDBG	Council/Mayor/ City Admin.	Underway
CF.3*	Assess Public Works O&M role with future capital project implementation	2011 - Present	\$10,000	General Fund	City Admin.	Underway
CF.4*	Sidewalk maintenance and improvement: implement Clarkston Active Living Plan	2011 - Present	\$15,000	General Fund	City Admin.	Underway
CF.5*	Conduct a Needs Assessment for city facility space planning; prepare alternatives analysis for site location(s) and siting options that would resolve space deficiencies	2012 - Present	\$4,000	General Fund	City Admin.	Underway

*From 2011-2015 Community Work Plan

COMMUNITY WORK PLAN //

PROJECT LIST //

TRANSPORTATION

PEDESTRIAN & BICYCLE

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
T.1	Rowland Street	2018	\$69,600	LCI/General Fund	City Admin.	New
T.2	South Fork Peachtree Creek Multi-Use Trail	2018	\$24,000	LCI/General Fund	City Admin.	New
T.3	North Indian Creek Multi-Use Trail	2018	\$919,000	LCI/General Fund	City Admin.	New
T.4	Brocket Street Multi-Use Trail	2019	TBD	LCI/General Fund	City Admin.	New
T.5	East Ponce de Leon Streetscape	2017	\$3,538,000	LCI/General Fund	City Admin.	New
T.6	Church Street Streetscape	2018	\$388,000	LCI/General Fund	City Admin.	New
T.7	Norman Road Sidewalk		\$8,881,000	LCI/General Fund	City Admin.	New
T.8	North Indian Creek at Clarkston Public Library Sidewalk	2018	\$170,000	LCI/General Fund	City Admin.	New
T.9	Montreal Road Sidewalk	2018	\$247,000	LCI/General Fund	City Admin.	New
TRANSIT						New
T.10	North Indian Creek Bus Stop Improvement	2017	\$240,000	LCI/General Fund	City Admin.	New
T.11	East Ponce de Leon Avenue Bus Stop Improvement				City Admin.	New
RAILROAD						
T.12	Market Street Crossing Upgrade	2017	\$240,000	GDOT/General Fund	City/CSX	New
T.13	Wilson Street Crossing Upgrade	2017	\$240,000	GDOT/General Fund	City/CSX	New

*From 2011-2015 Community Work Plan

PROJECT LIST //

TRANSPORTATION (CONTINUED)

VEHICULAR

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
T.14	North Indian Creek Drive Road Diet between East Ponce de Leon Avenue and Montreal Road	2018	\$245,812	LCI/General Fund	City Admin.	New
T.15	Market Street Complete Street (North Indian Creek Drive to Rowland Street)	2018	\$2,450,160	LCI/General Fund	City Admin.	New
T.16	Market Street Complete Street (Rowland Street to City Limit)	2018	\$4,161,360	LCI/General Fund	City Admin.	New
T.17	Hill Street Complete Street	2019	\$3,381,600	LCI/General Fund	City Admin.	New
INTERSECTION SIGNALS & PEDESTRIAN CROSSINGS						
T.18	Market Street at North Indian Creek Drive, intersection signal upgrade	2018	\$240,000	LCI/General Fund	City Admin.	New
T.19	Market Street at Vaughn Street, install signal	2018	\$240,000	LCI/General Fund	City Admin.	New
T.20	Market Street at East Ponce de Leon Avenue, intersection signal upgrade	2018	\$240,000	LCI/General Fund	City Admin.	New
T.21	Market Street at Church Street, install signal		\$240,000	LCI/General Fund	City Admin.	New
T.22	Wilson Street at Church Street, install signal	2019	\$360,000	LCI/General Fund	City Admin.	New
T.23	North Indian Creek Drive at East Ponce de Leon Avenue, intersection operational improvement (from DeKalb Comprehensive Transportation Plan)	2019	\$484,000	GDOT/General Fund	City Admin.	New

COMMUNITY WORK PLAN //

PROJECT LIST //

TRANSPORTATION (CONTINUED)

INTERSECTION SIGNALS & PEDESTRIAN CROSSINGS (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
T.24	North Indian Creek at Rowland Street, intersection safety improvement	2019	\$360,000	GDOT/General Fund	City Administration	New
T.25	North Indian Creek at Debelle Street, intersection safety improvement	2019	\$360,000	GDOT/General Fund	City Administration	New
T.26	Church Street at Lovejoy Street, intersection geometry improvement		\$360,000	GDOT/General Fund	City Administration	New

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE

T.27*	Streetscape Projects under GDOT Project (PI#9217)	2011 - Present	\$6 million	GDOT/GF/SRTA Loan/LCI	City Admin.	Underway
T.27a*	Streetscape: East Ponce de Leon (I-285 to North Indian Creek)	see above	see above	see above	see above	see above
T.27b*	Streetscape: Church St (I-285 to Norman Rd)	see above	see above	see above	see above	see above
T.27c*	Streetscape: Market St (East Ponce de Leon to Rowland St)	see above	see above	see above	see above	see above
T.27d*	Streetscape Norman Rd (Church St to Milam Park)	see above	see above	SRTA/CDBG	see above	see above

*From 2011-2015 Community Work Plan

PROJECT LIST //

TRANSPORTATION (CONTINUED)

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
T.28*	Streetscape: East Ponce de Leon (North Indian Creek to Friendship Forest)	see above	see above	GDOT/GF/SRTA Loan/LCI	see above	see above
T.29*	Improve traffic signal timing and minor system improvements at North Indian Creek and East Ponce and Church Street	2012 - Present	see above	GDOT/GF/SRTA Loan/LCI	City Admin.	Underway
T.30*	Enhance connectivity per LCI transportation plan and/Clarkston Active Living Initiative	2012 - Present	\$40,000	General Funds	City Admin.	Underway
T.31*	Perform preliminary engineering and acquire necessary ROW for railroad crossing and other LCI/Earmark transportation projects	2011 - Present	\$600,000	GDOT/GF/SRTA Loan/LCI	Planning & Development/ City Admin.	Underway
T.32*	Inventory and prioritize substandard local roads needing upgrades; prepare budget and schedule	2011 - Present	\$10,000	General Funds/ DeKalb Co.	City Admin.	Underway
T.33*	Provide pedestrian improvements to Clarkston Lake dock area	2011 - Present	\$25,000	General Funds	City Admin.	Underway
T.34*	Develop and implement short and long range plans for capital, transportation and stormwater infrastructure projects	2011 - Present	\$500,000	General Funds/ Stormwater Enterprise Fund/ State-Local-Federal	City Admin.	Underway

*From 2011-2015 Community Work Plan

COMMUNITY WORK PLAN //

PROJECT LIST //

TRANSPORTATION (CONTINUED)

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
T.35*	Assess and implement where practical alternate methods of delivering public work services to residents	2011 - Present	\$300,000	General Funds/ Grants/ DeKalb County	City Admin.	Underway
T.36*	Complete the sidewalk inventory to prioritize sidewalk maintenance, crosswalk and signage needs	2012 - Present	\$5,000	General Funds/ Grants	City Admin.	Underway
T.37*	Signage: Pursue and implement grant for both roadway safety signage and wayfinding signage	2012 - Present	\$3,000	General Funds/ GDOT	City Admin.	Underway

POPULATION, HOUSING & MARKET

H.1	Provide incentives for Private Sector Development	2017	Staff Time	General Fund	City Administration	New
H.2	Coordinate with DeKalb County Development Authority to promote private investment for infill and redevelopment initiatives	2017	Staff Time	General Fund	City Administration	New
H.3	Investigate the potential for a Downtown Development Authority	2017	Staff Time	General Fund	City Administration	New

*From 2011-2015 Community Work Plan

PROJECT LIST //

POPULATION, HOUSING & MARKET (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
H.4	Develop a Community Development Corporation	2017	Staff Time	General Fund	City Administration	New
H.5*	Monitor citywide adherence to housing policies for desired mix of uses	2011 - Present	Staff Time	General Fund	City Administration	Underway
H6*	Identify and publicize local state, federal, and private/nonprofit housing programs and incentives to upgrade existing housing units	2017	Staff Time	General Fund	City Administration	Underway
H7*	Assess budget implications and mechanism for housing incentives for city personnel/staffing	2017	Staff Time	General Fund	City Administration	Underway

ECONOMIC DEVELOPMENT & REDEVELOPMENT

ED.1*	In association with business and community at large, create and assess and update "Vision" for the Clarkston Community through charrettes	2015 - Present	\$20,000 (match for \$100K total)	General Funds	Planning & Development	Underway
ED.2*	Create electronic record systems for improved customer service and record keeping	2012 - Present	\$15,000	General Fund	Planning & Development	Underway
ED.3	Web content improvements: Promote and highlight activities such as pool, LCI Implementation, trail amenity, Active Living Plan, etc.	2012 - Present	\$15,000	General Fund	City Administration	Underway

*From 2011-2015 Community Work Plan

COMMUNITY WORK PLAN //

PROJECT LIST //

ECONOMIC DEVELOPMENT & REDEVELOPMENT (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
ED.4*	Prepare budget and prioritization for wayfinding plan of action and implement strategic wayfinding signage	2012 - Present	Staff Time	General Fund	City Administration	Underway

INTERGOVERNMENTAL AND BUSINESS/COMMUNITY COORDINATION

IC.1*	Coordinate with DeKalb County Parks & Rec regarding all County owned land; focus on trail & parks planning; coordinate with PATH to build on bike path along CSX	2012- Present	Staff Time	N/A	City Administration	Underway
IC.2*	Coordinate with ARC, DeKalb County Public Works and GDOT for transportation improvements	2011- Present	Staff Time	N/A	City Administration	Underway
IC.3*	Initiate and seek business and community participation w/Capital Project at all phases of projects	2011- Present	\$5,000	General Fund	City Administration	Underway
IC.4*	Seek opportunities to develop a Business Improvement District in coordination with downtown business partners	2011- Present	\$10,000	General Fund	City Administration	Underway
IC.5*	Enhance coordination with immigrant population on quality of life issues	2011- Present	\$0	N/A	City Administration	Underway

*From 2011-2015 Community Work Plan

PROJECT LIST //

INTERGOVERNMENTAL AND BUSINESS/COMMUNITY COORDINATION (CONTINUED)

#	PROJECT NAME/DESCRIPTION	YEAR	COST	FUNDING SOURCE	RESPONSIBLE PARTY	STATUS
IC.6*	Establish relationship with CSX - RR Gateway to the Community	2011-Present	\$20,000	General Fund	City Administration	Underway
IC.7*	Review city limit boundaries with DeKalb County in consideration of cities future growth and capital improvement plans	2011-Present	\$30,000	General Fund	City Administration/City Council	Underway
IC.8*	Work with ARC and the Metropolitan North Georgia Water District to implement water quality and supply management plans	2011-Present	\$5,000	General Fund	City Administration	Underway
IC.9*	Review and revise as appropriate Intergovernmental Service Agreement with DeKalb County	2012 - Present	Staff Time	N/A	City Administration	Underway

CULTURAL RESOURCES

CR.1*	Identify and create database of cultural/historic resources	2014 - Present	Staff Time	General Fund	Planning & Development	Underway
-------	---	----------------	------------	--------------	------------------------	----------

NATURAL RESOURCES & STORMWATER MANAGEMENT

NR.1*	Finalize draft Tree Ordinance and implement new administrative guidelines & procedures	2012 - Present	Staff Time	N/A	Planning & Development/ City Council	Underway
-------	--	----------------	------------	-----	--------------------------------------	----------

*From 2011-2015 Community Work Plan

APPENDIX: REPORT OF ACCOMPLISHMENTS: SHORT-TERM WORK PROGRAM 2011-2015 //

PROJECT LIST //

HOUSING & POPULATION

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
H.1	Monitor citywide adherence to housing policies for desired mix of uses		X			
H.2	Review rezoning and master plan proposal for consistency with housing policies	X				
H.3	Identify and publicize local state, federal, and private/nonprofit housing programs and incentives to upgrade existing housing units		X			
H.4	Assess budget implications and mechanism for housing incentives for city personnel/staffing.				X	

ECONOMIC DEVELOPMENT & REDEVELOPMENT

ED.1	Conduct 10-year update to LCI and adjust vision as necessary to reflect changing economic conditions	X				
ED.2	Review and amend sign ordinance and business license procedures to ease process and shorten wait time	X				
ED.3	In association with business and community at large, create and assess and update "Vision" for the Clarkston Community through charrettes		X			
ED.4	Create electronic record systems for improved customer service and record keeping		X			

PROJECT LIST //

ECONOMIC DEVELOPMENT & REDEVELOPMENT (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED.5	Web design improvements: update design for easier use and better imaging/messaging	X				
ED.6	Web content improvements: Promote and highlight activities such as pool, LCI Implementation, trail amenity, Active Living Plan, etc.	X				
ED.7	Prepare budget and prioritization for wayfinding plan of action and implement strategic wayfinding signage		X			

CULTURAL RESOURCES

CR.1	Identify and create database of cultural/historic resources			X		
------	---	--	--	---	--	--

NATURAL RESOURCES & STORMWATER MANAGEMENT

NR.1	Friendship Forest Tree Project planting	X				
NR.2	Friendship Forest Tree: define Vision, prepared phased management plan, pursue Tree City USA funds	X				
NR.3	Update land development ordinances to delete contradictions and update per land disturbance authority; prepare procedures, application procedures and monitoring requirements on site development.	X				
NR.4	Finalize draft Tree Ordinance and implement new administrative guidelines & procedures			X		

PROJECT LIST //

NATURAL RESOURCES & STORMWATER MANAGEMENT (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
NR.5	Submit final documentation for LCI; Contract a water quality/S&E/stormwater inspector to provide enforcement of water quality regulations.	X				

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE

T.1	Streetscape Projects under GDOT Project (PI#9217)		X			
	Streetscape: East Ponce de Leon (I-285 to North Indian Creek)		X			
	Streetscape: Church Street (I-285 to Norman Rd)			X		
	Streetscape: North Indian Creek (East Ponce de Leon to Montreal Rd)				X	
	Streetscape: Montreal Rd (from North Indian Creek to Church Street)	X				
	Streetscape: Market St (East Ponce De Leon to Rowland St)		X			
	Streetscape Norman Rd (Church St to Milam Park)		X			
T.2	Streetscape: East Ponce de Leon (North Indian Creek to Friendship Forest)		X			
T.3	Improve traffic signal timing and minor system improvements at North Indian Creek and East Ponce and Church Street		X			
T.4	Coordinate with DeKalb County CTP planned update	X				

PROJECT LIST //

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
T.5	Enhance connectivity per LCI transportation plan and/Clarkston Active Living Initiative		X			
T.6	Pursue new LCI funding grants; "Last Mile Connectivity" and "Pedestrian Safety" related to transit stops	X				
T.7	Perform preliminary engineering and acquire necessary right-of-way for railroad crossing and other LCI/Earmark transportation projects		X			
T.8	Inventory and prioritize substandard local roads needing upgrades; prepare budget and schedule		X			
T.9	Provide pedestrian improvements to Clarkston Lake dock area		X			
T.10	Develop and implement short and long range plans for capital, transportation and stormwater infrastructure projects		X			
T.11	Assess and implement where practical alternate methods of delivering public work services to residents		X			
T.12	Integrate Complete Streets policy into Comp Plan and into development regulations as appropriate	X				
T.13	Complete the sidewalk inventory to prioritize sidewalk maintenance, crosswalk and signage needs		X			

PROJECT LIST //

TRANSPORTATION/PUBLIC WORKS INFRASTRUCTURE (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
T.14	Singage: Purse and implement grant for both roadway safety signage and wayfinding signage		X			

COMMUNITY FACILITIES

CF.1	Milam Park and Pool Facility: bid and construction	X				
CF.2	Upgrade baseball field and playground (contact survey regrading use preference for fields)	X				
CF.3	Re-assess recreational uses at Milam Park and development strategic plan		X			
CF.4	Waste management and recycle systems (privatized)		X			
CF.5	Assess Public Works O&M role with future capital project implementation		X			
CF.6	Sidewalk maintenance and improvement: implement Clarkston Active Living Plan		X			
CF.7	Conduct a Needs Assessment for city facility space planning; prepare alternatives analysis for site location(s) and siting options that would resolve space deficiencies		X			

INTERGOVERNMENTAL AND BUSINESS/COMMUNITY COORDINATION

IC.1	Coordinate with DeKalb County Community Development for housing and foreclosure programming				X	
------	---	--	--	--	---	--

PROJECT LIST //

INTERGOVERNMENTAL AND BUSINESS/COMMUNITY COORDINATION (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
IC.2	Coordinate with DeKalb County Parks & Rec regarding all County owned land; focus on trail & parks planning; coordinate with PATH to build on bike path along CSX		X			
IC.3	Coordinate with ARC, DeKalb County Public Works and GDOT for transportation improvements		X			
IC.4	Initiate and seek business and community participation w/Capital Project at all phases of projects		X			
IC.5	Seek opportunities to develop a Business Improvement District in coordination with downtown business partners			X		
IC.6	Enhance coordination with immigrant population on quality of life issues		X			
IC.7	Establish relationship with CSX - RR Gateway to the Community		X			
IC.8	Seek Local Issuing Authority (LIA) status with DeKalb Soil & Water & EPD	X				
IC.9	Review city limit boundaries with DeKalb County in consideration of cities future growth and capital improvement plans		X			
IC.10	Work with ARC and the Metropolitan North Georgia Water District to implement water quality and supply management plans		X			

PROJECT LIST //

INTERGOVERNMENTAL AND BUSINESS/COMMUNITY COORDINATION (CONT'D)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
IC.11	Review and revise as appropriate Intergovernmental Service Agreement with DeKalb County		X			

LAND USE AND URBAN DESIGN

LU.1	Update zoning regulations to reflect current procedures	X				
LU.2	Continue professionalization of zoning and planning review, with associated amendments to zoning and development regulations		X			
LU.3	Create subdivision regulations independent from DeKalb County		X			
LU.4	Seek grants and private sector funding to improve aesthetics of community		X			
LU.5	Amend Comprehensive Plan to include updated policies and developments (Complete Streets policy, Active Living Plan, PATH trail, etc)		X			