



CITY OF COLLEGE PARK |  
FULTON COUNTY, GEORGIA

# COLLEGE PARK

## LIVABLE CENTERS INITIATIVE INVESTMENT POLICY STUDIES

**FINAL REPORT**  
AUGUST 2017

# DRAFT

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## ACKNOWLEDGEMENTS

The City of College Park Livable Centers Initiative (LCI) is a collaborative effort between the Atlanta Regional Commission, the City of College Park, Atkins North America, Inc., and Community Stakeholders. The study was funded by the Livable Centers Initiative and the City of College Park.

The consultant team was lead by Atkins North America, Inc. and RKG Associates, Inc.



## VISION STATEMENT

**“In 2031, College Park will be Georgia’s Global Gateway- home to the World’s Busiest Airport. We will be diverse by design, while preserving our unique heritage and offering a dynamic place to live, work, play and visit.”**  
(Vision Statement for the future from College Park Comprehensive Plan 2011-2031)

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# CHAPTER 1 EXECUTIVE SUMMARY

1.1 Introduction

1.2 Location and History

1.3 Goals and Objectives

1.4 Stakeholder Group and Meeting Participants

1.5 Design Process

## 1.1 INTRODUCTION

Atkins was selected in July of 2016 to lead a master planning effort focused on a thorough transportation and land use analysis to connect Downtown College Park, with the Gateway Center, 170 +/- acres of city owned land, the College Park Marta station, and proposed mixed use development adjacent to Hartsfield-Jackson Atlanta International Airport.

Aiming to capitalize on its unique location, history, and linkage to various transportation opportunities, the City of College Park embarked on an ambitious planning and development process. This strategic location has many assets on which it can capitalize:

- A large historic urban core with an intact main street and historic street grid.
- Proximity to Atlanta's central business district
- The Georgia International Convention Center, the 2nd busiest convention center in the state. The GICC, adjacent hotels and office space forms the Gateway Center of College Park, which has seen increased amounts of mixed-use development.
- Direct linkage from the study area via the SkyTrain to the airport terminal and the airport consolidated rental car facility (CONRAC), the largest of its kind in the country.
- The location sits at the front door of the busiest airport in the world serving more than 104 million passengers in 2016. The airport lands in the top five cargo airports in the country and is Georgia's largest employer with over 63,000 employees.
- Convenient linkage to interstates I-85 and I-285, the CSX railroad, and Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Multiple funding mechanisms in place to lure development.
- Increased new development within and surrounding the study area.

Prior master planning activities outlined plans for development to capitalize on the substantial potential that is evident within and surrounding the study area. The recent Aerotropolis study identified potential target sites within the defined study area as crucial to the overall airport development. Working with the Atlanta Regional Commission, MARTA, a diverse stakeholder group, city staff, local business leaders, and residents, the design team formulated an ambitious vision to guide development for years to come. (Figure 1.11)



Figure 1.11 Aerial photograph identifying key landmarks

## 1.2 LOCATION AND HISTORY

The City of College Park comprises about 10 square miles just southwest of the City of Atlanta. The incorporated area is split between two counties – Fulton and Clayton Counties but lies predominantly within Fulton County. It is easily accessible through its proximity to Interstate Highways I-85 and I-285, U.S. Highway 29, the Hartsfield-Jackson Atlanta International Airport, and its connection with Metropolitan Atlanta Rapid Transit (MARTA). It has a population of approximately 14,600. Originally established in 1890 as the City of Manchester, but became known as the City of College Park in 1896. It was situated along the Atlanta-Westpoint Railway. The city's name was derived from being the home of Cox College and the Southern Military Academy (later to be named Georgia Military Academy). Cox College closed in 1938, but several of the buildings are still in use today. City Hall, the city auditorium, a public library, and McClarin High School are located on the old Cox College campus. The Georgia Military Academy became Woodward Academy after the military program was eliminated in 1966. This private school is the largest independent day school in the continental United States and is known as one of the top education institutions in the state. The City's rich heritage and strong ties to education is still evident today within the fabric of central business district. The east-west avenues in College Park are named for Ivy League colleges, and the north-south streets are named for influential College Park residents. Because of its accessibility and location, the city continues to serve as a gateway to the Atlanta region. (Figure 1.21)

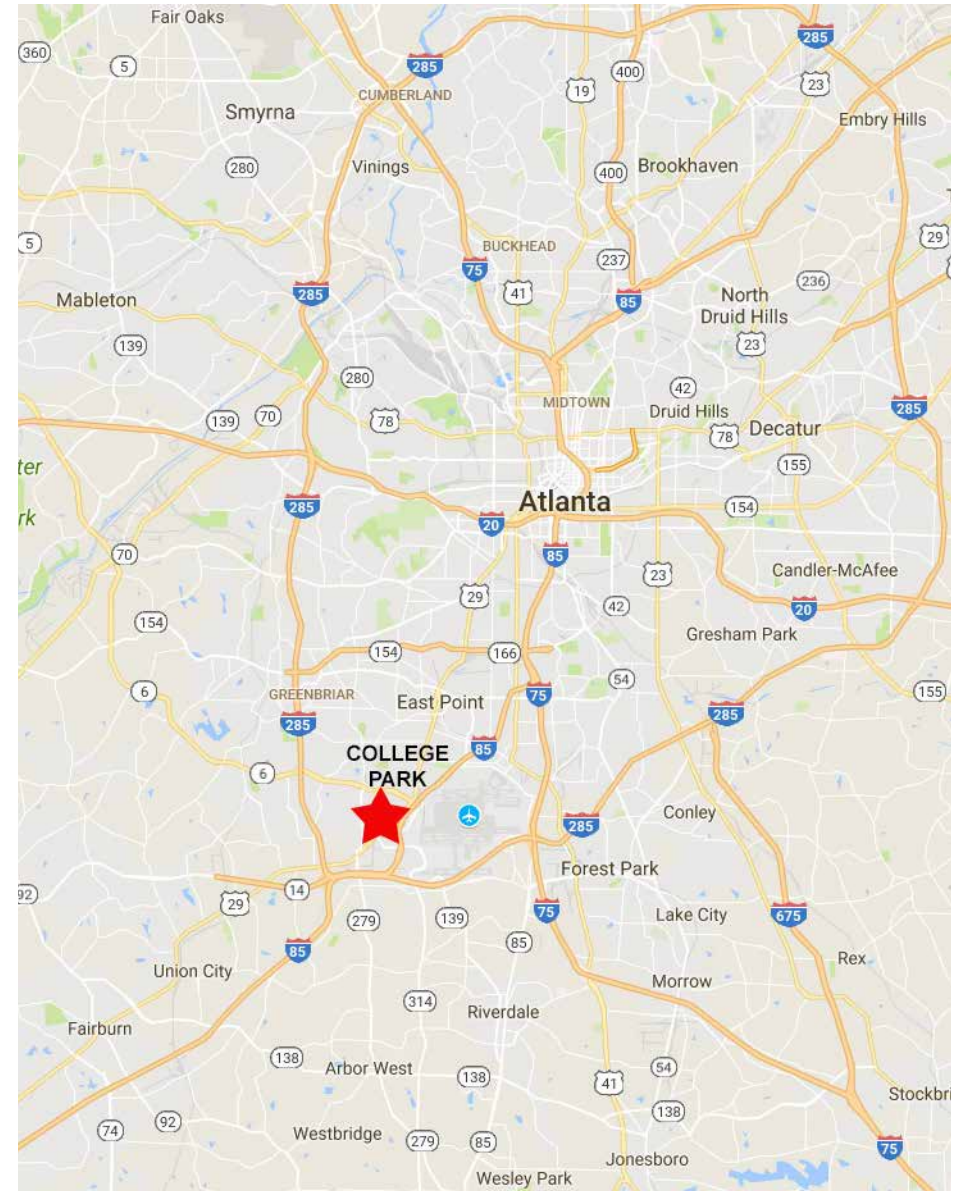


Figure 1.21 Vicinity map

## 1.3 GOALS AND OBJECTIVES

The goals and objectives for this project consist of building upon past planning studies to help create a vision and detailed template for growth and development over the next decade. Two of the goals identified include:

- Examine ways to link the existing Activity Center LCI Area - specifically Downtown College Park - with the Gateway Center, the 170-acre Master Land site, and the proposed mixed use development adjacent to Hartsfield Jackson Atlanta International Airport.
- Look at appropriate land uses in these areas and help in the development of the “Airport City” indicated in the Atlanta Aerotropolis Alliance Blueprint document, which falls within College Park’s boundaries.

To achieve this goals, our team used the following objectives outlined below:

- Develop walkable vibrant center that support people of all ages and abilities (Figure 1.31)
- Mix of uses and a density of development that support walking, biking or transit
- Mixed-income and workforce housing
- Transit-oriented development and bicycle and pedestrian access to transit
- Redevelopment of underutilized infrastructure, brownfield, or gray field sites
- Jobs - Housing balance and economic opportunity
- Increased street connectivity, complete streets (Figure 1.32)
- Aging-in-place and lifelong community concepts
- “Creative placemaking” strategies, creative public involvement and demonstration projects
- Historic preservation and context-sensitive infill and development



Figure 1.31 Character image of pedestrian friendly street.



Figure 1.32 complete streets with transit, bike lanes, and ADA sidewalks/crosswalks

## 1.4 STAKEHOLDER GROUP AND MEETING PARTICIPANTS

A diverse group of stakeholders was assembled by the City of College Park Staff to guide the development of the LCI master plan. This group was made up of members of the Main Street Association, developers, architects, brokers, real-estate professionals, BIDA board members, City Council and staff members, county staff, Hartsfield-Jackson representatives, MARTA, bankers, GICC, and residents. Public meetings, Open Houses and a Charrette was held along with additional one on one and small group meetings were conducted. These groups provided their collective expertise and experiences to create an exciting, accessible, inclusive, and sustainable development for the City of College Park and the Atlanta region.

### TOD Stakeholder Group and Meeting Participants

<b>Name</b>	<b>Organization/Role</b>
Tom Carpenter .....	Main Street Association/Developer
Randy Zaic .....	Resident/Architect
Johnny Easterling .....	The Wiley Real Estate Group/Broker
Robbie Roberts .....	Red Door Realty/Broker & Resident
Rod Mullice .....	Newmark Knight Frank/Broker
Frank Giles .....	GICC/Parking Manager
Edrick Harris .....	HJ Russell & Co/Developer
Aaron Daily .....	Historical Concepts/Architect
Shelley Lamar .....	HJAIA/Planning
Michael Green .....	BB&T/Banker
Rusty Slider .....	Woodward Academy/Vice President for Admissions
Eileen Murphy .....	CPHNA/Board Member & Resident
Beth Sanders .....	College Park First United Methodist Church/Pastor
Jeff Green .....	College Park BIDA/Board Member & Resident
Jon Ritt .....	College Park BIDA/Board Member & Resident
Connie Johnson .....	MARTA Senior Development Associate
Ambrose Clay .....	City of College Park/Council Member
Jason Myrick .....	SunTrust Bank/Banker & Local Business
Ginger Blackstone .....	Resident

**Staff**

Artie Jones ..... City of College Park/Economic Development Director  
 Tasha Hall-Garrison ..... City of College Park/Economic Development Program Assistant  
 Lauren Blaszyk..... City of College Park/City Planner  
 Terrence Moore ..... City of College Park/City Manager  
 William Moore ..... City of College Park/Director of Engineering  
 Jackson Myers ..... City of College Park/Special Projects Administrator  
 Gary Young..... City of College Park/Director, Airport Affairs

**Consultants**

John Boudreau ..... Atkins  
 Rich Rohrer ..... Atkins  
 Chad Hayes ..... Atkins  
 Steve Noble ..... Atkins  
 Russell Archambault ..... RKG Associates, Inc.

**Atlanta Regional Commission**

Amy Goodwin ..... Livability and Transportation Program Manager  
 Robert Herrig ..... Community Planner  
 Jared Lombard ..... Senior Principal Planner  
 Jon Tuley ..... Senior Principal Planner

**Georgia Department of Transportation**

Paul DeNard ..... District 7 Engineer  
 Rashini Lawrence ..... Planning  
 Kaycee Mertz ..... Atlanta Planning Branch Chief

**Additional Meeting Participants**

Alissa Baker ..... City of College Park  
 Anthony Mitchell ..... Ward 1 Rep.  
 Archie Polk ..... St. John's Episcopal  
 Ben Gibson..... CP Millennium Committee  
 Chisulo A. Ajanaku ..... -----  
 Jean Clay ..... Resident  
 Betsy Easton ..... Resident  
 Sidney Douse ..... Resident  
 Quintasha Swanson ..... Resident  
 Stuart Gulley ..... Woodward Academy President, Resident  
 Monica Williams ..... HJAI  
 Michael D. Martindill Tim Haahs&Associates, Inc.

## 1.5 DESIGN PROCESS

The first phase of the design process involved an extensive due diligence study. Information was assembled that related to existing and future land use maps, zoning, land ownership maps, pedestrian and bicycle accessibility, public transportation routes with crash data, on and off site parking facilities.

A review took place of all prior and ongoing studies, special taxing districts, incentives for development that have been established, design guidelines and studies previously produced for the study area. An inventory took place of all ongoing and future development, planned improvements, and new transportation facilities.

Physical and legislative barriers to development were documented such as steep slopes and transportation corridors. Due to the location of the study area and its proximity to Hartsfield-Jackson Atlanta International Airport, a complex series of airport restrictions were evaluated. These included object free and runway protection zones, height restrictions, and noise contours.

With the data collected the design team identified parcels of land within the study area that showed a tendency to be susceptible to change. A detailed presentation was provided to the public and stakeholder group outlining the information gathered prior to the design development.

Time was set aside for public input. Group input exercises took place allowing participants to voice their thoughts on potential development locations and land uses, transportation issues and opportunities for improvement, and the ranking of representative character images to consolidate an overall theme for potential future development areas. Key words and phrases were provided by attendees that they felt best described the existing study area and the potential it holds for tomorrow. Finally, those attending the meeting were given the opportunity to provide a “Big Idea” that they felt would provide the best development potential for the design team to consider in the master plan that would follow. Following the initial public meeting, a series of small group and one on one meetings were held with key stakeholders. These meetings provided invaluable insight into specific opportunities and ongoing initiatives that would impact the design team’s direction for the proposed master plan. Many needs and wish list items were provided.

Phase two marked the beginning of the design phase. An open public meeting was held that began with a summary of our findings to date. RKG Associates were in attendance and provided an overview on the real estate market trends for the study area. The office, industrial, apartments, hotel, and retail real estate sectors were outlined. An overview of development drivers and challenges as well as future development opportunities were presented.

Due to the overall size and complexity of the study area, the design team divided the planning area into 8 distinct sectors. These sectors were based on location, development density, building height, land-use, and overall style of development. Each has its own distinct character and carries with it its own challenges.

An initial draft master plan (figure 1.51) was presented that focused on specific design concepts in four of the eight sectors. These initial four sectors represent the core of the proposed development. Plans and massing models were provided to illustrate the development potential in these core sectors. Land-uses, density levels, and character images were presented for the remaining four sectors. The potential for a light rail corridor extending down Camp Creek Parkway from the airport property to I-285 and beyond was also discussed. Following these initial design presentations, a charrette process was led by the Atkins design team. The purpose of the charrette was to allow those in attendance to provide input on the designs that were developed for the four core sectors. This input was specifically focused on the proposed land uses, building locations, density levels and massing models. Attendees were also asked to provide input on the existing Golf course and potential reuse of this land and for feedback on the light rail corridor. For the remaining five sectors attendees provided input on potential design opportunities, gave guidance on proposed density levels and commented on the representative character image provided.

Building upon this input, a preferred plan was generated by the Atkins design Team. The preferred plan was presented back to the public at a scheduled open house. The preferred plan was also provided to the individuals and small groups that had been interviewed earlier in the design process and city staff for review and comment. The design was also presented to representatives of the Atlanta Regional Commission and Georgia Department of Transportation for review and potential action items were discussed. The final design incorporated input from all groups involved.

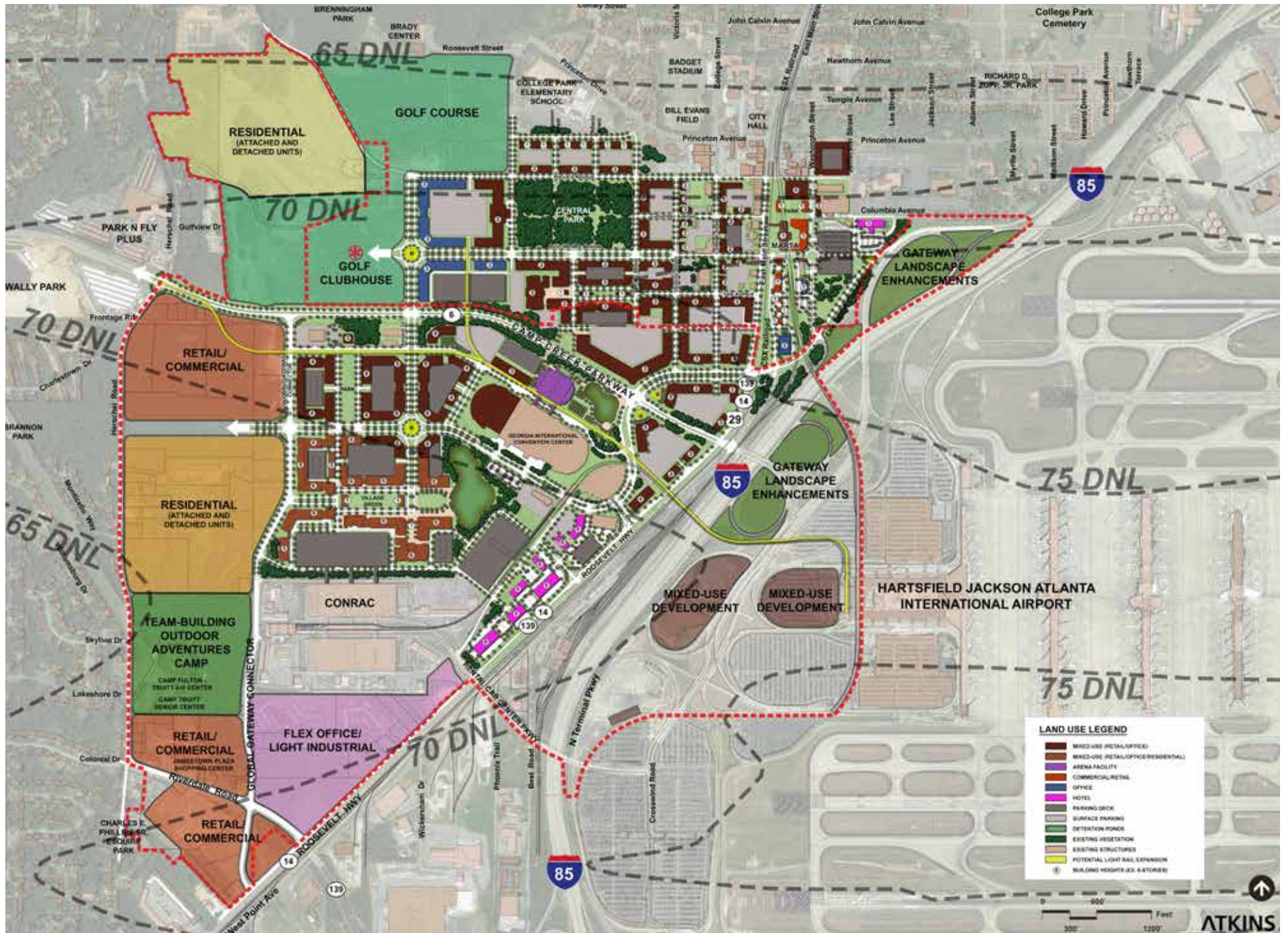


Figure 1.51 Initial draft conceptual master plan

# CHAPTER 2 - PHASE ONE INVENTORY AND ASSESSMENT

2.1 Study Area

2.2 Land Use

2.3 Site Inventory

2.4 Bike and Pedestrian Circulation

2.5 Transportation, Transit and Parking

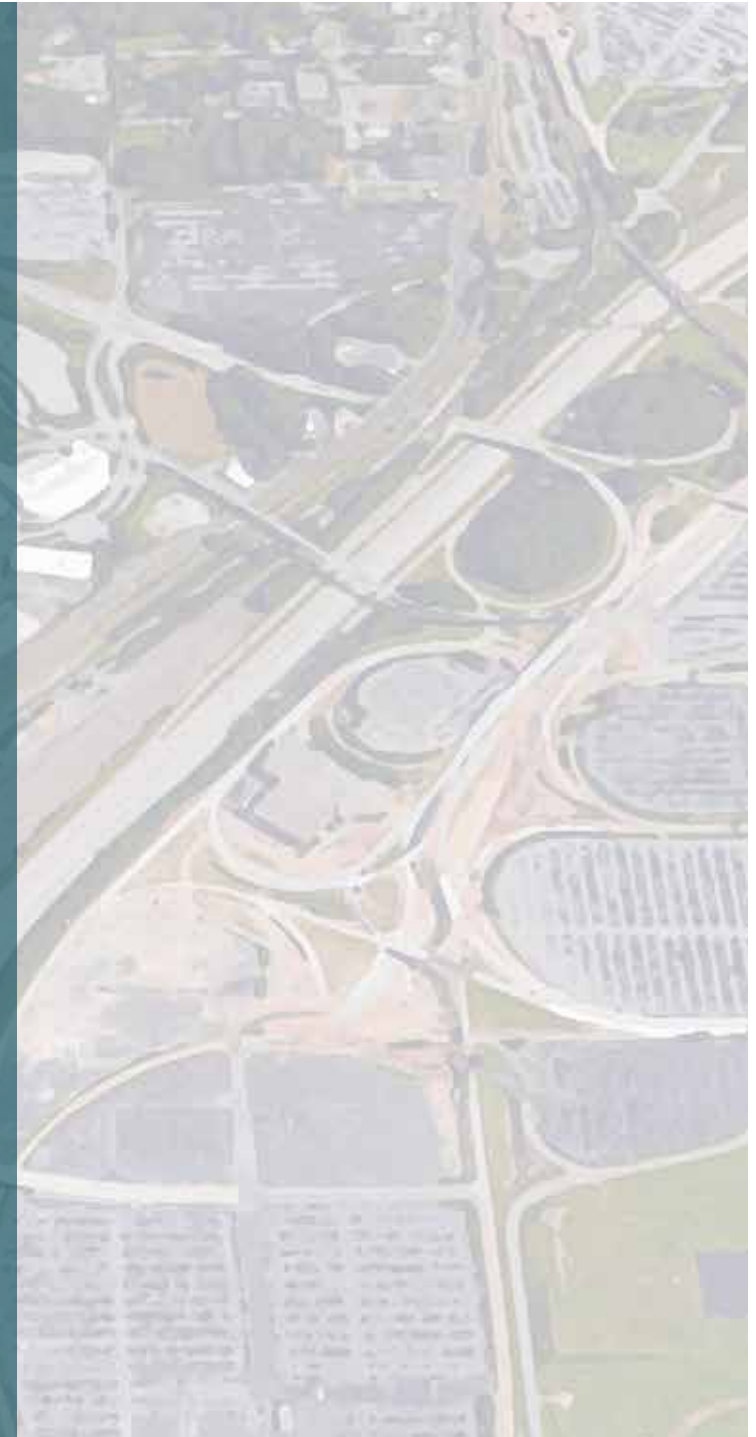
2.6 Airport Restrictions

2.7 Special Tax and Improvement Districts

2.8 Previous Planning Studies

2.9 Future and Ongoing Projects

1.6 Market Trends



## 2.1 THE STUDY AREA

The Study area (figure 2.1-1) is comprised of two parts. The first is the original LCI study area completed in 2008 and consisted of the College Park MARTA Station, Historic Downtown, Manchester Pointe (the land bought by the airport that currently remains undeveloped) and the Virginia Avenue commercial corridor. The city golf course defined the western edge and the Airport Loop Road was the east boundary, while Camp Creek Parkway and Virginia Avenue defines the north and south boundaries. The CSX rail line running north-south divides the study area at the time into two distinct parts. The total study area for the 2008 LCI encompassed roughly 550 acres. Of this overall acreage, approximately 50% lied vacant or was under developed.

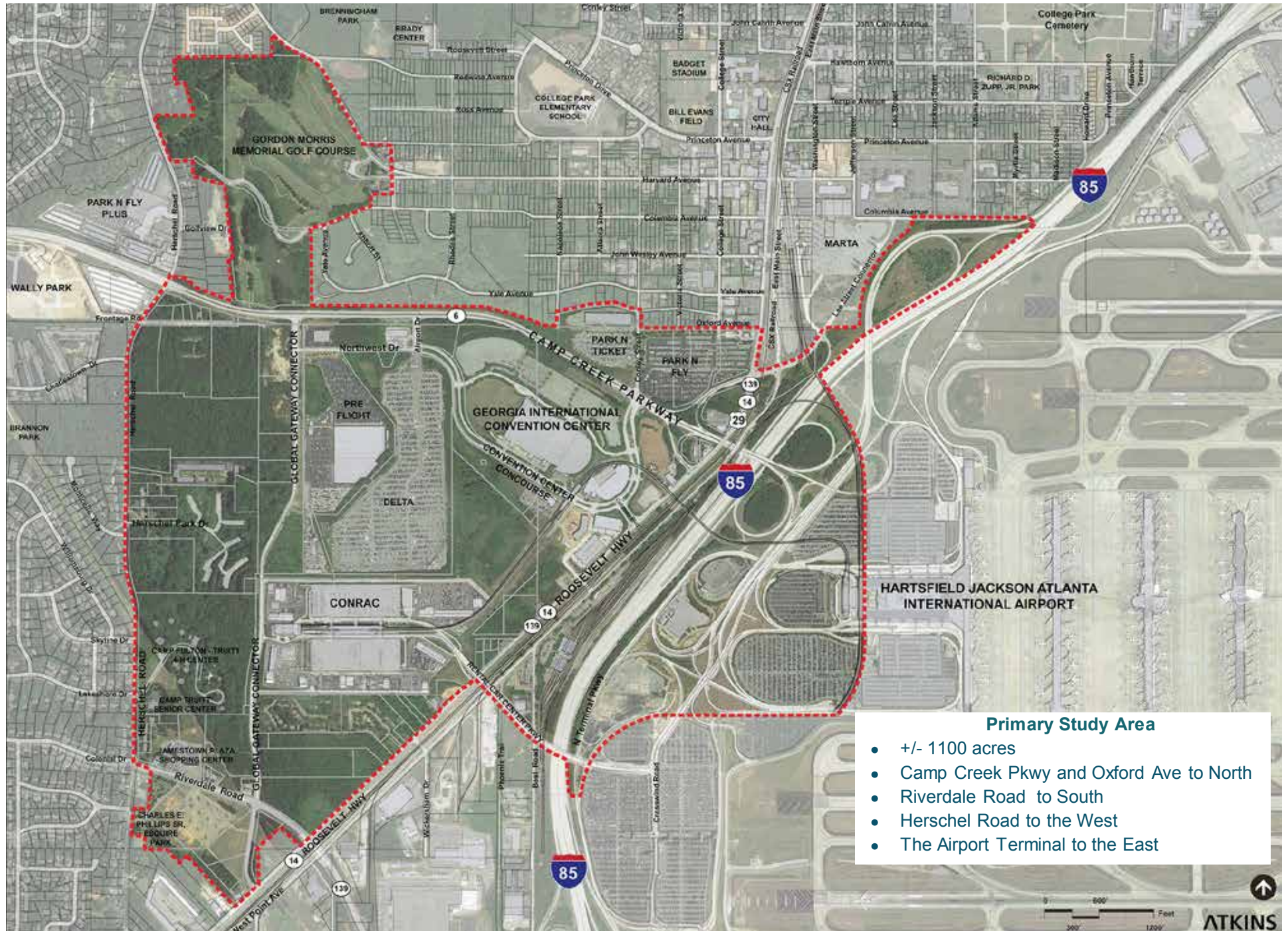
As part of the 2017 update, the second part of the study area was added. This additional acreage grew the original to the west and to the south of the original boundary. The new boundary extends to include the city Golf Course and to the south across Camp Creek Parkway to just south of Riverdale road. This new southern acreage is bordered to the west by Hershel Road and crosses east of I-85 to include portions of the airport property. This added roughly 1,025 additional acres to the original study area. Two new major barriers now bisected the space. With the southern land addition, Camp Creek Parkway became a real challenge to connectivity north/south as did I-85 to the east/west connectivity. This new study area now comprised more than 1,575 acres including and directly adjacent to significant uses such as the College Park MARTA Station, Hartsfield Jackson Airport, the GICC and Woodward Academy.

## 2.2 LAND USE

The existing study area is governed by a variety of land uses and zoning classifications (figure 2.2-1). The portion of the study area located north of Camp Creek Parkway and west of Main Street is made up of nine zoning classifications. The major uses that make up land being included in the proposed master plan are (OP) office professional, (BP) business park, (DB) downtown business district, (C1) community business, (C2) central business, and (MF) multi family. Areas that are outside of the proposed development/redevelopment area also include (R1 and R3) single family dwellings, (MF-L) multifamily limited, much of this area falls within the hospitality district with limited areas falling in the assembly district and conditional use areas.

The portion of the study area located north of Camp Creek Parkway and east of main street is made up of eight zoning classifications. Of these (TSC) transit station commercial lies within the proposed area to be developed/redeveloped.

The final area is located south of camp creek parkway. The overall acreage of this area is dominated by three major zoning categories (BP) business park, (CC) Convention Center district, and (OP) office professional. Other uses found within this area include (C1) community business, (C2) central business, (C3) planned shopping center, (R2) single family dwellings, (MF) multi family, and (M2) Heavy Industrial. Much of this area falls within the hospitality district with limited areas falling in the assembly district and conditional use areas.



- Primary Study Area**
- +/- 1100 acres
  - Camp Creek Pkwy and Oxford Ave to North
  - Riverdale Road to South
  - Herschel Road to the West
  - The Airport Terminal to the East

Figure 2.1-1 Study area map

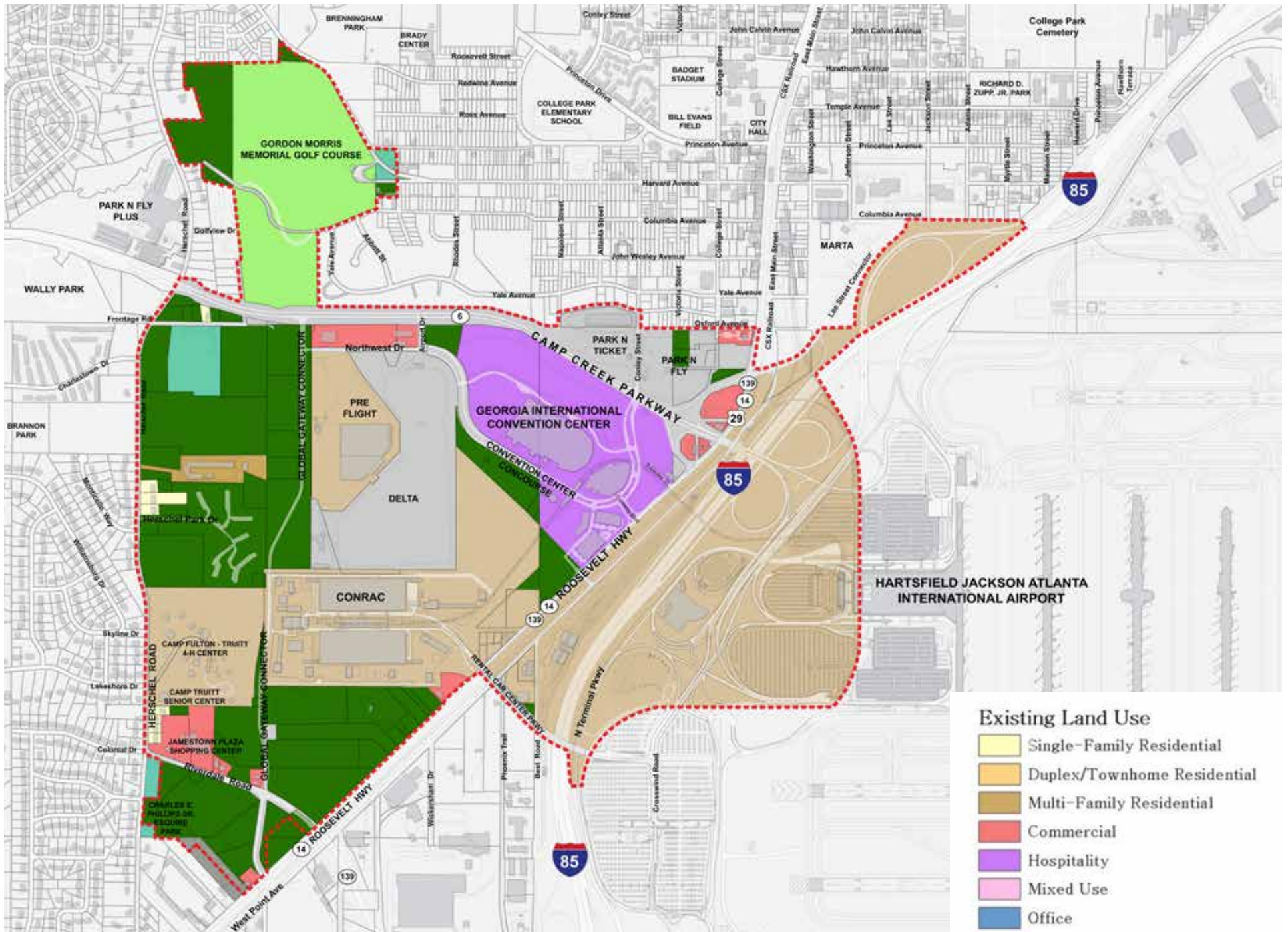


Figure 2.2-1 Existing land use plan

## 2.3 SITE INVENTORY

The first phase of the design process involved an extensive due diligence study. Information was assembled that related to existing and future land use maps, zoning, land ownership maps, pedestrian and bicycle accessibility, public transportation routes with crash data, on and off site parking facilities (Figures 2.2-1, 2.3-1 - 2.3-6, 2.4-2, 2.5-3).

A review took place of all prior and ongoing studies, special taxing districts, incentives for development that have been established, design guidelines and studies previously produced for the study area. An inventory took place of all ongoing and future development, planned improvements, and new transportation facilities.

Physical and legislative barriers to development were documented such as steep slopes and transportation corridors. Due to the location of the study area and its proximity to Hartsfield-Jackson Atlanta International Airport, a complex series of airport restrictions were evaluated. These included object free and runway protection zones, height restrictions, and noise contours.

With the data collected the design team identified parcels of land within the study area that showed a tendency to be susceptible to change. A detailed presentation was provided to the public and stakeholder group outlining the information gathered prior to the design development.

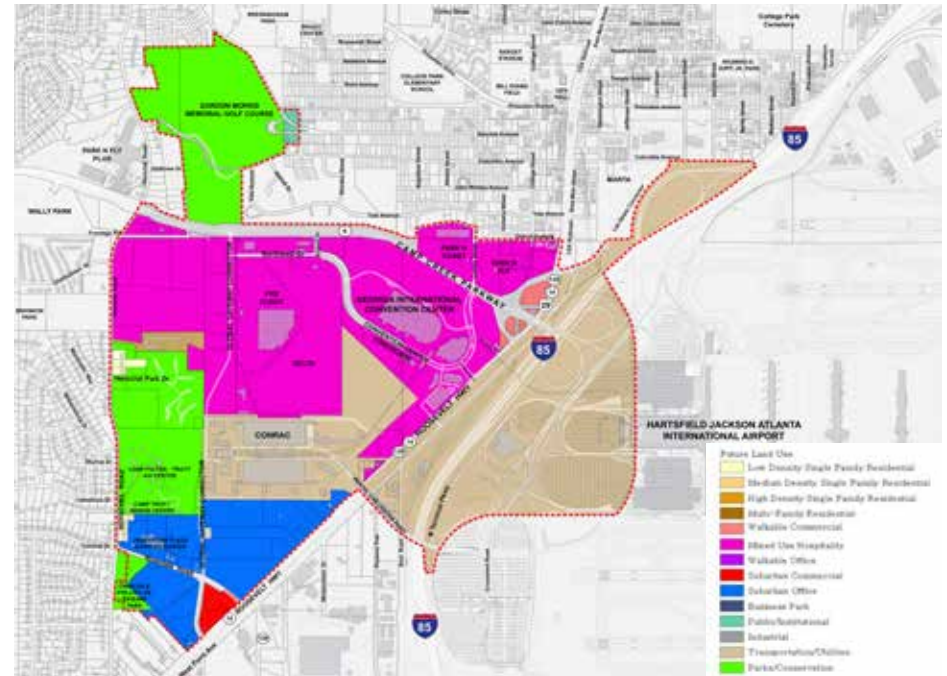


Figure 2.3-1 Future land use plan

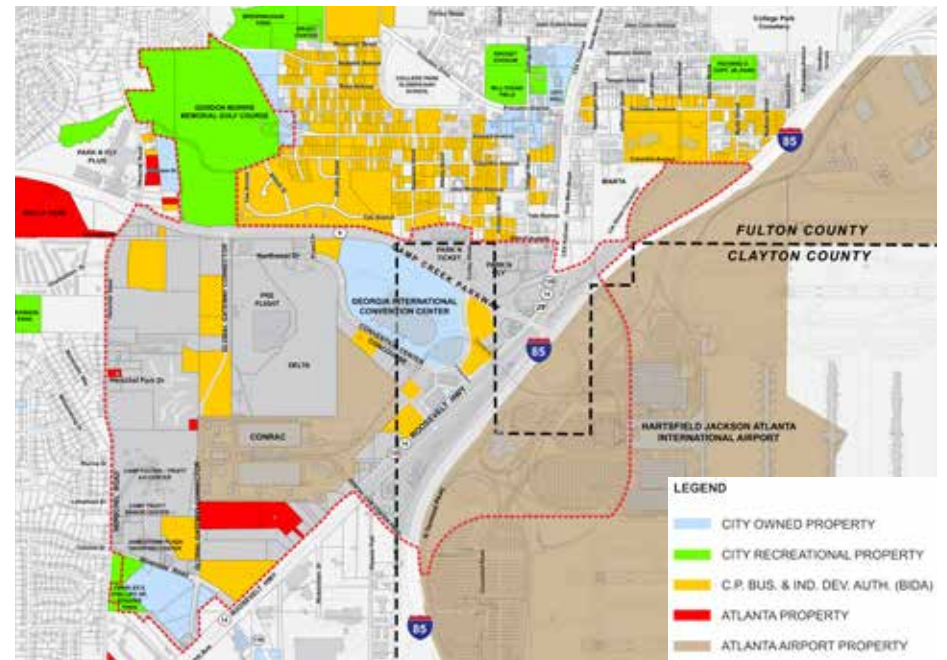


Figure 2.3-2 City Property ownership map

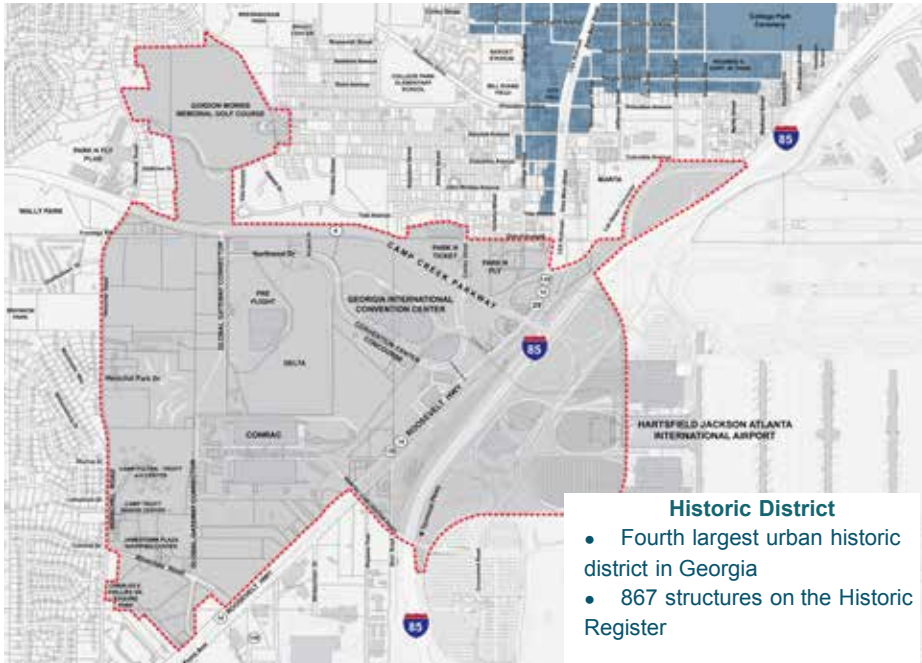


Figure 2.3-3 Historic district map

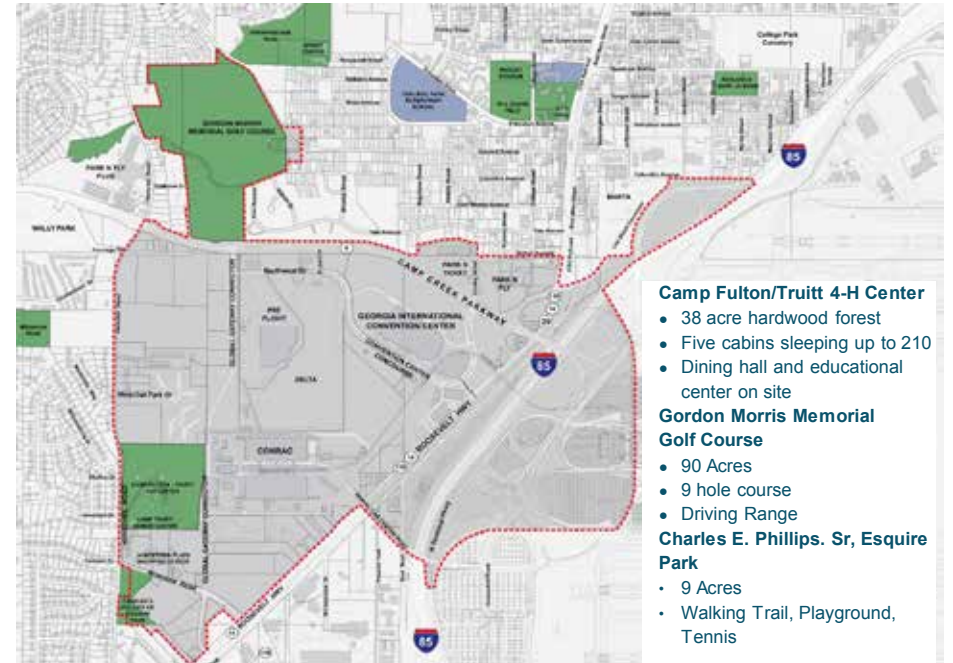


Figure 2.3-5 Existing parks/recreation and schools



Figure 2.3-4 Steep slope map (Green areas are greater than 25%)

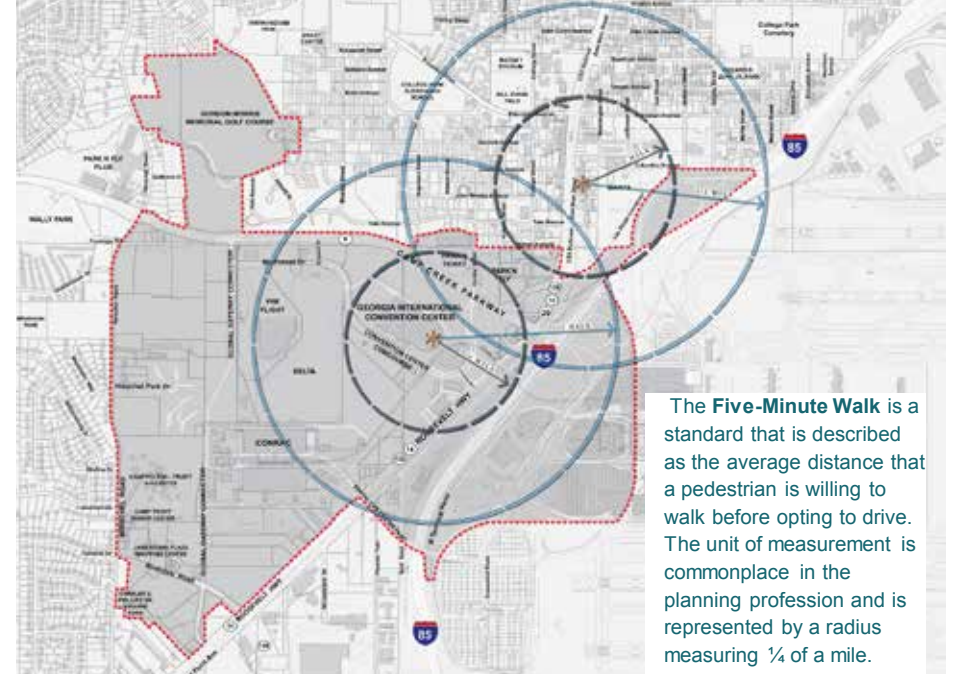


Figure 2.3-6 Walking radius map

The **Five-Minute Walk** is a standard that is described as the average distance that a pedestrian is willing to walk before opting to drive. The unit of measurement is commonplace in the planning profession and is represented by a radius measuring  $\frac{1}{4}$  of a mile.

## 2.4 PEDESTRIAN AND BICYCLE CIRCULATION

The current state of connectivity within the study area and from the surrounding neighborhood into the study area for pedestrians and bicycles is unsafe. There are accessibility issues with routes within the study area. The existing sidewalk grid is incomplete and in some areas in poor repair. Broken sidewalks, gaps in the sidewalks, and buckled pavement are common on many streets. Camp Creek Parkway poses a significant hurdle to connectivity. The existing corridor lacks pedestrian and bicycle provisions forcing many to use the unpaved shoulder to access transit stops and crossing points. Crossing points at intersections require improvements to raise the level of safety for those wanting to connect from the southern study area and the GICC to the historic downtown and MARTA station. The current condition poses too great of a barrier for visitors to access shopping and restaurants on foot.

There are currently six multi-use trails in place or planned for (Figure 2.4-2). The City of College Park is in the process of planning and constructing a major pedestrian connection over Camp Creek Parkway (Figure 2.4-1). This pedestrian bridge and associated multi-use trail will provide a much-needed crossing point to improve the north/south study area connectivity. The location of this improvement should be provided in an area that will complement ongoing developments and work within the proposed conceptual plan to maximize its potential impact. Overall within the study area the current pedestrian and bicycle circulation system is inadequate and does not encourage nonvehicular transportation.

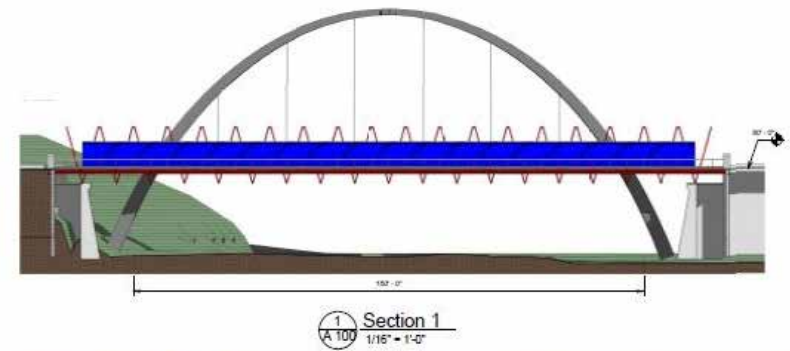


Figure 2.4-1 Bike and pedestrian access bridge

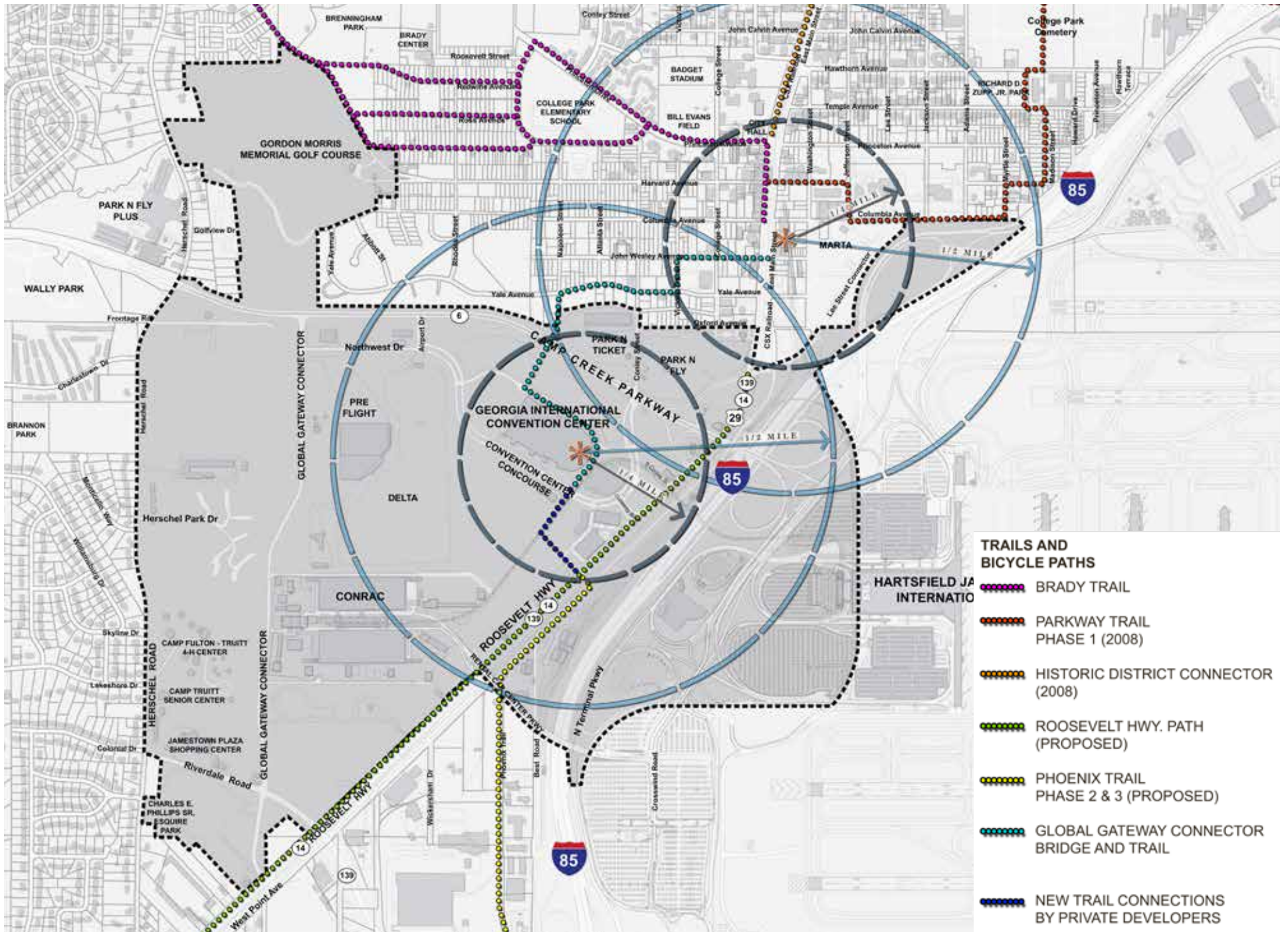


Figure 2.4-2 Pedestrian and bicycle trail map

## 2.5 TRANSPORTATION, TRANSIT AND PARKING

### Transportation

The study area is connected, divided, and molded by several means of transportation. It has both prospered and suffered due to this direct and overarching relationship.

### Vehicular Transportation

The study area is directly adjacent to two interstates, one U.S. highway, and five major state highways. These connect the City of College Park to the surrounding region. Roosevelt Highway - Main Street is US 29. This acts as a key north-south route through the city. Camp Creek Parkway or State Route 6 and South Fulton Parkway or State Route 14 connect the City to communities to the west. I-85 and I-285 connect the city to the remainder of metro Atlanta. These major regional transportation corridors not only connect College park to the surrounding areas but also provide challenges to connectivity within the study area as well. While these transportation connections provide residents and businesses within the city easy access to the Atlanta region they are viewed as barriers to connectivity for pedestrian circulation and bicycle transportation. In addition to a well-developed vehicular transportation system the study area also has access to a wide range of transit options (Figure 2.5-1, 2.5-3, 2.5-4).

### Transit

The College Park MARTA Station falls within this area. It is classified by MARTA as a Commuter Town Center station along the Red Line and the Gold Line. The station is directly adjacent to a CSX rail line and there is a single shared platform with split access points on either side of the railway (Figure 2.5-2, 2.5-7).

In 2010, ARC released its Transit On-Board Ridership Survey. The survey interviewed riders of all transit systems in the region and it provided detailed information about specific bus routes and stations.

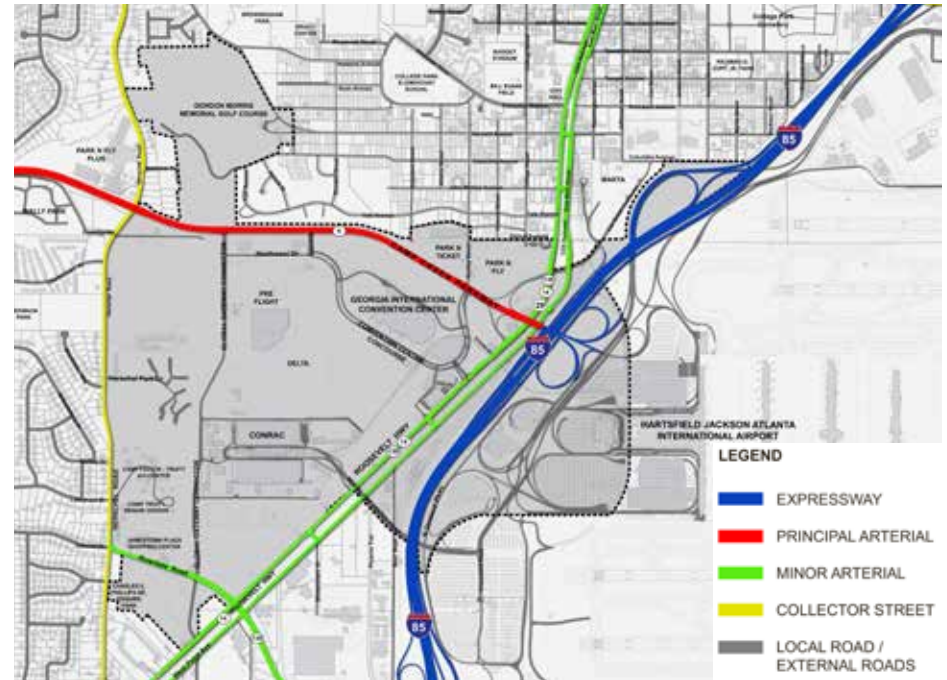


Figure 2.5-1 Roadway classification map

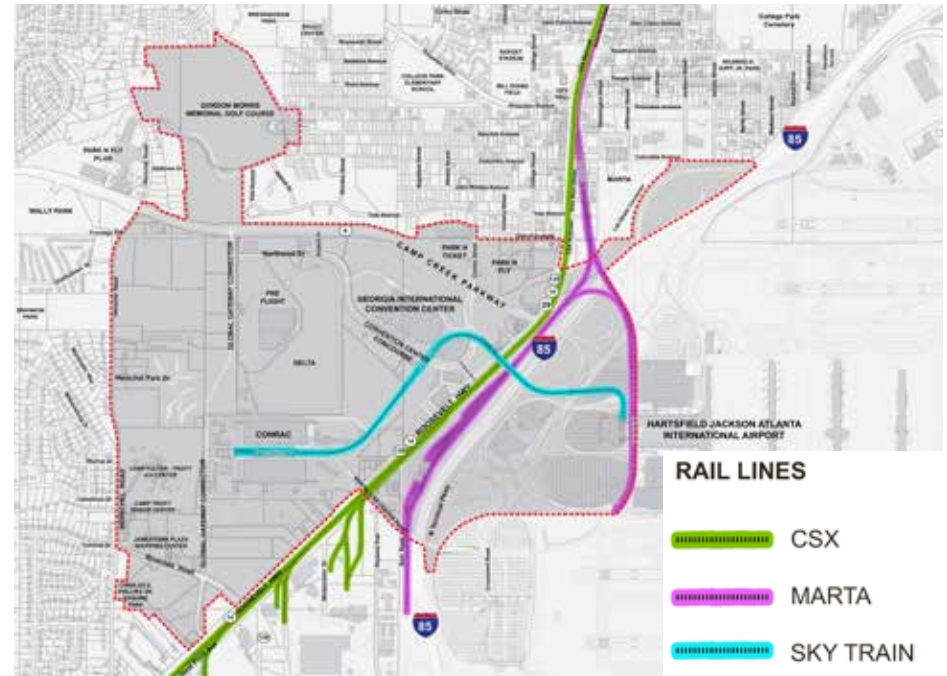


Figure 2.5-2 Railway map

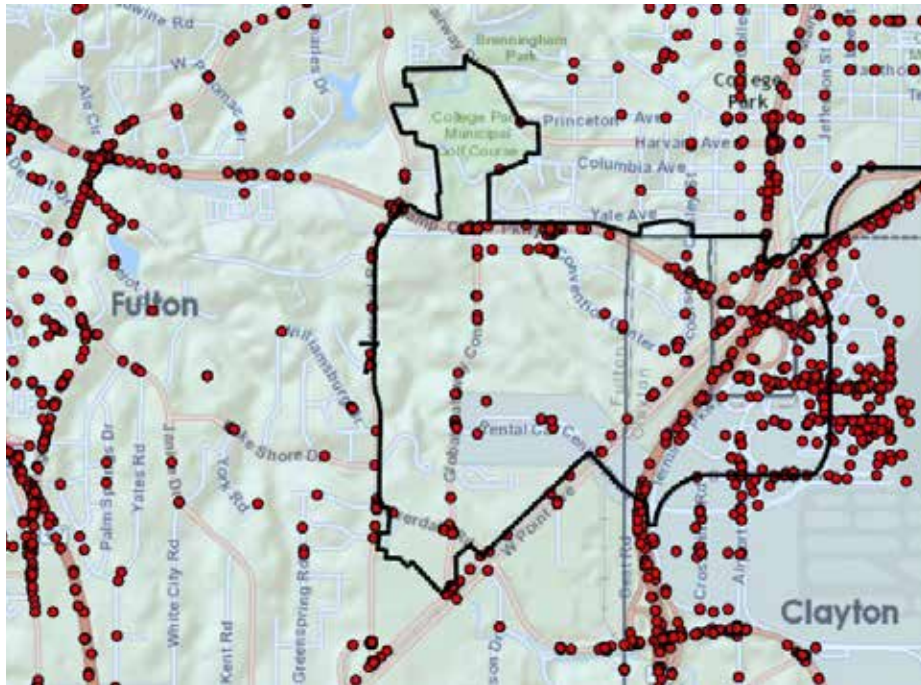


Figure 2.5-3 Crash data map (2013-2016, September)



- I-285 at Camp Creek Parkway Diverging Diamond Interchange
- SR 6 (Camp Creek Parkway) 2 Signal Upgrades: Desert Road and Washington Road

Figure 2.5-4 Transportation improvement - Artist Rendering

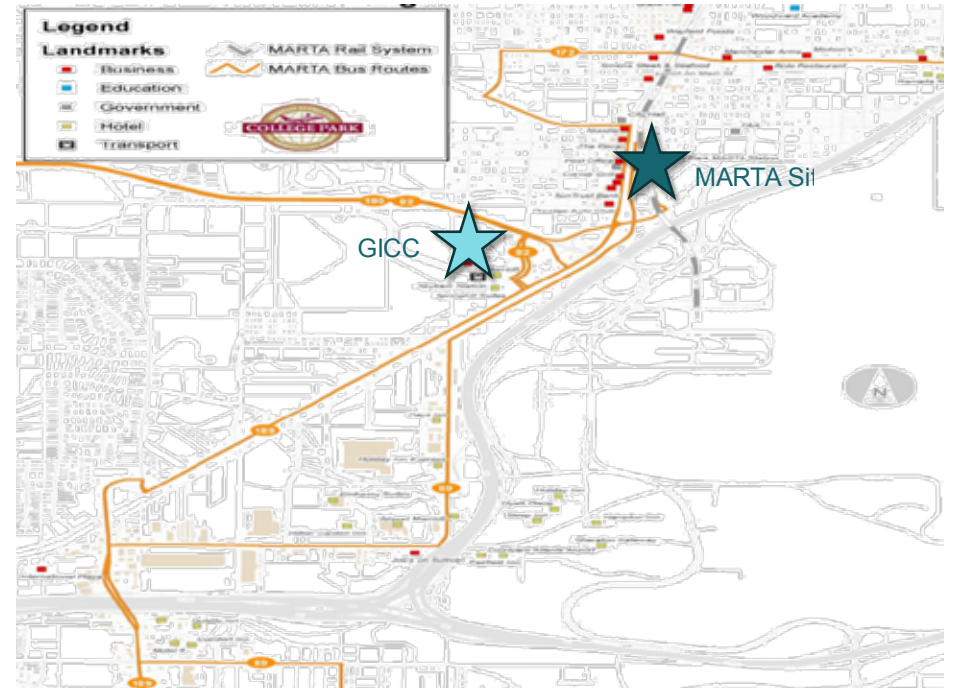


Figure 2.5-5 Marta bus service map

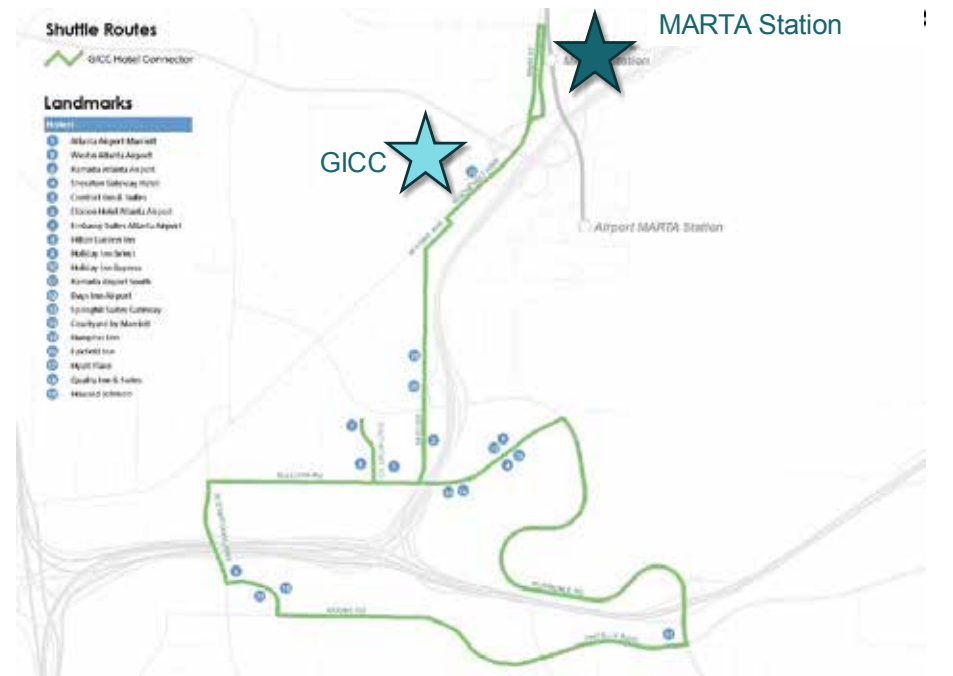


Figure 2.5-6 GICC hotel connector shuttle route map

## Bus Routes

The College Park MARTA station is currently connected to several MARTA bus routes. Connecting MARTA bus routes include (Figure 2.5-5, 2.5-6, 2.5-8):

- 82 - Camp Creek / Welcome All
- 89 - Flat Shoals Road/Scofield Road
- 172 - Sylvan Road/Virginia Ave.
- 180 - Fairburn / Palmetto
- 181 - South Fulton P/R / Fairburn
- 189 - Old National Hwy/Union Station

## College Park GoBus Program

The City of College Park launched a new circulator public transportation system in 2012. This system, made up of seven vehicles powered by compressed natural gas, will begin by operating a lunch time express route between the hours of 11 a.m. and 2 p.m. The bus line is a free shuttle circulating throughout College Park and connects the MARTA station, key attractions, places of employment, the College Park business district, education, government facilities and hotel areas (Figure 2.5-9)

## Sky Train Station

As part of a new rail line connection Hartsfield-Jackson Atlanta International Airport to the CONRAC facility, passengers can exit at its first station located at the Georgia International Convention Center. This new station is located within the City of College Park and is connected to the study area via the GoBus program. As part of the proposed master plan the design team explored options for expansion of this service to additional areas within the study area and beyond (Figure 2.5-10, 2.5-11, 2.5-12)



Figure 2.5-7 College Park MARTA station



Figure 2.5-8 MARTA Bus



Figure 2.5-9 College Park GoBus



Figure 2.5-10 Map of Skytrain route and stations



Figure 2.5-11 Skytrain station at GIC



Figure 2.5-12 Artist rendering of proposed airport rail station and mixed-use development

## Parking

The study area has a vast amount of acreage dedicated to public and private surface parking. Many of these lots sit in areas crucial to redevelopment. Some of these less efficient lots occupy land that would allow for much needed residential development. The proposed masterplan outlines several strategies to bring these surface lots to a higher and greater land use. Below is an inventory of the major parking lots within the study area (Figure 2.5-13).

- In 2011 the City of College park completed a study of parking with the downtown business core. The parking areas predominantly lie within the study area. Current parking conditions consist of +/- 414 spaces of which 209 were on street parking and 205 were contained within 4 off street lots. The study indicated that with current demands and a built in supply factor, there is a 103 space surplus within the historic downtown core through 2020.
- The College Park MARTA Station currently has +/- 2687 spaces on site. This total is divided between five lots.
  - A MARTA surface lot south and west of the existing station containing +/-409 spaces
  - A MARTA surface lot directly east of the existing station containing +/-1280 spaces
  - A structured parking lot north and east of the existing station containing +/-770 spaces
  - A surface lot directly north of the MARTA station and west of the parking garage containing +/-138 spaces
  - A surface lot for the First United Methodist Church on the north end of the MARTA property containing +/- 110 spaces
- A key intersection for development and vehicular/ pedestrian connectivity is Camp Creek Parkway and Conley Street. Adjacent to this intersection are two large privately help park and ride facilities. Park 'N Fly lies east of Conley street and contains approximately 2200 surface parking spaces.
- Park 'N Ticket lies to the west and contains approximately 1,400 surface and structured parking spaces.
  - Several large lots lie south of Camp Creek Parkway within the study area.
    - The Georgia International Convention Center has roughly 2100 surface spaces
    - The proposed Atlanta Hawks D League arena includes 500 structured spaces.
    - Hartsfield Jackson Atlanta International Airport is planning a new 6000 spaces parking structure just south of the GICC and west of the Skytrain Station
    - A key sector to development contains two privately owned surface parking lots. Delta has a 5,600 space employee parking lot and Preflight has a lot containing approximately 2700 spaces.
    - The CONRAC facility has structured and surface parking totaling over 9900 spaces.
    - A small privately owned 300 space parking deck is located on Roosevelt Highway just south of the Gateway Blvd entry.

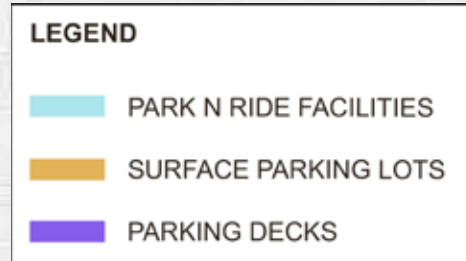
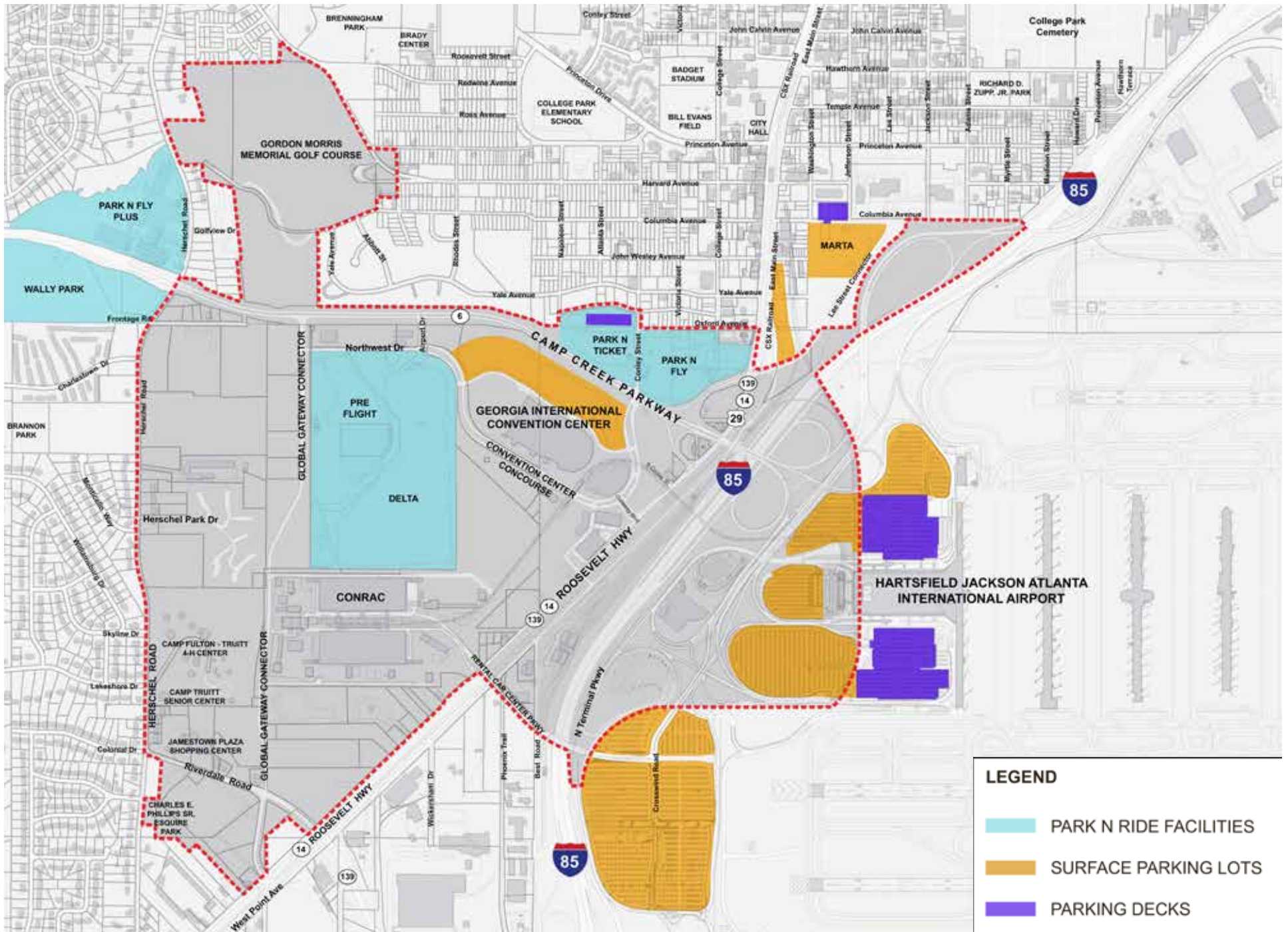


Figure 2.5-13 Parking facility map

## 2.6 AIRPORT RESTRICTIONS

Due to the location of the study area and its proximity to Hartsfield-Jackson Atlanta International Airport, a complex series of airport restrictions were evaluated by the design team. Impacts on the proposed conceptual design were far reaching. Most of the area contained within the conceptual master plan was impacted by one or more of these restrictions. It will be imperative for developers to undertake a more extensive study of these impacts to guide their individual development projects. The design team considered information available regarding restrictions related to object free and runway protection zones, height, noise and deed restrictions (Figure 2.6-1, 2.6-2, 2.6-3).



Figure 2.6-1 Airport RPZ map

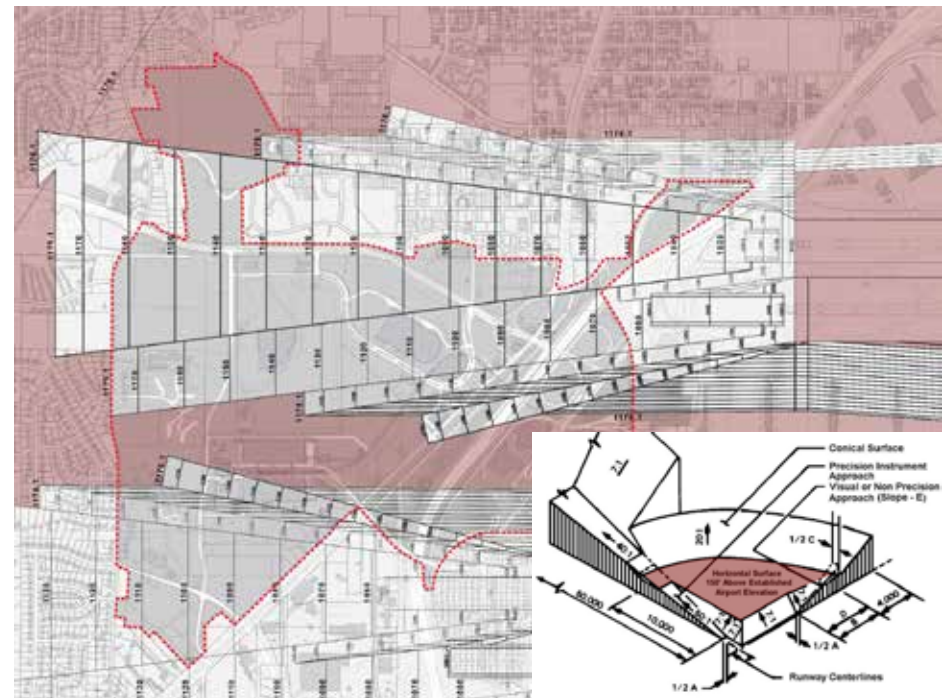
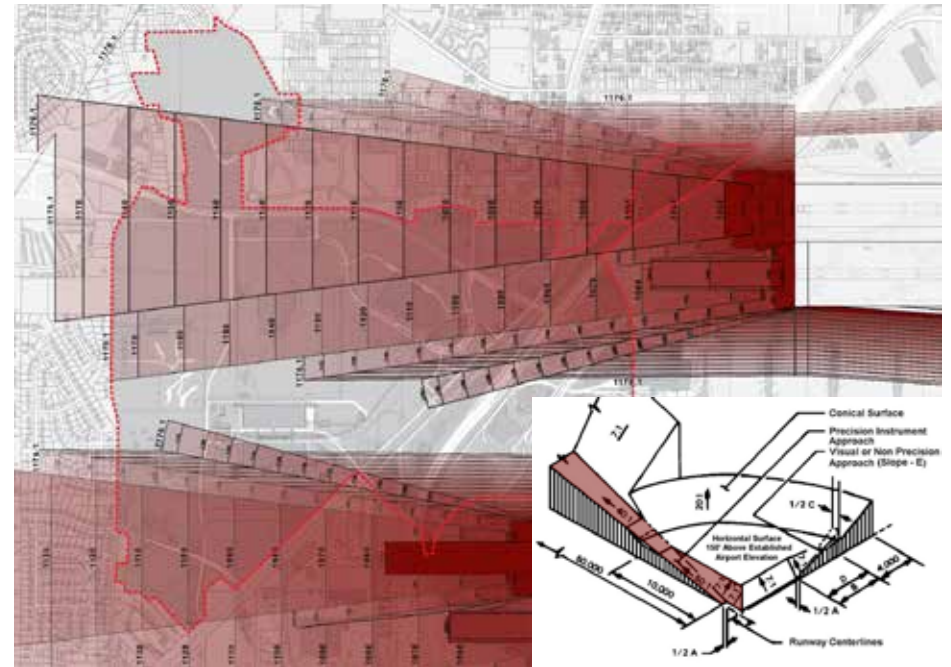
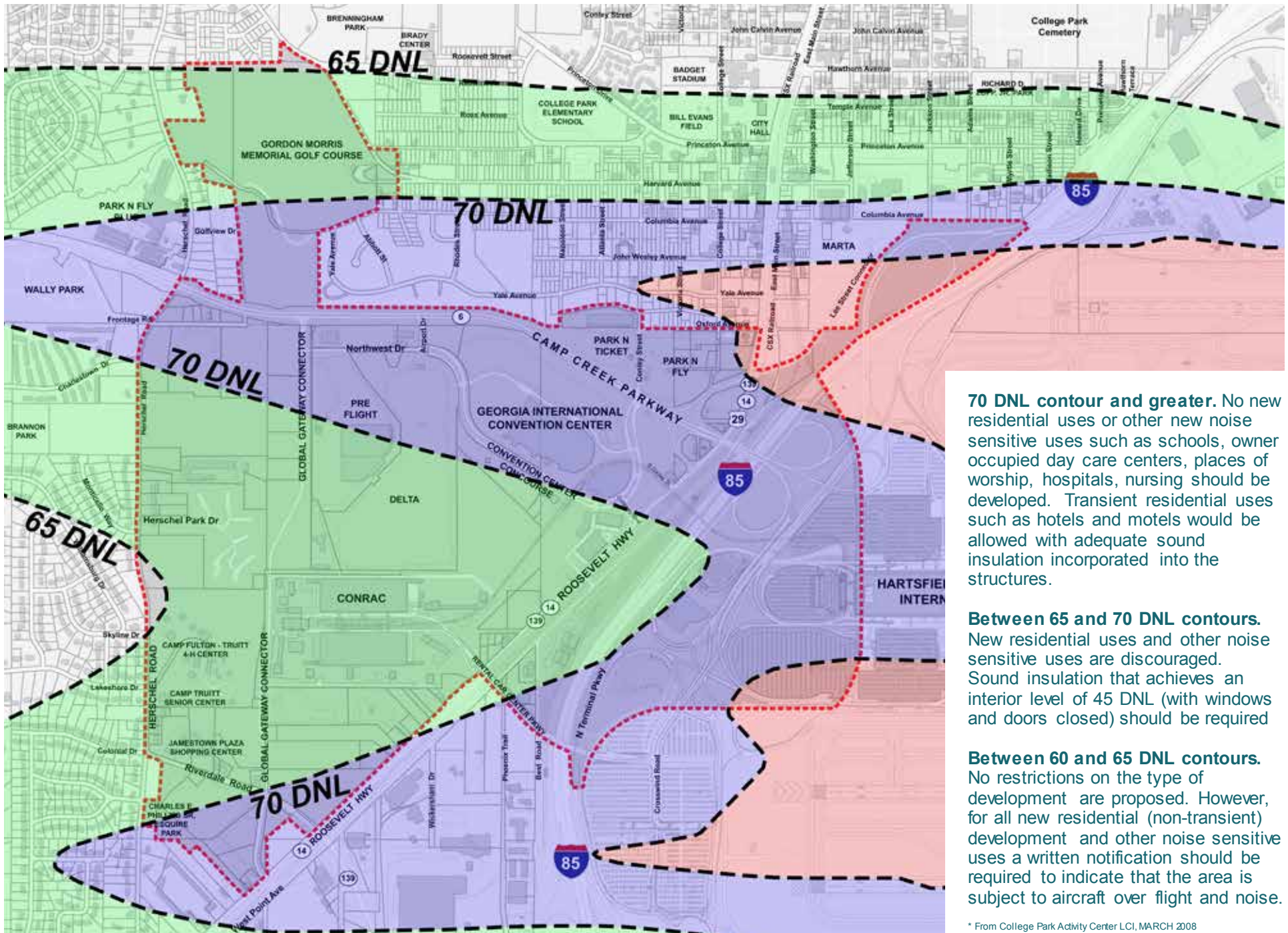


Figure 2.6-2 Airport height restriction maps



**70 DNL contour and greater.** No new residential uses or other new noise sensitive uses such as schools, owner occupied day care centers, places of worship, hospitals, nursing should be developed. Transient residential uses such as hotels and motels would be allowed with adequate sound insulation incorporated into the structures.

**Between 65 and 70 DNL contours.** New residential uses and other noise sensitive uses are discouraged. Sound insulation that achieves an interior level of 45 DNL (with windows and doors closed) should be required

**Between 60 and 65 DNL contours.** No restrictions on the type of development are proposed. However, for all new residential (non-transient) development and other noise sensitive uses a written notification should be required to indicate that the area is subject to aircraft over flight and noise.

\* From College Park Activity Center LCI, MARCH 2008

Figure 2.6-3 Noise contour map

## 2.7 SPECIAL TAX AND IMPROVEMENT DISTRICTS

There are many funding mechanisms already in place to assist development within the study area. The following is a short list of programs that provide a direct impact to potential developments.

### Community Improvement Districts

In 2014 the Airport West CID was established in Fulton County and was followed by the Airport South CID in Clayton County in 2015. The two merged to form a new Aerotropolis CID in 2016. This new Aerotropolis CID represents 174 owners of commercial and industrial properties assessed at more than \$322 million. This newly formed CID funds improvements in the district including (Figure 2.7-1, 2.7-2):

- Street and road construction and maintenance
- Public Transportation, including but not limited to, services intended to reduce the volume of traffic
- Stormwater and sewage collection and disposal systems
- Development, storage, treatment, purification and distribution of water
- Parks and recreation areas and facilities
- Terminal and dock facilities and parking facilities
- Supports a public safety program

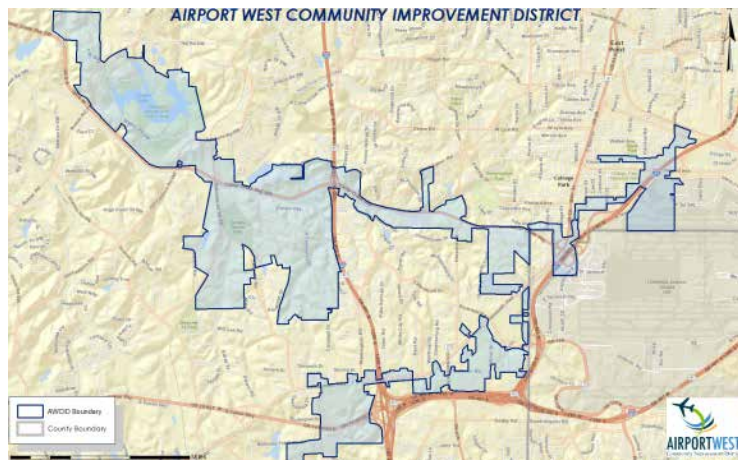


Figure 2.7-1 Airport West CID District Map

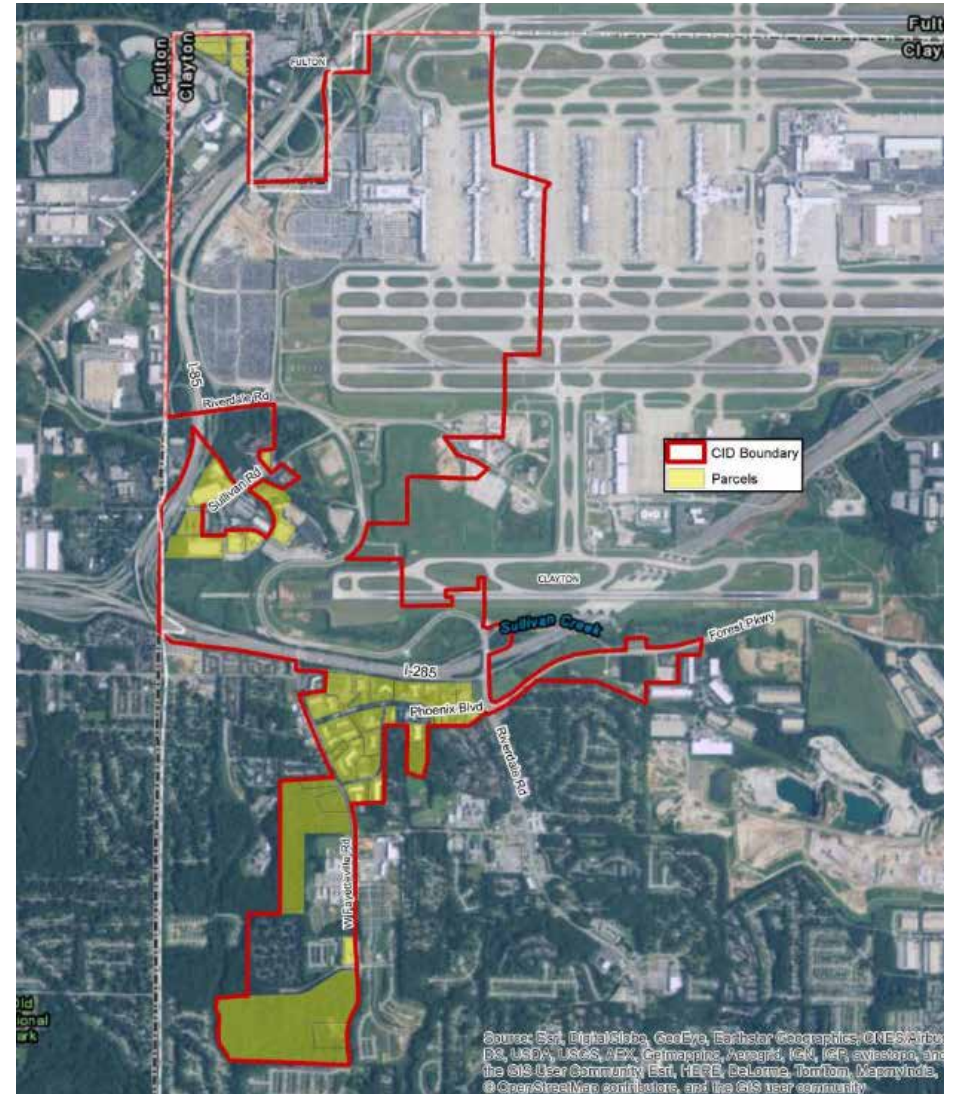


Figure 2.7-2 Airport South CID District Map

## GICC Infrastructure Special Tax District

The GICC Infrastructure Tax District was established in 2003 for the purpose of installing infrastructure, including roads and utilities, to serve the GICC area. The tax is assessed against the owner of each parcel of property included within the tax district. The tax rate is determined annually by the City (Figure 2.7-3).

## Downtown Enterprise Zone

The enterprise zone provides incentives to employers establishing a minimum of five new full-time jobs within the community and striving to employ low and moderate income individuals. This program is administered by the Georgia Department of Community Affairs, and allows up to a \$3,500 tax credit per job created within this area. The incentive, which is available for new or existing businesses is a job tax credit which can be taken against the business's Georgia income tax liability and payroll withholding tax. They can also be used for a reduction in occupation taxes, regulatory fees, building inspection fees, and other fees to which a qualifying business would otherwise be subject to (Figure 2.7-4).

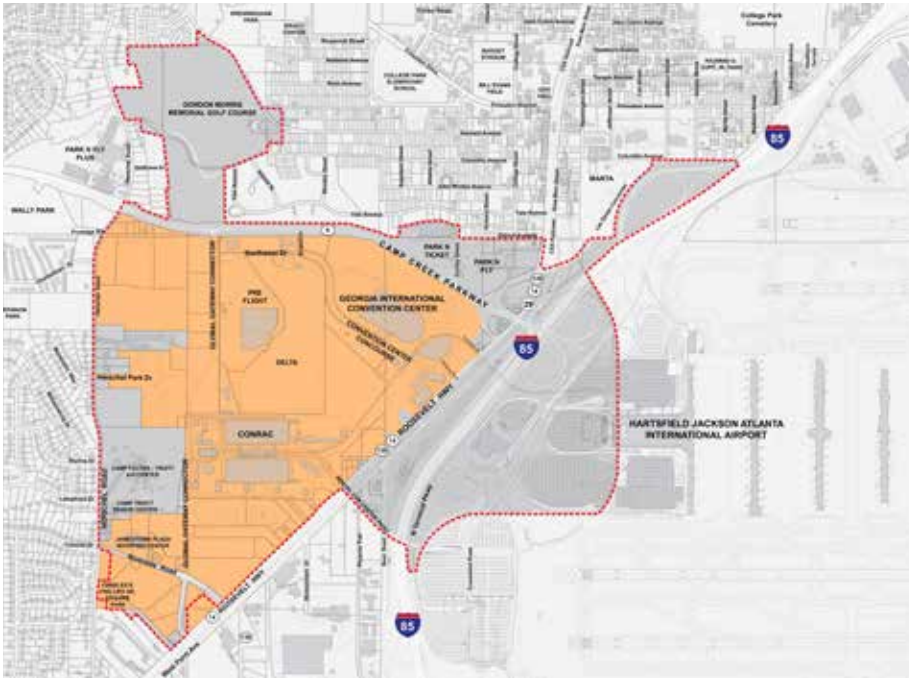


Figure 2.7-3 GICC Area of infrastructure special tax district map

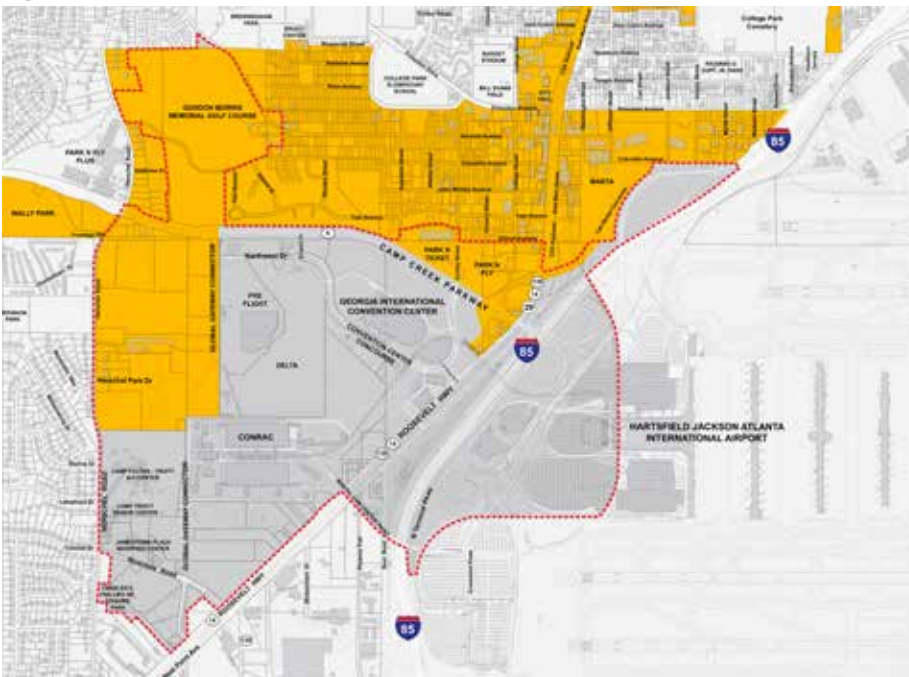


Figure 2.7-4 Downtown enterprise zone map

## Tax Allocation District

The Tax Allocation District (TAD) uses an increase in property tax revenues, which are generated primarily from new investment in the district, and allocates that money to pay infrastructure costs or certain private development costs within the TAD. The new TAD contains 1,166 tax parcels covering nearly 1,200 acres. Nearly 720 of the 1,200 acres within the Redevelopment Area are currently tax exempt. TAD #1 Contains 837 tax parcels covering 642.8 acres. 439 of these acres are either owned by the City of College Park, BIDA, the City of Atlanta, Fulton County or by other private tax exempt entities. The creation of College Park TAD Number 1, known as Downtown and Airport Gateways, will provide the City with additional financial resources to attract private investment to key City/BIDA owned parcels. TAD #1 has 6 areas of focus (Figure 2.7-5, 2.7-6).

- Area 1 the MARTA station and TOD area.
- Area 2 Historic Downtown College Park Redevelopment
- Area 3 Main Street and Virginia Avenue
- Area 4 Wally Park Camp Creek mixed uses
- Area 5 North of Camp Creek Parkway mixed uses
- Area 6 Mixed commercial/ office/ retail just south of the study area limits

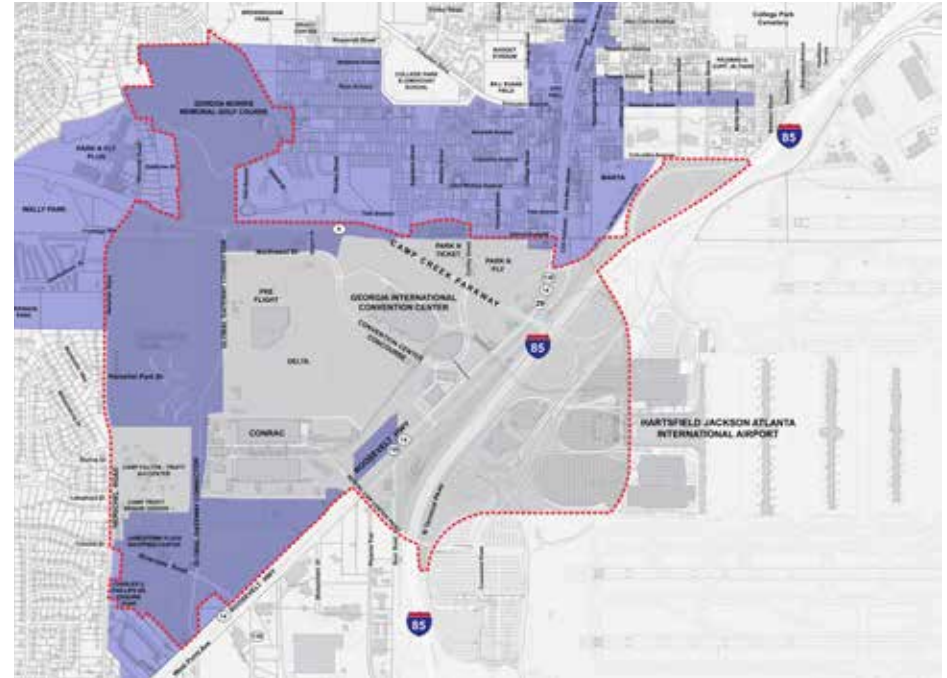


Figure 2.7-5 Tax allocation district (TAD) map

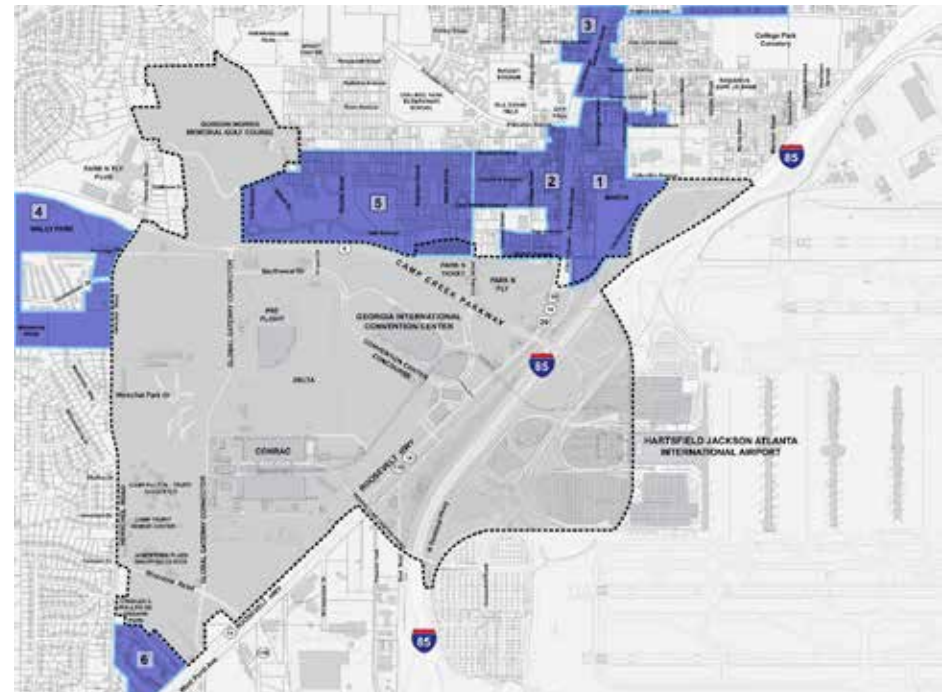


Figure 2.7-6 Tax allocation district (TAD #1) map

## Downtown Design Guidelines

The downtown design guidelines were adopted in 2011 by the Mayor & Council. They address rehabilitation and new construction in both the Virginia Neighborhood Commercial District and the Downtown Business District. They are meant to encourage quality design and livable, walkable spaces throughout the City. By establishing these guidelines, the City was seeking to create a consistent, cohesive character providing a 'Sense of Place' for the core of the downtown. They contain direction on site design, architecture, landscape and streetscapes, signage, lighting, and public art (Figure 2.7-7).

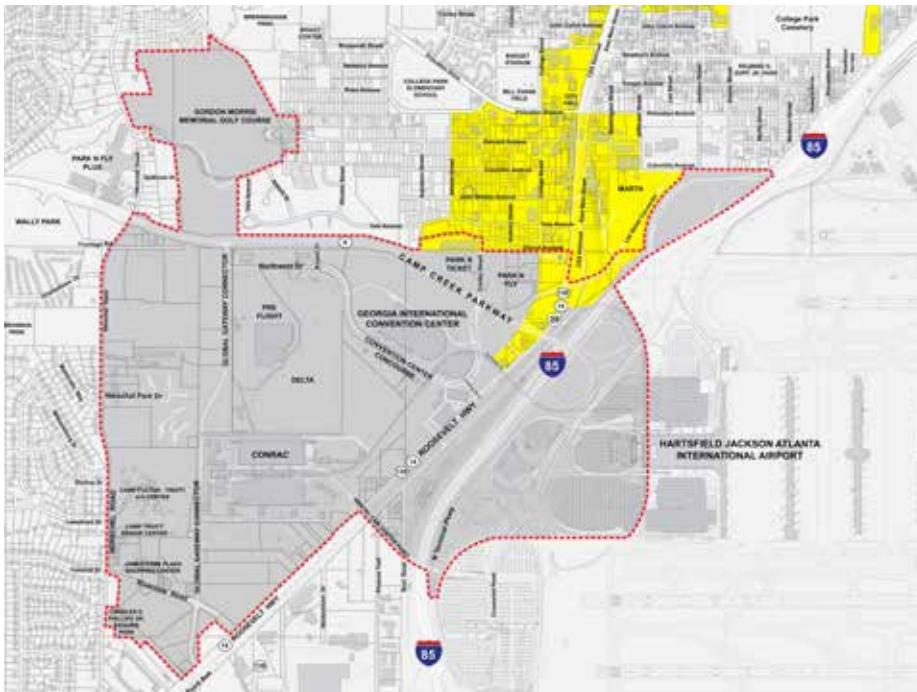


Figure 2.7-7 Downtown Design Guidelines Map

## 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.

## 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

## 2.8 PREVIOUS PLANNING STUDIES

One overarching goal of our assignment is to build on this early conceptual work contained within various past studies to create a detailed template for growth over the next decade. To achieve this goal, our team drew upon several framework documents to refine our vision. A list of the major documents reviewed and used by the design team follows. The design is intended to build upon prior comprehensive plans and LCI studies (Figure 2.8-2, 2.8-3). With community input and involvement focused throughout the entire process on this specific area within the community, we have been able to provide a design with a much greater level of detail than prior studies could attain.

The first of which was the TOD guidelines developed by MARTA. These policies were developed to provide a common frame of reference or vocabulary for the community of potential TOD locations. These guidelines set out a general direction for each station within the overall system and examples of specific strategies and techniques for potential developments surrounding those stations.

The City of College Park also has in place a set of downtown development guidelines that were prepared by ARC in 2011. Portions of the proposed study area resides within these district boundaries. The intent of these design guidelines is to serve as standards for all new development and redevelopment within downtown College Park. These development standards provide for a uniform landscape and urban design theme throughout the district's boundaries. It is the intent of the LCI to provide a master plan that aligns with these guideline goals.

The Economic Development Strategic Plan was adopted by the City in 2010. The Economic Development Strategic Plan establishes direction for College Park's short and long term economic development program. Specifically, the Plan guides future planning and land use decisions as it relates to economic development, and outlines strategies to enhance the City's attraction, retention, expansion, and redevelopment efforts. By leveraging College Park's existing strengths and taking advantage of key opportunities, this Plan aims to create a vital, diverse economy in the City.

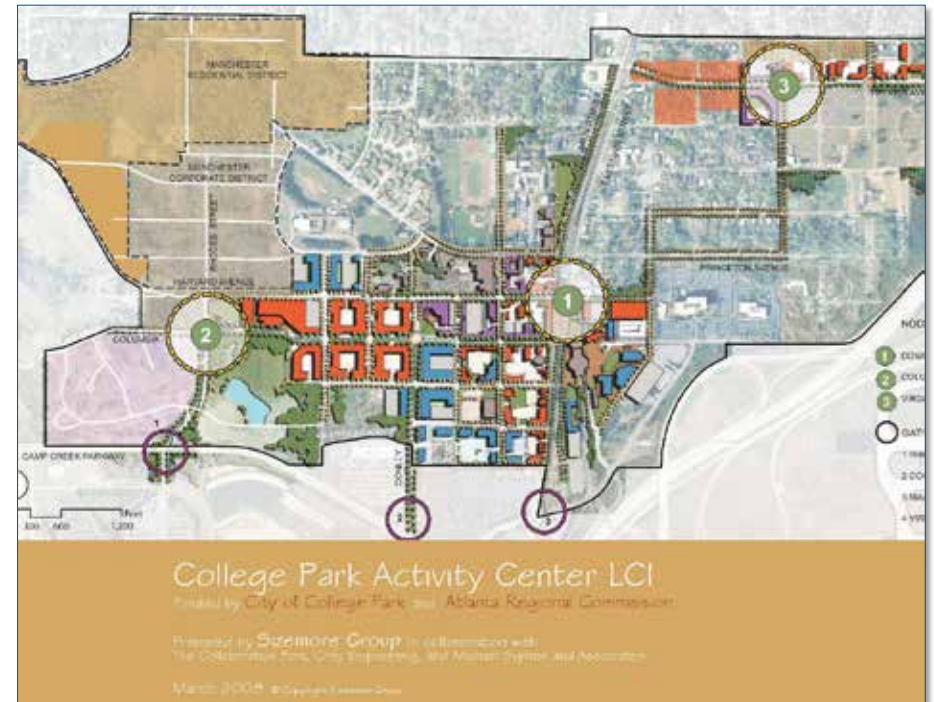


Figure 2.8-1 ARC - College Park Activity Center LCI Plan



Figure 2.8-2 Enlargement of ARC - College Park Activity Center LCI Plan

MAY 2012



# COLLEGE PARK

TRANSIT-ORIENTED DEVELOPMENT (TOD) PLAN  
AND MARKET FEASIBILITY STUDY  
THE CITY OF COLLEGE PARK | FULTON COUNTY, GEORGIA  
**FINAL REPORT**



Prepared By:

**ATKINS**

Real Estate RESEARCH

A collaboration between the City of College Park, MARTA (Metropolitan Atlanta Rapid Transit Authority), TOD / Community Stakeholders, and Real Estate Research Consultants



Perspective Massing Model Sketch Locking Northeast.



Preferred Option Conceptual Master Plan.

Figure 2.8-3 College Park MARTA TOD study and plan



Figure 2.8-4 Combined LCI and TOD plans within study area

## CITY OF COLLEGE PARK, GEORGIA

In 2015 the City of College Park commissioned the "COLLEGE PARK REDEVELOPMENT PLAN TAX ALLOCATION DISTRICT #1 DOWNTOWN AND AIRPORT GATEWAYS". The study explored options to create a Tax Allocation District to support implementation of the City's ongoing redevelopment efforts. The priorities addressed in this redevelopment plan were to:

- Continue redevelopment and commercial expansion within Downtown College Park
- Implement Transit Oriented Development around the MARTA Station
- Invest in streetscape improvements and attract new commercial infill development along Main Street and Virginia Avenue
- Attract new commercial/office development and jobs along Camp Creek Parkway and near the GICC
- Replace population and housing losses associated with ANR

The design team also referenced The Aerotropolis Atlanta Blueprint completed in 2016. The Aerotropolis Atlanta Alliance (AAA) and the Atlanta Regional Commission (ARC) partnered to develop the Aerotropolis Atlanta Blueprint. This plan provides a strategic, overarching framework to guide growth and development for the next 5 years that leverages Hartsfield-Jackson Atlanta International Airport. This document is intended to serve as a resource for policymakers to help guide development decisions that further the economic and quality of life interests of the area. Our study area falls within this Blueprint. The Blueprint refers to our area as the "AIRPORT CITY". This plan identified key opportunities, constraints, potential catalytic projects, and key considerations that were developed further in the proposed master plan. As part of the Aerotropolis Atlanta Blueprint the design team analysed multiple airport developments around the world. Figure 2.8-6, 2.8-7, and 2.8-8 are examples of those case studies.



Figure 2.8-5 Aerotropolis Atlanta Blueprint Study



MAP 12: AEROTROPOLI AND AIRPORT CITY INITIATIVES\*

- |                                     |   |  |   |
|-------------------------------------|---|--|---|
| 1. Vancouver International Airport  | 6. ATL Hartsfield-Jackson International Airport   | 13. Amsterdam Airport Schiphol                     | 23. Shanghai Hongqiao International Airport |
| 2. Edmonton International Airport   | 10. Halifax International Airport                 | 14. Munich Airport                                 | 24. Seoul-Incheon International Airport     |
| 3. Calgary International Airport    | 11. Toronto Pearson International Airport         | 15. O'Hare International Airport                   | 25. Sydney International Airport            |
| 4. Ogdon Regional Airport           | 12. Manchester Airport                            | 16. JFK International Airport                      | 26. Toronto Pearson Airport                 |
| 5. Denver International Airport     | 13. Heathrow Airport                              | 17. Jeddah King Abdul Aziz International Airport   | 27. Frankfurt Airport                       |
| 7. Winnipeg International Airport   | 14. Paris Charles de Gaulle International Airport | 18. Dubai International Airport                    |   |
| 8. Memphis International Airport    | 15. Hong Kong International Airport               | 19. Muscat International Airport                   |   |
| 9. Louisville International Airport |   | 20. Changi Airport Singapore International Airport |   |
|                                     |   | 21. Hong Kong International Airport                |   |

Figure 2.8-6 Aerotropolis and airport city initiatives

**1 VANCOUVER****Vancouver International Airport (YVR)**

- 19.3 million passengers/year
- 72 percent non-aeronautical revenue/AIF

**Non-Aeronautical Development****McArthurGlen Designer Outlet at YVR:**

- 240,000 square feet of destination retail in phase one
- 400,000 square feet and 1,000 jobs at full build-out

**Canada Post Pacific Mail Processing Facility**

- 700,000 square feet mail and e-commerce fulfillment hub
- \$200 million investment and 900+ jobs

**West Infield Logistics Center:**

- 1 million square feet of logistics (possible FTZ)

**Sea Island Business Park Concept:**

- 800,000 square feet office in flexible pods
- 300 rooms conference hotel

**Russ Baker Way Commercial Development:**

- Proposed mixed-use village with shopping, food and beverage and entertainment.

**2 EDMONTON****Edmonton International Airport (YEG)**

- 8.2 million passengers/year
- Non-aeronautical revenue/AIF Share: 73 percent
- Serves North America's 2nd largest oil and gas sector

**Non-Aeronautical Development**

- 350-acre highway commercial development
- Office park and restaurants
- TOD node - direct connection to Edmonton

**Outlets Collection:**

- 415,000 square feet of destination retail and 100+ brands
- Developed by Ivanhoe Cambridge
- Rosenau transport distribution hub
- 210,000 square feet distribution serving north Alberta

**Renaissance Hotel:**

- 4-star luxury hotel and lounge with direct access to security check-in
- Fine dining Halo Bistro Restaurant

**8 LOUISVILLE****Louisville International Airport - UPS Worldport**

- 3.4 million passengers/year
- 9th busiest airport in the world by cargo movements

**Non-Aeronautical Development****Amazon Distribution:**

- Ships about 30 percent of Amazon's volume

**UPS Worldport:**

- More than 140 global companies have relocated to Louisville to capitalize on synergies between UPS and the airport
- Add valuing is approaching almost 20 percent of UPS Revenues
- Cut Sprints warehousing costs by 30 percent.
- 1,000,000 square feet of industrial space for health-related activity
- Healthcare is UPS fastest growing industry segment



Figure 2.8-6 Aerotropolis and airport city planning studies

**15** SCHIPHOL

**Schiphol Amsterdam Airport**

- 55.1 million passengers/year
- 60+ percent non-aeronautical revenues
- Aalsmeer Flower Auction (est. 5 percent of GDP)
- 2 train stops to Bijlmer Arena Station
- Tangerine ING Group HQ

**Non-Aeronautical Development**

- 500 companies within airport grounds
- European headquarters at Schiphol offices:
  - » Prologis, Microsoft, CVC Capital, ISJ Global
  - » Focal Point for F.I.R.E. regional offices
  - » Some of highest office lease rates in Europe
- Schiphol Plaza landside retail:
  - » Albert Heijn Grocery, Victoria's Secret, H&M
  - » Citizen M Hotel: 215 rm modular units
  - » Inter-city passenger and high speed rail

**16** MUNICH

**Munich International Airport (MUC)**

- 40 million passengers/year
- 49percent non-aeronautical revenues (includes Airport Improvement Fund)

**Non-Aeronautical Development**

Municon Airport Center/Audi-Forum:

- Retail and restaurant node connects terminals 1 and 2 and Rail Station
- Audi Forum satellite office and training facility
- Audi showroom and test vehicles
- BMW test vehicles
- Municon Plaza Beer Garden, restaurants, supermarket, banks.
- Major advertising and event space in plaza

Hotels:

- 5-star Kempinski Convention Hotel
- Municon Conference and business center
- 4.5-star Hilton Munich Airport
- 4-star Novotel adjacent to airport parking

**22** HONG KONG

**Hong Kong International Airport (HKG)**

- 60 million passengers/year
- 56 percent non-aeronautical revenues
- Busiest cargo airport in the world
- 65,000 employees

**Non-Aeronautical Development**

Cathay Pacific City:

- Cathay Pacific head office
- 10 acres and 1.3 million square feet of office space

Hong Kong SkyCity:

- HK Express Rail to Tsen Wan, Kowloon and Central
- AsiaWorld Expo - 750,000 square feet conference center
- 658 Room Marriott SkyCity Hotel and dining
- 8-Level 3 million square feet vertical shopping center
- "Hong Kong Experience" entertainment and leisure complex
- Regal and Marriott Hotels and 3 proposed hotels



Figure 2.8-7 Aerotropolis and airport city planning studies



#### CATALYST AREAS

The four catalyst areas within the Aerotropolis Core are:

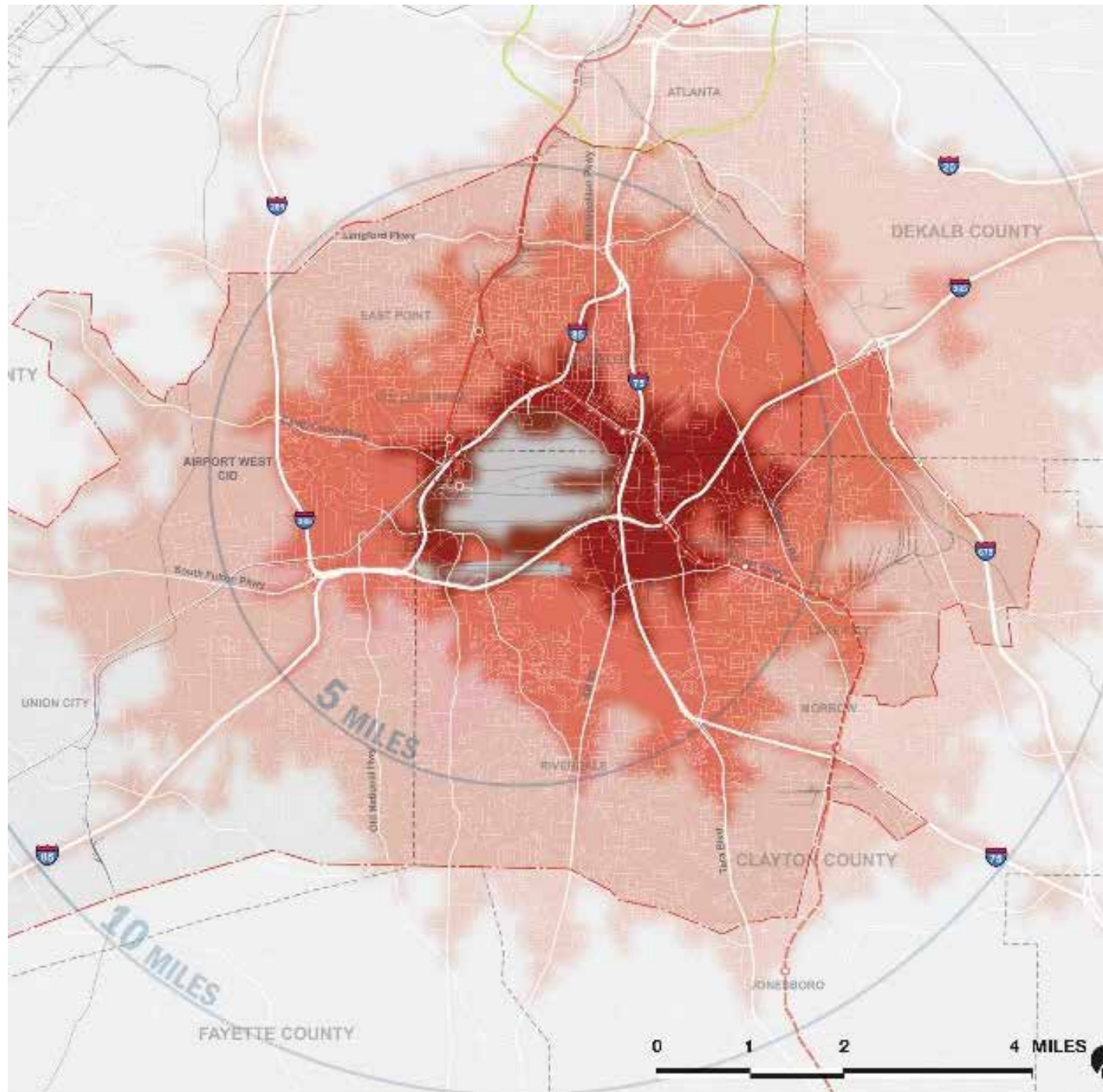
- Airport City (in the Hapeville/Georgia International Convention Center Area area)
- Corporate Crescent (tying together the concentration of corporate offices)
- International Gateway (Mountain View, immediately adjacent to International Terminal)
- Cargo City (immediately south of the airport, leveraging goals of the Airport for future improvement)

Key opportunities and assets in close proximity to the airport form the Aerotropolis Core:

- Historic downtowns of East Point, College Park, and Hapeville
- Redevelopment opportunities in College Park and Mountain View
- Corporate headquarters on airport's northern edge
- Proposed Cargo City on airport's south side
- The Airport City, an opportunity to better connect GICC and College Park to the airport

The Aerotropolis Atlanta Core is strengthened by economic opportunity corridors following the MARTA rail line and I-75, I-85, and Camp Creek Pkwy corridors.

Figure 2.8-8 Aerotropolis catalyst areas



**0-5 Minutes**

- Renewable Energy
- Research + Skills Training
- Retail Fulfillment
- Agribusiness
- Professional Services
- Community Services
- Research + Development

**5-10 Minutes**

- Research + Development
- Education + Skills Training
- E Commerce Fulfillment
- Advanced Manufacturing
- Tourism + Culture
- Artisan Training
- Sports + Recreation

**THE IMPORTANCE OF TIME-DISTANCE**

A number of industries are increasingly locating in proximity to airports and within aerotropolis. As illustrated in Figure 13 and Map 14, these industries and their support industries often form an economic eco-system or cluster of economic activity. An aerotropolis development strategy recognizes the growing priority in relation to time-distance from an airport and how this informs the optimal spatial framework of a comprehensive strategy.

Figure 2.8-9 Aerotropolis time distance map

## POTENTIAL CATALYTIC PROJECTS

- GICC - Trade Mart
- Skills Training, Research, and Education Center
- TOD Intensification
- Incubator Hub
- Data Center
- Media Production Creative Cluster
- Restaurant Cluster
- College Park Community Connector
- Federal Offices

## KEY CONSIDERATIONS

Below are key considerations for the Airport City area that should be reviewed and refined by the surrounding stakeholders. *See Map 20.*

- A. Establish a College Park address along Camp Creek Parkway and Conley Street by:
  - » Encouraging development to address the street
  - » Improving pedestrian and bicycle connectivity across Camp Creek Parkway.
- B. Encourage the Georgia International Convention Center (GICC) to expand and provide a face to Camp Creek Parkway.

- C. Create open space within the GICC property that connects to larger proposed greenspace and trail system.
- D. Work with existing property owners, such as Park n' Fly to create structured parking that allows Conley Street to redevelop.
- E. Create a new long-term north-south vehicular connection that:
  - » Defines College Park along Camp Creek Parkway
  - » Structures long-term redevelopment south of the GICC and allows for reconfiguring of parking within the GICC site.
- F. Structure street grid to frame long-term development.
- G. Examine opportunity to connect Delta Parking to SkyTrain to alleviate or reduce bus traffic between the airport and Delta parking.
- H. Structure Catalytic Project to build on community assets and improve overall connectivity.
- I. Enhance and expand downtown.
- J. Examine the opportunity to provide bicycle connections that link the Tri-Cities to existing and proposed community assets, and the regional greenway network.
- K. Structure surface parking to allow for transit oriented development that encourage a live, work, play environment.



Figure 2.8-9 Aerotropolis artist rendering of GICC and potential mixed-use development

**CITY OF COLLEGE PARK COMPREHENSIVE PLAN 2016 – 2036.**

**This 20 year plan focused on 5 major goals.**

**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.

CITY OF COLLEGE PARK  
COMPREHENSIVE PLAN 2016 - 2036



PREPARED BY:



Figure 2.8-10 City of College Park Comprehensive Plan 2016-2036

## 2.9 FUTURE AND ONGOING PROJECTS

The overall study area is fortunate to have new developments not only in the planning stages but also in the construction process. The following is a brief list of known developments that are in the pipeline. The design team has made every effort to account for these plans as part of the overall master plan.

### Wally Park

This development is not inside the study limits but is directly adjacent to the western boundary. The development includes the relocation and expansion of the existing off-airport parking facility to 2,000 parking spaces and construction of supporting operations buildings. It also includes planning for a fuel / convenience market, pharmacy, three restaurants, and two hotels.



Figure 2.9-1 Aerial of Wally Park redevelopment under construction



Figure 2.9-2 Plan of Wally Park redevelopment

## The Pad on Harvard

The Pad on Harvard is a direct result of the original TOD planning effort that occurred in 2012. This new \$35 million transit-oriented development broke ground in July 2015. The project is the first transit-oriented development since the formation of the Atlanta Aerotropolis Alliance in March 2014 and the first multifamily project built in College Park in 40 years. The project includes 109 deluxe apartments, a luxury 139 room boutique hotel and more than 25,000 square feet of ground-level retail.



Figure 2.9-3 Aerial image of location of the Pad on Harvard



Figure 2.9-4 Perspective artist rendering of The Pad on Harvard



## Gateway Center

Phase one of this award winning development included a four-story, class A 128,396 SF, LEED Gold Certified office building with a 400-room full service Marriott Headquarters hotel with restaurants, meeting and fitness facilities, and a 150-room, LEED Gold Certified SpringHill Suites hotel with meeting and fitness facilities and parking deck. Marriott's Renaissance Gateway Hotel opened in May of 2017 adjacent to the Skytrain station. BMW recently announced a new technical training facility will be constructed within the Gateway Center complex. Additionally, a new multipurpose arena will open in 2019 as the home court for the Atlanta Hawks' Developmental League basketball team. This 3500-seat 110,000 square foot arena will also be available for concerts, theatre, gospel events, comedy shows, and additional regional sports. A new 500 space parking deck will be constructed as part of this process. Hartsfield Jackson Atlanta International Airport has plans to expand its parking facilities to the Gateway center complex. This new 6000 space parking deck will allow users to directly access the Skytrain station via an elevated people-mover.



Figure 2.9-6 Gateway Center - Marriot Hotel



Figure 2.9-5 Gateway Center Plan



Figure 2.9-7 Gateway Center - office building



Figure 2.9-8 Gateway Center - Future home of the Atlanta Hawks developmental league basketball team



Figure 2.9-10 Gateway Center - Marriott Renaissance Hotel Rendering



Figure 2.9-9 Gateway Center - Marriott Renaissance Hotel



Figure 2.9-11 Gateway Center - Marriott Renaissance Hotel Under Construction

## Hartsfield Jackson Atlanta International Airport

The airport continues to expand and diversify with a number of ongoing and planned projects. These include:

- Terminal expansion and overall improvements
- The addition of a new intercontinental Hotel attaching to the terminal.
- Office mixed-use buildings
- Travel plaza building
- Parking improvements
- A new taxi lot facility

## MARTA Station Improvements

The City of College Park has begun discussions to secure a capital improvement program to benefit the Downtown College Park MARTA Train Station. Coordination efforts are underway with the City, MARTA Board of Directors Chairman Robert Ashe III and the MARTA State Legislative Committee.



Figure 2.9-12 Airport development projects



Figure 2.9-13 Airport development - mixed use office



Figure 2.9-14 Airport development - terminal improvements



Figure 2.9-15 Airport development - station improvement and Intercontinental Hotel

# CHAPTER 3 - PHASE TWO THE DESIGN PROCESS

3.1 What We Heard

3.2 Community Workshop #1

3.3 Small Group Stakeholder Meetings

3.4 Community Workshop #2

3.5 Market Trends

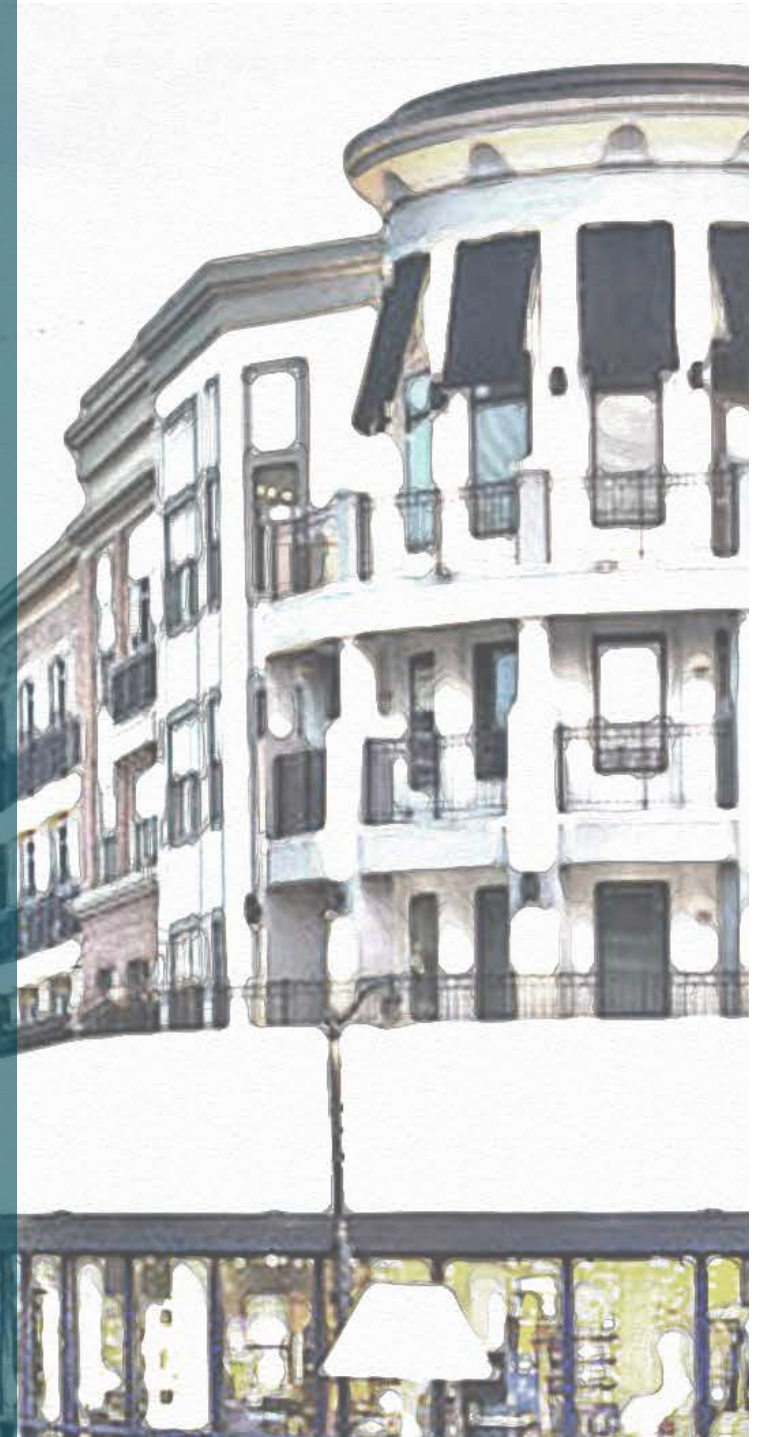
3.6 Preferred Conceptual Plan

3.7 Concept Plan Sectors

3.8 Airport Coordination Meeting

3.9 Open House Public Meeting

3.10 Transportation Coordination Meeting



## 3.1 WHAT WE HEARD

### Written Comments on Maps

- Embrace the idea of being
  - Historic City
  - Old Traditional Storefronts
  - Traditional Restaurants
  - Historic design
- Trail Routes identified
- Bike rental stations noted
- Road alignment suggestions
- Additional 9 holes at golf course
- Sidewalk locations that are needed were noted

### Written Comments on Big Idea Board

- Connectivity and forward thinking
- Affordable Housing
- Merchant Incentives
- More Development / Investment in Historic Downtown
- Krog Street Market concept on Main Street
- San Diego Gas Lamp District Model
- High Tech 3d Printing Facility (Partner with Porsche)
- Fitness Retail
- Bike Rental Stations
- Golf Course Expansion
- Use/Restore/ Renovate Camp Truitt
- Landscape Camp Creek
- Neighborhood style Super Target
- Obtain AARP Top Destination for Group Travel

### One Word Today and Tomorrow Board - Today

- Drawing of businessman at GICC Buildings
- Drawing of a person sleeping

### One Word Today and Tomorrow Board - Tomorrow

- Multi-Use
- Transformative



Figure 3.1-1 Public involvement - Big Idea thoughts

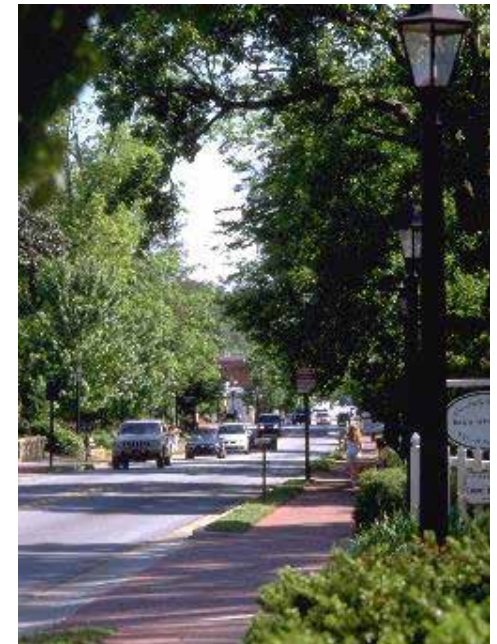


Figure 3.1-3 Public involvement - Highest ranked character images

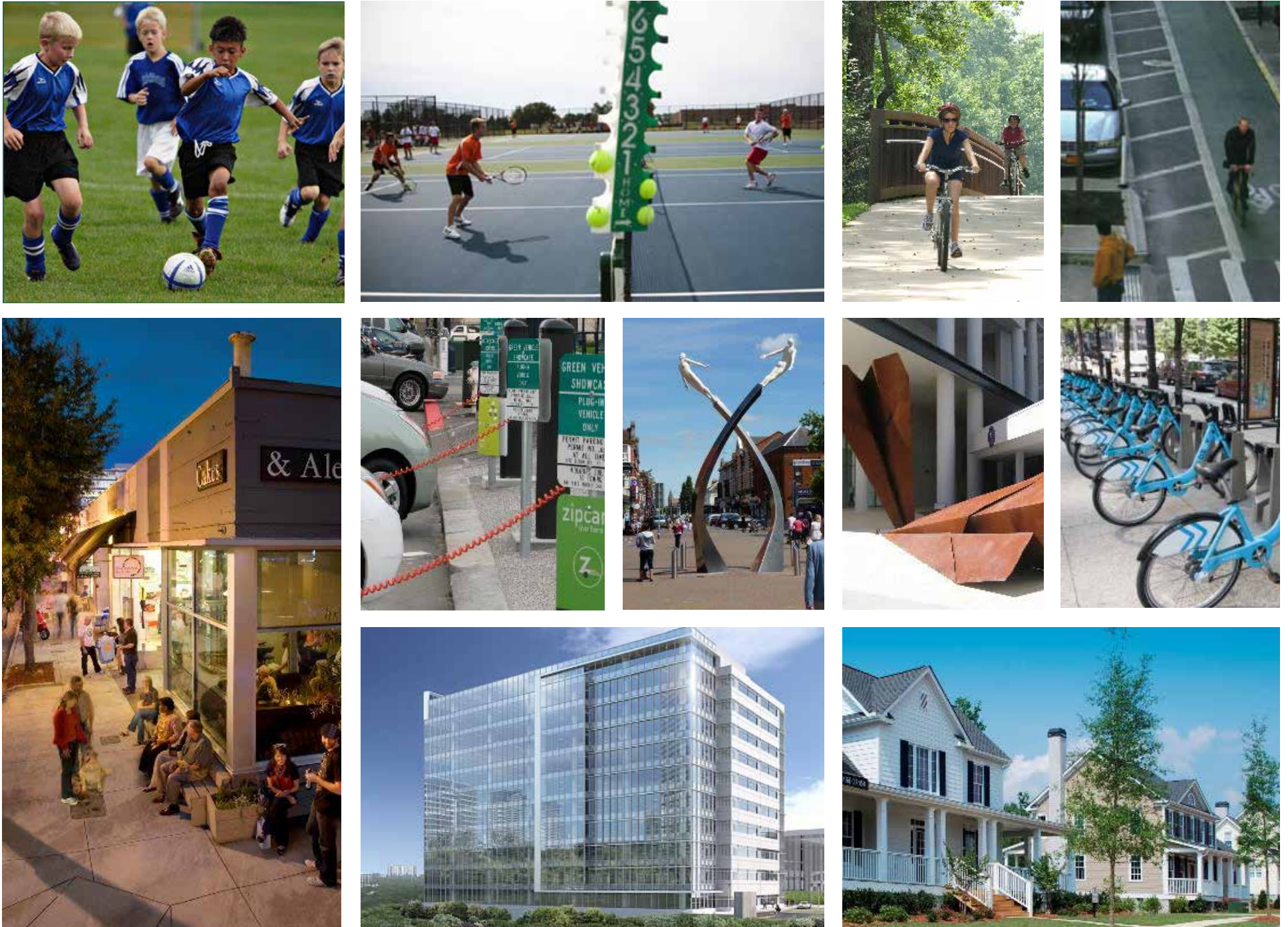


Figure 3.1-4 Public involvement - Highest ranked character images

## REOCCURRING PUBLIC MEETING COMMENTS

- **Find a way to bring back residential.** High quality, diverse in type and price points.
- **Develop a more visible entry to downtown**
- **Add Places** There is a need for places to go to and things to do for residents and convention goers. Shopping, dining, family entertainment, and public gathering spaces. Embrace Aerotropolis!
- **Enhance Entry Corridors** Major gateways into town need cleaned up, landscaped, enhanced. First impressions mean a lot. Light rail connection.
- **Protect Main Street** Historic Places are important to keep and build from. Keep Identity.
- **Walkable and Bikeable** Well-lit enhanced streetscapes. Trails need to connect with surrounding bikeway and greenway systems including the Beltline. Bike rental stations.
- **Signage** Need better directional signage, easy to read and understand. Gateways and Markers
- **Art** Public art is desired and needed
- **Improve Safety and Perception of Safety**
- **Develop Branding/marketing** to combat negative perception of crime in the City and study area. State of the art security is a must. Safety and perception of safety is key to securing development. Addition of high-tech surveillance and on the street visible police presence is needed. Addition of a smaller police substation should be included in proposed developments.
- **Improve the Marta Station** The station needs aesthetic upgrades, improved lighting, and visible security

## 3.2 COMMUNITY WORKSHOP #1

Over 30 people attended the Community Workshop at the Public Safety Community Room on November 17, 2016. The workshop began with a presentation about key factors influencing the future of the College Park Study Area. The study goals and mission were outlined, as well as a detailed look of the existing study area inventory and assessment was provided. Participants then broke into focus tables to brainstorm ideas for the future of College Park, the study area, and topics related to the larger area, such as walking and bicycling, housing, redevelopment, transportation issues, and land uses. A visual preference survey was completed by providing sample photos from other communities. These photos provided inspiration and were ranked by attendees. Prior to departing participants provided key words and phrases that they felt illustrated the study area today and what they wished it would become. They also provided what they felt the "Big Idea" for the master plan should be. Feedback from the Community Workshop was used to create the draft plans for the future of Downtown College Park and the Overall Study area.

## 3.3 SMALL GROUP / ONE-ON-ONE KEY STAKEHOLDER MEETINGS

Following the initial public meeting, the week of January 9th, 2017, a series of small group and one on one meetings were held with key stakeholders. These meetings provided invaluable insight into specific opportunities and ongoing initiatives that would impact the design team's direction for the proposed master plan. Many needs and wish list items were provided.

## 3.4 COMMUNITY WORKSHOP #2

Nearly 15 people attended Community Workshop #2 at the Public Safety Community Room on February 16, 2017. The workshop began with a brief recap of the inventory and assessment and an overview of what we had heard to date was given. This presentation was followed by Russell Archambault of RKG Associates, who provided an overview on the real estate market trends for the study area. The office, industrial, apartments, hotel, and retail real estate sectors were outlined. An overview of development drivers and challenges as well as future development opportunities were presented.

The first draft conceptual plan was presented. Due to the overall size and complexity of the study area, the design team divided the planning area into 8 distinct sectors. These sectors were based on location, development density, building height, land-use, and overall style of development. Each has its own distinct character and carries with it its own challenges. An initial draft master plan was presented that focused on specific design concepts in four of the eight sectors. These initial four sectors represent the core of the proposed development. Plans and massing models were provided to illustrate the development potential in these core sectors. Land-uses, density levels, and character images were presented for the remaining four sectors. The potential for a light rail corridor extending down Camp Creek Parkway from the airport property to I-285 and beyond was also discussed.

A charrette process was led by the Atkins design team. The purpose of the charrette was to allow those in attendance to provide input on the designs that were developed for the four core sectors. This input was specifically focused on the proposed land uses, building locations, density levels and massing models. Attendees were also asked to provide input on the existing golf course and potential reuse of this land and for feedback on the light rail corridor. For the remaining four sectors attendees provided input on potential design opportunities, gave guidance on proposed density levels and commented on the representative character image provided. Feedback from this Community Workshop was used by the design team to create a preferred master plan concept.



Figure 3.4-1 Community Workshop #2

## 3.5 MARKET TRENDS

### Introduction

The City of College Park retained Atkins to conduct a Livable Centers Initiatives implementation strategy and investment policy study. As a part of the study, Atkins retained RKG Associates, Inc. for a real estate market research. The purpose of the research is to understand the status of the local real estate market under a regional context, to solicit inputs from public and private sectors, and to assess the market and financial potential of the proposed development strategy.

To fulfill this task, RKG Associates conducted a market assessment on five real estate market segments including: (1) office, (2) industrial (including warehouse/distribution and manufacturing), (3) hospitality, (4) retail/services, and (5) multifamily residential (rental apartment). RKG also interviewed five stakeholders from public development agencies and the hospitality/convention/real estate/planning consulting industries and participated in a public meeting to collect information on industry trends and government initiatives.

### SUMMARY OF KEY MARKET FINDINGS

#### A. Office Market – College Park has a relatively low-profile but growing office market

- The office inventory of the South Atlanta submarket, where College Park is located, is dominated by Class B office space. Compared with the Metro Atlanta region, this area historically had a higher vacancy for Class A space. The Class A office inventory in this area is small. Class B office space has typically enjoyed lower vacancy trends and overall lower rent levels.
- In recent years, despite the active development and leasing activities in the region, the South Atlanta submarket experienced minor declines in inventory and asking rent. This suggests that the area hasn't been able to leverage its locational advantages – its proximity to the airport and easy

highway access – to attract high-profile office development and tenants.

- Since 2013, a growing demand for Class A space has led to a sustained positive annual net absorption, which has resulted in declining vacancy and increases in average asking rent. In contrast, Class B space has seen rising vacancy rate and slightly declining average asking rent. This suggests that the economic growth of Atlanta is slowing spreading to the surrounding communities, creating a shift to higher-quality office space. The recent regional and local planning initiatives and tax incentive policies also boosted the market's confidence in this area, making it more attractive to Class A office users and developers. However, the public sector needs to be mindful of the approaches it involves the market and engages the private sector to avoid unproductive competition.

#### B. Industrial Market – College Park benefits from its proximity to the airport and the rapidly growing industrial market in the periphery of the airport.

- College Park is within The Airport/South I-85 industrial submarket, which has seen active new development of warehouse/distribution space and leasing activities over the past five years. The inventory growth was accompanied by continuous improvements in vacancy rate and rent level, indicating a sustained strong demand.
- In the next few years, new development is likely to slow down as the market gradually absorbs the recently added inventory. However, in the long run, the development of the Aerotropolis would potentially create more demand and support additional development.
- Spatially, industry activities are and will remain concentrated in the area south of the airport, rather than in College Park downtown and the adjacent area where activities and investments are greatly needed. The public sector may devise certain strategies to channel the benefits of industrial development such as job creation and tax base expansion into the other areas of the city.

### **C. Hospitality Market – The presence of the airport and GICC supports a burgeoning hospitality market.**

- Economic growth in the Atlanta metro region and the presence of the airport and GICC has created a vibrant hotel market that caters to a diverse clientele including business travelers, tourist travelers, and convention related travelers. Over the past four years, steadily increasing demand has contributed to increases in hotel occupancy rate, Average Daily Rate (ADR), and Revenue Per Available Room (RevPAR). The ongoing and proposed development of commercial, retail, entertainment, and office space as well as parking facilities near the airport and along Camp Creek Parkway is likely to generate additional demand and opportunities for new hotel development.
- Despite the rapid growth, the dominance of economy-class hotels may be obstructing the potential for an even faster growth in hotel rates and an elevation of the hotel market's profile. The current occupancy rate and the projected demand growth in the near term indicate potential for high-end hotels.

### **D. Retail Market – College Park's retail sector has been struggling but the future may offer new potential.**

- The loss of College Park residents between 2000 and 2010, due to the FAA purchase of residential properties within the flight path of Atlanta Hartsfield Jackson International Airport led to a significant decrease of household consumer demand. Since then, the retail development in the city has been very limited and mainly concentrated in the areas easily accessible via major roads and intersections, leading to the decline of the downtown. However, GICC and the companies and hotels in the area have generated significant non-residential demand for retail stores, restaurants, and entertainment places. Currently, a large portion of this demand is served by the highway shopping centers outside College Park.
- College Park's downtown and the area between GICC and the airport are in an advantageous position to capture the shopping, dining, and entertainment spending of the visitors and day-workers in this area. Currently, a few projects with

retail components are underway or in the planning process. Most of them are immediately adjacent to GICC and the airport, only one in downtown. This indicates that while the area near GICC and airport is ready to have new development, the downtown is faced with greater challenges and will have a longer revitalization period. Public investments in infrastructure, streetscape and public safety in the downtown area will help gain confidence from the private sector to invest in downtown commercial development.

### **E. Multifamily Housing Market – College Park sits in a low-profile but rising apartment market, though the market growth is on a longer time horizon compared with other real estate sectors.**

- College Park is located at the intersection of Fulton County and Clayton County. Historically considered not a preferable location for living, the area has currently a lower-quality housing stock and a lower rent level compared with the regional average. In recent years, the boom of the apartment market in the Metro Atlanta region hasn't generated a similar level of development activities in this area. In College Park, the use restrictions posted to the land owned by BIDA and the land within the airport 70+ DNL sound contours further impeded residential development.
- The recent improvements in the vacancy rate and rent level hinted a strong demand in the area, especially in the South Fulton submarket. The demand is expected to increase as many people working in the area but are living outside the city are willing to move here if suitable housing and neighborhood services are available. This indicates opportunities for building higher-end apartments. Particularly, an increasingly popular development model is mixed-use transit-oriented development with housing, retail, and office uses in city center or near transit facilities. In College Park, this type of development is most suitable in downtown and along Camp Creek Pkwy. However, compared with the hospitality and retail markets, the residential market might need more time to see a significant growth in private sector investment.

The remainder of the memorandum provides a more detailed analysis of each market segment.

### III. OFFICE MARKET

The office market trend analysis is based on the quarterly market data from Jong Lang LaSalle, Inc., a leading commercial real estate services company. The data covers single- and multi-tenant office buildings of at least 15,000 square feet. Medical office, owner-occupied office, and office condominiums are excluded from the data. This analysis mainly focuses on the performances of the office properties within the South Atlanta submarket (Figure 3.5-1 Map 1) in the recent years.

#### A. Inventory Trend

The office inventory in the submarket has remained static since 2013 in the range of 3.04 million SF to 3.05 million SF with a minor decline of 17,012 SF in 2016, suggesting a slight weakening in the market. In comparison, the Atlanta Metro region had 1.1 million SF Class A office space added to the market over the same period



Figure 3.5-1, Map 1 - Atlanta Office Submarkets (Source: JLL Research,

and another 4.9 million SF of new office space currently under construction. The submarket is dominated by Class B space, which accounts for approximately 75% of the inventory, significantly higher than the regional average of 30%. This suggests that the area is predominately a Class B market. It hasn't been able to take full advantage of its proximity to the airport to attract high-profile development or prime office tenants. Class B buildings are generally a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to Class A quality through renovations such as facade and common area improvements.

#### B. Net Absorption Trends

Annual office net office absorption was positive in 2013 and 2015, and negative in 2014 and 2016. During this period the cumulative net absorption was 140,156 SF, indicating a variable demand. Figure 3.5-2 shows that Class A space has remained a positive annual absorption, though it dropped substantially from 58,710 SF in 2015 to 10,335 SF in 2016. Class B space had slightly higher net absorption than Class A in 2013 and 2015, but the large volume of negative net absorption in 2014 and 2016 led to the overall negative cumulative net absorption, indicating a shrinkage of demand.

#### C. Vacancy Trends

Between Q4 2013 and Q4 2016, the overall office vacancy rate in the South Atlanta submarket rose from 19.9% to 21.8% and then dropped back to 16.6%, mainly due to the improvement in the Office A market. As shown in Figure 3.5-3, the Class A vacancy rate dropped substantially from 31.5% to 12.5% while the Class B vacancy rate rose from 16.0% to 20.0% before returning to 17.8%. This is largely reflective of a "flight to quality" as tenants sought to improve the quality and location of their office space. In contrast, at the regional level, the Class B vacancy rate has been much higher than in the submarket, but its improvement in recent years has

been more significant. This suggests that the submarket had historically been favored by Class B office users; however, in recent years, there has been a shift of market preference toward Class A space.

### D. Average Asking Rent Trends

Since Q4 2013, the average asking rents for office space in the South Atlanta submarket increased from \$17.54 to \$17.65 per SF in 2014 before decreasing gradually to \$17.19 per SF per year in Q4 2016. This was mainly due to the price decline of Class B space (Figure 3.5-4), whose average asking rent dropped over the study period from \$17.31 to \$16.59 (-1.4% annually) while the average asking rent for Class A space increased steadily from \$17.97 to \$19.88 (3.5% annually). This confirms the expanding demand for Class A space and the reduced demand for Class B space. At the regional level, the Class A average asking rate has been well above the submarket and the growth over the same period has been faster (from \$22.20 to \$27.20, or 7.5% annually), while the Class B average asking rate has been closer to the submarket level and the growth has been slower (from \$16.36 to \$18.73, or 4.8% annually). This may suggest that there is greater room for the submarket to improve the quality and amenities of its Class A space and to attract tenants who are willing to pay higher rents; on the other hand, the Class B space rent may continue to decline.

**Office Net Absorption Trends by Class**  
South Atlanta Office Submarket  
2013 - 2016

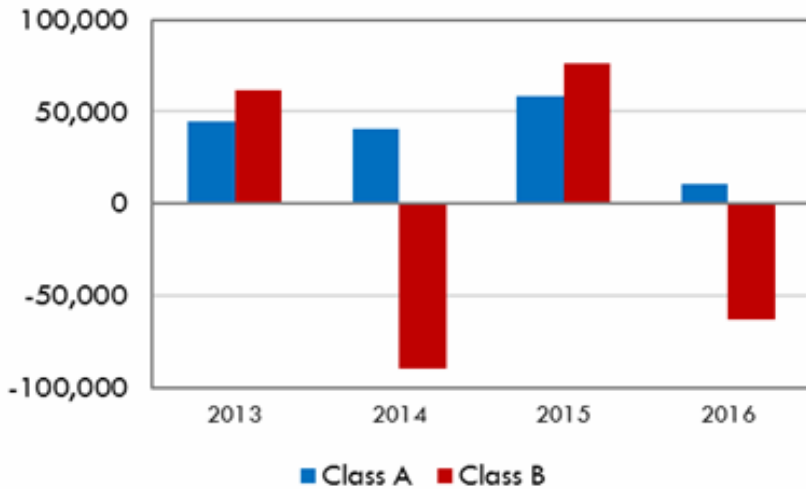


Figure 3.5-2 - South Atlanta Office Net Absorption Trends by Class 2012-2016 (Source: JLL, RKG Associates, Inc., 2017)

**Office Vacancy Rate Trends by Class**  
South Atlanta Office Submarket and the Region  
Q4 2013 - Q4 2016

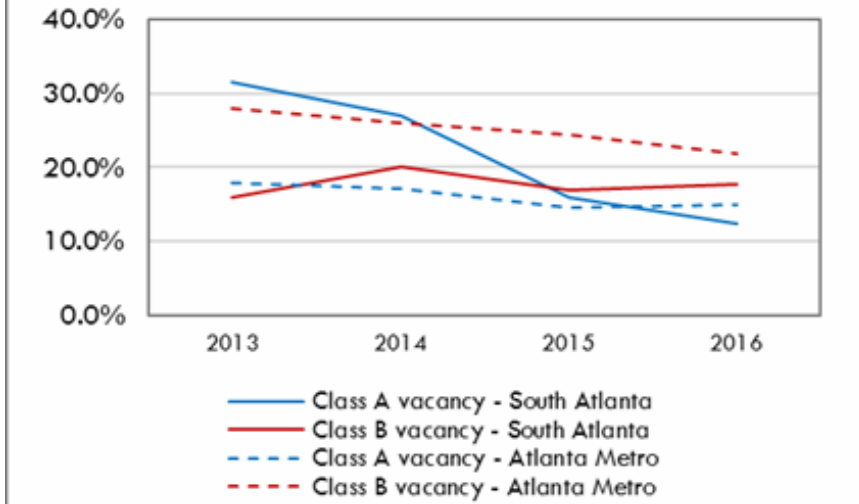


Figure 3.5-3 - South Atlanta Office Vacancy Rate Trends by Class 2012-2016 (Source: JLL, RKG Associates, Inc., 2017)

**Office Average Asking Rate Trends by Class**  
South Atlanta Office Submarket and the Region  
Q4 2013 - Q4 2016

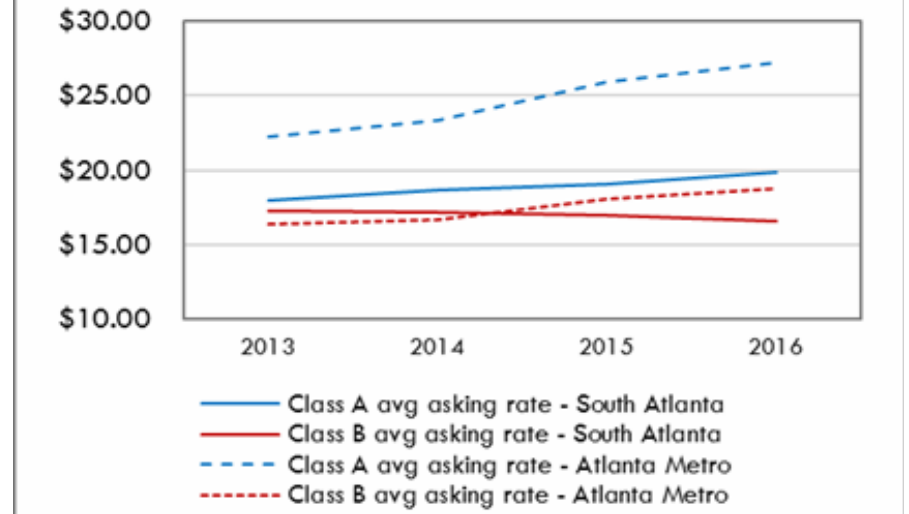


Figure 3.5-4 - South Atlanta Office Average Asking Rate Trends by Class 2013-2016 (Source: JLL, RKG Associates, Inc., 2017)

## E. Office Market Trends Summary

- Predominately a Class B market with limited development activities in recent year – The South Atlanta submarket has 3,036,816 SF of office space. This inventory heavily weighs toward Class B space compared with the regional average. In recent years, despite the active development in the Atlanta metro region, the submarket experienced a minor inventory decline, suggesting that the area hasn't been able to attract high-profile development.
- The overall office demand has been weak but Class A market shows greater potential – Along with the lack of new development was a minor decrease in average asking rate and a negative cumulative net absorption, which indicate a weak demand for office space in the submarket. Nevertheless, Class A space achieved positive annual net absorptions, a substantial improvement in vacancy rate, and a rise in average asking rents. This suggests a growing demand for Class A space and the potential to elevate the office stock. On the other hand, Class B space experienced a negative cumulative net absorption, a rise in the vacancy rate, and a moderate decline in average asking rate. This indicates a declining demand for Class B space and limited development potential.
- The proximity to the airport and the highway potentially supports a rising office market – As mentioned by several interviewees, being adjacent to the airport is a major attraction to office tenants, and convenient highway access means that companies can access labor from a larger geographic area. Leveraging these location advantages would help support the corporate-center type of office development and attract high-profile office tenants. This development could then be a catalyst for commercial and residential development.
- Need to regain confidence from the private sector – the office development community appears to have two major concerns about investing in College Park's office market. The first is a lack of confidence in the investors who had suffered from the depressed office market over the past decade. Incentive policies and programs such as the CIDs, TAD, and Downtown Enterprise Zone might help bring back investors,

and major infrastructure improvements are also critical. The second concern is about the potential competition from the new development that is initiated by the public sector, for example, the corporate center/mixed-use development to the north of Camp Creek Pkwy.

## IV. INDUSTRIAL MARKET

The industrial market data used for this analysis came from Jones, Lang, Lasalle's (JLL) industrial quarterly statistics from Q4 2012 to Q4 2016. The data tracks two types of industrial properties of at least 30,000 square feet including warehouse/distribution space and manufacturing space. Given College Park's proximity to the airport, its industrial real estate market is largely driven by airport-related business activities. This is similar to the Airport/South I-85 industrial submarket, which is the main study area of this part of the analysis (Figure 3.5-5, Map 2).

### A. Inventory Trend

The Airport/I-85 submarket has 106.9 million SF of industrial space, representing close to 20% of the total industrial space inventory in the Metro Atlanta region. Over 85% of the inventory is warehouse/distribution space and the rest is manufacturing space. Since 2012, the inventory has grown from 94.8 million SF to 106.9 million SF by the end of 2016, on average 3.2% annually, outpaced the inventory growth at the regional level (2.4% annually on average). The inventory expansion was primarily due to active development of warehouse/distribution space especially over the past three years – between the end of 2013 to the end of 2016, a total of 12.1 million SF was added to the market, representing 34% of the region's total inventory growth. The most significant increase occurred in 2016 as 7.4 million new warehouse/distribution space was completed and added to the market. Nevertheless, the inventory growth is likely to slow down over the next few years, as at the end of Q4 2016, the submarket has 2.7 million SF industrial space under construction, much less than at the same time in 2014 (6.3 million SF) and 2015 (9 million SF).



Figure 3.5-5, Map 2 - (Source: JLL Research, 2017)

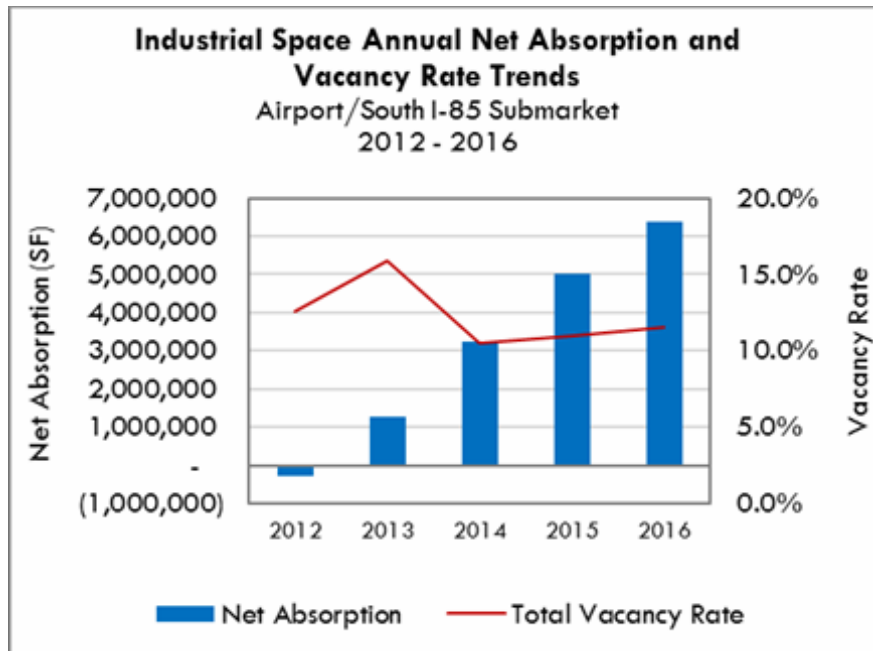


Figure 3.5-6 - Airport/I-85 Industrial Net Absorption/Vancancy Rate Trends

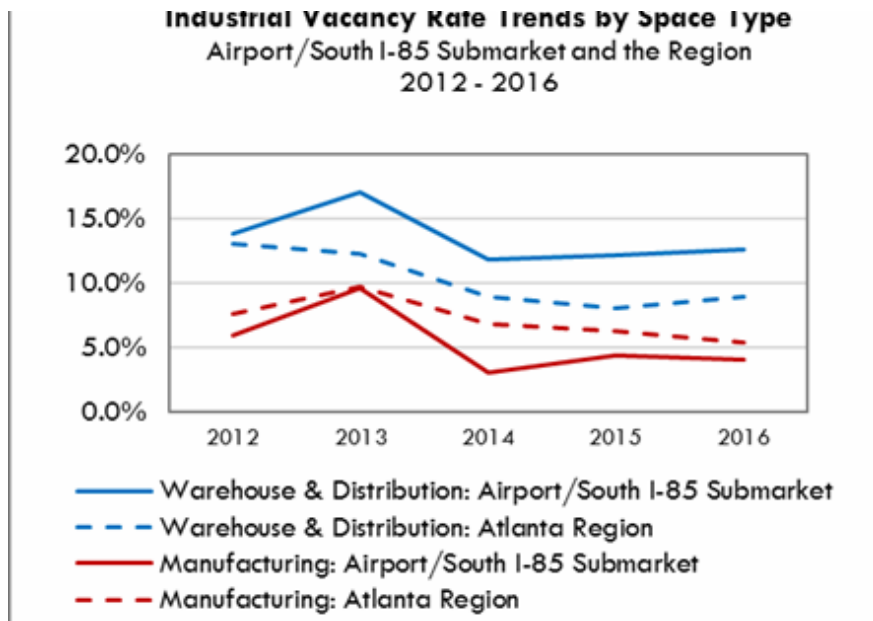


Figure 3.5-7 - Airport/I-85 Industrial Vancancy Rate Trends by Space Type

## B. Net Absorption

After experiencing a negative net absorption of -291,914 SF in 2012, which was likely due to the lingering effects of the most recent recession, the submarket experienced a strong recovery, leading to a continuously fast expansion of market activities. As shown in Figure 3.5-6, the annual net absorption grew from 1.3 million SF in 2012 to 6.4 SF in 2016, and its percentage in the Metro Atlanta region's total annual net absorption rose from 15.7% to 38.4%, indicating that the submarket has become one of the most active industrial areas in the region. This growth is more significant considering that the Metro Atlanta region has also experienced a market boom as the annual net absorption more than doubled between 2013 and 2016 (Figure 3.5-6).

## C. Vacancy Rate Trend

The residual effect of the recession and the inventory growth led to an increase in the vacancy rate from 12.6% in Q4 2012 to 15.9% in Q4 2013 (Figure 3.5-6). The vacancy rate then dropped significantly to 10.5% in Q4 2014, indicating a strong demand as the net absorption exceeded newly delivered space. Over the past two years, the large volume of new development in the submarket pushed up the vacancy rate to 11.5%, still below the 2012 level, but the gap between the submarket's and the region's vacancy rates has widened as the region's vacancy rate has improved steadily from 12.2% in Q4 2012 to 8.4% in Q4 2016. In fact, as shown in Figure 3.5-7, the warehouse/distribution space vacancy rate in the submarket has been consistently above the regional level (11.7%-17.0% versus 8.0%-13.0%), which contributed to the submarket's overall higher industrial vacancy rate. This suggests that despite the strong demand for industrial space, the submarket is still absorbing the recently added space. Therefore, unless there is another significant increase in demand, opportunities for new development in the submarket is less promising than in previous years. Still, the constant improvement in vacancy rate at the regional level suggests a healthy market context and positive prospects in the long run.

## D. Average Asking Rent Trend

During the 2011-2016 period, the average asking rent in the submarket experienced a decline in 2013, followed by a continued growth through 2016. The average asking rent in Q4 2016 was \$3.49 per SF per year, slightly below the regional level (\$3.75 per SF per year), but the average annual growth rate over 2011-2016 (7.2%) exceeded the region's average (5.8%), indicating a strong demand. Figure 3.5-8 shows that in both the submarket and the entire region, the average asking rents of warehouse/distribution space have been consistently higher than of manufacturing space. In the submarket, the average asking rent of warehouse/distribution space grew steadily from \$2.76 per SF per year to \$3.53 per SF per year, mirroring the regional trend. Manufacturing space had more dramatic cycles of rise-and-fall between \$1.34 and \$2.60 per SF per year, but overall is on the track of catching up with the region's average rent level.

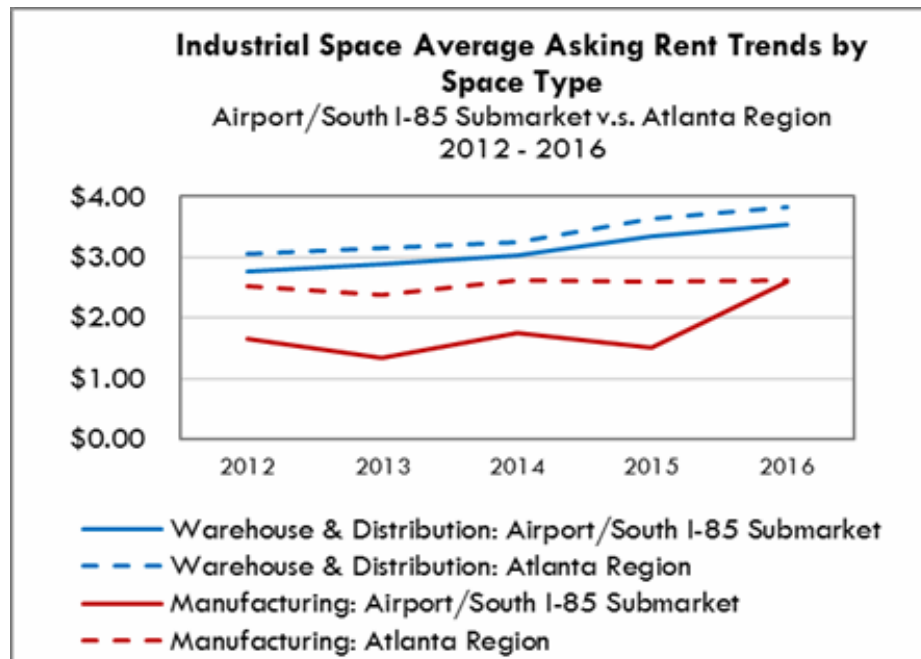


Figure 3.5-8 - Airport/I-85 Industrial Average Asking Rent Trends 2012-2016 (Source: JLL, RKG Associates, Inc., 2017)

## E. Industrial Market Trends Summary

- Active development and leasing activities contributed to strong inventory growth over the past five years – Between 2012 and 2016, the submarket's industrial space inventory grew from 94.7 million SF to 106.9 million SF. This is mainly due to the large volume of new construction of warehouse/distribution space, particularly after 2012. Meanwhile, the annual net absorption has been significantly higher than the additional space added to the market every year since 2013, indicating an even faster expansion of demand. This resulted in a decrease in vacancy rate and an increase in average asking rent; the rent growth outpaced the growth at the regional level. Both the warehouse/distribution and manufacturing space contributed to the improvements, making the airport/I-85 area a regional logistic hub in the Metro Atlanta region. On the other hand, after the recent aggressive inventory expansion of warehousing/distribution space, the market is approaching a relatively stable stage, and the growth in inventory and rent levels is likely to slow down over the next few years. In the long term, the market would be able to support new development at a pace that is compatible with the growth of demand.
- Industrial development could indirectly benefit downtown revitalization – industry activities are likely to continue to be concentrated in the area south of the airport, rather than in downtown College Park and the adjacent areas where activities and investments are needed. Thus, instead of being catalytic to downtown revitalization, the impacts of industrial development primarily involve tax base expansion and job creation, with only limited growth potential in College Park.

## V. HOSPITALITY MARKET

College Park is adjacent to the Hartsfield-Jackson Atlanta International Airport, a major hub for domestic and global travelers in the southeast, and about 10 miles south of downtown Atlanta, a burgeoning regional economic center and one of the top convention markets in the country. Therefore, the hotel market in College Park directly benefits from the presence of the airport, the metropolitan economy, and the Georgia International Convention Center (GICC). There are 32 hotels clustered around the airport, particularly at the Route 85/Sullivan Road, Route 285/Route 279, and Route 285/Route 139 intersections to the southwest of the airport, near the Route 85/Virginia Ave intersection to the north of the airport, and next to GICC (Figure 3.5-9, Map 3). RKG analyzed the hotel market trend based on the hotel performance data from Smith Travel Research (STR), a leading hotel market data service company.

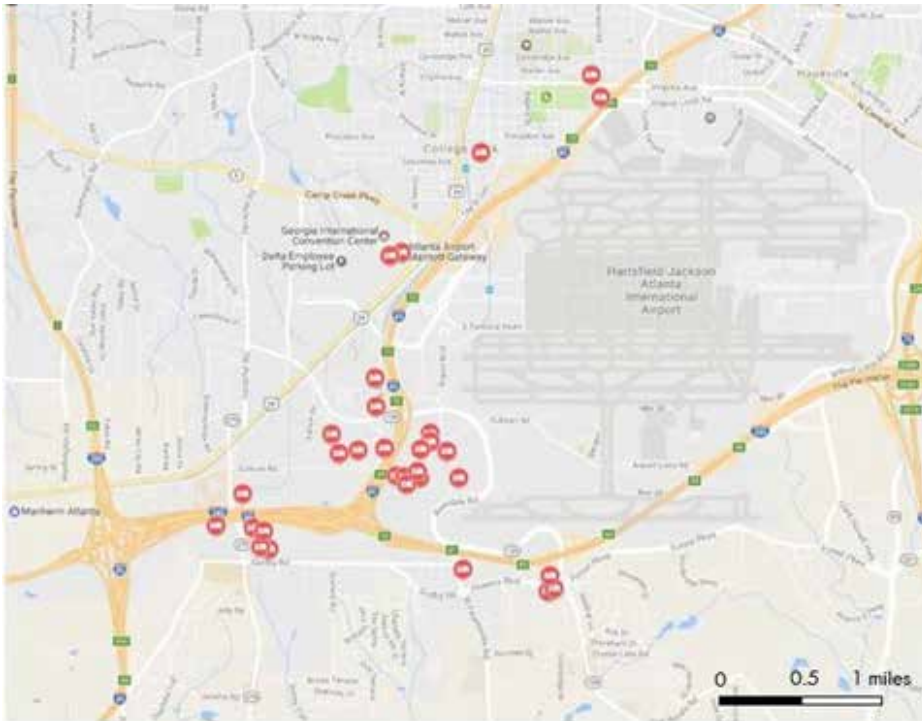


Figure 3.5-9, Map 3 - Hotel Market Trend Analysis Sample Hotels  
(Source: STR, Google My Maps, RKG Associates, Inc., 2017)

## A. Inventory Trend

As of January 2017, the 32 hotels in College Park provided a total of 5857 rooms. Close to half of the hotels were built during the 1980s, 34% were built between 1980 and 2009, indicating a relatively young but established hotel market (Figure 3.5-10, Table 1). The most recent additions to the market are the 403-room Marriott Atlanta Airport Gateway in 2010 and the 142-room Hotel Indigo Atlanta Airport College Park in 2012. Since then, no new hotel was built and the hotel room-night supply has remained stable. Nevertheless, both hotels built in the 2010s are high-end, as opposed to economy-class hotels, most of which were built before 2000. This may suggest that over the past decade, the economic development in the Metro Atlanta region has led to an increase in the demand for higher-end hotels. As the economy in the region continues to grow, there might be opportunities for additional higher-end hotel development. During the interview, the stakeholders from the hospitality and convention industries confirmed that the market can support more high-end hotels, which would help elevate the region's hotel market profile, attract a more diverse clientele, and accelerate hotel rates growth.

Another factor that may lead to a hotel inventory change is the proposed construction of a new airport runway. It is estimated that the hotels located along Sullivan Road would be affected by the new runway, including the Courtyard by Marriott, Fairfield Inn & Suites, and Sheraton. Several interviewees considered this as an opportunity to replace the existing hotels with new and higher-end hotels.

## B. Annual Occupancy Rate Trends

Due to the strong demand, the annual hotel occupancy rate has increased substantially from 65.9% in 2014 (the 12-month period ending in January 2014) to 74.4% in 2016 (Figure 3.5-11). Typically, when hotel occupancy rates are sustained at 65% or higher, the climate is right for investors to increase the supply. Despite the minor decrease in the most recent year (to 73.9%), the occupancy rate still points to an opportunity for new development.

## C. Annual ADR and RevPAR Trend

Over the same period, the Average Daily Rate (ADR) of the sample hotels increased substantially from \$81.74 to \$98.36, on average 6.8% annually, indicating a sustained market demand. Meanwhile, Revenue Per Available Room or RevPAR also increased from \$53.91 to \$72.70 for an annual average of 11.6%. While ADR reflects the average daily rate charged for occupied rooms, RevPAR measures the average revenues per available room night throughout the entire year. An increase in ADR can result in a decrease in occupancy and a drop-in RevPAR as guests seek alternative and more affordable options. Therefore, an improvement in RevPAR despite an increase in ADR suggests a strong market demand, especially when the growth of RevPAR surpassed the growth of ADR. This indicates the potential for market expansion and price increase.

	# of Hotels	% of Total	# of Rooms	% of Total
2010 and After	2	6%	545	9%
2000-2009	5	16%	699	12%
1990-1999	6	19%	505	9%
1980-1989	15	47%	3,333	57%
Before 1980	4	13%	775	13%
<b>Total</b>	<b>32</b>	<b>100%</b>	<b>5,857</b>	<b>100%</b>

Figure 3.5-10, Table 1 - College Park Hotel Inventory by Year-built  
(Source: RKG Associates, Inc., 2017)

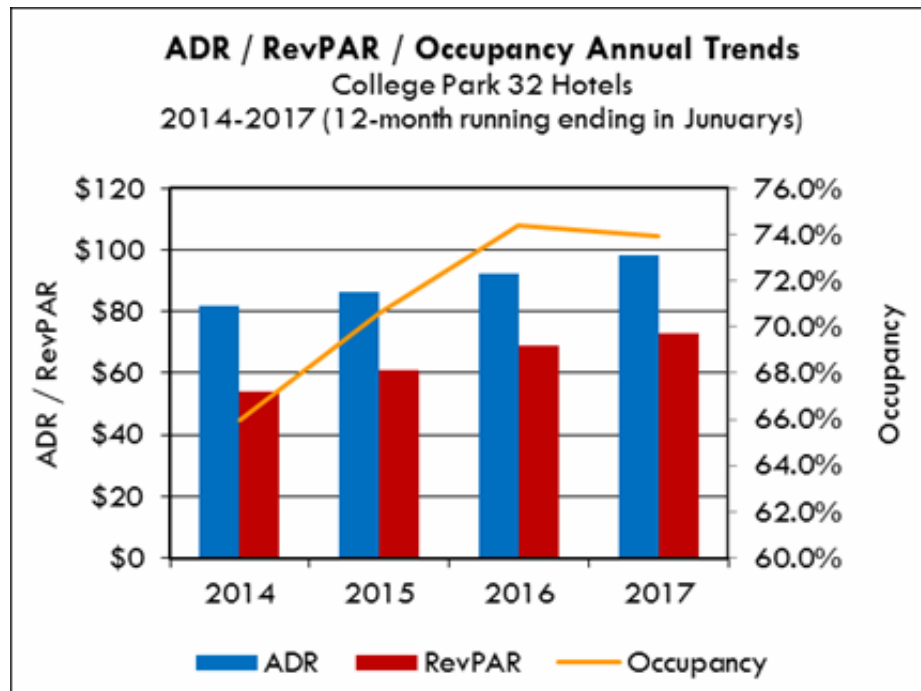


Figure 3.5-11 - College Park Hotel ADR, RevPAR, and Occupancy Trends 2014-2017 (Source: STR, RKG Associates, Inc., 2017)

### D. Monthly and Daily Occupancy Rate Trend

The hotel monthly occupancy trend over the past two years shows the local market peaking in July, February-March, and October (Figure 3.5-12). Hotel occupancy rates dropped to around 60%, and then quickly rose to close to 80% in February. It then dropped slightly to 75% in May before rising to 82- 83% in July. After a moderate decrease to 70% in August, the occupancy rate rose to above 75% in October before dropping again to the lowest point.

The daily occupancy rate trend shown in Figure 3.5-13 is based on the occupancy of the Januarys of 2016 and 2017: the 2016 data is for the 01/03/2016 (Sunday) – 01/30/2016 (Saturday) period and the 2017 data is for the 01/01/2017 (Sunday) – 01/28/2017 (Saturday) period. It shows that Tuesday, Wednesday, and Friday tend to have higher occupancy rate while Monday tends to have the lowest occupancy rate.

Spring and Fall typically are peak seasons for conference- and business-related travels, July- August for summer vacation travels. During the week, business related travels tend to peak in the middle of the week while tourism travelers typically increase at the end of the week when people are starting their vacation or weekend travel.

In addition to the regular travel patterns, GICC hosts events throughout the year. Corporate events typically occur on Mondays, Tuesdays, and Wednesdays, family, military, and sports event during the weekend. Therefore, the trends of the monthly and daily occupancy rates suggest that the hotels in the area cater to a wide range of guests including businesses travels, tourists, and conventioners.

**Monthly Occupancy Rates**  
College Park 32 Hotels  
January 2015 - December 2016

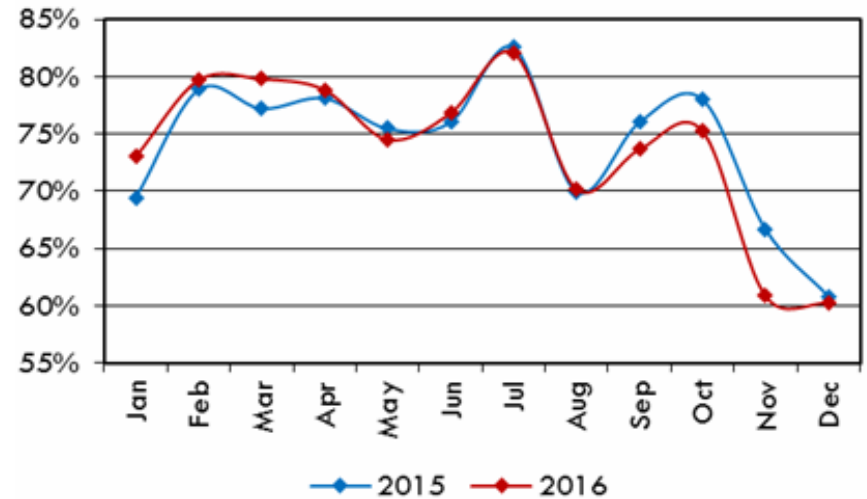


Figure 3.5-12 - College Park Hotel Monthly Occupancy Rates Trend January 2015 - December 2016 (Source: STR, RKG Associates, Inc., 2017)

**Daily Occupancy Rates**  
College Park 32 Hotels  
January 2016 and January 2017

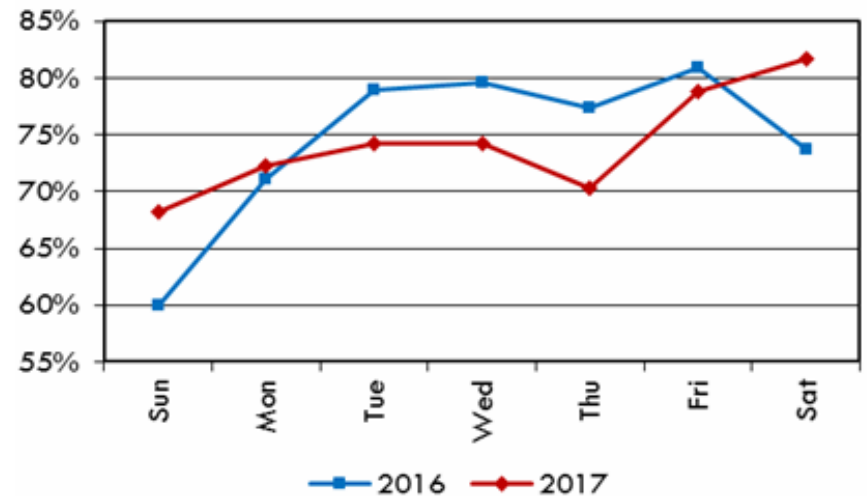


Figure 3.5-13 - College Park Hotel Daily Occupancy Rates Trend January 2016 - January 2017 (Source: STR, RKG Associates, Inc., 2017)

## E. Proposed New Arena and GICC expansion

Hotel demand is likely to continue to grow due to future planned development at the GICC. According to a GICC representative interviewed for this study, a 3,500-seat, 90,000 SF arena is currently being planned. Upon completion, it will be the practice facility for the Atlanta Hawks basketball team and a new NBA Development League team as well as a multipurpose venue for concerts, theater, gospel events, comedy shows and additional regional sports. It is expected to host 26 events per year. In addition, GICC is planning to expand its facilities, adding 2 exhibiting halls, a ballroom, and other accessory space, 120,000 SF in total. This will bring the size of GICC to 300,000 SF and will increase its capacity to host larger events.

A recent hotel market study conducted by HVS Consulting and Valuation Services in 2013<sup>1</sup> indicates that due to the lack of an on-site convention hotel, GICC experienced a decline in both the number of events and attendance between 2007 and 2009. However, the opening of the Spring Hill Suites by Marriott in 2009 and the Atlanta Airport Marriott Gateway hotel in 2010 contributed to the major attendance growth experienced in recent years. Given the current high level of hotel occupancy, there might be a considerable shortage of hotel supply following the GICC expansion, which indicates significant opportunities for new hotel development.

## F. Hotel Market Trends Summary

The economic growth in the Atlanta metro region and the presence of the airport and GICC helped cultivate College Park's vibrant hotel market. A sustained strong demand from businesses travelers, tourists and convention and event-related travelers contributed to rapid increases in hotel occupancy rate, ADR, and RevPAR over the past 4 years. On the other hand, the dominance of economy-class hotels may be obstructing the potential for an even faster growth in hotel rates and an elevation of the hotel market's profile. The current occupancy rate and the projected demand growth in the near term illustrate the significant potential for new hotel development, particularly of high-end hotels.

## VI. RETAIL MARKET

### A. Retail Inventory

The City of College Park has a unique retail market. Due to the massive loss of residents between 2000 and 2010, which was mainly attributed to the expansion of the Airport, the retail demand from households is very limited. A large portion of the sales of local retail businesses is generated by travelers, primarily hotel guests and visitors to GICC, as well as day-workers who live outside College Park. In terms of supply, the City of College Park has lacked new retail development activities over the past 20 years. During 2001-2011, the city's retail space inventory only grew by 309,989 SF (from 2,004,505 SF to 2,314,494 SF), on average 1.2% annually, significantly slower than the growth at the Atlanta metro region level (2.1% annually). The majority of the new retail development in College Park was concentrated in areas easily accessible via major roads and interstates, little development had happened in downtown and the adjacent area what is within 1 mile from the downtown MARTA station.<sup>2</sup> Today, the majority of the retail businesses in the city and its immediate competing areas are located in shopping centers along major interstate and state highways, on the commercial streets to the surrounding the airport, as well as within the airport. Figure 3.5-14, Map 4 shows the major shopping options that are most likely to compete with new retail businesses in College Park.

### B. Retail Market Leakage/Surplus Analysis

A typical retail development opportunity analysis involves a retail demand analysis that identifies the consumption habits of the households living in proximity of the subject site, and a retail supply analysis that evaluates the level of retail goods and services currently being offered in the same area and to what extent local retailers are capturing the local demand. When local household demand (expressed as annual dollars spent for different retail categories) exceeds the amount of retail sales captured by local establishments, it is assumed that a portion of local household demand has “leaked” outside the local market to other shopping locations. To some extent, sales leakage will almost always occur and cannot be reduced to zero as many people shop where they work or make retail purchases on-line or in other locations out of convenience. However, as the number of local stores expands,

it is possible to recapture a percentage of sales leakage. In contrast, an area has a “sales surplus” when captured sales (supply) exceed local demand. This indicates that the area has a cluster or concentration of businesses, which attracts consumers from outside the area as it becomes known for a specific niche or for having a wide variety of shops to choose from. Areas with certain types of attractions such as tourism destinations often tend to have sales surplus in certain retail categories.

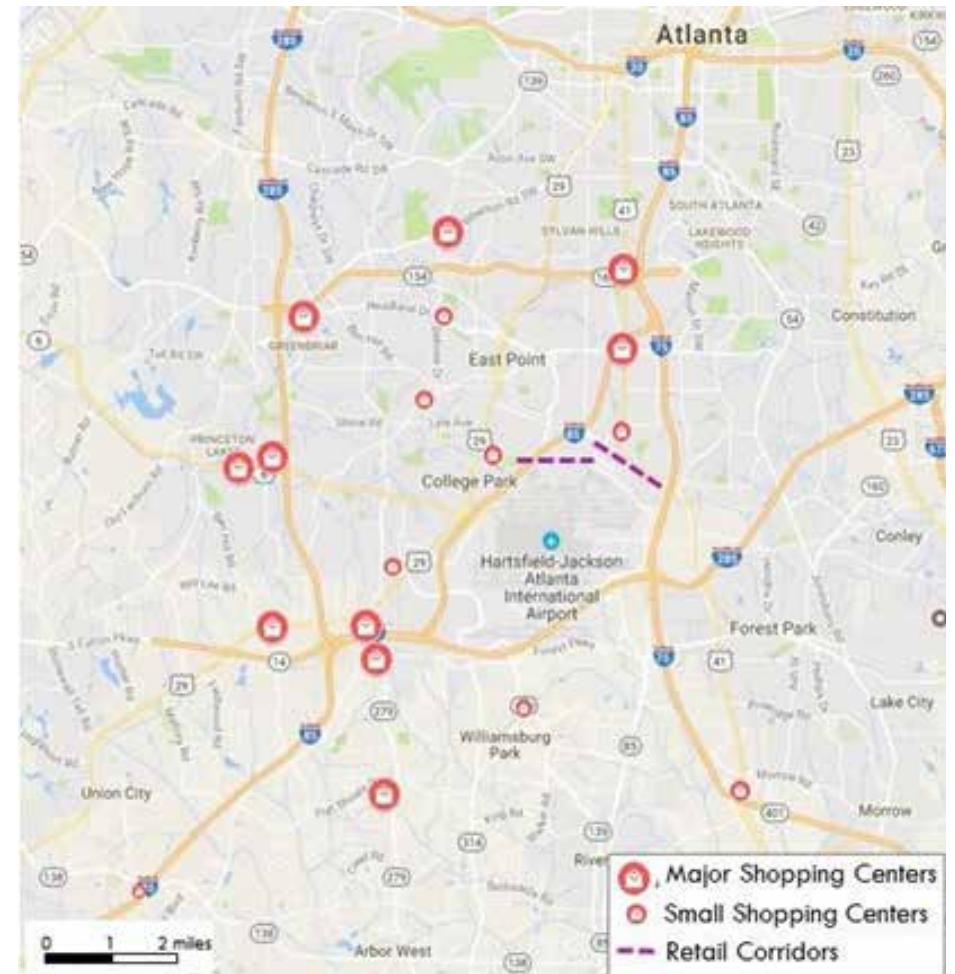


Figure 3.5-14, Map 4 - Major Existing Retail Competitors  
(Source: Google My Maps, RKG Associates, Inc., 2017)

This market leakage/gap analysis mainly focuses on the area within 3 miles (the Primary Market Area) and 3-5 miles (the Second Market Area) from the MARTA-College Park Station (Figure 3.5-15, Map 5). The area within 5-10 miles from the Station provides regional context. The household demand and retail business sales data are from ESRI, a national provider of geospatial data mapping and retail market information. The data is based on the estimates of local household income and the demand for goods and services within the defined geographic areas.

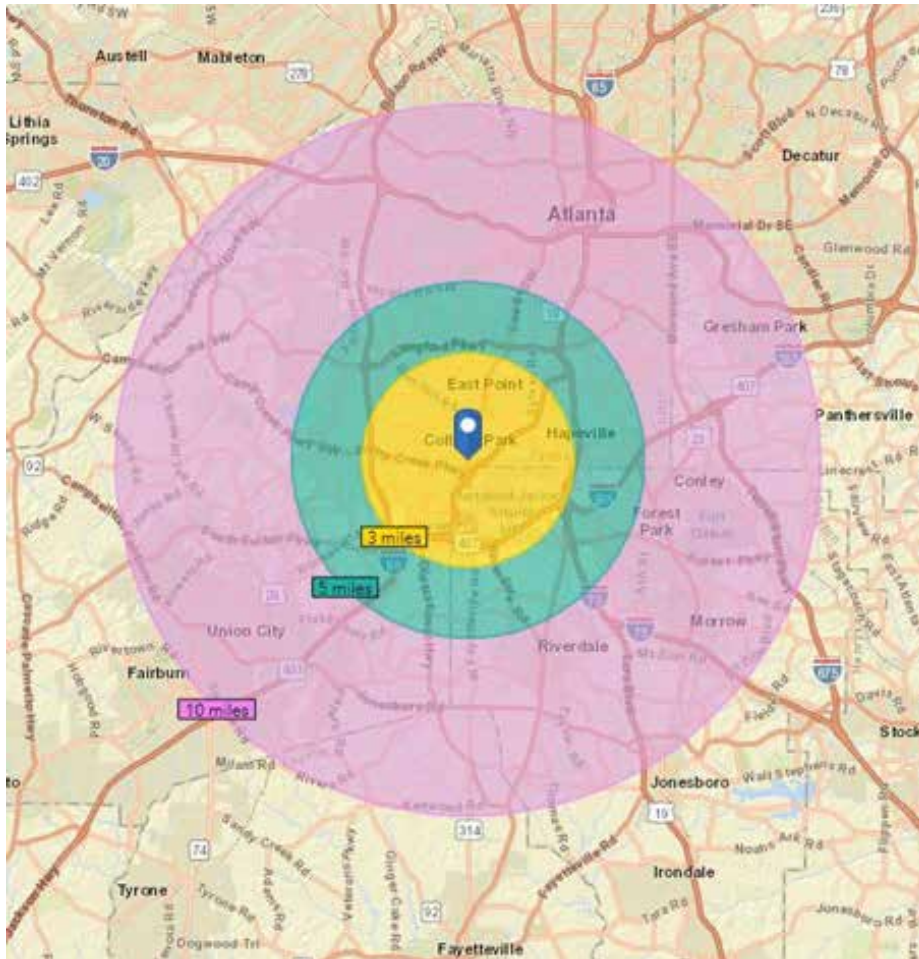


Figure 3.5-15, Map 5 - Retail Market Trade Areas  
(Source: ESRI, RKG Associates, Inc., 2017)

Figure 3.5-16, Table 2 shows that both the Primary Market Area and the Secondary Market Area have overall sales surpluses. Retail categories with most significant surpluses include Food Services & Drinking Places, General Merchandise Stores, Motor Vehicle & Parts Dealers, Food & Beverage Stores, and Clothing & Clothing Accessories Stores. Particularly, the exceptional surplus in the food services & drinking places category is likely to be generated by the businesses located inside the airport terminal and the local hotels. The large amount of surplus in grocery store sales in the Secondary Market Area is mainly due to the limited household demand. Given the limited number of residents in the area, a major part of the surplus is likely to be generated by day-workers who would drive past the stores on their way to or from work. The surpluses from the clothing & clothing accessories stores and general merchandise stores are also likely to be a combined result of the presence of airport and highway shopping centers and the limited number of local households.

Despite the overall surpluses, both the Primary Market Area and the Secondary Market Area have leakages in certain retail categories, including Furniture & Home Furnishings Stores, Electronics & Appliance Stores, Lawn & Garden Equipment & Supply Stores, Sports Goods Stores, and Other Miscellaneous Stores. Having a leakage doesn't guarantee business opportunities. For example, the surplus of the furniture stores and electronics & appliance stores located within the 5-10-mile area exceeds the combined leakage in the Primary and Secondary Market Areas, therefore, the unmet demand in the Primary and Secondary Market Areas are likely to be filled by the businesses located within the 5-10-mile area. On the other hand, retail categories that have significant leakages across the region often indicate greater market potential.

In addition, it may not be a limiting factor to have a large surplus of retail sales that are attributable to stores located inside the airport. This is largely because these establishments are not readily accessible to consumers who are not traveling. As such, local households could have unmet demand for certain goods and services, despite what appears to be a sales surplus in the local market.

**Retail Market (Gap)/Surplus Analysis**

	<b>(Gap)/Surplus</b>		
	<b>3 miles</b>	<b>3-5 miles</b>	<b>5-10 miles</b>
<b>Total</b>	<b>\$400,141,243</b>	<b>\$716,244,313</b>	<b>\$2,026,116,911</b>
<b>Motor Vehicle &amp; Parts Dealers</b>	\$48,923,901	\$136,279,321	\$528,601,615
Automobile Dealers	\$26,997,166	\$33,081,347	\$510,943,937
Other Motor Vehicle Dealers	\$13,011,436	\$70,574,306	(\$18,646,788)
Auto Parts, Accessories & Tire Stores	\$8,915,299	\$32,623,668	\$38,304,468
<b>Furniture &amp; Home Furnishings Stores</b>	<b>(\$12,676,571)</b>	<b>(\$10,899,022)</b>	\$159,212,927
Furniture Stores	(\$6,035,915)	(\$104,616)	\$170,478,722
Home Furnishings Stores	(\$6,640,656)	(\$10,794,406)	(\$11,263,795)
<b>Electronics &amp; Appliance Stores</b>	<b>(\$6,553,841)</b>	<b>(\$20,557,034)</b>	\$132,387,771
<b>Bldg Materials, Garden Equip. &amp; Supply Stores</b>	\$2,784,994	\$13,644,856	\$65,296,982
Bldg Material & Supplies Dealers	\$4,398,752	\$15,491,858	\$72,707,551
Lawn & Garden Equip & Supply Stores	(\$1,611,758)	(\$1,847,002)	(\$7,410,589)
<b>Food &amp; Beverage Stores</b>	\$16,227,045	\$324,676,057	\$246,950,730
Grocery Stores	\$4,111,888	\$245,529,979	\$205,852,461
Specialty Food Stores	\$2,732,029	\$89,798,943	(\$7,612,070)
Beer, Wine & Liquor Stores	\$9,383,128	\$9,347,135	\$48,710,339
<b>Health &amp; Personal Care Stores</b>	\$7,809,951	(\$5,832,311)	(\$4,319,887)
<b>Clothing &amp; Clothing Accessories Stores</b>	\$20,525,345	\$33,928,790	\$76,357,527
Clothing Stores	\$5,947,003	\$17,075,093	\$49,783,384
Shoe Stores	(\$376,265)	\$16,120,566	\$19,332,612
Jewelry, Luggage & Leather Goods Stores	\$14,954,807	\$733,131	\$7,241,551
<b>Sporting Goods, Hobby, Book &amp; Music Stores</b>	<b>(\$9,213,217)</b>	<b>(\$12,428,806)</b>	<b>(\$52,682,075)</b>
Sporting Goods/Hobby/Musical Instr Stores	(\$9,894,982)	(\$13,600,320)	(\$68,485,608)
Book, Periodical & Music Stores	\$681,765	\$1,171,514	\$15,803,533
<b>General Merchandise Stores</b>	\$56,315,531	\$108,215,779	\$81,674,871
Department Stores Excluding Leased Depts.	\$8,133,942	\$68,082,983	(\$29,195,636)
Other General Merchandise Stores	\$48,181,589	\$40,132,796	\$110,870,507
<b>Miscellaneous Store Retailers</b>	\$9,117,021	(\$5,879,107)	\$26,596,413
Florists	\$509,271	\$567,095	\$2,456,525
Office Supplies, Stationery & Gift Stores	\$6,182,434	\$3,789,842	\$21,709,809
Used Merchandise Stores	\$4,721,840	(\$3,495,227)	\$28,169,714
Other Miscellaneous Store Retailers	(\$2,296,524)	(\$6,740,817)	(\$25,739,435)
<b>Food Services &amp; Drinking Places</b>	\$225,187,420	\$87,472,360	\$554,086,566
Special Food Services	\$33,068,285	\$2,879,438	\$7,292,288
Drinking Places - Alcoholic Beverages	\$5,172,844	\$10,082,898	\$72,167,794
Restaurants/Other Eating Places	\$188,946,291	\$74,510,024	\$474,626,488

Figure 3.5-16, Table 2 - Retail Market (Gap)/Surplus Analysis  
(Source: ESRI, RKG Associates, Inc., 2017)

**C. Non-resident Retail Potential**

As the ESRI data doesn't feature the non-resident retail demand, the above analysis likely underestimated the scale of the unmet demand in this area. Another share of retail demand is generated by attendees at GICC events. Several interviewees mentioned that due to a lack of shopping and dining options near GICC and in College Park downtown, GICC guests are often directed to the highway shopping malls such as the Southlake Mall.

To estimate the amount of retail demand that could potentially support new development, RKG Associates calculated the expenditures of GICC attendees in a series of spending categories based on GICC FY 2015/2016 attendance data<sup>3</sup> and an assumption of attendee spending pattern. The assumed spending pattern differentiates between out-of-state attendees and in-state attendees. The out-of-state per attendee spending data is referenced from the FY 2015 attendee expenditures statistics of Georgia World Congress Center<sup>4</sup>. Given that the two convention centers are in the same state, this data is a good approximation of the spending pattern of GICC attendees. RKG then estimated the spending of in-state attendees based on the assumption that only a portion of their spending will be captured by the businesses within the trade area. Since data is not available for the split between out-of-state and in-state attendance, RKG analyzed a series of scenario ranging from out-of-state attendance representing 10% of the total to representing 50% of the total. This range reflects the fact that most the events at GICC are local and regional events. In addition, RKG estimated how many square footages of new restaurants and retail store space might be supported by food & beverage and retail spending. This is based on the average sales per square foot by store type data from Urban Land Institute's (ULI) Dollars and Cents of Shopping Centers publication with local adjustments to reflect the nature of the businesses in this area.

In FY 2015/2016, 417,907 people attended events at GICC and spent \$125.8 million-\$174.9 million on lodging, transportation, food & beverages, retail, and recreation (Figure 3.5-17, Table 3). The spending on food & beverage could potentially support 80,665-91,074 SF of new restaurants and the spending on other retail categories could potentially support 34,796-66,916 SF of new stores. Increasing the number of national events and attracting more out-of-state attendees could lead to a higher demand level and more retail opportunities. Adding retail and dining businesses in the downtown area not only helps capture this spending, generating tax revenues for the City, but can also facilitate downtown revitalization and encourage private investment in other types of properties. However, as widely recognized by both public and private stakeholders, improvements on infrastructures such as streetscape and pedestrian access in and around downtown is a prerequisite for an attractive retail environment.

% of Out-of-State Attendance	Spending of All Attendees						Supportable Sq. Ft.	
	Lodging	Transportation	Food & Beverage	Retail	Recreation	Total	Restaurants	Retail Stores
10%	\$61,692,316	\$5,746,421	\$46,523,440	\$8,484,396	\$3,322,254	\$125,768,826	80,665	34,796
20%	\$67,300,708	\$7,388,255	\$48,024,196	\$10,442,334	\$4,895,953	\$138,051,446	83,267	42,826
30%	\$72,909,100	\$9,030,090	\$49,524,952	\$12,400,272	\$6,469,652	\$150,334,065	85,869	50,856
40%	\$78,517,493	\$10,671,924	\$51,025,708	\$14,358,209	\$8,043,351	\$162,616,685	88,471	58,886
50%	\$84,125,885	\$12,313,758	\$52,526,464	\$16,316,147	\$9,617,050	\$174,899,304	91,074	66,916

Figure 3.5-17, Table 3 - GICC Attendee Spending Estimates FY 2015/2016  
(Source: ULI, Georgia Fiscal Research Center & Georgia State University, RKG Associates, Inc., 2017)

## VII. MULTI-FAMILY RESIDENTIAL MARKET

RKG obtained data on apartment market trends for the 2011-2016 period from REIS, a leading provider of commercial real estate market information. The market study area consists of two apartment submarkets defined by REIS (Figure 3.5-18, Map 6). College Park mainly falls into the South Fulton submarket where market competition would come from. The additional competition also comes from the Clayton/Henry submarket, particularly the apartments that are located along Route 75, Route 85 and Route 41, within 5 miles from downtown College Park.

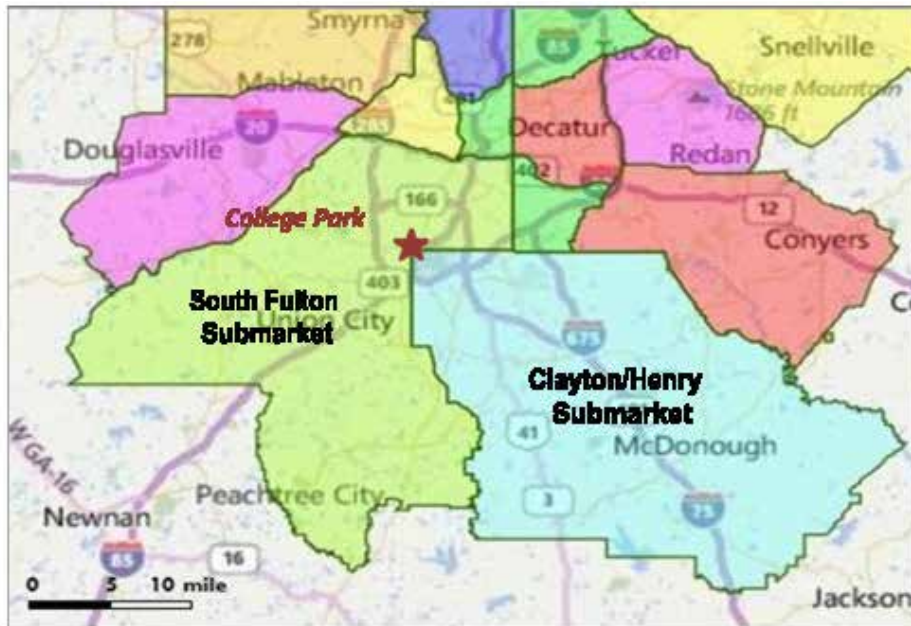


Figure 3.5-18, Map 6 - (Source: REIS, RKG Associates, Inc., 2017)

### A. Apartment Inventory Trend

South Fulton and Clayton/Henry each represents 8.7% and 8.1% of the total multifamily inventory of the Metro Atlanta region, slightly lower than in 2011, indicating a stable market supply. In the South Fulton submarket, after 325 units were completed in 2011, there has been no new development through 2015 and the inventory slightly declined from 33,646 to 33,392 units. The inventory returned to 33,650 in 2016 as 258 units were delivered in June. In the Clayton/Henry submarket, 239 units were completed in 2012. Since then, no new units have been built and the inventory has remained at 31,455.

In College Park, a major reason for the lack of new residential development is the restriction placed on the large number of properties owned by College Park Business & Industrial Development Authority (BIDA) and properties within the 70+ DNL airport sound contours. As shown in Figure 3.5-19, Map 7 (colored yellow), most of land bounded by Camp Creek Pkwy/Oxford Ave., Gordon Norris Memorial Golf Course, Main Street, and Princeton Dr., and the land bounded by Columbia Ave., Jefferson St., Route 85, and Princeton Ave. is owned by BIDA and cannot be used for residential development pursuant to the clauses of the previous ownership transaction. This is no estimate on whether and when this restriction might be removed. Part of this land falls into the airport's 70+ DNL sound contour zones within which residential development is prohibited. However, a portion of the 70+ DNL zone is free from the BIDA restriction, as the airplane engine technology improves, the sound contours may be redrawn to exclude these areas, making them available for residential development. This includes the southern part of the golf course and the vacant land and surface parking lots near the GICC.

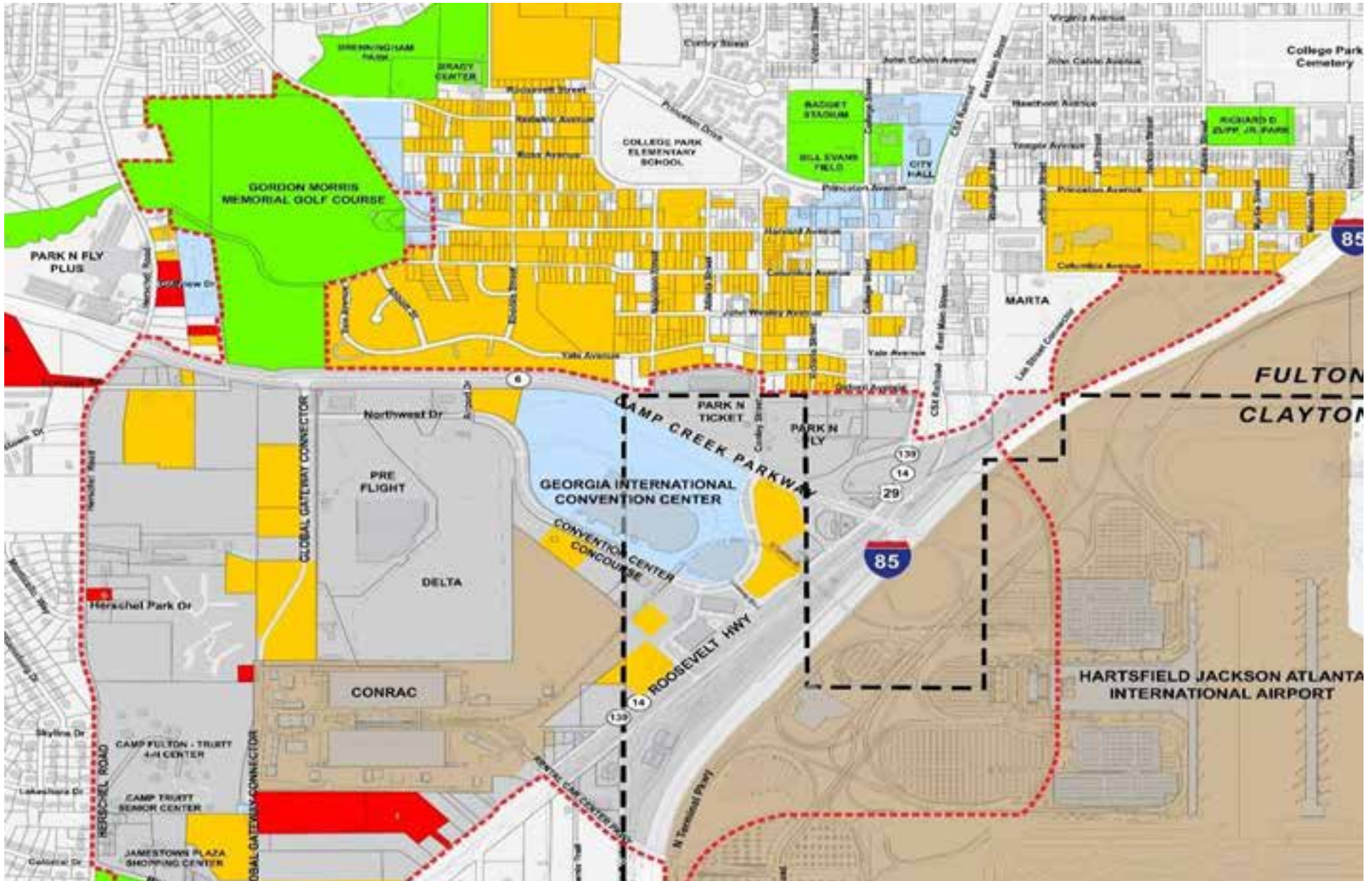


Figure 3.5-19, Map 7 - (Source: Atkins, 2017)

### B. Vacancy Rate and Net Absorption Trends

As shown in Figure 3.5-20, between 2011 and 2015, the vacancy rate in the South Fulton submarket dropped substantially from 12.9% to 5.1%, and the gap between the submarket's and the region's vacancy rates narrowed from 5 to 0.8 percentage points. The vacancy rate further decreased steadily over the first three-quarters of 2016 to 3.1%, lower than the regional level (3.8%), indicating a continued strong demand. This is consistent with the sustained positive annual net absorptions, which ranged between 239 and 1,195, with the peak in 2015. The first three-quarters of 2016 achieved 938 net absorptions, noticeably higher than over the same period in previous years. Over the same period, the Clayton/Henry submarket also saw a strong demand as the vacancy rate gradually dropped from 8.9% in 2011 to 3.8% in Q3 2016. However, the pace of improvement in vacancy rate has been more moderate than in the South Fulton submarket, and the annual net absorption in Clayton/Henry has shown a sign of shrinkage in recent year. During the first three-quarters of 2016, South Fulton's net absorption represented 12.4% of the region's total, higher than the percentage of inventory, while Clayton/Henry only represented 2.9% of the region's total. This suggests that based on the demand, the South Fulton submarket is more promising than the Clayton/Henry submarket.

College Park has the potential to capture some of this potential demand. Several interviewees suggested that many people employed in the airport area live outside the city and would prefer to move to closer to their work if housing was available. The presence of Woodward Academy has attracted many new families to College Park due to the school's high quality educational facilities and reputation. This has changed the dynamic of the area and might encourage more households with higher income to move to College Park.

**Asking Rents and Vacancy Rates Trends**  
South Fulton and Clayton/Henry v.s. the Region  
2011 - 2016Q3

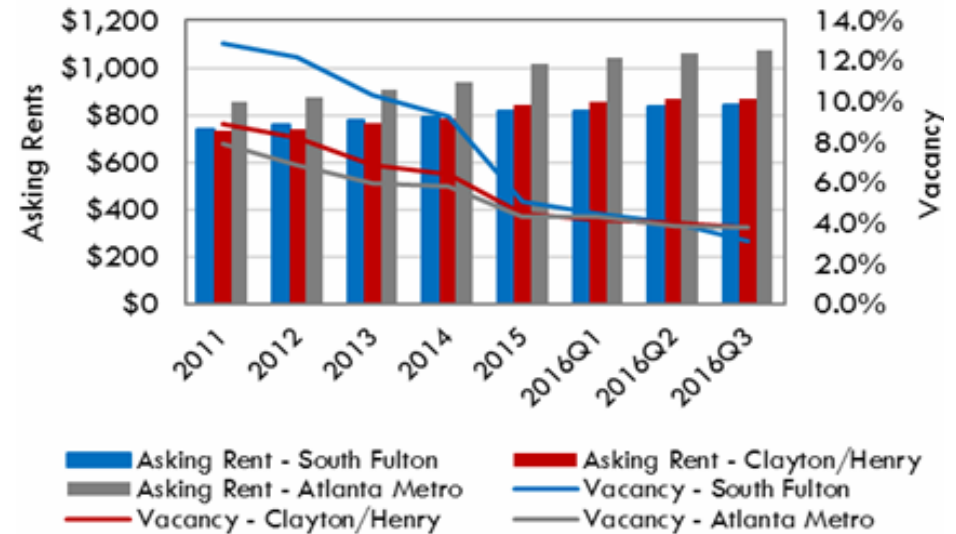


Figure 3.5-20 - Apartment Asking Rent and Vacancy Rate Trends 2011-2016 (Source: REIS, RKG Associates, Inc., 2017)

### C. Asking Rent/Effective Rent Trends

Between 2011 and Q3 2016, the average asking rent in the South Fulton submarket had increased from \$742 to \$841 while the average effective rent had increased from \$689 to \$792. The most common usage of the term effective rent is in apartment for rent ads. The net effective rent is typically less than the actual rent. The textbook definition of effective rent for renters is the actual rental rate after deducting concession values from base rental.

The effective rent/asking rent ratio also rose from 92.9% to 94.2%, indicating a strong demand which enabled landlords to raise the rent. However, the rents in South Fulton have been consistently below the regional level and their growth has been slower. This is likely to be attributed to its older and lower-quality housing stock. Approximately 55% of multifamily units in South Fulton were built before 1980 and only 4% were built after 2009, while in the region, 28% of all the multifamily units were built before 1980 and 9% were built after 2009. This suggests that given the strong demand, adding new and higher-quality units to the market may lead to a more

	Studio	1 BR	2 BR	3 BR
<b>South Fulton</b>				
Average Asking Rents	\$624	\$756	\$838	\$1,018
Average Unit Sizes	481	753	1,052	1,330
Rent/SF	\$1.30	\$1.00	\$0.80	\$0.77
<b>Clayton/Henry</b>				
Average Asking Rents	\$755	\$783	\$905	\$1,080
Average Unit Sizes	616	785	1,104	1,360
Rent/SF	\$1.23	\$1.00	\$0.82	\$0.79
<b>Atlanta Metro</b>				
Average Asking Rents	\$920	\$975	\$1,111	\$1,272
Average Unit Sizes	556	793	1,131	1,404
Rent/SF	\$1.65	\$1.23	\$0.98	\$0.91

Figure 3.5-21, Table 4 - Rents and Apartment Sizes by Unit Type  
November 2016 (Source: REIS, RKG Associates, Inc., 2017)

significant rent growth.

In the Clayton/Henry submarket, the growth in average asking rent and average effective rent outpaced the growth in South Fulton, though still below the regional level. On the other hand, the effective rent/asking rent ratio rose slightly from 92.2% in 2011 to 93.6% in 2014 but then dropped to 90.3% in Q3 2016. This confirms the conclusion from the vacancy trend that the demand in Clayton/Henry is strong but the expansion is less dramatic than in South Fulton.

#### D. Unit Mix and Different Market Performances Trends

In both the South Fulton and Clayton/Henry submarkets, two-bedroom units represent the largest market share (55% and 53%), followed by 1-bedroom units (28% and 33%), 3-bedroom units (15% and 14%), and studio (2% and 0.3%). There appears to be a slight shift in demand in recent years. In both submarkets, the average asking rent of studios has been growing the fastest, followed by 1-bedroom units. This may indicate greater market demand from smaller households (i.e., single persons, single parent households and seniors).

In South Fulton, the average unit sizes and rent/SF levels are below the regional level for all the unit types (Figure 3.5-21, Table 4). This is consistent with the age of the housing stock and the comparably slower growth in average rents. In Clayton/Henry, the lower rent/SF mainly reflects the area's rural characters and the longer distance from the economic core of the metro region.

#### E. Multifamily Residential Market Trends Summary

- Limited development activities despite a tightening regional market – The South Fulton and Clayton/Henry submarkets collectively have 63,150 apartment units, representing 17% of the region's apartment inventory. In recent years, despite the market boom in the Metro Atlanta region, neither of the submarkets has seen a similar level of development activities. In College Park, the lack of development is partly attributed to the use restriction on the land owned by BIDA and the land within the airport 70+ DNL sound contours.
- The improvements in vacancy rates and the growth of rent levels indicate a strong demand and great market potential – In South Fulton, the significant improvement in vacancy rate, the sustained positive net absorption, the steady growth of rent levels, and the increase of effective/asking rent ratio all hint an expansion in market demand and opportunities for new development. Admittedly, largely due to the older and lower-quality housing stock as well as the less appealing neighborhood image, the rent growth in South Fulton has been slower than the regional average. However, in the long term, as the many neighborhood revitalization initiatives take effect, the apartment market might be able to support high- end new development and expect faster rent growth. Clayton/Henry also has a strong demand, though the expansion has been more moderate. The growth in rent levels outpaced that in South Fulton, but still below the regional average. Due to its more rural location, Clayton/Henry may expect a less aggressive expansion in apartment market than South Fulton.

## VIII. PIPELINE DEVELOPMENT

As the public sector takes initiative on long-term planning, infrastructure improvement, tax incentives, and regional collaboration, the private sector has started to make investments in College Park. RKG has identified the major projects that have been planned or are under development in the area (Figure 3.5-22). Development in the near term primarily focuses on hospitality, retail, and entertainment uses. This suggests that these markets have been established but not yet fully developed, therefore, the risk is relatively less while the potential of growth is significant. Such development tends to concentrate in the area immediately surrounding the airport and GICC which is not only the prime location for those uses in nature but also the nearest to an established customer base. The only exception is Wally Park which is farther away from GICC and the airport but still easily accessible via Camp Creek Pkwy. The projects to replace the existing surface parking lots with structured parking are likely to provide more land for similar uses surrounding the airport and GICC.

Office and residential uses tend to be on a longer time horizon and more spread out spatially. During the interview, representatives from both the public and private sectors articulated the vision of mixed-use, transit-oriented neighborhoods with high-quality residential, retail, and office space. The preferable locations for such development are likely to be in the downtown area near the MARTA station. Despite the widely-acknowledged challenges such as the deteriorated infrastructure, the vastly vacant storefront, and the perceptions of the public safety issue, the Pad on Harvard project plans to build luxury apartment with ground-floor retail space in downtown. It shows that the market has become more confident in investing in high-end products in the derelict downtown. Public efforts in infrastructure improvement would further encourage private sector investment in downtown development. The Gordon Morris Memorial Golf Course is considered as an ideal location for a mixed-use development with high-end office space because of its highway access, the isolation from the troubled areas of the city, and the large piece of contiguous land which allows for a master-planned neighborhood. In the long term, additional residential development at lower density is likely to be located further west and south of Camp Pkwy.



	General Nature	Retail	Office	Residential	Hotel	Logistics	Entertainment	Status
<b>Wally Park</b>	commercial development with relocation and expansion of the existing off-airport parking facility	20,000 SF of retail, restaurants, gas station with convenience store	n/a	n/a	2 hotels, 200-room total	2000 parking spaces, supporting operations buildings	n/a	under development
<b>The Pad on Harvard</b>	Mixed Use Development	25,000 SF ground floor retail		109 luxury apartments	1 boutique hotel			partly built (the hotel)
<b>GICC</b>	GICC expansion plus new Arena	n/a	n/a	n/a	n/a	500-space parking deck	3,500-seat, 110,000 SF Arena	arena under construction
<b>Airport City</b>	terminal improvements with new commercial and parking development	restaurant and other retail (with office mixed use)	30,000 SF Class-A office		300-room Intercontinental Hotel	6,000-space structured parking to replace existing surface parking		planning/design
<b>Gateway Center</b>	mixed use development with office and hotel	n/a	Class-A office complex	n/a	204-room Marriott Renaissance	n/a	n/a	Renaissance opens late Spring 2017
<b>Gordon Morris Memorial Golf Course</b>	100-acre space for mixed use development (similar to Avolon project)	high-end retail	1 M SF corporate campus	high-density housing (30-40 acres unrestricted land)	n/a	n/a	n/a	planning

Figure 3.5-22 - Pipeline Development  
 (Source: Atkins, Google My Maps, RKG Associates, Inc., 2017)

### 3.6 PREFERRED CONCEPTUAL PLAN

An overall cohesive master plan (Figure 3.6-2) was developed for the entire 1,575-acre study area. Due to the size and complexity of the plan, the design team divided the planning area into 8 distinct sectors (Figure 3.6-1). These sectors were based on location, development density, building height, land-use, and overall style of development. Each has its own distinct character and carries with it its own challenges. The follow is a description of each sector, its defined challenges, key initiatives, and plan highlights.

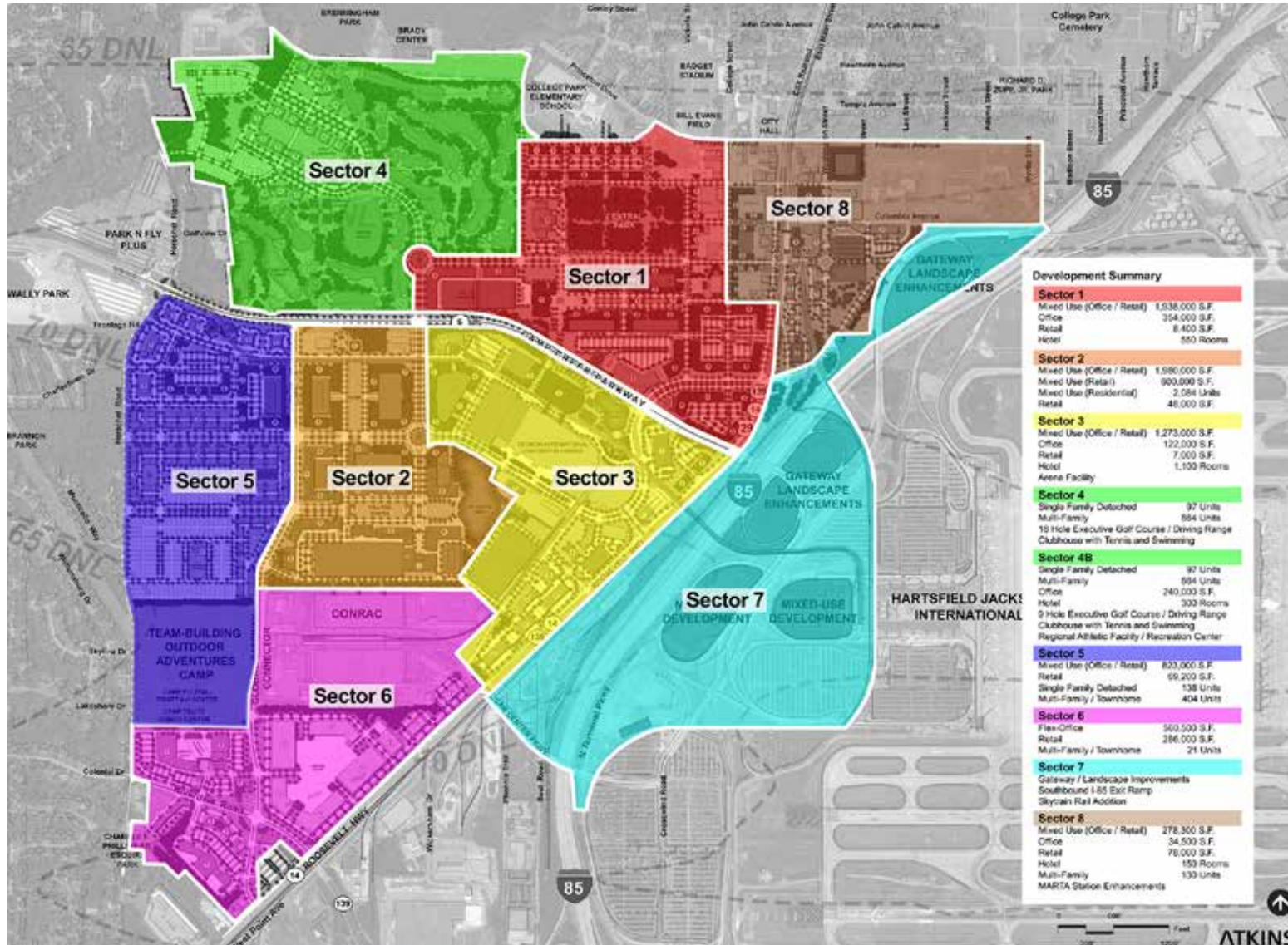


Figure 3.6-1 - Sector map

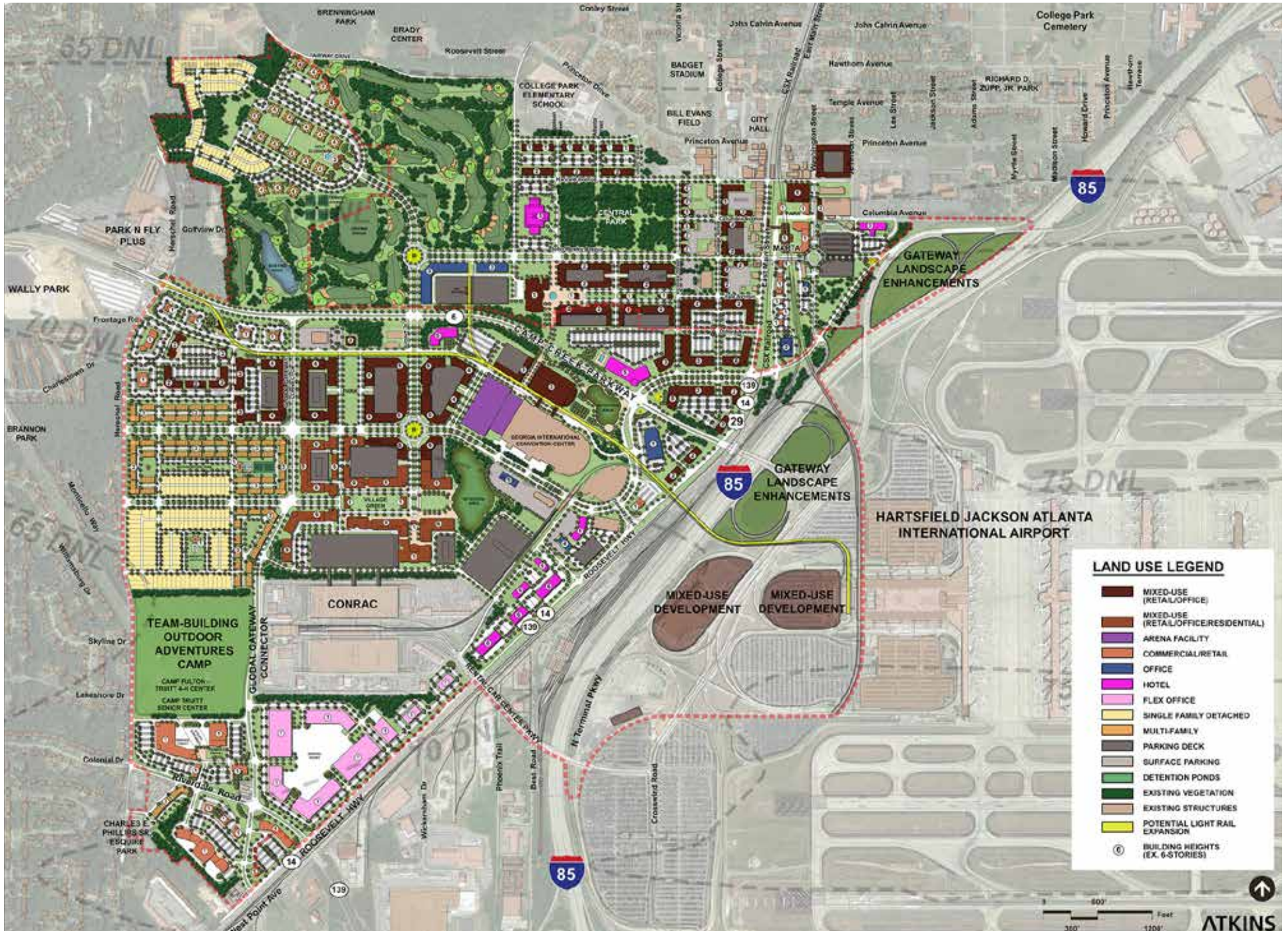


Figure 3.6-2 - Preferred conceptual master plan

## 3.7 CONCEPT PLAN SECTORS

Sector 1 is one of the 4 core sectors the design team identified early in the design process as crucial to the success of the proposed plan. This area was also studied and designed as part of the original College Park Activity Center LCI completed in March of 2008. The boundary is similar but not identical to the Downtown West – Entertainment/Retail district from this plan. The Downtown West district consisted of 130 acres, most of which was vacant property that was part of the airport buyout land. This original design had envisioned this district as an extension of the Downtown and a venue for Commercial, Arts, and Entertainment activities.

Sector 1 builds upon these original concepts and applies current market trends, potential development interests and City requirements into a bold new design. One key initiative for this sector focused on by the design team was to provide a safe, exciting, and direct linkage for pedestrians and vehicular traffic from Camp Creek Parkway and the Georgia International Convention Center (GICC) to the historic downtown and a new mixed-use development. One common theme that surfaced repeatedly from our discussions with the public and stakeholder groups was the need to provide a new, grand front door to the City and Main Street. We also heard that Camp Creek Parkway was currently viewed as too large of a barrier for visitors to safely cross on foot linking the GICC to local shops and restaurants to the north. The proposed design provides this linkage by extending the Gateway Boulevard north of Camp Creek Parkway and aligning it with the Lee Street Connector for a more direct connection to Main Street. This new connection is fronted to the north and south with a new mixed use development providing an inviting, exciting, and safe pedestrian experience. Intersection improvements and a complete streets approach will allow for a safe connection across this busy intersection. A greenspace was provided for icon signage and landscape enhancements to announce the entry to the City and new development to visitors traveling Camp Creek Parkway.

A second key initiative is the development of Central Park, a new planned open space directly adjacent to downtown. This new 23-acre City Park is envisioned to include passive and active elements such as picnic shelters, playgrounds, a splash pad, basketball and tennis courts, informal open lawns, festival spaces, walking trails and parking, both on and off street. The future design should focus on retaining the existing mature trees to provide an established look and feel. This new public space allows for a point of interest around which to develop. The design team envisions a 2 to 3 story mixed use edge surrounding this new attraction (Figure 3.7-1, 3.7-2, 3.7-3, 3.7-4).

### Additional Sector 1 Plan Highlights Include:

- A new connection to downtown by extending Airport Drive north of Camp Creek Parkway to John Wesley Avenue
- Converting John Wesley Avenue to a parkway with complete street facilities and a center landscape median.
- The addition of bike and pedestrian facilities as well as street furniture, pedestrian lighting, crosswalks, and on-street parking to most major roads within the street grid.
- Predominantly two to three story mixed-use buildings are proposed. A total of nearly 2 million gsf of office/retail is demonstrated in this sector within the mixed-use land use.
- Approximately 350,000 gsf of Class "A" corporate office space
- A large hotel is located at the west end of Central Park providing 300 rooms convenient to shopping, the GICC and proposed office space.
- A 250-room hotel located at the intersection of Camp Creek Parkway and Gateway Boulevard.
- 8,400 gsf of smaller scale single story neighborhood retail development
- A theater/entertainment complex with public plaza space
- Structured parking

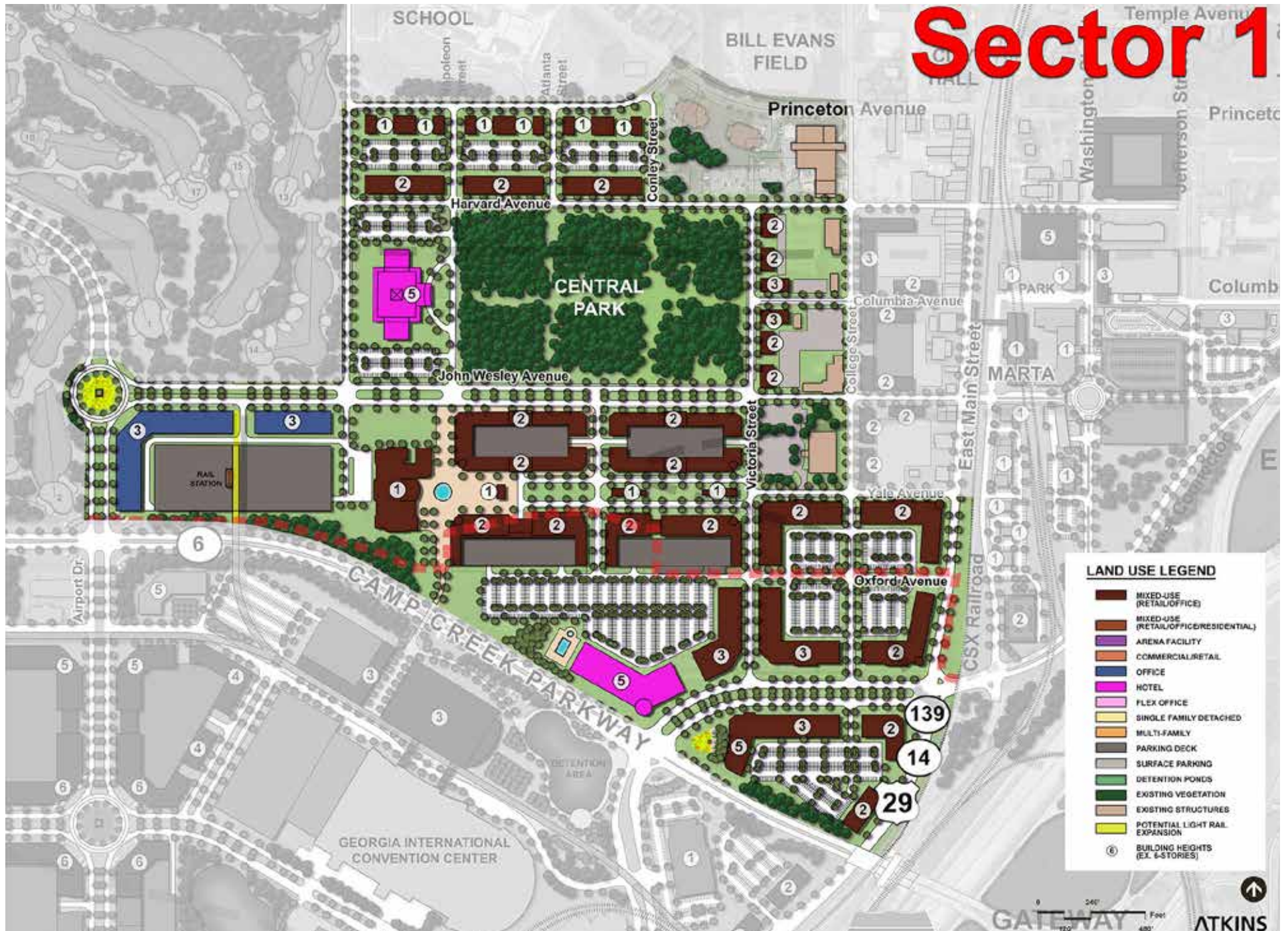


Figure 3.7-1 - Concept plan sector 1



Figure 3.7-2 - Concept plan sector 1 park character images with massing model of mixed-use development surrounding central park



Figure 3.7-3 - Concept plan sector 1 character images

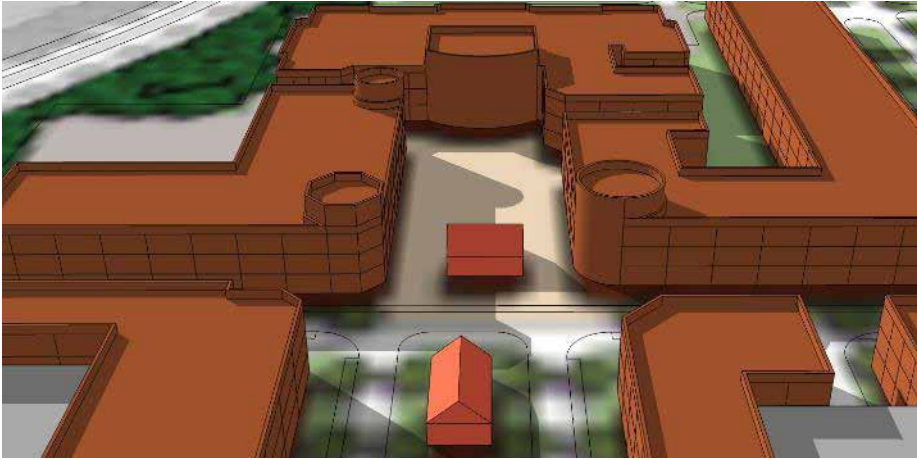


Figure 3.7-4 - Concept plan sector 1 character images

## Sector 2

Sector 2 is one of the 4 core sectors the design team identified early in the process as crucial to the success of the proposed plan. This area is within the newly added acreage to the south of Camp Creek Parkway and was not included in the original College Park Activity Center LCI completed in 2008. It currently contains a vast expanse of surface parking made up of Delta employee parking and a park and ride facility (Figure 3.7-5, 3.7-6, 3.6-7).

Sector 2 allows for the greatest potential of mixed use and residential live/work product within the over-all plan. More than half of the available acreage within this sector will support residential development. This area is outside the noise restrictions associated with the airport and allow for ample height outside the flight path for added density. One key to development of this sector is the addition of a proposed parking structure that will allow the existing surface parking to be consolidated. There is potential to provide direct access to the sky train station located within the CONRAC facility. This deck would also allow for future expansion of the CONRAC and provide private development parking for the proposed mixed use development, all within one structure. Another action item conveyed to the design team on multiple occasions was the desire to bring residential back to areas adjacent to the downtown. This sector design is in response to those comments. Residential units in all varieties and price points are needed. With the proximity to the Hartsfield-Jackson Atlanta International Airport, one of the largest employers in the state, affordable workforce housing is an attractive prospect.



## Additional Sector 2 Plan Highlights Include:

- A continuation of, and an addition to, the historic street grid found north of Camp Creek Parkway provides greater vehicular and pedestrian mobility within the study area to the south.
- A central village green provided a strong pedestrian/social gathering space
- Residential units over first floor retail /mixed use space within 5 to 6 story structures provides the potential of nearly 2100 new residential units.
- A total of approximately 2.5 million gsf of office/retail is demonstrated in this sector within the mixed-use land use.
- An additional 48,000 gsf of smaller scale single story neighborhood retail development is also represented.
- Structured parking facilities are utilized to provide greater development densities and preserve space for public greens and plazas
- Ground floor retail/restaurant space will provide much needed amenities to the adjacent GICC facility



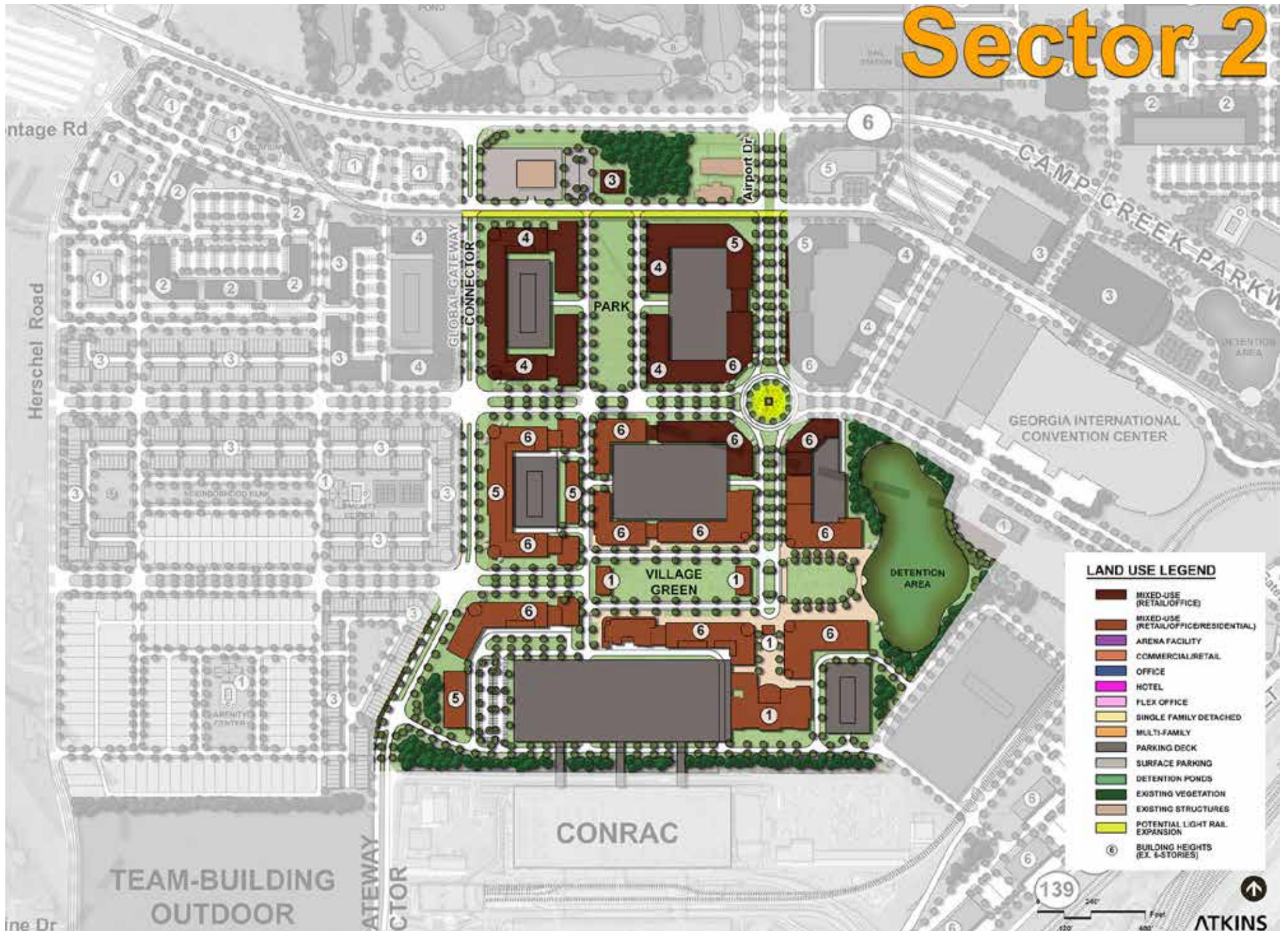


Figure 3.7-5 - Concept plan sector 2



Figure 3.7-6 - Concept plan sector 2 character images



Figure 3.7-7 - Concept plan sector 2 character images

### Sector 3

Sector 3 is one of the 4 core sectors the design team identified early in the process as crucial to the success of the proposed plan. This area is within the newly added acreage to the south of Camp Creek Parkway, and was not included in the original College Park Activity Center LCI completed in 2008. Much of this land within this sector has developments currently in the works. One such development is the proposed Atlanta Hawks Development League Arena which is slated to open in time for the 2019 season. This new 3500 seat arena will provide a boost to the Gateway Center Development and allow for greater flexibility in potential events associated with the GICC. This new event space also provides a venue for concerts and performing arts within the community. A 500-space structured parking facility is also planned to support the new arena. A new 6000 space parking structure is also planned adjacent to the sky train station and GICC facility. This new deck is being planned and constructed as part of the airport expansion and will serve as off-site parking for the airport. Additional hotel and office projects are also in the works and reflected on the current plan. Providing additional mixed use buildings directly adjacent to these new facilities will provide walkable shopping and restaurants for the visitors to these events. This will allow the City to capture more of the income generated by these events in lieu of allowing those dollars to leak outside of the City limits. This sector also plays host to multiple hotel sites to offset rooms being lost within the City as part of future airport runway expansion projects. A total of 6 new hotel sites generating an additional 1100 rooms are represented in the proposed plan. The sites are planned in close proximity of the sky train station to provide greater access to Hartsfield-Jackson Atlanta International Airport (Figure 3.7-8, 3.7-9, 3.7-10).

### Additional Sector 3 Plan Highlights Include:

- Space is provided for future GICC expansion
- A total of approximately 1.273 million gsf of office/retail is demonstrated in this sector within the mixed-use land use.
- An additional 48,000 gsf of smaller scale single story neighborhood retail development is also represented.
- Structured parking facilities are utilized to provide greater development densities and preserve space for public greens and plazas
- Ground floor retail/restaurant space will provide much needed amenities to the adjacent GICC facility
- An additional 7,000 gsf of smaller scale single story neighborhood retail development is also represented.
- Approximately 122,000 gsf of Class "A" corporate office space is indicated in this sector
- A proposed light rail corridor is indicated that could potentially provide direct access to the development and new arena to the airport and to developments along Camp Cree Parkway
- A new open space/park is at the intersection of Gateway Boulevard and Camp Creek Parkway.



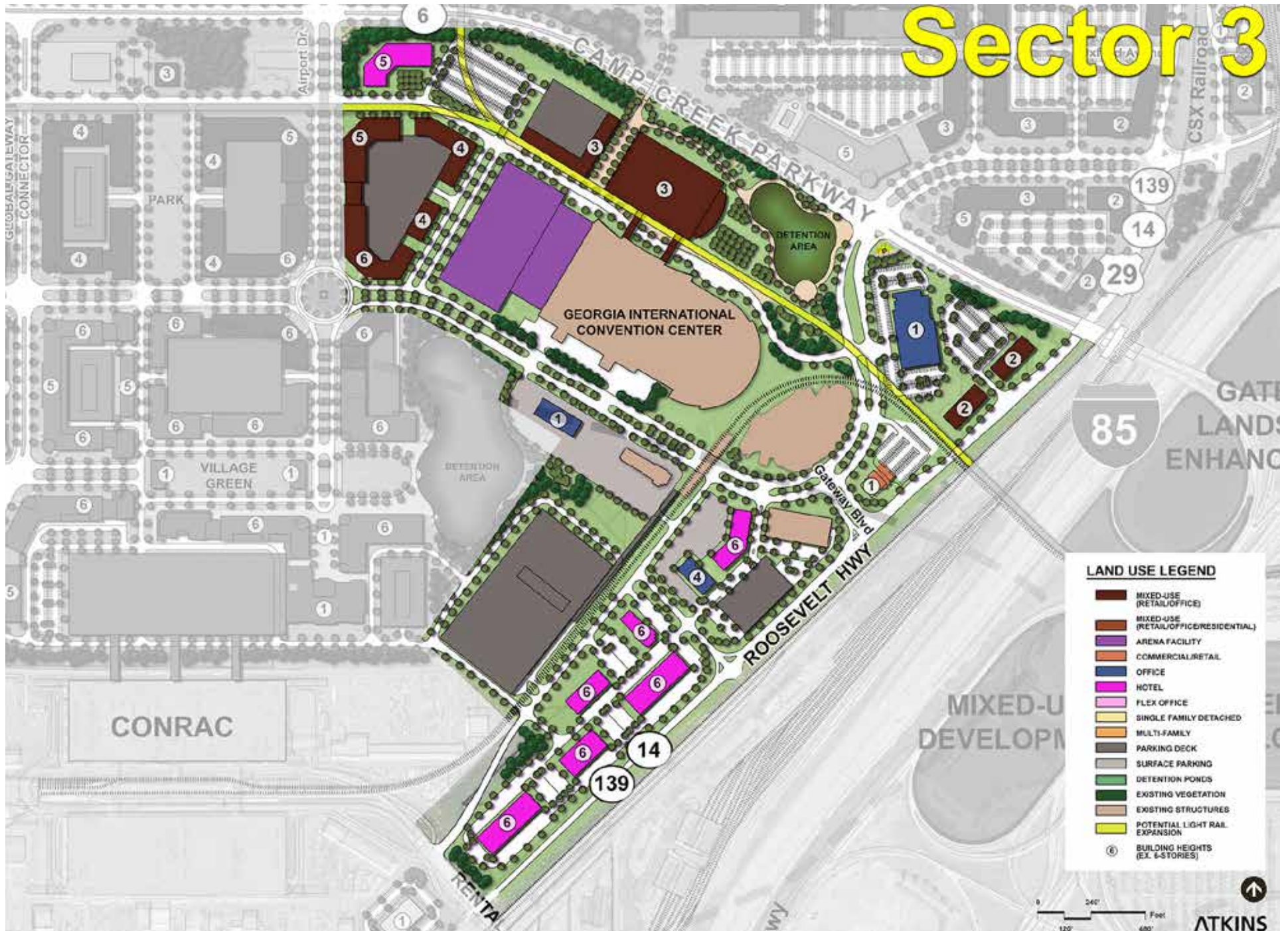


Figure 3.7-8 - Concept plan sector 3



Figure 3.7-9 - Concept plan sector 3 character image and massing model with potential light rail to airport



Figure 3.7-10 - Concept plan sector 3 massing models showing hotel district with GICC expansion with Hawks D-League Arena Complex

## Sector 4

Sector 4 is made up of a portion of the original area contained in the 2008 LCI study boundary with the addition of the golf course property to the west. This sector offers a unique opportunity to provide an additional area for the reintroduction of residential directly adjacent to the historic downtown. The design team explored two potential paths forward for this sector. Both make use of the property currently occupied by portions of the golf course that were not a part of the airport buyout land for residential use. This area also sits outside the airport noise restricted area for residential uses. The remainder of the land that cannot be used for residential due to airport restrictions is occupied with an 18-hole executive golf course in option 1 and a 9-hole executive golf course with a regional park facility in option 2. The option 2 plan also provides space to expanded office hotel facilities (Figures 3.7-11, 3.7-12, 3.7-13, 3.7-14).

### Additional Sector 4 Option 1 Plan Highlights Include:

- Amenity center / Golf Clubhouse with pool and driving range
- 8 tennis/basketball courts
- 864 Attached residential units
- 97 single family detached residential units

### Additional Sector 4 Option 2 Plan Highlights Include:

- Golf Clubhouse with pool and driving range
- Regional Recreation Center
- 4 baseball/softball fields
- 6 soccer fields
- 16 tennis/basketball courts
- Fitness trails
- Parking
- 864 attached residential units
- 97 single family detached residential units
- An additional 240,000 gsf of Class "A" corporate office space



Figure 3.7-11 - Concept plan sector 4 golf and clubhouse character images

# Sector 4



Figure 3.7-12 - Concept plan sector 4 - option 1



Figure 3.7-13 - Concept plan sector 4 - option 2



Figure 3.7-14 - Concept plan sector 4 residential and recreational character images

## Sector 5

Sector 5 is made up of land that was added south of Camp Creek Parkway that is bordered by Herschel Road to the west and the Global Gateway Connector to the east. This sector has a distinct feel that is notably different when compared to the other seven sectors. It is largely undeveloped with no existing street grid. The sector is also wooded and rolling. It offers another opportunity to provide additional residential near the historic downtown and new mixed use developments. This area is a transitional space that allows the plan to step density levels down from those in sector 2 before reaching established residential areas to the west. The north and south ends of the sector are opposites to one another in use and density. The north provides a retail edge fronting Camp Creek Parkway with a very dense feel. It provides an area of out-parcels like those occurring on the west side of the Herschel road intersection. The south end is occupied by Camp Fulton-Truitt 4-h center. The center is located on a 38-acre parcel of hardwood forest. It is a county facility and is one of Georgia's five 4-H Centers. It is unique because it is the only urban 4-H camp located four miles from Hartsfield International Airport. The center is ideal for day-time, overnight and weekend educational programs. There are five cabins sleeping up to 210 youth with an adult private sleeping quarters in each cabin. The site also contains a dining hall and educational center. The plan calls for additional programming and facility upgrades to allow this area to also be used for corporate teambuilding in conjunction with GICC activities (Figures 3.7-15, 3.7-16, 3.7-17).

## Additional Sector 5 Plan Highlights Include:

- 823,000 gsf office/retail is demonstrated in this sector within the mixed-use land use.
- 69,200 gsf of smaller scale single story neighborhood retail development is also represented.
- 404 Attached residential units
- Approximately 138 single family detached residential units
- Amenity centers with pools and tennis facilities
- Neighborhood parks and open spaces
- Transit stops
- Complete streets with bike and pedestrian facilities as well as street furniture, pedestrian lighting, crosswalks, and on-street parking on major roads within the street grid.



# Sector 5

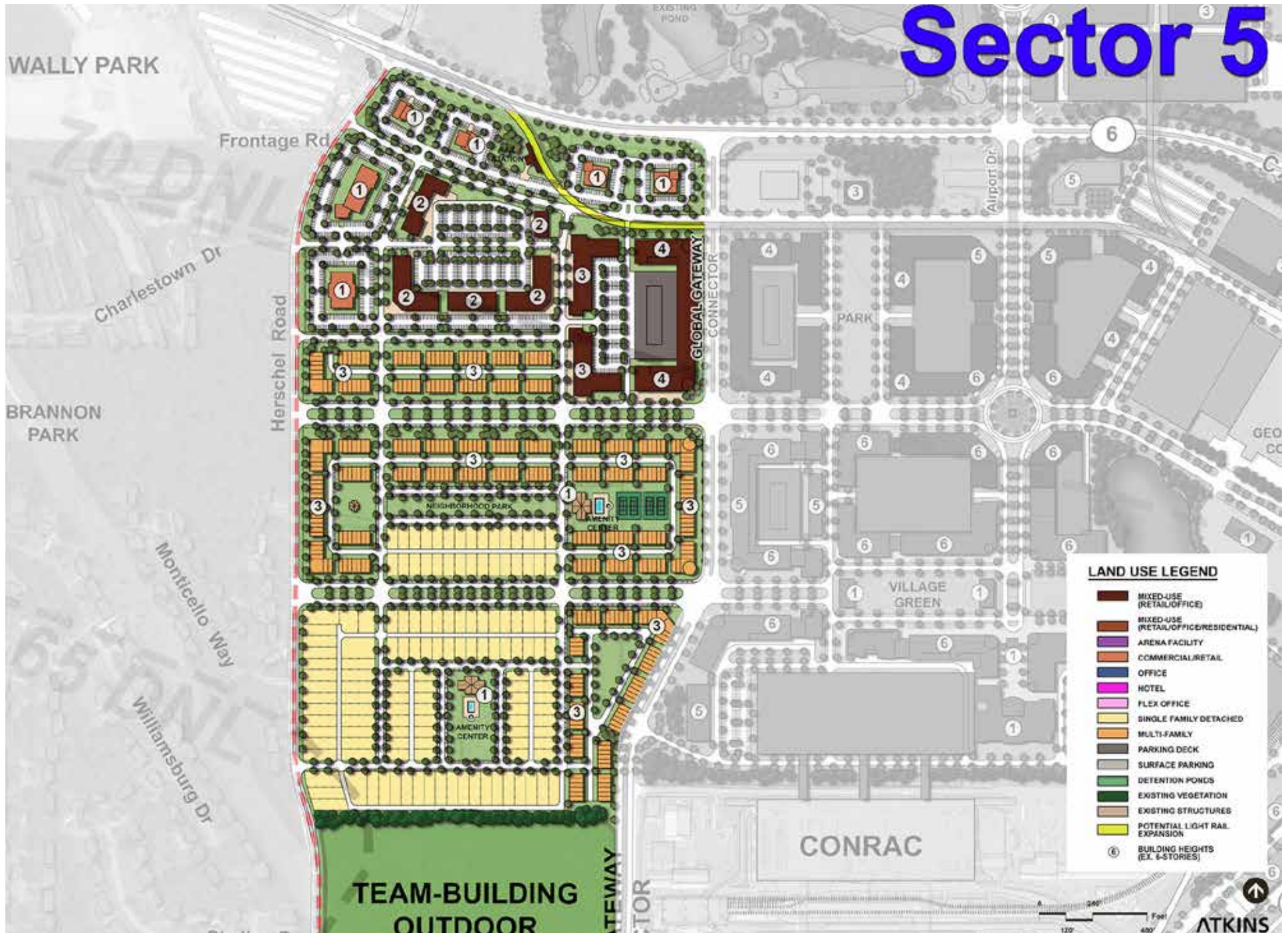


Figure 3.7-15 - Concept plan sector 5



Figure 3.7-16 - Concept plan sector 5 mixed-use and residential character images



Figure 3.7-17 - Concept plan sector 5 residential and team building outdoor adventures camp character images

## Sector 6

Sector 6 is located on the southernmost end of the study area. This sector is bordered by the CONRAC facility and Camp Fulton-Truitt to the north, Herschel Road to the west, and Roosevelt Highway to the east. This sector marks a distinct change in land use and function. It is oriented to be a transitional area between the new development to the north and the largely industrial warehousing uses to the south. The Global Gateway Connector divides the sector east and west and Riverdale Road divides it north and south. There is also a major electrical utility corridor that runs from the south-east corner to the north-west corner of the sector which presents some developmental challenges (Figures 3.7-18, 3.7-19, 3.7-20).



## Additional Sector 6 Plan Highlights Include:

- 560,500 gsf of flex-office is demonstrated in this sector
- 286,000 gsf of e single story commercial/retail development is also represented.
- A small grouping of 21 townhome units are located fronting Charles E. Phillips SR, Esquire Park.
- Intersection improvements
- Complete streets with bike and pedestrian facilities as well as street furniture, pedestrian lighting, crosswalks, and on-street parking on major roads within the street grid.
- A community green to house farmers market style shopping



# Sector 6

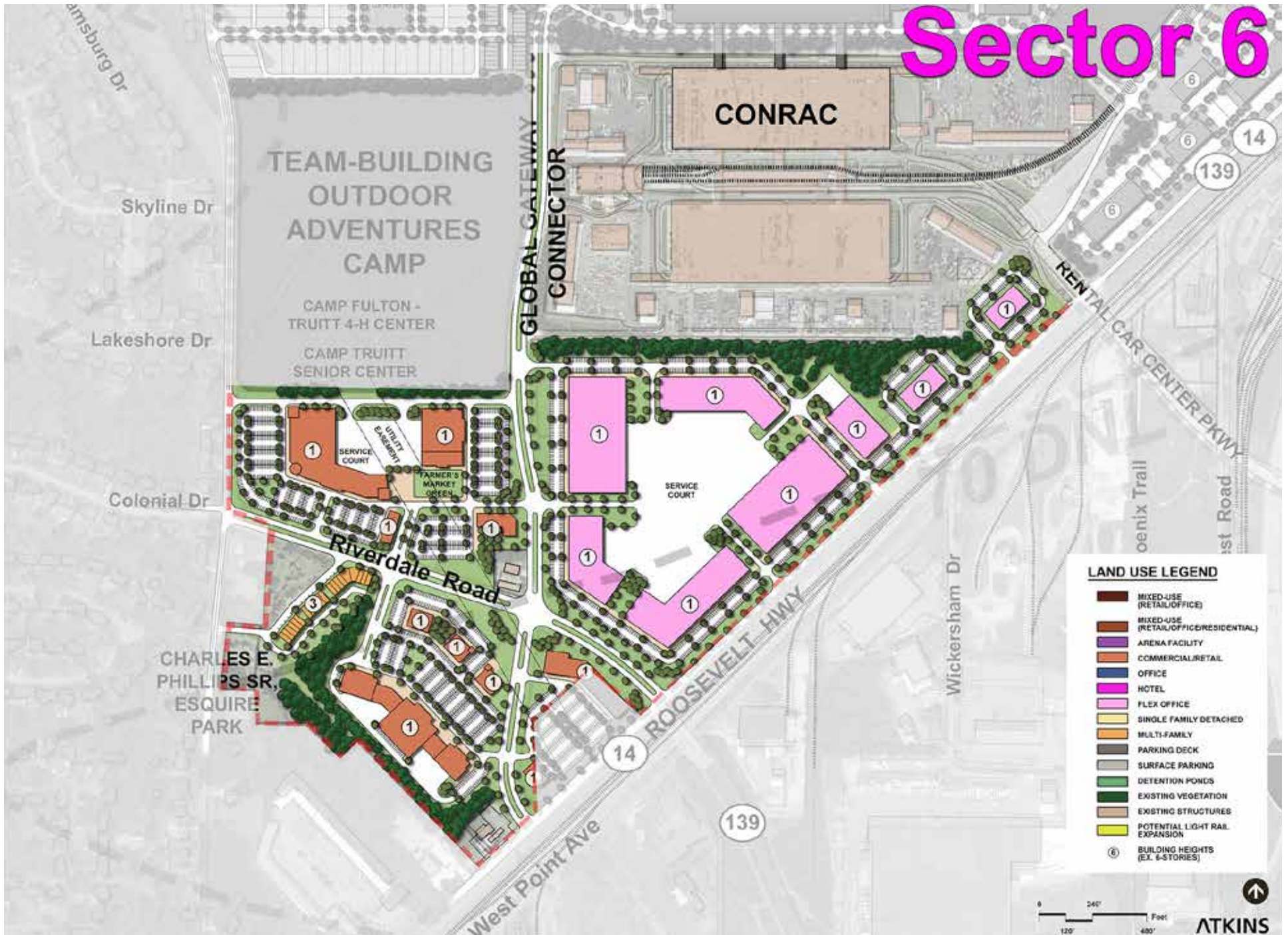


Figure 3.7-18 - Concept plan sector 6



Figure 3.7-19 - Concept plan sector 6 flex office character images



Figure 3.7-20 - Concept plan sector 6 commercial character images

## Sector 7

Much of Sector 7 land is located within the limits of Hartsfield-Jackson Atlanta International Airport and I-85 ROW. There are a multitude of development projects already being programmed for this sector. These include Airport upgrades, parking facilities, mixed use buildings and a high-end hotel mixed-use building adjacent to the existing terminal, MARTA and Skytrain stations (Figures 3.7-21, 3.7-22).



## Sector 7 Plan Highlights Include:

- Gateway, signage, and landscape improvements at the northern end of the sector
- Gateway, signage, and landscape improvements at Camp Creek Parkway and of Hartsfield-Jackson Atlanta International Airport entrance
- A new exit ramp from I-85 southbound aligning with Lees Creek Connector and providing direct access to MARTA, Main Street, the GICC, and new plan developments.



Figure 3.7-21 - Concept plan sector 7 airport improvement character images



## Sector 8

Sector 8 is one of the 4 core sectors the design team identified early in the design process as crucial to the success of the proposed plan. This area was also studied and designed as part of the original College Park Activity Center LCI completed in March of 2008. As a recommendation of this original study a follow-up LCI study was performed.

In 2011, the City partnered with MARTA and other regional stakeholders on a more focused study of the College Park MARTA Station and a smaller section of the earlier LCI Study Area that was identified as the “Downtown/MARTA Node.” The purpose of the 2011 study was to build upon the earlier conceptual LCI work and to incorporate recently adopted TOD guidelines developed by MARTA and “downtown development guidelines” adopted by the City in 2010 and 2011. The scope of work also included a market analysis and a 10-year implementation/ phasing strategy which outlined achievable development totals for the district. The concepts and design elements in this study remain relevant today and land uses are in alignment with proposed surrounding developments.

The preferred concept contains 11, two to five story mixed-use buildings with three containing their own internal parking decks. Eight standalone retail structures and two office buildings are also shown. These buildings are primarily one story due to height restrictions associated with Hartsfield-Jackson Atlanta International Airport. A 150- room hotel is located on the proposed I-85 exit ramp at the east end of the existing MARTA site. Two stand-alone parking structures are just east of the MARTA station and will handle MARTA short and long-term parking, as well as associated bus pick up and drop off. The centerpiece of the development is a dynamic community commons space with mixed use and retail directly adjacent to and north of a revitalized MARTA station. This will act as the heart of the development, fostering a greater sense of “place.” The Central Park and Commons contains a smaller transit plaza east of the MARTA station. A fountain acts as a focal point to guide riders from the MARTA bus drop off area through a

covered access to the station. The Central Park and Commons area provides ample opportunity for outdoor dining and gathering spaces for festivals and fairs. Most the residential density occurs in three blocks of the development (Figures 3.7-23, 3.7-24).

### Sector 8 Plan Highlights Include:

- 278,300 gsf office/retail is demonstrated in this sector within the mixed-use land use.
- 34,500 gsf Office
- 78,000 gsf retail
- 130 attached residential units
- Complete streets with bike and pedestrian facilities as well as street furniture, pedestrian lighting, crosswalks, and on-street parking on major roads within the street grid.
- Structured parking
- Development on the west side of Main Street would provide linkage to the TOD core area. The mixed-use facility includes commercial retail uses on the ground level and residential or office on the upper levels. A parking deck, to provide overflow parking for the TOD development and on street parking convenient to the proposed mixed use, is also included.
- Pedestrian linkage between the existing downtown and the proposed TOD core is provided at John Wesley Avenue, Columbia Avenue, and Harvard Avenue
- Improved bicycle access is a key element in the success of the TOD. Connections to built and planned bike routes have been studied and are incorporated in the final design.
- A proposed vehicular crossing is shown at John Wesley Avenue to return a portion of the historic grid to the fabric of Main Street.

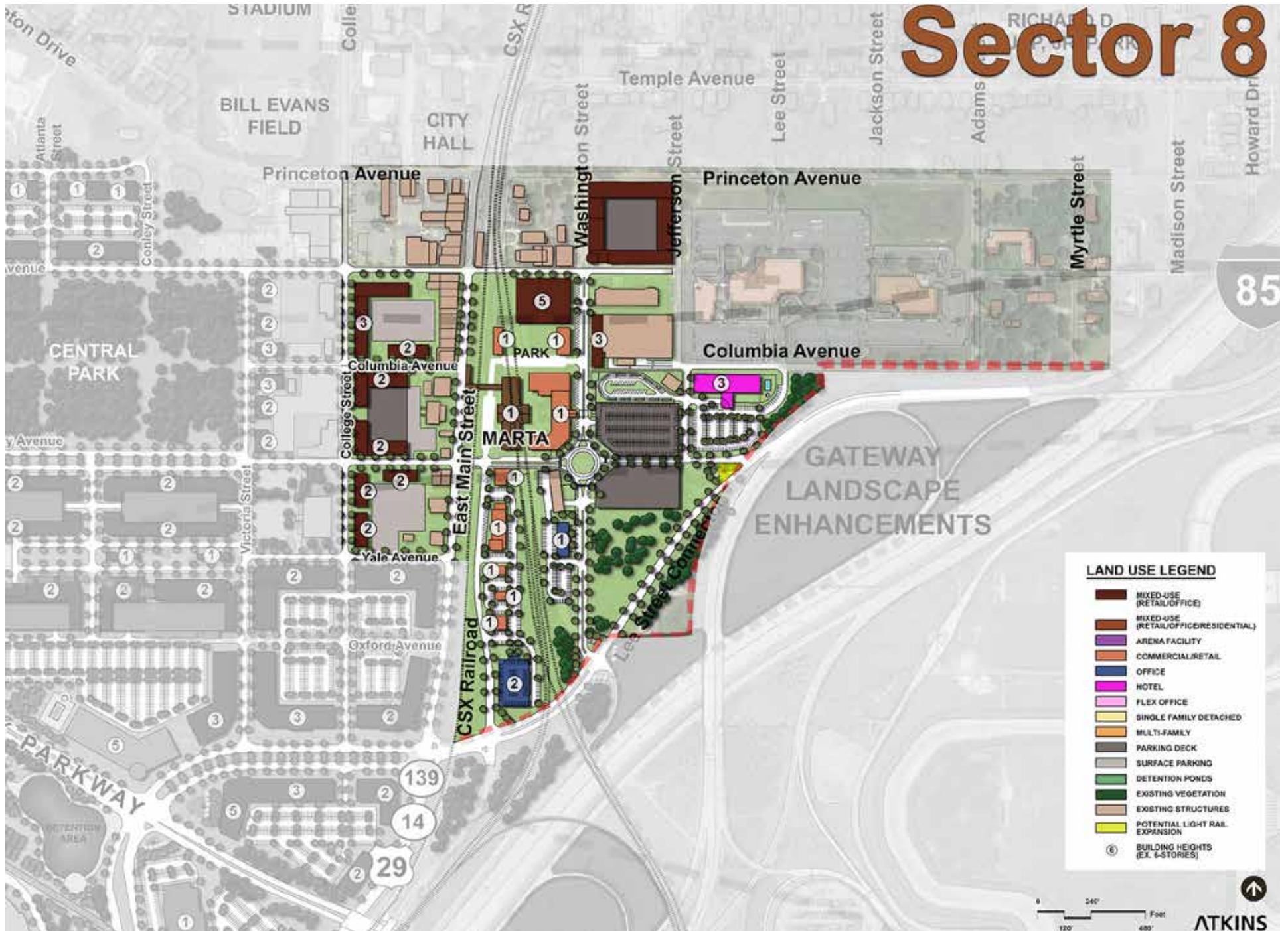


Figure 3.7-23 - Concept plan sector 8



3D Massing Model Sketch Looking Northeast.

Figure 3.7-24 - Concept Plan Sector 8

### 3.8 AIRPORT COORDINATION MEETING

On February 22, 2017 members of the Design Team attended the quarterly meeting between the City of College Park Staff and ATL Department of Aviation Staff in the executive offices at Hartsfield-Jackson Atlanta International Airport. A brief overview of the project and plans to date were presented to those attending for review and comment.

### 3.9 OPEN HOUSE PUBLIC MEETING

On April 27, 2017, a Draft Plan Open House took place at the Public Safety Community Room in the City of College Park. The overall draft plan as well as enlarged sector plans were on display on a series of boards around the room, and citizens were given brief presentations by members of the design team that were present. The planning team was present to answer questions and record comments from the public. Many positive comments were received, as well as other suggestions that were incorporated into the final plan.

### 3.10 TRANSPORTATION COORDINATION MEETING

On July 6, 2017, a transportation coordination meeting took place at the City Hall in College Park. Members of the Georgia Department of Transportation planning and engineering groups, the Atlanta Regional Commission, City of College Park staff, and the Atkins design team were present. An informal presentation was given of the process and master plan to date and a list of potential long term and short term action items were discussed. These action items were prioritized by those present and comments and feedback given was used in the final concept.

# CHAPTER 4 - PHASE THREE IMPLEMENTATION PLAN

4.1 Overview

4.2 Project Timeline

4.3 Short-Term and High Priority Action Items

4.4 Long-Term Action Items



## 4.1 OVERVIEW

The Action Plan spreadsheet that follows organizes the potential projects described and illustrated in the proposed conceptual masterplan into short-term and long-term projects. It also includes rough cost estimates that includes engineering, construction, and total costs. Please note that these are “planning-level” cost estimates and are intended to be used for budgetary purposes only. Engineering costs are generally assumed to be 10-15% of the estimated construction cost of each project. Right of way (ROW) costs are based on an average per-acre estimate of comparable land and similar projects and are not included in this chart but should be planned for. Construction costs are based on 2017 costs only and will vary based on the design of a project and the time at which it is designed and/or bid. A more detailed cost estimate should be generated and updated as implementation of individual projects is pursued by the City (Figure 4.1-1).

The project prioritization included in this Action Plan was developed in coordination with the Core Team, GDOT and ARC coordination meetings, and from input gathered through public meetings and other stakeholder input.

ACTION PLAN				
College Park LCI- Master Plan				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Five Year Action Plan (0-5 years)</b>				
<b>Public Policy Initiatives (0-5 years)</b>				
<b>Legal Investigation Regarding Avigation Easements or Deed Restrictions</b>	The City to pursue legal direction regarding current avigation easements or deed restrictions on residential property; for future development opportunities	2018	TBD	City
<b>Future Land Use Plan-(Revise and Adopt)</b>	Public Review Meetings; Revise with Community Input	2018	\$25,000	City/LCI
<b>Amend Zoning Ordinance per Conceptual Master Plan Land Uses</b>	Prepare for City Council Consultant to write and amend Zoning Ordinance	2018	\$25,000	City/LCI
<b>Prepare Design Guidelines for Conceptual Master Plan/LCI Study Area. Guidelines to include; site, architectural, streetscape, park/ greenspace, signage/wayfinding and parking.</b>	Prepare for City Council Review and Approval/Adopt Study Area requirements	2019	\$125,000	City/LCI
<b>Transportation Bicycle Initiatives (0-5 years)</b>				
<b>Complete the Global Gateway Connector Bridge and Trail</b>	Multi-Purpose Path/ Off Road Bike Path Facility 12' wide and Pedestrian Bridge over Camp Creek Parkway	2020	\$5,750,000	LCI
<b>Transportation Streetscape/Pedestrian/Light Rail Initiatives</b>				
<b>Camp Creek Parkway Master Plan</b> (from I-285 to I-85 +/- 16,000 L.F.)	Complete Master Plan study for vehicular, pedestrian, improvements along Camp Creek Parkway for a Multi-Modal Corridor to Include Six Travel Lanes, Landscaped Median, Potential Light Rail, Multi-Use Trail, Sidewalks, Lighting, Landscaping, and Street Furnishings	2018-2019	TBD	City/LCI
<b>Camp Creek Parkway Transportation Study Focused on Light Rail</b> (from I-285 to I-85 +/- 16,000 L.F.)	Complete Transportation Study that Provides Light Rail from The Airport Terminal to Camp Creek Marketplace Commercial Center, Potential Spur Routes to the Sky Train Should be Included in the Study	2018-2019	TBD	City/LCI
<b>Intersection Improvement at Camp Creek Parkway and Convention Center Concourse</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Landscaping	2020	TBD	LCI
<b>Intersection improvements at Camp Creek Parkway and Airport Drive</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Landscaping	2021	TBD	LCI
<b>Intersection improvements at Camp Creek Parkway and Global Gateway Connector</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Landscaping	2022	TBD	LCI
<b>Parks</b>				
<b>GICC Planning Gateway Park</b> (Southeast corner of Camp Creek Parkway and Gateway Parkway)	Open Space / Park Design to Enhance GICC Property In Conjunction with TS.4	2022	TBD	TBD
<b>Camp Fulton Truitt Planning</b> (Focus on Corporate Outdoor Team Building)	Planning Process to be held between City, Fulton County, GICC, & Camp Fulton Truitt to Revitalize and Improve Camp Fulton Truitt 4-H Center	2018	TBD	TBD
<b>Other Local Initiatives</b>				
<b>City to Coordinate with MARTA to Upgrade MARTA Facility (building, parking, signage and landscape)</b>	Work with MARTA Staff to Develop Improvements to the MARTA Station and Site	2017	TBD	TBD
<b>City to Coordinate with Airport and Delta for the Potential Expansion of the Conrac Facility Deck to the North</b>	Coordinate with Delta, Airport, & City to Build a Joint Parking Deck North of the Existing Conrac Facility for Conrac Expansion, Delta Employee Parking & Parking for Future Development Study to be based on Proposed Master Plan Densities and Land Uses	2018	TBD	CITY
<b>Prepare a Utility Master Plan for the Study area.</b>		2019	TBD	CITY
<b>Prepare a RFP to relocate the golf course and build residential development.</b>	Develop a Community Art and Sculpture Program for the Public Spaces	2018	TBD	CITY

Figure 4.1-1 - Five year action plan spreadsheet

## 4.2 PRIORITY PROJECTS

### SHORT-TERM AND HIGH PRIORITY

#### LCI FUNDING OPPORTUNITIES

As noted on the Action Plan spreadsheet, the City should pursue additional LCI funds for both short and long-term action items. Given the competitive nature and limited availability of LCI funding, it is difficult for an LCI community to be awarded more than one or two projects within a five-year period. Therefore, the design team has highlighted three “High Priority” short-term projects for the City to consider and concentrate efforts on. These projects were discussed as part of the GDOT and ARC transportation coordination meeting and were believed to be the best options for pursuing short term funding by those attending. This was due in part to the type of improvement being discussed as well as the transformational effect it would make in College Park. The three “High Priority” short-term projects are as follows:



Figure 4.2-1 - Transit character image - Potential opportunity on Camp Creek Parkway

### 1. Camp Creek Parkway Improvements

The Camp Creek Parkway corridor is truly the front door and first impression that visitors have for not only the proposed study area, but the City of College Park, Hartsfield Jackson Atlanta International Airport, and the City of Atlanta for millions of travelers a year. It is crucial to the success of potential developments within the study area that this corridor functions efficiently and is safe for those traveling in cars, on bikes, and on foot. It should set the tone and style for the quality of the developments that surround it. It should also provide easy to follow wayfinding signage to guide visitors. Along with wayfinding signage; public art and icon elements will provide a unique opportunity to brand the City and study area along the corridor. The project is proposed to extend from I-285 to I-85 for approximately 16,000 L.F. The project limits are well outside the original study area and outside the limits of the City of College Park. The City will need to partner with the Aerotropolis CID as well as the County to accomplish this task. The focus is on pedestrian and bicycle safety as well as beautification. The design team envisions the improvements along Camp Creek Parkway to create a true complete streets multi-modal corridor that includes travel lanes improvements, landscaped medians, paver median ends, potential light rail corridor, multi-use trails, sidewalks, lighting, landscaping, enhanced crossing points, decorative signal/mast arms, decorative wayfinding signage, transit stops, public art, street furnishings, and overhead utility relocation (Figures 4.2-1, 4.2-2, 4.2-3).



Figure 4.2-2 - Transit light rail character image - Potential opportunity on Camp Creek Parkway

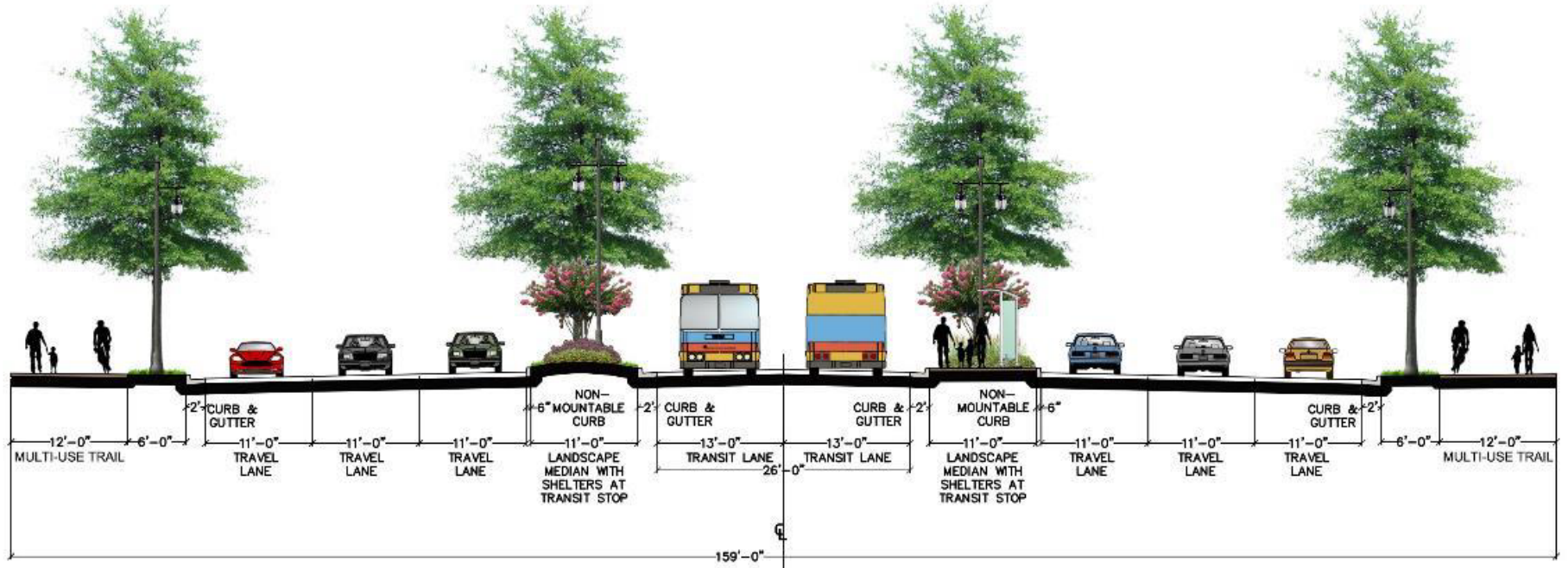
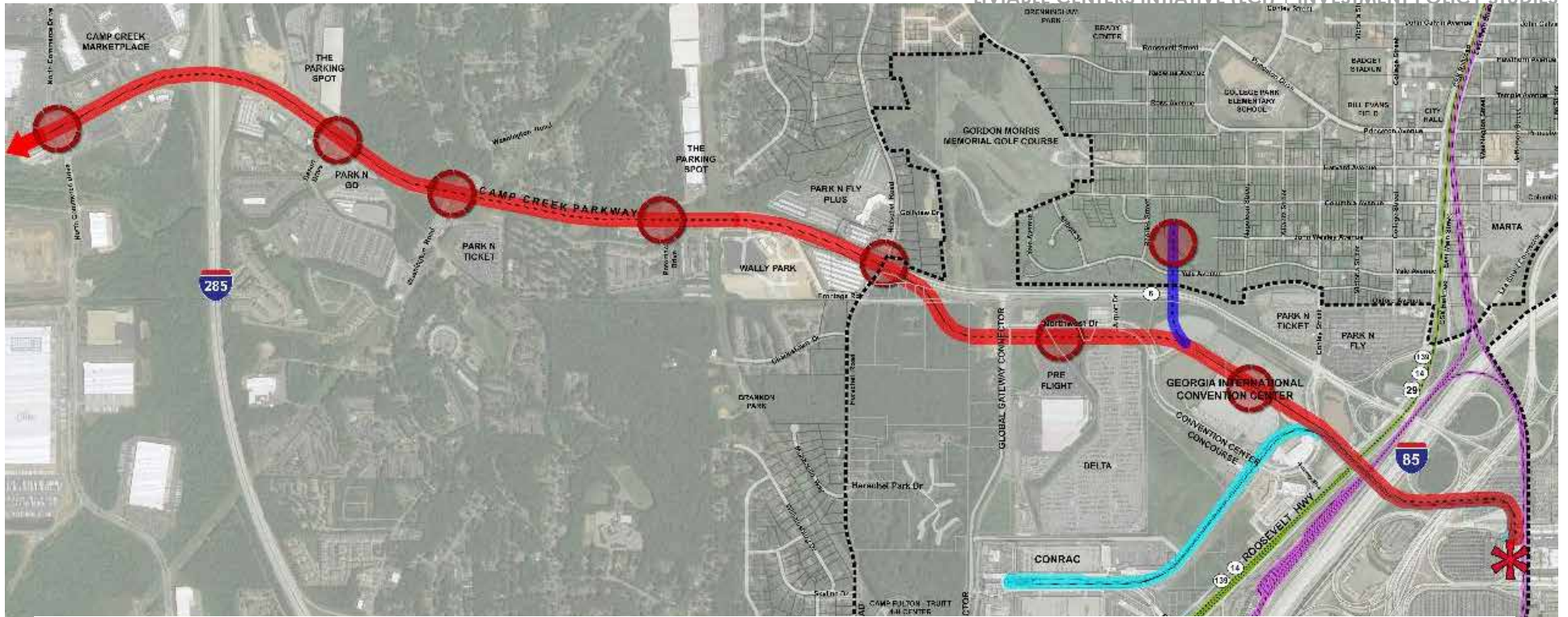


Figure 4.2-3 - Plan and section of multi-modal corridor for Camp Creek Parkway

## 2. Gateway Connector Extension

This project could truly be a transformative one for the City of College Park. It provides the ability to reenergize Historic Main street, improve pedestrian, bicycle, and vehicular safety and connectivity, and create a grand gateway to the City from Camp Creek Parkway. The design team sees this as the best opportunity to provide main street with direct access to Camp Creek, the GICC and surrounding development to the south. It also lends itself to a pedestrian friendly Live/Work street edge and provides a public green for icon elements, landscape and signage. The project is approximately 1,300 L.F. and will include complete vehicular and pedestrian improvements including wide ADA sidewalks, lighting, landscaping, site furnishings, decorative signal/mast arms, decorative wayfinding signage, pavement markings, a boulevard median with landscaping and paved ends, on-street parking, and bicycle facilities (Figure 4.2-4).

## 3. I-85 Southbound Exit 72 - Ramp to Downtown

This project looks at improving access from I-85 south to the College Park MARTA station, Main Street, the GICC, and proposed development projects that are part of the conceptual master plan. The new ramp would split from the existing south bound ramp and align with the Lee Street Connector and new Gateway Connector Extension project described in the text above. The first task in this process is to undertake a traffic study to obtain traffic counts and project demands based on current and future development demands within the study area. Once the study is complete the City will determine if the new ramp is justified. The proposed project contains a 2,800 L.F. section of off-ramp, road improvements and realignments. Once complete visitors traveling south on I-85 will have a more convenient direct access to the study area and new development projects (Figure 4.2-5).

## LCI UPDATES & LONGER-TERM LCI FUNDING OPPORTUNITIES

A requirement of all LCI communities is that they update the plan every 5 years to report on progress of projects and identify new needs or opportunities within the LCI area. Therefore, the City of College Park will need to perform a minor LCI plan update by 2022. This process will be followed by a major LCI plan update by 2027. The minor 5-year update provides an opportunity to better define the long term LCI projects noted in the Action Plan spreadsheet and align them with ongoing City priorities.



Figure 4.2-4 - Gateway Connector Extension  
(Main St. to Camp Creek Pkwy.)

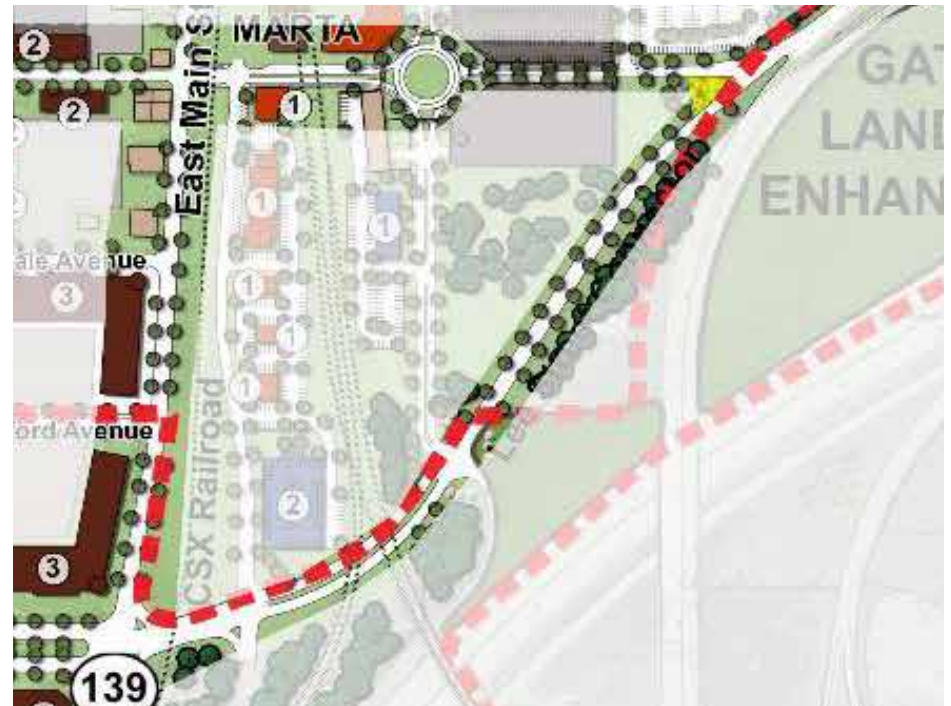


Figure 4.2-5 - I-85 Southbound Exit 72 - Ramp to Downtown  
(I-85 to Main St.)

## 4.3 ACTION ITEMS

<b>ACTION PLAN</b>				
<b>College Park LCI- Master Plan</b>				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Five Year Action Plan (0-5 years)</b>				
<b>Public Policy Initiatives (0-5 years)</b>				
<b>Legal Investigation Regarding Avigation Easements or Deed Restrictions</b>	The City to pursue legal direction regarding current avigation easements or deed restrictions on residential property; for future development opportunities	2018	TBD	City
<b>Future Land Use Plan-(Revise and Adopt)</b>	Public Review Meetings; Revise with Community Input	2018	\$25,000	City/LCI
<b>Amend Zoning Ordinance per Conceptual Master Plan Land Uses</b>	Prepare for City Council Consultant to write and amend Zoning Ordinance	2018	\$25,000	City/LCI
<b>Prepare Design Guidelines for Conceptual Master Plan/LCI Study Area. Guidelines to include; site, architectural, streetscape, park/ greenspace, signage/wayfinding and parking.</b>	Prepare for City Council Review and Approval/Adopt Study Area requirements	2019	\$125,000	City/LCI
<b>Transportation Bicycle Initiatives (0-5 years)</b>				
<b>Complete the Global Gateway Connector Bridge and Trail</b>	Multi-Purpose Path/ Off Road Bike Path facility 12' wide and Pedestrian Bridge over Camp Creek Parkway	2020	\$5,750,000	LCI
<b>Transportation Streetscape/Pedestrian/Light Rail Initiatives</b>				
<b>Camp Creek Parkway Master Plan</b> (from I-285 to I-85 +/- 16,000 L.F.)	Complete Master Plan study for vehicular, pedestrian, improvements along Camp Creek Parkway for a Multi-Modal Corridor to Include Six Travel Lanes, Landscaped Median, Potential Light Rail, Multi-Use Trail, Sidewalks, Lighting, Landscaping, and Street Furnishings	2018-2019	TBD	City/LCI
<b>Camp Creek Parkway Transportation Study Focused on Light Rail</b> (from I-285 to I-85 +/- 16,000 L.F.)	Complete Transportation Study that Provides Light Rail from The Airport Terminal to Camp Creek Marketplace Commercial Center. Potential Spur Routes to the Sky Train Should be Included in the Study	2018-2019	TBD	City/LCI
<b>Intersection Improvement at Camp Creek Parkway and Convention Center Concourse</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends	2020	TBD	LCI
<b>Intersection improvements at Camp Creek Parkway and Airport Drive</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Landscaping	2021	TBD	LCI
<b>Intersection improvements at Camp Creek Parkway and Global Gateway Connector</b>	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Landscaping	2022	TBD	LCI

<b>ACTION PLAN</b>				
<b>College Park LCI- Master Plan</b>				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Parks</b>				
<b>GICC Planning Gateway Park</b> (Southeast corner of Camp Creek Parkway and Gateway Parkway)	Open Space / Park Design to Enhance GICC Property In Conjunction with TS.4	2022	TBD	TBD
<b>Camp Fulton Truitt Planning</b> (Focus on Corporate Outdoor Team Building)	Planning Process to be held between City, Fulton County, GICC, & Camp Fulton Truitt to Revitalize and Improve Camp Fulton Truitt 4-H Center	2018	TBD	TBD
<b>Other Local Initiatives</b>				
<b>City to Coordinate with MARTA to Upgrade MARTA Facility (building, parking, signage and landscape)</b>	Work with MARTA Staff to Develop Improvements to the MARTA Station and Site	2017	TBD	TBD
<b>City to Coordinate with Airport and Delta for the Potential Expansion of the Conrac Facility Deck to the North</b>	Coordinate with Delta, Airport, & City to Build a Joint Parking Deck North of the Existing Conrac Facility for Conrac Expansion, Delta Employee Parking & Parking for Future Development	2018	TBD	CITY
<b>Prepare a Utility Master Plan for the Study area.</b>	Study to be based on Proposed Master Plan Densities and Land Uses	2019	TBD	CITY
<b>Prepare a RFP to relocate the golf course and build residential development.</b>	Develop a Community Art and Sculpture Program for the Public Spaces	2018	TBD	CITY

<b>ACTION PLAN</b>				
<b>College Park LCI- Master Plan</b>				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Long Term Action Plan (5 years +)</b>				
<b>Transportation Streetscape/Pedestrian Initiatives</b>				
<b>Gateway Connector Extension</b> (From Camp Creek Parkway to Main St. +/- 1,300 L.F.)	Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median, On-Street Parking	TBD	TBD	LCI
<b>I-85 Southbound Exit 72 - Ramp to Downtown College Park</b> (+/-2,800 L.F.)	Coordinate with GDOT for Potential Exit Ramp that would Provide Direct Access to MARTA, Downtown College Park, and the GICC	TBD	TBD	LCI
<b>John Wesley Ave. Streetscape</b> (From Main St. to Airport Dr. +/-3,700 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, On-Street Parking, Lighting, Landscaping, Site Furnishings, Landscaped Boulevard Median, Paver Median Ends, Decorative Wayfinding Signage, Decorative Signal/Mast Arms, Bicycle Facilities	TBD	TBD	LCI
<b>Airport Drive Extension</b> (From Camp Creek Parkway to John Wesley Ave. +/- 700 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median, Round-About	TBD	TBD	LCI
<b>Harvard Ave. Streetscape</b> (From Main St. to Napoleon St. +/-2,300 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA sidewalks, On Street Parking, Lighting, Landscaping, Site Furnishings	TBD	TBD	LCI
<b>College St. Streetscape</b> (From Harvard Ave. to Yale Ave. +/- 1,300 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, On Street Parking, Lighting, Landscaping, Site Furnishings	TBD	TBD	LCI
<b>Victoria St. Streetscape</b> (From Yale Ave. to Harvard Ave. +/- 1,300 L.F.)	Complete Vehicular and Pedestrian Improvements including wide ADA Sidewalks, On Street Parking, Lighting, Landscaping, Site Furnishings	TBD	TBD	LCI
<b>Victoria St. Realignment</b> (From Yale Ave. to Gateway Connection Extension +/- 800 L.F.)	Plan in Conjunction with IS.14, Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, On-Street Parking	TBD	TBD	LCI
<b>Columbia Ave. Streetscape</b> (From Main St. to Victoria St. +/- 950 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, On Street Parking, Lighting, Landscaping, Site Furnishings	TBD	TBD	LCI
<b>Yale Ave. Streetscape</b> ( From Main St. to Victoria St. +/-900 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, On Street Parking, Lighting, Landscaping, Site Furnishings	TBD	TBD	LCI

ACTION PLAN				
College Park LCI- Master Plan				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Riverdale Road Parkway Streetscape</b> (From Roosevelt Hwy to Herschel Road +/- 2,000 L.F.)	Complete Pedestrian Improvements along Roosevelt Hwy - Sidewalks, Lighting, Landscaping, Street Furnishings, Bicycle Facilities, Boulevard Median	TBD	TBD	LCI
<b>Global Gateway Connector</b> (From Camp Creek Parkway to Riversdale Rd. +/- 5,400 L.F.)	Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median, Bicycle Facilities, On Street Parking	TBD	TBD	LCI
<b>Intersection improvements at Riversdale Road and Global Gateway Connector</b>	Complete Vehicular and Pedestrian Improvements including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends	TBD	TBD	LCI
<b>Global Gateway Connector</b> (From Riverdale Road to West Point Ave. +/- 900 L.F.)	Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median	TBD		LCI
<b>Herschel Road Streetscape</b> (Western Study Area Limit From Camp Creek Parkway to Riverdale Road +/- 5,400 L.F.)	Complete Pedestrian Improvements along Roosevelt Hwy - Install On-Street Parking, Sidewalks, Lighting, Landscaping, Street Furnishings, Bicycle Facilities	TBD	TBD	LCI
<b>Riverdale Road Parkway Streetscape</b> (From Roosevelt Hwy to Herschel Road +/- 2,000 L.F.)	Complete Pedestrian Improvements along Roosevelt Hwy - Sidewalks, Lighting, Landscaping, Street Furnishings, Bicycle Facilities, Boulevard Median	TBD	TBD	LCI
<b>Airport Drive Extension</b> (From Camp Creek Parkway to Convention Center Concourse +/- 1,000 L.F.)	Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median, Round-About, Bicycle Facilities	TBD	TBD	LCI
<b>Convention Center Concourse Extension</b> (From Airport Drive to Herschel Road +/- 3,600 L.F.)	Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Signal/Mast Arms, Decorative Wayfinding Signage, Pavement Markings, Landscaped or Paver Median Ends, Boulevard Median, Bicycle Facilities	TBD	TBD	LCI
<b>Frontage Road</b> (Between Global Gateway Connector and Herschel Road +/- 1,700 L.F.)	Secure ROW, Complete Vehicular and Pedestrian Improvements Including wide ADA Sidewalks, Lighting, Landscaping, Site Furnishings, Decorative Wayfinding Signage, Pavement Markings	TBD	TBD	LCI

<b>ACTION PLAN</b>				
<b>College Park LCI- Master Plan</b>				
6-Jul-17				
Description	Description	Start Date	Total Project Cost	Funding Source
<b>Gateway and Signage Initiatives</b>				
<b>Locate Community Informational Kiosk in Key Locations within the Study Area</b>	Wayfinding Signage Improvements	TBD	TBD	CITY
<b>I-85 Southbound Landscape Gateway to Downtown College Park</b>	Implement the Gateway and Signage Design Guidelines In Conjunction with TS.3	TBD	TBD	CITY
<b>Parks</b>				
<b>Central Park Planning</b>	Park Design for Central Park	TBD	TBD	CITY
<b>Central Park Demolition</b>	Demolition of Conley St. and Atlanta St. between Harvard Ave, and John Wesley Ave. Demolition of Columbia Ave. Between Victoria St. and Napoleon St. as Required per the Park Design Process PR.1	TBD	TBD	CITY
<b>Public Art Program</b>	Develop a Community Art and Sculpture Program for the Public Spaces	TBD	TBD	CITY