

Downtown Stockbridge 2021 Strategic Work Plan

Vision: In 2031, Downtown Stockbridge is a lively and thriving place. Downtown offers its residents and visitors a successful blend of unique retail, restaurants, downtown residences, public art, and greenspace. It is bustling with activity: people are living, shopping, and dining in a walkable, safe environment. The heart of historic Downtown Stockbridge is beautiful - a well-designed place that is a magnet for families, young professionals, and retirees to live, work, and play. Residents and visitors can enjoy an evening out to dinner, attend a performance at the amphitheater, appreciate an art exhibit at the cultural arts center, view trains on the new viewing platform, attend a meeting at the conference center, or just hang out and enjoy a beverage of their choice. Downtown Stockbridge provides a peaceful atmosphere that encourages and supports creativity and entrepreneurship. ***Downtown Stockbridge is the bridge to prosperity and community!***

Community Transformation Strategies

1. Transportation and Pedestrian Experience (RSVP: *Downtown Connectivity* and *Downtown Design Guidelines*)
2. Business Activation and Development (RSVP: *Downtown Property Development* and *Downtown Design Guidelines*)

Rationale: In 2018, the City of Stockbridge commissioned a *Renaissance Strategic Vision & Plan*, delivered by the Carl Vinson Institute of Government. From the community input, collected by the plan’s producers and presented in the plan, Downtown Stockbridge, a partnership formed between the two boards serving the Stockbridge Main Street Program and the Downtown Development Authority, identified ten priority projects from the RSVP. During a joint planning session, the two groups determined that these transformation strategies are a much-needed catalyst for economic revitalization of downtown and will serve to achieve at least three of the ten priority projects and to realize Downtown Stockbridge’s 2031 Vision.

Wildly Important Goals

Transportation and Pedestrian Experience		Business Activation and Development	
Goal 1 DOWNTOWN CONNECTIVITY: PEDESTRIAN BRIDGE AND LOVE STEET SIDEWALKS (MULTI-MODAL TRAIL)	Goal 2 DOWNTOWN CONNECTIVITY: ALLEYWAY, BREEZEWAY, LOVE STREET, AND MLK, SR. MEMORIAL BRIDGE	Goal 1 CREATING AN ATMOSPHERE FOR SUSTAINABLE RETAIL AND DINING	Goal 2 TOURISM PRODUCT DEVELOPMENT
Definitions for Success <ul style="list-style-type: none"> • Pedestrian Bridge project will be 100% complete by December 2024 <ul style="list-style-type: none"> (A) Walkway Across Bridge 100% Complete by May 2022 (Next Event Season) (B) Safe Crossings at each end of the Bridge 100% Complete by May 2022 (Next Event Season) (C) Actual Pedestrian Bridge will be constructed by December 2024 • Love Street Multi-modal / Sidewalk Trail project will be 100% complete by June 2023 	Definitions for Success <ul style="list-style-type: none"> • Alleyway Project will be 100% complete by March 2022 • Breezeway Project will be 100% Complete by March 2022 • Downtown Beautification Program will be 100% Complete by December 2022 	Definitions for Success <ul style="list-style-type: none"> • Attract 3 new restaurants to the Downtown Area by January 2023 • Attract 3 retail stores to the Downtown Area 	Definitions for Success <ul style="list-style-type: none"> • Downtown Way-finding signage will be 100% complete by December 2021 • Welcome Center will be 100% complete by December 2021 • Strategy for Tourism Development will be 100% complete by December 2022 with full program and marketing implemented by December 2023. <ul style="list-style-type: none"> (A) MLK Legacy (B) Movie and Television Production (C) Downtown Multi-Modal Trails (Trail promotion strategy and implementation will be 100% complete by Summer 2023)

Community Transformation Strategy: Transportation and Pedestrian Experience

<p>Goal 1 DOWNTOWN CONNECTIVITY: PEDESTRIAN BRIDGE AND LOVE STREET SIDEWALKS (MULTI-MODAL TRAIL)</p>	<p>Definitions for Success</p> <ul style="list-style-type: none"> Pedestrian Bridge project will be 100% complete by December 2024 <ul style="list-style-type: none"> (A) Walkway Across Bridge 100% Complete by May 2022 (Next Event Season) (B) Safe Crossings at each end of the Bridge 100% Complete by May 2022 (Next Event Season) (C) Actual Pedestrian Bridge will be constructed by December 2024 Love Street Multi-modal / Sidewalk Trail project will be 100% complete by June 2023
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Partners: Norfolk Southern; GA Dept. of Transportation (GDOT); City Council; GA Dept. of Natural Resources (Grants?); Atlanta Regional Commission (Studies / Grants?); Community Development Director; Path Foundation (grants?); Connectivity Committee (to be created); TSW (City’s Architectural Firm); Falcon Design (City’s Engineering Firm); and Downtown Business Owners

Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Establish a Downtown Connectivity Committee to: <ul style="list-style-type: none"> Research bridges, pedestrian access, bike access, Define Trails Make recommendations on behalf of the MSP/DDA 	DDA to Convene Committee Members from DDA, Main Street, City Staff (Econ. Dev. Dir., Com. Dev. Dir. & Pub. Works Dir.)	Start by: August 2021 Complete by: 1 st Meeting by October 2021	
Hold discussions with Norfolk Southern Railroad about: <ul style="list-style-type: none"> Love Street Connectivity (Quite Crossing Location) Love Street Connectivity (Multi-modal Trail / Sidewalk) <ul style="list-style-type: none"> Pedestrian Walkway /Bridge (Needed due to Nolan St. Closing) Downtown Railyard 	City Manager to Initiate (w/ recommendations from the DDA, MSP, and Staff (MSP Mgr. Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Now in progress Complete by: December 2021	
Hold discussions with GA Dept. of Transportation (GDOT) about: <ul style="list-style-type: none"> Love Street Connectivity (Quite Crossing Location) Pedestrian Bridge Project <ul style="list-style-type: none"> Safe Crossings on N. Henry Blvd. 	City Manager to Initiate (w/ recommendations from the DDA, MSP, and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Now in progress Complete by: December 2021	\$1 million
Research and recommend/request funding sources for Pedestrian Walkway and Love Street Sidewalks	DDA and MSP to Initiate	Start by: August 2021 Complete by: December 2021	
Research and recommend/request funding sources for Pedestrian Bridge (Ultimate Goal for Downtown Pedestrian Transportation & Experience)	DDA and MSP to Initiate	Start by: August 2021 Complete by: December 2021	
Resume Master Plan in Alignment with Strategic Planning Goals set at the Joint DDA/Main Street Strategic Planning Session (6/12/2021)	DDA to Initiate (w/ Main Street Input)	Start by: August 2021 Complete by: December 2021	\$8,500

Tasks	Organization / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Design and get cost estimate for Love Street sidewalk connectivity (multi-modal path / sidewalk)	City Manager to Initiate Falcon, City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: August 2021 Complete by: December 2021	
Design and get cost estimate for MLK Sr. bridge redesign to include pedestrian walkway (Phase 1)	City Manager to Initiate Falcon, City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: December 2021; Complete by: February 2022	\$800K is on the 2021 TSPLOST
Design and get cost estimate for Pedestrian Bridge (Phase 2)	City Manager to Initiate Falcon and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: December 2021; Complete by: February 2022	
Design N. Henry Blvd. Safe Crossings	City Manager to Initiate GDOT, Falcon, City Manager, and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: August 2021 Complete by: December 2021	
Introduce concepts to community	DDA and Main Street	Start by: December 2022 Complete by: May 2022	
Continue to Design and get cost estimates for future Downtown traffic, pedestrian, and bike functions	DDA and Main Street to Initiate GDOT, City Manager, Falcon, and City Staff (MSP Mgr., Com. Dev. Dir., and Public Works Dir.)	Start by: December 2022 Complete by: May 2023	
Implementation of Pedestrian Walkway (Phase 1)	City Manager to Initiate DDA, Main Street, GDOT, City Manager, Falcon, and City Staff (MSP Mgr., Com. Dev. Dir., and Public Works Dir.)	Start by: TBD Completion by: May 2022	
Implementation of Safe Crossings on N. Henry Blvd.	City Manager to Initiate DDA, Main Street, GDOT, City Manager, Falcon, and City Staff (MSP Mgr., Com. Dev. Dir., and Public Works Dir.)	Start by: TBD Completion by: May 2022	
Implementation of Love Street Connectivity (Multi-modal Path / Sidewalk)	City Manager to Initiate DDA, Main Street, GDOT, City Manager, Falcon, and City Staff (MSP Mgr., Com. Dev. Dir., and Public Works Dir.)	Start by: TBD Completion by: May 2023	
Implementation of Pedestrian Bridge (Phase 2)	City Manager to Initiate DDA, Main Street, GDOT, City Manager, Falcon, and City Staff (MSP Mgr., Com. Dev. Dir., and Public Works Dir.)	Start by: TBD Completion by: December 2024	

Community Transformation Strategy: Transportation and Pedestrian Experience

<p>Goal 2 DOWNTOWN CONNECTIVITY: ALLEYWAYS AND BREEZEWAYS</p>	<p>Definitions for Success</p> <ul style="list-style-type: none"> Alleyway Project will be 100% complete by March 2022 Breezeway Project will be 100% Complete by March 2022 Downtown Beautification Program will be 100% Complete by December 2022
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Partners: City Council; Falcon Design; Vendor Wausau LLC; City Council; Vendor; High Grove; Public Works; TSW; Downtown Business Owners

Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Research and recommend/request funding sources for Love Street Sidewalks proposed multi-modal trails / Sidewalks, Alleyway Project, and Breezeway Project	DDA and MSP to Initiate MSP, City Manager, and City Staff (MSP Mgr. and Econ. Dev. Dir.)	Start by: August 2021 Complete by: December 2021	\$1 million \$385,000
Design and get cost estimate for Alleyway Project	City Manager to Initiate City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Now in Progress Complete by: December 2021	
Design and get cost estimate for Breezeway Project	City Manager to Initiate City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: August 2021 Complete by: December 2021	
Implement Alleyway Project	City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.) Selected Vendors	Start by: January 2022 Complete by: December 2022	
Implement Breezeway Project	City Manager and Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.) Selected Vendors	Start by: January 2022 Complete by: December 2022	
Create a Downtown Beautification Committee to Create a Downtown Beautification Strategy and make recommendations on behalf of the MSP/DDA Ideas: <ul style="list-style-type: none"> Planters / Landscaping Public Art 	Main Street High Grove, City Public Works, Other Vendors	Start by: January 2021 Complete by: March 2022	
Implement Downtown Beautification Strategy	Main Street	Start by: March 2022 Complete by: December 2022 (Program will be on-going)	

Community Transformation Strategy: Business Activation and Development			
Goal 1 CREATING AN ATMOSPHERE FOR SUSTAINABLE RETAIL AND DINING	Definitions for Success <ul style="list-style-type: none"> • Attract 3 new restaurants to the Downtown Area by January 2023 • Attract 3 retail stores to the Downtown Area by January 2023 		
Partners: Norfolk Southern; City Council & Mayor; HCDA; CD (internal); Georgia Power Co.; DDA; Main Street; and TSW (City of Stockbridge Architectural Firm)			
Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Hold discussions with Norfolk Southern Railroad about: <ul style="list-style-type: none"> • Quite Crossing Location (Love Street Connectivity) • Goal is to reach and agreement about implementing a Quite Crossing (Quiet Zone) in Downtown Stockbridge 	City Manager to Initiate (w/ recommendations from the DDA, MSP, and Staff (MSP Mgr. Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Now in progress Complete by: December 2021	
Get letters in support of Quite Crossing (Quite Zone) from DDA and Main Street boards to give to Norfolk Southern	DDA and Main Street	Start by: August 2021 Complete by: October 2021	
Implement quiet zone	City Manager, Norfolk Southern Railroad, City Staff (MSP Mgr., Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Start by: August 2021 Complete by: December 2022 (Complete Love Street by May 2023 – See Above)	
City purchase property	City Manager, Economic Dev. Director, City Council, Community Development	Ongoing	TBD
Recruit private investors	Economic Dev. Director, DDA	Ongoing	TBD
Revise and Downtown Design Standards (Downtown Design Guidelines) Note: Some of this work is currently being done via the City's UDC revisions	Main Street and DDA City Staff (MSP Mgr., Com. Dev. Dir., and Econ. Dev. Dir.)	Start by: August 2021 Complete by: December 2021	\$10,000
Submit letters of support from DDA and Main Street to the City Council and Planning and Zoning Board in support of the Revised Downtown Design Guidelines	Main Street and DDA	Start by: August 2021 Complete by: December 2021	
Acquire Market Data (Market Study)	Economic Dev. Director (Partner with Georgia Power?)	Start by: August 2021 Complete by: October 2021	\$8,500 (FREE if Partnered with Georgia Power?)

Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Complete City development “White Box” Project (114 MLK, Sr. Heritage Trail)	MSP Mgr. and Econ. Dev. Dir.	Start by: Now in Progress Complete by: December 2021	TBD
<p>Create and implement a strategy to market 114 MLK, Sr. Heritage Trail</p> <p>Ideas:</p> <ul style="list-style-type: none"> • Info on DDA and Main Street Websites • Creation of marketing materials for distribution to interested investors and potential business owners • Signage advertising availability in windows 	MSP and Economic Dev. Dir. (w/ recommendations from DDA)	Start by: October 2021 Complete by: January 2022	
<p>Downtown Business Recruitment and Retention:</p> <p>Create Strategy to work with current downtown business and property owners to:</p> <ul style="list-style-type: none"> • Market current businesses • Market vacant properties • Inform about Façade Grants and other opportunities for downtown businesses <p>Create and implement strategy and marketing plan to attract small businesses to the downtown area, while also retaining current businesses</p> <p>Ideas:</p> <ul style="list-style-type: none"> • Creation of an informational “Marketing Kit” for distribution to interested investors and potential business owners • Creation of a promotional video for downtown 	DDA and Economic Dev. Dir. (w/ recommendations from Main Street) City Staff (Occupational Tax Clerk, Econ. Dev. Dir., Com. Dev. Dir., and MSP Mgr.)	<p>Start by: August 2021 Complete by: December 2021 (First Recommendations)</p> <p>December 2022 (Full Program Established)</p>	

Community Transformation Strategy: Business Activation and Development

<p>Goal 2 TOURISM PRODUCT DEVELOPMENT</p>	<p>Definitions for Success</p> <ul style="list-style-type: none"> • Downtown Way-finding signage will be 100% complete by December 2021 • Welcome Center will be 100% complete by December 2021 • Strategy for Tourism Development will be 100% complete by December 2022 with full program and marketing implemented by December 2023. <ul style="list-style-type: none"> (A) MLK Legacy (B) Movie and Television Production (C) Downtown Multi-Modal Trails (w/ trail promotion strategy and implementation will be 100% complete by Summer 2023)
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Partners: King Center & Family; Ga. Historical Society; local artists; Hotel/Motel tax; Ga. Dept. Community Affairs; Falcon Design; Ga. Dept. of Transportation; construction contractors; architecture (TSW); property owners; Path Foundation; Norfolk Southern; Piedmont Hospital; citizens; grants

Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
Design, Fabrication and Implementation of Way-finding Signage directing visitors to and within the downtown area (historical locations & paths to landmarks in city)	Initiated by City Manager and City Council Falcon Design, City Staff (Com. Dev. Dir., Econ. Dev. Dir. and Pub. Works Dir.)	Now in Progress Complete by: December 2021 (as a part of the City's current Wayfinding project)	
Create a Tourism Product Development Committee to: <ul style="list-style-type: none"> • Research and Develop Tourism Opportunities in the areas of MLK Legacy, Movie/Television Production in Stockbridge, and Multi-modal Trails • Create a Tourism Product Development Strategy • Create a Tourism Marketing Plans • Research Funding Opportunities • Make recommendations on behalf of the MSP/DDA 	MSP to Convene Committee Members from DDA, Main Street, City Staff (Econ. Dev. Dir., and Com. Dev. Dir.)	Start by: October 2021 Complete by: December 2021	
Finish Welcome Center (bid approval, remodel and open) <ul style="list-style-type: none"> • decide who/what will be there (include features from "the Station" concept in the RSVP) 	Main Street and City Council	Now in Progress: Complete by: December 2021	\$80,000

Tasks	Organization(s) / Person(s) Responsible	Due Dates (Start & Complete)	Budget
<p>MLK Legacy Tourism:</p> <ul style="list-style-type: none"> • Research, plan, design, get family approval for a statue honoring the MLK Legacy • Work with Church to create an interactive experience for visitors 	<p>Tourism Product Development Committee DDA and Main Street</p>	<p>Start by: October 2021 Complete by: March 2023</p>	
<p>Establish Downtown Connectivity Committee to define and plan connectivity for downtown multi-modal trails that will span from the amphitheater through MLK SR trail to Clark Park and connect to Reeves Creek)</p> <p>NOTE: This task is also included above in Goal 1 - DOWNTOWN CONNECTIVITY: PEDESTRIAN BRIDGE AND LOVE STREET SIDEWALKS (MULTI-MODAL TRAIL)</p>	<p>DDA to Convene Committee Members from DDA, Main Street, City Staff (Econ. Dev. Dir., and Com. Dev. Dir., Public Works Dir., and MSP Manager)</p>	<p>Start by: August 2021 Complete by: Hold 1st Meeting by October 2021</p>	