



**Urban Land
Institute**

Atlanta

Technical Assistance Program

Advisory Services to the Fulton Industrial Community Improvement District (CID) for the Redevelopment of the Properties Adjacent to the Fulton Industrial Boulevard and I-20 Interchange.



THE BOULEVARD
IMPROVEMENT DISTRICT

March 2012

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ULI – The Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 and has over 30,000 members from more than 90 countries. It is one of America's most respected resources of information and knowledge on urban planning, growth and development. ULI is a non-profit research and education organization. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. To encourage an open exchange of ideas and sharing experiences, ULI membership represents the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. Among its members there are developers, builders, property owners, investors, architects, planners, public officials, brokers, appraisers, attorneys, engineers, financiers, academics, students and marketing and brand identity experts.

ULI Atlanta

With over 1,000 members throughout Georgia, Alabama and Eastern Tennessee, ULI Atlanta is one of the largest District Councils of the Urban Land Institute. We bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs. We share knowledge through education, applied research, publishing, and electronic media.

Technical Assistance Program (TAP)

Since 1947, the Urban Land Institute has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. ULI Atlanta brought this same model of technical assistance to the Metropolitan Atlanta area. Local ULI members volunteer their time to serve on panels. In return, they are provided with a unique opportunity to share their skills and experience to improve their community.

Through Technical Assistance Program Panels, ULI Atlanta is able to enhance community leadership, clarify community needs and assets, and advance land use policies that expand economic opportunity and maximize market potential.

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PANEL & PROJECT STAFF

ULI Atlanta would like to thank the panelists, moderator and TAP committee for their time, energy and passion for ULI.

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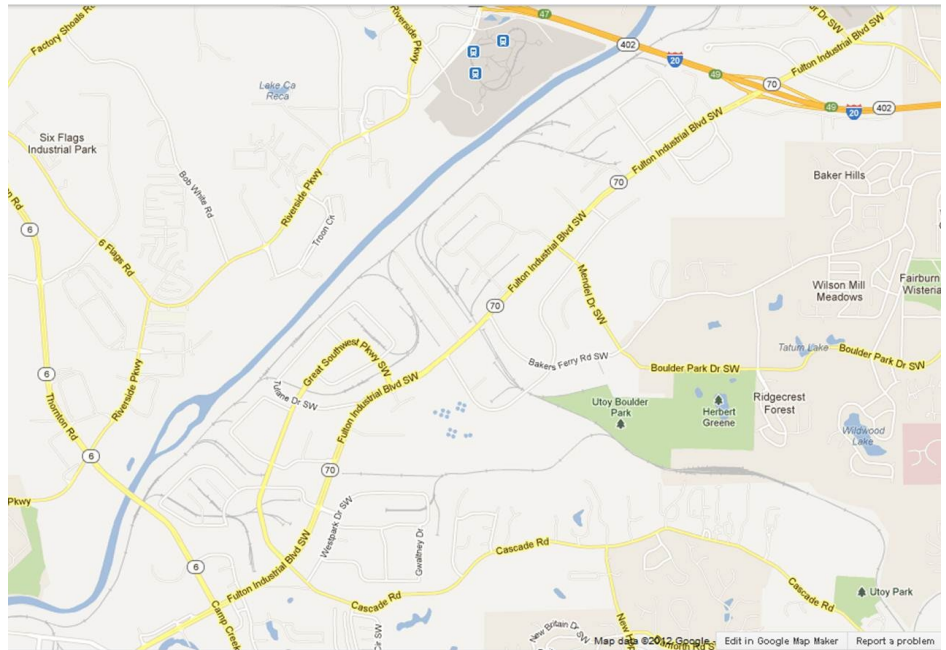


Panelists: (front) Joan Herron, Nancey Green Leigh, Lawrence Callahan (back) Akiva Freeman, Dan Lussier, Bob Fowler. Not shown: Joe Allen, Bob Pertierra and Billy Snowden

EXECUTIVE SUMMARY

The Fulton Industrial Boulevard (FIB) Corridor is an area in need of development and redevelopment activity, economic growth, and a new identity. Originally developed in the 1960s as the region's next generation industrial cluster, the area thrived as a successful business and industrial corridor through the 1970s and 1980s. However, in the 1990s and early 2000s, the area began to lose its competitive edge as newer competitive industrial areas throughout the Southeast began offering less expensive land, larger facilities and economic development incentives. Although still a vital industrial and business location, the Fulton Industrial Boulevard Corridor is seeking to regain and maintain its competitive advantage as a business and industrial corridor in the 21st century economy.

The Corridor has no shortage of amenities. First are its location in the Atlanta Metro Region and its geographic proximity to the interstate and arterials traveling throughout the area. The Corridor is the largest contiguous industrial area east of the Mississippi River. The Corridor is at the intersection of three major interstates including I-20, which intersects the Corridor, I-75 and I-85. In addition, anchoring the north end of the Corridor is Fulton County Airport at Brown Field (commonly known as Charlie Brown Airport), which accommodates many of the corporate jets serving the Metro Atlanta Region. Hartsfield-Jackson Atlanta International Airport, which is the world's busiest airport, is within a few miles to the south.



In addition to the air and highway connections, the Corridor is conveniently located with access to Class I rail lines which serve Metro Atlanta and intermodal rail facilities. The railroads and interstates provide strategic access to the Port of Savannah, one of the busiest ports in the country. Because of the Corridor's transportation advantages and its proximity to many services in Metro Atlanta, it offers strong geographic and distribution-related infrastructure for existing and future businesses which require these for their operations.

The business climate is also strong and the Fulton Industrial Boulevard Community Improvement District (CID) has led several successful recent business improvements including the establishment of an Opportunity Zone, which provides State tax credits for new jobs created in certain areas along the Corridor, and the adoption of the Fulton Industrial Boulevard Redevelopment Framework by the Fulton County Board of Commissioners. With the new planning initiatives, the Fulton Industrial Boulevard Corridor is well-positioned to begin implementation of strategic improvement and economic development plans.

However, much work is still needed to improve the image and competitiveness of the Corridor. Specifically, the Fulton Industrial Boulevard CID is looking for strategies to revitalize the Corridor and redevelop the FIB/ I-20 interchange. This interchange area serves as the gateway to the Corridor. The Corridor needs a strong new identity that takes it beyond its industrial and hospitality roots.



Over a two day period, the Urban Land Institute (ULI) Technical Advisory Program (TAP) worked with Fulton Industrial Boulevard business and community leaders to learn about the history and current conditions in the area, the future direction the community desires, and recommendations on next steps to improve the economic competitiveness of the area which are included in this report. In summary, the Corridor is a competitive viable industrial district. However, the Corridor needs a new identity and vision which can facilitate its next chapter and retain and enhance its competitive advantages.

Guiding Principles

Over the course of the TAP discussion with community leaders, several themes rose to the top as key community goals and strategies for the Fulton Industrial Boulevard Corridor. Among them are:

- Preserve and enhance the economic competitiveness of the Corridor
- Attract new businesses and investment to the area
- Improve public safety
- Remove adult entertainment and prostitution
- Enhance the visual character of the Corridor
- Develop business retention and attraction strategies
- Expand access to jobs and training opportunities for employees and residents in adjacent communities
- Improve transportation access to the area for residents, visitors and businesses

In addition to the general recommendations for the Corridor as a whole, the TAP focused on the I-20 and Fulton Industrial Boulevard interchange as a key focus area to drive change and create new community amenities. For the interchange, key goals include:

- Develop a Master Plan for the interchange area to guide public and private improvements
- Redevelop the I-20 and Fulton Industrial Boulevard interchange
- Establish gateway improvements to improve the visual character and create sense of arrival to the Corridor



- Address public safety and prostitution issues associated with the hotels and motels near the interchange
- Build on the Charlie Brown Fulton County Airport as an anchor for the Corridor and a key driver to attract new investment

COMMUNITY AND PROJECT CONTEXT

Fulton Industrial Boulevard (FIB) Community Improvement District (CID) worked with ULI Atlanta to obtain advice and recommendations on the revitalization and improved economic competitiveness of the FIB Corridor. Additionally, the FIB CID is looking for strategies to re-envision the FIB and I-20 interchange area. Below is a summary of the project focus area and the role the Fulton Industrial CID and the ULI TAP played in developing this report.

Project Focus Area

The Fulton Industrial Boulevard (FIB) Corridor extends from Charlie Brown Fulton County Airport at the north end of the Corridor to Campbellton Road on the south. The western boundary for the Corridor is the Chattahoochee River and the eastern boundary is generally the residential development east of FIB. These boundaries are the same as those for the Redevelopment Area for the Fulton Industrial Boulevard redevelopment plan, the Fulton Industrial Redevelopment Framework, completed by Fulton County in August 2010.

Along the Corridor, there are several distinct areas. They include the I-20 interchange at the north end, the industrial/business park area through the mid-section of the Corridor, and the mix of strip commercial and industrial development at the southern end of the Corridor.

The I-20 interchange area is defined largely by a mix of motels, hotels and commercial businesses and several vacant parcels. Some of the hotels, motels, restaurants and retail are reputable well-recognized chains trying to stay in business. Unfortunately, this section of the Corridor is also the source of many of the safety concerns and deteriorating public image of the area. Many of the hotels and motels serve as last resort housing, for which they were not constructed, or they are sources of prostitution and other illegal activities.

Business parks and industrial buildings are located in the middle section of the Corridor. Buildings and business parks have deep setbacks from the road, and are often shielded by landscaping

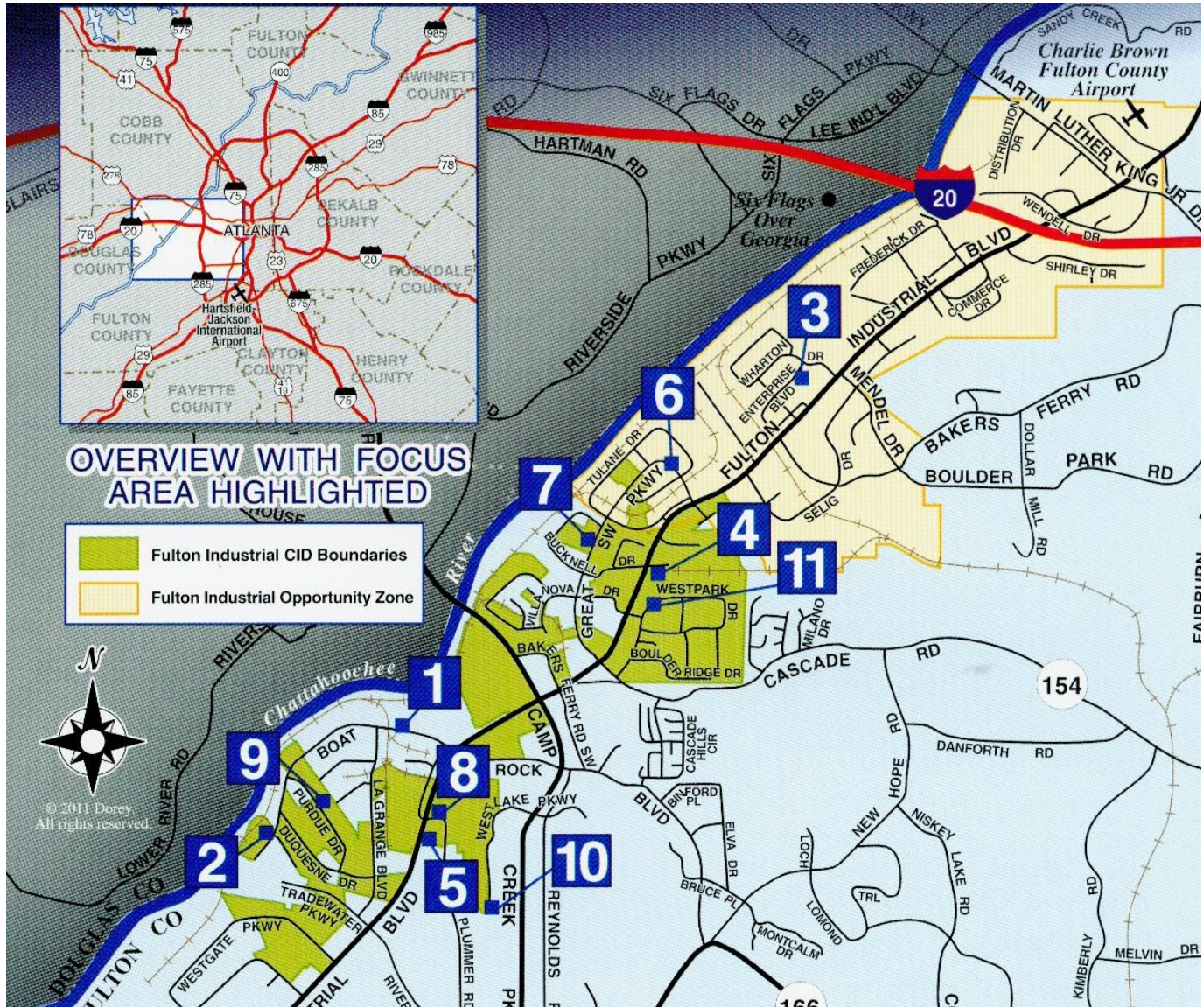
Industrial Building Trends

Modern distribution demands are driving changes in building design and access. Today, modern industrial buildings typically provide 30 feet of clearance under the roof, have truck courts that are 180 to 200 feet deep (to allow for trailer parking), and range in size from 400,000 square feet to 1,200,000 square feet.

These requirements are in contrast to what is currently build along much of the Fulton Industrial Boulevard Corridor. Many of the buildings were built as part of first and second generation business parks in the 1960s-1980s. These buildings typically have 18 feet (or less) of clearance under the roof, have truck courts that are 100 feet deep, and are 75,000 square feet or less.

While still functional, these older buildings present a challenge to compete for distribution operations. The buildings are still attractive for uses such as training, manufacturing, movie production, government services or wholesale retail. However, because of lot sizes, real estate values, and land assembly requirements, it remains cost prohibitive to demolish the buildings and redevelop the properties with larger distribution buildings.

Moving forward, the challenge and opportunity along Fulton Industrial Boulevard is to find new uses for these buildings, or in some cases retrofit the buildings to meet the requirements for modern distribution.



and significant buffers. Access to the roadway is often from side streets rather than curb cuts, although several properties have direct access to the road. Wide lanes and road right-of-way along this section provides ample road space for trucks and industrial shipping activity.

Mixes of commercial and industrial uses are located in the southern section of the Corridor. Commercial development is beginning to extend into this portion of the Corridor as new residential development occurs in southern parts of Fulton County and the regional draw of commercial development associated with Camp Creek Parkway expands.

Within the boundaries for the Corridor, there are several small area boundaries that are worthy of identification. These are for the Fulton Industrial Boulevard Community Improvement District, the Fulton Industrial Opportunity Zone and the Enterprise Zone. The Fulton Industrial Community Improvement District boundaries generally incorporate properties adjacent to Fulton Industrial Boulevard from Selig Drive south to West Gate Parkway. The Ful-

ton Industrial Boulevard CID is in the process of expanding its boundaries, north to the Charlie Brown Airport, incorporating the I-20 interchange area.

The Enterprise Zone and Opportunity Zone are both State programs that encourage new business investment in areas that are deteriorating, underserved or in need of significant redevelopment because of economic conditions. Both of these zones encompass the area generally from Tulane Drive north to Charlie Brown Airport. To qualify, properties have to be located within distressed census tracts, as defined by the State of Georgia, for Opportunity Zones, and for commercial properties, as defined by the Tax Assessor for Enterprise Zones.

Previous Planning Efforts and Incentive Programs

- **Fulton Industrial Boulevard Redevelopment Framework** – This Redevelopment Plan, which was adopted by the Fulton County Board of Commissioners in August 2010, serves as the redevelopment plan for the Fulton Industrial Boulevard. Under Georgia state law, Urban Redevelopment Areas can be eligible for certain funding to support community improvement projects and the designation gives local jurisdictions additional tools for community redevelopment. Developed with community input from a range of stakeholders, including area residents, business owners, property owners, elected officials and others, the plan provides a working policy framework to guide redevelopment activity along the Corridor.
- **Fulton County Comprehensive Plan** – The Comprehensive Plan serves as a guide for future growth and prioritizes public investments in services and infrastructure. The plan establishes policies for land use, transportation, economic development and intergovernmental coordination among others. Of important application to the Fulton Industrial Boulevard Corridor, the Comprehensive Plan establishes future land use policies for the area and is used to support re-zoning decisions.
- **Enterprise Zone** – Under Georgia law and the Enterprise Zone Employment Act of 1997, areas that meet select criteria can provide specific property and business tax exemptions for qualifying businesses or properties. Criteria include pervasive poverty, high unemployment rates, underdevelopment, general distress and general blight.
- **Opportunity Zone** – The Georgia Department of Community Affairs (DCA) provides job tax credits of \$3,500 in qualifying census tracts with 15% or greater poverty rates and - within an adopted redevelopment plan or enterprise zone. Several properties within the Fulton Industrial Boulevard Corridor are located in the Opportunity Zone and are eligible for the job tax credit.

Fulton Industrial Boulevard CID TAP Objectives

The Fulton Industrial Boulevard CID looked for several specific outcomes from the TAP program. These objectives were used to guide the discussion and focus of the TAP.

The specific objectives include:

- Identify strategies to continue to serve the needs of distribution and warehousing companies
- Attract new businesses to the Corridor, such as data centers, high tech companies and new advanced manufacturing companies
- Develop revitalization strategies for the I-20 interchange that can create a vibrant retail and commercial destination that is welcoming and safe



- Identify strategies to create a positive first impression at the I-20 interchange and establish the area as gateway to the Corridor.

ULI TAP Objectives

The primary objectives for the ULI TAP (the Panel) are to make recommendations about how best to facilitate the improvement of the FIB Corridor, with a particular focus on the I-20 interchange, in a manner that is consistent with the Fulton Industrial Boulevard Redevelopment Framework. The Panel provided guidance and direction to FIB CID staff regarding how best to encourage the redevelopment and revitalization of the I-20 interchange.

In particular, the Panel focused its input on the following topics:

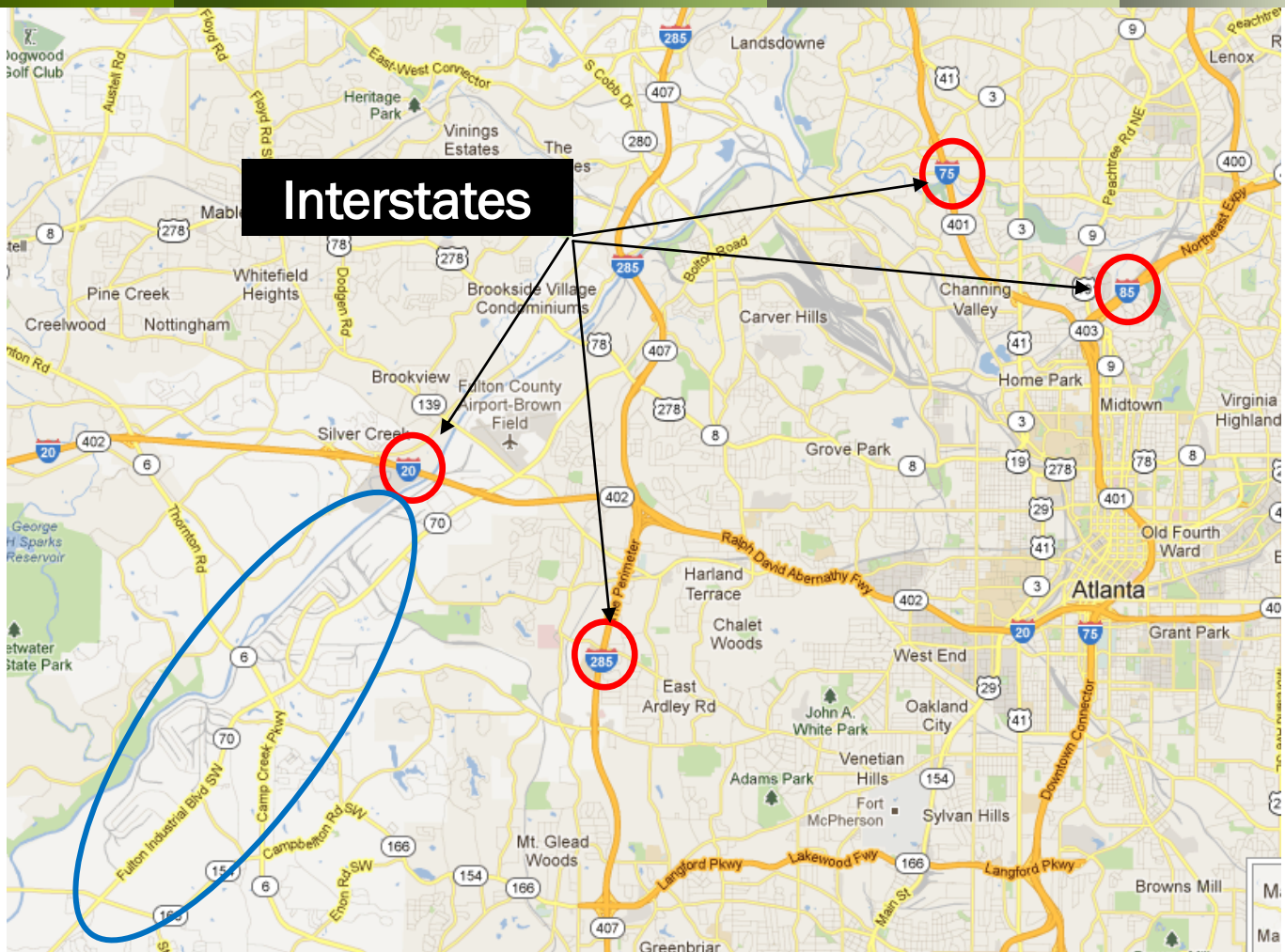
- Market Analysis
- Land planning
- Finance
- Development/ redevelopment
- Economic development
- Marketing and branding
- Transportation logistics

FULTON INDUSTRIAL BOULEVARD STRENGTHS AND WEAKNESSES

The Panel began with a discussion about the existing strengths and weaknesses of the Corridor as a whole, as well as the particular focus area around the I-20 interchange. The Panel's comments, as well as the input from the Fulton Industrial Boulevard (FIB) Corridor leaders in attendance are summarized below. Additionally, the strengths and weaknesses were used to provide context and form the foundation for the recommendations developed by the Panel at the conclusion of the TAP.

Strengths

- **Transportation Access** – FIB is conveniently located in close proximity to I-20, I-285, I-75 and I-85. Air travel connections include Charlie Brown Fulton County Airport and Hartsfield-Jackson Atlanta International Airport. In addition, several intermodal rail yards are close to FIB. These are convenient for the movement of goods and connections to people and places.
- **Regional Center, Global City** – Because of the Atlanta Metro Region's interstate, rail and air connections, it serves as a center for regional economic activity. Additionally, because of domestic and international passenger and cargo air connections, the Region is globally connected. In the global economy of today and the future, these domestic and international connections drive new opportunity.
- **Workforce and employment opportunities** – The Corridor and surrounding area are a regional center for job opportunities. According to the Business Summary provided by Georgia Power for this TAP, 5,153 employees are located within 1 mile of the I-20/FIB interchange, 25,797 employees within 3 miles of the interchange, and 59,243 employees within 5 miles of the interchange.



- **Freight flow** – By volume, freight traffic through Fulton County is the largest in Georgia and larger than Chatham County, home of the Port of Savannah. Due to these connections to interstates, rail, and airports in the Region, the area has a competitive advantage.
- **Access to freight rail** – Several intermodal rail yards are located in close proximity to the FIB Corridor including Inman, Tilford and Howells Yards. These intermodal facilities serve as significant transfer stations for freight moving throughout the Southeastern United States and to the Port of Savannah.
- **Access to Port of Savannah** – The Port of Savannah offers significant access for shipping and receiving domestic and international cargo. Combined with access to several key interstates, FIB is a convenient transfer point for products going to and from the Port.
- **Quality roads** – Interstates, highways and major arterials provide ease of access to and within the Corridor for businesses, employees, and residents. The roads in the Corridor can adequately accommodate truck and freight traffic.
- **Proximity to auto plants** – Several auto plants have opened recently in the Southeast including KIA, Hyundai, Mercedes and Volkswagen. FIB's proximity and interstate connectivity to these plants makes



it an attractive location to provide goods and services for these plants and their suppliers.

- **Access to power production and electricity** – With Plant McDonough located near/by, the Corridor is well-served by electricity to support industrial activity and manufacturing.
- **Access to technical colleges and universities** – With many technical colleges and universities in the Metro Atlanta Region, businesses have access to an educated and well-trained workforce.
- **Access to fiber optics and the I-20 Corridor** – The I-20 corridor has some of the best access to fiber optic service in the Southeast. This access is beneficial for businesses heavily dependent on internet access, such as data centers.
- **Adjacent neighborhoods** – The neighborhoods and communities adjacent to FIB serve as a source of employees and customers for businesses. The stability and prosperity of these are important to the future success of FIB.



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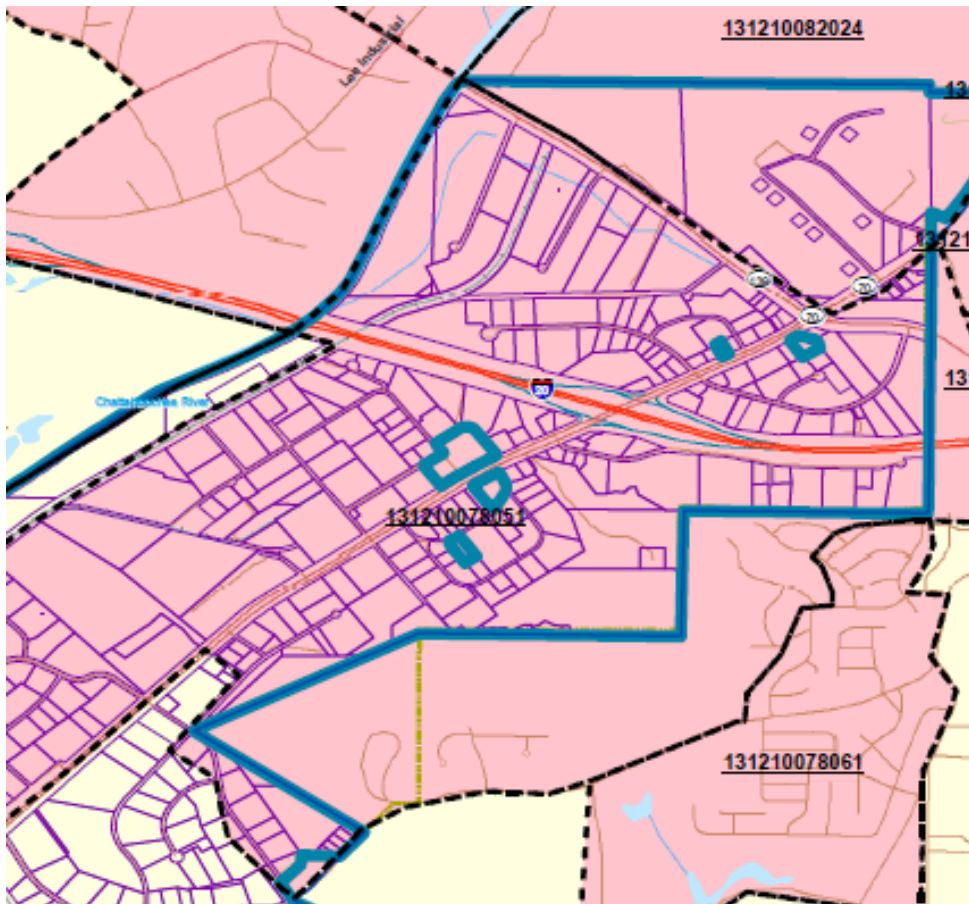


Weaknesses

- **Employee retention** – Business owners have noted their struggles to retain qualified and dependable employees. The reasons for these struggles included employees not having the appropriate education, training, and skills.
- **Crime and perception of crime** – Crime, including drug dealing and prostitution, is a real and visible issue impacting of the Corridor today. Law enforcement is working with the community to address the issues, but as long as both continues to be a visible part of daily life, attracting new investment to the Corridor will be difficult.
- **Adult entertainment businesses** – Many of the FIB stakeholders feel the adult entertainment businesses present a negative image for the Corridor and serve as a barrier to attract new investment. Additionally, many feel the adult entertainment businesses attract illegal activity to the Corridor.
- **Lack of formal economic development organization and retention activity** – Providing a unified identity and offering economic development incentives are necessary to compete with other industrial areas in the Southeast. Currently, the FIB Corridor lacks a single voice or point of contact that can aggressively market the corridor to new businesses, promote existing businesses, and conduct business retention activities.



- **Real estate product obsolete** – Changes in the size of trucks serving industrial businesses and market demand for larger facilities has rendered some of the buildings along the FIB Corridor obsolete. These buildings will require upgrades and retrofitting to meet new market requirements.
- **Rental rates restrictive for new construction** – Because of the cost of land and market rates for rental buildings, infill industrial and business park development may be cost-prohibitive. These current conditions serve as a potential barrier to redevelopment activity.
- **Fragmented ownership, especially around I-20 interchange** – With the small parcel sizes and multiple owners around the I-20 interchange, assembling contiguous properties that are large enough for significant redevelopment will be challenging.



Legend

- Opportunity zone
- Parcels
- Amended Parcels
- Enterprise Zone
- Redevelopment Area
- City Boundary
- 0% - 14.9%
- 15.0% - 100%
- Adjacent block group



FULTON INDUSTRIAL BOULEVARD OPPORTUNITIES AND CHALLENGES

The Panel also discussed the opportunities and challenges facing the Fulton Industrial Boulevard community. The discussion about opportunities and challenges was used as a transition to begin talking about the overall vision for the area, as well as the potential barriers to achieving the vision. Like the strengths and weaknesses discussion, the ideas were used to form the foundation and framework for the recommendations developed at the conclusion of the TAP.

Opportunities

- **Existing transportation investments** – The transportation investments made to the FIB Corridor to date serve it well. The wide lanes and access to I-20 and other major corridors continue to make it an attractive location for businesses. In the future, the CID and others will need to continue their transportation investment if the Corridor is to remain competitive.
- **Trends in reshoring and increases in US manufacturing** – With manufacturing beginning to return to the US, FIB has an opportunity to capture its share. Additionally, because of advances in manufacturing processes and technology, many operations no longer need large buildings. While some of the buildings along FIB are functionally obsolete because of their size and configuration for certain operations, other businesses may find the smaller building foot prints ideal for their needs.
- **Coordinated business efforts** - With the formation of the FIB CID, the FIB business community is beginning to work in a coordinated manner. These efforts will help improve and enhance the business opportunities in the future.
- **Relocation of the Fulton County Government Center to the Corridor**- Fulton County has made a significant investment in the Corridor by relocating its Government Center and moving some of the County's operations to this facility. The proximity of Fulton County departments along the Corridor can help with future redevelopment coordination efforts.
- **CID as an implementation leader** – The newly formed CID should continue to serve as the leader for the business community in the FIB Corridor, undertaking its objectives, goals and chartered activities.
- **Proximity to the Chattahoochee River** - The Corridor's proximity to the Chattahoochee River serves as a natural resource for businesses, and provides an attractive area for green space preservation. The river is a major water source for industry in the area as well. Additionally, the river is a green corridor, and offers opportunities to develop trails and areas for the community to enjoy nature.
- **Large companies taking advantage of the down market** – When the economy collapsed, many companies stopped investing and built large cash reserves. With the improving economy, businesses are beginning to invest their reserves in capital improvements, including building new facilities and expanding existing operations.
- **Proximity to workforce** – In addition to the adjacent neighborhoods, the FIB Corridor's proximity to the rest of Metro Atlanta means businesses can tap into a well-trained labor force.
- **Changes in global labor costs** – With global labor costs in areas like China increasing at a faster rate than in the US, many companies are moving manufacturing and services back to the US. This trend could positively impact the FIB Corridor.

- **Size of manufacturing facilities decreasing** – Efficiencies and other advances in technology have translated into smaller building sizes for some manufacturing operations. With this trend, some building owners along the FIB Corridor have new opportunities to attract advanced manufacturing businesses.
- **Corporate profits improving** – With the improving economy, businesses are growing. This could lead to new job and business opportunities along the Corridor.
- **Business productivity is close to capacity** – Many businesses have reached maximum productivity with their current employees. Some will need to hire new employees to increase their capacity for growth.
- **Demand for new economic industries to drive Regional growth** – For a long time, the main driver of growth in the Atlanta Region was the housing industry. With the recent economic recession and housing market collapse, the Atlanta Region needs to mature as a diversified economy. The FIB Corridor can play a role as a location for new and expanding industries.



Challenges

- **Lack of funding for implementation** – The current lack of funding for economic development and infrastructure improvements is limiting. However, with the formation of the FIB CID, the organization should be able to leverage the money collected through taxes to compete for grants and other local, state and federal funding sources.
- **Matching workforce with skills needed** – Finding the right employees with the appropriate skills has been a challenge for some businesses along the Corridor. Creating partnerships with area technical colleges or universities could connect the needed labor force with the right businesses.
- **Competition with green field development** – The Corridor is competing with other industrial areas at the urban fringe which offer less expensive land, larger buildings, and other economic development incentives. The FIB CID will need to find creative and innovative ways to compete financially and spatially with greenfield development.



Chastain Meadows Business Park
Kennesaw, Georgia



- **Demand for large facilities** – A growing trend with industrial development has been increasing square footage and building footprints. This trend has rendered many buildings in the Corridor functionally obsolete. FIB will need to find strategies to expand, retrofit or rehabilitate and develop new buildings to accommodate new demands.
- **Challenges with land assembly and fragmented ownership** – Some of the biggest challenges for redevelopment activity are multiple property ownership and varying parcel sizes, particularly around the I-20 interchange. For many landowners, assembling enough properties to support new developments will be difficult.
- **Demand for shovel ready sites** – The Corridor is competing with areas that have vacant assembled land, served by utilities and ready for new building development. Because FIB is largely built out, vacant land or assembled land ready for redevelopment is in short supply.



- **Business interests aren't all aligned** – Along the Corridor, there are a variety of businesses and their long-term interests do not all align. Identifying a shared vision for the Corridor and how to achieve it will require work and compromise. Many existing businesses also cater to the activities of the prostitutes and drug dealers and users.
- **Functional obsolescence of buildings** – With the demand for larger buildings, larger loading bays and climate controlled features, among others, many of the buildings along the FIB Corridor are functionally obsolete. Business owners, property owners, and other stakeholders will need to identify strategies to maintain the competitiveness of the building stock.



- **Not adversely affecting existing industrial advantages.** New retail development may create additional traffic. This would adversely affect the benefits trucks currently enjoy of relatively low traffic in the corridor.
- **Lack of economic development leadership** - The Corridor and the CID lack qualified experienced leadership which is focused on economic development initiatives. This includes: business attraction and retention; providing support for new business start-ups and entrepreneurs; establishing and maintaining relationships with local, state and federal governments and other strategic partners; marketing and promotion; and financing and incentives.

RECOMMENDATIONS

The recommendations represent the primary issues the Panel discussed during the afternoon session and in small group discussions with community leaders. The recommendations should be used to guide decision-making about next steps in planning and undertaking Corridor improvements along Fulton Industrial Boulevard (FIB).

Branding and Corridor Identity

- **Gateways, directional signs and banners** – The FIB CID should identify ways to brand the area as a unique district. This strategy should include gateway features, directional signs, landscaping and banners to give visitors visual cues that they are in a unique area. Additionally, the sign system could improve navigation of the Corridor for visitors, employees and residents.
- **Signage program** – The FIB CID should create a program to help businesses improve their signage and improve the visual quality of the Corridor. Additionally, the FIB CID could develop sign standards to create a unified image for the Corridor.
- **Create marketing material for the Corridor.** The FIB CID should develop print and web marketing media to promote existing businesses and to attract new investment to the Corridor.
- **Create a demonstration development to promote the innovative practices and businesses along the Corridor.** The FIB CID and other stakeholders should focus on sustainable development to promote the area as a “best in class” destination for innovation and sustainability. This effort could also help re-brand the area.
- **Create synergy within a targeted area.** The FIB CID could cluster investments and redevelopment in a targeted area, such as the I-20 interchange, to create new excitement and momentum for redevelopment activity along FIB.
- **Establish working relationships with media.** Create positive relationships with the media which can help highlight positive developments along the Corridor and raise the profile of the area.



Safety and Security

- **Establish a 24-hour security patrol.** The FIB CID should explore the use of a 24-hour security patrol to improve security and the perception of safety. Because of the size of FIB, several patrols may be needed, particularly during the evening hours.
- **Replace concertina fencing.** The current fencing expresses a lack of security and is visually unappealing. The FIB CID should work with property owners to replace unsightly security fencing with something that is just as secure, but more attractive or less visible, to improve the visual character of the Corridor.
- **Use alternative sentencing for criminals along the Corridor.** The FIB CID, in coordination with Fulton County and other law enforcement agencies, should explore opportunities for alternative sentencing for people arrested along the Corridor for some types of illegal activity. Without the opportunity for a different, more positive future, many of the violators return to the area and become repeat offenders.
- **Work with adult entertainment businesses to improve the image and safety of the Corridor.** While the long-term desire is for the adult businesses to relocate outside the Corridor, for the short term many of them have no plans to do so in the near future. The FIB CID should meet regularly with these business owners to find shared improvements that can enhance the visual character of the area and improve safety and the perception of safety.
- **Create a safety committee or task force for FIB.** In coordination with law enforcement, the FIB CID should establish a working group to coordinate efforts to address crime and safety. The group should represent all stakeholders along the Corridor, including residents, property owners, and business owners.



Transportation and Streetscape Improvements

- **Plant/ place new, more attractive landscaping at the I-20 interchange.** Currently, I-20 serves as the gateway to the FIB Corridor. New landscaping could be a quick and relatively inexpensive option to improve the visual quality of the Corridor and this important interchange gateway. The FIB CID should work with the Georgia Department of Trans-

portation (GDOT) and Fulton County to identify specific ways to install new landscaping. One potential source of funding is the GDOT gateway grant program.

- **Develop a trail system along Chattahoochee River.** The rail spurs and natural areas along the Chattahoochee River are ideal for a trail system. This system would allow employees to exercise and connect with nature. Additionally, the trail system could give employees along the Corridor an alternative transportation option.
- **Enhance transit service to the FIB Corridor.** While the corridor is currently served by MARTA, service has been decreasing. Unfortunately, many employees working on or near FIB depend on transit for transportation. The FIB CID should work with MARTA to enhance service or identify alternative transit options, such as a regular shuttle similar to the BUC in Buckhead.
- **Improve streetscaping along the Corridor.** While FIB currently functions well as a road, it's visual quality could be enhanced to improve the overall image of the Corridor. One alternative would be to improve the character and image of the Corridor with improved streetscape along the road, such as attractive lighting, street trees and other enhancements that improve the visual quality of the road for people driving, walking, biking or using public transportation.
- **Plan for future interchange demands.** With industrial and retail traffic continuing to increase along the Corridor, as well as I-20, the interchange will need to balance the demands for a variety of vehicle traffic. The FIB CID should begin working with GDOT and other agencies to identify future improvements needed for the interchange.

Real Estate and Redevelopment

- **Develop vision and master plan for the I-20 interchange.** The FIB and I-20 interchange requires a shared vision and strategic implementation plan to guide redevelopment of the area. The interchange area is no longer viable as industrial space because of land costs and diverse property ownership. In addition, the visual character of the area is deteriorating. A new vision and master plan can provide the community with a goal to work towards in revitalizing the area.
- **Conduct a property inventory study.** A study should assess the type and quantity of properties, buildings and businesses along the Corridor. Additionally, the study should review the short, medium and long-term plans of existing businesses. This study will also help with marketing and redevelopment efforts in the future.
- **Create a developers package.** This package should provide potential investors, businesses and developers with the information they need to make decisions about investing in the Corridor. Potential information includes zoning maps; future land use maps; existing business information; information about available buildings or properties for sale; contact information for different departments and agencies that approve development; and demographic data.
- **Work with Fulton County Land Bank.** The Land Bank can be a strategic partner in redevelopment efforts along the Corridor. The CID and Land Bank could work together to clear title for delinquent properties and help with land assembly to promote redevelopment efforts.
- **Explore policy and regulatory land use options for properties associated with undesirable uses.** Several properties along FIB, and particularly near the I-20 interchange, have been associated with illegal activity



and prostitution. While there are limits to what zoning and development regulations can do to discourage certain uses and businesses, there are legal strategies that can be employed. A detailed study of the zoning and regulation reforms to discourage the properties which support illegal activity could help the community deter these uses.

- **Integrate greenspace into existing and new development.** The rail spurs and proximity to the Chattahoochee River offer opportunities to connect with nature by using trails. New development could be enhanced visually with improved greenspace amenities and green infrastructure to manage stormwater.
- **Increase lot coverage requirements to improve land use efficiency.** Increasing the allowable lot coverage along the Corridor could help businesses and property owners retrofit/ rehabilitate existing buildings to accommodate new space and loading demands.
- **Create major development within the middle portion of the Corridor.** Creating synergy and redevelopment activity within the middle portion of the Corridor could help deter undesirable development and activity associated with motels, hotels and adult entertainment businesses near the I-20 interchange from extending further south.
- **Retrofit/ rehabilitate buildings.** The marketplace demands industrial buildings which have more square footage and larger loading bays than what some of the FIB building stock offers. The CID should work with businesses and Fulton County government to find ways to retrofit buildings to accommodate contemporary requirements.
- **Develop financing tools to bridge cost gaps associated with redevelopment and building obsolescence.** With current market rates for land and rent along FIB, redevelopment or building retrofits or “rehab” are cost prohibitive. A revolving loan fund or bridge financing program could help interested businesses and developers overcome the financing gaps associated with redevelopment along the FIB Corridor.
- **Explore creation of a Tax Allocation District (TAD) for FIB.** A TAD could be used to finance needed infrastructure investments, such as road and utility improvements in the FIB Corridor. The TAD could be used as an additional economic development tool to fund improvements that could attract new investment to the FIB and the I-20 interchange area.
- **Identify anchor development at I-20 interchange.** Beyond the Charlie Brown Airport, the north end of FIB needs some type of anchor development, such as a medical training facility, technical school or major shopping destination, to support redevelopment activity. The FIB community should use the master planning process for the I-20 interchange as an opportunity to identify specific anchors to attract to the interchange area.

Economic Development

- **Develop working relationships with the business and economic development community.** Within the Corridor, develop working groups or forums for the business community to convene and discuss ongoing efforts to improve the economic development viability of the Corridor. Outside the Corridor, develop working relationships with the Metro Atlanta Chamber of Commerce and other organizations that can assist with economic development and business recruitment.
- **Establish partnerships with stakeholders.** Create regular opportunities for the FIB community to gather and discuss revitalization and redevelopment efforts. Potential new stakeholders include corporate clients that

use Charlie Brown Airport, local universities and technical schools, Cobb County, adult entertainment owners, owners/operators of rail spurs, and other neighborhood organizations.

- **Establish economic development leadership.** – To enhance the long-term competitiveness and economic viability of the FIB Corridor, it is critically important that the CID hire qualified, experienced staff which can ably lead economic development initiatives along the Corridor. Economic development responsibilities include, but are not limited to: business attraction and retention; providing support for new business start-ups and entrepreneurs; establishing and maintaining relationships with local, state and federal government, the Corridor business community and other strategic partners and stakeholders, marketing and promotion, and financing.
- **Explore opportunities for corporate campus developments, especially along the river.** Several major corporations are already located in the Corridor. With the combined connection to the Chattahoochee River and natural areas, FIB offers opportunities for corporate campus types of developments.
- **Explore strategies for cash flow replacement for undesirable properties in and near the Corridor.** In particular, undesirable businesses, such as the adult entertainment businesses or the hotels and motels, could be addressed with this strategy. Finding alternative cash flow opportunities for existing property owners could also help address the safety and security issues associated with their properties.
- **Host industrial design competition.** To generate ideas and excitement about new opportunities for FIB, host a design competition for students which could help stimulate new strategies for the use/ re-use of new existing buildings as appropriate locations for businesses in the target industry clusters.
- **Attract film industry.** Because of its many warehouse buildings to accommodate production activities, identify opportunities to attract businesses associated with the film industry to FIB.
- **Align boundaries to strength economic development tools.** Currently, the boundaries of the CID, Opportunity Zones (OZ) and Enterprise Zones (EZ) do not align. While the boundaries of the OZ and EZ zones are fixed based on qualifying census tracts, the CID can be expanded to take advantage of the economic development incentives associated with these zones. Expanding the boundaries off the CID to incorporate both of these zones, along with others such as municipal boundaries, could help align economic development efforts.
- **Explore ability of CID to issue bonds.** Some CIDs have used their ability to issue bonds as a way to fund initial improvement efforts. If legally possible, the use of bonds would enable the CID to finance community revitalization efforts, and accomplish quick wins, such as new way finding, landscaping and signage for the Corridor.
- **Establish job training or business incubator program along FIB.** A job training center or business incubator program could help improve the skills of workers within FIB or spur new business development for the area. Additionally, the job training center could serve as a community asset to provide improved access to job opportunities along the Corridor.
- **Explore the formation of a 501c(3) for the FIB CID.** Creating this type of non-profit entity for the CID gives it the ability to compete for grants and collect donations.



- **Compete for grant funding.** Grant funds can help fund initiatives and redevelopment efforts along the Corridor. The CID should have a dedicated staff member who can help identify and pursue grant funding opportunities.
- **Attract data centers to FIB.** Because of fiber optic connectivity, existing building stock and proximity to I-20, the Corridor offers significant potential as an attractive location for data centers. Recruiting them should be explored.
- **Reuse of motels and hotels.** As a potential strategy to deal with the issues associated with the hotels and motels along FIB, one possible option is to work with the owners to repurpose them as training facilities.
- **Repurpose older buildings for urban agriculture.** With some of the buildings becoming functionally obsolete for many of today's manufacturing and industrial users, one potential option is to re-purpose some of the buildings for urban agriculture. FIB's proximity to population centers and easy interstate access make it an attractive location for local food production and distribution.
- **Identify food services business clusters.** With a growing culinary food industry in the Metro Atlanta Region, one potential business cluster to attract is food services. Food production and preparation facilities could provide jobs, food, and access to markets around Atlanta and beyond.
- **Strengthen existing business clusters.** One of FIB's greatest strengths is its existing businesses. The FIB CID should work with existing businesses to strengthen their operations and attract similar types of businesses and suppliers to enhance their market presence.
- **Develop a business retention program.** The CID and others need to create a program to help businesses continue their operations and remain in the Corridor.
- **Attract service businesses, such as retail, medical and restaurants.** With the growth of neighborhoods around FIB and the amount of employees along the Corridor, the area is attractive for businesses providing services such as restaurants, grocery stores, shopping centers, professional services and other similar businesses.

NEXT STEPS

During the TAP, the commitment of the FIB business and community leaders to the long-term health and economic success of the Corridor was evident. Additionally, the Fulton Industrial Boulevard CID is emerging as the key organization able to drive many of the improvements desired along the Corridor. To help prioritize next steps, below are the “plan of action” recommendations from the TAP.

Short Term (6months - 1 year)

- Develop marketing material for Fulton Industrial Boulevard CID
- Develop way finding and signage system, landscaping, lighting and banners to improve the image of the Corridor and create sense of arrival in FIB
- Develop a master plan for the I-20 interchange
- Hire 24 hour security service to patrol the Corridor
- Develop comprehensive inventory of properties and businesses within the Corridor
- Create a developer’s package, which includes information about zoning, financial incentives, property size, building profiles, community and demographic profiles, etc.
- Extend the CID boundaries to the Charlie Brown Airport
- Work with property owners and business owners to replace concertina wire fencing with material that is secure but more attractive and that has better visual appeal and quality
- Develop a good working relationship with the media
- Expand CID operations to include full time staff positions focused on operations and maintenance, economic development, marketing, and grant writing.

Medium Term (1 year - 3 years)

- Install/ plant new landscaping at the I-20 interchange
- Work with GDOT to develop transportation improvement projects for the I-20 interchange
- Develop funding and financing tools to offer to developers and businesses
- Create a business incubator program
- Develop tools to assist with land assembly
- Develop and implement an economic development plan which focuses on business retention and attraction, new business start-ups and entrepreneurs
- Complete an economic development target industry study to identify new markets and business clusters to attract to the Corridor. Potential targets include data centers, advanced manufacturing and urban agriculture

Long Term (3+ years)

- Phase out all adult and other undesirable businesses
- Begin redevelopment of properties around the I-20 interchange
- Attract new businesses based on market and target industry studies, the master plan and targeted marketing efforts to specific and appropriate industry clusters.



PICTURES FROM THE DAY



PANELISTS BIOS

Nancey Green Leigh is PhD Program Director and Professor of City and Regional Planning at the Georgia Institute of Technology, as well as Co-Editor of the Journal of Planning Education and Research. She specializes in economic development planning, focusing on sustainability, redevelopment, brownfields and urban industry. She holds a PhD in City and Regional Planning and Masters in Economics from the University of California at Berkeley, and BA in Urban Studies and Masters in Regional Planning from the University of North Carolina at Chapel Hill. She was elected a Fellow of the American Institute of Certified Planners in 2008, has been a Woodrow Wilson Fellow, a Regents Fellow of the University of California, and past Vice President of the Association of Collegiate Schools of Planning. She is the author of over 50 articles and three books, *Stemming Middle Class Decline: The Challenge to Economic Development Planning (1994)*; and *Economic Revitalization: Cases and Strategies for City and Suburb (2002 with Joan Fitzgerald)*, and *Planning Local Economic Development, 4th edition, (2010 with Edward J. Blakely)*. Since 2006, Dr. Leigh has led a large scale research effort focused on sustainable industrial systems for urban regions, funded by the National Science Foundation.



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Joe Allen started his career of service to Gwinnett County in the Tax Commissioner's Office, where he served as Director of Administration and then Chief Deputy Tax Commissioner. Later, he was Gwinnett's Division Director of Risk Management and Employee Services. Allen also spent a number of years as the Director of Public Affairs and Business Resources for the Gwinnett Chamber of Commerce. While at the Chamber, he helped organize the business leaders that later formed the Gwinnett Place Community Improvement District. In April 2006, Joe was named Executive Director for the CID. Joe is married to Melanie and they have two children.



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Mr. Callahan is the Chief Executive Officer of Pattillo Industrial Real Estate. He joined the Company in 1985 as Chief Financial Officer. Pattillo is a Southeastern industrial real estate developer and design / build general contractor. Since its inception in 1950, the Company has built over 1000 industrial buildings totaling nearly 70 million square feet. It currently owns 215 buildings amounting to 20 million square feet.

Pattillo has designed and built 450 manufacturing facilities. Its Kubota manufacturing plant in Jefferson, Georgia was named Industrial Deal of the Year by the Atlanta Business Chronicle in 2005. Its Z.F. project in Gainesville was named Manufacturer of the Year in 2011. Its Falken Tire build-to-suit was awarded the Industrial Deal of the Year by NAIOP in north Florida in 2011 and its Interline Brands was named Industrial Lease of the Year in 2011 in north Florida. Pattillo has just completed building a manufacturing plant for Boeing in Charleston, South Carolina.

Mr. Callahan graduated from Georgia Tech with highest honors and holds an MBA in Finance from Indiana University. He was the 2011 Chairman of the Regional Business Coalition of Metropolitan Atlanta and is a member of the Board of Advisors of the Metro Atlanta Chamber of Commerce. Mr. Callahan is the Chairman of the Stone Mountain Community Improvement District which was formed in 2011. He is a member of the Rotary Club of Atlanta and is on the Executive Committee of Atlanta's Irish Chamber. He is a member of the Council of Supply Chain Management Professionals, the Georgia Society of CPA's, and the American Institute of CPA's.

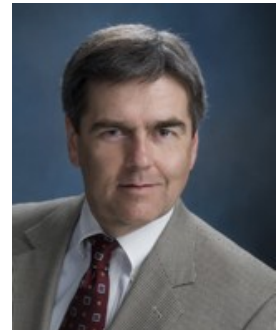
A graduate of the University of Nebraska Lincoln, Bob Fowler's early professional experience involved design of multi-family residential and banking facilities with architectural firms in the Atlanta area. He received his architectural registration in 1976, and joined the firm of Tipton Master-son Associates.

Mr. Fowler is currently president and CEO of the firm, which is now known as Fowler Design Associates, Inc. The firm provides comprehensive Architecture, Interior Design, Land Planning, and Strategic Planning services throughout the Eastern U.S. Fowler Design Associates has established long-standing relationships with major corporations and developers, providing Office, Industrial, and various mixed-use facilities related to the corporate environment. The firm is also a leader in New Urbanist or Traditional Planning, with the goal of improving the quality of life through design of balanced live-work-play communities.

Bob holds architectural registrations in a number of states throughout the Southeast and other regions of the US. He has been personally responsible for the architectural design of several million square feet of Corporate Office, Office/Service, R&D, and Industrial Facilities, as well as Retail, Hotels, Financial Institutions and various other projects throughout the southeastern United States. He has been involved in the Master Planning and Site Planning of numerous Office and Business Parks, and Mixed-Use developments using Traditional Planning techniques, including major portions of the 2,000 acre Tributary community in Douglasville, Georgia.

Mr. Fowler has received professional recognition for innovative design, including the 2000 & 1998 ACI Georgia First Place Design Award for Industrial Buildings, the Masonry Institute of Atlanta Design Award in 1979, and Dorey's Industry Choice Awards for numerous Atlanta business parks and office parks.

He has made presentations to the Seaside Institute, Georgia Tech College of Architecture, Georgia Chapter NAIOP, New Town Macon, Georgia Conservancy, the National Partners meeting of Trammell Crow Company, and other groups on the Design and Planning of Mixed-Use Communities.



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Membership in various professional organizations includes the American Institute of Architects, US Green Building Council, Urban Land Institute, NAIOP, Georgia Economic Developers Association, and the Congress for the New Urbanism. Mr. Fowler contributes to the community and the profession, serving on various boards and committees, including the Executive Committee of the Atlanta Chapter of the Congress for the New Urbanism, the Board of FCS Urban Ministries, and the Elder board and Facilities Committee of Christ Church Presbyterian. He and his wife of over thirty years make their home in the Atlanta area. They have an adult son and daughter.

Bob considers it his purpose through seeking truth and wisdom to develop vision for healthy, transformative communities and to influence others to achieve them.



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Akiva Freeman has been involved in commercial real estate since 1998. Akiva Freeman brings a consultative approach to providing his advisory services and solutions to corporate real estate users and commercial property investors. Akiva's efforts are focused on building and maintaining quality relationships with his clients, going beyond the transaction to align results with expectations. His diverse commercial real estate experience allows his clients to maximize their leverage in attaining their corporate real estate goals by understanding the owner's perspective in every transaction.

Akiva has been involved in office and industrial transactions throughout the continental United States. He has won numerous production awards based on his sales and leasing volume, and has been recognized in industry publications for his market knowledge and real estate expertise. Active in the community, Akiva serves on many professional boards and industry committees, and is an officer of multiple civic and community organizations. He is also a member of Cresa's Industrial Supply Chain Group. Mr. Freeman graduated from Wittenberg University, Springfield, Ohio – Bachelor of Arts.

Professional Affiliations

- National Association of Realtors
- Atlanta Commercial Board of Realtors
- NAIOP Million Dollar Club
- CoStar Power Broker
- Council of Supply Chain Management Professionals

Joan Herron is the President of Herron Consulting. She has extensive experience working with private, public and not-for-profit clients, including hundreds of studies for communities and states, land owners, economic development organizations, port authorities, manufacturers, real estate developers, community groups and not-for-profit organizations. She has published numerous articles on economic development, site selection and industrial site certification programs, and retail redevelopment projects.

Joan formerly directed consulting projects at Urban Investment and Development Co., Trkla Pettigrew Allen & Payne (acquired by URS) and the Fantus Company in Chicago. She was a Principal at Lockwood Greene Consulting (CH2M HILL), where she specialized in community economic development consulting and corporate facility site selection.

Her location analysis/ site selection projects have included facilities for AREVA, American Express, Tate & Lyle, Northeast Oklahoma Automotive Coalition, and Organics La-Grange. Herron Consulting recently completed a confidential site selection study (Project Falcon), assisting a major company proposing to develop a new wind turbine manufacturing facility in the Eastern US. Currently, it is working on a confidential site selection study for an advanced manufacturing facility for an international client.

Recently, Herron Consulting (under Joan's direction) completed two community and economic development studies for Georgia Power Company, and is now working on a third. The first was a Community Assessment for the South Fulton Chamber, which focused on South Fulton and included Fulton Industrial Boulevard. The second was a Community Assessment for the Coweta County Development Authority. Other economic development consulting clients include BNSF Railway; Port of Lake Charles LA; Port of South Louisiana; Henderson County NC Chamber of Commerce; and the Southern Illinois Delta Empowerment Zone. Following Hurricanes Katrina and Rita, she was an invited participant in the Gulf Coast Reinvestment Forum sponsored by the U.S. Chamber of Commerce and the International Economic Development Council, and the Governors Round Table on Gulf Coast Reconstruction.

Joan is a recognized speaker at conferences and seminars. Recent topics include The Future of Manufacturing; Shovel Ready Sites; Changing Demographics and the Aging Work-



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force; Marketing Best Practices; and Community Competitiveness.

Joan earned Postgraduate Real Estate credits from the University of Wisconsin, has a MBA degree from Loyola University of Chicago, and a BA with High Honors, Honors College, Michigan State University.

Joan is President of the Atlanta Chapter of Lambda Alpha International Honorary Land Economics Society, and a member of the International Economic Development Council, the Greater Women's Business Council and the Women's Business Enterprise National Council. Herron Consulting is a small, woman-owned business, certified by the nationally and internationally-recognized Women's Business Enterprise National Council (WBENC) and the City of Atlanta.



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Dan Lussier is the President of Southeast Capital, a private apartment/multi-family, single-family, mixed-use and lifestyle master plan real estate investment, development and management company. Dan is responsible for strategic planning, corporate development, capital structuring, and managing the day-to-day operations of the Company.

As an executive, Dan has over 25 years of diversified organizational, deal-making, operations, development, construction & project management, investment, finance, and accounting experience. He has expert qualifications across all corporate functions, including work-outs, reorganizations & growth, as well as execution thereof. He has outstanding skills in business development, leadership, management, decision-making, problem-solving, and team building. Dan has been successful in building top-performing organizations and projects that have consistently outperformed profit objectives through a results-driven, hands-on, value-creation, and team-work management focus.

Dan graduated from the University of Illinois, Chicago, Illinois; Bachelor of Science, Finance; Bachelor of Science, Accounting

Bob Pertierra is vice president of supply chain & advanced manufacturing for the Metro Atlanta Chamber. He was hired to spearhead the Chamber's logistics economic development efforts in 2003. In this position, Pertierra established and works with the Chamber's Supply Chain Leadership Council to attract supply chain and advanced manufacturing companies, recruit international air cargo carriers and position the region as the world's premier center for supply chain management and a global gateway of choice.



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Since its inception, the program has helped to recruit more than 75 new facilities to the region creating more than 8,000 jobs. Key companies include Whirlpool, Dick's Sporting Goods, Staples, Kumho Tire, Newell Rubbermaid, Red Prairie, Petco, Inline Plastics and Phillips Van Husen. Increasing Atlanta's global reach, Pertierra has partnered with Hartsfield-Jackson Atlanta International Airport to recruit many new international air cargo carriers including Cathay Pacific, Cargolux, Singapore Airlines, Asiana Cargo and Great Wall generating millions in economic impact. Bob continues to advocate for infrastructure improvements such as the deepening of the Port of Savannah and facilitates on-going workforce development efforts. In 2006, the MAC logistics program was recognized by the International Economic Development Council as the best cluster-based economic development program.

Pertierra brings to the Chamber a solid foundation in military operations and logistics with eight years as an Army officer and ranger. His experience includes special operations and airborne operations with the 75th Ranger Regiment and the 82d Airborne Division. He has an extensive background in corporate partnerships, marketing and fundraising. Pertierra worked for Pfizer in sales and marketing; and served as director of corporate relations for a national non-profit founded by Secretary of State Colin Powell, where he worked with Fortune 500 companies to create and manage public-private partnerships and corporate image campaigns.

He is a member of the Georgia Tech Supply Chain Executive Forum, Georgia Economic Development Association, NAIOP Commercial Real Estate Development Association, Atlanta Air Cargo Association and a board member of the Council of Supply Chain Management Professionals Atlan-



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ta Roundtable. Pertierra has a bachelor of arts in international economics from Vanderbilt University, an MBA from Georgetown University and a masters in international logistics from the school of industrial and systems engineering at Georgia Tech. He is conversant in Spanish and Portuguese. He lives in Henry County with his wife Ericka and daughter Eva.

Prior to joining Lee & Associates, Billy worked with Weaver & Woodbery Real Estate, a boutique development and investment firm. Throughout his career, Billy has managed a portfolio of office and industrial properties in excess of one million square feet. His experience includes oversight of lease negotiations, building relationships with tenants, and control of operational budgets. Additionally, Billy was responsible for the financial underwriting of potential investment opportunities.

Billy graduated from Georgia State University – BBA Real Estate

Affiliations:

- Atlanta Commercial Board of Realtors
- ACBR Community Service Committee
- Georgia State Real Estate Alumni Group

