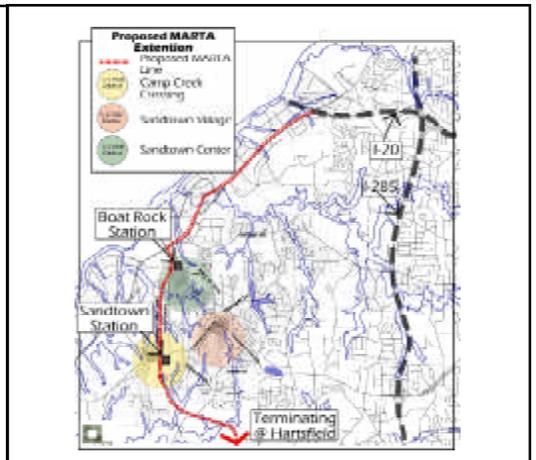
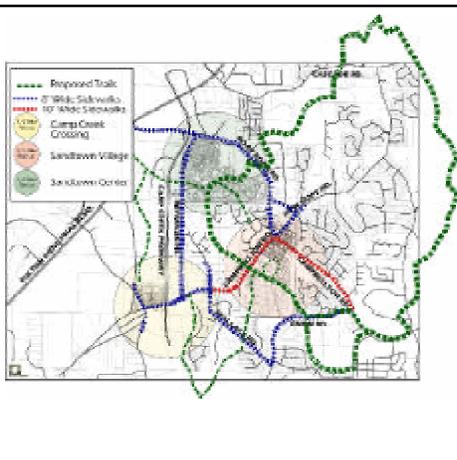
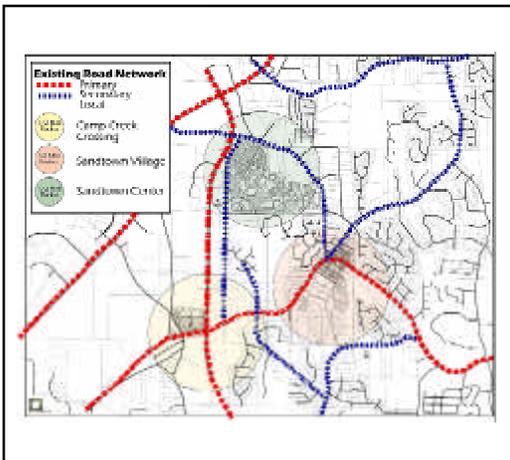


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LIVABLE CENTERS INITIATIVE





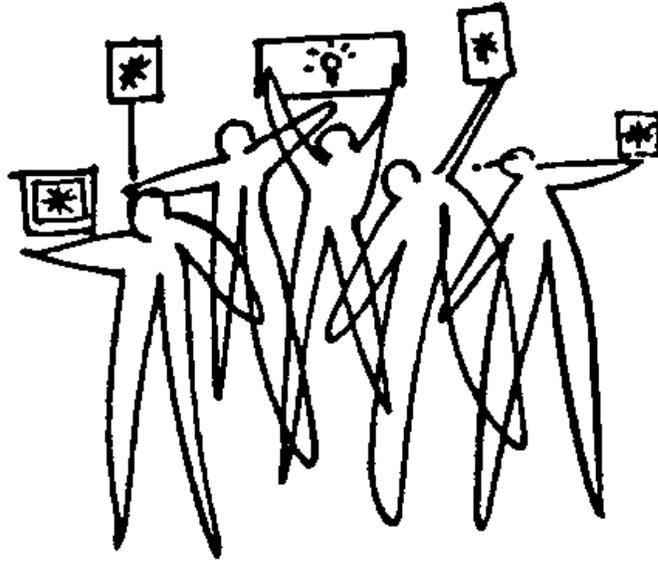
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The following document has been accepted incorporating User and Owner comments.

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Date



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Executive Summary

Scope

This document is a summary of the existing conditions, planning process and recommendations for the Sandtown LCI study. It contains the key goals, planning assumptions, and overall requirements for the establishment of a framework to better plan for growth and new development in the Sandtown community.

Resources

The information presented was gathered from client supplied data, community workshops, consultant site visits and analysis.

Content

This document contains the following sections:

Executive Summary presents an overview of the process, findings and recommendations.

Vision & Goals presents the goals, priorities and key parameters for this project.

Existing Conditions documents the existing conditions in and around the study area.

Planning outlines key concepts for implementing the goals and establishing master plan criteria.

Implementation identifies recommendations and tasks essential to the proper implementation of the findings.

Appendix contains detailed information that complements or supports the information presented in the findings.



Team

Fulton County Department of Environment and Community Development under its project manager Lynnette Roberts, AICP along with Jennifer Fine, AICP of the Atlanta Regional Commission (ARC) provided overall guidance for this project.

For this phase of the work, Sizemore Group provided management and comprehensive planning services as the prime consultant and coordinated their efforts with those of several other sub-consultants:

- Grice and Associates, Inc. performed the Existing Transportation Systems Analysis.
- Day Wilburn Associates, Inc. identified and recommended transportation system improvements and developed a 5-year Transportation Action Plan to assist Fulton County in securing funding for the recommended transportation improvements.
- Glattig Jackson provided high-level planning and traffic planning services.
- JJ&G provided landscape design services.
- J. Strickland Communications Co. provided public relations and media consultation.

Background



The Sandtown LCI study area is generally bounded by the Fulton Industrial and Camp Creek Parkway on the west, I-20 on the north, New Hope Road to the east, and Enon Road to the south.

The Sandtown LCI has been spearheaded by the community residents who have been actively working on preserving and promoting a better quality of growth in the face of development interest. The residents of the community have been actively involved in attempting to implement a planned growth strategy for the area. The Sandtown LCI study builds on several other studies completed for the area including the Blueprint Sandtown and the Campbellton Road Corridor study.

The approach of this study has been to focus on three important nodes in the study area:

- Campbellton Rd/Camp Creek Parkway Node
- Campbellton Rd/New Hope Rd/Boat Rock Rd Node
- Boat Rock Rd/Reynolds Rd Node



These nodes are the most important intersections for traffic and growth in the study area. This is also the area of focus for community planning efforts. The planning strategy is responsive to significant community desires of creating a walk-able community.

Existing Conditions



The area has a semi rural nature at present with an abundance of forests and open spaces. Most of the area is undeveloped, but the increasing growth in development will impact the nature of the area. The topography of the area is fairly hilly with abundant vegetation and greenery. The extensive network of creeks and floodplains are an important existing condition that needs to be considered for future development. There are only a few important public buildings (like the Southwest Arts Center, the Sandtown Gym and the Randolph Elementary School). The semi rural nature of the area and the absence of significant historic structures or a large number of public buildings are important existing characteristics of the area. However, the area is adjacent to the Fulton Industrial Business District, which is a major industrial hub in the region.

The study area is very close to Interstate I-20 and I285. Camp Creek Parkway and the Fulton Industrial Boulevard serve as the principal arterials that run through or adjacent to the study area. The existing network of road in the area includes several state and local roadways. The primary transportation access is provided by two lane roadways.

MARTA provides several bus routes which provide serve the study area. The area is served by Route 73 of MARTA which is considered to be one of the most utilized routes in the MARTA system. The existing pedestrian and bicycle access is mainly comprised of sidewalks with residential subdivisions.

The population of the area witnessed a 21% increase between 1990 and 2000. A similar growth rate is expected in the next decade. The population of the Sandtown LCI area is predominantly African American and is expected to be the same in the next decade.



Planning

This LCI study was conducted with extensive public involvement at every stage. Given the active community participation and leadership in several other planning efforts, the community is well organized and willing to provide insightful and passionate input.

The public was able to respond at various stages of the study. A kickoff meeting allowed the public to set the directions of the study. A public charrette was held to allow for effective involvement with all consultants and the public interacting on every aspect of the study. This was a two all-day event. In addition, several stakeholder meetings were held on a periodic basis. The result of the study was presented to the public at another meeting prior to drafting the final plan.

In addition to the public meetings, a questionnaire survey of the community was conducted. Over 1000 questionnaires were distributed throughout the community ensuring that both residents and business in the area were included. The response from the questionnaire informed several of the final implementation decisions of the study.

Another strategy of this planning effort was to focus on the Campbellton/Camp Creek Node. This is one of the three major nodes identified in the study area. The community has spearheaded the development of plans for the other two nodes. The community wanted the consultants to focus on the third node to ensure a uniform level of study of all three nodes. In response to that the LCI study has outlined plans and land use recommendations for this node. It has also included the recommendations from the other two planning efforts for this study.

Implementation and Recommendations

This section includes the following topics:

Land Use Issues

The preservation of green spaces and the creation of spaces for active living (like parks and recreation facilities) is an important issue for this study area. The study recommends that areas of active recreation and trails be planned for the community



Housing issues

The study area is characterized by single family homes that target the higher segments of the market. If continued development occurs and commercial space is promoted in this area, the lack of diversity of housing types will be an issue in the future. The plan recommends a greater density and mix of housing types, particularly at the 3 focus nodes.

Transportation Recommendations

The lack of connectivity is a critical issue that needs to be addressed in the study area. A network of new roads and connectors between existing roadways is recommended. The connection between subdivisions is encouraged and should be considered by the community for all future developments.

Several Land Use Policy Recommendations address street and sidewalk design. This is a response to the high priority given to this issue by community residents.

A five year transportation improvement plan is proposed to assist in developing the Sandtown LCI area into a livable center. These transportation improvements focus on enhancing pedestrian and transit travel modes, as well as providing additional street connections to diversify travel paths. The following areas are included in the multimodal transportation plan:

Pedestrian and Bicycle Improvements - The proposed pedestrian improvements focus on encouraging pedestrian travel within and between the walkable core activity nodes. To build upon local “wheels and heels” initiatives, eight foot sidewalks are recommended to allow for informal bicycle use within the community. For more experienced riders, implementation of bike lanes is recommended along several streets.

Comprehensive Trail System – This system combines the opportunity for users to travel for long distances in an off-roadway environment. The first steps include the Sandtown Park trail loop, with a long-term vision of a long distance bicycle loop connecting neighborhoods, activity areas, and recreational areas.



Streetscape Enhancements - These enhancements are intended to improve the usability and attractiveness of the on-street pedestrian environment to encourage use for pedestrian travel and access to transit facilities. Incorporation of streetscape elements such as benches, trees, streetlights, and decorative inlays will be applied to corridors for travel within and between the core activity nodes.

New Local Connector Roads - One of the primary traffic flow issues in the Sandtown LCI study area is the limited number of travel paths to accomplish various trip patterns. Installation of additional local road connections is proposed to provide multiple travel paths for local trips, reducing the traffic load on critical roads such as Campbellton Road.

Traffic Calming / Intersection and Operations Modifications - Installation of roundabouts and traffic circles along various roadways in the study area is recommended to provide slower flow near the intersections and maintain a residential character. In addition, traffic operational improvements are recommended at the critical intersection of Camp Creek Parkway at Campbellton Road.



Gateway Features – These features are intended to enhance the usability and safety of pedestrian facilities by indicating to the drivers that they are traveling in a pedestrian activity area. Gateway features can supplement and enhance the effectiveness of sidewalks and streetscape materials, as well as traffic calming features, such as the planned roundabouts and traffic circles. Gateways can indicate the drivers arrival in a special area and in addition provide area identification.

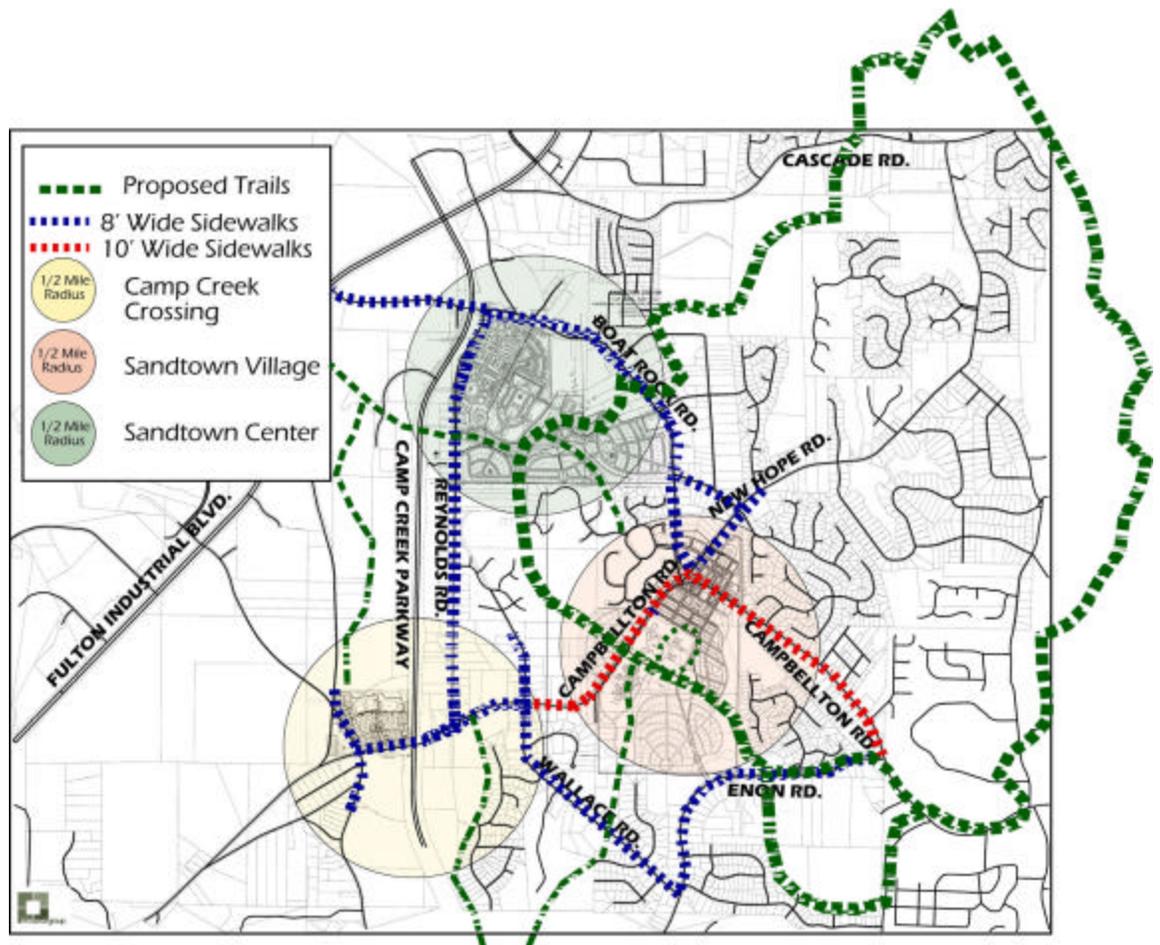
Transit Service - As the activity nodes grow and develop over time, the use of transit is anticipated to become a viable option for travel between and among the activity nodes. Therefore, future shuttle circulation between the activity nodes and connecting the MARTA rail system, is recommended. In addition to providing shuttle circulation around the planned activity nodes, future exploration of long-range goals for extension of the MARTA rail system through the area is recommended.

Freight Movement - As the existing traffic data for the Sandtown LCI area shows, a heavy volume of trucks travel along the state route system through the area. As traffic increases along Campbellton Road and community



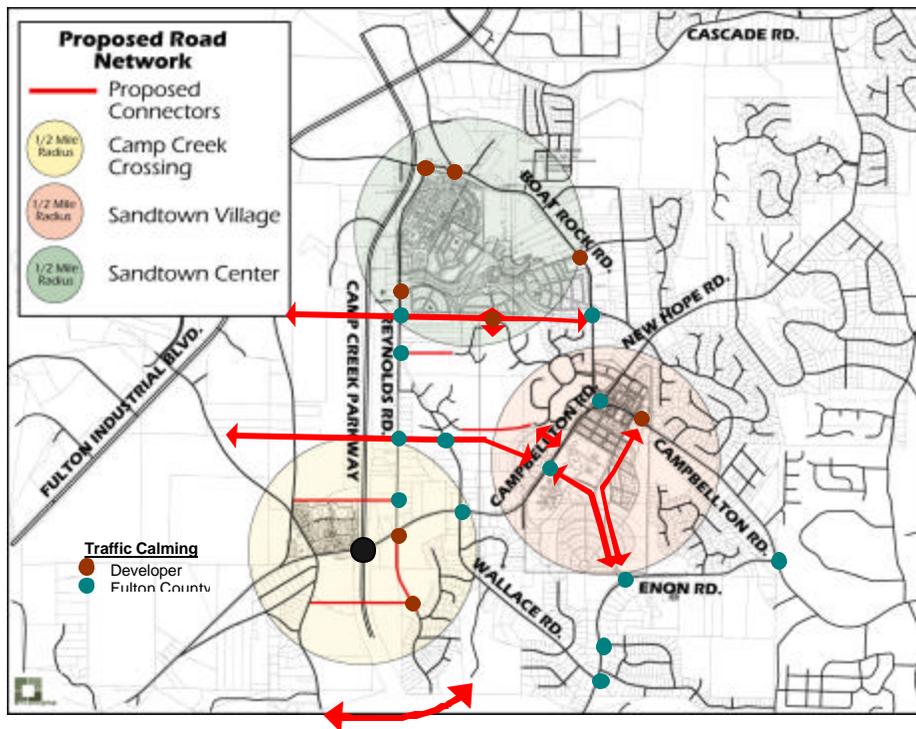
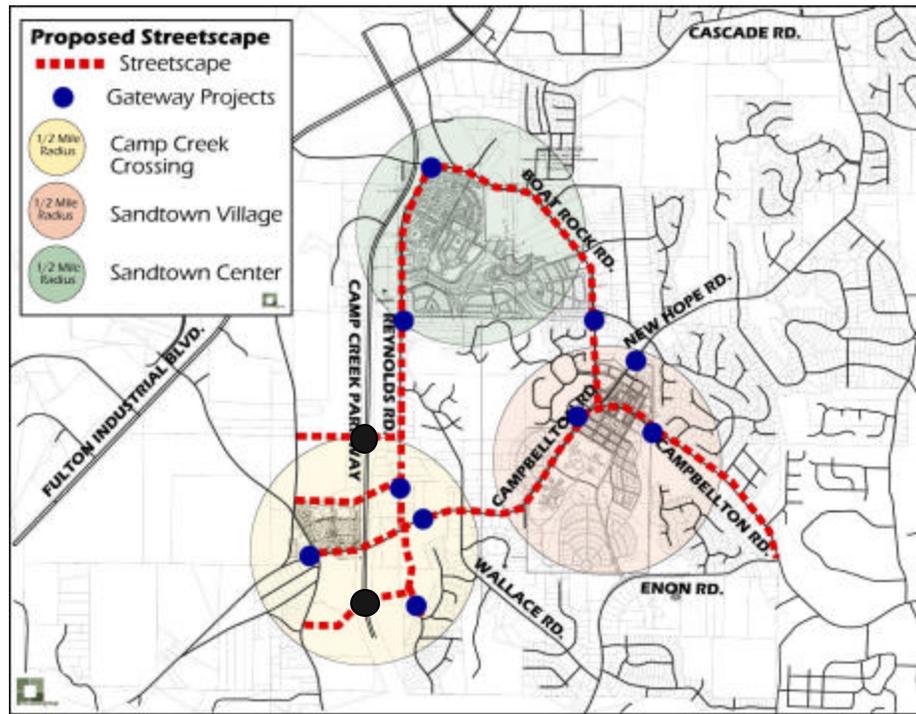
development occurs along the corridor, the community vision for the roadway and need for its use as a truck route will continue to conflict. To address conflicts in roadway use and provide for the continued success of the industrial area, an area-wide study of freight movement is proposed. In particular, freight movement alternatives between Hartsfield International Airport and the Fulton Industrial Business District.

Implementation of the proposed transportation improvements was grouped into items for immediate implementation (one to two years), short-term implementation (three to five years), and long-term implementation (five years or more). The cost for implementation of the five-year Transportation Improvement Plan estimated to be \$21,908,000 including an estimated local match of \$7,454,000 (34%).





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Jobs to Housing Strategies

The transforming semi-rural nature of the area at present lends itself to single family residences. However, factoring in the Fulton Industrial Business District along with significant growth in commercial retail opportunities and improved connectivity for the study area, the need for workforce housing will increase over time. The study identifies several strategies that may be adopted by the County and the community for the area. These include:

1. Inclusionary zoning
2. Allow for higher density housing
3. A density bonus for workforce housing development.
4. Investigate Tax increment financing.
5. Creating a one stop shop for permitting.
6. Allow Planned Unit Developments for Workforce housing.
7. Target the HOME and CDBG funds to targeted sites.
8. Promote partnerships between potential developers and experienced nonprofit housing developers.
9. Encourage Housing Authority to provide a mix of housing.
10. Expanding opportunities for Employer assisted housing.

Economic Development Incentives

One of the primary driving forces for increasing economic growth of the study area is to maintain the high quality of life that continues to attract new housing development. The economic development strategy for this area has three major components to it.

1. Attract Corporate and Executive offices to this area.
2. Encourage commercial development to be focused at the 3 nodes.
3. Create partnerships that would support economic development activities in the area.



The Sandtown LCI study has been a productive result of collaboration between the community, the county and responsive consultants. It meets the goals objectives for LCI plans as set forth by the Atlanta Regional commission. The implementation of the recommendations would result in Sandtown continuing to be the community of choice despite increased growth in residential and economic development activity. The recommendations of this planning effort would promote sensitive design, planned development, better street networks, increased safety, reduced congestion and increased connectivity. These, along with involved and active residents (which Sandtown enjoys), are all ingredients of a successful livable community.



Vision & Goals

This section presents the goals, priorities and key parameters for this project. These Goals describe the client's and community's aspirations for this project and establish a direction for the master planning effort. The following elements presented are the foundation for developing this project:

- Community Goals
- Fulton County/ARC Goals



Goals

Community

The following community goals were pulled from questionnaire results and through public meetings and workshops.

- To encourage pedestrian activities through sidewalks and multi-use paths.
- To incorporate traffic calming throughout the study area, especially on Campbellton and Enon Roads.
- To create a multi-use path master plan with connections to the Chattahoochee River and park land.
- To attract jobs to Sandtown, to serve existing population and future growth.
- To provide housing for existing workforce
- To establish better overall connectivity in the study area

ARC/Fulton County

The Sandtown LCI should demonstrate the fundamental concepts of:

- Connecting homes, shops and offices;
- Enhanced streetscaping and sidewalks;
- Emphasizing the pedestrian;
- Improving access to transit and other transportation options; and
- Expanding housing options.

The goal of the Sandtown LCI study is to assess the study area's current land use patterns, transportation patterns and urban design elements. At a minimum, this study will address the following information:



- Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.
- Transportation demand reduction measures.
- Internal mobility requirements (including safety and security of pedestrians), such as traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.
- Mixed-income housing, job/housing match and social issues.
- Continuity of local streets in study area and development of a network of minor roads.
- Need/identification of future transit circulation systems.
- Connectivity of transportation system to other centers.
- Center development organization, management, promotion, and economic restructuring.
- Stakeholder participation and support.
- Public and private investment policy.



Existing Conditions

The Existing Conditions documented in this section describe important data and assumptions that are accepted as “givens” for this project. This section includes the following topics:

- History
- Study Area Context
 - Physical Location
 - Walking Distance
 - Floodplains & Creek beds
 - Park Lands
 - Public Buildings
 - Residential
 - Commercial & Industrial
- Existing Land Use
- Transportation System Analysis
- Market Context
- Demographics



History

Introduction

For most new residents to South Fulton, any reference to Sandtown evokes thoughts of Sandtown Park, Sandtown Church or the former Sandtown Elementary School, now A. Philip Randolph. As late as 1950, County maps recognized Sandtown's boundaries as bordered by the City of Atlanta and extending on Campbellton Road from Enon Road to the Chattahoochee River (Douglas County).

Creek Indians

To understand the Sandtown story, one must also understand some of the history of Creek Indians in the South. The Creeks were one of 19 tribal groups that once lived in Alabama and Georgia. Following the Creek War in 1813, the Creeks were forced to give up huge tracks of land in Alabama and to move in large numbers into Georgia.

Sand Town-Buzzard Roost

Having been forced into Atlanta, the Creeks settled in an area around an island on the Chattahoochee River. Earlier, a group of Creek Indians had named the area "Buzzard Roost." The new group of Creeks chose to name the area "Sandtown" ("Oktahasasi" in Creek).

Folklore suggests that the Creeks chose the Sandtown name because of the sandy, rock terrain found in the area. In reality, Sandtown was the name of the town, which the Creeks had originated. The practice of naming a new settlement after an old one was not uncommon. Thus for many years, this frontier community was known by two names, Sand Town and Buzzards Roost.

Oldest Community

By 1821, the Creeks surrendered more land, which was to become Henry and DeKalb Counties. At the same time, more Euro-American settlers had also come into the area. The Sand Town-Buzzard Roost Community was now a frontier settlement for adventurers and gold seekers going west and as such, Sand Town was wild and undisciplined.



In the late 1820's, the name Buzzard's Roost was dropped. In 1928, Sandtown had a post office. Campbell County historians believe that Sandtown was the first community in old Campbell County and the longest continuous community in Fulton County.

Historical Markers

Several historical markers found in the area are noteworthy: The "Sandtown" marker is located on Fulton Industrial Boulevard and Boatrock Road. It marks the former location of the J.H. Wilson home. Mr. Wilson's daughter married J.M. High of the J.M. High Department Store, a renowned store in the 40's and 50's. The High Museum was named for the High Family. This site is also the location that General Hood launched his defense to destroy Jonesboro during the war.

The second marker, "Dry Pond", is located at Boat Rock and Campbellton. The third marker, "Owl Rock Church," is at the corner of Camp Creek and Campbellton. The church is named for an eight-foot natural rock (identified by the Creeks as resembling an owl), which is in the back of the church, near the cemetery.

There are also some less understood parts of Sandtown's history which require further study: First, there is some debate among historians over whether Cascade Road or Campbellton Road represents the old "Sand Town Path." Second, a mid-to-late nineteenth century Gothic Revival house on the Northside of Campbellton Road between Reynolds and Wallace needs to be identified. The community is trying to declare this as a historical home. The house has clapboard siding, lozenge-shaped eaves-vents and shed-roofed porch. There is a large historic wooden barn and storage shed on the property. Third, the community is seeking a means of designating archeologically the huge boulders on Boatrock Road. Boatrock Road is named because of one very large boat-shaped boulder on the road and the hard rock in the vicinity.

A fourth historical interest is in completing an oral history of Afro-American experiences in Sandtown, which is called --- "If the Timbers Could Talk." Mrs. Snotie Albert, a resident of Sandtown for nearly 60 years, has her own memories of Sandtown. She indicates many Blacks lived in the Boat Rock area but most of the old homes have been torn down.



Mrs. Albert adds that two United Methodist churches, Poplar Springs (Cascade Road) and Rocky Head (Old Campbell Road) were very important to the African American community. She also has vivid memories of the "one room colored school house" attached to each these churches in the 40's by a private foundation. Her son attended Poplar Springs School until public schools were available to him through public county funds.

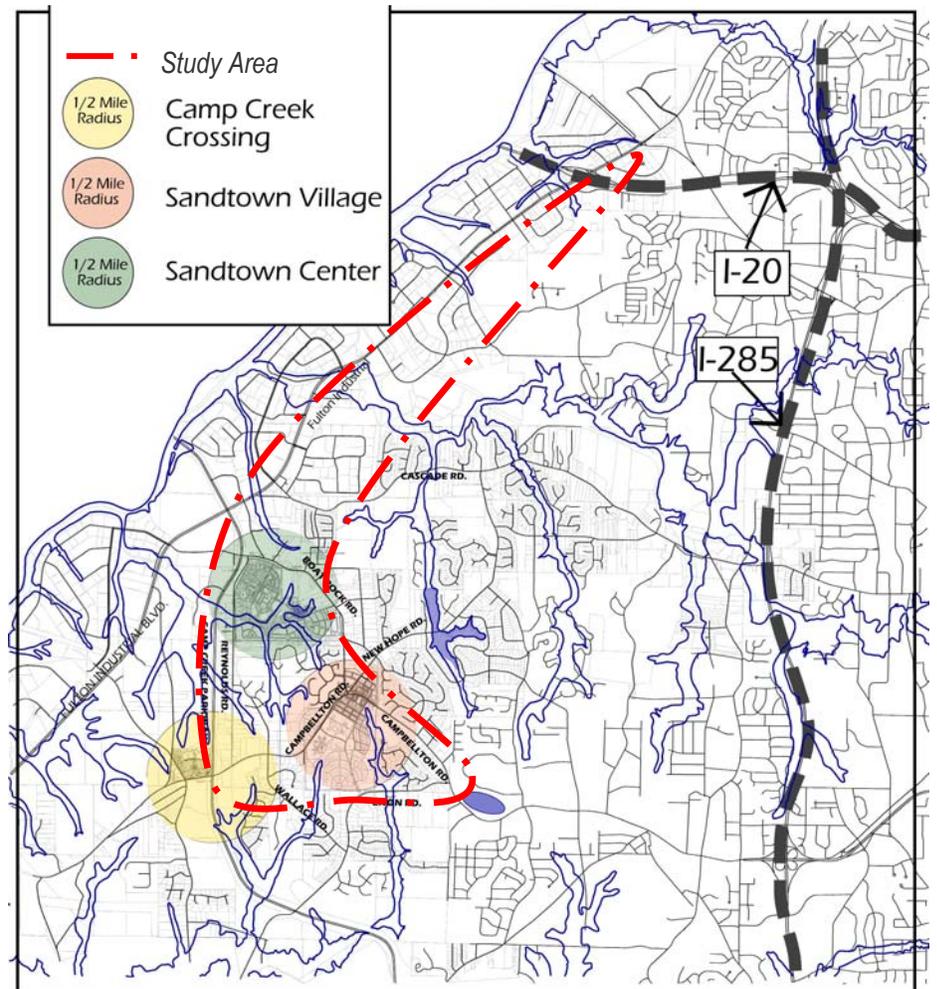
The Poplar Springs School building remains, but the Rocky Head School has been demolished. Children and teachers walked as far as Ben Hill Community to attend these schools.



Study Area Context

Physical Location

The Sandtown LCI study area is generally bounded by the Fulton Industrial and Camp Creek Parkway on the west, I-20 on the north, New Hope Road to the east, and Enon Road to the south.



The study area includes a mix of residential (primarily single-family) and industrial to the north above Cascade.



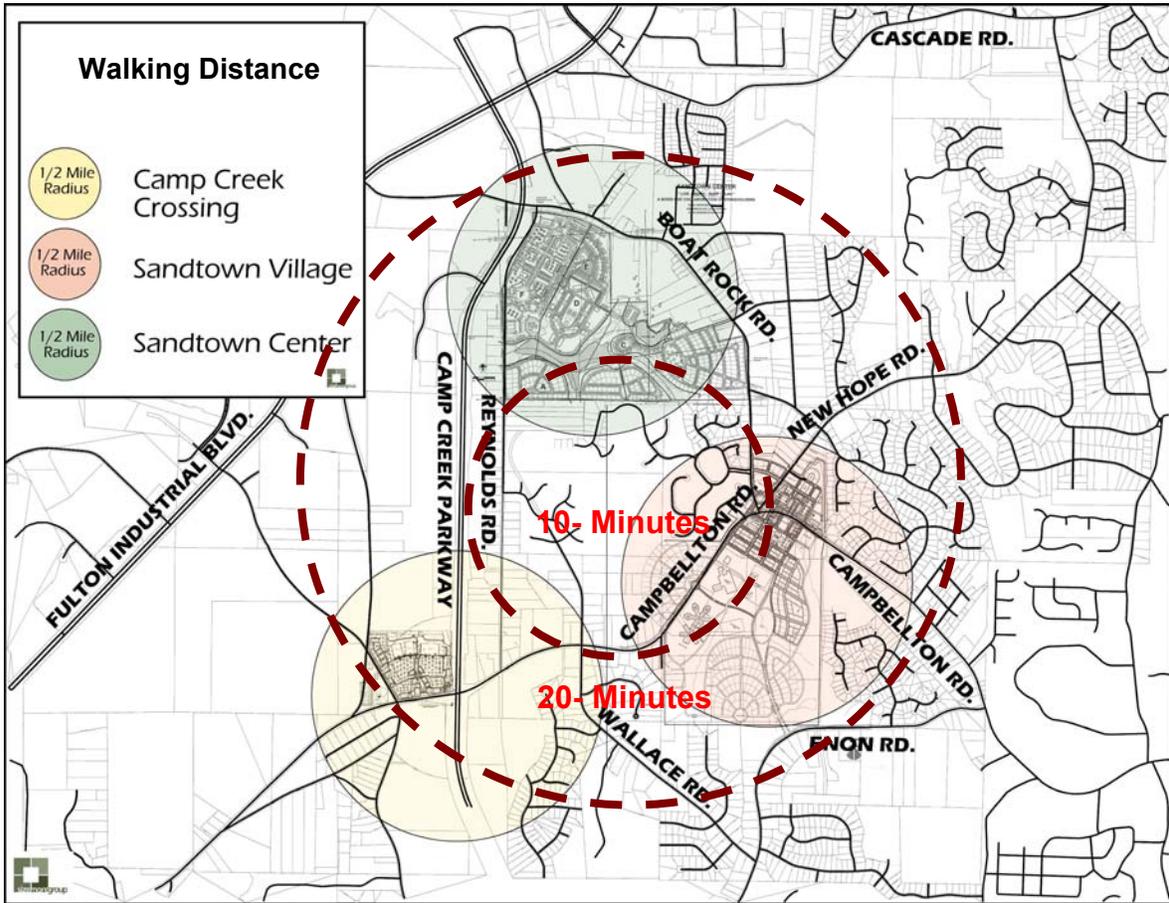
Walking Distance

In meetings with the community, the creation of walkable communities has been expressed as a desirable goal. The ability of residents to reduce the number of household trips in a vehicle is an important aspect of promoting a health lifestyle as well as reducing traffic count on local roads. Currently, the semi-rural nature of the area does not include any formal walking trails or paths. In fact, the absence of sidewalks stands out as an important issue that is addressed by this plan.

Given the approach of creating development with greater density around the 3 nodes, the reasonable distance that residents may walk has been an important consideration. A half mile radius around 3 important intersections of primary roads has been the target area for planning more dense developments with a diverse mix of use and type of buildings.



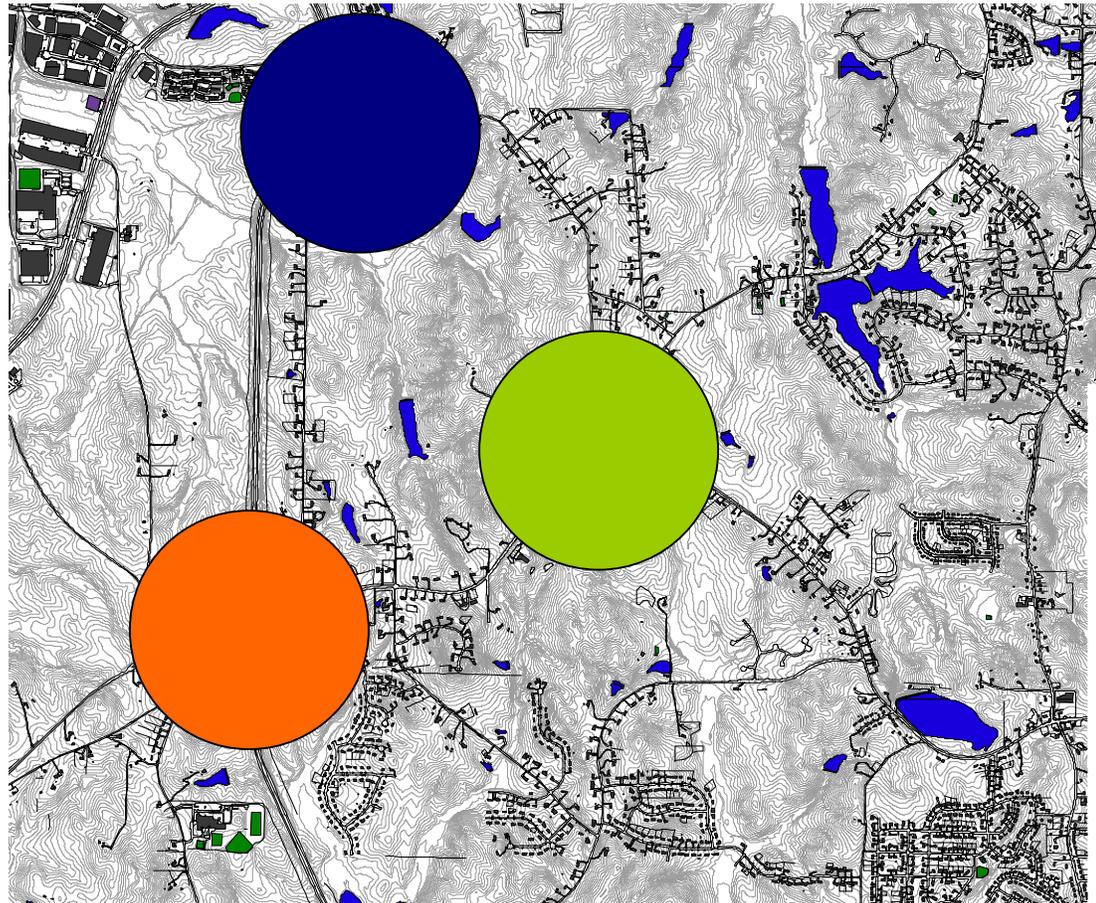
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Topography

As is the case with most of Georgia, the Sandtown LCI study area can be categorized as being fairly hilly with very little flat lands. This environment provides excellent opportunities for future development to conform to the lay of the land and integrate with the ridges and valleys.





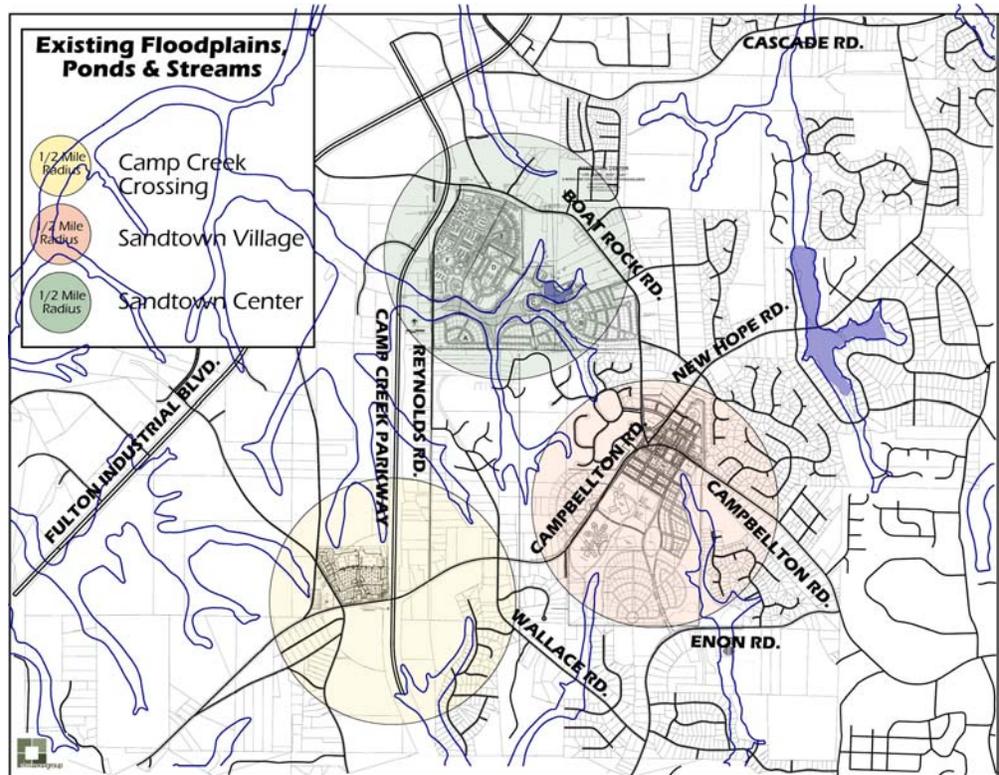
Floodplains and Creek Beds

The existing flood plains in the area provide additional opportunity for creating preserved open areas with native vegetation. Flood plains provide the natural function of retention ponds and storm water runoff. This is critical to the drainage of a site. The preservation of these areas with native vegetation and abundant greenery will continue to maintain the rural character of the area. The mature trees in this area should be preserved. The natural features including slopes and ridgelines should be considered as important constraints when development is being considered. This will maintain the rural character of the area.

The preservation of the rural character and open spaces of the study area was a high priority on the wish list of the community. Most of the flood plains and creeks run through or adjacent to sub developments. They are natural features that will not have buildings on them. This is also an opportunity to create a greenway to enhance the connectivity in the area. The residents have expressed strong support for such connectivity. The potential for creating a greenway in existing floodplains is particularly attractive for those areas where development is yet to be planned.



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Park Lands

The study area has abundant forests and open spaces. In every interaction with community residents the importance of this characteristic has been recognized. However, even though there are significant amounts of greenery in the area, there is not enough parkland in the target area. The only major parkland in the study area is the Sandtown Park. This area is designed to encourage active recreation including several softball, soccer and football fields. This is an important facility for the area and is well used by community residents.

Adjacent to the study area, there are plans for developing larger parkland with additional trails and recreation facilities along the Chattahoochee River. That will also be a destination of choice for community residents.

Public Buildings

There are only a handful of public buildings in the LCI study area. These buildings include the Southwest Arts Center, Sandtown Gym and Randolph Elementary School. The location of these buildings needs to be taken into



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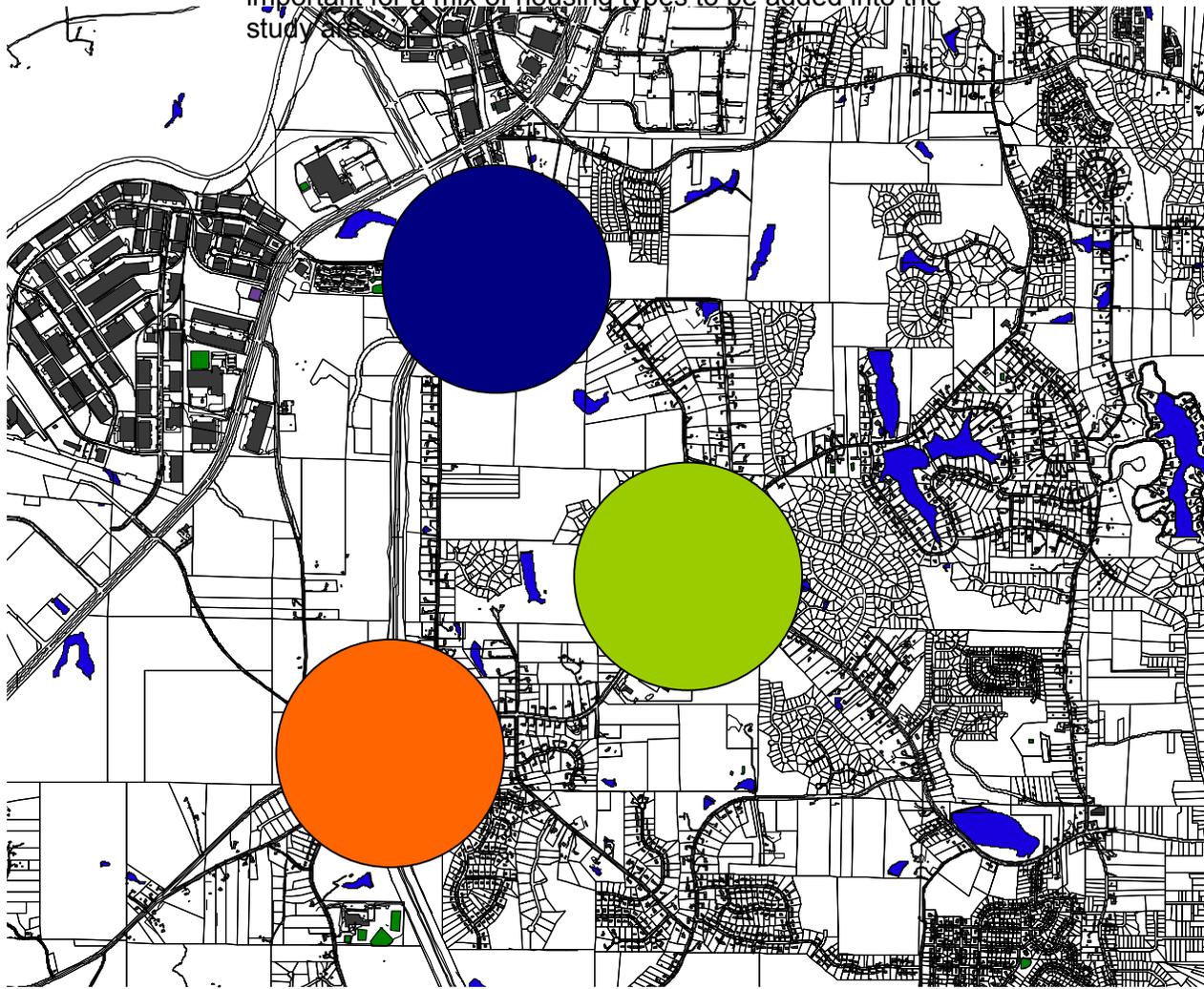
consideration with future development due to issues of connectivity and pedestrian circulation.



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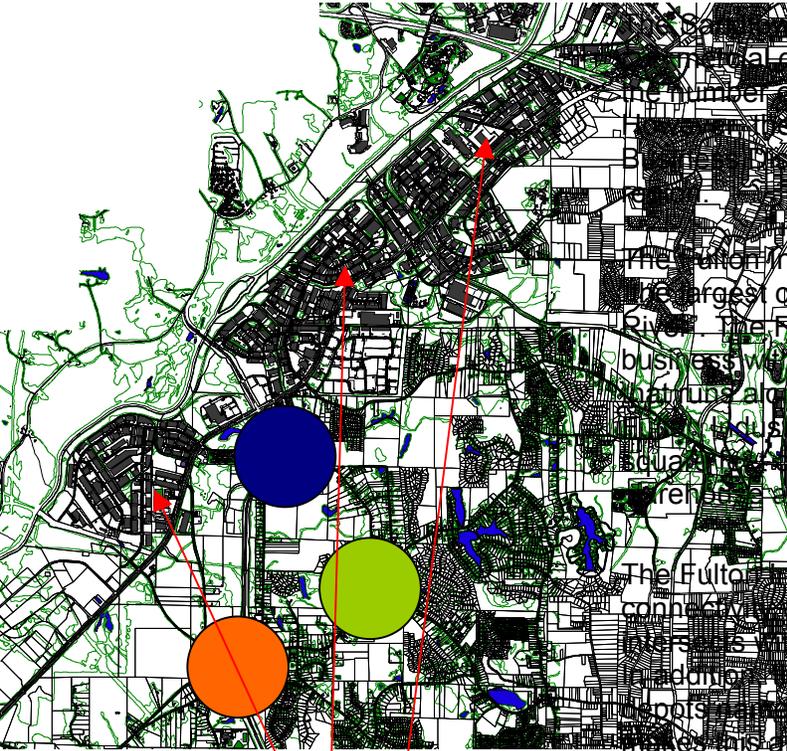
Residential

The primary building type within the study area is single family residential, as shown by the diagram below. One of the major challenges that Sandtown faces is the lack of housing types. When asked in our questionnaire what types of housing is needed in the study area, residents responded strongly that there is a need for higher density senior housing. In order to create a diverse community it is vitally important for a mix of housing types to be added into the study area.





Commercial & Industrial



Fulton Industrial Business District

The study area does not have any significant commercial development. The residential area has not had the number of residents to support commercial ventures. The area is adjacent to the Fulton Industrial Business District, which is a major industrial hub in the

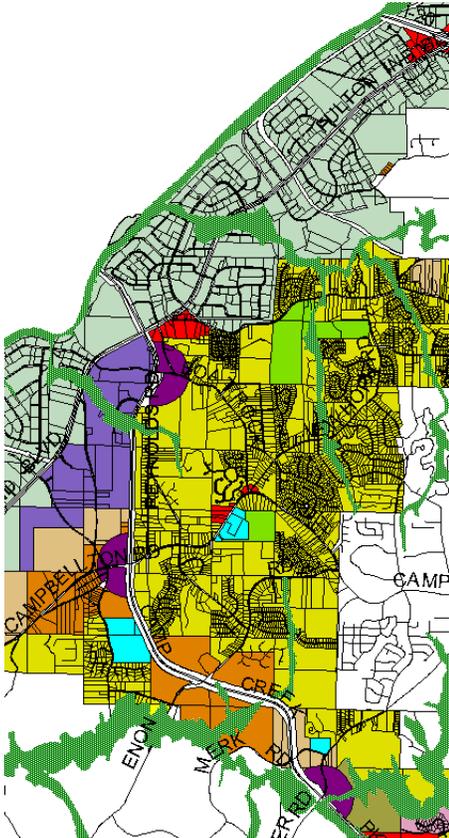
The Fulton Industrial Business District advertises itself as the largest contiguous industrial park east of the Mississippi River. The Fulton Industrial Business District has over 1000 businesses with around 30,000 employees in an 8 mile stretch of industrial space along the western edge of the study area. The Fulton Industrial Business District consists of over 60 million square feet of industrial space including manufacturing, warehousing and distribution centers.

The Fulton Industrial Business District enjoys good connectivity with the nearby Hartsfield Airport. It also connects to interstate 20 and is one mile away from I-285. The district is close to two inter-modal rail freight facilities served by Norfolk Southern and CSX. The connectivity makes this an attractive place for industrial facilities and the district expects to continue its steady growth. Currently, the housing choices for the working population in the Business District have not been in its neighboring area. However, the web site makes a claim of having desirable residential areas in close proximity and the development of Sandtown maybe an option.

Although there are no existing commercial facilities in the study area, there are several proposed developments in the area. These developments will add significant amount of commercial space in the form of retail centers and office buildings. These developments have the potential of changing the nature of the area. The community has expressed a keen interest in ensuring that all proposed development is in keeping with the vision of the community.



Existing Land Use



The existing land use plan reflects the residential nature of the community. There is a predominance of the 1-3 unit/acre residential zoning in the study area. There is a large area of Industrial land use adjacent to the study area (reflecting the location of the Fulton Industrial Business District). There is also a recent addition of areas where a mix of live work facilities has been allowed.

There is inadequate designation of parks and other recreational facilities. Given the undeveloped nature of the area, it is an absence that is not felt acutely by the community at present. With proposed development underway, the creation of parks and sites designated for recreation facilities will be urgent.

The current land use plan does not promote the neighborhood retail concept. It also does not provide for a mix of uses or a diversity of housing types. The current plan does not promote a walkable Sandtown community. Instead it is more biased towards traditional suburban development with an over reliance on cars and an absence of connectivity.

- 100-Year Floodplain
- Agricultural, Forestry, & Mining
- Retail & Service
- Office
- Office High Density
- Living-Working
- Business Park
- Industrial
- Community Facilities
- Private Recreation
- Parks, Recreation & Conservation
- 1 Unit/Acre or Less - Residential
- 1 to 2 Units/Acre - Residential
- 1 to 3 Units/Acre - Residential
- 2 to 3 Units/Acre - Residential
- 3 to 5 Units/Acre - Residential
- 5 to 8 Units/Acre - Residential
- 8 to 12 Units/Acre - Residential
- 12 to 20 Units/Acre - Residential
- 20 Units/Acre or More - Residential
- Streams and Water Bodies
- Transportation & Utilities
- Unknown



Transportation System Analysis

Methodology

The existing conditions assessment includes the collection of current traffic volumes at three key nodes within the study area, analysis of current operations of key intersections and roadway capacities, and an inventory of existing and programmed facilities and services.

Data Collection

The traffic count data collection effort included acquisition of turning movement counts at the key intersections for the AM, midday and PM peak hours and obtaining vehicle classification counts for a 72-hour period on four roadway segments within the core study area. All counts were obtained on Tuesday, Wednesday and Thursday during the week of August 12, 2002. The turning movement counts were manually conducted for two hour periods for each of the peaks. The counts were conducted for the AM period from 7:00-9:00 am, the midday from 11:30 am - 1:30 pm, and the PM from 4:00 pm to 6:00 pm. The vehicle classification counts were mechanically conducted for a 72-hour period beginning Tuesday morning and ending Thursday night during the same week.

Accident data within the general project study area was obtained for a two-year period. Detailed incident reports were provided on segments of Camp Creek Parkway, Campbellton Road, Boat Rock Road and Fulton Industrial Boulevard. Locations of incidents for other roadways within the study area were made available but the detailed reports were not able to be provided.

Analysis

The analysis of the existing conditions was conducted consistent with the methodologies and practices defined by the Highway Capacity Manual, a recognized resource in assessment of transportation conditions. The analytical software packages SYNCHRO and HCS2000 were used to conduct the operational assessment.



Safety conditions assessment will be based on evaluation of number and type of incidents as well as comparison to the most current statewide safety statistics.

Facility and Service Inventory

Existing facility conditions were obtained through field review, existing inventory from Fulton County and service information from MARTA. Programmed facility and service improvements were obtained from the current Transportation Improvement Program and information provided from Fulton County and MARTA. The inventory includes the general location of sidewalks, bus routes and programmed improvements. Specific inventory of primary node areas and direct transit service to the core nodes is also provided.

Transportation Facility and Service Inventory

The existing transportation system within the Sandtown LCI study area includes a network of state and local roadways serving residential, business and regional transportation needs. The current residential areas of Sandtown are provided local and regional transportation access via primarily two-lane roadways. Area-wide and regional access is provided by Camp Creek Parkway and Fulton Industrial Boulevard, the only multi-lane facilities within or adjacent to the core area of the LCI study. Camp Creek Parkway and Fulton Industrial Boulevard are principal arterials while Campbellton Road is a minor arterial and New Hope Road a collector. Boat Rock Road and the remainder of facilities within the core study area are generally considered as local streets.

The Fulton Industrial Park, lying entirely within the study area, has direct access to Fulton Industrial Boulevard and some portions of Camp Creek Parkway. The industrial park has access to I-20 via FIB, Camp Creek Parkway and Campbellton Road. Access to I-285, I-75 and I-85 is provided via Camp Creek Parkway, Campbellton Road and Cascade Road. Access to Hartsfield International Airport is available via Camp Creek Parkway or by the interstate

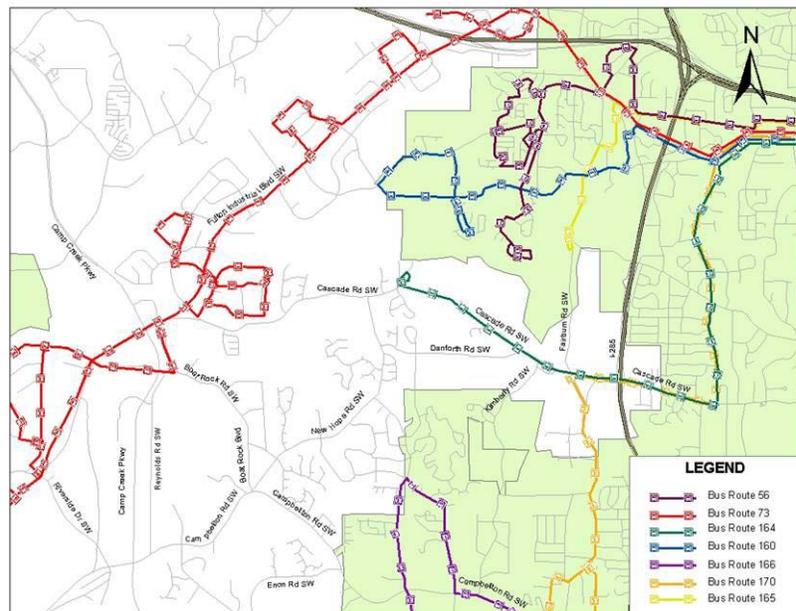


facilities. FIB provides direct access to Fulton County Airport – Brown Field.

Rail service is available to the northern portions of the industrial park. A CSX Transportation Rail Line runs east/west north of Cascade Road connecting to a north/south CSX line that connects to the CSX line that runs parallel to US 41 adjacent to Hartsfield International Airport.

MARTA provides many bus routes near the Sandtown LCI area. Figure 2 illustrates the total MARTA bus service routes within the entire study area. Although there are more than a half dozen existing routes within or near the core study area, three specific routes appear to have a logical potential for extension or connection to the Sandtown LCI area. They are Routes 73, 164 and 166. Routes 164 and 166 currently serve the area east of the core Sandtown LCI primarily along Cascade Road and Campbellton Road, respectively.

Figure 2
MARTA Bus Service Routes



Route 73 is considered to be one of the best utilized routes in the MARTA system. Currently the route averages 5,000 daily weekday riders, and approximately 2,500 on Saturday



and 1,100 on Sunday. Week day headways average 9 minutes in the peak and 18 minutes in the off-peak. Weekend average headway is 26 minutes. Route 73 includes many variations during the service period as can be seen by the numerous side trips off of FIB. The loop routes off of FIB were originally established to serve businesses and developments off the primary FIB route.

Route 164, with 1,000 average weekday ridership, operates on a 30 minute headway weekdays and 60 minute headway on Saturdays. Sunday service was discontinued in March 2002. Route 71 is currently being evaluated to provide for Sunday service in this area.

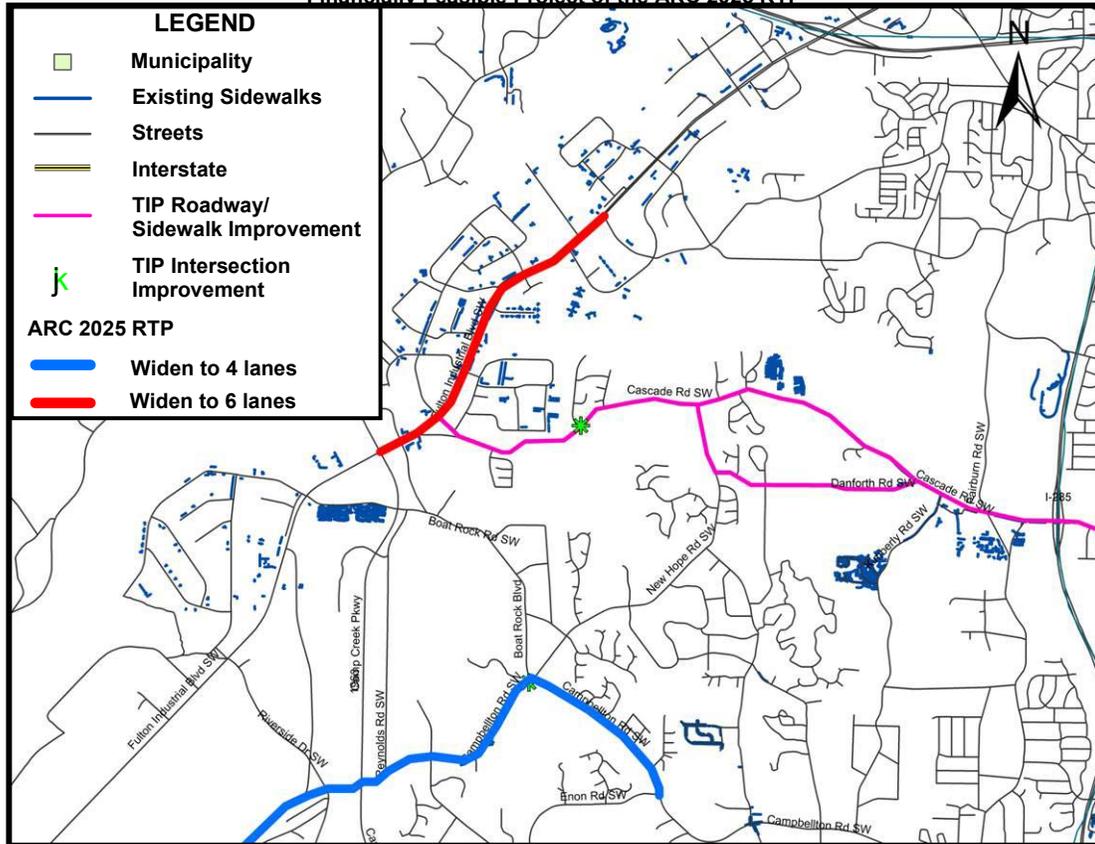
Route 166 has an average weekday ridership of 1,200. Weekday headways are 22 minutes in peak periods and 36 minutes off-peak periods. Saturday and Sunday service is provided with 60 minute headways. The weekend service headway was adjusted from 25 minutes to 60 minutes in March 2002.

Average weekend ridership rates are not yet available due to the modifications in weekend service on both Routes 164 and 166.

The pedestrian and bicycle system with the Sandtown LCI study is mainly comprised of sidewalks within residential subdivisions. This is illustrated on Figure 3. The rural characteristics of the roadways with no curb and open drainage do not normally accommodate on-roadway or separated bicycle lanes, sidewalks or multi-use pathways. Historically, sidewalks and bicycle facilities have not been in industrial areas, low density residential areas or along controlled access facilities. These are the same characteristics for the majority of the Sandtown LCI study area. There are several projects within the current Transportation Improvement Program that would upgrade current conditions along New Hope Road and Cascade Road to provide for bicycle and pedestrian facilities. The specific locations are also illustrated on Figure 3.



FIGURE 3
Bicycle/Pedestrian Facilities, TIP Improvement
Financially Feasible Project of the ARC 2025 RTP



Safety

Two years of summary incident statistics were obtained from Fulton County. Detailed collision reports were also obtained for the major roadways within the study area. The level of detail for the accident information varies within the study area. Figures 4 and 5 provide the location, number and type of accident for the two individual years. Table 1 provides a comparison of roadway rates for fatalities, injuries and total collisions as compared to statewide averages. The rates are based on annual miles of travel (in millions) and reported as annual accidents per hundred million vehicle miles.



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Figure 4
Accident Locations & Data 01/2000 to 08/2001

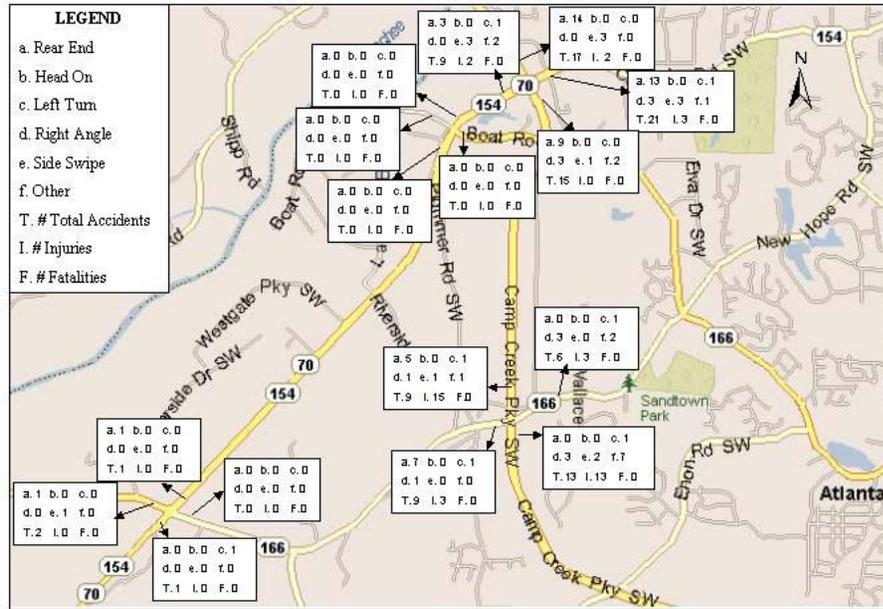
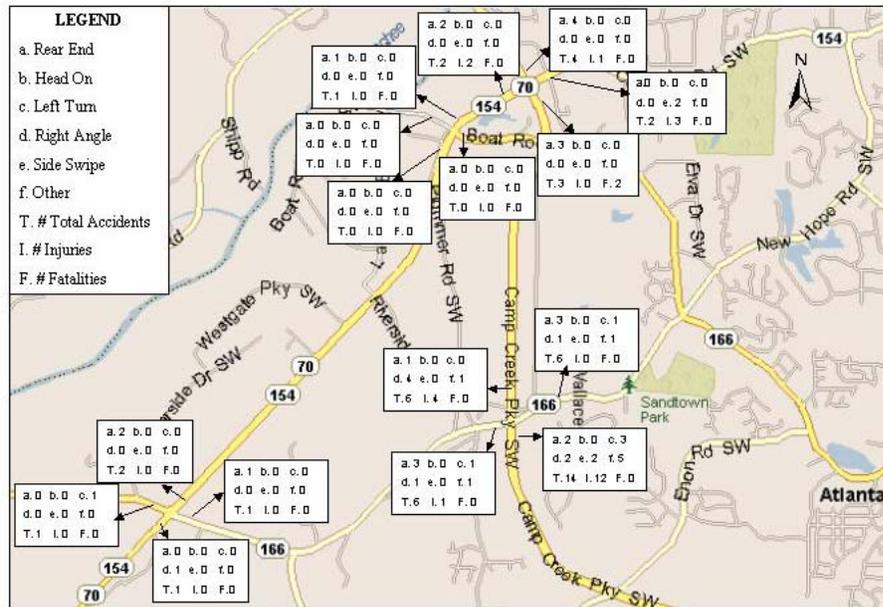


Figure 5
Accident Locations & Data 09/2001 to 08/2002





A review of the actual rates versus the statewide averages reveal that only the fatality rate on Camp Creek Parkway for the second year exceeds the state averages. The fatality occurred in the late afternoon and a violation was issued for following too closely.

TABLE 3.1 Collision Summary
(August 2000 to August 2002)

Facility	Year	ADT	Length	VMT (in million of vehicle miles traveled)	Number of			Rate (in 100 million vehicle miles)					
					Total Accidents	Fatalities	Injuries	Accident Rate		Fatality Rate		Injury Rate	
								Actual	State Average	Actual	State Average	Actual	State Average
Campbellton Road Fulton Industrial Boulevard to Camp Creek Parkway	00/ 01	7154	2.75	7.18	18	0	6	251	525	0	1.24	84	151
	01/ 02	7101	2.75	7.13	14	0	1	196	525	0	1.24	14	151
Campbellton Road Camp Creek Parkway to Boat Rock Road	00/ 01	6736	1.25	3.07	4	-	-	130	525	-	1.24	-	151
	01/ 02	7054	1.25	3.22	4	-	-	124	525	-	1.24	-	151
Campbellton Road Boat Rock Road to Enon Road	00/ 01	10226	1.08	4.03	2	-	-	50	522	-	1.24	-	151
	01/ 02	10226	1.08	4.03	1	-	-	25	522	-	1.24	-	151
Fulton Industrial Boulevard Cambellton Road to Camp Creek Parkway	00/ 01	16443	3.75	22.51	35	0	5	156	716	0	1.83	22	199
	01/ 02	16849	3.75	23.06	9	0	5	39	716	0	1.83	22	199
Camp Creek Parkway South of Campbellton Road to North of FIB	00/ 01	22796	2.40	19.97	54	0	30	270	716	0	1.83	150	199
	01/ 02	23600	2.40	20.67	28	2	17	135	716	9.67	1.83	82	199
Boat Rock Road Fulton Industrial Boulevard to Campbellton Road	00/ 01	2683	2.40	2.35	1	-	-	43	522	-	1.15	-	1.37
	01/ 02	2683	2.40	2.35	1	-	-	43	522	-	1.15	-	1.37



Traffic Operations Analysis

LOS is a measure of a roadway facility’s ability to accommodate a moving stream of vehicles. Traffic conditions are evaluated in terms of delay or speed that correlate to Level of Service (LOS) measurements defined in the 2000 Highway Capacity Manual (HCM). LOS is a measure of a roadway facility’s ability to accommodate a moving stream of vehicles. It ranges from “A” to “F”, with LOS A being the best operating conditions and LOS F the worst. Generally, LOS D or better is acceptable. LOS E and F are unacceptable in most cases and warrant improvements to the intersection geometry or signal timing adjustments. Table 3.2 lists the LOS criteria for signalized intersections and Table 3.3 the criteria for unsignalized intersection level of service.

TABLE 3.2 LOS for Signalized Intersections

LEVEL OF SERVICE	AVERAGE STOPPED DELAY PER VEHICLE (SEC)
A	≤ 10
B	> 10 and ≤ 20
C	> 20 and ≤ 35
D	> 35 and ≤ 55
E	> 55 and ≤ 80
F	> 80

Reference: Highway Capacity Manual, 2000 HCM

TABLE 3.3 LOS for Unsignalized Intersections

LEVEL OF SERVICE	CONTROL DELAY PER VEHICLE (SEC)
A	≤ 10
B	> 10 and ≤ 15
C	> 15 and ≤ 25
D	> 25 and ≤ 35
E	> 35 and ≤ 50
F	> 50

Reference: Highway Capacity Manual, 2000 HCM



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Geometry

The individual intersection geometries are illustrated on Exhibits 1 – 8 in Appendix A for the primary intersections within the study limits.

Data Collection

GDOT Average Annual Daily Traffic Volumes (AADT) were obtained for the time period of 1997 to 2001 along the project length. These volumes are summarized in Table 3.4. The AADTs along this corridor for the past five years show a slight downward trend in traffic volumes.

TABLE 3.4
Historic Traffic Counts & Trends

Location	1997	1998	1999	2000	2001	Average increase per year	Rate of Growth
Campbellton Road							
West of Fulton Industrial Boulevard	9906	11219	12718	12155	13579	918	8.20%
East of Fulton Industrial Boulevard	6608	6914	7021	7707	7293	171	2.50%
West of Riverside Drive	6434	6645	6748	6600	6909	119	1.80%
East of Reynolds Road	5381	5600	5637	6114	6371	248	4.31%
Sandtown School	5653	7152	6628	7357	7736	521	8.16%
West of Enon Road	7753	8852	9649	9786	10214	615	7.14%
West of Butner Road	15967	18142	18424	18640	14642	-331	-2.14%
East of Butner Road	21622	22276	26139	25043	25708	1022	4.42%
East of Fairburn Road	31838	23464	23829	31740	25450	-1597	-5.44%
West of I-285	39409	38800	39403	41120	27293	-3029	-8.77%
Camp Creek Parkway							
East of I-285	31062	32550	63223	36371	37700	1660	4.96%
West of Fairburn Road	24907	31154	60512	33160	28528	905	3.45%
East of Enon Road	23009	23800	46228	24480	25400	598	2.50%
South of Campbellton Road	2202	2922	5676	3054	2941	1850	7.51%



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	1	3	1	0	9		
North of Campbellton Road	1615 1	1730 0	3360 3	2279 6	2360 0	1862	9.95%
North of Fulton Industrial Boulevard	2287 5	2667 0	5180 2	2842 0	3033 7	1866	7.31%
Fulton Industrial Boulevard							
South of Campbellton Road	4201	4808	5177	5060	5129	232	5.12%
South of Riverside Drive	8872	8614	9324	8343	8168	-176	-2.05%
North of Boat Rock Road	2184 5	2233 7	2464 7	2454 3	2552 9	921	3.97%
New Hope Road							
Northeast of Boat Rock Road	2939	4913	5514	4400	3543	151	4.78%
South of Cascade Road	918	1366	1533	1400	1170	63	6.25%
Cascade Road							
East of Fulton Industrial Boulevard	5412	6032	7084	7296	7296	471	7.75%
East of New Hope Road	1039 2	1005 8	1300 5	6943	1361 4	806	6.98%

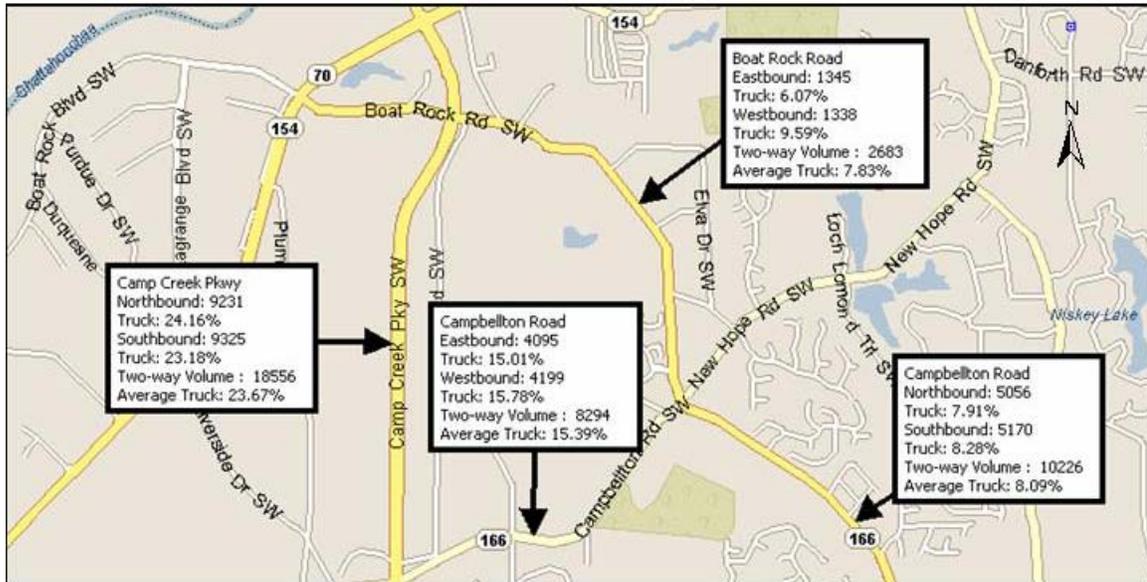
Turning movement counts (TMCs) were conducted at the intersections of Campbellton Road at Camp Creek Parkway, Campbellton Road at Boat Rock Road, Camp Creek Parkway at Westlake Parkway and Boat Rock Road at Reynolds Road during the a.m., midday and p.m. peak periods the week of August 11, 2002. Counts were conducted on Tuesday, Wednesday and Thursday of that week. The locations and durations of the TMCs were based on the locations of the three primary nodes within the LCI study area. The TMCs for all of the locations are provided on Exhibits 1-4. The raw count data is provided in Appendix A.

In addition to TMCs at the four identified intersections, vehicle classification counts were also conducted on four roadway segments within the primary study area. The vehicle classification counts were conducted for a 72 hour period at the locations indicated on Figure 6. The average heavy vehicle (truck) percentages ranged from approximately 8 percent on Boat Rock Road and Campbellton south of Boat Rock Road to nearly 24 percent on Camp Creek Parkway north of Campbellton Road. Campbellton Road east of Camp Creek Parkway had an average heavy vehicle rate of over 15 percent. Statewide averages for Urban Principal Arterials and Urban Minor Arterials are 4.8 percent and 13.2 percent respectively based on the Vehicle Travel Information System (VTRIS) database maintained by the Federal Highway Administration.



The predominant non-residential industrial land uses within the study area account for the variation from the statewide averages.

Figure 6
Vehicle Classification Count Location & Averages



Signal Timing and Phasing

The timing and phasing for the intersection of Campbellton Road and Camp Creek Parkway was obtained from Fulton County and field retrieval of current signal timing data.

Level of Service Analysis

The existing conditions were evaluated using the traffic data collected and the analysis tool resources from the software programs HCS2000 and Synchro. Conditions for unsignalized intersections, signalized intersections, two-lane roadway and multi-lane roadway were assessed. The resulting levels of service within the primary nodes of the Sandtown LCI study area under current conditions are summarized in Table 3.5 and illustrated on Figure 7. The HCS2000 and Synchro results are contained in Appendix B.



TABLE 3.5 Existing Level of Service

Facility	Level of Service		
	AM	MIDDAY	PM
Roadway Segment			
Campbellton Road			
Camp Creek Parkway to Boat Rock Road	B	B	B
Boat Rock Road to Enon Road	C	B	B
Camp Creek Parkway			
Campbellton Road to Fulton Industrial Boulevard	A	A	A
Boat Rock Road			
Fulton Industrial Boulevard to Campbellton Road	A	A	A
Intersection			
Campbellton Road @ Camp Creek Parkway (Signalized)	C ¹	B	C ¹
Campbellton Road @ Boat Rock Road (Unsignalized)	A	A	A
Camp Creek Parkway @ Westlake Parkway (Unsignalized)	A ²	A	A ²
Boat Rock Road @ Reynolds Road (Unsignalized)	A	A	A

Notes:

1 – Northbound Left Turn LOS “F” in AM and PM Peak Period

2 – Minor Street (Westlake Parkway) delay at LOS “F” & “E” AM and PM Peak Periods respectively.

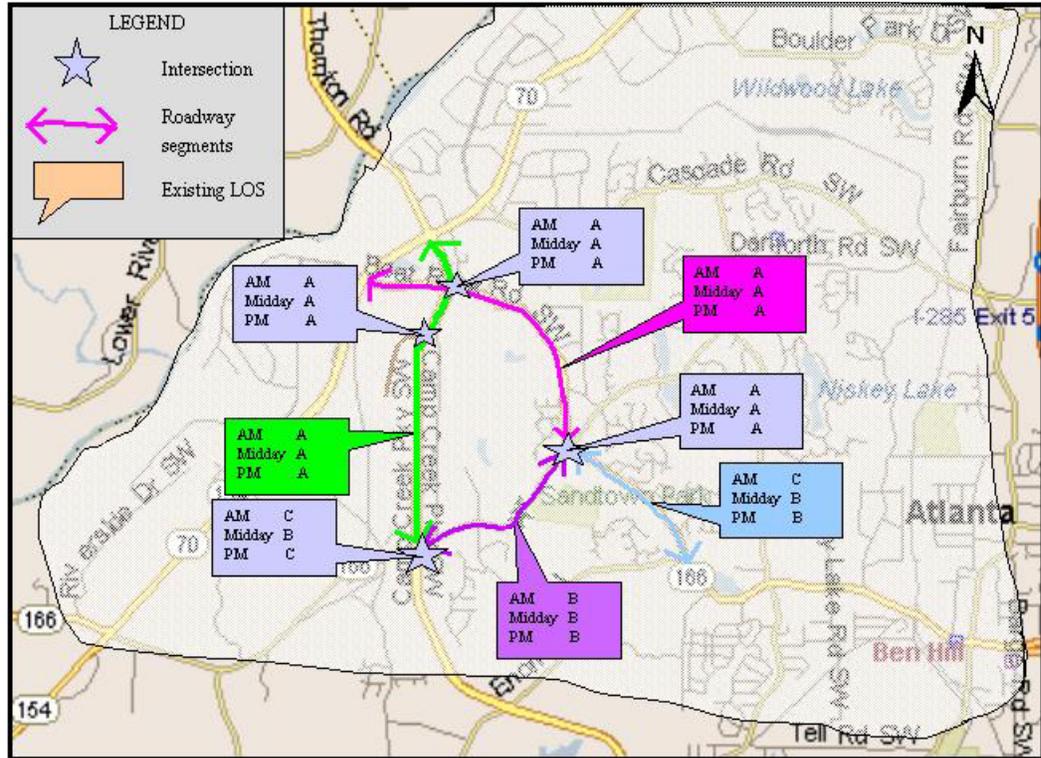
All roadway segments and intersections within the primary nodes of the Sandtown LCI are operating at Level of Service “C” conditions or better overall. The northbound left-turn movement at Camp Creek Parkway and Campbellton Road operates at Level of Service “F” during the AM and PM peak periods. The signal is currently operating as a pretimed, isolated signal with turns allowed under permitted conditions, no protected phases. This condition could be alleviated by either increasing the green time allocation to Camp Creek Parkway or replacement of the signal equipment to a five head signal that would provide for a protected-permissive left-turn phase.

The unsignalized intersection of Camp Creek Parkway and Westlake Parkway has a major street Level of Service “C” or better for all three peak periods. The minor westbound approach does experience enough delay for the left-bound turning movement to be at Level of Service “E” during the AM peak period and Level of Service “F” during the PM peak period. The combined eastbound through and left-turn movement operate at Level of Service “F” during both the AM and PM peak periods. These delays do not create deficiencies in the necessary storage requirements nor do they cause the overall intersection to operate at a poor level of service.





Figure 7
Existing Level of Service



Conclusions

The Sandtown area is generally a low density, residential community, caught between suburbia and farmland. With the exception of somewhat high truck percentages on the roadways within the study area, most traffic conditions fall well within the average ranges and acceptable conditions. One location within the study area had a higher than the statewide average rate for fatal accidents. The rate for this location is based on a singular accident that caused two fatalities. There were no other fatalities within the study area based on records provided by Fulton County. The history of collisions which have been document for the study area would not be sufficient to warrant improvements.

These roadway conditions are based on current land use patterns. The assessments were based on primarily unsignalized intersection and two-lane roadway conditions



with relatively low residential density. There are no current deficiencies in the roadway level of service conditions.

In terms of meeting the criteria of a walkable community, the bicycle and pedestrian infrastructure in the study area is almost non-existent. The limited amount of sidewalks within isolated residential communities are not interconnected and do not connect to any existing system on the primary roadway network.

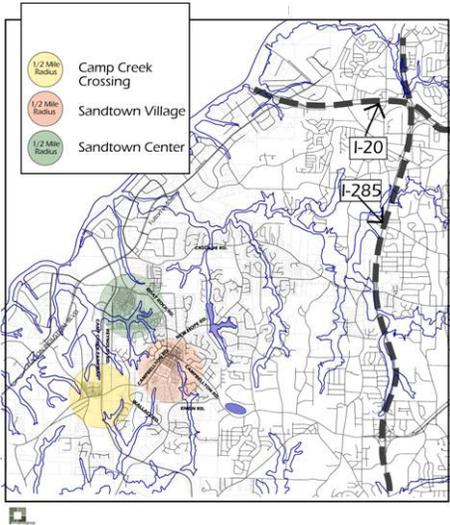
Transit opportunities for direct connection from the three nodes are currently limited to the Sandtown Center Node. This location is still serviced by MARTA. No expansion of the current service is planned in the near future, limiting opportunities for mode choice.

The percentage of trucks in the traffic flow on Campbellton Road is not significantly higher than the state average for a similar facility. The percent on Camp Creek Parkway is markedly higher than the average. General rates for minor collectors are less than 8 percent and local roads less than 5 percent. Standard default value for truck percentages in many evaluation tools is 2 percent. Lower volume roads with higher than a residential street (2 %) rate for trucks will tend to appear to have a disproportionate high volume of trucks. Truck volumes for Boat Rock Road are therefore higher than would be expected on a local residential road. The percentage of trucks as part of the total traffic volume on Campbellton Road is reasonable for that facility.

Changes to existing and future land use patterns will significantly effect the nature of the current transportation conditions. Evaluation of significant changes to land use patterns or uses due to zoning changes need to adequately address impacts to transportation conditions.



Market Context



The study area of the Sandtown LCI consists of 3 focus nodes and an extensive area with potential for development. The large undeveloped tracts of land are suitable for residential and commercial development.

This plan is to focus and encourage the development of office and commercial development at the 3 nodes in the study area. The community has undertaken planning efforts for development of each of the nodes. For the master plan of the Sandtown Village the Sizemore group commissioned a commercial market analysis which was conducted by Gibbs Planning Group (March 2002). The primary trade area of the Sandtown Village overlaps the one for the Sandtown LCI study area.

The primary trade area of the market analysis conducted by the Gibbs group included the following boundaries: Camp creek Boulevard to the south; Chattahoochee River to the west; Cascade road to the north and the I-285 corridor to the east.

Some of the salient aspects of this primary trade area (PTA) include:

- The current trade area serves a 2002 population of over 31,300 residents.
- A relatively wealthy African- American bases is the predominant resident base for this area
- The median household income of the PTA is \$41,286. This is higher than that of Fulton County (\$39,047) and the state of Georgia (\$ 36,372) while being just lower than the Atlanta City MSA (\$41,349)
- There is little competition for neighborhood based services. There is a market for retail services that is being underserved.

Some of the significant findings of the market analysis for the Sandtown Village are also applicable to the larger Study area. They are:

- The trade area is underserved by retail and that there is a market for both retail and office space.



- The visibility of the trade area is not high, in that it is not adjacent to a main thoroughfare or interstate. This maybe one drawback of the study area. However this visibility is not a major factor if the approach of the retail development is to focus on capturing the consumers in the surrounding communities within the study area.
- The approach to retail in the area should be the creation of neighborhood based retail opportunities that serve the community. The proposed retail should not compete with the retailers in more visible locations on I-20, I- 285 and Camp Creek Parkway.
- A national grocery anchor has expressed a strong interest in the area in the absence of great visibility of the location, and has a rezoning request pending before the County.

Given the undeveloped nature of Sandtown and South Fulton County, the retail opportunities might change as development continues to occur. Currently, there are many subdivisions planned and the study area is seeing growing interest from developers. The mixed use and mixed income developments of the future may greatly transform the market and foster the creation of additional retail opportunities. The growth of housing in the area will be one of the chief determinants of the growth and development of retail spaces. In addition, if the commercial and office spaces grow, this will be another determining factor for the area.

The commercial market analysis (Gibbs 2002) recommends that neighborhood based retail include restaurants, apparel stores, shoes and accessories, specialty grocer, book stores, dry cleaning services, electronics and others. Some of these (including restaurants, grocery stores and bookshops) were among the top preferences of the respondents to the community survey conducted for this study. These should be top priority for future marketing efforts by the community to attract business to the area.



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**Table 3.6
Sales Forecast Table
Proposed Retail Development
Sandtown Atlanta, GA**

Category	2002	2002	2002	2007	2007	2002-2007
	Expenditure Potential	Estimated Supportable Sq. Ft.	Estimated Sales Per Sq. Ft.	Estimated Expenditure Potential	Estimated Supportable Sq. Ft.	Total Supportable Sq. Ft.
Department Stores	\$1,040,989,668	0	\$0	\$1,639,279,530	0	0
Junior Department Store	\$0	0	\$0	\$0	0	0
Discount Department Stores	\$652,560,322	0	\$0	\$1,027,607,488	0	0
Warehouse Club	\$0	0	\$0	\$0	0	0
Total Department Stores	\$1,693,549,990	0	\$0	\$2,666,887,018	0	0
Women's Apparel	\$279,419,211	3,000	\$253	\$440,010,316	2,000	5,000
Men's Apparel	\$122,429,521	1,500	\$249	\$192,793,660	2,500	4,000
Unisex Apparel	\$311,800,129	4,500	\$431	\$491,001,578	3,500	8,000
Children's Apparel	\$53,817,854	2,500	\$308	\$84,748,685	0	2,500
Shoes and Accessories	\$1,228,548,099	3,500	\$280	\$1,934,633,754	2,000	5,500
Total Apparel/Accessories	\$2,127,742,532	15,000	\$0	\$3,350,623,818	10,000	25,000
Quality Restaurants	\$2,220,572	5,000	\$318	\$3,496,805	0	5,000
Family Restaurants	\$697,738	2,500	\$318	\$1,098,750	1,500	4,000
Fast Food Restaurants	\$632,538	0	\$0	\$996,077	3,500	3,500
Grocery Stores (?)	\$461,335,248	40,000	\$167	\$726,479,284	0	40,000
Specialty Food Stores	\$40,872	3,000	\$381	\$64,362	0	3,000
Liquor Stores	\$30,981,028	1,500	\$320	\$48,786,810	0	1,500
Bar/averns	\$128,797	0	\$0	\$202,821	0	0
Total Food	\$496,036,793	52,000	\$206	\$781,124,909	5,000	57,000
Appliances & Electronics Stores	\$551,525,385	2,500	\$321	\$868,504,560	0	2,500
Art, Craft & Sewing Stores	\$27,574,688	5,000	\$223	\$43,422,738	0	5,000
Auto Supply Stores	\$266,170,176	3,500	\$186	\$419,146,639	0	3,500
Book Stores	\$113,185,742	3,500	\$190	\$178,237,187	1,500	5,000
Card/Gift/Stationary Shops	\$106,247,434	6,000	\$223	\$167,311,212	0	6,000
Computers & Accessories	\$322,088,168	5,000	\$321	\$507,202,480	0	5,000
Convenience Stores	\$620,052,368	2,500	\$320	\$976,416,178	0	2,500
Dollar Store/Variety	\$45,395,524	4,500	\$320	\$71,485,775	0	4,500
Drug Store/Pharmaceutical (?)	\$287,835,038	10,500	\$341	\$453,262,987	0	10,500
Florists	\$35,706,750	1,000	\$318	\$56,228,555	0	1,000
Furniture Stores	\$656,487,351	0	\$0	\$1,033,791,505	0	0
Hardware	\$0	0	\$0	\$0	0	0
Health & Beauty Stores	\$402,851,317	2,500	\$352	\$634,382,778	0	2,500
Home Décor & Accessories Stores	\$0	7,500	\$228	\$0	0	7,500
Home Furnishings Stores	\$256,151,241	0	\$0	\$403,369,503	0	0
Home Improvement	\$854,994,595	0	\$0	\$1,346,387,174	0	0
Jewelry Stores	\$158,060,401	2,000	\$318	\$248,902,740	0	2,000
Laundry/Dry Cleaning	\$137,131,286	1,500	\$152	\$215,944,996	0	1,500
Luggage Shops	\$16,999,950	1,000	\$431	\$26,770,362	0	1,000
Medical Supply Stores	\$246,688,465	3,000	\$89	\$388,468,169	2,000	5,000
Movie Theatres - Stadium Seating	\$491,085,544	0	\$0	\$773,328,021	0	0
Music Stores	\$65,687,889	0	\$0	\$103,440,808	0	0
Musical Instrument Shops	\$20,680,976	0	\$0	\$32,566,990	0	0
Office Supply Stores	\$255,503,090	0	\$0	\$402,348,839	0	0
Optical/Vision Care	\$45,745,852	2,500	\$352	\$72,037,448	0	2,500
Personal Services	\$127,713,000	3,000	\$320	\$201,113,721	1,500	4,500
Pet Supply Store	\$26,783,390	5,000	\$318	\$42,176,655	0	5,000
Photographic Supply Shop	\$0	0	\$0	\$0	0	0
Shoe Repair and Service	\$16,422	0	\$0	\$25,860	0	0
Sporting Goods Stores	\$28,541,877	3,500	\$381	\$44,945,801	2,500	6,000
Tobacco Shop	\$26,401,762	500	\$199	\$41,575,694	0	500
Toy & Hobby Shops	\$30,722,781	4,000	\$90	\$48,380,141	2,000	6,000
Video/Entertainment	\$0	3,000	\$0	\$0	0	3,000
Total Other Retail	\$4,171,788,975	83,000	\$261	\$9,801,175,515	9,500	92,500
Total Retail	\$8,489,118,290	150,000	\$248	\$16,599,811,260	24,500	174,500



Table 3.7
FREESTANDING COMPETITION
RETAIL FEASIBILITY STUDY
SANDTOWN ATLANTA GEORGIA

Map Code	Competitor	Location
6	Proposed Wal-Mart	off I-285 and Camp Creek Pkwy
7	Proposed Grocery Store	At Camp Creek and Campbellton Roads
8	Magic Johnson Theatre	At Greenbriar Mall
9	Wal-Mart.	Near Scenic Drive and Glouster Road east of I-285
10	Big Kmart	I-285 and Campbellton Road
11	Home Depot	Cascade and Springs Road off I-285
12	Ace Hardware	I-285 and Cambellton Road
13	Greenbriar Mall	I-285 and Route 166
14	Office Depot	I-20 and Fulton Industrial Boulevard
15	Eckerd Drugs	I-285 and Cascade Road
16	Dollar Store	I-285 and Campbellton Road
17	Dollar Store	Campbellton and County Line Road
18	CVS	Campbellton and County Line Road
19	Dollar Store	U.S. 29 and I-285



Demographics

The Sandtown LCI study area is witnessing considerable growth in population moving in to the area. The area witnessed a 21% increase in its household population between 1990 and 2000. Given the semi-rural character of the area, this increase has even greater impact on the land use, environment and transportation in the area. As the area gains a reputation for being a livable community, this trend is expected to continue and even intensify. Population projections (see table 3.8) indicate an expectation of significant growth over the next 25 years.

	2000	2005	2010	2015	2020	2025
Population	18,840	23,951	26,326	28,766	31,806	35,128
Households	6,801	7,958	8,938	9,695	10,804	11,921
Low income households	1663	1,946	2,026	2,152	2,311	2,435
Low middle income households	2125	2,487	2,742	3,025	3,320	3,589
High middle income households	1624	1,900	2,207	2,365	2,617	2,941
High income households	1389	1,625	1,963	2,153	2,556	2,956
Source: A.R.C./ Sizemore Group						

The population of the Sandtown LCI study area (see table 3.9) is predominantly African American (92%) with a small minority of Caucasian (5%) and others (3%). The number of persons in the 'others' category (which includes Asian and Hispanic) is expected to grow significantly in the next 25 years.

The population in this area is relatively young (see table 3.10) with about 30% of the population being between 20-40 years old. Another 29% of the population is between the age group 40-60 years old. Over the next 25 years, this area will see significant increases in the population that is over 60. This trend of increasing aging segment of residents is trailing a similar aging of residents being witnessed nationwide.



	2000
White	484
Black	8883
Others	319
Source: Census 2000	

	Male	Female	Total
less than 20	1471	1384	2855
Ages 20-40	1400	1517	2917
Ages 40-60	1292	1525	2817
Age 60 and above	418	679	1097
Source: Census 2000 /Sizemore			

There is a predominance of single family houses in the Sandtown LCI area (see table 3.11). Most of the residents (67%) are homeowners. The growth projection for this area is over 20% in the number of units. The predominance of single family homes will continue, although other models of housing (including ranch condominiums) are being introduced in the community. Along with the growth in homeowners, there will be an increase in renters (over 32% of residents) by 2025.

	2000	2005	2010	2015	2020	2025
Owner Occupied	2312	2777	6480	7080	7829	8646
Renter Occupied	1100	1321	3083	3369	3725	4114
Total Units	3412	4099	9563	10449	11554	12760
Source: A.R.C.						

The employment trends in the area demonstrate that employment in the manufacturing and the wholesale trade is the largest category of employment (see table 3.12). This maybe largely explained by the location of the Fulton Industrial Park within the study area. Although employment projections do not show a significant increase in the retail jobs in the next 25 years, the development of large subdivisions with significant retail components may change these projections. It is interesting to note that employment



projections expect an increase in employment opportunities in the government sector.

	2000	2005	2010	2015	2020	2025
Construction	864	585	573	593	708	822
Manufacturing	8590	10648	10394	10609	10854	11017
Transp/Utilities	4547	5443	5328	5535	5691	5882
Wholesale Trade	10304	8477	8060	8421	8657	8667
Retail	1815	1802	1695	1734	1761	1731
Insurance / Real estate	130	36	28	34	68	108
Service/Misc.	4227	2236	2054	2836	3723	4524
Government	683	2050	2288	2500	2685	3023
Total	31160	31277	30420	32262	34147	35774

Source: A.R.C.

An analysis of three existing proposals show that if all the proposed retail space in these proposed developments (see table 3.16) were built out, over 1200 jobs would be created in the retail and the office sector. This has the potential of changing the mix of employment in the Sandtown LCI study area with an increase in the number of service and retail positions. This will also create a demand for more housing targeted to the workforce.

Proposed developments	Retail	Office
1. Sandtown Village	100,000 sf.	40,000 sf
2. Camp Creek Crossing	190,000 sf	70,000 sf
3. Sandtown Center	300,000 sf	120,000 sf.

Source: Sizemore Group

Projected Retail Space	Retail jobs	Office jobs
1. Sandtown Village	133 (FTE)	130
2. Camp Creek Crossing	253	230
3. Sandtown Center	400	340

a. 1 job/ 750 sf of 'big box' retail and 1 job/ 300sf of office



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b. Full Time Equivalent.
Source: Sizemore Group



Planning

The Planning documented in this section describes the public involvement methodology and the process for developing the LCI master plan and transportation system recommendations. This section includes the following topics:

- Public Involvement Overview and Methodology
 - Kick-Off Meeting
 - Stakeholders Meeting
 - Questionnaire Analysis
 - Public Charrette

- Campbellton/Camp Creek Node Plan
 - Preserve
 - Change
 - Create
 - Connect

- Circulation Plan



Public Involvement

In order to insure community and stakeholder buy-in of the LCI planning process and recommendations, Sizemore Group and its consultants engaged the community in a public participation and consensus-building process.

The process was intended to engage the issues, problems and requirements so that the goals and visions of the community could be understood, quantified and implemented. Because planning and design concepts can seem somewhat abstract unless communicated in graphic form, we utilized a host of group exercises, drawings and modeling tools in order to facilitate involvement and to ensure clear and precise communication.

Kick-Off Meeting

The kick-off meeting for the project included Core Team members and was held on July 16, 2002. The focus of the meeting was to discuss the vision, goals, aspirations, facts, resources, milestones, as well as the project schedule for the LCI process. During this meeting Extended Team and other Stakeholders were also identified and included civic leaders, adjacent land owners, and others necessary for consensus building. The information gathered during this session was used as a foundation and spring board to start the planning process.

Stakeholders Meeting

The stakeholders meeting was held on July 30, 2002. During the meeting a facilitated discussion occurred with the following goals emerging for the project:

- To encourage pedestrian activities through sidewalks and multi-use paths.
- To incorporate traffic calming throughout the study area, especially on Campbellton and Enon roads.
- To create a multi use path master plan with connections to the Chattahoochee River and park land.
- To attract jobs to Sandtown, to serve existing population and future growth.



- To provide housing for existing workforce
- To establish better overall connectivity in the study area

During this meeting the format for the questionnaires was discussed along with the means for distributing the questionnaires throughout the community and adjacent Fulton Industrial Business District. It was also during this meeting that the location and date for the public design charrette was determined.

Questionnaire Analysis

The Public involvement included a questionnaire survey of the community, several stakeholders meetings, a public charrette. A significant approach of this study has been to afford every opportunity for community residents and business persons to provide input and respond to proposed plans for the community.

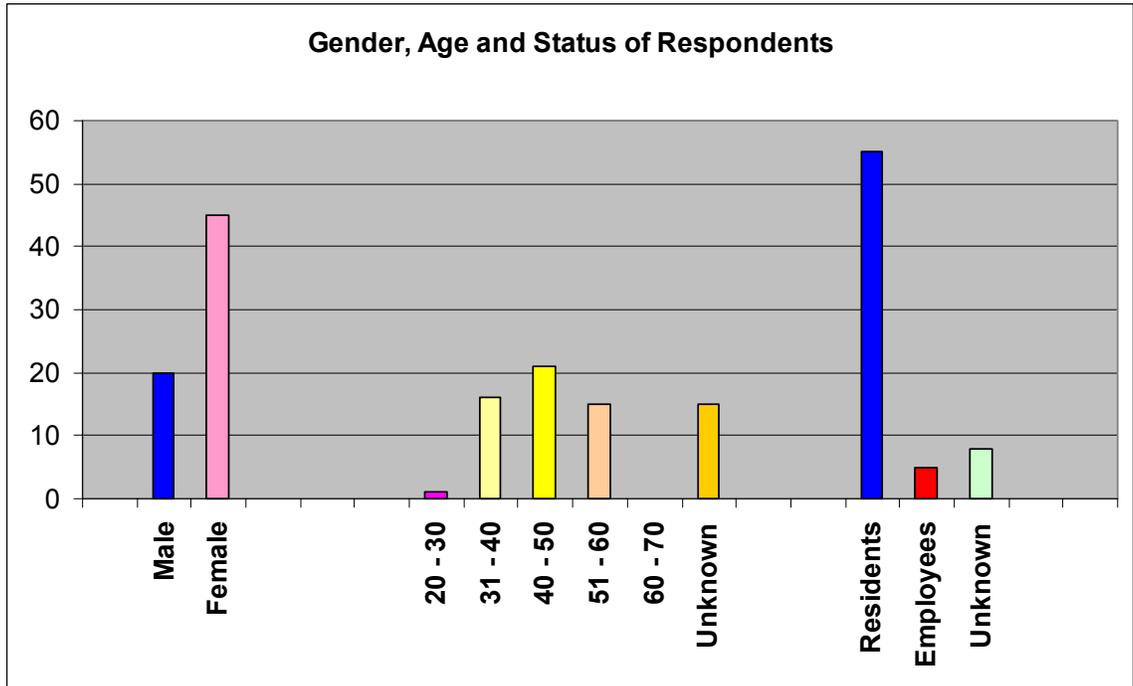
The Sizemore Group developed the Questionnaire in consultation with the County Officials and the other consultants. In addition, input was invited from the stakeholders. A questionnaire was developed to reflect the issues of interest to the community. The feedback from all the stakeholders determined the questions as well as the categories of responses. The questionnaire was field tested for ease of use before being distributed in the community.

A sub consultant was hired to distribute the questionnaire all over the community. A special effort was made to ensure distribution of the questionnaire to the adjacent Fulton Industrial Area, in order to receive a wider perspective. Over 1000 questionnaires were distributed to residents and business owners in the community. The time for responding to the survey was over a month. Additional extension of time was allowed. This was done to allow for maximum opportunity for the community to respond. 68 people responded to the survey. The response rate of over 6.8% was within expectations for surveys of this sort.

The response from the survey and other public involvement shaped the approach to the study.



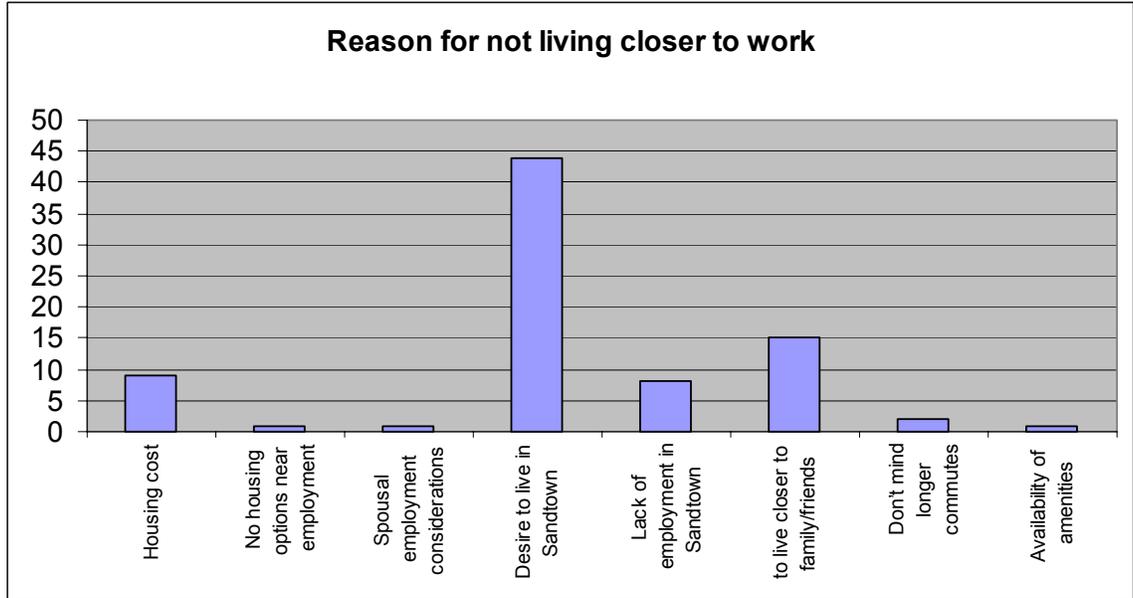
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The majority of the respondents were residents of the community with 5 respondents identifying themselves as employees in the community. 45 respondents were female as compared to 20 male and 3 who did not identify themselves. Majority of the respondents were between 31 and 60. Thus the perspective of the youth or the elderly of the community was not reflected in the survey. The response rate is also reflective of the young population of the area. According to Census 2000 only 11% of the population is over 60 years old.



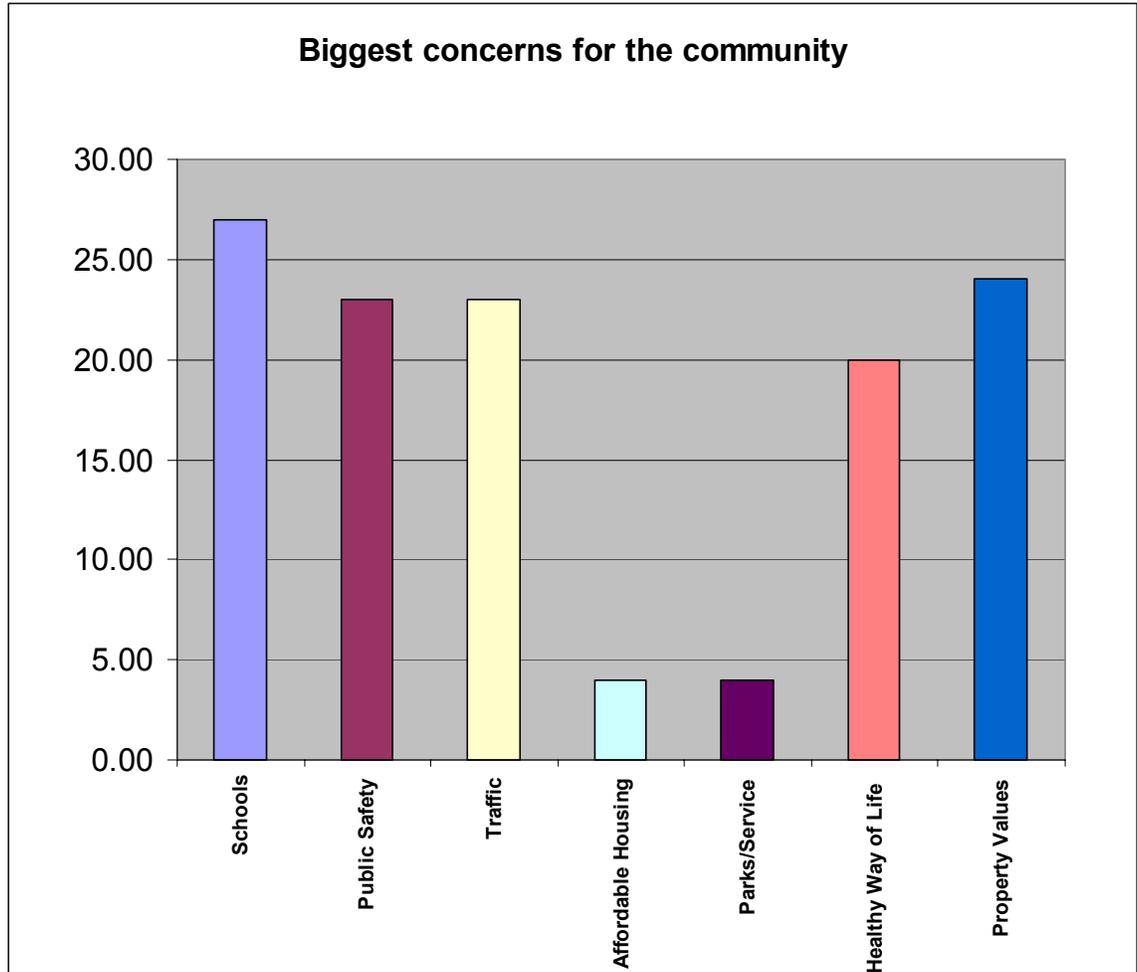
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When respondents were asked why they did not live closer to work, an overwhelming majority said that it was because of their desire to live in Sandtown. To most residents the draw of Sandtown is in its rural, quiet nature and affluent African-American make-up. The other reason most selected was to live closer to family and friends. The Survey found that over 79% of all respondents drove more than 5 miles to work. This number rises to 88% if we eliminate those that did not respond to this particular question.



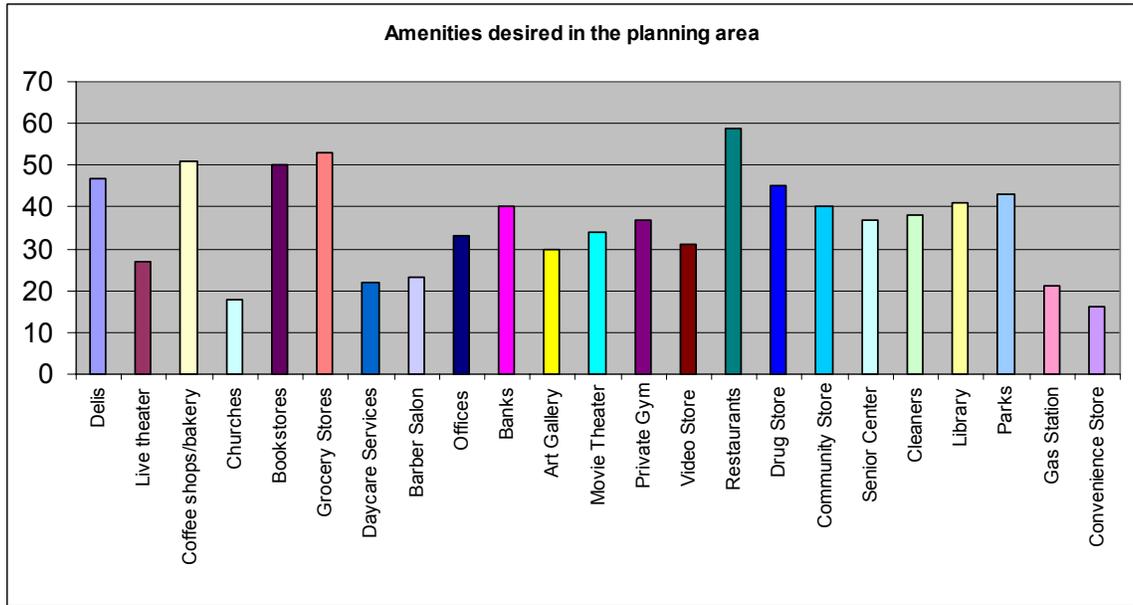
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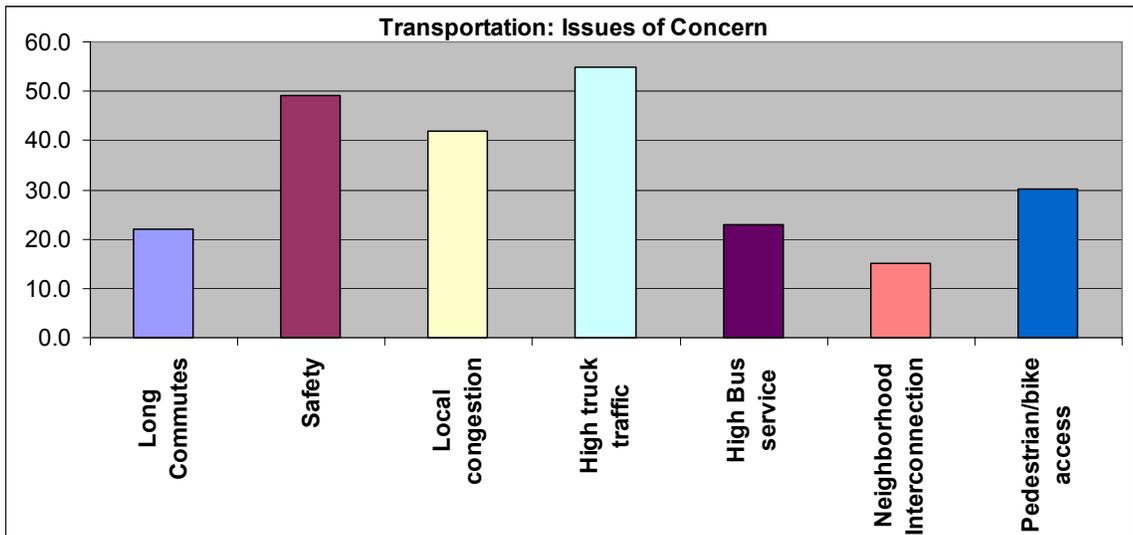
When asked about their biggest concerns in the community, Schools emerged as the biggest concern for the respondents. Property values, healthy way of life, traffic and public safety were all important concerns while the affordable housing and parks/service received few responses, making them less prominent as the biggest concern for respondents.



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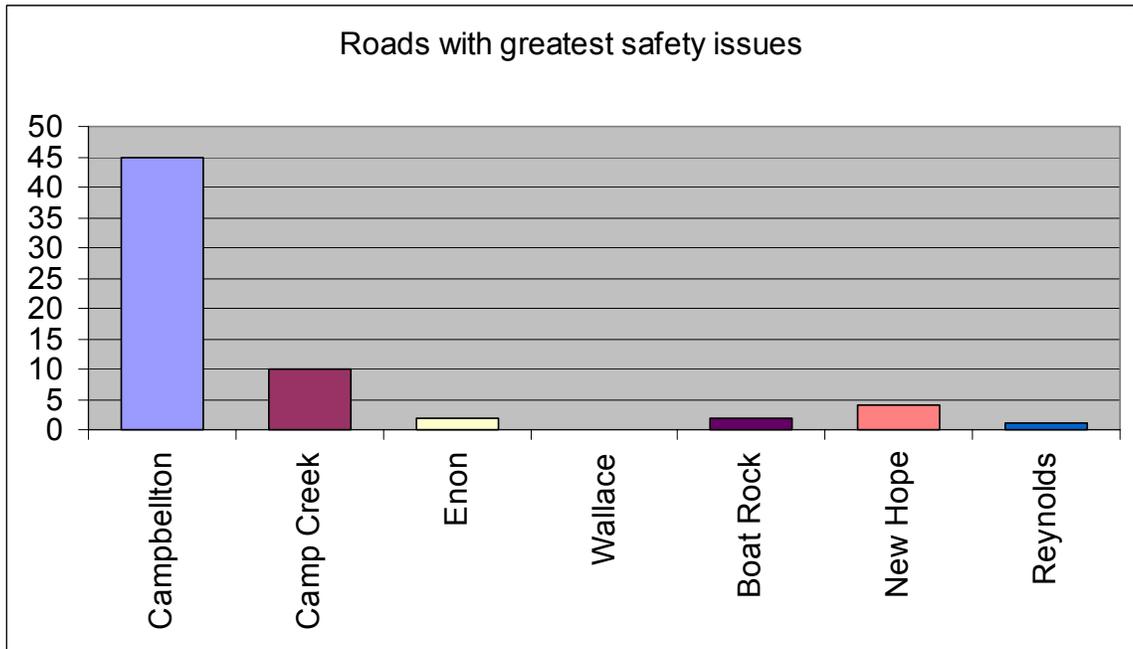
Restaurants, delis, coffee shops/bakery, grocery stores and bookstores were amenities that were most desired for the area while churches and convenience stores were least desired.





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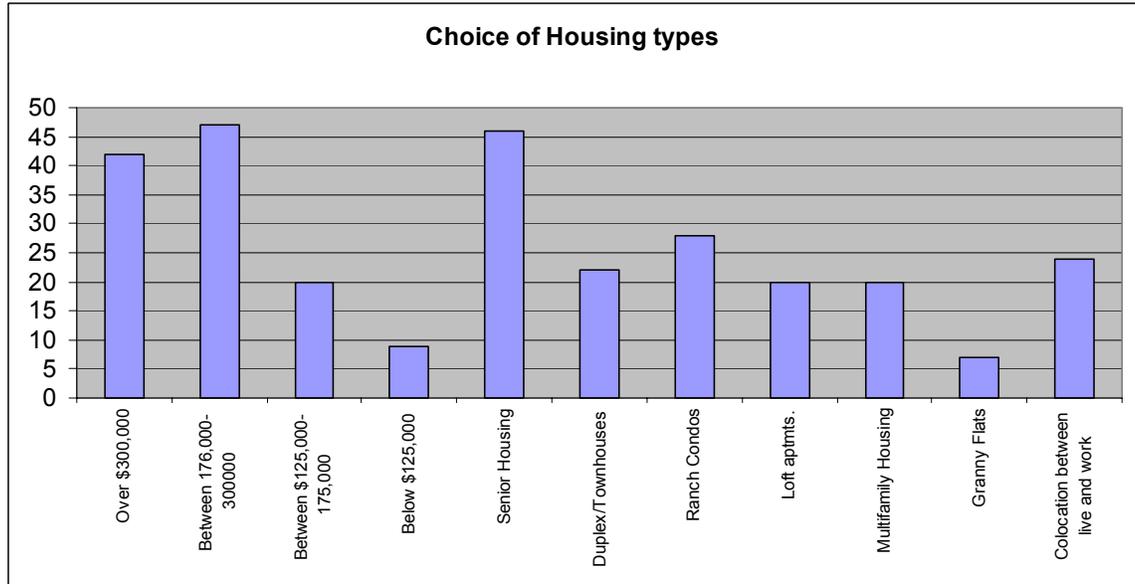
Respondents were asked to highlight their concerns about transportation. High truck traffic was the category that received maximum responses followed by safety. The concern with truck traffic and overall safety was echoed in many other forums and influenced the work of the traffic consultants and their approach. Local congestion was emerging as a significant issue as well. Long commutes did not seem to be a major issue for most residents.



Safety on Campbellton is high on the list for nearly all community residents. This concern has been repeated at several public meetings. In the survey, the safety issues of Campbellton were the primary concern of residents. Camp Creek emerged as a distant second. Subsequent conversations with residents reveal that although currently many of the roads are no a concern, projected growth could influence this perspective.



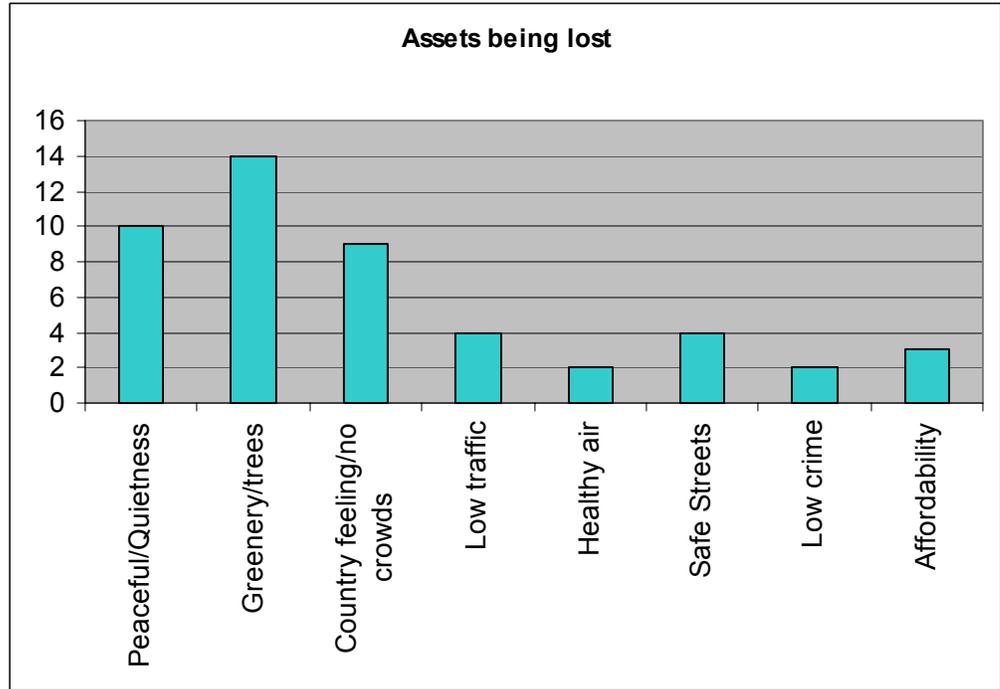
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The importance of senior housing was reflected in the response from residents. This is surprising given that the elderly population is only 11% of the total population. The acknowledgement of growing segment of the population was seen in the response. Given the high market value for housing in the area the choice of housing priced greater than \$175,000 was not surprising. The study area currently has most housing in this range and most of the respondents were residents of the community.



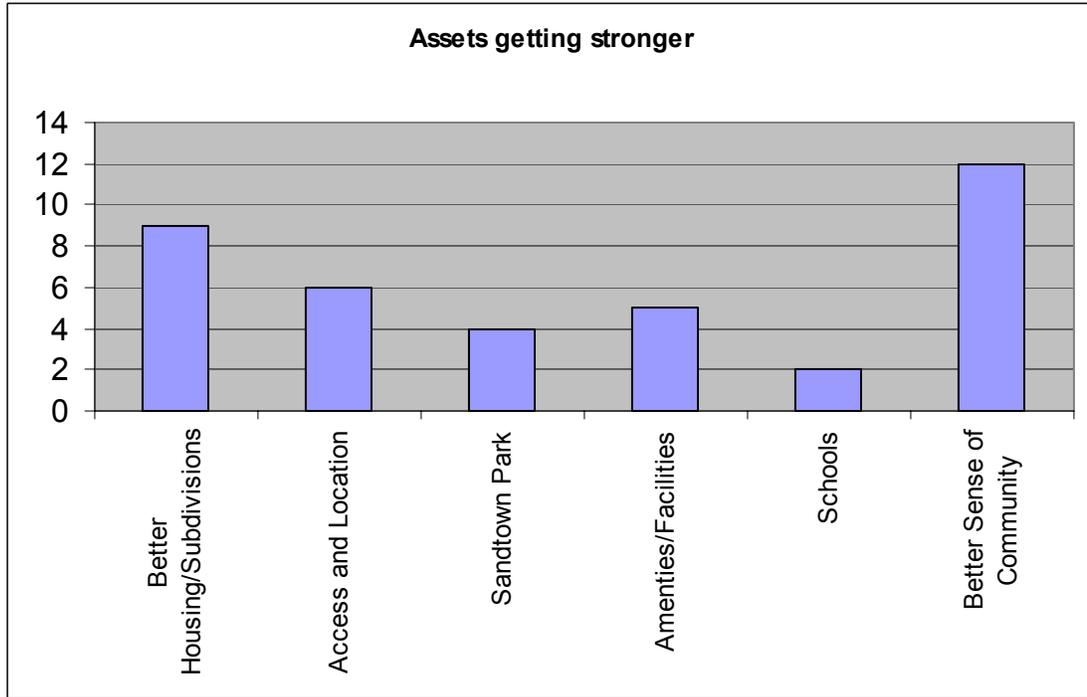
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In response to a question on the assets of the community being lost, the loss of greenery and trees was high on respondents list. The loss of country feeling with no crowds and the loss of peaceful quietness were also expressed as high concerns. Given the projected developments in this area, the threat to the nature of the place is of concern to the community. This was echoed in several public forums in addition to the response to this questionnaire.



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On the other hand, respondents feel that there is a better sense of community and better housing choices in the area. The sense of community was further strengthened by the LCI process which provided additional opportunities for interaction and working together. The community has also expressed a strong desire to ensure that the quality of housing and subdivisions continues to grow.

The results of the questionnaire were analyzed and presented to the community at t subsequent public meeting. The community residents agreed with the response and the stakeholders shaped future discussion around some of the responses. One observation to the survey is that it is a response to the current conditions of the community. Residents echoed that with the projection of significant development, the concerns and issues of the community would change. The consultants for the LCI study have attempted to provide some of the issues that would emerge (interconnectivity, need for workforce housing etc.) to the residents despite their low score in this survey.



Public Charrette



Once the questionnaire results were synthesized, the stage was set for the public design charrette, a two-day forum in which the transportation, development issues and concerns of the community and County would be addressed through design and land-use policy solutions. To solicit a high degree of public involvement at the Sandtown LCI public charrette, several methods were used to publicize the event. Individual workshop invitations were mailed to all 1,700 residents within the study area, poster boards were placed at key intersections and media releases were placed in the Atlanta-Journal Constitution and South Fulton Neighbor newspapers.

The event itself was held on August 28 & 29 between the hours of 10:00 am and 8:00 pm at the Southwest Arts Center located in between the Cascade and Sandtown communities. During the workshop, the LCI team of experts which included traffic engineers, architects and land planners teamed with groups of 8-10 community members to create master plan options in the LCI focus area. The plan options were generated through a process of investigating the target area and addressing the following questions:

1. What would you Preserve?
2. What would you Change?
3. What would you Create?
4. What would you Connect?



The graphic results of these questions were recorded on transparent map overlays on top of an aerial image of the study area. Once all of the overlays were created, master plans began to emerge; the plans was then critiqued by each team and further refined throughout the day.

During the evening session on day one of the charrette, the LCI team gave a series of educational presentations to the community on traffic calming and community planning. This presentation allowed those in the community who were not familiar with key planning concepts to be brought up to speed with those that were. On the evening of the final night the refined master plan was presented to the Community at-large by a designated member in each team. The results of the workshops are presented on the following pages.



Campbellton/Camp Creek Node Plan

What would you Preserve?

When asked what physical attributes the community wanted to preserve at the Campbellton/ Camp Creek node, it was determined that there was an existing historic church and cemetery on the south west side of the intersection that would have to remain and be taken into consideration with any future development.



Another physical attribute which the community determined they wanted preserved was a greenway along the creek beds and low points at the node. This would eventually connect into the proposed multi-purpose trail way system that loops around the entire study area.



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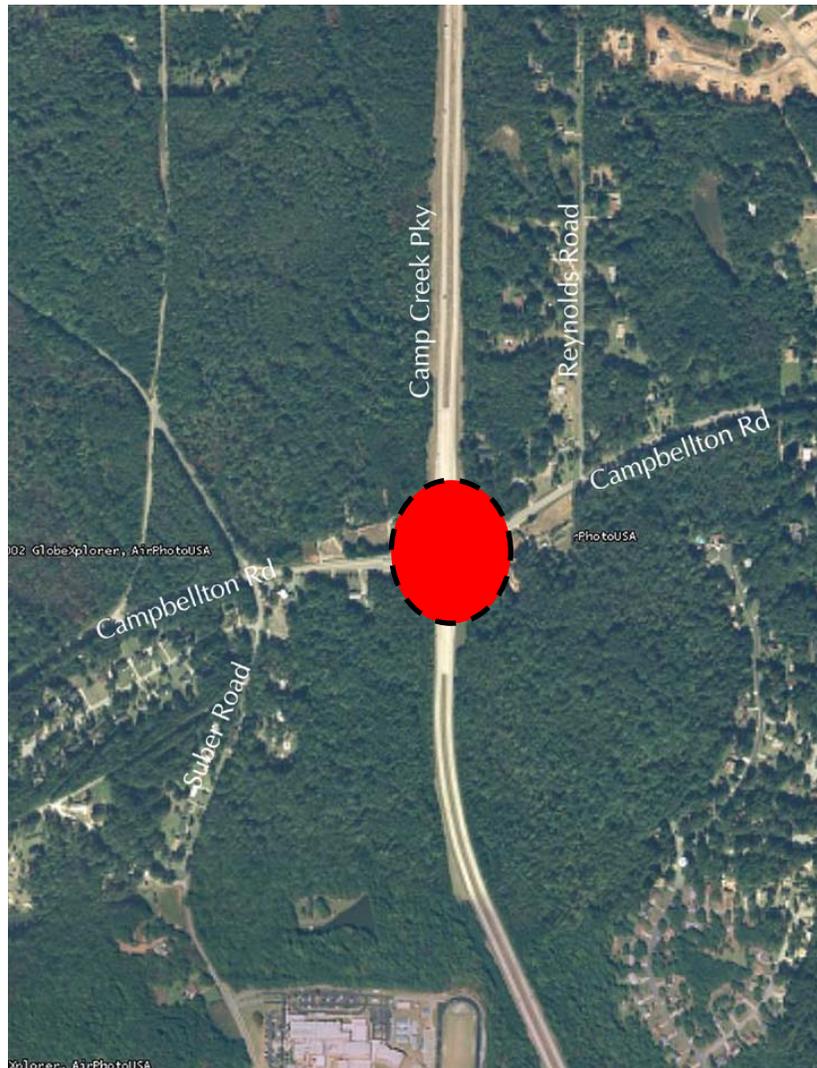
What would you Change?



The overwhelming response to the question of what the community wants changed at the focus node is the design of the Campbellton/Camp Creek intersection. The current design allows cars to enter the intersection at very high speeds and has contributed to accidents and a very non-pedestrian friendly environment. The proposed Camp Creek Crossing shopping center has been approved for the north-west side of the intersection and to insure that it becomes a walkable addition to the community residents had strong sentiments toward a new design that would slow traffic down and enable safer crossings.



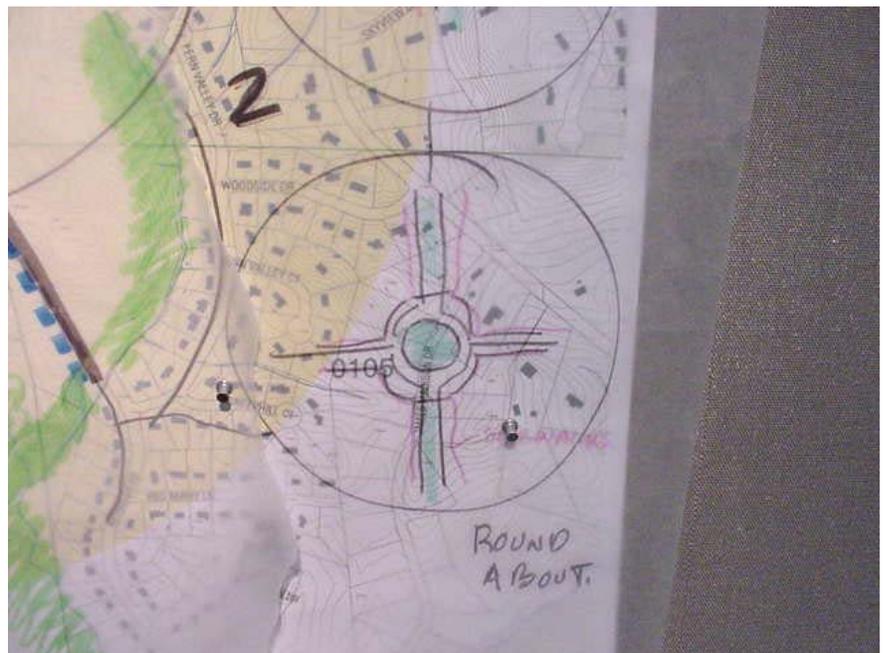
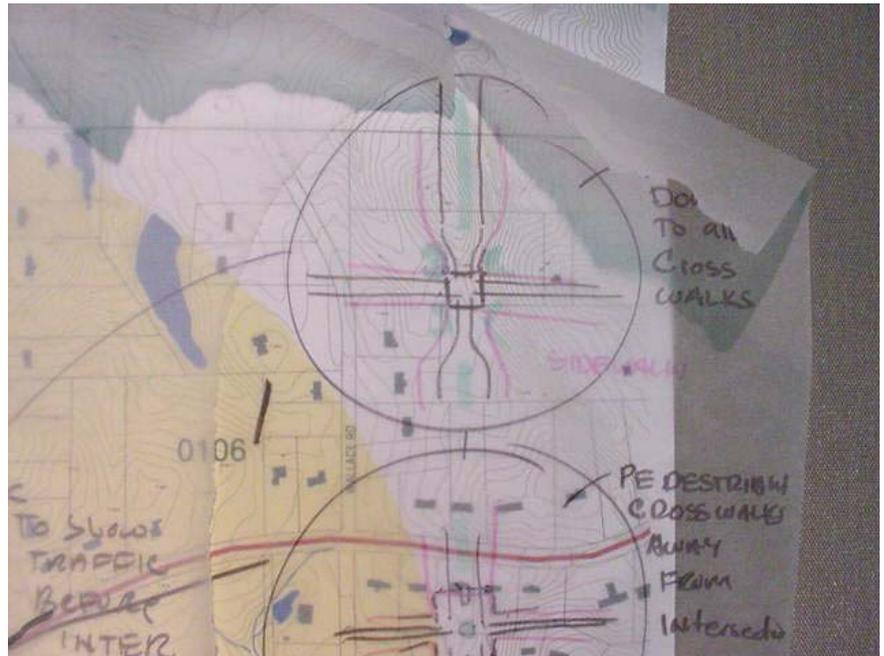
Existing Campbellton/ Camp Creek Intersection





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The following thumbnail images were generated during the charrette as possible solutions to the Campbellton / Camp Creek intersection.





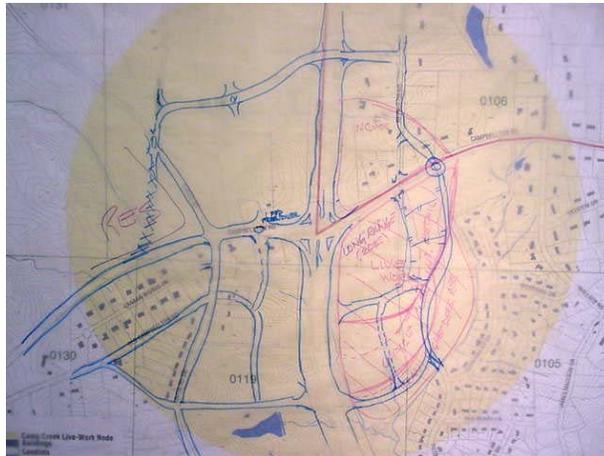
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What would you Create/

Connect?

Many of the experts and community members agreed that increased connectivity was necessary at the Campbellton / Camp Creek node. The local and County Street network collects traffic and moves it to the Campbellton Road and Camp Creek Parkway and Fulton Industrial Boulevard for longer trips. As the community develops, particularly around the Sandtown Center, Sandtown Village, and Camp Creek Crossing nodes, the need for travel among local destinations will increase.

The thumbnail images below represent different sketch options for increasing connectivity at the focus node by adding east west connectors and implementing traffic calming along Camp Creek.





Circulation Plan

After examining the Camp Creek / Campbellton node in detail, the community members and experts were asked to look at the entire focus area with connectivity and traffic calming in mind.

The common themes that emerged were introducing sidewalks, bike paths, multi-purpose trails, and new connector roads.

The thumbnail images below represent sketch options generated during the sessions which were later refined and used as the framework and starting point for our recommendations.



Connector road and greenway diagram



Connector road diagram



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Multi-purpose trail diagram



Implementation /Recommendations

The Recommendations documented in this section describes key strategies and milestones essential for the implementation of the findings. This section includes the following topics:

- 5 Year Schedule of Actions
 - Land Use
 - Land Use Issues
 - Land Use Policy Recommendations
 - Other Local Actions
 - 5 Year Transportation Improvement Plan
 - Pedestrian/Bicycle
 - Safety
 - Streetscape Projects
 - Trail Projects
 - Traffic Calming/Intersection Improvements
 - Roadway (new connectors)
 - Transit
 - Gateway
- Concepts for Campbellton/Camp Creek Node
- Jobs to Housing Strategies
- Economic Development Incentives
- How the Plan Addressed the LCI Goals
- Design Guides



Land Use

Land Use Issues

Through community workshops, questionnaire results and the existing conditions analysis, the following land use issues and deficiencies were identified in the Sandtown LCI study area:

Lack of Greenspace & Parks

With the influx of new development occurring in the study area, community members are concerned about the reduction in preserved land and greenspace. Sandtown Park, the only County Park that exists in the study area, is heavily used and caters to active recreation (softball, soccer, etc.) further creating a need for passive greenspace and park space in the study area.

Many of the new housing developments in the area have incorporated shared amenities such as pools and club houses but few subdivisions in the study area have shared greenspace or park space for the community members to use.

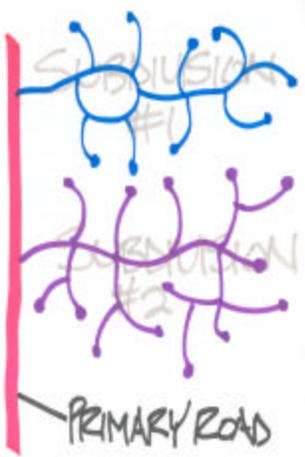
Lack of Housing Diversity

When polled in our LCI questionnaire, Sandtown residents and workers indicated that the top two housing choices desired in the study area were higher density senior housing and new single family housing between the price ranges of \$176,000 - \$300,000. The current residential profile of the area indicates a predominance of single family houses, most of the residents (67%) are homeowners. The growth in the area shows that the predominance of single family homes will continue, although other models of housing (including ranch condominiums) are being introduced in the community.

With the baby boom generation reaching retirement age shortly, there is a need for higher density and senior housing in the study area. Both Sandtown Center and Blueprint Sandtown have planned senior housing units however additional senior housing will fill the current void and add a richness and demographic diversity to the area.

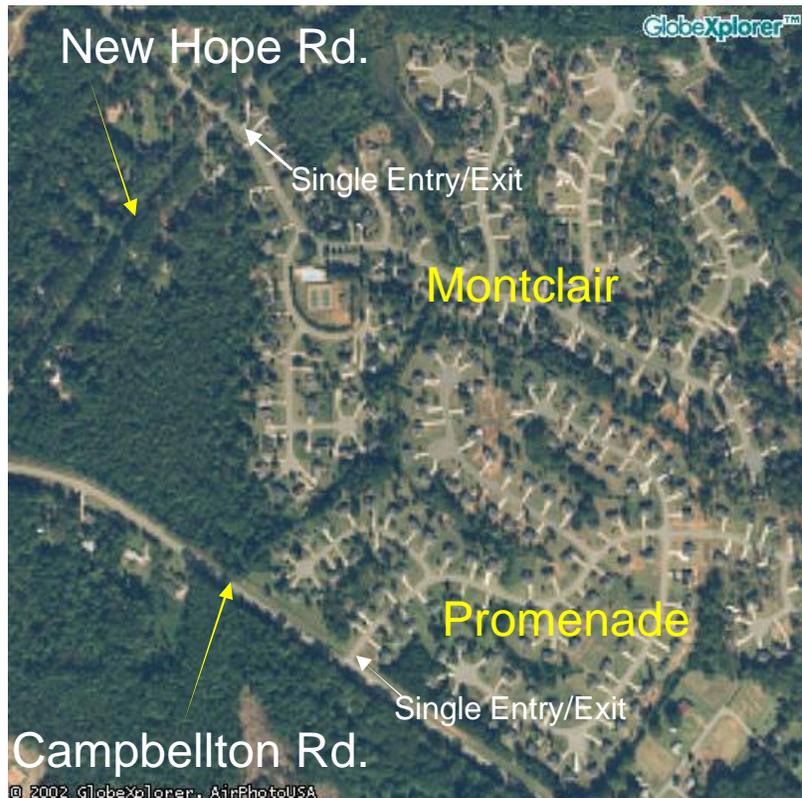


Lack of Connectivity



In addition to the transportation deficiencies described in the “Existing Transportation Conditions Analysis” section, there are several other qualitative areas of concern that have been identified by the project team. One major area of concern is the lack of connectivity in the study area as a whole, but in particular between residential subdivisions.

An analysis of all of the area subdivisions shows an overwhelming concentration of “cul-de-sac communities” with single entry and exit points. In several instances two different subdivisions that are located directly adjacent to one another, and from an aerial photograph appear to be the same complex (see image below), do not offer opportunities to get from one to the other without having to get on a primary road. This type of design puts a high number of automobiles on the primary roads such as Campbellton, New Hope and Boat Rock and contributes to congestion problems in the area.





Land Use Policy Recommendations

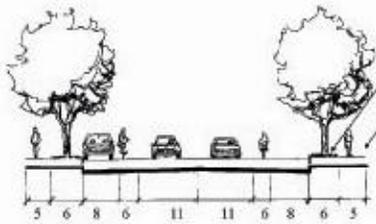
It is recommended that land use policies be put forth in the study area to encourage new development to reflect the goals set forth by the LCI.

The policies should address appropriate design standards and guidelines for all new development and set guidelines to insure *Smart Growth* and appropriate levels of connectivity to easy congestion on primary roads.

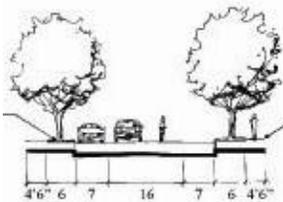
This new land use policies should include the following:

Street & Sidewalk:

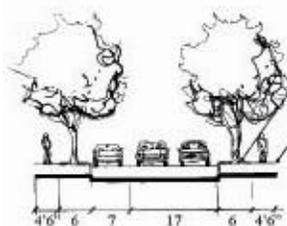
Connector Road



Residential Street - A



Residential Street - B



- New development should include an appropriate amount of internal circulation and pedestrian through-ways and connections to adjacent developments and/or subdivisions. In addition to pedestrian throughways, connector roads are strongly encouraged to connect new developments with at least 2 existing streets to give vehicles a wide variety of circulation options. Developments with one entrance and exit point should be strongly discouraged. Implementing this level of connectivity will involve a large amount of coordination between various developers but will help the long-term growth and congestion issues in the area.
- Blocks sizes shall average less than 660 feet in length and less than 1,800 feet in perimeter.
- Cul-de-sacs shall be avoided when natural conditions do not demand them.
- All streets should be fronted by public or private property, rather than serving as collector roads with no purpose other than handling traffic.
- Streets shall be organized in a comprehensible hierarchical network that manifests the structure of the neighborhood (see diagrams in margin). Building uses shall tie in with street types
- Sidewalks on both sides of the street shall be provided with all new developments.



- Unconventional roadway geometries shall be provided to calm traffic, such as forks, triangles, staggered intersections, and bulb-outs (see photos in margin).

Site Design



- The character preference choices of the community will be offered as models for commercial and residential development (see character preference results in the Appendix)
- Consider density bonuses for meeting TND & LEED criteria.
- Site design should be sensitive to natural topography and vegetation.
- Large parcels should be developed with a mix of housing types, lot sizes & a minimum of 20% of the usable land (no floodplains or land with more than a 6% slope) should be devoted to civic/park amenities
- Smaller lots should front public greens, larger lots should be located on corners.
- Locate utilities underground or in alleys in new developments.



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Other Local Actions

The following local actions were identified to help implement the land-use and transportation recommendations:

	Immediate (1 - 2 Years)
	Short-Term (3 - 5 Years)
	Long-Term (5 + Years)

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party
Local Actions							
Update the Southwest Fulton Land Use Plan to incorporate recommendations for the Sandtown LCI.		2002					Community and County
Amend the Sandtown Overlay District Standards, which are the design guidelines for the Sandtown Community.		2003					Community and County
Amend the Zoning Resolution to reflect recommendations		2003					Community and County
Adoption of the Conservation Subdivision Ordinance		2003					Community and County
Formation and Adoption of County Consolidated Plan, that master plans government service for project population growth. This master plan will include the collaboration of several departments including: Environment & Community Development, Public Works, Parks & Recreations, Housing Authority, Police, Fire, Human Services, and Health.		2003					Community and County
Amend the Subdivision Regulations to reflect recommendations		2003					Community and County
Adopt a Housing Policy to increase the affordable housing stock.		2003					Community and County
Identify funding for a detailed safety and capacity analysis to be performed on Campbellton Road.		2003					Community and County
Application for LCI implementation funds		2002					Community and County
Formation of a committee for formulating/implementing action plan		2003					Community and County
Establishing formal relationship with chamber of commerce		2003					Community and County
Review improvement implementation plan		2003					Community and County
Contract with an architect to serve as planner and facilitator and coordinate all services		2003					Community and County
Work with D.O.T. to ensure that plans of development compliment each other		2003					Community and County
Engage S.W. Fulton Revitalization to promote the visions of the LCI Study to compete for services and economic development opportunities		2003					Community and County
Seek additional funding for next phase of projects		2004					Community and County
Review developers plans for future projects		Ongoing from 2003					Community and County
Create a marketing plan for promoting economic development in community		2004					Community and County
Feasibility analysis for parks and community spaces		2004					Community and County
Implement outreach plan for business attraction		2005					Community and County
Acquire sites for community facilities		2005					County
Acquire sites for recreation centers		2005					County
Negotiations with commercial tenants		2005					Community and County
Building community facilities		2006					County



5-Year Transportation Improvement Plan

The transportation improvement plan is an important part of the overall five-year schedule of actions, which combines land use changes and transportation improvements to provide a community in which people can live, work, and play. Transportation improvements complement the land use recommendations by providing the infrastructure changes that transform the appearance and mobility function of the community to promote travel via alternative modes (walking, biking, and using transit). Thus, the transportation functions are designed to complement the land-use objectives and provide the skeleton for development of the urban form.

Transportation improvements are needed in the Sandtown LCI area to address existing transportation deficiencies and mitigate potential future deficiencies. However, their primary role in the Sandtown LCI area is to take advantage of opportunities to better connect the community and foster the use of pedestrian, bicycle, and transit travel modes. The plans for developing the Sandtown Village and Sandtown Center areas, along with recommended land use strategies and planned overlays for development of the Camp Creek Crossing area, will provide three pedestrian oriented nodes separated by a distance of one to one and one-half miles. The transportation improvement plan addresses transportation needs and opportunities within those improvement nodes, connections between the nodes, and connection of this core area to the surrounding study area.

The paragraphs below summarize the recommended transportation improvements by project category and implementation time period. Since it is not possible to implement all of the transportation recommendations at once, it is desirable to implement the improvements in phases. Thus, the transportation improvement plan is divided into the following three implementation time periods:

- Immediate Implementation (one to two years) – FY 2004 and FY 2005 – These projects represent the top priorities among projects that can be implemented in a short time-frame.
- Short-Term Implementation (three to five years) – FY 2006 through FY 2008 – These recommended



improvements include projects that require additional planning and engineering time and/or are lower priority than the immediate implementation projects.

- Long-Term Implementation (five years or more) – FY 2009 and beyond – These recommended improvements are lower priority projects or are more expensive and time consuming to design and implement, such as major roadway improvements. Some may be timed to coincide with a particular phased implementation of land use recommendations or planned development.

The tables on the following pages provides a summary of the five year transportation improvement plan, including engineering and construction years, estimated costs, funding sources, and potential local match amount. As the summary table below shows, implementation of the five-year Transportation Improvement Plan will cost and estimated \$21,908,000 with an estimated local match of \$7,454,000 (34%).

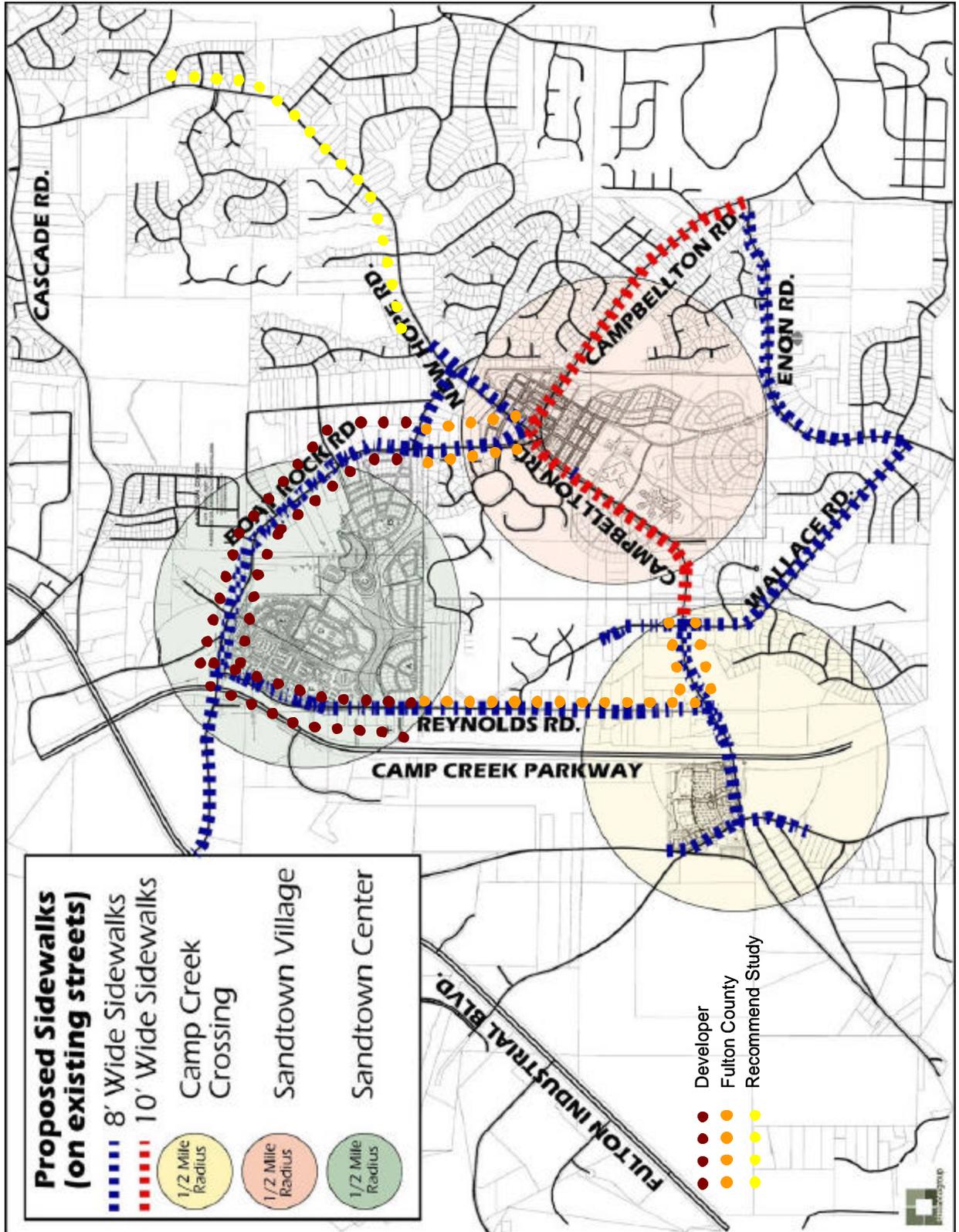
Sandtown LCI 5-Year Transportation Improvement Plan - Summary of Costs by Implementation Priority

Priority Color Code	Implementation Priority	Engineering Costs	Construction Year	Construction Cost	Total Project Cost
	Immediate (1 - 2 Years)	\$ 1,004,000	(FY2004-FY2005)	\$ 10,265,000	\$ 11,271,005
	Short-Term (3 - 5 Years)	\$ 1,191,585	(FY2006-FY2008)	\$ 9,445,130	\$ 10,636,715
	Long-Term (5 + Years)	N/A	(FY 2009 +)	N/A	N/A
		\$ 2,195,585		\$ 19,710,130	\$ 21,907,720



Pedestrian and Bicycle Improvements

Improvements to enhance travel via pedestrian and bicycle modes are central to providing transportation for a live, work, and play community. Encouraging pedestrian travel within the walkable core improvement nodes of Sandtown Village, Sandtown Center, and Camp Creek Crossing is important to provide the basic ingredients to build a multimodal community. The next important step is connection of the activity nodes via pedestrian facilities. In the area between Sandtown Village and Camp Creek Crossing, this connection has the added benefit of incorporating trips to/from the school and ball field area along Campbellton Road. To build upon local “wheels and heels” initiatives, eight foot sidewalks are recommended to allow for informal bicycle use within the community, typically by children and novice riders. To allow for bicycle travel by through the Sandtown LCI area by more experienced riders, implementation of bike lanes is recommended along several streets. The bike lanes and wide sidewalks serve local area bike circulation and also feed bicycle traffic to the comprehensive trail system, for longer distance travel and recreational use. The diagram on the following page shows the recommended pedestrian and bicycle improvements. As table on page 5.11 indicates, the estimated cost for implementation of the 5-year recommended pedestrian and bicycle improvements is \$5,576,000.





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Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Pedestrian/Bicycle										
Sidewalks along Campbellton from Enron to Suber Road	8' wide sidewalk; 10' wide in Sandtown Village area on both sides of street	2003	\$ 88,000	2004	\$ 1,755,000	\$ 1,843,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 552,900
Sidewalks along Boat Rock Road from Fulton Industrial to Campbellton	8' wide sidewalk (one side)	2003	\$ 45,000	2004	\$ 887,000	\$ 932,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 279,600
Sidewalks on New Hope Road from Versailles Road to Campbellton	8' wide sidewalk (one side)	2003	\$ 16,000	2004	\$ 211,000	\$ 227,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 68,100
Sidewalks on Wallace Road from Campbellton to Enron	8' wide sidewalk (one side)	2003	\$ 23,000	2004	\$ 442,000	\$ 465,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 139,500
Sidewalks on Enron Rd. from Campbellton Rd. to Wallace Rd.	8' wide sidewalk (one side)	2003	\$ 24,000	2004	\$ 478,000	\$ 502,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 150,600
Study for additional sidewalks on New Hope Road from Versailles Road to the Arts Center	Sidewalk Study	2004	\$ 20,000	N/A	None	\$ 20,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 6,000
Striped bike lane along Campbellton from Enron to Suber Road	4' Bike Lanes	2006	\$ 21,000	2007	\$ 415,000	\$ 436,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 130,800
Striped bike lane along Boat Rock Road from Campbellton to the Chattahoochee River	4' Bike Lanes	2006	\$ 17,000	2007	\$ 337,000	\$ 354,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 106,200
Striped bike lane along Reynolds Road from Boat Rock to Campbellton	4' Bike Lanes	2006	\$ 20,000	2007	\$ 261,000	\$ 281,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 84,300
Striped bike lane along New Hope Road from Versailles Road to Campbellton	4' Bike Lanes	2006	\$ 8,000	2007	\$ 80,000	\$ 88,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 26,400
Striped bike lane along Wallace Road from Campbellton to Enron	4' Bike Lanes	2006	\$ 13,000	2007	\$ 168,000	\$ 181,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 54,300
Striped bike lane on Bruce Place	4' Bike Lanes	2006	\$ 5,000	2007	\$ 47,000	\$ 52,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 15,600
Striped bike lane on Enron Rd. from Campbellton Rd. to Wallace Rd.	4' Bike Lanes	2006	\$ 13,585	2007	\$ 181,130	\$ 194,715	Fulton County	ARC/LCI Funding	Fulton County	\$ 58,415
Sidewalks along Reynolds Road from Boat Rock to Campbellton	8' wide sidewalk (one side)	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Sidewalks on Bruce Place	8' wide sidewalk (one side)	2009	N/A	2009+	N/A	N/A	N/A	N/A	N/A	N/A





Comprehensive Trail System

An extended system of greenways is proposed for this area. The greenway connects all three nodes of the study area. The concept of the greenway enhances the quality of life in the area. It allows for bike trails and walking trails for the use of area residents. It connects residential developments and the commercial areas particularly in Camp Creek Crossing, Sandtown Village and Sandtown Center. The greenway acts as an alternate route that allows residents to promote a healthier lifestyle. It also potentially reduces the dependence on the automobile. The greenway is proposed along existing floodplains wherever possible. In addition to forming several loops there are shorter connectors that allow individual developments to connect with a loop. This allows for utilization of existing open space that cannot be used for development. It adds value to the open land in a proposed development. This concept allows for existing subdivisions to participate in providing continuity to the greenway. The use of natural features makes this proposed route more scenic and natural. The greenway maybe appropriately paved if funds are available.

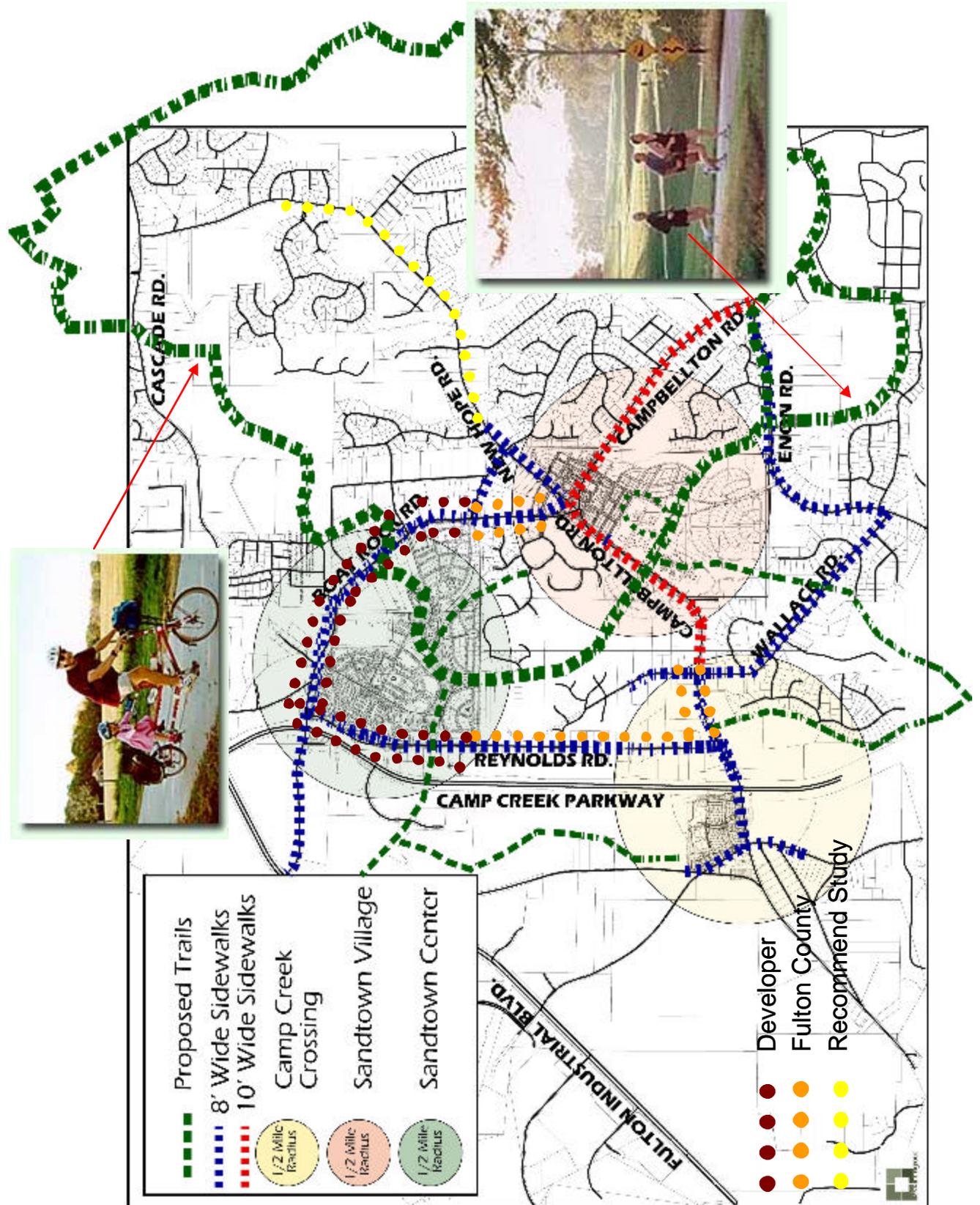
In areas where a roadway interrupts the greenway or is adjacent to the greenway, sidewalks are planned so that a safe transition as well as a continuous experience is provided.

By creating a comprehensive network of greenways and sidewalks, the study area will ensure that despite future growth the rural character is not diminished and the ability of pedestrian movement through the community is not impaired.

The proposed greenway will need concerted action on the part of the community. It will require coordination between the county government, developers of proposed developments and existing land owners. Easements will have to be granted by existing landowners. Issues of maintenance and safety will have to be addressed. Despite these obstacles, it is strongly recommended that a greenway be considered to enhance the quality of life in the community.



The first steps in implementation of the comprehensive trail system is the Sandtown Park trail loop proposed to circle the existing ball fields. Long-term projects would build upon this beginning to eventually realize a long distance bicycle loop connecting many of the neighborhoods and recreational opportunities within the Sandtown LCI study area. The diagram on the next page shows the recommended comprehensive trail system combined with the proposed sidewalks thus created a truly walkable community. As the table on page 5.15 indicates, the estimated cost for implementation of the 5-year recommended comprehensive trail system improvements is \$161,000.





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Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Trail Projects										
Additional study for right-of-way acquisition and plan layout	Trail Study / Concept Design	2004	\$ 55,000	N/A	None	\$ 55,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 16,500
Sandtown Park Trail around existing ball fields	Multi-use trail	2003	\$ 10,000	2004	\$ 96,000	\$ 106,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 31,800
Sandtown Trail through entire community	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Connector trails from subdivisions to Sandtown Trail	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Trail from Boat Rock/Fulton Ind. intersection to Chattahoochee River	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A





New Local Connector Roads

One of the primary traffic flow issues in the Sandtown LCI study area is the limited number of travel paths to accomplish various trip patterns. Many of the neighborhoods access only one street and are not connected to one another. The local and County Street network collects traffic and moves it to the Campbellton Road and Camp Creek Parkway and Fulton Industrial Boulevard for longer trips. As the community develops, particularly around the Sandtown Center, Sandtown Village, and Camp Creek Crossing nodes, the need for travel among local destinations will increase. This local traffic, along with area-wide growth, is likely to cause demands that exceed capacity along the critical Campbellton Road corridor with the current roadway network, as indicated in GDOT traffic projections for the corridor. In order to reduce the potential need for additional capacity along the Campbellton Road corridor in the future, installation of additional local connector roads is proposed to accommodate a portion of the local trip making needs as development occurs. These additional local roadway connections are shown in the diagram on page 5.18. As the table on page 5.19 indicates, the estimated cost for implementation of the 5-year recommended new local road connections is \$8,332,000.

Traffic Calming / Intersection and Operations Modifications

In conjunction with efforts to make the Sandtown LCI area more pedestrian oriented, implementation of measures to calm the traffic along the primary thoroughfares is recommended. Installation of roundabouts and traffic circles along various roadways in the study area is recommended to provide slower flow near the intersections and maintain a residential character to the area. Implementation of roundabouts is recommended along higher volume roads, such as Reynolds Road, Campbellton Road, and Boat Rock Road. Implementation of smaller radius traffic circles may be possible along Enon Road and the lower volume portions of Reynolds Roads.

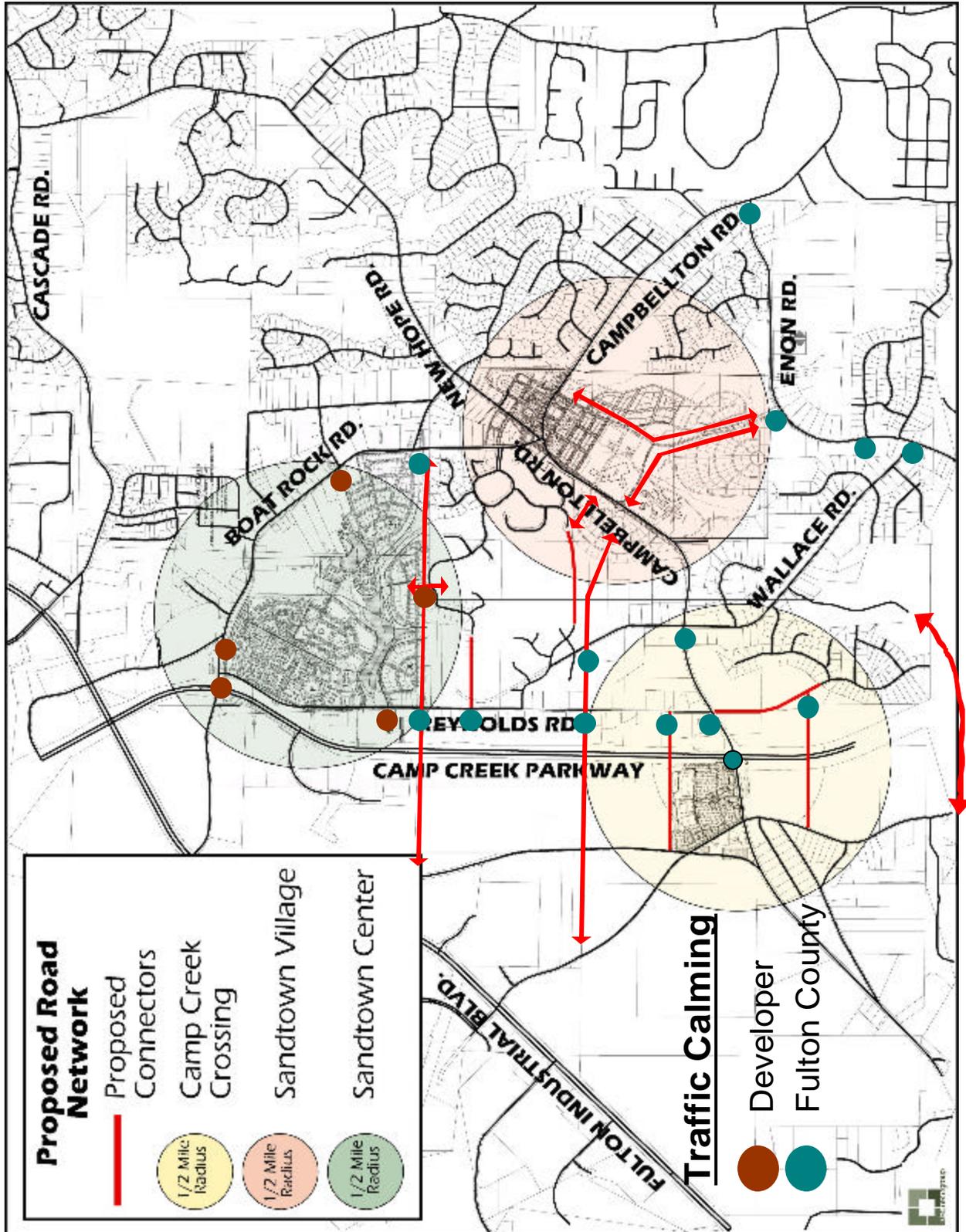
In addition to the traffic calming and intersection operations improvements described above, upgrades to the traffic signal at Camp Creek Parkway and Campbellton Road are recommended in conjunction with aesthetic intersection improvements. These traffic signal upgrades will include:



- Addition of a northbound left turn phase
- Installation of sidewalks to intersection corners and high visibility crosswalks
- Installation of pedestrian crossing signals at all corners (located in concrete channelization islands)
- Installation of median pedestrian refuge areas with pedestrian signal indications

In addition, detailed traffic analysis of the Blueprint Sandtown Master Plan traffic improvements and the Sandtown Center are recommended.

The figure on the following page shows the recommended traffic calming and intersection and operations modifications. As the table on page 5.19 indicates, the estimated cost for implementation of the 5-year recommended traffic calming and intersection and operations modifications is \$4,079,000.





Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Roadway (new connectors)										
East-west Connector north of Camp Creek Crossing (approx. 1/2 mile north of Camp Creek/Campbellton intersection tying in to Campbellton in Sandtown Village and new north-south Connector in Wallace).	New Road	2003	\$ 134,000	2005	\$ 1,786,000	\$ 1,920,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 576,000
North-south Connector through Sandtown Village (ie Campbellton Rd to Eron Rd)	New Road	2003	\$ 150,000	2005	\$ 2,500,000	\$ 2,652,005	Fulton County	ARC/LCI Funding	Fulton County	\$ 795,602
Continuation of Reynolds Road at Campbellton T-Intersection to Reynolds Rd. SW	Road Extension	2006	\$ 30,000	2008	\$ 399,000	\$ 429,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 128,700
East West Connector from Union Road to new Reynolds Road connector	New Road	2006	\$ 42,000	2008	\$ 551,000	\$ 593,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 177,900
East-west Connector along southern edge of Sandtown Center and crossing Camp Creek Pkwy (tie in to Boat Rock Rd)	New Road	2006	\$ 126,000	2008	\$ 1,672,000	\$ 1,798,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 539,400
East-west Connector south of Camp Creek Crossing (approx. 1 mile south Camp Creek Pkwy/Campbellton intersection)	New Road	2006	\$ 66,000	2008	\$ 874,000	\$ 940,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 282,000
Traffic Calming/Intersection Improvement Projects										
Traffic Signal Upgrade - Camp Creek Parkway at Campbellton Road	Signal Upgrade	2003	\$ 9,000	2004	\$ 110,000	\$ 119,000	Fulton County	Local	Fulton County	\$ 119,000
Detailed Traffic Analysis as per GDOT requirements of the proposed Blueprint Sandtown Master Plan traffic improvements.	Traffic Study	2003	\$ 60,000	N/A	None	\$ 60,000	Fulton County	Local	Fulton County	\$ 60,000
Roundabouts (2) on Reynolds in Camp Creek Crossing	Roundabout	2004	\$ 60,000	2005	\$ 700,000	\$ 760,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 228,000
Traffic circles (4) on Eron Road at Wallace, Erin Rd, Dublin Dr, new Sandtown Village connector, Eron Pines	Traffic Circle	2004	\$ 80,000	2005	\$ 400,000	\$ 480,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 144,000
Traffic circles (5) on Reynolds (north of Camp Creek Crossing)	Traffic Circle	2006	\$ 100,000	2008	\$ 500,000	\$ 600,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 180,000
Roundabouts (7) on Campbellton at Wallace, 4 new Sandtown Village nodes, New Hope/Boat Rock, Eron	Roundabout	2006	\$ 180,000	2008	\$ 1,450,000	\$ 1,630,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 489,000
Roundabout on Boat Rock (southeast corner of Sandtown Center)	Roundabout	2006	\$ 30,000	2008	\$ 350,000	\$ 380,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 114,000
Detailed Traffic Analysis as per GDOT requirements of the proposed Sandtown Center traffic improvements	Traffic Study	2006	\$ 50,000	2008	None	\$ 50,000	Fulton County	Local	Fulton County	\$ 50,000





Transit Service

To achieve the long range mobility goals within a live, work, and play environment it is desirable to access the range of potential community uses without the need for automobile travel. As the activity nodes grow and develop over time, the use of transit will become a viable option for travel between and among the activity nodes. Therefore, future shuttle circulation between the activity nodes and connecting the MARTA rail system, is recommended.

The sidewalk network developed between the activity nodes will support the pedestrian circulation and access to transit along the potential shuttle circulation loop route:

- Reynolds Road from Boat Rock Road to Campbellton Road
- Campbellton Road from Reynolds Road to Boat Rock Road
- Boat Rock Road from Campbellton Road to Reynolds Road

In addition to providing shuttle circulation around the concentrated development nodes within the Sandtown LCI area, future exploration of long-range goals for extension of the MARTA rail system through the area is recommended. A potential route for future rail expansion would extend the west MARTA line through the study area and loop south the Hartsfield Airport. Further examination of the potential feasibility of this route is recommended so that plans for any rail extension can be made as these activity nodes develop. In addition, as the MARTA rail station is located and planned west of I-20, an examination of land use and transportation needs and interaction is recommended for the future activity center to be developed in the vicinity of the rail station.

Figure on page 5.22 & 5.23 shows the recommended transit service implementation. As the table on page 5.24 indicates, the estimated cost for implementation of the study of potential MARTA rail service extension in the 5-year implementation plan is \$250,000.



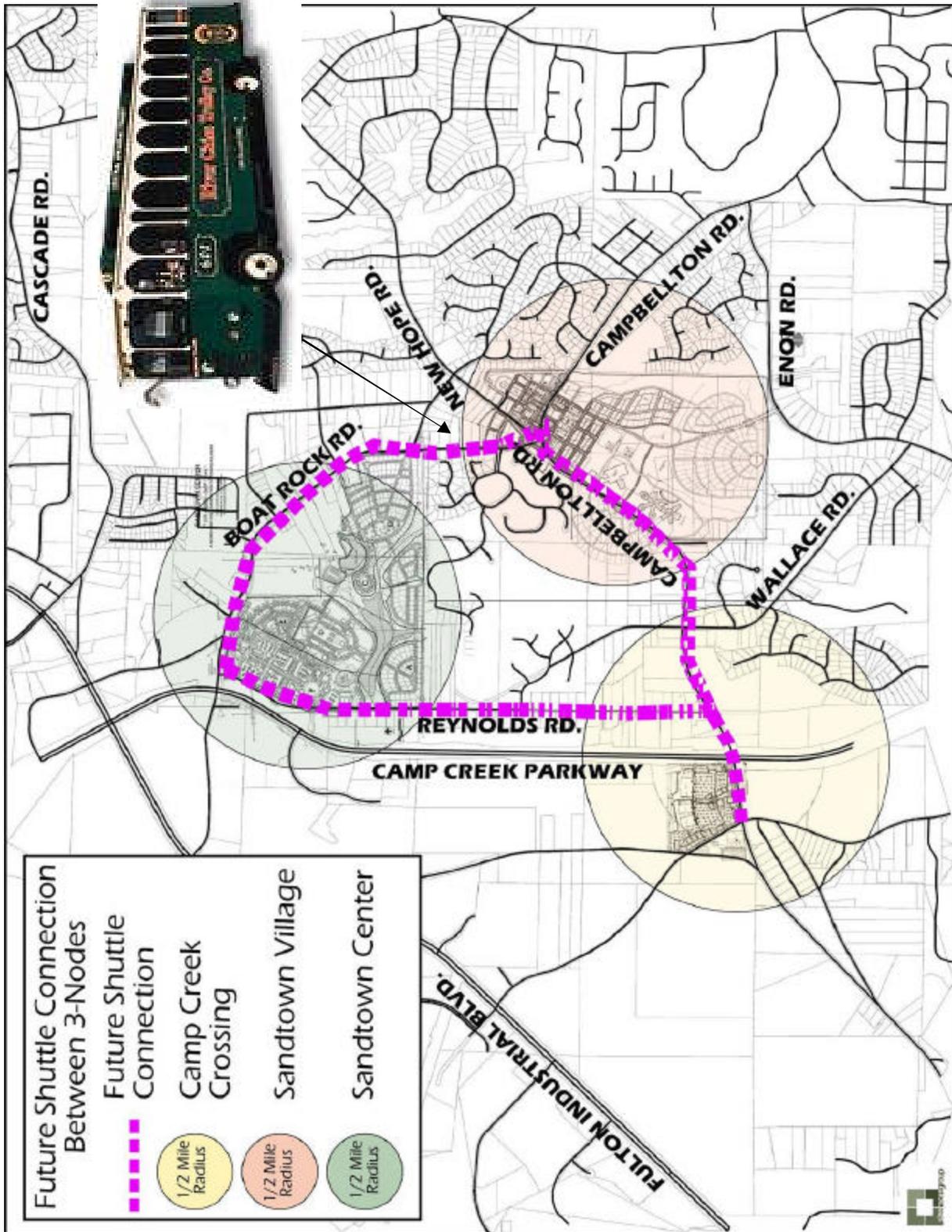
Freight Movement

As the existing traffic data for the Sandtown LCI area shows, a heavy volume of trucks travel along the state route system through the area. In particular, Camp Creek Parkway and Campbellton Road experience a high percentage of truck traffic (24% and 15% respectively). The use of Camp Creek Parkway as a major truck route is consistent with community goals. However, as traffic increases along Campbellton Road and community development occurs along the corridor, the community vision for the roadway and need for its use as a truck route will continue to conflict. The industrial use of land along Fulton Industrial Boulevard is important to the region and efficient truck access and freight movement is vital to that use. To address these conflicts in roadway use and provide for the continued success of the industrial area, an area-wide study of freight movement is recommended. This study would identify multimodal freight movement needs and opportunities to effectively service the area into the future.

The diagram on page 5.23 shows the recommended freight movement study. As table on page 5.24 indicates, the estimated cost for implementation of the study in the 5-year implementation plan is \$100,000.

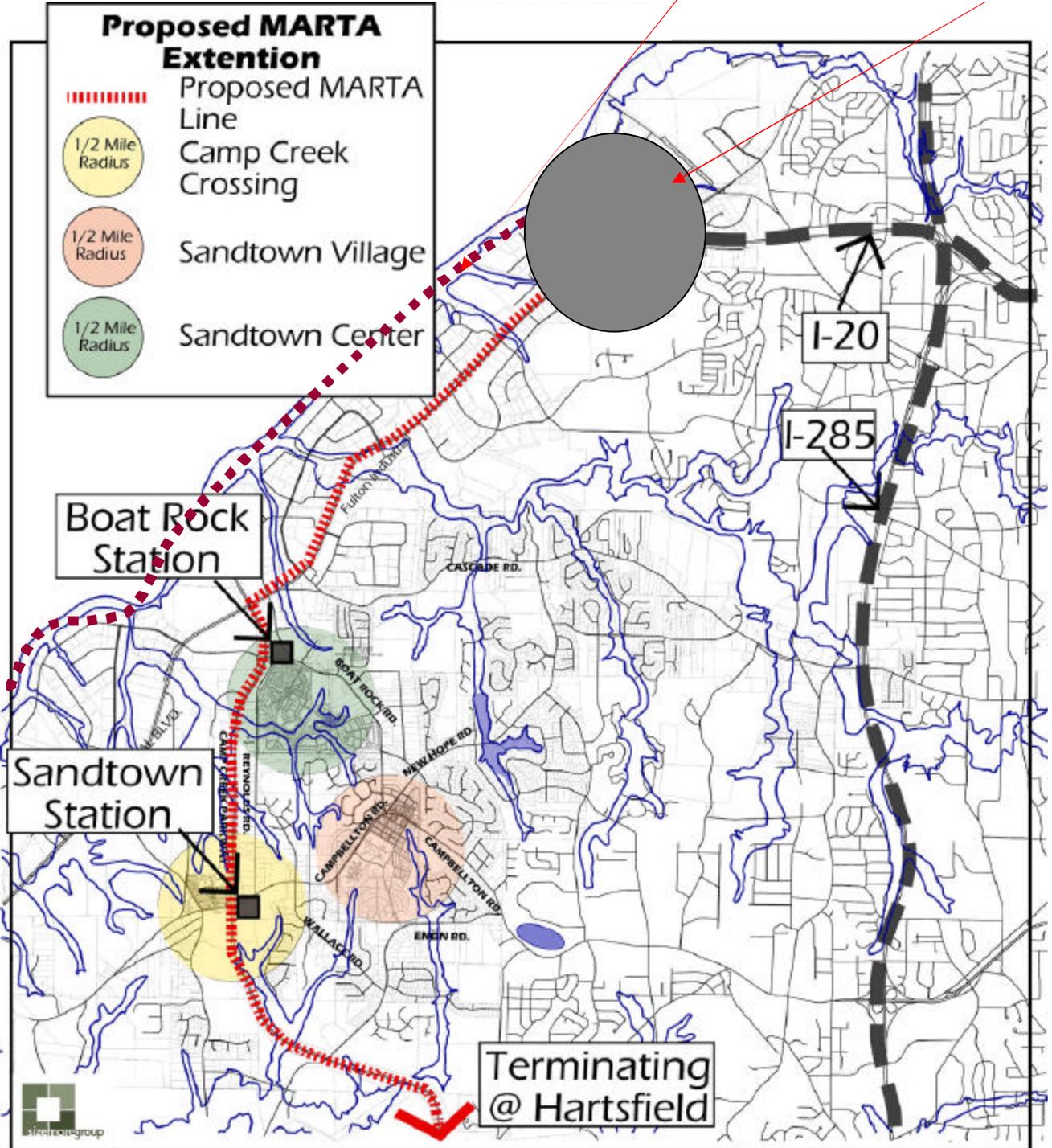


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Frigh Movement Study Future Activity Center





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Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Transit Service Study of rail line from proposed MARTA west extension to Airport passing through (proposed) Beat Rock Station at Beat Rock/Fulton Ind. Intersection and (proposed) Sandtown Station at Campbellton/Camp Creek Intersection.	Rail Extension Study	2007	\$ 250,000	N/A	None	\$ 250,000	MARTA/Fulton	FTA/GRTA	MARTA/Fulton	\$ 75,000
Shuttle service between three focus nodes (once Master Plans are developed)	Shuttle Service	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Shuttle service from 3-nodes to proposed MARTA west extension (once Master Plans are developed)	Shuttle Service	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Freight Movement Subarea freight study (concentration on Fulton Industrial Blvd corridor and flows to/from)	Freight Study	2003	\$ 100,000	N/A	None	\$ 100,000	GDOT	GDOT	GDOT	\$ 30,000





Streetscape Enhancements

Building upon the pedestrian and bicycle improvements in the urban forum are recommended streetscape enhancements. These enhancements are intended to enhance the usability and attractiveness of the on-street pedestrian environment to encourage use for pedestrian travel and access to transit facilities. Where medium to high density development is planned in the near future, streetscape improvements will help define the pedestrian orientation of the area. In areas to be developed/redeveloped, streetscape enhancements can set the stage for encouraging pedestrian oriented development by creating an environment to which developers will want to connect. The diagram on page 5.27 identifies the recommended streetscape enhancements. As the table on page 5.28 indicates, the estimated cost for implementation of the 5-year recommended streetscape enhancements is \$2,380,000.

Gateway Features

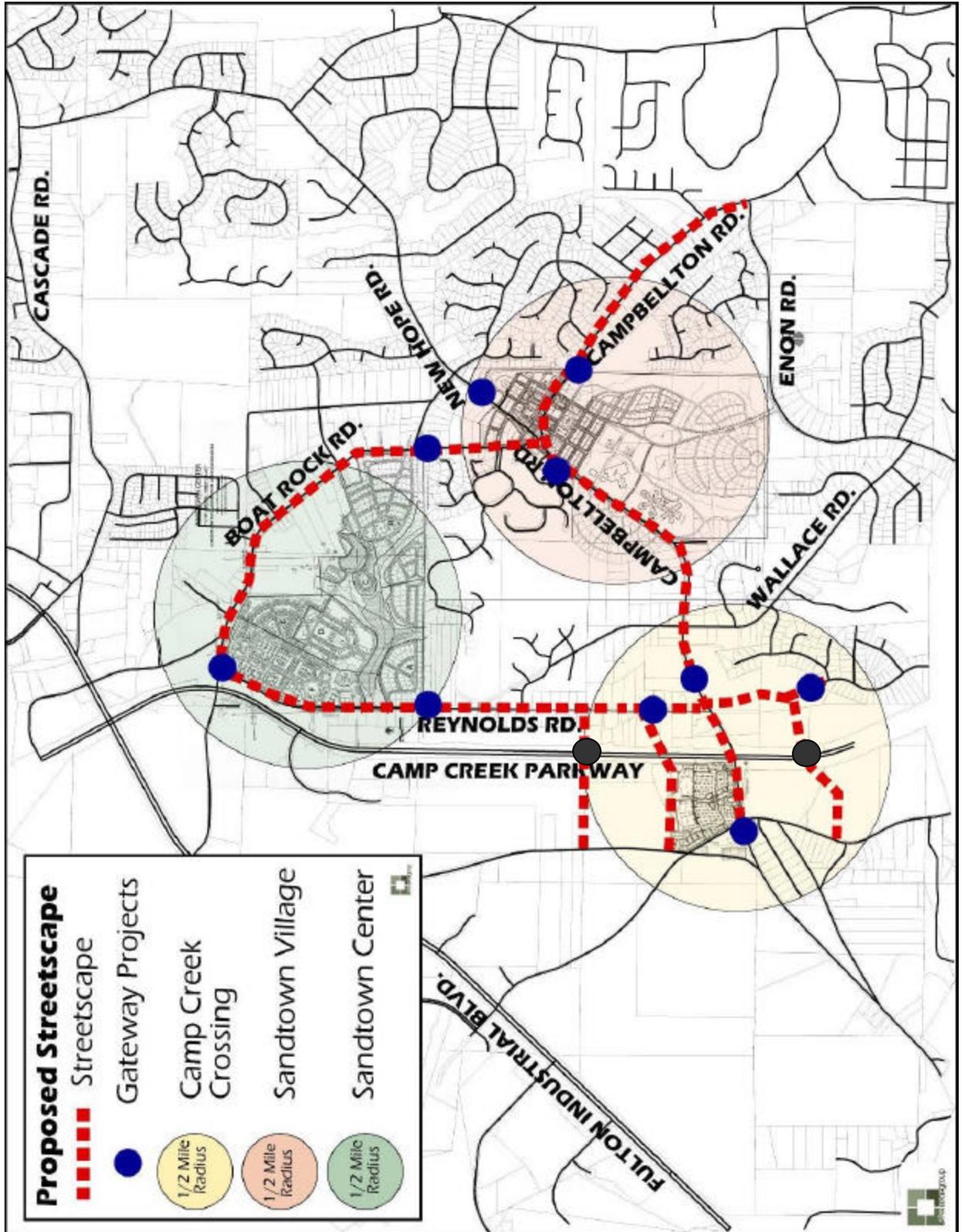
Pedestrian facilities and aesthetic streetscape improvements are planned along the roadways of the Sandtown LCI area. To enhance the usability and safety of pedestrian facilities, it is important to indicate to the drivers that they are traveling in a pedestrian activity area. The presence of sidewalks and streetscape materials is one way to announce this presence. Another way is through the implementation of traffic calming features, such as the planned roundabouts and traffic circles. In addition to those features, gateways can indicate the drivers arrival in a special area and in addition provide area identification. Gateways vary in design from landscaped signs at the entrance to towns to physical gates which span over the roadway to indicate entrance into a special area. The cost of implementing gateways varies with their complexity. To maximize the effect of notification to the driver, it is recommended that gateways be designed to be highly visible. Gateway features must be carefully designed and constructed to provide the maximum visual impact, while maintaining sensitive clear zones free from roadside hazards. Gateways are recommended for installation along the following roads at the entrances to the Sandtown Center, Sandtown Village, and Camp Creek Crossing activity areas:

- Campbellton Road
- Camp Creek Parkway



- Reynolds Road
- New Hope Road
- Boat Rock Road

Installation of fourteen gateways is anticipated along these roads at entrances to the activity nodes. The diagram on the following page shows the recommended gateway locations. As table on page 5.28 indicates, the estimated cost for implementation of the 5-year recommended gateway features recommendations is \$1,030,000.





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Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Streetscape Projects										
Along new connector roads in Camp Creek Crossing	Streetscapes on both sides of road	2003	\$ 50,000	2005	\$ 300,000	\$ 350,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 105,000
Along Reynolds, Campbellton, Boat Rock triangle	Streetscapes on both sides of road	2003	\$ 80,000	2005	\$ 600,000	\$ 680,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 204,000
Campbellton Rd streetscape (through Sandtown Village)	Streetscapes on both sides of road	2006	\$ 150,000	2008	\$ 1,200,000	\$ 1,350,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 405,000
Placement of overhead utilities underground as per Blueprint Sandtown Master Plan (low priority due to cost)	Utility Relocation	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Gateway Projects										
Gateway elements at the approaches of the 3 main centers (10 major locations, 4 minor locations)	Gateway Features	2006	\$ 70,000	2008	\$ 960,000	\$ 1,030,000	Fulton County	Local	Fulton County	\$ 1,030,000





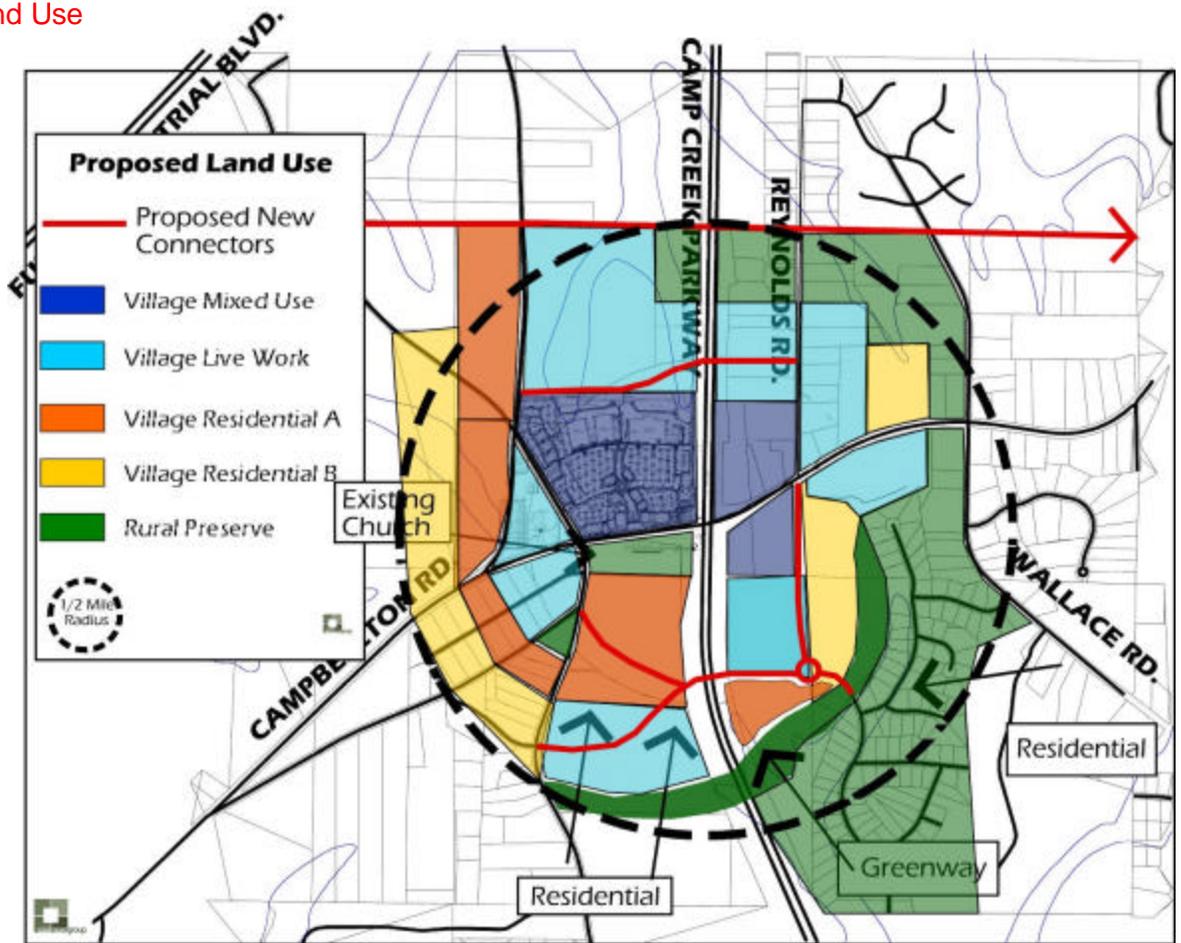
Concepts for Campbellton/Camp Creek Node

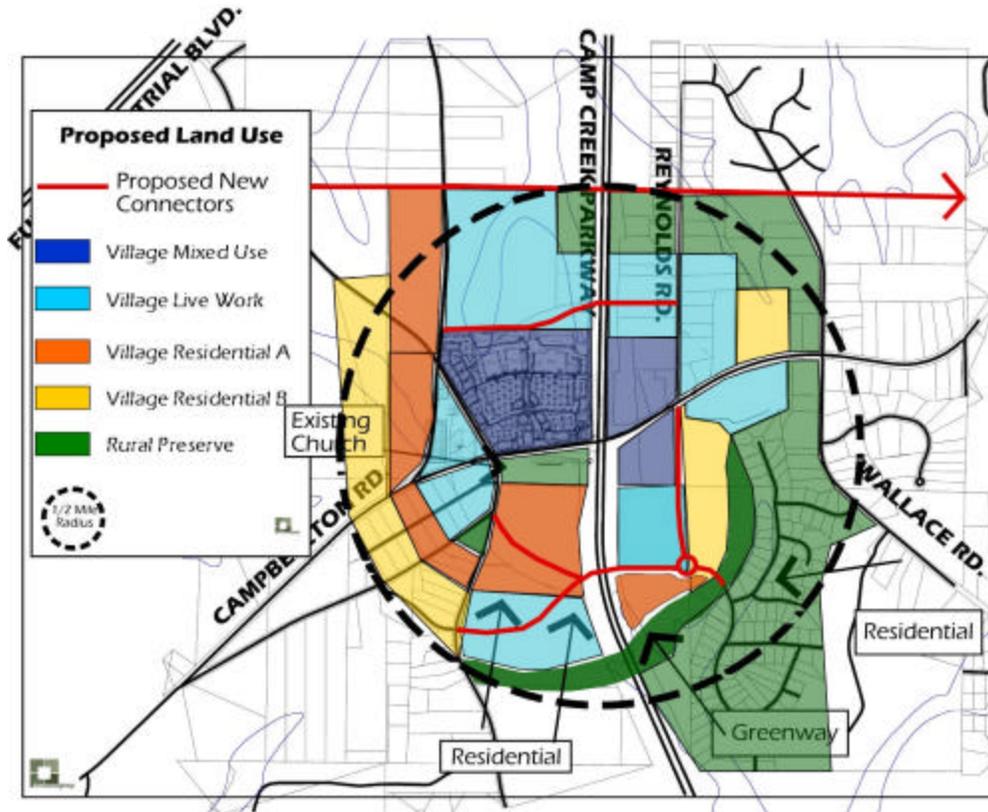


Existing Land Use

The existing 2015 land use plan for the Camp Creek / Campbellton node does not encourage a mix of housing types nor does it address the potential viability for additional retail or civic amenities on the east side of the intersection.

The diagram below presents the recommended land use for the intersection which is in line with the LCI goals by encouraging a mix of housing densities and types and including a large percentage of preserved land that can be used as passive park space and as part of the multi-purpose trail system that is proposed throughout the community.





Village Mixed Use

- Commercial / Retail
- Office
- Civic Space
- Residential:
 - Residential over Retail
 - Town homes
 - Single Family
 - Granny flats
 - Multi-Family



Village Live/Work

- Office
- Limited Commercial
- Residential:
 - Live/Work flex space
 - Town homes
 - Multi-Family
 - Single Family
 - Granny flats



Village Residential A

- Limited Office / Service
- Residential:
 - Town homes
 - Single family 25% large lots
 - Granny flats



Village Residential B

- Home Office
- Residential:
 - Single Family –
 - 75% larger lots
 - Town homes



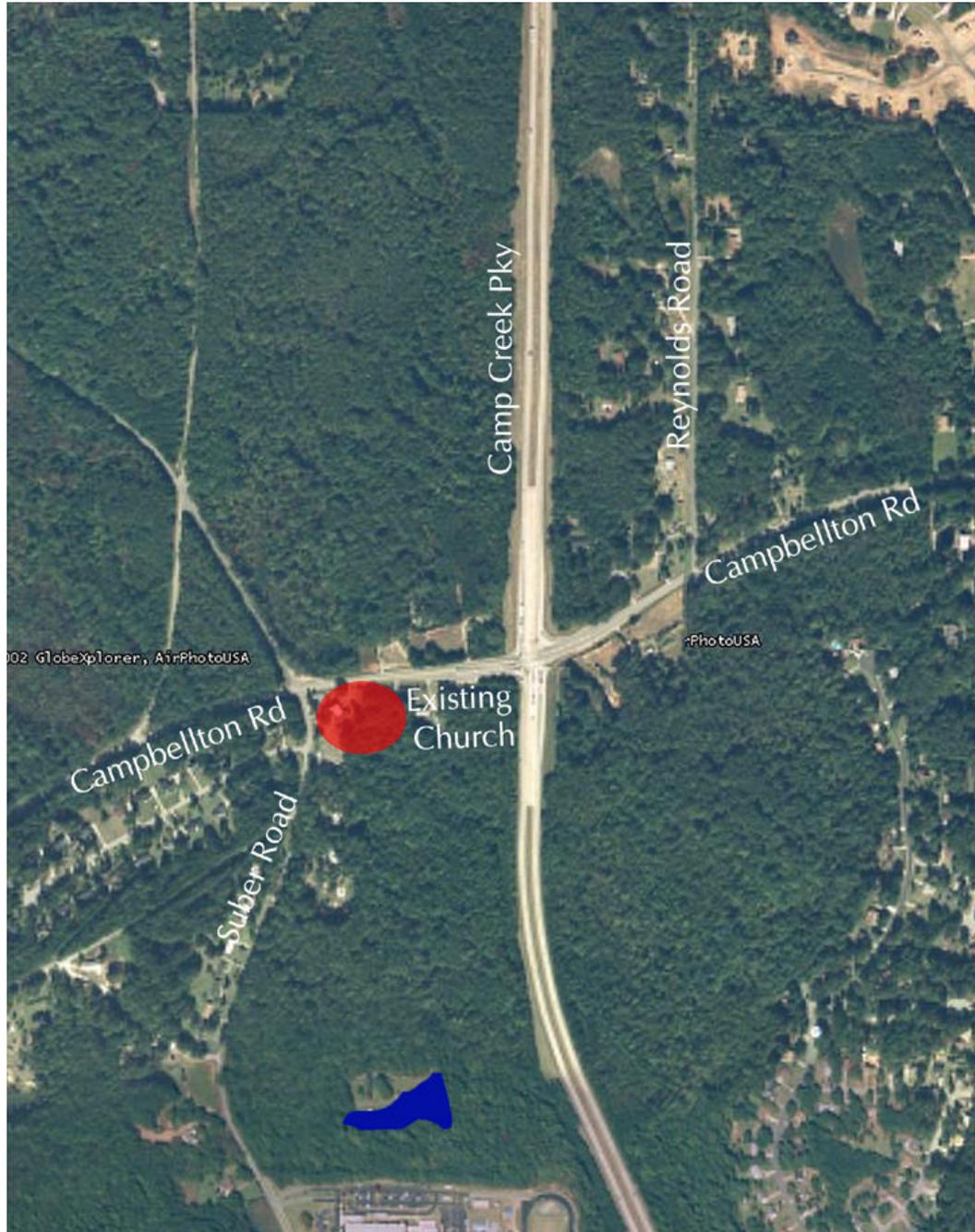
Rural Preserve

- Conservation Easements
- Wetlands Protection
- Residential:
 - Single Family large lot
 - Rural Cluster development





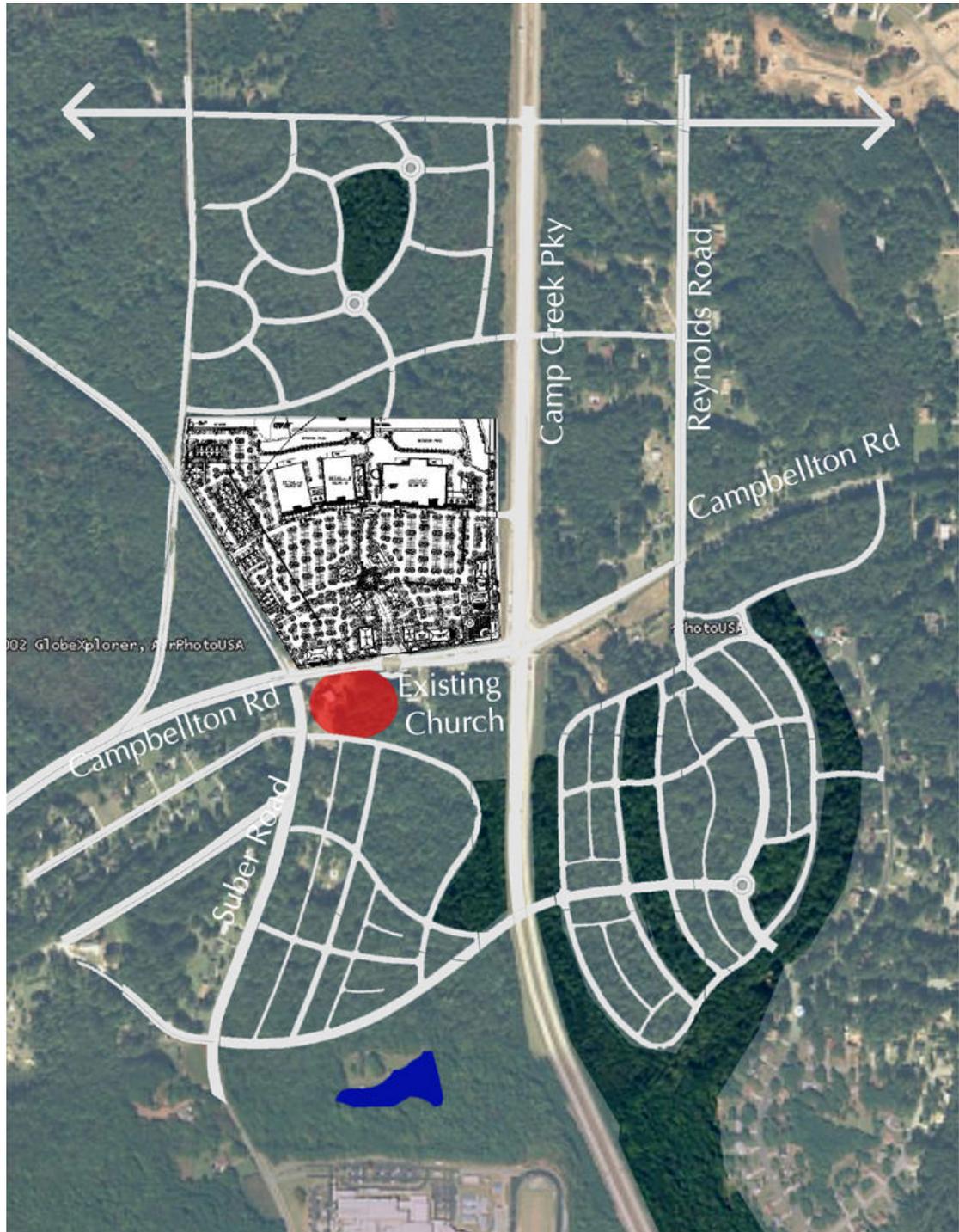
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Existing Camp Creek / Campbellton node



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Proposed road network, preserved land/greenspace & planned retail development.

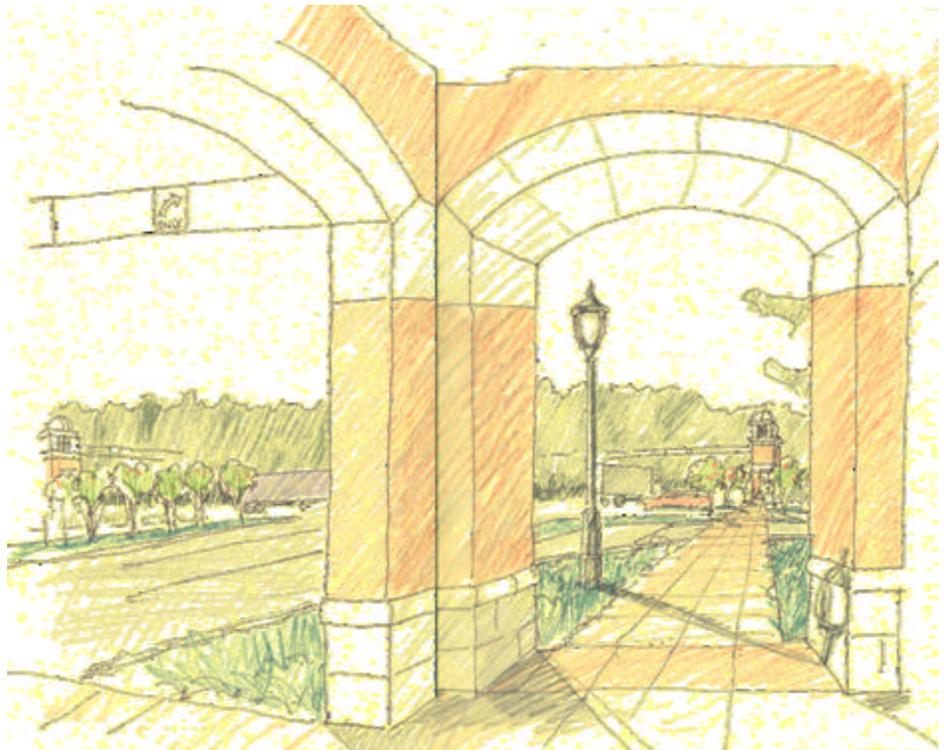


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Campbellton/Camp Creek
Before



Campbellton/Camp Creek
After





Jobs to Housing Strategies

To ensure a continuation of the high quality of life in the Sandtown community, there is a need to ensure appropriate housing options for people who work in the community. Lack of housing options will result in longer commutes, more congestion and larger lots being dedicated to parking in the area. It negatively impacts the environmental quality of the area and adversely impacts the quality of life factors for any community. The jobs to housing match concept advocates that all communities should provide housing options for its workforce.

The semi-rural residential conditions of Sandtown currently lend itself to single family dwelling on scattered lots. Given the absence of retail and job opportunities in the area as well as the absence of bus and other transportation options it is not surprising that affordable housing for a more diverse workforce is not available or recommended for this area.

The projection of increased economic growth with additional retail and commercial development occurring in the area will create the need for additional housing opportunities for families with lower incomes who will be employed in the proposed commercial facilities.

The Jobs to housing match is the recommended strategy for this area. One aspect of this strategy recommends encouraging the relocation of corporate executive offices and higher paying jobs to the area. This would match with existing residents and housing markets in the area.

However, as additional retail and office space is added to the community, a greater diversity of housing options should be present in the community. It is recommended that the jobs to housing issue be given careful consideration. This jobs-to-housing match will ensure that a community continues to adhere to the principles of smart growth and promotes a positive quality of life. The provision of workforce housing requires communities to include a diversity of affordable housing types as well as offer a range of pricing of housing products. It is important to maintain a high quality of design and planning in all developments.

Given the significant increases in projected growth of retail and office space in the area, it is important to investigate



different ways to provide for workforce housing. Our study provides a range of options that maybe adopted by the community or the local government to create incentives for workforce housing. Many of these incentives need to be adopted by Fulton County to be truly effective.

The incentives are summarized below:

1. Inclusionary zoning
2. Allow for higher density housing
3. Offer a density bonus in exchange for workforce housing development.
4. Investigate Tax increment financing.
5. Easier permitting process – create a one stop shop for facilitation with the permitting process if the project has a mix of hosing types.
6. Allow Planned Unit Developments that include Workforce housing.
7. Targeting the HOME and CDBG funds to targeted sites in the area.
8. Promote partnerships between potential developers and experienced nonprofit housing developers who maybe able to obtain additional resources to develop workforce housing.
9. Encourage the Housing Authority to provide a mix of housing in sites controlled by them.
10. Expanding opportunities for Employer assisted housing.

A short description of each of these incentives is provided as a menu for the community and the county to choose from. A selection from this menu has been used to effectively promote smart growth and jobs to housing initiatives in different parts of the country. The adoption of any of these incentives would be a boost to provision of workforce housing.

1. Inclusionary zoning

Inclusionary zoning programs encourage the development of affordable housing as an integral part of other development taking place in a community. There are several ways that this is accomplished at the local level including zoning ordinances, mandatory or voluntary conditions for the inclusion of housing which is below-market in future market-level developments. Inclusionary zoning is probably most



effective when there are incentives included to help achieve the desired conditions.

Most inclusionary zoning ordinances prescribe that a certain minimum percentage of units in a specific residential development need to be made available to households at a particular income level, generally defined as a percentage of the area median income. The required set asides are usually targeted towards larger developments in the area. The inclusionary zoning ordinances in Maryland are a great example of inclusionary zoning.

Many of the localities which have such ordinances also offer some form of incentive to the developer in return for the provision of affordable housing. These incentives can include waivers of certain zoning requirements. These could include relaxation of existing requirements for density, area, height, open space and use. Other incentives include waiver of permit fees, local tax abatements, fewer required amenities, "fast track" permitting. The other incentive that is often provided by the jurisdiction for the developer is the provision or subsidization of infrastructure for the site.

2. Allow for higher density housing

Existing zoning and land use regulations often exclude higher density housing and allow only single family units on larger size lots. These regulations in effect serve to exclude other types of housing or a wider range of single family houses. This exclusionary aspect of zoning creates a major barrier for the creation of work force housing.

In order to promote a mixed use community, a diversity of housing types is desired. This diversity addresses the needs of different residents with different family sizes. The different types of housing may also allow for a greater range in pricing. Although merely allowing different types of housing does not ensure creation of workforce housing, it may provide creative developers the flexibility to price certain housing units to address a wider cross-section of the market. Allowing for higher density of housing is a necessary first step in addressing the provision of workforce housing.



3. Offer a density bonus in exchange for workforce housing development.

A density bonus offered to housing developers is often adopted by municipalities to mitigate the market rate housing construction on the supply of available land suitable for housing. It prevents local zoning ordinances from excluding housing that meets the needs of a wider range of economic groups in the area. The Density bonus is particularly attractive to developers because it increases their return on a project. It is particularly valuable where land is scarce or expensive as it allows them to develop a larger number of units in return for including a certain number of units targeted to the workforce.

In the case of workforce housing, the developer is able to promote a greater variety of housing types that includes units targeted to the workforce. In most localities, there are mechanisms in place to ensure that the targeted units stay affordable for considerable period. These mechanisms include deed restrictions, lease restrictions, notification requirements and recapture clauses (if additional subsidy is included).

4. Investigate Tax increment financing

The Tax Increment Financing (TIF) mechanism would be used to support the development of workforce housing. Tax Increment Financing works by using increased tax revenues of a redevelopment area to fund improvements and incentives for providing work force housing. A TIF district maybe designated by a local authority (including the county). The additional tax revenue generated by improvements in this district is used to pay for improvements and incentives in the TIF district. The success of a TIF is its ability to pay for itself in many cases. The revenue generated maybe used to act as a catalyst for promoting desired developments.

5. Easier permitting process – create a one stop shop for facilitation with the permitting process if the project has a mix of housing types.

As an incentive to encourage the development of workforce housing, developers may be offered a one stop shop where the permitting process is made easier. The permitting



process is often time consuming and can create a major hurdle for project implementation. An expedited permitting process has been adopted in many localities to make it attractive for developers. Similar strategies are being followed in many localities. In Austin, Texas, for example, developers who are providing affordable housing as part of a smart growth strategy are receiving an expedited permitting process. A similar strategy may be adopted for facilitating the permitting process for developments that include units for workforce housing.

6. Allow Planned Unit Developments that include Workforce housing.

One way to address the issue of workforce housing despite restrictive regulations is the strategic use of Planned Unit Developments (PUD). The purpose of Planned Unit Development regulations is to encourage and allow more creative and imaginative design of land developments than is possible under district zoning regulations. PUDs are intended to allow substantial flexibility in planning and designing a proposal. This flexibility often accrues in the form of relief from compliance with conventional zoning ordinance site and design requirements. This flexibility results in a development that maybe more inclusive and better planned with greater amenities and a diversity of housing mix.

7. Targeting the HOME and CDBG funds to targeted sites in the area.

There is a need to target financial resources to allow developers to include housing for the workforce. HOME and CDBG funds are two federal programs that provide substantial financial resources that may be used to create the necessary affordability of housing in the area. These funds maybe used to buy down the cost of construction, provide down payment assistance and provide soft second mortgages to targeted buyers. The use of these funds requires the developer to adhere to predetermined affordability limits, which are quite generous in the Atlanta MSA. Judicious use of these resources could create leverage for the developer to include workforce housing without sacrificing quality. These funds are available from the participating jurisdiction which is Fulton County.



8. Promote the partnership between potential developers with experienced nonprofit housing developers that maybe able to obtain additional resources to develop workforce housing.

In order to provide the maximum level of resources and incentives to developers to develop workforce housing, partnerships between nonprofit and for profit developers should be encouraged. The nonprofit developer may have additional sources of financing that it may be able to attract. This may include grants from foundations and government sources and lower rate construction and permanent financing. The for-profit developer will benefit from these additional sources of funding and will be able to provide workforce housing without any sacrifice in the quality of housing. These partnerships also benefit developers in competing for limited state and federal resources. Although these partnerships are common in many parts of the county, there is a need to bring these potential partners around the table to build trust and confidence.

9. Encourage the Housing Authority to provide a mix of housing in sites controlled by them.

The Fulton County Housing Authority owns a property near Boat Rock Road that it intends to redevelop. Other properties in proximity of the study area include Red Oak and Azalea. Given that historically these properties have been exclusively targeted to housing very low-income persons, there is an opportunity to transform some of these properties to provide mixed income housing opportunities. The mixed income community model is one that is being followed successfully by several other Housing Authorities. The availability of HOPE 6 funds and other resources available to the Housing Authority makes these sites ideal for development of mixed income housing. There are several local examples of partnerships between the Housing Authority and developers that has created attractive redevelopment in previously unattractive sites. With a strong development team, it should be possible to provide a mix of market rate units while including substantial number of units focused on workforce housing. Our recommendation would be to continue providing rental housing opportunities on these sites. The proximity of the Fulton Industrial corridor to these properties makes them ideal sites for workforce housing.



10. Expanding opportunities for Employer assisted housing.

This is an incentive that should be encouraged among the potential employers in the area. As larger employers move into the area, discussions about the provision of Employer assisted Housing programs should be encouraged.

Employer Assisted Housing is a powerful incentive that can effectively promote employee retention as well as create loyalty. It has been enacted in various forms all over the country. The employer should be encouraged to provide incentives to its employees to make housing more affordable. Employers could provide silent second mortgages, down payment assistance and forgivable loans to encourage buying of homes in a target area.



Economic Development Incentives

One of the primary driving forces for increasing economic growth of the study area is to maintain the high quality of life that continues to attract new housing development. The presence of adequate 'roof top' count to support business will attract business to relocate and build new facilities in this area. The community is interested in ensuring that all economic development is in harmony with the community vision and does not impact the high quality of life in the area. The economic development strategy for this area has three major components to it.

1. Attract Corporate and Executive offices to this area.

- The target market for housing is the middle and upper income resident. This is extremely attractive for the corporate sector. There is a poor correlation between the professional and affluent residents and availability of jobs for them in the area.
- Corporate and executive offices in this area would find a ready and skilled workforce. The proximity to the residential area would provide for smart growth opportunities and continue to enhance the quality of life. This would decrease congestion and reduce long commutes for some residents.
- In order to attract offices to this area, the community needs to undertake a proactive marketing and public relations campaign. As part of this effort the community may create materials that outline the advantages of this area (proximity to airport and downtown, the abundance of professional skills available, etc.).
- Work with the Fulton Chamber of commerce and consider creating an 'ambassador for the area' program. The proactive efforts would complement the development initiatives being planned in the community

2. Encourage commercial development to be focused at the 3 nodes

- This would support the creation of mixed use centers and be compatible with the overall plan created by the community.



- The commercial development would find other services in close proximity. It would also be supported by a mix of housing types in the area.
- It would continue to support the residential nature of the area by creating concentration of uses at the 3 focus nodes.

3. Create partnerships that would support economic development activities in the area.

- The community residents have taken a lead role in guiding the development of the master plan. A similar leadership is required to partner with other agencies in the area like the South Fulton Chamber of Commerce to foster economic development strategies. Other partners include developers, brokers and government agencies.
- A community development corporation formed to promote the visions of the community should also be charged to foster such partnerships. The ability of the community to compete for the services and economic development opportunities it desires in the area is dependent on the proactive involvement of the residents and its partnerships with other agencies.



How the Plan Addresses the LCI Goals

Efficiency/ feasibility of Land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program

A large portion of the Sandtown LCI is undeveloped. However, there is evidence of significant development pressure and several major developments are planned. The existing community is interested in maintaining a high quality of life by ensuring that all future developments are in keeping with the community vision. To that end the community has been active in negotiating with all developers intending to work in the area.

The plan creates a concentration of mixed uses at the 3 focus nodes for the study area. These are important cross-sections and will be the focus of future retail, commercial and residential growth. Given the diversity of mix at these nodes, the plan envisions a diversity of housing types and a denser pattern of land use at these intersections. There is a gradual transition to more residential areas, where the rural nature of the area is maintained. This approach allows for growth without disruption or change to the entire area. The adoption of a live/work category for areas around the node further supports the LCI goals. In addition, the community has agreed to this concept of denser land use patterns around the nodes which will allow for better use of facilities and increase connectivity.

Transportation demand reduction measures

The plan for the study area goes a long way in promoting connectivity. An extensive system of connector roads has been proposed. One of the main issues with the existing road design in the area is that it is impossible to avoid the major primary roads for any household trips. Subdivisions with single entry points from primary connectors further aggravate the situation. To address these concerns, the network of street and sidewalks has been suggested. The community has agreed to work with developers to ensure that proposed developments are connected to neighboring streets. This will greatly reduce the number of cars on the primary roads in the community. In addition, better proposed



connections between secondary roads will also reduce the demand by distributing it to other roads in the network.

In addition, the approach of creating more dense nodes with a mixed use buildings further reduces the transportation demand. These developments will be required to connect with the network of existing streets and encouraged to have a network of minor streets within the development to alleviate the concentration of traffic on a few major streets.

Internal mobility requirements (including safety and security of pedestrians) such as traffic calming, pedestrian circulation, transit circulation and bicycle circulation.

This goal of LCI is well met by this study. The recommendations include several proposals that provide additional safety though traffic calming measures such as traffic islands, roundabouts and narrowing of streets to slow traffic. In addition, sidewalks are proposed on most primary and secondary streets to enhance pedestrian circulation. In addition to the network of roads, a multi purpose trail system has been proposed that will allow for pedestrians and bicyclists to be connected all across the community.

Mixed Income housing, job/housing match and social issues.

The Sandtown study area residents will take a proactive approach to providing mixed income housing and a job to housing match. As development occurs, the community has agreed that around the three focus nodes, a greater mix of housing types and pricing will be encouraged. The creation of jobs in the area will require a greater match of housing to be provided that meets all income groups. The nodes will also be the area where commercial development will occur. This creates a very good potential match between proximity of housing and the jobs. This will further decrease the need for long commutes into the community for job purposes.

In addition, the Housing Authority has agreed to redevelop a public housing complex on Boat Rock. This will eliminate the isolated concentration of low income housing in any one subdivision. The mixed housing opportunity in that development and in others near the node is encouraging for the balance of housing as future growth occurs in the area.



By addressing the jobs/housing match and by encouraging the development of mixed use developments at the nodes, the community has addressed this LCI goal in a meaningful manner.

Continuity of local streets in study area and development in a network of minor roads.

By providing an extensive network of minor roads and proposing the continuity of local streets, this plan increases the desirability of the area. It also alleviates the need for local household trips to encounter the primary streets thus alleviating potential congestion and increasing safety for resident travel. In addition to a network of street, connectivity is further emphasized through pedestrian circulation (including sidewalks and a multiuse trail). The approach of good connectivity and the importance of local networks of streets are important to the approach of this LCI plan. The community has been working with developers to promote this concept and will play a vigilant role in reviewing future developments for connectivity.

Need/ Identification of future transit circulation system.

The Sandtown LCI plan identifies the future need for a transit circulation system. The plan considers existing bus routes that do not serve the community at present but are available in adjacent communities. The plan recognizes the need for bus routes through the community as future development occurs and the plan identifies the specific routes that may be extended to serve the community.

In addition to identifying the bus transit system, the Sandtown LCI plan goes further and reviews the possibility of extending a future rail system near the community as well as a line that goes through the study area to the airport. By considering the future transit needs and identifying the potential system, this plan provides good guidance to future studies and provides insights into future transit strategies.

Connectivity of transportation system to other centers

The Sandtown LCI plan provides the guidelines for improving connection to other centers. By completing the network of roads it provides additional routes to connect the two interstate highways that border the area (I-20 and I-285). The proximity of these highways promotes great ease of connectivity to business centers in the north and downtown.



It also makes easy connection to the airport which is to the south.

In addition to the road network, this plan looks at the impact of extending the MARTA rail system by having a station that is near the study area and providing good connectivity from the area to the station. In addition, for future needs, a line is envisioned as connecting this area to the station. Given the growth in this area it may behoove MARTA to seriously consider the recommendation. In consideration of the proximity of the Fulton Industrial Area and the concern of high truck traffic, a freight train system has been proposed. This will address the chief concern of the residents for this area but also greatly increase the connectivity to other centers.

Center Development Organization, management, promotion and economic restructuring

The residents of this area are very active and will play a leadership role in the management and promotion of any development in this area. However, the plan proposes that the community create a strong association with the South Fulton Chamber of commerce to promote the economic development activities. The plan also recommends that the community consider forming a community development corporation that will be able to administer the vision of the community and manage the implementation of some aspects of the communities development strategies. It will also be able to create the public private partnerships to foster growth in this area.

Stakeholder Participation and support

The Sandtown LCI Plan is not an isolated planning effort for the community and its planning team. The relationship has been built over years through several studies including the Campbellton Road Corridor study and the Blueprint Sandtown study. In all these studies the community residents have been interacting with the Sizemore Group and have supported the planning efforts. The stakeholders played an active part in the planning process this time around as well through monthly meetings, a series of community meetings, design charrette and informal communications.

The meetings were well publicized through media coverage, emails to residents, flyers and outreach activities. This



resulted in very good turnout for all the meetings and provided a rich source of feedback and input from the community participants. In addition to the community, involved agencies including the County, the schools, the department of Recreation and Parks and Public Works all played an active role in the development of this plan.

Public and private Investment Policy

The Sandtown area is witnessing significant growth. Several new developments are being proposed with a mix of housing types and a mix of uses. There is substantial private investment in the area. The ability to leverage public dollars (like this application to LCI) along with private investment is the adopted policy of this study. The partnership with the County to make a concerted effort to coordinate public investments through different agencies is a welcome sign. This will leverage the private dollars being focused in the community. Additional sources of philanthropic funds maybe garnered for development through the creation of a community development corporation. The importance of partnerships that promote the vision of the community is important for the future of this area.



Design Guides

Please refer to the Blueprint Sandtown and Sandtown Center documents for design guides as they relate to those two proposed master plan nodes. No design guides are recommended for the Campbellton/Camp Creek node at this time but please refer to the Sandtown Overlay Zoning Requirements in the Appendix for detailed design guides that are applicable at this site.

Sandtown LCI 5-Year Schedule of Actions - Final Draft

	Immediate (1 - 2 Years)
	Short-Term (3 - 5 Years)
	Long-Term (5 + Years)

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Transportation										
Pedestrian/Bicycle										
Sidewalks along Campbellton from Enon to Suber Road	8' wide sidewalk; 10' wide in Sandtown Village area on both sides of street	2003	\$ 88,000	2004	\$ 1,755,000	\$ 1,843,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 552,900
Sidewalks along Boat Rock Road from Fulton Industrial to Campbellton	8' wide sidewalk (one side)	2003	\$ 45,000	2004	\$ 887,000	\$ 932,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 279,600
Sidewalks on New Hope Road from Versailles Road to Campbellton	8' wide sidewalk (one side)	2003	\$ 16,000	2004	\$ 211,000	\$ 227,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 68,100
Sidewalks on Wallace Road from Campbellton to Enon	8' wide sidewalk (one side)	2003	\$ 23,000	2004	\$ 442,000	\$ 465,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 139,500
Sidewalks on Enon Rd. from Campbellton Rd. to Wallace Rd.	8' wide sidewalk (one side)	2003	\$ 24,000	2004	\$ 478,000	\$ 502,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 150,600
Study for additional sidewalks on New Hope Road from Versailles Road to the Arts Center	Sidewalk Study	2004	\$ 20,000	N/A	None	\$ 20,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 6,000
Striped bike lane along Campbellton from Enon to Suber Road	4' Bike Lanes	2006	\$ 21,000	2007	\$ 415,000	\$ 436,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 130,800
Striped bike lane along Boat Rock Road from Campbellton to the Chattahoochee River	4' Bike Lanes	2006	\$ 17,000	2007	\$ 337,000	\$ 354,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 106,200
Striped bike lane along Reynolds Road from Boat Rock to Campbellton	4' Bike Lanes	2006	\$ 20,000	2007	\$ 261,000	\$ 281,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 84,300
Striped bike lane along New Hope Road from Versailles Road to Campbellton	4' Bike Lanes	2006	\$ 8,000	2007	\$ 80,000	\$ 88,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 26,400
Striped bike lane along Wallace Road from Campbellton to Enon	4' Bike Lanes	2006	\$ 13,000	2007	\$ 168,000	\$ 181,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 54,300
Striped bike lane on Bruce Place	4' Bike Lanes	2006	\$ 5,000	2007	\$ 47,000	\$ 52,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 15,600
Striped bike lane on Enon Rd. from Campbellton Rd. to Wallace Rd.	4' Bike Lanes	2006	\$ 13,585	2007	\$ 181,130	\$ 194,715	Fulton County	ARC/LCI Funding	Fulton County	\$ 58,415
Sidewalks along Reynolds Road from Boat Rock to Campbellton	8' wide sidewalk (one side)	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Sidewalks on Bruce Place	8' wide sidewalk (one side)	2009	N/A	2009+	N/A	N/A	N/A	N/A	N/A	N/A
Trail Projects										
Additional study for right-of-way acquisition and plan layout	Trail Study / Concept Design	2004	\$ 55,000	N/A	None	\$ 55,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 16,500
Sandtown Park Trail around existing ball fields	Multi-use trail	2003	\$ 10,000	2004	\$ 96,000	\$ 106,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 31,800
Sandtown Trail through entire community	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Connector trails from subdivisions to Sandtown Trail	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Trail from Boat Rock/Fulton Ind. intersection to Chattahoochee River	Multi-use trail	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Streetscape Projects										
Along new connector roads in Camp Creek Crossing	Streetscapes on both sides of road	2003	\$ 50,000	2005	\$ 300,000	\$ 350,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 105,000
Along Reynolds, Campbellton, Boat Rock triangle	Streetscapes on both sides of road	2003	\$ 80,000	2005	\$ 600,000	\$ 680,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 204,000
Campbellton Rd streetscape (through Sandtown Village)	Streetscapes on both sides of road	2006	\$ 150,000	2008	\$ 1,200,000	\$ 1,350,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 405,000
Placement of overhead utilities underground as per Blueprint Sandtown Master Plan (low priority due to cost)	Utility Relocation	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Roadway (new connectors)										
East-west Connector north of Camp Creek Crossing (approx 1/2 mile north of Camp Creek/Campbellton intersection tying in to Campbellton in Sandtown Village and new north-south Connector in Village)	New Road	2003	\$ 134,000	2005	\$ 1,786,000	\$ 1,920,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 576,000
North-south Connector through Sandtown Village (tie Campbellton Rd to Enon Rd)	New Road	2003	\$ 150,000	2005	\$ 2,500,000	\$ 2,652,005	Fulton County	ARC/LCI Funding	Fulton County	\$ 795,602
Continuation of Reynolds Road at Campbellton T-Intersection to Reynolds Rd. SW	Road Extension	2006	\$ 30,000	2008	\$ 399,000	\$ 429,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 128,700
East West Connector from Union Road to new Reynolds Road connector	New Road	2006	\$ 42,000	2008	\$ 551,000	\$ 593,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 177,900
East-west Connector along southern edge of Sandtown Center and crossing Camp Creek Pkwy (tie in to Boat Rock Rd)	New Road	2006	\$ 126,000	2008	\$ 1,672,000	\$ 1,798,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 539,400
East-west Connector south of Camp Creek Crossing (approx 1 mile south Camp Creek Pkwy/Campbellton intersection)	New Road	2006	\$ 66,000	2008	\$ 874,000	\$ 940,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 282,000
Traffic Calming/Intersection Improvement Projects										
Traffic Signal Upgrades along Camp Creek Parkway (3 Intersections)	Signal Upgrade	2003	\$ 21,000	2004	\$ 270,000	\$ 291,000	Fulton County	Local	Fulton County	\$ 291,000
Detailed Traffic Analysis as per GDOT requirements of the proposed Blueprint Sandtown Master Plan traffic improvements	Traffic Study	2003	\$ 60,000	N/A	None	\$ 60,000	Fulton County	Local	Fulton County	\$ 60,000
Roundabouts (2) on Reynolds in Camp Creek Crossing	Roundabout	2004	\$ 60,000	2005	\$ 700,000	\$ 760,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 228,000
Traffic circles (4) on Enon Road at Wallace, Erin Rd, Dublin Dr, new Sandtown Village connector, Enon Pines	Traffic Circle	2004	\$ 80,000	2005	\$ 400,000	\$ 480,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 144,000
Traffic circles (5) on Reynolds (north of Camp Creek Crossing)	Traffic Circle	2006	\$ 100,000	2008	\$ 500,000	\$ 600,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 180,000
Roundabouts (7) on Campbellton at Wallace, 4 new Sandtown Village nodes, New Hope/Boat Rock, Enon	Roundabout	2006	\$ 180,000	2008	\$ 1,450,000	\$ 1,630,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 489,000
Roundabout on Boat Rock (southeast corner of Sandtown Center)	Roundabout	2006	\$ 30,000	2008	\$ 350,000	\$ 380,000	Fulton County	ARC/LCI Funding	Fulton County	\$ 114,000
Detailed Traffic Analysis as per GDOT requirements of the proposed Sandtown Center traffic improvements	Traffic Study	2006	\$ 50,000	2008	None	\$ 50,000	Fulton County	Local	Fulton County	\$ 50,000
Gateway Projects										
Gateway elements at the approaches of the 3 main centers (10 major locations, 4 minor locations)	Gateway Features	2006	\$ 70,000	2008	\$ 960,000	\$ 1,030,000	Fulton County	Local	Fulton County	\$ 1,030,000
Transit Service										
Study of rail line from proposed MARTA west extension to Airport passing through (proposed) Boat Rock Station at Boat Rock/Fulton Ind. intersection and (proposed) Sandtown Station at Campbellton/Camp Creek intersection	Rail Extension Study	2007	\$ 250,000	N/A	None	\$ 250,000	MARTA/Fulton	FTA/GRTA	MARTA/Fulton	\$ 75,000
Shuttle service between three focus nodes (once Master Plans are developed)	Shuttle Service	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Shuttle service from 3-nodes to proposed MARTA west extension (once Master Plans are developed)	Shuttle Service	2009	N/A	2009 +	N/A	N/A	N/A	N/A	N/A	N/A
Freight Movement										
Subarea freight study (concentration on Fulton Industrial Blvd corridor and flows to/from)	Freight Study	2003	\$ 100,000	N/A	None	\$ 100,000	GDOT	GDOT	GDOT	\$ 30,000
			\$ 2,207,585		\$ 19,870,130	\$ 22,079,720				\$ 7,625,616

Sandtown LCI 5-Year Transportation Improvement Plan - Summary of Costs by Implementation Priority

Priority Color Code	Implementation Priority	Engineering Costs	Construction Year	Construction Cost	Total Project Cost
	Immediate (1 - 2 Years)	\$ 1,016,000	(FY2004-FY2005)	\$ 10,425,000	\$ 11,443,005
	Short-Term (3 - 5 Years)	\$ 1,191,585	(FY2006-FY2008)	\$ 9,445,130	\$ 10,636,715
	Long-Term (5 + Years)	N/A	(FY 2009 +)	N/A	N/A
		\$ 2,207,585		\$ 19,870,130	\$ 22,079,720

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Housing Initiatives										
Strategize to identify and fund incentives to promote workforce housing		2003					Community and County			
Negotiate with developers to include workforce housing at the nodes		2004					Community and County			
Construction of initial housing development		2004		2005			Private Developers			
Implement incentives for promoting workforce housing		2005					County, community, and CDC			
Finalize public private partnerships to develop additional workforce housing opportunities		2005					County, community, and CDC			
Work to implement policy changes at the county level to encourage workforce housing		2005					County, community, and CDC			
Review of multifamily and townhouse projects at the nodes		2006					Community and County			
Construction of housing development with workforce housing options		2007		2008			Private Developers			

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Cost	Total Project Cost	Responsible Party	Funding Source	Local Match Source	Local Match Amount
Local Actions										
Update the Southwest Fulton Land Use Plan to incorporate recommendations for the Sandtown LCI.		2002					Community and County			
Amend the Sandtown Overlay District Standards, which are the design guidelines for the Sandtown Community.		2003					Community and County			
Amend the Zoning Resolution to reflect recommendations		2003					Community and County			
Adoption of the Conservation Subdivision Ordinance		2003					Community and County			
Formation and Adoption of County Consolidated Plan, that master plans government service for project population growth. This master plan will include the collaboration of several departments including: Environment & Community Development, Public Works, Parks & Recreations, Housing Authority, Police, Fire, Human Services, and Health.		2003					Community and County			
Amend the Subdivision Regulations to reflect recommendations		2003					Community and County			
Adopt a Housing Policy to increase the affordable housing stock.		2003					Community and County			
Identify funding for a detailed safety and capacity analysis to be performed on Campbellton Road.		2003					Community and County			
Application for LCI implementation funds		2002					Community and County			
Formation of a committee for formulating/implementing action plan		2003					Community and County			
Establishing formal relationship with chamber of commerce		2003					Community and County			
Review improvement implementation plan		2003					Community and County			
Contract with an architect to serve as planner and facilitator and coordinate all services		2003					Community and County			
Work with D.O.T. to ensure that plans of development compliment each other		2003					Community and County			
Engage S.W. Fulton Revitalization to promote the visions of the LCI Study to compete for services and economic development opportunities		2003					Community and County			
Seek additional funding for next phase of projects		2004					Community and County			
Review developers plans for future projects		Ongoing from 2003					Community and County			
Create a marketing plan for promoting economic development in community		2004					Community and County			
Feasibility analysis for parks and community spaces		2004					Community and County			
Implement outreach plan for business attraction		2005					Community and County			
Acquire sites for community facilities		2005					County			
Acquire sites for recreation centers		2005					County			
Negotiations with commercial tenants		2005					Community and County			
Building community facilities		2006					County			



Appendix

The Appendix contains the following sections.

1. Character Preference Results
2. Public Relations Media Report
3. Detailed Transportation Geometries and Traffic Counts
4. Existing Sandtown Overlay Zoning