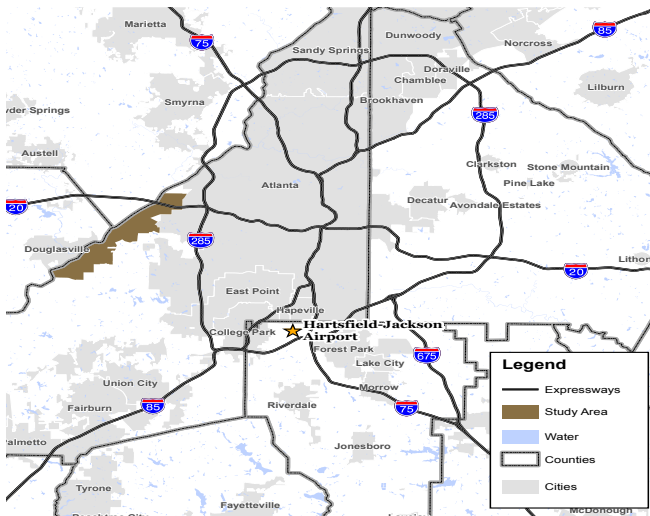


SUMMARY

EXECUTIVE

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REGIONAL LOCATION MAP

The Master Plan study area includes the full boundaries of what is considered the FIB industrial district. The district is bounded by Fulton County Airport-Brown Field to the north, Campbellton Road on the south, the Cobb & Douglas County lines on the west, and residential neighborhoods to the east. The district has direct access to I-20 and is in close proximity to I-285 and Hartsfield-Jackson Atlanta International Airport. The South Fulton County Government Services Center, Fulton County Airport, and Chattahoochee River are corridor landmarks.

BACKGROUND

Since the 1960s, Fulton Industrial Boulevard (FIB) has been an important industrial district in the Atlanta Region. Yet, like most aging economic activity centers, its continued relevancy is challenged. FIB's challenges have taken hold as advances in technology occur, industrial market needs evolve, and competition rises by way of free trade and availability of new industrial parks/space in the region.

In the mid to late 2000s, public and private leaders recognized that strategic and targeted investment in the area was essential to reviving the area's role as a leading provider of industrial space and employment in the region. The Fulton Industrial Community Improvement District (CID) was born. This Master Plan is the next major step in that strategy.

This Master Plan is implementation-focused. It provides a vision for the area's future and establishes the key steps to achieve that vision. It includes a comprehensive set of recommendations for transportation improvements, land use and organizational needs, economic development, and design/aesthetic treatments. The Master Plan focuses attention on the I-20 Gateway area; repositioning this district is the number one need of the corridor.

"The Fulton Industrial district has been an economic and job generating engine for metro Atlanta and the State of Georgia since the 1960s. However, the district is now in need of a comprehensive revitalization strategy and vision for the future. The Master Plan sets forth this vision and creates the framework to bring new public and private investment into the district. This transformative plan will be the blueprint for the revitalization of the Fulton Industrial district for the next five years and beyond."

- Tom Flanigan, Board Chair, Fulton Industrial CID

METHODOLOGY

The Fulton Industrial CID, in coordination with its consultant team of Jacobs Engineering and Bleakly Advisory Group, led the Master Planning process in close collaboration with a variety of partners. Funding for the study was provided by the Atlanta Regional Commission with matching funds from the CID.

Key steps in the planning process included:

1. Analysis of existing conditions – including freight and multimodal transportation conditions, land use patterns and policy, urban design, and market conditions (*see Appendices A and B*).
2. Stakeholder engagement (*see Chapter 2*).
3. Development of the I-20 Gateway Concept.
4. Development of the final report.

The planning team interviewed over 30 area stakeholders, led a Steering Committee of over 50 local, regional, and state partners, and carried out two public meetings to develop the plan. Data gathering included a review of recent planning efforts, coordination with key partners and ongoing initiatives, analysis of existing data and policies, and multiple visits to the FIB corridor to better understand the area's true needs. *More details on Study Methodology are provided in Chapter 1, Introduction.*

VISION FOR THE FUTURE

MASTER PLAN FRAMEWORK

The Master Plan recommendations are organized by an overarching framework that defines the corridor by four distinct districts: 1) Fulton County Airport-Brown Field; 2) I-20 Gateway District; 3) Industrial District; and 4) Industrial Marketplace Districts. The Plan focuses on strategies for districts 2-4, as the Fulton County Airport largely operates as a separate entity in the corridor.

Key corridor-wide enhancements identified for implementation include:

1. **Signage, Wayfinding & Branding** to reposition the area—an effort which was initiated in the Master Plan and is being explored in detail.
2. **Transportation Improvements & Enhancements** for both freight and multimodal mobility needs, ensuring the area's economic competitiveness.
3. **Landscape Elements** focused on physically enhancing the area's primary rights-of-way, to be undertaken in coordination with transportation improvements.
4. **Sustainability Features** that further the area as a steward of the environment, good neighbor, and leader.

The overall framework is supported by targeted land use and zoning changes, an overall market strategy, a landscape framework plan, and a wayfinding plan.



I-20 GATEWAY TODAY, LOOKING NORTH TO I-20 INTERCHANGE FROM FIB

The Master Plan focuses attention on the I-20 Gateway area; repositioning this district is the number one need of the corridor.

I-20 GATEWAY CONCEPT

The Master Plan envisions transformative redevelopment at the I-20 Gateway that will rebrand and reposition the corridor as a benchmark industrial district for the Atlanta region and fuel additional reinvestment in the corridor. The Gateway Concept recognizes the need to strategically redevelop the four quadrants of the interchange with:

- Iconic industrial uses in the **northwest quadrant** that leverage the quadrant's prominent location at the district's front door.
- Institutional and office uses in the **northeast quadrant**, including the potential to house CID and government offices, a technical school or career academy, and research facilities or other flex space.
- Flagship travel center in the **southwest quadrant** along with the opportunity for an eco-industrial use such as an aquaponics or bio-gas facility to further sustainability efforts and attract growing industries.
- Quality commercial development in the **southeast quadrant** that serves the district's employees and businesses (and phases out incompatible uses) along with the location of a police precinct to help maintain the area's safety.

See Chapter 4 for detailed discussion of the overall vision for the corridor and the I-20 Gateway Concept.



I-20 GATEWAY VISION, LOOKING NORTH TOWARDS THE INTERCHANGE OF I-20 AND I-75

KEY RECOMMENDATIONS & IMPLEMENTATION STEPS

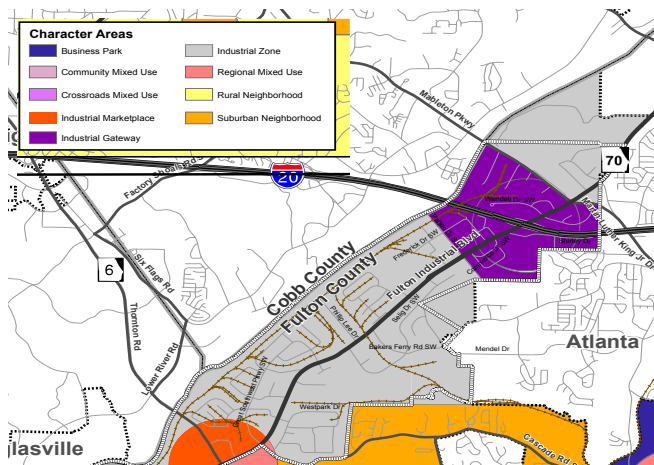
The Master Plan includes several recommendations that will be critical to achieving the area's vision and enhancing the area's economic competitiveness. These key steps should be pursued in the near term. Achieving these recommendations will require strong partnership between the CID, Fulton County, property owners, and other partners. *See Chapters 5 and 6 to review the full implementation strategy and work plan.*

POLICY WORK

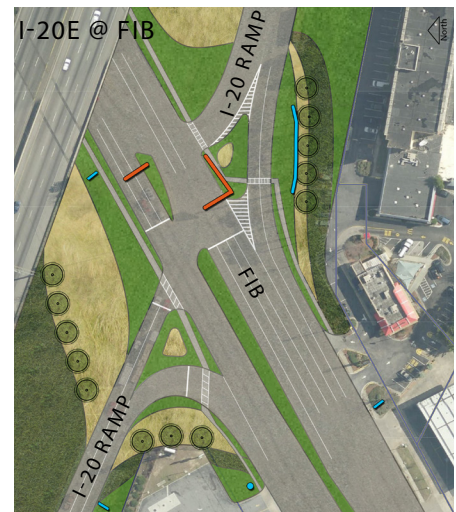
1. Adopt the Master Plan as its guide for future decisions (Fulton Industrial CID Board).
2. Amend the Fulton County Comprehensive Plan to incorporate the Master Plan by reference, so it informs the County's future land use decisions (Fulton County).
3. Revise the Fulton County Zoning Ordinance, specifically the Fulton Industrial Business District Overlay District, to encourage development consistent with the Master Plan and prohibit expansion non-compatible land uses such as adult-oriented businesses.
4. Establish a new industrial gateway Character Area and designate the area between Martin Luther King Jr. Boulevard and Patton Drive as the "I-20 Gateway District" in the Comprehensive Plan and overlay district zoning.
5. Create a Tax Allocation District (TAD). This is essential to making redevelopment at the I-20 interchange feasible. A TAD must be created by the County but may be administered by the CID.

INFRASTRUCTURE IMPROVEMENTS

6. Pursue a coordinated package of short-mid term Freight and Multi-Modal Mobility Improvements:
 - Targeted intersection improvements that address median and radii improvements to facilitate freight traffic movement;
 - Traffic signal timing improvements and new traffic signals at key intersections; and
 - Sidewalk, pedestrian crosswalk, and pedestrian signal installations.
7. Implement landscape improvements in coordination with transportation improvements.
8. Leverage CID influence to pursue improvements to the fiber optic network, telecom services and rail service by coordinating with appropriate public and private partners.
9. Encourage use of sustainability features as sites are developed/redeveloped (green roofs, water harvesting, bio-swales, native vegetation, solar energy, zero waste).



RECOMMENDED CHANGES TO THE COUNTY'S FUTURE DEVELOPMENT MAP WOULD CREATE A NEW INDUSTRIAL GATEWAY NODE AT I-20 AND FIB (SEE SECTION 5.3).



NEW LANDSCAPING WOULD REVIVE THE CORRIDOR (SEE SECTION 5.6).

REBRANDING AND IMAGING

10. Re-image the FIB area by completing and implementing a new CID branding strategy, including a new website, marketing materials, and wayfinding scheme.
11. Complete a Landscape Master Plan for FIB.
12. Enhance the I-20 Gateway with signage, lighting, landscaping and public art.
13. Promote accomplishments of the Master Plan to promote its efficacy and further market the FIB area as a leading industrial district.
14. Institute a plan for regular coordination with regional and state economic development partners to better promote the FIB corridor.

FUNDING

15. Identify partners and coordinate with regional and state entities, including Fulton County, the Atlanta Regional Commission, Georgia Department of Transportation, State Road and Tollway Authority, and MARTA, to pursue funding for freight and multi-modal mobility projects.
16. Work with Fulton County to develop a TAD for the I-20 Gateway District.
17. Partner with the Development Authority of Fulton County to achieve redevelopment goals.
18. Investigate the benefits of creating a non-profit development entity.
19. Establish seed funding to support key initiatives outlined in the Master Plan.



CONTINUED COLLABORATION WITH FIB STAKEHOLDERS AND STATE/REGIONAL PARTNERS, SUCH AS MARTA, IS AN ESSENTIAL COMPONENT TO REALIZING THE VISION FOR THE STUDY AREA.



Comprehensively, these key steps forward will significantly strengthen the infrastructure, public and private initiatives, and buzz that will make the FIB corridor shine bright as a successful and forward-thinking industrial district in the years ahead. The energy and leadership that fueled this master planning process is powerful and contagious and has the capability to become even stronger as implementation gets underway.

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