



Decide DeKalb
Development Authority

DeKalb Thrives

Economic Development
Strategic Plan Recommendations

August 2016

Summary

The Decide DeKalb Development Authority was tasked with managing the implementation of the 2014 DeKalb County Economic Development Strategic Plan. Seven task force groups were established to identify specific recommendations, timeframes, primary owners and costs. These groups included: Community Enhancements (CE), Existing Business and Entrepreneurship (EE), Incentives and Policy Reform (IP), Marketing and Branding (MB), Real Estate and Product Development (RE), Tourism and Culture (TC) and Transportation and Infrastructure (TI). Decide DeKalb (DA) was also responsible for developing recommendations primarily focused on the organization's structure and scope of work. Approximately 100 partners and stakeholders participated in the entire process from May to December 2015. Decide DeKalb reviewed and enhanced the draft recommendations from January to June 2016.

The final recommendations are provided on the following pages. Costs were removed from the final report because it was determined that primary owners are better suited to provide more accurate information. There are a total of 87 recommendations: 42 Short-term, 14 Mid-term, 16 Long-term, 9 Beyond 2018 and 6 for elimination. Seven recommendations were discussed by two task force groups. These recommendations are listed in both task force sections and denoted with an asterisk.

The final plan is named DeKalb Thrives to reflect the growth and prosperity DeKalb County residents, stakeholders and visitors will experience as a result of successful implementation.

DeKalb Thrives - Economic Development Strategic Plan Recommendations

Community Enhancements Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
*CE-1	<p>Match workforce training programs to existing business needs. (Same as EE-11) Decide DeKalb should develop a survey and include questions regarding workforce needs. The survey results should be shared with DeKalb County (Workforce Development) who will work with local technical colleges. The information should be used to specifically determine if the right programs currently exist, to develop programs that match existing business needs and to identify ways to market these programs to employers. Please note: Decide DeKalb's timeframe is Short-term and DeKalb County's suggested timeframe is Mid-term. However, because the overall recommendation is suggested to be completed by December 2017, it is listed as Mid-term.</p>	Mid-term	DeKalb County Gov't, Decide DeKalb	p. 25
CE-2	<p>Strengthen talent pipeline by creating professional service programs for high school students (Engineering, Architecture, etc.). DeKalb County Schools and the DeKalb Chamber of Commerce will work together to better determine how to create, implement and assess these programs.</p>	Mid-term	DeKalb County Schools, DeKalb Chamber of Commerce	p. 67
CE-3	<p>Work with local high schools, universities and trade schools to develop effective job training programs which teach modern logistics skills and practices. The DeKalb Chamber of Commerce should convene a meeting with various stakeholders and partners to determine if this recommendation is feasible by 2018 and who will take the lead in executing. The actual action items associated with the committee work may take longer to implement.</p>	Short-term	DeKalb Chamber of Commerce	p. 70
CE-4	<p>Work with local high schools and trade schools to develop needed workforce development programs for construction and related trades. DeKalb County Schools should meet with local trade schools to gain a better understanding of the existing programs focused on construction and related trades, develop a list of programs for students and make the information accessible for students. Decide DeKalb and the DeKalb Chamber of Commerce should obtain this information from DeKalb County Schools and assist trade schools with sharing these workforce development programs with the business community.</p>	Mid-term	DeKalb County Schools, Decide DeKalb, DeKalb Chamber of Commerce	p. 71
CE-5	<p>Expand educational partnerships and internships with private sector (Adopt a School programs). DeKalb County Schools and the DeKalb Chamber of Commerce should work together to expand current work-based learning programs. Businesses should provide more opportunities for students to be placed in work settings.</p>	Mid-term	DeKalb County Schools, DeKalb Chamber of Commerce	p. 79

TIMEFRAMES

Short-term	Completed by December 2016
Mid-term	Completed by December 2017
Long-term	Completed by December 2018
Beyond 2018	Not a priority but should be considered in the future

CE-6	<p>Better leverage specialized academic programs. DeKalb County Schools should evaluate existing specialized academic programs like nursing and manufacturing to determine if the programs are relevant. DeKalb County Schools should provide a list of these programs to Decide DeKalb and the DeKalb Chamber for assistance in marketing these programs to the business community.</p>	Mid-term	DeKalb County Schools, Decide DeKalb, DeKalb Chamber of Commerce	p. 79
CE-7	<p>Consider funding tuition for low-income students to attend local universities/colleges. Low-income students and families interested in post-secondary educational options should be exposed to the following opportunities:</p> <ul style="list-style-type: none"> • College tours, Industry tours, ACT/SAT Prep and academic support; • Career & college fairs at schools and in communities; and • Tuition assistance available from the business community. 	Beyond 2018	DeKalb County Schools	p. 79
CE-8	<p>Organize stakeholder visits to communities that have successfully improved education outcomes. The DeKalb Chamber of Commerce should organize visits based upon recommendations provided by DeKalb County Schools. The meetings can be scheduled before December 2016. However, all meetings do not have to be completed by this timeframe.</p>	Short-term	DeKalb Chamber of Commerce, DeKalb County Schools	p. 79
CE-9	<p>Adopt targeted neighborhood policing strategy.</p> <ul style="list-style-type: none"> • DeKalb County should invest more funding for pay increases and bonuses to police officers for both recruitment and retention efforts. DeKalb County should review other public safety budgets around the southeast to determine what the market is paying so that the DeKalb County Police Department (DKPD) is more competitive. • DKPD uses community policing and targeted policing throughout the County each day. Continue the County-wide Conversation with a Cop and Coffee with a Cop Programs. • Neighborhood school related strategies should be considered long-term. Implement a Community Legal Center (CLC). The CLC, is a not-for-profit organization that focuses on a variety of issues aimed at improving disadvantaged communities. The CLC could provide assistance for populations that face serious barriers to employment. • Assess the Zero Tolerance arrest policy in both middle and high schools with regard to the crime rate. Conduct research to determine if the policy is effective or if other strategies should be considered such as restorative justice. • Devise a unified school code of conduct and disseminate it throughout the County. • Implement a Team Sharing approach with DeKalb County Resource Officers. <p>Organize bi-monthly meetings for DeKalb County Resource Officers. The schools that successfully maintain low crime rates can share their program ideologies with other schools. The Teams' approach is a successful tool used nationally by law enforcement.</p>	Long-term	DeKalb County Gov't (Police Dept.), DeKalb County Schools	p. 82
CE-10	<p>Engage in business partnerships targeted to reduce crime. Commanders are tasked with making contact with businesses regularly during their shift to address crime concerns, safety information and crime trends in an effort to minimize risks. Discuss partnership opportunities with the business community to maintain successful businesses in DeKalb and improve the quality of life for DeKalb employers, citizens and visitors.</p>	Short-term	DeKalb County Gov't (Police Dept.)	p. 82
CE-11	<p>Organize stakeholder visits to communities that have successfully reduced crime. The DeKalb County Police Department should identify peer communities that have successfully reduced crime and schedule calls and/or visits with these communities to discuss specific strategies.</p>	Short-term	DeKalb County Gov't (Police Dept.)	p. 82

Existing Business and Entrepreneurship Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
EE-1	<p>Consider a technology/life-science incubator in partnership with higher education assets.</p> <p>Have a conversation with major life-science partners to determine if this should be pursued again.</p>	Short-term	Emory University	p. 22
EE-2	<p>Create a women-led/minority-owned business accelerator.</p> <p>Survey DeKalb County women-led/minority-owned businesses to further evaluate feasibility of the recommendation. Collect recent data related to trends in usage, specific needs and potential gaps in existing accelerator programs. The data will help determine the need for an accelerator, the types of accelerators that could be most successful in DeKalb and costs.</p>	Long-term	ACE, UGA SBDC	p. 22
*EE-3	<p>Explore the development of co-working spaces. (Same as IP-5)</p> <p>Invest the necessary resources to conduct further research. Develop a plan that potentially includes the appropriate geographic areas, available corporate space, resource mapping, options for access to transportation, etc. Engage key stakeholders early in the development of a plan. Co-working experts highlight that the primary success of a co-working model is an engaged community. Facilitate discussions to begin connecting potential co-working businesses and potential partners. Vacant/unoccupied buildings could be ideal for retooling in underutilized corridors around the County. Link co-working spaces with target industries in strategic locations. Explore existing models such as ROAM. Waive county-level sales tax on utilities for co-working spaces in an existing or new structure.</p>	Mid-term	Decide DeKalb, DeKalb County Gov't	p. 22
*EE-4	<p>Implement new financial incentives to support entrepreneurs. (Same as IP-4)</p> <p>Decide DeKalb and the County should develop a more robust incentive policy that cultivates small business growth. Decide DeKalb should create a Business Incentives Advisory Council consisting of professionals focused on identifying transformational business incentives that advocate for growth and investment initiatives. Examples of new incentives could include (1) Local Mini-Grants: A grant of \$250-\$500 to stimulate supply-chain based small businesses. (2) Employment Assistance Grant: A grant equivalent to \$400 per new eligible permanent position up to a maximum of \$7,500 every two years to be provided to a new or expanded business within a specific area. (3) Loan Fee Rebate: A one-time award covering incurred loan financing fees up to a maximum of \$1,000.</p> <p>Prior to moving forward, address questions such as:</p> <ul style="list-style-type: none"> • Which incentive would provide the greatest return/benefit to DeKalb County? • Which areas of the County would benefit most from a geographic allocation of the incentives? For example, prioritizing the Southeast Corridor of the County and not offering programs in other areas. 	Long-term	Decide DeKalb, DeKalb County Gov't	p. 22, 90
*EE-5	<p>Engage angel-investing network and crowdfunding. (Same as MB-10)</p> <p>Schedule meetings with ACE and the UGA SBDC to gain a better understanding of these resources. Identify and leverage existing local crowdfunding sources and angel networks. These resources should be placed on Decide DeKalb's website.</p>	Long-term	Decide DeKalb	p. 22
EE-6	<p>Organize robust visitation and outreach programs with existing businesses.</p> <p>Decide DeKalb should conduct BRE visits with major employers.</p>	Short-term	Decide DeKalb	p. 25
EE-7	<p>Use online platforms to periodically survey all businesses.</p> <p>Decide DeKalb should develop a survey to better understand the needs of the business community.</p>	Short-term	Decide DeKalb	p. 25
EE-8	<p>Create a wet-lab technology incubator.</p>	Eliminate		p. 68

EE-9	Increase venture captial funding through partnerships.	Eliminate		p. 68
EE-10	Create a "makerspace" to support manufacturing entrepreneurs. Makers spaces combine manufacturing equipment, the community and educational resources in an effort to produce manufactured products that would not be possible to create with resources available to individuals working alone. These spaces can be organized in various ways. Primary owners should conduct research to determine costs, if there is a need for the space and how this space will be utilized.	Beyond 2018	ACE, UGA SBDC	p. 72
*EE-11	Match workforce training programs to existing business needs. (Same as CE-1) Decide DeKalb should develop a survey and include questions regarding workforce needs. The survey results should be shared with DeKalb County (Workforce Development) who will work with local technical colleges. The information should be used to specifically determine if the right programs currently exist, to develop programs that match existing business needs and to identify ways to market these programs to employers. Please note: Decide DeKalb's timeframe is Short-term and DeKalb County's suggested timeframe is Mid-term. However, because the overall recommendation is suggested to be completed by December 2017, it is listed as Mid-term.	Mid-term	DeKalb County Gov't, Decide DeKalb	p. 25
Incentives and Policy Reform Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
IP-1	Reform HOST tax to subsidize both commercial and residential development. Implement one of the following options: • Secure legislative support for a Local Option Sales Tax system (LOST) to allow adequate funding of commercial real estate and for the maintenance of existing roadway systems and the construction of new infrastructure. • Secure legislative support for the revision of HOST to allow 25%-35% of revenues to be redirected to support commercial development.	Short-term	DeKalb County Gov't	p. 20
IP-2	Align tool kit with recommended target industries and broader economic development strategy. The County adopted a new permitting and fee incentive policy. Decide DeKalb provided revisions to the County. The County should assess the costs and benefits of this incentive on a continual basis. The County should consider additional incentives.	Short-term	DeKalb County Gov't	p. 20
IP-3	Conduct cost/benefit analysis of new incentives 2-3 years after implementation. Decide DeKalb should continually asses the costs and benefits of bond deals. Additional methodologies/models should be considered to achieve the same results. Decide DeKalb should consult with a modeling expert.	Short-term	Decide DeKalb	p. 20
*IP-4	Implement new financial incentives to encourage entrepreneurship. (Same as EE-4) Decide DeKalb and the County should develop a more robust incentive policy that cultivates small business growth. Decide DeKalb should create a Business Incentives Advisory Council consisting of professionals focused on identifying transformational business incentives that advocate for growth and investment initiatives. Examples of new incentives could include (1) Local Mini-Grants: A grant of \$250-\$500 to stimulate supply-chain based small businesses. (2) Employment Assistance Grant: A grant equivalent to \$400 per new eligible permanent position up to a maximum of \$7,500 every two years to be provided to a new or expanded business within a specific area. (3) Loan Fee Rebate: A one-time award covering incurred loan financing fees up to a maximum of \$1,000. Prior to moving forward, address questions such as: • Which incentive would provide the greatest return/benefit to DeKalb County? • Which areas of the County would benefit most from a geographic allocation of the incentives? For example, prioritizing the Southeast section of the County and not offering programs in other areas.	Long-term	Decide DeKalb, DeKalb County Gov't	p. 22

*IP-5	<p>Explore the development of co-working spaces. (Same as EE-3) Invest the necessary resources to conduct further research. Develop a plan that potentially includes the appropriate geographic areas, available corporate space, resource mapping, options for access to transportation, etc. Engage key stakeholders early in the development of a plan. Co-working experts highlight that the primary success of a co-working model is an engaged community. Facilitate discussions to begin connecting potential co-working businesses and potential partners. Vacant/unoccupied buildings could be ideal for retooling in underutilized corridors around the County. Link co-working spaces with target industries in strategic locations. Explore existing models such as ROAM. Waive county-level sales tax on utilities for co-working spaces in an existing or new structure.</p>	Mid-term	Decide DeKalb	p. 22
IP-6	<p>Implement Matrix report recommendations. DeKalb County should provide an updated report regarding the recommendations that have been implemented and an evaluation of the success of these recommendations. DeKalb County should share this information on their website.</p>	Short-term	DeKalb County Gov't	p. 27
IP-7	<p>Consider customized incentives in permitting. The County adopted a new permitting and fee incentive policy. Decide DeKalb provided revisions to the policy to the County. The County should assess the costs and benefits of this incentive on a continual basis. The County should consider the additional incentives.</p>	Short-term	DeKalb County Gov't	p. 27
IP-8	<p>Integrate DDDA as liaison in the development/permitting process. Decide DeKalb should convene a meeting with stakeholders and partners, to include County departments, during attraction and retention meetings. Decide DeKalb will dedicate a staff person as a liaison.</p>	Short-term	Decide DeKalb, DeKalb County Gov't	p. 27
IP-9	<p>Refine incentives to encourage private development. The County and Decide DeKalb should take advantage of the following incentives: TADs, NMTCs and the EB-5 Program.</p>	Long-term	Decide DeKalb, DeKalb County Gov't	p. 40
IP-10	<p>Develop zoning to optimize land use. The zoning code was updated effective September 1, 2015. Educate the public and land owners on incentives and opportunities for rezoning.</p>	Short-term	DeKalb County Gov't	p. 43
IP-11	<p>Implement anticipated zoning. Develop zoning code for anticipated uses.</p>	Short-term	DeKalb County Gov't	p. 43
IP-12	<p>Supplement state-level tax incentives for businesses that create jobs with wages at least 20% higher than county average wage. Recommend making wage levels part of each incentive policy. Decide DeKalb should include this criterion in project evaluations.</p>	Short-term	Decide DeKalb	p. 67
IP-13	<p>Implement tax incentives to offset major costs to life-science businesses. The life-science community in DeKalb is thriving with major institutions such as the Task Force for Global Health, CDC and Emory University. Expansion of this sector, especially as one of the target industries, is critical. DeKalb must explore incentives to enhance this sector.</p>	Long-term	Decide DeKalb, DeKalb County Gov't	p. 68
IP-14	<p>Develop additional incentives to companies operating under the FTZ designation, i.e. 20% higher tax abatements. Additional FTZ incentives are not required. Recommend aggressive promotion of existing incentives and publicizing FTZ.</p>	Short-term	Decide DeKalb	p. 70
IP-15	<p>Incentivize improvements to industrial parks to enhance competitiveness. Research best practices for incentivizing industrial parks.</p>	Mid-term	Decide DeKalb	p. 72
IP-16	<p>Implement comprehensive strategy to encourage modernization of manufacturing infrastructure. Decide DeKalb and DeKalb County should determine the best way to proceed with this recommendation.</p>	Beyond 2018	Decide DeKalb, DeKalb County Gov't	p. 72

IP-17	Implement appropriate zoning changes. During the Comprehensive Plan development process, the County should incorporate zoning changes that focus on new employment centers.	Mid-term	DeKalb County Gov't	p. 74
IP-18	Develop policy guidance for tax incentives. Decide DeKalb should be responsible for developing this policy.	Short-term	Decide DeKalb	created by Task Force
IP-19	Identify outstanding property tax incentive transactions. Decide DeKalb should be responsible for developing a process.	Short-term	Decide DeKalb	created by Task Force
IP-20	Create a portfolio of incentives that are not related to state/local dollars. Explore private investment and partnership opportunities.	Eliminate		created by Task Force
Marketing and Branding Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
*MB-1	Implement aggressive national and international marketing. Promote DeKalb both regionally and nationally. Research opportunities in Europe and Asia for business attraction efforts. Consider at least one international marketing and business development trip annually.	Short-term	Decide DeKalb	p. 33
MB-2	Develop strong ties with the media. Develop a plan for implementation and share quarterly updates. Retain the services of a professional public relations firm if desired by the Board.	Short-term	Decide DeKalb	p. 33
MB-3	Develop marketing collateral materials. Decide DeKalb should develop collateral materials.	Short-term	Decide DeKalb	p. 33
MB-4	Maintain updated target industry sections on the DDDA and DeKalb County websites. Work to ensure recent information is provided on the six target industries.	Short-term	Decide DeKalb, DeKalb County Gov't	p. 45
MB-5	Create a DDDA monthly newsletter and annual report/magazine. Monthly newsletters will allow the business community, stakeholders and partners to read about Decide DeKalb success stories and be more knowledgeable about the work taking place. Develop an annual report for the DDDA to highlight yearly accomplishments.	Short-term	Decide DeKalb	p. 45
MB-6	Market to industry related conferences and trade shows as identified in the Target Industry Report. Decide DeKalb should attend conferences and trade shows within the six target industries.	Short-term	Decide DeKalb	p. 67
MB-7	Leverage existing industry clusters to encourage related manufacturing, i.e. use of prominence of Life-Sciences industry to promote medical device manufacturing within the county. Decide DeKalb Board and staff should discuss this recommendation to determine true feasibility. This discussion should take place prior to December 31, 2016.	Short-term	Decide DeKalb	p. 72
MB-8	Market changes in the permitting process. DeKalb County should develop and begin implementing a marketing program that includes multiple mediums in sharing this message. Decide DeKalb and the DeKalb Chamber of Commerce should have links on their websites with this information.	Short-term	DeKalb County Gov't	p. 27
MB-9	Market the county's high school and tech school manufacturing job training programs. Highlight successful programs and share this information with the business community.	Short-term	DeKalb County Schools, GA Piedmont College, Perimeter College	p. 72

*MB-10	Engage angel investing network and crowdfunding for entrepreneurs. (Same as EE-5) Schedule meetings with ACE and the UGA SBDC to gain a better understanding of these resources. Identify and leverage existing local crowdfunding sources and angel networks. These resources should be placed on Decide DeKalb's website.	Long-term	Decide DeKalb	p. 22
MB-11	Incorporate and market local school information into DDDA website. Include a link on Decide DeKalb's website to the DeKalb County School's website.	Short-term	Decide DeKalb	p. 79
Real Estate and Product Development Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
RE-1	Participate in targeted public-private collaborations. Public-private collaborations should be discussed and supported, however, these collaborations should be vetted thoroughly. The County and Decide DeKalb should revisit EB-5 conversations and make a decision whether to pursue this opportunity.	Short-term	Decide DeKalb, DeKalb County Gov't	p. 40
RE-2	Leverage New Market Tax Credit Program. Leveraging New Market Tax Credits should be supported and the availability of these tax credits should be marketed.	Long-term	Decide DeKalb, Cities	p. 40
RE-3	Concentrate CDBG funds. Block Grants should be concentrated into two or three specific areas, such as TADs or CIDs.	Short-term	DeKalb County Gov't	p. 40
RE-4, RE-9, RE-10	Create employment centers throughout the region. <ul style="list-style-type: none"> • Northern DeKalb • West Central DeKalb • Southwest DeKalb • East Central DeKalb • Southeast DeKalb Conduct a thorough assessment of proposed sites for new employment centers. Provide connectivity for employment centers. Efforts to assess and create employment centers should be coordinated with the cities and CIDs in the County. Individual meetings with business groups within each of the potential employment centers are needed to discuss current and future efforts.	Long-term	Decide DeKalb, CIDs, Business Associations	p. 39, 74
RE-5	Encourage development of Class A office space and flex space. The demand for flex space and additional Class A office should be assessed. Costs for these assessments should be shared among primary owners.	Mid-term	Decide DeKalb, DeKalb County Gov't, Cities	p. 67
RE-6	Participate in FTZ #26 with designation of industrial sites as FTZ's (2-5 years). Currently, DeKalb does not have any businesses participating in the program. Initiate discussions with industrial parks to determine if there is interest.	Short-term	Decide DeKalb, Industrial Parks	p. 70
RE-7	Implement a shovel-ready certification program to attract new industries. The GRAD program exists. Important but not high priority.	Beyond 2018	DeKalb County Gov't, Cities, Decide DeKalb	p. 71
RE-8	Continue to encourage green and sustainable construction practices throughout DeKalb County. Document green initiatives during business retention visits. Determine which businesses are active with the Better Buildings Challenge. Determine feasibility with green non-profit partners such as Southface for a grant program which encourages upgrades to older building stock throughout the County to meet with the demands of future office needs.	Long-term	Decide DeKalb, Cities, Southface	p. 71
RE-11	Create Gateways. Identify gateways, costs and opportunities for matching funds.	Short-term	DeKalb County Gov't	p. 74

RE-12A	Support redevelopment through NCPD's environmental design principles.	Eliminate		p. 82
*RE-12 B	Consider a multi-purpose convention center. (Same as TC-8)	Beyond 2018	DeKalb County Gov't	p. 86
*RE-12 C	Consider a multi-purpose sportsplex facility. (Same as TC-9)	Short-term	DeKalb County Gov't	p. 86
RE-12 D	Leverage EB-5 Visa program to fund needed infrastructure. The County and Decide DeKalb should revisit EB-5 conversations and make a decision whether to pursue this opportunity.	Beyond 2018	DeKalb County Gov't	p. 86
Tourism and Culture Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
TC-1	Create and market two-day vacation packages that combine natural attractions, historical sites, arts and retail. This recommendation was completed prior to the vetting of these recommendations.	Completed & Eliminate	DCVB	p. 69
TC-2	Diversify hotel options and encourage development of bed & breakfast facilities. A plan for implementation and a map of potential sites is encouraged.	Beyond 2018	DCVB	p. 69
TC-3	Develop additional tourist attractions between Stone Mountain and Arabia Mountain. The DCVB, City of Stone Mountain and Arabia Mountain National Heritage Area should identify and create additional tourist attractions between Stone Mountain and Arabia Mountain.	Long-term	DCVB, City of Stone Mountain, Arabia Mountain National Heritage Area	p. 69
TC-4	Promote international cultural destinations in DeKalb. Promote DeKalb Farmer's Market as a cultural attraction. Encourage festivals which promote ethnic heritage. (TC-4 and TC-7 were combined) Assist with the promotion of a Chinatown or other areas similar to Little Mexico, Little India, Little Ethiopia, etc. Celebrate the diversity of DeKalb with festivals.	Mid-term	State Tourism Office, National Association of Chinese Americans (NACA), Georgia Hispanic Chamber of Commerce	p. 84
TC-5	Encourage the arts through incentivized arts districts. This recommendation should be discussed with the City of Brookhaven to gauge interest.	Mid-term	City of Brookhaven	p. 84
TC-6	Develop a for-profit arts incubator. This recommendation should be discussed with the City of Brookhaven to gauge interest.	Long-term	Brookhaven, GA Piedmont College	p. 84
*TC-8	Consider a multi-purpose convention center. (Same as RE-12B) This recommendation should be discussed with DeKalb County to determine interest.	Beyond 2018	DeKalb County Gov't	p. 86
*TC-9	Consider a multi-purpose sportsplex facility. (Same as RE-12C) This recommendation should be discussed with DeKalb County to determine interest.	Short-term	DeKalb County Gov't	p. 86
TC-10	Leverage EB-5 program to fund needed infrastructure. Not a high priority but needs to be discussed.	Beyond 2018	DeKalb County Gov't	p. 86
TC-11 (new)	Promote DeKalb County to the 7 million overnight visitors at the Hartsfield-Jackson International Airport. Market and promote DeKalb County at the GDEcD Visitor's Center at the airport.	Mid-term	State Tourism Office, DCVB, Decide DeKalb	Created by Task Force
*MB-1	Implement aggressive national and international marketing. Promote DeKalb both regionally and nationally. Research opportunities in Europe and Asia for business attraction efforts. Consider at least one international marketing and business development trip annually.	Short-term	Decide DeKalb	p. 33

Transportation and Infrastructure Task Force		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
TI-1	<p>Improve infrastructure and safety of major thoroughfares between DeKalb and Atlanta.</p> <ul style="list-style-type: none"> • Tier 1 GDOT Projects - Project ID 0063 and 1612 • Tier 2A County Project - Project ID 5097 • Tier 2B County Projects - Project ID 0053, 0060, 0685 and 1624 • Tier 2C County Projects - Project ID 0066, 0668 and 1616 • Tier 3 County Projects, if funds are available • City of Atlanta Projects (within DeKalb County) - Project ID 0199, 0200, 0449B and 4010 	Long-term	DeKalb County Gov't	p. 69
TI-2	<p>Improve road transportation and infrastructure and aesthetics in the region with CIDs and TADs, specifically in the Moreland area.</p> <p>Tier 2A County Project - Project ID 6025: Moreland Avenue Corridor Study To best recommend improvements, conduct a comprehensive transportation and land use study between Ponce de Leon Avenue and I-285 because Moreland Avenue serves many purposes and has many different characters along its extents.</p>	Short-term	DeKalb County Gov't	p. 70
TI-3	<p>Utilize CIDs and TADs to fund infrastructure and beautification projects, especially along South Memorial Drive.</p>	Eliminate		p. 76
TI-4	<p>Package highway-interchange improvements to accommodate logistics industry in Moreland area.</p> <ul style="list-style-type: none"> • Tier 1 GDOT Project - Project ID 0063 • Tier 2A County Project - Project ID 6025: Moreland Avenue Corridor Study (include redevelopment concept from the South Moreland LCI Study) 	Long-term	GDOT, DeKalb County Gov't	p. 76
TI-5	<p>Consider different options for long-term transportation financing.</p> <p>Conversations should take place with DeKalb County and various entities to determine feasibility and which options to pursue.</p>	Short-term	DeKalb County Gov't	p. 76
Decide DeKalb Development Authority Board of Directors and Staff		Timeframe	Primary Owner(s)	ED Strategic Plan Page Number
DA-1	<p>Gather local business input in defining DDDA's scope of work.</p> <p>Seek input from the business community regarding developing, implementing and managing the strategic plan.</p>	Short-term	Decide DeKalb	p. 30
DA-2	<p>DDDA should prioritize its scope of work.</p> <p>Organization should primarily focus on business attraction, retention, expansion and entrepreneurship.</p>	Short-term	Decide DeKalb	p. 30
DA-3	<p>Hire experienced professional staff.</p> <p>Assess structure of the organization to determine if the right positions have been created with the right individuals to fill them.</p>	Short-term	Decide DeKalb	p. 30
DA-4	<p>Secure private funding for the DDDA.</p> <p>Retain services for fundraising. Implementation of this recommendation should begin in 2016.</p>	Long-term	Decide DeKalb	p. 30
DA-5	<p>Join economic development professional organizations.</p> <p>Board and staff should continue memberships with professional organizations and seize these opportunities to network and enhance skills.</p>	Short-term	Decide DeKalb	p. 30



The Best Decision You Will Ever Make.

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