



BLUEPRINT III

MASTER PLAN



Overview

Building on a Strong Plan Foundation

In 2007, the North Fulton Community Improvement District (NFCID) developed its first district-wide Master Plan, Blueprint North Fulton. The vision and planning effort included significant input from area stakeholders, property owners, and government officials resulting in a vision for the future of the GA 400 corridor and a three-tiered project list to guide North Fulton CID expenditures and improvement efforts for the following 7 years.

Based on the success of the original Blueprint North Fulton, the CID developed Blueprint North Fulton 2.0 in 2014. The Master Plan Update consisted of a review of land use patterns and plans, a market study of area demographics and trends, an analysis of local and regional transportation needs, and an update to the organization's prioritized project and initiative list.

In December 2017, the CID Board created a revised short-term action plan including 11 priority projects. Over the last few years the CID and its local and regional partners have progressed the full list of priority projects, all of which are either undergoing design and engineering, are shovel-ready, or have been entirely completed.

Looking Toward Future Success

Based on the completion of much of Blueprint 2.0's project list and significant economic changes over the last five years, a 7-year update to the CID's Master Plan was recommended to result in:

- » Refined land use, transportation, transit, and placemaking strategies, as well as opportunities to implement innovative technologies to sustain and enhance the area's exceptional quality of life and position as a desired business location;
- » Input from CID stakeholders including CID members, elected officials, and prospective CID members to foster a greater understanding of property owner needs and priorities;
- » An updated, prioritized list of projects and programs to guide CID efforts and investments;
- » Identification of funding opportunities and models to implement envisioned improvements.

Over the last several years a series of significant investments have been made or designed that will reshape the North Fulton market. A few of these catalytic developments are detailed on the facing page. It is the aim of this Master Plan update to strategically leverage these existing assets and capitalize on emerging opportunities to continue the CID's strong growth trajectory and demonstrated success.

Catalytic Investments

AVALON DEVELOPMENT

As an 86-acre, \$1 billion sustainable mixed-use development, Avalon offers a walkable community, seamlessly connecting shopping, dining, entertainment, living, and working. The "mini-city" comprises 570,000 square feet of retail space, more than 600,000 square feet of office, a 330-key hotel and conference center with 47,000 square feet of flexible event space, 600+ multi- and single-family residences, and a future-proof fiberhood with internet connection speeds that are 100 times faster than what was currently on the market.

NORTH POINT MALL

When it opened in 1993, North Point Mall was a regional attraction drawing thousands of visitors each week. With new competition and shifting expectations of the "shopping experience," the outdated enclosed mall concept is planned for redevelopment into a new open-air mixed-use destination. Pedestrian-friendliness, green space, and Alpha Loop trail connections are just a few of the features envisioned for its future. The North Point Livable Centers Initiative (LCI) in 2017 laid the groundwork for and supports this transition and re-imagining of the North Point node.

TRANSIT EXPANSION

To improve mobility on GA 400, the Georgia Department of Transportation (Georgia DOT) has designed express lane from the North Springs MARTA Station to McFarland Parkway. The GA 400 Express Lanes will be part of the larger Georgia Express Lanes system, with construction beginning in 2022 and an anticipated opening date in 2027. There is an opportunity to leverage this billion-dollar investment to expand high-quality transit service to the North Fulton area in the form of bus rapid transit (BRT). Ultimately, the plan includes the construction of four BRT stations in North Fulton, located at Holcomb Bridge Road, North Point Mall, Old Milton Parkway, and Windward Parkway.



Avalon development off of Old Milton Parkway.



North Point Mall redevelopment concept rendering.



BRT in-line station concept with access from the center of GA 400.

Land Use and Development

Understanding the Opportunities

» Post-Recession Development

The North Fulton submarket began its recovery from the Great Recession in 2011. While the district experienced growth between 2011 and 2016, significant growth and investment has occurred over the last 5 years (since 2016).

The progression of the CID's vision for growth has led to a district concentrated along the GA 400 corridor, which continues to act as a central "spine" of the land area.

» Future Development Opportunities

Opportunities abound even though it may on the surface appear that the district is largely built-out. These take several forms, including the conversion of underutilized surface parking lots into more viable uses, the development of remaining vacant parcels in the district, and the planning of future BRT station areas into vibrant transit-oriented development nodes. These types of available opportunities may not lend themselves to traditional development due to existing physical or jurisdictional constraints, but present an opportunity for creativity as the district moves forward into its next evolution.

» Stakeholder Engagement

A series of property owner outreach and engagement efforts were conducted to gather input from local property owners and stakeholders and better understand market opportunities and challenges. The following stakeholder engagement strategies were utilized:

- » Property owner interviews and focus group roundtables to gather input from local stakeholders including identification and prioritization of improvement projects and initiatives
- » Board work sessions to review district existing conditions and provide input on updated concept plans and project list
- » Interactions with local city staff and elected officials to gather input regarding potential CID initiatives and priorities

In total, over 65 property owners and city staff from all three cities within the CID boundary (Alpharetta, Milton, and Roswell) in the areas of transportation, community development, and economic development were included in this plan's development.

POST-RECESSION

- » 76% of CID land that developed since 2011 has been within 1/4 miles of the GA 400 corridor
- » Of CID properties planned to develop/redevelop between 2016-present, nine projects are over 20 acres in size

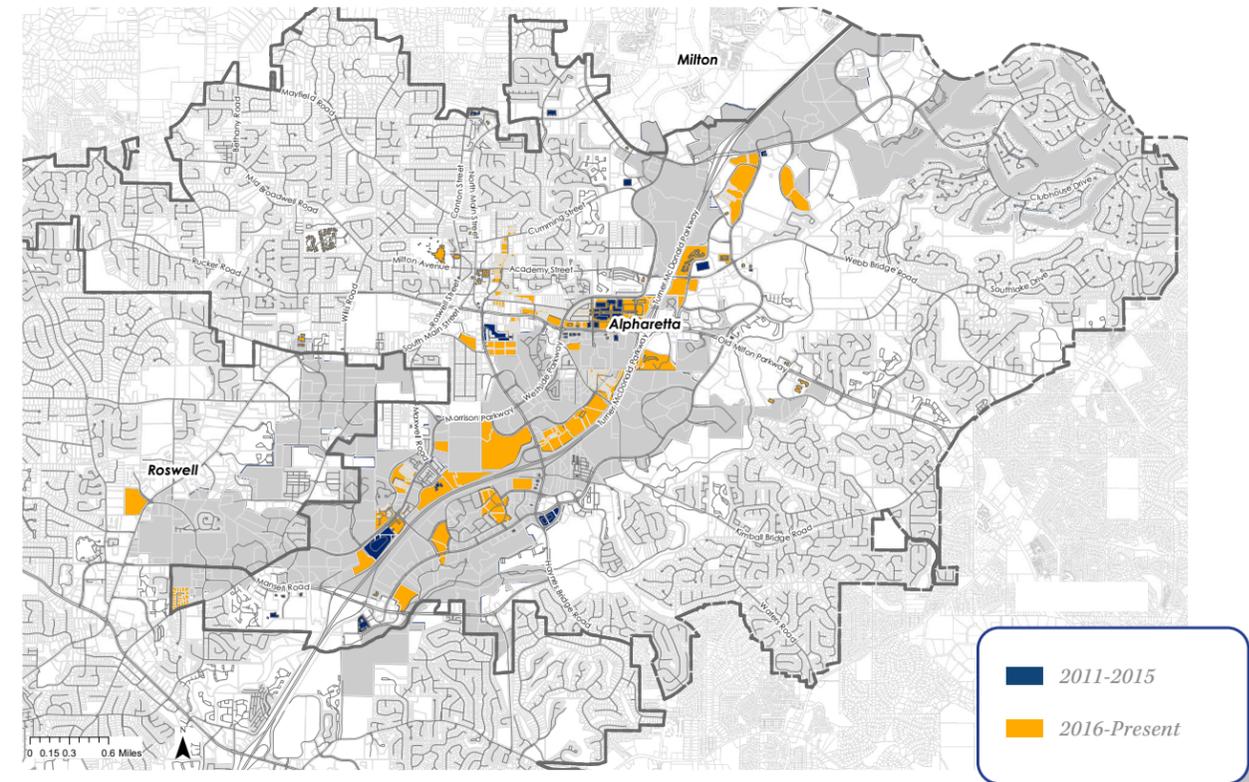
FUTURE OPPORTUNITIES

- » 75 parcels accounting for 489 acres of CID land area are presently designated as "vacant"
- » Surface parking lots account for 1,431 acres of land area in the CID, 5% of its total land area

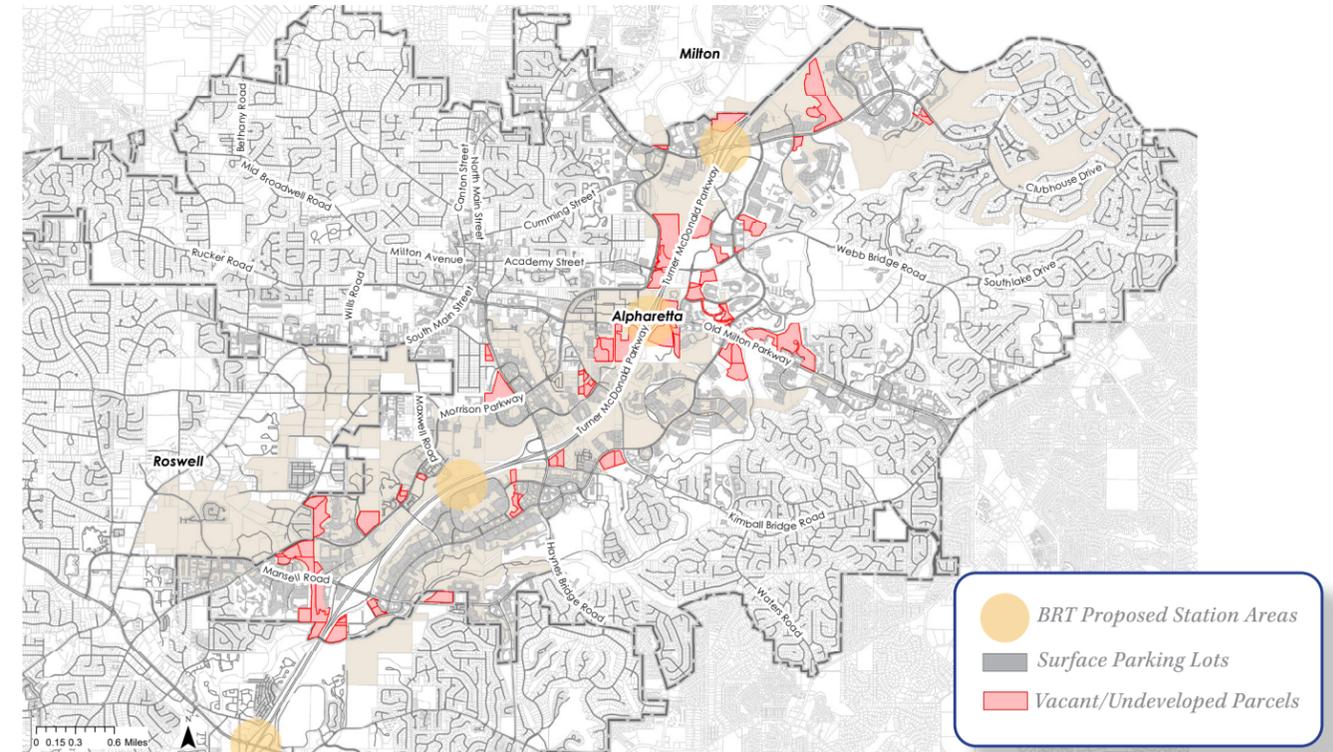
KEY THEMES

- » **Access/Connectivity** - Infrastructure remains a critical area of focus (roadway connections and traffic operations providing access to/from and within the CID)
- » **Multimodal Transportation** - The trend toward walkability and transit as alternative modes as a transportation solution and economic driver
- » **East vs. West** - A desire for more equity between the quality and character of development and amenities east and west of GA 400
- » **Amenitization** - Implementing green spaces, trails, and cohesive aesthetic elements as part of existing and new investments
- » **Growing Pains** - As the district attracts newcomers and expands, new solutions will be needed to accommodate the growth and retain what makes North Fulton special

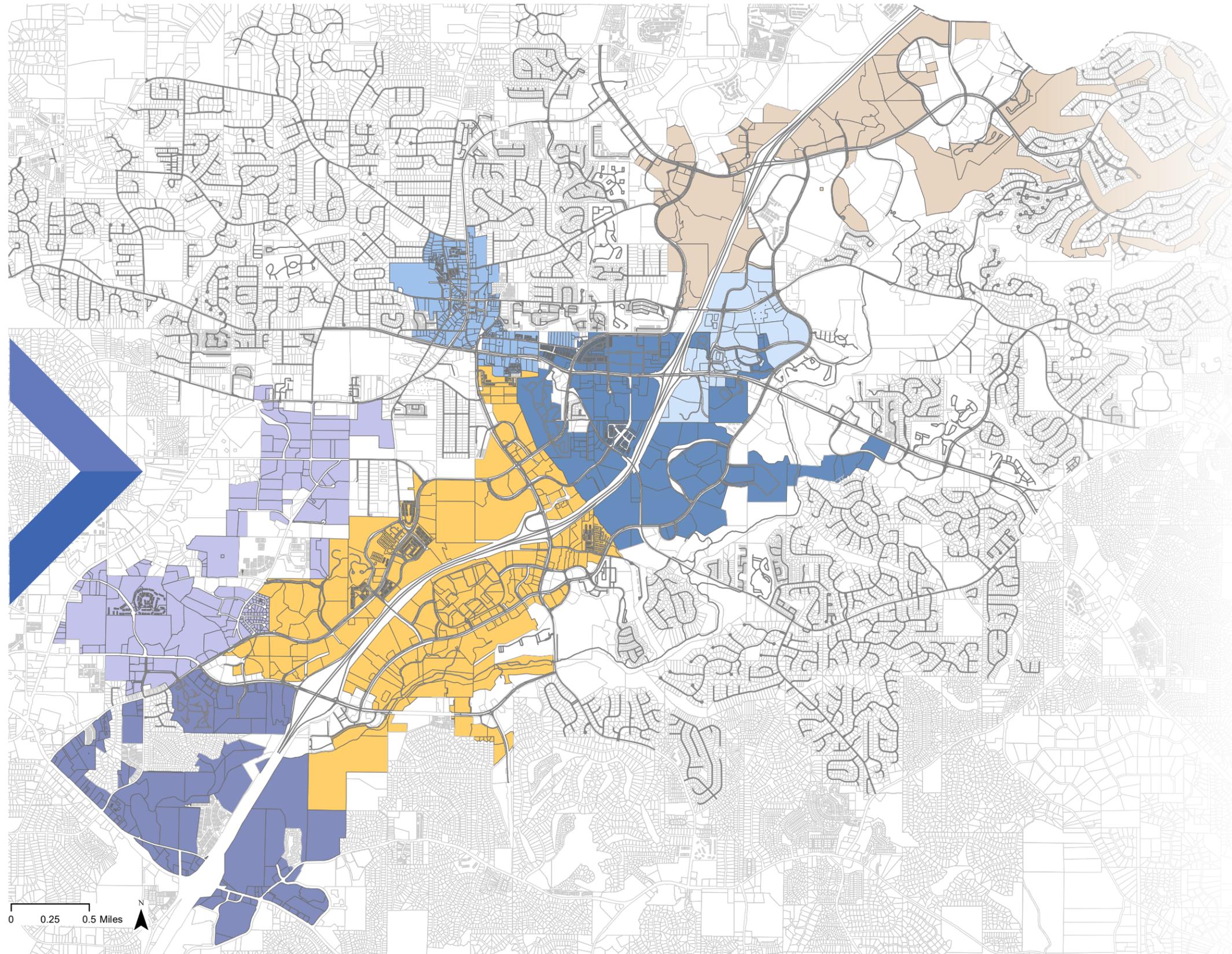
Post Recession Development



Future Development Opportunities



Land Use and Development



Character areas

Previous versions of Blueprint North Fulton recognized that the GA 400 corridor included three distinct market areas (North Point, Old Milton, and Windward). This series of subareas helped guide the master plan, but need to be reassessed as the district has grown and continues to expand. Blueprint III considers four “Character Areas,” serving as a lens through which to understand the districts unique strengths, weaknesses, opportunities, and challenges.

The Blueprint III Master Plan organizes the district into the following four Character Areas (from south to north):

HOLCOMB BRIDGE/HIGHWAY 9

- **Holcomb Bridge (expansion)** - Older strip-style retail, traffic congestion at GA 400 interchange, opportunities for redevelopment
- **Western Transition Area** - Uses primarily include industrial/warehouse/flex, new activity node in this plan update

NORTH POINT

- **Mansell/North Point/Haynes Bridge** - Mix of office, entertainment, hotel, strip-style retail, North Point Mall represents redevelopment opportunity, adjacent to Big Creek Greenway

OLD MILTON

- **Old Milton Core** - recent investments (Avalon) - mixed use and amenitization and incorporates NFCID design aesthetic
- **Old Milton East (expansion)** - hotel, healthcare, senior living, varied building condition/age, no amenitization present
- **Downtown (expansion)** - recent investments (Downtown core), Alpha Loop connections, coordinated placemaking and mix of private/civic spaces

WINDWARD

- **Windward Parkway** - Includes strip-style retail, corporate office and campus complexes

Mobility Trends and Traffic

Overall Mobility in the District

» Streetlight Analysis

To assess mobility trends and needs in the North Fulton CID, origin-destination data from Streetlight was analyzed to better understand travel patterns along major corridors that provide access to the CID. Streetlight is a service that uses anonymized location records from smartphones and navigation devices in connected vehicles and trucks to gather comprehensive data and mobility metrics for trips passing between and through various geographic zones, providing insight into area travel patterns.

Using Streetlight data, inbound and outbound travel patterns for the CID were analyzed to identify trip distribution patterns. GA 400 and five of the primary arterial roadways connecting to the CID area (Holcomb Bridge Road, Mansell Road, Haynes Bridge Road, Old Milton Parkway, and Windward Parkway) were assessed during the AM peak period of 6:00 AM to 8:00 AM and the PM peak period of 4:00 PM to 6:00 PM (PM Peak depicted on the facing page).

» Streetlight Analysis Takeaways

GA 400 serves most of the trips accessing North Fulton CID (30 percent), which is to be expected since freeways provide the highest level of mobility to connect to urbanized areas. However, the arterial network serves a considerable portion of trips accessing the CID, approximately 70 percent over the five arterials. Thus, GA 400 is still the primary route, but the data supports that east-west arterials are carrying more traffic than most people anticipate. Trips are well distributed across the five study arterials carrying a significant amount of daily east-west traffic, with distributions ranging between 5 percent (Holcomb Bridge Road) and 20 percent (Windward Parkway). As such, the projects and initiatives that evolved out of this planning effort focus primarily maintaining operations along GA 400 and leveraging the existing network through operational improvements for vehicular mobility.

While analyzing daily and peak period travel patterns for the CID, each character area was also studied to analyze traffic patterns traveling to and from that particular region of the district. For the Old Milton subarea, the PM peak period results are depicted on the facing page. In this analysis, it was determined that GA 400 carries the same distribution of traffic as Old Milton Parkway (30 percent). This further reinforces the importance of the core arterial network serving the CID, and demonstrates the importance of continuing to improve the existing roadways through mobility technology and operational improvements.

KEY ARTERIALS

- » GA 400 Corridor
- » Holcomb Bridge Road
- » Mansell Road
- » Haynes Bridge Road
- » Old Milton Parkway

ANALYSIS PERIODS

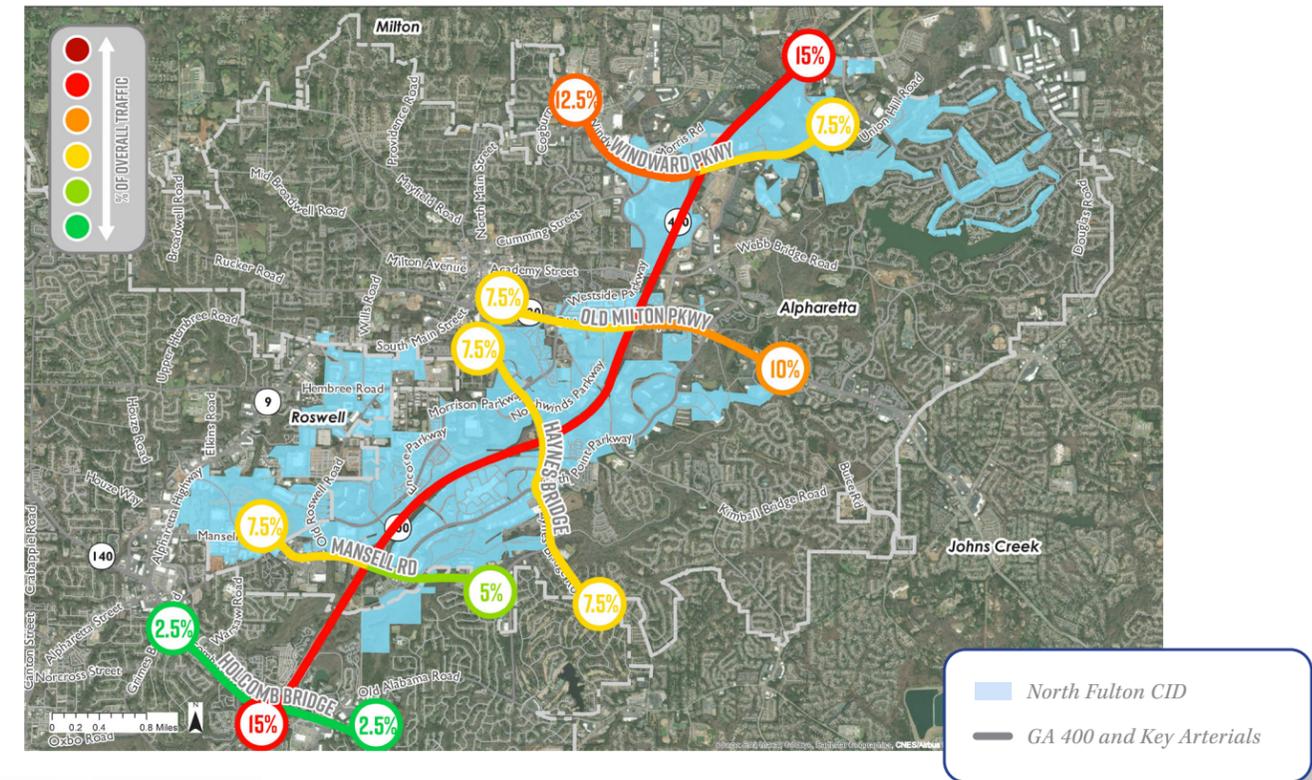
- » **AM Peak:**
6:00AM to 8:00AM
- » **PM Peak:**
4:00PM to 6:00PM

DISTRICT-WIDE

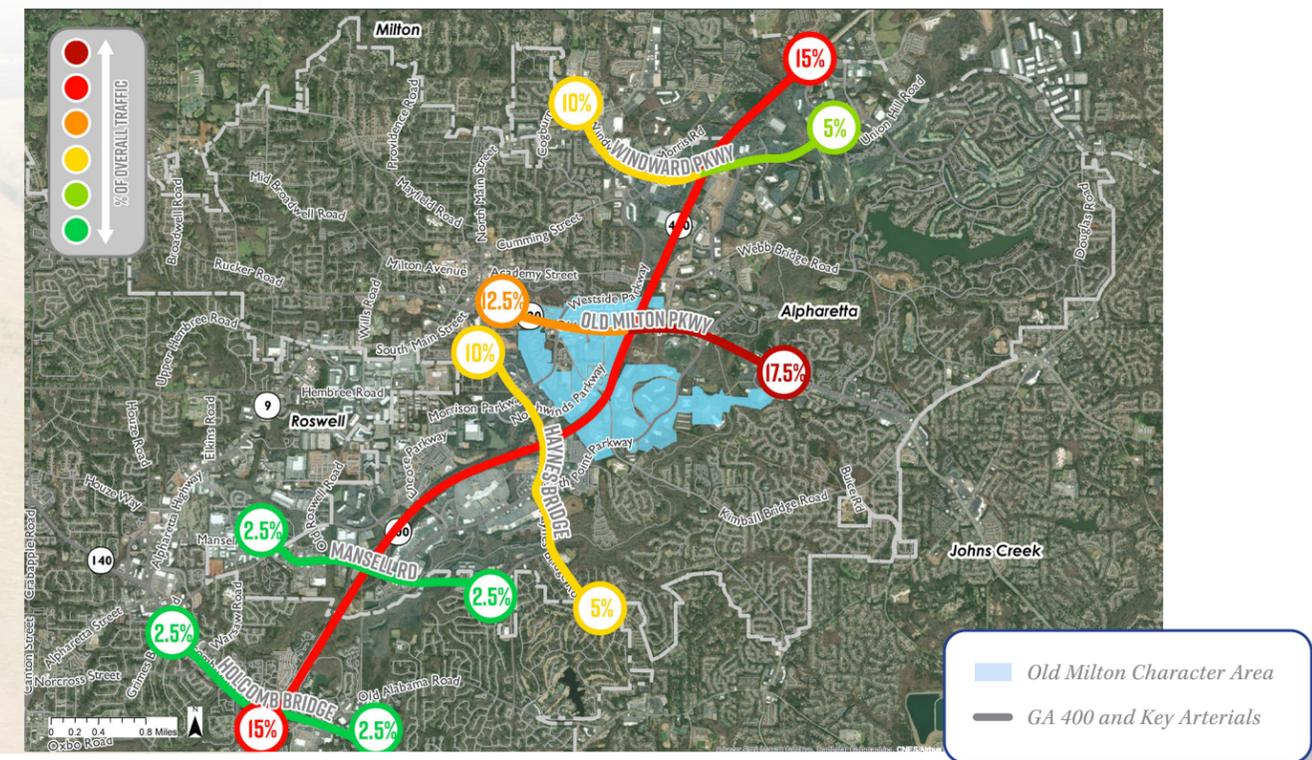
- » **70% of traffic** accessing the district was distributed across the **five key arterials**
- » **30% of traffic** accessing the district utilized **GA 400**

**The Streetlight data used for this master planning effort was collected between January and December of 2019, prior to any impacts the COVID-19 pandemic had on transportation patterns in the area.*

District-wide PM Peak (Outbound)



Old Milton Character Area PM Peak (Outbound)



Mobility Trends and Traffic

Trend Toward Walkability

The supply of walkable places that mix housing, shopping, and office space within a compact community are increasingly desirable places to live and work. On the whole, outside of the urban Atlanta core, the development market has not been able to keep pace with the growing demand for these communities. As the North Fulton submarket evolves, a focus on promoting a walkable land use framework will be essential to its continued success. This focus is key not only because walkable places offer a desired amenity to residents, workers, and visitors alike, but also because of the economic returns. A growing body of evidence shows that walkability is a primary characteristic sought after by corporations considering where to locate their businesses, and locations with a strong network of walkable corridors are outpacing those that are otherwise great places to live and work.

The CID has several unique factors that position it strongly to take advantage of this growing trend:

- » The existing **Big Creek Greenway trail network**, a wooded natural greenway trail located along the southern border of the district
- » The existing and planned **Alpha Loop, a network of trails linking several major destinations** in the North Fulton area, varying between on-street and greenway trail types, and utilizing a consistent brand and design palette
- » The overabundance of surface parking located within the CID boundaries, posing the opportunity for **greyfield infill development and redevelopment** on sites that are already cleared and graded
- » A growing propensity to **prioritize compactness** in new developments, as demonstrated by Avalon and Downtown Alpharetta, and planned for additional nodes including North Point Mall and the Haynes Bridge corridor
- » The **four planned BRT stations** as part of the GA 400 Express Lanes project (detailed in the facing page) and the associated station areas and transit-oriented development.
- » A collection of **supportive partners** with a similar understanding of and vision for furthering **walkability as a key distinguisher of North Fulton area**, including the cities of Alpharetta, Milton, and Roswell, among others



Planning Express Lanes and Transit

Several improvement projects are currently planned to help address growing congestion and improve mobility on GA 400 in North Fulton, one of which is the proposed Express Lanes project, depicted in the graphic below. The GA 400 Express Lanes Project is part of the Georgia Department of Transportation’s (GDOT) Major Mobility Investment Program (MMIP), which is a program of 11 large-scale projects that will build a better Georgia by enhancing mobility and safety, fueling economic growth, and improving Georgians’ quality of life.

» GA 400 Express Lanes Project

This project will include the construction of new express lanes from the Metropolitan Atlanta Rapid Transit Authority (MARTA) North Springs Station, south of North Fulton CID, to north of McFarland Parkway in Forsyth County — giving the option to bypass congestion. Distinguishing features of the project are dynamic pricing fees that rise during peak travel times and fall at off-peak travel times, as well as one of Georgia’s first Bus Rapid Transit (BRT) systems. As part of this project, transit riders and registered vanpools would be able to use the express lanes without paying any additional fees.

» Bus Rapid Transit and Station Areas

Bus Rapid Transit is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities, much like a transit rail vehicle, but on rubber tires. Defining features of a BRT system include dedicated lanes, well-designed stations typically situated in the center of the roadway, off-board fare collection, and reliable operations. Given all of these features, BRT is able to avoid the pitfalls that generally slow regular bus services, such as traffic congestion and queuing to pay once on the bus.

The four BRT stations planned as a part of the GA 400 project that overlap with the CID’s boundaries (Holcomb Bridge, North Point Mall, Old Milton Parkway, and Windward Parkway) each represent an enormous opportunity for the CID to be involved at the ground-level in not only the station area design, but also the ripple of redevelopment that will ensue as each area seeks to orient itself to a new form of mobility made available. Keen attention to aspects of the design such as ease of use and access to the BRT system, first/last mile connectivity, and promoting transit-supportive development densities immediately surrounding the stations will be vital to its success, and are facets of the overall project the CID is well-positioned to help shape.

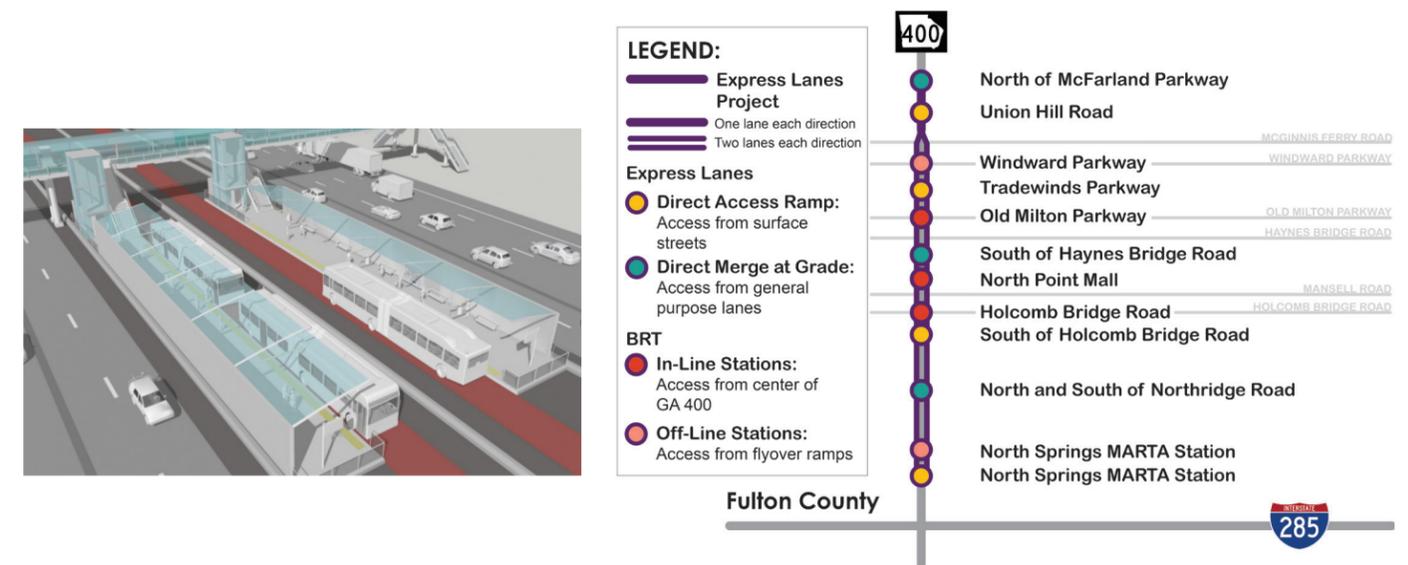
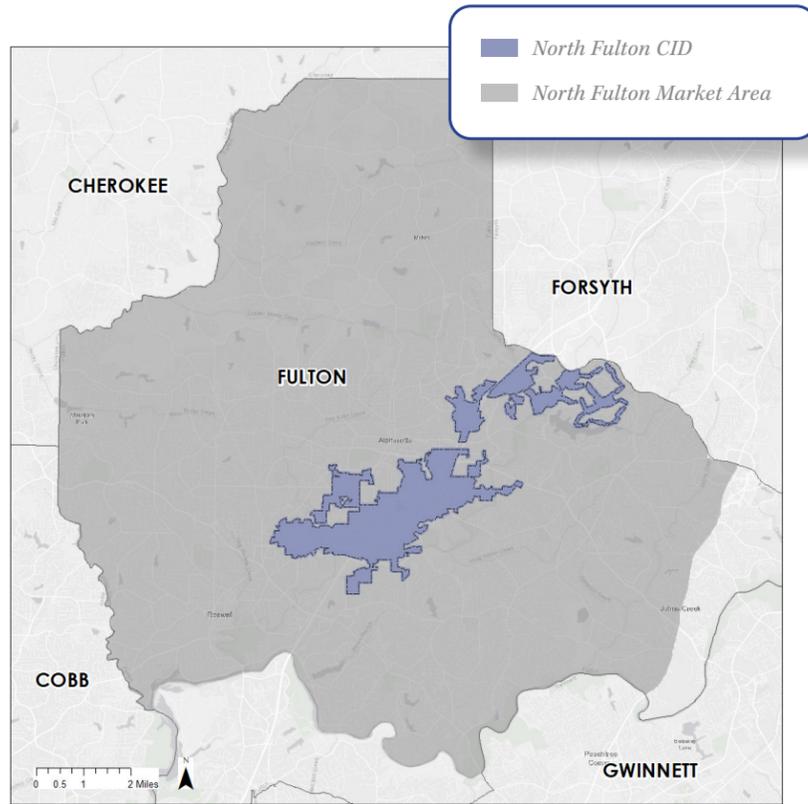


Diagram of the planned GA 400 Express Lanes and Transit Expansion.

Market Analysis

NFCID MARKET AREA

The master plan update included a review of demographics, economics, and real estate in the North Fulton Market Area to determine trends affecting real estate demand in the CID. The Market Area is the same area analyzed for Blueprint 2.0 in 2017. It encompasses Fulton County north of the Chattahoochee River (shown to the right).



People

Population in the North Fulton CID grew by nearly 29% during the 2010s, adding more than 2,800 new residents. North Fulton CID captured nearly 10% of the total population growth in the Market Area over the last decade, increasing the CID's share of residents from 4.0% in 2010 to 4.6% in 2019. More than half of the population growth in the Market Area during the 2010s was driven by Baby Boomers, generally aged between 55 and 74, with the addition of over 20,000 residents. When compared to the larger Atlanta MSA, the Market Area has slightly higher shares of Millennials (roughly represented by the age cohorts 25-44), but comparatively lower shares of older residents despite the recent growth in this age segment. These trends reflect the attractiveness of the Market Area to a wide variety of residents, including young singles and couples, families, and retirees.

Households in the Market Area are more affluent when compared with the larger MSA. More than 20% of the Market Area households earn over \$200,000 annually, making it the most common income cohort. The median household income for Market Area households was nearly \$106,400 in 2019, followed by the North Fulton CID (~\$79,300) and the Atlanta MSA (~\$66,650). The Fulton County median (~\$44,850) is significantly lower than the other geographies at less than half of the Market Area's estimate.

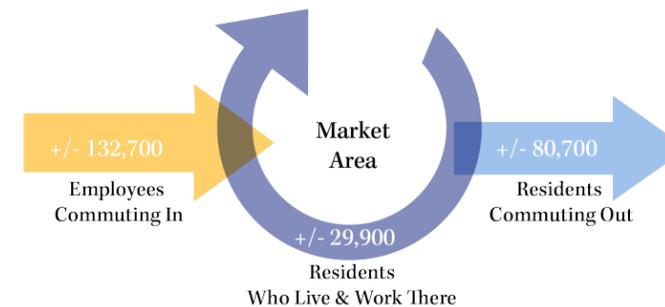
	Median Age	Average Household Size	Median Household Income
North Fulton CID	35.1	2.28	\$79,301
Market Area	37.3	2.72	\$106,392
Fulton County	34.2	2.35	\$44,854
Atlanta MSA	34.9	2.69	\$76,697

Prosperity

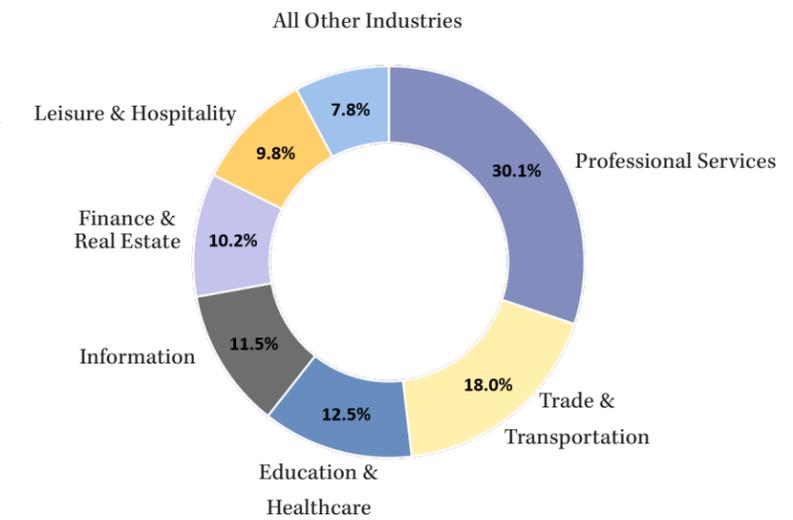
The North Fulton CID hosted more than 51,000 jobs in 2017, representing 31.4% of the Market Area total. For the larger Market Area, Professional Services represented the largest share of jobs at 30.1%, followed closely by Trade & Transportation (18.0%) and Education & Healthcare (12.5%). Based on the most recent trend data available, job bases in both the CID and Market Area have exhibited strong growth in the last five years. The fastest growing sector has been Professional Services, representing higher paying white-collar positions.

The 162,600 jobs in the Market Area made up approximately 6.5% of the Atlanta MSA total employment base in 2017. Of note is that nearly 30% of all Professional Services sector jobs in the MSA are hosted within the Market Area.

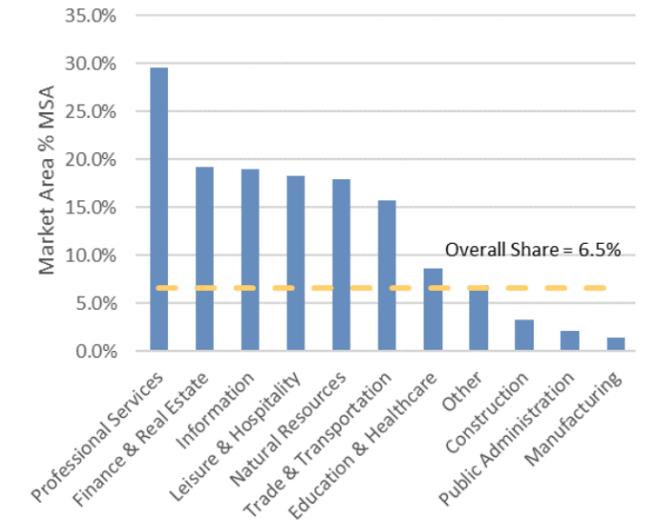
As of 2017, nearly 132,700 people commuted into the Market Area for employment, while approximately 80,700 employed residents traveled out. Based on US Census data, nearly 30,000 people live and work in the Market Area.



Market Area Job Share



MSA Job Share



Consistent with trends experienced in other large metropolitan areas, the Atlanta MSA economy was significantly interrupted by the 2007-2009 Great Recession, reporting annual net job loss during and immediately after this period. In the years between 2011 and 2019, the MSA posting annual net job gains averaging approximately 60,000 jobs per year. Since March 2020, the United States has been heavily impacted by the COVID-19 pandemic, which has resulted in job losses in every region of the country. Retail Trade, Entertainment, Hospitality and Food Services have been hit particularly hard as many establishments were required to close or restrict business to stop the spread of the virus.

Annualized employment for 2020 demonstrates the immediate impact of the COVID-19 pandemic on the region, as well as a subsequent recovery. Between first-quarter 2020 and second-quarter 2020, which includes the initial onset of COVID-19 and widespread stay-at-home orders, the Atlanta region lost over 300,000 jobs. Total employment in the region recovered between second quarter and third-quarter 2020, adding approximately 108,000 jobs back into the economy and reaching 2.5 million jobs. Another 85,000 jobs were added back to the local economy between third quarter and fourth-quarter 2020. The fourth-quarter 2020 jobs measure is approximately 4.9% lower than the fourth-quarter average for 2019 (2.7 million). The Atlanta region has experienced strong recovery following the onset of the pandemic, but like most major metropolitan areas across the United States, has yet to exceed pre-pandemic job levels.

Market Analysis



Housing Demand

The Atlanta Regional Commission (ARC) projects the Market Area population will grow 8.2% from an estimated 261,000 residents in 2015 to approximately 282,000 in 2040. Strong population growth and desirable quality of life attributes will support continued demand for new residential product, but new development is constrained by lack of large undeveloped land. While there is still strong demand for well-located rental housing, especially by young professionals and downsizing Baby Boomers, homeownership is more prevalent Millennials have begun to have families. Approximately 2,250 to 2,500 housing units are projected to be demanded in the North Fulton CID between 2020 and 2040. Accessibility to transportation corridors and employment nodes makes this area particularly attractive. High-growth areas are primarily located within or near CID expansion areas, including south and east of Windward, south of Mansell Road, and the North Point Mall area.



Retail Demand

Forecasts for retail demand were based upon a household growth model. The North Fulton CID is forecasted to capture approximately 500,000 to 650,000 square feet of the forecasted demand in the Market Area between 2020 and 2040. Due to the completion of Avalon, the area is unlikely to attract another major retail development in short-term; however, given the age of the retail inventory, there is potential for redevelopment in the long-term as older properties become obsolete and retailers seek locations in proximity to high-income households. Nationally, retail is the most volatile real estate sector due to shifting consumer preferences, which have been exacerbated by the COVID-19 pandemic.



Office Demand

Office demand was forecasted using a combination of employment growth projections from ARC and estimations of various office sectors and square foot per employee factors. Strong forecasted employment growth by ARC is likely to drive demand for well-designed office space that offers diverse, connected land uses with access to amenities. Trend of declining square footage per employee are likely to accelerate as companies consider allowing more workers to work from home indefinitely. Between 2020 and 2040, an estimated 1.5 million to 2.0 million square feet of office space is projected to be demanded in the CID. Due to elevated vacancy rates, some space will likely need to be absorbed or redeveloped before more space is added.



Hospitality Demand

The employment forecasts from ARC were also leveraged to calculate the potential increase in 12 key sectors that most commonly generate business travel and determine the expected demand for hotel rooms through 2040. The area has experienced a strong influx of new hotel keys, driven by employment, travel, and tourism. The majority of the keys remain limited service. Given the robust recent development, demand for more hotel rooms is likely to be limited for the foreseeable future. Despite the impact of the COVID-19 pandemic on tourism and business travel, this market benefits from being primarily a drive market and is likely to recover more quickly. The lack of wedding and event venues presents an opportunity to fill a void and grow local hotel demand.

Market Area: 20-Year Demand Forecasts

20-Year Market Area Real Estate Demand (2020-2040)				
	 HOUSING	 RETAIL	 OFFICE	 HOTEL
Market Area Gross Demand	7,000 - 8,000 Units	2.4M - 3.2M Square Feet	2.7M - 3.0M Square Feet	800 - 1,000 Rooms
North Fulton CID Capture	2,250 - 2,500 Units	500K - 650K Square Feet	1.5M - 2.0M Square Feet	500 - 600 Rooms

Market Considerations for the North Fulton CID

- » In order to attract top talent, **employers are seeking more pedestrian-oriented locations with a mixture of uses**
- » Concentrated nodes of development should **leverage future transit access, creating accessible and competitive locations**
- » Retail was struggling pre-pandemic and the future remains unclear; demand for high-end retail is largely met by Avalon, **smaller neighborhood-serving retail opportunities will gravitate to nodes near transit**
- » **Future demand for office space** should cater to both larger corporate interests and smaller entrepreneurial firms
- » Leverage the Georgia 400 interchanges and future transit stops to create **compact centers that carry brand recognition regionally and nationally**

Master Plan

Proven Success

North Fulton CID was founded out of a desire to do more than just develop a vision for its future, but to take that vision and carry it forward into tangible and implementable improvements. Of the 11 priority projects on the short-term action plan refined in late 2017, all have been progressed and are either undergoing design and engineering, are shovel-ready, or have been entirely completed.

Current Projects and Initiatives

- » *Davis Drive Extension*
- » *Old Ellis Extension*
- » *Windward Parkway Phase II*
- » *MARTA Bus Shelter Program*
- » *Alpha Loop (multiple segments)*
- » *Encore Greenway Park*
- » *Connected Vehicle Program*
- » *Interchange Landscaping and Maintenance*
- » *Proposed McGinnis Ferry Interchange*
- » *GA 400 Bridge Design Standards - 3 Locations: Kimball Bridge Road, Webb Bridge Road, and Tradewinds Parkway*

Coordinating Efforts

To update the CID's Blueprint project list and explore new opportunities, the Blueprint III master planning process included a review of current programmed projects within and near the CID from a variety of local and regional plans. In addition to previous versions of the North Fulton CID Blueprint (1.0 in 2007, 2.0 in 2014, and 2.1 in 2018), plans considered included:

GDOT / MARTA

- » *GA 400 Express Lanes MMIP*
- » *GA 400 Transit Initiative (BRT)*

Fulton County

- » *Fulton County Transit Master Plan (2017-2019)*
- » *TSPLOST 1 and 2*

City of Alpharetta

- » *North Point LCI (2017)*
- » *Creative Placemaking Plan (2019)*
- » *Vision Alpha Link (2020)*

Completed Projects and Initiatives

- » *Encore Parkway Corridor Improvement Project*
- » *Northwinds Parkway Extension*
- » *Westside Parkway (Mansell Road to Old Roswell Road and Bridge over Foe Killer Creek)*
- » *Westside Parkway Northern Extension*
- » *Windward Parkway Right-Turn Lane at GA 400*
- » *Mansell Road at North Point Parkway Triple-Left-Turn Lane*
- » *Old Milton Parkway Streetscape*
- » *Old Milton Parkway at GA 400 Exit Ramp*
- » *Windward/Marconi Intersection Improvement*
- » *Landscaping at Multiple Locations*
- » *Mansell Connectors Study*
- » *Sun Valley Extension Traffic Study*
- » *Commuter Shuttle Feasibility Study*

City of Milton

- » *Milton Trail Blueprint (2017)*
- » *Comprehensive Parks and Recreation Master Plan (2019)*
- » *Milton Community Trail Prioritization Plan (2019)*
- » *GA 400 State Route 9 LCI (2012)*

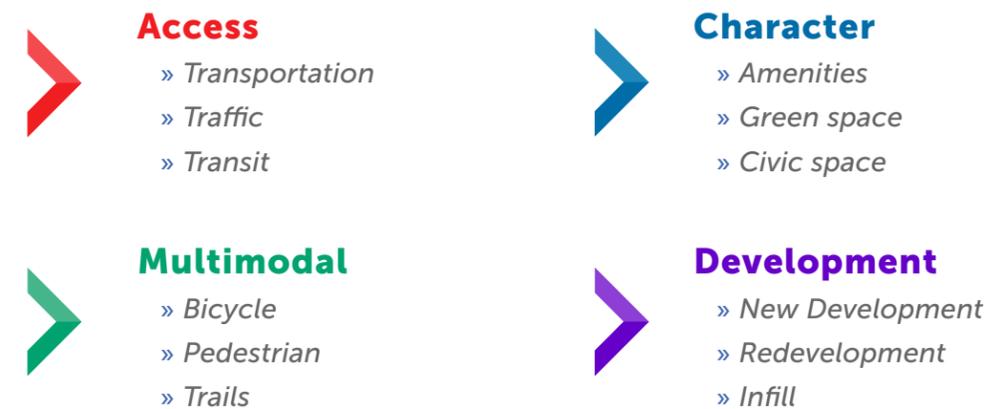
City of Roswell

- » *Highway 9 Economic Development Analysis and Redevelopment Strategy Plan (2016)*

Blueprint III Project and Initiative Types

At its inception, the CID had a focused approach to improving the area through planning, funding, and implementing projects that were primarily transportation-oriented in the form of roadway extensions and corridor improvements. As the district grew and the North Fulton area evolved into a more dynamic, multi-modal environment, the focus on roadway projects and definition of transportation improvement expanded to include greenway connections and transit-oriented projects, as well as broader initiatives and advocacy efforts.

Blueprint III has offered another opportunity to expand the definition of transportation, as well as to evaluate what other types of projects and initiatives might be worthy of the CID's efforts over the next 5-7 years. As the planning process progressed, it became apparent that there were four primary categories within which most of the ideas and thoughts from stakeholder interactions could be understood. These project and initiative types are detailed below and are represented by four distinct colors. These colors will correspond to these categories for each improvement mentioned throughout the remainder of this plan document.



CID Funding Considerations

While the Community Improvement District can advocate for any project that impacts the district, CID construction funding is limited to efforts that fall within the district's physical boundaries. Thus, each project's proximity to the district was also a key evaluation factor as was the transportation, operational, and community/economic impact of each improvement.



Master Plan

District-wide Priorities

As a result of the initial stages of the master planning process, it became apparent that a number of the projects and initiatives that were introduced and discussed were not necessarily bound to a specific character area or geographic location within the CID. Instead, the planning team determined in cooperation with stakeholder input that these overarching ideas should act as guiding principles for the CID as it enters into its next evolution of growth. Thus, the following projects and initiatives are considered to be “District-wide priorities,” applicable to the entire district and functioning as a lens through which to evaluate additional ambitions as they arise in the future. These priorities are organized into the four project types discussed on the previous pages.

Access

- » Transportation
- » Traffic
- » Transit

More **detailed traffic study to model the improvements and forecast impacts** to existing traffic patterns once the **GA 400 Express Lane and BRT systems** come on-line

Partner to **mitigate construction traffic impacts** amidst GA 400 construction

Continue to focus on **transit initiatives**, including future GA 400 BRT (quality of system - predictability, user communication), expanding the bus shelter program, and others (shuttles to connect activity centers, strategic expanded bus service)

Key signal timing

Encourage additional **east-west crossings of GA 400**

Further partner with **GA Commute Options Programs** as it relates to the district

Further leverage **connected vehicle infrastructure investments** and **TSMO strategies** (TDM, TSP, EVP, Traveler Info Kiosk, Integrated Corridor Management)

Keep in-tune with the **future of driver-less cars** and district impacts

Multimodal

- » Bicycle
- » Pedestrian
- » Trails

Character

- » Amenities
- » Green space
- » Civic space

Development

- » New Development
- » Redevelopment
- » Infill

Conduct a **first-mile/last-mile connectivity study** that includes all **four BRT stations**

** including study/advocate for rebuilding Old Milton Parkway Bridge*

Promote a more **walkable environment and pedestrian-friendly corridors** along primary arterials and corridors that are experiencing new investment

Position the CID as an active partner in **BRT station area design**

Conduct a **pedestrian walkability study** that is district-wide to **evaluate gaps in coverage**. Potentially earmark an annual budget to fund improvements.

Explore partnerships for the CID to **re-invest in bike shares**

Continue to invest in and maintain **interchange landscaping**

Seek opportunities to **incorporate technology features** into current and future projects

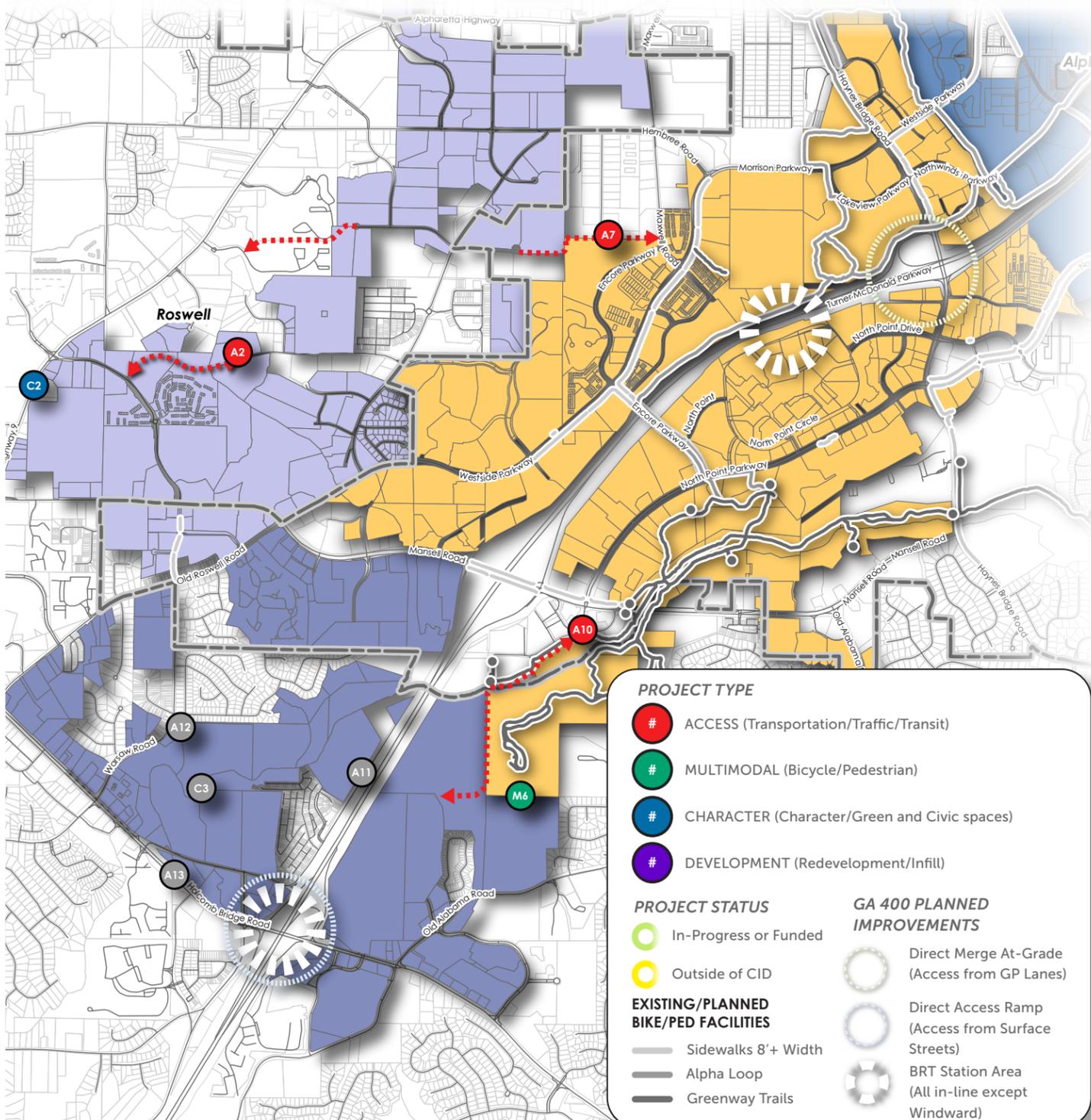
Incorporate **green spaces/green amenities** through **greyfield redevelopment** (parking lot infill)

Strategic expansion (Holcomb Bridge area, Old Milton East area, Downtown, others)

Partner with cities to evaluate **redevelopment/underdeveloped areas** and **economic development opportunities**

As development occurs, **leverage opportunities to partner with public and private entities** to ensure **new investments are high quality and consistent with market demands**

HOLCOMB BRIDGE HIGHWAY 9



Priority Projects

- A2 » Continue to progress Old Ellis project
- A7 » Conduct a feasibility/concept study to determine the best location to connect Alpharetta Hwy and Westside Pkwy
- A10 » Mansell Connector: Extend North Point Parkway south to Old Alabama Road
- M6 » Connect Big Creek Greenway trail network south to Old Alabama
- C2 » Study future of Highway 9 corridor as a "motor mile" through partnership program (LCI, etc.)

Subarea Transit

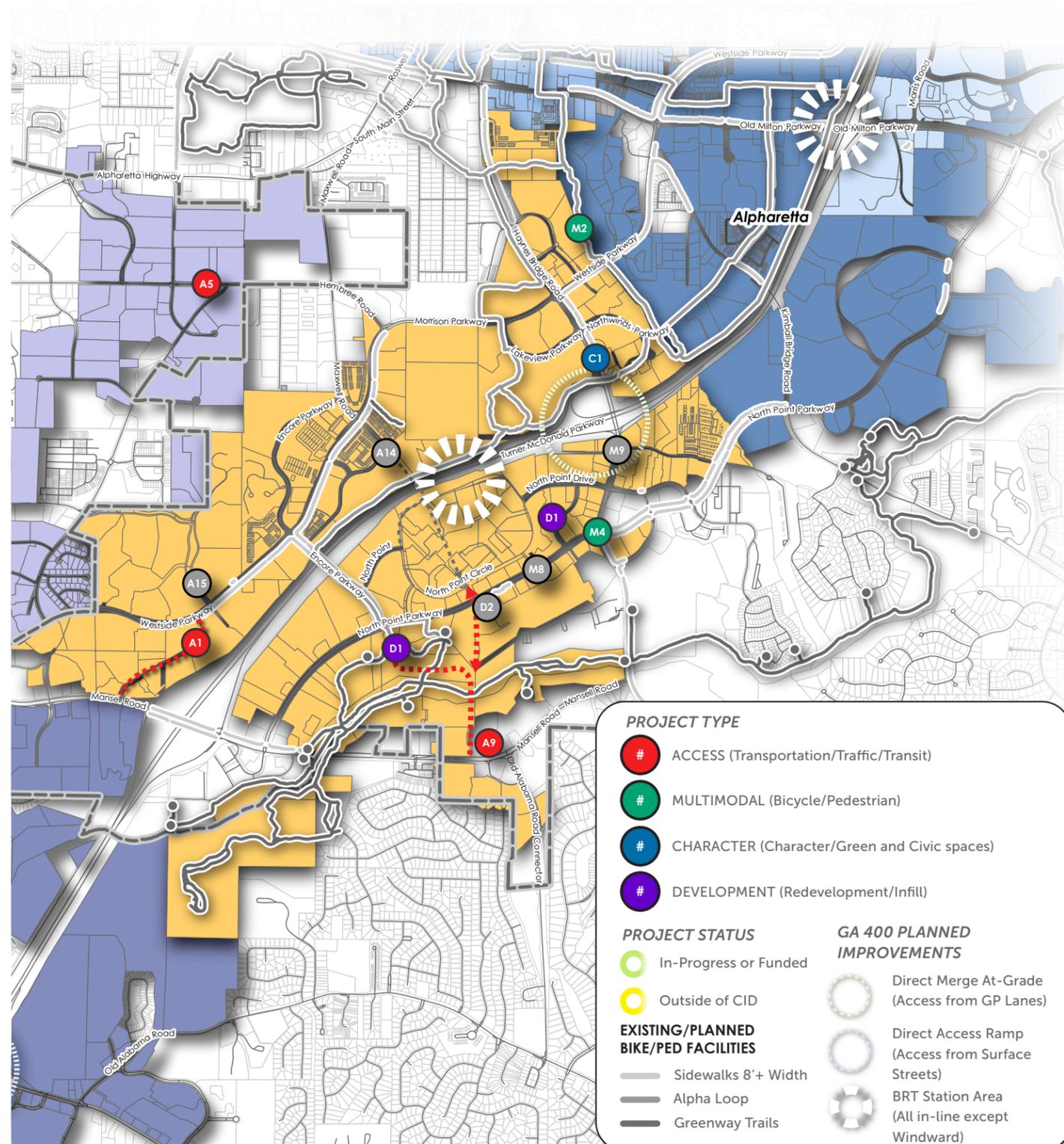
BRT Station at Holcomb Bridge Road (in-line)

**In-Line Stations are accessed from the center of GA 400*

Aspirational Projects Considered

- A11 » Partner with City on Big Creek Parkway project
- A12 » Create extension from Warsaw Road across GA 400 near Willow Stream Ct.
- A13 » Partner with City of Roswell to expand BRT east-west on Holcomb Bridge
- C3 » Housing/affordability study to promote workforce housing/expanded housing options
- C4 » City of Roswell Council relationship building (educate on connected vehicles, mixed-use developments)

MANSELL/NORTH POINT/HAYNES BRIDGE



Priority Projects

- A1** » Davis Drive Extension and study evaluating potential impacts should Sanctuary Parkway open in the future
- A5** » Hembree Road widening project
- A9** » Feasibility study for future connection from North Point Parkway south to Old Alabama Road
- M2** » Partner with City of Alpharetta on Alpha Loop section between Old Milton Parkway and Northwinds Parkway
- M4** » Focus on walkable corridors and bike infrastructure specifically in the North Point area
- C1** » Partner with City of Alpharetta to provide multimodal connectivity between new developments through a crossing at Haynes Bridge Road (unifies new investments as a "destination")
- D1** » Encore Greenway Park and Greenway Extension and/or Stormwater Park at the Mall property

Subarea Transit

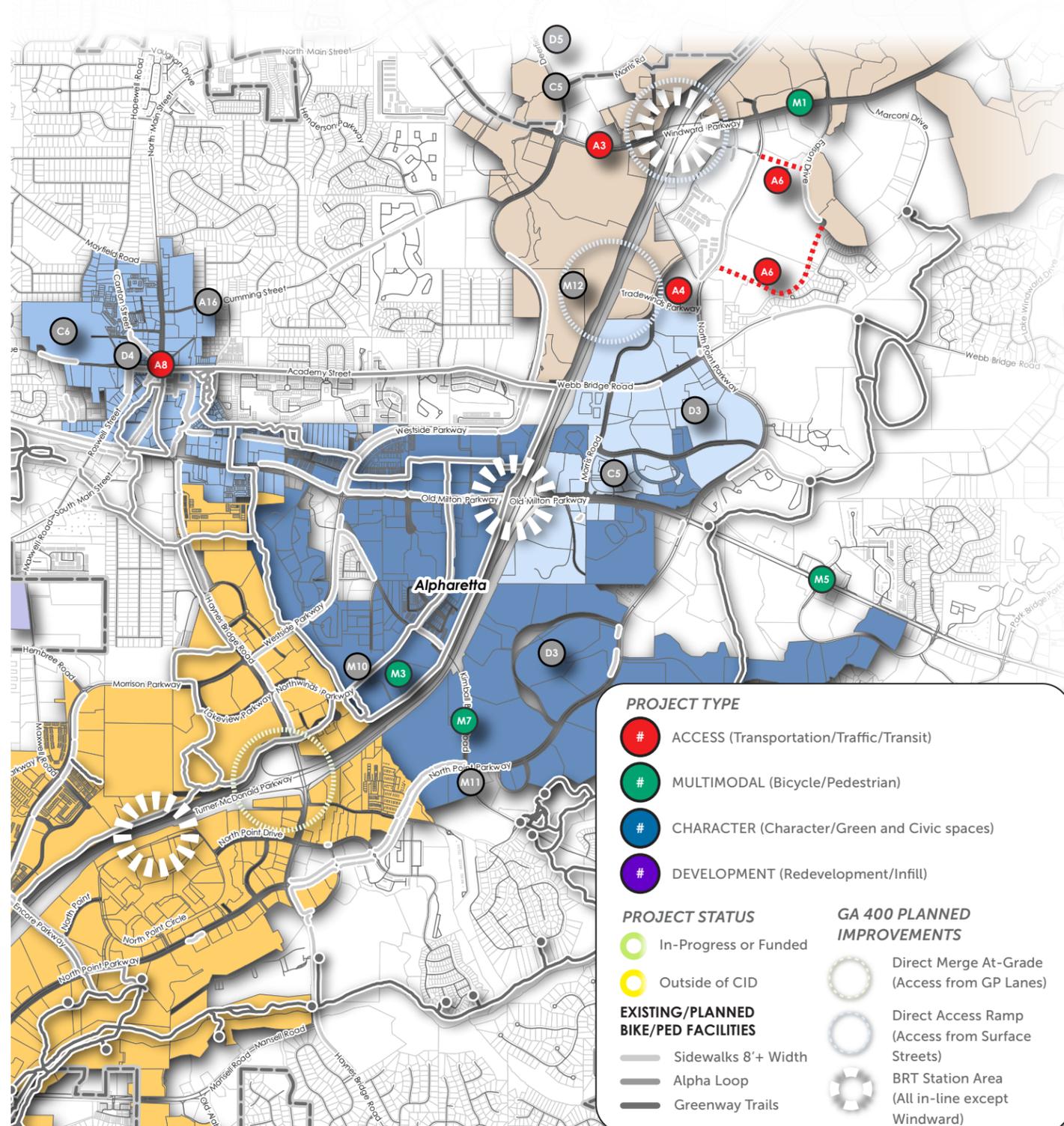
 BRT Station on the north side of North Point Mall (in-line)

**In-Line Stations are accessed from the center of GA 400*

Aspirational Projects Considered

- A14** » Extend Maxwell Road across GA 400 near North Point mall to North Point Parkway (vehicular connection)
- A15** » Study to evaluate potential impacts should Sanctuary Parkway open in the future
- M8** » Improve walkability along North Point Parkway (south of Haynes Bridge)
- M9** » Promote walkability and bike infrastructure along Haynes Bridge Road
- D2** » Partner with City of Alpharetta to promote arbors with 5G technology along North Point Parkway

OLD MILTON PARKWAY WINDWARD PARKWAY



Priority Projects

- A3** » Conduct a study through LCI or other program to look at future land use and traffic patterns along the Windward Parkway corridor
- A4** » East-side intersection improvements at Tradewinds at Morris Road/North Point Pkwy (roundabout)
- A6** » Dryden Road Extension to Edison Drive
- A8** » Partner with City of Alpharetta on the Milton Avenue project
- M1** » Windward-Marconi Greenway Connector
- M3** » Partner to construct Alpha Loop section adjacent to Jackson Healthcare property
- M5** » Partner with City of Alpharetta on Old Milton roadway widening
- M7** » Complete segment of Kimball Bridge Road with missing pedestrian connection (Verizon campus to GA Power Substation)

Subarea Transit

- BRT Station at Old Milton Parkway (in-line)
- BRT Station at Windward Parkway (Off-line)

*In-Line Stations are accessed from the center of GA 400

*Off-Line Stations are accessed from flyover ramps

Aspirational Projects Considered

- A16** » City of Alpharetta Partnership: Cumming Street connection
- M10** » Study pedestrian connectivity/potential gap along Northwinds Parkway
- M11** » Add multiuse path on Kimball Bridge Road to connect to Big Creek Greenway
- M12** » Tradewinds connectivity on west-side of GA 400 (tie into Milton's trail system)
- C5** » City of Milton Partnership: Catalyze development in the Deerfield area
- D3** » Incorporate green spaces/green amenities by re-purposing underutilized surface parking lots
- D4** » City of Alpharetta Partnership: Development of parkland into future amphitheater
- D5** » City of Milton Partnership: Increase synergy between Milton and Alpharetta downtown destinations

Evaluation and Prioritization

Principles of Focus

The following pages include an evaluation of the projects and initiatives identified as part of the Blueprint III Master Plan effort to-date. Below is the list of “Principles of Focus” — district-wide in nature and intended to serve as a guide over the life of the plan’s 5-year outlook.

Principles of Focus were categorized by type and prioritized based upon the following CID Blueprint scoring criteria:

- » How would the principle contribute to the CID goal to “**maintain and enhance quality of life in North Fulton?**”
- » To what extent was the principle mentioned by various **stakeholders** during the planning process?
- » What is the **potential impact and importance** of the principle being implemented through future projects and initiatives?

Type	Principle of Focus	Priority
Access	Maintain access and mobility along GA 400 and the district’s major corridors	1
Access	Encourage additional east-west crossings of GA 400	2
Access	Keep in-tune with the future of emerging technologies and district impacts	3
Character	Seek opportunities to incorporate technology features into current and future projects	1
Character	Continue to promote district character and strong sense of place with existing and new investments	2
Development	Strategic expansion (Holcomb Bridge area, Old Milton East area, Downtown, others)	1
Development	Leverage opportunities to partner with public and private entities to ensure existing and new investments are high quality and consistent with market demands	2
Multimodal	Promote a more walkable environment and pedestrian-friendly corridors along primary arterials and corridors that are experiencing new investment	1
Multimodal	Position the CID as an active partner in BRT station area design	2

Initiative Ratings

The tables below and on the following pages display projects and initiatives sorted by total rating (highest to lowest) within each improvement type category.

To create a quantitative framework through which to rank the projects and initiatives, numerous criteria were analyzed:

- » Total **population and employment** in the vicinity
- » **Economic development** benefits
- » **Funding feasibility**
- » Project **implementation timeframe**
- » Potential **partnerships**

➤ BLUEPRINT III CONTAINS
**13 INITIATIVES AND
20 PROJECTS**

Type	Initiative Name	Potential Implementation Cost	Priority
Access	GA 400 Express Lane/BRT Traffic Study	\$200,000	1
Access	GA 400 Construction Impact Mitigation	\$750,000	2
Access	Transit Initiatives (GA 400 BRT, Bus Shelter Program, strategic expanded bus/shuttle service)	\$360,000	3
Access	Key signal timing	\$650,000	4
Access	GA Commute Options Programs Partnerships	TBD	5
Access	Integrated Corridor Management	\$350,000	6
Access	Transit Signal Priority	\$60,000	7
Character	Green Spaces/Amenities (greyfield infill)	\$2,500,000	1
Character	Interchange Landscaping	\$1,100,000	2
Development	Economic Development (City partnerships)	\$250,000	1
Multimodal	BRT Station First-/Last-Mile Connectivity Study (includes rebuilding Old Milton Bridge)	\$150,000	1
Multimodal	District-wide Walkability Study	\$50,000	2
Multimodal	Bike Share Reinvestment	TBD	3

Evaluation and Prioritization

Project Ratings

As described on the previous page (p. 26), the following projects utilize the same evaluation criteria as the initiatives that are included in this master plan update. Projects are distinctly different than initiatives in that they correspond to the master plan subarea maps on pages 19-24. In other words, each project pertains to a particular geography or character area, and thus has a unique alpha-numeric identifier.

Type	#	Project Name	Subarea	Potential Implementation Cost	Priority
Access	A1	Davis Drive Extension	North Point/Haynes	\$2,500,000	1
Multimodal	M1	Windward Greenway Connector	Windward/Old Milton	\$750,000	2
Multimodal	M2	Alpha Loop (Old Milton to Northwinds)	North Point/Haynes	\$7,250,000	3
Multimodal	M3	Alpha Loop (Jackson Healthcare)	Windward/Old Milton	\$5,000,000	4
Access	A2	Old Ellis Connection	Holcomb/Highway 9	\$18,000,000	5
Development	D1	Encore Greenway Park and Greenway Extension	North Point/Haynes	\$1,500,000	6
Multimodal	M4	North Point Walkability - Ped Gaps	North Point/Haynes	\$2,500,000	7
Multimodal	M5	Old Milton Road Widening	Windward/Old Milton	\$30,000,000	8
Access	A3	Windward Parkway Traffic Study/LCI	Windward/Old Milton	\$200,000	9
Character	C1	Haynes Bridge Road Crossing	North Point/Haynes	\$7,000,000	10

Type	#	Project Name	Subarea	Potential Implementation Cost	Priority
Access	A4	Tradewinds Intersection Improvements	Windward/Old Milton	\$7,500,000	11
Character	C2	Highway 9 LCI Study	Holcomb/Highway 9	\$200,000	12
Multimodal	M6	Extend Big Creek Greenway	Holcomb/Highway 9	\$3,500,000	13
Multimodal	M7	Kimball Bridge - Ped Gap	Windward/Old Milton	\$1,500,000	14
Access	A5	Hembree Road Widening	North Point/Haynes	\$4,000,000	15
Access	A6	Dryden Road Extension	Windward/Old Milton	\$4,500,000	16
Access	A7	Connect Alpharetta Highway and Westside Parkway	Holcomb/Highway 9	\$200,000	17
Access	A8	Milton Avenue Project	Windward/Old Milton	\$5,000,000	18
Access	A9	Connect North Point Parkway and Old Alabama Road	North Point/Haynes	\$150,000	19
Access	A10	Mansell Connector	Holcomb/Highway 9	\$14,000,000	20

ACKNOWLEDGMENTS

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