



FREIGHT ATL: NORTHWEST
ATLANTA INDUSTRIAL AREA FREIGHT STUDY

EXECUTIVE SUMMARY

ADOPTED

August
2023



Department of
CITY PLANNING

ACKNOWLEDGEMENTS

We appreciate the many community members and partner agencies who provided expertise and guidance in the planning process for the Northwest Atlanta Industrial Area Freight Study. We extend a special thank you to the Study Advisory Committee participants for their extra time and insight throughout this process.

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Truck Driving Beneath Railroad Bridge Over Bolton Road



Drainage and Sight Distance Issues Near the Entrance to the Armour-Ottley Industrial District

OVERVIEW

PLAN BACKGROUND

Northwest Atlanta is a complex and changing area—it includes a mix of residential, industrial, and commercial uses crisscrossed by truck routes, freight rail, transit lines, local and regional roads, highways, and existing and proposed multi-use paths. The proximity and mixing of industry with residential and commercial uses can lead to conflicts - between unwanted freight traffic in neighborhoods or between heavy trucks and other road users. Industrial activity within this area is vital to the economic competitiveness of Atlanta and the region. Maintaining a high quality of life for residents and employees of the area is equally important. Therefore, identifying ways for freight, industrial businesses, residential, and commercial areas to coexist is fundamental to this study.

The City of Atlanta Department of City Planning (DCP) is leading the study to ensure that Atlanta’s transportation system can sustain the area’s competitive industrial sector and high quality of life in the neighborhoods that support it. As more goods move throughout the region, the City of Atlanta is committed to improving safety, mobility, and access for all. This approach means finding ways for industry, freight, and neighborhoods to coexist.

The study is supported by the Atlanta Regional Commission’s (ARC) Freight Cluster Plan Program, Atlanta City Councilmember Dustin Hillis (District 9), and Invest Atlanta, through the Perry-Bolton Tax Allocation District (TAD). Intended to complement local and regional Comprehensive Transportation Plans (CTP), the Freight Cluster Plan program defines goals, needs, and priorities for moving goods, improving access to jobs, reducing traffic congestion, adapting to changes in the logistics industry, and improving safety, mobility, and access for all roadway users in the specific plan’s study area. Project recommendations from freight cluster plans help position communities for future funding requests during ARC’s Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) update cycles, in addition to other funding sources.

ATLANTA’S PLANNING AND DESIGN APPROACH IS ROOTED IN FIVE CORE VALUES OF ATLANTA CITY DESIGN, ASPIRING TO DR. KING’S CONCEPT OF THE BELOVED COMMUNITY:

EQUITY

NATURE

PROGRESS

ACCESS

AMBITION

RELATIONSHIP TO ATLANTA CITY DESIGN

Atlanta City Design is a guiding document for the City of Atlanta. It represents an aspirational vision for the future of the city, guiding growth and development to transform Atlanta into the best possible version of itself. Central to the document are the five core values, rooted in Dr. Martin Luther King, Jr.'s concept of the "Beloved Community:" equity, progress, ambition, access, and nature. These core values drive the city's approach to design, which includes designing for people, designing for nature, and designing for people in nature. Plans and studies, including Freight ATL: Northwest, are Atlanta's way of 'operationalizing' Atlanta City Design - they spell out the actions, ideas, and strategies for moving forward. Freight cluster plans inform local policies, such as changes to truck routes and zoning, and can help identify funding for transportation projects, all to help create a more equitable Atlanta.

In articulating its vision for future growth and development, Atlanta City Design identifies areas for growth and conservation - areas that are suitable for growth and development or which should be protected from growth in order to retain historic character, ecological value, or strategic production value. "Production areas" as designated in Atlanta City Design are important considerations for Freight ATL: Northwest. These are a type of conservation area that consists of strategic industrial land and railyards with intermodal facilities, warehouses, and key production facilities that serve as an economic engine for the city and provide jobs to city residents.

Atlanta was built and designed around the railroad system. By the 1960s, Northwest Atlanta was a significant location for truck terminals moving goods throughout the booming Southeast. Today, the Atlanta region has robust freight rail and truck infrastructure that plays a significant role in the state and regional economies. The Freight ATL: Northwest study area is more than 26 square miles (almost 20% of the city's land area) and captures roughly 10,000 acres of land zoned to support a variety of industrial uses - over half of all land area currently zoned for industrial uses across the city. Furthermore, the study area includes 7,000 acres of land

designated for Future Industrial Land Use in Atlanta's Comprehensive Development Plan (CDP), and areas that have been designated as "Production Conservation Areas" by Atlanta City Design (see Figure ES.1). The Production Conservation Areas encompass the Atlanta Industrial Park, a portion of Fulton Industrial Boulevard, Inman Yard, and the Chattahoochee Industrial District, contain over half the land zoned for industry in the city.

Northwest Atlanta is a complex and changing area—it includes a mix of residential, industrial, and commercial uses crisscrossed by truck routes, freight rail, transit lines, local and regional roads, highways, and existing and proposed multi-use paths. The proximity and mixing of industry with residential and commercial uses can lead to conflicts - between unwanted freight traffic in neighborhoods or between heavy trucks and other road users. Industrial activity within this area is vital to the economic competitiveness of Atlanta and the region. Maintaining a high quality of life for residents and employees of the area is equally important. Therefore, identifying ways for freight, industrial businesses, residential, and commercial areas to coexist is fundamental to this study.

DCP is leading this study to ensure that Atlanta's transportation system can sustain the area's competitive industrial sector and high quality of life in the neighborhoods that support it. As more goods move throughout the region, the City of Atlanta is committed to improving safety, mobility, and access for all.



WHY FREIGHT PLANNING?

- Plan for safe and efficient movement of goods to support commercial and industrial activities to create and sustain vibrant communities and jobs
- Efficiently transport goods to consumers, suppliers, businesses, agriculture, and more
- Address growing e-commerce and home delivery—anticipate continued growth in freight traffic across the country
- Adapt to the changing logistics system –more frequent, shorter trips
- Generate positive economic impacts –good jobs, new businesses
- Reduce conflicts between freight traffic and communities/ neighborhoods
- Modernize infrastructure to meet needs of 21st Century travel
- Maintain a safe and equitable transportation system

HOW DO WE BUILD THE BELOVED COMMUNITY?



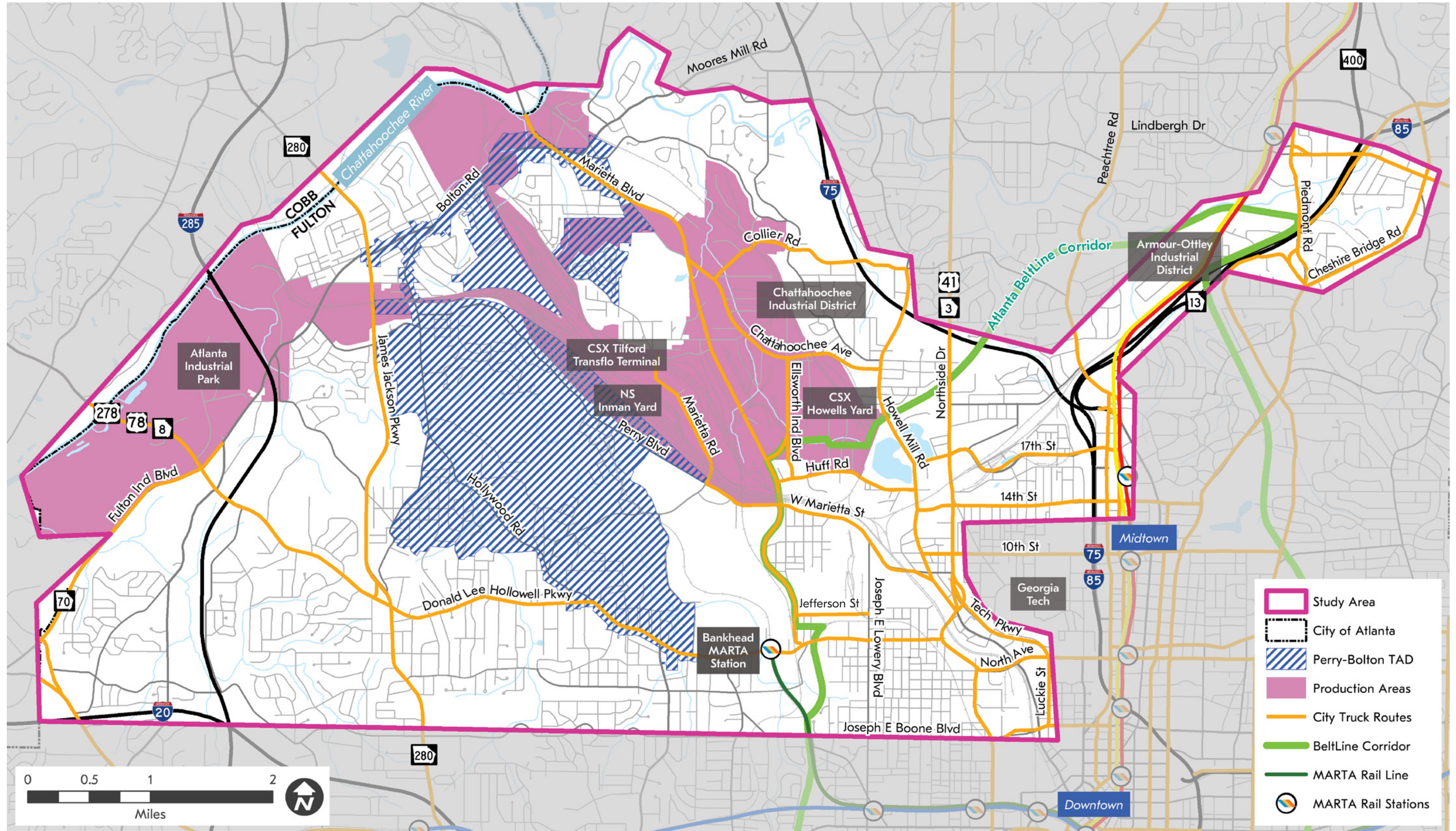
Atlanta City Design is a visionary document, our framework for guiding the city's long-term growth and development.

The City prepares plans for implementing Atlanta City Design values. Plans, like freight cluster studies, help focus on specific growth and development challenges and outline future policy changes. They draw from other plans such as Atlanta Transportation Plan, Comprehensive Development Plan, and One Atlanta.

Freight cluster plans inform local policies, such as changes to truck routes and zoning, as well as regional policies, like funding regional transportation projects. All to help create a more equitable Atlanta.

CENTRAL TO FREIGHT ATL: NORTHWEST IS FINDING WAYS FOR INDUSTRIAL BUSINESSES AND FREIGHT TO COEXIST ALONGSIDE OTHER USES.

FIGURE ES.1: ATLANTA CITY DESIGN PRODUCTION AREAS WITHIN NORTHWEST ATLANTA



DATA SOURCES: CITY OF ATLANTA, ATLANTA REGIONAL COMMISSION, ATLANTA BELTLINE

PLANNING PROCESS

PROCESS SUMMARY

Development of the Northwest Atlanta Industrial Area Freight Study largely unfolded in five phases between winter of 2022 and spring of 2023, and consisted of several key research and analysis tasks, as well as ongoing community and stakeholder engagement. Throughout these tasks, the Project Team researched best practices, evaluated existing conditions to identify strengths and weaknesses of the current freight network and related transportation infrastructure, and developed recommendations for projects, policies, and strategies to improve freight mobility and better enable freight, industry, and other uses to coexist.

Review of Best Practices

This report is structured around several big-picture themes ranging from health and safety on streets to e-commerce, and equity diversity and inclusion practices. Each section starts with a discussion of trends, challenges, and opportunities, includes one or more case studies, and summarizes lessons learned and best practices that are applicable and transferable to northwest Atlanta. The full report is included as Appendix C to the Recommendations Report.

Inventory and Assessment

The Inventory and Assessment compiles and summarizes data on existing infrastructure, the transportation network, land use and development patterns, previous plans and studies, and travel patterns. It evaluates strengths and weaknesses of the existing system and anticipates potential future conditions in order to identify needs and opportunities for improvement, which informed development of potential projects, strategies, and policies to improve freight mobility and strengthen the transportation system in Northwest Atlanta. The Inventory and Assessment report is included as Appendix D to the Recommendations Report.

Industrial Development and Job Analysis

This report provides insights into the industrial real estate market and job growth trends in the study area, including recent industrial investment, trends related to demolition and conversion of industrial properties, existing zoning mechanisms to attract and retain industrial development, and how specific high-impact industrial sectors are thriving in Northwest Atlanta and benefiting the city as a whole. It informs the overall plan with recommendations to help retain, support, and attract industrial businesses and improve freight transportation while also strengthening neighborhoods and communities. It can be found in Appendix E of the Recommendations Report.

Industrial Traffic Study

The traffic study focuses on 14 intersections throughout Northwest Atlanta, selected in consultation with ARC and City staff. It analyzes capacity, operations, and safety to identify deficiencies and recommend potential improvements. Supplemented by firsthand observations from a field visit, recommendations from the traffic study form the basis of projects, policies, and strategies identified in Task 7. The traffic study is included as Appendix F of the Recommendations Report.

Recommendations and Documentation

Development of the recommendations report took into account the key findings from previous tasks, building on identified needs, issues, and opportunities. The Recommendations Report is the culmination of the Freight Cluster Plan and summarizes the planning process, key findings from research and analysis tasks, as well as the process for identifying and prioritizing recommendations. It contains lists of recommended projects, strategies, and policies, along with maps, diagrams, and illustrations.

FIGURE ES.2: FREIGHT ATL: NORTHWEST STUDY PROCESS





COMMUNITY AND STAKEHOLDER ENGAGEMENT

The City of Atlanta and the Department of City Planning are committed to a participatory and inclusive planning process. Community and stakeholder outreach activities were held throughout the duration of the project and included a mix of activities designed to gather feedback and solicit ideas from participants. Meetings, presentations, and open houses were held in different communities within the study area at various dates and times, as well as virtually. Activities were conducted in accordance with the City of Atlanta operational responses to COVID-19.

Some events were tailored to local business and industry stakeholders, while other activities were open to the public, allowing the project team to hear from a variety of interests.

Beginning in May of 2022, the Project Team conducted virtual and in-person events, including Study Advisory Committee (SAC) meetings, Community Insight Sessions, Walk and Talk tours, virtual public open houses, Industry Insight sessions,

Community Pop-Up events, presentations, and updates to Neighborhood Planning Units (NPU). Dates and descriptions of each of these events are provided in Table ES.1.

Additional details, including summaries of engagement activities and materials are provided in Appendix A.

Study Advisory Committee (SAC) Meetings

The Study Advisory Committee (SAC) included representatives of stakeholder agencies and organizations (including elected officials, public agencies, and community members). The SAC convened four times over the duration of the planning process. At each of these meetings, the SAC shared needs and opportunities for their agencies/organizations, and offered feedback on the findings and information presented by the project team.

TABLE ES.1: KEY COMMUNITY AND STAKEHOLDER ENGAGEMENT ACTIVITIES

ACTIVITY	DATE(S)	DESCRIPTION
Study Advisory Committee (SAC)	May 12, 2022 July 21, 2022 October 19, 2022 February 2, 2023	A group consisting of representatives of local jurisdictions, agencies, community improvement districts (CIDs), tax allocation districts (TADs), GDOT, ARC, and other partners to validate study findings, identify issues, needs, and opportunities, and provide input and feedback on draft recommendations.
Community Insight Sessions	May 25, 2022 August 11, 2022 September 22, 2022	Small community meetings that included breakout group discussions serving as open opportunities for people to voice issues or raise comments and questions about draft study materials.
Industry Insight Sessions	May 25, 2022 May 26, 2022 Fall 2022	Small-group discussions and one-on-one interviews conducted with industry insiders directly involved in goods movement and industrial development.
Walk and Talk Tours	June 8, 2022 August 17, 2022 August 24, 2022	Tours designed to provide small group interaction with community members, document their concerns, and meet people where they are. These occurred in neighborhoods in close proximity to truck traffic and freight generators.
Virtual Public Open House	June 22, 2022 March 1, 2023	Meetings to enable stakeholders and the public to review draft findings from key tasks, such as the Inventory and Assessment, and draft recommendations.
Community Pop-Up Events	October 26, 2022 November 2, 2022	Open events held in various locations to provide convenient opportunities to hear from a range of community members and to meet people in locations they typically frequent. Questions and display materials were developed to gain input and inform development of potential recommendations.
Neighborhood Planning Unit (NPU) Updates	Ongoing	Updates to NPUs within the study area to share information about Freight ATL: Northwest and invite participation and input, with additional direct outreach around draft recommendations toward the end of the study.
Freight Advisory Task Force (FATF)	September 22, 2022 January 25, 2023 March 1, 2023	Convened by ARC on a quarterly basis, these consist of presentations given to regional freight industry stakeholders beyond those within the study area, providing project updates and opportunities for feedback.
Social Media Posts	May 2022 - May 2023	DCP conducted outreach via social media leading up to engagement activities, major milestones, and events associated with the study to promote opportunities to participate and provide input or feedback.
Project Website	May 2022 - May 2023	An accessible, online platform to share study information that is mobile-friendly, user-centered, complies with accessibility standards, and is consistent with the City of Atlanta's current digital communication protocols. The website was developed to provide information about opportunities to provide input, study materials and upcoming events or activities.
Online StoryMap	October 2022 - May 2023	An online, interactive platform developed to allow stakeholders and community members to learn about the study, review key findings, and view project recommendations.
City Council Presentation	Summer 2023	During the end phases of the study, DCP staff presented key findings and recommendations to Atlanta City Council Committees to support the plan adoption process.



Community Insight Sessions

The Community Insight Sessions were small-group meetings with facilitated breakout discussions which served as open opportunities for people to voice issues, share comments, and raise questions about draft study materials. Specific discussions focused on truck traffic, deliveries, and safety and mobility concerns.

Walk and Talk Tours

Walk and Talk Tours were designed to provide small group interaction with community members, document their concerns, and ground-truth the study with residents' experiences and direct observations. These focused on neighborhood-specific freight concerns and allowed the project team to simultaneously interact with people and observe freight operations in the community.

Industry Insight Sessions

Industry Insight Sessions were designed to facilitate discussions among people directly involved in freight and industrial operations. The project team solicited input from industrial workers, business owners,

industry representatives, real estate experts, railroad operators, and truck drivers who regularly travel in the study area. The project team also conducted in-person interviews with industry stakeholders.

Public Open Houses and Pop-Ups

The project team hosted two virtual public open houses that allowed community members to share needs and priorities, and review draft findings and recommendations prior to finalizing project deliverables. Additionally, the project team hosted Community Pop-Up events at local venues to explore preliminary ideas for recommendations with community members in convenient locations.

Briefings and Presentations

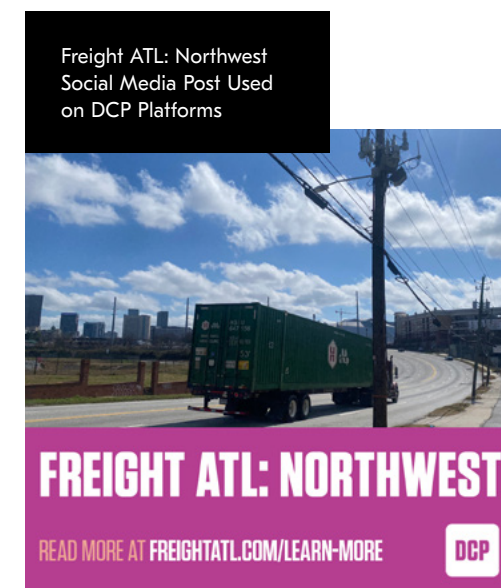
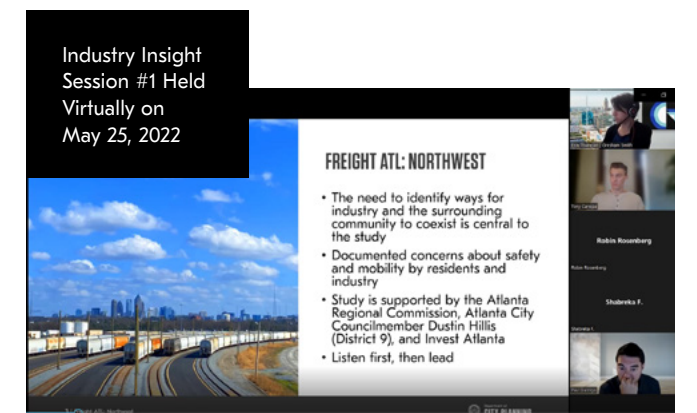
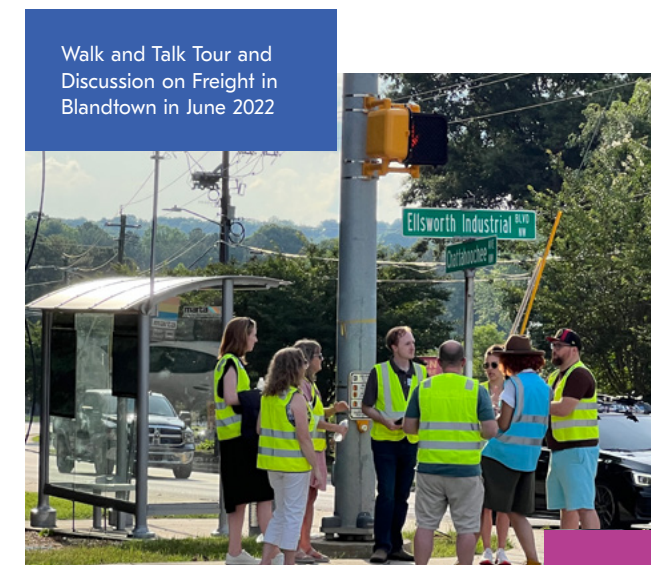
Throughout the duration of the project, DCP staff and project team members prepared briefings and gave presentations to established organizations representing key stakeholders, including the **Freight Advisory Task Force (FATF)** convened by ARC, **Neighborhood Planning Units (NPU)s**, and City of Atlanta leadership - including the DCP Commissioner, Councilmembers, and the Mayors office.

Online Engagement

Additionally, the Project Team developed a suite of opportunities for online and digital engagement, to make it convenient for people to learn about the plan and provide input and feedback. Online tools developed for Freight ATL: Northwest include a **mobile-friendly, user-centered project website** (FreightATL.com) compliant with accessibility standards and the city's current communication protocols. All project engagement activities and deliverables were promoted and published on the project website. A **project-specific email address** was created (FreightATL@atlantaga.gov) for city staff to monitor and use to communicate with external stakeholders and community members.

The project team also collaborated with city staff to develop an online, interactive StoryMap. Housed on the City's online GIS platform, the StoryMap features maps, text, and imagery to tell the story of Freight ATL: Northwest : it provides an overview of the planning process, key findings from the Inventory and Assessment and Industrial Development and Jobs Report, the history of industrial districts in Northwest Atlanta, and plan recommendations.

The project team also worked with DCP to develop social media posts to promote engagement activities and encourage community participation. Several digital campaigns raised project awareness and sparked thoughtful online discussion on how freight impacts Northwest Atlanta.



KEY ISSUES AND THEMES

Northwest Atlanta continues to be a crucial hub of industry and commerce for the city and the region. Its proximity to Downtown, Midtown, and Georgia Tech also makes it an attractive area for residential, office and retail development. As new types of development have been introduced within industrial districts and Production Conservation Areas designated by Atlanta City Design, concerns regarding aging infrastructure, proximity of industrial areas to residential and mixed-use areas, the mixing of modes of travel, pedestrian safety, and access to jobs have proliferated. Key themes presented here reflect feedback from community members and stakeholders as well as technical analysis and research conducted as part of the Freight ATL: Northwest planning process.



Truck Traveling Southbound on Marietta Boulevard at the Bolton Road Intersection

PROHIBITED TRUCK TRAFFIC

The presence of “no truck” signs along several local roads in the study area shows that cut-through traffic is a challenge. The City has passed ordinances prohibiting trucks on certain roads. Despite posted signs reminding truck drivers of these prohibitions, trucks frequently travel through residential areas, sometimes damaging yards, driveways, curbs, and other infrastructure. There are also places where truck route signage is missing, misplaced, or illegible, creating confusion for truck drivers and others.



Signage Directing Truck Traffic to the Argos Cement Plant in Riverside Off Bolton Road

MISSING MULTIMODAL INFRASTRUCTURE

Multimodal access is crucial to freight-oriented businesses—when workers have greater options for how to travel to and from jobs, those jobs are more accessible to a larger pool of workers. Having the option to safely and comfortably walk, bike, and/or take transit to work is especially critical for workers without access to personal vehicles. Equally important are safe and comfortable places for people to bike and walk, especially in areas heavily traveled by large trucks.

Job centers in the study area are well-served by MARTA bus service. However, there are some gaps in “first-mile/last-mile” connectivity—that is, walking and biking facilities between transit stops, communities, and job centers. While some arterials and collectors in the study area have good sidewalk coverage, particularly near Midtown and Downtown Atlanta, there are significant sidewalk gaps on corridors that provide access to industrial jobs, such as Atlanta Industrial Parkway, Armour Drive, Chattahoochee Avenue, and Ottley Drive.



Sidewalk Gap Along West Marietta Street East of Marietta Boulevard

AGING INFRASTRUCTURE AND NEWER TRUCKS

Evolving development patterns and site design practices are changing both where industrial sites are located and how trucks access them. For example, trucks are larger now than in the past and require larger turning radii. Older roads and streets may not be able to accommodate these newer freight vehicles. Some older industrial buildings within the study area cannot accommodate newer, larger trailers. More modern vehicles that are designed for larger loads sometimes experience difficulty navigating intersections that have a combination of narrow lanes, tight turning radii, or both. Within the study area, there are several locations where low bridge clearances, weight restrictions, and bridge condition pose challenges to freight and vehicular safety and mobility.



Truck Traffic and Low Bridge Clearance Along Bolton Road is a Safety Concern

INDUSTRY PRESERVATION

Industrial buildings in Northwest Atlanta are on average older than in other parts of the city and region. Obsolete buildings that do not meet modern needs of many industrial companies, combined with high land values and development pressures, have contributed to widespread demolition of industrial properties in the study area. Since 2000, 36% of all industrial and flex demolitions in the city have been in Northwest Atlanta, representing 18% of total demolitions in the region during that period - a total net loss of 3.9 million square feet of industrial property and flex space. Limited available industrial inventory coupled with high demand and growing industrial clusters has led to competition for industrial property in Northwest Atlanta. In order to maintain these businesses, jobs, and critical local services, the city must work to ensure that there is a balance of land uses in Northwest Atlanta that minimizes conflicts, supports economic development goals, and promotes equity.



Mixed-Use Development Under Construction on West Marietta Street in May 2022

TRUCK PARKING AND STAGING

The limited availability of truck parking is an issue across the region, including in Northwest Atlanta. Within the study area, there is only one official truck parking area, a privately-owned gas station along Donald Lee Hollowell Parkway near I-285. For several years, trucks sometimes parked in a vacant lot that previously served a grocery store on Donald Lee Hollowell Parkway. This property is now being redeveloped and can no longer accommodate parked trucks. In addition, trucks have been observed illegally parked along the shoulder of Marietta Boulevard, the ramps to I-285, and at the median on Marietta Road north of Perry Boulevard.



Beyond the Petro at I-285 and Donald Lee Hollowell Parkway, Truck Parking is Scarce

PROJECT EVALUATION

IDENTIFICATION AND SCREENING

Potential projects, strategies, and actions to address needs were identified by reviewing previous plans and studies, reviewing technical analysis, key findings, and needs articulated in previous study tasks, and in consultation with the PMT, implementing partners, and community members.

With an initial 'universe' of potential projects, the Project Team screened them against programmed and funded projects, refining the list through an iterative, multi-step process including narrowing the potential project list, identifying evaluation factors and criteria, and scoring of potential projects.

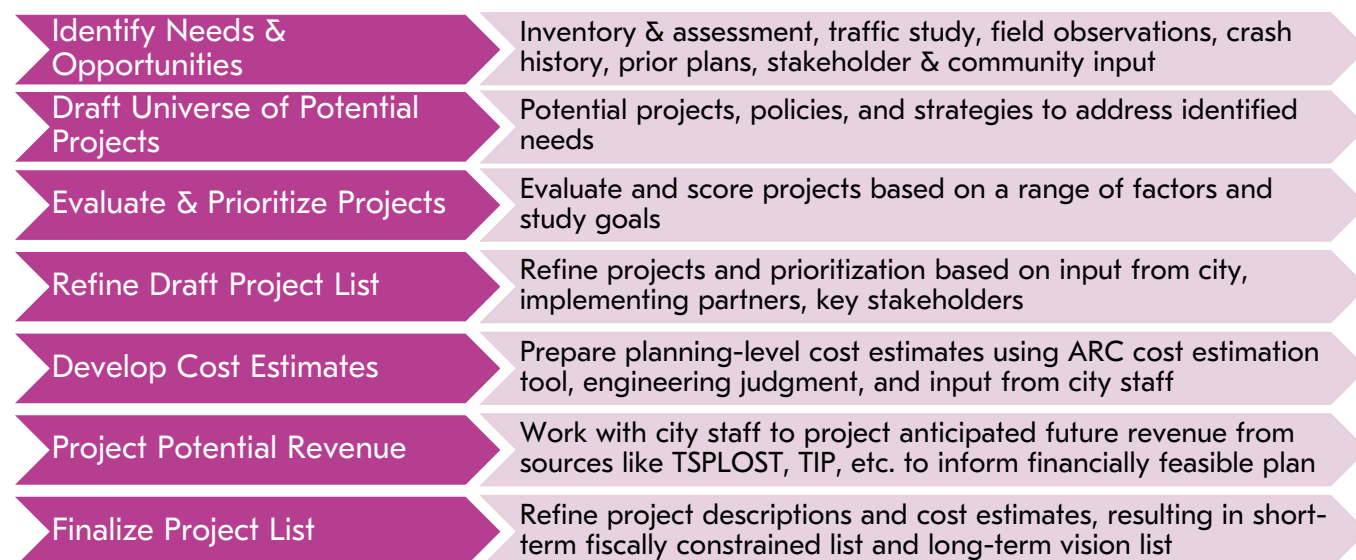
To narrow down the list and inform development of a financially feasible, short-term action plan, and an unconstrained long-term vision plan, the Project Team drew from Atlanta City Design's core values of **equity, progress, ambition, access, and nature** as well as the One Atlanta Strategic Transportation Plan, which established ATLDOT's priorities of **safety, equity, and mobility**. The goal of this prioritization exercise was not to produce a rank-ordered list of projects, but

rather to establish the relative priority of projects in terms of their potential benefits and overall timeframe. The intent is to give the City of Atlanta flexibility in implementing projects as priorities shift, resources become available, and opportunities arise to capitalize on partnerships, new funding sources, and other ongoing projects.

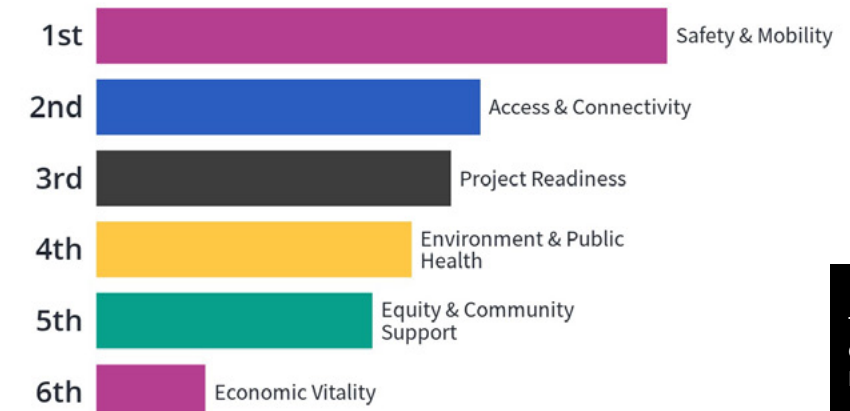
To start the prioritization process, the project team identified several overarching categories to use in evaluating potential projects. (Note: while the plan includes a range of proposed projects, strategies, and actions, the prioritization process was limited to capital investments, such as infrastructure projects and studies - not policies, strategies, and other actions that primarily involve staff time to implement). Categories identified include:

- Safety and mobility
- Access and connectivity
- Economic vitality
- Project readiness
- Equity and community support
- Environment and public health

FIGURE ES.3: PROCESS FOR DEVELOPING RECOMMENDATIONS



In your opinion, what are the most important factors in prioritizing projects? Please rank the choices.



The Study Advisory Committee Rated Potential Prioritization Categories

CRITERIA AND METRICS

Within each category, three criteria or factors were identified that correspond to overall goals, objectives, or otherwise desirable outcomes. For each criterion, the project team identified a measure and data sources that could be used to evaluate potential projects, including both quantitative and qualitative inputs. Categories, criteria, and measures were selected to be applicable to multiple project types and to help differentiate between projects that will provide a range of potential benefits and potential types of challenges.

For the safety and mobility category, the team considered whether projects address congestion, improve safety along **Atlanta's High Injury Network**,¹ or will help reduce the likelihood of crashes. The access and connectivity category focuses on whether projects will improve first/last mile connectivity, multimodal facilities, or access to/along truck routes.

The economic vitality category considers access to employment, supporting access to commercial activity centers, and improving access to regionally significant centers of industrial districts, office centers, or commercial activity - a way of factoring in how well projects support access to jobs. Project readiness assesses whether projects are consistent with established priorities for capital investments, potential opportunities for cost-sharing, and the complexity of implementing a project. Equity and community support focuses on support from implementing partners and community members, consistency with previous plans and studies, and whether projects will address needs in ATLDOT's **Communities of Concern**.² Lastly, the environment and public health category includes criteria to assess how likely a project is to reduce carbon emissions (measured by reducing vehicle delay), providing opportunities for alternative modes of travel to driving alone, and the potential for environmental impacts.

¹ First identified in Atlanta's Transportation Plan (2018), the High Injury Network is a small proportion of city roads and streets along which the vast majority of fatalities and a significant proportion of injuries occur.

² Communities of Concern were identified as part of the City's Vision Zero efforts as part of an equity framework to target improvements in communities disproportionately impacted by DOT decisions. City of Atlanta Department of Transportation, <https://atl.dot.ga.gov/programs/vision-zero>

RECOMMENDATIONS

OVERVIEW

In collaboration with Atlanta's Department of City Planning (DCP), Department of Transportation (ATLDOT), and other key partners, the project team has developed a list of recommendations to improve the movement of goods in and around the industrial districts and surrounding neighborhoods in Northwest Atlanta while fostering an environment in which industry and neighborhoods can coexist. Through an iterative process of analysis and collaborative review and evaluation, the project team identified a series of potential recommendations over several months. The resulting set of proposed projects and policies and strategies include a variety of projects to address identified needs in the areas of operations and mobility, infrastructure maintenance, safety, access to jobs, and new studies, as well as strategies to support business development, retain industrial businesses and spaces, and support workforce development efforts.

As a plan, Freight ATL: Northwest serves as a framework for the City of Atlanta and its partners—to guide implementation of these projects, policies, strategies, and actions to improve the movement of goods and support established and growing neighborhoods throughout Northwest Atlanta. Recommendations are divided into two broad categories: (1) capital projects and (2) policies and strategies. Capital projects focus on capital investments and studies to support infrastructure and other types of improvements. Policies and strategies focus on initiatives and activities city staff, leadership, and partner agencies can undertake to improve conditions, procedures, coordination, and help set the stage for continued improvements.

In total, the plan recommends 54 transportation-focused capital projects and studies along with 44 policies and strategies. Brief descriptions of the general characteristics of recommendations in each category and the needs they are intended to address are provided here.

RECOMMENDATIONS
ARE DIVIDED
INTO TWO BROAD
CATEGORIES:
(1) CAPITAL PROJECTS
AND
(2) POLICIES AND
STRATEGIES.

CAPITAL PROJECTS BY TYPE

Intersection Improvements

Intersection improvements are intended to improve safety and operations, as well as provide needed signage, repaving, pavement markings, and pedestrian and bicycle facilities where appropriate. They address a range of needs, including frequent rear-end and angle crashes, traffic congestion and poor projected level of service (LOS), challenging intersection geometry, signal timing and phasing, signage, and turn lane capacity and configuration. Descriptions listed in the tables in this plan are consolidated for brevity - for details see the associated Traffic Study report.

Studies

Freight ATL: Northwest also includes new capital infrastructure studies to more closely evaluate needs on select roads and streets to identify specific improvements. Based on planning level evaluation and field observations, studies are recommended to further clarify project needs and purpose as well as to identify project limits and scopes.

Corridor Improvements

These projects address a variety of needs along several streets and align with ongoing projects identified in the City's Capital Improvement Element as well as projects of the Upper Westside CID. They will improve multimodal safety through reductions of vehicle travel lanes, new pedestrian and bicycle facilities, mid-block crossings, and updated signs and pavement markings.

Workforce Access/ Multimodal Improvements

Projects in this category focus on improvements to the sidewalk network and bus stops along transit routes that serve industrial districts and job centers throughout Northwest Atlanta. They aim to improve worker access to job sites by installing new sidewalk and upgrading bus stops where ridership warrants, improving first/last-mile connectivity. Where possible based on proximity of projects, upgrades to bus stops and new sidewalk segments have been bundled into single projects.

ITS and Transportation Technology

Several projects have been recommended which seek to leverage advancements in signal technology and intelligent transportation systems (ITS) to improve safety, efficiency, and operations for all roadway users. Technology recommendations are aimed at improving truck routing throughout Northwest Atlanta, increasing opportunities for electric vehicle charging, and alerting drivers to at-grade railroad crossings.

Bridge and Rail Crossing Improvements

In consultation with ATLDOT, Freight ATL: Northwest is recommending repair of the Marietta Road bridge over Norfolk-Southern rail lines near W. Marietta Street. While the city has already dedicated funding to other bridge projects in the study area, repair or replacement of the bridge joints on this bridge is important from a safety and operations perspective. This plan also identified the need to evaluate potential safety improvements at the at-grade railroad crossings along Mayson Turner Road and Parrott Road.

TIMEFRAMES

Capital project recommendations are divided into three timeframes for implementation: a ten-year Short-Term Action Plan, which is further divided into Tier 1 and Tier 2 projects, and a Long-Term Vision Plan. The timeframes were identified through the project prioritization process along with the anticipated availability of revenue and funding. Freight Cluster Plans are required to include a financially-feasible short-term action plan that can be implemented within a 10-year period based on reasonable projections of anticipated revenue and planning level cost estimates. The Freight ATL: Northwest Financially Feasible Short-Term Action Plan includes higher priority and several “quick-win” projects recommended for the first five-year period (Tier 1) and relatively lower priority or slightly more costly projects recommended for the second five-year period (Tier 2). In addition, projects that are not anticipated to be able to be funded within the first ten years based on projected revenues are placed into a Long-Term Vision Plan.

The projects included in the Financially Feasible Short-Term Action Plan are based on the anticipated City of Atlanta share of project costs only. While it does account for the share of project costs already identified in other sources where known, it does not account for the financial readiness or availability of funding from local partners.

Timeframes indicated are an estimate of when a project could reasonably begin, not when they are anticipated to be completed. It is likely that some projects will spill over into subsequent timeframes. Project completion will depend highly on the availability of anticipated revenues, federal funding, and available matching contributions from implementing partners, among other factors. Ultimately, recommendations will be pursued and implemented by the City of Atlanta and implementing partners in accordance with their priorities and factors such as completion of other projects, inter-agency coordination, and available funding.

CAPITAL PROJECT RECOMMENDATIONS ARE DIVIDED INTO THREE TIMEFRAMES: SHORT-TERM TIER 1, SHORT-TERM TIER 2, AND LONG-TERM

Short-Term Action Plan

The Short-Term Action Plan is divided into two timeframes: **higher priority and shorter-term projects are identified in Tier 1**, anticipated to be started within the first five years of implementation. **Relatively lower priorities and slightly longer-term projects are identified in Tier 2**, anticipated to be initiated in years six through ten.

When determining timeframes for each project, the team started by looking at projects for which funding has already been committed. For example, the 2023-2027 Capital Improvements Element allocated \$5 million in funding for a Complete Street project along Bolton Road between Parrott Avenue and Moores Mill Road as well as Complete Street projects on Chattahoochee Avenue and Huff Road.

The Short-Term Action Plan consists of **35 projects** that are reasonably likely to be able to be funded in a 10-year timeframe. Combined, this represents approximately 68% of all transportation and infrastructure project recommendations in the plan.

TIER 1 PROJECTS

Short-Term Action Plan Tier 1 projects are those that are anticipated to be able to be funded within a five-year timeframe. The 17 Short-Term Tier 1 projects include corridor improvements, intersection improvements, and workforce access/multimodal improvements. Specifically, Tier 1 includes:

- Corridor improvements along W Marietta Street and Chattahoochee Avenue (to be coordinated with planned projects in the CIE).
- Nine intersection improvements, including several along Bolton Road, Chattahoochee Avenue at Collier Road and at Ellsworth Industrial Boulevard, and a few others.
- Installation of new sidewalk and upgrades of bus stops along Huff Road, Hollywood Road, Browntown Road and others where bus routes serve industrial districts and job centers.

Long-Term Vision Plan

Projects which are lower in priority and which are not anticipated to be able to be funded within the ten-year, short-term timeframe are included in the Long-Term Vision Plan. In total, there are 19 projects in the Long-Term Vision. While these projects were scored lower in the project prioritization process, that does not mean that they are not important or would not provide short-term benefits, if implemented.

As new funding sources become available and the city reviews transportation funding mechanisms, it is possible that these projects could be advanced sooner and potentially be initiated within the ten-year time horizon.

TIER 2 PROJECTS

Short-Term Action Plan Tier 2 projects include those that are anticipated to be able to be started approximately six to ten years from now. In total, there are 18 projects in Tier 2, including corridor and intersection improvements, workforce access/multimodal improvements, studies, and transportation technology projects. Specifically, Tier 2 includes:

- Corridor improvements along Bolton Road, Johnson Road, and Parrott Avenue.
- An intersection improvement at W Marietta Street and Joseph E Lowery Boulevard.
- Several sidewalk and bus stop upgrades along James Jackson Parkway, Marietta Boulevard, Armour Drive, and Defoors Ferry Road, and others.
- Studies of James Jackson Parkway, multimodal operations within the Armour-Ottley Industrial District, and prioritizing freight access to I-285 along key corridors in the study area.

LONG-TERM VISION PLAN

The Long-Term Vision Plan includes projects that are not anticipated to be able to be funded during the 10-year timeframe for the Short-Term Action Plan. They are still valuable projects that would provide benefits to all travelers and improve freight mobility throughout Northwest Atlanta.

- 3 bridge and rail crossing projects
- 4 intersection improvements
- 10 sidewalk and bus stop upgrades
- 2 transportation and technology projects

POLICIES AND STRATEGIES BY TYPE

Business Development

Recommendations in this category relate to supporting industrial and manufacturing businesses in Northwest Atlanta, particularly M/WBE businesses and small and medium-sized enterprises. Strategies include the expansion of funding opportunities, coalition building initiatives, and strategies to encourage and promote innovation in industrial and manufacturing sectors.

Land Use and Zoning

Zoning has long been a tool in cities to mitigate conflicts between land uses. Recommendations related to Zoning attempt to preserve and support industrial and manufacturing land users in Northwest Atlanta while allowing for mixed-use districts and conversion of industrial sites where appropriate.

Planning Support

Recommendations are offered to help streamline coordination between and across city departments, planning efforts and projects, and with other agencies to ensure continuity. They will also guide timely updates to data sources and planning tools.

Workforce Development

To improve career pathways for good and promising jobs in Northwest Atlanta, Workforce Development recommendations aim to improve inter-agency collaboration, build and maintain relationships with anchor institutions, and effectively communicate training opportunities, job postings, and financial assistance.

Transportation and Truck Routes

Transportation related strategies encompass a variety of activities related to changes to the city's designated truck route network, aligning truck routes at various levels (local, state, national), addressing issues and opportunities around truck parking, improving curb management, and more. These will likely involve collaboration between DCP, ATLDOT, and other agencies.

Real Estate Development

Real Estate Development recommendations aim to promote development and redevelopment of industrial space in Northwest Atlanta, by supporting the marketing of available sites, leveraging publicly owned land, and expanding financial assistance for industrial development projects that supports the city's goals for equitable economic development.

Wayfinding and Signage

Recommendations in this category aim to streamline and improve truck route signage throughout Northwest Atlanta, establishing standards for truck prohibition signs and routinely installing "No Truck" signs when new prohibitions are approved, as well as regular use of overhead and pavement marking signs to aid with wayfinding and routing to interstates.

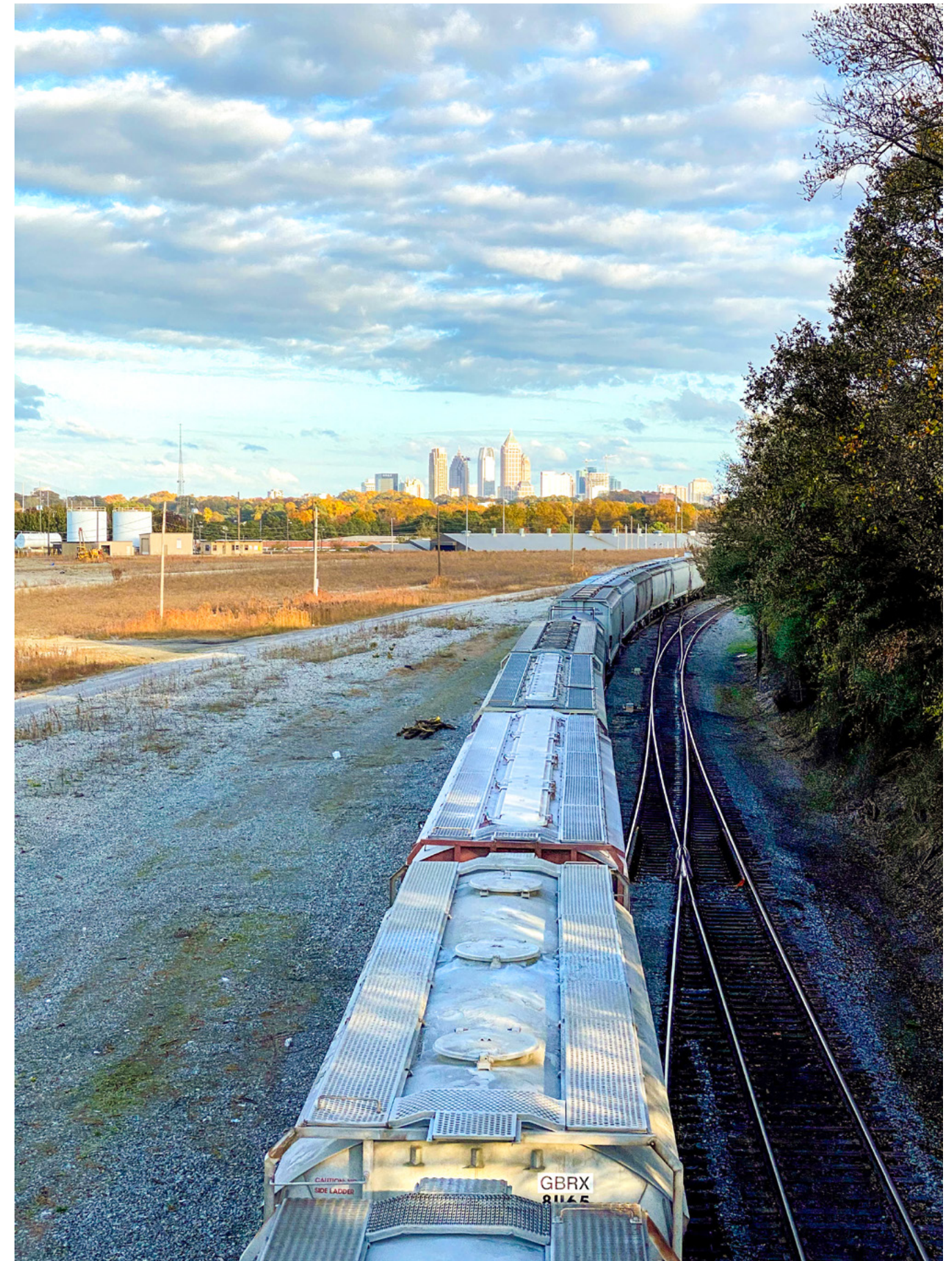


TABLE ES.2: FREIGHT ATL: NORTHWEST RECOMMENDED PROJECTS

ID	PROJECT NAME	PROJECT TYPE	BRIEF DESCRIPTION*	TIMEFRAME	POTENTIAL PARTNERS	SOURCE	ESTIMATED COST
C-1	W Marietta St Corridor Improvements	Corridor Improvement	Four lane to three lane conversion with complete street elements, two way center left-turn lane, sidewalk, multi use path and mid-block crossings.	Short-Term Tier 1	UWCID	Freight ATL Traffic Study, 2023-2027 CIE	\$5,400,000
C-2	Chattahoochee Ave Corridor Improvements	Corridor Improvement	Four lane to three lane conversion with complete street elements, two way center left-turn lane, sidewalk, multi use path and mid-block crossings.	Short-Term Tier 1	UWCID	Freight ATL Traffic Study, UWCID Masterplan, 2023-2027 CIE	\$5,400,000
C-3	Bolton Rd Corridor Improvements	Corridor Improvement	Convert to three lane roadway with complete street elements, two way center left-turn lane, sidewalk, multi-use path, and mid-block crossings.	Short-Term Tier 2	n/a	Freight ATL Traffic Study, Atlanta's Transportation Plan, 2023-2027 CIE	\$45,100,000
C-4	Johnson Rd Corridor Improvements	Corridor Improvement	Repave and update bicycle facilities.	Short-Term Tier 2	n/a	Freight ATL Plan	\$500,000
C-5	Parrott Ave Multimodal and Safety Improvements	Corridor Improvement	Multimodal and safety improvements including resurfacing, restriping, sidewalk, and bicycle facilities, and upgrades to at-grade railroad crossing.	Short-Term Tier 2	Norfolk Southern, GDOT, FHWA	Freight ATL Plan, 2023-2027 CIE	\$8,100,000
I-1	Bolton Rd at Marietta Rd	Intersection Improvement	Short-term operational and safety improvements with new curb radii, crosswalks and pedestrian ramps, traffic signal upgrades, and new signs.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, 2023-2027 CIE	\$690,000 (<i>short-term</i>) \$4,300,000 (<i>long-term</i>)
I-2	Bolton Rd at Parrott Ave (western intersection)	Intersection Improvement	Short-term operational and safety improvements including new eastbound left turn lane, new curb radii, median along Parrott Ave, crosswalks and pedestrian ramps, traffic signal upgrades and new signs.	Short-Term Tier 1	GDOT	Freight ATL Traffic Study	\$3,200,000 (<i>short-term</i>) \$3,100,000 (<i>long-term</i>)
I-3	James Jackson Pkwy (SR 280) at Bolton Rd	Intersection Improvement	Operational and safety improvements including new curb radii, crosswalk, sidewalk, and pedestrian ramps, traffic signal upgrades and new signs.	Short-Term Tier 1	GDOT	Freight ATL Traffic Study	\$5,100,000
I-4	Marietta Blvd at Bolton Rd	Intersection Improvement	Operational and safety improvements including new turn lanes, traffic signal upgrades, and new signs.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, Moores Mill Road Multimodal Roadway Extension and Transit Layover Facility (FC10451), 2023-2027 CIE	\$3,000,000 (<i>short-term</i>) <i>(long-term option would be primarily staff time)</i>
I-5	Chattahoochee Ave at Collier Rd	Intersection Improvement	Operational and safety improvements including new curb radii, traffic signal upgrades, new sidewalk, and coordination with proposed truck route changes.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, Marietta TCC Combo (ATLDOT 1053)	\$2,800,000
I-6	Moores Mill Rd at Coronet Way	Intersection Improvement	Operational and safety improvements including restriping, improving sight distance, and new signs.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, 2023-2027 CIE	\$120,000
I-7	Chattahoochee Ave at Ellsworth Industrial Blvd	Intersection Improvement	Operational and safety improvements including traffic signal upgrades, new sidewalk, and coordination with proposed truck route changes.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, Marietta TCC Combo (ATLDOT 1053)	\$900,000
I-8	Marietta Blvd at W Marietta St	Intersection Improvement	Operational and safety improvements including new curb radii, traffic signal upgrades, new sidewalk, and new signs.	Short-Term Tier 1	Atlanta BeltLine, UWCID	Freight ATL Traffic Study, Atlanta's Transportation Plan, TCC Combo (ATLDOT 1053)	\$550,000
I-9	W Marietta St/Perry Blvd at Johnson Rd/Marietta Rd	Intersection Improvement	Operational and safety improvements including new curb radii, restriping, traffic signal upgrades and supplemental signal head, new sidewalk, and new signs.	Short-Term Tier 1	n/a	Freight ATL Traffic Study, 2023-2027 CIE	\$900,000
I-10	W Marietta St at Joseph E. Lowery Blvd	Intersection Improvement	Operational and safety improvements including new curb radii, crosswalk, sidewalk, and pedestrian ramps, traffic signal upgrades and new signs.	Short-Term Tier 2	n/a	Freight ATL Traffic Study	\$750,000
I-11	Marietta Rd at Inman Yard/Whitaker Oil	Intersection Improvement	Operational and safety improvements including improved truck turning movements, new curb radii, repaving and new pavement markings.	Long-Term	Norfolk Southern	Freight ATL Traffic Study	\$1,100,000
I-12	Huff Rd at Fairmont Ave	Intersection Improvement	Operational and safety improvements including new curb radii, restriping, new sidewalk, and coordination with proposed truck route changes.	Long-Term	n/a	Freight ATL Traffic Study, 2023-2027 CIE, 22-O-1617	\$530,000
I-13	Armour Dr at Plaster Bridge Rd	Intersection Improvement	Operational and safety improvements building on recent Monroe Dr at Armour Dr Roundabout (GDOT PI 0015774), including driveway closures, rebuilding curbs paving, striping, signage, and drainage.	Long-Term	GDOT	Freight ATL Traffic Study	\$500,000

*Note: Project descriptions have been shortened for the Executive Summary. Please refer to the Recommendations Report and Traffic Study for detailed descriptions.

TABLE ES.2 (CONTINUED)

ID	PROJECT NAME	PROJECT TYPE	BRIEF DESCRIPTION*	TIMEFRAME	POTENTIAL PARTNERS	SOURCE	ESTIMATED COST
I-14	Marietta Rd at Carroll Dr	Intersection Improvement	Operational and safety improvements to include a mini-roundabout with new pavement markers and signs.	Long-Term	n/a	Freight ATL Traffic Study, 2023-2027 CIE (1993 Intersection of Zadie St, Marietta Rd, and Carroll Dr)	\$230,000
P-1	Huff Rd Sidewalk and Bus Stop Upgrade	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 3700 ft) and upgrade bus stop.	Short-Term Tier 1	MARTA	Freight ATL Plan	\$1,111,000
P-2	Hollywood Rd Sidewalk and Bus Stop Upgrade	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 1.96 mi) and upgrade three bus stops.	Short-Term Tier 1	MARTA	Freight ATL Plan	\$700,000
P-3	Browntown Rd Sidewalk and Bus Stop Upgrade	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 1.26 mi) and upgrade bus stop.	Short-Term Tier 1	MARTA	Freight ATL Plan	\$1,300,000
P-4	Lindbergh Dr Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 1400 ft).	Short-Term Tier 1	n/a	Freight ATL Plan	\$440,000
P-5	Hightower Rd Sidewalk and Bus Stop Upgrade	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 4180 ft) and upgrade three bus stops.	Short-Term Tier 1	MARTA	Freight ATL Plan	\$935,000
P-6	Defoor Ave Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 850 ft).	Short-Term Tier 1	n/a	Freight ATL Plan, 2023-2027 CIE	\$1,120,000
P-7	Defoors Ferry Rd Sidewalk - Segment 1	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 3125 ft).	Short-Term Tier 2	n/a	Freight ATL Plan	\$1,850,000
P-8	Peyton Rd Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 3200 ft).	Short-Term Tier 2	n/a	Freight ATL Plan	\$3,900,000
P-9	Bolton Rd Bus Stops	Workforce Access/Multimodal	Upgrade three bus stops with benches and shelters.	Short-Term Tier 2	MARTA	Freight ATL Plan	\$33,000
P-10	James Jackson Pkwy (SR 280) Bus Stops	Workforce Access/Multimodal	Upgrade four bus stops with benches and shelters.	Short-Term Tier 2	MARTA	Freight ATL Plan	\$50,000
P-11	Defoors Ferry Rd Sidewalk - Segment 3-4	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 3440 ft).	Short-Term Tier 2	n/a	Freight ATL Plan	\$1,180,000
P-12	Howell Mill Rd Bus Stops	Workforce Access/Multimodal	Upgrade two bus stops with benches.	Short-Term Tier 2	MARTA, UWCID	Freight ATL Plan, 2023-2027 CIE	\$6,000
P-13	Marietta Rd Sidewalk - Segment 1	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 500 ft).	Short-Term Tier 2	n/a	Freight ATL Plan	\$577,000
P-14	Marietta St and W Marietta St Bus Stops	Workforce Access/Multimodal	Upgrade three bus stops with benches and shelters.	Short-Term Tier 2	MARTA, UWCID	Freight ATL Plan	\$21,000
P-15	Marietta Blvd Bus Stops	Workforce Access/Multimodal	Upgrade three bus stops with benches and shelters.	Short-Term Tier 2	MARTA	Freight ATL Plan	\$21,000
P-16	Joseph E Boone Sidewalk Improvements	Workforce Access/Multimodal	Repair sidewalk on both sides of the road across the at-grade CSX railroad crossing and address standing water with drainage improvements.	Short-Term Tier 2	GDOT, CSX	Freight ATL Plan	\$350,000
P-17	Armour Dr Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 8600 ft).	Short-Term Tier 2	n/a	Freight ATL Plan	\$1,600,000
P-18	Marietta Rd Sidewalk - Segment 3	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 2930 ft).	Long-Term	n/a	Freight ATL Plan	\$3,860,000
P-19	Plaster Bridge Rd Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 960 ft).	Long-Term	n/a	Freight ATL Plan	\$877,000
P-20	Defoors Ferry Rd Sidewalk - Segment 2	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 2900 ft).	Long-Term	n/a	Freight ATL Plan	\$1,400,000
P-21	Marietta Rd Sidewalk - Segment 2	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 1430 ft).	Long-Term	n/a	Freight ATL Plan	\$1,200,000
P-22	Ottley Dr Sidewalk	Workforce Access/Multimodal	Fill sidewalk gaps (approx. 3700 ft).	Long-Term	n/a	Freight ATL Plan	\$1,127,000

*Note: Project descriptions have been shortened for the Executive Summary. Please refer to the Recommendations Report and Traffic Study for detailed descriptions.

TABLE ES.2 (CONTINUED)

ID	PROJECT NAME	PROJECT TYPE	BRIEF DESCRIPTION*	TIMEFRAME	POTENTIAL PARTNERS	SOURCE	ESTIMATED COST
P-23	Monroe Dr and Piedmont Cir Bus Stops	Workforce Access/ Multimodal	Upgrade two bus stops with benches.	Long-Term	MARTA	Freight ATL Plan	\$6,000
P-24	W Lake Ave Bus Stop	Workforce Access/ Multimodal	Upgrade one bus stop to include a bench.	Long-Term	MARTA	Freight ATL Plan, 2023-2027 CIE	\$3,000
P-25	Perry Blvd Bus Stops	Workforce Access/ Multimodal	Upgrade two bus stops to include shelters.	Long-Term	MARTA	Freight ATL Plan	\$30,000
P-26	Atlanta Industrial Pkwy Sidewalk	Workforce Access/ Multimodal	Fill sidewalk gaps (approx. 8840 ft).	Long-Term	n/a	Freight ATL Plan	\$2,220,000
P-27	Collier Rd Sidewalk	Workforce Access/ Multimodal	Fill sidewalk gaps (approx. 6600 ft).	Long-Term	n/a	Freight ATL Plan	\$4,010,000
S-1	James Jackson Pkwy (SR 280) Corridor Study	Study	Scoping study to identify specific needs and improvements to prioritize freight movement to I-285 and address missing sidewalk, transit access, and poor pavement condition.	Short-Term Tier 2	GDOT, Cobb County	Freight ATL Plan	\$320,000
S-2	Armour-Ottley Industrial District Multimodal Operations Study	Study	Evaluate converting Armour Dr, Clayton Rd, and Ottley Dr into a one-way loop, address on-street parking issues, and identify ways to better accommodate all modes of travel, including a possible direct connection to the Atlanta BeltLine.	Short-Term Tier 2	Atlanta BeltLine, Piedmont Heights Business Association, MARTA	Freight ATL Plan	\$200,000
T-1	Freight Priority Access to I-285	ITS & Technology	Work with GDOT to leverage and expand connected signal technology to improve and prioritize freight vehicle access to I-285 along key corridors.	Short-Term Tier 2	GDOT	Freight ATL Plan	Staff Time
T-2	Dynamic Message Signs for At-Grade Railroad Crossings	ITS & Technology	Install dynamic message signs in advance of at-grade railroad crossings to warn motorists of trains on tracks.	Long-Term	Railroads	Freight ATL Plan	\$800,000
T-3	Electric Vehicle Charging Expansion	ITS & Technology	Collaborate with partners such as GDOT, ARC, CIDs, and TADs to identify new locations for public electric vehicle charging stations in coordination with regional electrification plan and other efforts.	Long-Term	ARC, GDOT, CIDs, Invest Atlanta	Freight ATL Plan, FIB CID Freight Cluster Plan	Staff Time
B-1	Marietta Rd over Norfolk Southern	Bridge and Railroad	Repair or replacement of bridge joints.	Long-Term	GDOT, Railroads	ATLDOT	\$2,600,000
B-2	Marietta Blvd over NS	Bridge and Railroad	Preventative maintenance and repairs and consider future replacement.	Long-Term	GDOT, Railroads	ATLDOT	\$33,800,000
R-1	Mayson Turner Rd At-Grade Railroad Crossing Improvements	Bridge and Railroad	Evaluate potential safety improvements at the at-grade crossing between Joseph E. Boone Blvd and Chappell Rd to include sidewalk and gate arm upgrades.	Long-Term	CSX	Freight ATL Plan	\$530,000

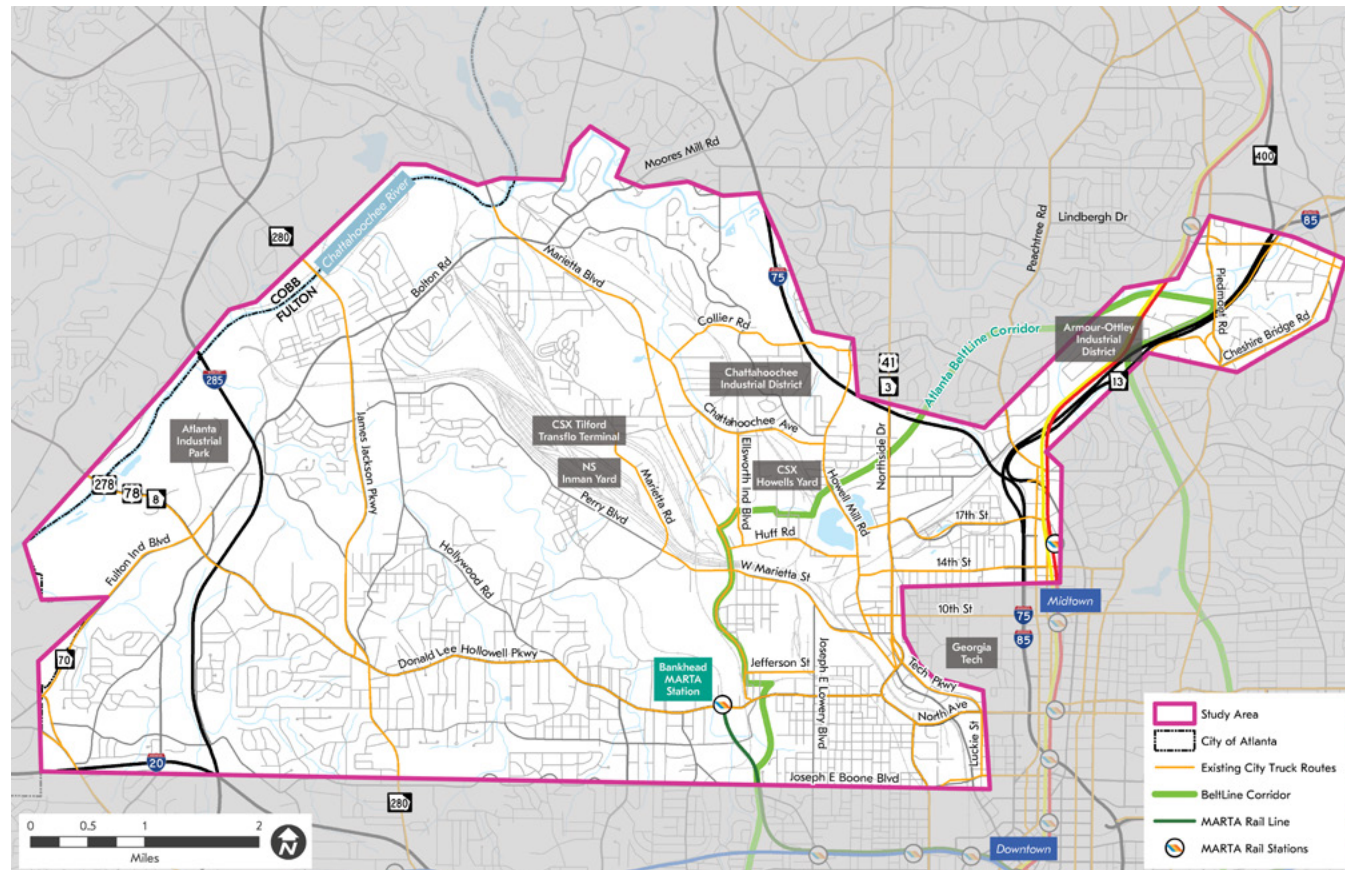
*Note: Project descriptions have been shortened for the Executive Summary. Please refer to the Recommendations Report and Traffic Study for detailed descriptions.

RECOMMENDED CHANGES TO THE CITY'S TRUCK ROUTE NETWORK

One of the key recommendations of Freight ATL: Northwest is to update the city-designated truck route network to better align with legislation, including ordinances adopted since Cargo Atlanta was completed in 2015, and to better align with community priorities, changing development patterns, and anticipated future land use. The current truck route network, shown in Figure ES.4, reflects truck routes approved in Cargo Atlanta plan and city legislation, including Sections 150-243 through 150-254 of the City of Atlanta Code of Ordinances.

The purpose of having designated truck routes is to accommodate important or significant freight movement through the city, to and from major freight traffic generators, as well as to provide overall network connectivity and access to interstate highways. As discussed in Chapter 2 of the Recommendations Report, it is important to understand that the overall freight network is comprised of truck routes identified at the local, regional, state, and national levels. It is important to note that truck routes are intended to guide through-traffic; trucks with destinations on a given road or street are allowed to travel on that road or street. State routes and U.S. highways are designated truck routes at the state level, while interstate highways and key connectors that provide direct access to intermodal facilities (such as intermodal rail yards, oil terminals, etc.) are part of the National Highway Freight Network (NHFN). The City's Code of Ordinances (Sec. 150-237) prohibits all motor vehicles with more than six wheels (excluding buses) from using any city street, except those authorized by ordinance and designated as truck routes, with a few exceptions (mainly for pickup or delivery). The City Code furthermore prohibits commercial "cut-through" truck traffic on certain streets, including portions of Moores Mill Road, Bolton Road, Marietta Road, and Joseph E Lowery Boulevard. Additional details on this topic are provided in the accompanying Inventory & Assessment report.

FIGURE ES.4: EXISTING CITY TRUCK ROUTE NETWORK



DATA SOURCES: CITY OF ATLANTA, ATLANTA REGIONAL COMMISSION, ATLANTA BELTLINE

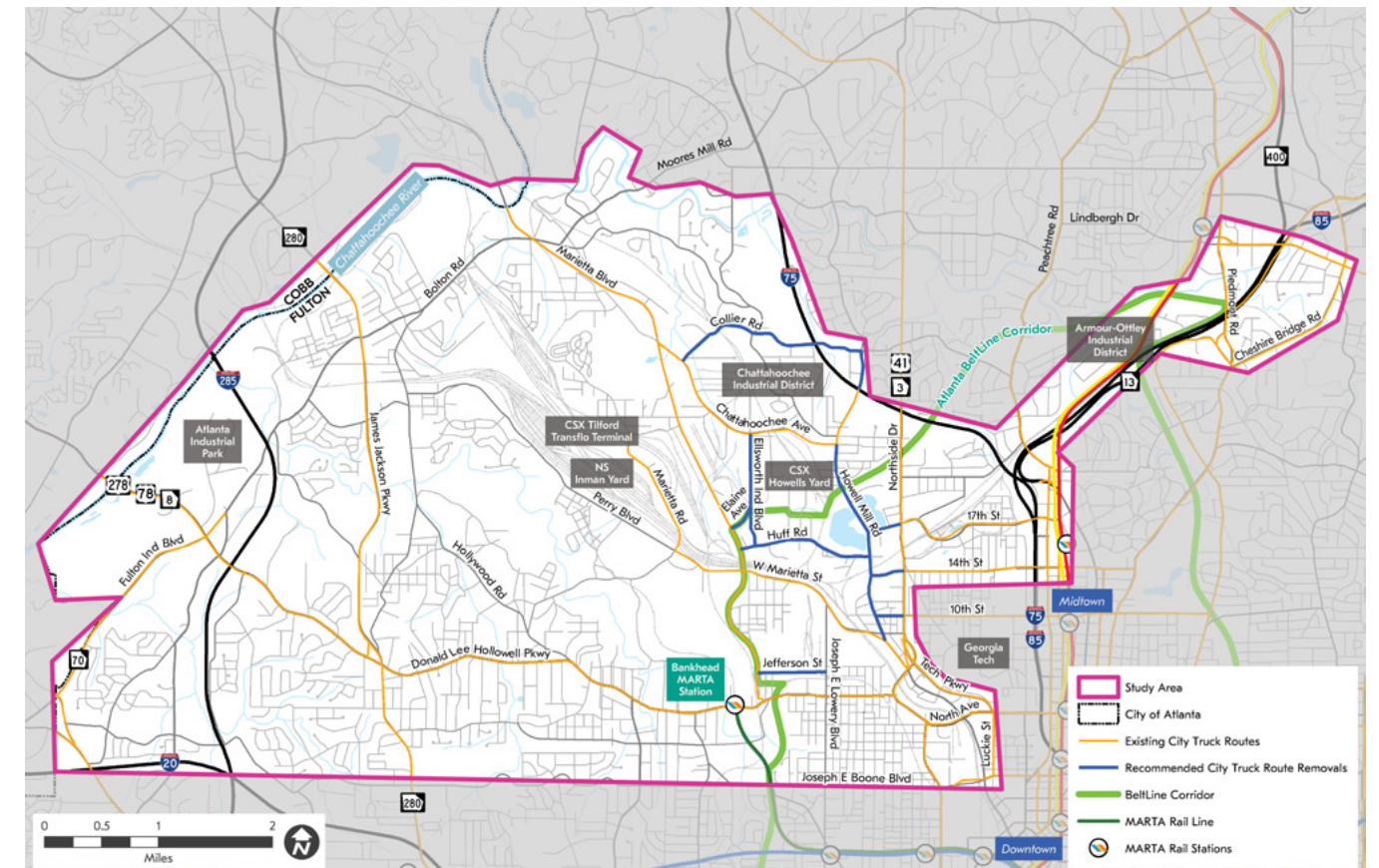
Freight ATL: Northwest recommends removing the following street segments from the City of Atlanta designated truck route network, as shown in Figure ES.5:

- Jefferson Street (between Marietta Boulevard and J.E. Lowery Boulevard)
- Huff Road (between Marietta Boulevard and Howell Mill Road)
- Ellsworth Industrial Boulevard (between Chattahoochee Avenue and Huff Road)
- Elaine Avenue (between Marietta Boulevard and Ellsworth Industrial Boulevard)
- Collier Road (between Chattahoochee Avenue and Howell Mill Road) and to prevent a spur north of I-75, remove the segment of Howell Mill Road between I-75 and Collier Road
- Howell Mill Road between Chattahoochee Avenue and W. Marietta Street, and so as to prevent creating any dead-end spurs, remove the segments on 17th, 14th, and 10th Streets between Howell Mill Road and Northside Drive

The proposed new City Truck Route Map is shown in Figure ES.6. Recommended changes are based on consideration of several factors, including: street classification, network connectivity, access to highways and other truck routes, existing and future land use, access to industrial districts, Atlanta City Design Production areas, and prior plans and adopted City legislation.

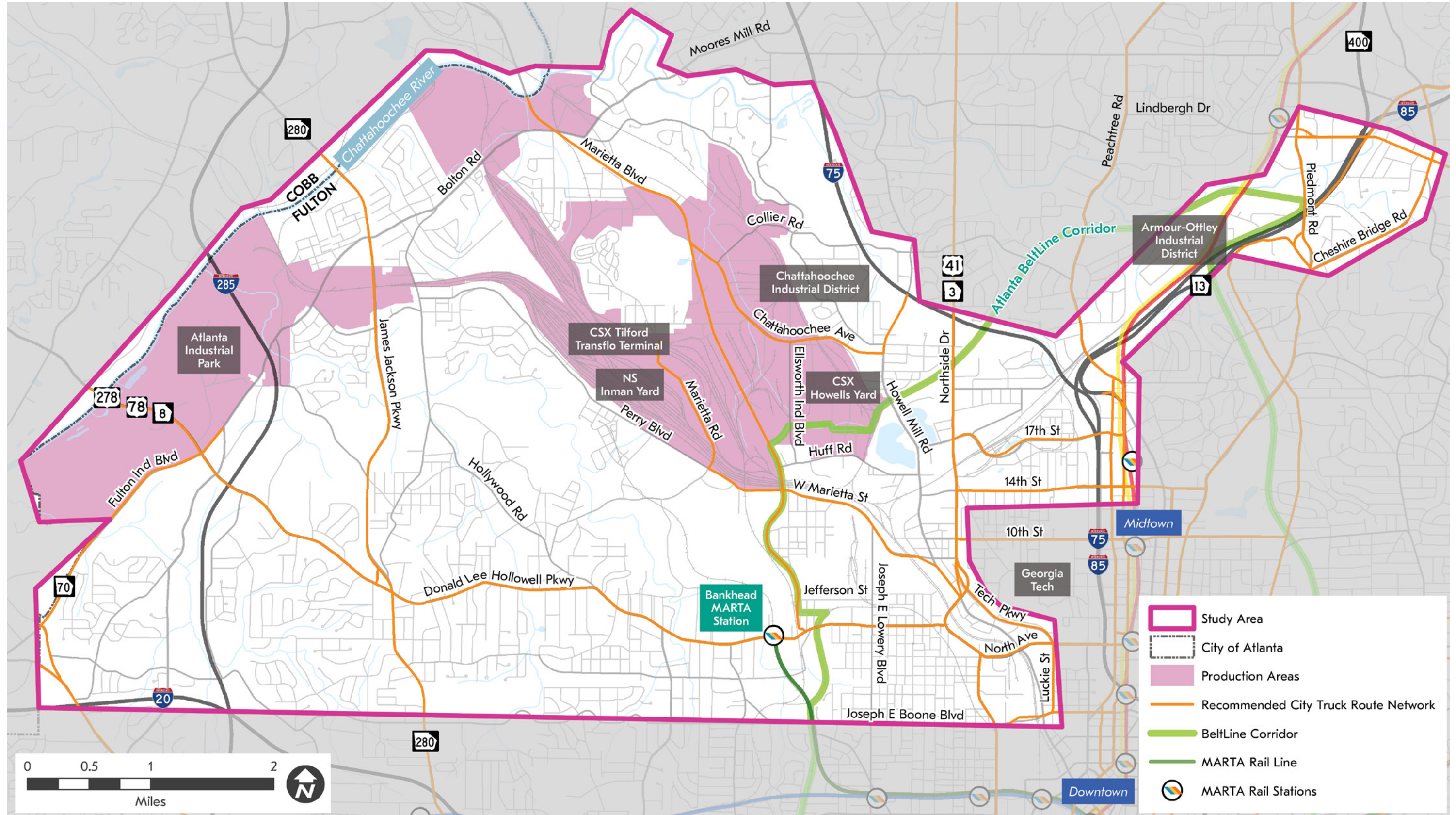
Specifically, the areas surrounding Elaine Avenue, Ellsworth Industrial Boulevard, and Huff Road area becoming increasingly mixed-use. Jefferson Street no longer connects two truck routes, since J.E. Lowery Boulevard was removed from the city's truck route network. While the western portion of Collier Road has some residential development and lies within a Production Area, Collier Road east of the CSX rail corridor and Defoors Ferry Road is largely residential and not suitable for heavy-duty vehicles. Trucks bound to or from this area can access I-75 via Chattahoochee Avenue and the Howell Mill Road entrance and exit ramps.

FIGURE ES.5: RECOMMENDED CHANGES TO THE CITY'S TRUCK ROUTE NETWORK



DATA SOURCES: CITY OF ATLANTA, ATLANTA REGIONAL COMMISSION, ATLANTA BELTLINE, PROJECT TEAM

FIGURE ES.6: FREIGHT ATL: NORTHWEST RECOMMENDED CITY TRUCK ROUTE NETWORK



DATA SOURCES: CITY OF ATLANTA, ATLANTA REGIONAL COMMISSION, ATLANTA BELTLINE, PROJECT TEAM

TABLE ES.3: FREIGHT ATL: NORTHWEST INDUSTRIAL DEVELOPMENT, JOBS, AND LAND USE POLICIES AND STRATEGIES

STRATEGY FOCUS	TOOLS	PRIORITY ACTIONS	TIMEFRAME
Business Development	Expand business retention, expansion and attraction program	Conduct a legacy business study to identify ways to support industrial businesses with roots in Northwest Atlanta but are threatened by rising rents, development pressures, and a rapidly shifting business climate (see 22-R-3712).	Short-Term
Business Development	Expand business retention, expansion and attraction program	Consider conducting an incubator feasibility study to investigate the demand for and space needs of a potential industrial incubator.	Short-Term, Ongoing
Business Development	Provide information, technical assistance and mentoring to Minority, Female and Disadvantaged Businesses	Host an annual Minority Business Forum for industrial businesses to discuss needs, concerns, opportunities, best practices and support.	Short-Term, Ongoing
Business Development	Create/modify/ use financial levers/ incentives to attract and retain businesses	Support the creation of task force focused on connecting innovation assets and promoting entrepreneurship and broader innovation in Northwest Atlanta's industrial ecosystem.	Short-Term, Ongoing
Business Development	Create/modify/ use financial levers/ incentives to attract and retain businesses	Support a local coalition to collectively advocate for industrial jobs and business attraction, retention, and expansion in NW Atlanta and throughout other industrial districts in the city.	Short-Term, Ongoing
Business Development	Drive spend to local businesses	Continue to implement and expand diversity and local hiring initiatives in the city procurement process.	Short-Term, Ongoing
Land Use and Zoning	Include industrial preservation in comprehensive and small area planning	Encourage the use of I-MIX land use and zoning through education and technical support.	Short-Term, Ongoing
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	Find ways to improve the city's Concept Review Committee (CRC) pre-submission meeting program for projects that redevelop and reuse vacant or underutilized industrial properties for new industrial uses. The CRC is not meant to extend the timeline or apply additional regulations, rather it is intended to provide technical feedback prior to beginning the entitlement and permitting process. Improving the CRC meeting will save time for both the applicant and the city, by highlighting challenges and clarifying processes ahead of submission thereby reducing the number of follow-ups and streamlining the overall review process.	Short-Term, Ongoing
Real Estate Development	Expand business retention, expansion and attraction program	Create an interactive web presence where available industrial building and sites within Northwest Atlanta can be easily identified by industrial developers and business owners.	Short-Mid, Ongoing
Workforce Development	Connect laid-off, unemployed and underemployed workers with training and access to good and promising job opportunities	Build on existing efforts to streamline communication of workforce training and job opportunities by creating a centralized "portal" with the goal of connecting local industrial businesses, community development organizations, and residents.	Short-Term, Ongoing
Business Development	Provide information, technical assistance and mentoring to Minority, Female and Disadvantaged Businesses	Leverage and build on existing partnerships with anchor institutions to provide technical assistance and incubate new businesses opportunities.	Medium-Term, Ongoing

Note: Policy and strategy descriptions have been shortened for the Executive Summary. Please refer to the Recommendations Report for full descriptions.

STRATEGY FOCUS	TOOLS	PRIORITY ACTIONS	TIMEFRAME
Business Development	Expand financing access to Minority, Female and Disadvantaged Businesses	Improve access to capital for industrial businesses by strengthening linkages to lenders and broadening the range of available financial sources.	Medium-Term, Ongoing
Land Use and Zoning	Include industrial preservation in comprehensive and small area planning	Re-evaluate Atlanta City Design Production Conservation Area boundaries, and align the city's land use and zoning to preserve industrial land, including areas suitable for heavy industrial uses, where appropriate.	Medium-Term
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	Embrace innovation in e-commerce warehousing and distribution by creating a zoning solution that enables industrial zoning districts to allow non-conforming building facades to be extended horizontally or vertically, while still complying with other district calculations and controls.	Medium-Term
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	The Industrial Mixed-Use (I-Mix) district allows mixing industrial, residential, and commercial uses if a minimum amount of industrial uses is provided. Opportunities also exist to allow low-impact, small industrial uses and co-working spaces in other mixed-use or commercial districts. Consider these opportunities in reforming the city's Zoning Ordinance.	Medium-Term
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	Consider revisions to the city's impact fee schedule and/or rezoning fee schedule to fund public infrastructure to better serve new and existing industrial uses and minimize industry's impact on neighborhoods. Additionally, explore an in-lieu fee trust fund to preserve affordable industrial space in the city.	Medium-Term, Ongoing
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	Consider revising industrial zoning districts to require installation of sidewalk to increase multimodal travel options, improve access to jobs, and reduce congestion. As an option, consider that as redevelopment occurs, property owners within established industrial districts should be required to install or contribute funding to new sidewalk.	Medium-Term, Ongoing
Land Use and Zoning	Support zoning reform so industrial businesses can coexist alongside other uses	Align the Zoning Ordinance with the Tree Protection Ordinance to improve air quality and implement "green buffers" along freight corridors (road and rail) and multimodal facilities to mitigate stormwater runoff through the utilization of green infrastructure.	Medium-Term, Ongoing
Real Estate Development	Expand business retention, expansion and attraction program	Administer new or broaden existing funding opportunities to support redevelopment and/or retrofitting of obsolete industrial space, such as brownfield redevelopment grants, revolving loan funds, and tax allocation district funding.	Medium-Term, Ongoing
Real Estate Development	Create/modify/ use financial levers/ incentives to attract and retain businesses	Leverage publicly owned land to provide affordable industrial space for small- and medium-sized industrial businesses where appropriate.	Medium-Term, Ongoing
Workforce Development	Encourage local hire	Target existing or new public financial assistance to industrial businesses implementing local hiring initiatives and training.	Medium-Term, Ongoing
Workforce Development	Develop additional supports for vulnerable workers	Work with human services organizations actively working with immigrant, citizen re-entry, and veteran communities to expand outreach of available jobs and training, and connect job seekers with employers with job opportunities.	Medium-Term, Ongoing
Real Estate Development	Create/modify/ use financial levers/ incentives to attract and retain businesses	Explore the feasibility of a non-profit industrial development corporation model to retrofit industrial properties for industrial tenants or construct new affordable industrial space.	Long-Term
Workforce Development	Develop career pathways and training programs for entry-level/low-paid workers	Partner with local educational institutions to develop apprentice and career programming as pathways to employment in key high-impact industrial clusters in the study area.	Ongoing

TABLE ES.4: FREIGHT ATL: NORTHWEST TRANSPORTATION PLANNING RELATED STRATEGIES AND POLICIES

STRATEGY FOCUS	TOOLS	PRIORITY ACTIONS	TIMEFRAME
Planning Support	Coordinate among projects to improve local and regional freight mobility	DCP staff should work with ATLDOT to incorporate improvements into the Marietta Blvd Scoping Study: at the intersection of Marietta Blvd and Chattahoochee Ave, design improvements to westbound left-turns from Chattahoochee Ave to Marietta Blvd to improve turning radii, especially for heavy-duty trucks destined for Amazon, Inman Yard, and other destinations to the south.	Short-Term
Planning Support	Coordinate with regional planning efforts	Work with ARC and the team developing the 2024 Regional Freight Plan to share key findings from Freight ATL: Northwest and provide them with relevant data (e.g., GIS), especially as it relates to project and truck route recommendations.	Short-Term
Planning Support	Update geospatial data	As truck routes are added to or removed from the City's designated network, ensure the city's GIS shapefiles and Planning Viewer are updated.	Short-Term, Ongoing
Planning Support	Update foundational planning documents	Revisit the Atlanta City Design designations for Northwest Atlanta and evaluate whether designations for specific areas like Growth Areas - Corridors for the Armour-Ottley Industrial District and the Production Conservation Areas along Marietta Blvd, Ellsworth Industrial, and north of Collier Rd should be changed.	Short-Mid, Ongoing
Transportation	Improve local and regional freight mobility	Participate in any regional initiatives to address off-peak freight deliveries.	Short-Term
Transportation	Identify opportunities for truck parking	Work with other departments to review and update the zoning ordinance where needed to balance the demand for local truck parking and neighborhood impacts. Work with private developers and other agencies to encourage allowances for overnight parking by trucks to aid drivers in meeting Hours of Service requirements. As an alternative, identify vacant or underutilized lots near a designated truck route that might be utilized for truck parking. This would require identifying an owner or party to maintain the lot. Lots could also be used on a temporary basis while for-sale, if an agreement could be reached with owners.	Short-Term
Transportation	Change City-designated truck route network	Establish a clear purpose for the truck route network drawing from the definition articulated in Cargo Atlanta and update the city truck route network with the following adjustments: -Remove Jefferson between Marietta Blvd and J.E. Lowery Blvd -Remove Huff Rd -Remove Ellsworth Industrial Blvd -Remove Elaine Ave -Remove Collier Rd between Chattahoochee Ave and Howell Mill Rd, as well as Howell Mill Rd between Collier Rd and I-75 -Remove Howell Mill Rd between Chattahoochee Ave and W Marietta St, and so as to prevent creating any dead-end spurs, remove the segments on 17th, 14th, and 10th Streets between Howell Mill Rd and Northside Dr (US 41/SR 3) If improvements to the intersection of James Jackson Pkwy (SR 280) at Donald Lee Hollowell Parkway (US 278/US 78/SR 8) are completed as part of the GDOT project to allow EB left turns and SB right turns, consider removing Hightower Pl from the city truck route network.	Short-Term
Transportation	Support transportation infrastructure so industrial businesses can coexist alongside other uses	Track the impacts of increased home-delivery services on neighborhoods to identify whether actions are needed to mitigate negative impacts.	Short-Term, Ongoing
Transportation	Support transportation infrastructure so industrial businesses can coexist alongside other uses	Increase education, signage, and enforcement to reduce staging or overnight truck parking on residential streets.	Short-Term, Ongoing

Note: Policy and strategy descriptions have been shortened for the Executive Summary. Please refer to the Recommendations Report for full descriptions.

STRATEGY FOCUS	TOOLS	PRIORITY ACTIONS	TIMEFRAME
Transportation	Support transportation infrastructure so industrial businesses can coexist alongside other uses	As infrastructure projects in close proximity to established industrial districts are designed and built, consider opportunities to extend sidewalk internally to the districts (e.g., along Collier Rd/Hills Pl, Collier Rd/Seaboard Industrial Blvd, Chattahoochee Ave/Logan Cir, Chattahoochee Ave/Southland Cir, Chattahoochee Ave/Huber St, and Donald Lee Hollowell Pkwy/Atlanta Industrial Pkwy).	Short-Term, Ongoing
Wayfinding and Signage	Improve local and regional freight mobility	Establish standards for "No Trucks" signs - create a standard look (design) and text	Short-Term
Wayfinding and Signage	Improve local and regional freight mobility	As trucks are prohibited on streets and roads in the future, routinely install "No Trucks" signs on side street approaches to such roads or streets.	Short-Term, Ongoing
Wayfinding and Signage	Improve local and regional freight mobility	Match truck route signs to city-designated truck routes. Update the inventory of truck signs throughout the study area completed as part of Cargo Atlanta and identify signs that need to be removed, added, or replaced.	Short-Term, Ongoing
Planning Support	Update foundational planning documents	Build upon Freight ATL: Northwest to develop an update to the citywide freight plan (Cargo Atlanta) to explore all modes of freight and develop policies, programs, and projects to improve freight mobility while balancing the needs of adjacent communities	Medium-Term
Transportation	Align city, regional, and national truck routes	After the Marietta Rd bridge over the former Tilford Yard is replaced, the City of Atlanta should work with ARC, GDOT and FHWA to align the NHFN and ASTRoMaP with city truck route network, considering the need for interconnectivity between key Intermodal Facilities and Interstate Highways. Suggestions include: remove Bolton Rd and Marietta Rd north of Whitaker Oil from the NHFN and either add portions of Donald Lee Hollowell Pkwy, Marietta Blvd, W Marietta St, and the southern portion of Marietta Rd OR add Marietta Blvd, W Marietta St and the southern portion of Marietta Rd to facilitate travel between I-285 and Inman Yard.	Medium-Term
Transportation	Improve local and regional freight mobility	Use newly created planning tools (i.e., truck routes on Planning Viewer) to evaluate potential impacts of temporary road closures along designated truck routes (due to construction or filming, for example) on freight operations. Strive to minimize impacts on nearby residential streets. Work to develop mechanisms to communicate closures in advance to trucking companies, local businesses, and others via text alerts, electronic notifications, and signs posted on-site in advance of closures.	Medium-Term, Ongoing
Transportation	Support transportation infrastructure so industrial businesses can coexist alongside other uses	Implement strategies for curb management to reduce conflicts between distribution vehicles and other road, sidewalk, and curb users.	Medium-Term, Ongoing
Transportation	Improve local and regional freight mobility	Address bottlenecks and improve roadways to better fit modern freight vehicles.	Medium-Term, Ongoing
Wayfinding and Signage	Improve local and regional freight mobility	Develop, maintain, and publish an official City Truck Route Map. Include language in future city ordinances to direct city staff to remove (or add) truck routes from the City's Truck Route Map as prohibitions (or additions) are adopted.	Medium-Term, Ongoing
Wayfinding and Signage	Improve local and regional freight mobility	On major arterials and approaches to interstate highways, consider installing overhead signs and route shield pavement markings to aid with wayfinding and routing.	Medium-Term, Ongoing
Transportation	Support transportation infrastructure so industrial businesses can coexist alongside other uses	Identify vacant parcels or underutilized properties that could be converted to truck parking. Truck parking could be temporary while properties transition to other uses.	Long-Term

RECOMMENDATIONS

PLAN IMPLEMENTATION

Freight ATL: Northwest is largely rooted and grounded in Atlanta City Design (2017), the One Atlanta: Economic Mobility, Recovery, and Resiliency Plan, and draws from Atlanta's Transportation Plan, Cargo Atlanta, the Comprehensive Development Plan, and other foundational plans and studies. From the beginning, the core values of Atlanta City Design and guiding principles of ATLDOT served as guideposts, centering equity, progress, ambition, access, and nature. In particular, ATLDOT priorities of safety, mobility, and equity are at the root of the research, investigation, and analysis of each phase of this plan and are the basis of most plan recommendations. Seeking to improve safety and mobility in a way that allows neighborhoods to flourish while sustaining the area's valuable industrial businesses is at the core of this plan.

As a plan, Freight ATL: Northwest is meant as a framework, to help city staff, leadership, policy- and decision-makers plan for and implement projects that will improve mobility for all travelers while preserving industry in Northwest Atlanta that provides good jobs and supports local businesses and simultaneously supporting communities and neighborhoods that surround them. This plan is not meant as a step-by-step prescription but is intended to provide guidance and flexibility for Atlanta to pursue and implement projects according to local priorities and available resources.

Freight ATL: Northwest recommends a variety of projects, policies, and strategies intended to help alleviate identified issues, improve freight mobility, and support the continued coexistence of a range of land uses and development types. Recommended projects will help improve operations, provide additional turning movement capacity, provide new places for biking and walking, improve connections

to bus service, and expand options for how people travel to work. Likewise, new signs and streamlined truck routes will help truck drivers who may not be as familiar with the area avoid prohibited routes, minimizing disruptions to residential areas, while also better communicating the most direct routes to area interstate highways and designated truck routes.

Atlanta relies heavily on TSPLOST and bonds for transportation projects and improvements. Given the finite project lists already identified as part of MAF and the established Capital Improvements Element (CIE), the project team took a conservative approach to estimating which and how many projects could be undertaken in the first five years after the completion of Freight ATL: Northwest. To help the city and its partners anticipate what it will take to implement this plan over the next ten years and beyond, Freight ATL: Northwest includes a Financially Feasible Short-Term Action Plan, developed using planning-level cost estimates and anticipated future funding from key sources.

While it can be challenging to predict future revenue, the project team started by looking at recent funding levels from the Moving Atlanta Forward TSPLOST and bond referendum package, comparing it to past SPLOST, TSPLOST, and bond program budgets, as well as considering current allocations in the Capital Improvements Element. As discussed in Chapter 3 of the Recommendations Report, this process included specifically identifying projects within Northwest Atlanta and estimating a share of citywide pots of funding that could potentially be allocated to projects coming out of Freight ATL: Northwest. The logic behind this was to help city staff and leadership focus on implementation, so that this plan can be actionable and produce tangible results and benefits. Despite the conservative approach to estimating future funding for freight-related projects, a majority of recommended transportation and infrastructure projects are anticipated to be able to be funded within the ten-year planning horizon.

Collaboration with Implementing Partners

The plan seeks to capitalize on and coordinate with ongoing plans and projects, including continued coordination at the local, regional, and state level to streamline project development and implementation, and leverage advances in technology to improve travel throughout the study area. Collaboration with implementing partners and other agencies will be essential to implementation of plan recommendations.

As new plans and studies are completed within Northwest Atlanta, they should take into consideration findings from this plan, as Freight ATL: Northwest has attempted to do with recently approved plans and studies. Better coordination and alignment of projects and priorities is an ongoing effort between city agencies as well as with external partners.

It is recommended that the City of Atlanta collaborate internally, across agencies (such as between DCP and ATLDOT) as well as with local jurisdictions and agencies outside of city government. Where appropriate, potential partners have been identified in project recommendations (see Recommendations Report) that are anticipated to play a role in helping implement projects going forward.

As individual projects are advanced to the next stages of implementation, whether that is planning or scoping, concept development, or engineering, it will be important for Atlanta to continue to engage community members, stakeholders, and implementing partners.

More analysis and refined cost estimates will be needed as more detailed information becomes available during each phase of project development.

IMPLEMENTATION
WILL BE A
COLLABORATIVE
EFFORT AMONG
MANY PARTNERS

Policy and strategy recommendations are intended to guide Atlanta and its partners in taking the next steps to plan for and develop strategies to attract, retain, and strengthen industrial businesses that provide Atlantans with good jobs, products they need to operate their businesses, and support the local economy. These closely follow Invest Atlanta's economic mobility plan, which is a primary vehicle for advancing jobs and industrial development recommendations, and also aligns with City practices regarding updates to the zoning code and other planning practices.

Policies and strategies are grouped into several types and organized into suggested timeframes for action. Many are ongoing initiatives that once started, will recur on a regular basis or be updated regularly. As with transportation and infrastructure projects, there is no rank-order of implementation; the plan offers flexibility for city staff and decision makers to pursue strategies according to their local priorities and support from implementing partners.

Among the first and most immediate action steps that should be undertaken within the first few months after plan completion are to adopt legislation changing the City-designated truck route network and to update geospatial data, planning tools, and roadway signage accordingly.

Mid- and longer-term goals include developing freight cluster plans for other parts of the city and developing a more formal attraction and retention strategy for industrial businesses in the city. As individual strategies are initiated and advances, it will be important for Atlanta to work closely with implementing partners and to engage community members and key stakeholders. Such partners will be key to advancing recommended strategies and policies.



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