

# FULTON INDUSTRIAL BOULEVARD

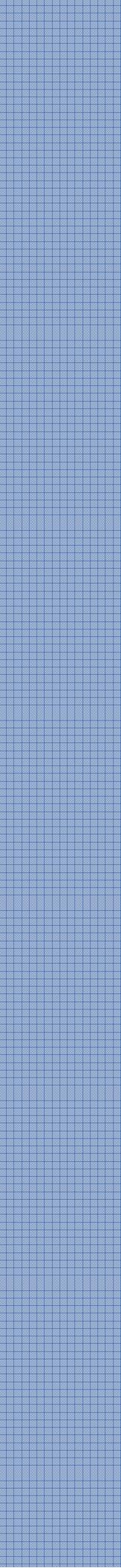


## Redevelopment Framework

August 2010



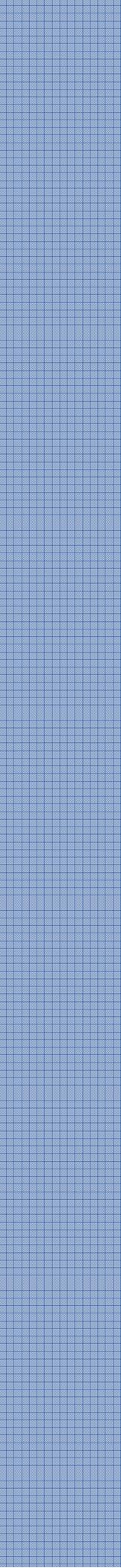
Fulton County, GA



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# Introduction

The Fulton Industrial Boulevard (FIB) area was once the largest and most prestigious warehousing and transportation building concentration east of the Mississippi River. That was the 1960s and 1970s, today it may still be the largest, but it has lost much of its prestige. There are many challenges to the area, including crime, blight, proliferation of vacant and underutilized buildings and deteriorated hotels, motels and other transitional residential areas.



The FIB area needs redevelopment and revitalization to re-establish itself as a regional center with a diverse mixture of jobs. The study area has all the elements to make a successful redevelopment area. It has a large employment base with a diversity of employers including, warehousing, transportation, retail and commercial. Surrounding the area are single family neighborhoods as well as multifamily communities. Retail services are abundant in the area; however they, like other facilities, can be more successful with appropriate planning. The area is well served by many modes of transit including MARTA. The FIB urban redevelopment study area encompasses the unincorporated parcels of the Fulton Industrial Tax District. The study area includes the intersection of FIB and I-20, a major highway system linking the area to the rest of the Atlanta region. In addition, Fulton Industrial Blvd intersects with two highly travelled state roads: Martin Luther King Blvd (Hwy 139) and Camp Creek Parkway (State Rte 6).



## Goals

The goals of this redevelopment study are to create a framework to foster the redevelopment of FIB in order to:

- Protect and enhance industrial uses along the corridor
- Stimulate infill development and land assembly opportunities of obsolete, underutilized and vacant properties.
- Stimulate opportunities for adaptive re-use and preservation of existing building stock.



- Attract new businesses and retain existing businesses by providing job training and employment opportunities for area residents.
- Improve transportation, public facilities and infrastructure throughout the area.
- Encourage workforce housing opportunities where appropriate.
- Improve the quality of the residential environment by assisting in new construction, rehabilitation and conservation of housing units in communities that surround the FIB corridor.
- Encourage new and revitalize existing commercial uses that serve the corridor.

This means cleaning the corridor and fostering an atmosphere that discourages crime. It also means total renovation or removal of neglected hotels, motels, temporary housing and abandoned warehouses, and replacing them with diversified warehousing, office space, and retail.



Fulton County is developing this redevelopment framework in order to create a strategic plan of action that will provide a balanced mix of uses and expanded employment and retail opportunities, along with a significant investment in public amenities. This plan will be a catalyst for change and reinvestment in the district, as well as serve as a model for the redevelopment of blighted industrial areas.

## Urban Redevelopment Designation

Under Georgia's Urban Redevelopment Law, O.C.G.A. § 36-61-1, local governments are provided a mechanism to conduct slum clearance and redevelopment activities for the purpose of eliminating blight within residential or nonresidential areas. As an industrial park developed in the 1960's and 1970's, Fulton Industrial contains many buildings and warehouses that are obsolete by today's manufacturing and warehousing standards. Further, hotels and motels in the area built more than twenty-five years ago to serve Cobb County's Six Flags Over Georgia theme park are now vacant and/or dilapidated.

Many of these run down hotels/motels are serving as extended stay living spaces for individuals who cannot live in traditional residential dwellings; while the vacant buildings are attracting vagrants. Along with the physical decline of the corridor, vagrancy, prostitution and other criminal activity have created challenges to attracting and retaining businesses. In response to these challenges, the Fulton County Board of Commissioners deemed

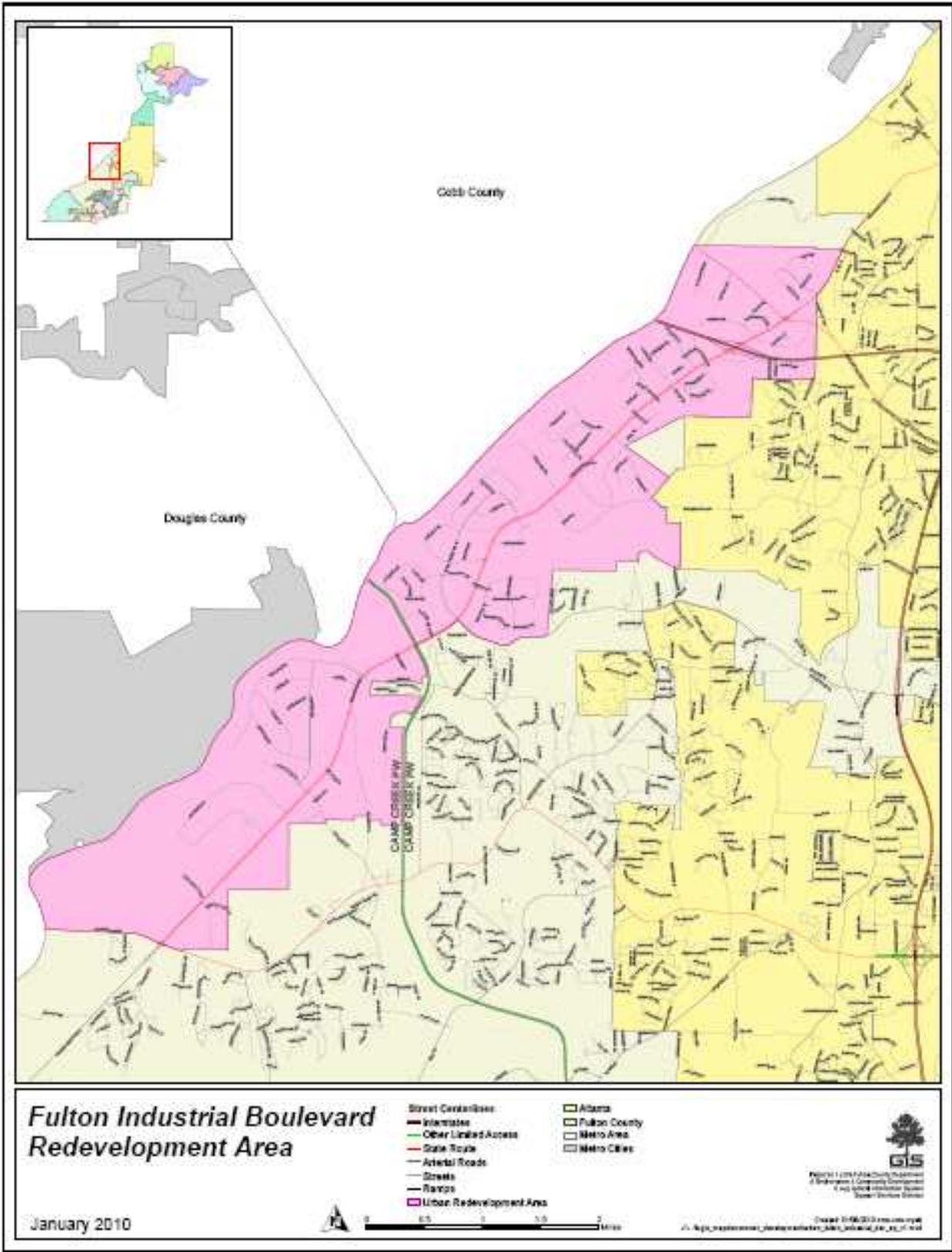


the area blighted in March 2006 and designated Fulton Industrial as an urban redevelopment area under Georgia's Urban Redevelopment Act.

## **Redevelopment Study Area**

The Fulton Industrial Boulevard (FIB) Study area is located in the southwest section of Unincorporated South Fulton County. The western boundary of the study area is the Chattahoochee River; the eastern edge borders residential land uses, primarily single family residential. The northern boundary of the study area is the Fulton County Charlie Brown Airport and the southern boundary is Campbellton Road (GA Highway 166) (Figure 1).





# Community Vision

Community visioning is an integral element in creating any long range development strategy. For the FIB redevelopment strategy, staff's initial step was to work with the FIB business representatives and the surrounding communities to create their vision for the area. The vision's purpose is to act as a guide to staff, stakeholders, and other supporters during the plan development process. Collectively, visioning participants provide the input necessary to define their desired future and the resulting vision drives the long range plan.

The visioning session was conducted on February 8, 2007 with approximately 25 attendees. Staff engaged the community by asking a series of key questions. The following is a summary of those questions and community responses from the Community Visioning session.

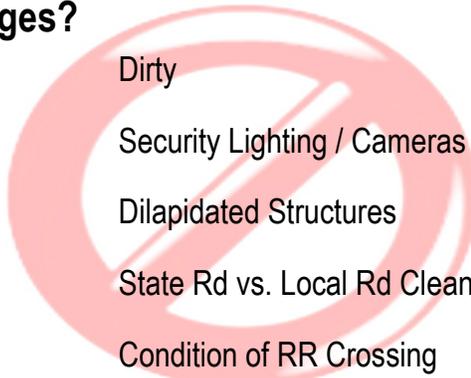
## What are Fulton Industrial's assets?

- 45 Million Square Feet of Industrial Space
- Chattahoochee River Frontage (Owned by County)
- Access to Workplace
- Access to Interstate
- Proximity to two Airports
- Name Brand Companies in Corridor
- Access to Rail
- Weather
- Freeport
- Jobs



## What are its challenges?

Functional Obsolescence  
 Hotel/Conference Center  
 Restaurants  
 Signaling/ Turn Lanes  
 Lack of Legal Residential



Dirty  
 Security Lighting / Cameras  
 Dilapidated Structures  
 State Rd vs. Local Rd Clean Up  
 Condition of RR Crossing

Adult Entertainment  
 Crime / Prostitution  
 Drug Sale and Use  
 Loitering



## What organizations make a difference along Fulton Industrial?

- South Fulton Chamber of Commerce
- Schools
- Churches
- 10<sup>th</sup> District Ministerial Alliance
- Police
- Code Enforcement
- Marta
- GDOT
- NPU-H

## Why did you locate in the Fulton Industrial District?

- Tax incentives
- Lowest rental rates
- Proximity of airport to downtown
- Freeport
- Accessibility East – West Downtown Birmingham Buckhead Camp Creek

## How do you envision Fulton Industrial in 5 years?

- 25% Occupancy increase over the current 12%
- Enhanced landscaping and maintenance
- Nice hotels
- Quality Commercial
- Clustering of businesses
- Trails
- Greenspace
- Change of Uses (Retail)
- Housing in close proximity to work
- Unique
- Safe Place
- Gateway Markers at I-20 interchange or the County Line
- Leisure Activities
- Pedestrian Safety (Sidewalks)



## How do you envision Fulton Industrial in 20 years?

- Will become Central to Urban Development
- River front destination
- Improved Marta and Mass Transit
- Nearby Living
- Resolve Environmental Problems
- Resolve Flooding
- Become the best valued industrial area
- Become a model industrial corridor
- Marketing the corridor

Based on the community's responses, staff was able to determine what aspects of the FIB redevelopment area should be preserved, enhanced, or which items are currently missing and need creating. The results could then be addressed in the policies and strategies so as to correct the negative aspects and to further maintain and promote those features that are positive.



# Land Use

The Land Use Element provides an inventory of existing land use; an assessment of development and land use patterns, an assessment of vacant parcels, a description of the 2025 Land Use Plan, and an analysis of land use goals, opportunities and issues as they relate to land use and development patterns in the Fulton Industrial Study area.

## I. Inventory of Existing Conditions

The inventory of existing land uses (Table 1) includes a description and depiction of the amount and type of existing land uses and estimates the current acreage dedicated to each of the land use categories.

<b>(Table 1)</b>		
<b>Fulton Industrial Redevelopment Area by Land Use</b>		
<b>Existing Land Use</b>		
<b>Land Use</b>	<b>Acreage</b>	<b>Percent of Total Acreage</b>
A-Low Density	0.751377	0.01308%
A-Medium Density	84.464	1.4699%
B-Office	231.7	4%
B-Research	14.139	0.246%
B-Retail	1869.15	32.5%
C-Industrial	2397.26	41.7%
D-Government	27.27	0.47%
D-Other Institutional	39.15	0.68%
E-Utility	428.4	7.45%
F-Recreational Private	147	2.5%
H-Forest	147.2	2.56%
A- Agriculture/V-Vacant	186.86	3.25%

**A. Residential:** Residential units comprise approximately 84.21 acres or 1.48% of the total acreage within the study area. The predominant housing type located outside the study area, within the City limits of Atlanta, is single family detached homes (2-3 units per acre). There is currently no land set aside for stand alone residential use. Residential use can be accommodated within the live-work categories.

**B. Commercial:** There are approximately 2,114.98 acres of commercial land in the study area. The commercial uses are made up of research, retail, and office space. Many of the existing commercial uses are located along Fulton Industrial Boulevard near the I-20 interchange followed by an area of newer commercial development near the intersection of Camp Creek Parkway. Commercial uses in the area are largely comprised of neighborhood commercial and retail services supporting surrounding communities. Although the area is designated as an industrial corridor, commercial uses comprise 36.74% of the total acreage of the study area.

**C. Industrial:** The Fulton Industrial Corridor is categorized as a heavy industrial area. The study area however is currently comprised of primarily light industrial, commercial and service industries. The industrial land use totals approximately 2,397.26 acres or 41.7% of the total acreage.



**D. Public/Institutional:** The Public/Institutional Land Use category totals approximately 66.42 acres. This category includes schools, colleges, vocational schools, hospitals, places of worship, asylums, museums, and other similar uses or facilities.

**E. Transportation/Communication/Utilities:** Fulton Industrial is bisected by a network of state and local roads which serve business and regional transportation needs. Fulton Industrial Boulevard serves as a major arterial. The area is directly connected to the interstate highway system via I-20 at the northern end of the study area and I-285 to the East.

There are acres designated in the 2025 Land Use Plan Map for Transportation, Communications and Utilities. These acres include some county rights-of-way, major utility stations, and Charlie Brown Airport, which lies directly north of the Fulton Industrial District and I-20.

**F. Park/Recreation/Conservation:** Approximately 147 acres or 2.5% of the study area is set aside for private green space, public parks (both County and Federal), and conservation areas purchased through green space funds.

**G. Agriculture:** agriculture/vacant comprise 3.25% of the land in the planning area, approximately 186.86 acres. There is no active farmland in the study area. Land zoned AG-1 is used for either single family residential (one unit per acre); cemeteries, or an institutional use approved through a use permit.

**H. Forestry:** The FIB study area has 147.2 acres of forest land. These forested areas serve as natural buffers between industrial uses and the Chattahoochee River and those adjoining single family neighborhoods located along the eastern boundaries of the planning area.

## **II. Assessment of Land Use Patterns and Densities**

In the 1960's the location of rail lines and the I-20 interstate highway served as the catalyst for industrial development along the Fulton Industrial Corridor. By 1980, FIB was considered the largest industrial area east of the Mississippi River.

This growth existed until the area began to experience decline due to numerous factors including, the decrease in the manufacturing base of Fulton County, the proliferation of older industrial buildings not adaptable to current industry standards, public safety issues within the study area, lack of maintenance and competition from newer industrial parks located in adjacent Cobb and Douglas Counties.

Prior to the adoption of the 2025 Southwest Fulton Land Use Map (November 2, 2005), the study area had been designated as Industrial on the County's land use maps (2010 and 2015). However, the existing land uses show Industrial as comprising only 41.7% of the study area, while Commercial-Retail is 36.74%. The development patterns have generally deviated from the County's long range plans for the area. Some of this deviation of current uses from future use plans can be attributed to the County's previous zoning regulations which allowed cumulative



zoning under industrial zoning classifications. Cumulative zoning allowed less restrictive and less intensive uses to be located in industrial districts. Until April 2007, the Zoning Resolution of Fulton County allowed Commercial uses to operate in an M-1 (Light Industrial) and M-2 (Heavy Industrial) zoning classification. As a result, commercial uses were able to encroach upon the Industrial uses within the Fulton Industrial District. To encourage and protect industrial uses from this encroachment, the Fulton County Board of Commissioners adopted a policy that requires any development with an M-1 or M-2 zoning classification to be of an Industrial/Warehouse nature.

### **III. Assessment of Vacant Parcels**

An inventory of vacant parcels along FIB was conducted by analyzing 2008 aerial photography and 2008 tax parcel data. The study area contains approximately 670.30 acres of vacant and undeveloped parcels, excluding the vacant land at Charlie Brown Airfield.

#### **North of Patton Drive**

The 2025 Southwest land use plan designates the land north of Patton Drive, as Living-Working. The vacant and undeveloped parcels in this portion of the redevelopment area are mostly one acre or less and have frontage along Fulton Industrial Blvd. Although these parcels are small, they are located in an area that allows for commercial-retail uses. In some instances, these parcels are also contiguous. For this reason, there are opportunities for these sites to be developed individually or assembled for commercial retail or office use.

In 2000, Fulton County completed the Charlie Brown Airport Master Plan. After the airport's site plan was completed, approximately 200 acres of vacant developable land was identified. Under FAA regulations, the airfield's vacant land must be designated for aviation related purposes. Possible aviation uses could include corporate hangar space, aviation related cultural facilities or training facilities.

#### **South of Patton Drive**

The 2025 Southwest Fulton Land Use Map designates land south of Patton Drive as Industrial; however, many of these vacant parcels are not large enough to allow industrial users to locate on an individual vacant site. The majority of these parcels is less than 2 to 3 acres and are scattered along the corridor. For many of these parcels, industrial infill development opportunities may be limited due to parcel size or layout. In cases such these, it may be more suitable for the vacant parcels to be assembled with an adjacent parcel to allow for site expansion or redevelopment of an existing use.

A few vacant and undeveloped parcels south of Camp Creek Parkway range from approximately 40 acres to 315 acres. Because of their size, these parcels present the greatest opportunity for an industrial or business park use. The development potential of these larger sites may be limited by environmental constraints such as the topography of the land and existing streams.

### **IV. 2025 Land Use Plan**



With the decline of the older commercial and industrial properties, due to market changes or a lack of maintenance, the 2025 Southwest Land Use Map designated the study area as Living-Working in an effort to encourage redevelopment. The 2025 Southwest Land Use map designated the study area as Community Live-Work with a quarter-mile node at the I-20 interchange designated as Regional Live-Work. Table 2 is a summary of the future land use plans within the study area.

Table 2 – Focus Fulton Live-Work Designations	
Community Live-Work	Regional Live-Work
Residential Density: Up to 9 units per acre	Residential Density: +9 units per acre
Commercial/Office Density: up to 15,000 sf per acre	Commercial/Office Density: no limits
Up to 50,000 sf limit per tenant space or use	Up to 125,000 sf limit per tenant space or use
4 story height limit	Per zoning district regulations or use permit
10% of total project area to be community gathering spaces	15% of total project area to be community gathering spaces

The purpose of the Live Work land use district is to allow an appropriate and balanced mix of uses to create a live work environment at a scale and character that is compatible with its surrounding communities. The areas should be developed in such a way that they are compact, pedestrian-oriented, with a mix of uses and incorporate open space.

## V. Analysis of Land Use Goals

Since the adoption of the 2025 Land Use Map, annexations have occurred that have resulted in Fulton Industrial Boulevard being the only remaining industrial area within unincorporated Fulton County. As a result, special attention must be given to promoting and protecting the only remaining industrial area of unincorporated Fulton County while still encouraging redevelopment within the study area.

Based on many of the desired redevelopment goals, the 2025 Land Use plan should be amended to reflect the long range goals of the study area, as well as, to address the changing land use needs of unincorporated Fulton County. While the existing 2025 plan and policies for the area encourage a mix of high density uses; the Live-Work land use category is the only land use designation that



provides for a mixing of land uses. Further, the Live-Work policy also requires mixed use projects to have a residential component. Although a mixing of land uses, such as commercial and industrial, may benefit the study area, requiring a residential component could potentially mix incompatible land uses while also further reducing the already limited land available for industrial and commercial use within unincorporated Fulton County. In an effort to protect and promote the industrial uses and the large employment base, residential uses should not be encouraged within the FIB.

Moreover, to address many of the goals identified during the planning process, staff proposes a new land use category that will allow for the mixing of uses within the study area; while still protecting and promoting the district's industrial uses. Similar to the Live Work, this new land use category will still provide a place for the forecasted employment growth to occur within its areas.



Table 3 Proposed Retail-Industrial Land Use Category	
Commercial/Office Density:	No limitations
Industrial Density:	No limitations
Building Footprint	Industrial: No limitations Commercial: No limitations
Height Limitation	Per zoning district regulations or use permit

## VI. Opportunities

Create a new Retail-Industrial land use category. The intent of the new Retail-Industrial category is to encourage the redevelopment of the Fulton Industrial District near the I-20 interchange by promoting retail services in addition to industrial.

The Retail-Industrial land use category will promote industrial along with commercial uses in order to stimulate redevelopment. The intent of the Retail-Industrial category will be to provide a place where commercial uses will be directed and encouraged within the Fulton Industrial District. As a large employment district with an airport, Fulton Industrial must provide a place for commercial services such as restaurants and offices to grow while still providing adequate space for industrial user attraction and expansion.

The proposed changes in land use would be limited to the area along FIB at the I-20 interchange between Martin Luther King Jr. Drive and Patton Drive. The change also includes designating the County owned property adjacent to the Chattahoochee River as green space. For those areas south of Patton Drive, the Industrial land use designation would remain as it is currently designated. The intent is to provide a place where industrial uses are encouraged and protected from encroachment by incompatible uses. The proposed land use map amendments (Figure 2) would designate the land uses as follows:





# Transportation

The Fulton Industrial Boulevard (FIB) corridor is currently classified as a state route (SR) and is identified as SR 70. Additionally, the FIB study area is also intersected by several other state roads including MLK Blvd (SR 139), Interstate-20, Camp Creek Parkway (SR 6), and finally Campbellton Road (SR 166) toward its southern end. The corridor includes major commercial/retail centers, industrial activity areas, an office park, Green cemetery, and other traffic generators, i.e., Charlie Brown airport, which affect travel patterns within the area. The corridor also provides access to Lee Industrial District and the Wastewater treatment plant in adjacent South Cobb County. The corridor is also heavily used as a truck route to move freight along Six Flags Parkway. Some trip generators include, among others, the Fulton County Industrial Park, Metro-Atlanta Park, Gateway Industrial Park and The Fulton County Charlie Brown Airport.

In many ways, transportation improvements effect development. Transportation facilities provide access to land which creates value which in turn will attract development. The type of access that is provided, however, dictates the types of forth coming development of a particular site. Transportation planning must be based upon the surrounding planned uses that the transportation infrastructure will be called on to support, rather than having the infrastructure developed inserted on a site-by-site or segment-by-segment basis, without regard to the requirements of community development.

## Access Management Strategies

Access management is a practice of improving the design and placement of driveways and medians. It provides a number of benefits to the transportation system, the preservation of corridor capacity and safety. Access management requires the implementation of policies and roadway improvements that encourages better movement of vehicles along the corridor.

Some common access management strategies include:

- Establishing adequate signal spacing
- Providing appropriate median openings
- Providing alternatives to left-turns
- Establishing driveway design criteria
- Providing inter-parcel connectivity



*Signal Spacing-* Appropriate signal spacing is critical in being able to provide good two-way vehicle progression along the corridor.

*Median Openings-* Median openings are normally identified in two of the following type categories:



- Full median opening- accommodates all turning movements
- Directional median opening-accommodates only specific movements through a type of channelization.

*Alternatives to left-turn lanes-* In a lot of cases it is necessary to control where left-turns can be made within a corridor. In some areas left-turn movement can be displaced to a suitable location with a lesser impact on the flow of traffic, such as a median U-turns.



*Driveway Design-* Entrances to parcels must be designed to consider components such as location, design high occurrence, to create unnecessary vehicle delays and conflicts. For example: Driveway location is essential because poor location will force drivers to slow down for vehicles entering an existing driveway, decreasing the capacity of the mainline. Simply, by relocating, removing and combining driveways, along certain segments of (FIB) Fulton Industrial Boulevard would achieve an increase in safety and efficiency along the corridor.



*Inter-parcel connectivity-* places emphasis on the strategic placement of areas along the Fulton Industrial Blvd corridor such as access at median crossovers, preferably with traffic signal, that will serve as ingress/egress of retail and commercial type developments.

**Recommendation:** In an effort to better improve traffic flow and reduce the number of bottlenecks along the corridor an Access Management Plan and strategies from the plan must be implemented.

## Intersections

The safety and capacity movement of a corridor is more often dependent on its intersections. Therefore, a detailed LOS (Level of Service) analysis is recommended on (13) intersections along the FIB corridor for the AM and PM peak hours on a typical weekday.



- FIB @ MLK Drive
- FIB @ Wendell Drive
- FIB @ I-20 (westbound)
- FIB @ I-20 (eastbound)
- FIB @ Shirley Drive
- FIB @ Bakers Ferry Road
- FIB @ Camp Creek Road
- FIB @ Boat Rock Road
- FIB @ Riverside Drive
- FIB @ Commerce Drive
- FIB @ Frederick Drive
- FIB @ Patton Drive
- FIB @ Great Southwest Parkway / Cascade Road

An analysis will offer an evaluation of the overall traffic condition at signalized and un-signalized intersections and should speak to the following:

- Signal Timing Data at Signalized intersection within the study area
- Turning Movement Counts
- Pedestrian Phasing
- Traffic Control Devices

**Recommendation: In response to citizens concerns, a detailed traffic analysis is recommended. The analysis will prove to be vital in the improvement of the corridor and overall traffic flow as well. Based on the output analysis each intersection previously mentioned will be addressed.**

## Safety Analysis

The FIB corridor is one that is heavily traveled by both truck and automobile traffic, coupled with pedestrian movement. A detailed safety analysis proves necessary for not only the study area but the entire corridor. The goal of the Transportation Safety Analysis should be to produce objective information that will ultimately lead to a reduction of traffic accidents and their associated injuries and fatalities along the FIB corridor.



This analysis should be based upon but not limited to historical data collected from the GDOT Crash Database for the FIB corridor.

**Recommendation: In response to citizens concerns, a more detailed Maintenance Schedule Plan is needed for the corridor. This plan should be in conjunction with or in addition to the current maintenance schedule used by GDOT.**



## Transportation Facilities

*Sidewalks*- A portion of the study area is generally equipped with pedestrian sidewalks. Additionally, most intersections along the study area provide pedestrian crosswalks which are designed and constructed to ADA standards.

*Bicycle*- There is currently no designated bicycle facilities within the FIB corridor study area. The Atlanta Regional Commission 2003 Bicycle Suitability Map has the corridor rated as “Difficult”. A contributing factor to the current rating of difficulty of bicycling conditions is partly due to the speeds of traffic coupled with the amount of Freight Traffic.

**Recommendation: Update of the Fulton County Bicycle and Pedestrian Plan to incorporate additional sidewalks on both sides of FIB and to include a trail system that could possibly tie in the Chattahoochee River.**



## Freight Movement

Fulton Industrial Boulevard (FIB) could very well be considered as one of the largest warehouse distribution centers east of the Mississippi. The FIB corridor consists mainly of a number of freight-related activities such as warehousing, distribution centers, logistics companies, trucking companies and other freight type businesses. The

corridor encompasses many transportation opportunities and a number of different access points. The FIB corridor is home to one Fulton County Railway, LLC (“FCR”), which owns and operates over 55 miles of tracks within the Fulton County Industrial Park Area. The Industrial Park is strategically located adjacent to I-20, just six miles west of downtown Atlanta. Major customers include Americold Logistics, Saddlecreek Corporation, CKS Packaging, Sunny Delight Foods, Owens Corning Roofing division and Trumbull Asphalt Co.



The industrial park is home to more than 40 rail-served warehouse and light manufacturing companies that ship or receive commodities such as food products, metals, paper, and packaging products from the West Coast, Pacific Northwest, Canada, Ohio Valley, and Southeast. The customers of FCR move more than 8,000 cars, or the equivalent of 30,000 trucks, annually through warehouses and light manufacturing facilities to end users in Atlanta, GA and the surrounding areas, as well as multiple points throughout the East.



## CMS/ATMS

Congestion occurs when the actual demand or volume reaches or exceeds what the roadway or transit facility can handle. This condition can be reflected by three different dimensions:

- *Intensity* – Assess how much delay is experienced by the average commuter
- *Duration* – Presents how many hours during the day a particular facility experiences congestion
- *Extent* – Identifies the number of people impacted by congestion

Each of these dimensions contributes to the ranking of the most congested freeways and arterial roads in the region. Therefore, a complete assessment of the corridor is suggested. This assessment will prove to be very much needed because transportation funding for road improvement type projects may hinge on these rankings. However, it is not the sole determinant factor, environmental and demographic impacts, land use policy and safety benefit factor in as well.

**Recommendation: Use the Atlanta Regional Commission’s Congestion Mitigation System (CMS) to determine the need for signal upgrades, signal timing, pedestrian phasing, and other types of traffic control devices that may be warranted.**

## Transit

The FIB corridor study area is currently served by two MARTA bus routes. Each bus route serves and connects with the H.E. Holmes rail station.

- Bus Route # 73
- Express Blue Flyer Bus Route # 273

## MARTA Rail Service

MARTA currently has a proposed rail extension project included in the Regional Transportation Plan (RTP) to extend the west line, which currently has its terminus at the H.E. Holmes Station. MARTA rail will be extended to the Fulton Industrial District around Fulton Industrial Boulevard.

**Recommendations: In response to the concerns of the business community and citizens of the FIB corridor, an assessment is needed by MARTA to determine if additional bus routes are warranted.**



## Existing Plans

**The Regional Transportation Plan (RTP)** project list consists of projects within and along the FIB study area that are slated for long range construction. The project list is sponsored by the Georgia Department of Transportation (GDOT). The RTP list of projects includes a mix of projects such as bicycle paths, sidewalks, transit, bridges, roadway upgrades, etc.

<b>Project #</b>	<b>Project</b>	<b>Project Type</b>
FS-003	SR 70 (FIB)	Roadway Capacity
FS-048	SR 70 (FIB)	Road Widening

**Transportation Improvement Plan (TIP)** The TIP is a list of short range projects that are pulled from the RTP long range plan. Fulton County currently has no projects within or along the FIB corridor slated for FY 2008-2013

**Capital Improvement Plan (CIP)** There is currently no active projects along the corridor within the study area.



# Economic Growth

Fulton County is committed to providing assistance, as appropriate, to businesses in accessing County, State and Federal resources. It is the County's expectation that Fulton Industrial will represent a modern, competitive facility that is environmentally and aesthetically attractive to industrial park tenants and the surrounding community.

The economic growth element is proposed to encourage a partnership of public and private activities designed to maximize the potential of existing structures in this well-established industrial area, maintain the industrial character of the district, and provide opportunities for new growth in the area.

Restoring the vitality of this industrial district is of utmost importance to Fulton County and its citizens. To this end, the economic growth element will recommend the following:

- Retain existing employment opportunities and provide for new job creation;
- Develop strategies to bring Industrial HQ facilities and high wage jobs to Fulton Industrial;
- Identify incentives that would recognize and meet the needs of developers bringing private investment to the park, ensuring that public benefits derived from the incentives outweigh the investment of public resources;
- Encourage an influx of new enterprises and the revitalization of existing resources which will improve Fulton Industrial's image, visibility and stature, and generate employment opportunities for the local workforce;
- Promote opportunities for exciting mixed use, retail, office and manufacturing facilities;
- Incorporate specialty retail elements for workers and neighboring residents which could draw consumers to the district;
- Promote the advantages of Fulton Industrial's strategic location and proximity to major transportation arteries, Fulton County Airport-Brown Field; Hartsfield-Jackson International Airport and Atlanta's business corridors;
- Encourage a partnership with human resources, social services and workforce development agencies to provide programs for the underemployed and unemployed people in the surrounding communities;
- Partner with Federal and State agencies to upgrade substandard single family, multifamily and commercial properties surrounding the industrial district;
- Encourage development of workforce housing in neighborhoods proximate to the park, including a demonstration housing program to allow flexibility in the design of quality workforce housing developments;



- Encourage the protection of the beauty and function of the natural environment to maintain a community where workers want to work
- Research the development of an incubator facility to attract start up businesses in support of major projects or businesses in the park.

Funding the transformation of Fulton Industrial can be accomplished with a broad range of financing tools including government grants, low interest loans and private investments. A comprehensive financing “toolbox” to address the myriad of projects that the redevelopment of Fulton Industrial will identify, may include a combination of the following financing tools.

## 1. **Bond financing** – the “cornerstone” of development finance –

**Private Activity Bonds (PABs) Exempt facilities bonds** are available to finance airports, commuting facilities, sewage facilities, energy, water, gas, and power projects.

**Qualified redevelopment bonds** can be used for infrastructure projects that do not meet General Obligation (GO) bond requirements. These bonds may qualify for a tax exemption if they meet several tests, such as the proceeds being used for redevelopment of a designated blighted area.

**501 (c) (3) bonds** are available for projects owned and used by non profit organizations (such as religious, charitable, scientific, and educational entities). It is estimated that more than 30,000 people are employed in the Fulton Industrial District. A distant learning campus affiliated with any of our colleges and universities might attract industrial HQ businesses, etc.

**Development Authorities Industrial Revenue Bonds**, (“Bond for Title”) another type of private activity bond may be used to acquire, construct or rehabilitate industrial, office, retail facilities, as well as acquire related personal property (equipment, furniture & fixtures). This financing tool may provide property tax “abatement” when projects meet certain threshold requirements in investment and number of jobs created. This tool provides financing for projects in excess of \$10 million.

**Qualified tax-exempt “small issue” bonds**, also called industrial revenue bonds (IRBs). Industrial development bonds (IDBs) and manufacturing bonds, have been the primary source of affordable lending for the manufacturing sector for the past 50 years. These bonds support expansion of existing manufacturing facilities and may be used to attract new business. Bond financing can be tailored to meet the needs of industry sectors such as small business, manufacturing or innovation ventures.

2. **Targeted financing** is area based and includes tax allocation districts (TADs) or tax increment financing (TIFs) and special assessment districts (SADs) more widely known as business improvement districts (BIDs) or community improvement districts (CIDs). This funding mechanism is used for the development or redevelopment of defined geographic areas.



**TADs** capture the future increases of property or sales taxes that new developments generate to finance the present cost of improvements including infrastructure, land acquisition, demolition, utilities, tenant improvements, streetscape projects, planning costs, in economically sluggish or blighted areas. This financing mechanism escapes state limits on revenue and expenditures, community buy-in is critical to using it successfully. **TAD financing may NOT be combined with Development Authority’s “Bond for Title” program.**

**CIDs** allow for either a special tax assessment or dedicated stream of revenue for improvements and developments of targeted areas. Assessments in CIDs have been known to provide sufficient funding for the issuance of bonds or acceptance of debt services payments on loans for projects. CIDs have become the financing tool of choice for economic developers throughout the US to leverage other resources, to coalesce business and property owners for improvements in the areas of public safety and cleanliness, placement of public art, issuing debt for infrastructure projects, streetscape projects, façade improvements, marketing and providing assistance to the homeless.

**Enterprise Zones (EZs)** – a state authorized locally administered development finance tool can be used to improve specific geographic areas suffering from disinvestment, underdevelopment and economic decline. EZs must meet specific requirements including level of investment, job creation, pervasive poverty, unemployment rate, underemployment, general distress and general blight.

### 3. **Tax Credits** – there are state tax credits and four main federal tax credit programs

- Opportunity Zones – State Program for businesses that are locating or expanding in areas that are designated as redevelopment areas or Enterprise Zones.
- Historic Preservation Tax Incentive – used for rehabbing and renovating old structures.
- Federal Expensing Tax Incentive for environmental cleanup.
- New Markets Tax Credits used to provide capital for business and economic development ventures in low income communities.
- Low-Income Housing Tax Credits to promote construction and rehabilitation of housing for low income persons.

**This program is underutilized and therefore it is a highly recommended tool to pursue.**

In addition to the federal tax program mentioned above, Georgia has its own tax credit program to be used in areas such as venture capital investment, low income housing, job creation, and targeted area redevelopment.

### 4. **Loans**

**Community Development Block Grant** loan guarantee program (CDBG 108 loan)

**Federal Home Bang- EDGE** low interest loan fund for qualified projects



**Revolving Loan Funds** designed with low interest rates and flexible terms can be used to encourage the creation and or expansion of women and minority owned businesses. They can be targeted in a number of strategic areas that might be important to the redevelopment of Fulton Industrial including environmental cleanup, façade improvements, micro enterprise development, healthcare, and child daycare.

5. **Grants**- are cash infusions into a project that may or may not require repayment. Cash grants are generally only offered by public programs such as CDBG or by nonprofits/foundation. Among available public grants are:
- U.S. Department of Justice’s “Weed & Seed” program can be used for marketing studies
  - State of Georgia REBA Grant – used for strategic business recruitment
  - Life Sciences Facilities Fund
  - Department of Labor – work opportunity grant to encourage employers to hire individuals from low and moderate income households.
  - Community Development Block Grants
  - Georgia Department of Community Affairs – Local Development Fund Grant
  - Atlanta Regional Commission – Livable Centers Initiative Grant

## **SURVEY**

Fulton Industrial property owners and business representatives were sent an electronic survey to obtain information on types of improvements needed within the area, as well as how those improvements should be financed. The following is a summary of some of the answers provided by respondents. Additionally, an entire copy of the survey and its results are provided in the Appendix.

A total of 19 FIB representatives responded to the short survey. Of those who responded, 63% own the property on which they conduct their business, while 37% lease their property. In reviewing company size, 50% of the respondents employed less than 50 people while 33% employed 50 to 250 people. While there were no companies that responded with greater than 500 employees, 17% of the respondents did employee between 250 and 500.

When respondents were asked how they would prioritize the following list of improvements within the study area (landscape maintenance, public safety, sidewalks, streetscape, and building facades). FIB business representatives identified public safety as their top priority. The second priority identified on the list of improvements included streetscape improvements. The next priority for respondents is landscape maintenance with building façade improvements being the least important.



During the economic development presentation, stakeholders were introduced to financing methods that could aid in paying for the improvements identified as their priority. Business representatives were asked to indicate their level of support for two types of tools: the Community Improvement District (CID) and the Tax Allocation District (TAD). In response to the CID, 50% indicated that they would be in support of taxing themselves additional monies to pay for improvements. In contrast 17% indicated they would be opposed with 33% strongly opposed.

With regard to the TAD, 83% of respondents indicated they support or strongly support the use of a tax allocation district to finance redevelopment and improvements within FIB. Only 17% oppose or strongly oppose the use of a TAD as a means of financing redevelopment.

Because the study area lies within an industrial corridor, the survey asked property owners if there are any real or perceived environmental contaminants associated with their property. An overwhelming 100% indicated they did not identify their property as a Brownfield.

In determining whether residential uses should be allowed within the Fulton Industrial study area, 56% of respondents indicated “no”, while 44% indicated “yes”. Some property owners expressed concerns over complaints residential uses typically have with industrial properties. Industrial property owners did not want their business to be constrained by the encroachment of residential property. Other property owners saw the introduction of some residential as an opportunity to draw on other much needed quality services such as restaurants to serve the entire corridor.

Finally, property owners were asked would they support non-industrial uses in the FIB area if it limits the expansion of existing industrial uses or the attraction of new ones. Of the 19 respondents, 58% indicated “yes”, while 42% indicated “no”.



# Physical Form & Character

Community character is often viewed as the distinctive, trait or quality that defines an area. For the Fulton Industrial study area, this is one of its most challenging obstacles. The factors that currently influence the character of the study area include vacant dilapidated structures, older underutilized buildings, adult businesses, deteriorating hotels, poor landscape maintenance, crime and blight.

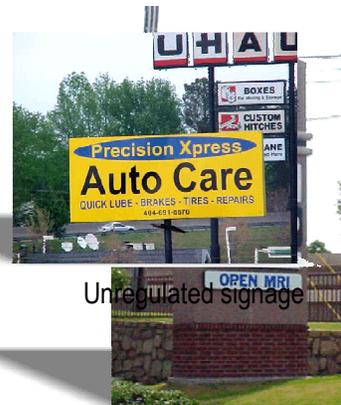
One of the most influential components of community character is the physical form of the environment. The physical form takes into consideration both the natural and the built environment. For the built environment, the key components in defining community character are the appearance, the size, the placement, and uniqueness of structures. Often times, declining communities are characterized by vacant, dilapidated, and neglected properties. Many structures within the FIB study area are older industrial and commercial structures which failed to have their exterior properties maintained or improved. As a result of this real or perceived neglect by property owners, communities often become targets for criminal activity.



In an effort to address many of these challenges and their deleterious effects on the entire FIB corridor, staff hosted a workshop to educate and inform the community about tools that could improve the overall aesthetic of the entire corridor.

## Overlay Districts

Unincorporated Fulton County has special geographic areas known as Overlay Districts. Currently, there are seven overlay districts within unincorporated Fulton County, with the Sandtown Overlay District bordering Fulton Industrial toward the southeastern edge of the corridor. The purpose of an overlay district is to enhance the overall aesthetics of an area by the creation of an additional layer of design standards. The design standards of an overlay district most commonly regulate buffers and landscape strips, building materials, colors, and signage. As an example, districts require wider landscape strips planted with trees and shrubbery and place limitations on the types and percentages of allowable building materials in an effort to enhance the aesthetics. The benefit of an overlay district is that all new developments are required to meet its standards; however,



Unregulated signage

Signs regulated by an overlay



the limitations are to the existing buildings which do not have to meet the new standards until they are substantially modified. Overall, an overlay district encourages and promotes generally accepted design standards and uniformity, in an effort to stimulate business and promote economic development.

During the community workshop, staff conducted two exercises to assess the type and location of aesthetic enhancements and/or improvements that would be desired within the study area. The first exercise was the Visual Preference Survey which was conducted with a total of 24 participants.

### **Visual Preference Survey (VPS)**

A survey with a series of images is shown and participants select one image which they find to be most appealing. The categories in the FIB Visual Preference Survey included: streetscape features, landscaping, natural features, architectural building design and treatments, and signage.

An overview of the results of the Visual Preference survey is as follows:

- Sidewalks – Wide sidewalks on tree lined streets
- Landscape strips - wide landscape strips to buffer pedestrians. Street trees planted at intervals.
- Medians – wide medians incorporating green space, hardscape open spaces, and trees
- Lighting – traditional and period style lighting posts
- Seating – traditional style benches with divided seating
- Parking lot landscaping – parking lot islands that incorporate street trees and shrubs
- Riverfront – greens space with hardscape walkway, landscaping, seating and period style lighting
- Open space – landscaped open space with seating and architectural elements
- Buildings material – predominantly brick with accent materials (i.e. stone, or textured concrete masonry unit)
- Office Parks – predominately glazing with brick accent material
- Retail/Commercial – façade offsets with predominant stucco/EIFS and glazing exterior and brick accent material



- Mixed use – 3 story, predominantly brick with stucco accent, retail on bottom level
- Building height – 2-story maximum height with architectural elements
- Monument Signage – 10-12 foot high with masonry base and architecturally finished sign face

The final workshop on May 3, 2007 provided community members an opportunity to identify those elements that would be most appropriate for incorporation into a streetscape for the Fulton Industrial study area. During the final exercise, participants were divided into two groups of approximately 8 to 10 people. Each group worked with study area maps to determine the location of the desired improvements. The following is a summary of the recommended improvement and the desired locations:

## **Landscaping**

- Landscape strips planted with trees and/or shrubbery along public streets.
- Landscaped median along Fulton Industrial and at the intersection of MLK Jr. Drive
- Lighting
- Street lighting along all streets
- Pedestrian scale lighting along Fulton Industrial
- Install lighting along pedestrian path on the County owned green space along the Chattahoochee River

## **Pedestrian Paths**

- 10ft wide sidewalks along Fulton Industrial Boulevard
- 5 ft wide sidewalks on all other streets
- Crosswalks clearly identified
- Install pedestrian path on the County owned green space along the Chattahoochee River
- Create and connect pedestrian paths/trailways utilizing the abandoned rail spurs



## Gateway Markers

- Identification monuments with enhanced vegetative landscape strips
- Fulton County line at MLK Jr. Drive near the Chattahoochee River
- FIB and I-20 Interchange

## Security Cameras

- Cameras installed to address public safety concerns

## ISSUES

- Lack of uniformity and/or architectural elements
- Right of Way Maintenance

## OPPORTUNITIES

Fulton Industrial Overlay District – a district with enhanced architectural and signage standards

- Design standards that incorporate Crime Prevention Through Environmental Design (CPTED) principles
- Installing wide sidewalks
- Landscape strips with street trees
- Greater attention to architectural details in building materials and design
- “Adopt a Highway” to maintain the GA Department of Transportation Right of Way
- Tree Planting Fund – Fulton County has funds available to install and maintain trees and shrubbery on County owned property. The Charlie Brown Airfield is County owned property and fronts along Martin Luther King Jr. Drive from the Chattahoochee River to the intersection of Fulton Industrial Blvd.
- As a natural amenity of the study area, preserve and enhance the County owned green space adjacent to the Chattahoochee River.
- Designate remaining County owned property along the Chattahoochee River as green space.



# Environment

## Redevelopment Principles

Industrial businesses typically generate more tax revenue and pay more than their share for the cost of the services they utilize, making them a positive addition to a community's tax base. Industrial areas must be appropriately planned and designed so their negative impacts – ranging from truck traffic to emission of noise and odor are mitigated.

Redevelopment of Fulton Industrial Boulevard, from an environmental prospective, will:

- Minimize/eliminate environmental hazards within the project area
- Retain existing businesses and attract new businesses to project area locations designated for business activity
- Promote economic development of environmentally sound industrial and commercial uses
- Improve the appearance and character of industrial and commercial uses
- Identify contaminated, blighted, or functionally obsolete properties in the project area to determine new development opportunities (Brownfield Redevelopment).

## Existing Conditions

Federal, State and County data was reviewed to locate facilities in or near the proposed redevelopment area (see Fulton Industrial District Proposed Redevelopment Area Map).

## Federal

The NPL is the list of national priorities among the known releases or threatened releases of hazardous substances, pollutants, or contaminants throughout the United States and its territories. The CERCLIS Database is the Comprehensive Environmental Response, Compensation and Liability Information System (CERCLIS) that contains information on hazardous waste sites, potentially hazardous waste sites and remedial activities across the nation. The CERCLIS Database displays site information for NPL sites (i.e., sites proposed to the NPL, currently on the final NPL or deleted from the final NPL). There are no sites located in or near the proposed redevelopment area on the NPL.

Superfund is a program administered by the EPA that locates, investigates, and cleans up the hazardous waste sites throughout the United States. Superfund sites are uncontrolled or abandoned places where hazardous waste is located, possibly affecting local ecosystems or people. Superfund Site Information contains information on hazardous waste sites, potentially hazardous waste sites



and remedial activities across the nation, including sites that are on the NPL. Two superfund sites are located in the proposed redevelopment area. None are on the NPL:

- Johnson Controls Inc. Globe Battery Division,  
4605 Fulton Industrial Blvd. SW,  
EPA ID: GAD078107539

The site was reported as a potential hazardous waste site in August 1980. A preliminary assessment was conducted in September 1982. A site inspection was conducted in June 1989. A site reassessment was conducted in October 2000 and the site received a no further remediation action planned status.

- Sun Laboratories of Atlanta,  
701 Wharton Circle SW,  
EPAID: GAD984319756

This site was reported as a potential hazardous waste site in March 1993. An assessment was conducted in May 1993. Removal activities were conducted in February 1994. A further assessment was conducted in July 1996 and the site received a no further remediation action planned status.

## State

The Georgia Hazardous Site Inventory contains a list of sites in Georgia where there has been a known or suspected release of a regulated substance above a reportable quantity and which have yet to show they meet state clean-up standards found in the Rules for Hazardous Site Response. The list is maintained by the Georgia Environmental Protection Division (EPD).

Sites listed on the inventory are required to meet the state clean-up standards for hazardous sites. The sites are separated into five classes:

- Class I – Sites that have resulted in known human exposure to regulated substances, that have sources of continuing releases, or that are causing serious environmental problems. These sites will be EPD’s highest priority for corrective action. The responsible party is required to perform corrective action and put a notice in the deed to their property.
- Class II – Further evaluation of the site must be done before EPD can decide whether corrective action is needed. The responsible party is given an opportunity to voluntarily investigate and clean up their site and report their findings to EPD. The site is either removed from the inventory or reclassified as Class I, III, or IV based on whether it meets the clean-up standards.
- Class III – Sites that cannot meet residential clean-up standards but do meet alternative clean-up standards. The sites need corrective action and the property owners are



required to make the same deed notices that apply to Class I sites. The sites may require continued monitoring to meet appropriate standards. The sites also may require further corrective action before they can be used for residential purposes.

- Class IV – Sites where corrective action is already being conducted or has been completed under other federal or state authority. Sites are assumed to meet Type 5 clean-up standards that have restricted land use. The responsible party is required to provide long term monitoring and maintenance of the site. The sites are designated as needing corrective action, remain on the inventory, and the property owner is required to file deed notices. If it is ever determined that the corrective action at a Class IV site does not protect human health or the environment, then the site may be re-designated from Class IV to Class I.
- Class V – Sites that have a known release that requires corrective action and are not in compliance with risk reduction standards. Corrective action is being performed in compliance with a corrective action plan approved by EPD which will bring the site into compliance with the risk reduction standards. If it can be certified that the site meets one of the other clean-up standards (Types 1-4), it can be reclassified and may be removed from the inventory list.

EPD may remove a site from the inventory list or reclassify the site as Class I, III or IV based on whether it meets the clean-up standards.

Seven sites located in the proposed redevelopment area are listed on the Georgia Hazardous Site Inventory:

- Atlanta Fulton Industrial Center (REO #178), Site Number 10183. Class II – The site has a known release of Vinyl chloride in groundwater at levels exceeding the reportable quantity. Investigations are being conducted to determine how much cleanup is necessary.
- Johnson Controls, 4605 Fulton Industrial Blvd., Site Number 10158. Class IV – The site has a known release of Lead in soil at levels exceeding the reportable quantity. The site is assumed to meet Type 5 clean-up standards and its listing on the inventory will be amended by EPD.
- Metalplate Galvanizing Corp, Site Number 1020. Class II – The site has a known release of Lead in soil at levels exceeding the reportable quantity. Clean-up activities are being conducted.
- Rayloc Facility, 600 Rayloc Drive, Site Number 10547. Class II – The site has a known release of Vinyl chloride in groundwater at levels exceeding the reportable quantity. Clean-up activities are being conducted.



- RentRite Property, 4220 Martin Luther King, Jr. Drive, Site Number 10548. Class II – The site has a known release of Vinyl chloride in groundwater at levels exceeding the reportable quantity. Clean-up activities are being conducted.
- Printpack, Inc. (4335 Wendell Drive SW) is being sub-listed for a release to groundwater attributed to migration from industrial facilities located to the northeast. EPD has not notified Printpack, Inc. to cooperate with the responsible parties for cleanup activities.
- Sun Laboratories of Atlanta, 701 Wharton Circle SW, Site Number 10367. Class II – EPD concurred that a known release of Vinyl chloride in groundwater at levels exceeding the reportable quantity attributed to groundwater contamination migrating onto 560 Wharton Circle from an adjacent property. Numerous industrial sites are upgradient from 560 Wharton Circle. The Sun Laboratories site is 100 yards southeast. EPD has not directed the responsible parties to begin investigation or cleanup for groundwater.
- Unitog Company Facility (Former), 25-C Enterprise Blvd., Site Number 10740. Class V – The site has a known release of Vinyl chloride in groundwater at levels exceeding the reportable quantity. Corrective action is being performed in accordance with a corrective action plan approved by EPD.

Air quality data available from Georgia EPD, Air Protection Branch indicates that Fulton County is one of 20 Metro area counties in the non-attainment area for particulate matter (PM) and ozone.

The Environmental Protection Agency’s Toxics Release Inventory Explorer lists facilities that are required to report releases and other wastes management of specifically listed chemicals. The facilities are also required to report transfers of all toxic chemicals for waste management to off-site locations. The facilities that release toxic substances into the environment are regulated by the United States Environmental Protection Agency (USEPA). Also, facilities that produce and release pollutants into the air are regulated by the USEPA. The Federal Clean Air Act mandates that each state have a plan for improving air quality in areas that do not meet national air-quality standards. The plan must also include an inventory of existing sources of air pollution (such as industrial plants and their components) and an accurate estimate of the amount of pollutants each source emits. The facilities range from gas stations to manufacturing facilities. There are 31 facilities located in the redevelopment area.

RCRAInfo is a national information system that supports the Resource Conservation and Recovery Act (RCRA) program through the tracking of events and activities related to facilities that generate, transport, and treat, store, or dispose of hazardous waste. Facilities range from manufacturers of frozen bakery products to manufacturers of plastics, foil, and coated paper bags. There are 128 facilities located in the redevelopment area.

## County

According to Fulton County GIS and regulatory database review (see Fulton Industrial District: Environmental Stressors map), the environmental stressors located in the designated redevelopment area include:

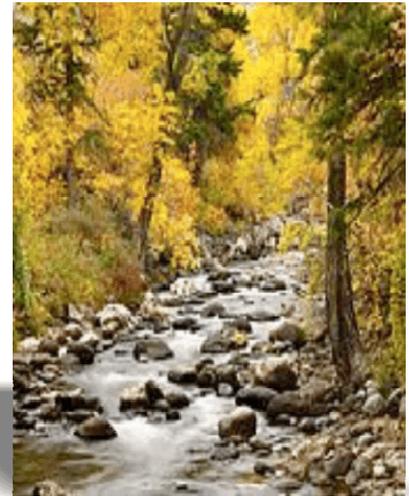


Environmental Stressor	Number of Locations
TRI (Toxic Release Inventory)	4
HSI (Hazardous Site Inventory)	31
RCRIS (Resource Conservation and Recovery Information System)	128

## Rivers and Streams

According to Fulton County GIS the following environmental features are located within the redevelopment area:

- Chattahoochee River, associated wetlands, streams and the 100 year floodplain (western border of study area)
- Sandy Creek, associated wetlands and the 100 year floodplain (adjacent to northern border of proposed redevelopment area)
- Slopes exceeding 33 percent throughout the proposed redevelopment area (primarily in stream buffer area, adjacent to Interstate 20 and Fulton Industrial Boulevard)



## Brownfields

Brownfield – a piece of industrial or commercial property that is abandoned or underused and often environmentally contaminated, especially one considered as a potential site for redevelopment.



The brownfield redevelopment process, which promotes long-term, productive reuse of land, typically involves a diverse group of stakeholders, including property owners, developers, governmental agencies, lenders, and community groups. There are no designated Brownfield sites within the redevelopment area on Fulton Industrial Boulevard. The County has to designate property as a Brownfield site and serve as the facilitator in the redevelopment of the site(s), bringing together the diverse interest. Specifically, roles the County may play in the process include:



Typical conditions found at a Brownfield site may include chemical containers and blighted buildings.

- Initiating rezoning of brownfield sites if zoning is inconsistent with the vision for future use;
- Assuming ownership of the brownfield site;
- Developing marketing strategies for brownfield sites and overseeing their sale;
- Coordinating infrastructure changes with brownfield redevelopment;
- Providing funding for redevelopment costs, where coordinating public and private funding and resources

The United States Environmental Protection Agency (EPA) provides direct funding for Brownfield assessment, cleanup, revolving loans, and environmental job training. EPA also provides technical information on Brownfield financing matters.

## Charlie Brown Airport

In 2000, Fulton County completed the Charlie Brown Airport Master Plan. Potential expansion components could include a strip mall, training center for aviation maintenance mechanics, aviation cultural community center for the public, and increased taxi-ways to attract additional corporate hangar. Areas for consideration and evaluation of the potential expansion components include:



- Building height restrictions
- Performing a Part 150 noise study assessment for the Charlie Brown airport. The intent of the study is to assess the existing and future aircraft noise environment in the area



surrounding the airport; identify land uses within the airport environs; and investigate measures to mitigate aircraft noise and land use compatibility conflicts

- Boundary expansion required for safety and the area can be designated as permanent green space
- Potential impact to environmental features





# Housing

The availability of housing in the Fulton Industrial Boulevard corridor has historically been limited. There have been a number of extended stay facilities in the corridor over the years that have served as multi-family rental housing of last resort for individuals and families with no other alternatives. These facilities were not designed to be long-term rental housing and are typically overcrowded, unsanitary, and are breeding grounds for crime. Most persons who occupy these on a long-term basis do so as they are unable to qualify for traditional multi- or single-family rental housing due to insufficient or undocumented income, poor credit, or criminal history. While not desirable, these facilities play a role in the housing continuum by serving as housing of last resort for those with no other alternatives other than transitional or emergency shelters or the good graces of friends or family. They may also provide some of the surrounding businesses with a very accessible and convenient labor pool to meet their needs.



There are other housing facilities in the area adjacent to the corridor. The Sandtown community, located in unincorporated Fulton County, is toward the southeastern end of FIB and is comprised of predominately single-family owner-occupied housing. The Boat Rock public housing development in this community is undergoing redevelopment with both rental and homeownership units to be created on the site under the auspices of the Housing Authority of Fulton County. There are also several apartment complexes in that portion of the service area that are within the city of Atlanta. A new affordable senior rental development has also recently been completed that is within the city limits.

As part of the revitalization plan development process, stakeholders were previously consulted about housing needs in the corridor. These included property and businesses owners in the area. At that time, they did not feel that there was a great need for housing as part of the planned revitalization. There was some sentiment for workforce housing as part of a mixed use concept. This included live/work/play units as well as residential units constructed over or behind commercial or retail space at street level.



## Potential Development Resources

The future land use plan does not designate any portion of the redevelopment area for residential use. However, if an affordable housing development were to be proposed in the revitalization plan area, there are several challenges that must be met in order to succeed. The primary challenge would likely be zoning. There are few residentially used/zoned properties in the study area now and rezoning or special use permits may be needed. There are also no existing residential units so either new construction or adaptive reuse would be required. Adapting a building constructed for manufacturing or commercial purposes into housing can be expensive and would be especially challenging if affordable housing is the ultimate goal.

Listed below are some of the financial resources available to the County to create affordable housing in this area. Once the County devises a housing development strategy and identifies a specific development partner and site, a financing strategy must also be developed that incorporates some of these elements.

### Federal Programs

- **Community Development Block Grant (CDBG) Funds**  
The County receives approximately \$2.6 million annually from HUD as an annual entitlement based upon its status as an urban county. The funds are limited for use in areas where at least 51% of the residents are considered low or moderate-income or where any direct beneficiary of the funds has been determined to be within those income limits. They can be used for infrastructure improvements such as roads, sidewalks, or water and sewer lines or for housing costs. These would include acquisition, disposition, and rehabilitation of existing housing. Carrying out new construction with CDBG funds is allowable only under limited circumstances. Both rental and homeownership activities are eligible as well as special needs housing including emergency shelters and transitional facilities.
- **HOME Investment Partnership Program (HOME) Programs**  
U.S. Department of Housing and Urban Development (HUD) approximately \$1.5 million under the Home Investment Partnerships Program (HOME). The Fulton County Board of Commissioners annually approves its Program Action Plan authorizing the expenditure of these funds by the Housing and Community Development Department. These funds are utilized in Fulton County outside of the City limits of Atlanta, Sandy Springs, and Johns Creek including the cities of Alpharetta, College Park, East Point, Fairburn, Hapeville, Mountain Park, Palmetto, Roswell, and Union City.

HOME funds are appropriated to various activities based upon need, project merit, and application requests. The County issues a Notice of Funding Availability (NOFA) once or twice a year for housing development projects. The following HOME Programs are administered by the County for affordable housing projects on a countywide basis.



- **Housing Rehabilitation**

The Fulton County Housing Rehabilitation Program helps low/moderate income Fulton County residents (outside the city limits of Atlanta, Sandy Springs, and Johns Creek) make needed home repairs for the correction of health, safety and code violations. The Program uses two primary methods to finance improvements to the County's housing stock and assist those in need. These are: Community Development Block Grant (CDBG), Emergency Assistance Grants (EAG) and HOME Deferred Payment Loans (DPL).

The maximum EAG an applicant can be awarded is \$7,500. Special assistance is given to elderly and disabled homeowners. The maximum Housing Rehabilitation Loan an applicant can receive is \$45,000 in the form of a DPL. In certain situations, this amount may be increased based on the condition of the dwelling.

Five primary eligibility criteria determine if a homeowner is eligible for the type of assistance offered in these programs. They are:

- The house to be rehabilitated is located within Fulton County and outside the municipal limits of the City of Atlanta.
- The applicant is the "owner of record" of the property.
- A code violation exists and the property is suitable for rehabilitation.
- The property is the primary residence of the applicant as a single family, detached dwelling owned and occupied by the individual(s) applying for assistance. The applicant must have owned and occupied the residence for at least one year prior to the time the pre-application is submitted to the County. (Second homes, multi-family structures, and rental properties are not eligible for this program), and
- Their total annual household income can not exceed 80% of the median income for this area, which is adjusted for family size for the metropolitan areas, as established by HUD.
- **Multi-family Development**  
The program provides funds to developers of affordable multi-family housing for rehabilitation and construction. Projects may be for new construction or rehabilitation. Funds are typically provided in the form of a long-term low interest loan with ongoing project compliance throughout the loan term.
- **Home Ownership Assistance Program (HOAP)**  
The program provides up to \$7,500 for down payment and closing cost assistance in the form of a deferred payment loan that is forgiven over a 5 year period. A total of \$1,500 is forgiven annually upon the anniversary of the closing as long as the buyer has continued to live in the home and maintain it as their primary residence during that period. The maximum purchase price of the home is determined annually based on HUD regulations. The annual household income must not exceed 80% of area median income based upon



family size as set by HUD. All prospective homebuyers must complete a mandatory pre-purchase counseling and post purchase class offered by a HUD-approved housing counseling agency.

- **Tenant Based Rental Assistance**  
The Tenant-Based Rental Assistance program provides rental subsidies to low-income residents who are on waiting lists for assistance from the Housing Authority of Fulton County or are referred for the program by Housing and Community Development staff. HOME funds are used to subsidize rental payments for a minimum of twelve months for families participating in the program with the goal of self-sufficiency at the end of that time.
- **Community Development Housing Organizations (CHDO)**  
The CHDO Program is designed to provide federal funding to private non-profit housing organizations for the development of affordable housing for the community it serves. A minimum of 15% of HOME Entitlement funds must be set aside for housing development activities to be undertaken by CHDOs. CHDO projects must provide housing to low and moderate-income families as defined by HUD's Income Guidelines. Eligible uses of HOME funds by CHDOs include acquisition and/or rehabilitation of rental housing, new construction of rental housing, new construction of homeownership properties, and relocation expenses of any displaced persons.
- **Neighborhood Stabilization Program (NSP) Funds**  
The County has received approximately \$12.6 million thus far from HUD and the state of Georgia under NSP. These funds can be used for acquisition, new construction, or rehabilitation. They may also be used for the demolition of blighted properties and the redevelopment of those properties. Only properties that are foreclosed or abandoned are eligible for acquisition and rehabilitation or new construction although vacant properties may also be eligible for redevelopment funding only. NSP funding can be used for rental or homeownership units and beneficiaries can be households up to 120 % of area median income. These funds can also be layered with other CDBG and HOME funds.

## **General Fund Programs**

- **Housing Enterprise Zone Applications (HEZs)**  
Housing Enterprise Zones (HEZ) are depressed areas of the County that may receive scheduled abatements of property taxes over a ten (10) year period, as an incentive to development. State law clearly defines the eligibility criteria for HEZ designation. To be designated as an enterprise zone, an area must meet three out of four criteria relating to poverty statistics, unemployment statistics, general distress, and underdevelopment. Once a particular geographic area has been designated as an enterprise zone by the appropriate local governments, owners of property located within the enterprise zone may seek local government approval for a ten-year tax abatement schedule. In order to qualify for such abatements, the property owner must either create five or more new jobs within the enterprise zone or conduct substantial rehabilitation to an existing structure on the property. However, local jurisdictions grant the designation at their discretion.



- **Low Income Housing Tax Credits**  
These funds are awarded by the Georgia Department of Community Affairs under two components. The 9% tax credit program is extremely competitive and funds are awarded on an annual basis with applications typically due in May of each year and awards announced in September. This program is for rental projects and can be either new construction or rehabilitation. An award from this source is usually sufficient to fully fund all aspects of the project.
  
- **Tax-Exempt Bonds and 4% Tax Credits**  
The bond program is administered locally by the Housing Authority of Fulton County. Fixed costs associated with the sale of these bonds can be high so projects typically must be sufficiently sized to justify the transaction costs of issuing the bonds. In addition to the equity provided the developer by these bonds, 4% tax credits are usually automatically awarded to these projects. While not as lucrative as the 9% credits, they also help to defray development costs with the proceeds from both sources typically sufficient to cover all acquisition and development costs associated with the project.
  
- **Tax Allocation Districts (TADs) – Residential**  
Tax Allocation Districts are authorized in Georgia under the Redevelopment Powers Act. A Tax Allocation District, typically referred to as a Tax Increment Financing, is a tool used to publicly finance certain redevelopment activities in underdeveloped blighted areas. A tax allocation district derives its funding from the increase in the redevelopment area's ad valorem taxes levied by the city, county, and school system. These revenues are placed in a special redevelopment fund for the area and are used to directly pay for the redevelopment costs or to issue bonds to pay for redevelopment costs. A Tax Allocation District is a geographic area, characterized by slum and blight, which is defined and created by local government for the purpose of issuing tax allocation bonds to finance redevelopment costs within the area.



# Public Participation

In creating a redevelopment strategy for the Fulton Industrial study area, staff sought to create a process that was participatory from the onset. To accomplish this, a stakeholder list of business and property owners within the study area, as well as large property owners along the entire corridor, and surrounding residential communities participated in the strategy development. Additionally, the redevelopment study was supported in partnership by other government agencies and businesses.

## Stakeholders and Partners

- Fulton County Staff
- Fulton Industrial Business and Property Owners
- South Fulton Chamber of Commerce
- City of Atlanta's NPU H
- Georgia Department of Community Affairs
- Georgia Power
- MARTA
- Georgia Department of Transportation
- Fulton County-City of Atlanta Land Bank Authority
- Housing Authority of Fulton County

## Stakeholder Meetings

The redevelopment planning process was conducted over a period of six months. Beginning in February 2007, staff began meeting monthly with stakeholders to discuss each of the following planning elements: Community Vision, Economic Development, Land Use, Transportation, Physical Form/Character, Environment and Public Safety.



In an effort to encourage public participation, stakeholder meetings were conducted within the redevelopment study area. The monthly stakeholder meetings were held at the Fire Department headquarters in Conference Room 103 at Charlie Brown Airfield within the Fulton Industrial District. The address of the Fire Department Headquarters is 3977 Aviation Circle, Atlanta, GA 30336.



## Stakeholder Meeting Dates

- February 8, 2007      Kick-Off Meeting and Community Visioning
- March 8, 2007        Economic Development /Environment
- April 5, 2007         Land Use and Transportation
- May 3, 2007          Physical Form and Character
- May 17, 2007         Public Safety
- June 7, 2007         Draft Presentation

Additional community meetings were conducted to further obtain comments, recommendations and to disseminate information specifically to members of the FIB business community and also to ensure members of the surrounding residential community were include

- April 4, 2007         Financing Improvements
- April 28, 2007       Land Use and Physical Form
- June 5, 2007         Georgia Resource Center

## Outreach Methods

- Mailed Letters
- Telephone Distribution Lists
- Email Notification
- Surveys
- Fulton County Government Television (FGTV)
- Fulton County Website ([www.co.fulton.ga.us](http://www.co.fulton.ga.us))
- Fulton County Board of Commission Meetings

## Redevelopment Plan

For the Kick-off meeting, stakeholders were introduced to the Fulton Industrial Redevelopment study and the County's desire to encourage revitalization through Georgia's Urban Redevelopment Act. Martha Reimann, Community Development Specialist, with the Georgia Department of Community



Affairs provided an overview of redevelopment trends in industrial areas across Georgia as well as information on the State of Georgia's various redevelopment policies. It was also during this initial meeting that staff conducted the visioning exercise for the redevelopment study. The community visioning session was an opportunity for the community to express how they envision the County should be as well as discuss the strengths, weakness and desired changes to the FIB area. The results of the stakeholder visioning session were used to drive the redevelopment framework.

Based on the improvements stakeholders identified during their visioning session (i.e. sidewalks, landscape maintenance, and public safety), the second stakeholder meeting provided community members with an overview of economic development financing tools as well as environmental issues that may be associated with redeveloping an industrial area. Fulton Industrial business property owners and representatives were surveyed to determine how they would prioritize their desired list of improvements. More importantly, the survey sought to identify those financing tools that business owners/representatives would find agreeable in paying for improvements such as a TAD, a CID, and/or loans.

In examining Land Use, staff conducted an interactive workshop with the representatives of FIB and the surrounding communities. Approximately, thirty-five people participated and made recommendations on introducing new uses to the study area and adding more green space. In addition to land use, the meeting was also an opportunity to discuss the transportation element. Johnny Dunning, MARTA's Director of Transit Planning, discussed the agency's long range plans related to transit and park and ride lots.



The final workshop was an opportunity to address the physical form and character of Fulton Industrial. Staff conducted a Visual Preference survey to begin identifying specific types of improvements and aesthetic enhancements that the community feels would improve the overall appearance and quality of the development along Fulton Industrial. The interactive exercise provided community members an opportunity to identify the types and location of improvements that could enhance public safety and/or be incorporated into streetscape standards within the study area.

A presentation of the draft plan was held June 7, 2007 at the Fire Department Headquarters. The meeting included a final presentation showing the results for the Visual Preference Survey and the proposed Land Use Map with recommendations. An additional meeting was conducted August 13, 2007 at the Harriet G. Darnell Senior Center to provide a summary of the draft plan. Public comments on the draft were accepted through November 2007.

During 2009, County staff began holding additional meetings with the community to provide information on the renewed planning efforts of Fulton Industrial Boulevard. The updated redevelopment plan shared with the community for additional comments. Further, these comments were received through December 2009. Additionally, in October 2009, staff began holding monthly



discussions with industrial /commercial property and business owners. The monthly meetings were opportunities for staff to have ongoing dialogue with the business communities as the County moved forward with implementing its redevelopment plans along the corridor.



# Health and Human Services

PROPERTY USE: In the Fulton Industrial Boulevard (FIB) area, several hotels appear to be acting as housing facilities and not as tourist accommodations. This is evidenced by the fact that public school systems have established official bus stops at the hotels.<sup>1</sup> Often times, very low-income individuals and families resort to such living environments as a last choice option for housing. Many are ineligible for housing subsidies through the Atlanta Housing Authority due to their local rule which prohibits assistance to families where a member has been convicted of a felonious activity involving drugs or violence.

Many of the hotels and vacant properties are used for various levels of nefarious activity – such as illegal drug distribution/use, prostitution, and acts of violence – which are detrimental to the health and well-being of the community.

On May 27, 2009, various County departments undertook a Code Compliance Survey of area hotel/motels which resulted in a condemnation order for one property. In a further effort to ensure the health, safety and welfare of the public, the Environmental Health Services Division of the Department of Health and Wellness, will begin a block by block sweep of the area to look for health violations. The first block identified is that between Martin Luther King Jr. Drive and I-20 (see Attachment I). The intent will be to work with local hotels, restaurants and other businesses to come into compliance with applicable ordinances. Attachment II illustrates the process followed in enforcing Tourist Accommodation Regulations (the process for restaurant inspections is essentially the same).

HOUSING OPPORTUNITIES: The Health and Human Services Agency is examining opportunities for housing individuals currently residing in hotels who will be displaced.

Long-term alternatives under consideration are:

- Renovate an abandoned small to moderate size apartment building that can be rehabilitated and used to temporarily house displaced residents.
- Identify a small to moderate sized extended stay hotel suitable to pilot a transitional housing program. Funds will be identified to develop a partnership with the hotel owner to pay the owner the standard weekly/monthly rate. Residents will be screened and selected to participate in the supportive temporary housing.

Toward that end, Housing and Community Development has been charged with two tasks:

1. To determine what types of programs and projects are allowable under NSP, CDBG and HOME
2. To determine the number, type, and location of foreclosed properties in the areas surrounding FIB

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<sup>1</sup> Human Services is working with local school systems to estimate the number of children residing in these hotels.



In both instances, residents must agree to the terms and policies to include active participation in various supportive services arranged by Human Services which include, but are not limited to, the following:

- Employment Services
- Life Skills Training
- GED/Education Skills Upgrade
- Family Counseling
- Substance Abuse Treatment
- Consumer Credit Counseling

Short-term alternatives include:

- Temporary housing through such organizations as Traveler's Aid which places families, and Genesis Shelter, and HOPE which house "whole families"
- Temporary housing for youth through Angela's House, Covenant House, StandUP for Kids, and World Changers ministry
- Temporary shelter for men at Jefferson Place and for women and children at Achor and the Drake House.

COMMUNITY OUTREACH: Health Outreach Workers (Health and Wellness and Behavioral Health) and Community Support Individuals (Behavioral Health) will be dispatched to work with individuals in hotels, and the streets to facilitate access to care and treatment to individuals who are otherwise unable to obtain treatment in community centers. Neighborhood education programs will be established. These programs will increase the awareness of health issues in the community (including mental health/substance abuse symptoms) and available services. The Mobile Clinic will regularly visit the area to provide physical and behavioral health services. The Atlanta Fulton Public Library will utilize a Bookmobile to serve the community and to provide a safe space for reading. The Bookmobile will also provide literature on available health services and human services (such as job training, housing assistance, etc.).

ZONING: Numerous municipalities across the United States have used zoning regulations to address Social Determinants of Health. Planning/Evaluation will work with Legal and Environment



and Community Development to examine options for modifications to the County's land Use Plan and Zoning regulations.

PUBLIC HEALTH EMERGENCY: Planning/Evaluation will work with Legal to ascertain which powers the Board of Commissioners &/or Health Director might have in addressing the public health issues in the area. Some municipalities have declared "public health emergencies" in order to empower the Health Director to undertake processes and procedures outside of the norm (e.g., San Francisco declared a public health emergency related to HIV/AIDS and funded syringe exchange programs which were not legal under California law).

PARTNERSHIPS: in addition to collaborative efforts between departments of Fulton County Government, relationships with vital external entities shall be established. These external groups include:

- Angela's House, Covenant House, StandUP for Kids, and World Changers ministry
- South Fulton Chamber of Commerce
- Atlanta Chamber of Commerce
- City of Atlanta
  - Mayor's Office of Human Services
  - Planning and Community Development



# Public Safety

The following is a synopsis of planned activities and recommendations by Fulton County Public Safety members to combat crime on Fulton Industrial Boulevard.

1. Fulton County Police Vice Website - Names and pictures of persons arrested on Fulton Industrial Boulevard for crimes such as prostitution, drugs, etc.  
**Success measures: Websites promoting FIB as a haven for crime will discourage viewers from the area.**
2. Purchase billboard at Frederick Drive @ Fulton Industrial Boulevard facing I-20 bearing the Fulton County Police website info and zero tolerance for drugs and prostitution.  
**Success measures: Decreased arrests of vice crime perpetrators who reside outside of Fulton County.**
3. Weekly joint operations ranging from Pro Active Patrol Techniques, undercover buys of drugs, undercover prostitution stings, undercover “John Stings”, and reversal where undercover officers pose as parking lot drug dealers.  
**Success measures: Reduced calls to service, reduced number of repeat offenders, reduction of reported Part 1 crimes by 5%.**
4. Installation of covert cameras to film certain areas for criminal activity.  
**Success measures: Increase in conviction rate with electronic evidence, decrease in call volume to covered areas, increase FTE by 1.**
5. Installation of mobile covert cameras to film certain areas for criminal activity.  
**Success measures: Increase in conviction rate with electronic evidence, decrease in call volume to covered areas.**
6. Personnel to be utilized are the Police, Marshal, Sheriff, Fire, & Code Enforcement.  
**Success measures: Increased coordination between agencies, increase in arrest stats for periods of joint operations.**
7. To seek seizure cases of hotels under the Nuisance Abatement or Rico Statutes.  
**Success measures: Closure of businesses that harbor vice crime violators.**
8. Zero Tolerance for minor violations (i.e. pedestrians in the roadway, loitering, and criminal trespass).  
**Success measures: Decreased foot and vehicular traffic into locations known for vice crimes, decrease in visible loitering.**



# Implementation

## Land Use

### Goal:

- To encourage mixed-use: light industrial, business park, retail, and office.

### Policies:

- Prohibit residential use as the primary or exclusive use of land in the retail-industrial designated areas.
- Residential use shall be accessory to retail development.

### Goal:

- To provide for the appropriate location of residential, retail, office, institutional, open space, and industrial land uses.

### Policies:

- Encourage commercial uses along Fulton Industrial between MLK Jr. Drive and Patton Drive. Discourage commercial uses outside of areas designated as retail-industrial.
- Retain and promote industrial uses.
- Provide an appropriate transition between commercial uses along the corridor and heavy industrial uses.

### Goal:

- Maintain and encourage greenspace and greenways along the river and in new developments.

### Policies:

- Promote and enhance connectivity to existing greenspace along the Chattahoochee River
- Promote the creation of greenway opportunities to link greenspaces through the study area by utilizing abandoned rail spurs.
- Provide open space within developments containing residential components.



### **Strategies:**

- Create a new land use category Retail-Industrial.
- Designate the County owned land as green space along the Chattahoochee River.
- Update the 2025 Southwest Fulton Land Use map to reflect the new land use designation.
- Adopt an industrial preservation policy.

## **Economic Growth**

### **Goal:**

- Attract and promote the creation of new businesses by improving the quality of life and the business climate.

### **Policies:**

- Provide for housing in designated areas.
- Improve road and building aesthetics.
- Improve safety and security.

### **Goal:**

- Retain existing business by improving the business climate.

### **Policies:**

- Identify incentives.
- Remove the criminal element.
- Improve enforcement.



**Goal:**

- Create public private partnerships to facilitate infrastructure improvements.
- Improve Fulton Industrial's competitive business edge.

**Policies:**

- Upgrade and refurbish facilities to align with the current and long term industry needs.
- Create a positive marketing campaign.
- Attract diverse uses.
- Promote capacity building through education and training.
- Attract uses that capitalize on FIB's location and accessibility to airport, rail and interstate access.

**Goal:**

- Provide a diverse job base.

**Policies:**

- Improve capacity building efforts within the county through education and training.
- Improve the job-housing balance.
- Recruit county residents.
- Create partnerships between schools and businesses.

**Strategies:**

- Create a special assessment district (i.e. Community Improvement District (CID)).
- Conduct a market analysis for the redevelopment area.
- Develop a targeted industry marketing plan for the corridor.
- Create an Opportunity Zone.
- Market Charlie Brown Airport to companies headquartered and/or located in metro Atlanta with air transport needs.
- Market Charlie Brown Airport to non-flying aviation end users.



- Create a land assemblage strategy.
- Conduct an inventory of vacant and tax delinquent properties.
- Create a new hotel and conference facility near Charlie Brown.
- Develop a website to promote the availability of land within the district.
- Develop an incentive program to encourage the redevelopment of properties.
- Develop an incentive program for retaining existing businesses and attracting new businesses.
- Create a special airport assessment tax for all hotels and motels to generate additional funds for infrastructure improvements or beautification.
- Develop Aviation Museum and Community Center

## Physical Form and Character

### Goals:

- To create uniform design standards.
- To improve the appearance of buildings and signage within the Fulton Industrial corridor.
- To enhance Fulton Industrial by making it a green industrial area.
- To protect the beauty and function of the natural environment.

### Strategies:

- Create and adopt a Fulton Industrial overlay district.
- Create gateways at the I-20 interchange and the County line at MLK Jr. near the Chattahoochee River and along Camp Creek Parkway.
- Utilize tree planting funds to enhance landscaping along the MLK Jr. corridor on County owned property.

## Transportation

### Goals:

- To improve pedestrian safety.



- To improve and facilitate freight movement within the corridor.
- To promote and encourage transit use.

**Strategies:**

- Conduct an access management study
- Update the Fulton County Bicycle and Pedestrian Plan to incorporate additional sidewalks on both side of FIB
- Encourage the extension and use of MARTA's Rapid Bus Line
- Right of Way Maintenance
- MARTA bus stop enhancements
- Use the Atlanta Regional CMS to determine the need for signal upgrades, signal timing, pedestrian phasing, and other types of traffic control devices that may be warranted.
- Conduct a rail accessibility inventory

## Environment

**Goals:**

- To maintain and encourage environmentally sound industrial and commercial uses and new development.
- To encourage a green industrial district.
- To promote development that is consistent with adopted Environmental Justice policies.

**Strategies:**

- Conduct a Brownfield inventory and create clean-up measures that will lead to new Brownfield redevelopment opportunities
- Conduct a Health Assessment of the FIB Redevelopment area to determine and report the impacts of the environment on the health and well being of Fulton County citizens and make recommendations on implementation that mitigates the impacts.
- Conduct a Part 150 noise study assessment for the Charlie Brown airport. The intent of the study is to assess the existing and future aircraft noise environment in the area



surrounding the airport; identify land uses within the airport environs; and investigate measures to mitigate aircraft noise and land use compatibility conflicts.

- Develop and implement a Commercial Green Building Program

## Housing

### Goals:

- To encourage affordable and workforce housing where appropriate.
- To encourage and promote the involvement of public/private partnerships through the availability of funding under the HOME and CDBG Program.
- To reduce inherent compatibility conflicts between industrial and residential developments.
- To reduce the number of homeless men, women and children living in the Fulton Industrial Boulevard area.
- To provide affordable housing options for the families living in hotels on Fulton Industrial Boulevard.
- To create mixed income development where appropriate.

### Objectives:

- Provide the homeless population access to Health and Human Services inclusive of housing.
- Improve the quality of families by providing affordable mixed income housing in safe neighborhoods.

### Strategies:

- Renovate an abandoned small to moderate size apartment building that can be rehabilitated and used to temporarily house intact homeless families, intergenerational families, homeless women and children and other displaced residents.
- Provide permanent affordable housing options outside of the Fulton Industrial Corridor.
- Partner and collaborate with external entities that provide assistance to the homeless population.



- Conduct housing assessment needs for families living in hotels on Fulton Industrial Boulevard

## Health and Human Services

### Community Outreach

Community Outreach will be a component of each area within Health and Human Services.

#### Goal:

- To promote health and quality of life through programs that help reduce health risk behaviors through health education and prevention programs.

#### Objectives:

- Improve access to prevention and treatment programs.
- Provide on-going outreach and education services.

#### Strategies:

- Create a Neighborhood Education Program
- The Fulton County Public Library Bookmobile to serve the community and to provide a safe place for children to read and provide literature on available health and human services programs (such as job training, housing assistance, etc.).
- Create a satellite Health and Human Services office in the Fulton Industrial Boulevard corridor.
- Partner and collaborate with other Fulton County departments and agencies to provide diversion services to minors involved in prostitution.

## Poverty (Low-Income)

#### Goal:

- Provide programs to needy and at-risk populations that enhance quality of life and support the development of families, children and youth.

#### Objectives:



- Enhance infrastructure to support the quality delivery of prevention services to needy and at-risk populations.

**Strategies:**

- Provide workforce development programs such as job training, job readiness, resume preparation, G.E.D. testing program, etc., as well as work with the area businesses to provide job placement opportunities.
- Renovation of Cottage 2 at the Oak Hill Campus to serve as the “one stop shop” for services for youth and their families.

## Medical Conditions

**Goal:**

- Provide care and treatment to individuals living in hotels and the homeless population who are otherwise unable to obtain treatment.

**Objective:**

- Increase access to health programs and services.

**Strategy:**

- Renovate the Adamsville Health Center which will provide public health and primary health services to the community.

## Public Safety

**Goal:**

- To maintain a safe environment by enhancing public safety.

**Strategies:**

- Coordinate and conduct enforcement sweeps along the corridor with police, fire and code enforcement.
- Installation of Police Surveillance Cameras



- Fire Station 11 Renovation/ Replacement

**Goal:**

- Reduce the criminal activity on the Fulton Industrial Corridor by conducting highly visible joint operations to arrest drug violators and other vice related crimes as well as addressing the businesses which cater to these criminals.

**Strategies:**

- Form a joint task force consisting of Police, Sheriff, Marshall, Fire, Code Enforcement, District Attorney personnel, and other available county entities.
- Conduct hotel code inspections with task force members to address code violations and other criminal violations as these items are usually present in tandem.
- Pursue RICO and Nuisance abatement statutes to reduce the businesses that make profits from criminal enterprise.
- Weekly covert operations to include all vice related crimes.
- Create a liaison with citizens for quality of life issues.

**Goal:**

- While reducing crime, change the image of FIB as it appears on internet websites from a national hub of prostitution back to a national shipping corridor.

**Strategies:**

- Implementation of a Police Vice website showing photos of arrested people on FIB in an effort to reduce suspects that are attempting to remain covert in their criminal behavior.

**Goal:**

- Alert the criminal element on FIB that a zero tolerance policy is in effect, while instilling to business owners and law abiding citizens the dedication of the County to improve the quality of life along the corridor.

**Strategies:**

- Purchase billboard that is visible from I20 that aggressive enforcement of these crimes are in progress and to advise of the Police Vice website.



- Through a partnership with business owners, share space on existing billboards with the same message as our own billboard.
- Adopt a zero tolerance policy for all crimes in the Fulton Industrial Corridor.

**Goal:**

- Increase crime detection and observation of high crime areas by use of current technologies commercially available.

**Strategies:**

- Installation of pole mounted video surveillance cameras at strategic locations along the corridor.
- Installation of mobile covert cameras that can be moved in a moments notice to areas where crime has spiked.



# Key Indicators

## PLANNING, DEVELOPMENT, AND ECONOMIC GROWTH

- Vacancy rates
- New or expanded businesses along the corridor
- MARTA's FIB route ridership
- Building permits issued and permit values
- Full-time employment numbers

## HEALTH AND HUMAN SERVICES

- Number of families placed in long term affordable housing outside of Fulton Industrial Boulevard corridor
- Number of clients with substantial improvement in their behavior, after the completion of treatment
- Percent of clients in sustainable employment
- Percent of hotels with improved inspection scores

## PUBLIC SAFETY

- Calls for service
- Reduction of calls the number of repeat offenders by 5%
- Special Operations/Joint Task Force compliance sweeps
- Code Enforcement Notice of Violations issued



# Board of Commissioner's Resolution



# Economic Development Survey

