The final plan was created from a collaboration of three public meetings and dialogue with stakeholders such as DeKalb County, MARTA, and Avondale 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 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 connections 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, which could have a grocery store as an anchor with line buildings to conceal the surface parking.

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
- Townhome: 7 units
- Hotel: 280 rooms

Developed Area: 120.5 acres
Open Space: 26.1 acres

* These are uses recommended in the 2002 LCI Study
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
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


- Corridor: -0.34%
- Market Area: -0.21%
- DeKalb County: 0.74%
- Atlanta MSA: 1.83%
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
- Own: 36%
- Rent: 64%

DEKALB COUNTY
- Own: 53%
- Rent: 47%

20 COUNTY ATLANTA REGION
- Own: 61%
- Rent: 39%
UNDERSTANDING THE CORRIDOR

Households With “Housing Cost Burden”

MEMORIAL DRIVE CORRIDOR: 47%
DEKALB COUNTY: 40%
20 COUNTY ATLANTA REGION: 34%

Renter Occupied Households = 58%
Owner Occupied Households = 33%
## UNDERSTANDING THE CORRIDOR

### CHALLENGES

<table>
<thead>
<tr>
<th>Demographic &amp; People</th>
<th>Built Environment and Infrastructure</th>
<th>Market Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declining Population</td>
<td>Auto-Centric Environment Not Conducive to Pedestrians</td>
<td>Aging Buildings</td>
</tr>
<tr>
<td>Lower Household Incomes and Spending Potential</td>
<td>Implied Evidence of Safety Challenges for Pedestrians</td>
<td>Below-Average Commercial Rents</td>
</tr>
<tr>
<td>Market Area Median Income is 61 Percent of Regional Median</td>
<td>Disconnected Network</td>
<td>Lack of Private Investment</td>
</tr>
<tr>
<td></td>
<td>Large Setbacks</td>
<td>Buildings Perform Well Enough to Maintain Status Quo</td>
</tr>
</tbody>
</table>

### STRENGTHS

<table>
<thead>
<tr>
<th>Demographics &amp; People</th>
<th>Built Environment and Infrastructure</th>
<th>Market Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Diversity of Corridor Residents</td>
<td>Strong Public Investment in Infrastructure</td>
<td>Limited Retail Competition to South</td>
</tr>
<tr>
<td>Secondary Education Facilities (GSU and Georgia Piedmont) Create large Daytime Student and Faculty Population</td>
<td>Close to MARTA Rail Stations and Park and Ride Lot</td>
<td>Regional Redevelopment Patterns Starting to Move Towards Corridor</td>
</tr>
<tr>
<td>DeKalb Government Acts as Institutional Anchor</td>
<td>Interstate 285 Connects Corridor to Larger Region</td>
<td>Housing Affordability Relative to Region</td>
</tr>
</tbody>
</table>
ECONOMIC GEOGRAPHY: DISTRIBUTION OF EMPLOYMENT

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
Based on data from CoStar

Memorial Drive Corridor Commercial Construction, by SF

- SF Built
- SF Renovated

Memorial Drive Corridor Commercial Construction, by Buildings

- Bldgs Built
- Bldgs Renovated

Based on data from CoStar
REAL ESTATE MATH

• Here come the planners!

PHASE 1. MIXED USE
PHASE 2. DENSITY
PHASE 3. PROFIT!

BREAKING NEWS
PLANNER PROPOSES DENSITY, MIXED-USE
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

Gross Income
- # Units x S Rent

Net Income
- (Operating Costs)
- (Taxes)

Cash Flow After Redevelopment

Net Income
- (Capital + Profit)
- (Operating Costs)
- (Taxes)
- (Debt Service)

Gross Income
- More Units x More Rent
- (Lost income during redevelopment)
- (Sales & Marketing)

Debt
- Land purchase
- Tenant buyout/relocation
- Demo & Site Prep
- Construction

Capital
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
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.

### Price History

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/1/2019</td>
<td>Listed for sale</td>
<td>$1,295,000  (+187.8%)</td>
</tr>
<tr>
<td>6/28/2018</td>
<td>Sold</td>
<td>$450,000</td>
</tr>
</tbody>
</table>
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.

**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 nonprofits, and residents, meets for the first time.

**June 25, 2019**
Over 200 people attend the first Community Open House. Residents and business owners participate 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 and density, connectivity, and placemaking.

**August 15, 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.

**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.

**November 11, 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.

**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.

**October 24, 2019**
A third meeting of the BDAC included discussion of the emerging recommendations, focusing on the illustrative drawings and concepts that articulate the collective vision for the corridor.

**May 26, 2017**
A second “Pop-Up” event is held at the International Trade Mall to talk to area residents.

**June 20, 2019**
Yet another “Pop-Up” this time at the Nunn Dae Mun grocery store.
IDENTIFYING OPPORTUNITIES

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

Join DeKalb County Planning and Sustainability tonight 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://planningatponl.com/memorialdrivecorridorplan...
IDENTIFYING OPPORTUNITIES

Over 400 community meeting attendees

Over 1,000 online surveys submitted

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

Want to learn more about our work? Please visit us at: www.dekalbcountyga.gov/memorialdrive
IDENTIFYING OPPORTUNITIES
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
Increase campus visibility along Memorial Dr. Establish pedestrian/bike/scoter circulation. Create public lawns that are suitable for pickup games and events. Maximum frontage along pedestrian friendly streets.
IDENTIFYING OPPORTUNITIES
IDENTIFYING OPPORTUNITIES

When We Combine Everyone’s Input...

Georgia Piedmont Technical College
Georgia State University – Clarkston Campus
Nam Dae Mun
Chick Fil-A
Former Kroger
MARTA Park and Ride

D&K Suit City
Applebees
Planet Fitness
International Trade Mall
Wal-Mart
IDENTIFYING OPPORTUNITIES
IDENTIFYING OPPORTUNITIES

When We Combine Everyone’s Input

- Georgia Piedmont Technical College
- Georgia State University – Clarkston Campus
- Nam Dae Mun
- Chick Fil-A

- Neighborhood Center
- Town Center
- Regional Center

- D&K Suit City
- Applebees
- Planet Fitness
- International Trade Mall
- Wal-Mart
## CORRIDOR PLAN

<table>
<thead>
<tr>
<th>Development Types</th>
<th>Gateway West</th>
<th>Global City</th>
<th>Hambrick Village</th>
<th>Gateway East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entertainment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Locations</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Housing</td>
<td></td>
<td></td>
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<tr>
<td>Tourist Attractions</td>
<td></td>
<td></td>
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<tr>
<td>Open Space &amp; Parks</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Restaurant Options</td>
<td></td>
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</tr>
<tr>
<td>Retail Options</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More Grocery Options</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
ReDevelopment Concepts
Gateway Features
Gateway Features
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.

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.

Embrace Diversity
Parks & Greenspace
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.

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.

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

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

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Potential Responsibilities</th>
<th>Likely Costs</th>
<th>Potential Funding Source</th>
<th>Immediate</th>
<th>Short-Term</th>
<th>Mid-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Façade Improvement Program</td>
<td>DeKalb County Department of Community Development, Decide DeKalb</td>
<td>Minimum of $25,000 per location. Potentially much more.</td>
<td>General Funds</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Leverage the County’s Tree Bank</td>
<td>DeKalb County Department of Planning &amp; Sustainability</td>
<td>Varies/No Cost</td>
<td>General Funds</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Investigate the Feasibility of and Implement a CID</td>
<td>DeKalb County Board of Commissioners, Private Sector</td>
<td>$100,000+</td>
<td>General Funds, Additional Tax Assessments of Commercial Properties</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 Hold Public Events &amp; Embrace Tactical Urbanism</td>
<td>DeKalb County, Private Sector, Potential CID, Discover DeKalb</td>
<td>Minimum of $25,000 per event</td>
<td>General Funds with Hope to be Self Funded</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5 Food Tours</td>
<td>DeKalb County Department of Planning &amp; Sustainability, Private Sector, Potential CID, Discover DeKalb</td>
<td>$2,500+ per tour</td>
<td>Ideally Self Funded</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6 Re-Brand the Corridor</td>
<td>DeKalb County Department of Planning &amp; Sustainability, Private Sector, Potential CID</td>
<td>$50,000-$100,000</td>
<td>General Funds, Private Investment</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7 Enhance Safety &amp; Security</td>
<td>DeKalb County Police, Potential CID</td>
<td>$500,000+ annually</td>
<td>Police Funds, CID Funds</td>
<td>✗ ✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.8 Market for Filming</td>
<td>DeKalb County Board of Commissioners, Discover DeKalb, Decide DeKalb</td>
<td>$100,000+</td>
<td>General Funds, Private Investment</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9 Improve Visibility to GSU and Georgia Piedmont</td>
<td>DeKalb County Department of Transportation, GDOT, GSU, Georgia Piedmont</td>
<td>$500,000+</td>
<td>General Funds</td>
<td>✗ ✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.10 Foster Partnerships</td>
<td>Varies</td>
<td>Varies</td>
<td>Varies</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### STRATEGY

**1**

**CHANGE THE PERCEPTION**
RECOMMENDATIONS | Action Plan

KEY INITIATIVES

- Gateways to the Corridor
- Establish an Arts Corridor
- Implement a Trail Network
- Address Pedestrian needs
## RECOMMENDATIONS | Action Plan

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

## CREATE DEMAND

**STRATEGY 2**
RECOMMENDATIONS | Action Plan

KEY INITIATIVES

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

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

## STRATEGY 3: ENCOURAGE HEALTHY REDEVELOPMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Potential Responsibilities</th>
<th>Likely Costs</th>
<th>Potential Funding Source</th>
<th>Potential TimeFrame</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7 Create a Corridor Tax Allocation District</td>
<td>DeKalb County Board of Commissioners, DeKalb County Department of Planning &amp; Sustainability, DeKalb County Public Schools Decide DeKalb</td>
<td>Self funding</td>
<td>Staff Time to Set Up, Self Funding</td>
<td>● ● ●</td>
</tr>
</tbody>
</table>
The Future...

KEY INITIATIVES ALREADY BEING IMPLEMENTED

- Corridor Branding
- Gateways
- Community Action Group
MEMORIAL DRIVE
REVITALIZATION CORRIDOR PLAN