



# MEMORIAL DRIVE

REVITALIZATION CORRIDOR PLAN

**Setting the Stage for Community Revitalization**  
Georgia Planning Association Fall Conference – 9.23.20

# TODAY'S PANEL



**Cedric Hudson, MCRP**

DeKalb County Department of Planning & Sustainability



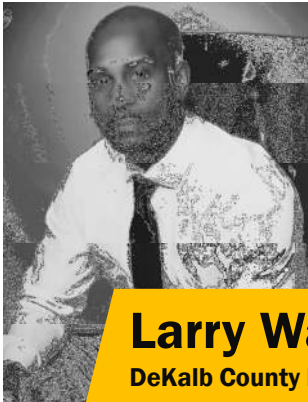
**Jen Price, AICP**

Sycamore



**Jonathan Gelber, AICP**

Bleakly Advisory Group



**Larry Washington, URP**

DeKalb County Department of Planning & Sustainability



**Eric Lusher, AICP**

Pond & Company



# **Larry Washington, URP**

**DeKalb County Department of Planning & Sustainability**



# Kensington LCI

- LEGEND**
- government center
  - townhome
  - multifamily
  - mixed-use
  - retail
  - office
  - YMCA
  - hotel
  - park/open space
  - existing buildings

**SUMMARY**

**Area A:**  
 Retail: 155,000 sf  
 Multifamily: 1,000 units

**Area B:**  
 Retail: 4,750 sf  
 Office: 888,000 sf  
 Multifamily: 260 units  
 Townhome: 7 units

**Area C:**  
 Retail: 87,700 sf  
 Office: 1,685,000 sf  
 Multifamily: 560 units  
 Recreation Center: 40,000 sf  
 Government Center: 640,000 sf  
 Hotel: 280 rooms

**Area D:**  
 Office: 144,100 sf  
 Multifamily: 280 units

**TOTAL:**  
 \*Retail: 267,050 sf  
 \*Office: 2,717,100 sf  
 \*Government Center: 640,000 sf  
 \*Multifamily: 2,100 units  
 \*Townhome: 7 units  
 Hotel: 280 rooms  
 Recreation Center: 40,000 sf

Developed Area:  
 120.6 acres  
 Open Space: 25.1 acres

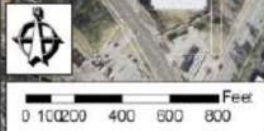
\* These are uses recommended in the 2002 LCI Study



**Kensington TOD Visioning Plan**

The final plan was created from a culmination of three public meetings and dialogue with stakeholders such as DeKalb County, MARTA, and Arvondele Estates. The overall plan has incorporated the recommendations of the MARTA TOD guidelines and the Master Plan goals. There are four primary areas within the study area. Each area is distinct, based on land use, transportation, environment, and location.

Area A consists mainly of mixed-use buildings, which have multifamily residential units above retail. The mixed-use buildings range from four to six stories with courtyards and parking decks. The street system forms a grid that creates four blocks which allow for future connectors via stubbed roads to adjacent properties. The public realm is created by having wide sidewalks for outdoor dining and an event lawn or green. One block is planned for only retail; this could have a grocery store as an anchor with liner buildings to conceal the surface parking.



Mountain View Senior Living

To Indian Creek Station

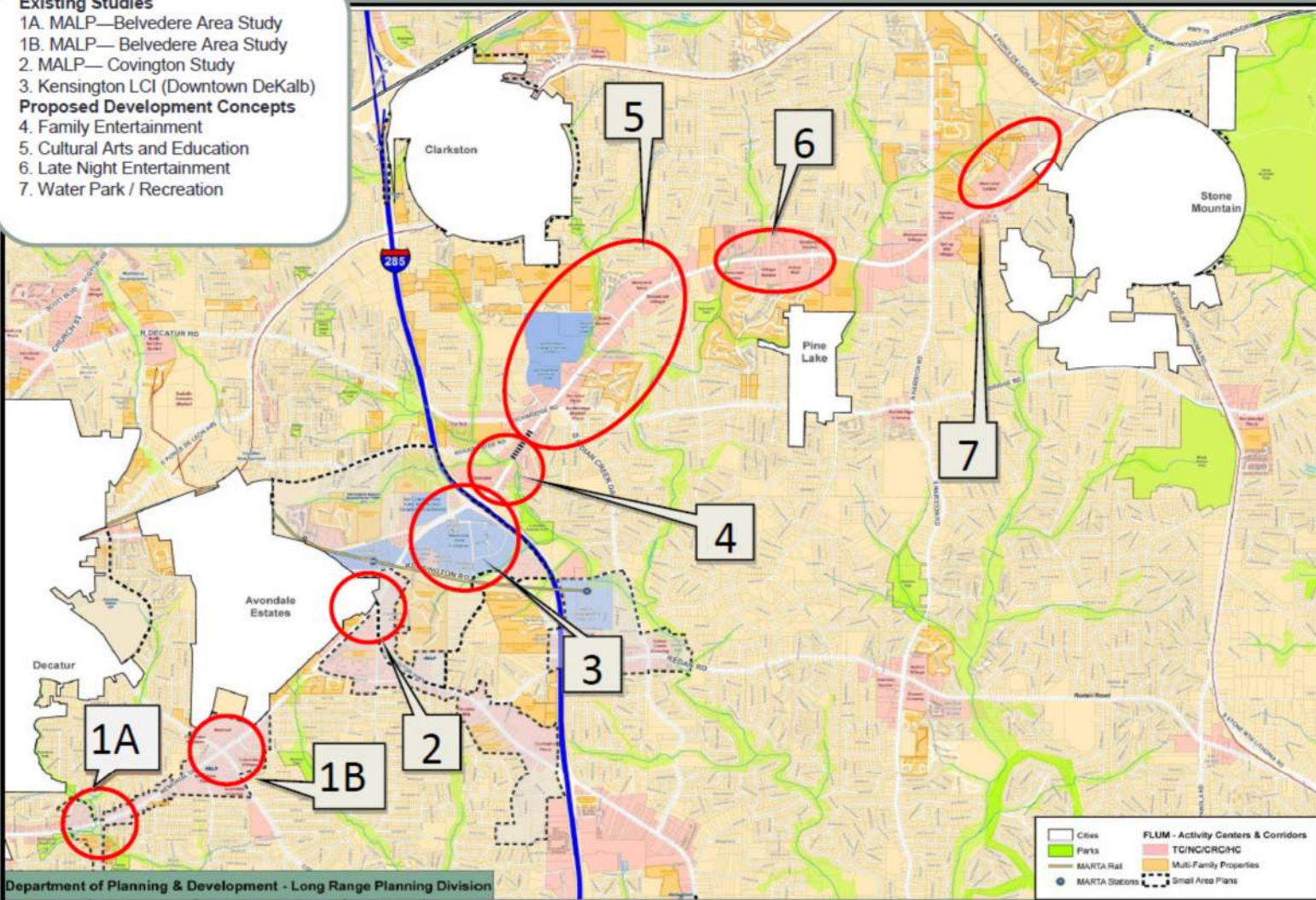


**Existing Studies**

- 1A. MALP—Belvedere Area Study
- 1B. MALP—Belvedere Area Study
- 2. MALP—Covington Study
- 3. Kensington LCI (Downtown DeKalb)

**Proposed Development Concepts**

- 4. Family Entertainment
- 5. Cultural Arts and Education
- 6. Late Night Entertainment
- 7. Water Park / Recreation



Department of Planning & Development - Long Range Planning Division

City	FLUM - Activity Centers & Corridors
Park	TG/NC/CR/HC
MARTA Rail	Multi-Family Properties
MARTA Station	Small Area Plans

Scale: 0 0.25 Miles  
1 inch = 1,000 feet

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W E  
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# Memorial Drive Corridor Vision and Concept Plans

# PROCESS

Spring 2019

STEP ONE  
**Understand the  
Corridor**



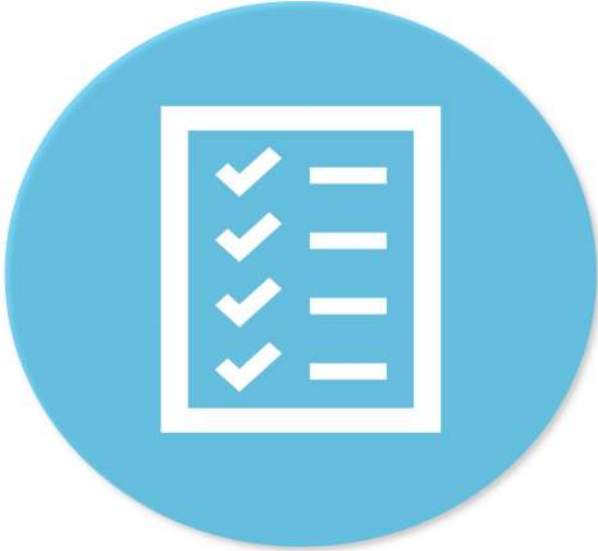
Summer 2019

STEP TWO  
**Identify  
Opportunities**

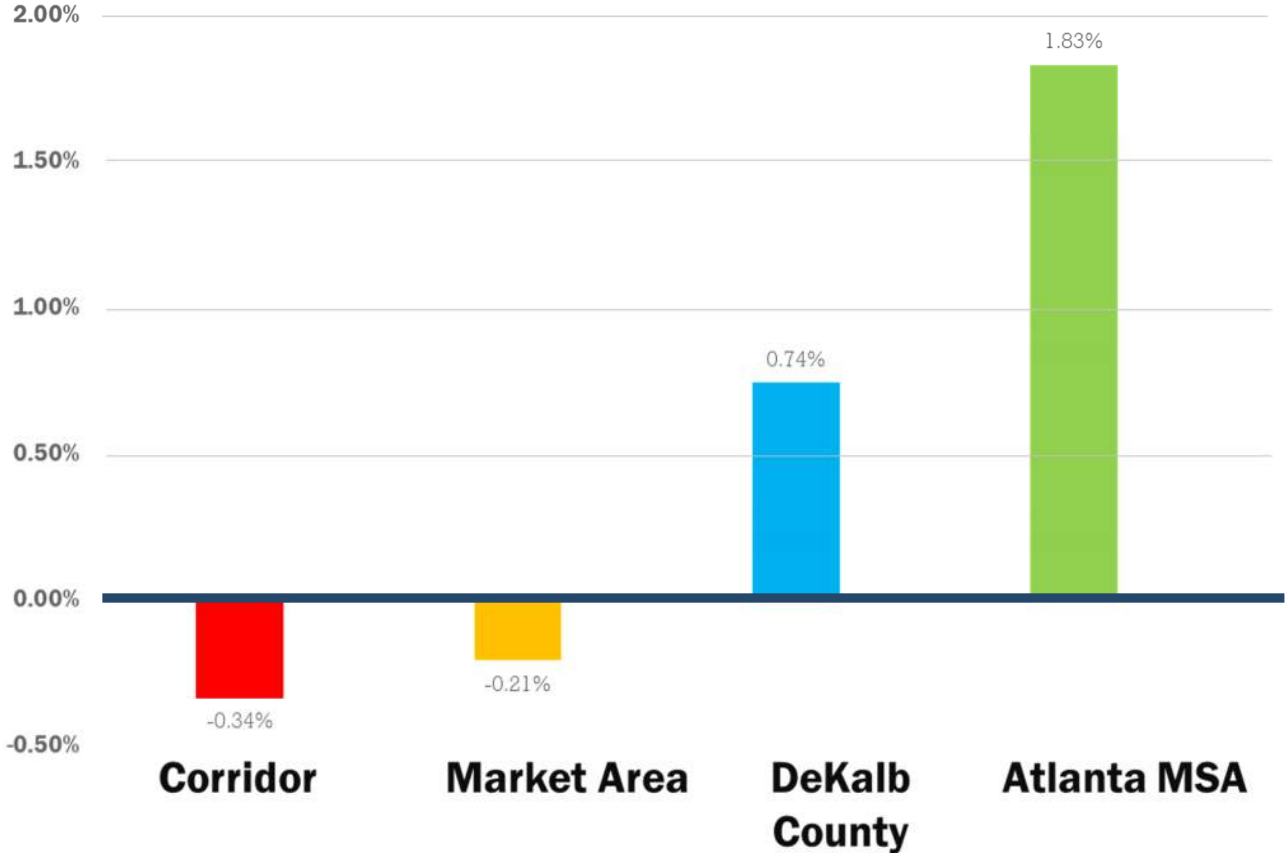


Fall 2019

STEP THREE  
**Develop a Corridor  
Plan**



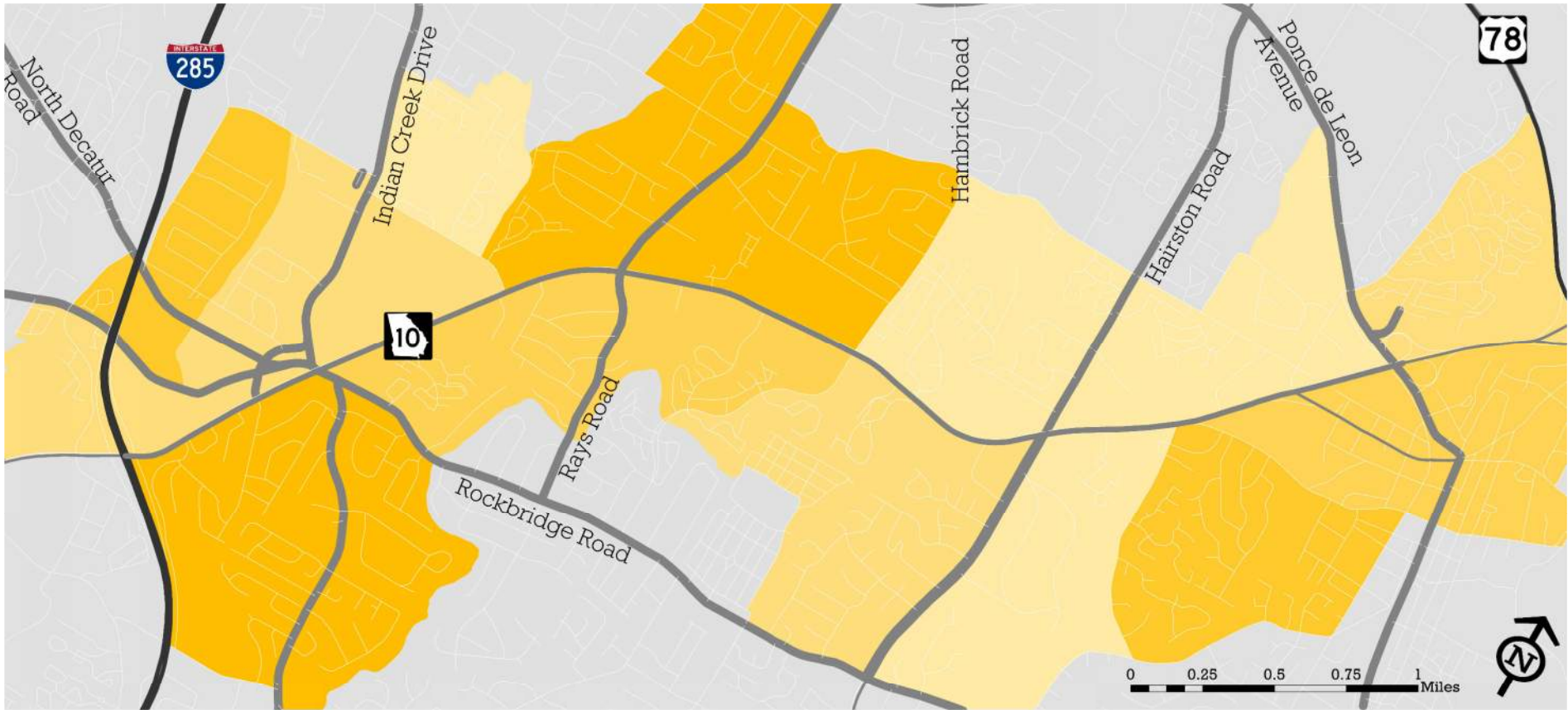
# UNDERSTANDING THE CORRIDOR



**Historical  
Population  
Growth  
(2000-2019)**



# UNDERSTANDING THE CORRIDOR



## Annual Household Income (2016)



Source: American Community Survey (2012-2016)



# UNDERSTANDING THE CORRIDOR



## Transit Commuters (2016)

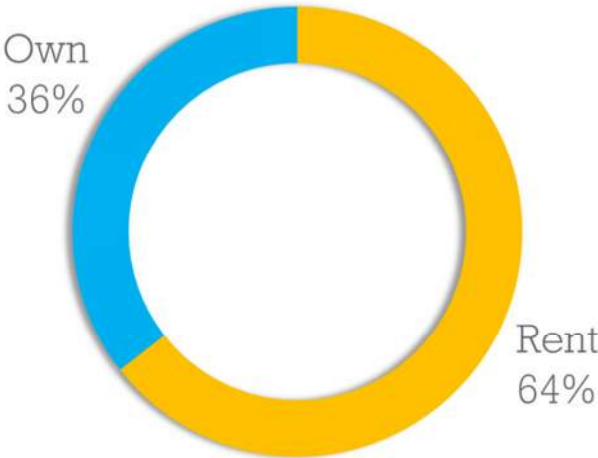


Source: American Community Survey (2012-2016)

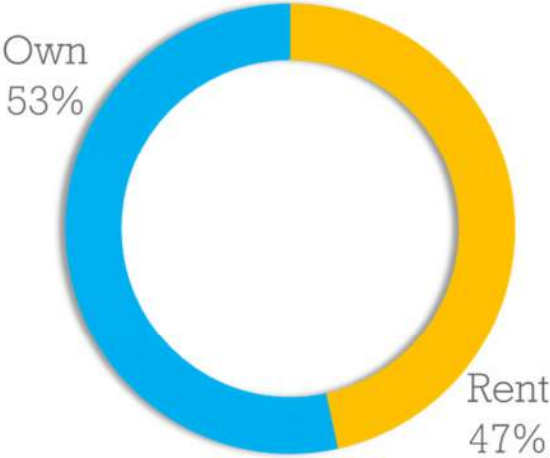
# UNDERSTANDING THE CORRIDOR

## Home Ownership Rates

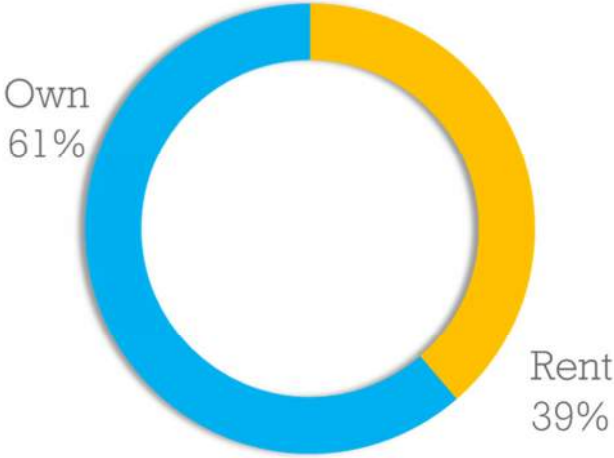
MEMORIAL DRIVE  
CORRIDOR



DEKALB  
COUNTY



20 COUNTY  
ATLANTA REGION



# UNDERSTANDING THE CORRIDOR

## Households With “Housing Cost Burden”

MEMORIAL DRIVE  
CORRIDOR



Renter Occupied Households = 58%  
Owner Occupied Households = 33%

DEKALB  
COUNTY



20 COUNTY  
ATLANTA REGION





# UNDERSTANDING THE CORRIDOR

## CHALLENGES

### Demographic & People

- Declining Population
- Lower Household Incomes and Spending Potential
- Market Area Median Income is 61 Percent of Regional Median

### Built Environment and Infrastructure

- Auto-Centric Environment Not Conducive to Pedestrians
- Implied Evidence of Safety Challenges for Pedestrians
- Disconnected Network
- Large Setbacks

### Market Conditions

- Aging Buildings
- Below-Average Commercial Rents
- Lack of Private Investment
- Buildings Perform Well Enough to Maintain Status Quo
- Lack of Diversification in Commercial Uses

## STRENGTHS

### Demographics & People

- Unique Diversity of Corridor Residents
- Secondary Education Facilities (GSU and Georgia Piedmont) Create large Daytime Student and Faculty Population
- DeKalb Government Acts as Institutional Anchor
- Near Stone Mountain Park

### Built Environment and Infrastructure

- Strong Public Investment in Infrastructure
- Close to MARTA Rail Stations and Park and Ride Lot
- Interstate 285 Connects Corridor to Larger Region

### Market Conditions

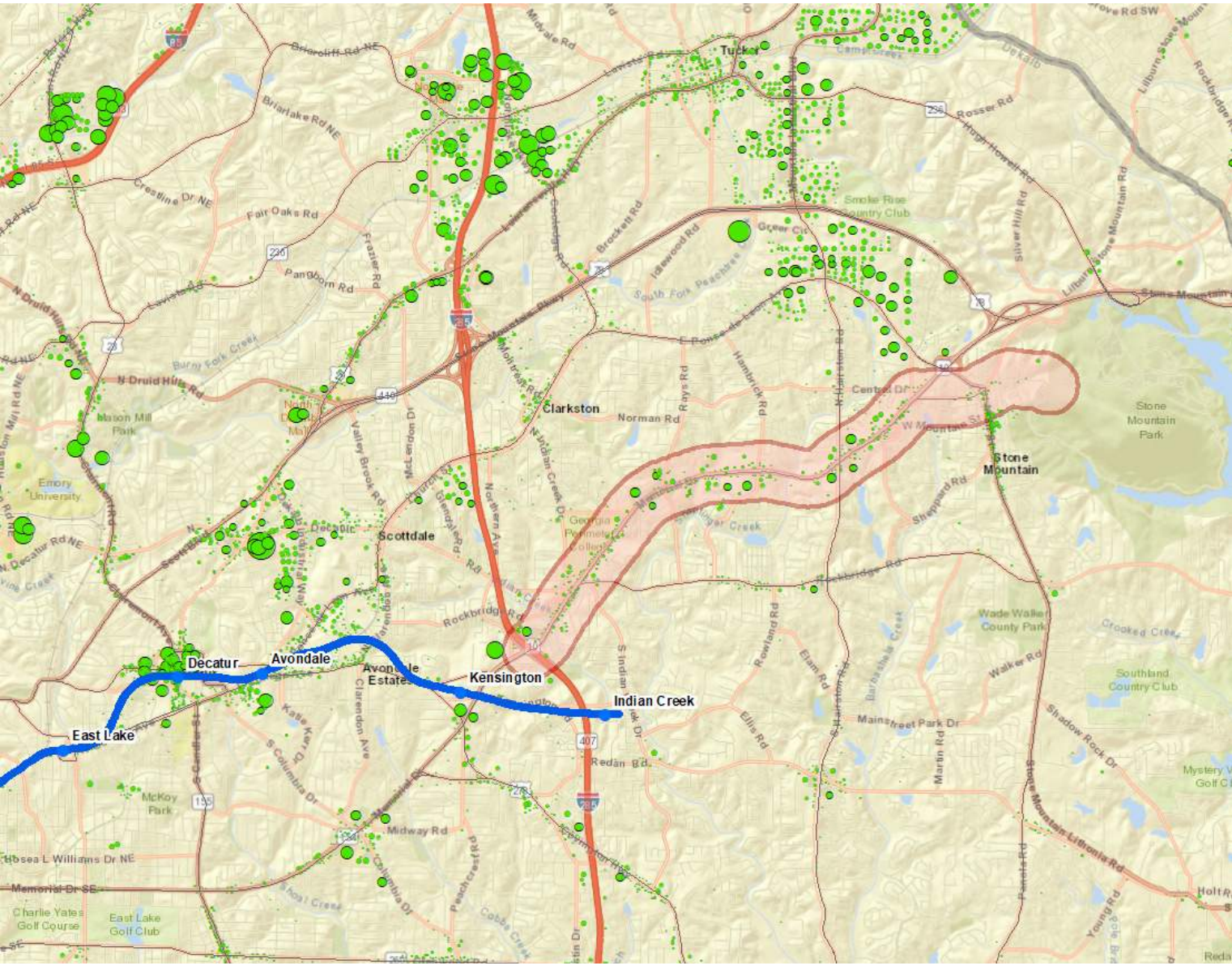
- Limited Retail Competition to South
- Regional Redevelopment Patterns Starting to Move Towards Corridor
- Housing Affordability Relative to Region



**Jonathan Gelber, AICP**

**Bleakly Advisory Group**



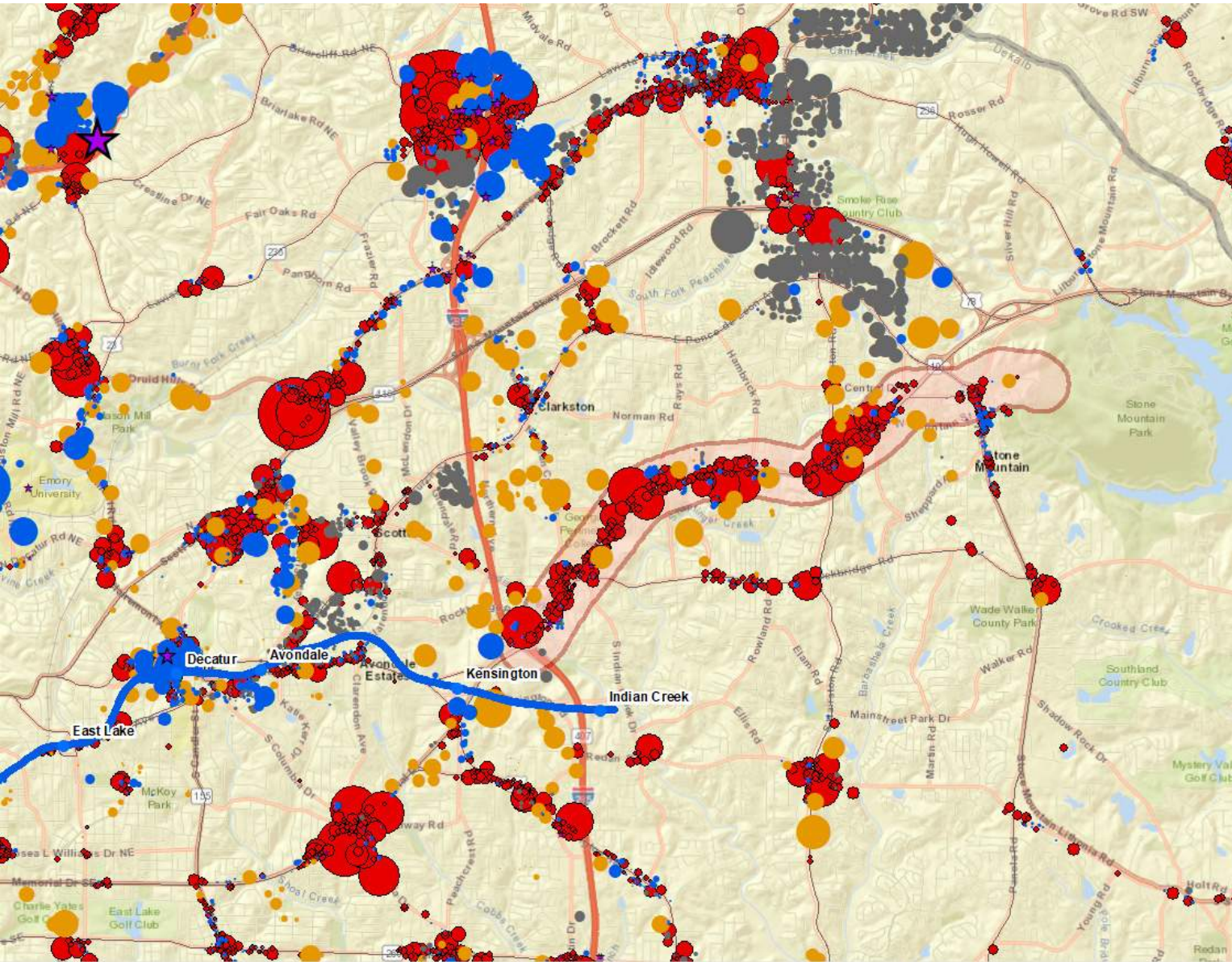


# ECONOMIC GEOGRAPHY: DISTRIBUTION OF EMPLOYMENT



Based on data from CoStar





# ECONOMIC GEOGRAPHY: ALL COMMERCIAL BUILDINGS

- Retail
- Office
- Ind/Flex
- Multifamily
- Hotel
- Entertainment

Based on data from CoStar

## Demographic Challenges

- Declining Population
- Lower household incomes and spending potential
  - Market area median income is 61% of regional median.

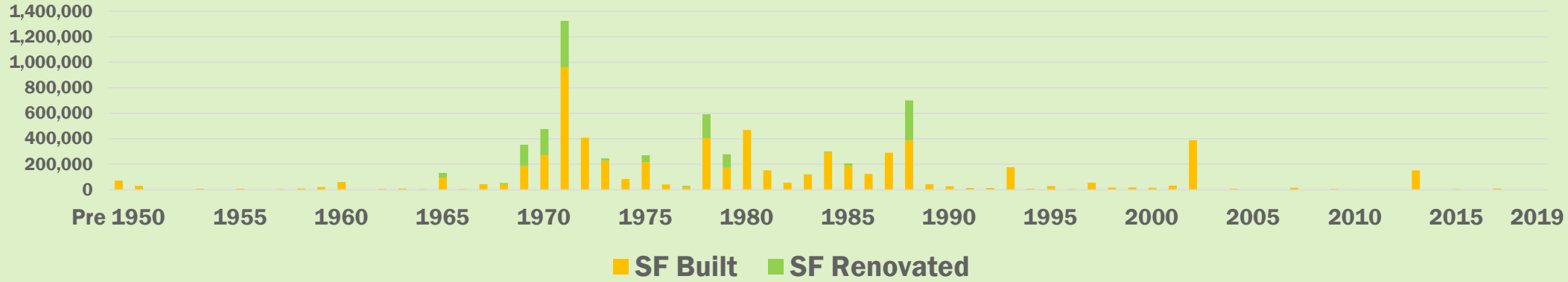
## Market Challenges

- Aging buildings
- Below-average commercial rents
- Lack of private investment
- Buildings are performing relatively well-makes it easier to maintain status quo.
- Lack of diversification in housing stock and commercial uses.

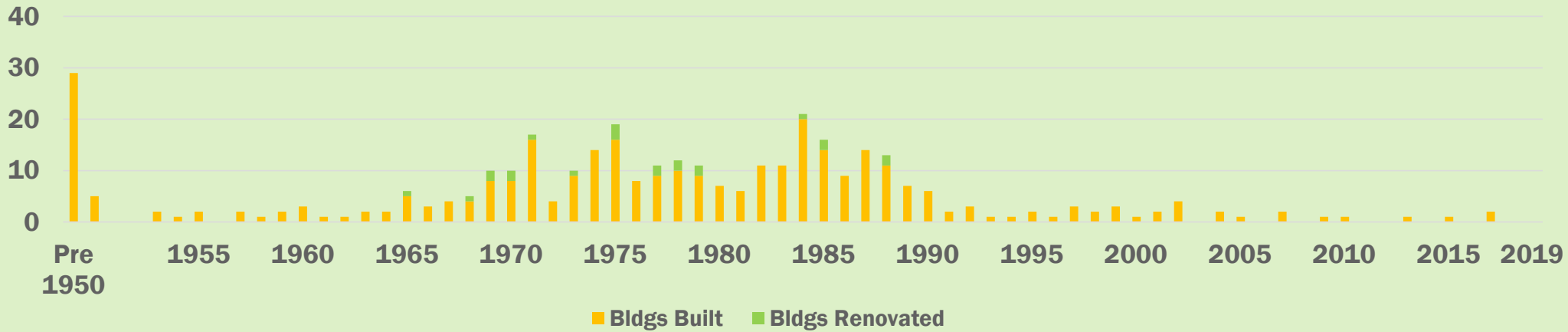
## Strengths Opportunities

- Strong public investment in transportation infrastructure
  - Roads & Intersections
  - Sidewalks and Streetscapes
  - Bike Paths & Trails
  - MARTA bus and 2 rail stations
  - Interstate 285
- Access to jobs nearby
- GSU, DeKalb Government and Stone Mountain Park as institutional anchors

### Memorial Drive Corridor Commercial Construction, by SF



### Memorial Drive Corridor Commercial Construction, by Buildings



Based on data from CoStar



# REAL ESTATE MATH

- Here come the planners!



Why do aging shopping centers and apartments stay that way?

Why can't they do something better?

- Investment goal is cash flow.
  - Not redevelopment (buy and hold).
  - Not public service or community building.
  - Part of an investment portfolio.
- Low operating costs:
  - Property taxes
  - Operating & management costs
  - Minimal maintenance & repair
  - No debt Service
- Modest but steady revenue flow:
  - Tenants paying rent
  - Manageable vacancy rate
- As long as **revenue > operating costs**, the owner is making money with low risk and low effort.



## Redevelopment is hard!

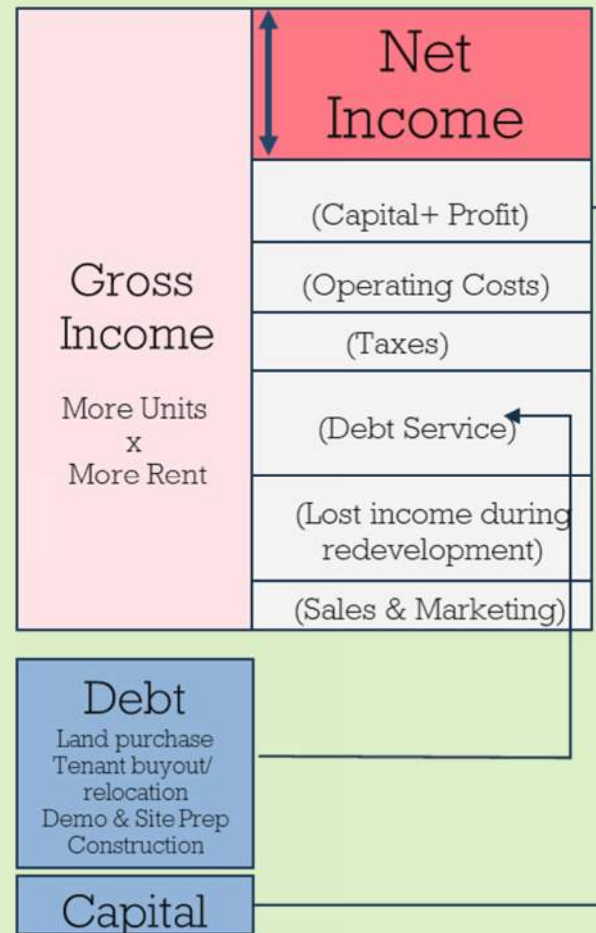
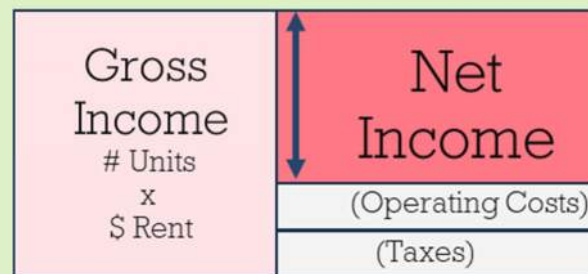
- It takes time & effort
- It is really hard work
- Existing leases & tenants make change difficult
- No revenue from rent during redevelopment
- It requires large amounts of capital & debt
- It usually requires complicated financing
- It involves assuming a higher level of risk
- Many property owners are not experienced or comfortable with the business of redevelopment





## Cash Flow Before Redevelopment

## Cash Flow After Redevelopment



# There are two scenarios where redevelopment makes sense

## 1. Revenue falls below operating costs

- increasing vacancy, declining rents, or increased costs

## 2. Revenue potential justifies disruption of current land use, increased risk, and increased effort.

- Potential to capture higher rents and values
- Potential to create more density
- Potential to create a new “place”
- Potential to capture “brand”, and energy of character of nearby areas



# REAL ESTATE MATH

- The Rule of Three
  - It makes financial sense to purchase a parcel for redevelopment if the potential value after redevelopment is 3x or more the purchase cost.
  - This rule is easy to recognize with teardown homes:
    - The new home asking prices will always be 3-times the price of the home that was torn down.

**2 units to the acre @ \$10/Unit**



**4 units to the acre @ \$20/Unit**



## Price history

DATE	EVENT	PRICE
8/1/2019	Listed for sale	\$1,295,000 (+187.8%)
6/28/2018	Sold	\$450,000 --



## Mid 2000s

In an initial wave of growth of an area known previously for light industrial uses and occasional crime, Octane Coffee (pictured here) and similarly minded businesses begin opening in repurposed buildings. It is often pioneering businesses such as restaurants, coffeeshops, and artist spaces that lead the private sector into seeing the opportunities of redevelopment.

## Early to Mid 2010s

Following a slowdown in momentum due to the Great Recession, the area begins to revitalize in earnest with several 3-5 story mixed use buildings (such as this one which opened in 2015) containing ground floor retail and apartments on upper floors.

## Late 2010s

With redevelopment increasingly profitable, property owners and developers become more ambitious and build taller, such as this 13 story building which currently (2019) being constructed.



# WHAT CAN THE PUBLIC SECTOR DO TO PROMOTE REDEVELOPMENT?

## 1. Set up positive regulatory environment

- Zoning & Land Use
- Expedited Permitting
- Enable mixed-use walkable development
- Tax Credits Programs
- Opportunity Zones & GRAD
- Site marketing and partner outreach

## 2. Support key public infrastructure and site preparation

- Roads & bridges
- Stormwater & Sewer
- Environmental Mitigation
- Parks, Plazas & Greenspace
- Other supportive projects & deals

## 3. Mitigate Risk

- Place public uses on or near site (such as libraries, museums, visitor centers, or public offices)
- Enhance the public realm (streetscapes, buried utilities, parks & paths)

## WHAT CAN THE PUBLIC SECTOR DO TO PROMOTE REDEVELOPMENT?

### 4. Offer Financing Support

- Tax Allocation Districts
- Municipal Bonds
- Development Authority
- Tax Abatements

### 5. Do the hard work ahead of time

- Buy and assemble small parcels into marketable parcels.
- Buy aging or contaminated sites and clean them up.

### 4. Direct subsidy

- Help a development partner write down land cost
- Purchase key redevelopment sites





**Jen Price, AICP**

**Sycamore**

# IDENTIFYING OPPORTUNITIES

## ENGAGING THE COMMUNITY

A centerpiece of the Memorial Drive Revitalization Corridor Plan was the planning team's commitment to and incorporation of community engagement into the planning process. Through meetings, "Pop Up" events, design workshops, surveys, and interactive maps, the planning team developed the plan's recommendations 'hand in hand' with the hundreds of corridor residents, business owners, and interested stakeholders who participated in the planning process.

**May 18, 2019**

A second "Pop Up" event is held at the International Trade Mall to talk to area residents



**April 2019**

DeKalb County begins planning process.

**June 11, 2019**

The Memorial Drive Business Development Advisory Committee (BDAC), a group comprised of business owners and operators, area non-profits, and residents, meets for the first time.

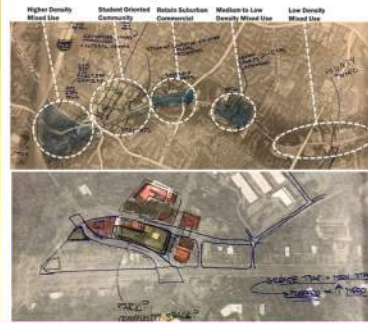
**Summer 2019**

Over 900 people take our online survey and provide comments and feedback on an interactive map of the corridor.



**August 19, 2019**

A second meeting of the BDAC serves as a 'dry-run' for a full Design Workshop held a few days later. An initial land use vision and concept is developed.



**November 16, 2019**

The community engagement component of the process ends with a celebratory "Taste of Memorial" event where nearly 100 people sampled food from various businesses along the corridor and learned about the final recommendations for the corridor.



**September 24, 2019**

A third meeting of the BDAC includes discussion of the emerging recommendations, focusing on the illustrative drawings and concepts that articulate the collective vision for the corridor.

**October 30, 2019**

A final BDAC meeting is held as part of the process to discuss various recommendations and strategies to achieve the intended vision for the corridor.



**April 23, 2019**

The planning team holds their first "Pop Up Event" to discuss the future of the corridor with college students at Georgia State University's Clarkston Campus.



**June 20, 2019**

Yet another "Pop Up"! This time at the Nam Dae Mun grocery store.

**June 25, 2019**

Over 200 people attend the first Community Open House! Residents and business owners participated in discussions and exercises to help define a vision for the corridor, determine areas the planning team should focus on, and advise on the appropriate scale of activity on the corridor.



**August 21, 2019**

A multi-hour Design Workshop was held where members of the community worked side by side with our planning team to refine and develop concepts along the corridor for Land Use & Density, Connectivity, and Placemaking.

**October 7, 2019**

A community open house is held where the initial recommendations are presented and discussed. These recommendations focus on (1) connectivity options, (2) gateway features, (3) illustrative redevelopment ideas, and (4) land use concepts



# IDENTIFYING OPPORTUNITIES

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Use of a multi-pronged approach focusing on a community-driven planning process

- **Community Meetings (4)** – Traditional opportunities to meet and discuss the plan with the public.
- **Business Development Advisory Committee Meetings (4)** – focused group intended to represent primarily private sector and non-profit perspective.
- **Pop Ups and Intercepts (5)** – tactical events intended to engage with specific populations
- **Online Engagement** – online opportunities to get input and share information



# IDENTIFYING OPPORTUNITIES

**It's In DeKalb**  
June 25

Join DeKalb County Planning and Sustainability tonight from from 6 to 8 p.m. for a Community Open House to discuss the Memorial Drive Corridor. The open house will be at the DeKalb County Watershed Management Office. To take the survey: <https://planningatpond.com/memorialdrivecorridorplan...>

**MEMORIAL DRIVE REVITALIZATION CORRIDOR PLAN**

**Come Visit Us At Our First of Four Planned Community Open Houses and Tell Us Your Thoughts About the Future of the Corridor!**  
This meeting will be in an open house format that will allow you and other attendees to arrive anytime at your convenience within the 6 to 8 PM window!

**Tuesday, June 25, 2019  
6 to 8 PM**  
DeKalb County Watershed Management Office  
(D&K Suit City Plaza)  
4572 Memorial Drive Decatur, Georgia 30032

**Also, please visit our website and take our survey!**  
Take an online survey to share your feedback about thoughts about the corridor.  
<https://planningatpond.com/memorialdrivecorridorplan>

**Commissioner Steve Bradshaw**  
DeKalb County District 4

Please join us for the second public meeting for the Memorial Drive Corridor Revitalization Plan on August 21st from 1-4 and 5-8 p.m. at the DeKalb Conference Center at Georgia Piedmont Technical College, 495 North Indian Creek Drive. Drop in at any time and stay for the presentation. If you are unable to attend, please be sure to check out the website and take the community survey [here](https://planningatpond.com/memorialdrivecorridorplan#/).

**TAKE AN ACTIVE ROLE IN THE REVITALIZATION OF THE MEMORIAL DRIVE CORRIDOR!**

**Collaborate with our Planning Team at our upcoming "Design Workshop"**  
Wednesday, August 21, 2019  
DeKalb Conference Center, 495 North Indian Creek Drive, Decatur, Georgia 30032

Planning the road, street and neighborhood settings, our planning team will be working in small groups to develop conceptual ideas for the design of the corridor and looking for your feedback. **Please visit us at your convenience and respond any time during the legislative schedule below:**

- 1:00 - 4:00 PM: Community Overview (Drop in any time)
- 4:00 - 5:00 PM: Community Overview (Drop in any time)
- 5:00 - 8:00 PM: Community Overview (Drop in any time)
- 8:00 - 10:00 PM: Open House (Drop in any time)

Want to learn more about our work? [Click here](https://planningatpond.com/memorialdrivecorridorplan#/)

**Atlanta Regional Commission**  
5 hrs

Live, shop, or work near Memorial Drive? Come learn more about plans for the corridor's future and share your thoughts at an open house Tuesday, June 25. Drop by between 6:00 and 8:00 p.m.: 4572 Memorial Drive, Decatur, Ga. 30032 Meanwhile, take this survey to share your thoughts--> <https://planningatpond.com/memorialdrivecorridorplan#/>

PLANNINGATPOND.COM  
**Social Pinpoint - Memorial Drive Corridor Plan**  
A Place to engage your Community

YouTube

Search

Memorial Drive Revitalization Corridor Plan

0:42 / 3:50

# IDENTIFYING OPPORTUNITIES

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Over 400 community meeting attendees



Over 13,000 website visits!

*“It’s the best process I’ve ever seen by the County. It included and reached out to so many different communities and embraced all cultures, religions, and races. It has been a remarkable process and our neighborhood is fully in support”*

- Community Member, in Support of Memorial Drive Revitalization Corridor Plan



6,900 online interactive map comments



Over 1,000 online surveys submitted

# IDENTIFYING OPPORTUNITIES



**VISIONING OPEN HOUSE –  
June 25, 2019**



# IDENTIFYING OPPORTUNITIES

DESIGN WORKSHOP –  
August 21, 2019



# PLANNING PROCESS | Community Meetings



**MEMORIAL DRIVE**  
REVITALIZATION CORRIDOR PLAN



English Translation: Point to your language

<b>Amharic</b>	ጎንጎንን ያሳዩ። ጠየቅን ጠየቅ። ጠየቅን ጠየቅ። ጠየቅን ጠየቅ።
<b>Arabic</b>	ناتك. وسوف يتم جلب مترجم فوري لك. ناتك. وسوف يتم جلب المترجم الفوري لك.
<b>Bosnian</b>	Pokažite svoj jezik. Prevodilac će biti posređovan. Pokažite jezik bez troškova za prevodilača.
<b>Burmese</b>	သင်တို့ကို ဝေဖန်ပါ။ ဝေဖန်ပါ။ ဝေဖန်ပါ။ ဝေဖန်ပါ။
<b>Cantonese</b>	請指認您的語言。 以便為您提供免費的傳譯服務。
<b>Farsi (Persian)</b>	د نظر شما یک مترجم فوری آوریم. ما برای شما مترجم فوری داریم.
<b>French</b>	Pointez vers votre langue et on appellera un interprète qui vous sera fourni gratuitement.
<b>Karen</b>	ကျွန်ုပ်တို့ကို ဝေဖန်ပါ။ ဝေဖန်ပါ။ ဝေဖန်ပါ။ ဝေဖန်ပါ။
<b>Khmer (Cambodian)</b>	សូមបង្ហាញភាសាដែលអ្នកប្រើប្រាស់។ សេវាប្រើប្រាស់នេះគឺឥតគិតថ្លៃ។
<b>Korean</b>	귀하께서 사용하는 언어를 지적하십시오. 언어 통역 서비스를 무료로 제공해 드립니다.



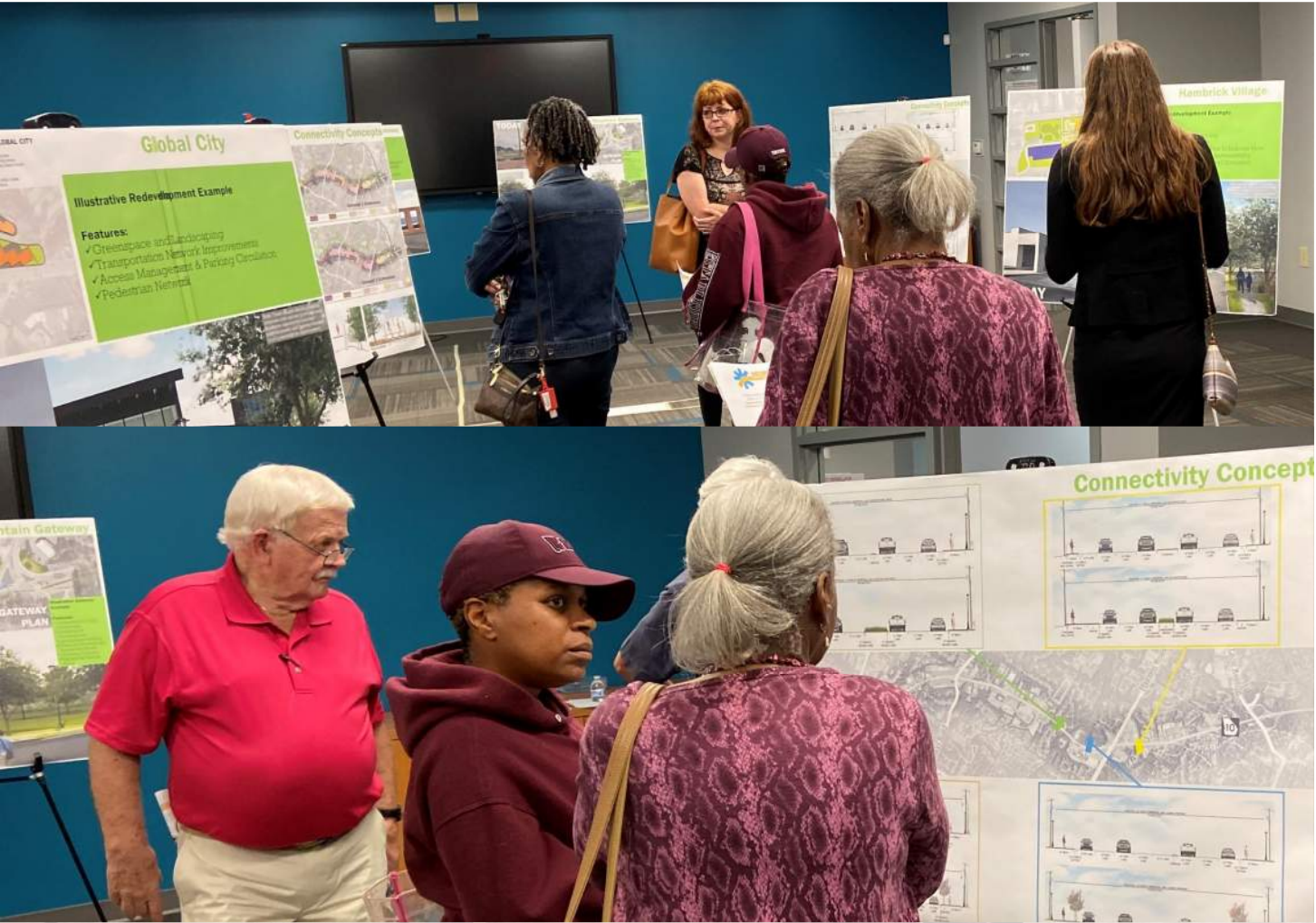
Want to learn more about our work?

Please visit us at:  
[www.dekalbcountyga.gov/memorialdrive](http://www.dekalbcountyga.gov/memorialdrive)





# IDENTIFYING OPPORTUNITIES



A WALK THROUGH  
MEMORIAL DRIVE—  
October 7, 2019



# IDENTIFYING OPPORTUNITIES

A CELEBRATION OF  
MEMORIAL DRIVE-  
November 16, 2019



# IDENTIFYING OPPORTUNITIES

- Georgia State University Clarkston Campus – April 23, 2019
- International Trade Mall – May 18, 2019
- Nam Dae Mun – June 21, 2019
- DeKalb County Tax Commissioner Office – June 25, 2019
- PRISM HOA – March 12, 2020







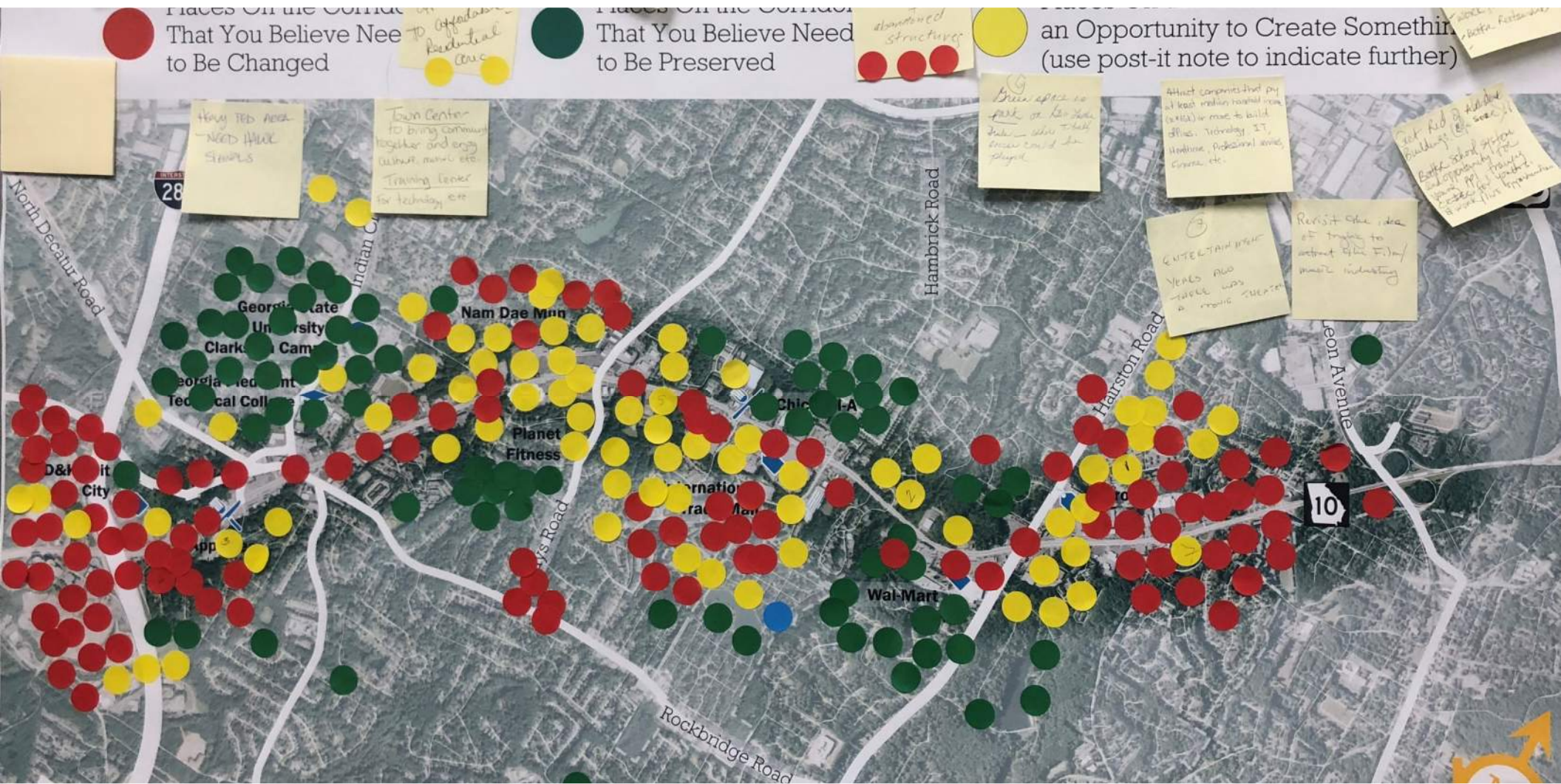




**Eric Lusher, AICP**

**Pond & Company**

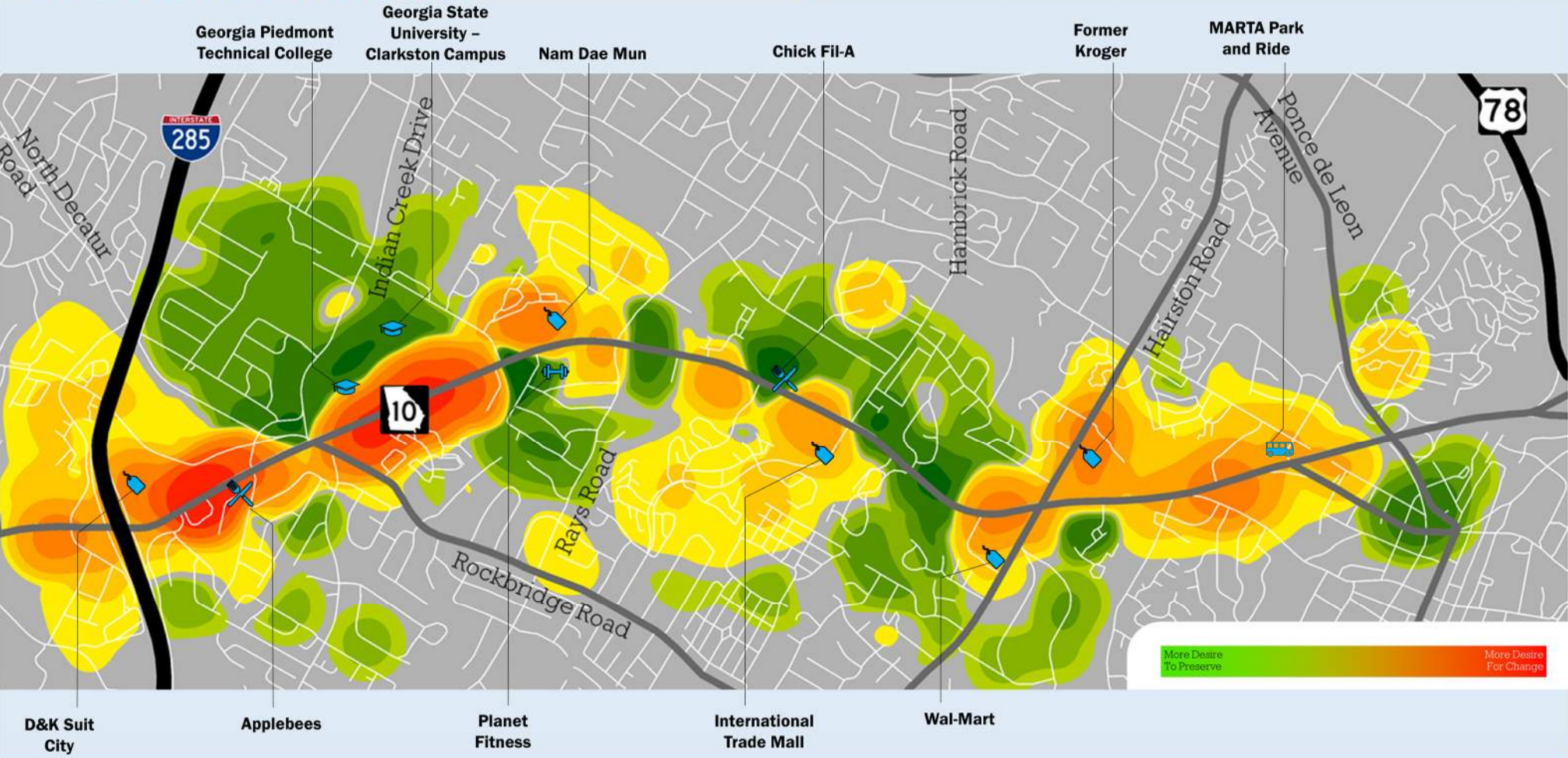
# IDENTIFYING OPPORTUNITIES





# IDENTIFYING OPPORTUNITIES

When We Combine Everyone's Input...





# IDENTIFYING OPPORTUNITIES





# IDENTIFYING OPPORTUNITIES



When We Combine Everyone's Input



# CORRIDOR PLAN

Development Types	Focus Areas			
	Gateway West	Global City	Hambrick Village	Gateway East
Entertainment	◆	◆		◆
Office Locations	◆	◆		◆
Housing	◆	◆	◆	◆
Tourist Attractions	◆		◆	
Open Space & Parks	◆	◆	◆	◆
Restaurant Options	◆	◆	◆	◆
Retail Options	◆	◆	◆	◆
More Grocery Options	◆	◆	◆	◆







# Development Concepts

- LEGEND**
- EXISTING BUILDING
  - PROPOSED BUILDINGS
  - PEDESTRIAN CONNECTIONS
  - ROADS
  - PARKING
  - PLANTED AREA / LAWN
  - GREENSPACE





## Gateway Features





## Gateway Features



## Façade Improvements





## Façade Improvements



Note: This image is for planning purposes only and is provided as an illustrative example of how site redevelopment *could* potentially be implemented.



## Human Scaled Gathering Places





## Embrace Diversity

የኢትዮጵያ ግብርና ቤት  
Ethiopian Kitchen

우리 이발관  
OUR HAIR SALON

Note: This image is for planning purposes only and is provided as an illustrative example of how site redevelopment *could* potentially be implemented.





## Parks & Greenspace





# Parks & Greenspace



# RECOMMENDATIONS | Action Plan

STRATEGY

1

## CHANGE THE PERCEPTION

While there are many notable and positive things happening on the corridor, this section of Memorial Drive has a perception problem. Initiatives and activities need to take place to encourage people to rethink these perceptions and see the corridor in a different light.

STRATEGY

2

## CREATE DEMAND

Because it has effectively been 30 years since there was demand for new development on the corridor, public sector initiatives will need to take place that fill in that gap and create demand where there is currently none by the private sector. By leading the way, private sector investment can follow.

STRATEGY

3

## ENCOURAGE HEALTHY REDEVELOPMENT

A positive regulatory environment can make it easier for the private sector to invest in the corridor by offsetting the risk associated with redevelopment.



# RECOMMENDATIONS | Action Plan

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STRATEGY

1

## CHANGE THE PERCEPTION

### KEY INITIATIVES

- Investigate the Feasibility of and Implement a CID
- Hold Public Events and Embrace Tactical Urbanism
- Market for Filming
- Foster Partnerships

# RECOMMENDATIONS | Action Plan

Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame			
				Immediate	Short-Term	Mid-Term	Long-Term
1.1 Façade Improvement Program	DeKalb County Department of Community Development, Decide DeKalb	Minimum of \$25,000 per location. Potentially much more.	General Funds		◆		
1.2 Leverage the County's Tree Bank	DeKalb County Department of Planning & Sustainability	Varies/No Cost	General Funds	◆			
1.3 Investigate the Feasibility of and Implement a CID	DeKalb County Board of Commissioners, Private Sector	\$100,000+	General Funds, Additional Tax Assessments of Commercial Properties	◆			
1.4 Hold Public Events & Embrace Tactical Urbanism	DeKalb County, Private Sector, Potential CID, Discover DeKalb	Minimum of \$25,000 per event	General Funds with Hope to be Self Funded	◆			
1.5 Food Tours	DeKalb County Department of Planning & Sustainability, Private Sector, Potential CID, Discover DeKalb	\$2,500+ per tour	Ideally Self Funded		◆		

Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame			
				Immediate	Short-Term	Mid-Term	Long-Term
1.6 Re-Brand the Corridor	DeKalb County Department of Planning & Sustainability, Private Sector, Potential CID	\$50,000-\$100,000	General Funds, Private Investment		◆		
1.7 Enhance Safety & Security	DeKalb County Police, Potential CID	\$500,000+ annually	Police Funds, CID Funds		◆	◆	
1.8 Market for Filming	DeKalb County Board of Commissioners, Discover DeKalb, Decide DeKalb	\$100,000+	General Funds, Private Investment		◆		
1.9 Improve Visibility to GSU and Georgia Piedmont	DeKalb County Department of Transportation, GDOT, GSU, Georgia Piedmont	\$500,000+	General Funds			◆	◆
1.10 Foster Partnerships	Varies	Varies	Varies	◆			

STRATEGY

**1**

**CHANGE THE PERCEPTION**



# RECOMMENDATIONS | Action Plan

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## CREATE DEMAND

STRATEGY

2

### KEY INITIATIVES

- Gateways to the Corridor
- Establish an Arts Corridor
- Implement a Trail Network
- Address Pedestrian needs

# RECOMMENDATIONS | Action Plan

Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame				Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame			
				Immediate	Short-Term	Mid-Term	Long-Term					Immediate	Short-Term	Mid-Term	Long-Term
2.1 Gateways to the Corridor	DeKalb County Departments of Public Works, Parks and Recreation, and Planning & Sustainability; Park Pride	\$500,000+ per location	General Funds		◆			2.4 Address Pedestrian Needs	DeKalb County Departments of Public Works, DeKalb County Department of Transportation, GDOT, Peds	Varies, Initial Road Safety Audit between \$50,000-\$100,000	Transportation Funds (including potential state and federal dollars)	◆	◆	◆	◆
2.2 Establish an Arts Corridor	DeKalb County Departments of Public Works, Parks and Recreation, and Planning & Sustainability; Park Pride; Property Owners; Discover DeKalb	Will vary considerably, but at least \$5,000 per installation but can be significantly more.	General Funds		◆			2.5 Enhance Active Mode and Aesthetic Experience Along Memorial Drive	DeKalb County Departments of Public Works, DeKalb County Department of Transportation, GDOT	\$3.0 million a mile on average	Transportation and Park/Recreation Funds				◆
2.3 Implement a Trail Network	DeKalb County Departments of Public Works, Parks and Recreation, Department of Transportation; GDOT; GSU; Path Foundation	\$2.5 million a mile on average	Transportation and Park/Recreation Funds			◆	◆	2.6 Direct Investment in the Corridor	DeKalb County Board of Commissioners, Explore DeKalb	Varies, but likely expensive	General Fund		◆	◆	◆

**CREATE DEMAND**

STRATEGY  
**2**



# RECOMMENDATIONS | Action Plan

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STRATEGY

3

ENCOURAGE HEALTHY  
REDEVELOPMENT

## KEY INITIATIVES

- Address Changes in the Comprehensive Plan and Zoning
- Detailed Study & Marketing of Sites
- Investigate Investor Programs

# RECOMMENDATIONS | Action Plan

Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame			
				Immediate	Short-Term	Mid-Term	Long-Term
3.1 Address Changes in the Comprehensive Plan and Zoning	DeKalb County Department of Planning & Sustainability	Minimal	Staff Time	◆	◆		
3.2 Expedite Permitting & Approvals	DeKalb County Department of Planning & Sustainability	Varies, but generally minimal when coordinated with other initiatives	Staff Time, General Fund		◆	◆	◆
3.3 Investigate Investor Programs	DeKalb County Department of Planning & Sustainability, Decide DeKalb	Initially \$50,000-\$100,000	Staff Time, General Fund		◆	◆	◆
3.4 Detailed Study & Marketing of Sites	DeKalb County Department of Planning & Sustainability	Varies, but generally expensive (\$500,000 but likely much more)	Staff Time, General Fund		◆	◆	◆
3.5 Opportunity Zones	DeKalb County Department of Planning & Sustainability	Minimal	Staff Time, General Fund		◆	◆	◆
3.6 Become an Active Development Partner	DeKalb County Board of Commissioners, DeKalb County Department of Planning & Sustainability, Decide DeKalb	Varies, but generally very expensive	Staff Time, General Funds, CDBG Grants			◆	◆

Initiative	Potential Responsibilities	Likely Costs	Potential Funding Source	Potential TimeFrame			
				Immediate	Short-Term	Mid-Term	Long-Term
3.7 Create a Corridor Tax Allocation District	DeKalb County Board of Commissioners, DeKalb County Department of Planning & Sustainability, DeKalb County Public Schools Decide DeKalb	Self funding	Staff Time to Set Up, Self Funding		◆	◆	◆

3

STRATEGY
ENCOURAGE HEALTHY REDEVELOPMENT



# **Cedric Hudson, MCRP**

**DeKalb County Department of Planning & Sustainability**




# The Future...

## KEY INITIATIVES ALREADY BEING IMPLEMENTED

- Corridor Branding
- Gateways
- Community Action Group

**Initiative 1.6 – Re-Brand the Corridor**



Action Plan	
1.	If a CID is formed, that organization may be an appropriate mechanism to explore further opportunities to re-brand the corridor.
2.	Should a CID not be formed and/or not pursue a specific corridor re-branding, the Memorial Drive Revitalization Corridor Plan still offers initial ideas for how to refer to nodes along the corridor.

Resources	Strategy & Purpose
<b>Potential Time Frame(s)</b> Short-Term (1-3 years)	1. Move beyond the phrase "Memorial Drive" and the stigma and perception that are sometimes associated with it. 2. Further communicate (through the actual act of re-branding) that the corridor is changing and that there are opportunities for reinvestment.
<b>Potential Funding Source(s)</b> • General Funds	
<b>Web Resources &amp; Contacts</b> DeKalb County Department of Planning & Sustainability Larry Washington Senior Planner 404.371.1139 lwashington@dekalbcountyga.gov www.dekalbcountyga.gov	



**Initiative 1.10 – Foster Partnerships**



Action Plan	
1.	Develop partnerships to advocate for the area, leverage funding, and broadly build awareness of the corridor's highlights.
2.	Work with specific partners (such as GSU, CDOT, ARC, Decade DeKalb, etc.) who can take on specific roles in supporting the revitalization of the corridor.

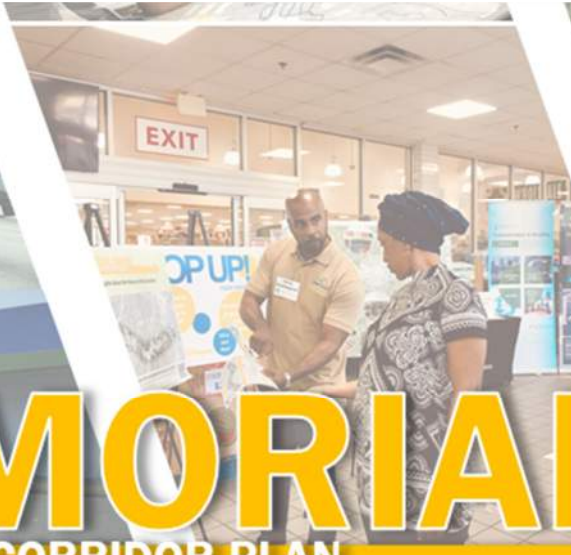
Resources	Strategy & Purpose
<b>Potential Time Frame(s)</b> Short-Term (1-3 years)	1. Leverage the talents and interests of various community partners (public sector, private sector, non-profits, citizens, etc.) who have a vested interest in the revitalization of the corridor. 2. Cooperation and interest from community partners can assist with advocacy, funding, and awareness for the community's revitalization.
<b>Potential Funding Source(s)</b> • General Funds	
<b>Web Resources &amp; Contacts</b> DeKalb County Department of Planning & Sustainability Larry Washington Senior Planner 404.371.1139 lwashington@dekalbcountyga.gov www.dekalbcountyga.gov	

**Initiative 2.1 – Gateways to the Corridor**

Action Plan	
1.	Prepare more detailed plans for pocket park spaces at identified locations on the corridor.
2.	Acquire property and right-of-way as appropriate and needed.
3.	Construct features and gateways per detailed plans.

Resources	Strategy & Purpose
<b>Potential Time Frame(s)</b> Short-Term (1-3 years)	1. Use gateway features to help identify a sense of place. 2. Gateway and park features can be a visible sign from the public sector of reinvestment and commitment to the corridor's revitalization.
<b>Potential Funding Source(s)</b> • General Funds	
<b>Web Resources &amp; Contacts</b> DeKalb County Department of Planning & Sustainability Larry Washington Senior Planner 404.371.1139 lwashington@dekalbcountyga.gov www.dekalbcountyga.gov	



# MEMORIAL DRIVE

REVITALIZATION CORRIDOR PLAN



FOCUS AREA 4

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...ces for "Change & Preserve"