

# Old National District Proposal

## **Old National Highway**

Much of the commercial development along the Old National Highway corridor was constructed during the early 1970's. Once the center of much economic activity, Old National Highway has since experienced significant decline and underinvestment. Recent population decline has had a negative impact on local consumer spending and retail sales, leading to high retail vacancy, declining commercial land values, and the continued presence of undeveloped commercial parcels.

## **National Main Street Model | Main Street America**

Main Street Programs aim to revitalize downtowns and commercial districts through preservation-based economic development and community revitalization. The National Main Street model commenced in 1977 with a pilot involving 3 towns: Galesburg, Illinois, Madison, Indiana, and Hot Springs, South Dakota. Since then, the program has been expanded to include many other towns. These may be statewide or regional "coordinating programs" or "local programs." Programs determined to be "Designated" follow best-practices established by the National Main Street Center and/or statewide or regional coordinating programs. A main street manager is appointed to implement the program locally.

Main Street America is also a special mark of distinction. It is a seal, recognizing that participating programs, organizations, and communities are part of a national movement with a proven track record for celebrating community character, preserving local history, and generating impressive economic returns.

## **Georgia Main Street Program**

The Georgia Main Street Program began in 1980 as one of the original pilot state coordinating programs of the National Main Street Initiative launched by the National Trust for Historic Preservation. The program launched with five local communities and has grown to serve 100+ communities statewide. Georgia Main Streets represent some of the strongest central business districts in the state and in the Southeast.

## **The Main Street Approach**

The Main Street Approach is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy.

Every community and commercial district is different, with its own distinctive assets and sense of place. The Main Street Approach™ offers community-based revitalization initiatives with a practical, adaptable framework for downtown transformation that is easily tailored to local conditions. The Main Street Approach helps communities get started with revitalization and grows with them over time.

The Main Street Approach is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference.

It encourages communities to take steps to enact long term change, while also implementing short term, inexpensive and placed-based activities that attract people to the commercial core and create a sense of enthusiasm and momentum about their community.

## **Important Partners for Success**

**OLD NATIONAL HIGHWAY MERCHANT'S ASSOCIATION** – The Old National Highway Merchant's Association provides a voice for businesses located along the commercial corridor.

**SOUTH FULTON CHAMBER OF COMMERCE** – The South Fulton Chamber is focused exclusively on economic development and business advocacy in South Fulton.

## **Main Street Four Points**

A program's work on Transformation Strategies should be organized around the Four Points: Economic Vitality, Design, Promotion, and Organization.

**ECONOMIC VITALITY** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

**SAMPLE: Economic Vitality Committee Program of Work:**

- District Vacant Property Inventory
- Shop Local Promotions
- Economic Development Week
- Pre-Development Fund
- Façade Grants
- Small Business Sustainability Grants

**DESIGN** supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

**SAMPLE: Design Committee Program of Work:**

- Public Art Program | Mural Projects
- Light Pole Banners
- Holiday Decorations
- Public Planters
- District Design Guidelines

**PROMOTION** positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

**SAMPLE: Promotions Committee Program of Work:**

- City Sponsored 5k for Old National
- Holiday Festivals & Events
- Old National Annual Awards
- Old National Arts Fest
- Old National Jazz Festival
- Old National Restaurant Week

**ORGANIZATION** involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

**SAMPLE: Organization Committee Program of Work:**

- Ribbon Cuttings
- Grand Openings
- Ground Breakings
- Mayor's Walk in the District
- Old National Discount Card
- Old National Membership Program
- Rise-n-Shine
- Works with Old National Merchant's Association

## **Similar Districts and Programs:**

### **Midtown Atlanta | Midtown Alliance:** [www.midtownatl.com](http://www.midtownatl.com)

Since its creation in 1978, Midtown Alliance has been the driving force behind the revitalization of Midtown.

Midtown Alliance is a non-profit membership organization and a coalition of leading business and community leaders – united in our commitment to Midtown as a premiere destination for commerce, culture, education and living.

The mission of the Alliance is to improve and sustain the quality of life for those who live, work and play here. The Alliance accomplishes this goal through a comprehensive approach to planning and development that includes initiatives to enhance public safety, improve the physical environment, and strengthen the urban amenities which give the area its unique character.

Creating and maintaining a livable, lovable community doesn't happen on its own. It's a full-time job, requiring the right mix of programs and capital projects to generate results today – while attracting continued investment to bring our community's long-term vision to life.

### **Atlanta Downtown | Central Atlanta Progress:** [www.atlantadowntown.com](http://www.atlantadowntown.com)

Downtown Atlanta, the historic center city, boasts walkable streets, an authentic urban atmosphere, well-known attractions, and undiscovered gems. From Sweet Auburn to the Centennial Park District, we invite you to experience Downtown's storied past and dynamic future.

Since 1941, Central Atlanta Progress, Inc. (CAP) has served as the leading advocate for the economic vitality and growth of Downtown Atlanta.

CAP is a member-based nonprofit organization funded through the investment of businesses and institutions committed to creating a vibrant Downtown Atlanta.

CAP has acted as a catalyst for a wide range of programs and projects for the improvement of the central city by convening key stakeholders in the public and private sectors and establishing consensus among public policy makers and private business leaders. Through careful research, planning, and attention to details, CAP has been a leader and advocate for Downtown Atlanta for more than 75 years.

### **Sweet Auburn Works:** [www.sweetauburnworks.com](http://www.sweetauburnworks.com)

Sweet Auburn is home to businesses, residents, and institutions, including the National Park Service, Georgia State University, and a number of churches.

More than 1 million+ visitors come each year to visit the Martin Luther King Jr. National Historic Site.

GSU's 30,000+ students pass through this neighborhood every day on their way to class. New businesses have opened, with more on the way. And investors are eyeing properties in the neighborhood with plans to invest.

Sweet Auburn is also home to the Atlanta Streetcar, which provides a convenient way to travel between the Sweet Auburn historic district, the heart of downtown Atlanta, downtown attractions, and Georgia State University.

### **Downtown Affiliate Network**

The Downtown Affiliate Network is available to communities, neighborhoods, and non-traditional business districts that have a strong commitment towards downtown development but have a desire for a more flexible approach in the revitalization of their downtown. Affiliate programs can participate in Main Street training and still retain limited access to all of the technical services offered by the Office of Downtown Development. Participating programs are not required to have paid staff, but it is encouraged.

Once all requirements have been met in the Transitional Work Plan, the District can be designated as a Classic Main Street Program.

### **Classic Main Street Program**

The Georgia Main Street Program has been an active contributor to the revitalization success of Georgia's historic commercial districts since 1980. All Classic Main Street Programs are designated by the state of Georgia and nationally accredited by the National Main Street Center annually. As part of the annual accreditation process all Classic Main Street communities are required to meet the 10 standards for accreditation. These standards place an emphasis on historic preservation education as well as economic development lending itself to an active and vibrant downtown.

### **Community Requirements to Establish a District:**

1. Appoint or contract with an entity to serve as the Board of Directors for the local Main Street Program.
2. Set and review boundaries for the target area of the local Main Street Program.
3. Employ a paid professional downtown manager/main street manager responsible for the daily administration of the local Main Street Program.
4. Provide for local Main Street Program solvency through a variety of direct and in-kind financial support.
5. Approve and sign MOU with Department of Community Affairs.



# 2018- 2019 Georgia Downtown Affiliate Network Memorandum Of Understanding

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MOU

4/1/2018

This document should be signed by all local parties and returned including original signatures to the Georgia Department of Community Affairs, c/o Tess Harper, 60 Executive Park South, NE, Atlanta, Georgia 30329 by July, 1, 2018.

**GEORGIA DOWNTOWN AFFILIATE NETWORK  
MEMORANDUM OF UNDERSTANDING**

**2018 - 2019 Program Year**

This agreement is entered into and executed by the Georgia Department of Community Affairs Office of Downtown Development (hereinafter referred to as "DCA") and the City/Town of \_\_\_\_\_, Georgia (hereinafter referred to as "Community"). DCA will enter into this agreement with the above party to provide services in return for active and meaningful participation in the Georgia Downtown Affiliate Network by the Community as specified below.

This agreement outlines the necessary requirements set forth by DCA for the Community's participation in the Georgia Downtown Affiliate Network for 2018. DCA is the sponsoring state agency for the Georgia Main Street program and is licensed by the National Main Street Center (hereinafter referred to as "National Program") to designate, assess, and recommend for accreditation cities within the State of Georgia.

Those communities that participate in the Georgia Downtown Affiliate Network will receive a national designation from the National Main Street Center as a Main Street America Affiliate™ community. As members of this designation level your community, program or organization has demonstrated a commitment to comprehensive community revitalization and is on the pathway to achieving meaningful economic, social, physical and organizational improvements in the downtown or historic commercial district. Affiliate status is for programs, districts, or communities that are interested in learning more about the Main Street model and would like to tap into the national network's strategies and resources, as well as for those who do not have the capacity, or who are not eligible for higher levels of Main Street America™ designation.

In recognition of the agreement by DCA and the Communities, the parties have agreed to the following:

**ARTICLE 1: THE COMMUNITY AGREES TO—**

1. Broadly engage community stakeholders in the revitalization process;
2. Work with stakeholders to identify a unified vision for success for the district along with appropriate success indicators;
3. Develop diversified and sustainable funding sources to support your efforts;
4. Participate in available training, professional development, and networking opportunities to strengthen leadership capacity and deepen knowledge of the Main Street Approach™ and community revitalization field;
5. Maintain membership with the National Main Street Center, in order to be eligible for national designation.
6. Appoint a person within the community or organization to serve as the main point of contact with DCA.
7. Set and review boundaries for the target area of the local Downtown Affiliate Network program.
  - A. A copy of these boundaries should remain on file with DCA at all times.
8. Use the "Main Street America Affiliate™" name in accordance with the National Main Street Policy on the Use of the Name Affiliate.
9. Notify DCA in writing prior to any wholesale changes in the local program.

**ARTICLE 4: DCA AGREES TO—**

1. Supervise all communications between the Community, state government agencies and the National Main Street Center as it relates to the local Main Street America Affiliate Program.
2. Provide access to a curriculum of training on an annual basis to assist the community, volunteers, downtown manager and the Affiliate Program Board with the local downtown revitalization program.
3. Provide a detailed Transition Strategy to assist local Downtown Affiliate Network programs who want to pursue the Classic Main Street Program designation.
4. Provide access to resource materials, sample codes and ordinances, organizational documents, and templates for local programs.

**ARTICLE 5: ALL PARTIES AGREE THAT—**

1. This agreement shall be valid through June 30, 2019.
2. This agreement may be terminated by DCA or the Community by written notice of 60 days. Termination of this agreement by the Community will result in the loss of local Downtown Affiliate Network Designation.
3. If the Community fails to fulfill their obligations set forth in this agreement, DCA reserves the right to determine a course of action for the local Affiliate Program as it deems appropriate. Such course may include probation or termination of designation.
4. Any change in the terms of this agreement must be made in writing and approved by both parties.

**GEORGIA DOWNTOWN AFFILIATE NETWORK  
MEMORANDUM OF UNDERSTANDING: 2018/19 Program Year**

THIS AGREEMENT IS HEREBY EXECUTED BY AND BETWEEN THE PARTIES BELOW:

LOCAL GOVERNMENT (COMMUNITY): \_\_\_\_\_

\_\_\_\_\_  
Mayor/Chief Elected Official's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date Term Expires

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DESIGNATED POINT OF CONTACT

\_\_\_\_\_  
Name of Contact

\_\_\_\_\_  
Contact's Phone Number

\_\_\_\_\_  
Contact's Email Address

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Contact's Mailing Address

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GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS  
OFFICE OF DOWNTOWN DEVELOPMENT  
GEORGIA MAIN STREET PROGRAM

*Jessica Reynolds*

\_\_\_\_\_  
Director's Signature

April, 3 2018  
\_\_\_\_\_  
Date

Jessica Reynolds  
Director, Office of Downtown Development  
Georgia Department of Community Affairs  
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Atlanta, Georgia 30329

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This guide is to serve as a resource for communities interested in becoming a designated Main Street America™ city. The benchmarks and objectives outlined below make-up the necessary steps that must be taken to earn this designation.

### Benchmark Overview

- Participate at the Affiliate level
- Hire a full-time manager
- Define the Main Street district
- Appoint a board of directors
- Create a work plan
- Create budget to support the work plan
- Complete required training
- Develop preservation ethic
- Complete 12 months of reporting
- Make formal presentation to DCA

### Objective 1: Getting Started

- Sign Affiliate Memorandum of Understanding
- Develop job description and program budget
- Provide DCA with Main Street director's job description
- Advertise Main Street director position
- Provide DCA with new Main Street director's contact information
- Designate an office location for the Main Street director
- Join the National Main Street Center at the "Designated Member" level

### Objective 2: Board Development

- Designate a Main Street district
- Pass resolution adopting Main Street boundaries
- Provide DCA with a copy of boundaries and resolution
- Determine who will serve on Main Street board
- Complete the board roster template, provided by DCA
- Adopt Main Street Board bylaws
- Create a vision statement
- Create a mission statement
- Become Main Street 101 certified

### Objective 3: Community Engagement

- Approve meeting agenda for community visioning session
- Advertise community visioning session 30 days in advance
- Invite local media and elected officials to the meeting
- Ensure meeting space is accessible and meets ADA standards
- Choose a time that allows for optimal participation
- Provide a sign-in sheet and keep as a record of attendance
- Provide opportunity for public input and questions
- Create a follow-up summary about the meeting

### Objective 4: Work Plan Development

- Bring in a third-party facilitator to develop community transformation strategies and comprehensive downtown work plan
- Identify goals and objectives to support strategies
- Develop a budget to support the plan of work
- Identify revenue sources
- Identify smaller, individual tasks and jobs
- Assign jobs to board members and committee volunteers
- Identify timeline to implement the work plan

### Objective 5: Preservation Ethic

- Develop a comprehensive list of historic properties
- Develop a baseline business report categorizing and noting all businesses within the district
- Identify new or existing ordinances to support good downtown design practices
- Develop or identify incentives to support preservation rehabilitation projects
- Host a preservation-related training or activity
- Attend a preservation-focused training session

### Objective 6: Director's Objectives

- Complete Main Street 101 certification
- Complete 12 months of consecutive monthly reports
- Participate in 30 hours of downtown development training
- Attend the annual Georgia Downtown conference or the Main Street Now conference
- Join the Managers Facebook group
- Sign-up to receive the Georgia Main Street newsletter

### Objective 7: Accreditation

- Set a date for Main Street presentation with DCA
- Invite elected officials and board members to attend
- Prepare presentation for DCA using provided template

### Objective 8: Designation

- Determine if all above objectives have been met
- Make recommendations for next steps
- Conduct a community site visit

## Tips, Tricks and Things to Note

**The Main Street Manager's position is full time.** Per the Memorandum of Understanding, managers are required to spend at least 75 percent of their time focused on downtown projects and programming.

**The Main Street budget should represent diversified revenue streams** and should be robust enough to support salaries, office space, supplies and staff/board training.

**All documents should be shared with DCA via Dropbox.** To gain access to your programs Dropbox folder, please email our team. Note: Your Main Street Program will need its own Dropbox account to connect to your DCA-designated Dropbox folder.

**Main Street 101 is now offered entirely online.** This information is free to everyone, but all managers and board members must become Main Street 101 certified, which does have a cost associated with it.





# GEORGIA

MAIN STREET

In Georgia's  
**Main Street Cities**  
in fiscal year 2017-2018 . . .

**T**he elite cities that have earned **Georgia Main Street** status — more than 100 of them — boast some of the strongest central business districts in the state and across the Southeast. They lead Georgia cities in both small business development and job creation, leveraging private and public investment for the preservation and revitalization of the state's historic commercial districts.

**1,159** OPEN  
**businesses**  
opened or expanded leading  
to the creation of  
**3,059**  
**net new jobs**

**657**  
**buildings**  
were rehabilitated  
for a total impact of  
**\$61**  
**million**

**\$533** million  
was invested in private/public  
projects in Georgia Main Street  
communities, accounting for  
**14%**  
of the National  
Main Street program's  
economic impact



**892**  
**downtown  
housing units**  
equaling a  
**\$120 million**  
investment

**Reinvestment Ratio**  
 **\$26:\$1**   
The amount of new investment that occurs, on average,  
for every dollar a participating community spends to  
support the operation of its Main Street program

**492** **public  
improvement  
projects**  
were funded, which  
created an impact of **\$42** million

## PLACEMAKING WITH **IMPACT**

ROME



**GROWING  
BUSINESS.  
PRESERVING  
HISTORY.**

georgiamainstreet.org  
mainstreet@dca.ga.gov

 gamainst  
 gamainst  
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Photo courtesy of the Georgia Department of Economic Development