

Short Term Work Program 2011/12-2016

The following table lists items identified for the City's up-coming Short Term Work Program (STWP). Many of these work items have been adapted from the city's recent 2010 Livable Centers Initiative (LCI) Study, adopted as an addendum to the City's 2006 Comprehensive Plan on August 22, 2011. The 2010 Doraville LCI Study provided the City's most recent list of desired capital improvement projects and implementation work items. Some of these items, such as the revision of the city's zoning ordinance, are already under way.

Economic Development Projects	Description	Year	Responsible Party	Est. Cost	Funding Source
1) Urban Redevelopment Plan	An Urban Redevelopment Plan is one of two pre-requisites for submitting an Opportunity Zone application. Having an adopted URP also avails the City or its designated Redevelopment Organization to redevelopment powers such as land acquisition.	2011-2012	City Staff	Staff Function	City
2) Opportunity Zone (OZ) Application	The study area is within and adjacent to eligible census blocks. Having this DCA-approved designation avails would-be developers & businesses to the maximum \$3,500 tax credit for jobs created (minimum threshold of two jobs). It would serve as a very powerful incentive.	2011-2012	City Staff Function	Staff Function/ \$500-1,000 in costs for maps.	City
3) Economic Dev. Commission/ Task Force/ Doraville Business Association (DBA)	Economic Dev. Projects/ Initiatives Continued on following page Create Economic Development Commission/ Board or Task Force made of business association/ community members, residents and City leaders to guide and make economic development programs & initiatives much like a planning commission. This will help reenergize DBA by giving them a seat at the table. Work with Chamber to assist DBA, provide staff assistance & sponsor workshops.	2011-2012	Staff/ Mayor & Council/ Business & Community Volunteers	Legislative / Staff/ Volunteer Function	City
4) Downtown Development Authority/ Joint Development Authority	City will create DDA or Economic Development Organization (EDO) through local legislation to focus on revitalization & redevelopment of the downtown areas through economic development programs to promote business/ industry recruitment & retention, economic gardening, workforce training. DDAs or EDOs can be funded through millage dedication or can serve as an unfunded leveraging source. City can also explore a JDA with Chamblee to obtain an additional \$500 tax credit as well as pull together each community's strengths & talents. Consideration of DeKalb DA buy-in would serve similar purposes. At this time, the City does not contribute to the DeKalb DA; therefore, DeKalb DA intervention into redevelopment	2011-2013	Staff/ Mayor & Council/ Chamblee/ DeKalb DA Leadership	Legislative / Staff Function	Mill dedication/ Private Sources/ CDBG/ Unfunded

DDA/ JDA (Continued)	efforts will hinge on the Authority & the DeKalb BOC's approval. In any event, successful redevelopment of the GM property will depend on bi- or tri-party cooperation & combined resources & leveraging power.		-----	-----	-----
5) Community Improvement District (CID)	A Community or Business Improvement District (CID) would be an essential partner in leveraging funds for projects, ranging from aesthetic improvements & pedestrian/ bicycle amenities to major infrastructure projects and economic development activities. The City can start its own CID in the study area or explore the possibility of including portion (s) of the study area into the well-heeled PCID, which is legally and may be more practically feasible. In any case, an additional partner in the GM plant's redevelopment effort will be critical.	2011-2014	Staff / Mayor & Council/ Business Community/ PCID	Staff/ Mayor/ Council/ DBA/ PCID	General Funds / Private Resources
6) Land Bank Authority (LBA)	In 1996, the General Assembly enacted legislation, enabling a city (s) & its county to enter into an IGA to establish a LBA, which may acquire tax-delinquent properties through direct purchase or obtaining judgments against said properties in order to solicit & accept bids from private developers for purpose of returning to a revenue-generating state.	2012-2014	City/ Co. Staff/ Mayor & CC/ CEO/ BOC	Staff/ Legislative Functions	General Funds / Private Resources
7) GIS System	Establishing a Geographic Information (or Interface) Systems (GIS) will be a major City priority. GIS mapping is & will continue to be a critical tool in economic development and planning. City could even explore joint system with Chamblee.	2012-2014	Staff / Consultants	\$25-50,000	General Funds/ DDA/ EcD Funding Sources
8) Revolving Loan Fund (RLF)/ Micro-Enterprise Programs	The City can partner with banks, DEBCO, "Angel Investors," & other private or nonprofit sources to create RLF & enterprise micro-loan programs. CDBG funding can also be obtained for this purpose.	2012-2013	Staff / Banks/ SBA/ Angle Funding Organizations	\$300- 500,00	CDBG/ DEBCO/ Finance Sector
9) Business Incubator (s)	The City can forge partnerships with county, business community, area institutions & nonprofits to explore creation of an incubator (s). Incubators focus on entrepreneurship by offering low to no-cost office space & shared equipment to foster small business.	2012-2014	Staff/ GA Tech EII	\$6-10,000	General Fund /Private Sources/ Chamber
10) Website Improvements	The City is in the latter stages of renovating its current website with residual funds from the site's original budget. While maintaining some character features of the current site, the improved site	2011-2012	Staff/ Consultants	\$10,000 \$10,000	General Funds General Funds

	incorporates best practices of EDO website development.				
11) Business Recruitment Strategy & Incentives Package	The City will continue to develop a recruitment strategy based on competitive advantages of various assets & international image. The strategy will consider assets, resources & incorporate "economic gardening" methods, coordinating with other economic development activities.	2011-2012	City/ Co./ GA Tech/ BOE Leadership & Staff	Staff Time/ Legislative Action	General Fund
Incentives (Continued)	Staff will review financial status and long-term outlook to explore possibilities of offering an incentives package such as abatements, other tax incentives & expedited plan review for target industries. City incentives will complement state and federal programs as well as county programs if the county so chooses to avail its incentives to industry in Doraville.	2011-2014	City/ County/ GA Tech EII/ BOE Leadership & Staff	Staff Time/ Legislative Action	General Funds
12) Tax Allocation District	If approved by City voters in November 2011, the City can pursue TAD creation for portions of the LCI study area. The increment financing of TADs could fund remediation & major infrastructure.				
13) Economic Development Incentives/ Tax Credits Toolbox	The City or a DDA will create "all-in-one" print- and web-based brochures, pamphlets in various languages, providing a concise and organized overview of available local, state & federal tax credits as well as financial assistance and business start-up and support organizations.	2011-2012	Staff	Staff / GA Tech Enterprise Innovation Institute/ Ga. Power Asst	General Funds/ Ad Sales
14) Convention & Visitors Bureau/ Marketing & Branding/ Brochures	The City will pursue creation of a convention and/ or visitor's bureau to aid traditional marketing & brand establishment efforts; but, at the same time, City/ partners will focus on web-based marketing, an increasingly cheaper & more calibrated and effective means of communicating City's vision and assets. The City will also prepare brochures that summarize the LCI vision & distribute to developers. City will identify businesses with an interest in purchasing ads to offset production costs	2012-2014	Staff & other community partners	Staff/ community partners Function	General Funds/ Ad Sales
15) Festivals & Events	City will resume, resources permitting, annual festivals, such as "Doraville Days," the 5K Road Race & "Movies Under the Stars." Incorporate international flare & cultural education & appreciation celebration elements to attract consulate corps & colleges or schools of international studies/ relations. To offset costs of events, the City can partner with local businesses, foreign consulates/ trade commissions, an EDO, a CVB, DeKalb Chamber, the DBA, civic groups and/ or a combination of said entities. Continue to support civic group events such as the Northwoods' "Spring Fling," "Dog Days," Oakcliff's picnics & CPACS's "Tea Walk" with staff assistance	2011-2014	City Staff & Leadership/ Business, Nonprofit & Civic Associations	Staff Function	General Funds/ Corporate/ Institutional/ Nonprofit/ Multi-National Sponsorship

	or the marshaling of business/ nonprofit sponsorship.				
16) Internationalism & Foreign Trade	City will continue to celebrate the national holidays of nations with a consulate, trade commission or significant ethnic presence in the Atlanta area. This will give City leaders an opportunity to express appreciation for other nations/ cultures as well as possibly attract foreign interest in the currently for sale GM plant.	2011 – 2014	City Staff / Leadership	Staff/ Elected leadership function	General Funds
Foreign Trade Zone (FTZ) Designation (Continued)	City will also prepare FTZ application for submission to posture the plant site for a center for global exchange and commerce.	2011-2012	Staff/ Ga. EcD Dept.	Staff Function	N/A
17) Streamline Permitting & Licensing Processes	City will evaluate current process & make appropriate adjustments in order to make the process of obtaining a permit or an Occupational Tax Certificate a quick & easy process. The first rule of business retention & recruitment is simplifying the process of starting a business.	2012-2014	City	Staff Function	N/A

Transportation / Bicycle-Pedestrian Projects	Description	Year	Responsible Party	Est. Cost	Funding Source
18) New Peachtree Road Corridor Pedestrian Improvements Project <i>(In Progress)</i>	An LCI pre-qualified & TIP programmed project, the New Peachtree Road Pedestrian Improvement Project is a continuation of the City's interior development as a main street corridor conducive to business development. Improvements will include cycle track/ bike lanes, sidewalks/ crosswalks, streetscapes, other pedestrian amenities as well as four traffic signals at Park & Central avenues, the MARTA parking deck and Stewart Rd. The project's design phase has been completed.	2012 – 2014	City Staff / DeKalb County, GDOT	\$2,850,000	LCI Implementation Funds, Local Match
19) Park Avenue Corridor Pedestrian Improvements Project <i>(In Progress)</i>	Another LCI pre-qualified project, the Park Avenue Corridor Pedestrian Improvements Project will include cycle track, sidewalks/ crosswalks, street/ landscapes, other pedestrian amenities, crossing and traffic signals at Buford Hwy.	2012 – 2014	City Staff/ DeKalb/ GDOT	\$860,000	LCI Implementation Funds, Local Match
20) Shallowford Road Corridor Pedestrian Improvements Project	The City will continue to make stride towards these improvements, which will include cycle track, sidewalks/ crosswalks, streetscapes, other pedestrian amenities, crossing and traffic signals at New Peachtree Rd.	2012 – 2014	City Staff, DeKalb/ GDOT	\$3,480,000	LCI Implementation/ TE/ CDBG/ Local Match
21) Peachtree Road Corridor Pedestrian	Pursued Improvements will include cycle track, sidewalks/	2012-2014	City Staff/ DeKalb/ GDOT	\$5,358,600	LCI Implementation

Improvements Project	crosswalks, streetscapes, pedestrian lighting and other pedestrian amenities on Peachtree Road from Peachtree Blvd. to the proposed TIA (TIA-DK-057), SR 23 - SR 141 arterial & bridge project.				Funds, Local Match
22) Buford Hwy Improvements (from Park Ave. to I-285.	Improvements include sidewalk renovation & bicycle facilities to match the adjacent completed TE project.	2014 --- TBA	City Staff/ DeKalb/ GDOT	\$1,388,800	LCI Implementation Funds, Local Match
23) City-Wide Street Amenities Standards	City will develop city-wide standards for street sections & layouts, street trees, street furniture, lighting, etc. A common design will improve the community image & promote a local identity.	2012 - 2014	City Staff	\$5,000	General Fund/ LCI Implementation Assistance
24) Peachtree Boulevard Sidewalk Improvements Peachtree Blvd. Project (Continued)	City will fill missing sections of sidewalks along both sides of Peachtree Blvd., creating a continuous route for pedestrians from I-285 down to N. Peachtree Rd.	2012 - 2014	City Staff -----	\$211,600 -----	LCI Implementation Funds, TE, Local Match
25) Bubbling Creek Walking Path	City will with Chamblee officials to provide pedestrian and bicycle link along Bubbling Creek from the GM site to points west. This will encourage access from Chamblee's neighborhoods & downtown to the LCI study area.	2012 - 2014	Cities Staff / Private Dev.	\$900,000	LCI, CDBG, TE, CMAQ
26) Northwoods-Buford Highway Pedestrian Access Improvements	City will provide residents of Northwoods and surrounding area with a more direct access to Pinetree Plaza & the Buford Hwy. corridor.	2013 - 2014	City Staff	\$61,000	City/ Private funding
27) Bicycle Rack Installation	City will install bicycle racks at City-owned facilities to encourage bicycle use.	2012 - 2013	City Staff	\$10,000	City/ Nonprofit/ Private
28) Sidewalks to Schools	Work with schools to establish pre-req. programs. Obtain funding.	2012- 2014	City/ BOE Staff	\$600,000	GDOT (SRTS)

Transportation / Vehicular & Transit Projects	Description	Year	Responsible Party	Est. Cost	Funding Source
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29) Buford Highway (SR 23) to Peachtree Boulevard (SR 141) Arterial Connector & Bridge (TIA-DK-057)	<p>The project would complete a regional link from Buford Hwy. (SR 13) to Peachtree Blvd. (SR 141), beginning at the Shallowford Rd. / Buford Hwy. intersection. It would then follow Shallowford and a new section of roadway that would cut through the Shallowford Gardens apartment community, span a grade-level section of MARTA tracks between New Peachtree Road and the GM property to Peachtree Road with a new bridge. From here, it would follow Peachtree Road to a new roadway section connecting to Clyde Drive, following Clyde to the North Peachtree Road / Peachtree Boulevard intersection. The project includes intersection upgrades to</p> <p>Shallowford Rd. at Buford Hwy. and North Peachtree Rd. at Peachtree Blvd., and roadway upgrades to Shallowford & Peachtree roads, Clyde Dr. and North Peachtree Rd. It also includes a bridge over the existing New Peachtree Rd. / rail corridor, and connecting existing roads to the new connector. The proposed typical section includes four travel lanes, two cycle tracks, sidewalks, street trees, lighting & other pedestrian facilities. This new arterial and bridge would not only connect I-85 to Dunwoody, thus alleviating much of the gridlock on I-285; but, more importantly, it would establish crucial connectivity to the GM site from Doraville and Chamblee. This proposed connector also carries the additional advantage of remaining entirely outside the footprint of the GM redevelopment site. The redeveloped GM site has the potential of creating up to 20,000 jobs if the infrastructure is in place.</p>	2012 — 2019	City Staff / DeKalb County, GDOT	\$48,492,000	TIA/ LCI/ Private Development, General Assembly, Local Match
30) New Peachtree/ Shallowford Roads Intersection Improvement Projects	Construction of a traffic circle at the New Peachtree Rd. / Shallowford Rd. intersection to provide continuous traffic flow, eliminating the existing, misaligned intersection.	2014- TBA	City/ Co./ GDOT	\$2,352,00	Unknown
31) Chestnut Drive/ Park Avenue Realignment	Through this realignment, the City would provide a pedestrian route from Northwoods neighborhood to MARTA station on New Peachtree Rd.	2012 — 2014	City Staff	\$2,672,000	City, TE
32) Central Avenue/ Buford Highway Intersection Improvements	Conversion of the Central Ave. / Buford Hwy. unsignalized intersection into right-turn-only would reduce congestion & improve safety by restricting vehicles from crossing southbound Buford Hwy. traffic. The project would be most effective when combined with the realignment of Chestnut with Park Ave., giving motorists a signalized alternative to the left turn at Central Ave.	2012- 2014	City Staff, DeKalb/ GDOT	\$3,480,000	LCI Implementation/ City
33) Buford Highway/ I- 285/ Motors Industrial Way Area Congestion	This project would add an isolated on-ramp from Buford Hwy. into I-285 to reduce traffic storage problems on Buford Hwy. during peak	2014- TBA	City Staff/ DeKalb/ GDOT	\$1,116,000	City

Mitigation Project	traffic hours. The existing on-ramp would need to be widened to incorporate this; it could be combined with the realignment of Clearview Ave. & the addition of another eastbound lane from Motors Industrial.				
34) Motors Industrial Way Congestion Mitigation Project	This project would widen and restripe the existing eastbound on-ramp and alter the signalization of the Motors Industrial Way/ Buford Hwy. intersection to provide two through lanes onto I-285 eastbound. This will reduce traffic storage on Motors Industrial during peak traffic hours.	2014 — TBA	City Staff/ DeKalb/ GDOT	\$560,000	LCI, TE, CMAQ, Local Match
35) Update MARTA On-train Announcements (In Progress)	City will work with MARTA to change recorded announcement in a way that accentuates the positive aspects of Doraville, bolstering marketing and branding efforts.	2012 – 2014	City Staff	\$5,000	General Fund/ LCI Implementation Assistance
36) Transit/ Rail Expansion	City will continue to support rail, linking Doraville and Perimeter Center, in addition to supporting rail transit into Doraville from Gwinnett County, thereby spurring transit-supportive growth & solidifying the area's desirability for transit-oriented, economic growth.	2012 – 2014	City Staff	\$211,600	LCI Implementation Funds, TE, Local Match

Land Use/ Urban Design	Description	Year	Responsible Party	Est. Cost	Funding Source
37) Buford Highway Rezoning	Provide proactive, flexible zoning crafted in a way that recognizes long-term auto orientation. To this end, some items customarily included in LCI community zoning, such as complete prohibition of frontal, may not be appropriate there.	2012 — 2013	City Staff	Staff Function	City/ ARC-LCI Implementation Technical Assistance
38) Town Center/ GM Site Rezoning	New form-based zoning will be implemented that is flexible enough to allow developments to adapt to changing market conditions, while ensuring basic tenets of sound planning. Elements will include: permitting a mix of uses; defining urban design standards (such as buildings fronting the street or rear parking); establishing sidewalk standards; defining architectural & material standards; requiring usable public space, rather than unusual buffers; provide quality, mixed-use housing incentives; reduce parking requirements close to MARTA station	2012 – TBA	City Staff/ ARC	Staff Function	City/ ARC-LCI Implementation Technical Assistance
39) Expanded residential code	Code enforcement will be expanded in neighborhoods and multi-family complexes.	2012 –	City Staff	Staff Function	City

enforcement		2014			
40) Amenity Design & Sign Guidelines	City will design uniform standards for signage & public amenities to diminish the disorientation & reduce driver distractions. Public amenity design (street furniture, trash receptacles, streetscapes, etc.) would frame the quality of future development or redevelopment. They should balance the economics of development with the need for quality design to ensure they do not get stifled.	2012-2013	City Staff/ Leadership	Staff Function	City
41) Gateway Improvements	Install signs or public art at key locations, including: Shallowford Rd. & Buford Hwy. (\$3-6k); New Peachtree Rd. & Shallowford Rd \$8-12k). I-285 and Buford Hwy. (\$15-20k); MARTA entrances at Park & Central avenues (\$3-6k).	2012-2014	City Staff	\$29-\$44,000	City/ GDOT Gateway/ LOGO
42) Complete Streets Policy	City will Institute a complete streets policy, ensuring that future transportation planning will accommodate all users - including bicyclists, public transportation vehicles & riders, & pedestrians of all ages and abilities.	2012-2013	City Staff	Staff Time	City
43) Utility Burial Guidelines	Adopt utility burial guidelines/ policy for new streets built.	2012-2013	City Staff/ Leadership	Staff Time	City
44) Mixed-Use/ Transit-Oriented (TOD) Guideline Implementation	City will develop Mixed-Use & TOD guidelines for Town Center overlay to encourage medium to high-density redevelopment around the MARTA station & Main Street Corridor.	2012-2013	City Staff/ Leadership	Staff Time	City/ MARTA Assistance

Environmental	Description	Year	Responsible Party	Est. Cost	Funding Source
45) Bubbling Creek Restoration & Clean Up	Today the banks of Bubbling Creek are eroded & overgrown with invasive species in some locations. City will work to restore before the creation of a linear park or walking path is created.	2012 – 2014	Chamblee/ Doraville Staff	\$80-\$120,000	EPA/ 5 Star/ State Grants/ Private or Nonprofit
46) GM Site Remediation (if required by Federal law)	Prior to redevelopment, Federal law requires that any contaminants found on the former GM site be remediated to make it usable for the mix of housing, offices, retail & open space uses envisioned by the LCI plan. If clean-up is required, any contaminants found must be disposed of outside of Doraville.	2012 – 2014	Private/ City/ County	TBD	Increment Finance/ EPA/ 5 Star/ State Grant Programs & Assistance
47) Buford Hwy. Corridor & Parking Bio-Retention	Bio-retention will be implemented along Buford Hwy. & within	2012 –	City/ GDOT/ Private	\$1.5-\$2,000,000	EPA & Georgia State Funding

	adjacent parking lots to promote sustainable storm water management & improve water quality. Existing parking lots are a major environmental liability and can be retrofitted with ponds or infiltration areas.	2014			Programs/ Private
48) Solar Panel Installation	The City will install solar PV system on at least one of its facilities.	2012-2014	City	\$5 per KW-\$50,000 Minimum Investment	DOE/ EPA/ GEFA
49) Crime Prevention through Environmental Design (CPTED) Policy	City will incorporate CPTED into urban design policies. CPTED is part of a comprehensive approach to crime prevention. By changing the physical environment, it complements community-based policing, Neighborhood Watch, and other programs that address some of the root causes of criminal behavior.	2012-2014	City	Staff Time	N/A
50) Native Plant Species Policy	City will adopt policy, encouraging or mandating the use of plants that are native or adaptive to the Georgia Piedmont region. Such plants require less water to irrigate than other species, provide food for native birds & insects, & are more tolerant to local temperature extremes.	2012-2013	City	Staff Time	N/A

Housing	Description	Year	Responsible Party	Est. Cost	Funding Source
51) Affordable/ Workforce Housing (Continued)	The downtown corridor lacks high-quality multi-family housing. Existing complexes represent ideal sites to redevelop into higher density, mixed-income/ use housing especially given proximity to MARTA facilities. City will craft policies through overlays to maximize the use of existing multi-family complexes.	2012-2013	City	Staff Time	N/A
52) Mixed-Income Housing	City will craft policies that enable current multi-family housing to be redeveloped into higher density, mixed-income & mixed-use housing, especially given their access & proximity to MARTA rail & existing retail services.	2012-2013	City	Staff Time	N/A
53) Senior Housing	The City will continue to work with developers towards creating more housing choices for seniors in accordance with "Aging in Place" principles.	2011-2014	City	Staff Time	CDBG/ LCI