



City of Dunwoody ■ Comprehensive Plan
Community Agenda

June 2010



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RESOLUTION TO TRANSMIT THE COMPREHENSIVE PLAN (COMMUNITY AGENDA) OF THE CITY OF DUNWOODY TO THE ATLANTA REGIONAL COMMISSION AND THE STATE OF GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS


- WHEREAS,** the City of Dunwoody was incorporated and created by Charter granted by the State of Georgia, effective December 1, 2008, after a positive referendum vote; and
- WHEREAS,** the City of Dunwoody is subject to the State of Georgia Planning Act of 1989 which calls for a certified Comprehensive Plan in order to obtain and maintain the status of a Qualified Local Government; and
- WHEREAS,** the City of Dunwoody, Georgia is a member of the Atlanta Regional Commission, an agency created to provide regional planning and intergovernmental coordination among certain county and city governments in the metropolitan area of Atlanta; and
- WHEREAS,** the City Charter provided for a transitional period beginning on December 1, 2008, and ending at midnight, November 30, 2010; and
- WHEREAS,** during this transitional period, as a measure to plan for the future of the City, the City adopted an "Interim 2025 Comprehensive Plan," based upon DeKalb County's 2025 Comprehensive Plan, to be effective while the City completed its own Comprehensive Plan; and
- WHEREAS,** the City has initiated a process to complete the Community Assessment, Community Participation Program, and the Community Agenda comprising the Comprehensive Plan, Future Land Use Map and Short Term Work Program (STWP) within this transitional period; and
- WHEREAS,** in order to adopt a Comprehensive Plan meeting the requirements of law, and to obtain and maintain Qualified Local Government status at an Advanced Planning Level, the City of Dunwoody prepared the Community Assessment and Community Participation Program documents, being labeled and described as the "City of Dunwoody Comprehensive Plan 2010-2030, Community Assessment" and the "City of Dunwoody Comprehensive Plan 2010-2030, Community Participation Program", held the required Public Hearing, and transmitted these documents (Part I) to the Atlanta Regional Commission and the State of Georgia Department of Community Affairs for review in accordance with procedures prescribed by state law, with such documents being incorporated by reference; and
- WHEREAS,** the Atlanta Regional Commission and the State of Georgia completed the review of the City of Dunwoody Community Assessment and Community Participation Plan and determined such components complied with local planning requirements; and

WHEREAS, the Community Agenda (Part II) has been prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989, and the required public hearings were held by the Planning Commission on April 20, 2010 and the Mayor and City Council on May 24, 2010;

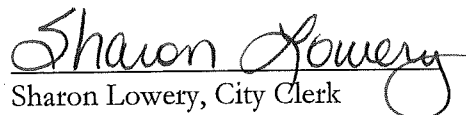
THEREFORE, BE IT RESOLVED, that the MAYOR AND COUNCIL OF THE CITY OF DUNWOODY hereby transmit the Community Agenda (part II component) of the 20-year Comprehensive Plan, Future Land Use Map and Short Term Work Program, inclusive of any supplemental information requested by the Mayor and City Council during the subject Public Hearing, to the Atlanta Regional Commission and the Georgia Department of Community Affairs for official review as required by the rules governing the Planning Act of 1989.

BE IT FURTHER RESOLVED by the Mayor and Council for the City of Dunwoody that the Resolution herein authorizes transmittal as prescribed effective this 24th day of May, 2010.

Approved:


Ken Wright, Mayor

Attest:


Sharon Lowery, City Clerk

(Seal)



COMMUNITY AGENDA

INTRODUCTION AND OVERVIEW OF PLANNING PROCESS

The City of Dunwoody has completed the process of creating its first Comprehensive Plan. The Community Development Department led the effort of coordinating goals and policies across city departments, and a Steering Committee served as an advisory role both in soliciting public input and reviewing draft documents. A team of consultants facilitated meetings and prepared drafts, as directed by city staff.

The Comprehensive Planning effort contemplates the **2010-2030 planning period** and has been completed per the Rules of the Georgia Department of Community Affairs (DCA), Chapter 110-12-1, effective May 1, 2005. It establishes a long-range vision and commits the City to a short-term action plan.

DCA rules state the format of the Comprehensive Planning process consists of three distinct components as follows:

Community Assessment	Summary of existing conditions with supporting data and maps
Community Participation	Program for providing public input opportunities
Community Agenda	Policy goals and strategies for plan implementation

The **Community Agenda** is the heart of the Comprehensive Plan; it articulates the community vision for a 20-year planning period and provides the policy that guides land-use decision making. It also specifies the short-term (five-year timeframe) strategies by which the community intends to pursue its vision. The Community Agenda is based largely on input derived from the community during the process of citizen involvement as outlined in the Community Participation Program. A Steering Committee met regularly to help draft the Community Agenda and balance the various viewpoints expressed during the public input process.

Over a ten-month period, the City of Dunwoody conducted **ten community meetings** to identify issues and opportunities and to define future development for different neighborhoods in the City, defined as Character Areas. Five of the meetings focused on the Character Areas where public input indicated change was most desired or pressure for change was likely to occur. During these meetings, residents were most concerned with the traffic impacts of any change of future development activities. They also emphasized the need to retain the two-lane road





character of the City. While consensus emerged regarding the **overall vision** of the City – achieving more connectivity, walk-ability, green space and community gathering places and amenities -- there were very divergent viewpoints about ways to achieve those changes. Ultimately, the Steering Committee recommended to promote change in strategic areas such as the Georgetown area and in Dunwoody Village, but addressed concerns about impacts through defining transition rules (buffers, building height limits) and requiring functional green space should an exceptional, mixed-use project be proposed to transform these areas into the vision that the community desires. Furthermore, where appropriate, Character Area descriptions set parameters for innovative parking and analysis of traffic impacts.

The Community Agenda contains three substantive sections, which include required and optional components of the DCA planning standards: **the Community Vision, Issues and Opportunities, Policies** and an **Implementation Program**. These sections were developed through a process of community participation, relying upon the base-line data and map generated for the Community Assessment (see both the Executive Summary and Technical Appendix). The Character Areas are located within the Community Vision section.

The Comprehensive Plan documents the Dunwoody Community Vision through the tool of a **Future Development Map (FDM)** and the description of each Character Area defining land use, building form and site design. Together, the map and the intent described for each Character Area comprise the official land use policy that the city zoning ordinance must aim to implement; this policy framework must be referenced for individual land-use decisions to be valid. In addition, however, the Community Agenda establishes a set of **policies** regarding transportation, population and housing, community facilities, economic development, natural and cultural resources, and intergovernmental coordination that also inform land use – as well as other decisions such as infrastructure and capital improvement planning.

The Implementation Program includes a **Short-Term Work Program (STWP)** and **on-going programs** to structure long-range activities. The STWP serves to prioritize the goals and objectives that emerged through the Comprehensive Plan process. As a five-year strategic plan, it assigns benchmarks and tasks to specific city agencies and departments and, when appropriate, also assigns cost estimates. The City of Dunwoody will update the STWP annually in conjunction with its annual budget process so that Council members review the City's progress in conjunction with the STWP schedule, revisit priorities determined within the STWP, and subsequently allocate or re-allocate resources accordingly. Through the annual update, the STWP will be extended one year and stay current. It will also help the City identify any necessary amendments to the Comprehensive Plan in the interim years prior to a full update (conducted every 10 years).

Dunwoody's STWP is also organized to serve as a management tool so that department heads can establish workload priorities and revisit these priorities with future City Councils.

A minor amendment may be made at any time by Council; a major amendment requires notifying ARC and DCA, as well as a public hearing process.



SECTION I. COMMUNITY VISION

The community vision paints a picture of what the City of Dunwoody desires to become during the 20-year planning period from 2010 to 2030. It provides a description of the development patterns expected by the City and under what conditions certain development may be appropriate. Through a series of public meetings and workshops, Dunwoody residents and other stakeholders considered the character of different areas of the City; each character area is delineated on the City's **Future Development Map** (described below) and has a vision associated with it to guide future decisions regarding land use and design. This section begins with a generalized vision statement for the entire City, then presents the Future Development Map, and establishes **land use and design policy** via supporting text and illustrations for each character area in the City.

City-wide Vision Statement

The City of Dunwoody showcases its “big city appeal with small town feel” from the moment you cross its gateways. Through its unique, high-quality character as a safe, comfortable and thriving place to live, work, shop and play, **the City of Dunwoody preserves the past, promotes economic vitality, protects the residential nature of its neighborhoods, presents viable options as a place to live through all stages of life and ability, and prepares for the future through:**

- Historical designation designed to save, restore, and promote our heritage properties
- Continued high-quality development of the Perimeter business area designed to promote the economic engine of the City while enhancing convenience to products and services for our citizens
- Conservative, conscientious redevelopment of our other commercial nodes designed to enhance the quality of life of our residential neighborhoods
- Development of a variety of living options designed for all stages of life and ability
- Increased connectivity, enhanced transportation options—including bicycle and pedestrian, expanded functional greenspace and park ownership designed to improve the health, vitality and recreational enjoyment of our City's businesses and residents and the long-term sustainability of our City

In 2030, the City of Dunwoody will continue to offer a community experience, with metropolitan access. Capitalizing on its location – direct access onto Atlanta's perimeter I-285, minutes from Interstate 85 and Georgia 400, and a MARTA station for convenient travel to the Atlanta downtown/business district and Atlanta airport – the City draws corporate offices and education centers whose employees enjoy the historic charm of Dunwoody Village. Master planning efforts coordinated with the Dunwoody City Council, major property owners, and investors throughout Dunwoody will transform areas into more efficient and attractive corridors.



Additionally, the City will create gateway areas which give Dunwoody visitors and residents a distinct sense of arrival.

Future Development Map and Character Area Narrative

The Future Development Map and associated narrative below emerged from a series of ten community meetings (see Section V for the public participation summary). This section establishes the vision and intent for each character area. Starting from a character area map prepared for the Community Assessment, the steering committee and community meeting participants refined the boundaries and established parameters for the type of future development desired.

The Future Development Map (FDM) delineates the boundaries of each character area. **It is a visual representation of the City's future development policy.** Interpretation of the map is provided in the supporting text to be considered along with the City's zoning, the Quality Community Objectives and other local policies when decision-makers consider land development questions or requests. The supporting text provides written and graphic description of the types, forms, styles and patterns of development that the City will encourage in each area via **implementation measures, primarily zoning.**












The specific land use and other character features described will inform the preparation of zoning districts appropriate for each character area, with regulations concerning permitted and conditional land use, as well as criteria for urban design, environmental sustainability, connectivity, and infrastructure requirements. The Short Term Work Program (STWP) identifies updating zoning and development regulations as an action for the Community Development Department. The City of Dunwoody has added to its STWP a category of "type" to identify specific measures (regulations, investments, master plans) and has also prepared a set of long-range programs to detail the measures that the City will undertake to implement the vision and goals documented below. Furthermore, three sub-area plans adopted or supported by the City fall within character area boundaries found here, specifically: the Perimeter Livable Centers Initiative Study (LCI) and the two master plans programmed for 2010 - the Georgetown/Shallowford Master Plan and the Dunwoody Village Revitalization Master Plan.

As a City near full build-out, Dunwoody will experience change incrementally (lot by lot) in the majority of the City. Three areas, however, are likely to experience market pressure for redevelopment or are locations where the City intends to provide incentives for revitalization, and rules for both types of change need to be established. The community desires that the **majority of its land use – that dedicated to Stable Suburban Neighborhoods – remains the same.** Residential units are appropriate without a special land use permit only where existing residential units were allowed in the immediate previous zoning. The other development types described below can be defined similarly by use: Multi-family/Mixed-Use, Institutional, Regional Activity Center, Village Center, and Neighborhood Commercial. However, the Future Development



Map names the different characters primarily based on the location – such as street names or historical reference, to give it geographic context.

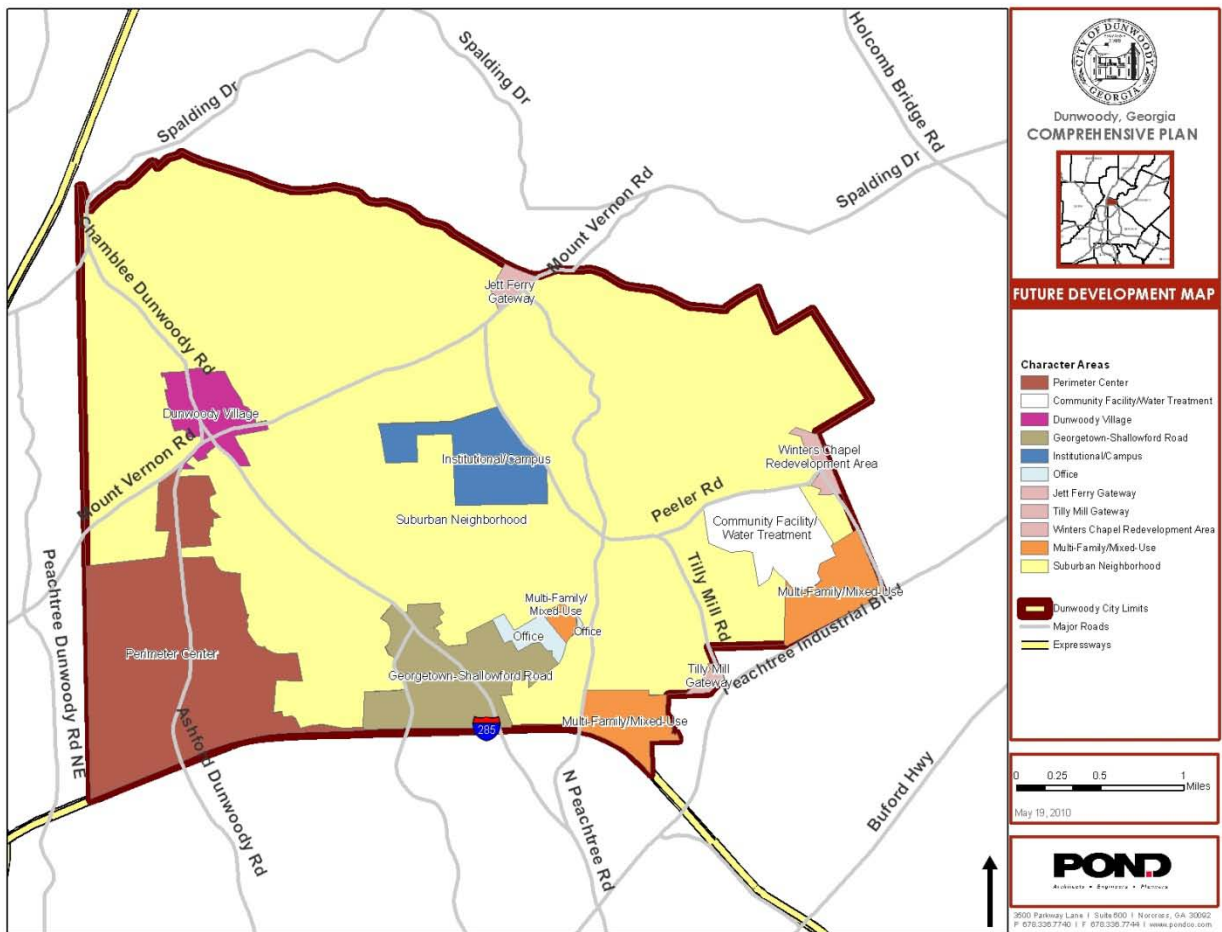
The character areas shown in the Future Development Map are:

	Perimeter Center		Suburban Neighborhood
	Dunwoody Village		Multi-Family/Mixed-Use
	Georgetown-Shallowford Road		Community Facility/Water Treatment
	Winters Chapel Redevelopment Area		Institutional/Campus
	Jett Ferry Gateway		Office
	Tilly Mill Gateway		

The supporting narrative provides policy direction for regulating future scale, design, and use to create an overall character as defined by an orienting “vision.” Where appropriate, statements for policy and goals are also established. Section III Policy and Goals supplement these with city-wide policies and long-range programs. The City’s eleven character areas are identified by name and the color used on the map. No vision or development standards needed to be developed for the Community Facility/Water Treatment site, as this use will remain unchanged and maintained by the water treatment facility.

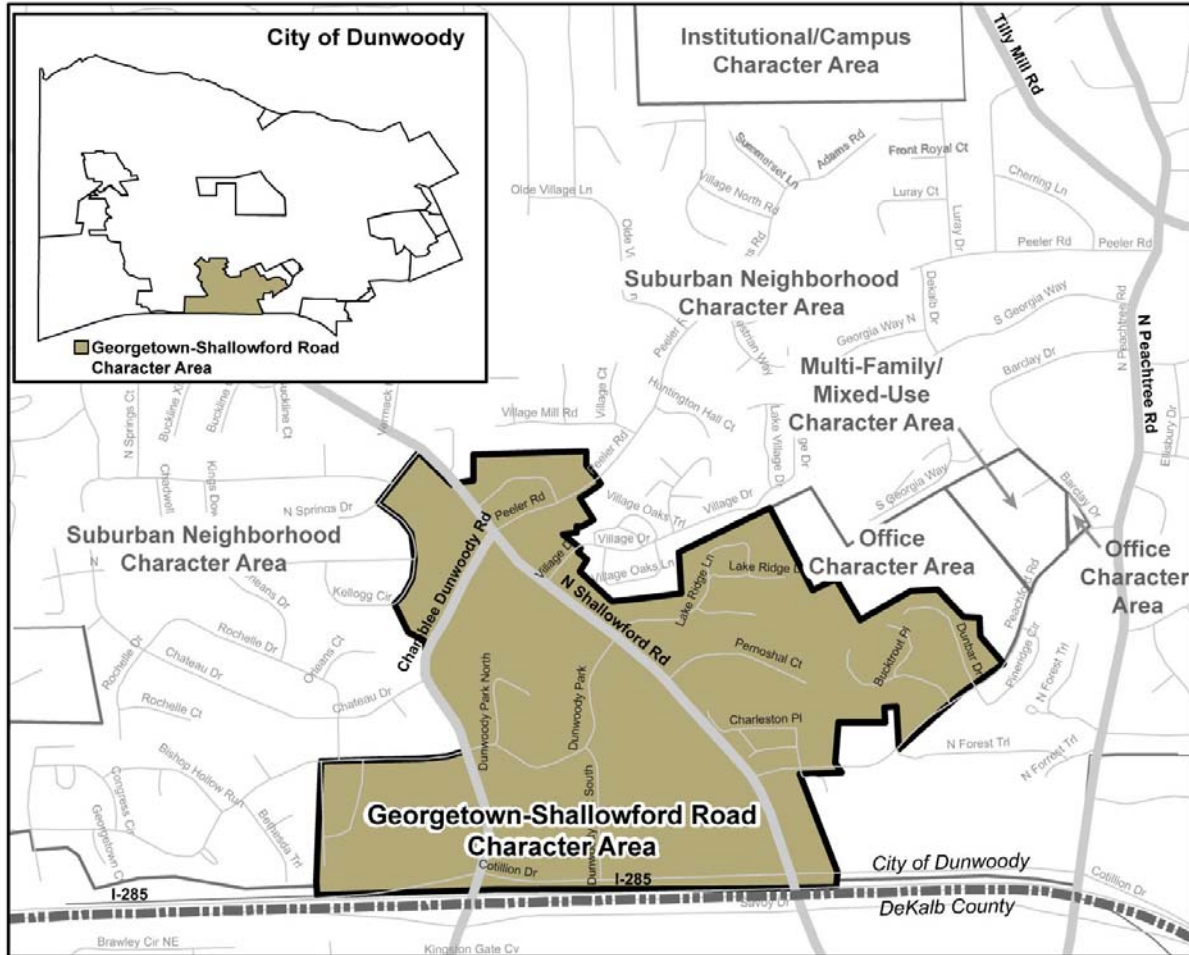


FIGURE 1: Future Development Map





Georgetown-Shallowford Road



Vision/Intent

By 2030, this area will redevelop into a pedestrian- and bicycle-oriented activity center with medium-scaled intensity of activity. A mix of commercial, office and high-end shopping integrated with multi-family as an accessory use, or as a primary use for senior living. Redevelopment will incorporate functional open space and greenways and preserve adjacent single-family homes protected by adequate buffering. Ideally, this area includes a community center where a wide array of activities achieve the City’s desire to be a “lifelong community,” allowing options for aging in place. Multi-use paths and transit options will invite alternative transportation modes and greater connectivity; new pedestrian and bicycle options will link area to Perimeter Center. It focuses more intense development along I-285 with transitions to adjacent residential subdivisions. Redevelopment takes advantage of the planned,



neighborhood transit station. Additional stand-alone multi-family apartment developments are not part of the City’s vision for this character area.

Georgetown - Shallowford Character Area Vision



FIGURE 2: Design elements envisioned for the Georgetown-Shallowford area

Future Development Intent

- **Height:**

- Up to 2-3 stories along the border of character area where adjacent to Suburban Residential Character
- For interior section of the Character Area, up to 5 stories maximum anticipated, but potentially up to 8 stories if and only if project proposal provides appropriate amenities such as civic spaces for assembly, public functional green space, streetscape improvements, internal grid patterns, innovative parking solutions and way-finding signage. Until such time as the City establishes amenity criteria for zoning



- and development regulations that can implement this vision, an applicant should indicate with site-plan-specific drawings how their project meets the vision and intent
- Heights and densities will transition downward as development moves towards the adjacent Suburban Character areas, protected by adequate buffering/transition zones
 - **Form:**
 - Buildings and site design organized to take advantage of transit
 - Characterized by transitions to adjacent uses (step down of building heights, buffers)
 - Public functional green space and connectivity
 - Innovative parking solutions including underground options and pedestrian- and bicycle-oriented features such as wrap-around parking, landscaping, and a senior-friendly environment
 - High quality materials such as stone and brick mix characterize architectural treatments
 - Transitional buffer zones will appropriately protect any adjacent residential
 - **Uses:** Appropriate uses include a mix of quality, public space (plazas, pocket-parks) and Civic Institutional uses, Commercial, Office, Mixed-Use with residential components accommodating the creation of a lifelong community:
 - **Residential Density:** Up to 18 units to the acre for a mix of condominium and townhouse, only on the interior and along I-285; up to 30 units to the acre for age-restricted, senior housing only on the interior of the character area; 12 units to the acre elsewhere but require 2 story maximum and transitions along border of suburban character area. Additional density is allowable, if and only if, the nature of the mixed-use development provides exceptional opportunities for creating a high quality community.
 - **Commercial:** Big-box retail is not appropriate (65,000 square foot or greater)



FIGURE 3: Appropriate transitions: change in building heights, strategic parking and buffers

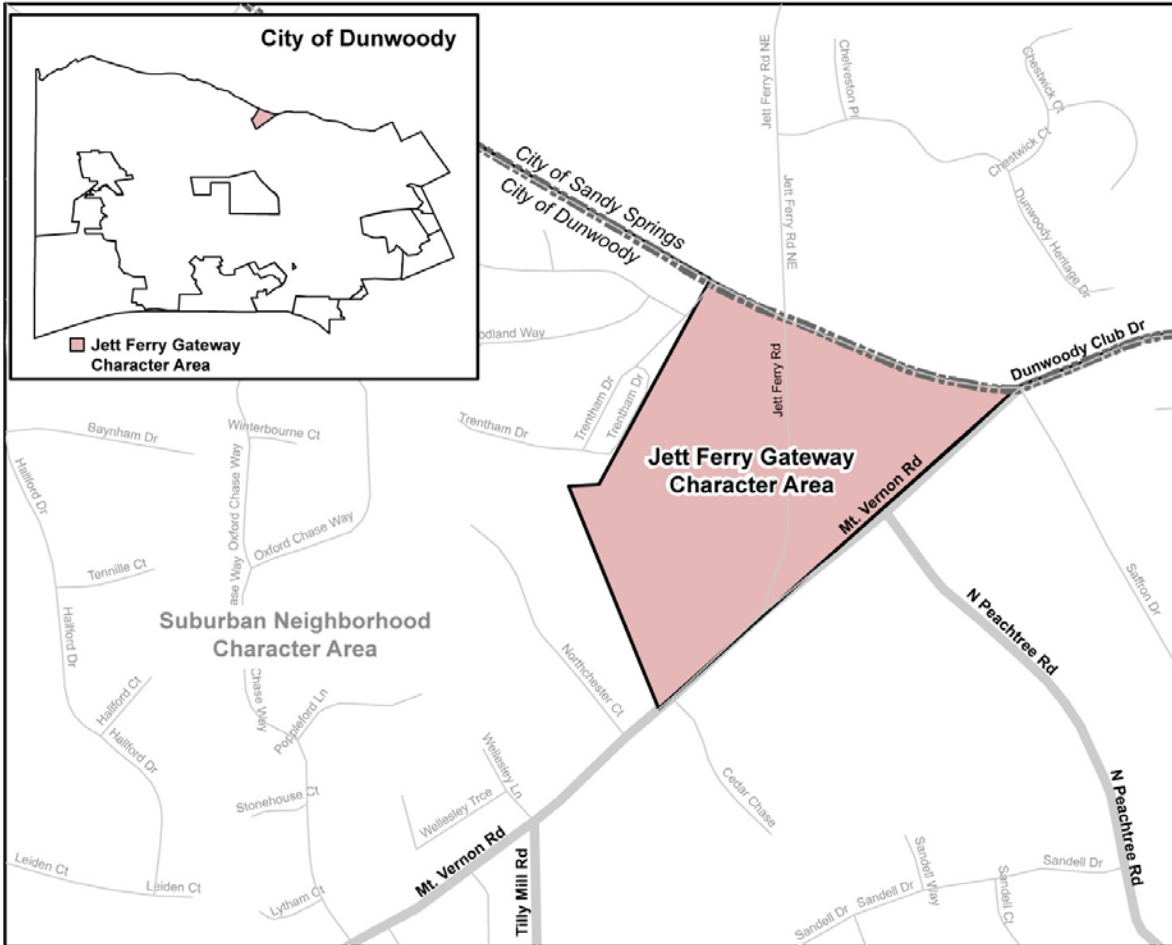


Goals

- Land Use and Development
 - Re-development projects demonstrate appropriate transitions between intense uses and adjacent neighborhoods; transitions include gradual increases only in height-plane, buffers and landscaping and intensity of uses
 - City prepares a Master Plan detailing parcel-specific vision that promotes investment to redevelop the hospital site and Shallowford Road corridor
 - The Master Plan should consider shadowing effects of taller buildings and appropriately regulate to not visibly impose on adjacent single-family residences
 - Develop a unique architectural design theme for the area that embodies the unique character of Dunwoody
 - Incorporate sustainable building and site development practices
 - Multi-generational residential including active-adult housing and a range of continuing care options near new public amenities
 - Promote a local, private or non-profit recreation center, such as a YMCA, in this area
- Transportation
 - The Dunwoody marker, logo or identifier should be prominent in this area
 - Establish a bicycle network to allow cycling between Dunwoody Village, Georgetown and Brook Run
 - Neighborhood-scale transit station potential location in Georgetown incorporated into redevelopment projects with safe and inviting access and reducing need to rely on automobile as primary transportation
 - Bicycle, pedestrian, and alternative forms of transportation provide connectivity throughout character area



Jett Ferry Gateway



Vision/Intent

Neighborhood-scale commercial node focused on providing a unique destination for surrounding residents, creating a pedestrian and bicycle friendly environment through multi-use paths, streetscape, and well-designed parking areas and vehicular access. Cohesive architectural design and streetscaping will define gateways into the City of Dunwoody. A unifying design feature such as way-finding signage or city marker will link the gateway with the rest of the City.



Future Development

- **Height:** Maximum up to 3 stories
- **Form:** Jett Ferry node with buildings oriented towards the three major commercial roads (Mount Vernon Road, Dunwoody Club Drive and Jett Ferry Road); public functional green space; new development will carefully consider parking; high quality building and landscaping materials; pedestrian and bicycle friendly streets with way-finding signage and/or public art. Transitional buffer zones will appropriately protect any adjacent residential
- **Uses:** Retail use, neighborhood-scale commercial (no large-scale retail “big-box”); mixed-use, allowing residential up to 8 units to the acre

Goals

- Land Use and Economic Development
 - Establish gateway with features that define “arrival” to City of Dunwoody
 - Allow for redevelopment of existing vacancies
 - Re-orient site layout to reduce surface parking and create public plaza
 - Retain quality materials and landscaping
 - Leverage existing restaurants and gourmet food stores to cultivate a unique outdoor dining and café experience



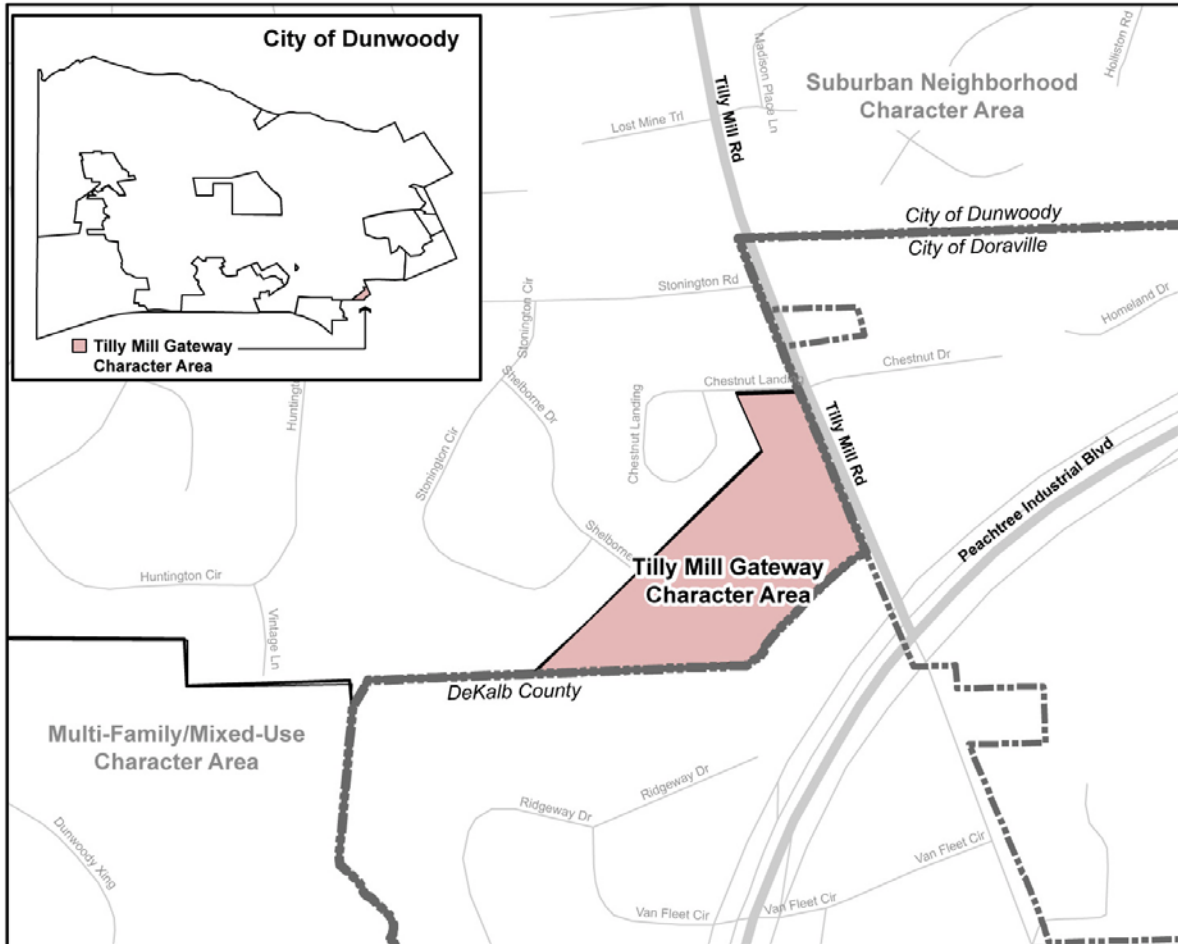
Public art helps create a sense of place



Quality materials establish orderliness but not necessarily character or sense of place



Tilly Mill Gateway



Vision/Intent

Neighborhood-scale commercial node focused on providing neighborhood level services for surrounding residents. Community-scale may be appropriate if providing architectural interest. Cohesive architectural design and streetscaping will define this area as a gateway into the City of Dunwoody. A unifying design feature such as way-finding signage or City marker will link the gateway with the rest of the City.



Future Development

- **Height:** Maximum up to 2 stories
- **Form:** High quality building and landscaping materials, potentially add signage to unify, functional greenspace, pedestrian and bicycle friendly street design. Transitional buffer zones will appropriately protect any adjacent residential
- **Uses:** Neighborhood-scale retail and commercial; single-family residential no greater than up to 4 units to the acre

Goals

- Land use and design
 - Establish gateway
 - Improve quality of materials in development
- Intergovernmental Coordination
 - Partner with City of Doraville and DeKalb County to actualize vision

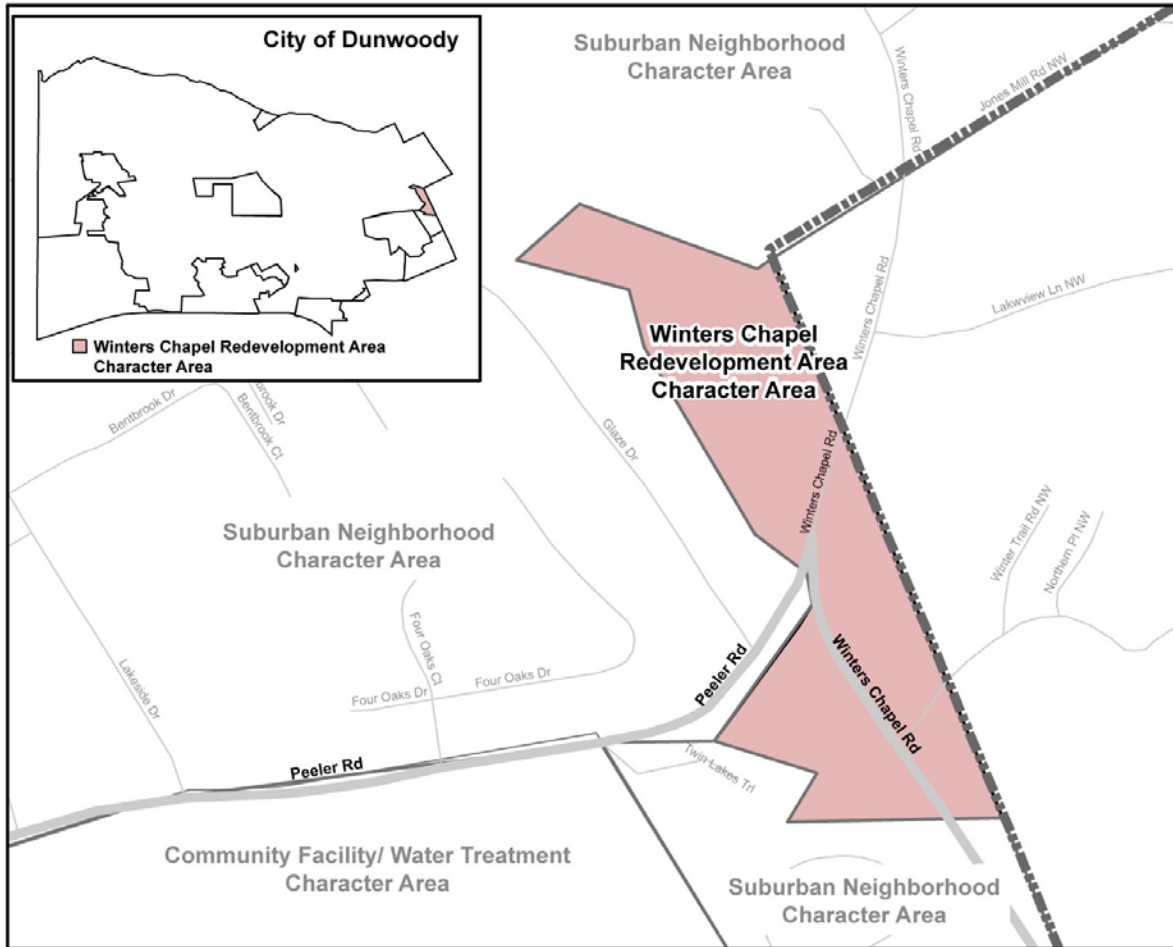


Neighborhood scaled commercial refers to small tenant spaces (less than 30,000 square feet) which are one story in height unless at an intersection, where it may go up to two stories. Businesses serve the immediate neighborhood. Streetscape features maintain the scale with benches, trees greater than 8 feet at planting, on-street parking and designated parking for scooters and bicycles. All three Gateway areas envision this scale.

Community-scale retail or commercial refers to grocery stores, banks and other businesses between 20,000 and 75,000 square feet serving a market area within a 3-mile radius.



Winters Chapel



Vision/Intent

Neighborhood-scale commercial node focused on providing neighborhood level services for surrounding residents, with connectivity to functional greenspace and trails along the reservoir and, ultimately, the potential power easement. The City will seek opportunities to integrate this area with the rest of the City through unifying elements of distinctive Dunwoody character. Quality materials and sidewalks characterize the area.



Future Development

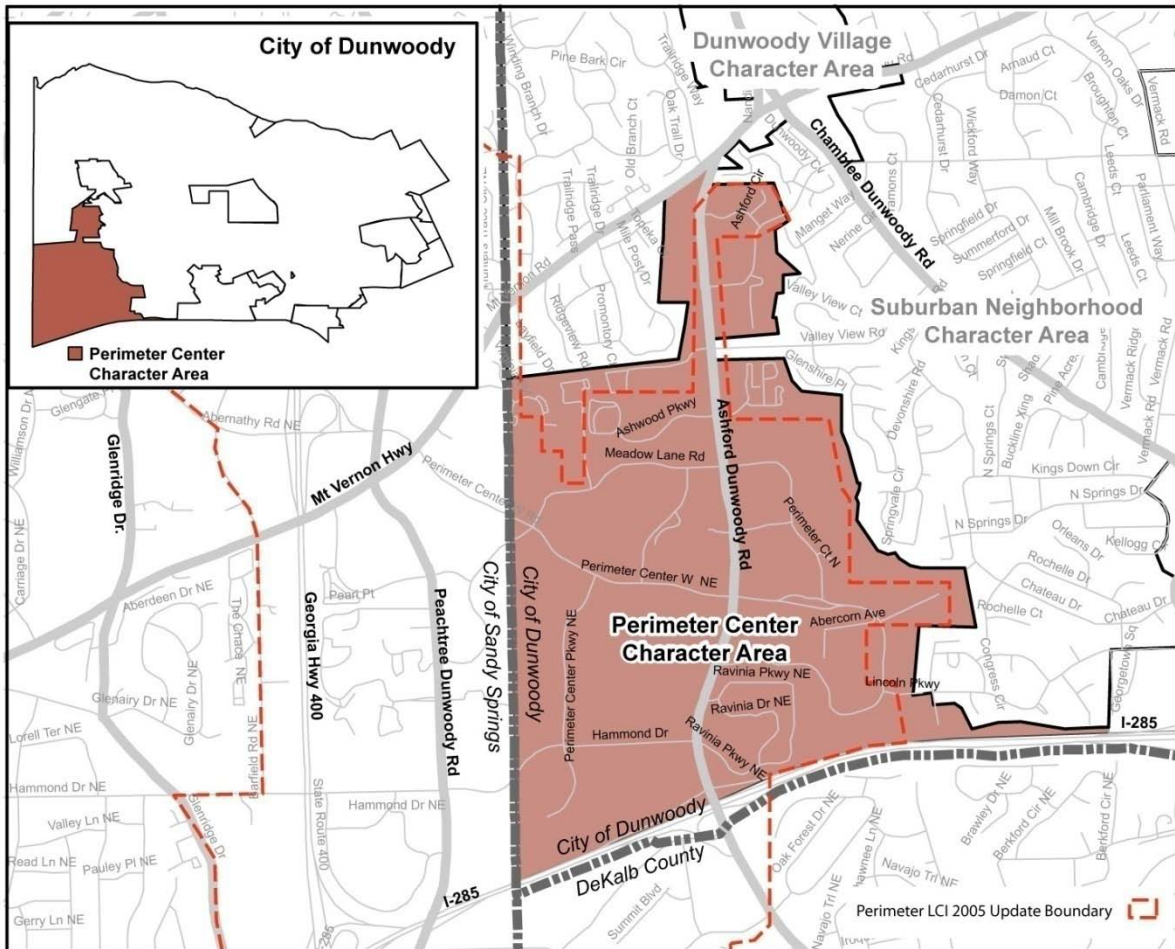
- **Height:** Up to 2 to 3 story development
- **Form:** Development should focus on providing public functional green space and buildings with high quality materials. Transitional buffer zones will appropriately protect any adjacent residential
- **Uses:** Small office use, commercial and neighborhood shopping, single-family residential no greater than 4 units to the acre; use of streetscape and entrance areas for plazas or other public space

Goals

- Leverage existing businesses to promote culturally diverse dining and retail
- Intergovernmental Coordination
 - Coordinate with Gwinnett County to promote redevelopment of surrounding area
- Land Use and Economic Development
 - Redevelop older commercial stock
 - Maintain occupancy and promote public spaces to gather
 - Build on existing commercial activity to promote community events



Perimeter Center



Vision/Intent

To create a “livable” regional center with first-class office, retail and high-end restaurants in a pedestrian and bicycle-oriented environment that serves as a regional example of high quality design standards. The City of Dunwoody works in partnership with the Perimeter Community Improvement Districts (PCIDs) to implement and compliment the framework plan and projects identified in the Perimeter Center Livable Centers Initiative study (LCI) and its current and future updates.

By 2030, the area successfully adds public gathering space and pocket parks, continues to create transportation alternatives, mitigates congestion, and reduces remaining excessive surface parking. The area creates the conditions of possible true “live-work” environment. All future development continues to emphasize high quality design standards and building



materials and incorporates the current national best practices on energy efficiency, where possible.

The City of Dunwoody recognizes the value of creating mixed-use, transit-oriented development within walking distance of public transit stations. However, the City has concerns about the impact of such development on the City's infrastructure and schools. To ensure proper controls on residential growth in the PCID, the City recommends zoning changes to require Special Land Use Permits (SLUP) for future high-density housing projects.

Future Development

The boundary of the Character Area designation extends slightly beyond the boundary of the PCIDs/LCI study area to include either existing commercial or to provide a transition where the Character Area abuts adjacent Suburban Character. The locator map also shows where the PCIDs/LCI boundary extends both west into Sandy Springs and into unincorporated DeKalb County, south of I-285.

The first section identifies the City's intent for the area outside the PCIDs; the subsequent section incorporates components which lie within the City of Dunwoody boundaries.

Outside the Perimeter CIDs/LCI:

Development within the Perimeter Center Character Area that abuts the Suburban Character area should demonstrate conformance with the principles of a transitional area. Unless accompanied by an exceptional buffering and usable open space provisions, density should be no greater than 4-8 units to the acre and commercial should be very low intensity (under 20,000 square feet).



1999 parking lot conditions in the Perimeter Center area



2009 conditions above (outparcel development); the City envisions continuing the trend of converting existing surface parking to better uses, ideally including pocket park and green space

Within the Perimeter CIDs/LCI study area: In 2000, the Perimeter CIDs engaged in a Livable Cities Initiative study to craft a vision and strategy for the Fulton and DeKalb Perimeter Community Improvement Districts. This process resulted in a future land use plan that divided the CIDs into defined, development sub-areas -- **Transitional, High-Density, and Transit Village** -- indicated below. Where located within the Dunwoody City limits, new development should conform to the intent of these areas, as described below. In 2005, the Perimeter CIDs went through a process to update a LCI and document potential growth strategies for each area. The City will partner with the PCIDs for a future update and amend this Comprehensive Plan, if appropriate.

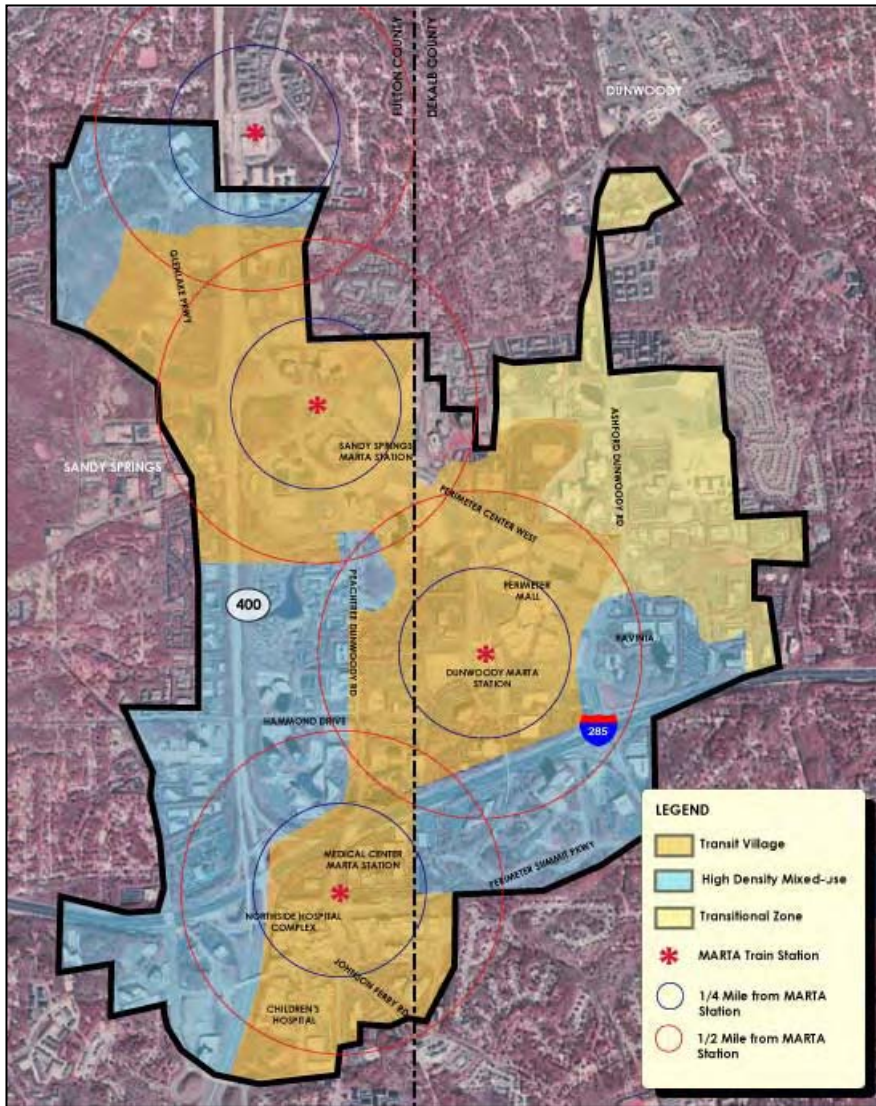


FIGURE 4: Perimeter Center LCI Framework Plan: development types

A Community Improvement District (CID) is an authorized self-taxing district dedicated to infrastructure improvements within its boundaries. The PCIDs are governed by two boards – one each for Fulton and DeKalb. The PCIDs spent or leveraged public funds to invest \$55 million in Dunwoody alone; over \$7 million from ARC’s LCI program was directed to the PCIDs. This makes it one of the most, if not the most, successful CIDs in the region. The PCIDs’ mission focuses exclusively on transportation improvements:

To work continuously to develop efficient transportation services, with an emphasis on access, mobility, diversification and modernization.



Zoned when the area was under unincorporated DeKalb County jurisdiction, several of the parcels located within the City's character area remain undeveloped. As actual market values adjust in the post-recession climate, the City anticipates opportunities to establish development regulations to provide appropriate recreation and open space amenities for the public, especially where open space potential is identified within the Perimeter LCI "Transit Village" and "Transitional" section described further below.

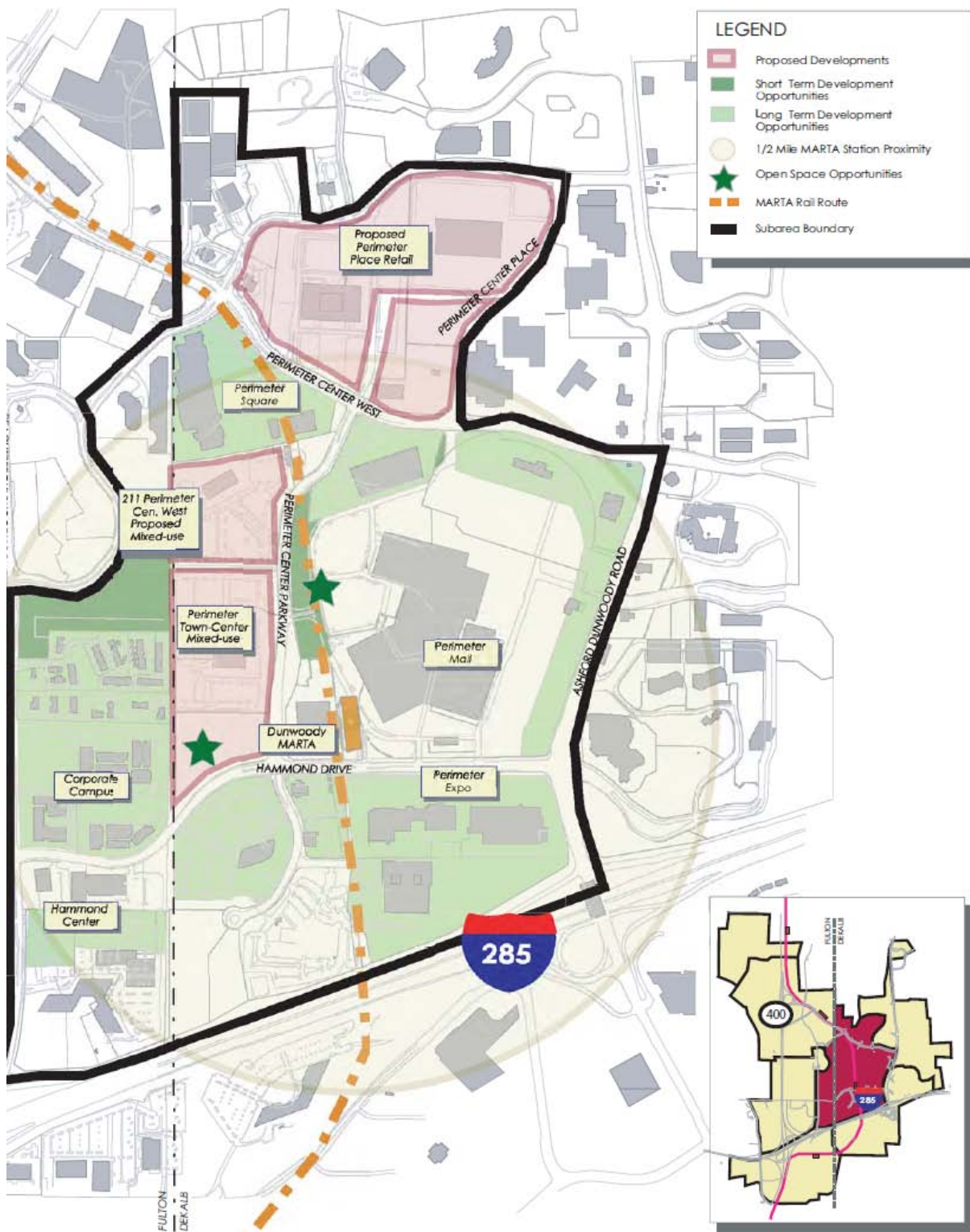


FIGURE 5: Development Opportunities



Perimeter Center - Transit Village:

Transit Village Sub-Area:

Defined by a half-mile radius around the existing MARTA Stations, the Transit Village area will develop as an urban district promoting a mix of residential, commercial and institutional uses. This decision is based on the location of major transit infrastructure which provides opportunities for alternative transportation.

The desire is to generate a “Town Center” near Perimeter Mall to reinforce business development and a sense of identity for the area emerged. The plan argues the vision for the Perimeter Mall “Transit Village” can serve as the “prototype spearheading development at other MARTA Stations.”

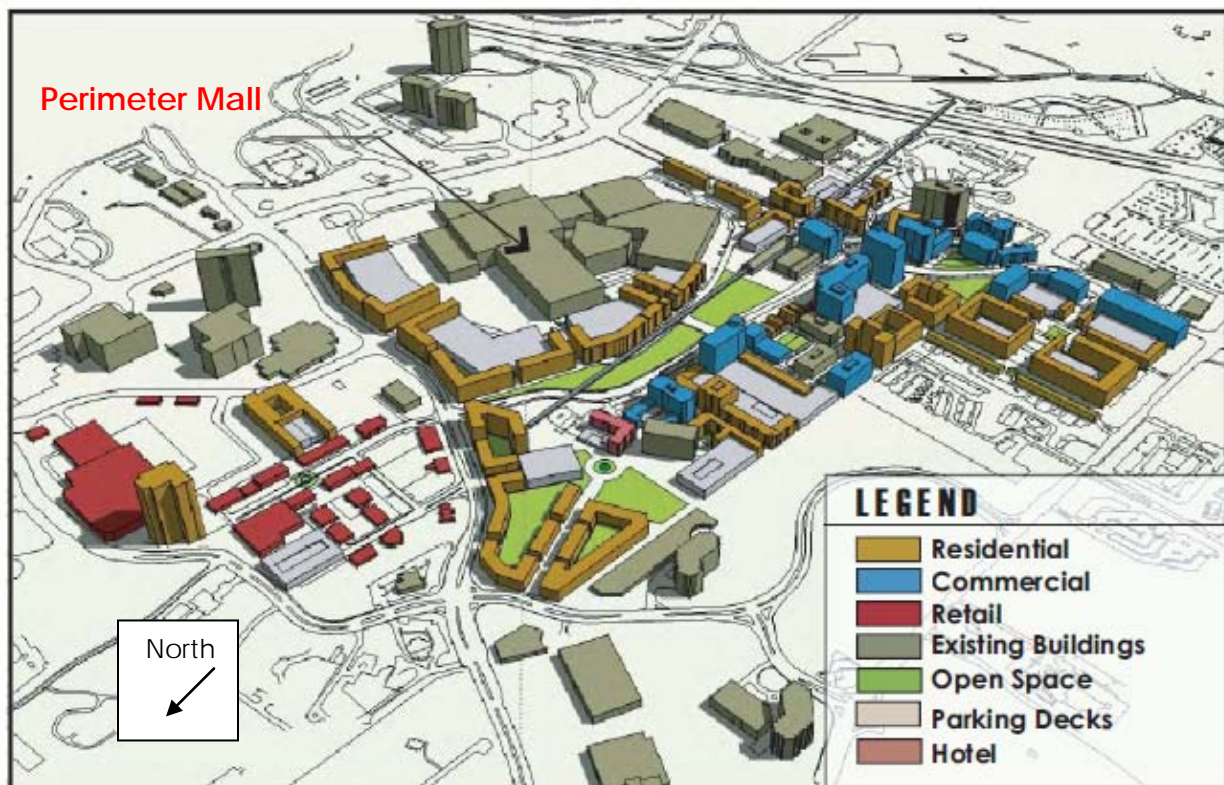


FIGURE 6: Plan-view Perimeter Center Parkway Build-Out with Linear Park and Green Space



High-Density Mixed-Use sub-area:

This development sub-area currently has a concentration of commercial uses, mostly due to accessibility from I-285. The Ravinia complex on the north side of I-285 includes an upscale hotel (Crown Plaza) and two high-rise office towers. The parcels north of Ravinia are a part of the Perimeter Center East commercial properties, owned by Equity Office Properties. These buildings vary from low-density offices built in the 1970s (such as 77 Perimeter Center West) to high-rise buildings (including the former Philips regional headquarters) fronting I-285. The City envisions continuing commercial development along with encouraging compatible uses to balance office expansion.

Notable, the interchange at Ashford Dunwoody Road is one of the major transportation bottleneck locations in the Perimeter area. Current road patterns require all of the traffic on Ravinia Drive and Perimeter Center East to converge on to Ashford Dunwoody Road. Given the commercial nature of the developments on both these roads, morning and afternoon rush hour



times create huge congestion issues south of Perimeter Center West. Similar issues are created south of I-285 at Ashford Dunwoody Road, where vehicular traffic from offices at Perimeter Summit and Lake Hearn backs up during peak hours. The recent interchange improvements at Ashford Dunwoody Road are aimed at reducing congestion on Ashford Dunwoody Road, on both sides of I-285.

Additionally, the PCIDs completed the Perimeter Center Parkway Bridge (flyover) in 2007. This bridge provides much needed vehicular, pedestrian and bicycle accessibility connecting the Dunwoody MARTA Station to Perimeter Summit. The parkway improvements were achieved through a collaborative partnership between the Atlanta Regional Commission's Livable Centers Initiative, Georgia's Fast Forward bond program and DeKalb County.

The City also envisions realizing the goal of **expanding the open space** from the trails behind the Ravinia Towers to additional areas in the future. A public plaza would also be appropriate at Perimeter Summit, to serve the large number of residents and employees that will be using the complex. Public art such as sculptures or fountains could enhance these open spaces. This would anticipate a conversion of excess parking into usable pocket parks. A pocket park is defined as a small area – 2,500 sq. ft. to 1 acre – of open space for active or passive recreation within a development.

In 2009, the PCIDs broke ground on the nearly \$18 million half-diamond interchange at Hammond Drive and GA 400.

Construction will include building entrance and exit ramps from Hammond Drive to GA 400 and replace the four-lane Hammond overpass with a nine-lane, higher bridge to meet current and future traffic volumes. This will provide alternative access to the area. The project had been planned for more than 15 years.

Perimeter Center Transitional Sub-Area:

Geared specifically towards protecting the single-family communities that become vulnerable to density pressures given high land prices, this sub-area actively discourages incompatible infill and loss of neighborhood character. The City of Dunwoody intends to establish a "buffer zone" where transitional regulations can be put in place to offer contextual sensitivity. The plan envisions low and medium density office and some residential. The City of Dunwoody considers up to 8 units maximum to the acre "low density" and up to 12 units to the acre "medium density."

Two areas of potential open space, as indicated on the development opportunities map below, are identified. They include surface parking that could be converted into more appropriate uses, including usable open space amenities.

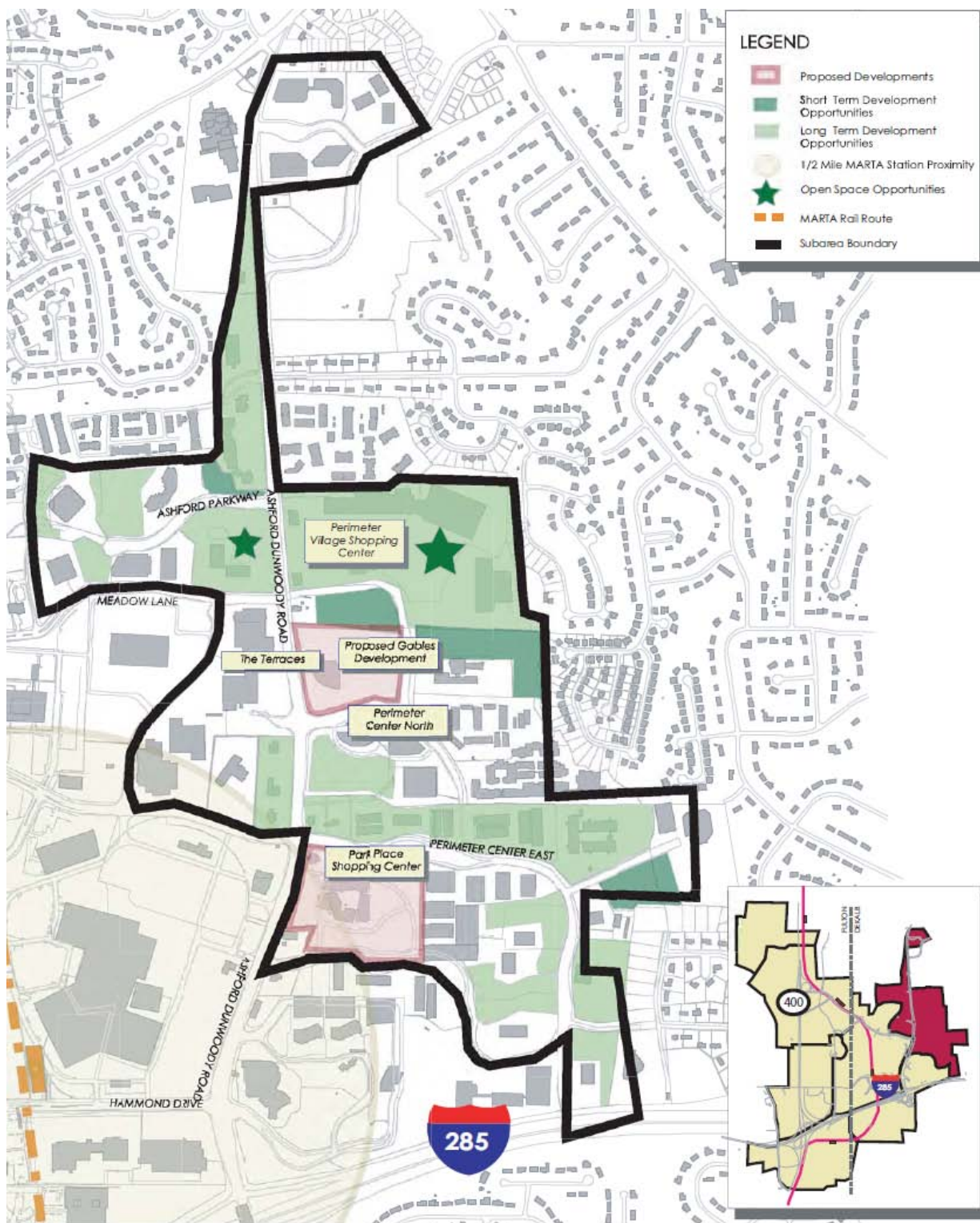


FIGURE 8: Development Opportunities, Transitional Zone (p 49, LCI Update 2005)

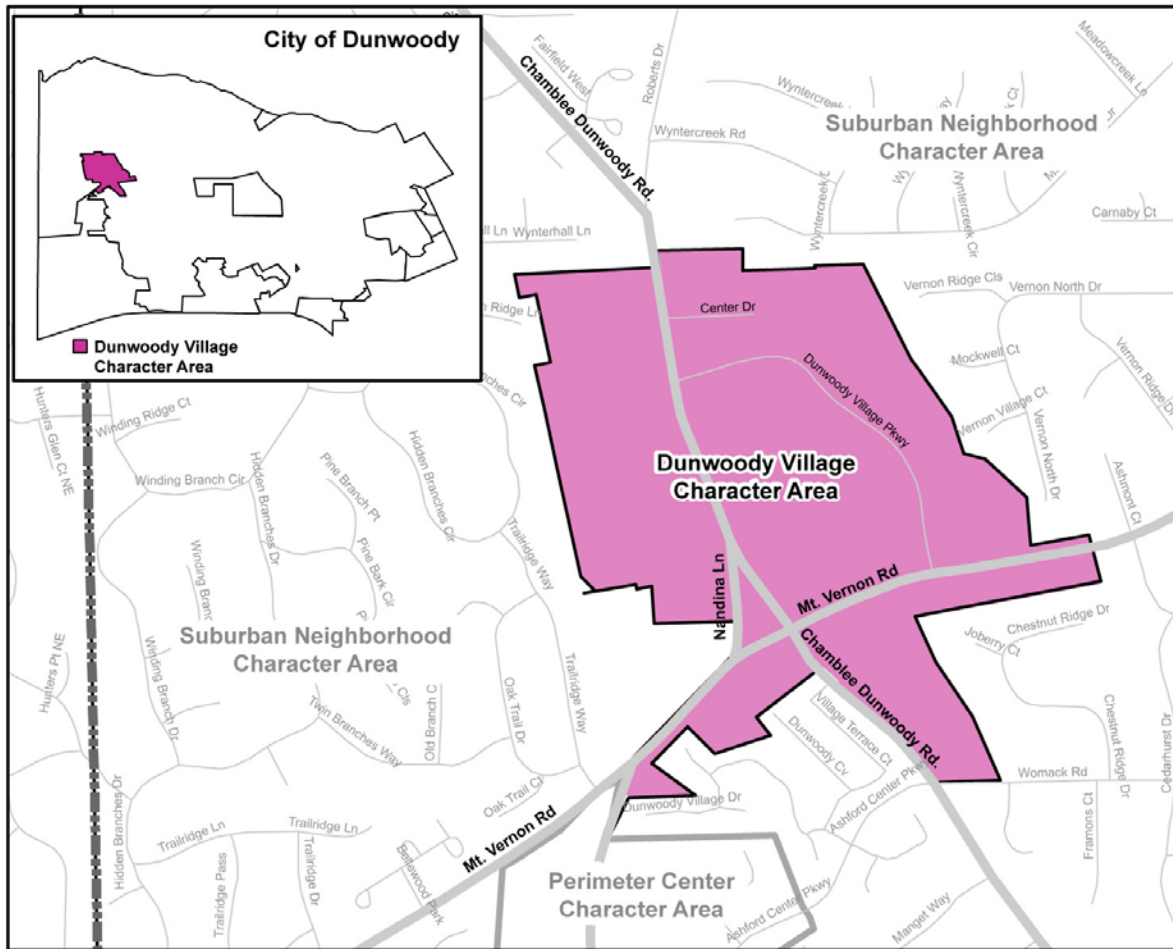


Perimeter Center Character Area Goals

- Land Use
 - New residential development will include amenities and provide public functional green space
 - New residential development will address school capacity issues and applicants will work with Board of Education and City for better resolution of school issues
 - Reduce surface parking and promote livable centers in the immediate areas surrounding MARTA station
 - Encourage hotel and convention development near MARTA in order to foster commerce along the mass transportation route
 - Achieve a lifelong-community for residents who can age in place with safe access to medical, recreational and other necessary services
- Transportation and Circulation
 - Create bicycle, pedestrian and potential golf cart options to connect with the rest of the City of Dunwoody
 - Work with the Perimeter Transportation Management Association (TMA) to actively reduce automobile dependency and emerge as a leader in alternative transportation for the region
 - Promote/establish new connectivity
- Intergovernmental Coordination
 - Work to strengthen Board of Education relationship for creative solutions to school capacity
 - Work with the PCIDs' boards to implement vision
 - Coordinate with the City of Sandy Springs for LCI Updates and implementation
 - Coordinate with the Atlanta Regional Commission (ARC) for implementation of future LCI study updates
 - Coordinate with MARTA regarding Bus Rapid Transit (BRT) (or other regional service) and urban design surrounding all transit stations



Dunwoody Village



Vision/Intent

Dunwoody Village has historically been the “heart” of Dunwoody. A master planning process will have established a detailed vision for this center of the community, focused on pedestrian and bicycle amenities, public functional green space, traffic calming, architectural controls, connectivity and place making. A sense of history will add to the charm and sense of place. This area will offer a “village green” with civic activities and amenities, and redevelopment will draw community members to shopping, dining and entertainment. Furthermore, redevelopment should have a residential component for day and evening activity to foster community. The design should embody the unique character of Dunwoody. The marker or unifying signifier (whether a “logo” or other identifier) that the City creates for itself and employs at gateways should be hallmarked in the Dunwoody Village in a distinctive, prominent way.



Future Development

- Height:** Up to 3 stories, but allow potentially up to 5 at intersections if and only if a unique project is proposed with architecturally distinct features, innovative parking solutions (covered decks, underground parking, or alternatives) and functional spaces for public use. A 5-story building would only be considered at the core of the Village; the boundary properties of the Dunwoody Character Area will not be appropriate if greater than two stories
- Form:** Master planned design, high quality building materials, civic amenities, integrated open space and appropriate transitions from greater to less intense uses. The periphery of the character area will include an exceptional, large transitional area to adequately protect single-family residential and other residential homes in the area
- Use:** Mixed-Use (combined office, retail and residential where residential is located only on the second floor or above) up to 12 units to the acre, although age-restricted projects would be granted consideration for additional densities; live-work units, civic institutional, community retail (not greater than 50,000 square feet), local and unique business, boutique retail, public assembly and entertainment. Additional density is allowable, if and only if, the nature of the mixed-use development provides exceptional opportunities for creating a high quality community



FIGURE 9: Dunwoody Village will feature buildings close to the street, an active pedestrian zone with bicycle options that are safe and inviting.



Goals

- Land use
 - Create an active community center with public places to gather, following a master planning process that potentially supports a redevelopment investment program
 - Through the Master Plan process, establish way-finding or landmark features that unify the Village and can be used across the City, if a way-finding or gateway plan does not already exist for the greater City as a whole
 - Master Plan should consider shadowing effects of taller buildings and appropriately regulate to not visually impose on adjacent single-family residents
 - Implement the Dunwoody Village Overlay and review regularly to ensure enforcement meets intent of overlay and Character Area vision
- Transportation and circulation
 - Creatively address the parking and congestion that new local activity may generate
 - Master Plan process will identify solutions for structural parking
 - Establish bicycle network for new connectivity throughout the City so that "all roads lead to the Village"
 - Establish infrastructure thresholds that new development must meet
- Community Facilities
 - Pursue site location evaluation and financing plan locating City Hall, Police and other civic functions, including options for joint public-private partnership
 - Create venues for cultural events like music and create programs for public uses of City Hall and library

Several regional examples of **redevelopment with open space** were referenced during Community Meeting discussions about Dunwoody Village. The City of Smyrna allows higher buildings adjacent to the plaza at the Market Village shown. The City of Dunwoody envisions similar development and rules whereby densities may increase, contingent upon the provision of amenities (open space, plazas, etc) or development features.



City of Duluth



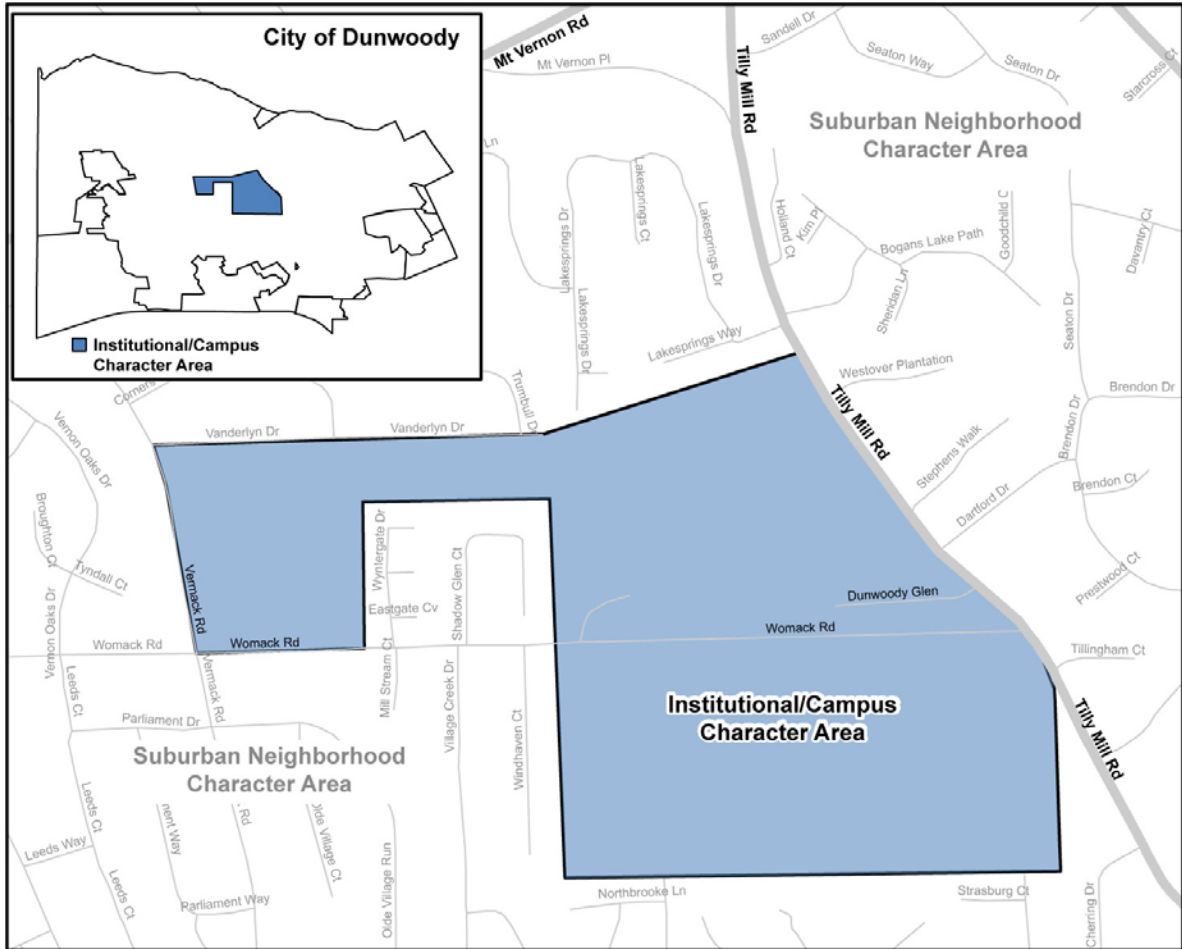
City of Smyrna



City of Suwanee



Institutional/ Campus



Vision/Intent

A defined area for academics, culture, and recreation supporting the missions of its respective institutions while considering the mobility needs of Dunwoody residents.

Future Development

- **Height:** Up to 3 stories (with transition required for 4 stories)
- **Form:** High quality design and building materials with managed access and parking; buffers and landscaping. Transitional buffer zones will appropriately protect any adjacent residential
- **Use:** Institutional and cultural facilities



Goals

- Transportation
 - Improved roads with better ingress and egress management
 - Womack Road is the central corridor in the Campus and Institutional area, connecting Chamblee Dunwoody with Tilly Mill Road. Continued growth of Georgia Perimeter College's Dunwoody campus, along with Dunwoody High School, and Dunwoody Elementary School, has caused increased congestion in recent years. Roadway restriping should be considered in order to facilitate more efficient use of Womack Road. Improvement of existing bike networks and transit development should also be employed as a means to address the issue, as road widening is not a feasible solution in this context
 - Promote/establish new connectivity

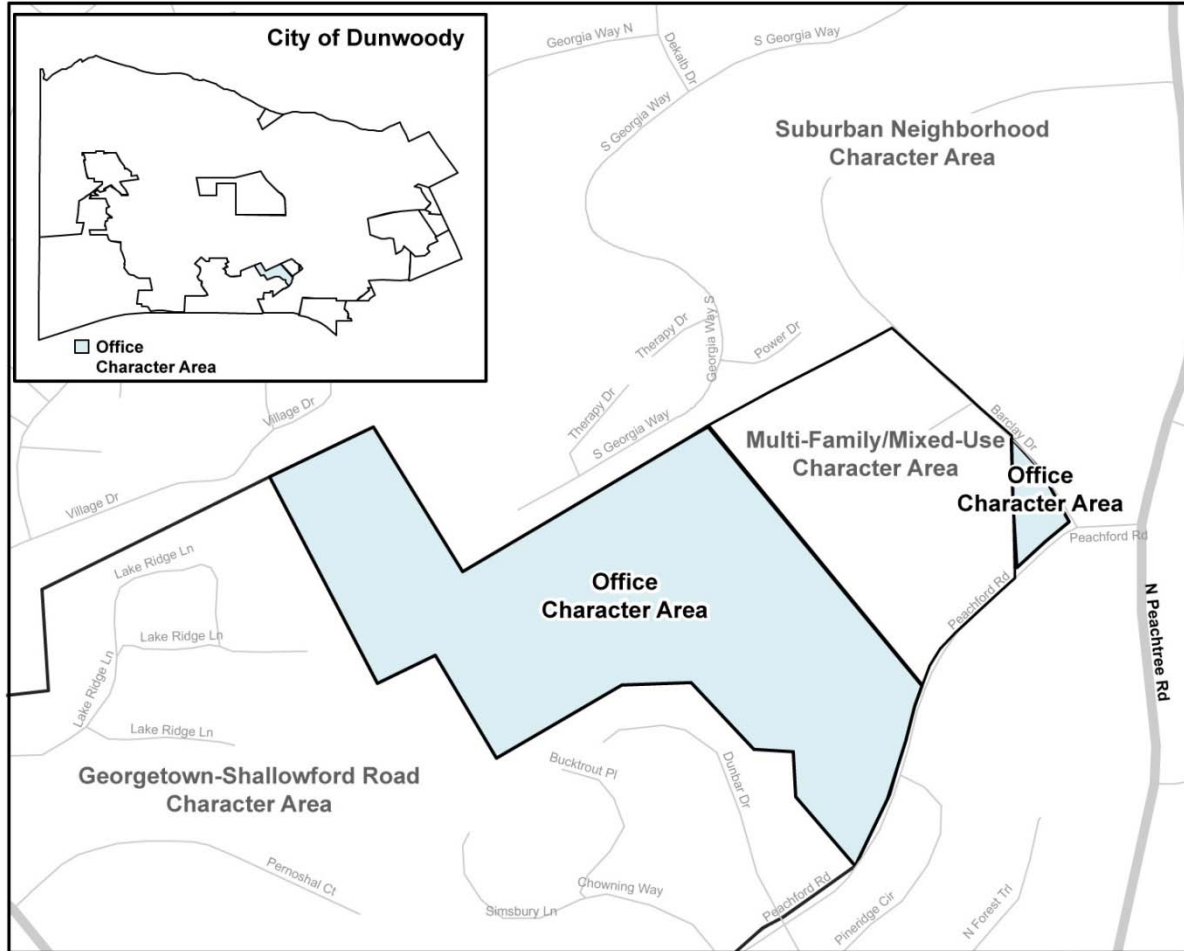


Georgia Perimeter College





Office



Vision/Intent

This area features low to medium scale intensity offices. Future development will be limited to offices only, with a maximum building height of up to 5 stories. Building height transitions of up to 2-3 stories are required where the office buildings are located adjacent to existing Suburban Character Area.

Future Development

- **Height:** Up to 5 story maximum (with up to 2 story maximum transitions required that would adequately protect adjacent single-family residential, then up to 3 stories in a transition requirement when adjacent to single-family residential)



- **Form:** High quality design, high quality building materials, with managed access and parking; buffers and landscaping. Functional greenspace is to be located contiguous to the office buildings. Transitional buffer zones will appropriately protect any adjacent residential
- **Use:** Office

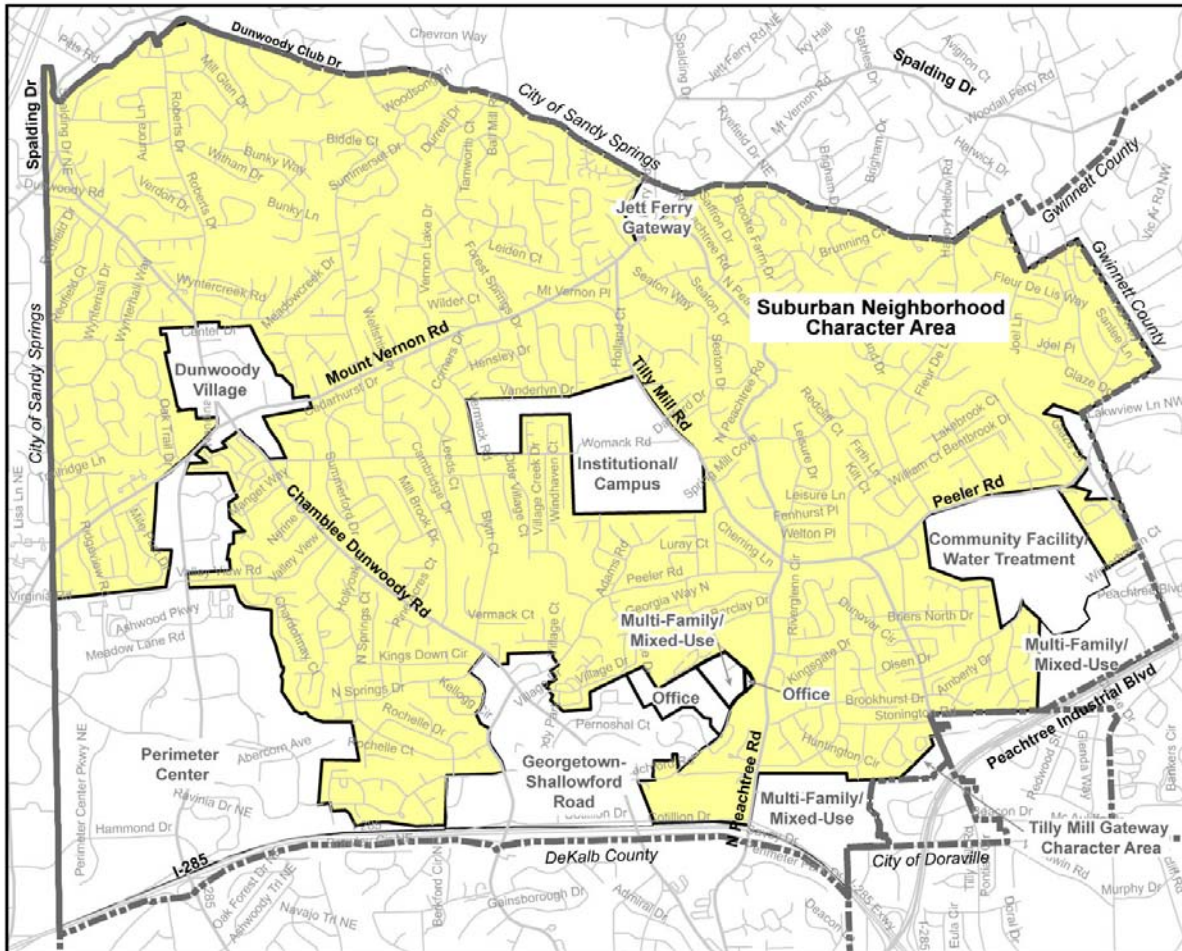


Goals

- Land Use and Design
 - Maintain mature canopy tree coverage and enhance landscaping with any new project
- Transportation
 - Improved roads with better ingress and egress management



Suburban Neighborhood



Vision/Intent

Stable, owner-occupied single-family residential area that is characterized by a traditional suburban pattern of development with accessible sidewalks, extensive landscaping, and access to parks and functional greenspace, places of worship and schools.

Future Development

- **Height:** Up to 2 story typical although high quality, 3 story attached residential units (townhomes) may be appropriate if and only if featuring high quality architectural treatment and only where existing townhomes currently allowed by past zoning



- **Form:** Traditional homes with quality building materials, high quality design, streetscaping, and pedestrian and bicycle amenities
- **Uses:** Single-family residential, public gathering spaces, places of worship, office-residential or neighborhood scale commercial at key intersections (less than 10,000 square feet); townhomes only where existing townhomes currently allowed by zoning
- **Density:** Maximum residential density up to 4 units to the acre

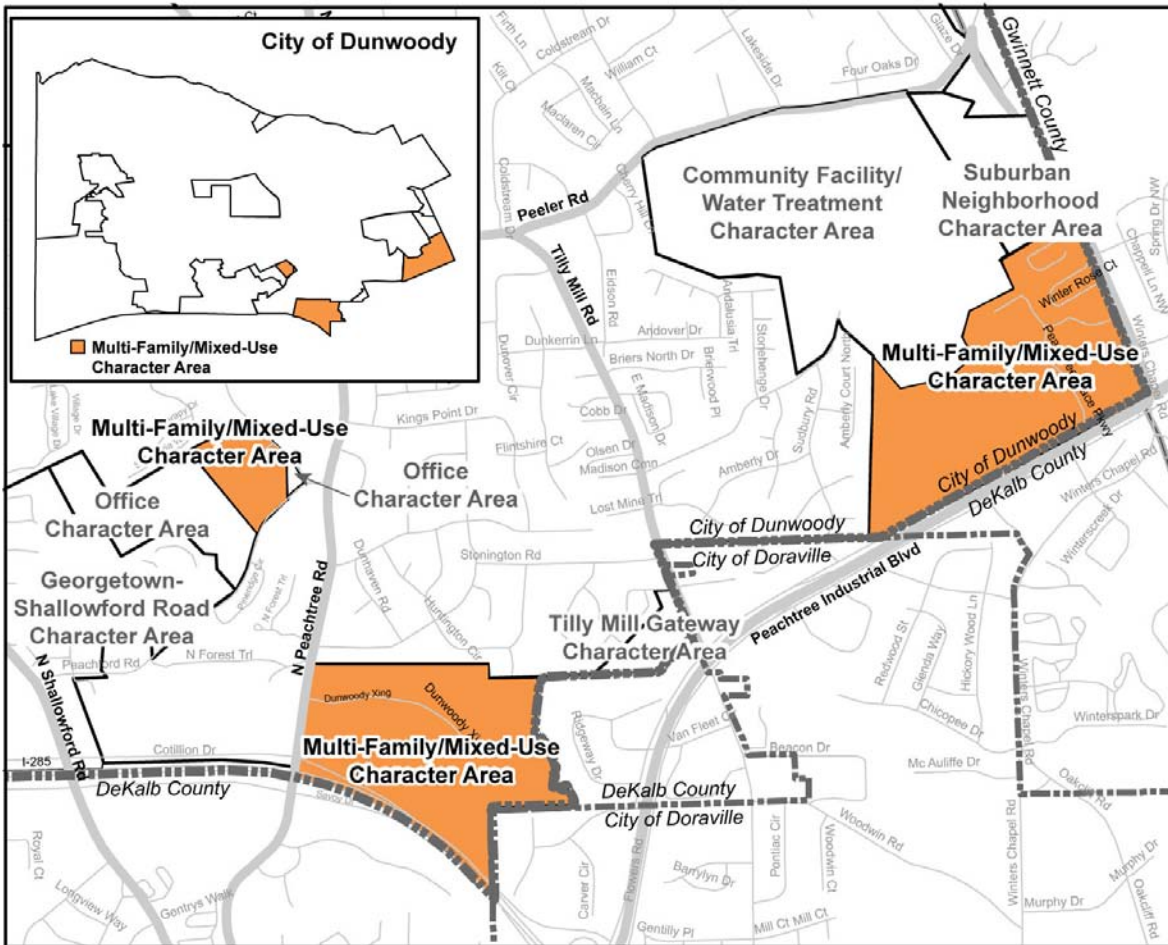
Goals

- Encourage paths, connectivity, and sidewalks
- Identify potential trail easements





Multi-Family/Mixed-Use



Vision/Intent

Providing high density housing options along I-285 and along Peachtree Industrial Boulevard with high quality material and amenities that are contextually sensitive to the surrounding land uses. The City envisions aging, existing apartments to redevelop into mixed-use developments, adding public functional green space and more owner-occupied options.

Future Development

- **Height:** Up to 4-5 stories, but up to 8 stories if redevelopment includes a mix of uses (that is, not for stand-alone multi-family use) and also creates additional, functional greenspace; building demonstrates transitional height planes for stepping down to single-family neighborhoods

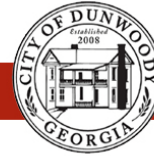


- **Form:** Strong continuity between developments through high architectural standards, quality building materials, prominent placement of amenities such as functional greenspace and pedestrian walkways and bicycle paths. Transitional buffer zones will appropriately protect any adjacent residential
- **Uses:** Multi-family and Mixed-Use, primarily medium-density with a mix of high density multi-family, attached and detached single-family
- **Density:** Unless otherwise grandfathered, maximum 14 units to the acre; redevelopment to encourage attached single-family or mixed-use but including multi-family up to 24 units to the acre, if and only if, project proposals provide appropriate amenities including functional public green space and streetscape improvements.



Quality Community Objectives

The Georgia Department of Community Affairs (DCA) has established a number of Quality Community Objectives that provide targets for local governments in developing and implementing their comprehensive plans. Principles established by the Quality Community Objectives were introduced throughout the community participation process and in the development of the Community Agenda. Objectives that will be pursued in each Character Area are indicated in the table below. In Section II, Issues and Opportunities include areas that were identified by the Quality Community Objectives Survey and are addressed by policies and goals in Section III.



Future Development Areas: Quality Community Objectives

Quality Community Objective to be pursued	Georgetown-Shallowford Road	Dunwoody Village	Perimeter Center	Winters Chapel	Jett Ferry Gateway	Tilly Mill Gateway	Suburban Neighborhood	Multi-Family / Mixed-Use	Institutional / Campus	Office
1. Development Patterns: <i>Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of on each other, and facilitating pedestrian activity.</i>	✓	✓	✓	✓	✓	✓		✓	✓	✓
2. Infill Development Communities: <i>Should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.</i>			✓							
3. Sense of Place: <i>Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.</i>	✓	✓		✓	✓					



Quality Community Objective to be pursued	Georgetown-Shallowford Road	Dunwoody Village	Perimeter Center	Winters Chapel	Jett Ferry Gateway	Tilly Mill Gateway	Suburban Neighborhood	Multi-Family / Mixed-Use	Institutional / Campus	Office
4. Transportation Alternatives: <i>Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Regional Identity: <i>Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	
6. Heritage Preservation: <i>The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.</i>		✓			✓	✓	✓		✓	



Quality Community Objective to be pursued	Georgetown-Shallowford Road	Dunwoody Village	Perimeter Center	Winters Chapel	Jett Ferry Gateway	Tilly Mill Gateway	Suburban Neighborhood	Multi-Family / Mixed-Use	Institutional / Campus	Office
7. Open Space Preservation: <i>New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8. Environmental Protection: <i>Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9. Social and Economic Development: Growth Preparedness: <i>Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Quality Community Objective to be pursued	Georgetown-Shallowford Road	Dunwoody Village	Perimeter Center	Winters Chapel	Jett Ferry Gateway	Tilly Mill Gateway	Suburban Neighborhood	Multi-Family / Mixed-Use	Institutional / Campus	Office
10. Social and Economic Development: Business Appropriateness <i>The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.</i>	✓	✓	✓	✓	✓	✓			✓	✓
11. Social and Economic Development: Employment Options <i>A range of job types should be provided in each community to meet the diverse needs of the local workforce.</i>	✓	✓	✓						✓	✓
12. Social and Economic Development: Education Opportunities <i>Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.</i>	✓	✓	✓	✓					✓	



Quality Community Objective to be pursued	Georgetown-Shallowford Road	Dunwoody Village	Perimeter Center	Winters Chapel	Jett Ferry Gateway	Tilly Mill Gateway	Suburban Neighborhood	Multi-Family / Mixed-Use	Institutional / Campus	Office
13. Social and Economic Development: Housing Choice <i>A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.</i>	✓	✓	✓					✓		
14. Governmental Relations: Regional Solutions <i>Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.</i>	✓	✓	✓	✓	✓	✓			✓	
15. Governmental Relations: Regional Cooperation <i>Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to the success of a venture, such as protection of shared natural resources or development of a transportation network.</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



SECTION II. FINAL LIST OF ISSUES AND OPPORTUNITIES

This section presents a list of key concerns, needs, assets and opportunities which the Comprehensive Plan document addresses through policies and implementation measures. These concerns and strengths oriented the development of policies and programs of the Comprehensive Plan. The list of Issues and Opportunities presented here evolved during the community participation component of the comprehensive planning process, but began with the Quality Community Objectives Survey (QCO), recorded in the Community Assessment; items identified by the QCO are indicated.

Population and Housing

Issues

- No special needs or housing services (QCO)
- No zoning/development allowing for small lot housing (5,000 square feet) (QCO)
- Lack of housing choice potentially for aging population
- Increased vacancies anticipated in the future
- 16% of all renters spend more than half their income on rent (monthly gross rent with utilities \$1,021)
- Residential developments along the east side of Dunwoody near Peachtree Industrial Boulevard have aged badly and would benefit from redevelopment
- The City wants to promote greater home-ownership
- Diverse housing options; of all occupied units (that is, not calculating vacancies), 58.2% home owner occupied and 36.2% renter occupied

Opportunities

- Employment and housing densities generated by Perimeter Center support transit opportunities for the area; those who choose not to or cannot drive because of special needs have greater opportunities for mobility

Land Use

Issues

- No inventory of vacant sites
- No local agricultural networks (QCO), but there exists opportunities through relationships with local growers selling at existing farmers markets
- No local conservation or green space program
- Natural resources inventory should be updated (the state provided inventory recorded in Community Assessment's Technical Addendum provides a baseline)
- Lack of GIS parcel data hinders immediate capacity for analysis desired for planning purposes



Opportunities

- Preparing Comprehensive Plan prior to undertaking re-write of zoning ordinance
- Regional support for creating lifelong communities, where development supports “aging in place” through better access and connectivity

Economic Development

Issues

- No Business Development strategy
- Incorporated during recession, which will affect new City’s first budget cycles
- Around 2,000 community members live at or below the poverty level

Opportunities

- Diversified economic base not hit as hard as other jurisdictions during recession
- High income and highly educated workforce
- The slowdown in development gives City time to prepare for the series of approved DRIs and remaining development within the Perimeter Center
- The PCIDs’ program for streetscape and other improvements tested and proven
- Perimeter Center successfully thrives beyond the typical life cycle of a regional development mall; serves as high quality design example for the region
- Recent incorporation provides an opportunity to develop a gateway program that helps to “brand” the City
- Newly vacant hospital and surrounding land provides an opportunity to redevelop in a “senior friendly” manner

Transportation

Issues

- Lack of bicycle network and complete sidewalk network for residential areas
- Several congestion hot spots are on roads where increasing capacity (adding lanes) is not possible given existing constraints
- Perimeter College presents the challenge of having an institutional use in a residential neighborhood with few alternatives for public transportation
- Lack of east/west connectivity

Opportunities

- Location of future transit site to be determined by 2010
- Several public transit options, especially needed by the 20% of population under 18 and the 13.5% over 65 (anticipated to grow to 23% by 2030) who may begin considering alternative modes of transportation
- Excellent sidewalk network in intensely developed areas but need improved connectivity from surrounding residential



- Upcoming Regional Transportation Plan (RTP), including light rail, trolley, golf carts, and other alternatives that explore connectivity and networking options
- Upcoming City of Dunwoody Comprehensive Transportation Plan (CTP)
- Revive I-285 planning and pending programming, especially to re-make southern access into City

Natural and Cultural Resources

Issues

- The State and region face a water management issue and need local government leadership for sustainable water quality and supply management
- No clean public areas/public areas safety programs (QCO)
- No city ordinance regarding historic preservation (QCO)
- Severely degraded streams throughout Dunwoody
- Lack of connectivity between City's green spaces
- Underutilized green space by MARTA and within Perimeter Center
- Limited ability to use stream ways as linear parks due to buffer and floodplain restrictions

Opportunities

- A Sustainability Commission created in the first month positions the City for leadership in establishing responsible policy and gaining immediate recognition through the Atlanta Regional Commission's certification program for Green Communities
- The City has the foundation for conducting a complete historic inventory
- Several large community centers through the City's diverse religious institutions
- To explore utilizing the utility easement for trail purposes
- To utilize stream buffers for bike and pedestrian trail connectivity
- To build on the Dunwoody Preservation Trust to investigate the possibility of a Historic Preservation program
- The Hightower Trail offers a unique cultural resource, one that could possibly be utilized as a historic pedestrian trail
- To build upon existing resources to further develop a cultural arts program

Community Facilities and Services

Issues

- The ratio of parks to population is 3.23 acres per 1,000 people, somewhat low; to maintain this level of service as the City grows, the City will need to add at least 31 acres of new parkland by 2030
- Lack of control over much of the green space in the City and neighborhoods
- Vacant land that is suitable and well-located for parkland is very limited



- The use of easements (such as the power transmission line) and floodplains as linear parks, trails or bikeways must be negotiated individually with each property owner over whose land the park or trail is or will be located
- Police services will need long term facilities
- Need to review senior services and facilities
- The City's administrative offices and police department are housed in temporary, leased office space. Permanent City Hall and police headquarters will be needed in the long term
- Unappealing above-ground utility lines throughout the City
- The use of stream ways as liner parks is somewhat limited by state restrictions on land disturbance within 25 feet of the stream banks, and local floodplain regulations

Opportunities

- There are a few areas in the City appropriate for redevelopment. A new City Hall and/or police headquarters could provide a valuable anchor to spur private development activities
- The City enjoys many private and religious community center and recreation services
- Perimeter Community Improvement Districts (PCIDs) provide a good template for further infrastructure improvements in various nodes city-wide
- New incorporation provides opportunities for control and planning of park facilities within City boundaries in the future
- A parks strategy of providing neighborhood parks throughout the City would require 10 new park sites, ranging in size from 2 to 5 acres, with service areas of ½ mile or less walking distances
- The City is crossed east-west by a major power easement, contains a DeKalb water transmission easement from the reservoir northeasterly to the city limits, and is crossed by the floodplains of several streams that flow through and between numerous neighborhoods. All of these areas are candidates for linear parks with trails or bike paths, subject to separate agreements with each of the property owners
- There are several specific destination nodes in the City that establish a basis for designing an integrated pedestrian and bikeway system that will serve public demand



SECTION III. POLICIES AND GOALS

The City of Dunwoody adopts the following policies and goals to achieve both the city-wide vision and the vision and intent of each character area as described in Section I, and to address issues identified in Section II, as required by the State of Georgia planning rules. In Section IV, the City describes long range programs and short-term implementation activities that will help the community to achieve these goals. See also the Character Area section (Section I) defining goals specific to individual Character Areas, as appropriate.

Population and Housing (PH)

The City of Dunwoody has an active and engaged citizenry, and its residents expressed a desire to create a high **quality of life** for all members of the community. The following policies and goals define the City's effort to address the needs related to population and housing.

Policies

- Through careful planning, the City of Dunwoody seeks to ensure that population growth will not **exceed infrastructure investment**
- The City of Dunwoody seeks to promote a strong quality of life by fostering active civic engagement by **all ages and demographic groups** and by celebrating the diversity of the community. Furthermore, city planning and programming will aim to make Dunwoody a **"lifelong community"**: that is, a place individuals can live throughout their lifetime and which provides a full range of options for residents, including:
 - transportation options: allow ways to remain mobile and retain independence
 - healthy lifestyles: create environments that promote physical activity, the production of local food, and social interaction
 - expanded information and access to services:
 - provide housing options near services for the continuum of care needed through aging years
 - modernize and extend network of information
- In an effort to promote a stabilized City, we will promote a target of 70% owner-occupied in residential and 30% leaseholder arrangement. The City prefers low density single-family and multi-family owner-occupied housing to the maximum extent possible
- The City will promote ways to achieve a greater level of **owner-occupied housing**
- New housing will be considered appropriate if accompanied by a mechanism that determines if **existing or proposed recreation, open space, schools and other infrastructure** can support new residents
- The City of Dunwoody recognizes the diversity of the community and will actively consider mechanisms for **boards and commission membership to reflect this diversity** to ensure broad representation



- New housing infill into existing neighborhoods will be **contextually appropriate and compatible** with surrounding properties

Goals

- Within the zoning ordinance, establish defined criteria for the location of density as depicted by the Future Development Map and associated narrative to responsibly **manage redevelopment**
- Develop strategies to review annual **population estimates**, such as maintaining an internal process to review annual permitting data to accurately project population numbers
- Promote and pursue **senior and active adult housing and services** (community center, access, housing options)
- Consider housing services and resources for cost-burdened¹ home-owners as identified in the Community Assessment and those with special needs.
- Maintain work-force housing subsidies for police force and evaluate applicability to other sectors

Land Use and Development (LU)

The City of Dunwoody's existing land use footprint was developed before the City was incorporated. However, the City seeks to assert its new direction through land use strategies that will further enhance quality of life and ease of mobility. While supporting transit-oriented development in the Perimeter Center Character Area, the City aims to maintain low density for the majority of its land use, yet find innovative solutions for linking land use and transportation. In addition to the goals established for specific Character Areas (see Section I), the City commits to the following:

Policies

- Preserve the character of **existing residential neighborhoods**
- **Protect properties** located on borders of Suburban Character Area with compatible height, building placement, densities, massing and scale, buffers, tree protection and other associated site development and building regulations
- Preserve strategically located, **existing undeveloped land** that could be a viable option for functional greenspace
- Encourage a mix of **compatible land uses** in future infill development and redevelopment

¹The U. S. Department of Housing and Urban Development defines "cost burdened" as renter and owner households with monthly housing costs which exceed 30% of their household income. Severe cost burdened households are those households that allocate more than 50% of their monthly income towards housing.



- **Promote walk- and bike-“ability”** to homes, schools, shopping, civic uses and open space
- Promote the **conversion of surface parking** to other land uses (outparcels, plazas, open space) and encourage **structured parking solutions**
- Ensure that regulations clearly define **infrastructure thresholds** and criteria for land use decisions
- Land use decisions will concurrently consider implications for **transportation and open space**
- Encourage mixed-use development and design standards that enhance **pedestrian movement, lifelong communities and healthy living**
- Champion **sustainable development** in all land use and development practices

Goals

- Create a "sense of place" through **Dunwoody identifier/logo on signage, a wayfinding sign system, a gateway program**, and design standards for corridors, nodes and gateways
- Establish **Design Guidelines or Overlay Districts** for selected nodes or prepare and enforce design standards in the zoning ordinance that are sufficient for commercial development and redevelopment to achieve high quality
- Determine appropriate location for **City Hall** as a strategic effort to promote redevelopment (see also Communities Facilities subsection)
- Implement the Perimeter LCI recommendations and Framework Plan, as updated in the **2005 Perimeter LCI Update**. Furthermore, the City will be a joint partner of the **2010 LCI update** with the Perimeter Community Improvement Districts and City of Sandy Springs
- Establish **incentives and/or bonuses** for large lot land holders to preserve open space
- Prepare **master plans** for the character areas of **Georgetown and Dunwoody Village** that will further refine each character area's vision and purpose
- Update the **zoning ordinance** and master transportation plan to compliment the recommendations made within this Comprehensive Plan, including a requirement for utilities to be placed underground
- Promote the reduction of **parking minimums**, while setting **parking maximums** in commercial zones
- Encourage alternative transportation by allowing parking minimums to be met with lower impact vehicle spaces
- Use **design standards** to ensure infill residential development is consistent and compatible with **existing development**
- Prepare **electronic parcel data** (GIS layers) to allow (1) accurate record keeping and (2) analysis necessary for land use and infrastructure investment decisions
- Develop a city-wide **green space plan**
- Promote development of Community Gardens



Economic Development (ED)

The City benefits from a strong and diversified tax base due to the mix of land uses, primarily concentrated in the Perimeter Center Character Area. Maintaining the economic health currently enjoyed by the City is a top priority; residents desire this priority to be balanced with the existing character of Dunwoody's neighborhoods. In addition to establishing a sense of place and identity as a way to promote community and pride in its quality of life, the City of Dunwoody also seeks to "brand" itself as a way to define the City as a great place to do business.

Policies

- The City of Dunwoody is **business-friendly** and supports its **small businesses** that add to the character and quality of life for residents
- The economic priority for the City is to protect a diversified, **healthy tax base** in order to function as a financially responsible government and provide the services and capital improvements desired by its residents and business owners
- Cultivate a healthy, cooperative relationship with the **Perimeter CIDs**, which serves the general welfare of the City of Dunwoody
- Development in Dunwoody will be recognized for its high quality **design** throughout the City
- The City of Dunwoody commits to maximizing resources through incentives and grants; this will especially target opportunities to promote **unique development**, such as adaptive reuse of buildings with historic value

Goals

- Develop a **business strategy** with an action plan that engages local community support for local businesses and targets **sustainable, local products** and services
- Pursue the possibility of a **real estate inventory** identifying key parcels to market to possible developers and/or industrial businesses
- Develop and implement a **redevelopment plan** for the Georgetown/Shallowford and Dunwoody Village Character Areas
- Develop a **financial feasibility study** for joint partnership to redevelop the Dunwoody Village area or the Georgetown/Shallowford area to potentially accommodate a new City Hall/Civic Center
- Create a distinctive identity for Dunwoody through the **placement of gateways and way-finding signage** at strategic points that help communicate and market the City's identity



Transportation (T)

The City of Dunwoody will undertake a Comprehensive Transportation Plan (CTP) in 2010, building on the foundations of the Comprehensive Plan. The following policy and goal statements will guide that effort in detailing a transportation plan that meets the specific needs of Dunwoody.

Policies

The City of Dunwoody's CTP will explore ways for Dunwoody to:

- Prioritize **multi-modal transportation options** in a Comprehensive Transportation Plan
- Create a **community-wide pedestrian/bike path network**
- Provide safe and secure parking to support **multi-modal transit services**
- Increase **network connectivity** to accommodate demand between adjacent neighborhoods and developments without accessing the major thoroughfare system
- Promote the use of zero-emission Low Speed Vehicles (LSV) and Neighborhood Electric Vehicles (NEVs) and consider other emerging and innovative technologies
- Establish **pedestrian and bicycle friendly** programs and road standards
- Promote **travel demand management (TDM)** strategies to reduce trips
- Preserve current transportation investment through **effective maintenance** of transportation system
- Support GRTA, MARTA, ARC and GDOT efforts related to express **transit service** and regional bus rapid transit (BRT) initiatives to connect Dunwoody to surrounding communities

Goals

- Prepare a bicycle and pedestrian plan (see also Community Facilities subsection)
- Explore **trade-offs and implications** of roadway capacity along high demand corridors
- Improve two-lane roads for **efficient operations and safety**, but maintain two-lane roads as integral to City character
- Prepare appropriate local ordinances to **allow bicycle use of sidewalks**, as provided by State of Georgia law
- The City will promote a **grid network of streets** and multiple connections between subdivisions when re-development opportunities arise
- Find appropriate mechanisms for **traffic mitigation along Womack Road**
- Consider innovative, long range schemes for **relieving congestion** in the Dunwoody Village area, such as designated parking external to a pedestrian-only zone, potentially served by a shuttle or some service jointly operated with Perimeter-CIDs
- Explore feasibility of **golf-cart** use as transportation mode and identify needs (improvements, striping, signage) for roads determined appropriate for this potential



- Bikeways along streets should be **separated from the automobile lanes**. At signalized intersections, provide a **separate pedestrian-bicycle phase** and “no turn on red” restrictions to avoid conflicts with motor vehicles
- Where possible, demarcate **pedestrian and bikeway crossings** at all intersections with contrasting roadway materials

Community Facilities and Services (CF)

As a new City, Dunwoody faces a set of challenges in establishing new services and facilities to meet its needs now and into the future. Although Dunwoody currently has a multi-year lease for its City Hall and Police Headquarters, a decision regarding the location of future facilities will need to be made within the next ten years.



Policies

Parks and Greenways

- Acquisition priorities focus on the purchasing agreement with DeKalb County to acquire the following parks or sites with potential open space opportunities:
 - Liane Levetan Park at Brook Run
 - Dunwoody Park/ Dunwoody Nature Center
 - Vernon Springs Park
 - Windwood Hollow Park
 - Donaldson-Chestnut House and Cemetery
- Consider Greenway opportunities along:
 - south side of Mount Vernon Road from Sandy Springs border (Ridgeview) to Ashford-Dunwoody Road
 - median on Perimeter Center East from Ashford Dunwoody Road eastward
- Consider alternative, creative funding sources such as an Impact Fee Program to finance parks and other infrastructure
- Undertake a **Parks and Recreation study** based on a neighborhood parks strategy (supplemented with community-wide parks such as the DeKalb Nature Center and Brook Run Park). The study should build on the parks survey results (see Section V Attachments) and:
 - identify potential park acquisition sites (see Community Workshop Map below for search area sites indicated by green dots, in addition to the Greenway opportunities in second bullet above)
 - identify the recreation facilities to be constructed in the new and existing parks





- consider utilization of the power and water easements and the stream ways as linear parks with trails
- identify the capital costs of the park system and identify revenue sources
- The City will seek to create more **Neighborhood level parks** (2 acres) and explore creative means of providing greater park and open space amenities
- The City establishes an interim level of service (LOS) for parkland of **3.6 to 10 acres per 1,000** population.



The City currently has a level of service (LOS) for parkland of 3.23 acres per 1,000 population. To maintain this LOS level given future population estimates, the City would need to provide 31 new acres. This can be accommodated by the addition of 6 neighborhood parks at an average of 5 acres each by 2030.

Moving to a higher level of service requires more park land to be added. The City can likely reasonably obtain a slight increase to 3.6, but desires a greater increase, targeting 10 acres per 1,000 Dunwoody residents. Providing 5 acres per 1,000 population creates a future demand of 48 new acres. This demand could be accommodated by the addition of 10 neighborhood parks of about 5 acres each by 2030. However, a study of potential and appropriate acquisition needs to be conducted to determine the feasibility of the higher target. In the interim, the target range of 3.6-10 establishes the City's goal until a feasibility analysis of potential acquisition can inform the most appropriate LOS policy.

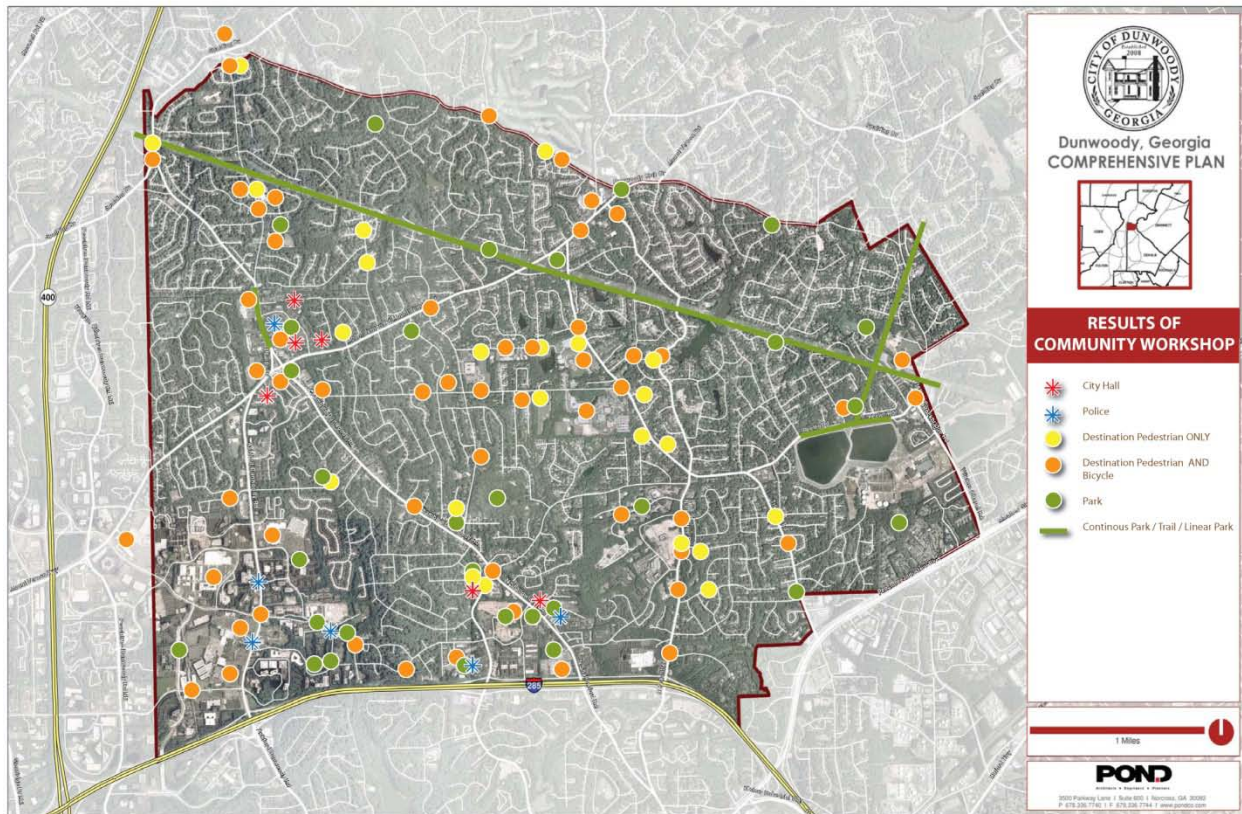


FIGURE 10: Results of Community Workshop: New Parks, Priority Destinations, City Hall and Police

City Facilities and Safety

- Provide conveniently located and efficiently managed City Administration services, demonstrating commitment to sustainable practices in managing city-run resources
- Provide a safe and secure environment through the delivery of fair and impartial police services, proactive problem solving and increased community partnerships
- Strategically locate new city facilities and investments so that goals such as creating community gathering places, expanding green space, and attracting redevelopment investment can be achieved

Goals

Parks and Greenways

- The City will investigate the possibility of utilizing the **Georgia Power utility easement** for a multi-use trail based on the PATH Foundation report, *DeKalb’s Greenway Trails: A Master Plan for Multi-Use Trails in*





DeKalb County, Georgia. The City of Dunwoody recognizes that this would involve negotiations with owners of approximately 100 parcels; while challenging and likely extending many months or years, the City commits to this goal

- Establish redevelopment incentives to obtain **open space and/or recreational amenities** for redevelopment sites
- Prepare and implement a parks and green/open space plan and incorporate nature resources inventory update as part of site feasibility analysis; plan should consider acquisition as well as sites outside the current city boundary
- Negotiate with DeKalb County Board of Education regarding use of existing and vacant facilities for recreational purposes, including potential maintenance sharing to off-set costs

City Facilities and Services

- Implement the Police Department Strategic Plan
- Undertake a **space-needs study** to quantify the amount of floor area that would be needed to address the City's administrative, court and police needs through 2030
 - The space-needs study should include an evaluation of physical inter-office relationships and lay the groundwork for architectural and floor layout designs
- Undertake a **location study** for City Hall and Police Headquarters. Additionally, the study should evaluate
 - the **feasibility of including outdoor ceremonial space** and public greenspace
 - the possibility of funding the project through a **private-public partnership** whereby an investor could offer a re-development project incorporating City Hall, Police Headquarters, public assembly space, plazas, etc. under **joint or shared financing**
- Undertake a feasibility study to establish impact fees
- Maintain and expand the City's Adopt-a-Spot program

Multi-modal Amenities

- Coordinate the **bikeway section of the CTP** with the **Parks and Recreation Plan** such that new park sites are served as destinations by the bikeways whenever possible
- In all planning activities, pursue the goal of creating a fully integrated **pedestrian and bicycle system** of connectivity to parks, schools, between residential and commercial areas, and other high priority destinations identified in this Community Agenda
- As part of developing the Comprehensive Transportation Plan, create a **bikeway and sidewalk plan** that is destination demand based, interfaces with proposed linear parks, and serves both a recreational and transportation function

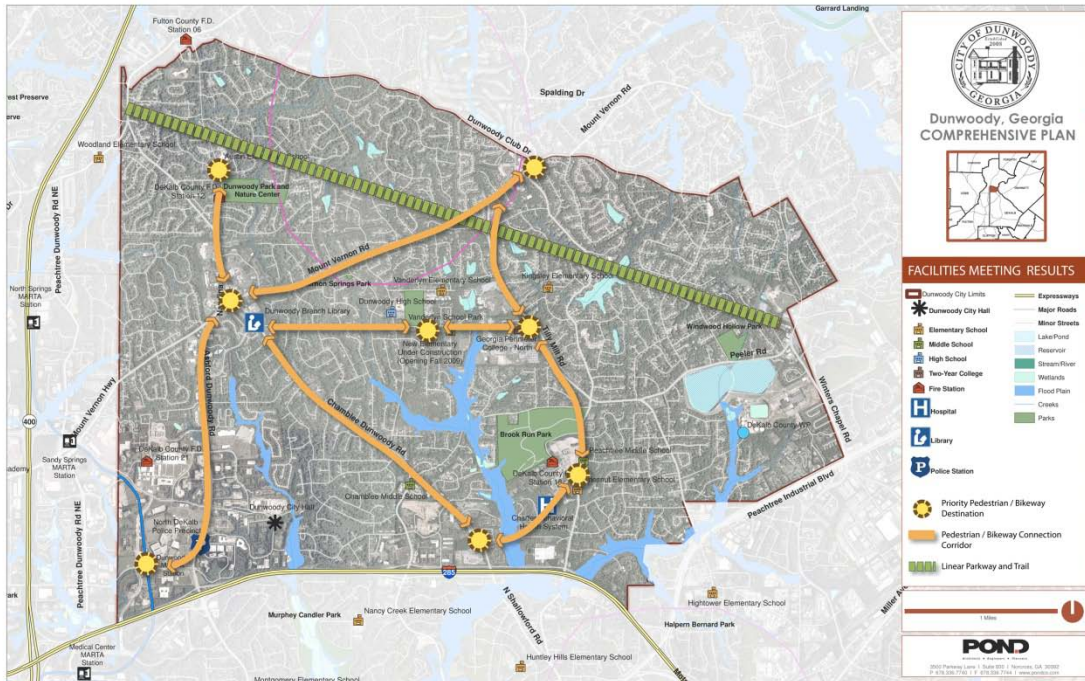


FIGURE 11: Results of Community Workshop: Priority Destinations and Bicycle Connections

Natural and Cultural Resources (NCR)

In terms of natural resources, Dunwoody recognizes *environmental stewardship as one of the long term responsibilities of the citizens and businesses in Dunwoody*. During the first month of incorporation, the City Council chartered the **Sustainability Commission** to promote measures to reduce the environmental footprint of the government through policies, practices, buildings, and fleets.

The Sustainability Commission is pursuing the Atlanta Regional Commission’s **Green Community Certification**. This voluntary certification program recognizes and promotes local governments that are leading the way to sustainability by reducing their cities’ environmental footprint. Dunwoody is making progress towards certification by adopting policies and ordinances to affect the actions of both the City and the community (see Section IV Attachment I for the checklist of progress). Green Community Certification is important to the City of Dunwoody because it fosters civic pride, creates a positive image of a place to live or conduct business, sets an example for





businesses and organizations seeking to reduce their environmental impact, and leads to greater quality of life.

In terms of **cultural resources**, interest in historic preservation and efforts to maintain a sense of “place” and its connection to the past are important to the City of Dunwoody. In a society where the built environment is destroyed and redeveloped at increasing rates, protecting historical sites develops a cultural identity for the City and provides a nostalgic reminder of its history. As a result, the community gains a sense of pride in the historic resources, stabilizes property values, encourages economic development, and fosters civic beauty. Most importantly, historic American architecture expresses heritage, something that can never be duplicated or replaced, and therefore invaluable to the character and identity of the community.

As inventoried in the Community Assessment, Dunwoody benefits from several historic buildings including the Cheek-Spruill Farmhouse. The work of the **Dunwoody Preservation Trust** has helped to raise public awareness and helped define the City of Dunwoody by establishing a sense of “place.” The City will seek to formalize support for protecting and enhancing its historic and cultural resources by reinforcing these efforts through official government resources and regulations.

The City of Dunwoody intends to continue its community-oriented approach towards natural and cultural resource planning. This strategy of community partnership and involvement strengthens Dunwoody and engages citizens in stewardship. Specifically the City of Dunwoody commits that it will:

Policies

Natural Resources

- Demonstrate **regional leadership** in promoting efficient and innovative use of resources
- Engage regional, state and federal resources for improving local sustainable practices
- Obtain Atlanta Regional Commission (ARC) **Green Community certification** (see specific program components in Section IV - Implementation)
- Support **community gardens**, including the Dunwoody Community Garden at Brook Run, and community-supported agriculture encouraging local food production



Cultural resources

- Create and maintain programs to support **historic preservation** and/or **campaign for grant dollars** that award historic preservation dollars
- Support the **arts and opportunities for cultural activities** and events



Goals

Natural Resources

- Implement policies and regulations that assist the pursuit of certification under the **Green Communities program** established by the Atlanta Regional Commission
- Integrate sustainable practices and environmentally preferable procurement in all City projects where feasible in consideration of life cycle costs
- Staff the **Sustainability Commission** to implement and monitor programming that fosters environmental stewardship
- Undertake a **Sustainability Plan** that builds upon the Green Community certification to integrate economical, environmental and social sustainability goals, milestones and performance measures specific to the City of Dunwoody's opportunities and challenges.
- Among other objectives, the Sustainability Plan will explore:
 - green economic development
 - innovative low impact development practices
 - improving residential quality of life
 - reducing costs and increasing efficiency within public facilities
 - increasing energy independence
 - increasing local food security
 - increasing quality and innovative use of the waste stream and
 - reviewing and improving existing sustainable programs to increase efficiency
 - marketing implications of achieving sustainable development objectives

Cultural Resources

- Undertake a city-specific **Historic Resources Inventory** that builds upon the Community Assessment list generated from the DeKalb History Center, the Historic Preservation Division of Natural Resources, and the Dunwoody Preservation Trust
- Create initiatives that leverage federal and state resources in order to facilitate historic preservation and heritage tourism
- Consider zoning **regulations and procedures** that protect historic and cultural resources



Intergovernmental Relations (IR)

Located in DeKalb County, Dunwoody is bordered by the City of Sandy Springs, Fulton County and Gwinnett County. Due to its location along the I-285 corridor and as home to a portion of the Perimeter Regional Activity Center, the City of Dunwoody plays a strategically important role within the Atlanta Metro Region and the state. The City commits to working with other governmental entities where there is a shared interest in appropriate land use, economic development, transportation and environmental planning. See the transportation section regarding intergovernmental coordination the City will pursue related to transportation and transit.

Policies

- The City will work to improve relations with various DeKalb County authorities, including the **DeKalb County Board of Commissioners, Keep DeKalb Beautiful**, and the **DeKalb County Board of Education** to address existing concerns and needs
- The City will coordinate with Gwinnett County, to the extent of where interests are shared, especially for **future improvements to Peachtree Industrial Boulevard** and/or any improvements along the borders of **Winters Chapel Character Area**
- The City will explore a possible linking to the Gwinnett County's planned **Crooked Creek Greenway** during its assessment of the Georgia Power utility easement as a possible greenway



SECTION IV. IMPLEMENTATION PROGRAM

The implementation program is the overall strategy for achieving the Community Vision and for addressing each of the Community Issues and Opportunities. It identifies specific measures to be undertaken by the community to implement the plan. The Implementation Program includes the Short Term Work Program, Long Term Activities and Programs for on-going action items and the Short Term Work Program, for a five-year project oriented plan of activities.

Long Term Programs (beyond 5-year STWP time frame)

Sustainability Program

The City of Dunwoody's sustainability work currently includes the policy structure of a commission, supported by a regulatory framework. The City provides staff to the Sustainability Commission and coordinates across departments to implement the mission and achieve the adopted benchmarks.

- **Sustainability Commission.**
 - Vision statement: *"To harness the individual and collective abilities of our citizens, businesses, institutions and government in order to create a more sustainable city that meets the needs today and tomorrow of our specific community in relation to a changing world"*
 - Priorities:
 - Assist the City through the ARC Green Community Certification process
 - Development of a comprehensive Sustainability Plan and 2030 Vision
- **Green Community.** Attachment I documents Dunwoody's progress to date towards achieving the Atlanta Regional Commission's Green Community certification. This spreadsheet of measures is divided into the different areas in which the ARC has established benchmarks and to which the City hereby aspires. These include:

○ Green Building	○ Transportation and Air Quality
○ Energy Efficiency	○ Recycling and Water Reduction
○ Green Power	○ Land Use
○ Water Use and Reduction	○ Education
○ Trees and Green Space	○ Innovation



The City of Dunwoody will continue to update this checklist as it pursues the Green Community certification.



- **Sustainability Plan.** The City will establish an action plan towards achieving more sustainable practices. This Sustainability Plan will build upon the Green Community certification to define what Dunwoody citizens envision for economic, environmental and social sustainability goals, and to establish milestones and performance measures specific to the City of Dunwoody's opportunities and challenges.

Historic Preservation Program

The City will establish a program that builds on the initial work conducted in the Community Assessment and evaluate each of the potential sites listed for eligibility of historic preservation status. The program will also:

- Consider a regulatory framework for including guidelines into approval processes: pursue an historic district or other classification to formally protect historic resources through local ordinances, as well as national registrar, as appropriate
- Promote community awareness and pride through various activities, events and mechanisms for including historic resources in other civic forums and activities

Wayfinding/Signage Program

Building on the momentum of Dunwoody's recent incorporation, the City will develop a visual signifier or logo that expresses an image or identity held in common by City residents. The process of developing the graphic will further a sense of community, as citizens, business owners and other stakeholders focus on the key elements that make community life in Dunwoody unique. Once adopted, the logo or city identifier should be referenced in a variety of ways, to visually unify different areas of the City.

Wayfinding refers to signage or other cues to signal destinations or special sites within the City. Furthermore, it helps ease confusion as people try and navigate around the City, which helps the economic development of the City as more consumers find it simpler to get to where they desire to go. There are a number of elements that a successful wayfinding program must consider.

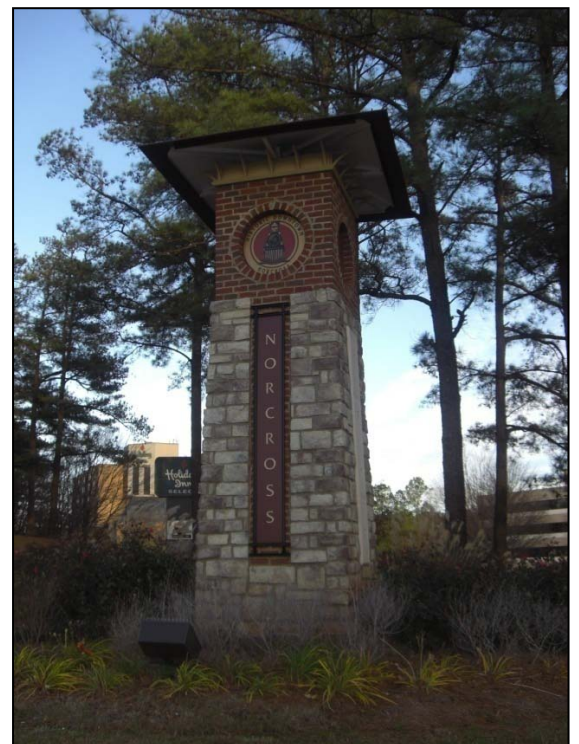
- Define the cost and budget of the proposed program
- Undertake a process to define what will be within the scope of the program. For instance, some cities limit wayfinding to monument signs that direct people around an historic or business downtown; others have consistent signage on street poles throughout the entirety of the City. Some reference civic, natural features and commercial locations, while others only reference civic
- Hold an involvement process for determining design and materials
- Identify priority locations and create a strategy for phasing in elements
- Identify all appropriate gateway opportunities



Examples of wayfinding signage that incorporates color thematic or city identifier

Gateway Program

The Future Development Map identifies two gateways, North Peachtree and Ashford Dunwoody, as character areas although additional sites were considered in the Character Area Map of the Community Assessment. Gateways are a place-making device that can transform specific and strategic locations within transportation corridors into inviting and memorable public spaces. Gateways are high profile, heavily trafficked locations, which garner a significant level of public exposure and attention. Well designed gateways act as **symbolic representations of community excellence**. As such, gateways should go





beyond simple signage and indicators, and instead bring in design elements that differentiate the physical space from that which lies outside of the boundary. The City of Dunwoody's gateway program will include:

- Identifying all entrances to the City and evaluate appropriateness for establishing a gateway at the site
- Crafting an appropriate vision for use and design through a public involvement process, such as a charette or voting campaign, then generating definitive construction documents
- Ensuring harmony with the City's wayfinding program by incorporating design elements and consistency between gateways through complimentary building materials
- Locating funding sources and identifying costs associated with construction and materials.
- Incorporating a public art campaign will ensure that each gateway, while thematically consistent, has elements of diversity and uniqueness.

Funding Strategy Program

While the planning process results in a realistic and intelligent blueprint for future actions, in the end it is just that – a blueprint for the future. One element of that blueprint is the Short Term Work Program (STWP), presented in the next section below. The STWP identifies the major tasks to be undertaken over the next five years. In order to realize the benefits of the STWP as a management tool it must be implemented and appropriate funding allocated according to fiscal year priorities.

Many elements of the STWP can be described as operations and maintenance costs, or "O&M." These costs, often annual or cyclical in nature, will be met by general fund expenditures as part of the annual budgeting process of the City. Many items, particularly equipment and rolling stock, are included in the City's annual budget for funding out of property tax collections and other general fund revenue that year. This budget is adopted each year and funds the ongoing operations of the City, including salaries, supplies, upkeep and refurbishment related to the City's departments and the services they provide. Capital items under the O&M budget are paid for in the year purchased or are acquired under a short-term lease agreement. Short-term loans and long-term debt instruments are also funded from general fund revenue.²

But other project costs may exceed the ability of the City to fund as part of an annual budget, or even a series of annual budgets—often because the cost of the projects is too high to be met with any realistic increase in the property tax rate. These capital improvements are different from typical O&M costs in that they represent a long term investment by the City and involve relatively high costs. Capital improvements include such City facilities as administrative buildings,

² The City does not operate any facilities that would be eligible for Revenue Bond financing.



parks and recreation facilities (such as ball fields, picnic pavilions, tennis courts and trails), streets and sidewalks, and stormwater infrastructure. Major equipment items can also qualify as capital improvements, such as dump trucks, backhoes, and internal support systems such as computer networks and telephone systems. Improvements to an existing capital facility that goes far beyond normal maintenance, such as a building expansion or major renovation, are also categorized as capital improvements.

A further consideration comes into play when the City looks at who will benefit from these capital improvements, as opposed to who will pay for them. A project that benefits the current residents and businesses of the City may appropriately be funded by the existing tax base, for example, while it may be inappropriate to fund a project intended to serve new growth from existing property tax revenues. In the next sections the available funding sources for the non-O&M costs are discussed. The benefits and shortfalls of each funding strategy are explained. In the end, the funding strategy of the City should be as broad-based as is practical, in order to provide the most benefit to current and future taxpayers.

In general, the elements of a potential funding strategy could be grouped as follows:

- **General Fund:** Operations and maintenance.
- **Loan or Bond:** Purchase of land for redevelopment, including City Hall site.
- **Public-Private Partnership:** Construction of a City Hall in a mixed-use setting.
- **Other Taxes:** Where appropriate to supplement operations and maintenance costs.
- **Special Tax Districts:** To provide improvements desired by particular neighborhoods, such as sidewalks.
- **TIF Funding:** Needed infrastructure improvements resulting from Master Plans of the Georgetown and Dunwoody Village areas.
- **User Fees:** Stormwater utility, building permits, inspections, business licenses, etc.
- **Impact Fees:** Major capital improvements in parks, roads, and stormwater facilities. Can also be used to construct police facility space.
- **Grants & Other Funding Sources:** Specific projects as grants become available; supplement to operations and maintenance costs (where appropriate).

The general public is familiar with General Funds and bonds as financing tools. However, other options may be less understood, and a brief description will help orient citizens as the City of Dunwoody considers various options including Impact Fees and other recommendations that will emerge from programmed Master Planning efforts.

Tax-Based Funding Methods

There are two other general tax-based funding methods: special tax districts and tax increment financing. The more common of these two is the special tax district. Special tax districts are often created to provide a direct benefit to the property owners who will be included within the district. For example, property owners can agree to pay an



additional tax or assessment that in turn is used to purchase and install street lights in their neighborhood or sidewalks along their streets. In the case of a special tax district, the tax ends with the completion of the improvement being paid for, or the special tax can continue for direct on-going costs (for instance, the electrical service to the new street lights). If the improvement is based on a front-footage assessment, it is usually spread over several years.

With tax increment financing, the tax is not dependent upon a single project or improvement. Tax increment financing can be a continuing source of revenue to local governments that intend to provide support for development and redevelopment opportunities within specific target areas. Through this practice a local government can use an increase in the millage rate charged to property owners in the target area to either guarantee bond issues or to create a dedicated fund that can be used for specific projects. Funds raised through these methodologies can also be used to attract 'matching' funds from private-sector sources. All three programs described below (TAD, CID and CBID) are administered either by the local government or by an appointed or elected board that operates under local government oversight.

The following table summarizes the eligible types of projects, and the legal requirements, of the three tax financing options that are available in Georgia.

Table 1. Summary of Tax Based Financing Methods

Financing Method	Types of Eligible Projects	Required to Create	Property not Taxed
Tax Allocation District Driven by new development, redevelopment or revitalization; Used for infrastructure projects	<ul style="list-style-type: none"> ○ Infrastructure enhancements for development 	<ul style="list-style-type: none"> ○ City ordinance ○ Approval of any other taxing body in district (except schools) 	<ul style="list-style-type: none"> ○ None
Community Improvement District Driven by property tax increase within the CID; Used for infrastructure projects	<ul style="list-style-type: none"> ○ Street and road construction ○ Sidewalks & streetlights ○ Parking facilities ○ Water systems ○ Sewage systems ○ Public transportation ○ Park facilities and recreation areas 	<ul style="list-style-type: none"> ○ City ordinance subject to State enabling legislation ○ Majority of property owners in district ○ 75% of value of property in the district 	<ul style="list-style-type: none"> ○ Residential ○ Agricultural ○ Forestry
Business Improvement District Driven by property tax increase within the CBID; Used for supplementary services	<ul style="list-style-type: none"> ○ Advertising ○ Promotion ○ Sanitation ○ Security ○ Business recruitment and development 	<ul style="list-style-type: none"> ○ Petition: signatures of majority of taxpayers in the district ○ Plan of services ○ City approval 	<ul style="list-style-type: none"> ○ Any non-business property



While these methods are all oriented towards making sub-area development or redevelopment attractive to the private sector, the three financing mechanisms summarized here have very different applications in practice. The specifics of each program are discussed in the following sections. The following tax-based funding methods could each be considered when developing Master Plans for the Georgetown and Dunwoody Village areas, and may also be applicable in the City's creation of other overlay districts.

Tax Allocation District

A Tax Allocation District (TAD) is a system that uses an expected increase in property tax revenue to guarantee bond issues. These bonds are, in turn, used to fund capital programs that improve the infrastructure of the TAD.

The program is initiated by the local jurisdiction and the boundary of the district is adopted. The property value revenue for the district is frozen at the current level for an agreed upon number of years; a five year period is common. The normal property assessment and appraisal process of the local government continues as before. Within the described boundary any increase in property value revenue after the adoption of the TAD is put into a separate fund. This fund is pledged to pay for specific improvement projects and/or to pay bonds that are issued by the jurisdiction for infrastructure improvements within the TAD. This type of program is most effective when tied to a specific, large-scale development as it depends upon new tax value generated from development for its bond revenue stream.

As can be seen in Table 1, the creation of a TAD requires the approval of the other government (DeKalb County) that is charging property taxes within the district. The TAD can be administered by the local government or by an independent board operating under city review.

Community Improvement District

A Community Improvement District (CID) is a financing mechanism for infrastructure projects and programs. CIDs are becoming popular around the state as methods of improving areas in order to attract redevelopment and to provide a higher level of service for 'public' improvements than generally available city-wide. The Perimeter CIDs have operated in this manner since formation in 1999.

A CID is created by city ordinance with the permission of a majority of eligible property owners and of those who represent at least seventy-five percent of the tax value of the eligible properties in the proposed district. Residential, agricultural, and forestry properties are not considered 'eligible' in this program. Typically, a CID will be created in a retail, office, or service-sector area, and are generally most attractive to an established



commercial area where a higher level of public services is desired. However, the ability to form CIDs must first be authorized by enabling legislation through the State Legislature specific to Dunwoody.

The CID revenues are used to either guarantee bonds or as a special fund. The improvements that can be funded in this way are summarized in Table 1. The maximum mills that may be added to the tax assessments of the eligible properties within the CID is 25, or 2.5% of the assessed value of those properties. The additional millage is set by the CID Board and the revenue is administered by the Board with the approval of the local government. Typically, the millage rate results in an increase of around 5 cents per square foot of floor area in the retail and office buildings in the CID. The taxes would be collected along with all other property taxes by the County and, after deduction of an administrative fee authorized in the State CID Law, remitted directly to the CID Board.

City Business Improvement District

The intent of a City Business Improvement District (CBID) is to provide supplemental services to businesses within the created district. Many of these services mirror those normally provided by local governments and chambers of commerce.

A CBID is created by city approval of a petition from a majority of eligible taxpayers in the proposed district as well as a plan of services to be provided. Eligible properties are defined here as those that pay business or occupational taxes. The plan of services must include:

- Map of service area;
- Description of boundaries;
- Description of services;
- Proposed maximum millage rate or surcharge;
- Budget; and,
- Design and rehabilitation standards.

The tax charged within a CBID can be a millage rate or a surcharge on business and occupational taxes. The administration of the CBID is by the local government; the services provided can be provided by the local government or contracted out by that government.

Summary of Taxed Based Methods

The application of the three tax increment financing methods outlined above depends upon the expected level of development or redevelopment within the designated area



as well as the long-range goals for the area. The creation of a TAD will be most successful if it is tied to attracting a large-scale development or encouraging a major redevelopment of an area. Otherwise, the revenue stream from 'naturally' increasing property values will be so insignificant as to preclude the jurisdiction's ability to pledge the revenues towards a bond issue.

A CBID is instituted as a supplement to existing government and non-government business services within the CBID. It may be predicated upon a certain business district positioning itself as a unique 'product' within a jurisdiction that is comprised of several such districts. The CBID, in this way, acts as a 'chamber of commerce' that is focused on an area somewhat smaller than the entire jurisdiction.

The CID mechanism offers Dunwoody a flexible menu of infrastructure programs while maintaining a pro-development focus. A CID can be created for the implementation of specific projects or as a more general improvement program. The CID is most effective where there is a significant nonresidential tax base already in place. The difference between a TAD and a CID is that a CID can only be applied to nonresidential properties, where a TAD can be applied to all property. Both the TAD and CID are financing mechanisms for infrastructure development or enhancement; the CID, however, is not dependent upon short-term increases in property values to provide a revenue stream.

Finally, the **administrative costs** for any of these methods must be taken into account when evaluating the three schemes. In addition to plan review and approval, as well as administering a possible business or occupational tax surcharge, a CBID requires that the local government either provide certain services or oversee the provision of those services. Administratively, the CID and TAD methods can be the least labor-intensive for local governments. Plan formulation, bond issuance, and revenue expenditures under these methods are administrated by an independent board for a CID and can be assigned to such a board for a TAD, with minimal review and oversight by the City.

Other Taxes

There are some other taxes that can be charged by the City. These include: alcoholic beverage excise taxes, local excise taxes on distilled spirits, insurance premium taxes, business and occupation taxes, financial institutions business license taxes, hotel-motel taxes, and excise taxes on rental motor vehicles. While charging these taxes may reduce the overall burden on the property tax payers in the City, two considerations should be made before implementing any of them. First, the City must weigh the revenue to be gained against the cost to administer each tax program. (Some of these taxes, such as the insurance premium tax, do not allow for an administrative cost to be calculated as part of the tax revenue.) Second, the benefit gained for the current property tax payers



must be weighed against any competitive disadvantage that charging these taxes may have.

Sales Tax

The County currently charges a county-wide sales tax through a HOST program. Funds generated by this tax are now available to the City for project funding purposes. This sales tax, however, precludes the adoption of a county-wide SPLOST program, since the County cannot implement both a HOST and SPLOST program.

Fees

Unlike the property and sales tax strategies discussed above, the use of fees has an important distinction: Fees must directly and reasonably relate to the services or benefits being received by the fee payer. Often, too, there is an obvious limit to the amount of the fee. The City must balance two competing demands: the need to provide some level of funding for City services, versus the realization that there is some limit to what an individual would be able to pay in fees and still conduct business in and with the City.

User Fees

Some functions of city government can be funded in whole or in part through user fees. Typical of this type of revenue source are building permit fees, inspection fees, business license fees, and charges for copies. It is important to include all of the City's costs in setting a user fee. For example, a building permit fee should cover the actual staff time to review and evaluate the permit application, as well as all related costs involved including such items as utilities for the office, medical coverage for the staff members and equipment costs (such as inspector vehicles).

The City currently charges user fees as listed above as well as a fee for its stormwater utility.

Impact Fees

Another, potentially valuable revenue source for the City is impact fees. Impact fees are authorized by State legislation (the Development Impact Fee Act) and must adhere to stringent guidelines. The purpose of impact fees is to generate revenue from new growth and development in the City to pay for the capital facilities that are specifically needed to serve new growth. Stated another way, only capital facilities that have to be built, expanded or improved because new growth is coming to the City can be considered for impact fee funding. The State law limits the use of impact fees to specific facility types and to improvements having a useful life of at least ten years. Those qualified facility types applicable to Dunwoody include:



- Parks, open space and recreation (including off-road trails);
- Public safety, such as police facilities;
- Stormwater facilities; and
- Roads.

Note that while stormwater is identified in the list as a potential impact fee category, the City does not currently charge an impact fee for this category. The utility fee associated with this service is charged for operations and maintenance of the system, not for capital improvements. One thing that makes impact fees attractive for jurisdictions is that by charging new growth as it arrives in the City and demands services, the current tax payers are not charged to provide those services. Impact fees, in this manner, offset potential future tax increases.

In order to implement impact fees, the City would be required to follow a series of steps that are dictated by state law and regulations. First, the City will need to create an Impact Fee Advisory Committee. This group is made up of between five to ten members, and at least 50% of the committee must be representative of development professions (builders, developers, bankers, real estate agents, etc.). Next, the City would create a Capital Improvements Element (CIE). The CIE identifies the future population to be served, the projects that are intended to serve that population, and the anticipated funding sources for those projects. The CIE is subject to review by ARC and the state before adoption. Finally, an impact fee ordinance must be developed and adopted in order to provide the framework for impact fee collections and expenditures. Throughout the process, the City would develop local policies regarding impact fees in conjunction with the Advisory Committee. The creation of an impact fee program typically takes six months to a year to complete.

While impact fees can be targeted to improvements for specific areas, they are most commonly collected city-wide. Fees can also be exempted or reduced to encourage special opportunities for 'extraordinary' economic or employment growth, and/or for affordable housing projects, at the City's option.

Grants

There are a variety of grants available to the City from both the State and federal governments. There is little practical ability to predict what grants may be made available in the future, limiting the use of grants in a funding strategy to short-term planning. Grant application runs parallel to planning, in that the City must both identify projects that it wants to complete (through a planning process) and have an eye towards potential grants that will fund those projects. Essentially, the City must constantly watch for grant opportunities and be prepared to move quickly when they become available. The sheer number of



available grant programs can be bewildering. For this reason, grant writing and administration is often a full-time staff position, sometimes carried out in conjunction with a Downtown Development Authority. A recent catalog published by the Department of Community Affairs identified several dozen grant and loan programs available in the state just for the category of economic development; Georgia Main Street identifies almost 50 potential private sources for a variety of grant programs.

Government-run loan programs, such as the Downtown Development Revolving Fund Loan (administered by the Department of Community Affairs) can be an important part of a funding strategy, but as a source of funds they have many of the same limitations that are often found with all grant programs. Namely, their availability can be difficult to predict, many are competitive against a limited pool of funds, and they require staff time to research and apply for. Unlike a grant, a loan must be repaid. Typically this repayment would come from tax revenues, making a government loan much like a general obligation bond in terms of indebtedness and taxing requirements.

In addition to the time it takes to research and apply for a program, grants do have two other shortcomings to be aware of. They may require a matching amount of money from the City, or they may require debt service payments in addition to the initial loan amount. To the extent that matching funds are required, the current tax payers would pay the City's share of the grant program.

Other Funding Sources

Other funding sources are available to the City, though many of them are more modest in scope or restricted in their application. Examples include fines, forfeitures and court costs, investments made by the City, franchise fees, and alcoholic beverage licenses. Like grants, the ephemeral nature of these sources can make it difficult to plan a long-term funding strategy around them. **Public-Private Partnerships, Downtown Development Authorities, or other appropriate fiscal agents** are other potential elements of a funding strategy, and can take about as many forms as there are potential development partners. While not always a source of direct funds to the City, the 'private' element of a partnership may represent a reduction in costs to the City by assuming some portion of the over-all funding responsibility. One example of an application of this type of strategy is the method used by the City of Suwanee in the implementation of that their Town Center Master Plan. Based on the Plan, the City first negotiated to purchase the land to be redeveloped. The City then sold the land it did not need for its own municipal buildings to private developers to be developed in accordance with the Plan. Profit realized by the sale of property was used to help fund a new City Hall, city park and other related city projects. As important as the generation of funds, the City's control of the design of their Town Center by private development was equally important to the City.



Developing a Funding Strategy

In order to implement the plans of the City, and specifically to fund the projects and activities listed in the Short Term Work Program, Dunwoody would be well-served by pursuing a balanced funding strategy based on multiple revenue sources. Property tax collection can meet the annual operations and maintenance budget requirements of the City, but property taxes as a funding source are limited by real-world implications. There is some practical limit to the rate of tax that can be charged. Bonds can be attractive as a method for leveraging the tax digest value of the City, but bonds have one important limitation: they must be approved by the voters.

A balanced approach for funding capital projects might be a mix of funding strategies. Local projects, intended to improve specific areas within the City, might be tackled through the use of the various tax-based funding methods, tailored to the needs of each specific area. City-wide capital projects, such as a City Hall, may be met through the issuance of a general obligation bond funded by property taxes, coupled with off-sets from a public-private partnership. Some other capital improvements, such as park and police facilities, could be funded through an impact fee program. One proven approach has been to combine a bond issue (and tax increase) for non-impact fee eligible improvements with adoption of an impact fee program, with the assertion that the impact fees will only be adopted if the bond referendum passes. By mixing several revenue sources – property tax, sales tax, user fees, impact fees, and grants – the City can:

- Minimize its exposure to reliance on one or two funding sources that are affected by changes in the economy;
- Maximize the funding available from people who do not (yet) live in the City; and,
- Minimize the funds needed from property tax collections.

Consolidated Action Plan

While individual actions are described in various sections of the Community Agenda (in terms of goals and the STWP), the funding strategy section consolidates them here:

City Hall

- Identify potential location for City Hall.
- Develop master plan for the area.
- Purchase the property for the City Hall site, either through Downtown Development Revolving Fund Loan and/or by the issuance of a bond.
- Sell excess property to private developers for redevelopment consistent with master plan for area.
- Use proceeds from property sale to construct City Hall.



- Promote the use of a Tax Allocation District or Community Improvement District for local infrastructure improvements.
- Apply for grants specific to the needs identified in the master plan.

Redevelopment of Georgetown and Dunwoody Village areas

- Develop master plans for the areas.
- Promote the use of a Tax Allocation District or Community Improvement District for local infrastructure improvements.
- Apply for grants specific to the needs identified in the master plan.

Parks and Road Improvements

- Initiate a Parks, Trails and Recreation Plan.
- Initiate an impact fee study to identify potential funding that could come from impact fees.
- Appoint an Impact Fee Advisory Committee.
- Create a Capital Improvements Element.
- Create an Impact Fee Ordinance.

Pedestrian/Bicycle Connectivity

- Prepare a detailed Connectivity Master Plan.
- Include off-road trails in the impact fee program.
- Include planned sidewalks in impact-fee eligible street improvements.
- Identify funding sources for sidewalks that are not impact fee eligible.
- Assure inclusion of planned sidewalks in State or County road projects in the City.

A successful funding strategy, therefore, should encompass elements that are city-wide in their application and support for development, redevelopment and revitalization in specific areas. While this portion of Dunwoody's Implementation Strategy provides a broad outline of creating an overall funding strategy, and identifies the most viable funding approaches, more detailed planning will be required, as discussed above, to flesh out specific initiatives for city-wide improvements and the needs of specific target areas. In the short run, these include:

- Master Development/Redevelopment Plans for the Georgetown and Dunwoody Village areas.
- Impact fee study.
- Space Needs Study for City Hall and Police Headquarters.
- Master Connectivity Master Plan.
- Parks, Trails and Recreation Plan
- Initiation of general CID enabling legislation through the State Legislature.



- Promotional Action Plans for establishment of CIDs and TADs in targeted areas.
- Create and Promote a Neighborhood Improvement Program based on special tax districts/assessments for areas desiring sidewalks or other local improvements.

Short Term Work Program

The Short Term Work Program (STWP) identifies specific implementation actions that the local government intends to take during the first **five years** of the planning period. In Dunwoody, the Short Term Work Program covers activities to be undertaken from **2010-2015**. These include any ordinances, administrative systems (such as plan review, code enforcement, etc.), community improvements or investments, financing arrangements, or other programs or projects to be undertaken to implement the plan.

The City will consider ways to enhance the STWP with benchmarks or other evaluation systems to further maximize the benefit of a STWP for strategic planning purposes in the future. This establishes the accountability the citizenry sought when pursuing incorporation and instills confidence in City administration.

The Short Term Work Program includes the following information for each listed action:

- Brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding sources, where applicable.

The Dunwoody City Council will review the STWP as part of the annual council budget process and staff will prepare a Report of Achievements; these steps will make the Comprehensive Plan a hands-on, strategic tool for achieving community objectives. A new year will be added to keep the STWP a five-year, working plan that will be evaluated on an annual basis.

While the STWP designates department and government authorities as completing the action items, the elected Council of the City of Dunwoody bears ultimate responsibility for implementation of the adopted Comprehensive Plan.



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
Community Facilities														
CF. 1	Parks: Master Plan	Parks & Recreation Master Plan	√					Comm'y Dev, City Manager, Public Works		\$25,000				General Fund
CF. 2	Parks: Master Plan	Brooke Run Master Plan Update		√				Comm'y Dev, City Manager, Public Works		\$25,000				Potential Park Bond
CF. 3	Parks and Open Space: Acquisition	Purchase existing County parks	√					City Manager, Public Works						HOST/General Fund
CF. 4	Parks and Open Space: Acquisition	New park and open space	√	√	√	√	√	City Manager, Public Works						HOST
CF. 5	Parks: Facilities	Brook Run Park building demolition		√	√			Public Works		\$300,000	\$300,000			DeKalb Parks Bond
CF. 6	Parks: Facilities	Brook Run Park improvements		√				Public Works		\$100,000				HOST/potential Park Bond
CF. 7	Parks: Facilities	Brook Run Park pavilion			√			Public Works			\$50,000			HOST/potential Park Bond
CF. 8	Parks: Facilities	Brook Run Park restrooms (2-3)			√			Public Works			\$250,000			HOST/potential Park Bond
CF. 9	Parks: Facilities	Dunwoody Baseball field parking area improvement			√			Public Works			\$100,000			HOST



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
CF. 10	Parks: Facilities	Brook Run Park paved walking path				√		Public Works			\$250,000			HOST/potential Park Bond
CF. 11	Parks: Plan/Study	Multi-use path/Greenway Master Plan		√				Comm'y Dev, Public Works		\$30,000				General Fund
CF. 12	Parks: Facilities	Multi-use path/Greenway construction				√	√					\$1,000,000	\$1,000,000	HOST
CF. 13	Police: Vehicles	Purchase vehicles					√	Police Dept., City Council						\$1,000,000 General Fund/Lease
CF. 14	Police: Equipment			√	√	√		Police Dept., City Council		\$170,000	\$170,000	\$170,000		General Fund
CF. 15	Fire, 911, EMS	Study	√					Police Dept., City Council	\$35,000					General Fund
CF. 16	Stormwater: Mapping	Create GIS map of impervious surfaces		√				Public Works, City Council		\$20,000				Stormwater Utility
CF. 17	Stormwater: Mapping	Contract for aerial photography	√					Public Works, City Council	\$11,000					Stormwater Utility
CF. 18	Stormwater: Mapping & Inventory Assessment	Create and update GIS map of stormwater system	√	√	√	√	√	Public Works, City Council	\$98,000	\$50,000	\$50,000	\$50,000		Stormwater Utility
CF. 19	Stormwater: Infrastructure Projects	1426 Womack Road	√					Public Works, City Council	\$12,975					FEMA, GEMA, Stormwater Utility



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
CF. 20	Stormwater: Infrastructure Projects	5002 Trailridge Way	√					Public Works, City Council	\$30,090					FEMA, GEMA, Stormwater Utility
CF. 21	Stormwater: Infrastructure Projects	2985 Four Oaks Drive	√					Public Works, City Council	\$28,220					FEMA, GEMA, Stormwater Utility
CF. 22	Stormwater: Infrastructure Projects	2525 Riverglen Circle	√					Public Works, City Council	\$2,700					FEMA, GEMA, Stormwater Utility
CF. 23	Stormwater: Infrastructure Projects	2452 Riverglen Circle	√					Public Works, City Council	\$13,651					FEMA, GEMA, Stormwater Utility
CF. 24	Stormwater: Infrastructure Projects	1604 The Woodsong	√					Public Works, City Council	\$41,211					FEMA, GEMA, Stormwater Utility
CF. 25	Stormwater: Infrastructure Projects	5569 Glenrich Drive	√					Public Works, City Council	\$3,978					FEMA, GEMA, Stormwater Utility
CF. 26	Stormwater: Infrastructure Projects	2815 Burnham Court	√					Public Works, City Council	\$2,150					FEMA, GEMA, Stormwater Utility
CF. 27	Stormwater: Infrastructure Projects	1108 Branch Water Court	√					Public Works, City Council	\$6,750					FEMA, GEMA, Stormwater Utility
CF. 28	Stormwater: Infrastructure Projects	Culvert replacements	√	√	√	√	√	Public Works, City Council	\$150,450	\$250,000	\$250,000	\$250,000	\$250,000	Stormwater Utility
CF. 29	Stormwater: Infrastructure Projects	Stream rehabilitation		√	√	√	√			\$45,000	\$250,000	\$250,000	\$250,000	Stormwater Utility



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
CF. 30	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev						Staff
CF. 31	Plan/Study	Urban & Community Forestry: Inventory & Assessment	√	√				Comm'y Dev	\$10,000	\$30,000				
CF. 32	Plan/Study	Urban & Community Forestry: Long-range plan for care of the urban & community tree canopy		√	√	√	√	Comm'y Dev		\$50,000	\$50,000	\$50,000	\$50,000	
Economic Development														
ED. 1	Plan/Study	Develop strategy and plan for promotion of local, sustainable products	√					Sustainable Dev Commission						General Fund
ED. 2	Plan/Study	Economic Development Plan		√				City Manager	\$15,000					General Fund
ED. 3	Plan/Study	Conduct real estate inventory of parcels for development potential		√	√			Comm'y Dev						General Fund
ED. 4	Design & Plan	Branding Strategy	√	√					\$50,000					General Fund/PCIDs, Dunwoody Chamber of Commerce



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
ED.5	Research of Funding Sources	Identify available grant money	√	√	√	√	√	Grant Contractor/Comm'y Dev						General Fund
Intergovernmental Coordination														
IC. 1		Coordinate with DeKalb County and Gwinnett County on improvements carried out along border	√	√	√	√	√	City Council/City Manager						General Fund
IC. 2		Coordinate with Gwinnett County on Crooked Creek Greenway	√	√				City Council/Public Works						General Fund
IC. 3		Coordinate with DeKalb County on shared education, government and beautification issues	√	√	√	√	√	City Council/Public Works						General Fund
IC.4	Research of Funding Sources	Identify available grant money	√	√	√	√	√	Grant Contractor/Comm'y Dev						General Fund
Land Use														
LU. 1	Plan/Study	Develop a Sustainability Plan		√				Comm'y Dev/Public Works		Staff				General Fund
LU. 2	Regulatory	Establish design guidelines and overlay districts for nodes	√	√	√	√	√	Comm'y Dev		\$25,000				General Fund



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
LU. 3	Regulatory/ Infrastructure	Implement Perimeter LCI recommendations	√	√	√	√	√	Comm'y Dev		Staff				General Fund/PCIDs
LU. 4	Design & Character	Participate in 2010 Perimeter LCI update	√					Comm'y Dev, City Council	staff					General Fund
LU. 5	Design & Character	Prepare Master Plans for Georgetown and Dunwoody Village	√	√				Comm'y Dev	\$200,000					General Fund & ARC LCI
LU. 6	Regulation	Update the zoning ordinance	√	√	√			Comm'y Dev	\$100,000	\$100,000	\$100,000			General Fund
LU. 7	Regulation	Revise parking minimums and maximums, based on land use		√	√			Comm'y Dev		staff				General Fund
LU. 8	Design & Character	Create design standards for infill residential; commercial nodes		√				Comm'y Dev		\$20,000				General Fund
LU. 9	Mapping	Create GIS map of land parcels			√			Comm'y Dev						General Fund
LU. 10	Impact Fee Study		√					Comm'y Dev	\$30,000					
LU. 11	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev						

Natural and Cultural Resources



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
NCR. 1	Regulatory Incentives	Establish incentives for large-lot land preservation		√				Comm'y Dev	staff					General Fund
NCR. 2	Plan/Study	Develop a Greenspace Plan			√			Comm'y Dev			\$45,000			General Fund
NCR. 3	Regulatory	Establish requirements for open space bonus/incentives												
NCR. 4	Regulatory	Implement ARC Green Communities practices	√	√	√	√	√	Comm'y Dev/Public Works	staff					General Fund
NCR. 5	Plan/Study	Inventory City historic resources		√	√			Comm'y Dev						General Fund
NCR.6	Institutionalization	Create Historic Preservation Zoning Ordinance	√					Comm'y Dev						General Fund
NCR.7	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev						
Transportation														
T. 1	Infrastructure	Annual road resurfacing	√	√	√	√	√	Public Works	\$750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	LARP/HOST/Bonds
T. 2	Infrastructure	New sidewalks	√	√	√	√	√	Public Works	\$100,000	\$150,000	\$150,000	\$150,000	\$150,000	General Fund
T. 3	Infrastructure	New sidewalks: Kingsley Elem School area	√					Public Works	\$460,000					Safe walk to School/GDOT



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
T. 4	Infrastructure	Intersection Improvements	√	√	√	√	√	Public Works	\$100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	General Fund
T. 5	Infrastructure	Traffic calming	√	√	√	√	√	Public Works	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	General Fund
T. 6	Infrastructure	Dunwoody Village TE	√	√	√			Public Works	\$148,000	\$75,000	\$700,000			MARTA, TE Grant, General Fund
T. 7	Streetscape	Streetscape projects		√		√	√	Public Works		\$150,000		\$500,000	\$1,000,000	General Fund
T. 8	Plan/Study	Comprehensive Transportation Plan	√					Public Works	\$70,000					General Fund
T. 9	Operations	TMS/Signal management system study	√					Public Works	\$10,000					General Fund
T. 10	Infrastructure	Road striping	√	√	√	√	√	Public Works	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	General Fund
T. 11	Infrastructure	Sign replacement	√	√	√	√	√	Public Works	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	General Fund
T. 12	Plan/Study	Construction of design standards and gateway and way-finding systems	√	√	√	√	√	Comm'y Dev, Public Works		\$200,000	\$200,000			General Fund/PCIDs
T. 13	Software	Work order management system	√					Public Works	\$60,000					General Fund
T. 14	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev						



SHORT TERM WORK PROGRAM: 2010 - 2014

Item	Type	Project or Activity	Year(s)					Responsible Party	Cost Estimate					Funding Source
			2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
Population and Housing														
PH. 1	Plan/Study	Review zoning for incentives home ownership	√	√	√	√	√	Comm'y Dev						General Fund
PH. 2	Plan/Study	Consider home ownership programs and assistance		√				Comm'y Dev						
PH. 3	Regulatotion	Modify zoning ordinance to encourage senior housing		√				Comm'y Dev						
PH.4	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev						



Attachment I: Dunwoody Green Communities Certification Checklist

**ARC Green Communities Certification Checklist
Version 2 - February 2010**

GREEN BUILDING

Possible Points	Points Applying For	Government Measures
10	10	1. Require all new large buildings constructed and owned by the local jurisdiction to be LEED certified.
10		2. A local government building is LEED certified.
5	5	3. Require new buildings constructed and owned by the local jurisdiction to be certified ENERGY STAR or EarthCraft Light Commercial.
5	5	4. Require local government building renovations to be ENERGY STAR certified or follow LEED guidelines.

30 **20** **Total Government Measures Points**

Possible Points	Points Applying For	Community Measures
5	5	5. Offer incentives for green building certifications (LEED, EarthCraft, ENERGY STAR) such as expediting planning development review process, offering reductions/waivers of development fees or other methods of encouraging green building.
5		6. Offer incentives for affordable and workforce housing entities to certify affordable housing as EarthCraft House, EarthCraft Multifamily, ENERGY STAR or LEED for Homes.

10 **5** **Total Community Measures Points**

40 **25** **Total Green Building Points**

ENERGY EFFICIENCY

Possible Points	Points Applying For	Government Measures
10		7. Conduct energy audits of local government facilities and implement recommendations -or- Engage in performance contracting for energy efficiency in government buildings.
5		8. Become a local government ENERGY STAR Partner and develop an Energy Strategy for the Future.
5	5	9. Adopt a policy to purchase at least ENERGY STAR rated equipment and appliances.
5	5	10. Install light-emitting diode (LED) lamps in traffic lights.
5	5	11. Have a "lights out / power down" and/or a "lights out and electronics off when not in use" policy.
5		12. Have a demonstration cool roof.
10		13. Have a program that encourages the replacement of inefficient light bulbs with more energy efficient light-emitting diode (LED) light bulbs.

45 **15** **Total Government Measures Points**

Possible Points	Points Applying For	Community Measures
5	5	14. Establish an active inspection program for residential and commercial construction projects to enforce Georgia's energy codes.
5		15. Have ordinances or incentives to operate outdoor lighting more efficiently.

10 **5** **Total Community Measures Points**

55 **20** **Total Energy Efficiency Points**

GREEN POWER

Possible Points	Points Applying For	Government Measures
10		16. Have a demonstration renewable energy project (such as solar or methane capture).
10		17. Become a U.S. Environmental Protection Agency (US EPA) Green Power Partner.

20 **0** **Total Government Measures Points**



Attachment I: Dunwoody Green Communities Certification Checklist

ARC Green Communities Certification Checklist
Version 2 - February 2010

Possible Points	Points Applying For	Community Measures
5	5	18. Offer incentives for solar energy on new construction such as expedited planning development review process, offering reductions/waivers of development fees or other methods of encouraging use of solar energy.

5 **5** Total Community Measures Points

25 **5** Total Green Power Points

WATER USE REDUCTION AND EFFICIENCY

Possible Points	Points Applying For	Government Measures
10		19. Conduct water audits (indoor and outdoor) of existing local government facilities and implement recommendations -or- Engage in performance contracting for water use in government buildings.
5	5	20. Require all new government buildings to have high efficiency plumbing fixtures that meet the following standards: toilets with 1.28gpf or less, urinals with 0.5 gpf or less, and faucets with 1.5gpm or less.
5		21. Use captured rainwater or reuse water to irrigate landscapes at government facilities.
5		22. Become a Georgia Department of Community Affairs WaterFirst Community.

25 **5** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
5	5	23. Comply with Metro Water District Water Supply and Water Conservation Management Plan.
5	5	24. Comply with Metro Water District Wastewater Management Plan.
5	5	25. Comply with Metro Water District Stormwater Management Plan.
5		26. Provide incentives to developers and home builders to make new homes WaterSense certified.

20 **15** Total Community Measures Points

45 **20** Total Water Points

TREES AND GREENSPACE

Possible Points	Points Applying For	Government Measures
10		27. Meet at least one of the following benchmarks for greenspace: (1) have 20 acres per 1,000 residents, (2) have at least 8 percent of total land protected for greenspace, or (3) all residents live within ½ mile walking distance to a park.
10	10	28. Adopt a government no net loss of trees policy for government property.
5		29. Develop, adopt and implement a greenspace plan that provides for connectivity of protected greenspace within and among communities.
5		30. Have a demonstration green roof project.
5		31. Adopt organic and drought tolerant landscape practices at local government facilities.

35 **10** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
5		32. Become a Tree City USA (requires Tree Board or dept to develop a comprehensive tree management program, tree care ordinance, a community forestry program with an annual budget of at least \$2 per capita, Arbor Day observance and proclamation).
5	5	33. Develop and enforce parking lot canopy standards that result in 50% canopy coverage of impervious parking surfaces within 15 years of completion.
5		34. Adopt a community forest master plan.
5	5	35. Support and designate space for community gardens.
5	5	36. Support and designate space for farmers markets.

25 **15** Total Community Measures Points

60 **25** Total Trees and Greenspace Points



Attachment I: Dunwoody Green Communities Certification Checklist

**ARC Green Communities Certification Checklist
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TRANSPORTATION AND AIR QUALITY

Possible Points	Points Applying For	Government Measures
10	10	37. Adopt a Commute Option program for employees that supports alternatives to driving alone or driving at the peak.
10	10	38. Adopt a green fleet policy that includes purchasing the most fuel efficient and least polluting vehicle that will meet the needs for the use of the vehicle (appropriate size and type) and gives preference to the purchase of alternative fuel and/or hybrid fleet vehicles for fleet vehicle replacement.
5	5	39. Adopt a no-idling policy for local government vehicles.
5		40. Retrofit buses, construction equipment or other applicable government vehicles for pollution control.
5		41. Produce and/or purchase alternative fuel(s) for government fleet vehicles.

35 **25** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
10		42. Adopt complete streets policy or ordinance.
5		43. Work to improve traffic signal synchronization to ease congestion and reduce idling times.
5	5	44. Implement a Safe Routes To School program to promote safe walking and bicycling to school.
5		45. Require end-of-trip bicycle facilities at all community facilities.
5	5	46. Adopt bicycle and pedestrian friendly policies.
5		47. Amend development regulations to encourage shared parking, joint parking and/or reduce parking requirements (could adopt a max parking requirement).

35 **10** Total Community Measures Points

70 **35** Total Transportation and Air Quality Points

RECYCLING AND WASTE REDUCTION

Possible Points	Points Applying For	Government Measures
10	10	48. Implement environmentally preferable purchasing program that accounts for life cycle costs and gives preference to products that are recycled, recyclable and otherwise more environmentally friendly than traditional products.
5		49. Implement a recycling program for traditional recycling materials at local government facilities, including recycling paper, metal containers, plastics.
5	5	50. Implement a recycling program for non-traditional recycling materials at local government facilities including recycling copier toner, ink cartridges, rechargeable batteries, cell phones and electronics.
5	5	51. Purchase recycled copy, computer, and fax paper with at least 30 percent recycled content.

25 **20** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
5	5	52. Offer curbside recycling to all residents through local operations or solid waste contracts.
5	5	53. Offer recycling services to commercial businesses through local operations or solid waste contracts.
5		54. Have recycling drop off location(s) or regularly scheduled events for electronics, rechargeable batteries and cell phones.
10		55. Operate recycling drop off location(s) or regularly scheduled events for properly disposing of common household hazardous wastes.
5	5	56. Implement organics and yard debris collection for composting and other beneficial uses.

30 **15** Total Community Measures Points

55 **35** Total Recycling and Waste Reduction Points



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ARC Green Communities Certification Checklist
Version 2 - February 2010

LAND USE

Possible Points	Points Applying For	Government Measures
10		57. A local government has located one or more of its facilities at a brownfield site.
5		58. A local government has located one or more of its facilities at a greyfield site.

15 **0** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
5		59. Offer incentives that support smart growth (such as incentives for development and redevelopment in existing downtown areas, transit oriented development, traditional neighborhood development, mixed use development and/or in-fill development).
5		60. Analyze potential areas and develop incentives and/or other revitalization strategies for reuse of buildings, greyfield redevelopment and / or brownfield redevelopment. Make this information available to developers and promote.

10 **0** Total Community Measures Points

25 **0** Total Land Use Points

EDUCATION

Possible Points	Points Applying For	Government Measures
5	5	61. Educate staff on the green community measures being implemented and offered within the jurisdiction.

5 **5** Total Government Measures Points

Possible Points	Points Applying For	Community Measures
5	5	62. Educate the public, schools, professional associations, businesses, and industries about implemented green communities program measures made available in the jurisdiction.

5 **5** Total Community Measures Points

10 **10** Total Education Points

INNOVATION

Possible Points	Points Applying For	Innovation Measures
5	5	63. Implement projects, policies, programs, etc. that reduce the local community's environmental impact and are not included in a previously outlined Green Communities measure.
5	5	64. Implement projects, policies, programs, etc. that reduce the local community's environmental impact and are not included in a previously outlined Green Communities measure.
5	5	65. Implement projects, policies, programs, etc. that reduce the local community's environmental impact and are not included in a previously outlined Green Communities measure.

15 **15** Total Innovation Points



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TOTALS

Possible Points	Points Applying For	Major Categories
40	25	Green Building
55	20	Energy Efficiency
25	5	Green Power
45	20	Water Use Reduction and Efficiency
60	25	Trees and Green Space
70	35	Transportation and Air Quality
55	35	Recycling and Waste Reduction
25	0	Land Use
10	10	Education
15	15	Innovation
400	190	Total Points Applying For

Level 1	175 - 229 Points
Level 2	230 - 279 Points
Level 3	280 - 400 Points



SECTION V. PARTICIPATION SUMMARY

The City of Dunwoody prepared and followed an established schedule for Steering Committee meetings, community meetings, and public hearings to ensure public participation from all Dunwoody citizens, business owners, property owners and other stakeholders. The Participation Plan adopted by the City Council organized community meetings to provide information regarding planning issues prior to the elaboration of formulating desired development for the future. After an initial set of **five community meetings** organized around **planning themes**, the City of Dunwoody conducted five more meetings that focused on **specific character areas** of the City to provide greater input and to further explain the Comprehensive Plan process.



Meeting power-points, drafts and meeting summaries were available on the City of Dunwoody web page. Additionally, after draft documents were initially presented at community meetings, an **on-line survey** was prepared to provide all citizens an avenue for voicing opinion regarding the draft documents. Most meetings attracted between 100 to over 250 people.



A Steering Committee appointed by the City Council was established by the adoption of the Participation Plan in May 2009. Agendas and sign-in sheet were prepared by the consultant team and summaries of meetings were prepared and maintained by city staff.



Members of the Steering Committee included:

- [Al Alberghini](#)
- [Pattie Baker](#)
- [Ray Dankberg](#)
- [Bill Grant](#)
- [Bill Grossman](#)
- [Renate Herod](#)
- [Barbara Koehler](#)
- [Bob Lundsten](#)
- [Robert Miller](#)
- [Queenie Ross](#)
- [Doug Thompson](#)
- [Yvonne Williams](#)

Members of the public, staff and City Council were welcome to listen to the proceedings of these working meetings. Councilmen Wittenstein, Shortal, Ross and Heneghan each attended at least one of the Steering Committee meetings during the development of the community



agenda. In addition to on-going communication via e-mail exchange and review of draft documents, the Steering Committee met on the following dates:

- 28-May-09
- 16-Jun-09
- 30-Jun-09
- 21-Jul-09
- 25-Aug-09
- 24-Sep-09
- 15-Oct-09
- 29-Oct-09
- 3-Feb-10
- 16-Feb-10
- 2-Mar-10



The list of the **community meetings and official meetings** conducted is provided below:

City Council and Mayor	<i>Regular Session: Kick-Off</i>	Dunwoody City Hall	20-Apr-09
City Council and Mayor	<i>Public Hearing: Community Assessment and Public Participation Plan with Schedule</i>	Dunwoody City Hall	26-May-09
Community Meeting	<i>Community Kick-Off: Issues and Opportunities and Change/Preserve Workshop</i>	Dunwoody United Methodist Church	2-Jun-09
Community Meeting	<i>Transportation, Gateways and Urban Design</i>	Dunwoody United Methodist Church	23-Jun-09
Community Meeting	<i>Parks, Facilities and Funding</i>	Dunwoody United Methodist Church	7-Jul-09
Community Meeting	<i>Putting it all together: Vision and Future Development</i>	Dunwoody United Methodist Church	3-Aug-09
Community Meeting	<i>Preliminary Draft Review</i>	Dunwoody United Methodist Church	24-Sep-09
Community Meeting	<i>Perimeter Center Area</i>	Dunwoody City Hall	29-Oct-09
Community Meeting	<i>Dunwoody Village Area</i>	Dunwoody United Methodist Church	3-Nov-09
Community Meeting	<i>Georgetown / Shallowford</i>	Atrium at Georgetown Park	5-Jan-10
Community Meeting	<i>Jett Ferry Area and Tilly Mill Area</i>	Marcus Jewish Community Center	12-Jan-10
Community Meeting	<i>Winters Chapel Area</i>	Congregation Beth Shalom	21-Jan-10
Community Council	<i>Community Information Meeting</i>	Dunwoody City Hall	23-Mar-10
Planning Commission	<i>Public Hearing</i>	Dunwoody City Hall	20-Apr-10
City Council and Mayor	<i>Work Session</i>	Dunwoody City Hall	10-May-10
City Council and Mayor	<i>Public Hearing</i>	Dunwoody City Hall	24-May-10