



AEROTROPOLIS
ATLANTA

THE AEROTROPOLIS ATLANTA BLUEPRINT

A VISION AND STRATEGY FOR THE ATLANTA REGION

2016

THE AEROTROPOLIS ATLANTA BLUEPRINT

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EXECUTIVE SUMMARY

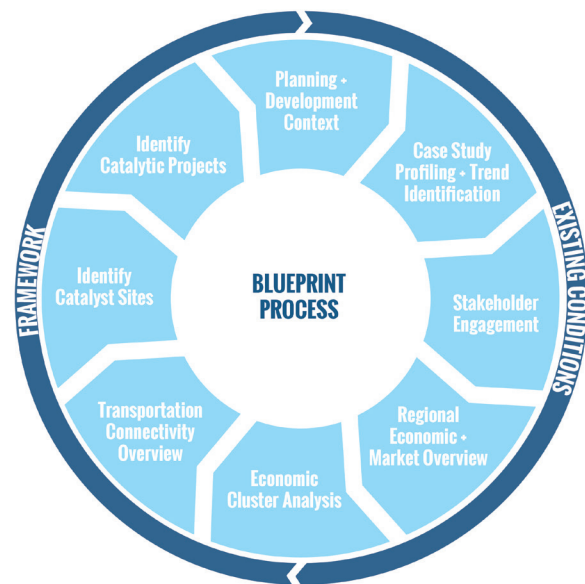
THE AEROTROPOLIS ATLANTA BLUEPRINT



THE AEROTROPOLIS ATLANTA BLUEPRINT IS A **FIRST-OF-ITS-KIND STRATEGY** FOR THE ATLANTA REGION - A STRATEGY THAT LEVERAGES THE AIRPORT AS A MAJOR ASSET TO DRIVE ECONOMIC INVESTMENT, JOB GROWTH, AND QUALITY OF LIFE IN THE AREAS IN AND AROUND HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT (THE AIRPORT).

Since the mid 20th century, the airport has been a major driver of growth – but until now, no collaborative effort has brought together the area’s many varied stakeholders under a joint vision and strategy to truly leverage the airport’s role as an economic powerhouse. The Aerotropolis Atlanta Blueprint (Blueprint) embodies a public-private vision for advancing the Aerotropolis partnership priorities and key initiatives to move that vision forward in the 1-5 year time frame.

The Blueprint documents the vision for and joint strategies of the Aerotropolis Atlanta Alliance (AAA), as well as tangible outcomes that are expected. The Blueprint also identifies existing and proposed initiatives individual partners should pursue to help further the coalition’s efforts. Ultimately, the Blueprint’s success will be not only the result of the formal actions of the Alliance as an entity, but also the regular activities that its many partners undertake to further joint goals.



THE BLUEPRINT PROCESS

The Blueprint process included a series of tasks that began with considering existing conditions and gaining stakeholder insight and vision then developing a structured framework around key goals and unique strengths of the area. The process concluded with stakeholder review and sign-off on the Blueprint process.

KEY TERMS



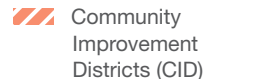




Aerotropolis: An alignment of the metropolitan region to better leverage an airport’s assets and provide a framework for the strategic planning and development of economic activity and real estate.

Aerotropolis Atlanta: The Aerotropolis Atlanta study area roughly reflects areas within a 20 mile drive of the airport. The study area was established as a starting point for the inaugural Blueprint and is expected to evolve over time to reflect maturation of AAA membership and target initiatives. Section 5.1 further defines key areas of influence within the study area within which recommendations are centered.

Aerotropolis Atlanta Alliance: The Alliance includes businesses, local governments, nonprofits and other interested parties located in the general airport area.

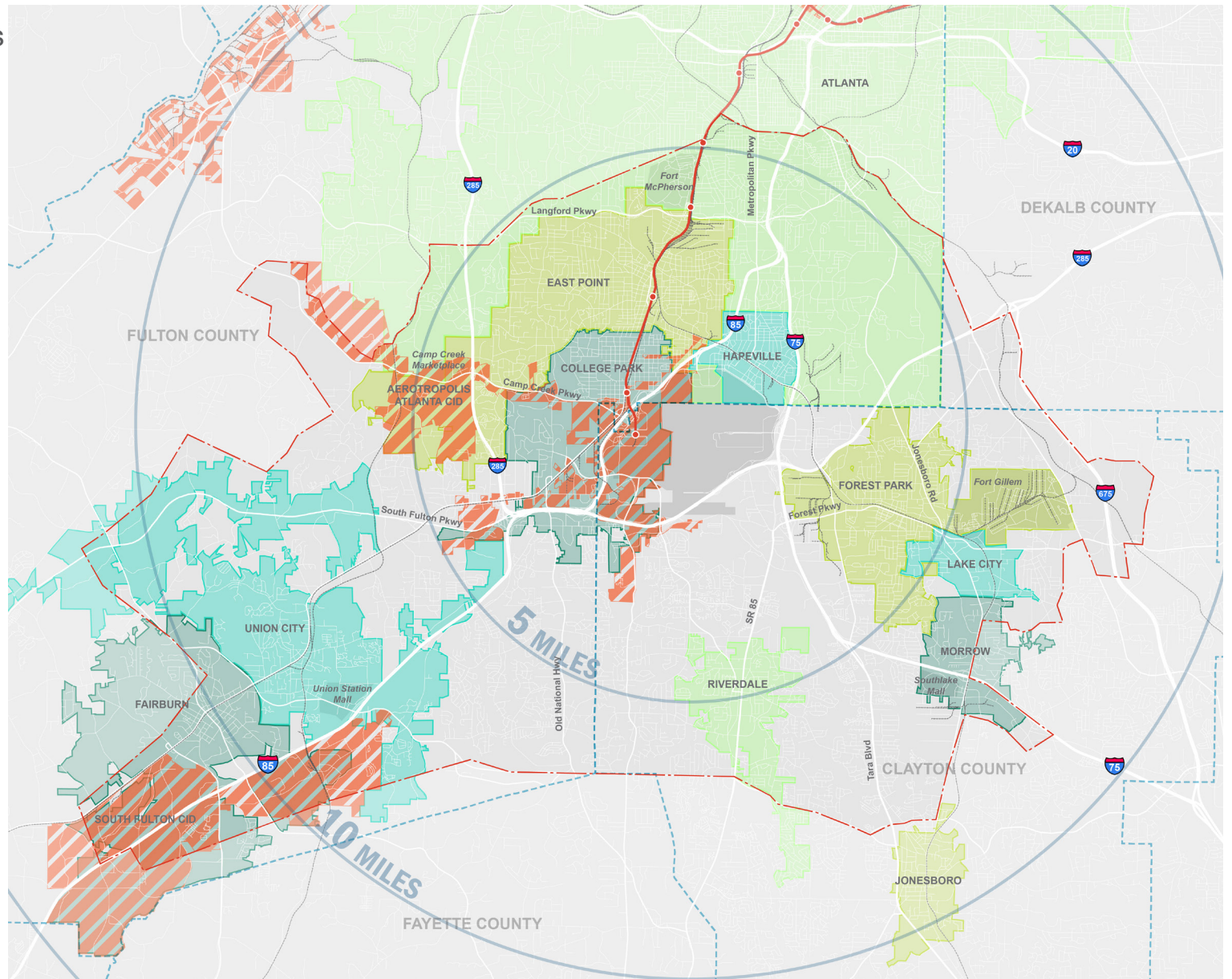
Aerotropolis Atlanta Blueprint: A coordinated plan of action that can be utilized for future development and reinvestment, transportation improvements, and greater economic development in the study area.

THE AEROTROPOLIS ATLANTA AREA AND ITS POLITICAL BOUNDARIES

-  Study Boundary
-  Existing MARTA Rail
-  Community Improvement Districts (CID)
-  Municipalities
-  County Lines
-  Railroads
-  Airport South CID

STUDY AREA SNAPSHOT

- 165 Square Miles
- 2 Counties + 10 Cities
- Major Routes: I-285, I-85, I-75
- Population: 297,630
- Employment: 179,480 (2011)
- 10 miles from Downtown Atlanta to the airport



THINKING BIG WHILE MOVING FORWARD BOLDLY AND STRATEGICALLY.

Aerotropolis Atlanta stakeholders played a core role in setting the plan’s direction and focus. The resulting foundation includes a set of four strategic priorities along with a draft vision statement, guiding principles, and goals to help direct initiatives and actions moving forward.

STAKEHOLDER PRIORITIES

1. Focus on the core – a strong core is essential to a strong Aerotropolis.
2. Balancing economic growth with quality of life will create a sustainable and attract investment environment. A priority implementation initiative of partners is advancing the Green Corridor Concept.
3. Image and branding matter and should be a number one priority of Aerotropolis Atlanta—including area beautification.
4. Create a Green Corridor initiative to tie together the natural, historic and cultural resources of the Aerotropolis Atlanta area.

VISION, GUIDING PRINCIPLES, + GOALS

DRAFT VISION STATEMENT

Aerotropolis Atlanta will be a preeminent location for economic investment in the southeastern US by leveraging its unique advantage of proximity to Hartsfield-Jackson Atlanta International Airport, by expanding the concentration of targeted industries and furthering strategic development while enhancing the area’s quality of life.

GUIDING PRINCIPLES

- A win for one is a win for all.
- Maintain inspired leadership.
- Target our efforts.
- Leverage what makes the Aerotropolis so special.
- Success is a public private effort.

GOALS – A PICTURE OF SUCCESS

- **Improved perception of the area within the Aerotropolis** - accomplished through Blueprint rollout, branding, marketing, word of mouth, and positive media coverage.
- **Increased economic investment** - expansion of existing businesses, and headquarter locations.
- **A true partnership** - working and thriving partnerships help facilitate information transfer and a high level of customer service.
- **Advancing our catalyst sites** - these areas of opportunity are those that will have elevated interest in the Aerotropolis.



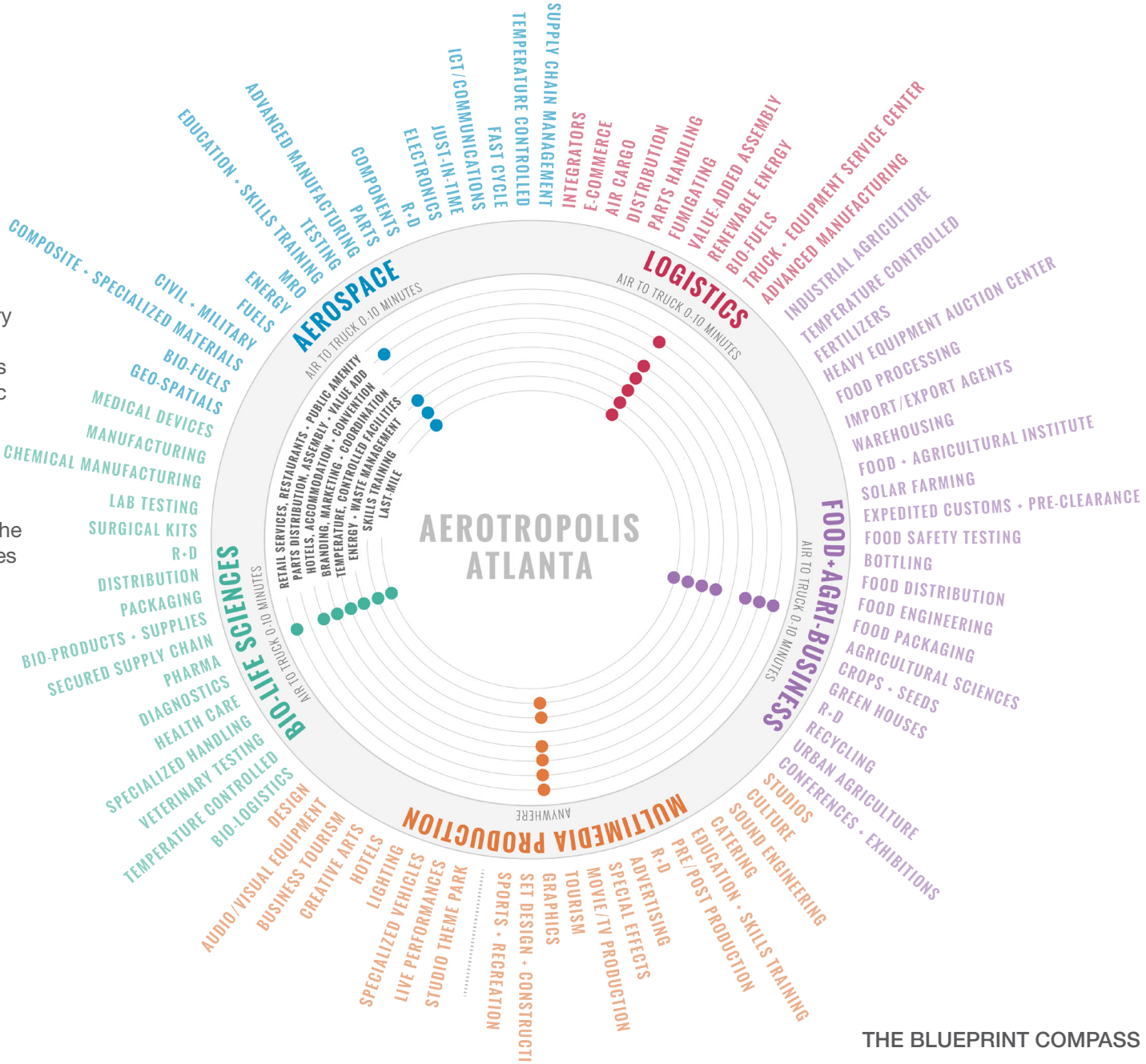
STAKEHOLDER INTERVIEWEES

RECOMMENDATIONS

TARGET INDUSTRIES - THE BLUEPRINT COMPASS

The Blueprint Compass is a tool developed during the process illustrating the shared interests of multiple stakeholders and target industries of Aerotropolis Atlanta.

- **Guide** the allocation of industry in Aerotropolis Atlanta and identify projects and initiatives that benefit multiple economic clusters and stakeholders.
- **Connect** multiple strategic goals and principles into a conceptual framework that fosters discussion, captures the imagination and communicates the vision of the Aerotropolis.
- **Distill** the complex into the comprehensible, in order to continually evolve the optimal competitive positioning of Aerotropolis Atlanta.



THE BLUEPRINT COMPASS

CATALYST AREAS

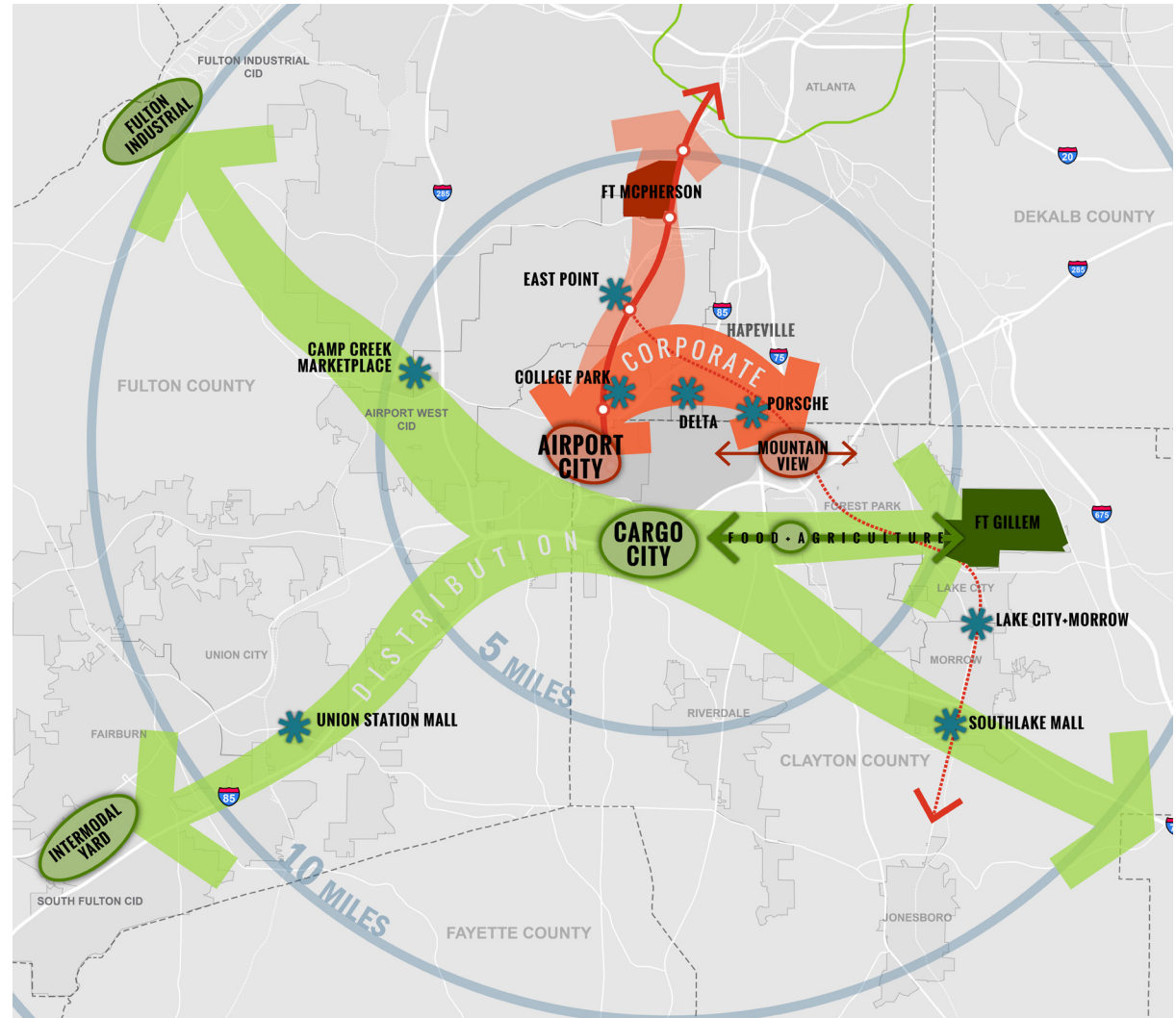
The four catalyst areas within the Aerotropolis Core are:

- Airport City (in the Hapeville/Georgia International Convention Center Area area)
- Corporate Crescent (tying together the concentration of corporate offices)
- International Gateway (Mountain View, immediately adjacent to International Terminal)
- Cargo City (immediately south of the airport, leveraging goals of the Airport for future improvement)

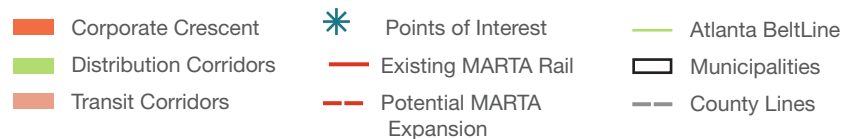
Key opportunities and assets in close proximity to the airport form the Aerotropolis Core:

- Historic downtowns of East Point, College Park, and Hapeville
- Redevelopment opportunities in College Park and Mountain View
- Corporate headquarters on airport's northern edge
- Proposed Cargo City on airport's south side
- The Airport City, an opportunity to better connect GICC and College Park to the airport

The Aerotropolis Atlanta Core is strengthened by economic opportunity corridors following the MARTA rail line and I-75, I-85, and Camp Creek Pkwy corridors.



THE AEROTROPOLIS ATLANTA CORE









CATALYTIC PROJECTS

The catalytic projects identify development opportunities in the Aerotropolis Atlanta area for further consideration. The recommended catalyst projects leverage the strengths of the

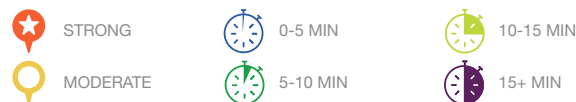
study area, with the identified list resulting from market and economic analysis, stakeholder input, case study analysis and benchmarks.

THE ACTION PLAN

A primary objective of the next steps is the refinement and prioritization of land use, transportation and catalyst concepts through expanded outreach, marketing, and analysis.

						CATALYTIC PROJECTS
						AIR CARGO HUB
						AEROSPACE HUB
						AEROSPACE PARTS DISTRIBUTION
						FAST CYCLE LOGISTICS/E-COMMERCE/VALUE ADD
						AUTOMOTIVE + EQUIPMENT PARTS DISTRIBUTION
						TRADE MART + EXHIBITION CENTER
						DESTINATION RETAIL OUTLET CENTER
						RESTAURANT CLUSTER
						BIO-LOGISTICS HUB + DISCOVERY PARK INCUBATOR
						MEDICAL TOURISM HUB
						DATA CENTER
						INCUBATOR HUB
						MEDIA PRODUCTION CREATIVE CLUSTER
						STUDIO CITY THEME PARK TOURIST ATTRACTION
						WATER PARK HOTEL
						SPORTS CITY TOURNAMENT + TRAINING CENTER
						AUTO MALL SHOWROOMS + BRAND GALLERIES
						ENERGY CITY - SOLAR POWER
						ENERGY CITY - WASTE TO ENERGY + BIO FUELS
						MARTA TOD INTENSIFICATION - COLLEGE PARK
						MARTA TOD INTENSIFICATION - EAST POINT
						MARTA TOD INTENSIFICATION - FORT MCPHERSON

CATALYTIC PROJECTS AND THEIR TIME-DISTANCE RELATIONSHIP WITHIN THE AEROTROPOLIS



DOCUMENT GUIDE

The Blueprint is divided into 3 major sections: Introduction, Existing Conditions, and Recommendations. A supporting appendix provides additional information on existing conditions and planning efforts an Inventory and Assessment.

INTRODUCTION – CHAPTER 1

Highlights

- Aerotropolis 101
- The Blueprint Process + Partners
- Study Area
- The Regional Perspective

Why It Matters

- Explains the project scope – What the Blueprint does and does not do.
- Documents how project evolved.
- Establishes the airport as the heart of the project.

Key Takeaways

The Blueprint is a first of many steps in realizing the Aerotropolis Atlanta Vision.

The study area boundary is a starting point for analysis.

EXISTING CONDITIONS –CHAPTERS 2-3

Highlights

- Land use and transportation context
- Inventory of community assets
- The market and real estate reality
- Best Practices from other aerotropoli

Why It Matters

- Establishes a common, documented foundation for moving forward.
- Explains opportunities and challenges.
- Puts Aerotropolis Atlanta in global context.

Key Takeaways

Many opportunities exist for moving forward the Aerotropolis Atlanta.

Target industries for the Aerotropolis Atlanta must be based in regional strengths and local assets.

RECOMMENDATIONS - CHAPTERS 4-7

Highlights

- Vision for the Aerotropolis Atlanta
- Overall implementation strategy
- Catalyst areas for initial investment
- Areawide action plan

Why It Matters

- Identifies target industry clusters.
- Establishes a joint action plan for moving forward, including priority investment areas.
- Defines AAA joint initiatives and those to be carried out by a variety of area partners.

Key Takeaways

The incubation period (0-5 years) is critical to getting the advancing the AAA vision.

Partnership is a must – a win for one is a win for all.

1.0 AEROTROPOLIS ATLANTA

INTRODUCTION



1.1 PROJECT OVERVIEW

THE EMERGENCE OF THE AEROTROPOLIS ATLANTA IS ONE OF THE **BOLDEST INITIATIVES** TO BE UNDERTAKEN IN METRO ATLANTA IN MANY YEARS.

The Aerotropolis Atlanta Alliance (AAA) and the Atlanta Regional Commission (ARC) partnered to develop the Aerotropolis Atlanta Blueprint (the Blueprint). The Blueprint provides a strategic, overarching framework to guide growth and development for the next 5 years that leverages Hartsfield-Jackson Atlanta International Airport (the airport). The document is intended to serve as a resource for policymakers to help guide development decisions that further the economic and quality of life interests of the area. See *Map 1*.

The six month process included:

- Visioning with a subset of AAA members dedicated to the Blueprint.
- Interviews with AAA members and key area stakeholders over a two day time period.
- Existing conditions analysis that build upon ARC's Inventory and Assessment Report.
- Week-long workshop to bring together interested stakeholders and the AAA under a joint strategy.
- Consensus around an action plan that includes:
 - » Organizational recommendations for the AAA;
 - » Real estate development strategies for identified key corridors and catalytic sites;
 - » Land use recommendations along key corridors and within catalytic areas;
 - » Identification of key transportation projects and priorities to unlock future development and enhance existing overall mobility; and
 - » Identification of key industries.

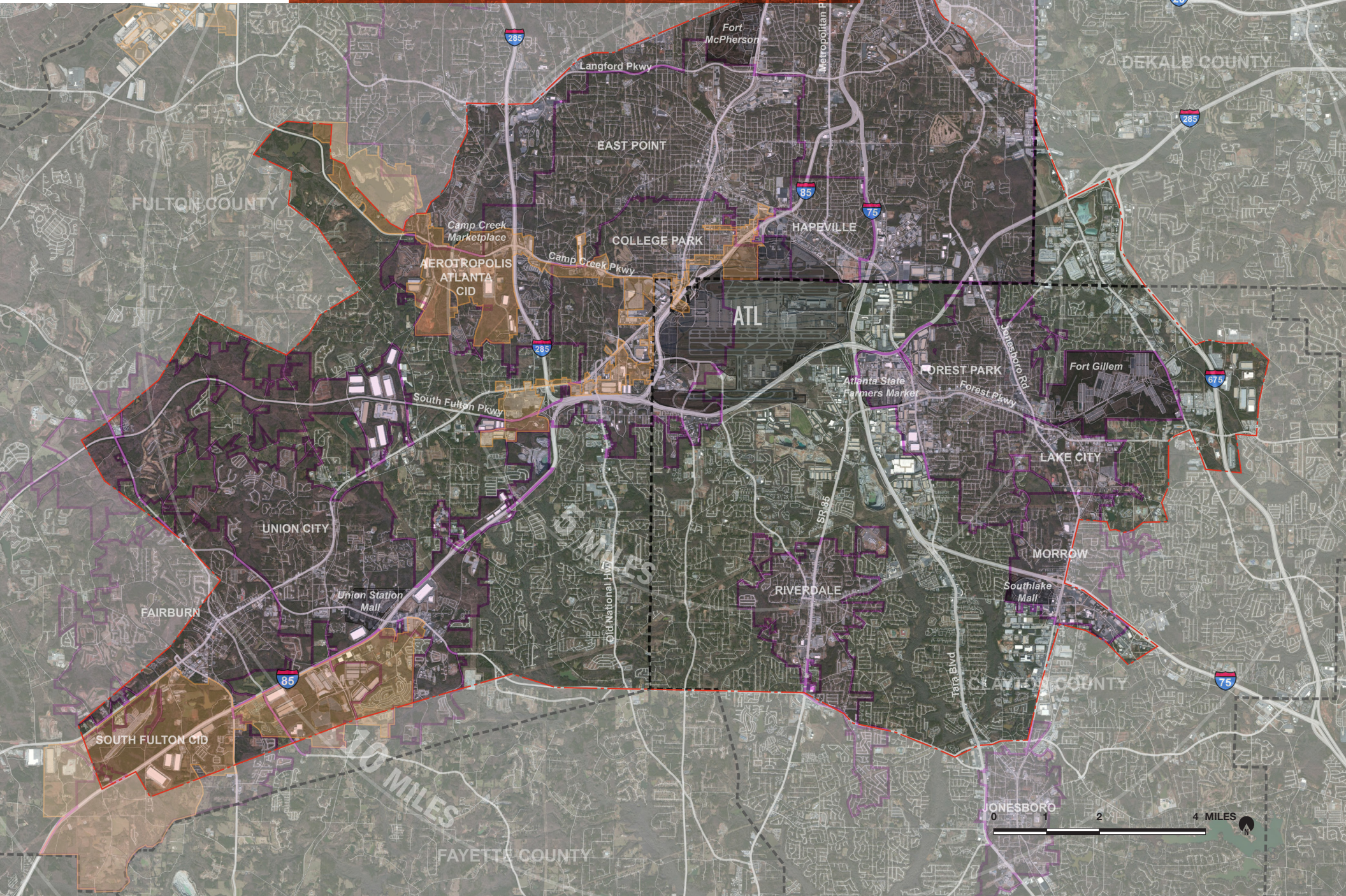


FIGURE 1: AEROTROPOLIS ATLANTA INVESTORS

MAP 1: THE STUDY AREA

- Study Boundary
- Municipality Boundaries
- Community Improvement Districts (CID)
- County Lines

The Aerotropolis Atlanta study area includes areas within roughly a 20 minute drive time of the airport. The study area was established as a starting point for the inaugural Blueprint and is expected to evolve over time to reflect maturation of AAA membership and target initiatives. Section 5.1 defines key areas of influence inside the study area within which recommendations are centered.



1.2 THE PROCESS

The Blueprint process is the first phase in a multi-phased approach to provide a coordinated action plan that will guide growth and investment within Aerotropolis Atlanta. The steps taken during the six-month process to develop the Blueprint included the following leadership and stakeholder milestones:

- Stakeholder Interviews – March 30, 2015 – April 1, 2015
- Vision Session with Blueprint Committee – April 2, 2015
- Task Force Kick-off Meeting – April 3, 2015
- Aerotropolis Blueprint Charrette – June 15-18, 2015
- Task Force Charrette Recap – June 19, 2015

In addition to these meetings, several check points were held along the way with the AAA Board and the various municipalities, economic development agencies, and other partners to ensure the Blueprint was evolving in a manner consistent with the group's vision and goals. The Airport Area Task Force, representing other stakeholders not directly a part of the AAA, was also regularly updated and given opportunities to contribute to the planning process.



FIGURE 2: THE BLUEPRINT PROCESS

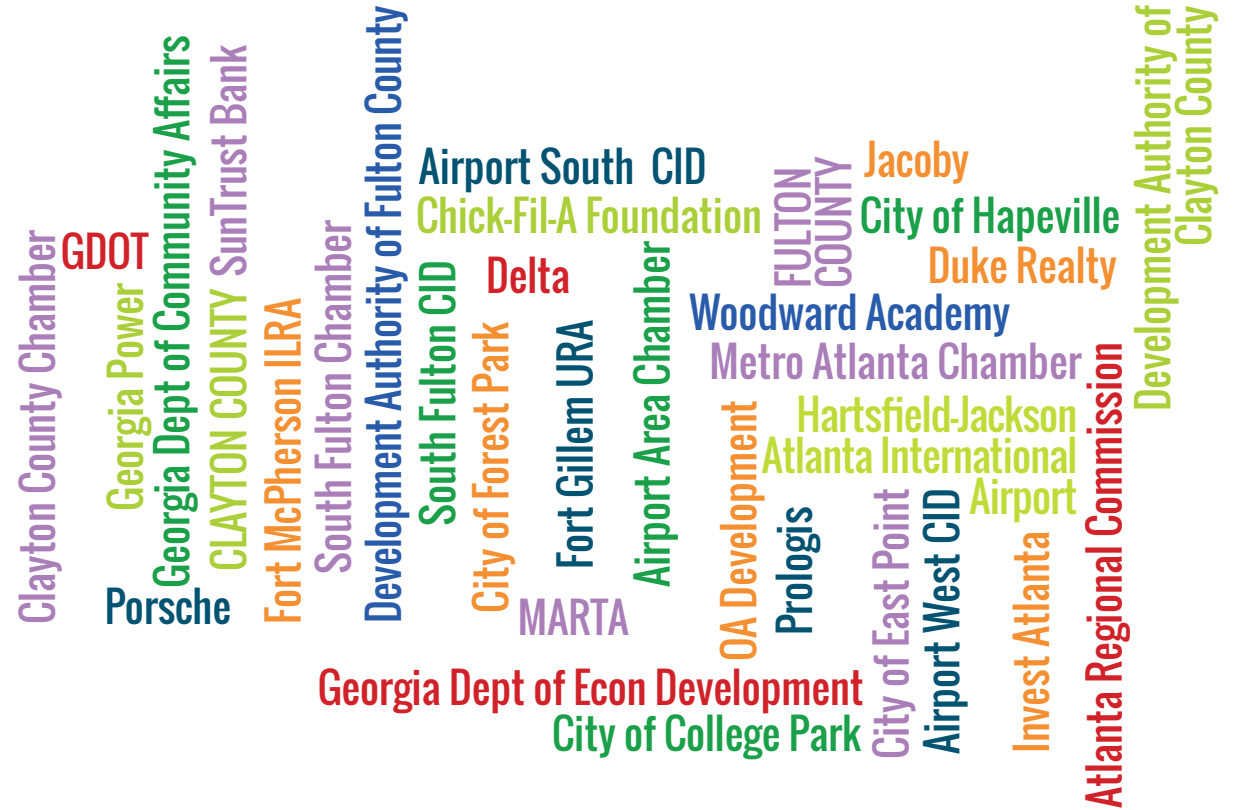
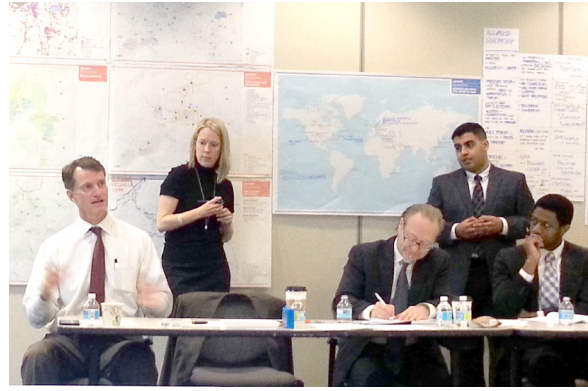


FIGURE 3: MEETINGS AND A LISTING OF STAKEHOLDER INTERVIEWEES

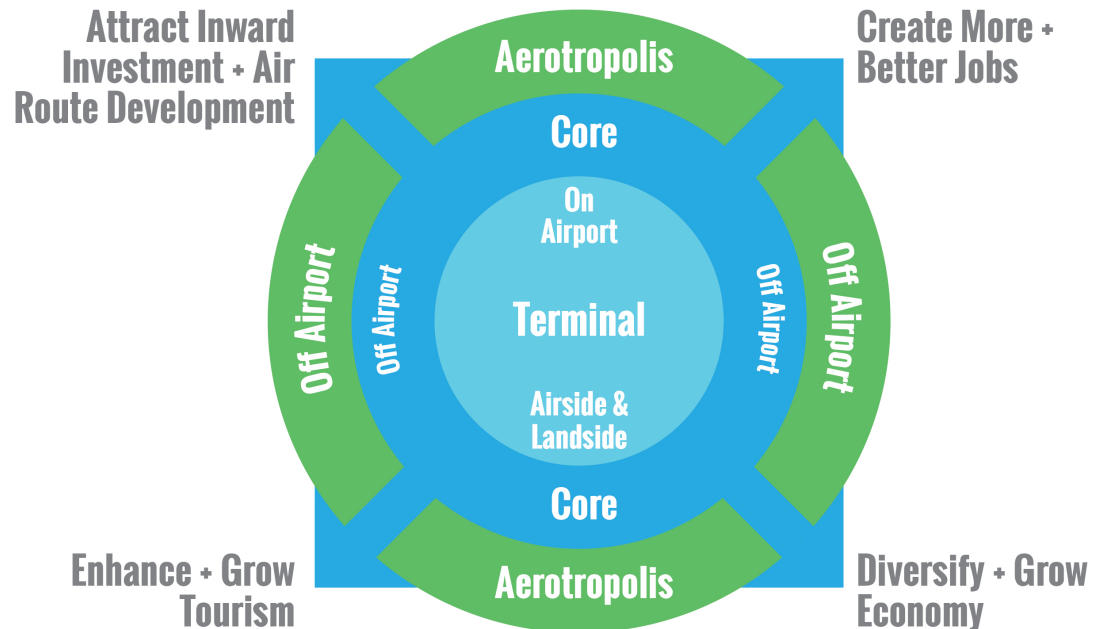
1.3 AEROTROPOLIS 101

Airports are playing an increasingly important role in city and regional development, and the Atlanta region's relationship with the airport is no different. As the airport has grown, so has the region. Yet, a significant portion of this growth has been north of Interstate 20 (I-20). The AAA and ARC see an opportunity to re-examine how to leverage the airport to enhance and encourage growth and investment, particularly within the areas in close proximity to the airport. The emergence of "airport cities" and "aerotropolis" is a reflection of the growing trend to leverage airports as a gateway for economic development. See Map 2 for aerotropolis around the world.

Strategic development within an aerotropolis can be best understood as a continuum of risk and priority. For example, groundside commercial development located adjacent to an airport, but not in it, has the broadest range of potential land users and therefore has the highest level of market demand and economic development potential. Conversely, airside development is of interest to a much narrower range of businesses that need to be centrally located within an airport.

FIGURE 4: ENABLING + ACCELERATING REGIONAL ECONOMIC DEVELOPMENT AS WELL AS AIR ROUTE DEVELOPMENT

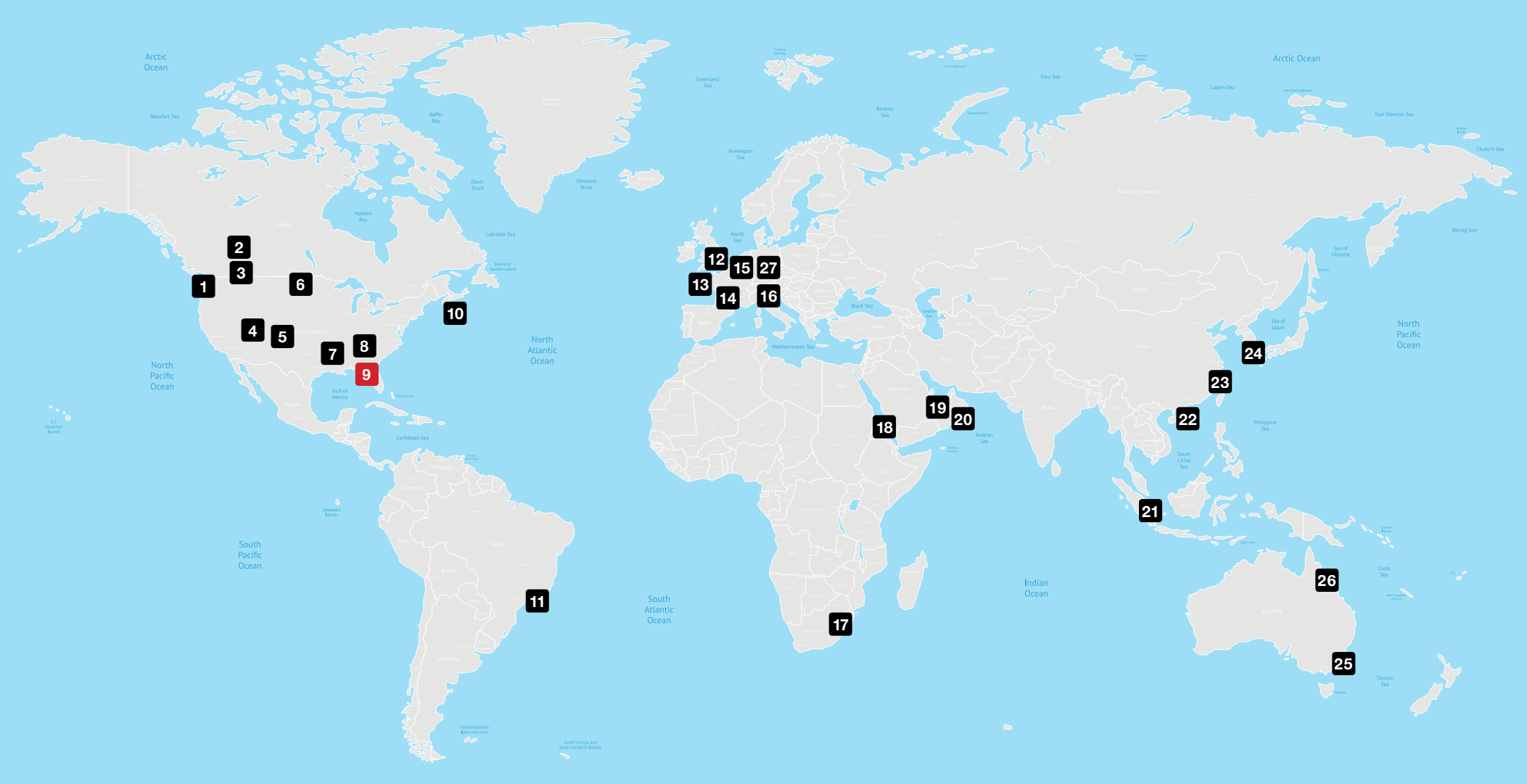
Determining the optimal land use and transportation framework for a range of economic clusters within this continuum of risk and prioritization underpins a primary goal of aerotropolis planning. Equally important to the land use/transportation transect is leveraging this economic growth strategy to ensure job creation and greater benefit to the broader community.



KEY TERMS

Aerotropolis: An alignment of the metropolitan region to better leverage an airport's assets and provide a framework for the strategic planning and development of economic activity and real estate.

Airport City: Focus on on-airport lands as well as off-airport lands in immediate proximity to an airport.



MAP 2: AEROTROPOLI AND MAJOR AIRPORT CITIES AROUND THE WORLD*

- | | | | |
|-------------------------------------|--|--|---|
| 1. Vancouver International Airport | 9. ATL (Hartsfield-Jackson Atlanta International Airport) | 15. Amsterdam Airport Schiphol | 23. Shanghai Hongqiao International Airport |
| 2. Edmonton International Airport | 10. Halifax International Airport | 16. Munich Airport | 24. Seoul-Kimpo International Airport |
| 3. Calgary International Airport | 11. Trancredo Neves International Airport | 17. O.R. Tambo International Airport | 25. Sydney International Airport |
| 4. Ogden Regional Airport | 12. Manchester Airport | 18. Jeddah King Abdul Aziz International Airport | 26. Townsville Airport |
| 5. Denver International Airport | 13. Heathrow Airport | 19. Dubai International Airport | 27. Frankfurt Airport |
| 6. Winnipeg International Airport | 14. Paris Charles de Gaulle International Airport | 20. Muscat International Airport | |
| 7. Memphis International Airport | | 21. Changi Airport Singapore International Airport | |
| 8. Louisville International Airport | | 22. Hong Kong International Airport | |

*These airports were selected based on industry knowledge and applicability to Aerotropoli Atlanta. They are listed in no particular order.

1.4 REGIONAL PERSPECTIVE

Aerotropolis Atlanta covers a large area of land within the south Atlanta region, extending outward from its core (inclusive of the airport and the immediately adjacent areas of Atlanta, College Park, East Point, and Hapeville) to include an overall study area within roughly a 20 minute drive time of the airport. The area's greatest asset and challenge is the airport. While particularly important and impactful within the 5- and 10-mile radius surrounding the Aerotropolis, the airport's influence extends well beyond these boundaries with significant influence on the regional economy.

The economic impact of the airport is well documented. The airport has been fundamentally important to many of the economic development wins and corporate recruitment experienced by the Atlanta region and state of Georgia. The communities within the Aerotropolis area are best positioned to leverage their proximity to such a significant economic asset.

The Aerotropolis area has experienced ups and downs since the airport developed. Over the last several years, many economic development wins and investments have occurred in communities to the north, particularly north of downtown Atlanta and within northern suburbs. It is fair to say that the area south of I-20 has not shared equally in these benefits. Some recent initiatives and developments, however, bring new hope to this area surrounding the airport, namely:

- The relocation of the Porsche Headquarters to Hapeville/Atlanta;
- The pending redevelopment of Fort McPherson; and

THE AREA'S GREATEST ASSET AND CHALLENGE IS THE AIRPORT.

- The overwhelming “yes” vote to increase the Clayton County sales tax to extend MARTA into the county, the most significant expansion of MARTA since its inauguration.

While airport growth and expansion are positive attributes contributing to job growth, business development and a strong tax base, neighboring communities are concerned about increased noise, pollution and other negative externalities.

REGIONAL POWERHOUSES

The airport and the City of Atlanta play key roles in the overall economic success of the Atlanta region. The Aerotropolis Atlanta area benefits from its overlap with these two powerhouses. The Aerotropolis Atlanta area takes in a sizeable portion of the City of Atlanta in the area between downtown Atlanta, the airport, and the abutting communities of East Point, College Park, Hapeville, and unincorporated Fulton and Clayton Counties. While the Blueprint focuses on leveraging the airport, the influencing role of the City of Atlanta within the Aerotropolis area and region as a whole is fundamentally important. In addition to these two area-specific assets, the proximity to the Port of Savannah is a very important asset and contributor to metro Atlanta's economic success.

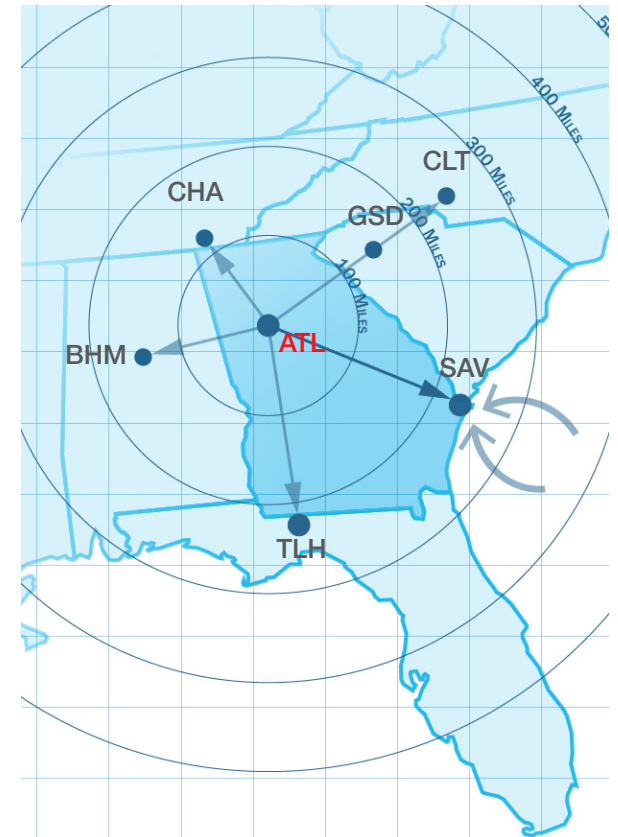


FIGURE 5: THE AIRPORT AND THE REGION

1.5 THE STUDY AREA

The Blueprint study area (*Map 1*) includes a wide range of communities, land uses and economic assets that positively impact the Atlanta region. Situated south of I-20 and downtown Atlanta, the study area is approximately 165 square miles with significant access to transportation infrastructure, including I-75, I-85 and I-285. The area extends outward from its core (the airport and the immediately adjacent cities of Atlanta, College Park, East Point, and Hapeville) in a tentacle fashion along key transportation and economic development corridors. MARTA is a key transportation asset in the area, serving the communities of Fulton County, DeKalb County and Clayton County with rail lines directly connecting the airport with downtown and midtown Atlanta, two of the region's largest activity hubs, as well as the cities of East Point and College Park. See *Map 3*.

Ten cities, two counties, two Community Improvement Districts (CIDs), two former military bases, and seven National Register historic districts are within the study area. The downturn in the economy, coupled with the closures of Fort McPherson, Fort Gillem, and the Ford Assembly Plant, put a strain on the local economy. Much development that has occurred has been disjointed and spontaneous in nature, limiting economic efficiency and decreasing overall sustainability. However, opportunity exists to build on the momentum occurring with the relocation of Porsche's headquarters and the redevelopment of Fort McPherson and Fort Gillem to competitively reposition the area for success. The study area abuts the major economic centers of Fulton Industrial Boulevard, downtown Atlanta, and midtown Atlanta.

Ten cities, in addition to the two counties (Fulton and Clayton), are within the Aerotropolis Atlanta boundary. The below is a listing of some of the opportunities and assets in each.

CITY OF ATLANTA

Assets:

- City's economic strengths
- Atlanta BeltLine
- Fort McPherson
- Screen Gems production and office space in Lakewood area
- Variety of housing options in proximity to airport
- Porsche Cars North America Headquarters
- MARTA stations
- Metropolitan Parkway Tax Allocation District
- Atlanta Metropolitan State College
- Atlanta Technical College

Opportunities:

- Develop and/or redevelop City-owned land in and around the airport
- Leverage proximity of airport to Atlanta's downtown and midtown employment centers
- Capitalize on MARTA's access to the airport
- Leverage Atlanta's brand and concentration of jobs
- Consolidation and redevelopment of vacant and underutilized parcels
- Implement Fort McPherson LCI

CITY OF COLLEGE PARK

Assets:

- Downtown/Main Street
- Camp Creek Parkway
- Rental car center
- Varied housing stock
- Georgia International Convention Center (GICC)
- MARTA Station
- Woodward Academy
- College Park Historic District
- Airport West CID
- Proposed Tax Allocation District

- Vacant land downtown
- Several redevelopment sites (especially along Old National Highway)
- Gateway to the airport
- Strong hotel/convention location
- College Park MARTA Station

Opportunities:

- Improve overall connectivity and legibility of area
- Capitalize on key transportation spines - Camp Creek Parkway, Old National Highway and MARTA
- Redevelop vacant land along Camp Creek Parkway to bridge gap between GICC and Downtown
- Reestablish hotel district

CITY OF EAST POINT

Assets:

- Downtown
- Proximity to Ft. McPherson and downtown Atlanta
- Connectivity and access to major transportation spines (I-85, I-75, I-285 and Highway 166)
- Camp Creek Parkway / Camp Creek Marketplace
- Velodrome and Georgia Sports Park
- East Point MARTA Station
- Varied housing stock
- East Point Industrial District / Duke and South Meadow Business Parks
- Atlanta Medical Center - South Campus
- East Point MARTA Station is the 1st TOD stop north of the airport without airport noise or height restrictions for development
- Airport West CID

Opportunities:

- Enhance connectivity
- Capitalize on key transportation spines - Camp Creek Parkway, MARTA, Highway 166 and Highway 29
- Position MARTA station for redevelopment
- Connectivity to BeltLine along Highway 29
- Potential commuter transportation hub at East Point MARTA station

CITY OF FAIRBURN

Assets:

- Interstate Access (I-85)
- Georgia Military College
- South Fulton CID
- Industrial-warehousing activity

Opportunities:

- Enhance existing connection to the airport.
- CSX Intermodal Terminal
- Leverage commercial historic district
- Continue enhancing downtown
- Grow industrial area

CITY OF FOREST PARK

Assets:

- State Farmers Market
- Fort Gillem
- Forest Parkway
- Main Street

Opportunities:

- Improve overall connectivity
- Fort Gillem & State Farmers Market redevelopment
- Encourage industrial development
- Capitalize on the MARTA expansion

CITY OF HAPEVILLE

Assets:

- Gateway to airport
- Delta Air Lines Headquarters and Flight Museum
- Hapeville Historic District
- Varied housing stock
- Access to major transportation spines – I-85 and I-75
- Porsche Cars North America Headquarters

Opportunities:

- Improve overall connectivity and legibility
- Capitalize on key transportation spines. Strengthen connection of headquarters along Airport Loop Road
- Redevelop remaining Jacoby Property
- Expansion of Porsche
- Capitalize on the MARTA expansion
- Support Airport West CID expansion into city

LAKE CITY

Assets:

- Clayton State University
- Fort Gillem

Opportunities:

- Improve connectivity to key institutional land uses
- Capitalize on MARTA expansion

CITY OF MORROW

Assets:

- Southlake Mall
- Clayton State University
- National and State Archives

Opportunities:

- Improve connectivity to key institutional land uses
- Capitalize on MARTA expansion
- Establish town center
- Southlake Mall redevelopment/repositioning
- Capitalize on MARTA expansion

CITY OF RIVERDALE

Assets:

- New town center
- MARTA expansion
- Access to interstate system
- Varied housing stock

Opportunities:

- Capitalize on the MARTA expansion

CITY OF UNION CITY

Assets:

- Foreign Trade Zone
- Interstate access (I-85)
- Industrial-warehousing activity

Opportunities:

- Redevelopment of Shannon Southpark Mall
- Abundance of vacant land and large land owners
- Capitalize on MARTA expansion

CLAYTON COUNTY (UNINCORPORATED)

Assets:

- Foreign Trade Zone
- Clayton State University
- Clayton County's status as a Tier 1 County
- Interstate access (I-75, I-675, I-285)
- Airport South CID
- Reliable and inexpensive water resources
- Availability of developable land within the Aerotropolis with access to a number of Federal, State, and local tax incentives
- Industrial-warehousing activity

Opportunities:

- Establishment of CID in Mountain View area
- Capitalize on MARTA expansion
- US 19/41 Tara Blvd
- US 85
- Redevelopment activity along the I-675 corridor down to the I-75 re-connection has increased over the past 5 years

FULTON COUNTY (UNINCORPORATED)

Assets:

- High concentration of freight/logistics
- Airport West CID
- Camp Creek Parkway connectivity
- Chattahoochee River

Opportunities:

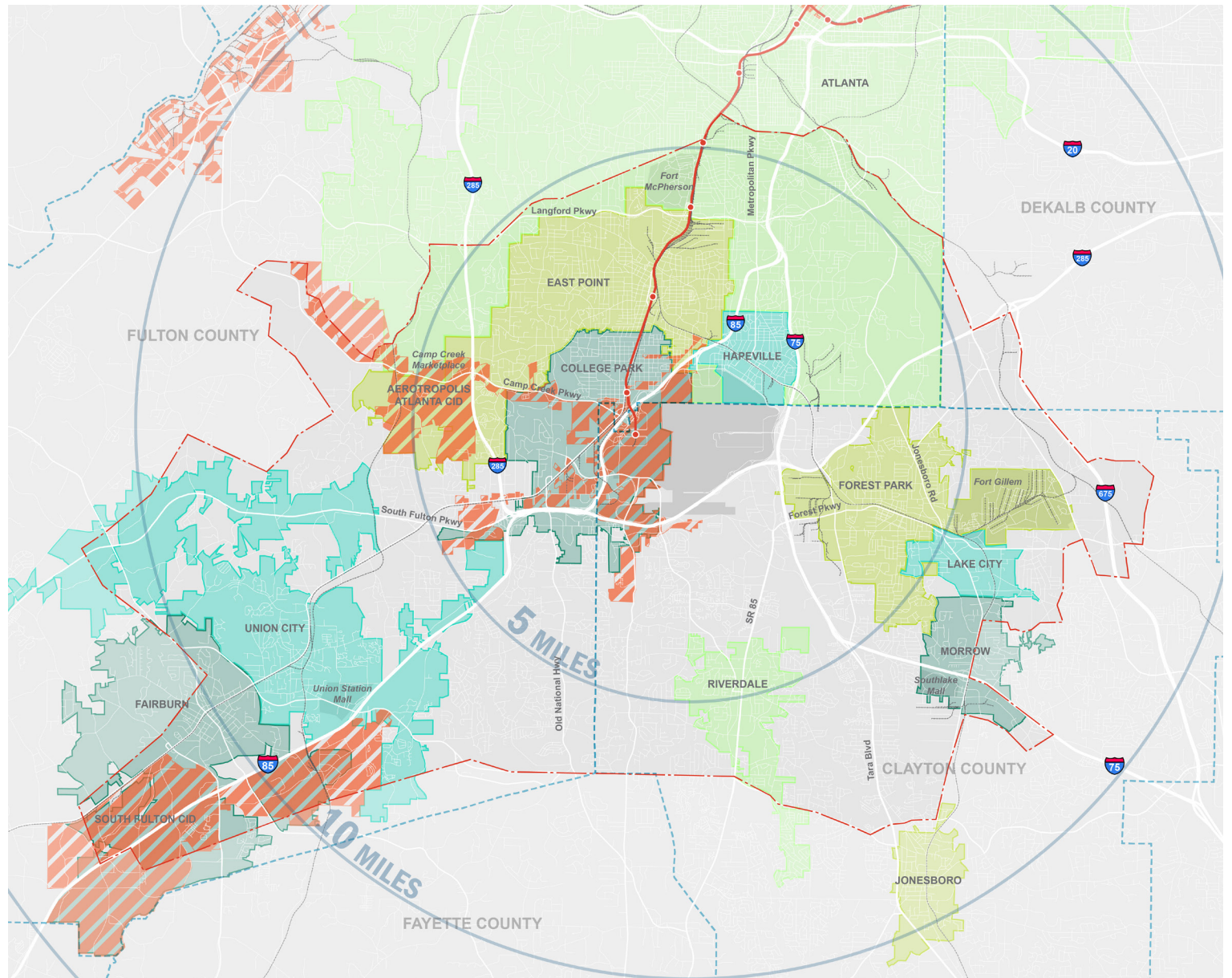
- Leverage industrial district
- Coordinate economic initiatives with nearby Boulevard CID

MAP 3: POLITICAL BOUNDARIES

- Study Boundary
- Existing MARTA Rail
- ▨ Community Improvement Districts (CID)
- Municipalities
- - - County Lines
- +— Railroads

STUDY AREA SNAPSHOT

- 165 Square Miles
- 2 Counties + 10 Cities
- Major Routes: I-285, I-85, I-75
- Population: 297,630
- Employment: 179,480 (2011)
- 10 miles from Downtown Atlanta to the airport



Source: Atlanta Regional Commission GIS.



1.6 AIRPORT OVERVIEW

As the heart of Aerotropolis Atlanta, the airport plays a critically important role in the activities of the AAA and the vision and recommendations laid out in the Blueprint.

The airport has been the world's busiest passenger airport for many years. Located on 4,700 acres approximately 10 miles from downtown Atlanta, the airport has an estimated economic impact of \$64.2 billion and generates an estimated 448,696 jobs and \$3.5 billion in tax revenue. It serves 150 destinations in the U.S. and 75 international destinations; approximately 75 percent of passenger traffic is domestic, positioning the airport as a major connecting hub.

In 2014, the airport concluded a two-year master planning effort as part of a federal requirement. The main goal of the master plan is, "To provide a framework to support future airport development to meet forecast demand in a safe, cost effective, operationally efficient, and flexible manner." A number of strategic priorities from the master plan inform the Blueprint process, including:

- Growing air cargo service and capacity
- Medical tourism and healthcare
- Higher education provider
- World-class shopping destination

SUSTAINABILITY PLAN

The airport's *Sustainability Management Plan* was developed in 2011 to provide a guide for future sustainability efforts using 2008 data as a baseline. The 12-month process included stakeholder engagement, public involvement, a strength and weakness assessment, and a baseline analysis. Goals identified in the *Sustainability Management Plan* are:

- **Procurement** – Establish an airport-wide green procurement system
- **Waste** – Reduce and recycle 90 percent of the airport's total waste

- **Energy** – Reduce the airport's per square-foot energy purchase by 20 percent from 2008 baseline
- **Water** – Reduce the airport's per square-foot water use by 20 percent from 2008 baseline
- **Emissions** – Reduce the airports per square-foot emissions by 20 percent from 2008 baseline
- **Green Construction** – Establish an airport wide green design and construction program

KEY AIRPORT MASTER PLAN PROJECTS

1. North Deice Apron
2. Future Redevelopment (102.3 Acres)
3. 1,200 feet Runway Extension
4. Future Ground Transportation Facility
5. Future Landside Redevelopment
6. Plane Train Turn-Back
7. South Curb Front Capacity
8. North and South Domestic Parking Decks
9. Domestic Terminal and Concourse Modernization
10. Concourse C Midpoint Expansion
11. Concourse D Holdroom Expansion
12. East Gate Expansion (International)
13. Intersection Improvements
14. Runway 9L Endaround Taxiway
15. Runway 9L-27R Reconstruction
16. Future Redevelopment (89.4 Acres)
17. North Cargo Relocation and Expansion
18. 6th Runway (7,888 feet)
19. Gate 70
20. ATCT #2
21. South Cargo Expansion
22. Airport Sustainability Initiative
23. ARFF Training Facility Enhancements
24. Airport Maintenance Facility
25. Future Redevelopment (54.3 Acres)

DAY / NIGHT NOISE LEVEL (DNL) ZONES:

DNL is based on sound levels measured in relative intensity of sound. The higher the number the louder the sound. **For a listing of compatible land uses within the DNL Zones see Appendix.**

75 DNL: Mass assembly not recommended

70 DNL: Residential use discouraged

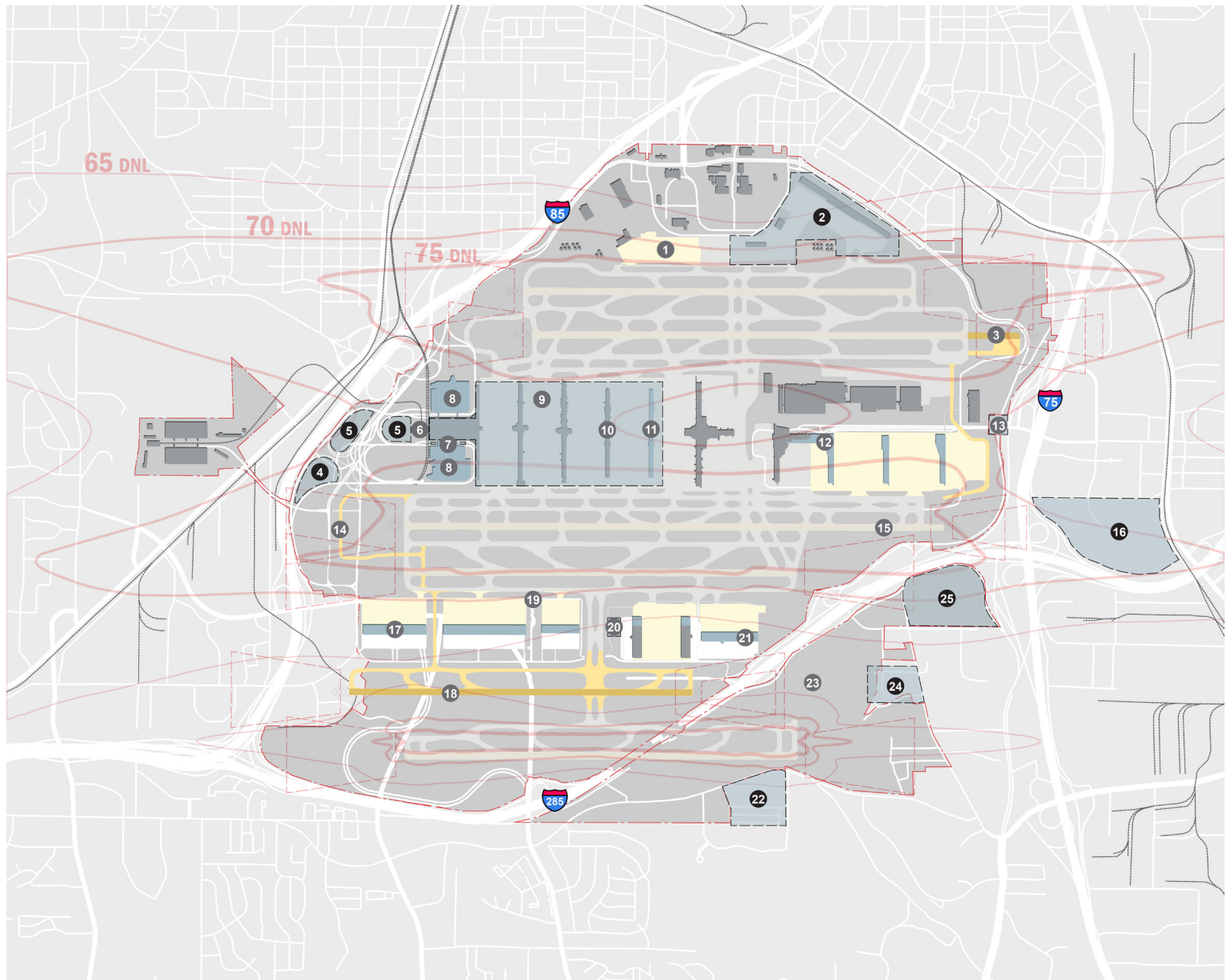
65 DNL: Residential allowed if insulated for sound

**MAP 4:
KEY AIRPORT MASTER
PLAN PROJECTS**

- Study Boundary
- Redevelopment Sites
- New Airport Tarmac
- New Taxiway
- New Runway / Extension
- ⋯ Landing Zones
- Noise Levels (65, 70, 75)
- New Buildings
- Existing Buildings
- Railroads

**AIRPORT
SNAPSHOT**

- Passengers: 95.6 million per year
- Total destinations: 150
- Terminal Complex: 6.8 million SF
- Runways: 5
- Cargo Tonnage: 137,943 tons per 3 month period
- 448,696 Jobs
- \$64.2 Billion in Business Revenue per year
- \$3.5 Billion in Taxes per year



Source: Information gathered from Hartsfield-Jackson Atlanta International Airport Master Plan

2.0 BLUEPRINT ELEMENTS

EXISTING CONDITIONS



2.1 THE BLUEPRINT ELEMENTS

The following sections provide an overview of the existing conditions within Aerotropolis Atlanta, and in particular, how those conditions may help or hinder the growth of a well-coordinated and thriving community. The interplay of land use conditions and regulations, urban form, and transportation impacts the opportunities in the real estate market. Similarly, real estate development and business expansion affect the area's natural, housing, cultural, and community resources. While commerce is a primary function and often a best use of land within the Aerotropolis, the area's key defining characteristics are those that make it unique: the historic downtowns, community gathering spaces, and neighborhoods that define the Aerotropolis' pockets of livability.

Blueprint elements reviewed include, in this order: existing land use, transportation, housing, natural and community resources, economic clusters, and the real estate market.

CONNECTING THE DOTS

The Aerotropolis Atlanta Blueprint Inventory and Assessment Report, conducted by the ARC, identified the airport at the crux of five key elements of the area's various comprehensive plans: economic development, housing, intergovernmental coordination, transportation, and land use. Each of these elements ultimately ties to the use of land. What does this mean for Aerotropolis Atlanta? Although a solid planning history is in place, pursuit and implementation of a coordinated approach for not only land use, but also transportation, economic development, and quality of life initiatives, will require a concerted effort among the various political entities to work towards decisions that further not only the goals and vision of the entity or entities directly impacted but also the vision and goals of the AAA as a whole.

2.2 EXISTING LAND USE

CONTEXT

Georgia is a home rule state, giving local governments the ability to rule as they see fit, in keeping with the State Constitution. The result is a highly localized control of land. As a consequence, land use and urban form within the Aerotropolis are subject to the regulatory tools and influence of the many jurisdictions that comprise the area.

One element that ties all the jurisdictions together is the State's comprehensive planning rules, which require each municipality and county to maintain a future land use plan if it has zoning regulations. The ARC plays an important role in facilitating collaboration and coordination among plans in the Atlanta region. ARC also coordinates reviews of Developments of Regional Impact (DRI), which are public or private developments likely to have an impact beyond the boundaries of the local host jurisdiction. ARC reviews and comments on DRIs, including incorporating input from neighboring communities and affected state or regional agencies – leaving ultimate approval authority with the local jurisdiction.

Land use is most immediately impacted by the land use regulations that permit building and control the form of development. Areas in close proximity to the airport are not only influenced by their local regulations but also restrictions imposed by the Federal Aviation Administration (FAA) on properties within a certain distance as well as flight paths of the airport. See Map 5.

INVENTORY

How does the Aerotropolis concept influence the local land use planning process? It is both a bottom up and a top down exercise to understand how we meet in the middle. Understanding the land use context today helps us determine if we are we on track or far off from our envisioned future and begin to identify the key steps to achieve both jurisdiction-specific and areawide AAA land use and development goals. The following inventory takes into account the existing land use plans completed by each of the local jurisdictions as well as areas that have been prioritized for improvement or development in the future. These plans are often demarked by completion of an ARC Livable Centers Initiative (LCI) study or other more detailed planning effort.

AEROTROPOLIS ATLANTA LCI STUDIES

College Park Activity Center, East Point Town Center, Greenbriar Town Center LCI Study, Fairburn Historic Downtown, Forest Park Town, Hapeville Main Street Town Center and Virginia Park, Southlake Mall Mixed Use District, Morrow Station Area, City of Riverdale and City of Union City Town Center, Old National Highway TOD, Oakland City/Lakewood, Mountain View, Northwest Clayton Activity Center

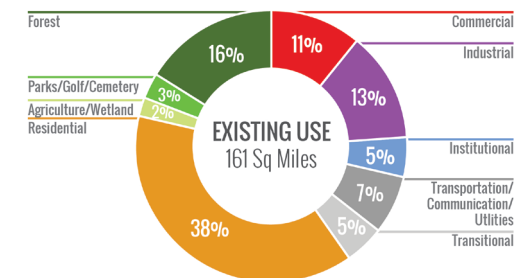
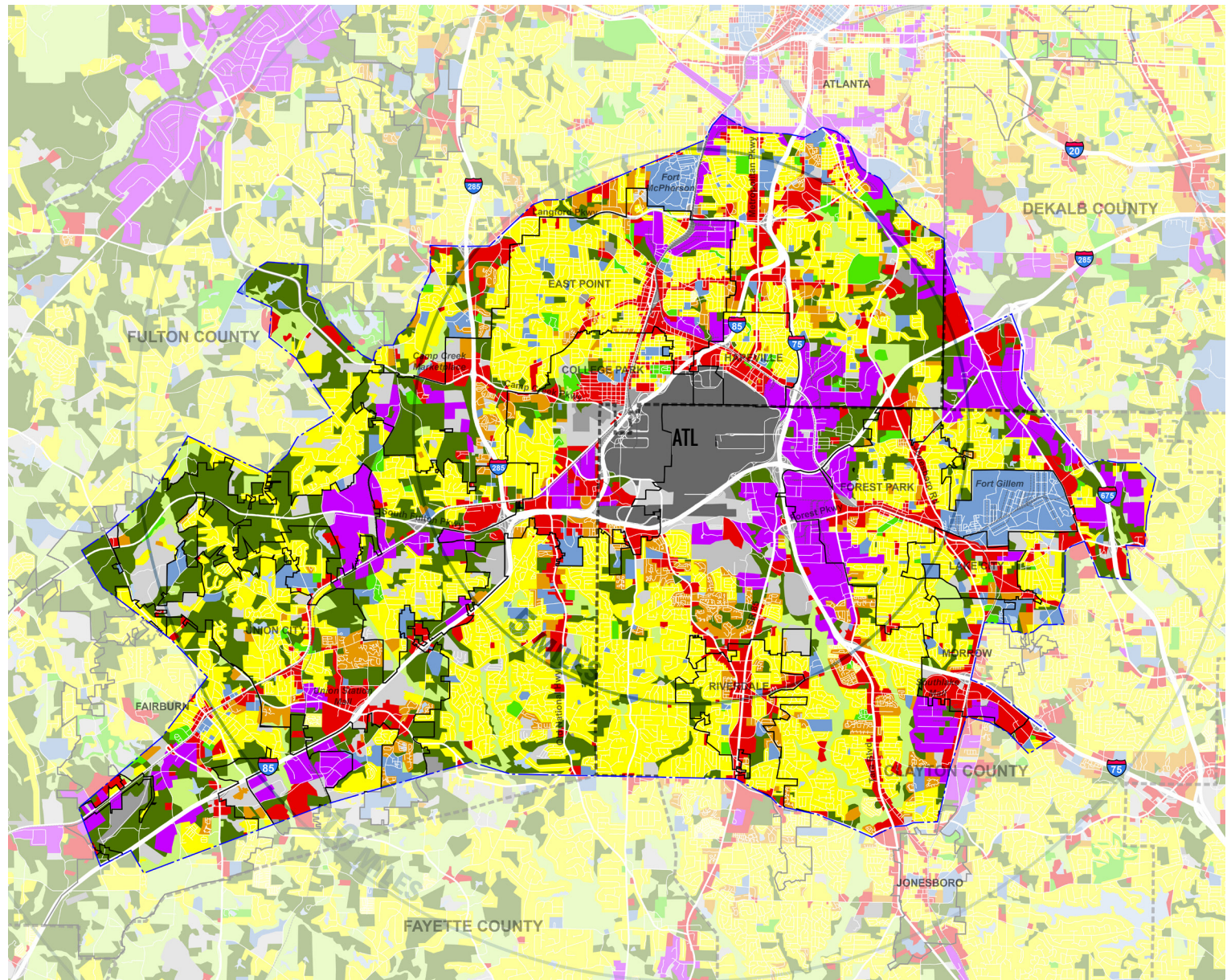


FIGURE 6: LAND USE DISTRIBUTION WITHIN THE AEROTROPOLIS ATLANTA BOUNDARY

**MAP 5:
EXISTING LAND USE**

- Study Boundary
- Commercial
- Industrial
- Institutional
- Transportation/
Communication/
Utilities
- Transitional
- Multi-Family
- Single Family
- Mobile Homes
- Agricultural/Wetlands
- Parks/Golf Courses/
Cemeteries
- Forest
- Water Bodies
- Municipalities
- County Lines
- +—+—+— Railroads

Map 5 illustrates existing land use within the Aerotropolis area. While the largest percentage of land is housing, a large percentage is industrial (13 percent) and commercial (11 percent). These industrial and commercial areas are largely concentrated along key corridors.



Source: Atlanta Regional Commission GIS.



ANALYSIS

AREAS OF OPPORTUNITY

The areas of opportunities reflect a high-level analysis of commercial, industrial, vacant (forested) land, and large-scale institutional uses like Fort McPherson, Fort Gillem, and the Farmers Market. These areas have the ability to be strengthened and enhanced to support a range of economic initiatives providing employment opportunities to the surrounding residential communities. *See Map 7.*

FAA RESTRICTIONS

FAA restrictions in the area limit land uses as well as building heights. Building standards also require mitigation of noise from the airport. All of these requirements increase the cost of building around the airport and ultimately impact urban form. *See Map 6 and Appendix.*

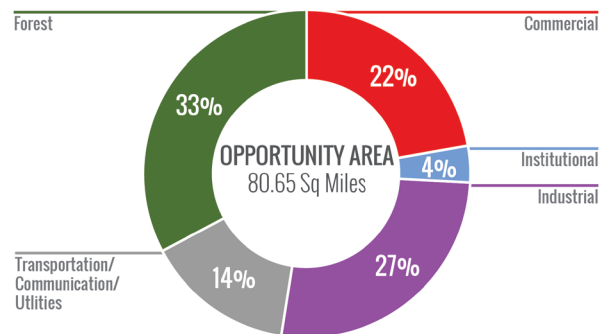


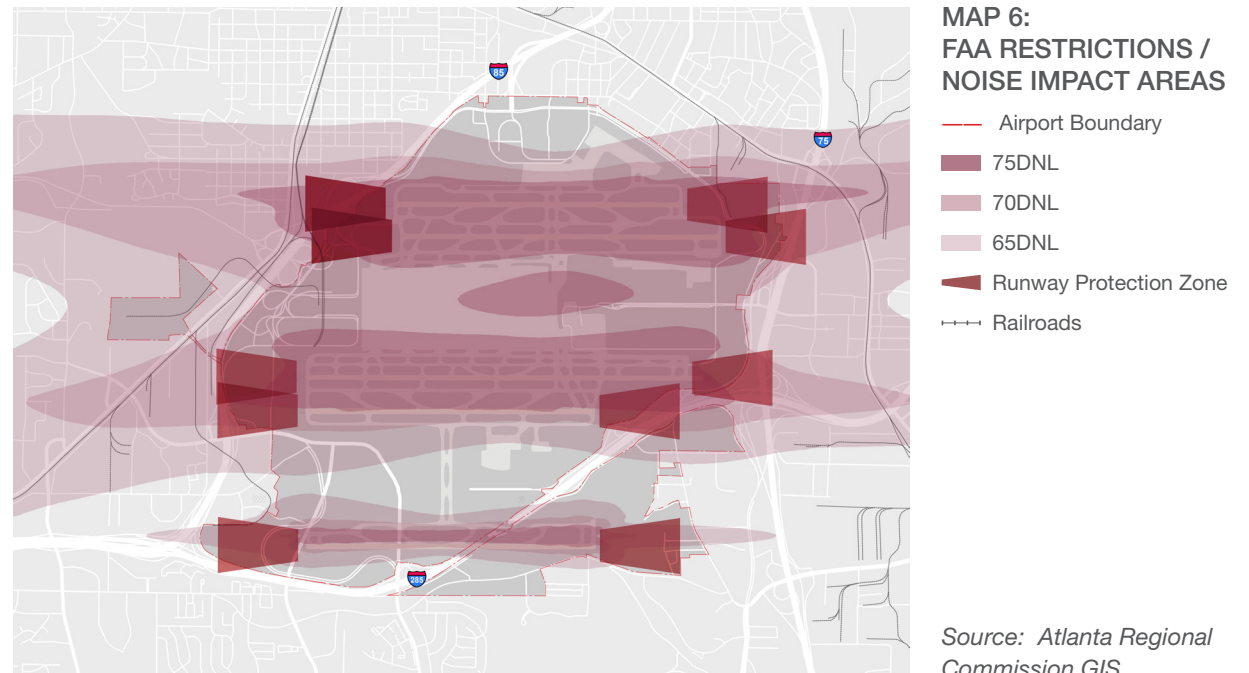
FIGURE 7: AREAS OF OPPORTUNITY

AIRPORT IMPACTS

In addition to noise and height restrictions, the airport has a variety of environmental impacts that negatively influence the area, including stormwater runoff, water quality, and air pollution. The airport has initiated a major sustainability initiative to better mitigate these impacts on surrounding neighborhoods and communities.

The top three long-term goals of the airport's sustainability initiative are:

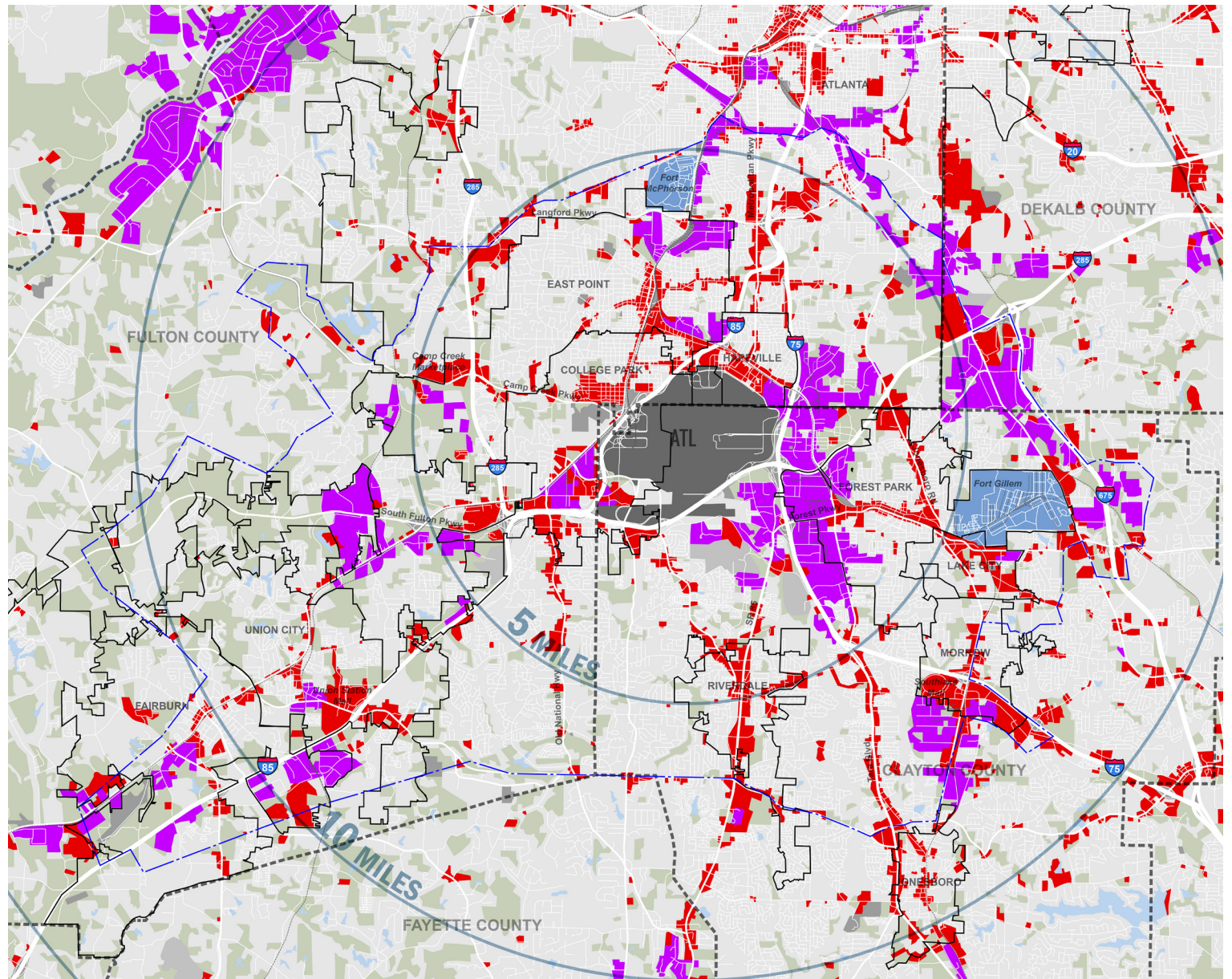
1. Managing resources - such as materials, energy and water - efficiently.
2. Minimizing our environmental impact through emissions reduction, waste reduction, green construction, noise mitigation and land use compatibility.
3. Strengthening our partners and community.



Source: Atlanta Regional Commission GIS.

**MAP 7:
AREAS OF
OPPORTUNITY**

- Study Boundary
- Commercial
- Industrial
- Former US Army Bases
- Transportation/
Communication/Utilities
- Forest
- Water Bodies
- Municipalities
- County Lines
- Railroads



Source: Atlanta Regional Commission GIS.



2.3 TRANSPORTATION

CONTEXT

The transportation network must accommodate both goods and people movement: two functions which are critical to moving the area forward. The Aerotropolis area includes portions of nearly all of the Atlanta region's most critical transportation corridors. This has significantly contributed to the airport's success, as these roadways connect people and goods to major jobs centers, markets, and nearby ports, including the Port of Savannah. Many of the study area's surface streets connect directly into important regional economic centers, such as downtown Atlanta and Fulton Industrial Boulevard. In addition, the area includes direct access to MARTA, which has begun the process of expanding into Clayton County.

INVENTORY

The multimodal network within the area includes major interstate highways, MARTA bus and rail service, pedestrian and bicycle infrastructure, as well as the rail network and the airport. Much of this infrastructure plays an important role in connecting Atlanta markets to Georgia ports and the rest of the world. The projects that are slated for implementation in the Aerotropolis (see *Map 8*) include last-mile connectivity, transit initiatives, and roadway improvements. They reflect the variety of planning initiatives and studies that have been completed for the area.

GEORGIA STATEWIDE FREIGHT AND LOGISTICS ACTION PLAN

The Georgia Freight Plan is of special interest to the Aerotropolis. The plan identifies a required investment of \$18-20 billion over the next 40 years in freight improvement projects to boost the state's economy.

Significant regional transportation recommendations that will influence the Aerotropolis include:

- Strategic highway recommended investments:
 - » Atlanta to South Carolina corridor — to the Mid-Atlantic (Interstate 85)
 - » Atlanta to Tennessee corridor — to the Midwest (Interstate 75)
 - » Atlanta to Alabama corridor (Interstate 20 and Interstate 85)
 - » Savannah to Atlanta corridor (Interstate 75 and Interstate 16)

- Key requirements for highway investments:
 - » Add capacity and improve congested interstate interchanges
 - » Improve last mile connectors and safety improvements
- Rail recommended investments:
 - » Line haul expansion
 - » Expand intermodal and carload terminals
 - » Increase weight limits and vertical clearances
- Recommended air cargo investments:
 - » Additional air cargo warehouse space at the airport
- Maritime recommended investments:
 - » Multimodal road connections from the Port of Savannah to the Atlanta region and major rail yards, warehouses and distribution centers

PRIORITY CTP INITIATIVES

Clayton County CTP (2008)

Goals

- Balance transportation choices (pedestrian friendly developments, bicycle specific facilities and alternatives modes of transportation) and improve connectivity
- Alleviate congestion along north-south arterials, particularly SR 85, Jonesboro Road south of I-75 through Main Street in Jonesboro, SR 54 or Fayetteville Road, Fiedler Road, West Fayetteville Road and the Tara Boulevard/US 19/41 corridor
- Extend MARTA bus and rail service into county
- Improve infrastructure as part of area development projects

Critical Projects (five-year projects – to be completed from 2009-2013)

- Pedestrian facilities along Taylor Road, Southlake Parkway, SR 54, Lake Drive, North Lake Drive, SR 54, Morrow Road, Flat Shoals Road, East Fayetteville Road, Church Street, SR 85, SR 314, SR 139, Godby Road, Southampton Road, Phoenix Boulevard, SR 54, Spring Street, SR 139 (Church Street),
- Pedestrian facilities in downtown Jonesboro and Forest Park Downtown and sidewalks to Forest Park schools
- County-wide transit improvements (work items shift due to MARTA referendum passage)
- I-75/Aviation Boulevard/I-285 interchange capacity

- Commuter rail service, fixed guideway transit capital (City of Atlanta to City of Lovejoy)
- C.W. Grant Parkway grade rail separation interchange capacity improvement
- Roadway capacity improvements along SR 85, Battle Creek Road, Mount Zion Boulevard, SR 54, Anvil Block Road, US 19/41 (Tara Boulevard)
- Flint River Road, operational upgrades
- Operational improvements on Conley Road
- Clayton County ITS improvements
- Operational traffic signal upgrades at SR 138 and SR 42
- Bicycle/pedestrian facility on SR 54 at Clayton State Boulevard

South Fulton County CTP (2013)

Goals

- Provide parking and shuttle services for employees
- Encourage transit use to move people
- Alleviate congestion, particularly along Camp Creek Parkway at I-285
- Improve transportation facilities that support economic development, including SR 6, SR 70, US 39, I-285, and I-20
- Improve transit services
- Increase intra-jurisdictional coordination for transportation initiatives

Prioritized Projects (short-term, regional initiatives – 2014-2019)

- Cascade Road at I-285, provide additional ramp and arterial capacity
- SR 92 at South Fulton Parkway, interchange improvement
- SR 138 from US 29 to Buffington Road, signal timing and maintenance
- Old National Highway from I-285 to Jonesboro Road, signal timing and maintenance
- Camp Creek Parkway from I-285 to Old Fairburn Road, signal timing and maintenance
- Buffington Road over South Fulton Parkway, bridge widening to include bicycle/pedestrian facilities
- Camp Creek Parkway safety improvements, safety barriers at high crash locations

- Old National Highway at Flat Shoals Road, intersection safety study and improvements
- Cascade Road at Utoy Springs Road, intersection safety study and improvements
- I-285 at Washington Road, safety study and improvements
- Main Street from Connally Drive to Womack Avenue, raised, landscaped median
- US 19/41 from Cleveland Avenue to I-75, re-designate name
- US 29 between Thornton Avenue and Jackson Avenue, mid-block crossing
- South Fulton Parkway at Cochran Mill Road, intersection improvements
- Roosevelt Highway in Downtown Palmetto, designate as US 29 business and reroute truck traffic
- South Fulton Parkway at Cedar Grove Road, intersection improvement
- Camp Creek Parkway at I-285, Diverging diamond interchange
- Virginia Avenue at I-85, signalize northbound off-ramp
- Riverdale Road from Roosevelt Highway to Flat Shoals Road, stripe 4 foot bike lanes
- Multi-use trails along Cascade Road, Main Street (East Point to Lakewood MARTA Station), New Hope Road
- Other pedestrian improvements in East Point, College Park and Fairburn

City of Atlanta (2008) – 2013 status update + 2016-2020 CWP

Goals

- Provide Balanced Transportation Choices
- Promote Public Health and Safety
- Prepare for Growth
- Maintain Fiscal Sustainability
- Strive for Environmental Sustainability
- Preserve Neighborhoods
- Create Desirable Places for All

Prioritized Projects (most relevant to the Aerotropolis Atlanta)

- Campbellton Road LRT (Fort McPherson to Greenbrier Mall) and Peachtree Streetcar (Downtown- Fort McPherson segment) – evaluation of corridors as part of Atlanta Streetcar Expansion Strategy
- Complete streets along Lakewood Avenue
- Complete streets along SR 54/Jonesboro Rd.
- Cleveland Avenue corridor pedestrian improvements and widening
- New I-285 interchange at Greenbriar Parkway

The 2013 progress report of the 2008 Connect Atlanta Plan identifies several initiatives to further the CTP implementation and highlights the City's Capital Improvements Program and Community Work Program as the reference document for recording priority transportation projects moving forward. In the City's Community Work Program of its Future Development Plan (2016-2020), the following additional studies and airport specific projects are identified:

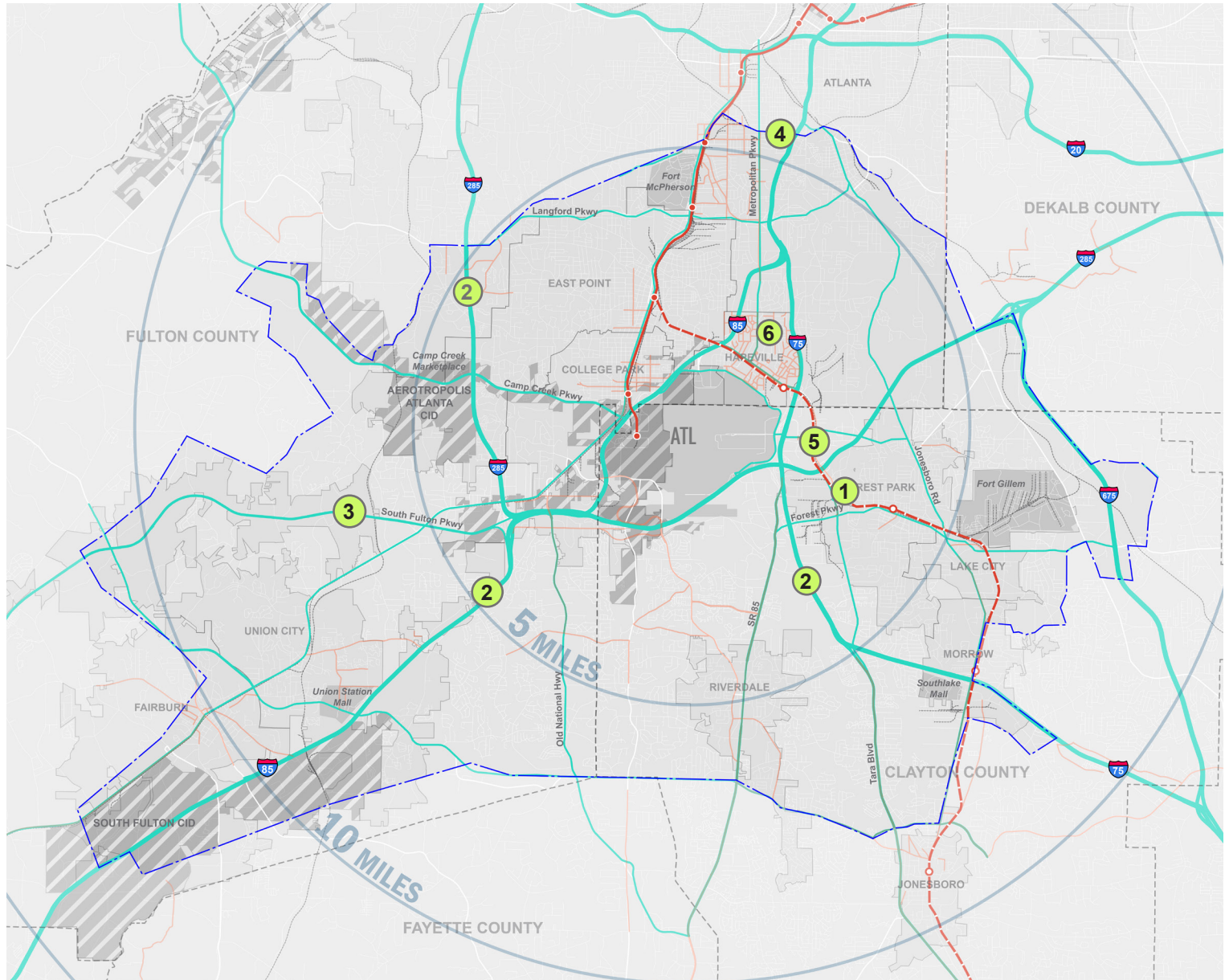
- Aviation projects that repair and replace airfield pavement and improve capacity, improve and expand parking facilities and public roadways
- Citywide Freight Study, Move Atlanta: A Design Manual for Active, Balance and Complete Streets, Cycle Atlanta: Phase 1.0 (supplemental studies to Connect Atlanta Plan)
- Lakewood LCI Transportation Studies (study of series of improvements in Lakewood LCI area)

**MAP 8:
TRANSPORTATION
PROJECTS**

- Study Boundary
- Major Corridors
- LCI Projects
- Transit Initiatives
- The BeltLine
- Existing MARTA Rail
- Potential MARTA Extension
- Community Improvement Districts (CID)
- Municipalities
- County Lines
- + + + Railroads

HIGHLIGHTED PROJECTS

1. MARTA Extension
2. Managed Lanes
3. South Fulton Parkway Access Management
4. BeltLine
5. CW Grant Parkway
6. LCI Improvements



Source: Atlanta Regional Commission GIS.



ANALYSIS

Well-coordinated, thoughtful, and forward thinking transportation planning and implementation will be critical to furthering the economic development goals of the area. The transportation network must accommodate the movement of both goods and people, while complimenting existing and future land uses. The Aerotropolis area benefits from a detailed transportation planning history that includes existing comprehensive transportation plans for the City of Atlanta as well as South Fulton County and Clayton County. Each of these plans has identified the importance of creating a more well-balanced transportation network in an effort to address traffic congestion and auto-dependency.

While the CTPs play an important role in looking at the overall transportation needs of respective communities, ARC's LCI program has provided an important sub-area planning and implementation program for priority transportation projects that further a more balanced and coordinated transportation and land use environment in existing activity centers and corridors. A total of 13 LCIs have been completed in Aerotropolis Atlanta (list provided on page 16). As each of the CTPs is updated, projects identified as a part of LCI studies are incorporated into respective CTP dialogue and work programs. These planning initiatives position the area well for receiving federal, state and local transportation dollars. Map 8 shows priority projects from these plans and related efforts.

2.4 HOUSING

CONTEXT

The Aerotropolis is characterized by a variety of residential populations and housing types, with single family homes being the dominant housing form. Downtown areas such as College Park and East Point are experiencing some diversification of housing types, with multi-family infill that supports families, singles, and/or seniors. *See Map 9.*

Over time, the airport's expansion has played an important role in the residential patterns in the surrounding community, often with a negative impact. Residential uses, although present in the immediate vicinity of the airport, only account for a small portion of the area's overall land use. In particular, the Mountain View area and parts of College Park have become unsuitable for living as a result of flight patterns and FAA regulations. As a result, residential uses are often adjacent to heavy industrial or commercial areas. Should the airport add an additional runway in the long-term, additional residential areas could be affected.

INVENTORY

Pockets of high-end housing stock exist in areas along key corridors, such as outer lying areas along Camp Creek Parkway, as well as in and around historic housing in the area's downtowns, most noticeably along the north/south MARTA rail line running parallel to U.S. 29. While housing within unincorporated areas tends to follow a suburban cul-de-sac style development, many of the inner core cities (Hapeville, College Park, East Point, etc.) follow a more traditional development style with a central grid-like street network connecting residential areas to central civic and commercial cores. While these areas are thriving or revitalizing, residential areas that are close to the airport with limited connectivity to community resources and historic downtowns, in many cases, have over time become isolated as a result of nearby industrial uses or FAA limitations.

EAST POINT

East Point's residential area is best characterized as a series of growth rings, with the center being downtown East Point. As the growth rings extend, the strong grid-like residential areas with historic character begin to loosen and form a more suburban neighborhood offering larger lots and bigger homes.

COLLEGE PARK

College Park, like East Point, has a mix of historic homes within a grid-like historic core that transition to a more suburban-style neighborhoods.

HAPEVILLE

Hapeville is characterized by stable neighborhoods experiencing in-fill development and renovation of historic homes. Neighborhoods are served by tree lined streets pedestrian paths linking to the historic town center.

FOREST PARK

A large amount of residential land exists between the Atlanta State Farmers Market and the commercial areas leading into Fort Gillem framing Forest Park. These areas are surrounded by industrial uses to the northwest in the Mountain View area, and to the northeast in areas running adjacent to Interstate 675. This wedge-like residential area continues southward to the northern fringe of the Southlake Mall commercial area and neighboring Morrow.

UNION CITY, RIVERDALE AND MORROW

These outlying areas of the Aerotropolis have a high percentage of residential land uses with suburban-style development patterns, characterized by single family subdivisions with limited intra-neighborhood connectivity.

ANALYSIS

Living within the Aerotropolis has benefits and drawbacks. While downtowns primarily ground the residential patterns of the historical cities, the airport poses environmental constraints and challenges that can make living nearby unappealing and sometimes unhealthy.

Housing vacancy rates within the Aerotropolis are greatest (20 percent or higher) in the census tracts abutting the airport. The southwest fringe of the Aerotropolis has the lowest vacancy rate (15 percent or less). With the state of Georgia's vacancy rate at 14.1 percent (2008-2012 American Community Survey Estimates), the data shows that the areas in immediate vicinity of the airport area are performing poorly. Some vacancy is healthy to allow for mobility within housing stock but too much vacancy drives down real estate values and causes safety concerns. Incompatible uses, such as the airport, may be an influencer of a high vacancy rate. In the long-term, they may better serve the area as a different use or otherwise become more appealing by implementing a more protective land use code to sufficiently buffer residential uses from surrounding commercial uses as well as future airport expansion and development. Housing should play a supportive role in the

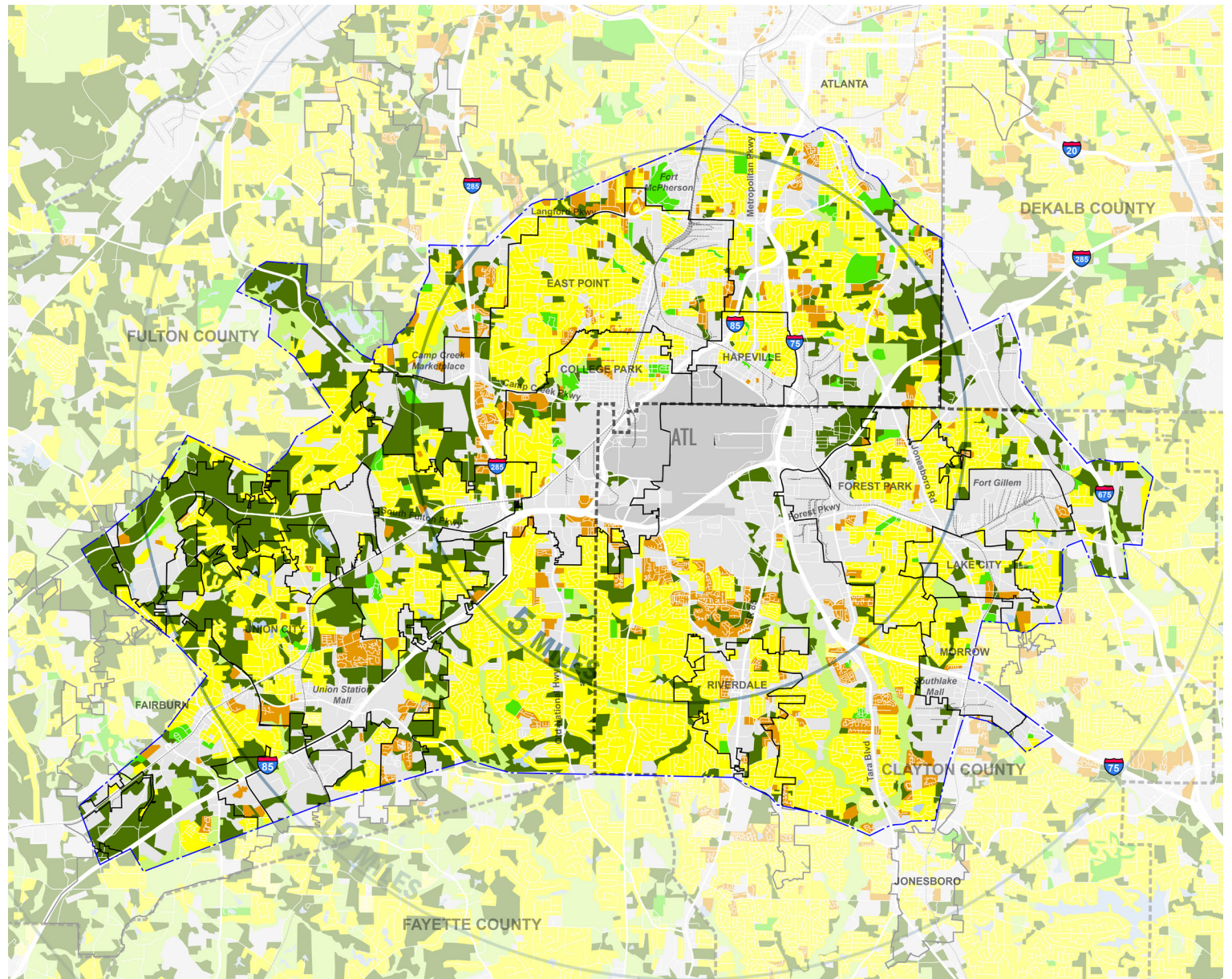
Aerotropolis concept. With thousands of workers associated with the airport or the airport driven economy, there is a great opportunity to better leverage the existing and possible housing stock to house those working within the Aerotropolis, reducing commute times and thereby minimizing congestion and air pollution. In addition, new trends to live in "hip" places with unique character and assets could help drive a more diverse housing stock that appeals to the growing group of young professionals who may find jobs in the economic engine of the airport.



A VARIETY OF HOUSING AND NEIGHBORHOODS WITHIN THE AEROTROPOLIS AREA

**MAP 9:
RESIDENTIAL AREAS**

- Study Boundary
- Multi-Family
- Single Family
- Mobile Homes
- Agricultural/Wetlands
- Parks/Golf Courses/
Cemeteries
- Forest
- Water Bodies
- Municipalities
- County Lines
- Railroads



Source: Atlanta Regional Commission GIS.



2.5 NATURAL AND COMMUNITY RESOURCES

CONTEXT

Surrounded by several longstanding downtowns, the airport and vicinity is shrouded in history. There are a variety of cultural resources tied to each individual community, including institutional land uses that support the residential and commercial community members. Natural resources are spread throughout the area and primarily include streams, parks, and conservation spaces, as documented in Map 10. Although these resources serve as major assets to the area, a comprehensive catalogue and scheme for promoting each of these resources throughout the area is lacking.

INVENTORY

NATURAL RESOURCES

Natural resources within the Aerotropolis area include a variety of water bodies, flood plains, and parks (including golf courses and cemeteries). Additionally, urban agriculture is rooted in the area as a result of the presence of the Atlanta State Farmers Market and the strong presence of food processing facilities, suggesting even greater opportunity for this economic cluster. The home-grown and successfully expanding hydroponics business in Clayton County's Mountain View area is a perfect example of this economic cluster.

The Aerotropolis area is also within close proximity to the Atlanta Beltline, a major planned 22-mile multi-use trail and transit network circling the City of Atlanta that is partially implemented. When complete, it will reach the northern end of the Aerotropolis near Fort McPherson. *See Map 10.*

HISTORIC RESOURCES

Several historic resources within the area are recognized by the National Register of Historic Places (NRHP). There is also evidence of several additional historic resources recorded by the State of Georgia that may be eligible for listing in the NRHP. Map 11 identifies the National Register of Historic Districts within the area, along with other community resources.

CULTURAL RESOURCES

No definitive list of cultural resources within Aerotropolis Atlanta exists; however, notable cultural facilities include: Spivey Hall (Clayton State University), the Georgia Archives, and the Southeastern Branch of the National Archives. *See Map 11.*

COMMUNITY RESOURCES

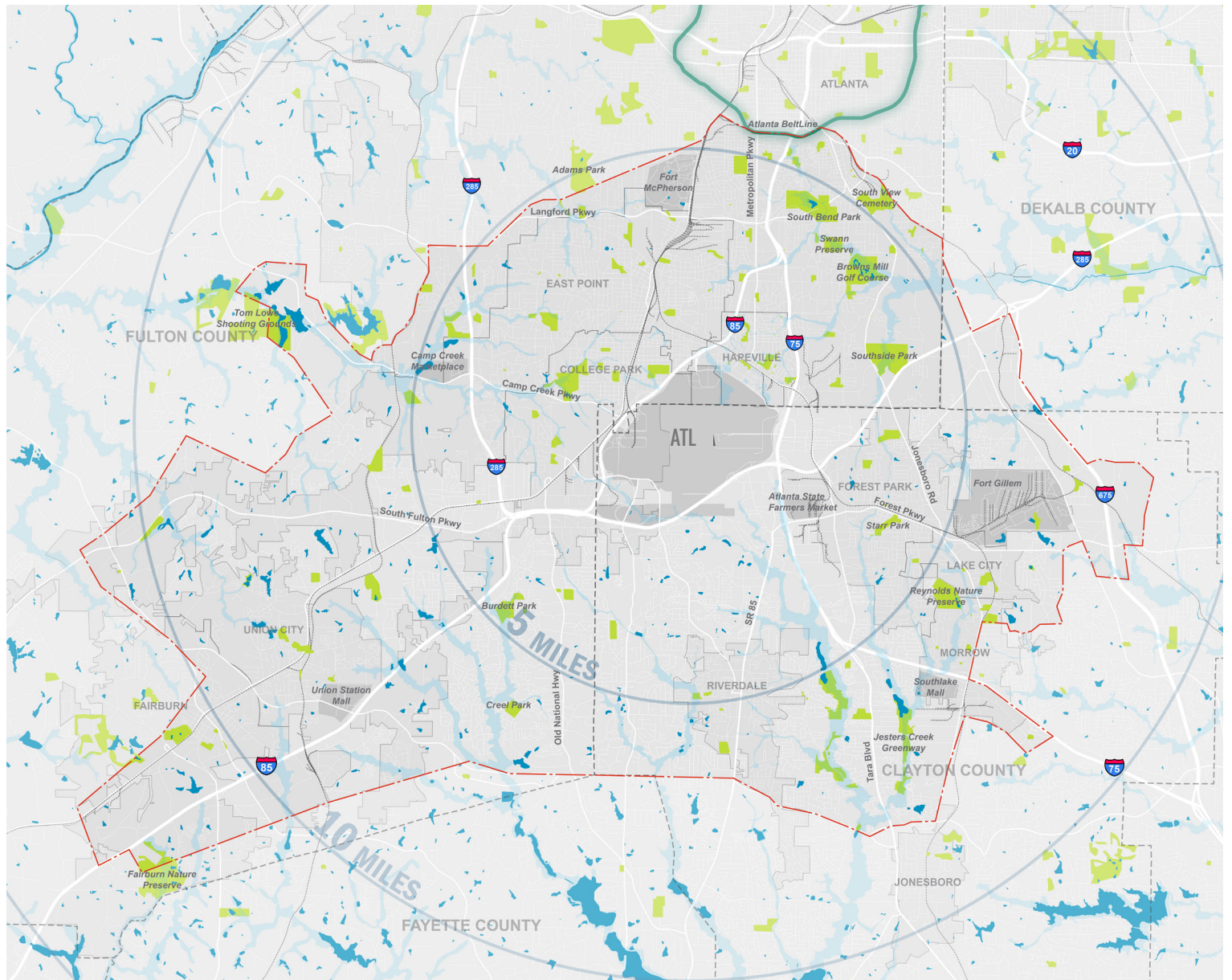
Among community resources in the area are primary and secondary schools including Woodward Academy in College Park; institutions of higher learning including Clayton State University in Morrow and Atlanta Metropolitan State College in Atlanta; libraries; and other civic uses such as town halls and MARTA stations. These institutional uses and transit stations, which can serve as community hubs are important to livability within the Aerotropolis. The area is also served by a variety of churches and non-profits, which provide an important role among the area's residential population. *See Map 11.*

THERE ARE OVER 3,200 ACRES OF PARKS AND GREENSPACE IN THE AEROTROPOLIS AREA.



**MAP 10:
NATURAL
RESOURCES**

- Study Boundary
- Atlanta BeltLine
- █ Water Bodies
- █ Flood Plains
- █ Parks/Golf Courses/
Cemeteries
- █ Municipalities
- County Lines
- Railroads



Source: Atlanta Regional Commission GIS.

ANALYSIS

The area's natural and cultural resources form an important building block to the area's identity. The airport is working to mitigate the adverse environmental impact of airport operations on surrounding communities, which is important to ensuring the sanctity of the environment. This sustainability initiative has great potential for the area to become a benchmark laboratory for innovative water quality protection, innovative stormwater management, and other like-minded initiatives.

HISTORIC RESOURCES

While several historic resources within the Aerotropolis have been recognized by the National Register of Historic Places, there is a great wealth of additional resources that likely are undocumented. A full historic resource survey of the Aerotropolis area would help resolve this issue and better preserve the area's culture and leverage area history as a niche economic development opportunity for start-up and small businesses.

Since the responsibility of protecting historic resources lies at the local level, further analysis of protections in place within each of the localities within the Aerotropolis would help identify additional preservation actions. The large quantity of National Register historic districts is an opportunity for the area. These historic places are catalytic sites of unique identity and appeal, with both local and national value. See *Map 11*.

TOWN CENTERS

In addition to the area's historic districts, the town centers of the Aerotropolis communities play an important role in creating centers of community activity and interaction, and in as such, serve as cultural resources themselves. In some cases, these areas overlap with historic districts. See *Map 11*.

NATIONAL REGISTER HISTORIC DISTRICTS

- Hapeville Historic District
- College Park Historic District
- East Point Industrial District
- Fairburn Commercial Historic District
- Lakewood Heights Historic District
- Oakland City Historic District
- Capitol View Manor Historic District

NATIONAL REGISTER HISTORIC SITES

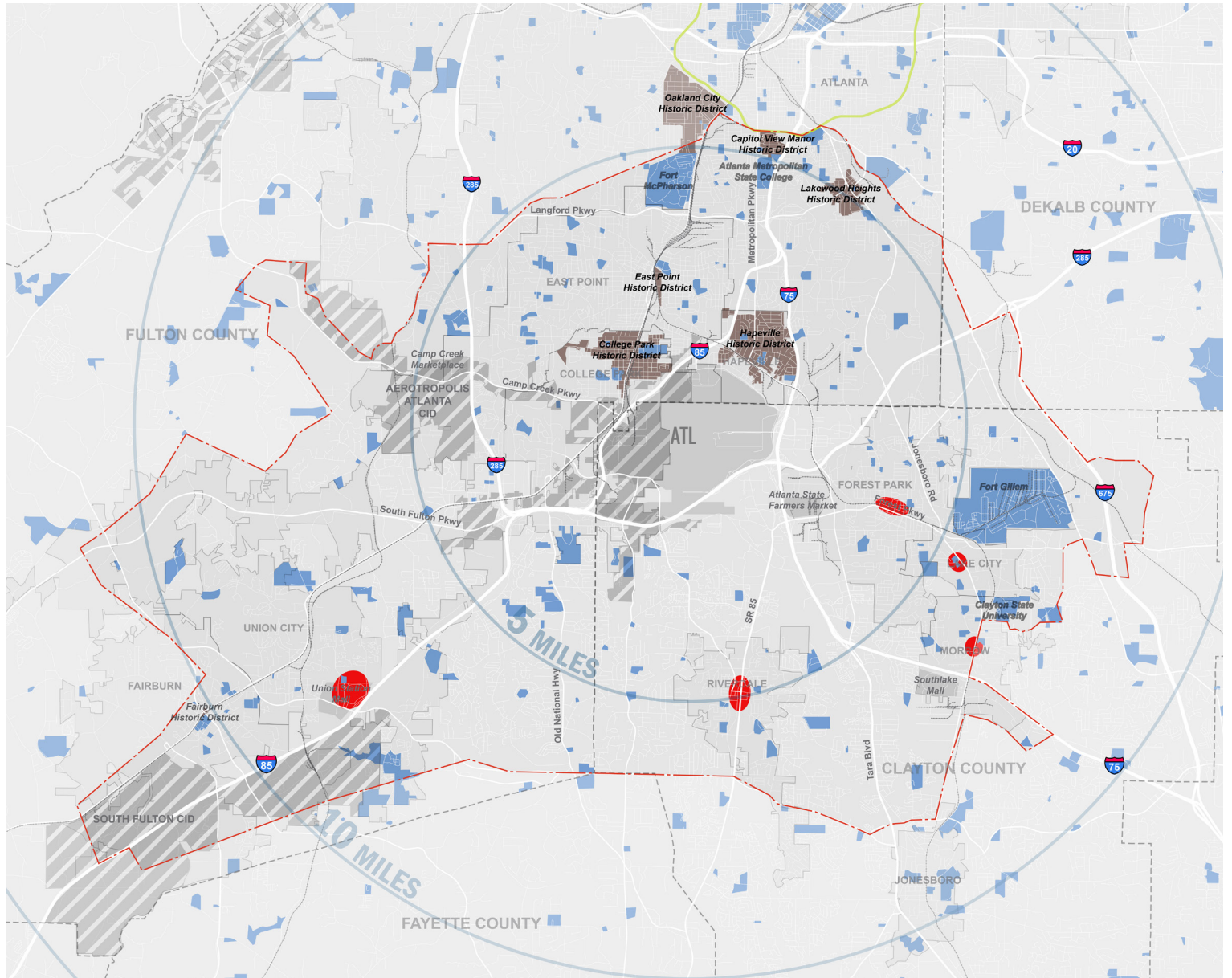
- Jack and Helen Adams House (Lustron House)
- Campbell County Courthouse
- College Street School
- Thomas and Rae Epting House (Lustron House)
- Forscom Command Sergeant Major's Quarters - Fort McPherson
- Jeremiah S. Gilbert House
- Staff Row and Old Post Area - Fort McPherson
- North Avenue Teaching Museum



FROM TOP TO BOTTOM: FAIRBURN HISTORIC DISTRICT, LAKE CITY COMMUNITY CENTER, SOUTHLAKE MALL - MORROW, RIVERDALE TOWN CENTER.

MAP 11: CULTURAL RESOURCES

- Study Boundary
- Town Centers (Not within Historic Districts)
- National Register Historic Districts
- Institutional Land Uses
- Atlanta BeltLine
- Municipalities
- Community Improvement Districts (CID)
- County Lines
- Railroads



Source: Atlanta Regional Commission GIS.

2.6 ECONOMIC CLUSTERS

CONTEXT

Identifying target industries and sectors requires an iterative process of economic development and market analysis as well as comprehensive stakeholder engagement. This document provides an initial step in this iterative process by identifying how the objectives of local policies and plans, goals of area leadership, best practices in aerotropolis development, and future economic conditions align to define target industries and sectors applicable to Aerotropolis Atlanta (Figure 8).



POLICY AND PLANS

A number of planning and economic development agencies are active in the Atlanta region and State of Georgia. Understanding how multiple objectives and initiatives overlap is a fundamental component of defining opportunities for collaboration and joint retention and attraction efforts. While numerous planning and economic development agencies exist within the region, the Blueprint planning team reviewed the economic development activities currently being pursued by the following agencies. Although this is not an all-encompassing list of agencies, it provides an initial starting point for analysis.

- **Atlanta Conventions + Visitors Bureau** - Conventions and events marketing
- **Atlanta Regional Commission** - Regional planning agency
- **Atlanta Renewal Community Coordinating Responsible Authority** - Renewal community
- **Atlanta Workforce Development Authority** - Workforce development
- **Brand Atlanta** - Marketing, tourism, and hospitality
- **Central Atlanta Progress** - Downtown redevelopment
- **Federal Reserve Bank of Atlanta (Community Affairs)** - Non-traditional lending
- **Georgia Department of Economic Development** - Regional Economic Development
- **Georgia Research Alliance** - Recruitment of research and technology companies
- **Georgia World Congress Center** - Promote events and conferences
- **Metro Atlanta Chamber** - Business relocation and retention

Table 1 highlights industries and activities currently being targeted by these agencies.

FIGURE 8: TARGET INDUSTRIES AND SECTORS - PRELIMINARY CLUSTER APPROACH

The Aerotropolis Atlanta Blueprint seeks to align the strategic objectives identified in the Policy & Plans of the region with existing & future economic opportunities and international best practices

ATLANTA PLANNING & ECONOMIC DEVT AGENCIES	TARGETED INDUSTRIES						
GEORGIA DEPARTMENT OF ECONOMIC DEVELOPMENT	AEROSPACE	AGRI-BUSINESS	ARTS	AUTOMOTIVE	CONTACT CENTERS	DATA CENTERS	LIFE SCIENCES
	ENERGY & ENVIRONMENT	ENTERTAINMENT	FINANCIAL SERVICES	FOOD PROCESSING	INFORMATION TECHNOLOGY	DEFENSE	HEADQUARTERS
	LOGISTICS + TRANSPORTATION	MANUFACTURING	TOURISM				
GEORGIA RESEARCH ALLIANCE	AGRICULTURE AND GENOMICS	BIOMECHANICAL ENGINEERING AND REGENERATIVE MEDICINE	CANCER + HUMAN GENOMICS	ENERGY AND ENVIRONMENTAL ENGINEERING	IMMUNOLOGY AND VACCINES	INFORMATICS AND SYSTEMS BIOLOGY	COMPUTING AND NETWORKS
	ELECTRONICS & OPTICS						
ATLANTA METROPOLITAN CHAMBER OF COMMERCE	BIOSCIENCE & HEALTH IT	SUPPLY CHAIN + ADVANCED MANUFACTURING	GLOBAL COMMERCE	INNOVATION + ENTREPRENEURS	TECHNOLOGY	CLEAN TECH	SPORTS
	WORK FORCE DEVELOPMENT	MOBILITY					
CITY OF ATLANTA	TECHNOLOGY + INNOVATION	SPORTS	MEDIA AND ENTERTAINMENT	INTERNATIONAL TRADE			
ATLANTA REGIONAL COMMISSION	ECONOMIC DEVELOPMENT	RESEARCH	ARTS AND CULTURE				
ATLANTA CONVENTION + VISITORS BUREAU	FESTIVALS	CONCERTS	CONVENTIONS	SPORTING EVENTS	ARTS + CULTURE	RETAIL	ENTERTAINMENT
	HOSPITALITY	SEASONAL EVENTS					
ATLANTA WORKFORCE DEVELOPMENT AUTHORITY	FESTIVALS	CONCERTS	CONVENTIONS	SPORTING EVENTS	ARTS + CULTURE	RETAIL	ENTERTAINMENT
	HOSPITALITY	SEASONAL EVENTS	TRADE SHOWS	SPORTING EVENTS			
FEDERAL RESERVE BANK OF ATLANTA	FINANCIAL	ECONOMIC DEVELOPMENT	RESEARCH				
GEORGIA WORLD CONGRESS CENTER	CONVENTIONS	EVENTS	TRADE SHOWS	HOSPITALITY	SPORTING EVENTS	ENTERTAINMENT	

TABLE 1: ATLANTA AGENCIES REVIEWED

INVENTORY

An inventory of business locations within the Atlanta region was completed in order to develop a better understanding of the overall distribution of industries within the regional economy as well as the industry strengths and opportunities specific to the Aerotropolis and other economic sub-regions.

Analyzing economic sub-regions enables competitive positioning by ensuring that we are not drawing from existing economic hubs but rather adding complementary businesses that benefit from proximity to the airport, presence of existing businesses, and current initiatives. The Blueprint attempts to tie economic and market opportunities into a spatial framework. The economic cluster diagram (Figure 9) provides an overview of the spatial distribution of current and near-term economic activity. Furthermore, it provides a framework to determine key “leverage points” that can be built upon. More detailed analysis of industry distribution is available in the Appendix.

Economic sub-regions include:

■ Perimeter and Cumberland Area

- » **Drivers:** Corporate Housing, land availability, Buckhead, Perimeter Center, access to I-285.

■ Downtown, Midtown and Buckhead

- » **Drivers:** MARTA, education and research, media and broadcasting, tourism and entertainment, and government.

■ Fulton Industrial

- » **Drivers:** Food distribution, logistics and food processing. Access to I-285 and land availability.

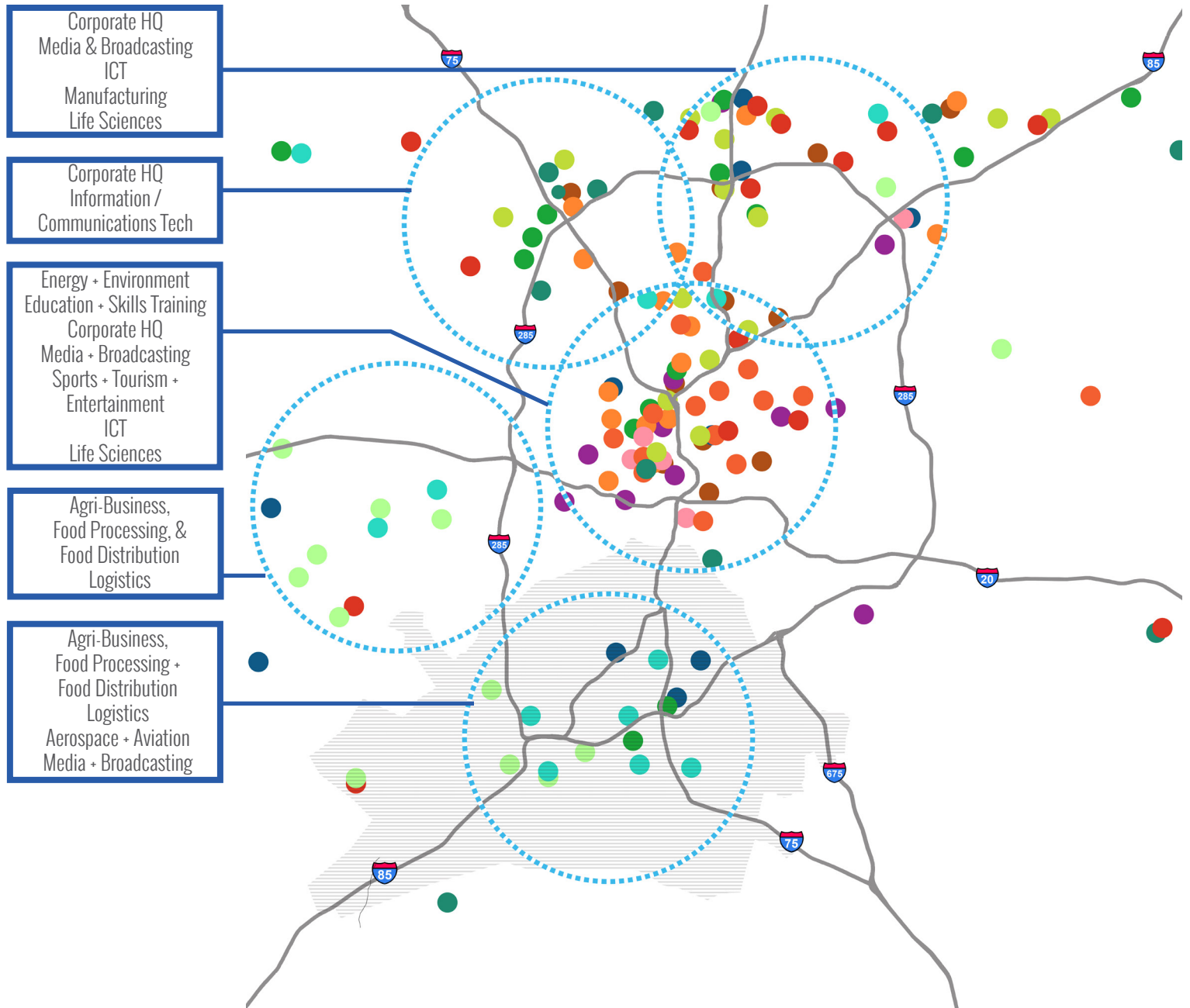
■ Aerotropolis Atlanta

- » **Drivers:** Driven primarily by the airport, proximity to I-285, with increasing numbers of media companies locating in the area.
- » The presence of universities in Atlanta cannot be replicated, however, the presence of universities in the south can be built on.
- » Leverage presence of agri-business, airport and aerospace and media with upstream and downstream activities.
- » Compliment with education and cluster of regional headquarters.
- » Tourism, hospitality and entertainment with media and restaurants in walkable TOD neighborhoods and conventions center areas.

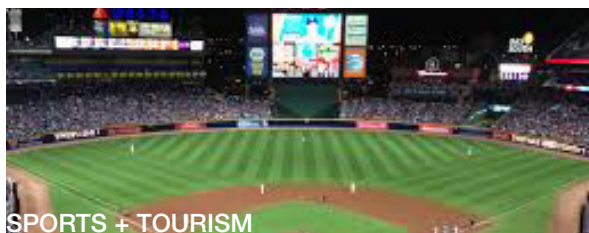
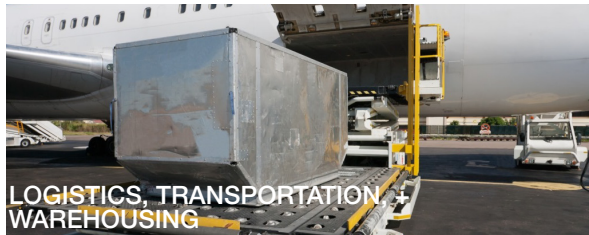


**FIGURE 9:
ECONOMIC CLUSTER
SUMMARY**

- Interstates
- Economic Cluster
- ▭ Aerotropolis Boundary



THE ATLANTA REGION HAS A **VARIED AND DIVERSE ECONOMY**



A HIGH-LEVEL, PARTIAL LISTING OF THE ECONOMIC CLUSTERS REVIEWED AND THEIR COMPANIES / INSTITUTIONS

AGRIBUSINESS, FOOD PROCESSING, +

FOOD DISTRIBUTION
 AGCO Corporation (Duluth)
 Perdue Farms (Gainesville + various)
 Cargill
 FPL Food (Augusta)
 Monsanto (Leesburg/Tifton)
 PodPonics
 Olam Group
 Tyson Foods
 Conagra Foods
 Pilgrim's Pride
 Cagle's, Inc.
 Georgia International Foods
 Kellogg USA, Inc.
 Welch Foods, Inc.

ENERGY + ENVIRONMENT

GE Energy
 AGL Resources
 Southern Company
 SCANA Energy
 Georgia Power Co.
 PS Energy Group
 RPC Inc.
 ET Environmental
 Southern View Energy (Buford)
 Cardno
 CDM Smith
 Brown and Caldwell
 PerkinElmer, Inc. (Johns Creek)
 S&ME, Inc. (Duluth)

MANUFACTURING

Coca-Cola Company
 Graphic Packaging Corp.
 Siemens (various locations)
 Panasonic
 Southwire Co. (Carrollton)
 Printpack Inc.
 Cives Steel Company (Thomasville)
 Kia Motors (West Point)
 Hunter Rechnology Corp.
 BASF Corp.
 Precision Components Int'l (Midland)
 Hill Manufacturing
 GE Energy
 Suniva
 SoftWear Automation, Inc.
 Hunter Technology Corporation

AVIATION + AEROSPACE

Gulfstream Aerospace Corp. (Savannah)
 Lockheed Martin Corp.
 Delta Air Lines, Inc.
 Meggitt Polymers & Composites (Rockmart)
 Northrop Gumman Corp.
 Triumph Aerostructures - (Milledgeville)
 PCC Airfoils LLC (Douglas)
 The Boeing Co.
 Pratt & Whitney
 Aircraft Service Int'l Group
 Precision Aviation Group
 Dixie Aerospace
 Global Aviation Co.
 Global Aerospace
 Zodiac Aerospace

INFORMATION + COMMUNICATIONS TECH

AT&T
 Dell SecureWorks
 Fiserv
 IBM
 Lexis Nexis
 Oracle Corp.
 Hewlett-Packard
 Wipro
 First Data
 Cisco Systems
 SITA
 NCR Corp.
 Airwatch by VMware
 Infosys
 Marketo

MEDIA + BROADCASTING

Cox Enterprises
 Turner Broadcasting Systems
 Comcast
 CNN News Group
 Scientific Games Corp.
 The Weather Channel
 Knology
 Ericsson Television Inc.
 Emcompass Digital Media
 WSB TV/Radio
 HLN
 Fox Networks
 GroupM
 Meredith Corp.
 Cumulus Media

CORPORATE HQ + PROFESSIONAL SERVICES

The Home Depot
 United Parcel Service (UPS)
 Coca-Cola Company & Enterprises
 Delta Air Lines, Inc.
 The Southern Company
 Genuine Parts
 First Data Corporation
 Porsche North America
 Rock-Tenn Company
 SunTrust Banks, Inc.
 HD Supply Holdings, Inc.
 NCR Corporation
 Newell Rubbermaid, Inc.
 Chick-fil-A
 Asbury Automotive Group, Inc.

LIFE SCIENCES

Centers for Disease Control & Prevention
 Baxter (Covington)
 Emory Healthcare
 Kimberly-Clark
 CIBA Vision/Alcon Labs (Johns Creek)
 VWR (Suwanee)
 Covidien
 Quintiles
 McKesson Corp.
 Pfizer
 Sciele Pharma, Inc.
 UCB Pharma
 GeoVax
 Elekta
 Solvay Pharmaceuticals, Inc.

TOURISM

Georgia Aquarium
 Stone Mountain Park
 The Fox Theatre
 High Museum of Art
 World of Coca-Cola
 Legoland
 Fernbank Museum of Natural History
 Zoo Atlanta
 Centennial Olympic Park
 Piedmont Park
 Martin Luther King Jr Nat'l Historic Site
 Atlanta History Center
 CNN Center
 Atlanta Botanical Garden
 Michael C. Carlos Museum

EDUCATION, SKILLS TRAINING, R&D

Georgia Institute of Technology
 University of Georgia (Athens)
 Emory University
 Georgia State University
 Kennesaw State University (Kennesaw)
 Savannah College of Art and Design
 University of West Georgia (Carrollton)
 Valdosta State University (Valdosta)
 Art Institute of Atlanta
 Mercer University
 Morehouse College
 Spelman College
 Georgia Perimeter College
 DeVry University (various locations)
 Clark Atlanta University
 Agnes Scott College

LOGISTICS, TRANSPORTATION + WAREHOUSING

UPS
 Nippon Express
 All Cargo Solution, Inc.
 Saddle Creek Logistics
 APL Logistics
 Jerich International
 DSC Logistics
 Americold (various locations)
 CEVA Logistics
 Excel Logistics
 Nordic Logistics and Warehousing, LLC.
 Schneider Logistics Int'l Inc.
 Atlanta Logistics Corp.
 Amware Logistics
 Broadrangle Logistics

SPORTS

Atlanta Braves (MLB)
 Atlanta Dream (WNBA)
 Atlanta Falcons (NFL)
 Atlanta Hawks (NBA)
 Atlanta Silverbacks (NASL)
 Gwinnett Braves (MiLB)
 Gwinnett Gladiators (ECHL)

EMPLOYMENT AND LABOR

The employment and labor force context of the Aerotropolis area varies; however, some key themes can be identified as documented in the *Aerotropolis Atlanta Blueprint Inventory and Assessment Report* (see the Appendix) and as further detailed below.

Approximately 85 percent of those in the Aerotropolis area commute from other areas, while among those that live in the Aerotropolis, an estimated 73 percent work outside of the area. This data shows a high level of worker inflow/outflow. See *Table 2*.

	Count	Share
Employed in the Selection Area	179,480	100%
Employed in the Selection Area but Living Outside	152,193	85%
Employed and Living in the Selection Area	27,287	15%
Living in the Selection Area	100,150	100%
Living in the Selection Area but Employed Outside	72,863	73%
Living and Employed in the Selection Area	27,287	27%

TABLE 2: WORKER TOTALS AND FLOWS

A large concentration of industries within the Aerotropolis is currently focused on transportation and warehousing, administration, educational services and accommodation and food services (Figure 10). While this distribution of industries is largely a result of the airport activities, the surrounding hotel and accommodations businesses draw from both within and outside the area. Within the Aerotropolis, there are two tiers of industry concentration. The first tier is associated with the airport, and the second tier is a result of the historic development of south Atlanta as a more intensive industrial hub with support services and professions clustering in the area.

Growth rates and the concentration of industry provide an informed framework for defining economic opportunity for Aerotropolis Atlanta. As illustrated in Figure 11, industries that fit within different criteria may call for different strategies or prioritization with the Aerotropolis Blueprint.

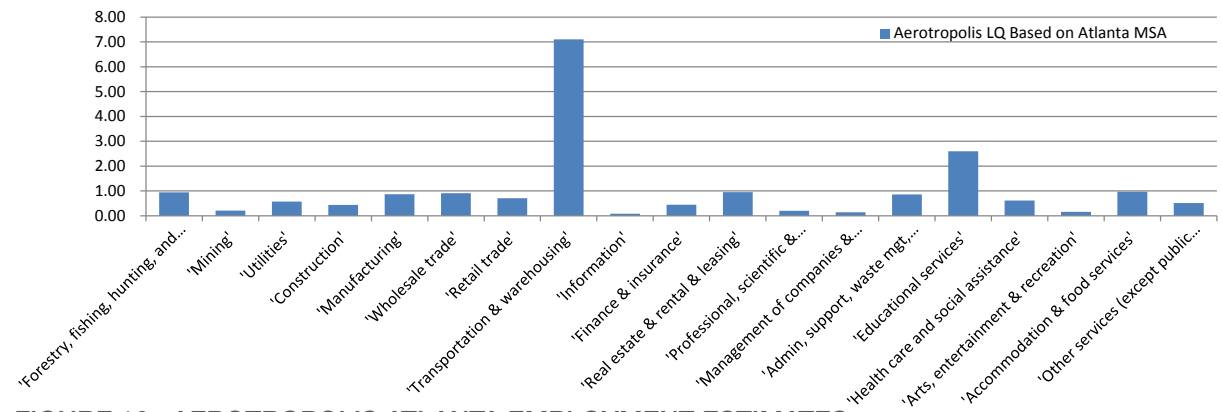


FIGURE 10: AEROTROPOLIS ATLANTA EMPLOYMENT ESTIMATES

*Location Quotient (LQ) - is a quantification of how concentrated a particular industry or cluster compares to the nation.

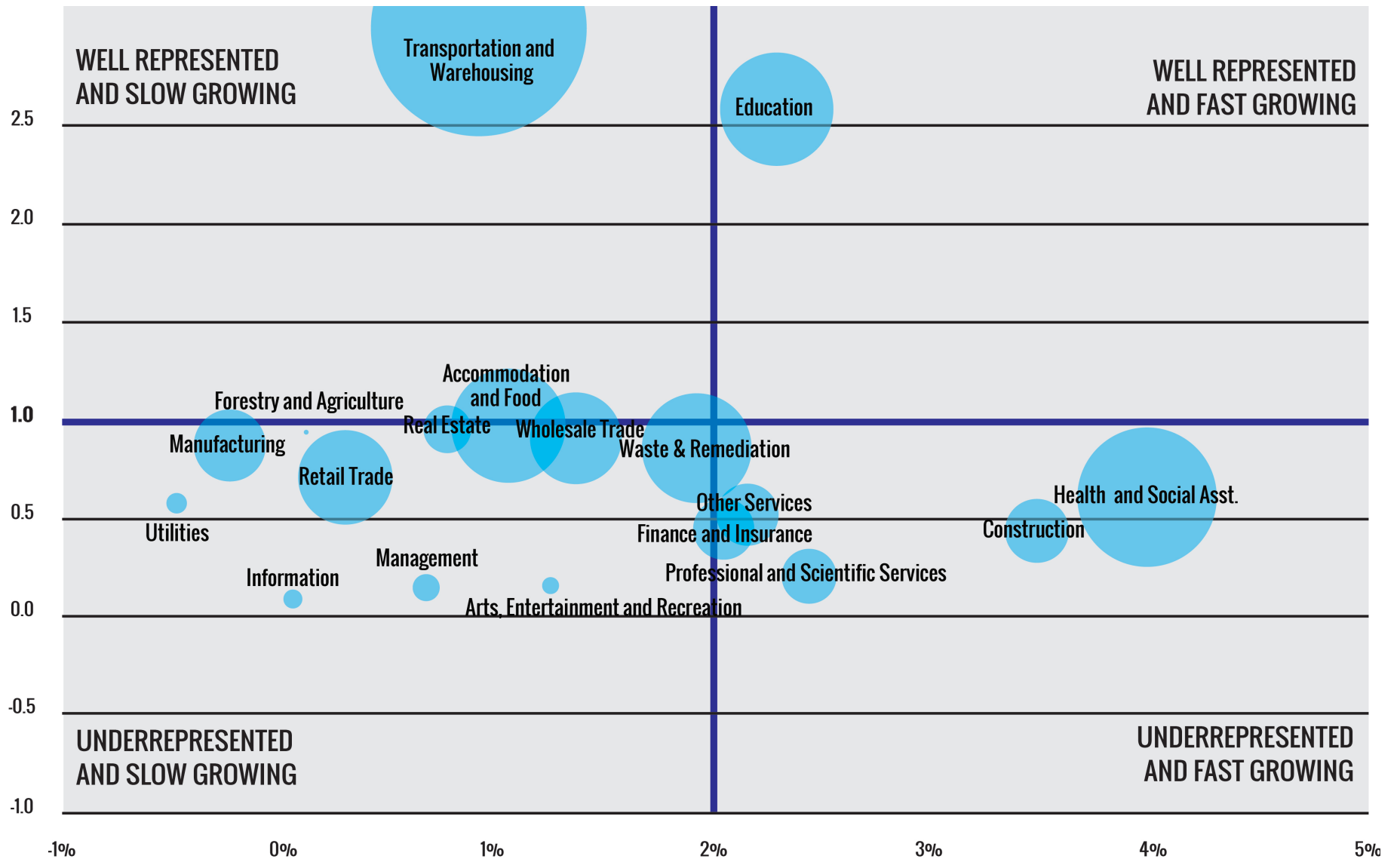


FIGURE 11: INDUSTRY GROWTH AND CONCENTRATION PROJECTIONS

2.7 REAL ESTATE MARKET OVERVIEW

CONTEXT

Local colleges and universities give the region a competitive edge over other metro areas for a couple reasons. First of all, there is a high concentration of higher education institutes. Secondly, Atlanta’s ranking for educational attainment in STEM related degrees has steadily increased over the last decade. Educational attainment provides additional indication of the target industries that could locate in the Aerotropolis.

KEY TERMS
STEM FIELDS: Science, Technology, Engineering, and Mathematics.

Degree Field	Increase in # of Degrees	Change in Rank (in their respective fields)
Engineering/Related Technologies	#1	6th to 3rd
Biological/Biomedical Sciences	#2	13th to 7th
Computer/Information Sciences	#3	8th to 5th
Foreign Languages	#4	10th to 7th
Business/Management/Marketing	#6	7th to 7th

Atlanta MSA’s Ranking against other USA MSAs for Top 10 Post Secondary Degrees

- Biological / Biomedical Sciences (#7)
- Biomedical / Bio Engineering (#2)
- Aerospace / Aeronautical (#2)
- Computer / Information Sciences (#5)
- Engineering / Engineering Tech (#3)
- Industrial / Manufacturing / Operations Engineering (#1)
- Mechanical Engineering (#5)
- Chemical Engineering (#6)
- Electrical Engineering (#9)
- Mathematics / Statistics (#7)
- Physical Sciences (#6)
- Business / Economics (#7)

A high-level analysis of industrial, office, and retail markets within metro Atlanta was undertaken to better understand real estate opportunities and challenges in Aerotropolis Atlanta. The market analysis included two geographic perspectives: 1) metro Atlanta as a whole, in comparison to 2) south Atlanta with the submarket of the Aerotropolis. Vacancy rates are higher and asking lease rates are lower on average in south Atlanta compared to metro Atlanta.

TABLE 3: EDUCATION ATTAINMENT IN STEM-RELATED DEGREES

INVENTORY

INDUSTRIAL

Industrial real estate in the Aerotropolis has seen significant absorption. As a result of this activity and few options, the vacancy rate is at a 14-year low and lease rates continue to increase. The market is responding with approximately 17 million square feet under construction. Northeast Atlanta continues to be the strongest market, while south Atlanta is experiencing an above **average vacancy rate at 9.4 percent** due to a lack of suitable industrial space.

Metro Atlanta

- Estimated industrial inventory: 565,654,296 sf
- Current vacancy rate: 8.27 percent
- Current asking lease rate: \$4.08 psf
- Total under construction: 17,244,325 sf
- 10-Year absorption: 8,000,000 sf

South Atlanta

- Estimated industrial inventory: 144,342,630 sf
- Current vacancy rate: 9.27 percent
- Current asking lease rate: \$3.27 psf
- Total under construction: 6,990,159 sf

OFFICE

Compared to the last six years, the occupancy level is at its highest point and leasing activity is consistently strong, with 2015 is set to be one of the best for Atlanta's office real estate market. Perimeter and Buckhead have experienced significant increases in demand, leading to an even lower office availability in those submarkets. Limited development activity over the last few years has continued to push some asking rents up to unprecedented levels.

Metro Atlanta

- Estimated office inventory: 221,583,361 sf
- Current vacancy rate: 16.97 percent
- Current asking lease rate: \$20.79 psf
- Total under construction: 1,690,604 sf
- 10-Year absorption: 1,220,000 sf

South Atlanta

- Estimated industrial inventory: 13,471,685 sf
- Current vacancy rate: 20.85 percent
- Current asking lease rate: \$17.14 psf
- Total under construction: 0 sf

RETAIL

Compared to the last eight years, 2014 was the year with the highest occupancy gain. The retail vacancy rate reached a little over 12 percent after having experienced a high of 14 percent after the last recession (a result of lack of new development and positive activity in the sector). In 2014, demand was concentrated on food retail, with grocery concepts looking for better real estate despite the higher costs.

Metro Atlanta

- Estimated retail inventory: 167,737,695 sf
- Current vacancy rate: 12.15 percent
- Current asking lease rate: \$12.86 psf
- Total under construction: 1,710,646 sf

3.0 BEST PRACTICES

EXISTING CONDITIONS



3.1 OVERVIEW

In order to determine the optimal development strategy for Aerotropolis Atlanta, it is important to understand similar initiatives being undertaken in other cities.

While every aerotropolis is faced with its own unique set of challenges and opportunities, patterns of success and best practices, identified by illustrative case studies, have the potential to inform the vision, strategies and recommendations laid out by the Blueprint.

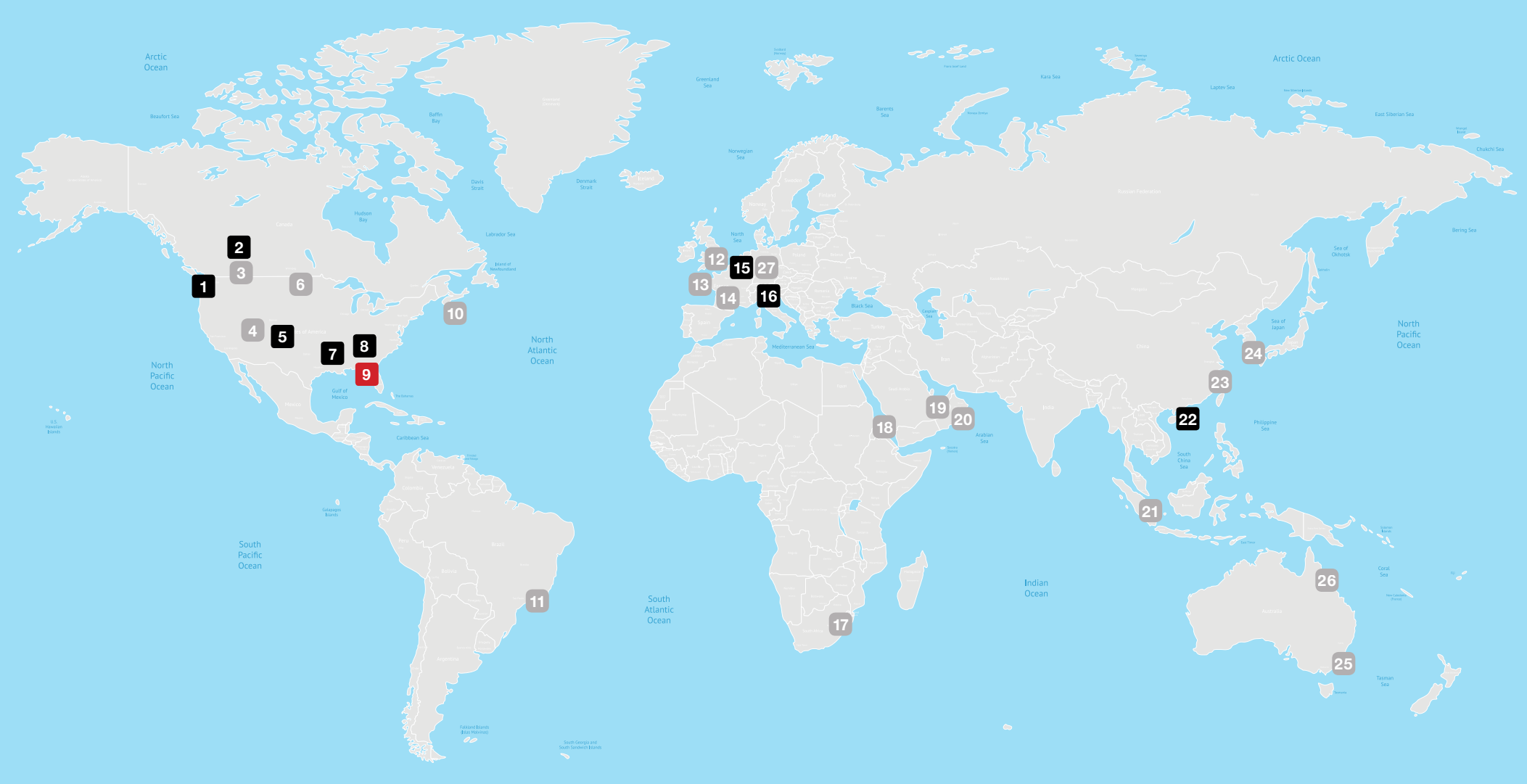
The case studies profiled highlight market trends, industry clusters, branding and marketing, sustainability initiatives, organizational structures and funding mechanisms and implementation frameworks occurring at aerotropoli across the globe.

The case studies provide a point of discussion to illustrate what is possible and the initial steps toward establishing a successful Blueprint. More specifically these best practices aim to illustrate:

- The growth and increasing importance of non-aeronautical revenues.
- The presence of regional headquarters in proximity to airports.
- Experiential centers and other destination activities as catalytic development.
- Education and skills training facilities at airports.
- Enabling effect of value-add operations to attract investment and businesses.
- Airports acting as developers in joint ventures in commercial development.
- Airports and municipalities investing together in TOD projects off-airport.
- Emerging trend of outlet retail.
- The synergy of e-commerce and value-add operations at major hubs.
- The importance of light rail connectivity linking the Airport City to the downtown.

The airport cities and aerotropoli reviewed include:

- Schiphol Amsterdam Airport
- Munich International Airport
- Hong Kong International Airport
- Vancouver International Airport
- Edmonton International Airport
- Louisville International Airport
- Denver International Airport



MAP 12: AEROTROPOLI AND AIRPORT CITY INITIATIVES*

- | | | | |
|-------------------------------------|--|--|---|
| 1. Vancouver International Airport | 9. ATL (Hartsfield-Jackson International Airport) | 15. Amsterdam Airport Schiphol | 23. Shanghai Hongqiao International Airport |
| 2. Edmonton International Airport | 10. Halifax International Airport | 16. Munich Airport | 24. Seoul-Kimpo International Airport |
| 3. Calgary International Airport | 11. Trancredo Neves International Airport | 17. O.R. Tambo International Airport | 25. Sydney International Airport |
| 4. Ogden Regional Airport | 12. Manchester Airport | 18. Jeddah King Abdul Aziz International Airport | 26. Townsville Airport |
| 5. Denver International Airport | 13. Heathrow Airport | 19. Dubai International Airport | 27. Frankfurt Airport |
| 6. Winnipeg International Airport | 14. Paris Charles de Gaulle International Airport | 20. Muscat International Airport | |
| 7. Memphis International Airport | | 21. Changi Airport Singapore International Airport | |
| 8. Louisville International Airport | | 22. Hong Kong International Airport | |

*These airports were selected based on industry knowledge and applicability to Aerotropolis Atlanta. They are listed in no particular order. Bolded items are those referenced in the following pages.

MARKET TRENDS

The following review considers the passengers per year and revenues of case study airports. It then considers non-aeronautical development that has occurred at each facility, providing some insight on possible developments that may perform well in another aerropolis environment.



9 ATL

Hartsfield-Jackson Atlanta International Airport (ATL)

- 95.6 million passengers/year
- 65+ percent Non-Aeronautical Revenues
- World's busiest airport since 1998
- Estimated impact of \$64.2 billion and 450,000 jobs
- 6.8 million square feet terminal
- Cargo Tonnage: 137,943 average 3 month period

Non-Aeronautical Development

- Porsche North America Headquarters
- Delta Air Lines Campus - Delta Museum
- Redevelopment of north cargo into consolidated south cargo area.
- Redevelopment of parking into Airport City Development
- Waste to Energy Development Project
- ATL On-Call Real Estate Development Strategy
 - » Development strategy for on-airport and off-airport land parcels



15 SCHIPHOL

Schiphol Amsterdam Airport

- 55.1 million passengers/year
- 60+ percent non-aeronautical revenues
- Aalsmeer Flower Auction (est. 5 percent of GDP)
- 2 train stops to Bijlmer Arena Station
- Tangerine ING Group HQ

Non-Aeronautical Development

- 500 companies within airport grounds
- European headquarters at Schiphol offices:
 - » Prologis, Microsoft, CVC Capital, ISJ Global
 - » Focal Point for F.I.R.E. regional offices
 - » Some of highest office lease rates in Europe
- Schiphol Plaza landside retail:
 - » Albert Heijn Grocery, Victoria's Secret, H&M
 - » Citizen M Hotel: 215 rm modular units
 - » Inter-city passenger and high speed rail



16 MUNICH

Munich International Airport (MUC)

- 40 million passengers/year
- 49percent non-aeronautical revenues (includes Airport Improvement Fund)

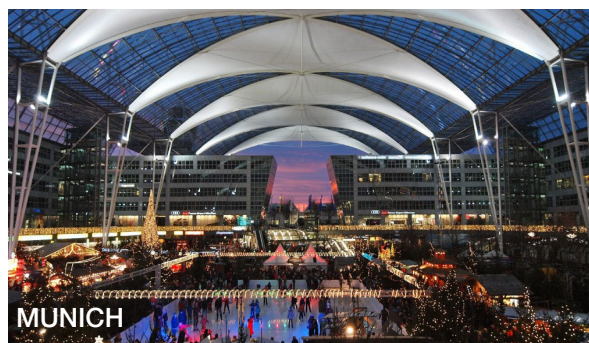
Non-Aeronautical Development

Munich Airport Center/Audi-Forum:

- Retail and restaurant node connects terminals 1 and 2 and Rail Station
- Audi Forum satellite office and training facility
- Audi showroom and test vehicles
- BMW test vehicles
- Munion Plaza Beer Garden, restaurants, supermarket, banks.
- Major advertising and event space in plaza

Hotels:

- 5-star Kempinski Convention Hotel
- Munion Conference and business center
- 4.5-star Hilton Munich Airport
- 4-star Novotel adjacent to airport parking



22 HONG KONG

Hong Kong International Airport (HKG)

- 60 million passengers/year
- 56 percent non-aeronautical revenues
- Busiest cargo airport in the world
- 65,000 employees

Non-Aeronautical Development

Cathay Pacific City:

- Cathay Pacific head office
- 10 acres and 1.3 million square feet of office space

Hong Kong SkyCity:

- HK Express Rail to Tsen Wan, Kowloon and Central
- AsiaWorld Expo - 750,000 square feet conference center
- 658 Room Marriott SkyCity Hotel and dining
- 8-Level 3 million square feet vertical shopping center
- “Hong Kong Experience” entertainment and leisure complex
- Regal and Marriott Hotels and 3 proposed hotels





1 VANCOUVER

Vancouver International Airport (YVR)

- 19.3 million passengers/year
- 72 percent non-aeronautical revenue/AIF

Non-Aeronautical Development

McArthurGlen Designer Outlet at YVR:

- 240,000 square feet of destination retail in phase one
- 400,000 square feet and 1,000 jobs at full build-out

Canada Post Pacific Mail Processing Facility

- 700,000 square feet mail and e-commerce fulfillment hub
- \$200 million investment and 900+ jobs

West Infield Logistics Center:

- 1 million square feet of logistics (possible FTZ)

Sea Island Business Park Concept:

- 800,000 square feet office in flexible pods
- 300 rooms conference hotel

Russ Baker Way Commercial Development:

- Proposed mixed-use village with shopping, food and beverage and entertainment.



2 EDMONTON

Edmonton International Airport (YEG)

- 8.2 million passengers/year
- Non-aeronautical revenue/AIF Share: 73 percent
- Serves North America's 2nd largest oil and gas sector

Non-Aeronautical Development

- 350-acre highway commercial development
- Office park and restaurants
- TOD node - direct connection to Edmonton

Outlets Collection:

- 415,000 square feet of destination retail and 100+ brands
- Developed by Ivanhoe Cambridge
- Rosenau transport distribution hub
- 210,000 square feet distribution serving north Alberta

Renaissance Hotel:

- 4-star luxury hotel and lounge with direct access to security check-in
- Fine dining Halo Bistro Restaurant



8 LOUISVILLE

Louisville International Airport - UPS Worldport

- 3.4 million passengers/year
- 9th busiest airport in the world by cargo movements

Non-Aeronautical Development

Amazon Distribution:

- Ships about 30 percent of Amazon's volume

UPS Worldport:

- More than 140 global companies have relocated to Louisville to capitalize on synergies between UPS and the airport
- Add valuing is approaching almost 20 percent of UPS Revenues
- Cut Sprints warehousing costs by 30 percent.
- 1,000,000 square feet of industrial space for health-related activity
- Healthcare is UPS fastest growing industry segment



JACOBS

5 DENVER

Denver International Airport City (DEN)

- 52.2 million passengers/year
- United domestic hub
- 43 percent non-aeronautical revenues
- 9,000 acres of developable land
- 84,500 Jobs and \$209M/year income tax - full build-out

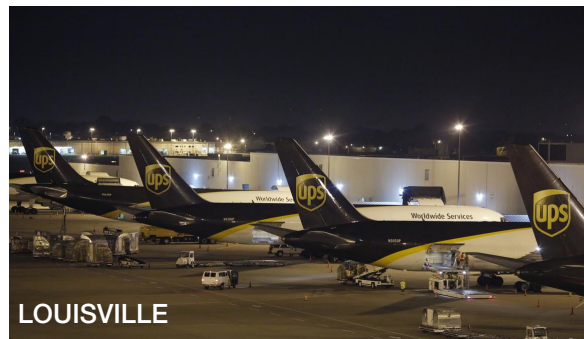
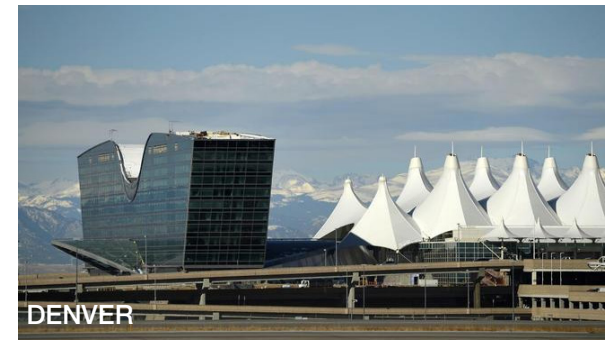
Non-Aeronautical Development

Westin Denver International Airport Hotel:

- First stage of Airport land development program
- 519 rooms and 26,000 square feet conference center

Transit-Oriented Development:

- LRT links two on-airport TOD DIA/joint venture development nodes and Downtown Denver Union Station



TARGETED CLUSTERS

In addition to the best practices highlighted in non-aeronautical development, previous case study analysis reviewed the corresponding targeted industries of regions with strong airport, airport city or aerotropolis positioning.

Common target economic clusters included (but were not limited to):

- Logistics, freight forwarding and distribution
- Aerospace, aviation and advanced manufacturing
- Bio-life sciences and medical devices
- Perishables and agri-business
- Information communication technology
- Education, skills training and apprenticeships
- E-commerce and fulfillment
- Tourism and entertainment

The analysis illustrated the similarity of economic development objectives across regions and the importance of a balanced approach to formulating strategy. Building on existing strengths to foster upstream and downstream activities in addition to attracting emerging industries that rely or benefit from proximity to the airport forms a distinguishing factor in Aerotropolis master planning.

Specifically, targeting fewer industries that have numerous associated upstream and downstream activities allows for a concentrated and unified effort that key stakeholder, businesses and citizens can quickly champion and support. Furthermore, a number of industries are increasingly locating in proximity to airports.

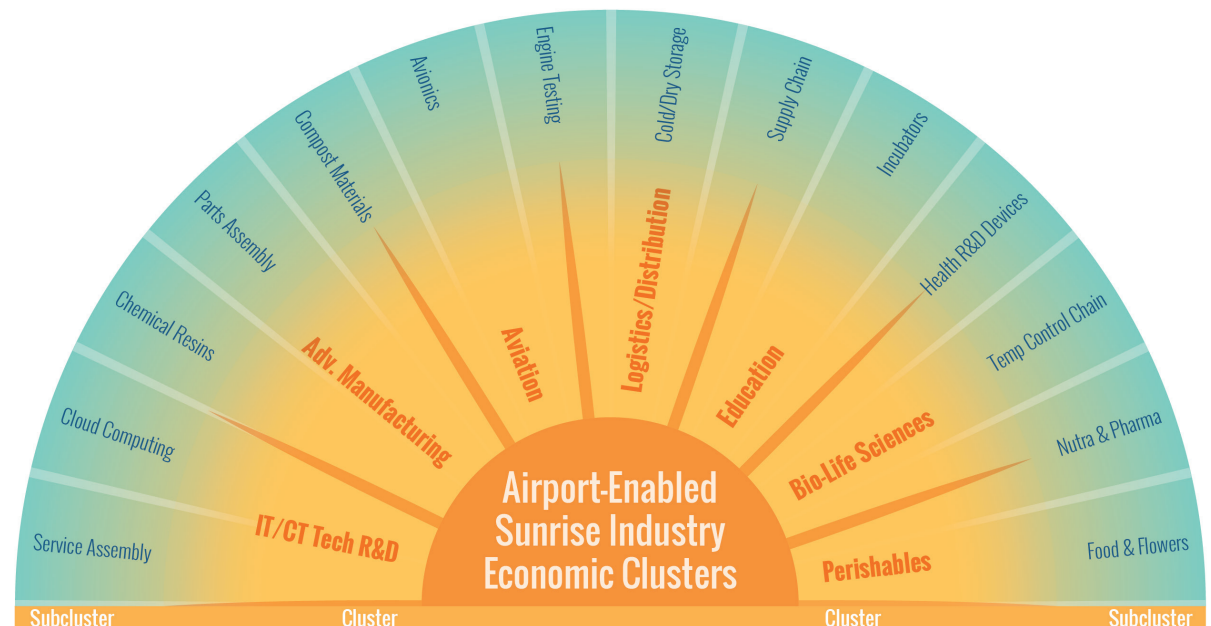
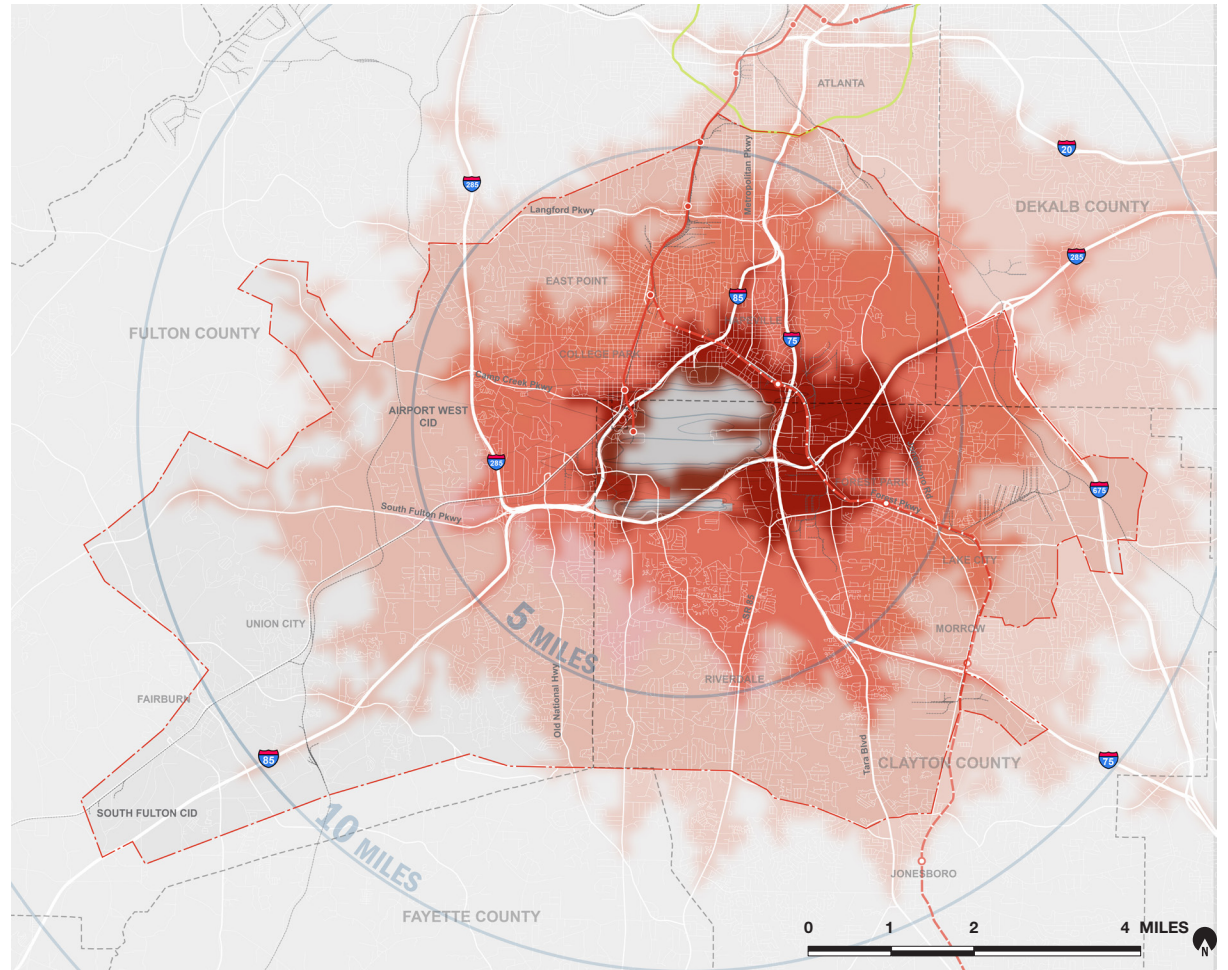
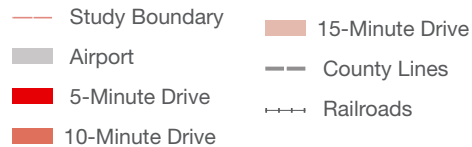


FIGURE 12: AIRPORT- ENABLED SUNRISE INDUSTRY CLUSTERS

THE IMPORTANCE OF TIME-DISTANCE

A number of industries are increasingly locating in proximity to airports and within aerotropoli. As illustrated in Figure 13 and Map 14, these industries and their support industries often form an economic eco-system or cluster of economic activity. An aerotropolis development strategy recognizes the growing priority in relation to time-distance from an airport and how this informs the optimal spatial framework of a comprehensive strategy.

**MAP 13:
TIME-DISTANCE***



* The drive time was calculated from four points on the periphery of the airport, using the **existing road network**. The four points were:

1. 1255 South Outer Loop Road
2. The intersection of CW Grant Parkway and Old Dixie Avenue
3. Midpoint of North Inner Loop Road
4. The Domestic Terminal



FIGURE 13: TIME-DISTANCE BY ECONOMIC SECTOR

MARKETING + BRANDING

In order to communicate the Aerotropolis Atlanta Blueprint framework, next steps involve crafting a marketing and branding strategy to convey the Blueprint to the various stakeholders and audiences.

Audiences include: airlines, commercial real estate developers, outlet retailers, foreign investors, institutional investors, target economic clusters, and lending and ratings agencies.

It's recommended that Aerotropolis Atlanta create a 'Situation Room' housing a number of key marketing and branding materials. Marketing and branding strategy includes: vision brochure, promotional and exhibition video, physical model as well as an exhibition and conference strategy.

Of particular importance are the promotional and exhibition video, and the exhibition and conference strategy.

Promotional and Exhibition Video - An important aspect of communicating the vision and aerotropolis opportunity could be facilitated through promotional and exhibition videos. The presentation video would highlight the overall vision, the presence of key businesses, land use and transportation strategy, pool of labor, government investment, and air route connectivity.

Exhibition and Conference Strategy – Participation in conferences that focus on investment and commercial development is essential to get Aerotropolis Atlanta word out.

ORGANIZATIONAL STRUCTURES

The aforementioned best practices provide a framework for non-aeronautical revenue development projects; target economic clusters; land use and transportation planning based on time-distance; and marketing and branding. The fundamental element that underscores the success of all these best practices is the role of organizational structures in the implementation of the aerotropolis.

An organizational structure that is responsible for the on-going implementation of the aerotropolis comparative edge will enable multiple jurisdictions and stakeholders to work collaboratively. Organizational structures related to aerotropolis implementation range in composition. However, a number of key components and functions form reoccurring themes within best practices.

Marketing and Branding – A coordinated marketing and branding strategy that integrates and promotes multiple jurisdictions and stakeholders as one entity.



FIGURE 14: ORGANIZATIONAL STRUCTURE-KEY COMPONENTS AND FUNCTIONS

Fast-Track Inter-Jurisdictional Development Approval ("Initial Point of Contact") – In order to facilitate and respond to potential business interests and investment, an expedited development approval process is necessary. This "Initial Point of Contact" (also know in other communities as a "One-Stop Shop") would function as a primary liason between investors and jurisdictions.

Zoning and Permitting – Zoning overlays and districts that are coordinated through a "One-Stop Shop" need to respond to the overall aerotropolis master plan and development strategy. Economic districting and corridors and catalyst sites need to consider and integrate with the existing zoning restrictions to ensure a comprehensive and coordinated approach.

Inter-Jurisdictional Communication – Day-to-day communication through a dedicated team representative of the major stakeholders forms a major component of successful implementation.

Grants and Incentives – The ability to coordinate grants and incentives through a dedicated entity provides prospective investors a central organization that can facilitate the key aspects of the site selection process.

Public-Private Partnership and Joint Venture– Airport City development "on-airport" and aerotropolis development "off-airport" can be facilitated through a number of development models, including public-private partnerships. Establishing an aerotropolis organization as a preferred public development partner increases investment attraction, business development, and retention.

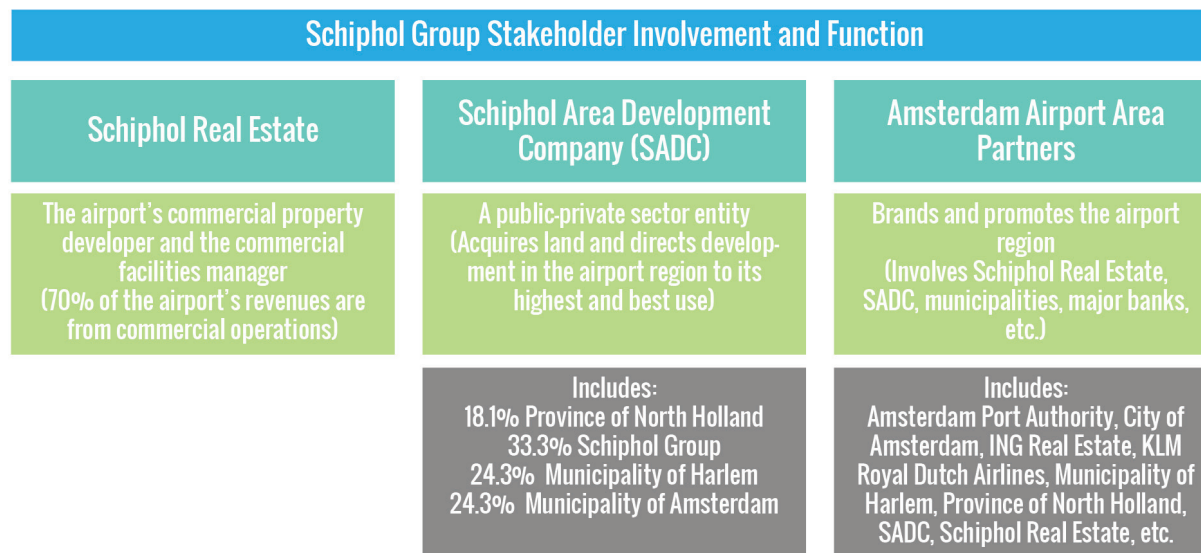
Business Improvement Coordination – Utilizing similar organizational structures such as Community Improvement Districts (CID) and Business Improvement Associations (BIA), organizational structures that can coordinate gateway improvements and beautification as well as community amenities and safety are a primary function within an aerotropolis.

Organizational structures vary internationally and from airport to airport. Integral to assessing the optimal structure of an airport city or aerotropolis organization is determination of its functions as they relate to implementation. Furthermore, the collaborative nature of these organizational structures recognizes that a forum for existing and proposed separate entities to interact is a primary goal. This balances the interests of separate stakeholders, groups or jurisdictions working in tandem to achieve an agreed “vision” of the airport city and the aerotropolis.

An organizational structure with built-in flexibility along with a unified direction allows regions to compete and “win” against other regions nationally. The expertise of local government as facilitators and business stakeholders as strategic advisors is a fundamental and delicate balance which is necessary throughout all levels of an Airport City or Aerotropolis organizational structure.

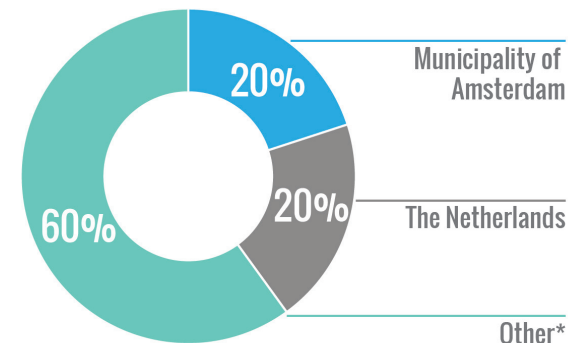
The following provides examples of both formal collaborative structures and informal collaborative structures, reflecting the unique evolution of airport-centric development.

FIGURE 15: SCHIPHOL GROUP ORGANIZATIONAL STRUCTURE



The Zuidas Enterprise

“Zuidas” is a commercial hub located northeast of Amsterdam Airport Schiphol. The Zuidas Enterprise consists of multiple partners including Schiphol Group. Zuidas Enterprise acts to leverage the current success of the existing commercial hub into an integrated district of international commerce, housing and shared amenity. With direct intermodal connections to Schiphol, the Schiphol Group’s involvement in the Zuidas Enterprise is as an active participant in shaping the surrounding area and enhancing connections to the airport. This fosters a synergy where businesses and residents can increasingly access the airport, and non-aeronautical revenue is steadily diversified.



* Includes: ABN Amro Bank, Bank Nederlandse Gemeenten, Fortis bank, HBOS (Bank of Scotland), Schiphol Group, Stichting Pensioenfonds ABP.

FIGURE 16: DETROIT'S AEROTROPOLIS STRUCTURE

The Aerotropolis Development Corporation is governed by an Executive Committee of public and private-sector members which will provide the ongoing oversight of the Development Corporation's activities.

Corporation Board (Local Government Signatories)
Executive Committee (10-12 Members)
Local Government Representatives: 2 City of Romulus: 1 Wayne County: 2 Wayne County Airport Authority: 2 Private Sector Representatives: 2-4 Washtenaw County: 1

FIGURE 17: DETROIT'S AEROTROPOLIS STRUCTURE

The Detroit Aerotropolis Development Corporation (Vantage Port) is governed by an executive committee of public and private-sector members which provide ongoing oversight of the Development Corporation's activities. Vantage Port has evolved through initial visioning of the potential to link Wayne County's Detroit Metro and Willow Run Airport with a spine of commercial, institutional and entertainment activities. The challenges of the Detroit metro area result in the need for comprehensive and forward-thinking strategy.

An important aspect of the initial stages for setting the framework was both economic development and county officials working with the governor's office to obtain the necessary "planning powers" to shape land use, transportation and economic development strategy. Figure 16 provides an overview of the general organizational structure at VantagePort along with key functions highlighted in Figure 17.

Marketing and Business Attraction	Master Planning and Development Criteria	Regulatory Assistance and Incentives	Intergovernmental Communication and Coalition Building
<ul style="list-style-type: none"> * Promotion of local units * Advertising and marketing * Target firm research and identification * Logo and brand development * Website development * Client management 	<ul style="list-style-type: none"> * Building / development criteria * Design standards * Master planning * Utilities and infrastructure development * Aerotropolis development zone * Aerotropolis development area designation 	<ul style="list-style-type: none"> * Permitting and entitlements * Incentive application criteria * Incentive packages * Site selection * LDFA and TIF investments * Real estate development * Grants management 	<ul style="list-style-type: none"> * DDA / LDFA coordination * MEDC, MSF, MEGA * Existing businesses in aerotropolis * Citizen outreach * Landowner outreach * Federal government outreach * Private / nonprofit outreach

FIGURE 18: GENERAL MITCHELL INTERNATIONAL AIRPORT - MILWAUKEE, WI

The Milwaukee Gateway Aerotropolis Corporation (MGAC) is an organizational structure that has evolved as a result of community and business stakeholders attempting to heighten the potential economic impact of the airport area. The initial actions of the Airport Gateway Business Association creating a Business Improvement District, in proximity to General Mitchell International Airport, are now working in tandem with a state-supported wider mandate of economic development known as “Transform Milwaukee.”

MGAC highlights the importance of aligning aerotropolis efforts and strategies with those of the state. In this regard, the state’s recognition of the importance and potential of an aerotropolis-related growth strategy provides the proper platform to obtain necessary powers and funding for implementation. As the governance structure evolves at MGAC, funding, expertise and legislative powers increasingly move the aerotropolis vision, from concept to strategy.



FUNDING MECHANISMS

Funding for an aerotropolis can come from of a number of sources. Currently, the State of Tennessee is pursuing legislation that would provide funding for the implementation of their aerotropolis. This funding would facilitate the development of major transportation infrastructure in their region.

In addition to state legislation, other funding sources of aerotropolis development include the airport authority, private sector development, the public sector, and partnerships of these entities.

The funding of the organizational structure itself occurs primarily through cost-sharing initiatives representing the jurisdictions and stakeholders’ involved in the implementation of the aerotropolis.

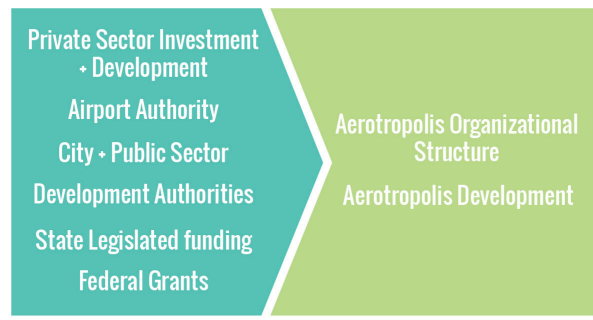


FIGURE 19: FUNDING SOURCES IN AEROTROPOLIS PLANNING AND DEVELOPMENT STRATEGY



4.0 THE VISION

RECOMMENDATIONS



4.1 SETTING THE DIRECTION FORWARD

Defining and formalizing the shared vision for the future is a priority outcome of the Blueprint. The vision provides the overall “Direction Forward,” and AAA’s overall vision statement, goals, and guiding principles. These items build on the AAA’s mission statement.

Arrival at a shared vision, while refined and formalized during the Blueprint vision week, is the culmination of several discussions and strategy sessions with a variety of stakeholders over the multi-year process of forming the AAA.

4.2 GUIDING PRINCIPLES

The guiding principles drive the day-to-day regular actions and interactions of the Blueprint partners as they promote the vision and advance its goals:

- **A win for one is a win for all.** An environment of partnership, information sharing, and collaboration must be maintained to distinguish Aerotropolis Atlanta from other areas.
- **Maintain inspired leadership.** The Aerotropolis coalition is a partnership and will thrive on the passion of its leaders and the direction they provide.
- **Target our efforts.** The AAA has limited resources and its partners have limited time. Our efforts must be strategic and targeted, focusing on what a collaborative economic development entity can do best.
- **Leverage what makes the Aerotropolis so special.** Location, location, location. There is no other area around the airport, this is it – this is a unique asset that should be our top selling point.
- **Success is a public private effort.** To achieve the Aerotropolis vision, public and private sectors must both sell and advance the vision.

AEROTROPOLIS ALLIANCE MISSION STATEMENT

The Aerotropolis Atlanta Alliance (the Alliance) will work to leverage the economic potential created by Hartsfield-Jackson Atlanta International Airport. The Alliance consists of business, local governments, and other stakeholders located within or with a vested interest in the greater airport area. Working with existing organizations and efforts, the Alliance will coordinate economic development, strategic planning, and other cross-discipline and cross-jurisdiction issues.

4.3 GOALS – A PICTURE OF SUCCESS

The following goals that resonated the loudest from the vision week and became a top priority are:

- **Improved perception of the area within Aerotropolis** --- accomplished through Blueprint rollout, branding, marketing, word of mouth, and positive media coverage.
- **Increased economic investment** --- expansion of existing businesses, and headquarter locations.
- **A true partnership** --- working and thriving partnerships help facilitate information transfer and a high level of customer service.
- **Advancing our catalyst sites** --- these areas of opportunity are those that will have elevated interest in the Aerotropolis.

More specific goals to measure the success of the Blueprint action plan are defined in Section 7.8.

4.4 BLUEPRINT VISION WEEK

The four-day Aerotropolis vision week brought together a variety of stakeholders, including the Blueprint Committee (Core Team, representing the AAA Board), regional and state leadership, and the general public including private sector partners (via the Airport Area Task Force).

The vision week engaged stakeholders in strategic discussions regarding:

- Overall vision
- Key opportunities and challenges
- Areas likely to experience industry growth

The visioning process included several stakeholder interviews, a half-day vision session with the Blueprint Committee, and ended with initial ideas reported back to the Airport Area Task Force. The planning team synthesized this information to form the vision statement, guiding principles, and goals.

STRATEGIC ASSETS + POSITIONING

- Hartsfield-Jackson International Airport
- Delta Airlines Headquarters
- Porsche North America Headquarters
- Georgia International Convention Center and Hotels
- Chick-fil-A
- Woodward Academy
- Coca-Cola Bottling Plant
- Triumph Motorcycles Headquarters
- Screen Gems
- MARTA
- 3 Interstates
- Intermodal Yards
- Ft. Gillem Logistics Center
- Technical Education Providers
- Amazon Distribution
- Fort McPherson
- Fort Gillem
- State Farmers Market
- Various Industrial Business Centers and Parks (Duke, Prologis, South Meadow)

PRIORITIES + CHALLENGES

- **Overlapping Jurisdictions** – Need for county, municipal and economic agencies to identify ways to work together to help ease implementation of land use, transportation, economic and development initiatives.
- **Safety + Security** – A significant issue in the success of the Aerotropolis is keeping people safe.
- **Education as Catalyst** – Significant technical education providers in area.
- **Conley Road Underpass** – Increased goods movement and congestion reduction.
- **Airport Focus Industries** – Pharmaceutical, electronics, medical supplies.
- **Congestion** – Air-to-ground interface requires reduction in congested areas potential for “off-airport” staging area.
- **Community-Wide Goals** – Integrate priorities of each community into strategy.
- **K-12 Education Improvement through Business involvement** – Collaboration with local businesses to improve target schools.
- **Noise Mitigation Efforts** - Potential airport expansion could impact additional residential areas.
- **College Park Master Plan** - 170 acres available for development within airport noise contours but within a 5-minute walk of downtown College Park.

OPPORTUNITIES + “BIG PICTURE THINKING”

- **Increased Air Routes** - Focus on Asia, Brazil, India, and Africa.
- **Increased Air Cargo** - The airport’s number 1 priority.
- **Mountain View Buyback Area** – Current negotiations underway.
- **Medical Tourism and Training** – Local and national.
- **Gateway** – Improved “front door to the world,” including destination retail, restaurant and entertainment facilities.
- **Business Development** – Potential for situation room.
- **Top Tier Cluster in Aerotropolis** – Leverage Porsche Headquarters to attract top tier firms.
- **Experiential Cluster** – Porsche, Chick-fil-A, Delta Museum as major anchors to be complemented with film and television.
- **East Point and College Park’s Main Street** – Potential area for start-ups and TOD.
- **Amazon Distribution** – Economic assets located in the Atlanta MSA.
- **Dick Lane Velodrome**
- **Fort McPherson** – Tyler Perry Entertainment Studios, solar manufacturing and food processing.
- **Fort Gillem** – Logistics and food distribution focus with Kroger and Castellani currently committed.
- **State Farmers Market** – Rehabilitation or repurposing.
- **Hapeville** – Unlock potential for corporate crescent and downtown historic arts district.

VISIONING WEEK EXERCISE

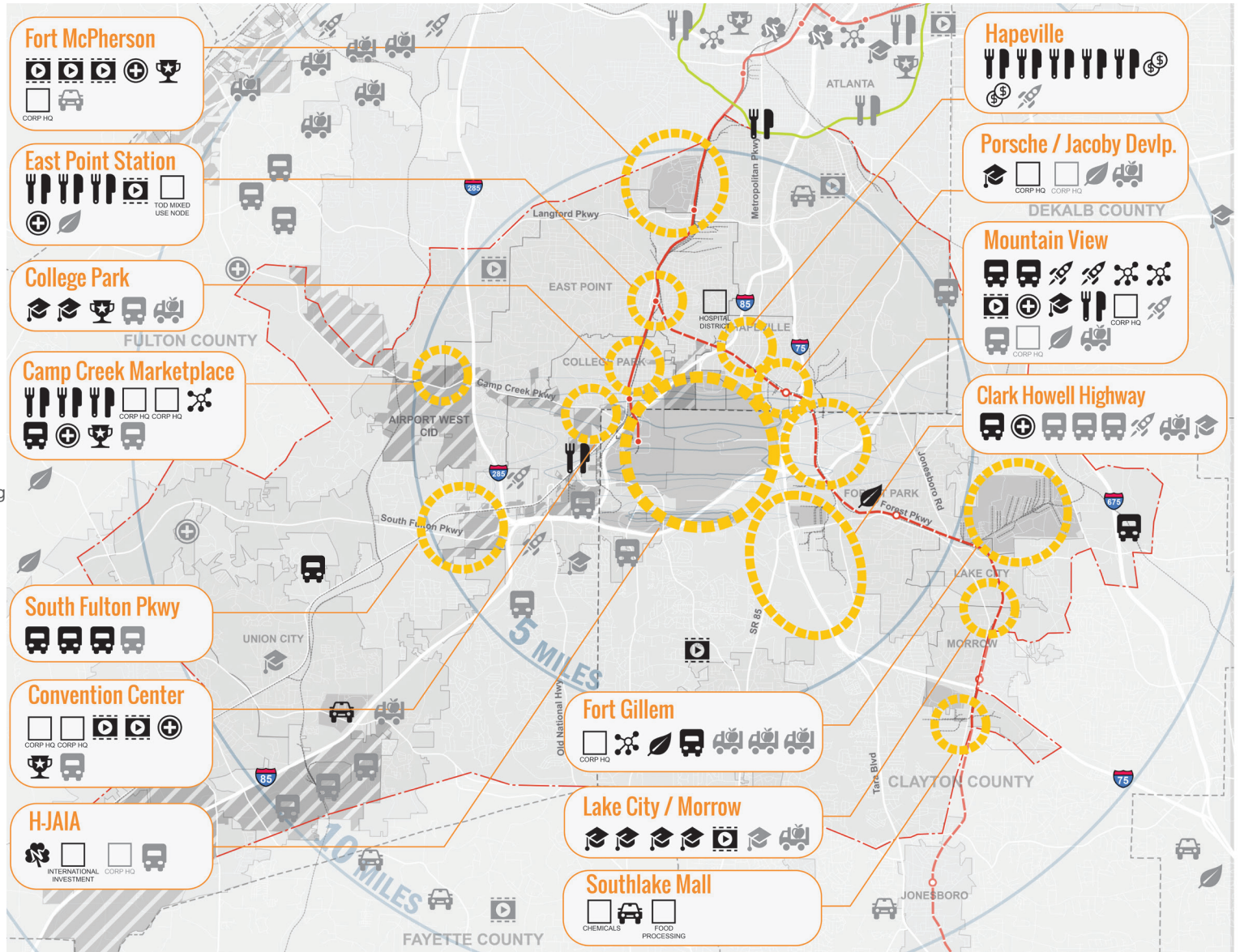
Stakeholders provided local insight into key themes related to strategic assets and positioning, priorities and challenges, and opportunities that ultimately shaped the vision for Aerotropolis Atlanta, as defined herein.

The Blueprint Committee played a more focused role in the visioning process by helping to identify areas envisioned as appropriate for target industry clusters.

Blueprint Committee members were presented a diagram based on a high-level review of existing industry clusters (light gray icons) and potential catalytic areas (based on areas identified from the Areas of Opportunity - Map 7). Each participant was given the opportunity to pick 3 industry clusters and place that cluster in a potential catalytic area or identify a new area. Map 14 is the “unedited” results of this process.

**MAP 14:
INDUSTRY CLUSTERS**

- Proposed Industries during Visioning Session (3.2.2015)
- Existing Industries
- ✈️ Advanced Manufacturing
- 🚀 Aerospace + Aviation
- 🌿 Agri-Business
- 🚗 Automotive Manufacturing
- 🎓 Education + Skills Training
- ⚡ Energy + Environment
- 💰 Financial Services
- ⊕ Life Sciences + Health
- Care
- 🚚 Log., Trans. + Warehousing
- 🏆 Sports
- 🍴 Tourism
- 📺 Media + Entertainment
- ☐ Others
- 🌟 Potential Catalytic Areas





5.0 THE STRATEGY RECOMMENDATIONS



5.1 OVERALL STRATEGY

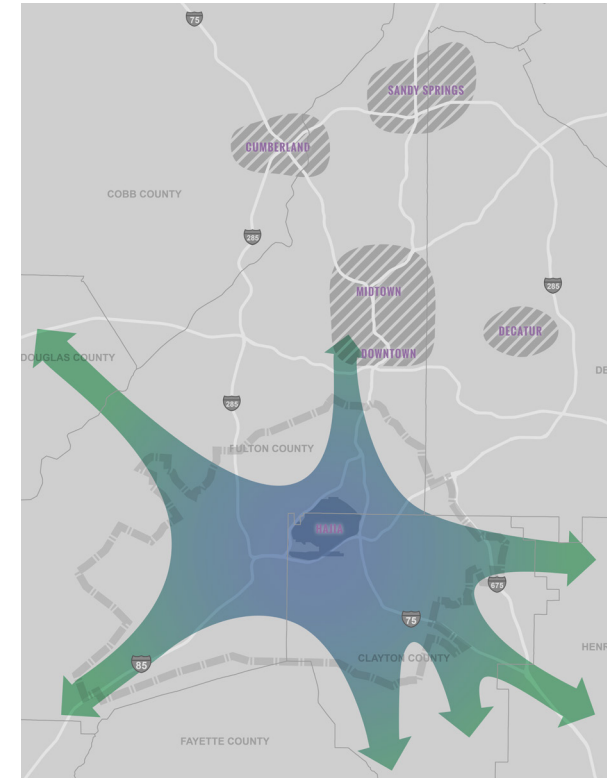
Advancing the Aerotropolis Atlanta vision will require strong leadership, dedicated partners, a focused effort, and above all, passion and enthusiasm. While Aerotropolis Atlanta is vast in its potential role and influence in the region, the Blueprint recommendations focus on the primary goal of leveraging the airport for economic investment and growth.

The Aerotropolis Atlanta Blueprint builds on the “just-in-time” connectivity of the airport as a framework for strategic economic development and enhanced global competitiveness. With over 95 million passengers per year and an impact of \$65 billion, the airport functions as an economic driver for the City of Atlanta, the Atlanta metro area, and the state of Georgia.

The Blueprint provides a foundation for identifying target industries that achieve competitive advantage through proximity to the airport. Specifically, the Blueprint identifies and builds on strategic assets and industries that directly benefit from proximity to the airport as well as those industries positioned to take advantage of fast growth, human capital, government support, and access to markets. Perishables, value-added activities, retail fulfillment, bio-logistics, e-commerce, repair, and reverse logistics are paired with media and broadcasting, agri-business, and tourism as key focus areas.

Recognizing the presence and network of the airlines, the Blueprint also strives to foster partnership. One example is the potential for collaboration between Delta Air Lines, KLM at Schiphol, and AirFrance at Charles DeGalle as leading edge aerotropoli. The Blueprint is not solely focused on big business but considers local and/or small business as well. Recommendations represent an array of organizations, citizens, and officials working together toward a shared aerotropolis vision.

The Blueprint recommendations and action plan acknowledge that there are many entities and partnerships already in place in the area, each of which is already tackling several related initiatives, directly and indirectly. With this in mind, the power and influence that the AAA and the resources this coalition can offer as a sub-regional economic growth-focused entity are the focus of the Blueprint. The strategy focuses on the near term, looking out in one-, three-, and five-year increments to identify key activities by the AAA as the lead entity, in collaboration with its multiple partners.



MAP 15:
STRATEGIC CORRIDORS AND METRO ATLANTA

--- Study Area Boundary ▨ Activity Centers
➔ Strategic Corridors — County Lines

ATTRACTING BUSINESSES, CREATING MORE JOBS, AND FURTHERING A WELL-BALANCED ENVIRONMENT FOR BUSINESSES AND WORKERS IS AT THE HEART OF THE OVERALL STRATEGY.

REACHING OUR GREATEST POTENTIAL

The Blueprint recognizes those opportunity areas that can best be tackled by a coalition of stakeholders, rather than a localized agency, to cultivate the greatest economic potential. Much of this has to do with speaking in one voice and dedicating the right resources at the right time moving forward. The AAA has as its distinguishing advantage the power and influence of the airport – the busiest passenger airport in the world and a primary driver of the Atlanta economy.

Incubation Period (0-5 Years) – A period of building momentum, recognition, and some key big wins.

Take Off Period (5-10 Years) – A period of uninterrupted success, continued momentum, and clear recognition of Aerotropolis Atlanta as a thriving economic model.

The Blueprint endeavors to identify competitive advantage for target industries to create jobs, increase investment, foster cooperation and enrich community. It is an initial framework serving as a platform for discussion, evolving and being refined over time with increasing participation of industry, academia, citizens and government leadership.

RESOURCES AND CONSTRAINTS

In developing the recommendations for the Aerotropolis Atlanta, resources and constraints anticipated to impact the Blueprint's implementation were considered up front to ensure a workable and realistic set of recommendations and plan of action.

Key Consideration 1: AAA resources as an entity are limited – currently there is no full-time staff dedicated to the initiative and limited funding exists.

Key Consideration 2: Where institutional capacity of the AAA is limited, the supportive players - including businesses, local governments, nonprofits and others - with depth of expertise is vast. Although these resources are numerous, their ability to provide extensive focus on Blueprint implementation is limited due to other priorities.

In light of this, recommendations are considered in two key groups:

1. **Priority Implementation Strategies**
2. **Areawide Implementation Strategies**

Priority implementation strategies are those that the AAA will focus on with key partnership and leadership coming from relevant public and private entities. The areawide implementation strategies are those recommendations that have a clear tie-in to the overall goals of the Aerotropolis but do not directly fall into key implementation strategies for the AAA. These initiatives and actions will require working groups and partnerships among the AAA

partners and stakeholders to advance; the Aerotropolis Blueprint as well as other planning and implementation efforts are guides for how to move them forward.

A primary goal is that the Blueprint will become part of the day-to-day dialogue of the entities within the Aerotropolis' Area of Influence – something that easily enters economic development and development proposal conversations of the area chambers, community development departments, and economic development staffs as well as the area businesses.

RESOURCES

- AAA Board – providing strategic direction
- Local jurisdictions, Community Improvement Districts, and Chambers of Commerce serving as implementation arms and an extension of AAA Board
- ARC and other regional organizations
- General community support manifested by Airport Area Task Force membership and involvement

CONSTRAINTS

- Limited funding of the AAA
- Competing priorities of partners; limited ability to expend extensive focus on the Aerotropolis

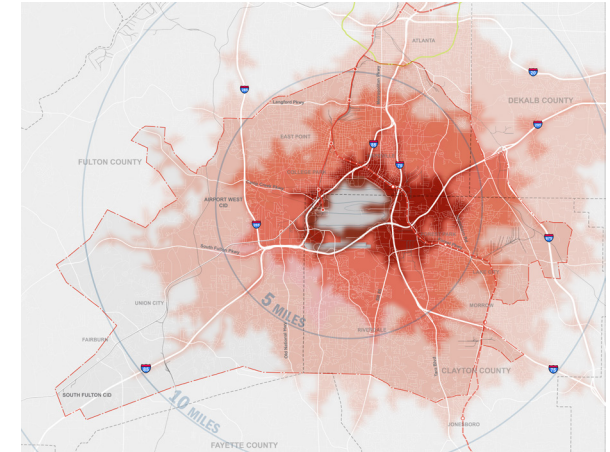
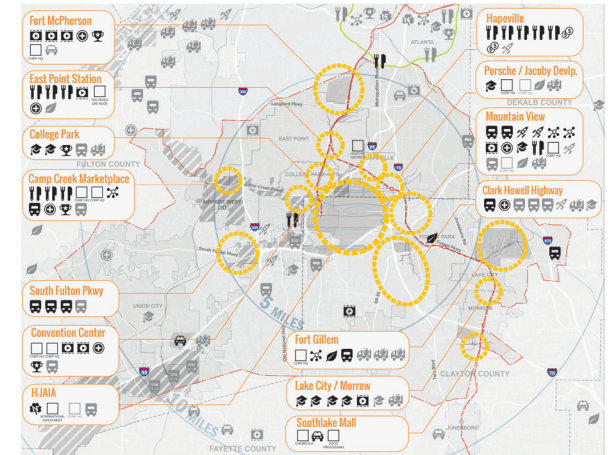
UNDERSTANDING FRAMEWORK

The Blueprint’s framework, roughly three areas within the Aerotropolis, will play key roles during the incubation period.

- **The Aerotropolis Core** – This area is the heart of the Aerotropolis Atlanta, including the airport and the immediately surrounding areas. Key characteristics of these areas include adjacency to airport, direct access to multiple key corridors, immediate proximity to MARTA, and a clear time-advantage to access air cargo and commercial flights in and out of the airport.
- **Strategic Corridors** – These areas follow the strategic transportation corridors spanning out from the airport. The corridors have direct transportation tie-ins to the airport and significant existing industry concentrations benefiting from proximity to the airport, or have clear potential to further leverage that proximity.
- **Area of Influence** – Areas of Influence are those that roughly fall within the 10-mile radius of the airport and are highly influenced by the activity within the Core and along Strategic Corridors. The Areas of Influence largely consist of the constituent jurisdictions of the Aerotropolis’ direct sphere of influence; these areas include a variety of uses, activities, and residential communities. The Aerotropolis initiative has an opportunity to improve quality of life in these areas as well as leverage their unique history and opportunities to attract niche and start-up businesses.

The Aerotropolis Core targets growing industries relying on “Just-In-Time” connectivity, while the Strategic Corridors target industries that require access to a network of regional and state-wide ground transportation.

In addition, the Aerotropolis Core is the target action area for this inaugural Blueprint of the AAA. Placing primary focus on this area will help ensure a solid foundation for the AAA and the advancement of its vision. The Areas of Influence have a story that clearly ties into the Aerotropolis and can leverage/contribute to its success; the Blueprint recognizes these areas as important, but they are not the focus of the recommendations and action plan. Subsequent updates to the Blueprint should consider the appropriate timing for expanding the Area of Influence. *See Map 16.*

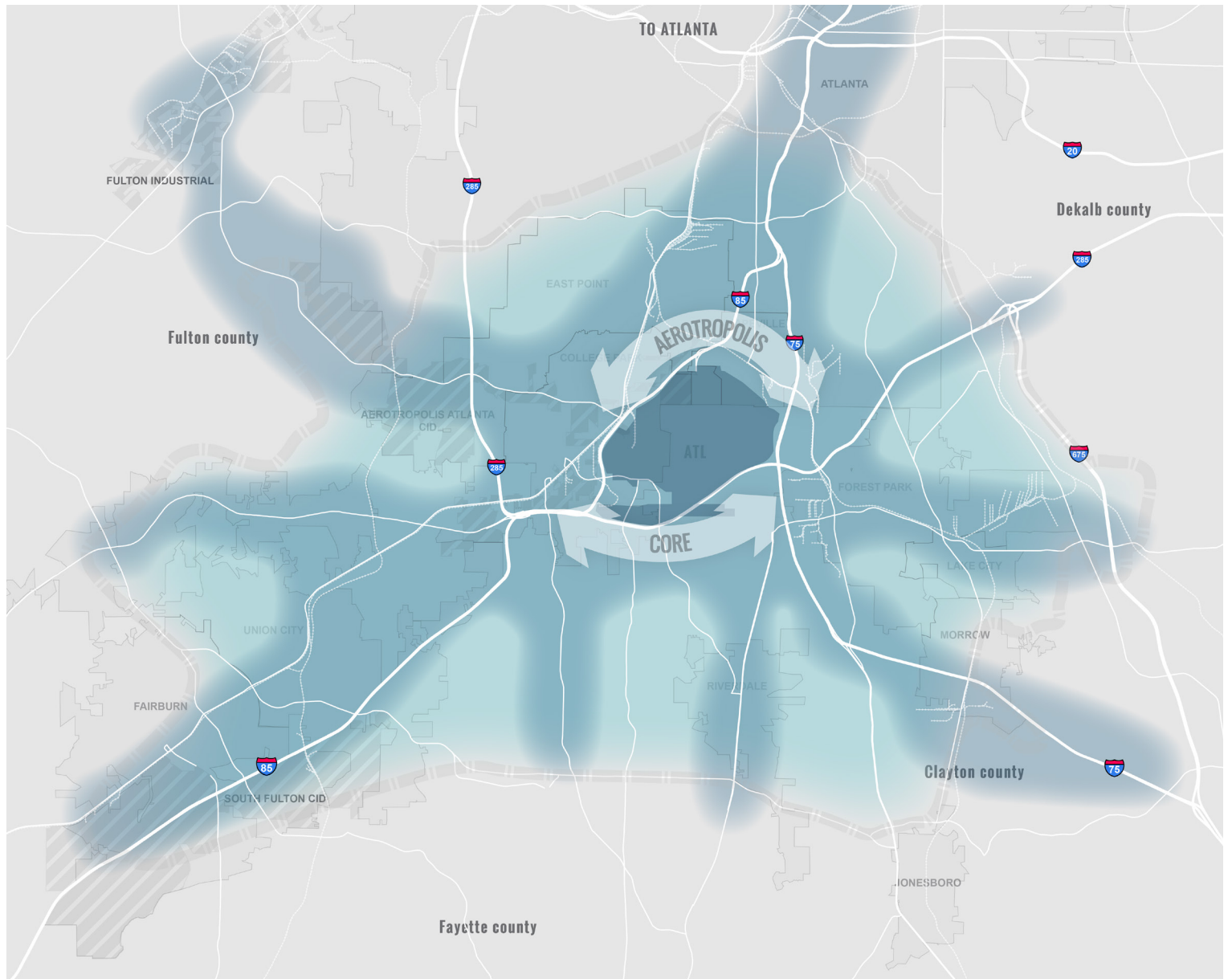


HOW DID WE GET TO THE FRAMEWORK?

The Blueprint Framework is a culmination of the existing conditions analysis (Areas of Opportunity Map 7), the visioning session exercise (Industry Clusters Map 14), a time-distance analysis (Time-Distance Map 13) and a review of the economic clusters and market trends in the area (Sections 2.6 and 2.7). Above: Industry Clusters Map. Below: Time-Distance Map.

**MAP 16:
THE FRAMEWORK**

-  The Airport
-  Aerotropolis Core
-  Strategic Corridors
-  Areas of Influence
-  Community Improvement Districts (CID)
-  Municipalities
-  County Lines



5.2 PRIORITY IMPLEMENTATION STRATEGIES

The Blueprint identifies four priority implementation strategies for moving the Aerotropolis vision forward in the near term. This period is truly an incubation period for fostering a strong and impactful alliance with a solid foundation for growing its influence and leadership capabilities. In this early stage, it is essential that the AAA not extend itself very far into areas outside its primary influence, or it will detract from its ability to be successful in the priority (and most impactful) implementation areas.

ECONOMIC DEVELOPMENT

Furthering economic growth is the number one priority of the AAA. Key economic sectors are identified along with synergistic initiatives and catalyst projects that leverage the economic strengths of the area. While certain locations may be viewed as best positioned for specific sector and economic growth, many of these opportunities could take hold in multiple areas of the Aerotropolis. **A team approach to retaining, attracting, and expanding industry will be pivotal to bringing investment to the area – “a win for one is a win for all” mentality must be embraced and celebrated by all.**

The Blueprint provides a foundation for identifying target industries that achieve competitive advantage through proximity to the airport. The projected growth, concentration, and presence of industry headquarters are all considered in “defining the opportunity” of Aerotropolis Atlanta. Furthermore, assessing rates of educational attainment, cost of doing business, access to markets, competitor regions,

and the supply-chain dynamics of industries are integral in evolving the Blueprint.

The success of the Aerotropolis is tied to a successful and unconstrained airport. Therefore, Aerotropolis Atlanta seeks to align and support the key initiatives of the airport, in particular as it relates to growth in air cargo, leveraging opportunities in medical tourism and health care, providing skills training, and enriching the airport campus with world-class shopping and amenities. *See Section 5.4.*

UNLOCKING CATALYTIC SITES

A strategic component of Blueprint success in the next five years will be unlocking geographic areas that are well poised now for investment and have the potential for positive spillover effects in the overall Aerotropolis. These are areas where targeted public investment or focus is likely to tip the scale in favor of additional private investment. *See Chapter 6.*

ORGANIZATION

Moving the Blueprint forward calls for formalizing human resources, time, and organizational relationships necessary to carry out the vision of the AAA. Organizational recommendations are essential to accomplishing any of the Blueprint goals and gluing together the many players already acting to leverage the airport in a broader economic development strategy. *See Chapter 7.*

BRANDING AND MARKETING

In the start-up period, defining and selling the Blueprint to local, regional, and external stakeholders will be critical to get the Blueprint off the ground – it is more than just a concept and aspiration, but rather a thriving and successful economic partnership. These activities leverage the vision and goals and establish name recognition of the Aerotropolis within the region, state, and beyond. Strategic branding and marketing will be critical to communicating the same message to the outside world. *See Chapter 7.*

5.3 AREAWIDE IMPLEMENTATION STRATEGIES

Areawide implementation strategies are those that meet three criteria:

1. Clearly tie together different entities within the Aerotropolis
2. Have the capacity to help promote and meet the Aerotropolis vision, and
3. Have opportunity to advance during the five year incubation period.

These areawide recommendations are discussed in *Chapter 7*, along with the focus areas of organization and branding and marketing.

5.4 OVERARCHING ECONOMIC STRATEGY

TARGET ECONOMIC CLUSTERS

Aerotropolis Atlanta consists of the Aerotropolis Core, Strategic Corridors, and Areas of Influence. The allocation of industry across the Aerotropolis leverages existing patterns of connectivity that enable the efficient movement of goods, people, and ideas. Target economic clusters were identified by considering the presence of industry in relationship to the time distance from the airport. This pattern of “economic clustering” was matched with time-distance relationships and market dynamics previously analyzed to result in the time-based target economic clusters, visualized in the graphic (Figure 20) on the adjacent page - **the Blueprint Compass**.

THE BLUEPRINT COMPASS GOALS

The Blueprint Compass serves as a collaborative platform for advancing Aerotropolis Atlanta. The Compass aims to:

- Guide the allocation of industry in Aerotropolis Atlanta and identify projects and initiatives that benefit multiple economic clusters and stakeholders.
- Connect multiple strategic goals and principles into a conceptual framework that fosters discussion, captures the imagination and communicates the vision of the Aerotropolis.
- Distill the complex into the comprehensible in order to continually evolve the optimal competitive positioning of Aerotropolis Atlanta.

HOW DOES IT WORK?

The Blueprint Compass is a visualization of the interconnectedness of target economic clusters and a multi-faceted tool to identify how certain requirements of economic clusters align as shared elements, including the time-distance relationship of these clusters to the airport as well as their potential intermodal and transportation requirements.

WHY THIS IS IMPORTANT?

Economic Clusters and Synergy - These are the primary clusters present and emerging that can be leveraged to foster upstream and downstream activity by the prominent and ever-increasing “just-in-time” connectivity of Hartsfield-Jackson Atlanta International Airport and its intermodality with the ground transportation network.

A competitive advantage results when the synergy of upstream and downstream businesses and activities correlate with two or more of the primary economic clusters. When this synergy occurs, an Aerotropolis “multiplier effect” can take hold, resulting in regional economic growth as well as airport passenger growth.

Equity –The target economic clusters aim to add to the economic base of the region and are in different stages of maturity within the Aerotropolis. These clusters rely on varying educational attainment and skill-levels, provide a range of incomes and rates of labor absorption, build on existing economic activity and benefit from proximity to the unique strategic assets of the Aerotropolis Atlanta area. In this regard, the target economic clusters aim to provide a framework for economic development that is equitable, market-driven and sustainable in the near-term and long-term.

As the Aerotropolis Atlanta multiplier effect takes hold, the targeted economic clusters may encompass more industries as the area becomes a recognized hub of diversified economic activity, community and innovation.

Blueprint Spatial Framework and Connectivity

Establishing a cohesive spatial framework that actively respects jurisdictional boundaries in tandem with enabling Aerotropolis Atlanta as a unified economic unit is integral to becoming a preferred destination for business in the Atlanta region, Southeastern United States and internationally. In this regard, the Aerotropolis Atlanta Blueprint aims to integrate the goals of multiple industries, entities and stakeholders into a framework for land use and transportation.

Ensuring the integrity of current and future airport operations; the time-distance relationship of industries to the airport; multi-modal movement of goods; commercial and residential development in alignment and support of public transportation and walkable neighborhoods with amenities are all features of the Blueprint spatial framework. These goals inform key spatial requirements and the shared elements of the “Blueprint Compass.”

Aerotropolis Alliance & Unanimity - As a result of the different stages of maturity for the economic clusters, the opportunities, challenges and strategies needed to grow these industries will be unique and constantly evolving. However, many of the upstream and downstream activities of the economic clusters have shared elements that may serve as beneficial to multiple industries, institutions, and communities. These shared elements provide opportunity for collaboration and partnership amongst the stakeholders of Aerotropolis Atlanta.

A primary goal of the Blueprint Compass is to continually identify how different elements of each industry overlap, with increasing convergence an indication of priorities and strategic direction. Many of the shared elements inform the key building blocks of the wider Aerotropolis Atlanta initiative upon which the AAA can endorse and support for the “collective win.”

THE BLUEPRINT COMPASS IS A TOOL SHOWING THE SHARED INTERESTS OF MULTIPLE STAKEHOLDERS AND TARGET INDUSTRIES OF AEROTROPOLIS ATLANTA, MEANT TO PROVIDE STRATEGIC DIRECTION FOR ECONOMIC GROWTH AND PROSPERITY – “CHARTING THE ECONOMIC COURSE”.

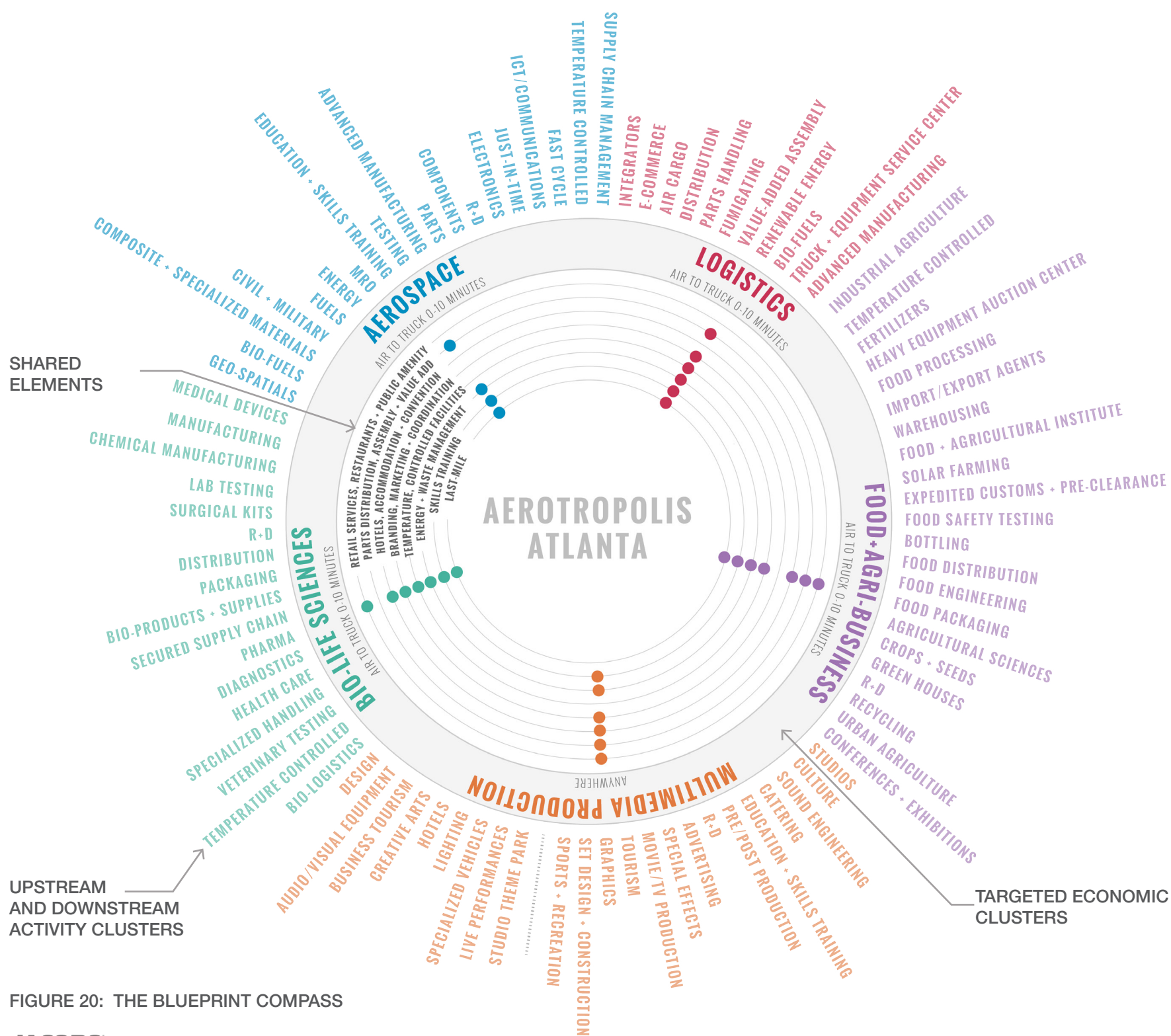


FIGURE 20: THE BLUEPRINT COMPASS

SHARED ELEMENTS:

Retail Services, Entertainment and Public Amenity - A central aspect in attracting and retaining businesses, residents and institutions is a connected and complete community. The Blueprint Compass recognizes the role of retail, entertainment and public amenities as a key component of Aerotropolis Atlanta's success. The emerging culinary renaissance of the Atlanta region forms a significant opportunity as a potential catalyst south of I-20. Furthermore, the Atlanta Beltline's success as a community space and walkable amenity is a local best practice that can be leveraged, embellished and made unique in Aerotropolis Atlanta benefiting and attracting all.

Hotels, Accommodation and Convention - Continued support of hotel, accommodation and convention benefits multiple industries as well as the communities that make up Aerotropolis Atlanta. More specifically, strategic initiatives that connect hotel and convention areas with local retail services, entertainment and public amenities throughout the Aerotropolis are integral to increasing its prominence as a visitor destination. A multi-modal approach "connecting people to place" needs to be enjoyable, safe, and convenient.

Branding, Marketing and Coordination - This element is demonstrated in both the physical landscape of the Aerotropolis as well as the landscape of investment attraction. The design of wayfinding, gateways and signage working in tandem with marketing efforts creates a consistent and increasingly recognizable brand. The business retention and investment attraction

approach for Aerotropolis Atlanta requires a multi-jurisdictional effort. This effort needs to be underpinned by an identifiable brand that markets Aerotropolis Atlanta as an economic unit, and place of evolving area of community partnerships.

Skills Training - Skills Training is an element that benefits all target economic clusters. Keeping abreast of the changing needs of employers and working with research institutions to identify opportunities for collaboration, fosters an innovative and competitive workforce. An Aerotropolis Atlanta "collective" focusing on this element also has the opportunity to work with industry on other aspects related to site selection through these informal and informative channels.

Last-Mile - Vital to intermodal connectivity and of particular importance to the Atlanta region is ensuring the efficiency of last-mile, transportation infrastructure. A competitive logistics cluster is the primary focus of this element, however, improved transportation infrastructure benefits aerospace, bio-life sciences, agribusiness as well as multimedia production. Although the time-distance of target economic clusters varies between and within industries, the need for an uncongested ground transportation network is central to ensuring on-going success.

Energy and Waste Management - The ability to provide cost competitive energy, either through the initiatives of Georgia Power or the waste-to-energy initiatives of the airport warrants prioritization as a broader competitive advantage. As the cost of energy and waste management

presents challenges in all sectors, continued support of initiatives that minimize these costs are an important aspect of future-proofing Aerotropolis Atlanta.

Temperature-Controlled Facilities - Temperature-controlled facilities have significant presence in the Atlanta region and are a central component to the strategic priorities of Atlanta International Airport. The integration of temperature-controlled facilities at the airport attract and benefit multiple industries including: aerospace, agri-business, bio-life sciences. The Blueprint Compass recognizes the "just-in-time" connectivity of locating these facilities at the airport and responds with the spatial allocation of uncongested roadways.

Parts Distribution, Assembly and Value Add - This element represents increasing levels of interaction with industry supply chains. The Blueprint Compass supports the Atlanta International Airports goal related to cargo development and recognizes it as a central tenant of best practices in Aerotropolis planning. High value, low weight products are key targets for air cargo distribution, however, continued growth of freighter traffic also relates to opportunities for supply chain interaction such as reverse logistics as well as kitting and repair centers.

OVERVIEW OF THE CATALYTIC PROJECTS

The catalytic projects, summarized in Table 4 and discussed in detail in the appendix, represent development opportunities in the Aerotropolis Atlanta area for further consideration. The recommended catalyst projects are a result of market and economic analysis, stakeholder input, case study analysis and benchmarks. It should be noted that the Blueprint sets a framework for discussion related to the opportunities, challenges, potential, and ultimate suitability of the catalyst projects. As such, continued stakeholder engagement and analysis would further refine the opportunity of the catalytic projects, including their competitive positioning, spatial allocation, phasing, and necessary mechanisms to unlock the opportunity.




























































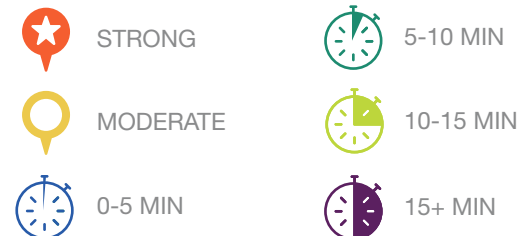
						CATALYTIC PROJECTS
						AIR CARGO HUB
						AEROSPACE HUB
						AEROSPACE PARTS DISTRIBUTION
						FAST CYCLE LOGISTICS/E-COMMERCE/VALUE ADD
						AUTOMOTIVE + EQUIPMENT PARTS DISTRIBUTION
						TRADE MART + EXHIBITION CENTER
						DESTINATION RETAIL OUTLET CENTER
						RESTAURANT CLUSTER
						BIO-LOGISTICS HUB + DISCOVERY PARK INCUBATOR
						MEDICAL TOURISM HUB
						DATA CENTER
						INCUBATOR HUB
						MEDIA PRODUCTION CREATIVE CLUSTER
						STUDIO CITY THEME PARK TOURIST ATTRACTION
						WATER PARK HOTEL
						SPORTS CITY TOURNAMENT + TRAINING CENTER
						AUTO MALL SHOWROOMS + BRAND GALLERIES
						ENERGY CITY - SOLAR POWER
						ENERGY CITY - WASTE TO ENERGY + BIO FUELS
						MARTA TOD INTENSIFICATION - COLLEGE PARK
						MARTA TOD INTENSIFICATION - EAST POINT
						MARTA TOD INTENSIFICATION - FORT MCPHERSON

TABLE 4: CATALYTIC PROJECTS AND THEIR TIME-DISTANCE RELATIONSHIP WITHIN THE AEROTROPOLIS ATLANTA

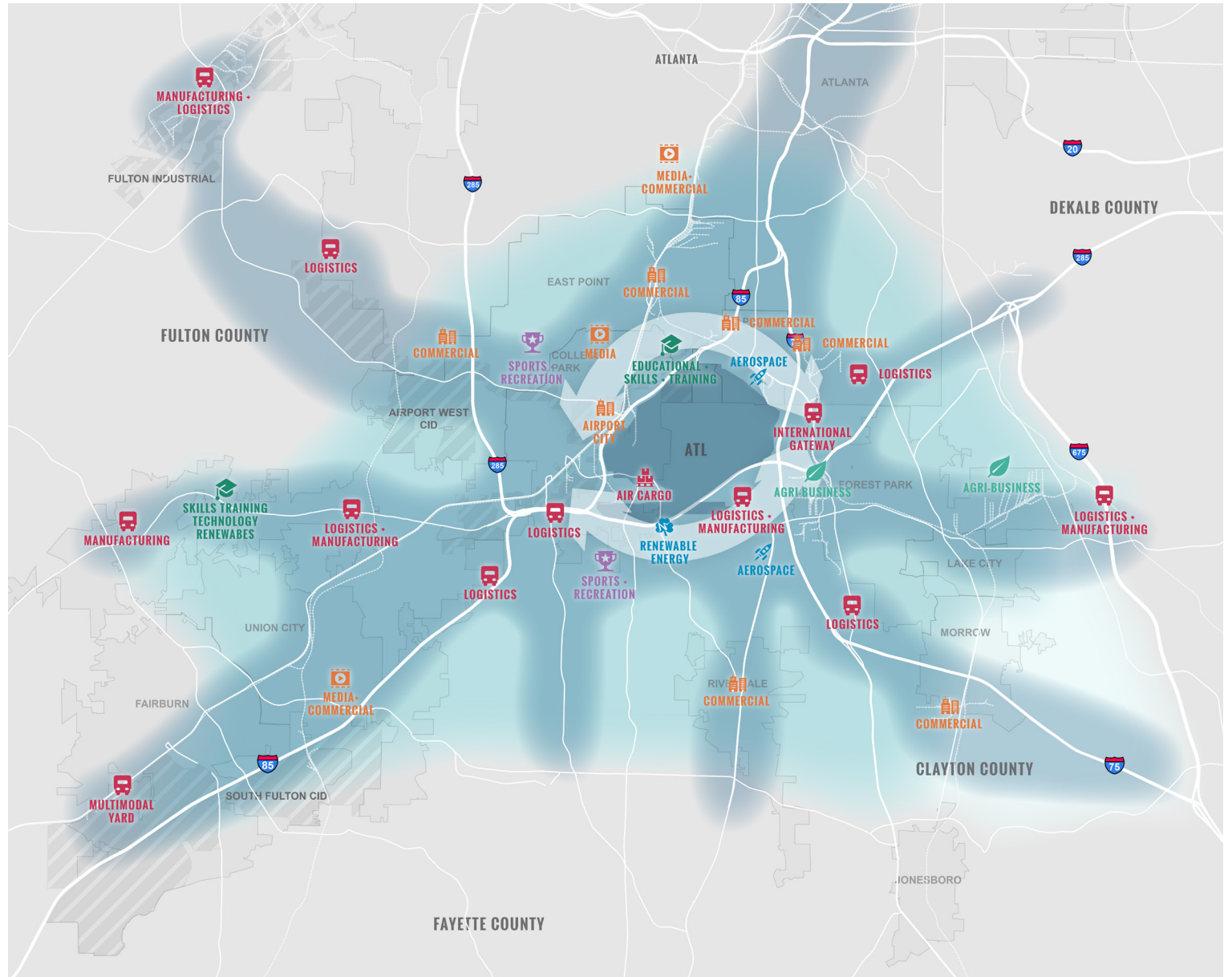


APPLYING THE ECONOMIC CLUSTERS TO THE FRAMEWORK

The development framework establishes a guiding strategy for the optimal location of target industries by considering existing patterns of connectivity that enable the efficient movement of goods, people and ideas. As described earlier, Aerotropolis Atlanta consists of the Aerotropolis Core, Strategic Corridors and other Areas of Influence. The Aerotropolis Core targets growing industries relying on “Just-In-Time” connectivity, while the Strategic Corridors target industries that require access to a network of regional and state-wide ground transportation. The development framework, as a whole, aims to improve the competitiveness of Aerotropolis Atlanta as a destination for target industries by highlighting the time-distance relationships that are a unique advantage to the airport when compared to other parts of the region. *See Map 17.*

MAP 17: DEVELOPMENT FRAMEWORK

- Core
- Strategic Corridors
- Areas of Influence
- Community Improvement Districts (CID)
- Municipalities
- County Lines







6.0 THE AEROTROPOLIS CORE RECOMMENDATIONS



6.1 OVERVIEW OF THE AEROTROPOLIS CORE

The Core, at the heart of the Aerotropolis, is critically important to the livelihood of the Aerotropolis Atlanta, and as such, investments here are most likely to produce the biggest ripple effect in the broader focus areas and areas of influence. These catalytic projects are priorities for the AAA and for moving the Blueprint forward.

The four catalyst areas within the Core are:

- **Airport City** (in the College Park/Georgia International Convention Center Area area)
- **Corporate Crescent** (tying together the concentration of corporate offices)
- **International Gateway** (Mountain View, immediately adjacent to International Terminal)
- **Cargo City** (immediately south of the airport, leveraging goals of the Airport for future improvement)

Each has a unique opportunity to catapult the vision forward. The following section highlights the key recommendations and strategies that guide development of a competitive and efficient Aerotropolis Core. See Map 18.

An important note is the Airport's recent completion of two important initiatives: ATL Master Plan (Navigate to 2030) and the 2011 Sustainable Management Plan. These plans will direct decision making by the airport and have been strategically considered in the identification of opportunities and preliminary development strategies/catalyst projects within the Aerotropolis Core.

THE AIRPORT'S CONTINUED SUCCESS - AS WELL AS ITS GROWTH AND EXPANSION - WILL PLAY A LEAD ROLE IN INFLUENCING THE AEROTROPOLIS.

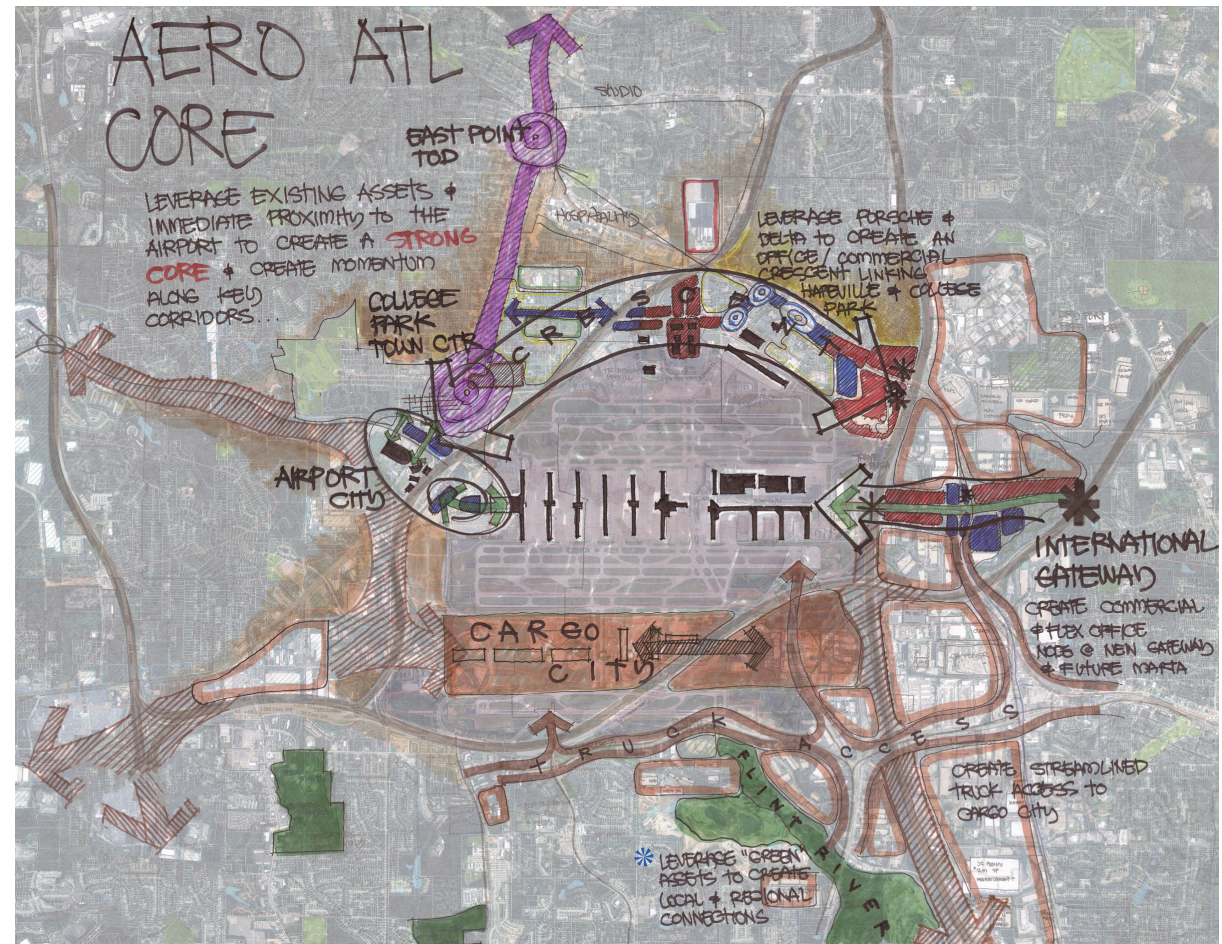


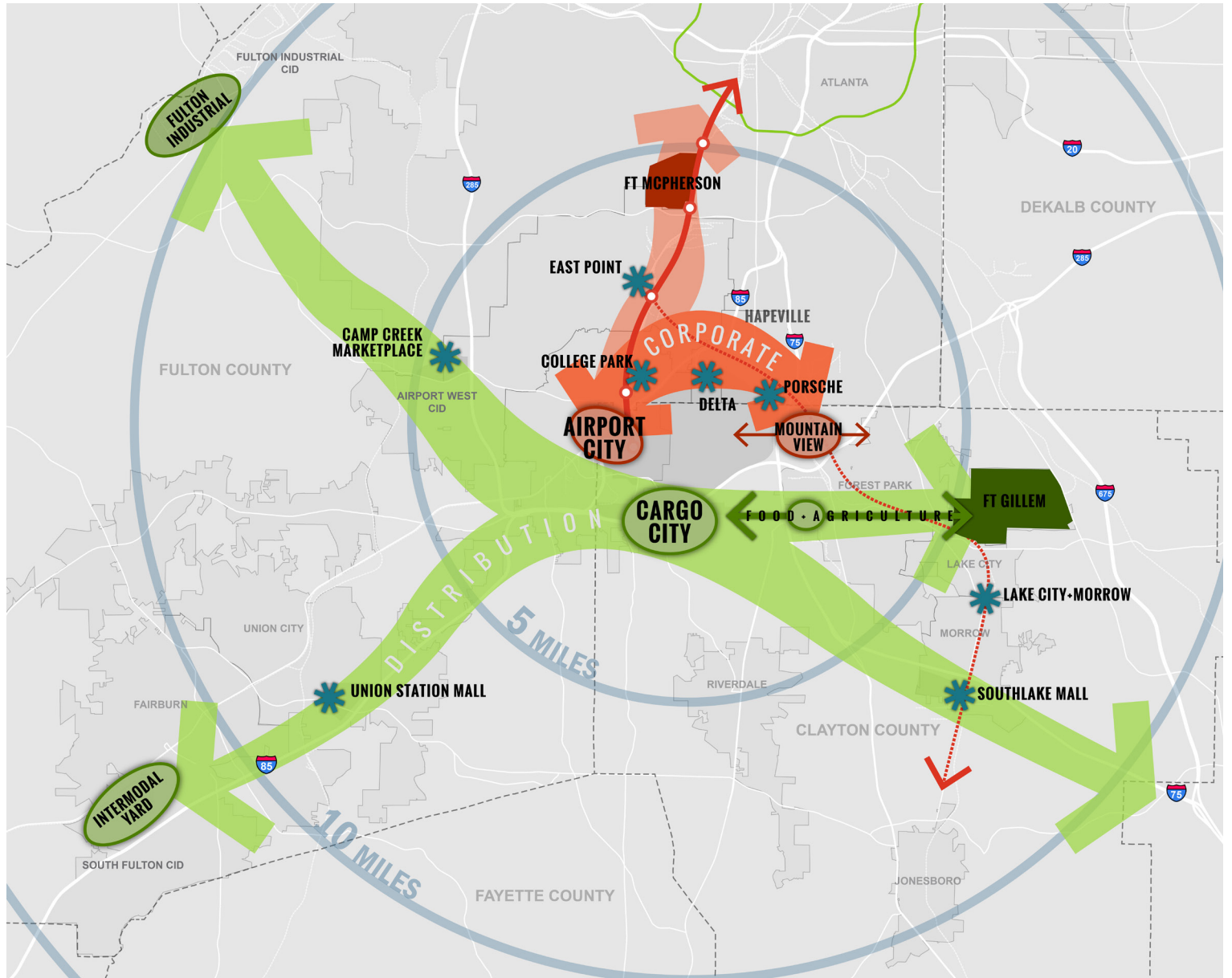
FIGURE 21: A SKETCH FROM THE WEEK-LONG CHARRETTE ON THE AEROTROPOLIS CORE

**MAP 18:
THE AEROTROPOLIS
CORE**

- Corporate Crescent
- Distribution Corridors
- Transit Corridors
- * Points of Interest
- Existing MARTA Rail
- Potential MARTA Expansion
- Atlanta BeltLine
- Municipalities
- County Lines

Key opportunities and assets in close proximity to the airport form the Aerotropolis Core. They include:

- Historic downtowns of East Point, College Park, and Hapeville
- Redevelopment opportunities in College Park and Mountain View
- Corporate HQs on airport's northern edge
- Proposed Cargo City on airport's south side
- The Airport City on the airport's east side
- Transportation corridors including: the MARTA rail line and I-75, I-85, and Camp Creek Pkwy corridors



6.2 AIRPORT CITY

OVERVIEW

This strategic location overlaps with the Georgia International Convention Center (GICC) and College Park’s historic core. The area is partly under the flight path, which has held the area back over time in part as a result of holding of property by land owners but also as a result of FAA development restrictions and lack of development interest due to perceived and, in some cases, actual, negative externalities tied to the airport noise.

EXISTING CONDITIONS

The focal point of the Airport City catalyst area is the future “Airport City” development of a 300-room hotel, office, and retail development adjacent to the airport’s domestic terminal, GICC and Gateway Center. The growing demand for hotel in proximity to the airport is complemented by the sites accessibility to MARTA and SkyTrain.

The GICC, the state’s 2nd busiest convention center, is linked via SkyTrain to the airport. In conjunction with hotel and office, the GICC forms the Gateway Center of College Park, which has seen increased amounts of mixed-use development in relation to its MARTA Station.

A focus on TOD at MARTA Stations is increasing choice around housing, transportation, and the location of office space. Increasing development around the MARTA station also creates new nodes of community and commercial activity and attempts to address the issue of congestion by encouraging transit use. *See Map 19.*

OPPORTUNITIES

- **Connect** - Link existing and future nodes of community and commercial activity to create a walkable environment as a catalyst for enhancing and expanding downtown College Park. Consider Gateway Center and Airport City as one activity node. The College Park MARTA Station is within a 10-minute walk of GICC.
- **Expand** – Leverage increased walkability and TOD to expand downtown College Park as commercial and creative cluster for incubation, skills training, and start-ups.
- **Embellish** – Explore the integration of medical tourism with the “Airport City Development” as a fast-growing but underrepresented industry.
- **Nourish** – Draw Atlanta’s culinary renaissance south of I-20 through engagement with a “collective” of chefs and entrepreneurs to foster destination restaurants and dining.
- **Access** - Improve vehicular access and legibility or road system, through wayfinding for visitors, residents and employees.

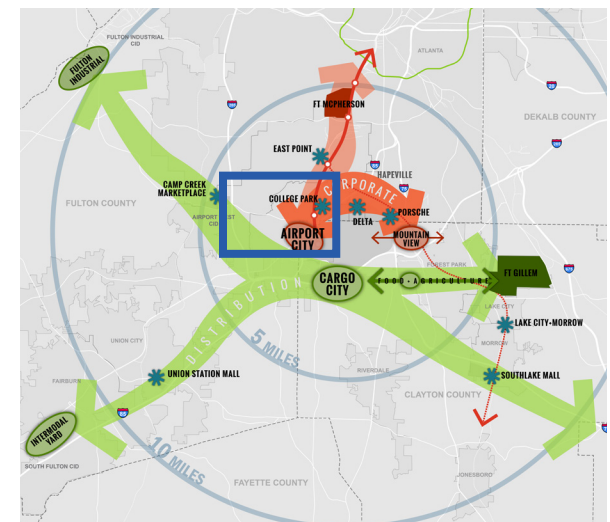
CONSTRAINTS

- Runway protection zone and noise contours - *See Map 6.*
- Imaginary surfaces and height limitations due to the airport.

KEY PLAYERS

- Aerotropolis Atlanta Alliance
- City of College Park and Business & Industrial Development Authority
- Georgia International Convention Center
- City of Atlanta
- Aerotropolis Atlanta CID
- Woodward Academy
- GDOT
- FAA
- Local Chambers
- The Airport
- MARTA

FIGURE 22: AIRPORT CITY LOCALATIONAL MAP WITHIN THE AEROTROPOLIS



MAP 19: AIRPORT CITY EXISTING CONDITIONS

- Forest
- Park
- Transitional
- Residential
- Dense Residential
- Commercial
- Institutional
- CID
- Airport Boundary
- Political Boundary
- MARTA Transit Stop
- SkyTrain Transit Stop
- Rail Corridors

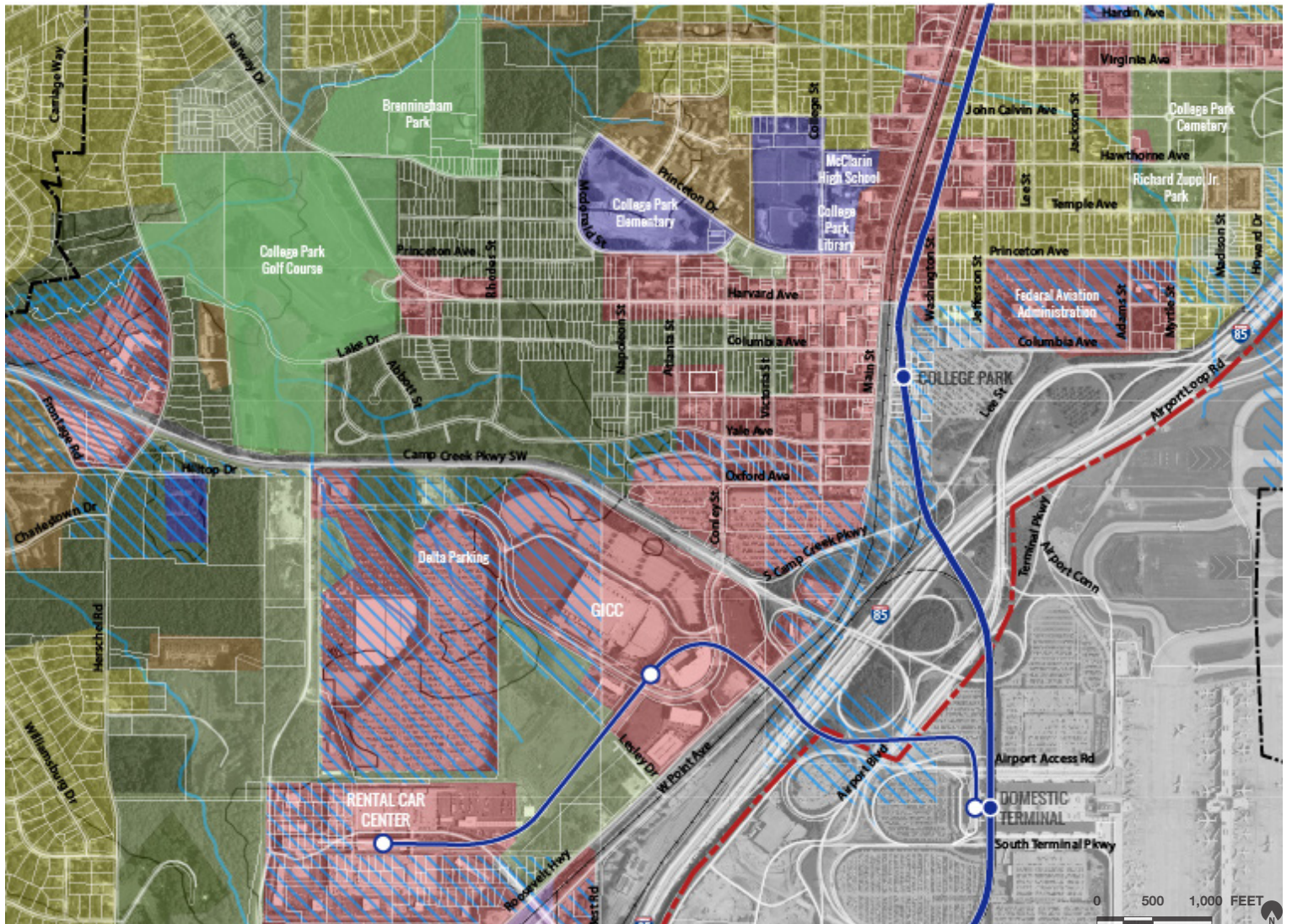
McClarín High school



City Hall



Residential



College Park Golf Course



Delta Parking



GICC



Park n' Ticket



Downtown Harvard Ave



POTENTIAL CATALYTIC PROJECTS

- GICC - Trade Mart
- Skills Training, Research, and Education Center
- TOD Intensification
- Incubator Hub
- Data Center
- Media Production Creative Cluster
- Restaurant Cluster
- College Park Community Connector
- Federal Offices

KEY CONSIDERATIONS

Below are key considerations for the Airport City area that should be reviewed and refined by the surrounding stakeholders. *See Map 20.*

- A. Establish a College Park address along Camp Creek Parkway and Conley Street by:
 - » Encouraging development to address the street
 - » Improving pedestrian and bicycle connectivity across Camp Creek Parkway.
- B. Encourage the Georgia International Convention Center (GICC) to expand and provide a face to Camp Creek Parkway.

- C. Create open space within the GICC property that connects to larger proposed greenspace and trail system.
- D. Work with existing property owners, such as Park n' Fly to create structured parking that allows Conley Street to redevelop.
- E. Create a new long-term north-south vehicular connection that:
 - » Defines College Park along Camp Creek Parkway
 - » Structures long-term redevelopment south of the GICC and allows for reconfiguring of parking within the GICC site.
- F. Structure street grid to frame long-term development.
- G. Examine opportunity to connect Delta Parking to SkyTrain to alleviate or reduce bus traffic between the airport and Delta parking.
- H. Structure Catalytic Project to build on community assets and improve overall connectivity.
- I. Enhance and expand downtown.
- J. Examine the opportunity to provide bicycle connections that link the Tri-Cities to existing and proposed community assets, and the regional greenway network.
- K. Structure surface parking to allow for transit oriented development that encourage a live, work, play environment.

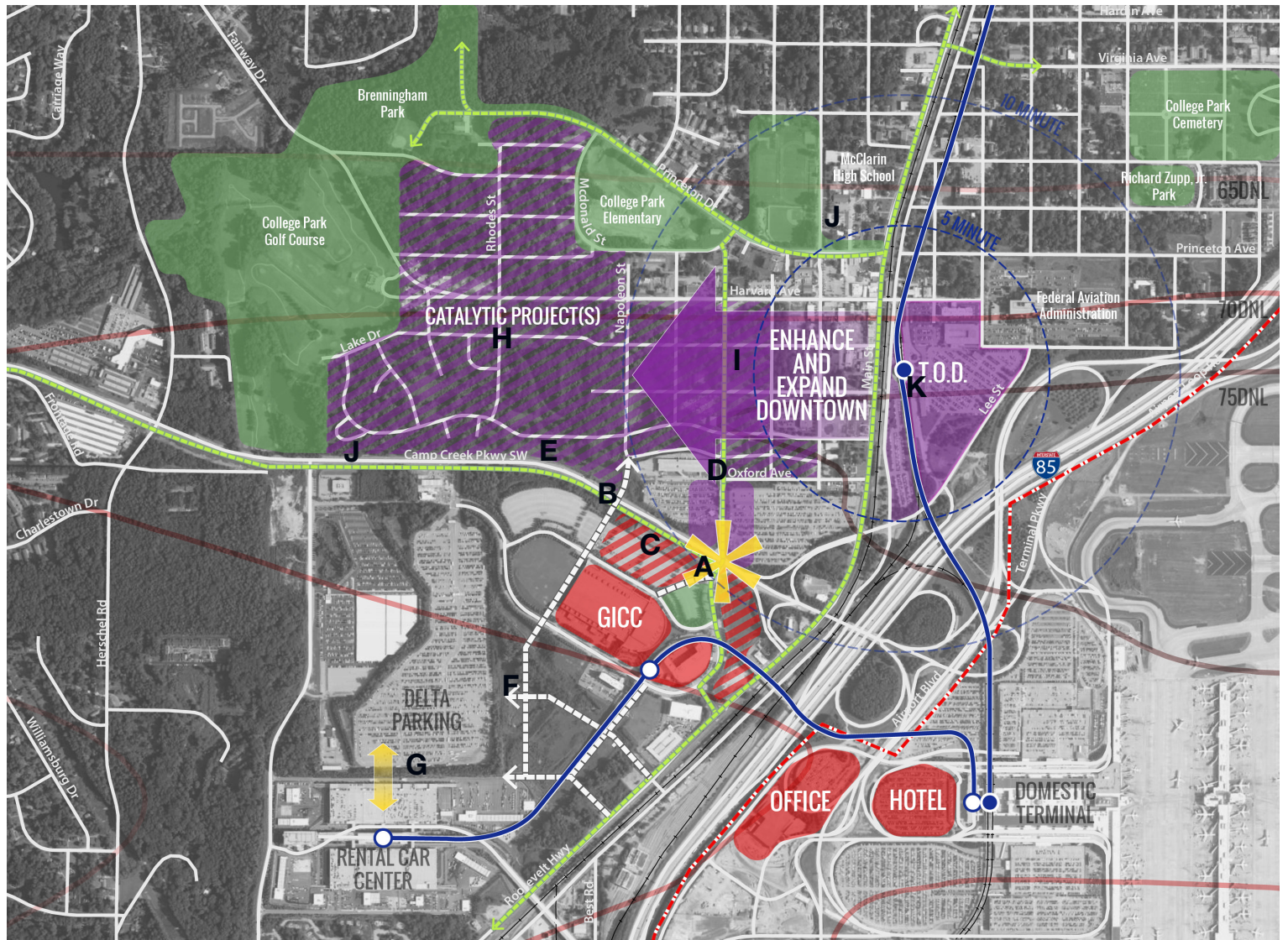


FIGURE 23: VIEW FROM THE GICC TOWARDS DOWNTOWN COLLEGE PARK AND THE AIRPORT

**MAP 20:
AIRPORT CITY**

- - - Airport Boundary
- Parks/Green Space
- TOD/Mixed-Use
- Commercial
- ✳ Gateway
- MARTA Transit Stop
- SkyTrain Transit Stop
- Rail Corridors
- Multi-use Path
- Railroads
- New Street

0 500 1,000 FEET



**LINK TO
OVERALL
GOALS**

- Improves perception of the area within Aerotropolis
- Increased economic investment
- A true partnership
- Advancing our catalytic sites

6.3 CORPORATE CRESCENT

EXISTING CONDITIONS

Directly north of the airport, the Delta Air Lines Corporate Campus and Porsche Cars North America Headquarters anchor a crescent-like corridor tucked between I-85 and I-75. Within this area, the City of Hapeville hugs the northeastern edge of the airport and is home to a large concentration of hotels built primarily in the 1980s. It is also the location of a Wells Fargo office and the Asbury Park, Jacoby's mixed-use development, a development that spans into two jurisdictions - the City of Hapeville and the City of Atlanta. This corporate crescent area is the location of a proposed future station that would connect the existing MARTA rail line at East Point (in Fulton County) into Clayton County) and includes the core of Hapeville's arts district in the historic downtown. *See Map 21.*

KEY PLAYERS

- City of Hapeville
- City of College Park
- City of Atlanta
- City of East Point
- Porsche North America Headquarters
- Chick-fil-A
- Delta Airlines
- GDOT
- The Airport
- MARTA
- Jacoby

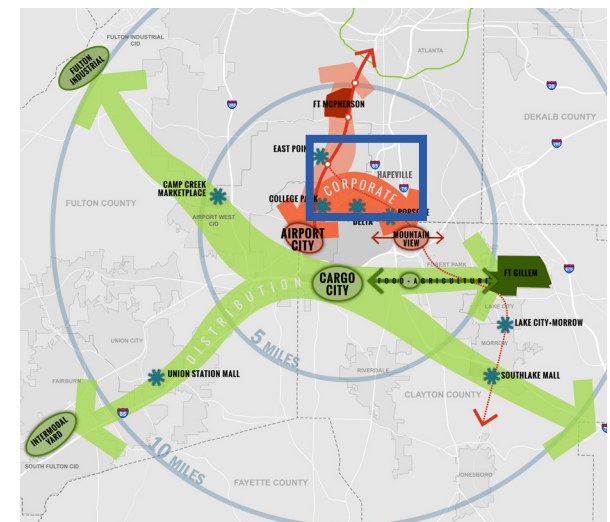
OPPORTUNITIES

- **Crescent** – Build on the “Corporate Anchors” of the corridor to form a “Corporate Crescent,” recognizing its positioning amongst Perimeter and Buckhead. The “Corporate Crescent” would target regional headquarters in conjunction with hotel redevelopment efforts and TOD. In addition, develop corporate partnerships to attract higher density residential.
- **Frame** – In anticipation of the proposed MARTA extension, the framework for a more connected catalyst site is facilitated through stronger linkages along Virginia Ave/Doug Davis Drive and north-south linkages.
- **Collaborate** – In support of the goals and initiatives of the airport, collaborate with the airport on the proposed redevelopment of the north cargo to ensure surrounding land uses work in tandem with airport operations and airside development. In addition, encourage collaboration between public and private partners on public arts initiatives, arts events and cultural tourism opportunities.
- **Converge** – The presence of the Delta Air Lines Museum, Porsche test track, and the Hapeville hotel cluster all converge to create an area of opportunity. The targeting of destination attractions that build on these such as auto mall showrooms and brand galleries, Porsche Experience Center bolsters the area as a destination.
- **Access** - Improve vehicular access and legibility of road system, through wayfinding or simplification of road system, for visitors, residents and employees. Enhance pedestrian access along crescent, providing access to/from corporate HQ locations, hotel corridor and to/from historic downtown and urban parks.

CONSTRAINTS

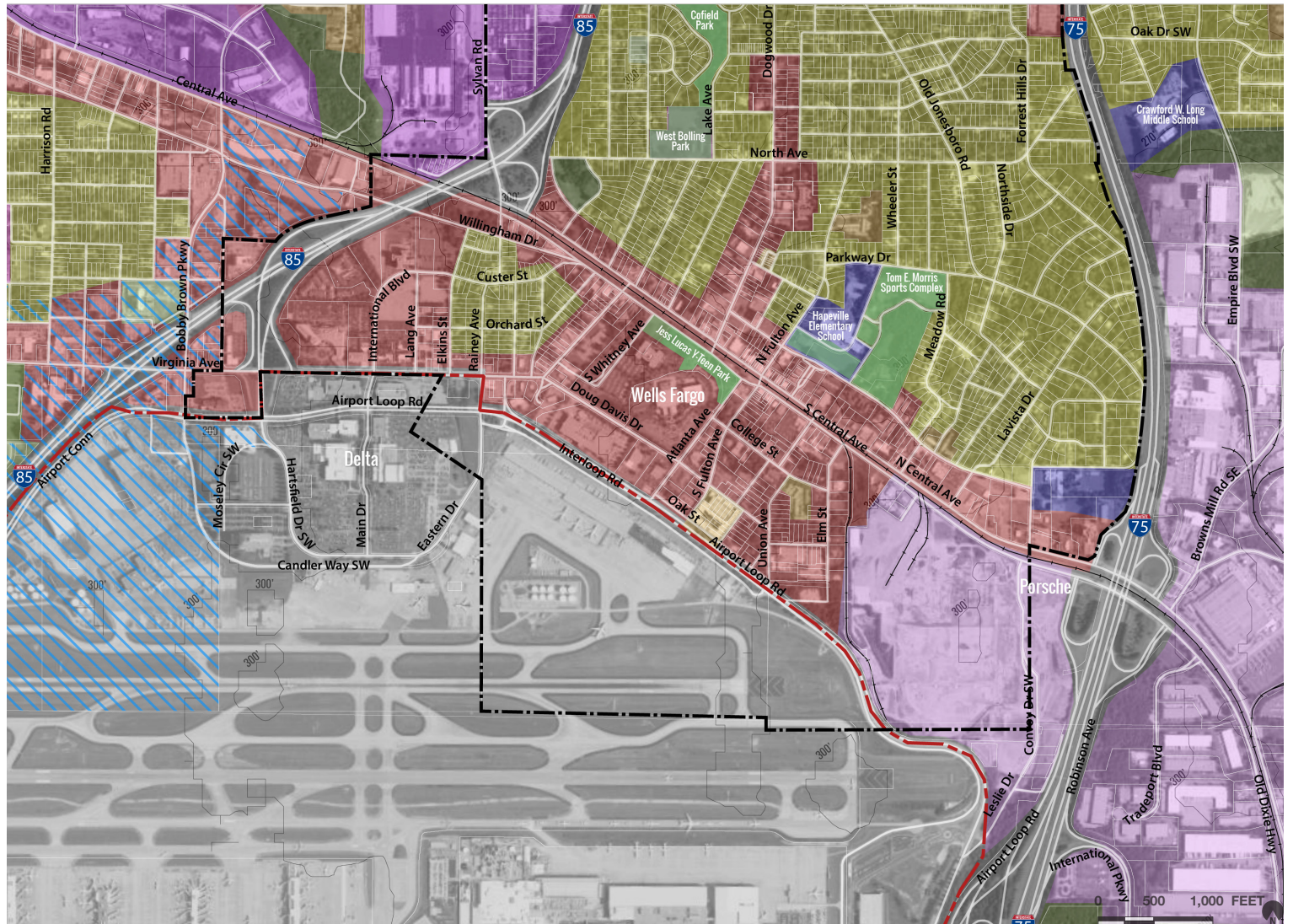
- Runway protection zone and noise contours - *See Map 6.*
- Stormwater runoff
- Height restrictions
- Hotel development not fully woven into an integrated corridor
- Safety and security perception

FIGURE 24: CORPORATE CRESCENT LOCALATIONAL MAP WITHIN THE AEROTROPOLIS



MAP 21: CORPORATE CRESCENT EXISTING CONDITIONS

- Park
- Residential - Low Density
- Residential - Mid Density
- Commercial
- Industrial
- Institutional
- CID
- Airport Boundary
- City Boundary



Hapeville Elementary



Dwarf House



Rail Crossing



Delta Offices



Delta Aviation Museum



Porsche Ave



Porsche Offices



Residential



POTENTIAL CATALYTIC PROJECT(S)

- TOD
- Aerospace hub for component assemblies
- Airside Row - Delta TechOps Maintenance, Repair and Overhaul (MRO)
- Restaurant cluster
- Water park hotel
- Gateways and beautification program

KEY CONSIDERATIONS

Below are key considerations for the Corporate Crescent area that should be reviewed and refined by the surrounding stakeholders. *See Map 22.*













- A. Encourage Corporate Campuses to consolidate parking areas and having buildings front key corridors.
- B. Enhance and extend Virginia Ave / Doug Davis Drive to tie into redevelopment of Jacoby site.

- C. Encourage redevelopment to build-to-the-street and enhance pedestrian and bicycle connectivity.
- D. Enhance downtown commercial core and plan for long-term MARTA rail extension.
- E. Structure Jacoby Development to connect to the existing network with a walkable street grid.
- F. Establish a gateway along Central Avenue, I-75 and I-85 exits to enhance image
- G. Frame redevelopment to preserve and enhance the existing neighborhood by providing neighborhood-related services.
- H. Strengthen pedestrian and bicycle connections from Virginia Avenue to existing neighborhoods.
- I. Examine potential to expand / enhance existing integrator facilities. These facilities could occur in the following locations:
 - » along North Airport Loop Road,
 - » along the southern edge of Delta's surface parking lot
 - » along South Airport Loop Road

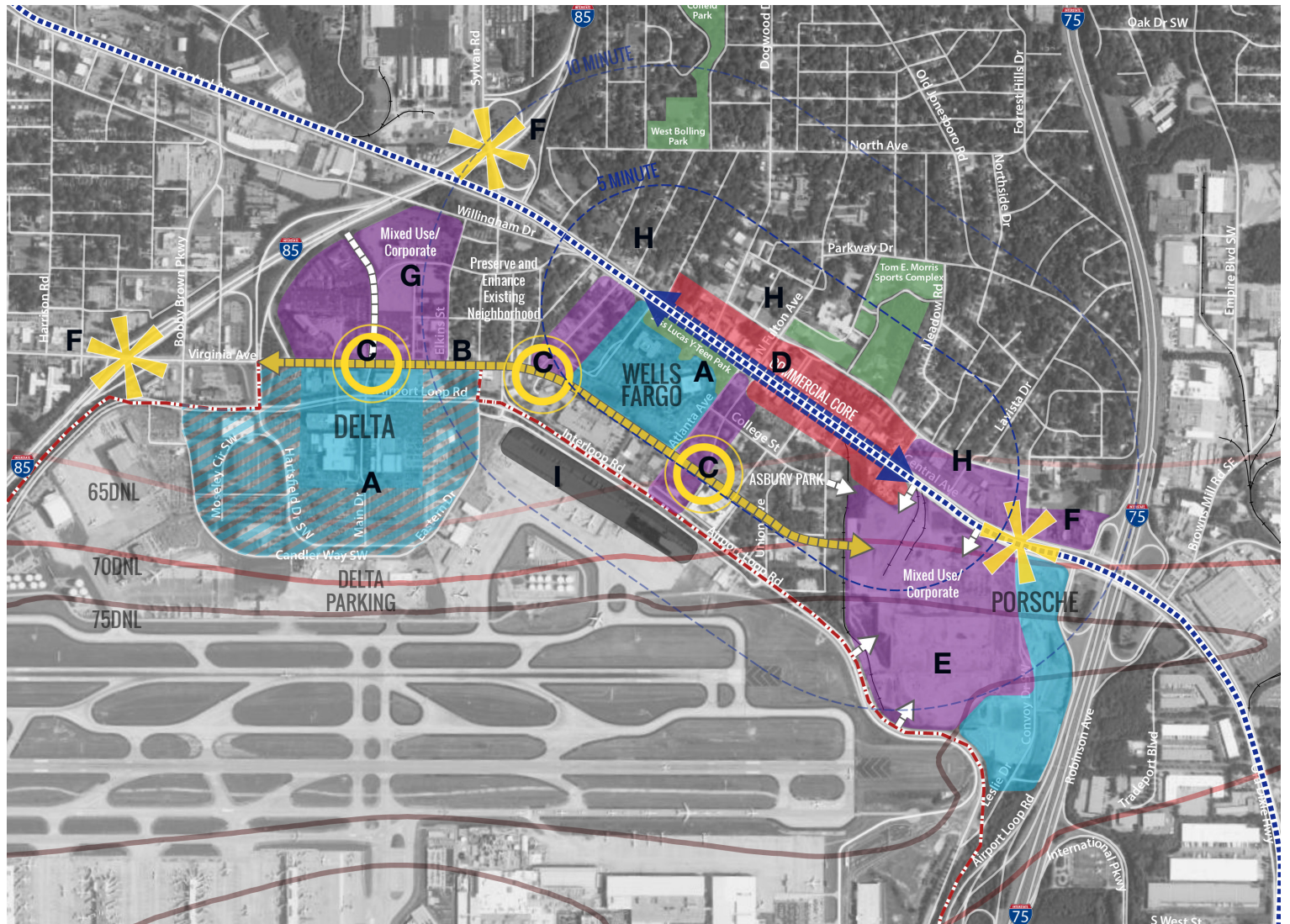


FIGURE 25: POTENTIAL REDEVELOPMENT IN HAPEVILLE. VIEW LOOKING NORTHEAST FROM THE CORNER OF VIRGINIA AVENUE AND INTERNATIONAL BOULEVARD.

**MAP 22:
CORPORATE
CRESCENT**

-  Airport Boundary
-  Parks / Green Space
-  TOD / Mixed-Use
-  Commercial
-  Corporate Headquarters
-  Gateway
-  Node
-  Potential Area for MARTA Station
-  Potential MARTA Expansion
-  Key Corridor
-  Railroads
-  New Street

0 500 1,000 FEET



**LINK TO
OVERALL
GOALS**

- Improves perception of the area within Aerotropolis
- Increased economic investment
- A true partnership
- Advancing our catalyst sites

6.4 INTERNATIONAL GATEWAY

EXISTING CONDITIONS

The International Gateway functions as a focus area of distribution and is home to airport-owned land and future MARTA transit service expansion.

Atlanta Tradeport, FedEx Shipping, the US Postal Service, and a number of distribution centers form a cluster on the eastern edge of the airport. The nature of this cluster continues to transition as a result of changing supply-chain dynamics as evidenced by the sale of the Ford Plant, which included manufacturing and distribution.

The construction and extension of the Charles W. Grant Underpass into the Mountain View community is also a dynamic factor of change in this catalyst site area. The extension improves access to I-75 while “unlocking” airport-owned lands. See Map 23.

KEY PLAYERS

- GDOT
- The Airport
- MARTA
- Clayton County
- Atlanta Tradeport

OPPORTUNITIES

- **Brand** – Build the Aerotropolis brand through the beautification and design of the International Gateway corridor.
- **Diversify** – Target companies relying on air-connectivity and benefitting from access to both the International Terminal and the future south cargo expansion.
- **Assess** – Determine the approximate timing that would warrant market support for amenities such as retail and commercial uses (office and flex space) in the International Gateway.
- **Push** – Redevelopment activities in the area have access to wide range of incentives that are unparalleled to any other site in the Atlanta Metro (NMTC, EB-5, CDBG 108, OZ, TAD, CID, etc.)
- **Pull** - Build on the presence of MARTA with development that pulls activity eastward towards the airport-owned lands to facilitate and leverage the site’s ability to act as an anchor within the corridor.
- **Leverage** - Build on the work completed to date with the 2013 *Mountain View LCI Report* and leverage the potential of MARTA’s expansion into Clayton County.
- **Promote** - The realignment of the Conley Road/CW Grant Parkway which provides eastern access to the world’s busiest airport.

CONSTRAINTS

- Runway protection zone and noise contours - See Map 6.
- Topography of Mountain View
- Height restrictions
- Interface of industrial land use and TOD
- Existing rail corridor
- Imaginary surfaces

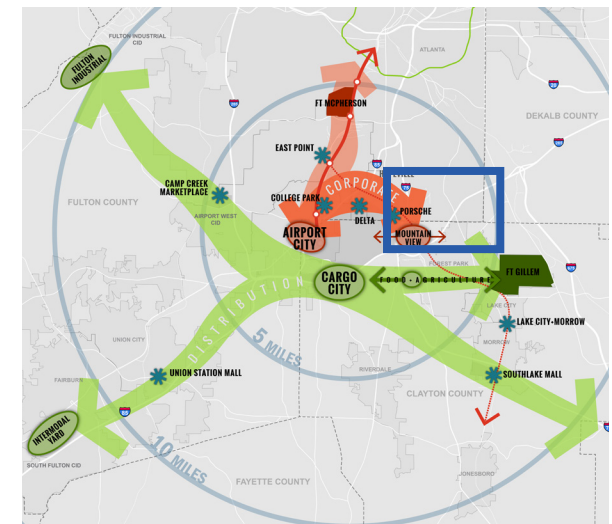
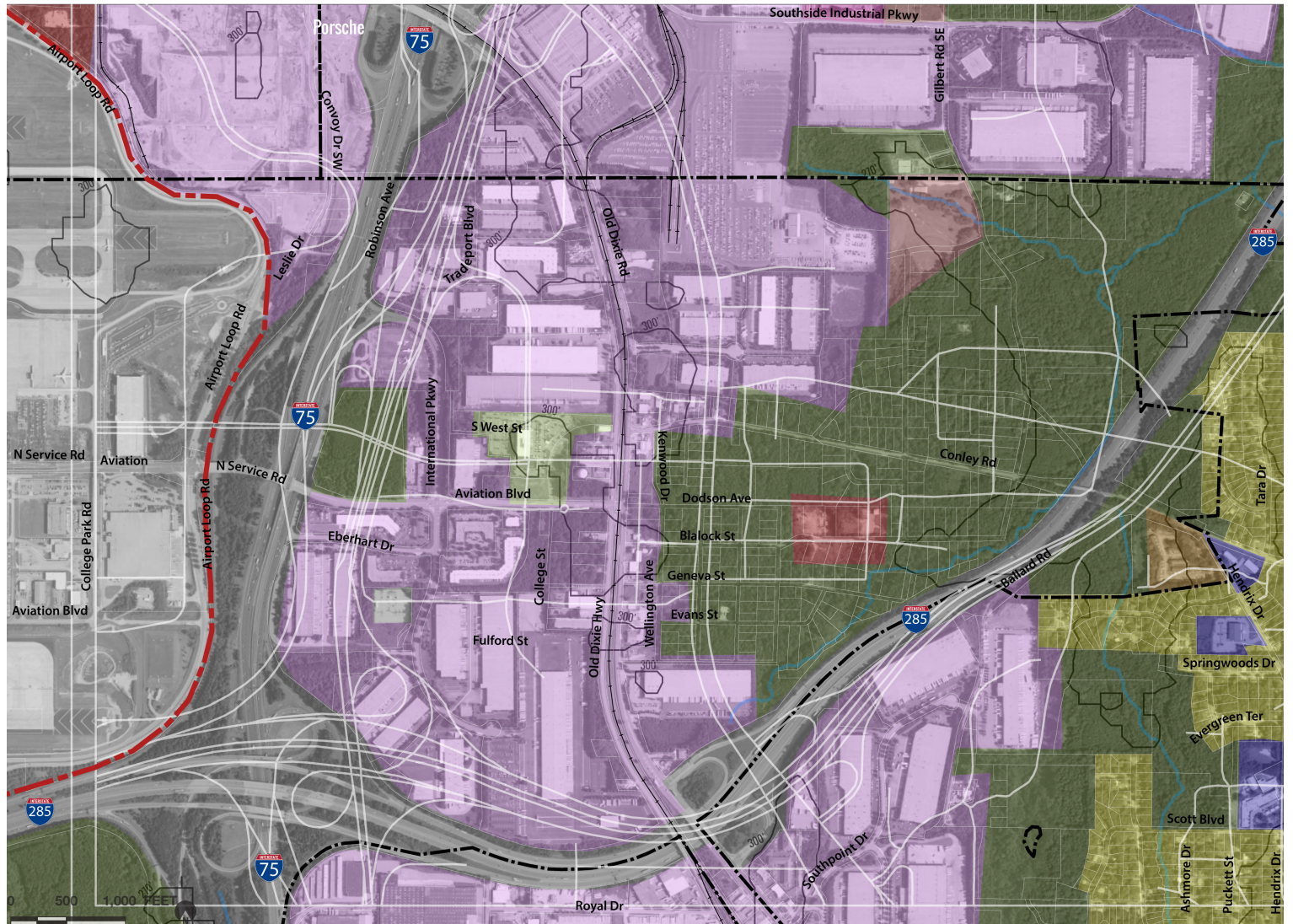


FIGURE 26: INTERNATIONAL GATEWAY LOCAL MAP WITHIN THE AEROTROPOLIS

MAP 23: INTERNATIONAL GATEWAY EXISTING CONDITIONS

- Forest/Vacant
- Residential - Low Density
- Residential - Mid Density
- Commercial
- Industrial
- Institutional
- Airport Boundary
- Political Boundary



View from Airport Loop



Kmart Distribution Center



FedEx Shipping Center



Henry Ford Distribution Center



Old Dixie highway



Estes Building



Atlanta Tradeport



Penske Trucks



POTENTIAL CATALYTIC PROJECT(S)

- TOD (Primarily Office)
- Destination Outlet Retail
- Air-Dependent E-Commerce Fulfillment Centers
- Trade Mart
- Bio-Logistics
- Hotel

KEY CONSIDERATIONS

Below are key considerations for the International Gateway area that should be reviewed and refined by the surrounding stakeholders. *See Map 24.*

- Improve and simplify connection between the airport's International Terminal, Forest Park and potentially long-term access from I-285.
- Structure a walkable street grid within the 5-minute walk of the potential MARTA extension.
- Examine the potential of a destination retail outlet center adjacent to MARTA station.
- Encourage a higher-density flex office with a more walkable street grid as parcels redevelop to improve overall connectivity.
- Structure catalytic projects to improve overall circulation and take advantage of existing topography.
- Coordinate with GDOT to ensure adequate ROW preservation for the planned re-design of the I-75 at Aviation Boulevard / CW Grant Parkway interchange redesign, and that the new interchange effectively serves all travel modes to ensure connectivity to / from I-75 and across I-75. Identify a single name for Aviation Boulevard / CW Grant Parkway / Maynard H. Jackson Jr. Boulevard.
- Beautify the entrance to the airport and the Mountain View area, and establish CW Grant as a true gateway.

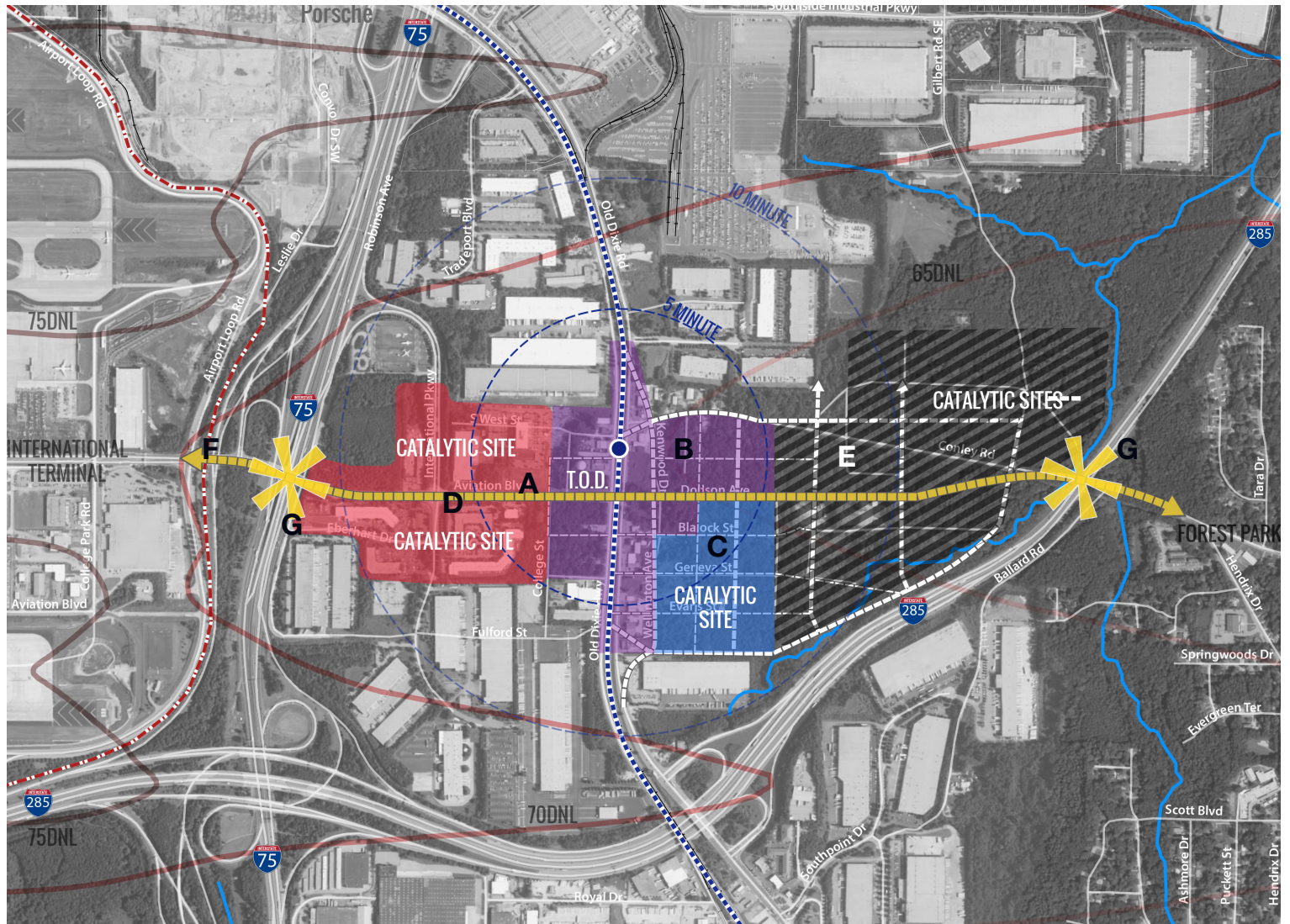


FIGURE 27: IMAGE FROM THE MOUNTAIN VIEW LCI STUDY LOOKING WEST

**MAP 24:
INTERNATIONAL
GATEWAY**

- - - Airport Boundary
- TOD/Mixed-Use
- Commercial
- Outlet
- Potential MARTA Station
- - - Potential MARTA Expansion
- Key Corridor
- ✦ Gateway
- Railroads
- New Street

0 500 1,000 FEET



**LINK TO
OVERALL
GOALS**

- Improves perception of the area within Aerotropolis
- Increased economic investment
- A true partnership
- Advancing our catalyst sites

6.5 CARGO CITY

EXISTING CONDITIONS

Key to the development of Cargo City is the airport's north cargo relocation and south cargo expansion. This initiative would increase the efficiency of operations in support of the mandate to increase air cargo.

Distribution is concentrated in the area. However, medical and healthcare facilities, professional services, and both Southwest Airlines and Boeing's training centers all converge in this area.

Cargo City is an area in transition. As part of the airport's attempt to remain the world's busiest airport, a 6th runway has been suggested. The airport is also in the process of determining the highest and best use for its "off-airport" land. The dynamics of this catalyst site area are positioned to capitalize on a coordinated approach that leverages these existing and future assets and initiatives. See Figure 27.



OPPORTUNITIES

- **Support** – Support air cargo growth through identification of demand generators and growth sectors, in particular pharmaceutical, medical products, advanced machinery, etc., that make and move products by air; these opportunities could be located near the airport.
- **Add** – Add value to products and goods moving through the Aerotropolis Atlanta area by assessing opportunities for intervention within the supply-chain as well as by identifying products and services that may be an integral aspect of the future supply-chain.
- **Link** – The south cargo expansion creates opportunity for air cargo growth at the airport. An important aspect in the success of cargo operations is the efficient movement of goods via the ground transportation network. The “last mile” is critical and the increased efficiency of air-to-truck and truck-to-air operations is a competitive advantage.
- **Integrate** – Transportation linkages as mentioned above provide a functioning ground transportation network. In addition, transportation linkages can connect “off-airport” owned lands to the future south cargo area.

- **Access** - Improve vehicular access and legibility of road system, through wayfinding or simplification of road system, for visitors, residents and employees.
- **Develop** - The ability to move and transfer goods within a timely manner is key to the success of Cargo City. A truck / freight access study to determine how to simplify and improve the area's mobility should be undertaken immediately.

CONSTRAINTS

- Runway protection zone and noise contours - See Map 6.
- Congestion and truck staging
- Height restrictions
- Topography and grading related to integrating “off-airport” owned lands with the south cargo area.
- Land use conflicts

KEY PLAYERS

- City of Atlanta
- GDOT
- The Airport
- Clayton / Fulton County
- College Park

FIGURE 28: EDMONTON INTERNATIONAL AIRPORT'S PROPOSED ROSENAU TRANSPORTATION DISTRIBUTION HUB

CATALYTIC PROJECTS

- Temperature-controlled (cold-chain) facilities
- E-commerce fulfillment
- Bio-logistics hub

KEY CONSIDERATIONS

Below are key considerations for the Cargo City area that should be reviewed and refined by the surrounding stakeholders.

- Study potential to expand industrial/warehousing/logistics along south side of the airport to support increased ATL cargo.
- Undertake truck/freight study to determine how to improve access.
- Leverage the location of the headwaters of the Flint River to:
 - » Encourage new open space
 - » Improve overall mobility
 - » Increase access to employment opportunities and existing communities

LINK TO OVERALL GOALS

- Improves perception of the area within Aerotropolis
- Increased economic investment
- A true partnership
- Advancing our catalyst sites

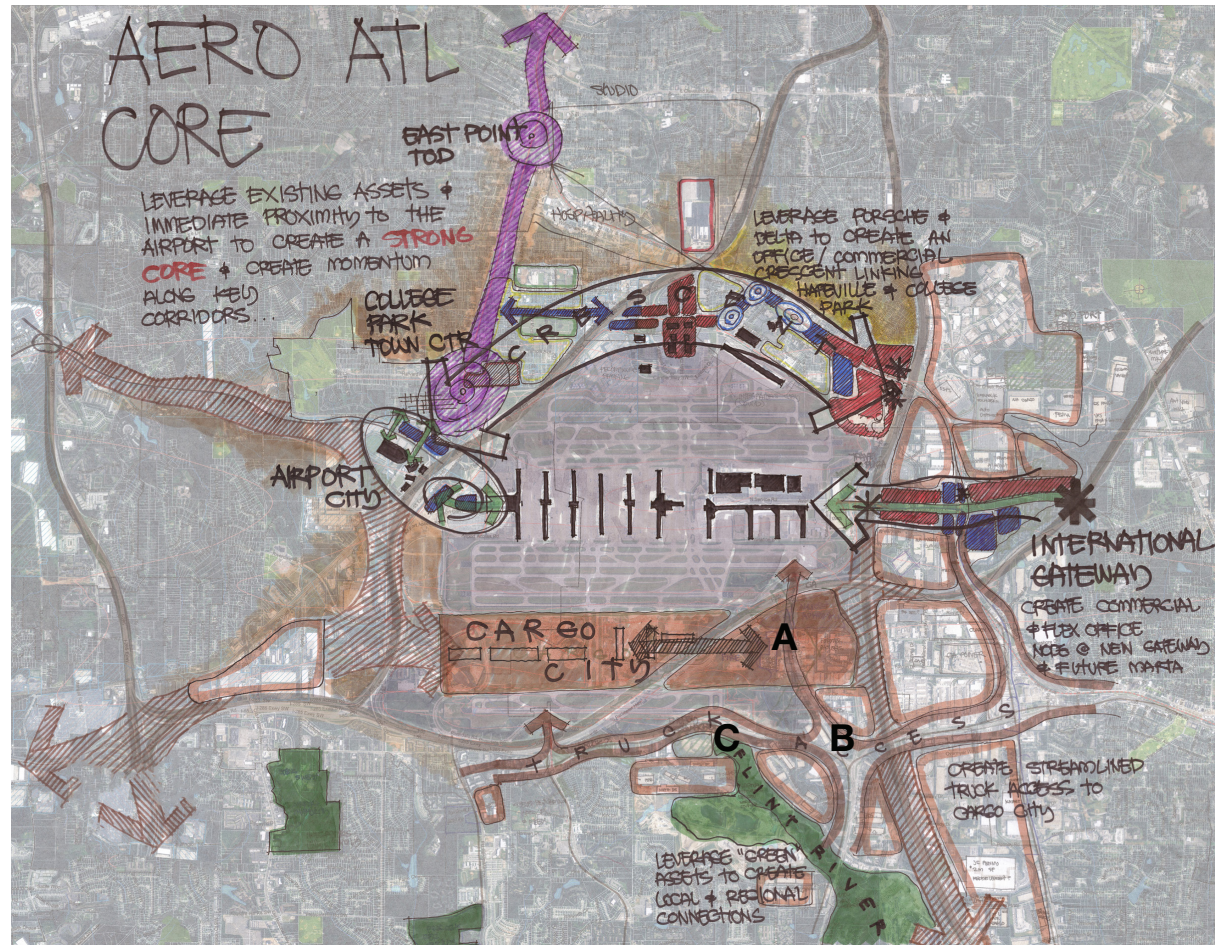


FIGURE 27: A SKETCH FROM THE WEEK-LONG CHARRETTE ON THE AEROTROPOLIS CORE





7.0 THE ACTION PLAN RECOMMENDATIONS



7.1 INTRODUCTION

As a part of the existing conditions analysis, several substantive planning areas within the Aerotropolis context were reviewed. Among these areas viewed as most capable of being influenced by dedicated resources of the AAA are land use and urban form, transportation, economic clusters, and real estate. Other areas, including housing, community resources, and cultural resources, while important and certainly deserving of attention, are of lesser priority when considering the AAA focus on economic development and the best use of the resources to move the Blueprint action plan forward.

The following implementation areas and recommendations consider those activities that apply throughout the Aerotropolis area of influence, how each of these items falls into a near-term 0-5 year action plan, and the moving parts needed to advance them forward. Economic cluster and catalyst area recommendations have been looked at in more detail in *Chapters 5 and 6* and, therefore, are not discussed in detail here except by reference as appropriate.

TIMEFRAME

The Blueprint focuses on the Incubation Period - the first five years following completion of the visioning process. This period is critical to getting organized, marketing the area, and getting underway with actions that incentivize and promote investment in the area. This incubation period includes targeted activities to move forward catalyst areas and projects as well as overarching initiatives, applying to both the AAA Board and local entities that will have a trickle-down effect on the overall area. Some rudimentary tasks are also pivotal in this timeframe that apply to many of the jurisdictions.

The action plan that follows focuses on the Incubation Period (0-5 years). Actions are divided into the short (0-1 years), mid (1-3 years) and long (3-5 years) term to show relative priority of actions and likely capacity to get things done as institutional

capacity is organized and increases over upcoming years. Some actions are ongoing.

PARTNERS

The successful advancement of the Aerotropolis vision and execution of the Blueprint is contingent upon business, political, and civic leadership and overall “sticking” of the Aerotropolis brand. A myriad of partners will have a role in achieving success.

Among those, the top tier of implementers includes the following:

- **Aerotropolis Alliance Board and Staff**
- **Blueprint Champions** – Key individuals of member organizations that commit to dedicating time promoting the vision.
- **Atlanta Regional Commission** – helping transition from leading the Aerotropolis initiative to guiding its strength as a stand-alone organization.
- **Airport Area Task Force** – representing the broader public and Aerotropolis stakeholders

Additional partners include the following:

LOCAL LEADERSHIP

- Elected Councils and Commissions
- Community Development Department Heads
- Economic Development Directors
- Community Improvement Districts - Aerotropolis Atlanta CID, South Fulton CID, others that may form
- Chambers of Commerce - Including Metro Atlanta Chamber
- MARTA
- Staff Leadership from Aerotropolis counties and jurisdictions

- Development Authorities - including Invest Atlanta; Buy-in from this group represents important support from the City of Atlanta’s Mayor’s Office.

STATE LEADERSHIP

- Georgia Department of Economic Development
- Georgia Department of Community Affairs
- Georgia Department of Transportation
- Georgia Ports Authority

OTHER PARTNERS / ALLIANCES / PARTNERSHIPS

- Collectives
- Property Owners
- In-kind Partners
- Atlanta Convention & Visitors Bureau
- South Fulton Parkway Alliance
- Atlanta Board of Realtors
- College Park Destination Marketing Organization

A top goal at the end of the incubation period should be that each of these partners has a key sense of the Aerotropolis vision and Blueprint and has three top talking points regarding its advancement.

Of the above partners, CIDs will play a unique important role in implementation due to their unique link between the public and private sectors and ability to leverage resources to advance projects in a timely manor. CIDs excel at advancing strategic transportation, beautification, safety, green infrastructure, and gateway improvements - all important aims of the AAA.

	ACTION	YEAR	GOAL				KEY IMPLEMENTOR / PARTNER
			Improves Perception	Increased Economic Investment	A True Partnership	Advancing Catalyst Sites / Projects	
ORGANIZATIONAL	Hire Full Time Aerotropolis Staff	0-1	■	■	■	■	AAA
	Establish Blueprint Champions + Regular Interactions	0-1	■	■	■	■	AAA
	Establish Working Groups	0-1	■	■	■	■	AAA
	Establish Collectives	0-1	■	■	■	■	AAA
	Study + Refine Organizational Structures	1-3		■			AAA
	Hire Additional Staff	3-5	■	■	■	■	AAA
	Identify Funding Mechanisms for Implementation	On-Going		■	■	■	AAA, GDOT, DCA
BRANDING AND MARKETING	Establish Unique Aerotropolis Brand	0-1	■	■	■	■	AAA
	Develop a Marketing Communications Plan	0-1	■	■	■	■	AAA, CIDs
	Media Plan	1-3	■	■	■	■	AAA
	Establish Gateway Strategy	3-5	■	■	■	■	AAA, CIDs, GDOT, H-JAIA
	Annual / Semi-Annual Aerotropolis Event	3-5	■	■	■	■	AAA, H-JAIA
	Keep the Story Alive	On-Going	■	■	■	■	AAA
LAND USE AND THE URBAN FORM	Update Local Plans for Compatibility with Blueprint	0-1	■	■	■	■	Counties, Localities
	Audit Local Land Use Policies for Efficacy at Enabling Blueprint	0-1		■	■	■	Counties, Cities, AAA
	Establish "Initial Single Point of Contact"	1-3	■	■	■	■	AAA, ARC, Localities
	Detailed Master Planning of Catalytic Sites	1-3	■	■	■	■	CIDs, Localities
	Greenway Corridor Development	0-1	■	■	■	■	ARC, Localities
	Strengthen Historic Downtown Cores	On-Going	■	■			Localities
	Leverage Transit Nodes	On-Going	■	■	■	■	Localities, MARTA
	Complete or Update Areas of Opportunity Studies	On-Going		■		■	Localities
TRANSPORTATION	Improve Mobility Between Activity Nodes - Circulator Bus	0-1	■	■	■	■	Localities, AAA
	Improve Connectivity for Movement of Goods	On-Going	■	■	■	■	GDOT, ARC
	Enhance Walkability Around Existing and Proposed MARTA Stations	On-Going	■	■	■	■	MARTA, Localities
	Truck/Freight Study	1-3	■	■	■	■	GDOT, ARC
	Implement Short Term Transportation Recommendations of Master Plan	On-Going	■	■	■	■	CIDs, Localities

FIGURE 29: SUMMARY MATRIX OF ACTION ITEMS

7.2 ORGANIZATION - WORKING TOGETHER

The coalition of public and private partners with interest in the economic success of the Aerotropolis, along with its dedication to see the area advance to the next level are pivotal to setting a strong foundation during the incubation period. Establishing an organizational framework for this coalition to effectively implement its vision in coordination with existing functions will be critical. Because the Aerotropolis adds another layer of coordination to the already vast spread of entities dedicated to the area, the organization of the Blueprint must be compatible with and enhance, rather than duplicate, the regular activities of local governments, community improvement districts, chambers of commerce, and downtown organizations and other economic entities that exist.

Each activity listed is viewed as a pivotal incubation period need.

0-1 YEAR

HIRE FULL TIME AEROTROPOLIS STAFF

A number one priority for the Blueprint advancing is hiring staff to provide dedicated attention to the effort on a daily basis. Over time, it's expected that the number of staff would expand, likely in the later part of the incubation period.

Partners: AAA Board, Atlanta Regional Commission

Potential Funding: AAA membership fees

ESTABLISH BLUEPRINT CHAMPIONS + REGULAR INTERACTIONS

Aside from the AAA Board and Executive Committee, key champions of the Blueprint will be essential to help promote the Blueprint. This group is expected to support staff and the Aerotropolis Atlanta Alliance Board. A key component of this group should be formation of working groups around key implementation areas, particularly those that tie directly to the actions of local jurisdictions and require cross-jurisdiction coordination to truly be effective.

Partners: AAA staff, AAA member organizations.
Potential Funding: N/A

ESTABLISH WORKING GROUPS

Working groups will play an important role in moving forward joint initiatives that are carried out at the local level. Recommended working groups include land use policy, transportation and infrastructure, and economic development. The intent of the groups is to maintain regular collaboration between jurisdictions and others involved in implementation, including Community Improvement Districts.

Partners: AAA, Aerotropolis municipalities, counties, CIDs, economic development entities
Potential Funding: N/A

ESTABLISH COLLECTIVES

Collectives are envisioned to help promote each of the target sectors within the Aerotropolis. These groups should be established early on to begin building the connections and further the strength of these key sectors.

Partners: AAA, businesses in Aerotropolis, Chambers of Commerce
Potential Funding: N/A

1-3 YEARS

STUDY + REFINE ORGANIZATIONAL STRUCTURES

Over time, a more formalized structure of the Aerotropolis will be important to the group's ability to truly be an economic powerhouse. A separate study of different organizational structures, along with a series of political conversations and collaboration, will be needed to identify what format will truly be achievable. An intergovernmental agreement may be necessary or possibly formalization of a new entity through the state legislature.

Partners: AAA Board + Staff
Potential Funding: AAA General Fund

3-5 YEARS

HIRE ADDITIONAL STAFF

As the incubation period comes to a close and the AAA begins to prepare for its take-off period, additional staff will be necessary to support the added capacity and influence of the Aerotropolis. The type of staff needed should be reviewed by the Executive Committee and agreed upon by the Board by mid incubation period.

Partners: AAA
Potential Funding: AAA membership fees + new organizational arrangement, grants for specific positions

ONGOING

IDENTIFY FUNDING MECHANISMS FOR IMPLEMENTATION

Identifying sources of funding for furthering implementation of the Blueprint will be essential to moving forth planning efforts. Regular participation in regional, state, and federal activities will help stay abreast of possible sources of funding. A preliminary listing of funding strategies is listed in the following section - Action Plan.

Partners: AAA, GDOT, DCA, DEcD, Localities
Potential Funding: N/A (staff and partner time)

CASE STUDIES

Partnership Gwinnett – A successful model of multi-jurisdictional and private collaboration for economic development purposes. The group has been successful by having strong leadership, dedicated volunteers, and a dedicated and consistent funding stream to fund staff.

Denver Airport Intergovernmental Agreement – The Denver Aerotropolis recently approved an intergovernmental agreement to advance its Aerotropolis vision.

Beltline Partnership

Central Atlanta Progress

FUNDING STREAMS

Annual Dues of the Aerotropolis Members.

New Funding Mechanism identified by from a study of organizational structures, potentially requiring intergovernmental agreement or leadership by group such as the Metro Chamber.

7.3 MARKETING AND BRANDING

The Aerotropolis Atlanta Alliance (AAA) is in a unique position to brand and market an airport city, or aerotropolis, in the immediate environs of ATL. As case studies from airports throughout the globe have shown, airports increasingly have become vital economic engines that drive real estate and commercial development in their neighboring communities. However, while globalization and growth around ATL has already occurred, to truly capitalize on the airport's value to the communities around it and the region as a whole requires an innovative communications plan. This plan will have at its core smart branding and strategic marketing to attract the development and the people needed to make the airport city thrive.

Not surprisingly, branding should precede and underlie the marketing effort by communicating the characteristics, values and attributes that distinguish what Aerotropolis Atlanta is. Strategic branding is as vital to the success of Aerotropolis Atlanta as its vision for the future.

What is a brand? A good brand communicates a clear message about what it stands for and how it differentiates itself from its competitors. Excellent branding persuades stakeholders that their lives will be better by attaching themselves to the brand and that, without it, they will be missing a great experience. In essence, a good brand takes on a vibrant life of its own.

Once the strategic branding is complete, the tactical marketing of Aerotropolis Atlanta can begin. Done right, a well-researched and well-executed marketing plan will reinforce the brand, stimulate investment in the local economy and drive consumers to the area who are seeking location, amenities, community, technology and connectivity all in close proximity.

The following recommendations provide an overview of a strategic, five year branding and marketing campaign for the AAA.

0-1 YEAR

ESTABLISH UNIQUE AEROTROPOLIS BRAND

Consult with a marketing communications firm familiar with the Aerotropolis Atlanta Alliance, ATL, the surrounding communities and key stakeholders including political, government and airport influencers.

The agency should have a track record of launching campaigns for major initiatives, working with multi-disciplinary teams and outreach. Over time, as the agency's role expands from branding and marketing to strategic messaging, communications and collateral development, the AAA will have a team already in place to provide the consistency and institutional knowledge needed for the long-term.

As part of a knowledge share session, conduct a brainstorming discussion, using peer research collected, with a diverse team of representatives from stakeholder groups and the Alliance to develop a brand that identifies the value of the airport city, its strengths, and what it can be. The brand should:

- State the enduring, relevant and distinctive benefits the Alliance wants investors, tenants and consumers to associate Aerotropolis Atlanta with;
- Communicate uniqueness and energy;
- Contain visible, tactile elements such as a name, logo, icon, tagline and color palette that reinforces a consistent message; and
- Resonate with key target audiences - young, college-educated millennials who rely on branded information to make decisions

Partners: AAA

Potential Funding: AAA membership fees, in-kind donations

0-1 YEAR

DEVELOP A MARKETING COMMUNICATIONS PLAN

Using peer analysis and competitive intelligence gathered on the marketing efforts of 3-5 of the most successful aerotropolis peers, the Alliance or marketing agency should develop a comprehensive marketing strategy using communications best practices and innovative tactics that promote the unique concept and benefits of Aerotropolis Atlanta and the desired behaviors target audiences need to make at appropriate milestones.

The strategy should also include:

- Cutting-edge messaging and an aggressive social media campaign to start a dialogue with prospective tenants and the public;
- Innovative outreach to build an army of brand ambassadors for Aerotropolis Atlanta;
- Specific methodologies/tactics for years 2 and 3 of the Aerotropolis development.

Partners: AAA staff, communications offices of localities + CIDs,

Potential Funding: In-Kind Partners, AAA membership fees

1-3 YEARS

MEDIA PLAN

Develop a media plan to implement during the first three years that provides:

- **Consistent messaging** to promote the Aerotropolis Atlanta brand with regular events to attract potential tenants, investors and existing and future residents.
- **Aggressive tenanting strategies and marketing campaigns** promoting location, amenities, new ideas, cultural experiences, technology, community, walkability, convenience and connectivity.
- **Social media campaigns** developed with innovative digital marketing concepts to drive sales and providing leasing support.
- **Stories and advertising** to humanize the brand and create a sense of anticipation and excitement as visible signs of the aerotropolis development begin to paint the airport landscape while the airport city moves from schematics to bricks and mortar.

Partners: AAA

Potential Funding: AAA membership fees, in-kind donations, private sector sponsors

3-5 YEARS

ESTABLISH GATEWAY STRATEGY (COMPATIBLE WITH THE AIRPORT CID AND LOCAL BRANDING)

Branding the Aerotropolis should include a physical component – recognizing when one is entering the Aerotropolis area. Achieving this should include gateway signage at targeted entry points such as the Airport, MARTA stations with the Aerotropolis, and at the separation of I-75/I-85 north of ATL. More targeted signage may be appropriate for the Core, in subsequent years.

Partners: AAA, ATL, GDOT, MARTA

Potential Funding: GATEway Grant Program

ANNUAL OR SEMIANNUAL AEROTROPOLIS EVENT

One or more annual Aerotropolis event can help further promote the Aerotropolis. One event that has worked well in other communities is a brokerage event – one that helps connect and excite people about the opportunities within the Aerotropolis.

Partners: AAA, localities, Aerotropolis businesses

Potential Funding: AAA membership fees, in-kind donations, private sector sponsors

ONGOING

KEEP THE STORY ALIVE

Engage stakeholders, influencers, the public and the world by telling the Aerotropolis Atlanta story early and often. Engage readers/listeners with fresh, positive and upbeat content. Own the space on social media and raise Aerotropolis Atlanta's "Klout" Score (a number between 1-100 that represents a social media user's influence in the social media world) by having a presence to communicate success on Twitter, Facebook, Youtube, Pinterest, Instagram, Vine, Yelp, Foursquare and other social media channels.

Update marketing collateral with success stories on occupancy/major retail brands/attractions, economic development and other human interest topics that will drive prospective tenants and residents to the airport city.

Partners: AAA, localities, Aerotropolis businesses

Potential Funding: AAA membership fees, in-kind donations, private sector sponsors

CASE STUDIES

- **The ROI of Social Media: Atlantic Station Case Study;** the ICSC Blog, Georgia Institute of Technology, School of City and Regional Planning, Applied Research Paper, By Garrett Hyer, MCRP 2013, April 2013
- **Midtown Alliance Blueprint – Efficacy** in promoting implementation wins consistent with its Blueprint

7.4 LAND USE AND URBAN FORM

The development framework laid out in *Chapter 6* depicts targeted catalyst areas for redevelopment. These four target areas, identified through the four key areas as well positioned for near-term investment:

- Airport City
- Corporate Crescent
- International Gateway
- Cargo City

These areas are all part of the Aerotropolis Core and are the front door to Aerotropolis and the gateway to adjacent Aerotropolis areas of influence. The health of these areas will have a direct impact on adjacent areas benefitting from the Aerotropolis. Without their success, continuing momentum of the Aerotropolis will be challenging. These areas should receive initial focus by AAA initiatives and public investment. They are closely supported by targeted corridors, including Camp Creek Parkway, South Fulton Parkway, the MARTA existing and planned rail corridor.

0-1 YEAR

UPDATE LOCAL PLANS FOR COMPATIBILITY WITH BLUEPRINT (0-1 YEAR; 1-3 YEARS)

A first step in ensuring Aerotropolis influence areawide is incorporation of the Blueprint and its overall goals into local comprehensive plans. Each municipality and county is required by the state to have and regularly update these plans in order to be eligible for certain grants and funding streams. The comprehensive plan most often serves as the umbrella policy document for cities and counties and incorporating the Aerotropolis by reference and further exploration in the comprehensive planning process will help ensure it gets the attention and support of the various localities within the Aerotropolis and local implementers stay involved. Local economic development strategies and plans should also incorporate the Aerotropolis.

Partners: Counties and municipalities of Aerotropolis

Potential Funding: N/A (general activities of localities)

Other: ARC is assisting Jonesboro, Union City, College Park, Hapeville and Palmetto with their comprehensive plans, affording a perfect opportunity to demonstrate how these can best incorporate elements of the Blueprint.

AUDIT LOCAL LAND USE POLICIES FOR EFFICACY AT ENABLING BLUEPRINT (0-1 YEAR; 1-3 YEARS)

An initial activity that should be taken by all local jurisdictions is an audit of land use policy for enabling or potentially deterring Blueprint actualization, including 1) the future land use plan, and 2) zoning and development codes for compatibility or potential conflicts with the Blueprint. There are several areas to be considered:

- Character Area and/or Future Land Use Map compatibility with vision for catalyst areas
- Permitting processes and potential opportunities to expedite priority economic development projects
- Zoning and/or development requirements which may deter location of target industries
- Review opportunities for incorporating Green Corridor connections
- Reconsideration of FAA flight restrictions and how they impact code (in relevant areas)

Partners: Counties and municipalities of Aerotropolis, AAA staff, Working Groups, ARC Community Choices program

Potential Funding: Local general funds, AAA membership fee (for coordination of one-stop-shop opportunities within code)

0-1 YEAR

GREENWAY CORRIDOR (STUDY 0-1 YEAR, DEVELOPMENT 3-5 YEARS; IMPLEMENTATION ONGOING)

Quality of life will continue to be an important factor in attraction and retention of businesses within the Aerotropolis. A key opportunity that can both improve quality of life while furthering the sustainable nature of Aerotropolis development projects is helping build and develop an interconnected greenway/blueway system. In particular, there are opportunities to revive the Flint River Basin and, in doing so, increase community access and enjoyment of its tributaries.

The Green Corridor Concept (*Map 25*) identifies a preliminary concept of how the area could be linked together through a greenway network, with trail location guided by locations of streams and their relevant proximity to area parks. The Aerotropolis greenway/blueways are within close reach of the Atlanta Beltline, the existing Phoenix Trail and Southtowne Trail, Proctor Creek, and Chattahoochee River, all of which have undergone study and are experiencing implementation as reclamation and recreational areas. The airport has also taken a big first step in considering green infrastructure as a priority moving forward – this energy can be leveraged moving forward. Key considerations for implementation of this initiative will include completing a more detailed study of the areawide network that takes into account topography, opportunities for acquiring land to support the network, more detailed analysis of destinations along the network and key connection points, and ways to fund the initiative as well as trail and park plans within the area. Reviewing similar projects that have been implemented will be important.

Partners: Localities, Trust for Public Land, ARC

Potential Funding: Need to further research

Resource: Existing municipal/county plans

1-3 YEARS

ESTABLISH SINGLE POINT OF CONTACT – COORDINATED ZONING, PERMITTING AND DATA SYSTEMS (1-3 YEARS; 4-5 YEARS)

A desire of many Aerotropolis stakeholders is to minimize fragmentation of policy and data sources as much as possible. Having a coordinated zoning and permitting process in the Aerotropolis area and GIS dataset that is accessible to all will help further this endeavor. Because each jurisdiction has a unique set of zoning, land development, and permitting processes given authority through the state constitution, developing a single point of contact should focus on sharing information and creating ease of understanding of the different code intricacies in one place, affording the ability to easily move a developer through the approval process. The Aerotropolis staff may serve as an initial gatekeeper for this. If the AAA desires to prioritize this endeavor, hiring an on-call consultant to carry out these efforts is a more expeditious maneuver. There are also opportunities to create coordinated overlays or approval processes for projects meeting certain criteria in line with Aerotropolis goals.

Initially, the AAA can leverage ARC's vast resources and coordinate with GIS staff to determine how that information may meet goals. Georgia Power Community and Economic Development also has a vast economic development database that the AAA can leverage to provide more robust site-specific data.

Long-term coordination of GIS data will require cooperation of all jurisdictions and investment in a data system by the Aerotropolis Board. With new cloud-based resources and tools, it

is possible that this may be a quicker and more easily established process. It will require an information coordinator, which would be one possible data hire following the initial few years of the Aerotropolis.

Partners: AAA, ARC, localities, DCA, Georgia Department of Economic Development, Georgia Power Economic Development, AAA Working Groups

Potential Funding: Localities

DETAILED MASTER PLANNING OF CATALYTIC SITES

A key step forward for the Aerotropolis is detailed master planning of catalytic sites – focusing on how their potential can be unlocked and emphasizing the potential return on public investment to facilitate their movement forward. Components of master planning should include the following:

- Transportation and utilities concept
- Cost and revenue feasibility assessment
- Economic impact assessment
- Tax impact assessment
- Market support

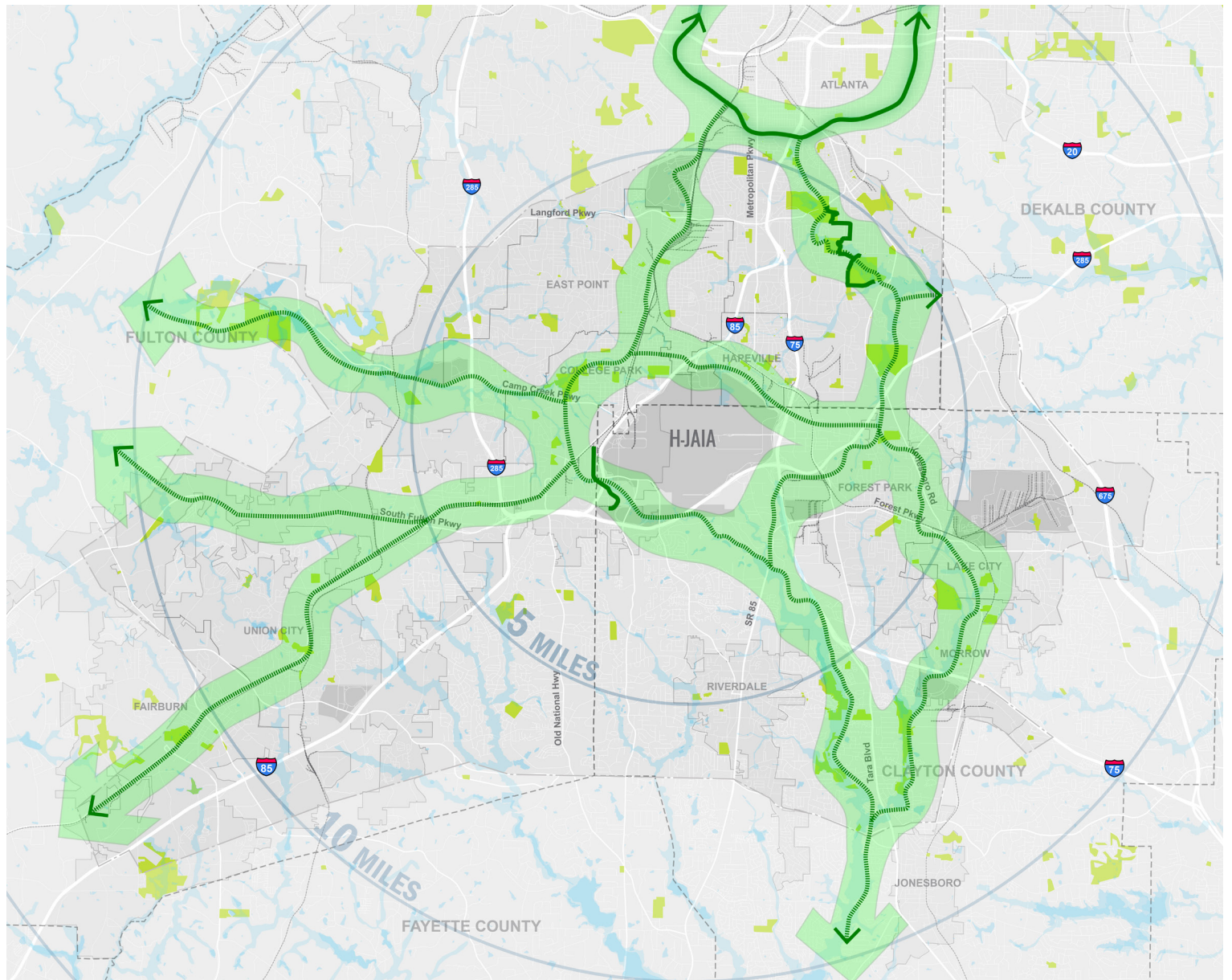
Description: More detailed analyses of each of the catalytic sites.

Partners: AAA staff, localities, CIDs

Potential Funding: AAA membership fees, LCI funding, ARC Community Choices program

**MAP 25:
GREEN CORRIDOR
CONCEPT**

- Study Boundary
- Potential Green Corridor
- Atlanta BeltLine,
Southtowne Trail,
Phoenix Trail
- - - Potential Trails
- Water Courses
- Existing Parks
- County Lines
- Railroads



ONGOING

STRENGTHENING HISTORIC DOWNTOWN CORES AND TOWN CENTERS

Several Aerotropolis communities have strong or reviving historic downtown cores and/or town centers. These areas of unique character have a special pull that is attractive to start-ups, technology oriented businesses, and the media, among others. Continuing to strengthen these areas would not only have a direct impact on attracting these users but also have a ripple effect in adjoining areas. Several of these areas already have in place a Livable Centers Initiative (LCI), downtown master plan, or other guiding strategy to help further these opportunities and opportunities for residential attraction. Communities should continue to implement these plans, and at their next update, consider how the Blueprint may be leveraged and incorporated into these policy documents.

Relevant Areas

- Hapeville
- East Point
- College Park
- Union City
- Fairburn
- Riverdale
- Forest Park

Funding Sources

- LCI implementation funding (including supplemental study program, plan updates, and transportation program)
- Main Street Program

Resources

- Georgia Downtown Association
- ARC

LEVERAGING TRANSIT NODES

Transit provides a unique opportunity for the airport area. Not only does it serve as an important people connection to the airport—allowing carless travelers to experience Atlanta car free—but also as a hub of regular activity. Development around existing and planned rail stations should support higher density development (unless impacted by imaginary surfaces or runway protection zones, as is the case at College Park MARTA station) and include mix of uses, walkability, and carless activity. These areas should hold out for the right type of development. Important components of furthering these goals are ensuring that Transit Oriented Development codes are in place around stations and that MARTA is a key collaborative partner in considering how new land use proposals, developments and/or businesses can leverage the transit connection. If one does not already exist, a sub area master plan should be developed for these unique resources to solidify the vision for each.

Relevant Areas

- East Point - in coordination with continued Downtown improvements
- College Park
- Ft. McPherson (Lakewood + nearby Oakland City stops)
- Long Term: Clayton County Line Stations

Priority Initiatives

- Transit Oriented Development
- Last Mile Connectivity

COMPLETE OR UPDATE AREAS OF OPPORTUNITY STUDIES

There are several areas outside the Aerotropolis Core that have the potential to gain momentum via public and/or private investment in the short term. Small area studies or master plans for areas identified as ripe for public or private investment can be completed or updated to help unlock these opportunities.

Partners: Relevant localities, ARC

Potential Funding: LCI funding, Main Street Program, ARC Community Choices program, general fund of localities, state and federal grants, ULI TAP (preliminary studies)

Funding Sources

- Municipal and County Comprehensive Plans
- Existing LCI studies
- The airport's Sustainable Management Plan
- Land Suitability Analysis for Green Infrastructure: Stormwater Management at the airport
- ARC LCI Implementation Funding (transportation program)
- EPA implementation grants (Flint river reclamation/greenways and blueways – check the airport's greenway report)
- Urban Land Institute Technical Assistance Panels

7.5 TRANSPORTATION

Well-planned and well-functioning transportation networks play a pivotal role in economic growth. Undoubtedly, a key strength of Aerotropolis is its well-positioned and well-connected transportation system that features ease of access to several drivers of economic investment, growth, and success: land and sea ports, a thriving airport, markets, and a well-trained workforce.

Within this network, there are several transportation corridors that are either key components of the economic development strategy and development framework of the Aerotropolis or otherwise play a major role in connecting the district. These areas should receive priority attention for transportation investment and further study. *See list on page 110.*

Top transportation initiatives for advancing the Aerotropolis vision are improving access and connectivity for commercial and logistics use (both truck and vehicular access), increasing ease of movement of people between destinations, and improving modes. Addressing many of these needs can be tackled by leveraging the many transportation planning efforts that have been undertaken in the Aerotropolis area, including the South Fulton Comprehensive Transportation Plan, the Clayton County Comprehensive Transportation Plan, the Connect Atlanta Plan, MARTA Clayton Extension Report, the 13 area LCI studies, and the Atlanta Regional Freight Mobility Plan (currently being updated), as well as others. A large majority of priority transportation projects for the AAA are already embedded into work programs of these plans, as is documented by Map 8 in the Chapter 2. Highlighted in this section are the most strategic projects that the AAA and partners can help advance to further the Aerotropolis Atlanta vision and Blueprint.

0-1 YEAR

IMPROVE MOBILITY BETWEEN ACTIVITY NODES – CIRCULATOR BUS “CRESCENT TROLLEY”

(STUDY AND IDENTIFICATION OF FUNDING 0-1 YEAR, IMPLEMENTATION 3-5 YEARS)

A key goal of the Aerotropolis is to better connect the centers of activity to allow for freer flow of people from the airport to nearby destinations – leveraging both the tourist aspect of the airport’s high volume but also better moving airport area workers through the area. A circulator bus would provide important connections for workers and visitors to the Aerotropolis area. The initial, proposed location for a circulator is within the Aerotropolis Core, including the Hapeville - College Park - East Point areas and, in the longer term, other areas such as the anticipated Mountain View TOD.

Partners: Relevant localities, businesses within potential route, AAA, MARTA

Potential Funding: TBD, combination of public and private sector sources

PURSUE CATALYTIC AREA IMPROVEMENTS

Chapter 6 identifies a variety of transportation projects that could help unlock catalytic areas within the Aerotropolis Core and further improve the transportation network in the area. Projects include the following types (see Chapter 6 for details):

- Creating a more walkable environment through pedestrian connections and enhancements
- Connecting new and existing destinations to MARTA stations
- Improving wayfinding for visitors to improve efficiency of road network
- Adding decked parking in strategic locations to facilitate pedestrian activity
- Building street grids as redevelopment occurs to maximize efficient traffic flow and facilitate desired development over time
- Expanding airport specific transportation resources, such as SkyTrain connections
- Providing bicycle connections to community destinations
- Extending roadways in strategic locations to attract development
- Better connecting surrounding area with key airport destinations
- Completing targeted transportation analyses to facilitate cargo movement

Partners: AAA, relevant localities, GDOT, MARTA, ARC

Potential Funding: LCI implementation funding, ATL, Community Development Block Grant, private sector (site specific improvements)

1-3 YEARS

ADVANCE PRIORITY ROADWAY PROJECTS

The following roadway projects will play an important role in supporting economic development in the Aerotropolis Core and immediate vicinity and should advance in the mid-term. All are documented in existing transportation or LCI studies.

- Interchange capacity improvement at I-75/Aviation Boulevard/I-285 interchange (Clayton County CTP)
 - Grade rail separation at C.W. Grant Pkwy (Clayton County CTP)
 - Operational improvements on Conley Road (Clayton County CTP)
 - Capacity improvements on S.R. 85
 - Diverging diamond interchange at Camp Creek Pkwy and I-285 (South Fulton County CTP)
 - Camp Creek Pkwy safety improvements, safety barriers at high crash locations (South Fulton County CTP)
 - Campbellton Road LRT (Fort McPherson to Greenbrier Mall) and Peachtree Streetcar (Downtown- Fort McPherson segment) – evaluation of corridors as part of Atlanta Streetcar Expansion Strategy (Connect Atlanta Plan)
 - Complete streets along Lakewood Ave (Connect Atlanta Plan)
 - Complete streets along S.R. 54/Jonesboro Rd.
 - Cleveland Ave corridor pedestrian improvements and widening
- New I-285 interchange at Greenbriar Pkwy
 - Hapeville Rail Corridor Improvements Project (P.I. # 0007949) along Central Avenue and Porsche Ave.
 - Hapeville North Central Avenue LCI Streetscape (P.I. #0008903)
 - Loop Road Gateways Project (P.I. # 0007532)
 - Dogwood Drive LCI Streetscape (P.I. # 0010329)

Partners: GDOT, ARC, relevant localities, CIDs, AAA

Potential Funding: Federal and state funding, LCI transportation implementation funds

TRUCK/FREIGHT STUDY (STUDY AND IDENTIFICATION OF FUNDING 1-3 YEARS, IMPLEMENTATION ON-GOING)

The success and failure of the industries located around the Aerotropolis will depend on the ability to transport goods quickly. The confluence of roads, inadequate signage and illegibility around the Aerotropolis core can be improved through a study that examines the movement of goods to and from the area.

Partners: GDOT, ARC

Potential Funding: Federal and state funding, LCI transportation implementation funds

ONGOING

IMPROVE CONNECTIVITY FOR MOVEMENT OF GOODS

Within the study area, several areas of improved connectivity for freight and logistics have been identified. More detailed analyses of these transportation needs are essential to further the maintenance and growth of related sectors. Part of these improvements include looking at unique needs for movement of goods (see Atlanta Regional Freight Mobility Plan) and truck movement, creating better connectivity between and around uses to relieve the major corridors, and encouraging development that maximizes transit use and walkability for local trips, freeing roadways of some single occupancy vehicles. As new developments come in, opportunities for interconnectivity should be identified and furthered by design. As codes are reviewed for compatibility with Aerotropolis initiatives, interparcel connectivity requirements should also be reviewed and considered for improvement. Bigger regional or state transportation initiatives, many of which are already planned, should also receive support from Aerotropolis stakeholders as they will undoubtedly further the area's access and attractiveness for investment. These regional/state enhancements include initiatives like the I-75 South managed lanes and enhancements to the Port of Savannah.

Relevant Areas

- Camp Creek Parkway (Aerotropolis Atlanta CID)
- Mountain View (Clayton County) – including potential new access point from I-285
- SR 331/Forest Parkway
- South Fulton Parkway

Partners: GDOT, ARC, development community, Aerotropolis municipalities and counties

Potential Funding: GDOT, private sector, CIDs

ONGOING

ENHANCE WALKABILITY AROUND EXISTING MARTA RAIL STATIONS; PROVIDE A WALKABLE FRAMEWORK FOR PROPOSED MARTA STATIONS

The MARTA rail network is an important transportation resource within the Aerotropolis. Walkability and connectivity initiatives for these areas will make them even more desirable for living and running a business, where appropriate.

Relevant Areas

- College Park - GICC connections to Downtown – Reexamine connection between GICC and College Park station.
- East Point – Continuing a pedestrian-friendly network moving outward from the MARTA station and connectivity to the BeltLine.
- Ft. McPherson (Lakewood + Oakland City stops)
- Future Hapeville MARTA station
- Future Clayton County rail stations

Partners: MARTA, Cities of Atlanta, East Point, College Park, Clayton County (long term)

Potential Funding: Last mile connectivity, LCI implementation grants, TOD Planning Pilot Grants (FTA)

IMPLEMENT SHORT TERM TRANSPORTATION RECOMMENDATIONS OF MASTER PLANNING EFFORTS

A component of catalyst site master plans will include targeted transportation improvements for people and goods mobility.

Partners: East Point, College Park, Fulton and Clayton Counties, ATL, AAA, GDOT, ARC

Potential Funding: GDOT, private sector, CIDs

Resources

- GDOT Statewide Transportation Improvement Plan
- ARC Regional Transportation Plan
- ARC Transportation Improvement Plan
- Camp Creek Parkway Access Management Plan
- South Fulton Comprehensive Transportation Plan
- Clayton County Comprehensive Transportation Plan
- Connect Atlanta Plan
- MARTA Clayton Extension Report
- Community Improvement Districts (CIDs)
- Transportation Management Associations (TMAs)

Funding Streams

- GATEway Grant Program – funding for roadside enhancement and beautification
- GDOT Local Maintenance & Improvement Grant – several potential uses for roadway improvement
- LCI implementation funding
- Local funding
- Tax Allocation Districts (located in Fulton and Clayton Counties, East Point, Hapeville)
- Georgia Transportation Infrastructure Bank
- State Road and Toll Authority (SRTA)
- Community Improvement Districts (CIDs)
- Transportation Management Associations (TMAs)

TRANSPORTATION RECOMMENDATIONS

The Transportation recommendations (Map 26) illustrates several key transportation corridors and projects within the Aerotropolis area. This is not intended to be a definitive map of all projects in the area but those that influence the framework of the Aerotropolis.

AEROTROPOLIS ATLANTA KEY TRANSPORTATION CORRIDORS

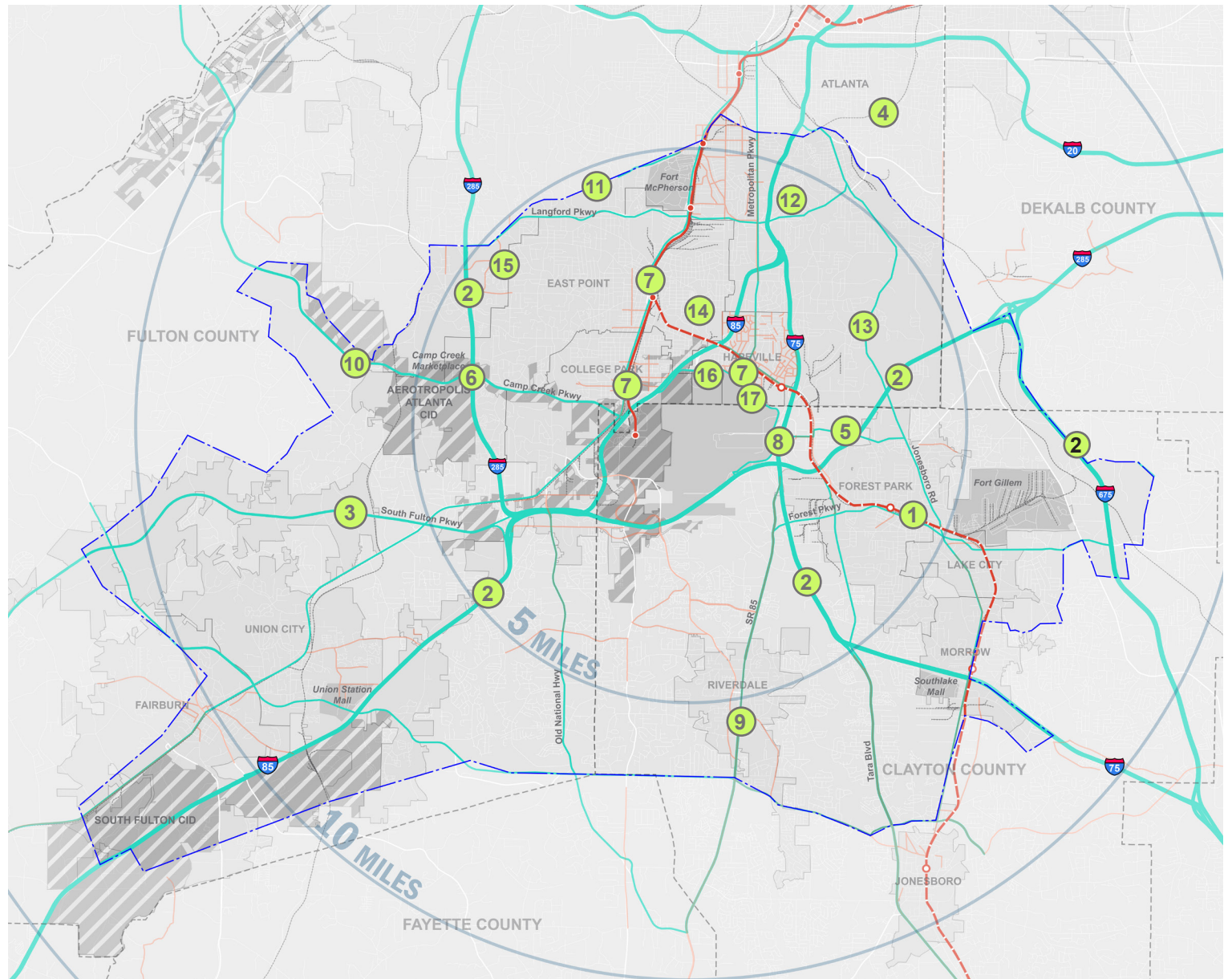
- U.S. 29/Lee Street/Main Street (A main street and TOD spine)
- U.S. 29/Roosevelt Hwy (Green Corridor)
- U.S. 19/Tara Boulevard
- C.W. Grant Pkwy (International Gateway)
- S.R. 6 /Camp Creek Parkway
- S.R. 14 / South Fulton Parkway (Primarily impacting South Fulton)
- S.R. 85 (Primarily impacting Clayton County, Riverdale)
- S.R. 331/Forest Pkwy (Primarily impacting Forest Park, Clayton County, Fort Gillem)
- Jonesboro Road
- I-85
- I-75
- I-285
- I-675
- Highway 166 / Langford Parkway
- Old Dixie Highway
- Central Avenue
- Airport Loop Road
- Metropolitan Parkway
- Cleveland Ave (primarily impacting East Point and Atlanta)
- Campbellton Rd SW (Primarily impacting Atlanta)
- Porche Avenue
- Virginia Avenue

HIGHLIGHTED PROJECTS

1. MARTA Extension
2. Managed Lanes
3. South Fulton Parkway Access Management
4. BeltLine
5. CW Grant Parkway Grade Separation/Conley Road Operational Improvements
6. Diverging Diamond at Camp Creek Parkway
7. Circulator Bus/Crescent Trolley (route to be determined by study)
8. Interchange Capacity Improvement at I-75/Aviation Boulevard
9. S.R 85 Capacity Improvements
10. Camp creek Parkway Safety Improvements (at high speed locations)
11. Campbellton Road LRT (Fort McPherson to Greenbrier Mall) and Peachtree Streetcar (Downtown- Fort McPherson segment) – feasibility study
12. Complete streets along Lakewood Ave
13. Complete streets along S.R. 54/Jonesboro Rd.
14. Cleveland Ave corridor pedestrian improvements and widening
15. New I-285 interchange at Greenbriar Parkway
16. Hapeville Rail Facilities Improvement Project
17. Complete Streets: Hapeville North Central Avenue LCI and Dogwood Drive LCI Projects

MAP 26: TRANSPORTATION RECOMMENDATIONS

- Study Boundary
- Key Transportation Corridors
- LCI Improvements
- Existing MARTA Rail
- Potential MARTA Extension
- Community Improvement Districts (CID)
- Municipalities
- County Lines
- Railroads



7.6 STEWARDSHIP, SAFETY AND SENSE OF PLACE

In addition to the key substantive implementation areas, there are a few areas that are rudimentary to furthering a positive investment environment and setting the area apart. These are safety, aesthetics, other “green” initiatives, workforce development, and tourism. In the hierarchy of needs, safety comes first for investment and then beautification – doing both well reflects that a place is cared for and loved.

SAFETY

Safety is a vitally important component to furthering the Aerotropolis area as a desirable investment location. The CIDs play an important role in enhancing security patrols and reduction in crime in commercial areas, including Aerotropolis Atlanta CID, Fulton Industrial CID, and South Fulton CID. Learning from these partnerships may help identify an implementation framework that would work for enhancing security in areas located outside CIDs. Enhanced security is a top selling point for CID establishment and expansion. Could a similar initiative be implemented at a broader Aero-level scale?

BEAUTIFICATION (AESTHETICS)

During visioning, stakeholders agreed that the airport area is a major launching pad to the greater Atlanta Region. The area surrounding the airport should feel special, unique. Beautification projects include a range of projects. The first step is ensuring trash is cleaned up. The second step is maintenance of existing greenery. The third step is value added areas.

OTHER GREEN INFRASTRUCTURE INITIATIVES

In addition to the green corridor concept discussed earlier, there are a variety of opportunities for green infrastructure investment in the Aerotropolis. Two existing opportunities are the advancing the forward movement of the Roosevelt Highway plan and building upon the airport’s Sustainable Management Plan to identify related activities to pursue in the broader area. The plan considers energy management, water resources, emissions reduction, waste reduction, green construction, and noise management/land use compatibility – all items that have parallel implementation areas in the Aerotropolis footprint.

WORKFORCE DEVELOPMENT

Ensuring that the Aerotropolis areas have centers of education that directly feed into the airport businesses will help further promote the area. Through visioning, it was recognized by some stakeholders that there is some perception in the marketplace that there is a shortage of workforce south of I-20. Laying the foundation for well-equipped and qualified workforce should start in area K-12 classrooms, so graduates are prepared to enter the workforce immediately upon graduation or enter a higher education or technical school to further develop their skillsets.

A benefit of the greater region is the presence of multiple higher educational institutions – although many of those fall north of I-20. Continuing to work with these colleges and universities to expand their influence in the area either by satellite campuses or better connecting with the area’s businesses is key.

Educational institutes are important partners in the livelihood of the area. These organizations, in coordination with Georgia’s excellent workforce training program (Georgia Quick Start) should be tied into the Blueprint initiative. Educational leaders need to be at the Aerotropolis table. Opportunities to build relationships with educational partners include: setting up students with internships at local businesses and developing strategies to integrate educational programs linked to the key sectors in the Aerotropolis.

TOURISM

Resources and institutions of broad community interest are located in the Aerotropolis. These are well-known brands that should be used to help elevate the brand and sense of place of the area. These include the following opportunities:

- **Chick-fil-A** – Headquarters Tours/ Experience; the Original Chick-fil-A
- **Delta Headquarters + Flight Museum** – Promotion to the public
- **Jonesboro** – historic homes and Gone with the Wind filming
- **Historic Tours** - College Park, East Point and Woodward Academy
- **Movie Studio Tours** - Including: EUE Screen Gems Studios, Pinewood Atlanta Studios, Tyler Perry Studios.
- **Porsche Experience Track**
- **Hapeville** historic downtown arts district and performing arts center

7.7 OTHER BIG IDEAS

There are many other big ideas that warrant attention but cannot be the primary focus of the AAA and partners in the incubation period. Some partners may see fit to move forward with related initiatives and a unique opportunity may arise to advance these themes – and if those opportunities arise, they should be celebrated and pursued.

THE COOLNESS FACTOR

In today's high tech, cellphone focused and web-based world, people and organizations are drawn to authentic and creative places that leverage their heritage and have interesting characteristics. Areas that bring forward a unique sense of place are very attractive to certain types of workers and investors. The Aerotropolis has several opportunities to leverage and promote its "coolness factor" to the greater world.

Unique Historic Attributes

The East Point Industrial District on the National Register is a perfect example of the coolness factor as it ties to the area's heritage. There is also College Park's historic district, Woodward Academy's many historic buildings and Hapeville's National Register District's buildings.

Recreational Opportunities

The Velodrome of East Point is a perfect example of a unique destination that draws a specialized crowd and can be utilized to promote the area. Sites along Camp Creek Parkway are being considered for a large soccer training field. These could serve multiple purposes in attracting outside visitors into Aerotropolis, further bringing dollars to the local economy and serving as a marketing opportunity to pitch the area indirectly to field users.

Public Art

Public Art, like beautification, shows that an area is cared for by the community. Public art is so vast in its possibilities and influence and can be tailored to be as special and localized as desired. Incorporating public art in Aerotropolis Atlanta can be specifically tailored to the airport.

- The Fulton Industrial CID is pursuing public art enhancement as an element of vision and implementation plan. Ideas from there may apply elsewhere.
- MARTA recently announced incorporation of art installations at its rail stations – an opportunity that the MARTA station Aerotropolis communities can leverage.
- The Atlanta Beltline art installations, the Playable Art Park of Sandy Springs, and the Living Walls movement in Atlanta are additional examples of successful art movements in the region that have brought a fresh flavor to local communities and increased sense of pride in certain areas.
- Fulton County Arts Council and ARC as arts funders/supporters of Aerotropolis communities.
- Hapeville has an emerging arts scene supported by community investment in public art programs including murals.

Elevating the Film Attention

Places where famous people hang out for business or pleasure are intrinsically deemed cool. With much film production occurring in the Aerotropolis area, there is an opportunity to leverage this activity by elevating the promotion of the filming world occurring in the area. Tours, markers, and media coverage of how these areas are special can further enhance the image and reputation of the Aerotropolis along with the

existing state tax incentives and camera ready programs. Relevant areas include:

- Historic downtowns
- Filming locations
- Production Studios: Screen Gems in the Lakewood area, up and coming Tyler Perry Studios at Fort McPherson

FORWARD THINKING TECHNOLOGIES

The world is quickly advancing its technological capabilities ranging from incorporation of carbon minimizing energy production to driverless cars. The Aerotropolis can be a leader in these technologies showing a forward thinking energy to the world. Localities can play a key role in positioning in this area by incentivizing and encouraging incorporation of innovative technology in private developments and incorporating such qualities in public investments. Opportunities include the following:

- Incorporating solar structures in parking lots
- Resources: Google Fibre

Case Studies

- Indianapolis International Airport boasts the largest airport-based solar farm in the country. The investment has brought the city and airport to the forefront as a leader in green technologies and orientation.

7.8 MEASURES OF SUCCESS

Several indicators can be monitored to track the success of implementing the Aerotropolis Blueprint. The indicators that the Aerotropolis wishes to monitor upfront should be agreed upon by the AAA Board. The following are some key goal areas that the Aerotropolis may want to consider measuring. Goals for each are suggestions; it's expected that specific numerical goals be further refined in the incubation period – particularly during the 0-1 timeframe as Aerotropolis staff is put into place, and champions, working groups, and collectives get underway.

- Value of public investments – set a goal for total public investments in the Aerotropolis
- Private investments resulting from targeted public initiatives within the Aerotropolis – track change in land/tax value
- Achievement of Action Plan – complete annual checklist for meeting the 0-1, 2-3, and 3-5 flight gages
- Recognition in Media – track Aero appearances in news and industry publications
- Increase membership – set a targeted goal for increasing Aerotropolis participation
- Advancements in Catalytic Sites
- Regular Meetings of Collections, Working Group – setting and meeting a set number of meetings per year – what are the annual goals of each group? Have those goals been met?

- Incorporation of the Blueprint into Local Plans – direct reference to Aerotropolis in local plans
- Addition of Aerotropolis to regional and state economic development platforms – the timeframe for this may be 5 years, rather than an immediate result; initiatives would be expected to have a presence on or within respective websites, marketing materials, etc.

SUSTAINABILITY

As the AAA and partners embark on implementing the Blueprint recommendations that follow – long term sustainability should be a constant theme, understanding that the Blueprint initiatives will have a long-term impact the environment, economy, and the people that reside and work within its footprint. While the overall strategy for implementation focuses first and foremost on drivers of economic change and the initiatives targeted to unlock that potential, the activities and actions undertaken should be calibrated by the triple bottom line of environment, economy, and equity.

Simple questions should be asked as projects are prioritized, initiated and implemented:

- How does this enhance our economic edge?
- How does this improve or mitigate potential environmental impacts?
- How does this improve the lives of the people of the Aerotropolis? Have we considered livability and quality of life enhancements?

