

MEMORANDUM

To: Mayor & City Council
From: Steve Foote, AICP
Date: August 10, 2015
Subject: Transmittal of Comprehensive Plan Five Year Update

BACKGROUND

The City kicked off the public process to update the Comprehensive Plan in December 2014. Since that time, the project team has held four Sounding Board meetings and six workshops to garner input for the plan recommendations. In addition to the formal meetings, the project team hosted non-traditional input sessions by setting up booths at community events to reach different audiences. The document has been drafted with careful consideration of the input received to this point.

In accordance with the requirements of the Department of Community Affairs (DCA), the City is required to conduct a Public Hearing to discuss the draft transmittal to the appropriate regulatory agencies. The transmittal must be accompanied by a formal Resolution adopted by City Council.

ITEM DESCRIPTION

The Public Hearing was held at the July 27th City Council Meeting. The project team took the feedback from the July 27th meeting to return with the transmittal resolution and plan amendments on August 10, 2015.

STAFF RECOMMENDATION

Staff recommends the City Council approve the transmittal and adopt a formal resolution for the Comprehensive Plan Five Year Update.

Comprehensive Plan Update Briefing Summary

What is the Comprehensive Plan Update

The Comprehensive Plan is a policy guide in making rezoning and capital investment decisions. It describes the current vision for the community for the next 20 years, and encapsulates the findings and recommendations of other planning study efforts that influence that vision. Unlike zoning, it does not regulate the density and location of future developed, but rather provides guidance to staff and elected officials in making such decisions. Under Georgia State Law, a comprehensive plan must follow the “Minimum Standards and Procedures for Local Comprehensive Planning” (Minimum Standards) adopted by the Georgia Department of Community Affairs (DCA).

Why the Plan Update was undertaken

The current Comprehensive Plan was adopted in 2010, and under the DCA guidelines it must be updated every 5 years in order for the City to maintain its Local Qualified Government Status, which allows it to be eligible to receive certain types of state funds. The 2010 plan also included a 5-year short term work program that now needs to be updated to keep the plan current. The deadline for adoption of the plan update is October 31, 2015.

How the Plan Update was developed

The Comprehensive Plan Update was prepared following the guidelines of the state Minimum Standards, the latest version of which were effective on March 1, 2014. The City contracted with a consultant, Jacobs, to assist in the preparation of the plan update, which was officially launched with a public hearing on December 8, 2014.

An extensive public outreach effort was undertaken for this plan, including five community workshops, an open house, and interviews with local leaders. Announcements and notification of these were included on the City website, local newspapers, and flyers passed out at local community events. In addition, an on-line survey was posted on the city website, information kiosks were erected at local community events, and a Sounding Board was formed to help the plan’s crafting.

A strong emphasis was made to incorporate the findings and recommendations of recent planning efforts. These efforts include three Livable Centers Initiative Studies, the Sustainability Plan, the Transportation Master Plan, the Parks and Recreation Master Plan, and the Economic Development Strategy. Emphasis was also placed on analyzing and reviewing the city’s economic development efforts, for this Jacobs subcontracted to Market Street Services, who updated the economic development elements of the plan.

Comments heard

The July 17 draft of the Plan Update was presented to the Mayor and City Council at a public hearing on July 27, and many comments and recommended changes were provided. These comments were summarized in the attached Comment Worksheet, which provides information on the location of the

comments in the draft document and actions taken to address them. Most of the comments appeared to have consensus and so were directly addressed through edits to the draft plan. A few of the comments, however, will require further discussion and direction from Council before major changes to the document are made. These discussion points include:

(1) Draft Vision Statement.

The vision statement provided in the August 5 draft of the Plan Update was based on the community vision statement that was established as part of the current 2030 Comprehensive Plan and refined it through the public input process. Currently it reads:

“The City of Dunwoody strives to be a dynamic, innovative community where individuals, families, and businesses can thrive through all stages of life and career by encouraging a sustainable mix of land uses, facilities, and services.”

As an alternative for consideration, the plan could incorporate the original vision statement adopted by the City Council on October 1, 2008, Resolution 2008-10-07, which reads:

“The City of Dunwoody will provide quality service to our citizens and support the largest economic engine in the Southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress which is tempered by our rich history and our desire to maintain a close but vibrant community atmosphere that values family life and entrepreneurial spirit. Dunwoody is a community where activities are centered around the family, our schools, our religious institutions, and our beautiful parks.”

(2) North Peachtree Character Area.

There was differing opinions at the July 27th public hearing regarding the future vision of the North Peachtree Character Area. Located on the eastern edge of the Georgetown Character Area, the recommendation of the July 17 Draft of the Plan Update was to integrate the area into the overall vision and planning efforts for Georgetown. Several comments were made that maybe the area deserves its own master planning effort separate from Georgetown. The August 5 Draft of the Plan Update softens the original recommendations and calls for further study of area, and possible integration with the overall planning for the Georgetown area.

(3) Senior Appropriate Housing.

A wide range of opinions have been offered about the definition of senior housing, its design, and appropriate location. The July 27 and August 5 drafts of the Plan Update, recognize that senior appropriate housing includes a spectrum of housing products all the way from traditional single family homes to assisted living facilities, including exclusive senior communities (55 and older). The plan update addresses the issue from two perspectives: (1) designing certain areas of the community to better accommodate the changing needs of the senior population, which

ARC refers to as “Lifelong Communities,” and (2) designing housing that better accommodates the changing needs of the senior population, which the plan refers to as “Universal Design.” A definition of universal design can be found in the text box on page 12 of the August 5th draft of the Plan, and design criteria that can be incorporated into both existing housing and proposed development can be found in the August 5th Technical Addendum, page C-94. Key locations where senior housing has been identified as appropriate include Dunwoody Village, Georgetown, North Peachtree, and Winters Chapel character areas.

How the comments have been addressed

A revised draft of the Plan Update dated August 5 was prepared based on the comments heard at the July 27 Public Hearing. The revised draft has been posted on the city website, along with the Comment Worksheet describing the changes made.

Action requested by Council

The draft plan is now ready for transmittal to the Atlanta Regional Commission (ARC) for regional state review. ARC may take up to 40 days to review the plan and provide comments and recommendations to ensure the plan’s compatibility with state requirements. After the review the Plan Update will be presented before City Council for adoption in October. Up until that time, Council may make additional changes and revisions. Staff is requesting that Council transmit the plan to ARC in order for the City to meet its October 2015 deadline.

Ref no.	Comment	June 22 Page Number	August 5 Page Number	Action to be taken
1	Vision statement should have been written before the process started, Council should decide	i, 5	i, 5	Kept as is, point of further discussion for council
2	key recommendations: arts council and co-working space--too specific to be a key recommendation	ii	ii	Removed from key recommendations
3	Perimeter Center Character Area - GRTA, MARTA, transit recommendation. Don't support MARTA's vision of high density housing around transit	10	10	Softened language about supporting regional transit efforts
4	Transforming target redevelopment areas--should be limited to commercial areas	10	10	Added reference to commercial development and redevelopment
5	Encourage development of age-restricted housing	11	11	Kept as is, point of further discussion for council
6	Universal Design - Better definition and clarification needed	12	12, C-94	Added Universal Design Criteria to Technical Addendum, page C-94.
7	Character Area Map - to small to read	14	15	Map edit - enlarged map to 11 x 17
8	"High quality design" "traditional homes;" page 18, it's better defined..."high quality, long-lasting..."	15, 18	17, 20	Revised language as suggested
9	Redevelopment with open spaces--lots of places wouldn't be appropriate for higher density	16	18	Removed density description under land use
10	Georgetown Character Area - all new housing should be age restricted housing	18	20	Kept as is, point of further discussion for council
11	Georgetown - Doesn't need any housing...with the exception of senior housing	18	20	Kept as is, point of further discussion for council
12	Transitional buffer zones--define it	18	20	Kept as is, this is zoning term used in the City Zoning Ordinance
13	Neighborhood-scaled transit station--where did this come from? Revive 285...rather that it isn't located in [LCI] plan	19	20	Removed reference to neighborhood scaled transit station
14	Institutional area--take SFR homes out of the character maps, out of the "public" areas	20	22	Map edit - removed single family lots from the character area
15	Mount Vernon East Character Area - Inconsistency in the density and height recommendations, besides the Winters Chapel character area the other character areas do not include such recommendations.	21	23	Removed height and density recommendations
16	North Peachtree--commercial and density discussed in an area that is primarily residential, inconsistent language in the vision and land use discussion	22	24	Revised land use language to remove density reference and to be consistent
17	North Peachtree Character Area - should not necessarily be studied as part of an update of Georgetown LCI. May need a separate study.	22	24	Soften recommendation to require further study but no necessarily as part of the Georgetown LCI Update
18	Perimeter Center - object to idea of adding any residential; services and infrastructure can't support it...language about school system (relationship) is misleading...take out any reference to new residential development	24	26	Removed reference to new residential development
19	Winters Chapel Character Area - Inconsistency in the density and height recommendations, besides the Mount Vernon East character area the other character areas do not include such recommendations.	25	27	Removed height and density recommendations
20	Future Land Use Map - to small to read, and color contrast is difficult to differentiate in the legend	27	31	Map edit - enlarged map to 11 x 17 and updated legend
21	Future Land Use Map - remove GA Power easement	27	31	Map edit - removed easements from the map
22	Need more basketball courts	37	39	Added basketball to list of facility needs
23	Do not require Platinum level of certification out of the plan for ARC green communities. May be too expensive	43	45	Changed to maintain Gold level, but consider Platinum
24	Correct area for steel and concrete--100,000 sf	B-13	B-13	Changed reference in interview notes from 100,000 to 200,000 sf
25	Opposed to Transportation option for bike lanes on Tilly Mill Rd.	B-85, B-86	NA	Recommendations of bike lanes on Tilly Mill removed
26	Chapter 2 General Comment - concerning connection between character areas and planned developments at time of rezoning. Do the character area recommendations concerning density and height potentially contradict council decisions concerning planned developments?	Chapter 2	Chapter 2	By removing the height and density recommendations from the character areas, this should remove any policy contradiction
27	Senior Housing - Should it be required or an option in certain character areas, further definition and clarification needed	Chapter 2	Chapter 2	Kept as is, point of further discussion for council
28	Hard to find draft plan on the website. Add link to website in "click here" link to document.	Website	Website	Link to the document was made more prominent on the city website

**STATE OF GEORGIA
CITY OF DUNWOODY**

RESOLUTION 2015-XX-XX

**RESOLUTION TO TRANSMIT
THE COMPREHENSIVE PLAN 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; 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 of Dunwoody adopted its first Comprehensive Plan in 2010 (the "2030 Comprehensive Plan") and, in accordance with the requirements of State Law, the City of Dunwoody is in the process of updating said Comprehensive Plan; and

WHEREAS, the City initiated a process to complete the Comprehensive Plan 2015-2035 with an initial public hearing held on December 8, 2014 to brief the community on the process to be used to develop the plan, opportunities for public participation in development of the plan, and to obtain input on the proposed planning process; and

WHEREAS, in order to adopt a Comprehensive Plan meeting the requirements of law, and to maintain Qualified Local Government status, the City of Dunwoody has prepared the documents, being labeled and described as the "City of Dunwoody Comprehensive Plan 2015-2035," and the "City of Dunwoody Comprehensive Plan 2015-2035, Technical Addendum", has held the required Public Hearing, and now must transmit these documents 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;

**STATE OF GEORGIA
CITY OF DUNWOODY**

RESOLUTION 2015-XX-XX

WHEREAS, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and that the community considered both the Regional Water Plan and the Georgia Department of Natural Resources Rules for Environmental Planning Criteria in preparing the plan, and that the required public hearing was held on July 27, 2015.

BE IT THEREFORE RESOLVED, that the MAYOR AND COUNCIL OF THE CITY OF DUNWOODY, GEORGIA, hereby transmit the Comprehensive Plan 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 10th day of August, 2015.

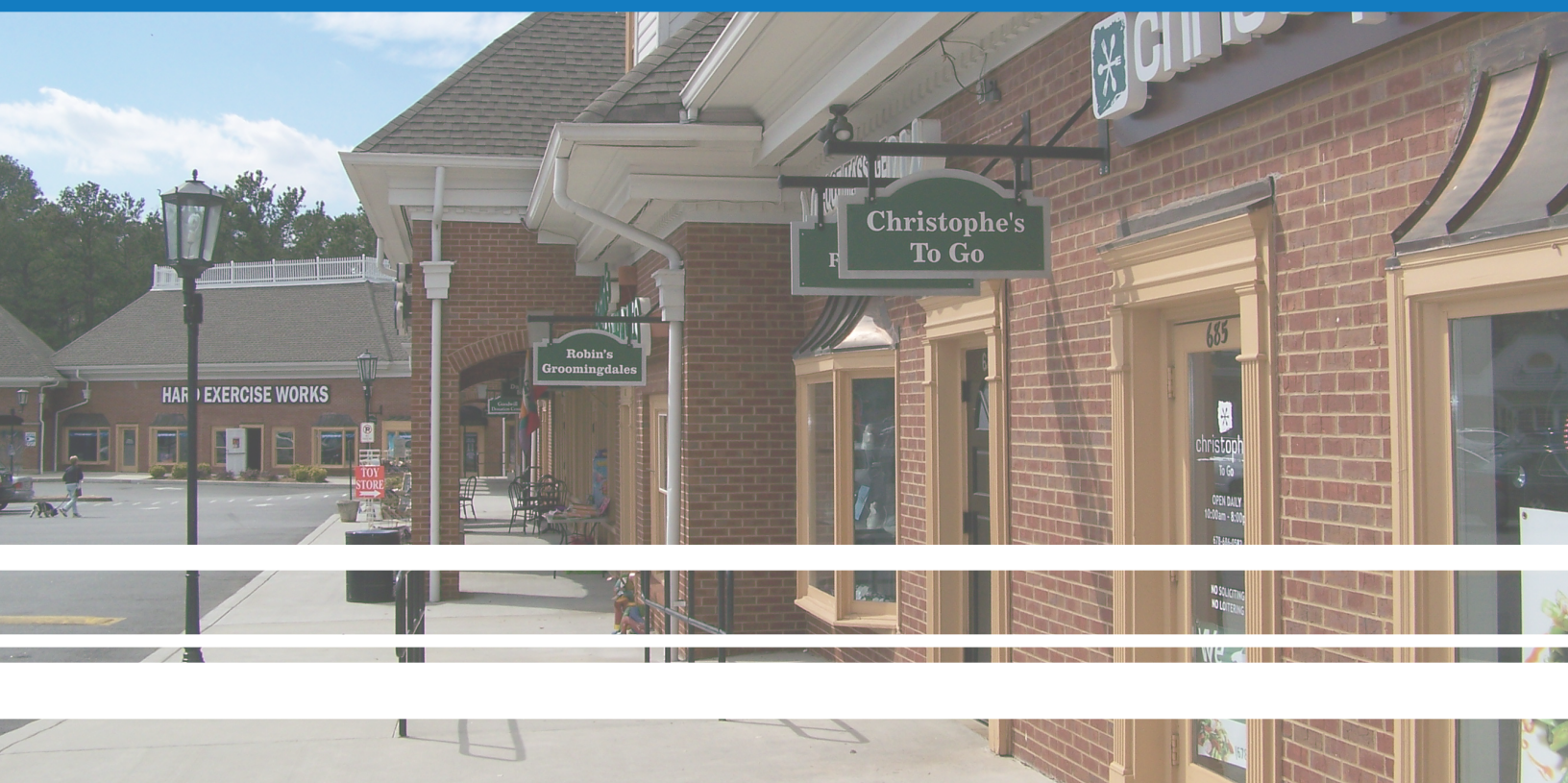
Approved for transmittal:

Michael G. Davis, Mayor

Attest:

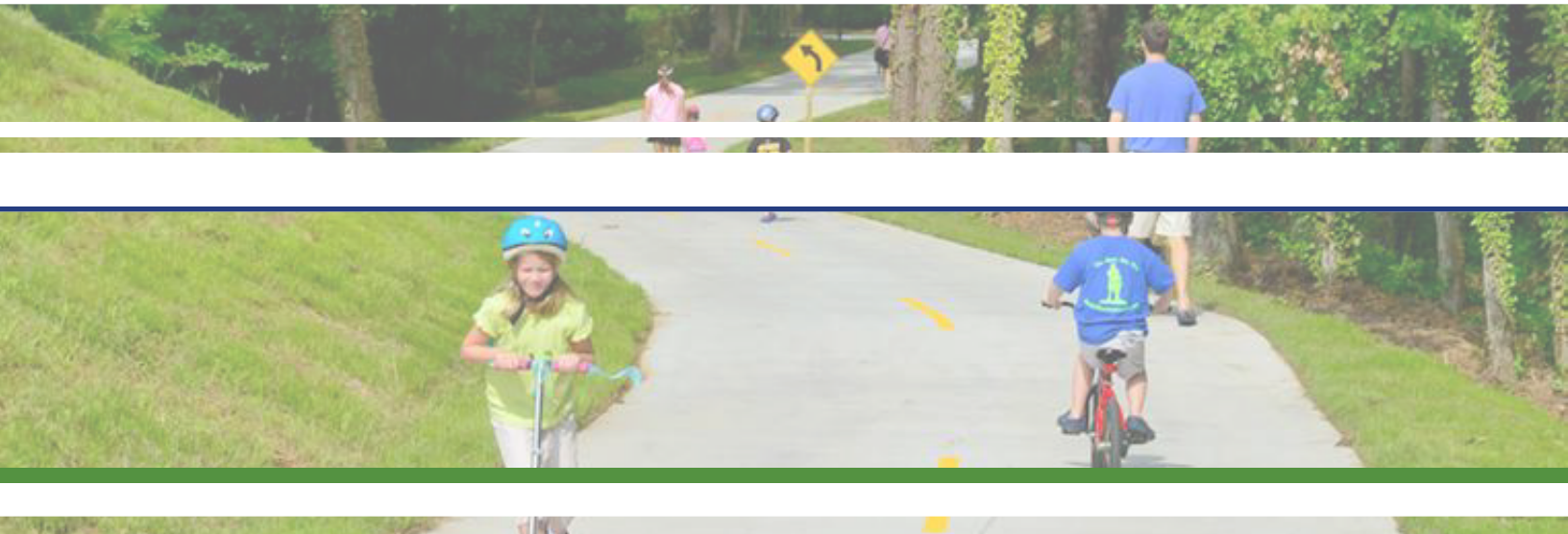
Sharon Lowery, City Clerk

(Seal)



DRAFT

CITY OF DUNWOODY 2015-2035 COMPREHENSIVE PLAN





CITY OF DUNWOODY 2015-2035 COMPREHENSIVE PLAN
AUGUST 5, 2015 DRAFT

JACOBS®



CITY OF DUNWOODY 2015-2035 COMPREHENSIVE PLAN

ACKNOWLEDGMENTS:

CITY OF DUNWOODY MAYOR AND COUNCIL MEMBERS

Michael Davis, Mayor
Lynn Deutsch
John Heneghan
Terry Nall
Jim Riticher
Denis Shortal
Douglas Thompson

SOUNDING BOARD MEMBERS

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**STATE OF GEORGIA
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Approved for transmittal:

Michael G. Davis, Mayor

Attest:

Sharon Lowery, City Clerk

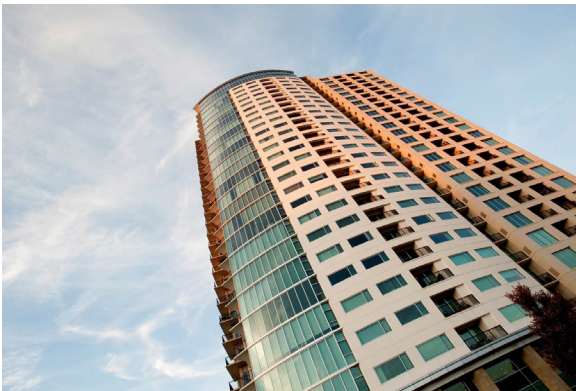
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* EXECUTIVE SUMMARY

The City of Dunwoody Comprehensive Plan is a guide for making rezoning and capital investment decisions and sets policies for City officials and staff concerning future development. This update of the Comprehensive Plan builds upon the efforts of the 2030 Comprehensive Plan, prepared in 2010, and incorporates the findings and recommendations of several subsequent planning studies, including three Livable Centers Initiative Studies, the Sustainability Plan, the Transportation Master Plan, the Parks and Recreation Master Plan, and the Economic Development Strategy. Its preparation was guided by an **extensive public outreach effort**. That effort included press releases, an on-line survey, several public workshops, an open house, several sounding boards meetings and interviews with local leaders.



▲ Single Family Neighborhood in Dunwoody



▲ The Manhattan High-Rise Condominium Complex in Perimeter Center

Since the adoption of the first City Comprehensive Plan, the Georgia Department of Community Affairs (DCA) standards that Comprehensive Plans in Georgia are required to meet have been revised and updated. This update reassesses where Dunwoody stands today and how it intends to develop in the future, as well as reorganizes the document to fit the requirements of the new state standards. It presents an updated community vision and corresponding goals, an assessment of needs and opportunities that the community will address in working toward that vision, and a work program designed to make that vision a reality.

THE VISION

The City of Dunwoody strives to be a dynamic, innovative community where individuals, families, and businesses can thrive through all stages of life and career by encouraging a sustainable mix of land uses, facilities, and services.

This vision is supported by eight overarching goals that will help shape the City's direction.



Preserve our Neighborhoods.



Nurture Dunwoody as a place to locate and grow business.



Transform target redevelopment areas.



Increase connectivity and enhance transportation options for all forms of travel.



Expand the City's parks and greenspace, and improve recreational opportunities.



Make aging in place a more achievable reality.

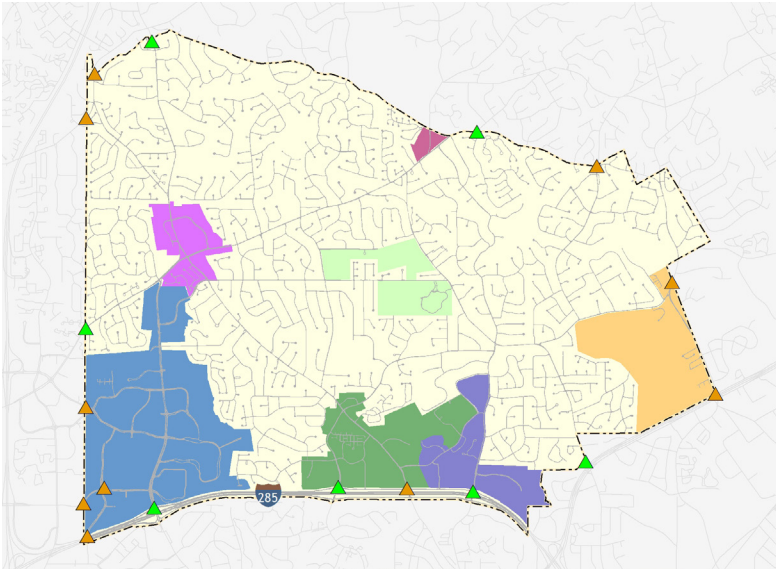


Grow the arts as part of what makes Dunwoody special.

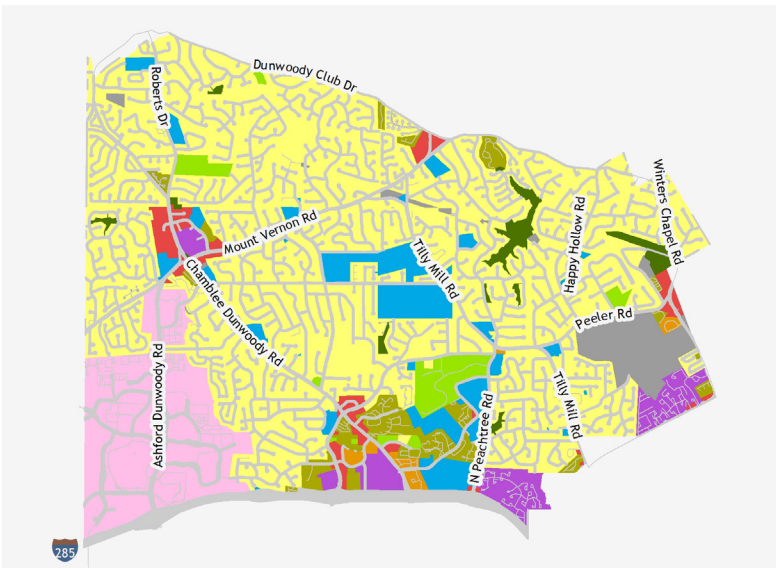


Maintain the commitment to sustainable practices.

The community's vision is further defined by the **Character Areas Map**, which divides the City into unique character areas along with associated subarea visions, policies, and implementation measures. The Character Areas Map plays a key role in guiding Dunwoody elected officials and staff in future development and policy decisions. This Character Areas Map is further supported by the **Future Land Use Map**, which provides guidance on specific future land use that would be in keeping with the community vision.



▲ Character Areas Map, see page 15 for a larger version of the map



▲ Future Land Use Map, see page 31 for a larger version of the map.

PRIORITY NEEDS AND OPPORTUNITIES

The recommendations of this plan were crafted to address a list of 16 **Priority Needs and Opportunities** identified through the public outreach effort and existing conditions analysis. They relate directly to the goals of the plan as outlined in the matrix to the right.

KEY RECOMMENDATIONS

Among the many recommendations of this plan, the following items stand out as key in achieving the community's vision for the future. These projects help the City to achieve multiple goals and its long-term vision.

- Undertake additional small area planning studies.
- Establish a comprehensive program to construct new gateways to the City and plan for beautification of public areas, including streets.
- Update the Transportation Master Plan.
- Implement the Sustainability Plan.
- Better equip housing and public space for seniors.
- Promote supportive land use patterns along Peachtree Industrial Boulevard to capitalize on the redevelopment of the GM site in Doraville.

	GOALS	Preserve our Neighborhoods. 	Nurture Dunwoody as a place to locate and grow business. 	Transform target redevelopment areas. 	Increase connectivity and enhance transportation options for all forms of travel. 	Expand the City's parks and greenspace and improve recreational opportunities. 	Make aging in place a more achievable reality. 	Grow the arts as part of what makes Dunwoody special. 	Maintain the commitment to sustainable practices. 
PRIORITY NEEDS AND OPPORTUNITIES									
1. Strengthen and enforce local development regulations and land use controls.		■	■	■	■	■	■		■
2. Manage traffic.		■	■	■	■				■
3. Improve and maintain the public rights-of-way.		■	■	■	■				
4. Maintain the character of Dunwoody.		■				■			■
5. Encourage Dunwoody's small business and entrepreneurial environment.		■	■	■					
6. Ensure that the permitting process is straightforward and easy to understand.		■	■	■					■
7. Strengthen Dunwoody's economic development efforts.		■	■	■				■	■
8. Continue to strengthen relationships with local, regional, state, and federal partners.		■	■	■	■	■			
9. Encourage the construction of a greater variety of senior appropriate housing options.		■	■	■			■		■
10. Encourage use of wider range of transportation options.		■			■		■		■
11. Improve transportation connectivity.		■		■	■	■			■
12. Implement and update the City's transportation plan.		■			■		■		
13. Provide active recreational opportunities for all ages.		■		■	■	■	■	■	■
14. Add new parkland and preserve greenspace.		■	■	■	■	■	■	■	■
15. Build upon existing resources to further support the cultural arts.		■	■	■				■	■
16. Implement the Dunwoody Sustainability Plan.		■	■		■	■	■		■

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TECHNICAL ADDENDUM (Printed separately)

* 1 PLAN OVERVIEW



1.1 PURPOSE

The City of Dunwoody Comprehensive Plan is a living document that is continually updated and shaped by its leadership, staff, and citizens. It is a policy guide for making rezoning and capital investment decisions and sets policies for City officials and staff concerning the future development of the City. Shape Dunwoody is a five year update of the City's comprehensive Plan, as required by the "The Minimum Standards and Procedures for Local Comprehensive Planning," (Minimum Standards) adopted by the Georgia Department of Community Affairs (DCA). The latest version of these standards and procedures can be found in O.C.G.A Chapter 110-12-1, effective March 1, 2014. In meeting these standards, this plan enables the City to maintain its Qualified Local Government Status, making it eligible to receive certain types of state funding. This update reassesses where Dunwoody stands today and how it intends to grow in the future. Following the requirements of the Minimum Standards, it presents an updated community vision, corresponding goals, and a work program designed to make that vision a reality.

1.2 SCOPE

Dunwoody's first Comprehensive Plan was adopted in 2010, shortly after the City was incorporated on December 1, 2008. This inaugural comprehensive plan was prepared under an earlier version of the Minimum Standards that required a different format and framework than the current standards. As a result, this plan, though built on the foundation, recommendations and findings of the inaugural plan, looks very different and in many ways represents a fresh start for the community as it prepares to grapple with the anticipated challenges of the next five years.

In keeping with the Minimum Standards, this plan is presented in three major components:

1. **COMMUNITY VISION** – which lays out the future vision and goals that the community wants to achieve in text, maps and graphics;
2. **NEEDS AND OPPORTUNITIES** – which provides a list of the various needs and opportunities that the community will address;
3. **COMMUNITY WORK PROGRAM** – which provides a 5-year Short Term Work Program designed to address the needs and opportunities. This program includes activities, initiatives, programs, ordinances, and administrative systems to be put into place or maintained in order to implement the plan.

In addition, the plan incorporates eight planning elements, as defined by the DCA Minimum Standards that are important to shaping the future of the community. These elements are addressed in detail in the Technical Addendum, which includes a technical analysis for each of the following elements:

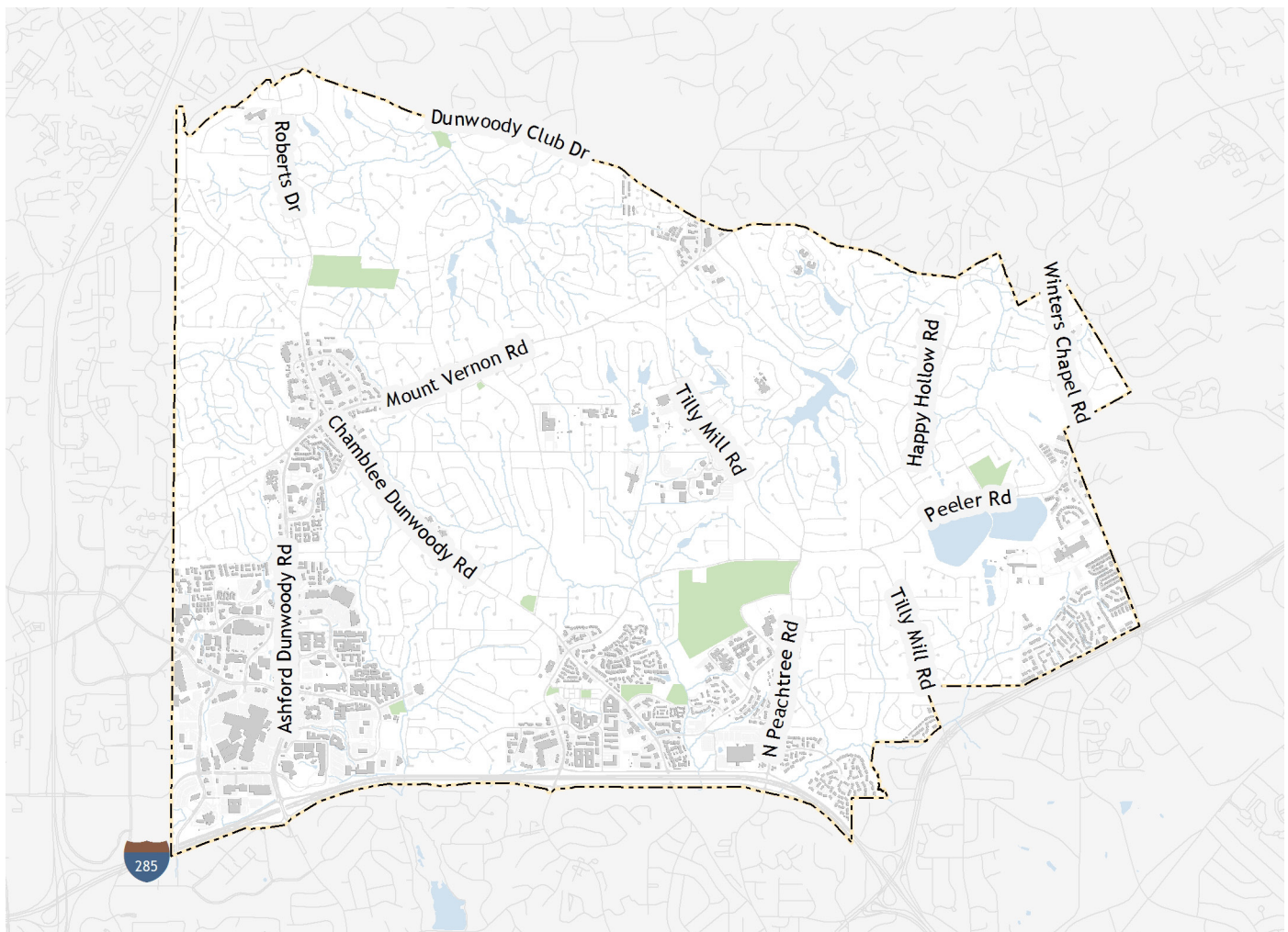
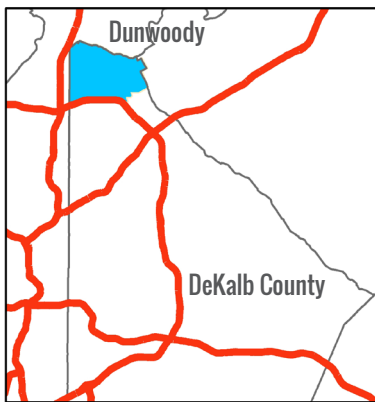


FIGURE 1: City Boundaries Map

Legend:

- Roads
- Lakes and Streams
- Non-residential buildings
- Parks
- - - Dunwoody City Boundary

1. Population and Housing
2. Economic Development
3. Natural and Cultural Resources
4. Community Facilities and Services
5. Intergovernmental Coordination
6. Transportation
7. Land Use
8. Community Facilities and Services



Besides the analysis for each element, the Technical Addendum also includes a record of accomplishments highlighting the success of the previous Short Term Work Program adopted as part of the inaugural plan, a detailed description of the public involvement process utilized in preparing this plan, and a report on how this plan is consistent with the Regional Water Plan and Environmental Planning Criteria.

The geographic area covered by this plan is that which is encompassed by the current incorporated boundaries of the City of Dunwoody. Dunwoody lies at the northern tip of DeKalb County, bounded by the Fulton County line on the north and west, Interstate 285 on the south, Peachtree Industrial Boulevard on the southeast, and the Gwinnett County line on the northeast. The City covers approximately 13.7 square miles of area and can be seen in the City Boundaries Map, Figure 1.

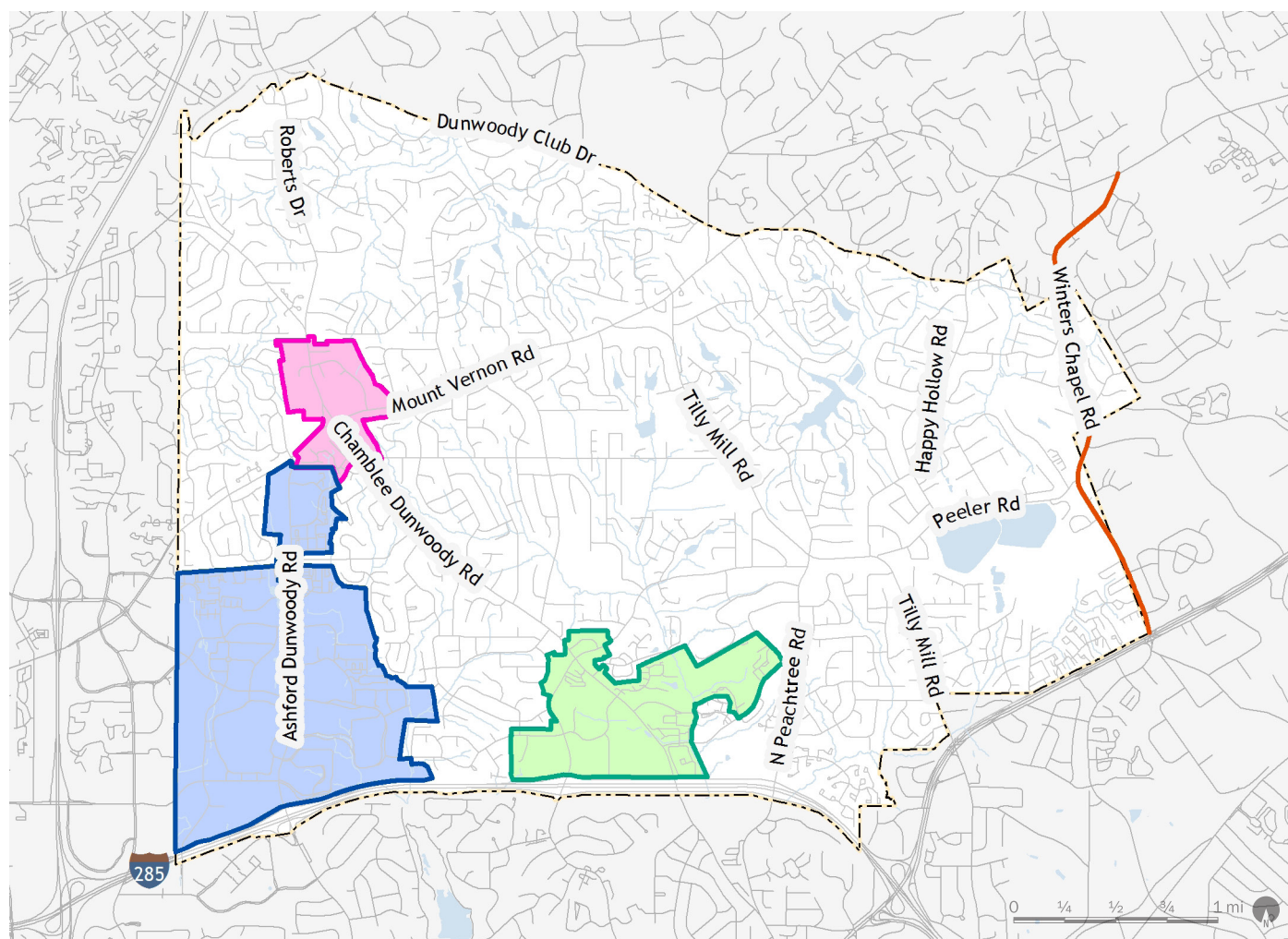


FIGURE 2: Previous Studies Map

Legend:

- Winters Chapel Corridor Study
- Perimeter Center LCI
- Dunwoody Village LCI
- Georgetown/Shallowford LCI

1.3 METHODOLOGY

This plan update is the product of the previous comprehensive plan, multiple planning efforts undertaken by the City since the inaugural plan's adoption, and an extensive public outreach effort. The previous comprehensive plan, the City of Dunwoody 2030 Comprehensive Plan, laid the foundation for this effort, and where relevant, the findings and recommendations of the previous plan were incorporated and updated. In addition, this plan incorporated and updated the recommendations of several planning studies, including three Livable Centers Initiatives (LCI), Winters Chapel Corridor Study, Transportation Master Plan, Parks and Recreation Master Plan, Sustainability Plan, and Economic Development Strategy. The Previous Studies Map, Figure 2, shows the study area boundaries of the previous LCI studies. The other studies were citywide.

The public outreach effort launched for this plan update included two public hearings, five community workshops, and an Open House. Announcements and notifications of these meetings were included on the City website, local newspapers, and flyers passed out at local community events. In addition, an on-line community survey was posted providing those who could not make the public meetings an opportunity to have their ideas recorded and heard.

To help direct the formulation of the plan update, a Sounding Board was formed comprised of members representing a cross-section of the community including elected officials, local business interests, key staff, and residents.

The goals of the Sounding Board were to:

1. Seek agreement on key issues.
2. Help to craft a common vision for the future.
3. Provide guidance on actions needed to achieve that vision.
4. Affirm public input.

The Sounding Board met four times during the course of the planning effort, and summaries of their meetings can be found in the Technical Addendum.

* 2 COMMUNITY VISION AND GOALS

The Community Vision and Goals identify the City of Dunwoody's direction for the future and are intended to serve as a guide to Dunwoody officials in day-to-day decision making. They are the product of an extensive public involvement effort and are comprised of several components:

- Aspirational vision statement
- List of overarching community goals
- List of general policies
- Character Area Map and defining narrative
- Future Land Use Map

With the exception of the Future Land Use Map, each of these components was already established as part of the City's inaugural 2030 Comprehensive Plan. However, through the Shape Dunwoody plan update process community members were given the opportunity to revisit and update each component through a series of input activities. The results of these activities are presented here, and reflect the changing conditions and evolving vision for the community.

The new addition to these policies is the Future Land Use Map, which is intended to provide guidance in making rezoning decisions at the parcel level. The map illustrates the appropriate future land use patterns that would be in keeping with the overall vision and goals for the community. It works in concert with the Character Area Map. While the Future Land Use Map provides guidance on specific future land uses that would be in keeping with the community vision, the Character Area Map provides guidance on the urban design and character related elements of rezoning decisions.

2.1 VISION STATEMENT

The community vision paints a picture of what the City of Dunwoody desires to become in the long-term, 20-year planning period extending out to 2035. To arrive at this vision, the project team began with the community vision statement that was established as a part of the inaugural 2030 Plan and refined it through the public input process. In the end, it was determined that the existing vision statement included in the inaugural 2030 Plan was largely reflective of the community's vision but needed some "tightening up" to better communicate a succinct vision. The resultant vision statement offered below was crafted by the project team, and refined through discussion with the Sounding Board and participants at the community workshops held for this plan update.

CITY-WIDE VISION STATEMENT

The City of Dunwoody strives to be a dynamic, innovative community where individuals, families, and businesses can thrive through all stages of life and career by encouraging a sustainable mix of land uses, facilities, and services.

In many ways, this vision statement is reflective of existing conditions. Dunwoody is fortunate to already possess many fine attributes that make it a desirable community offering a high quality of life for its residents. It is home to many desirable and vibrant neighborhoods, has a strong economic base, and provides ready access to many recreational and cultural amenities. Nonetheless, time marches on and communities are always changing and evolving. It was widely recognized by participants in the Shape Dunwoody planning process that continuing efforts to maintain and improve existing conditions must be made if the City wants to maintain its quality of life.

2.2 GOALS

The community identified a number of goals it needs to achieve in order to make this citywide vision a continuing reality. The following goals represent the recurring, dominant themes expressed by participants in the Shape Dunwoody planning effort. Like the vision statement, they were derived from a reiterative vetting process involving the City staff, the Sounding Board, and members of the public.



▲ Single Family Neighborhood in Dunwoody



PRESERVE OUR NEIGHBORHOODS

Throughout the planning process, preservation of Dunwoody's neighborhoods was the dominant goal expressed by participants. To most residents of the City, this goal centers around the preservation of single family neighborhoods which make up over 65% of the land area of the City, however, successful neighborhoods are far more than just brick and mortar, they are the people, the community organizations, and the services and facilities that support them. As a result, efforts to maintain what many consider Dunwoody's strongest asset, it's neighborhoods, involves a broad comprehensive approach that involves all aspects of the community and allowing for appropriate balance between growth and preservation that maintains the overall suburban character.



NURTURE DUNWOODY AS A PLACE TO LOCATE AND GROW BUSINESS

At the heart of this goal is economic development and building long-term prosperity for all residents. It involves actively engaging the City and its economic development partners in business retention, attraction and expansion. Its benefits include a strong tax base, a stable job market, and ready access to services and goods.



▲ Perimeter Mall



TRANSFORM TARGET REDEVELOPMENT AREAS

Though most of the City is unlikely to significantly change over the 20-year horizon of this plan, several areas have been identified as ripe for redevelopment and offer opportunities for new growth. There are very few tracts of undeveloped land in the City, so any new growth will have to take the form of redevelopment. In particular, many of the older shopping areas and aging multifamily developments are likely to change, and the City has planned for such growth through master

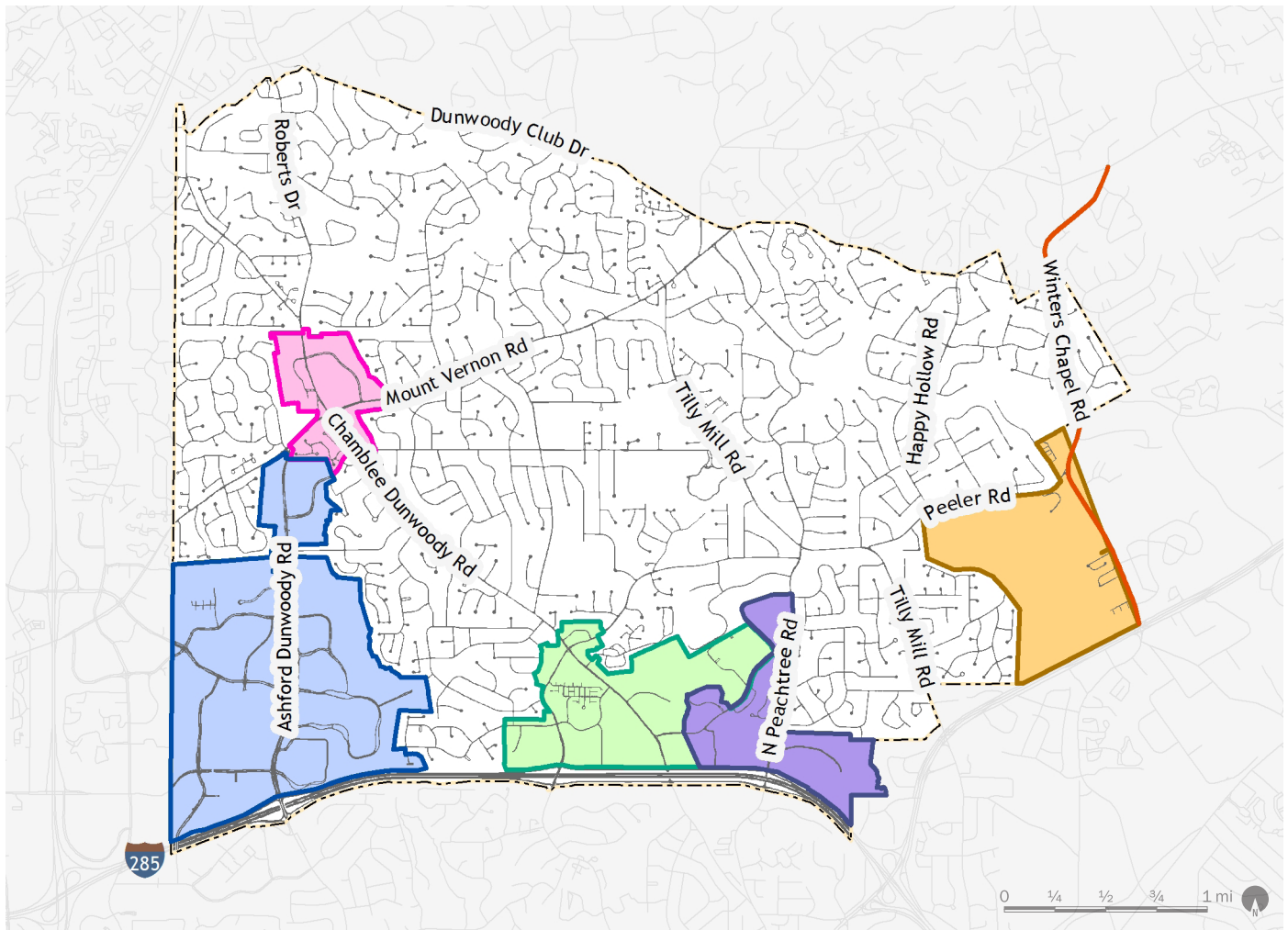


FIGURE 3: Target Redevelopment Areas

planning efforts. Figure 3 on the next page identifies the Target Redevelopment Areas.



INCREASE CONNECTIVITY AND ENHANCE TRANSPORTATION OPTIONS FOR ALL FORMS OF TRAVEL

Dunwoody is fortunate to be located at the crossroads of several major highways with easy access to all the opportunities and amenities that the Atlanta metropolitan area has to offer. This convenient access comes at a cost, and like most communities in the Atlanta metropolitan area, Dunwoody is often plagued by very congested roadways, particularly at rush hour. Although residents and workers have access to transit and multi-modal opportunities, much more needs to be done to increase transportation connectivity and access and to maintain its locational advantage.



EXPAND THE CITY'S PARKS AND GREENSPACE AND IMPROVE RECREATIONAL OPPORTUNITIES

Dunwoody is an active community that enjoys outdoor recreation, and is known for its tree lined streets and dense tree canopy. With an anticipated growth in population, and limited undeveloped areas, the community needs to take an active role in preserving greenspace and expanding its recreational opportunities.

Legend:

- North Peachtree
- Dunwoody Village
- Georgetown
- Winters Chapel
- Perimeter Center



MAKE AGING IN PLACE A MORE ACHIEVABLE REALITY

Dunwoody has aging population that has strong roots and connections to the overall community. Unfortunately, most of the City's housing stock is single-family residential, designed for traditional families with children. As a result, the housing stock and other factors that make aging in place easy is not meeting the changing needs of this growing portion of the population. Besides housing, other assets that make aging in place a reality include convenient access to transportation options, cultural and recreational amenities, quality health care facilities, and supportive social networks.



GROW THE ARTS AS PART OF WHAT MAKES DUNWOODY SPECIAL

The arts play a very important role in defining a community as unique and distinguish it as a desirable destination and location for residents and business. They include not only access to the fine arts and performing arts, but also the display of public art. Participants in the Shape Dunwoody process recognized that the City has an active arts community, but much more could be done to support its growth and establish Dunwoody as a widely recognized arts community.



MAINTAIN THE COMMITMENT TO SUSTAINABLE PRACTICES

Dunwoody takes its responsibility toward sustainable practices very seriously, as is evident by the establishment and continued operation of a Sustainability Committee and its recent adoption in 2014 of a Sustainability Plan. Sustainability means more than just environmental stewardship, it is a holistic or comprehensive term that the City has applied to four broad categories, including: Resource Conservation & Waste Reduction; Ecology, Biodiversity, and Health & Wellness; Outreach and Education; and Economic Prosperity.

2.3 COMMUNITY POLICIES

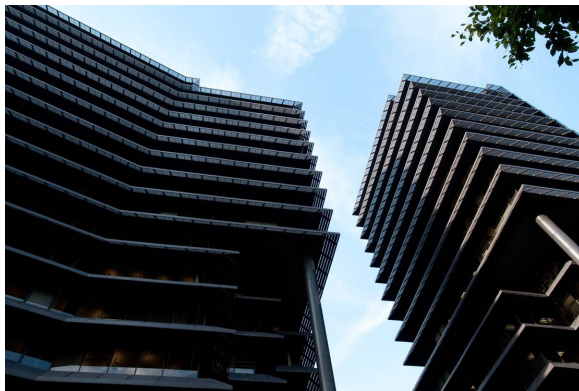
The following policies are intended to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Goals. For this reason these policies are organized by goal, through being comprehensive in nature, many individual policies likely will help to achieve multiple goals.



PRESERVE OUR NEIGHBORHOODS

- Through careful planning, the City of Dunwoody seeks to ensure that population growth will not **exceed infrastructure investment**.
- The City will promote ways to achieve a greater level of **owner-occupied housing**.
- The City will regularly communicate with the **local school board** on decisions concerning new housing
- New housing infill into existing neighborhoods will be **compatible** with surrounding properties.

- Preserve the character of **existing residential neighborhoods**.
- **Protect properties** located on borders of Suburban Residential Neighborhoods Character Area with compatible height, building placement, densities, massing and scale, buffers, tree protection and other associated site development and building regulations.
- Land use decisions will concurrently consider implications for **transportation and open space**.
- Promote small scale, conscientious redevelopment of our neighborhood commercial nodes designed to enhance the quality of life of our residential neighborhoods.



NURTURE DUNWOODY AS A PLACE TO LOCATE AND GROW BUSINESS

- 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 nearby partners, including the Perimeter CIDs, Sandy Springs, Brookhaven, Dunwoody Perimeter Chamber of Commerce, and the Perimeter Business Alliance.
- 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.
- Promote small business development to further an environment that promotes Dunwoody as a city of small business incubation and innovation.



TRANSFORM TARGET REDEVELOPMENT AREAS

- Encourage a mix of **compatible land uses** in future commercial development and redevelopment areas.
- Promote the **conversion of surface parking** to other land uses (outparcels, plazas, open space) and encourage **structured and shared parking solutions in priority locations**.
- Encourage mixed-use development and design standards that enhance **pedestrian movement, lifelong communities and healthy living**. (See Universal Design Policies under *Make Aging in Place a more Achievable Reality*)
- **Coordinate with neighboring jurisdictions**, 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.



INCREASE CONNECTIVITY AND ENHANCE TRANSPORTATION OPTIONS FOR ALL FORMS OF TRAVEL

- **Promote walk- and bike-“ability”** to homes, schools, shopping, employment centers, civic uses, and open space.
- Implement the multi-modal transportation options in the City's 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 transportation technologies**.
- Promote **travel demand management (TDM)** strategies to reduce trips.
- Preserve current transportation investment through **effective maintenance** of transportation system.
- Work with Georgia Regional Transportation Authority (GRTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta Regional Commission (ARC) and Georgia Department of Transportation (GDOT) efforts related to express **transit service** and regional bus rapid transit (BRT) initiatives to connect Dunwoody to surrounding communities.



▲ Stacked flats utilizing Universal Design from the Preserve on Fredricksburg, San Antonio, TX



▲ Homes using Universal Design principles related to entry ways



EXPAND THE CITY'S PARKS AND GREENSPACE AND IMPROVE RECREATIONAL OPPORTUNITIES

- Preserve strategically located, **existing undeveloped land** that could be a viable option for functional greenspace.
- Create and maintain programs to support **historic preservation** and/or **campaign for grant dollars** that award historic preservation dollars.
- Encourage the acquisition of greenspace as a part of larger redevelopment areas.



MAKE AGING IN PLACE A MORE ACHIEVABLE REALITY

- 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 community information available to all residents .
- Utilize universal design as a component of all residential development where senior appropriate housing has been required, particularly within the Dunwoody Village, Georgetown, North Peachtree and Winters Chapel Character Areas
- Encourage the integration of senior appropriate housing, both active adult and assisted living, into the fabric of the community, thus offering multi-generational or lifelong housing opportunities.

UNIVERSAL DESIGN:

Universal Design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

UNIVERSAL DESIGN IN THE COMMUNITY:

Communities built around the elements of universal design meet the needs of seniors, people with disabilities, and people of all ages and ability. Universal design can simplify life for all ages by making the built environment more usable by as many people as possible. At the community scale Dunwoody supports the recommendations of the Atlanta Regional Commission's Lifelong Communities Program.

ELEMENTS AT THE COMMUNITY SCALE:

- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster communities with strong sense of place
- Provide a variety of transportation choices
- Strengthen and direct development towards existing communities
- Encourage compact building design in target redevelopment areas.

UNIVERSAL DESIGN AT HOME:

Homes designed with the elements of universal design for aging-in-place are normal looking homes that meet the changing needs of residents as they age. The intent is not to create a residential hospital setting, but to create a practical safe home that allows easy access, and functionality. At the dwelling unit scale Dunwoody applies universal design in the home to several key elements of the home, including entry, bedrooms, bathrooms, kitchens, overall circulation, etc. See Land Use Appendix for a list of possible criteria that should be evaluated and considered in adopting universal design standards.

BENEFITS AT THE DWELLING UNIT SCALE:

- A home that is accessible to anyone regardless of age or ability
- Function home design that make everyday living easier
- Incorporated design features that appeal to a wider range of buyers
- A home that can adapt to the changes in lifestyle without the need of extensive remodeling



GROW THE ARTS AS PART OF WHAT MAKES DUNWOODY SPECIAL

- Support the **arts and opportunities for cultural activities** and events.
- Integrate public art at City gateways and community gathering areas.



MAINTAIN THE COMMITMENT TO SUSTAINABLE PRACTICES

- Champion sustainable development in all land use and development practices.
- Provide conveniently located and efficiently managed City Administration services, demonstrating commitment to sustainable practices in managing City-run resources.
- Engage regional, state and federal resources for improving local sustainable practices.
- Support **community partnerships** for pursuing sustainable practices.
- Demonstrate **regional leadership** in promoting efficient and innovative use of resources.

2.4 CHARACTER AREAS

The Character Areas Map is a visual representation of the City's future development policy. It was originally developed as part of the City's inaugural Comprehensive Plan, and was refined through the Shape Dunwoody public involvement process. Unlike the inaugural plan, this Comprehensive Plan Update also includes a Future Land Use Map that specifies the preferred use of each parcel of land in the future. The Future Land Use Map supplements the policies of the Character Area Map to provide more detailed guidance to City officials in making rezoning and capital investment decisions.

Interpretation of the Character Areas Map is provided in the supporting text to be considered along with the City's zoning, the Future Land Use Map, 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 uses illustrated in the Future Land Use Map and the character features described in the Character Areas Map narratives that follow will inform rezoning and capital investment decisions 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. 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 – the Georgetown/Shallowford Master Plan and the Dunwoody Village Revitalization Master Plan. The recommendations of those plans were incorporated into policies represented in both the Character Areas Map and Future Land Use Map.

As a City near full build-out, Dunwoody will experience change incrementally (lot by lot) in the majority of the City. Some areas, however, are likely to experience market pressure for redevelopment or are locations where the City intends to provide incentives for revitalization. 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.** 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 supporting narrative provides policy direction for regulating future scale and design with the goal of furthering consistent character within each area as defined by an orienting “vision.” Where appropriate, statements for policy and goals are also established. The City's eight character areas are identified by name and the color used on the map.

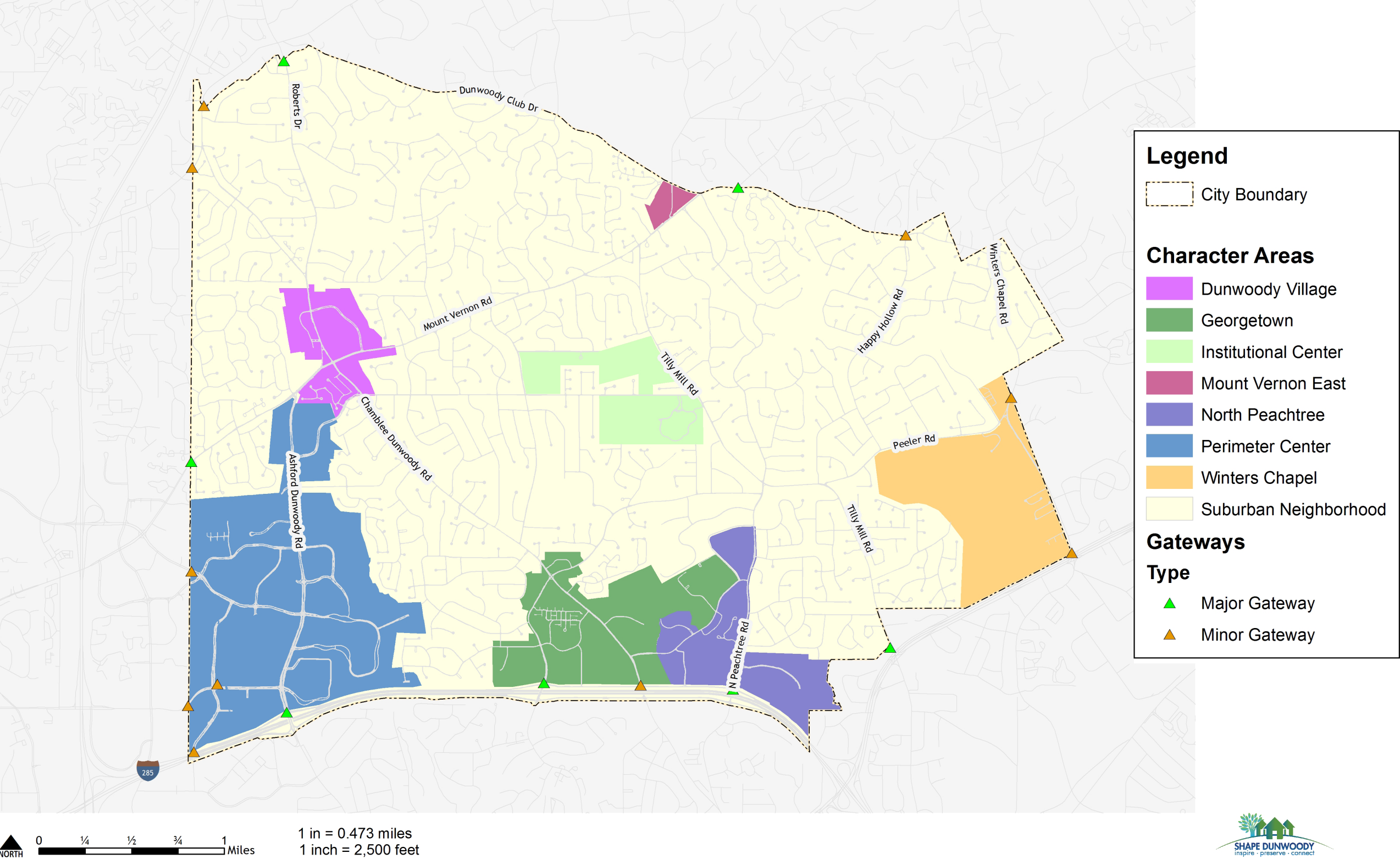


FIGURE 4: Character Areas Map

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

Form: Traditional homes with quality design and long lasting building materials, such as stone or brick, streetscaping, and pedestrian and bicycle amenities.

Use (See Future Land Use Map): Single-family residential, public gathering spaces, places of worship, office, aging in place appropriate residential.

Action Items

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

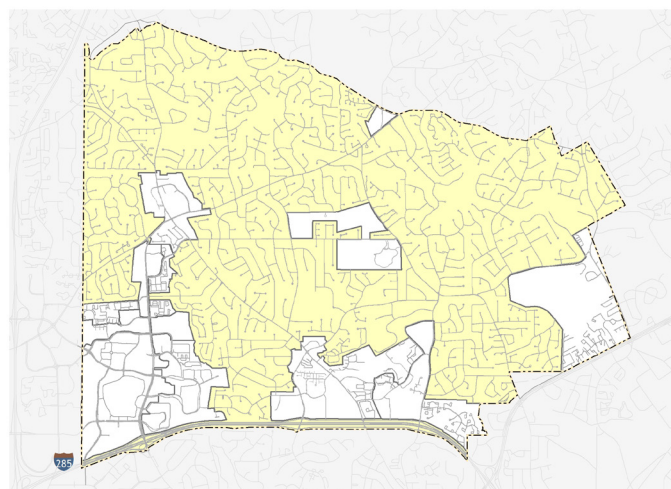


FIGURE 5: Suburban Neighborhood Character Area Map



▲ Playground in local park



▲ Single Family Home

DUNWOODY VILLAGE

Vision/Intent

Dunwoody Village has historically been the “heart” of Dunwoody. A master planning process established a detailed vision for this center of the community, focused on pedestrian and bicycle amenities, functional public open space, a multi-modal transportation environment, 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.

Future Development

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 a large transitional area to adequately protect single-family residential and other residential homes in the area.

Use (see Future Land Use Map): Mixed-Use (combined office, retail and residential where residential is located only on the second floor or above), 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 per tenant space), 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.

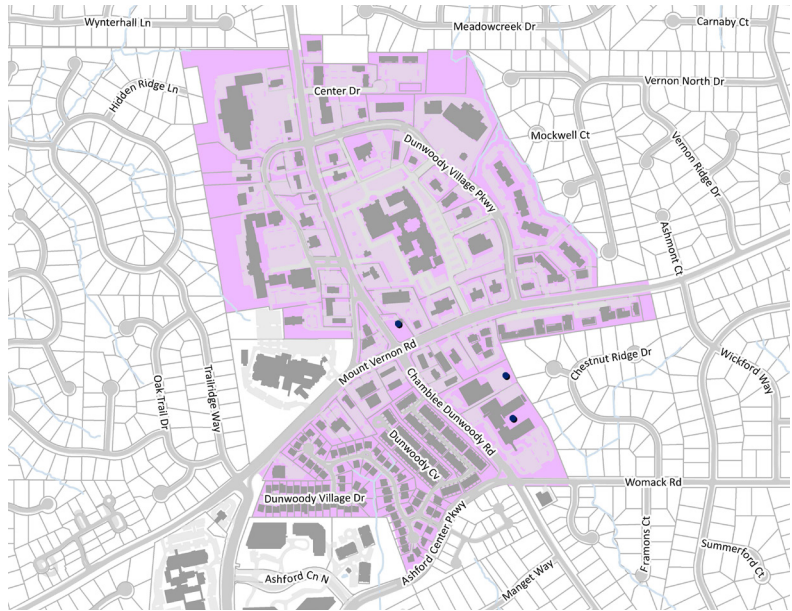


FIGURE 6: Dunwoody Village Character Area Map



▲ Food Market in Dunwoody Village



▲ Local Shops

Action Items

- Create an active community center with public places to gather, following a master planning process that potentially supports a redevelopment investment program.
- 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.
- Regularly review the Dunwoody Village Overlay to ensure enforcement meets intent of Overlay and Character Area vision.

GEORGETOWN

Vision/Intent

This area will redevelop into a pedestrian- and bicycle-oriented activity center. A mix of commercial, office and 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 the area to Perimeter Center. It focuses more intense development along I-285 with transitions to adjacent residential subdivisions. The City seeks a dynamic mix of uses in the Georgetown area and generally discourages additional stand-alone apartments in favor of mixed-use developments and a greater variety of housing types. The City also encourages creative redevelopment of existing multi-family developments.

Future Development

Form:

- Buildings and site design organized to take advantage of the area's walkability and transit.
- Heights and densities will transition downward as development moves towards the adjacent Suburban Character areas, protected by adequate buffering/transition zones.
- Characterized by transitions to adjacent uses (step down of building heights, buffers).
- Public functional green space and connectivity.
- Innovative parking solutions including underground and structured options and pedestrian- and bicycle-oriented features such as wrap-around parking, and landscaping.
- High quality, long lasting materials such as stone and brick.

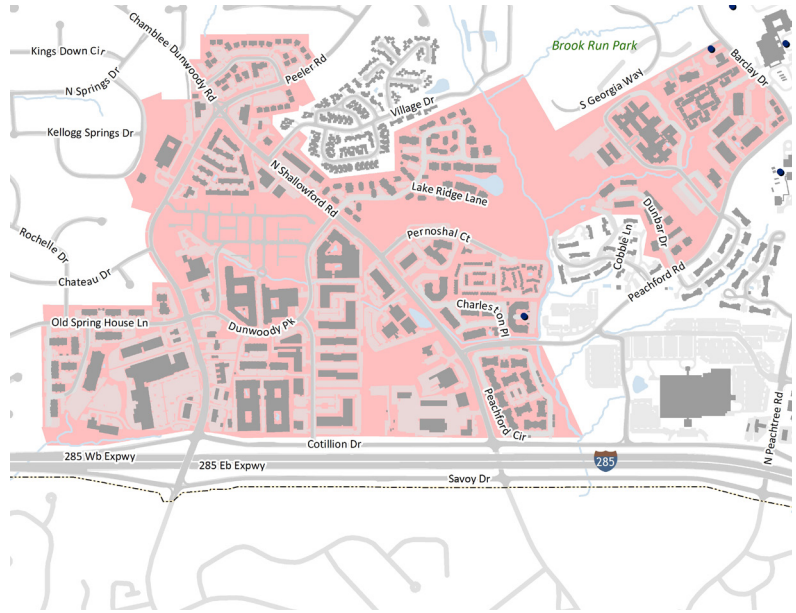


FIGURE 8: Georgetown Character Area Map



▲ New multiuse trail at Project Renaissance



▲ New Housing in Georgetown

- Transitional buffer zones to appropriately protect any adjacent residential uses.

Use (see Future Land Use Map):

- 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:
- Commercial: Big-box retail is not appropriate (65,000 square foot or greater).

Action Items

- 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.
- 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.
- 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.
- Bicycle, pedestrian, and alternative forms of transportation provide connectivity throughout character area.
- Complete site location evaluation and financing plan locating City Hall, Police and other civic functions, including options for joint public-private partnership. Note that the Dunwoody Village area is also being considered as a possible location for City Hall.
- For detailed circulation and open space recommendations for the Georgetown/Shallowford Character Area, see the Georgetown/Shallowford LCI Master Plan.

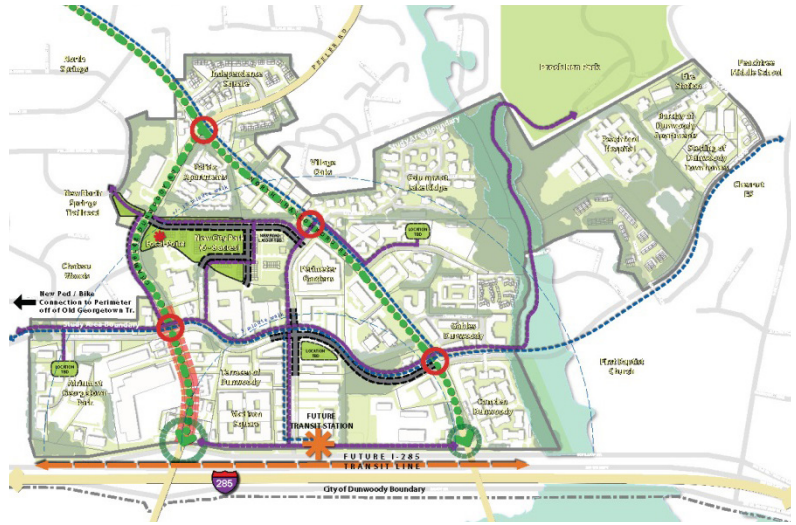
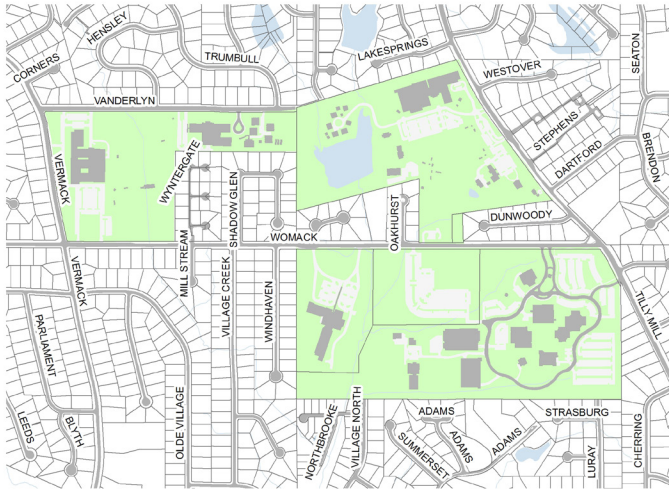


FIGURE 9: Georgetown/Shallowford Master Plan



INSTITUTIONAL CENTER

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

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 (see Future Land Use Map): Institutional and cultural facilities and accessory residential uses.

Action Items

- Improved roads with better ingress and egress management.
- Womack Road restriping should be considered to facilitate a more efficient use of right of way.
- Improvement of existing bike networks and transit development along Womack Road and Tilly Mill Road should be explored, as road widening is not a feasible solution.
- Promote/establish new connectivity, particularly for cycling and pedestrian movement.

FIGURE 10: Institutional/Campus Character Area Map



▲ Dunwoody High School



▲ Georgia Perimeter College

MOUNT VERNON EAST

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

Form: The Mount Vernon East 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.

Use (see Future Land Use Map): Retail use, neighborhood-scale commercial (no large-scale retail “big-box”); and mixed use.

Action Items

- Allow for redevelopment of existing vacancies.
- Create public plaza and/or green space.
- Retain quality materials and landscaping.
- Leverage existing restaurants and gourmet food stores to cultivate a unique outdoor dining and café experience.

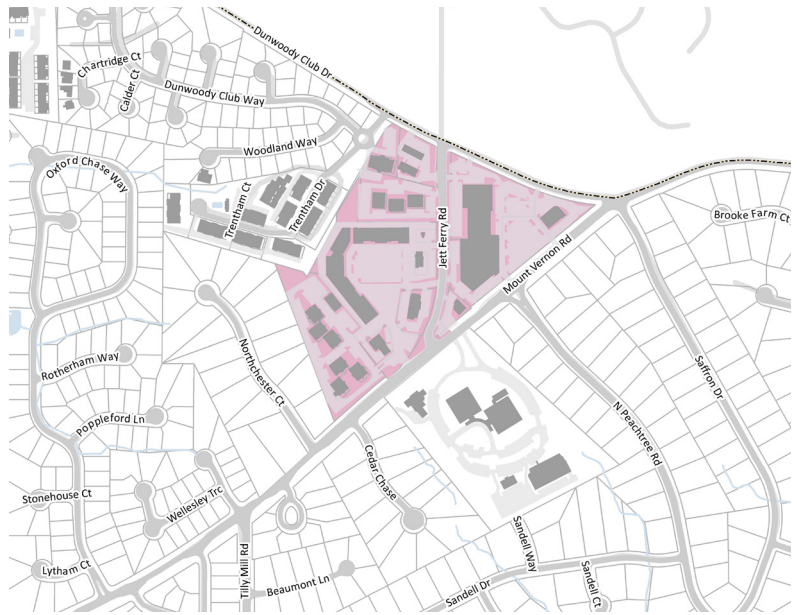


FIGURE 11: Mount Vernon East Character Area Map



▲ Shopping Center



▲ Local Restaurant

NORTH PEACHTREE

Vision/Intent

Similar to the Georgetown area, this area will offer a mix of commercial, office, and high end shopping integrated with residential as an accessory use, or as a primary use for senior living, and serve as a southern gateway to the City. Multi-use paths and transit options will promote greater connectivity with other areas of the City.

Future Development

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 single-family residential.

Uses (see Future Land Use Map): Commercial, office, Institutional and mixed-Use

Action Items

- Undertake a small area study for the area,
- Seek inclusion of this character area as part of future updates to the Georgetown/Shallowford LCI.
- 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.
- Develop a unique architectural design theme consistent with the Georgetown character area that embodies the unique character of Dunwoody.
- Incorporate sustainable building and site development practices.
- Require universal design as part of residential



FIGURE 12: North Peachtree Character Area Map



▲ Apartments in North Peachtree



▲ Apartments in North Peachtree

development.

- Establish a bicycle network to allow easier cycling and pedestrian movement between Dunwoody and neighboring Chamblee over or under I-285.
- Bicycle, pedestrian, and alternative forms of transportation provide connectivity throughout character area.

PERIMETER CENTER

Vision/Intent

Perimeter Center will be a “livable” regional center with first-class office, retail and high-end restaurants in a pedestrian and bicycle-oriented environment. The area will serve as a regional example of high quality design standards. The City of Dunwoody works in partnership with the Perimeter Community Improvement Districts (PCIDs) and adjacent communities 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.

In the future, the area should add public gathering space and pocket parks, continue to create transportation alternatives, mitigate congestion, and reduce 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.

Future Development

The Perimeter Center Character Area will be divided into four subareas (PC-1, PC-2, PC-3, and PC-4) which match the draft proposed overlay district outline that the City is reviewing as part of the Perimeter Center Zoning Code. This area was the subject of a previous LCI Study. The cities of Dunwoody, Sandy Springs, and Brookhaven work in partnership with the Perimeter Community Improvement Districts (PCIDs) to implement and complement the framework plan and projects identified in the Perimeter Center Livable Centers Initiative study (LCI) and its current and future updates.

For specific recommendations on height, density and use refer to the provisions of the Perimeter Center Overlay District and Zoning, available from the Dunwoody Community Development Department.

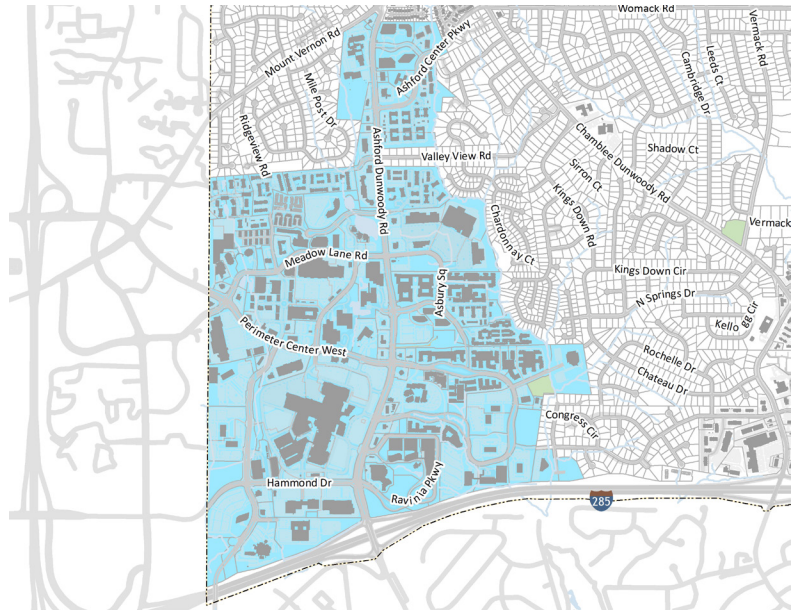


FIGURE 13: Perimeter Center Character Area Map

PC-1: Intended to apply to the central core area of Perimeter Center, including the area directly surrounding the Dunwoody MARTA train station. This district allows for the highest intensity of buildings, a high level of employment uses, and active ground story uses and design that support pedestrian mobility.

PC-2: Made up primarily of employment uses and limited shop front retail, residential, and services.

PC-3: A smaller scale, less intensive commercial district, permitting both shop front and office buildings.

PC-4: Made up primarily of residential uses at a scale that provides a transition between the intensity of Perimeter Center and the surrounding single-family residential neighborhoods.



▲ Perimeter Mall



▲ Housing in Perimeter Center

Action Items

Land Use:

- New development will include amenities and provide public functional green space.
- New development will be mindful of 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.

COMMUNITY IMPROVEMENT DISTRICT (CID)

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.

Transportation and Circulation:

- Create bicycle, pedestrian and non-auto related transportation options to connect with the rest of the City of Dunwoody.
- The 2012 PCID Commuter Trail System Master Plan proposed a network of commuter trails connecting to the MARTA station.
- The 2012 PCID Perimeter Circulator Implementation report recommended circulator transit to provide first/ last mile connectivity for commuters and reduction in CID area congestion.
- The PCIDs have proposed Perimeter Park at the Dunwoody MARTA Station.
- Work with the Perimeter Transportation Management Association (TMA) to actively reduce automobile dependency and emerge as a leader in alternative transportation for the region.

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.

WINTERS CHAPEL

Vision/Intent

An attractive gateway to the City offering a mix of housing, shopping, and recreational options. The City envisions the apartments in this area to redevelop into mixed-use development, adding functional green space and more owner-occupied residential options, with the existing neighborhood scale commercial continuing to serve the surrounding residential area,

Future 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 (see Future Land Use Map): Multifamily and mixed-use, primarily medium density with a mix of high density multi-family (greater than 8 dwelling units per acre), and attached and detached single-family, small office and neighborhood scale commercial.

Action Items

- Coordinate with Gwinnett County and the City of Peachtree Corners to promote redevelopment of surrounding area in conformity with the Winters Chapel Study.
- Leverage existing businesses to promote culturally diverse dining and retail.
- Redevelop older commercial and multi-family stock.
- Maintain occupancy of retail areas
- Promote public gathering spaces.
- Build on existing commercial activity to promote community events.



FIGURE 14: Winters Chapel Character Area Map



▲ Townhouses off of Winters Chapel



▲ Apartments off of Peachtree Industrial Blvd

GATEWAYS

Vision/Intent

Cohesive architectural design and streetscaping will define such areas as gateways into the City of Dunwoody. A unifying design feature such as way-finding signage or City marker will link gateways with the rest of the City.

Action Items

- Construction of gateway features that define “arrival” to City of Dunwoody. Major gateways take priority over minor, and the construction of unique landmark architectural features should be encouraged.
- Partner with local community groups to maintain landscaping.
- Work with neighboring jurisdictions to encourage appropriate land uses and controls adjacent to gateway features.
- Features may include:
 - Quality of building materials and design,
 - Enhanced landscaping and streetscape,
 - Monument or unique landmark feature.

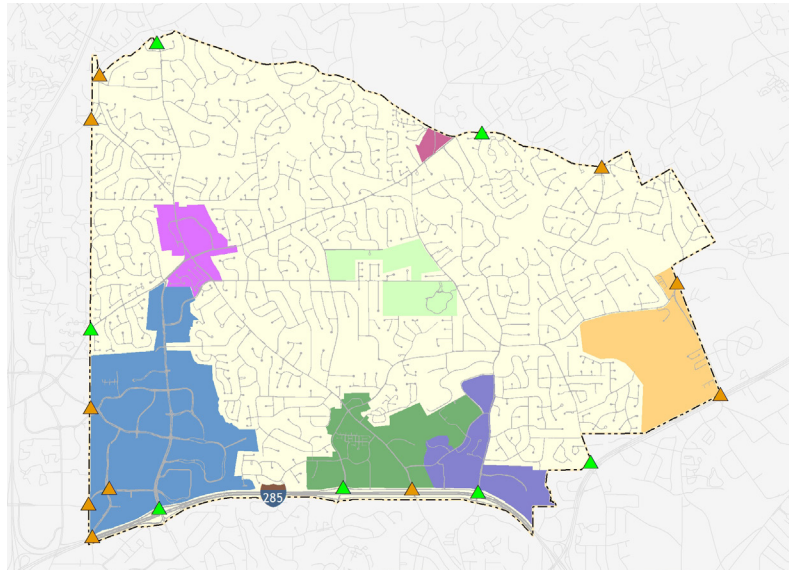
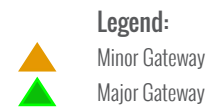


FIGURE 15: Gateway locations shown as triangles on the Character Areas Map



▲ Ashford Dunwoody/I-285 Interchange



2.5 FUTURE LAND USE

The Future Land Use Map like the Character Area map 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 Character Area Map, and other local policies when decision-makers consider land development questions or requests.

FIGURE 16: Future Land Uses Table

	LAND USE	DESCRIPTION	ZONING CATEGORIES
	Single Dwelling Residential	The predominant use of land is for single-family dwelling units, including detached, semi-attached or duplexes.	R- districts (R-150, R-100, R-85, R-75, R-60, R-50, RA, RA-5, RA-8, R-CD, R-CH)
	Multi-dwelling Residential - Apartments	The predominant use of land is for multi-family dwelling units, typically 12 units per acre or more.	RM- districts (RM-150, RM-100, RM-85, RM-75, RM-HD)
	Multi-dwelling Residential - Other	The predominant use of land is for multi-dwelling units, 3 or more units attached, including townhouses and condominiums.	RM- districts (RM-150, RM-100, RM-85, RM-75, and RM-HD)
	Commercial	Land dedicated to non-industrial business uses, including retail sales, office, service, and entertainment facilities. Accessory commercial uses may be located as a single use in one building or grouped together in a shopping center or office building.	O-I, O-I-T, C-1, C-2, NS, O-D
	Public/ Institutional	Government uses at all levels, and institutional land uses. Government uses include City Hall, police and fire stations, libraries, post offices, schools, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Does not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, publicly owned parks and/or recreational facilities are classified under park/ recreation/conservation category; and general office buildings containing government offices (such as the current Dunwoody City Hall) are included in the commercial category.	Any zoning district.

	LAND USE	DESCRIPTION	ZONING CATEGORIES
	Transportation/ Communication/ Utilities	Major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.	Any zoning district, subject to applicable zoning restrictions.
	Parks/ Recreation/ Conservation - Public	Land dedicated to active or passive recreational uses held in public ownership or land trust. These areas may include playgrounds, public parks, nature preserves, community centers or similar uses.	Any zoning district.
	Parks/ Recreation/ Conservation - Private	Land dedicated to active or passive recreational uses in private ownership. These areas may include subdivision recreation areas, golf courses, swim and tennis centers, or similar uses.	Any zoning district.
	Mixed Use	A mixture of uses on the same parcel, vertical (same building) or horizontal (different buildings). Typically this is made up of a combination of commercial and residential uses, but could include a mix of other uses as well.	OCR, PD, CR-1
	Perimeter Center	Livable regional center with office, retail, mixed-use, and high density residential uses	Draft PC-1, PC-2, PC-3 and PC-4 Districts

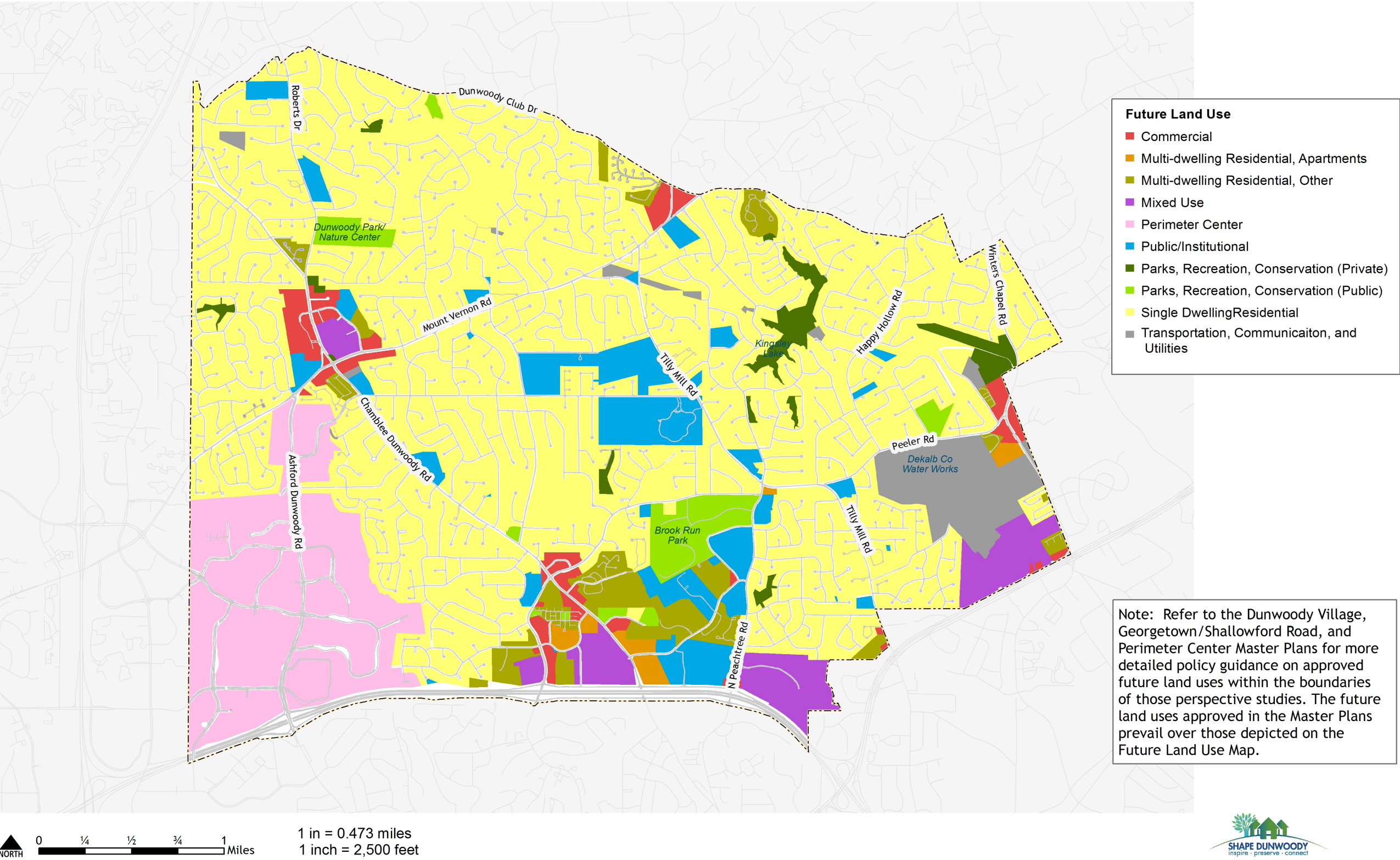


FIGURE 17: Future Land Use Map

* 3 NEEDS AND OPPORTUNITIES

In order to achieve Dunwoody's vision and goals for the future there are a number of needs and opportunities that the community must address. A need can be defined as a condition of something that is required or wanted, while an opportunity is a chance for progress or advancement. Needs and opportunities are constantly changing as the community grows, and should be regularly re-evaluated to keep the plan current. The Shape Dunwoody process has identified needs and opportunities which are unique to the community, based on the technical assessment prepared by the planning team, as well as by public input collected as a part of the community engagement process. The details of the technical assessment and the public input process can be found in the Appendix.



▲ Needs and Opportunities Workshop

3.1 PUBLIC INPUT

Community members participated in two Needs and Opportunities “Framing Our Priorities” Workshops held by the City of Dunwoody on April 23 and April 25, 2015. The two public workshops were held to give the community an opportunity to help identify the needs and opportunities that would more directly impact the community's future. Both workshops followed the same format and included opportunities for review of draft plan content and group discussions surrounding overarching community needs and area-specific needs, building off public input collected to date and content in the City's current comprehensive plan. Following the DCA guidelines, these needs and opportunities were identified through a facilitated discussion of the Strengths, Weaknesses, Opportunities, and Threats in the community, or a SWOT Analysis.

The SWOT analysis was designed to identify citywide priorities for the City's long (5+ years) and short-term (5-year) future. The goal was to determine what the perceived needs and opportunities are for each overarching goal. The following two questions were asked for each goal:

1. **What are the strengths and opportunities?** To achieve the goals presented, what assets does the City already have or could have in the near future to help accomplish them?
2. **What are the weaknesses and threats?** What obstacles stand in the way of taking advantage of these strengths and opportunities that the City should proactively address?

By framing the discussion around each goal, participants were able to grasp the comprehensive nature of the needs and opportunities, and how most of the needs and opportunities related to more than one goal. The workshop discussions resulted in a list of 45 initial needs and opportunities, which were reviewed and consolidated by staff with the help of the Sounding Board. As a result, the 45 needs and opportunities were reduced to 16 priority needs and opportunities. The matrix below illustrates how these priority needs and opportunities relate to each of the community goals. The priority needs and opportunities are roughly organized by community goal, and so position within the list does not indicate priority of one item over another.

	GOALS	Preserve our Neighborhoods. 	Nurture Dunwoody as a place to locate and grow business. 	Transform target redevelopment areas. 	Increase connectivity and enhance transportation options for all forms of travel. 	Expand the City's parks and greenspace and improve recreational opportunities. 	Make aging in place a more achievable reality. 	Grow the arts as part of what makes Dunwoody special. 	Maintain the commitment to sustainable practices. 
PRIORITY NEEDS AND OPPORTUNITIES									
1. Strengthen and enforce local development regulations and land use controls.		■	■	■	■		■		■
2. Manage traffic.		■	■	■	■				■
3. Improve and maintain the public rights-of-way.		■	■	■	■				
4. Maintain the character of Dunwoody.		■				■			■
5. Encourage Dunwoody's small business and entrepreneurial environment.		■	■	■					
6. Ensure that the permitting process is straightforward and easy to understand.		■	■	■					■
7. Strengthen Dunwoody's economic development efforts.		■	■	■				■	■
8. Continue to strengthen relationships with local, regional, state, and federal partners.		■	■	■	■				
9. Encourage the construction of a greater variety of senior appropriate housing options.		■	■	■			■		■
10. Encourage use of wider range of transportation options.		■			■		■		■
11. Improve transportation connectivity.		■		■	■	■			■
12. Implement and update the City's transportation plan.		■			■		■		
13. Provide active recreational opportunities for all ages.		■		■	■		■	■	■
14. Add new parkland and preserve greenspace.		■	■	■	■	■	■	■	■
15. Build upon existing resources to further support the cultural arts.		■	■	■				■	■
16. Implement the Dunwoody Sustainability Plan.		■	■		■	■	■		■

FIGURE 18: Priority Needs and Opportunities

3.2 PRIORITY NEEDS AND OPPORTUNITIES

This section describes the nature and intent of each of the top priority needs and opportunities identified through the Shape Dunwoody community engagement process. This list is used later to frame the development of implementation measures presented in the Community Work Program.

3.2.1 STRENGTHEN & ENFORCE LOCAL DEVELOPMENT REGULATIONS & LAND USE CONTROLS

The desire to have local control over land development regulations and land use policies was one of the primary motivators for Dunwoody's incorporation. Since becoming a City, many modifications and enhancements to the original county land use regulations, which was the framework for the City's first zoning ordinance, have been made to better reflect the community's vision for the future, such as the creation of new residential infill standards, and the current work on the Perimeter Center form based code. Zoning regulations and land use controls are constantly being reevaluated through regular use and interpretation, and participants in the Shape Dunwoody planning effort recognized the importance of aligning the codes to match the vision of the comprehensive plan. In particular, interest was expressed in modifying the code to ensure that senior housing desires are adequately covered, that transportation regulations regarding access and connectivity speak to sustainability, and that requirements for new development provide provision for adequate recreational areas and greenspace.



3.2.2 MANAGE TRAFFIC

One of the biggest concerns of local residents and businesses is traffic congestion, and throughout the Shape Dunwoody planning effort managing traffic consistently ranked as a top priority in the hierarchy of needs. It impacts almost every aspect of Dunwoody's quality of life. Most everyone recognized, however, that simply adding more roadway capacity was not the solution to the problem. The widening of local roads would only create more traffic and destroy the suburban charm of the neighborhoods. Instead, there was more support for making operational improvements such as installing traffic calming measures, adding turn lanes, and improving signal timing. Participants also recognized that as redevelopment occurs proper planning needs to be in place to mitigate the potential for further transportation problems.



3.2.3 IMPROVE AND MAINTAIN THE PUBLIC RIGHTS-OF-WAY

Dunwoody's public rights-of-way are the gateways to the community, and play an important role in crafting the image and character of the community. General cleanliness and proper road, bike lane, and trail maintenance is important not only for public image, but also the safety of travelers. Potholes, cracked pavement, and debris not only create safety issues for motorists, but pedestrians and cyclists as well. Many of the City's rights-of-way also lack complete sidewalks or bike facilities, and though the City has made ongoing improvements more needs to be done to help ensure greater transportation safety.

3.2.4 MAINTAIN THE CHARACTER OF DUNWOODY

The overall character and unique charm of Dunwoody is defined by several key physical factors:

- Dunwoody is a hybrid of older areas with new mixed-in. This hybrid appeals to a variety of users.
- Dunwoody is a combination of Atlanta's "OTP (outside the perimeter)" and "ITP (inside the perimeter)" merged into one.
- Dunwoody is primarily a two-lane road community; the two lanes create cohesion among a large residential area.
- Dunwoody is a community with historic charm; even though most of the City was built in the last fifty years key prominent historic assets help to reflect a historic image.
- Dunwoody is a city of trees; This is particularly true not only in the suburban residential areas where the tree canopy is so prevalent, but also in the more urbanized areas, where street trees and aesthetically pleasing streetscapes contribute to this.

Participants in the Shape Dunwoody planning process expressed concern that as the community continues to grow and change that it does not lose those elements that help to set it apart. In doing this, the Character Areas Map and adherence to its policies will be an invaluable tool.

3.2.5 ENCOURAGE DUNWOODY'S SMALL BUSINESS AND ENTREPRENEURIAL ENVIRONMENT

Dunwoody benefits from its healthy Perimeter Center area, which is concentrated in the southwestern corner of the City and serves as a strong anchor for the City's economy. Dunwoody has an opportunity to leverage this major jobs center with large employers, presence of young professionals looking for ability to spin-off or build firms from high-tech innovations and a vibrant retirement community ready for after-retirement opportunities, proximity to the City of Atlanta and its assets, and the presence of MARTA to encourage small business creation and growth in other areas of the City.



3.2.6 ENSURE THAT THE PERMITTING PROCESS IS STRAIGHTFORWARD AND EASY TO UNDERSTAND

It is important that Dunwoody understands its level of economic development competitiveness relative to nearby communities, including but not limited to Sandy Springs, Chamblee, Roswell, Brookhaven, and Buckhead, in terms of the ease of business owners to obtain permits. Surrounding communities are continuously refining their land use regulations and permitting processes in an attempt to encourage quality development. Dunwoody needs to continue to monitor this activity and its own permitting activity to remain competitive in marketplace.

3.2.7 STRENGTHEN DUNWOODY'S ECONOMIC DEVELOPMENT EFFORTS

The City of Dunwoody is a active leader in economic development and currently has several protocols in place to ensure that City officials



understand the needs of existing businesses and that the City competes for relocation projects. The City funds and staffs a business retention and expansion program that visits over 100 businesses per year and has created beneficial programs such as Engage Dunwoody, which is a partnership with the Dunwoody Chamber of Commerce to connect its firms to nonprofit entities to build a better community. However, there is always room for improvement. This recommendation is to continue existing efforts and to build on the foundation the City of Dunwoody Department of Economic Development has laid.

3.2.8 CONTINUE TO STRENGTHEN RELATIONSHIPS WITH LOCAL, REGIONAL, STATE AND FEDERAL PARTNERS

Cooperation and regionalism are hallmarks of successful communities. This is especially true of Dunwoody, which is closely tied to Sandy Springs and Brookhaven because of the shared Perimeter Center area despite being located in different counties. Similarly, Dunwoody's shares retail areas with other cities on its borders. Dunwoody is also a recognized suburb of the City of Atlanta and benefits from the close proximity to Atlanta's assets as well as the metro area's labor shed. These relationships are and can be increasingly mutually beneficial as the City of Dunwoody and its local partners continue to build their relationships across city, county, and even metro lines.

3.2.9 ENCOURAGE THE CONSTRUCTION OF A GREATER VARIETY OF SENIOR APPROPRIATE HOUSING OPTIONS

Aging in place was a frequent topic of discussion throughout the Shape Dunwoody community engagement process. As the large baby boom generation segment of the Dunwoody population reaches retirement age, more and more, seniors are choosing to work longer years prior to retiring, and also want to maintain their strong ties to the community. Besides retrofitting existing housing stock to better accommodate their needs, the community has also identified the need to incorporate universal design into new construction, offering a greater variety of senior appropriate housing options in the target redevelopment areas of the community. Indeed through the City's master planning efforts, several areas within Dunwoody Village and the Georgetown areas have already been designated as appropriate for senior housing, a term that can be applied to a broad spectrum of housing options to serve everything from active-adult to assisted living. Through appropriate policies and possible incorporation of such universal design criteria into the City's land development regulations, the development of a greater variety

of senior-appropriate housing options will be encouraged.

3.2.10 ENCOURAGE USE OF A WIDER RANGE OF TRANSPORTATION MODES

Though operation improvements to the local road network can do much to reduce local traffic congestion, it does little to reduce the overall use of the car as the primary means of transportation in the City. Only through investment in facilities that support other modes of transportation, and appropriate land use planning that supports a non-auto dependent lifestyle can the overall use of the automobile hoped to be reduced. Further master planning efforts such as the Livable Center Initiatives can assist in this effort, as well as continuing efforts to improve its pedestrian and bicycle networks.



3.2.11 IMPROVE TRANSPORTATION CONNECTIVITY

Much of the City's traffic issues stem from the fact that most of the City is designed around a suburban road network. Only few areas of the City offer alternative routes to popular destinations. However, the lack of interest in building more road capacity, forces most improvements in the way of connectivity to target redevelopment areas, and other modes of transportation such as trails and sidewalks. As the City works to improve its redevelopment areas, continuing efforts need to be made to incorporate better connectivity.

3.2.12 IMPLEMENT AND UPDATE THE CITY'S COMPREHENSIVE TRANSPORTATION PLAN

Dunwoody conducted a Comprehensive Transportation Plan (CTP) in 2011 that by reference is incorporated into policies of this plan. The CTP directly addresses the transportation related needs and opportunities identified in this plan, but as the community has changed and grown it needs to be updated, and it is programmed to do so in 2016. Participants in the Shape Dunwoody effort recognized the need for ongoing transportation planning to address these ever changing conditions.



3.2.13 PROVIDE ACTIVE RECREATIONAL OPPORTUNITIES FOR ALL AGES

The City operates seven parks offering approximately 170 acres of green space for the enjoyment of Dunwoody residents and visitors. The City does not own or operate recreational programs in its parks, but rather facilitates the use of the parks by organized groups who do the programming. Local churches and religious based organizations also play an active role in providing recreational services. Dunwoody United Methodist Church, North Atlanta Church of Christ, Dunwoody



Baptist Church, Marcus Jewish Community Center of Atlanta (MJCCA), and North Peachtree Baptist Church all operate some athletic programs and offer a variety of athletic facilities.

Despite these opportunities, the Parks, Recreation and Open Space Master Plan adopted in 2011 found that many of the existing parks needed improvements to adequately meet the recreational needs of the community, along with additional parkland and greenway development. A survey from that planning effort, indicated that 60% of residents go outside the City for park activities. The Plan found that according to National Recreation and Park Association standards and community input that the City should consider adding a variety of facilities including, tennis, baseball, softball, soccer, basketball, multi-use fields, aquatics, trails, community centers and playgrounds. In particular there is a lack of indoor programming space, such as a community center or an indoor aquatics facility. Based on these recommendations, the City has in recent years made improvements to Brook Run Park, built new trails and acquired new park lands in the Georgetown area. Participants in the Shape Dunwoody community engagement process pointed out the continuing need for further improvements particularly with regards to Brook Run Park, Donaldson-Chesnut House, and further development of the City's trail network. The Parks, Recreation and Open Space MASTER Plan will be updated in 2016, and the need for these improvements should be analyzed as part of that effort.



3.2.14 ADD NEW PARKLAND AND PRESERVE GREEN SPACE

The Parks, Recreation and Open Space Master Plan pointed out that the City has a stated goal of having a park within one-half mile of all residents, but currently falls short of meeting that goal. In particular the City's most densely populated area, Perimeter Center lacks a City park, though plans are underway to address that need with the development of Perimeter Park, and additional parkland close to the MARTA station. Due to the lack of vacant undeveloped land, the assemblage of linear parks and greenways is also being explored by the City to connect nearby activity centres. These potential greenways would run along major stream corridors where, due to flooding and development restrictions, good urban forest still remains.

3.2.15 BUILD UPON EXISTING RESOURCES TO FURTHER SUPPORT THE CULTURAL ARTS

The arts in all its many forms, plays a very important role in defining the desirable character of Dunwoody. The City is fortunate to have a very active arts community, but much more could be done to organize and leverage these resources to establish Dunwoody as a widely recognized arts community. Though this would not be the primary responsibility of the City government, the City could play an important role in supporting their development through planning, access to City parks and facilities, promotion of art in public rights-of-way, and communications.

3.2.16 IMPLEMENT THE DUNWOODY SUSTAINABILITY PLAN

The City's commitment to sustainable practices was witnessed by the adoption of a Sustainability Plan in 2014. As described earlier, sustainability means more than just environmental stewardship, it is a holistic or comprehensive term that the City has applied to four broad categories:

- Resource Conservation & Waste Reduction;
- Ecology, Biodiversity, and Health & Wellness;
- Outreach and Education; and
- Economic Prosperity.

The Sustainability Plan includes over 100 action items, and by reference the Shape Dunwoody Plan supports its implementation.

3.3 SUMMARY

Through the Shape Dunwoody community engagement effort, sixteen priority needs and opportunities have been identified that will need to be addressed in order for the community to achieve its vision and goals for 2035. These sixteen items reflect a common desire in maintaining the neighborhood character, economic prosperity, and responsible governing practices that have made Dunwoody one of the premier communities in the Atlanta metro area. In its short history as a City, Dunwoody has done much to address concerns over transportation, recreational opportunities, and land development controls, but this list also reflects an ongoing effort to achieve greater success.

* 4 COMMUNITY WORK PROGRAM

The Community Work Program outlines the overall strategy and action items for achieving the Community Vision and Goals and for addressing the priority Community Needs and Opportunities laid out in Chapter 3. These actions are supported by the policies provided as part of the Community Vision and Goals laid out in Chapter 2, and are presented here in two parts. The first part is the Implementation Program which outlines how the community addresses each of the priority needs and opportunities. The second part is the short term work program, which lists out the specific actions the City government and other partner entities will undertake to implement this plan within the first five-years of the planning horizon.

4.1 IMPLEMENTATION PROGRAM

The implementation program outlines a variety of action items that need to be undertaken to address the priority needs and opportunities. These action items include policies, ongoing efforts, short term efforts, and long term efforts. Short term efforts are those that can be accomplished in the next five years and are later included in the Short Term Work Program. Long term item efforts are those that may be accomplished beyond the 5 year immediate time frame or as opportunity may arise.

4.1.1 STRENGTHEN AND ENFORCE LOCAL DEVELOPMENT REGULATIONS AND LAND USE CONTROLS

- Adhere to a policy that universal design is encouraged in target redevelopment areas. (Policy)
- Regularly review and incorporate revisions into the Dunwoody Zoning Ordinance, in particular incorporate requirements for universal design standards. (Short-Term)
- As part of implementation of the Sustainability Plan, review the City Zoning Regulations to see if it supports sustainability goals (tree protection, access, connectivity, etc.). (Ongoing)

4.1.2 MANAGE TRAFFIC

- Make transportation improvements as part of implementation of the Dunwoody Comprehensive Transportation Plan. See transportation projects in the short term work program (Short Term).

4.1.3 IMPROVE AND MAINTAIN THE PUBLIC RIGHTS-OF-WAY

- Regularly assess condition of local roads, and public rights of way. Assessment should include general cleanliness, pavement condition, and sidewalk condition.(Ongoing)
- Regularly sweep local roadways, bike lanes and trails often. (Ongoing)
- Implement Streetscape projects that improve the overall aesthetics and multi-modal operation of the City's arterial roadways.. See projects in the short term work program. (Short Term).

- Manage litter cleanup volunteer events (Short Term)

4.1.4 MAINTAIN THE CHARACTER OF DUNWOODY

- Maintain and preserve historic resources that are owned by the City per the Parks, Recreation and Open Space Master Plan, and work with local non-profit interests to maintain and enhance the inventory of historic and cultural resources, see Natural and Cultural Resources assessment in the Appendix (Ongoing, Short Term)
- Preserve and enhance the suburban character of the community as defined by the Character Areas Map and supporting action items and policies (Ongoing, Policy)
- Review Tree Protection Ordinance to determine how well the current tree ordinance serves the community and protects the tree cover. (Short Term)
- Complete site location evaluation and financing plan locating City Hall, Police and other civic functions, including options for joint public-private partnership. (Short Term)

4.1.5 ENCOURAGE DUNWOODY'S SMALL BUSINESS AND ENTREPRENEURIAL ENVIRONMENT

- Implement development tasks in the Dunwoody Village Master Plan, Georgetown/Shallowford Master Plan, Urban Redevelopment Plan, Sustainability Plan, and Transportation Plan to attract additional local serving businesses as well as destination businesses, particularly restaurants and retail in economic nodes outside of the Perimeter Center area. (Ongoing)
- Include specific questions for small business owners in the City's annual survey (Short Term)
- Work with Chamber to conduct a feasibility study for an innovation incubator/co-working space. Determine if this incubator/co-working space could be an initiative of Georgia State University after its consolidation with Georgia Perimeter College is complete. (Short Term)
- Work with Georgia State University to make its entrepreneurship assets directly accessible to Dunwoody businesses and talent. (Short Term)
- Establish additional incentives to further desirable development in City. Examples of best practice tools to consider that can be paired together for eligible projects include but are not limited to tax allocation districts (TADs), tax abatement bonds, redevelopment bonds, lease-revenue financing, and the EB-5 Immigrant Investor Program. Take advantage of Georgia Department of Community Affairs tools such as its Redevelopment Fund and its Energy Rebate Program. (Short Term)

4.1.6 ENSURE THAT THE PERMITTING PROCESS IS STRAIGHTFORWARD AND EASY TO UNDERSTAND

- Periodically compare the cost and timeliness of permitting processes in surrounding communities to that of Dunwoody's. (Short Term)

4.1.7 STRENGTHEN DUNWOODY'S ECONOMIC DEVELOPMENT EFFORTS

- Continue to regularly engage business community in feedback on City needs and concerns and vice versa. (Ongoing)
- Continue business retention and expansion visits. (Ongoing)
- Expand follow-up efforts after receiving business feedback. (Short Term)
- Work with the chamber to expand the Engage Dunwoody program. (Short Term)
- Develop and maintain database of the City's available and developable real estate portfolio. (Short Term)

- Make accessible a list of all real estate redevelopment opportunities sorted by character area and pulled from existing sources. (Ongoing).

4.1.8 CONTINUE TO STRENGTHEN RELATIONSHIPS WITH LOCAL, REGIONAL, STATE AND FEDERAL PARTNERS

- Encourage a conversation between local chambers of commerce in the cities in and near the Perimeter Center area and the PCID Business Alliance regarding combining and/or coordinating efforts. (Ongoing)
- Work with Sandy Springs and Brookhaven to solidify a unified marketing vision. (Short Term)
- Continue building rapport with Metro Atlanta Chamber and Atlanta Regional Commission and leverage regional resources and opportunities. (Ongoing)
- Continue working with neighboring jurisdictions to host state project managers for joint tours of the cities to highlight economic development opportunities. (Ongoing)

4.1.9 ENCOURAGE THE CONSTRUCTION OF A GREATER VARIETY OF SENIOR HOUSING OPTIONS

- Adhere to a policy that universal design is encouraged in target redevelopment areas, and review for possible incorporation into Dunwoody Zoning Ordinance. (Policy and Short Term.)

4.1.10 ENCOURAGE USE OF A WIDER RANGE OF TRANSPORTATION MODES

- Promote the development of a variety of land uses in target redevelopment areas that reduce the demand for auto oriented trips. (Ongoing)
- Promote walk- and bike-“ability” to homes, schools, shopping, employment centers, civic uses, and open space. (Policy)
- Implement the multi-modal transportation options in the City’s Comprehensive Transportation Plan. (Short Term)
- Undertake a parking study of multi-modal transit hubs. This should evaluate existing facilities, end-of-trip facilities, electric charging stations, and bike parking on public and private properties (Short Term).
- Develop wayfinding signage to human scaled activity (Short Term)
- 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. (Policy)
- Focus future growth around the Perimeter Center MARTA Station. (Policy)

4.1.11 IMPROVE TRANSPORTATION CONNECTIVITY

- Develop a citywide greenway system. Expand the City’s trail network by constructing new trails and greenways in keeping with the work program of the Parks, Recreation, and Open Space Master Plan, and LCI Plans with the goal of creating a community-wide pedestrian/bike path network. (Short Term)
- Increase network connectivity to accommodate demand between adjacent neighborhoods and developments without accessing the major thoroughfare system. (Policy)
- Collaborate with neighborhoods to identify connectivity projects. (Short Term)
- Study the possible connection between Ashford-Dunwoody and Perimeter Center Parkway (Slip ramp from I-285) along with the East-west connector between Perimeter Center Parkway and Peachtree Dunwoody

Road. This may be done as part of the update of the Comprehensive Transportation Plan (Short Term)

4.1.12 IMPLEMENT AND UPDATE THE CITY'S TRANSPORTATION PLAN

- Implement the work program of the City of Dunwoody Comprehensive Transportation Plan (Ongoing).
- Update the City of Dunwoody Comprehensive Transportation Plan. (Short Term)

4.1.13 PROVIDE ACTIVE RECREATIONAL OPPORTUNITIES FOR ALL AGES

- Update and implement the work program of the Parks, Recreation and Open Space Master Plan (Ongoing, Short Term)
- Maintain an inventory of recreational resources/assets to help document existing resources and identify opportunities for further expansion. (Ongoing)

4.1.14 ADD NEW PARKLAND AND PRESERVE GREEN SPACE

- Add publicly accessible green space and/or dedicated park space as a part of large scale new development/redevelopment projects. (Policy)
- Update Parks, Recreation and Open Space Master Plan (Short Term)
- Expand the City's greenway network as laid out in the implementation program of the Parks, Recreation and Open Space Master Plan (Short Term)

4.1.15 BUILD UPON EXISTING RESOURCES TO FURTHER SUPPORT THE CULTURAL ARTS

- Continue to support the arts and opportunities for cultural activities through the facilitation of community wide events. (Ongoing)
- Integrate public art at City gateways and community gathering areas. (Policy)
- Create an Arts Council to promote, help fund and facilitate the arts in the Dunwoody community (Short Term)
- Undertake an Arts Study in conjunction with private interests to study how to promote and curate the installation of public art, how to better inform the community of upcoming art events, and how to best support the facility needs of the fine arts. (Short Term)

4.1.16 IMPLEMENT THE DUNWOODY SUSTAINABILITY PLAN

- Implement the work plan, in the Dunwoody Sustainability Plan. See Sustainability Plan Short Term Work Program, key provisions of the Sustainability work plan have been included in the Shape Dunwoody STWP as well and include the following:
 - Develop and implement a plan to install electric vehicle charging stations on City property (Short Term)
 - Develop ordinances that accommodate additional green building certifications (Short Term)
 - Ensure that any extended contract with DeKalb or new private contract in 2015 promotes recycling participation (Short Term)
 - Conduct remote sensing analysis for City wide assessment of trees (Short Term)

- Install demonstration green infrastructure project (Short Term)
- Develop a community garden at site of new City Hall (Short Term)
- Install a regional stormwater management solution in Dunwoody Village (Short Term)
- Undertake a parking study of multi-modal transit hubs. This should evaluate existing facilities, end-of-trip facilities, electric charging stations, and bike parking on public and private properties (Short Term).
- Develop wayfinding signage to human scaled activity (Short Term)
- Develop a citywide greenway system. (Ongoing)
- Develop the framework for Comprehensive Ped/Bike Plan to be incorporated into the CTP (Short Term)
- Collaborate with neighborhoods to identify connectivity projects. (Short Term)
- Maintain Gold Level Certification in ARC's Green Communities Program and consider attaining a higher level of certification. (Short Term)
- Develop Keep Dunwoody Beautiful Program. (Short Term)
- Manage litter cleanup volunteer events (Short Term)
- Focus future growth around the Perimeter Center MARTA station (Policy)
- Update the Sustainability Plan (Short Term)

4.2 SHORT TERM WORK PROGRAM

The following STWP is comprised of projects that are ongoing or should be launched over the next five years to further the goals of the plan. The STWP is organized by element and lists implementation years, responsible party, estimated cost, and potential funding sources.

FIGURE 19: Short Term Work Program Table

ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
COMMUNITY FACILITIES														
CF. 1	Parks: Master Plan	Parks & Recreation Master PlaUpdate		√	√			Comm'y Dev, City Manager, Public Works		\$100K				General Fund
CF. 2	Parks and Open Space: Acquisition	New park and open space, per results of Master Plan priorities	√	√	√	√	√	City Manager, Public Works	cost estimate dependent upon site locations and acreage resulting from Parks & Rec Master Plan process					HOST/potential Park Bond
CF. 3	Parks: Facilities	Brook Run Park improvements		√				Public Works		\$100K				HOST/potential Park Bond
CF. 4	Parks: Facilities, Sustainability	Develop citywide greenway system/Multi-use path/Greenway construction	√	√	√			Public Works, Parks and Recreation, Community Dev	cost estimate dependent upon site locations and land values					General Fund/ Grants (PR)
CF. 5	Fire, 911, EMS	Study		√				Police Dept., City Council		\$35K				General Fund
CF. 6	Stormwater: Infrastructure Projects	Culvert replacements	√	√	√	√	√	Public Works, City Council	\$250K	\$250K	\$250K	\$250K	\$250K	Stormwater Utility
CF.7	Facilities	Develop and implement a plan to install electric vehicle charging stations on City property	√	√	√			Sustainability Committee (Community Development)	\$5K, Staff	\$10K, Staff	\$10K, Staff			General Fund
CF. 8	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev	Staff					General Fund
CF.9	Sustainability, Stormwater infrastructure project	Install a regional stormwater management solution in Dunwoody Village		√	√			Public Works, Community Development		\$150K, Staff	\$150K, Staff			General Fund (PW)
CF.10	Facilities	Complete site location evaluation and financing plan locating City Hall, Police and other civic functions, including options for joint public-private partnership.	√	√				City Manager	Staff					General Fund

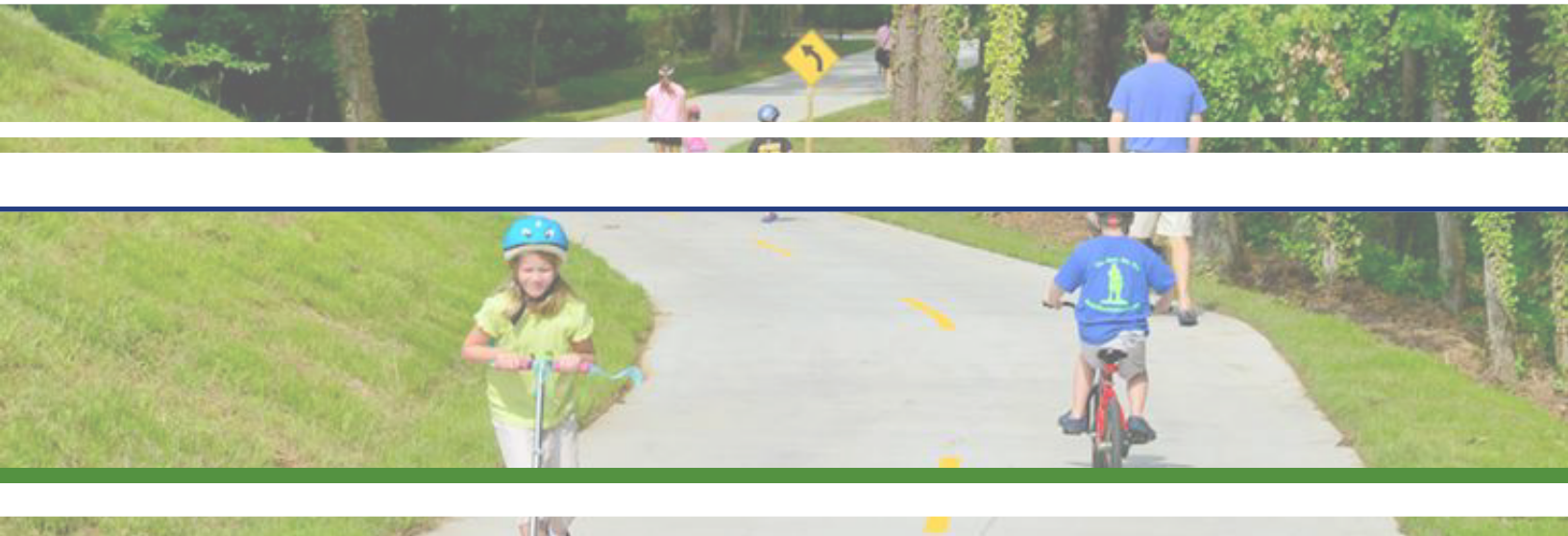
ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
CF.11	Sustainability, Facilities	Attain Platinum Level Recertification in ARC's Green Communities Program		√	√			Sustainability Committee, Community Dev		Staff	Staff			General Fund
CF.12	Sustainability	Manage Litter Cleanup at volunteer events		√	√	√	√	Sustainability Committee, Community Dev		Staff	Staff	Staff	Staff	General Fund
CF.13	Cultural Arts	Endorse/ Asset in the creation of a Create an Arts Council		√	√			City Manager		Staff	Staff			General Fund
CF.14	Cultural Arts	Support the development of an Arts Study				√	√	Arts Council, City Manager				Staff	Staff	General Fund
ECONOMIC DEVELOPMENT														
ED.1	Research	Include specific questions for small business owners in the City's annual survey		√	√	√	√	Economic Development, Marketing		Staff	Staff	Staff	Staff	General Fund
ED.2	Business Development	Conduct Feasibility Study for innovation incubator/co-working space		√				Economic Development, Chamber		TBD				General Fund
ED.3	Business Development	Work with GSU to make its entrepreneurship assets directly accessible to Dunwoody businesses	√	√	√	√	√	Economic Development	Staff	Staff	Staff	Staff	Staff	General Fund
ED.5	Business Development	Establish additional incentives to further desirable development	√	√	√	√	√	Economic Development	Staff	Staff	Staff	Staff	Staff	General Fund
ED.5	Research of Funding Sources	Identify available grant money	√	√	√	√	√	Grant Contractor/ Comm'y Dev						General Fund

ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
ED.6	Coordination	Work with Chamblor to expand the Engage Dunwoody Program		√	√			Economic Development		Staff	Staff			General Fund
ED.7	Research	Develop and maintain database of City's available and developable real estate portfolio	√	√	√	√	√	Economic Development, Community Dev	Staff	Staff	Staff	Staff	Staff	General Fund
INTERGOVERNMENTAL COORDINATION														
IC. 1	Intergovernmental Coordination	Coordinate with DeKalb County and Gwinnett County on improvements carried out along border	√	√	√	√	√	City Council/City Manager	TBD					General Fund
IC.2	Intergovernmental Coordination	Identify available grant money	√	√	√	√	√	Grant Contractor/Comm'y Dev	TBD					General Fund
IC.3	Services, Sustainability	Ensure that any extended contract with DeKalb or new private contract in 2015 promotes recycling participation	√	√	√			City Manager (CM), Public Works		\$30K				General Fund (CM)
IC.4	Economic Development	Work with Sandy Springs and Brookhaven to solidify a unified marketing vision		√				Economic Dev		Staff				General Fund
LAND USE														
LU. 1	Plan/Study, Sustainability	Update the Sustainability Plan					√	Comm'y Dev/ Public Works		Staff				General Fund
LU. 2	Regulatory/ Infrastructure	Implement Perimeter LCI recommendations	√	√	√	√	√	Community Dev		Staff				General Fund/ PCIDs
LU. 3	Design & Character	Participate in 2010 Perimeter LCI update	√					Community Dev, City Council	Staff					General Fund
LU. 4	Design & Character	Update Master Plans for Georgetown/ Shallowford and Dunwoody Village		√				Community Dev		Staff				General Fund

ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
LU. 5	Regulation	Update the zoning ordinance	√	√	√	√	√	Community Dev	Staff	Staff	Staff	Staff	Staff	General Fund
LU.6	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Community Dev	Staff	Staff	Staff	Staff	Staff	General Fund
LU.7	Regulatory/ Sustainability	Develop ordinances that accommodate additional green building certifications				√		Community Dev/ Sustainability Committee				Staff		General Fund
LU.8	Economic Development/ Development Process	Periodically report on the comparative cost and timeliness of permitting processes in surrounding communities to that of Dunwoody's	√	√	√	√	√	Community Dev	Staff	Staff	Staff	Staff	Staff	General Fund
NATURAL AND CULTURAL RESOURCES														
NCR. 1	Regulatory Incentives	Establish incentives for large-lot land preservation		√				Comm'y Dev	Staff					General Fund
NCR.2	Sustainability	Develop Keep Dunwoody Clean and Beautiful Program		√	√	√	√	Sustainability Committee, Community Dev		\$1K	\$2K	\$2K	\$2K	General Fund
NCR.3	Sustainability	Conduct remote sensing analysis for City-wide assesement of trees		√				Community Development		Staff				General Fund
NCR.4	Sustainability	Install demonstration green infrastructure project for water conservation				√		Public Works				\$80K, Staff		General Fund/ Grants (PW)
NCR.5	Sustainability	Develop a community garden at site of new City Hall				√	√	Parks and Recreation, Community Development				\$10K, Staff		General Fund/ Grants (PW)

ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
NCR.6	Sustainability	Maintain Gold Level Certification in ARC's Green Communities Program and consider attaining a higher level of certification		√	√			Sustainability Committee, Community Development		Staff	Staff			General Fund
TRANSPORTATION														
T. 1	Infrastructure	Annual road resurfacing	√	√	√	√	√	Public Works	\$750K	\$2.75M	\$2.75M	\$2.75M	\$2.75M	LARP/HOST/Bonds
T. 2	Infrastructure	New sidewalks	√	√	√	√	√	Public Works	\$100K	\$150K	\$150K	\$150K	\$150K	General Fund
T. 3	Infrastructure	Intersection Improvements	√	√	√	√	√	Public Works	\$100K	\$1M	\$1M	\$1M	\$1M	General Fund
T. 4	Infrastructure	Traffic calming	√	√	√	√	√	Public Works	\$25K	\$25K	\$25K	\$25K	\$25K	General Fund
T. 5	Streetscape	Streetscape projects		√		√	√	Public Works		\$150K		\$500K	\$1M	General Fund
T. 6	Plan/Study	Comprehensive Transportation Plan Update		√				Public Works		\$100K				General Fund
T. 7	Operations	TMS/Signal management system study	√					Public Works	\$10K					General Fund
T. 8	Infrastructure	Road striping	√	√	√	√	√	Public Works	\$10K	\$10K	\$10K	\$10K	\$10K	General Fund
T. 9	Infrastructure	Sign replacement	√	√	√	√	√	Public Works	\$10K	\$10K	\$10K	\$10K	\$10K	General Fund
T. 10	Plan/Study	Construction of design standards and gateway and way-finding systems	√	√	√	√	√	Comm'y Dev, Public Works		\$200K	\$200K			General Fund/PCIDs
T. 11	Staff Research of Funding Sources	Identify available grant money	√	√	√	√	√	Comm'y Dev	Staff					General Fund
T.12	Infrastructure, Sustainability	Conduct Parking Study of multi-modal hubs		√	√			Public Works		\$200K	\$200K			General Fund/Grants(PW)
T.13	Sustainability	Endorse/ assist with bike share program		√				Sustainability Committee, Community Dev, Economic Dev, PCIDs		\$150K	\$150K	\$10K	\$10K	General Fund/Grants (ED)

ITEM	TYPE	PROJECT OR ACTIVITY	YEAR(S)					RESPONSIBLE PARTY	COST ESTIMATE					FUNDING SOURCE
			2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
T.14	Sustainability	Develop wayfinding signage to human scale activity	√	√				Parls and Recreation, Marketing	\$200K	\$100K				General Fund/ Grants (M)
T.15	Sustainability	Develop framework for Comprehensive Ped/Bike Plan and integrated into the CTP		√	√	√	√	Public Works, Community Dev			\$5K	Staff	Staff	General Fund/ Grants (ED)
T.16	Sustainability	Colloborate with neighborhoods to identify connectivity projects			√			Public Works, Community Development			Staff			General Fund

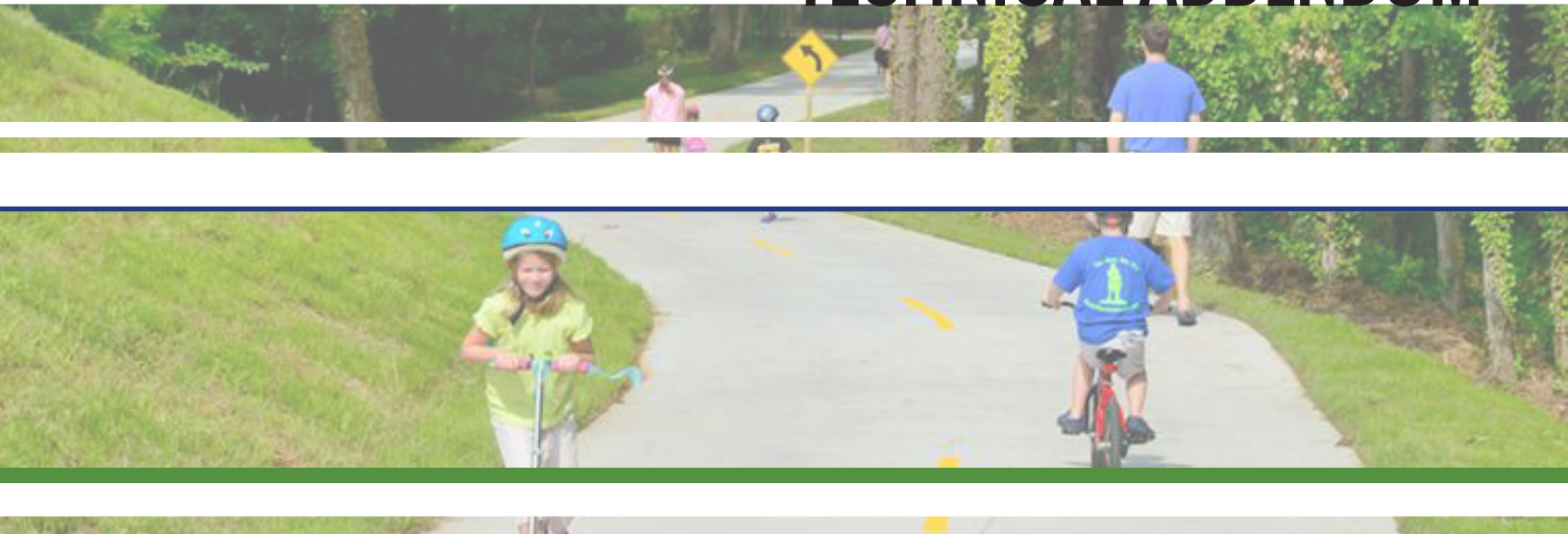




CITY OF DUNWOODY

DRAFT

2015-2035 COMPREHENSIVE PLAN TECHNICAL ADDENDUM





CITY OF DUNWOODY 2015-2035 COMPREHENSIVE PLAN

TECHNICAL ADDENDUM

AUGUST 5, 2015 DRAFT

JACOBS®

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* A RECORD OF ACCOMPLISHMENTS: 2010 - 2014

77 projects were identified by the 2010 Comprehensive Plan's Short Term Work Program to be completed within 5 years. This chapter documents where each project is to date.

- **62%** of the projects have been completed or are currently underway.
- **19%** of the projects are designated as ongoing.
- **19%** of the projects are either not completed or have been postponed.

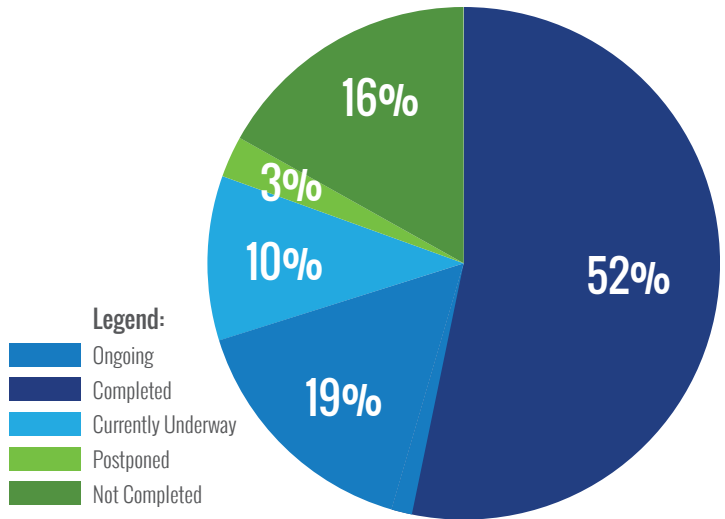


FIGURE 1: Summary Record of Accomplishments Table, 2010 - 2014

PROJECT OR ACTIVITY	STATUS				
	ONGOING	COMPLETED	CURRENTLY UNDERWAY	POSTPONED	NOT COMPLETED
SUMMARY					
Community Facilities	3	22	2	1	4
	9%	69%	6%	3%	13%
Economic Development	1	3			1
	20%	60%			20%
Intergovernmental Coordination	1		1		2
	25%		25%		50%
Land Use	3	8	0		1
	27%	73%	0%		9%
Natural and Cultural Resources		4	1		2
		57%	14%		29%
Transportation	7	4	4	1	
	50%	29%	29%	7%	
Population and Housing		1			3
		25%			75%
Total	15	42	8	2	13
	19%	52%	10%	3%	16%

FIGURE 2: Detailed Record of Accomplishments Table, 2010 - 2014

ITEM #	PROJECT OR ACTIVITY	STATUS				
		ONGOING	COMPLETED	CURRENTLY UNDERWAY	POSTPONED	NOT COMPLETED
CF	COMMUNITY FACILITIES					
CF.1	Parks & Recreation Master Plan		■			
CF.2	Brook Run Master Plan Update		■			
CF.3	Purchase existing County parks		■			
CF.4	New park and open space	■				
CF.5	Brook Run Park building demolition		■			
CF.6	Brook Run Park facility improvements			■		
CF.7	Brook Run Park pavilion ¹					■
CF.8	Brook Run Park restrooms (2-3) ²					■
CF.9	Dunwoody Baseball field parking area improvement		■			
CF.10	Brook Run Park paved walking path		■			
CF.11	Multi-use path/Greenway Master Plan		■			
CF.12	Multi-use path/Greenway construction			■		
CF.13	Purchase police vehicles		■			
CF.14	Purchase police equipment		■			
CF.15	Fire, 911, EMS Study				■	
CF.16	Create GIS map of impervious surfaces ³					■
CF.17	Contract for aerial photography		■			
CF.18	Create and update GIS map of stormwater system		■			
CF.19	Stormwater Infrastructure Project: 1426 Womack Road		■			
CF.20	Stormwater Infrastructure Project: 5002 Trailridge Way		■			
CF.21	Stormwater Infrastructure Project: 2985 Four Oaks Drive		■			
CF.22	Stormwater Infrastructure Project: 2525 Riverglen Circle		■			
CF.23	Stormwater Infrastructure Project: 2452 Riverglen Circle		■			
CF.24	Stormwater Infrastructure Project: 1604 The Woodsong		■			
CF.25	Stormwater Infrastructure Project: 5569 Glenrich Drive		■			
CF.26	Stormwater Infrastructure Project: 2815 Burnham Court		■			
CF.27	Stormwater Infrastructure Project: 1108 Branch Water Court		■			
CF.28	Stormwater Infrastructure Project: Culvert replacements	■				

1. Policy direction change—to be reconsidered in Parks Plan update in 2015

2. Policy direction change—to be reconsidered in Parks Plan update in 2016

3. Carried over in Sustainability Plan—other priorities and workload have delayed the project at this point

ITEM #	PROJECT OR ACTIVITY	STATUS				
		ONGOING	COMPLETED	CURRENTLY UNDERWAY	POSTPONED	NOT COMPLETED
CF.29	Stormwater Infrastructure Project: Stream rehabilitation ¹					■
CF.30	Identify available grant money for Community Facilities	■				
CF.31	Urban & Community Forestry: Inventory & Assessment		■			
CF.32	Long-range plan for care of the urban & community tree canopy		■			
ED	ECONOMIC DEVELOPMENT					
ED.1	Develop strategy and plan for promotion of local, sustainable products		■			
ED.2	Economic Development Plan		■			
ED.3	Conduct real estate inventory of parcels for development potential ²					■
ED.4	Branding Strategy		■			
ED.5	Identify available grant money for Economic Development	■				
IC	INTERGOVERNMENTAL COORDINATION					
IC.1	Coordinate with DeKalb County and Gwinnett County on improvements carried out along border			■		
IC.2	Coordinate with Gwinnett County on Crooked Creek Greenway ³					■
IC.3	Coordinate with DeKalb County on shared education, government and beautification issues ⁴					■
IC.4	Identify available grant money for Intergovernmental Coordination	■				
LU	LAND USE					
LU.1	Develop a Sustainability Plan		■			
LU.2	Establish design guidelines and overlay districts for nodes		■			
LU.3	Implement Perimeter LCI recommendations	■				
LU.4	Participate in 2010 Perimeter LCI update		■			
LU.5	Prepare Master Plans for Georgetown and Dunwoody Village		■			
LU.6	Update the zoning ordinance	■	■			
LU.7	Revise parking minimums and maximums, based on land use		■			
LU.8	Create design standards for infill residential; commercial nodes		■			
LU.9	Create GIS map of land parcels		■			

1. Stream assessment budgeted in 2015—prior step to conducting rehab

2. No formal study conducted—usefulness of study reevaluated; alternative methods have been employed (redevelopment task force; Perimeter Center collaboration with Sandy Springs; strategic designs commissioned for key redevelopment parcels)

3. Unsure of the intent/proposed project—need to reevaluate priorities

4. Recently initiated—coordination efforts started with DeKalb education on land use decisions and comp plan representation; through beautification from a sustainability perspective; government—informally and through procedural discussions

ITEM #	PROJECT OR ACTIVITY	STATUS				
		ONGOING	COMPLETED	CURRENTLY UNDERWAY	POSTPONED	NOT COMPLETED
LU.10	Impact Fee Study ¹					■
LU.11	Identify available grant money for Land Use	■				
NCR	NATURAL AND CULTURAL RESOURCES					
NCR.1	Establish incentives for large-lot land preservation			■		
NCR.2	Develop a Greenspace Plan		■			
NCR.3	Establish requirements for open space bonus/incentives		■			
NCR.4	Implement ARC Green Communities practices		■			
NCR.5	Inventory City historic resources		■			
NCR.6	Create Historic Preservation Zoning Ordinance ²					■
NCR.7	Identify available grant money for Natural and Cultural Resources ³					■
T	TRANSPORTATION					
T.1	Annual road resurfacing	■		■		
T.2	New sidewalks	■		■		
T.3	New sidewalks: Kingsley Elem School area		■			
T.4	Intersection Improvements	■				
T.5	Traffic calming	■				
T.6	Dunwoody Village TE		■			
T.7	Streetscape projects	■				
T.8	Comprehensive Transportation Plan		■			
T.9	TMS/Signal management system study			■		
T.10	Road striping	■				
T.11	Sign replacement				■	
T.12	Construction of design standards & gateway & way-finding systems			■		
T.13	Work order management system		■			
T.14	Identify available grant money for Transportation	■				
PH	POPULATION AND HOUSING					
PH.1	Review zoning for incentives home ownership ⁴					■
PH.2	Consider home ownership programs and assistance ⁴					■
PH.3	Modify zoning ordinance to encourage senior housing		■			
PH.4	Identify available grant money for Population and Housing ⁴					■

1. Policy direction change—Council initiated the study and decided not to complete

2. Not practical, given number of historical properties

3. Informally initiated—DNR trail grants obtained for a phase of the trailway

4. Prioritization

* B PUBLIC INVOLVEMENT DOCUMENTATION

B.1 OVERVIEW OF SHAPE DUNWOODY COMMUNITY PARTICIPATION

The public involvement process for the City of Dunwoody Comprehensive Plan update spanned a multi-month process. The community outreach was initiated in December 2015 with a kick-off public hearing to City Council. Shortly thereafter the planning process was branded as “Shape Dunwoody” and a Community Participation Plan was developed to help guide the community involvement throughout the process. A Sounding Board made up of a representative mix of residents and community stakeholders was formulated to help provide feedback on the planning and public involvement approach and general direction of the plan.

Below is a brief summary of engagement opportunities with a focus on core elements of the community participation plan. The overall outcomes of the community involvement are reflected in the plan’s vision and goals, priorities, and implementation plan. Public input, coupled with technical analysis and the reality of implementation practicalities, formed the basis of the plan update.

B.1.1 COMMUNITY PARTICIPATION TECHNIQUES

The participation program was designed as to ensure a variety of mechanisms by which community members, including residents, businesses, property owners, area workers, and others with a vested interest in the community could be engaged. Specific participation activities included the following:

- Stakeholder interviews
- Sounding Board, consisting of representative community members
- Six plan building workshops
- Web-based community survey
- Participation in kiosks at community events
- An input wall for on the spot feedback – used at kiosks and Town Hall event
- A dedicated shapedunwoody.com web page hosted on the City’s website
- Outreach list and regular email blasts from the planning team regarding upcoming engagement opportunities
- Communications about the planning process and outreach via the City’s regular communications channel, including weekly email blasts, press releases, and inclusion of events on the community calendar; emails were also sent to the planning team including input for consideration
- Public hearings to initiate plan (referenced above)
- Public hearings with the Planning Commission and City Council to transmit and adopt plan (planned, not yet complete)



B.1.2 SUMMARY OF CORE ELEMENTS OF OUTREACH

The core elements of the outreach included the stakeholder interviews, plan building workshops, Sounding Board meetings, and community survey. These were supported by communications and other outreach efforts to ensure a two way dialogue between the planning team and the community were occurring throughout the process. The core elements of the plan are briefly summarized below.

Stakeholder Interviews

As one of the initial phases in the planning process, the planning team spoke with representatives of the following groups, in some case as individual interviews and in some cases as focus groups:

- City Boards and Commissions
- Real Estate
- Urban Redevelopment Agency
- Mayor and City Council Members
- Community Groups
- Local Businesses
- Development Community

The goal of the interviews was to understand the key issue and opportunities in Dunwoody, coming from a variety of perspectives. This input was used to help inform the approach to plan building workshops.

Sounding Board Meetings

The Sounding Board met four times during the planning process. Meetings generally consisted of an update of project status, review of upcoming communication engagement activities, and a robust discuss regarding a core element of the plan. The discussions at the Core Team meeting helped the planning team tweak and adjust draft plan components, such as the vision statement and priority needs and opportunities, prior to bringing them forth for public review. The following individuals served on the Sounding Board:

- Kathryn Chambless
- Daniel Drake
- Mike Gynn
- Ann Hanlon
- Richard Krisak
- Catherine Lautenbacher
- Nancy Musselwhite
- Thomas O'Brien
- Billy Parrish

The group was very dedicated, working long hours. At all meetings, over 50 percent attended, and in all but one meeting, participation neared 100 percent.



▲ Needs + Opportunities Workshop



▲ Community Goals Workshop

Plan Building Workshops

A series of four types of workshops, for a total of six workshops, were held to facilitate input into the plan update. The first four meetings were concentrated on identification of community vision, goals, and priority needs and opportunities. The final two meetings focused on helping provide more direction on the work program and final public review of draft plan review materials in an open house setting. Summaries and detailed notes from each workshop are available later in this appendix.

- **Workshops 1 & 2. Community Goals Workshops:** Setting Our Vision (February 26, 6:30-8:30pm and March 2, 6:30-8:30pm)
- **Workshops 3 & 4. Needs + Opportunities Workshops:** Framing Our Priorities (April 23, 6-8pm & April 25, 2-4pm)
- **Workshop 5. Community Work Program Workshop:** Logistics Setting (May 28, 6-8pm)
- **Workshop 6. Open House:** Finalizing Our Plan (June 30, 6-8pm)

Community Survey

The Community Survey was available beginning April 16, in time for Lemonade Days promotion of the survey, and remained open until May 27. The survey was promoted at the City's website, via its various communications outlets, and through the Shape Dunwoody outreach list, as well as other mechanisms. One hundred and twenty people participated. Questions asked about visioning, priority actions, and other topics that had come up in the planning process and required better understanding of the community's desires, including housing needs, aging in place, priority gateways, character area needs, and opportunities for more pedestrian and biking resources, among other topics. Full results are available later in this appendix.

B.2 COMMUNITY PARTICIPATION PLAN

The City of Dunwoody is fortunate to have a very engaged and active citizenry, and it is our goal to encourage their continual participation in this planning effort. Providing ample opportunity for public participation in a transparent and responsive planning process will be essential to plan success. This planning effort includes a coordinated public involvement effort that will include numerous public meetings, a stakeholder-based Comprehensive Plan Sounding Board, regular posting of updated materials to the city's website, and tailored outreach techniques to engage the diverse voices of the Dunwoody resident and business communities.

This Community Participation Plan is an important first step in the process of updating Dunwoody's Comprehensive Plan. It establishes a well-orchestrated public participation plan that builds on the city's strong history of engaged citizenry and community-driven initiatives.

Deliverables: Two drafts of the Community Participation Plan:

- One draft for city input
- One draft that addresses initial city comments for sounding board input
- One final version of Community Participation Plan appropriate for posting to the project page on the city's website.

B.2.1 SOUNDING BOARD

The Comprehensive Plan Sounding Board for the Five-Year Update will review draft materials, provide insight into public engagement challenges, and serve as champions of the planning process to facilitate involvement of the broader community. The sounding board will be made up of representative local stakeholders that reflect the diverse voices and leaders of the community. The city will identify seven appropriate members of the sounding board as one of the first steps in the planning process. Jacobs proposes meeting with the sounding board six times throughout the planning process.

The city will introduce and confirm the Comprehensive Plan Sounding Board at a City Council meeting prior to the committee's first meeting. It is assumed that sounding board meetings will be held Tuesdays from 6:30 to 8:30 pm at the City Manager Conference Room. Exact dates will be set based on key points in the planning process, particularly before and after public meetings. The sounding board will have the ability to schedule meetings for another time or location.

Sounding Board Meetings

- **Sounding Board Meeting 1:** Kick-off meeting to introduce the planning process to the group and achieve the following objectives:
 - Adopt rules and procedures;
 - Nominate a Chair and Vice Chair
 - Review Georgia's comprehensive planning requirements with a focus on those aspects relevant to the update of the city's plan;
 - Discuss the unique characteristics of Dunwoody that should shape/influence the plan update;
 - To review and discuss the ongoing draft of the Community Assessment and identify areas of analysis that benefit from additional local knowledge brought forth by the Sounding Board.
 - Discuss and identify best potential public engagement methods to inform the finalization of the Community Participation Plan; and
 - Review potential locations and times for subsequent sounding board and public meetings.
- **Sounding Board Meeting 2:** The group will also discuss the approach for the first round of public meetings, including the best ways to solicit input on the city's character areas and overarching community goals. Adopt minutes from previous meeting.
- **Sounding Board Meeting 3:** To be held following the first round of public meetings to review draft community goals established based on sounding board and public input to date. The meeting will also discuss the approach for the second round of Community Needs and Opportunities workshops. Adopt minutes from previous meeting.
- **Sounding Board Meeting 4:** This meeting will highlight the draft Needs and Opportunities identified during the second round of public meetings and focus on beginning to prioritize those items for the five year Community Work Program update. The group will also discuss important considerations for forming the Community Work Program and solidify topics to frame the format for the upcoming Community Work Program Workshop. Adopt minutes from previous meeting.

- **Sounding Board Meeting 5:** The fifth meeting will follow the Community Work Program Workshop, provide the sounding board to review public input and provide additional input on the work program. Adopt minutes from previous meeting.
- **Sounding Board Meeting 6:** The final sounding board meeting is proposed for after the Open House to help put closure on the planning process prior to finalization of the plan. If desired, these meeting could be moved earlier in the planning process to provide an opportunity for additional input to the plan by the sounding board prior to the plans' drafting. Adopt minutes from previous meeting.

Deliverables: Meeting agendas, meetings minutes, and compelling graphic materials for discussion at each of the sounding board meetings; agendas and meetings materials to be provided in advance of each meeting for city review and edits. Meeting minutes will be provided after each meeting, highlighting key discussion points and next steps.

B.2.3 PUBLIC WORKSHOPS AND HEARINGS

Providing a variety of opportunities for community members to interact and give substantive input to the plan's update is critical. The community feedback aids in building consensus around community priorities, identifying important community issues/needs for the next five years as well as introducing out-of-the-box ideas that will ultimately lead to a plan truly reflective of the community. There will be six interactive public workshops that will allow the public to participate in updating the plan, and four public hearings to provide a clear public comment period prior to initiating the plan and during the plan transmittal process, for a total of ten meetings.

Public Hearings

Four public hearings are required to meet state and local planning regulations. One member of Jacobs' staff will attend and be prepared to present at each of the following public hearings.

Held prior to all Plan Building Public Workshops:

- **Public Hearing 1:** Public Kick-off Hearing with Mayor/Council as required by State minimum requirements to be held in the first month of project initiation to introduce the community to the planning process and input opportunities and to take public comments on the approach.

Held after all Plan Building Public Workshops:

- **Public Hearing 2:** Mayor/Council Transmittal Hearing to collect public comments on the draft plan and transmit the draft plan for regional and state review.
- **Public Hearing 3:** Community Council and Planning Commission Hearing to collect public comments and recommend adoption for City Council. If one joint hearing is not possible, Jacobs will participate in separate hearings of the Community Council and Planning Commission.
- **Public Hearing 4:** Council Adoption Hearing to collect final public comments and formally adopt the Comprehensive Plan.

Deliverables: PowerPoint presentation for each hearing to highlight plan aspects appropriate to the hearing purpose, provided in advance for client review/edits.

Plan Building Public Workshops

Six public workshops will be held for the general public. Since the foundation of the plan update will be set in the initial visioning and prioritization phases of the plan update, two sets of these workshops will be held, each in two relevant and convenient character areas of the community. This will allow for tailored input focused on different areas of the city. Community members can choose to attend both sets of workshops or attend the one which best addresses their priorities. The Community Work Program and Open House workshops will be held in a centralized location, reflecting the holistic nature of the final plan document to address community-wide needs.

- **1, 2. Community Goals Workshops:** Setting Our Vision (two workshops held in two different locations)
 - The Community Goals Workshop will focus on the city’s character areas and overall vision. The Jacobs Team will help facilitate input that addresses potential changes to the Future Development Map and overall policy guidance since the city’s inaugural plan.
- **3, 4. Needs and Opportunities Workshops:** Framing Our Priorities (two workshops held in two different locations)
 - The Needs and Opportunities Workshops will provide a collaborative environment for identifying community priorities. The workshops will focus on both character area specific needs and broader, community-wide needs. Opportunities for input on outcomes of the first set of workshops will also be provided.
- **5. Community Work Program Workshop:** Logistics Setting (one workshop held in centralized location)
 - The purpose of the Community Work Program workshop is to formulate the priorities for the city’s focus for the next five years. The workshop will allow for small group discussions on topics identified in the first four workshops.
- **6. Open House (one workshop held in centralized location):** The open house will provide an interactive environment for community members to review key aspects of the draft plan and provide substantive input for the plan’s final edits and before consideration by the Planning Commission, Mayor and Council, and plan transmittal for regional and state reviews.

Deliverables: Educational and facilitation materials and displays for each workshop for review by the city in advance of each workshop for edits and summary of each workshop appropriate for posting to city’s website.

B.2.3 OTHER OUTREACH TASKS TO BE UNDERTAKEN BY CONSULTANT

Stakeholder Interviews

Eight stakeholder interviews are recommended, targeting each of the following groups, as well as others, of the city’s determination. The interviews will be conducted as focus group sessions, and will include groups intended to inform the economic development portion of the update.

- City Leadership (elected officials + staff)
- Community Leaders
- Economic Development representatives

Community Event Kiosks

Kiosks will offer an opportunity to provide outreach in the community about the Comprehensive Plan Update and invite on-the-spot opportunities to provide input on the plan. Materials for the kiosks will be developed regarding the overall nature of the plan, and will steer those wishing to participate to the project website. The kiosk may incorporate a travelling version of the input wall, described below.

Contests (for school kids) or Other Creative Outreach Option

Acknowledging Dunwoody's family-oriented community, Jacobs can facilitate creative approach to engaging school children in the planning process. A successful tactic can be a contest held via partnership with DeKalb County schools within Dunwoody or as an element of public workshops. Contests can be sponsored by the city or area businesses and result in a small prize or recognition via the city's communications channels.

Deliverables: Materials as described above.

B.2.4 TASKS TO BE UNDERTAKEN WITH CITY SUPPORT

It is Jacobs' understanding that the City of Dunwoody is continually engaged in robust communications with a wide variety of stakeholders. To avoid duplicating the city's efforts and maximize the efficiency and efficacy of outreach endeavors, the following tasks will be carried out in cooperation with the city's standing communications department. Every effort will be made to utilize existing communication mechanisms to present a seamless communications experience for those stakeholders who participate in this planning process.

Community Survey

The City of Dunwoody is preparing to conduct a community survey in 2015. In addition to the general information that such a survey is bound to gather, Jacobs will coordinate with city staff and survey consulting staff to determine a small number of additional questions that may be added particularly in the interest of this Comprehensive Plan. Information from the survey will be used to validate and prioritize items in the proposed Community Work Program.

Input wall at Special Character Area Center

An input wall may be posted in a central character area, such as Dunwoody Village, and adjusted at strategic times in the planning process. Community members can informally provide input, and the wall would be monitored by the project team and considered in the plan update. Jacobs would aid in the design of the input wall, and city staff would be responsible for its monitoring and upkeep.

Press Releases, Social Media, Workshop Announcements, and Outreach list

Jacobs anticipates coordinating with the city's communications department to advertise and promote public workshops and activities associated with the plan update. This includes the circulation of press releases and posting of information, including workshop announcements, on the city's website and on social media. Jacobs will coordinate with the city to provide updates regarding the planning process via the city's weekly email and will utilize, and build upon, the city's existing outreach list. Staff may provide project updates at other scheduled public meetings of the other city boards (e.g., ZBA, Planning Commission, and Community Council). The Jacobs team can supplement city resources to produce plan specific promotional materials if needed and desired by the city.

Project Website

At the onset of this Comprehensive Plan Update, the City of Dunwoody was in the process of redesigning its website. The protocols developed for website coordination described here apply to the new site, expected to roll out in December 2014. The webpage dedicated to the Comprehensive Plan Update contains a general description of the project and a sidebar for use in announcing brief project updates, upcoming meetings, etc. When it is desired to update the sidebar, Jacobs will coordinate with city communications staff to provide a headline, 50 to 75 words long, and links to the appropriate documents. It is assumed that the sidebar will be updated in advance of the following milestones in the study:

- Public Meetings – will be updated to promote the meeting beforehand, and also afterward to link to materials and summaries from the meeting
- Other outreach initiatives, such as kiosk visits at other events, or the community survey
- As draft documentation becomes available for review
- Public Hearings regarding the Comprehensive Plan Update

Deliverables: Materials as described above.

B.3 STAKEHOLDER INTERVIEWS

We spoke with representatives of the following groups, in some case as individual interviews and in some cases as focus groups:

- City Boards and Commissions
- Real Estate
- Urban Redevelopment Agency
- Mayor and City Council Members
- Community Groups
- Local Businesses
- Development Community

B.3.1 CITY SERVICES

It was widely agreed that since Dunwoody has become a city, it has been easy to do business with and represented its residents to the County well. There are some times when the City and the County cannot agree on permitting and other regulations, which can slow down businesses and development.

Schools were seen as an asset to the area, with the potential to be even better if they are allowed to be under local control. There was general praise for the City's police force, which was seen as community-friendly. There was some interest in starting a fire department to increase emergency response times, but some felt a fire department would be too expensive to operate and create too much liability for the city. There is a need for a recreation department to help organize team sports, but efforts to add recreational offerings by the city often runs into opposition from non-profits. There may be a need for solid waste service, now that the county has cut back to one day a week pickup of trash.

B.3.2 EXISTING COMP PLAN

The existing comp plan is not often consulted as a tool. The vision statement doesn't concisely sum up Dunwoody, and the plan seems to have been overly influenced by city and project staff, which surprised the residents, who wondered, "How did this happen?" Some initiatives were misguided or expensive. For example, the owner of Dunwoody Village doesn't appear to have interest in redevelopment and there is no public money, so redevelopment plans in that area will not be implemented.

The update should be led by the public and ultimately be practical. Information needs to be put out early in the process, and be easily accessible in one place on the website. This plan should connect various existing plans – LCI studies, department master plans – into something cohesive people can work with.

B.3.3 ATTRACTING NEW RESIDENTS

Dunwoody has many positive attributes outside its city services and schools, such as attractive housing stock, an educated and successful population, good shopping and restaurants, proximity to good health care, executive housing, Class A office space, and strong, safe neighborhoods. Furthermore, Dunwoody has an excellent location that allows for easy access to many activity centers across the region.

Some wondered if the city was not doing enough to capitalize on its location, which gives it the potential to operate as an 18 hour city where individuals can live, work, and play. Its current development makes it a pure employment hub and suburban community. The city's access to MARTA and major employment centers give it great potential, but current attitudes and policies were seen as limiting growth.

Dunwoody's "in between" location (between the farther suburbs and the city) could allow it to develop as major employment node and regional destination. However, many residents wish to preserve the traditional suburban neighborhood feel as much as possible. Empty-nesters are selling their Dunwoody homes to married couples in their 30s and 40s, with school aged kids, who work in Buckhead, Downtown, or Midtown. According to one recent survey, the average resident does not work in Perimeter Center; just 12 to 15 percent of residents work there. The current lack of diverse apartment, townhome, and condo development makes locating in the Dunwoody area difficult for young professionals.

Dunwoody faces competition from in-town locations and other suburbs. Companies, especially tech companies, are looking in town for locations. They see educated young people as being unwilling to move up and out to Dunwoody, at least while they are childless. Roswell found it had a big hole in its young professional class due to housing prices and a lack of product types that appeal to young people, so they moved to build upscale apartments near their city center to attract young professionals.

The Avalon development in Alpharetta is a mixed-density and -use development that may be a good model for the type of transitional development that could enhance Dunwoody. Dunwoody has not done much to update its look in recent years and has not redeveloped the Dunwoody Village area, which many felt would make an excellent mixed-use center.

While the location is right for attracting new residents, Dunwoody does not have much to offer younger people. There are a large number of young employees whose workspaces are located in or adjacent to Dunwoody, who may be unwilling or unlikely to locate their residences in Dunwoody due to conflicting resident values and lack of housing stock that would appeal to them. Dunwoody's activities are family-centered, with few night life options.

Signage

Better signage could benefit the city in many ways. There are opportunities for branding of neighborhoods, better wayfinding, and identity creation. Dunwoody could enhance existing charm in the village by identifying these submarkets in a better way with signage. Build that little neighborhood context and people will gain pride in that and continue making it better. Feed that local enthusiasm and personality.

Restaurants

Local restaurants that reflect Dunwoody would do more to create a positive image for Dunwoody than the current chain options available. However, groups reported that DeKalb County still has “TAP fees” of \$10-20K for “mom-and-pop” type restaurants and that it can be difficult to start a restaurant in the city. Conflict between DeKalb County and the City creates confusion and delay. Panel members noted the Georgetown area as a potential location for local restaurant growth.

Events

Activities and events may contribute to portraying Dunwoody as a regional destination where people can live and enjoy recreation, not just work. Events may encourage the growth of local restaurants and businesses that attract regional visitors. The panel mentioned food truck events as cultural programming activities that have met with success.

Arts

Supporting local cultural and arts programming that demonstrates Dunwoody’s ability to serve as a regional cultural center. Arts and cultural activities may serve as a gateway to increased local development, and to higher weekend hotel occupancies. Dunwoody is not currently seen as a community where it is possible to live, work, and play. Expansion of these recreational and local activities will make the area more attractive to younger generations who may otherwise be unlikely to visit or reside in the area.

Aging in Place

At the same time, many older residents may find it a challenge to age-in-place in Dunwoody due to the housing stock available in the area. (Most homes have upstairs bedrooms, requiring the use of stairs.) Midrise developments for seniors have not been well-received in the area.

B.3.4 ARE THERE TWO DUNWOODYS?

Some people felt that “There are two Dunwoodys: the Central Perimeter area and everything else.” Others felt that the two Dunwoodys were its residents and its employees. The city is shaped by the push and pull between development interests and the residents, between the PCID interests and the longtime residents. Dunwoody citizens do not view the PCID as part of Dunwoody, but as a regional destination that is part of the Atlanta metro area.

The City of Dunwoody has approximately 50,000 residents, but provides employment for 110,000 commuters. Dunwoody is composed of 70% residential land area, but relies on 70% commercial income, which allows residential tax rates to stay relatively low. Business owners and workers expressed frustration that businesses have little say and zero votes in Dunwoody, despite paying a majority of the taxes. Residents of the city, on the other hand, note the impacts that business has on the community in terms of traffic, noise, and service demands. There is a struggle between urbanization efforts and the preservation of the Dunwoody subdivision as the determining factor in the future of the city.

B.3.5 TRANSPORTATION

Transportation to and within Dunwoody was widely acknowledged as a major issue facing the City. Traffic was seen as a real hindrance to people relocating to Dunwoody. Residents have historically opposed widening of local roads, seeing such improvements as primarily benefitting cut-through traffic while negatively impacting Dunwoody neighborhoods. Many residents value repaving their residential subdivisions over construction of sidewalks, bike lanes, and increased transit access. There is support for operational transportation improvements such as turn lanes and signalization, but there may be opposition to individual projects as well. Specific trouble spots include Dunwoody Station Drive and Trail Ridge along Mount Vernon. In addition, many sidewalks are much too close to roads for the comfort of motorists and pedestrians alike.

The new interchange improvement at I-285 and GA-400 and the associated collector-distributor lanes is the most important project in addressing Dunwoody's mobility issues. It was seen as the most important thing by a wide margin for offices at Perimeter Center in the long run, but there is a lot of fear regarding the short-term impacts of its construction in the real estate community. Interviewees thought that the work would need to be extremely well-coordinated and done in a timely matter to have a limited impact on the office market. They urged Dunwoody to coordinate with large employers to minimize the project's impacts, just as they will their residents.

Transit

Due to that reluctance to widen roads, the three MARTA stations all in close proximity to Dunwoody are seen as assets to the city. There were issues with MARTA's usefulness, however. There is severe congestion along surface streets that access the Dunwoody Station from the city's neighborhoods, which limits its current usefulness to City residents. There is a need for increased connectivity options (walking, biking) around the Dunwoody MARTA station as well. Additional MARTA station locations, such as Dunwoody Village, may be opposed by homeowners, but new transit along I-285 would be welcome if it didn't take away lanes of traffic. There was a lot of support for PCIDs proposed circulator bus, but concerns that the bus would be stuck in the same traffic as everyone else.

Vanpools may suit the needs of commuters coming from areas further north, such as Forsyth County. These commuters may not be able to afford to locate nearby, but have no transit options to help alleviate their commutes.

Walkability

The presence of existing commercial nodes and MARTA rail creates a great potential for walkability. This walkability currently does not exist, but it is possible to create if residents are brought on board and public private partnerships are created.

B.3.6 PARKS

The expansion of parks in Dunwoody area and the development of programs to make use of them is a major opportunity for the area. Providing more public spaces among the many paved parking and transportation areas will greatly enhance the community. These parks can then be linked into a more walkable network. The new proposed park underneath the MARTA rail tracks near the Perimeter Mall area is mentioned as a great start to this trend.

Trails

Creating more bike and walking paths through existing properties was widely supported as a means to increase connectivity. New footbridges connecting across the creek would allow bicyclist and pedestrians to have interior mobility without introducing new traffic, but there was recognition that people living

in some of these neighborhoods would oppose additional foot traffic. Dunwoody is coordinating with other cities in North DeKalb and with Sandy Springs to connect their individual trails into a greater system. A 2013 survey that showed trails were highly favored by the community, and seen by developers as an asset. These facilities would increase walkability and make the area friendlier for transitional development. They would also provide important amenities for younger employees and residents. There were concerns about the cost and impact upon property rights of intra-neighborhood trails.

Town Square/Town Green

Some people expressed an interest in having a town square, like the Suwanee Town Center, or the downtowns of Norcross and Decatur. The city was seen as needing more green space, and needing a gathering place for festivals. It was noted that millennials and empty nesters desire public spaces where people mix that have retail around them.

B.3.7 APPROPRIATE DEVELOPMENT

Large Sites

There is the GID site on the west side of the mall that is zoned for 3,000 multifamily units and the GoldKist site on the northwest corner of Ashwood Dunwoody and I-285. There wasn't a lot of support for attracting another development the size of the State Farm project without additional infrastructure improvements.

There are issues with accessibility to Perimeter Center, which is essentially a commercial version of a cul-de-sac with only one entrance/exit. The lack of a grid system needs to be addressed before more density is added to this location.

Housing Options

Transitional development could be an extremely useful development form for Dunwoody. Increased density at established commercial nodes was supported. From these nodal hubs with mixed uses, mid-density developments could extend outwards and then transition to the traditional single family housing type present already in the city with townhome or condo-spec apartments. Anti-apartment and anti-urban sentiment makes development of these potentially strong nodes a difficult process. Dunwoody is also wrangling with the issue of infill housing.

The example of Crabapple Crossing was put forth as a more mixed, transitional development type near Dunwoody that could serve as a model for future transitional developments. The presence of street parking, mixed housing types, and retail makes this an attractive development style. That same development uses traffic-calming measures, which reduce through traffic and encourage commuters to seek other modes. Traffic calming can also facilitate more pedestrian oriented development around commercial nodes that build up transitional, mixed developments nearby, and may be of interest in Dunwoody.

B.3.8 REDEVELOPMENT

The panel considered the Georgetown area a strong local development site. This may be an area that can serve as a primary local commercial node from which future transitional development can emerge. Additional growth was also seen as coming to the Perimeter Center area. Dunwoody Village was seen as not reasonably redevelopable in the immediate future, but as an area that nevertheless would be more attractive if redeveloped.

The Winters Chapel Road area on the eastern edge of the city is seen as neglected, and potentially ready for redevelopment. That corridor carries a lot of traffic and has the opportunity to present a positive image of Dunwoody.

The multifamily apartments in the southeastern portion of the city, along Peachtree Industrial Boulevard, were also seen as ready for redevelopment, and perhaps the only affordable place to put or redevelopment in the city. That location might suit a new Perimeter College campus, or some other institutional use, or newer multi-family developments aimed at attracting a higher-dollar rent. The GM site redevelopment was seen as having the potential to spark redevelopment interest along the PIB corridor.

Barriers to Development and Redevelopment

The panel remarked that there is little incentive to redevelop in Dunwoody due to restrictions and a lack of bargaining surrounding building heights and density. They also cited the lack of available land available at costs low enough to make development attractive within the density and design parameters prescribed by the city. Form based zoning codes were seen as a possible solution to overly restrictive zoning that does not allow bargaining. Milton's zoning style was noted as a successful example that facilitates increased growth.

Council Resolution

The real estate community saw the new council resolution requiring that any structure over three stories tall or 200,000 square feet in size has to have metal framing, not wood, as hurting Dunwoody's bottom line. The ability to attract multifamily would aid in bolstering mixed-use development, which is in demand. It would support workforce housing, including young professionals. It also runs counter to redevelopment of existing apartments and against the city achieving better walkability.

New Overlay District

The new overlay zoning re-write is "abhorrent" according to the real estate community, and some developers worried they would need to relocate major projects elsewhere. Ordinance is seen as poorly written, and having weird design and unreasonable parking requirements. There are also issues with the language concerning sidewalks. Planners were urged to fix the overlay district, which was seen as "too conformist" because Dunwoody would lose tenants who are not able to do the type of storefront they want to do.

B.3.9 GEORGETOWN

There are plans for about 105 home sites in two locations in the area, and the developer is providing amenities such as a park at no cost to the city. Homes were initially slated to sell in the high-300s, low-400s, but have since sold in the 500s. At this time, seven houses have been built, with more breaking ground soon and full build-out expected by 2017 or 2018. It was assumed that the development would attract downsizing empty nesters originally, but they've been getting young families despite being outside of the best elementary school zones. Families like the park environment, being close to Georgetown shopping, and easy access to I-285.

Additional development at the Georgetown area was seen as serving Dunwoody, not the region. It should have boutique shops, and restaurants, but nothing tall. Georgetown has become a successful, hip place for retail to locate, and its community-orientated character should be maintained. There was support for locating a town center in this area. There was also support for, and opposition to, locating City Hall in this area.

B.4 SOUNDING BOARD MINUTES

It was the original intent of the Community Participation Plan to have the Sounding Board meet a total of six times, however due to scheduling conflicts and a shifting public meeting schedule the group ended up meeting a total of only four times. Following are the minutes of their meetings.

B.4.1 SOUNDING BOARD MEETING 1: KICK-OFF

Date/Time: February 3, 2015, 6:30-8:30pm

Location: City Manager Conference Room, Dunwoody City Hall

Attendees: Sounding Board: Kathryn Chambless, Daniel Drake, Mike Guynn, Catherine Lautenbacher, Thomas O'Brien, Billy Parrish; City of Dunwoody: Mike Davis (Mayor), Steve Foote, Rebecca Keefer, Bob Mullen, Andrew Russell, Eric Bosman; Consultant Team: Amanda Hatton & Audra Rojek (Jacobs), Ranada Robinson (Market Street Services)

Welcome + Overview of Project

Steve Foote, Dunwoody Community Development Director, welcomed Sounding Board members to the meeting and introduced Mayor Mike Davis. Mayor Davis thanked attendees for their participation. Amanda Hatton, managing the public outreach efforts as a part of the Shape Dunwoody consultant team, explained the purpose of the five-year update to the comprehensive plan. Jim Summerbell, project manager, was unable to attend due to illness. She then asked each member of the Board to introduce him or herself, the organization, if any, that they represent, and how long they have lived and/or worked in Dunwoody, along with one thing they really love about Dunwoody and one thing they would like to improve or enhance about Dunwoody.

- Dan Drake represents DeKalb County Schools and lived in Dunwoody from 2001 to 2004. He praised Dunwoody for the sidewalks they have constructed near schools since becoming a city.
- Thomas O'Brien has been a resident of Dunwoody for fifteen years. He lives in North Dunwoody. He enjoys that Dunwoody has a small town feel but large city amenities. He would improve traffic.
- Kathryn Chambless has lived in Dunwoody for twelve and one-half years. She lives in the Georgetown area, was on the sounding board for the Parks and Recreation Master Plan, serves on the Urban Redevelopment Authority, and has kids in public school. She also loves the small town feel in the midst of a big city. She would change the gateway into Georgetown into a more attractive and welcoming area, removing billboards.
- Mayor Davis has lived in Dunwoody for 26 years and enjoys its many amenities – access to top notch hospitals, executive housing, the mall, shopping, and office space. He thinks that leadership needs to preserve what Dunwoody has and manage what is happening, because development is going to keep coming. He would like the children who grew up in Dunwoody to choose to come back there to live.
- Mike Guynn is a developer who has lived in Dunwoody for 36 years in three different locations. He enjoys that Dunwoody residents take care of each other, but regrets that Hickory House closed. He sees the challenge for Dunwoody to be keeping positive momentum going by finding reasonable consensus among its interests.
- Catherine Lautenbacher has lived in Dunwoody for 15 years and served on the Nature Center Board and the Community Assistance Board. She likes that she runs into people she knows at the grocery store and thinks Dunwoody would be even better with its own school system. She would like to be able to walk to Dunwoody Village and have a Roswell feel.

- Billy Parrish serves on the city's Sustainability Committee and has lived in Dunwoody for 20 years. He likes that Dunwoody is evolving into a more walkable, city-like place without losing its own character. He would like to see increased nodal development to serve Dunwoody neighborhoods.

Ms. Hatton began a presentation with a project overview, including its schedule and goals and an overview of Georgia's comprehensive planning requirements. Audra Rojek, also with the consultant team, then reviewed the role of the Sounding Board, which is to help the planners understand Dunwoody and its particular needs and to promote the study to others. Ms. Hatton summarized the ground rules of their interactions. The group decided not to elect a chair and vice chair.

Icebreaker Activity

Ms. Hatton asked the committee to consider the following question: What are your fellow community members most excited about and most concerned about regarding Dunwoody's future?

There was excitement about:

- Complete streets projects - simple striping allows for biking on roads with fewer cars, a big improvement for very little money.
- New trail at Brook Run Park – it gets people out of their cars and outside. More parks and planning should go into getting people moving. Walking to dinner would be appealing.
- This part of the Atlanta area is seeing a lot of generations living here. How do we provide something for all stages of life?
- Getting a large spectrum of residents involved in Shape Dunwoody. Get younger voices heard. Use a kiosk at community events or comment wall to get participation from those, like families with young kids, who do not have time to attend meetings. A comment wall could be posted at the grocery store, the post office or library, or the farmers market. Tennis clubs could be used for outreach. (Kiosks and comment walls are part of the outreach plan.)
- Adding density strategically can help make Dunwoody more walkable, which would have the effect of improving traffic on local roads.
- Allowing for whole-life housing. Young people often are not in a position to buy. They need to rent.
- Dunwoody has an excellent police department and feels very safe. Crimes tend to be things like vandalism rather than more serious offenses.
- Schools in Dunwoody are excellent and have a good reputation.
- Ideally, this plan will allow Dunwoody to both do dense commercial development and protect neighborhoods. It should be practical and simple.

And concern about:

- The redevelopment of the GM plant in Doraville. How can Dunwoody support that project and prepare for its impacts? How can we help ensure that we get the best possible outcome?
- Are taxes being spent well? Are we maintaining Dunwoody's quality of life?
- Intergovernmental coordination: Are we coordinating with our neighboring cities? That is very important in north DeKalb County.
- There are people who fear change and who will not support change, even for the better. How do we bridge to them? Some people are not going to be moved by the benefits of an action, they will only care about its costs. On the other hand, Dunwoody needs to invest in being a vibrant place to attract new residents and keep property values intact. There may be opportunities to educate residents with case studies from other, similar places.

- Aging in place. This is a big issue in Dunwoody. How do we provide different real estate products that allow long-time residents to stay here when it is time to downsize? A few townhomes have been built, but then purchased by families. The free market will likely provide the real estate solutions if the Comprehensive Plan allows for them.
- Uncertainty about zoning and what will be built in Dunwoody makes it difficult to forecast for future needs, like schools.
- High density developments. Much of the reason Dunwoody became a city was residents' reaction to poor zoning. Before we approve large, new projects, they should be carefully considered.
- What does the private sector want to do, that it can't right now? How do we adjust or not adjust to those desires?

Community Assessment Discussion

Ms. Hatton reviewed the ongoing efforts to update the Community Assessment. Part of this effort includes a series of stakeholder interviews, which have been completed. Ms. Rojek shared some highlights from what she and others heard during the group and individual stakeholder interviews. Ranada Robinson gave an overview of the findings from work done for the economic development portion of the Comprehensive Plan Update thus far, including a highlight of recent demographic trends.

Community Participation + Future Meetings

Ms. Rojek discussed the Community Participation Plan, which had been circulated to the committee. She discussed the various types of outreach that would be used during the planning process to gather public input.

Ms. Hatton explained that the first two Community Goals Workshops would be held as follows:

- 6:30 to 8:30 pm, Thursday, February 26, Kingswood United Methodist Church, Room 212 in the Community Life Center (CLC building where the gym is), 5015 Tilly Mill Road
- 6:30 to 8:30 pm, Monday, March 2, Dunwoody Library, 5339 Chamblee-Dunwoody Rd

An overview of workshop agendas was presented. Committee members asked how they could help with the workshops. The most helpful thing would be for them to bring with them community members that do not typically attend meetings. The consultant team will provide materials for the Sounding Board to circulate to help promote meetings. During the meeting, the Sounding Board also discussed the importance of transparency in updating the Comprehensive Plan. Resources such as the crier and the City's website and social media should be leveraged.

She then reviewed the planned times and dates of subsequent Sounding Board and public meetings. Dates will be circulated for group review prior to finalization.

Adjourn

The meeting adjourned just after 8:30pm. Follow-up steps include the following:

ACTION	RESPONSIBLE
Review meeting dates and let consultant team and city know if any issues.	Sounding Board
Provide email language to help Sounding Board members promote plan to network.	Consultant Team
Homework: Identify locations and possible questions to post as a part of the "Input Wall" outreach tactic.	Sounding Board

B.4.2 SOUNDING BOARD MEETING 2

Date/Time: March 24, 2015, 6:00-8:00am

Location: City Manager Conference Room, Dunwoody City Hall

Attendees: Sounding Board: Kathryn Chambless, Daniel Drake, Mike Guynn, Ann Hanlon, Richard Krisak, Catherine Lautenbacher, Nancy Musselwhite, Thomas O'Brien; City of Dunwoody: Steve Foote, Rebecca Keefer, Michael Starling, Bob Mullen, Andrew Russell; Consultant Team: Jim Summerbell & Amanda Hatton (Jacobs), Ranada Robinson (Market Street Services)

Notes: Please see presentation given at meeting for additional details on agenda items.

Project Update

Jim Summerbell, Jacobs Project Manager, started the meeting by welcoming Sounding Board members and reviewing the agenda for the meeting.

- We are roughly half way through the planning process.
- The first set of public workshops has been held; a more detailed discussion of upcoming public involvement activities will be discussed later in the meeting.
- Ranada Robinson with Market Street Services provided a brief update of the economic development component of the plan update. At this point, much economic development data has been pulled and that data is being compared against public input.
- The team has recently pulled ARC population data at the TAZ level and is analyzing.
- Areas of the plan that are currently being worked on include: vision statement, goals, policies, character area map, and future land use map.

Draft Goals Review & Discussion

The Planning Team presented draft versions of updated vision statement and overarching goals of the plan. The vision statement in the existing iteration of the plan is over half a page long. The planning team presented a reworked, more concise version of this vision statement and an alternate vision statement, based on public input collected to date that could potentially replace the original version. (Both versions were included in the PowerPoint presentation provided at the meeting.) The following comments were provided by the Sounding Board members.

Vision Statement (reworked)

- We should be able to define all terms that are in the vision statement.
- Strike "Big city appeal with small town feel."
- Too long – either iteration of the vision statement should be only one sentence long.

Vision Statement (alternative)

- Make first sentence in present tense.
- Remove words like "hub" and "streetscapes" and other terms that are planner jargon.
- The statement is not visionary; it should be forward thinking. It was discussed that if the vision is to be like we are today; it may not sound overly visionary.

A question was asked whether there will be a two sentence blurb about who we are as a city in the plan. That would complement the vision statement.

The planning team will rework both versions of the vision statement and send them out for Sounding Board comment. Comments will be considered and a second draft of the vision statements will be created (if needed) prior to public review at the next set of workshops.

The overarching goals support the vision statement. The planning team has pulled together a list of 13 overarching goals. Several have been extracted from the vision statement in the current version of the plan and some were added or tweaked based on public input to date. The draft goals were posted around the room for more review later in the meeting as a part of a dry run activity for the workshops.

Role of Character Area Map & Future Land Use Map

Jim reviewed the hierarchy of the plan and how different components relate to each other. The vision is the foundational element followed by goals, policies, needs and opportunities, and the community work program. Land use policy is an important component of the community vision.

Jim reviewed the role of the Existing Land Use Map, the Character Area Map, and the Future Land Use Map in the comprehensive plan. Only the latter two are policy setting components of the plan, both of which define the city's future land use vision. The Future Land Use Map, a new addition to the plan, identifies the appropriate use of each piece of land by parcel. The Character Area Map helps define appropriate character and development form in different areas of the city and is considered when making rezoning decisions. Associated character area narrative will be updated from the current plan based on community input and recent planning efforts.

The floor was opened up for discussion about the maps, including questions, improvements and needs:

- What is the impact of the Future Land Use map? *It helps with rezoning decisions, if rezoning necessary to meet the use in the FLU.*
- Does the proposed Perimeter Center Zoning Overlay (all four districts) fall within Dunwoody? *Yes, the CID extends into Sandy Springs and Brookhaven, but the overlay only extends to the Dunwoody portion. Dunwoody is ahead of the other cities in developing a new zoning code to guide development/redevelopment in the area.*
- The North Peachtree Road Gateway, Tilly Mill Gateway, and Peachtree Industrial Blvd (PIB) areas would benefit from more detailed direction. What would the community like to see there? *These areas have many opportunities.*
- The PIB area has a big influence. The area will be influenced by the Doraville GM Plant redevelopment.
- The North Peachtree Road area could learn from what Sandy Springs is doing along Roswell Road with streetscape improvements.
- Do we want to have affordable or workforce housing in the city? Do these maps speak to this?
 - These housing types make sense in mixed use areas.
 - Incentives to developers for providing an affordable housing product makes sense.
- Does the FLU map provide a designation for senior housing? *Currently it does not. It could potentially be spoken to as an appropriate "mixed" use.*
 - The plan should consider design criteria that encourages and supports senior housing. "Flats" and other senior features like Kitchens and Master on Main were discussed.
 - Mixed use may be the appropriate location for senior housing.

- There was a recent study completed in Florida that found that segregating seniors is not healthy. They should be in a mixed use environment and close to transit and needed services.
- Michael Starling stated that it would be helpful to know if the community is okay with having senior (age restricted) rental housing.
- One problem is that small lot senior housing in Dunwoody does not work; the cost of the land is too high. You have to build up if you are redeveloping.

Rebecca Keefer identified that it would be helpful to city staff if the descriptive text that accompanies the character area map in the current plan could be enhanced to better define some terms and give clearer direction on implementation.

Community Participation + Upcoming Workshops

Amanda Hatton reviewed the format for the upcoming Needs & Opportunities Workshops. They will take place on Thursday, April 23 (6-8pm at Dunwoody Nature Center) and Saturday April, 25 (time, location TBD [**note:** the meeting was later solidified for 2-4pm at Dunwoody Baptist Church]). The group suggested holding the Saturday workshop at Dunwoody Baptist Church.

An overview of workshop agendas was presented.

- It was determined through discussion that these workshops are not the appropriate venue to promote a family-friendly workshop with kids' activities. Parents will come if they find it important; kids' activities will not make more people come. The City could look at engaging kids in planning in a different context in the future, such as World Town Planning Day or a high school planning forum.
- The group was to complete a dry run of the "Identifying Our Priorities" activity for the workshop, which will ask community members to identify needs and opportunities to achieve each goal. It was determined that "need" and "opportunity" may not be clear to people and something in layman's terms should be used instead such as "must have" and "would like to have". The planning team will work on rephrasing. It was decided that instead of a dry run, the overarching goals should be revisited and improved prior to bringing forth to the public at the upcoming Goals Workshop. As a result, the group spent roughly 35 minutes reviewing and offering suggestions for tweaking and consolidating the goals. A summary of this discussion is provided in a table at the end of these minutes.

Amanda then reviewed other opportunities for public input that are coming up: community survey, community event kiosk, and input walls. The following comments were provided by Sounding Board members:

- Input walls
 - In addition to those locations mentioned by the planning team, consider Dunwoody Baptist Church, All Saints Church, the Jewish Community Center, Publix, Kroger, and Starbucks for the input walls.
 - *The planning team will look into these options as possible hosts for the input wall, with the goal of having 3-4 locations. A traveling version of the input wall will also be located at www.connectdunwoody.com and the community event kiosk. The planning team would like the Sounding Board to help adopt input wall locations.*

- The Community Event kiosk at Lemonade Days
 - This is a great idea. Members of the Sounding Board agreed that they'd be willing to help man the booth.
 - There should be fun activities at the booth. This is an appropriate location to try to engage kids with drawing or some other short and fun activity, like the Mad Libs activity used at the Goals Workshop.
 - The team should also have a booth/input wall at the Dunwoody Arts Festival.
- Community Survey
 - Should take no longer than 10 minutes.
- The group would like to be given email blurbs to help promote to their networks all the outreach activities coming up.

Adjourn

The meeting concluded with a reminder about upcoming meeting dates, then adjourned just after 8:20pm. Follow-up steps include the following:

ACTION	RESPONSIBLE
Revise draft vision statements and send out for Sounding Board input.	Consultant Team
Provide email language to help Sounding Board members promote upcoming workshops and input activities to networks.	Consultant Team
Review revised goals (at the end of the minutes) for use at the Needs & Opportunities workshops.	Sounding Board
Look for an email about helping with Shape Dunwoody booth at Lemonade Days and the input walls. Consider volunteering to help gather input for plan.	Sounding Board

Feedback from Goals Review Activity

ORIGINAL DRAFT GOAL	PROPOSED ACTION	REWORKED DRAFT GOAL
1. Further high-quality development of the Perimeter business area to promote the economic engine of the City while enhancing convenience to products and services for our citizens.	Move to policy. Is related to new goal (2) Nurture Dunwoody as a place to locate and grow a business.	
2. Preserve our swim/tennis neighborhoods – This is where community starts in Dunwoody and extends outward.	Shorten, too exclusive just mentioning the swim/tennis neighborhoods.	1. Preserve our neighborhoods.
3. Capitalize on our 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 districts and Atlanta airport – to maintain/expand businesses and attract corporate offices.	Reword, the goal speaks to economic development, however capitalizing on location and business retention and expansion are just part of the equation. See the City's economic development strategy for better wording.	2. Nurture Dunwoody as a place to locate and grow a business.

ORIGINAL DRAFT GOAL	PROPOSED ACTION	REWORKED DRAFT GOAL
4. Maintain the historic charm of Dunwoody Village and the city's heritage property and landscapes.	Shorten, to include whole city, not just Dunwoody Village	3. Maintain the historic charm of Dunwoody and the city's heritage properties
5. Implement the master planning efforts for Dunwoody Village and Georgetown.	Drop as a goal, since implementation efforts are already underway, and will be covered in the Community Work Plan.	
6. Transform (target redevelopment) areas into more efficient and attractive corridors - coordinated with the Dunwoody City Council, major property owners, and investors throughout Dunwoody.	Shorten, show map at the workshop.	4. Transform target redevelopment areas.
7. Create gateway areas which give Dunwoody visitors and residents a distinct sense of arrival.	Keep	5. Create distinct gateway areas that give Dunwoody visitors and residents a distinct sense of arrival.
8. Increase connectivity and enhance transportation options to minimize congestion and enhance quality of life—including bicycle and pedestrian infrastructure and amenities.	Shorten and add language about transportation safety	6. Increase connectivity and enhance transportation options for all forms of travel, improve transportation safety and minimize congestion.
9. Expand city's functional greenspace and park ownership to improve the health, vitality and recreational enjoyment of Dunwoody's businesses and residents.	Drop old reference to park ownership, and add language about improving the parks and providing more recreational options	7. Expand the city's parks and greenspace and improve recreational opportunities.
10. Make aging in place a more achievable reality by promoting and implementing resources needed to make this a reality.	Shorten	8. Make aging in place a more achievable reality.
11. Grow the arts as a part of what makes Dunwoody special.	Keep	9. Grow the arts as a part of what makes Dunwoody special.
12. Identify and implement innovative strategies and solutions with our public and private partners that further Dunwoody as a 21st century city and community.	Move to policy. Believe this original goal related to the P3 initiative, and promoting efficiencies in government.	
13. Work with state and county partners to ensure the reputation of high quality schools within the City of Dunwoody remains.	Move to policy. This original goal is really more of a policy since the City does not currently have its own school system.	
14. Mixed Housing Options	See promotion of housing options as a policy under the aging in place goal.	
15. Sustainability Goal (see Sustainability Plan)	Suggested addition	10. Maintain the commitment to sustainable practices.

B.4.3 SOUNDING BOARD MEETING 3

Date/Time: May 5, 2015, 6:00-8:00am

Location: City Manager Conference Room, Dunwoody City Hall

Attendees: Sounding Board: Mike Guynn, Ann Hanlon, Richard Krisak, Catherine Lautenbacher, Nancy Musselwhite, Thomas O'Brien, Billy Parish; City of Dunwoody: Steve Foote, Rebecca Keefer, Eric Bosman; Consultant Team: Jim Summerbell & Amanda Hatton (Jacobs), Matt DeVeau (Market Street Services)

Notes: Please see presentation given at meeting for additional details on agenda items.

Project Update

Jim Summerbell, Jacobs Project Manager, started the meeting by welcoming Sounding Board members and reviewing the agenda for the meeting. We are over half way through the planning process and just completed two workshops. Today's meeting will focus on getting the group's reaction to the planning team's synthesis of public input to date, matched against the existing Comprehensive Plan and technical analysis.

Amanda Hatton, Public Involvement Lead, gave a community engagement update.

- The Shape Dunwoody survey is underway and available online at ConnectDunwoody.com. Roughly 100 people have participated to date. A good response rate would be 200-300 people. The group was encouraged to promote the survey to their networks.
- The Needs/Opportunities workshops were held in April. Thank you to Nancy Musselwhite and Catherine Lautenbacher for attending and representing the Sounding Board. The planning team collected a lot of good input, despite lower turnout than the first set of workshops.
- Shape Dunwoody was represented at Lemonade Days and will be represented at the Dunwoody Arts Festival as a part of the city's booth. There was good participation in the input wall, which was also on display at the city's Town Hall Meeting.
- The Work Program Workshop will be on May 28 (6-8pm) at City Hall. As such the next Sounding Board meeting is being moved to June 2 (6-8pm) at City Hall.

Future Land Use Policy

Jim reviewed changes that had been made to the Character Area Map and Future Land Use Map since the last Sounding Board meeting. The North Peachtree Road Character Area and the Winters Chapel Character Area have been expanded to incorporate more of the surrounding non-residential uses and areas that are envisioned as mixed-use. The North Peachtree Road Character Area could potentially be added to the Georgetown Character Area as a Livable Centers Initiative update in the future; for now, they are separate as Georgetown has an existing small area study. Members of the public suggested renaming the "Jett Ferry" character area. The group briefly discussed thoughts about the different areas highlighted:

- Jett Ferry is strongly connected with the panhandle area of Sandy springs. It could potential be named Mount Vernon, Williamsburg or Mount Vernon East. Jim suggested polling the public about it at the next workshop.
- Are we sure that we want the same character of Georgetown on North Peachtree? Currently they have different development patterns.

Where We're Headed: Community Work Program

Jim reviewed how the community work program fits with the rest of the plan. It is the five-year implementation element of the comp plan; actions and activities in the work program must address the priority needs and opportunities as identified by the community. The work program will incorporate information from the city's existing small area plans and other relevant plans. The work program will include a brief description of the activity, timeframe for initiating and completing the activity, responsible party of implementing the activity, estimated cost, and funding source(s).

Draft Needs and Opportunities Review + Discussion

The remainder of the meeting was spent reviewing the draft needs and opportunities by overarching goal. The group discussed each and pared down the list to identify top priorities. A summary of this discussion, including comments, are provided on the following page.

Adjourn

The meeting adjourned just after 8:15pm. Follow-up steps include the following:

ACTION	RESPONSIBLE
Encourage networks to participate in Shape Dunwoody online survey	Sounding Board
Update needs and opportunities to reflect Sounding Board input	Planning Team (Jacobs)

B.4.4 SOUNDING BOARD MEETING 4

Date/Time: June 2, 2015, 6:00-8:00am

Location: City Manager Conference Room, Dunwoody City Hall

Attendees: Sounding Board: Ann Hanlon, Catherine Lautenbacher, Nancy Musselwhite, Thomas O'Brien, Billy Parish; City of Dunwoody: Steve Foote, Rebecca Keefer, Michael Starling; Consultant Team: Jim Summerbell & Amanda Hatton (Jacobs), Ranada Robinson (Market Street Services)

Notes: Handouts included a copy of the draft character area map and draft priority needs and opportunities list

Welcome and Review of Tonight's Agenda

The meeting started with Jim Summerbell, project manager, briefly reviewing the agenda and goals for the meeting. We are nearing end of the planning process and are in the process of developing the five-year work program and preparing the plan document.

Changes to Plan Framework

Jim explained that, based on discussions with City staff, the last Sounding Board meeting, and the previous week's Needs and Opportunities Workshop, some updates and changes to key elements of the plan framework have been made. Changes include adjusting the boundaries of the Tilly Mill area of the character area map and consolidating the priority needs and opportunities of the plan by reducing the list nearly in half from the previous Sounding Board meeting.

The group discussed at length the proposed change to the Tilly Mill area, which would expand the boundary of the area to incorporate smaller lot single family into the area, removing that area from the suburban residential character area. (Q: question; A: answer; C: comment)

Q: What is the impact of moving these single family residential properties to Tilly Mill?

A: The area would be able to receive more tailored attention from the city, such as a more targeted study.

C: Thomas O'Brien, who also lives in the area, commented that the area should be treated just like all the other single family residential areas of the city.

Q: Does it make sense to call out this one single family residential area from other residential areas? No other single family areas are called out in this way on the character area map.

A: The current character is different than surrounding suburban residential areas: smaller lots and different zoning; it also includes a commercial area at the city's boundary. It would provide more opportunities to the area for tailored attention.

C: The commercial piece of the area is unlikely to ever expand. It makes sense to simply include that area in the suburban residential as well, rather than have it as a stand-alone character area.

Outcome: After discussion, it was concluded by the group that the best approach is to make the entire Tilly Mill area (including the former Tilly Mill Gateway) part of the suburban residential character area. A gateway overlay should be included on the character area map (or complimentary map) in the initial area entering the city all Tilly Mill – showing the area has appropriate for special attention as a gateway to Dunwoody.

Community Work Program Actions

Jim reminded the group that the Community Work Program would incorporate remaining actions from the work plan of the current comprehensive plan and action items from the city's other planning efforts. Additional actions will be added to address priority needs and opportunities that are not addressed by these previous plans.

The group then reviewed at length the priority needs and opportunities and discussed appropriate actions (and potential adjustments and clarifications) to each priority. Below are notes from the discussion, organized by priority.

1. Strengthen and enforce local development regulations and land use controls

- Ensure that senior housing desires are adequately covered in code.
- Transportation regulations – access, connectivity, etc. speak to sustainability

2. Manage traffic

- Emphasize doing this as a priority in redevelopment areas.
- Address walkability as a quality of life factor.
- Emphasize importance to economic development strategy.
- Managing traffic is a top priority in the hierarchy of needs.

3. Improve and maintain the public rights-of-way

- Potholes and general cleanliness is important.
- Sidewalks are another top priority for ROWs.

4. Maintain the character of Dunwoody

- There are two components to this: preserve suburban character and preserve historic resources.

- Tree cover is a part of the city's character. How well does current tree ordinance serve the community and protect the cover? An action item should be review of the ordinance.
- The group discussed how the character of Dunwoody is defined.
 - It is a hybrid of older areas with new mixed-in. This hybrid appeals to a variety of users.
 - Dunwoody is a combination of Atlanta's "OTP (outside the perimeter)" and "ITP (inside the perimeter)" merged into one.
 - Dunwoody is a two-lane road community; the two lanes create cohesion among a large residential area.
- It is important that the suburban residential area be well articulated in the plan.

5. Encourage Dunwoody's small business and entrepreneurial environment

- The question was asked whether the city is currently pursuing Tax Allocation District(s) anywhere. The city is not however may be pursuing them in the long-term in the Winters Chapel area.
- The city should build a special incubator space to support start-up and small businesses.
- There is a need for the city to work with Doraville regarding innovative development ideas along the cities' border. Create special "cool" places.
- Attracting Generation X'rs to live in Dunwoody will be important to attracting tech and other innovative businesses. These businesses like to locate where they are in close proximity to similar intellectual capital.

6. Ensure that the permitting process is straightforward and easy to understand

- There is an opportunity to create an online service opportunity.
- The city should regularly review its processes to make sure they are competitive and applicable to the times.

7. Strengthen Dunwoody's economic development efforts

- Join Chamber efforts across jurisdictions along with the PCID's Business Alliance. Chambers include those of Sandy Springs, Dunwoody, and Brookhaven.
- Do the arts have a role under economic development? There was some debate among Sounding Board members. The group seemed to conclude that "yes" they do have a role because of the "coolness" factor, which is a differentiator when all else is the same.
- Ranada Robinson of Market Street pointed out that an influencing trend right now is that people are determining where they want to live first then finding a job.

8. Continue to strengthen relationships with local, regional, and state partners

- Connect local businesses with nonprofits
- The "Engage Dunwoody" program should be continued.
- The City should link in with "Choose ATL" – the Metro Atlanta Chamber's new marketing effort.
- The federal government and brokerage community should be added to the relationships to strengthen.
- Connect aging in place with the trend of people desiring to work longer years prior to retiring (into their 70s).

9. Encourage the construction of a greater variety of housing options

- Need to specify senior here as there is lack of consensus in the community regarding other types of housing. Could rephrase “Encourage the construction of a greater variety of senior appropriate housing options.
- The plan needs to define the types of housing we are talking about then recommend what types of code changes are needed to support the desired housing types.

10. Increase transit use

- Rephrase as “Encourage wider range of transportation modes” or something similar
- Promote development near transit
- Improve infrastructure for non-car modes

11. Improve transportation connectivity

- There should be a city map that identifies where bike, pedestrian and trails should be located across the city’s grid to help with decision-making as road improvements are made. It may need to be more specific in nature with facility categories that do not overlay. There may already be such a map in the city’s Comprehensive Transportation Plan. Either way, such a map should be used.
- There is also a need for bike racks – this can be addressed in part by the zoning code and in potentially in partnership with non-profits.
 - Rebecca Keefer with the city pointed out that bike rack requirements were removed from the Dunwoody Village overlay.

12. Implement and update the city’s transportation plan

- The only action item here is updating the plan, along with any key projects are underway.

13. Provide active recreational opportunities for all ages

- See the CVB study on what people want to do when they visit the city – this study should be coming out soon.
- The plan should map recreational resources/assets to help document existing resources and identify opportunities.

14. Add new parkland

- Combine 14 and 15 as one opportunity.

15. Develop a local conservation or green space program

- Combine 14 and 15 as one opportunity.
- Require pocket parks as part of new development

16. Build upon existing resources to further support the cultural arts

- Need to define what infrastructure is needed for growing the arts – this should be defined in a study, which should come first.
- An Arts Council is a logical first implementation step.

17. Implement the Dunwoody Sustainability Plan (See Sustainability Plan STWP Board)

- No comments; action items are those listed in plan.

Next Steps

It was noted that this is the last Sounding Board meeting unless it's determined that an additional meeting would be helpful with the group prior to plan finalization. Members were asked to continue their participation in the plan update process by participating in the June 30 Open House and reviewing/providing feedback on the draft plan document when posted for public review later in June. The planning team will be in touch to alert the group of important milestones moving forward.

Adjourn

The meeting adjourned just before 9:00 pm. Follow-up steps include the following:

ACTION	RESPONSIBLE
Prepare Community Work Program, incorporating Sounding Board input as appropriate.	Planning Team (Jacobs)
Continue to participate in plan update process via draft plan document review (when available) and promotion of and participation in June 30 Open House.	Sounding Board members

B.5 PUBLIC WORKSHOP SUMMARIES

B.5.1 COMMUNITY GOALS WORKSHOPS: SETTING OUR VISION

Meeting Overview + Format

The City of Dunwoody held two community goals workshops, Workshop 1- February 26 and Workshop 2- March 2, to jumpstart Shape Dunwoody, the multi-month process of updating the city's Comprehensive Plan. The two workshops were hands-on and collaborative in nature, asking participants to share input on a variety of topics focused on Dunwoody's future through a series of activities and discussions. The two workshops followed the same format but took place in different locations, one on the eastern side of the city and the other on the western sides of the city, facilitating more targeted discussion for the respective areas.

WORKSHOP 1	WORKSHOP 2
February 26, 2015 6:30 pm - 8:30 pm Kingswood United Methodist Church Focus Areas: All city/east side 60 attendees (estimate, 49 signed in)	March 2, 2015 6:30 pm - 8:30 pm Dunwoody Library Focus Areas: All city/west side 50 attendees (estimate, 43 signed in)

Workshop Agenda

- 6:30 Sign-in and Visioning Activities
- Mad Libs Vision Statement
 - Aging In Place – What will make Dunwoody appealing to all ages?
 - Traveling Around Dunwoody
 - Existing Conditions – Mapping Where We are Today
- 6:50 Welcoming Remarks and Presentation



▲ Attendees participate in visioning activities at first workshop



▲ Discussion during visioning activities

7:15 Small Group Goals Discussions

- Group 1: Our City's Identity – Unique Dunwoody
- Group 2: Meeting Our Basic Needs – Transportation, Infrastructure + Services
- Group 3: Balanced Land Use – What to Preserve + Change
- Group 4: Getting the Right Mix – Jobs + Housing

8:20 Regroup and Final Remarks

8:30 Adjourn

Upon arrival at both workshops, attendees were asked to sign in and invited to participate in a series of visioning activities at their own pace. The activities focused on the city's long term vision, components of Dunwoody being a lifelong community, and transportation patterns and opportunities. These activities were followed by welcoming remarks and a brief presentation.

Visioning Activities

Attendees were invited to participate in a series of visioning input activities upon arrival to the meeting, as summarized below. Detailed notes from each activity are at the end of this summary.

Aging In Place - What will make Dunwoody appealing to all ages?

Attendees were asked to chime in regarding the current assets and missing resources that will make Dunwoody a desirable place to live during all stages of life (beginning at age 10 and at subsequent 10 year increments after until age 70). Comments were received for all age groups.

Mad Libs Vision Statement

This activity asked people to fill in the blank for several statements about Dunwoody in 2015 and in 2035. Two current Dunwoody values (of several) identified by participants include livability and education. People were asked to provide input on post it notes for all to see and react to. Some of the common themes regarding Dunwoody in 2035 include great schools, walkability, shopping, outdoors (including greenspace, nature park, sports facilities), and neighborhoods.

Traveling Around Dunwoody

Common destinations for walking and biking now and in the future include Dunwoody Village, Brook Run Park, Georgetown Shopping Center, and Perimeter Mall. Mount Vernon Road, Chamblee Dunwoody Road, and Tilly Mill Road were identified as having the most congested intersections, closely followed by Perimeter Center East/West. Attendees provided input on the city's walking, biking and congestions issues and opportunities, especially as they are tied to traveling to specific locations or corridors in the Dunwoody community.

Existing Conditions - Mapping Where We are Today

Participants were invited to review several maps documenting today's existing conditions. Maps on display included:

- Dunwoody Landmarks
- Draft Existing Land Use
- Future Development
- Zoning
- Programmed Transportation Projects

There was no formal input mechanism for this activity; however, in speaking with community members, some map corrections were identified for the Existing Land Use map.

Welcoming Remarks & Presentation

Mayor Davis welcomed attendees at each meeting and recognized present City Council members and Sounding Board members. Steve Foote, Dunwoody Community Development Director, introduced the planning team. Then Jim Summerbell, project manager with Jacobs, gave an overview of comprehensive planning and why the city is updating its plan. The presentation included a snapshot of current demographic and economic characteristics of Dunwoody.



▲ Attendees hear Mayor Davis's welcoming remarks

Small Group Goals Discussions

The presentation was followed in both meetings by small group goals discussions. Four discussion groups rounded out the latter half of the meeting. Each group focused on a different goals topic, selected for discussion based on input from stakeholder interviews and city leadership regarding areas of desired clarification or enhancement in the plan update. Attendees rotated through each of four small group discussions, focusing on key topics and related decision making that will influence the city's future. Each group was facilitated by the planning team to generate discussion and record input. Each table had an aerial map, a landmarks map, and markers, flipchart, other materials to document input. Discussions were structured around distinct questions for each group but were largely organic in nature to reflect key ideas/concerns related to each group.

Group 1: Our City's Identity - Unique Dunwoody

Facilitated by Amanda Hatton with assistance from Rebecca Keefer and Catherine Lautenbacher

Questions:

- How would you describe Dunwoody to someone outside of the community?
- What terms have you heard or read outsiders using to describe Dunwoody?
- How can the perception of the city be improved?
- Does our city have multiple identity areas; where are they? Does the character area map capture them?



▲ Small Group Discussion during second workshop

Highlights:

Much of the focus of these group discussions was on what Dunwoody is today and how much of that should not change. Dunwoody is family friendly, known for its swim/tennis neighborhoods, great location, and schools. There is also a strong business community and a good mix of uses to meet residents' daily needs. Preserving the city's high quality schools and mitigating congestion will be important to Dunwoody's future identity-becoming a more walkable city with greater emphasis on the arts, cultural programs, aesthetic beauty, parks and greenspace, and quality of life are important to the city's future as well as moving forward with the implementation of Dunwoody Village and Georgetown master plans.

Group 2: Meeting Our Basic Needs - Transportation, Infrastructure + Services

Facilitated by Audra Rojek, with assistance from Eric Bosman & Andrew Russell

Questions:

- Where are sidewalk, trail, bike lane, and intersection improvements needed?
- What services does the city currently provide that could use improvement?
- What services does the city not currently provide that it could?

Highlights:

This group focused on a variety of transportation options that will be needed to better connect access to the city's uses while improving quality of life. Improved walking and biking paths leading to strategic locations as well as trails that connect to the activity nodes of Dunwoody as well as other cities will further enjoyment of the city and surrounding areas by residents. Traffic congestion, operations, and signal timing are issues that continue to require attention as well as safety on our roadways. Thinking outside the box about innovative and up and coming technological improvements should also be a key consideration of Dunwoody's well-rounded transportation system moving forward. Other service needs discussed included adjustments to garbage disposal resources and storm sewer system issues were other items brought up related to services; transportation was the central topic of all discussions.

Group 3: Balanced Land Use - What to Preserve + Change

Facilitated by Jim Summerbell with assistance from Steve Foote

Questions:

- Where are our community gateways – What's needed or desired there?
- Where are our redevelopment areas – What's needed or desired there?
- Where are our community hubs (meeting spaces, activity centers) – What's needed or desired there?

Highlights:

The land use group focused on priority land use needs moving forward - what's missing and what could be improved. Dunwoody Village, Georgetown, and the new and improved parks/greenspace were often discussed as key gateways, priority redevelopment areas, and community hubs. Some groups also discussed what was meant by gateways and how different types of gateways would require different treatment. Senior housing, a senior center, parks, and a Canton Street or Downtown Decatur style area are some of the things that area missing from the city in terms of development.

Group 4: Getting the Right Mix - Jobs + Housing

Facilitated by Ranada Robinson with assistance from Michael Starling and Rebecca Keefer

Questions:

- What types of housing are missing in Dunwoody, if any? Where should they go? (Housing for seniors, workers, families, others?)
- How well is our city supporting our businesses? What would make Dunwoody a better place to work or start a business?

Highlights:

Future housing and jobs are important components of the city's future. Key topics in this group included the need for senior housing (and options, types appropriate for that), maintaining affordability of housing, and the need to balance housing and jobs with related quality of life improvements, including trails, schools, and general connectivity within the community. Traffic congestion will continue to be a challenge to both residents and employers. Business opportunities include greater support for small business development, growing the arts, a business incubator, and upgrading strip shopping centers such as providing money for facade improvements.

Regroup and Final Remarks

Both workshops ended with a brief recap of key topics discussed at each small group discussion and an outline of next steps/how to stay involved in the planning process. In addition to comments received as a part of the various input activities at the workshops, attendees were also invited to provide written comments for consideration by the planning team. Received= comments are document in the detailed notes that follow.

B.5.2 NEEDS + OPPORTUNITIES WORKSHOPS: FRAMING OUR PRIORITIES

Meeting Overview + Format

Community members participated in two Needs and Opportunities "Framing Our Priorities" Workshops held by the City of Dunwoody on April 23 and April 25. The two meetings were the third and fourth workshops (in a series of six) being held to help shape and inform the city's comprehensive plan update. Both workshops followed the same format and included opportunities for review of draft plan content and group discussions surrounding overarching community needs and area-specific needs, building off public input collected to date and content in the city's current comprehensive plan. This summary provides a high level recap of workshop activities and input collected.

WORKSHOP 1	WORKSHOP 2
April 23, 2015 6:00 pm - 8:00 pm Dunwoody Nature Center 20 attendees (estimate, 10 signed in)	April 25, 2015 2:00 pm - 4:00 pm Dunwoody Baptist Church 20 attendees (estimate, 9 signed in)



▲ Attendees provide input on draft goals

Workshops Agenda

- Sign-in and Visioning Review Activities
- Welcoming Remarks and Presentation
- Identifying Our Priorities
- Character Area and Future Land Use Priorities
 - Group 1: North Peachtree Gateway + Tilly Mill Gateway
 - Group 2: Winters Chapel Gateway + Peachtree Industrial Boulevard
 - Group 3: Neighborhoods + Jet Ferry Gateway
- Adjourn

Visioning Review Activities

After signing in, attendees had the opportunity to provide feedback on draft plan materials and review informational materials about plan elements and development. Planning team members were on hand to help answer questions and take comments. Below is an overview of activities and input received.

Vision Statement Review

Attendees were asked to react to the draft vision statement, using dots to indicate their agreement or disagreement with the statement. A majority of participants thought the statement was accurate. There were a few general comments recorded.

- Accurate (11 responses, 73%)
- Somewhat Accurate (4 responses, 27%)
- Not Accurate (no responses, 0%)

Draft Vision Statement: The City of Dunwoody strives to be a dynamic, innovative community where individuals, families, and businesses can thrive through all stages of life and career by encouraging a sustainable mix of land uses, facilities, and services.

Comments on Vision Statement:

- Issue with the word “dynamic” - what does that mean? Younger people probably want dynamic, but the older, permanent homeowners don’t really. Otherwise, this is on point.
- Vision statement isn’t clear enough. Have an issue with “individuals, families, and businesses can thrive through all stages of life” - this can encompass too much.
- This is too wordy and too cumbersome. It’s not charming or fluid. And we sound like we might be doing too many things for too many people.

Goals Review

Community members were asked to react to draft overarching goal statements for Dunwoody’s future growth and development. Dots were available for people to indicate if they agree or disagree with each goal. Below is a list of goals and overall results. Creating distinct gateways was the only goal that received less than 75% agreement. Full results and related comments are in the Summary Appendix.

1. Preserve our neighborhoods. – 100%
2. Nurture Dunwoody as a place to locate and grow a business. – 77%
3. Maintain the historic charm of Dunwoody and the city's heritage properties – 100%
4. Transform target redevelopment areas. – 100%
5. Create distinct gateway areas that give Dunwoody visitors and residents a distinct sense of arrival. – 64%
6. Increase connectivity and enhance transportation options for all forms of travel, improve transportation safety and minimize congestion. – 100%
7. Expand the city's parks and greenspace and improve recreational opportunities. – 100%
8. Make aging in place a more achievable reality. – 100%
9. Grow the arts as a part of what makes Dunwoody special. – 100%
10. Maintain the commitment to sustainable practices. – 100%

Land Use Policy Maps

Participants were invited to review several displays that communicated key elements of the plan update, as listed below.

- Plan Components Board – a graphic showing how the goals relate to the rest of the plan.
- Record of Accomplishments from Comprehensive Plan
- Graphic showing the difference between the Zoning Map, Existing Land Use Map, Future Land Use Map, and Character Area Map
- Existing Land Use Map
- Future Land Use Map
- Zoning Map
- Character Area Map
- Land Use Definitions



▲ Steve Foote, Community Development Director, welcomes attendees

Welcoming Remarks & Presentation

Following an initial period set aside for the aforementioned activities, the planning team welcomed attendees to the workshops and introduced City leaders as well as planning team –staff that were present. Jim Summerbell, Jacobs' project manager, gave a brief presentation, highlighting a project overview, what we've learned so far, accomplishments to date, and goals for the workshop. The purpose of these two workshops was to define the needs and opportunities that the plan update will address. The needs and opportunities are directly addressed in the Community Work Program, a key implementation element of the comprehensive plan. The city has accomplished 62 percent of the activities in its 2030 Comprehensive Plan; an additional 19 percent of projects are ongoing. The remainder of the workshop, explained below, occurred in small group discussions.

Identifying Our Priorities

This hands-on activity was designed to identify citywide priorities for the city's long (5+ years) and short-term (5-year) future. The goal was to determine what the perceived needs and opportunities are for each overarching goal (see list under Goals Review). For the first workshop, attendees broke out into three groups for this activity. At the second workshop, discussion occurred in one group (due to small number of attendees). The following two questions were asked for each goal:

- 1. What are the strengths and opportunities?** To achieve the goals presented, what assets does the city already have or could have in the near future to help accomplish them?
- 2. What are the weaknesses and threats?** What obstacles stand in the way of taking advantage of these strengths and opportunities that the city should proactively address?

The notes from these discussions are provided in the appendix. Overall, the discussions suggested that most of the goals were accurate and that there were several supporting needs and opportunities for each. Some key notes from the discussion include the following (see the Summary Appendix for all notes regarding needs and opportunities):

- Goal 3 regarding preserving the city's historic charm should be reworded.
- Goal 4 regarding redevelopment areas should be supported by a corresponding map that shows redevelopment areas.
- Goal 5, creating distinct gateway areas, was viewed as inappropriate as an overarching goal.
- Goal 9, growing the arts, received much debate among community members. It is still unclear to what degree this should fall on the city to lead versus other entities.
- Goal 10, maintaining sustainable practices, should be clearly defined in the plan.

Character Area and Future Land Use Priorities

This activity allowed attendees to provide input on needs and opportunities for each of the unique character areas of the city and confirm that the current vision/intent and appropriate uses for each area are still accurate or identify what changes may be appropriate. At both workshops, there were three small rotating groups and one stationary group with displays for pre-planned character areas.

- Rotating Group 1: North Peachtree Gateway + Tilly Mill Gateway
- Rotating Group 2: Winters Chapel Gateway + Peachtree Industrial Boulevard
- Rotating Group 3: Neighborhoods + Jet Ferry Gateway
- Stationary Group: Georgetown, Dunwoody Village, Perimeter Center, Institutional/Campus

Attendees moved through each of three rotating groups with an opportunity to visit the stationary groups at their leisure. Reference materials for each group included a modified version of the current character area map, a character area board of the character areas to be discussed in each group, including a zoom-in map of the area as well as the vision statement and appropriate uses list

For all rotating groups, the following questions were asked for each character area:

- Are the vision statements still accurate for respective character areas? Are these uses still appropriate for respective character areas?
- What's missing to achieve the vision?
- What's needed to improve or sustain the character and functionality of the area?

Key outcomes from each group are summarized below. Detailed notes are in the Summary Appendix.

Group 1: North Peachtree Gateway and Tilly Mill Gateway

Facilitated by Amanda Hatton with assistance from Steve Foote and Ranada Robinson



FIGURE 3: North Peachtree Gateway



FIGURE 4: Tilly Mill Gateway

North Peachtree Gateway: This is a good place for high density. The vision and land uses are appropriate. The comprehensive plan should define what is meant by mixed use. As redevelopment occurs, opportunities to incorporate greenspace should be considered, including potentially leveraging the creek for passive recreation. Commercial uses are appropriate along North Peachtree Road. Eventually, this area makes sense being integrated into the overall vision and character of the Georgetown area, which would make it more attractive to developers.

Tilly Mill Gateway: This area is not currently a defined gateway into the city but could become one with more signage. There is an opportunity to incorporate more park space here and better connect to the North Peachtree Gateway area, perhaps by trail.

Group 2: Winters Chapel Gateway • Peachtree Industrial Boulevard

Facilitated by Jim Summerbell with assistance from Ranada Robinson and Jason Novsam

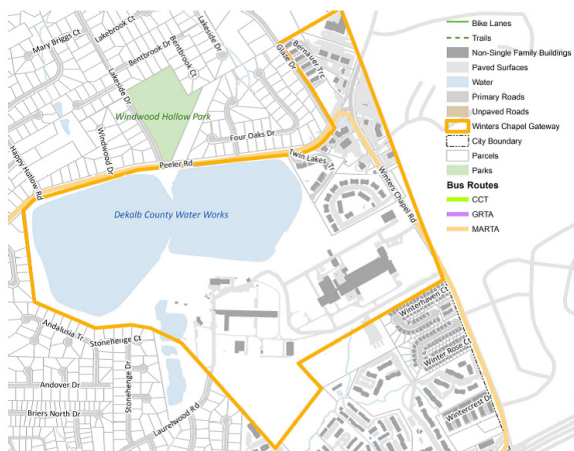


FIGURE 5: Winters Chapel Gateway



FIGURE 6: Peachtree Industrial Boulevard

Winters Chapel Gateway: This area is in transition and there is much opportunity for redevelopment here. A mix of housing makes sense but the city should ensure the housing is high quality. There is an opportunity to incorporate a mix of uses among the apartments or as a part of future redevelopment, making this area more of a destination. There is a need for more park space and an opportunity to connect to Brookhaven and Chamblee by way of Nancy Creek. This area is appropriate for active living adults.

Peachtree Industrial Boulevard: This area could be combined with the Winters Chapel area. It is similar to the Winters Chapel area.

Group 3: Suburban Neighborhoods + Jett Ferry Gateway

Facilitated by Audra Rojek, Rebecca Keefer, and Andrew Russell

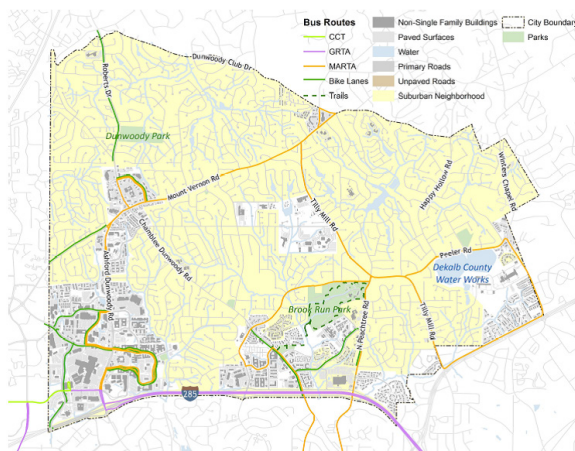


FIGURE 7: Suburban Neighborhoods



FIGURE 8: Jett Ferry Gateway

Suburban Neighborhoods: The city needs to maintain streets and infrastructures and build sidewalks. More greenspace and pocket parks should be incorporated in the residential areas. Senior housing options should be provided in the single-family zoned area. There is a need to understand what type of housing product this would be.

Jett Ferry Gateway: This area suffers from traffic congestion and would benefit from continued improvements to the transportation infrastructure. The area should not be expanded as it would generate more traffic and impact adjacent residential areas. There are opportunities to increase beautification of area. Senior housing may be appropriate here.

Adjourn

Both workshops ended at the completion of the Character Area and Future Land Use Priorities discussions.

B.5.3 WORK PROGRAM WORKSHOP: LOGISTICS SETTING

Meeting Overview • Format

The City of Dunwoody hosted the Work Program Workshop for Shape Dunwoody on Thursday, May 28 from 6pm to 8pm at Dunwoody City Hall Council Chambers. The workshop followed a similar format as previous plan-building workshops, beginning with an opportunity for review and feedback on plan framework materials developed to date and followed by a brief summary presentation by the planning team, rotating small group discussions, discussion recap, and adjournment. A key goal of the workshop was developing clearer direction from community members on the appropriate involvement of the city in addressing priority needs and opportunities, particularly as they relate to implementation roles, activities, partners, and funding over the next five years. This was the second to last plan-building workshop for the plan update process.

WORKSHOP

May 28, 2015
6:00 pm - 8:00 pm
Dunwoody City Hall
15 attendees (estimate, 12 signed in)

Workshop Agenda

- 6:00 Sign-in and Review Activities
- 6:30 Welcoming Remarks and Presentation
- 6:45 Implementing the Plan: the City and its Partners
 - Group 1: Community Services: Aging in Place, Arts, + Historic Resources
 - Group 2: Neighborhoods, Parks, + Connectivity
 - Group 3: Economic Development – Regional versus Local Activity Nodes
- 7:55 Recap
- 8:00 Adjourn



▲ Attendees at the Work Program Workshop

Review Activities

Upon arrival, attendees had an opportunity to review and provide feedback on items that form the basis of the plan's development. Comment forms were provided to help with comment collection as well as other tailored input methods detailed under the following activities. No comment forms were received.

Priority Needs and Opportunities List

A large matrix was on display, showing the refined list of 17 priority needs and opportunities and how each relates to the eight overarching goals. Both goals and priorities play a key role in the plan framework and, in turn, have an important influence on the Comprehensive Plan action plan and five-year short term work program. Community members were asked to review the matrix and, using red dots, identify if any need or opportunity listed is not a priority. Post-it notes were available for attendees to write down a priority that's missing or to provide other comments.

Feedback:

No red dots were received. The following comments were provided.

Need 7. Strengthen Dunwoody's economic development efforts.

- Add "Grow the Arts" as applicable goal.
- The following needs to be part of economic development plan:
 - Retain, attract and start-up new businesses;
 - Buckhead and Alpharetta as economic development models; and
 - Business incubator is critical; see Sandy Springs and Alpharetta incubator models.

Need 10. Increase transit use.

- Consider changing "use" to "options"
- Don't force, meet needs

Need 13. Provide active recreational opportunities for all ages.

- Add "Grow the Arts" as applicable goal.

Vision and Goals

The draft vision statement was on display next to the priority needs and opportunities list for public review. No comments were received on the vision statement or overarching goals.

Record of Accomplishments

A summary board of the accomplishments from the current Comprehensive Plan Work Program was on display. The planning team had a complete list of projects from the work plan and was available to answer specific questions people had about the action items.

Character Area Work Program Input

Maps and draft vision statements and land use lists were provided for each character area of the city. Attendees were asked to identify initiatives, policies, and programs that should be undertaken in the next five years for each area. Post-it notes were provided for people to jot down activities and post underneath relevant character area boards.

Dunwoody Village

- City should buy easements from neighbors to allow pedestrian access to commercial areas.

Georgetown

- Complete pedestrian trail to Perimeter Center East from Brook Run Park.

North Peachtree

- Add east-west connectivity.
- Redevelop 90 acre apartments to mixed use.

Winters Chapel

- Redevelop apartment complexes with high crime

Institutional Center

- Encourage GPC to move to an area on Peachtree Industrial Boulevard. It is badly situated in a residential area.
- Georgia Perimeter Center becomes Dunwoody High.
- DHS becomes new middle school.

Suburban Residential

- Tighten rules on single family detached redevelopment.

Jett Ferry – renaming

- Orchard Park – that is Kroger in Sandy Springs.
- One person supported renaming to Mount Vernon East.
- One person supported keeping the name as Jett Ferry.

Welcoming Remarks & Presentation

The planning team, led by Jim Summerbell (project manager), provided a brief presentation offering a summary overview of the planning process and goals of the workshop. The presentation focused on the process of identifying priority needs and opportunities as well as the components of the community work program and the practicalities of implementation, including a general overview of the city's budget allocation and revenue streams to establish a realistic mindset for thinking through the city potentially undertaking new initiatives. The team also gave an update on public involvement activities.

Implementing the Plan: the City and its Partners

Following the overview presentation, attendees were broken into three groups to discuss priority implementation areas of the plan for which a clear path forward was not yet evident. The goal of the discussions was to develop a better understanding of the role that the community sees the city playing in implementation of some of these key priority areas. Three separate discussions occurred:

- Group 1: Community Services – Aging in Place, Arts, + Historic Resources
- Group 2: Neighborhoods, Parks + Connectivity
- Group 3: Economic Development – Regional versus Local Activity Node

Attendees spent roughly 20 minutes in each group. Each group loosely covered the following questions, with a main focus of the groups falling on actions that should be taken and what the role of the city should be in moving those forward.

1. What is the role of the city in moving (each of) these goal areas forward? Where does the city's role fall in the balance of public vs. partner responsibility?
2. What actions should be pursued in the next five years to address these items?
3. Funding + Partners – For each topic area, what partners and funding streams should be considered?
4. Prioritize Actions – Each group will identify the top 3-5 actions for each topic area.

Highlights of each of the three group discussions are provided on the following pages. Highlights reflect the opinions of attendees. Detailed notes are provided in the summary appendix.

Group 1: Community Services: Aging in Place, Arts, Historic Resources

Facilitated by Amanda Hatton

Aging In Place: The action items related to aging in place are multi-faceted. They include allowing for and providing a different housing product (stacked flats), increasing connectivity and facilitating more efficient travel modes, having activities for seniors, and defining what types of senior housing products are desired and needed in the city. Implementing these items will require a combination of city, partner, and private sector leadership and involvement.

Arts: Growing the arts is important to the community. The city may not be the prime lead in this area, but its verbal support of area initiatives is important for acquiring needed grants and funding. Some potential action items include forming an arts council, completing a feasibility study for Brook Run Theatre, and providing city-owned space for the arts.

Historic Resources: Preserving the city's historic assets is a priority of many of those that attended. Resources include Donaldson-Bannister Farm, Brook Run Theatre, and cemeteries. The preference is to repurpose existing facilities rather than build new. Participants feel that the city's role is to be supportive of preservation efforts, rather than to lead them. The Dunwoody Preservation Trust is the key implementer related to this need.

Group 2: Neighborhoods, Parks + Connectivity

Facilitated by Jim Summerbell and Steve Foote

Neighborhoods: Actions for continuing a tradition of great neighborhoods include ongoing public safety initiatives, maintaining roads and cleanliness of the community, and regular communications/information [disseminated by the city].

Parks: Attendees would like the city to take a role in offering recreational programs to residents. Other parks related actions include park development in coordination with new subdivision and commercial uses, continuing to support existing recreational facilities such as the Nature Center, incorporation of pocket parks in roadway and commercial developments, and activating Brook Run theatre.

Connectivity: Multi-modal connectivity and road improvements were the focus of discussion in this group. There is a desire for path and trail connectivity at Dunwoody Village and Brook Run Park as well as between activity areas, such as between Brook Run Park and Georgetown. Specific road improvements identified included opportunities for roundabouts, speed humps, sidewalks, and additional turn lanes.

Group 3: Economic Development: Regional versus Local Activity Nodes

Facilitated by Ranada Robinson

General Economic Development Discussion: There should be one economic development entity that represents and speaks on behalf of the entire Perimeter area. Economic development needs to remain a priority for the city as the majority of the tax base comes from businesses. Streamlined development decisions and permitting is needed. Consistent signage is needed in different character areas or possibly throughout the city; knowing you have arrived in Dunwoody via clear gateways is another key aspect to branding Dunwoody. Traffic congestion is an ongoing issue to visitors and residents alike. There should be a way to get around more efficiently. The city needs an incubator space to help with business startups. Arts were noted as an important part of economic development, particularly in attracting new businesses.

Regional Activity Node (Perimeter Center): There may be a benefit to concentrating restaurants in Perimeter Center, ensuring a large selection area.

Other Activity Nodes: Winters Chapel, Tilly Mill and North Peachtree are key redevelopment areas for the city; the city should coordinate with adjacent jurisdictions on their redevelopment. Dunwoody Village and Georgetown are also ripe for redevelopment; the city should support redevelopment initiatives as they come online. The theatre at Brook Run could both host the arts and also serve as a resource to conferences. Dunwoody Parkway is another economic development opportunity area for the city.

Recap + Adjourn

After group discussions, facilitators provided highlights from their discussion groups to all. Attendees were reminded to attend the Open House to review and provide highlights from the draft plan.

B.5.4 OPEN HOUSE

Meeting Overview + Format

The City of Dunwoody hosted the Open House for Shape Dunwoody on Tuesday, June 30 from 6pm to 8pm at Dunwoody City Hall Council Chambers. The open house format was informal with displays showing the draft recommendations of the plan, offering an opportunity for review and feedback on plan recommendations developed to date and followed by a brief summary presentation by the planning team. A key goal of the workshop was to determine whether the draft work program would truly promote the community vision.

OPEN HOUSE

June 30, 2015
6:00 pm – 8:00 pm
Dunwoody City Hall
20 attendees (estimate, 13 signed in)

WORKSHOP AGENDA

6:00 Sign-in and Review Activities
7:00 Welcoming Remarks, Presentation
8:00 Adjourn



▲ Attendees at the Open House

Review Activities

Upon arrival, attendees had an opportunity to review and provide feedback on items that form the basis of the plan's recommendations. Comment forms and comment stations (large notepads on easels) were provided to help with comment collection. Displays were arranged in three main groupings following the outline of the plan: Community Vision, Needs and Opportunities, and Community Work Program. Following is a diagram of the room setup. The boards in room included displays on:

- Community Engagement highlights
- Comprehensive Planning process
- Community Vision
- Target Redevelopment Areas Map
- Future Land Use Map
- Land Use Definitions
- Character Areas Map
- Character Area Boards (8 boards)
- Priority Needs/Opportunities Matrix
- Universal Design Boards (2 Boards)
- Record of Accomplishments (4 Boards)
- Implementation Program Summary
- Transportation Maps (4 Boards)
- Sustainability Plan Work Program

Summary Presentation

At 7 PM, following a brief introduction by Steve Foote, Community Development Director, the planning team, led by Jim Summerbell (project manager), gave a presentation. The presentation offered a summary overview of the plan recommendations and findings, and focused on the planning process, project schedule, as well as the components of the community work program. This included a review of the economic development, transportation, and land use recommendations, and concluded with a review of the next steps. Participants were informed that the draft plan will be posted on the city website by July 17, in time for a public hearing before City Council on July 27.

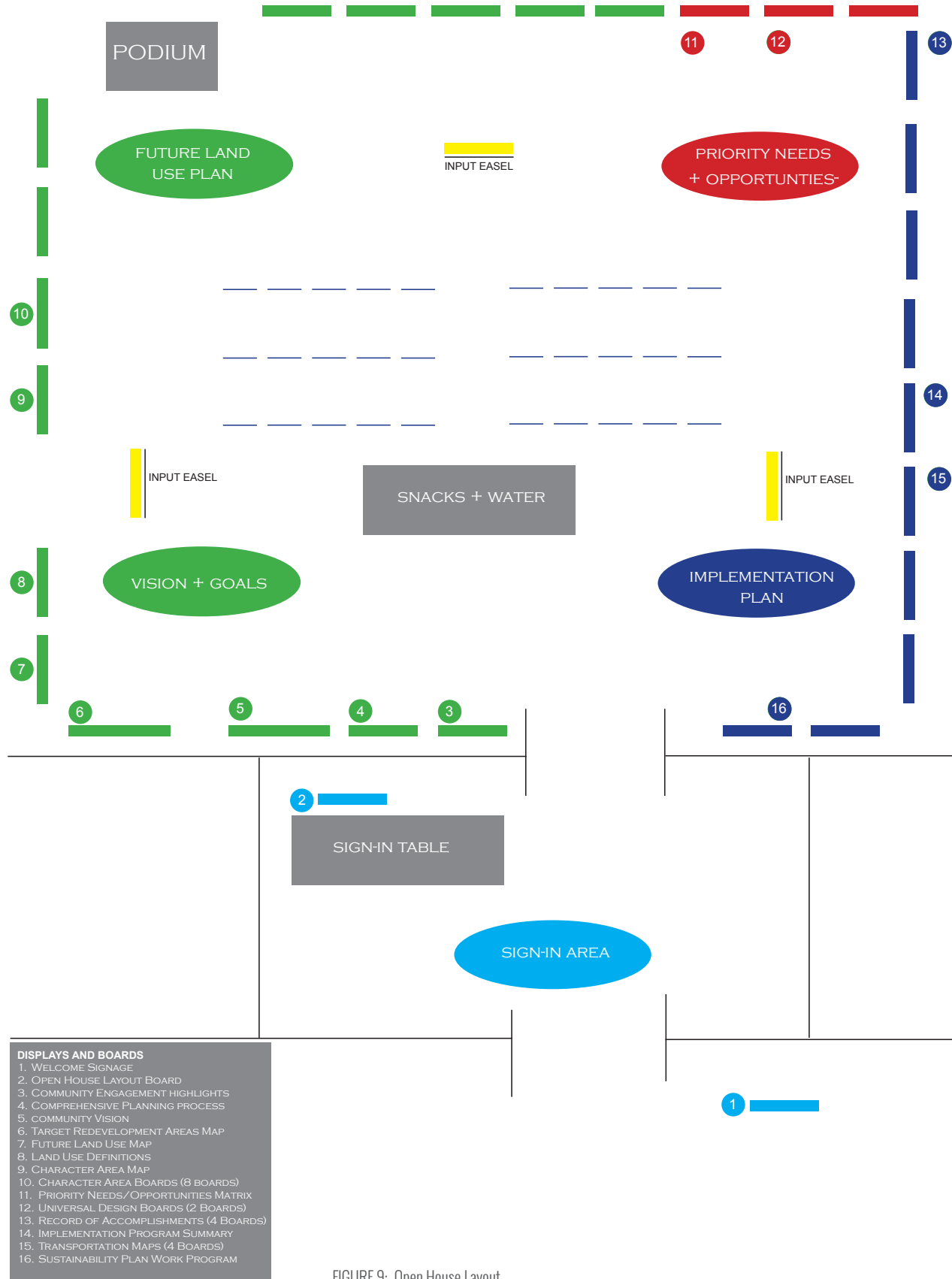
Recap + Adjourn

At the end of the presentation, the floor was opened up to questions and answers and participants were invited to offer comments and speak the project team directly.

Questions and Comments

Questions and comments received included the following:

1. Proposed transportation improvements as per chart is a back door attempt to make changes to the 2011 Comprehensive Transportation Plan which does not expire until 2016. Bike lanes on Tilly Mill (and Womack) are not in the 2011 CTP and should not be included in this 2015 Comprehensive Plan 5 year update.
2. The changes to the 2011 CTP were not presented at any of the public workshops that were attended by the citizens.
3. Bike lanes will improve traffic flow and provide alternatives to automobile transportation. I support additions to 2011 CTP and feel that most drivers do as well.
4. Adding car lanes just means more cars cutting through Dunwoody.
5. June 2015 is not too soon to start considering the 2016 CTP
6. I would like to see more plans around recreational space for children and families



7. Where is the preservation of historic resources addressed?
8. [The Arts] Needs a higher priority, build upon existing resources to further support the cultural arts. Preserve our assets! Make cultural arts a focal point, encompasses citizens of all ages
9. Include arts as an economic factor as has the state.
10. Update historic resources on the maps, not all the historic sites or cemeteries are shown.
11. Regarding trails, the City should look into trails along the power line easement, and should consider alternative alignments in the Perimeter area for the currently proposed trail.
12. The proposed alignment of the slip ramp at Ashford Dunwoody may impact a historic cemetery. Has that been looked into?

B.6 COMMUNITY SURVEY SUMMARY

B.6.1 OVERVIEW

As a part of the outreach process for Shape Dunwoody, the City of Dunwoody hosted an online survey with the goal of collecting input on overall vision, priority needs, and areas where greater understanding of community preference was needed. The survey was hosted at connectdunwoody.com and promoted through the city's website, weekly emails, survey cards handed out at community events, and related Shape Dunwoody activities, including workshops and emails to the project-specific outreach list. The survey debuted on April 16 and closed on May 29, 2015.

B.6.2 PARTICIPANTS

There were 120 people that participated in the survey. Nearly all participants live in Dunwoody (96 percent) and roughly a quarter (26 percent) work in Dunwoody.

Participants ranged in age, with the greatest number (52 percent) in the 35-50 year old range, followed by the 51-64 year old range (28 percent). The 18-24 year old age range was underrepresented (only 1 person participated).

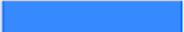



The vast majority of participants were homeowners, 99%, and 45% of them earned a total household income of over \$150,000. So survey was able to reach the typical Dunwoody single family homeowner, but not renters or lower to moderate income households.

B.6.3 RESULTS

Living in Dunwoody

Two questions asked about participants' plans to live in Dunwoody for the next five years and long term living plans for retirement. The questions were designed to better understand if Dunwoody was a desirable and accessible place to live. Roughly 92 percent said they plan to live in Dunwoody for the next five years. Only 48 percent said they plan to retire in Dunwoody (the question did not take into account those that had already retired). 20 percent said they did not plan to retire in the city.

2. If you selected "live in Dunwoody" for question 1, do you plan to live in Dunwoody for the next 5 years?

		%	Count
Yes		91.5%	108
No		0.8%	1
N/A		4.2%	5
Other		4.2%	5

3. If you are under retirement age, do you plan to retire in Dunwoody?

		%	Count
Yes		47.9%	57
No		20.2%	24
N/A		15.1%	18
Other		20.2%	24

City Assets

The planning team desired to understand what key assets of the City of Dunwoody are most important to the community. To do this, the survey asked participants to rank livability characteristics of the city in order of importance. The results showed the following in range of importance

- Great Neighborhoods
- Quality Schools
- Park Space
- Central location in the Atlanta Region
- Effective Leadership
- Access to Shopping
- Recreational services and programs

Vision

To support the visioning aspect of the Comprehensive Plan, the survey asked participants what they would like Dunwoody to be in 20 years. A variety of responses were given, though most focused on maintaining the neighborhood character of the community with good parks, schools, and small town charm. Several respondents showed interest in being similar to Brookhaven and Roswell. Below is a wordle that highlights those words most frequently used in the responses:

all atlanta better center **community** downtown **dunwoody**
 families family feel **friendly** great infrastructure less **live**
 more neighborhood own **parks** people **place** play quality quiet
 restaurants roswell safe school **schools** shops small space system
 town traffic vibrant walkable where work

Gateways

One need that had been identified early on in stakeholder discussions was to better define Dunwoody's identity with a potential action item to focus on improving the city's gateways. To help further this potential need, the survey asked community members to rank entry points into the city in order of importance for future investment.

Most Important Gateways (in order of importance as identified by survey participants)

1. Mount Vernon Road at western city boundary
2. Ashford Dunwoody Road and I-285
3. Roberts Drive and Spalding Drive
4. Mount Vernon Road at eastern city boundary
5. Chamblee Dunwoody Road at I-285
6. Tilly Mill Road at Peachtree Industrial Boulevard
7. North Peachtree Road at I-285
8. Peeler Road at Winters Chapel Road
9. Shallowford Road at I-285
10. Dunwoody MARTA station

Streets + Pedestrian Enhancements

The survey asked what streets in the city would most benefit from pedestrian enhancements. A few key roads rose to the top, followed by a variety of other roads. Most common responses were:

1. Mount Vernon Rd
2. Chamblee Dunwoody Rd
3. Roberts Drive
4. Vermack Rd
5. Winters Chapel Rd
6. Tilly Mill Rd
7. Womack Rd

Character Areas Requiring Greater Focus

As part of the planning process, the planning team sought to better understand what the needs of four character areas that had less advanced planning than some of the other areas of the city. To this end, survey participants were asked what are the top three needs of the following four character areas. A map of each area was shown to help frame the response. Top responses are shown as follows.

North Peachtree Gateway Area

1. Beautification of the area, Streetscapes, Gateway features
2. Traffic control and calming
3. Pedestrian access and trails
4. Redevelopment of the apartments

Tilly Mill Gateway Area

1. Traffic control and calming
2. Beautification of the area, Signage, Gateway features
3. Public safety and crime control

Peachtree Industrial Area

1. Beautification of the area, Streetscapes, Gateway features
2. Traffic control and calming
3. Redevelopment of aging apartments
4. Public safety and crime control

Residential Neighborhoods

1. Sidewalks
2. Traffic control and calming
3. Road maintenance
4. Land Use Controls and code enforcement

Housing Products or Policies

One goal of the comprehensive plan update was to develop a better understanding of the types of different housing products and policies that the community would support moving forward. The results were as follows:

TYPE OF HOUSING PRODUCT	NOT SUPPORT	SUPPORT	HIGHLY SUPPORT	UNSURE
Age Restricted Rental Housing	19%	43%	25%	12%
Age Restricted Owner Occupied Housing	30%	35%	12%	22%
Age restricted (senior) owner-occupied housing (such as flats)	22%	47%	18%	13%
Developer Incentives to encourage workforce housing	43%	23%	13%	19%
Housing to Support Young Professionals	1%	47%	27%	8%

Housing Features to Accommodate Seniors




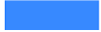

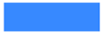


Participants were asked what housing features are necessary to accommodate senior residents. The following responses were the most common, with 43% of the respondents stated that single story developments were the most desirable. The other common responses listed below were offered in less than 10% of the total responses.

1. Single story – 43%
2. Easy access with zero step entry – 9%
3. Elevators for multistory homes and for stacked flats – 7%
4. Transportation and accessibility to community resources – 7%

Recreational Facilities/Programs

The Parks, Recreation and Open Space Master Plan conducted in 2011, found that the city was very deficit in offering recreational facilities and programs. Since then the City has made investments in improving the conditions, so the planning team was interested to find out what types of facilities and programs were still needed. The responses below indicate that a wide variety of facilities and programs are still needed, with multi-use trails, additional greenspace or open space as part of a private development, and Performing Arts Center all selected by 50% or more of the respondents.

14. What types of additional recreational facilities/programs are needed in the city? (please mark all that apply)

		%	Count
Multi-use Trail		57.0%	57
Active Park Expansion		46.0%	46
New Park Space		43.0%	43
Youth Sports Team Programs		49.0%	49
Greenspace or open space as a part of private development		54.0%	54
Performing Arts Center		50.0%	50
Nothing		5.0%	5
Other		31.0%	31

Priorities for City Investment

Several key priorities for city investment were identified early in the planning process, so the planning team wanted to gauge the public's sense of priority among these items. As can be seen below, "Making streets more welcoming to pedestrians and cyclists came out on top.

15. Please rank the following opportunities in order of priority for city investment? (First being top priority, Last being lowest priority)

1. Making streets more welcoming to pedestrians and cyclists
2. Supporting cultural and performing arts
3. Expanding and enhancing parks and recreation resources
4. Creating a civic center that may include: city hall, public space , and community meeting area
5. Improve entry points into the city
6. Continuing to attract and expand businesses

Alternative modes of transportation

Throughout the Shape Dunwoody planning process, concerns about traffic was a commonly expressed, so the planning team wanted to find out what more could be done to encourage walking, cycling, and transit.

For walking, the need for better connections to stores, businesses, and other areas along with simply more sidewalks making these connections were the common responses. The need for pedestrian lighting also gathered more than 50% of the responses.

For transit, a need for better transit destinations, along with convenience of time and convenience of location also ranked high.

For biking, better separation between biking area and traffic ranked the highest suggesting the need for more multi-use trails.








Walking in Dunwoody

16. What would encourage you to spend more time walking in Dunwoody? (select all that apply)

		%	Count
Additional Sidewalks		71.6%	73
Wider Sidewalks		39.2%	40
Trees and Landscaping		43.1%	44
Pedestrian Lighting		57.8%	59
Pedestrian Signage		27.5%	28
Public Art		23.5%	24
Connection to stores, businesses, and other areas		75.5%	77
Nothing		2.9%	3
Other		28.4%	29


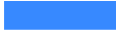





Taking Transit in Dunwoody

17. What would encourage you to take transit (bus or rail) more often? (select all that apply)

		%	Count
Convenience of Time		43.6%	44
Convenience of Location		42.6%	43
Cost		15.8%	16
Increased sense of safety		29.7%	30
Better transit destinations		46.5%	47
Nothing		24.8%	25
Other		14.9%	15

Biking in Dunwoody

18. What would encourage you to bike more in Dunwoody? (select all that apply)

		%	Count
More bike lanes		34.3%	35
Better separation between biking area and automobile traffic		58.8%	60
Additional bike parking facilities		13.7%	14
Access to bike share program		9.8%	10
Slower automobile traffic		31.4%	32
Nothing		26.5%	27
Other		20.6%	21

Priority Infrastructure or Community Facility Improvement

Finally, the survey asked a fill in the blank question concerning short term capital improvement priorities, specifically “19. What one infrastructure or community facility improvement you would like to see the City of Dunwoody accomplish in the next five years?”

Answers were fairly consistent with highest interest shown in the following, in order of number of responses:

1. Road improvements, particularly paving and general road maintenance
2. Building a performing arts or cultural center
3. Creating a City Hall or City Center
4. Recreational improvements, particularly to Brook Run Park
5. Building a community center or indoor recreation space
6. More bike lanes and trails

B.7 INPUT COLLECTED FROM INPUT WALL

My number one priority for Dunwoody's future is . . .

- July 4th Parade – Timing is slow!
- First Aid or emergency preparedness center at Brook Run Park
- Notify community ahead of time when Peeler Road entrance to Brook Run being closed
- Continued focus on families and accessibility
- More planners
- Make it like Walt Disney World
- More sidewalks (1 agrees)

- Theme park (1 agrees)
- Address the traffic on Mt. Vernon
- Splash park (2 agree)
- No round-a-bouts (too much traffic, causes accidents)
- Outdoor amphitheater
- More village green space! (1 agrees)
- Walking and biking trails
- All the pretty parents
- More multi-use trails
- Bike lanes (1 agrees)
- Trails (1 agrees)
- Fix traffic problems down Mt. Vernon Road
- Basketball Courts
- Splash park (5 agree)
- No round-a-bout (they work for light traffic, not heavy!)
- Look at what Roswell has done with parks and trails (1 agrees)
- More sidewalks
- Family friendly (1 agrees)
- Soccer (1 agrees)
- Water feature
- No more homeless people and animals
- Soccer field (3 agree)
- Better public transportation access
- Water fountains on spickets on walking trail
- More parks to play in (3 agree)
- Pool (4 agree)
- Bicycle trails (1 agrees)
- Less fires
- Widen Dunwoody-Chamblee Road
- Wider Streets
- More parties
- Our own school system (8 agree)
- More walking and biking paths
- Fix North Peachtree/Peeler/Tilly Mill intersection

* C TECHNICAL ANALYSIS

The Technical Appendix provides the supporting information gathered in preparing the Shape Dunwoody Plan. It contains all necessary information in accordance with Department of Community Affairs' (DCA) guidelines for the Comprehensive Plan. Much of the baseline information was carried forward from the original 2030 Comprehensive Plan and updated where appropriate to account for changing conditions.

C.1 POPULATION AND HOUSING

The heart of the Dunwoody community is its residents and households. This chapter provides a snapshot of the demographics of the community in the effort to gain a better understanding and insight into its needs, desires and vision. This information was paired with input from both Dunwoody leaders and community members to identify various trends in the city, and to help project its future needs.

C.1.1 METHODOLOGY AND SOURCES

Historical data examined in this section was obtained primarily from the U.S. Census Bureau, while demographic projections were obtained from Atlanta Regional Commission. The primary source for basic population data was the U.S. Census Bureau Population Estimates program and Decennial Census counts. For the most recent data available, the 2009-2013 American Community Survey (ACS) was used. For 2009 estimates, the 2005-2009 American Community Survey was used. Due to the size of the geography, ACS estimates are five-year averages. Population and household projections for the period between 2015 and 2040 were obtained from the Atlanta Regional Commission. They were extracted from the Atlanta Regional Commission (ARC) Travel Demand Model which provides projections for every Transportation Analysis Zone (TAZ).

Data for the Atlanta MSA refers to the Atlanta-Sandy Springs-Roswell, Georgia Metropolitan Statistical Area, as defined by the February 2013 Office of Management and Budget Bulletin, which consists of 29 counties: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Morgan, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton.

C.1.2 ASSESSMENT OF EXISTING CONDITIONS

Historic population growth

In 2000, Dunwoody's population was 38,344. In 2014, the most recent year for which U.S. Census Population Estimates are available, the city's population was 48,000, or 25.2 percent higher than 14 years ago. Since 2010, when the city was officially formed, the population increased by 3.7 percent. While Dunwoody has experienced more rapid population growth than DeKalb County in the long term, its northern neighboring peer cities and the metro as a whole have grown considerably more rapid pace.

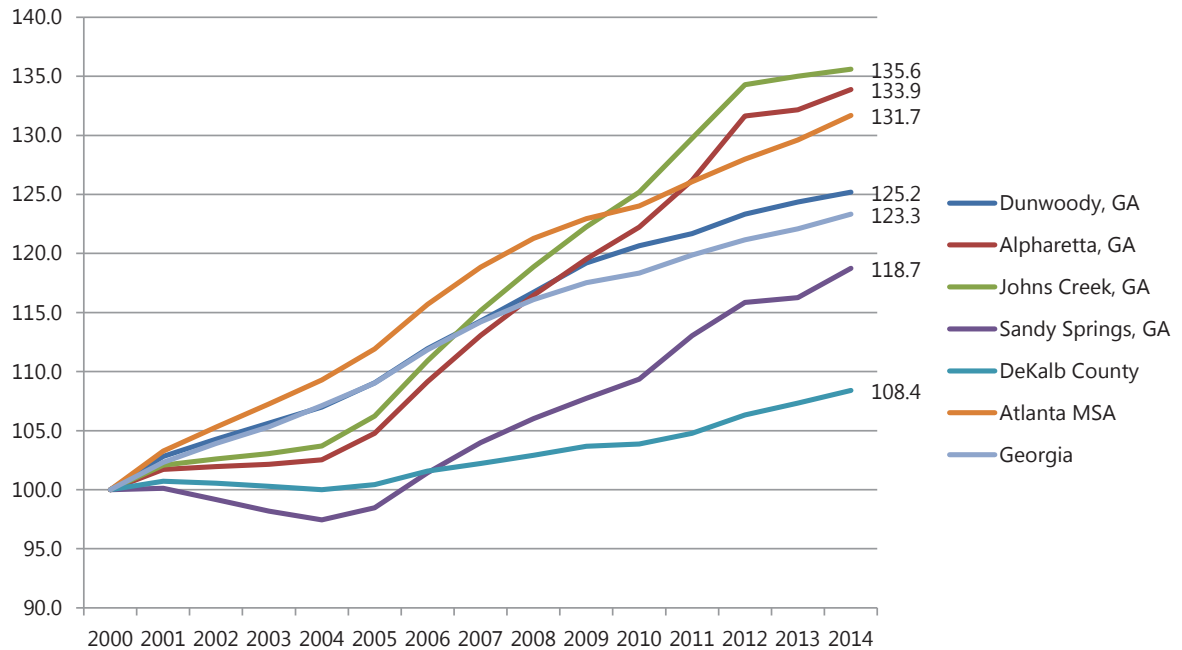
POPULATION BY CITY

	2000	2004	2010	2014	1-Year Change	4-Year Change	10-Year Change	14-Year Change
Dunwoody, GA	38,344	41,025	46,267	48,000	0.7%	3.7%	17.0%	25.2%
Alpharetta, GA	47,086	48,279	57,551	63,038	1.3%	9.5%	30.6%	33.9%
Johns Creek, GA	61,289	63,562	76,728	83,102	0.4%	8.3%	30.7%	35.6%
Sandy Springs, GA	85,821	83,631	93,853	101,908	2.1%	8.6%	21.9%	18.7%
DeKalb County	666,158	666,204	691,893	722,161	1.0%	4.4%	8.4%	8.4%
Atlanta MSA	4,263,135	4,659,574	5,286,728	5,614,323	1.6%	6.2%	20.5%	31.7%
Georgia	8,186,653	8,769,252	9,687,653	10,097,343	1.0%	4.2%	15.1%	23.3%

Source: U.S. Census Bureau Population Estimates

The following chart allows for comparison of growth over time of different sized geographies indexed to 2000. Since 2000, Dunwoody growth trajectory has closely resembled that of the state, with steady, comparatively moderate growth. The 29-county Atlanta metropolitan area has grown consistently throughout the 14-year period, with slightly more rapid growth during the years leading into the Great Recession. Alpharetta and Johns Creek have enjoyed comparatively rapid growth since 2005. Also, since 2005, Sandy Springs has climbed at a faster pace than Dunwoody but started after losses at the beginning of this time period. Compared to the examined geographies, DeKalb County has experienced nearly flat population growth but has begun to see a faster growth rate since the end of the Recession.

POPULATION INDEX, 2000 = 100



Source: U.S. Census Bureau Population Estimates

Population and Household Projections

The Atlanta Regional Commission (ARC) provides population and household projections for every Transportation Analysis Zone (TAZ) in the ARC Travel Demand Model. Through the use of Geographic Information System (GIS), projections for just Dunwoody were extracted. As the numbers indicate, the City is projected to benefit from slow steady population growth for the next twenty-five years, rising from approximately 46,665 in 2015 to a projection of 52,295 in 2040. Similarly the number of households is anticipated to rise at a slightly faster rate, rising from an estimated 20,421 in 2015 to a projected 23,432 in 2040. This indicates that the average household size is anticipated to drop from 2.28 in 2015 to 2.23 in 2040.

DUNWOODY PROJECTED POPULATION AND HOUSEHOLDS, 2015 TO 2040

Year	Population	Average Annual Growth Rate	Households (HH)	Average Annual Growth Rate	Average HH Size
2015	46,665		20,421		2.28
2020	47,778	0.48%	20,981	0.55%	2.28
2025	48,301	0.22%	21,281	0.29%	2.27
2030	49,042	0.31%	21,692	0.39%	2.26
2035	50,301	0.51%	22,374	0.63%	2.25
2040	52,295	0.79%	23,432	0.95%	2.23

Source: ARC Travel Demand Model

The figures below display the projected population densities for each Dunwoody TAZ based on this ARC model, for both 2015 and 2040. As of 2015, the Perimeter Center maintains a population density of between 7 and 1.6 persons per acre, making it the densest population center in the city. The Georgetown, Winters Chapel and North Peachtree areas have an estimated 2015 density of between 7.2 and 8.2. The rest of the city which is primarily made up of single family homes of between 2.9 and 4.1 person per acre.

ARC projections indicate a general continuation of past population growth trends out to 2040. These projections indicate that the western portion of Perimeter Center will increase population density to 21 persons per acre, while the remainder of Perimeter Center and the city will remain near 2015 levels of population density. In short the northern, single family residential portions of the city are expected to retain their minimal population densities while Perimeter Center will continue to grow.

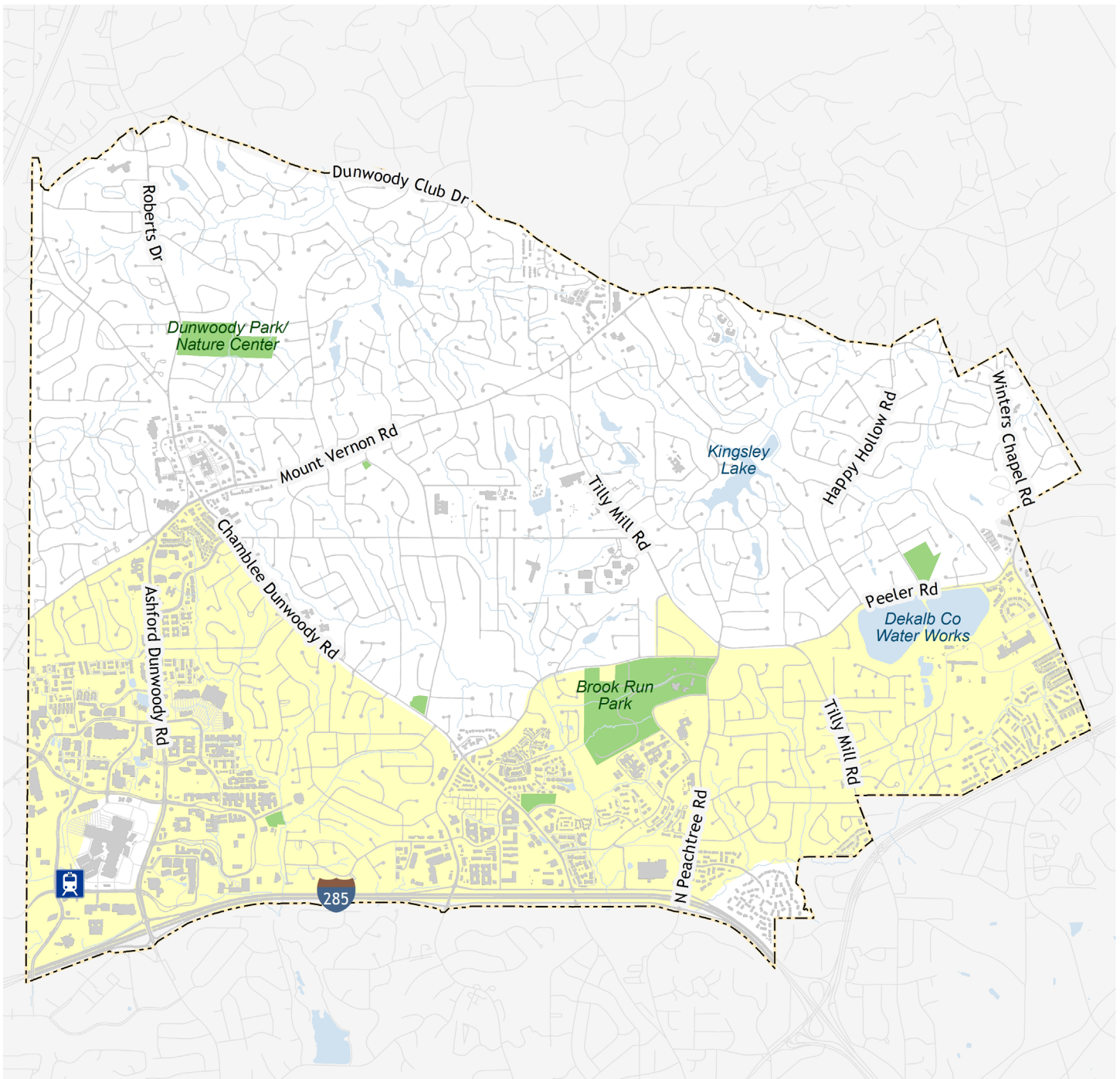
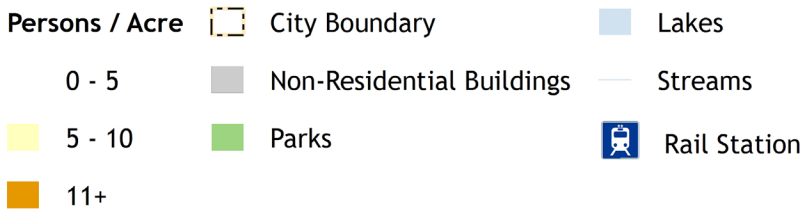


Figure 1: Dunwoody Population Density, 2015



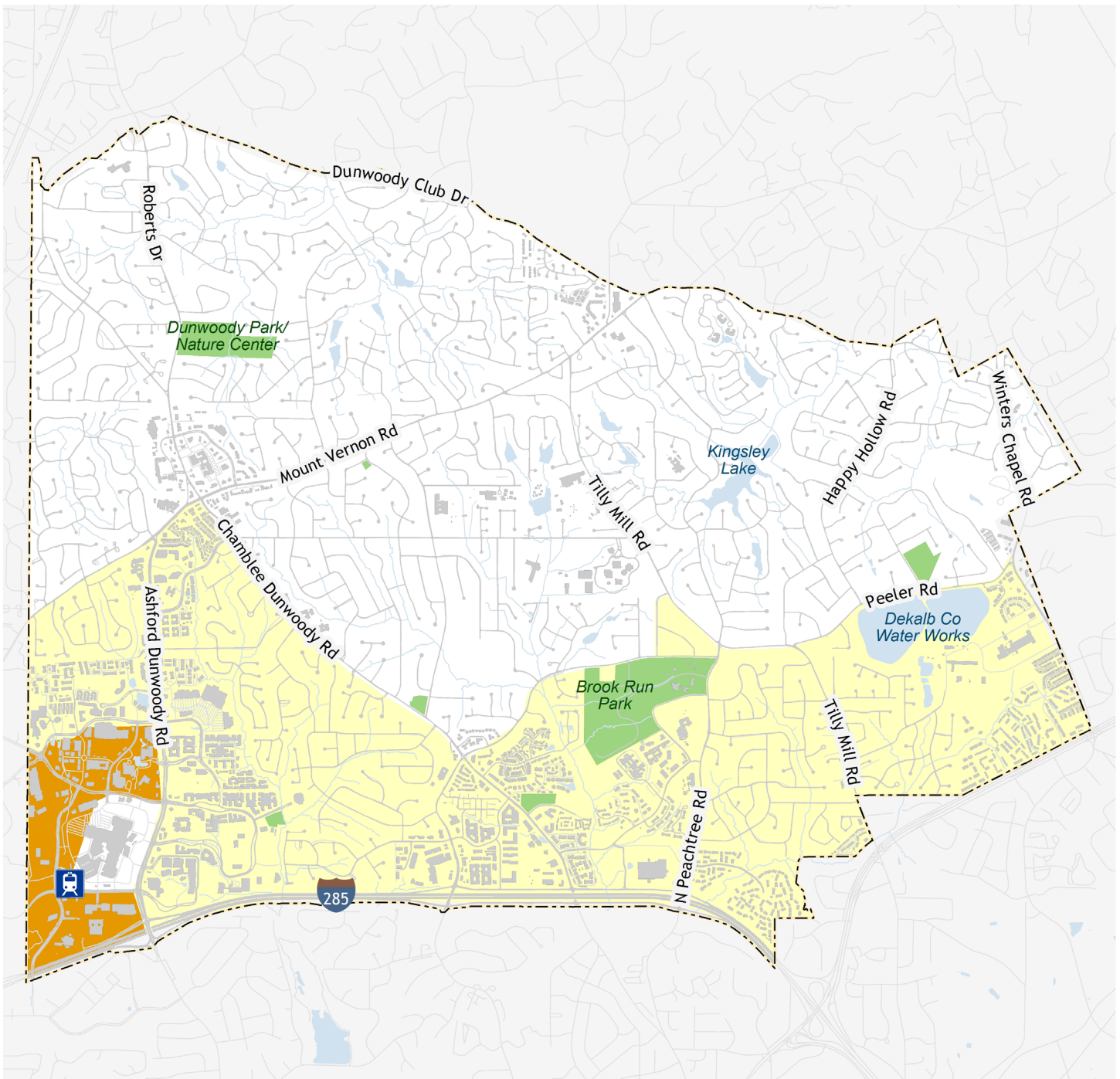
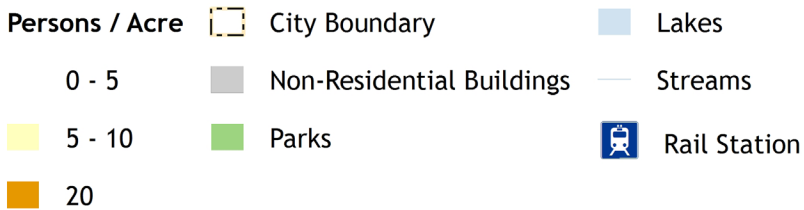
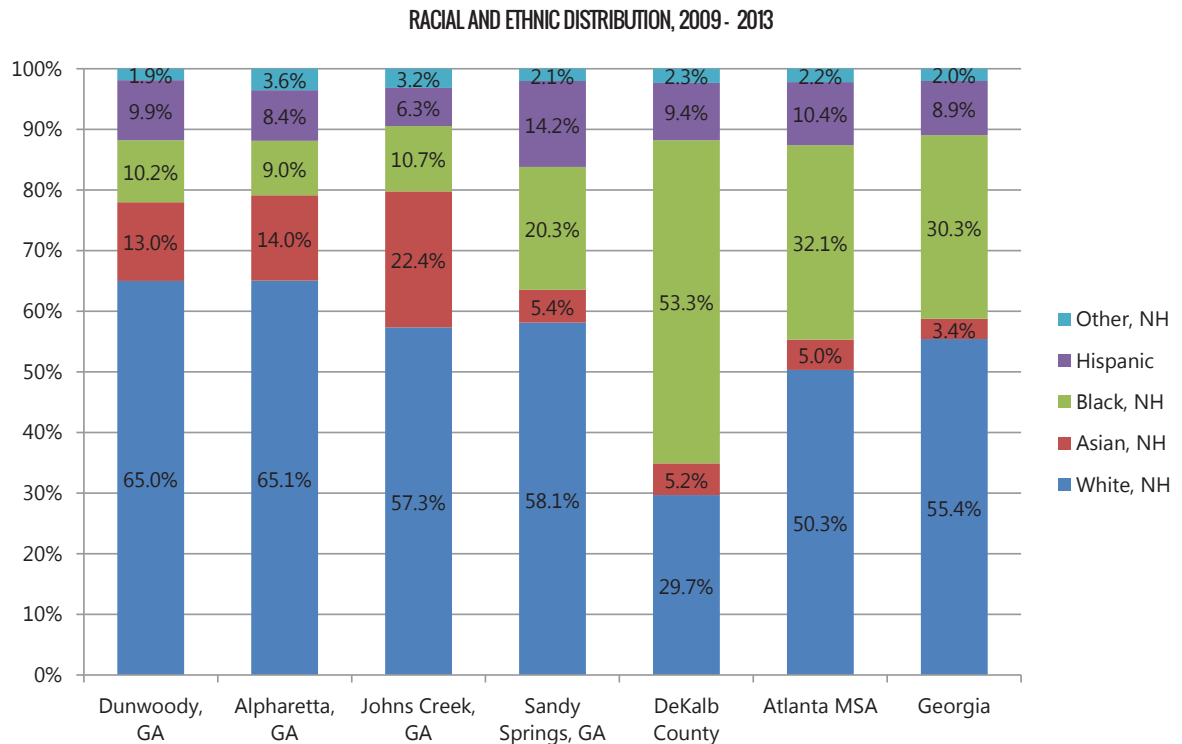


Figure 1: Dunwoody Population Density, 2040



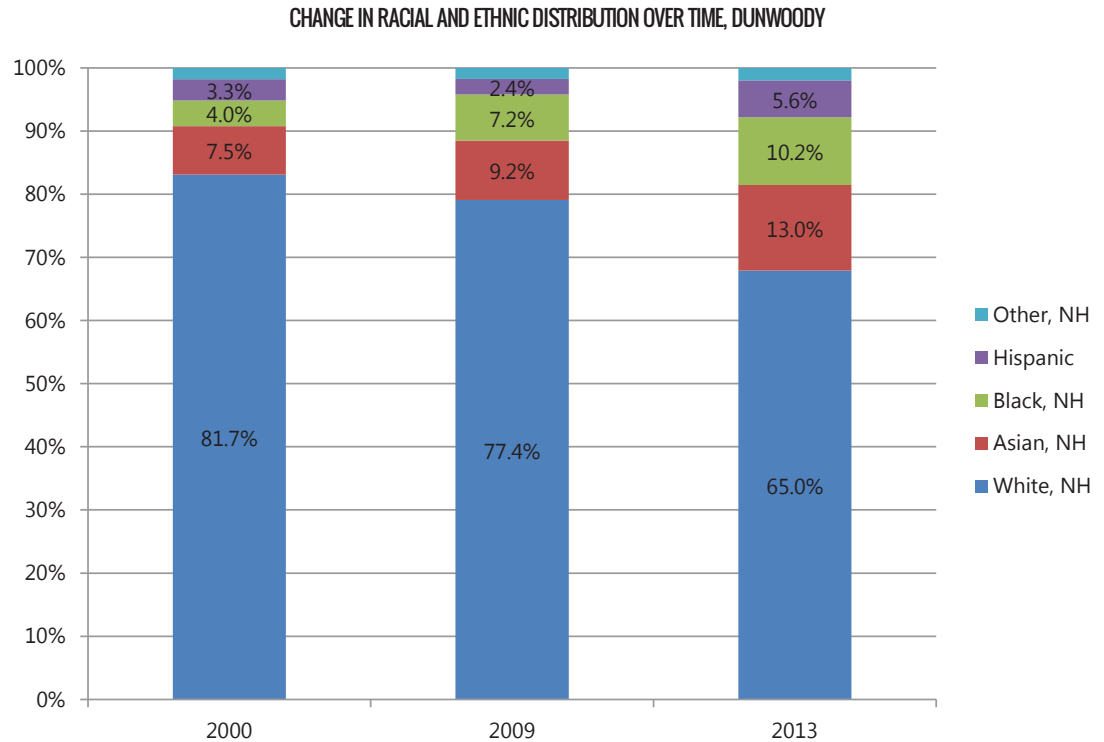
Racial/ethnic composition

The United States is headed towards “majority-minority” status, which, according to U.S. Census Bureau projections, is anticipated to occur for the first time in 2043. This is important because diversity is increasingly becoming a characteristic of successful cities. According to the John S. and James L. Knight Foundation’s Soul of the Community Project, three main qualities attach people to place: social offerings, the area’s aesthetics, and the area’s openness to all kinds of people. Thus, communities experiencing increasing diversity must address inclusion issues such as how welcoming newcomers feel, how open social and business networks are to newcomers, and how long it takes for leadership to reflect and/or to understand the changing needs of its constituents. Five Georgia counties have made the transition between 2000 and 2013, including Chatham, Douglas, Henry, Rockdale, and next door Gwinnett. In 2013, Dunwoody, along with Alpharetta, are the least diverse of the comparison cities, county, metro, and state.



Source: U.S. Census Bureau, 2009-2013 American Community Survey

Despite its comparatively low level of diversity in relation to the benchmark geographies, Dunwoody has indeed diversified over time. Dunwoody's white, not Hispanic population increased by 13.2 percent (or 3,531 residents) from 2000 to 2013, while its minority groups each grew at more rapid rates. The black, not Hispanic population increased by 262.5 percent (or 3,463 residents); the Hispanic population, by 183.5 percent (or 2,994 residents); and the Asian population, by 145.7 percent (or 3,594 residents). With these dynamics, Dunwoody has become more diverse over the 13-year period in terms of distribution. The white proportion of the population has decreased from 81.7 percent to 65 percent, while the proportions of all other groups have increased.



Source: U.S. Census Bureau, 2000 Decennial Census, 2005-2009 American Community Survey, and 2009-2013 American Community Survey
 Note: NH refers to not Hispanic. Other includes American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, and two or more races.

Household size

Dunwoody's average household size is 2.39, compared to the metro Atlanta average household size of 2.76 and state average of 2.71. Nearly half (48.5 percent) of Dunwoody households include children under 18, on par with Metro Atlanta (49.2 percent) and slightly more than the state average (46.4 percent). These differing dynamics reveal that Dunwoody has a high proportion of young professionals, both single and starting families, as well as empty-nesters who are aging in place. Sandy Springs has similar dynamics, while Alpharetta and Johns Creek have larger households on average as well as larger percentages of households with children. City residents and stakeholders have indicated that this is largely a result of the dichotomy between the dense Perimeter Center area, which is also the major jobs center of the city, and the rest of the city, which is primarily comprised of neighborhoods with owner-occupied single-family homes. These household dynamics are also reflected in the age distribution, as Dunwoody has a large proportion of 25 to 44 year olds and residents aged 65 and over but a comparatively small proportion of residents aged 17 and under.

HOUSEHOLD DYNAMICS, 2009-2013

	Average Household Size	% of Households with Children
Dunwoody, GA	2.39	48.5%
Alpharetta, GA	2.73	61.0%
Johns Creek, GA	3.10	61.7%
Sandy Springs, GA	2.31	46.3%
DeKalb County	2.59	46.5%
Atlanta MSA	2.76	49.2%
Georgia	2.71	46.4%

Source: U.S. Census Bureau, 2009-2013 American Community Survey

Age distribution

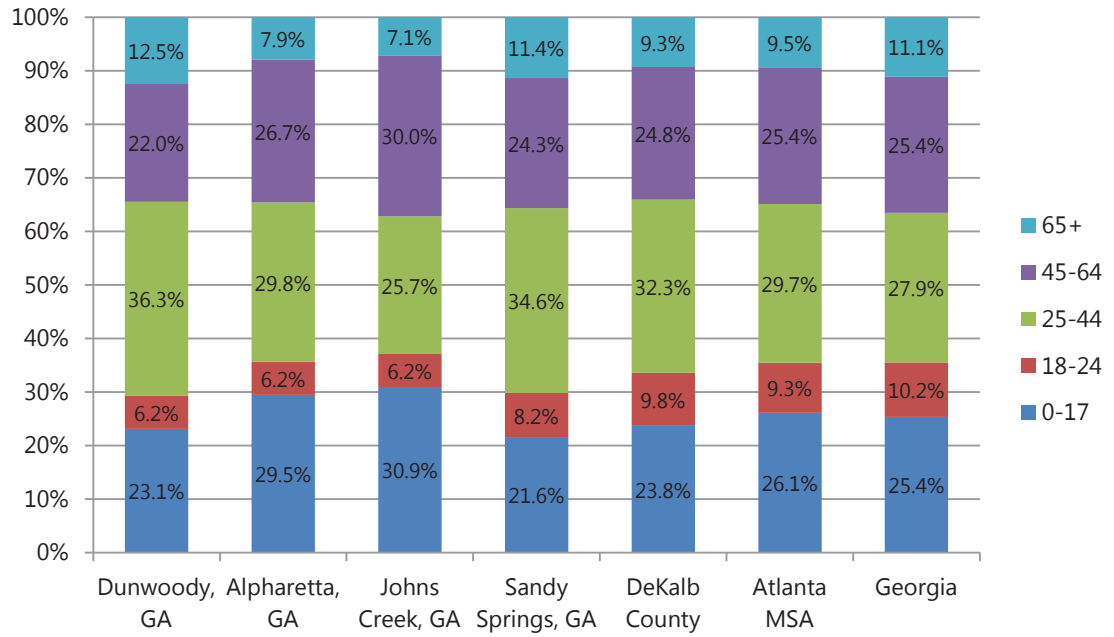
Dunwoody's location on the edge of the I-285 perimeter, geographically close to the City of Atlanta while having suburban qualities, has assisted in making Dunwoody a magnet for jobs and talent. In many communities nationwide, "young professionals," residents between the ages of 25 and 44 are a coveted group. This group is referred to as "young professionals" because they are typically at the beginning of their careers and are more likely than the average American adult to hold at least a bachelor's degree. The nation is in the midst of a historic shift as the aging Baby Boomer generation is exiting out of the workforce, and communities that are able to attract and retain younger residents will be able to replace retirees from careers and leadership roles more quickly and efficiently, mitigating potential shortages. Dunwoody is an interesting city as it is strong in the ends of the workforce spectrum, which has created issues between longstanding residents with desires to preserve the city's traditional neighborhoods and newcomers who are interested in multi-use housing options that are accessible by alternate forms of transportation, which will be discussed in more detail in the housing section of this document.

Compared to all of the geographies examined, Dunwoody's proportion of young professionals is the highest (36.3 percent of the total city population). This group is highly educated in Dunwoody—70.6 percent of the Dunwoody residents aged 25-44 hold a bachelor's degree or higher, a greater proportion than the college educational attainment of all adults 25 and up in Dunwoody (66.3 percent), which will be explored in a later section. This is a great asset for the city, as this proportion surpasses the college educational attainment percentages for this age group of all the comparison geographies, including the Atlanta metro where 37.6 percent of young professionals hold a bachelor's degree or higher. Additionally, 65.9 percent of households led by a young professional have household incomes of \$60,000 or more, compared to 64.6 percent of households led by 45-64 year olds and 45.0 percent of householders who are 65+.

To gauge workforce sustainability, the first step is to compare the number of young professionals to the number of seasoned professionals. In Dunwoody, the percentage of population in the young professionals group exceeds the percentage of Dunwoody residents between 45 and 64 (22.0 percent), many of whom are nearing retirement. This means that currently, there are enough younger workers to eventually replace seasoned workers. It is important to note, though, that the majority of residents commute to jobs outside of the city, so not only is this high quality talent base an asset for Dunwoody, but also the Atlanta region. From 2000 to 2013, Dunwoody's proportion of young professionals has increased while its proportion of seasoned professionals has decreased. Between 2009 and 2013, the population between the ages of 25-44 grew by 42 percent while the population between the ages of 45-64 grew by 7.5 percent. One reason for this outpace of growth by young professionals is in-migration. Of those who have moved to Dunwoody between 2009 and 2013, 36.7 percent were in the 25-44 age group.

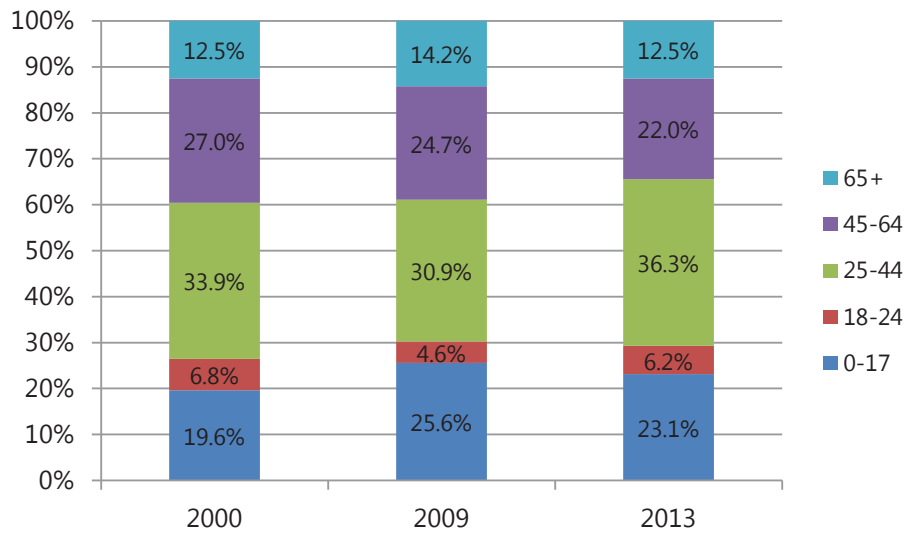
Retirees are another important group in Dunwoody. The percentage of Dunwoody residents aged 65 and older is 12.5 percent, a greater proportion than any of the comparison geographies. Over half of this group (52 percent) hold at least a bachelor's degree. This group is civically engaged and are business owners, former business owners, potential investors, and community leaders.

AGE DISTRIBUTION, 2009-2013



Source: U.S. Census Bureau, 2009-2013 American Community Survey

CHANGE IN AGE DISTRIBUTION OVER TIME, DUNWOODY



Source: U.S. Census Bureau, 2000 Decennial Census, 2005-2009 American Community Survey, and 2009-2013 American Community Survey

Tapestry Segmentation by the Environmental Systems Research Institute (Esri) gives more insight into who is living in Dunwoody. The 65 market segments of the Tapestry Segmentation system classify U.S. communities based on their socioeconomic and demographic compositions. There are eleven represented in Dunwoody. The majority of households fall into two categories: Metro Renters and Top Tier, consistent with the age and educational attainment findings above and with income findings in a later section. Explanations about each are as follows:

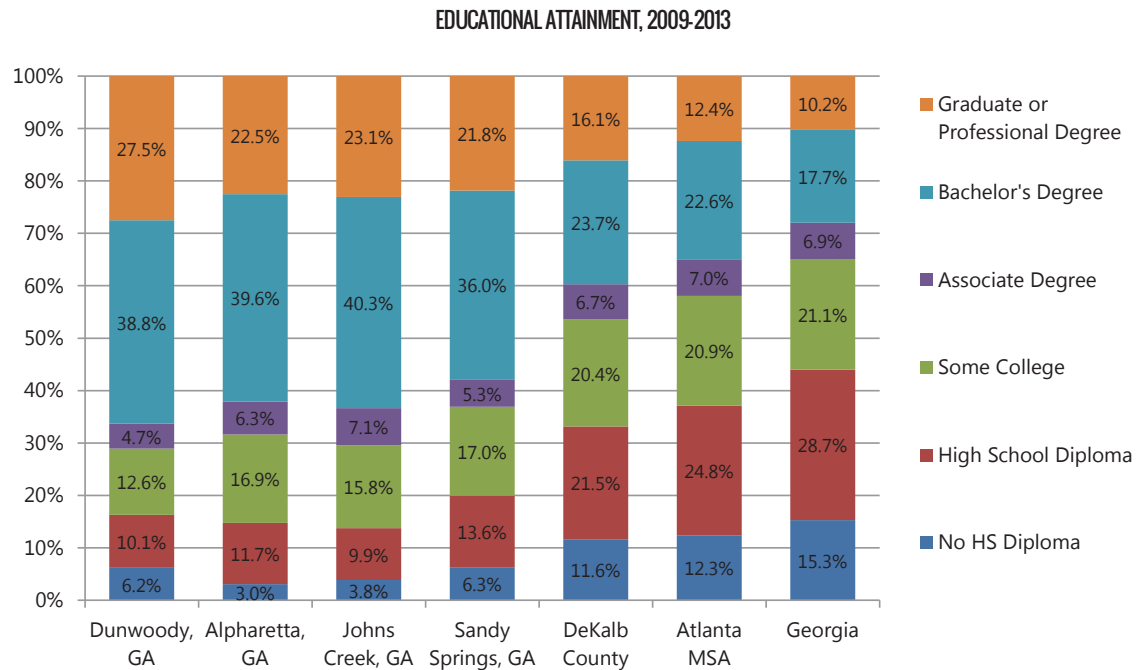
- **Metro Renters:** The largest group is classified as Metro Renters and comprise 36.7 percent of Dunwoody households. This demographic's average household size is 1.66 with a median household income of \$52,000. These residents are a median age of 31.8. Metro Renters tend to live in multiunit rentals near their place of employment and prefer public transportation, taxis, walking, and biking as modes of transportation. This group is well-educated, interested in the fine arts, willing to take career risks, and spend a large percentage of their income on rent, clothing, and the latest technology. They need nightlife, which includes bars and nice restaurants, and they shop at grocery stores that prioritize organic foods, such as Trader Joe's and Whole Foods.
- **Top Tier:** The second largest demographic, representing 23.1 percent of the city's households, is Top Tier, the wealthiest Tapestry market. These residents earn a median household income of \$157,000, over three times the U.S. household income, primarily from wages and salary, but also from self-employment income and investments. They also have a median net worth of \$567,000. They are generally married couples without children or married with older children. They prefer high-value single family homes and luxury cars. They enjoy going to upscale salons, spas, and fitness centers; attending the opera, classical music concerts, and charity dinners; taking expensive and frequent vacations, both domestic and international; and shopping at high-end retailers such as Nordstrom.
- **Enterprising Professionals** make up 6.4 percent of Dunwoody households. These are young, educated working professionals in science, technology, engineering, and mathematics (STEM) fields who may or may not be married. Their median household income is \$63,837, mostly from wages and salaries. This demographic moves frequently to find growth opportunities and better jobs, and they prefer to live in condos, townhomes, or apartments, whether they own or rent. They, like Metro Renters, rely on technology. They enjoy travel, both domestic and international. Unlike Metro Renters, they generally shop at mainstream grocery stores such as Publix. This group is diverse, and over 20 percent are Asian.
- **Savvy Suburbanites:** At 6.2 percent of Dunwoody households, this demographic are empty nesters with no children or adult children. They prefer to live in single-family homes in older neighborhoods and enjoy a suburban lifestyle of home renovations and gardening. They are not afraid of debt and are likely to carry first and second mortgages and home equity lines of credit. They are physically active and they enjoy cultural events, good food, and wine. This group prefers late model, family-oriented vehicles. This group is largely comprised of whites.
- **NeWest Residents** comprise 5.2 percent of Dunwoody households. They are a young Hispanic market, and many are new to the English language. Over half of these households have children with an average household size of 3.32, and female labor participation for this group is low because of their parenting responsibilities. A large portion of their income is spent on baby and children products. Men in this group tend to work blue collar jobs, and the median household income is \$28,000. These consumers have not yet adopted American activities like watching sports on television, listening to popular music, or dining out often. They generally live in multiunit rental properties.

- **Exurbanites:** At 4.9 percent of households, this group is approaching retirement and are well-educated, active in their communities, are philanthropic, and enjoy traveling. They enjoy being close to large metropolitan centers for access to the arts, but prefer to live in less crowded neighborhoods in affluent single-family homes. Their median household income is \$98,000. They prefer late model luxury cars or SUVs. Gardening and home improvement are regular activities, and they try to stay physically fit.
- **Young and Restless:** This group represents 4.7 percent of households. They are well-educated young, diverse workers, some of whom are still pursuing a college education. They are employed in professional and technical occupations and sales and office support occupations. This group ranks in the top 5 for renters, movers, college enrollment, and labor force participation. The majority of them live alone or in shared nonfamily households. The median household income is \$36,000 but they are striving to move forward in improving themselves. They are careful shoppers and demonstrate little brand loyalty. They are also smartphone/device-dependent. They purchase organic foods but frequent fast food restaurants.
- **Urban Chic:** 4.6 percent of households, this group has an average household size of 2.37, and over half of these households include married couples. They are well-educated, well-connected, well-traveled, environmentally aware, and financially stable. The median household income is \$98,000. They are likely to own their homes, which range from pre-war to recent constructions, and from high-rise to single-family. These residents are employed in white-collar managerial, technical, and legal occupations, and over 40 percent receive investment income. They are tech-savvy and are a top market for Apple computers. They shop at Trader Joe's, Costco, or Whole Foods and prefer organic foods and imported wine. They enjoy city amenities such as museums and art galleries and prefer to drive luxury imports and shop at upscale stores.
- **Emerald City:** 4.2 percent of households, these young, creative, and mobile residents are more likely to rent in lower-density, older, established neighborhoods. They are well-educated and employed in professional occupations. They are very conscious of nutrition and buy natural, green, environmentally friendly products. They use the internet for professional networking, blogging, and online dating. This group's median household income is \$52,000 and its average household size is 2.05.
- **Metro Fusion:** 2.1 percent of households, this demographic is young, diverse (mostly black, Hispanic, and foreign-born), and highly mobile. They are renters and generally live in midsize apartment buildings. Many of these residents have young children, and about a quarter of them are single parents. The average household size is 2.63. They work hard to advance in their careers, and the median household income is \$33,000. They are fashionably trendy and are brand loyal. They shop at discount grocery stores, Kmart, and Walmart, and do not dine out often.
- **Professional Pride:** 1.9 percent of households, this group consists of well-educated, tech-savvy career professionals and prefer suburban upscale lifestyles that require long commutes. Most of these households have two or three vehicles. Families are mostly married couples, and half of these families have children, with an average household size of 3.11. They prefer newer homes with energy upgrades. These residents are financially savvy and receive interest and dividend income. They have a median household income of \$127,000, and a median net worth of \$540,000. They are frequent travelers, and generally own the latest technology.

Educational attainment

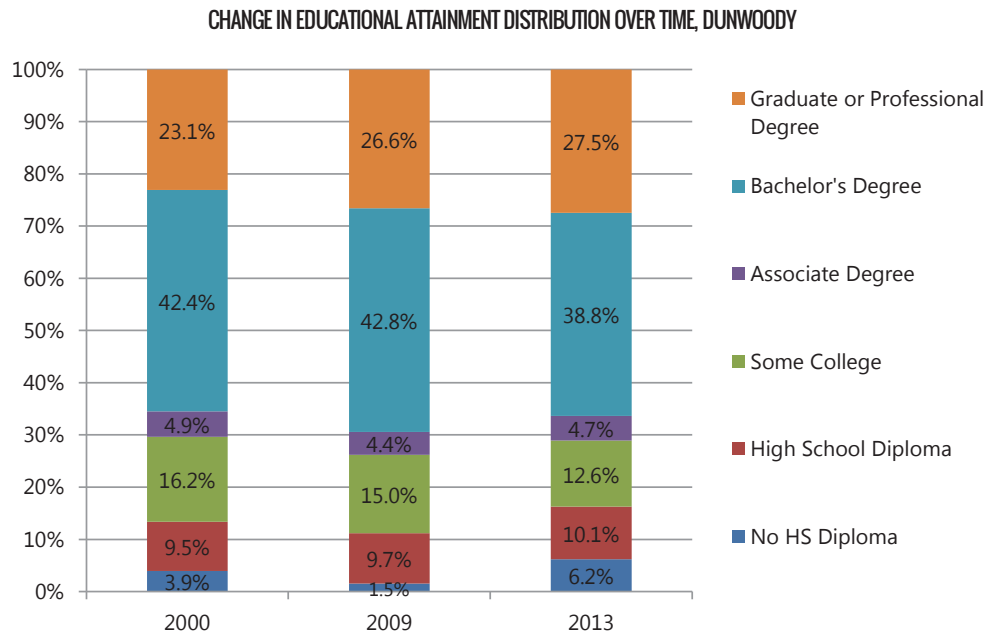
As already noted, Dunwoody is a well-educated place. This is important because education and income are closely linked. According to the Bureau of Labor Statistics, in 2014, the national median weekly earnings of holders of a bachelor's degree alone were, on average, more than 1.3 times higher than the median of all workers. Further, workers with post-secondary degrees had lower unemployment rates than the average for all workers.

Roughly two-thirds of Dunwoody's adults aged 25 and older hold a bachelor's degree or higher—a proportion higher than that of all of the comparison geographies examined. Notably, 27.5 percent of Dunwoody adults hold a graduate or professional degree, a significantly higher percentage than in any other geography. Similarly, roughly two-thirds of in-migrants hold at least a bachelor's degree, indicating that Dunwoody is both attracting and retaining educated residents.



Source: U.S. Census Bureau, 2009-2013 American Community Survey

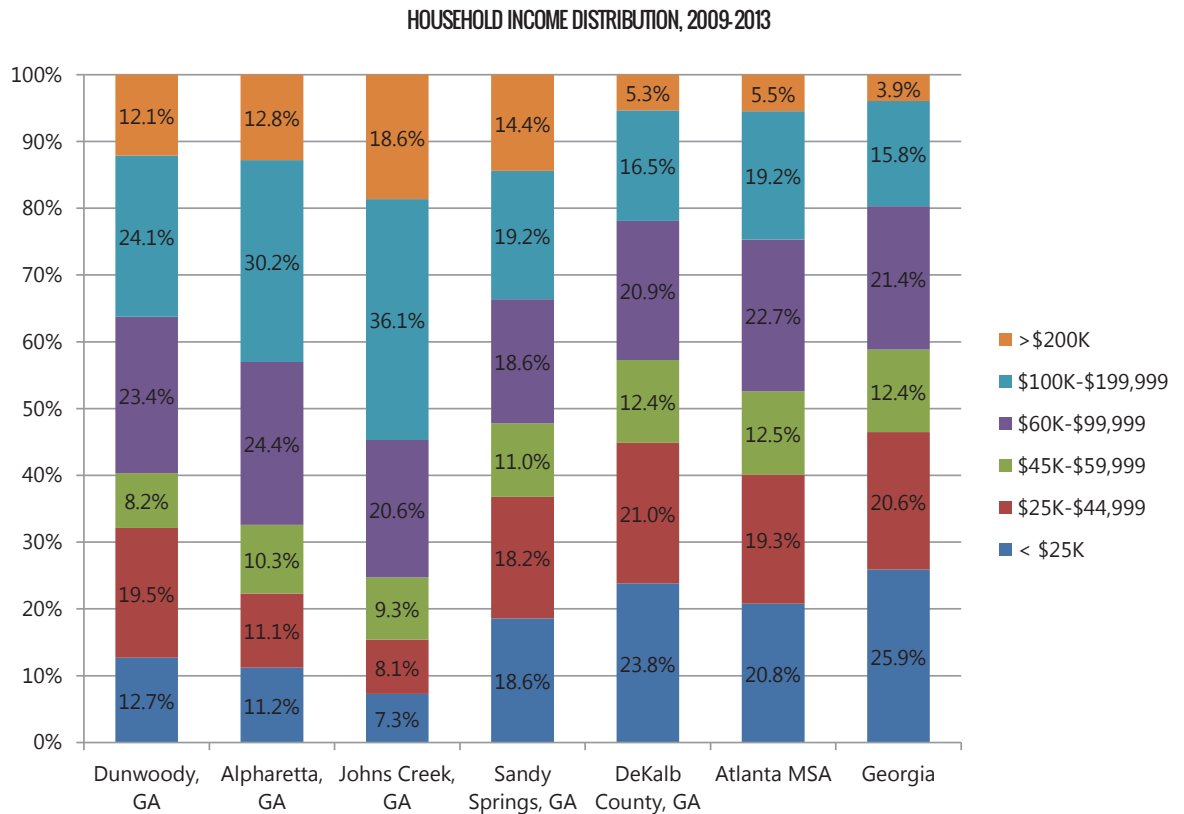
On the other end of the spectrum, however, Dunwoody's percentage of adults without a high school diploma (6.2 percent) is slightly elevated when compared to other highly educated communities. Although this percentage is significantly less than in the county (11.6 percent), metro (12.3 percent), and state (15.3 percent), it is on par with Sandy Springs (6.3 percent) and higher than in Alpharetta (3.0 percent) and Johns Creek (3.8 percent). Over time, Dunwoody's proportion of residents with a graduate or professional degree has steadily increased, while the proportion of bachelor's degree holders has decreased. From 2000 to 2013, the proportion of adults in Dunwoody without a high school diploma increased from 3.9 percent to 6.2 percent. This is an issue that should be monitored to ensure that opportunities for success are present for people across educational levels.



Source: U.S. Census Bureau, 2000 Decennial Census, 2005-2009 American Community Survey, and 2009-2013 American Community Survey

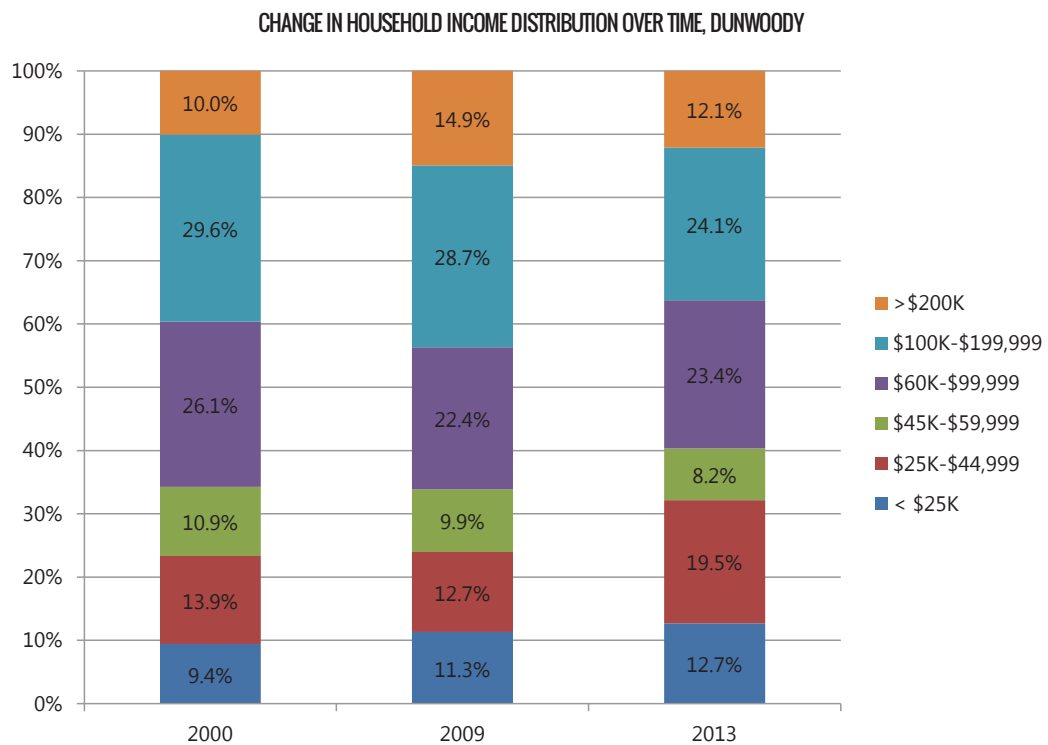
Household Income

Communities with high levels of educational attainment generally also have high income levels, and Dunwoody's household income distribution is consistent with that notion. Over 36 percent of households in Dunwoody have incomes of \$100,000 and greater, compared to 33.6 percent of Sandy Springs households, 21.8 percent of DeKalb County households, 24.7 percent of metro Atlanta households, and 19.7 percent of Georgia households. Alpharetta and Johns Creek, much wealthier communities in the metro, surpass Dunwoody in this proportion, as shown in the following chart. The number of households in these top-tier income brackets has grown since 2000—over the time period, households with incomes greater than \$200,000 increased by 981 households, or 71.1 percent, and the percentage of Dunwoody households bringing in \$100,000 to \$199,999 increased by 635 households, or 15.6 percent.



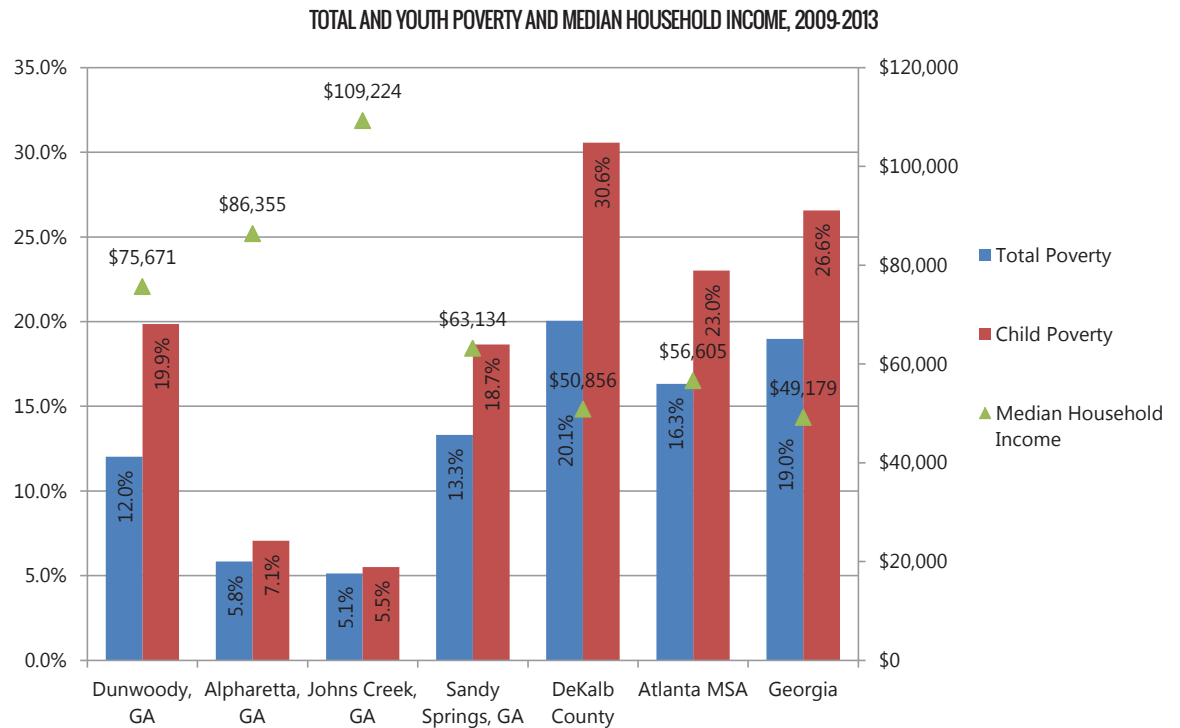
Source: U.S. Census Bureau, 2009-2013 American Community Survey

However, households in the lowest two income brackets have increased as well and at a higher rate. Between 2000 and 2013, Dunwoody gained 1,177 households with incomes less than \$25,000, a 91.1 percent growth rate, and 1,884 households with incomes between \$25,000 and \$44,999, a 98.7 percent growth rate. With this rapid growth at the low end of the spectrum, all income brackets except the very top (\$200,000+) have decreased in proportion over time. Dunwoody will need to work with its companies to ensure that there are opportunities for advancement in entry-level and skills-based jobs and with its social service providers to ensure that residents in need have assistance moving up the spectrum. Another consideration is housing, and ensuring that there are affordable workforce housing options for workers in jobs, particularly government jobs in fields such as education and public safety, that may not pay as much as lucrative corporate positions but are important to the fiber of the community.



Source: U.S. Census Bureau, 2000 Decennial Census, 2005-2009 American Community Survey, and 2009-2013 American Community Survey

Poverty statistics are another indicator of community well-being. In 2014, the federal poverty threshold for a family of four with two children was \$24,008. Dunwoody's most recent total poverty rate is 12.0 percent, which is lower than in all of the examined geographies except Alpharetta and Johns Creek. However, a greater percentage of youth are in poverty in Dunwoody. One in five residents aged 17 and under are at or below the poverty threshold in Dunwoody, a higher percentage than in all of the comparison cities. Both total and youth poverty in Dunwoody have increased since 2000. The fact that Dunwoody has a relatively high median household income (\$75,671) as well as increased poverty rates is another indicator that the middle class in Dunwoody is at risk. While these middle income brackets are still growing, they are growing at a significantly slower pace than the very wealthy and the very poor.



Source: U.S. Census Bureau, 2008-2012 American Community Survey

K-12 Education

Dunwoody stakeholders are proud of their public schools. In multiple input sessions, residents discussed how the public schools support the family environment that they desire to have in the city. One controversial topic related to public schools was whether or not Dunwoody should have its own school system rather than its current inclusion in the DeKalb County Schools system. There are ongoing efforts to break off from the system to create local control and report statistics reflective of local students only.

In 2013, roughly 3 out of 4 Dunwoody children were enrolled in public school, a low percentage compared to Alpharetta (89.6 percent), Johns Creek (90.1 percent), DeKalb County (85.0 percent), metro Atlanta (87.0 percent), and the state (87.9 percent). Private schools are much more of a resource for learning in Dunwoody in these aforementioned geographies. Of these cities, only Sandy Springs surpasses Dunwoody in the percentage of children enrolled in private schools. This suggests that parents have less confidence in public schools than in parents in other areas, especially when compared to Alpharetta and Johns Creek, which have high levels of household income and can afford to choose private schools if they wish.

Dunwoody has the lowest levels of students not enrolled in school. Only 33 students were unaccounted for, all in the 5-9 age range. While less than half a percent of Dunwoody's children are not enrolled in school, the other geographies have higher percentages that include all ages and levels between 5 and 17.

TYPE OF SCHOOL ENROLLMENT FOR CHILDREN 5-17, 2009-2013

	Public	Private	Not in School
Dunwoody, GA	74.5%	25.1%	0.4%
Alpharetta, GA	89.6%	9.1%	1.3%
Johns Creek, GA	90.1%	7.8%	2.1%
Sandy Springs, GA	66.8%	30.6%	2.6%
DeKalb County	85.0%	12.5%	2.5%
Atlanta MSA	87.0%	10.3%	2.7%
Georgia	87.9%	9.2%	2.9%

Source: U.S. Census Bureau, 2009-2013 American Community Survey

Dunwoody has five public elementary schools, one public middle school, and one public high school within its city limits. Overall, enrollment growth of Dunwoody students (16 percent) greatly surpasses that of DeKalb County and Georgia, suggesting that Dunwoody is indeed a city of choice for families with children. Elementary school enrollment across all schools has increased by 18.9 percent; middle school enrollment, by 23.6 percent; and high school enrollment, by 5.5 percent.

ENROLLMENT BY SCHOOL, DUNWOODY, 2009-2015

	2009	2010	2011	2012	2013	2014	2015	Change, 2009-2015
Dunwoody Total	5,533	5,777	6,026	6,209	6,285	6,288	6,418	16.0%
Austin Elementary	811	637	696	653	647	632	637	-21.5%
Chesnut Elementary	569	463	532	453	471	433	452	-20.6%
Dunwoody Elementary	-	726	738	966	952	932	978	34.7%
Kingsley Elementary	429	462	487	553	587	575	564	31.5%
Vanderlyn Elementary	1,004	800	827	730	778	777	713	-29.0%
Peachtree Middle School	1,131	1,174	1,251	1,344	1,339	1,378	1,398	23.6%
Dunwoody High	1,589	1,515	1,495	1,510	1,511	1,561	1,676	5.5%
DeKalb County	99,775	99,406	98,115	98,088	98,910	99,388	101,103	1.3%
Georgia	1,655,792	1,667,685	1,676,412	1,684,430	1,702,758	1,723,439	1,744,029	5.3%

Source: Georgia Department of Education

Approximately one of four students in Dunwoody public schools is eligible for free or reduced lunch. In order to be eligible for free lunch, family income must be less than 130 percent of the federal poverty threshold for a given family size. To be eligible for reduced priced lunch, family income must be less than 185 percent of the federal poverty threshold. Dunwoody's eligibility percentage is only slightly higher than the city's child poverty rate of 19.9 percent, and the percentage of students who may need additional services is significantly less than in DeKalb County Schools (73 percent) and in Georgia (62 percent). This percentage has increased slightly since 2011, when it was 23.5 percent.

In terms of racial and ethnic distribution, public school enrollment is more diverse than the city, with white students comprising roughly half (49.7 percent) of the Dunwoody public school population. Since 2011, Dunwoody schools have diversified slightly. In 2011, 51.2 percent of the student population were white. Over the three academic year period, the two fastest growing racial or ethnic groups were Hispanics, with 156 additional students across the city, and Asians, with 109 additional students. The white student population grew by 37 students, while the black student population decreased by 87 students. It is interesting to note that there are only two schools (Austin Elementary and Vanderlyn Elementary) with one racial or ethnic group making up over half of the student population. Hispanic students comprise the largest student population group at Kingsley Elementary (41 percent of the total student population). There is a larger proportion of limited English proficient students in Dunwoody schools overall than the state average, and Kingsley Elementary is the only school in Dunwoody with a larger proportion of limited English proficient students than the district average. Nearly half of Kingsley's students are not fluent in the English language, which has an impact on learning outcomes and testing performance.

ENROLLMENT STATISTICS, 2014

	Eligible for Free/Reduced Lunch	Limited English Proficient	White	Black	Hispanic	Asian	Multiracial/ Other
Dunwoody Total	25.3%	10.3%	49.7%	17.0%	17.7%	12.5%	2.8%
Austin Elementary	3.0%	5.0%	75.0%	4.0%	7.0%	11.0%	3.0%
Chesnut Elementary	34.0%	11.0%	42.0%	34.0%	13.0%	7.0%	4.0%
Dunwoody Elementary	13.0%	10.0%	47.0%	20.0%	7.0%	22.0%	3.0%
Kingsley Elementary	49.0%	28.0%	39.0%	10.0%	41.0%	5.0%	5.0%
Vanderlyn Elementary	1.0%	7.0%	60.0%	4.0%	3.0%	30.0%	3.0%
Peachtree Middle School	36.0%	11.0%	45.0%	20.0%	25.0%	7.0%	2.0%
Dunwoody High	33.0%	7.0%	46.0%	22.0%	22.0%	8.0%	2.0%
DeKalb County	73.0%	14.0%	11.0%	67.0%	15.0%	6.0%	2.0%
Georgia	62.0%	7.0%	43.0%	37.0%	13.0%	4.0%	3.0%

Source: Georgia Department of Education

The Criterion-Referenced Competency Tests (CRCT), retired after the 2013-2014 academic year and replaced by the Georgia Milestones Assessment System beginning in 2014-2015 academic year, was “designed to measure how well students acquire the skills and knowledge described in the state mandated content standards in reading, English/language arts, mathematics, science and social studies.”¹ Although the test is now retired, evaluating success rates over time is helpful in comparing Dunwoody schools with each other, the school district, and the state. All of Dunwoody’s elementary schools have higher percentages of students meeting or exceeding expectations in all five subjects than the averages across DeKalb County Schools. Kingsley Elementary, which has the highest percentage of economically disadvantaged students and of limited English proficient students, is the only school with success rates lower than the state average in all five subjects. Chesnut Elementary lagged slightly behind the state average in math. Overall, Dunwoody elementary schools have outperformed district and state averages.

CRITERION-REFERENCED COMPETENCY TESTS (CRCT) RESULTS, DUNWOODY ELEMENTARY SCHOOLS, 2014

	English/ Language Arts	Math	Reading	Science	Social Studies
Austin Elementary	99.6%	95.2%	100.0%	96.0%	95.6%
Chesnut Elementary	93.6%	84.8%	96.6%	87.4%	87.9%
Dunwoody Elementary	97.6%	94.2%	98.9%	94.1%	94.9%
Kingsley Elementary	89.4%	84.6%	94.7%	73.7%	81.0%
Vanderlyn Elementary	99.1%	98.2%	100.0%	98.5%	99.1%
DeKalb County	85.0%	73.4%	91.2%	64.5%	67.5%
Georgia	92.0%	85.8%	96.0%	79.5%	81.6%

Source: Georgia Department of Education

¹ Georgia Department of Education. <https://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/CRCT.aspx>.

Graduation rates, dropout rates, the percentage of graduates who are eligible for HOPE scholarships, composite ACT scores, and total SAT scores are all indicators of how well prepared high school students are for the next phase of their lives. In terms of high school outcomes, Dunwoody High has more favorable statistics than DeKalb County Schools system and the state. When compared to the high schools in the comparison cities, Dunwoody High does not fare as well. Dunwoody High lags significantly behind Alpharetta High and all three of Johns Creek's high school in all five indicators. Dunwoody High's statistics are more favorable than that of North Springs High School in Sandy Springs in all five indicators, while the high school's dropout rate and percentage of graduate eligible HOPE scholarships are more favorable than that of Riverwood High School in Sandy Springs.

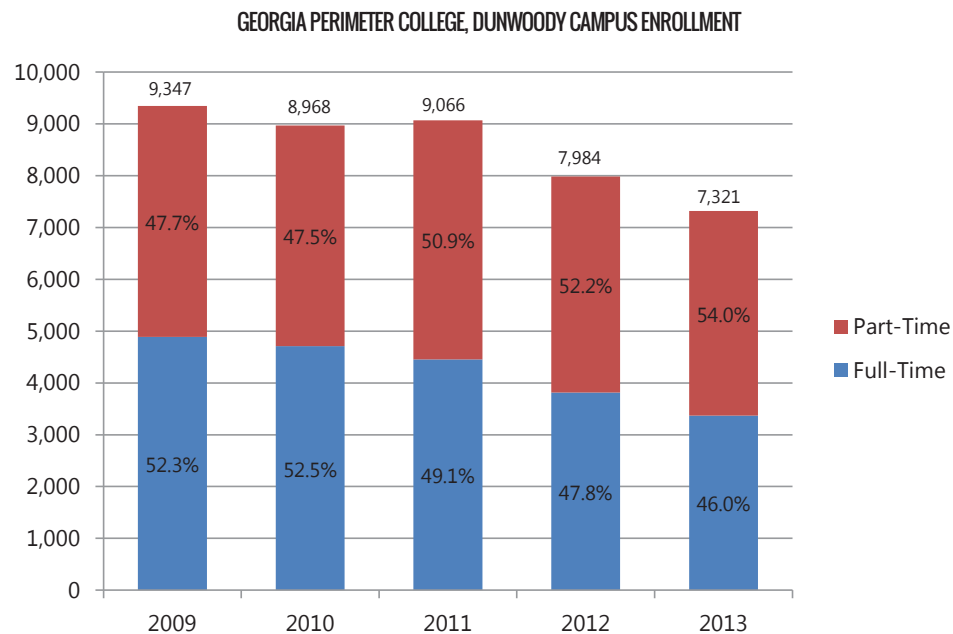
HIGH SCHOOL OUTCOMES, 2014

	Graduation Rate	Dropout Rate	HOPE Eligible Graduates	ACT (Composite)	SAT (Total)
Dunwoody High	78.6%	2.3%	57.1%	22.6	1484
Alpharetta High	90.8%	1.1%	62.8%	24.9	1651
Chattahoochee (Johns Creek)	90.4%	0.7%	64.8%	24.9	1638
Johns Creek High	95.0%	0.7%	64.4%	24.6	1653
Northview (Johns Creek)	96.2%	0.7%	78.9%	25.9	1686
North Springs (Sandy Springs)	77.5%	3.1%	48.4%	22.0	1430
Riverwood (Sandy Springs)	81.3%	2.6%	48.5%	22.7	1502
DeKalb County	62.3%	4.7%	38.8%	18.3	1313
Georgia	72.5%	3.7%	46.0%	20.3	1406

Source: Georgia Department of Education

College statistics

Dunwoody is in driving distance (50 miles or less) of 35 colleges and universities. This is a major asset in terms of talent attraction and retention because Dunwoody firms have access to graduates from all of these institutions, Dunwoody is a competitive location for professionals to live, and existing talent has access to these institutions for continuing education. Within the city limits is the Dunwoody campus of Georgia Perimeter College. Georgia Perimeter is a two-year degree granting institution with five campuses (Alpharetta, Clarkston, Decatur, Dunwoody, and Newton) and a member of the University System of Georgia. Of its over 21,000 students across all campuses, roughly 35 percent are enrolled at the Dunwoody campus. Over the most recent four-year period for which data is available, the campus has experienced a decline in enrollment, particularly in full-time students. Nevertheless, Georgia Perimeter is a clear asset for the community and partner of the city for economic development. According to stakeholder input gathered, the college maintains positive relationships with Dunwoody businesses and works with the city to create workforce training partnerships when necessary with prospective and new businesses relocating to Dunwoody.



Source: Georgia Perimeter College

Despite decreasing enrollment, the total number of degrees and certificates granted at the Dunwoody campus has increased. Among the most popular majors are business administration (547 Associate of Science degrees granted in 2014), health sciences (184), psychology (144), and education (100). These programs prepare students for jobs that are well represented in Dunwoody, particularly in office and administrative support.

GEORGIA PERIMETER COLLEGE, DUNWOODY CAMPUS DEGREE ATTAINMENT, 2010-2014

Degree Level	2010	2011	2012	2013	2014	4-Year Change
Total	1,670	1,815	2,141	2,050	1,887	13.0%
Associate of Arts	243	276	320	271	243	0.0%
Associate of Science	1,205	1,341	1,596	1,550	1,431	18.8%
Associate of Applied Science	18	9	22	15	20	11.1%
Certificate/Career Program	204	189	203	214	193	-5.4%

Source: Georgia Perimeter College

GEORGIA PERIMETER COLLEGE, DUNWOODY CAMPUS DEGREE ATTAINMENT BY MAJOR, 2014

Degree	#	Degree	#	Degree	#
Associate of Arts		Associate of Science		Sport Management	9
American Sign Language	6	Art	24	Teacher Education	27
Anthropology	7	Biology	33	Total	1,431
Art	6	Business Administration	547		
Biology	18	Chemistry	18	Associate of Applied Science	
Chemistry	16	Computer Science	47	Fire Management	1
Communications	29	Criminal Justice	87	Library and Info. Sci. Tech	5
English	13	Education	100	Sign Lang. Interpretation	14
Film	17	Engineering	24	Total	20
Foreign Language	30	General Studies	77		
History	15	Geology	2	Career Program	
Homeland Security & Emergency Mgt.	2	Health and Physical Education	21	Dental Hygiene	23
Journalism	32	Health Sciences	184	Nursing	157
Mathematics	9	Music	6	Radiologic Technology	11
Philosophy	1	Personal Training	2	Total	191
Physics	0	Physics	1		
Political Science	32	Pre-Dentistry	0	Certificate	
Sociology	5	Pre-Medicine	7	Library & Info Sci. Tech	1
Theater	5	Pre-Pharmacy	8	Fire Management	1
Total	243	Psychology	144	Total	2
		Social Work	63	Grand Total	1,887

Source: Georgia Perimeter Center

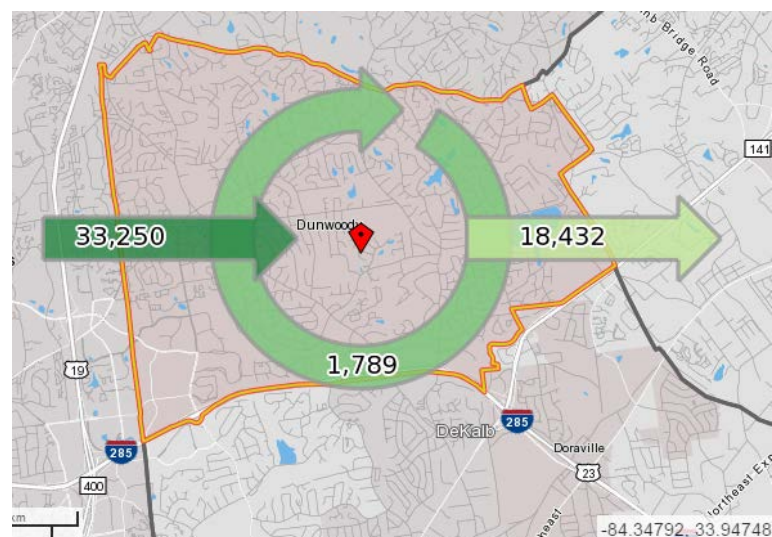
In January 2015, the University System of Georgia Board of Regents voted to consolidate Georgia Perimeter College and Georgia State University, which is one of only four research universities in the state. Georgia State offers 250 undergraduate and graduate programs. Currently, there is a Consolidation Implementation Committee working to develop plans to handle the various aspects of this consolidation, so it is unclear what the Dunwoody campus will look like when the consolidation is complete in Fall 2016. However, it is expected that this consolidation will be an excellent opportunity for Dunwoody in increased access to workforce training programs and innovation assets at Georgia State University, such as its incubator, as well as expanded marketing opportunities.

Commute profile

The Atlanta metro region is known nationally for the amount of time residents spend in their cars traveling to work. In the 2012 Urban Mobility Report by the Texas A&M Transportation Institute, of 101 metros, Atlanta had the 17th highest Travel Time Index, which measures travel times during rush hour and compares to free-flow periods, and the 10th highest Commuter Stress Index. It is estimated that Atlanta commuters experience 68 hours, or close to 3 days, of delay navigating rush hour traffic. One resounding complaint lodged by citizens and stakeholders during interviews and community workshops was that traffic is one of the city's most difficult challenges. One available indicator related to traffic is commute time to work. Dunwoody residents less time commuting to work than the average metro or Georgia resident—37.4 percent of working residents spend more than 30 minutes traveling to work, compared to 48.2 percent of metro Atlanta workers and 39.5 percent of all Georgia workers. In fact, of the examined geographies, Dunwoody's mean travel time to work is the shortest at 24.7 minutes, while the mean travel time in the Atlanta MSA is 30.3 minutes. With 91.2 percent of Dunwoody working residents commuting to jobs outside of the city, it is clear that MARTA is an asset; however, its usage isn't yet as much of a norm for Dunwoody residents as it is in other cities with MARTA stations. While 4.5 percent of Dunwoody residents take MARTA to work, which is higher than the percentages in Alpharetta (0.9 percent), Johns Creek (0.7 percent), the Atlanta metro as a whole (3.1 percent), and the state (2.1 percent). However, 8.9 percent of Sandy Springs residents utilize the system. Other cities with MARTA stops also have higher percentages of residents using it to commute than does Dunwoody, including the City of Atlanta (10.3 percent), Brookhaven (11.5 percent), Chamblee (13.5 percent), College Park (24.9 percent), Decatur (6.6 percent), and East Point (14.6 percent). Data is not currently available to determine the in-flow of MARTA users commuting to Dunwoody for work.

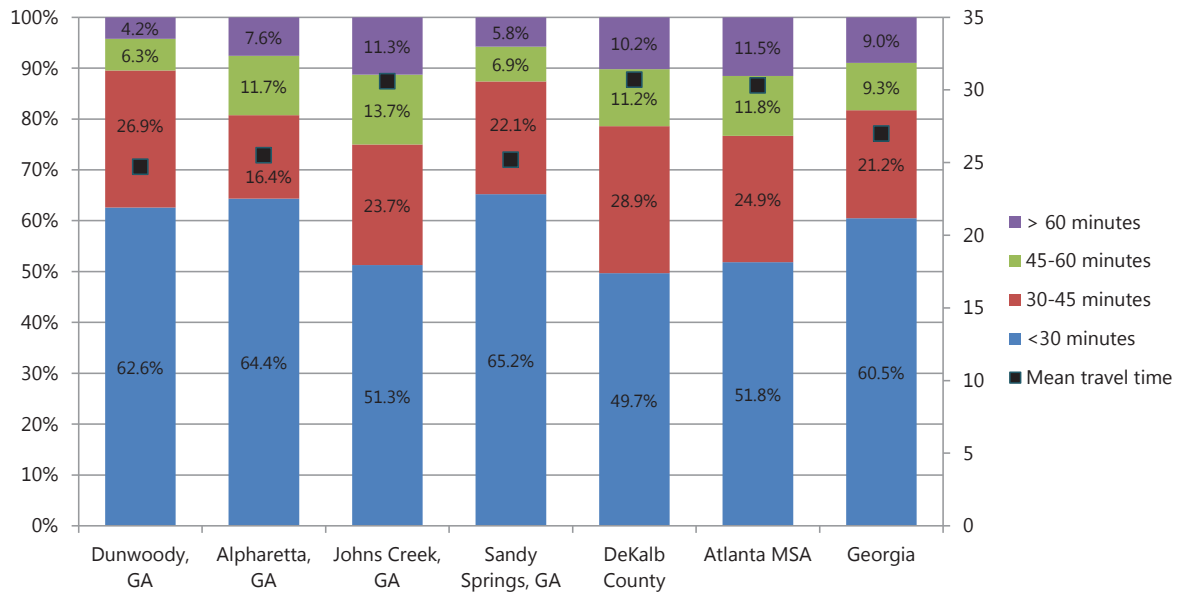
Between 2009 and 2013, the number of Dunwoody residents using public transit as their primary commute mode increased by 351, or 51.2 percent. At the end of the same time period, 2,560 additional residents drove alone to work—only a 16.9 percent change, but a significant addition of cars to the roads. Increases to public transit use are expected to continue in the future as companies such as Mercedes-Benz, State Farm, and others with public transportation access as a priority continue to relocate, expand, and invest in Dunwoody.

INFLOW AND OUTFLOW OF WORKERS, 2011



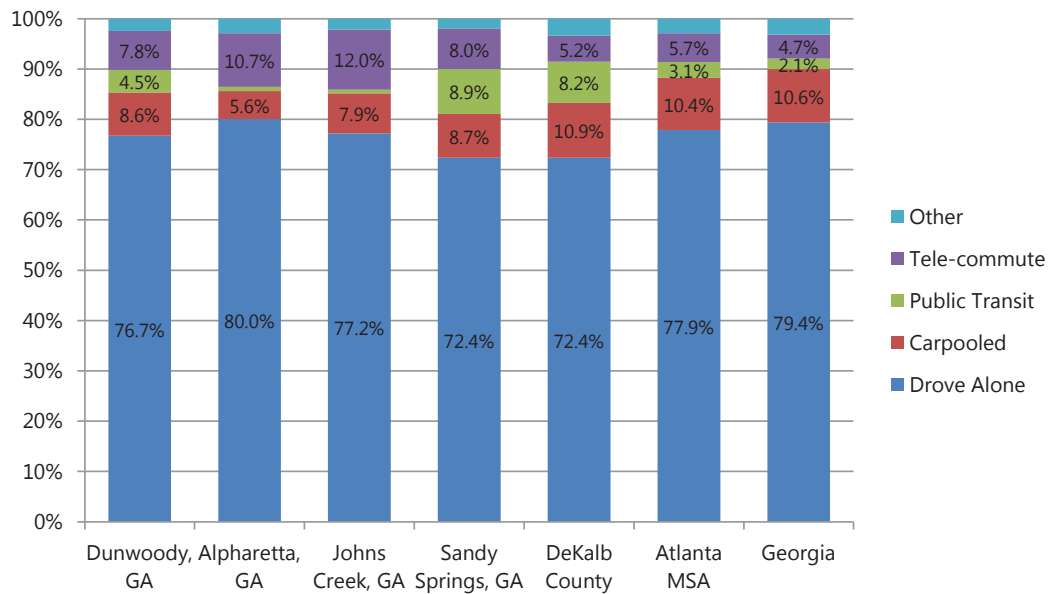
Source: Census OnTheMap

TRAVEL TIME TO WORK, 2009-2013



Source: U.S. Census Bureau, 2009-2013 American Community Survey

MODE OF COMMUTE, 2009-2013



Source: U.S. Census Bureau, 2009-2013 American Community Survey

C.1.3 HOUSING

The Shape Dunwoody Plan incorporates the findings and recommendations of The DeKalb County 2014-2018 Consolidated Plan for HUD Programs, including the 2014 Annual Action Plan (Consolidated Plan) prepared by DeKalb County Human & Community Development Department. The Consolidated Plan analyzes the adequacy and suitability of existing housing stock to serve current and future needs for all of DeKalb County, including all its member municipalities. It also identifies how the County will allocate the resources it expects to receive from HUD to address the priority housing and community development needs outlined in the new Consolidated Plan. These resources include Community Development Block Grants (CDBG), Home Investment Partnership Program (HOME), and Emergency Solutions Grants (ESG). Being that the scope of the plan is countywide, Dunwoody is rarely referenced specifically in the document, though it is clear that the needs and issues identified in the plan reflect those experienced in the Dunwoody community, and programs and actions identified will benefit the community as well.

Besides providing an analysis of the adequacy and suitability of the existing housing stock, the Consolidated Plan identifies how the County will allocate the resources it expects to receive from HUD to address the priority housing and community development needs outlined in the new Consolidated Plan. These resources include Community Development Block Grants (CDBG), Home Investment Partnership Program (HOME), and Emergency Solutions Grants (ESG). Being that the scope of the plan is countywide, Dunwoody is rarely referenced specifically in the document, though it is clear that the needs and issues identified in the plan reflect those experienced in the community, and programs and actions identified will benefit the community as well.

A key priority of the plan is economic development, as many of the housing issues facing the county directly relate to poverty and most pronounced in terms of housing cost burden. The proportion of DeKalb County low- and moderate-income households (both renter and owner) with housing cost burdens were generally slightly higher than the statewide rate and typically no more than a couple of percentage points different than the other core counties in the greater Atlanta metropolitan area, though the size and direction of those differences varied depending on which version of cost burdened one examines. In terms of housing facilities for low income households, there is no housing authority in Dunwoody, but some residences do receive federal housing assistance,

The Consolidated Plan did call out the need to improve parks and recreation facilities, and overall connectivity and walkability to such facilities as well as local libraries, schools and town centers. The goal of this connectivity effort is to attract young families and younger populations to help build a stronger intergenerational tax base. To support this, the plan called out the potential use of CDBG funds to improve local streetscapes to be more walkable and bikeable through complete street programs and enhanced streetscapes, multi-use paths and roadways has become a more desirable environment to live, work and play.

DeKalb County has seen an increase in the need for public services surrounding the increasing senior population and has been proactive in addressing those needs through the development of additional senior centers, and support of the Lifelong Communities Initiative. It is also pointed out that DeKalb Habitat for Humanity will work with DeKalb County Human and Community Development with their Brush of Kindness program to connect volunteers to the senior populations to assist with quality rehabilitation services that include proper oversight. The enhanced and improved housing rehab program should be another tool used to assist seniors in housing renovation needs in the identified priority areas, such as Peachtree Industrial Boulevard.

The plan also identified the need for more public services surrounding youth within the priority areas, especially during the summer months when school is out. The Youth Summer Voucher Program that currently provides vouchers worth up to \$250 for youth between the ages of 5-15 to participate in educational enrichment and recreational programs is and will continue to be made available to income eligible families, but the plan recommended expanding this effort to target ages 15-21. Crime data and online crime mapping services show a strong need for programs that would allow youth (15-21) to get engaged in community projects that would have a direct positive impact on the communities in which they live.

Following is the Executive Summary from the Consolidated Plan, and some informative maps that help to illustrate how Dunwoody compares to the rest of the county. The full plan may be found on the DeKalb County Human & Community Development Department website at <http://www.co.dekalb.ga.us/commdev/consolidatedPlans.html>.

Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

Program Year (PY) 2014 is the first year of the DeKalb County 2014 to 2018 Consolidated Plan. The Plan identifies how the County will allocate the resources it expects to receive from HUD for program year January 1, 2014 through December 31, 2014 to address the priority housing and community development needs outlined in the new Consolidated Plan.

In 2014, Community Development Block Grant (CDBG) Plan initiatives and funding will be focused on completing a number of significant Capital Improvement projects that are being administered jointly with other County departments. During year one of the Consolidated Plan, we will work with key stakeholders to complete Fire Station number 3, the design and construction plan for the Tobie Grant Intergenerational Center, and the expansion of the Elaine Clark Center. The County will enter year four of its 20 year repayment schedule for a HUD Section 108 Loan Guarantee (\$14,000,000) which was approved for the design and construction of three Senior/ Community Centers in distinct areas of the county.

DeKalb County's emphasis on the national and local foreclosure and mortgage crisis will be sustained through 2014 and throughout the 2014 -2018 Consolidated plan. The Human and Community Development Department will continue its participation in foreclosure prevention initiatives designed to alleviate some of the financial hardship that has affected the citizens of DeKalb County.

HOME initiatives will assist a substantial number of First Time Home Buyers; aid in the creation of additional CHDO's to add affordable housing stock to our inventory, and continued implementation of our Multi Family Rehabilitation Program and the restructured Single Family - Owner Occupied Rehabilitation program. Additionally, in a collaborative effort with other County departments, CDBG funds will be utilized to assist homeowners with emergency repairs to waterlines.

In the past, the County provided homelessness services in a collaboration with the City of Atlanta and Fulton County, through the Metropolitan Atlanta Tri-Jurisdictional (Tri-J). Mitigation of homelessness is a priority for the County, so in 2013, DeKalb County formed a separate continuum of care in order to provide the most effective level of service to DeKalb citizens and continue to comply with HUD regulations.

Economic Development remains a key priority within the County for 2014. The economic downturn within the County has impacted every facet of DeKalb. The County will work with the community to develop and implement an economic development strategic plan. We will also continue working with the DeKalb Business Enterprise Corporation (DEBCO) to help increase the affordability and accessibility of loans for small businesses and create jobs available for low and moderate income person.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The following section summarizes the annual objectives and outcomes for next five years with the assumption of receiving current year funding level over the next five years.

Decent Housing

- Complete a minimum of 18 owner-occupied housing rehab and/or emergency repair cases per year.
- Identify and work with one (1) new CHDO to build capacity and create affordable units.
- Increase the availability of affordable, permanent, rental housing units for low-to moderate income, elderly, and special needs populations.
- Assist at least 40 residents to become first-time homebuyers.
- Continue raising community awareness about foreclosures and work to develop ways to decrease the problem in the County.
- Collaborate with neighborhood associations and other stakeholders to decrease blight, reduce the number of vacant houses, and improve the condition of the existing housing stock.
- Work with senior homeowners in the County who are in danger of losing their homes.
- Increase the supply of homeless beds in the DeKalb CoC by 100 per year.

Suitable Living Environment

- CDBG funding will also be used to help renovate and expand other facilities as follows: Fire Station 3, The City of Lithonia Streetscapes and Plaza Improvements, and Improvements to Shoal Creek Park.
- Complete the demolition and clearance of a minimum of seven (7) dilapidated houses presenting health and safety hazards.
- Improve sustainability to a minimum of 2,430 persons by providing funding to agencies that provide financial literacy, pre and post purchase housing counseling, tenant/landlord counseling, and foreclosure/predatory lending services.

Economic Opportunity

- Increase opportunities for job training, job creation and micro-enterprise entrepreneurial training.

- Increase the affordability/accessibility of loans for small businesses with the goal of creating seven (7) new jobs, business expansion/improvements, purchasing equipment and neighborhood revitalization projects.
- Provide training for 30 entrepreneurs and assist five (5) micro businesses through development and job creation per year.

3. Evaluation of past performance

As required by HUD, every year DeKalb County prepares a detailed Annual Action Plan for its HUD funded programs and the Consolidated Annual Performance and Evaluation Report (CAPER). The Plan and Report are submitted to HUD and posted on the County's website after it is reviewed and approved by HUD. The Program year 2012 CAPER, covering the County's performance during Year 5 (1/1/2012-12/31/2012) of the County's 6-year Consolidated Plan, was submitted to HUD on March 30, 2013 and is posted on the DeKalb County Government Website at:

www.co.dekalb.ga.us/commdev/pdf/2012CAPER.pdf

The Program Year 2013 CAPER will cover the County's performance during Year 6 (1/1/2013 - 12/31/2013) of the current Consolidated Plan and the draft document will be issued for public comment in late February of 2014 and submitted to HUD by March 31, 2014.

To date, the County has made significant progress towards achieving the 6 year goals outlined as in the 2008-2013 Consolidated Plan.

The attached chart provides a summary of the County's goals and accomplishments across 14 major initiatives through Year 5 of the 2008-2013 Consolidated Plan.

4. Summary of citizen participation process and consultation process

DeKalb County carefully follows the process that is outlined in the County's Amended Plan for Citizen Participation and Consultation. Within the DeKalb County Consolidated Plan Submission for Community Planning and Development Programs, CDBG, ESG and HOPWA process, the Citizen Participation Plan is designed to ensure citizen involvement.

DeKalb County complies with the U.S. Department of Housing and Urban Development (HUD) citizen participation requirements listed in the federal regulations 24CFR91.105. The following summarizes our citizen's participation plan process for the development of the proposed 2014-2018 Consolidated Plan, including 2014 Annual Action Plan.

On September 28, 2012 a Collaborative Forum on Homelessness was held to identify critical needs for homeless population in DeKalb County, create long term objectives, and set priorities. DeKalb County hosted an Affordable Housing Forum on November 30, 2012. The purpose of this meeting was to

identify critical affordable housing needs for low to moderate income persons in DeKalb County, create long term objectives, and set priorities.

On April 23, 2013, an agenda item for the draft long term objectives were available for review and comment. The Board of Commissioners approved the Agenda item on May 13, 2013. We presented the Long Term Objectives to all parties who attended the 2014 technical assistance workshop on May 15 related to our 2014 application process.

On May 23, 2013 a public hearing was held to solicit public input for the 2014 - 2018 Consolidated Plan including the 2014 Annual Action Plan. During this meeting, citizens were asked to complete a form ranking the priority needs for the Consolidated Plan. Citizens were also asked to provide comments on the program performance and list suggestions for future performance.

The Community Development Advisory Council (CDAC) will met at least four times during the planning process. The CDAC meetings provide a forum for discussion, input, and recommendations of community development activities. In order to complete the planning process, the County consults with surrounding jurisdictions and other agencies to solicit comments or suggestions in the development and submission of our Consolidated Plan, include the Annual Action Plan.

5. Summary of public comments

HUD Consolidated Plan Citizen Participation Meeting - Public Comment, Maloof Auditorium, May 23, 2013

Housing Needs

- Affordability of the apartment complexes in the Chamblee area; working on construction of new apartment complexes between Johnson Ferry and Ashford Dunwoody and they are unaffordable.
- Issue with foreclosures. There is a great need for foreclosure prevention, legal and financial counseling services around housing.
- Would like to thank DeKalb County for CDBG. We Have concerns with rent increasing and families facing eviction, so something needs to be done to assist with affordable housing to allow family stability.
- We have a huge problem in Belvedere Park with abandoned houses, burned down houses that have sat for over five years. How do we expedite the legal process to get these homes rehabbed or torn down.
- Chris states that the land bank authority will be a great tool to help with some of these.
- Abandoned buildings, churches, and homes are a major problem making our neighborhoods unsafe.

Homelessness

- Questions concerning housing for homeless. Does DeKalb County have housing available to assist with the homeless? There is a need for shelters.
- There are not enough locations within DeKalb to assist families facing homelessness. It all goes back to affordable housing.

Infrastructure Improvements

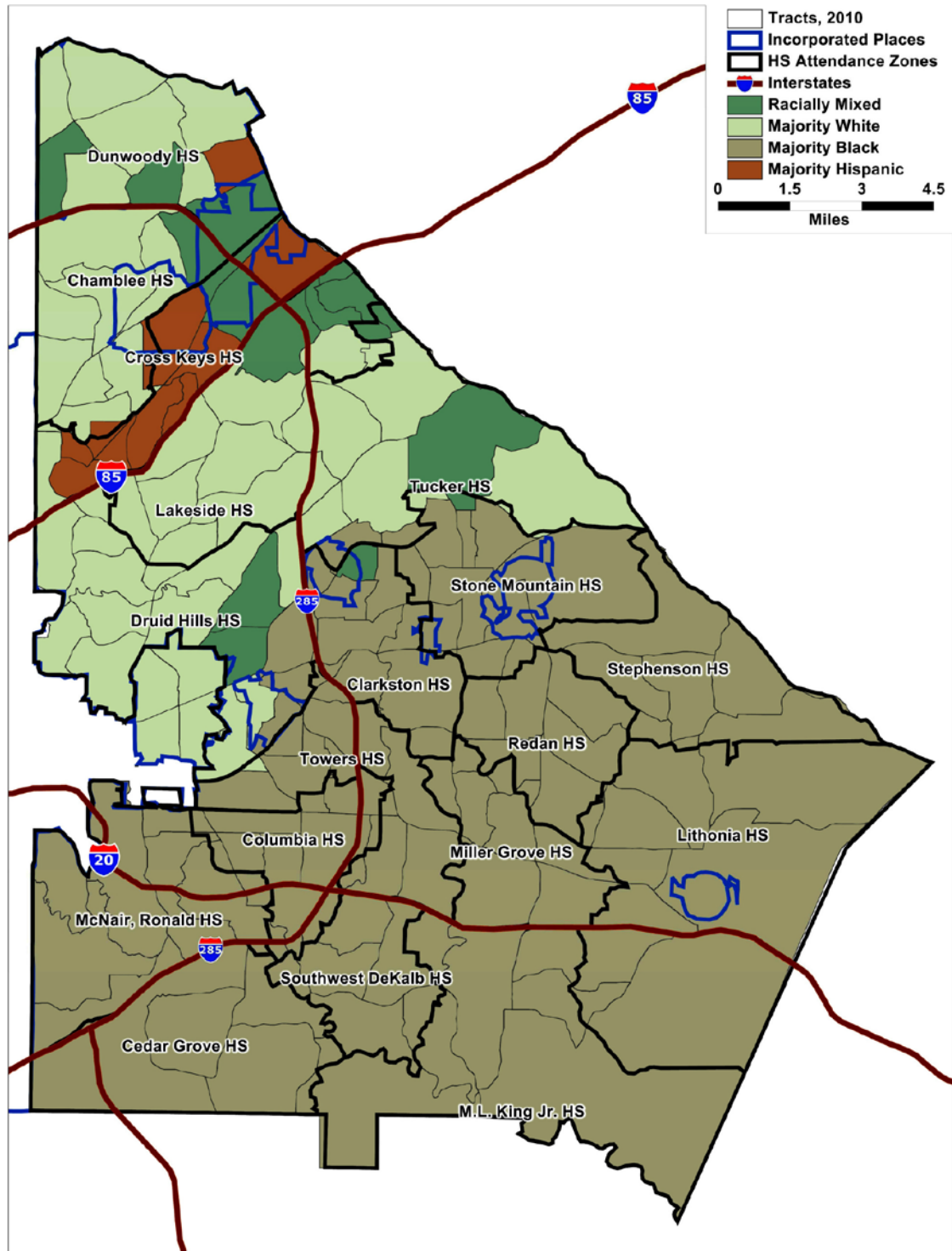
- Sidewalks and parks are very important to have in our communities.
- Lack of sidewalks in neighborhoods/ and the lack of bike lanes.

6. Summary of comments or views not accepted and the reasons for not accepting them

DeKalb County accepts all Citizen Comments. Any request/comment received as part of the 2014-2018 Consolidated Plan, including the 2014 Annual Action Plan process that is not specifically addressed by the DeKalb County Human and Community Development Department will be forwarded to the appropriate County Department.

7. Summary

The DeKalb County 2014-2018 Consolidated Plan, including 2014 Annual Action Plan is the first AAP for the 2014-2018 Consolidated Plan. The County has taken a comprehensive approach to engage the public in the development of its priorities and strategies related to activities that principally serve the needs of the low-to-moderate income persons/families within DeKalb County. All activities and projects which are undertaken will meet National Objective and eligibility requirements.



Data Source: 2010 Census

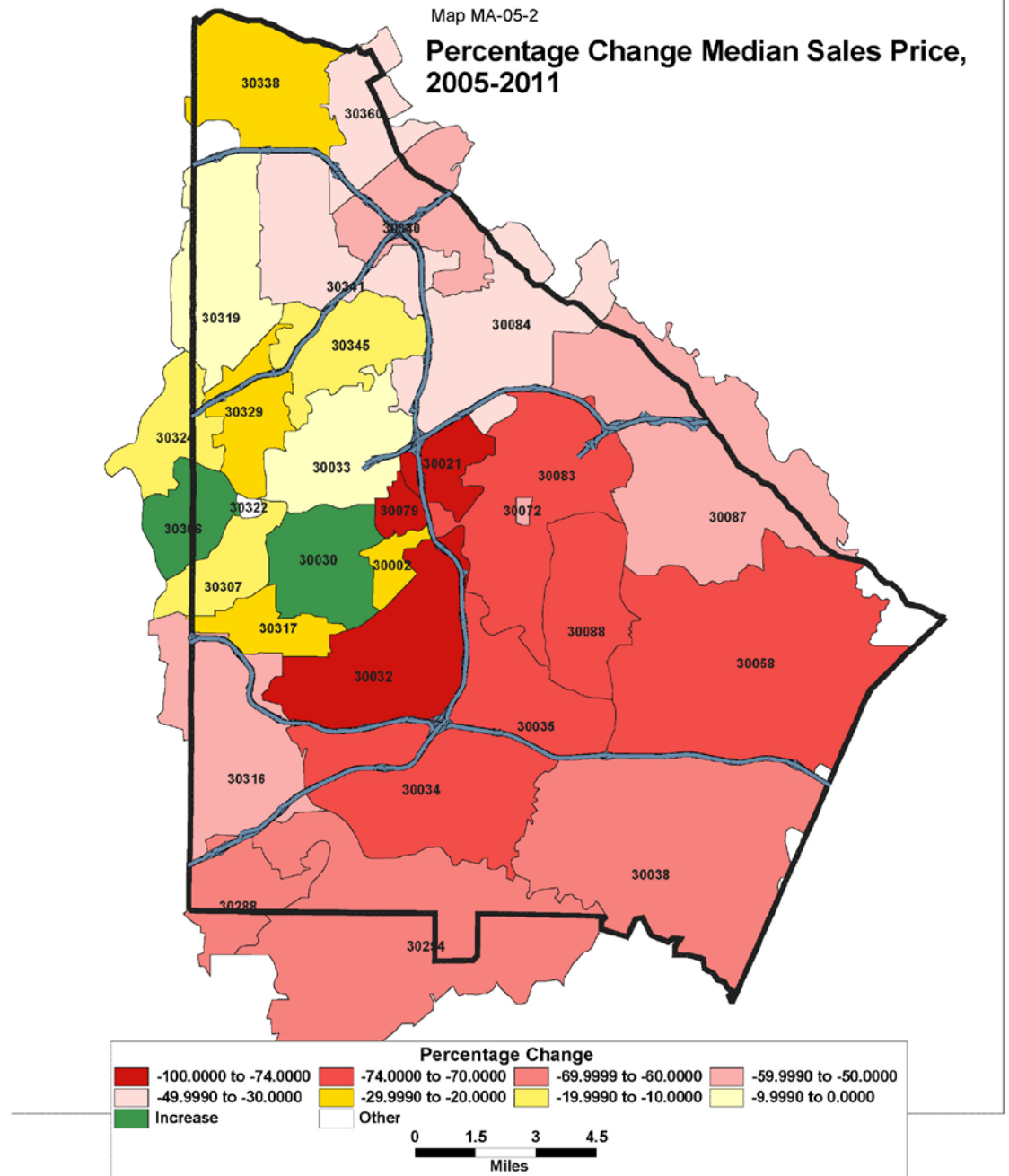
Map NA-05-1 Race and Ethnicity, 2010

Consolidated Plan

DEKALB COUNTY

23

OMB Control No: 2506-0117 (exp. 07/31/2015)



Map MA-05-2 Percentage Change Median Sales Price, 2005-2011

C.2 ECONOMIC DEVELOPMENT

C.2.1 INTRODUCTION

Holistic economic development is about more than a single event or an individual prospect. It is about more than having good retail options and requires more than just developing a strategy to recruit new companies. Economic development is about **people**, the **places** that make the community special, and building long-term **prosperity** for all residents. Successful economic development requires measuring progress across all these areas, and not just tracking jobs and investment numbers. Economic Development is about protecting investments with predictable and sustainable development goals.

Purpose

This section is intended to fulfill the DCA requirements for an Economic Development Element of a Comprehensive Plan. It draws upon and updates the Economic Development Strategy prepared for the City, and in so doing, provides a foundation for the economic development aspects of the Shape Dunwoody Plan. The primary goal is to help identify needs and opportunities related to economic development and vitality of the community and Community Work Program activities for addressing these needs and opportunities.

Scope

This assessment reviews such factors as diversity of the economic base, quality of the local labor force, and the effectiveness of local economic development agencies, programs and tools. In doing this it provides analysis on the following topics:

- Economic Development Partners and Resources
- Employment Changes during the Recession
- Economic Base Inventory
- Resident Employment by Business Sector
- Occupational Inventory of Jobs Located in Dunwoody
- Resident Employment by Occupation
- Employment Projections
- Needs, Opportunities and Related Work Program Items

C.2.2 METHODOLOGY

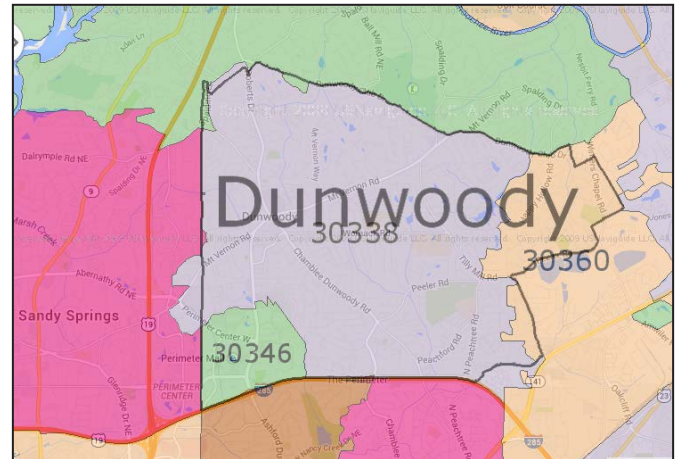
Because economic data is not available at the city level focuses on a geography that is slightly different from city boundaries, but includes the vast majority of economic activity in the city. “Greater Dunwoody,” for the purposes of this analysis consists of the primary two ZIP codes the city lies in: 30338 and 30346. For city comparisons, the following ZIP codes were used:

Alpharetta: 30005 and 30009

Johns Creek: 30022 and 30097

Sandy Springs: 30327, 30328, 30342, and 30350

The data was obtained from Economic Modeling Specialists International (EMSI), an industry-leading provider of proprietary data. EMSI’s datasets are comprised of aggregated data from over 90 public sources, including the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, the National Center for Education Statistics, CareerBuilder, and many others. In order to develop employment by business sector tables contained with this analysis, *Market Street* utilized EMSI’s QCEW, Non-QCEW, and Self-Employed data sets.



Residential employment data was obtained from the U.S. Census Bureau’s American Community Survey 3-Year Estimates (2011-2013). It is important to note that while Greater Dunwoody business sector and occupational data refer to the two aforementioned ZIP codes and to jobs in Dunwoody without regard to where those workers live, residential business sector and occupational data refer to the City of Dunwoody’s census boundaries and to jobs held by residents without regard to where those jobs are located. It is also important to point out that time periods are inconsistent between these data sources. EMSI estimates for the 2-ZIP Greater Dunwoody are one-year estimates, with the most recent year in 2014, while American Community Survey estimates for city residents are three-year estimates, with the most recent year in 2013. Therefore, direct comparisons cannot be made between these data sets.

Location quotients are used throughout this report to measure the relative concentration of local employment in a given business sector or occupation. When applied to business sector employment, they measure the ratio of a business sector’s share of total regional employment to that business sector’s share of total national employment.

$$LQ = \frac{(\text{Local Employment in Sector} / \text{Total Local Employment})}{(\text{National Employment in Sector} / \text{Total National Employment})}$$

A business sector with an LQ equal to 1.0 possesses exactly the same share of total county employment as that business sector's share of national employment. When a local business sector possesses a location quotient greater than 1.0, this signals that the business sector is more concentrated in the city than it is nationwide. Conversely, a location quotient less than 1.0 indicates that the business sector is less concentrated in the city than it is nationwide. The higher the location quotient, the more concentrated the level of local employment as compared to its national equivalent. For example, a location quotient of 1.25 would indicate that a local business sector's share of total employment is 25 percent higher than the same business sector's share of national employment. An LQ of 2.0 would indicate that a business sector's share of local employment is twice as large as the national share, while an LQ of 0.5 would indicate that the business sector's share of local employment is half the national equivalent.

C.2.3 ANALYSIS

Economic Development Partners and Resources

Economic development is a "team sport" and requires partnerships, collaboration, and ongoing communication. Below is a list of existing and potential partners for economic development initiatives.

Local

- City of Dunwoody
 - Department of Economic Development
 - Department of Community Development
 - Dunwoody Development Authority
 - Urban Redevelopment Agency
 - Convention and Visitors Bureau of Dunwoody
- Dunwoody Chamber of Commerce and local businesses
- Public and private K-12 schools
- Georgia Perimeter College
- Perimeter Community Improvement Districts (PCIDs)
- Perimeter Business Alliance

County-level

- DeKalb County Development Authority
- DeKalb Chamber of Commerce
- DeKalb Workforce Development

Region- and state-level

- Georgia Power
- Atlanta Regional Commission
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Georgia Department of Economic Development
- Technology Association of Georgia
- Georgia Economic Development Association
- Southern Economic Development Council
- Georgia Department of Community Affairs

Employment Changes during the Recession

Greater Dunwoody, like most communities, was hit hard by the Great Recession. The 2-ZIP code area lost 8 percent of its jobs between 2007 and 2010, a greater loss than Sandy Springs but less than in the remaining comparison geographies. Since then, Dunwoody has added over 2,000 of the approximate 3,000 jobs lost, the only city examined that has not fully recovered from the effects of the recession.

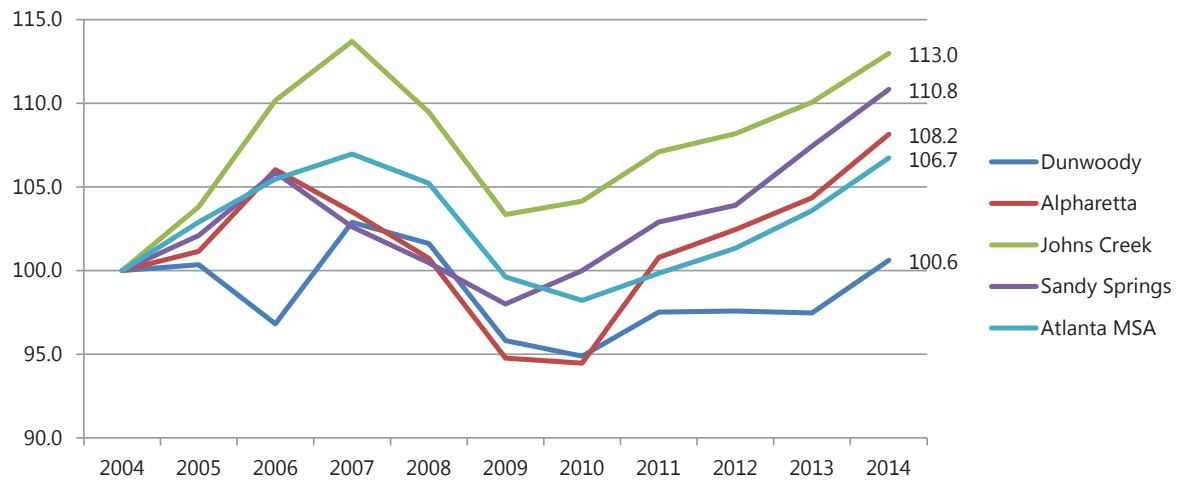
EMPLOYMENT THROUGH THE RECESSION

		Before	During	Since
	2014	2004-2007	2007-2010	2010-2014
Dunwoody	38,842	2.9%	-7.8%	6.0%
Alpharetta	46,991	3.5%	-8.7%	14.5%
Johns Creek	71,991	13.7%	-8.4%	8.5%
Sandy Springs	106,004	2.6%	-2.5%	10.8%
Atlanta MSA	2,611,377	7.0%	-8.2%	8.7%

Source: EMSI

The following chart indexes employment for an apples-to-apples comparison of employment growth over a ten-year period. Dunwoody's peak employment was in 2007 after a major decline. The lowest level of employment for Dunwoody was in 2010, along with Alpharetta and the Atlanta MSA, who continued to experience declines even after the recession's official end in June 2009. Alpharetta and Johns Creek hit their employment lows and began growing again in 2009.

EMPLOYMENT INDEX, 2004=100



Source: EMSI

Although Dunwoody's average annual wage is greater than that of the Atlanta MSA, it is significantly less than the comparison cities. Average annual wages in Dunwoody have increased at a pace on par with Sandy Springs and the Atlanta MSA. Between 2004 and 2014, Dunwoody's overall wage growth has lagged behind that of Alpharetta and Johns Creek; however, wage growth in Dunwoody over the most recent five years has been more rapid than its northern counterparts.

AVERAGE ANNUAL WAGES

	2004	2009	2014	5-Year Change	10-Year Change
Dunwoody	\$42,922	\$47,529	\$52,829	11.2%	23.1%
Alpharetta	\$59,692	\$70,298	\$76,081	8.2%	27.5%
Johns Creek	\$53,512	\$63,083	\$68,504	8.6%	28.0%
Sandy Springs	\$55,504	\$61,754	\$68,699	11.2%	23.8%
Atlanta MSA	\$41,498	\$45,688	\$50,739	11.1%	22.3%

Source: EMSI

Economic Base Inventory

Location quotients (LQs) are a commonly-used measure for evaluating the composition of a local or regional economy. Location quotients measure the relative concentration of a given sector in a local economy – as measured by its share of total employment – relative to the national average for that same sector. If a location quotient is greater than 1.0 for a given sector, the community has a larger share of employment in that sector than the nation, indicating that such economic activities are more heavily concentrated in that community than the average American community. Firms operating in sectors that are highly concentrated in a given regional often “cluster” because there is some competitive advantage to be derived from that geographic location. Such advantages could include an abundance of a specific labor pool, proximity to key natural assets, or proximity to infrastructure needs such as a port or intermodal terminal, among many other potential advantages.

Many of Greater Dunwoody's most concentrated sectors provide wages higher than the Greater Dunwoody average of \$52,829. Presented in the following table with location quotients higher than 1.10 and wages higher than the average highlighted in green, these sectors are Management of Companies and Enterprises (3.79), Professional, Scientific, and Technical Services (2.49), Finance and Insurance (2.30), Information (1.72), and Wholesale Trade (1.27). These sectors are knowledge-driven and have high percentages of jobs requiring college degrees, a good match with city residents since roughly two-thirds of adults aged 25 and up in Dunwoody hold at least a bachelor's degree. An added competitive advantage is that of these highly concentrated, high-wage sectors, all but Finance and Insurance offer annual average wages higher than the U.S. average, which is a draw for prospective talent.

Dunwoody, on the edge of the I-285 corridor, in DeKalb County, and bordering Fulton and Gwinnett counties, is in a special geographical location. While Dunwoody is a suburb of the City of Atlanta, with the presence of MARTA and the large employers in the Perimeter Center area, it also has qualities of an urban city. Existing and prospective talent value quality of life options, and Dunwoody can provide the urban and suburban living options that appeal to various segments of today's workforce. Most recent announcements include State Farm's investment to develop three roughly 20-story buildings to house its customer operations center along with street-level retail and restaurant space and a park and the temporary relocation of Mercedes-Benz USA to a 186,000 square foot facility in Dunwoody. Both companies cited the area's access to hotel, retail, and restaurant options, the existing strength of the Perimeter Center commercial district, proximity to Hartsfield-Jackson Atlanta Airport, and access to public

transportation as strong assets. While Mercedes-Benz will eventually move to a permanent location in neighboring Sandy Springs, this relocation is still an important one for Dunwoody because of the positive residual effects that it will have on Dunwoody. Because young professionals are becoming less car dependent, employers are becoming more attracted to cities with existing public transit infrastructure—in fact, State Farm’s new development is located on acreage across from and will connect to the Dunwoody MARTA station. Programs such as Perimeter Connects, a free transportation consultancy service for Perimeter area businesses launched by the PCIDs, are important steps to making Dunwoody easier and quicker to get around, qualities will make the area even more attractive to both prospective firms and prospective talent.

Dunwoody is the home of some of the region’s major employers, including Six Continents Hotels, Hewlett Packard, Cox Enterprises, and Bellsouth.net, each with over 800 employees located in Dunwoody. The City also has several headquarter operations, including Krystal, a fast food restaurant chain, PointClear Solutions, healthcare technology company; CHEP, an international leader in pallet and container leasing; and Ventyx, an enterprise software firm. Cotton States, Gold Kist, Matrix Resources, CH2M Hill, Philips Electronics, Bellsouth Telecommunications, *The Atlanta-Journal Constitution*, and Federated Department Stores are just a few more important companies located in Dunwoody. The City has a solid foundation of economic activity, and with redevelopment efforts and infrastructure improvements, Dunwoody has the opportunity to leverage its existing concentration of jobs to create other thriving job nodes in other segments of the city, but still geographically close to its Perimeter Center area.

ECONOMIC STRUCTURE, GREATER DUNWOODY, 2014

NAICS Code	Description	Employment	Location Quotient	5-Year Change	10-Year Change	Average Annual Wage	Percent of National Wage
	Total	38,842		5.0%	0.6%	\$52,829	109.4%
54	Professional, Scientific, & Technical Svcs	6,081	2.49	-2.6%	16.1%	\$68,928	87.0%
56	Admin & Support & Waste Mgmt/Remediation Svcs	5,934	2.46	-0.4%	-7.5%	\$37,611	112.2%
44	Retail Trade	4,669	1.16	-4.9%	-12.0%	\$23,557	83.8%
72	Accommodation & Food Svcs	3,798	1.18	12.5%	20.1%	\$18,536	100.9%
52	Finance & Insurance	3,623	2.30	25.5%	7.1%	\$85,118	92.0%
62	Health Care & Social Assistance	3,483	0.72	6.4%	13.1%	\$41,652	93.0%
81	Other Svcs (except Public Administration)	2,197	1.18	3.7%	3.1%	\$25,689	97.6%
55	Mgmt of Companies & Enterprises	2,048	3.79	19.3%	14.8%	\$118,308	105.9%
42	Wholesale Trade	1,917	1.27	-6.6%	-35.2%	\$91,290	132.6%
51	Information	1,246	1.72	44.1%	-2.1%	\$94,358	107.9%
53	Real Estate & Rental & Leasing	953	1.49	10.1%	-10.7%	\$44,449	95.0%
23	Construction	659	0.32	3.0%	7.4%	\$45,548	96.7%
90	Government	641	0.11	-7.0%	7.6%	\$67,572	137.5%
71	Arts, Entertainment, & Recreation	580	0.90	15.7%	29.1%	\$18,132	56.7%
31	Manufacturing	347	0.11	2.1%	-32.4%	\$57,457	93.2%
61	Educational Svcs	317	0.32	5.0%	8.8%	\$46,762	125.2%
48	Transportation & Warehousing	164	0.13	92.1%	131.0%	\$52,075	107.1%
22	Utilities	106	0.76	-16.9%	-57.9%	\$93,901	97.2%

Source: EMSI

Note: NAICS codes 11 (Agriculture, Forestry, Fishing and Hunting), 21 (Mining, Quarrying, and Oil and Gas Extraction), and 99 (Unclassified) are excluded from this table. These sectors comprise less than 0.2 percent of jobs in the 2-ZIP code Greater Dunwoody region.

Resident Employment by Business Sector

According to the U.S. Census Bureau's 2011-2013 American Community Survey, City of Dunwoody residents are employed in a wide range of sectors (not limited to businesses within the city), with nearly half of all residents employed in one of four business sectors: Professional, Scientific, and Technical Services (17.6 percent of all working residents of Dunwoody), Health Care and Social Assistance (12.5 percent), Retail Trade (9.4 percent), and Finance and Insurance (8.1 percent). These four important business sectors are also among the six business sectors providing jobs for area workers, as shown in the Greater Dunwoody Economic Structure table above, which suggests that the city could be a source of talent for Dunwoody jobs. Additionally, the six most concentrated sectors in which Dunwoody residents work are also concentrated for Dunwoody businesses. This is a positive finding in that Dunwoody companies have access to residents already in these fields of work.

According to Census OnTheMap, in 2011, the most recent year for which data is available, only 8.8 percent of Dunwoody residents worked in Dunwoody. The remaining 91.2 percent commuted to other places to work. Similarly, only 5.1 percent of Dunwoody workers lived in Dunwoody, while 94.9 percent of workers commuted from outside of Dunwoody. It is important to note that there is no data source that maps where residents work by business sector or where workers of Dunwoody jobs live.

RESIDENT EMPLOYMENT BY BUSINESS SECTORS, 2013

	Total Jobs	Share of Total Jobs	Location Quotient	3-Year Change	Median Annual Earnings	Percent of National Median
Total	23,559	100.0%		1.1%	\$50,839	155.3%
Professional, scientific, and technical services	4,139	17.6%	2.67	-4.3%	\$73,885	128.3%
Health care and social assistance	2,937	12.5%	0.90	50.4%	\$51,532	158.7%
Retail trade	2,221	9.4%	0.81	-2.5%	\$31,640	147.4%
Finance and insurance	1,904	8.1%	1.71	-11.0%	\$63,671	130.5%
Educational services	1,840	7.8%	0.84	0.9%	\$46,626	127.3%
Manufacturing	1,680	7.1%	0.68	22.7%	\$61,589	148.4%
Administrative and support and waste management services	1,244	5.3%	1.24	3.7%	\$28,950	124.9%
Accommodation and food services	1,211	5.1%	0.69	-43.4%	\$20,429	141.9%
Construction	1,189	5.0%	0.82	59.8%	\$21,576	63.6%
Information	1,066	4.5%	2.15	-0.3%	\$83,594	179.5%
Other services, except public administration	1,033	4.4%	0.88	27.1%	\$20,691	93.4%
Wholesale trade	856	3.6%	1.34	-6.6%	\$51,688	126.0%
Transportation and warehousing	616	2.6%	0.64	0.5%	\$49,423	122.9%
Public administration	549	2.3%	0.48	-32.6%	\$75,531	147.9%
Real estate and rental and leasing	520	2.2%	1.18	-27.9%	\$56,029	159.5%
Arts, entertainment, and recreation	419	1.8%	0.83	71.7%	\$30,396	145.8%
Utilities	123	0.5%	0.61	151.0%	\$92,656	151.1%
Agriculture, forestry, fishing and hunting, and mining:	12	0.1%	0.03	NA	-	NA
Management of companies and enterprises	0	0.0%	0.00	-100.0%	-	NA

Source: U.S. Census Bureau, 2011-2013 American Community Survey

Occupational Inventory of Jobs Located in Dunwoody

While the business sector data provided above is useful in understanding jobs from an industry perspective, occupation data provides insight from a workforce perspective. The following section examines the presence of various occupations of workers at Dunwoody firms. Understanding business sector composition is vital—however, it is important to also understand that the jobs within those sectors can range from managers to janitors. Occupational data analysis allows for honing in on the type of talent and the range of skills present in Dunwoody companies.

The most concentrated occupations in the 2-ZIP code area are consistent with the business sector data presented in the previous section. The high concentrations of management occupations (location quotient = 1.37), business and financial operations (LQ = 2.06), office and administrative occupations (LQ = 1.23), and sales and related occupations (LQ = 1.39) point to the prevalence of corporate and regional headquarters and the finance and insurance sector in the city. Other concentrated occupations are computer and mathematical occupations (LQ = 2.88) and legal occupations (LQ = 1.68), consistent with the professional, scientific, and technical services and information sectors. Of these, only two provide average hourly wages less than the 2-ZIP average of \$22.89 per hour. Although a few of these concentrated occupations experienced an overall decline over a ten-year period (which included the Great Recession), all have experienced growth over the last five years. The occupations that have surpassed 2004 levels of jobs are computer and mathematical occupations (10-year growth of 30.3 percent), management occupations (2.2 percent), and legal occupations (2.1 percent).

With the exception of computer science and mathematical occupations, the fastest growing occupations in the area are lower paying positions, including food preparation and serving, transportation and material moving, production, and personal care and service—all offering an average hourly wage of just under \$10 and just over \$14. Still, Greater Dunwoody's high-wage occupations have experienced growth as well, both over a long-term 10-year period as well as over a five-year period. All the seven occupations with average hourly wages over the area average of \$22.89, only two experienced losses over both time frames: life, physical, and social science occupations and architecture and engineering occupations.

Although the Great Recession has spurred an economic reset for many communities across the nation, with major shifts in economic and skills structure, Greater Dunwoody is experiencing five-year gains across the board in a range of types of jobs in diverse sectors, with only a handful of continued losses since the end of the recession.

OCCUPATIONAL ANALYSIS, GREATER DUNWOODY, 2014

SOC Code	Description	Employment	Location Quotient	5-Year Change	10-Year Change	Average Hourly Wage	Percent of National Wage
		38,842		5.0%	0.6%	\$22.89	105.6%
43	Office & Administrative Support Occupations	7,273	1.23	7.9%	-9.3%	\$16.02	95.5%
41	Sales & Related Occupations	5,605	1.39	1.1%	-9.8%	\$18.93	102.4%
13	Business & Financial Operations Occupations	3,903	2.06	9.5%	-0.2%	\$32.57	96.9%
35	Food Preparation & Serving Related Occupations	3,489	1.10	14.0%	21.1%	\$9.85	95.0%
15	Computer & Mathematical Occupations	2,955	2.88	10.0%	30.3%	\$35.72	92.1%
11	Management Occupations	2,814	1.37	6.1%	2.2%	\$51.01	108.2%
39	Personal Care & Service Occupations	1,568	1.03	10.6%	24.6%	\$10.49	94.6%
53	Transportation & Material Moving Occupations	1,498	0.60	13.7%	-7.7%	\$13.32	82.3%
29	Healthcare Practitioners & Technical Occupations	1,458	0.70	8.9%	6.8%	\$36.29	99.9%
51	Production Occupations	1,215	0.52	13.0%	-17.1%	\$14.15	84.6%
31	Healthcare Support Occupations	960	0.88	7.2%	8.7%	\$12.80	95.0%
49	Installation, Maintenance, & Repair Occupations	891	0.60	2.7%	-3.6%	\$19.65	94.8%
33	Protective Service Occupations	753	0.87	-47.3%	49.3%	\$12.79	61.4%
37	Building & Grounds Cleaning & Maintenance Occs	721	0.48	3.3%	-7.8%	\$11.75	98.1%
27	Arts, Design, Entertainment, Sports, & Media Occs	675	1.00	8.6%	7.6%	\$22.37	93.5%
47	Construction & Extraction Occupations	625	0.36	3.0%	-1.5%	\$16.68	82.7%
23	Legal Occupations	547	1.68	8.5%	2.0%	\$45.46	99.2%
21	Community & Social Service Occupations	521	0.84	-1.0%	5.6%	\$21.82	102.1%
17	Architecture & Engineering Occupations	517	0.80	-10.2%	-13.2%	\$35.23	92.4%
25	Education, Training, & Library Occupations	509	0.23	2.3%	3.0%	\$20.08	82.7%
19	Life, Physical, & Social Science Occupations	167	0.52	-8.4%	-6.0%	\$29.79	89.5%
55	Military Occupations	164	0.31	-5.7%	-7.1%	\$14.64	87.5%

Source: EMSI

Note: SOC code 45 (Farming, Fishing, and Forestry Occupations) is excluded from this table. This occupation group comprises 0.04 percent of jobs in the 2-ZIP code Greater Dunwoody region.

Resident Employment by Occupation

The top occupations of Dunwoody's residents are consistent with the broader area's most concentrated occupations. The top four occupations comprise over 50 percent of the occupations of the city's residents: management occupations (16.3 percent), sales and related occupations (12.5 percent), business and financial operations occupations (11.9 percent), and office and administrative support occupations (10.5 percent). All of these except office and administrative support provide city residents with a median annual wage higher than the city median of \$50,839. Occupations that are concentrated in terms of city residents but not for the 2-ZIP area businesses include office and administrative support; architecture and engineering; arts, design, entertainment, sports, and media; and life, physical, and social science occupations.

The fastest growing resident occupations are in construction and extraction, healthcare support, production, and material moving, which all have median annual wages lower than the city median. High-wage resident occupations that have grown over time include healthcare practitioner and technical; architecture and engineering; life, physical, and social science occupations. There were fewer working residents with the remaining high-wage occupations in 2013 than in 2010.

Across the majority of occupations, Dunwoody working residents earn median earnings that surpass the national median, suggesting that either employers in commuting distance offer competitive wages for talent or that Dunwoody residents are more experienced or higher-positioned than the average employee in these occupational categories.

While approximately three out of five Dunwoody working residents are employed in occupational groups that have median earnings that are higher than the city's median annual earnings of \$50,839, the remaining two working residents are employed in occupational groups that have median earnings lower than this median, indicating that Dunwoody residents have a diverse range of skill and knowledge levels. This becomes an important characteristic when considering housing and other quality of life amenities in the city. Affordable workforce housing will increasingly become a need as professions within occupational groups such as education, training, and library and protective service, which are vital to the continued positive perceptions of Dunwoody, need the option to live where they work.

RESIDENT OCCUPATIONS, 2013

	Total Jobs	Share of Total Jobs	Location Quotient	3-Year Change	Median Annual Earnings	Percent of National Median
Total	23,559	100.0%		1.1%	\$50,839	155.3%
Management occupations	3,842	16.3%	1.69	-4.3%	\$84,107	131.1%
Sales and related occupations	2,952	12.5%	1.15	-20.8%	\$56,216	215.6%
Business and financial operations occupations	2,804	11.9%	2.50	-4.3%	\$71,592	131.2%
Office and administrative support occupations	2,481	10.5%	0.78	10.3%	\$38,856	135.0%
Education, training, and library occupations	1,409	6.0%	0.98	-6.6%	\$45,827	117.8%
Computer and mathematical occupations	1,310	5.6%	2.13	-8.5%	\$85,909	119.3%
Healthcare practitioner and technical occupations	1,262	5.4%	0.95	24.1%	\$78,462	147.9%
Construction and extraction occupations	933	4.0%	0.79	159.9%	\$18,977	59.5%
Building and grounds cleaning and maintenance occupations	912	3.9%	0.96	29.0%	\$14,396	80.2%
Food preparation and serving related occupations	894	3.8%	0.65	-32.3%	\$18,327	140.6%
Legal occupations	679	2.9%	2.47	-7.9%	\$101,942	141.0%
Architecture and engineering occupations	568	2.4%	1.32	12.9%	\$82,697	114.3%
Arts, design, entertainment, sports, and media occupations	524	2.2%	1.17	22.1%	\$32,019	89.2%
Production occupations	523	2.2%	0.37	134.5%	\$26,003	84.1%
Personal care and service occupations	471	2.0%	0.54	16.0%	\$21,151	140.4%
Material moving occupations	424	1.8%	0.70	131.7%	\$27,321	125.4%
Life, physical, and social science occupations	360	1.5%	1.75	25.9%	\$83,170	152.7%
Transportation occupations	307	1.3%	0.36	-1.9%	\$29,531	92.3%
Community and social services occupations	289	1.2%	0.74	-30.4%	\$41,433	109.9%
Healthcare support occupations	279	1.2%	0.46	136.4%	\$28,640	130.1%
Installation, maintenance, and repair occupations	198	0.8%	0.26	-31.0%	\$46,250	114.6%
Protective service occupations	138	0.6%	0.26	0.7%	\$27,857	67.8%

Source: U.S. Census Bureau, 2011-2013 American Community Survey

Employment Projections

The Atlanta Regional Commission (ARC) provides employment projections for every Transportation Analysis Zone (TAZ) in the ARC Travel Demand Model. The figures below display the projected employment densities for each Dunwoody TAZ based on this ARC model, for both 2015 and 2040. As of 2015, the Perimeter Center maintains an employment density of between 32 and 38 persons per acre, making it the densest employment center in the city. The southern portion of Dunwoody Village and northern Perimeter Center area maintain an employment density of 12 persons per acre. The Georgetown area, the only other notable employment center as of 2015, maintains an employment density of 3.7 persons per acre. The remainder of the city is primarily residential and has an employment density of less than two persons per acre, with few employees found in the northern portions of the city.

ARC projections indicate a general continuation of past employment growth trends out to 2040. These projections indicate that the western portion of Perimeter Center will increase employment density to 45 persons per acre, while the remainder of Perimeter Center will remain near 2015 levels of employment. The northern portion of Dunwoody Village will increase in density to 2.4 persons per acre, indicating growing employment in the central Village. The Georgetown Area will also experience increased employment density, growing to 6.4 persons per acre. These trends reflect the densification and growth of the southern portions of the city as Atlanta urbanization spreads outwards from the metropolitan core. The northern, residential portions of the city are expected to retain their minimal employment densities while Perimeter Center will continue to grow. Dunwoody Village and Georgetown are expected to grow as local employment nodes, and the implementation of master plans for these areas will need to occur to ensure that they grow into the vision the City of Dunwoody and its residents have.

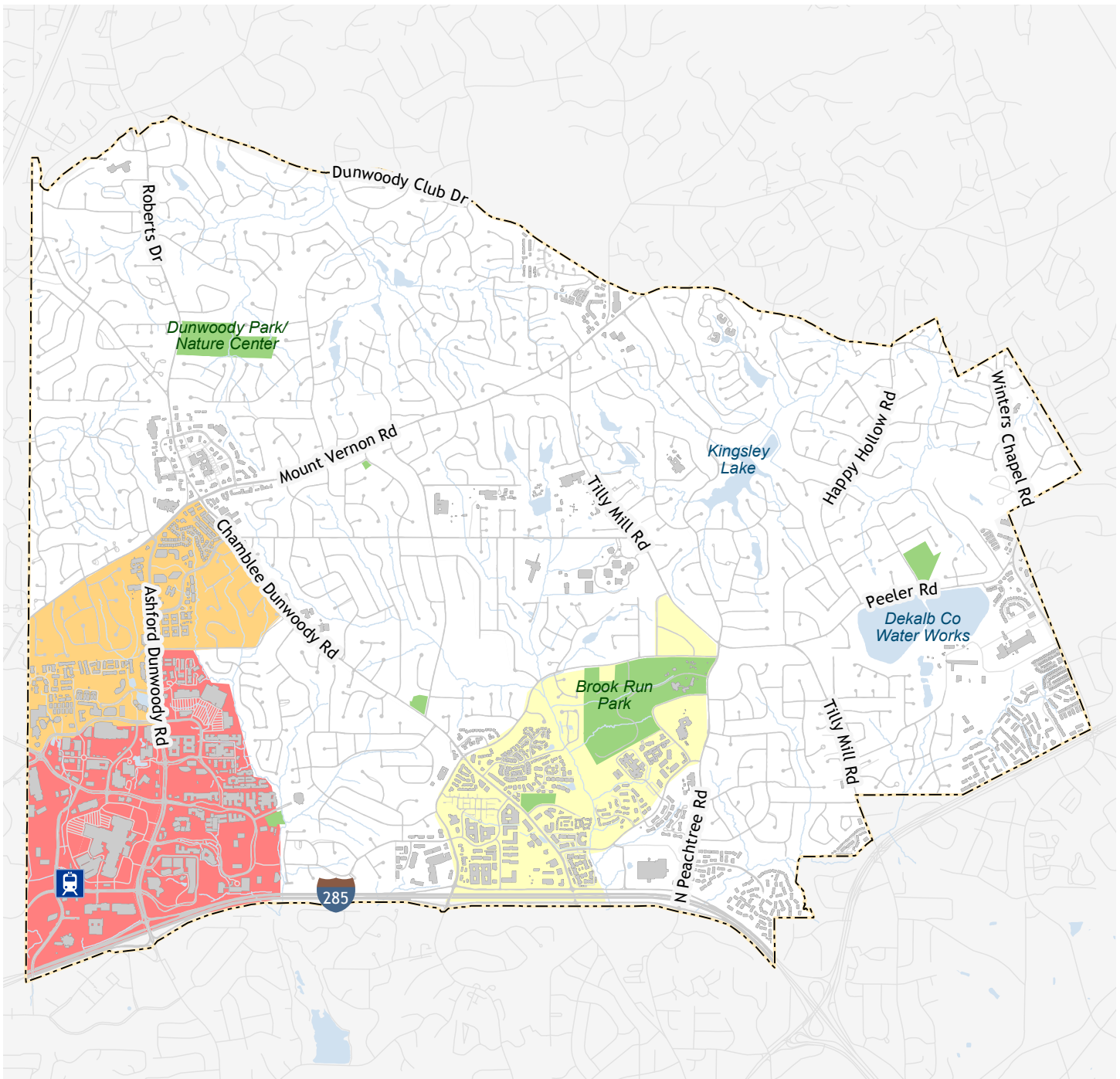
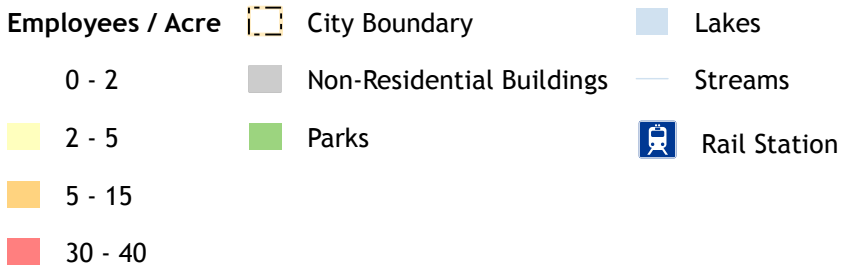


Figure 1: Dunwoody Employment Density, 2015



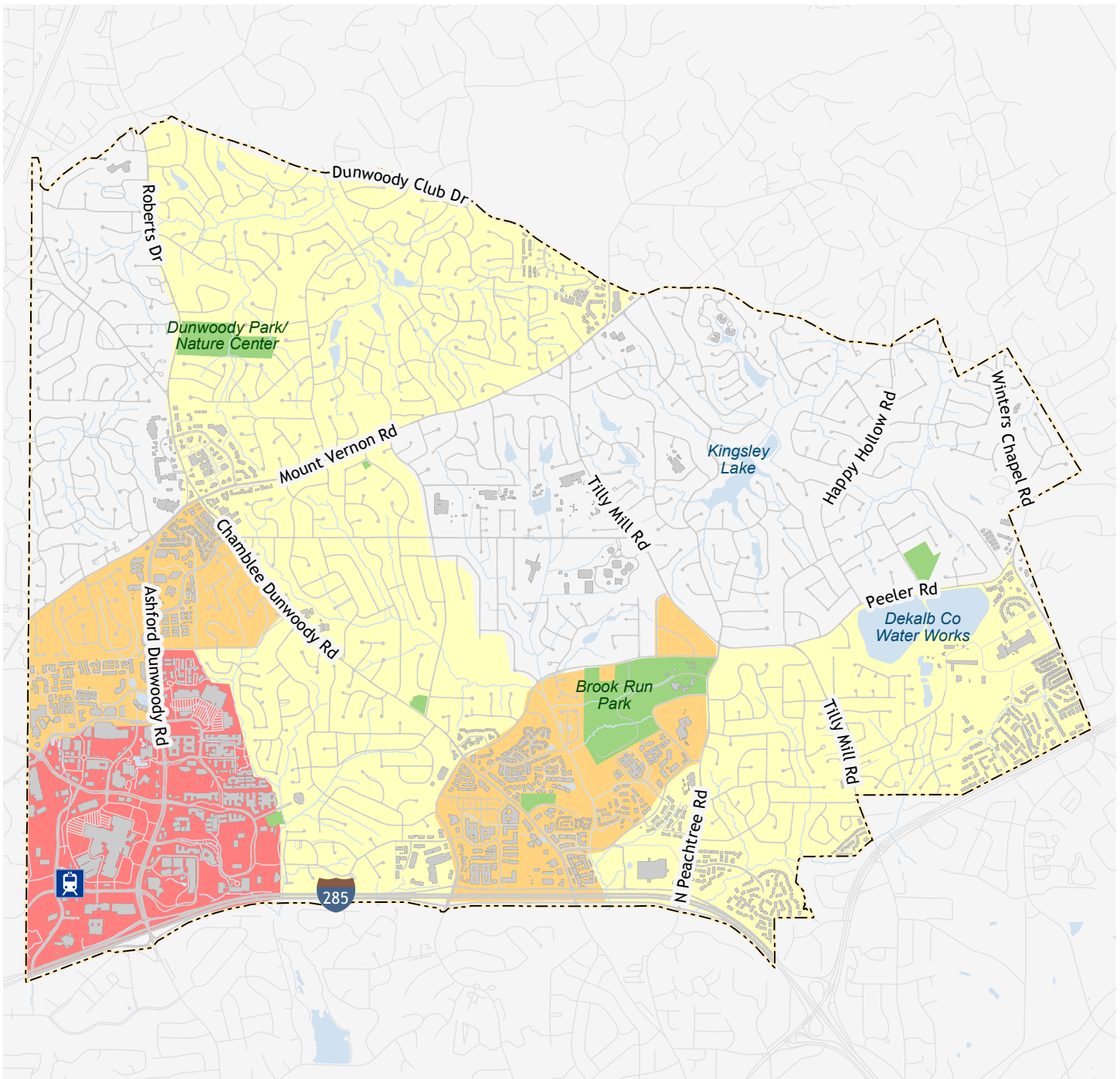
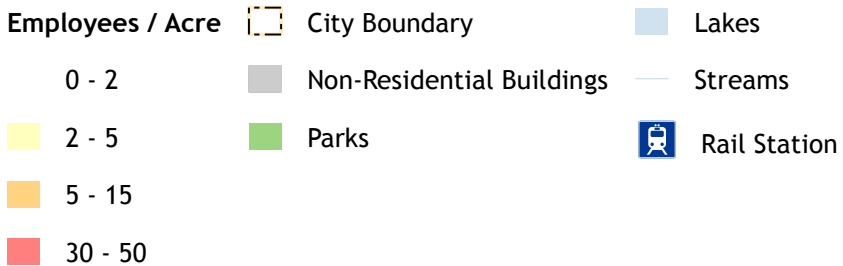


Figure 1: Dunwoody Employment Density, 2040



C.2.4 NEEDS, OPPORTUNITIES AND RELATED WORK PROGRAM ITEMS

The following needs and opportunities have been identified as a result of an analysis of economic trends as well as a series of interviews and community workshops. It is important to note that quality economic development also depends on the successful implementation of community development needs, particularly those related to Dunwoody's infrastructure.

- Encourage Dunwoody's small business and entrepreneurial environment.
 - Dunwoody benefits from its healthy Perimeter Center area, which is concentrated in the southwestern corner of the city and serves as a strong anchor for the city's economy. Dunwoody has an opportunity to leverage this major jobs center with large employers, presence of young professionals looking for ability to spin-off or build firms from high-tech innovations and a vibrant retirement community ready for after-retirement opportunities, proximity to the City of Atlanta and its assets, and the presence of MARTA to encourage small business creation and growth in other areas of the city.
 - Action Items:
 - Implement development tasks in the Dunwoody Village Master Plan, Georgetown Master Plan, Urban Redevelopment Plan, Sustainability Plan, and Transportation Plan to attract additional local serving businesses as well as destination businesses, particularly restaurants and retail in economic nodes outside of the Perimeter Center area.
 - Include specific questions for small business owners in the city's annual survey
 - Work with Chamber to conduct a feasibility study for an innovation incubator/co-working space. Determine if this incubator/co-working space could be an initiative of Georgia State University after its consolidation with Georgia Perimeter College is complete.
 - Work with Georgia State University to make its entrepreneurship assets directly accessible to Dunwoody businesses and talent.
 - Establish additional incentives to further desirable development in city. Examples of best practice tools to consider that can be paired together for eligible projects include but are not limited to tax allocation districts (TADs), tax abatement bonds, redevelopment bonds, lease-revenue financing, and the EB-5 Immigrant Investor Program. Take advantage of Georgia Department of Community Affairs tools such as its Redevelopment Fund and its Energy Rebate Program.
- Ensure that the permitting process is straightforward and easy to understand and follow.
 - It is important that Dunwoody understands its level of competitiveness relative to nearby communities, including but not limited to Sandy Springs, Chamblee, Roswell, Brookhaven, and Buckhead, in terms of the ease of business owners to obtain permits.
 - Action Item:
 - Periodically compare the cost and timeliness of permitting processes in surrounding communities to that of Dunwoody's.

- Strengthen Dunwoody's economic development efforts.
 - Dunwoody is lead economic development organization and currently has several protocols in place to ensure that city officials understand the needs of existing businesses and that the city competes for relocation projects. The City funds and staffs a business retention and expansion program that visits over 100 businesses per year and has created beneficial programs such as Engage Dunwoody, which is a partnership with the Dunwoody Chamber of Commerce to connect its firms to nonprofit entities to build a better community. However, there is always room for improvement. This recommendation is to continue existing efforts and to build on the foundation the City of Dunwoody Department of Economic Development has laid.
 - Action Items:
 - Continue to regularly engage business community in feedback on city needs and concerns and vice versa.
 - Continue business retention and expansion visits.
 - Expand follow-up efforts after receiving business feedback.
 - Work with chamber to expand the Engage Dunwoody program.
 - Develop and maintain database of the city's available and developable real estate portfolio.
 - Make accessible a list of all real estate redevelopment opportunities sorted by character area.
- Continue to strengthen relationships with local, regional, state, and federal partners.
 - Cooperation and regionalism are hallmarks of successful communities. This is especially true of Dunwoody, which is closely tied to Sandy Springs because of the shared Perimeter Center area despite being located in different counties. Similarly, Dunwoody shared retail areas with other cities on its borders. Dunwoody is also a recognized suburb of the City of Atlanta and benefits from the close proximity to Atlanta's assets as well as the metro's labor shed. These relationships are and can be increasingly mutually beneficial as the City of Dunwoody and its local partners continue to build their relationships across city, county, and even metro lines.
 - Action Items:
 - Encourage a conversation between local chambers of commerce in the cities in and near the Perimeter Center area and the PCID Business Alliance regarding combining and/or coordinating efforts.
 - Work with Sandy Springs and Brookhaven to solidify a unified marketing vision.
 - Continue building rapport with Metro Atlanta Chamber and Atlanta Regional Commission and leverage regional resources and opportunities.
 - Continue working with the City of Sandy Springs to host state project managers for joint tours of the cities to highlight economic development opportunities.

C.3 NATURAL AND CULTURAL RESOURCES

Following is an inventory of Dunwoody's many natural and cultural resources highlighting protected features that may impact future development. See Appendix D. Consistency with Regional Water Plan and Environmental Planning Criteria, for a description of how water resources are being protected. The Natural Resource Map displays the location of many of resources described below.

C.3.1 WATERWAYS

The Chattahoochee River runs about a mile north of the City of Dunwoody. There are a few creeks such as Ball Mill Creek, Nancy Creek, and North Fork Nancy Creek running within the city limits. These water bodies are protected by the Georgia Stream Protection Ordinance which requires a 25-foot wide buffer immediately adjacent to all waters of the state in its natural state. This ordinance applies to all waters of the state as defined by the Georgia Environmental Protection Division. The Dunwoody Stream Protection Ordinance requires an additional 50-foot wide buffer immediately from the state buffer.

There are several lakes and ponds located within the city limits including Mount Vernon Lake and Kingsley Lake. The city also has a DeKalb County Water Works plant within its boundary.

The wetlands of Georgia are protected by the Department of Natural Resources Georgia Environmental Protection Division which sets Environment Planning Criteria for developing land use with respect to wetlands.

C.3.2 WATER SUPPLY WATERSHED

The city is entirely in the Chattahoochee River Watershed, but not all of it is in the water supply watershed. Those portions of the city draining into Nancy Creek, which is a tributary of Peachtree Creek, are not in the water supply watershed as Peachtree Creek enters the Chattahoochee downstream of the region's water intakes. All state waters in Georgia are protected under Part V criteria the Department of Natural Resources Georgia Environmental Protection Division. Under the Part V criteria, large water supply watersheds (over 100 square miles, which includes the Chattahoochee) with river-run intakes, the only requirements are limitations on hazardous material and waste handling and storage. The criteria ensure quality of drinking water by protecting the watershed for public health, safety and welfare.

C.3.3 PRIME AGRICULTURE LAND:

There is no prime agricultural land within the City of Dunwoody limits.

C.3.4 UNDEVELOPED / FOREST LAND

According to existing land use, the city has approximately 95 acres of land assigned as Undeveloped / Forest Land.

C.3.5 GROUNDWATER RECHARGE AREA

The northern region of the city, mostly north of Mount Vernon Highway and east of Roberts Drive, is designated as Groundwater Recharge Area. The recharge area has been designated as the probable area of thick soil. The area falls under the “Most Significant Ground-Water Recharge Areas of Georgia” published in 1989 in Georgia Geologic Survey Hydrologic Atlas 18 map. The Groundwater Recharge Areas are protected by Department of Natural Resources which has set Environmental Planning Criteria for storage and disposal of hazardous and agriculture wastes design of septic / drain systems and new developments.

C.3.6 FLOODPLAIN

The city has approximately 250 acres of land as flood plain, mostly 100 year floodplain. Some of the areas along North Fork Nancy Creek and near the Brook Run Park have been mapped as 500 year floodplain.

C.3.7 PROTECTED MOUNTAIN:

There are no protected mountains within the City of Dunwoody limits.

C.3.8 PROTECTED RIVER:

There are no protected rivers within the City of Dunwoody limits.

C.3.9 LIST OF ENDANGERED SPECIES:

- Bird: Bald eagle (*Haliaeetus leucocephalus*)
- Fish: Bluestripe shiner| (*Cyprinella callitaenia*)
- Plant: Bay star-vine (*Schisandra glabra*); Black-spored quillwort (*Isoetes melanospora*); Flatrock onion (*Allium speculae*); Granite rock stonecrop (*Sedum pusillum*); Indian olive (*Nestronia umbellula*); Piedmont barren strawberry (*Waldsteinia lobata*); Snorkelwort (*Amphianthus pusillus*)

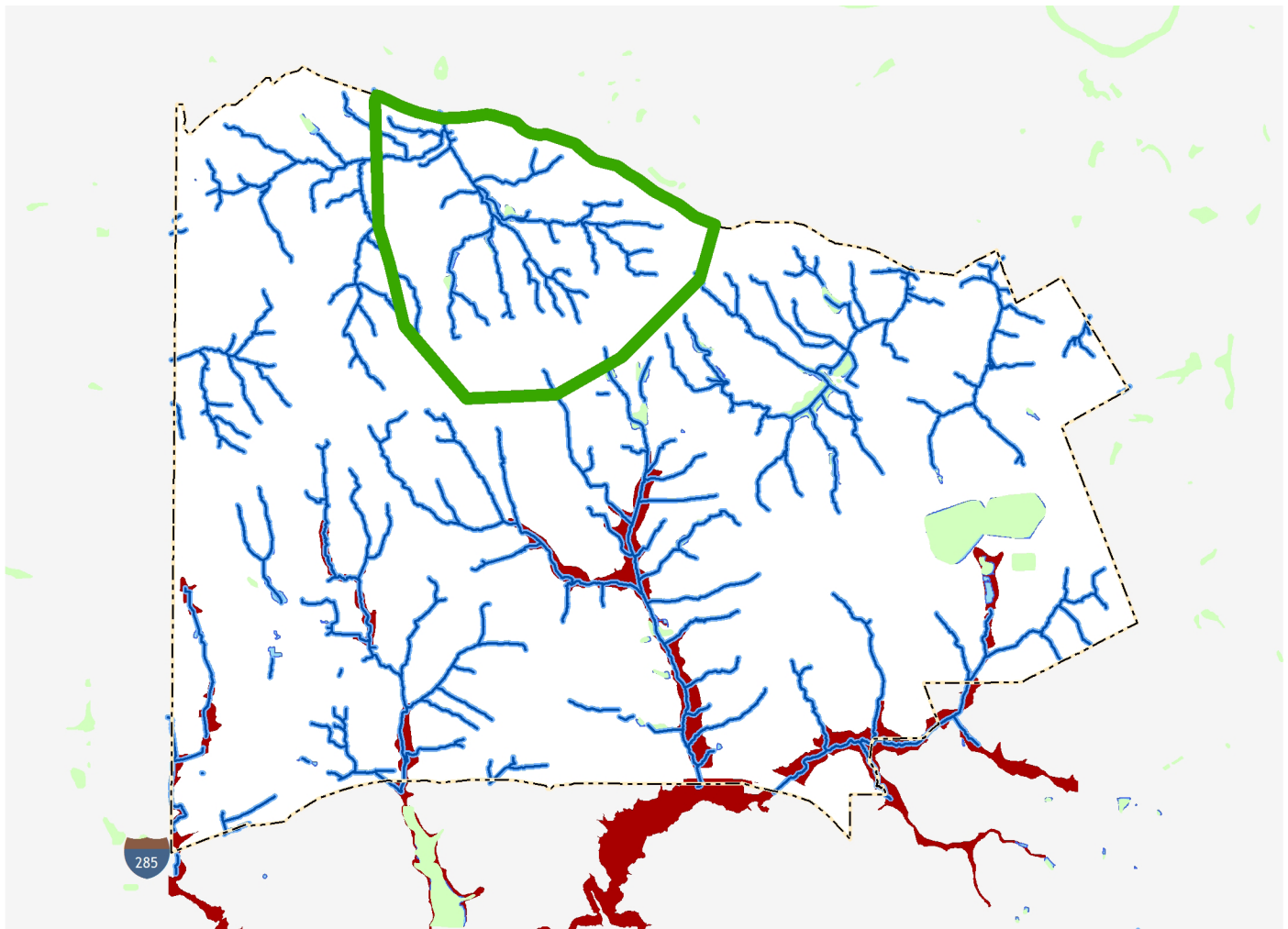
C.3.10 PARKS AND OPEN SPACES

See the Community Facilities Assessment for description of the local parks in Dunwoody.








C.3.11 SIGNIFICANT HISTORIC RESOURCES

The preservation of historic resources provides cultural, educational, and economic benefits for a community. Historic sites are among the top destinations for Georgia’s tourists, and tourism is one of the largest and fastest growing industries in the state, creating thousands of jobs and millions of dollars in revenue annually. Preservation of irreplaceable assets such as these have immeasurable benefits in maintaining the City of Dunwoody as a unique community as the city continues to experience changes linked to rapid growth and development.

Although historic preservation has become more important as more structures age, it is also about timing as some structures have not been saved or preserved in a timely manner. This is an impetus for the City of Dunwoody to plan to undertake a city-specific Historic Resources Inventory. There has not been an inventory covering the area aside from National Register nomination research and documentation and extensive work by the Dunwoody Preservation Trust.



Water Resources Map

-  City Boundary
-  Ground Water Recharge Area
-  Streams
-  75 ft Stream Buffer
-  Wetlands
-  Lakes
-  Floodplain

The synopsis included here is from the resources found at the DeKalb History Center, the Historic Preservation Division of the Department of Natural Resources and the Dunwoody Preservation Trust.

Cultural Resources Figure 5-3, including historic structures and sites as well as structures and sites known to be lost, is included in this section. The figure also identifies the one house, Cheek-Spruill House, listed on the National Register and the Donaldson-Banister House which has a National Register nomination pending. It is important to note resources lost in the recent past because they play an important role in the development of Dunwoody and could also be resources for archeological work in the future. This map could be used as the baseline for a local historic resources survey.

Potential archeological resources as identified in the State Archeological GIS database are also noted on the map. As a policy to prevent potential looting, the state does not reveal unprotected sites by a specific location or type.

Property types identified include single dwellings, churches, cemeteries, commercial, industrial, transportation, and agricultural. The area considered Dunwoody prior to incorporation is not exactly the same as the formal city boundaries. The Dunwoody Preservation Trust has a historic marker program (18 properties) which shows the name of the resource and the date constructed. The Dunwoody Preservation Trust has decided to leave the historical markers up in these areas because historically this was considered "Dunwoody".

The date of construction of the properties surveyed range from the mid-1800's to the mid-1900's. There is a large amount of ranch style neighborhoods that have not been evaluated. Some of the resources are considered to be threatened due to their condition or due to change in the land use. None of the historic resources is protected by local ordinance.

C.3.12 SIGNIFICANT RESOURCES INVENTORY

Many of the residences in the area are associated with agricultural uses. They would be considered Victorian Vernacular and retain landscape elements and some outbuildings. Some of these were once part of a small farm while others were located at crossroads communities. Many of the houses have become endangered or lost as land uses change. Those located on large parcels are endangered in the process of subdivision and developed for residential and commercial uses.

Commercial Resources

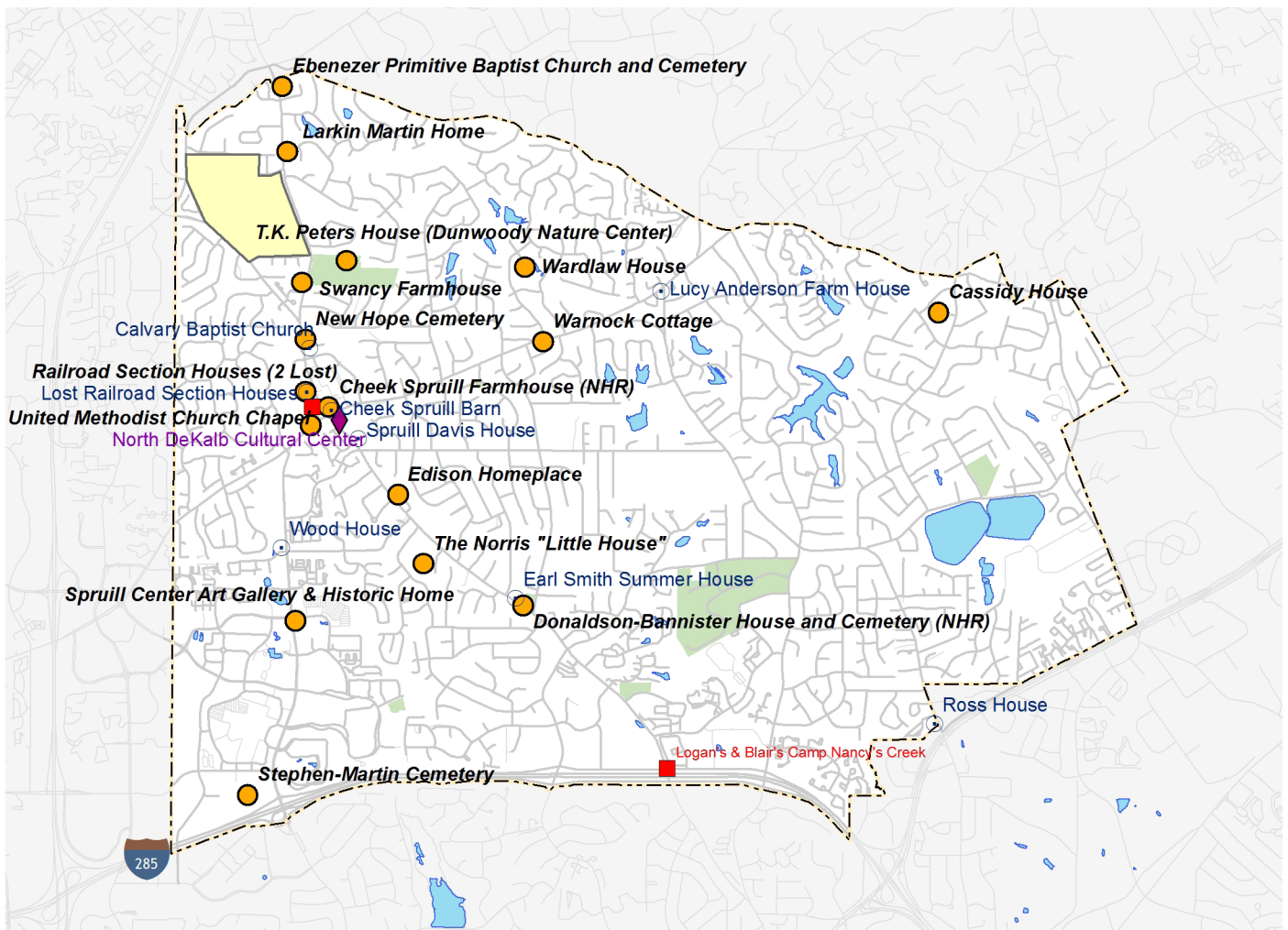
The commercial resources in the area have been lost. There is documentation of commercial buildings, cotton gin and a medicinal laboratory and store in the Chamblee Dunwoody Road and Mount Vernon Road area, in the vicinity of the area known as Dunwoody Village.

Industrial Resources

Very few industrial buildings, if any, were located in the City of Dunwoody.

Institutional Resources

- Government Buildings - There are no historic government buildings in the City of Dunwoody.
- Schools - There are no historic schools left in the city. The first private "school" was held at the Ebenezer Baptist Church which is still standing, although the school has long since disbanded.



Cultural Resources Map

- City Boundary
- ◆ Cultural Center
- Historic Marker
- Historic Site/Structure
- Potential Archaeological Resources
- Lost Historic Site/Structure

Transportation Resources

Dunwoody grew from a rural, agricultural town as a result of the construction and operation of the Railroad which began operation in 1881 and remained through 1921. This railroad connected Roswell, Chamblee and Dunwoody to Atlanta. One historic railroad section house still remains and houses the Chamber of Commerce. The other two section houses were lost to development pressures. These structures were built to temporarily house railroad workers while rails were being repaired. In 1994, some of the tracks for the railroad were found along Chamblee Dunwoody Road.

Rural Resources


Since DeKalb developed as an agricultural area, most of the historic resources in unincorporated DeKalb County could be considered to be rural resources.


Dunwoody is considered a crossroads community, which are frequently located at the intersection of two or more roads and are located throughout unincorporated DeKalb County.

Crossroads communities were the hub of activities and services in the farming communities. A variety of community institutions were located near the major intersection with residential development extending along the roads. The main crossroads area was Chamblee Dunwoody Road and Mount Vernon Road.

A description of some of the key resources are as follows:

- Cheek-Spruill Farm (c. 1881 and 1909 addition)
This structure is known as the heart of Dunwoody. It was a rallying point by the Dunwoody residents when encroaching development threatened it. It is currently the headquarters of the Dunwoody Preservation Trust. The house was built in 1881 and was one story. It was originally the home of Jobberry Cheek who had a saw mill, cotton gin and corn and flour mill across the street. The second story was added in 1909. It is an "L" shaped folk Victorian farm house. This house was purchased by the Spruill family and Mrs. Florence Spruill lived here until she died. The community was able to move and save the associated smokehouse and shed barn as well as marked trees.


- Donaldson-Bannister House and Cemetery (c. 1870)
This is one of the last surviving farmsteads with a family cemetery. There are seven marked graves and twenty without inscriptions. Some changes were made to the structure in the 1930's which are attributed to the Williamsburg style.


- Edison home place (1931) This was the first brick house in Dunwoody. It is a single family bungalow.

- The Last Rail Section House (c. 1880) This was a two room house where the section hands stayed while they worked on the railroad. There were three of these houses until 1994. There is eyewitness documentation that there may have been more. Two sections of rail were found when the other two were removed. The structure is unchanged except for the addition of railings and steps. The original bead board ceiling is still present.



- The Warnock Cottage (c. 1913) Mr. William Warnock built a log cabin near Ashford Dunwoody Road. He then purchased the land where this Victorian Cottage sits. Vinyl siding has been added over the original wood and the back porch has been enclosed.



- The Swancy Farmhouse (c. 1889) This property features a farm/rural landscape with a tin roofed farm shed. This house would have been just below the junction of the railroad as it turned down Chamblee Dunwoody Road.
- The Norris "Little House" (c. 1901) This was the vacation cottage of the family who owned the Norris candy company. There were a number of other vacation houses in the area.
- The Wardlaw House (c. 1929) This was another vacation home similar to the Norris "Little House".
- Larkin Martin House (c. 1840, oldest surviving home in Dunwoody). Once of the home of Larkin Martin, an early member of Ebenezer Primitive Baptist Church. The home was originally part of a 300 acre estate, which subsequent owners sold off for residential development, including property now called Sellers Farm and the Mill Glen subdivision.
- Cassidy House (C. 1930). Built originally as a hunting lodge and summer home for Mrs. Clara B Cassidy.

Religious Building and Cemeteries

The City of Dunwoody has not conducted an inventory of archeological and cultural resources within its boundaries. There are a number of religious buildings and church cemeteries in the area that need to be outlined here not included here.

- Dunwoody United Methodist Church: The original church was organized in 1903. The original frame church is no longer in existence. The existing Chapel was constructed in 1941 and sits across the street from where the original church sat.
- Ebenezer Primitive Baptist Church: Established in 1829 and is known as the oldest church in Dunwoody. It is now bricked but still active. A discussion of this building and associated cemetery is provided under cemeteries.

Church Cemeteries with existing congregations: Where the church is still active, the cemetery is generally maintained. Many of these churches have a cemetery maintenance committee that raises funds and is responsible for the maintenance of the cemetery. The cemeteries can be categorized as follows:

- **Ebenezer Primitive Baptist Church:** Established 1829 This church is the oldest church in Dunwoody. The Yellow River Primitive Baptist Association was active in the area during the 1820's. Ebenezer may have been a result of these efforts. A brick exterior has been applied to this structure but would have been wood originally. Sources note that the congregation is about 50 members, who still sing in the Sacred Harp or Fa-So-La tradition. The cemetery has a large pre-war section and monuments. Some vandalism has occurred.

Church Cemeteries where the churches no longer exist: In some cases, a church congregation has moved or disbanded. As a result, the church building no longer stands or is in a state of disrepair and the cemetery is abandoned. One example of a church cemetery in Dunwoody is the New Hope Cemetery. New Hope Cemetery dates back to 1859 and was originally associated with the New Hope Presbyterian Church, which was disbanded in 1917 and the building was removed. Founding families of Dunwoody such as Cheek, Duke, and Spruill can be found buried here.



- **Family Cemeteries:** These are located within what is or was a family's farm or property. Family cemeteries are often small and not maintained and are abandoned.
- **Donaldson-Banister House and Cemetery:** This house was built along the railroad. This is one of the oldest houses in the area. It is the last farmstead which features a family cemetery.
- **The Martin/Spruill Cemetery:** This cemetery dates to at least 1866. It is currently hidden between commercial and office space. It is the resting place of many of the Stephen Martin family and many of the Spruills. The grave of Mr. Martin and his second wife are marked with a rare custom of surrounding the grave with a rock wall. The Dunwoody Preservation Trust has a marker here and because of its hidden location not much vandalism appears to have occurred. This cemetery was at one time in the back of the Spruill farmstead.

Several trends adversely affect the preservation of cemeteries. Over time, some have disappeared while others have deteriorated.

- **Development and encroachment of development:** As the City of Dunwoody has become more urbanized and agricultural production has declined, former farms, where family cemeteries were located, have changed land uses to residential, commercial, or industrial. Also large swaths of property associated with religious structures have been subdivided. Removal of vegetation and grading of land adjacent to burials can change the topography of the soil, the drainage, the pattern of stormwater flow, and the stability of the soil. This could have an adverse effect on burials by increasing run-off and soil erosion. Water and soil erosion can shift marker placement, destabilize markers and unearth stones.

- **Abandonment:** Many family cemeteries have been neglected or abandoned as land use patterns have changed, descendants have moved away or died, the family property has been sold and younger generations have been unaware of the cemetery, thus leaving no one to care for it. In these cemeteries, vandalism and vegetation can go unchecked.
- **Natural Environment:** The natural environment, freeze/thaw cycles, acid rain and unchecked vegetation can negatively affect walls, stones, markers and paths. Invasive vegetation can attach itself to stones and trap water and soils that can harm it. Diseased limbs or trees can fall and shatter stones and walls. An overgrown and uncared for site can fall prey to vandalism.
- **Vandalism:** Cemeteries are an easy target for vandalism. Lack of security, infrequent visitation, overgrown grounds and a neglected appearance can make cemeteries attractive to vandals and thieves. Removal of stones and fences by theft leaves graves unmarked and destroys the integrity of the cemetery.

The Abandoned Cemeteries and Burial Grounds legislation in Georgia protects cemeteries from development.

As presented here, the content from the various research data provides an overview of the potential historic resources in Dunwoody. These are significant on a local level, and there may be many more specific names and locations that can be added should the city decide to conduct or administer a new historic resources survey or receive further input from citizens. The new survey should start by utilizing the research materials presented here.

A historic resource commission or historic preservation commission would be recommended if the city finds concentrations of structures that could represent historic districts, or individual structures that are eligible and have potential to be listed on the historic register. A historic preservation commission or review board would also be recommended if the city implements local historic preservation guidelines at any time in the future.

Lost Historic Site/Structure

These structures or sites were added to raise awareness in the Dunwoody Community about the lack of protection for existing historic resources and to document areas that might be available for further archeological research. While not an exhaustive documentation, Cultural Resources Map provides the general location for some of the notable sites. The initial list was procured from Lynne Byrd from the Dunwoody Preservation Trust.

C.4 COMMUNITY FACILITIES AND SERVICES

Following is an overview of the community facilities and services available to Dunwoody residents and businesses. The Community Facilities Map at the end of this section shows the locations of local facilities. See the Intergovernmental Coordination Assessment for a list of services agreements with other government entities, of which DeKalb County is a major provider.

C.4.1 GENERAL GOVERNMENT

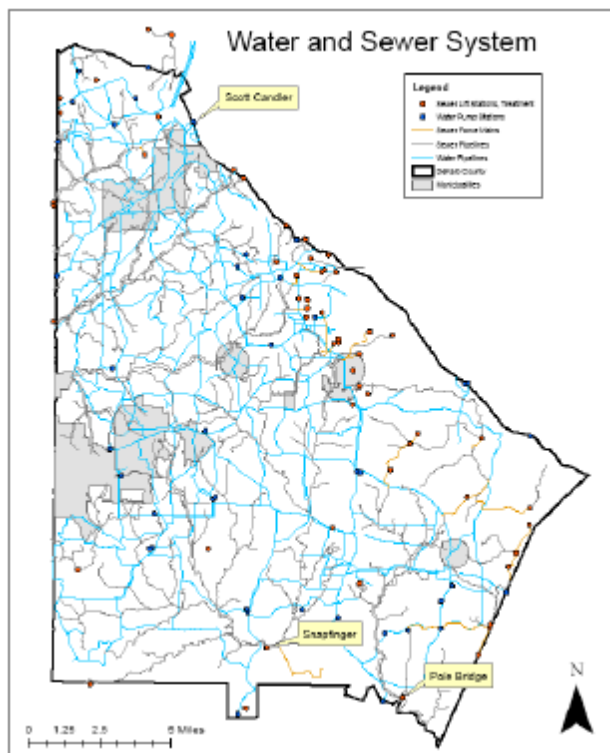
Dunwoody is governed by a Mayor and City Council. The City Council is comprised of the Mayor and six members who are elected to Posts 1 through 6. Each person desiring to offer as a candidate for councilmember shall designate the council post for which he or she is offering. The mayor and councilmember's serve for terms of four years and until their respective successors are elected and qualified. The City Council enacts ordinances and resolutions, adopts an annual budget, establishes the tax levy, and otherwise takes such actions as necessary for the security, welfare, and interest of the city.

The City Manager is tasked to independently organize and manage the daily operations of Dunwoody's city government in accordance with local ordinances, laws and policies prescribed by the elected officials. The City Manager's responsibilities and authorities include orchestrating the full spectrum of activities of the city and making key decisions to keep day-to-day operations running smoothly.

C.4.2 WATER SUPPLY AND WASTE WATER

The Water and Sewer Systems map depicts the County water and sewer facilities that serve all of DeKalb County, including the City of Dunwoody. The map is from the 2025 DeKalb County Comprehensive Plan, and much of the assessment below is also from that document.

Water and Sewer Systems Map, DeKalb County



Source: DeKalb County 2025 Comprehensive Plan

Distribution and Treatment Systems

DeKalb County provides direct water delivery service to the unincorporated areas of the County and some of the Cities. The County relies on Lake Lanier to supply its fresh water for residential and commercial customers. The County's Department of Water Resources manages drinking water, stormwater, and wastewater.

Water System

DeKalb County currently holds a water withdrawal permit from the Georgia Department of Natural Resources Environmental Protection Division, allowing a maximum daily withdrawal of 150 million gallons. In 2006, the County averaged withdrawals of approximately 90 million gallons per day. The County supplies water to its 225,000 customers through two Water Filtration Plants, each of which can draw water from two separate Raw Water Intakes located on Lake Sydney Lanier. There are approximately 3,271 miles of water lines in the County, ranging in size from 2" to 78". Approximately 64 million gallons of distribution storage is available, with pumping capacity to raise water pressure in local areas to acceptable levels, situated at various locations in the system.

Wastewater System

In total, there are approximately 254,000 sewer customers in DeKalb County. These customers are served by 2,000 miles of sewer pipeline. Because the county's drainage patterns rarely conform to political boundaries, the county has established a number of shared facilities and joint use agreements with adjacent municipalities and counties.

C.4.3 PUBLIC SAFETY

Police Department

Dunwoody established its own police protection services on April 1, 2009. The City police force relies upon 40 sworn officers and 8 civilian employees serving to provide public safety. The current City Hall location satisfies the immediate office space operational needs. However, identifying a long-term facility should be considered as there are many needs unmet at the current location such as, adequate space for evidence storage, parking that is secured and available 24 hours a day, 7 days – a – week, availability that police services require. Dunwoody relies on DeKalb County to provide much of its incarceration services.

DeKalb Fire Department

Fire protection is provided to the City of Dunwoody through an agreement with the DeKalb County Fire Department. DeKalb County has three stations in the city: Station 12, Station 18 and Station 21. In addition, Fulton County operates a fire protection facility just north of the city, which is also available for service in Dunwoody through a mutual aid agreement between the two counties. In addition to these local facilities, DeKalb County's other fire stations provide backup to the stations located within the city limits, making Dunwoody one part of a county-wide network of fire protection facilities.

Mutual support between stations is not rare; it is the essence of good fire protection planning. All stations do not serve the same types of land uses, nor do they all have the same apparatus. It is the strategic placement of personnel and equipment that is the backbone of good fire protection. Thus, as patterns of development and demand change over time, the specific apparatus housed in the facilities within the city limits should be expected to change in order to meet those needs.

C.4.4 EDUCATIONAL FACILITIES

Public vs. Private Education

Many residents in Dunwoody have the option of choosing public or private education. It has been estimated that 30-40% of school age children attend private educational facilities. A number of private educational institutions are located in the Dunwoody area.

DeKalb County Public Schools

The DeKalb County School System (DCSS) serves more than 101,000 students in 143 schools and centers, and 14,000 full-time employees, including 6,000 teachers. The school district is governed by a nine member Board of Education [seven district representatives and two at-large representatives] who are elected for four year terms.

- 84 Elementary schools
- 20 Middle schools
- 21 High schools
- 20 Centers

(Includes: 14 Magnet Programs, 7 Theme Schools, 104 state-funded Pre-K classes, 6 Title I funded Pre-K classes, 3 Montessori programs, 1 science planetarium, 1 Open Campus High, 1 alternative school, 5 alternative programs, 3 vocational/technical schools, 6 exceptional student centers, 1 international center)

The district has many comprehensive programs and initiatives to support student learning. A sampling includes: International Baccalaureate Diploma, Magnet and Theme School Choice programs, Montessori, Advanced Placement and joint enrollment classes, nine Parent Centers, After School Extended Day programs, Driver Education, English Language Learner (ELL) Studies, Gifted Education, DeKalb Online Academy, The Early Intervention Program (EIP) for K-5 and the Remedial Education Program for grades 9-12, and the Dropout Roundup.

Georgia Perimeter College

Georgia Perimeter College opened its third campus, the Dunwoody Campus, in 1979. The school owns 100 acres off of Womack Road at its intersection with Tilly Mill Road. The Dunwoody campus has the largest enrollment of any of the Georgia Perimeter College campuses, at approximately 8,000 students.

American InterContinental University (AIU Dunwoody)

Founded in 1970, American InterContinental University offers a wide range of Associate, Bachelor's and Master's degree programs. AIU Dunwoody has a recognized forensics programs, but offers many other degree programs as well, including Associate's, Bachelor's and Master's degrees in Business Administration (with many career-relevant concentrations available); Bachelor of Fine Arts in Visual Communications with concentrations in Digital Design and Animation; a Master's degree in Information Technology that offers multiple concentrations in IT career fields ; and a Bachelor of Science in Criminal Justice, just to name a few.

Troy University, Atlanta site

Troy University's Atlanta Site opened in 1995 at the Atlanta Federal Building in downtown. The permanent staff at that time consisted of a single director/full-time faculty member. The site at that time offered Master's degrees in Human Resources and in Public Administration, but soon added a Bachelor of Science degree in Resource Management (now called Resource Technology and Management). Classes were originally offered to Federal employees only, but by 1998 the Atlanta Site had opened a second downtown location at 41 Marietta Street and was offering classes to the general population. Both downtown locations had two classrooms apiece.

In 1999, Troy's Atlanta Site moved to 600 Embassy Row in Dunwoody. The new facilities included four classrooms and a computer lab. The graduate programs at that time were expanded to four.

Troy University's Atlanta Site moved to its present location at 1117 Perimeter Center West in Dunwoody in 2004. Today the site boasts a director, 10 full-time staff members and 10 full-time faculty, as well as several adjunct faculty members. The facilities include six classrooms and a computer lab, with a 2008 expansion slated to add two more classrooms along with extra office and lab space.

The Troy Atlanta Site has a diverse student body made up mostly of adult learners balancing family, career and education in their lives. There are currently 547 in-house enrollments at Troy's Atlanta Site (including students who are completing their Masters in several cohorts away from the site), not including the Distance Learning enrollments.

C.4.5 PARKS & RECREATION

As the table below shows, the City of Dunwoody owns and manages has approximately 190 acres of park land. A detailed inventory of the facilities and plans for each park can be found in the Dunwoody2011 Parks, Recreation and Open Space Master Plan.

Park/Facility	Classification	Acres
Brook Run	Community/Large Urban Park	102
Donaldson-Chesnut House	Special Use/Neighborhood	3
Windwood Hollow	Neighborhood	35
Vernon Springs	Mini	0.5
Dunwoody Park	Community	35
Dunwoody Nature Center	Natural Area	NA (located in Dunwoody Park)
North DeKalb Cultural Arts Center	Special Use	6
Perimeter Park	Natural Area/Neighborhood	3
Pernoshal Park	Neighborhood	5

C.4.6 HOSPITALS

Though no traditional hospitals are located within the City of Dunwoody, the nearest such facility is Northside Hospital, roughly 3 miles away from Dunwoody Village. There is one specialized medical facility in the city limits: Peachford Hospital. Peachford, in existence since 1973, is a treatment facility that focuses on emotional, behavioral and substance abuse problems.

C.4.7 LIBRARIES

Library services are provided to the citizens of Dunwoody through the DeKalb County Public Library, which is made up of 22 branches in the county. There is a single library branch in the city itself, available to all residents. Collection materials may be requested from other branches within the system and delivered to the Dunwoody branch for use or check-out.

C.5 INTERGOVERNMENTAL COORDINATION

This section provides an inventory of existing intergovernmental coordination procedures and agreements with other local governments and governmental entities. This chapter will provide an overview of existing coordination mechanisms related to the implementation of Dunwoody's comprehensive plan.

C.5.1 DEKALB COUNTY GOVERNMENT

Dunwoody relies heavily on the existing infrastructure and institutional support that DeKalb County provides for a variety of services and facilities. Under intergovernmental agreements the county provides the following services:

- Elections
- Property Tax Collections/Tax Billing
- Fire
- 911
- Public Safety Dispatch
- Medical Examiner
- Emergency Management (Joint Agreement)
- Libraries
- Water Treatment/Water Distribution
- Refuse Collection
- Recycling Programs

Besides these services, the county is also responsible for the following:

- Sheriff/Jail & Evictions
- Animal Control
- EMS
- Sewer
- Water Treatment/Water Distribution
- Wastewater Collection & Treatment
- Landfill
- Health & Social Services – Physical health/Environmental Health, Hospital, Mental/Substance Abuse, Welfare, Senior Services

C.5.2 GEORGIA REGIONAL TRANSPORTATION AUTHORITY (GRTA)

GRTA assists the Governor's office to develop transportation policies. GRTA partners with state and regional agencies to prioritize transportation plans and programs and cooperatively establish investment priorities and resource allocations to accomplish GRTA's mission. GRTA/GDC measure effectiveness in improving air quality, mobility, accessibility and land use practices, and in reducing congestion. GRTA/GDC encourages land use practices that promote efficient use of transportation investments. GRTA develops transit plans for areas within its jurisdiction.

GRTA coordinates transit services to provide seamless and accessible connections within the areas of its jurisdiction. GRTA implements transit services through a combination of entities including local transit authorities, cities, counties and private operators. The entity is also tasked with reviewing Developments of Regional Impact (DRIs). The entity has the ability to give approval for the use of transportation dollars in big development projects.

The City of Dunwoody Public Works (Transportation Planning) and Department of Community Development (Planning Division) coordinate with GRTA on a variety of issues.

C.5.3 GEORGIA DEPARTMENT OF TRANSPORTATION (GDOT)

GDOT is charged with the responsibility of developing the prioritization of projects that will be developed and constructed in areas less than 50,000 in population. GDOT does this in cooperation with county and city officials. GDOT has several partners, which includes organizations representing transportation operations (rail, ports, bikeways, public transit, aviation and highways), their employees, environmental and conservation groups, as well as interested citizens. Review and input is received through numerous annual regional forums, as well as a yearly meeting with each county. The city currently has three state maintained roads, necessitating coordination with GDOT.

Georgia DOT is governed by a 13-member State Transportation Board which exercises general control and supervision of the Department. The Board is entrusted with powers which include: naming the Commissioner; designating which public roads are encompassed within the state highway system; approving long-range transportation plans; overseeing the administration of construction contracts; and authorizing lease agreements. Board Members are elected by a majority of a General Assembly caucus from each of Georgia's thirteen congressional districts. Each board member serves a five-year term.

C.5.4 METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT

The Metropolitan North Georgia Water Planning District (Metro Water District) was created by the Georgia General Assembly in 2001 to establish policy, create plans and promote intergovernmental coordination of all water issues in the District from a regional perspective. The Metro Water District includes fifteen counties and over ninety cities within the metro Atlanta region.

The primary purpose of the Metro Water District is to develop regional and watershed-specific plans for stormwater management, wastewater treatment and water supply and conservation.

The Metro Water District generates funding from state appropriations and per capita local government dues. The Metro Water District operates on a calendar year budget. It is governed by an elected/appointed Governing Board, which sets policy and direction. Plans and policies are guided by the Board Executive and Finance Committees, the Technical Coordinating Committee and the Basin Advisory Councils. Staffing is provided by the Atlanta Regional Commission (ARC) Environmental Planning Division.

Local governments and utilities are responsible for implementing the plans at the local level. Compliance with the plans is enforced through the Georgia Environmental Protection Division's permitting process.

C.5.5 GEORGIA DEPARTMENT OF NATURAL RESOURCES

The Department of Natural Resources has statewide responsibilities for the management and conservation of Georgia's natural and cultural resources. Most of this work is conducted by DNR's six operating divisions which include: Coastal Resources Division, Environmental Protection Division, Historic Preservation Division, Pollution Prevention Assistance Division, Parks, Recreation & Historic Sites Division and Wildlife Resources Division. The Board of Natural Resources, which is appointed by the Governor, oversees rulemaking for the agency.

C.5.6 GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS (DCA)

The Georgia Department of Community Affairs was created in 1977 to serve as an advocate for local governments. On July 1, 1996, the Governor and General Assembly merged the Georgia Housing and Finance Authority (GHFA) with the Department of Community Affairs. Today, DCA operates a host of state and federal grant programs; serves as the state's lead agency in housing finance and development; promulgates building codes to be adopted by local governments; provides comprehensive planning, technical and research assistance to local governments; and serves as the lead agency for the state's solid waste reduction efforts.

C.5.7 FEDERAL EMERGENCY MANAGEMENT AGENCY

On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security (DHS). The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

Most importantly, FEMA has to coordinate with local governments to ensure that development only occurs within areas not limited by flood plain regulations.

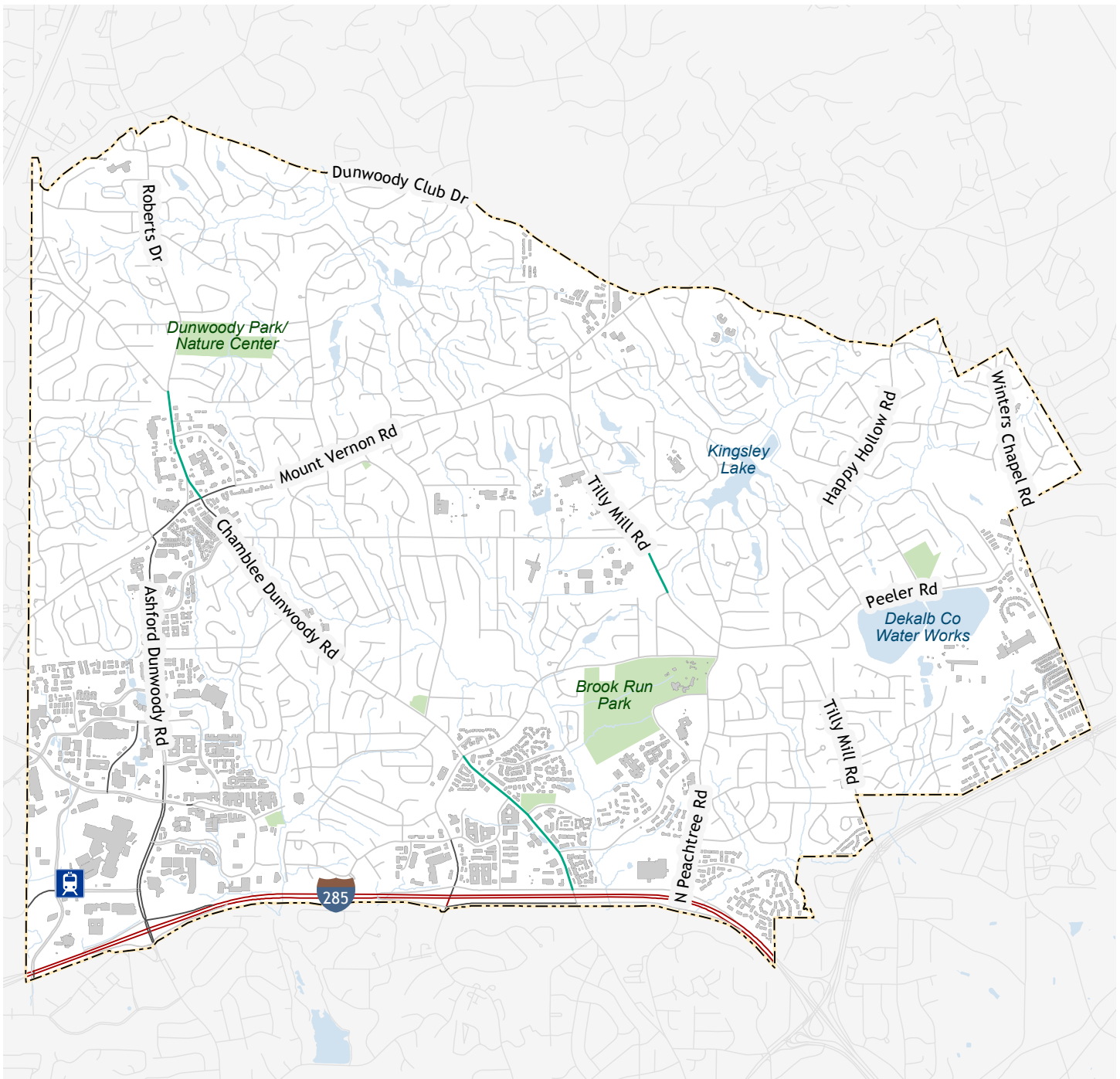
C.6 TRANSPORTATION

The transportation element of the comprehensive plan update provides an assessment of the ability of the local transportation system to serve the needs of the community throughout the planning period. Dunwoody conducted a Comprehensive Transportation Plan (CTP) in 2011. This section of the Dunwoody Comprehensive Plan provides a brief update to that plan, with a focus on changes that have either been effected or funded during the interim. It also identifies transportation needs that may have been overlooked in the previous plan or arisen since the time of that plan's completion.

C.6.1 ROAD NETWORK

Dunwoody's transportation network is shaped by the duality of its major development patterns. The City is home to both a major regional employment and activity hub in Perimeter Center and an original Atlanta suburb. The area features both major highways designed to accommodate commuter traffic to and from major employment centers and small, suburban local roadways with cul-de-sacs and unstriped lanes. This contrast in roadway design is displayed in **Figure 1**, where the predominance of two lane roadways in Dunwoody is visible. Arterial roadways only grow to three to four lanes near major activity centers such as Perimeter Mall, Georgetown Shopping Center, and Dunwoody Village. Center turn lanes provide turning storage on only a few arterial segments. I-285, which makes up the city's southern boundary, and GA-400, which traverses Sandy Springs just west of the city boundary, deliver vehicles to the busy Perimeter Center on the city's west side. Ashford-Dunwoody Road, Perimeter Center West, and Hammond Road, once suburban arterials, have been widened to four to six lanes to carry the great number of vehicles traveling to the Perimeter Center area for work during the week and shopping on the weekends. The remaining portion of the existing Dunwoody road network reflects the suburban style of the area's development in the 1960s. Neighborhoods and residences are connected to the system of larger roads, arterials and collectors, with smaller local roads. This structure is visible in **Figure 2**. Arterials and collectors provide the organizing framework of the system, but these roads wind along the contours of the land, rather than having been arranged in grid pattern. In the residential portions of the city, all collector roads and most arterials are two lanes. This suburban-style network configuration limits connectivity and contributes to the bottlenecks throughout residential areas during peak hours.

Adding capacity to the Dunwoody road network may initially reduce congestion on the city's local roads; however, as Dunwoody residents are keenly aware, there are external costs associated with wider roads. Furthermore, the phenomenon of induced demand indicates that, as roadway capacity grows, demand will also grow over the long term to match new capacity levels, ultimately leading to congestion levels similar to those prior to the capacity improvement. Dunwoody residents are unwilling to surrender any portion of their neighborhoods' personalities, safety, and livability to increase throughput on their local roads. Dunwoody's location—between the suburbs further north and many commuting destinations to the south (I-285, Dunwoody's own job center at Perimeter Center, access to I-285, and the Atlanta Midtown and Downtown employment areas)—mean that it is likely that even widened roads would experience congestion soon after their upgrades are completed. These conditions indicate that the implementation of multi-modal improvements is a critical strategy for improving connectivity throughout Dunwoody.



Dunwoody Roadway Laneage

Number of Travel Lanes

— 1 - 2 — 5 - 6

— 3 - 4 — Center Turn Lanes

City Boundary

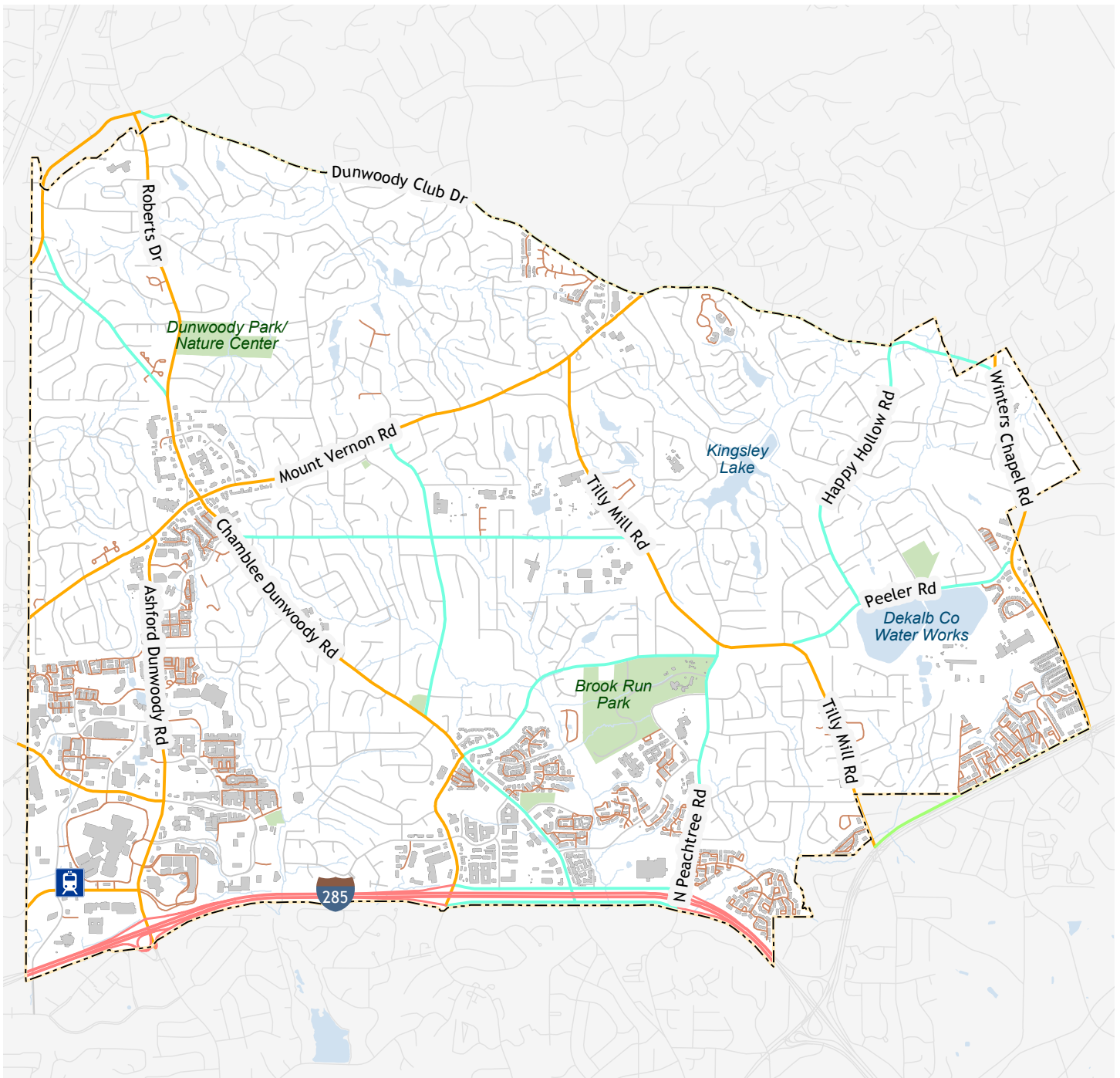
Non-Residential Buildings

Parks

Lakes

Streams

Rail Station



Dunwoody Roadway Functional Classification

Functional Class

Interstate Principal Arterial	Urban Collector	City Boundary	Lakes
Interstate Ramp	Urban Local	Non-Residential Buildings	Streams
Urban Freeway	Private	Parks	Rail Station
Urban Minor Arterial			

Traffic is a real issue in Dunwoody, one so large that one workshop participant noted that it threatens to overshadow the city's many assets. Dunwoody residents feel like they live a short drive away from Atlanta's many activity centers, except during peak hours when slow-moving commuting traffic takes over their roads. The strains placed on the Dunwoody network during peak periods create a need for additional operational improvements that would aim to optimize safety and transportation network performance rather than vehicle volumes. These improvements include continuous center turn lanes and new turning lanes at intersections, and may include traffic calming measures to deter excessive speeds during non-peak hours. Public input so far indicates a willingness to invest in these types of improvements selectively.

C.6.2 CONGESTION AND DELAY

At the initial set of public workshops, attendees were asked to identify those intersections that they spent the most time sitting at on the way to or from work or errands. Public input indicated that seven intersections were causing the most delay. The intersection of Mount Vernon Road at Ashford Dunwoody Road was the intersection of topmost concern in this exercise, which stands to reason given its location in the Perimeter Center area, Dunwoody's employment center. Four of the identified intersections form a cluster in northwest Dunwoody: Perimeter Center at Ashford Dunwoody Road, Chamblee Dunwoody Road at Mount Vernon Road, Chamblee Dunwoody Road at Roberts Drive, and Chamblee Dunwoody Road at Womack Road. Two final intersections, Tilly Mill Road at Womack Road and Tilly Mill Road at North Peachtree Road, are located in the eastern portion of the city, surrounded by residential uses. The pattern of the locations of publicly identified intersections indicates that congestion and delay is not limited to Perimeter Center, where one would expect commute-related congestion, but is a problem across the city. There may be an opportunity to improve flow through these intersections through signal optimization and communications networks, planned for implementation and full operational ability by 2020.

C.6.3 I-285 AT GA-400 INTERCHANGE RECONSTRUCTION

GDOT's reconfiguration of the interchange at I-285 and GA-400 (PI #0000784) will allow for easier, safer travel through the north side of the perimeter and increase access to and from Dunwoody, especially the Perimeter Community Improvement District (PCID) employment center. The project is larger than its name suggests; it includes the reconstruction of existing ramps between I-285 to GA-400 and collector-distributor lanes that would extend across I-285 and up GA-400. Barrier-separated collector-distributor lanes in Dunwoody as included in the project would extend from GA-400 west of Dunwoody to approximately .75 miles east of Ashford-Dunwoody Road. Construction is scheduled to start in 2016 with the project opening for travel in 2019.

Dunwoody plans to conduct a feasibility study for the Westside Connector, a pair of additional ramps proposed to tie into the reconstructed I-285 at GA-400 interchange. The Westside Connector would include a new proposed off-ramp from I-85 westbound that would pass under the bridge on Ashford Dunwoody over I-285 to connect with a new road parallel to and south of Hammond Drive. It would then terminate in a T-style intersection at Perimeter Center Parkway. An on-ramp from the same new roadway would allow for return access to I-285 westbound. Traffic returning westbound could utilize a new road constructed perpendicular to the new road that would connect with Hammond Drive to access I-285 westbound, or it could continue west to Perimeter Center Parkway to cross I-285 and connect with Perimeter Summit Parkway to the south. These proposed ramps would facilitate access to and from this fast-growing portion of Perimeter Center while bypassing congested Hammond Drive.

C.6.4 ALTERNATIVE MODES

This section considers how well the mobility needs of the community are met by alternative transportation modes, transit, pedestrian infrastructure, bicycle lanes and multi-use trails. Dunwoody is currently served by multiple MARTA bus routes, a MARTA rail station, and nearby access to two additional rail stations. Regional bus services are also available through the Georgia Regional Transportation Authority (GRTA) and Cobb Community Transit (CCT). Dunwoody also offers a growing bicycle facility network. In addition to these public facilities, a variety of private shuttles operate in the area and provide circulator service and connectivity to MARTA for employees of various firms at Perimeter Center. Dunwoody's public transportation facilities, including existing sidewalks, are displayed in Figure 3.

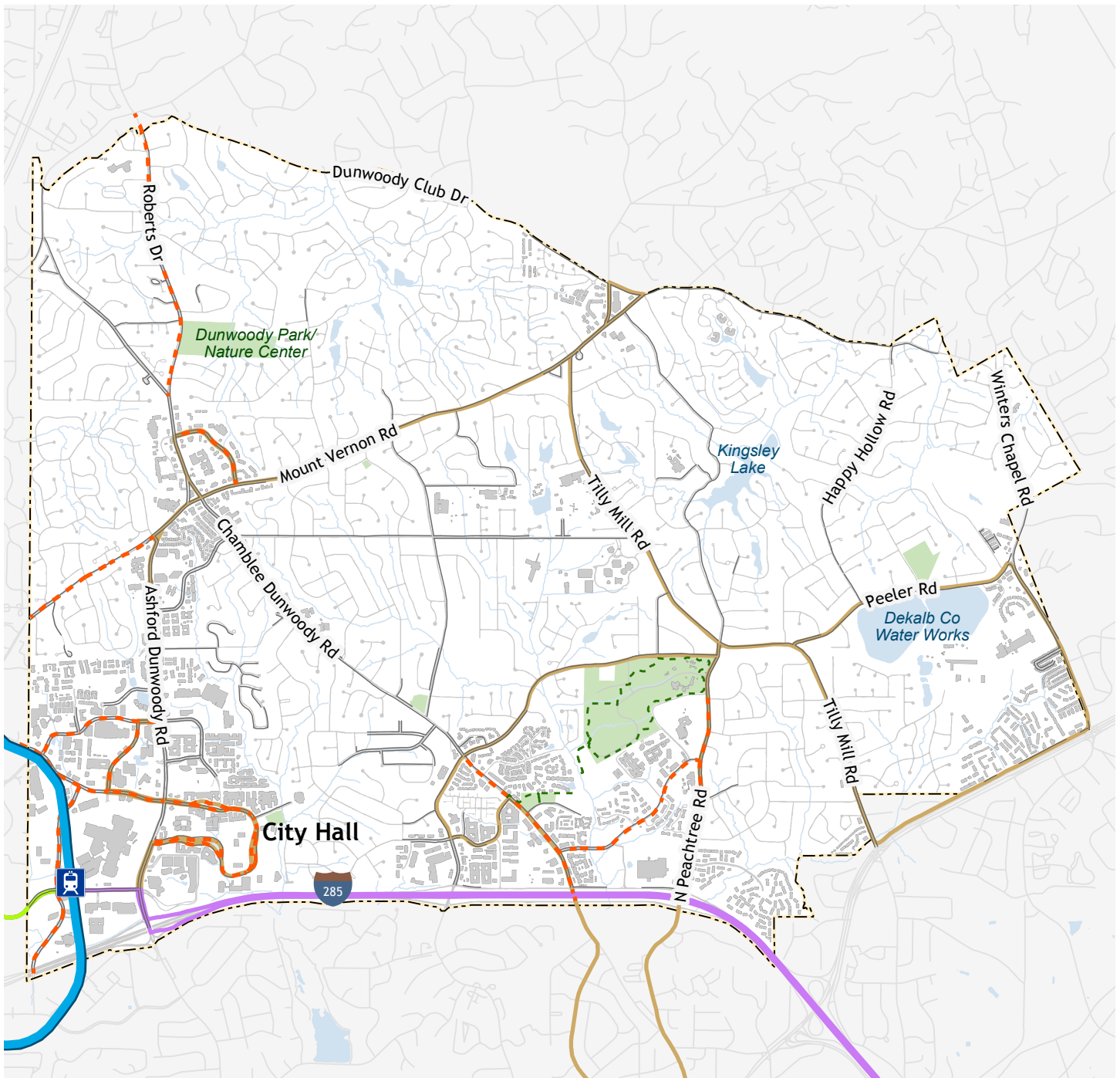
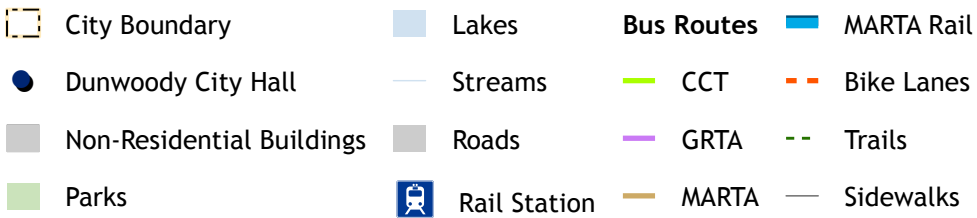


Figure 3: Dunwoody Existing Transportation Network



Transit

The MARTA Dunwoody Rail Station is located on MARTA's north-south red line within Perimeter Center at Hammond Drive and Perimeter Center Parkway Northeast. The station offers a parking deck with 1,048 spaces. In addition, there are MARTA stations just outside the city in Sandy Springs to the west and at Medical Center to the south.

In the Perimeter Center, employers increasingly see the access to MARTA rail as an asset. State Farm and KDC Real Estate Development are jointly developing a 2.2 million square foot mixed use project that will eventually house 8,000 State Farm employees as well as retail and other uses. Site selection for that development considered access to and from transit, and the new buildings will be across from and connect to the Dunwoody MARTA station.

Access from the Dunwoody station to surrounding land uses is discouraging on foot. The overall style of development in the area is auto-centric, and the station is separated from uses across Hammond Drive by six lanes of traffic, and from Perimeter Center mall by a large surface parking lot. The City's Comprehensive Transportation Plan recognized this issue and prioritized pedestrian and bicycle links between transit and community destinations. It suggested that the walking environment be made more inviting through adequate sidewalks, buffers from vehicular traffic, and compatible adjacent land uses, as well as streetscaping facilities such as benches, bus shelters, and shade trees.

Further out from the rail stations, transit use becomes less attractive. Because local roads are so congested during peak hours, the drive to a transit station on the far west side of the city might be the most arduous portion of a commuter's journey to work. Many find it easier to continue on to their employer via one of the nearby interstates once the local roads have been negotiated.

Buses in Dunwoody operate on two-lane roads in mixed traffic under congested conditions. Since MARTA bus routes in Dunwoody all feed into one of the nearby rail stations, the efficacy of bus transit diminishes with distance from the rail system. Increased multimodal connectivity may allow Dunwoody residents and employees better access to regional transit. While roadways are congested, increased bicycle and pedestrian infrastructure that connects directly to Dunwoody Station offers a transit connectivity solution which is not affected by automobile traffic. This may increase the attractiveness of transit for regional trips to and from Dunwoody.

There are also opportunities to coordinate private shuttle services and to develop public circulator services as a means of reducing total vehicle volume on the roads in and around Perimeter Center. This strategy received a lot of support in initial public workshops, as did shuttle service on thoroughfares in the more residential portions of the city. A public Dunwoody circulator with short headways and direct connectivity with MARTA rail would greatly enhance the area's utilization of its regional rail access, an extremely valuable transportation asset.

Alternatively Fueled Vehicles

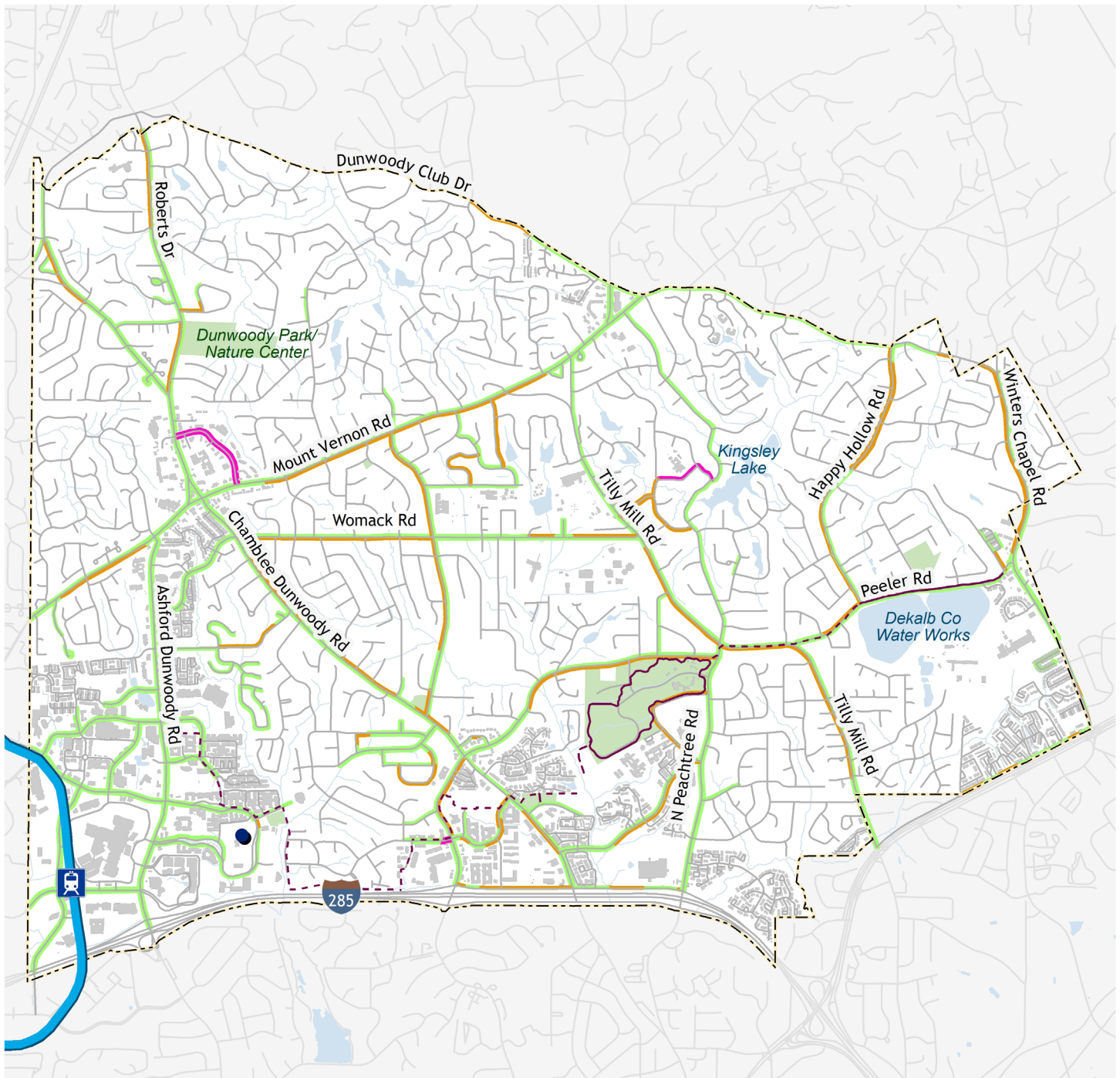
Dunwoody residents expressed a desire for more electric vehicle charging stations at major activity centers. Development codes that require these facilities in major hubs such as Perimeter Center, Georgetown, and Dunwoody Village may facilitate growth of this infrastructure, increasing the viability of alternative vehicle usage in the Dunwoody community. Designated parking for alternatively fueled vehicles may also increase their attractiveness.

Sidewalks

The 2011 CTP recommended the implementation of the 2010 Sidewalk Improvement Policy. To this end, the city established a program for the prioritization of sidewalk improvement projects and planned for the construction of new and improved segments annually. Sidewalk standards specified in the CTP include an eight-foot wide sidewalk with a four-foot buffer in the Dunwoody Village and Georgetown areas, five-foot sidewalks with two-foot buffers in neighborhoods, and sidewalks in the PCID area to be built to their standards. In some cases, the CTP recognized, a wider buffer may be necessary. **Figure 4** displays the existing and planned trail and sidewalk network in Dunwoody, as well as the progress made since the 2011 CTP.

Dunwoody is a very active community, where people spend time outdoors with their family in the evenings and on weekends. Much of the walking and biking traffic that Dunwoody must accommodate is recreational in nature rather than for transportation. Tilly Mill Road and Mount Vernon Road both have strong recreational activity. Improvements made in these locations, such as filling in gaps in the sidewalk network, should seek to provide room for people to walk side by side.

Residents attending the goal-setting workshops walked most often to Dunwoody Village, Brook Run Park, Georgetown Shopping Center, the Dunwoody Library, and the Nature Center. Even more residents were interested in walking to Brook Run Park and Dunwoody Village if the pedestrian conditions were enhanced. Increased trail connectivity and improved sidewalks may also benefit Dunwoody employees who may wish to explore and use services in the community located near their workplaces. Improved walking conditions will allow these individuals to feel more comfortable making use of Dunwoody's restaurants, recreational facilities, and other services over the course of their work days.



Dunwoody Existing and Planned Pedestrian Facilities

- | | | |
|---------------------------|----------------|-----------------------------|
| City Boundary | Lakes | MARTA Rail |
| Dunwoody City Hall | Streams | Existing Sidewalks |
| Non-Residential Buildings | Roads | Planned Sidewalks |
| Parks | Rail Station | Sidewalk Progress from 2011 |
| | Planned Trails | |

Bike Lanes

Bicycling provides a key alternative transportation mode and recreational activity for both urban and suburban communities. Bicycles contribute to an active lifestyle and provide a means to bypass automobile-generated congestion along arterial roadways. While Dunwoody residents bicycle primarily for recreation and health, increased bicycle infrastructure will allow this mode to serve as a primary alternative to driving for trips to major activity centers.

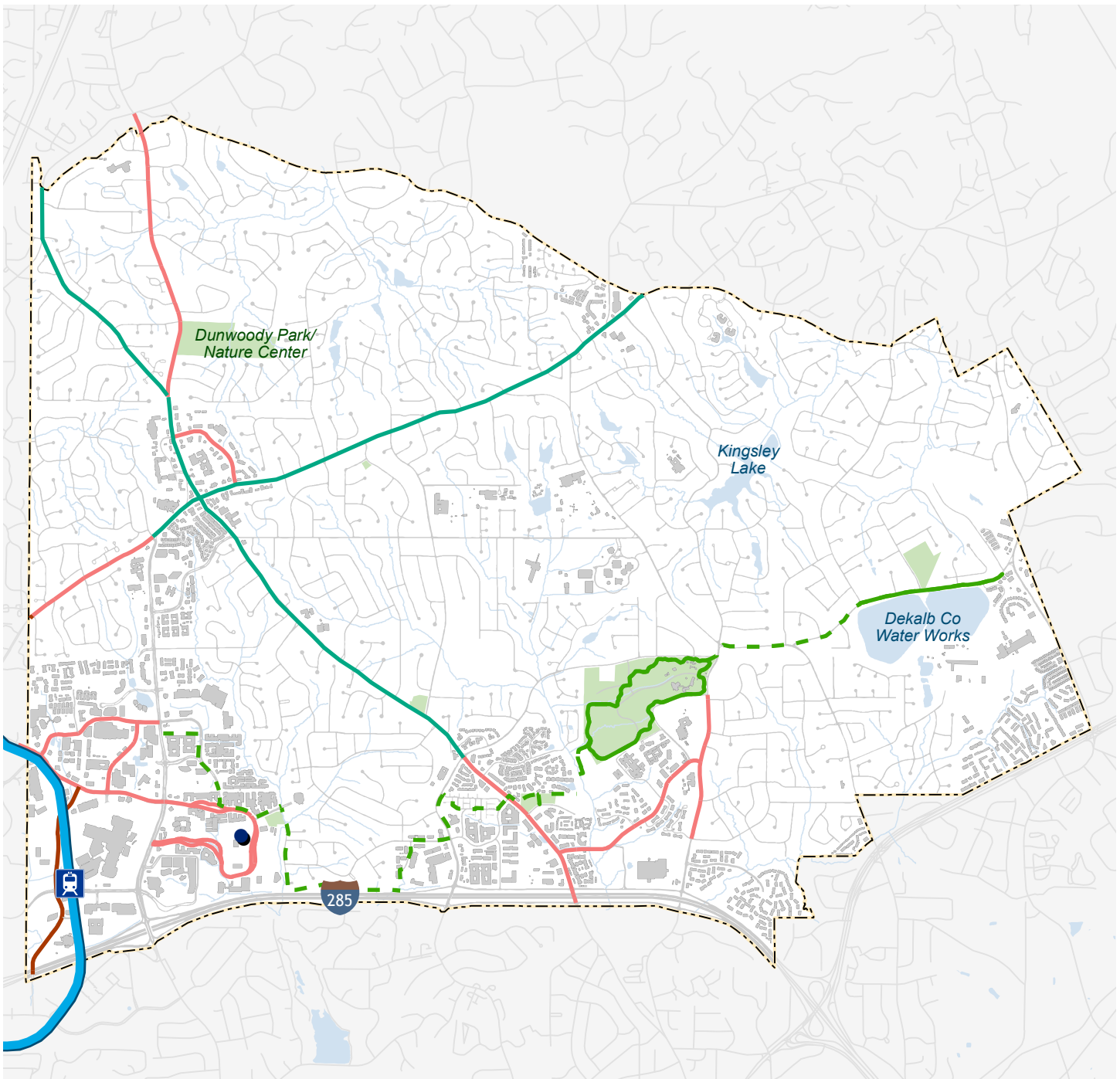
Due to the suburban roadway network seen throughout Dunwoody, walking is often not a viable mode for trips to activity hubs. However, the increased speed offered by bicycles allows for the lengthier trips dictated by a roadway network which lacks access through neighborhoods on many corridors. While bicycling for transportation purposes is uncommon among Dunwoody residents, it may become a crucial mode as the importance of transit grows due to roadway congestion. While walking may never be adequate as the primary connectivity mode to transit for Dunwoody, bicycles have the potential to fulfill this need as infrastructure grows.

Dunwoody's 2011 CTP called for an enhanced and expanded bicycling network. Whereas the Perimeter Center area was home to the City's only bicycle lanes prior to 2011, bicycle infrastructure now supports several key Dunwoody arterials, including Chamblee Dunwoody Road and Mount Vernon Road. Further enhancements to this growing network are planned to allow direct connectivity with Dunwoody Station and to increase neighborhood access to local activity centers. Existing and planned bicycle lanes are displayed in **Figure 5**.

While the currently planned bicycle facility network in Dunwoody is adequate, it does not provide optimal connectivity to Dunwoody Station or between the three major activity centers of Dunwoody Village, Perimeter Center, and Georgetown Shopping Center. Additional trails or bicycle lanes may be necessary to fully connect Dunwoody residents with their preferred recreational sites and to the regional transit network.

Dunwoody residents indicated during the workshop process their preferred bicycling destinations. These consist of the region's key activity centers and recreational facilities. Bicycle infrastructure that is able to connect the sites listed below through a safe and efficient network will greatly enhance the bikeability of Dunwoody for residents who wish to enjoy the recreational opportunities in their City with their families. This enhanced network will also allow increased connectivity to transit that will grow in importance over coming decades due to automobile congestion.

- Brook Run Park
- Georgetown Shopping Center
- Perimeter Mall
- Ashford Place Shopping Center (Ashford Dunwoody)
- Dunwoody Village



Existing and Planned Bicycle Facilities

City Boundary	Lakes	MARTA Rail
Dunwoody City Hall	Streams	Pre-2011 Bike Lanes
Non-Residential Buildings	Roads	Bike Lane Progress Since 2011
Parks	Rail Station	Planned Bike Lanes
		Planned Trails

Trails as a Solution to Connectivity Issues

Connectivity issues abound in Dunwoody. The city's suburban-style roadway and sidewalk network winds around a natural stream network, both of which are impediments to through-travel for cars and pedestrians alike. Dunwoody residents have expressed an interest in travelling around their city on foot and safely away from the vehicular traffic that clogs their streets. In addition, they would like to be able to reach park space on foot or on bicycle from their neighborhoods in safety. A wider trail network, such as Dunwoody is in the midst of developing, that would connect to Brook Run Park's popular new trail and out through the city would aid in retrofitting Dunwoody for pedestrian connectivity. Furthermore, Dunwoody is currently discussing linking the Dunwoody trail network to trail networks in neighboring cities in DeKalb County. Doing so would combine several smaller investments into a major regional asset.

Dunwoody has asked GDOT to allow for the extension of the Georgia 400 Trail through the GA-400 at I-285 interchange as part of its reconstruction. Providing for a continuous trail from inside the I-285 Perimeter north into Sandy Springs and Dunwoody would improve pedestrian connectivity in an area where major transportation infrastructure has for a long time impeded it. Moving forward on this project in partnership with Sandy Springs would aid in securing connectivity to and from Dunwoody and communities to the south and north.

In addition, if the city supports the creation of a park at the site of the MARTA land on the western side of Perimeter Center, it should provide for connections to this property from the residential portion of the city so that residents feel that this location is an inviting and safe destination for family recreation. Residents may be unwilling to drive through the congested commercial area to arrive at this park. Due to Dunwoody's unique combination of suburban and urban development, trails which separate cyclists and pedestrians from cars and allow shortcuts which bypass the meandering roadway network are a critical strategy for increasing multimodal connectivity in the community.

C.6.5 PARKING

With the possible exception of peak Christmas shopping season, there is an excess of surface parking in Dunwoody. Dunwoody Village and Georgetown have large surface parking lots, and Perimeter Mall is surrounded by surface parking on all sides. In a car-centric area such as Dunwoody, convenient parking is essential to merchants and restaurants. At the same time, massive parking lots are inconvenient and uninviting for pedestrians walking around these areas, or trying to access them from bus and rail stops. As the value of land in Dunwoody makes large paved areas attractive for redevelopment, the city's residents and employees are enthusiastic about being able to walk to restaurants and services from their homes and jobs. Dunwoody Village in particular has residents' support as a future multi-use node. These identified multi-use nodes may benefit from the removal of surface parking and implementation of alternative mode infrastructure, below or above ground parking decks, street parking facilities, and parking lots which are relocated behind mixed land uses rather than in front of them to facilitate a more comfortable walking environment.

C.6.6 TRANSPORTATION RECOMMENDATIONS

As a young and growing city, Dunwoody must prioritize the creation of an effective, attractive, and sustainable transportation system. While regional enhancements to the highway network help to accommodate Dunwoody's major developments, local initiatives are necessary to provide residents and employees with the infrastructure that they need to live healthy, active, and rewarding lifestyles. The Dunwoody Comprehensive Transportation Plan, approved in 2011, is the foundation of the City's ongoing transportation improvement efforts. Only minor additions to this plan are proposed for this update. Dunwoody should complete a full Comprehensive Transportation Plan Update in 2016 to ensure that current and future needs continue to be met by the original 2011 plan.

Regional Planned Projects

Roadway capacity projects are planned for I-285, Ashford Dunwoody Road at I-285, and along Peachtree Industrial Boulevard, all of which are located along the edges of the city. There is only one regional project programmed for internal arterials, the synchronization of traffic signals along Chamblee Dunwoody Road, Shallowford Road, Mount Vernon Road, Tilly Mill Road, and North Peachtree Road. The remaining planned projects include bicycle and pedestrian improvements in the Georgetown area, managed lanes and a potential rapid transit project on I-285. Figure 1 displays the extents of these projects.

Other recommendations for transportation improvements come from the Perimeter Community Improvement Districts' (PCID) plans, the Georgetown 2011 master plan, the 2011 Dunwoody Village master plan, and the ongoing Winters Chapel Road study. Dunwoody should strive to coordinate with PCID and other stakeholders to implement the detailed, neighborhood-level recommendations found in these plans.

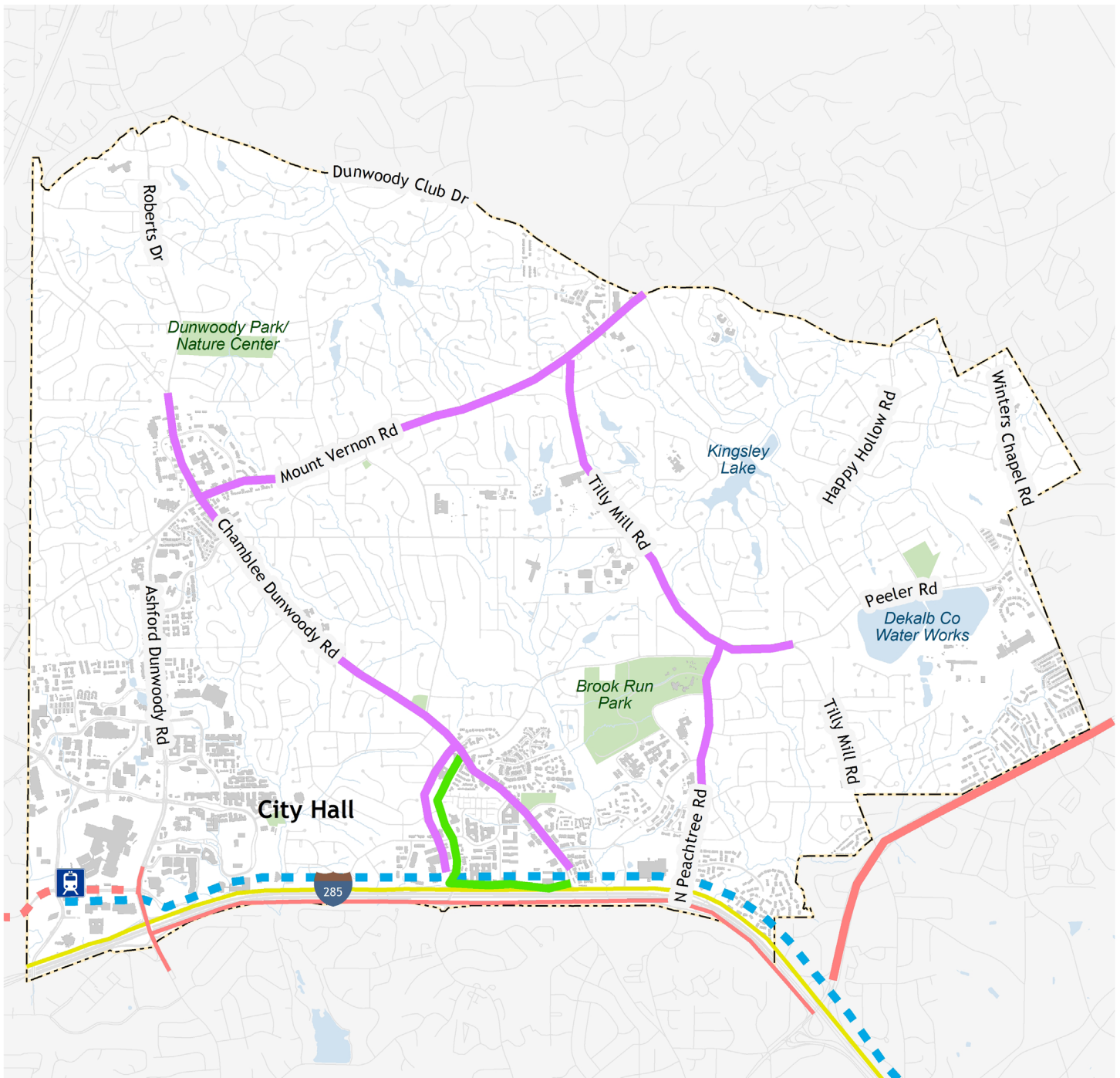
PCID Plans

PCID's planning strategies are to further urbanize with smaller blocks and to add bike lanes and trails to enhance connectivity to the MARTA station at Perimeter Center. The City of Dunwoody should coordinate with PCID to ensure that all resources are leveraged and that the PCID planning vision for Perimeter Center aligns with the City's goals.

Georgetown Plan, 2011

The Georgetown Plan recommended the following:

- New city park on the site of the Pipe Farm
- Streetscape improvements on Shallowford Road and Chamblee Dunwoody Road
- New roadways between Shallowford Road and Chamblee-Dunwoody Road to break up blocks and provide east-west connectivity
- On-street bike route on existing Old Spring House/Dunwoody Park Road plus its new roadway extension and eastward on Peachford Road
- New pedestrian trails and paths throughout site and connecting to Brook Run Park as well as to points west.
- Access management corridor on Chamblee Dunwoody Road at the entrance to the city
- Operational improvements at intersections



Dunwoody Planned and Programmed Projects

City Boundary	Lakes	Project Types	Project Status
Non-Residential Buildings	Streams	Bicycle and Pedestrian	Programmed
Parks	Roads	Roadway Capacity	Long Range
Rail Station		Signal Synchronization	Aspirational
		Transit	
		Managed Lanes	

Dunwoody Village, 2011

The Dunwoody Village Plan recommended the following:

- Breaking up the block with a new grid of internal roads
- Adding mixed uses and condos
- Adding a civic area for a city hall
- Including open spaces along the periphery (by streams)
- New streetscape improvements along Mount Vernon Road, Dunwoody Village Parkway (recently completed), Chamblee Dunwoody Road, Ashford Center/Womack Road
- New pedestrian paths connecting directly into neighboring communities
- Intersection improvements at nearly all intersections
- Access Management along Chamblee-Dunwoody Road through the village

Winters Chapel Road Study - Ongoing

The Winters Chapel Road Study recommends a variety of enhancements to the study corridor, most of which align with a complete streets vision for the roadway. These recommendations include:

- Landscaping, including street trees every forty feet along the roadway where overhead utilities do not interfere
- Improved crosswalks that are Americans with Disabilities Act (ADA) compliant and highly visible
- Bus shelters at all stops south of Peeler Road which increase the convenience and desirability of transit
- Five foot wide sidewalks for most of the corridor where they do not currently exist
- Pocket parks which beautify the corridor and provide an attractive pedestrian environment
- Site furnishings, such as benches, trash receptacles, and pedestrian lighting, which improve the pedestrian environment

Dunwoody Comprehensive Transportation Plan, 2011

The 2011 Comprehensive Transportation Plan (CTP) serves as the leading document for transportation recommendations for the City of Dunwoody. **Until this plan is updated, it should be used as the primary resource for infrastructure planning in Dunwoody.** It provides a detailed project list that includes safety, operational, and bicycle and pedestrian improvements and should be referred to for project-specific information.

The CTP recommended the following strategies to optimize and improve existing transportation infrastructure:

- A complete streets policy
- Adoption of an access management policy
- Implementation of the city's Pavement Management Analysis Report recommendations

The CTP also identified the need for a continuous center turn lane along the following five roadway segments:

- Mount Vernon Road between Ashford Dunwoody Road and Mount Vernon Place.
- Mount Vernon Road between Mount Vernon Place and Dunwoody Club Drive
- Mount Vernon Road between Dunwoody City Limit and Ashford Dunwoody Road
- North Peachtree Road between North Forrest Trail and Peachford Road
- Tilly Mill Road between Peeler Road and Peachtree Industrial Boulevard

Residents of Dunwoody have expressed that traffic is degrading the quality of life in the community. Besides the effect on quality of life, cut-through traffic can contribute to residents' perceived level of safety and the ability to use the street zone for other purposes, such as walking and biking. Traffic calming is one means to be able to maintain connectivity and traffic flow for vehicles while lessening the negative effects of excessive speed and traffic volume, particularly on neighborhood streets. The City adopted a traffic calming policy in 2009 and should continue working with neighborhoods and community residents to implement the City's adopted traffic calming policy.

Operational and signal timing recommendations were also provided in the CTP. These include Automated Traffic Management Systems and Intelligent Transportation Systems implementation in the Perimeter CID as well as Dunwoody Village and Chamblee Dunwoody Road, North Shallowford Road, and North Peachtree Road corridors, as well as signal timing, controller upgrades, and signal interconnection, to be completed 2015.

Intersection Needs

Intersection needs identified by the 2011 CTP are displayed in the table below.

Main roadway	Side Street	Needed Improvement
Mount Vernon Road	Vermack Road	Add left turn lane from Mount Vernon Road to Vermack Road
Womack Road	East Driveway of Georgia Perimeter College Dunwoody Campus	In conjunction with the college, reconfigure on-campus traffic flow to relieve congestion as well as provide alternative access and prohibit left turns from Womack Road into the college.
Mount Vernon Road & Chamblee Dunwoody Road	Nandina Lane	Convert access to Nandina Lane to right in/right out. Nandina Lane remains two way.
Mount Vernon Road	Tilly Mill Road	Change existing left/through to left only and existing right only to shared through/right
Mount Vernon Road	Mount Vernon Place	Prohibit left turn movements from Mount Vernon Place to Mount Vernon Road westbound. In conjunction with improvement at Mount Vernon Road and Tilly Mill Road.
Tilly Mill Road	Mount Vernon Place	Realign Mount Vernon Place to form a T - intersection with Tilly Mill Road
Womack Road	Vermack Road	Signalize or install a roundabout
Chamblee Dunwoody Road	Vermack Road to North Shallowford Road	Intersection improvements
Tilly Mill Road	North Peachtree Road	Intersection improvement project. Complete concept report prior to improving the intersection.
Chamblee Dunwoody Road	Spalding Drive	Reconfigure intersection to increase safety (see three concepts under consideration)
Vermack Road	Parliament Road/Old Village Run	Relocate overhead utility and landscape to improve sight distance
Mount Vernon Road	Chamblee Dunwoody Road	Add an additional left turn lane to Mount Vernon Road eastbound, add an additional left turn lane to Mount Vernon Road westbound, and add an additional through lane to Chamblee Dunwoody Road southbound
Mount Vernon Road	Ashford Dunwoody Road/Trailridge Way	Add an additional left turn lane to Mount Vernon Road westbound, add an additional through lane to Mount Vernon Road eastbound, and add an additional right turn lane to Ashford Dunwoody Road northbound
Mount Vernon Road	Tilly Mill Road	Install roundabout
Mount Vernon Road	Jett Ferry Road	Install roundabout
Mount Vernon Road	Dunwoody Club Drive	Install roundabout

Alternative Modes

The Dunwoody CTP provided extensive recommendations for alternative transportation modes. The following sections reflect the policies approved in this CTP and evaluate the progress made on proposed sidewalks, trails, and bicycle facilities since 2011.

Transit

The 2011 CTP recommended increased coordination between PCID and the City in terms of transit and circulator services. While many private shuttle and circulator services exist in the Perimeter Center area, these services may also prove useful to Dunwoody residents who cannot comfortably walk or bike to the Dunwoody MARTA station, but still prefer a regional transportation alternative to driving.

The 2011 CTP also recommended a possible shuttle service between Georgia Perimeter College and Dunwoody MARTA Station. Ultimately, Dunwoody should strive to increase bicycle and pedestrian connectivity to existing transit assets in order to leverage its unique proximity to a major regional rail network.

Low Emission Vehicles

The 2011 CTP called for an investigation into the feasibility of golf carts and other low speed vehicles as a form of neighborhood transportation. The CTP recommended that these vehicles only be allowed for use, as per state law, on streets with speed limits of twenty five miles per hour or less.

In order to make electric and hybrid vehicles more feasible and attractive, the City should also strive to provide public charging stations at major community nodes such as Dunwoody Village, Georgetown, and Perimeter Center. These facilities would allow residents and visitors alike to make convenient and effective use of electric vehicles.

Sidewalks and Pedestrian Facilities

The 2011 CTP recommended the implementation of the City's Sidewalk Improvement Program, first proposed in 2010. This program prioritizes improving routes to schools, pedestrian safety, and connectivity to commercial and community centers, parks, and transit. Figure 2 displays the City's existing and planned pedestrian facilities according to this program, as well as sidewalk improvement progress since 2011. Dunwoody should strive to continue work on its Sidewalk Improvement Program as funding becomes available.

Bicycle Facilities

The 2011 CTP recommended implementation of a bicycle facility network designed to serve both dedicated cyclists, whose primary means of transportation is a bicycle, and recreational users. Dedicated, striped bicycle lanes were recommended as the primary facility type for the proposed bicycle network, while off-street trails were also proposed where appropriate. Figure 3 displays the City's current and planned bicycle facilities based on the 2011 CTP and additional bicycle infrastructure studies completed since that time, including a recent 2015 Bicycle Assessment by the Atlanta Bicycle Coalition.

Trails

The 2011 CTP recommended that the city seek additional trail connections to destinations throughout the City along utility easements as part of its Parks and Greenspace Plan. It is stipulated that a multi-use trail should be wide enough to accommodate two-way bicycle and pedestrian use without conflict. Ten feet to 14 feet is the suggested width for a trail that will accommodate such mixed uses. Trails built in Georgia are typically 12 feet wide, which is usually the minimum required for projects receiving Georgia DOT funding. High-demand corridors, such as Cobb County's Silver Comet Trail, are experiencing demands that warrant a wider facility. When constructed parallel to roadways, 5 feet of separation is required to buffer the trail from the roadway. An 8-foot setback is necessary to incorporate street trees along a designated state route. These paths can be located along scenic creeks or other natural areas for recreational use or for transportation use. The City should pursue the possibility of a multi-use trail within the power line easement that bisects Dunwoody that would connect with the already planned trails along Peeler Road towards Brook Run Park.

Proposed Improvement Updates

The 2011 CTP provides an extensive foundation for Dunwoody's transportation projects and policies. The City's progress towards implementation of the sidewalk, trail, and bicycle facility portions of the CTP is noteworthy. Many of the proposed 2011 improvements, however, are still needed but not yet implemented. This plan reaffirms the need to implement these policies and projects.

C.7 LAND USE

The land use component of the Shape Dunwoody Plan lies at the plan's foundation; it provides a snapshot of the City's current development pattern and the vision of how the City of Dunwoody intends to grow over the next twenty years. The various land uses in the City: residential, employment, institutional, parks, etc. are the basic building blocks of the community. The relationships of these land uses and the connections among them are what drive the other topic areas addressed by the Comprehensive Plan. This assessment includes an overview of the existing land use patterns in the city, its zoning, and the Future Land Use Map. Another tool of land use policy is the Character Areas Map, but information regarding it can be found in the main body of the report, under Community Vision and Goals.

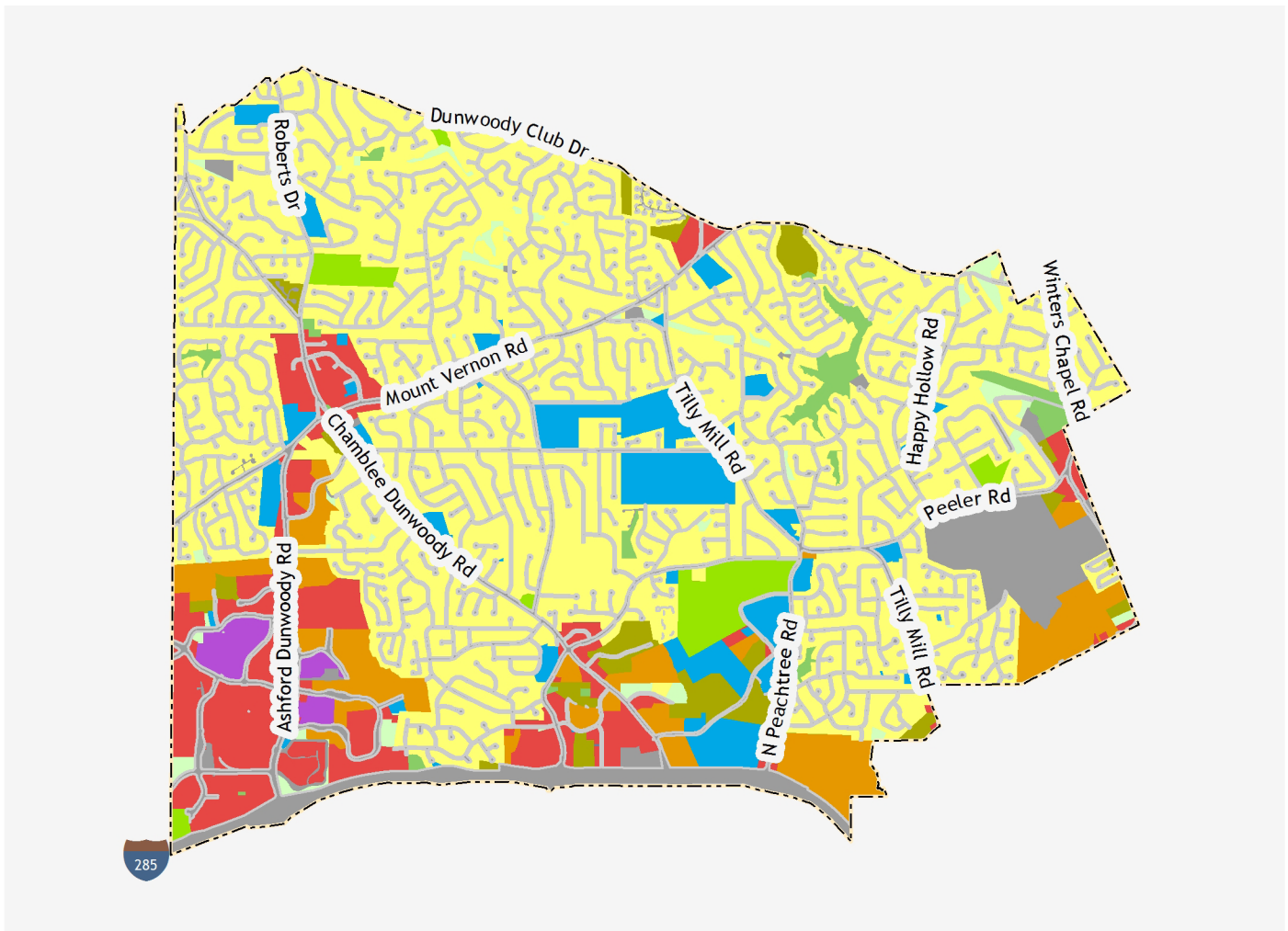
C.7.1 EXISTING LAND USE

In analyzing the land use patterns of Dunwoody, the project team first undertook an analysis of the existing land use patterns which is illustrated in the Existing Land Use Map. Each parcel of land in the city was classified using one of following land use categories as to how it was being used in January 2015. The following table provides the definitions of the land use categories used.

Land Use Categories Table

Land Use	Description	Zoning Category
Single Family Residential	The predominant use of land is for single-family dwelling units, including semi-attached or duplexes.	R- districts (R-150, R-100, R-85, R-75, R-60, R-50, RA, RA-5, RA-8, R-CD, R-CH)
Multi-family Residential - Apartments	The predominant use of land is for rental multi-family dwelling units, typically 12 units per acre or more	RM- districts (RM-150, RM-100, RM-85, RM-75, RM-HD), and O-I
Multi-family Residential - Other	The predominant use of land is for multi-family dwelling units, 3 or more units attached, including Townhouses and senior living communities.	RM- districts (RM-150, RM-100, RM-85, RM-75, RM-HD), and O-I
Commercial	This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building.	O-I, O-I-T, C-1, C-2, NS, O-D
Mixed Use	A mixture of uses on the same parcel, maybe vertical (same building) or horizontal (different buildings). Typically this is made up of a combination of commercial and residential uses, but could include a mix of other uses as well.	O-C-R, PD

Land Use	Description	Zoning Category
Public/Institutional	This category includes government uses at all levels, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, post offices, schools, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Does not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities are classified under park/recreation/conservation category; and general office buildings containing government offices (such as the current Dunwoody City Hall) are included in the commercial category.	Any
Transportation/ Communication/ Utilities	This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.	Any zoning district.
Parks/ Recreation/ Conservation - Public	This category is for land dedicated to active or passive recreational uses held in public ownership. These areas may include playgrounds, subdivision recreation areas, golf courses, recreation centers or similar uses.	Any zoning district.
Parks/ Recreation/ Conservation - Private	This category is for land dedicated to active or passive recreational uses in private ownership. These areas may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.	Any zoning district.
Undeveloped/ Vacant	This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned. Would also include uses under construction if they are not near completion.	Any zoning district.



Existing Land Use

ELU

- Commercial
- Multi Family Residential (Apartments)
- Multi Family Residential (Other)
- Mixed Use
- Public and Institutional
- Parks, Recreation, and Conservation (Private)
- Parks, Recreation, and Conservation (Public)
- Single Family Residential
- Transportation, Communication, Utilities
- Vacant

As the table below illustrates, the majority of the area within the city is occupied by single family residential uses, 54%. Behind this, Transportation, Communications, Utilities occupy only 18% of the total area, when including road rights of way. Only 1% of the total land area of the city is vacant or undeveloped.

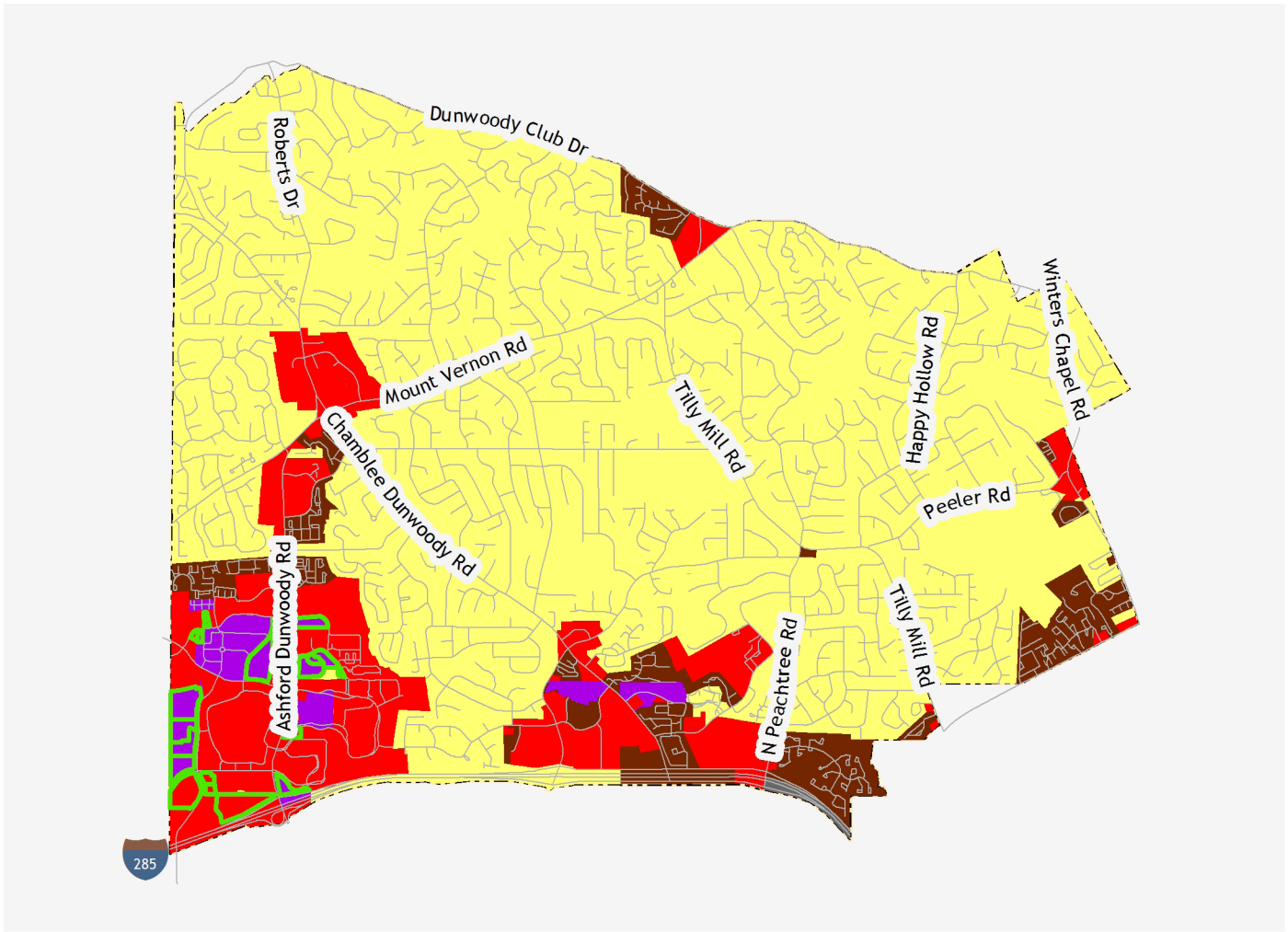
Existing Land Use Area Analysis

Existing Land Use	Existing Acres	ELU%
Single Family Residential	4,555.81	54%
Multi-family Residential, Apartments	464.91	5%
Multi-family Residential, Other	207.91	2%
Commercial	725.78	9%
Mixed Use	73.83	1%
Public Institutional	487.80	6%
Parks, Recreation, Conservation - Private	125.33	1%
Parks, Recreation, Conservation - Public	168.79	2%
Transportation, Communications, Utilities (TCU)	286.57	3%
TCU - Roadway	1,273.24	15%
Vacant/Undeveloped	124.50	1%
	8,494.47	100%

C.7.2 GENERALIZED ZONING

The zoning of a parcel of land determines what can be built on the property under the requirements of the City's Zoning Ordinance. When the City was incorporated it adopted the County's Zoning Ordinance and designations at the time and subsequently being modifying it to meet its needs and future vision.

An analysis of the current zoning was undertaken and generalized under broad categories to more closely align with the land use categories used in the existing land use analysis. As one would expect, the overall land use patterns reflected in the zoning and what is existing on the ground match very closely. It should be pointed out that zoning crosses over road rights-of-way, thus a large portion of the land designated for single family residential land use is occupied by roads.



Dunwoody Zoning 09/12

- Commercial
- Industrial
- Multi-dwelling Residential
- Mixed-Use
- Single-dwelling Residential
- Major Zoning Entitlements

Zoning Area Analysis

Generalized Zoning Category	Area	% Area	Zoning Districts
Commercial	1,139.51	13%	C-1, C-2, NS, OD, O-I, O-I-T
Mixed Use	208.15	2%	CR-1, PD, OCR
Multi-family Residential	547.10	6%	RM-75, RM-85, RM-100, RM-150
Single Family Residential	6,599.71	78%	R-150, R-50, R-60, R-75, R-85, RA, R-A5, RA-8, R-CD, R-CH
	8,494.47	100%	

Major Entitlements

One feature of the generalized zoning map is major entitlements. These are large scale projects approved by DeKalb County prior to Incorporation. Most were zoned with office, hotel, condo and rental, and then never built. The allowances to build these structures are still in place and include the following approved proposals.

- High Street Development: 400,000 square feet of new office (235,000 square feet of existing office space), 400,000 square feet of retail, 400 room hotel, 1,500 condos, 1,500 rental units
- Novare Project: 900 condominiums, 150 room hotel, 1,280 space parking deck, 1,450 space parking deck, 30,000 square feet of retail, 350,000 square feet of office space
- Chequers/Fudruckers: 25-story office building, 200 room hotel, 1,700 parking spaces, 10,000 square feet of retail
- Crowne Pointe Plaza: 35-story (300 unit) residential building and 5,000 square feet of retail space
- Terraces: Zoned OCR; 22,600 square feet of restaurants, 12,000 square feet of retail and 1,016,685 square feet of existing office space
- Spruill Arts Center: Zoned CR-1; 7-story 128-room hotel of approximately 80,000 square feet, a 1-story retail/restaurant space of up to 8,000 square feet, and a 1-story retail/restaurant space of up to 6,000 square feet, while maintaining the location of the Spruill Arts Center
- Sterling Pointe Hotel: Zoned OCR; 8-story, 134-room hotel and a one-(1) story restaurant of up to 10,600 feet, two (2) 1-story retail structures of up to 4,500 square feet each, and a one(1) story retail building of up to 6,000 square feet adjacent to the existing Sterling Pointe offices and Parking Deck
- Hines Ravinia IV: 37,000 square foot retail/restaurant commercial development
- Goldkist Site: 28-floor hotel, 500 rooms, not to exceed height of office building, conference center & parking structure 6 levels, 600 parking spaces; office 1&2 both 24 floors, 1-500,000 square feet; 2-574,000 square feet parking 1&2 both 10 levels, 1-2,000 spaces, 2-2,304
- SunTrust Site: Zoned C-1; 232 room hotel with accessory meeting space; fitness center with accessory childcare center; restaurant space

Altogether these major entitlements occupy 114 acres of land.

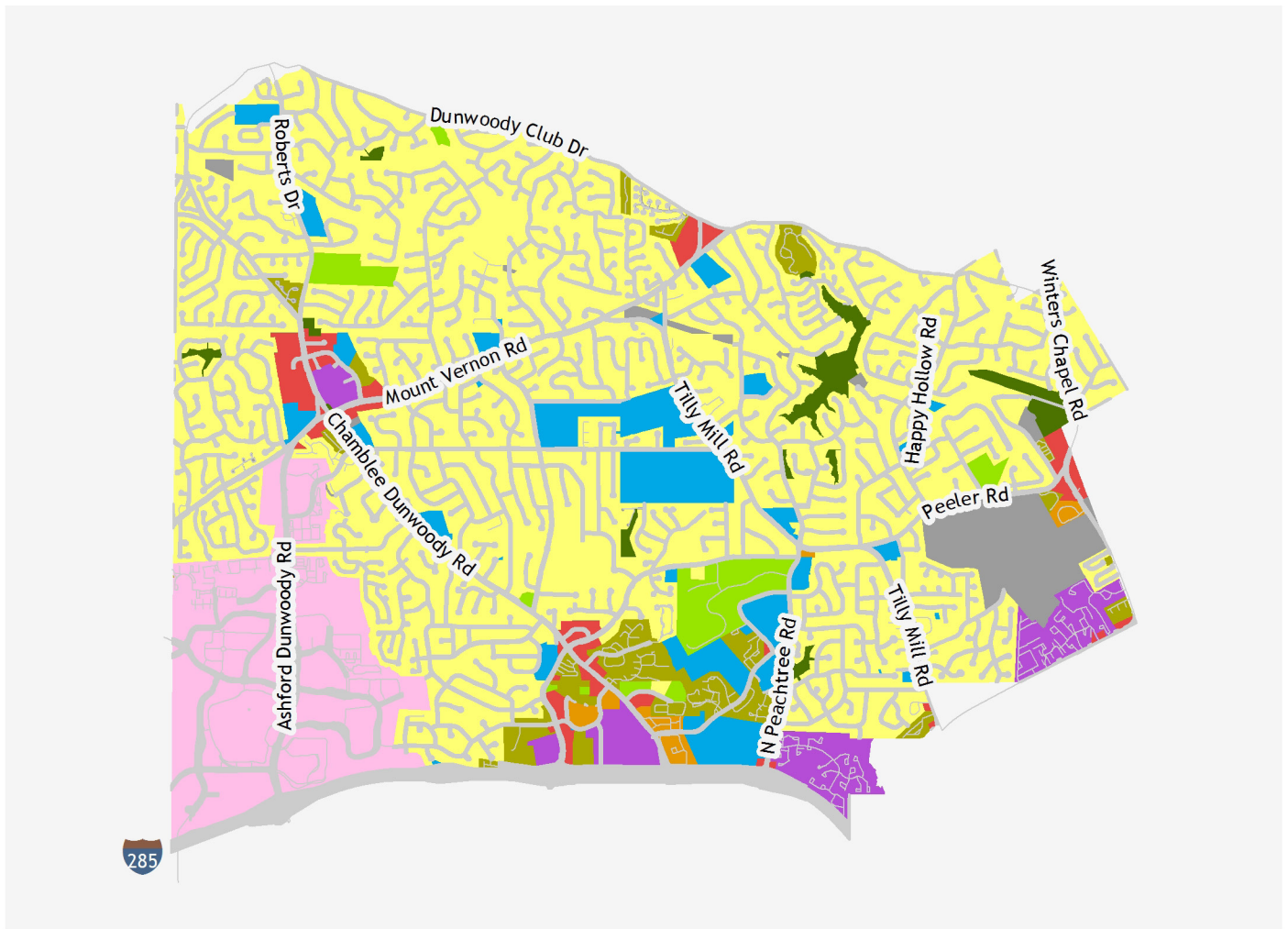
C.7.3 FUTURE LAND USE

The Future Land Map developed during the planning process captures the consensus vision for the city's future development pattern. The map serves as a guide for City leaders as they review rezoning applications and development proposals, make infrastructure improvements and additions, and site civic investments, such as parks and fire stations.

As the table below illustrates, the future land use pattern of the city is very similar to the existing one with the majority of the area within the city projected to be occupied by single family residential uses, 55%. The future land use map dedicates more land to mixed use that is currently classified as multi-family residential or commercial.

Future Land Use Area Analysis

Future Land Use	Existing Acres	ELU%	Future Acres	FLU%
Single Family Residential	4,555.81	54%	4,632.00	55%
Multi-family Residential, Apartments	464.91	5%	51.22	1%
Multi-family Residential, Other	207.91	2%	379.69	4%
Commercial	725.78	9%	641.81	8%
Mixed Use	73.83	1%	434.47	5%
Public Institutional	487.80	6%	491.29	6%
Parks, Recreation, Conservation - Private	125.33	1%	127.94	2%
Parks, Recreation, Conservation - Public	168.79	2%	179.68	2%
Transportation Communications Utilities (TCU)	286.57	3%	283.14	3%
TCU - Roadway	1,273.24	15%	1,273.24	15%
Vacant/Undeveloped	124.50	1%	0	0%
	8,494.47	100%	8,494.47	100%



Future Land Use

■ Commercial	■ Public/Institutional	□ City Boundary
■ Multi-dwelling Residential, Apartments	■ Parks, Recreation, Conservation (Private)	■ Lakes
■ Multi-dwelling Residential, Other	■ Parks, Recreation, Conservation (Public)	— Streams
■ Mixed Use	■ Single Dwelling Residential	
■ Perimeter Center	■ Transportation, Communication, and Utilities	

C.7.4 UNIVERSAL DESIGN CRITERIA

Universal design addresses several key elements of the home, including entry, bedrooms, bathrooms, kitchens, and overall circulation. Following is a sample list of universal design criteria that should be evaluated and considered for possible adoption by the city. Such criteria would be included in every floor plan where universal design is required.

■ Entry

- Step less - At least one entry into the home shall be step less with a maximum $\frac{1}{2}$ " threshold.
- Covering - Must provide weather protection at the step less entry and front entry (if different) by installing a structural cover that extends out at least 5' from the door.
- Entry Lighting - Install exterior motion-sensor lighting at the front and back entry doors.

■ Bedroom

- Ground floor - At least one room shall be located on the ground floor, which is a bedroom or can be converted to a bedroom in the future. This room must be located within close proximity of a ground floor bathroom which meets the bathroom criteria.
- Carbon monoxide detectors - Provide carbon monoxide detectors outside all bedrooms.
- Bedroom lighting - Provide switched overhead lighting (recessed or ceiling mounted) in all bedrooms.

■ Bathroom

- Ground floor - At least one full bathroom shall be located on the ground floor.
- Clear Space - Ground floor bathroom should provide 3' of clear space in front of the toilet and 30" x 48" clear space in front of a sink. At a minimum, center of toilet shall be placed 16"-18" from any side wall, cabinet, or tub.
- Reinforcement - All full bathrooms shall have reinforced walls surrounding all sides of shower/tub area, on side walls or toilet area and at towel bar walls. Reinforcement shall be $\frac{3}{4}$ " structural plywood or 2" lumber.
- Towel bars - Towel bars shall be installed no higher than 48" from finished floor, and must be rated for falls and reinforced properly.
- Bathtub - Provide one bathtub with a wide enough rim section for sitting (minimum rim depth of 10") or an inset tub with built-in seat/deck.
- Power outlets - Provide power outlets on each side of bathroom vanities where double sinks occur. Outlets should be no higher than 44" from finished floor.
- Flooring - Shower and bathroom flooring surface shall be slip resistant with a frictional coefficient of at least 0.6. Exceptions may apply if alternative methods create slip resistance (i.e. added grout due to small tiles, etc.)
- Bathroom lighting - In all bathrooms, in addition to general lighting, install overhead lighting directly over shower/bathing area.

■ Kitchen

- Clear Space - Provide 5' diameter clearance in u-shaped kitchen or 42" minimum aisle space for other kitchen configurations. If island(s) create space constraints, the floor must be finished under the island and island must be portable or pedestal style.
- Kitchen Vent and Hood Controls - Install kitchen vent and hood controls so they are easily reached while seated. A remote switch or front-cabinet mounted switches are good options.
- Garbage Disposal - Install garbage disposal switch so it is easily reached while seated.
- Light switch - Primary light switch in kitchen should be easy to reach and not on the backsplash.

■ Overall Clearances and Circulation

- Exterior Doors – All exterior doors shall be a minimum of 36" wide
- Interior Doors – All interior doors shall be a minimum of 34" wide. Reach-in storage doors are exempt from this requirement.
- Hallway widths – All hallways shall be a minimum of 42" wide (48" is preferred). Exceptions may occur where architectural relief is provided, such as archways, where 39" is acceptable.
- Travel path – Ground floor shall have a step less path of travel.

■ Multi-level homes (if applicable)

- Stairway design – Stairways shall be a minimum of 48" wide with electric power outlets install at the top and base of stairwell to accommodate future stairway elevator installation. Stairs should have 7 to 7.5/11 to 12 rise over run ratio, have equal risers, and graspable handrails on at least one side of stairs.

OR

- Elevator – install an elevator that reaches all levels of the home,

OR

- Stacked closets: - Install one set of stacked closets with knock-out floor for future elevator shaft conversion. Allow 8" for recessed elevator pit in slab. Allow for minimum 32" clear opening and proper overhead clearances (96" minimum). Size closets to match standard elevator shaft requirements. Install 2" x 12" blocking requirements in wall. Make electrical provisions for power and lighting for elevator equipment.

■ Accessories

- Kitchen faucet - Install pull out spray faucet at kitchen sink
- Faucet handles - Use lever style handles on all faucets.
- Light switches - Install illuminate or LED locator light switches in all bathrooms and bedrooms that are either rocker, touch or motion-sensitive.
- Door handles – Use lever style handles on all doors. Entry door should be thumb-lever or lever style with locking mechanism.
- Overhead Lighting – Provide switched overhead lighting (recessed or ceiling mounted) in all common spaces and hallways.
- Ceiling Fan – Either install a ceiling fan, or install wiring and ceiling fan rated electrical box with brace for future ceiling fan installation in all bedrooms and the living room.
- Security – install a security alarm with remote alert feature.

■ Convenience

- Power outlets – provide a minimum of one electrical outlet in all hallways.
- HVAC – locate HVAC filter near floor level where top of filter is no more than 42" from finished floor.
- Garage – Where one car garage is provided, it shall have a minimum overall width of 14'. Where a two car garage is provided it shall have a minimum overall width of 22'.
- Windows – Operable windows shall be easy to use with opening hardware within easy reach. Windows intended for viewing and/or egress shall be installed with sills no higher than 36" from the floor. Casement, awning, or those recommended by the arth

* D **CONSISTENCY WITH REGIONAL WATER PLAN AND ENVIRONMENTAL PLANNING CRITERIA**

The City of Dunwoody development regulations include a series of provisions that maintain consistency with state environmental planning criteria. These criteria include the Metropolitan North Georgia Water Planning district plans and the Part 5 Environmental Planning Criteria of the Georgia Planning Act that are administered by the Environmental Protection Division (EPD) of the Georgia Department of Natural Resources. Following is a detailed description of how this consistency is accomplished.

D.1 WATER RESOURCES

DeKalb County and its member municipalities have adopted Part V of the Georgia Planning Act, the environmental planning criteria developed by the Department of Natural Resources (DNR). These standards include requirements governing development in water supply watersheds, groundwater recharge areas, and river corridors (DNR Rules for Environmental Planning Criteria). Dunwoody has all of these natural features, except river corridors, so only parts of the City's development will be subject to these requirements.

D.1.1 WATER SUPPLY WATERSHEDS

The Georgia EPD Environmental Planning Criteria define a water supply watershed as land in a drainage basin upstream of a governmentally owned public drinking water supply intake. The Criteria divide water supply watersheds by size (small, or less than 100 square miles, or large, 100 square miles or greater) and type of intake (direct river intake or from a reservoir). The greatest restrictions are in small water supply watersheds and in large water supply watersheds that are above a public water supply reservoir. All of the City of Dunwoody is in the Chattahoochee River Watershed, but not all of the city is within the Chattahoochee Water Supply Watershed. Those portions of the city draining into Nancy Creek, which is a tributary of Peachtree Creek are not in the water supply watershed, as Peachtree Creek enters the Chattahoochee much further downstream. The Chattahoochee Water Supply Watershed is a large water supply watershed that is upstream of direct river intakes and is not tributary to a water supply reservoir. In such watersheds, there are no specified minimum criteria as per Section 391-3-16-.01(6)(b), Criteria for Water Supply Watersheds, Minimum Criteria for Large Water Supply Watersheds of the Georgia EPD Rules for Environmental Planning Criteria.

Stream Buffers

While buffers are not required in the City of Dunwoody under the Part 5 Criteria, Stream Buffer Protection is addressed through adoption of a Stream Protection Ordinance as required under the Metropolitan North Georgia Water Planning District's District-wide Watershed Management Plan. The City has adopted a Stream Buffer Protection Ordinance (Dunwoody Code of Ordinance, Chapter 16, Article II, Division 4 – Stream Buffers), which is equivalent to the District Model Ordinance, and requires a 50-foot undisturbed vegetative buffer and an additional 25-foot impervious surface setback (total of 75 feet) along all streams meeting the ordinance definition. In addition, all state waters in the City are subject to the 25-foot Georgia State Sedimentation and Erosion Control Buffer.

Groundwater Recharge Area

A portion of Dunwoody is within a groundwater recharge area, mostly north of Mount Vernon Highway and east of Roberts Drive. In the Piedmont region of Georgia, most groundwater is stored in overlying soils, particularly those with thicker soils. To protect our groundwater from pollution, DNR has implemented regulations regarding landfills, hazardous waste disposal, chemical storage, agricultural waste, septic tanks and drain fields, wastewater irrigation and spreading, permanent storm infiltration basins, and new wastewater treatment basins.

Communities seeking to promote water supply protection measures could seek low impact development and other techniques for increasing on-site infiltration of stormwater within groundwater recharge areas.

Chattahoochee River Corridor

Dunwoody lies outside the jurisdiction of any protected rivers. The closest is the Chattahoochee River which is protected by the Metropolitan River Protection Act (MRPA), a state law passed in 1973, which instituted a 2000-foot protection corridor along both sides of the Chattahoochee River; however, newer stream buffer setbacks and protections as required by the Metro District have been enacted by the City.

Wetlands

Dunwoody has several different types of wetlands, many of which are riverine wetlands associated with streams. According to DNR rules, local governments must consider wetlands in their planning decisions, mapping and identifying them in land use plans. DNR outlines a number of considerations that must be addressed and the minimum types of wetlands that the city must identify. Under federal policy, development should not alter or degrade wetlands without showing that there will be no adverse impacts or net loss of wetlands. The City of Dunwoody's Stream Buffer Ordinance helps protect wetlands and wetland features that are found along streams.

Floodplains

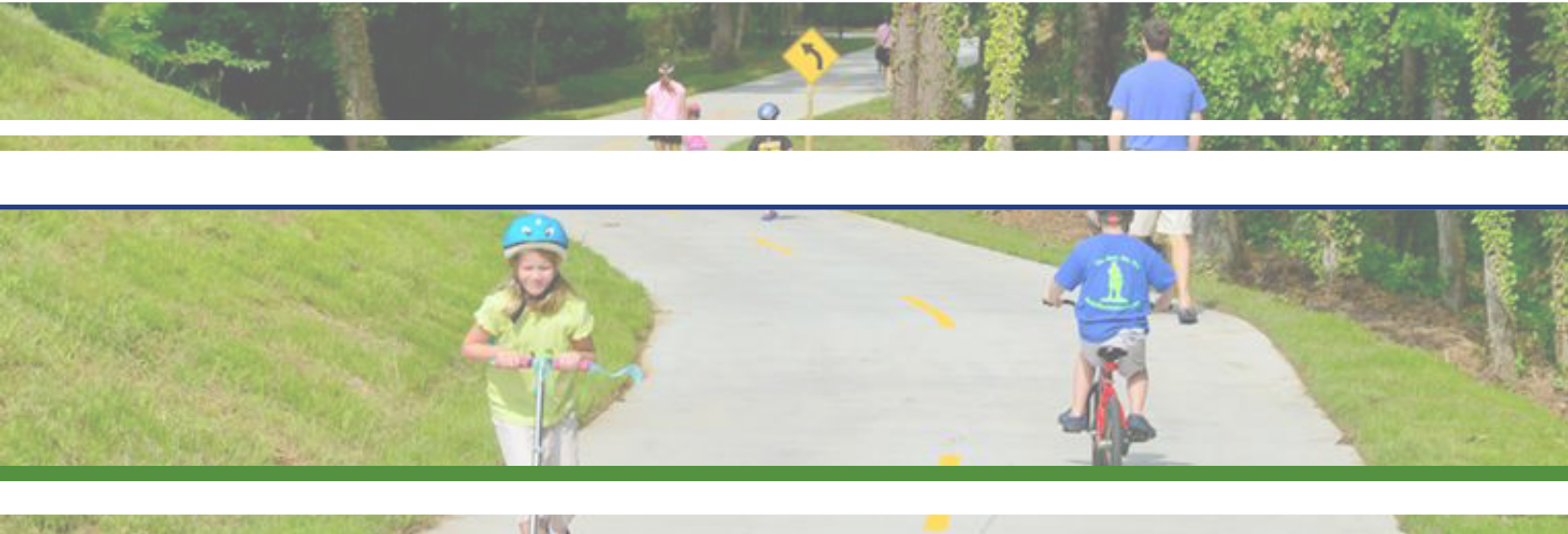
Dunwoody has 250 acres of land within 100-year floodplains, which means that the probability of a flood reaching the 100-year flood elevation on such land in any given year is 1 in 100, or 1 percent. Most of the 100-year floodplain areas in the City are located along stream corridors, such as the North Fork Nancy Creek and some areas near Brook Run Park. City regulations, including a Floodplain Management/Flood Damage Prevention ordinance required under the Metropolitan North Georgia Water Planning District's District-wide Watershed Management Plan, manage the use of floodplains and other flood-prone areas. The goal is to minimize stream modifications, reduce flood hazards and protect beneficial uses such as water quality protection. Under City requirements, development in floodplain areas may not alter flood characteristics or create hazardous velocities of water. Development in the floodplain is also restricted to public parks, agriculture, dams, bridges, parking areas, fences, and signs and sign structures.

D.2 METROPOLITAN NORTH GEORGIA WATER PLANNING DISTRICT PLANS AND ORDINANCES

The Metropolitan North Georgia Water Planning District was created by the Georgia General Assembly in 2001 to establish policy, create plans and promote intergovernmental coordination of all water issues in the District from a regional perspective. The District includes 15 counties and over 92 cities within Metro Atlanta, including DeKalb County and the City of Dunwoody.

The primary purpose of the District is to develop regional and watershed-specific plans for storm water management, wastewater treatment, and water supply and conservation. Three comprehensive plans were originally adopted in 2003 and updated in 2009. These are the District-wide Watershed Management Plan, the Long-term Wastewater Management Plan and the Water Supply and Water Conservation Management Plan. The Water and Wastewater Plans are generally implemented through the water and wastewater service providers. For the City, that is DeKalb County Public Works. The Watershed Management Plan includes local management measures that are to be undertaken by all jurisdictions in the District. These measures include five Model Ordinances that are to be adopted by all local jurisdictions in the District. The ordinances are for Post-development Stormwater Management, Floodplain Management and Flood Damage Prevention, Stream Buffer Protection, Illicit Discharges and Illegal Connections, and Litter Control. The City has adopted all of the required ordinances.

The goal of the district is to develop comprehensive regional water resources plans that protect water quality and water supply in and downstream of the region, protect recreational values of the waters in and downstream of the region, and minimize potential adverse impacts of development on waters in and downstream of the region. The planning district also facilitates multi-jurisdictional water-related projects and enhances access to funding for water-related projects among local governments in the district area. The district develops regional and watershed-specific plans for stormwater management, wastewater treatment, water supply, water conservation, and the general protection of water quality. The planning district comprises all local governments within a 16-county area, including DeKalb County.



AN ORDINANCE OF THE CITY OF DUNWOODY AMENDING CHAPTER 26 (STREETS, SIDEWALKS AND OTHER PUBLIC PLACES) TO ADD ADDITIONAL EXEMPTION FOR PERMIT FEE REQUIREMENT

WHEREAS, the City of Dunwoody has heretofore adopted a Special Event Ordinance, Codified as Article VIII of Chapter 26 of the Code of the City of Dunwoody (the "Code"); and

WHEREAS, a special event promoter is, generally, required to pay the City an Application Fee and Event Permit Fee in order to conduct the event; and

WHEREAS, the Ordinance currently has three exemptions to Application fees, at the City Manager's discretion, one of which benefits Non-profit groups, but has only two exemption possibilities for Permit Fees; and

WHEREAS, the Mayor and City Council desire to provide for an additional Permit Fee exemption benefitting Non-profit groups utilizing City property.

THEREFORE, THE MAYOR AND COUNCIL FOR THE CITY OF DUNWOODY HEREBY ORDAIN AS FOLLOWS:

ADDITIONS – underlined
DELETIONS – ~~strikethroughs~~

Section 1: Chapter 26 (Streets, Sidewalks and Other Public Places), Article VIII (Events in Public Places) of the City of Dunwoody Code of Ordinances shall be amended by revising Division 2 (Permits), Section 26-245 (Fees), subsection (I), to read as follows:

Sec. 26-245. Fees.

....

(I) Exceptions.

(1) Application fees.

~~a. The producer of any event associated with and benefiting the cause of a charitable organization, recognized as such by the Internal Revenue Service under section 501(c) of the Internal Revenue Code, may be excused by the city manager from the application fee requirement if, in his reasonable discretion, the event benefits the community at large.~~

ab. The producer of any event donating event proceeds to the city ~~may be~~ excused ~~by the city manager~~ from the application fee requirement.

be. For events that have been co-sponsored by the city and designated by the city council as "signature" or "premier" pursuant to an adopted policy related to special event co-sponsorship, the producer of the event ~~may be~~ will be excused ~~by the city manager~~ from the application fee requirement.

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- (2) Permit fees.
- a. The producer of an event donating event proceeds to the city ~~may be~~ excused ~~by the city manager~~ from the permit fee requirement.
 - b. For events that have been co-sponsored by the city and designated by the city council as "signature" or "premier" pursuant to an adopted policy related to special event co-sponsorship, the producer of the event ~~may be~~ excused ~~by the city manager~~ from the permit fee requirement.
 - c. The producer of any event associated with and benefiting the cause of a charitable organization, recognized as such by the Internal Revenue Service under section 501(c) of the Internal Revenue Code, and taking place on City-owned property, is excused from the permit fee requirement.
- (3) Park and pavilion rental fees.
- a. The producer of an event donating event proceeds to the city ~~may be~~ excused ~~by the city manager~~ from the park and pavilion rental fee requirement.
 - b. For events that have been co-sponsored by the city and designated by the city council as "signature" or "premier" pursuant to an adopted policy related to special event co-sponsorship, the producer of the event ~~may be~~ excused ~~by the city manager~~ from the permit fee requirement.
- (4) City support service fees.
- a. All public assemblages shall be exempt from paying for police support services deemed necessary by the chief of police for approved events including but not limited to police support services such as traffic control and police protection.
 - b. Events that have been co-sponsored by the city and designated by the city council as "signature" or "premier" pursuant to an adopted policy related to special event co-sponsorship are eligible for cost sharing of city support services such as police department support services. "Signature" and "premier" events must still meet the requirements of this article including providing personnel and services deemed necessary and in excess of this level of support as authorized by the city council at the time of their co-sponsorship of the event.
- (5) Alcohol licensing fees. A nonprofit civic organization, recognized as such by the Internal Revenue Service as demonstrated with a nonprofit authorization letter (Federal Form 501-C), ~~may be~~ excused ~~by the city manager~~ from the administrative application fee for an alcohol license. Such organizations are not exempt from the temporary or annual alcohol permit fees or the permit fees for pouring alcoholic beverages.

Section 2: This Amendment shall become effective immediately upon its adoption by the City Council, and incorporated into the Code of the City of Dunwoody, Georgia. This Amendment hereby repeals any and all conflicting ordinances and amendments.

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SO ORDAINED, this ____ day of _____, 2015.

Approved:

Michael G. Davis, Mayor

ATTEST:

Approved as to Form and Content:

Sharon Lowery, City Clerk
(Seal)

City Attorney's Office