

Appendix C

Stakeholder Engagement Documentation

C.1. Stakeholder Interviews Summary

C.2. Flash Interviews Summary

C.3. Public Meeting Summaries

C.4. Core Team Minutes

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Appendix C.1

Stakeholder Interviews Summary

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Fulton Industrial CID Master Plan

Stakeholder Interviews Summary

Overview

Stakeholder interviews were carried out during the months of July and August 2013 to help inform the development of the master plan. Interviewees were determined by the Boulevard Community Improvement District (CID) in coordination with the master planning team. A total of 17 stakeholders were invited to participate, and a total of 11 participated. The mix included CID Board Members, elected officials, area business owners, and leaders of adjoining residential areas.

Prior to asking questions, all participants were introduced to the study area, master plan scope and goals, and the overall goals of the study area. For confidentiality purposes, all responses are being summarized together. Questions asked varied slightly, dependent upon each stakeholder's unique relationship to the corridor.

In addition to these general stakeholder interviews, the market analysis team completed several interviews with area brokers and economic development leaders. A series of partner discussions and meetings were also completed with agencies such as Fulton County, MARTA, the Georgia Department of Transportation, CID implementation partners and others, to ensure the plan was realistic and implementable.

Input from Interviews

What are the strengths of the Fulton Industrial Corridor?

- Jobs are the main strength; historically, the corridor has provided jobs for people in the immediate area and all over (including other states). Jobs have primarily been unskilled (warehouse) positions; the corridor offers limited skilled jobs.
- The corridor provides tax revenue to Fulton County Government; affording the County more opportunities.
- In the 1970s, wholesale retail provided desirable shopping for residents throughout metropolitan area. Outlet malls replaced this.
- Transportation/freight movement that occurs along corridor.
- Fulton County and City of Atlanta have been addressing and improving issues related to prostitution.
- The [efforts to establish] a Community Court has been good for the corridor; addressing issues immediately.
- Land that is ready for redevelopment - Idea: Identifying unoccupied buildings and assemble that area. Theme that area and make it a destination. A cluster of liquidation buildings, office supplies, etc.
- Leverage food processing areas - look into waste recycling of food and see this integrated into those companies.

- Industrial companies.
- The Chattahoochee River is not seen as a major amenity to workers; workers do not have time to benefit from it. It is a greater amenity to the county, city and residents.
- The recently established Community Court - convicted criminals can have their trial right on FIB and serve time right on FIB. They can provide free labor to business.
- Cameras installed by Fulton County police. This will help identify crime, but more cameras are needed. Dell offers state and county grant funding that could help with this. The police have to spend too much time doing paperwork rather than fighting crime. Their paperwork should be automated so they can spend more time fighting crime. There is also software that can help with this – nc4stopcop.

What is the role of the Fulton Industrial Boulevard area in the county as a whole?

- An industrial area that has served the area and region's industrial needs well for many, many years.

Based on your experience, what major challenges/weaknesses has the Fulton Industrial Corridor faced?

- The area was not planned out well. The area was not strategic in what types of businesses it attracted.
- There has historically been a lack of branding (e.g. the types of businesses located here are unknown to the general public).
- Corporate impact in the area was not achieved. Hotels were overbuilt to support corporate leaders, yet these people do not stay near warehouses in Fulton Industrial; these leaders stay near headquarters' offices.
- Providing support businesses/service to nearby Six Flags has been unsuccessful. Tourists do not feel safe in the corridor.
- Prostitution is a recurring issue.
- Adult businesses.
- Extended stay hotels have housed Section 8 vouchers in the past (unsure if this is still the case); there's a need to provide appropriate housing to these families.
- Image and perception.
- There are too many hazardous materials producing/manufacturing businesses too near the adjacent neighborhoods. They need to be located on the other side of FIB (western) away from the neighborhoods. There are lots of hazardous businesses on Mendel Drive and Bakers Ferry Road. The corridor needs companies with healthy business models that foster healthy employees. This is different than the status quo because the mindset of realtors is to bring in any kind of business
- The adult businesses at the I-20 interchange make the area look bad. The CID needs to talk to owners as soon as leases are up so they understand that we want to improve.
- There needs to be a stronger partnership between the FIB business and resident community organizations; more community residents need to be involved in the corridor and the best way for them to become involved is to have retail on the corridor. Residents want eateries, this is a way the community can support businesses on the corridor. There can be both industrial and retail, but there should not be toxic companies abutting residential.

What type of infrastructure improvements are needed in the study area?

- Interchange improvements (widening).
- No easy or safe way for pedestrians to cross FIB.
- The biggest problem is turning radii for trucks; they are always running over curbs and knocking down things like light poles.
- Coordination of traffic flow.
- Leverage Savannah Port & Airport – position area as a receiver of cargo; maximize current capacity.
- Camp Creek and Campbellton Road have congestion issues due to limited truck access.
- There is a need to evaluate truck routes in the corridor and ways that other drivers can take different routes. Signage for truck routes would help.
- The biggest challenge to freight mobility is the company running the Fulton County Railroad. If they were more accommodating to area businesses and provide better maintenance of the tracks, the area could attract more industries that would use the rail.
- I-20 Interchange at FIB needs to be converted into a cloverleaf to help traffic flow.
- The surface along FIB is not sufficient to handle the weight of the abundant large truck traffic traveling through the corridor. The road needs to be resurfaced with stronger pavement.
- More recently, power and phone connections need improved. Power outages – just for a second or so – are common.
- Need to preserve truck traffic movement. Can we find out how long it takes to go from “x” to “y” and then compare to other areas?
- No huge bottlenecks; I-285/I-20 are main issue (outside study area).
- Rail traffic needs to be reinvigorated. Needs to be flexible enough for future opportunity.
- The interchange needs better on and off ramps.
- Reconfiguration – fixing the I-20/I-285 interchange will indirectly improve the FIB/I-20 interchange.
- Center where the Mosley Hotel is good place for truck plaza... look at one in Jackson, Georgia – Petro.
- Sidewalks, pedestrian accessibility should be extended the length of the corridor.
- Pedestrian crossings over FIB area ARE needed. The foot traffic should be channeled. Signaling is also needed these crossings to help traffic cross.
- Pedestrian walk-overs (at least one) should be considered for the corridor.
- Roadway reconstruction – Need to repair roads so that can accommodate freight traffic.
- Improvements to accommodate freight traffic.
- Better, more consolidated truck parking is needed. Trucks should be channeled to one or two areas.
- An expanded truck stop is needed. Q-T has some parking, but it is not sufficient.
- Traffic congestion needs to be better managed. Camp Creek and Campbellton Road both have heavy congestion. Speed/safety to reach east and west lanes is an issue.
- Rail system – We need to decide what the vision of the system is. Will improvements to it give the area a more competitive advantage?
- Traffic operates fairly well in the corridor.
- I-20/285 interchange is the top priority: I-20 East to 285 N needs to be reworked/redesigned. I-20 W/285 S also gets backed up.

- Access improvements are needed around/near the I-20/FIB interchange.
- As revitalization occurs, the I-20 /FIB intersection will need access upgrades.
- Intermodal service is a trend. Rail directly to facilities is less important; however, certain sectors still rely on rail. If this is only 5-10% of existing businesses, CSX should step up to provide better service.

How important is transit access to the CID area (for employees)? Is current service adequate? What improvements would be helpful?

- There are a few employees that would use MARTA if the schedule were better. Most employees would not use it.
- Employer has many employees who depend on transit service. The current services are meeting their needs.
- Give FIB better access to MARTA system. Bus Rapid Transit (BRT) was an opportunity considered previously. Is this still on the table?
- Transit could better serve people in the area; a central parking area and a circulator that just serves the corridor's employees would remove some car traffic from the road.
- Employees working late shifts may have difficulties getting home if they do not have a car. This may limit the pool of potential area employees.
- Transit is very important. The biggest problem with the MARTA Route 73 is that it does not feed the arteries along FIB such as Great Southwest Parkway, Westgate Drive, etc. There are a lot of temp agencies in the area and coordination with these agencies needs to occur. There are approximately 3-5K temporary employees in the area. Strategic bus service based on their input operating during peak hours can be a real benefit to the area.
- On a scale of 1 to 10, it is a 6 in importance level. It's definitely a benefit.
- It would be helpful to have to/from information on the corridor; where are people coming from? It would be helpful to relate boardings to jobs.
- Bus is always full - needs more service and frequency during peak times. Need sidewalks. At one time there were conversations about an additional MARTA station. These conversations should begin again.
- Need way to get people to FIB from neighborhoods via public transit, business shuttles and sidewalks; need better MARTA connections from area neighborhoods to FIB.
- Reopen conversation around MARTA connecting to corridor, an actual station. The corridor could approach MARTA with money.
- It is important to some businesses.
- Nicer bus drop-off/pick-up areas are needed to give the area a classier look.
- Transit is two-sided for the district. It is a benefit to attracting some employers, yet some businesses do not want transit as they want their employees to have a car/to have achieved certain personal success.
- In the long-term, having a station (rail) at FIB/I-20 would be beneficial to attracting employers.

What changes, if any, are needed at the I-20/FIB interchange to both further the area's economic competitiveness and improve the overall access and reputation of the area?

- Infrastructure - better access on and off interchange (on-ramp, off-ramp); better signage; better timing of lights (networked).
- Beautification could be better.
- Crime needs to be addressed first.
- This is the key area for improvement. There are four corners there, and it would be good to have businesses on each that present a nicer profile/entrance to the area versus what is there now (a defunct hotel, old gas station, etc.).
- West side of FIB north of I-20 and airport is seedy as is the first mile on the south side of I-20. The area could certainly use some improvements and needs to be more presentable. Hookers hanging around and X rated bars do not speak well for the corridor's image.
- With regard to regulating the adult businesses, it is something that will need political will. There has been some support from the County on the issue, but generally the County caves to pressure.
- If the current vacancies on the corridor were filled, there would be great increase in the County's tax base.
- Aesthetics – removal of dilapidation and blight.
- Infrastructure.
- Signage and lighting.
- Ensure relevance of structures – what can be done to address any issues?
- Identify key purpose of interchange and stick to that goal in its design and planning.
- Create a gateway, welcoming entrance versus the current feel of “enter at your own risk”.
- The entryways onto I-20 do not work well. There are only two lanes, which are inadequate for all the trucks getting on the highway. Also, trucks are required to go uphill with heavy loads, which slows them and all other traffic down getting onto the highway. The interchange is designed for just cars, not for an industrial area with many trucks. No major overhaul has occurred since the interchange was initially designed.
- Clean up the drug culture at the intersection. Not sure if there is one solution.
- Gateway signage at I-20 could help let people know that they have arrived in a major industrial area.
- Accidents on I-20 eastbound cause congestion in and around FIB. If there is an accident, people get off and take Martin Luther King, which clogs up local roads. It would be great if better solutions to this issue could be addressed.
- Need to minimize obstruction of businesses with any landscape improvements.
- General comments regarding FIB/I-20 Interchange as well as Wendell Drive area:
 - Concerns about conversion of extended stay to flex. Wendell Drive has begun to shift and those hotels aren't as much of an issue. Efficiency Lodges: (efficiency + USA) Campus environment would be great for Wendell Drive... Building 100 + 200 would be great for Wendell Drive. Econo lodges could be great for housing. Metropolitan College has been engaged in discussion.
 - Building 300 and 400: Prison Re-entry - houses 250 inmates, rotate every 3-6 months. Getting people back to work. They are great neighbors and have had success.
 - 9-5 motoring engine retrofits... trade school Building 900
 - Mixed income housing 600 units FIB, all on the bus routes between FIB and Hamilton E. Holmes.

- I-285 backs up traffic to FIB during peak period; how can we improve that interchange and have trickle down effects to FIB? I-20/FIB interchange issues arise due to I-285 issues
- The on-ramps to I-20 at FIB could be longer and easier to access
- Better signage or administration at interchange may help. For example, a stop light is needed at the refueling station near the interchange.
- A true gateway is needed & important.
- New and nicely laid out landscaping (Cumberland CID cited as a good example for this).
- Monument signage.
- Address crime.
- Redevelopment of some buildings into more desirable uses.
- Get rid of adult businesses, add retail/eateries, landscaping and lighting improvements.

What is the perception of the Fulton Industrial area as a business location? How important is this perception?

- Atlanta has a very central location in that 70% of the US population can be reached within 750 miles.
- Certain businesses choose FIB because of the good proximity to labor. The corridor is mainly a warehousing location and has not seen a real influx of high tech and more notable manufacturers, but this is mostly due to the age of the area; these businesses typically go to the newer areas north of Atlanta.
- FIB is perceived as a large warehousing area as well as an older, outdated one; however, this perception has some advantages such as lower entry costs for purchase or lease of space for start-ups. There is an abundance of space available and rental rates having gone up much since the early 1980s.
- There is a long standing perception of the corridor as a seedy area. This is particularly true of office workers, especially those who stay later, but not so much with hourly employees. For a while, the area was very unkempt but this is getting better now with the CID's involvement.
- An industrial area that has served the area/region's industrial needs well for many, many years.
- The perception is of a drug-riddled and dangerous part of town. Besides that, it is not very trucker friendly. There needs to be areas for trucks to park at commercial uses. Right now they just park on the side of FIB.
- Currently, the area is not inviting; one just wants to drive through it; strategic retail would make it more inviting. The area is dead on weekends.
- It is the low cost provider (always has been) – this is not seen as a bad thing if the product is in a clean, hospitable and safe location.
- Representatives from State Economic Development come through the corridor from Charlie Brown Airport; first impressions matter.
- Good access for truck traffic going to FIB plant.
- Currently, the image/perception of the corridor is the “low cost provider of industrial space”.
- Would like the area to become more consistent with other districts in the corridor – higher occupancy rates and higher rents.
- The CID should mimic good landscaping in other areas (e.g. Thornton Rd.)
- There needs to be a sense of arrival to an industrial district when you get off I-20.

Do the aesthetics and design of the area need improvement? What specific design/aesthetic improvements are needed?

- There's a lack of greenery; trees are lacking.
- It's barren and not friendly or inviting.
- Address street people.
- Gateway landscaping would be appropriate, particularly at the I-20 interchange to help welcome people from the airport and to the corridor. Major intersections may also benefit from targeted landscaping.
- Additional landscaping requirements should not be placed on business owners; this would potentially deter from the economic success of the corridor.
- Cumberland is closer to what the area needs; it would be too costly to maintain. It is symmetrical and clean, which makes it attractive. The CID area needs cleaner but minimal landscaping and cleaner infrastructure.
- Lights are a good idea at the Interstate, but nothing too crazy should be installed. The lit, square column is a good idea, but cost may be an issue.
- Landscaping already costs ½ million per year and cannot do something much more expensive.
- Need consistency with lighting and signage (continuity).
- Integration of green space within an industrial corridor.
- Aesthetics are important, but not the most critical improvement. More signage would be good.
- People-scapes (trees and plants) along the corridor would be nice but may not be the best use of dollars for the area. Focus such things near the airport.
- Continue and enhance landscaping efforts to improve the look of the industrial park.
- More tree/foliage removal would minimize maintenance on shoulders.
- We should consider incentives to remove old/outdated structures.
- Overall appearance and image of the corridor need to be improved.
- Drainage network needs a cleaner look. The drainage system also suffers from truck damage.
- The Overlay District could also have higher standards (e.g. require discreet signage).
- Streets off the corridor are not well marked (need more street signs).
- This is challenging, but the beautification manager for CID and CID in general are already addressing this issue – they've been cleaning up the corridor, mowing the medians and improving signage. Need flowers and shrubs in medians.
- Need more consistency with lighting; the area needs to look friendly at night. Need lighting at I-20 interchange, at entrances/exits on ramps.
- Need signage on I-20 welcoming people to FIB. Need "drug free" signage on corridor.
- Streets need to look inviting during the day.
- Westview Parkway is best looking area of the corridor; this is an example of what is needed along the whole corridor.
- Need standards for how businesses that have closed are boarded up. They should not look abandoned, need to show we [CID] care what it looks like.

What additional businesses/land uses would be complimentary to those in the CID area?

- On northern end, better and more restaurant selection is needed.
- Automobile services, light retail (such as FedEx) Kinkos, dry-cleaning, and sporting goods store.
- Mid-range, table service eating establishments like an Applebee's or Ruby Tuesdays.

- The master planning process should identify if permitting is an issue. The County wants to minimize and address any such issues.
- Truck courts. Having a place where trailers can be stored and checked out as needed would be a tremendously popular land use in the FIB area. Nicer restaurants would also be a nice amenity. They would need to be breakfast-lunch focused since the area is almost abandoned at night. Oftentimes people travel either 30 minutes into town or into Douglas County along Thornton Road just to have lunch.
- Reinvent old hotels.
- An Atlantic Station like development would serve neighbors (include grocery, chains), so they do not have to travel so far for shopping/restaurants.
- Commercial would be appropriate near potential (in past proposed) MARTA station, between Cascade and Camp Creek.
- There is an opportunity to include restaurants near the new Aviation Museum.
- Mixed use would be nice in certain areas, but it is important to recognize that the area is industrial.
- The County has been supportive of incorporating different housing types in the surrounding area, including multi-family housing that could help house FIB workers.
- Commercial uses in the industrial marketplace make sense. There is no advantage to encouraging further commercial along FIB; the industrial marketplaces will provide sufficient supply.
- Energy (emerging companies)
- Technology/high tech/communications
- Aerospace
- The airport should be leveraged (Hartsfield Jackson) to attract more businesses.
- Higher quality lodging is needed; currently, the only place to send people nearby is at Camp Creek (new Marriott).
- First, we should leverage our industrial strength: maintain existing businesses first, help them grow. Further encourage logistics, warehousing, and light manufacturing.
- Second, we should encourage ancillary amenities (a range of restaurant options, places to run errands at lunch (such as AT&T store, etc.). There are some options at Camp Creek and Cascade, but it would be nice to have some more options directly on corridor.
- An educational institute would be advantageous to the corridor; it'd be appropriate to have it located at the airport property.
- Eateries are needed; several could be placed around the post office.
- There is nothing to do on FIB on the weekends
- There ought to be a supermarket on FIB.
- There needs to be a diverse mix of businesses along the corridor, such as solar, retailers, banks, eateries, landscapers, real estate, architecture, technology, design (all kinds of design), health care. These should be companies that don't present a health risk to the adjacent neighborhoods. It should be more like North Fulton County where there is industrial there but they do not have the toxic companies. In 2005, there were more than 3000 permits in North Fulton but only 2000 in South Fulton – why is that? New businesses don't want to move where there is toxicity.

What types of businesses/land uses should be discouraged?

- Adult entertainment (no place in district moving forward) and alcohol.
- Uses that bring lots of traffic are not appropriate.
- Any heavy industry like a foundry or other heavy pollutants. The businesses there currently are fairly “clean.” Again it’s not a big manufacturing area and those manufacturers that are there are generally clean.
- Entertainment uses (adult businesses) are not appropriate for the district.
- Food and related services should be located at strategic places in the corridor; otherwise, they pose safety issues.
- Adult-oriented businesses. They just feed into the drug culture along the corridor.
- Adult businesses.
- Lower end hotels; removing existing low-end hotels is a critical first step to improving the corridor.
- Signage (limit) what types/sizes is allowed.
- Food/services – should be limited; we do not need more chains, but we do need some quality restaurants.
- Get rid of bad hotels; then can replace with a higher quality brand name.
- The County’s land use plan is well laid out and consistent with area goals.
- The team should see the Oakley Industrial/Spence Road example of quality affordable housing in an industrial district; it has worked well there with no issues.
- In recruiting solar companies, it is important that the solar companies do not produce waste products that have to go to landfills; we do not want waste by products.
- Hotels that allow section 8 vouchers for families, this shouldn’t happen in the corridor; it is not an appropriate area for children.
- Stop allowing toxic businesses near residential areas.
- Do not want to see recycling center off of the freeway.

Have you experienced any difficulties dealing with Fulton County in matters related to your business or property?

- Renegotiation two years ago with Fulton County General Services & Legal was a very good experience.
- The County being slow is the worst thing but typical of local governments.
- The airport management is good to deal with.
- Yes, Fulton County is like most typical counties – slow to react and bureaucratic – but not as bad as City of Atlanta. It takes a while to navigate the process.
- Issues are generally in permitting.
- No longer deal with the construction of new buildings; however, corruption was a major problem years back. All the inspectors had their hands out.
- Code enforcement does not always interpret regulations similarly, or place attention on the right enforcement.
- Fulton County is a great partner and excellent to work with. The County has kept things going.
- No.
- There could be a higher level of code enforcement in the corridor.
- Overall, the County is a good partner with the same goals.

- One area that the County could improve on is better overall handling of crime issues: the police, prosecutors, and judicial need to have better coordination to truly address crime issues. The community court should help some with this. The belief is that if there is enough political will crime could be eradicated from the corridor.
- Address zoning procedures for changing from industrial to commercial. Currently it takes three months if there are no variances; this needs to be streamlined and then the CID should advertise that the process is streamlined.

Are there any changes or adjustments that you would like to make to your property or business processes that are not allowed by county regulations? Please explain.

None mentioned

Are there any compatibility issues between the neighborhoods and the adjacent industrial areas? If yes, how do you believe the CID or County could work to improve those?

- A larger buffer should have been required between residential and industrial area; no protective border currently exist.
- Regulations should ensure that certain businesses and nuisances (traffic ground pollution, noise, unattended facilities) are limited within “x” distance of residential. Interviewee is not sure if these items are fully addressed by current regulations. Interviewee cited recent example of loud noise after 10pm by a magazine company and past issues with loud noise from the airport.
- The CID could help with public safety and environmental issues.
- The environmental legislation will go a long way in improving the relationship. Concern over the Bakers Ferry area.
- Additional buffer distance requirements for hazardous businesses were approved at Fulton County Board of Commissioners on July 17, 2013.

From a community perspective, what do you believe would strengthen the corridor’s reputation as a good steward to the surrounding area and neighborhoods?

- CID has been a positive influence because it has demonstrated that the businesses care about more than just the present.
- Ensure safety of the area
- Retrofit trucks to minimize emissions.
- The corridor businesses could be more involved with the residential areas that back-up to the corridor. For example, businesses could participate in community clean-up days.
- The CID is initiating a subcommittee on Public Art and a second subcommittee on Historic Preservation.
- Marketing campaign that raises the visibility of the corridor: education and commerce piece... two early wins with Wendell and Commerce. The name ‘the Boulevard Corridor’ is confusing for people.
- Allow more opportunities for community input/involvement.
 - The CID is stacked with white males because those are the business owners, but there needs to be an advisory team to broaden the perspective – there needs to be input from women, minorities, etc. There needs to be an open door policy and not the current

“just a community member” mentality. The CID need to be more open to the ideas of area residents.

- Entice people to come to meetings not with food but with coupons for businesses on the corridor.
- Hold focus groups to find out what the community wants – these should be ongoing, not just a one-time thing.
- The CID needs to establish policies/rules on how they will engage/involve the community; decisions should not be just left up to the property owners; they need to get community input.
- Look for creative ways to involve community like paper and electronic newsletters sent to nearby zip codes.

What do you believe are the biggest opportunities for revitalizing the FIB corridor as a whole?

- Ensure all laws are fairly and robustly enforced - loitering, alleged drugs. (public safety)
- Reinvestment in infrastructure (roads, signage, landscaping).
- Investment in retail to support businesses/employees – make people feel comfortable.
- The CID should use its political influence to help make these things happen.
- The biggest concern/issue is security. There doesn't seem to be a good police presence/frequency of patrols along the corridor. Robberies are pretty constant; anything that can be reached by cutting through a fence is vulnerable, especially on the weekends. Many businesses spend considerable amounts hiring off duty officers to patrol for them. The CID is helping the issue with the public safety officer acting as a liaison with Fulton County Police and is moving things in the right direction, but there is a need for constant focus on security and increased police presence. The County's budget constraints are biggest obstacle to increased patrols.
- Stabilization of area.
- Best ways to keep a space is to increase the number of people there on the weekend.
- If we had something like the Silver Commit on the River, we would have eyes on the street.
- Ensure all laws are fairly and robustly enforced - loitering, alleged drugs (public safety).
- Reinvestment in infrastructure (roads, signage, landscaping).
- Investment in retail to support businesses/employees – make people feel comfortable.
- The CID should use its political influence to help make these things happen.
- Getting the I-20 area revitalized.
- Attracting new businesses to the area including a mix of residential, commercial, and industrial.
- Diversifying the industry mix:
 - Consider the Disruptive Dozen
 - What are the highest growth industries, and which of those does it make sense for the corridor to pursue? What are the assets or potential of the corridor?
 - 3D printing may be a good fit. Is there an opportunity for high profit with low investment costs by the corridor?
 - For example, should we invest in fiber optics and then leverage lower land prices to attract data hosting/cloud providers.
- Chattahoochee NOW – how can we leverage this resource to attract/diversify the business mix?
Future vision:
 - Business frontage along the river, then take BRT back into the city.

- The study should look at better leveraging the Chattahoochee.
- Identify ways we can we best position the corridor for growth opportunities.
- Long term sustainability.
- Defining/clarifying the purpose of the corridor. We need to remember that this is an industrial area that is important to the county and region's economy.
- Develop better marketing for the area and promote to relevant businesses.
- Protecting the environment.
- Strategic commercial development that feels safe, clean, and does not face Fulton Industrial.
- Safety is key!
- Partnering with the County on its Redevelopment Framework.
- The overall size of the district is a major opportunity. An industrial concentration such as the FIB corridor cannot even be developed in today's world. Its location relative to the airport and nearby interstates is ideal. Here in this district, the relatively lower cost of land is also a major opportunity to attract industry.
- Foot traffic management.
- Better lighting/brighten up the corridor.
- Clearing some of foliage/vegetation.
- Improve some of the old structures.
- Road surface improved – currently it does not appear to be designed to meet demands of freight traffic (evidenced by large amount of damage to road)
- Remove hotels at I-20.
- Partner with Six Flags area to attract/maximize potential hospitality resources (hotels, nicer restaurants).
- Establish a vision for corridor – a “Blueprint for Redevelopment”.
- Address crime.
- Improve aesthetics.
- Change land uses/redevelopment at I-20.
- Website – the CID's website needs to be addressed as soon as possible because that is how businesses find the area.
 - The dropdown windows need to go and the text driven emphasis needs to change.
 - People need to “do” on a website not just read a lot of stuff and see a lot of pictures.
 - There needs to be some type of interaction, a contact form, some vehicle to entice website visitors to the corridor.
 - The website should include information on the [property] taxes and comparison to the surrounding counties.
 - Should be able to see parcel information on the website, there should be a database of parcels that can be accessed
 - CID website should be linked to relevant trade organizations
 - Need to link website to trade associations
- Jobs – there need to be jobs in the corridor for people from the area neighborhoods.
- Business directory - there needs to be a listing of the corridor businesses on the CID website. People in the area neighborhoods want to patronize the businesses but they don't know what's there that can be of service to them.
- Good press – the needs to be a push to get the “good” word out about the positive things happening on the corridor.
- Need to have happy association with abutting counties.

- Encouraging the involvement of diverse stakeholders: CSX, Fulton County Economic Development, the surrounding communities

What's the long-term Vision for Area?

- 15 years from now the area should welcome people with appropriate establishments, such that people say they were “appropriately welcomed to the City of Atlanta when arriving along FIB. “Is the whole city like this?”
- We need to rethink the corridor’s future relevancy as it continues into the 21st century. How will it continue to be successful?
- 10 years from now, would like it to have the reputation of “If I had to work on a weekend and bring my kids with me, I would feel comfortable doing so.”
- In 10 year would like tenant brokers to say “This is a great location for distribution, access, with close proximity to the City for access to a strong labor base, and there are good amenities for employees. Overall, it’s a great value.”

What are the main issues you want this master plan to address? What do you see as priority outcomes of this study? (What should change?)

- The FIB corridor is viewed and perceived as a safe investment area.
- Preserve the economic interests (corporations, businesses, employees) through:
 - Law enforcement (petty crime near I-20 and nuisances of prostitution and drug activity)
 - I-20/FIB interchange – we need improved hotels & restaurants
- FIB continues to be a major contributor to the tax digest; contributions from FIB increase due to additional business attraction and activity
- Increasing the diversity of life in the corridor: types of businesses, educational presence (workforce development), and stronger presence of hospitality industry.
- Address the gap between workforce skills and workforce needs of businesses via partnership with technical/post-secondary schools.
- Define our assets/strengths/weaknesses and define the corridor’s vision/direction for the future.

Outside of the CID, who are the most important actors in the study area or partners that can help accomplish study implementation? How can the CID better partner with Fulton County to achieve joint goals?

- Community groups.
- Many people have a vested interest in the corridor.
- The Metro Atlanta Chamber should be engaged to help the Master Plan to identify the corridor’s strengths and weaknesses.
- Chairman Eaves has been elected to the National Freight Advisory Board and as such will provide a national voice to freight issues.

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Appendix C.2

Flash Interviews Summary

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Fulton Industrial CID Master Plan

Flash Interviews Summary

Overview & Methodology

The stakeholder engagement process included a series of flash interviews with approximately 55 of the regular users of Fulton Industrial Boulevard (FIB). These flash interviews were intended to gain a quick understanding of the top three issues and top three improvements along FIB that would improve the day-to-day experiences of the area's employees, nearby residents, and others.

A contingency of businesses located in the corridor were asked to participate in the process per the guidance of the Fulton Industrial Community Improvement District (CID). Two businesses, PepsiCo and Dunkin Donuts, agreed to participate.

Flash interviews at PepsiCo were completed via a survey format in which employees volunteered input via brief hand written survey. Responses were collected and aggregated by PepsiCo staff. Flash interviews at Dunkin Donuts were carried out in person by Jacobs staff via one-on-one 1-3 minute interviews with the store customers and staff either while they waited for their order or immediately prior to their leaving the store. The flash interviews were completed in July 2013.

While the top three issues/improvements questions were asked at both survey locations, the brief demographic questions related to travel behavior were tailored to the different groups being interviewed at PepsiCo versus Dunkin Donuts (employees vs. customers/employees).

Outcomes

The survey responses provided first hand data that supplemented information collected via the Baseline Assessment analyses, stakeholder interviews, Core Team meetings, and public meetings. Input was taken into account as the vision for the corridor and associated recommendations and implementation strategies were developed.

Snapshot of Participants

PepsiCo Employees

Of 25 participants, 84% have worked in the corridor for over 5 years, 12% for 1-5 years, and 4% for less than 1 year. All participants arrive to work via car and travel along the corridor via car. Only 1 person indicated that he/she sometimes travels via bus.

Dunkin Donuts Customers/Staff

Of the 30 participants, primary purpose for using the corridor included: 77% work, 13% to access services and/or food, 7% to connect with spouse working in corridor, and 3% unknown. The majority (60%) traveled the FIB corridor 5+ days per week, while 23% traveled it 1-3 days a week, 6% traveled it 1-2 times per month or rarely, and 3% had unknown travel frequency. Typical mode of travel included

77% by car, 7% by car and truck, 3% motorcycle, 3% MARTA bus, and another 7% unknown. Dunkin Donuts participants live in over 20 different zip codes.

Top Issues & Opportunities for Fulton Industrial Boulevard

All input received regarding the top three corridor issues and potential improvements are provided in the tables that follow.

The following additional comments were received during the flash interview process:

- A business owner indicated that he chose to locate on Riverside Drive instead of FIB because the corridor is not safe and the property owner was not flexible on the leasing term.
- If the corridor is looking to increase occupancy, property needs to be redeveloped.
- The tax rate along FIB is not as competitive with Cobb & Douglas

What are the top three issues you face while driving along Fulton Industrial Boulevard?
(1) In good shape
(1) potholes by interstate
(1) potholes (Cascade/FIB, Boar Rock/FIB, Campbellton/FIB). (2) Traffic at Cascade
(1) Hookers. (2) potholes. (3) red lights/eighteen wheelers
(1) Traffic. (2) potholes
(1) No issues
(1) None
(1) Highway - inconvenient to access uses. (2) more places to eat
(1) Truck stops. (2) Run-down buildings. (3) jay walkers soliciting
(1) no problems
(1) Aesthetics. (2) Maintenance (although landscaping getting better). (3) area around I-20 is bad
(1) Potholes - near Cascade & I-20. (2) Turn from Camp Creek onto FIB
(1) Too many trucks. (2) Not enough turn lanes (e.g. Cascade). (3) intersection of Camp Creek & FIB
(1) Median - visibility at Bakers Ferry Rd.; no sight line from left turn. (2) Maintenance of road for truck traffic.
(1) none
(1) Crime (small business owners experience at property; particularly at Boat Rock area). (2) lack of restaurants
(1) Clean up trash. (2) crime (2 robberies in 1 week)
(1) Many potholes on Fulton Industrial north of Cascade Rd. (2) traffic signals are poorly timed.
(1) Timing of the traffic signals is not good, especially at the Camp Creek Pkwy intersection. (2) Safety is an issue for me because I drive a tractor trailer and other cars are speeding past me creating dangerous riding conditions. (3) Intersection near a bridge crossing over a creek has drainage problems. The water will pool up and flow over. (I am assuming she was referring to Utoy Creek near the intersection of FIB and Tulane Dr SW or to Sandy Creek near the intersection of FIB and Sandy Creek Rd.)
(1) a lot of tractor trailers, especially at the intersection of FIB and Camp Creek Pkwy
(1) traffic is bad
(1) Lanes closest to the median fill flood with water when it rains. (2) have to make a U-turn at the intersection of FIB and Camp Creek Pkwy to get to the restaurants (since there is no access to the restaurants on Camp Creek Pkwy)
(1) there is a lot of traffic at 5:30 am

Fulton Industrial CID Master Plan Flash Interview Summary

What are the top three issues you face while driving along Fulton Industrial Boulevard?
(1) At the intersection near Napa Auto Parts (FIB and Mendel Dr SW), the red light is too long for one of the directions. (2) lots of potholes
(1) pavement needs resurfacing
(1) N/A
(1) N/A
(1) congestion
(1) Too many potholes. (2) Poor visibility leading to accidents. (3) The atmosphere, trash, people hanging around making it feel unsafe if you work early mornings or late evenings.
(1) Potholes at 1640 Westgate. (2) Potholes along Fulton Industrial. (3) Unsafe driving from truckers.
(1) Tractor trailers blocking traffic on highway. (2) Speeding vehicles. (3) Difficulty getting onto Fulton Industrial Blvd. from Westgate Pkwy.
(1) Potholes. (2) Too many tractor trailers. (3) Needs a traffic light at Riverside and Fulton Industrial.
(1) Potholes in the road.
(1) I don't have any Issues.
(1) Needs more sidewalks.
(1) No red light at either entrance to Westgate Pkwy. (2) Potholes. (3) Revamp businesses near I-20.
(1) Potholes from the old Arby's until the expressway. (2) Tractor trailer traffic throughout Fulton Industrial. (3) Pedestrians crossing busy street.
(1) Lack of street lights. (2) Lack of sidewalks.
(1) Traffic congestion at Camp Creek Pkwy & Fulton Industrial at 5pm.
(1) Truck & car traffic (2) Buses (3) Tractor trailers.
(1) Homeless (2) Prostitution (3) Drugs & alcoholics
(1) Road conditions at North Entrance have been terrible for years; now patched, but will not last.
(1) Panhandlers at red light from I-20 exit ramps to M. Miller Dr. (2) Potholes along Fulton Industrial Blvd. (3) Tractor trailers pulling out of side streets blocking all lanes.
(1) Too many cars at 3, 5, 7, & 11pm, making it difficult to exit out of plant. (2) Potholes on Fulton Industrial Blvd. (3) Avoiding people walking; no sidewalks in some areas.
(1) Difficulty make left turns where there is not light. (1) Trailers blocking the intersection while attempting to make left turns onto Fulton Industrial. (3) Difficulty seeing pedestrians walking along/across the street at midnight.
(1) Potholes. (2) Hard time getting on Fulton Industrial from Westgate Pkwy due to tractor trailers.
(1) Turning onto Westgate Pkwy. (2) Too many tractor trailers.
(1) Pedestrians cannot cross safely because of speeding vehicles. (2) Trucks blocking road or careless driving. (3) Not enough stop lights.
(1) Turning lanes for all driveways. (2) Driveway indicators not visible. (3) Lights at driveways.
(1) Traffic from Camp Creek to I-20.
(1) Truck drivers pulling out in front of me. (2) People walking; no sidewalks for them to walk on. (3) Not enough lights/street lights.
(1) Potholes (2) Trucks across the highway making left turns.
(1) Tractor trailers block lanes as they pull out of side streets. (2) Much improved lighting at night. (2) Lighter and low lighting on Blvd. at night.

Fulton Industrial CID Master Plan Flash Interview Summary

What are the top three things you feel could be done along Fulton Industrial Boulevard to improve your day-to-day experience in the corridor?
(1) Repair potholes
(1) More lanes to address traffic (Cascade). (2) More restaurants
(1) Improve signal timing. (2) Improve visibility at Cascade; The turn signal is not long enough; widen FIB turn lane. (3) Shut hotels
(1) Clean up trash
(1) Revitalize area (currently blighted)
(1) Potholes - road maintenance. (2) access across street
(1) Improve street paving, (2) improve buildings. (3) better lawn care
(1) improve street paving
(1) Landscaping improvements. (2) increased police presence
(1) More restaurants. (2) gas station is a good asset
(1) not many issues
(1) Light sequencing. (2) lighting needed by Campbellton Road
(1) improve bus ride (long)
(1) New Hope Rd & Cascade. (2) Campbellton at I-20; can't go right or left
(1) Crime - prioritize this. (2) more protection of business owners from crime. (3) restaurants
(1) Better maintenance of roads. (2) better surveillance of businesses
(1) Combat against prostitution in the area as propositions are made frequently at gas stations around the area. These occurrences are not building a good reputation for professionals traveling to businesses in the area.
(1) N/A
(1) Add truck-only lanes.
(1) N/A
(1) N/A
(1) better signs for businesses
(1) Better lighting along FIB at night. (2) Better signage. (3) more restaurants
(1) none
(1) none
(1) Transient people make it feel unsafe. Improve the factors that are associated with this. (2) The lack of tenants and age of the buildings around the area down grade the area. It is difficult to get people to pay to upgrade the buildings. (3) Replace the adult entertainment businesses. They are an eye-sore.
(1) There is nothing that would improve it because there are places near here, like Starbucks, where my co-workers and I will go. (I am assuming he meant the location on Cascade Rd.)
(1) Combat against prostitution.
(1) Bring more food places into the area. (2) Fix the streets up with less potholes, controlled traffic, and better bus stop areas so people are not getting hit when crossing the street. (3) Find a way to eliminate possible accidents between trucks and cars.
(1) Monitor truck drivers. (2) Pave roads properly. (3) Remove panhandlers and prostitutes.
(1) A traffic light added at Westgate Pkwy.
(1) Fix potholes. (2) Stop light at Riverside and Fulton Industrial Blvd.
(1) More food places on Westgate Pkwy side. (2) More gas stations on Westgate Pkwy side.

What are the top three things you feel could be done along Fulton Industrial Boulevard to improve your day-to-day experience in the corridor?
(1) I don't have any issues when driving, therefore, I can't think of anything to improve.
(1) Add more sidewalks.
(1) Red light. (2) Repair potholes. (3) Revamp Businesses near I-20.
(1) Have specific lanes for tractor trailers. (2) Fix potholes on a regular basis. (3) Make lights more people friendly to cross the street.
(1) Street lights. (2) Sidewalks.
(1) Recreational park or gym. (2) Restaurants. (3) Banks.
(1) Two red lights at Westgate Pkwy and Tradewater with an arrow light. (2) Gas Station. (3) Restaurants (Checkers, Popeye's, or Wendy's).
(1) Shelter the homeless. (2) Food pantry. (3) Job readiness program.
(1) Maintain the road condition.
(1) Repave most of Fulton Industrial Blvd. (2) Lower speed limits for trucks.
(1) Traffic light at some areas when we leave. (2) Restaurants, so we don't have to travel too far.
(1) Additional stores and eateries/healthy options (beyond fast food) along the corridor for convenience while coming/going to work and during lunch breaks. (2) Add sidewalks along the corridor and improve bus stations. (3) Improve streetscape in general.
(1) Provide a permanent fix for the potholes in the road. (2) Stop light at Fulton Industrial Blvd and Westgate Pkwy SW.
(1) Put a red light at Westgate Pkwy.
(1) More stop lights, including one at Westgate Pkwy for the 300+ employees. (2) Crosswalk , over road crosswalk, or bridge for walkers at Camp Creek Pkwy and Fulton Industrial Blvd.
(1) Sign at intersections indicating what companies are north, south, east, and west. (2) Visible road signs. (3) Trim down trees and bushes.
(1) Road conditions. (2) Tractor trailer and bus lane.
(1) Bus line. (2) Lights added/street lights. (3) Crosswalks/sidewalks
(1) Repaving. (2) Installing traffic lights. (3) More restaurant options.
(1) Improved traffic management. (2) Much improved lighting at night. (3) Much improved pedestrian traffic plan.

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Appendix C.3

Public Meeting Summaries

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Fulton Industrial CID Master Plan

Concept Plan Workshop Summary

Meeting Agenda

8:30	Registration & Breakfast	
9:00	CID Board Business Meeting	
9:30	Introduction to Master Plan	Jacobs
9:35	Key Findings from Baseline Assessment.....	Jacobs
9:45	Discussion of Draft Concepts & Recommendations.....	Jacobs, Bleakly Advisory Group
10:40	Questions & Answers	All
10:50	Input Stations	All

Overview

The Fulton Industrial Community Improvement District (CID) held a Concept Plan Workshop on August 1, 2013 to support the development of its master plan. Approximately 35-40 people attended representing area businesses, property owners, surrounding neighborhoods, area government agencies, and the CID. The meeting was the second of three open to area stakeholders and the public that offered all community members an opportunity to provide input to the plan for the industrial district.

- The planning team, led by Jacobs Engineering, began the meeting by briefly highlighting the planning process and its goals and also presenting key findings from the Baseline Assessment.
- The remainder of the meeting was dedicating to discussing draft transportation recommendations, aesthetic improvement ideas, and draft development/redevelopment opportunities for the district.
- A special focus was placed on the I-20 interchange and potential redevelopment scenarios. The concepts were based on the analysis of existing conditions and input from the steering committee (Core Team) as well as interviews held with corridor stakeholders and day-to-day users.
- The scenarios presented were supported by market data provided by Bleakly Advisory Group.

Attendees were encouraged to provide input on the initial ideas and recommendations presented by contributing to the Workshop discussion and providing input on comment forms given to all upon arrival. Additionally, input stations for transportation improvements, I-20 redevelopment scenarios, and interchange aesthetic improvements were provided for

additional input. Discussion points and input received from these channels are provided on the pages that follow.

Meeting Discussion/Comments

Land Use/Zoning

- How will re-categorizing the land near Selig Drive on the Future Development Map from suburban residential to industrial impact nearby apartments?
 - The County has buffer requirements in place to protect adjacent neighborhoods.
- There are concerns about providing sufficient housing to accommodate workforce. One issue currently is that there is not enough potential workforce living within a reasonable distance.
 - The adjacent Adamsville neighborhood currently has 9000 vacancies. Partners are working to reestablish housing opportunities in this area to address vacancy problem, which would also accommodate workforce housing needs.
- The Future Development Map recommendations impact limited, strategic areas along the corridor. The policy for the Fulton Industrial district is to preserve industrial users with housing needs being provided outside the district.

I-20 Interchange Scenarios

- Recycling by the I-20 interchange may not be appropriate as it could cause a negative visual impact, contrary to interchange aesthetic improvement goals.
- Clustering is going on at Wendell, east of Fulton Industrial Boulevard (FIB). In this area, there is also an effort to connect jobs and housing.
- GDOT would like to see a transportation improvement overlay on the scenario at the I-20 interchange, showing how transportation recommendations relate to the concept.
- It is “spot-on” to focus on I-20 at the interchange.
- Fiber optics improvements are a major need in the corridor
 - The CID could leverage its influence to facilitate improvements in the area.
 - Service (internet/phone) is an issue for both business and residential areas.

Transportation

- Wendell Drive is a major services area; there’s a need for a bus shelter here.
- Bus shelter installations are planned for Wendell Drive & FIB and Boat Rock & FIB and will be implemented.
- How has railroad been looked at in study?
 - The team has talked with OmniTRAX and various brokers. There is no intention for FIB rail to undergo major improvements by OmniTRAX/CSX.
 - Brokers do not see it as a major pull, although it may be of greater importance in the future.
 - Improvements are difficult because OmniTRAX must work with CSX to address issues.
 - A public/private partnership is needed to address issues.

- The CID should be a voice to facilitate improvements.
 - The rail element is slightly outside of the scope of work of this study; however, a recommendation for long-term improvements will be made.
- Did the team consider pedestrian crossings at I-20?
 - Yes. None are being recommended immediately at the I-20 on/off ramps. They are being recommended at nearby intersections, north and south of the interchange.
 - It is possible there will be some additional transportation recommendation adjustments based on the final concept plan.

Other Comments

- A recommendation was made for the planning team to read *On the Road Again: Creative Transportation Design*, edited by Dian Magie (book & CD).
- Landscape urban forest – bold moves around I-20: safety, crime, lighting, patrolling by Fulton County policies.
- Ten years down the road: The Boulevard Welcome Center for business tours, literature for tourist, maps of entire corridor study area.
- The dots (green & red) needed to be bigger – they are falling off board and hard to grab.
- Great job!
- I do not think that efficiency lodges are needed in the area because of the people that work in and on FIB want to live in the area by their job.
- Please take a look at the intersection of FIB & Wendell Drive. We moved into 4335 Wendell Drive (in west side of FIB) in March and have increased truck traffic 10 times.
- The team should review the Metropolitan River Protection Act (MRPA) to identify any potential issues with redevelopment/new development within 500-1000 feet of the Chattahoochee River.

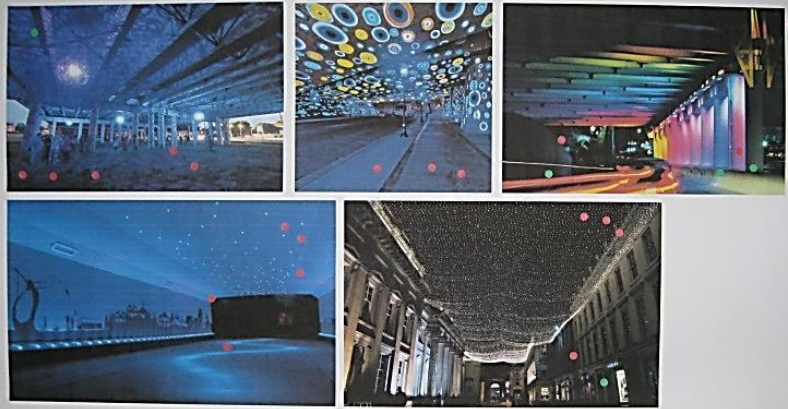
Comment Form Feedback – General Aesthetics

Design Area	Generally Agree (A) or Disagree (D)?	What do you like or dislike? What would you change?
Draft Wayfinding Plan	A (x2)	<ul style="list-style-type: none">● Makes sense!
Draft Overall Landscape Plan	A (x2)	<ul style="list-style-type: none">● Many industrial parks in South Florida place huge emphasis on landscape; it is an effective tool in establishing a sense of place.● So long as it is low maintenance.

Feedback Provided on Concepts for I-20 Interchange Area

Instructions for Input Stations: Please place green and red dots on the images to tell us: green dots = something like this would work; red dots = something like this would absolutely not work.

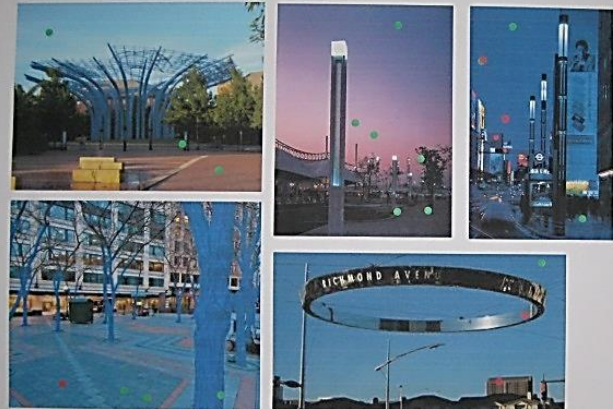
Light Tunnel – Concepts for I-20 Interchange Area



Light as a story-telling element and to promote safety

Instructions: Please place green and red dots on the images to tell us:
Green Dots = Something like this would work Red Dots = Something like this would absolutely not work

Gateway Signage – Concepts for I-20 Interchange Area



Materials and color announce arrival

Instructions: Please place green and red dots on the images to tell us:
Green Dots = Something like this would work Red Dots = Something like this would absolutely not work

Comment Form Feedback on Concepts:

Design Area	Generally Agree (A) or Disagree (D)?	What do you like or dislike? What would you change?
I-20 Interchange Area – Light Tunnel	D A (x2)	<ul style="list-style-type: none"> No comment! Like well-lit areas. Great idea; hopefully implement lighting features along FIB as well.
I-20 Interchange Area – Gateway Signage	A (x3)	<ul style="list-style-type: none"> I would somehow incorporate or partner with Six Flags on this closer to I-20 (W & E bound). Prefer gateway signage if approved by GA Power

Instructions for Input Stations: Please place green and red dots on the images to tell us: green dots = something like this would work; red dots = something like this would absolutely not work.

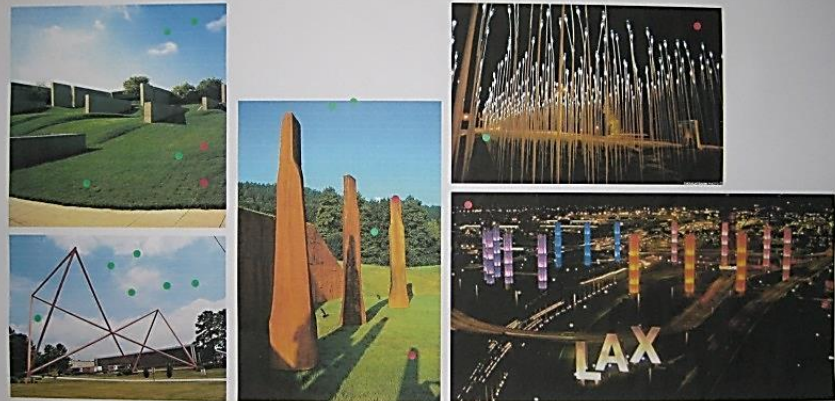
Urban Forest – Concepts for I-20 Interchange Area



Earth and Trees as form and identity

Instructions: Please place green and red dots on the images to tell us:
Green Dots = Something like this would work Red Dots = Something like this would absolutely not work

Public Art – Concepts for I-20 Interchange Area



Public art as expression of brand

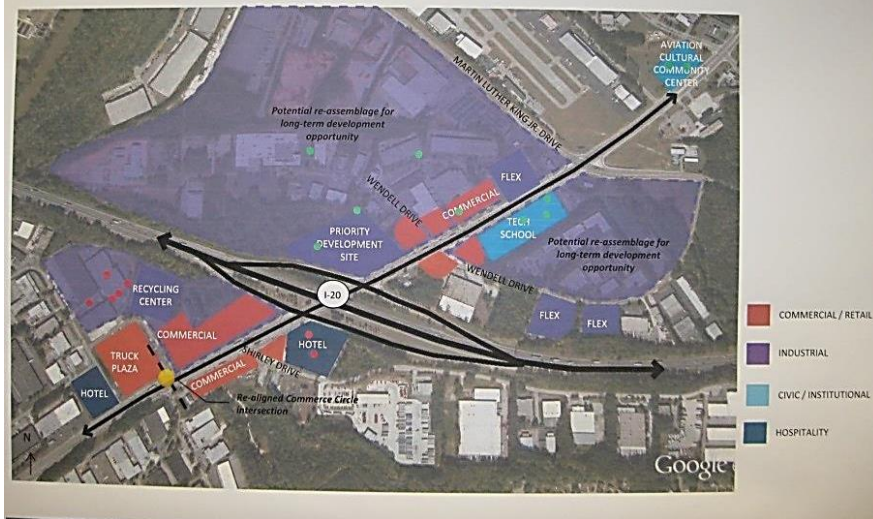
Instructions: Please place green and red dots on the images to tell us:
Green Dots = Something like this would work Red Dots = Something like this would absolutely not work

Comment Form Feedback on Concepts:

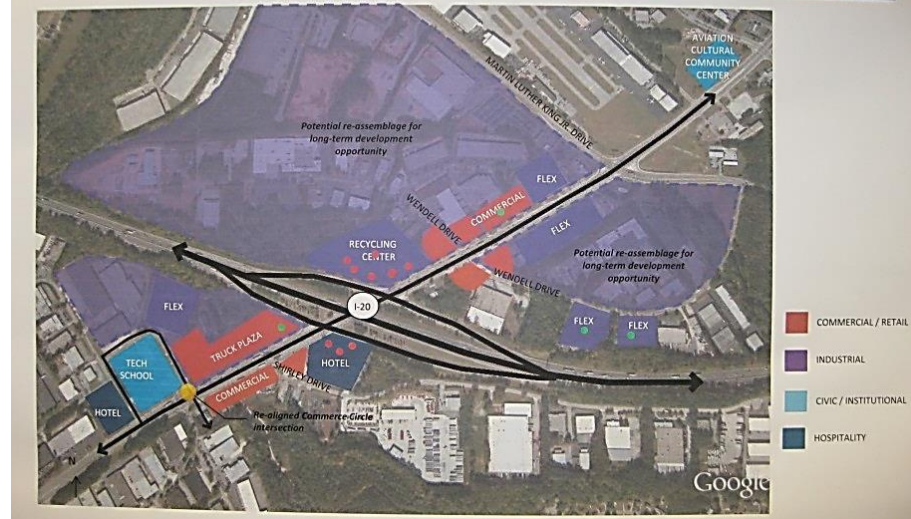
Design Area	Generally Agree (A) or Disagree (D)?	What do you like or dislike? What would you change?
I-20 Interchange Area – Urban Forest	So/so D A	<ul style="list-style-type: none"> • Visibility is important here in that it should be open! • Too many trees! Prefer short shrubs! • As long as does not obstruct.
I-20 Interchange Area – Public Art	A (x3)	<ul style="list-style-type: none"> • This is a great idea; however, it may have to focus on very large to grand pieces to have an impact. • Like community art. • Be bold, yet tasteful.

Feedback Provided on I-20 Interchange Scenarios

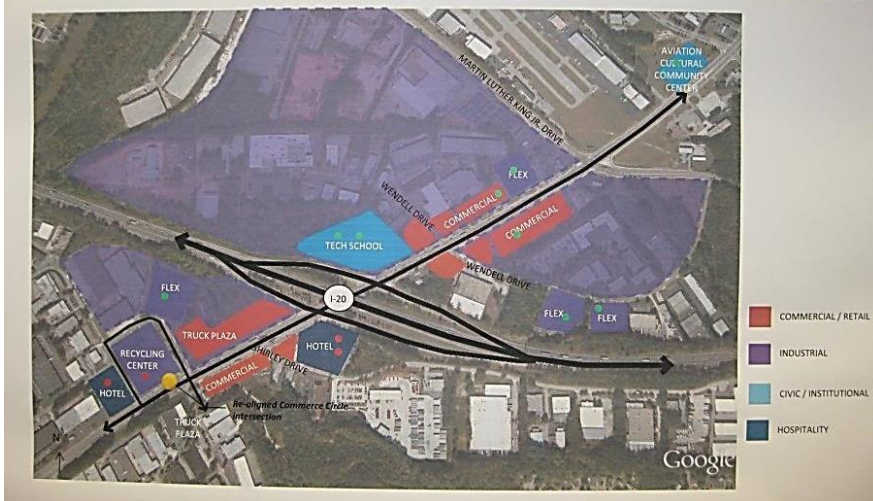
I-20 Interchange Scenario 1



I-20 Interchange Scenario 2



I-20 Interchange Scenario 3



Comment Form Feedback on Scenarios:

Scenarios	Generally Agree (A) or Disagree (D)?	Please rank each of the scenarios from 1 to 3 in order of preference, 1 being your favorite.	What do you like or dislike? What would you change?
I-20 Interchange Scenario 1	A ?		<ul style="list-style-type: none"> Truck plaza attractive to truckers but may conflict with goal of being aesthetically attractive.
I-20 Interchange Scenario 2	D		
I-20 Interchange Scenario 3	A		

Feedback on Transportation Recommendations

Instructions: Attendees were asked to place stars next to those recommendations that they considered most important.

Recommended Transportation Improvements - DRAFT				
Freight Mobility Improvements				
Map #	Roadway	Limits /Location	Improvement Type	Please place stars next to improvements that you consider to be the top priorities. Stars can be distributed among several projects or just the top one or two.
1	FIB	I-20 EB Ramp	Intersection Improvements*	★
2	FIB	I-20 WB Ramp	Intersection Improvements*	★
3	FIB	Shirley Drive**	Intersection Improvements*	
4	Fulton Industrial Circle	Commerce Drive/Fulton Industrial Circle**	Realign to create 4-way intersection*	
5	FIB	Marvin Miller Drive**	Intersection Improvements*	
6	FIB	Bakers Ferry Road**	Intersection Improvements*	
7	FIB	Cascade/Great Southwest**	Intersection Improvements*	★
8	FIB	Camp Creek Parkway**	Intersection Improvements*	★
Multimodal Transportation Improvements				
Roadway				
Map #	Roadway	Limits /Location	Improvement Type	Please place stars next to improvements that you consider to be the top priorities. Stars can be distributed among several projects or just the top one or two.
9	FIB	Westpark Place/Villanova Drive**	Signal Installation	
10	FIB	Tradewater Boulevard/Riverside Drive**	Signal Installation	
11	FIB	Westgate Parkway**	Signal Installation	★
Transit				
Map #	Roadway	Limits /Location	Improvement Type	Please place stars next to improvements that you consider to be the top priorities. Stars can be distributed among several projects or just the top one or two.
12	FIB	East Side - Cascade Road	New Shelter	★
13	FIB	West Side - Tradewater Parkway	New Shelter	
14	Boat Rock Road	Lagrange Boulevard	New Shelter	

Recommended Transportation Improvements - DRAFT				
Bike/Ped				
Map #	Roadway	Limits /Location	Improvement Type	Please place stars next to improvements that you consider to be the top priorities. Stars can be distributed among several projects or just the top one or two.
1	FIB	East Side - Robinson Drive to Shirley Drive***	Sidewalk Installation	
2	FIB	West Side - Patton Drive to Frederick Drive***	Sidewalk Installation	
3	FIB	Both Sides - Camp Creek Parkway to Cascade Road***	Sidewalk Installation	
4	FIB	Wendell Drive	Pedestrian Crosswalks and Signals	
5	FIB	Great Southwest Parkway (North)	Pedestrian Crosswalks and Signals	
6	FIB	Great Southwest Parkway/Cascade Road****	Pedestrian Crosswalks and Signals	
7	FIB	Camp Creek Parkway*****	Pedestrian Crosswalks and Signals	
8	Boat Rock Road	Fulton Industrial Blvd to Chattahoochee River	Multi-Use Trail	
9	Cascade Road	FIB East to I-285	Multi-Use Trail	
10	Great Southwest Parkway	FIB to Villanova Drive	Sidewalk Installation	★
11	Villanova Drive	Great Southwest Parkway to FIB	Sidewalk Installation	
12	FIB	Villanova Drive to Great Southwest Parkway	Sidewalk Installation	★
13	Phillip Lee Drive	FIB to MacDermid Printing Solutions	Sidewalk Installation	
14	Westlake Boulevard	FIB to McMaster-Carr Supply	Sidewalk Installation	
15	Westpark Drive/Place	FIB to South Fulton Government Center	Sidewalk Installation	★
16	Wharton Drive	FIB to Wharton Circle and around Wharton Circle	Sidewalk Installation	

*** May duplicate Project # 11 from South Fulton CIP (Sidewalk from Frederick Drive to Riverside Drive on One Side of FIB)
**** Recommended regardless of implementation of FIB
***** Recommended regardless of implementation of FIB

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Fulton Industrial CID Master Plan

Final Plan Review Public Meeting Summary

Meeting Agenda

8:30	Registration & Breakfast	
9:00	CID Board Business Meeting	
9:15	Master Plan Overview & Highlights.....	Jacobs
9:30	Recommendations & Implementation Strategy	Jacobs, Bleakly Advisory Group
10:45	Questions & Answers	All
10:50	Open House Stations.....	All

Overview

On September 5, 2013 the Fulton Industrial Community Improvement District (CID) held a final public meeting to present the final draft concepts, recommendations, and implementation strategy that constitute the Master Plan.

Approximately 50 people attended the meeting, including CID Board members, area businesses and property owners, public sector partners, residents of neighboring residential areas, and others. The Master Plan meeting was held in coordination with the regular CID board meeting and began just after a brief business session.

The consultant team of Jacobs and Bleakly Advisory Group gave an overview presentation of the Master Plan process, recommendations, and implementation strategy. The presentation was interactive in nature, allowing for questions and comments throughout.

- The presentation began with an overview of the planning process, goals, and schedule led by Amanda Hatton, Jacobs Project Manager. Amanda then provided highlights of the overall Master Plan framework.



The Fulton Industrial CID carried out a brief business meeting prior to presentation of the plan. Their leadership in the planning effort reflects the importance fo the plan to area's stakeholder.



A mix of area and regional stakeholders attended and provided input at the final public meeting.

- Wade Carroll presented key implementation steps for realization of transportation recommendations and walked through the collaboration that would be required to fund and execute the recommendations.
- Megan Holder then provided an overview of landscape recommendations for the study area, including overarching ideas for public art, lighting, and greenspace design at the I-20 interchange and at key intersections along the corridor.
- Megan along with Geoff Koski led discussion of the I-20 Gateway Concept, which includes a new, transformative mix of uses based on multi-disciplinary analysis of the area by the planning team, market realities, and feedback from stakeholders.
- Geoff provided highlights of key public-private partnerships that would be required and the implementation steps to achieve them.

Amanda Hatton wrapped up the presentation with an overview of the draft report, encouraging stakeholders to review the report online and provide any final input by the following week. The team will be finalizing the plan in late September.

At the end of the presentation, attendees were invited to view displays of plan recommendations and concepts located throughout the meeting space with technical staff on hand to help answer any questions. The meeting adjourned just after 11:00pm.

All attendees were asked to provide input via comment forms provided at the sign-in table or otherwise provide feedback to team members facilitating the meetings. A copy of the presentation is available at the CID website for review.

Meeting Discussion/Comments

Transportation

- What environmental considerations are being incorporated to offset potential negative impacts of growth (e.g. pollution)?
 - The team is recommending improvements in signal timing, which will create for more efficient traffic flow and reduce idling.
 - Travel Demand Management, pedestrian, and transit recommendations are incorporated to encourage lower impact travel.
 - Redevelopment and design recommendations encourage promotion of eco-industrial uses in the corridor, use of grey water, and a series of other sustainability-oriented strategies for private developers as sites redevelop/develop.
- There are currently three alternative energy users on the corridor. An alternative energy production facility is considering locating in the corridor.
- Has the Master Plan considered extending MARTA heavy rail to the study area?
 - This possibility was discussed but is not currently planned or foreseen as a realistic implementation item in the near term.

- The plan makes recommendations to improve sidewalks between MARTA stops to employers and to continue dialogue with MARTA to improve Route 73 in the corridor as ridership increases.
- A stakeholder highlighted that rail is important to the corridor and its relevancy should not be ignored.
 - The study recommends addressing rail in more detail moving forward. The scope of the master plan did not include looking at this topic in detail.
 - There was some discussion from another stakeholder that rail has minimal importance in the study area currently.
- At this point, no major rework of the I-20 interchange is being recommended. This is based on discussions with GDOT, ARC, and Fulton County. It is believed that the rework of the I-285/I-20 interchange will resolve many issues. Some turning radii improvements are being recommended for the I-20 interchange.
- A stakeholder pointed out the need for an overall access management strategy for the FIB corridor to improve safety.
 - The team will be strengthening discussion around this topic in the final report.
- Will condemnation occur when Fulton Industrial Boulevard (FIB) widens?
 - This question cannot be answered at this time; however, there is quite a bit of right of way in the corridor that would likely accommodate widening needs.

Landscape/Urban Design

- To what degree has water flow and reclamation been considered?
 - The recommendations primarily address the public right-of-way, yet takes into account opportunities for bio-swales, native plants, etc.
 - Water flow is addressed more directly in site development on private land.
 - Use of grey water is a possibility for potential data centers should they locate in the area.
- How is public art being financed? Some parts of the country have a 1% sales tax to help fund the arts.
 - The plan recommends coordination with the Fulton County Arts Council.
 - Implementation will require public-private partnership.
- Geothermal energy should be considered as an opportunity in the area.
 - The plan does not directly point to this, but overall encouragement of sustainable features as sites develop/redevelop is recommended – including use of solar panels, electric car charging stations, etc.
 - Greater consideration of this could be looked at in the recommended detailed landscape plan for the CID.

I-20 Gateway Concept

- Does the concept show the commercial uses on the north end of the I-20 Gateway Concept area staying?
 - The concept shows these staying as commercial uses but higher end users that better support the corridor.
- The concept would allow for limited drive-through commercial uses in northeast and southeast quadrants of I-20 Gateway Concept.
- A stakeholder pointed out that addressing the people problem at the I-20 interchange will be essential to achieving the vision for the district.
 - The planning team agreed that that is a key piece of the puzzle. The Master Plan speaks to addressing crime at the interchange, although focuses primarily on enhancing the economic competitiveness of the district but recognizes the importance of tangential efforts.
 - Giving a Hand organization has developed a plan to help address the problems.
 - This and the County's Redevelopment Framework for the area will be two important parallel efforts.
- The area's culture should be a key part of what is recommended in the Master Plan.
 - The public art, branding, and other landscape recommendations build off that culture and what makes the area unique.

Other Comments

- The Clean Air Campaign has a No Idle program that could be promoted to corridor businesses the help reduce emissions in the corridor.
- The Carroll, Douglas, South Fulton, and Coweta trail plan should be cross referenced in the multi-use trail discussion along the river.
- The Atlanta Regional Commission anticipates updating its regional trail network plan in 2014; the recommendations coming out of this planning effort should be included.
- Comments on Overall Vision and Framework
 - Very thorough – inspiring!
- Comments on Landscape & Design Recommendations
 - Wonderful, please let Fulton County Department of Arts and Culture be a resource to the CID expertise; 250 artists in our Artist's Registry – many of whom are experts at urban design, site integration and public art –both temporary and permanent

Appendix C.4

Core Team Minutes

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Fulton Industrial CID Master Plan

Core Team Kick-off Meeting

June 24, 2013, 11:00 am to 1:00 pm
South Fulton Chamber of Commerce

MINUTES

Prepared by Jacobs

Attendees

- Please see last page of minutes.

Welcome& Introductions

- Tom Flannigan, Boulevard CID Chairman, welcomed the Core Team members to the kick-off meeting.
- Gil Prado, CEO of the Boulevard CID, seconded the welcome and turned the floor over to Jacobs, who, in partnership with Bleakly Advisory Group, was hired to lead the project. Amanda Hatton, Jacobs Project Manager, highlighted the goals of the meeting.
- Round-room introductions were provided by all in attendance.

Overview of Study Process & Role of Core Team

- Amanda Hatton gave a summary overview of the Master Plan and the key goals of the planning process. Schedule, partners, anticipated outcomes, and the Core Team role were highlighted.
- It was confirmed that the next Core Team meeting would take place from 8:30am to 10:30am at the South Fulton Chamber of Commerce.

Baseline Assessment Presentation

The consultant team gave a summary presentation of existing conditions.

1. Geoff Koski (Bleakly Advisory Group) presented market analysis findings.
2. Amanda Hatton reviewed land use and zoning findings.
3. Megan Holder (Jacobs) reviewed urban design findings
4. Wade Carroll (Jacobs) addressed multi-modal transportation and freight mobility findings.

A copy of the presentation is available at the Boulevard CID website (<http://boulevardcid.org/>) on the Master Plan/Study Documents & Maps Page.

Comments (C), Questions (Q) and Answers(A)

- C: Tractor trailer drivers regularly park in the middle of FIB to get food/coffee from Dunkin Donuts. This is something that should be addressed in the study.
 - A: One solution maybe providing a parking facility for trucks.
- C: This planning effort should coordinate with Douglas County, particularly going up Camp Creek Parkway to the intermodal Facility.
- C: Crime issues should not deter planning for the corridor, improvements will continue to lessen crime in the area.
- Q: Zoning – How creative can we be given zoning restrictions?
 - A: Through the planning process we need to ensure that the future development map is consistent with the Master Plan vision by making sure that the Future Development Map identifies appropriate land uses and zoning in the future. Rezoning is possible via a rezoning process.
- Q: What rail aspects are being explored? Is it currently under-utilized?
 - A: Because rail is private, it is difficult to get data on existing conditions. The team is examining transportation from a mobility perspective.
- C: The corridor's rail line needs rehabilitation. Lack of rail is leading to businesses going elsewhere. Economics make it unviable right now.
 - C: The issue may be with Omnitracs vs. CSX. Omnitracs may be willing to discuss current status.
 - C: One potential opportunity is to investigate whether the FIB corridor could be identified as a CSX "Select Site".
- Q: Where does zoning/land use data come from?
 - A: Land use/zoning data is from Fulton County tax and GIS records; other market data presented is from the Census.
- Q: Is it possible to add MARTA representatives to the Core Team?
 - A: Yes. A MARTA representative has been invited to participate. She was unable to make today's meeting.
- Q: Has an effort been made to reach out to the newly forming Airport West CID?
 - A: Ed (Fulton County Unincorporated Economic Development) has met with the newly forming CID; and the Boulevard CID will meet with the new CID as it formalizes. In the meantime, there is little coordination that can occur until they become a formal entity. Leaders from this group can be invited to the Master Plan Concept Plan Workshop.

SWOT Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis/brainstorming session was led by Jacobs to develop an understanding of existing conditions of the study area from the Core Team's perspectives.

- Strengths
 - Many successful companies located within the district
 - Connection between I-20 and Camp Creek Parkway

- Weaknesses/Threats
 - Buildings are out of date – including truck courts and ceiling heights, producing lower building value
 - Vacant buildings
 - If weaknesses are not addressed, businesses will leave
 - Blight at north end of study area has bad aesthetics and undesirable commercial
 - Reputation of crime
- Opportunities
 - Fulton County Unincorporated Economic Development is aware of a company that will raise roofs on outdated industrial buildings
 - Technical school to train potential employees
 - Study area and recently adopted opportunity zone area overlap
 - Residential communities would support new businesses [commercial] in the corridor
 - Better use or marketing of Charlie Brown Airport
 - Ability to ship products quickly overnight
 - Large corporations could help influence suppliers to locate in the corridor (e.g. airbus suppliers)
 - Coordinate with the Airport West CID as it forms.
 - Review recent Fulton Industrial Overlay District to support future vision; potential to curtail adult entertainment uses through regulations
 - Effort at I-20 interchange to buy buildings where the corridor would benefit from new ownership
 - Potential for development due to high volume of traffic passing through corridor
 - Make the small improvements to the corridor, such as signal timing
- Observation/Comments
 - Charlie Brown Airport is an amenity but not a magnet for FIB
 - Charlie Brown Airport should not have commercial flights

Adjourn

The meeting adjourned at 1:15 pm. The next Core Team meeting will take place on July 25 at 8:30 am at the South Fulton Chamber of Commerce.

Attendees

Project Management Team

- Wade Carroll, Jacobs
- Amanda Hatton, Jacobs
- Megan Holder, Jacobs
- Geoff Koski, Bleakly Advisory Group
- Michael Kray, Atlanta Regional Commission
- Gil Prado, Boulevard CID
- Jon Tuley, Atlanta Regional Commission

Core Team

- Art Brown, Fulton County Economic Development
- Vernelle Cowan, Atlanta NPU H
- Tom Flanigan, Boulevard CID Board, Clarion Partners
- Roussan Francois, Fulton County Facilities and Transportation Services Department
- Robert Gregory, Fulton County Workforce Development
- Natalie Hall, Fulton County Commissioner Garner's Office
- Nicole Hall, Fulton County Transportation
- Brad Humphrey, GDOT Traffic Operations
- Steve Jabon, Site Selection Magazine
- T. Jackson, Georgia State Police
- Katrina Lawrence, GDOT
- Frank Mazilli, Boulevard CID staff
- Mary Ellen McClanahan, Georgia Department of Economic Development
- Ed Nelson, Unincorporated Fulton County Economic Development Initiative
- Mark Rogers, Siemens
- John Sell, Georgia Power
- Ernest Slaughter, Fulton County Facilities and Transportation Services Department
- Melva Steps, FIB Community Court
- Dietter Stoll, West Logistics
- Antonio Valenzuela, Fulton County Facilities and Transportation Services Department
- Patrice Williams, City of Douglasville
- Patrick Vickers, GA Department of Community Affairs
- Ty Hayes, Fulton County Police Department
- Randy Beck, Fulton County Planning and Community Services
- Jasmine Chatman, Fulton County Planning and Community Services
- Bill Davenport, Georgia Power Company
- Chris Pumphrey, Development Authority of Douglas County



Fulton Industrial CID Master Plan

Core Team Meeting #2

July 25, 2013, 8:30 am to 10:30 pm
South Fulton Chamber of Commerce

MINUTES

Prepared by Jacobs

Attendees

Please see page 4 of minutes.

Welcome & Introductions

- Tom Flannigan, Boulevard CID Chairman, welcomed the Core Team members to the meeting.
- Gil Prado, CEO of the Boulevard CID, seconded the welcome and initiated round-room introductions by all in attendance.

Project Update & Meeting Goals

- Amanda Hatton, Jacobs Project Manager, gave a quick review of the Master Plan, progress to date, and the key goals of the meeting.
- The goals of the meeting included obtaining feedback on the concept plan framework and draft recommendations, discussion of I-20 interchange vision and transportation recommendations in detail, and identification of needed adjustments prior to Concept Plan Workshop.

Discussion of Preliminary Framework & Recommendations

The consultant team led an interactive discussion with the group, covering the master plan framework (preliminary concept plan) that had been developed since the last meeting as well as draft recommendations.

1. Amanda Hatton reviewed land use and zoning recommendations
2. Ken Bleakly & Geoff Koski (Bleakly Advisory Group) presented market realities and opportunities for the future.

3. Monte Wilson (Jacobs) reviewed overall aesthetic ideas for the district (character, wayfinding, landscaping) and the I-20 interchange vision. Three redevelopment scenarios for the interchange were presented.
4. Wade Carroll (Jacobs) presented draft transportation recommendations.

A copy of the presentation is available at the Boulevard CID website (<http://boulevardcid.org/>) on the Master Plan/Study Documents & Maps Page under Core Team Meeting 2.

The following discussion points were raised by stakeholders in attendance.

- How many square feet (SF) of industrial space is along FIB?
 - 46 million SF in the district; 600 million SF regionally
- Why shoot for absorbing less than historic fair share?
 - There is more competition in the region.
 - Nuisances in the corridor need to be addressed.
- The goal of 100-150,000 SF per year seems low.
- Who owns the vacant parcels? How do we facilitate their strategic development?
 - A variety of owners are involved.
 - The CID does not need to focus on compiling vacant parcels. It is easy for interested parties to find information on.
 - A database of available land is needed.
- Who has such a database currently?
 - GA Power has an overall database, but it requires updated information.
 - Cobb County has a similar economic development database tool on its website that is good and could be used by the CID as a prototype.
 - The timing for such a database is perfect. No one's been buying land lately, but from 2013-2016, purchasing will start again.
- What is the percentage of vacant buildings in the corridor?
 - 13-15% currently
 - 10% would be considered successful and more consistent with other industrial areas.
- New commercial may draw in lots of local people, causing additional traffic.
 - The commercial will be oriented to the day-time population and will primarily serve those individuals.
- Arts & artistry is a potential good use for the district.
- Fulton County is looking into ownership of land near interchange. A third building has recently been approved for purchase by a third party.
 - The planning team will discuss with Ed Nelson's teams current reinvestment activities underway at interchange to ensure considered in master plan development.
- Plans for the I-20 interchange should connect with the Fulton County Aviation Cultural Community Center.

- This facility should also be taken into account as Sky Design works towards a design for the district's wayfinding, particularly for the area near the airport.
- Film and TV production uses would do well in the area. Access to I-20 is convenient, and large building space is appropriate.
- LEED certified buildings are also appropriate.
- The interchange should signal a major change.
- Who would handle maintenance of the interchange landscaping (GDOT)?
 - The CID currently handles maintenance and would continue to do that (CID).
- It's important to protect good circulation of truck traffic to preserve the district.
 - The arts attract a lot of car traffic.
- The tree canopy will be good as visual break, but it is important that areas near the interchange are not hidden because of it.
- Safety and lights should be the top priority at the interchange.
- Fulton County has another location in mind for the tech school, different from what is shown in the scenarios.
- The group should focus on the northwest interchange quadrant redevelopment as the main catalyst; this makes sense.
- An express bus will not happen in the near-term.
- The group discussed improvements at the I-20 interchange. The transportation team is looking at NavTech data for the interchange and will circle back with Fulton County on data they have for interchange improvements.
 - The County is modeling a dual left turn lane for the interchange.
- If lanes are widened on the interchange ramps (or anything else done on ramps), an Interchange Modification Report (IMR) would be required first.
 - The IMR has a 6-8 year life-time.
 - The CID should look into the steps for doing this.
 - There is no possibility of providing direct access to the NW quadrant area of the interchange straight from the westbound exit ramp; this would go against state regulations.
- How far will the transportation analysis go? Can we make "bigger" more creative recommendations, such as round-a-bouts at major intersections?
 - The goals of the study are being met.
 - We are largely document what we know we need to do, then also identifying longer term opportunities.
- Realigning Fulton Industrial Circle is essential to redevelopment south of the interchange. Businesses would consider locating there, but the intersection does not function well currently.
- Access management near the interchange is important and should be considered in plan development.
- Long term improvements are important to being in plan. When the TIP is updated, having the content in the South Fulton CTP and the Master Plan will help them carry much more weight.

- The corridor needs more signals and heightened coordination - possibly through the addition of FIB into the GDOT RTOP system.
- The team should invite I-20 area land owners to the next meeting.

Adjourn

The meeting adjourned just after 10:30 am. The next (and last) Core Team meeting will take place on August 29 at 8:30 am at the South Fulton Chamber of Commerce.

Attendees

Project Management Team

- Ken Bleakly, Bleakly Advisory Group
- Wade Carroll, Jacobs
- Amanda Hatton, Jacobs
- Geoff Koski, Bleakly Advisory Group
- Michael Kray, Atlanta Regional Commission
- Gil Prado, Boulevard CID
- Monte Wilson, Jacobs

Core Team

- Odessa Archibald, Georgia Power
- Keehren Baah, Cobb County Planning Division
- Art Brown, Fulton County Economic Development
- Wyvern Budram, Fulton County Facilities and Transportation Services Department
- Vernelle Cowan, Atlanta NPU H
- Bill Davenport, Georgia Power Company
- Tom Flanigan, Boulevard CID Board, Clarion Partners
- Roussan Francois, Fulton County Facilities and Transportation Services Department
- Robert Gregory, Fulton County Workforce Development
- Nicole Hall, Fulton County Transportation
- Ty Hayes, Fulton County Police Department
- Michelle Macauley, Fulton County Planning
- Judy Mauldin, Fulton County Arts Council
- Frank Mazilli, Boulevard CID staff
- Kyle Mote, GDOT Planning
- Ed Nelson, Unincorporated Fulton County Economic Development Initiative
- Lewis Reed, Geiger International
- Maceo Rogers, Fulton County Development Authority
- Mark Rogers, Siemens
- Dave Seem, Boulevard CID Board, Miller Zell
- John Sell, Georgia Power
- Lisa Tuttle, Fulton County Department of Arts and Culture
- Antonio Valenzuela, Fulton County Facilities and Transportation Services Department
- Patrice Williams, City of Douglasville

Comment Form Feedback

Feedback provided on comment forms for urban design ideas, transportation recommendations, and other materials presented are provided below.

Design Area	Generally Agree (A) or Disagree (D)?	What do you like or dislike? What would you change?
Draft Wayfinding Plan	A (x3)	<ul style="list-style-type: none"> • Improve gateway aesthetics is positive. • Need good landscape – art. • Adult entertainment [uses] are only allowed in commercial zones. • The involvement of artists familiar/experienced with creative transportation design involved at every stage of process.
Draft Overall Landscape Plan	A (x3)	<ul style="list-style-type: none"> • Needs to include Airport Museum and other points of interest. • Does it hide the buildings – the tree canopy? • Concern about landscape not being distinctive enough.
I-20 Interchange Area – Urban Forest	A (x2) D	<ul style="list-style-type: none"> • Takes away industrial, crime look. Need to make it look new. • Contrast/compare with Beltline arboretum. • Trees act as shelters for criminals.
I-20 Interchange Area – Public Art	A (x2)	<ul style="list-style-type: none"> • Big and bold is necessary. • Build on the Aviation Community Cultural Center and Gateway Sculpture to create a visually appealing cultural corridor as a well as a destination.
I-20 Interchange Area – Light Tunnel	A (x3)	<ul style="list-style-type: none"> • This is a must do. Again, change perception of crime. Uniqueness is key. • Concern about conflict with daytime users, and not a night-time entertainment area. • Experiential/destination, again, I can provide some jazzy examples.
I-20 Interchange Area – Gateway Signage	A (x2)	<ul style="list-style-type: none"> • Needs to be branded. • Money – through creative placemaking – categories that can help.

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Recommended Transportation Improvements - DRAFT					
Freight Mobility Improvements					
Map #	Roadway	Limits /Location	Improvement Type	Agree (A) or disagree (D)?	Please provide additional input here.
1	FIB	I-20 EB Ramp	Intersection Improvements*	A (x2)	Dual protective left
2	FIB	I-20 WB Ramp	Intersection Improvements*	A (x2)	Key improvements needed to access NW quadrant; Dual protective left
3	FIB	Shirley Drive**	Intersection Improvements*	A (x2)	
4	FIB	Patton Drive**	Intersection Improvements*	A (x2)	
5	FIB	Bakers Ferry Road**	Intersection Improvements*	A (x2)	
6	FIB	Cascade/Great Southwest**	Intersection Improvements*	A (x2)	
7	FIB	Camp Creek Parkway**	Intersection Improvements*	A (x2)	
8	FIB	Campbellton Road**	Intersection Improvements*	D; A	Not as improvement, should be moved down the list; FIB at Wendell Dr. Intersection improvements
Multimodal Transportation Improvements					
Roadway					
Map #	Roadway	Limits /Location	Improvement Type	Agree (A) or disagree (D)?	Please provide additional input here.
9	Commerce Drive	FIB/Fulton Industrial Circle**	Realign to create 4-way intersection	A	I think this improvement is key and should be moved up this list.
Transit					
Map #	Roadway	Limits/Location	Improvement Type	Agree (A) or disagree (D)?	Please provide additional input here.
10	FIB	East Side - Cascade Road	New Shelter		
11	FIB	West Side - Tradewater Parkway	New Shelter		IT improvements, signalize
12	Boat Rock Road	Lagrange Boulevard	New Shelter		
Bike/Ped					
Map #	Roadway	Limits/Location	Improvement Type	Agree (A) or disagree (D)?	Please provide additional input here.
1	FIB	East Side - Robinson Drive to Shirley Drive***	Sidewalk Installation		
2	FIB	West Side - Patton Drive to Frederick Drive***	Sidewalk Installation		
3	FIB	Both Sides - Camp Creek Parkway to Cascade Road***	Sidewalk Installation	A	Key improvement
4	FIB	Wendell Drive	Pedestrian Crosswalks and Signals		
5	FIB	Great Southwest Parkway (North)	Pedestrian Crosswalks and Signals		
6	FIB	Great Southwest Parkway/Cascade Road****	Pedestrian Crosswalks and Signals		
7	FIB	Camp Creek Parkway*****	Pedestrian Crosswalks and Signals		
8	Boat Rock Road	Fulton Industrial Blvd to Chattahoochee River	Multi-Use Trail	D	We would like to discuss change in alignment for connection point to river trail.
9	Cascade Road	FIB East to I-285	Multi-Use Trail	D	This also may not be in alignment with our greenspace trail connection points.

* - Median and radii improvements based on conceptual design

** - Will include pedestrian crossings and signals

10	Great Southwest Parkway	FIB to Villanova Drive	Sidewalk Installation		
11	Villanova Drive	Great Southwest Parkway to FIB	Sidewalk Installation		
12	FIB	Villanova Drive to Great Southwest Parkway	Sidewalk Installation		
13	Phillip Lee Drive	FIB to MacDermid Printing Solutions	Sidewalk Installation		
14	Westlake Boulevard	FIB to McMaster-Carr Supply	Sidewalk Installation		
15	Westpark Drive/Place	FIB to South Fulton Government Center	Sidewalk Installation		Key to consider that government center is a leased facility. Perhaps sidewalk along frontage instead of inside industrial park.
16	Wharton Drive	FIB to Wharton Circle and around Wharton Circle	Sidewalk Installation		

*** - 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-6

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

Other Comments

- Transportation: Movement of utility infrastructure will be a lengthy and expensive endeavor. There could be land acquisition and other issues and is not as simple as moving a couple poles near an intersection.
- The Boulevard corridor: I feel it is important to have a database of all structures, parcels, owners, tenants, vacant buildings; this database should be updated periodically and a feeder to Cob County, Douglas County, City of Atlanta. This CID database could receive information from other jurisdictions and ARC.
- Consider ATMs along the corridor.
- Consider access management.
- Decide on improving the 25 intersections versus widening. Which one is more cost effective?
- Do a capacity analysis.
- Look at a complete streets design for corridor.
- Look at the TOD in the SE quadrant.
- Provide battery backup system at all signalized intersections included in transportation improvements.



Fulton Industrial CID Master Plan

Core Team Meeting #3

August 29, 2013, 8:30 am to 10:30 pm
South Fulton Chamber of Commerce

MINUTES

Prepared by Jacobs

Attendees

Project Management Team

- Ken Bleakly, Bleakly Advisory Group
- Wade Carroll, Jacobs
- Amanda Hatton, Jacobs
- Megan Holder, Jacobs
- Michael Kray, Atlanta Regional Commission
- Gil Prado, Boulevard CID

Core Team

- Odessa Archibald, Georgia Power
- Keehren Baah, Cobb County Planning Division
- Tedra Cheatham, The Clean Air Campaign
- Carey Childers, The Clean Air Campaign
- Vernelle Cowan, Atlanta NPU H
- Tom Flanigan, Boulevard CID Board, Clarion Partners
- Nicole Hall, Fulton County Transportation
- Michelle Macauley, Fulton County Planning
- Kyle Mote, GDOT Planning
- Ed Nelson, Unincorporated Fulton County Economic Development Initiative
- Warren Pincombe, Atlanta Technical College
- Maceo Rogers, Fulton County Development Authority
- Mark Rogers, Siemens
- Dave Seem, Boulevard CID Board, Miller Zell
- John Sell, Georgia Power
- Melva Steps, FIB Community Court
- Patrick Vickers, Georgia Department of Community Affairs
- Otis Aleman
- Ralph Forbes, Thomas & Hutton
- Cailien Zhang
- Amy Chen
- Lolita Collins, Fulton County Health and Human Services

Welcome & Introductions

Gil Prado, Executive Director of the Boulevard CID, welcomed Core Team members to the final committee meeting and initiated round-room introductions by all in attendance.

Project Update & Meeting Goals

Amanda Hatton, Jacobs Project Manager, reviewed the progress to date, schedule, and the goals of the meeting. The goals of the meeting included highlighting overall master plan vision and framework,

discuss and vet recommendations and implementation strategy, highlight key implementation steps, and identify remaining opportunity/issue areas.

Discussion of Preliminary Framework & Recommendations

The consultant team led an interactive discussion with the group, covering highlights from the draft final report, including recommendations by substantive area, the draft concept for the I-20 interchange, and key implementation steps to achieve the master plan vision.

1. Amanda Hatton reviewed the overall framework, potential land use changes, and wayfinding.
2. Wade Carroll (Jacobs) reviewed the transportation implementation strategy.
3. Megan Holder (Jacobs) reviewed overall aesthetic recommendations for the district (landscaping and other design elements) and the I-20 interchange concept.
4. Ken Bleakly (Bleakly Advisory Group) presented overall, organizational strategy for implementation and development scenario analysis for key sites.

A copy of the presentation is available at the Boulevard CID website (<http://boulevardcid.org/>) on the Master Plan/Study Documents & Maps Page under Core Team Meeting 3.

The following discussion points were raised by stakeholders in attendance:

- The CID would like the Fulton County Development Authority to be a close partner in implementation of the master plan.
- The Fulton County Development Authority is impressed with the plan and the level/mix of stakeholders involved in the planning process. The Development Authority looks forward to being a partner in implementing the plan.
- It was recommended that the Community Development Block Grant (CDBG) funding be considered part of the funding stream to implement projects
 - The planning team stated that the study area is outside of the Atlanta area, so likely ineligible for funding; however, the team will look into it.
- It was stated that the corridor has improved significantly since the CID began maintaining the ROW landscaping.
- How would a private developer tie into the plan as property redevelopment is purposed?
 - The developer would work under Fulton County's regulations for the parcel(s) and corresponding overall district in coordination with the County.
 - The goal is that the Master Plan would be referred to in all development decisions along the corridor and recommendations would be compared against the plan. The CID is a partner in this.
 - The CID would like to be involved in the reviewing of development applications within the CID district.
- Who will manage the landscaping?
 - All the landscape elements would be in the ROW and overseen by the CID. GDOT and the County would also be partners in this, depending on where roadway treatments occur.
- The following comments were made regarding the I-20 Gateway Concept at the northwest quadrant:

- It would be more viable to have one large building in place of the three 50,000 sf buildings shown.
 - Based on what is shown at the I-20 interchange, the CID and County would need to encourage travel demand management from the beginning due to the limited amount of parking.
- The following comments were made regarding the I-20 Gateway Concept at the northeast quadrant:
 - How can people access the corridor from Wendell Drive developments?
 - Wendell Drive provides connections to Martin Luther King Jr. Drive and Fulton Industrial Blvd.
 - The institutional uses in the northeast interchange should be interchangeable/replaceable with industrial or office uses.
 - The access management should be improved at the interchange to reduce the number of curb cuts and make the area safer.
 - This has been taken into account at the interchange area, but the planning team will revisit to ensure access management is reflected well.
 - It was recommended that the area along Wendell Court, currently a transitional area, be shown as something else in the concept. There are many issues in that area that have an impact in the I-20 Gateway area.
 - The concept lines up with the County's efforts to attract additional food services to the district.
- The following comments were made regarding the I-20 Gateway Concept at the southeast and southwest quadrants:
 - There is potential for a company here to expand its operations and tractor trailer movement; the newly shown commercial development may cause an issue.
 - The planning team is proposing new alignments at Commerce Drive and Shirley Drive, which should address these concerns.
 - A police precinct is needed at the Interchange to address all the activity that is proposed there, particularly on the south side of the interchange. The southeast quadrant makes sense for this. The idea was supported by others in the room.
 - Are we showing any drive-thrus in the concept? There is likely some need for this with all the traffic on the corridor.
 - Right now, the only spot where the team sees this type of commercial going is the northeast quadrant.
 - It makes sense for the corridor to hold out for the right level of quality development on each quadrant that is consistent with the Master Plan.
 - The overlay district is one tool that can be utilized to target growth at the interchange.
- The value of real estate on the corridor should be checked. Hoovers' produces a higher figure (per Fulton County).
- There is a need to identify who the corridor employers are on the CID website. The website should provide more information that is valuable to interested prospects and potential employees.

Adjourn

The meeting adjourned just after 10:30 am.

Comments received via Comment Forms

Feedback provided on comment forms is provided below.

Comments on Overall Vision and Framework

- This is in sync with what the group expressed to include. The overall framework is also encouraging and shows you've heard the needs and desires of what the industrial property owners can benefit from.
- Possible [overall vision]. Would like to see a smaller probability plan. Explain in steps with time frames to show progress of your vision. Fulton Industrial has a reputation to those who do not have business here. How will you convince people to buy into something they can't see?
- Try seeking more funding sources.
- Great vision.
- Need to have a public safety entity – highly visible – in the I-20 interchange/FIB.
- Website should include a site selection component to easily search available buildings located on FIB.
- Very thoughtful and innovative ideas (i.e. training institution).
- Great idea on inventory of businesses and job listings.

Comments on Transportation Recommendations and Strategies

- I agree that some access management should be incorporated in the northwest quadrant proposed plan as well as along the entire corridor – too many examples exist along other corridors in this region with similar conditions, so strong emphasis is encouraged.
- Parking may be a question. Continuing to work with MARTA is important.
- Good.
- Good recommendations – early planning and communication will be critical, especially with utilities (GDOT).
- Put a recommendation in the report to pursue match funding from the Development Authority of Fulton County.
- Need to also coordinate with GRTA about express buses and option for a Park & Ride.
- Limit curb cuts and manage cross-parcel accessibility.

Comments on Landscape & Design Recommendations

- Great imagery. Can't wait to see it.
- Good.
- Can we look at a program of posting "no loitering" signs and stating the amount of the fines ("Up to \$10,000) and enforcing the program possibility through the camera system and targeted code enforcement initiatives?
- Need to have an emphasis on TDM throughout the entire corridor to keep the parking ratios down and make sure the area isn't "overpacked".

Comments on I-20 Gateway Concept

- Frontage road/access road in NW Quadrant for retail sites is key for safety.

- This was good also a reminder to incorporate “Six Flags” (a great regional locator) in the wayfinding signage and marketing of the corridor.

Comments on Key Implementation Steps

- Make sure we included a proposed timeline and tasks that need to be done in order to put in place the land use recommendations at I-20 interchange to go from under-utilized commercial to industrial/institutional.
- Same for the proposed amendments to the overlay district. We should do this as soon as possible.

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