



AGENDA
Sandy Springs Revitalization, Inc.
Executive Board Meeting
24 August 1994

Review Status of First-Month Objectives

Review Organizational Draft

- Committee setup
- Volunteer activities
- Block Captains

Review Draft Budget

Review Logo drafts

Marketing/Publicity

- Vision/Mission Statement
- Sandy Springs Festival Supplement
- Sandy Springs Festival
- North Fulton Guide

Projects

- Gateways
 - Banners
 - landscape maintenance
 - Urban Resources Partnership Grant Application (due ! Sept)
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OBJECTIVES

FIRST YEAR

- 1. Achieve membership of 10% of businesses and owner-occupied residences in the first-year area and active volunteer structure by end of first year**
- 2. Have significant demonstration project underway by fourth quarter**
- 3. Have functioning development management system in place**
- 4. Achieve 100% match of County funds**

FIRST QUARTER

- 1. Have entire office organization and graphics program in place by 1 October**
 - 2. Negotiate and agree relationship with Greater North Fulton Chamber of Commerce**
 - 3. Complete research on major donors and approach all for contributions**
 - 4. Complete detailed physical and socio-economic data-gathering on First-Year Area**
 - 5. Develop thematic presentations and public education program including newsletter and begin distribution**
 - 6. Identify First-Year Demonstration Project**
 - 7. Structure and initiate development management system, including documentation, in conjunction with Fulton County**
 - 8. Prepare CID/TIF plan for next legislative session**
-



FIRST MONTH

1. Complete ISTEA application for 15 August submission

STATUS: COMPLETE

2. Have office set up and basic office organization in place by 1 September

STATUS: 70% COMPLETE

3. Prepare first-year operating budget by 15 August

STATUS: COMPLETE (DRAFT)

4. Set public agenda and prepare leave-behind flyer and press releases to disseminate message by next Board meeting

STATUS: 30% COMPLETE

5. Have membership organization and volunteer program defined by next Board meeting

STATUS: 60% COMPLETE

6. Identify and begin research on group of major donors

STATUS: PENDING

7. Confirm boundaries of first-year program by next Board meeting

STATUS: PENDING

8. Gather names of all organizations in area and make initial contact

STATUS: 25% COMPLETE

9. Identify all property owners and managers on Roswell Road and make initial contact

STATUS: 45% COMPLETE

10. Make initial contact with all utilities involved in Roswell Road corridor to review agreements from Revitalization Plan

STATUS: 30% COMPLETE

11. Complete briefings by all Revitalization Plan consultant team members

STATUS: 25% COMPLETE



COMMITTEE STRUCTURE

Fundraising

Membership

Maintenance & Security

Transportation

Public Relations/Promotion

Urban Design and Planning

Physical Inventory

Design Standards

Government Relations

Retail

Volunteer Activities

Office management

Answer Phone/Filing

Computer Data Input

Slide Cataloguing

Field Inventories

Research

photography

Canvassing

Block Captains

Writing Articles, Grants, etc.

Graphic design, drafting, rendering

Street Clean-up

Monitor Government activities

Public Speaking

Fundraising



OTHER ACTIVITIES

Initial Contacts

DeDe Boles, Metro Bank (Eva Galambos)
Martha Winover, Bank South (Don Bland)
Walker Scott, Jr., GaDOT Urban Design Section (Harry Morgan)
Joe Palladi, GaDOT Urban Design Section (Harry Morgan)
Julian LeCraw, Jr. (Harry Morgan)
Bert Riddle, GaDOT Traffic Operations (Jude Willcher)
Joe Ragland, GNFC of C (Ron Womack)
Bruce Alterman, the Brickery (Jim Anderson)
Jim Morris, Wachovia Bank (Jim Anderson)
John Freeman, Wachovia Bank
Junie Brown, Sandy Springs Foundation
Anna Bradley, Sandy Springs Festival (Junie Brown)
Nancy King, Georgia Power Company (Junie Brown)
Saralyn Oberdorfer, Sandy Springs Foundation (Junie Brown)
Greg Pyne, Brooklyn Cafe (Junie Brown)
Laurie Cronin, Sandy Springs Office Supply
Mike Pentland, Radio Shack
Harold Wendler, Bonnie's Hallmark
Bill Parrish, Georgia Trust for Historic Preservation
Bruce McGregor, Georgia Building Authority
Rick Simonetta, MARTA
Lauren Adkins, National Main Street Center
George Edwards, Atlanta Preservation Center
David Haddow, Fairlie-Poplar Implementation Task Force
Paul Kelman, Central Atlanta Progress
Yolanda & Larry Jones, *North Fulton Guide* (Ron Womack)



LONG-TERM ACTIVITIES

I. Administration

A. Set up Office

1. Furniture

- a) Desks & chairs (3) (donated by Bank South)
- b) File Cabinets (2 4-dwr lateral 1 2-dwr lateral) (donated by Bank South)
- d) Conference table to seat 14-16 (donated by Bank South)
- e) Reception Seating & tables (donated by Bank South)
- f) Work table (3' x 6' min) (donated by Bank South)
- g) Supplies storage cabinet or closet

- c) Book shelves (50 Lf., min.) (Loaned by Oakdale)
- h) Map file
- i) Lighting

2. Office Equipment (to be borrowed and/or donated)

- a) Copier
- b) Fax with broadcast function (Loaned by Oakdale)
- c) Telephones (2-3) (Loaned by Oakdale)
- d) Computer & Printer
- e) Paper cutter

B. Negotiate partnership with GNFCC

Preliminary Meeting scheduled for early September

II. Legislation

A. Local

1. Examine Development Management Processes

- a) Permit approval process
- b) Overlay Zoning Districts

2. Refine Guidelines and Maintenance programs



B. State

1. **implement the residential portion of the CID, approval of the state legislature will be required.**

III. Acquisition & Construction

A. Public/Right of Way

1. **Identify all proposed and pending public projects related to our Project and initiate coordination activities**
2. **Determine existing maintenance programs**

B. Private development

1. **Identify pending private development and rehab projects to coordinate with project**
2. **Negotiate agreements with suppliers to stock fixtures, products and plant materials specified in guidelines and provide at discounted prices**

IV. Funding

A. Administrative & Marketing

1. **Complete 501(c)3 designation process**
2. **Approach new corporate residents for donations**
3. **Solicit corporate sponsors for marketing materials**

B. Construction

1. **Complete ISTEAs application in conjunction with Fulco**
2. **Approach corporate owners to institute program**

C. Long-term

1. **Begin working with Arthur Anderson, Fulco and Legislature to refine tax program and implementation**

V. Marketing

1. **Prepare Leave-behind brochure describing project**
 2. **Develop databases, mailing lists and market profiles of the major District constituents, e.g.,**
 - a) **Commercial Property Owners**
 - b) **Residential Property owners**
 - c) **Neighborhood Associations**
-



- d) Merchants Associations/Chamber of Commerce
- e) Professional Associations
- f) Civic/Benevolent groups
- g) Religious groups
- h) Major commercial tenants

3. Develop surveys of various constituencies to determine how we can best serve them

A. Community Involvement

1. Meet with and update all parties involved in initial planning study
2. Develop Membership committees and programs
3. Develop "Block Captain" program
4. Develop Volunteer Roster & Programs
 - a) Administration
 - b) Management & Maintenance
 - c) Marketing /Programs/Public Relations
 - d) Design & Construction
 - e) Legislative

B. Public Education

1. For passage, Community Improvement Districts and TIF districts depend upon the approval of a certain percentage of property owners by number and by property value. To be most effective, a marketing program will need to identify these characteristic of ownership and target the most necessary and most receptive property owners.
2. Prepare multi-part series on issues for publication in local print media
3. Create and distribute monthly newsletter or flyer
 - a) Mail
 - b) Utility bill stuffers

C. Promotion

1. Build relationships with appropriate media contacts
2. Analyze various communications vehicles in light of market segments
3. Develop informational approaches to various District groups
4. Begin canvassing district

VI. Planning & Design



POTENTIAL VISION & MISSION STATEMENTS

VISION

To create a heart for Sandy Springs that will provide a focal place for major cultural events and community activities (*SSR Plan*)

To create a physical and cultural focus for Sandy Springs that will embody the area's sense of community and give a voice to its concerns

To create a unified physical image for the Roswell Road corridor that will enhance the community's self-image and competitive position in the Atlanta metro area

To create a high-quality physical image for Sandy Springs that expresses its goals as a community

MISSION

To plan, direct and implement *the Sandy Springs Revitalization Plan (By-laws)*

To create a community planning and management process that will foster balanced growth, community spirit and commercial vitality

To serve as a clearinghouse and coordination point for community activities

To provide representation for all community interests involved in implementation of the *SSR Plan*



Marketing

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 - a) Commercial Property Owners
 - b) Residential Property owners
 - c) Neighborhood Associations
 - d) Merchants Associations/Chamber of Commerce
 - e) Professional Associations
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 - h) Major commercial tenants
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- A. Community Involvement**
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VI. Planning & Design



POTENTIAL VISION & MISSION STATEMENTS

VISION

To create a physical focus for Sandy Springs that will provide a unified image for the community that embodies the area's sense of community, enhances competitive position of its business district in the Atlanta metro area and sustains its position as a hospitable residential area.

MISSION

To plan, direct and implement *the Sandy Springs Revitalization Plan (By-laws)* by identifying and advancing viable development processes, projects, and resources that promote the organization's vision.

APPROACH

Sandy Springs Revitalization, Inc. will differentiate itself from other community organizations by emphasizing its role as a positive doer. In the end plans are implemented by doing Projects. Sandy Springs Revitalization will position itself as a community/economic development organization that conceives, structures ("packages"), advances actual projects developed that will be comparable to phases of a single large-scale project.

It will focus on developing the information bases and network of participants that can actually accomplish the tasks necessary to deliver projects.

MARKETING STRATEGY

Marketing will be primarily by direct appeal, educational community events, participation in complementary community organizations and editorial recognition.

Direct appeal includes direct mail of letters and newsletters to targeted community groups and individuals, personal contacts by board members and the program manager to solicit commitments of time and/or funds and other considerations.

Public presentations by speakers supported by audio-visual materials is also an aspect of direct appeal. These presentations may include programs at meetings of area organizations, public "town meetings" and receptions

Direct appeal also includes developing and providing resources to the various target constituencies in the community which they can view as valuable. An example might be a trade area analysis and recommendations on how independent business may compete effectively primer with national retailers, an origin-destination study of shoppers in the district or working with neighborhoods to develop crime-prevention programs.

Educational events may include topical presentations by notable guest speakers such as Joel Garreau, author of *Edge City*, private real estate developers, mayors and businesspeople who have participated in community revitalization efforts, Georgia Power representatives reviewing their energy efficiency or alternative-fuel vehicle programs, or similar types of events.

Events that demonstrate particular unrecognized and under-utilized aspects of the community or promote local interaction, such as the Sandy Springs Festival and the Sandy Springs Chew-Chew are already doing may also be incorporated in the Educational Events activities.



Editorial recognition will be promoted through developing contacts primarily in the local print media and public radio, although we will also target some regional publications such as *Georgia Trend* and *Southern Living*. These publications will not only give us broader exposure and credibility but potentially provide us a source of materials through reprints.

We will purchase no commercial print or broadcast advertising. We may, upon further research, sponsor a portion of a public radio or television program.

**SANDY SPRINGS REVITALIZATION, INC.
1995-1996 PROJECT YEAR
ORGANIZATION AND WORKPLAN**

*Urban
Forestry
grant \$*

*Pres
Traffic
Light
Buses*

1. DEFINE NATURE AND ROLE OF SSRI

1.1. PURPOSE: *SSRI has three purposes:*

- 1.1.1. Provide a mechanism to facilitate identification and definition of community development projects in heart of Sandy Springs and to coordinate their implementation
 - 1.1.1.1. articulate community goals
 - 1.1.1.2. develop detailed community physical plans
 - 1.1.1.3. develop funding mechanisms for plans and plan elements
- 1.1.2. Advocate by example balanced and imaginative community planning and redevelopment in process of above
- 1.1.3. Market projects and the project development process to the Sandy Springs Community and to pertinent outside groups to help underpin projects' success

1.2. Organization

- 1.2.1. As a coordinative entity, SSRI should not duplicate any existing program or initiative in Sandy Springs. All activities should be either in support of, and jointly with, existing organizations unless the activity does not fall within the mission of any existing organization.
- 1.2.2. The membership of SSRI will be focused on organizations. Individuals' contributions will be accepted as volunteer assistance, either on special projects or administrative needs.
- 1.2.3. Dues structure will be subdivided into for-profit and not-for-profit groups.
 - 1.2.3.1. Not for Profit memberships will be sought from
 - 1.2.3.1.1. Fraternal organizations
 - 1.2.3.1.2. Civic organizations
 - 1.2.3.1.3. Neighborhood Associations
 - 1.2.3.2. For Profit membership will be sought from local business entities, primarily
 - 1.2.3.2.1. Utilities
 - 1.2.3.2.2. Banks
 - 1.2.3.2.3. Commercial Property Owners
 - 1.2.3.2.4. Commercial Property manager
 - 1.2.3.2.5. Real Estate Brokcrages
 - 1.2.3.2.6. large area corporations
 - 1.2.3.3. Dues (see attached for detail)
 - 1.2.3.3.1. Non-Profit: based on membership/no. households, etc.
 - 1.2.3.3.2. For Profit: based on market size, rentable square footage, etc.
- 1.2.4. Membership will be subdivided into eight "Councils" based on the four primary organizational objectives and the four primary districts defined in the Plan: Urban Design, Transportation and Neighborhood Preservation, Marketing, and Finance, The Suburban Corridor District, the Southern Commercial District, the Main Street District and the Northern Commercial District.
- 1.2.5. Objectives Councils will provide support for District Councils in preparing and implementing district master plans.

1.3. PROJECT MANAGER'S EFFORTS- PM will focus his efforts on

- 1.3.1. Day-to-day operations and public communications, including
 - 1.3.1.1. defining staffing and budget needs
 - 1.3.1.2. regular personal contact with "players" in community for info and feedback
 - 1.3.1.3. Mailings and notifications
 - 1.3.1.4. press contact
 - 1.3.1.5. interface with government staffs
- 1.3.2. Development, monitoring and management of annual and three-year workplans
- 1.3.3. Support for Board-led initiatives , e.g., development of detailed workplans, resource compilation, report preparation
- 1.3.4. efforts focused on Urban Design: 1995-96 Project focus will be on transportation issues and projects

1.4. **BOARD MEMBERS' EFFORTS** Board members, should

- 1.4.1. establish policy and priorities, set direction
- 1.4.2. guide and assure effectiveness of the organization
- 1.4.3. take the leadership role, typically in teams of two, in advancing efforts in a particular issue area, e.g., urban design, financing initiatives, fundraising, marketing, including
 - 1.4.3.1. recruiting volunteers
 - 1.4.3.2. organizing work efforts of committees/workgroups/task forces
 - 1.4.3.3. promoting projects among community leaders and soliciting support.

1.5. *Board Composition*

- 1.5.1. Expand board to fifteen to eighteen members
- 1.5.2. Designate several slots specifically for representatives of key community organizations (since several are already represented, this should not be cumbersome)
- 1.5.3. Charge these designees with providing active communication between SSRI and the org they represent
- 1.5.4. Reorganize committees into four "commissions", or some such, as umbrellas for all aspects of SSRI's primary objectives.

1.6. *1995-1999 Activities*

1.6.1. *Business District Appearance*

- 1.6.1.1. Complete Demonstration Project
- 1.6.1.2. Complete overlay zoning ordinance
 - 1.6.1.2.1. Landscape Standards
 - 1.6.1.2.2. Site Design Standards
 - 1.6.1.2.3. Design Review Board
- 1.6.1.3. Develop Loan/grant program for physical improvements
- 1.6.1.4. Develop tax abatement program for physical improvements
- 1.6.1.5. Research creation of Sandy Springs Development Authority
- 1.6.1.6. Prepare zoning & design standards booklet (NEA grant)
- 1.6.1.7. Develop Civic District Master Plan (NEA grant)

1.6.2. *Traffic Allievation*

- 1.6.2.1. Support preparation of O-D study by Fulco, DOT, Cobb
- 1.6.2.2. Prepare Master Plan for curb cut reduction per DOT requirements
 - 1.6.2.2.1. Inventory curb cuts and existing interparcel access
- 1.6.2.3. Prepare Pedestrian Circulation Plan for Study Area

1.6.2.4. Work with CPP, MARTA, Sandy Springs businesses and Fulton County to establish shuttle bus system and MARTA transit malls in area

1.6.3. Neighborhood Preservation

1.6.3.1. Neighborhood Master Plans

- 1.6.3.1.1. Define Districts/Neighborhoods
- 1.6.3.1.2. Bike/ped trails
- 1.6.3.1.3. Traffic calming
- 1.6.3.1.4. redevelopment & infill opportunities
- 1.6.3.1.5. Recreation
- 1.6.3.1.6. Lighting

1.6.3.2. Initiate Bike & Pedestrian Path Construction Project in at least one neighborhood

1.6.4. Program Marketing

1.6.4.0.1. Promote joint projects among appropriate community groups

1.6.4.1. Overall

1.6.4.1.1. Begin Newsletter Publication

1.6.4.1.1.1. Edit and mail a four-page minimum newsletter to at least 1,500 potentially interested parties at least quarterly

1.6.4.1.2. Define Sandy Springs (survey at Sandy Springs Festival)

1.6.4.1.3. Complete brochure; distribute copies to all businesses and residents in the Study Area by end of 3Q 1995

1.6.4.2. External

1.6.4.2.1. Media coverage

1.6.4.2.1.1. Expand media contact list

1.6.4.2.1.2. Recruit volunteers to prepare thematic articles for publication

1.6.4.2.2. Newsletter

1.6.4.3. Internal

1.6.4.3.1. Joint projects with single-focus organizations

1.6.4.3.2. Work with Civic Roundtable to develop monthly info/educ programs

1.6.4.3.3. Institute speakers' bureau

1.6.4.3.3.1. Recruit participants (Toastmasters?)

1.6.4.3.3.2. Develop thematic presentations

1.6.4.3.3.2.1. Urban design

1.6.4.3.3.2.2. Signage

1.6.4.3.3.2.3. Traffic and transportation

1.6.4.3.3.2.4. Seniors

1.6.4.3.3.2.5. Business Rehab/Reinvestment

1.6.4.3.3.2.6. Neighborhood Planning

1.6.4.3.4. Identify, compile and distribute a directory of all existing community groups (joint effort with SSHF and Civic Roundtable)

1.6.4.3.4.1. Membership

1.6.4.3.4.2. Goals/Purpose

1.6.4.3.4.3. Current Workplan

1.6.4.3.4.4. Funding Sources

1.6.4.3.5. Business/Commercial

1.6.4.3.5.1. Business survey; as a joint effort with the GNFOC and Fulco Eco Dev Div.

1.6.4.3.5.2. Trade Area Analysis; joint effort with GNFOC and a LDF grant

1.6.4.3.5.3. Compile, publish and distribute a thematic directory of "Heart of Sandy Springs" businesses

1.6.4.3.6. Community-wide/Public Education

1.6.5. Fund-Raising: Initiate Full-Scale Fundraising Effort

1.6.5.1. target 3-year commitments

1.6.5.2. target corporations

1.6.5.2.1. banks

1.6.5.2.2. utilities

- 1.6.5.2.3. real estate brokers
- 1.6.5.2.4. property owners/managers
- 1.6.5.2.5. corporations

Press Releases

Mast arms

Demonstration Project Status

Sidewalks

Website

Trade Area Analysis

Mains Street District Master Plan

Intern Profiles

Sandy Springs compared to other business districts

Details of Overlay Zoning



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Mission

Marketing

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 - b) **Residential Property owners**
 - c) **Neighborhood Associations**
 - d) **Merchants Associations/Chamber of Commerce**
 - e) **Professional Associations**
 - f) **Civic/Benevelont groups**
 - g) **Religious groups**
 - h) **Major commercial tenants**
3. **Develop surveys of various constituencies to determine how we can best serve them**

A. Community Involvement

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2. **Develop Membership committees and programs**
3. **Develop "Block Captain" program**
4. **Develop Volunteer Roster & Programs**
 - a) **Administration**
 - b) **Management & Maintenance**
 - c) **Marketing /Programs/Public Relations**
 - d) **Design & Construction**
 - e) **Legislative**

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VI. Planning & Design