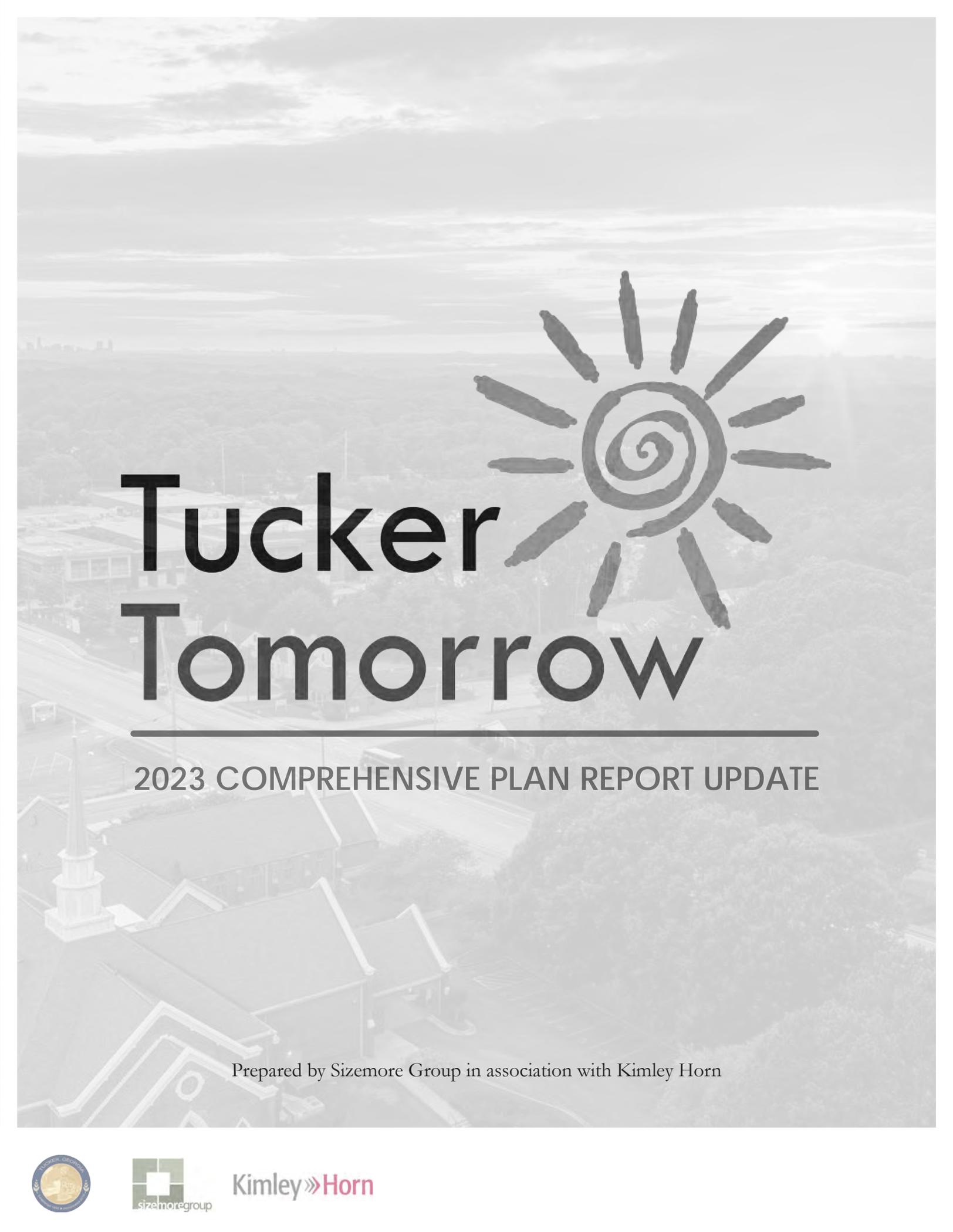


Tucker Tomorrow

2023 COMPREHENSIVE PLAN REPORT UPDATE



Kimley»Horn



Tucker Tomorrow

2023 COMPREHENSIVE PLAN REPORT UPDATE

Prepared by Sizemore Group in association with Kimley Horn



Kimley»Horn

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A photograph of a street scene. In the foreground, a concrete sidewalk runs from the bottom center towards the middle ground. A black lamppost with a classic lantern-style light fixture stands on the left side of the sidewalk. To the right of the sidewalk, there are some bushes and a white picket fence. In the background, a road with several cars is visible. A large tree with green leaves is on the right side. A sign for 'CARR'S DRUGS' is visible in the distance. The sky is overcast.

PLAN OVERVIEW

PLAN OVERVIEW

The City of Tucker established its first Comprehensive Plan in 2018, after incorporating as a city in 2016. In accordance with the Georgia Department of Community Affairs (DCA), the plan must be updated every five years, with a required major update every ten years. This document aims to complete a minor update of the 2018 Comprehensive Plan with a focus on developing a new five-year Community Work Program. The Community Work Program identifies the priority projects that the city will work to accomplish over the next five years, in support of the established community vision and goals as found within this report.

This report provides a thorough summary of the comprehensive plan process, including: an assessment of existing conditions; vision, goals, and policy updates; character area updates; a new Community Work Program; and a summary of the community engagement process. The existing conditions assessment is focused on DCA required elements: Economic Development, Housing, Broadband Services, Transportation, and Land Use. As the 2018 Comprehensive Plan included a significant community engagement process and led to the establishment of several master plans over the past five years, this report aims to update and consolidate these previous efforts.

The Tucker Tomorrow 2023 Comprehensive Plan serves as a ten-year visionary road map for citizens, business owners, community leaders, and elected officials guiding future land development and public investment, with a focus on supportive efforts to be completed in the next five years.

The Tucker Tomorrow Plan aims to create a sustainable, resilient, and equitable community that meets the needs of current and future residents. The plan seeks to enhance Downtown Tucker, improve transportation connections, preserve and

enhance neighborhoods, strengthen recreational and community resources and bolster the economic base.

To comply with the DCA's requirements, the City of Tucker began an update to the Comprehensive Plan in early 2023. The city, in partnership with its consultant teams—Sizemore Group and Kimley-Horn Associates—conducted a community engagement process spanning three months. This process included two public hearings, two core team meetings and two community meetings designed to identify opportunities and areas of concern within the city. Announcements and flyers were distributed throughout the city to publicize meetings, and residents were encouraged to participate in an online survey available on the city's website.

This extensive public process provided an opportunity for the city's residents, business owners, and community leaders to share their vision for the city and engage in conversations about its future growth.

WHAT IS THE COMPREHENSIVE PLAN PROCESS?

The Tucker Tomorrow Comprehensive Plan is a process that involves residents, business owners, and elected officials providing guidance on the future growth and development of the city. It requires an analysis of the community's physical, economic, social, and political factors and robust public engagement. Comprehensive plans typically cover a long-range period and provide guiding principles for a community's growth and development. The plan will serve as a blueprint for Tucker's growth and development over the next ten years and will be regularly updated to ensure the city's vision for the future remains achievable.

In the comprehensive planning process, the city meets the requirements set by the Georgia Department of Community Affairs, which include:

- A physical, economic, social, and political analysis
- Public engagement
- Guiding principles for community growth
- Five-year reassessment



WHAT ARE THE BENEFITS OF A COMPREHENSIVE PLAN?

There are several benefits to the entire community that result from the planning process:

- Quality of life is maintained and improved.
- There is a shared vision for the future of the community.
- Private property rights are protected, including residents’ rights.
- Economic development is encouraged and supported.
- The process for where, how, and when development will occur is outlined, as well as how the community might navigate those development costs.

Comprehensive plans guide the creation of great community places and spaces. This process allows community residents to interact with planning experts, city staff and elected officials to discuss land development, transportation and economic development goals and other objectives.



HOW TO USE THIS COMPREHENSIVE PLAN UPDATE

This document is designed for use by elected officials, city staff, property owners and developers, business owners, and citizens of Tucker. It provides a plan for both private and public development decisions. This plan is organized around the core components required by the Georgia Department of Community Affairs for local comprehensive plans:



1

CONSOLIDATED VISION

Comprised of 5 goals, the vision of this comprehensive plan articulates an overarching vision supported by technical analysis and the community engagement process.



2

SWOT ANALYSIS & POLICIES

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis identifies the major needs and opportunities that the city must address through the plan policies and action steps.



3

COMMUNITY WORK PROGRAM

A Community Work Program outlines the steps that need to be taken to ensure that a community's comprehensive plan is effective and successful.



4

CHARACTER AREAS MAP

The plan's Character Areas Map serves as a guiding map for future development in the City of Tucker. It identifies specific areas that will share special or unique characteristics, based on either existing conditions or the vision for the future.



EXISTING CONDITIONS

EXISTING CONDITIONS

The following section summarizes existing conditions in the City of Tucker, specific to the Department of Community Affairs (DCA) required elements: Economic Development, Housing, Transportation, Broadband Services, and Land Use.

EXISTING STUDIES & PLANS

Following is a summary of existing plans and studies completed in recent years. Information and findings from these studies were incorporated into the vision, goals, and policies developed within this document.

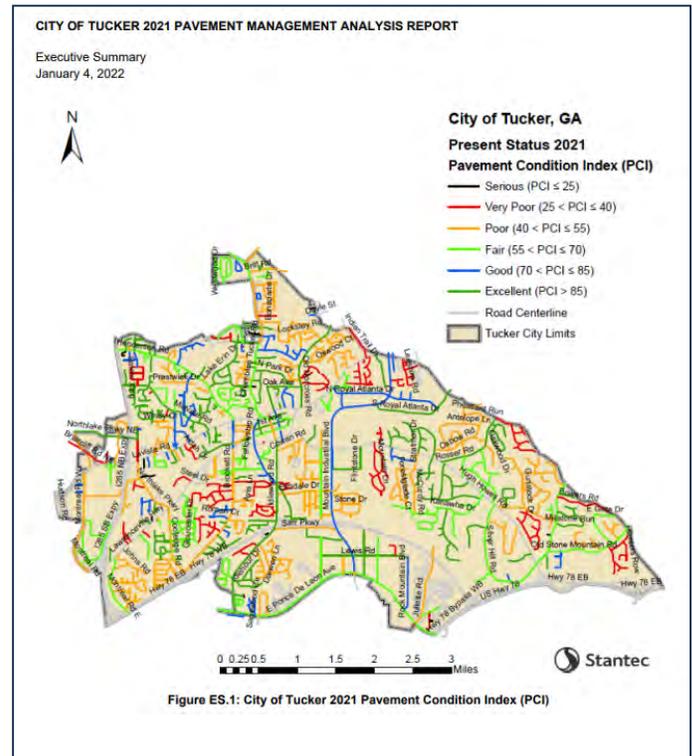
City of Tucker Economic Development Strategic Plan (EDSP) (2023)

The EDSP is a foundational document for the City of Tucker's Economic Development Department. It identifies Tucker's existing assets, considers a five-year economic outlook, establishes the economic vision, and provides strategies and implementation steps to achieve the outlined goals. The plan identifies target industries as professional services, manufacturing and healthcare and sets the following initiatives: economic development capacity building; business retention and attraction; major projects accelerator; visibility, marketing, and branding; and business and developer programming.



City of Tucker Pavement Management Analysis Report (2021)

This document discusses the findings of a study done by the city to evaluate the condition of its roadways. The study made use of data from multiple



sources, including pavement condition index (PCI) ratings, visual inspections, and traffic counts. The study found that the overall condition of the city's roadways is good, and much of the pavement is in fair to excellent condition. However, some areas of the city have pavement in poor condition, and require more attention and investment. The study also highlighted areas with higher traffic volumes, as well as those with lower traffic volumes, which can help inform planning and budgeting decisions. Ultimately, the document concluded that the city will need to continue to invest in maintenance and rehabilitation of its roadways in order to maintain the current level of service. An initial study was completed in 2018.

Lavista Road at Chamblee Tucker Road and Fellowship Road Traffic Study (2021)



This traffic study was performed to evaluate the congestion and safety concerns created by heavy traffic within the Tucker Triangle and one more adjacent intersection (Lavista Road and Main Street) within the study area. The operational issues intended to be addressed by this study include existing and future projected congestion within the study area. A total of 24 unconventional designs and access refinement alternatives were evaluated in terms of operation and cost. The issues, constraints and potential improvements were identified and then three alternatives with the highest improvement and reasonable costs were selected as “preferred alternatives” to analyze in more details.

Lawrenceville Highway Safety Improvement Corridor (2021)



This study evaluated 5 intersections along a 0.7 mile stretch of US 29/SR 8/Lawrenceville Highway to examine potential short-term and long-term improvements to address operational and safety issues. In addition to being a major thoroughfare for commuters, the study area consists of several commercial and institutional developments including multiple stores, restaurants, and a public library which generate high levels of vehicular and pedestrian traffic along the corridor. The 0.7-mile corridor is experiencing a high crash rate and is a major transit route with ten MARTA bus stops.

Jimmy Carter Boulevard and Mountain Industrial Boulevard Corridor Study (2021)



This study, a joint effort between Gwinnett County, the City of Tucker, Gateway 85 CID, Lilburn CID, and Tucker Summit CID, aimed to develop a cohesive long term multi-jurisdictional vision for the corridor with a specific focus on safe and efficient traffic operations and a broader examination of other multimodal transportation needs. Goals included: mobility and infrastructure, quality of life, economic development, improved traffic flow, and better employee access. Recommended projects for implementation evaluated deficiency, benefit/cost, public input, safety, and goals. The resulting prioritization scores were used to sort projects into three tiers for consideration in implementation.

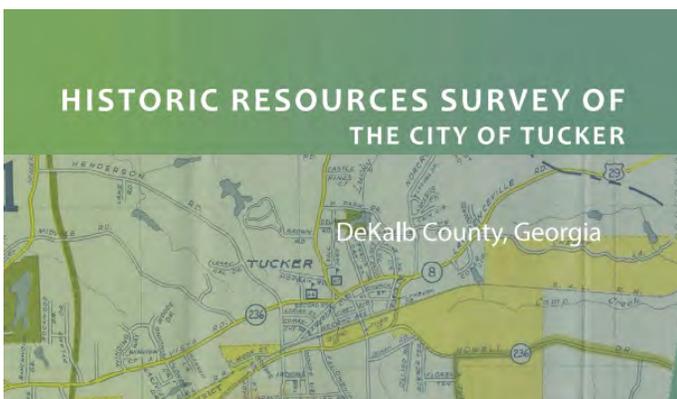
Tucker Downtown Master Plan (2020)

The Downtown Master Plan provides a vision for the city's downtown area, outlining strategies to increase economic development, create a vibrant public realm, and foster a sense of community. The plan focuses on four areas of action: Enhance the Business Community, Activate the Public Realm, Enhance Mobility, and Strengthen Connections. Each of these action areas includes specific goals and strategies to help achieve the vision of a vibrant and connected Downtown.



Historic Resources Survey of the City of Tucker (2019)

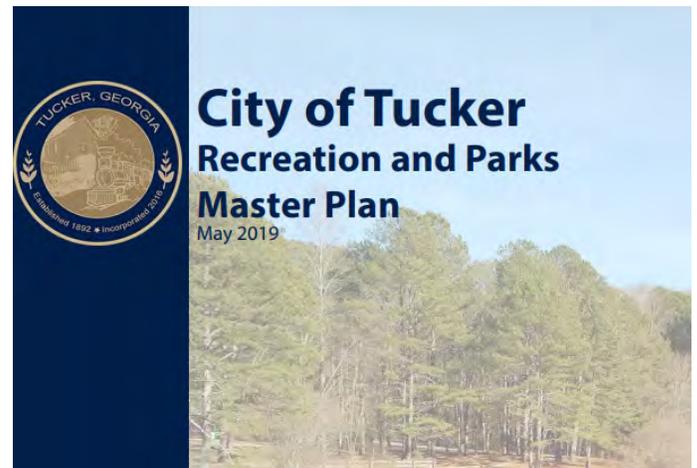
This document provides an overview of the city's history, as well as a comprehensive inventory of its historic resources. It includes information on the physical, architectural, and cultural significance of each resource. Additionally, the report provides



recommendations for the preservation of Tucker's historic resources, including the establishment of a Historic Preservation Commission, the creation of a Historic Preservation Plan, and the adoption of new local ordinances.

City of Tucker Recreation and Parks Master Plan (2019)

The Tucker Parks Master Plan is a document created by the City of Tucker to guide the development of the city's parks and recreational facilities. The plan outlines a vision for the city's parks and recreational facilities, including the development of new parks and greenways, and the preservation of existing parks and natural areas. The plan also includes strategies for increasing public access to existing parks, creating more programming and activities for park visitors, and improving the city's overall parks system. Additionally, the plan includes goals for increasing public safety and improving the city's overall quality of life.

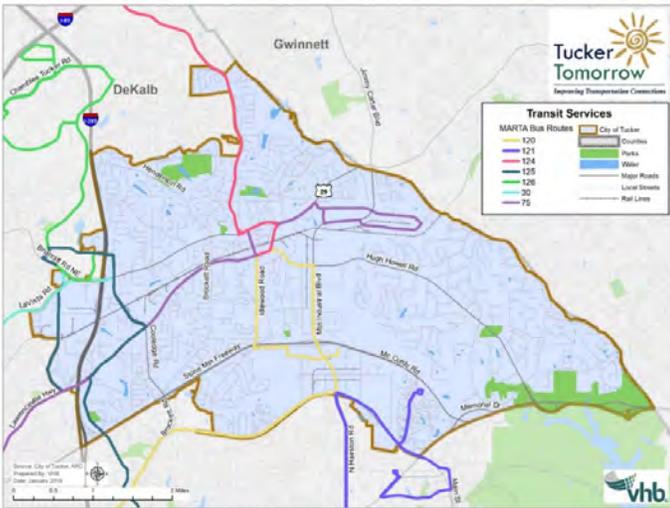


City of Tucker Pedestrian Crossing Improvements Field Observations and Recommendations (2019)

This document identified several potential locations that may be suitable for mid-block pedestrian crossing improvements based upon distance between existing signalized intersections and proximity to schools, parks, and public transportation. The report identified Brockett

Elementary School, Emory University Hospital/ Orthopedic Clinic, Idlewood Elementary School, Tucker Middle School, Midvale Elementary School (Midvale Circle) and Henderson Road (Gleneagles Lane) as Tier 1 properties for improvements.

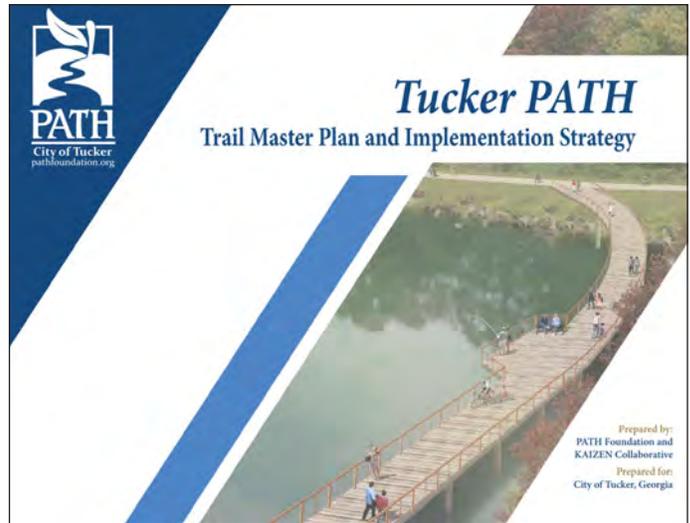
Tucker Tomorrow Strategic Transportation Master Plan (2019)



The Tucker Strategic Transportation Master Plan is a comprehensive document outlining the transportation policies and strategies for the city. It provides a detailed analysis of the city’s current transportation needs and outlines the strategies for improving the city’s transportation system. The plan includes recommendations for improving existing infrastructure and services, expanding public transit options, and promoting walkability, bikeability and other active transportation options. The plan also provides a framework for implementing the strategies and policies outlined within the document.

Tucker PATH Trail Master Plan & Implementation Strategy (2019)

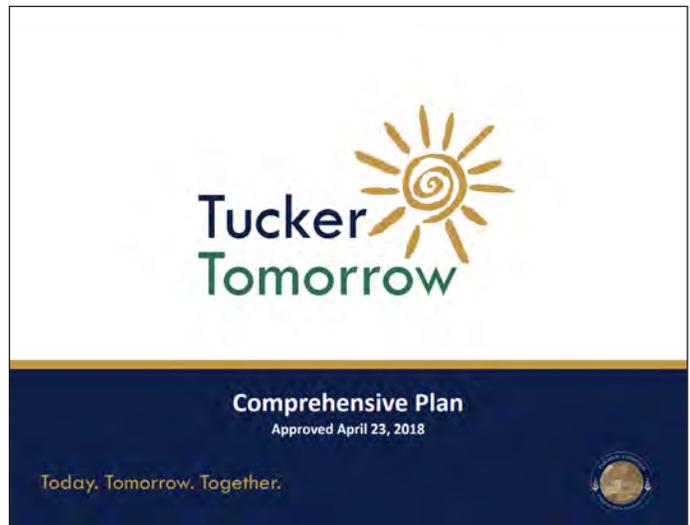
This document outlines the Tucker PATH Plan, a project that will create a series of pedestrian and bicycle paths in the City of Tucker. The plan includes the creation of a network of pathways connecting the city’s neighborhoods, schools, parks, and



commercial areas. The plan also looks at potential funding and financing sources for the project, as well as potential traffic and safety improvements. In addition, the document outlines potential partnerships with neighboring cities and counties, with a goal of creating a larger regional network of paths. Finally, the plan includes both short-term and long-term implementation strategies.

Tucker Tomorrow Comprehensive Plan (2018)

The Tucker Comprehensive Plan is an actionable plan for the City of Tucker to ensure the city’s growth and development. The plan focuses on the five key elements of economic development, transportation, housing, public services, and land use. It includes strategies for improving the city’s



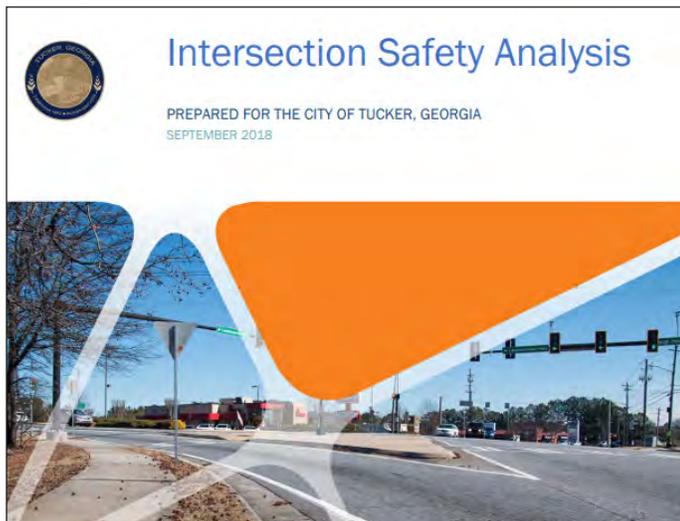
infrastructure, increasing access to transportation, providing affordable and safe housing, and promoting a vibrant and diverse local economy. The plan also outlines goals for preserving and enhancing the city's natural resources, cultural heritage, and quality of life. The plan is intended to guide the city's decision-making over the next 10 years and is intended to be a living document that can be adjusted as needed.

City of Tucker Housing Density Study (2018)

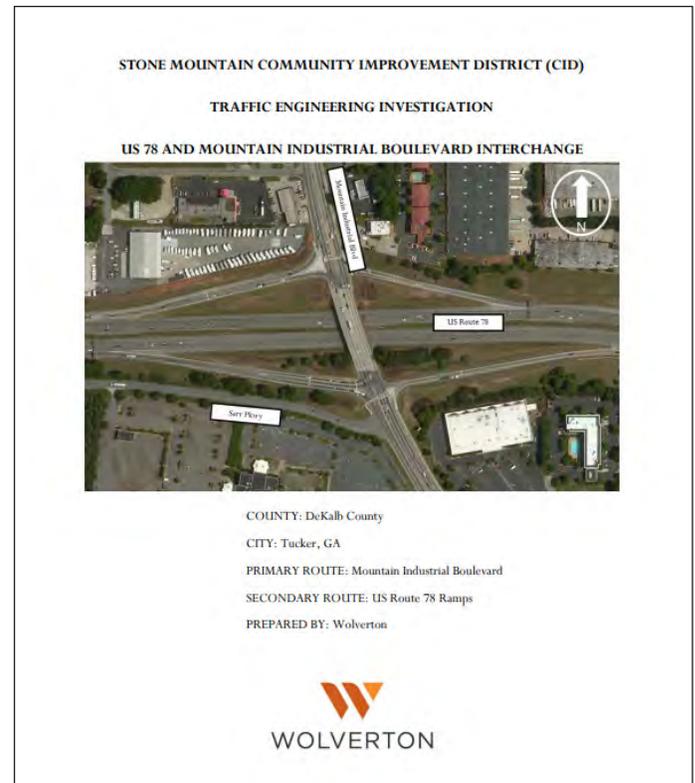
This report provided an assessment of current housing inventory, the baseline data needed to plan for preserving, restoring, and improving communities, and future growth. It included a comparison report between the City of Tucker, DeKalb County, Brookhaven, Dunwoody, and Peachtree Corners that covered population characteristics, household characteristics and housing variables including age, unit type and value/rent. It also included an apartment inventory summary, a map of medium and high density (residential) zoned parcels, and a map of vacant land zoned for multifamily development.

Intersection Safety Analysis (2018)

This document outlines the process of data collection, analysis, and recommendations for improving safety at twenty high-crash intersections and interchanges within the city. The analysis



includes crash data, traffic volumes, and current intersection geometry. The document also provides general recommendations for improving traffic safety, such as installing traffic calming devices, improved signage, and improving the visibility of intersections. The goal of the analysis is to reduce collisions and create a safer environment for pedestrians, cyclists, and drivers.



US-78 and Mountain Industrial Boulevard Interchange Study (2016)

This study evaluated the US-78 and Mountain Industrial Boulevard interchange for opportunities to reduce congestion, improve turning movement radii, and improve traffic safety. Three alternatives were developed to improve operations at the interchange, which included a diverging diamond interchange; dual left turns on Mountain Industrial Boulevard onto the US-78 on-ramps; and the realignment of both US-78 off-ramps with Mountain Industrial Boulevard and the increase in the number of lanes on both US-78 off-ramps.

ECONOMIC DEVELOPMENT & HOUSING

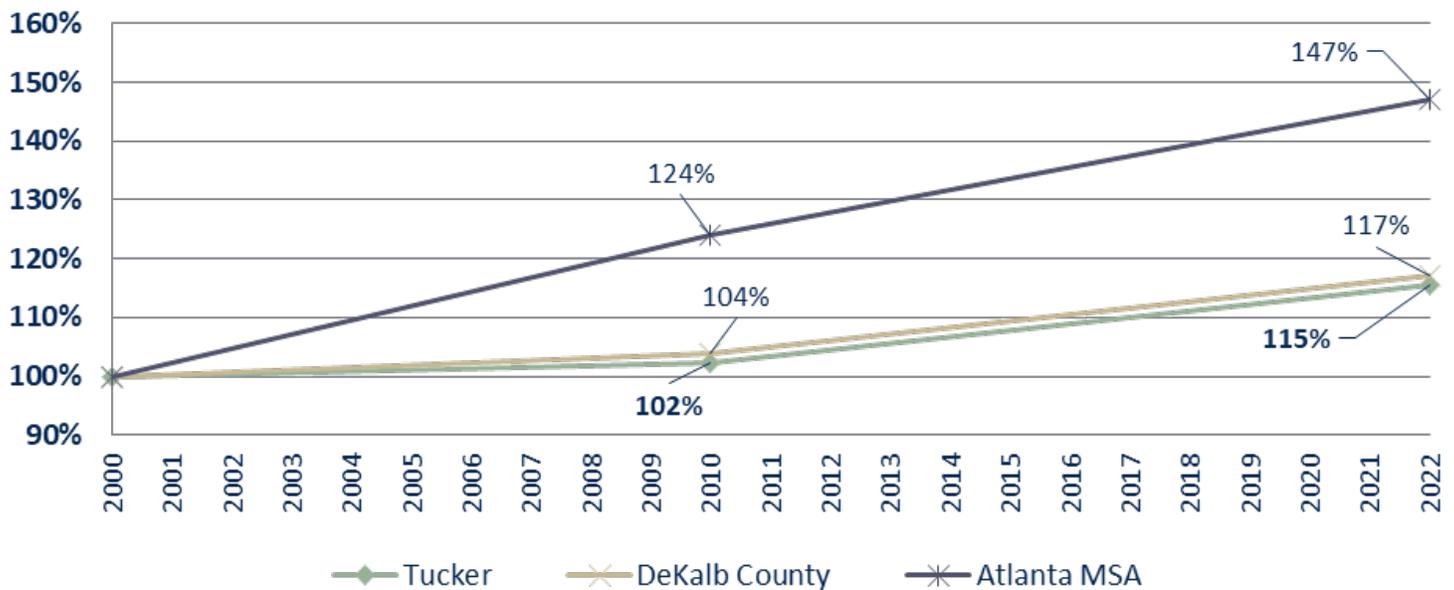
This analysis was conducted by reviewing previous plans, including the Tucker Economic Development Strategic Plan, the Metro Atlanta Housing Strategy, the Tucker Housing Density Study, and data on recent large-scale residential developments collected by the city. This analysis revealed the following existing market conditions in Tucker:

- **Established Employment Center:** There are approximately 27,000 jobs in Tucker and approximately 37,000 residents. According to the U.S. Census, roughly 96% of Tucker jobs are filled by residents that live outside the area.
- **Strong Industrial Sector in Need of Land, Buildings and Labor:** There is the opportunity to nurture preferred industrial sectors through a targeted Business Retention and Expansion Program with a focus on expansion needs and business friendly workforce development pathways/up-skilling offerings.
- **Opportunity for Expansion into Cold Storage Operations:** Industrial operators and brokers in the submarket noted pent-up demand for a cold storage facility.
- **Industrial Re-purposing Opportunities:** Obsolete industrial space located in proximity to downtown Tucker is a near-term, prime opportunity for urban re-purposing into breweries, maker spaces, or family entertainment/sporting uses.
- **Retail/Dining/Entertainment Reinvention:** downtown Tucker is a tremendous community asset, drawing inflow from throughout the region.
- **Emerging Multi-family Development:** The city could focus on attracting new housing typologies in downtown and Northlake as proposed by the Comprehensive Plan to increase the supply of competitive product and inflow residents.
- **Medical Office Backfill/Infill Opportunities:** In addition to short-term administrative back office and medical office backfill/infill redevelopment opportunities at the Northlake Mall site, there are longer-term opportunities related to spin-off sectors, such as MedTech (from nano-scale diagnostics to implanted devices) and businesses which support the film industry and other graphic design and professional services.
- **Future Employment Growth Supports Hotel Development:** The city is experiencing employment growth and could therefore support one new hotel (midscale class, 100-150 keys, 2-4 stories) in the next five years along a major commercial corridor or intersection with good visibility.
- **New Housing Markets:** Tucker has an older housing stock, older median age, and higher percentage of owner-occupied houses than similar nearby cities. Additionally, the median home value and average rent is lower than these cities. This suggests that there are opportunities to attract younger demographics looking for affordable housing.

Population

- The City of Tucker has maintained steady population growth over the past two decades, mirroring DeKalb County trends.
- Currently, Tucker comprises approximately 4.84% of the total County population and 0.60% of the population of the Atlanta Metropolitan Statistical Area (MSA).
- Since 2000, Tucker has experienced an average annual growth of 0.7%.

**Estimated and Projected Population Growth
(Indexed 2000=100%)**



Historical and Projected Population

Population	2000	2010	2022	2000-2022 Est. Growth Rate
Tucker	32,728	33,465	37,767	15%
DeKalb County	665,977	691,893	780,214	17%
Atlanta MSA	4,263,438	5,286,722	6,268,860	47%

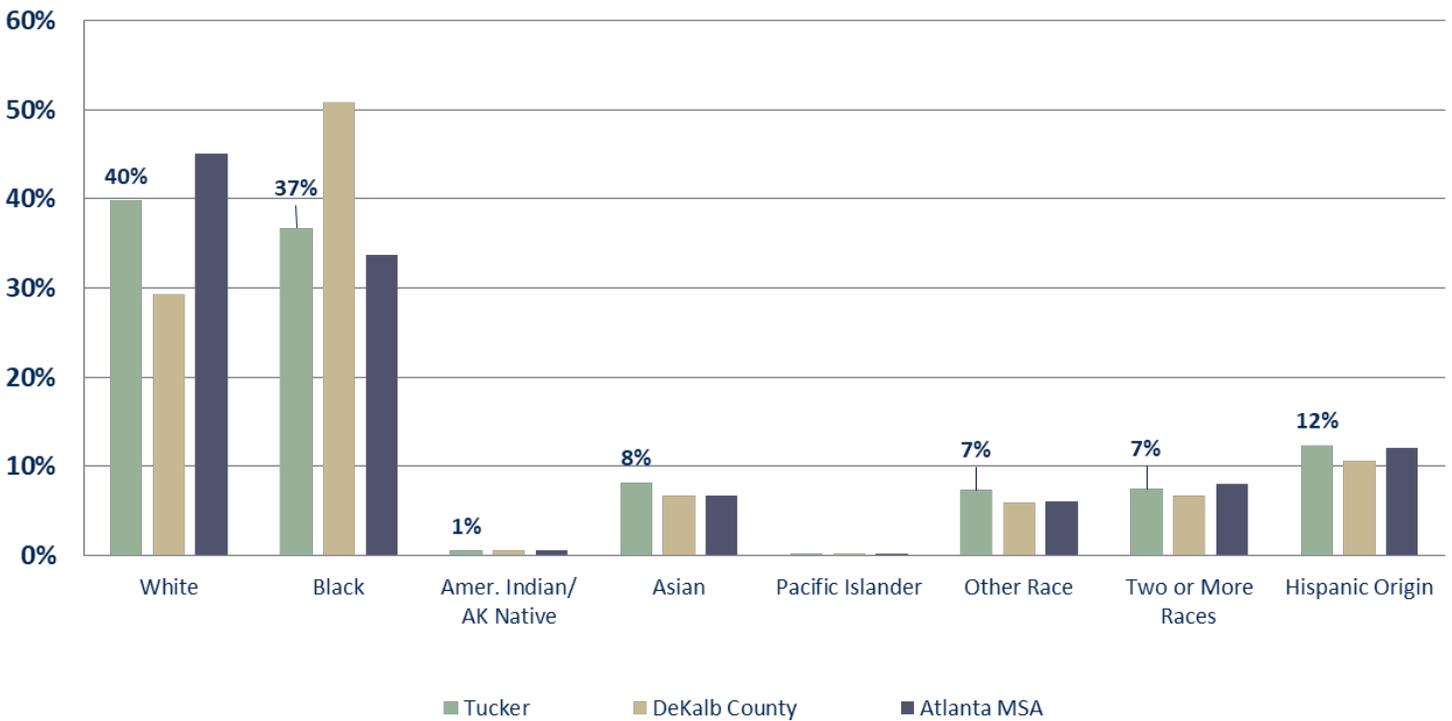
Source: ESRI Business Analyst; Willdan, 2022.

Figures 1 and 2: Estimated and Projected Population Growth data (above) and Historical and Projected Population data (below)

Population by Race and Ethnicity

- Racial and ethnic diversity within Tucker city limits is similar to the composition of the larger region with a proportionally larger representation of Asian and other races, as well as a proportionally larger share of Hispanic residents.
- The Atlanta MSA is home to a predominately white and black population, which together comprise 78.8% of the region’s population.
- Proportionally, there is a larger share of Asian and Hispanic residents within the city, and residents identifying as mixed-race or other comprise 14% of Tucker’s population.

Population by Race



Note: Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled "Other Race" includes the Census Categories "Indian American," "Pacific Islander," "Some Other Race Alone," and "Two or More Races," which individually represent a small percentage of the City's and County's population.

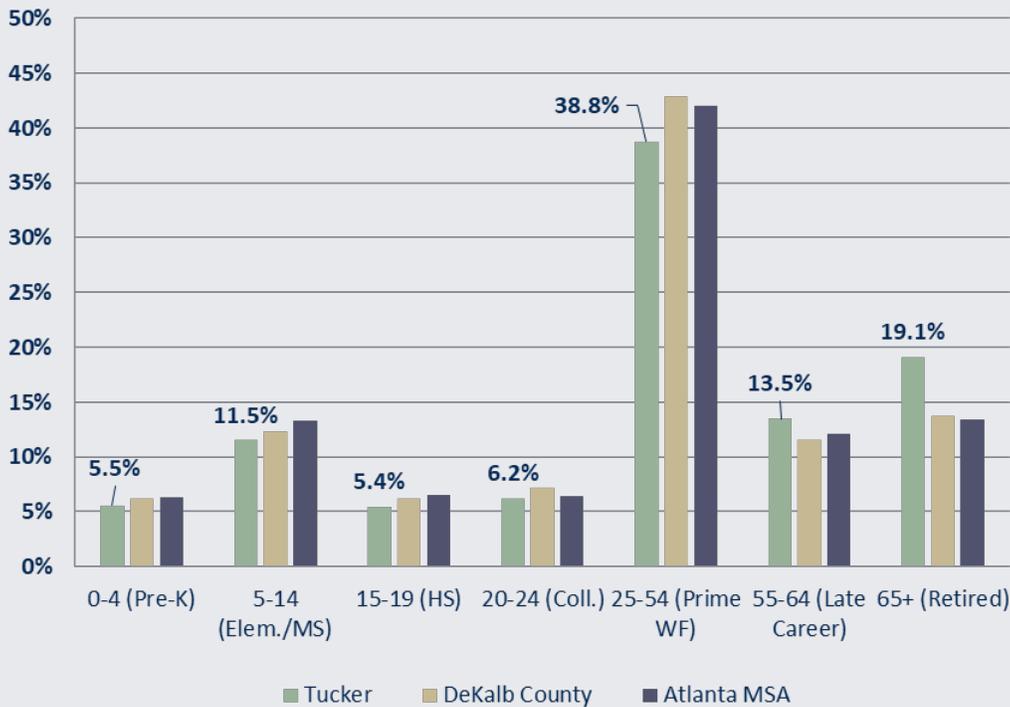
Source: ESRI Business Analyst; Willdan, 2022.

Figure 3: Population by Race

Age Distribution

- Tucker’s population is relatively older than both DeKalb County and the Atlanta MSA while still providing a competitive share of prime workforce age residents (aged 25 to 54).
- The median age in Tucker is 41.8 years, while the median age in the Atlanta MSA is 36.8 years. The median age in DeKalb County is similar to the MSA at 36.3 years old.

Age Distribution (by cohort)



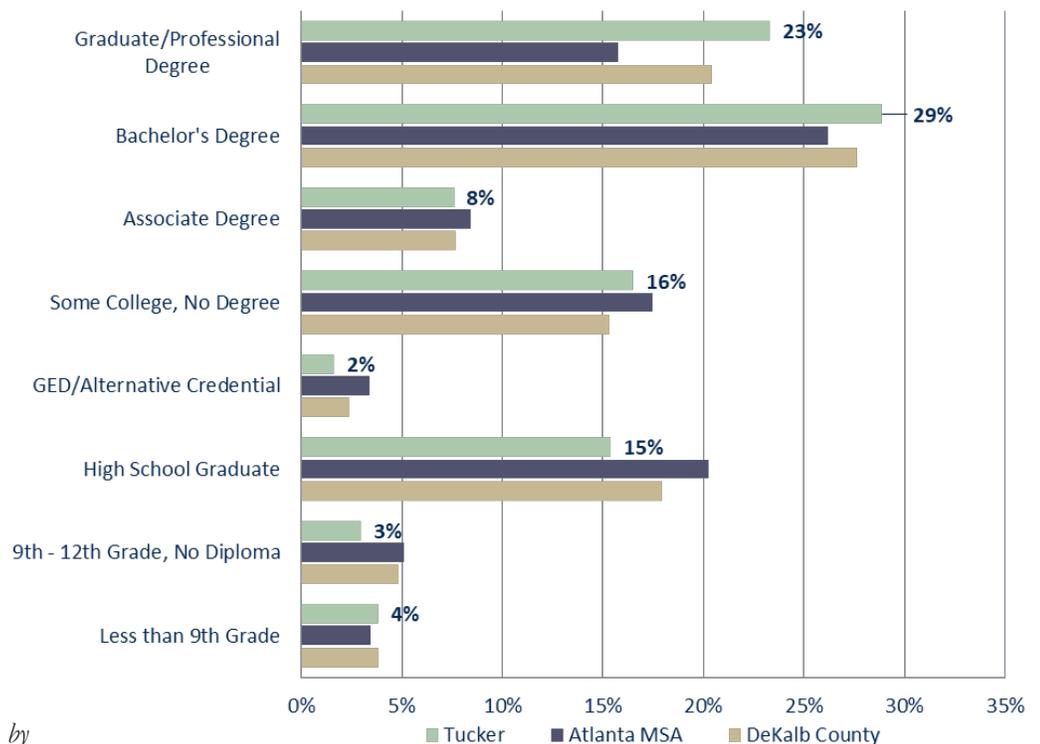
Source: ESRI Business Analyst; Willdan, 2022.

Figure 4. Age Distribution (by cohort)

Education

- Residents around Tucker and the Atlanta MSA are highly educated with over half earning a bachelor's degree or higher—about 1.4 times the rate of Georgia.
- Notably, 23% of Tucker residents have a Graduate or Professional Degree, representing a significant concentration of highly educated residents within DeKalb County.

Population 25+ Years by Educational Attainment



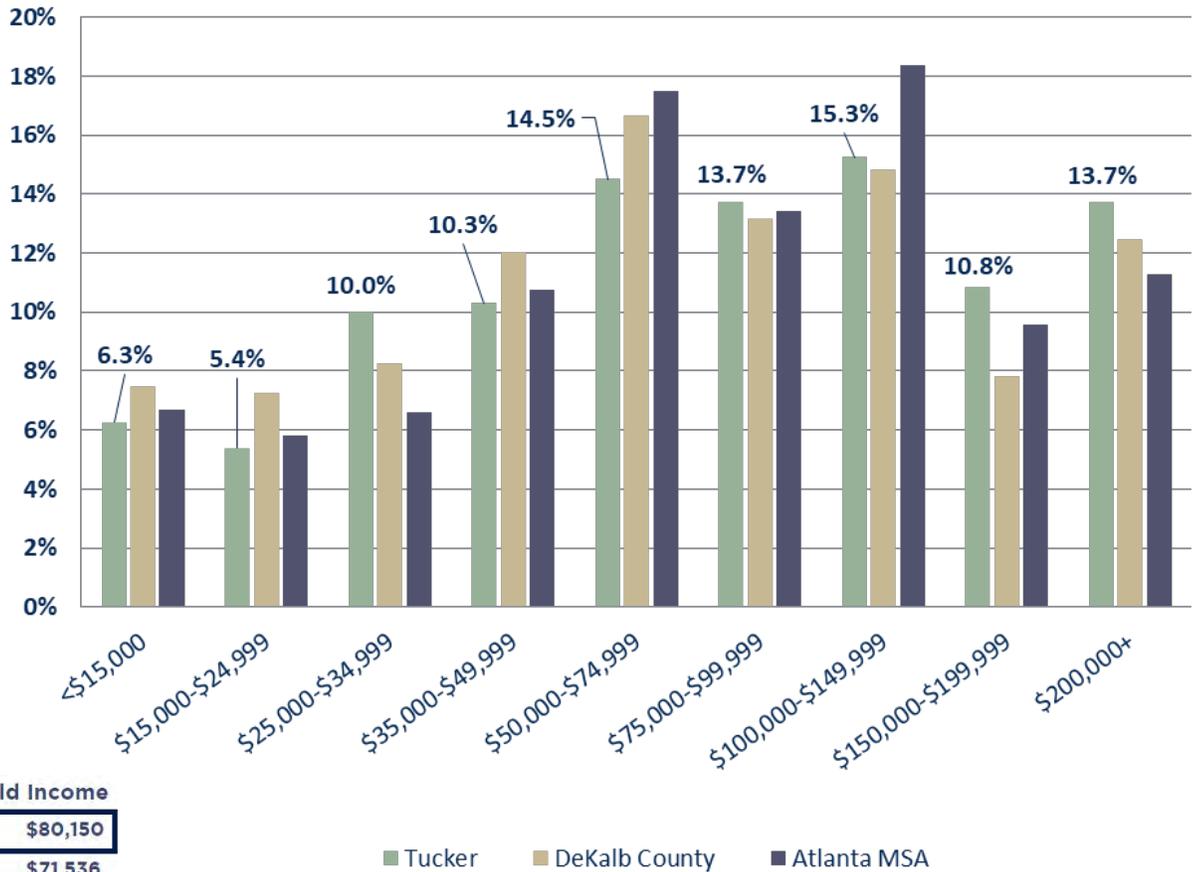
Source: ESRI Business Analyst; Willdan, 2022.

Figure 5: (right) Population 25+ Years by Educational Attainment

Household Income

- Household income distributions indicate that Tucker has the highest concentrations of lower and middle-income households as compared to the County and the Atlanta MSA.
- More than half of Tucker’s population (53%) reported household incomes of \$75,000 or more — a specific income threshold attractive to mixed-use multi-family investors and developers.

Household Income by Income Group



Source: ESRI Business Analyst; Willdan, 2022.

Figure 6: Household Income by Income Group

Housing Value & Tenure Characteristics

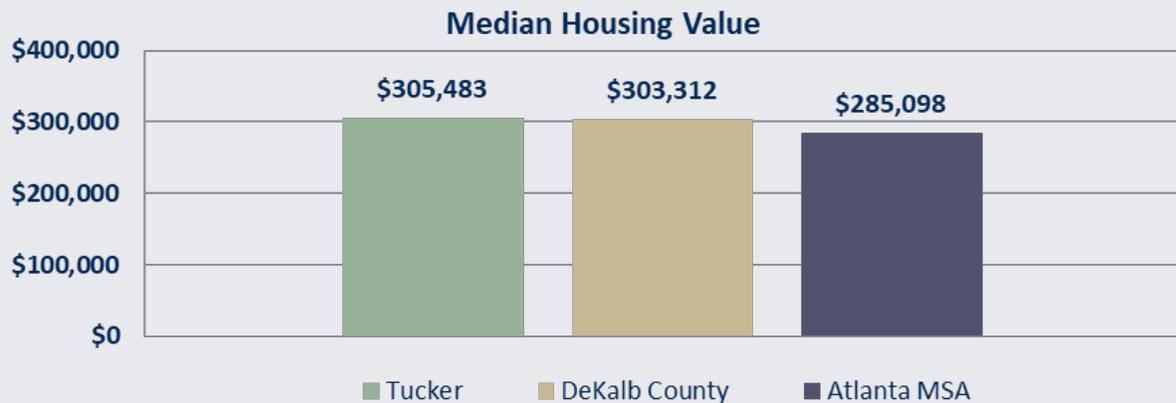
- The share of homeowners compared to renters has remained relatively constant in Tucker, DeKalb County and the Atlanta MSA since 2010.
- Tucker’s average family size is slightly smaller than DeKalb County and the MSA at 3.10 persons per family versus 3.26 and 3.27 persons, respectively.
- Approximately 70% of Tucker’s existing owner-occupied housing stock serves low- to moderate-income households with housing values between \$100,000 to \$499,000. By comparison, 51% and 65% of DeKalb County and the Atlanta MSA’s total housing stock are valued at this level, demonstrating Tucker’s affordability.

Housing Tenure Trends & Projections

Housing Tenure	2010	2022	2027
Owner-occupied	9,149	10,290	10,289
% of Total	59.9%	61.5%	60.6%
Renter-occupied	4,853	5,048	5,025
% of Total	31.8%	30.2%	29.6%
Vacant	1,262	1,385	1,674
% of Total	8.3%	8.3%	9.9%
Total Units:	15,264	16,723	16,988

Housing Values

Median Value Per Unit	\$305,483	\$347,360
Average Value Per Unit	\$339,498	\$385,261



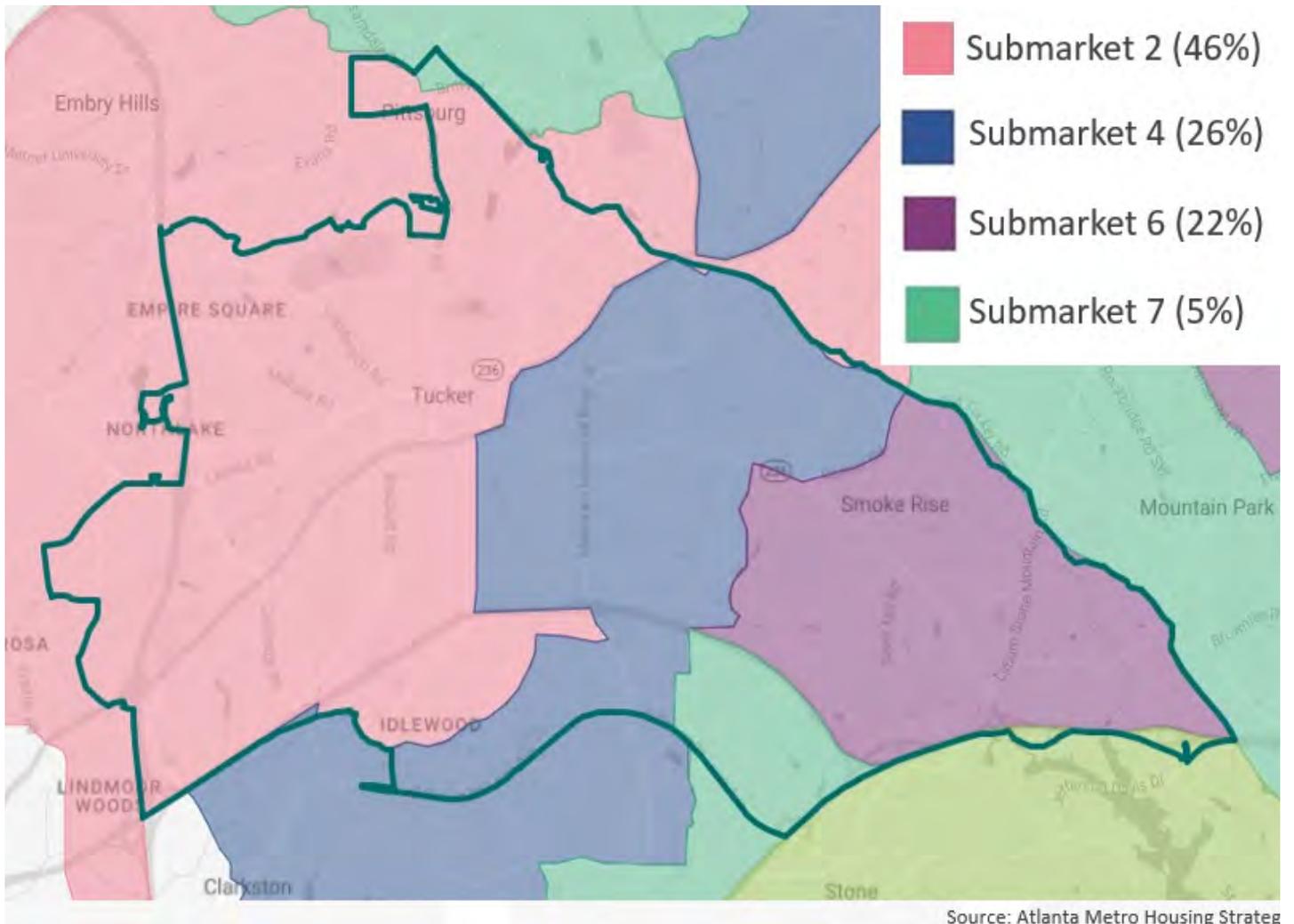
Source: ESRI Business Analyst; Willdan, 2022; Claritas.

Figures 7 and 8: Housing Trends and Projections (above) and Median Housing Value (below)

Metro Atlanta Housing Strategy

- The Atlanta Regional Commission (ARC) created the Metro Atlanta Housing Strategy to provide detailed information and data about the region's housing market.
- The metro area is broken into 10 housing submarkets based on characteristics such as average sale price, age, type, and size.
- The City of Tucker includes four housing submarkets that are shown on the following map.
- The four housing submarkets within Tucker are outlined below:
 - o Submarket 2 (46%): Neighborhoods near the city core and employment corridors, with a mix of newer and older higher-priced homes and higher rents.
 - o Median Home Sale Price (2020): \$320,000
 - o Median Year Built: 1983

- o Submarket 4 (26%): Lowest-priced urban neighborhoods with mostly older single-family and multi-family units, housing both renters and a rapidly declining number of owners.
 - o Median Home Sale Price (2020): \$157,500
 - o Median Year Built: 1965
- o Submarket 6 (22%): Moderate-to-higher-priced suburban neighborhoods consisting almost entirely of single-family homes.
 - o Median Home Sale Price (2020): \$350,000
 - o Median Year Built: 1996
- o Submarket 7 (5%): Lower-priced suburban neighborhoods with both single-family owners and a large, rapidly-increasing number of single-family renters.
 - o Median Home Sale Price (2020): \$202,000
 - o Median Year Built: 1992



Source: Atlanta Metro Housing Strateg

Large Residential Developments (Since 2016)

- A total of 963 residential units have been added within large-scale residential developments in Tucker since 2016.
- An additional 982 residential units are proposed or under construction.
- Completed:
 - Five single-family developments (168 units)
 - Five townhome developments (460 units)
 - Two multi-family developments (335 units)
- Proposed/Under Construction:
 - Five single-family developments (171 units)
 - Four townhome developments (186 units)
 - One multi-family development (216 units)

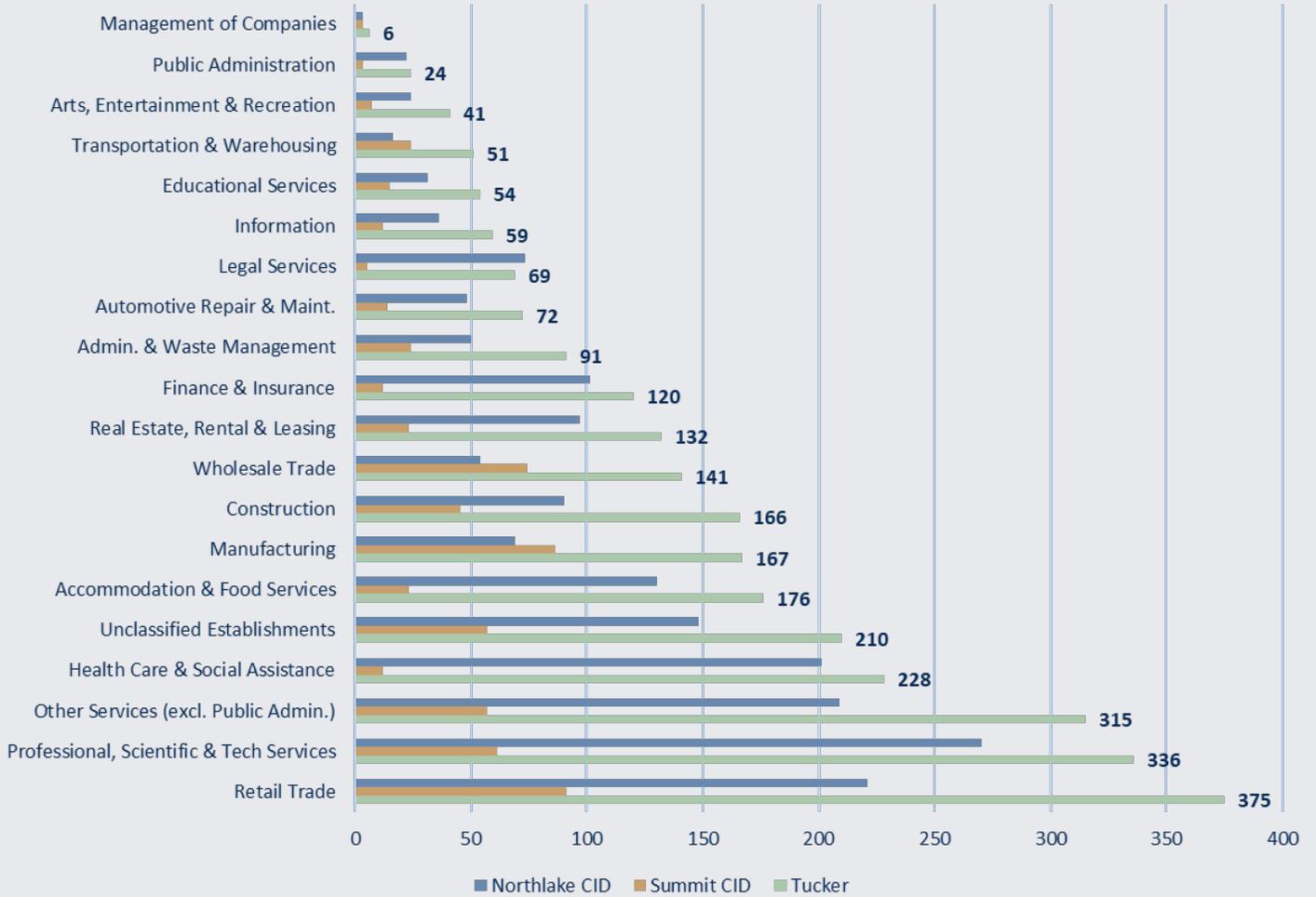
Industries

- Tucker serves as corporate headquarters for several nationally recognized companies including Oglethorpe Power and Inland Seafood.
- Tucker's concentration of food processing/distribution businesses are a natural fit for the city's location as a last mile-oriented industrial base.
- Tucker is also home of the U.S. Poultry and Egg Association, the Emory University Orthopedics and Spine Hospital, the Montreal Industrial district, a portion of the Northlake retail area, and Royal Atlanta Business Park.

Businesses by Industry

- In Tucker, the highest concentration of businesses are within Retail Trade, followed closely by Professional, Scientific, and Technical Services.
- Professional, Scientific, and Technical Services are mostly located in the Northlake CID.
- The majority of the Summit CID's businesses are split between Retail Trade, Manufacturing, and Wholesale Trade.
- Retail Trade is one of the highest concentrated industries in all three areas.

City of Tucker Businesses by Industry, 2022



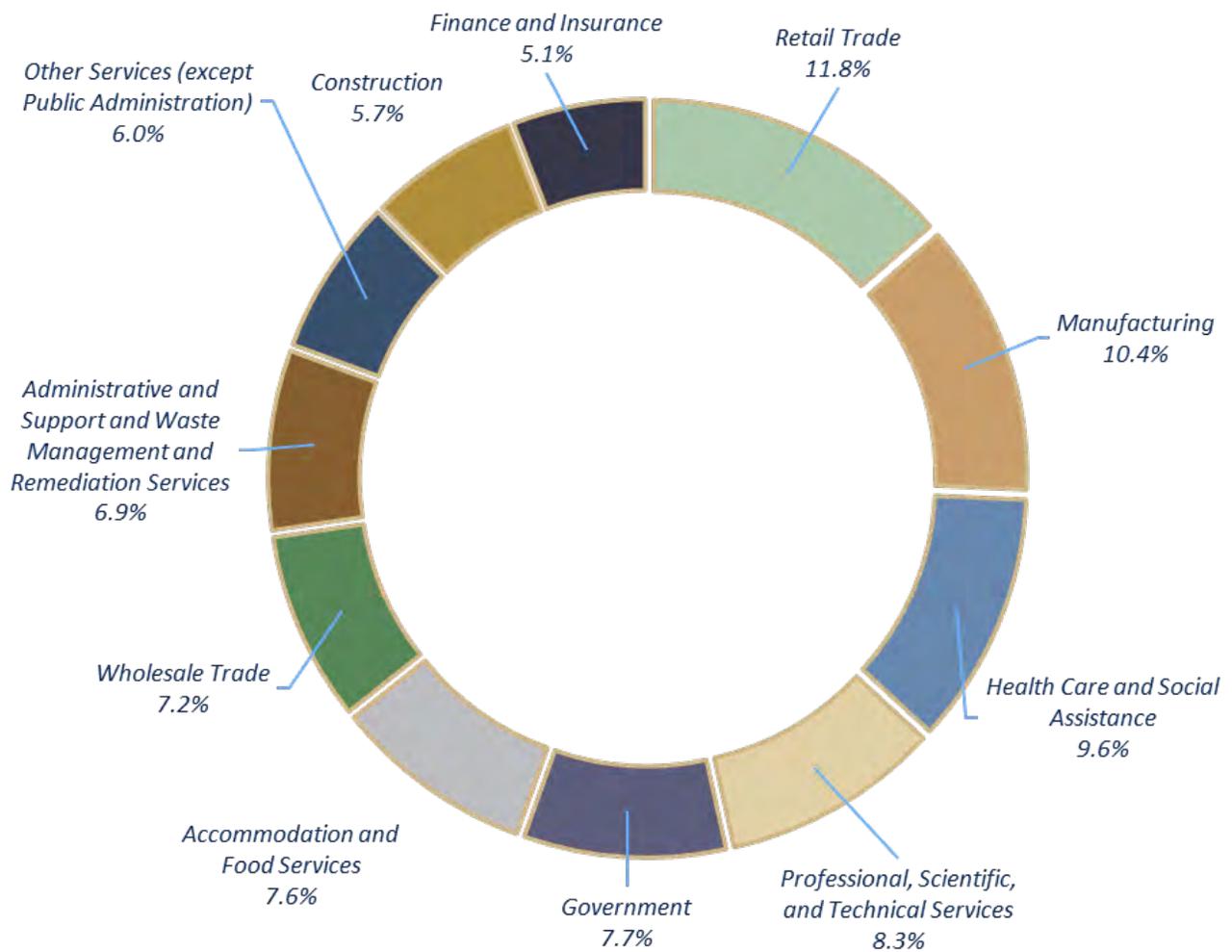
Source: ESRI Business Analyst; Willdan, 2022

Figure 9: City of Tucker Businesses by Industry, 2022

Industries and Jobs

- Retail Trade, Manufacturing, and Health Care and Social Assistance have the highest number of jobs within the city.
- Health Care is an economic driver county-wide and there are opportunities for further expansion such as the Emory Medical wellness hub concept.
- Manufacturing plays a larger role in Tucker than county-wide.
- The finance sector added 700 jobs from 2017 to 2022 in Tucker—by far, the largest increase of any other city sector.
- The industries with the largest growth potential in Tucker are:
 - o Manufacturing (food, equipment)
 - o Healthcare (MedTech, labs, imaging)
 - o Professional Services (film, graphic design, telemarketing, data processing)

Share of Total Jobs - City of Tucker, 2022



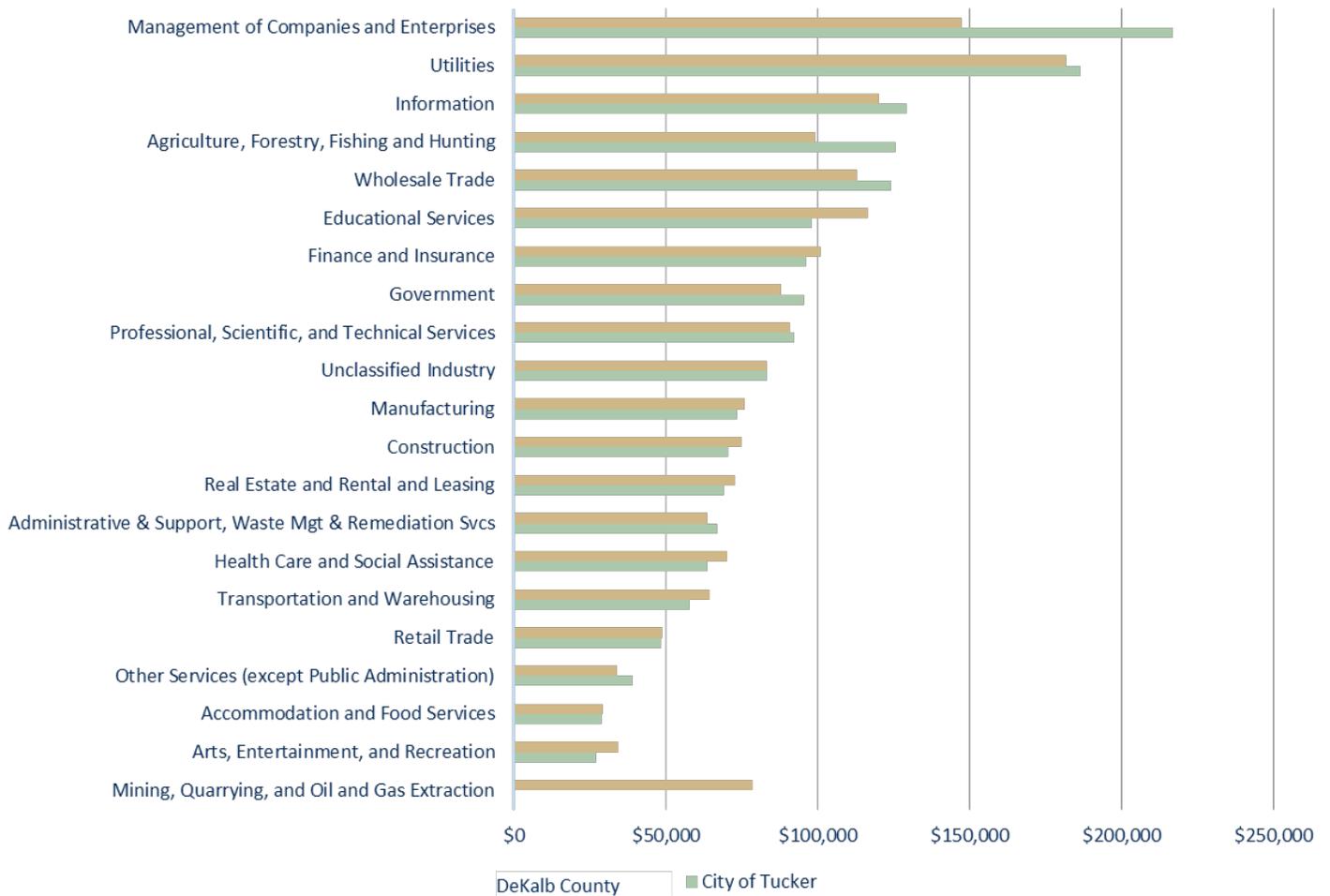
Source: ESRI Business Analyst; Willdan, 2022

Figure 10: Share of Total Jobs - City of Tucker 2022

Wages

- On average, wages within the City of Tucker are in line with those of DeKalb County as a whole, with average wages in Tucker slightly below the County.
- The average hourly earnings for a worker in Tucker is \$27.23 per hour, which is six-percent lower than the DeKalb County average of \$28.83 and four-percent higher than the statewide average of \$26.24.
- Tucker wages significantly outperform those of the County in management of companies and enterprises.

Top Industry Earnings* per Worker (2022)



*Average earnings is the sum of wages and salaries and supplements as defined by the BLS QCEW
 Source: ESRI Business Analyst; Willdan, 2022

Figure 11: Top Industry Earnings, Earnings per Worker (2022)

Top Employers

- Quest Diagnostics Inc. is the largest company in Tucker by number of employees, with approximately 1,000 employees.
- The next three companies with the highest employment in Tucker are food and food processing related businesses.

Workforce

- The following inflow/outflow map depicts the daily number of employees that commute in, commute out, or live and work within the city.
- Tucker’s daytime population increases by 40% over the total resident population.
- This indicates that Tucker is a smaller to moderate-sized regional employment center.

Company	SIC Description	Employees
Quest Diagnostics Inc.	Medical Laboratories	1,000
Inland Seafood Inc.	Fish & Seafoods	436
CSM Bakery Solutions	Food Preparations, Other	400
Hormel Foods Corp.	Meats & Meat Products	375
Ricoh USA Inc.	Office Equipment	350
Emory Univ Orthopedics & Spine Hospital	Hospitals, General Medical & Surgical	300
Flowers Baking Co. of Tucker LLC	Bread & Other Bakery Products	300
Walmart	Department Stores	300
Wood	Construction & Mining Machinery & Equipment	275
Georgia System Operations Corp.	Electric Services	260

Figure 12: City of Tucker Top Employers

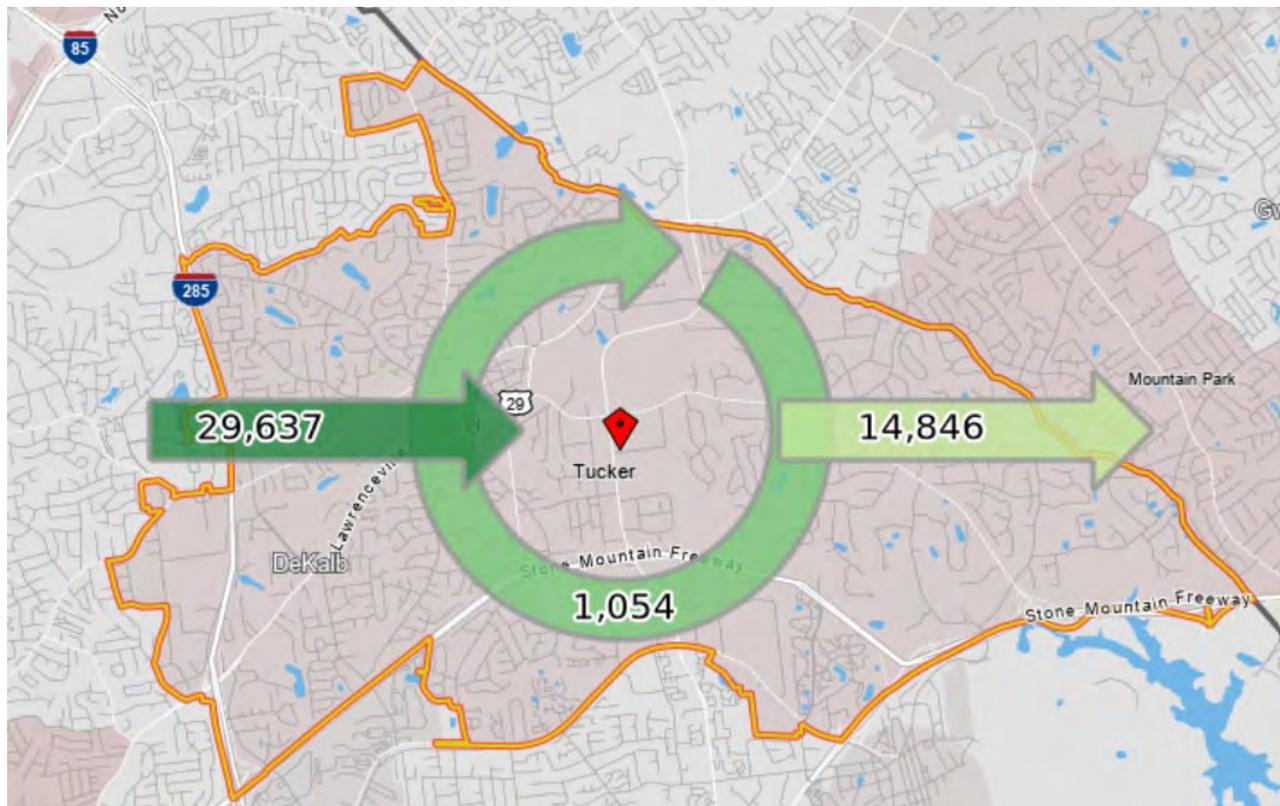


Figure 13: Employee Inflow-Outflow Diagram

TRANSPORTATION

This analysis was conducted by reviewing previous plans, ongoing studies, and proposed/funded projects with the goal of understanding the current state of transportation efforts in Tucker and to inform recommendations. Previous plans reviewed include the Tucker Downtown Master Plan, Tucker PATH, Tucker Tomorrow Strategic Transportation Plan, Intersection Safety Analysis, Tucker Summit CID Freight Cluster Plan, and the DeKalb County Unified Plan.

City of Tucker Downtown Master Plan

- The Downtown Master Plan findings include:
 - Lack of crosswalks throughout downtown
 - Lack of crosswalks at two railroad crossings
 - Lack of sidewalk infrastructure
- Tucker-Northlake CID received ARC Livable Centers Initiative (LCI) funding to research ways to activate alleys in Tucker as part of the Downtown Master Plan:
 - Recommended each alley is named to build identity and create sense of place
 - These alleys have potential to:
 - Create a more walkable downtown
 - Manage stormwater with green infrastructure
 - Create additional street frontage
 - Provide off-street spaces for events

Downtown Tucker Alley Activation Study (2020)

- The Alley Activation study was conducted in 2020 and recommended that the alleys mentioned in the Downtown Master Plan be:
 - Pedestrian-oriented
 - Vegetated/green
 - Well-lit

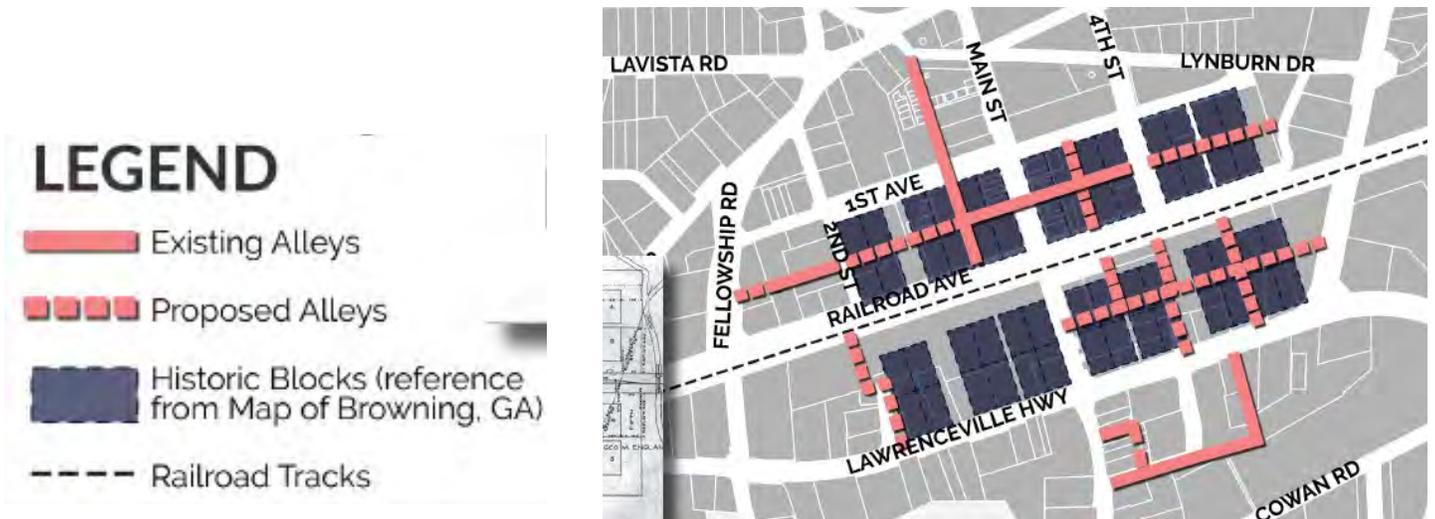


Figure 14: City of Tucker Downtown Master Plan

City of Tucker Trails Master Plan

- The Trails Plan includes:
 - 32 total miles planned
 - 2.3 miles proposed in next 5 years
 - Connections to 7 schools and 7 parks with 9 trailheads and access points
- Connections to the Stone Mountain Trail along E. Ponce de Leon Avenue
- These trails will connect Stone Mountain Trail to downtown Tucker



Figure 15: City of Tucker Trails Master Plan

MARTA Transit Map

Listed below are the MARTA bus routes which currently provide service within the city:

- 121 - Kensington Station to Royal Atlanta Drive
 - 15 to 40-minute headway
- 124 - Doraville Station to downtown Tucker
 - 30 to 45-minute headway
- 125 - Kensington Station to Northlake Mall / Henderson Mill Road
 - 30 to 45-minute headway
- 126 - Chamblee Station to Northlake Mall
 - 1-hour headway
- 30 - Lindbergh Center Station to Lavista Road
 - 1-hour headway
- 75 - Avondale Station to Tuckerstone Parkway.
 - 45-minute headway
- 120 - Avondale Station to Goldsmith Park and Ride
 - 30-minute headway
- 221 - Kensington Station to Juliette Road
 - 30-minute headway during weekday peaks.

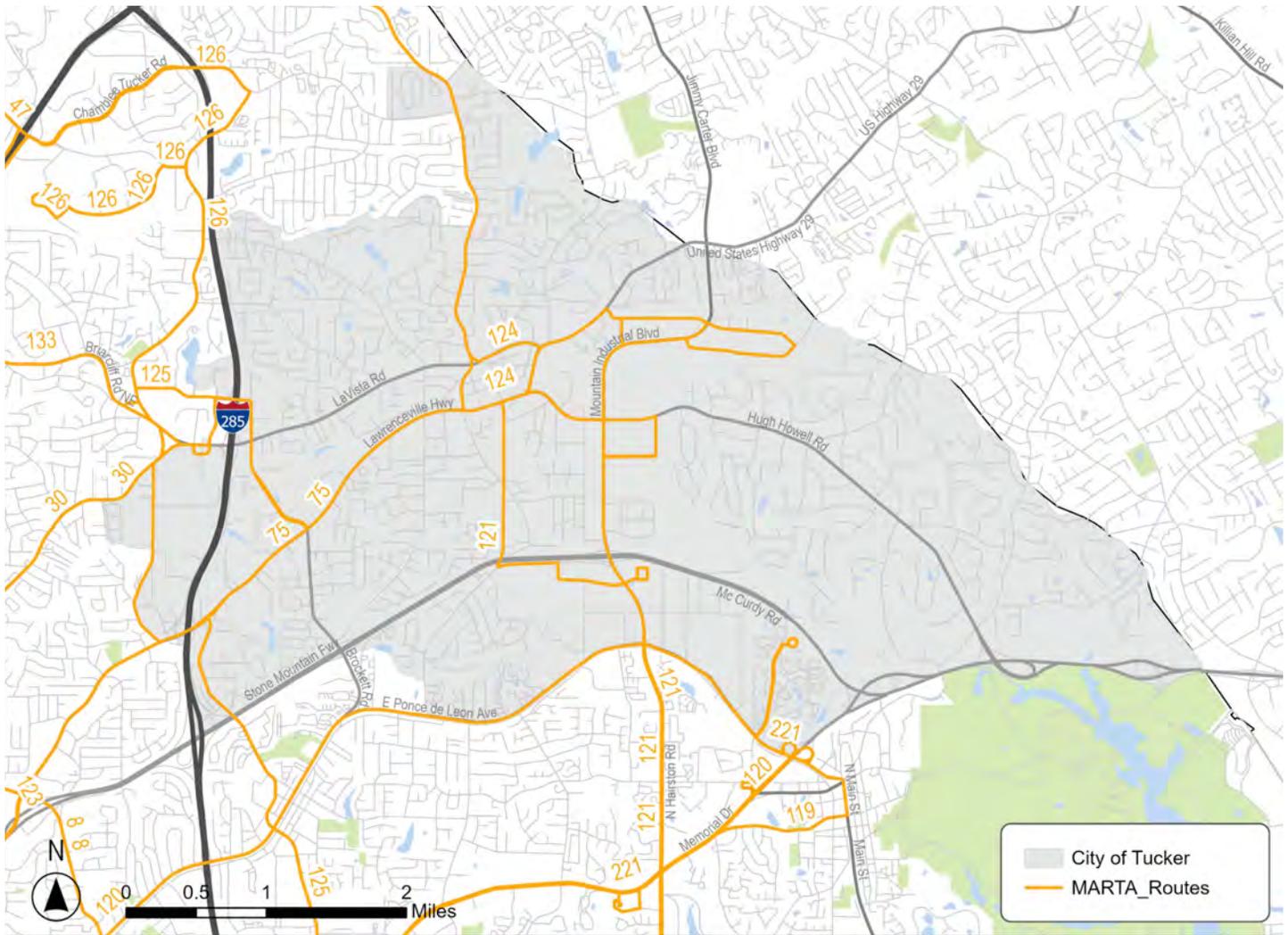


Figure 16: MARTA Transit Map

City of Tucker Strategic Transportation Master Plan (STMP)

- Traffic volume map highlights functional classification of roads and corresponding traffic volumes
 - Mountain Industrial Boulevard carries highest volume of vehicular traffic
 - Hugh Howell Road to E. Ponce de Leon Avenue is the most traveled road
- I-285 and Stone Mountain Freeway are major limited access facilities that provide critical regional connections
- Crash map illustrates crash density at top 20 intersections throughout Tucker
 - Highest crash frequency is at I-285 and Lavista Road
 - Other major crash intersections are I-285 and Lawrenceville Highway and Mountain Industrial Boulevard and Stone Mountain Highway
- Intersection Safety Analysis Plan recommended improvements to mitigate crashes and improve safety on many of these high crash density locations
- STMP recommends interchange upgrades and intersection improvements at most of these high-crash intersections
 - Improvements to enhance the safety, operation, and/or capacity of a street intersection could include adding turn lanes or reconfiguration and realignment

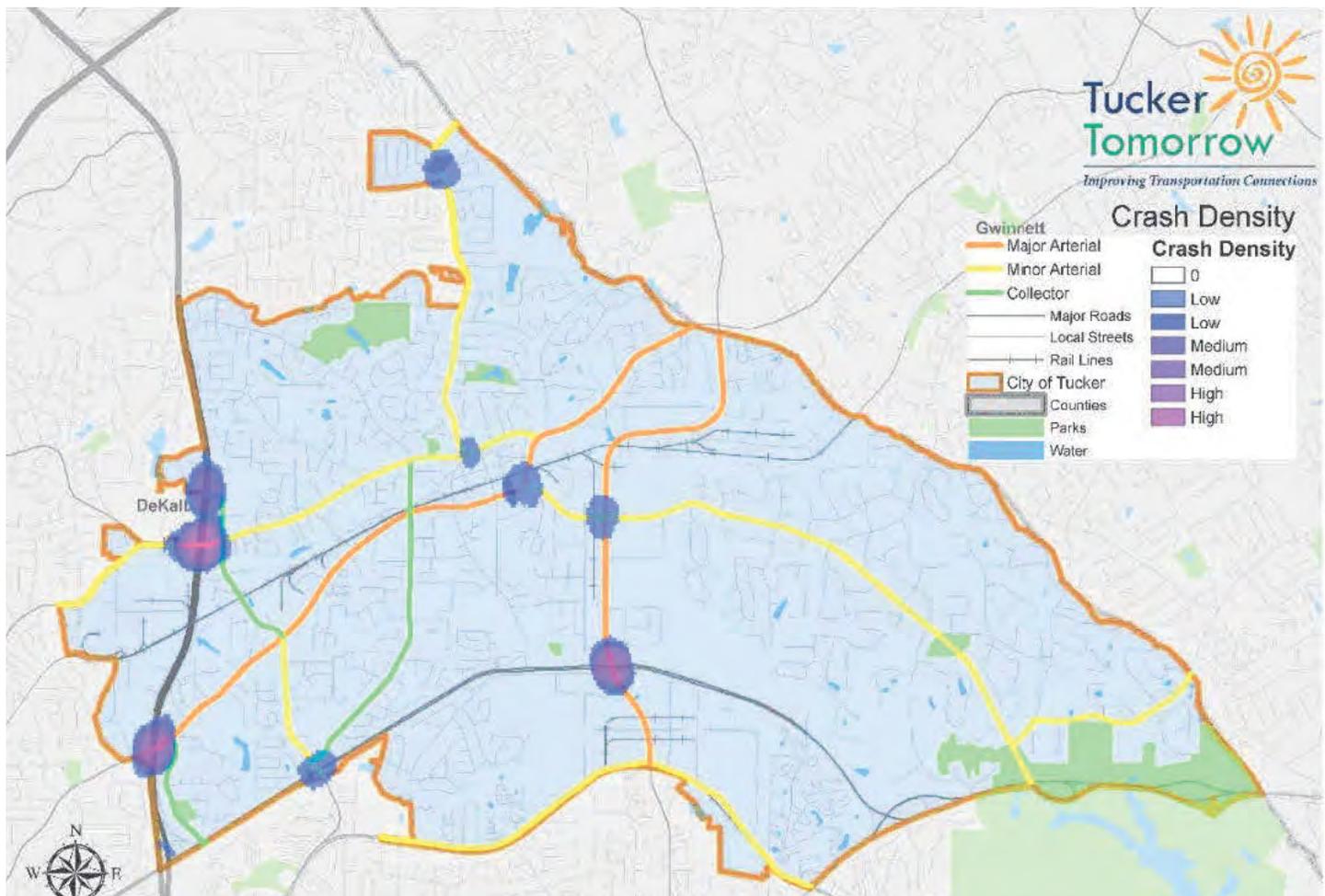


Figure 17: City of Tucker Strategic Transportation Master Plan, Crash Density

Tucker Summit CID Freight Cluster Plan (FCP)

- Stone Mountain Highway has the highest volume of trucks daily
- The FCP included an evaluation of pavement conditions based on Tucker’s 2021 pavement analysis
 - Determined that most roadways were in poor, very poor, or serious condition
- Identified roadway capacity, geometric deficiencies, traffic signal enhancements, and Intelligent Transportation Systems implementations

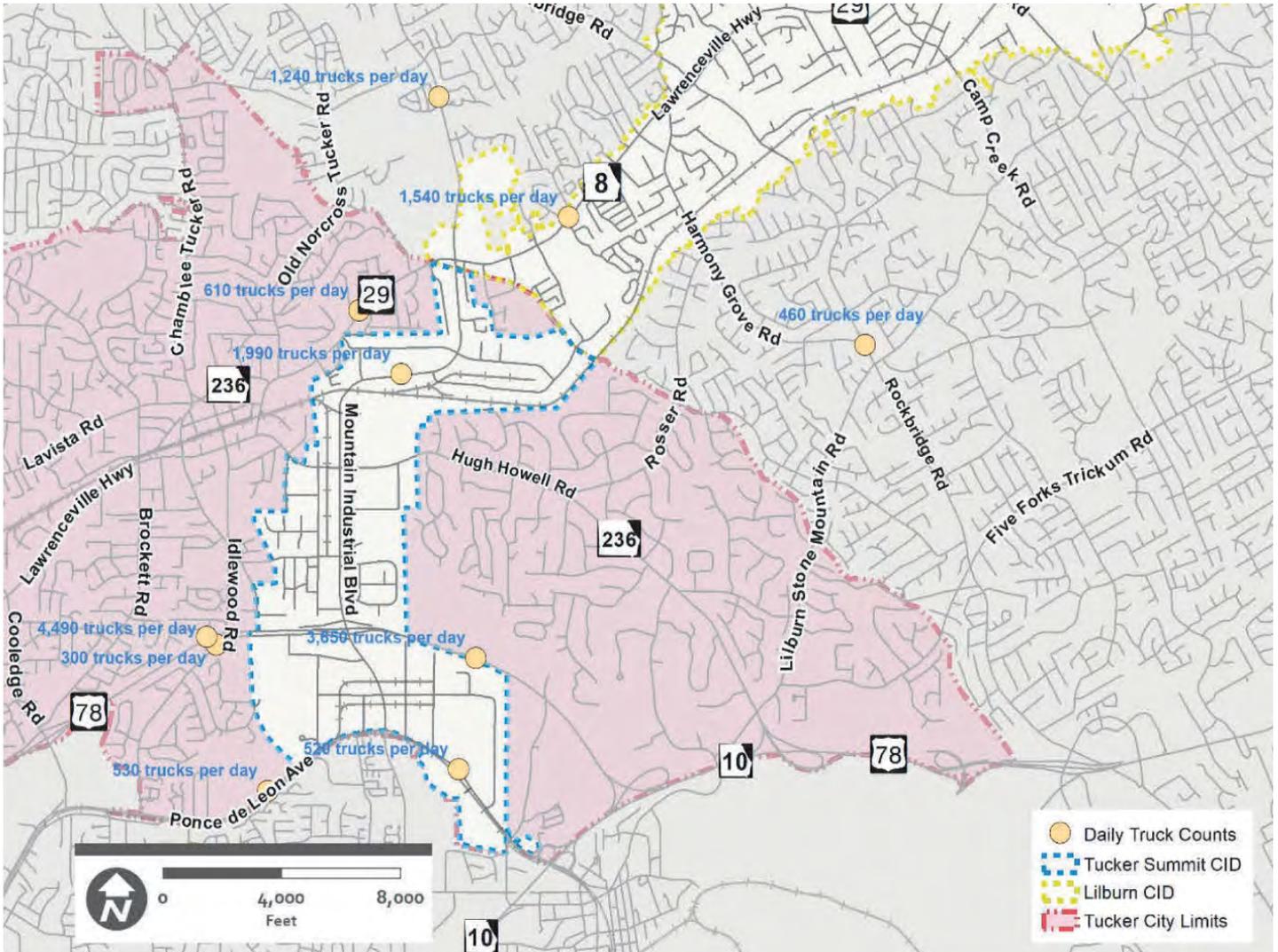


Figure 18: Tucker Summit CID Freight Cluster Plan, Daily Truck Counts

North-South Connectivity Study

- The ongoing North-South Connectivity study aims to conduct traffic analysis, develop recommendations, and create concept designs for operational and safety improvements on Montreal, Cooleage, Brockett, Fellowship, and Idlewood Roads
- The purpose is to evaluate performance of these corridors and identify roadway improvement projects
- The project is set to span Fall 2022 until Summer 2023

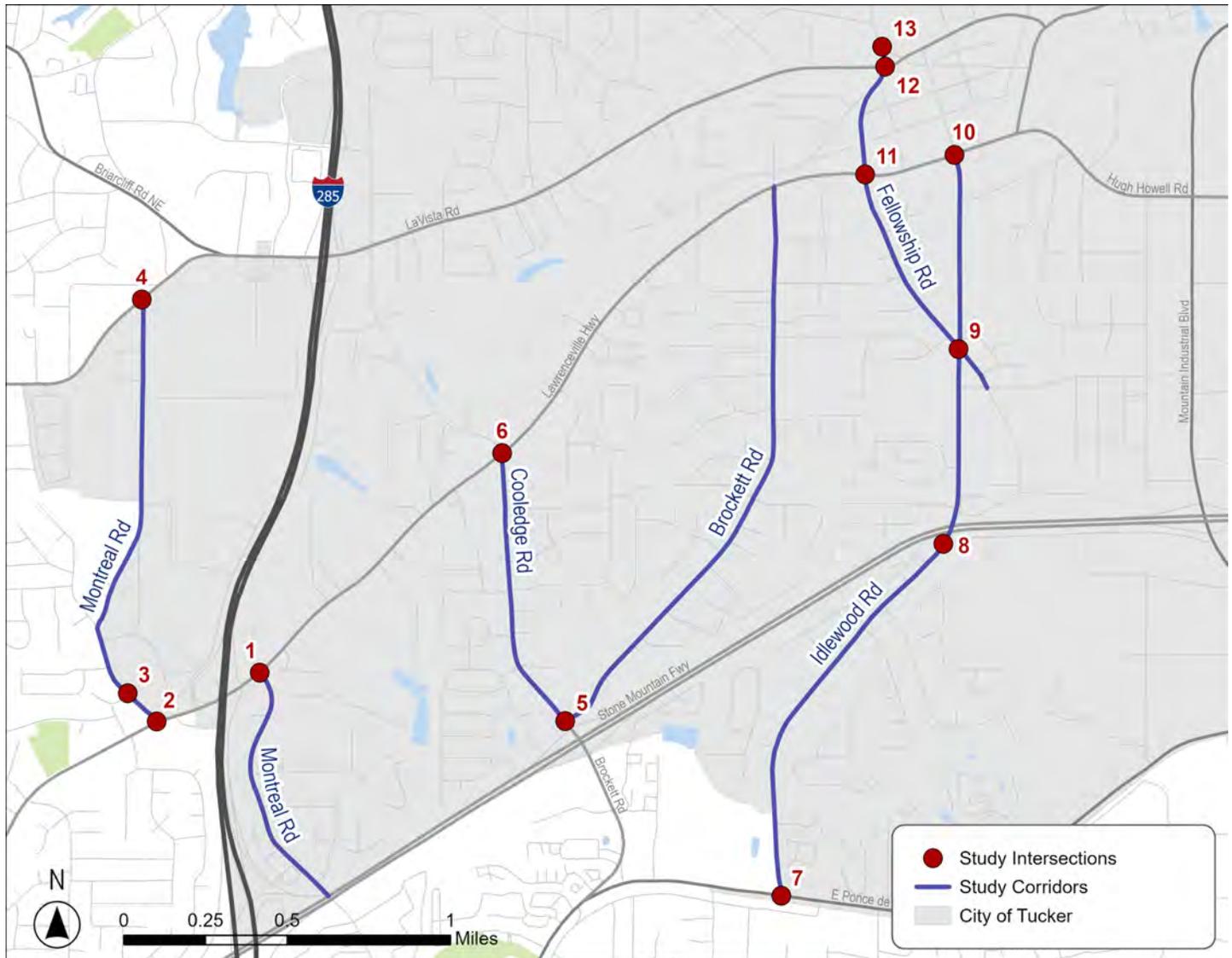


Figure 19: North-South Connectivity Study, Study Intersections

DeKalb County Unified Plan

The DeKalb County Unified Plan identifies priority transportation projects and suggests policy recommendations for future growth and development county-wide. There are three tiers of projects collected for the Unified Plan:

- Tier 1
 - 5 Multimodal Projects
 - 14 Intersection Improvements
 - 1 Corridor Improvement
- Tier 2
 - 2 Freight and Rail Crossings
 - 4 Multimodal Projects
 - 10 Interchange/Intersection Improvements
 - 5 Corridor Improvements
- Tier 3
 - 1 Freight and Rail Crossing
 - 2 Multimodal Projects
 - 2 Interchange/Intersection Improvements
 - 3 Corridor Improvements
 - 1 Corridor Widening

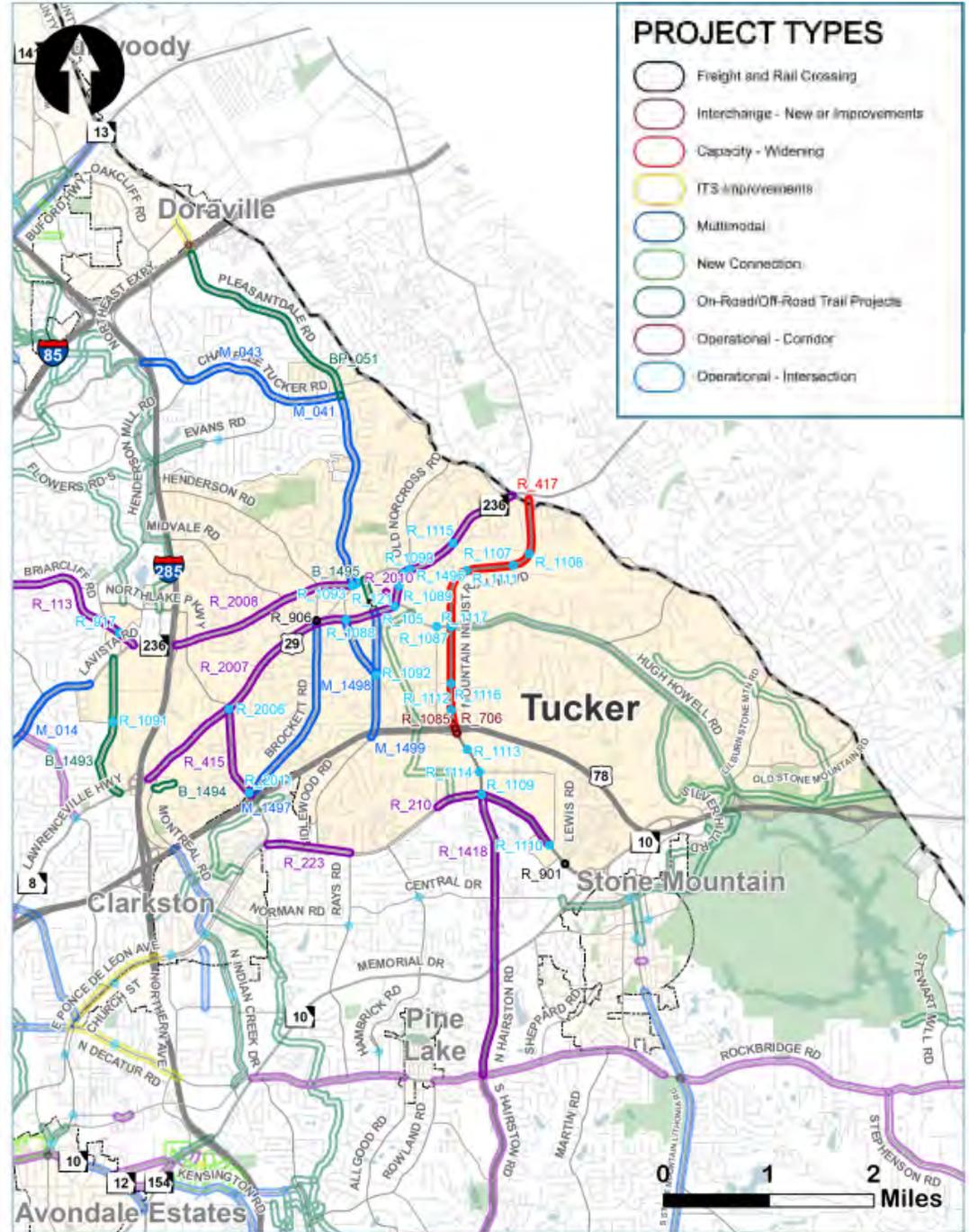


Figure 20: DeKalb County Unified Plan, Priority Projects for the City of Tucker

Funded Trails & Sidewalks Projects

- Sidewalk Projects:
 - Old Norcross Road: Cofer Library to Spring Glen Drive (west side)
 - Hugh Howell Road: Cowan Road to Mountain Industrial Boulevard (north side)
 - E. Ponce de Leon Avenue: Idlewood Road to Orchard Park Apartments
 - Brockett Road: Lawrenceville Highway to Cooledge Road (west side gaps)
 - Cooledge Road: Lawrenceville Highway to Cousins Way (east side)
 - Mountain Industrial Boulevard: Hugh Howell Road to Lawrenceville Highway
 - Montreal Road: Lavista Road to Lawrenceville Highway
- Trail Projects:
 - Tucker-Northlake Trail: Downtown Tucker to Northlake Mall
 - South Fork Peachtree Creek Greenway: Lawrenceville Highway to Bibb Boulevard
 - Hugh Howell Road: Marthasville Court to Stratmor Drive
 - Hugh Howell Road: Stratmor Drive to Silver Hill Road
 - Kelley Cofer Park Loop
 - Lawrenceville Highway Access Management and Safety Improvements
 - Lawrenceville Highway at Cooledge Road Intersection Improvement
 - Idlewood Road: Elmdale Drive to E. Ponce de Leon (west side)
 - Fellowship Road: Idlewood Road to Lawrenceville Highway (east side)

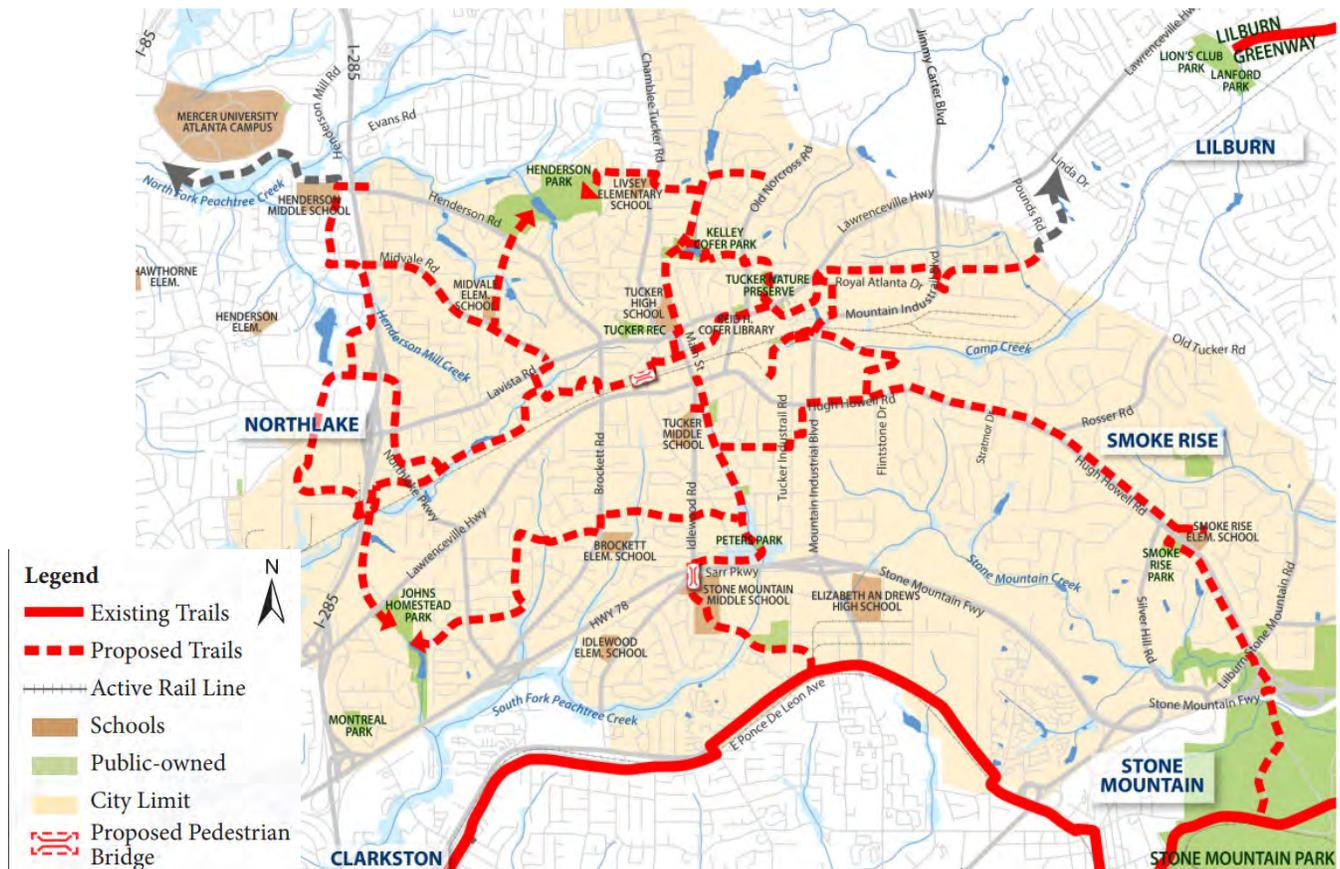


Figure 21: Tucker PATH Trail Master Plan and Implementation Strategy, Trail Master Plan

Funded Transportation Projects

- ARC Regional Transportation Plan (RTP) (funding details for projects listed in the following tables)
 - o DK-460 Tucker-Northlake Trail
 - o Planned to connect downtown Tucker to Northlake Mall
 - o Design stage underway
 - o Project is funded for some phases but awaiting funding for others. Design phase is funded and underway, but construction phase is awaiting funding.
 - o DK-465 Mountain Industrial Boulevard Intersection and Pedestrian Improvements (Funding source: federal and local funds)
 - o Greer Circle to Gwinnett County Line
 - o Opportunity identified in Freight Cluster Plan
 - o Design phase in progress

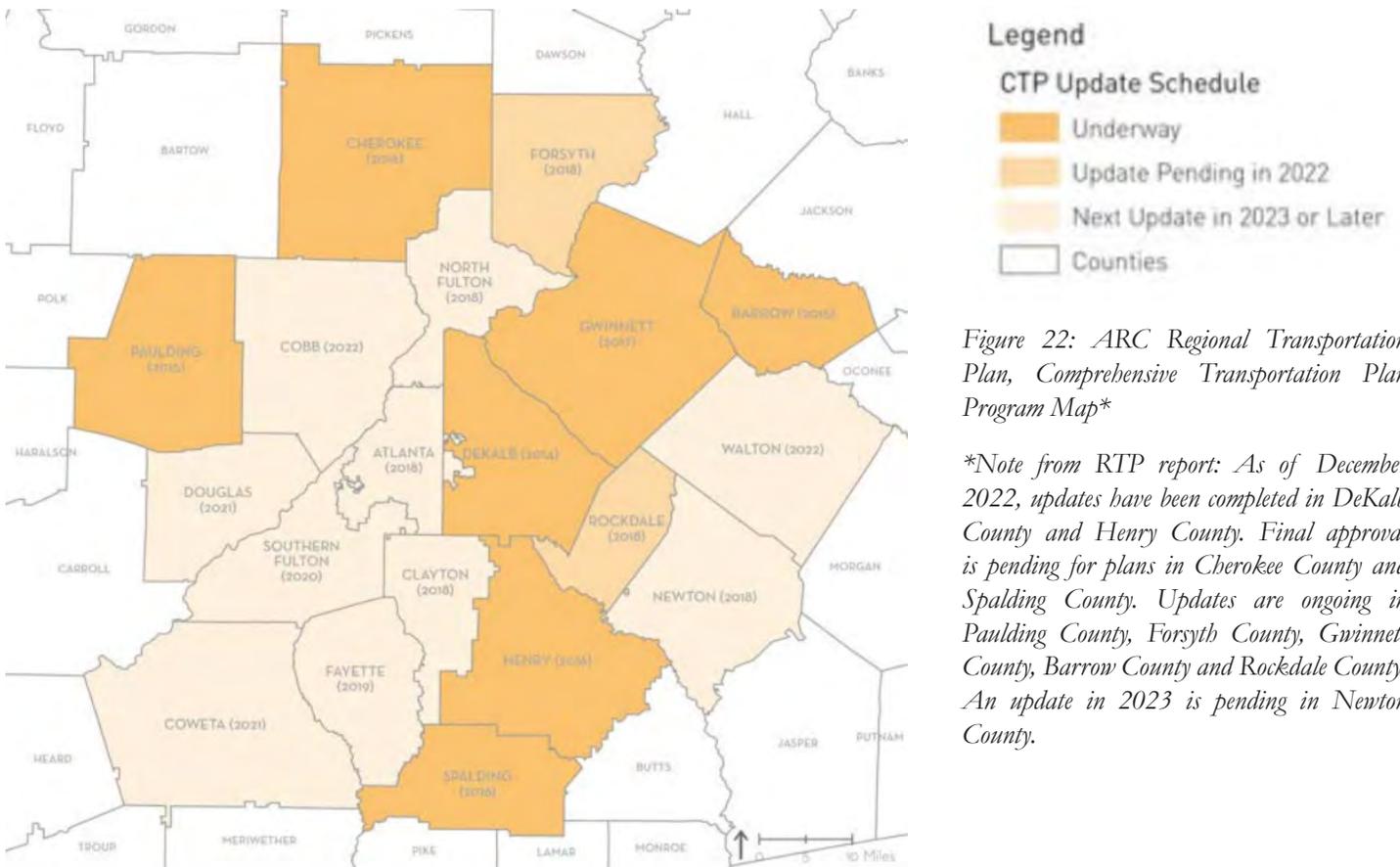


Figure 22: ARC Regional Transportation Plan, Comprehensive Transportation Plan Program Map*

*Note from RTP report: As of December 2022, updates have been completed in DeKalb County and Henry County. Final approval is pending for plans in Cherokee County and Spalding County. Updates are ongoing in Paulding County, Forsyth County, Gwinnett County, Barrow County and Rockdale County. An update in 2023 is pending in Newton County.

DK-460 Tucker-Northlake Trail Funding Type

	Status	Year	Fund Type
PE	AUTH	2022	Transportation Alternatives (Section 133(h)) - Urban (>200K) (ARC)
PE		2023	Highway Infrastructure – COVID Supplemental – 23 U.S.C. 133(b) activities in urbanized areas with a population > 200,000 (Z972)
ROW		2024	Transportation Alternatives (TA) Set-aside - Urbanized Areas with Populations over 200,000
CST		2025	Local Jurisdiction/Municipality Funds

DK-465 Mountain Industrial Boulevard Intersection and Pedestrian Improvements Funding Type

	Status	Year	Fund Type
PE		2023	Surface Transportation Block Grant (STBG) Program - Urban (>200K) (ARC)
ROW		2025	Local Jurisdiction/Municipality Funds
CST		2027	Local Jurisdiction/Municipality Funds

Other Priority Projects

- Mountain Industrial Boulevard at US-78 Interchange
- Mountain Industrial Boulevard at Hugh Howell Road Intersection Improvement
- Brockett Road at Moon Street Rail Crossing Improvement
- Brockett Road at Cooledge Road Intersection Improvement
- Fellowship Road Lane Diet/Intersection Improvement
- Fellowship Road at Idlewood Road Intersection Control Evaluation (ICE)
- Fellowship Road at Idlewood Road Roundabout Improvement
- Lawrenceville Highway Access Management and Safety Improvements
- Lawrenceville Highway at Cooledge Road Intersection Improvement

REGIONAL WATER PLAN AND ENVIRONMENTAL PLANNING CRITERIA

Regional Water Plan

The City of Tucker is one of 111 local jurisdictions within the Metropolitan North Georgia Water Planning District (District) and has jurisdictional boundaries in both the Chattahoochee and Ocmulgee River basins. The District's 2022 Water Resources Management Plan (Plan) is consistent with the regulatory programs that affect its member jurisdictions. It includes Action Items that must be implemented by the local jurisdiction. According to the District Plan, Tucker "...must demonstrate compliance with the Plan in order to obtain ...renewal of National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permits. Furthermore, consistency with Plan requirements is necessary to obtain Georgia Environmental Finance Authority (GEFA) grant or loan funding for water projects."

As part of the comprehensive plan update, the District Plan was reviewed. The City has implemented the following Key Action Items from the District Plan:

- Adopted the Model Ordinance for Post-Construction Stormwater Management for New Development and Redevelopment to provide for long-term management of stormwater runoff from developed areas, protect water quality, and to enhance and promote public health, safety, and general welfare.
- Adopted the Model Floodplain Management/Flood Damage Prevention Ordinance to reduce flood hazards and protect the beneficial uses and functions of floodplains to safely convey floodwaters and protect water quality.
- Adopted the Model Stream Buffer Protection Ordinance to provide consistent buffer zones along streams for the protection of water resources and riparian areas.
- Adopted the Model Illicit Discharge and Illegal Connection Ordinance and Model Litter Control Ordinance to provide legal authority for Tucker to keep pollutants out of the public stormwater drainage system and protect water quality.
- Adopted native tree requirements into the downtown and Northlake Special Zoning Districts.
- Been working with DeKalb County to ensure that area dams are repaired and maintained.

Additionally, as part of this plan, the city is considering incorporating standards into the proposed City Standards Guidebook to encourage the installation of green infrastructure that meets or exceeds the Post-Construction Stormwater Management ordinance and is in keeping with the design guidelines in the Georgia Stormwater Management Manual Volume 2 (www.georgiastormwater.com).

Environmental Planning Criteria

The city complies with the standards identified in the Rules for Environmental Planning Criteria.

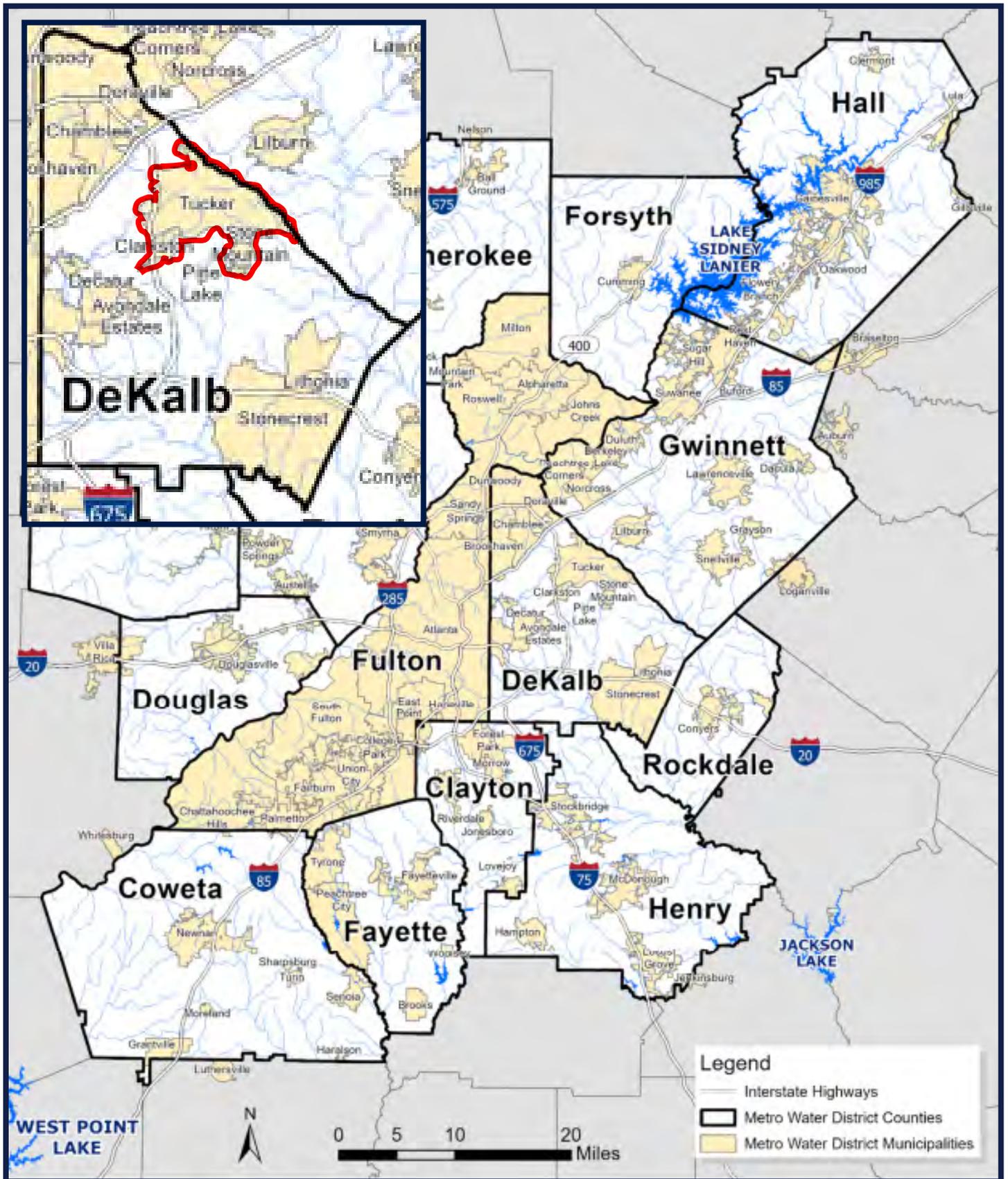


Figure 23: Metropolitan North Georgia Water Planning District

BROADBAND

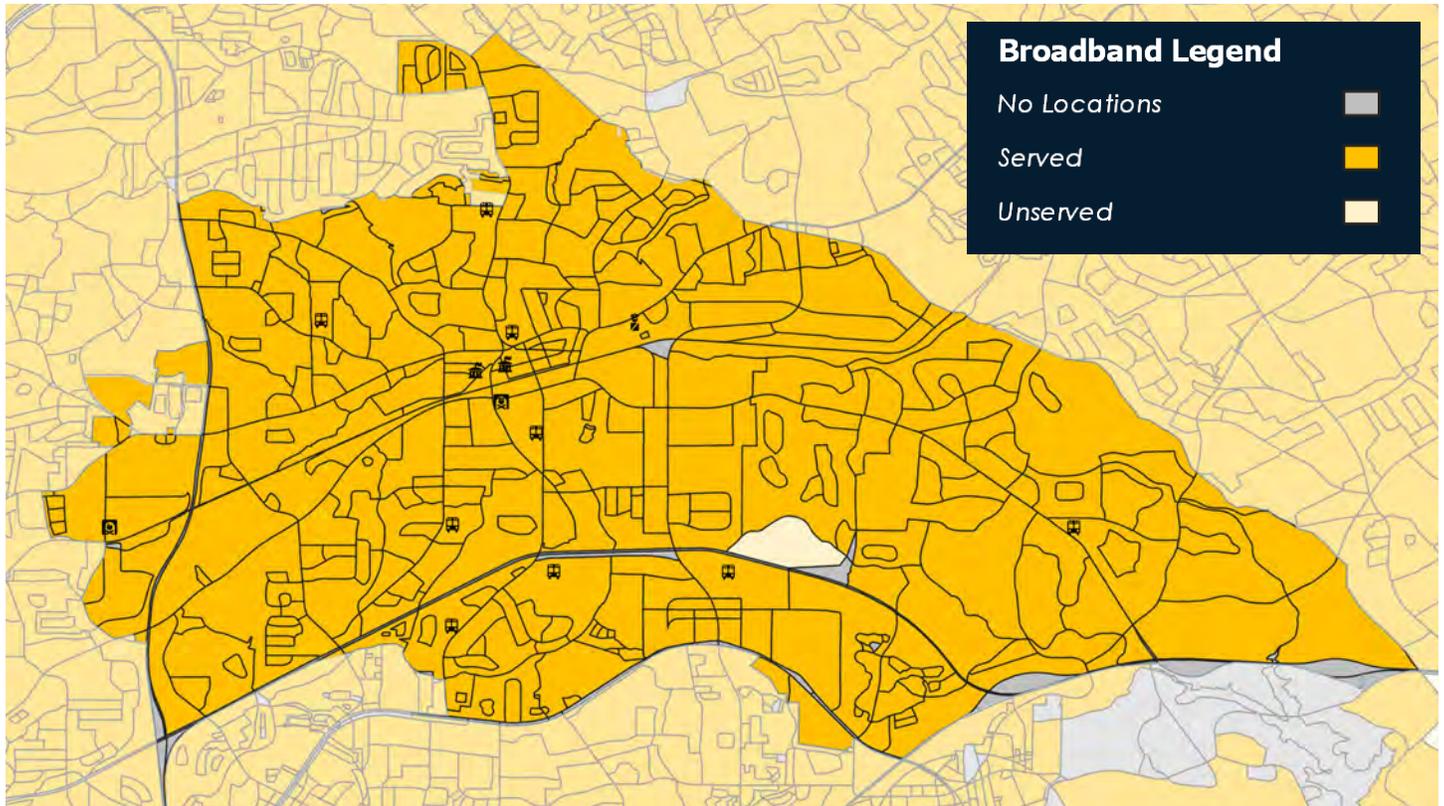


Figure 24: 2023 Georgia Broadband Availability Map
 Source : <https://broadband.georgia.gov/>
 ESRI, HERE GARMIN, FAO, NOAA, USGS, EPA

Broadband mapping is a crucial tool for assessing the availability and quality of high-speed internet access across different regions. In areas where preserving the unique historical and architectural character is a priority, broadband mapping can help ensure that the development of digital infrastructure is done in a way that does not detract from the character of the area. By identifying the existing broadband coverage and identifying gaps, planners can make informed decisions about how and where to install broadband infrastructure, while minimizing any potential impact on the character of the area.

As seen in the map above, the majority of Tucker is served throughout by broadband service. There is one unserved area at the location of the Smoke Rise County Club. If this land were to be redeveloped in the future, the city should consider broadband access.

The “no locations” identified on the above map appear to align with utility easements/right-of-ways.

*Impacted Blocks indicate where served status of addresses/locations have been impacted by data made available after map publication.

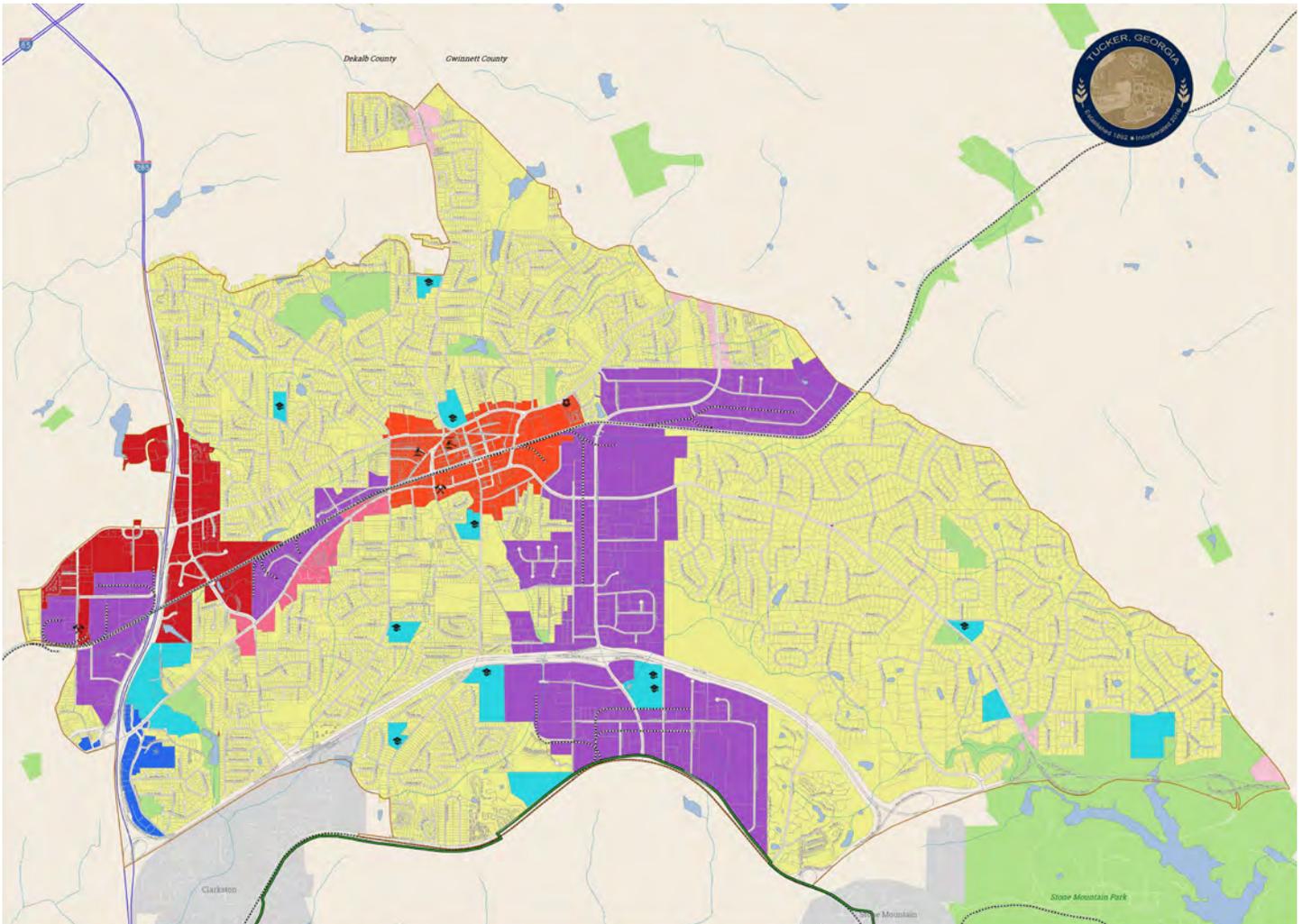
*Statistics are based on a fixed, terrestrial broadband definition of 25 Mbps down and 3 Mbps up, and where the broadband service is available to more than 80% of locations in a census block. Census blocks that did not meet this definition are delineated as “Unserved.” The map depicts access to broadband, not subscription to broadband.



LAND USE

Character Area/Future Land Use Map

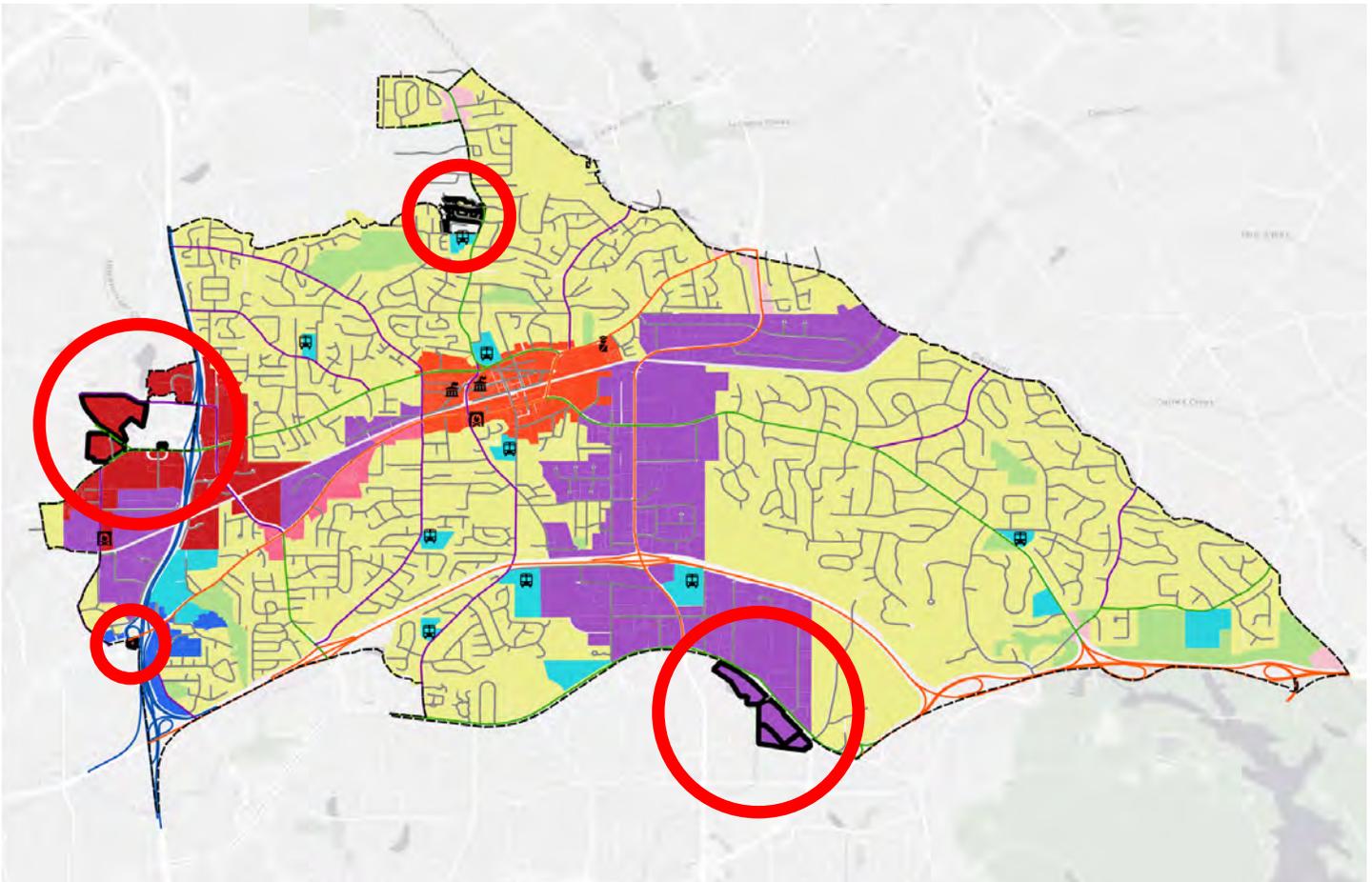
The 2018 City of Tucker Character Area/Future Land Use Map, shown below, is a result of the 2018 Comprehensive Plan. The Future Land Use Map and the Character Area Map have the same intent—to guide future growth and development throughout the city—and are therefore the same map. The following pages are an assessment of updates recommended for the Character Area/Future Land Use Map as a result of annexations, zoning updates, inconsistencies, improved implementation strategies and other land use changes over the past five years.



Map Key

School	City Hall	Parcel	Future Land Use	Downtown
Fire Station	Rail Road	Cities	Suburban	Regional Center
Police Station	Stream	Park	Conservation and Open Space	Light Industrial
	Tucker City Limit	Lake	Neighborhood Center	Institutional
			Commercial Redevelopment Corridor	Medical Center

Annexations 2017-2023



Character Area	
<i>Conservation & Open Space</i>	■
<i>Commercial Redevelopment Corridor</i>	■
<i>Downtown</i>	■
<i>Institutional</i>	■
<i>Light Industrial</i>	■
<i>Medical Area</i>	■
<i>Neighborhood Center</i>	■
<i>Regional Activity Center</i>	■
<i>Suburban</i>	■

In the past five years, the City of Tucker has undergone a series of annexations. These annexations have resulted in significant changes to the city's boundaries and have had a substantial impact on its growth and development. The expansion has not only allowed the city to expand its tax base, but also to provide additional services and infrastructure to new areas. Highlighted above are areas that have been annexed into the City of Tucker over the past five years and are to be included in the updated future land use/character area map.

Land Use Needs and Opportunities

The following is a summary of land use needs and opportunities identified through assessment and community input. The needs and opportunities are categorized by each character area:

Downtown

Downtown is the heart of the community—attracting residents and visitors to eat, shop and play. The community is interested in preserving the historic character of Main Street, while incorporating a mix of uses, including more housing options walkable to downtown. The city is encouraged to identify areas near downtown that are appropriate for mixed-use, multi-family developments and proactively increase density and height requirements to attract high-quality redevelopment.

Greenspace is also a highly desired land use in downtown. The city recently opened the Church Street greenspace and is currently designing a downtown park to accommodate events and festivals. This greenspace also provides daily use for those enjoying restaurants, retail, and walking downtown. As higher-density mixed-use development fills in areas near downtown, the city should consider enhanced greenspace regulations to ensure quality greenspace is incorporated into new development and connects to the surrounding community.



Suburban

The Suburban character area is inclusive of the city's many cherished single-family neighborhoods. Preservation of the character of these neighborhoods is desired—mainly single-family and low-density housing surrounded by trees and interwoven with greenspace. Preservation of this land use is important to the community. The city should continue to identify areas that may be in danger of industrial or commercial encroachment, such as Peters Park, and continue to apply zoning and land use regulations to protect these communities.



Neighborhood Center

Neighborhood Centers support the daily needs of residents with a mix of retail, services, and office space. As these areas sit adjacent to Suburban character areas, it is important to protect the impact they have on the adjacent residential areas, particularly regulating dumpster placement and use and property maintenance with the help of code enforcement. Additionally, several parcels that were identified as Neighborhood Centers in the 2018 Character Area Map function more as Commercial Redevelopment Corridors, as they are located on major roadways and would benefit from redevelopment that includes a mix of uses, fewer curb cuts and enhanced pedestrian access.



Light Industrial

Light Industrial uses are important to Tucker’s economy, bringing jobs and investment into the community. The city is encouraged to continue efforts to enhance the visual appeal of these areas with landscaping regulations and site design standards. Additionally, preventing intrusion of and buffering this land use from surrounding residential areas will allow for the desired preservation and enhancement of Suburban character areas.



Commercial Redevelopment Corridor

Commercial Redevelopment Corridor areas are predominately strip-style development, including vacant or under-utilized commercial properties. These areas are located along major corridors and would benefit from investment and redevelopment to support the surrounding community. As these sites connect neighborhoods and downtown, there is an interest in mixed-use redevelopment that is pedestrian friendly, encouraging safety for all modes of transportation.



Conservation & Open Space

This character area includes parks and open space. This land use is important to provide community gathering and recreation spaces as well as preservation of natural habitats and land unsuitable for development. Tucker parks and recreation spaces are cherished by the community. There is community interest in incorporating more greenspace into downtown and the city is actively pursuing this with the Church Street greenspace and the Town Green, currently under design. It is also recommended that development regulations appropriately incorporate greenspace requirements into new development along with access to these new greenspaces for the surrounding community.



Medical Area

The Medical Area is centered around the intersection of I-285 and Lawrenceville Highway and the Emory Orthopedics and Spine Hospital. This is an important land use for the economic growth of the community. Goals for this character area include increasing medical land uses while encouraging a mix of uses that support the medical district, including housing, hotels, and a variety of medical facilities.



Regional Activity Center

The Regional Activity Center is concentrated on Northlake Mall and adjacent large commercial parcels. This character area is envisioned to be a mixed-use, higher density, walkable node that serves the region. In the 2022 DeKalb County Comprehensive Plan, this area was changed to a Town Center character area. The City of Tucker is interested in updating the character area to Town Center as well to align with County plans and the desire for this area to serve several communities surrounding the center.

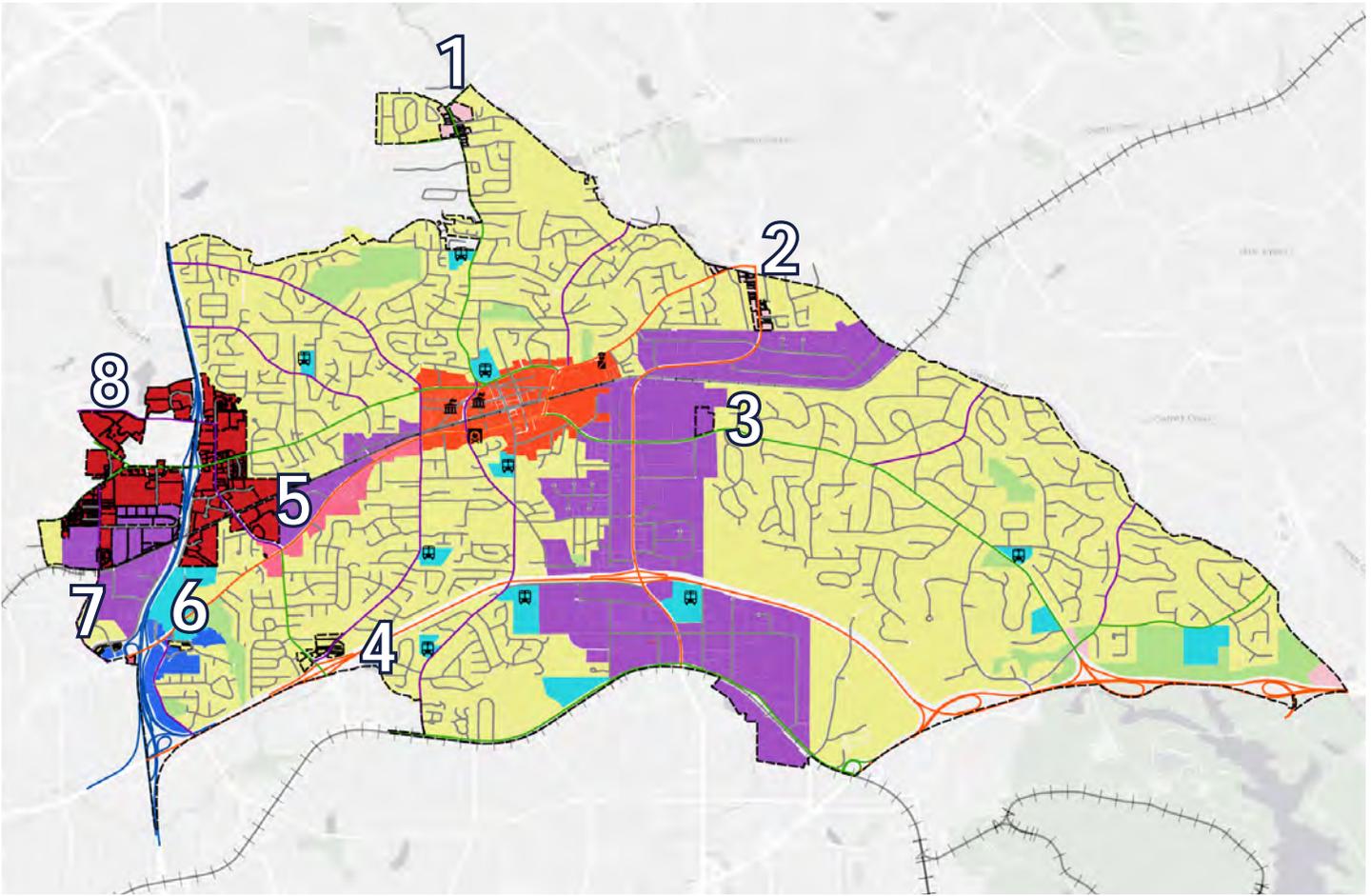


Institutional

Institutional land uses are recommended to be preserved and enhanced as they provide necessary community functions and assets, including schools, police and fire facilities, and cemeteries.



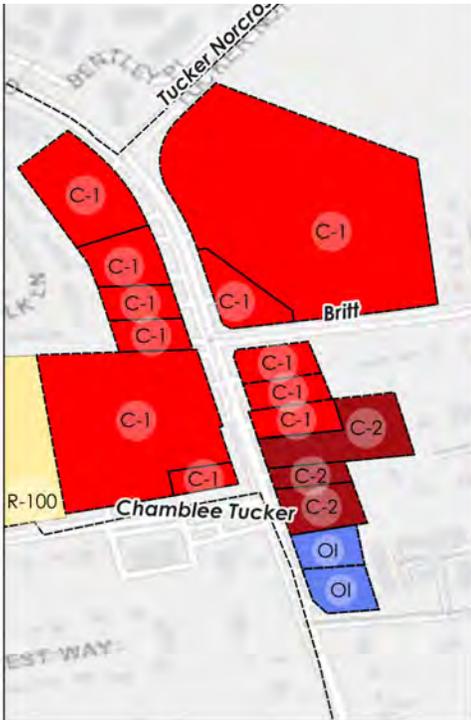
Character Area Revisions



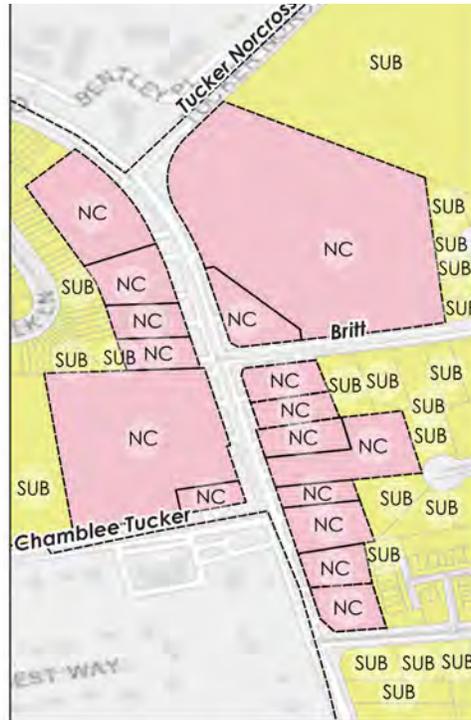
The above map and the following diagrams identify areas on the future land use/character area map requiring updates due to annexation, rezoning, inconsistencies, or other land use changes over the past five years.

- | | |
|---|---|
| 1. Chamblee Tucker Road at Chamblee Tucker Road | 5. 3322 Lawrenceville Highway |
| 2. SR8 Conn. and Lawrenceville Highway | 6. 3439 Settlement Road and 3482 Johns Road |
| 3. 4780 Hugh Howell Road | 7. Montreal Road at Lawrenceville Highway |
| 4. Brockett Road at Cooledge Road | 8. Northlake Area |

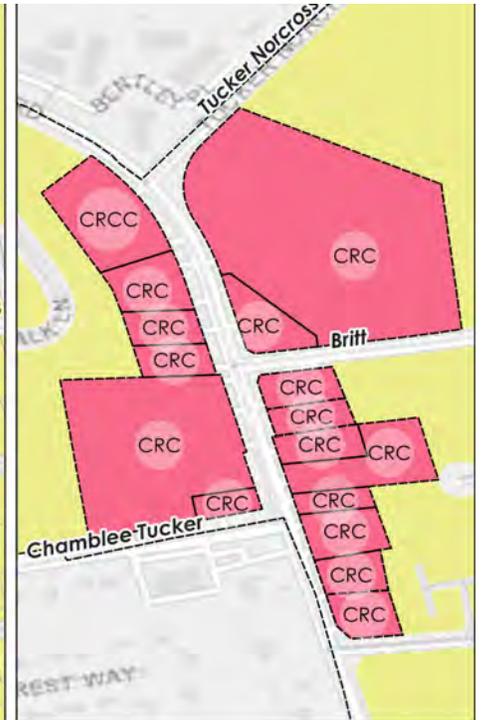
1. 4344 Chamblee Tucker Road



ZONING MAP
C-2 Commercial



EXISTING CHARACTER AREAS
NC - Neighborhood Center

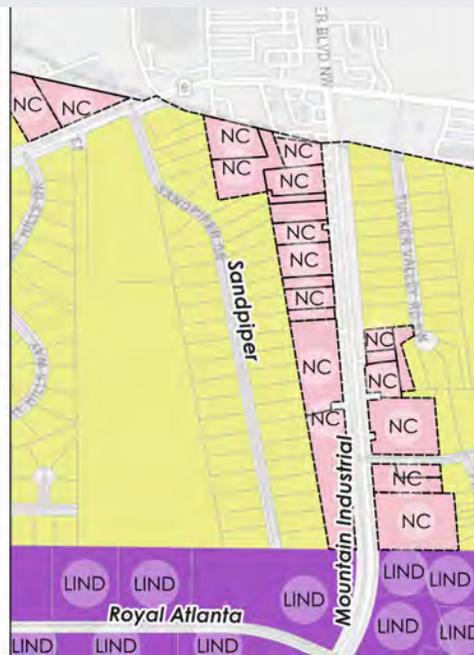


PROPOSED CHARACTER AREAS
CRC - Commercial Redevelopment Corridor

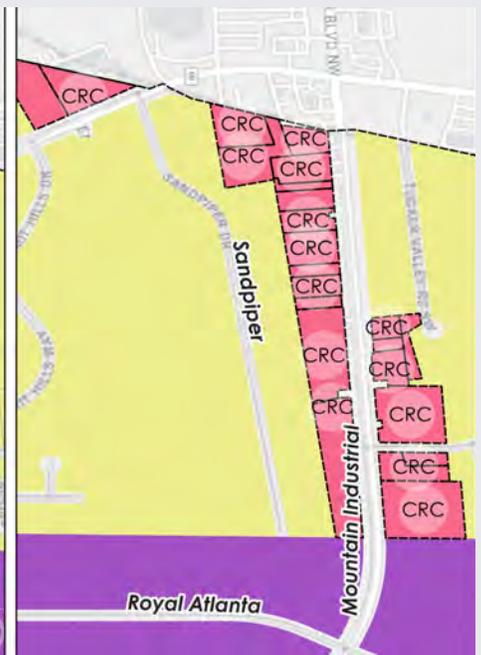
2. SR8 Connector & Lawrenceville Highway



ZONING MAP
C1 - Commercial
OI - Office District

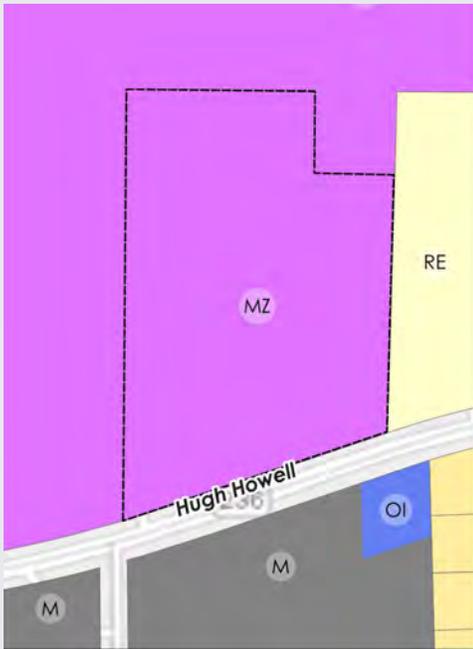


EXISTING CHARACTER AREAS
NC - Neighborhood Center

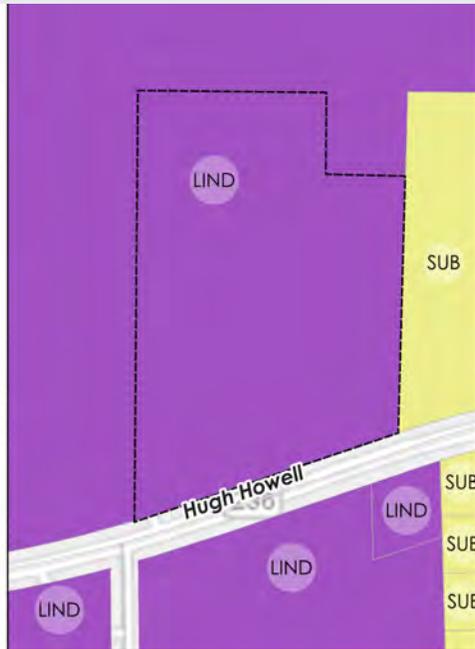


PROPOSED CHARACTER AREAS
CRC - Commercial Redevelopment Corridor

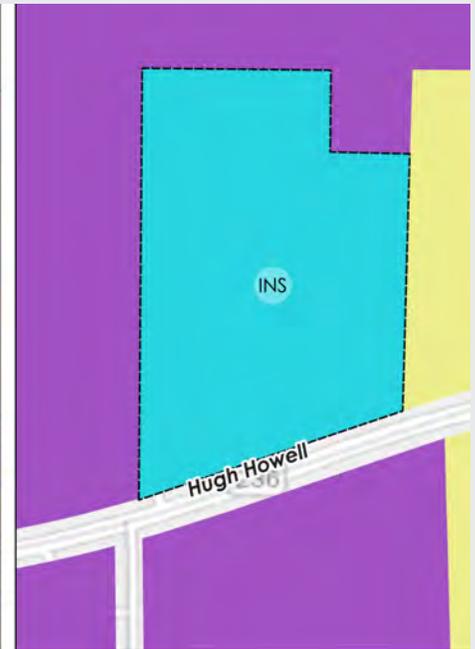
3. 4780 Hugh Howell Road



ZONING MAP
MZ District

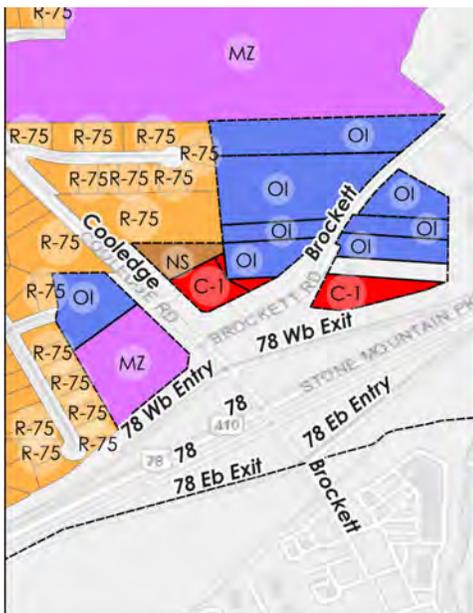


EXISTING CHARACTER AREAS
LIND - Light Industrial

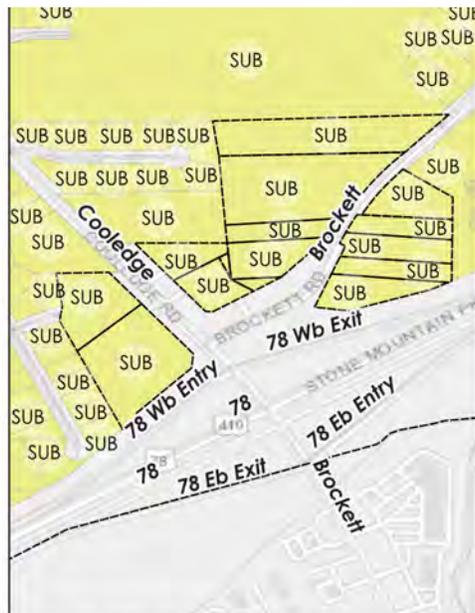


PROPOSED CHARACTER AREAS
INS - Institutional

4. Brockett Road at Cooleage Road



ZONING MAP
Office and Commerical

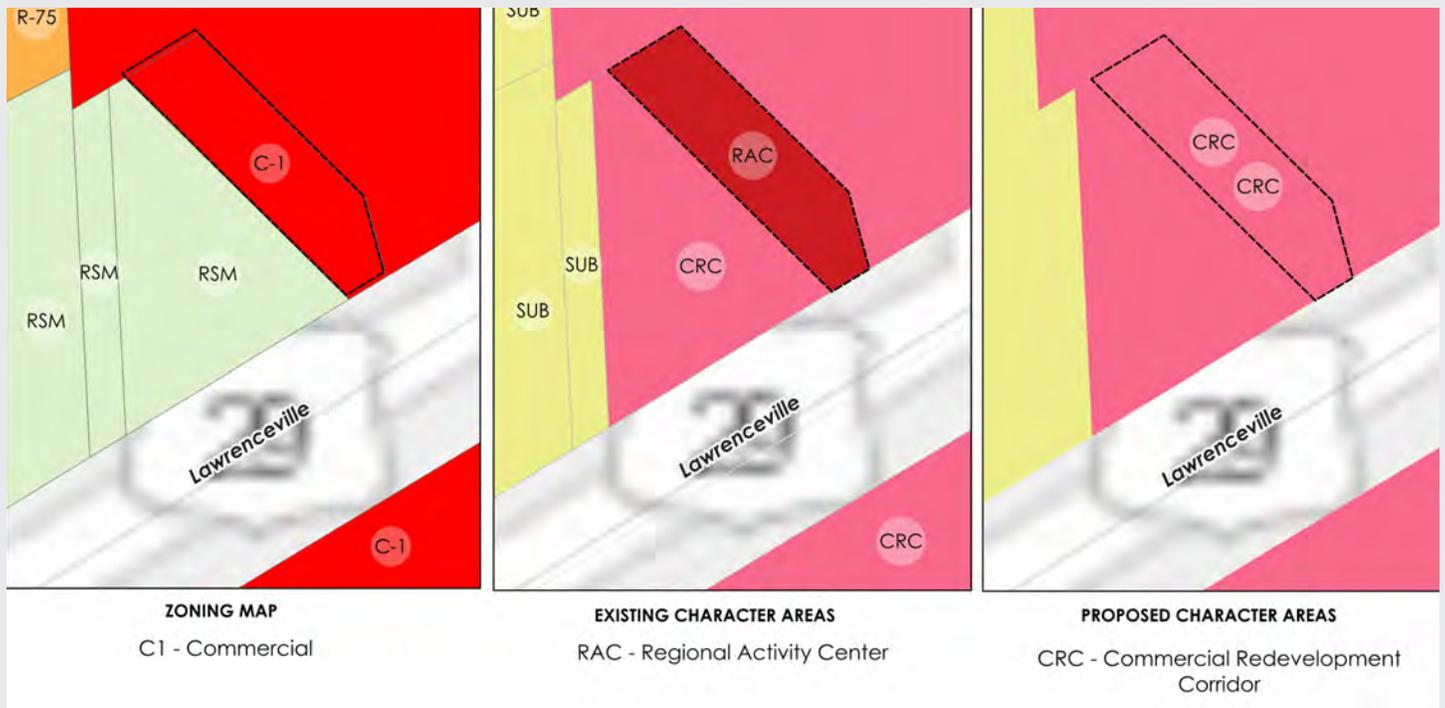


EXISTING CHARACTER AREAS
SUB - Suburban

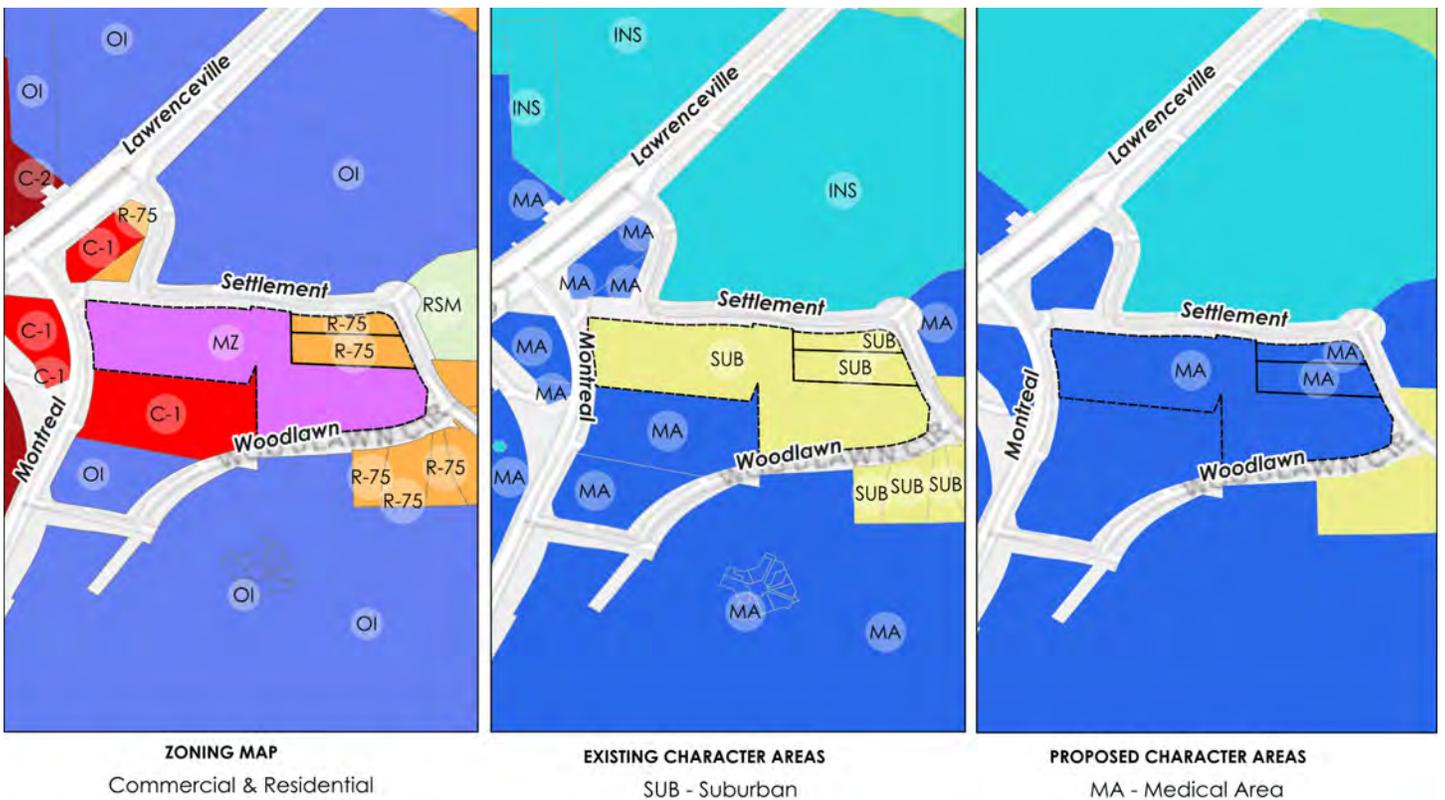


PROPOSED CHARACTER AREAS
NC - Neighborhood Center

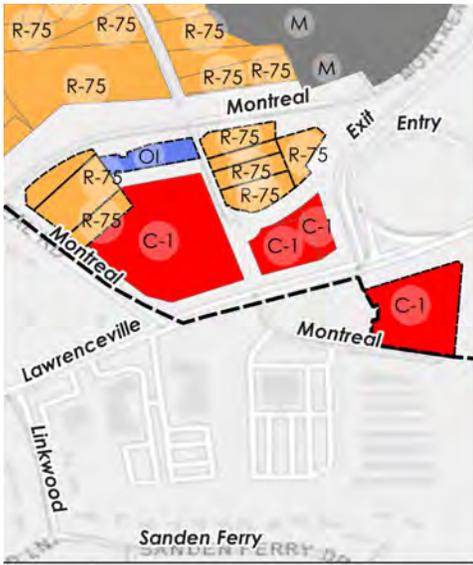
5. 3322 Lawrenceville Highway



6. 3439 Settlement Road & 3482 Johns Road



7. Montreal Road at Lawrenceville Highway



ZONING MAP
Commercial, Office & Residential districts

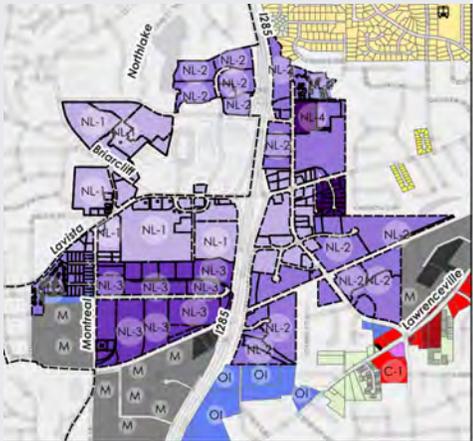


EXISTING CHARACTER AREAS
MA - Medical Area
SUB - Suburban

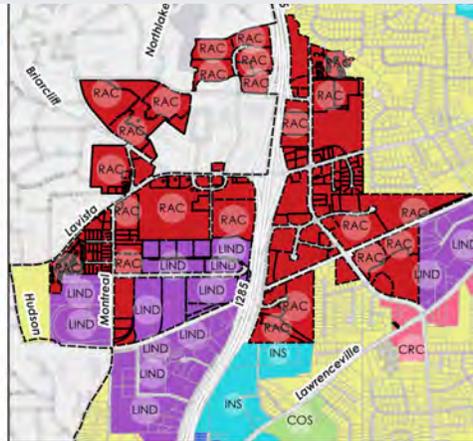


PROPOSED CHARACTER AREAS
MA - Medical Area

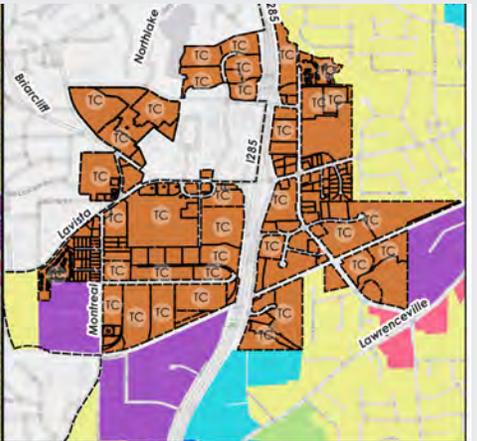
8. Northlake Area



ZONING MAP
NL1 - District
LIND - Light Industrial



EXISTING CHARACTER AREAS
RAC - Regional Activity Center



PROPOSED CHARACTER AREAS
TC - Town Center

PREVIOUS ACCOMPLISHMENTS

The city has been busy since the completion of the 2018 Comprehensive Plan. Following is a summary of accomplishments completed since the adoption of, and in support of, the 2018 Comprehensive Plan. Refer to the Appendix for a full status of completed items from the 2018 Community Work Program.

In support of Goal 1: Enhance Downtown Tucker

- Tucker Civic Spaces downtown
 - Acquired 2.3 acres for possible future City Hall. This space is currently used as greenspace for special events.
 - Acquired 1.9 acres for downtown greenspace, currently under design.
 - Funding options for the City Hall Complex are being explored.
 - Installed the first piece of public art in downtown.
- Completed intersection improvements at Lynburn Drive at Lawrenceville Highway.
- Began having conversations with downtown landowners for parking solutions.
- Completed an agreement with Georgia Power to allow for the installation of banners along Main Street.
- Completed a historic resource study and report.

In support of Goal 2: Improve Transportation Connections

- Completed studies
 - 2019 Transportation Master Plan
 - 2019 Trail Master Plan
 - 2020 Freight Cluster Study
- Underway: Lawrenceville Highway Code Study

- Adopted Special Zoning Districts that include streetscape standards.
- Adopted zoning text amendments to enhance design standards and land uses within the Mountain Industrial Boulevard Overlay.

In support of Goal 3: Preserve & Improve Neighborhoods

- Set a policy to review all rezoning proposals for spot zoning and density comparisons. This policy ensured increased density is minimized when a new subdivision is proposed to be attached to an existing suburban residential neighborhood.
- As part of the Downtown Master Plan, the city identified options for redevelopment of existing single-family structures along major corridors in Tucker.
- Completed the 2018 Housing Density Study.
- Completed text amendments to address property maintenance issues.
- Adopted supplemental regulations on convenience stores, video surveillance requirements, and coin operated amusement standards.
- Adopted ordinance to address concerns with hotels, motels and extended stays.

In support of Goal 4: Strengthen Recreational & Community Resources

- Adopted native tree requirements into the downtown and Northlake Special Zoning Districts.
- Conducted a tree canopy study.
- Completed the 2019 Parks and Recreation Master Plan.
- Evaluated improvements to the Recreation Center via a feasibility study completed as part of the Parks and Recreation Master Plan.
- Adopted a new sign ordinance in 2019.

In support of Goal 5: Bolster Economic Base

- Created the Tucker Economic Development Department.
- Established the Tucker Downtown Development Authority.
- Established a robust Economic Development webpage.
- Hosted regular city meetings with state and regional economic development partners.
- Tucker Downtown Development Authority has completed a Tax Abatement Policy.
- Developed marketing materials highlighting Tucker’s assets and incorporated this material into the webpage.
- Worked with the Urban Land Institute (ULI) to assess challenging redevelopment sites and made recommendations.
- Held the first Small Business Resource Expo in April 2023.



Figure 25: 2019 Trail Master Plan proposed trail system





VISION & GOALS

VISION & GOALS

Below is the guiding vision for the City of Tucker. This vision statement is a minor update to the 2018 Comprehensive Plan vision statement.

THE VISION

“Those of us who live and work in the City of Tucker care deeply about our city and envision a future in which our community’s quality of life continues to improve. We want Tucker to remain a welcoming, inclusive and safe place in which to live, work and do business. Most importantly, we are a city with a powerful sense of community, and we want to grow even stronger, as we work together to build on our history toward a better tomorrow. Our vision is best expressed by the phrase:

Tucker. Today. Tomorrow. Together.”

Key to the comprehensive planning process is the development of a consolidated vision. The plan’s goals, needs and opportunities, action steps, and policies are all guided by the vision. The following section outlines the 2023 Tucker Tomorrow vision, as well as the identified goals.

THE GOALS

The following 5 goals support the vision. These goals are updates to the 2018 Comprehensive Plan goals.



**01 ENHANCE
DOWNTOWN
TUCKER**



**02 IMPROVE
TRANSPORTATION
CONNECTIONS**



**03 PRESERVE
& IMPROVE
NEIGHBORHOODS**



**04 STRENGTHEN
RECREATIONAL
& COMMUNITY
RESOURCES**



**05 BOLSTER
ECONOMIC
BASE**



01 ENHANCE DOWNTOWN TUCKER

Because downtown plays such a vital role as the heart of Tucker’s civic and community life, the goal is for the Main Street area to grow and mature into an even more vibrant civic center, accessible to all—one that offers increased opportunities to live, work, shop, recreate, learn, enjoy the arts, and gather as a community.

Goal Policies

1. Invest in a Tucker City Hall Complex
2. Create Downtown Gateways
3. Create Downtown Multi-use Trail Loop
4. Encourage Greater Mixed-Use Development
5. Make Downtown a Center for “Lifelong Living”
6. Expand Parking Options
7. Support Downtown Business Growth



1

Invest in a Tucker City Hall Complex

This policy focuses on continued efforts to pursue a new Tucker City Hall Complex in or near downtown Tucker. Downtown proximity makes the facility more centrally located within the city, and therefore more accessible to all residents. A downtown location also generates more activity in the downtown area to support local businesses, as staff and visitors are in walkable proximity.

Community input indicated that investing in a City Hall Complex is still a priority as the current location is removed from the city center and is not easily accessible to all residents. To continue investment in the future City Hall Complex, it is recommended that the city pursue a City Hall site and program feasibility study and community survey(s) focused on program and design, as well as continue to identify annual budget dollars for the City Hall Complex. A site and program feasibility study may include identifying sites, space needs, associated square footage, site elements, parking and estimated cost of design and construction. Program elements to consider include community-based multi-purpose spaces, performing arts space, and greenspace for events.

2

Create Downtown Gateways

The intent of this policy is to create safer and more attractive gateway intersections into downtown, particularly where Main Street intersects Lavista Road to the north and Lawrenceville Highway to the south. Safer pedestrian and bicycle access will help address community interest in better connecting the surrounding neighborhoods to downtown. Beautification will show the city's continued interest and investment in making downtown the place to be, announcing it as a desirable and thriving destination. Recommendations to improve these intersections focus on pedestrian safety and beautification. Several work program items are recommended to achieve this policy, including creating a City Standards Guidebook that standardizes signage, street furniture, landscaping, crosswalks, and street design. Installing gateway signage throughout the city will also support this policy, clearly identifying entrances into downtown and announcing pedestrian crossings to vehicular traffic.

Pedestrian safety should be considered in the concept design of the Lawrenceville Corridor at Main Street. This concept will be part of a larger concept design study for the length of Lawrenceville Highway from the city limits to the west, through downtown to Hugh Howell Road.

Pedestrian safety features to consider at both intersections include enhanced crosswalks (bright colors), scramble crosswalks at high pedestrian areas—signalized for high pedestrian traffic times, pedestrian refuge medians at signalized crossings, and safe trail crossing design.

3 Create Downtown Multi-use Trail Loop

This policy focuses on creating a circular, multi-use trail in downtown, connecting Main Street to adjacent blocks, to create a more cohesive downtown pedestrian experience. The trail has the economic benefits of making properties that front it more valuable for private investment, helping to grow downtown's offerings, while also providing a recreational amenity to Tucker residents as a space to come walk after a meal or for families to enjoy a safe bike ride.

The city has actively been pursuing this policy over the past five years. After the completion of the Trail Master Plan in 2019, a significant segment of the downtown trail (Section 1a) was successfully built, connecting Railroad Avenue at 2nd Street to Lynburn Drive at Lavista Road. A small update is recommended to address constructed trail segments and other minor changes.



Figures 26: Rendered view of proposed pedestrian bridge at Fellowship Road

4

Encourage Greater Mixed-Use Development

The intent of this policy is to encourage a greater mix of uses in downtown, including retail, restaurants, entertainment and housing. In doing so, it is important to the community that the historic character of downtown be preserved and enhanced—mainly the 2-story building height on Main Street, the pedestrian-oriented streetscape, and the look and feel of the historic architectural character. Opportunities for new land use—such as multi-family housing or entertainment—are most viable on properties along the perimeter of downtown, where a larger building typology is more appropriate. It is recommended for the city to identify viable properties for mixed-use, higher density development and amend the Downtown Special Zoning District (DT-3) to allow for increased building heights and densities on these properties. Transitional height requirements should be considered to step new building heights down to Main Street and surrounding residential districts.

5

Make Downtown a Center for “Lifelong Living”

This policy focuses on providing a range of housing options to support a variety of residents, in terms of income, age, and ability. “Lifelong Living” is aimed at providing housing and accessibility to downtown for the young individual, young couples, families, and seniors. A variety of housing price points and types for these intergenerational groups provides greater accessibility to Tucker’s residents.

To make steps towards an accessible community for all ages and abilities, it is recommended for the city to conduct an ADA/Accessibility Assessment. This assessment should focus on city infrastructure (sidewalks, crosswalks) and public amenities to identify accessibility challenges and strategies to create a more inclusive and accessible downtown. Additional considerations could include an inclusive play area, ADA parking, more seating areas for rest and sound barriers for individuals with low hearing.

6 Expand Parking Options

Parking is perceived by the community to be a major challenge in downtown and remains an important policy in this plan update. Parking expansion options should continue to build from recommendations identified in the 2017 Urban Land Institute (ULI) Mini Technical Assistance Panel (mTAP) Downtown Tucker Parking Study. The city has completed tasks from this study, including working with downtown property owners, businesses and churches to identify shared parking opportunities.

This plan recommends to continue efforts to make agreements with downtown property owners for shared parking. Additionally, the city is encouraged to continue efforts to develop an app and incorporate signage downtown to identify and direct visitors to available parking. As new development occurs in downtown, there is further opportunity to share parking in new private lots or decks. The city should consider a text amendment to require a percentage of private parking in new, large mixed-use developments be made available for public use.

7 Support Downtown Business Growth

The intent of this policy is to support existing and new businesses so that they may thrive in downtown Tucker. The city recently completed an Economic Development Strategic Plan. Several recommendations and next steps came out of this process that the city is encouraged to pursue in order to support downtown businesses, including:

- Explore an Economic Development Incentive Ordinance.
- Create and maintain a Business Retention and Attraction (BRA) Program. This will include business target lists and will track metrics and trends and include dedicated outreach to small and historically disadvantaged businesses.
- Form a quarterly Tucker Business Working Group with a diverse array of strategic partners that will give feedback and provide ideas from the data collected during BRA efforts.
- Create a developer and broker outreach program which will include outreach target lists, creation of an annual business climate survey and report, quarterly or semi-annual informational events, site election assistance, and developer research services.

- Create and implement the Tucker Economic Development Marketing and Branding Strategy including a “Tucker Pitch Kit,” marketing quality of life investments, economic development success stories, and Tucker’s priority redevelopment areas and “nodes.”
- Identify and develop business assistance services including local, regional and statewide incentives, a “business roadmap” for permitting and licenses, a potential retail tenant support program, workforce development programs, and networking events.
- Investigate the creation of a Business Accelerator and Economic Gardening Pilot Program.
- Develop an Incentives Toolbox, including potential programs such as a Façade Grant and Revolving Loan Fund.
- Evaluate opportunities and support city efforts for Small Business Incubators and shared co-working space facilities.
- Investigate state and federal real estate incentive programs such as opportunity zones and brownfield programs.

Additionally, the city has created an entertainment district in downtown that permits and regulates open containers. It is recommended to continue to expand and market the entertainment district area to engage existing and future businesses.





02 IMPROVE TRANSPORTATION CONNECTIONS

The plan seeks to overcome the challenge of physical separation and other consequences of auto-oriented land development by investing in the creation of a multi-use path system that connects Tucker neighborhoods to downtown, schools, the library, the recreation center, parks, and Atlanta’s regional trail network. A related priority is the remaking of the Lawrenceville Highway-Hugh Howell Road Corridor into an inviting transportation spine that recalls the feeling of traveling along a tree-lined road linking Tucker’s main commercial hubs: Northlake, downtown and Mountain Industrial Boulevard.



Goal Policies

1. Create a Citywide Multi-use Trail
2. Enhance All Major Corridors by Adding Sidewalks and Safer Roadway Crossings
3. Improve the Lawrenceville Highway-Hugh Howell Road Corridor

1

Create a Citywide Multi-use Trail

The intent of this goal is to continue citywide efforts to develop a comprehensive multi-use trail system. The city has made major strides in this goal, including the completion of the 2019 Trail Master Plan and subsequent trail construction projects, including the downtown Trail. The constructed and planned trails are highly regarded by the community and the city is encouraged to continue to implement trail connectivity.

This plan recommends updating the existing Trail Master Plan to reflect completed trails and new alignments. The community continues to prioritize safe connections from surrounding neighborhoods to downtown Tucker, Tucker-Reid H. Cofer Library, Tucker Nature Preserve, Tucker Recreation Center, Kelley Cofer Park, Henderson Park, Stone Mountain Trail, Northlake, and Johns Homestead Park.

It is important to note that the City of Tucker does not control all roadways and will need to work with DeKalb County and other organizations and governmental agencies, such as the PATH Foundation, the Atlanta Regional Commission (ARC) and the Georgia Department of Transportation (GDOT), to build the system. Trails are recommended to be separated from the roadways whenever possible, and be a minimum of 10 feet wide to accommodate a mix of pedestrian and bicycle traffic, as well as a people of all ages, including families with children.



Figure 27: Tucker Tomorrow 2018 Comprehensive Plan Rendering of Proposed At-grade Crossing on Lawrenceville Highway

2 Enhance All Major Corridors by Adding Sidewalks & Safer Roadway Crossings

The intent of this policy is to improve safety for pedestrians and cyclists along the major corridors throughout the city, focusing on sidewalks and roadway crossings.

Over the past five years, the city has made great strides in regard to this policy by completing the Trail Master Plan, the Transportation Master Plan, and the Freight Cluster Study. The city has also adopted zoning amendments, including the adoption of special zoning districts with streetscape standards and enhanced design standards and land uses within the Mountain Industrial area. Additionally, the city has completed intersection improvements at Lynburn Drive and Lawrenceville Highway.

Lawrenceville Highway and Hugh Howell Road are two of the largest corridors that extend through the city. They are the predominant corridors generating the greatest sense of concern from residents, in terms of appearance and safety for all modes of transportation. It is recommended to work with GDOT to conduct safety audits on these roadways, along with Lavista Road, to identify areas of pedestrian and cyclist concern and conflict and identify solutions to design these roadways in a manner that serves all users—vehicles, pedestrians, cyclists, and wheelchairs.

A large portion of Lawrenceville Highway is currently being examined through the Lawrenceville Highway Code Study. It is recommended to utilize suggestions from this study to address pedestrian and cyclist safety concerns along Lawrenceville Highway. As a follow up to this study, it is recommended to develop concept designs for both Lawrenceville Highway and Hugh Howell Road to consider streetscape design, medians, landscaping, burying utilities, signage, etc. The Lawrenceville Highway Design Concept should extend from the western city limits to Hugh Howell Road. The Hugh Howell Design Concept should extend the length of the corridor from downtown to Mountain Industrial Boulevard.

The Juliette Road/Richardson Street Corridor is also an area of community concern due to lack of connectivity and poor streetscape design. The city is encouraged to continue efforts to better connect these streets and improve design to accommodate vehicular, pedestrian and cyclist movement. This area is also discussed in Goal 3 in regard to housing conditions.

The city has also begun planning for three beautification projects: the former Montreal Road Right-of-Way Beautification Project, Lawrenceville Highway and I-285, and Fellowship Road at the CSX railroad crossing. These projects focus on enhancing the look and feel of these areas and providing improved pedestrian access, as appropriate.



2

To ensure cohesive design throughout the city, it is recommended that the city amend zoning regulations to create more uniform sidewalk standards.

Sidewalk infill continues to be a city priority. The following are infill projects included in the work program to support this goal:

- Old Norcross Road; Cofer Library to Spring Glen Drive (west side)
- Hugh Howell Road; Cowan Road to Mountain Industrial Boulevard (north side)
- E. Ponce de Leon Avenue; Idlewood Road to Orchard Park Apartments (north side)
- Brockett Road; Lawrenceville Highway to Cooledge Road (west side gaps)
- Lawrenceville Highway; MARTA bus stop to Cowan Road (east/north side)
- Cooledge Road; Lawrenceville Highway to Cousins Way (east side)
- Mountain Industrial Boulevard; Hugh Howell Road to Lawrenceville Highway
- Montreal Road; Lavista Road to Lawrenceville Highway
- Idlewood Road; Elmdale Drive to E. Ponce de Leon (west side)
- Fellowship Road; Idlewood Road to Lawrenceville Highway (east side)

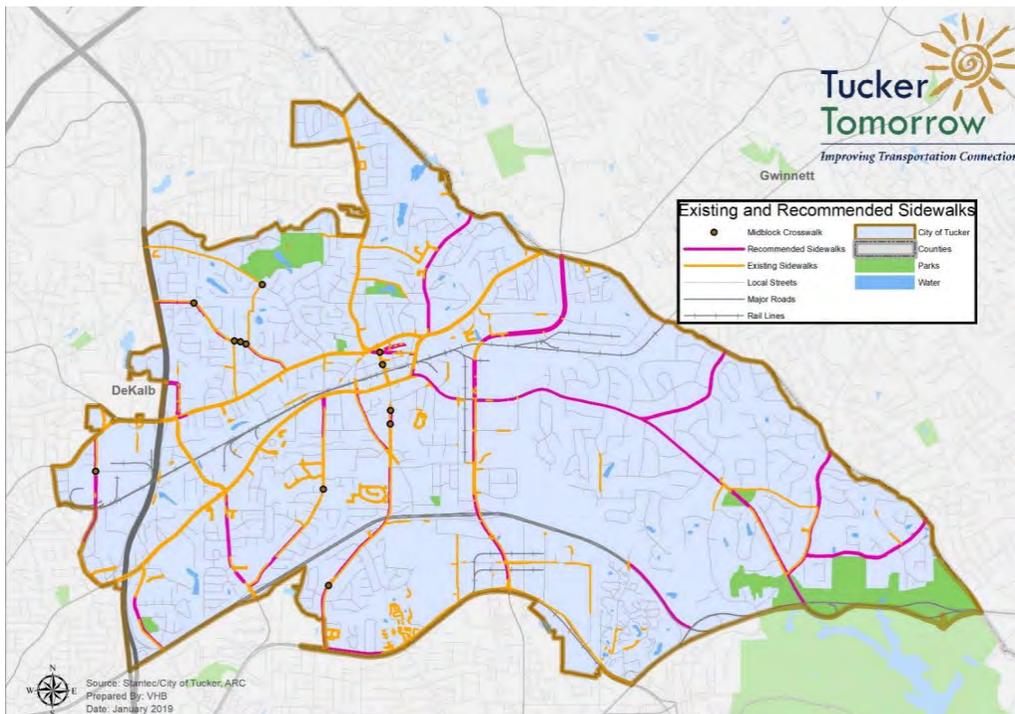


Figure 28:
Tucker Strategic
Transportation
Master Plan,
Existing and
Recommended
Sidewalks

3

Improve Lawrenceville Highway-Hugh Howell Road Corridor

Lawrenceville Highway and Hugh Howell Road are of great community concern in terms of visual appearance and safety for all modes of transportation. These corridors are key gateways into and through the city, connecting neighborhoods to downtown, shopping destinations, and parks and recreation facilities. They are the heartbeat of the community, but not representative of the look, feel, or functionality that the community desires. The intent of this policy is to create more appealing corridors that better serve the Tucker community.

Streetscape design is a key recommendation to address the visual appearance of the Lawrenceville Highway and Hugh Howell Road Corridors. A large portion of Lawrenceville Highway is currently being studied as part of the Lawrenceville Highway Code Study. This study is identifying zoning recommendations to enhance the look and feel of this corridor, including the creation of a new special zoning district. As a follow up to this study, and in support of this policy, it is recommended to complete a design concept for Lawrenceville Highway, extending from the western city limits to Hugh Howell, that considers streetscape design, medians, landscaping, curb cut consolidation, burying utilities, signage, etc. Streetscape design can then be incorporated into the overlay district, as appropriate. A similar concept design study is recommended for Hugh Howell Road to extend from downtown to Mountain Industrial Boulevard. It should be noted that both Lawrenceville Highway and Mountain Industrial Boulevard are state routes which require GDOT approvals.

It is recommended to take into consideration the different land use characteristics of each roadway in the design concept studies, particularly the more residential feel on the eastern and western ends of the corridors and the more commercial central spine. Considerations for future redevelopment along this corridor should also be incorporated to ensure access to potential mixed-use redevelopment sites.

Streetscape design and elements for this corridor should also be incorporated into the City Standards Guidebook, as described in Goal 1.



03 PRESERVE & IMPROVE NEIGHBORHOODS

The preservation and enhancement of tree-lined neighborhoods is a high priority, along with the expansion of opportunities for households of all ages and income levels to remain in Tucker or move into the community.



Goal Policies

1. Preserve and Enhance Suburban Neighborhoods
2. Focus on Maintaining Stability of Residential Uses Alongside Transportation Projects
3. Direct New Housing Development to Major Activity Areas
4. Provide Livable, Safe and Affordable Housing
5. Provide Better Connections

1

Preserve and Enhance Suburban Neighborhoods

The intent of this policy is to preserve and enhance the suburban character of Tucker's neighborhoods. The community feels a sense of pride in the unique housing stock (diversity of housing look and style), the nature, trees, and wildlife ingrained in neighborhoods, the quiet, peaceful streets, and the community feel.

To support the preservation and enhancement of Tucker's neighborhoods, several beautification items are recommended. Trees shall be preserved when feasible and new trees shall be planted throughout new developments to ensure the overall canopy is maintained over time. Several small area studies are recommended at major gateways into the city. These studies provide an opportunity to continue highlighting the unique neighborhood characters while enhancing the look and feel of the neighborhood entrances. In conjunction, the previously mentioned City Standards Guidebook can help identify appropriate signage, landscaping, and other gateway elements to keep the design cohesive to the larger community, while still giving leeway to emphasize the uniqueness of each neighborhood.

Of special interest to the community is the preservation of the Peters Park neighborhood, a historic African American community, located between Elmdale Drive, Tucker Industrial Road, and Herbert Drive. This community is surrounded by industrial land uses, and it is recommended to strengthen zoning regulations and standards in the area to prevent further industrial encroachment.

Code enforcement recommendations are also provided in this document, primarily to ensure commercial properties adjacent to residential communities remain good neighbors and to prevent blight. The city should continue to use code enforcement staff to promote and maintain safe and desirable living and working environments through compliance with city ordinances. This includes educational outreach and exploring possible assistance programs that can help elderly or low-income homeowners with necessary repairs.

2

Focus on Maintaining Stability of Residential Uses Alongside Transportation Projects

This policy remains as is, from the 2018 Comprehensive Plan, as it is still important to ensure that any future road improvement projects do not destabilize the character of housing along the respective roadway corridor. Likewise, in considering redevelopment proposals, projects that will result in isolated, residentially developed single-family “out parcels,” should be carefully evaluated with thought towards the future viability of the respective out parcel as an isolated single-family residential use. Some of these locations, particularly those close to downtown Tucker, could be suitable for townhome development with limits on the number of curb cuts and the incorporation of vegetative buffering abutting any existing single-family residential uses.

3

Direct New Housing Development to Major Activity Areas

This policy aims to identify appropriate locations for new and more diverse housing types in an effort to maintain the character of existing single-family neighborhoods. Specifically, the intent is to direct new, higher density housing and mixed-use development to downtown, Northlake Mall, and along key corridors such as Lawrenceville Highway and Hugh Howell Road where higher density housing can make redevelopment of underutilized large parcels more economically viable.

Further study of Northlake Mall and surrounding properties is recommended to determine viable opportunities for redevelopment into mixed-use developments that support a variety of housing types.

Building height and density allowances will be key to attracting higher density, mixed-use development to these areas. Zoning text amendments are recommended to appropriately provide these allowances. Consider a text amendment to increase density for mixed-use development and, as listed in Goal 1, update maximum building heights in the properties surrounding downtown.

Additionally, it is recommended to incorporate identified sites and findings from the downtown and Northlake studies into marketing efforts to attract brokers and developers to these desirable redevelopment sites.

4

Provide Livable, Safe and Affordable Housing

The intent of this policy is to ensure Tucker provides diverse, quality housing typologies at a variety of price points. This includes housing options for young people, families, and seniors. The standard for affordable housing options should be high-quality, livable, and safe units. Older apartments that are affordable by nature should be set to a high standard of maintenance to ensure they provide quality living environments. New affordable housing units are encouraged to be incorporated into market rate developments, creating mixed-income communities, and minimizing pockets of poverty. Consider incentive programs to encourage mixed-income development.

Of particular concern is the Juliette-Richardson Corridor and the naturally occurring affordable housing complexes in this neighborhood. This area receives multiple code enforcement violations and has high crime rates. As mentioned in Goal 2, the city is investing in street improvements in this corridor to address safety. Similarly, the city is encouraged to continue efforts to improve the multi-family livability and safety of this neighborhood.

5

Provide Better Connectivity

As identified in Goal 2, connecting Tucker's neighborhoods to downtown, parks and recreation, and other amenities, will continue to enhance the livability of Tucker.

As new development occurs, it is recommended to encourage developers to incorporate park amenities, such as pocket parks, within new development and link these spaces to the surrounding neighborhoods and the larger park system with trail connectivity. The city should update open space requirements within zoning regulations.

The city is encouraged to continue sidewalk infill and trail initiatives as highlighted in Goal 2, to continue to connect the community.



04 STRENGTHEN RECREATIONAL & COMMUNITY RESOURCES

It is important that the city’s open space and recreational infrastructure become a unified network. This includes enhancing and creating opportunities for people of all ages, abilities and interests to experience Tucker’s recreational, historic, art and cultural resources, while preserving and enhancing the quality of the natural environment.



Goal Policies

1. Use the City of Tucker Comprehensive Parks & Recreation Master Plan as a Guide
2. Manage Parks as a Unified System
3. Address Deferred Maintenance
4. Approach Johns Homestead Park as a Regional Recreational Resource
5. Expand and Enhance Tucker's Recreational and Natural Environment
6. Explore Renovation and Expansion of the Recreation Center
7. Enhance Tucker's Visual Character
8. Expand and Engage the Arts

1

Use the City of Tucker Comprehensive Parks & Recreation Master Plan as a Guide

The City of Tucker Comprehensive Parks & Recreation Master Plan was completed in 2019 and has been a guiding document for the city to enhance the city's beautiful park system. As the city has acquired additional park space since the master plan was completed, it is recommended for the city to update the Parks Master Plan.

Additional priority items that are a result of the Parks Master Plan and new acquisitions include:

- Design and build a downtown park to create a center for events and activities. This park space is currently under design.
- Renovate and upgrade parks, park facilities and ballfields to help develop safe play and activity centers.
- Initiate a process to identify possible additional recreation center/facilities to accommodate growth of programs and athletic participation.
- Expand and upgrade park trails, bridges, boardwalks and access points to improve hiking experiences in the parks.
- Expand and improve parking and access to parks.

2 Manage Parks as a Unified System

It is recommended to continue to ensure the parks are managed as a cohesive system. This means recreational offerings, programming, and park amenities should be diverse and complementary of each other to address the city's needs.

As part of the overall management and messaging of the park system, it is recommended that park signage and marketing, amenities, and programming be streamlined in communication efforts, particularly on the website and mobile applications. Consider a system-wide map that highlights each park's amenities and shares programming. This will provide Tucker residents with the resources to be more knowledgeable about the parks and park happenings.

Additionally, it is recommended to create a city-wide leash law.

3 Address Deferred Maintenance

As identified in the 2019 Parks Plan and the recommended update, the city is encouraged to continue to address deferred maintenance issues throughout the park system.

4 Approach Johns Homestead Park as a Regional Recreational Resource

The intent of this policy is to continue to invest in the Johns Homestead Park property, a historic 1800s former farm and homestead. It is recommended to continue efforts to repurpose the homestead in a manner that stabilizes and rehabilitates the historic structures.

5

Expand and Enhance Tucker's Recreational and Natural Environment

The intent of this policy is to enhance Tucker's recreational resources and protect the natural environment. The city has accomplished several items in support of this policy over the past five years, including adopting native tree requirements into the downtown and Northlake Special Zoning Districts and successfully completing the Tree Canopy Study.

The city is encouraged to continue to support efforts to incorporate native species into the environment, including identifying opportunities for additional pollinator gardens and orchards. Pollinator gardens and orchards, among many other park enhancements, have been successful in large part due to the incredible, invested Friends of Tucker Parks volunteers. The city is encouraged to continue to support these organizations to incorporate sustainable standards, programs, and activities.

With the design and construction of the City Hall Complex on the horizon, it is recommended that the city consider adopting sustainability standards for constructing or renovating city facilities.



6

Explore Renovation and Expansion of the Recreation Center

As part of the 2019 Parks Master Plan, a feasibility study of the Tucker Recreation Center was completed. This study evaluated potential improvements to enhance and grow the recreation center. It is still a top community priority to see the renovation and enhancement of this community resource.

It is recommended that the city continue efforts to improve the Tucker Recreation Center and grounds to better utilize the property. Consider, in the near-term, incorporation of pickleball courts and parking. In the longer term, consider investing in gymnastics, more programming, and increased capacity of the facility.

7

Enhance Tucker's Visual Character

The intent of this policy is to enhance the visual character of the city's built environment. This includes leveraging zoning to regulate building heights, materials, signage and other building aspects, as well as public art.

To further support this policy, the city is recommended to develop a City Standards Guidebook, as described in Goal 1.

8

Expand and Engage the Arts

The intent of this goal is to grow the arts in the City of Tucker. With the first public art mural completed and strong community support for the arts, it is recommended that the city develop an Arts and Culture Master Plan to identify arts priorities and funding opportunities. Within this plan, consider large investments such as an arts center (or improvements to the Recreation Center to accommodate more arts), a performing arts venue, an amphitheater, as well as more incremental arts, such as public art, programming, galleries, and music venues.

In tandem, it is recommended to create a public art ordinance for downtown Tucker.





05 BOLSTER ECONOMIC BASE

A key goal is to attract residents and businesses who will thrive and contribute to the Tucker community for their entire lives. This means capitalizing on Tucker's location within the economically-dynamic Atlanta region to attract future commercial growth to primary job centers of the Mountain Industrial Area, Northlake Commercial Center, Lawrenceville Highway Medical Area and downtown Tucker.



Goal Policies

1. Repurpose Underutilized Commercial Development for Mixed-use Development
2. Establish Economic Development Function to Retain and Recruit Businesses
3. Collaborate with Northlake Area Owners
4. Promote Adaptive Reuse and Infill Development in Office Parks at Northlake
5. Fulfill the Vision of the Tucker-Northlake Livable Centers Initiative
6. Leverage Region's Growing Healthcare Activity at Lawrenceville Highway Medical Area and Identify Medical-Related and Mixed-Use Opportunities at this Node
7. Preserve and Expand Tucker's Industrial Employment Base
8. Actively Market and Recruit New Manufacturing, Professional Services, and Healthcare
9. Implement Gateway Corridor Improvements to Enhance Appeal of Major Corridors Throughout the City
10. Promote Downtown as the City's Primary Civic, Cultural and Mixed-use Center

1 Repurpose Underutilized Commercial Development for Mixed-use Development

The intent of this policy is to support redevelopment of single-story, single-use commercial properties into mixed-use development, primarily in downtown, the Northlake area, and along Lawrenceville Highway and Hugh Howell Road. As property values rise in these key areas of Tucker, mixed-use, higher density development is the most viable economic option to encourage redevelopment of under-utilized parcels.

As described in Goal 3, further study of Northlake Mall and surrounding properties is recommended to determine viable opportunities for redevelopment into mixed-use developments.

Similarly, building height and density allowances will be key to attracting higher density, mixed-use development to these areas. Consider a text amendment to increase density for mixed-use development and, as listed in Goal 1, update maximum building heights in the properties surrounding downtown.

Additionally, it is recommended to incorporate identified sites and findings from the downtown and Northlake studies into marketing efforts to attract brokers and developers to these desirable redevelopment sites.



2 Establish Economic Development Function to Retain and Recruit Businesses

This policy aims to establish a city-operated function and methodology for retaining and recruiting businesses. The city has established an Economic Development Department (EDD) and Downtown Development Authority (DDA), both of which are working together to address this policy.

Specifically, the EDD and DDA are:

- Increasing EDD capacity by establishing yearly performance benchmarks and priority goals which will be tracked for progress and completion with software and quarterly reporting
- Exploring an Economic Development Incentive Ordinance
- Creating and maintaining a Business Retention and Attraction (BRA) Program which will include business target lists, track metrics and trends, and dedicated outreach to small and historically disadvantaged businesses

- Forming a quarterly Tucker Business Working Group with a diverse array of strategic partners that will give feedback and provide ideas from the data collected during BRA efforts
- Creating a developer and broker outreach program which will include an outreach target list, creation of an annual business climate survey and report, quarterly or semi-annual informational events, site election assistance and developer research services
- Facilitating the implementation of economic development aspects of all current and future city plans
- Creating and implementing the Tucker Economic Development Marketing and Branding Strategy, including a “Tucker Pitch Kit,” marketing of quality-of-life investments, marketing of economic development success stories, and marketing of Tucker’s priority redevelopment areas and “nodes”
- Identifying and developing business assistance services including local, regional and statewide incentives, a “business roadmap” for permitting and licenses, a potential retail tenant support program, workforce development programs, and networking events
- Investigating the creation of a Business Accelerator and Economic Gardening Pilot Program
- Exploring the formation of a property repositioning program
- Formalizing DDA-EDD collaboration through quarterly or monthly internal meetings and the establishment of DDA performance metrics which will be monitored and reported
- Developing an Incentives Toolbox including potential programs such as a Façade Grant and Revolving Loan Fund
- Developing a Land Acquisition Strategy
- Evaluating opportunities and support city efforts for Small Business Incubators and shared co-working space facilities
- Investigating state and federal real estate incentive programs such as opportunity zones and brownfield programs



3 Collaborate with Northlake Area Owners

The intent of this policy is to encourage the city to continue communication and support of Northlake Mall and surrounding property owners to redevelop and revitalize. The Northlake area has several large, under-utilized properties that, if redeveloped, could have a large economic impact on the Tucker community.

As listed in Goal 3, it is recommended to pursue a master plan for Northlake Mall and surrounding properties to encourage redevelopment.

In support of this opportunity are actions listed in the above policy 2 and activities of the EDD and DDA.

4 Promote Adaptive Reuse and Infill Development in Office Parks at Northlake

Traditional office park development has been trending downward in the market for years. With the negative impact of the COVID-19 pandemic on the office market, it is important to consider the future of office parks in the city. This policy encourages infill development within office parks to create mixed-use environments, including housing, retail and restaurants.

The city has supported this policy in the Northlake Special Zoning Districts, which support a mix of uses in under-performing office parks.

As listed above, consider increased density allowances in Northlake to support this policy.

Incorporate under-performing office parks into the EDD and DDA efforts, as listed previously.

5 Fulfill the Vision of the Tucker-Northlake Livable Centers Initiative

The Tucker-Northlake Community Improvement District (CID) has been an integral part of the success of the City of Tucker, beginning with planning efforts and investment prior to the city's incorporation. The City of Tucker should continue to work with the Tucker-Northlake CID and other partners to continue to create vibrant, walkable, mixed-use centers through the activities outlined in the community work program.

6 Leverage the Region's Growing Healthcare Activity at Lawrenceville Highway Medical Area and Identify Medical-Related and Mixed-use Opportunities at this Node

The intent of this policy is to support and grow the medical node at Lawrenceville Highway and I-285. The city is encouraged to work with Emory Health to focus on expanding its existing healthcare cluster to include additional medical offices and ancillary activities. Ancillary and support services beyond healthcare are also encouraged at this node to make it more attractive to potential tenants and users in order to create an active and vibrant mixed-use district. Housing should also be considered at this node, in particular senior housing and/or Continuing Care Retirement Communities, who benefit from close access to medical facilities.

The EDD and DDA are encouraged to incorporate the Lawrenceville Highway Medical Area into actions listed in policy 2.



7 Preserve and Expand Tucker’s Industrial Employment Base

The Mountain Industrial area is a valuable tax revenue generator and job center for the city. It is important to the overall economic health of the city to preserve this land use and encourage growth within this sector. It should be noted that several industrial properties in the area have become functionally obsolete and cannot compete for current industrial space demand. The city is encouraged to work with property owners to assist in expanding business growth and upgrading facilities.

The EDD and DDA are encouraged to incorporate the Mountain Industrial area to actions listed in policy 2.

8

Actively Market and Recruit New Manufacturing, Professional Services and Healthcare

The Tucker Economic Development Strategic Plan identified new manufacturing, professional services, and healthcare as the primary markets for the city to pursue. The EDD and DDA are encouraged to incorporate these markets into the efforts listed in policy 2.

9

Implement Gateway Corridor Improvements to Enhance Appeal of Major Corridors Throughout the City

Improve the aesthetic of gateway corridors, particularly Lawrenceville Highway and Hugh Howell Road, to enhance the appeal of these corridors for economic growth. The Lawrenceville Highway and Hugh Howell Road Concept Design studies, as described in Goal 2, support this policy item, as does the City Standards Design Guidebook described in Goal 1.

10

Promote Downtown as the City's Primary Civic, Cultural and Mixed-use Center

Goal 1 identifies specific goals and policies in support of a thriving downtown Tucker. This policy, in relation to economic development, establishes downtown as the civic heart of Tucker and requests inclusion and promotion of downtown in this light in all marketing and branding materials.



**PLAN
IMPLEMENTATION
& COMMUNITY
WORK PROGRAM**

PLAN IMPLEMENTATION & COMMUNITY WORK PROGRAM

The Tucker Tomorrow plan places a strong emphasis on Land Use as a crucial element. The community's vision for future development is established and clarified through the Character Area Map, which for the City of Tucker acts as both Character Area and Future Land Use Maps. The Character Area/Future Land Use Map serves as a guiding document for staff to develop recommendations for rezoning applications and as a framework to guide future development decisions made by the Mayor and City Council. The city's zoning and development regulations are tools used to implement the land use plan. The Character Area/Future Land Use Map identifies the desired future use of land, the development vision of the community and provides more detailed planning guidance for specific geographic areas. Policies are also in place to guide future actions and decisions in a manner that implements the plan. The city's Zoning Ordinance includes a table showing the character areas and permitted zoning districts, corresponding to the land use categories on the Character Area/Future Land Use Map.

The plan's goals, target areas for redevelopment, and future land use plan are heavily influenced by the feedback received from the community during the planning process. With very few undeveloped parcels remaining, almost all of Tucker's future development will be redevelopment. The city's desired growth and development locations and methods are central to the Character Area/Future Land Use Map and associated policies.



CHARACTER AREAS

Character areas are a key component of the Comprehensive Plan process as they provide a clear framework for land development and zoning decision making. As per the Georgia Department of Community Affairs (DCA), character areas are specific geographic regions with unique characteristics that need preservation, enhancement, or intentional guidance for future development. These areas may also require special attention due to distinct development issues. The significance of character areas lies in expressing plan recommendations in terms of how residents experience changes in their locality. The DCA recognizes that character area plans are advantageous as they can engage people and address issues on a more personal scale.

The following section provides an updated Character Area map and associated descriptions. Land use descriptions remain the same from the 2018 Comprehensive Plan, with the exception of the addition of the Town Center character area - which is defined similarly to DeKalb County's definition.

CHARACTER AREA DESCRIPTIONS

While the descriptions that follow reflect the unique qualities of Tucker, they also align with model character area descriptions and related guidance provided by the Georgia Department of Community Affairs. Each description includes an explanation of the area's predominant characteristics and development strategy.



DOWNTOWN

The red color in the center of the map shows downtown with its mix of shops and stores, small office buildings, single-family homes, denser housing, churches, and civic buildings.

Primary Land Uses

- Single-family residential
- Townhomes
- Lower density multi-family including apartments and condominiums
- Senior living, mixed-generation development
- Retail and service commercial uses
- Office
- Vertical mixed-use incorporating live/work/shop uses
- Incubator start-ups and shared tenant spaces
- Civic Uses, including cultural facilities and institutional uses such as places of worship and schools

Development Strategy

There is strong public interest in making downtown a place where more development is encouraged, specifically a relatively high-density mix of retail, office, services, and employment. Strategy elements include:

- Locating higher density housing options adjacent to the center, targeted to a broad range of income levels, including multi-family housing and townhomes.
- Enhancing downtown as the city's primary civic center by establishing a permanent City Hall that includes a complementary outdoor park to serve as a venue for civic, art and cultural activities.
- Encouraging new development and redevelopment that: (1) preserves downtown's special small-town qualities, (2) keeps Main Street wide and open, and (3) is designed to complement the size and style of Tucker's older buildings.
- Preserving the wide and open quality of Main Street by limiting building heights along the street to no more than two stories.
- Encouraging greater density across the rest of downtown, including allowances for zero-lot line development for both commercial and residential uses. Of significant benefit to the pedestrian experience, zero-lot line development allows businesses to construct buildings with storefront windows along the sidewalk.
- Implementing streetscape designs that are highly pedestrian-oriented, with strong, walkable connections between different uses.
- Clearly defining road edges by locating buildings at roadside with parking in the rear.
- Making connections to greenspace and trail networks that link to neighborhoods, parks, health facilities, commercial clusters, and civic destinations, such as schools and libraries.

Design Considerations

- Limit building heights along Main Street.
- Transform parking; consolidate, share and improve parking; reduce or eliminate parking minimums.
- Promote walkability with design elements that privilege pedestrians and bicyclists over automobiles and incentivize new walkway connectivity.
- Encourage buildings to be located closer to street frontage and require parking in the rear.

DOWNTOWN



SUBURBAN

Tucker is a city of suburban neighborhoods. Viewed by the community to be one of Tucker's most cherished assets, its neighborhoods are made up of a healthy housing stock consisting of a range of types and price points.

As the city is largely built out, there are relatively few undeveloped residential parcels. Housing types include both single-family homes and multi-unit dwellings. The most common form of housing is the single-family home (nearly 70% of housing units). These range from small cottages to estate homes.

The urban geography of Tucker falls well within the suburban category, with little or no transit, a high-to-moderate degree of building separation, scattered civic buildings and open spaces, and varied street patterns that often include curvilinear roadways.

Primary Land Uses

- Single-family residential
- Townhomes
- Lower density multi-family uses
- Institutional uses such as places of worship and schools

Development Strategy

There is significant community support for preserving the suburban character of Tucker's residential neighborhoods. Strategy elements include:

- Ensuring that the expansion or improvement of single-family homes within Tucker's existing neighborhoods are compatible with the existing housing stock in terms of building height, footprint and massing, particularly as viewed from the street.
- Preserving the character of single-family neighborhoods by preventing the encroachment of higher density residential development and non-residential uses within existing neighborhoods.
- Giving special care to managing land use transitions along the periphery of residential neighborhoods to ensure that new development does not diminish the character of existing neighborhoods.
- Given the small amount of remaining vacant land available for development, direct new housing to high activity areas, such as the Northlake area, downtown, and neighborhood centers.
- Enhancing the quality of residential neighborhoods by adding traffic calming improvements, sidewalks, and increased street interconnections to improve walkability within existing neighborhoods.

Design Considerations

- In the majority of the suburban character areas, which feature more traditional development patterns, up to 4 units per acre may be allowed.
- However, along some major corridors, in areas of commercial development or with the redevelopment of existing multi-family developments up to 6 units per acre may be allowed.
- Higher density developments should incorporate suburban aesthetic of increased greenspace, such as cottage and courtyard developments with large greens and an expanse of open and natural spaces.
- Incorporate transitions from more intense densities and uses to existing residential uses.
- Incorporate design features, such as greater setbacks, buffers, landscape treatment, and height-plane considerations to mitigate any impacts on adjacent residential properties.

SUBURBAN

- Manage massing and bulk of infill development to ensure new development retains an architecturally pleasing relationship to existing residential development, taking into consideration the smaller footprints and total square footage of existing housing stock.
- Incorporate traffic calming improvements, sidewalks, and increased inter-parcel connections to improve vehicular access and walkability.
- Discourage clear-cutting for infill development to maintain mature canopy as building envelopes and overall square footage increase.



NEIGHBORHOOD CENTER

Neighborhood Centers, identified in pink, include a mix of retail, services, and offices to serve neighborhood residents' day-to-day needs.

Primary Land Uses

- Retail and service commercial
- Office
- Public and civic facilities
- Institutional uses

Development Strategy

- Designing pedestrian-oriented centers, with strong, walkable connections between different uses.
- Improving roadways within and leading to neighborhood centers to include sidewalks and other pedestrian-friendly trail and bike routes linking to neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, and schools.
- Clearly defining road edges by locating buildings at roadside with parking in the rear. Connections to the greenspace and trail networks should be included.



NEIGHBORHOOD CENTER



LIGHT INDUSTRIAL

Purple represents areas of light industrial development. These areas are largely dedicated to low-intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisances.

There are three major light industrial character areas in Tucker. A relatively small area is located on the south side of the Northlake commercial district and benefits from its proximity to I-285. A second such area lies between Northlake and downtown adjacent to both Lawrenceville Highway and the CSX rail line. The largest of the three light industrial character areas borders both sides of Mountain Industrial Boulevard, extending to the north in the area of North Royal Atlanta Drive and to the south to Ponce de Leon Avenue.

Primary Land Uses

- Light industrial uses
- Manufacturing
- Warehouse/distribution
- Wholesale/trade
- Automotive uses
- Accessory commercial

Development Strategy

The development strategy for industrial areas includes:

- Supporting the redevelopment or establishment of new compatible commercial land uses within these character areas so that they grow as both local and regional generators of jobs.
- Installing landscaping and other design measures to soften or shield views of buildings and parking lots, and loading docks.
- Encouraging the location of biomedical businesses; wineries, micro-breweries and distilleries, with tours and tasting rooms; entertainment/recreation (for example, climbing gym); and live/work spaces in the Mountain Industrial area.
- Actively recruit biomedical businesses to the Mountain Industrial area.

Development Considerations

- Continuing the implementation of corridor improvements to enhance the visual appeal of the industrial areas.
- Create deep landscaped buffered edge on the north side of Gateway Corridor within the Mountain Industrial area.
- Installing landscaping and other design measures to soften or shield views of buildings and parking lots, and loading docks.
- Incorporate multi-use paths that connect to nearby networks of greenspace or trails.

LIGHT INDUSTRIAL



MEDICAL AREA

An area of dark blue is located at the intersection of Lawrenceville Highway and I-285. It denotes the Lawrenceville Highway “Medical Area” and includes a regional orthopedic hospital and a small number of medically-related clinics and offices.

Primary Land Uses

- Hospital, medical office and limited laboratory uses
- Limited service business-class hotel
- Retail and service commercial including casual and sit-down dining
- Townhomes and other housing for medical staff
- Continuing Care Retirement Community housing
- Biomedical companies and technical training facilities

Development Strategy

As this character area is not currently referenced in the City’s Zoning Ordinance, the Medical Area shall follow the development standards of the Neighborhood Center character area. The Medical Area development strategy includes:

- Expanding the area as a healthcare cluster with medical offices and ancillary activities by encouraging future medically-related development that benefits from proximity to the existing medical uses and I-285.
- Identifying other medically-related activities, possibly including a retirement community and housing targeted to healthcare staffing.
- Encouraging general highway-related commercial and mixed-use activities that serve the existing medical uses, including limited-service business-class hotel and casual and sit-down dining.
- Allowing higher densities and taller buildings within the Medical Area due to its potential role as a major activity node with access to I-285.
- Designing the area’s streetscape to be highly pedestrian oriented, with strong, walkable connections, including improving bus route operations, stops, and shelters.

Development Considerations

- Externally and street-oriented campuses focused on transit options and connectivity to nearby neighborhoods and residential developments
- Higher densities and taller buildings closer to I-285
- Highly pedestrian oriented streetscape with strong, walkable connections

MEDICAL AREA



COMMERCIAL REDEVELOPMENT CORRIDOR

The salmon colored area is located along the southern side of the Lawrenceville Highway (west of downtown), Mountain Industrial Boulevard, and Chamblee Tucker Road. The area can be characterized as predominately strip-style development, including vacant or under-utilized commercial properties. There are numerous shallow lots, with few larger parcels. The relatively large number of businesses have produced a high density of curb cuts and frequency of vehicular traffic entering and exiting parcels. These areas are in need of aesthetic and functional improvements.

Primary Land Uses

- Retail, service commercial
- Office
- Townhomes
- Mixed-use commercial with ancillary residential or office uses

Development Strategy

This area is a prime candidate for redevelopment pursuant to a strategy that includes:

- Enhancing the mix of uses and the overall visual quality of the corridor.
- Building new commercial structures at the street front, using a portion of oversized parking lots and creating a shopping “square” around a smaller internal parking lot.
- Upgrading the appearance of existing older commercial buildings with façade improvements, new architectural elements or awnings.
- Reconfiguring the parking lot and circulation routes for automobiles.
- Providing pedestrian and bicycling amenities, including sidewalks and crosswalks.
- Adding landscaping, implementing enhanced signage standards and other appearance enhancements, such as trees in parking lots to provide shade and help reduce stormwater runoff.
- Redesign and repurpose larger lots by enacting mixed-use zoning, establishing zero lot line setbacks and incentivizing the integration of open spaces.
- Redevelop under-performing shopping centers as vertical, mixed-use, live-work-shop venues with new commercial structures at the street front, using a portion of oversized parking lots and creating a shopping “square” around a smaller internal parking lot.
- New multi-family development should only occur as redevelopment on parcels that are currently developed with multi-family housing.
- Capitalize on opportunities to purchase substandard properties located on the north side of the Lawrenceville Highway corridor and convert them into greenspace.
- Incentivize the repurposing and redesign of existing large expanse of parking to establish buildings at street front and reduced visible parking.

COMMERCIAL REDEVELOPMENT CORRIDOR

Design Considerations

- Implement a tree-lined corridor along Lawrenceville Highway
- Encourage inter-parcel access and reduce the total number of curb cuts
- Encourage reduced parking



TOWN CENTER

The Town Center Character Area is a new category for the City of Tucker, replacing the previous designation of Regional Center. This change aligns with the changes DeKalb County made to their portion of the Northlake Area with their 2050 Unified Plan.

The intent of the Town Center is to promote the concentration of higher intensity residential and commercial uses, which serve several communities surrounding the center, in order to reduce automobile travel, promote walkability and increased transit usage. The areas act as a focal point for several neighborhoods with moderate densities and a variety of activities such as retail, commercial, professional office, housing, and public open space that are all easily accessible by pedestrians. Town Centers are typically smaller in size and scale than Regional Centers and have a character similar to Neighborhood Centers, but at a larger scale.

Primary Land Uses

- Townhomes
- Higher density multi-family including apartments and condominiums
- Retail and service commercial
- Office
- Entertainment and cultural facilities
- Public and private recreational uses

Development Strategy

As Northlake is mostly developed, these strategies focus on redeveloping and retrofitting the area to include more residential uses, to “right-size” the amount of commercial space to meet expected demand and to enhance walkability. Strategies include:

- Encouraging relatively high-density mix of retail, office, services, and employment to serve a regional market area.
- Developing a diverse mix of higher-density housing types, including multi-family townhomes, apartments, lofts, and condominiums, including affordable and workforce housing.
- Designing the area’s streetscapes to be pedestrian-oriented, with strong, walkable connections, including improved MARTA transit connections with better route operations, stops, and shelters.
- Making connections to nearby networks of greenspace or trails, available to pedestrians and bicyclists for both recreation and transportation purposes.

Design Considerations

- Allow a mix of townhomes and higher density residential uses, with higher densities allowed for projects that provide bonus eligible elements and features.
- Encourage better connectivity within the Northlake area, for automobiles, bicyclists and pedestrians.
- Promote the integration of pedestrian and bicycle enhancements into all investments in this area, designing streetscapes to be pedestrian-oriented, with strong, walkable connections.

TOWN CENTER

- Encourage “interior” walkway paths through existing parking lots and commercial frontages to create a safer, inviting environment away from congested, primary thoroughfares.
- Require connections to nearby networks of greenspace or trails, available to pedestrians and bicyclists for both recreation and transportation purposes.

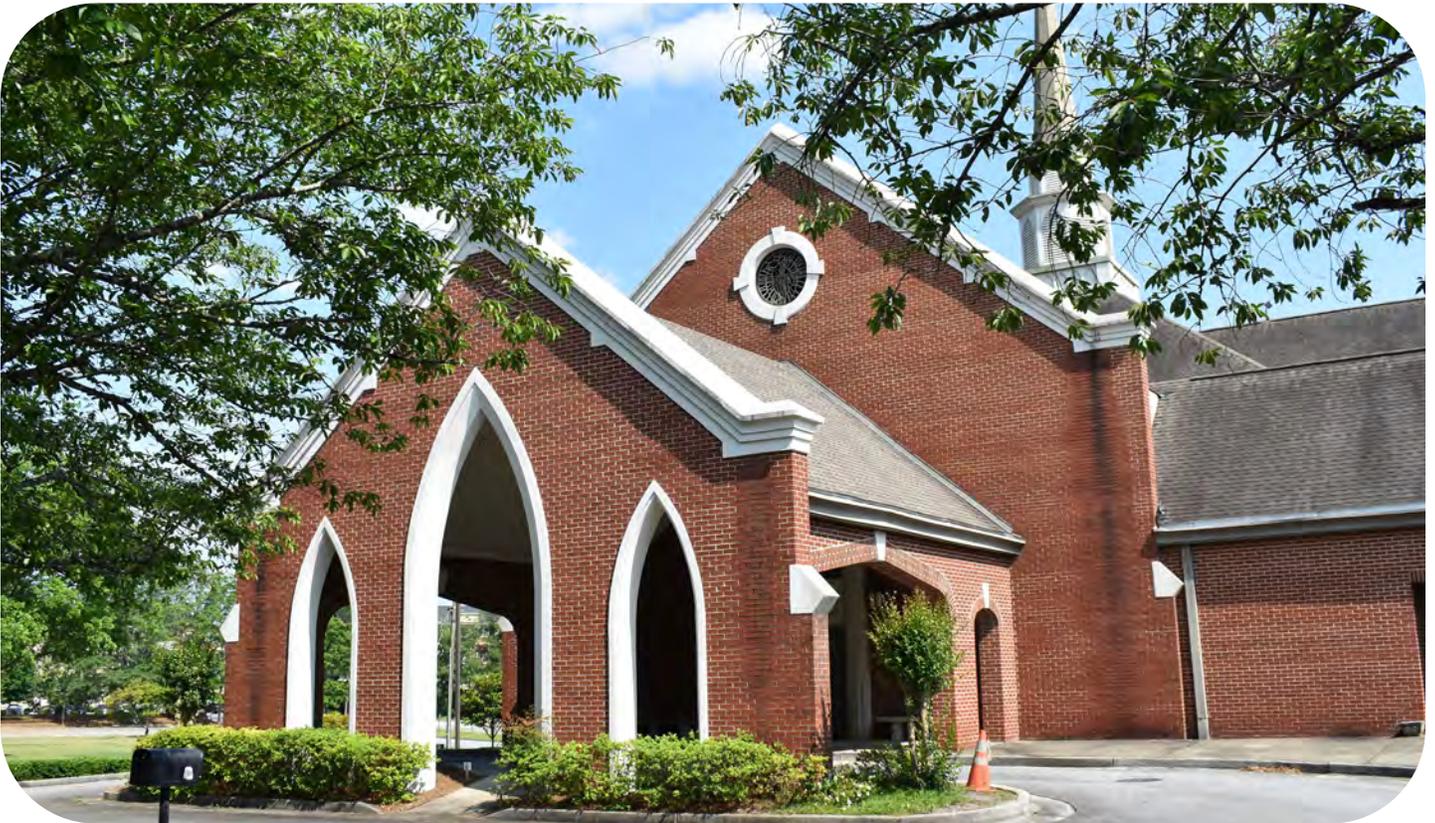


INSTITUTIONAL

The light blue areas denote areas primarily dedicated to institutional activities, such as public schools, police and fire facilities and cemeteries.



INSTITUTIONAL



CONSERVATION, OPEN SPACE & TRAILS

The light green areas represent parks and open spaces. Refer to the Trail Master Plan for a proposed network of multi-use trails that link Tucker’s major parks and open spaces with downtown, as well as with neighborhoods, schools, Tucker Recreation Center, and the Tucker-Reid H. Cofer Library.



CONSERVATION, OPEN SPACE & TRAILS



COMMUNITY WORK PROGRAM

A Community Work Program outlines steps which need to be taken to ensure that a community’s comprehensive plan is effective and successful. It includes the goals of the plan, the strategies and tactics that will be used to achieve those goals, the timeline for implementation, the roles and responsibilities of the stakeholders, and the resources and funding that will be necessary to implement the plan.



01 ENHANCE DOWNTOWN



02 IMPROVE TRANSPORTATION CONNECTIONS



04 PRESERVE & IMPROVE NEIGHBORHOODS



03 STRENGTHEN RECREATIONAL & COMMUNITY RESOURCES



05 BOLSTER ECONOMIC BASE

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
01 ENHANCE DOWNTOWN TUCKER									
G1-1	Continue identifying an annual budget for the City Hall complex, and pursue next steps such as a City Hall site and program feasibility study; community survey for program and design. Associated with Report of Accomplishments (ROA) item G1-1.1 (see Appendix).	X	X	X	X	X	City Manager, Mayor/City Council, Staff	General Funds	Varies
G1-2	Consider developing a City Standards Guidebook that includes signage, street furniture, landscaping, streetscapes, gateway signage etc. Consider green infrastructure in landscape standards.	X					Community Development Staff	General Funds	\$150,000 - 200,000
G1-3	Begin installation of gateway signage throughout the city after the completion of the City Standards Guidebook.		X	X	X	X	Community Development Staff	General Funds	Varies

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
01 ENHANCE DOWNTOWN TUCKER (CONTINUED)									
G1-4	Consider zoning ordinance text amendments to update building heights of properties of surrounding downtown, that are ideal for mixed-use development, with associated transitional planes.		X				Community Development Staff	N/A	Staff Time
G1-5	Consider conducting an ADA/ Accessibility Assessment Study to identify barriers and solutions to create a downtown accessible for all.				X		Community Development Staff	General Funds	\$125,000 - 175,000
G1-6	Continue development of a mobile application and signage to identify available parking to visitors in downtown. Continue to work with property owners for shared parking. Associated with ROA item G1-9 (see Appendix).	X	X				Economic Development/ Communication Staff	N/A	Staff Time
G1-7	Consider zoning ordinance text amendments that require new, large mixed-use developments to require a percentage of new private parking be made available for public use.		X				Community Development Staff	N/A	Staff Time
G1-8	Consider expansion of the downtown entertainment district and continue to market this effort to existing and new businesses.		X				Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
02 IMPROVE TRANSPORTATION CONNECTIONS (CONTINUED)									
G2-1	Conduct a Trail Master Plan Update.		X				Staff	General Funds	\$150,000-200,00
G2-2	Update Transportation Master Plan.		X				Staff	General Funds	\$150,000 - 200,000
G2-3	Complete the following priority trail segments: <ul style="list-style-type: none"> • Tucker-Northlake • South Fork Peachtree Creek: Lawrenceville Highway to Bibb Boulevard Peters Park • Hugh Howell Road: Marthasville Court to US-78 • Kelley Cofer Park Loop 	X	X	X	X	X	Staff	General Funds/ Tucker-Northlake CID/ARC	Varies
G2-4	Consider working with Georgia Department of Transportation (GDOT) to identify and conduct safety audit studies on major corridors.			X			Staff	N/A	Staff Time
G2-5	Continue efforts to complete the currently underway Lawrenceville Highway Code Study. Associated with ROA item G1-5 (see Appendix).	X					Community Development Staff	General Funds	FY2023
G2-6	Consider developing a Concept Design for Lawrenceville Highway.		X				Staff	General Funds	\$100,000 - 150,000
G2-7	Consider developing a Concept Design for Hugh Howell Road.			X			Staff	General Funds	\$100,000-150,000
G2-8	Continue efforts to enhance transportation for all modes in the Juliette-Richardson Corridor.	X	X	X			Staff	General Funds/ ARC	Varies

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
02 IMPROVE TRANSPORTATION CONNECTIONS (CONTINUED)									
G2-9	Continue efforts to complete the former Montreal Road right-of-way beautification project.	X	X				Staff	General Funds	
G2-10	Consider an interchange beautification project at Lawrenceville Highway and I-285.		X				Staff	General Funds/ Tucker-Northlake CID	
G2-11	Consider zoning ordinance text amendments to create more uniform sidewalk standards.		X				Community Development Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
03 PRESERVE & IMPROVE NEIGHBORHOODS									
G3-1	Consider small area studies to enhance neighborhood gateways.			X	X	X	Community Development Staff	General Funds	\$125,000 - 200,000
G3-2	Consider next steps from the 2023 Housing Inventory which would support this goal.		X				Staff	N/A	Staff Time
G3-3	Identify and consider zoning ordinance amendments to protect Peters Park, a historic African American community, from further industrial intrusion.		X				Community Development Staff	N/A	Staff Time
G3-4	Work with DeKalb County Sanitation and City of Tucker staff to enforce dumpster enclosure requirements.		X				Staff	N/A	Staff Time
G3-5	Identify programs or opportunities for home repair and/or property maintenance for elderly or low-income homeowners.	X	X	X	X	X	Staff	N/A	Staff Time
G3-6	Promote and maintain safe and desirable living and working environments through compliance with city ordinances.	X	X	X	X	X	Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
03 PRESERVE & IMPROVE NEIGHBORHOODS (CONTINUED)									
G3-7	Consider conducting a Northlake Mall and surrounding properties Master Plan.			X			Community Development Staff	General Funds/ Tucker-Northlake CID/ ARC	Staff Time
G3-8	Consider zoning ordinance text amendments to increase density for mixed-use development.		X				Community Development Staff	N/A	Staff Time
G3-9	Continue efforts to improve the multi-family livability and safety in the Juliette-Richardson Corridor.	X	X	X			Staff	N/A	Staff Time
G3-10	Consider zoning ordinance text amendments to refine open space requirements.			X			Community Development Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
04 STRENGTHEN RECREATIONAL & COMMUNITY RESOURCES									
G4-1	Update the Parks and Recreation Master Plan.	X					Parks and Recreation Staff	General Funds	\$150,000-200,000
G4-2	Continue efforts to design and build a downtown park to create a center for events and activities.	X	X	X			Parks and Recreation Staff	General Funds	Varies
G4-3	Consider renovating and upgrading parks, park facilities, ballfields and courts to help develop safe play and activity centers.	X	X	X	X	X	Parks and Recreation Staff	General Funds	Varies
G4-4	Initiate a process to identify possible recreation center/facilities to accommodate growth of programs and athletic participation.	X	X	X	X		Parks and Recreation Staff	N/A	Staff Time
G4-5	Consider expanding and upgrading park trails, bridges, boardwalks, and access points to improve hiking experiences in the parks.	X	X	X	X	X	Parks and Recreation Staff	General Funds	Varies
G4-6	Consider expanding and improving parking and access to parks.	X	X	X	X	X	Parks and Recreation Staff	General Funds	Varies
G4-7	Consider enhancing signage and marketing of parks and park activities on the website and mobile applications.	X	X				Parks and Recreation Staff	N/A	Staff Time
G4-8	Consider text amendment to develop a city-wide leash law.	X					Parks and Recreation Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
04 STRENGTHEN RECREATIONAL & COMMUNITY RESOURCES (CONTINUED)									
G4-9	Continue efforts to repurpose the Johns Homestead Park in a manner that stabilizes and rehabilitates historic structures.	X	X	X	X	X	Parks and Recreation Staff	General Funds	Varies
G4-10	Improve the Tucker Recreation Center and grounds to better use the property, including the incorporation of pickleball courts.	X	X	X			Parks and Recreation Staff	General Funds	Varies
G4-11	Consider conducting an Arts and Culture Master Plan, with a feasibility study for an arts center.			X			Community Development Staff	General Funds	\$150,000-200,000
G4-12	Consider creating a public art ordinance for downtown.		X				Community Development Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
05 BOLSTER ECONOMIC BASE									
G5-1	Consider increasing the Economic Development Department capacity by establishing yearly performance benchmarks and priority goals which will be tracked for progress and completion via software and quarterly reporting.	X	X	X	X	X	Economic Development Staff	N/A	Staff Time
G5-2	Explore an Economic Development Incentive Ordinance.	X					Economic Development Staff	N/A	Staff Time
G5-3	Consider creating and maintaining a Business Retention and Attraction (BRA) Program which will include business target lists and will track metrics and trends and include dedicated outreach to small and historically disadvantaged businesses.	X	X				Economic Development Staff	N/A	Staff Time
G5-4	Consider forming a Tucker Business Working Group with a diverse array of strategic partners that will give feedback and provide ideas from the data collected during BRA efforts.	X					Economic Development Staff	N/A	Staff Time
G5-5	Consider creating a developer and broker outreach program which will include an outreach target list, creation of an annual business climate survey and report, quarterly or semi-annual informational events, site election assistance, and developer research services.		X				Economic Development Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
05 BOLSTER ECONOMIC BASE (CONTINUED)									
G5-6	Consider facilitating the implementation of economic development aspects of all current and future city plans.	X	X	X	X	X	Economic Development Staff	N/A	Staff Time
G5-7	Consider creating and implementing the Tucker Economic Development Marketing and Branding Strategy including a “Tucker Pitch Kit,” marketing quality-of-life investments, economic development success stories, and Tucker’s priority redevelopment areas and “nodes.”		X	X			Economic Development Staff	N/A	Staff Time
G5-8	Consider identifying and developing business assistance services including local, regional and statewide incentives, a “business roadmap” for permitting and licenses, a potential retail tenant support program, workforce development programs, and networking events.		X				Economic Development Staff	N/A	Staff Time
G5-9	Consider investigating the creation of a Business Accelerator and Economic Gardening Pilot Program.					X	Economic Development Staff	N/A	Staff Time
G5-10	Explore the formation of a property repositioning program.					X	Economic Development Staff	N/A	Staff Time

#	Activity	Timeframe					Responsible Party	Potential Funding Source	Estimated Cost (2023 Dollars)
		'23	'24	'25	'26	'27			
05 BOLSTER ECONOMIC BASE (CONTINUED)									
G5-11	Consider formalizing a DDA -EDD collaboration through quarterly or monthly internal meetings and the establishment of DDA performance metrics which will be monitored and reported.	X	X	X	X	X	Economic Development Staff	N/A	Staff Time
G5-12	Consider developing an Incentives Toolbox including potential programs such as a Façade Grant and Revolving Loan Fund.	X					Economic Development/ DDA Staff	N/A	Staff Time
G5-13	Consider developing a Land Acquisition Strategy.			X			Economic Development/ DDA Staff	N/A	Staff Time
G5-14	Evaluate opportunities and support city efforts for Small Business Incubators and shared co-working space facilities.					X	Economic Development / DDA Staff	N/A	Staff Time
G5-15	Investigate state and federal real estate incentive programs such as opportunity zones and brownfield programs.		X	X	X		Economic Development Staff/ DDA Staff	N/A	Staff Time



COMMUNITY ENGAGEMENT

TUCKER | COMPREHENSIVE PLAN 5 YEAR UPDATE
TUCKER TOMORROW

What areas are you concerned about?

TUCKER VI

TUCKER | COMPREHENSIVE PLAN 5 YEAR UPDATE
TUCKER TOMORROW

1 ENHANCE DOWNTOWN

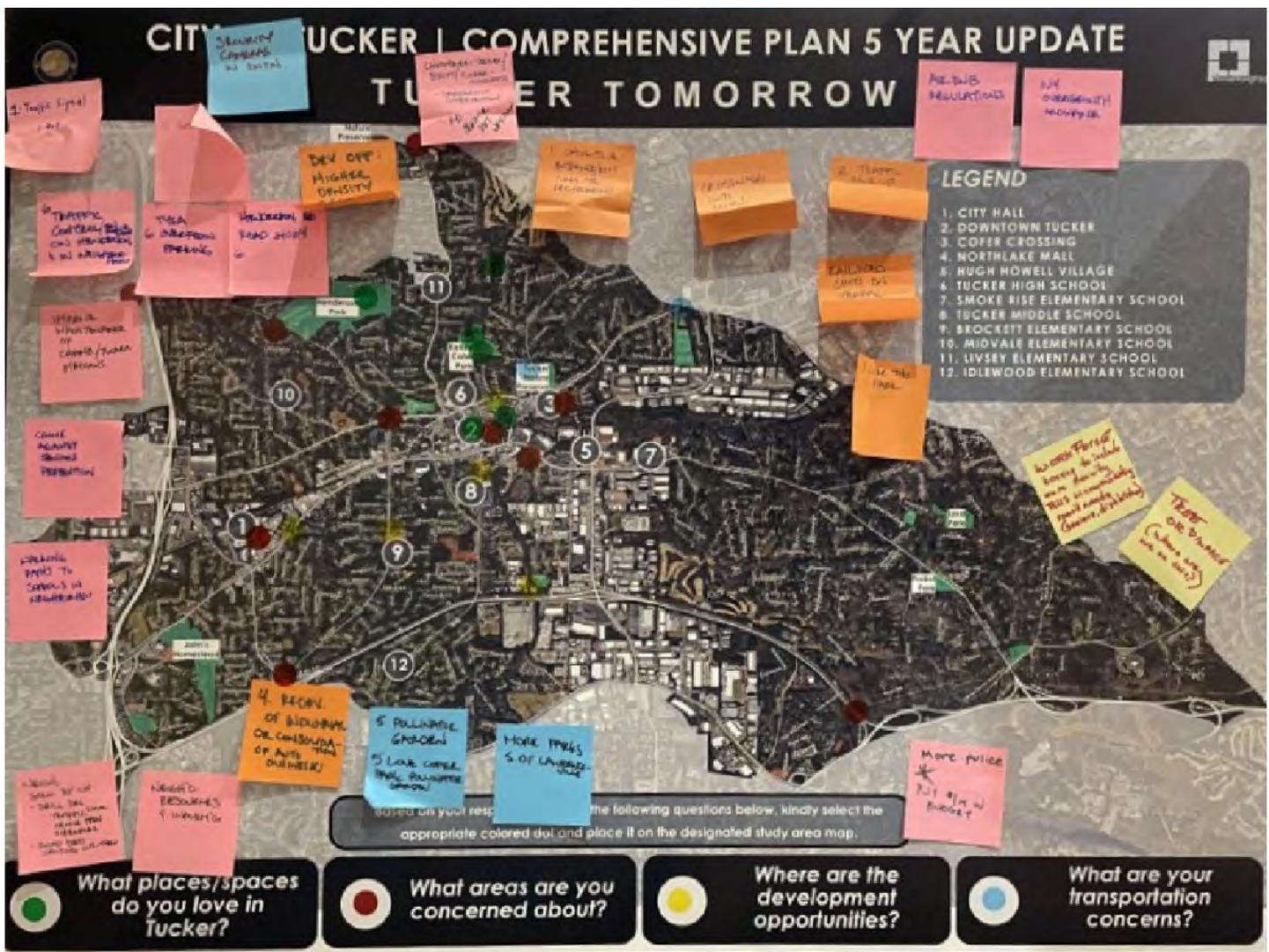
COMMUNITY GOALS



COMMUNITY ENGAGEMENT

In the Tucker Tomorrow Comprehensive Plan Update, engaging with the public was a critical component of the planning process. The sharing of information and collection of feedback from the community is essential for an in-depth understanding of the vision, goals, and needs of the Tucker community. To achieve this, the planning process must involve the public in a meaningful way at key milestones, and in various ways.

A range of tools and techniques were used in the planning process, including traditional community meetings and presentations, as well as an online survey. These engagement opportunities allowed for broad public involvement and promoted inclusion, ensuring that the community's voice was heard and incorporated into the plan. Overall, public engagement is a vital part of the Tucker Tomorrow plan, ensuring that the community's vision for the future is realized and that the plan reflects the unique needs and desires of the community.



CORE TEAM ENGAGEMENT

The Tucker Tomorrow planning process was guided and informed by the essential contributions of the Core Team, who provided valuable input and strategic planning milestones. Committed to facilitating the planning process, the Core Team supported public engagement by promoting meetings, distributing information, and providing feedback on materials to be presented to the community. The Core Team, listed in the following paragraph, consisted of community leaders, businesses, elected officials and city staff, among others, all working together to ensure that the plan reflected the community's needs and perspectives. The team was engaged in two meetings during the study process: the kickoff meeting on March 30, 2023, which outlined the study's purpose and process, along with a SWOT analysis exercise; and the second meeting on April 27, 2023, during which community input and draft Community Work Program projects were reviewed. Through the Core Team's engagement, the planning process was grounded in the community's unique needs and desires, resulting in a plan that reflects the community's vision for the future.

Core Team Members

- Cara Schroeder, *City Council Member*
- Virginia Rece, *City Council Member*
- Michael Thomas, *Planning Commission*
- Jason Burton, *Zoning Board of Appeals*
- Crayton Lankford, *Downtown Development Authority*
- Carl Deckers, *Tucker Summit CID*
- J. Barry Schrenk, *Tucker Northlake CID*
- Ryan Tidwell-Davidson, *District 1 Resident*
- Stanley Harper, *District 1 Resident*
- Josh Wallace, *District 1 Resident*
- Debbie Namer, *District 2 Resident*
- Malisa Anderson-Strait, *District 2 Resident*
- Simone Pacely, *District 3 Resident*
- Jennifer Winterscheidt, *District 3 Resident*

COMMUNITY PARTICIPATION

The public involvement process included two public hearings/presentations to the City Council on March 27 and May 8 and two community meetings on April 15 and May 4. An ongoing online survey link was also available for public input from





April 1 to April 30. The focus was on using various means to collect and disseminate information, and the timing of activities was planned carefully to link them directly to the anticipated completion of technical tasks and key project milestones. This approach ensured that public input was integrated meaningfully into the technical process.

Community Meeting 1

On a bright and sunny day, the City of Tucker hosted a Spring Fling event on April 27. The community meeting was organized as part of this event, providing an excellent opportunity for the public to engage with city officials and planners. The meeting was a huge success, with over a hundred individuals taking the time to participate in the various activities.

One of the key activities was the use of multiple boards that asked various questions related to Tucker’s development and future planning. The first board, for example, asked the general public to place a sticker on a map indicating their favorite places in Tucker, areas of concern, and potential development opportunities. This provided valuable insight into what people value most about their community and where they see potential for growth and improvement.

The second board focused on Tucker’s vision and asked participants if it was still relevant. The same approach was taken for all five of the city’s goals, with individuals asked to provide input on whether these goals are still important and if there are any areas of improvement that could be made.

Over 100 individuals were estimated to have provided valuable input and ideas for the future of Tucker during this event. An additional estimated 100 individuals were informed about the Comprehensive Plan process and invited to fill out the community survey through conversation and sharing of the community outreach flyer. This feedback was analyzed and incorporated into this process, ensuring that the community's needs and desires are reflected in the final plan.

Community Meeting 2

On May 4, 2023, the second community meeting was held at Tucker City Hall. Approximately 25 attendees engaged in this event. The meeting began with a detailed presentation, followed by an open house format where community feedback was received. Attendees were encouraged to provide their comments and feedback on boards that presented the draft vision, goals, policies and community work program. Additional details regarding the comments received on each board are included in the Appendix.

ONLINE SURVEY

From April 1 to April 30, an online community survey was conducted. This survey focused on gathering comments and feedback on the 2018 Comprehensive Plan vision, goals and policies in order to address updates in the process.

645 responses were collected during this period. Full results can be found in the Appendix.



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Cultural Places | Beautiful Places