

5 STRATEGY IMPLEMENTATION

5.1 INTRODUCTION

To be fully realized, the overall vision for the future of Fulton Industrial Boulevard (FIB) requires a succinct strategy and dedicated leaders and partners to see it forward. This Chapter identifies those critical partnerships and steps that will be required to achieve the opportunities identified in Chapter 3 and the vision laid out in Chapter 4.

This chapter is organized by substantive elements of the plan to facilitate implementation. It begins with a high level perspective of the key organizational requirements that will propel the Fulton Industrial CID successfully into the future from an overall market and economic development standpoint. These overall organizational approaches are followed by strategies to implement the necessary freight and multi-modal transportation improvements required to support the efficient flow of goods and people, which will ultimately play a major role in the efficacy of the district in supporting its industrial users and support services. Policy and programmatic changes to support the overall land use vision, wayfinding strategy, and landscape plan are provided last.

The strategies introduced herein are supported by the Work Plan schedule of actions in Chapter 6.

5.2 KEY OVERALL IMPLEMENTATION PARTNERS & STEPS

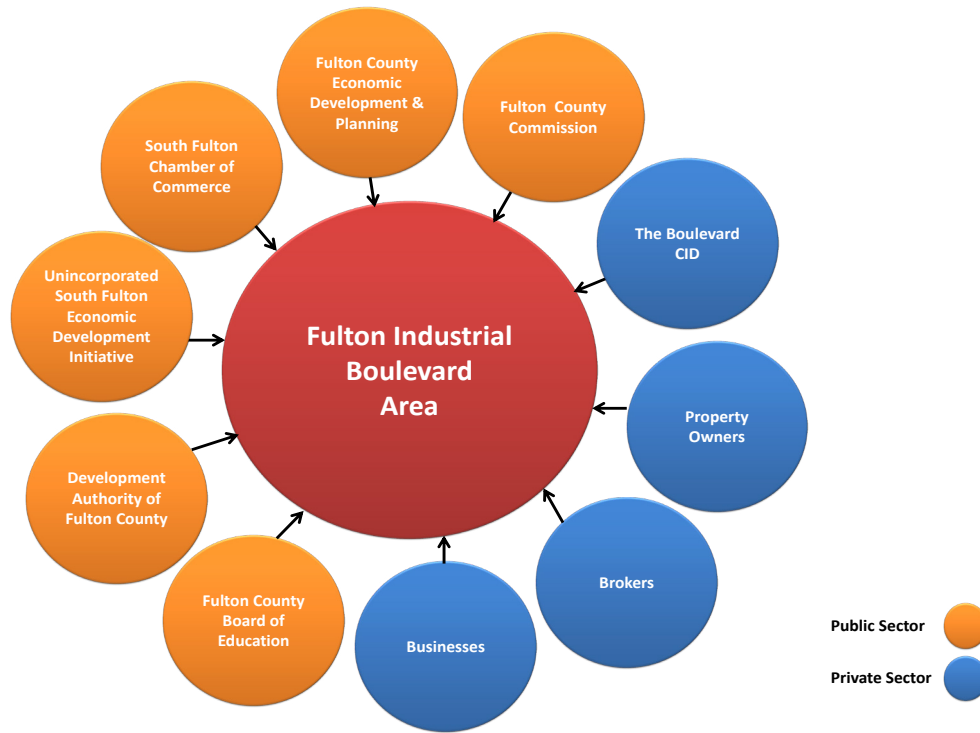
The implementation of the development vision for the Master Plan should be based on the creation of a cooperative public private partnership between the key participants/stakeholders in order to increase the chance of success. The key participants are both in the public and private sector and the successful implementation of the Master Plan vision for FIB will require forming partnerships among all of the entities that can bring unique skills and abilities to determine the future of FIB.

The key economic development and organizational participants are described below and in Figure 5-1. *Please note that additional partners for targeted transportation and landscape investments are highlighted in sections 5.3 through 5.6.*

PRIVATE SECTOR

- **The Fulton Industrial CID**—having an existing entity in the form of the Fulton Industrial CID focused on the future economic health and well-being of the study area will be a major institutional advantage in implementing the Master Plan. Every successful redevelopment effort has a champion that coordinates its implementation and can bring the needed focus and resources to coordinate the many details that need to be accomplished to convert a large redevelopment plan into reality. As a first step, the executive board of the CID needs to embrace the Master Plan recommendations and commit to provide the leadership, administrative support and leverage its funding sources to implement the plan over the next decade. This may require an expansion of its current staffing and a reallocation of its future funding to support several key elements of plan implementation.
- **Property Owners**—the existing property owners play an essential role in the implementation of the vision for the Master Plan area. Owners of the substantial inventory of older industrial space that are experiencing vacancies will have to either 1) renovate their facilities themselves; 2) embrace the need to redevelop their current property in-line with the vision for the master plan area; or, 3) be willing to sell their property to developers interested in implementing the redevelopment vision for the area.
- **Brokers**—implementing the vision for the study area will depend on a new cooperative model for promoting the area. Rather than market individual buildings and sites independently, FIB must develop a coordinated marketing plan built around a common website where prospects can learn about FIB as a whole, and then when a building or site has been identified, work directly with the brokers representing those assets. This cooperative approach will increase the awareness and visibility of FIB to future prospects and regional economic developers and site locators working with prospects.
- **Businesses**—the future success of FIB will also depend on networking with existing businesses to determine if there are opportunities for them to expand their businesses in FIB or attract new operations from their parent companies to the area as well as key suppliers in their supply chain. The 500+ businesses in the area offer the greatest potential for growth and expansion of managed and marketed effectively. The CID can play a key coordinating role in this process.

FIGURE 5-1. KEY ORGANIZATIONAL AND ECONOMIC DEVELOPMENT PARTNERS



PUBLIC SECTOR

- Fulton County (Commission)**—The County has a tremendous amount to gain from the successful implementation of the Master Plan recommendations for the study area. The proposed plan would provide a major economic stimulus to the FIB area and reverse the decline in property values and sluggish growth that have characterized the last several years. FIB is one of the largest concentrations of employment in unincorporated Fulton County and represents a major component of the County's tax digest. The County's role should be to provide the infrastructure needed to support the study area's transformation and implement a series of land use policies that will encourage the creation of the vision articulated in the master plan. Fulton County may also have to contribute to the seed funding for the public improvements needed to trigger the initial round of revitalization in the area.
- Fulton County Economic Development Division and Fulton County Planning & Community Services Department**—As part of County government, these two organizations play vital roles in the future development and growth of FIB. County economic development can assist in the promotion and growth of the area by being a proactive advocate for helping existing employers expand their operations and helping to recruit new businesses to the area. Planning plays a critical role in providing the regulatory framework that will encourage the long term vitality of this critical job center and prevent commercial intrusion from lessening the appeal of the area. Through the Fulton Industrial Business District Overlay District it will also be possible to encourage higher-quality development over time in the corridor. In addition, planning can prevent the intrusion of incompatible residential uses into

this industrial area thereby protecting the residents and securing the future of the area as a home to clean and technology-based industry.

- South Fulton Unincorporated Economic Development Initiative**—This special initiative supported by the County is targeted to the economic development needs of unincorporated South Fulton, and FIB is a major part of this initiative. Having a small team of highly experienced economic developers working every day on economic development issues in the area is a major asset to FIB and all of unincorporated South Fulton. The ability of this team to work collaboratively with the CID, area businesses, property owners, and the brokerage community is a key resource for the future implementation of the Master Plan vision for the area.
- Development Authority of Fulton County**—should be a major financial ally in the implementation of the plan, particularly in the transformation of older industrial uses with new facilities and businesses. In addition, Fulton County should play a central role by creating a TAD district for the I-20 interchange area as a key incentive to make the transition of the existing land uses into a more viable and appealing “front door” to this vital business district. Furthermore, the County’s economic development efforts can provide the public support to market and promote the area to existing businesses and future prospects.
- South Fulton Chamber of Commerce**—The South Fulton Chamber represents the business interests of all of South Fulton, a major portion of which is the FIB area and businesses. Working collaboratively with the other economic development entities in the area, the South Fulton Chamber is another important resource for the promotion and growth of FIB as it implements the master plan.
- Fulton County Board of Education**—Fulton County Board of Education plays a critical role in preparing the workforce for the future of FIB. Graduates of its area high schools are a major component of the labor force for FIB. Developing ways for a closer linkage between the School Board and its programs and the needs of the employers in FIB would both benefit the student population and help provide better skilled future workers for the employers at FIB. A career academy and/or special training programs for students in industries with a presence at FIB could provide a valuable path to economic prosperity for the students and their families. Fostering a better linkage between Fulton County Schools and FIB could create an important competitive advantage for the area in its retention and recruitment of new businesses.

THE DEVELOPMENT AUTHORITY OF FULTON COUNTY WILL BE AN IMPORTANT FINANCIAL ALLY IN THE REDEVELOPMENT OF THE I-20 INTERCHANGE AND FACILITATING THE CREATION OF A TAD FOR THE I-20 GATEWAY DISTRICT.



KEY IMPLEMENTATION STEPS

The following steps should be pursued to implement the vision detailed in the Master Plan:

- The Master Plan should be adopted by the Fulton Industrial CID as its “roadmap” for the future development of the FIB area over the next decade.
- The CID should use the Master Plan to promote the vision for the area and build a framework of success as small incremental steps in its implementation are achieved. This is model used so successfully by the Midtown Alliance in the promotion of Blueprint Midtown. It created a sense of momentum and inevitability around the plan that was critical in getting the many property owners and developers with interest in the area to follow its key concepts and vision. When any new investment or development occurs in Midtown, the Midtown Alliance claims it as being “in the Blueprint” or “according to the Blueprint”—this is important in creating a sense in the community of buy-in and commitment to the broader vision. It also makes it difficult for the next project to deviate from the plan.
- The CID should consider creating a non-profit development entity under its leadership to facilitate the implementation of the redevelopment activities in the plan. This entity could hold land on an interim basis, take lead responsibility for managing the TAD and recruit businesses and developers to bring new projects to the area.
- The CID should consider providing “seed funding” to support the implementation of key initiatives detailed in the master plan. This could include funds for administration, consulting and special studies needed to advance the implementation of the plan, as well as matching funding for key infrastructure and amenities of the plan.
- The CID should play the leadership role in the redevelopment of the area around the I-20 interchange, since private development efforts are unlikely to be sufficient to accomplish this goal on their own. We believe an effective public private partnership on key sites in this area will be essential to success. The major ownership entities active in FIB can play a leadership role in this redevelopment process, given their experience with development around the state and region.
- The CID, through its development entity, should work with willing property owners to identify key catalyst sites for redevelopment in the I-20 interchange area and solicit development interest in the redevelopment of the sites through a Request for Proposal process with the property owners’ involvement. The commitment of TAD funding by the County for the creation of key infrastructure/site preparation to support the redevelopment should be pre-determined for these sites.
- Fulton County needs to adopt the proposed zoning changes that will encourage the flexible set of land policies that can support the creation of the vision detailed in the Master Plan. (See Section 5.4.)
- The County should seek funding from the Atlanta Regional Commission (ARC) for a catalytic infrastructure project that would help initiate the redevelopment of the I-20 interchange area.
- The CID needs to coordinate the creation of a branding program for FIB that will result in a new website to include data on space for lease, buildings and sites for sale throughout the FIB area. The site should be the principal marketing tool for the entire area, and link interested prospects to the individual sites of the brokers representing assets in the CID. This website would help create a unified presence and tell the story of FIB to potential prospects. It should result in more business inquiries and activity for all participants. Off the shelf technology exists for automating the building and site inventory for accessibility on the website. This should be a joint project of the CID, building owners, brokers and businesses.

FINANCING THE PUBLIC PRIVATE PARTNERSHIP

Implementing the plan for the study area will require an effective melding of a variety of financing sources from both the public and private sectors. The basic approach is to use public funding to provide the infrastructure and amenity framework to attract and support the much greater amount of private capital, both in the form of debt and equity that will be needed to fund the commercial and industrial redevelopment. A shorthand way of thinking of the financing approach is that the public sector's role is to help with the horizontal development --infrastructure and amenities like streetscape, transportation improvements, site demolition and prep costs and the private sector will finance the new vertical development built in the area.

There are three key funding sources that should be combined to help finance the public portion of the public private partnership to achieve the redevelopment components of the Master Plan:

1. FIB TAD

Perhaps the most useful financial tool to support redevelopment in Georgia is the creation of a TAD to fund key public infrastructure. TAD funding financed the environmental clean-up, site prep work and creation of the parking superstructure that supports the development at Atlantic Station. **Achieving the redevelopment of the I-20 interchange area will also require some level of public support and would be an ideal application of TAD.** This incentive can be used to create the public infrastructure in terms of green space, streetscapes, and other public amenities and can be used to defray some or all of the cost of demolishing existing structures, doing environmental clean-up and other site prep costs to make redevelopment of industrial sites economically feasible.

The TAD must be created by the County; however, the County can delegate administrative responsibility for the TAD to the CID, subject to periodic review and oversight. The County would be responsible for issuing bonds, but the CID could have authority to structure bank loans

using TAD funds if the County grants the CID that power through a memorandum of understanding. This administrative relationship should be worked out as the County moves forward with forming a TAD. *See Section 4.5 for development scenarios demonstrating how TAD financing may work.*

2. FIB Opportunity Zone

The recent creation of the FIB Opportunity Zone allows employers who create two or more jobs to receive a \$3,500 tax credit on their Georgia taxes for five years. This incentive is widely used in the state to attract new employment and should be a major asset to the redevelopment effort and for helping existing employers expand in the FIB area as well to attract new prospects to locate at FIB.

3. Fulton Industrial CID

Another key financing tool that is already in place in the Master Plan area is the Fulton Industrial CID. The creation of the CID for the FIB area provides not only a key administrative structure for implementation of the redevelopment plan but generates a stream of revenue annually from commercial property owners in the CID to help fund needed improvements to the area. While the amount of funding that can be dedicated to implementation of the plan is limited due to a broad range of existing programmatic commitments, other CIDs, such as Perimeter, Gwinnett Place and Cumberland, have shown how effectively seed and matching funding can be used to create key public amenities and support redevelopment initiatives. For example, the CID's streetscape efforts can be targeted to support the redevelopment of specific blocks or areas within the I-20 Gateway area, as discussed in Section 4.3.

Having a plan that links together the three sources of public funding into an overall public-private financing strategy will add significant credibility to the efforts to implement the Master Plan. And, combined with the needed commitment and focus from the CID and potentially its development entity to manage the day-to-day redevelopment tasks, will go a long way to seeing the vision created in the FIB Master Plan become a reality.

5.3 TRANSPORTATION

After establishing the need, which has been accomplished in large part through the master planning process, establishing implementation partners and securing funding are two of the most important aspects to realizing the implementation of the recommended transportation improvements summarized in Section 4.4. As a state roadway, regional thoroughfare, and regional truck route, there are a number of funding options available for transportation projects along FIB.

IMPLEMENTATION & FUNDING PARTNERS

Atlanta Regional Commission (ARC)

Given their focus on improving freight operations, safety, and multimodal travel, the primary funding source recommended for implementing the transportation recommended actions is federal M230 funds through the ARC. M230 discretionary funds are made available through the Federal Highway Administration (FHWA) for large metropolitan areas (over 200,000 people). In order to apply for these funds, applicants must be able to demonstrate that their transportation projects meet one of three programs. Since these programs are federally-funded, a 20% local match is required. As discretionary funds, the ARC filters these funds through the following program areas:

- **Freight Operations and Safety Program** – The purpose of this program is to enhance, as quickly and efficiently as possible, the regional freight transportation network that serves the regional economy. The focus of this program is on short term projects with high cost/benefit ratios that can be implemented without excessive delays.
- **The General Purpose Roadway Operations and Safety Program** – This program supplements other operations and safety programs in the region by implementing projects that improve traffic operations and safety along roadways and at key intersections. Potential projects include cost effective solutions such as intersection improvements and signal upgrades. The program

objectives address congestion relief, safety, and support for economic development.

- **Last Mile Connectivity Program** – This program implements planning and capital improvements for safe bicycle and pedestrian travel in the region, consistent with regional goals and objectives.

Multiple projects that meet one or more of these criteria can be consolidated into a single application for M230 funds as long as they collectively strive to achieve a common goal. Typically, the ARC has an annual “call for projects” that solicits applications for these funds; however, due to funding shortfalls and an abundance of projects currently programmed in the region, the ARC will not be issuing soliciting applications until at least 2014.

It is highly recommended that the CID attend ARC meetings to determine when M230 applications will once again be solicited so that the FIB can be positioned to apply for, and receive, transportation funds.

THE PARKING LOT AT THE QUICKTRIP AT CAMP CREEK PARKWAY DEMONSTRATES THE LARGE QUANTITY OF FREIGHT TRAFFIC DOING BUSINESS ALONG OR PASSING THROUGH FIB.



Georgia Department of Transportation (GDOT)

GDOT also offers programs that could potentially fund the recommended improvements. Some of these programs are federally funded and, as such, may not be eligible for a local match for ARC programs.

- **Operational Improvement Program (GDOT State Traffic Operations Office)** – This program is a federally funded program, distributed locally through GDOT, that focuses on projects that provide operational improvements for state routes with minimal environmental and right-of-way impacts.
- **Safety Program (GDOT State Traffic Operations Office)** – This program is a federally-funded program, distributed locally through GDOT, designed to reduce the number and severity of lane departure crashes, improve pedestrian safety and improve design and operation of intersections.
- **Quick Response Program** – This program is state-funded and designed to address quick maintenance, safety, or operational concerns. At the present time, there is \$1 million allocated to each GDOT District each year. Each quick response project has a \$200,000 individual cap.
- **Local Maintenance and Improvement Grant (LMIG)** – LMIG is a program funded by GDOT for improvements such as engineering, utility adjustments, resurfacing, adding turn lanes, etc. A 30% local match is required for these funds. In FY 2013, unincorporated Fulton County has received approximately \$750,000 to date.
- **GATEway Grant Program** – GATE, an acronym for Georgia Transportation Enhancements, is a GDOT program targeted for roadside enhancements and beautification as long as the improvements meet specific landscaping requirements. The most an applicant can seek under this program is \$50,000. There were no grants awarded in 2012 due to a lack of funds. Therefore, this funding source may be somewhat unreliable for implementation purposes but should be monitored, nevertheless.

- Another potential funding opportunity for FIB is the passage of House Bill 202, which waives the requirement to balance funds by congressional districts for all interstate improvements, certain freight corridor projects and projects of regional significance. The law was intended to prepare Georgia for increased freight flow as a result of the deepening of the Savannah River at the port.

State Road and Tollway Authority (SRTA)

SRTA is responsible for administering funds from the Georgia Transportation Infrastructure Bank (GTIB). While SRTA offers both a loan and grant program from the GTIB funding pool, the grant program is typically the funding opportunity accessed by CIDs due to their finite timeframe as an agency. Therefore, the GTIB grant program is typically used to provide transportation projects to CIDs throughout the state. These funds can be used as matching funds for ARC M230 funds. Much like the ARC, SRTA solicits applications for GTIB funding and rates them based on: 1) mobility improvement; 2) match being provided against their funds; and 3) economic development potential. Pursuant to interviews with SRTA staff, it is anticipated that this funding source will be available for the foreseeable future.

MARTA

As part of their funding umbrella, MARTA commits a certain amount of funds to improve pedestrian connections to its facilities. As local funds, these funds may also be applied as matching funds for the ARC M230 funds noted previously. Most of the pedestrian improvements recommended in this plan would connect employers to transit.

FULTON COUNTY/TAD

Creation of a TAD for the I-20 interchange area, as discussed in Section 5.1, could provide an additional source of funding for transportation improvements. The most strategic use of TAD funds should be determined by area partners upon its further consideration.

TRANSPORTATION IMPLEMENTATION STRATEGY

There are numerous means to fund the transportation projects recommended within this plan; however, being able to coordinate these opportunities into a work program can be complicated. The means of implementation is reliant on the: 1) availability of funding at the local level and 2) the overall competitiveness of the project to other projects being sponsored throughout the region and/or state vying for those same funds.

The documentation within this section provides the onus behind the development of the work program, which is provided in Chapter 6 and is derived from the overall recommendations, provided in Chapter 4. It should also be noted that all of the recommendations within should be incorporated into the ongoing South Fulton Comprehensive Transportation Plan (CTP) effort in order to strengthen their opportunities for implementation.

Freight Mobility Improvements

Without question, the most enticing funding source for the short-mid term improvements is the federally-funded ARC M230 discretionary funds; however, to the degree these funds can be utilized is dependent on the amount of match funds that can be generated by the CID for these improvements and the ability to demonstrate their overall benefit.

From a funding perspective, there are three plausible scenarios that apply with respect to local match:

1. **GDOT agrees to provide local match for improvements** – This would be accomplished through coordination with GDOT staff and/or leadership. With the passage of House Bill 202, there is a strong push for freight corridor improvements. While FIB is not a designated ‘Statewide Freight Corridor’, it is certainly one of the most critical freight corridors in the Atlanta region and is a state-maintained roadway. In this vein, it is recommended that the CID, in partnership with the ARC, submit a letter to

GDOT leadership requesting that FIB and Camp Creek Parkway be added to the statewide network.

2. **The CID receives SRTA funding for improvements** – As noted within, SRTA funds are eligible for matching federal funds. However, SRTA rarely contributes the entire required match for a particular project unless there is a substantial benefit that can be demonstrated. Therefore, some other means of funding – either through GDOT, the CID or Fulton County – would likely be needed.
3. **Fulton County agrees to contribute** – Considering that FIB is a state roadway and the fact that Fulton County is already responsible for maintaining its network of county roads, receiving County funds for FIB improvements is somewhat unlikely. However, given the importance of the FIB corridor to the tax-base of the County, it is still a possibility. Should the County contribute, the initial local funds can be matched up with state LMIG funds that could collectively be used to match federal funds from the ARC.

Critical steps that are needed over the course of the next year to better define the action plan for these short-mid term improvements include:

Step 1: Quantifying the overall benefits that the short-term improvements will have on mobility. While these improvements will certainly improve freight mobility in the FIB corridor, the degree to which they will help has not been assessed. This will be needed in order to make a case for the project for the use of very competitive funding streams – particularly ARC M230 funds.

Step 2: Further coordinate efforts with SRTA, GDOT and Fulton County. In order to make application for the ARC M230 funds, the source of the local match needs to be identified. Upon completion of the benefits analysis, the CID needs to double-back with the implementing agencies to make the case for project at a local level. As a result of the analysis, some of the projects developed within this study may need to be modified in order to conform to available local funds. In addition, the phasing of the projects and/or application being made to ARC may also need to be modified. Furthermore, state-funded Quick Response funds may also be potentially leveraged at high accident locations such as those near the I-20 interchange.

Step 3: Make application to ARC based on available local match. Once the amount and source of local matching funds have been identified, then a clear competitive application can be submitted in 2014.

NEW SIGNAL INSTALLATION WILL HELP INCREASE SAFETY AND MOBILITY ALONG FIB. ADDITIONAL ANALYSIS IS REQUIRED TO QUANTIFY ADDITIONAL BENEFITS.



Multimodal Improvements

Several multimodal projects were identified throughout the course of the study for both the short-term and long-term. As with the short-term freight mobility improvements, a critical element for the CID will be coordination with the implementing agencies.

Roadway Improvements

There are both short-mid term and long-term recommendations for roadway improvements: the signal installations, Intelligent Transportation System (ITS) improvements, capacity improvements widenings to FIB and Campbellton Road, and a modification to the I-20 interchange at FIB.

- **Short-term Signal and ITS Equipment Installations**—Much like the freight mobility improvements, the implementation of the short-mid term signalization and ITS enhancements is contingent on the amount of local match available and the overall strategy that is developed following coordination with the implementation agencies. In addition, like the freight improvements, analysis will need to occur to assess the overall benefit these improvements will have in terms of safety and mobility. Based on this analysis, these enhancements can be added with the freight mobility improvements to the application for ARC M230 improvements. In addition, the CID should investigate the feasibility of local funding – particularly for the ITS equipment given its relatively low cost and high return on investment with the gained efficiency of the roadway network.

- Long-term Widening Projects** – As previously noted, the widening of FIB from Mendel Road to Campbellton Road and Campbellton Road from FIB to Douglas County are projects in PLAN 2040 scheduled for implementation in 2030. In the short-term, none of these improvements would appear to be critical since most of the issues observed along FIB are operational in nature and not driven by lack of capacity; however, as development continues to occur, the widening of FIB – particularly north of Camp Creek – would be necessary to facilitate continued efficient freight mobility. In order to ensure these projects stay and/or are prioritized in PLAN 2040, the CID and Fulton County should coordinate to ensure their prioritization in the South Fulton CTP and continue to participate in the regional planning process through attendance at the Transportation Coordinating Committee, PLAN 2040 update workshops, and other relevant meetings held by the ARC.
- I-20/FIB Interchange Improvements**– Improvements to the I-20/FIB interchange has been a topic of discussion from stakeholders throughout the course of the study. The needs assessment revealed a high level of current and projected congestion and a significant amount of crashes at this location; however, given that this effort was focused more on short-mid term needs, identifying potential design solutions to the interchange itself was beyond the scope of this Master Plan. Modifications to the I-20/I-285 interchange are programmed within PLAN 2040 with preliminary engineering in 2016 and a network year of 2030. Through stakeholder coordination, input from GDOT has stated that many of the problems associated with the I-20/FIB interchange will be alleviated with the improvements at I-285. The CID should continue to coordinate with GDOT and ARC to elevate the priority of this improvement within the regional work program.

Public Transit Improvements

Due to funding shortfalls and pursuant to input from MARTA staff, all of the transit improvements are identified as long-term improvements. Because of the location in the corridor in relation to the MARTA service area, the opportunities for better connections to other MARTA routes are somewhat limited; therefore, the two improvements include: 1) a peak-hour express route, and 2) the addition of three shelters within the study area at locations with higher boarding totals that currently do not have shelters.

- Express Peak-Hour Bus Service** – MARTA previously operated a peak-hour service until budget cuts closed the route in 2010. Through interviews with MARTA staff, the CID was advised to promote MARTA services through the CID membership to increase ridership along Route 73. In addition, the CID was encouraged to periodically coordinate with MARTA staff to monitor ridership along the route. As boarding totals increase in certain locations, justification for minor route modifications to serve employers in the study area may surface. Eventually, continued promotion of MARTA services and coordination with MARTA staff may induce the levels of transit demand to be competitive for the return of an express service along the corridor.
- Additional Shelters** – Of the three locations proposed for new shelters, only the one on the east side of FIB at Cascade Road meets MARTA criteria for a new shelter. As a result, the same strategy proposed for gaining momentum for the express service would apply for new shelters as well: promote transit within the CID to increase ridership and coordinate regularly with MARTA staff to monitor Route 73 ridership for shelter justification. This, too, will occur as more employment is attracted to the corridor.

Bicycle and Pedestrian Improvements

There are three types of bicycle/pedestrian improvements recommended as part of this effort: 1) sidewalks along FIB in areas of high pedestrian activity, 2) sidewalks connecting transit and employers, and 3) a multi-use trail connecting to and along the Chattahoochee River. Due to relatively low cost and ease of construction, all of the sidewalk improvements are considered short-term recommendations. The implementation strategy for each is as follows:

- **Sidewalks** – Because these improvements seek to meet a more immediate need, sidewalk installation in areas of high pedestrian activity should be prioritized. Funding for these improvements can come from Fulton County, the CID, or both. Since FIB is a state roadway, GDOT may also be a viable source for funding sidewalks along the roadway and, therefore, the CID should inquire about this possibility regarding these improvements. Furthermore, the CID should engage MARTA in providing funding for sidewalks that provide direct connections to bus stops along FIB. These projects may also be included in a larger application for M230 funds with the funding from Fulton County, CID, and/or GDOT serving as a local match. SRTA does not typically fund pedestrian improvements. For those proposed sidewalks further from FIB, such as those along Villanova Drive, Phillip Lee Drive and Wharton Drive, the CID would likely need to fund those since they are specifically targeted to provide a benefit to major employers by making transit more accessible. The CID should solicit a contribution for these improvements directly from those employers these improvements would benefit most.
- **Chattahoochee Multi-Use Trail** – Several conservancy groups throughout the Atlanta region are working collaboratively to develop a multi-use trail along the Chattahoochee River, which makes up the western boundary of the CID. While this trail will have a less important influence in attracting new employment to the area when compared to other factors, it is a potential regional recreational resource that would be appealing to both area residents and corridor employees. In that light, the CID should continue to monitor the progress of the trail development and coordinate with Fulton County to provide adequate connections that do not conflict with freight and general automotive traffic in the area. The CID and area stakeholders should be active participants in regional trail planning efforts that are carried out by ARC and other agencies to ensure trail planning takes into account these opportunities within the CID area.

SIDEWALK INSTALLATIONS SIMILAR TO THOSE AT THE RYDER FACILITY WILL PLAY AN IMPORTANT ROLE IN CREATING A SAFER PEDSTRIAN NETWORK FOR AREA EMPLOYEES AND VISITORS. A POTENTIAL TRAIL ALONG THE CHATTAHOOCHEE WOULD BE AN ASSET TO EMPLOYEES AND SURROUNDING RESIDENTS.



Other Critical Areas

In addition to mode specific improvements, there are some other areas related to transportation that the CID should monitor and address as it continues to grow.

Rail Coordination

One of the items that continually surfaced at Core Team meetings is the current condition of the rail network in the study area, called the Fulton County Railway. From a mobility standpoint, the current rail operations have very little impact on travel conditions because of the very low volumes on the network and the fact there are no at grade crossings of FIB. However, given its overall connections to the CSX rail network and potential opportunity to expand existing or attract additional business operations, the CID should continue to coordinate with both CSX and its third-party operator, OmniTRAX, to facilitate improving the railway and increasing the desirability of the FIB corridor to potential industries. Given the location of the rail facilities in the area, the freight mobility improvements recommended within this Master Plan would also serve additional freight traffic generated by increased rail use in the area.

Travel Demand Management

As noted in the Baseline Assessment (see Appendix A.1) the Atlanta region has several programs that the CID could promote in order to increase travel demand management (TDM) throughout its membership. Because of the overall lower density of its employment base, TDM presents more of a challenge for the CID when compared to office districts such as Buckhead, Midtown, and Perimeter.

In addition to promoting transit use, there are TDM strategies the CID should explore through coordination amongst its members:

- Encourage employees to participate in ridesharing. This can be done through the ARC RideSmart program and the Clean Air Campaign as well as through private vendors such as Enterprise and vRide.

- Investigate vanpooling opportunities. In addition to GRTA (through Enterprise and vRide), Douglas County offers vanpooling services. The proximity of the corridor to Douglas County and the large number of FIB corridor employees that reside there may be a viable route for the existing vanpool.

Pavement/Surface Management

Another issue that raised concerns throughout the course of the study was the pavement conditions along FIB. As a state roadway, maintenance of FIB falls under the responsibility of GDOT. Given the high volumes of truck traffic along the corridor, the pavement along FIB and its side roads endures a considerable amount of weight and stress. As a result, the facility is prone to frequent potholes and pavement issues.

The CID should encourage their membership to report potholes and/or pavement failures to their offices and then generate a monthly report to GDOT (for issues along FIB) and Fulton County (for issues on side roads). In some cases, particularly for the side roads, the CID may need to fund resurfacing projects. Therefore, the CID should investigate funding mechanisms to set aside funds for resurfacing just as it should for sidewalks. From a more long-term perspective, the CID should gauge GDOT on the feasibility of upgrading the surface on FIB to handle greater weights. This improvement could be done during the subsequent widening planned for the roadway or as a separate project – whichever is financially feasible.

POTHOLE NEAR RIGHT TURN LANE AT PATTON DRIVE



5.4 LAND USE

The Fulton County 2030 Comprehensive Plan is the County's development policy guide. The Future Development Map included in that document depicts the development pattern envisioned for the future of unincorporated South Fulton County. This pattern is expressed through a series of "Character Areas;" large geographic areas that share a common purpose such as residential neighborhoods, employment nodes, and mixed-use centers. The County's current distribution of Character Areas with the study area is shown in Figure 5-1. For each Character Area, the Comprehensive Plan includes guidance on compatible zoning classifications and land uses (see Appendix A.2 for a detailed discussion of these items). This zoning and land use guidance is intended to guide development decisions such as rezonings and the granting of use permits. Changes to Character Area designations do not impact the current zoning classifications of properties, rather they are considered a policy level item when property owners request rezoning for affected parcels.

FUTURE DEVELOPMENT MAP CHANGES

Future Development Map/Character Area designation changes are necessary to implement the Conceptual Master Plan included in this document. A series of amendments to the County's Future Development plan, which will align the County's future development guide with the vision of this Master Plan and also increase the likelihood of realization are outlined on the next page. Additionally, adding the applicable land use policies and programs included in the Work Plan (Section 6.3) to the short-term work program component of the County's Comprehensive Plan will assist with implementation by linking the recommended actions to the annual budgets and work programs of the appropriate County departments and agencies.

Proposed changes to the County's Future Development Map are described on the next page. Figure 5-3 shows how the Future Development Map would look should changes be adopted by the County, as recommended. Numbers indicate the locations of proposed changes.

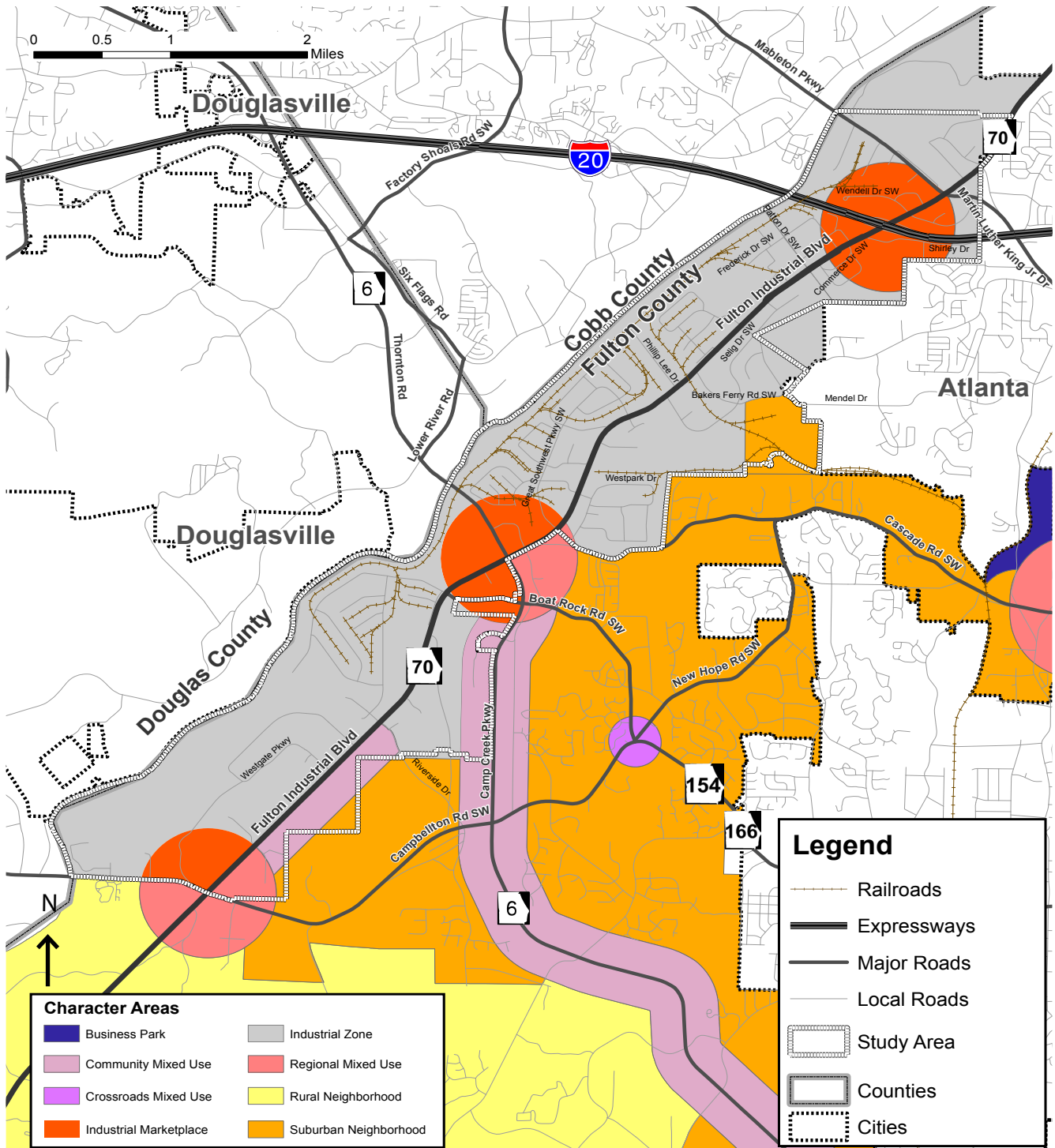


FIGURE 5-2. FUTURE DEVELOPMENT CHARACTER AREAS MAP

Source: Fulton County GIS

1. Establish a new business district Character Area – “Industrial Gateway”.

To differentiate the intersection of I-20 and FIB as the corridor’s signature gateway. Consistent with the redevelopment concept for the intersection, this character would be defined as follows:

The intent of the Industrial Gateway Character Area is to differentiate the major industrial areas in unincorporated South Fulton County. These areas shall incorporate a greater array of non-industrial, non-residential land uses at higher development intensities than the Industrial Marketplace Character Area. They should be located at the major intersections, such as interstate interchanges, and are meant to serve as “front doors” for Unincorporated South Fulton County. These are the areas for innovative uses and signature projects.

The development types allowed in these areas should provide the services and uses that support major industrial employment nodes as well as the uses to serve interstate travelers and nearby neighborhoods. Uses may include office, flex, light industrial and research and development; medical and institutional, restaurants, lodging, travel/transport services and convenience commercial uses. In order to preserve the viability of adjacent industrial areas, residential uses are not appropriate within Industrial Gateways.

Compatible land use categories include:

Retail Industrial; Business Park; Public, Semi-Public, and Institutional; and Open Space

Compatible zoning classifications include:

C-2 (Commercial District); O-I (Office Institutional District); and M-1A (Industrial Park District)

It is also recommended that each designated Industrial Gateway have location specific development standards applied via overlay zoning districts, such as the Fulton Industrial Business District Overlay District.

2. Reclassify the 117 acre Suburban Neighborhood parcel off of Selig Drive and Bakers Ferry Road as part of the Industrial Zone

To preserve the industrial activity in the study area and protect the employment producing area from residential encroachment. This reclassification is consistent with the heavy industrial (I-2) zoning classification of the property, which is currently undeveloped. It should be noted that there is a riparian corridor traversing the southeastern portion of this parcel; as such, the developable area of the parcel is limited to that farthest from nearby neighborhoods.

3. Change the designation of the northeast corner of the intersection of Campbellton Road and FIB from Regional Mixed Use to Industrial Marketplace.

This change will allow for the incorporation of commercial/retail uses to serve those who work along the corridor and the surrounding residential neighborhoods without bringing residential uses directly into active industrial areas of the corridor. There are established industrial uses in the vicinity that could be encroached upon if the high density residential uses considered compatible with the Regional Mixed Use designation developed in the area.

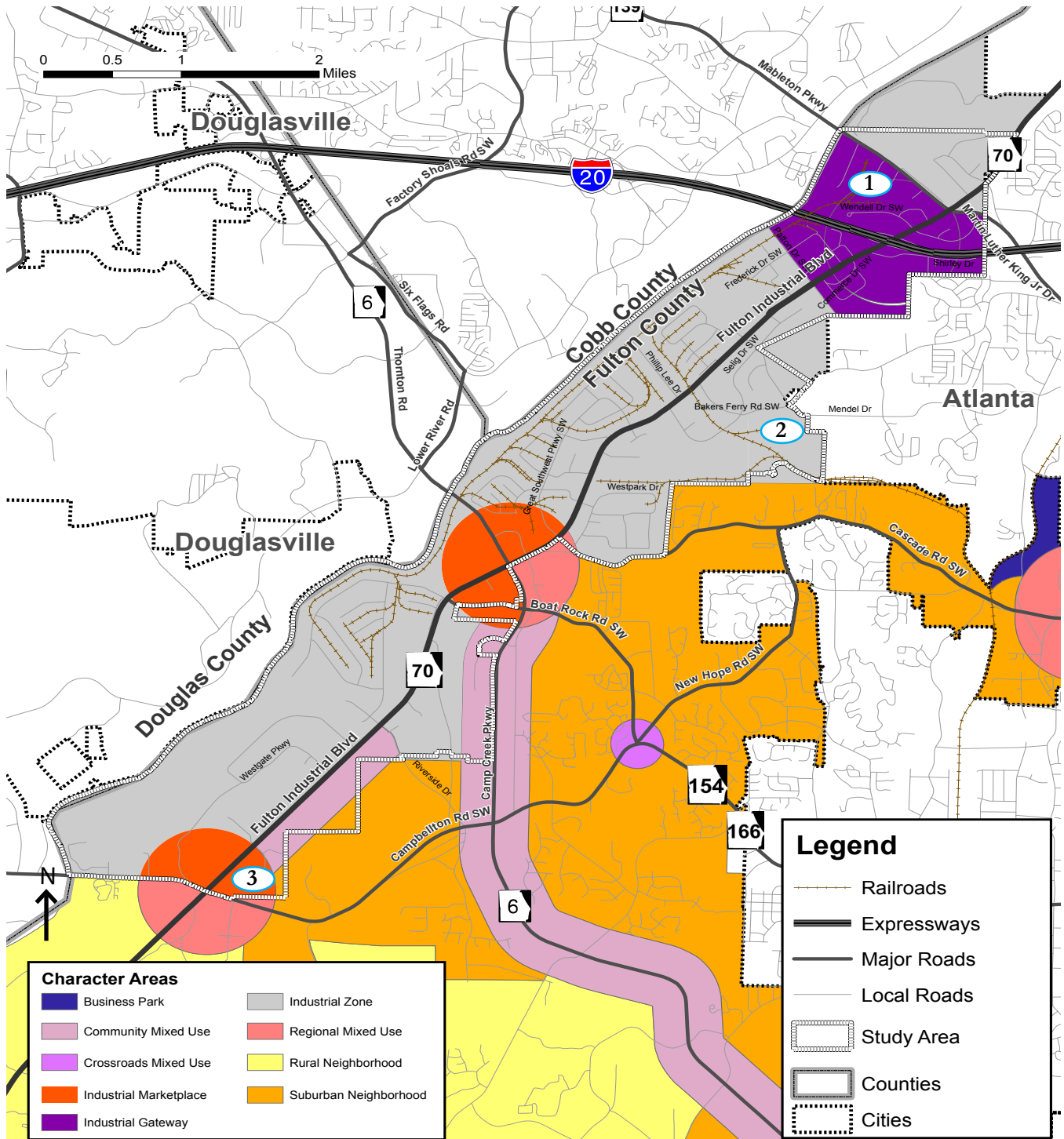


FIGURE 5-3. FUTURE DEVELOPMENT CHARACTER AREAS MAP - RECOMMENDED CHANGES

Source: Fulton County GIS, Jacobs

PROPOSED ZONING CHANGES

In addition to the aesthetic and environmental improvements recommended in the Master Plan, modifications to the Fulton County Zoning Ordinance are necessary to implement the redevelopment scheme for the I-20 interchange and to support the vision for the entire study area (see Chapter 4 for a detailed description of the vision). The changes recommended would strengthen the consistency among the County's Future Development Map, Comprehensive Plan policies and zoning, and this Master Plan. Additionally, the changes can foster redevelopment by establishing development rights consistent with the Concept Plan and lending protection from the expansion of incompatible land uses.

Extend the boundaries of the Fulton Industrial Business District Overlay District to include the large undeveloped parcel at Selig Drive SW and Mendel Drive SW.

- This parcel is currently an island, located between the overlay district and the limits of the City of Atlanta.
- The approximately 90 acre undeveloped parcel is zoned for two-family dwellings (R-6), but is classified as part of the Industrial Zone character area on the County's Future Development Map, which as a matter of policy, prohibits residential development.
- If the parcel becomes part of the overlay district, rezoning to an appropriate industrial classification should be permitted by the County and encouraged by the CID. There is a riparian corridor along the eastern edge of the parcel that should be protected in the event of development; this will serve to protect water quality and provide an additional physical and visual buffer appropriately separating industrial areas from residential areas along Bakers Ferry Road.

Preserve the Industrial Zone for industrial uses by limiting commercial encroachment.

- The majority of commercial uses present in the study area are on parcels zoned industrial. This is an issue because it can limit availability of properties for industrial development, which typically produces higher paying jobs than retail uses.
- The policy of excluding commercial development in the Industrial Zone is stated in the County's Comprehensive Plan; however, it is not supported by the current industrial zoning regulations. The regulations for the Industrial Districts (M-1A-Industrial Park, M-1-Light Industrial & M-2-Heavy Industrial) should be amended to prohibit commercial/retail uses; except when accessory to an industrial use.

MAINTAINING STRICTLY INDUSTRIAL USES, SUCH AS THESE, ALONG THE CORRIDOR IS ESSENTIAL TO PROTECTING THE AREA'S INTEGRITY AS A COMPETITIVE INDUSTRIAL DISTRICT.



Support the land use concept for the Fulton Industrial Boulevard / I-20 interchange area.

- The Fulton Industrial Business District Overlay District includes specific regulations for areas that are designated Industrial Marketplace Character Area in the County's Comprehensive Plan.
- If the FIB/I-20 interchange area is reclassified as an Industrial Gateway Character Area, as recommended, the Fulton Industrial Business District Overlay District should be amended to include additional standards for properties within the new character area. These standards should include: permitting the "travel center" use proposed in the Concept Plan.

Support the commercial/retail character envisioned for the Industrial Gateway and Industrial Marketplace character areas by rezoning industrial parcels as necessary for currently active and proposed commercial/retail (re)development.

Encourage this policy by waiving fees and expediting the rezoning process for owners of properties with currently active commercial/retail uses seeking these rezoning.



HIGHER QUALITY COMMERCIAL USES THAT REFLECT THE INDUSTRIAL CHARACTER OF FIB, SUCH AS THE ABOVE DEVELOPMENT IN ATLANTA'S WESTSIDE INDUSTRIAL DISTRICT, ARE ENVISIONED FOR TARGETED COMMERCIAL .

Prohibit the expansion of adult oriented businesses in the Fulton Industrial Boulevard Business District Overlay District.

- The idea of limiting adult oriented establishments in the study area is supported by the stakeholders in this study process and reports from previous studies of the corridor (Fulton Industrial Boulevard Redevelopment Framework and Urban Land Institute TAP for the Redevelopment of Properties Adjacent to Fulton Industrial Boulevard and the I-20 Interchange). The negative impacts of these establishments on the corridor have been well established: increased crime, safety issues (traffic accidents in their vicinity), impact on surrounding properties/neighborhood blight, etc.
- The Fulton Industrial Boulevard District Overlay District should be amended to prohibit adult oriented businesses. This will stop the establishment of new businesses and prohibit existing establishments from expanding, rebuilding in the case of substantial damage or loss, or re-establishing in the case of prolonged closure.

Limit the encroachment of residential uses into the industrial corridor.

- The policy guidance provided by the Fulton County 2030 Comprehensive Plan for appropriate land uses within the Community and Regional Mixed-Use characters area include medium and high density residential uses such as duplexes, townhomes, condominiums, and apartments. However, should residential uses develop in these areas it would trigger the County's zoning buffer requirements of 100 feet and 50 feet along the rear and side property lines of any adjacent industrial uses. Although this would not apply to current industrial uses it could limit the potential for redeveloping outmoded sites and developing vacant parcels.
- The Fulton Industrial Business District Overlay District should be amended to prohibit future residential uses.



INCOMPATIBLE USES HAVE CHALLENGED THE AREA'S MARKET COMPETITIVENESS IN RECENT YEARS AND CAN BE ADDRESSED BY IMPLEMENTING RECOMMENDED ZONING REGULATIONS.

Incorporate open space into the study area.

The Fulton County 2030 Comprehensive Plan speaks to the appropriateness of incorporating open space into the Industrial Zone and Industrial Marketplace character areas; however, the Fulton Industrial Business District Overlay District does not address the issue. The following changes to the Fulton Industrial Business District Overlay District would assist Fulton County achieving environmental protection and open space preservation goals.

- Industrial Zone: 5% open space set aside, which could be met through offsite transfer to designated areas within the study area such as the proposed trail along the Chattahoochee River.
- Industrial Marketplace: 5% open space set aside for industrially zoned projects and 10% for other zoning classifications. Fifty percent of the requirements could be met in 15 foot setback required along FIB frontages, and up to fifty percent can be transferred off site to designated areas within the study area.
- Industrial Gateway: 10% open space set aside for all properties. Up to half of the required set aside could be met in the required FIB setbacks, and up to half can be transferred offsite to areas designated with in the Industrial Gateway.



ADDITIONAL OPEN SPACE CAN HELP OFFSET IMPACTS OF INCREASED BUSINESS ACTIVITY ANTICIPATED WITH IMPLEMENTATION OF THE MASTER PLAN AND ALSO PROVIDE OPPORTUNITIES FOR INCORPORATION OF PUBLIC ART LIKE THAT AT GREAT SOUTHWEST

PROGRAM RECOMMENDATIONS

Improve aesthetics along the corridor.

The Fulton Industrial Business District Overlay District addresses many of the aesthetic issues found in the study area: building and sign materials, sidewalks, landscaping, screening. While new development must comply with these requirements, there is not a requirement to bring existing structures into compliance with the current zoning standards.

- The Fulton Industrial CID, with help from public, private, state, local and federal partners, could establish a revolving loan fund or grant program to assist property owners in making improvements/repairs to bring their properties into compliance with the overlay district requirements.

Please see Sections 5.6 and 5.7 for strategies for aesthetic improvements to the overall streetscape within the study area.



5.5 WAYFINDING

For the purposes of this study, the planning team created a wayfinding hierarchy throughout the corridor, which is being used as a basis to develop signage schematics, an initiative that was underway at the time that this Master Plan was being completed. Figure 5-4 provides a corridor-wide strategy for locating wayfinding elements.

The following hierarchical categories have been identified :

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

PRIMARY GATEWAY

These entries are primary points of arrival, and as such, require a more intensive design for landscape, public art, signage, and aesthetic enhancement. Primary Corridor Gateways include the intersections of:

- I-20 & FIB
- Campbellton Road & FIB

SECONDARY GATEWAY

Secondary corridor entry points occur along major thoroughfares that cross through the CID boundary. Identifiers would be placed on thoroughfares once they cross into the CID. The proposed secondary gateways are located at:

- Campbellton Road & the Chattahoochee River
- Camp Creek Parkway & the Chattahoochee River
- Camp Creek Parkway & Boat Rock Road
- Cascade Road & Westpark Drive

RIVER CONNECTION

An access point at the Chattahoochee River and Phillip Lee Drive connects the neighboring communities to the regional amenity. It also better connects two regionally significant aspects of the CID: the river and the industrial corridor.

DIRECTIONAL SIGNAGE

Directional signage is strategically placed through corridor at significant intersections to guide visitors to landmarks and businesses within the CID.

STREET SIGNAGE

Street signage is traditional signage denoting a street's name but that has the addition of branding that is district specific.

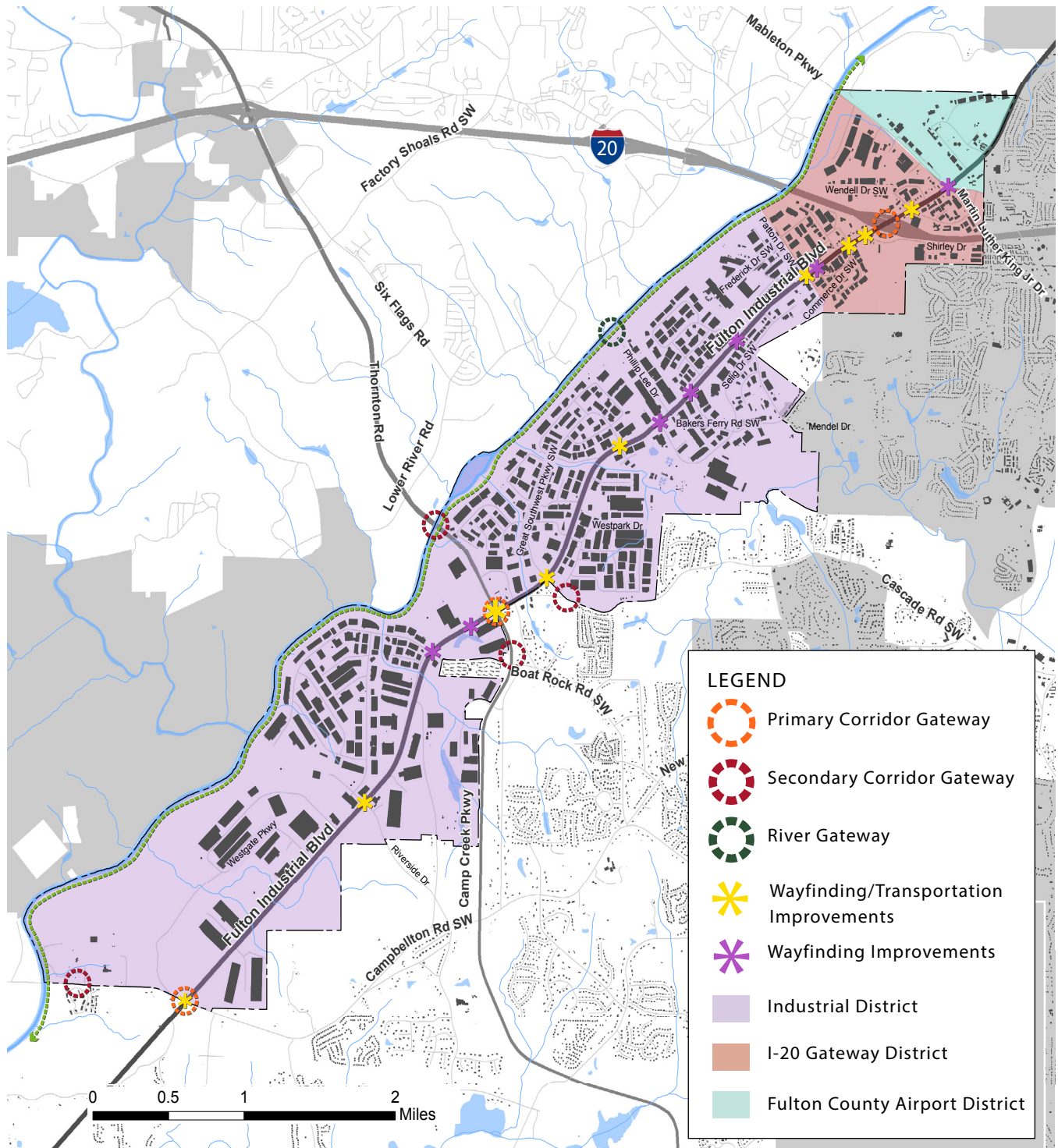
PEDESTRIAN SIGNAGE

Pedestrian signage is specifically geared to those navigating on foot. It is more detailed and at eye level. Pedestrian signage is intended be used in the Industrial Marketplace District, I-20 Gateway District, and at intersections that have pedestrian crossings.

COMMERCIAL SIGNAGE

Commercial area signage is meant to give identity to a variety of retail businesses and restaurants, while still conforming to the overall brand of the CID. This signage should be used in the Industrial Marketplace District and the I-20 Gateway District.

The Fulton Industrial Business District Overlay District should be used as a tool to ensure compatibility between signage provided on private property and the wayfinding schematics being developed for the CID. It is recommended that the Overlay District be amended to include sign standards that are compatible with the signage schematics being developed.



5-4. WAYFINDING STRATEGY MAP

Source: ESRI, Fulton County, Jacobs

OTHER WAYFINDING TREATMENTS

In addition to improving the signage and wayfinding at gateway points, enhancement is needed along the corridor. Some of the intersections simply need clear signage and branding, where others also need to incorporate safe pedestrian crossings.

The following intersections need directional signage and street signage:

- FIB and Martin Luther King Jr. Dr SW
- FIB and Commerce Circle SW*
- FIB and Mendel Dr SW/Wharton Dr SW
- FIB and Bakers Ferry Rd SW
- FIB and Selig Dr SW
- FIB and Lakeview Court SW
- FIB and Boat Rock Rd SW

The following intersections require directional signage and street signage in addition to the inclusion of safe pedestrian crossings. The crossings correspond with the intersections in the transportation plan slated for improvement:

- FIB and Wendell Dr SW
- FIB and Shirley Dr SW*
- FIB and Patton Dr SW
- FIB and Great Southwest Pkwy SW (Gateway Node)
- FIB and Great Southwest Pkwy/Cascade Rd SW
- FIB and Camp Creek Pkwy*
- FIB and Riverside Dr SW
- FIB and Campbellton Rd (Gateway Node)*

(*) Denotes an intersection that also requires commercial signage based on proposed uses.

While the Chapter 6 Work Plan provides estimates of likely signage costs for initial phases, it is important to note that final signage costs will ultimately be dependent upon the wayfinding schematics the CID decides to implement.

Signage Phasing

In terms of phasing, intersections slated for short-term improvements in the Transportation Section should include the implementation of wayfinding at the same time.

Phase 1:

Primary Corridor Gateways: I-20 interchange, Camp Creek Parkway, and Campbellton Road.

Phase 2:

Install wayfinding at the intersections slated for improvement in the short-term with the exception of Commerce Drive. Signage and wayfinding elements should not be incorporated at Commerce Drive until the transportation enhancements have been implemented.

Phase 3:

Install wayfinding at secondary corridor gateways that were not included in Phase 2.

Future Phases:

Install remaining wayfinding and signage improvements.

5.6 LANDSCAPE

Landscape, as described in Section 4.2, in coordination with the signage, wayfinding, and public art, will play a central role in tying the FIB area together in an aesthetically pleasing fashion. The landscape plans within the public rights-of-way for various intersections throughout the corridor are intended to be simple yet bold moves that add a cohesive look to the corridor.

The intensity of landscape treatment is determined by each intersection's role within the corridor. Intersections located at the I-20 Gateway and within industrial marketplace zones as well as primary gateways have the highest intensity of landscape enhancement. Regardless of enhancement level, each intersection is expected to be sustainable through low maintenance based on the use of native plant species. Use of native plant species ensures climate appropriate landscaping, minimizing the need for watering and replacement plantings, while furthering the overall sustainability orientation of the district moving forward.

Landscape concepts have been developed for six of the eight intersections that are included in Section 4.4, Transportation Enhancements & Improvements. The concepts provide typical landscape plans for interchange, median, shoulder, and gateway areas. These intersections, in addition to other select intersections in the corridor, should be part of follow-up landscape corridor plan that creates detailed plans for intersections and streetscape through the corridor.

I-20 AND FIB

The intersection of FIB and I-20 is the primary entry point to the corridor. As such, several other enhancements, in addition to landscape plantings, are proposed. The upgrades include: landscape, lighting, urban art and gateway signage. The landscape concept, anchored by fields of native grasses, will be implemented after a concept landscape design has been completed and funding secured. Lighting at the underpass would be incorporated into the concept landscape design to ensure the landscape and lighting contribute to the overall aesthetics and improved safety of the corridor. The urban art installations are an opportunity to partner with the Fulton County Art Council, local artists and neighboring communities to determine what art installation best represents FIB. Potential locations for the urban art would be identified in the concept landscape design. Gateway signage was being designed as this Master Plan was being completed.

FIGURE 5-5. AESTHETIC ENHANCEMENTS PROPOSED FOR THE I-20 GATEWAY DISTRICT



LEGEND

1. Native Grasses
2. Urban Art
3. Underpass Lighting
4. Gateway Signage

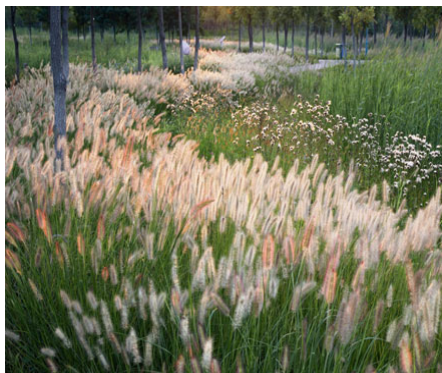


Photo credit: www.turenscape.com



Photo credit: www.austinnativelandscaping.com

Native Grasses

When traveling along I-20 the majority of the interstate is lined with groves of trees. The concept for the interchange at FIB turns the gateway into a prairie of native grasses accented with ornamental trees.



Lighting at the Underpass

To safely connect the areas to the north and south of the interchange lighting needs to be improved in the underpass. While safety is the primary concern, this is an opportunity to make an artistic statement as well.



Photo credit: www.dlfvandme.com

Photo credit: saportareport.com



Photo credit: panoramio.com

Urban Art

As the native grasses bring the natural surroundings into the corridor, the addition of public art brings the character of the industrial corridor to the interchange. Art could be incorporated through a mosaic on walls of the underpass in addition to key locations in the various quadrants



Photo credit: www.dlfvandme.com

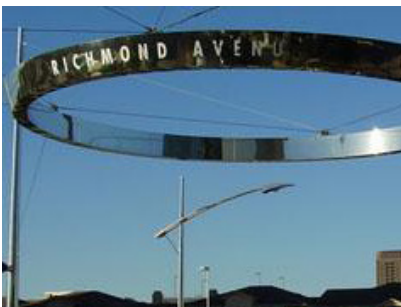


Photo credit: www.bigbrises.com

Gateway Signage

As a primary gateway entry, the signage enhancements at the interchange should reflect the industrial character of the corridor. Attention must be paid to the height of the signage element to ensure there is not an issue with both horizontal and vertical truck clearance.

LANDSCAPE CONCEPT DIAGRAMS

The concept diagrams are intended to give an idea of how simple treatments at the intersections can create a unified look along FIB, especially when used in conjunction with signage and wayfinding elements. The plant list below gives a variety of plant types for each plant category that could be considered as detailed design moves forward. The next step would be to conduct a comprehensive landscape design for these intersections.

Trees

1. *Quercus phellos* 'Hightower' – Hightower Willow Oaks
2. *Ulmus parvifolia* 'Emer II' – Lacebark Elm – Limited Use
3. Red Maple
4. *Juniperus virginiana* 'Good Fences' – Red Cedar
5. Nellie R. Stevens Holly

Shrubs

1. *Ilex* 'Shillings'
2. Purple Diamond Loropetalum
3. *Itea virginica* – Virginia Sweetspire - Recommend limited use.
4. Yellow Anise (*Illicium parviflorum*)
5. *Ligustrum* 'Howardii'

Groundcovers

1. Asiatic Jasmine
2. Wintercreeper.

Grasses

1. *Andropogon virginicus* – Broomsedge Bluestem
2. Dwarf Miscanthus 'Adagio' or 'Karl Foerster'

Feather Reed Grass

1. *Muhlenbergia capillaris* – Muhly grass genus
2. *Panicum virgatum*

Trees



**QUERCUS PHELLOS
'HIGHTOWER'**
HIGHTOWER WILLOW
OAKS



**ULMUS PARVIFOLIA
'EMER II'**
LACEBARK ELM -
LIMITED USE



ACER RUBRUM
RED MAPLE



**JUNIPERUS VIRGINIANA
'GOOD FENCES'** -
RED CEDAR



**ILEX X 'NELLIE R.
STEVENS HOLLY'**
NELLIE R. STEVENS
HOLLY

Shrubs



ILEX 'SHILLINGS'



LOROPETALUM
CHINESE
PURPLE DIAMOND



ITEA VIRGINICA
VIRGINIA SWEETSPIRE
LIMITED USE



ILICIAM PARVIFLORUM
YELLOW ANISE



LIGUSTRUM
JAPONICUM 'HOWARDI'
HOWARDI LIGUSTRUM

Groundcovers



**TRACHELOSPERMUM
ASIATICUM**
ASIATIC JASMINE



EUONYMUS FORTUNEI
WINTERCREEPER

Grasses



**ANDROPOGON
VIRGINICUS**
BROOMEDGE
BLUESTEM



**DWARF MISCANTHUS
'ADAGIO'**



**MUHLENBERGIA
CAPILLARIS**
MUHLY GRASS



PANICUM VIRGATUM
SWITCHGRASS

CONCEPT DIAGRAMS










The diagrams on the following pages represent conceptual landscape plans for six of the eight intersections that are targeted for short to mid term transportation improvements (see Section 4.4).

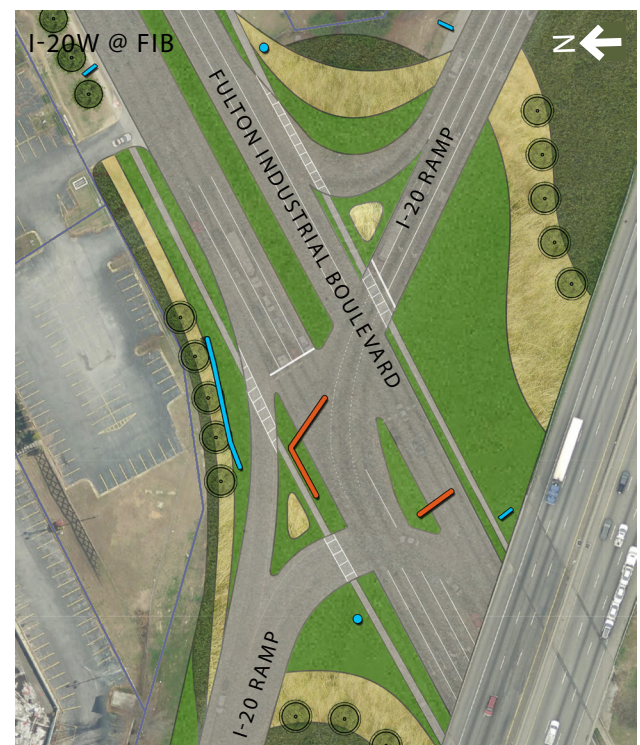
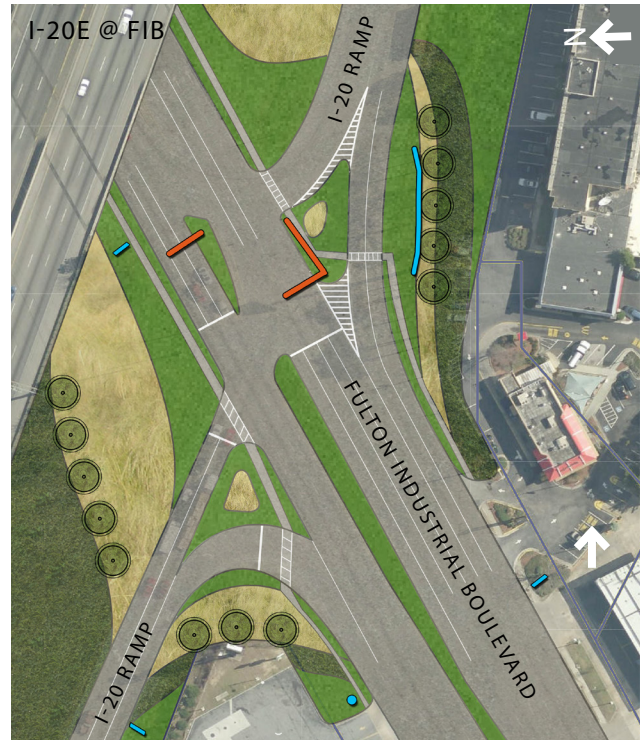
1. I-20E @FIB
2. I-20W @FIB
3. Shirley Drive @FIB
4. Commerce Drive @FIB
5. Cascade @FIB
6. Bakers Ferry @FIB

The plant list on the preceding pages is meant to serve as a menu for potential plants that could be incorporated during detail design. The planning team coordinated with the CID's existing landscape maintenance firm as well as GDOT to develop the plant list. *Please note that signage locations are rough estimates only and warrant more detailed technical analysis prior to implementation. Unless otherwise noted, all signage indicates new wayfinding signage.*

In each diagram the following legend applies:

LEGEND

-  Shrubs
-  Grasses
-  Groundcover
-  Trees
-  Ornamental Trees
-  Primary Gateway
-  Secondary Gateway
-  Pedestrian Signage
-  Directional / Commercial Signage
-  Street Signage





I-20 E and W @ FIB *(see previous page graphics)*

The landscape at the intersection of I-20 and FIB is intended to complement the bold moves of the I-20 concept plan. As you move towards the intersection, the bands of native grasses and groundcover groupings become smaller and encompass the intersection points.

In addition to landscape plantings, the following levels of signage should be incorporated at these intersections:

- Gateway Signage
- Commercial Signage
- Directional Signage
- Pedestrian Signage
- Street Signage (enhanced new, signs for FIB only)

Shirley Drive @ FIB

As redevelopment occurs, Shirley Drive would likely extend westward across FIB, meeting a signalized entryway to new development at the southwest quadrant of the gateway district. While less important than the I-20 interchange, the intersection's location in the I-20 Gateway District requires a certain level of planting.

In addition to landscape plantings, the following levels of signage should be incorporated at this intersection:

- Commercial Signage
- Directional Signage
- Pedestrian Signage
- Street Signage



Commerce Drive @ FIB

Commerce Drive is a signature entrance to the Travel Center and therefore has a celebratory entry landscape.

In addition to landscape plantings, the following levels of signage should be incorporated at this intersection:

- Commercial Signage
- Directional Signage
- Pedestrian Signage
- Street Signage

Cascade Road @ FIB

Located in the Industrial Marketplace District, the Cascade Road and FIB intersection is a secondary intersection that carries a lot of east-west traffic. For those that arrive to the corridor via this intersection, the landscape treatment is another visual cue that they are now at FIB.

In addition to landscape plantings, the following levels of signage should be incorporated at this intersection:

- Secondary Gateway Signage
- Directional Signage
- Street Signage

Bakers Ferry Road @ FIB

The transportation recommendations call for a bulb-out at this intersection to better accommodate turning tractor trailers. The landscape at the intersection is a response to that mobility improvement.

In addition to landscape plantings, the following levels of signage should be incorporated at these intersections:

- Directional Signage
- Street Signage



Transit Shelter Plantings

Transit shelters are located throughout the corridor at various MARTA stops. Some stops have covered seating while others are simple benches. As part of the transportation enhancements, an effort has been made to ensure sidewalks connect passengers to these transit stops.

Each stop should have space for overflow passengers as well as a row of low shrubs along the backside of the stop to denote a transit stop.

Median Plantings

Not every intersection is signalized along FIB. At non-signalized intersections, where there are breaks in the median, a simple planting pattern should be replicated to announce the opportunity to turn around or cross FIB.

Corridor-wide Streetscape Plantings

Between intersections the landscape remains connected by street trees planted 30' on center. Streetscape plantings should be implemented over time as intersections are completed.

The street trees are intended to unify the corridor but be set far enough back from the curb to not interfere with drivers' views. Street tree plantings in stretches of FIB that will be expanded should not be planted until new curb to curb dimensions are finalized.

Future Intersection Plantings

As the redevelopment plan is implemented over time, the planning team suggests that each intersection receives the appropriate level of landscape enhancement based on its role in the corridor.

Once intersections are selected for mid-term improvements, a comprehensive landscape design should be completed for these intersections as well.



Proposed Signage

Table 5-1 outlines the types and quantity of signs suggested for each of the short-mid term intersection improvements. This list is subject to change based on findings from the CID's branding/signage schematics initiative. Signage cost estimates are included the landscape work plan (see Chapter 6).

In addition to signage at the intersections slated for short-mid term enhancements, the planning team proposes that signage be implemented at the intersections of Camp Creek Parkway at FIB and Campbellton Road at FIB since they are primary access points.

Signage should be incorporated at other intersections as they are improved over time. This future cost is included in the landscape work plan.

For the purposes of this report, the street signage sign type refers to enhanced road name signage that is illuminated. These enhanced signs are meant to guide wayfinding and signify an important intersection of a commercial area. These would be in addition to existing, traditional street signs that already exist along the corridor.

TABLE 5-1. SIGNAGE TYPES & COUNTS SUGGESTED FOR SHORT-MID TERM INTERSECTION IMPROVEMENTS

Intersection	Primary Gateway	Secondary Gateway	River Connection	Directional Signage	Commercial Signage	Pedestrian Signage	Street Signage
I-20 Interchange	2			6	1	3	6
Shirley Drive @ FIB				1	1	2	2
Commerce Drive @ FIB				1	1	3	4
Cascade Road @ FIB		2		2			4
Baker's Ferry Road @ FIB*				1			3
Camp Creek Parkway @ FIB	1				4		4
Campbellton Road @ FIB	1			2	1		4
Marvin Miller Drive @ FIB				1			2
TOTAL	4	2		14	8	8	29

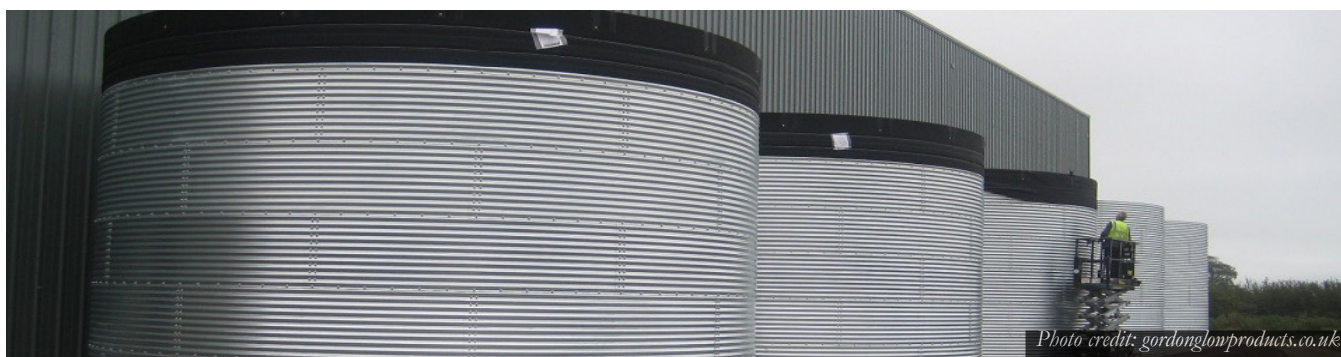
* Signage at Baker's Ferry Road should not be installed until after the intersection realignment has been completed.

5.7 SUSTAINABILITY

As redevelopment occurs opportunities exist to enhance sustainability parcel by parcel. The following concepts should be considered for implementation across the corridor:

1. Green Roofs – On existing or new warehouses, green roofs could be added to mitigate the heat island effect.
2. Water Harvesting – On existing or new warehouses, rainwater can be gathered and used to water the landscape of as part of a stormwater filtration system as it drains towards the Chattahoochee River.
3. Bio-swales – In parking lots and open space on parcels, bioswales can be implemented to improve drainage and stormwater filtration.
4. Native Vegetation – The plant list provided consists of native species that will require less water and maintenance.
5. Solar Energy- On existing or new warehouses, solar cells can be placed. This will become a more attractive option as tax incentives for alternative energy improve in time.
6. Electric Car Charging / Carpooling- As sites redevelop parking spaces should be reserved to accommodate electric car charging and/or carpools.
7. Zero Waste - An opportunity exists to minimize the amount of waste leaving the corridor by investigating a corridor-wide zero waste program, which would promote reuse and recycling of excess materials from sites.

GREENROOFS, SOLAR CELLS, AND WATER HARVESTING TECHNIQUE EMPLOYED IN OTHER INDUSTRIAL DISTRICTS



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