



Downtown College Park



2020 Strategic Plan

Commissioned by the College Park Main Street
Program and Downtown Development
Prepared and Submitted by *Georgia Downtowns*

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Introduction

Greetings,

It has been our great pleasure to partner with the College Park Main Street Association, city leaders, and retreat participants to create this economic development strategic plan.

College Park is fortunate in that it has an engaged set of highly talented leaders who are willing to do the heavy lifting of economic development. During its planning retreat, the “downtown team” quickly zeroed in on those projects that will have the greatest impact on downtown economic prosperity; these priorities are:

- A Unified Main Street Design
- Retail Development: Outreach and Recruiting

While the above are not the only priorities identified during the meeting, they were ranked to be the most transformational, that is, the achievement of these priorities will have a positive, high impact, long-lasting effect on the economic prosperity of the College Park Downtown District.

Such work takes time and requires an engaged and enthusiastic community and set of leaders who are committed to working with all of its stakeholders and partners. We believe College Park has what it takes to achieve this work.



And, so, it is with pleasure and excitement, that *Georgia Downtowns* presents the Downtown College Park's 2020 Strategic Work Plan.

—Joel Cordle, Principal

The Process for Planning

The College Park Main Street Association Board held a strategic planning retreat on Wednesday, February 12, 2020, at the College Park Police Department Building.

RETREAT PLANNING

Prior to the retreat, *Georgia Downtowns* regularly conferred with Renee Coakley, Director of the College Park Main Street Association and Downtown Development, to discuss planning needs and goals.

To assist the project and to prepare for the retreat, *Georgia Downtowns*

- Built an agenda (Appendix A),
- Designed retreat activities,
- Analyzed and summarized goals and issues from a previous planning study (Appendices C and D),
- Conducted a survey and organized and presented the data (Appendix E).

RETREAT

Participants gathered and spent the day analyzing, prioritizing, and laying out a detailed downtown economic development plan for the next one to two years.

The planning group was comprised of members of the College Park Main Street Association board and their volunteers, City Council, and City of College Park staff.

Terrance Moore, City Manager, welcomed the group, charged it with the work for the day, and expressed appreciation for the group's commitment to serving the City of College Park's downtown district.



Artie Jones III, Economic Development Director, next presented a recap of the 2019 Highlights and Accomplishments for Downtown College Park (Appendix B). Joel Cordle and Alice Sampson with *Georgia Downtowns*, introduced themselves as facilitators for the day (Appendix F).

Georgia Downtowns facilitated the College Park Main Street Association's planning retreat using its own model for creating vision, action, and results. The team also used the National Main Street "Refresh" model as an effective method for organizing the plan and agenda.



The Process for Planning: The Vision and Priorities



SELECTION OF PRIORITY PROJECTS

Once the group concluded its discussion of the Downtown College Park vision, Cordle and Sampson led the group through the process of setting work plan priorities.

1. Cordle shared a summary of the planning documents (Appendices C and D);
2. Sampson presented a summary of the leadership survey; including suggested work plan priorities (Appendix E); then
3. The group revisited the documents; they reviewed accomplishments, priority issues, and program activities, as well as the group vision;
4. Participants worked in groups to discuss and rank projects;
5. The facilitators gathered the highest-ranked priorities and listed them on poster paper; finally,
6. Participants voted on those priorities they felt brought the highest impact and would be the most economically feasible projects.

The following section details the resulting plan's transformation strategies and project priorities, including each priority's goal, objective, and milestone. A table version of the plan is found in the *Work Plan* section (see Page 9).

Mission of College Park Main Street Association

To become better informed stakeholders that are engaging the community through promotions and marketing, while serving as advocates developing partnerships that provides support and incentives for current and future businesses.

Placemaking

With community-based participation at its center, an effective place-making process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and well being.

- Project for Public Spaces

Everyone deserves access to a vibrant downtown or neighborhood commercial district – a place that provides for broad economic opportunity, is rich in character, and features inviting public spaces that make residents and visitors feel that they belong.

-Patrice Frey, President
National Main Street Center

The Process for Planning: The Vision and Priorities

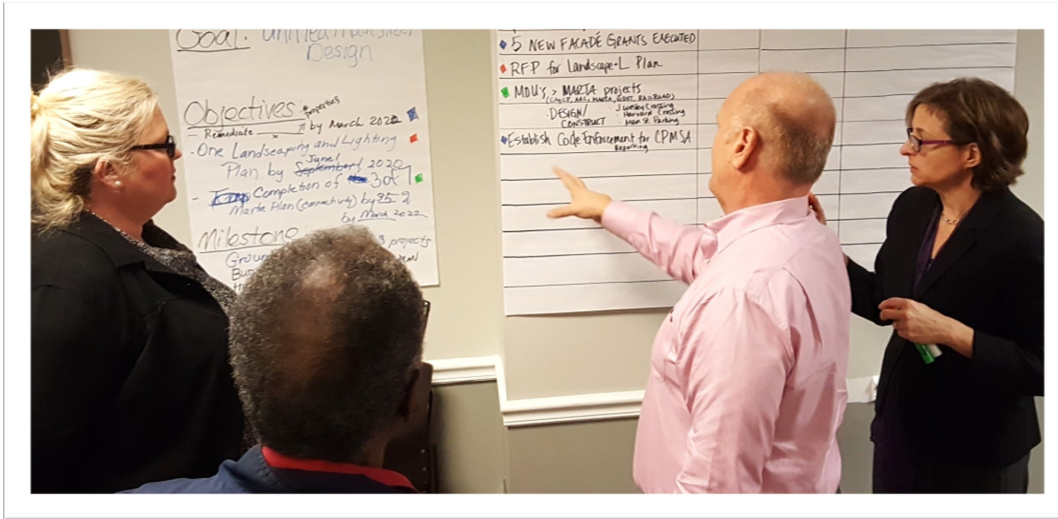


2025 VISION FOR DOWNTOWN COLLEGE PARK

To begin the process for planning, Joel Cordle presented an overview of the day. He then led a discussion with group members about the future of the downtown district of College Park. Cordle and Alice Sampson invited each to share his or her vision for the year 2025. The following is a synopsis of the group's vision presented at the retreat. The group list is found in Appendix G.

In 2025, Downtown College Park is a thriving, growing business district, designed to create an energetic shopping and dining center, with filled storefronts, excellent traffic flow, and an attractive and inviting appearance. Throughout downtown, visitors and residents see evidence of community collaborations with partner stakeholders. A unified historic downtown design has led to enhanced downtown buildings with new streetscaping: beautiful landscaping, expanded sidewalks, clear signage, clean streets, recycling receptacles, and appropriate lighting. Smart City technology is assisting with parking, traffic signals, pedestrian safety, and trash collection. A welcoming gateway plaza and lively artwork greet MARTA users, who can easily connect to downtown by way of a safe and accessible crossing. In addition, a series of sidewalks, bike trails, and walking paths connect the downtown Central Business District throughout. Connecting through effective communication enhances marketing efforts. For example, the installation of digital kiosks keeps visitors and residents up-to-date on upcoming events and retail and dining promotions. Residents, visitors, and newcomers, including families and young professionals, find a variety of entertainment, shopping, and dining options. Live music, an occasional Main Street festival, the Farmers Market, and outdoor dining patios bring people downtown, as do new living spaces on Main Street. Residents are living in or walking to and from downtown day and night. Downtown College Park is a hub of energy where people want to live, work, and play!

Process for Planning: Definitions



TRANSFORMATION STRATEGIES

Overarching the vision and priority goals are the transformation strategies. These are the guiding changes that will bring quality, long-lasting impact to Downtown College Park.

PRIORITY GOALS, OBJECTIVES, AND MILESTONES

For the sake of discussion and planning:

Priorities Goals are projects chosen by retreat participants who used data from multiple resources and the consideration of their constituencies and office to make their decisions. These projects were organized and prioritized through voting.

Priority Objectives are measures of transformation. They are gauged by how much the group is willing and able to implement. The group decides: How far can we go? How much can we do? How much opportunity do we have? What is the potential for performance?

Milestones are markers of completion and public declarations of the achievement of a project. A milestone answers the questions: How do we know we have achieved success? What does success “look” like? How will we share our success?

Many thanks to the retreat participants; it is with your hard work and commitment that the plan lives. Specifically, we thank:

- * Michelle Alexander, City Planner
- * Ben Brown, CPMSA Board Member ^
- * Ambrose Clay, Councilman
- * Christy Deen, Volunteer, Business Owner
- * Artie Jones, III, Economic Development Director
- * Grace McPhillips, CPMSA Board Member

- * Terrance Moore, City Manager
- * Julian Nabaa, CPMSA Board Member
- * Army Perry, CPMSA Board Member
- * Mike Hicks, IT Director
- * Nikki Washington, City Planner

^College Park Main Street Association

Downtown Priorities, Goals, Objectives, and Milestones

Transformation Strategies

- *BEAUTIFICATION INITIATIVES AND DESIGN*
- *BUSINESS ACTIVATION AND DEVELOPMENT*

Priority One

Goal: A Unified Main Street Design

Objective: 1) Develop a landscaping and lighting plan by June 1, 2020; 2) Remediate 30% of neglected properties from the Main Street list, by March 1, 2022; 3) Complete three downtown MARTA projects (42%) by March 1, 2022;

Milestone: 1) Produce a Downtown Awards event to recognize individual property and business owners efforts to remediate properties (Golden Nail); 2) Hold a groundbreaking for all three MARTA plan projects; 3) Present the landscaping and lighting plan to the community for comment and celebration.

Priority Two

Goal: Retail Development: Outreach and Recruiting

Objective: Open three restaurants and four retail or commercial businesses by March 1, 2022;

Milestone: Hold seven-ribbon cuttings for the new businesses.

College Park Priority Projects List

- Promote retail and business owner outreach, filling vacant properties, promotion and networking with partners and residents – 12 votes
- Unified design of streetscape and signage on Main Street with code enforcement and maintenance - 7 votes
- Outdoor experiences and the arts – 3 votes
- Parking plan and adjustments – 1 vote
- Communication and buy-in of residents – 1 vote
- Downtown brand development and campaign – 1 vote
- Connectivity of the Main Street Central Business District to surrounding destinations - 0 votes
- Downtown living - 0 votes

The Downtown College Park Plan

Retreat participants were focused. They were able to use the planning and survey summaries and the group visioning process to identify goals that are high-impact, complex, and transformative.

Next, moving into the detailed planning stage, *Georgia Downtowns* facilitated the discussion and capture of each project's action steps, as identified by retreat participants.

Post retreat, *Georgia Downtowns* compiled collected data and developed a strategic work plan. It is presented in this document (see Page 9).

To complete the report, College Park staff will review the projects to assign budget needs and funding sources.



CONGRATULATIONS!

The College Park Downtown District has the synergy and momentum for an even more prosperous future.

This plan focuses on economic development in an environment that will grow and sustain a successful downtown while maintaining the best of small town characteristics. It envisions the possibilities for Downtown College Park at its best.

WORK PLAN RECOMMENDATIONS

In addition to organizing and reporting actions identified by meeting participants, *Georgia Downtowns* offers a set of additional recommendations in a comprehensive list (See Page 16).



Downtown College Park

2020

Work Plan

(Pullout Section)

College Park Main Street Work Plan Review Form			
2020 Work Plan			
Vision Statement	<p>In 2025, Downtown College Park is a thriving, growing business district, designed to create an energetic shopping and dining center, with filled storefronts, excellent traffic flow, and an attractive and inviting appearance. Throughout downtown, visitors and residents see evidence of community collaborations with partner stakeholders. A unified historic downtown design has led to enhanced downtown buildings with new streetscaping: beautiful landscaping, expanded sidewalks, clear signage, clean streets, recycling receptacles, and appropriate lighting. Smart City technology is assisting with parking, traffic signals, pedestrian safety, and trash collection. A welcoming gateway plaza and lively artwork greet MARTA users, who can easily connect to downtown by way of a safe and accessible crossing. In addition, a series of sidewalks, bike trails, and walking paths connect the downtown Central Business District throughout. Connecting through effective communication enhances marketing efforts. For example, the installation of digital kiosks keeps visitors and residents up-to-date on upcoming events and retail and dining promotions. Residents, visitors, and newcomers, including families and young professionals, find a variety of entertainment, shopping, and dining options. Live music, an occasional Main Street festival, the Farmers Market, and outdoor dining patios bring people downtown, as do new living spaces on Main Street. Residents are living in or walking to and from downtown day and night.</p>		
Transformation Strategies:			
1. Beautification Initiatives and Design; 2. Business Activation and Development			
		Top Priorities	
Status:		Goal #1	
Achieved	Progress	A Unified Main Street Design	
		Goal #2	
		Retail Development: Outreach and Recruiting	

Priority One						
Transformation Strategy						
Beautification Initiatives and Design						
Priority Goal:						
A Unified Main Street Design						
Priority Objective:						
1) Develop a landscaping and lighting plan by June 1, 2020; 2) Remediate 30% of neglected properties from the Main Street list, by March 1, 2022; 3) Complete three downtown MARTA projects (42%) by March 1, 2022						
Milestone:						
1) Produce a Downtown Awards event to recognize individual property and business owners efforts to remediate properties (Golden Nail); 2) Hold a groundbreaking for all three MARTA plan projects; 3) Present the landscaping and lighting plan to the community for comment and celebration						
Status	Task	Responsible Party	Time Line	Budget	Partners and Resources	Four Points
	Five new façade grants executed (PR task?)	CPMSA, Artie Jones II	2020-2021		CPMSA, obtain Cornelia Main Street grants package as a reference	Organization Economic Vit
	RFP & contract for Landscape & Lighting Plan "LLP"	Mike Mason	Spring 2020		CP procurement, CP public works	Organization Design
	MOU status: MARTA projects (City CP, ARC, MARTA, GDOT, railroad)	Jackson Myers	April 1, 2020-Oct. 1, 2020		City engineering Jackson, on-call engineer, council, see partners MOU	Organization
	Design and construct: J Wesley Crossing, Harvard Crossing, Main St. parking	Jackson Myers	January 2021-January 2023		City engineering Jackson, on-call engineer, council, see partners MOU	Organization Design
	Establish ongoing code enforcement reporting for CPMSA meetings (see weekly report already being sent to council?)	Renee Coakley	April 1, 2020-May 1, 2020		Police, building & permitting, code, city planner, fire marshal	Organization
	Conduct a community event to inform about the Landscape & Lighting Plan	Grace McPhillips	Sept. 1, 2020?		Communications, city planner, contractor	Organization Promotion
	Communicate, conduct public relations and recruiting for façade grants	Renee Coakley			Communications director, CPMSA board, merchant meetings	Organization
	Implement/construct the Landscaping & Lighting Plan	Mike Mason, on-call engineer	2021-2023			Organization Design
	Resuscitate and refocus the "blighted properties" ordinance	Ambrose Clay	July 1, 2020-Sept. 1, 2020		Penalties?, city clerk, (research potential uses of revenues from penalties)	Organization Economic Vit

Priority Two						
Transformation Strategy:						
Business Activation and Development						
Priority Goal:						
Retail Development: Outreach and Recruiting						
Priority Objective:						
Open three restaurants and four retail or commercial businesses by March 1, 2022						
Milestone:						
Hold seven-ribbon cuttings for the new businesses						
Status	Task	Responsible Party	Time Line	Budget	Partners and Resources	Four Points
	Promote involvement in CPMSA - add four more board members	CPMSA, Julian Nabaa	April 1, 2020 (CPMSA meeting)		CPMSA	Organization
	Identify list of 50 potential restaurants for recruitment	CPMSA, Grace McPhillips	May 1, 2020		CPMSA, Fulton County Restaurant Inspection List	Economic Vit
	Identify possible retailers with specialized products and method for selling (online/in-store)	CPMSA, Grace McPhillips	May 1, 2020		Community Survey?	Economic Vit
	Look into "total investment" grants and promotion for façade grants (research and improvements)	CPMSA, TBD	May 1, 2020		Economic Development Department, Code Enforcement	Economic Vit Organization
	Promote family-oriented experiences; identify possible options (human and pets)	CPMSA, Grace McPhillips	June 1, 2020		Community Survey	Promotion
	Contact property owners and find out level of interest in recruitment: "total investment," business types	CPMSA, Julian Nabaa, Renee Coakley	June 1, 2020		Property owners, MEAG, tax info, Costar	Economic Vit
	Promote specialized fitness: pilates, cycling, "core power," and create a fitness program (campaign?);	CPMSA, Grace McPhillips	June 1, 2020		Wellness grants, merchants meetings; fitness businesses	Promotion
	Produce one festival (arts/kids/antiques) in the Main Street district; assists with CPMSA funding; Focus on increasing attendance at "Spend the District"	CPMSA, Renee Coakley	March 1, 2021		Economic Development Depart, City Council, ATL District, CVB	Promotion
	Communicate regularly with College Park and community organizations and local and state officials	CPMSA, Chair, Renee Coakley	Ongoing (plan in place by April 1?)		Intern: Instagram, Facebook, DMO, Women's Club, Historical Society, Neighborhood Assns	Organization

End of Work Plan pullout section

CPMSA Monthly Meeting Agenda

Date

AGENDA

I. Approve previous month's meeting minutes - ACTION ITEM (5 minutes) – Board Chair

II. Approve financial report – ACTION ITEM (5 minutes) – Board Chair or Treasurer

III. 2020-2021 Strategic Plan Projects

Unified Main Street Design – (action items, tasks, reports) (10-15 minutes) – *To Be Assigned*, Project Leader

Retail Development: Outreach and Recruiting – (action items, tasks, reports) (10-15 minutes) – *To Be Assigned*, Project Leader

IV. Staff Report (15 minutes) - Director

V. Announcements from Partner Agencies

VI. Other or New Business

VII. Adjourn

ITEMS FOR YOUR CALENDAR:

Events

Upcoming Meetings

Recommendations



Georgia Downtowns highly respects the planning process and the sanctity of the participant-driven visioning process. Identifying critical priority issues in a short amount of time is exciting, but difficult work. As facilitators, we seek to move the discussion along, but not drive the process. Our goal is to ensure that everyone is comfortable, engaged, and inspired.

This is *your* plan.

Sharing our expertise with clients in a collaborative spirit is part of our mission. During the retreat and in review, we identified specific recommendations that we present here, as an extension to our service to the College Park Main Street Association.

Coming together is a beginning; keeping together is progress; working together is success.—Edward Everett Hale

OBSERVATIONS AND COMMENDATIONS

Georgia Downtowns is excited to see the progress and successes that the College Park Main Street Association has achieved in the past two years.

We are inspired by the dynamic professional staff, board, and local leaders. You have a strong team with skills, experience, community knowledge, and passion for their downtown and its success.

There is good momentum and energy for further projects and successes. Downtown has strong assets – a growing variety of small businesses, an impressive core of historic architecture, an excellent geographic location, and a good list of downtown partners and resources.

Advancing and sustaining success does require great partners, teamwork, staff and volunteer leaders. At this work planning retreat, we witnessed energies, plans and resources being committed to advancing economic development and historic preservation in the city center.

The stage seems to be set for a new phase of achievements. The Main Street board's new work plan focuses on priority goals to catalyze the next phase of success. Sparked with the impassioned commitments of board members, local leaders, and great staff, your work plan is a powerful tool for reaching new levels of success.

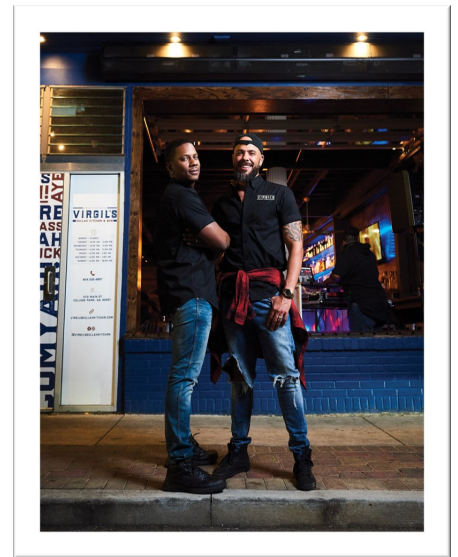


Image Credit: ELEY



Recommendations continued...



RECOMMENDATIONS

Organization

Budget - As a reminder, this new strategic plan is required by Georgia Main Street to have a budget column that contains estimated expenses and income (if any) and sources of funding for each action step. We recommend that the Main Street Director prepare those numbers along with their supervisor and the board chairman, then insert the numbers into the Excel document. This step is best prepared by staff now that the board retreat has identified the priorities and action steps for the new plan.

Agenda - It is important to incorporate your Strategic Work Plan priorities into your monthly agenda format. Make these adopted identified priorities the focus of your board and program work during the next two years. (A model agenda is found on Page 14, and you may consider merging it with your agenda format.)

Website – We recommend updating your website to include the plans and projects from this 2020 Main Street work plan.

Chair – The Main Street Board Chair has an essential role in the implementation of the board’s work plan. The Chair will monitor the progress of all action steps and assure that reports are provided at each board meeting. The Chair will also communicate with the Main Street Director and the assigned project leaders to help maintain momentum, overcome obstacles, maintain accountability, and sustain good partnerships.

Goal: Retail Development: Outreach and Recruiting

Intern for Multiple Marketing Projects - Use an excellent marketing intern to operate these social media campaigns, build the subscribers, and to capture local businesses’ events and promotions. Georgia Downtowns recommends that Main Street engage high-quality interns from Master’s Degree programs or Senior Semester majors in Business Marketing, Real Estate, or Public Administration to assist with Main Street marketing, promotions, and business development. Regional colleges and universities are sources for interns. Connect with the faculty or staff member who coordinates intern placement, and get strong endorsements for best qualified interns. Have prospects apply, interview them, and see their portfolios. Offer them an honorarium for a semester or 2 semesters of work under your supervision.

Market Data - Staff and board need important new market data available from Michael Cahill at MEAG. After you receive expert help in analyzing the data, it should be used to support the projects of the new strategic plan. Consumer demand and sales leakage identified in the data is essential to the board’s goals and to decision-making by prospective new and expanding businesses.

Market Position Statement - Develop a “Market Position Statement” in 2020 to drive the recruiting message to potential downtown business investors.

Special Events - Strategically customize all special events and festivals to include some activities that support the economic development priority goals of the board. For example, targeted vacant buildings could be venues presented during special events to allow potential buyers or renters to see the spaces as opportunities for their business plans.

Recommendations continued...



Business Promo Tweets - Use Twitter bulletins to promote downtown events and business specials daily or weekly. Build subscriber base targets of employees at the airport, FAA, and other major employers that surround downtown.

Images and Video - For advertising and promotional purposes, create a portfolio of high-quality photographs and video of iconic, intimate downtown scenes. Show active people enjoying downtown's special places, shopping, dining, and celebrating. Use skilled photo and video specialists to assist with design and production of professional quality images and film. Actors and staging might be needed for some shots. Great photos and videos are essential for marketing downtown via the website, Facebook, Instagram, print media, and news media.

Marketing the District as a Dining and Shopping Destination - Organize willing retail and dining businesses into a group and conduct ongoing cooperative marketing campaigns with the leadership and cooperative resources of Main Street. Target specific customer demographics and choose methods of delivering the message to the targets (methods may include Twitter, direct mail, Facebook ads, Instagram, email, or combinations of these; targets might include local employers, public and private schools' teachers, families, and administrative staff, local neighborhoods, and hotel guests).

Goal: A Unified Main Street Design

Façade Grant Marketing – Once per year, mail a façade grant application package to each property owner in the downtown district, as well as a copy to each business owner who leases property. This effort will assure that each owner is equitably notified of the available opportunity for assistance with property maintenance.

Blighted Property Ordinance – As this ordinance is revived, it could be helpful to emphasize that it is intended for “economic advancement as a redevelopment incentive.” Its goal is to stimulate the local economy by maximizing the productivity of the district. It is also important to assuring that the city is committed to protecting the safety of public and property.



Go, Downtown College Park!

APPENDICES

Downtown College Park

Main Street and Downtown Development Planning Retreat
February 12, 2020

Welcome

Retreat Overview

2025 Downtown College Park

- Director's Report: 2019 Highlights
- A Vision for Downtown College Park
- Data Presentation and Discussion
 - Downtown Planning Documents
 - Summary of Survey Data

The Plan

- Priority Projects
 - Goals
 - Objectives
 - Milestones
- Action Steps
- Assignments
- Start and Complete Dates
- Resources and Partner

Review

- The Plan
- The Vision
- Next Steps

Adjourn

Transformation Strategies and Priority Projects

Priority Projects emerge from market data and community input.

Transformation Strategies reflect the community and come out of priorities.

Transformation Strategies bring about change, because they are *high impact* and *long-lasting*.

Transformation Strategies are based on the community's

- Economic opportunities and its
- Potential for performance.

Transformation Strategies guide economic revitalization.

- National Main Street Center

Thank you for your participation and partnership!

2018-2019 Accomplishments

- Tri-Cities Small Business Fair held at GICC
- Public Parking Banner installation
- Completed alley project improving flooding issues for businesses and upgrade of sewage system. This project spurred interest from two other Main Street communities who have similar alley issues. Those communities visited College Park to gain insight in moving forward on their process.
- Received design services from DCA for mural project
- Completed roundbarn mural project
- Held two day community engagement event surrounding mural project
- Held two outdoor movie events which attendance for second event increased by 70%
- Created SCORE office to serve entrepreneurs for College Park and surrounding areas
- Marketed businesses within ALT Guide, GICC Concierge, Woodward Academy contact page, local hotel gift bag program and various Facebook pages
- Several Grand Openings/Ribbon Cuttings
- Various Tri-City events
- MARTA Farmers Market
- Held 3 Downtown Clean Up events
- Completed MARTA Accessibility Study
- Created façade grant program
- Several new businesses opened within the program area
- Hosted a 12 week financial seminar in partnership with Operation Hope and SunTrust
- Worked with Woodward Academy students in the creation of their Teens over Trash initiative
- Hosted Relmagine Main Street event which was instrumental in showing available business spaces in the program area
- Created restaurant guide
- Hosted two Summer Music Series events at the train depot
- Received a grant for Smart Technology on Main Street and Virginia Avenue trashcans
- Working with IT to develop a WI-FI ring that will encompass Main Street and other areas of the city.
- Completed property tours with Code Enforcement pointing out issues to business owners and property owners. This resulted in several businesses/property owners upgrading their buildings with paint, awnings, etc.

GOALS AND ISSUES: EXCERPTS FROM COLLEGE PARK COMPREHENSIVE PLAN 2016-2036

COMMUNITY SURVEY RESULTS:

For the downtown area, the community requested:

- streetscape improvements to create a more easily walkable environment
- more upscale and locally owned shops
- more restaurants
- arts, music and entertainment venues
- more people living Downtown
- a strong walkable connection between the Georgia International Convention Center and Downtown College Park

2016 COMP PLAN – COMMUNITY WORK PROGRAM

- Downtown LCI Plan – Supplemental Study (2016-2017)
- Rewrite Zoning Ordinance (2016-2017)
- Implement Downtown Tax Allocation District (2016-2017)
- Develop Signage, Landmarks, and Crosswalks for Walking Tour of Downtown/Historic College Park (2016-2018)
- Develop a Local Historic Preservation Ordinance to Protect the Remaining Buildings that Contribute to the Registered Historic District (2018-2020)
- Implement Downtown Revitalization Plan (2016-2021)

COMMUNITY GOALS (“Vision”)

GOAL ONE: Main Street and Virginia Avenue, while not the primary employment hub, will become the primary destination for residents and visitors in College Park.

GOAL TWO: College Park will capitalize on its regional location close to Hartsfield-Jackson Atlanta International Airport (ATL), its connections to the Interstate system, MARTA, and becoming the Gateway to the Atlanta Region, to expand its economic base while keeping its small town historic characteristics.

GOAL THREE: College Park will link its neighborhoods and connect to the region with high quality transportation and communication options.

GOAL FOUR: College Park will enhance community visibility through investments in branding, arts, and infrastructure to become a cosmopolitan city.

GOAL FIVE: College Park will promote recreational opportunities, guided by an ethos of environmental stewardship.

Transformation (Implementation) Strategy							Priority One	
Marta Users								
"Marta-centric" Development								
1) Intercept surveys are completed by February 1, 2019 and; 2) Foot traffic has increased 20% by August 1, 2020								
Milestone:								
1) Report point-of-sale data and determine foot traffic and; 2) Conduct second (post) intercept survey								
Status	Task	Responsible Party	Time Line	Budget	Partners and Resources	Four Points		
	Launch marketing campaign	Main Street Army Perry, MARTA	Jan 2019 - Dec 2020		Phase 3 Marketing and Communication, Nija Myeres	Promotion		
	Improve destination stop appearance	Michelle Falconer MARTA	Jan 2019 - Dec 2020		Aerotropolis, CID, MARTA	Design		
	Install information kiosk and wayfinding signs	Council, Michelle Public Works	Jan 2019 - Dec 2020		Aerotropolis, CID, MARTA, Public Works	Design		
	Provide security and promote area as a safe place	Public Safety Renee Coakley	Aug-18		Aerotropolis, CID, Police Department	Promotion Organization		
	Retrieve MEAG survey data	Ambrose Clay Renee Coakley	Aug 2018 - Jan 2019		Council, MEAG	Organization		
	Coordinate Marta study with downtown	Artie Jones, III Tom Carpenter Ben Brown, Renee Woodward Academy	Aug 2018 - Dec 2019		Nija Myers and Woodward Academy, Aerotropolis, MARTA, Atlanta Regional Commission	Organization		
	Coordinate TOD study		Aug 2018 - Dec 2019		Nija Myers	Organization		
	Forma a collaborative		Aug 2018 - Dec 2019		Nija Myers	Organization		
Partner Involvement								
Agency Name		Primary Contact		Level of Commitment		Synopsis of Activity		
Phase 3 Marketing and Com								
Woodward Academy								
MARTA								
Atlanta Reg Commission								
Aerotropolis								
Citr of College Park								

Priority Two						
Transformation (implementation) Strategy						
Downtown Business Environment						
Property Improvement Plan						
1) Develop one façade grant program by August 1, 2019; and 2) two buildings are rehabbed by August 1, 2020						
Façade grant program is funded and announced						
Status	Task	Responsible Party	Time Line	Budget	Partners and Resources	Four Points
	Establish guidelines for façade grant program	Artie Jones, III	Aug - Sept 2018		Council and City	Organization Design
	Determine funding available for façade grant	Artie Jones, III	Aug-18		Finance Director	Organization
	Identify buildings to target for sharing incentive information packages	Renee Coakley	Sep-18		Building inventory	Organization
	Administer façade program	Renee Coakley CPMSA Treasurer	Oct-18		Main Street City	Organization Economic Vitality
	Complete the alley improvement project	Ambrose Clay	Aug - Dec 2018		City Council Dept Heads	Organization Design
	Complete the powerline improvements project	Ambrose Clay	Aug - Dec 2018		City Council Power Dept	Organization Design
	Award downtown revolving loans	Renee Coakley	Sept - Dec 2018		Council, DCA Local banks	Organization Economic Vitality
Partner Involvement						
Agency Name		Primary Contact	Level of Commitment	Synopsis of Activity		
Georgia Cities Foundation						
Georgia Dept of Community Affairs						
Georgia Municipal Association						
Woodward Academy						
MEAG						
City of College Park						

2020 College Park Downtown Leadership Survey Summary

Please identify the organization you represent (one)

- Downtown Development Authority / Main Street (4)
- City Council (1)
- City Government Staff (6)
- Other (9)
 - o Business and/or Property Owner (6)
 - o Contract Employee
 - o Convention Visitor Bureau
 - o Community Member
 - o Property owner

What is Downtown College Park's strongest economic asset?

- Historic location (2)
- Availability of buildings for business
- Architectural bones
- Historic location (2)
- Growth potential
- City staff and government support (2)
- Community, citizens, people (3)
- Hotel
- Restaurants and Restaurant District (6)
- Airport (5)
- MARTA (4)
- Woodward Academy
- Land behind Main Street
- Intown living
- Convention Center (3)

What is Downtown College Park's greatest area of economic need?

- Sustainability
- Diversity of businesses (2)
- Better amenities for downtown living
- To occupy all the store fronts with viable & diverse retail options to attract consumers
- More retail
- New young entrepreneur businesses
- Stores to browse in while they wait for tables
- Brewery (2)
- Retail/Restaurants
- Parking
- Parking facility
- Parking & Streetscape
- Parking to accommodate patrons of the business and restaurant establishments on Main Street
- Street parking feels intimidating: parking behind the buildings
- Move to a parallel parking system and wider sidewalk/bike lane/greenery/ outdoor seating
- Design of public space: enhancements needed for bike/ped, visual cues to MARTA and signage to direct parking and easy to change out directional for existing businesses
- More trash cans
- More access, as in the sidewalks and the fact that present buildings are not as inviting as they could be.
- Beautification and stability
- Entertainment
- Gathering spaces
- Apartments
- Downtown living
- Housing
-
- Better collaboration with Citizens
- Code enforcement
- More participation

What distinguishes Downtown College Park in a POSITIVE way? That is, how is College Park unique from its neighboring downtowns?

- Vibrancy and selection of restaurants (2)
- Small town feel which is inviting
- Historic meets trendy. The past and present collide
- Historic Main Street
- Historical Architecture that has been upgraded.
- It is a bustling community with still a small town feel
- Quality businesses and living
- Growth potential
- Diversity
- City Hall and the library, pool, and rec. center complex.
- Wayfield's is also unique in comparison to other downtowns
- The existing Restaurants/Woodward Academy
- Marta (4)
- Vacant Land
- Location: Proximity to Airport and Downtown Atlanta (2)
- Close proximity to schools, banks, City Hall
- Proximity to city, Marta, airport, Woodward, homes between 400-700k
- Proximity to Airport
- New administration
- City budget
- It is well funded city, economically diverse

Based on your understanding of market demand, which of the following does Downtown College Park need?

- Dining businesses (31.58%)
- Downtown living (31.58%)
- Retail businesses (15.79%)
- Entertainment businesses (15.79%)
- Arts businesses (05.26%)

Please share additional questions, ideas, or concerns you may have

- I am concerned about business recruitment and empty properties/lots. How have our efforts paid off in the last 2 years and how can we do better in the next three? Also not having a place to learn more and collaboratively dream about our community is concerning. How could this be fostered?
- Keep up the excellent work
- Expand on our quaintness
- Eliminate eye wash, wine walks etc and most of the Main Street Program and listen to experts who have been telling god for fifty years that there is nothing we can do to create a prosperous Main Street until we provide enough off street parking to support a prosperous Main Street
- Need to work on luring retail to area.
- What is 5-10 year plan for downtown district?
- College Park is a diamond in the rough. The downtown area is quaint and cute; however, you have really nice looking buildings next two buildings that look terrible. The businesses have not improved their look on the outside and there are too many of one type of business and not enough diversification.
- Downtown needs to be clean, all property owners need to be kept to the same standard. Paul Dorn's buildings need to be brought up to code. The rest of downtown needs to be brought up to code. The city needs to go after smaller credible builders to bring restaurants, bars, breweries to College Park.

2020 College Park Downtown Leadership Survey Summary

Work Plan Priorities

If Downtown College Park tackled only two MAJOR work plan items in the next year, what should they be?	What has to happen to achieve each of these work plan items?	Who do you consider to be the best person (you?) or organization to lead the work?
Incorporate more arts	A plan	Renee Coakley
Incorporate more entertainment	Buy in from elected officials	Terrence Moore
Reorganizing MS parking and sidewalks from the Welcome sign to the Enterprise	Rebrand College Park and implement a new welcome signs and landscaping from the main street ramp from CC all the way to E.P. Also who is College Park? What are we writing on those welcome signs? "A place for all?" Find a specific vision and go all the way with it.	I think this should be a broad committee of curated locals with marketing experience and ownership in the neighborhood.
Identify missing draws. What would bring more foot traffic to Main Street? How can the revitalized Alley Way turn into a draw?	Ask Neighbors and look at successful draws in other downtowns, revitalized or always hopping. Dog park/run with a coffee/donut truck? Playground or interactive sidewalk or a splashpad in front of the library? A happy Family hour, 5-6pm? Millennial crowd that would enjoy a Zombie Pub Crawl? The LGBT community seems to be gathering and embracing CP more; host a Pride Fest? AND if these kinds of things were to be embraced how would they be communicated to the community? (Edited for brevity)	Same as above
Implement MARTA enhancements with additional way finding + implement parking strategy	Budget for & assign task orders to engineering	Not sure
Pro-active PR of existing and new businesses to broader Atlanta metro region	Establish as priority with city communications staff/consultant	No response
More citizen involvement	Create more opportunity for citizen involvement. Meetings, workshops, internships	Mayor and City Council
Transparency	Easy access to information on websites & social media keeping citizens aware of what is going on and future plans.	Every department head
Sidewalk beautification	Follow through	Business owners
Unity and developing a sense of community between businesses and the people	Intentionality and supportive climate.	City staff
Making downtown inviting with more desirable businesses not hair shops	Incentives for businesses to come to the area	No response
Find a way to remove the negative stigma that it is not safe	Monies available to promote our area	City council needs to [commit?] a lot more money to make area more desirable
To increase collective marketing of CP's assets to reach all market segments	Heavy visibility, Public relations, community outreach & educating public of proximity to Gateway Campus to spark more interest in visiting downtown	Director of Communications

To identify the ease of accessing CP Downtown via all modes of transportation & walkability	Directional Signage, Retail Directory Signage	Approval by Mayor and Council; Code Enforcement
Establishing a vision	Deciding what College Park wants to be known for.	Artie Jones
Cleaning up the visual of the storefronts	Helping the owners make this happen	Renée Coakley
Off street parking	<i>Response omitted</i>	<i>Response omitted</i>
Code Enforcement	Find people whose buildings are not up to code.	David Burt - independent contractor. He has led the charge in Hapeville
Brewery	Do not make investors jump through hurdles to come downtown. The city has an inflated sense of land value.	Speak with those who have put out a good product out on main street - white nouveau building and whoever invested in Virgil's.
Streetscape improvements (trees, benches, larger sidewalks)	Private investment	Economic Development?
Highlighting connection to GICC and Arena	Walking bridge is coming? Support for this. Advertising?	Main Street Association
Parking issues	I have no idea	City engineer
Stronger enforcement for derelict properties and absent property owners	Assess current codes, place fines and enforce	College Park Code Enforcement
Street Scope	Business Participation/Coalition	Julian Nabaa
Parking	Coordination	Renée Coakley
Establish Strategic Goals	Garner the right personalities to accomplish this task	Renée Coakley
Create efficient parking for patrons	Use data to drive efficiency	Kathleen McQueen
Downtown Building Improvements/Beautification	A revitalization plan	Artie Jones and Renée Coakley
More retail and restaurants	Attractive Incentives/Improved perception of the area	Artie Jones and Renée Coakley
Code enforcement on Main Street!	Make sure code enforcement follows through for ALL buildings/projects	Code enforcement division
Improve perception of College Park	Making the Main Street more walkable, activated, clean, friendly	Economic development department
Code enforcement	Authority, communication within departments at city hall	Carol Cahill, Ben Gibson, Jacob Deardolf, Joe Star, Nick Crossfit
Code Enforcement	Code enforcement! Keep everyone to a standard!	New Main St Board
Improve connection to MARTA	Improve crossings and reduce vehicle congestion on Main	Response omitted
Drive more foot traffic to the merchants	Increase participation by merchants, visitors and residents	Renée Coakley

From Main Street to High Street

Georgia Downtowns 2019 UK Tour



Introduction

Georgia Downtowns works with Main Street programs to revitalize downtowns in the state of Georgia. Since founding the firm in 2016, Joel Cordle and Alice Sampson have used the economic development tools of strategic planning and community input sessions to plan with 25 cities, partnering with clients all over the state - on the coast, in the mountains, and across the piedmont, including metro Atlanta. Georgia Downtowns was honored to represent the Georgia Main Street state program at the 2018 National Main Street Conference in Kansas City.

Our goal for this campaign is to learn the similarities and differences between the two national programs – Great British High Street Awards and the National Main Street Awards. Additionally, we seek success stories to share with main street programs in the US and to promote the high street program and its award winners and heroes.



Joel Cordle

Joel has 35 years of experience in economic development, city government, and cultural arts program management. For ten years he was the Executive Director of the Downtown Development Authority and Main Street Program for the City of Dahlonega. He is proud to have led Dahlonega in winning the ultimate national honor, the 2016 Great American Main Street Award from the National Main Street Center, and the 2010 Award for Excellence in Downtown Development from the

Georgia Downtown Association. For 16 years, Joel served as the Arts Division Administrator for Athens-Clarke County Government. Joel is a certified senior downtown professional and a past president of the Georgia Downtown Association, where he continues to serve on the board as a corporate member. Georgia leads the US in downtown revitalization, and Joel is proud to be a partner with Georgia's local and state leaders for downtown preservation and prosperity. Joel led the city of Dahlonega in its efforts to win the 2016 Great American Main Street Award.



Alice Sampson

Alice has a Ph.D. in education from the University of Georgia and is a former faculty member at the University of North Georgia (UNG) where she served 15 years as professor, director, and associate dean in the College of Education. For ten of her 15 years, she was the founding director of the Georgia Appalachian Studies Center, a community engagement center. Alice also served the university president as the project manager for the REED (Regional Education and Economic Development) Initiative, producing and facilitating a yearlong series of

community meetings, focused on economic development trends and community needs. Alice is a professionally trained meeting facilitator and process planner. As a lifelong educator and now downtown advocate, she believes that healthy downtowns are key to community vitality and place-making.

COLLEGE PARK VISION 2025

In 2025, Downtown College Park is a thriving, growing business district, designed to create an energetic shopping and dining center, with filled storefronts, excellent traffic flow, and an attractive and inviting appearance. Throughout downtown, visitors and residents see evidence of community collaborations with partner stakeholders. A unified historic downtown design has led to enhanced downtown buildings with new streetscaping: beautiful landscaping, expanded sidewalks, clear signage, clean streets, recycling receptacles, and appropriate lighting. Smart City technology is assisting with parking, traffic signals, pedestrian safety, and trash collection. A welcoming gateway plaza and lively artwork greet MARTA users, who can easily connect to downtown by way of a safe and accessible crossing. In addition, a series of sidewalks, bike trails, and walking paths connect the downtown Central Business District throughout. Connecting through effective communication enhances marketing efforts. For example, the installation of digital kiosks keeps visitors and residents up-to-date on upcoming events and retail and dining promotions. Residents, visitors, and newcomers, including families and young professionals, find a variety of entertainment, shopping, and dining options. Live music, an occasional Main Street festival, the Farmers Market, and outdoor dining patios bring people downtown, as do new living spaces on Main Street. Residents are living in or walking to and from downtown day and night.

Downtown College Park is a hub of energy where people want to live, work, and play!

Descriptors Collected from Retreat Participants

- Thriving business district filled with pedestrians
- All storefronts filled
- Live music
- Occasional Main Street festival
- Expanded sidewalks and outdoor dining
- Spaces on Main Street to meet neighbors, oriented for family and children
- Walking and biking paths
- Residents walking to and from downtown and home day and night
- Newcomers and visitors
- Main Street parking valet
- No congestion
- Unified city and historic downtown design
- Clear signage
- Buildings with good streetscape and lighting
- Safe crossing for MARTA visitors to connect with downtown – plaza and gateway
- Artwork greeting MARTA users
- Good communication about all issues and events
- More *Smart City* technology linked to pedestrian improvements
- Artificial Intelligence kiosks with notices of events and locations
- Well-funded College Park Main Street Association
- Collaborative infrastructure with partner stakeholders
- Landscaping
- Clean streets and sidewalks
- Recycling
- Downtown living
- Growing



