



CITY OF COLLEGE PARK

P. O. BOX 87137 • COLLEGE PARK, GA. 30337 • 404/767-1537

July 18, 2016

Atlanta Regional Commission
40 Courtland Street, NE
Atlanta, Georgia 30303

Re: Comprehensive Plan Update Submittal

The City of College Park has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan covering our area and the Rules of Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Lauren Blaszyk, City Planner, at (404) 684-7031 or lblaszyk@tcfatl.com.

Sincerely,

Jack P. Longino
Mayor

Attachments

CITY OF COLLEGE PARK

COMPREHENSIVE PLAN 2016 - 2036



PREPARED BY:



ACKNOWLEDGMENTS

MAYOR AND CITY COUNCIL

- Jack Longino, Mayor
- Ambrose Clay, Councilman Ward I
- Joe Carn, Councilman Ward II
- Tracey Wyatt, Councilman Ward III
- Roderick Gay, Councilman Ward IV

CITY STAFF

- Terrence Moore, City Manager
- Artie Jones, Director of Economic Development
- Gary Young, Director of Airport Affairs and Economic Development Project Manager
- Mike Mason, Director of Public Works
- Oscar Hudson, Director of Inspections
- Keith James, Director of Parks & Recreation
- William Moore, Director of Engineering
- Jackson Myers, Special Projects Administrator
- Iris Baxter, Former Main Street Manager
- Chief Keith Meadows, College Park Police Department
- Chief Wade Elmore, College Park Fire Department
- Derrick Cannon, Director of Finance

STEERING COMMITTEE

- Ambrose Clay - Ward 1 City Councilman
- Eileen Murphy - Ward 1 Planning Commissioner
- Andrea McDaniel - Ward 2 Board of Zoning Appeals Member
- Charles McCall - Ward 3 Board of Zoning Appeals Member
- Whitney Flemister - Ward 4 Planning Commissioner
- Rhonda Brown - At-Large Planning Commissioner
- Jeff Green - College Park Business & Industrial Development Authority (BIDA)

- Mari Early - Principal, College Park Elementary School
- Dr. Lateshia Woodley - Principal, McClarin Success Academy
- Nija Meyer - Vice President for Strategic Marketing & Communications, Woodward Academy
- Tom Carpenter - College Park Main Street Association
- Barbara McKee - LIFT Community Development Corporation
- Don Winbush - Old National Merchants' Association
- Rev. Vicki Smith - College Park First United Methodist Church
- Pastor Marjorie Dent - Mercy Missionary Baptist Church
- Richard Pflieger - St. John's Episcopal Church
- Anthony Mitchell - Historic College Park Neighborhood Association
- Rod Mullice - Air Realty, LLC/Colliers International/Development Community

CONTENTS

- Executive Summary 1
- Community Goals 3
- Issues 4
 - Crime and the Perception of Crime 4
 - Impacts of Airport Operations 4
 - Community Appearance 4
 - Lack of Services 5
 - Workforce Development 5
- Opportunities 6
 - Downtown and Opportunities for Redevelopment 6
 - Strategic Location 6
 - Historic Core and Sense of Community 6
 - Unique Regional Assets 7
 - Atlanta Aerotropolis Alliance 7
 - Community Improvement Districts 7
- Housing 8
 - Housing Occupancy 8
 - Number of Units in Occupied Housing Structures 9
 - Housing Age and Condition 9
 - Housing Value 10
 - Employment-Housing Balance 10
 - Housing For Special Populations 11
- Economic Development 12
 - Economic Base 12
 - Labor Force 13
 - Economic Assets 14
 - Economic Development Programs 17
 - Projected Economic Growth 19
 - Electronic Communication & Data Services 19
- Transportation 21
 - South Fulton Comprehensive Transportation Plan 21

SFCTP Transit Recommendations	22
Concept 3 Long Term Recommendations.....	23
City Recommendations and Other Projects	24
Land Use	25
Existing Land Use	25
Zoning	29
Future Land Use.....	29
Community Work Program	47
Reoport of Accomplishments	49
Appendix A - Community Survey Results	56

FIGURES

Figure 1: Broadband Access in College Park	20
Figure 2 - Existing Land Use	27
Figure 3 - Future Land Use	46

TABLES

Table 1: Housing Occupancy	8
Table 2: Housing Occupancy Characteristics	8
Table 3: Number of Units in Occupied Housing Structures	9
Table 4: Age of Housing Stock	9
Table 5: Median Home Values	10
Table 6: Employment-Housing Balance	10
Table 7: Major Employers	12
Table 8: Labor force Characteristics.....	13
Table 9: Educational Attainment	14
Table 10: Existing Land Use Acreage	25
Table 11: Existing Land Use Categories	26
Table 12: Community Work Program	47
Table 13: Report of Accomplishments.....	49

EXECUTIVE SUMMARY

The Georgia Department of Community Affairs (DCA) has established standards and procedures for Local Comprehensive Planning to provide a framework for local governments to create a long term plan that will address critical planning issues and opportunities. These standards and procedures reflect the state's interest in promoting healthy and economically vibrant communities. The Comprehensive Plan should act as a guide for communities in achieving their goals and objectives, and should be used as a decision-making guide by local officials and community leaders for a 20 year planning period.

College Park's Comprehensive Plan includes the following required elements:

- Community Goals
- Issues and Opportunities
- Housing
- Economic Development
- Transportation
- Land Use
- Community Work Program
- Report of Accomplishments

Public input, coupled with an engaged Steering Committee, helped to identify issues and opportunities, which in turn helped to shape community goals. Projects and initiatives which will help the City of College Park achieve its goals are enumerated in the Community Work Program.

The Housing Element examines the adequacy and suitability of existing housing to meet current and future needs. It includes data on housing occupancy, age of housing stock, median home values, jobs-housing balance, and housing for special populations.

The Economic Development Element addresses the vitality of College Park and considers factors such as economic diversity of the city, the local labor force, assets, economic development programs, broadband availability, and projected economic growth.

The Transportation Element references the South Fulton Comprehensive Transportation Plan and highlights projects and policies that will benefit the City of College Park.

The Land Use Element is a key part of the Comprehensive Plan, as it includes the Existing Land Use Map, Future Land Use Map, and descriptions of the various types of land use designations. The map and descriptions should be referenced as decisions about land use and development are made, as well as in determining areas for infrastructure upgrades and additional services. The Future Land Use Map reflects the community's vision for growth and development, as determined through the community input process, and a review of existing land uses and market conditions. Within each land use map designation, there are

appropriate land uses and zoning categories listed, as well as photos of the preferred types and style of development.

While the Future Land Use Map should be the guide for the 20 year planning period, it is important to note that regular review of the map is necessary to ensure that it meets the latest market trends, which may change the demands for development. Further, if a rezoning which does not fit the designated future land use is granted, there should be an amendment to the Future Land Use Map in order to ensure that it reflects the use of the parcel.

The Community Work Program includes projects and initiatives which will help with implementation of the Community Goals. While the Comprehensive Plan as a whole incorporates policies and strategies for a 20 year planning period, the Community Work Program outlines specific implementation strategies in a more manageable, five-year timeframe.

COMMUNITY GOALS

The City of College Park is a diverse and forward looking community engaged in shaping its own future. The people of College Park are working to capitalize on the qualities and values that have made it successful. As the City of College Park moves forward in implementing the Comprehensive Plan, these goals should continue to be monitored to ensure that they are still relevant to the community.

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.*

- College Park will continue to invest in its LCI Plan by expanding the study to look at ways to connect Historic Downtown, the Georgia International Convention Center (GICC), Airport buyout/Master Land property, and the new mixed use development at Hartsfield Jackson Atlanta International Airport (ATL).

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.*

- College Park will work with property owners to refresh and reimagine aging retail and office properties to make the city a more attractive destination.
- College Park will make use of its available land to attract new employers and residential opportunities.

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

- College Park will create great public spaces with well-balanced, fiscally sound infrastructure investments to connect to the region and to the world.

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

- College Park has a great small town feel and will capitalize on that feel with gateways and public art investments.

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

- College Park will seek to incorporate sustainability into its public investments. College Park will create a Greenway Trails Plan. This plan will implement a system of greenways, walking paths, and bike paths that would connect the City's existing parks, Camp Truitt, College Park Historic Golf Course, recreation centers, Gateway Center/Georgia International Convention Center (GICC), future bridge from the Gateway Center over Camp Creek Parkway, and the downtown area.

ISSUES

Based on public input, following are issues facing the City of College Park:

CRIME AND THE PERCEPTION OF CRIME

The area within the Atlanta region referred to as “College Park” is much larger than the actual City of College Park, which makes it difficult to disassociate the city from some negative externalities in the surrounding, unincorporated Fulton and Clayton County area. Aside from the boundary issue, according to the FBI Uniform Crime Reports, the City of College Park has seen a slow decrease in crime - both violent and property - and its property crime rate is lower than some of its neighbors. (<https://www.fbi.gov/about-us/cjis/ucr>).

The College Park Police Department provides GIS crime mapping. Four Community Oriented Police Systems (COPS) operate five days a week within the downtown area and four zones, and video surveillance cameras have been installed at key intersections.

IMPACTS OF AIRPORT OPERATIONS

Hartsfield-Jackson Atlanta International Airport (ATL) operates around 2,500 flights a day to over 150 U.S. destinations and to more than 60 international destinations in 50 countries. While ATL is an asset to the City of College Park, noise and other restrictions place an extra burden on the City of College Park.

Federal Aviation Administration (FAA) restrictions in the area limit land uses as well as building heights. Building standards also require mitigation of noise. All of these requirements increase the cost of building around ATL and ultimately impact urban form.

In addition to noise and height restrictions, ATL has a variety of environmental impacts that negatively influence the area, including stormwater runoff, water quality, and air pollution. The airport has initiated a major sustainability initiative to better mitigate these impacts.

COMMUNITY APPEARANCE

According to public input, the second greatest challenge to the City is the appearance of the community. The appearance of vacant land, some of the buildings along Main Street, and the older development along the Old National Highway Corridor, all play a role in the image of the City of College Park to visitors and residents. However, College Park is making efforts to improve its appearance. In 2014, the City amended the Old National Overlay District (OND) to include design standards for new construction and exterior renovations. In 2015, the City adopted Downtown Design Standards created by the Atlanta Regional Commission (ARC) which also apply to new construction and exterior renovations in the downtown area as well as the Virginia Avenue Corridor. While it will take time, these design standards will assist in making major corridors in College Park more visually appealing.

LACK OF SERVICES

Another key issue identified through the public engagement process is the lack of key day to day services within the City of College Park. While there is a chain grocery store and a small organic market located within the City of College Park, most services are located outside of the city at Camp Creek Marketplace or on Old National Highway. The average age of commercial retail properties is over 40 years (CoStar Inc., with analysis by ARC). These older retail properties are less desirable for new reinvestment. However, the City of College Park is working to attract new development on key parcels that could contain services.

WORKFORCE DEVELOPMENT

Attracting high-wage industries is dependent on having an educated workforce capable of providing the knowledge and experience needed. The City of College Park's workforce is less educated than the Atlanta region as a whole. With the ATL located within the City of College Park, Transportation is the largest employment sector of jobs, followed by Food Service. Residents of the City of College Park are employed in diverse sectors, but with high numbers within Transportation, Food Services, and Warehousing.

A key concern heard throughout the comprehensive plan update process is the perception of the quality of public schools within College Park, which acts as a barrier to redevelopment. At the elementary level, 12.5% of Tubman Elementary Grade 3 students scored proficient or above on the Georgia Milestones English and Language Arts category, while 33.3% of the Main Street Academy Grade 3 students scored proficient. (Neighborhood Nexus).

College Park is home to Woodward Academy, the largest non-parochial private school in the Continental United States, which serves as an alternative to Fulton County Schools, and through the years has attracted a number of new residents and development to the City. In addition, Shorter University and OmniTech have locations in Phoenix Business Park. Atlanta Area Technical College, Brenau University (Fairburn), and Georgia Military College (Fairburn) are other educational and training institutions within close proximity to College Park whose resources could be used for workforce training.

OPPORTUNITIES

These assets in the City of College Park are opportunities to be accentuated and improved on over time, to ensure the continued long-term success of the city:

DOWNTOWN AND OPPORTUNITIES FOR REDEVELOPMENT

The City of College Park has a Business and Industrial Development Authority (BIDA) to assist companies in locating or expanding within the city and the city also contains an Opportunity Zone (OZ). These zones are administered by the Georgia Department of Community Affairs, and they allow up to a \$3,500 tax credit per job created within these areas. The incentive, which is available for new or existing businesses that create two or more jobs, is a Job Tax Credit which can be taken against the business's Georgia income tax liability and payroll withholding tax. This incentive has worked in other communities within Georgia to attract high paying jobs.

As a Livable Center Initiative (LCI) Community, the City of College Park has focused on improving and developing the downtown, and to better connect it to the MARTA system. In addition, the City is looking to expand and develop infrastructure to connect the Gateway Center to the downtown area.

STRATEGIC LOCATION

Two interstates, one U.S. highway, and five major state highways, connect the City of College Park to the region. US 29 (Roosevelt Highway/Main Street) is the key north-south route through the city, while State Route 6 (Camp Creek) and State Route 14 Spur (South Fulton Parkway) connect the City of College Park to communities to the west of the City. I-85 and I-285 connect the College Park to the rest of metro Atlanta and the Southeastern United States. Not only do these routes connect the City of College Park to the region, but they are major regional transportation corridors as well. These transportation connections provide residents and businesses within the city easy access to the Atlanta region and the world.

In addition to the Interstate system, the City of College Park is connected to the region via the MARTA rail system. The College Park MARTA Station is the system's second busiest. On the Red and Gold lines, this connection allows residents and visitors connections to the airport, the employment centers at Perimeter Center, Buckhead, Downtown and Midtown. The College Park MARTA Station also connects riders to eight bus routes that serve South Fulton and Clayton County.

HISTORIC CORE AND SENSE OF COMMUNITY

It is clear that there is a strong sense of community in College Park, and a sense of pride that residents and business owners have in living and working in the community. A part of this pride stems from the designation as an urban Historic District. Historic College Park is Georgia's fourth largest Historic District. There are 606 acres and 853 College Park properties listed on the National Register of Historic Places by the United States Department of the Interior. The historic homes included in the Historic District provide a sense of identity and

community pride that makes the City of College Park unique among cities in the southern part of the Atlanta region.

UNIQUE REGIONAL ASSETS

The Georgia International Convention Center (GICC) is Georgia's second largest convention center, and is located along the ATL SkyTrain which connects the GICC to the airport. The Convention Center District includes two hotels - Marriott Gateway and Springhill Suites - as well as office space. A Renaissance Hotel is currently under construction, and an additional office building is leased out, while two others are proposed.

Hartsfield-Jackson Atlanta International Airport operates around 2,500 flights a day to over 150 U.S. destinations and to more than 60 international destinations in 50 countries. Being the airport's home provides College Park businesses and residents opportunities to connect to places around the globe unlike any other community in the region.

ATLANTA AEROTROPOLIS ALLIANCE

The Atlanta Aerotropolis Alliance is working to unite the communities and businesses around the ATL in a common vision for development. College Park is a key player in the Aerotropolis efforts and, through a Downtown LCI supplemental study, will look at ways to connect key areas of the city with the mixed use development at ATL through land use policies, thus working towards the creation of the "Airport City" concept included in the Aerotropolis Blueprint.

COMMUNITY IMPROVEMENT DISTRICTS

College Park is included in both the Airport West Community Improvement District (CID) and Airport South CID. These two organizations are managed by the Atlanta Aerotropolis CID. These CIDs are currently collecting revenues from member businesses to resolve their issues with public safety, transportation, and beautification/landscaping.

PARKS & RECREATION

College Park residents enjoy access to three recreation centers: Conley Recreation Center, Tracey Wyatt Recreation Center, and Brady Recreation Center. There is also an auditorium, four parks, and three ball fields available for use. The City also installed two Kaboom! Playgrounds during the spring and summer of 2016: one at Tracey Wyatt Recreation Center and the other at Bill Badgett Stadium. The College Park Recreation Department offers many programs for the benefit of the community: After School Program, youth and adult basketball; youth baseball; cheerleading; dance; summer day camps; youth football; gymnastics; karate; line dancing; track; tutoring; tumbling; a weight room; senior services; volleyball; Zumba classes; and swimming. The department also oversees special events, such as the Christmas Parade, Easter Egg Hunt, Light Up College Park, Senior Thanksgiving Luncheon, and Santa Is Calling.

HOUSING

The housing stock within College Park has not seen a significant increase, which is consistent with the population. In 2010, the U.S. Census reported the City had 6,225 total units of housing, and in 2014 the total number housing units decreased to 5,926 (See Table 1). This decrease accounts for a -0.5% change in the number of housing units. New construction in College Park must be structured around the airport’s DNL (Day/Night Noise Level) zones.

TABLE 1: HOUSING OCCUPANCY

Housing Occupancy	2010	Percentage of Total 2010	2014	Percentage of Total 2014	Percentage Change from 2000 to 2014
Total Housing Units	6,225	-	5,926	-	-0.5%
Occupied Housing Units	4,769	76.6%	4,693	79.2%	2.6%
Vacant Housing Units	1,456	23.4%	1,587	25.3%	9.0%

Sources: United States Census Bureau; City of College Park

HOUSING OCCUPANCY

As seen in Table 1, the housing occupancy rate has remained above 74% between 2010 and 2014. Similarly, the vacancy rate increased from 23.4% to 25.3% between 2010 and 2014. In 2010, the majority of the housing within College Park was renter-occupied, and this trend continued to hold true. Rental housing in College Park experiences a higher vacancy rate than owner-occupied housing, as seen in Table 2.

For comparison Table 2 includes regional, state and national vacancy rates.

TABLE 2: HOUSING OCCUPANCY CHARACTERISTICS

Vacancy Rates: Comparison				
	2010	2014	% Change	
United States				
Own	2.6%	2.0%	-0.6%	
Rent	9.9%	7.6%	-2.3%	
Georgia				
Own	2.9%	2.8%	-0.1%	
Rent	12.3%	9.7%	-2.6%	
Atlanta MSA				
Own	2.6%	1.8%	-0.8%	
Rent	14%	10%	-4.0%	
College Park				
Own	4.5%	4.4%	-0.1%	
Rent	18.8%	19.5%	+0.7%	

Source: United States Census Bureau

NUMBER OF UNITS IN OCCUPIED HOUSING STRUCTURES

As shown in Table 3, the dominant type of housing in College Park is apartments with 10 or more units, followed by single-family detached. This trend has remained consistent between the 2010 Census and the 2014 American Community Survey.

TABLE 3: NUMBER OF UNITS IN OCCUPIED HOUSING STRUCTURES

Units In Structure	2010	Percentage of Total (2010)	2014	Percentage of Total (2014)
1-unit, detached	2,085	33.5%	1,955	31.1%
1-unit, attached	46	0.7%	80	1.3%
2 apartments	218	3.5%	287	4.6%
3 or 4 apartments	741	11.9%	607	9.7%
5 to 9 apartments	934	15.0%	1,036	17.48%
10 or more apartments	2,197	35.3%	1,959	33.06%

Source: United States Census Bureau and 2010-2014 American Community Survey; City of College Park

HOUSING AGE AND CONDITION

Older housing stock within College Park has declined slightly over the past six years while newer housing stock, defined as built after 2000, has seen only a marginal level of construction (See Table 4). A predominance of older and historic housing stock is located with the northern area of the National Register Historic District. Newer construction has happened east of the MARTA station. With additional housing in a recently approved Transit Oriented Development, the MARTA station area will see more growth.

TABLE 4: AGE OF HOUSING STOCK

Year Structure was Built	2010	Percentage of Total (2010)	2014	Percentage of Total (2014)	Percentage Change from 2010 to 2014
1939 or earlier	619	9.8%	619	9.8%	0%
1940 - 1959	1364	21.5%	1005	16.0%	-5.5%
1960 - 1979	3602	57.7%	3471	55.3%	-2.4%
1980 - 1999	589	9.5%	618	9.8%	+0.3%
2000 to present	432	0.7	567	0.9%	+0.2%

Source: United States Census Bureau and 2010-2014 American Community Survey

HOUSING VALUE

The median value of College Park owner-occupied housing in 2014 was \$169,400. This reflects housing value estimates provided by the U.S. Census' 2010 - 2014 American Community Survey, which indicates that approximately one third (33.2%) of owner occupied housing units had a value of \$50,000 to \$99,000, thirty percent (30%) had a value of \$100,000 to \$199,999, and less than one third (32.6%) had a value of \$200,000 to \$499,999 (See Table 5).

TABLE 5: MEDIAN HOME VALUES

Value, Owner Occupied Units	2014	Percentage of Total
Less than \$50,000	72	6.0%
\$50,000 - \$99,999	329	27.2%
\$100,000 - \$149,999	133	11.0%
\$150,000 - \$199,999	230	19.0%
\$200,000 - \$299,000	228	18.9%
\$300,000 - \$499,999	166	13.7%
\$500,000 - \$999,999	50	4.1%
\$1,000,000 or more	7	0.3%
Total number of units	1,208	-

Source: U.S. Census Bureau, 2000 - 2014 American Community Survey

EMPLOYMENT-HOUSING BALANCE

Table 6 illustrates the balance between housing and employment with College Park residents. For this purpose, employment represents the number of College Park residents that work, either within College Park, or outside of the City. As the balance improves, College Park will become more of a live/work community where people can live closer to their jobs, and traffic congestion will be reduced. A balanced community generally has an employment-housing ratio of 1.25 to 1.75. College Park had a ratio of .97 in 2010, which has decreased from 1.09 in 2000, but has marginally increased to 1.07 in 2014.

TABLE 6: EMPLOYMENT-HOUSING BALANCE

Category	2000	2010	2014
Population	16,084	11,505	11,796
Average Household Size	2.53	2.37	2.51
Number of Households	6,353	4,853	4,693
Housing Units	6,735	6,225	5,926
Employment	7,399	6,047	6,325
Employment/Population Ratio	.46	0.53	0.54
Employment/Housing Unit Ratio	1.09	.97	1.07

Source: U.S. Census Bureau, 2014 American Community Survey

HOUSING FOR SPECIAL POPULATIONS

Most services for special populations are provided by Fulton County. College Park does not have any homeless shelters, hospice care, or special housing for those infected with HIV.

The College Park Housing Authority (CPHA) provides housing and assistance through three programs: CPHA Units; Section 8 Housing; and Family Self-Sufficiency. The CPHA has approximately 230 public housing units which are owned and maintained by the Authority. The Section 8 Rental Voucher Program increases affordable housing choices for very low-income households by allowing families to choose privately owned rental housing. The public housing authority (PHA) generally pays the landlord the difference between 30 percent of household income and the PHA-determined payment standard - about 80 to 100 percent of the fair market rent (FMR). Family Self-Sufficiency (FSS) is a HUD program that encourages communities to develop local strategies to help voucher families obtain employment that will lead to economic independence and self-sufficiency. Public housing agencies (PHAs) work with welfare agencies, schools, businesses, and other local partners to develop a comprehensive program that gives participating FSS family members the skills and experience to enable them to obtain employment that pays a living wage.

ECONOMIC DEVELOPMENT

ECONOMIC BASE

While it is true that College Park has always had a rather diverse economic base, the future of the area is dominated by Hartsfield-Jackson Atlanta International Airport (ATL). Not only does this offer the opportunity to capitalize upon the service and logistics industries associated with ATL, but non-related companies are choosing to be located close to the airport for their own logistical reasons. The opportunity exists to realize some of the goals outlined in the Atlanta Aerotropolis Blueprint, further helping to diversify College Park’s economy.

College Park has nearly built out its Gateway Center, which is home to the 400,000 square foot Georgia International Convention Center (GICC), and Porsche Cars North America has completed its North American headquarters in Atlanta, near Hapeville—both of which are likely to garner the area more attention, particularly because more than 50 percent of Fortune 500 corporate headquarters are located within ten miles of US hub airports like ATL. Atlanta is home to 17 Fortune 500 companies, including Coca-Cola Enterprises, Delta, Home Depot, United Parcel Service (UPS), Southern Company, Georgia Pacific and SunTrust Bank. Businesses like Delta, Porsche Cars North America, and Chick-fil-A all have their headquarters on or near the boundary of ATL.

MAJOR EMPLOYERS

The table below lists the major employers, ranked in descending order, with operations in College Park

TABLE 7: MAJOR EMPLOYERS

Major Employers in College Park, 2014	Employees
Hartsfield-Jackson Atlanta International Airport	58,000
Delta Airlines	27,100
Atlantic Southeast Airlines	3,200
Federal Aviation Administration	1,400
Chick-fil-A Corporate HQ	1,300
Sysco Foods	680
Woodward Academy	660
Coca-Cola Bottling Company	290
Marriott Atlanta Airport Hotel	280
Anchor Hospital	250
Marriott Gateway Hotel	226
Westin Atlanta Airport Hotel	220
DHL Global Forwarding	150
Zodiac Services Americas (Aviation Repair)	146
Talbott Recovery Campus	85

LABOR FORCE

Of the nearly 180,000 (179,490 actual) jobs in the Atlanta Aerotropolis area, only 27,287 people live and work in the area. In addition, 72,863 people live in the area, yet commute out of the area for their jobs.

College Park has an employed labor force of 5,766 people above the age of 16. In essence, ATL employs more than ten times (58,000 people) the amount of College Park’s labor force. The jobs that do employ the City’s workforce are heavily weighted in the service and transportation sectors.

TABLE 8: LABOR FORCE CHARACTERISTICS

Labor Force	College Park		Core Metro		Georgia	
	Total	%	Total	%	Total	%
Labor Force Participation Rate (Age 16+)		67.8%		69.9%		63.9%
Unemployment Rate (Age 16+)		17.8%		11.8%		11.4%
Occupation						
TOTAL Civilian Employed Population (Age 16+)	5,811	100.0%	1,630,787	100.0%	4,254,879	100.0%
Management, Business, and Science	1,388	24.1%	683,928	41.9%	1,517,308	35.7%
Service	1,467	25.4%	259,363	15.9%	716,415	16.8%
Sales and Office	1,650	28.6%	418,430	25.7%	1,072,067	25.2%
Natural Resources, Construction, and Maintenance	188	3.3%	116,597	7.1%	398,032	9.4%
Production, Transportation, and Moving	1,073	18.6%	152,469	9.3%	551,057	13.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

In today’s diverse market place, it is not always necessary to have a college degree, and College Park is behind the Metro area and the state in that metric. With respect to high school education, College Park’s workforce has a 58% higher quota of those with less than a high school education compared to Metro Atlanta, and is 28% higher than the state average. Census data from 2010 show a stark difference in percentage of residents with a Bachelor’s degree, from west to east of the airport. If the airport were the dividing line, the majority of the population in census tracts to the west have 20-50% Bachelor’s or higher, whereas the majority of census tracts to the east have 3-15% of residents with a Bachelor’s degree or higher.

TABLE 9: EDUCATIONAL ATTAINMENT

Educational Attainment	College Park		Core Metro		Georgia	
	Total	%	Total	%	Total	%
TOTAL Population (Age 25 to 64) (includes unemployed/retired)	7,407	100.0%	1,922,403	100.0%	5,233,103	100.0%
Less than high school graduate	1,220	16.5%	198,173	10.3%	695,920	13.3%
High school graduate (includes equivalency)	2,527	34.1%	392,374	20.4%	1,455,537	27.8%
Some college or associate's degree	2,238	30.2%	534,306	27.8%	1,541,111	29.4%
Bachelor's degree or higher	1,422	19.2%	797,550	41.5%	1,540,535	29.4%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

The census tracts bordering the airport on the southeastern side (these are outside of the City of College Park, but still competing for jobs) all consist of populations with 5-6% holding a Bachelor's degree or higher. Educational attainment of a high school degree, or equivalent, around the airport in general is low—roughly 20.5%, whereas the American Community Survey's 5-year estimates from 2008-2012 of the State of Georgia's percentage of residents with Bachelor's degree is 29.4%.

While College Park has a higher average percentage of residents with a Bachelor's degree in the workforce than other areas around ATL, there are numerous job sectors that provide above average income for technical and skilled labor jobs not requiring a college degree. With this in mind, workforce development is key.

ECONOMIC ASSETS

Hartsfield-Jackson Atlanta International Airport (ATL)

Atlanta's airport is the busiest in the world in terms of operations, and is directly responsible for more than 58,000 jobs. ATL has a \$34.8 billion direct economic impact to metro Atlanta and a \$38.4 billion impact to Georgia annually. ATL's total economic impact to metro Atlanta is \$64.3 billion and \$70.9 billion to Georgia annually. The number of jobs directly attributed to the airport is 63,300—constituting all the jobs on airport property. However, the indirect and induced jobs attributed to ATL amount to 448,700 in metro Atlanta and 481,500 in all of Georgia. ATL is also “the world's busiest airport” in terms of passengers, with more than 260,000 passengers using the airport each day. Furthermore, global air travel is projected to triple by 2030.

MARTA

The Metropolitan Atlanta Rapid Transit Authority, or MARTA, is the principal rapid-transit system in the Atlanta metropolitan area. It is the eighth-largest rapid transit system in the United States by ridership. Formed in 1971 as strictly a bus system, MARTA operates a network of bus routes linked to a rapid transit system consisting of 48 miles of rail track with 38 train stations. MARTA operates almost exclusively in Fulton, Clayton and DeKalb counties, with bus service to two destinations in Cobb County (Six Flags Over Georgia and

the Cumberland Transfer Center next to Cumberland Mall) and a single rail station in Clayton County at Hartsfield-Jackson Atlanta International Airport. MARTA also operates a separate para-transit service for disabled customers. As of 2014, the average total daily ridership for the system (bus and rail) was 438,900 passengers.

ATL SKY Train

The ATL Sky Train is an automated people mover connecting Hartsfield-Jackson Atlanta International Airport with the Consolidated Rental Car Center. The system opened on 12/8/2009. Unlike The Plane Train, which is located underground, inside the secure zone of the airport, the ATL Sky Train is located outside the airport's secure zone and is elevated, crossing Interstate 85.

In addition to the Consolidated Rental Car Facility, the ATL Sky Train connects the airport to the Gateway Center of the Georgia International Convention Center, where a station was built. The ride takes five minutes to travel from the terminal to the Hartsfield-Jackson Rental Car Center and vice versa, with a two and a half minute wait at each station. The station at the airport is located adjacent to MARTA's Airport station at the west end of the main terminal complex.

CSX Rail

An important component of transportation in the region, and the eastern United States, CSX has one of its southern regional offices in Atlanta, and operates two multimodal facilities in the Metro Region: the Hulsey Yard in Atlanta, and the Fairburn Terminal. Access to rail is a valued feature for industrial and manufacturing operations. Fortunately, College Park is situated to take advantage of the CSX rail service.

Georgia International Convention Center

The current Georgia International Convention Center (GICC) opened in 2003, and is owned and operated by the City. At 400,000 square feet, it is the second largest convention center in the state - second only to the Georgia World Congress Center. The GICC is accessible from the Airport MARTA station (via a connection to the ATL Skytrain), Interstate 285, and Interstate 85.

Behind the Convention Center, the ATL Skytrain connects airport patrons with the new rental car complex, hotel accommodations, and restaurants at the Gateway Center of the Georgia International Convention Center.

National Register Historic District

College Park dates back to 1846 when the City of Manchester was established through a land grant. The City was renamed College Park in 1896 to reflect the establishment of several educational institutions within the City. In addition to the renaming of the City, many streets were renamed for colleges, such as Yale Avenue, Oxford Avenue, Cambridge Avenue, Virginia Avenue, and Harvard Avenue, among others.

The City of College Park National Register District was listed on the National Register of Historic Places in 1995. Home to 853 contributing buildings, sites, objects and structures and spanning approximately 606 acres, College Park's Historic District is the fourth largest historic district within the state of Georgia. These historic properties consist of homes, monuments, businesses, schools, churches, parks, cemeteries, government buildings, and railway stations.

The City has a distinctive Main Street corridor in downtown, flanked with specialty shops, restaurants, and local government offices. The walkable downtown area is served by transit and bus service through MARTA, allowing commuters to connect to the surrounding metro Atlanta region.

Woodward Academy

In 2014, Woodward Academy hired an outside consultant to analyze the positive economic impact on the College Park community. The study found the following:

- Woodward generated \$40.51 million in economic output.
- Commuting employees and visitors contributed \$2.57 million to the local economy.
- Within 1,500 feet of campus, the incremental appraised property value was \$42.5 million; property values tripled as property proximity to the school reaches 300 feet.
- Woodward paid \$2.39 million to local businesses, and \$314,000 to local building contractors.
- Jesse Draper Boys & Girls Club has benefitted from \$552,301 raised by the school between 1992 - 2014.

Developable Land

A large inventory of undeveloped land in the heart of the City is attributed to the unique circumstance of property acquisitions associated with the expansion of Hartsfield-Jackson Atlanta International Airport (ATL). ATL's expansion has resulted in the exposure of several areas of College Park to noise levels above 65 DNL (Day-Night Sound Level), making them unsuitable for residential development. Since 1975, ATL has acquired and demolished hundreds of housing units for Airport Noise Reduction (ANR) purposes and transferred ownership to the City's Business and Industrial Development Authority (BIDA). Airport operations and expansion, and the difficulty involved in constructing housing near high-noise areas, were partly responsible for a near 32% reduction in the City's population, a loss of 6,440 residents, between 2000 and 2010. This area is commonly referred to as the City's "buyout" or "Master Land," and currently is comprised of 170 acres. The construction of the Georgia International Convention Center also resulted in the loss of homes and residents.

To replace the population losses and resulting negative economic impacts on local businesses due to ANR activity, the City's vision for the 2008 LCI Study Area called for the creation of higher density development nodes and the introduction of mixed land uses which can be feasibly developed within and around ANR constraints.

Greyfields

Historically, the term “greyfield” has been applied to formerly-viable retail and commercial shopping sites (such as regional malls and strip centers) that have suffered from lack of reinvestment and have been “outclassed” by larger, better-designed, better-anchored malls or shopping sites. These particular greyfield sites are also referred to as “dead malls” or “ghostboxes” if the anchor or other major tenants have vacated the premises leaving behind empty shells.

Unlike brownfields, which feature actual or perceived levels of environmental contamination, greyfields typically do not require remediation in order to unlock value to an investor. The hidden value, in many cases, comes from underlying infrastructure (such as plumbing and sewerage, electrical systems, foundations, etc.), the presence of which allows a developer to improve the site efficiently through capital expenditures (sometimes quite minor) that may easily lead to increased rents and greater value.

Within College Park, there are approximately 80 acres of greyfield sites. The predominance of these sites exists along the Old National Highway/Godby Road area. Currently, that area has a 50% vacancy rate, with notable sites being the former Target, Kroger and Service Merchandise centers. At present, the City maintains an online listing of available industrial, office and retail/shopping center sites that are available for redevelopment, or are ready to be occupied.

Shovel Ready

Shovel ready sites are those that are free from encumbrances. Money put into a shovel ready project will have a more immediate impact on the economy than money spent on a project on which a great deal of time must elapse for architecture, zoning, legal considerations or other such factors before labor can be deployed on it. Currently, there are approximately 50 acres of shovel ready sites in the City.

ECONOMIC DEVELOPMENT PROGRAMS

LOCAL INCENTIVES

Bond Financing

Industrial Revenue Bonds are available through the City of College Park Business and Industrial Development Authority (BIDA) for real and personal property. Eligible projects must meet a \$10 million threshold.

Tax Allocation Districts (TADs)

The City’s core has a designated TAD, offering infrastructure financing and special development incentives for qualifying projects. The district was created to incentivize development in a targeted area of downtown College Park.

Opportunity Zone

The City has a dedicated Opportunity Zone located adjacent to Hartsfield-Jackson Atlanta International Airport, in the heart of downtown College Park. College Park's Opportunity Zone, as designated by the Georgia Department of Community Affairs, offers \$3,500 per job tax credit for up to 5 years, applied against state withholding tax for qualifying jobs.

Enterprise Zones

The City has three designated Enterprise Zones. One zone is located in the downtown area and extends to areas west of the GICC and the Gateway Center. Another zone is in the area of Old National Highway and the Godby Road corridor. The last Enterprise Zone is located south of Sullivan Road, East of Edison Drive and west of West Point Avenue. City Council works with businesses to set minimum employment requirements and the duration of the Enterprise Zone agreement. This incentive can give abatement on real and personal business property taxes.

College Park Business & Industrial Development Authority (BIDA)

BIDA's function is to attain development; purchase and sell property; and promote trade, commerce, industry and employment opportunities by facilitating certain development projects through special financing and tax incentives.

College Park Main Street Association (CPMSA)

A program of the National Trust for Historic Preservation, Main Street's goal is to help revitalize historic downtowns through the preservation and adaptive re-use of historic and culturally significant resources. The core of any Main Street program follows the nationally recognized Main Street Approach:

Economic Vitality- The goal is to build a commercial district that responds to contemporary needs, while maintaining the community's historic character. It involves a commitment to making the most of a community's unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment

Design- Successful Main Street programs take advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements

Promotion- It can take many forms, but the goal is to create a positive image that will renew community pride and tell the Main Street story to the surrounding region.

Organization- Establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. The focus is on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement strategies.

Chambers of Commerce

The City is fortunate to have three area Chambers of Commerce that service College Park: South Fulton Chamber of Commerce, Clayton Chamber of Commerce, and Airport Area Chamber of Commerce. In addition, the Metro Atlanta Chamber of Commerce also serves the region. The goal of any Chamber is to enhance the business climate of its respective area, and to enhance economic and community development through leadership, service and advocacy. It is important for the City to utilize the resources that all of these organizations provide. The Airport Area Chamber can assist in realizing the growth in emerging markets associated with the Atlanta Aerotropolis Alliance's vision, while the South Fulton Chamber offers a long history of promoting the southern portion of the county.

PROJECTED ECONOMIC GROWTH

Since 2011, the City has experienced five to seven development projects that have been started and completed in the Enterprise Zones. In other areas of College Park, approximately 10 to 12 notable projects have been undertaken. Each of those notable projects has provided at least 150 jobs per company.

College Park's Economic Development Department projects that in the next five years, there is the potential for approximately 50 additional projects that promise to offer employment opportunities.

With reference to the Aerotropolis Blueprint, potential growth sectors for College Park include support industries for the airport (cold storage, training, logistics, etc.) as well as emerging employment sectors such as film production and technology.

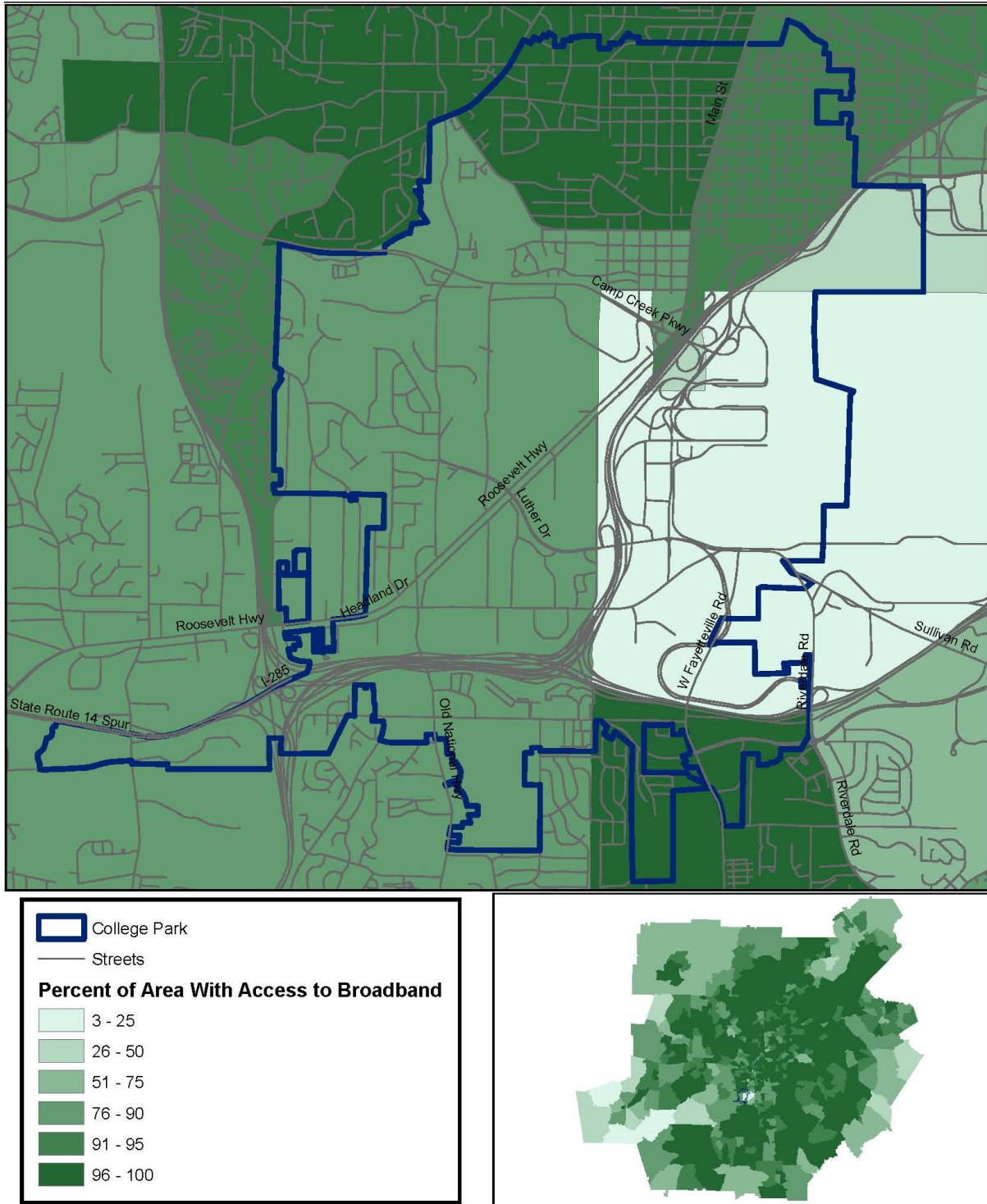
ELECTRONIC COMMUNICATION & DATA SERVICES

In order to attract and maintain industries and jobs that are in sectors other than service and retail, it is important to develop and maintain a higher a higher level of electronic communication and data services than already exists. The Broadband Access Map (Figure 1) demonstrates the percentage of residents in various parts of the city who have access to broadband internet access. While fiber optic cable service is in the process of being installed and provided within the City limits through Google Fiber, it is important to maintain a higher level of service than what has been historically available.

Over air (television and some wireless) communication is sometimes interrupted by air traffic, causing gaps in service. This inconsistency does not lend itself to attracting millennial and young professionals, and is also an inconvenience to residents of all generations. While increasing the quality of electronic communication and data services does not guarantee an increase in technology companies and young professionals, it would be beneficial.

To attract people and businesses to downtown, many communities offer municipally provided wi-fi service. Pro-active efforts such as this show a gesture of good faith and a welcoming environment. The City should also promote efforts to work with the Federal Aviation Administration to alleviate interruption in wireless communication service.

Figure 1: Broadband Access in College Park



TRANSPORTATION

With the presence of Hartsfield Jackson Atlanta International Airport and MARTA transit/bus service, and I-85 as well as I-285, College Park enjoys excellent accessibility to Atlanta, other parts of Georgia, the Southeastern United States, and the world. According to the U.S. Census Bureau, the average commute for employed (16 and over) College Park residents is 29.9 minutes. This is slightly higher than the average commute time through the state of Georgia (27.2 minutes), and approximately the same as the average commute in metro Atlanta (30.4 minutes). This illustrates that a large number of College Park residents work outside of the city.

Of employed residents, 54.3% drive alone to work, while 9.7% carpool, and 23.7% take public transportation to work. The percentage of residents taking public transportation to work is significantly higher in College Park than the state (2.1%) and the metro Atlanta area (3.1%), indicating that residents do value the availability of the MARTA transit station as well as bus service. The remaining workers walk (7.7%), use some other means to get to work (1.1%), or work from home (3.5%).

SOUTH FULTON COMPREHENSIVE TRANSPORTATION PLAN

The South Fulton Comprehensive Transportation Plan was completed in November 2013. The City of College Park participated in this planning effort, which identified a number of projects and initiatives that would benefit the City of College Park and are incorporated into this Comprehensive Plan.

The vision of the South Fulton Comprehensive Transportation Plan (SFCTP) is to offer travelers, businesses, and residents a comprehensive and integrated transportation system for the purpose of balancing preservation of community character with economic growth through multi-modal connectivity, mobility, and accessibility. The SFCTP provides a funding framework and prioritized project list to assist in making transportation improvement and policy decisions, while promoting the advancement of the region's vision for transportation improvement while remaining responsive to citizen needs and concerns.

The components of the SFCTP process are the Existing Conditions Report; Needs Assessment; and Recommendations. The Existing Conditions Report lays the groundwork for understanding transportation needs of South Fulton and each of its seven municipalities. The Needs Assessment determines transportation needs for the region based on several factors, including land use and market conditions, future population and employment projections, and future traffic scenarios, as well as significant public input. Finally, the Recommendations Report includes a lengthy, ambitious list of projects and policy recommendations to address the issues identified in the Existing Conditions Inventory and Needs Assessment. The Recommendations also considered previous studies; traffic and crash data; and staff, stakeholder, public, and elected officials' input.

There are 39 local projects listed in the SFCTP for College Park. Following are short-term regional project recommendations in which College Park is included and would benefit:

- 4' bike lanes striped on Riverdale Road, from Roosevelt Highway to Flat Shoals Road, to address multimodal connectivity and safety.
- Pedestrian crossing in the vicinity of Old National Highway and I-285, to address pedestrian access and safety.
- Regular signal timing and maintenance program along Old National Highway from I-285 to Jonesboro Road, to address mobility.
- Widen Buffington Road bridge over South Fulton Parkway to allow for 12' lanes and bike and pedestrian facilities, to improve connectivity. This project is programmed for funding.

In addition, the pedestrian bridge over Camp Creek Parkway to provide pedestrian access between the Georgia International Convention Center and downtown is included in the list of Mid Term Regional projects in the SFCTP. This project has been approved for funding, and the City is awaiting the contract from the Atlanta Regional Commission.

SFCTP TRANSIT RECOMMENDATIONS

Due to the number of households that do not own or have access to vehicles, the Tri-Cities area (College Park, East Point, and Hapeville) has the greatest need for transit services. Even though the Airport MARTA Station is the southernmost rail station, it does not function as an end of line station due to physical constraints associated with being located at ATL. Rather, the College Park MARTA Station functions as an end of line transit station for the Red and Gold Lines, and serves as an intermodal transfer station for commuters throughout South Fulton and Clayton County.

Currently, there are 1,971 parking spaces at the College Park MARTA Station, and the utilization is 91 percent. This high utilization rate implies that if more parking was available at the College Park MARTA Station, more commuters would be able to access and use the rail service. Adding additional automobile parking at the College Park MARTA Station is recommended. This fits with the preferred concept from the 2012 College Park Transit Oriented Development (TOD) Plan and Market Feasibility Study, which recommends two parking structures to serve long and short term MARTA parking demands at the College Park station.

Currently, because there is no employee parking at the airport for the employees of many of the restaurants, shops, and other services at the airport, many employees are opting to park at the College Park MARTA station and ride to the airport. Working together, these many smaller businesses should join forces to provide parking and shuttle services for employees and/or encourage/provide transit as a means of journey to work for employees. In addition to benefiting employees and providing a more direct route for their commute, this would make more parking available at the College Park MARTA Station. It is recommended that the

many vendors and businesses organize within HJAJA work together to create a consolidated employee parking program. In addition, according to City staff, the Gateway Airport Shuttle adjacent to E.L. Johnson is at capacity and needs to be expanded.

With 3,918 weekday riders, MARTA bus route 89 is the route with the most riders in South Fulton. The route travels from the South Fulton Park and Ride along Flat Shoals Road, SR 279 (Old National Highway), Sullivan Road, Best Road, and West Point Avenue/East Main Street to the College Park MARTA station. Recommendations include installing queue jump lanes and transit signal priority improvements at major intersections on Flat Shoals Road, Old National Highway, Sullivan Road, Best Road, and West Point Avenue/East Main Street.

MARTA bus route 180 runs along US 29 (Roosevelt Highway), Washington Road, SR 6 (Camp Creek Parkway) and connects Palmetto, Fairburn, Union City, East Point, and College Park to the College Park MARTA station. With 3,380 weekday riders, route 180 ranks third in South Fulton in total ridership. To improve service along this important route, queue jump lanes and transit signal priority improvements are recommended at major intersections on US 29 (Roosevelt Highway), Washington Road, and SR 6 (Camp Creek Parkway). Concept 3, the long range transit vision for the Atlanta region, recommends express bus service along US 29 that could also make use of these improvements.

MARTA bus route 189 serves 2,645 weekday riders, and is the fifth ranked bus route in South Fulton in total ridership. Route 189 runs from a park and ride lot at Union Station Mall, along SR 138 (Jonesboro Road), SR 279 (Old National Highway), and US 29 (Roosevelt Highway) to the College Park MARTA station. To improve service along this route, queue jump lanes and transit signal priority improvements are recommended at major intersections on SR 138 (Jonesboro Road), SR 279 (Old National Highway) and US 29 (Roosevelt Highway). Additionally, pedestrians crossing SR 279 (Old National Highway) outside of cross walks to access MARTA bus stops is an existing issue that was identified through public involvement efforts. Installation of HAWK signals or other mid-block crossing treatments at bus stops along SR 279 (Old National Highway) as appropriate to serve pedestrians is recommended. Through its Road Safety Audit (RSA), the Georgia Department of Transportation (GDOT) also recommends that these pedestrian safety measures be completed along SR 279.

MARTA bus routes 89 and 189 both originate at park and ride lots and end at the College Park MARTA station. As noted earlier, parking utilization at the College Park MARTA station is quite high (over 90 percent). It is likely a number of people driving to the park and ride lots and then riding routes 89 and 189 would prefer to drive to the College Park MARTA station to park, if spaces were available, as this would reduce their overall trip times. Constructing additional parking at the College Park MARTA station is recommended to serve this need.

CONCEPT 3 LONG TERM RECOMMENDATIONS

The Atlanta region has developed an official long range transit vision entitled Concept 3. Several Concept 3 recommendations will complement and support the transit improvements proposed above. The Concept 3 recommendations are intended to serve region wide travel

demand, in contrast to the proposed projects above that primarily serve the South Fulton area. The following list summarizes Concept 3 recommendations in the study area:

- Southwest Regional Rail: proposed commuter rail line connecting the study area with downtown Atlanta to the north and Newnan to the south while running roughly parallel to I-85. Planned stops within the study area include Union City, Red Oak (near the interchange of I-85 and I-285), College Park, and East Point, which will include a transfer connection to MARTA.
- South Fulton Parkway Arterial Bus Rapid Transit: enhanced bus service along South Fulton Parkway from Cochran Mill Park to HJAI.
- I-85 Express Bus: bus service that will run in managed lanes on I-85 and connects the study area with downtown Atlanta to the north and Newnan to the south.
- US 29 Express Bus: arterial express bus service that will run along US 29 and connects Newnan to the south with a stop at Union City but a terminus at the Red Oak/Old National MARTA station in the study area. A transfer connection to the SR 138 Express Bus is proposed at the Union City station.

CITY RECOMMENDATIONS AND OTHER PROJECTS

A multi-modal station above the western intersection of I-85 and I-285 could serve the South Fulton Parkway Arterial Bus Rapid Transit, I-85 Express Bus, and US 29 Express Bus, as well as encourage more transit use from outside the perimeter. This would encourage people to exit their cars, decreasing congestion and improving quality of life. Rapid rail extension from College Park or the airport would open up parking spaces for MARTA sponsored Transit Oriented Development.

ATL plans to grow its cargo facilities in the near future. There is a need for coordination of freight planning between the cities around the airport, ATL, GDOT, Atlanta Regional Commission (ARC), and the CIDs. The Airport West CID took the lead in an effort to create joint freight planning in the ATL region and has initiated meetings of the Airport Area Freight Planning Task Force, which currently meets every two to three months to discuss current plans, as well as additional ways, to address the anticipated increased freight traffic on roadways in proximity to the airport.

The Clayton County Transportation Department has oversight of the Godby Road Widening Project. This project is currently underway, and will help to alleviate traffic along this important corridor, which connects West Fayetteville Road (SR 314) with Old National Highway (SR 279).

LAND USE

EXISTING LAND USE

A large part of Hartsfield Jackson Atlanta International Airport is located within the College Park city limits. Due to the presence of Hartsfield Jackson International Airport and related uses, the largest land use in the City of College Park is Transportation/Communications/Utilities, comprising 28.8% of the city’s land area.

Vacant land, which comprises 23.3% of the land area of the city, was once developed land. Due to airport noise buyout of many formerly residential properties, the City of College Park now has a significant amount of developable land available. This land is generally located south of Princeton Avenue, on the west side of Main Street, and the original street grid remains intact. Most of the vacant land has avigation easements and cannot be used for either single or multifamily homes.

Single family detached homes make up 16.4% of the city’s land area and duplexes, townhomes, and multifamily structures make up another 6.3% of the city’s land area.

Commercial and office uses make up 8.4% of the city. Owing to the city’s location near the airport, another 3.5% of the land in the city is comprised of hospitality related uses and 6.6% is in industrial use. Only .1% of the City’s land can be classified as mixed use. A full accounting of the city’s existing land uses can be found in Table 10

TABLE 10: EXISTING LAND USE ACREAGE

Existing Land Use	Acres	%
Single Family Residential	948.0	16.4%
Duplex/Townhome Residential	40.3	0.7%
Multi-Family Residential	322.8	5.6%
Commercial	290.4	5.0%
Hospitality	199.6	3.5%
Mixed Use	8.3	0.1%
Office	196.1	3.4%
Public / Institutional	256.2	4.4%
Transportation/Communication/Utilities	1,666.5	28.8%
Industrial	319.8	6.6%
Parks / Recreation / Conservation	175.3	3.0%
Vacant / Undeveloped	1,346.1	23.3%
TOTAL	5,769.3	100.0%

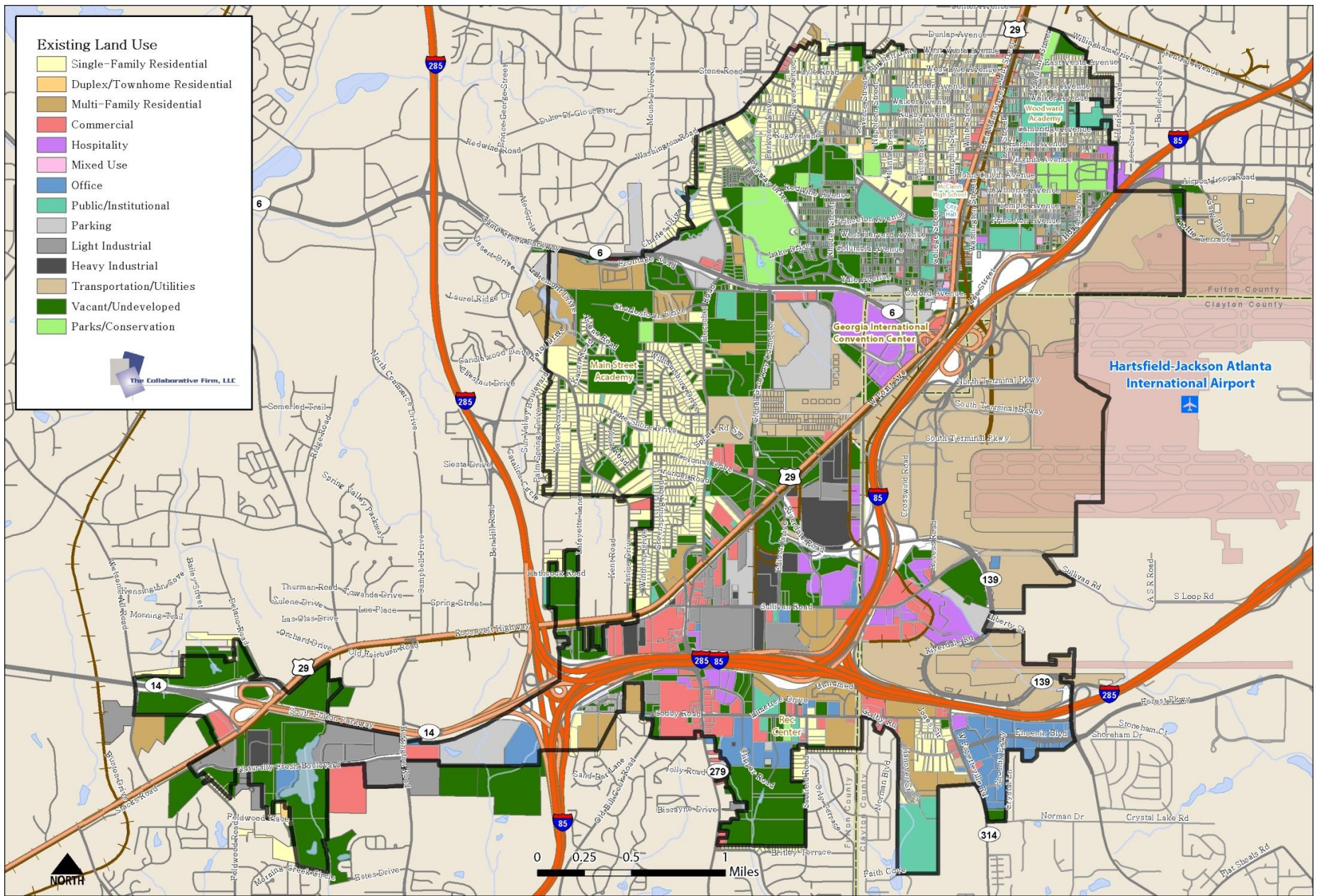
TABLE 11: EXISTING LAND USE CATEGORIES

Land Use Category	Category Definition
Single-Family Residential	Single family detached houses of various lot sizes with fee simple ownership.
Duplex/ Townhouse Residential	Two or more units in a single structure, located primarily within predominantly single-family residential areas. Aesthetically may resemble a single family detached house.
Multi-Family Residential	Attached residential buildings with three or more units designed as flats. Units are rented or have condominium ownership.
Commercial	All commercial development regardless of scale or design, includes neighborhood commercial, regional commercial, etc.
Hospitality	Hospitality uses, such as hotels, restaurants, and offices, in a campus style layout.
Mixed Use	Fine grained mix of land uses, often located in the same building or on the same parcel.
Office	Includes professional Class A and Class B office parks and buildings.
Industrial	Businesses that concentrate on the manufacturing, processing plants, factories, warehousing and wholesale trade facilities.
Public/Institutional	Includes state, federal, and local government uses, schools, places of worship, as well as quasi-public institutions.
Park/Recreation/ Conservation	Includes City parks, greenspace, wetlands, and other environmentally sensitive or protected areas.
Transportation/ Communication/ Utilities	Includes areas owned and operated by Hartsfield-Jackson Atlanta International Airport, MARTA, power lines, transmission lines, railroad right of way, and highways and road rights of way.
Vacant/Undeveloped	Most of the vacant land identified on the Existing Land Use Map was once developed, but was purchased by the airport and structures were demolished.

The Existing Land Use Map provides a citywide perspective of current growth and land-use patterns for the City of College Park. The analysis was completed by conducting a thorough review of GIS data provided by city staff. In addition, a windshield survey was conducted to further capture accurate data to analyze and update the Existing Land Use Map.

The Existing Land Use Map is updated by color coding the respective land use identified for that particular parcel of land. Table 11 identifies the existing land-use categories and definitions.

FIGURE 2: EXISTING LAND USE



Page intentionally left blank

ZONING

The City of College Park has a very old zoning ordinance dating back to 1963. As this Comprehensive Plan document is completed, a complete rewrite of the Zoning Ordinance is underway. The new Zoning Ordinance and associated Zoning Map will be a key component to the implementation of the Comprehensive Plan.

The Future Land Use categories listed in this document list the current zoning districts that are associated with them. When the new Zoning Ordinance is in place, the names of the zoning districts may change.

FUTURE LAND USE

The Future Land Use Map for the City of College Park was developed based on input from the community through several sources. It is a representation of the community's vision for the ideal development/redevelopment pattern for College Park. It illustrates the future character of all areas of the city desired by the community, as expressed through the community participation process. For each Character Area shown on the Future Land Use Map, a narrative describing the type of development and appropriate land uses is included, as well as representative pictures of the type and style of development and strategies to guide implementation.

It should be noted that the Future Land Use Map does not change the current zoning of any property. The Map, like the entire Comprehensive Plan, is intended to guide policy decisions for a twenty-year planning period. Development should proceed in a manner and a timeframe that is consistent with the needs of the population, market demands, environmentally appropriate, and sustainable.

HOW COMMUNITY INPUT FORMED THE FUTURE LAND USE MAP

Visual Preference Survey and Community Meetings

Information gathered from the results of the visual preference survey and the two community meetings formed the type of character desired for each area. In the first community meeting, participants expressed the type and character of development that they would like to see in College Park. Preferences for building type and height were noted, as well as preferences for architecture, site design, lot size, and density of development. In the second community meeting, through the community mapping exercise, participants indicated where they would like to see each preferred development type and character located. The two main commercial areas of the City of College Park, Downtown College Park, which includes Main Street and Virginia Avenue, and the Old National Highway/Godby Road area were critical areas of discussion.

Community Survey

Participants in the community survey indicated that more single family housing was needed throughout the city. There was support for new multi-family housing expressed in the community survey. However, the results of the community meetings made it clear that

apartments were preferred as a part of a walkable mixed use development, rather than stand alone apartment buildings or complexes.

The Community Survey indicated preferences for types of businesses and land uses in Downtown and in the Old National/Godby Road area, the two primary commercial areas of the City of College Park. Participants in the community survey indicated that they would like to see more people living in Downtown College Park and a strong connection between Downtown College Park and the Georgia International Convention Center. For the Old National Highway/Godby Road area, participants stated that vacant retail properties should be converted to other uses offering higher paying jobs.

Technical Considerations and Best Practices

All of the input from the community was evaluated in several ways. First, the influence of Hartsfield Jackson Atlanta International Airport was examined. Noise contours, aviation easements, and runway protection zones limit where certain types of development, especially residential development, may be located.

For commercial, office, business park and industrial land uses, market data, vacancy rates and business location criteria were examined. College Park is not generally a retail shopping destination. Areas designated for commercial uses are located close to residential development to serve the needs of residents and, to a lesser degree, the needs of employees of local businesses. The recommended amount of commercially designated land is less than in previous years, due in part to noise abatement buyouts of residential land and a resulting smaller population of the city, and to community preferences to convert vacant retail to other uses in order to bring in higher paying jobs.

The following sections focus on the two primary commercial areas of the city.

Downtown

For Downtown College Park, the community requested streetscape improvements to create a more easily walkable environment. Survey participants wanted a mix of land uses including more upscale and locally owned shops; more restaurants; arts, music and entertainment venues; and more people living Downtown. Survey participants felt that a strong walkable connection between the Georgia International Convention Center and Downtown College Park was very important. Additionally, enough land should be designated for the types of land uses, buildings, and site design that would fit in with the current Main Street and Virginia Avenue environment and house businesses that would bring more job opportunities to the area.

To address the community “wants,” the vacant land in the airport noise mitigation buyout area is designated primarily for walkable office uses. Because there is currently a 35% commercial vacancy rate Downtown, significant increases in commercial space are not needed Downtown. However, the walkable office area allows retail uses and restaurants, provided that at least 50% of a structure is used for office. Maintaining the existing street grid in the walkable office area between downtown and the GICC will foster a strong

connection between the two areas. Business recruitment and creation of job opportunities are part of the Economic Development Department work program.

Old National Highway/ Godby Road

The Old National Highway/Godby Road area has an estimated 50 percent retail vacancy rate, indicating that there may be more commercially designated land in the area than can be supported by the local community. In the Community Survey, participants indicated a preference for maintaining the suburban character of the area, but replacing vacant retail with other uses that would bring higher paying jobs to the area. Survey participants specifically suggested that the businesses that would leverage the location benefits of Old National Highway's highway access and airport proximity should be recruited to the area. Members of the community specifically requested that the City of College Park recruit grocery stores to the area. However, there are already two grocery stores: Wayfield Foods on Fayetteville Road/Highway 314 at Norman Drive, and Kroger on Old National Highway at Flat Shoals Road, in the three mile trade area. It is very unlikely that another grocery store would locate in this area because there are not enough households to support one.

To address the community wants for the area, a number of parcels currently designated for Commercial uses are proposed to be designated for Business Park use. Uses allowed under the Business Park classification will bring higher paying jobs to the area. Business recruitment and creation of job opportunities are part of the Economic Development Department work program.

The City of College Park has three residential land use categories based on density. Two of the residential categories, Low Density Residential and Medium Density Residential, allow only single family detached homes. The third residential category, High Density Residential, allows single family detached homes, townhouses, duplexes, and apartments.

Low Density Single Family Residential

Located in the northwest and western parts of the City of College Park are neighborhoods with single family detached homes on lots over 22,000 square feet size. These areas are intended for larger single family homes of any architectural style. Accessory structures are less than one third the size of the primary structure and impervious surface lot coverage is 40%.

Corresponds with the current City of College Park AG-1, R-1, and R-2 zoning districts. The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Low Density Residential uses.



Medium Density Single Family Residential

Located in the northern end of the City of College Park, in the area commonly referred to as “Historic College Park,” are neighborhoods with lot sizes between 10,000 to 21,999 square feet in size. Lots are narrow and deep, garages are typically located in the rear yard, and the streets are tree lined. Craftsman and Victorian architecture is common and house sizes will vary. Accessory structures are less than one third the size of the primary structure and impervious surface lot coverage is 50%.

Corresponds with the current City of College Park R-3 and R-4 zoning districts. The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Medium Density Residential uses.



High Density Single Family Residential

These areas are located in Downtown College Park and other traditionally multi-family locations throughout the City. The design of all sites and buildings is pedestrian oriented. Streets are tree lined with sidewalks. Sidewalk requirements may be wider in areas in or close to Downtown College Park.

These areas may include any combination of:

Single family homes and fee simple duplexes and townhouses on narrow lots that are smaller than 10,000 square feet in size. Craftsman and Victorian architecture is common and house sizes will vary. If there are garages, they are located in the rear yard. Accessory structures are less than one third the size of the primary structure and impervious surface lot coverage is 60%.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for High Density Single Family Residential uses.



Multi-Family Residential

Traditional suburban garden apartments separated from other uses within the City of College Park. Multifamily lots may be of any size that allows all site requirements (i.e. setbacks, landscaping, parking, impervious surface) to be met.

It should be noted that the community does not want any new apartment complexes to be constructed, but has created this designation to maintain existing apartment complexes. New apartments will be part of mixed use structures/developments.



Walkable Commercial

These areas are located in Downtown College Park and other traditionally commercial locations throughout the City. The design of all sites and buildings is pedestrian oriented. Streets are tree lined and sidewalks are wide.

This area contains commercial or mixed use development comprised of retail, office and residential. Buildings with one use may only be commercial or office. Buildings with more than one use may be a combination of retail (at least 50%), office, and/or residential. However, the predominant use throughout the district is commercial.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Walkable Commercial uses. Required parking, sidewalk dining, and street tree requirements would also be addressed at that time.



Walkable Office

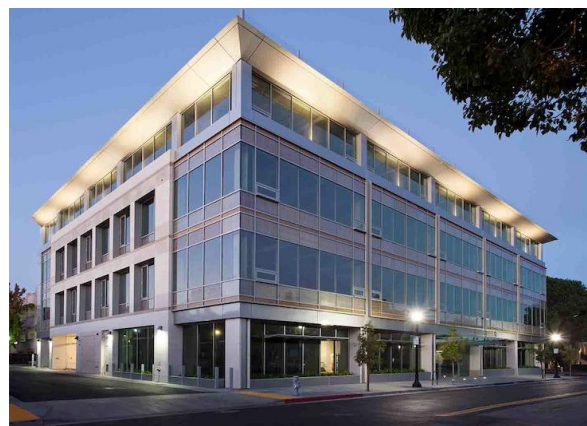
This is a predominantly office environment that would include medical, dental, legal, financial, architectural, engineering, real estate, insurance, and governmental offices; hospitals, medical, and dental clinics; nursing and rest homes; and other complimentary accessory uses including, restaurants, retail, and hotels.

Commercial or mixed use development may be comprised of office and retail. Buildings with one use may only be office. Buildings with more than one use may be a combination of retail and office. The predominant use throughout the district is office.

Walkable Office connects Downtown College Park and the Georgia International Convention Center, using the existing street grid.

The design of all sites and buildings is pedestrian oriented. Off street parking is located in the center of each block.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Walkable Office uses. Required parking, sidewalk dining, and street tree requirements would also be addressed at that time.



Suburban Office

Sites are designed for vehicular access and convenience, although pedestrian connections are present. Land may be assembled and existing street pattern may change.

Development is contextually sensitive to surrounding residential and commercial uses through appropriate landscape buffering mechanisms and high quality architecture building materials.

This is an office environment that would include medical, dental, legal, financial, architectural, engineering, real estate, insurance, and governmental offices; and hospitals, medical, and dental clinics. Other complimentary supportive uses, oriented to the businesses inside the structure, may be located inside the office buildings.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Suburban Office uses. Site design, parking, and landscaping requirements would also be addressed at that time.



Suburban Commercial

This category is for conventional suburban commercial development. The design of all sites and buildings is for the ease of those arriving in a vehicle. However, pedestrian access is present. In the Visual Preference Survey, very few suburban commercial photos scored above 3.5, regardless of landscaping and building materials.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Suburban Commercial uses. Site design, parking, and landscaping requirements would also be addressed at that time.



Mixed Use Hospitality

This area will have easy internal pedestrian circulation in a planned campus atmosphere and pedestrian and/or transit connections to the Walkable Commercial area of College Park, to the GICC, and/or to the airport.

This classification will provide for uses which are supportive of the Georgia International Convention Center, the airport, and other convention and hospitality related uses. Other uses may be arts facilities, theaters, retail stores, offices, restaurants, entertainment facilities, taverns, galleries, and related service establishments.

This designation corresponds with the current Convention Center zoning district. Architectural styles will vary, but site design will be walkable and have a character similar to that of a college campus with significant greenspace and pleasant pedestrian connections between buildings.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Mixed Use Hospitality uses. Site design, parking, and landscaping requirements would also be addressed at that time.



Business Park

Located to maximize the potential of College Park's proximity to Hartsfield Jackson Atlanta International Airport and the City's superior highway access, this classification is for land dedicated to offices, research and development, logistics, wholesale trade facilities, or other compatible uses, such as hotels. Sites are clean, well landscaped, and heavily buffered. Buildings are constructed with high quality building materials and have a modern design and appearance. This designation corresponds to the Office Professional and Business Park zoning districts. Industrial uses that generate heavy truck traffic may be considered as part of a conditional use request.

The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Business Park uses. Site design, parking, and landscaping requirements would also be addressed at that time. It is recommended that when Business Park uses are adjacent to single family residential uses, large buffers and limitations on truck traffic be considered.



Industrial

Located to maximize the potential of College Park's proximity to the airport and the City's superior rail and highway access, this classification is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, logistics facilities, or other similar uses. Sites have a traditional industrial design and appearance.

Uses include research and development, distribution and logistics, manufacturing, airport support services and industry.

Corresponds with College Park's Light Industrial and Heavy Industrial zoning districts. The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Industrial uses.



Public Institutional

This area allows for the location of public and non-profit institutions, and organizations that provide regular services to and for the general public. This includes certain state, federal, and/or local government uses and institutional land uses. These are ideally located in areas distributed throughout the city with emphasis being on proximity to residential areas and areas with intense population activity during the day. While some of these areas are found in areas generally envisioned solely for Public/Institutional use, there are times that these uses will be found in other appropriate character areas.

Appropriate land uses include educational facilities, churches, cemeteries, hospitals, and government uses such as city hall, government building complexes, public safety stations, libraries, post offices, community centers, senior centers, recycling collection centers, and recreation and fitness centers.

Corresponds with College Park's Civic Institutional zoning districts. The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Public Institutional uses.



Transportation and Utilities

This category encompasses various land use types associated with transportation and utilities and includes major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, airports, water authority facilities, and similar uses.

Because much of this character area is along public rights-of-way and for purposes of clarity, only non-right-of-way parcels are delineated on the Future Land Use Map. Therefore, much of the acreage may be accounted for in one of the other classifications listed on the Future Land Use Map, particularly roads and their right-of-ways, which are absorbed into the context of a more dominant land use.

Appropriate land uses include major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, airports, water authority facilities, and similar uses.



Parks and Conservation

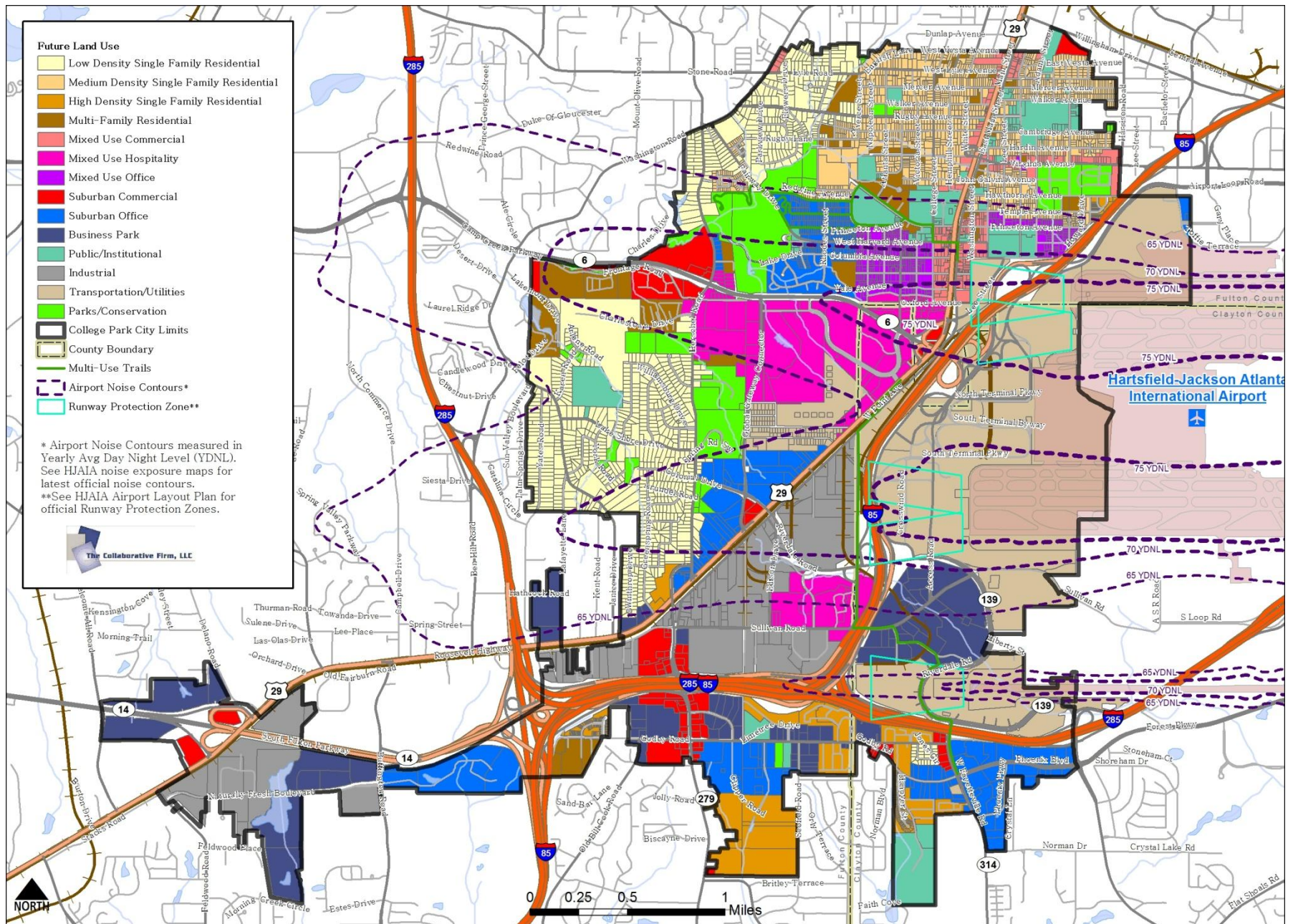
This category is for land dedicated to active or passive recreational uses, as well as for green space and wildlife management. It is in this area that residents have an opportunity to connect with nature and the City of College Park through activities that promote physical activity and healthy lifestyles. These areas may be either publicly or privately owned. They are generally located in an array of locations throughout the city near residential character areas. Additionally, uses that are found in this character area may often be located within other character areas.

Appropriate land uses include playgrounds, public parks, nature preserves, golf courses, recreation centers, pedestrian and/or bike trails, dog parks, ball fields, pavilions, amphitheaters, and similar uses. Important to note is that land bought back from the City of Atlanta often has restrictions placed on it by the Federal Aviation Administration (FAA). For example, a recreation area with a water feature that attracts migratory birds would not be permitted.

Corresponds with College Park's Civic Institutional zoning districts. The City of College Park Zoning Ordinance may be amended to promote this development pattern in the areas of the city designated for Public Institutional uses.



FIGURE 3: FUTURE LAND USE



COMMUNITY WORK PROGRAM

TABLE 12: COMMUNITY WORK PROGRAM

Action/Project	Date Programmed	Responsible Party	Cost Estimate	Funding Source
Examine Opportunities for Annexation	2016 - 2021	City Planner, Economic Development	Staff Time	General Fund
Work with MARTA on TOD access to the College Park Station	2016-2017	Special Projects Administrator	Staff Time	General Fund
Downtown LCI Plan - Supplemental Study	2016 - 2017	City Planner, Economic Development, Consultant	\$100,000	LCI Program, City Match (20%)
Rewrite the College Park Zoning Ordinance	2016-2017	City Planner	\$100,000	General Fund
Support Atlanta Aerotropolis Area CIDs	2016 - 2021	Economic Development	Staff Time; Provide Funding as Requested	General Fund
Support & Participate in Atlanta Aerotropolis Alliance	2016 - 2021	Economic Development, City Planner	Staff Time	General Fund
Implement Downtown Tax Allocation District	2016 - 2021	Economic Development	Staff Time	General Fund
Create Additional Tax Allocation District for Old National Highway to Spur Redevelopment	2017-2018	Economic Development	\$75,000	General Fund
Develop Signage, Landmarks, and Crosswalks for Walking Tour of Downtown/Historic College Park	2016 - 2018	College Park Main Street Association	\$25,000	General Fund

Action/Project	Date Programmed	Responsible Party	Cost Estimate	Funding Source
Develop a Local Historic Preservation Ordinance to Protect the Remaining Buildings that Contribute to the Registered Historic District	2018-2020	City Planner	Staff Time - Additional Contract to Existing Ongoing Planning & Zoning Contract	General Fund
Transportation System Improvements	2017 - 2021	Public Works	\$3,000,000 annually	Fulton County Transportation Special Local Option Sales Tax (T-SPLOST)
Greenway Trails Plan, to Include Connection to Atlanta BeltLine Through Bike and Pedestrian Trails	2018-2021	Planning, Parks & Recreation	\$75,000	General Fund
Amend City Building Code to Require Additional Noise Abatement Measures in Newly Constructed Buildings	2018-2019	Inspections Department, City Planner, City Attorney	Staff Time	General Fund
Research Programs Available to Offer Noise Abatement Treatment to Existing Homes	2017-2021	City Planner, Economic Development	Staff Time	General Fund
Identify Potential Locations for Hotels and Other Businesses Which May Be Affected by Construction of Sixth Runway at Hartsfield Jackson Atlanta International Airport	2017-2021	City Planner, Economic Development	Staff Time	General Fund

REPORT OF ACCOMPLISHMENTS

TABLE 13: REPORT OF ACCOMPLISHMENTS

Action/Project	Date Programmed	Responsible Party	Status
Public Works Department			
City of College Park Street Resurfacing	2012-2016	City of College Park	Completed
Curb Replacement (Annual Maintenance)	2012-2016	City of College Park	Ongoing
Buildings - Proposed Public Works Building	N/A	City of College Park	Postponed
Sewer Improvements - Deficiencies from SSES	2012-2016	City of College Park	Ongoing
Meters New - Meters Replacement	2012-2016	City of College Park	Completed
Chemical Feeder/Odor Control	2012-2016	City of College Park	Completed
Container Replacement Program	2012-2016	City of College Park	Completed
Household Hazardous Waste Collections	2016	City of College Park	Completed
City Wide Paper Shredding Program	2012-2016	City of College Park	Completed
Wells - Production Wells	2014-2016	City of College Park	Ongoing
Storm Water Pipe Rehabilitation	2016	City of College Park	Completed
Stream Culvert Maintenance	2013-2016	City of College Park	Ongoing
Generac SD300 - Diesel Generators	2012	City of College Park	Completed
Develop One Pilot Production Well	2012	City of College Park	Completed
Waterline Replacement	2012-2016	City of College Park	Completed
Illegal Dump Site Clean Up	2012-2016	City of College Park	Completed
Transportation			
Initial Rollout of Transit System (specific to hotel and restaurant industries)	2012-2016	City of College Park	Completed (one year - 2012 only)

Action/Project	Date Programmed	Responsible Party	Status
Implement Main Street Streetscape	2012	City of College Park	Completed
Construct Phoenix Trail	2012	City of College Park	Completed
Old National Highway ATMS	2012	Fulton County	Completed
Godby Road and Old National Parkway Streetscapes	2012	City of College Park	Completed
Godby Road, Old National Parkway, Clipper Drive Signal and Intersection Improvements	2012	City of College Park	Completed
Buffington Road Sidewalk Replacement	2012	Fulton County	Incomplete - Delayed for Widening Project
MARTA Bus Shelter at Old National Highway and Godby Road Intersection	2012	MARTA	Completed
MARTA Transit Oriented Development Grant (Planning Study)	2012	City of College Park	Completed
South Fulton County Comprehensive Transportation Plan	2012	Fulton County	Completed
Old National Highway Transit Oriented Sidewalk Installation	2012	Fulton County	Going Out to Bid
Safe Routes to School	2013	City of College Park	Incomplete
Herschel Road Bridge Over Camp Creek	2013	GDOT	Postponed - Complete within five years with Fulton County Transportation Special Purpose Local Option Sales Tax (T-SPLOST)
Pedestrian Bridge Over Camp Creek (South Fork) Adjacent to Roadway Bridge	2013	City of College Park	Completed
Pedestrian Connection to Brady Trail from Pedestrian Bridge at Herschel Road	2013	City of College Park	Incomplete Due to Funding
Airport Boulevard at Riverdale Road (Georgia 139) Redesign and Reconstruction	2013	Hartsfield Jackson Atlanta International Airport	Completed
Improved "Gateway" Signage at All Entrances to the City of College Park	2013	City of College Park	Incomplete - Department Head in favor of this project departed City of College Park

Action/Project	Date Programmed	Responsible Party	Status
Directional and Navigational Signage to the Downtown Business District and Hartsfield Jackson Atlanta International Airport	2013	City of College Park	Completed
Parkway Trail Phase I	2014	City of College Park	Incomplete - Funding needed
Godby Road Widening	2014	Clayton County	Incomplete - Out to Bid
Southeast Extension from Pedestrian Bridge at Herschel Road to the Golf Course Trail	2014	City of College Park	Incomplete - Funding needed
Parkway Trail Phase IV	2015	City of College Park	Complete in five years with Fulton County T-SPLOST
Construct Historic District/Transit Oriented Sidewalk Connector	2015	City of College Park	Incomplete - Funding needed
Access Management Improvements to Virginia Avenue Between Madison Street and Eastern City Limit	2015	City of College Park	Completed
Sidewalks Along Phoenix Boulevard Between Riverdale Road and West Fayetteville Road	2015	City of College Park	Incomplete - State Road and Toll Authority (SRTA) Grant Application
Sidewalk Improvements Along College Street from Harvard Avenue to Oxford Avenue	2015	City of College Park	Complete in five years with Fulton County T-SPLOST
I-85 Exit Ramp to Lee Street (Design Only)	2015	GDOT/City of College Park	Incomplete - Federal Highway Administration
Camp Creek Parkway Frontage Road Bridge Replacement	2015	GDOT	Complete in five years with Fulton County T-SPLOST
Parkway Trail Phase II & III	2015	City of College Park	Complete in five years with Fulton County T-SPLOST
CSX Railroad Quiet Zone	2015	City of College Park	Completed
Camp Creek Parkway Widening	2015	GDOT/City of College Park	Incomplete - Funding needed

Action/Project	Date Programmed	Responsible Party	Status
Washington Road Widening	2015	GDOT/City of College Park	Incomplete - Funding needed
BeltLine Trail Extension	2015	GDOT/City of College Park	Incomplete - Funding needed
Arthur Langford Parkway Buses (Joint Project Between East Point and College Park)	2015	GDOT/City of College Park	Incomplete - Funding needed
Roosevelt Highway Transit Improvements	2015	MARTA	Completed
MARTA - Airport Station Improvements	2015	MARTA	Incomplete, but change order for Construction 57
Police			
Replace Administrative Vehicle	2012	City of College Park	Incomplete
Replace Community Policing Vehicle	2012	City of College Park	Incomplete
Replace Jail Transport Van	2012	City of College Park	Incomplete
Replace 15 Police Vehicles	2012	City of College Park	Incomplete
Replace Outdated X-Ray Machine	2012	City of College Park	Incomplete
Replace 2 Investigative Vehicles	2014	City of College Park	Incomplete
Replace 4 Police Vehicles	2012	City of College Park	Incomplete
Replace 4 Police Vehicles	2013	City of College Park	Incomplete
Replace 4 Police Vehicles	2014	City of College Park	Incomplete
Replace 4 Police Vehicles	2015	City of College Park	Incomplete
Police Precinct at The Gateway Center	2015	City of College Park	Incomplete - Director of Security Position Established Instead of Police Precinct
Economic Development			
2012 Urban Redevelopment Plan	2012-2016	City of College Park/Developers/City of Atlanta	Completed

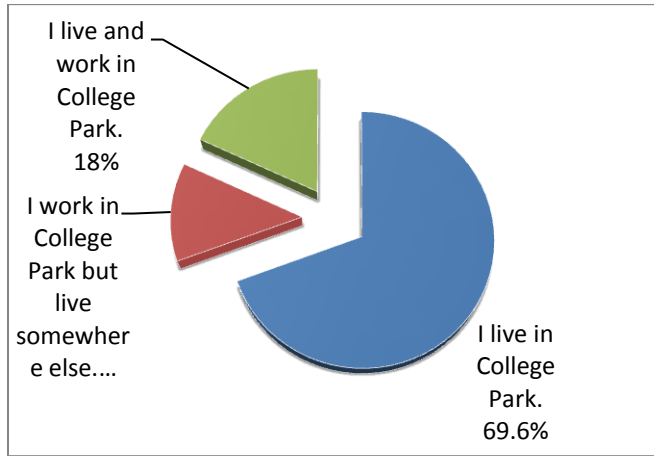
Action/Project	Date Programmed	Responsible Party	Status
Market Redevelopment Area	2012-2016	City of College Park	Ongoing, As Part of Tax Allocation District (TAD) Efforts
Implement Downtown Revitalization Plan	2012-2016	City of College Park	Ongoing, As Part of TAD Efforts
Old National Redevelopment: Overlay District	2012-2016	City of College Park	Completed
Implement City-Wide Marketing Plan	2012-2016	City of College Park/College Park BIDA	Completed
Transit Oriented Development (TOD) Plan for College Park MARTA Station	2012	City of College Park	Completed
Transit Circulator System	2012	City of College Park	Completed
Georgia International Convention Center			
GICC, Phase II: Two Hotels, Office Buildings, Parking Deck, ATL SkyTrain, Rental Car Facility	2012	City of College Park, College Park BIDA, Developer	Completed
GICC Phase III: Three Office Buildings, Two Hotels	2016	City of College Park, College Park BIDA, Developer	In Progress
GICC Phase IV: Preliminary Planning & Design	2016	City of College Park	Postponed
GICC Renovations and Maintenance	2012-2016	City of College Park, College Park BIDA	Completed
Natural and Historic Resources			
Update Main Street Design Standards	2012	City of College Park	Completed
Tree Ordinance	2012	City of College Park/Consultant	Postponed - Will be included as part of Zoning Ordinance Rewrite
Implement Main Street Streetscape	2012	City of College Park	In Progress

Action/Project	Date Programmed	Responsible Party	Status
Community Facilities & Services			
Develop a Recreation Master Plan	2014	City of College Park/Consultant	Incomplete
Construct Historic District/Transit Oriented Sidewalk Connector	2016	City of College Park	Incomplete
Recreation Department Physical Improvements to City Park Facilities			
HVAC Repairs at Brady Center	2012	City of College Park	Completed
Re-Plaster Conley Pool	2012	City of College Park	Completed
Borders for Playground	2012	City of College Park	Completed
Pave Brady Center Parking Lot	2012	City of College Park	Completed
Elite Floor Carpet - Gymnastics	2013	City of College Park	Completed
Zupp Baseball Fields Relocation	2014	City of College Park	Incomplete - City No Longer Plans to Pursue
Park & Athletic Complex	2014	City of College Park	Incomplete - City No Longer Plans to Pursue
New Seating - Badgett Stadium	2014	City of College Park	Completed
Upgrade of Evans Field Baseball Lighting	2014	City of College Park	In Progress
Evans Field Baseball Scoreboard	2014	City of College Park	In Progress
Evans Field Baseball Field New Seating	2014	City of College Park	Incomplete
Housing			
Promote Infill Housing Opportunities	2012-2016	City of College Park	Completed
Update Neighborhood and Housing Analysis	2016	City of College Park	Incomplete
Re-Adopt Zoning Map	2012-2016	City of College Park/Consultant	Completed
Update Zoning Ordinance	2012-2016	City of College Park/Consultant	In Progress

Action/Project	Date Programmed	Responsible Party	Status
Update Future Land Use Map	2012-2016	City of College Park/Consultant	Completed As Needed; In Progress as Part of Comprehensive Plan Update
Digital Mapping System	2013	Information Technology	Completed
Implement Annexation Program	2012-2016	City of College Park/Consultant	Completed
Fire Department			
Station 2 (Relocation or Rebuild)	2012	Fire Department	Completed - Renovated in 2015

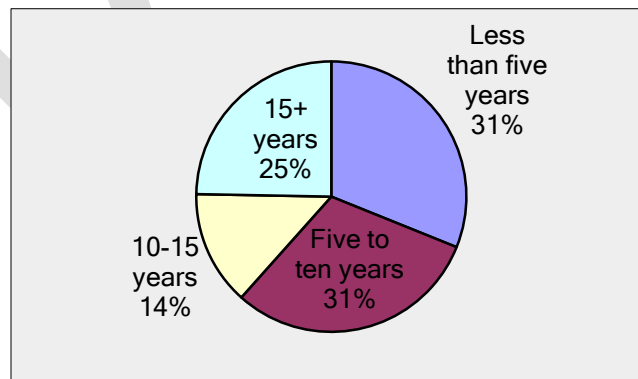
APPENDIX A - COMMUNITY SURVEY RESULTS

QUESTION 1- DO YOU LIVE OR WORK IN COLLEGE PARK?



Do you live or work in College Park?		
Answer Options	Response Percent	Response Count
I live in College Park.	69.6%	151
I work in College Park but live somewhere else. Please skip to Question 6.	12.4%	27
I live and work in College Park.	18.0%	39
answered question		217
skipped question		0

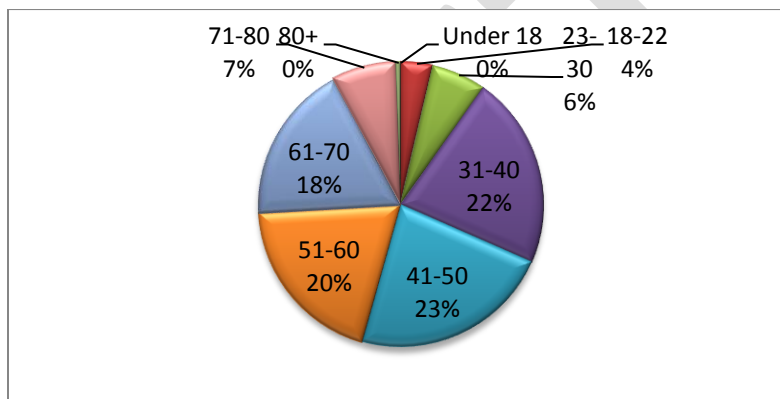
QUESTION 2- HOW LONG HAVE YOU LIVED IN COLLEGE PARK?



How long have you lived in the City of College Park?

Answer Options	Response Percent	Response Count
Less than five years	31.4%	60
Five to ten years	30.4%	58
10-15 years	13.6%	26
15+ years	24.7%	47
answered question		191
skipped question		27

QUESTION 3- HOW OLD ARE YOU?



How old are you?

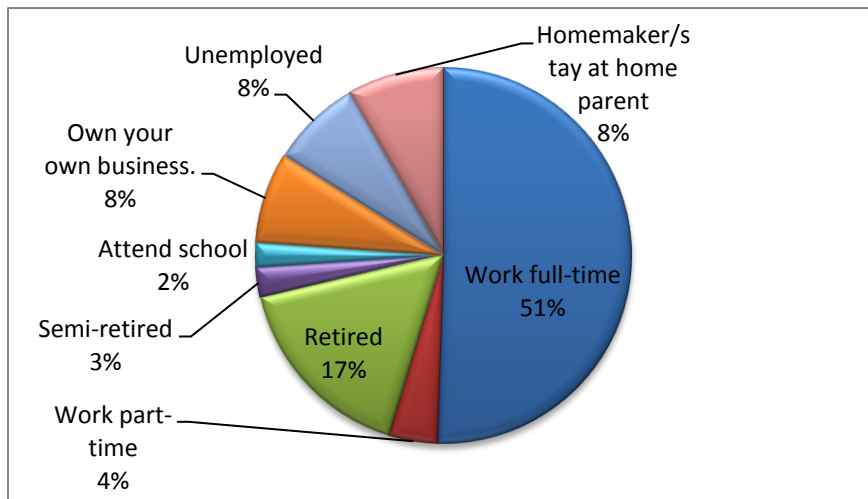
Answer Options	Response Percent	Response Count
Under 18	0.0%	0
18-22	3.6%	7
23-30	6.2%	12
31-40	21.8%	42
41-50	22.8%	44
51-60	19.7%	39
61-70	18.1%	35
71-80	7.3%	14
80+	0.5%	1
answered question		194
skipped question		23

QUESTION 4- WHERE DO YOU LIVE?

The following table shows the street names given and their frequency.

Street Name	Number of Respondents	Street Name	Number of Respondents
Rugby Ave	23	Pierce St	2
Godby Rd	14	Vesta Ave	2
Walker Ave	12	Washington Rd	2
Cambridge Ave	10	Williamsburg Dr	2
Lyle Ave	7	Windsor Forrest	2
Princeton Ave	6	York Rd	2
Charlestown Dr	6	Arundel Rd	1
Hawthorne Ave	5	Bellwood Cir	1
Herschel Rd	5	Camelot Dr	1
Howard Rd	5	Elmwood Ct	1
Harris Dr	4	Fredericksburg Dr	1
Mercer Ave	4	Glenda Dr	1
Temple Ave	4	Hanover St	1
Virginia Ave	4	Jones Cir	1
Janice Dr	3	Lakeshore Dr	1
John Calvin Ave	3	Lyle Terrace	1
Myrtle St	3	Monroe St	1
Old National Hwy	3	Parkview Dr	1
Palmour Ct	3	Ridgeway Ave	1
Academy Sq	2	Riverdale Rd	1
Camp Creek Pkwy	2	Rugby Terrace	1
English Ln	2	Scotfield Rd	1
Hardin Ave	2	Skyline Dr	1
Hemphill St	2	Sullivan Rd	1
Lyle Rd	2	Vassar Ave	1
Madison St	2	Yates Rd	1
Norman Dr	2	Young Dr	1

QUESTION 5 - WHAT IS YOUR WORK STATUS?



What is your work status? Please check one.

Answer Options	Response Percent	Response Count
Work full-time	50.8%	98
Work part-time	4.2%	8
Retired	16.6%	32
Semi-retired	2.6%	5
Attend school	2.1%	4
Own your own business.	7.8%	15
Unemployed	7.8%	15
Homemaker/stay at home parent	8.3%	16
answered question		193
skipped question		24

QUESTION 6- WHAT ARE COLLEGE PARK'S GREATEST ASSETS?

Responses were varied but tended to cluster around a few major themes. Listed below are the top mentions:

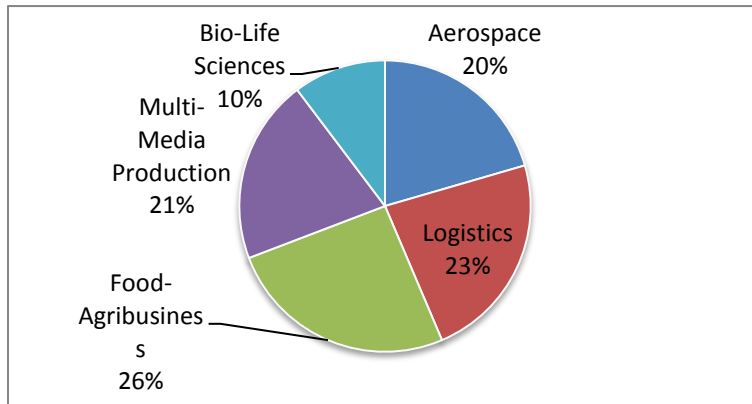
1. The airport; Location; Historic Neighborhoods/Downtown
2. Convenient Location; Historic Downtown
3. Community; Woodward Academy

QUESTION 7- WHAT ARE COLLEGE PARK'S WEAKNESSES?

As with the assets, a few major themes surfaced:

1. Crime; Condition of Roads & Sidewalks
2. Public Schools; Blighted Structures; Lack of Shopping/Grocery Stores
3. Divided Community; Lack of Cultural & Entertainment Opportunities

QUESTION 8- THE ATLANTA AEROTROPOLIS STUDY



The Atlanta Aerotropolis study recommends five target industry clusters for economic development in this area. Please check the industry in which you have training.

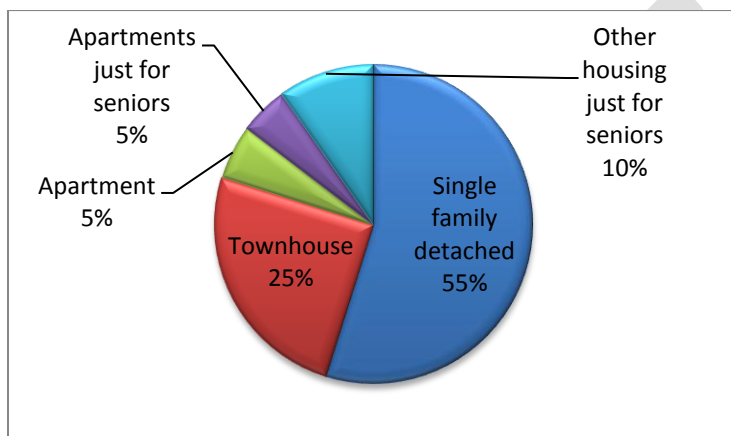
Answer Options	Response Percent	Response Count
Aerospace	20.5%	16
Logistics	23.1%	18
Food-Agribusiness	25.6%	20
Multi-Media Production	20.5%	16
Bio-Life Sciences	10.3%	8
Other (please specify)		58
answered question		78
skipped question		138

QUESTION 9- WHAT OTHER KINDS OF BUSINESSES WOULD YOU LIKE TO SEE IN COLLEGE PARK? WHERE WOULD YOU LIKE THEM LOCATED?

Respondents replied with answers centered around quality of life issues pertaining to daily life.

1. Grocery Stores/Old National Hwy - Godby Rd; More upscale & locally owned shops along Main St; Better paying jobs/Old National Hwy - Airport area
2. Restaurants/Downtown & Old National Hwy; Better paying jobs; Arts & music venues downtown
3. Entertainment/Downtown & Old National Hwy; Upscale shopping/Downtown

QUESTION 10- WHAT KIND OF HOUSING IS MOST NEEDED IN COLLEGE PARK?



What kind of housing is most needed in College Park?

Answer Options	Response Percent	Response Count
Single family detached	55.2%	91
Townhouse	24.9%	41
Apartment	5.5%	9
Apartments just for seniors	4.9%	8
Other housing just for seniors	9.7%	16
Other (please specify)		27
answered question		165
skipped question		52

QUESTION 11- WHAT SHOULD BE THE CITY'S TOP FIVE INFRASTRUCTURE PRIORITIES?

The top five priorities are expanded to include the three most chosen options:

#1	Repaving Roads	40.95%
	Technology Infrastructure	30.68%
	New Sidewalks	25.69%
#2	New Sidewalks	33.03%
	Trails	25.32%
	Parks	18.75%
#3	Parks	25%
	Trails	22.78%
	Technology Infrastructure	20.45%
#4	Bike Lanes	21.05%
	Parks	20.83%
	Trails	18.99%
#5	Local Bus Circulator	24.19%
	Bike Lanes	22.37%
	Community Center	16.67%

Within Question 11, respondents had the option of listing “other” as a priority. Below are the responses received.

- Schools & programs
- Clean up crime
- Enlarge the Golf Course to 18 holes and bring it alongside the historic district
- Street Lights
- Arts center/studios
- Underground utilities instead of poles
- Safer roads/highways
- New police precinct for Godby area

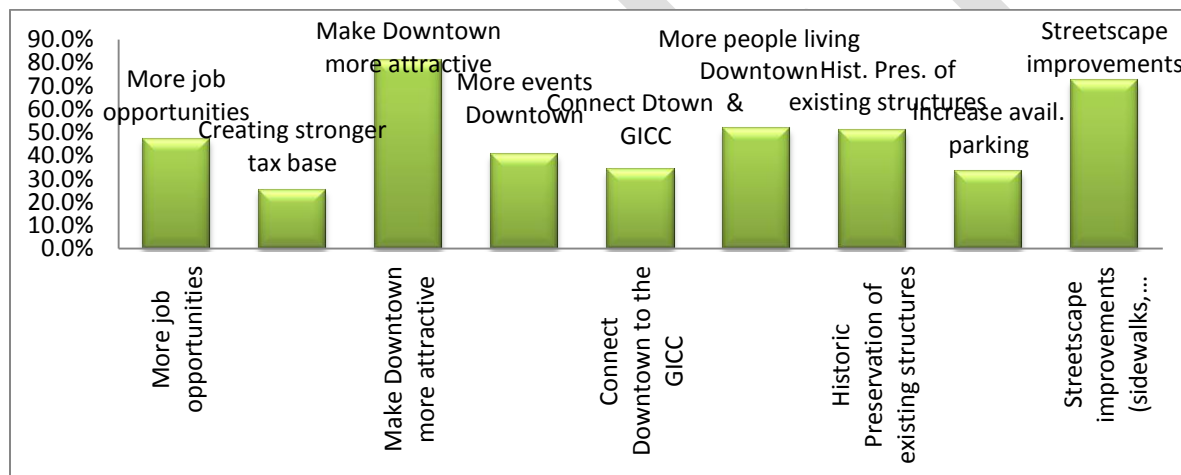
- Fresh fruit and vegetable Market
- Abandoned properties and undesirable businesses
- Store fronts need to be improved. Virginia Avenue and Main Street look schizophrenic.
- Community farm (like Serenbe)
- Initiatives that are sustainable - resident recycling and center like Roswell
- Aesthetics
- Art center
- Attractive street lights
- Facade revitalization of ALL of main street
- Fix up abandoned apartments/homes
- Traffic intersection security cameras
- Cleaning up and reclaiming our streams
- Dog park
- Re-purpose auditorium, McClarin High School and Library
- Artists' collective center -- studios, gallery, performance space
- Area being main - connecting GICC to downtown and hotels
- Cleaning up junk and abandoned/degraded properties
- Main Street and Behind- Develop and make our downtown a destination
- Curbside recycling
- Putting all power and utilities underground
- Demolish older apartments within city
- Airport noise abatement

QUESTION 12- WHAT ARE THE HIGHEST PRIORITY LOCATIONS FOR THE INFRASTRUCTURE RESPONSES RANKED IN QUESTION 11?

Across the board, all respondents indicated that the priority areas are:

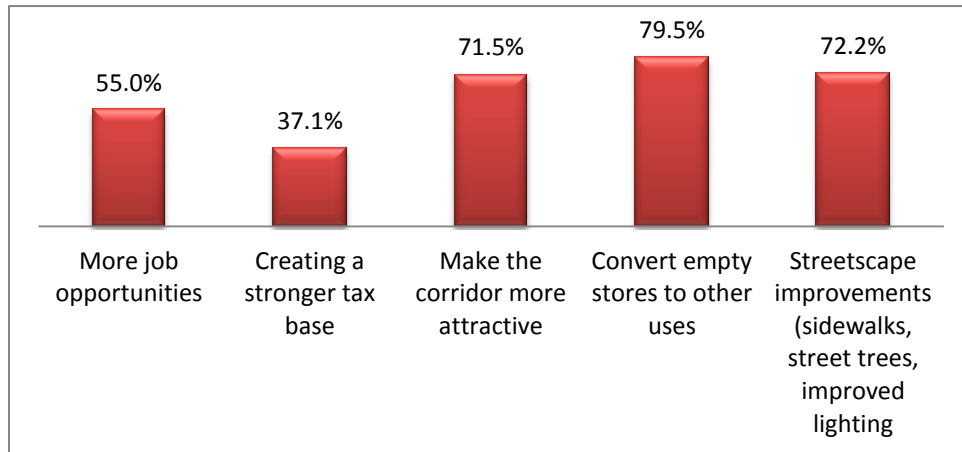
- Downtown/Main Street
- Godby Road
- Virginia Avenue
- Camp Creek Parkway

QUESTION 13- HOW CAN WE IMPROVE DOWNTOWN COLLEGE PARK?



Answer Options	Response Percent	Response Count
More job opportunities	47.6%	78
Creating a stronger tax base	25.0%	41
Make Downtown more attractive	81.1%	133
More events Downtown	40.9%	67
Connect Downtown to the GICC	33.5%	55
More people living Downtown	51.2%	84
Historic Preservation of existing structures	51.2%	84
Increase available parking	33.5%	55
Streetscape improvements (sidewalks, street trees, improved lighting)	72.0%	118
Other (please specify)		29
answered question		164
skipped question		53

QUESTION 14- HOW CAN WE IMPROVE THE OLD NATIONAL HIGHWAY CORRIDOR?



Answer Options	Response Percent	Response Count
More job opportunities	55.0%	83
Creating a stronger tax base	37.1%	56
Make the corridor more attractive	71.5%	108
Convert empty stores to other uses	79.5%	120
Streetscape improvements (sidewalks, street trees, improved lighting)	72.2%	109
Other (please specify)		33
answered question		151
skipped question		66



QUESTION 15- WHAT OTHER CONCERNS DO YOU HAVE ABOUT GROWTH, DEVELOPMENT, AND REDEVELOPMENT IN COLLEGE PARK?

Here the citizens, in their own words, list their concerns. Duplicative comments were deleted for brevity.

- Create more jobs. Convert old buildings to new uses.
- Better housing, more police & better roads
- Need more street light and more police
- New Sidewalk
- Just make it better.
- More police presence; youth education to lower the dropout rate; job training for youth & the businesses to hire them.
- I hope they keep the trees and do not bulldoze too many.
- Clean up Godby Rd area. Need more police
- Less liquor stores, more busses coming into apt complex
- We need more parks and sidewalks for kids. College Park needs to be cleaned up.
- More resources for disabled under 55 & better housing for disabled under 55.
- My concern is that when development comes to College Park, it happens in a purposeful way that produces a sustainable, walkable, bikeable, low-crime, mixed-use community that retains College Park's historic charm with high-quality architecture that we'll be proud of in 50 years.
- College Park needs a Massive plan for landscaping. Whether that be Dogwood Trees or the like. You can't fix the people but you can beautify the city. How about a theme for the city like Dogwoods or some other ornamental trees.
- I believe that the city should focus on improving the entire city and not just one specific section. Godby Rd from Old National Hwy to Riverdale Rd has the worst structure when it comes to huge potholes that have not been fixed and the lack of street lights. This area is unsafe to drive or walk and you are at risk each time you have to travel through this area. The amount of condemned properties continues to increase due to utility issues which should not be allowed to get out of hand as it is bringing the property value of the homes down drastically. Also better systems in regards to utilities as the management of this area is poor.
- You are ignoring the already weak tree ordinances in "the Pad" development---lot was clear cut, even where there will be surface parking or no structures

- We really MUST act to fund and foster arts -- reasonable studio space, attracting & encouraging artists to live and work here. SOHO, Lower Manhattan in New York; (West) Midtown, Va-Hi, L5P, O4W, East Atlanta Village, Kirkwood, Decatur -- all here in metro-Atlanta have been "fueled" by artists. Creative "oasis's" spur growth -- and they're fun, entertaining as they grow.
- Middle class families move here, have kids, then move away when kids hit elementary school age due to lack of school choice. That's what keeps CP segregated.
- That various groups learn how better to work together for the good of the whole city
- In addition to Old Natl, Camp Creek Parkway also needs to be redesigned for traffic & safety.
- Growth for one area needs to transition into growth of the other. The Old National area tends to be forgotten.
- We need healthy grocery options like a Sprouts. Shuttle to make accessibility to businesses easier (with hours that make sense i.e. night time!)
- Please build up the Old National Godby Road area as well as the Herschel road area.
- The survey neglected to inquire about how Virginia Avenue can be improved. Another example of how Ward 3 is neglected.
- Connect in some way to the Beltline movement.
- That sustainability is not mentioned in any language or reference in this survey.
- Maintain charm while growing.
- Being environmentally friendly with all development.
- Redevelop old business and empty lots to something useful.
- Increase traffic management and increase land width
- We have a fair amount of restaurants that are drawing people outside the area. They eat and leave because we have nothing else to keep them here- specialty shops would give walk around traffic better landscaping especially from each entrance to the city. Keep and maintain codes to keep historic look. We are the fourth largest historic city in Georgia. Why don't we market and keep the look.
- Arts would draw people of all kinds
- City government is not aggressive and proactive regarding downtown.

- Would love to see better marketing of the area. Would like more insight into police initiatives.
- Stricter laws concerning the upkeep of homes, gardens, land, empty spaces. Enforcing a historic code for home renovating. Improve low income apartment complexes in college park.
- Offer grants or subsidies on new homes people want to buy and renovate so they can move here
- Vacant buildings, houses, duplexes, etc need to be demolished or sold at a face pace.
- Offer incentives to make moving and living here more competitive.
- Woodward Academy's major lack of care, respect, and concern for the community and city around it.
- We have this great location. Why aren't we taking advantage of it?!?!?
- Safety and the perception of a safe and friendly community should be highest priority
- We have an excellent police and fire department who care about the citizens. Also great sanitation workers who are helpful. Let outsiders know these folks go above and beyond--it is a great marketing tool I think.
- Welcome developers and make it easier to do business with city of CP
- I am concerned that the nasty old apartment complexes here scare away new investment in the community.
- I do not feel as if there is a cohesive plan moving forward for the entire city -- just a combination of different projects. I would love to see more of a high level game plan for the city.
- Our strategy for increasing residents is a mix-income strategy on the south, central and east sides and creating more TOD tied to residential apartments/townhomes in the historic downtown area
- Our strategy for building up our business community is to create a vibrant downtown area through heavy recruitment of "historic friendly" businesses that have a track record of success and creating a work, live, play community around them. Outside of downtown, we are looking for 2-3 "anchor" companies with 2000+ employees who we can work with to re-create the communities around them. To build a more culturally enriching community, we want to be known as destination place for history, performing arts and live music, so we will work with key stakeholders to help identify key resources to help us create or elevate those assets in the community. I feel that we need a story like that so that the community can truly

know what they are getting behind.

- Dismayed by gerrymandered wards -- "plantation manager" approach of council members, especially ward 2. Little engagement of citizens in most wards, especially southside. I want to know what citizens in all wards (not just ward 1) want and need. Importantly, we need women on city council and as mayor -- the "guys" don't "get it" and never have!
- Ensuring that all citizens have an equal voice in the direction of the development, and that the needs and impact of development is considered for all citizens.
- My hope is that as the city grows, it maintains its landscape and we don't overgrow/populate the area and end up with a Roswell Road (Sandy Springs) type problem.
- Huge concern on leaving historic Trees. Yes its easy to clear a lot and plant new trees later. The lot where the pad is going had 100+ year old trees. Could we not preserve some of these trees in our new designs? i am not saying don't cut down trees but lets keep our historic trees as well as our historic houses/buildings.
- Improve Virginia Ave's streetscape and encourage more street fronting uses.
- Right now there are effectively two cities - Historic College Park and the Old National corridor. Actions should be intentional to either eliminate this division (which may be unrealistic for geographic reasons) or leverage this and define unique priorities and plans for each.
- College Park loses families once the kids reach kindergarten/1st grade. Our "stroller to backpack" ratio is off. Lots of babies and toddlers and retired people. It's a giant donut hole. Singles move in, have kids and move out by the time the kids need a school. If you don't choose Woodward there are no high quality options.
- I live in Historic College Park and feel safe, but I am very concerned about the high crime rate along the Old National corridor.
- Politics and Politicians. We need to start to work together regardless of race, religion, gender, age, etc. Let's be known as a forward thinking community that loves one another despite our differences. We need a Mantra and a Culture from City Officials that makes us believe that this is possible. As it stands now, it is Us verses You in a lot of cases. It is more about positions, attachments, egos, and suspicions rather than pragmatic forward thinking development. Let's let the Experts in Planning and City Development help us. No more road blocks. All signs are pointing to this getting better. However, the votes in council and the Execution are where the fruits live.
- Safety.
- Change in mentality of current city council to move forward instead of living in the past. We need positive publicity to change our current reputation for being the most dangerous place to live in the state!

- Increased truck traffic due to the addition of logistics facilities. Potential change of departure flight paths.
- 1 - I DO NOT want any warehouses built in the Jamestown Plaza or the abandoned lot across the street.
- 2 - CP needs to focus on our regular schools and not just the Charter schools. I shouldn't have to pay extra to send my child/children to private school simply because I live in CP. I don't want to have to move to Henry, Douglas or Cobb County when I have kids just so they can get a quality education.
- Without a local government that is more forward-thinking and less racially bias, we will continue to be a divided city. The racial divide in the City of CP is huge; somehow we need to find a way to improve the race relations and come together more as one city.
- I have lived here for 25 years and there has been very little headway made in development; I'm afraid with the current local government that very little will change.
- The #1 priority needs to be public schools. Until College Park has award-winning public schools (to go along with all of the well-known private school options), we will never attract the permanent group of young, middle-class professionals we need to attract amenities, increase real estate values, and overcome the overwhelm outside perception that College Park is a place of crime and poor public education options. Use Grant Park as the model: once Neighborhood Charter School established itself as a great public school for that neighborhood, Grant Park turned around from a place perceived as a home to crime - to a bedroom community that is beloved.
- Improvements to the streetscapes and buildings along the Virginia Ave corridor also need improving. It looks very uninviting.
- Downtown is awful and efforts to rebuild and clean it up are VERY slow. The City government doesn't listen to citizens, is not business friendly, and ignores big problems like prostitution on Virginia Ave.
- Noise will always be an issue in College Park. Code enforcement is a must. Tons of potential. Let's make it happen in a classy, deliberate way. On a small scale, look at Hapeville. On a larger scale, look at Decatur. With all the money the city generates from hotels/motels, our proximity to the world's busiest airport, and a Marta station, we have tremendous advantages that few places enjoy.
- Bring more high paying jobs to College Park. We have great highway access. Why aren't we taking advantage of it?!
- Nothing will work unless you change the perception and constant negative publicity about crime in College Park.
- A mayor and council that realizes that every other city around us has prioritized

renovation of downtown. Historic overlay district needed with architectural control board. Enforcement of building maintenance code.

- Make Va. Ave. a walkable restaurant row for hotel visitors.
- Making sure people feel safe in College Park, advocating for better marketing to combat the data saying college park is the most dangerous city to live in Georgia
- All investments should be prioritized so that they support home values, increasing tax base (see ATL old 4th ward) plus getting rid of old unused commercial buildings.

DRAFT