

4 VISION

MASTER PLAN

4.1 INTRODUCTION

The Fulton Industrial CID Master Plan study area is a regionally significant industrial corridor—serving an important role in the region’s economy and providing jobs for thousands of residents from around the Atlanta metropolitan area. The study area occupies a strategic location at the convergence of three counties, Fulton, Cobb and Douglas, with direct access to I-20 and quick access to I-285. This very accessible and prominent location brings with it the special opportunity to better leverage the area’s location and supportive infrastructure to advance the area’s economic vitality and regional significance in the industrial market.

With the deepening of the port in Savannah and the volume of cargo that moves through Hartsfield-Jackson Atlanta International Airport (H-JAIA), the region needs the corridor to thrive. Any redevelopment that occurs along Fulton Industrial Boulevard (FIB) must contribute in a positive way to making this a flourishing and sustainable industrial corridor.

The vision for the district’s future captures the spirit of a place that is moving forward—one that has grown and learned from its past. The overall vision and master plan described herein lays a strong foundation for the revival and rebirth of FIB as it continues to support the Atlanta region in preserving its industrial economic base and providing strategic infrastructure investment, wise land use decisions, and value-added urban design.



4.2 OVERALL CONCEPT FOR THE DISTRICT

The overall concept for the study area, illustrated in Figure 4-1, revolves around unifying the study area through a series of strategic enhancements, while at the same time creating four distinct districts that enhance the quality of FIB:

1. Fulton County Airport-Brown Field
2. I-20 Gateway District
3. Industrial District
4. Industrial Marketplace Districts

The four districts were determined by function, long-term land use goals, and geography. The planning team utilized Fulton County's existing Future Development Map as the starting point for defining these four districts. The I-20 Gateway District is a new character area being recommended to distinguish the unique purpose and need of the I-20 interchange area in providing a vibrant and welcoming front door to the corridor. *Because the Fulton County Airport-Brown Field largely operates as its own entity and is fixed use within the corridor, it is considered a unique district and, for these planning purposes, was not analyzed in much detail.*

Enhancements that will be implemented across the study area include:

1. Signage, Wayfinding + Branding: A CID-wide branding strategy was under development in late summer/early fall 2013, when this Master Plan was completed. The strategy will create a cohesive vision and brand that brings identity to the corridor and helps visitors, employees, and owners better navigate their way along FIB.
2. Transportation Improvements + Enhancements: The transportation improvements and enhancements address a range of mobility and safety issues throughout the corridor, with a special focus on improving freight mobility. Reconfigured intersections facilitate freight movement as well as traffic flow while also creating safer pedestrian crossings. As redevelopment occurs, improved access management will also enhance overall safety and traffic flow.

3. Landscape Elements: The landscape enhancements along the rights-of-way along the corridor are intended to reinforce the overall brand of the CID and work in concert with the transportation improvements. The landscape will vary in intensity depending on the role of the intersection in the corridor with intersections of greater importance garnering a more intense level of landscaping treatment. In addition, the landscape and proposed future development is envisioned to respect the amenity of the Chattahoochee River and provide a connection point to the river from the corridor.
4. Sustainability Features: As redevelopment occurs, there are opportunities to reserve land for eco-industrial sites, develop sites with sustainable features, and ensure future development does not adversely effect the river or surrounding neighborhoods. A comprehensive sustainability approach for the corridor reiterates the role of sustainability in the district's development and redevelopment going forward.

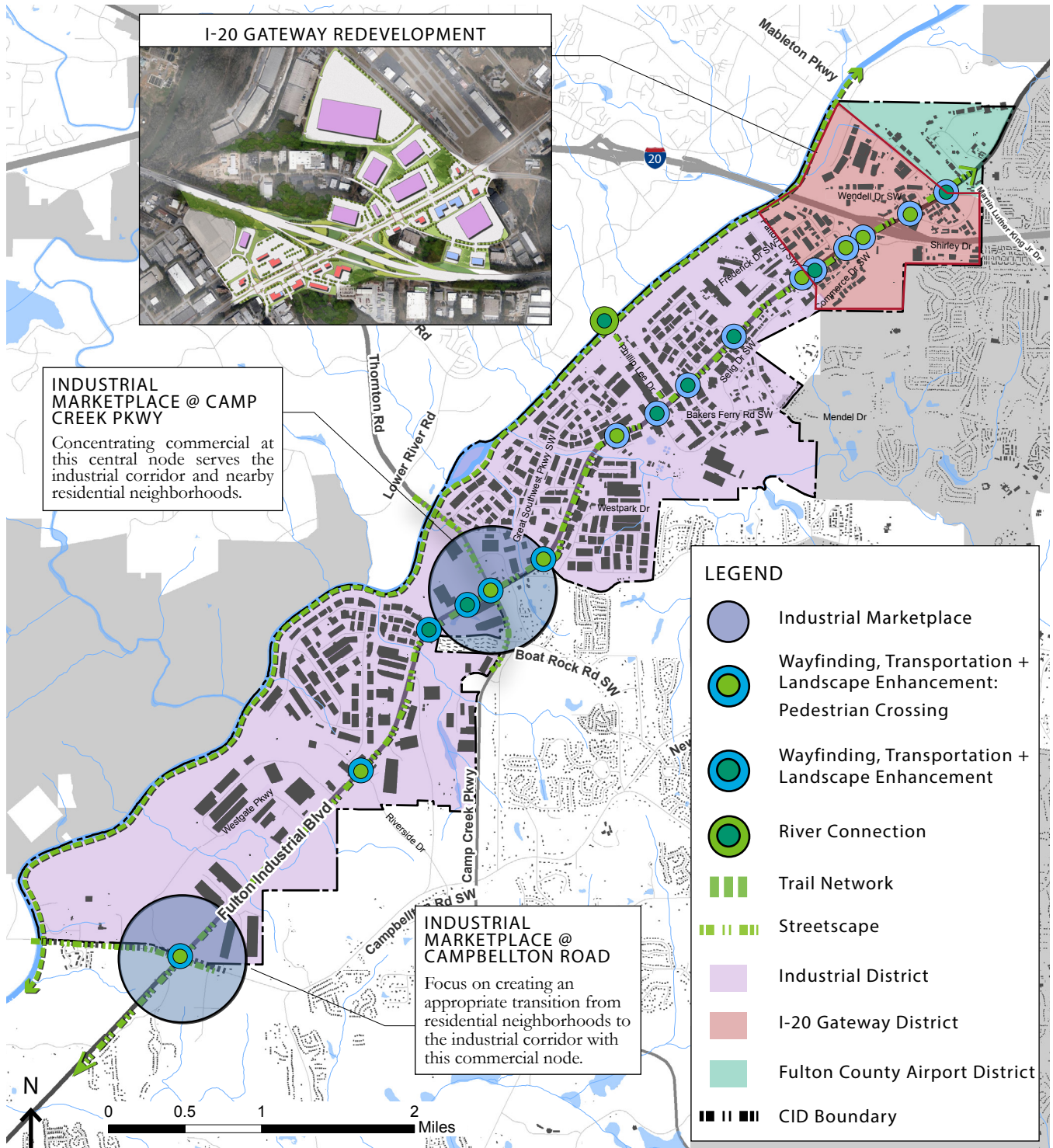


FIGURE 4-1. MASTER PLAN FRAMEWORK MAP

Source: Fulton County, Jacobs

PROPOSED LAND USE CHANGES

Figure 4-2 depicts areas of anticipated or recommended land use change with the implementation of the Master Plan. While changes will occur at a corridor-wide level, the area that is anticipated to undergo the most significant change is the I-20/FIB interchange area.

The interchange area is primed for transformative redevelopment where stakeholders envision a node of outmoded uses and underutilized parcels transforming into a vibrant industrial gateway; the front door to one of unincorporated South Fulton County's most significant employment corridors, an area of regional significance. This transformation will require the consolidation of parcels and redevelopment of current uses.

In addition to the specific land use changes anticipated in the I-20 Gateway District, Figure 4-2 highlights pockets of vacant land that may be developed for future industrial uses. These pockets are a mix of singular parcels; such as the 45 acre tract at FIB and Westlake Parkway south of Boat Rock Road and groupings of parcels like the 79 acres at Patton Drive and Commerce Drive. In addition to the pockets of vacant land, Figure 4-2 also shows individual vacant parcels where industrial-oriented infill development may occur in existing industrial parks.

ECONOMIC ANALYSIS OF CATALYST DEVELOPMENT CONCEPTS

The collective results of the planning team's work, including the market feasibility analysis for the FIB area, indicate that there is opportunity for FIB to define a future that will allow it to enjoy future accelerated growth as it capitalizes on its many assets. The future expansion of businesses locating in the area can be accomplished by:

- Re-occupying a significant proportion of the current vacant inventory of buildings,
- Building out the remaining inventory of zoned industrial sites, and
- Renovating or redeveloping outmoded industrial sites with new inventory designed for the current market.

Re-occupying

With a current vacancy rate of 13%, absorbing approximately 1.5 million additional SF into currently unoccupied space will allow FIB to return to a healthy 10% level of overall vacancy. A key to this will be for the CID to institute a "clearinghouse" Internet location where local brokers place listings for their vacant properties. This will allow "one-stop shopping" for interested leases and an avenue for the CID to improve marketing efforts. Additionally, much of the retail uses along the corridor, particularly many parcels near I-20, should be targeted for successful redevelopment.

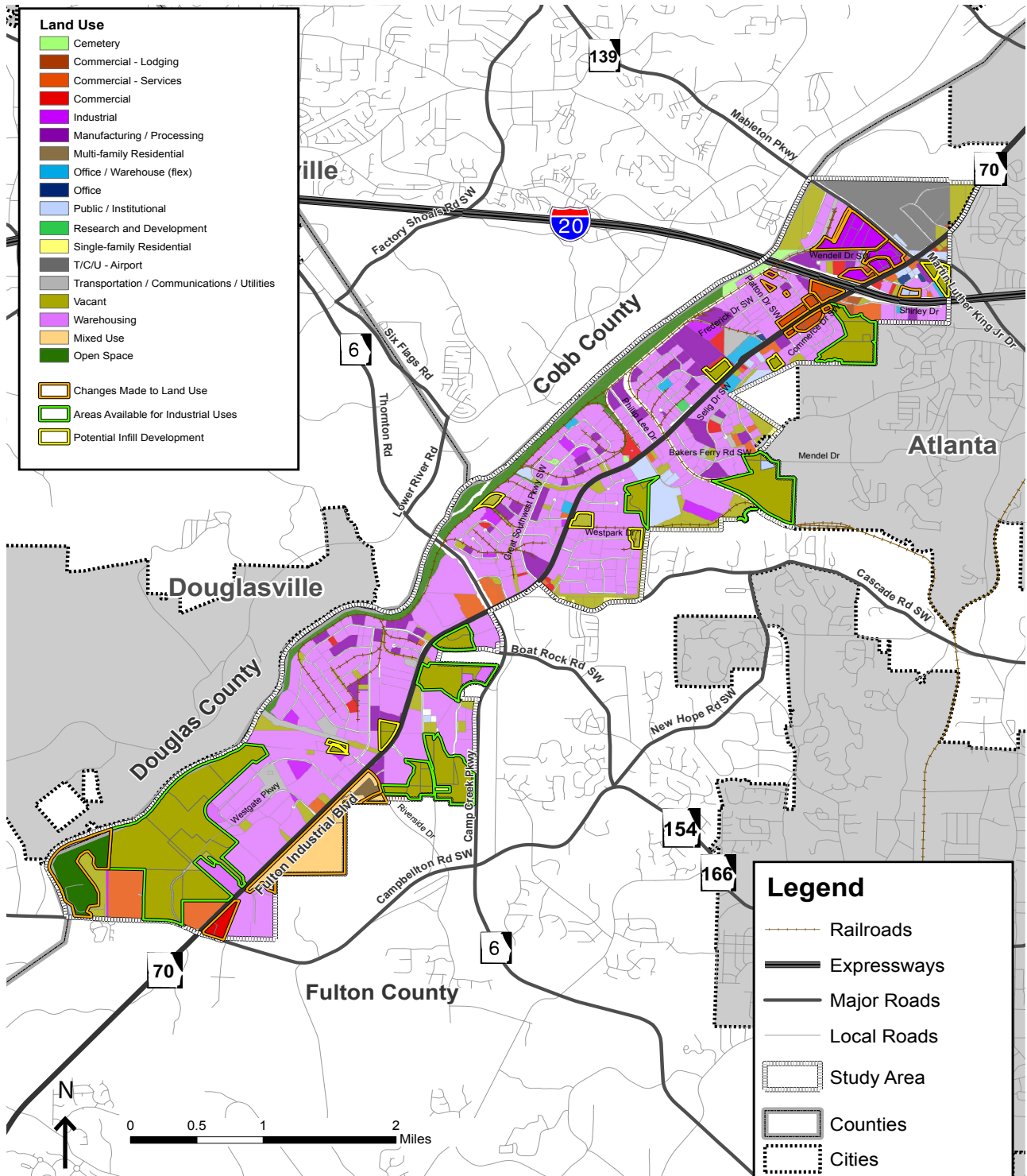
Building Out

The southern portion of the corridor is home to the majority of the vacant land parcels that will become more desirable for ground-up development as momentum in the district grows. About 450 acres of undeveloped land within the study area is classified as "vacant industrial." About 225 acres can likely be developed with industrial buildings sized 25,000 to possibly 250,000 SF or more. In total the vacant land along the corridor can support up to approximately 2.5 million SF. Given that new users to the area will seek current vacant buildings as well as new buildings, raw industrial land inventory should be available for the next decade or more (see Figure 4-2).

Renovating or Redeveloping

Generally, the retail and industrial uses on land near the I-20 interchange are older and thus are more likely candidates for redevelopment. The current development farther south, particularly between Camp Creek Parkway and Campbellton Road, is newer and more likely to see re-occupation of current vacancies and development of vacant land.

The redevelopment of the I-20 interchange area will likely take place over a five to ten year, or longer, time horizon, as property owners working with the CID and Fulton County identify opportunities to capitalize on redevelopment momentum. The redevelopment of private property can benefit from public investments for infrastructure and



Source: Fulton County Tax Assessor, Jacobs

from public incentives such as an Opportunity Zone, which is already in place near the I-20 interchange and a new Tax Allocation District (TAD), which we recommend to be put into place as a key incentive (see Section 5.2).

The average building in the study area is 35 years old, according to CoStar data. Buildings of this age are potentially nearing the end of their lifespan as viable industrial structures. For example, potential occupants of older properties are often assessing a building's "clear height" to determine its viability, according to area real estate brokers in Atlanta. Clear height is the height from the floor to the bottom of any device such as a light fixture hanging from the ceiling. Increasingly, logistics and warehouse users are demanding higher clear heights, as they offer more cubic capacity for stacking goods, often 32 feet or higher in today's market. Based on a review of CoStar data, an estimated fewer than 5% of the square footage in the buildings in the FIB study area is equipped with clear heights greater than 30 feet.

Because the oldest buildings along FIB are near I-20, a disconnect exists between the buildings with the nearest access to the interstate and those best suited for warehouse and logistics uses. That is, generally the area nearest I-20 is the area with the most obsolete building stock. Owners of these buildings are faced with the issue of investing resources into these buildings to upgrade or fundamentally change the nature of the buildings, with little evidence that the upgrade will prompt rents to raise enough to achieve greater profitability. Further, many of the buildings have turned over to commercial uses, which even when underperforming, garner higher rents than average industrial rents.

Therefore, for redevelopment to occur, and in order to spur momentum in the area, involvement from the public sector may be necessary. This involvement could take the

form of physical improvements to the public spaces, such as roads and sidewalks, and/or could take the form of public development incentives.

Using TAD as an incentive to help bridge the additional costs of redevelopment in a low rent environment should make redevelopment as cost effective as greenfield development, thereby enhancing the competitive advantages of locating at FIB.

OVERALL LANDSCAPE FRAMEWORK PLAN

The primary goal of the landscape plan is to marry the regional significance of FIB as an industrial corridor with the regional significance of the Chattahoochee River as an environmental asset. Each of these elements alone is compelling, but together they tell a rich story about the Atlanta metro area's history and their individual rebirth.

Recommended changes to the zoning code call for additional open space to be incorporated within the Industrial Marketplace and Industrial Gateway character areas as parcels within those areas are slated for redevelopment (see Section 5.4 for the discussion of proposed character area changes). This provides needed open space for the corridor and establishes a series of buffers for stormwater drainage. It also provides for an opportunity to incorporate innovative features that better serve the environment and could promote the area as a leader in sustainability within the industrial arena.

The landscape framework plan shows a connection from FIB to the river at Philip Lee Drive, where the County has already established a presence and is best positioned to facilitate such connection within the district. Along FIB, landscape will be used in conjunction with public art, signage and wayfinding to highlight gateways and key intersections. These landscape concepts are shown in more detail in Section 5.6.

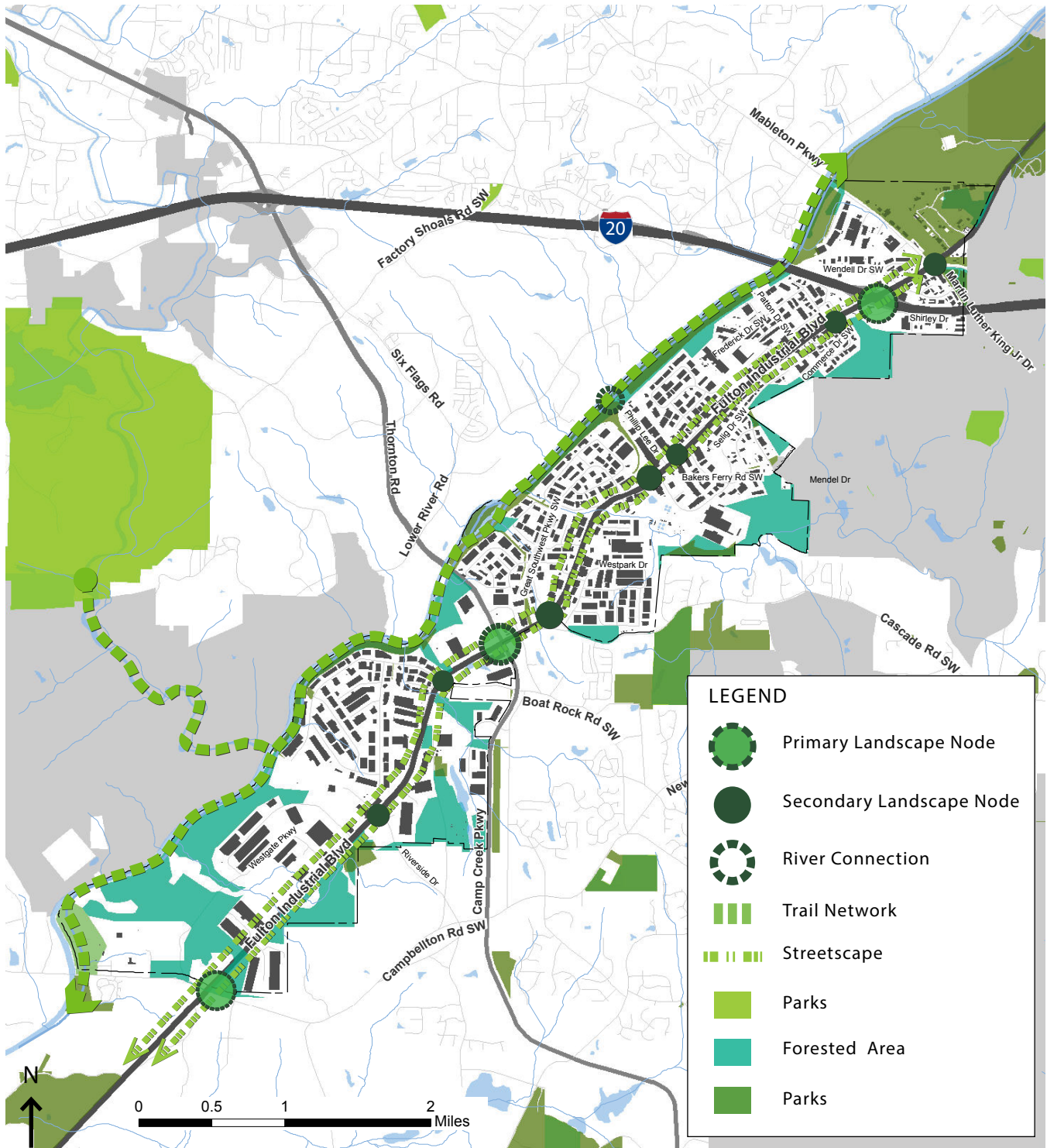


FIGURE 4-3. LANDSCAPE FRAMEWORK MAP

Source: ESRI, Fulton County, Jacobs

WAYFINDING PLAN

A critical need for the corridor is a signage, branding and wayfinding strategy that will unify the CID area while still allowing each district to have its own character and businesses to maintain their identity. At the time that this master planning process was coming to a close, an in-depth wayfinding strategy was being developed as part of larger branding and signage effort. For the purposes of this study, the planning team created a wayfinding hierarchy that will be the basis for this branding/signage initiative.

The wayfinding hierarchy includes the following categories:

- Primary Gateway.
- Secondary Gateway.
- River Connection.
- Directional Signage.
- Street Signage.
- Pedestrian Signage.
- Commercial Signage.

The wayfinding hierarchy is explained in more detail in the implementation strategy chapter (see Section 5.5).

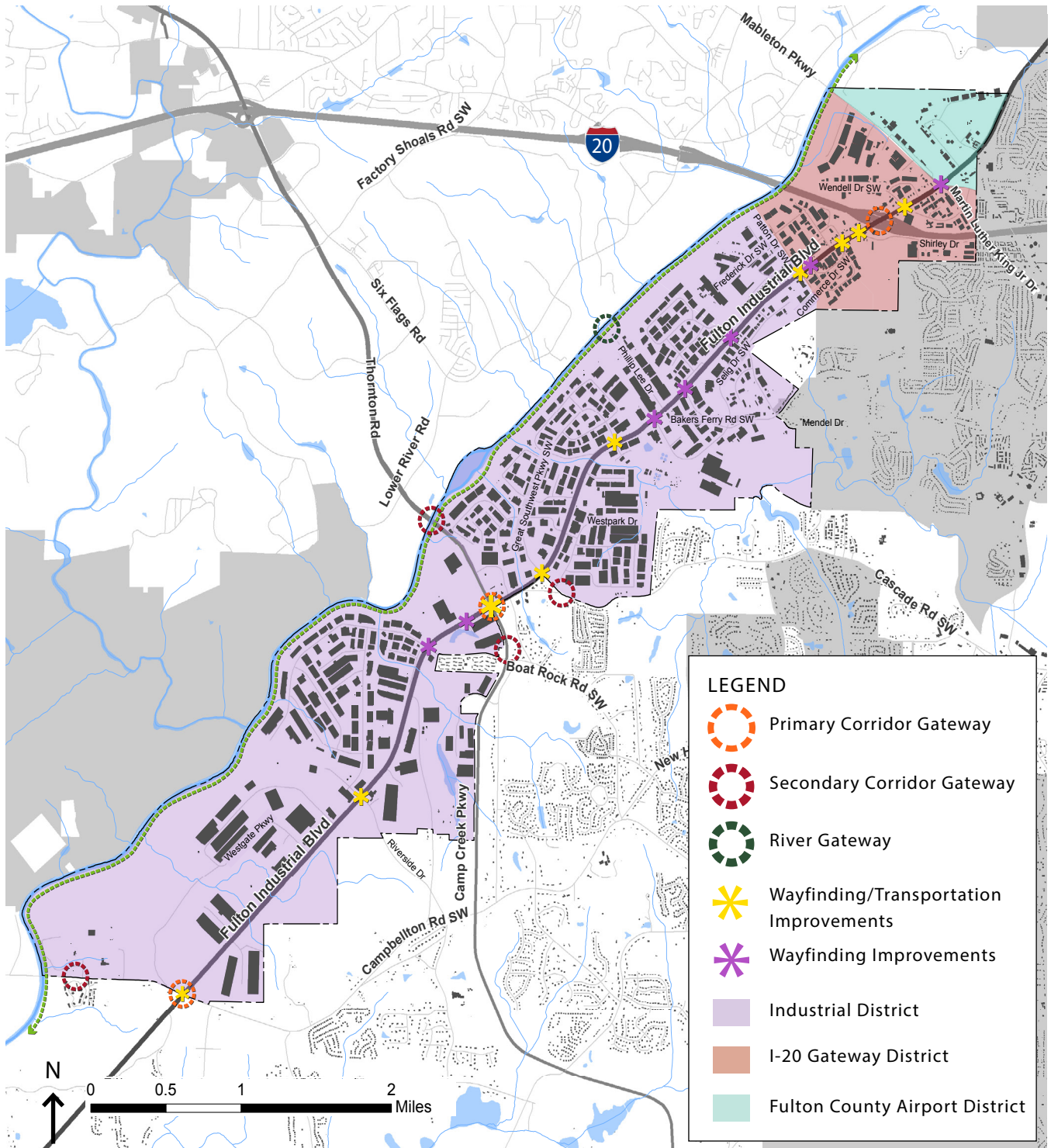


FIGURE 4-4. WAYFINDING STRATEGY MAP

Source: ESRI, Fulton County, Jacobs

4.3 I-20 GATEWAY CONCEPT

The intersection of I-20 and FIB is the front door of the FIB industrial district and also the area most in need of redevelopment. The first impressions currently provided at the interchange negatively impact the perception of the entire corridor. Improvements are needed in the following key areas in order for the perception of FIB to change and for the district to realize the economic opportunities laid out in Chapter 3:

- Improved freight and multimodal mobility.
- Elimination of criminal activity.
- Redevelopment of the interchange area into a mix of appropriate, flagship uses.
- Refreshed aesthetic character.

With these needs in mind, the planning team, in collaboration with area stakeholders, envisioned a new concept for the I-20 Gateway that, if strategically pursued, would facilitate transformative redevelopment of the interchange area and a rebirth of the FIB district as whole.

The planning team evaluated market conditions, existing land uses, urban design issues, freight mobility, and long-term vision of the corridor during development of the I-20 Gateway Concept. Some of the recommendations are implementable in the near-term while other components rely upon re-parcelization or the replacement of existing businesses, and are envisioned for the long term. The concept plan is meant to be a road map for future redevelopment.

Improvements to the I-20 Gateway District include consolidation of parcels, compliance with County parking requirements, reduction in curb cuts, addition of sidewalks, improved commercial uses, and enhanced landscaping. Bold landscape moves are planned and further detailed in Section 5.6.



FIGURE 4-5. VIEW OF I-20 GATEWAY LOOKING NORTH, RENDERING OF REDEVELOPMENT CONCEPT



LEGEND

- Industrial
- Civic / Institutional
- Retail / Commercial

- | | |
|------------------------|------------------------------|
| 1. Eco-Industrial Site | 7. Restaurant |
| 2. Travel Center | 8. Tech School |
| 3. Retail Plaza | 9. Government Center |
| 4. Hotel | 10. Restaurant |
| 5. Food | 11. Existing Fueling Station |
| 6. Food Science | 12. Police Mini-Precinct |

FIGURE 4-6. I-20 GATEWAY CONCEPT PLAN



NORTHWEST QUADRANT

Plans for the northwest quadrant are focused on the conversion of vacant, under-utilized, and/or incompatible properties into pad ready industrial sites. For many visitors and potential tenants, this is their first impression of FIB. Elevating the industrial product at this intersection makes a statement about the identity of the corridor and its importance to the region. Given the number of sites with potential for redevelopment, a variety of sizes (20,000 SF – 500,000 SF) of state-of-the-art industrial buildings can be accommodated, creating a robust business environment. As parcels are identified for redevelopment and consolidated, as appropriate, joint drives should be implemented to improve safety and traffic flow.

Convenience retail and commercial uses are included at key intersections to serve the employees of the industrial businesses as well as users of the Fulton County Airport -Brown Field. In May 2014, the new Fulton County Aviation Community Cultural Center is scheduled to open. Visitors to the Center would also be able to take advantage of the improved retail and commercial offerings along the corridor. The Center has the potential to spur further reinvestment in this area.

Land Use Changes

- The site of the vacant hotel at the corner of FIB and I-20 will be redeveloped for industrial uses.
- The FIB frontage between Wendell Court and Martin Luther King Jr. Drive will change from commercial to industrial uses; however, the gas station at the corner of FIB and Martin Luther King Jr Drive will remain.
- The area directly behind this frontage will remain industrial; however, parcels will be consolidated to create two redevelopment sites.
- The group of parcels bounded by Martin Luther King Jr. Drive, Rayloc Drive and Patrick Drive will change from a mix of vacant land, commercial, and industrial uses into a site for a single large industrial use. This site could host a cutting-edge industrial use, offering an opportunity to create an attractive edge along Martin Luther King Jr. Dr.



NW QUADRANT OF I-20 GATEWAY CONCEPT



Building rendering completed by ECOS/Pond

AVIATION COMMUNITY CULTURAL CENTER: THE CENTER HAS BEEN DESIGNED AS A COMMUNITY GATHERING PLACE FOCUSING ON THE HISTORY OF NORTH AMERICAN AVIATION, TRAINING FOR AVIATION CAREERS, VISUAL AND PERFORMING ARTS.



FIGURE 4-7. VIEW LOOKING SOUTH TOWARDS THE I-20 INTERCHANGE FROM THE INTERSECTION OF MARTIN LUTHER KING JR DR AND FIB. *The proposed government center and technical school on the east and new industrial facilities on the west represent the redevelopment vision for the I-20 Gateway.*



EXISTING VIEW LOOKING SOUTH TOWARDS THE I-20 INTERCHANGE FROM THE INTERSECTION OF MARTIN LUTHER KING JR DR AND FIB.



NORTHEAST QUADRANT

Redevelopment of the northeast quadrant builds off of work being done by existing businesses along Wendell Court that are positively contributing to the corridor. Many of these businesses have a focus on education, employment and job training. The goal for this quadrant is to expand the educational offerings within the corridor and to residents in nearby communities. Ultimately, the properties on Wendell Court would be redeveloped to provide better industrial product in this quadrant.

A new technical school or like-minded training facility is proposed to front FIB and is intended to be a resource for companies along the corridor as they look for skilled laborers or provide continuing education for existing employees. Of the 25,000 SF planned for the Tech School, 5,000 SF is intended to be high bay space.

Collocated with the Tech School is a new 25,000 SF Government Center. The Government Center would become home to Fulton County government offices and the Fulton Industrial CID while also serving as a Welcome Center. The Tech School and Government Center should have shared access into the development.

As the planning team looked at innovative solutions that would bring different opportunities to the corridor, we discussed who new potential partners could be. Based on the number of businesses along the FIB corridor involved in food processing and the food services industry, we believe a university partner that would develop a Food Sciences Institute would positively impact the area. Two, 20,000 SF buildings with visibility from I-20 are planned for this use. If the CID is unable to establish this partnership, the proposed buildings should be used for office, industrial or flex space (a product that includes both office and industrial space).

Land Use Changes

- The FIB frontage along Wendell Court will become a mix of commercial retail to the south and public/institutional to the north. Uses shown as public/institutional would also be appropriate for an office/industrial use or flex space.
- These changes will accommodate the recommended restaurant, technical school and government center uses.
- Interior properties north of Wendell Court will eventually transition from the current mix of uses to industrial as long-term redevelopment occurs.



NE QUADRANT OF I-20 GATEWAY CONCEPT



SOUTHWEST QUADRANT

The majority of freight traffic entering the corridor does so off of I-20 and then travels south. This leads to significant mobility and safety issues at the interchange. Specific transportation enhancements for the interchange are detailed in the Section 4.4. The urban design and land use recommendations are aligned with the transportation solutions. These recommendations focus on creating an environment where trucks, cars and pedestrians can co-exist while at the same time giving them access to the type of retail and commercial uses currently lacking, yet appropriate, in the I-20 Gateway District.

Land Use Changes

- The anchor of this area will be a travel center, designed to accommodate truck traffic.
- The corner of FIB and Commerce Drive will also be commercial to accommodate a retail use, such as drug store.
- The area behind the FIB frontage will remain in industrial use, but the smaller parcels will be consolidated to accommodate larger buildings and a potential eco-industrial use.
- The number of curb cuts has been reduced to improve mobility and pedestrian safety.



SW QUADRANT OF I-20 GATEWAY CONCEPT

Travel Center

The Travel Center includes several components:

1. Fueling Station
2. Restaurants + Retail
3. Car Parking
4. Truck Parking
5. Wash Station
6. Power Station
7. Landscape + Beautification Elements

Balancing Traveler Needs

One difficulty currently facing the corridor is adequate truck parking, not only quantity but the location of it. The Travel Center provides ample parking for trucks in the rear of the development. This allows for drivers to park once and visit any of the retail businesses on foot due to improved crosswalks at Shirley Drive and the realigned Commerce Drive (see Figure 4-9) as well as a reduced number of curb cuts.

Car and truck parking are physically separated to help prevent accidents and give cars closer proximity and the most direct access to the restaurants and retail located in the Travel Center. Retail located within the Travel Center could include, but is not limited to, a bank, coffee shop, restaurant, and/or a general store.

The wash station and power station should be located with the truck parking to the rear of the retail uses to consolidate uses exclusively for the trucks in a zone separate from car traffic. Opportunities to incorporate innovative, sustainability oriented features should be encouraged in these auxiliary travel center services.

Generous landscaping is planned at the intersection of the realigned Commerce Drive and FIB as well as at the intersection of Shirley Drive and FIB, adding to the overall aesthetic quality of the Travel Center.

THE TRAVEL CENTER SHOULD CREATE A WELCOMING AND SAFE ENVIRONMENT FOR ALL PATRONS WHILE ALSO CONTRIBUTING TO AN IMPROVED AESTHETIC AND THE INTERCHANGE.



Photo credit: www.tatravelcenters.com



Photo credit: TriStar Companies



Photo credit: www.whitestravelcenter.com



JACKSON GA TRAVEL CENTER: THE TRAVEL CENTER AT THE INTERCHANGE OF I-75 AND HWY. 36 OCCUPIES CLOSE TO 30 ACRES AND COLLOCATES THREE FUELING STATION / RESTAURANT FACILITIES.



LAKE OCONEE TRAVEL CENTER: THE TRAVEL CENTER AT THE INTERCHANGE OF I-20 AND HWY. 76 OCCUPIES ROUGHLY 9 ACRES.

Safety First

The proposed Travel Center is located in an area currently dealing with criminal activity such as prostitution and drugs. The prostitution, in particular, is driven by existing adult businesses, vacant properties, customer base from truck traffic, and hotels with close proximity to the interchange. For any of the proposed uses to thrive at the Gateway District, the criminal activity issues must be addressed as a critical first step—a need that was reiterated by a variety of stakeholders who participated in the planning process.

The Fulton County community court and enforcement of existing codes and laws will play a significant role in cleaning up the interchange. A mini-precinct is proposed in the southeast quadrant. These changes will take time and require coordination between the CID, law enforcement and local business owners. Steps to address these issues are in place but will require concerted effort by multiple parties to ensure that these challenges are removed to facilitate the realization of the I-20 Industrial Gateway vision.

New Flex Industrial

As described in the Section 4.2 subsection entitled “Economic Analysis of Catalyst Development Concepts,” the industrial product that is the oldest and most difficult to retrofit is located near the I-20 interchange. The planning team sees this as an opportunity to introduce new, flex office/industrial space (20,000-25,000 SF) to the corridor. In addition, it adds to the customer base of proposed new retail and commercial.

Eco-Industrial Site

This redevelopment effort is an opportunity to introduce new types of industrial businesses to the corridor while elevating its commitment to operating sustainably. Consolidating parcels that can be reserved for eco-industrial uses gives the CID flexibility to determine what type of eco-industrial use is the best fit for the corridor long term.

Characteristics of Eco-Industrial Parks include:

- By-product exchange or network of exchange.
- Clusters of companies making green products or environmental technology companies.
- Environmental theme.
- An industrial park with “green” infrastructure.
- Mixed-use development.

(source: <http://www.cfc.unc.edu/publications/2008/CamdenCountyGreenIndustrialPark.pdf>)

Two potential eco-industrial uses for the site include, but are not limited to, aquaponics and biogas production.

Additional sustainable solutions that can be implemented throughout the corridor are outlined in Section 5.7, sustainability implementation strategies.



Aquaponics: Aquaponics is a food production system that combines hydroponics and aquaculture. Aging warehouses can easily be converted to a facility that grown this sustainable food product.



Biogas Facility: A biogas facility is an anaerobic digestion that converts food which can't be sold or donated into energy. The concentration of food processing businesses along the corridor could take advantage of the facility. It would also highlight of the prominence of the industry within the CID.



SOUTHEAST QUADRANT

Lack of quality retail and commercial options throughout the corridor was consistently voiced as the planning team conducted stakeholder interviews. The current inventory of retail near the I-20/FIB interchange is not compatible with the long terms goals of the corridor. The redevelopment plan proposes a concentration of retail uses in the southeast quadrant.

The primary retail plaza accommodates 50,000 SF of retail in two buildings. The building footprint is enlarged on the ends of each building to hold a restaurant or office supply store that would require more room. An additional 30,000 SF of retail fronts Shirley Drive. Potential uses for retail include, but are not limited to, dry cleaners, eye doctors, bakery, and/or small restaurant. A mini-precinct for local law enforcement agencies should have space in the retail plaza. The corner of the southeast quadrant creates a car-centric fueling station that includes a fast food restaurant.

Proximity to the interstate and visibility from the road make this location ideal for a limited service hotel. A hotel currently exists on the property, but it would need to be renovated or redeveloped to be compatible with type of product expected with the redevelopment effort.

Recommended Land Use Changes

- This corner of the I-20 interchange will become a commercial node with uses including a new hotel, restaurant, and gas station along the FIB frontage between the interchange and Shirley Drive.
- Along Shirley Drive and reaching down to Commerce Drive industrial uses will change over to retail commercial use to accommodate a series of small strip centers.
- The Concept also shows a small institutional use, which is envisioned as a mini-precinct for Fulton County Police.



SE QUADRANT OF I-20 GATEWAY CONCEPT



Photo credit: www.bonc.com

4.4 TRANSPORTATION ENHANCEMENTS & IMPROVEMENTS

The following section contains an overview of transportation improvements being recommended as a part of the Master Plan. These recommendations are based on information derived from the initial needs assessment, input received from stakeholders, and consistency with the overall concept plan for the corridor. The improvements recommended within are also consistent with those of the ongoing South Fulton Comprehensive Transportation Plan (CTP), anticipated for completion in 2013.

RECOMMENDED SHORT-MID TERM IMPROVEMENTS

The list of the recommended short-mid term transportation improvements is provided in Table 4-1. The freight mobility and roadway improvements are shown graphically in Figure 4-8, while the bicycle and pedestrian improvements are shown in Figure 4-9.

The list of improvements is a collective transportation strategy that integrates roadway and sidewalk improvements together to improve overall multimodal and freight mobility and to increase access to employment along the corridor in the short-mid term (within five to seven years). The strategy reflects improvements needed to accommodate the overall concept plan for the area's future development and redevelopment, as described in Sections 4.1 through 4.3. It also considers the targeted industrial market absorption rates, proposed land use changes to maximize the a district's potential, and recommended urban design improvements. As advancements occur in each of these areas, close coordination with future transportation enhancements will be required.

TABLE 4-1. RECOMMENDED SHORT-MID TERM TRANSPORTATION IMPROVEMENTS

Freight Mobility Improvements				
Map #	Improve- ment #	Roadway	Limits /Location	Improvement Type
1	F-1	FIB	I-20 EB Ramp/FIB	Intersection Improvements*
2	F-2	FIB	I-20 WB Ramp/FIB	Intersection Improvements*
3	F-3	FIB	Shirley Drive**	Intersection Improvements*
4	F-4	Fulton Industrial Circle	Commerce Drive/FIB**	Realign to create 4-way intersection*
5	F-5	FIB	Marvin Miller Drive**	Intersection Improvements*
6	F-6	FIB	Bakers Ferry Road**	Intersection Improvements*
7	F-7	FIB	Cascade/Great Southwest**	Intersection Improvements*
8	F-8	FIB	Camp Creek Parkway**	Intersection Improvements*
Multimodal Transportation Improvements				
Roadway				
Map #	Improve- ment #	Roadway	Limits /Location	Improvement Type
9	R-1	FIB	Westpark Place/Villanova Drive**	Signal Installation
10	R-2	FIB	Tradewater Boulevard/Riverside Drive**	Signal Installation
11	R-3	FIB	Westgate Parkway**	Signal Installation
**	R-4	FIB	Various Locations	ITS, Camera Installations
Bike/Ped				
Map #	Improve- ment #	Roadway	Limits/Location	Improvement Type
1	BP-1***	FIB	East Side - Robinson Drive to Shirley Drive	Sidewalk Installation
2	BP-2***	FIB	West Side - Patton Drive to Frederick Drive	Sidewalk Installation
3	BP-3***	FIB	Both Sides - Camp Creek Parkway to Cascade Road	Sidewalk Installation
4	BP-4	FIB	Wendell Drive	Pedestrian Crosswalks and Signals
5	BP-5	FIB	Great Southwest Parkway (North)	Pedestrian Crosswalks and Signals
6	BP-6****	FIB	Great Southwest Parkway/Cascade Road	Pedestrian Crosswalks and Signals
7	BP-7*****	FIB	Camp Creek Parkway	Pedestrian Crosswalks and Signals
8	BP-8	Great Southwest Parkway	FIB to Villanova Drive	Sidewalk Installation
9	BP-9	Villanova Drive	Great Southwest Parkway to FIB	Sidewalk Installation
10	BP-10	FIB	Villanova Drive to Great Southwest Parkway	Sidewalk Installation
11	BP-11	Phillip Lee Drive	FIB to MacDermid Printing Solutions	Sidewalk Installation
12	BP-12	Westlake Boulevard	FIB to McMaster-Carr Supply	Sidewalk Installation
13	BP-13	Westpark Drive/Place	FIB to South Fulton Government Center	Sidewalk Installation
14	BP-14	Wharton Drive	FIB to Wharton Circle and around Wharton Circle	Sidewalk Installation

* Median and radii improvements based on conceptual design.

** Will include pedestrian crossings and signals.

*** May duplicate Project # P-1 from South Fulton CTP (Sidewalk from Frederick Drive to Riverside Drive on One Side of FIB).

**** Recommended regardless of implementation of F-7.

***** Recommended regardless of implementation of F-8.

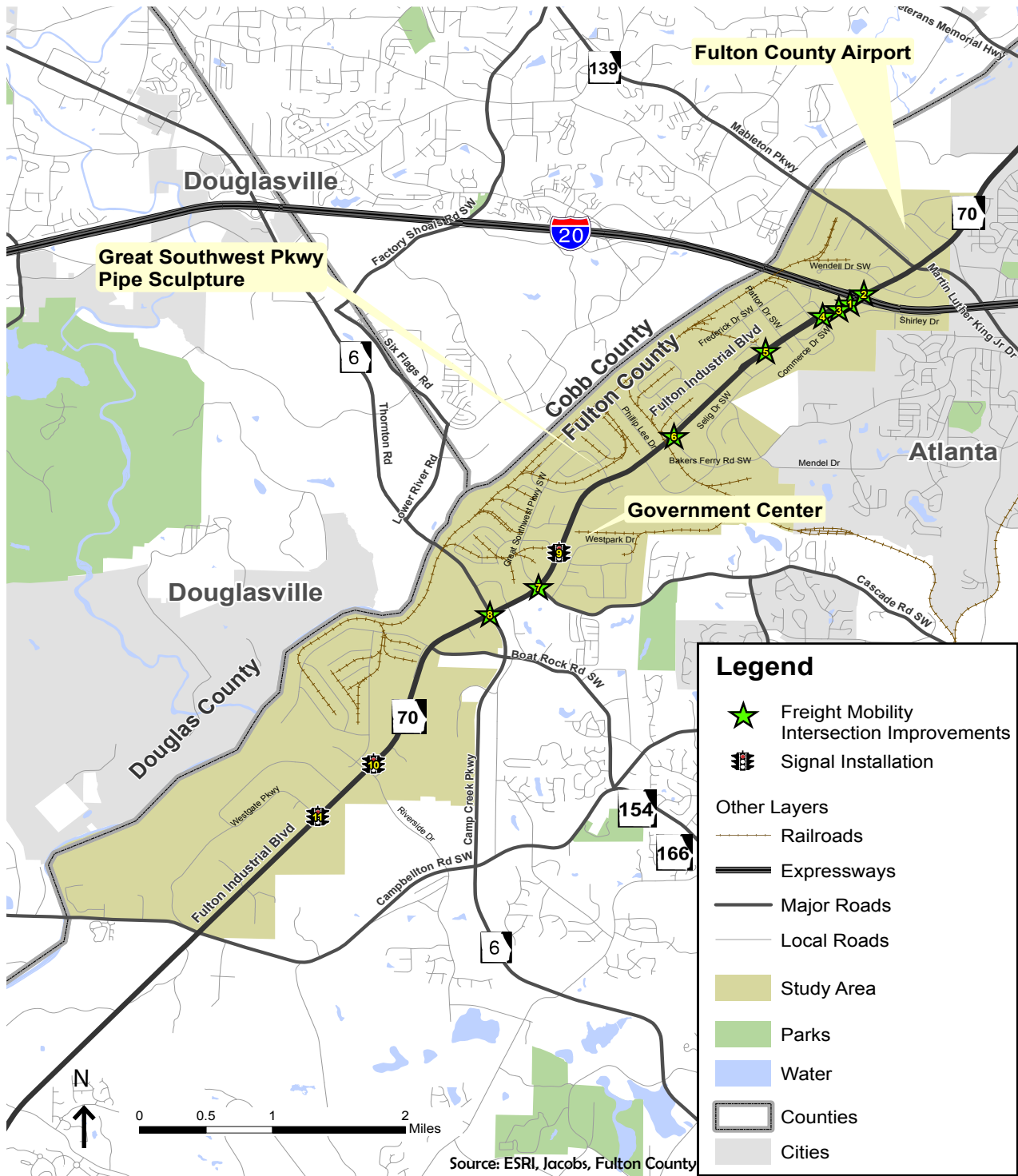


FIGURE 4-8. RECOMMENDED SHORT – MID TERM FREIGHT MOBILITY AND ROAD IMPROVEMENTS



RECOMMENDED LONG-TERM IMPROVEMENTS

In addition to those recommended for short-mid term implementation, a number of potential long-term transportation improvements have been identified through the study process. These improvements are presented in Table 4-2 and represent projects where:

1. Available funding for their implementation is not foreseen in the next five to seven years; and/or
2. More detailed conceptual work is needed to identify the limits of the project.

As shown, these include:

- Large-scale roadway widenings to FIB and Campbellton Road;
- A peak hour express bus route to the FIB corridor;
- Additional transit shelters in the study area at existing bus stops; and
- A multi-use trail along the Chattahoochee River.

Again, these recommendations for long-term roadway and transit improvements consider projected increases in industrial activity and employment within the study area. Increased activity will ultimately contribute to increased users and traffic in the district and a need for these additional improvements. The long-term vision to improve bike/pedestrian movement along the river is a regional initiative for which the CID should be an active partner. Multi-use trail development is considered a coordination activity of the CID, not a lead activity.

TABLE 4-2. RECOMMENDED LONG-TERM TRANSPORTATION IMPROVEMENTS

Roadway			
Improvement #	Roadway	Limits /Location	Improvement Type
R-LT-1	FIB	Mendel Road to Camp Creek Parkway	Widen from 4 to 6 lanes
R-LT-2	FIB	I-20	Interchange Modifications
R-LT-3	FIB	Camp Creek Parkway to Campbellton Road	Widen from 4 to 6 lanes
R-LT-4	Campbellton Road	FIB to Douglas County	Widen from 2 to 4 lanes
Transit			
Improvement #	Roadway	Limits /Location	Improvement Type
T-LT-1	Route 73 Bus Route	HE Holmes Station through Study Area	Limited Stop Service during Peak Hours
T-LT-2	FIB	East Side - Cascade Road Existing Stop	New Shelter
T-LT-3	FIB	West Side - Tradewater Parkway Existing Stop	New Shelter
T-LT-4	Boat Rock Road	Lagrange Boulevard Existing Stop	New Shelter
Bicycle/Pedestrian			
Improvement #	Roadway	Limits /Location	Improvement Type
BP-LT-1	Chattahoochee Nature Trail	Entire Length of Chattahoochee River	Multi-Use Trail/Linear Park

TYPICAL STREET CROSS-SECTIONS

There are two primary street cross-sections throughout the corridor: four-lane and six-lane. These two cross-sections (Figures 4-10 and 4-11) connect the variety of intersections along FIB. To accommodate vehicles turning left, the center median begins to narrow to make room for a turn lane at points along the corridor.

Pavement widens to accommodate at points on the corridor where vehicles will be making right turns. Sidewalks do not run the entire length of the corridor. Where sidewalks are present they either begin at the back of curb or have a planting strip before the sidewalk. ROW width varies depending on parcel boundary lines.

FIGURE 4-10. FULTON INDUSTRIAL BOULEVARD FOUR LANE TYPICAL STREET CROSS-SECTION

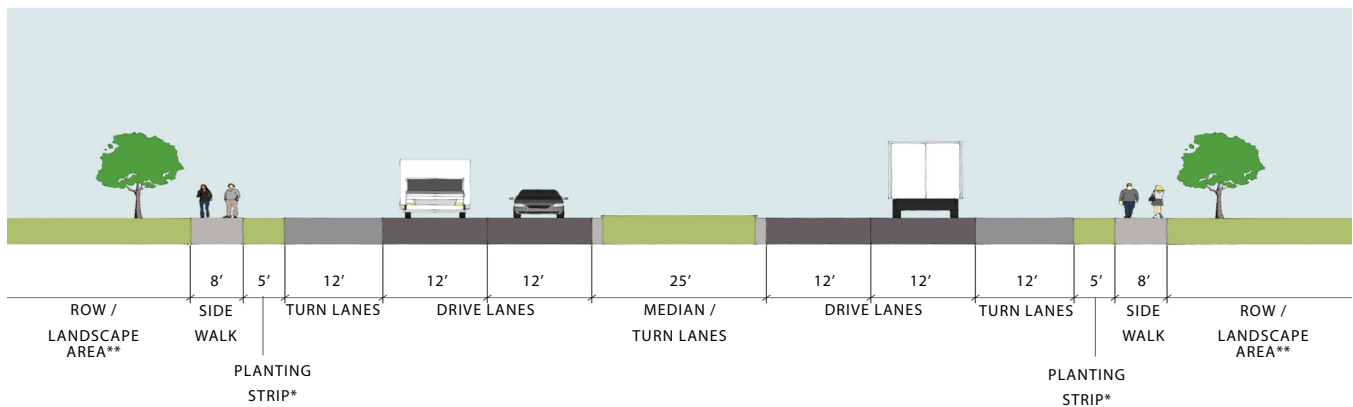
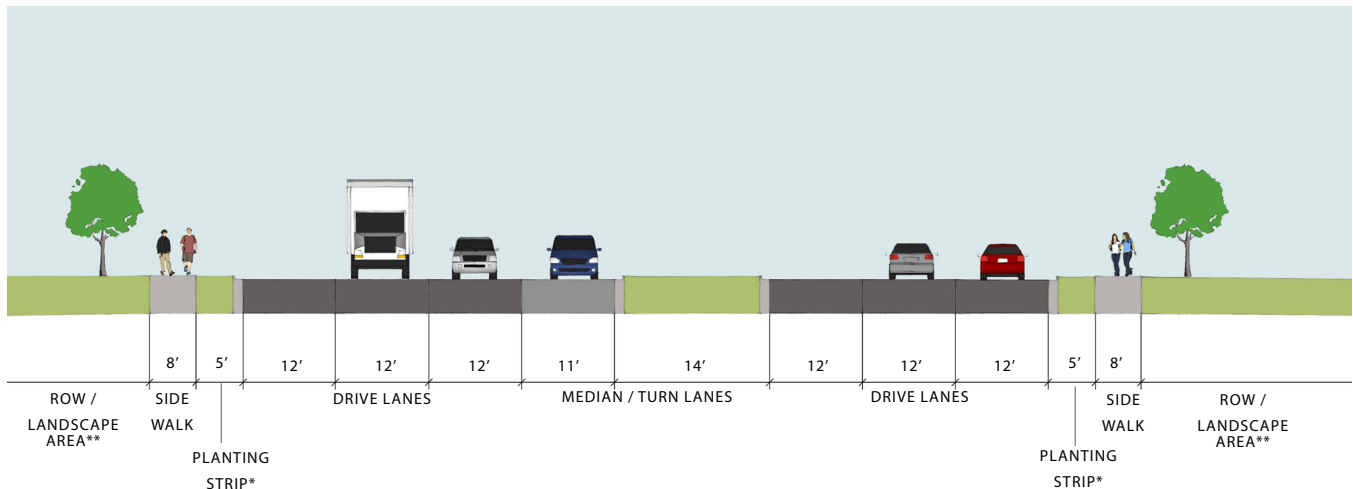


FIGURE 4-11. FULTON INDUSTRIAL BOULEVARD SIX LANE TYPICAL STREET CROSS-SECTION



* There are instances on the corridor where the sidewalk begins at the back of the curb and there is no planting strip. There are also instances on the corridor where there are no sidewalks.

** Width from the back of curb or sidewalk to the edge of the ROW varies throughout the corridor depending on parcel boundary edges.

These street sections represent the typical cross section when not at an intersection or median break.

4.5 CATALYTIC SITES

The most impactful redevelopment in the study area will occur near the I-20 interchange. In order to assess the potential for redevelopment, the CID, through its development entity, should work with willing property owners to identify key catalyst sites for redevelopment in the interchange area and solicit development interest in the redevelopment of the sites through a Request for Proposal (RFP) process with the property owners' involvement. The commitment of potential TAD funding by the County for the creation of key infrastructure/site preparation to support the redevelopment should be pre-determined for these sites. (See Section 5.2 for additional discussion of TAD as a funding source for implementation.)

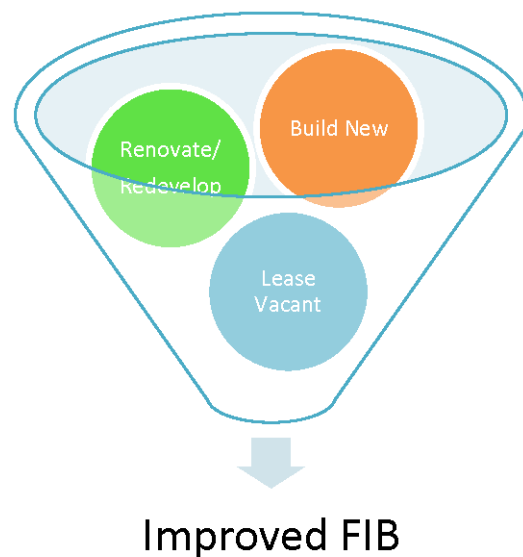
This incentive can be used to create the public infrastructure in terms of greenspace, streetscape, and other public amenities and can be used to defray some or all of the cost of demolishing existing structures, conducting environmental clean-up, and other site prep costs to make redevelopment of industrial sites economically feasible.

In order to examine the economic feasibility of development in the study area, Bleakly Advisory Group chose three catalyst sites near the I-20 interchange. These hypothetical redevelopment projects could feasibly occur on parcels all along the corridor. The following programs are purely hypothetical and are used for financial modeling purposes only. They do not represent any proposal or recommendations regarding design or development of actual sites or projects. These development programs are based on feasible land use, density, zoning, and the available acreages of the redevelopment parcels.

In order to determine the economic feasibility of each concept, Bleakly Advisory Group estimated the total market value of the development concept at build out. From the market value, the estimated maximum land contribution can be determined for the development prototype. (This is estimated at 15% of total market value.) This maximum land contribution is then compared to the estimated land purchase price for the parcel, based on the

current land values discussed above, to determine if the prototype development will support land costs sufficient to acquire the site for the estimated purchase price. This is the analysis that a property owner will do to determine if they can afford to redevelop the site themselves, or sell to a third party.

Further, an estimate of the potential TAD for each development concept was calculated. The TAD estimate is based on the estimated market value for the project from which the TAD proceeds available to the development was generated. The estimated TAD funding has been shown as a potential incentive to the project to help fund needed infrastructure and/or to fund any gaps between what the projects can support in land costs and the actual land purchase price.



SITE 1: MOSLEY MOTEL / TELECOMMUNICATIONS CENTER

The first hypothetical development scenario is at the Mosley Motel site, which is 10.4 acres located at the northwest corner of the FIB/I-20 interchange (outlined in red on Figure 4-12 below). This site is ideal for a state-of-the-art industrial building, possibly focused on Big Data storage or telecommunications. This could include a call center, data center, or other similar function. Other industrial uses, particularly those seeking high visibility along the interstate, could also be a possibility.

Assuming a market value of \$90/SF for the building, which is approximately the current estimated construction cost, and \$4 million, or 40% of construction costs for the machinery and personal property within the building, a

100,000 SF building would have a market value of \$12.6 million, with a potential land contribution from the developer of \$1.89 million (15% of total value of the building).

We estimate, based on current sales and listings in the area and the site's high visibility, the fair market land price for the site would be \$200,000 per acre or \$2.1 million. Factoring in demolition of the on-site building at \$200,000 (\$5/SF for approximately 40,000 SF) the total up-front developer contribution to acquire the land and prepare it for redevelopment would be approximately \$2.3 million. The land cost is \$390,000 more than a developer would likely be willing to pay, based on a 15% land contribution, making acquisition not economically feasible based on current market values without incentives.

The land is currently assessed at \$400,000, which we estimate would increase to \$5 million assuming the hypothetical development scenario succeeds. With that increment level, the TAD proceeds could reach over \$1.5 million, which, if included in the land contribution, could make the project economically feasible.

**TABLE 4-3. MOSLEY MOTEL/
TELECOMMUNICATIONS CENTER ECONOMIC
ANALYSIS OF DEVELOPMENT SCENARIO**

	Without TAD	With TAD
Site Acquisition Cost @ \$200K/Acre	\$2,080,000	\$2,080,000
Site Demolition @ \$5/ sf	\$200,000	\$200,000
TOTAL	\$2,280,000	\$2,280,000
Industrial Facility Val- ue @ 100,000 sf	\$9,000,000	\$9,000,000
Industrial Personal Property (FF&E)	\$3,600,000	\$3,600,000
TOTAL	\$12,600,000	\$12,600,000
Maximum Land Acqui- sition Cost @ 15% Project Cost	\$1,890,000	\$1,890,000
Land Acquisition Cost Difference	(\$390,000)	(\$390,000)
Potential TAD	\$0	\$1,560,000
Site Project Costs Covered	(\$390,000)	\$1,170,000

SOURCE: BLEAKLY ADVISORY GROUP

**FIGURE 4-12. MOSLEY MOTEL/
TELECOMMUNICATIONS CENTER LOCATION**



SITE 2: 4425 FULTON INDUSTRIAL
BOULEVARD / RETAIL

The hypothetical scenario at the 4425 Fulton Industrial Boulevard is envisioned as a future retail/commercial redevelopment. At 3.4 acres at the northwest intersection of FIB and Frederick Dr. (south of the I-20 interchange and outlined in red on Figure 4-13 below). This site could become home to retail users catering to local business, as well as restaurant and other convenience commercial offerings.

The development scenario assumes a 45,000 SF commercial center eventually replaces the current uses, which are a adult strip club and truck service center. The new market value of the commercial buildings would likely be about \$115/sf—approximately the current estimated construction cost. Therefore, the development would have a market value of \$5.175 million, with a potential land contribution from the developer of \$776,250 (15% of total value).

TABLE 4-4. 4425 FULTON INDUSTRIAL/
RETAIL ECONOMIC ANALYSIS OF
DEVELOPMENT SCENARIO

	Without TAD	With TAD
Site Acquisition Cost @ \$200K/Acre	\$1,020,000	\$1,020,000
Site Demolition @ \$5/sf	\$25,000	\$25,000
TOTAL	\$1,045,000	\$1,045,000
Facility Value @ 45,000 sf	\$5,175,000	\$5,175,000
Maximum Land Acquisition Cost @ 15% Project Cost	\$776,250	\$776,250
Land Acquisition Cost Difference	(\$268,750)	(\$268,750)
Potential TAD	\$0	\$ 621,000
Site Project Costs Covered	(\$268,750)	\$352,250

SOURCE: BLEAKLY ADVISORY GROUP

We estimate based on current sales and listings in the area and that the site currently houses existing business, the fair market land price for the site would be \$300,000 per acre or \$1,020,000. Factoring in demolition of the on-site buildings at \$25,000 (\$5/SF for approximately 5,000 SF) the total up-front developer contribution to acquire the land and prepare it for redevelopment would be approximately \$1,045,000. The land cost is \$268,750 more than a developer would likely be willing to pay, based on a 15% land contribution, making acquisition not economically feasible based on current market values without incentives.

The land is currently assessed at \$1,000,000, which we estimate would increase to \$2.5 million assuming the hypothetical development scenario succeeds. With that increment level, the TAD proceeds could reach over \$600,000, which, if included in the land contribution, could make the project economically feasible.

FIGURE 4-13. 4425 FULTON INDUSTRIAL BOULEVARD/
RETAIL LOCATION



SITE 3: WENDELL/INTERCHANGE BLOCK

The third hypothetical redevelopment scenario is 10.3 acres of the entire block bounded by Wendell Drive, Interchange Drive SW and FIB, northwest of the Interstate 20 interchange (outlined in red on Figure 4-14 below). This site is envisioned as the signature gateway industrial building to a redeveloped industrial super block between Martin Luther King Jr. Drive and I-20. Approximately 100,000 SF of new modern industrial space could be developed at this location, in a single or multiple buildings.

Assuming a market value of \$90/SF for the building, which is approximately the current estimated construction cost, and \$4 million, or 40% of construction costs for the machinery and personal property within the building, a 100,000 SF building would have a market value of \$12.6 million, with a potential land contribution from the developer of \$1.89 million (15% of total value of the building).

We estimate, based on current sales and listings in the area and that the site currently houses existing business, the fair market land price for the site would be \$250,000 per acre or \$2.4 million. Factoring in demolition of the on-site buildings at \$425,000 (\$5/SF for approximately 85,000 SF) the total up-front developer contribution to acquire the land and prepare it for redevelopment would be approximately \$2.8 million. The land cost is \$927,000 more than a developer would likely be willing to pay, based on a 15% land contribution, making acquisition not economically feasible based on current market values without incentives. The total tax assessed value of all the parcels in the block is \$2.25 million. Proceeds from a TAD could reach over \$1.5 million, which, if included in the land contribution, could make the project economically feasible.

**TABLE 4-5. WENDELL/INTERCHANGE BLOCK
ECONOMIC ANALYSIS OF DEVELOPMENT SCENARIO**

	Without TAD	With TAD
Site Acquisition Cost @ \$250K/Acre	\$2,392,500	\$2,392,500
Site Demolition @ \$5/SF	\$424,570	\$424,570
TOTAL	\$2,817,070	\$2,817,070
Facility Value @ 100,000 SF	\$12,600,000	\$12,600,000
Maximum Land Acquisition Cost @ 15% Project Cost	\$1,890,000	\$1,890,000
Land Acquisition Cost Difference	(\$927,070)	(\$927,070)
Potential TAD	\$0	1,512,000
Site Project Costs Covered	(\$927,070)	\$584,930

SOURCE: BLEAKLY ADVISORY GROUP

**FIGURE 4-14. WENDELL/INTERCHANGE BLOCK
LOCATION**



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