



# College Park



## Main Street and Downtown Development 2018 STRATEGIC PLAN

COMMISSIONED BY THE  
COLLEGE PARK MAIN STREET ASSOCIATION

Prepared and Submitted by *Georgia Downtowns*



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Sampson

Photo courtesy of Trip Advisor



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## INTRODUCTION

It has been our great pleasure to partner with College Park's Main Street Association and Economic Development to create the strategic plan for Downtown College Park.

We at *Georgia Downtowns* are "mission-driven," that is, we believe strongly in what we do and seek to partner with downtown leaders who are just as serious as we are about planning the work and working the plan. It takes tremendous effort and dedication to transform a downtown. College Park is fortunate because its leadership is comprised of a great group of enthusiastic community members and leaders who have a vision for its business district. They are committed to working with the city's stakeholders and partners to bring greater economic prosperity to Downtown College Park.

We applaud your spirit and vision, and we thank you for the opportunity to serve .

—Joel Cordle, Principal, Georgia Downtowns

*To succeed, Main Street must show visible results that can only come from completing projects – both shorter and longer-term activities that add up to meaningful change. - National Main Street*

## A NEW MODEL FOR PLANNING

The National Main Street Program is using a "refreshed" model for planning and implementing downtown work. The new Main Street Approach is not radically different, but does have a more cohesive focus, using Transformation Strategies" (Figure 1), as a way to focus more on measurable results from high-impact economic development and less emphasis on festivals and large promotional events. It also stresses public input, because a downtown needs a shared community vision. In addition, this new planning model moves away from the "silo" approach to the Four Points of Main Street (Design, Promotion, Organization, and Economic Vitality). Instead, programs are encouraged to ensure that all four of these points are integrated throughout a project, so they will lead to the achievement of an identified "Transformation Strategy," an overarching vision for creating long-lasting and powerful change to downtown. - *The National Main Street Center*

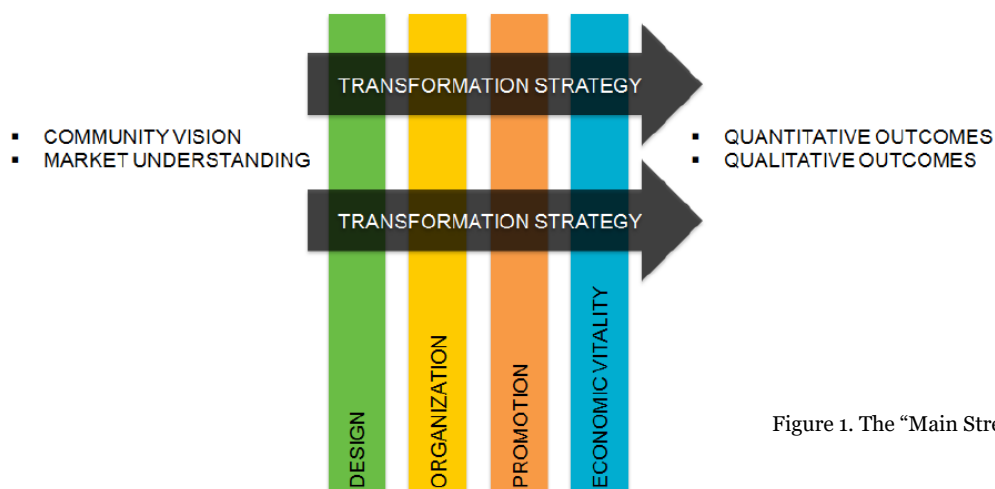


Figure 1. The "Main Street Refresh" Model



<https://www.tripadvisor.com>

## THE PROCESS FOR PLANNING

### RETREAT PLANNING

Prior to the board retreat, Renée Coakley, Manager of the College Park Main Street and Virginia Business District regularly conferred with partner planner *Georgia Downtowns* to discuss planning needs and goals.

To assist the project and to prepare for the planning retreat, *Georgia Downtowns* built an agenda (Appendix A), designed retreat activities, and scanned current planning documents (Appendix D). The *Georgia Downtowns* team also designed a survey for city leadership, collecting and summarizing the results for presentation at the retreat (Appendix E).

### RETREAT

Participants gathered on July 11, 2018, on the historic Woodward Academy campus, to plan for Downtown College Park. At the meeting, members were invited to create a vision for downtown, analyze and consider collected data, prioritize goals, and identify objectives, milestones and action steps for the work plan.

The group included members from College Park's city staff, its City Council, and the Main Street board and its staff.

At the start of the meeting, Manager Coakley, City Manager Moore, Mayor Pro Tem Clay, and Economic Development Director Jones welcomed the group, expressing the City's appreciation for the board's commitment to College Park and its economic development planning needs.

### MANAGER'S REPORT

Renée Coakley presented a recap of 2017 Downtown College Park Activities and Projects (Appendix B). She then introduced *Georgia Downtowns* members, Joel Cordle and Alice Sampson, to the group (Appendix F).

### THE VISION

After greeting the group, Joel next presented an overview of the day, then led the discussion for the creation of the group's shared vision for Downtown College Park in 2024. The following

is the group list (Appendix C), set in a cohesive narrative:

*In 2024, Downtown College Park is a vibrant, bustling community. Its storefronts full, with an occupancy rate of 90%. There is a mix of retail, including businesses such as restaurants, entertainment venues, art stores, and recreation-focused retail. Residents and visitors enjoy greenspaces, public art, outdoor performances, shopping, dining, and playing. Because downtown is at the forefront of technology innovation, people are working in downtown College Park. Technology has also brought progress and relieved traffic congestion, by way of smart cars and traffic lights and downloadable parking applications. Traffic is also relieved because residents and visitors are using public transportation, walking, and biking. If they must bring cars to College Park, drivers can easily park their cars and access downtown retail and dining. College Park feels unified, with a mix of ages. Millennial professionals, retirees, students, and families are contributing to downtown's success. College Park projects a strong sense of community and pride.*

*Downtown College Park is booming!*

### THANK YOU

We appreciate the time and talent of our partners. Specifically, we thank:

- \* Jack Longino, Mayor  
City of College Park
- \* Ambrose Clay, Mayor Pro Tem  
City of College Park
- \* Terrence R. Moore, City Manager  
City of College Park
- \* Artie Jones, III, Director of Economic Development  
City of College Park
- \* Renée Coakley, Main Street Manager  
City of College Park
- \* Ben Brown, Chair  
College Park Main Street Association
- \* Tom Carpenter, Board Member  
College Park Main Street Association
- \* Michelle Falconer, Board Member  
College Park Main Street Association
- \* Army Perry, Board Member  
College Park Main Street Association
- \* Robert Givons, Hardware Specialist  
Information Technology, City of College Park
- \* Michael Hicks, Director  
Information Technology, City of College Park



## THE PROCESS FOR PLANNING (...continued)

### PLANNING

Planning is bringing the future into the present so that you can do something about it now.

- Alan Lakein

Let our advance worrying become advance thinking and planning

- Winston Churchill

Unless commitment is made, there are only promises and hopes; but no plans.

- Peter F. Drucker

The time to repair the roof is when the sun is shining.

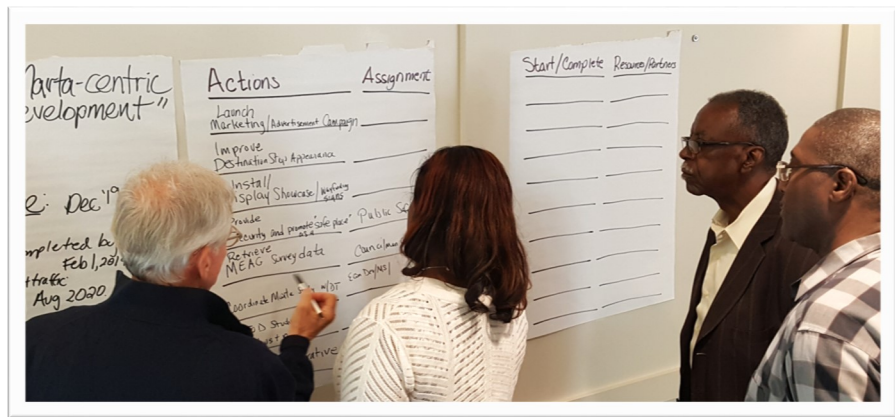
- John F. Kennedy

Plan your work for today and every day, then work your plan.

- Margaret Thatcher

Everyone deserves access to vibrant commercial districts – 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



### METHOD FOR SELECTING PRIORITY ECONOMIC DEVELOPMENT PROJECTS

The *Georgia Downtowns* team, Joel Cordle and Alice Sampson, facilitated College Park's planning retreat, using a model created by *Georgia Downtowns* and based on the National Main Street concept (see page 2).

To create strategies for implementing the plan, facilitators asked the group to begin with a vision (page 3). Then members were asked to prioritize those projects that would have high impact, be long-lasting, measurable, take into account the role of economic revitalization, and set economic development priorities.

Once participants created a vision, Cordle and Sampson guided the group through the process of setting priorities:

1. The group reviewed the vision;
2. Cordle presented and reviewed the notes from the 2016 College Park Comprehensive Plan (Appendix D);
3. Sampson presented and reviewed a summary of the 2018 Leadership Survey, including a list of possible work plan priorities (Appendix E);
4. Using the vision, prior planning information, survey results, and the Main Street activities handout, the group set about listing priorities for the plan;
5. The group then discussed and ranked the list, choosing two priority projects.

The following section describes the work of the Main Street Association board and presents the plan's transformation strategies (as drafted by *Georgia Downtowns*), and priorities, including each priority's goal, objective, and milestone.

### TRANSFORMATION STRATEGIES

Once the community group crafted a vision, a qualitative outcome (see graphic on page 2) and identified work plan priority goals (see below), *Georgia Downtowns* led members of the board in a discussion and listed the steps needed to realize the vision and reach the goals.

Overarching the vision and priority goals are *transformation strategies*. These are the guiding changes that should have a high impact and be long-lasting. *Georgia Downtowns* has identified the following transformation strategies for College Park's Economic Development Strategic Plan:

One: *Marta Users*

Two: *Downtown Business Environment*

### PRIORITY GOALS, OBJECTIVES, AND MILESTONES

For the sake of discussion and planning:

*Priorities* are projects chosen by retreat participants who used data from multiple resources and the consideration of their constituencies and office to make their decisions.

*Priority Goals* are the priorities set in place with action verbs—this allows the group to visualize the priority “in action.”

*Priority Objectives* are measured results, be they units, dollars, time, or percentages; they are part of the quantitative outcomes (see graphic on page 2).

*Priority Milestones* are public declarations of the completion of the project, such as a ribbon-cutting or a newspaper article.



## COLLEGE PARK'S PRIORITIES

### Priority One

Priority Goal: “Marta-centric” Development

Priority Objective: 1) Intercept surveys are completed by February 1, 2019; 2) Foot traffic has increased 20% by August 1, 2020

Milestone: 1) Report point-of-sale data and determine foot traffic; 2) Conduct second (post) intercept survey

### Priority Two

Priority Goal: Property Improvement Plan

Priority Objective: 1) Develop one façade grant program by August 1, 2019; 2) two buildings rehabbed by August 1, 2020

Milestone: Façade grant program is funded and announced

## THE PLAN

Retreat members used information (including survey data, the 2017 Activities handout, the 2016 planning document, and the group vision) to identify goals that are high-impact, complex, and *transformative*.

Next, moving into the detailed planning stage, *Georgia Downtowns* facilitated the members of the board and city staff in their discussion, recording and reporting the steps participants identified for each of the projects. Post retreat *Georgia Downtowns* developed a strategic work plan, as presented in this document (page 9). It has been formatted in the new template required by the Georgia Main Street Program and the Georgia Office for Downtown Development. To complete the report, College Park staff will review the projects and *Georgia Downtowns* recommendations and assign budget needs and funding sources.

## WORK PLAN RECOMMENDATIONS

In addition to organizing and reporting actions identified by meeting participants, *Georgia Downtowns* offers here a set of additional professional recommendations presented in a comprehensive list (see page 6).

## CONGRATULATIONS!

College Park is creating the synergy and momentum for its future. This is a plan that blends economic and community development, creating an environment that will grow and sustain a prosperous community while maintaining the best of small town characteristics.



<https://planyourmeetings.com/portfolio/atl-airport-district/>

## 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 as an extension to our service to College Park's Main Street Association and Economic Development Department.



*Alone we are smart, but together we are brilliant.*

- Stephen Anderson

### OBSERVATIONS AND COMMENDATIONS

*Georgia Downtowns* and College Park's professional staff and board had a focused and productive planning session. Board members brought skills, experience, community knowledge, and passion for their downtown and its sustained success to the working retreat.

Downtown College Park has a very unique and powerful set of assets in the airport, Marta, hotels, and the convention center. These are huge attractors of potential downtown customers. Additionally, College Park has strong education institutions and exceptional historic architectural assets. The neighborhoods of historic homes surrounding downtown are also a superb source of customers for Main Street businesses.

Downtown College Park has an excellent collection of financial incentives for business development including the Tax Allocation District, the Opportunity Zone, and the Enterprise Zone. These are outstanding tools for expanding existing businesses and attracting new ones.

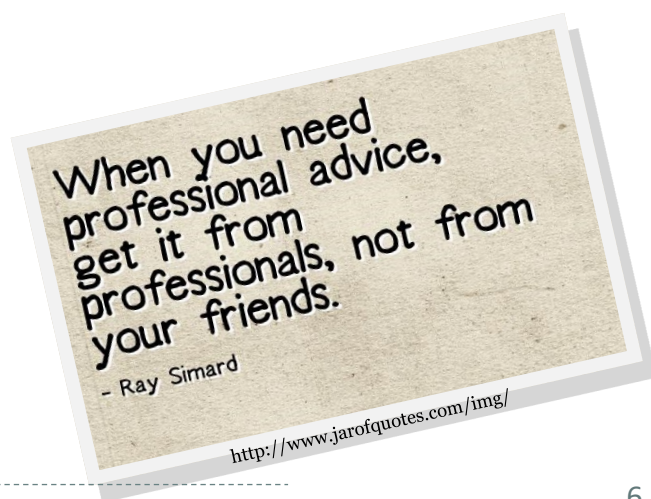
sprinkler grants. These could be important new incentives to help make the property rehabs more feasible for owners. (*Georgia Downtowns* has shared models with Renée Coakley).

- ♦ 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.
- ♦ Consider producing "opportunity night" events in empty storefronts. Invite people (potential business prospects) from the region to attend as groups to see the spaces, visit with staff to get info on licensing and permitting, meet and talk with landlords, talk with SCORE and staff about market data, business plans and financing. *Georgia Downtowns* has a model for production of this event.

### RECOMMENDATIONS

#### *Economic Vitality:*

- ♦ One of the top priorities from the board retreat was the need to rehab and repair several commercial buildings and to get them occupied by new or expanding businesses. We commend plans for the façade grant program, and we recommend that Main Street consider expanding it to include new options for wiring and





## RECOMMENDATIONS (...Continued)

- ◆ Downtown businesses and the community would benefit from a theatre/performing arts center/concert facility. These have a strong impact on area businesses such as restaurants and lodging. The local school auditorium and/or one of the existing vacant commercial spaces should be considered for conversion into a space for shows and films.

### *Administrative*

- ◆ A “code enforcement” role may lead the Main Street Manager to an adversarial situation with property owners. She needs to be known as a friend and advocate of property owners and business owners. Through the Main Street program, she offers support for property and business owners in promotions and marketing, property repair/maintenance incentives, real estate marketing and leasing assistance, loan sponsorships for property purchases and repairs (through the Dept. of Community Affairs and the Georgia Cities Foundation). Code enforcement is a function of staff in another department of city government.
- ◆ 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 Manager prepare those numbers along with her supervisors, then insert the numbers into the Excel document. This step is best prepared by staff after the board retreat has identified the priorities and action steps for the new plan.
- ◆ Obtain important market data from MEAG/Electric Cities of Georgia. After receiving expert help in analyzing the data, it should be used to support the projects of the new strategic plan. Consumer demand identified in the data is essential to the board’s goals and to decisions by prospective new and expanded businesses.



### *Marketing and Promotion*

- ◆ We strongly recommend that the Main Street Program and downtown businesses focus energies on promotion to visitors’ smart phones and digital devices. Maximize the presence of downtown businesses on apps such as Google maps to show locations of downtown restaurants and businesses. This strong presence of downtown business is essential to attract potential customers from MARTA, hotels, the convention center, and local corporate office employees. This could be a low cost, high impact promotional campaign.
- ◆ Social media promotions are common today, but occasional use of print mailed to local residents can still be very effective. For reaching locals, Main Street could send mailed promotions of downtown business and events to the city’s utility customer database at least

*Continued....*



## RECOMMENDATIONS (...Continued)

quarterly. Also, consider sending emails featuring downtown business promotions to the city's utility database monthly. (Get a model for this campaign from Monroe Main Street staff Sadie and Leigh Ann).

- ◆ Use Twitter bulletins to promote downtown events and business specials daily/weekly. Build subscriber base targets of employees at the airport, FAA, and other major employers that surround downtown.
- ◆ Use an excellent marketing intern to operate these social media campaigns, build the subscribers, and to capture local businesses' events and promotions.
- ◆ For advertising and promotional purposes, create a portfolio of your best 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 newsletters. We also recommend holding a photography contest focusing specifically on downtowns' buildings, architecture, assets, active people, and events. Use the best photos to promote downtown. This could also be a Historic Preservation Month activity.
- ◆ 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, specific streets and neighborhoods, and hotel guests).



*Downtown College Park is making it happen!*





# Downtown College Park

2018

Economic  
Development  
Work Plan

(Pullout Section)

Downtown College Park Strategic Work Plan Review Form			
2018-2019 Annual Work Plan			
Vision Statement	<p>Group Vision: In 2024, Downtown College Park is a vibrant, bustling community. Its storefronts are full, with an occupancy rate of 90%. There is a mix of retail, including businesses such as restaurants, entertainment venues, art stores, and recreation-focused retail. Residents and visitors enjoy greenspaces, public art, outdoor performances, shopping, dining, and playing. Because downtown is at the forefront of technology innovation, people are working in downtown College Park. Technology has also brought progress and relieved traffic congestion, by way of smart cars and traffic lights and downloadable parking applications. Traffic is also relieved because residents and visitors are using public transportation, walking, and biking. If they must bring cars to College Park, drivers can easily park their cars and access downtown retail and dining. College Park feels unified, with a mix of ages. Millennial professionals, retirees, students, and families are contributing to downtown's success. College Park projects a strong sense of community and pride.</p> <p>Formal Vision: Downtown College Park is a vibrant bustling community, with a mix of retail, dining, and entertainment for residents and visitors. Access to technology and public transportation provide opportunities for growing new businesses and inviting new customers.</p>		
Transformation (implementation) Strategy #1:			
Transformation (implementation) Strategy #2:			
Downtown Business Environment			
Top Priorities for Year 2018			
Status:		Goal (priority) #1	
Achieved	In Progress	Stalled	
		"Marta-centric" Development	
		Goal (priority) #2	
		Property Improvement Plan	
Comments on Goal/Priority Status			

Priority One						
Transformation (implementation) Strategy						
Marta Users						
Priority Goal:						
"Marta-centric" Development						
Priority Objective:						
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
	Form 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						
City of College Park						

Continued...



Priority Two						
Transformation (implementation) Strategy						
Downtown Business Environment						
Priority Goal:						
Property Improvement Plan						
Priority Objective:						
1) Develop one façade grant program by August 1, 2019; and 2) two buildings are rehabbed by August 1, 2020						
Milestone:						
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						

# College Park Main Street Association

## REGULAR MEETING AGENDA

Date

Roll Call

Acknowledgement of Elected Officials and Guests

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

**II. Additions, Deletions, or Changes to the Agenda** – ACTION ITEM (5 minutes) – Board Chair

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

**IV. 2018 - 2019 Strategic Plan Projects** – (action items, tasks, reports) (10-15 minutes)

Goal: *“Marta-centric” Development*

Committee Chair:

Goal: *Property Improvement Plan*

Committee Chair:

**V. Main Street Manager Report** (15 minutes)

**VI. Chairman Report** (15 minutes)

**VII. Other or New Business**

**VIII. Adjourn**

### **ITEMS FOR YOUR CALENDAR:**

*Upcoming Events*

*Upcoming Meetings*

Vision:

***To support a safe and thriving business district that promotes a creative environment while protecting our history.***

Mission:

***To become better informed stakeholders that are engaging the community through promotions and marketing. Our program will serve as advocates to develop partnerships that provide support and incentives for current and future businesses.***

**End of Work Plan pullout section**



# APPENDICES

## Welcome

## Retreat Overview

### The Vision: Downtown College Park in 2024

- Director's Report
- The Vision
- Main Street Refresh
- 2017 List of Identified Issues
- Leadership Survey Summary

### The Plan

- Transformation Strategies
- Priorities
  - Goals
  - Objectives
  - Milestones
- Action Steps
- Assignments
- Start and Complete Dates
- Resources and Partners

#### Transformation Strategies

- ✓ Reflect community vision and come out of *priorities*
- ✓ Bring about change because they are transformative; i.e., they are
  - *High impact*
  - *Long-lasting*
- ✓ Are based on the community's
  - *Economic opportunities* and
  - *Potential for performance*
- ✓ Guide economic revitalization
- ✓ Hit the Four Points
- ✓ Are measurable

## Review

- The Vision
- Next Steps

## Adjourn

**Thank you for your hard work and attention!**

## **2017-2018 Accomplishments**

- Tri-Cities Summit held at GICC
- Downtown Streetscape completed
- Received design services from DCA for alley project
- Working on having SCORE services 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
- Peach State Pop Up Party Pantry Block Party
- Marta Farmers Market
- Downtown Clean Up
- CSX and Marta Safety Event
- Hired a Main Street Manager



College Park VisionWhat do I see?

- Vibrant, bustling storefronts with a retail mix and 90% occupancy; bike shop, dining, entertainment venues
- Greenspace
- Visual arts
- Bike traffic
- Pedestrians
- Technology and artificial intelligence bring *smart* cars, traffic lights, and parking; forefront of the technology “revolution”
- People are finding parking
- Public transportation center
- Unified city
- “Captured” traffic and pedestrians – residents and visitors are stopping to spend money

Who do I see?

- A mix of millennials and retirees
- Young and elders
- Students
- Pedestrians
- Families
- Visitors
- Bicyclists
- Daytime population (225k)

What are they doing?

- Working
- Playing
- Living
- Walking
- Enjoying shopping
- Running prosperous businesses
- Dining
- Enjoying downtown
- Renting bikes
- Frequenting outdoor venues within walking distance of downtown

Group Vision: *College Park is a vibrant, bustling community. Its storefronts are a mix of retail. The occupancy rate is at 90%; examples of businesses include restaurants, entertainment venues, art stores, and recreation outlets, like a bike store. Residents and visitors enjoy greenspaces, public art, and performances. College Park is at the forefront of the technology “revolution,” where technology and artificial intelligence have brought smart cars, traffic lights, and parking applications. Residents and visitors are easily parking their cars and spending time in downtown.*

Formal Vision: *Downtown College Park is a vibrant bustling community, with a mix of retail, dining, and entertainment for residents and visitors. Access to technology and public transportation provide opportunities for growing new businesses and inviting new customers.*

## 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.

**Organization Membership\***

- Downtown Development Authority / Main Street (4)
- City Government Staff (1)
- Other (4)
  - o Home owner
  - o Educator
  - o Hospitality
  - o Restaurant owner

**What is Downtown College Park's strongest economic asset?**

- Woodward Academy
- Historic location
- Restaurant
- Airport and Marta
- Proximity to Airport
- Location to airport and MARTA
- Marta, Urbanism, Airport
- MARTA, walkability, streetscape
- The Georgia International Convention Center and the Airport are located within/in close proximity to downtown.

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

- Sustainability
- More businesses and updated store fronts
- More restaurants and some entertainment
- Diversity of businesses -- Greater local support
- Engaged and prosperous Businesses
- Higher end retail and restaurants
- Code enforcement
- Retail opportunities
- The downtown is in need of some retail and more viable businesses.

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

- Dining businesses (88.89%)
- Retail businesses (77.78%)
- Entertainment businesses (77.78%)
- Downtown living (55.56%)
- Arts businesses (44.44%)
- Other - Office (11.11%)

**Please list all the local resources and partner organizations from which College Park would benefit.**

- Aerotropolis
- ARCHI
- ATL Airport Chamber
- ATL Airport District
- ATL Neighborhood Development Partnership, Inc
- BIDA
- City of College Park
- Civic Dinners
- Community Improvement District
- Delta Alliance
- Hotels
- Marketing Companies
- MARTA
- Organizations that represent retail and restaurant interests
- Partnership for Southern Equity
- Porsche
- SCORE
- Transformation Alliance
- Tri-Cities Main Street Association
- Woodward Academy

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

- Code enforcement. The downtown buildings look as if they're in a third world country. Hold the building owners accountable! Issue citations until buildings are up to par or forced to sell. Focus on signage rules and regulations. Window littering is an issue. Need a new MS Board, aggressive young, and people who will push the council.
- Would like to increase the presence of the CPMSA and create projects that can be completed.

### College Park Leadership Survey Summary: Work Plan Priorities

<b>If Downtown College Park tackled only two MAJOR work plan items in the next year, what should they be?</b>	<b>What has to happen to achieve each of these work plan items?</b>	<b>Who do you consider to be the best person (you?) or organization to lead the work?</b>
Curb appeal (storefronts)	Help owners update their properties	Main Street manager
Improve sidewalks and store fronts	Need to use media; Inform public of about the changes coming to downtown college park	City
Clean up Main Street physically	Special task force for clean-up and enforcement- stop allowing people to litter- needs to be a fine	Main Street Board
Affordable housing	Businesses need to connect with the community	***
Set up SCORE office to help small businesses	Recruit businesses to engage with SCORE	Main Street manager
Secure higher end retail	Make space available	Economic Development administrator
Aesthetics, code enforcement	Code enforcement	Hetal Patel, Tom Carpenter, City, Artie, Renee, Terrence, Oscar
Rehabilitation of remaining substandard buildings	Providing a vision for main street in the form of renderings	Artie Jones
Encourage vacant property owners to upgrade their facilities	Accountability enforced on business owners	City, Mayor & Council, Code Enforcement
Focus in getting more retail and restaurants.	Don't delay, make changes quickly before East Point or Hapeville start their improvements.	Community individuals
More police presence from Brake Pad to Suntrust	Beat police- I know that they have this at night but day-time would be helpful	Chief Meadows
Equity in all projects	Businesses need to be good corporate citizens	***
Implement a Facade grant program again	develop the framework/ mechanism for a facade program	Tom Carpenter
Improve appearance and landscaping of MARTA station	Hold MARTA accountable for maintenance of its property	City Manager
Filling vacant storefronts with viable businesses	Working with local property owners to address substandard buildings	Renee Coakley, Main Street Manager
Encourage walkability and increase green spaces	Define areas for potential green spaces	Recreation Director, Planning, Engineering

## Joel Cordle

Principal, Georgia Downtowns

Senior Downtown Development Professional



Prior to founding *Georgia Downtowns*, **Joel Cordle** served 32 years in Main Street management and economic development, city government, and cultural arts programs management.

Joel served ten years as the Executive Director of the Downtown Development Authority and Main Street Program for the City of Dahlonega, where he was responsible for the development and implementation of economic development plans based on the preservation of Dahlonega's historic commercial district. His office and he promoted the downtown historic business district, working closely with local owners to retain and expand downtown businesses while assisting others in the establishment of new businesses. Joel worked with Dahlonega's city council, the downtown development authority board members, and agency partners to make downtown a thriving location for small businesses. The Dahlonega Downtown Development Authority and Main Street Program received 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.

Before joining the City of Dahlonega staff, Joel served four years as a regional downtown representative for the Georgia Department of Community Affairs, where he provided Main Street support to 35 cities throughout the north Georgia region. For 16 years, Joel was the Arts Division Administrator for Athens-Clarke County Government. His major accomplishments included merging city and county arts programs and staff during government consolidation, supervising restoration and expansion of two historic arts facilities – the Morton Theatre and the Lyndon House Arts Center, and establishing successful community music and arts festivals.

Joel's education and training include

- Bachelor's degree in Journalism from the University of Georgia;
- Local Government Management certification from the University of Georgia's Carl Vinson Institute of Government; and
- Georgia Downtown Association designation as a Senior Downtown Development Professional.

Joel currently volunteers as a founding board member of the Georgia Pick & Bow Traditional Music School. He has served on the Dahlonega-Lumpkin County Chamber of Commerce Board of Directors, the Lumpkin County School High School Career Technology & Agricultural Education Advisory Board, and the University of North Georgia's Visual Arts Advisory Council. For many years he served as a board member of the Georgia Assembly of Community Arts Agencies and served as a grants panelist for the Georgia Council for the Arts.

Joel served as the President of the Georgia Downtown Association in 2010.

For more information, please visit the Georgia Downtowns [website](http://www.GeorgiaDowntowns.com).





## Alice Sampson

Partner, Georgia Downtowns



Alice Sampson is a former professor and director at the University of North Georgia (UNG). Focusing on community engagement, education, and economic development, Alice served North Georgia and the community in several leadership roles.

She founded and directed the Georgia Appalachian Studies Center. For ten years she worked with campus and community partners to garner over a million dollars in grant awards and to complete over 20 economic and education community projects, including leading the production of a professional academic conference.

She also led the university's *Regional Education and Economic Development* project, also known as the *REED* Initiative. Alice produced a series of community meetings held across the state where participants from the public sectors of local and regional governments, schools, and planning agencies discussed and prioritized the most important challenges and opportunities for developing economic drivers in the region. The project led to the production of the *REED* document, which still serves as a guidebook for the University of North Georgia's community economic development strategies.

During her last year at the university, Alice served as the interim Associate Dean for the College of Education.

Alice received her Ph.D. from the University of Georgia. Before that, she taught public school for eight years, during which time she was awarded twice *Oglethorpe County Teacher of the Year* and nominated as a finalist for *Georgia Teacher of the Year*.

Alice is a professionally trained meeting facilitator and process planner. As a lifelong educator, she is passionate about community-building, public input, and local place-making.

When she is not working with downtowns, Alice serves on the Dahlonega Historic Preservation Commission. She can be found photographing the charm of small town living, volunteering in the community, and hanging out in the local coffee shop.



