



A RESOLUTION

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE CITY OF GRIFFIN, GEORGIA, ADOPTING THE CITY OF GRIFFIN COMPREHENSIVE PLAN PARTIAL UPDATE 2009, AS PREPARED BY POND & COMPANY.

WHEREAS, The Georgia Planning Act, O.C.G.A 36-70-1, *et seq.*, authorizes local government to develop comprehensive plans, pursuant to minimum planning standards promulgated by regulations of the Georgia Department of Community Affairs (DCA);

WHEREAS, local governments that have adopted comprehensive plans in accordance with the aforesaid minimum planning standards and maintain such plans in current status are designed by DCA as "Qualified Local Governments" and are eligible to participate in various State funded programs, including Federal grants and loans administered by DCA;

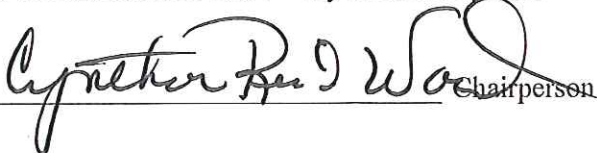
WHEREAS, the City of Griffin, Georgia undertook through contract with Pond & Company, professional planning consultants, to develop its partial update to the "City of Griffin, Georgia, 2024 Comprehensive Plan" in compliance with the Minimum Standards and Procedures for Local Comprehensive Planning;

WHEREAS, the City of Griffin has conducted all mandatory Public Hearings and all comments made therein have been duly considered by this governing body in accordance with The Georgia Planning Act, the partial plan update was transmitted to the Three Rivers Regional Commission and the State of Georgia Department of Community Affairs for review and comment, and has been duly advertised as required by law;

NOW, BE IT THEREFORE RESOLVED, that the Board of Commissioners of the City of Griffin does hereby adopt the Partial Update to the Comprehensive Plan, together with all maps, charts, graphs and other attachments included therein, as prepared by Pond & Company, known as the "City of Griffin Comprehensive Plan Partial Update 2009", which by reference a full and complete copy of which is incorporated herein. The original of said plan shall be kept in the City Manager's office, as a public document available for inspection and copying. Said plan shall supersede all prior comprehensive plans heretofore adopted.

The City Manager and his designee(s) are hereby directed to maintain the comprehensive plan, and to update the same in the manner required, by DCA regulations, in order to assure the City's continuing status as a "Qualified Local Government".

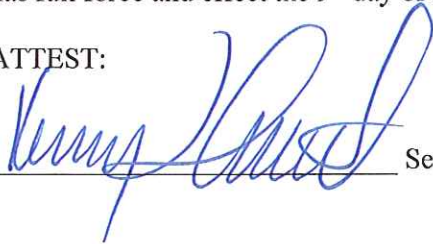
BE IT RESOLVED this 9th day of February 2010


Cynthia Reed Wood, Chairperson

CERTIFICATION

I do hereby certify that the foregoing is a true and correct copy of the Resolution duly adopted by the City of Griffin on the date so stated in said Resolution. I further certify that I am the Secretary and that said Resolution has full force and effect the 9th day of February 2010.

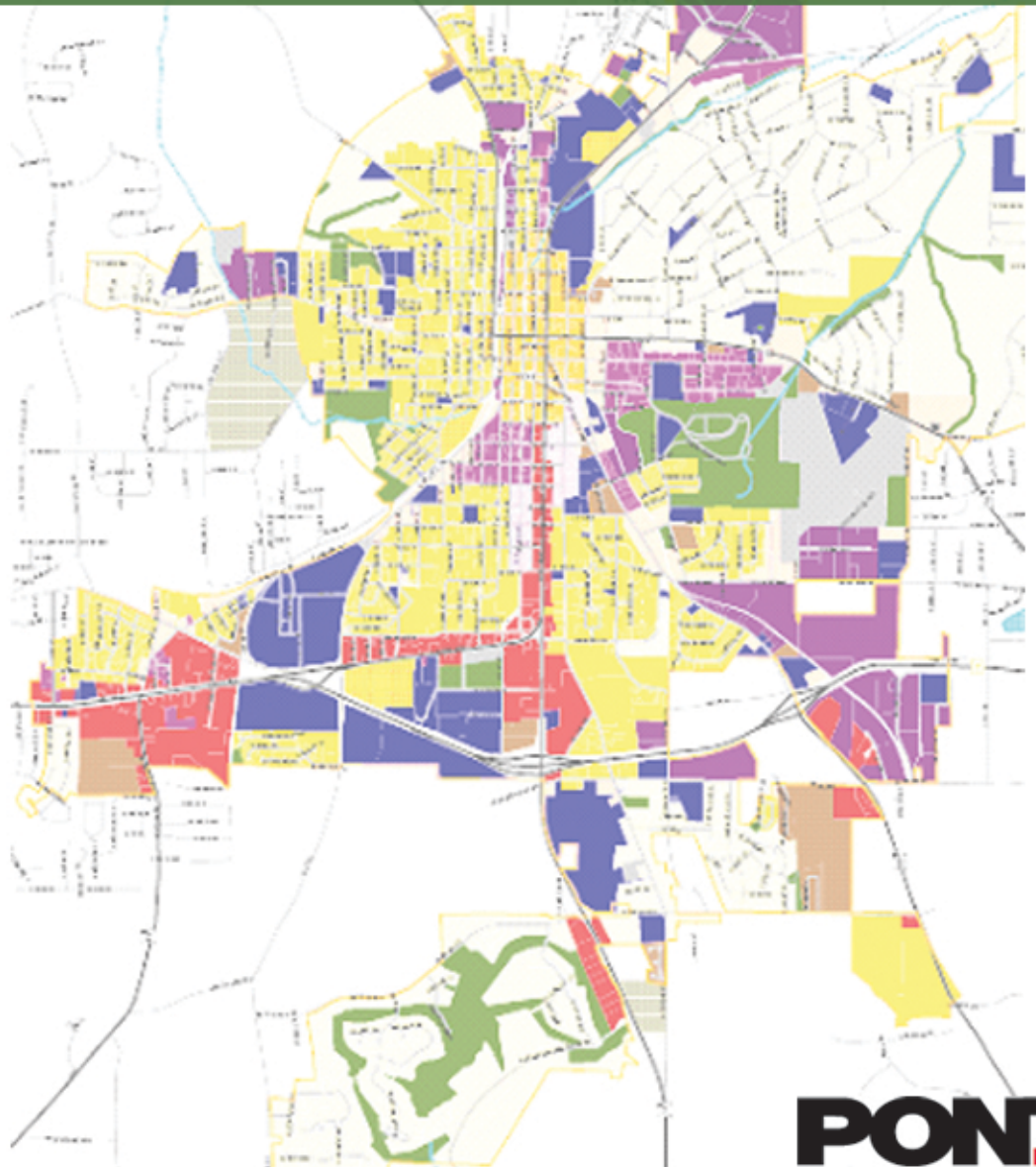
ATTEST:



Secretary/Manager



City of Griffin
Comprehensive Plan Partial Update
Adopted: February 9, 2010



Section I: PURPOSE AND SCOPE 2

Section II: AREAS REQUIRING SPECIAL ATTENTION..... 12

AREAS REQUIRING SPECIAL ATTENTION MAP 28

Section III: ISSUES AND OPPORTUNITIES 29

Section IV: POLICIES AND IMPLEMENTATION PROGRAM..... 35

Economic Development - ED 35

Housing - H..... 36

Natural and Cultural Resources - NCR..... 37

Community Facilities and Services - CFS 38

Intergovernmental Coordination - IC 38

Transportation - T 38

Land Use - LU 39

Section V: SHORT TERM WORK PROGRAM 41

Section VI: LONG TERM AND ONGOING ACTIVITIES..... 47

APPENDIX I: QUALITY COMMUNITY OBJECTIVES ASSESSMENT 49

APPENDIX II: REPORT OF ACCOMPLISHMENTS 61

APPENDIX III: WEST GRIFFIN ACTIVITY CENTER LCI STUDY..... 62



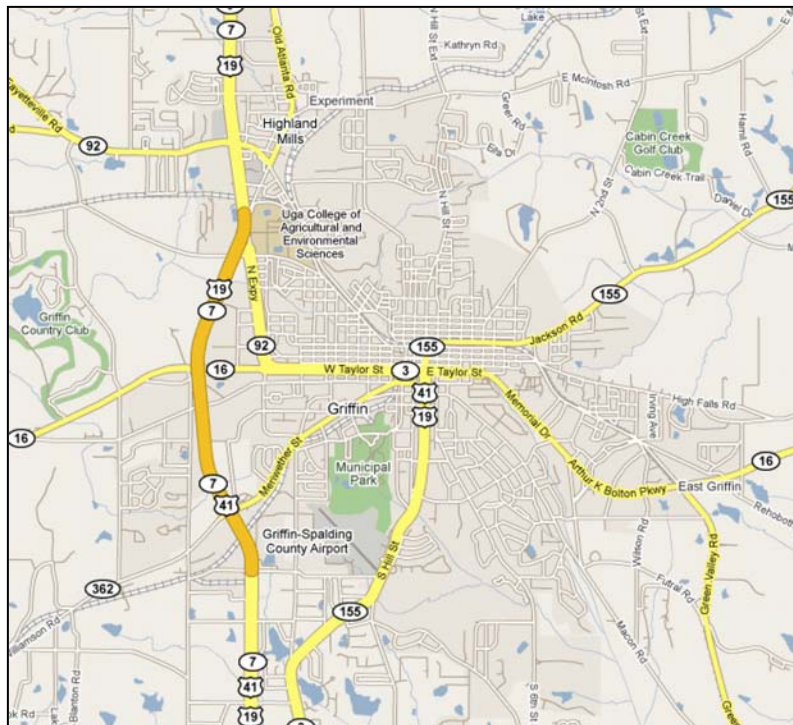
Section I: PURPOSE AND SCOPE

Purpose. The City of Griffin conducted a complete update of its Comprehensive Plan in 2004. This document provides a Partial Update to that plan, following the State of Georgia Department of Community Affairs (DCA) regulations. The Partial Update establishes, where appropriate, policy changes given new issues and opportunities that have emerged since the adoption of the 2004 Plan. The city will conduct a complete update in 2013.

The purpose of a Partial Update to the Comprehensive Plan is to provide a document for use as a policy guide for local governments in the interim period between Comprehensive Plan Updates. Partial Plan Updates provide a guide to everyday decision-making for use by local government officials and other community leaders. When implemented, the resulting plan will help Griffin to address critical issues and opportunities.

Although not required by DCA, this Purpose and Scope section includes some of the recent planning efforts that impact future development and necessitate a change in policy programs and short term work planning.

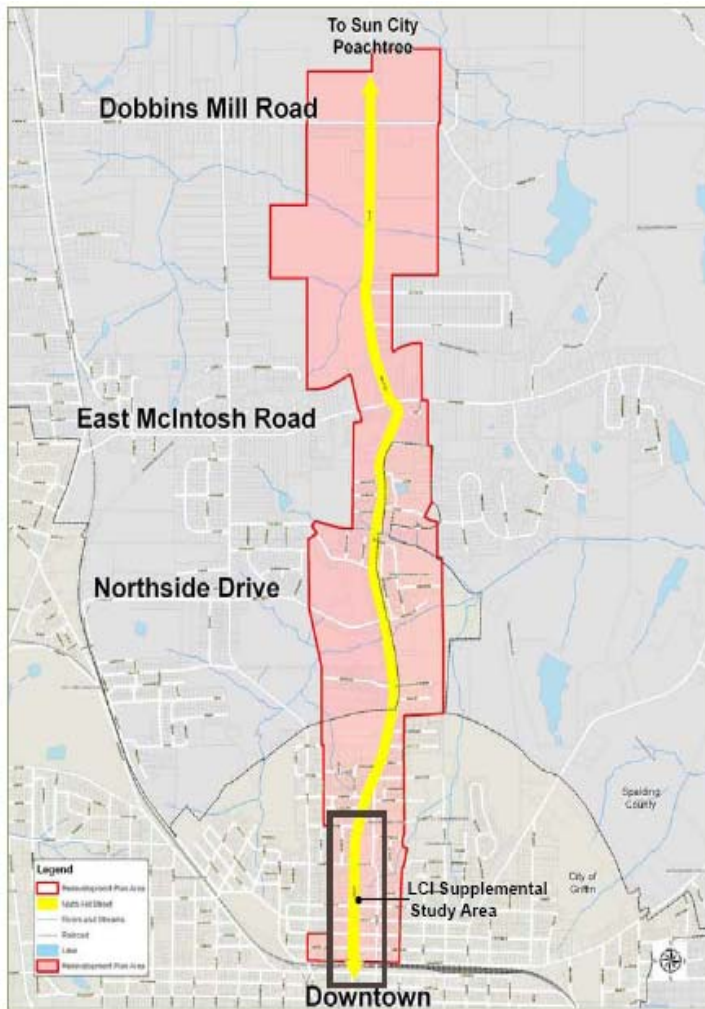
Context and Planning Efforts. The City of Griffin, located in the heart of Spalding County, is approximately 40 miles south of the City of Atlanta.



The city has been experiencing several economic and demographic changes in recent years. To proactively address these changes, the city undertook several development efforts, such as reinforcing its historic character by promoting preservation; revitalization and re-adaptation (that is, new uses for historic buildings); creating housing choices for the community; reinforcing its community facilities and infrastructure network; and overall strengthening Griffin's identity and sense of place.

Additionally, the City of Griffin has implemented, or is in the process of implementing, several planning projects such as streetscape projects.

Specific examples of plans and initiatives include:

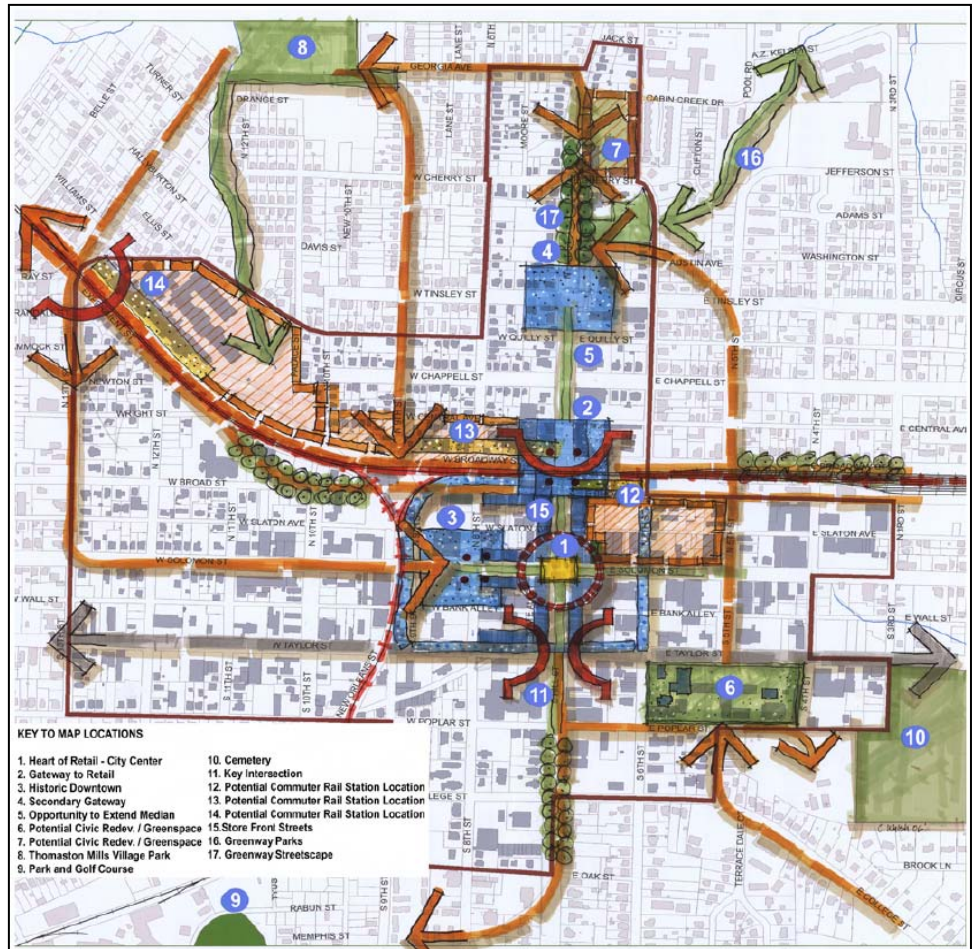


Subarea and Livable Centers Initiative (LCI) Studies. The LCI grants help local governments conduct market, transportation, and urban design studies to strategically leverage infrastructure improvements Administered by the Atlanta Regional Commission (ARC), the LCI promotes pedestrian-oriented neighborhoods and alternative transportation options for communities. Griffin partnered with Spalding County and the development company Minerva to complete the **North Hill Street Master Plan**, along a strategic roadway that links Griffin to Sun City Peachtree. The city has begun implementation of this plan, with preparation of a **Redevelopment Study** (2008) to support a Tax Allocation District.

North Hill Redevelopment Plan

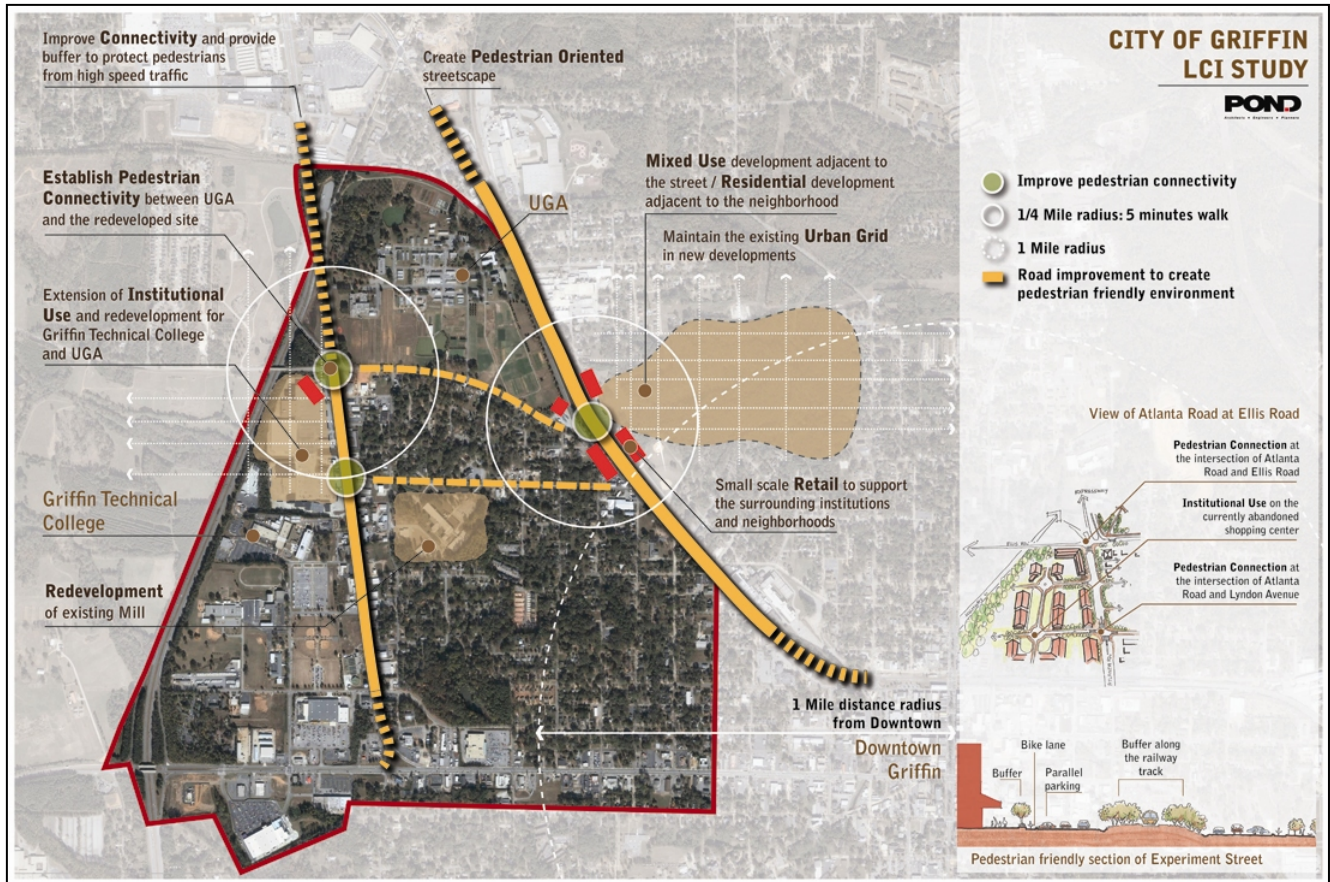
The city also completed a **Town Center LCI Study**. Griffin pursued and was awarded LCI supplemental funds (2009) to prepare a form-based **Overlay District** to implement components of this LCI. This effort will coincide with the creation of a **Unified Development Code**, aimed to update existing zoning and development regulations that will facilitate new development in line with the LCI master plan vision.

The city is also completing a Concept Study to prepare street improvements for targeted sections of the LCI area.



Town Center LCI Study Concept

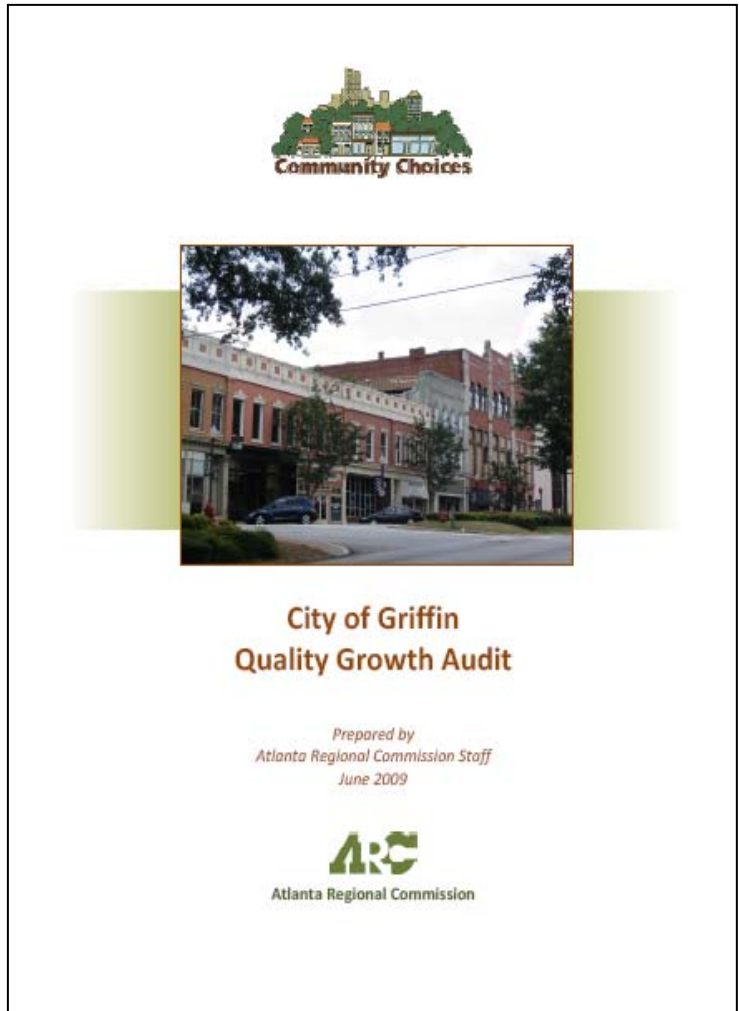
The ARC awarded the City of Griffin another study grant in 2009 for the **West Griffin LCI**. This study focuses on preparing a Redevelopment Plan per Georgia Department of Community Affairs (DCA) rules to establish a Tax Allocation District (TAD) and to improve connectivity in the West Griffin area. It aims to coordinate development opportunities, especially related to the existing two college campuses, Griffin Tech and University of Georgia at Griffin.



West Griffin Livable Centers Initiative Study

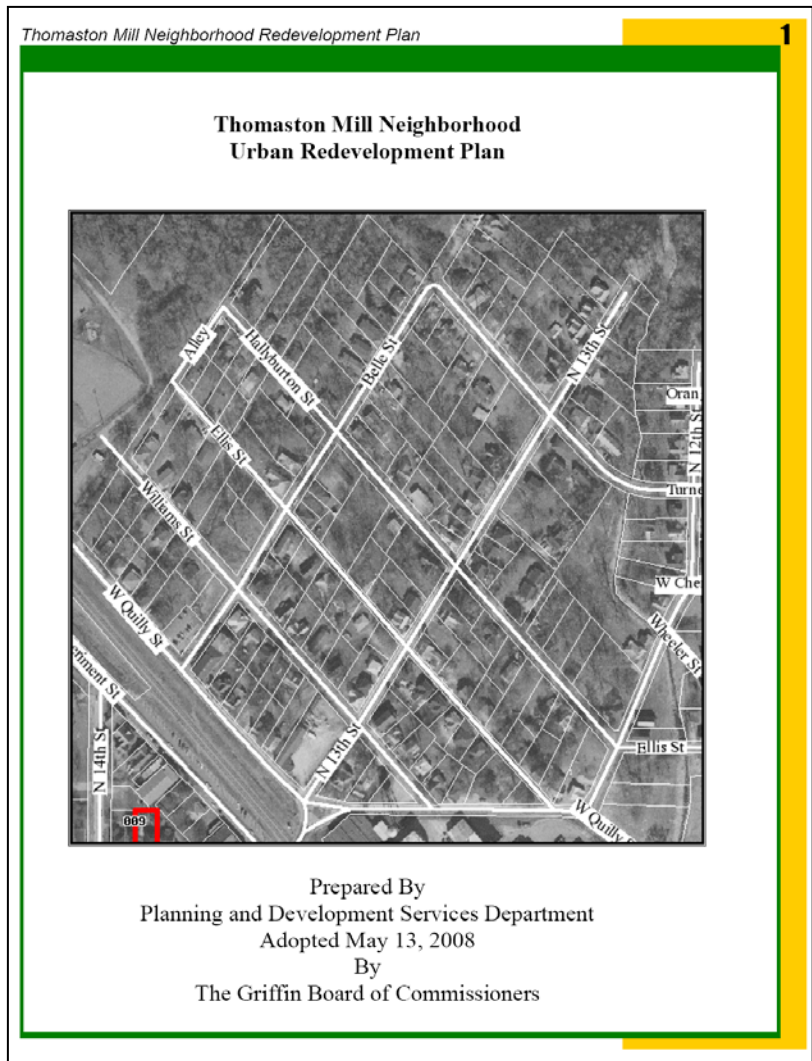
In 2009, the City of Griffin took advantage of the Atlanta Regional Commission's Community Choices program to conduct a **Quality Growth Audit**. The goal of the audit was to ensure continuity amongst the city's policy plans, such as the Comprehensive Plan and LCI studies, and its zoning and development regulations.

The Community Choices program also prepared **Downtown Architectural Design Guidelines** to establish standards for any new development in the downtown.



ARC Quality Growth Audit

In 2008, the City of Griffin Planning Department created a neighborhood-focused plan for the Thomaston Mill neighborhood. The **Thomaston Mill Neighborhood Redevelopment Plan** was generated in accordance with the Urban Redevelopment Law and adopted by the Board of Commissioners. The plan identified existing conditions and recommended improvements for both infrastructure and housing stock. The final plan delineated polices in a number of areas including, land use, transportation, capital improvement, and property management. Furthermore, the plan targeted key vacant and/or substandard structures specifically along with strategies for remediation of the areas surrounding these parcels.

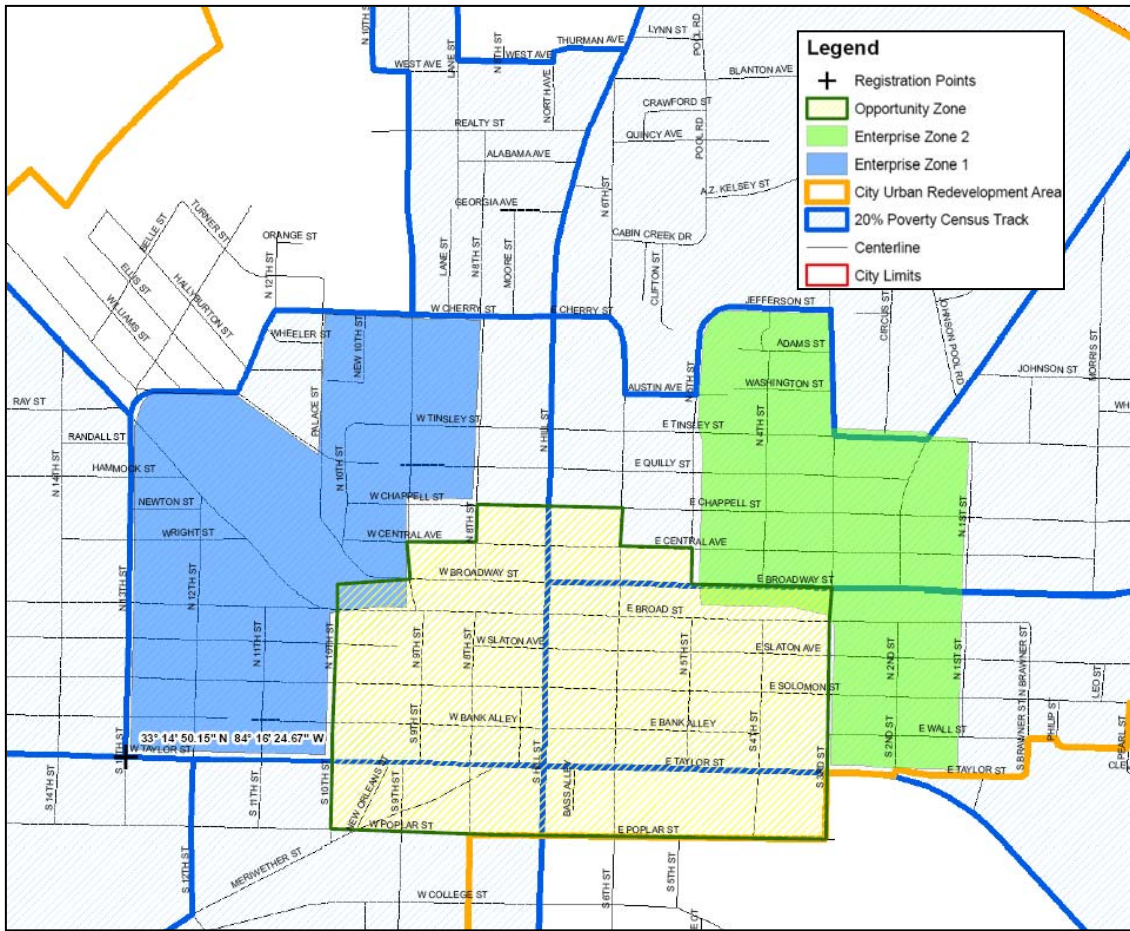


Thomaston Mill Neighborhood Urban Redevelopment Plan

Opportunity and Enterprise Zones.

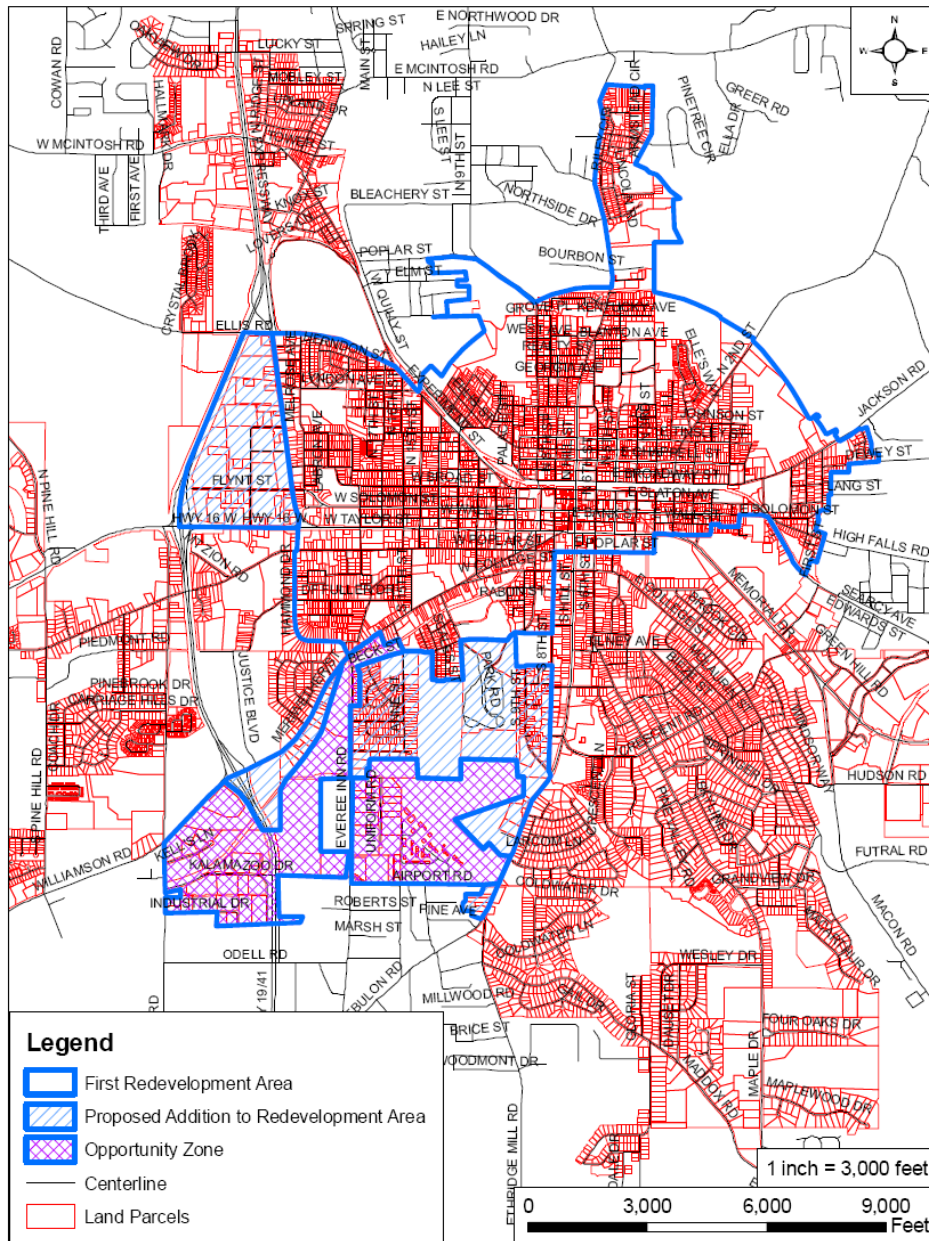
In 1997, the Georgia General Assembly enacted the Enterprise Zone Employment Act. **Enterprise Zones** encourage economic growth and investment in specific geographic areas, primarily distressed areas, by offering tax advantages and incentives to businesses locating within the zone boundaries.

In addition, local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas can now qualify those areas for the State’s maximum job tax credit of \$3,500 per job. The credits are available for areas designated by DCA as **Opportunity Zones**. DCA will consider designations for areas that are within or adjacent to a census block group with 15% or greater poverty where an enterprise zone or urban redevelopment plan exists. The following figure displays the locations of Griffin’s Enterprise Zones and Opportunity Zone:



City of Griffin Enterprise and Opportunity Zones

In 2009, Griffin defined a proposed expansion for the boundary of the Thomaston Mill Neighborhood Redevelopment area. Furthermore, the city established new opportunity zones in the area.



Proposed expansion of Redevelopment Area and Opportunity Zones

Infrastructure Plans

In 2005, Griffin, in conjunction with Spalding County, developed a **Wastewater Management Plan** to identify issues and opportunities along with needed improvements for the city run waste water system. Anticipated growth and capacity expansion at the City’s wastewater treatment plants acted as the impetus for generating the plan. The plan proposes only minor growth in service area, suggesting solely the addition of a portion of Camp Creek watershed.

In 2008, Spalding County conducted a **Comprehensive Transportation Plan**, which included an assessment of transportation needs in the City of Griffin. The plan calls attention to Atlanta Regional Commission’s suggestion for a southern bypass, primarily to ease truck traffic on SR-16. No official route has been designated, but the possibility of a bypass is identified as a long-term objective in the Comprehensive Transportation Plan. The following is a list of additional needs identified specifically for Griffin within the study.

Intersection Improvements

- Carver Road - Poplar Street
- SR 16/ Memorial – Hamilton Blvd.
- Solomon St. / High Falls Rd – Searcy Ave
- SR 16/Taylor Rd – Spalding Dr.
- North Expressway – Ellis St.
- North Expressway – Varsity Rd.

Road Segment Safety Needs

- SR 155/ Hill St Central Ave - College St
- US 19/41 | SR 16 - North Expressway
- SR 16 /W Taylor St | Third St - North Expressway
- North Expressway | Taylor St - US 19/41
- SR 155/ Hill St | College St - US 19/41
- SR 003 | SR 16 - SR 155

Pedestrian Improvements

- 14th St. - Broad St. to Experiment St.
- 15th St. - Poplar St. to Experiment St.
- 16th St. – Poplar St. to Experiment St.
- 17th St. - Taylor St. to Experiment St.
- Ray St. - 17th St. to Experiment St.
- W. Solomon St. - 16th St. to North Expressway.
- W. Slaton Ave. - 10th St. to 18th St.
- 12th St. - Experiment St. to Taylor St.
- Spalding Dr. - W. Taylor St. to Varsity Rd.
- W. Poplar St. - 18th St. to Pine Hill Rd.
- Experiment St. - Lyndon Ave. to W. McIntosh Rd.
- Ellis Rd. - Experiment St. to North Pine Hill Rd.
- 5th St. - Taylor St. to Jefferson Ave.
- 3rd St. - Tinsley St. to Blanton Ave.



Affordable Housing Program

The City of Griffin has dedicated resources to addressing a variety of housing concerns within its jurisdiction. A significant portion of Griffin faces poor housing conditions and a high rental percentage compared to ownership, both of which has negatively impacted the surrounding neighborhoods. Since 2004, Griffin has pursued grants to begin several community development projects, including:

- CDBG. On August 14, 2008 Georgia Department of Community Affairs announced the FY 08 CDBG (**Community Development Block Grant**) annual competition award recipients. The City of Griffin was awarded a sum of \$500,000 in CDBG funds reserved for the purpose of multi-infrastructure improvements. Specifically the CDBG funding will be used to rehab the water and sewer lines in the Thomaston Mill Neighborhood. City staff prepared a study to support the application, as explained previously.
- CHIP. Included among the 15 CHIP (**Community Home Investment Program**) recipients was the City of Griffin. The City of Griffin was awarded \$300,000 reserved for the purpose of down payment and closing cost assistance totaling up to \$12,500 for 20 low income households.
- GICH. In 2007, Griffin began participating in the Georgia Initiative for Community Housing. **Georgia Initiative for Community Housing (GICH)** is a program through the University of Georgia (UGA), with participants receiving three-years of collaboration and technical assistance from the research institute at the university. This initiative allows for the development and nuanced plan to help communities meet their housing needs with resources that otherwise would be unavailable to the community.

Sustainable Development Initiatives

Griffin has proactively sought to pursue sustainability initiatives, for both stewardship reasons and to capitalize on the green job market. Some of these recent accomplishments are described below.

- In 2007, Griffin was awarded recycling containers for commercial use by the Coca-Cola Company. In 2008, GEFA (Georgia Environmental Facilities Authority) awarded the city with a Recycling and Waste Reduction Grant for a total of \$23,100. The funds were used to purchase 12 four-yard single-stream and 22 six-yard single-stream containers which have all been distributed to commercial customers.
- The city was awarded a Regional Recycling Hub Grant in 2007. Totaling \$550,000, the grant from the Georgia Department of Community Affairs (DCA) allows for recycling



transfer station expansion. The funds will allow for additional improvements and additions helping elevate the station to a regional recycling center.

- The Unified Development Code project will review and recommend appropriate sustainable development practices and, at a minimum, will provide standards for projects that choose to incorporate on-site rainwater infiltration and other practices for environmentally appropriate building and development.

Section II: AREAS REQUIRING SPECIAL ATTENTION

The Department of Community Affairs requires that communities geographically identify the following seven special conditions and address them, if and when they are apparent in the community:

- Natural or cultural resources;
- Areas where rapid development is likely to occur;
- Areas where the pace of development has and/or may outpace the availability of public facilities and services;
- Redevelopment areas;
- Large abandoned structures or sites;
- Infill development opportunities; and
- Areas of significant disinvestment and/or under-utilized areas.

Furthermore, through the update process, the city identified another category unique to the city: Community Facility Improvements.

Poverty and unemployment and underemployment are key issues for the whole City of Griffin, therefore, each planning program undertaken works at a different dimension of the problem. Our LCI studies, our Redevelopment Plans and Urban Revitalization programs along with our housing assistance programs all work together to address the issue from various dimensions. Further, our economic development policy works to attract new and retain existing business for the City, with a focus in our urban redevelopment areas to include the Downtown, the North Hill corridor and the campuses in the West Griffin area.”

The map attached presents the Areas of Special Attention. Identifying areas that require special attention helps organize the city’s concerns into manageable components prior to the city’s full comprehensive plan update in 2013. Specific rivers and streams are mapped on their own but are considered Natural and Cultural Resources. Land use related items are mapped by color and organized by the following categories of Areas Requiring Special Attention:

Likely Land Use Change ●

This category signifies locations in the city that are likely to experience land use changes in the relative short term. This category represents a wide variety of areas and uses in the city. Most particularly, the map calls attention to two of the Livable Center Initiative areas, the Town Center LCI and the West Griffin Activity Center LCI. These two areas are targeted by the city for investment, with intent to stimulate land use changes. These two plans are discussed in detail below (Items 1. & 2. on the map).



Town Center - Vickery Village: Cumming, Ga

(bounded by 11th Street, Experiment Street, West Wall Street and the north-south railroad).

- Increasing housing opportunities in downtown through above-shop lofts, new quality multi-family buildings, and new quality townhomes.
- Encouraging new mixed-use development around the proposed commuter rail station, at such time as a final location has been determined.
- Revitalizing and protecting historic neighborhoods surrounding the downtown.
- Preserving traditional neighborhood

1. Town Center LCI:

The recommendations define the direction for the future character of the study area and provide short and long-range actions to improve the conditions identified through the public planning process. The study suggests the following land use changes:

- Concentrating pedestrian-oriented storefront retail uses along Hill Street north of Taylor.
- Supporting medium-density, mixed-use office and residential uses in the area east of downtown



Town Center LCI: Griffin Square Concept Plan



commercial corners within historic neighborhoods, support improvements and allow their continued use.

- Supporting storefront retail uses along Hill Street north of railroad tracks to Chappell Street.
- Establish new primarily residential, high-density development, with potential ground floor retail or office, east of retail core (bounded by North 6th Street, East Taylor Street, 3rd Street and East Broad Street).
- Establish a mixed-use district, including a potential hotel, west of the retail core (bounded by 9th Street, West Broad Street, 8th Street and West Taylor Street).
- Directing high-density, mixed-use with storefront retail between West Broad Street and West Central Avenue.
- Define boundaries for future growth of the medical district and create customized zoning regulations.
- Encouraging the creation of an entertainment district on Solomon Street between 8th Street and Hill Street.



Underutilized downtown structures: Griffin, Ga

2. West Griffin Activity Center LCI Area:
 The results of the LCI include a master land use plan and a new Town Center, which would require two new land use designations. The two new proposed land uses are Retail Mixed Use and Neighborhood Mixed Use. The goal of the mixed use designations is to create distinct memorable environments that



Example of Revitalization: Charleston, Sc

encourage mutually supporting uses, provide safe and convenient vehicular and pedestrian access within and between developments and enhance the viability of redevelopment for the proposed area.

The Retail Mixed Use category will provide opportunities for:

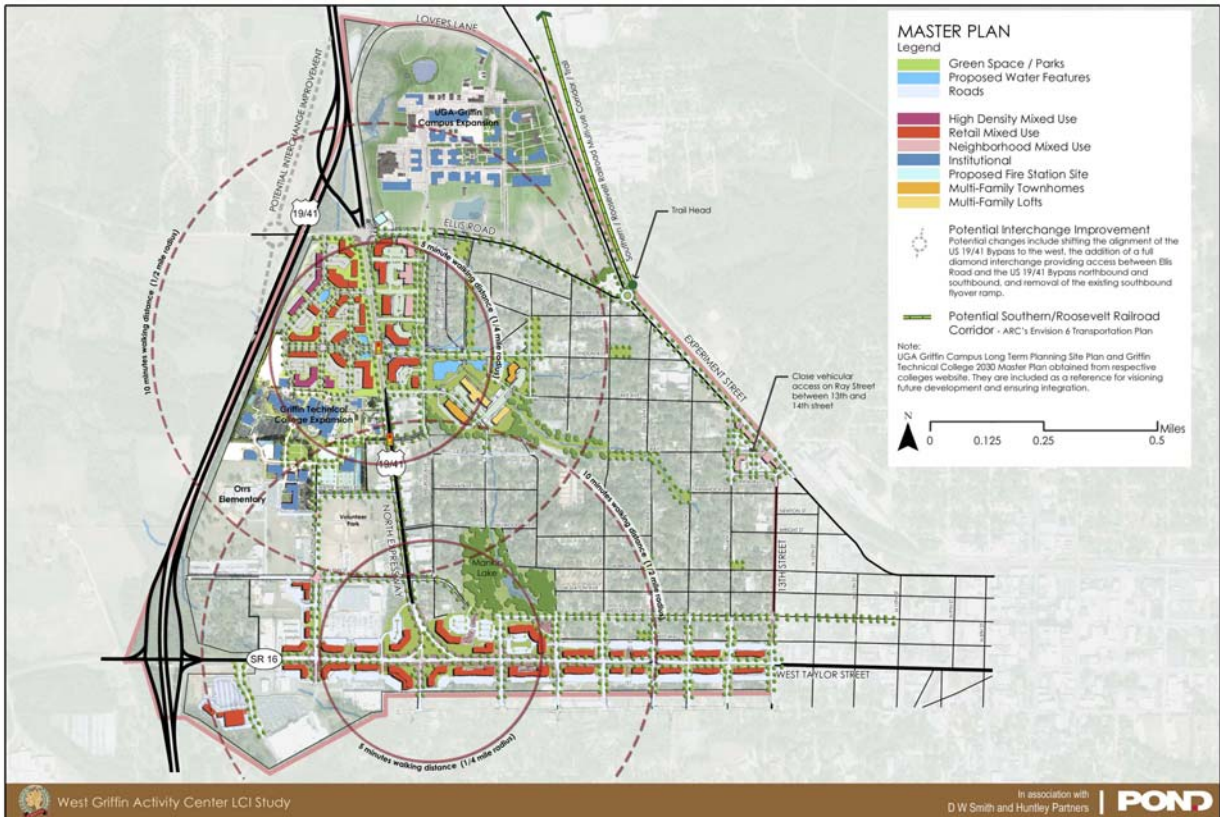
- Higher residential densities.
- A core of commercial.
- A Hotel.
- Recreation.
- Civic and institutional uses.

The focus of this category is on high density residential, offices and retail services that will attract both area residents and visitors from



West Griffin Activity Center LCI Study: Creating a Livable Boulevard

SI



West Griffin Activity Center LCI Study: Master Plan

retail mixed use is the former Wal-Mart site. In addition, the multiple parcels located directly across North Expressway, east of the former Wal-Mart site, south of Ellis Road, west of Melrose Avenue and north of Lyndon Avenue have the potential to change from various land uses to a cohesive retail mixed use designation.

The Neighborhood Mixed-Use land use category designates compact, mixed-use development where:

- Multi-family residential development is developed
- A mixture of smaller, retail and professional offices are within walking distance and with convenient access to future transit.

Proximity of this land use category supports connectivity of existing single-family residential land use to retail services, college campuses and Griffin's downtown district via multi-use trail system. The master land use plan captures the prominent opinion that the interior residential neighborhoods should remain; however, the changes proposed with the mixed use district are welcomed.

Other areas of likely land use changes (Items 3. and 4. on the map) were highlighted because they represent areas where the current use is expected to be decommissioned or the current industry is likely to relocate. The two highlighted for this type of land use change were the medical center and the airport area. These two areas represent unique opportunities because they provide relatively large parcel assemblages that could be utilized for strategic land development initiatives. These initiatives are discussed in detail below.

3. Medical Center:

The City of Griffin recognizes the need and benefit of creating a Medical Overlay District to allow for the continued development of medical uses. Potential boundaries for the medical overlay district are West College Street to the north, South 9th Street to the west, South 8th Street to the east and the intersection where South 8th Street and South 9th Street merge with South Hill Street. Within these boundaries all properties facing and abutting South 8th Street and South 9th Street shall be included in the overlay district.

4. Airport:

The City of Griffin recognizes that the current airport facility is functioning beyond its capacity. The city, in conjunction with Spalding County, voted to continue an environmental study, and site selection consideration. The city plans to acquire land within 2-3 years with a potential for annexing land, 400-500 acres, northeast of current city limits. The annexation criteria includes: cost benefit, revenue/cost of services analysis and commercial/residential tax base considerations.

The current airport site is under joint city/county ownership. The old site will be sold with the proceeds going toward the new site (FAA regulations). It is important for the city to define the



future vision for this large, 200 acre site. The city is seeking an Opportunity Zone for the current airport location and surrounding industrial properties. In addition, the city will investigate a third TAD for this area upon successful relocation of the airport.

5. Commuter Rail:

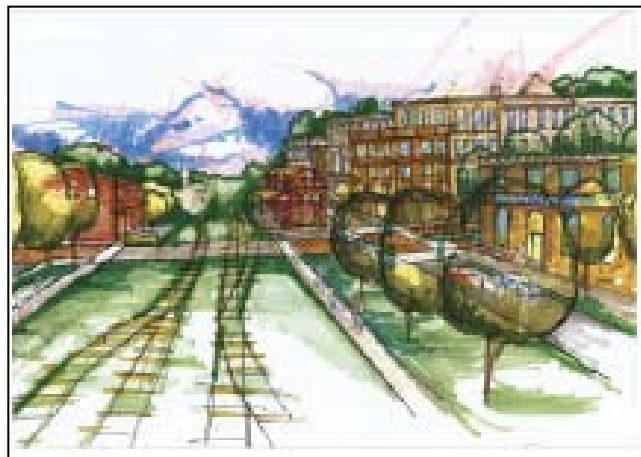
The City of Griffin is actively pursuing and planning for a possible commuter rail system. The area for this possible transit option is positioned in close proximity to all downtown amenities. The City of Griffin is working on promoting smart growth and phased Transit Oriented Development (TOD) regulatory options through an overlay district and a Unified Development Code (UDC). The intensity of



Commuter Rail: Maryland

mixed-use and residential development will be increased in this area when transit options and locations are solidified. This is a key goal for the City of Griffin, the ARC and GDOT; the addition of a commuter rail will have a regional impact.

Other selected areas under the category of Likely Land Use Change indicate expectations of infrastructure improvements. For example, the Atlanta Regional Commission's (ARC's) short-term Transportation Improvement Plan (TIP) shows that the federal government has allocated funding for capital and startup operations costs towards creating a commuter rail line from Atlanta to Lovejoy. The City of Griffin 2024 Comprehensive Plan has identified that it is possible for this line to extend through Griffin and on to Macon.



**Mixed Use Transit Development:
Looking West from 6th Street Bridge
One of three alternatives for commuter rail
station development**

Currently, no state or local matching funding has been allocated to this project. Therefore, potential dates of completion to Lovejoy or to Griffin are unknown at this time. However, it is important to note that the area surrounding any proposed rail line stop would potentially experience significant change if plans for a rail line were to come to fruition. Finally, the Likely Land Use category represents areas where the city promotes new development based on future infrastructure and current trends.

Redevelopment ●

This category highlights locations identified as potential redevelopment sites. Redevelopment areas differ from the *Likely Land Use Change* areas because they focus more on revitalization and reinvestment as opposed to new construction and development; however, this category covers a diversity of policy goals and implementation horizons. For example, the North Hill Street area, as well as the Thompson Mill Redevelopment area, have been included in this category as they relate to a specific redevelopment plan. Several corridors, such as West Taylor Street, Meriwether Street, and US 19/41 are noted as needing redevelopment because of older stock product and underutilized sites. Similarly, one location, Ellis Crossing and Expressway Village Commercial area, has no delineated plan but would benefit from redevelopment as would the general North East Griffin area as it is currently experiencing decline in ownership and a rise in vacancies.

6. Meriwether Street Area:

The City of Griffin will work with the Housing Authority of the City of Griffin to redevelop the Meriwether Street corridor in conjunction with the demolition and redevelopment of the Meriwether Street public housing complex. The city has also designated portions of the corridor within its newly proposed Opportunity Zone. The goal of the proposed opportunity zone is to spur the reuse and redevelopment of abandoned and underutilized commercial properties. The city has

expanded its redevelopment area to encompass most of the Meriwether Street corridor and associated



Meriwether Street Site Plan

underutilized and abandoned industrial and commercial properties.

7. Ellis Crossing and Expressway Village Commercial Area:

Ellis Crossing, formerly anchored by a Wal-Mart, has only one tenant and is effectively abandoned. Expressway Village, immediately adjacent and connected to Ellis Crossing, is approximately 30% vacant, with the remaining spaces occupied by short-term tenants. This area suffers from structural age and deterioration, commercial vacancies, high levels of absentee ownership and lack of responsibility, inadequate green space and infrastructure. The property is underutilized with respect to potential density and potential development type. The City of Griffin will work to foster the redevelopment of this area through TAD resources and possible zoning changes.



Example of streetscape at Georgia Tech Square: Atlanta, Ga

8. North Hill Street Master Plan:

The North Hill Street Master Plan focuses on the following locations:

- Downtown
- 6th Street
- Northside Drive
- East McIntosh Road
- Dobbins Mill Road

The activity nodes listed above will require land use and zoning changes to accommodate the mixed-use development suggested by the study.

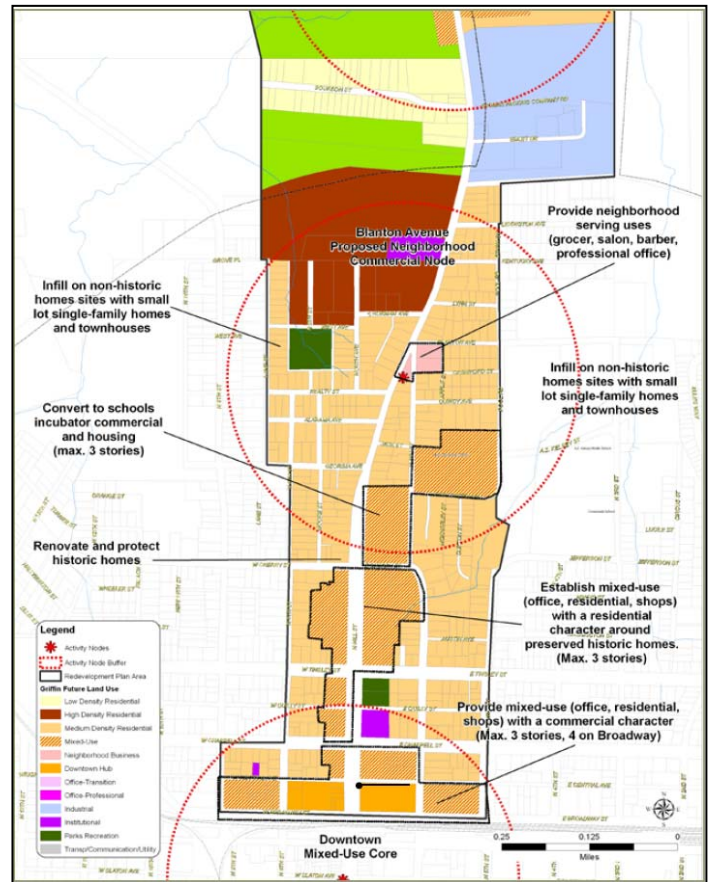
The Mixed-Use development should include the following:

- Retail
- Offices
- Above-shop housing
- Development scaled to surrounding neighborhoods

In addition, the study focuses on preserving historic resources and identity, increasing neighborhood commercial, providing housing options, increasing parks and open space, implementing supportive zoning and design standards.

9. West Taylor Street:

Several highly-visible free-standing commercial/retail buildings along W. Taylor Street are empty. This adds to the dilapidated appearance of much of the area, acting as a severe constraint on new investment and commercial uses. As with other areas in the city, W. Taylor Street suffers from structural age and deterioration, commercial vacancies, deteriorated and dilapidated structures, a high level of absentee ownership, inadequate open space and infrastructure. The City of Griffin proposes new infill in the area with significantly renovated existing commercial structures replacing functionally and/or structurally obsolete facilities and businesses along this corridor. There are opportunities to replace free-standing structures and outdated strip centers with new street-front retail and services space designed to conform to new urbanism/town center standards and design themes. In addition, the city intends to implement plans to upgrade pedestrian and bicycle facilities in the area.



North Hill Supplemental Study Land Use Recommendations

10. US 19/41 Corridor:

This area is plagued by vacancies, underutilized parcels and structures. The West Griffin Activity Center LCI, described above, outlines the redevelopment strategies for this area.

11. East Griffin Blight Redevelopment:

East Griffin is the next area to be studied. This area, like the others discussed suffers from disinvestment and blight.

12. Thomaston Mill Neighborhood Redevelopment: The Thomaston Mill Neighborhood Redevelopment Plan presents a base of data from which decisions about the future of the neighborhood were made. The plan includes documentation necessary to designate the Thomaston Mill neighborhood as an Urban Redevelopment Area, and directs efforts intended to enhance the livability and quality of life in the neighborhood.



Example of infill development: Atlanta, Ga

The plan identifies recommendations to implement the vision of the plan. Below are some of the key recommendations:

- Amend zoning ordinance to allow for Traditional Neighborhood Development (TND).
- Revise overlay regulations
- Eliminate substandard housing
- Encourage infill



Rehabilitated historic home: Atlanta, Ga

13. Disinvestment Areas

The map shows the areas of the city which are considered Areas of Redevelopment by the Department of Community Affairs. Redevelopment projects can be the most challenging economic and community development projects a local government undertakes. The City of Griffin will utilize the Redevelopment Fund, whenever possible, which gives local governments access to flexible financial assistance to help them implement projects that cannot be undertaken with the usual public sector grant and loan programs. The Redevelopment Fund finances locally initiated public/private partnerships to leverage investments in commercial, downtown and industrial redevelopment and revitalization projects that wouldn't proceed otherwise. In other DCA CDBG programs, funded projects that create jobs must meet applicable

low- and moderate-income criteria. The Redevelopment Fund uses a different HUD national objective of "eliminating slums or blight." As a result, many smaller scale projects (in downtown areas, blighted industrial areas, etc.) will be competitive for Redevelopment Fund financing. The Redevelopment Fund may be combined with other DCA CDBG programs to reduce the economic challenges of redevelopment projects and increase their investment potential.

The map includes the following areas: North Griffin, West Griffin and Southwest Griffin. These areas have been discussed in other portions of this section. The city has done a variety of studies to try to accommodate and foster the type and quality of growth in each of these areas.

North Griffin: The North Hill Redevelopment Plan, Corridor Study and Master Plan, The Thomaston Mill Redevelopment Plan, and the Downtown Redevelopment plan focus on this area and are discussed above under the Redevelopment Areas section.

West Griffin: The West Griffin Activity Center LCI, discussed above in the Likely Land Use Change section, focuses on this area.

Southwest Griffin: The Griffin Housing Authority Master Plan and the Griffin Opportunity Zone Designation #2 focus on this area.

The Griffin Housing Authority Master Plan: The purpose of the study is to reevaluate and make recommendations for the future of public housing in the city of Griffin. A metro- wide trend to redevelop older housing projects into mixed-income neighborhoods is being investigated in the city of Griffin.

Griffin Opportunity Zone Designation #2: The Opportunity Zone Program assists local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas. These local governments can now qualify those areas for the State's maximum state job tax credit of \$3,500 per job. The incentive, which is available for new or existing businesses which create two or more jobs, are credits which can be taken against the business's income tax liability and state payroll withholding. The credits are available for areas designated by DCA as "Opportunity Zones", such as this portion of the city. DCA will consider designations for areas that are within or adjacent to a census block group with 15% or greater poverty where an enterprise zone or urban redevelopment plan exists.

The opportunity zone is effective through the tax years of 2008-2018.

Community Facilities Improvement



This category identifies the areas that are under city control or of interest to the city for the purpose of providing facilities or services to the community and impact future development adjacent to the sites. For example, the Airport area is highlighted as it will be redeveloped. The golf course owned by the city needs additional resources for updating grounds and facilities given high annual maintenance costs due to aged facilities. Other facilities need investment, but these particular locations represent a significant impact on future development because of size and visual impact.

14. Golf Course:

The golf course is in need of updates. It is underutilized by current city residents and is not sustainable financially in its current condition. The City of Griffin will investigate possible upgrades, funding and connections to other amenities.

15. Airport:

Discussed above under Likely Land Use Change.

Natural and Cultural Areas:



This category identifies specific areas and buildings which provide cultural, educational, and economic benefits for the community.

Historic sites are among the top destinations for Georgia's tourists. Tourism is one of the largest and fastest growing industries in the state. Preserving these assets has immeasurable benefits in maintaining Griffin as a unique community as the city grows.

Downtown Historic District (Historic Central Business District): The district is an asset for the entire city. It is listed on the National Register of Historic Places and protected by the Griffin Historic Preservation Commission. Additional time, planning and resources need to be allocated to promote sustainable uses and adaptive reuses as well as developing maintenance policies and a future maintenance plan. The city intends to actively look for funds to positively impact this invaluable resource. The Downtown Redevelopment Plan acknowledges both the physical decline, a result of deindustrialization and the neglect of significant resources. These issues are intertwined, however a plan for revitalization can provide the catalyst needed to reinvigorate the city. The plan's boundaries contains city hall, the Spalding County Courthouse, state and federal facilities, professional offices that serve these municipal functions, and new small businesses that have committed themselves to the improvement of Downtown – a solid foundation for any revitalization initiative.



Likewise, the expansion of the nearby University of Georgia Griffin campus, and the major residential developments being built to the north will impact downtown in profound and positive ways. This plan, therefore, is a vision and a tool for downtown’s renaissance as a regional destination, an economic success story,

16 & 17. Camp Northern (Civil War Site at the City Park) & Oak Hill Cemetery and Stone Wall Confederate Cemetery: Civil War sites are very popular with heritage tourists. The City of Griffin will work with other cities and counties to monopolize on these Civil War assets as part of Civil War “tours” or “trails”. Some programs already exist in the State of Georgia such as the non-profit Civil War Heritage Trails. Stonewall Cemetery is one of the older Civil War Cemeteries with 500 Confederate soldiers and one Union soldier buried there. The City of Griffin was the first place in the South that celebrated Confederate Memorial Days in 1886 and one of the first places to erect a monument to the Confederate dead in 1869. The connections between the development of the City of Griffin and the Civil War are clear and should be publicized.



Confederate Cemetery

18. Roosevelt Railroad: The Roosevelt Railroad, owned by the Roosevelt Railroad Museum Inc., runs southward for approximately seven miles from Towaliga in the north end of Spalding County, GA, to Experiment Street in the City of Griffin. The railroad, formerly part of the Southern Railway's "M" line, is being upgraded for scenic rail tours. A museum, located near the site of the old Towalaga station at the north end of the railroad houses unique and interesting pieces of railroad equipment.



Roosevelt Railroad

Spalding County is conducting a study to examine the former Southern Railway (Roosevelt Railroad) railroad corridor to identify corridor segments that are potentially suitable for a shared use off-road rail-with-trail facility. This study will also evaluate the mixed-use development potential along the corridor and determine interconnectivity of this potential rail-trail corridor with existing and proposed local, regional and statewide economic development corridors, redevelopment areas, trail systems, greenways, and bicycle/pedestrian networks. The study shall result in the development of a detailed Master Plan for the rail corridor complete with conceptual elements, cost estimates and potential funding sources.

The proposed study will assist Spalding County, the City of Griffin and the Atlanta Regional Commission efforts to accommodate the projected population and employment growth slated for the region. The study will explore urban design standards and improvements to roadway, transit, bicycle and pedestrian facilities. Ultimately, the proposed study will facilitate smart growth by ensuring an integration of transportation and land use planning.

19.-22. In-Town School Buildings and Sites:

The map shows four locations of school buildings in the city which are either abandoned or underutilized. The City of Griffin intends to focus on uses which will be beneficial to the community at large, similar to their original intended purpose. Historically, these schools were located in existing neighborhoods in close proximity to the students they served. As they were decommissioned, the new schools were located a good distance from their users and featured an expanded footprint.



North Hill Elementary School

The National Trust for Historic Preservation advocates for the continued use of older and historic neighborhood schools as an anchor for healthy communities. They seek not only to reaffirm the contribution made by historic neighborhood schools to their communities, but also to provide policy direction for state policy makers and for community preservation advocates who help shape state policies.

23. 6th Street Bridge (shown to right):

This historic Through Truss bridge over the Norfolk Southern Railroad on North Sixth Street in Griffin was built in 1912 and rehabilitated in 1958. It is constructed of a pair of Warren Through Trusses and has an average of 2,840 cars daily (2006). This bridge has been deemed functionally obsolete and the City of Griffin is working to determine a new use and location for the historic structure.



6th Street Bridge

Large Abandoned Sites or Structures:



Large sites/structures offer a unique opportunity for master planning. Three of the four sites listed below contain historic buildings. They qualify here as abandoned but would also qualify as a cultural resource. While the original use of these mills may no longer be viable (textile manufacturing), the structures and site conditions can be adaptively reused for possible residential or mixed-use. Mill conversions have been successful all over Georgia and the country.

24. Rushton Mill Building and Site: The Rushton Mill was operating as a self-sufficient textile mill at the turn-of-century. The mill workers made the bricks for the mill, constructed the mill and then built homes for themselves. The functioning mill



Rushton Mill Building and Site

was a source of great pride for the city of Griffin. After mill operations ceased, the structure was converted to a classic car museum and hosts a variety of other merchants. It is the City of Griffin's intent to foster the adaptive reuse and promote the highest and best use of the buildings and property.

25. Thomaston Mill Building and Site: Thomaston Mills was organized in 1899. The primary focus of the mill was cotton and the company had mills in a number of locations in Georgia,

including Griffin. The company shut down in 2001 and the 542,000 square foot Thomaston Mill Finishing Plant was shuttered and later sold. This structure is ideally located in a mill village where the workers were housed. The mill should be converted to residential or mixed-use which will serve as a catalyst for the revitalization of the mill housing surrounding it. This will provide diversified housing for the city.

26. Spalding Knitting Mill and Site: The Spalding Knitting Mill was founded in 1921. The mill originally produced children’s socks. This mill, like the others, was a foundation industry for the city of Griffin. Not only does the mill represent the city’s history, but it provides an opportunity for an innovative placemaking development for residential or mixed-use options.

Mills: All three of the mills have the potential to revitalize parts of the city with new uses and housing options in buildings which shaped Griffin’s history and are aesthetically pleasing.



Example of Mill Adaptive Reuse: Puritan Mill Complex: Atlanta, Ga



Thomaston Mill Building

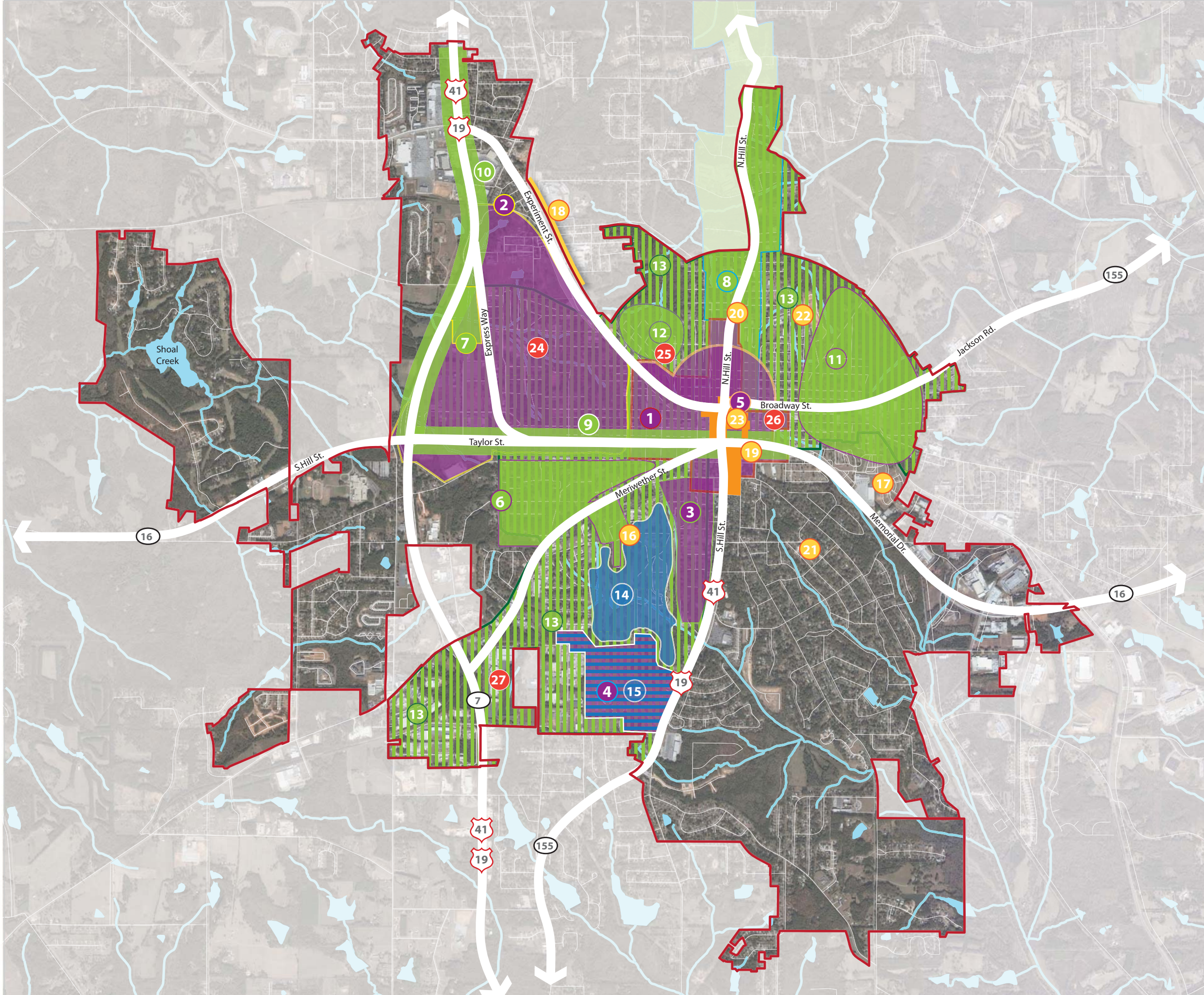
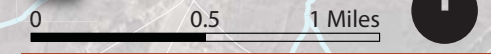
27. NACOM Building and Site: This building is a 509,000 square foot industrial building, built in 1990, which is currently for sale or lease and is underutilized. The City of Griffin and Spalding County as well as the Chamber of Commerce are actively marketing this property.



City of Griffin, Georgia Comprehensive Plan Partial Update 2009

Areas Of Special Attention Map

- City of Griffin Limits
- Likely Land Use Change
 - 1. Town Center LCI Study Area
 - 2. West Griffin Activity Center LCI Study Area
 - 3. Medical Center
 - 4. Airport
 - 5. Commuter Rail Station Area
- Redevelopment Areas
 - 6. Meriwether Street Area
 - 7. Ellis Crossing and Expressway Village Commercial Area
 - 8. North Hill Street Master Plan
 - 9. West Taylor Street
 - 10. US 19/41 Corridor
 - 11. East Griffin Blight Redevelopment
 - 12. Thomaston Mill Neighborhood Redevelopment
- Disinvestment Area
- Community Facilities Improvement Need
 - 14. Golf Course (Needs updating)
 - 15. Airport
- Natural and Cultural Areas
 - 16. Camp Northern - Civil War Site at the City Park
 - 17. Oakhill Civil War Cemetery
 - 18. Roosevelt Railroad
 - 19. Taylor Street Middle School
 - 20. North Hill Street Elementary School
 - 21. Third Ward School
 - 22. AZ Kelsey School
 - 23. 6th Street Bridge
- Large Abandoned Sites or Structures
 - 24. Rushton Mill Building and Site
 - 25. Thomaston Mill Building and Site
 - 26. Spalding Knitting Mill and Site
 - 27. NACOM Building and Site
- Downtown Historic District
- Streams
- Lakes



Section III: ISSUES AND OPPORTUNITIES

The following eight topics were reviewed to prepare an updated list of Issues and Opportunities for the City of Griffin to keep in consideration prior to its complete update:

Population and Demographics
Housing
Community Facilities
Intergovernmental Coordination

Economic Development
Natural and Cultural Resources
Land Use and Development
Transportation

Some of the items are carried-over from the respective “planning element” assessment and analysis in the 2024 Comprehensive Plan to renew emphasis on an issue of policy importance.

Furthermore, the city conducted an assessment to address the **Quality Community Objectives** (QCOs) requirement of Chapter 110-12-1: Standards and Procedures for Local Comprehensive Planning, “Local Planning Requirements”. The items presented through this section include the development of refined policies for Griffin. The completed Local Assessment Tool can be found in Appendix I of this report.

The following items were identified as relevant to Griffin in the Quality Community Objectives. These items helped to formulate policy responses are delineated in Section IV: Policies and Implementation.

- Zoning ordinance currently does not provide for neo-traditional design such as allowing mixed-use districts “by right.”
- Tree ordinance with shade tree requirements should be added to existing regulations.
- The community is not actively working to promote redevelopment of greyfield and brownfield sites.
- Public transportation and requirements for pedestrian connectivity/ bicycle access in new developments needs improving.
- There is little support for natural resource protection including, but not limited to, a lack of a tree preservation ordinance and the limited utilization of the existing natural resource inventory; however, not much natural land is left for protection so this is a limited issue.
- Lack of coordination of the community’s economic resources and any economic development plans.
- The development regulations, outside of the historic downtown, are not clearly defined and delineated for developers.
- Job opportunities are limited for recent college graduates and young professionals



Reviewing the eight focus areas required by DCA with the results of the Quality Community Objectives, Griffin has generated the following list of issues and opportunities.

1. Population and Demographics [PD]

- 1.a Issue: The “15 to 24” age group has seen a consistent decline since the 1980’s.
- 1.b Issue: Population in the North Hill Street proposed redevelopment area has steadily decreased since the 1990’s, including the percentage of families.
- 1.c Issue: Population growth in the North Hill Street Study Area is projected to be relatively minimal, meaning that service costs will likely grow faster than revenue over the next 20 years.
- 1.d Issue: The Griffin-Spalding County School System lags behind the State in terms of educational attainment.
- 1.e Issue: The poverty rate in Griffin is higher than that of both Spalding County and the State. In 1999, the city’s poverty rate stood at 21.4%, compared to the state’s poverty rate of 13%.
- 1.f Issue: The mean household income in 1999 was \$30,088, and the per capita income was only \$15,563.
- 1.g Issue: The percentage of the population over 65 is anticipated to rise from 13.8% to 16.3%.

2. Economic Development [ED]

- 2.a Issue: Need to improve coordination and communication across development agencies to support efforts for improving the downtown.
- 2.b Issue: The main corridors into downtown, Experiment and Hill Street, do not provide suitable gateways into the city as they are significantly blighted.
- 2.c Opportunity: Projects proposed in the North Hill Street study could potentially add substantial value to the North Hill street corridor
- 2.d Opportunity: Proposed TAD financing for the North Hill Street master plan would provide leverage for bond financing.
- 2.e Issue: The manufacturing sector, while slipping as a share of total employment, has maintained a fairly constant number of employees. Obtaining additional land within the city for industrial development has been identified as a key requirement to maintaining a strong manufacturing sector.
- 2.f Opportunity: A commuter rail station in the downtown area would be extremely beneficial for downtown businesses.



- 2.g Opportunity: Industrial complexes are strong opportunities for speculative mixed use redevelopments.
- 2.h Opportunity: Several programs to support the downtown area such as the Downtown Development Authority, Main Street Program, and the Downtown Business Council.
- 2.i Issue: Downtown Development Authority, Main Street Program and Downtown Business Council currently lack an up-to-date inventory of all downtown real estate, including a quantitative analysis of the downtown property tax base.
- 2.j Opportunity: Griffin has pursued several grants and redevelopment programs for its neighborhoods and downtown commercial areas, such as, Community Development Block Grant, Livable Centers Initiative Studies, Community Choices, and CHIP.
- 2.k Issue: Adequate financial resources are needed to achieve physical build-out of the LCI study recommendations.
- 2.l Opportunity: LCI studies provide market and development trends with associated action plan.

3. Housing [H]

- 3.a Issue: The City of Griffin lags behind the State of Georgia average for home ownership, largely due to lack of income, credit worthiness, and unemployment.
- 3.b Opportunity: Many of the historic residential neighborhoods have adjacent historic commercial buildings, which would be strong candidates for adaptive reuse as housing.
- 3.c Opportunity: Down payment and closing cost assistance funding awarded through 2008 CHIP grant which provides 20 low-income first-time home buyers with up to \$12,500 for closing costs and down payments per buyer annually. The program is slated for two years.
- 3.d Issue: Housing conditions and cost burden need to be improved for Griffin’s middle income families and individuals.
- 3.e Issue: High percentage of rental occupancy as compared to home owner occupancy.

4. Natural and Cultural Resources [NCR]

- 4.a Issue: All of Griffin’s creeks are degraded, many severely.
- 4.b Opportunity: The recently drafted *Stormwater Management Plan* identifies a host of initiatives and infrastructure needs to help protect against pollution and erosion within waterways. Implementing this plan, evaluating its successes and continuing to identify additional needs will be critical to success.



- 4.c Issue: The city is reliant on vehicular transportation, a pattern that exacerbates negative effects on air quality.
- 4.d Issue: Over time, Griffin has lost homes of potential historic value (built prior to 1940); however, an inventory would need to be conducted to distinguish between those of salvageable value and those merely in a state of blight.
- 4.e Issue: There is commercial pressure on the historic neighborhoods south of 6th street, Solomon Street, South Hill Street, and East College.
- 4.f Issue: Residents have no parks or green spaces that are in downtown or easily accessible to downtown.
- 4.g Opportunity: The city has worked with Atlanta Regional Commission to establish a set of Downtown Design Guidelines to compliment the city’s cultural resources.
- 4.h Opportunity The City of Griffin is part of the Main Street Program, a national program focusing on revitalizing traditional business districts.

5. Community Facilities and Services [CFS]

The following are considered Community Facilities:

- | | |
|-----------------------------------|--|
| Public Safety | Parks, Open Space, and Recreational Facilities |
| Public Water Supply and Treatment | General Government Facilities |
| Sewer and Wastewater | Education |
| Solid Waste Management | Libraries and Cultural Facilities |
| Health Care Services | |

- 5.a Issue/Opportunity: The city’s solid waste transfer station is in poor condition and would benefit from repairs. The city is expanding the existing transfer station creating a regional recycling center with funding awarded through 2007 Waste Reduction and Recycling program.
- 5.b Issue: Potential infrastructure limitations should be anticipated when converting former mill buildings to housing.
- 5.c Issue: The city currently has no multi-purpose centers (senior, activity, cultural, community) to serve the diverse needs of the community.
- 5.d Issue: The city has many competing needs for facility repair, maintenance and capital improvements, including the city pool, golf course, and fire station.



6. Intergovernmental Coordination [IC]

- 6.a Opportunity: The City of Griffin currently has a good working relationship with Spalding County, as demonstrated by the jointly administered, industrial development authority, and airport. One area where additional coordination may be needed, is in the area of watershed protection, as streams and watersheds do not adhere to jurisdictional lines.
- 6.b Opportunity: The Griffin-Spalding Development Authority serves as a joint city/county industrial development authority, whose mission is to attract industry and create employment opportunities throughout Spalding County.
- 6.c Opportunity: Stronger coordination between Griffin and Spalding's respective Boards of Commissioners and Board of Education can affect change in housing and neighborhoods. A joint work program could help establish this coordination.
- 6.d Issue: There is a lack of consideration about the effects that substandard housing and neighborhood decline have on educational achievements, specifically as related to drop out rates that the Board of Education reports.

7. Transportation [T]

- 7.a Opportunity: Highly connected grid network of streets, which allows traffic to travel on multiple routes.
- 7.b Opportunity: Slow posted speeds, which is conducive to a pedestrian-oriented downtown.
- 7.c Issue: Continuity of streets and pedestrian access over the main rail line in the downtown area is limited due to only one crossing at grade.
- 7.d Issue: Balancing the need for truck traffic that supports the manufacturing and industrial sector, with the needs of shoppers and pedestrians in the downtown area.
- 7.e Issue: Lack of multi-modal transportation connection between key destinations, such as Griffin Tech, University of Georgia Griffin, and the downtown area.
- 7.f Issue: Lack of signage for parking and wayfinding, which is not conducive to retail growth.
- 7.g Issue: Potential to designate a new truck route outside of downtown Griffin, which could remove trucks from the core of the community.
- 7.h Issue: Angled on-street parking spaces are unsafe and too small for most regular vehicles.
- 7.i Issue: Much of the aesthetically pleasing design elements of the city, tree-lined boulevards, wide and grassy shoulders, etc, are being lost to pavement and parking, and



are not well-protected in zoning regulations. There are several paved parking lots located throughout downtown which are owned and maintained by the city or county.

- 7.j Issue: There is a desire to find an alternative route for SR 155 so that it no longer coincides with Hill Street.

8. Land Use and Development [LU]

- 8.a Opportunity: Former industrial sites, particularly Thomaston Mill complex, which may be appropriate for conversion to other uses.
- 8.b Issue: Close proximity between industrial uses and historic neighborhoods.
- 8.c Issue: Lack of mixed-uses occurring vertically (i.e. residential above retail), currently these uses are limited to CBD zoning district.
- 8.d Issue: Encroachment of commercial/industrial uses into residential areas.
- 8.e Issue: High vacancy rates of commercial spaces, especially those located in multi-story buildings.
- 8.f Issue: Proliferation of auto-oriented land uses along Taylor Street
- 8.g Issue: Proliferation of store-front churches within the Central Business District.
- 8.h Issue: Incompatible industrial uses within Central Business District.

Section IV: POLICIES AND IMPLEMENTATION PROGRAM

Policy directives adopted in the 2004 Comprehensive Plan remain appropriate for the City of Griffin. Still, it is important for the city to adjust and reevaluate priorities given current conditions. Below are some additional policies created to update the city's strategic plan, based upon the issues and/or opportunities identified above in Section II.

General Quality Community Policies - QC

[See Issues/Opportunities 1.a, 1.b, 1.c,1.g]

- QC-1** Create a strong sense of place with unique and vibrant character areas as defined by the Livable Centers Initiative Studies (Land Use, Economic Development, Housing).
- QC-2** Define opportunities and amenities that cater to the senior community (Community Facilities).
- QC-3** Encourage better quality of life for the diversity of individuals who live in the city by providing better multi-modal access to key points in the city (Transportation, Land Use).
- QC-4** Support initiatives to provide a diversity of housing choice options for a variety of socio-economic levels (Housing, Land Use).

Population and Demographics - PD

The data gathered also suggests that the city faces an educational and employment gap compared to the state at large. In most communities, the two are significantly inter-related, with education acting as a large factor in employment figures. The City of Griffin will pursue a growth strategy in both its jobs base and the provision of educational opportunities.

[See Issues/Opportunities 1.d, 1.e,1.f]

- PD. 1** Promote development that attracts consumers, and provides employment expansion (Land Use, Economic Development).
- PD. 2** Incentives and/or strategic investment opportunities to catalyze redevelopment in the community (Economic Development).
- PD. 3** Support the missions of educational institutions within or proximate to the City of Griffin (Transportation, Land Use).

Economic Development - ED

The cornerstone of defining Griffin's "sense of place" relies on addressing issues in its downtown core. While much of the aesthetic appeal still exists in the core, there are many elements that disrupt the continuity of the experience. It will be important for Griffin to identify



how to prohibit actions that produce further negative effects, while simultaneously promoting development that has elements that are complimentary to the nature of downtown’s design.

[See Issues/Opportunities 2.a, 2.b, 2.c, 2.d, 2.f, 2.h, 2.i, 2.k, 2.l]

- ED. 1** Remove regulatory barriers that prevent unique or mixed-use development.
- ED. 2** The city will address and remedy any development standards that are having an adverse effect on aesthetically appropriate design elements in the city.
- ED. 3** Utilize opportunities to promote unique development, such as adaptive reuse, through incentives and grants
- ED. 4** Utilize the Tax Allocation District to begin the process of implementing the North Hill Street LCI and the Downtown LCI.

[See Issues/Opportunities 2.e, 2.g, 2.i]

The City of Griffin needs to gain a better sense of what the opportunities are with its current land use as well as constraints. The following policies identify options:

- ED. 5** Pursue the possibility of a real estate inventory identifying key parcels to market to possible developers and/or industrial businesses. Implement and utilize opportunity and enterprise zones.

Housing - H

Given the current financial situation of the housing market, it will be critical for the city to encourage strong housing policies. Most importantly, the city must address the issue of blight in much of its residential communities while encouraging unique and diverse housing choices to attract young professionals and families.

[See Issues/Opportunities 3.a, 3.b, 3.c, 3.d, 3.e]

- H. 1** There has been a swelling interest in utilizing industrial and commercial buildings built around the turn of the century for new and exciting uses. Griffin has a number of buildings available for this express purpose, providing a variety of excellent adaptive reuse opportunities and a potential solution for spurring redevelopment in blighted areas.
- H. 2** Griffin will pursue options to provide incentives to homebuyers to take advantage of the availability of affordable housing choices in the city and provide development regulations that will promote attractive design.

- H. 3** The City of Griffin will promote and utilize available policy and/or regulatory tools to address affordable housing issues facing residents (specifically, aiming to reduce percent of population classified as cost-burdened).

Natural and Cultural Resources - NCR

Quality of Life is heavily dependent on the setting within which a community is situated. Providing opportunities for active and passive recreation, for both children and adults, greatly improves the quality of life opportunities available in a community. Given that Griffin has limited available greenspace, due to historical factors and lack of land, it is important that the city focus on improving the quality of greenspace versus the quantity. The following are policies to help provide the community with greater resources:

[See Issues/Opportunities 4.a, 4.b, 4.c, 4.f]

Environmentally sustainable practices will serve to cultivate the existing natural beauty of the city while simultaneously promoting an economically competitive culture through efficient and innovative use of resources.

The following policies act to promote both natural resources and quality of life objectives to promote an appealing environment for residents and possible future residents:

- NCR. 1** Begin implementing the Stormwater Management Plan and identifying priority projects from the plan.
- NCR. 2** Identify and promote green space improvements and multi-modal trails as identified in the LCI studies.
- NCR. 3** Pursue zoning amendments to regulate tree protection.
- NCR. 4** Encourage high quality, sustainable development that promotes better air quality and open space through incentives.
- NCR. 5** Allow Solomon Street between North 6th Street and North Hill Street to be closed on nights and weekends to support proposed adjacent entertainment uses.

[See Issues/Opportunities 4.d, 4.e, 4.g and 4.h]

The city has strong sense of history to help define its aesthetic appeal. The city seeks to capitalize on the opportunities afforded by its diversity of historic and cultural resources. Such efforts will help Griffin stand out as a truly unique community.

The following are policies that help define the city’s historical amenities.

- NCR. 6** Consider pursuing any and all available historic preservation grants.
- NCR. 7** Implement the recommendations produced by ARC’s Quality Growth Audit.
- NCR. 8** Consider implementing stronger protections for the city’s stock of historic homes.

Community Facilities and Services - CFS

Much of Griffin is well served by its current infrastructure and facilities; however, a few key deficiencies exist. The City of Griffin aims to address these problems to support the area’s development potential.

[See Issues/Opportunities 5.a, 5.b, 5.c, and 5.d]

Development is greatly influenced by the quality of water and sewer infrastructure it can provide. New development can raise the tax base to fund the desired increases in services. The community has stated a desire to see the city provide more active recreation centers. Strategies for achieving the above are as follows:

- CFS. 1** Purchase the school building at Cherry Street and North 6th Street with Community Development Block Grant funds.
- CFS. 2** Continue investing in key infrastructure improvements that support strategic redevelopment initiatives and promote sustainable development practices.

Intergovernmental Coordination - IC

Griffin will continue to cultivate intergovernmental coordination. Program areas for such opportunities focus on job creation, housing and education.

[See Opportunities 6.a, 6.b, 6.c, and 6.d]

- IC. 1** Griffin will maximize opportunities to take advantage of all government resources available at the local, state and federal level and to engage neighboring cities and counties so that the city can position itself in a beneficial way regarding new development projects, government initiatives, and existing programs focusing especially on the avenues towards job creation.
- IC. 2** Establish incentives to entice new industries for job development through a joint partnership between City of Griffin, Spalding County, and the Griffin-Spalding Development Authority.
- IC. 3** Pursue better coordination mechanisms to effectuate change for better housing conditions and the relationship between stable neighborhoods and education performance.

Transportation - T

Like all cities, the City of Griffin must balance a variety of transportation needs. It is critical for the city to provide strategies that can fine tune this balance and support the variety of stake holders it serves.

Some of the policies listed under Land Use, such as promoting the recommendations from the LCI plans and pursuing the available streetscape and transportation improvement funds made possible by the LCI studies illustrate how many of the strategies Griffin will pursue are complimentary and inter-related. A more compact and walkable environment will reduce the need for vehicular travel.

[See Issues/Opportunities 7.a, 7.b, 7.c, 7.f, 7.h, and 7.i]

The downtown Griffin area benefits from its sensible street grid and wide grassy shoulders. However, these elements are being negatively affected by curb cuts and parking. Moreover, motorists need greater direction in navigating the area to enhance the experience of shopping downtown. Finally, the limited opportunities for crossing the rail line inhibit pedestrian movement.

- T. 1** The city is seeking opportunities to address access management and parking lot design in areas of the city which are geared toward walkable, pedestrian-friendly developments.
- T. 2** The city will seek opportunities to increase access across the rail-line for pedestrians.
- T. 3** The city is considering options for making downtown easier to navigate.

[See Issues/Opportunities 7.d, and 7.g, 7.j]

The manufacturing sector makes up a large percentage of the total employment in Griffin. It is important to provide support to this employment sector's needs while simultaneously reducing any adverse affects on the surrounding population.

- T. 4** The city is seeking viable options for rerouting truck route around the downtown area.

[See Issues/Opportunities 7.e]

One of the major elements to unique communities with a great standard for quality of life is providing multi-modal connections to key places in the city. The following policy supports the city's aim to provide such connection.

- T. 5** The city will develop a plan for multi-modal connection for Sun City Peachtree, and downtown.

Land Use - LU

Land use is a key component in how development takes form and its relationship to surrounding uses. The following will help to promote the coordination of desired development patterns and the land uses currently in place.

[See Issues/Opportunities 8.a, 8.b, 8.c, 8.d, 8.e, 8.f, 8.g and 8.h]

Griffin currently has a wealth of aesthetic elements to draw upon to generate a true sense of place. This is largely due to a legacy of a development pattern which produced positive effects with regard to urban design. However, this era's dependence on motor vehicle transportation threatens to erode these factors. The following policies are aimed at safe guarding Griffin's design advantage:

- LU. 1** Review Zoning Ordinance, Sign Ordinance, and Development Regulations to encourage development compatible to the character of Griffin.
- LU. 2** Update Future Land Use Plan to support mixed-use development in the downtown core.
- LU. 3** Consistency between the Future Land Use Plan and zoning designations
- LU. 4** Appropriate transitions between the downtown core and adjacent neighborhoods, which are supported by the Future Land Use Plan.
- LU. 5** Design based zoning requirements, which could ensure compatible new development.
- LU. 6** Progressive parking requirements in the Zoning Ordinance, which allow shared parking, prohibit frontal parking, and allow the use of public lots in the downtown core.





Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
Community Facilities										
Public Safety										
CFS1.	Construct new fire station (UGA/Ellis)	X					City of Griffin Fire Dept.		\$ 3,200,000	Stimulus
CFS2.	Purchase new fire engine		X				City of Griffin Fire Dept.		\$ 325,000	Grant
CFS3.	Construct a new fire/police training center. (SR 16/landfill)			X			City of Griffin Fire Dept.		\$ 250,000	City
CFS4.	Purchase 12 police cars/year @ \$23,000 ea.	X	X	X	X	X	City of Griffin Police Dept.		\$ 1,380,000	City
CFS5.	Replace roof @ police station		X				City of Griffin Police Dept.		\$ 275,000	City
CFS6.	Replace reporting software to allow eticketing, MDT	X					City of Griffin Police Dept.		\$ 350,000	City
CFS7.	Regional Police Academy @ Griffin Tech			X			City of Griffin Police Dept.		\$ 125,000	City
Power										
CFS8.	Distribution line repair and extension	Ongoing					City of Griffin Power		\$1 million	User Fees
CFS9.	Major equipment (i.e. bucket trucks) replacement	Ongoing					City of Griffin Power		\$300,000/yr	User Fees
CFS10.	Install Automatic Meter Reading infrastructure					x	City of Griffin Power		\$ 4,500,000	Grant/User fees
CFS11.	System automation - circuit switches (2/year @ \$100,000)	x	x	x	x	x	City of Griffin Power		\$ 500,000	User Fees



Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
CFS12.	Pole to Pole System Maintenance (50% complete by 2014)					x	City of Griffin Power		Ongoing / NA	User Fees
CFS13.	Electric Dept. Facility - Thomas property					x	City of Griffin Power		\$ 2,500,000	User Fees
CFS14.	Construct new circuit from Cowan Road Substation	x					City of Griffin Power		\$ 100,000	User Fees
CFS15.	GIS/Outage Management System			x			City of Griffin Power		\$ 75,000	User Fees
CFS16.	Employee wage increase to regional industry standards (\$50,000/yr)	Ongoing					City of Griffin Power		\$ 250,000	User Fees
Solid Waste										
CFS17.	Purchase 45+ ton bulldozer.	x					Solid Waste		\$ 350,000	User Fees
CFS18.	Recondition existing transfer station		x				Solid Waste		\$ 45,000	User Fees
CFS19.	Expansion of Shoal Creek C&D landfill (5 add'l cells)			x			Solid Waste		\$ 30,000	User Fees
CFS20.	Replace loader @ transfer station			x			Solid Waste		\$ 325,000	User Fees
CFS21.	Full remediation Thomas property		x				Solid Waste		\$ 100,000	User Fees
CFS22.	Replace 2 automated side load trucks (\$230,000 ea.)				x		Solid Waste		\$ 460,000	User Fees
Water/Sewer										
CFS23.	CDBG water and wastewater restoration of system Phase II	X	X				Water/Wastewater Department		\$ 823,000	CDBG/COG
CFS24.	Replacement of Experiment Street Water Line up-grade	X					Water/Wastewater Department		\$ 150,000	User Fees
CFS25.	Wingwall Reconstruction Heads Creek Reservoir	X					Water/Wastewater Department		\$ 250,000	User Fees
CFS26.	Coweta Line connection on Ga Hwy 16	X					Water/Wastewater Department		\$ 500,000	User Fees



Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
CFS27.	Evaluate Hydraulic Analysis of System to Henry County	X					Water/Wastewater Department		\$ 50,000	User Fees
CFS28.	Potato Creek WWTP Expansion Up-Grade	X	X	X	X		Water/Wastewater Department		\$ 10,000,000	SPLIST \$5,000,000/User Fees \$5,000,000
CFS29.	Shoal Creek WWTP Expansion and Up-Grade	X	X	X	X	X	Water/Wastewater Department	To be completed in 2015	\$ 10,000,000	User Fees
Economic Development (ED)										
ED1.	Adopt and implement the recommendations of the Economic Development Strategic Plan	x	x	x	x	x	Planning and Development, DDA	Strategic Plan under development	N/A	City
ED2.	Support the creation of Business Improvement Districts and Community Improvement Districts, areas that would allow property owners to raise their own taxes to pay for improvements	x	x				Planning & Development, DDA	Downtown BID under development	N/A	City
ED3.	Promote Tourism and Special Events throughout the City and downtown (Specifically the marketing of movies, sites, and buildings)	X	X	X			Planning & Development, Chamber of Commerce	Ongoing	\$ 120,000	City
ED4.	Create a Brand Identity for the City of Griffin to include Downtown	X	X				Planning & Development, DDA		\$ 80,000	City
ED5.	Continue to support the rehabilitation of historic downtown buildings for commercial, institutional, and residential use through façade grants and other incentives	x	x	x	x	x	DDA, Main Street Program, Historic Preservation Commission, Planning and Development Dept.	Ongoing	\$ 15,000	DDA
Landuse (LU)										
LU1.	Unified Development Code	X	X				Planning and Development Dept.		80000	ARC, City
LU2.	Downtown Overlay Ordinance	X						Prepared 2009; request Commission approval 2010		
LU3.	Adopt and implement the recommendations and directives of the West Griffin LCI	X	X	X	X	X	Planning and Development Dept.			ARC, City GDOT
LU4.	Implement the recommendations of the Downtown LCI	X	X	X	X	X	DDA, Planning and Development	Ongoing		ARCT, City GDOT



Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
LU5.	Expand focus of revitalization efforts beyond Main Street to adjacent neighborhoods	Long-term / On Going					Historic Preservation Commission, Planning and Development Dept.	On Going		
LU6.	Develop a Greenways Master Plan in cooperation with Spalding County that includes locations for greenways, bike paths and pedestrians amenities, and the preservation of and conservation of open space and scenic views.		x				Planning and Development Dept, Public Works, Spalding County		\$ 50,000	Grants, City, County
LU7.	Draft and present a tree preservation and landscaping ordinance to the City Commission for adoption.	x	x				Planning and Development Dept.		N/A	City
LU8.	Create and Adopt Architectural Design Guidelines for remainder of City.	x	x				Planning and Development Dept., Historic Preservation Commission		N/A	City
LU9.	Expand revitalization study for the Meriwether Street target area, and in the study consider the possibility of initiating a homesteading program.	Ongoing					Planning and Development Dept.	DCA Quality Growth Grant		City
Natural Resources (NCR)										
NCR1.	Update of Watershed Assessment	x	x				Griffin Public Works and Utilities Dept.		\$200,000/year	User Fees
NCR2.	Amend zoning and land development regulations to provide incentives and guidelines for conserving open space in the subdivision process and to widen minimum stream buffer widths	x	x				Planning and Development Dept.		N/A	City



Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
NCR3.	Expansion of City Cemetery.	Long-term / On Going					Public Works	On Going		
NCR4.	Encourage infill development, suitable reuse of vacant buildings, and promote adaptive reuse of historic buildings	Long-term / On Going					DDA, Main Street Program, Historic Preservation Commission, Planning and Development Dept.	On Going		City
Transportation (T)										
T1.	Rights-of-way Improvement Program	X	X				Griffin Public Works & Utilities Dept		\$100,000 each year	City
T2.	Evaluate the feasibility of a new grade separated railroad crossing at 6th Street and the rebuilding of 6th Street bridge to include a pedestrian walkway..	X					Griffin Public Works & Utilities Dept		\$ 25,000	City, GDOT
T3.	Prepare a Station Area Master Plan for a potential commuter rail station in Griffin.	X	X	X			Planning and Development Dept., Griffin Public Works &		\$ 60,000	City, GDOT, Grant Funds
T4.	COG Traffic Signal Upgrade and Replacement			X			Griffin Public Works & Utilities Dept		\$ 3,350,000	Stimulus
T5.	Pedestrian connection COG	X	X	X	X		Griffin Public Works & Utilities Dept		\$ 400,000	SPLOST
T6.	North Griffin Block Improvement Program	X	X	X	X	X	Griffin Public Works & Utilities Dept, Planning and Development		\$ 3,000,000	City



Short Term Work Plan UPDATE: 2010 - 2014



Type	Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Status	Cost Estimate	Funding Source
Housing (H)										
H1.	Provide downpayment and closing cost assistance to first-time, low income homebuyers.	X					City of Griffin, Housing Authority, GA DCA		\$ 300,000	Community HOME Investment Program
H2	Continue evaluation of housing and property maintenance codes and stringent enforcement	Long term / On Going					Planning and Development Dept.	On-Going		n/a
H3.	Continue first-time homebuyer's education program.	Long term / On Going					City of Griffin, Housing Authority, Affordable Housing Enterprises, Inc.	On-Going		
H4.	Update the housing conditions inventory. Investigate as part of this study street and drainage problems, sidewalk conditions and litter problems.	Long term / On Going					Planning and Development Dept.	On-Going	Projected operational expenditure \$50,000	City
H5.	Continue to promote the conversion of the upper floors of downtown buildings into loft apartments.	Long term / On Going					Planning and Development Dept, DDA, Main Street Program	On-Going		n/a
H6.	Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).	Long term / On Going					Housing Authority, GA DCA	On-Going		n/a

Section VI: LONG TERM AND ONGOING ACTIVITIES

Griffin continues to identify opportunities to advance strong planning principals and strategic growth. Not only has the city produced a number of development studies, but it continues to follow through with the regulations that ensure their implementation. These plans will demand continual attention and evaluation over an extended period of time.

Quality Development. The city has identified strategic locations for focusing resources. The recommendations from the Livable Centers Initiative studies and the Sub-Area studies commissioned by the city provide a number of long-term goals in improving transportation networks, trail networks, streetscape improvements, and design regulations for buildings.

These recommendations will require prioritization of investments and resources. The city continues to work toward full implementation of the plans, as shown through its current and previous short term work programs.

Sustainable Development. The city has begun several projects related to promoting sustainable development, including watershed management planning and incorporating best practices in its Unified Development Code. Establishing a city-wide, coordinated program will be a long-range activity that will take advantage of new resources emerging from regional, state and federal agencies.

Quality Housing Program. Supporting its housing program, the city seeks to continue to promote long-term partnerships with a variety of civic organizations that are benefiting many facets of the community, such as the **One Town One Goal** partnership. Among other participants, groups include the Kiwanis, 4-H, East Thomaston Neighborhood group, West Thomaston Neighborhood group, Square Foot Ministries, Kool-Aid Kaboom, and a number of other organizations. These groups show strong citizen input, a process the city wishes to continue to foster over the long term.

City Amenities. Griffin seeks to promote Quality of Life by providing a variety of amenities to its citizens. The city will continue to maintain and make needed repairs to the city's golf course, which provides a recreational opportunity for citizens. Similarly, other community facilities, such as the city pool, will receive repair and renovation as funds become available.

Previous Comprehensive Plan Activities. Several items from the 2024 Comprehensive Plan's STWP are identified in the Report of Accomplishments as Long-term and Ongoing

Activities because they are “on-going” action items. Please see Appendix II, Report of Accomplishments for a complete listing of these items.



APPENDIX I: QUALITY COMMUNITY OBJECTIVES ASSESSMENT



Quality Community Objectives – City of Griffin
Local Assessment

<i>Development Patterns</i>			
Traditional Neighborhoods Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.			
Statement	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.		X	
2. Our community has ordinances in place that allow neo-traditional development “By right” so that developers do not have to go through a long variance process.		X	
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.		X	
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in summer.	X		Urban Forest Management Program
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	X		
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	X		In specific areas of the city
7. In some areas, several errands can be made on foot, if so desired.	X		Only in the Downtown Area

8. Some of our children can and do walk to school safely.	X		
9. Some of our children can and do bike to school safely.		X	
10. Schools are located in or near neighborhoods in our community.	X		Only one or two elementary schools

Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Statement	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.	X		
2. Our community is actively working to promote Brownfield redevelopment.		X	
3. Our community is actively working to promote greyfield redevelopment.		X	
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road.)	X		
5. Our community allows small lot development (5000 SF or less) for some uses.	X		

Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places

where people choose to gather for shopping, dining, socializing, and entertainment			
Statement	Yes	No	Comment
1. If someone dropped from the sky into our community, he or she would know immediately where she was, based on our distinct characteristics.	X		
2. We have delineated the areas of our community that are important to our history and heritage and have taken steps to protect those areas.	X		Only in the Downtown
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	X		Only in the Downtown
4. We have ordinances to regulate the size and type of signage in our community.	X		
5. If applicable, our community has a plan to protect designated farmland.		X	
Transportation Alternatives Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.			
Statement			
1. We have public transportation in our community.			
2. We require that new development connects with existing development through a street network, not a single entry/exit.		X	
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.	X		In some areas

4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.	X		
5. We require that newly built sidewalks connect to existing sidewalks wherever possible	X		
6. We have a plan for bicycle routes through our community.		X	
7. We allow commercial and retail development to share parking areas wherever possible.	X		

Regional Identity Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.			
1. Our community is characteristic of the region in terms of architectural styles and heritage.	X		
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.		X	
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal)		X	
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.	X		Presidential Pathways
5. Our community promotes tourism opportunities based on the unique characteristics of our region.		X	
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce,	X		

entertainment, education.			
Resource Conservation			
Heritage Preservation			
The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.			
Statement	Yes	No	Comments
1. We have designated historic districts in our community.	X		Downtown
2. We have an active historic preservation commission.	X		
3. We want new development to complement our historic development, and we have ordinances in place to ensure that happening.	X		Only in Downtown
Open Space Preservation			
New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.			
Statement	Yes	No	Comment
1. Our community has a greenspace plan.		X	
2. Our community is actively preserving greenspace – either through direct purchase, or by encouraging set-asides in new development.		X	
3. We have a local land conservation program, or, we work with state or national land conservation programs to preserve environmentally important areas in our community.		X	
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.		X	

Environmental Protection			
Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.			
Statement	Yes	No	Comment
1. Our community has a comprehensive natural resources inventory.	X		Included in 2024 Comp Plan
2. We use this resource inventory to steer development away from environmentally sensitive areas.		X	
3. We have identified our defining natural resources and have taken steps to protect them.		X	
4. Our community has passed the necessary Part V Environmental Ordinances, and we enforce them.	X		
5. Our community has and actively enforces a tree preservation ordinance.		X	
6. Our community has a tree-replanting ordinance for new development.		X	
7. We are using stormwater best management practices for all new development.	X		
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.)	X		Floodplain and wetland protection ordinances
<i>Social and Economic Development</i>			
Growth Preparedness			

Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

Statement	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.		X	
2. Our local governments, the local school board, and other decision-making entities use the same population projections.		X	
3. We have a Capital Improvements Program that supports current and future growth.		X	
4. We have designated areas of our community where we would like to see growth. These areas are based on the natural resources inventory of our community.		X	

Appropriate Businesses

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

Statement	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets, and weaknesses and has created a business development strategy based on them.		X	
2. Our ED organization has considered the types of businesses already in our community, and has a plan to recruit business/industry that will be compatible.		X	
3. We recruit businesses that provide or create sustainable products.		X	

4. We have a diverse jobs base, so that one employer leaving would not cripple us.	X		But heavy on Govt Sector, Mfg, Svc
Employment Options			
A range of job types should be provided in each community to meet the diverse needs of the local workforce.			
Statement	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.	X		
2. Our community has jobs for skilled labor.	X		Limited number of jobs
3. Our community has jobs for unskilled labor.	X		Limited number of jobs
4. Our community has professional and managerial jobs.	X		

Housing Choices			
A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			
Statement	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.		X	

2. People who work in our community can afford to live here, too.	X		
3. Our community has enough housing for each income level (low, moderate, and above-average incomes)		X	No above average homes
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and recommending smaller setbacks.		X	
5. We have options available for loft living, downtown living, or “neo-traditional” development.	Y		Some loft, no neo-traditional development
6. We have vacant and developable land available for multifamily housing.		X	
7. We allow multifamily housing to be developed in our community.	X		
9. We allow multifamily housing to be developed in our community.	X		
9. We support community development corporations building housing for lower-income households.		X	There no CDCs in Griffin
10. We have housing programs that focus on households with special needs.		X	
11. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.	X		

Educational Opportunities Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.			
Statement	Yes	No	Comments
1. Our community provides work-force training options for our citizens.	X		Griffin Tech College
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	X		Griffin Tech College
3. Our community has higher education opportunities, or is close to a community that does.	X		Griffin Tech & UGA-Griffin
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.		X	
<i>Governmental Relations</i>			
Local Self-determination Communities should be allowed to develop and work toward achieving their own vision for the future. Where the state seeks to achieve particular objectives, state financial and technical assistance should be used as the incentive to encourage local government conformance to those objectives.			
Statement	Yes	No	Comments
1. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.	X		Citizens' Govt Academy & Youth in Governance
2. We have processes in place that make it simple for the public to stay informed on land use and zoning decisions, and new development.	X		
3. We have a public-awareness element in our comprehensive planning process.	X		
4. We have clearly understandable guidelines for new development.		X	Only in the Downtown

5. We offer a development guidebook that illustrates the type of new development we want in our community.		X	
6. We have reviewed our development regulations and/or zoning code recently and are sure that our ordinances will help us achieve our QCO goals.		X	
7. We have a budget for annual training for planning commission members and staff, and we use it.		X	Only for Staff
8. Our elected officials understand the land-development process in our community		X	
Regional Cooperation			
Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.			
Statement	Yes	No	Comments
1. We plan jointly with our cities and county for Comprehensive Planning purposes		X	
2. We are satisfied with our Service Delivery Strategies	X		Needs to be reviewed and updated
3. We cooperate with at least one local government to provide or share services (parks and recreation, E911, Emergency Services, Police or Sheriff's Office, schools, water, sewer, other)	X		

APPENDIX II: REPORT OF ACCOMPLISHMENTS



						Record of Accomplishments City of Griffin: 2004-2009		
Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status		
						off the List (why)	Postponed (Year)	Completed (year)
Economic Development								
Promote Griffin and Spalding County as good location for national call centers and mid-size warehouse and distribution facilities. Target the recruitment of priority businesses, such as medical and financial services that pay higher wages.	2002	off the list	NA	Griffin-Spalding Cty. Dev. Auth.	NA	objective to be revised		Ongoing
Annex and expand the industrial park on Green Valley Road and support the development of a new industrial park in the City	2005	2008	\$5,000,000	Griffin-Spalding Cty. Dev. Auth., City of Griffin	SPLOST	Incomplete-No agreement between city and county on annexation		2008
Develop a food-science and technology business incubator with officials at the UGA Griffin Campus	2004	2005	NA	UGA, Dev Authority	UGA, Spalding County			Ongoing
Coordinate with Griffin Technical College to provide the needed training required by new industries.	2002	Ongoing	NA	Chamber of Commerce	NA			Ongoing
Maintain a consistent and appropriate incentives package and an updated list of available industrial sites within Spalding County to offer to prospective businesses and industries.	2002	Ongoing	NA	Griffin-Spalding County. Dev. Auth.	NA			Accomplished and Ongoing
Economic Development Council - Form a council with appointees by the City of Griffin, County Manager, Superintendent of Public Schools, and the Chamber of Commerce to meet twice a year to review and coordinate economic development efforts. Also include representatives from UGA, Griffin Tech, and the Development Authority.	2009	On-going	NA	Spalding County Chamber of Commerce, County Manager, City Manager, UGA, Griffin Tech, Dev Authority,	NA			Ongoing
Support, publicize and recognize outstanding efforts of existing business and industry	Ongoing	Ongoing	NA	Spalding County Chamber of Commerce	NA			Ongoing
Data Resource Center –Maintain databases on available industrial and business development sites and offer this information to potential industrial and business clients who meet the county's definition of target opportunities.	Ongoing	Ongoing	NA	Spalding County Chamber of Commerce	NA			Ongoing
Continue to rehabilitate downtown historic buildings for commercial, institutional and residential uses	Ongoing	Ongoing	NA	Downtown Development Authority, Main Street Program	NA			Ongoing
Support the creation of Community Improvement Districts – identify existing commercial areas that need special improvements to stimulate renewal, and identify local business leaders to champion the establishment of a CID, which would allow them to raise their own taxes to pay for improvements.	Postponed	2017	NA	City Commission, Spalding County Chamber of Commerce, DDA	NA		2012	
Strengthen and expand the "Quick Start" program, which provides new and expanding industries with customized training programs, pre-employment training, screening and testing services.	Ongoing	Ongoing	NA	Griffin Technical College	NA			Ongoing
Promote local tourism by educating the public about the county's rich cultural history and numerous historic sites and cemeteries.	Ongoing	Ongoing	NA	Spalding County Chamber of Commerce	NA			Ongoing

						Record of Accomplishments City of Griffin: 2004-2009		
Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status		
						off the List (why)	Postponed (Year)	Completed (year)
HOUSING								
Provide assistance to first-time homebuyers.	2002	Ongoing	\$250,000/year	Housing Authority, GA DCA	CDBG, CHIP, Federal Home Loan Bank (CIP), Freddie Mac			Ongoing
Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).	2002	Ongoing	\$250,000/year	Housing Authority, GA DCA	CDBG, CHIP, Freddie Mac, City			Ongoing
Institute a first-time homebuyer's program in target areas.	2003	Ongoing	\$100,000/year	Housing Authority, GA DCA	CHIP			Ongoing
Continue to promote the conversion of the upper floors of downtown buildings into loft apartments.	2002	Ongoing	NA	Planning and Development Dept.	n/a			Ongoing
Draft amendments to the Zoning Ordinance to promote the development of quality housing and a greater variety of housing types, and present to the City Commission for adoption	2005	2006	\$15,000	Planning and Development Dept.	City			2006
Continued evaluation of housing and property maintenance codes and stringent enforcement	2002	Ongoing	NA	Planning and Development Dept.	n/a			Ongoing
Update the housing conditions inventory. Investigate as part of this study street and drainage problems, sidewalk conditions and litter problems.	2005	Ongoing	\$50,000	Planning and Development Dept.	City			Ongoing
NATURAL & CULTURAL RESOURCES								
Draft and present a tree preservation and landscaping ordinance to the City Commission for adoption.	2004	2004	NA	Planning and Development Dept.	City			2004
Amend zoning and land development regulations to provide incentives and guidelines for conserving open space in the subdivision process and to widen minimum stream buffer widths	2005	2006	NA	Planning and Development Dept.	City			2006
Develop a Greenways Master Plan in cooperation with Spalding County that includes locations for greenways, bike paths and pedestrians amenities, and the preservation of and conservation of open space and scenic views.	2004	Postponed	\$50,000	Planning and Development Dept., Spalding County Parks & Recreation Dept.	City, County, DCA, GDNR		2011	
Obtain Certified Local Government Status through the National Park Service and State Historic Preservation Officer	2004	2005	NA	Historic Preservation Commission	NA			2005
Designate new residential historic districts and expand the existing commercial district	2004	Ongoing	NA	Historic Preservation Commission	NA			Ongoing
Create and Adopt Architectural Design Guidelines within historic districts and throughout the City.	2004	2007	NA	Planning and Development Dept., Historic Preservation Commission	NA			2007
Encourage infill development, suitable reuse of vacant buildings, and promote adaptive reuse of historic buildings	2004	Ongoing	NA	DDA, Main Street Program, Historic Preservation Commission, Planning and Development Dept.	NA			Ongoing
Expand focus of revitalization efforts beyond Main Street to adjacent neighborhoods	2004	Ongoing	NA	Historic Preservation Commission, Planning and Development Dept.	NA			Ongoing

						Record of Accomplishments City of Griffin: 2004-2009		
Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status		
						off the List (why)	Postponed (Year)	Completed (year)
COMMUNITY FACILITIES								
Public Safety								
Upgrade police equipment including cameras, radar and in-car computers	2005	2006	\$525,000	City of Griffin Police Dept.	City			2006
New emergency dispatch radio system	2005	2006	\$10,000,000	City of Griffin Police Dept.	SPLOST			2006
Construct new indoor firing range	2008	2009	\$375,000	City of Griffin Police Dept.	City			2009
Maintain ISO rating of 3 or better within the city	2004	Ongoing	NA	City of Griffin Fire Dept.	NA			Ongoing
Construct a new fire station/training complex.	2008	2010	\$1,300,000	City of Griffin Fire Dept.	City			2010
Replace 3 fire engines and one squad car over the next 5 years.	2007	2010	\$680,000	City of Griffin Fire Dept.	City			2010
Purchase 1 new squad vehicle for the fire department.	2008	2010	\$200,000	City of Griffin Fire Dept.	City			2010
Purchase a new ladder truck for the fire department.	2004	2006	\$750,000	City of Griffin Fire Dept.	City			2006
Water/Wastewater Systems								
Complete water treatment plant improvements	2002	2005	\$43,000,000	Water/Waste-water Dept.	City, Revenue Bonds			2005
Mapping of water system	2004	2004	\$300,000	Water/Waste-water Dept.	Revenue Bonds			2004
Emergency Response Plan	2004	2004	\$25,000	Water/Waste-water Dept	User Fees			2004
Meter replacement, 2500 meters a year	2004	2009	\$340,000 per year	Water/Waste-water Dept	User Fees			2009
Water main replacement program	2004	2009	\$150,000 per year	Water/Waste-water Dept	User Fees			2009
Automatic meter reading system	2004	2009	\$89,000 per year	Water/Waste-water Dept	User Fees			2009
Dewatering sludge facility	2004	2004	\$400,000	Water/Waste-water Dept.	Revenue Bonds			2004
Ison Branch – new sewer lines	2002	2004	\$1,700,000	Water/Waste-water Dept.	Revenue Bonds			2004
Sewer flow analysis study of entire system	2004	2004	\$300,000	Water/Waste-water Dept.	Revenue Bonds			2004
GPS Sewer System	2003	2004	\$500,000	Water/Waste-water Dept.	Revenue Bonds			2004
Sewer Rehab Phase IV	2004	2005	\$1,300,000	Water/Waste-water Dept.	Revenue Bonds			2005
Rehab Water/Wastewater/Stormwater Lab	2004	2004	\$150,000	Water/Waste-water Dept.	Revenue Bonds			2004
let Vac Sewer Lines	2004	2005	\$340,000 for first year (2004), \$100,000 year after (2005)	Water/Waste-water Dept.	User Fees			2005
Chemical Root Control Program	2004	2009	\$70,000 per year	Water/Waste-water Dept.	User Fees			2009
Proposed automatic meter reading system	2005	2010		Water/Waste-water Dept				2010
Update Water and Sewer Master Plan (See Intergovernmental Coordination)	2005	2005		City of Griffin and Spalding County				2005 (Wastewater Management Plan 2005-2025)
Solid Waste								
Purchase 20-yard self-loading pan.	2004	off the list	\$300,000	Solid Waste Dept.	City	Old Tech.		



Record of Accomplishments
City of Griffin: 2004-2009

Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status		
						off the List (why)	Postponed (Year)	Completed (year)
Purchase 45+ ton bulldozer.	2004	Ongoing	\$350,000	Solid Waste Dept.	City			2010 FY
Construct 20-bay truck shelter.	2004	off the list	\$300,000	Solid Waste Dept.	City	No Funds		
Purchase needed equipment for the transfer station.	2002	2007	\$710,000	Solid Waste Dept.	City			2007
Expansion of C&D landfill	2002	2008	\$500,000	Solid Waste Dept.	City			2008
Purchase trash compactor.	2003	2006	\$290,000	Solid Waste Dept.	City			2006
Complete roadwork for the department grounds.	2002	2005	\$550,000	Solid Waste Dept.	City			2005
Storm Water Management								
Phase II NPDS City Implementation Program	2004	2009	\$375,000 /year	Griffin Public Works and Utilities Dept.	User Fees			2009
USGS Monitoring - 7 stream gauges	2004	2009	\$55,000/year	Griffin Public Works and Utilities Dept.	User Fees			2009
New Stormwater Management Plan and associated projects	2009	Ongoing	NA for study, implementation est. cost \$8 million	Griffin Public Works and Utilities Dept.	User Fees			Ongoing
Update of Watershed Assessment	2004	2009	\$200,000/year	Griffin Public Works and Utilities Dept.	User Fees			2009
Power System								
Construction of new substation on Cowan Road	2004	2006	\$20,000 (City Portion)	City of Griffin Power, MEAG	User Fees			2006
Distribution line repair and extension	On-going	On-going	\$1 million	City of Griffin Power	User Fees			Ongoing
Major equipment (i.e. bucket trucks) replacement	On-going	On-going	Up to \$250,000	City of Griffin Power	User Fees			Ongoing
Health Care Services								
Encourage medical support services to locate around the hospital.	2002	On-going	NA	Planning and Development Dept.	City			Ongoing
Promote the expansion of health care services offered to senior citizens.	2002	On-going	NA	Spalding Regional Hosp.	Spalding Regional Hosp.			Ongoing
Parks and Recreation Facilities								
Rebuild irrigation system at the golf course.	2005	2006	\$325,000	Griffin Public Works and Utilities Dept	City			2006
New City Pool.	2007	2008	\$1.25 million	Griffin Public Works and Utilities Dept	City			2008
Expansion of City Cemetery.	2005	Ongoing	\$300,000	Griffin Public Works and Utilities Dept	City			Ongoing
General Government Facilities								
Construct new shop building.	2004	2008	\$125,000	Griffin Public Works and Utilities Dept	City			2008
Conduct an Infrastructure Master Plan to address the issues of maintaining aging infrastructure and study the cost/benefits of consolidation of government facilities	2005	2006	\$100,000	City Manager's Office	City			2006
Education								

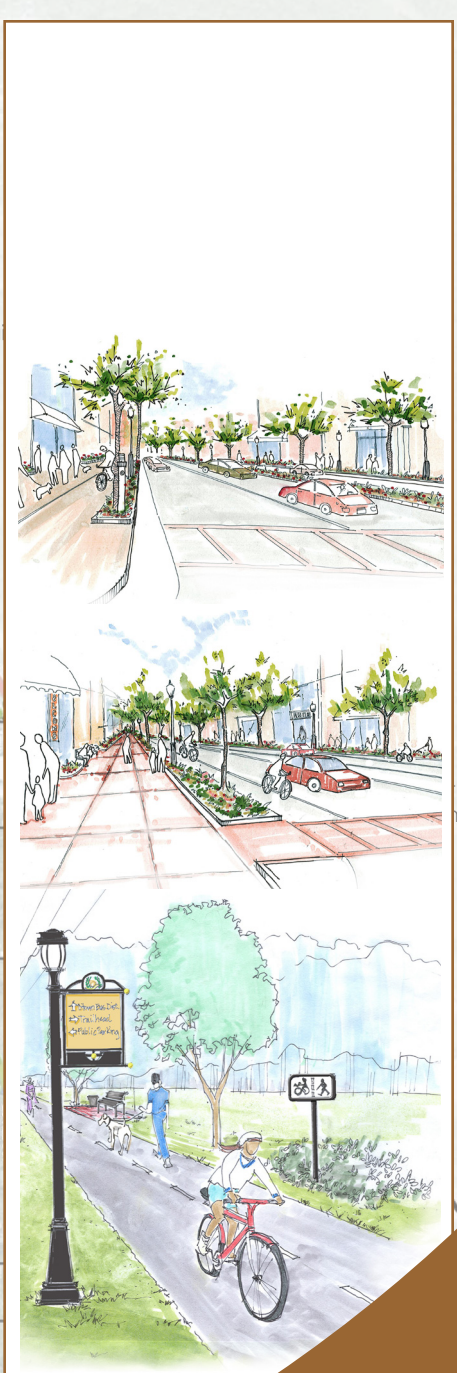
							Record of Accomplishments City of Griffin: 2004-2009		
Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status			
						off the List (why)	Postponed (Year)	Completed (year)	
Determine the City's input for the best reuse for existing vacant schools	2002	On-going	NA	Griffin-Spalding Cty. School System	City/County			On-Going	
Support the development of a four year college at the UGA campus	2004	On-going	NA	City Commission, School Board, Spalding BOC	NA			On-Going	
Strategic Plan for Educational Excellence – Work with Board of Education to create a public forum on educational excellence, establish a blue-ribbon task force and hire a facilitator to prepare a strategic plan for education.	On-going	On-going	NA	City Commission and Board of Education	NA			On-Going	
Support technical and adult educational opportunities for Griffin residents and workers	On-going	On-going	NA	Griffin Technical College and School System	NA			On-Going	
Support and strengthen existing adult literacy and GED programs in Griffin	On-going	On-going	NA	Griffin Technical College and School System	NA			On-Going	
Coordinate city land use policy and school planning decisions through open communication and regular reporting of development activity	On-going	On-going	NA	Planning and Development Dept., School Board	NA			On-Going	
Libraries and Cultural Facilities									
Continue to upgrade the computer resources and book collection at the library.	2002	Ongoing	\$20,000	Flint River Regional Library System	City/County			On-Going	
			(annually)						
Support local efforts to build a new regional civic center	On-going	Postponed	NA	City Commission, Spalding BOC, private interest	NA		Indefinitely		
LAND USE									
Design Standards – Prepare draft architectural and design standards for historic preservation areas throughout Griffin and present to the City Commission for adoption consideration.	2005	2007	\$50,000	Planning and Development Dept., Historic Preservation Commission	City			2007 (Downtown Only)	
Sign Ordinance – Recommend measures to the City Commission that would strengthen the existing sign ordinance by increasing the attractiveness of legal signs	2004	2006	NA	Planning and Development Dept.	NA			2006	
Buffer, Landscape and Tree Ordinance – Prepare a draft buffer, landscape and tree ordinance, and present to the City Commission for adoption consideration	2004	2005	NA	Planning and Development Dept.	NA			2005	
Develop overlay zoning district for the target areas - Prepare draft regulatory incentives to encourage the adaptive reuse and redevelopment of abandoned buildings and vacant sites, such as density bonuses or streamlined procedural requirements in select target areas, and bring before the City Commissioners for adoption.	2005	2006	NA	Planning and Development Dept.	NA			2006	
Revitalization Study - Initiate a revitalization study for the North Hill Street and Meriwether Street target areas. In the study consider the possibility of initiating a homesteading program.	2006	Ongoing	NA	Planning and Development Dept.	DCA Quality Growth Grant			On-Going (2008 North Hill Street only)	
INTERGOVERNMENTAL COORDINATION									
Coordination with public schools – explore ways to improve community services by cooperative efforts between school and city government.	2004	On-going	NA	City Manger's Office	NA			On-Going	
Work with the County and the Water and Sewer Authority on updating the Water Supply Study and the Wastewater Management Master Plan to be consistent with the new Land Use Plan	2005	2007	\$500,000	Water and Sewer Authority, City Water and Wastewater Dept., County Manager, City Manager	User Fees, County, City			2007	
As part of the Comprehensive Plan update process, coordinate revisions to the City Budget with the Comprehensive Plan and Future Land Use Plan Map	2005	2009	NA	City Planning and Development Department	NA			2009	
Cooperative City-county agreements – Identify more opportunities for joint service and funding agreements between Spalding County and Griffin that will spread the cost and improve the efficiencies of public facilities and services such as garbage collection, parks and recreation, libraries, emergency services, and other facilities and services that are now funded and provided separately	2005	On-going	NA	City Manger's Office, County Manager's Office	NA			On-Going	



Description	Initiation Year	Completion Year	Cost Estimate	Responsible Agencies	Possible Funding Sources	Status		
						off the List (why)	Postponed (Year)	Completed (year)
TRANSPORTATION								
Streetscape projects – Phase VIII	2008	2010	\$1.75 million	Griffin Public Works & Utilities Dept	TEA-21	No Funds		2010
Complete street resurfacing in identified areas.	2004	2009	\$250,000 each year	Griffin Public Works & Utilities Dept	City			2009
Rights-of-way Improvement Program	2004	2009	\$100,000 each year	Griffin Public Works & Utilities Dept	City			2009
Stripping of Streets	2004	2009	\$30,000 each year	Griffin Public Works & Utilities Dept	City			2009
Evaluate the feasibility of a fixed route transit system.	2006	2007	\$40,000	Griffin Public Works & Utilities Dept	City, GDOT			2007
Prepare a Station Area Master Plan for a potential commuter rail station in Griffin.	2006	2008	\$60,000	Planning and Development Dept., Griffin Public Works & Utilities Dept	City, GDOT, Grant Funds			2008
Implementation of Airport master plan – Phase 1 (contingent on adoption of the plan). Includes site preparation, airfield paving and lighting, roadway paving, airport facilities, and environmental impact study.	2008	2010	\$41,577,000	Griffin-Spalding Airport	Airport Improvement Program Funds, GDOT grants, Third-Party Sources, Airport Revenues			2010
Evaluate the feasibility of a new grade separated railroad crossing at 6th Street and the rebuilding of 6th Street bridge to include a pedestrian walkway..	2005	2008	\$25,000	Griffin Public Works & Utilities Dept	City, GDOT			2008

APPENDIX III: WEST GRIFFIN ACTIVITY CENTER LCI STUDY





ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

1.0 PROJECT INTRODUCTION

2.0 EXISTING CONDITIONS

- 2.1 Study Area Context
- 2.2 Historic Resources
- 2.3 Natural Resources
- 2.4 Land Use and Zoning
- 2.5 Urban Design Issues
- 2.6 Strength, Weakness and Opportunities
- 2.7 Demographics Profile
- 2.8 Market Conditions and Trends
- 2.9 Transportation and Circulation

3.0 CONCEPT PLAN

4.0 RECOMMENDATIONS

- 4.1 Land Use & Urban Design
- 4.2 Transportation
- 4.3 Redevelopment Plan

5.0 IMPLEMENTATION

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The West Griffin Livable Centers Initiative (LCI) Plan provides a series of strategic actions for revitalizing the northern entrance to the City. Griffin Technical College and the University of Georgia-Griffin (UGA) provide enormous promise for future community development in this area, especially given the anticipated growth of the University. The plan builds on the idea of a “**Campus Gateway**” within a new **Town Center** and the proposed reconfiguration of the existing Expressway US 19/41 into a true boulevard, divided with a median down the center and paths encouraging bicycle and pedestrian use.

Though benefiting from the important asset the two schools represent, the City is grappling with economic and visual blight from commercial and retail vacancies and a neighborhood suffering from neglect of tenant-occupied single-family homes. The market findings in this report substantiate that the study area qualifies as a “**redevelopment area**” per criteria established in Georgia’s Redevelopment Powers Law.

After eight months of intensive community involvement, field work, and analysis, the West Griffin LCI proposes a set of specific transportation, design and land use projects, as expressed through a **Master Plan**, and presents a complete **Redevelopment Plan** that follows the State of Georgia requirements for a **Tax Allocation District (TAD)**.

A TAD allows the City to direct incremental increases in tax revenue to specific infrastructure improvements within the study area. In turn, this investment sends market signals about the value of return developers could make by pursuing new development projects, for example to turn-over vacant sites or underperforming sites. The City can partner with private investors to create the more livable environment desired by residents, visitors and business owners. An Executive Summary for the Redevelopment Plan and the Plan itself are found as an attachment to this report. The City Board of Commissioners conducted a public hearing on December 8, 2009, and voted to approve the plan.

The recommendations in both the Redevelopment Plan and the West Griffin LCI Plan focus on completing the area’s network of walkways and a fundamental **improvement along US 19/41 (N Expressway)** to transform this corridor into a boulevard by adding a landscaped median and providing pedestrian and bicycle options. As the single most strategic improvement that could stimulate change in the study area, a new look, feel and function

for the corridor will send market signals about the type of built product that could be supported in this area. The creation of a Town Center is a real option to consider, given new connectivity and supporting streetscape. Further, the promise of TAD dollars provides certainty for the market that the City will secure capital to make planned improvements a reality.

LIVABLE CENTERS

Through its Livable Centers Initiative program, The Atlanta Regional Commission (ARC) promotes the development of action plans to enhance livability, connectivity and mobility within activity centers and along corridors throughout the Atlanta region, while identifying development and redevelopment opportunities. Following ARC conceptual framework, the West Griffin LCI Plan:

- Encourages a diversity of residential neighborhoods, employment, shopping and recreation choices within a new activity center; and creates the conditions for mixed-income neighborhoods that support the concept of “aging in place”;
- Provides access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area; and
- Follows through a process promoting involvement of all stakeholders (including those not often involved in such planning efforts). Specific additional outreach efforts included on-site meetings at all the Hispanic businesses within the study area to talk with shoppers and business owners in Spanish to understand issues and opportunities.

This LCI study includes the creation of a Redevelopment Plan and is therefore different from a conventional LCI effort. Nonetheless, the plan was drafted with the aim to meet all of the following goals:

- Encourage a **diversity of medium to high density, mixed income neighborhoods, employment, shopping and recreation choices** at the transit stations, corridor, activity and town center level.
- Provide access to a **range of travel modes** including transit, roadways, walking and biking to enable access to all uses within the study area.
- Encourage **integration of land use policy/regulation with transportation investments** to maximize the use of alternate modes.

¹ This analysis is derived from the Spalding County Transportation Plan.

EXECUTIVE SUMMARY

- Through transportation investments, **increase the desirability of redevelopment** of land served by existing infrastructure at transit stations, corridors, activity and town centers.
- Preserve the **historical characteristics** of transit stations, corridors, activity centers and town centers, and create a community identity.
- Develop a **community-based** transportation investment program (TIP) at the transit station, corridor, activity and town center level that will **identify capital projects**, which can be funded in the annual TIP.
- Provide transportation infrastructure **incentives** for jurisdictions to take local actions to implement the resulting transit station, corridor, activity or town center study goals.
- Provide for the implementation of the **Regional Development Plan** policies, quality growth initiatives and Best Development Practices in the study area and at the regional level.
- Develop a local planning outreach process that promotes the **involvement of all stakeholders** particularly low income, minority and traditionally underserved populations
- Provide planning funds for development of transit station, corridor, activity and town centers that showcase the **integration of land use policies/regulations and transportation investments with urban design tools**.

interchange project would ease the existing traffic choke points caused by the existing configuration.

The Concept Plan also presents recommended locations for creating **gateways** and **way-finding signage**. The plan describes urban design recommendations including these types of unifying markers, which will visually link the area and provide a distinct sense of identity. The plan recommends a dedicated project to establish the design or logo thematic and a plan identifying strategic locations that can increase in phases. Street name signs will prepare the framework for displaying an identifier symbol or logo in a way that complements way-finding and gateway design so that these features punctuate the study area with reminders that “pieces” – individual uses and roadways – work together to create an urban “whole.”

From the Concept Plan, a detailed Master Plan was created with assistance from community members through an intensive Saturday charette and refinements through regular meetings with the Core Committee. It was further informed by the recommended Development Program, presented in summary form further below and in detail in Section 2 and Section 4.

The Master Plan recommends a new Town Center, redevelopment along the North Expressway and redevelopment of the former mill site. The plan suggests two new land classifications—a high density mixed-use and a neighborhood mixed-use. The likelihood of actualizing the Master Plan depends on both implementation of the TAD and whether the priority projects in the Transportation Plan move into construction as a way to encourage private development.

CONCEPT AND MASTER PLAN

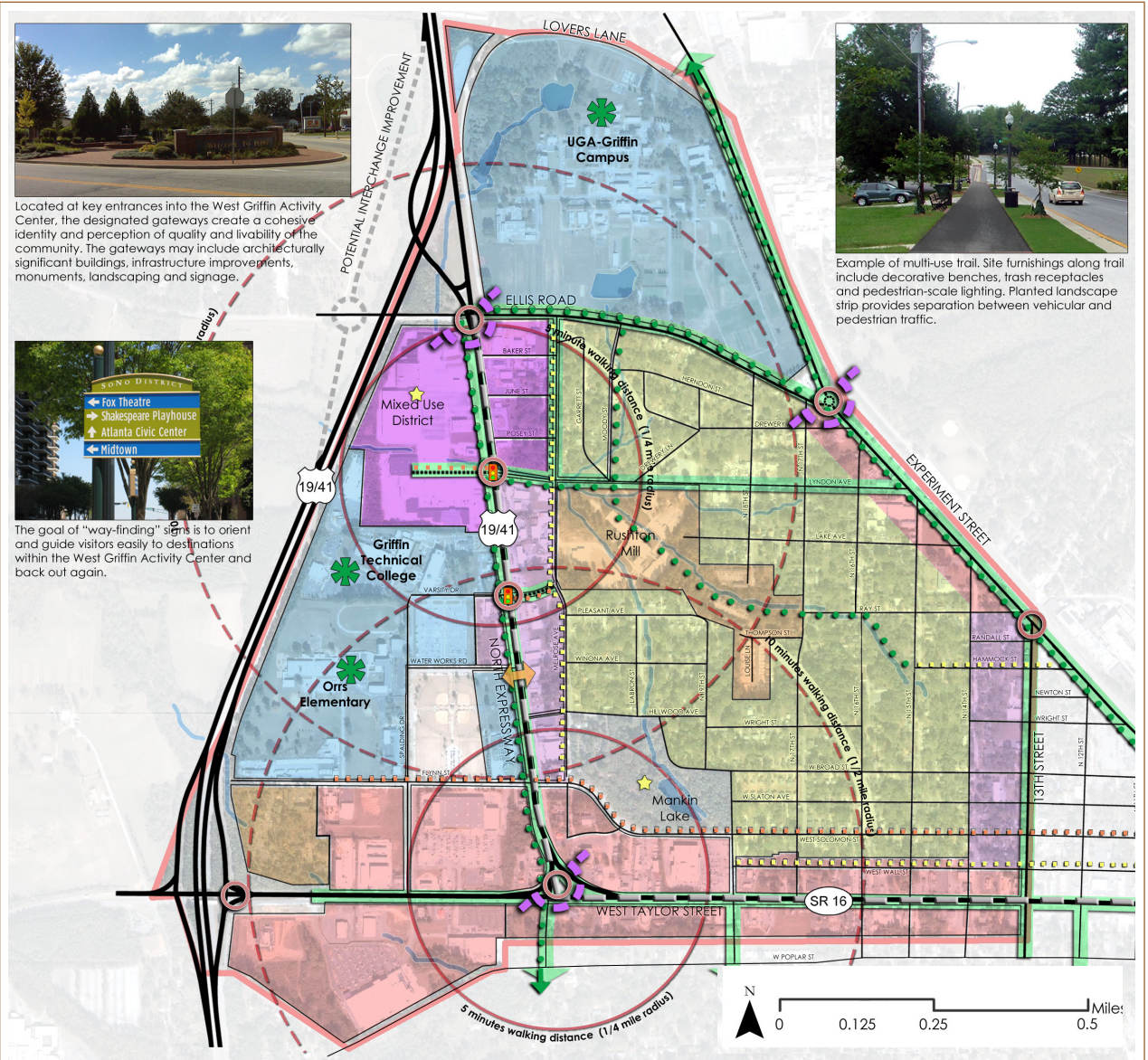
The West Griffin LCI recommendations include broad land use changes, gateway, streetscapes and transportation enhancements as identified on the **Concept Plan**. A more detailed **Master Plan** shows how a well-designed, new Town Center could link existing university campuses, creates a focal point along the N Expressway and integrate existing disparate uses over time.

As alluded to earlier, an important transportation issue involves the future of a reconfigured split of the US 19/41 business route. The Concept Plan indicates one possible scenario favored by local government stakeholders, but one which has not gained full consensus by all. This improvement is a diamond interchange west of the existing business/expressway split. If implemented, the

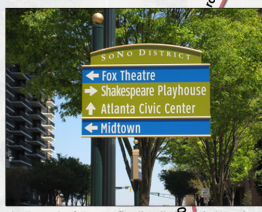


Examples of gateway markers announcing arrival

EXECUTIVE SUMMARY



Located at key entrances into the West Griffin Activity Center, the designated gateways create a cohesive identity and perception of quality and livability of the community. The gateways may include architecturally significant buildings, infrastructure improvements, monuments, landscaping and signage.



The goal of "way-finding" signs is to orient and guide visitors easily to destinations within the West Griffin Activity Center and back out again.



Example of multi-use trail. Site furnishings along trail include decorative benches, trash receptacles and pedestrian-scale lighting. Planted landscape strip provides separation between vehicular and pedestrian traffic.

Concept Plan Map

- Retail Mixed Use
 - Neighborhood Scale Mixed Use
 - Commercial / Edge Retail
 - Institutional
 - High Density Residential
 - Medium Density Residential
 - Existing Roads
 - Proposed New / Extended Roads
 - Proposed Trails / Multi-use Path
 - Proposed 5' wide Bike Lanes
 - Proposed Bike "Share-the-Road" Signage
 - Proposed Streetscape Improvements
 - Pedestrian Underpass Improvement
 - Major Nodes
 - Gateways and Wayfinding Signage
 - Roadway Operational Improvements
 - Intersection Improvements
 - Proposed Traffic Signal Location
 - Existing Destinations
 - Proposed Destination Attractions
 - Potential Interchange Improvement
- Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.

Concept plan

EXECUTIVE SUMMARY



Gateway markers communicate community vision



Example of gateway markers

TRANSPORTATION PLAN

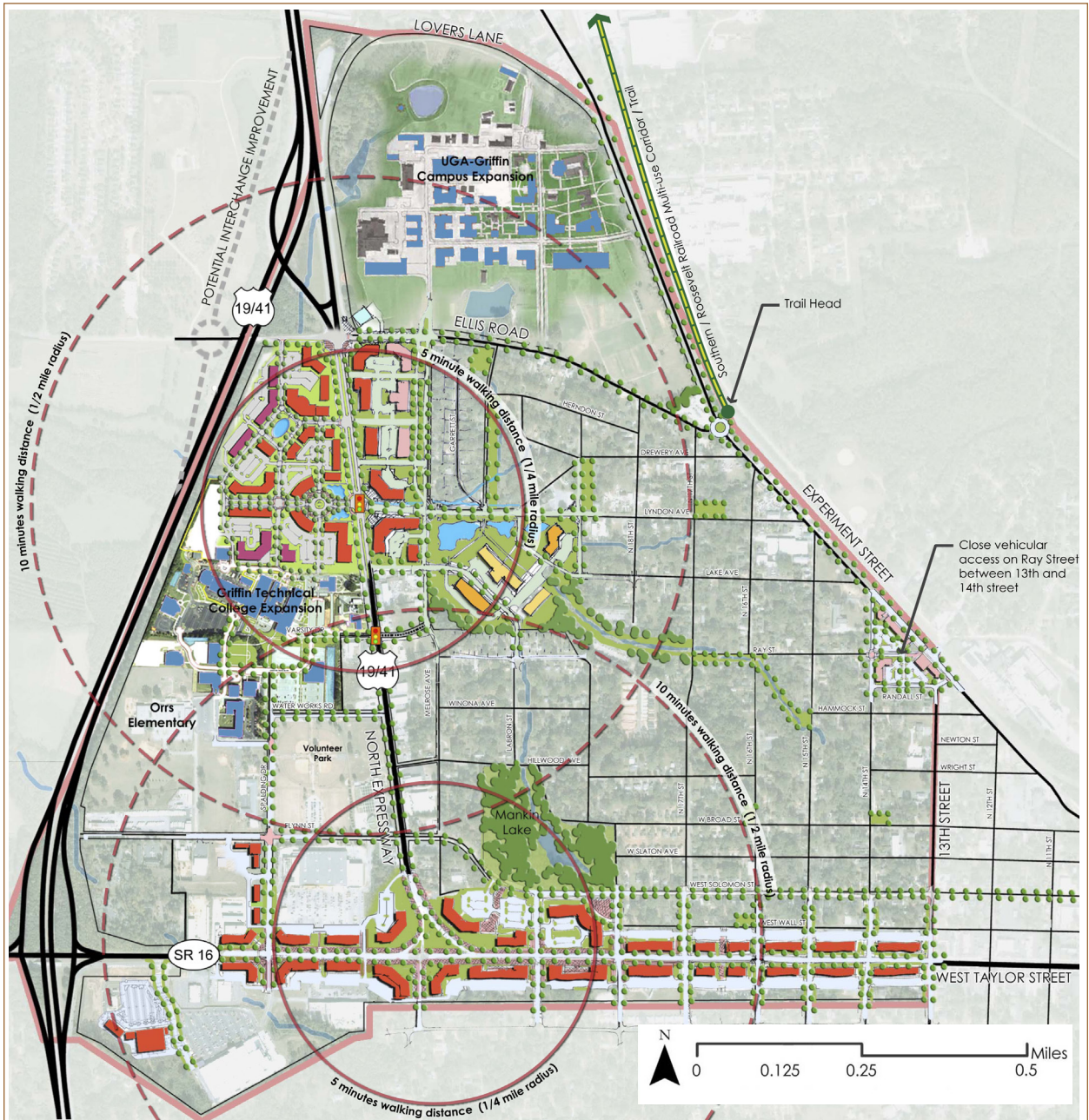
Two maps represent the complete set of recommended transportation improvements; the first identifies the bicycle and pedestrian plan to complete the sidewalk network; and the second identifies roadway improvements. Project numbers correspond to the project list and cost estimate sheet attached to the Executive Summary. In addition to the focus on the N Expressway, the Plan works to integrate both sides of the Expressway through an inviting road and walkway network. Specifically, recommended improvements to Experiment Street could make it the preferred local route for both auto and pedestrian to the Historic Downtown. A multi-use path along Ellis Road would connect to Experiment Street, linking both the new Town Center and campus users to Downtown via bicycle options. Further, to create east-west integration, the plan recommends an extension of Lyndon Avenue which intersects with Experiment Street on the east to move across the expressway through the new Town Center focal point.

Streetscape improvements for Experiment Street will help further define the study area as a unique, pedestrian-oriented place and also invite the linkage to the Downtown.



Example of wayfinding with unifying design features

EXECUTIVE SUMMARY



Master Plan

Note: UGA Griffin Campus Long Term Planning Site Plan and Griffin Technical College 2030 Master Plan obtained from respective colleges website. They are included as reference for envisioning future development and ensuring integration

- Green Space / Parks
- Proposed Water Features
- Roads
- High Density Mixed Use
- Retail Mixed Use
- Neighborhood Mixed Use
- Institutional
- Proposed Fire Station Site
- Multi-Family Townhomes
- Multi-Family Lofts

- Potential Interchange Improvement
Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.
- Potential Southern/Roosevelt Railroad Corridor - ARC's Envision 6 Transportation Plan

EXECUTIVE SUMMARY

The Core Committee and community debated the various design options for the N Expressway corridor. The Existing Conditions report documents the safety and design problems facing this aging commercial corridor, and the community spoke strongly about providing safe bicycle and pedestrian facilities. Based on automobile trip travel data and peak travel observations, two options emerged and were presented with illustrations; the Core Committee and stakeholders rejected one option which involved a “road diet” – removing an entire travel lane in each direction to obtain right-of-way (ROW) that could then be used for bicycle lanes and wider, safer sidewalks with landscaping zones.



Existing condition of Experiment Street

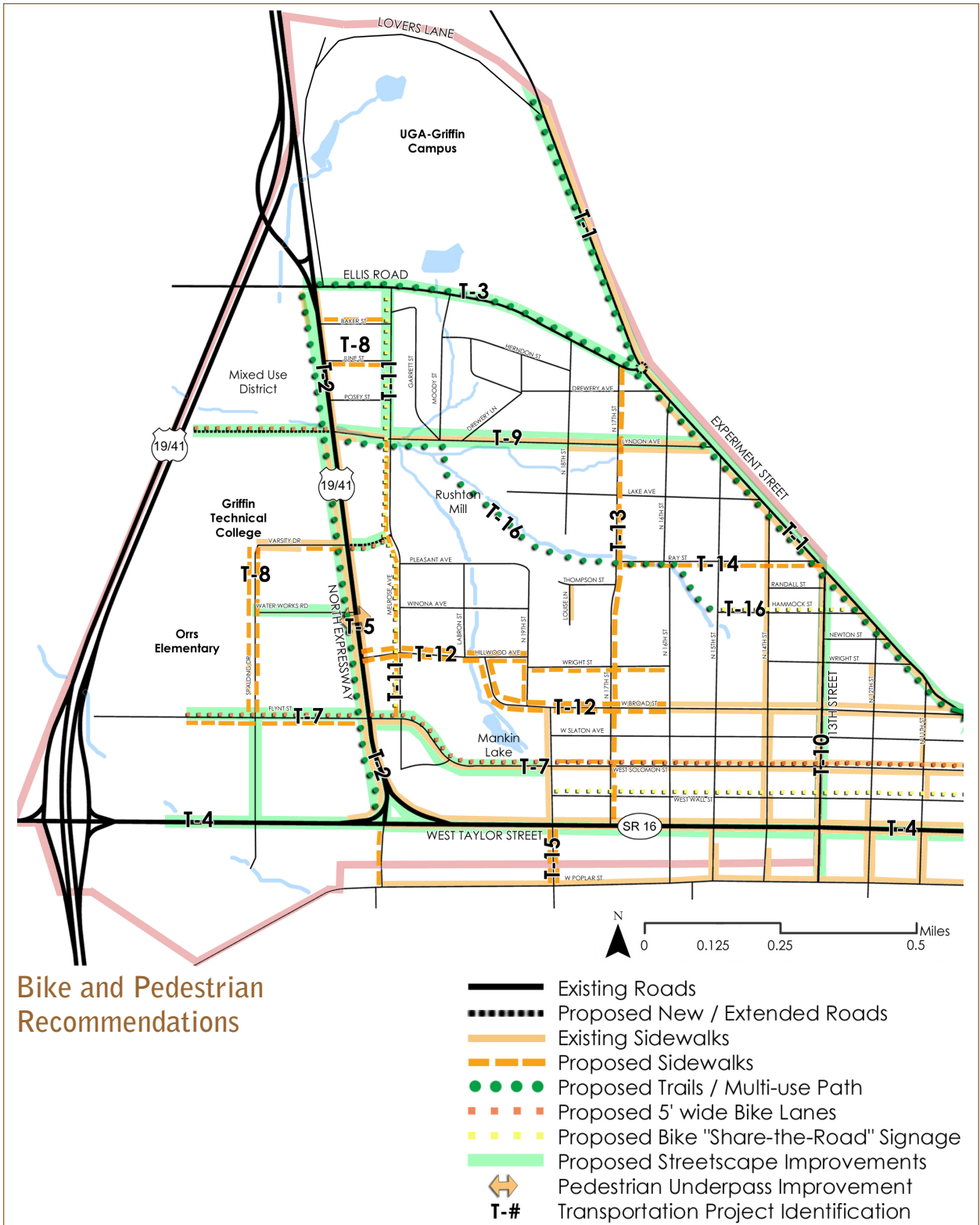
Instead, the preferred option recommends a median and multi-use trail which would maintain 2 northbound through lanes, 2 southbound through lanes, divided by a landscaped median and featuring a multi-use path with streetscape improvements on the west side of the roadway. This option removes the existing center two-way left-turn lane in favor of creating the pedestrian refuge in the center and landscaping for a boulevard feel.

A median will provide pedestrians a refuge when crossing multiple lanes of traffic and will reduce the left-turn traffic along the roadway. Full median openings would be located at all signalized intersections. Some other roadways and/or major driveways would also have full or partial median openings. The Core Committee and consultant team recognize that property owners will likely want data to show them the benefits of the recommended changes; conducting the recommended traffic signal warrant studies and traffic analysis will be useful for affected property owners, so that they can evaluate the collective gain as more auto travelers choose to stop in a more attractive environment and more bicycle and pedestrians users begin to use the improved roadway.



A multi-use path along Experiment Street

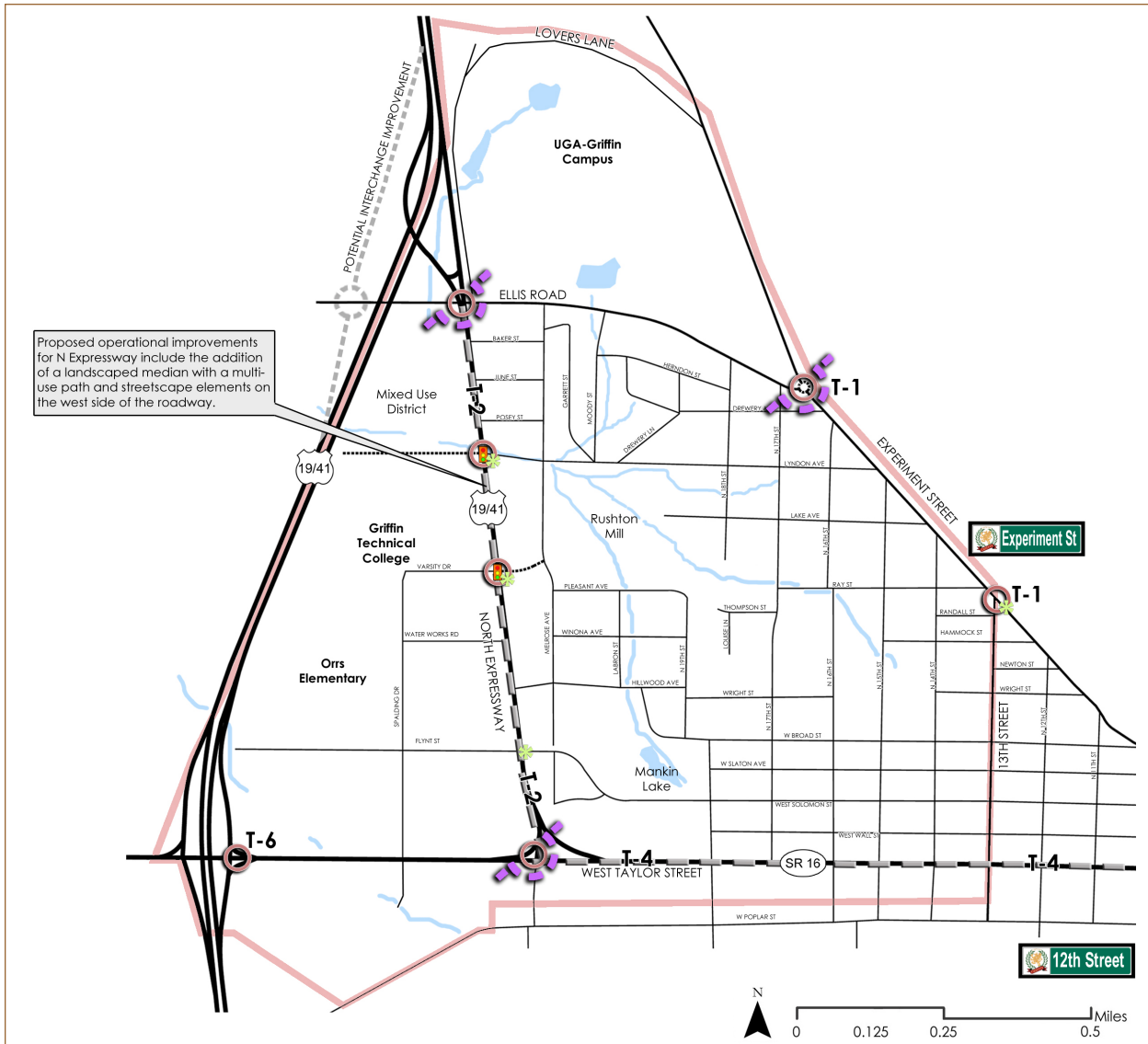
EXECUTIVE SUMMARY



Bike and pedestrian recommendations

West Griffin Activity Center LCI Study

EXECUTIVE SUMMARY



Transportation Recommendations

- Existing Roads
- Proposed New / Extended Roads
- Gateways and Wayfinding Signage
- Wayfinding Signage
- Roadway Operational Improvements
- Intersection Improvements
- Proposed Traffic Signal Location
- T-#** Transportation Project Identification

Potential Interchange Improvement
 Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.

EXECUTIVE SUMMARY

The Plan recommends the multi-use trail with improved streetscape for the west side of the roadway for two reasons. First, ROW can likely be obtained easier on the west side of the roadway where large existing buffers can be transformed and excessive surface parking can be converted without impact. Second, a number of major destinations are located along the west side of the roadway, including Griffin Tech, Volunteer Park, Orrs Elementary School, Faith Christian Academy, and the vacant/underutilized retail sites that could be redeveloped (former Wal-Mart site and adjacent shopping center).

The project list presents recommended actions and projects in order of priority, considering both impact and funding sources criteria. While the projects along N Expressway will make the greatest long term impact on the area, planning and implementation will take longer than the other priority that emerged for the area - Experiment Street. As a state route, the N Expressway improvements will require coordination with GDOT and the future of the desired "diamond" interchange will likely push construction.

The recommended projects, however, include measures that will both inform the planning for N Expressway and provide inputs for more immediate improvements, such as the traffic signal warrant studies and access management actions included in Section 4.2 of the report.

The consultant team recommends components of the overall N Expressway project as individual projects, such as the N Expressway median, N Expressway multi-use trail, and N Expressway intersections, so that planning can move forward even as the team anticipates these to be combined for implementation purposes. This results in multiple projects having the same project number but different phase numbers.



Existing condition of N Expressway



N Expressway (US 19/41) Improvements: Median and Multi-Use Trail

EXECUTIVE SUMMARY

While the Experiment Street projects are moving forward, coordination can take place with GDOT to determine exactly what Department officials will allow along N Expressway. Also during this time, the signal warrant studies can be done at N Expressway and Varsity Road and at N Expressway and Lyndon Avenue. Additionally, the City can look at getting supplemental funding for project TI-2, an access management study on N Expressway and Taylor Street. Signal warrant studies and an access management study can help guide exactly what should be done along N Expressway and give GDOT justification for allowing these projects to move forward.

DEVELOPMENT AND HOUSING

The City faces several challenges in achieving revitalization within the study area. Poor and substandard housing characterizes an existing single family neighborhood suffering from disinvestment and neglect. The City of Griffin is committed to providing for housing choice and options for all residents, as demonstrated by its housing grant program for affordable housing and for housing improvements. An important dimension of the vision for the study area includes the integration of residential improvements with the economic potential of the campus gateway, new Town Center and Expressway corridor.

To prepare a viable Development Program, current market conditions were analyzed and an extensive Redevelopment Plan has a detailed set of attachments documenting market data. This section summarizes how the recommended development plan may impact the study area in terms of:

- increase in number of housing units;
- types of housing;
- number of new jobs;
- job/housing balance; and
- amount of non-residential development.

The Existing Conditions Sections 2.7 and 2.8 provide detailed demographic and market data. In summary, the future market demand showed potential for additional multi-family housing and some additional retail. The following table reports the potential in terms of type and scale; this future demand analysis was used to prepare the recommended Development Program.

Total New Demand 2009-2019		
From Current Unmet Demand	142,773	SF
From All Market Areas 10-year Growth	72,537	SF
Retail	215,309	SF
Local Office	19,319	SF
Office	---	SF
Residential: Single Family Homes	947	Units
Residential: Townhouses	64	Units
Residential: Apartments	826	Units

EXECUTIVE SUMMARY

The following table shows the number of housing proposed by the development program.

	2009						
Existing Housing Units	1,892						
Current Population	4,619						
		2010	2015	2020	2025	2030	2035
Projected Housing Units less Proposed Units		1,896	1,916	1,936	1,957	1,977	1,998
Proposed Housing Units during 5-yr Periods		620	285				
Total Net Housing Units at Designated Yr	1,892	2,516	2,821	2,841	2,862	2,882	2,903
Projected Population	4,619	4,629	4,678	4,727	4,777	4,827	4,878

The following table shows types of housing units proposed by 2015, which includes 620 units by 2010, and 285 units by 2015 (905 total). The development program proposes mainly multi-family units along with some single-family detached units.

Proposed Housing by Type	
Total Housing Units	905
Single-family Detached	75
Townhouses	220
Condo/Lofts	60
MF Rental	550

The following table shows that approximately 3,000 new jobs are projected from the proposed development by 2030.

	2009						
Existing Jobs	1,542						
		2010	2015	2020	2025	2030	2035
Projected Jobs less Proposed Development		1,531	1,726	1,956	2,228	2,548	2,926
Net New FTE Jobs from Proposed Development			523	105			
Total Net Projected Jobs	1,542	1,531	2,249	2,584	2,856	3,176	3,554

The following jobs/housing ratio table indicates that the ratio of jobs and housing in 2025 will be 1.00 for the study area. A ratio of 1.00 suggests a job for each housing unit. A jobs/housing balance can be defined as an adequate provision of employment in a defined area that generates enough local workers to fill the housing supply. The definition of an area can be stated in terms of an optimal "commute shed" around employment centers that conforms to expressed commuter preferences about home-to-work commute distances.

	2009	2010	2015	2020	2025	2030	2035
Jobs:Housing Ratio (Jobs per Housing Unit)	0.82	0.61	0.80	0.91	1.00	1.10	1.22

The following table shows the projection of non-residential development in the study area in the next 5 and 10 years (2015 and 2020).

Projected Non-residential Development		2009	2010	2015	2020	2025	2030	2035
Retail	150,000 SF			126,445	23,555			
Office	70,000 SF			57,500	12,500			
Hotel Rooms =	125 62,500 SF			62,500				

EXECUTIVE SUMMARY

RECOMMENDED DEVELOPMENT PROGRAM

Based on the above analysis and through the community input process, the development program below was developed and provides the basis for the Concept Plan and Master Plan.

Town Center: Development of a predominantly high density residential mixed-use with approximately 200 market rate but affordable apartment units that can tap into the students of both adjacent postsecondary educational institutions (Griffin Tech and UGA) as well as non-student residents seeking affordable housing near employment, retail, services and the area's roadway network.

In addition to apartments, the "town center" design would accommodate approximately 25,000 square feet of food and general merchandise retail and services as well as 15,000 square feet of space for local office uses.

Supermarket: It appears likely that either the existing Kroger market will relocate to a site near the Lowe's - Home Depot retail cluster or a competitor, likely a Publix supermarket, will enter the Griffin market in or near that same location within the next several years.

Hotel and Conference Center: The Griffin market area lacks meeting facilities that can accommodate groups in the critical 200 - 500 person market category with on-site overnight hotel rooms for at least a significant portion of meeting and conference attendees.

Entertainment Venue: While no specific type of venue is projected, Griffin could use a moderately-sized public gathering and entertainment venue – quite possibly an amphitheater or other facility capable of hosting musical events. The West Griffin area appears to have several sites that could accommodate such a venue.

N Expressway Corridor: There is a need for new infill and significant renovation of existing commercial structures to replace functionally and/or structurally obsolete facilities and businesses along this high traffic corridor. Opportunities exist for replacing free-standing structures and outdated strip centers with new street-front retail and services space designed to conform to new urbanist/town center standards and design themes.

Ellis Road Corridor: New residential development geared toward the expanding UGA campus.

Senior Housing: Mid-rise rental and/or condo senior housing that could accommodate a range of markets

from active seniors to assisted living.

Rushton Mill: The Rushton Mill appears to have good potential for a conversion into lofts, live-work space, retail, office and exhibit space. Its market potential should increase significantly as greenspace, sidewalks and other improvements are introduced into the neighborhood, and as new markets are generated by a proposed commuter rail line, downtown revitalization and UGA/Griffin Tech expansions.

Experiment Street Corridor: New infill development geared toward specialty food and retail, as well as community residents' needs.

West Griffin Neighborhood: New and renovated housing within the interior residential areas of the West Griffin area, with a range of housing types (single family detached, townhomes and apartments).

Taylor Street Corridor: New commercial development similar to that projected to occur along the N Expressway.

There is no assurance that these projects will occur. However, the criteria referenced indicate that reasonable projections can be made that such projects can occur within the TAD area, particularly if the TAD itself were in place to facilitate them.

EXECUTIVE SUMMARY

The following table presents the above recommendations in tabular format with associated square footage.

Projected Development Programs

Sites		Retail	Office / Meeting	Hotel	Townhome	MF Condo	MF Apts	SFD
		SF	SF	Rooms	Units	Units	Units	Units
1	Town Center	25,000	15,000		30		200	
2	Supermarket	65,000						
3	Hotel & Conf Cntr	6,000	20,000	125				
4	N Exwy Corridor	17,000			50		150	
5	Ellis Rd Corridor				50			25
6	Senior Housing						100	
7	Rushton Mill	5,000	20,000			60		
8	Experiment Corr	7,000			40			
9	W Griffin Neigh				50		100	50
10	Taylor Corridor	25,000	15,000					
TOTALS		150,000	70,000	125	220	60	550	75

REDEVELOPMENT REPORT AND RECOMMENDED TAX ALLOCATION DISTRICT

The West Griffin Village Redevelopment Report and Tax Allocation District (TAD) Redevelopment Plan was prepared after a thorough understanding of existing market conditions and future market demand in the study area. Please see the Executive Summary and Report for the full set of recommendations. Below is a summary of the TAD area and implication for the City of Griffin.

City of Griffin TAD Capacity

The City of Griffin is prohibited by State law from including more than 10 percent of its property tax base in all of the Tax Allocation Districts in the aggregate that it may create. Based on a reported total assessed tax value in 2009 of \$566,014,649 (net Maintenance and Operation base), the City could establish a TAD or group of TADs as of December 31, 2009, that in the aggregate encompass property assessed at up to \$56,601,464 in taxable value.

The West Griffin Village TAD encompasses \$31,573,360 in assessed value, or 5.578 percent of the City's net Maintenance and Operations ("M&O") digest of \$566,014,649. Although it would be the second TAD district created by the City as of December 31, 2009,

the West Griffin Village TAD does not violate the 10 percent limit. The combined values of the City's TAD #1 and TAD #2 (the West Griffin Village TAD) total \$56,533,185, or 9.988 percent of the City's 2009 net M&O digest. Therefore, the West Griffin Village TAD meets the Redevelopment Powers Law provision regarding the City's tax digest limit on TAD's, also know as the City's TAD Capacity.

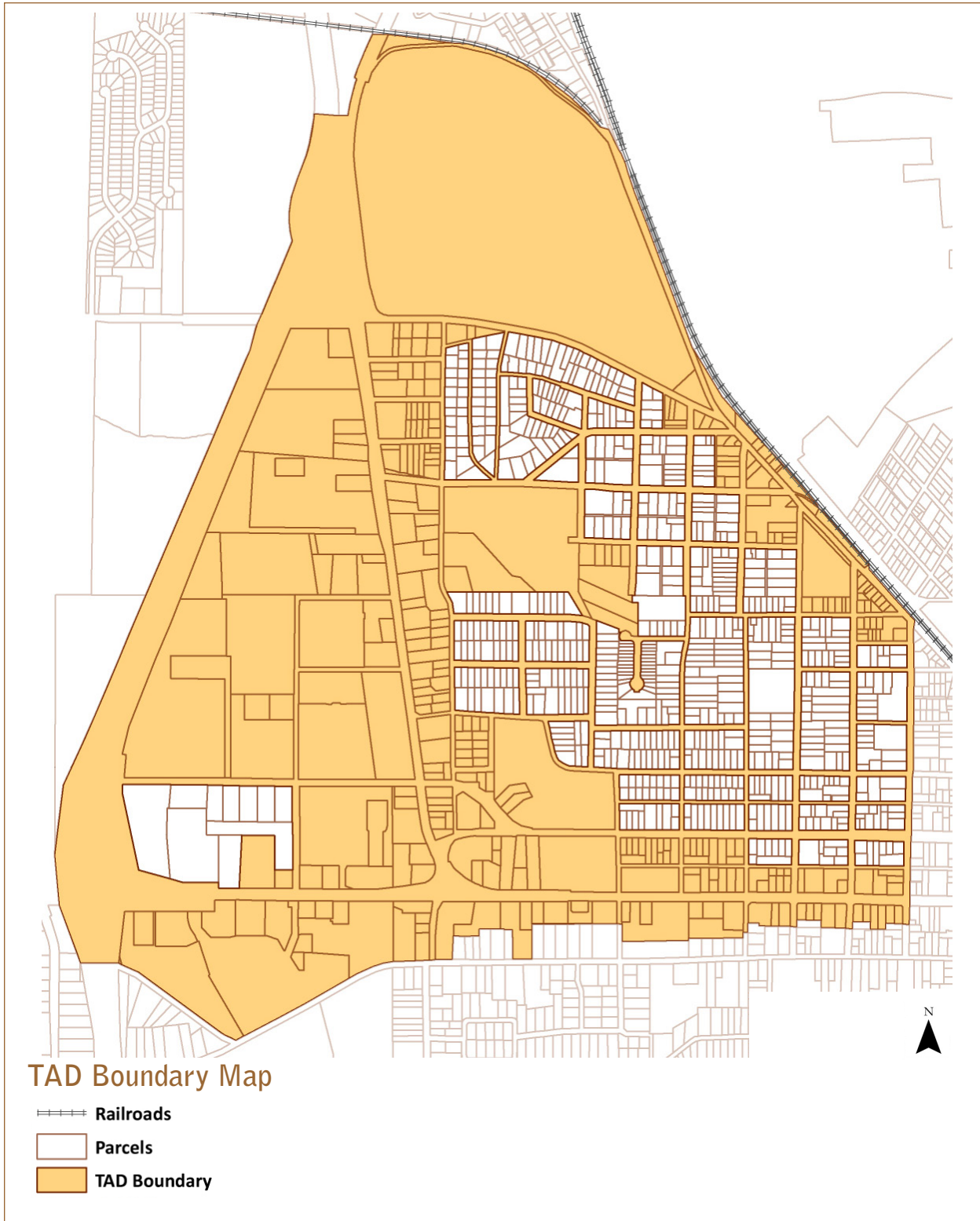
Basic Economic Impact of West Griffin Village TAD

Some of the basic long-term and short-term benefits of the proposed TAD to various local entities include the following:

City of Griffin and Spalding County

- Long-term and short-term: Increased Special Purpose Local Option Sales Tax revenue
- Long-term and short-term: Infrastructure Improvements including road, bridges, and sewer
- Long-term: Receipt of the entire tax increment after TAD bonds are paid and the Tax Allocation District terminates
- Long-term and short-term: Decrease in crime
- Long-term and short-term: Area becomes an economically positive part of City of Griffin and Spalding County

EXECUTIVE SUMMARY



TAD boundary map

EXECUTIVE SUMMARY

Griffin-Spalding County School System

- Long-term and short-term: Increased SPLOST revenue
- Short-term: TAD funded projects could include allowances for capital improvements to TAD area schools in need of expansion and/or renovation
- Long-term: Receipt of the entire tax increment after TAD bonds are paid and the TAD terminates

such as the Atlantic Station TAD, the Atlanta BeltLine TAD and the Eastside TAD, among others within the metro area.

Sales Tax Revenues: Additionally, sales tax revenues will be generated by new retail development that would not occur without the creation of the TAD. Sales tax revenues generated by LOST, SPLOST, ELOST or by regular sales tax levies in the amount of 1 percent of sales are projected for the West Griffin Village TAD, which indicates that the TAD will generate a total of \$6.825 million in new sales tax revenues over the 25 year life of the TAD for each entity receiving a 1 percent share of sales tax revenues.

Quality of Life: Perhaps the greatest positive impact of the West Griffin Village TAD will be on the overall increase in area appearance, parks and open spaces, improved schools, quality job creation, decreases in crime, increases in pedestrian-oriented safety features and the area’s basic quality of life.

OVERALL SUMMARY: Impacts	
Items / Categories	
Housing Units Created	905 Units
Retail Square Footage Created	150,000 SF
Corporate Office Square Footage Created	70,000 SF
Business Park Office Square Footage Created	- SF
Hotel Rooms Created	125 Units
Permanent Jobs Created or Retained (FTE)	749 Jobs
Construction Jobs Created (FTE Man Years)	687 Jobs
Total New Development Investment	\$ 99,673,000
Addition to Tax Base at Completion (100% Value)	\$ 535,313,000
Total New Real Property Taxes	\$ 105,114,000
City	\$ 21,091,000
County	\$ 37,456,000
School System	\$ 46,568,000
Total New Sales Tax Revenues	\$ 6,825,417

Tax Base Increase: The impact of the TAD on the tax base within its boundaries is summarized in the following table, which shows among other things the proportion of increased market and assessed value associated with new development and the proportion associated with appreciation of existing properties within the TAD area – appreciation which is projected to occur at a significantly higher rate than if the TAD were not established.

TAX BASE INCREASE (25 Years)			
FROM EXISTING PROPERTY APPRECIATION:			
\$	31,573,360	Assessed @ 2008	
\$	161,654,678	Assessed @ Yr 25	
\$	150,081,318	Assessed Increase	
\$	375,203,294	Market Value @ 100%	
FROM NEW DEVELOPMENT:			
\$	64,043,639	New Assessed Yrs 1-25	
\$	160,109,098	Market Value @ 100%	
TOTAL TAX BASE INCREASE:			
Assessed Value (@ 40% Market)			
\$	150,081,318	From Appreciation	= 70%
\$	64,043,639	From New Development	= 30%
\$	214,124,957	Total Taxable Assessed Value Increase	
100% Market Value			
\$	375,203,294	From Appreciation @ 100%	= 70%
\$	160,109,098	From New Development @ 100%	= 30%
\$	535,312,392	Total Taxable Market Value Increase	

“Halo Effect”: A TAD usually will have the same impact on properties that lie immediately adjacent to it. Due to improvements within the TAD itself, properties surrounding the TAD will increase in value at a higher than normal rate. This is known as the “Halo Effect” and has been seen most vividly in areas surrounding TADs

EXECUTIVE SUMMARY

Land use, zoning and housing initiatives

Project ID	Description/Action	Cost	Year	Responsible Party(ies)	Potential Funding Source(s)
LU-1	Update Future Land Use Map. Amend the Comprehensive Plan's Future Land Use map to reflect new land use for the LCI study area to accommodate mixed use, pedestrian friendly sustainable environments and to require local street grid connections, as per Master Plan	Staff time	2010	Planning & Development	
LU-2	Once LCI study reviewed and adopted, amend Comprehensive Plan to incorporate the LCI recommendations as policy or incorporate the Master Plan.	Staff time	2010	Planning & Development	
LU-3	Revise Zoning Regulations. Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space to promote and encourage the desired character for the LCI area. May require modifications to existing zoning districts.	\$20,000	2010	Planning & Development	ARC LCI Supplemental Study
LU-4	Develop Design Guidelines. Develop guidelines (including access management, if such study conducted) for the LCI Study Area to ensure the quality and character of development to reflect the community's vision as articulated in LCI study	\$15,000	2011	Planning & Development	ARC LCI Supplemental Study
LU-5	Develop Gateway program (schedule, location, design of marker(s), cost estimates)	\$15,000	2011	Planning & Development	Local, Signature Community Program
LU-6	Develop Wayfinding Signage program (schedule, location, sign design, cost estimates)	\$15,000	2011	Planning & Development	Local, Signature Community Program
LU-7	Develop an appropriate greenspace acquisition plan, focusing on the Menkin Lake property, and including coordination with the Spalding County Master Plan.	N/A	2011	Planning & Development, Public Works	Local, Signature Community Program

EXECUTIVE SUMMARY

Economic development initiatives

Project ID	Description/Action	Cost	Year	Responsible Party(ies)	Potential Funding Source(s)
EDI-1	Prepare W. Griffin Village TAD Redevelopment Plan. Obtain City approval of creation of TAD as of 12/31/2009	Staff	2009	City/ Planning & Development	N/A
EDI-2	Seek Spalding County and Griffin-Spalding School System participation in TAD	Staff	2010	City/ Planning & Development	N/A
EDI-3	Designate DDA as City Redevelopment Agency for implementing West Griffin Village TAD as well as N. Hill Street TAD. Revise DDA boundaries and authority as necessary	Staff	2010	City/ Planning & Development	N/A
EDI-4	Supplement DDA staff to carry out TAD implementation tasks	\$30,000	2010	City/ Planning & Development	City with reimbursement from TAD revenues
EDI-5	Prepare strategy and financing structure(s) to form public-private partnerships for key area redevelopment projects.	Staff	2010	City/ Planning & Development	TAD revenues
EDI-6	Investigate private redevelopment interest in Town Center MXD, housing, retail	Staff	Start 2010	City/ Planning & Development	TAD revenues
EDI-7	Identify private interests with the capacity to participate in the area's redevelopment	Staff	Start 2010	City/ Planning & Development	TAD revenues
EDI-8	Identify options and prepare strategy for assembling key area redevelopment sites	Staff	2010	City/ Planning & Development	TAD revenues, SPLOST, private debt/equity
EDI-9	Prepare schedule and processes for coordinating redevelopment initiatives of the two TADs, Downtown projects and other economic development initiatives	Staff	2010	City/ Planning & Development	TAD revenues
EDI-11	Promote the DCA designated Enterprise and Opportunity Zones that are in and surrounding the W Griffin areas so that investors can benefit from eligible tax credits.	Staff	2010	City/ Planning & Development	N/A
EDI-12	Continue to implement housing assistance programs and promote the success stories resulting from the program to provide visible, tangible signals to the market and community.	Staff	2010	City/ Planning & Development	N/A
EDI-13	Create a Community Improvement District (CID) to serve the N Expressway (US 19/41) corridor and the Taylor Street (SR 16) corridor in the study area	Staff, Private	2013	City/ Planning & Development	Private

EXECUTIVE SUMMARY

Transportation initiatives

Project ID	Description/Action	Cost	Year	Responsible Party(ies)	Funding Source
TI-1	Revise parking standards, focusing on landscaping standards and potentially including shared use parking options	\$20,000	2011	City	City/ARC
TI-2	Access Management study on N Expressway (US 19/41) from Taylor Street (SR 16) to Ellis Street and on Taylor Street (SR 16) from the US 19/41 Bypass to Hill Street	\$100,000	2010	City	City/ARC

Five year implementation plan

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
T-1	Phase 1A, Experiment Street - Multi-use path with streetscape elements (landscaping, lighting, street furniture) on the west side of roadway from Lovers Lane to Broad Street (east of study area)	Bike/Pedestrian	2011	\$445,000	2012	\$450,000	2013	\$2,224,000	\$3,119,000	City	LCI	TAD, General Fund	\$623,800
T-1	Phase 1B, Ellis Road and Experiment Street Intersection Improvements - Convert intersection to a roundabout that includes Drewery Avenue; improve pedestrian amenities; gateway signage and wayfinding signage	Roadway Operations, Bike/Pedestrian	2012	\$400,000	2013	\$100,000	2013	\$1,000,000	\$1,500,000	City	LCI	TAD, General Fund	\$300,000
T-1	Phase 2, Experiment Street and 13th Street Intersection Improvements - Remove curb cut for Easy Shop Supermarket on Experiment Street, close Ray Street to vehicular traffic at Easy Shop Supermarket, add lane markings to 13th Street east of Experiment Street (2 southbound lanes, 1 northbound lane), add crosswalks/ramps, add wayfinding signage	Roadway Operations, Bike/Pedestrian	2013	\$5,700	2014	\$2,000	2015	\$30,000	\$37,700	City	LCI	TAD, General Fund	\$7,540
T-2	Phase 1A, N Expressway (US 19/41) Landscaped Median - Using existing two-way left-turn lane ROW, from Taylor Street (SR 16) to Ellis Road	Roadway Operations	2014	\$19,000	2015	\$5,000	2016	\$93,000	\$117,000	City/GDOT	GDOT/TE	TAD, CID, General Fund	\$23,400
T-2	Phase 1B, N Expressway (US 19/41)/Hammond Drive Multi-use Trail and Streetscape - Multi-use trail with streetscape elements (landscaping, lighting, street furniture) on west side of roadway from Ellis Road to Taylor Street (SR 16); 5-ft sidewalk on west side of roadway from Poplar Street to Taylor Street (SR 16)	Bike/Pedestrian	2015	\$251,000	2016	\$125,000	2017	\$1,254,000	\$1,630,000	City/GDOT	GDOT/ LCI	TAD, CID, General Fund	\$326,000
T-2	Phase 2, N Expressway (US 19/41) and Ellis Road Intersection Improvements - Decorative mast arms, internally illuminated street name signs, crosswalks, pedestrian countdown signals, gateway signage, and wayfinding signage	Roadway Operations, Bike/Pedestrian, Signage	2015	\$14,000	2016	\$3,000	2017	\$69,000	\$86,000	City/GDOT	GDOT/TE	TAD, CID, General Fund	\$17,200

Note: All costs are in 2010 dollars. Exact determination of ROW needs will be done after design is complete. Costs provided are based on other similar projects.

Note: A single project ID is intended to represent one complete project. Most projects are broken into phases to allow flexibility in implementation. If a portion of a project cannot be implemented with the rest of the overall project, due to either a lack of funding or other external reasons, the remaining phases can move forward. Final decisions regarding project phasing implementation must be made before ARC LCI or other implementation funding is applied for.

EXECUTIVE SUMMARY

Long range implementation plan (2016 - 2022)

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
T-2	Phase 3, N Expressway (US 19/41) and Taylor Street (SR 16) Intersection Improvements - Decorative mast arms, internally illuminated street name signs, crosswalks, sidewalks on westbound right-turn island, pedestrian countdown signals, gateway signage, and wayfinding signage	Bike/Pedestrian, Signage	2016	\$14,000	2017	\$3,000	2018	\$69,000	\$86,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$17,200
T-2	Phase 4, Wayfinding Signage - Add wayfinding signage at the following intersections along N Expressway: Flynt Street, Varsity Drive, Lyndon Avenue	Signage	2016	\$5,000	2017	\$1,000	2018	\$15,000	\$21,000	City	LCI	TAD, General Fund, CID	\$4,200
T-2	Phase 5A, N Expressway (US 19/41) and Varsity Road Intersection Improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities	Roadway Operations, Bike/Pedestrian	2016	\$32,000	2017	\$8,000	2018	\$150,000	\$190,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$38,000
T-2	Phase 5B, Varsity Road - 5-ft sidewalk on the south side of roadway from Griffin Tech parking lot driveway to N Expressway	Bike/Pedestrian	2021	\$14,000	2022	\$4,000	2023	\$70,000	\$88,000	City	LOCAL	SPLOST, General Fund, CID	\$17,600
T-2	Phase 5C, Varsity Road Extension - Extend roadway east to Melrose Avenue. Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities	Roadway Capacity, Bike/Pedestrian	2017	\$79,000	2018	\$20,000	2019	\$395,000	\$494,000	City	LCI	TAD, General Fund, CID	\$98,800
T-2	Phase 6, N Expressway (US 19/41) and Lyndon Avenue Intersection Improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities, improve drainage	Roadway Operations, Bike/Pedestrian	2017	\$32,000	2018	\$8,000	2019	\$150,000	\$190,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$38,000
T-2	Phase 7, Pedestrian underpass - Widen and extend the staircases to open them up for safety, improve them aesthetically, and add ADA compliant ramps	Bike/Pedestrian	2020	\$120,000	2021	\$50,000	2022	\$1,500,000	\$1,670,000	City	GDOT/TE	TAD, General Fund, CID	\$334,000
T-3	Ellis Road Multi-use Trail and Streetscape - North side of roadway from N Expressway (US 19/41) to Experiment Street	Bike/Pedestrian	2018	\$206,000	TBD	\$52,000	TBD	\$1,032,000	\$1,290,000	City	GDOT/TE	TAD, General Fund, CID	\$258,000
T-4	Phase 1, Taylor Street (SR 16) Landscaped Median - Using existing two-way left-turn lane ROW, from N Expressway (US 19/41) to Hill Street	Roadway Operations	2019	\$26,000	2020	\$7,000	2021	\$131,000	\$164,000	City/GDOT	GDOT/TE	TAD, General Fund, CID	\$32,800
T-4	Phase 2, Taylor Street (SR 16) Streetscape - Both sides of roadway from traffic signal at Lowe's to 8th Street	Bike/Pedestrian	2019	\$242,000	2020	\$60,000	2021	\$1,209,000	\$1,511,000	City/GDOT	GDOT/TE	TAD, General Fund, CID	\$302,200
T-5	Lyndon Avenue Extension - Extend roadway west into the redevelopment of the existing retail sites. Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities	Roadway Capacity, Bike/Pedestrian	2017	\$240,000	2018	\$56,000	2019	\$1,119,000	\$1,415,000	Private Developer	Private Developer	Private Developer	\$283,000
T-6	US 19/41 Bypass and Taylor Street (SR 16) Intersection Improvements; This is Project SP-021 in the ARC RTP	Roadway Operations	2020	\$724,600	2021	\$926,000	2022	\$3,623,000	\$5,273,600	GDOT	Federal/State	N/A	N/A
T-7	Phase 1A, Flynt Street/Solomon Street Bicycle Lanes - 5-ft bicycle lanes on both sides of roadway from Orrs Elementary School driveway west of Spalding Drive to 10th Street	Bike/Pedestrian	2021	\$157,000	2022	\$71,000	2023	\$1,416,000	\$1,644,000	City	GDOT/TE	TAD, General Fund, CID	\$328,800
T-7	Phase 1B, Wall Street Bicycle Share the Road Signage - From 18th Street to 10th Street	Bike/Pedestrian	2021	\$3,000	2022	\$400	2023	\$8,000	\$11,400	City	GDOT/TE	TAD, General Fund, CID	\$2,280
T-7	Phase 2A, Flynt Street Streetscape and Sidewalk- From Orrs Elementary School driveway west of Spalding Drive to N Expressway, streetscapes on north side of roadway, 5-ft sidewalk on south side of roadway	Bike/Pedestrian	2021	\$76,000	2022	\$19,000	2023	\$380,000	\$475,000	City	GDOT/TE	TAD, General Fund, CID	\$95,000
T-7	Phase 2B, Flynt Street/Solomon Street Streetscape and Sidewalk - Streetscape on both sides of roadway from N expressway to 18th Street; 5-ft sidewalks on the north side of roadway from 18th Street to 16th Street	Bike/Pedestrian	2021	\$85,000	2022	\$21,000	2023	\$426,000	\$532,000	City	GDOT/TE	TAD	\$106,400

Long range implementation plan (2016 - 2022) [CONTINUED]

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount
T-8	Phase 1, Water Works Road Streetscape - Streetscape on both sides of roadway from Spalding Drive to N Expressway	Bike/Pedestrian	2021	\$51,000	2022	\$13,000	2023	\$256,000	\$320,000	City	LOCAL	SPLOST, General Fund, CID \$64,000
T-8	Phase 2, Spalding Drive Streetscape/ Sidewalk - Streetscape on both sides of roadway from Flynt Street to Taylor Street (SR 16); 5-ft sidewalk on both sides of roadway from Varsity Drive to Flynt Street	Bike/Pedestrian	2022	\$91,000	2023	\$23,000	2024	\$455,000	\$569,000	City	LOCAL	SPLOST, General Fund, CID \$113,800
T-8	Phase 3A, June Street Sidewalk - 5-ft sidewalk on the south side of roadway from N Expressway to Melrose Avenue	Bike/Pedestrian	2022	\$23,000	2023	\$6,000	2024	\$114,000	\$143,000	City	LOCAL	SPLOST, General Fund, CID \$28,600
T-8	Phase 3B, Baker Street Sidewalk - 5-ft sidewalk on the north side of roadway from N Expressway to Melrose Avenue	Bike/Pedestrian	2022	\$24,000	2023	\$6,000	2024	\$118,000	\$148,000	City	LOCAL	SPLOST, General Fund, CID \$29,600
T-9	Lyndon Avenue Streetscape - Both sides of roadway from N Expressway to Experiment Street	Bike/Pedestrian	2022	\$200,000	2023	\$50,000	2024	\$996,000	\$1,246,000	City	LOCAL	TAD, General Fund, CID \$249,200
T-10	13th Street Streetscape - East side of roadway from Poplar Street to Experiment Street	Bike/Pedestrian	2022	\$162,000	2023	\$41,000	2024	\$811,000	\$1,014,000	City	LOCAL	TAD, General Fund, CID \$202,800
T-11	Phase 1, Melrose Avenue Sidewalk - 5-ft sidewalk on west side of roadway from Flynt Street to Lyndon Avenue	Bike/Pedestrian	2022	\$97,000	2023	\$24,000	2024	\$483,000	\$604,000	City	CDBG	TAD, General Fund, CID \$120,800
T-11	Phase 2, Melrose Avenue Streetscape - Streetscape on both sides of roadway from Lyndon Avenue to Ellis Road	Bike/Pedestrian	2022	\$159,000	2023	\$40,000	2024	\$797,000	\$996,000	City	CDBG	TAD, General Fund, CID \$199,200
T-11	Phase 3, Melrose Avenue Bicycle Share the Road Signage - From Flynt Street to Ellis Road	Bike/Pedestrian	2022	\$3,000	2023	\$400	2024	\$8,000	\$11,000	City	CDBG	TAD, General Fund, CID \$2,200
T-12	Phase 1, Hillwood Avenue - 5-ft sidewalk on both sides of roadway from N Expressway to 19th Street	Bike/Pedestrian	2022	\$114,000	2023	\$28,000	2024	\$568,000	\$710,000	City	CDBG	TAD, General Fund, CID \$142,000
T-12	Phase 2, Broad Street - 5-ft sidewalk on both sides of roadway from Hillwood Avenue to 16th Street	Bike/Pedestrian	2022	\$153,000	2023	\$38,000	2024	\$765,000	\$956,000	City	CDBG	TAD, General Fund, CID \$191,200
T-12	Phase 3, 19th Street - 5-ft sidewalk on west side of roadway from Broad Street to Hillwood Avenue	Bike/Pedestrian	2022	\$17,000	2023	\$4,000	2024	\$85,000	\$106,000	City	CDBG	TAD, General Fund, CID \$21,200
T-12	Phase 4, Wright Street - 5-ft sidewalk on south side of roadway from 19th Street to 16th Street	Bike/Pedestrian	2022	\$51,000	2023	\$13,000	2024	\$256,000	\$320,000	City	CDBG	TAD, General Fund, CID \$64,000
T-13	17th Street - 5-ft sidewalk on the east side of roadway from Taylor Street (SR 16) to Ellis Road	Bike/Pedestrian	2022	\$159,000	2023	\$40,000	2024	\$795,000	\$994,000	City	CDBG	TAD, General Fund, CID \$198,800
T-14	Ray Street Sidewalk - 5-ft sidewalk on the south side of roadway from 17th Street to Experiment Street	Bike/Pedestrian	2022	\$68,000	2023	\$17,000	2024	\$341,000	\$426,000	City	CDBG	TAD, General Fund, CID \$85,200
T-15	18th Street Sidewalks - 5-ft sidewalks on both sides of roadway from Poplar Street to Taylor Street	Bike/Pedestrian	2022	\$42,000	2023	\$11,000	2024	\$210,000	\$263,000	City	CDBG	TAD, General Fund, CID \$52,600
T-16	Phase 1, Shoal Creek Greenway - Multi-use trail adjacent to Shoal Creek from N Expressway to the intersection of Hammock Street and 15th Street	Bike/Pedestrian	2022	\$195,000	2023	\$49,000	2024	\$977,000	\$1,221,000	City	CDBG	TAD, General Fund, CID \$244,200
T-16	Phase 1, Hammock Street Bicycle Share the Road Signage - From 15th Street to Experiment Street	Bike/Pedestrian	2022	\$3,000	2023	\$400	2024	\$8,000	\$11,400	City	CDBG	TAD, General Fund, CID \$2,280
		Totals		\$4,692,300.00		\$2,349,200		\$22,981,000	\$30,022,100			

Note: All costs are in 2010 dollars. Exact determination of ROW needs will be done after design is complete. Costs provided are based on other similar projects.

West Griffin Activity Center LCI Study

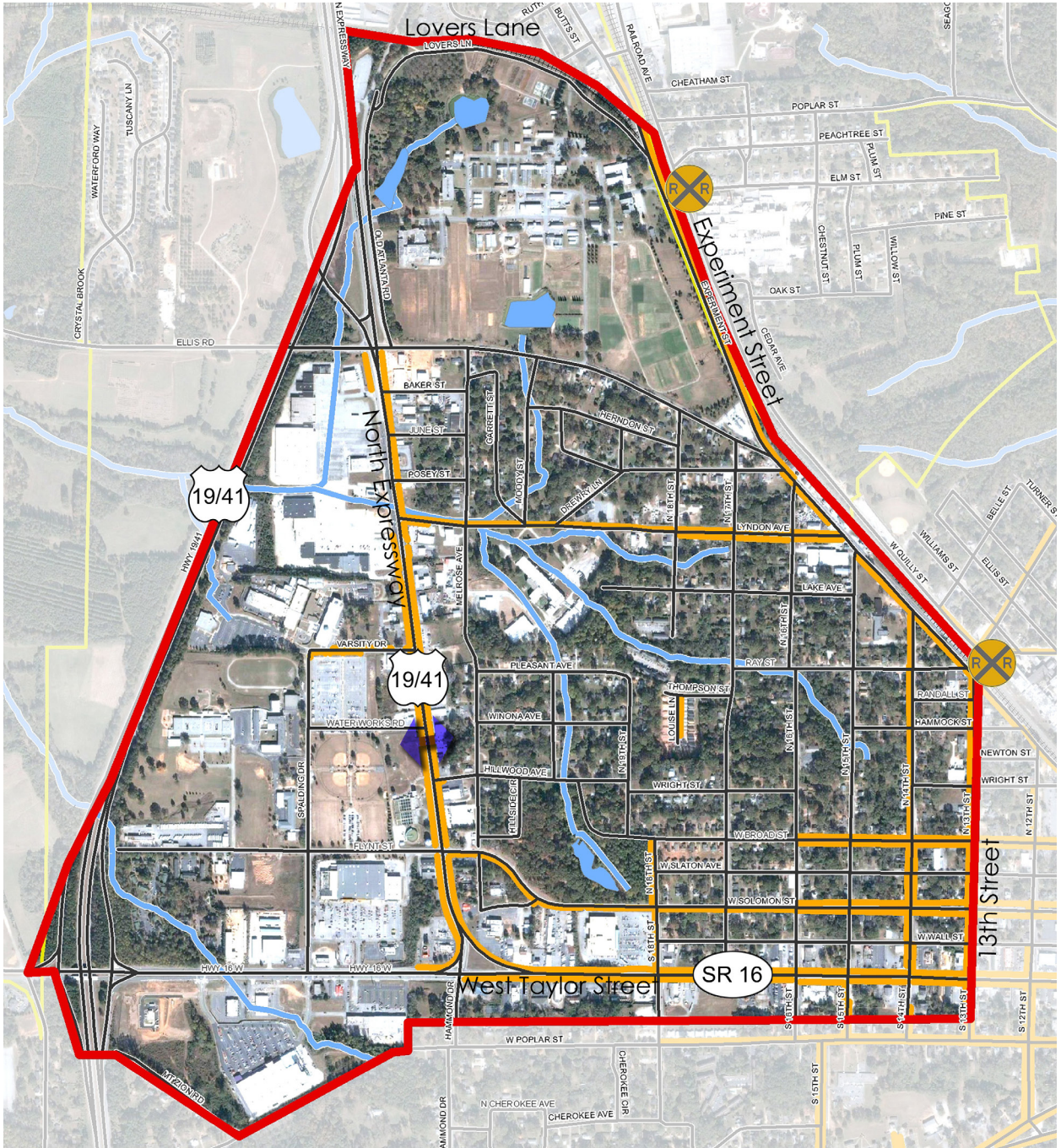
EXECUTIVE SUMMARY

PROJECT INTRODUCTION

1

West Griffin Activity Center LCI Study

PROJECT INTRODUCTION



West Griffin Activity Center LCI Study Area

West Griffin Activity Center LCI Study PROJECT INTRODUCTION



The West Griffin Activity Center LCI study area is located just west of the downtown Central Business District (CBD) of City of Griffin. It is connected to the surrounding region by a transportation corridor - North Expressway US 19/41. As the primary northern entrance to the city, and as the location of University of Georgia (UGA)-Griffin and Griffin Technical College, the study area plays a unique role for the community.

Despite having tremendous potential to thrive as an active commercial center, the study area lacks economic activities and growth. Relocation of the Wal-Mart Store, the closing of Ruston Mill and the downsizing of Springs Industry are a few of the indications of the devastated economic condition of the area. Besides the economic conditions the residential neighborhood in the area suffers from a lack of pedestrian oriented environment. The study area is divided into two areas that do not have any pedestrian connectivity due to the expressway running through the center of the area.

The purpose of the LCI study is to establish the area as an economic activity center, and lay the groundwork for establishing innovative infrastructure financing. The intent of the study is to identify catalytic transportation projects to improve connectivity between the UGA and Griffin Tech; to explore opportunity of redeveloping underutilized properties; to stabilize the existing residential neighborhood and to provide housing choices for the community. The study will also explore and recommend opportunities to transform the study area into a livable, walkable and less auto-oriented community.

The following section provides an inventory of existing land use, transportation and market conditions of the study area in order to explore opportunities of redevelopment and growth in the area. Section 3 and 4 present the Concept and Master Plan, with associated recommendations.

EXISTING CONDITIONS

- 2.1 Study Area Context
- 2.2 Historic Resources
- 2.3 Natural Resources
- 2.4 Land use and Zoning
- 2.5 Urban Design Issues
- 2.6 Strength, Weakness and Opportunities
- 2.7 Demographics Profile
- 2.8 Market Conditions and Trends
- 2.9 Transportation and Circulation

EXISTING CONDITIONS

2.1 STUDY AREA CONTEXT

The West Griffin Activity Center LCI study area boundary is defined as east of US 19/41, south of Lovers Lane, west of Experiment Street and 13th Street and north of SR 16 (West Taylor Street).

The study area is comprised of the University of Georgia - Griffin campus, Griffin Technical College, Rushton Mill, highway commercial along SR 16, underutilized commercial development along North Expressway, very few multi-family residential developments, mill housing type single-family neighborhoods, highway commercial, public and private schools and an active use park with multi-use fields.

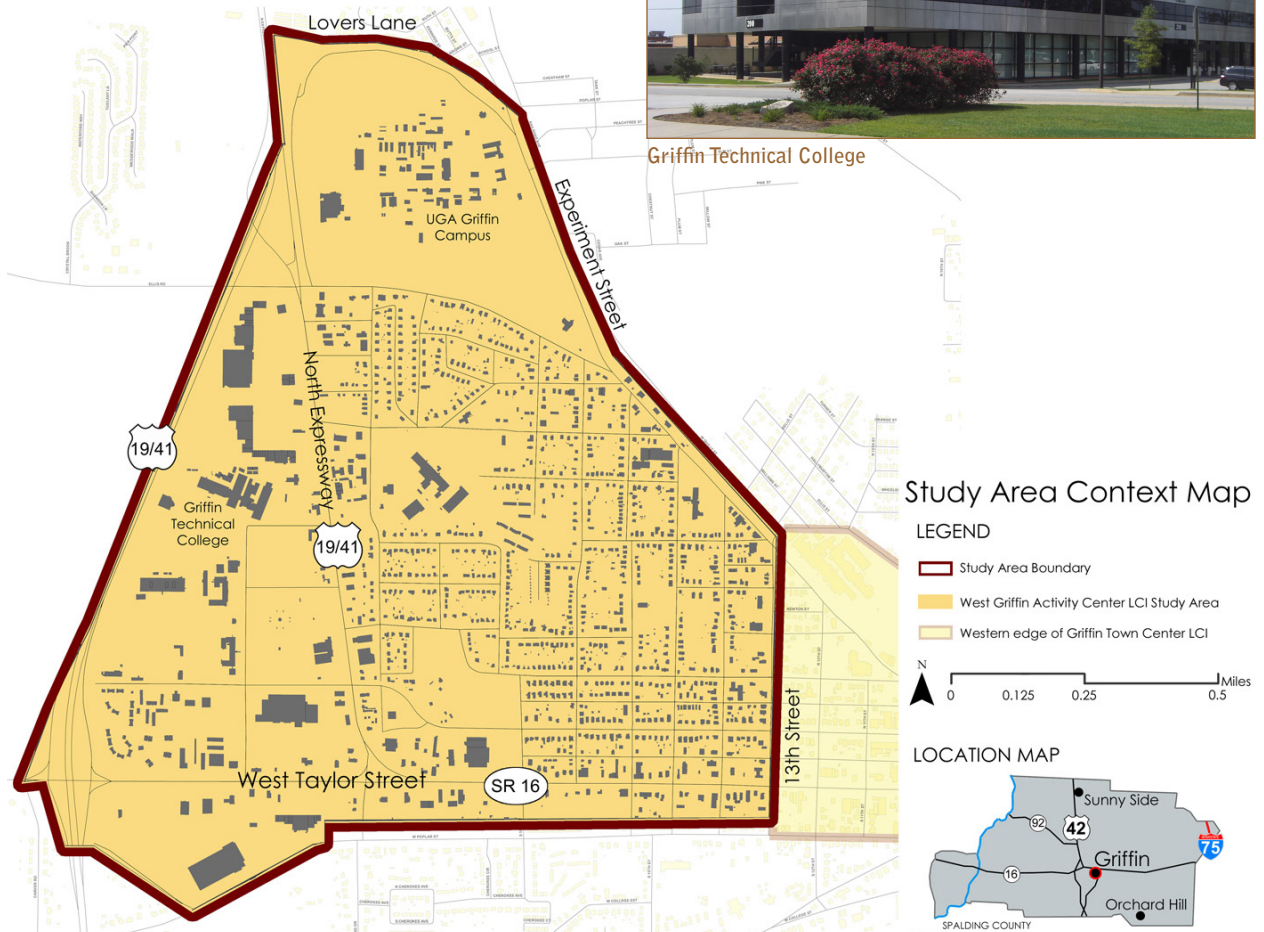
North Expressway bisects the study area and intersects with US 19/41 to the north and SR 16 (West Taylor Street) to the south. The Griffin Town Center LCI study area abuts east along 13th Street. The City's water treatment facility is also located within the study area.



University of Georgia - Griffin Campus



Griffin Technical College



2.2 HISTORIC RESOURCES

Although the study area has several significant places of character, they are often isolated. The aesthetic and historic significance of the sites are under utilized and often go without notice by those outside the community.



Local church on Drewery Lane



Reuse of Former High School on Spalding Drive



Rushton Mills Redevelopment on Lyndon Avenue



Community Cemetery on Melrose Avenue



Old Rex Theater on Experiment Street



Griffin's Water Treatment Facility on North Expressway

2

EXISTING CONDITIONS

2.3 NATURAL RESOURCES

EXISTING NATURAL HIGHLIGHTS:

- The study area has significant mature tree cover throughout the residential areas.
- Connecting waterways course through the residential area, from the north including University of Georgia campus, south to SR 16 and west to HWY 19/41.
- Rural type view sheds of agriculture fields.



Typical street trees



Large Post Oak



Mankin Lake on Pollards Place



Typical water course with area



Pond located on UGA campus



Small creek along Lyndon Avenue

2.4 LAND USES AND ZONING

EXISTING LAND USE HIGHLIGHTS:

- The study area comprises 339 parcels totaling approximately 827 acres of land.
- Residential uses are the largest in the study area dominated by single family neighborhoods which occupy over 236 acres.
- Highway 16 West and North Expressway contain the majority of the retail and commercial uses in the study area, covering approximately 204 acres.
- There is very little residential density within walking distance of the UGA campus and Griffin Technical College.
- There is no mixed-use development; only single-use development exists.
- The study area has one public park with multi-use fields.



Single-family residential



SR 16 (West Taylor Street) Commercial



New construction



Volunteer Park

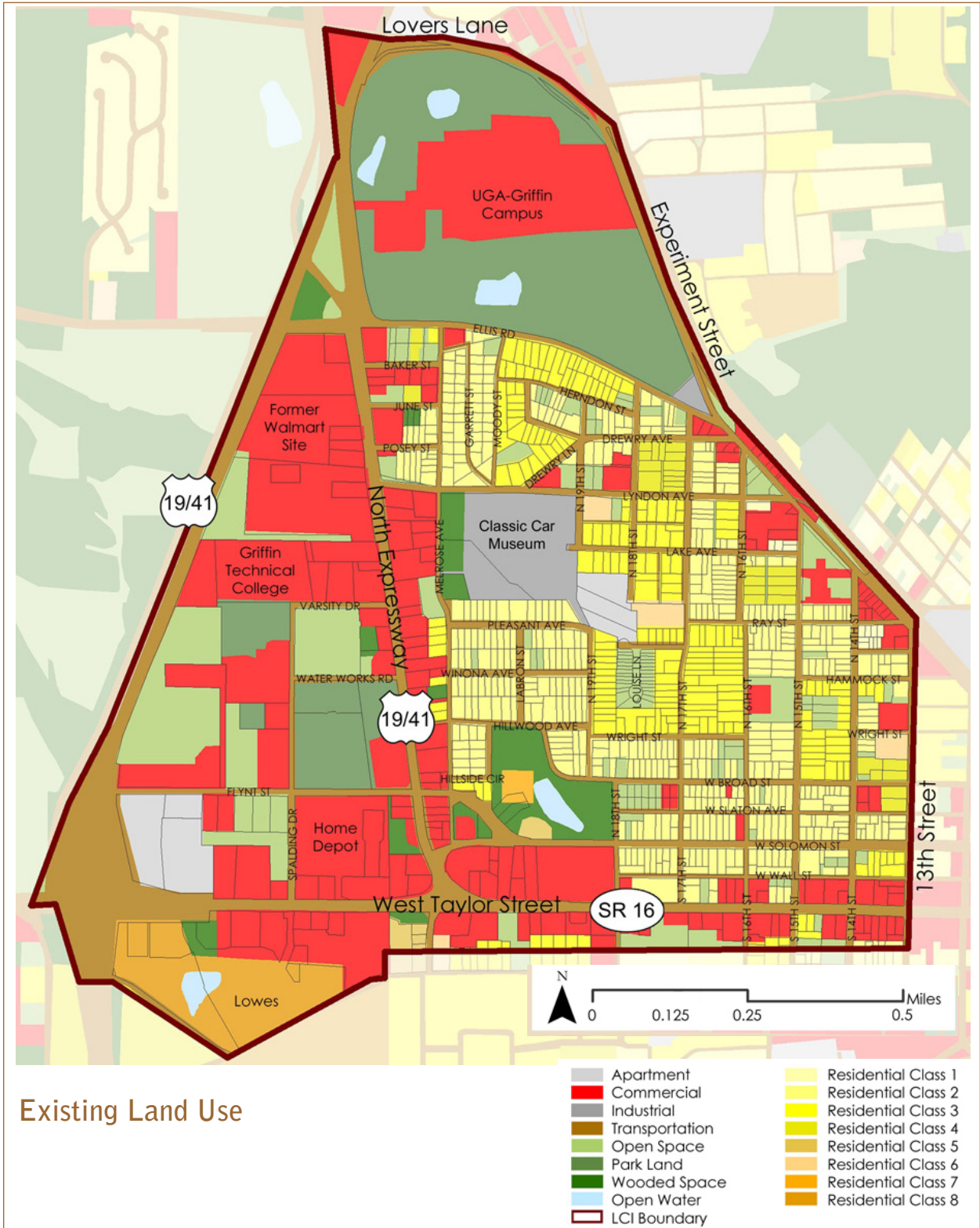


Single-family residential

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West Griffin Activity Center LCI Study

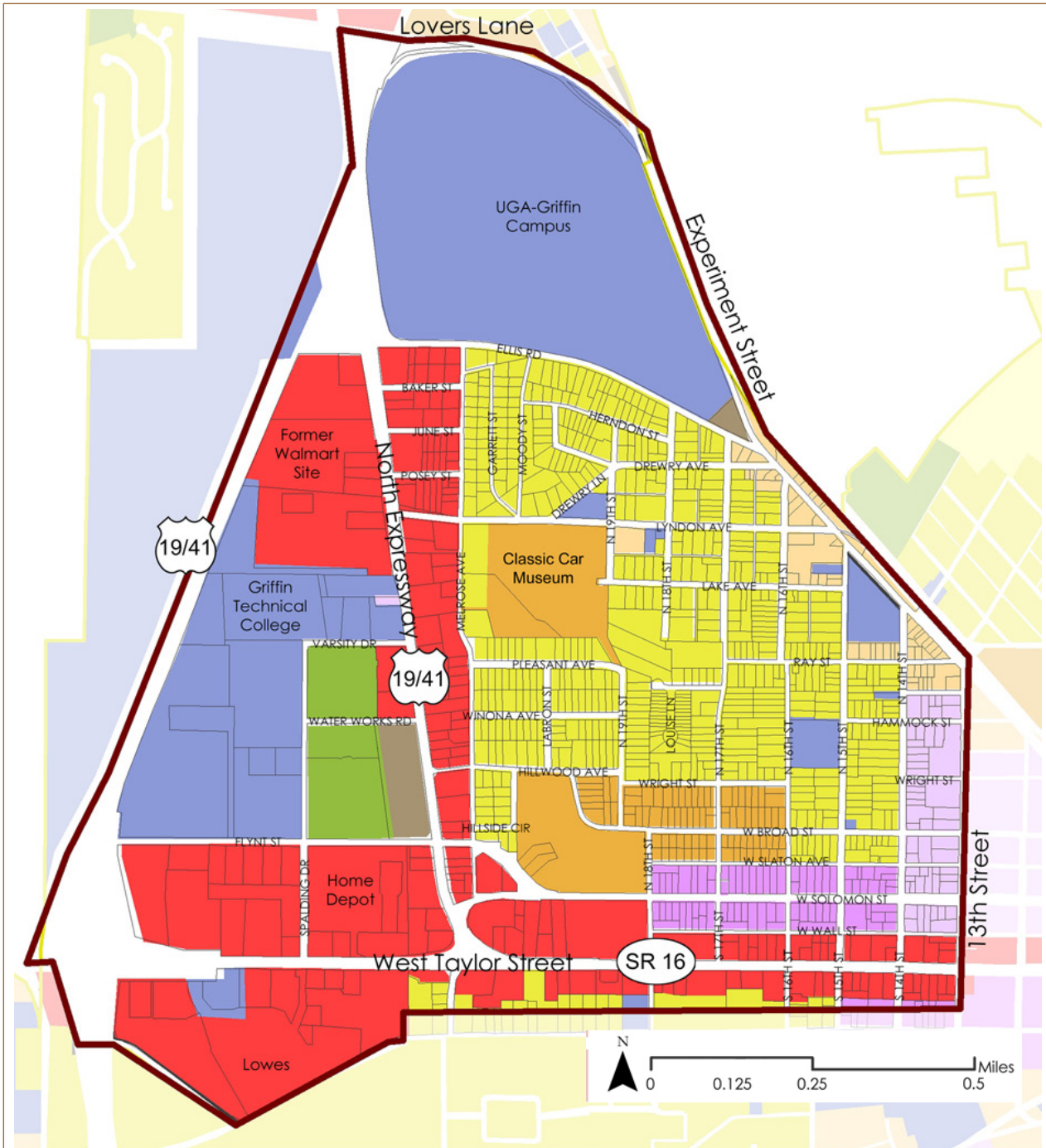
EXISTING CONDITIONS



Existing land use map

West Griffin Activity Center LCI Study
EXISTING CONDITIONS

2



**Future Land Use
 (Current official policy)**

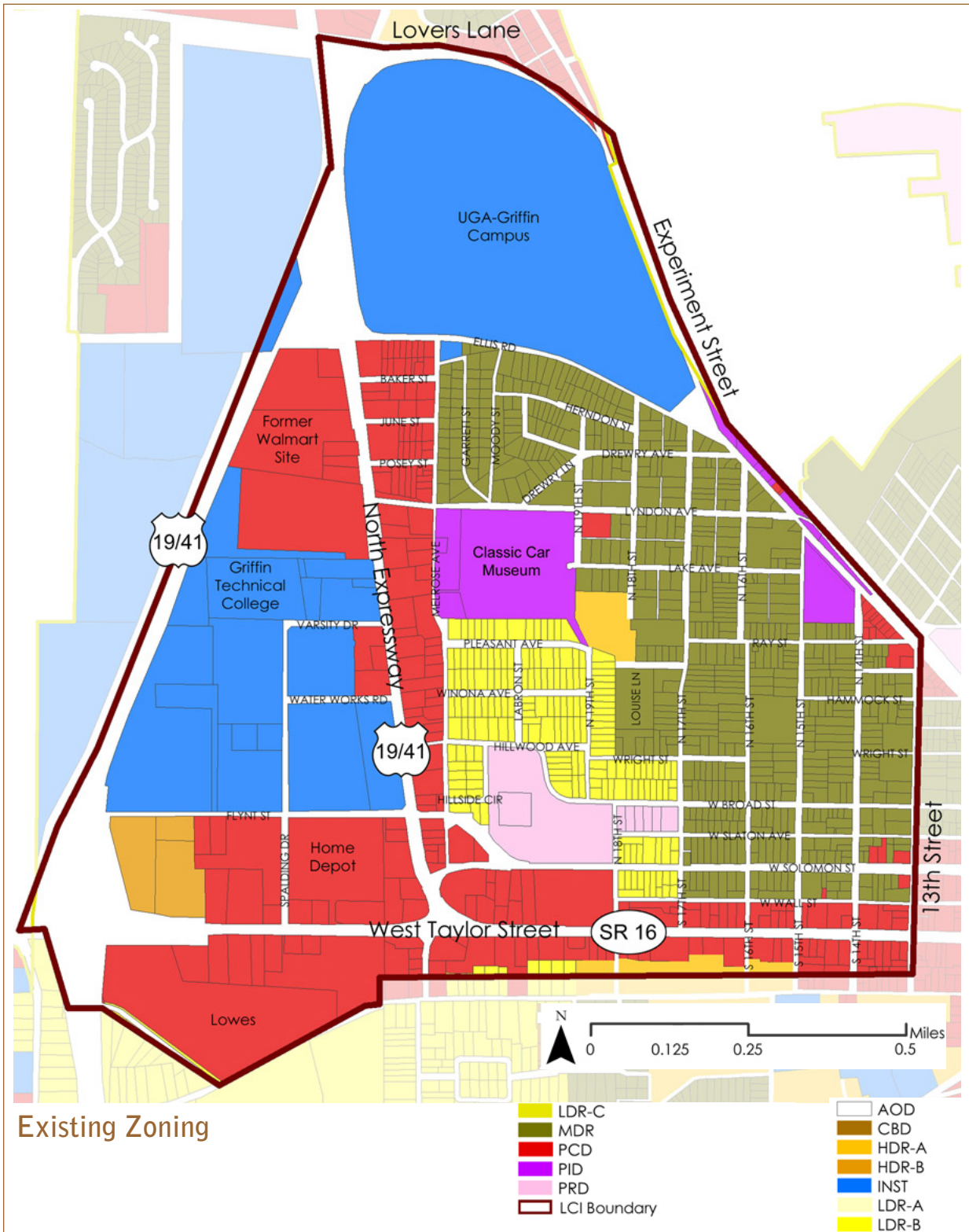
- | | |
|--|--|
| ■ Regional Commercial | ■ Office Professional |
| ■ Medium Density Residential | ■ Institutional |
| ■ High Density Residential | ■ Transportation/Commercial/Utility |
| ■ Neighborhood Business | ■ Parks/Recreation/Conservation |
| | ■ Vacant/Undeveloped |
| | ■ Office Transition |
| | ■ LCI Boundary |

Future land use map

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Existing zoning map

2.5 URBAN DESIGN ISSUES



Expansive parking under utilized; void of landscape or pedestrian connectivity with site services or surrounding land uses.



Typical highway commercial; excessive signage, single-story buildings without mass and unattractive streetscape.



Isolated commercial; no vehicular or pedestrian connectivity.



Lack of transition buffer from commercial to residential land uses. Lackluster streetscape include overhead utilities and store front parking.



Few pockets of high density residential are isolated without connectivity to surrounding commercial, schools and park.



Buffers needed for transition between land uses. Sidewalk abuts street creating dangerous and uninviting perception.

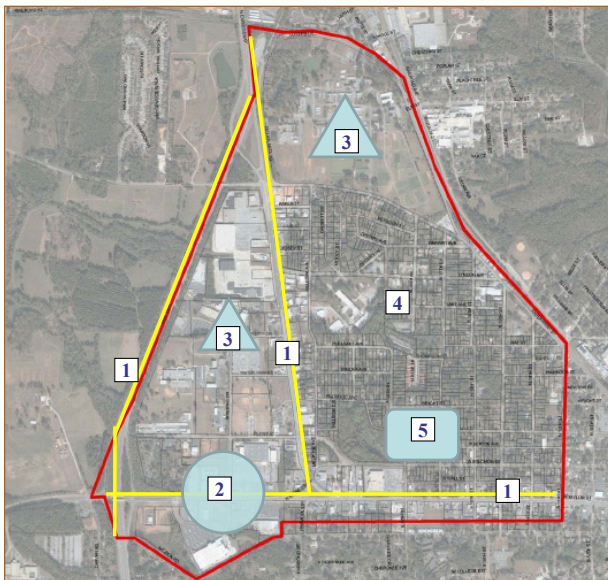
EXISTING CONDITIONS

2.6 STRENGTHS, WEAKNESSES AND OPPORTUNITIES

As with any community, city or market area, the redevelopment potential of the West Griffin Activity Center study area is affected by a number of factors, which can be categorized for purposes of assessment as Strengths, Weaknesses, and Opportunities. To this list we add development “Generators” – those physical and/or market factors that can provide a basis for realizing the Opportunities that a community such as West Griffin may have.

STUDY AREA STRENGTHS

Strengths are those attributes that currently do, or potentially could, attract people – consumer markets – to residential and commercial (retail, services, office, hotel) offerings within the community, city or, in this case, West Griffin study area. Strengths can be a source of new or additional consumers and can attract entirely new consumer markets. They can provide the foundation for facilitating redevelopment – both private development and public improvements – that improves a community and the people and businesses within it. Study Area strengths include the following:



Study area strengths

1. High traffic volume: High traffic volumes on W. Taylor Street (SR 16) and the North Expressway (Business 19/41), as well as along US 19/41 leading into the study area at McIntosh Road provide a strong “passer-by” market for retail and service-oriented businesses.
2. “Brand name” retail: Lowe’s, Home Depot and Sears are within the study area, creating a strong brand-name presence on Taylor Street near the US 19/41 interchange.
3. Higher education campuses: Anticipated growth at both Griffin Tech and, in particular, the University of Georgia Griffin campus could generate both retail and residential development, as well as an opportunity for “branding” a major gateway into the West Griffin and downtown areas.
4. Relatively good housing stock: A relatively high percentage of the housing units within the study area are in adequate shape and offer potential for improvements in the existing residential community.
5. New housing values good: Fair market sale prices of the few new residential units built within the study area are reasonably high for the area.

MARKET AREA STRENGTHS

The area outside of the study area but immediately surrounding it exhibits a number of strengths that can be taken advantage of in facilitating redevelopment in the West Griffin community. Several reflect the same basic types of strengths as those found within the study area itself.

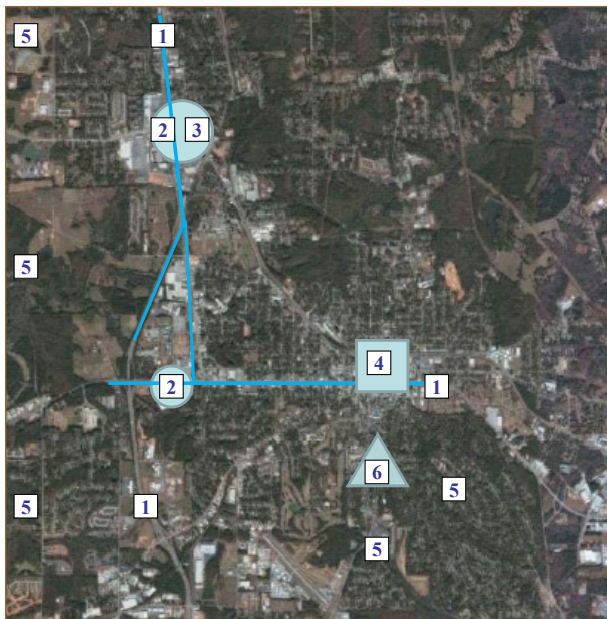
1. Traffic volume: In addition to the potential markets offered by “passer-by” or “pass-through” consumers traveling directly into and through the study area, the additional traffic attracted by the shopping center cluster at US 19/41 and McIntosh Road that would not pass into/through the study area could be attracted into the West Griffin area if redevelopment and basic improvements were to occur.
2. “Brand Name” retail concentrations: The cluster of shopping centers at US 19/41 and McIntosh Road immediately north of the study area offer strong brand-name retailers, particularly Wal-Mart, Belk, Big Lots, Kroger and the Carmike Cinema multiplex. The number of free-standing outparcel restaurants is also impressive.

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2

3. Major “convenience” retail concentrations: The shopping center cluster described above also represents a major regional destination for convenience shopping.
4. Proximity to Historic Downtown: The proximity of the study area to Griffin’s downtown area – its Historic Downtown District in particular – offers tremendous potential for mutual positive impacts. Continued growth and improvements in Historic Downtown’s restaurants, cultural attractions, and historic building “stock” will help facilitate improvements in the West Griffin community and along W. Taylor Street and Experiment Street.
5. Proximity to higher-income consumer neighborhoods: The study area is in close proximity to the relatively affluent residential neighborhoods of Griffin’s close-in South/Southeast quadrant. These neighborhoods offer great potential as local retail consumers.
6. Near Regional Medical Center: Spalding Regional Medical Center also represents a good opportunity to tap into the growing health/medical industry and the office, retail and residential market opportunities it generates.

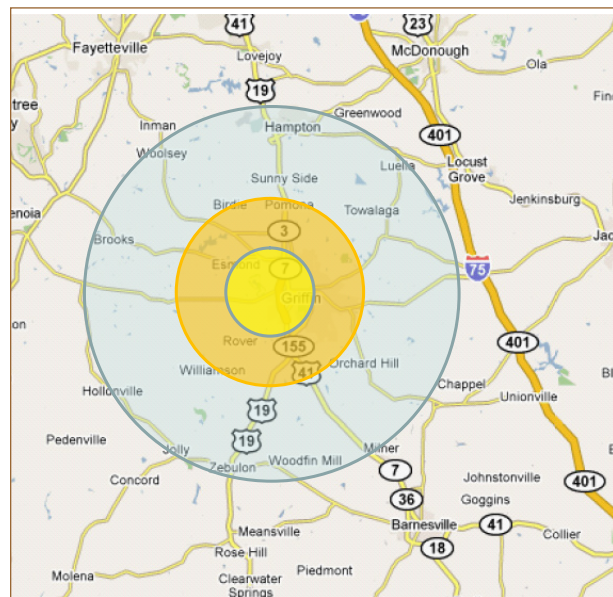


Market area strengths

REGIONAL STRENGTHS

Regional market strengths primarily reflect the proximity of Griffin and the West Griffin study area to a comprehensive transportation network, major employment centers, and a major metropolitan area – combined with the “small town” lifestyle and image of Griffin and its surrounding communities. Those specific regional strengths include:

- I-75 access
- SR 16 and SR 20, as well as US 19/41
- Growth along the US 19/41 corridor
- Hartsfield-Jackson Airport
- Metro/South Metro jobs
- Metro amenities
- “Small Town” Lifestyle
- Active Seniors Communities
- Atlanta International Raceway (AIR)
- Significant convenience retail



Regional strengths

2

EXISTING CONDITIONS

STUDY AREA WEAKNESSES

Weaknesses are characteristics and factors that act as detriments to a community's current levels of commercial and residential desirability. Weaknesses impede improvements to existing businesses and residences, prevent commercial and residential upgrades and repositioning necessary to attract new markets, act as disincentives to investment, and generate social and economic conditions that can degrade an area's image to potential visitors, consumers and residences while accelerating the deterioration of that area or community. Study Area weaknesses include a number of conditions that, collectively, support a finding that all or portions of the West Griffin community may qualify for the creation of one or more Tax Allocation Districts.

This assessment of existing conditions supports the conclusion that West Griffin Activity Center community as a whole – the Study Area of this LCI report – has not been subject to growth and development through private enterprise and cannot reasonably anticipate development without creation of a Tax Allocation District in all or key portions of the Study Area.

Under the State of Georgia *Redevelopment Powers Law*, any area that meets one of a number of tests stipulated in the *Redevelopment Powers Law* qualifies as a redevelopment area for TAD purposes. As is substantiated in the "Key Findings within the Redevelopment Area," the defined West Griffin Study Area qualifies as a redevelopment area and for a Tax Allocation District designation due to factors relating to criteria (A)-(C) and (E)-(H) of 36-44-3 of the Redevelopment Powers Law. The full wording of these criteria is included as Appendix D. Specific qualifying conditions that currently exist or are projected to exist in the near future in the West Griffin Activity Center Study Area include the following:

- Structural Age and Deterioration:

A majority of the retail, office/industrial buildings, and apartments were constructed between 20-40 years ago. This has created a perception, and a reality in many cases, of a lack of reinvestment in the Study Area. Many have experienced only minor improvements since that time and, consequently, are out of date and in many cases are considered blights on the community.



- Commercial Vacancies:

Several of the buildings in the area are abandoned, and no reinvestment in a significant number of the buildings is being made, which acts as a deterrent to any buyers who may be interested in building or investing in the study area. Ellis Crossing, formerly anchored by a Wal-Mart, has only one tenant and is effectively abandoned. Expressway Village, immediately adjacent and connected to Ellis Crossing, is approximately 30% vacant, with the remaining space occupied by short-term tenants. Several highly-visible free-standing commercial/retail buildings along W. Taylor Street are empty. This adds to the dilapidated appearance of much of the area, acting as a severe constraint on new investment and commercial use.



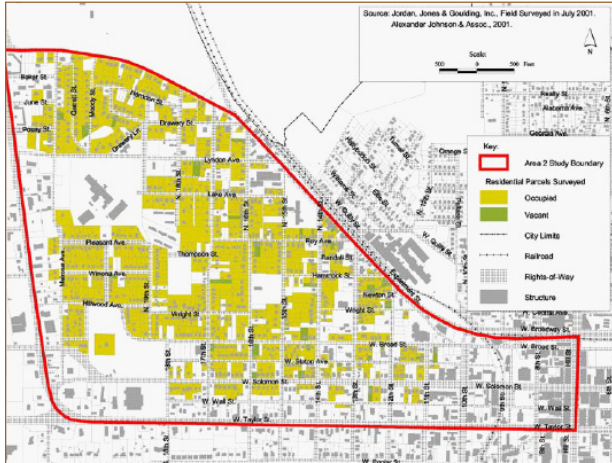
- Residential Vacancies/Abandonment:

The high percentage of residential properties within the Study Area that are currently vacant and/or essentially abandoned – i.e. not being maintained or actively marketed as either sales or rental properties – has a negative impact on the attractiveness of the entire Study Area as an investment opportunity.

West Griffin Activity Center LCI Study

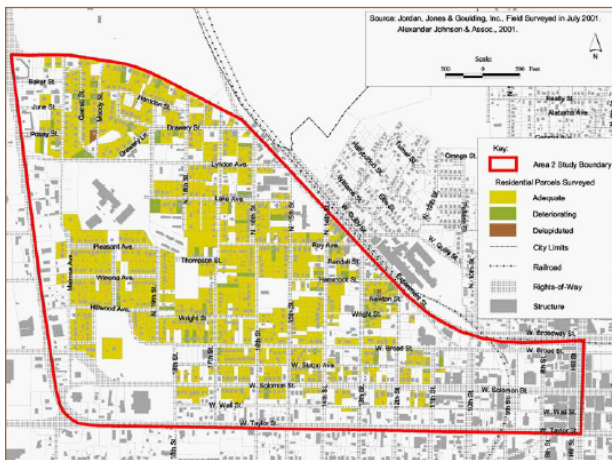
EXISTING CONDITIONS

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- Deteriorated or Dilapidated Residential Structures:

There is a significant percentage of residential structures within the Study Area that qualify as substandard, slum, deteriorated or dilapidated. There is in general the appearance that reinvestment is not being made into updating existing residential structures in most portions of the Study Area's residential neighborhood north of Solomon Street.



- Inadequate Open or Green Space:

Also another fairly clear issue is the lack of public open or green space. Other than abandoned lots, there is no appreciable public park space in the Study Area.

- Infrastructure Obsolescence or Disrepair:

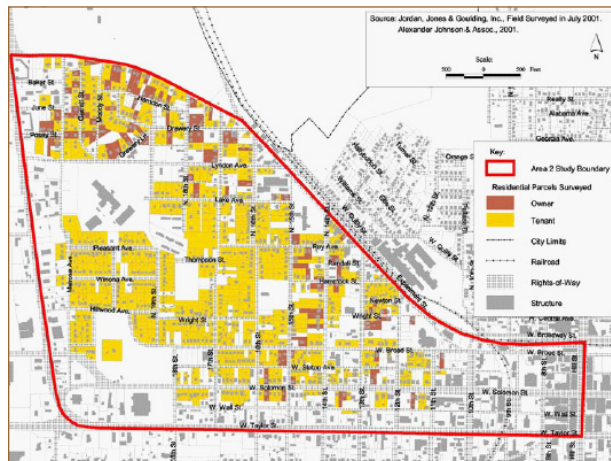
Local infrastructure also needs to be addressed as the demands of past developments have strained it. While not necessarily aged beyond its lifespan, local infrastructure

has arguably been overtaxed by the demands made by past development. If the area is to continue to grow and flourish, infrastructure needs must be addressed.



- High Level of Absentee Ownership:

The residential community has become largely rental even though its stock of single-family detached housing remains basically intact. The recent wave of foreclosures appears to be accelerating this trend, with numerous below-fair-market purchases over the past three years.



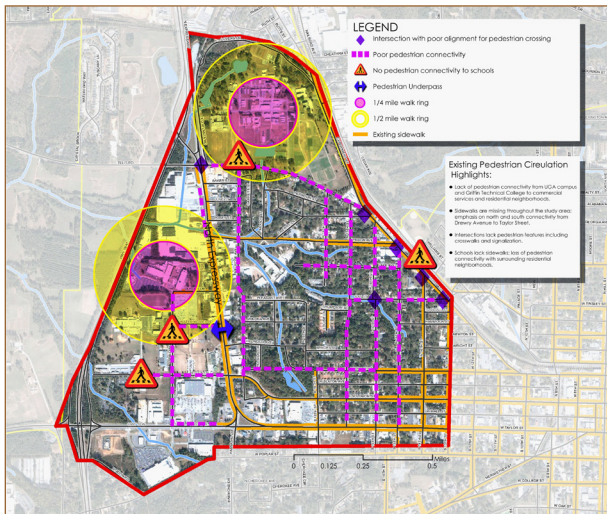
- Inadequate Parking, Roadways, Bridges or Public Transportation Facilities:

This relates not only to infrastructure and facilities that are inadequate to the task of accommodating current traffic volumes, but also to those that would be inadequate after proposed redevelopment. A major problem is the number of difficult intersections within the area. Too many intersections that are essential to the

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

successful redevelopment of the Study Area are currently functioning as constraints to that redevelopment, as well as to the retention of existing businesses and maintenance of the residential portion of the Area. Intersections that are particularly difficult to navigate include McIntosh Road and US 19/41, the southbound separation and northbound merging of US 19/41 and Business 19/41 (the North Expressway), Ellis Road at the North Expressway, the US 19/41 and W. Taylor Street interchange, and the Experiment-Ray-13th Street-railroad tracks convergence.



- Congested Access and Egress:

The current layout of the roadway network is not conducive to the efficient flow of traffic into and out of existing or potential retail, office and mixed-use projects in the area. The existing network of interior and residential streets within the area will become even less capable of handling both community and pass-through traffic if they are not updated or expanded.



- Pedestrian and Traffic Safety:

Traffic conditions are unsafe for those in vehicles as well as pedestrians. The lack of a traffic signal at the southbound exit ramp of US 19/41 and W. Taylor Street in particular not only impedes potential retail traffic along Taylor and into the downtown area, but actually creates an exceedingly dangerous left-hand turn onto Taylor Street from that ramp. There are few sidewalks within the residential portion of the Study Area, and pedestrians find few safe, convenient opportunities to cross any of the major roads in the Study Area.

- Economic Underutilization of Developable Land:

A significant proportion of developable land within the area is underutilized with respect to potential density, type of development and/or resulting market and taxable values. Both commercial and residential vacancy rates are unacceptably high. The vicinity could support much higher densities due to its proximity to US 19/41 and SR 16, as well as to Interstate 75.



- The Current Condition is Less Desirable than Potential Redevelopment:

There are a noticeable number of under-utilized properties in the area. Based on market analyses contained in this Study, several sites offer feasible opportunities for the development of catalytic redevelopment projects that would significantly increase property values, necessary services and amenities, and overall quality of life standards within the Study Area.



West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2

- City Redevelopment Priority:

The City of Griffin has designated redevelopment in the Study Area as a priority of the City in its Comprehensive Development Plan and in its application for, and current administration of an ARC LCI grant for the Study Area.



Based on the conditions described above, the West Griffin Activity Center community as a whole faces severe economic constraints that, in turn, prevent adequate resolutions to the social and economic problems facing both the residents and business interests in the Study Area. With respect to the potential for the creation of a Tax Allocation District in the Study Area, the West Griffin community overall qualifies as a Redevelopment Area for TAD purposes under the Redevelopment Powers Law due to meeting most, if not all, of the general criteria cited in that Law, although it is required to meet only one. The overall purpose of the TAD is to address and resolve the key challenges, conditions and barriers to private investment and development. It could prove to be an effective economic redevelopment tool if applied to the West Griffin Activity Center community as a whole or to certain specific portions of that community.

WEST GRIFFIN DEVELOPMENT GENERATORS

Development generators generally refer to the physical presence of potential markets upon which an area can base its redevelopment efforts. They can include the physical presence of a major business or institution in close proximity to the area; an infrastructure and can support redevelopment, including a comprehensive transportation/transit network that provides access between the community and potential markets; and proximity to other communities that can provide a synergistic positive impact on the area in question. Study Area development generators include the following:

1. Residential center: The current residents of the community provide a moderate consumer base for retail and services.
2. UGA: The very existence of the UGA campus adds to the attractiveness of the area to developers and businesses. Its true strength, however, lies in its anticipated growth. A campus of several thousand students, along with faculty and staff, would be a major factor in the redevelopment of the entire West Griffin community.
3. Griffin Tech: The current number of students, faculty and staff at this commuter campus provide a small but solid consumer base for area businesses. While future growth plans for Griffin Tech do not include student housing, the students are a potential market for area housing, particularly moderately-priced apartments.
4. North retail cluster: The cluster of shopping centers at McIntosh Road currently attracts a large of number of consumers. Businesses along the North Expressway and Taylor Street – particularly the Lowe’s/Home Depot cluster – already attract a portion of this traffic.
5. 19/41 & 16: U.S. 19/41 and S.R. 16 act as conduits through the Study Area, generating potential commercial consumers. They also function as efficient corridors for destination traffic – i.e. they allow relatively easy access to the two major retail clusters within or adjacent to the Study Area as well as to free-standing businesses and restaurants.
6. Historic Downtown: The Historic Downtown district already attracts significant markets to its government center, restaurants and shops, daytime employment centers and cultural amenities. The Taylor Street corridor clearly benefits from these markets, and to the extent that it functions as an entry-exit corridor to the downtown area, the North Expressway also benefits. As the downtown area strengthens its destination appeal with additional retail and cultural amenities, its positive impact on the commercial corridors within the Study Area will increase. If linkages between the Study Area and Downtown north of Taylor Street can be strengthened, the entire West Griffin community could benefit.

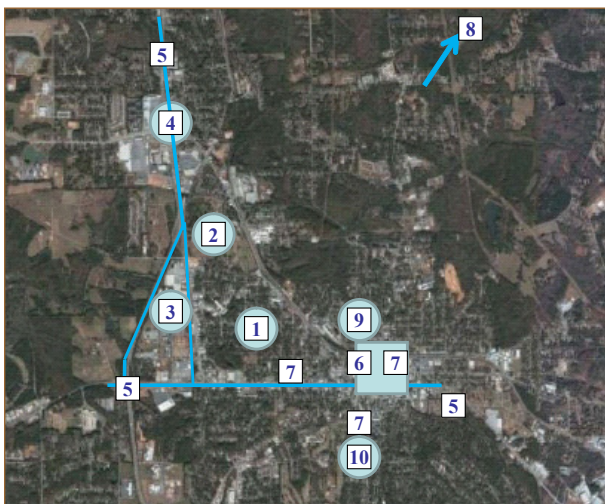
EXISTING CONDITIONS

7. Area office workers: Apparently there is a moderately-strong daytime employee base in proximity to the Study Area. To the extent that this base includes office-based workers, it generates traffic for area restaurants and other food-related businesses.
8. Sun City, Heron Bay: The growing active-seniors communities north of Griffin – particularly Sun City and Heron Bay – represent new consumers who could be attracted to the McIntosh Road retail cluster and to the Historic Downtown District. The West Griffin community could attract a portion of these residents, particularly along the US 19/41 and Taylor Street commercial corridors. Experiment Street could also function as a major entryway to the Downtown District, increasing its potential for new commercial businesses.
9. Commuter rail: The planned commuter rail line will certainly increase Griffin’s appeal to new markets. Retail, cultural and residential offerings could all benefit significantly if geared toward these new consumers.
10. Medical Center: The Regional Medical Center and its surrounding community of health-oriented services and supplies should continue to grow as a generator of consumers for commercial offerings within the Study Area. It could also develop as a generator of residential consumers who want to live in close proximity to such medical/health services.

WEST GRIFFIN OPPORTUNITIES

Opportunities are those potential redevelopment and new development projects, improvements and initiatives that could be achieved in a community. Based on identified Strengths, Weaknesses and Generators, the West Griffin community opportunities will be shaped by several demographic and market factors. In the Study Area and associated market areas, growth over the next ten years – and probably the next 25 years – will be influenced by several consumer-strength and consumer-choice factors:

- As will be identified in the Demographic Profile section of this Existing Conditions Report, current projections show limited growth in all residential and commercial areas based on corresponding limited growth of the existing base of consumers area commercial and residential products/offerings.
- A modest increase in household income, however, should result in a corresponding moderate increase in consumer commercial and residential purchasing power.
- At the same time as the moderate increases in purchasing power occur, however, regional market competition – particularly around the I-75 interchanges at the edge of the Griffin regional market area – will certainly increase with respect to (1) convenience retail and services and (2) lodging facilities.



Development generators



Study area opportunities

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2

Given both these projected consumer-base and competitive-market limitations, the true potential for residential and commercial improvements and growth within the West Griffin area is linked primarily to attracting (1) new residential and commercial markets and (2), for retail and services, a greater share of the existing regional market – i.e. attracting more people within the 5-to-10 mile “ring” from Griffin.

With these considerations in mind, opportunities in the West Griffin area include the following:

- 1. Campus Gateway:** The locations of the University of Georgia Griffin campus and Griffin Tech present a unique opportunity to create a “Campus Gateway” at either the North Expressway-Ellis Road intersection or at US 19/41 and the North Expressway-Business 19/41 southbound separation and northbound merge. With its location and design, this gateway could establish an image for the entire West Griffin community, particularly if its design motif were to be incorporated throughout the Study Area – even along the North Expressway, Taylor and Experiment Street corridors.
- 2. Town Center:** The nearly-abandoned Ellis Crossing shopping center offers an excellent site for a mixed-use development that combines significant multifamily rental units with on-site retail in a “Town Center” design. Such a development would be even more significant if it encompassed the adjacent site currently occupied by the Expressway Village shopping center. A Town Center development incorporating both sites would allow it to connect the UGA and Griffin Tech campuses. While the apartments could provide housing for students of both institutions, its greatest impact on the West Griffin community would be to enhance the “campus” image and “gateway” concept.
- 3. Entry to Historic Downtown along Experiment Street:** Experiment Street could and should function as a major entry corridor from US 19/41 north of Griffin into the Historic Downtown District. Rather than cannibalizing current traffic into the downtown area via the North Expressway and Taylor, an entry along Experiment Street would present a much easier and more convenient way of entering and exiting the downtown. Obviously, extensive visual and functional improvements would have to be made along Experiment Street, but the resulting corridor would have a major positive impact on the West Griffin community.
- 4. Streetscape improvements:** As indicated above, the design images established at the Gateway – or gateways – could be incorporated into streetscape improvements to the North Expressway/Business 19/41, W. Taylor Street and Experiment Street. Such design elements could reflect those of the Historic Downtown District, creating an area-wide image that would be conducive to retail and residential development associated with both the Historic Downtown and campus/education themes and markets.
- 5. Introduce green spaces and small recreation amenities to residential:** Parks, green spaces and recreational amenities not only increase the quality of life for current residents within a community. They also add significant value to a residential community’s market appeal. They are arguably the best and fastest way to improve both the substance and the image of a community.
- 6. Pursue hotel and conference center potential:** Griffin currently lacks lodging and meeting space for almost any segment of the hotel market. As a consequence, it cannot attract a significant number of social, educational, governmental, cultural, fraternal, corporate/business or religious gatherings, meetings, conferences or reunions. Adequate meeting facilities with overnight accommodations would attract a major market to Griffin that is currently not there. If such facilities were developed within either the Downtown District or the Study Area itself, the impact on the West Griffin community could be substantial. Moreover, such facilities would work very well in combination with expanded educational campuses at UGA and Griffin Tech and especially in combination with commuter and inter-city rail.
- 7. Mill redevelopment - live/work, loft:** The redevelopment of abandoned mills and factories into residential lofts, work spaces or retail – or a mixed-use combination of functions and products – has proven to be a key element in the redevelopment and revitalization of older, deteriorating communities that once depended upon those mills/factories as employment centers. There is one such opportunity within the Study Area and another – possibly two – immediately adjacent. Redeveloping one or more of these mills would not only greatly enhance the image of the West Griffin and Downtown communities,

2

EXISTING CONDITIONS

but also introduce the type of residential-and-retail products that would have particular appeal to the new/expanded student and commuter-rail consumer markets.

8. Destination retail consistent with historic campus image: As mentioned above, an area-wide “historic campus” image would be entirely consistent with the development of destination retail and amenities such as specialty shops, small non-chain restaurants and cafes, music venues and theater facilities.

2.7 DEMOGRAPHIC PROFILE OF STUDY AREA AND ASSOCIATED MARKET AREAS

PURPOSE AND APPROACH

This description and assessment of existing conditions within the West Griffin Activity Center provides an inventory and analysis of demographic and real estate market trends affecting both current development patterns in the Study Area’s Secondary Market Area [generally an area within a 2-5 mile radius of the interchange at Ellis Road and the North Expressway (Business US 19/41)], with an emphasis on the redevelopment potential of the Study Area itself and immediately adjacent areas over the next ten years (2010-2020). This analysis provides the framework for future recommendations regarding land use and transportation improvements that together will create a vibrant, balanced mix of uses benefiting local residents, employees, and businesses. The report includes the following:

1. Market Area Demographic and Income Characteristics: The first section provides an inventory of the population, households and housing stock in the West Griffin Activity Center Study Area (“Study Area”), the 2-mile Primary Market Area, the 2-5 mile Secondary Market Area and 10-mile Regional Market Area. In addition, it presents information on the businesses and employment within the study area.
2. Current Market Area Conditions and Trends – The second section includes an analysis of the current inventory and recent market trends for residential, retail, hotel, office and industrial uses within the Study Area.

PRIMARY SOURCES OF INFORMATION/ DATA

In identifying and assessing the Study Area’s current conditions and projected potential market-based development potential over the next ten years, we have surveyed numerous sources of information. Principal sources include the following:

- City of Griffin
- Spalding County
- ESRI (Economic and Social Research Institute)
- CoStar
- Dorey’s Guides: Retail, Industrial, Office

STUDY AREA AND ASSOCIATED MARKETS

The following market conditions report examines a 2.03 square-mile area within the City of Griffin, bounded generally by U.S. 19/41 on the west, W. Taylor Street on the south, 13th Street on the west, Experiment Street on the northeast and the Norfolk-Southern rail line on the north, detailed in the map below. For the purposes of the market overview, data was compiled for: the Study Area, the 2-mile Primary Market Area (a 2-mile radius from the Ellis Road-North Expressway intersection), the 2-5 mile Secondary Market Area, a 10-mile Regional Market Area and, for comparative purposes, the City of Griffin.

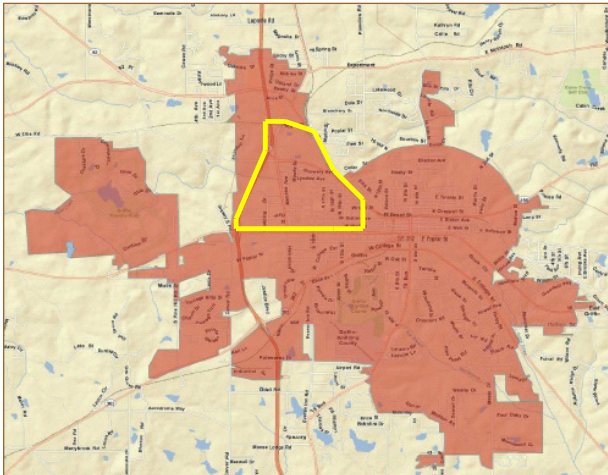


West Griffin Activity Center Study Area

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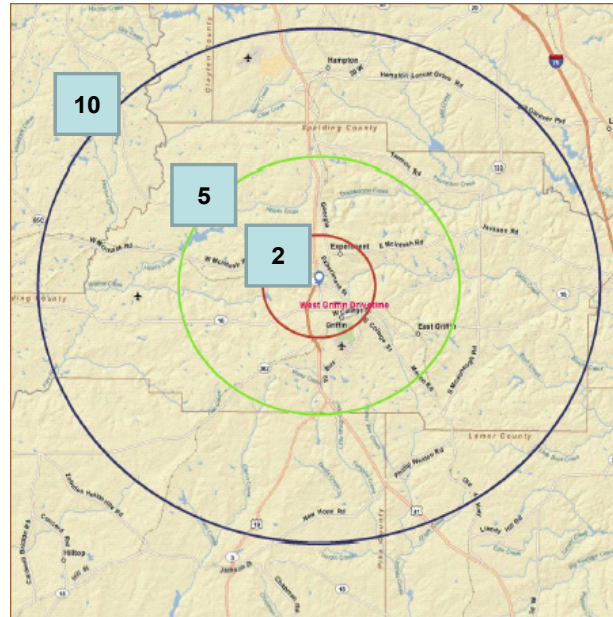
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Location within City of Griffin

1. The “Primary Market Area” refers to an area that a given residential and, in particular, retail project should dominate given its proximity to households and consumers within two miles of the project. The more significant the convenience factor of getting to and from the retail center/store is to the consumer with respect to a certain category of retail, the greater share of all potential consumer spending in that particular category that retail can expect to attract.
2. The “Secondary Market Area” is the area between the 2-mile radius Primary Market Area “ring” and the 5-mile radius “ring.” A retail store/center can expect to attract a reasonable share of consumer dollars within that area 3-to-5 miles away, but it cannot expect to dominate as in its 2-mile Primary Market. Similarly, current residents in this area seeking new homes or apartments will be more likely to look at offerings in the general vicinity of their current housing.
3. The “Tertiary Market Area” is the area between the 5-mile radius “ring” and the 10-mile radius “ring.” As stated above, this area functions as an active potential market base for both commercial (retail and office) and residential development, given the relative densities of Griffin and Spalding County. It is significant that this Tertiary Market Area effectively reaches to I-75 to the east, particularly given the drive-time convenience of Highways 16 (directly connecting into the Study Area) and 20 (a relatively-efficient connection via Hwy 19/41).



West Griffin Activity Center market areas

We believe that this approach – which places more significance on the outlying Tertiary Market Area than would be placed on it in markets with greater residential density – more accurately captures the true market potential of the West Griffin Study Area, particularly with respect to retail and residential markets. Specific relevant market areas are defined as follows:

a. Population Characteristics

The purpose of the following section is to describe the population living in the Primary (2 miles), Secondary (2-5 miles) and Tertiary (5-10 miles) market areas of the West Griffin Study Area. It includes an analysis of population growth, race and ethnicity, age distribution and educational attainment. The data source is ESRI, a nationally recognized socioeconomic and demographic information source.

Population Growth: Low-to-moderate population growth is projected in the Study Area as well as its Primary and Secondary Market Areas. This is to be expected in heavily developed areas where (1) industrial and commercial development dominated the first generation of development and (2) fewer developable sites remain.

Of interest regarding future market potential is the much higher rate of growth in the Tertiary Market Area (5-10 miles), projected to be at 2.7% annually over at least the

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EXISTING CONDITIONS

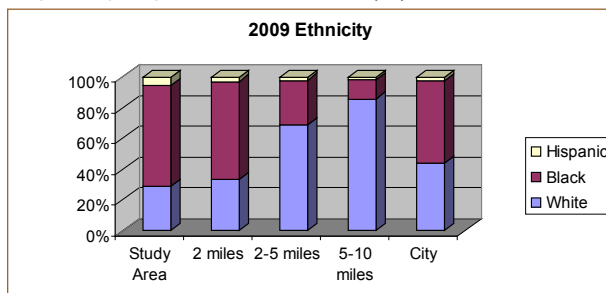
next five years and more likely the next ten. This high rate of growth will provide the majority of the additional 15,500 persons anticipated in the Study Area's combined market areas by 2019.

Age: As a group, Study Area residents are slightly younger than the overall 2-mile Primary Market Area or the City. They are significantly younger, at an average age of 31.5, than the Secondary (38.2) and Tertiary (38.4) market areas.

Unlike any other market segment, the Tertiary (5-10 miles) Market Area is projected to grow significantly older over the next five years, perhaps reflecting the increase in active-seniors housing communities such as Sun City.

Race and Ethnicity: The Study Area is more ethnically diverse than the City overall, where 43.67% of residents identify as white. According to ESRI (Economic and Social Research Institute) estimates, in 2009, 29.2% of Study Area residents identify themselves as white, 65.4% as African American and 5.3% as Hispanic.

The Study Area has a higher proportion of African-American residents than any of its market areas, although that proportion is only slightly higher than the 2-mile Primary Market and does somewhat reflect the City's majority African-American population.



The Secondary and Tertiary markets are significantly more white than black. Given the importance of these markets – particularly the large Tertiary Market 5-10 miles from the Study Area, both commercial and residential development in the West Griffin area will face significant product and price-point challenges in attracting the larger, more affluent outlying markets while maintaining dominant market share of its Primary Market.

Summary Descriptions: Population Characteristics

- **Study Area Population:** In the identified market area, the current year population is 4,619. In 2000, the Census count in the market area was 4,462. The rate of change since 2000 was 0.37% annually. The five-year projection for the population in the market area is 4,667, representing a change of 0.21 percent annually from 2009 to 2014. Currently, the population is 47.7% male and 52.3% female.
- **2-mile Primary Market Area Population:** In the identified market area, the current year population is 21,585. In 2000, the Census count in the market area was 19,988. The rate of change since 2000 was 0.83% annually. The five-year projection for the population in the market area is 22,188, representing a change of 0.55 percent annually from 2009 to 2014. Currently, the population is 47.2 percent male and 52.8 percent female.
- **2-5 mile Secondary Market Area Population:** In the identified market area, the current year population is 24,245. In 2000, the Census count in the market area was 21,978. The rate of change since 2000 was 1.07 percent annually. The five-year projection for the population in the market area is 25,248, representing a change of 0.81 percent annually from 2009 to 2014. Currently, the population is 48.6 percent male and 51.4 percent female.
- **5-10 mile Tertiary Market Area Population:** In the identified market area, the current year population is 39,885. In 2000, the Census count in the market area was 27,905. The rate of change since 2000 was 3.94 percent annually. The five-year projection for the population in the market area is 45,588, representing a change of 2.71 percent annually from 2009 to 2014. Currently, the population is 49.8 percent male and 50.2 percent female.
- **City of Griffin Population:** In the identified market area, the current year population is 24,327. In 2000, the Census count in the market area was 23,451. The rate of change since 2000 was 0.4 percent annually. The five-year projection for the population in the market area is 24,975, representing a change of 0.53 percent annually from 2009 to 2014. Currently, the population is 47.5 percent male and 52.5 percent female.

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Population table

Population	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	4,462	19,988	21,978	27,905	23,451
2009	4,619	21,585	24,245	39,885	24,327
2014	4,667	22,188	25,248	45,588	24,975
2000-09 Annual Growth	0.37%	0.83%	1.07%	3.9%	0.40%
2009-14 Annual Growth	0.21%	0.55%	0.81%	2.7%	0.53%
2009-14 Net Growth	48	603	1,003	5,703	648
2019	4,716	22,805	26,287	52,109	25,644
2014-19 Net Growth	49	617	1,039	6,521	669
2009-19 Net Growth	97	1,220	2,042	12,224	1,317

Median age table

Median Age	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2009	31.5	32.5	38.2	38.4	34.9
2014	31.6	32.6	38.8	39.4	34.9

Ethnicity table

Ethnicity: 2009	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
White only	29.2%	33.2%	67.9%	85.0%	43.6%
Black only	65.4%	62.7%	28.8%	12.4%	52.6%
Hispanic origin	5.3%	2.9%	2.1%	1.7%	2.8%
Ethnicity: 2014					
White only	25.6%	29.4%	64.5%	82.6%	40.6%
Black only	68.1%	65.9%	31.5%	14.4%	55.0%
Hispanic origin	6.1%	3.4%	2.6%	2.1%	3.2%

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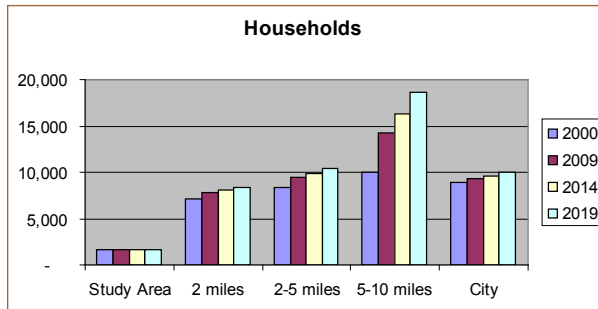
EXISTING CONDITIONS

b. Household Characteristics

As with population growth, the outlying markets – particularly the Tertiary Market – represent the future with respect to market growth in “rooftops,” which especially reflect retail potential, including potential patrons of cultural and entertainment venues.

Summary Descriptions: Household Characteristics

- **Study Area Households:** The household count in this market area has changed from 1,590 in 2000 to 1,642 in the current year, a change of 0.35 percent annually. The five-year projection of households is 1,662, a change of 0.24 percent annually from the current year total. Average household size is currently 2.77, compared to 2.77 in the year 2000. The number of families in the current year is 1,009 in the market area.



- **2-mile Primary Market Area Households:** The household count in this market area has changed from 7,178 in 2000 to 7,788 in the current year, a change of 0.89 percent annually. The five-year projection of households is 8,038, a change of

0.63 percent annually from the current year total. Average household size is currently 2.77, compared to 2.78 in the year 2000. The number of families in the current year is 5,115 in the market area.

- **2-5 mile Secondary Market Area Households:** The household count in this market area has changed from 8,411 in 2000 to 9,426 in the current year, a change of 1.24 percent annually. The five-year projection of households is 9,878, a change of 0.94 percent annually from the current year total. Average household size is currently 2.57, compared to 2.61 in the year 2000. The number of families in the current year is 6,693 in the market area.
- **5-10 mile Tertiary Market Area Households:** The household count in this market area has changed from 10,007 in 2000 to 14,273 in the current year, a change of 3.91 percent annually. The five-year projection of households is 16,309, a change of 2.7 percent annually from the current year total. Average household size is currently 2.79, compared to 2.79 in the year 2000. The number of families in the current year is 11,130 in the market area.
- **City of Griffin Households:** The household count in this market area has changed from 8,876 in 2000 to 9,309 in the current year, a change of 0.52 percent annually. The five-year projection of households is 9,619, a change of 0.66 percent annually from the current year total. Average household size is currently 2.54, compared to 2.60 in the year 2000. The number of families in the current year is 6,110 in the market area.

Households table

Households	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	1,590	7,178	8,411	10,007	8,876
2009	1,642	7,788	9,426	14,273	9,309
2014	1,662	8,038	9,878	16,309	9,619
2000-09 Annual Growth	0.35%	0.89%	1.24%	3.91%	0.52%
2009-14 Annual Growth	0.24%	0.63%	0.94%	2.70%	0.66%
2009-14 Net Growth	20	250	452	2,036	310
2019	1,682	8,294	10,351	18,633	9,941
2014-19 Net Growth	20	256	473	2,324	322
2009-19 Net Growth	40	506	925	4,360	632

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EXISTING CONDITIONS

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C. Housing Tenure and Value Characteristics

While there are slightly more new housing units than new households (above) projected in all submarkets over the next ten years, the number of new housing units generally reflects the growth in households projected above in “Household Characteristics.” As with new household formation, the pace of construction of new housing units is projected to be relatively slow in all submarkets – as well as the City overall – except for the Tertiary market area between five and ten miles from the Study Area. In that market, both the annual rate of growth and the overall number of new units projected for that submarket over the next five-to-ten years are projected to be substantial even though the basic economic slowdown has significantly slowed the projected rate of growth in that submarket from 4.40% annually in the period 2000-09 to 2.69% in the 2009-19 period.

The level of vacancies in housing units has risen sharply from 2000 to 2009 in all submarkets. In at least the Secondary and Tertiary markets and possibly the City overall, the greatest portion of that surge no doubt occurred during the past 24 months as the momentum of new residential construction continued to add housing units to existing supply for at least six months after demand had dramatically slowed in the 3rd and 4th quarters of 2007.

There was new housing construction in the Study Area itself and in the overall 2-mile Primary Market, and the same addition to supply months after demand had effectively dried up probably contributed significantly to the vacancy levels in those two submarkets. In addition, however, those respective vacancy levels may also have been driven in part by the abandonment of existing units for whatever reason – e.g. structural deterioration, owner financial difficulties, generational/family factors.

Housing units table

Housing Units	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	1,754	7,849	8,899	10,639	9,636
2009	1,892	8,874	10,340	15,677	10,529
2014	1,912	9,157	10,846	17,900	10,879
2000-09 Annual Growth	0.85%	1.37%	1.68%	4.40%	0.99%
2009-14 Annual Growth	0.21%	0.63%	0.96%	2.69%	0.66%
2009-14 Net Growth	20	283	506	2,223	350
2019	1,932	9,449	11,377	20,441	11,243
2014-19 Net Growth	20	292	531	2,541	364
2009-19 Net Growth	40	575	1,037	4,764	714

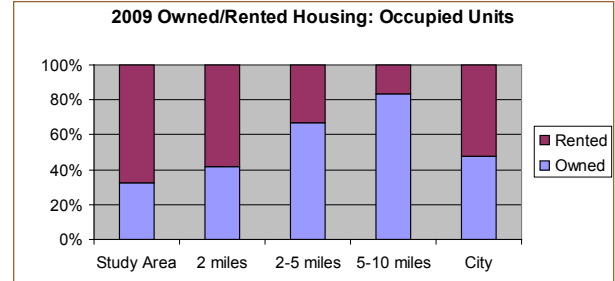
Housing units - 2009 table

Housing Units: 2009	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
Owner Occupied Units	530	3,230	6,287	11,899	4,454
Renter Occupied Units	1,112	4,561	3,143	2,367	4,854
Vacant Units	250	1,083	910	1,411	1,221
Owner Occupied Units	28.0%	36.4%	60.8%	75.9%	42.3%
Renter Occupied Units	58.8%	51.4%	30.4%	15.1%	46.1%
Vacant Units	13.2%	12.2%	8.8%	9.0%	11.6%

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Looking only at occupied housing units, one can more accurately identify the “own-or-rent” housing preferences within each submarket. Admittedly, “preference” with respect to renters may be more of a financial necessity than a true choice. Nonetheless, the preferences shown in the occupied-housing data probably gives a reasonably good indication of the type of new housing development – owned or rented – that would be acceptable in each submarket.



At this point in time, indications are that the potential residential market for the Study Area and, to a slightly lesser extent, lies more in rental housing than owner-occupied housing.

Occupied housing units table

Occupied Housing Unit	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2009 Owned	32.3%	41.5%	66.7%	83.4%	47.9%
2014 Owned	31.8%	41.4%	66.0%	83.9%	47.2%
2009 Rented	67.7%	58.5%	33.3%	16.6%	52.1%
2014 Rented	68.2%	58.6%	34.0%	16.1%	52.8%

Household size table

Household size	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	2.81	2.78	2.61	2.79	2.64
2009	2.81	2.77	2.57	2.79	2.61
2014	2.81	2.76	2.56	2.80	2.60

Median home value table

Median Home Value	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	\$56,875	\$73,558	\$94,307	\$92,066	\$89,936
2009	\$65,417	\$82,125	\$106,257	\$109,293	\$102,308
2014	\$70,233	\$87,702	\$112,022	\$117,489	\$108,801
2000-09 Annual Growth	1.57%	1.23%	1.33%	1.92%	1.44%
2009-14 Annual Growth	1.43%	1.32%	1.06%	1.46%	1.24%
2009-14 Net Growth	7.4%	6.8%	5.4%	7.5%	6.3%
2019	\$75,400	\$93,645	\$118,086	\$126,320	\$115,716
2014-19 Net Growth	\$5,167	\$5,943	\$6,064	\$8,831	\$6,915
2009-19 Net Growth	\$9,983	\$11,520	\$11,829	\$17,027	\$13,408

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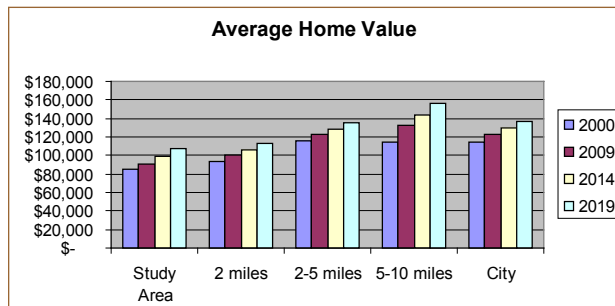
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Median home values within the Study Area are significantly below those of the City (64%), Secondary (62%) or Tertiary (60%) markets. They are slightly better as compared to those within the Primary Market (80%), but values clearly lag in comparison to any of its potential markets. Median home values are projected to increase over the next ten year at a rate second only to the outlying Tertiary Market but still will remain low in comparison to all of its markets and to the City overall.

Average Home Value may be a better indicator of home values within a community. In this measure, the Study Area fares slightly better than median home values may indicate, and annual growth over the next ten years is projected to be higher than any of its related market areas – including the Tertiary Market – or the City overall.

By 2019, the Average Home Values within the Study Area are projected to rise from 74% of the City to 79%; from 91% of the Primary Market to 95%; and from 74% of the Secondary Market to 79%. It will remain the same 69% of the Tertiary Market as it is now.



Average home value table

Average Home Value	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	\$84,439	\$93,489	\$116,138	\$113,946	\$114,053
2009	\$91,054	\$99,777	\$122,923	\$132,592	\$122,719
2014	\$98,949	\$106,407	\$129,022	\$143,799	\$129,315
2000-09 Annual Growth	0.84%	0.73%	0.63%	1.70%	0.82%
2009-14 Annual Growth	1.68%	1.29%	0.97%	1.64%	1.05%
2009-14 Net Growth	8.7%	6.6%	5.0%	8.5%	5.4%
2019	\$107,545	\$113,450	\$135,402	\$155,984	\$136,248
2014-19 Net Growth	\$8,596	\$7,043	\$6,380	\$12,185	\$6,933
2009-19 Net Growth	\$16,491	\$13,673	\$12,479	\$23,392	\$13,529

Summary Descriptions: Housing Tenure and Value Characteristics

- Study Area Housing: Currently, 28.0 percent of the 1,892 housing units in the market area are owner occupied; 58.8 percent, renter occupied; and 13.2 percent are vacant. In 2000, there were 1,754 housing units— 30.2 percent owner occupied, 61.0 percent renter occupied and 8.8 percent vacant. The rate of change in housing units since 2000 is 0.82 percent. Median home value in the market area is \$65,417, compared to a median home value of \$162,279 for the U.S. In five years, median home value is projected to change by 1.43 percent annually to \$70,233. From 2000 to the current year, median home value changed by 1.52 percent annually.
- 2-mile Primary Market Area Housing: Currently, 36.4 percent of the 8,874 housing units in the market area are owner occupied; 51.4 percent, renter occupied; and 12.2 percent are vacant. In 2000, there were 7,849 housing units— 38.7 percent owner occupied, 53.3 percent renter occupied and 8.0 percent vacant. Median home value in the market area is \$82,125, compared to a median home value of \$162,279 for the U.S. In five years, median home value is projected to change by 1.32 percent annually to \$87,702. From 2000 to the current year, median home value changed by 1.23 percent annually.

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EXISTING CONDITIONS

- **2-5 mile Secondary Market Area Housing:** Currently, 60.8 percent of the 10,340 housing units in the market area are owner occupied; 30.4 percent, renter occupied; and 8.8 percent are vacant. In 2000, there were 8,899 housing units— 63.4 percent owner occupied, 30.7 percent renter occupied and 6.0 percent vacant. Median home value in the market area is \$106,257, compared to a median home value of \$162,279 for the U.S. In five years, median home value is projected to change by 1.06 percent annually to \$112,022. From 2000 to the current year, median home value changed by 1.33 percent annually.
- **5-10 mile Tertiary Market Area Housing:** Currently, 75.9 percent of the 15,677 housing units in the market area are owner occupied; 15.1 percent, renter occupied; and 9.0 percent are vacant. In 2000, there were 10,639 housing units— 77.8 percent owner occupied, 16.2 percent renter occupied and 5.9 percent vacant. The rate of change in housing units since 2000 is 4.28 percent. Median home value in the market area is \$109,293, compared to a median home value of \$162,279 for the U.S. In five years, median home value is projected to change by 1.46 percent annually to \$117,489. From 2000 to the current year, median home value changed by 1.87 percent annually.
- **City of Griffin Housing:** Currently, 42.3 percent of the 10,530 housing units in the market area are owner occupied; 46.1 percent, renter occupied; and 11.6 percent are vacant. In 2000, there were 9,636 housing units— 39.6 percent owner occupied, 52.5 percent renter occupied and 7.9 percent

vacant. The rate of change in housing units since 2000 is 0.96 percent. Median home value in the market area is \$102,308, compared to a median home value of \$162,279 for the U.S. In five years, median home value is projected to change by 1.24 percent annually to \$108,801. From 2000 to the current year, median home value changed by 1.4 percent annually.

d. Household Income Characteristics

Median household incomes increase significantly as the Study Area market area expands into its Secondary (2-5 miles) and Tertiary (5-10 miles) market areas. The median household income in the Study Area is \$32,517, or 81 percent of the City’s median income of \$40,227. Median household incomes in the Secondary and Tertiary market areas are \$51,808 and \$54,484 respectively. The projected annual growth in median household income within the Study Area is projected to grow over the next five years at an annual rate of 1.88 percent – higher than the City or any of its associated market areas.

Household incomes in the Study Area are a bit stronger than home values in its related markets or the City overall, indicating that there may be factors other than basic income that are depressing housing values, such as a high number of foreclosures and subsequent below-market-rate sales.

Median household income table

Median Household Income	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	\$25,425	\$27,317	\$40,728	\$44,370	\$30,091
2009	\$32,517	\$35,149	\$51,808	\$54,484	\$40,227
2014	\$35,684	\$38,281	\$54,385	\$55,916	\$43,603
2000-09 Annual Growth	2.77%	2.76%	2.64%	2.24%	3.28%
2009-14 Annual Growth	1.88%	1.72%	0.98%	0.52%	1.62%
2009-14 Net Growth	9.7%	8.9%	5.0%	2.6%	8.4%
2019	\$39,167	\$41,688	\$57,103	\$57,385	\$47,251
2014-19 Net Growth	\$3,483	\$3,407	\$2,718	\$1,469	\$3,648
2009-19 Net Growth	\$6,650	\$6,539	\$5,295	\$2,901	\$7,024

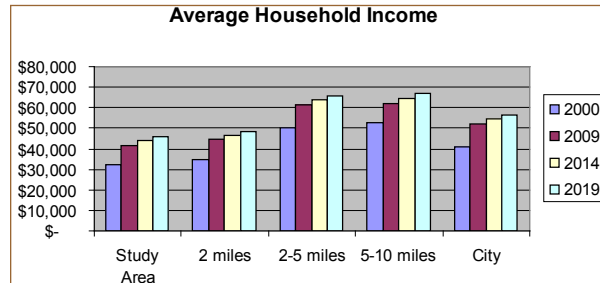
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Median Household Income in the Study Area is 93% of that within its Primary Market Area, and 81% of the City overall. However, it is only 63% of its Secondary Market and 60% of its Tertiary Market. As in several other income- and value-related categories, the rate of annual increase in median household income is projected to be significantly higher than in any other market area. By 2019, median household income within the Study Area should be \$39,167, which is a substantial increase of \$6,650 per household over that ten-year period.

Average household income, a better indicator of potential market strength, rises in the Study Area and each of the market areas. As with median household income, the Study Area's projected growth in average household income is higher than any of its market areas, with a projected annual increase of 1.06 percent.



Per Capita Income rises at a greater rate than in any of its related markets and the City overall, although its actual dollar increase over the next ten years is projected to be less – but not substantially so – than any of those markets.

Generally, household income characteristics – particularly when combined with household values – indicate reasonably-strong growth in the Study Area. The problem remains, however, that this growth is built upon

Average household income table

Average Household Income	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	\$32,395	\$34,478	\$50,437	\$52,659	\$40,645
2009	\$41,482	\$44,433	\$61,599	\$61,724	\$52,169
2014	\$43,735	\$46,477	\$63,696	\$64,314	\$54,375
2000-09 Annual Growth	2.71%	2.78%	2.18%	1.73%	2.74%
2009-14 Annual Growth	1.06%	0.90%	0.67%	0.83%	0.83%
2009-14 Net Growth	5.4%	4.6%	3.4%	4.2%	4.2%
2019	\$46,103	\$48,606	\$65,859	\$67,028	\$56,669
2014-19 Net Growth	\$2,368	\$2,129	\$2,163	\$2,714	\$2,294
2009-19 Net Growth	\$4,621	\$4,173	\$4,260	\$5,304	\$4,500

Per capita income table

Per Capita Income	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
2000	\$12,105	\$12,880	\$19,242	\$19,092	\$15,563
2009	\$15,527	\$16,707	\$23,844	\$22,088	\$20,076
2014	\$16,372	\$17,575	\$24,813	\$23,008	\$21,061
2000-09 Annual Growth	2.73%	2.85%	2.35%	1.59%	2.79%
2009-14 Annual Growth	1.07%	1.02%	0.80%	0.82%	0.96%
2009-14 Net Growth	5.4%	5.2%	4.1%	4.2%	4.9%
2019	\$17,267	\$18,490	\$25,822	\$23,967	\$22,092
2014-19 Net Growth	\$895	\$915	\$1,009	\$959	\$1,031
2009-19 Net Growth	\$1,740	\$1,783	\$1,978	\$1,879	\$2,016

a significantly lower starting point. Nor is it clear that the growth will occur evenly throughout the residential community.

Summary Descriptions: Household Income Characteristics

- Study Area Households by Income: Current median household income is \$32,517 in the market area, compared to \$54,719 for all U.S. households. Median household income is projected to be \$35,684 in five years. In 2000, median household income was \$25,425, compared to \$17,909 in 1990. Current average household income is \$41,482 in this market area, compared to \$71,437 for all U.S. households. Average household income is projected to be \$43,735 in five years. In 2000, average household income was \$32,395, compared to \$21,690 in 1990. Current per capita income is \$15,527 in the market area, compared to the U.S. per capita income of \$27,277. The per capita income is projected to be \$16,372 in five years. In 2000, the per capita income was \$12,105, compared to \$8,549 in 1990.
- 2-mile Primary Market Area Households by Income: Current median household income is \$35,149 in the market area, compared to \$54,719 for all U.S. households. Median household income is projected to be \$38,281 in five years. In 2000, median household income was \$27,317. Current average household income is \$44,433 in this market area, compared to \$71,437 for all U.S. households. Average household income is projected to be \$46,477 in five years. In 2000, average household income was \$34,478. Current per capita income is \$16,707 in the market area, compared to the U.S. per capita income of \$27,277. The per capita income is projected to be \$17,575 in five years. In 2000, the per capita income was \$12,880.
- 2-5 mile Secondary Market Area Households by Income: Current median household income is \$51,808 in the market area, compared to \$54,719 for all U.S. households. Median household income is projected to be \$54,385 in five years. In 2000, median household income was \$40,728. Current average household income is \$61,599 in this market area, compared to \$71,437 for all U.S. households. Average household income is projected to be \$63,696 in five years. In 2000, average household income was \$50,437. Current per capita income is \$23,844 in the market area, compared to the U.S. per capita income of \$27,277. The per capita income is projected to be \$24,813 in five years. In 2000, the per capita income was \$19,242.
- 5-10 mile Tertiary Market Area Households by Income: Current median household income is \$54,484 in the market area, compared to \$54,719 for all U.S. households. Median household income is projected to be \$55,916 in five years. In 2000, median household income was \$44,370, compared to \$31,707 in 1990. Current average household income is \$61,724 in this market area, compared to \$71,437 for all U.S. households. Average household income is projected to be \$64,314 in five years. In 2000, average household income was \$52,659, compared to \$34,926 in 1990. Current per capita income is \$22,088 in the market area, compared to the U.S. per capita income of \$27,277. The per capita income is projected to be \$23,008 in five years. In 2000, the per capita income was \$19,092, compared to \$11,993 in 1990.
- City of Griffin Households by Income: Current median household income is \$40,227 in the market area, compared to \$54,719 for all U.S. households. Median household income is projected to be \$43,603 in five years. In 2000, median household income was \$30,091, compared to \$21,785 in 1990. Current average household income is \$52,169 in this market area, compared to \$71,437 for all U.S. households. Average household income is projected to be \$54,375 in five years. In 2000, average household income was \$40,645, compared to \$28,474 in 1990. Current per capita income is \$20,076 in the market area, compared to the U.S. per capita income of \$27,277. The per capita income is projected to be \$21,061 in five years. In 2000, the per capita income was \$15,563, compared to \$10,695 in 1990.

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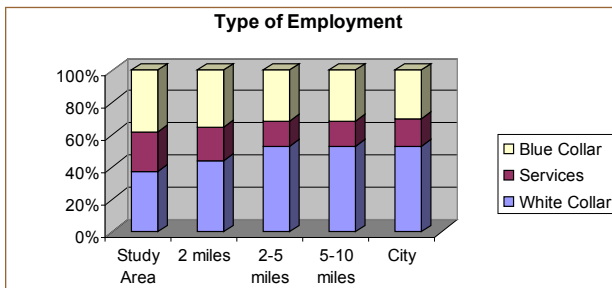
EXISTING CONDITIONS

2

e. Employment Characteristics

While the Study Area is transitioning from its original identity and actual function as a mill community, it still retains an employment profile that is significantly less white-collar and more blue-collar in the types of work that they do than the City overall or any of the Study Area's related market areas.

With respect to the industries in which residents of each area work, the following breakdown indicates the same high proportion of residents working within service industries, although at a level similar to those in the City and related markets. The "Services" industries definition may be misleading, however. Perhaps more reflective of employment characteristics and skills of the residents of each area are those percentages in FIRE (Financial, Insurance and Real Estate), Manufacturing, TCU and Government.



Employment table

Employment	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
White Collar	37.2%	43.9%	53.0%	53.0%	52.8%
Services	24.9%	21.2%	15.8%	15.8%	17.3%
Blue Collar	37.9%	34.9%	31.2%	31.2%	30.0%

Employment by industry table

Employment by Industry	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
Construction	10.2%	9.4%	9.5%	12.1%	8.1%
Manufacturing	21.6%	18.1%	12.1%	10.7%	15.8%
TCU	4.2%	7.0%	7.7%	11.5%	5.7%
Wholesale	0.9%	1.9%	3.0%	3.2%	2.1%
Retail	15.5%	13.6%	13.9%	12.4%	14.4%
FIRE	2.6%	4.6%	6.9%	6.0%	6.1%
Services	39.3%	39.6%	40.3%	37.3%	41.0%
Government	2.6%	4.9%	5.6%	6.2%	4.6%
TOTAL	1,592	7,344	9,712	16,613	8,612
Construction	162	690	923	2,010	698
Manufacturing	344	1,329	1,175	1,778	1,361
TCU	67	514	748	1,910	491
Wholesale	14	140	291	532	181
Retail	247	999	1,350	2,060	1,240
FIRE	41	338	670	997	525
Services	626	2,908	3,914	6,197	3,531
Government	41	360	544	1,030	396

Summary Descriptions: Employment Characteristics

- Study Area Population by Employment

Total Businesses	389
Total Employees	2,965

Currently, 77.6 percent of the civilian labor force in the identified market area is employed and 22.4 percent are unemployed. In comparison, 89.4 percent of the U.S. civilian labor force is employed, and 10.6 percent are unemployed. In five years the rate of employment in the market area will be 84.6 percent of the civilian labor force, and unemployment will be 15.4 percent. The percentage of the U.S. civilian labor force that will be employed in five years is 92.9 percent, and 7.1 percent will be unemployed. In 2000, 59.5 percent of the population aged 16 years or older in the market area participated in the labor force, and 0.0 percent were in the Armed Forces. In the current year, the occupational distribution of the employed population is:

- ✓ 37.2 percent in white collar jobs (compared to 61.5 percent of U.S. employment)
- ✓ 24.9 percent in service jobs (compared to 17.1 percent of U.S. employment)
- ✓ 37.9 percent in blue collar jobs (compared to 21.4 percent of U.S. employment)

In 2000, 57.1 percent of the market area population drove alone to work, and 0.5 percent worked at home. The average travel time to work in 2000 was 24.9 minutes in the market area, compared to the U.S. average of 25.5 minutes.

- 2-mile Primary Market Area Population by Employment

Total Businesses	1,109
Total Employees	11,229

Currently, 79.6 percent of the civilian labor force in the identified market area is employed and 20.4 percent are unemployed. In comparison, 89.4 percent of the U.S. civilian labor force is employed, and 10.6 percent are unemployed. In five years the rate of employment in the market area will be 86.2 percent of the civilian labor force, and unemployment will be 13.8 percent. The percentage of the U.S. civilian labor force that will be employed in five years is 92.9 percent, and 7.1 percent will be unemployed. In 2000, 57.3 percent of the population aged 16 years or older in the market area

participated in the labor force. In the current year, the occupational distribution of the employed population is:

- ✓ 43.9 percent in white collar jobs (compared to 61.5 percent of U.S. employment)
- ✓ 21.2 percent in service jobs (compared to 17.1 percent of U.S. employment)
- ✓ 34.9 percent in blue collar jobs (compared to 21.4 percent of U.S. employment)

In 2000, 66.3 percent of the market area population drove alone to work, and 0.9 percent worked at home. The average travel time to work in 2000 was 25.3 minutes in the market area, compared to the U.S. average of 25.5 minutes.

- 2-5 mile Secondary Market Area Population by Employment

Total Businesses	692
Total Employees	8,698

Currently, 85.9 percent of the civilian labor force in the identified market area is employed and 14.1 percent are unemployed. In comparison, 89.4 percent of the U.S. civilian labor force is employed, and 10.6 percent are unemployed. In five years the rate of employment in the market area will be 90.7 percent of the civilian labor force, and unemployment will be 9.3 percent. The percentage of the U.S. civilian labor force that will be employed in five years is 92.9 percent, and 7.1 percent will be unemployed. In 2000, 61.7 percent of the population aged 16 years or older in the market area participated in the labor force, and 0.1 percent were in the Armed Forces. In the current year, the occupational distribution of the employed population is:

- ✓ 53.0 percent in white collar jobs (compared to 61.5 percent of U.S. employment)
- ✓ 15.8 percent in service jobs (compared to 17.1 percent of U.S. employment)
- ✓ 31.2 percent in blue collar jobs (compared to 21.4 percent of U.S. employment)

In 2000, 78.7 percent of the market area population drove alone to work, and 1.7 percent worked at home. The average travel time to work in 2000 was 25.8 minutes in the market area, compared to the U.S. average of 25.5 minutes.

West Griffin Activity Center LCI Study EXISTING CONDITIONS

2

- 5-10 mile Tertiary Market Area Population by Employment

Total Businesses	602
Total Employees	3,741

Currently, 89.3 percent of the civilian labor force in the identified market area is employed and 10.7 percent are unemployed. In comparison, 89.4 percent of the U.S. civilian labor force is employed, and 10.6 percent are unemployed. In five years the rate of employment in the market area will be 93.0 percent of the civilian labor force, and unemployment will be 7.0 percent. The percentage of the U.S. civilian labor force that will be employed in five years is 92.9 percent, and 7.1 percent will be unemployed. In 2000, 67.3 percent of the population aged 16 years or older in the market area participated in the labor force, and 0.0 percent were in the Armed Forces. In the current year, the occupational distribution of the employed population is:

- ✓ 51.9 percent in white collar jobs (compared to 61.5 percent of U.S. employment)
- ✓ 14.8 percent in service jobs (compared to 17.1 percent of U.S. employment)
- ✓ 33.3 percent in blue collar jobs (compared to 21.4 percent of U.S. employment)

In 2000, 81.4 percent of the market area population drove alone to work, and 1.3 percent worked at home. The average travel time to work in 2000 was 31.3 minutes in the market area, compared to the U.S. average of 25.5 minutes.

- City of Griffin Population by Employment

Total Businesses	1,411
Total Employees	14,731

Currently, 81.8 percent of the civilian labor force in the identified market area is employed and 18.2 percent are unemployed. In comparison, 89.4 percent of the U.S. civilian labor force is employed, and 10.6 percent are unemployed. In five years the rate of employment in the market area will be 87.8 percent of the civilian labor force, and unemployment will be 12.2 percent. The percentage of the U.S. civilian labor force that will be employed in five years is 92.9 percent, and 7.1 percent will be unemployed. In 2000, 57.2 percent of the population aged 16 years or older in the market area participated in the labor force, and 0.1 percent were in

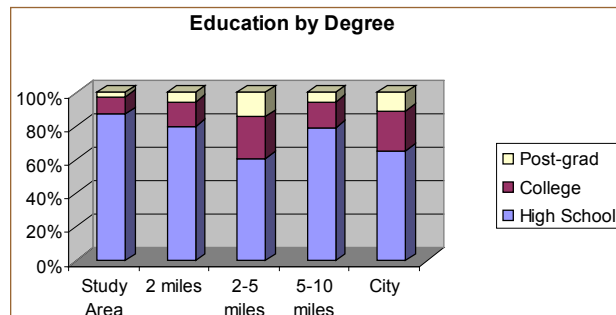
the Armed Forces. In the current year, the occupational distribution of the employed population is:

- ✓ 52.8 percent in white collar jobs (compared to 61.5 percent of U.S. employment)
- ✓ 17.3 percent in service jobs (compared to 17.1 percent of U.S. employment)
- ✓ 30.0 percent in blue collar jobs (compared to 21.4 percent of U.S. employment)

In 2000, 68.6 percent of the market area population drove alone to work, and 0.9 percent worked at home. The average travel time to work in 2000 was 23.4 minutes in the market area, compared to the U.S. average of 25.5 minutes.

f. Education Characteristics

The “education gap” between Study Area residents and residents in its related market areas and the City overall is apparently in the relatively high proportion of residents with only a high school degree (42%) and low percentages with 4-year college degrees or advanced degrees. Surprisingly, the Secondary Market and City overall show educational attainment strength that one might have expected in the more-affluent Tertiary Market.



Summary Descriptions: Education Characteristics

- Study Area Population by Education: In 2009, the educational attainment of the population aged 25 years or older in the market area was distributed as follows:
 - ✓ 39.1 percent had not earned a high school diploma (16.2 percent in the U.S.)
 - ✓ 42.0 percent were high school graduates only (29.8 percent in the U.S.)
 - ✓ 2.7 percent had completed an Associate degree (7.2 percent in the U.S.)

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

- ✓ 4.9 percent had a Bachelor’s degree (17.0 percent in the U.S.)
- ✓ 1.3 percent had earned a Master’s/ Professional/Doctorate Degree (9.8 percent in the U.S.)
- 2-mile Primary Market Area Population by Education: In 2009, the educational attainment of the population aged 25 years or older in the market area was distributed as follows:
 - ✓ 34.9 percent had not earned a high school diploma (16.2 percent in the U.S.)
 - ✓ 38.2 percent were high school graduates only (29.8 percent in the U.S.)
 - ✓ 3.9 percent had completed an Associate degree (7.2 percent in the U.S.)
 - ✓ 7.0 percent had a Bachelor’s degree (17.0 percent in the U.S.)
 - ✓ 2.6 percent had earned a Master’s/ Professional/Doctorate Degree (9.8 percent in the U.S.)
- 2-5 mile Secondary Market Area Population by Education: In 2009, the educational attainment of the population aged 25 years or older in the market area was distributed as follows:
 - ✓ 22.8 percent had not earned a high school diploma (16.2 percent in the U.S.)
 - ✓ 32.5 percent were high school graduates only (29.8 percent in the U.S.)
 - ✓ 5.7 percent had completed an Associate degree (7.2 percent in the U.S.)
 - ✓ 13.3 percent had a Bachelor’s degree (17.0 percent in the U.S.)
 - ✓ 7.7 percent had earned a Master’s/ Professional/Doctorate Degree (9.8 percent in the U.S.)
- 5-10 mile Tertiary Market Area Population by Education: In 2009, the educational attainment of the population aged 25 years or older in the market area was distributed as follows:
 - ✓ 21.8 percent had not earned a high school diploma (16.2 percent in the U.S.)
 - ✓ 42.7 percent were high school graduates only (29.8 percent in the U.S.)
 - ✓ 6.0 percent had completed an Associate degree (7.2 percent in the U.S.)
 - ✓ 8.1 percent had a Bachelor’s degree (17.0 percent in the U.S.) percent had earned a Master’s/Professional/Doctorate Degree (9.8 percent in the U.S.)
- City of Griffin Population by Education: In 2009, the educational attainment of the population aged 25 years or older in the market area was distributed as follows:
 - ✓ 29.8 percent had not earned a high school diploma (16.2 percent in the U.S.)
 - ✓ 33.2 percent were high school graduates only (29.8 percent in the U.S.)
 - ✓ 4.4 percent had completed an Associate degree (7.2 percent in the U.S.)
 - ✓ 12.1 percent had a Bachelor’s degree (17.0 percent in the U.S.) percent had earned a Master’s/Professional/Doctorate Degree (9.8 percent in the U.S.)

Education attainment table

Education Attainment	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
High School Graduate	42.0%	38.2%	32.5%	42.7%	33.2%
4-yr College Degree	4.9%	7.0%	13.3%	8.1%	12.1%
Advanced Degree	1.3%	2.6%	7.7%	3.1%	5.5%

9. Summary of Demographic Profile

Key Factors in Study Area Market Potential

- Population

Low-to-moderate population growth is projected in the Study Area as well as its Primary and Secondary Market Areas.

Of interest regarding future market potential is the much higher rate of growth in the Tertiary Market Area (5-10 miles), projected to be at 2.7% annually over at least the next five years and more likely the next ten.

Future market potential is the much higher rate of growth in the Tertiary Market Area (5-10 miles), projected to be at 2.7% annually over at least the next five years and more likely the next ten.

The Study Area has a higher proportion of African-American residents than any of its market areas, although that proportion is only slightly higher than the 2-mile Primary Market and does somewhat reflect the City’s majority African-American population.

The Secondary and Tertiary markets are significantly more white than black. Given the importance of these markets – particularly the large Tertiary Market 5-10 miles from the Study Area, both commercial and residential development in the West Griffin area will face significant product and price-point challenges in attracting the larger, more affluent outlying markets while maintaining dominant market share of its Primary Market.

- Households

As with population growth, the outlying markets – particularly the Tertiary Market – represent the future with respect to market growth in “rooftops,” which especially reflect retail potential, including potential patrons of cultural and entertainment venues.

As with new household formation, the pace of construction of new housing units is projected to be relatively slow in all submarkets – as well as the City overall – except for the Tertiary market area between five and ten miles from the Study Area. In that market, both the annual rate of growth and the overall number of new units projected for that submarket over the next five-to-ten years are projected to be substantial

- Housing Preference

At this point in time, indications are that the potential residential market for the Study Area and, to a slightly lesser extent, lies more in rental housing than owner-occupied housing.

- Home Values

Median home values within the Study Area are significantly below those of the City (64%), Secondary (62%) or Tertiary (60%) markets. They are slightly better as compared to those within the Primary Market (80%), but values clearly lag in comparison to any of its potential markets. Median home values are projected to increase over the next ten year at a rate second only to the outlying Tertiary Market but still will remain low in comparison to all of its markets and to the City overall.

Average Home Value may be a better indicator of home values within a community. In this measure, the Study Area fares slightly better than median home values may indicate, and annual growth over the next ten years is projected to be higher than any of its related market areas – including the Tertiary Market – or the City overall.

By 2019, the Average Home Values within the Study Area are projected to rise from 74% of the City to 79%; from 91% of the Primary Market to 95%; and from 74% of the Secondary Market to 79%. It will remain the same 69% of the Tertiary Market as it is now.

- Household Income

Household incomes in the Study Area are a bit stronger than home values in its related markets or the City overall, indicating that there may be factors other than basic income that are depressing housing values, such as a high number of foreclosures and subsequent below-market-rate sales.

Median Household Income in the Study Area is 93% of that within its Primary Market Area, and 81% of the City overall. However, it is only 63% of its Secondary Market and 60% of its Tertiary Market. As in several other income- and value-related categories, the rate of annual increase in median household income is projected to be significantly higher than in any other market area. By 2019, median household income within the Study Area should be \$39,167, which is a substantial increase of \$6,650 per household over that ten-year period.

Generally, household income characteristics – particularly when combined with household values – indicate reasonably-strong growth in the Study Area. The

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

problem remains, however, that this growth is built upon a significantly lower starting point. Nor is it clear that the growth will occur evenly throughout the residential community.

- Employment

While the Study Area is transitioning from its original identify and actual function as a mill community, it still retains an employment profile that is significantly less white-collar and more blue-collar in the types of work

that they do than the City overall or any of the Study Area’s related market areas.

- Education

The “education gap” between Study Area residents and residents in its related market areas and the City overall is apparently in the relatively high proportion of residents with only a high school degree (42%) and low percentages with 4-year college degrees or advanced degrees.

West Griffin and market area summary profile table

West Griffin and Market Area Summary Profile:	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
Population	4,619	21,585	24,245	39,885	24,327
Households	1,642	7,788	9,426	14,273	9,309
HH Income	\$ 41,482	\$ 44,433	\$ 61,599	\$ 61,724	\$ 52,169
PC Income	\$ 15,527	\$ 16,707	\$ 23,844	\$ 22,088	\$ 20,076
Home Value	\$ 91,054	\$ 99,777	\$ 122,923	\$ 132,592	\$ 122,719
% Owned	32%	42%	67%	83%	48%
% Rented	68%	58%	33%	17%	52%
% Vacant	13.2%	12.2%	8.8%	9.0%	11.6%
% Ethnicity (W / B / H)	29 / 65 / 5	33 / 63 / 3	68 / 29 / 2	85 / 12 / 2	44 / 53 / 3

West Griffin and market area annual percentage growth: 10 year summary profile table

West Griffin and Market Area Annual % Growth: 10 - yr Summary Profile	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
Population	0.21%	0.55%	0.81%	2.70%	0.53%
Households	0.24%	0.63%	0.94%	2.70%	0.66%
HH Income	1.06%	0.90%	0.67%	0.83%	0.83%
PC Income	1.07%	1.02%	0.80%	0.82%	0.96%
Home Value	1.68%	1.29%	0.97%	1.64%	1.05%

West Griffin and market area growth: 10 year summary profile table

West Griffin and Market Area # Growth: 10 - yr Summary Profile	Market Area				
	Study Area	2-mile	2-5 miles	5-10 miles	City
Population	97	1,220	2,042	12,224	1,317
Households	40	506	925	4,306	632
HH Income	\$ 4,621	\$ 4,173	\$ 4,260	\$ 5,304	\$ 4,500
PC Income	\$ 1,740	\$ 1,783	\$ 1,978	\$ 1,879	\$ 2,016
Home Value	\$ 16,491	\$ 13,673	\$ 12,479	\$ 23,392	\$ 13,529

2.8 MARKET CONDITIONS AND TRENDS

Note regarding data sources and submarket definitions:

Submarkets for different types of development – retail, office, industrial, etc. – can be and usually are geographically defined somewhat differently by different data sources. In fact, even the same data source may define submarkets differently. In the retail and office analyses below, CoStar – a recognized leader in real estate data – is a major data source. For both retail and office data, CoStar references (1) the “Metro Atlanta” market and (2) the “South Metro” submarket. For retail, however, the smallest submarket within South Metro that captures conditions within the West Griffin market area is the one defined by CoStar as the “W. Henry/Spalding” submarket. For office, the smallest submarket is “Spalding County” – obviously a smaller geographic area. A second major source of local data is Dorey’s, an Atlanta-based company that publishes separate retail, office and industrial guides on a quarterly basis. Its smallest submarket for retail is “Griffin/Spalding County.” Since it does not incorporate West Henry County into its aggregate data, it probably provides a more-accurate picture of retail conditions and trends in the West Griffin Market Area. On the other hand, Dorey’s smallest office submarket that includes Griffin is its entire “Airport/South Atlanta” market. Its listing of individual office parks and buildings is excellent, but its aggregate data (e.g. vacancy rate, average rent rate) is probably not as localized – and therefore not as accurate – as CoStar’s data with respect to office conditions that impact the West Griffin Market Area.

In this section, the performance of the West Griffin Market Area is examined in terms of several key land uses: retail, office, residential and hotel. There appears to be no reason to examine potential industrial development within the area, although a more-detailed analysis of local market conditions for all these uses, including industrial, is being prepared as part of the Market Demand report. The purpose of this section is to present an overview of the area’s real estate market to serve as the basis for that Market Demand analysis, which will project growth and redevelopment potential within the Study Area and, to a lesser extent, its 2-mile Primary Market area.

A. Retail Market Conditions

Metro Atlanta has undergone – and is still undergoing – the same adverse economic conditions that have been seen throughout the nation over the past two years. Both the South Metro submarket and the West Henry/Spalding County segment of that submarket reflect those metro-wide conditions.

Summary conditions: Total metro Atlanta retail market (mid-year 2009) table

Source: CoStar

Period	Existing Inventory		Vacancy			Net Absorption	Deliveries		UC Inventory		Quoted Rates
	# Blds	Total GLA	Direct SF	Total SF	Vac %		# Blds	Total GLA	# Blds	Total GLA	
2009 2q	15,039	293,152,211	30,121,301	31,645,775	10.8%	(2,016,169)	14	418,647	28	1,321,274	\$15.32
2009 1q	15,025	292,733,564	27,588,188	29,210,959	10.0%	(1,246,611)	34	1,677,567	38	1,425,190	\$15.50
2008 4q	14,991	291,055,997	24,760,655	26,286,781	9.0%	177,239	67	2,050,424	58	2,938,199	\$15.84
2008 3q	14,925	289,008,787	23,404,043	24,416,810	8.4%	332,178	42	1,178,409	112	4,727,590	\$16.01
2008 2q	14,883	287,830,378	22,478,097	23,570,579	8.2%	53,272	52	1,347,551	124	5,458,982	\$15.87
2008 1q	14,832	286,491,385	21,132,314	22,284,858	7.8%	930,856	87	1,586,502	120	4,774,284	\$15.82
2007 4q	14,745	284,904,883	20,639,832	21,629,212	7.6%	426,847	60	1,318,742	154	4,673,637	\$15.69
2007 3q	14,688	283,596,039	19,654,836	20,747,215	7.3%	2,452,286	91	2,027,675	175	4,447,142	\$15.29
2007 2q	14,599	281,590,287	19,991,001	21,193,749	7.5%	573,475	77	1,524,682	201	4,932,054	\$15.31
2007 1q	14,524	280,138,605	19,147,827	20,315,542	7.3%	1,706,632	88	1,607,449	219	5,400,680	\$15.34
2006	14,439	278,543,610	19,152,945	20,427,179	7.3%	8,180,975	342	10,059,595	207	4,740,288	\$14.48
2005	14,104	268,529,083	17,965,172	18,593,627	6.9%	6,471,901	315	9,327,837	216	6,947,485	\$14.02
2004	13,793	259,285,294	15,065,207	15,821,739	6.1%	4,967,448	296	6,885,554	246	8,677,386	\$14.32
2003	13,505	253,110,108	14,039,995	14,614,001	5.8%	5,314,709	285	5,814,134	233	6,464,064	\$13.88
2002	13,220	247,295,974	12,977,540	14,114,576	5.7%	8,224,987	289	7,847,239	236	6,096,894	\$11.39
2001	12,931	239,448,735	13,279,110	14,492,324	6.1%	5,346,643	300	9,204,812	255	8,507,820	\$11.28

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

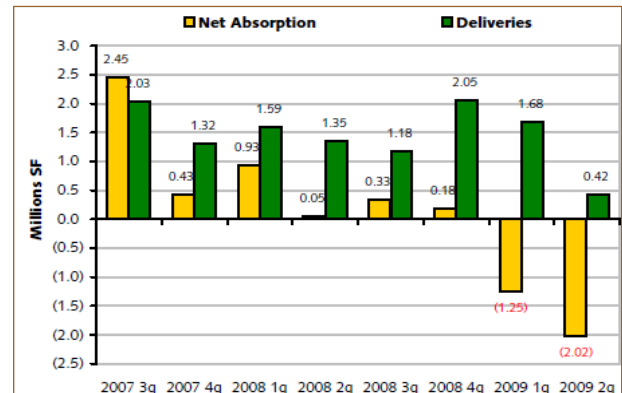
Summary conditions: South metro market table

Source: CoStar

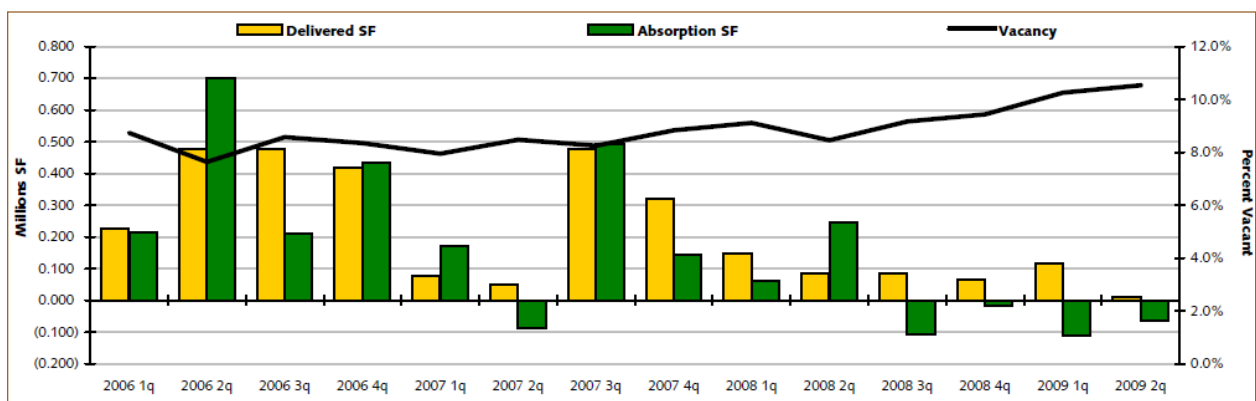
Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2009 2q	1,295	26,396,540	2,781,053	10.5%	(65,816)	1	8,850	3	18,214	\$14.57
2009 1q	1,294	26,387,690	2,706,387	10.3%	(109,961)	7	118,066	4	27,064	\$15.24
2008 4q	1,287	26,269,624	2,478,360	9.4%	(16,706)	8	63,637	8	126,916	\$15.53
2008 3q	1,280	26,209,201	2,401,231	9.2%	(108,516)	10	83,218	16	190,553	\$15.34
2008 2q	1,270	26,125,983	2,209,497	8.5%	246,105	8	83,708	20	208,247	\$15.07
2008 1q	1,262	26,042,275	2,371,894	9.1%	59,945	13	145,570	19	183,318	\$14.79
2007 4q	1,249	25,896,705	2,286,269	8.8%	144,004	10	320,359	19	212,124	\$14.75
2007 3q	1,239	25,576,346	2,109,914	8.2%	493,180	12	477,036	23	465,929	\$14.10
2007 2q	1,227	25,099,310	2,126,058	8.5%	(86,546)	4	47,907	24	825,395	\$14.51
2007 1q	1,223	25,051,403	1,991,605	8.0%	172,590	9	78,973	21	786,166	\$15.18
2006 4q	1,214	24,972,430	2,085,222	8.4%	435,254	9	416,403	20	529,367	\$15.44
2006 3q	1,205	24,556,027	2,104,073	8.6%	210,983	10	477,098	25	710,277	\$14.99
2006 2q	1,195	24,078,929	1,837,958	7.6%	698,759	12	476,757	23	972,701	\$14.15
2006 1q	1,183	23,602,172	2,059,960	8.7%	212,527	12	227,329	27	1,337,447	\$14.78
2005 4q	1,171	23,374,843	2,045,158	8.7%	92,614	5	90,258	30	1,150,800	\$14.68
2005 3q	1,166	23,284,585	2,047,514	8.8%	56,765	3	20,092	24	1,034,380	\$14.73

Existing retail market conditions in the Griffin area reflect the same basic conditions that exist in both the overall Metro Atlanta market and South Metropolitan major submarket. Over the past two years, the retail sector has adjusted to adverse market conditions in the three basic ways that markets everywhere adjust:

1. Deliveries of new retail space have plummeted in response to absorption that slowed dramatically in 2008 and plunged into negative territory in the first half of 2009.



Absorptions and deliveries: Metro Atlanta
Source: CoStar



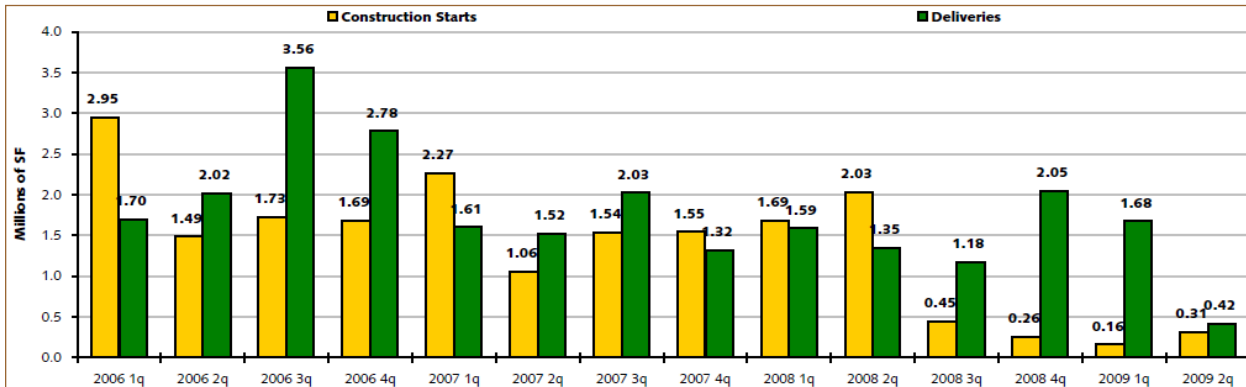
Absorptions and deliveries: South metro
Source: CoStar

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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2. Construction starts have effectively zeroed out. Similar construction trends can be seen in the Summary Conditions table for the South Metro market.

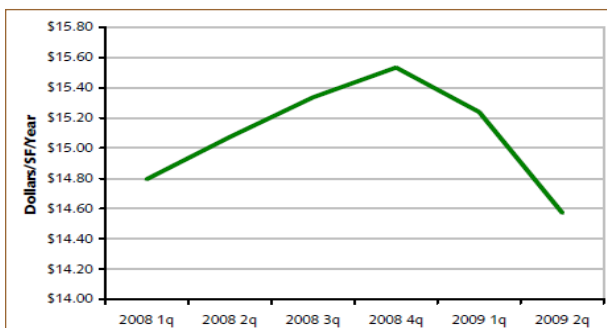


Historical construction starts and deliveries: Metro Atlanta

Source: CoStar

3. Average annual quoted rental rates per square foot have dropped.

In fact, rental rates in the South Metro market have shown a dramatic downward trend that is even more dramatic than that of the overall Metro Atlanta market:



Quoted rental rate trend: South metro market

Source: CoStar

Summary Profile: South Metro Market and W. Henry/Spalding Submarket

With respect to its defined "Griffin/Spalding County" retail submarket, Dorey's Atlanta Retail Space Guide indicated a significantly bleaker vacancy rate of 17.1% (as compared to CoStar's 8.5% rate for its overall "West Henry/Spalding" submarket, although both data sources reported approximately the same existing inventory). Based on site-visit surveys by the LCI Team, it appears that the higher vacancy rate of 17.1% more accurately reflects current conditions in the West Griffin Market

Area itself, which includes the essentially-empty Ellis Crossing – which at 172,500 square feet easily exceeds the reported 117,700 vacant square feet as reported by CoStar.

South metro market and W. Henry/Spalding submarket profile table

Source: CoStar

	South Metro Market	W. Henry/Spalding Submarket
Existing Inventory	26,396,540 SF	1,385,443 SF
Vacant Square Feet	2,781,053 SF	117,728 SF
Vacancy %	10.5 %	8.5 %
YTD Net Absorption	(175,777) SF	15,083 SF
Avg. Quoted Rates/SF/Yr	\$ 14.57	\$ 15.44
Year-to-Date Delivered	126,916 SF	0 SF
Under Construction	18,214 SF	0 SF
Pre-leased (of under construction)	74 %	N/A

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West Griffin Activity Center LCI Study

EXISTING CONDITIONS

Currently, no retail development is underway in the Study Area itself. Area shopping centers include the following:

Retail centers profile table

Retail Center	Leasable SF	Yr Built	Est. Occupancy	Rent/SF (NNN)	Major Anchor
Griffin Crossroads	473,263	2003	98 %	\$ 14.00	Wal-Mart
Spalding Village	235,318	1989	90 %	\$ 12.00 – 14.00	Kroger
North Griffin Square	226,561	1980	97 %	\$ 12.00	Belk
Ellis Crossing	172,547	1986	5 %	\$ 4.00 – 6.00**	
Spalding Square	104,195	2001			
Expressway Village	81,400		60 %	\$ 6.00 – 12.00**	
North Griffin Place	12,150	1987	100%		
North Griffin II	10,617		100%	\$ 10.00	

D. Office Market Conditions

As with the retail sector, Metro Atlanta has undergone – and is still undergoing – the same adverse economic conditions that have been seen throughout the nation over the past two years. Both the South Atlanta submarket and the Spalding County segment of that submarket reflect those metro-wide conditions.

Summary conditions: Total metro Atlanta office market (mid-year 2009) table

Source: CoStar

Period	Existing Inventory		Vacancy			Net Absorption	Deliveries		UC Inventory		Quoted Rates
	# Bids	Total RBA	Direct SF	Total SF	Vac %		# Bids	Total RBA	# Bids	Total RBA	
2009 2q	11,169	268,335,853	39,156,283	42,834,481	16.0%	(1,118,466)	17	962,282	23	3,258,848	\$19.56
2009 1q	11,152	267,373,571	37,503,042	40,753,733	15.2%	(506,527)	28	349,643	35	4,079,812	\$20.05
2008 4q	11,125	267,037,397	36,545,536	39,911,032	14.9%	99,620	35	1,313,150	59	4,360,619	\$20.38
2008 3q	11,090	265,724,247	35,587,294	38,697,502	14.6%	(155,756)	35	616,903	88	5,490,190	\$20.46
2008 2q	11,055	265,107,344	35,057,535	37,924,843	14.3%	366,570	28	1,564,831	110	5,826,611	\$20.50
2008 1q	11,027	263,542,513	33,928,022	36,726,582	13.9%	(111,858)	63	814,092	108	6,925,991	\$20.57
2007	10,979	262,937,732	33,610,613	36,009,943	13.7%	3,722,779	284	5,898,683	138	6,695,588	\$20.27
2006	10,708	257,613,069	32,388,165	34,408,059	13.4%	5,075,410	219	4,361,976	232	6,220,869	\$18.78
2005	10,492	253,471,170	32,582,080	35,341,570	13.9%	5,214,761	207	3,671,829	180	5,716,627	\$18.45
2004	10,293	250,156,985	33,800,335	37,242,146	14.9%	5,035,064	197	2,762,510	166	4,226,907	\$18.07
2003	10,104	247,776,767	35,168,555	39,896,992	16.1%	1,942,530	149	4,102,901	135	3,144,515	\$18.16
2002	9,958	243,781,672	31,719,185	37,844,427	15.5%	1,160,657	182	6,371,025	121	4,178,055	\$19.00
2001	9,778	237,431,647	27,067,501	32,655,059	13.8%	(87,883)	270	11,414,503	162	8,148,302	\$20.00
2000	9,513	226,143,998	18,305,377	21,279,527	9.4%	9,010,915	312	9,596,691	240	13,924,100	\$19.76
1999	9,203	216,595,307	17,798,534	20,741,751	9.6%	9,320,975	225	11,257,931	289	10,936,793	\$18.98
1998	8,981	205,447,468	18,914,887	18,914,887	9.2%	10,234,524	183	9,377,779	176	9,703,578	\$18.65

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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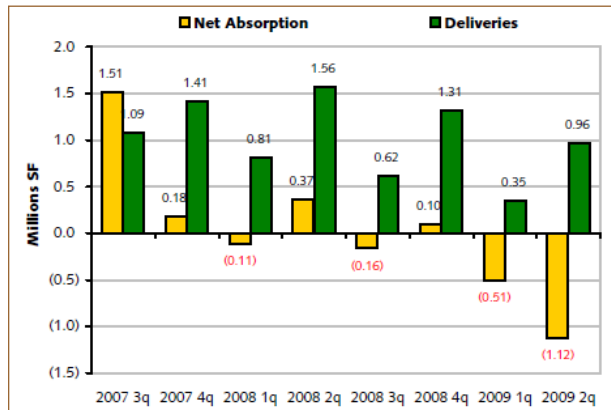
Summary conditions: South metro market table

Source: CoStar

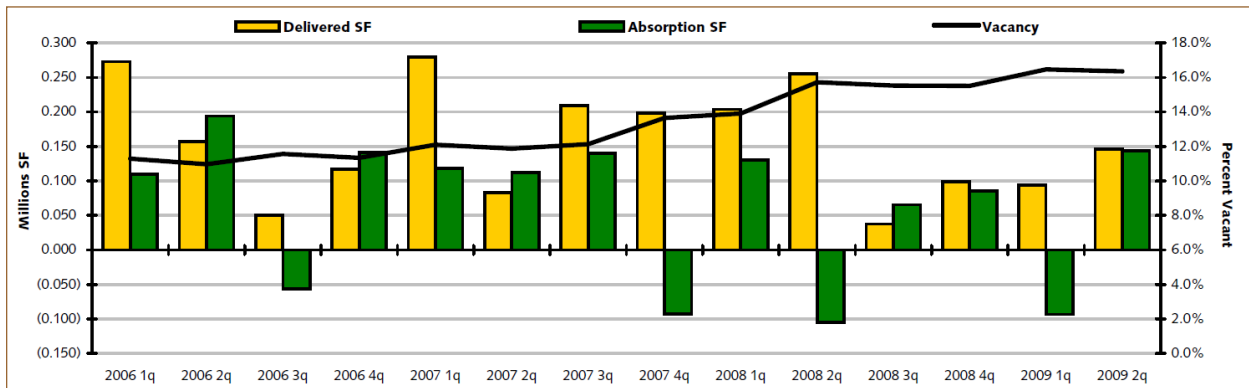
Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2009 2q	1,471	18,351,039	2,999,813	16.3%	143,956	4	145,992	2	188,396	\$17.47
2009 1q	1,467	18,205,047	2,997,777	16.5%	(93,418)	6	94,157	6	334,388	\$17.63
2008 4q	1,461	18,110,890	2,810,202	15.5%	85,648	4	98,900	12	428,545	\$18.30
2008 3q	1,457	18,011,990	2,796,950	15.5%	65,459	5	37,562	15	399,049	\$18.26
2008 2q	1,452	17,974,428	2,824,847	15.7%	(104,523)	6	255,100	18	350,611	\$18.00
2008 1q	1,446	17,719,328	2,465,224	13.9%	130,380	10	203,697	15	364,376	\$17.70
2007 4q	1,436	17,515,631	2,391,907	13.7%	(92,600)	10	198,523	20	491,514	\$17.58
2007 3q	1,426	17,317,108	2,100,784	12.1%	140,245	12	209,550	25	610,872	\$17.63
2007 2q	1,414	17,107,558	2,031,479	11.9%	112,036	8	83,190	31	690,639	\$17.40
2007 1q	1,406	17,024,368	2,060,325	12.1%	117,895	16	279,876	35	736,253	\$17.33
2006 4q	1,390	16,744,492	1,898,344	11.3%	141,614	7	117,144	40	601,368	\$16.14
2006 3q	1,383	16,627,348	1,922,814	11.6%	(56,455)	4	49,981	33	567,140	\$15.91
2006 2q	1,379	16,577,367	1,816,378	11.0%	194,145	6	156,790	30	525,101	\$15.73
2006 1q	1,373	16,420,577	1,853,733	11.3%	109,972	15	272,776	22	487,035	\$15.72
2005 4q	1,358	16,147,801	1,690,929	10.5%	146,551	5	140,414	27	522,407	\$15.59
2005 3q	1,353	16,007,387	1,697,066	10.6%	110,363	7	160,626	27	552,695	\$15.66

As with retail, existing office market conditions in the Griffin area reflect the same basic conditions that exist in both the overall Metro Atlanta market and South Metropolitan major submarket. Over the past two years, the office sector has adjusted to adverse market conditions in the three basic ways that markets everywhere adjust:

1. Deliveries of new office space have plummeted in response to absorption that slowed dramatically in 2008 and plunged into negative territory in the first half of 2009.



Office space absorptions and deliveries: Metro Atlanta
Source: CoStar

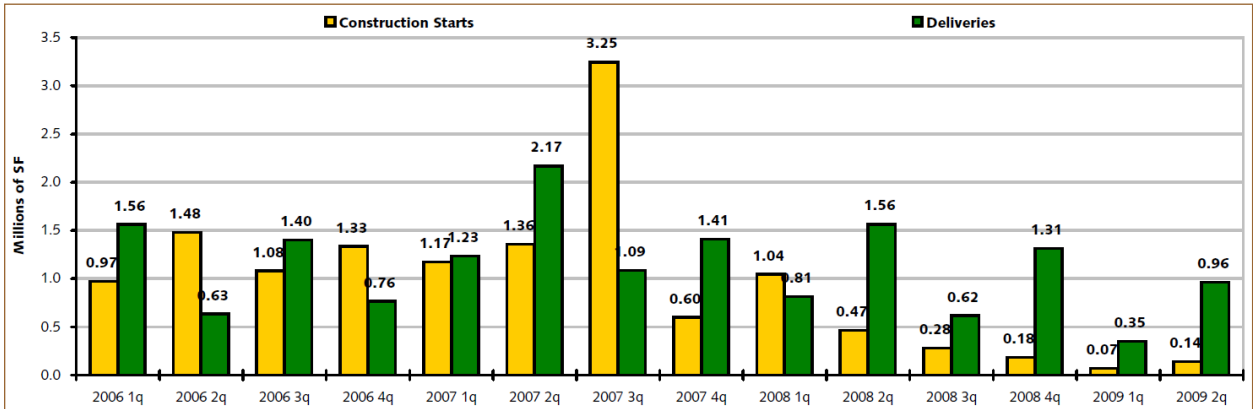


Office space absorptions and deliveries: South metro
Source: CoStar

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

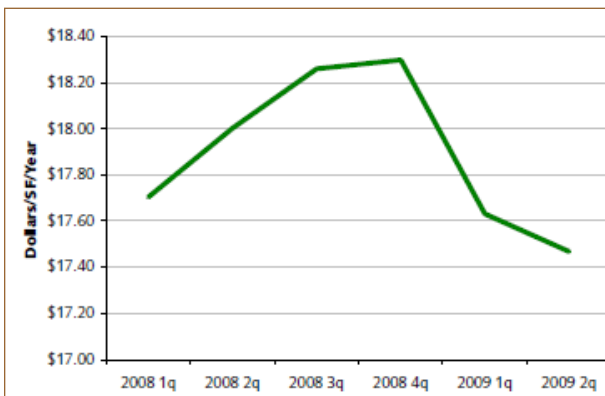
2. Construction starts have effectively zeroed out.



Historical office space construction starts and deliveries: Metro Atlanta
Source: CoStar

Similar construction trends can be seen in the Summary Conditions table for the South Metro market.

3. Average annual quoted rental rates per square foot have dropped.



Quoted rental rate trend: South metro market
Source: CoStar

In fact, rental rates in the South Metro market have shown a dramatic downward trend that is even more dramatic than that of the overall Metro Atlanta market:

Clearly neither Griffin nor Spalding County overall is currently seen as a Class A office market, and both the Class B and Class C office markets are suffering extremely high vacancy rates. Griffin does have the potential to develop a viable Class A/B office market over the next ten years, however. The Market Demand report now being prepared will identify those conditions and initiatives that could provide a foundation for that office market development.

	South Metro	Vacancy	Spalding Co.	Vacancy
Existing Inventory: Class A	1,414,236 SF	30.8 %	0 SF	
Existing Inventory: Class B	11,662,786 SF	14.2 %	131,036 SF	43.1 %
Existing Inventory: Class C	5,274,017 SF	17.2 %	70,737 SF	20.6 %
Existing Inventory: Total	18,351,039 SF	16.3 %	201,773 SF	35.2 %

Source: CoStar

D. Industrial Market Conditions and Trends

Regardless of current or future market conditions, no industrial development is anticipated within the Study Area due to a combination of three primary factors:

1. There are no developable sites of sufficient size to accommodate any significant industrial development of any type.
2. Greater value will be generated by redevelopment and infill development within the Study Area that is geared toward retail, office, lodging/meeting facilities, higher-density residential and mixed-use products.
3. The development of industrial product of any type within the Study Area is not supported by the City of Griffin, as reflected in its Future Land Use planning.

2

EXISTING CONDITIONS

2.9 TRANSPORTATION AND CIRCULATION

This section includes:

- An assessment of the significance of the study area in terms of its transportation context;
- A brief review of prior transportation plans, studies, and recommendations;
- A summary of transportation improvement projects affecting the study area;
- An overview of the existing conditions of transportation and circulation facilities; and,
- Information regarding emerging transportation issues and long range plans.

TRANSPORTATION CONTEXT

From a regional perspective, the prominent aspects of the study area include the following:

- Located approximately 39 miles from Atlanta's Central Business District (CBD) and approximately 53 miles from Macon's CBD
- Nearby access to I-75, approximately 11 miles away at the SR 16 at I-75 interchange, which connects to Metro Atlanta, Metro Macon, and the rest of the state
- Direct access to US 19/41 which is part of the National Highway System and part of the ARC-identified Regional Strategic Transportation System (RSTS) and connects the area to Metro Atlanta, Macon, and destinations further to the north and south
- Other ARC RSTS roadways in the area include SR 16, SR 92, and SR 155 providing connections to Newnan, Fayetteville, McDonough, and other surrounding cities
- No existing fixed transit service operates in the study area
- A Norfolk-Southern freight rail line passes through the study area providing rail access for local industries and potentially for future commuter service

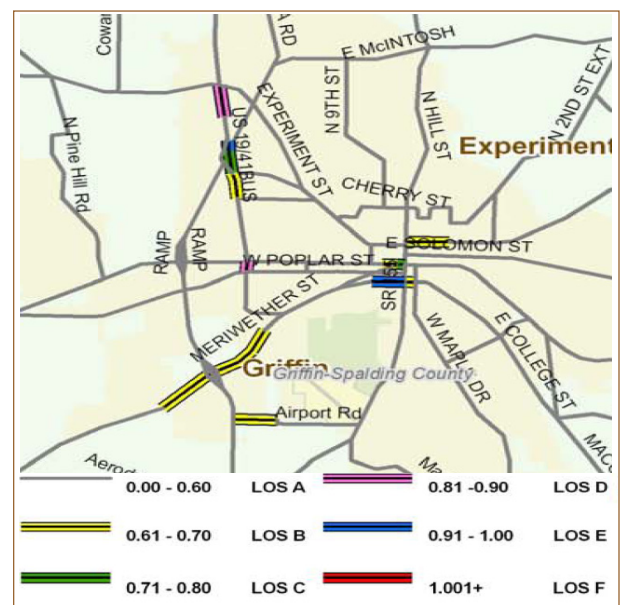
PRIOR PLANS AND STUDIES

Prior transportation plans and studies addressing the study area were reviewed as a starting point for this effort. The following section summarizes prior transportation-related analysis and recommendations as they apply to the current planning effort.

Spalding County Comprehensive Transportation Plan, 2008

The Spalding County CTP is an effort to develop a comprehensive approach to transportation issues and future investments in the county.

Existing and future traffic congestion is not problematic in most of the LCI study area. During the AM peak hour, traffic congestion in the study area is minimal. During the PM peak hour, some specific locations have traffic congestion problems using 2005 traffic volumes. These are primarily along N Expressway (US 19/41) at Ellis Street and at the US 19/41 bypass interchange. The intersection of W Taylor Street (SR 16) at N Expressway (US 19/41) also experiences traffic congestion in both the 2005 and 2030 analysis years. These locations are shown in the following maps from the Spalding County CTP.

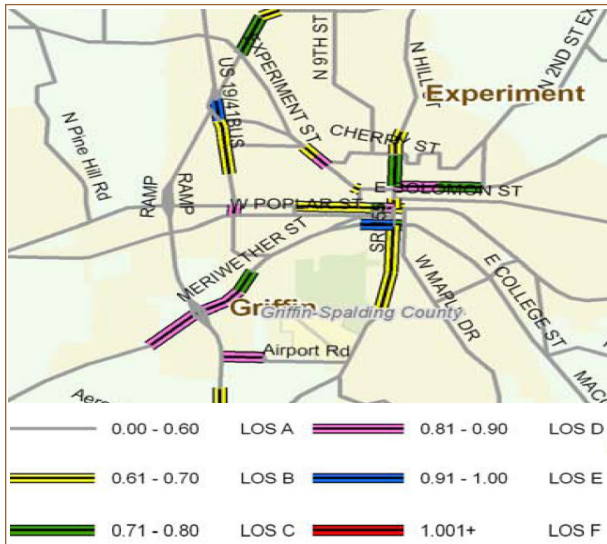


Spalding County 2005 PM Peak V/C and LOS
Source: Spalding County CTP

West Griffin Activity Center LCI Study

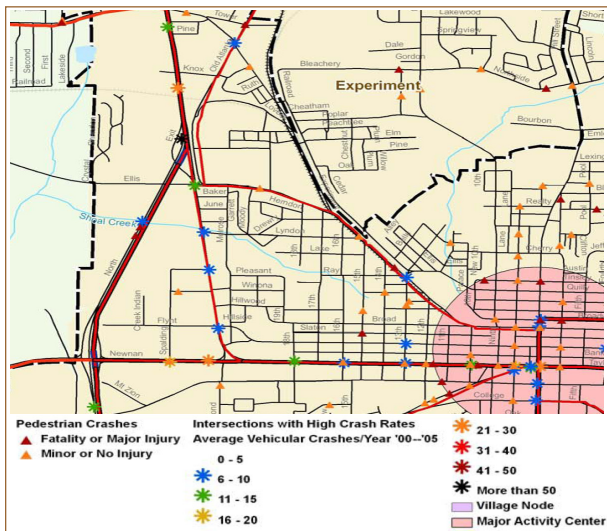
EXISTING CONDITIONS

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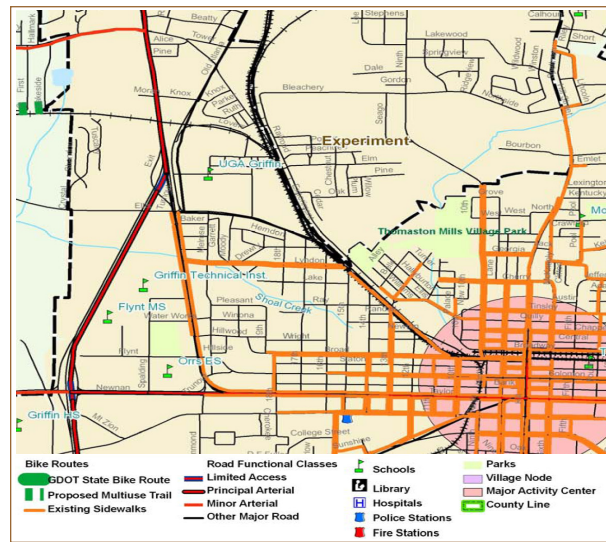
Spalding County 2030 PM Peak V/C and LOS
Source: Spalding County CTP

Even with relatively low levels of traffic congestion, the CTP identified a number of intersections within the study area that are considered high crash locations. These high crash locations are primarily along N Expressway (US 19/41) and W Taylor Street (SR 16), the primary commercial corridors within the study area. Experiment Street also has multiple intersections that are either considered high crash locations or have had pedestrian crashes. This is due primarily to the angled design of the roadway and its intersections. The following map from the Spalding County CTP shows the high crash locations within the study area.



Road and Pedestrian Safety – City of Griffin
Source: Spalding County CTP

The following map from the Spalding County CTP shows the existing bicycle and pedestrian facilities in the study area. As the map shows, there are a number of roadways that do not have sidewalks within the study area. There are no bicycle facilities within the study area. There is also a proposed multi-use trail that ends to the northwest of the study area, at the Griffin city limits.



City of Griffin Bicycle and Pedestrian Facilities
Source: Spalding County CTP

Spalding County is served by a regional 5311 demand response transit system implemented in 2006. This system does not have fixed service, but does provide appointment based service to individuals within the County. The system serves Butts, Lamar, Pike, Spalding, and Upson Counties and is operated by the Council on Aging Transportation Service and administered by McIntosh Trail Regional Development Center (MTRDC).

No scheduled, fixed route transit exists in the City of Griffin or Spalding County at this time. The CTP identified a need for additional transit facilities connecting to the surrounding area as well as providing local service within the City of Griffin and Spalding County. The CTP recommended fixed-route transit service within Spalding County. The recommended transit would serve a core area that would include part of the LCI study area as well as downtown Griffin, the N Expressway (US 19/41) corridor, business and industrial parks, and other activity centers. This core service could be augmented by additional service along major roadways coming from outside of the core area.

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

Atlanta Regional Commission (ARC) Regional Transportation Plan (RTP)

The ARC RTP is the long-range, regional transportation plan for Metro Atlanta. This plan was investigated in order to assess the potential impact of regionally significant projects on the LCI study area. Most projects

in the study area focus on intersection operations improvements, with only one long-term project focusing on roadway capacity. Some projects located outside the study area were also analyzed if they are likely to impact overall transportation patterns in the LCI study area. The following table provides additional details about these projects.

Atlanta Regional Commission (ARC) Regional Transportation Plan (RTP) local projects

ARC ID	Project Type	Completion Date	Project Status	Project Description	Location/ Project Start	Project End
SP-070	Studies	2010	Programmed	The purpose of the project is to study the Southern/ Roosevelt Railroad corridor to identify alternate scenarios for implementing multiple modes of transportation to the Central Business District (CBD) in downtown Griffin. The identified railroad corridor provides a direct link to the Atlanta to Macon Commuter Rail Station located in the City of Griffin and serves two large scale developments of regional impact (DRI).	Downtown Griffin	Northeast Spalding County/ Southern Henry County
SP-068A	Roadway Operational Upgrades	2010	Programmed	This project will upgrade traffic signals and/or pedestrian signals at 17 key intersections in the City of Griffin and represents Phases I of a two phased plan aimed at upgrading signals to MUTCD Standards, providing a safer pedestrian and vehicular environment, improving traffic flow, relieving congestion and minimizing conflicts along Taylor Street, Poplar Street, Solomon Street, and Broad Street corridors.	Two intersections in study area - Solomon Street at 13th Street, Broad Street at 13th Street.	
SP-069A	Roadway Operational Upgrades	2011	Programmed	This project will improve the alignment and operation at 5 key intersections in the City of Griffin and represents Phase I of a two phased plan aimed at minimizing conflict, improving sight distance, radii and overall safety for all users.	One intersection in study area - Experiment Street at 13th/Ray Street.	
AR-268B	Fixed Guideway Transit Capital	2011	Programmed	Commuter Rail Service - Atlanta/Griffin/Macon (Stations and park and ride lots for Lovejoy section) (Outside study area)	Atlanta	Lovejoy
SP-069B	Roadway Operational Upgrades	2012	Programmed	This project will improve alignment and operation at 5 key intersections in the City of Griffin and represents Phase II of a two phased plan aimed at minimizing conflict, improving sight distance, radii and overall safety for all users.	Two intersections in study area - Experiment Street at 14th Street, Experiment Street at Elm Street.	
SP-021	Roadway Operational Upgrades	2013	Long Range	This project will improve operations on US 19 at SR 16. The scope of work includes adding turn lanes on US 19 and will address bottleneck, non-recurring congestion, safety, improve traffic flow, etc.	Intersection of US 19 & SR 16	
SP-022	General Purpose Roadway Capacity	2020	Long Range	This project will widen US 19/SR 3 from 4 to 6 lanes. The project is approximately 2.2 miles in length and will relieve both recurring and non-recurring congestion in the corridor, improve traffic flow, safety, and bottleneck.	North of West Ellis Street	North of Laprade Road

Transit Planning Board Concept 3

The Transit Planning Board (TPB) is a joint venture between the Metropolitan Atlanta Rapid Transit Authority (MARTA), the ARC, and the Georgia Regional Transportation Authority (GRTA). It's primarily focused on the creation of a regional transit plan and identifying new regional sources of funds to implement and operate the system. In August 2008 the TPB approved Concept 3 as their Regional Vision for Transit in Atlanta and submitted it to the ARC for adoption as the transit portion of the Regional Aspirations Plan. No funding or time frame for the projects in Concept 3 have been identified yet.

Concept 3 includes three projects that pass through or near the LCI study area:

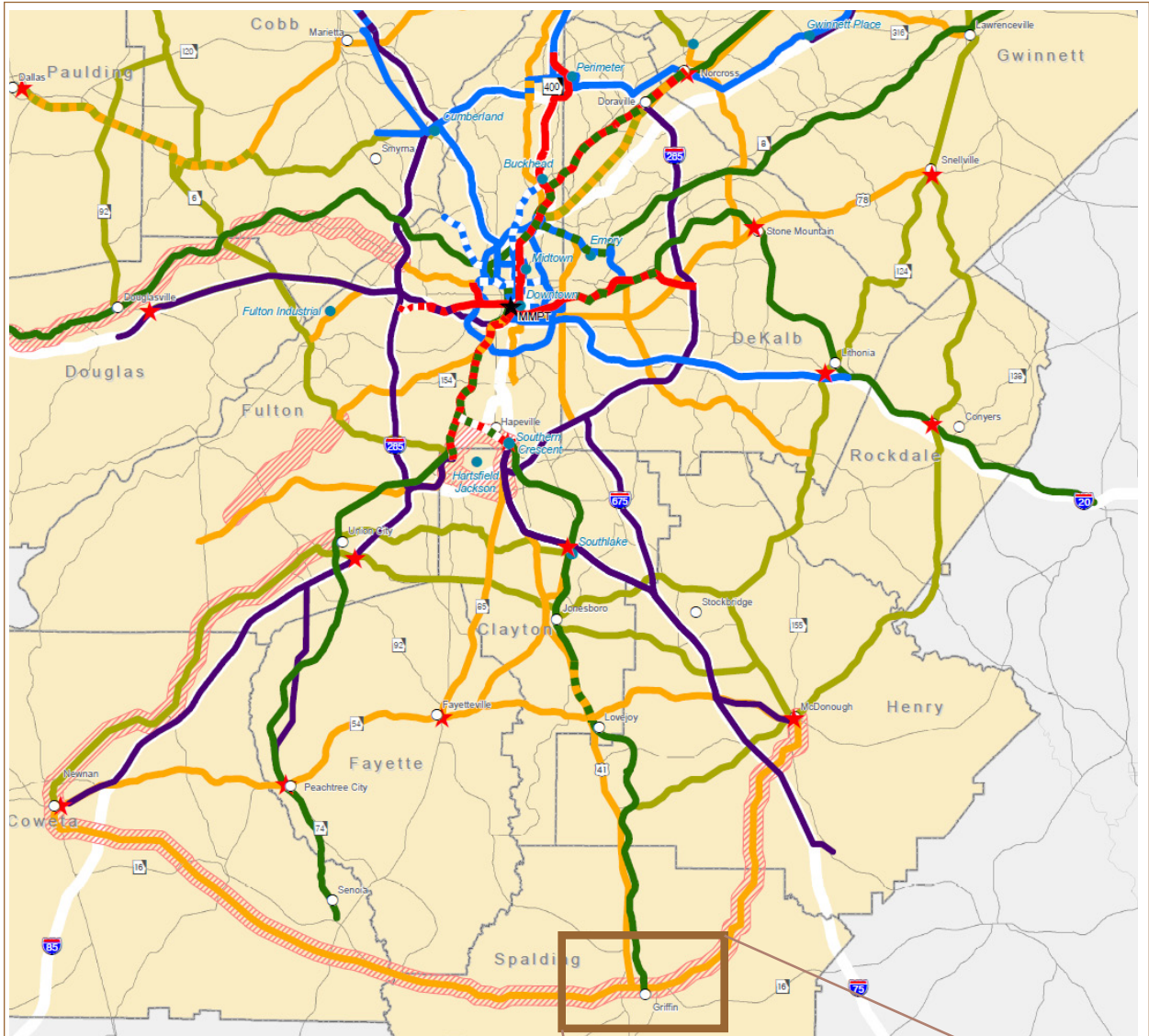
- Commuter Rail between downtown Griffin and the City of Atlanta
- Arterial rapid bus on N Expressway (US 19/41) connecting downtown Griffin to Atlanta
- Arterial rapid bus using a transit way passing through Griffin along Taylor Street (SR 16) connecting Griffin to Newnan to the west and McDonough to the northeast

The map on the following page shows the location of the TPB Concept 3 projects that pass through Griffin.

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Transit Planning Board - Adopted Concept Plan 3 Map

- Existing Heavy Rail
- New Heavy Rail
- Streetcar/LRT
- Commuter Rail
- Expressway Bus
- Arterial Rapid Bus
- Reg'l Suburban Bus
- Overlapping Alignments: Arterial Rapid Bus & Reg'l Suburban Bus
- Transit Way



Transit Planning Board - Adopted Concept Plan 3 Map
Source: Transit Planning Board - Adopted Concept Plan 3 Regional Transit Vision

TRANSPORTATION SYSTEMS

User Characteristics

In order to assess the local transportation system it is necessary to consider the relationship of the system to its users.

Readily available data regarding localized travel behavior is provided by the 2000 US Census which summarizes the commute behavior of working residents of the City of Griffin. The following is a summary of relevant facts (2000 US Census, Griffin City, and Atlanta, GA MSA):

- Approximately 63% of Griffin's residents work in Spalding County
- 69% of residents drove alone to work (compared to 77% of Metro Atlanta residents)
- 24% carpooled to work (compared to 14% of Metro Atlanta residents)
- 3% used public transportation (compared to 4% of Metro Atlanta residents)
- 3% walked or biked to work (compared to 1% of Metro Atlanta residents)
- 1% worked from home (compared to 4% of Metro Atlanta residents)
- Less than 1% commuted by other means (compared to 1% of Metro Atlanta residents)
- Commute times for the City's resident's are as follows (note: due to rounding, the total is greater than 100%):
 - √ Less than 30 minutes: 70% of residents (compared to 51% of Metro Atlanta residents)
 - √ 30 to 44 minutes: 13% of residents (compared to 25% of Metro Atlanta residents)
 - √ 45 to 59 minutes: 8% of residents (compared to 12% of Metro Atlanta residents)
 - √ 60 or more minutes: 10% of residents (compared to 12% of Metro Atlanta residents)

Additionally, Griffin residents are significantly less likely to have a vehicle available to them, as nearly 20% of households in the city do not have access to a vehicle. Approximately 7% of the households in Metro Atlanta have no vehicle available. This statistic underscores the importance of providing alternative modes of transportation in the City of Griffin, as well as in the LCI study area.

Roadway Facilities

The map on the following page serves as a reference for the following section.

Like many cities in the State of Georgia, downtown Griffin is a central point where a number of regional roadways converge. The West Griffin LCI study area is located immediately to the west of downtown Griffin, and some of these roadways pass through the study area.

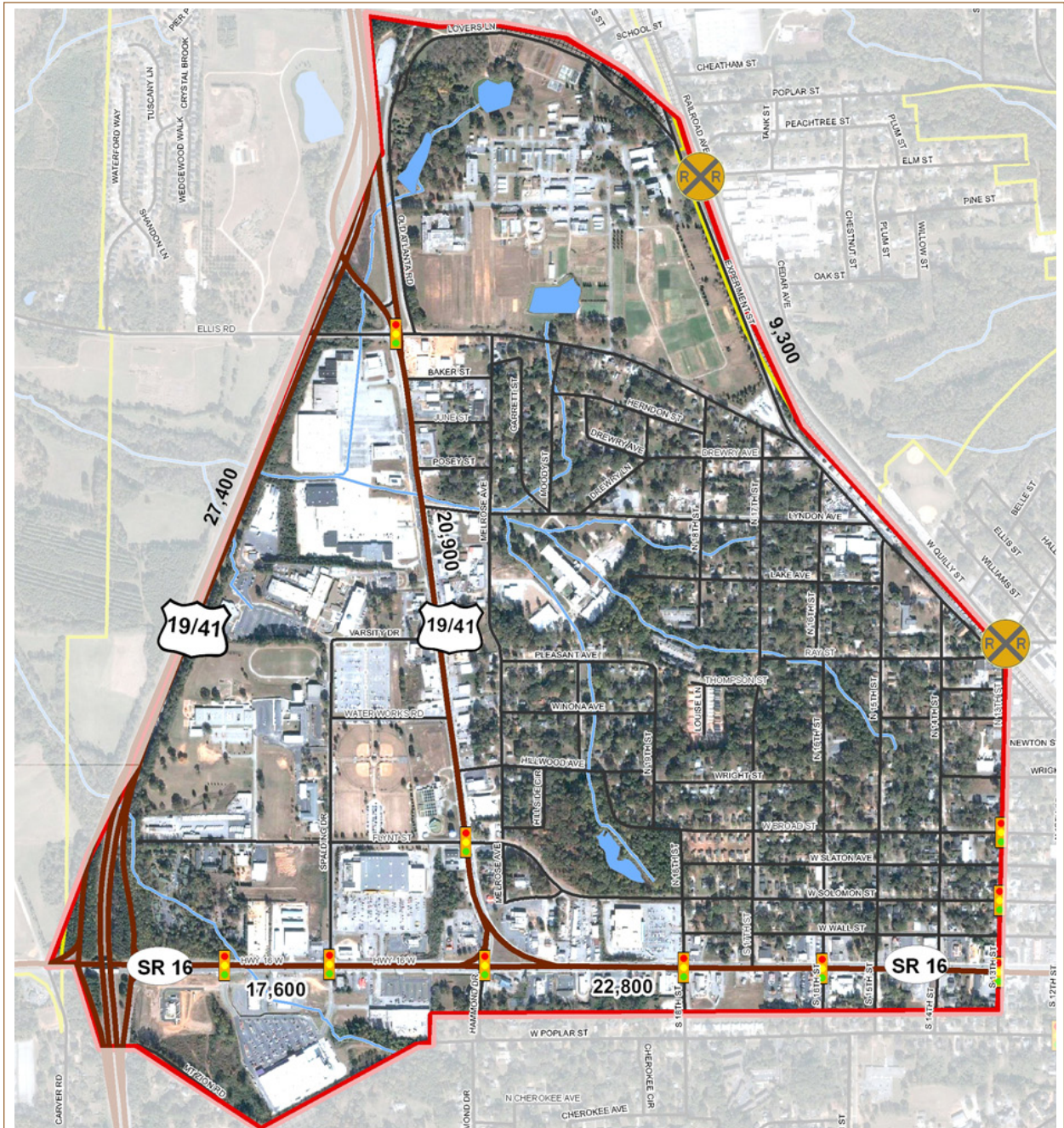
W Taylor Street (SR 16) is the main roadway providing access to the study area from the east and west. N Expressway (US 19/41, SR 92/3) provides access to and from the north side of the study area. The US and state routes that make up N Expressway merge onto W Taylor Street on the south side of the study area, traveling east to downtown Griffin. South of W Taylor Street, N Expressway becomes Hammond Drive, a residential roadway that connects to Meriwether Street (SR 362). The US 19/41 Bypass is a controlled access roadway located along the west side of the study area. This roadway moves vehicular traffic at relatively high speeds and removes this traffic from downtown roadways.

A Norfolk Southern rail line borders the northeastern edge of the study area. Two at grade rail crossings exist connecting the study area to the east. This rail line, as well as the US 19/41 Bypass on the west side of the study area, act as barriers between the study area and points to the east and west.

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Roadways and Freight Routes Map

- | | | | | | |
|------|--|--|-----------------|--|--------------|
| #### | AADT | | Traffic Signals | | Lakes |
| | Truck Routes
US 41/US 10; US 41/US 19 Business; SR 16 | | Roads | | Streams |
| | Railroad Crossing | | Railroads | | LCI Boundary |

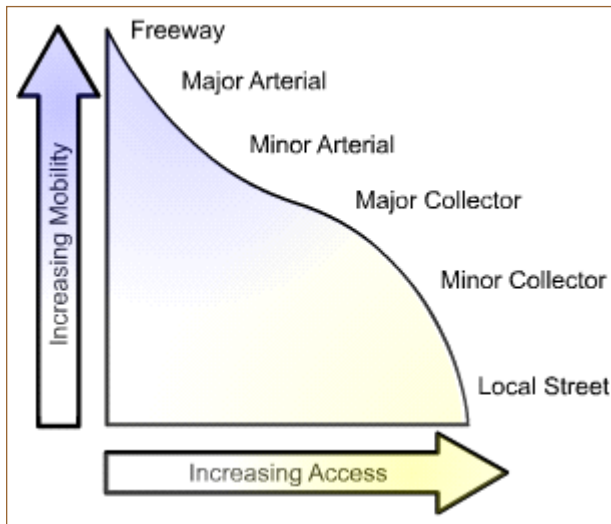
Roadways and freight routes map

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2

Roadways are classified according to the degree to which they fulfill two purposes: movement of traffic, or mobility, and access to development. As expressed in the following diagram, these functions are inversely related in that the more traffic volume a roadway can accommodate, the less access it provides (and vice versa).



Roadway classification by function

Thus, a functional classification system provides a hierarchical ranking based on the degree of mobility and accessibility that a street provides its users.

The US 19/41 Bypass is a 4-lane, divided roadway classified as an urban freeway/expressway. The GDOT Annual Average Daily Traffic (AADT) volume was 27,400 on this roadway in 2008. This roadway provides a high degree of mobility by having no intersections and no driveways connecting to it. However, access is very low on this roadway, with access only provided at interchanges through the use of on-ramps and off-ramps.



N Expressway (US Hwy 41/19)



N Expressway (US 19/41)

N Expressway (US 41/19) is classified as an urban principal arterial. The GDOT AADT volume was 20,900 on this roadway in 2008. Based on these volumes, the daily level of service (LOS) is B on this roadway. Excess capacity exists along this segment of N Expressway (US 41/19) which will allow it to accommodate future traffic growth. N Expressway (US 41/19) is a 4-lane roadway with a center two-way left turn lane. With few traffic signals, through traffic travel speeds on N Expressway (US 41/19) can be relatively high. This means that left turn movements onto and from the roadway can be delayed by through traffic and can be relatively unsafe, even with the existence of the center two-way left turn lane.

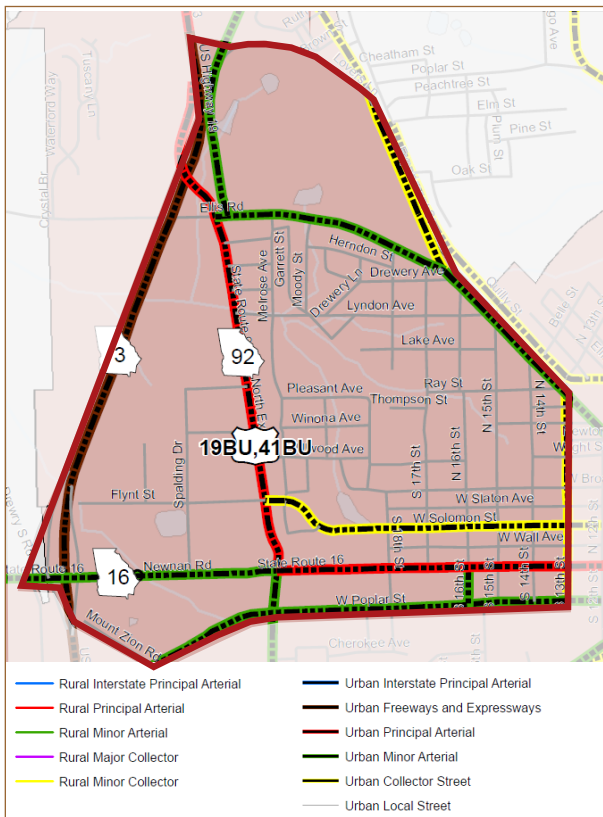
N Expressway (US 41/19) has an excessive number of curb cuts, as each parcel fronting the roadway typically has one or more curb cuts. Between W Taylor Street (SR 16) and Ellis Road, northbound traffic encounters 8 cross streets and 30 driveways, for a total of 38 access points. Southbound traffic along this same segment encounters 5 cross streets and 26 driveways, for a total of 31 access points. The Transportation Research Board's Access Management Manual recommends a minimum distance between access points of 350 feet (more under certain criteria). The average distance between access points for northbound traffic is 132 feet, and the average distance between access points for southbound traffic is 161 feet. Based on this data, N Expressway (US 41/19) has more than twice the recommended number of access points. The excessive number of curb cuts along this roadway segment decreases safety and increases traffic congestion.

2

West Griffin Activity Center LCI Study EXISTING CONDITIONS

W Taylor Street (SR 16) is classified as an urban principal arterial east of N Expressway (US 19/41), and an urban minor arterial west of N Expressway (US 19/41). The GDOT AADT volume for 2008 ranged from 17,600 on the western segment of this roadway to 22,800 on the eastern segment. W Taylor Street (SR 16) experiences many of the same issues as N Expressway (US 19/41) with problematic left turn movements and an excessive number of curb cuts.

The functional classification of all roadways in the study area is shown in the GDOT map below. (Note that due to the increasingly competitive nature of federal and state funding, routes generally must be classified as arterials and collectors to qualify for federal assistance to fund improvement projects.)



Functional Class Map

Source: Georgia Department of Transportation Functional Classification Map, Spalding County



W Taylor Street (SR 16)

Alternative Transportation

Alternative modes of transportation include any means of travel other than traveling in a single occupant vehicle. In the Metro Atlanta area this traditionally includes: pedestrian, bicycle, heavy rail, commuter bus, local bus, carpooling, and vanpooling.

As shown on the Pedestrian Infrastructure Map on the following page, sidewalks are present on most major roadways within the study area. However, sidewalks are missing along segments of West Taylor Street (SR 16) and N Expressway (US 19/41). Sidewalks are also lacking near The University of Georgia (UGA) Griffin campus, near the Gwinnett Technical College campus, and along many of the residential roadways east of N Expressway (US 19/41). The UGA Griffin campus and the Gwinnett Technical College campus both have the potential to generate significant pedestrian activity but a lack of sidewalks within ½ mile of each of these campuses hinders this activity.

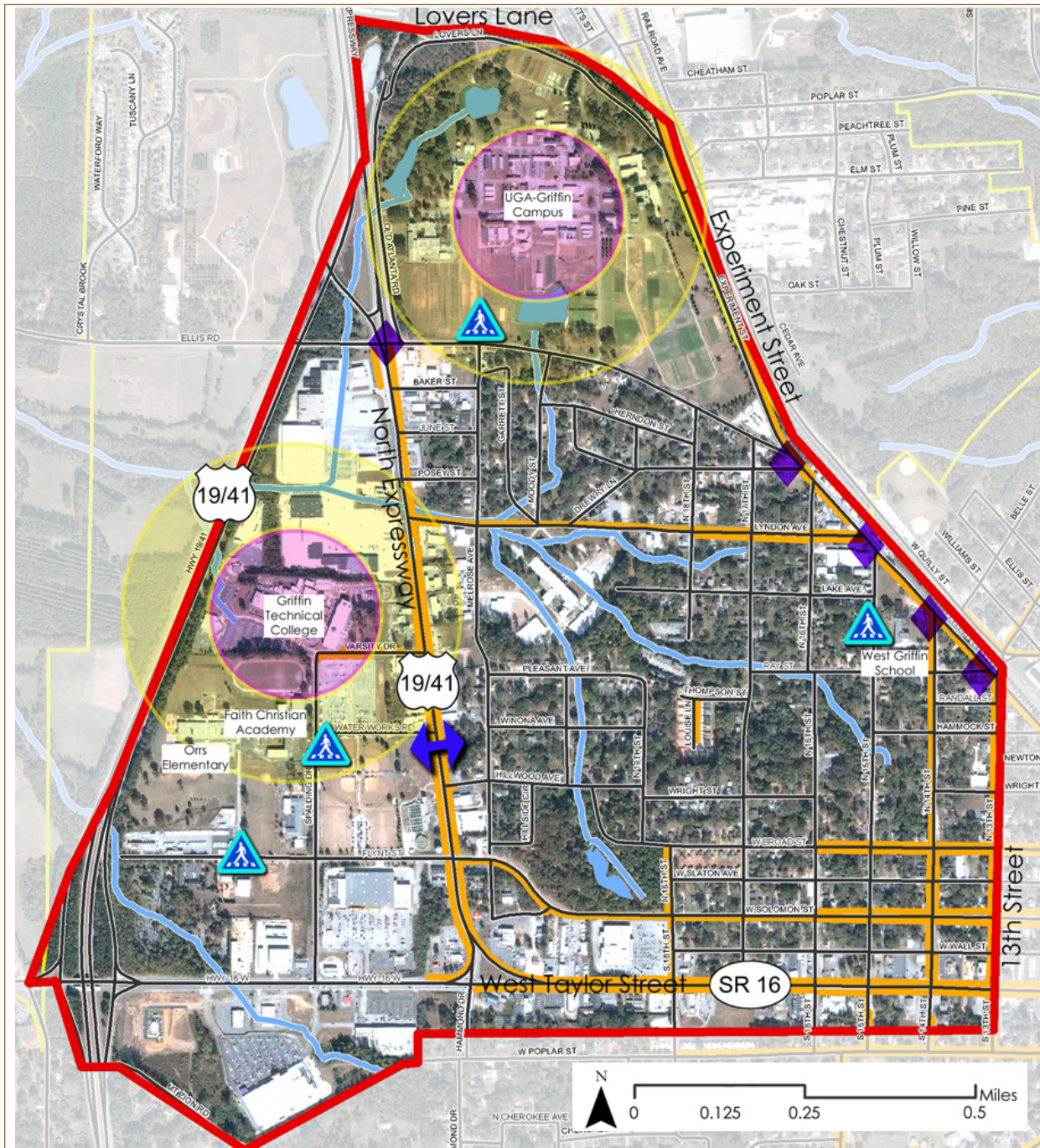


N Expressway (US Hwy 41/19)

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2



Pedestrian Infrastructure Map

- ◆ Intersection with poor pedestrian facilities
- ▲ No pedestrian connectivity to schools
- ⬇ Pedestrian Underpass

- 1/4 mile walk ring
- 1/2 mile walk ring
- Existing sidewalk
- LCI Boundary

Pedestrian infrastructure map

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

It should be noted that even where sidewalks exist, the pedestrian environment is generally not very appealing. Both West Taylor Street (SR 16) and N Expressway (US 19/41) are 5-lane roadways with high traffic volumes, making them less conducive to pedestrian travel. The sidewalks are typically 5-feet wide and little or no buffer is provided between the sidewalks and the roadways.



Experiment Street

There is also an existing pedestrian underpass located along N Expressway (US 19/41) at the intersection with Water Works Street. This underpass is currently gated and locked, preventing its use by pedestrians.



Pedestrian Underpass, N Expressway (US 19/41)

Dedicated bicycle facilities are rare in the Metro Atlanta region. Therefore, it is not surprising that the study area is absent of bike lanes, shared-use paths, or multi-use trails. Plans for future bicycle facilities were previously described in the summary of the Spalding County CTP.

No existing scheduled transit exists within the LCI study area or within the City of Griffin. A regional demand response transit system serves Spalding County as well as the surrounding counties of Butts, Lamar, Pike, and Upson. The Georgia Regional Transportation Authority (GRTA) operates an express bus service known as Xpress that connects suburban parts of Metro Atlanta to Downtown Atlanta, Midtown Atlanta, and Buckhead. The Xpress system operates the following two routes that have stops which can serve commuters from the study area:

- Route 440 – Hampton, Jonesboro to Downtown Atlanta (includes Southlake Mall on the reverse commute)
 - ✓ Nearest stop is at the Atlanta Motor Speedway in Hampton
- Route 430 – McDonough to Downtown and Midtown Atlanta
 - ✓ Nearest stop is near the I-75 and SR 20 interchange in McDonough

Neither of these routes have stops located in the LCI study area or in the City of Griffin. Local transit users from Griffin must drive to one of these locations and then take a GRTA Xpress bus to Atlanta.

ISSUES AND OPPORTUNITIES

The following is a summary of the transportation issues and opportunities identified during the data gathering/ review of previous studies, study area field review, and public outreach portions of the LCI study:

- US 19/41 experiences AM peak, midday, and PM peak traffic congestion
- Interchange of US 19/41 Bypass and N Expressway (US 19/41) experiences traffic congestion and queuing problems
 - ✓ Potential for a redesigned interchange at this location, providing access between Ellis Street and US 19/41 to the south
- Left turn movements on N Expressway (US 19/41) are problematic to/from cross-streets as well as driveways to businesses
 - ✓ Left turn from Varsity Drive onto N Expressway (US 19/41) experiences significant queuing – potential need for a traffic signal
 - ✓ Intersection of N Expressway (US 19/41) and Lynden Avenue has congestion problems related to left turns, a high number of crashes, and experiences drainage problems – potential need for a traffic signal
- N Expressway (US 19/41) and Taylor Street (SR 16)
 - ✓ Both roadways have access management problems with an excessive number of curb cuts serving primarily small parcels of land
 - ✓ Both roadways have a center two-way left turn lane which creates safety problems
- No traffic signals or left turn lanes at the interchange of US 19/41 Bypass and W Taylor Street (SR 16)
- All intersections along Experiment Street contain operational issues due to roadway alignment
 - ✓ Intersection with 13th Street and Ray Street is particularly problematic due to the railroad crossing and the Easy Shop Supermarket driveways
 - ✓ Turning movements at Ellis Street are problematic due to the acute angle of the intersection
- Additional connectivity needs within the residential part of the study area – potential to extend Pleasant Avenue east to 17th Street
- Lack of pedestrian connectivity from UGA campus and Griffin Technical College to commercial services and residential neighborhoods
- Sidewalks are missing throughout much of the study area
- Intersections lack pedestrian features including crosswalks and traffic signals
- No bicycle infrastructure identified within the study area
- The existing pedestrian underpass located along N Expressway (US 19/41) at Water Works Street is not currently usable
- Regional demand response transit system serves Spalding County
 - ✓ No existing scheduled fixed route transit in the City of Griffin or Spalding County
- GRTA Xpress bus serves Hampton and McDonough
- Transit Planning Board Adopted Concept 3 identified the need for
 - ✓ Commuter rail between Griffin and Atlanta
 - ✓ Arterial rapid bus on N Expressway (US 19/41) and Taylor Street (SR 16)

CONCEPT PLAN

The following Concept Plan was developed from a consensus obtained through community involvement, project core committee discussions, and City staff recommendations.

The Concept Plan identifies recommended development type, urban design and transportation improvements. Section 4.1 presents the finalized and detailed land-use Master Plan. For detailed mapping of bicycle and road improvements, along with a descriptive project list, see Section 4.2.

Design recommendations featured on the Concept Plan include locations for Gateway features and Wayfinding Signage. A specific program for each design element is recommended in Section 4.3. The potential interchange improvement would alleviate several traffic flow issues, and it would also support the intended change in character desired for the US19/41 N Expressway, however it remains a controversial proposal for affected land owners. Nonetheless, it remains an option under consideration and therefore included in the concept.



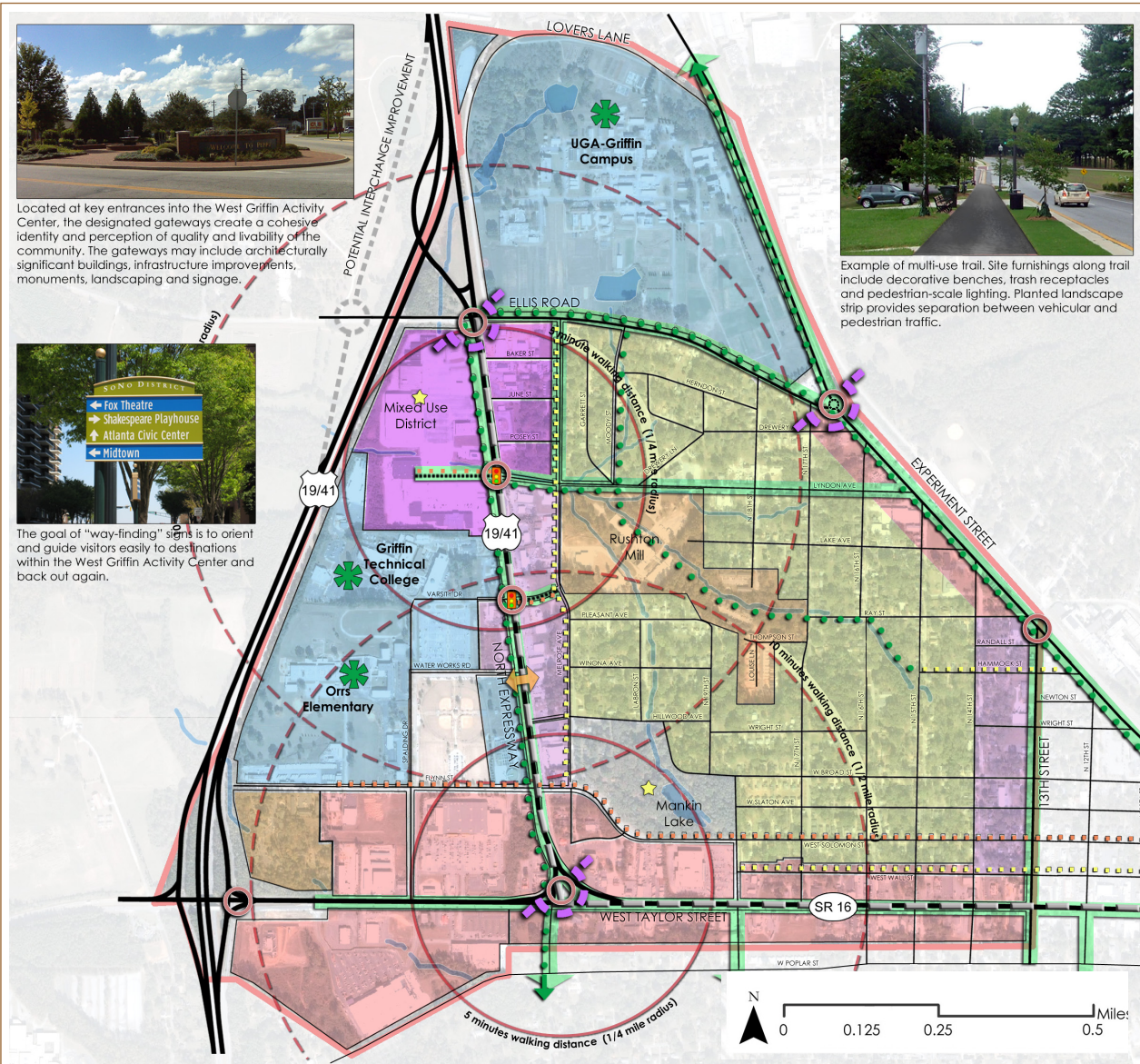
Located at key entrances into the West Griffin Activity Center, the designated gateways create a cohesive identity and perception of quality and livability of the community. The gateways may include architecturally significant buildings, infrastructure improvements, monuments, landscaping and signage.



The goal of "way-finding" signs is to orient and guide visitors easily to destinations within the West Griffin Activity Center and back out again.



Example of multi-use trail. Site furnishings along trail include decorative benches, trash receptacles and pedestrian-scale lighting. Planted landscape strip provides separation between vehicular and pedestrian traffic.



Concept Plan

- Retail Mixed Use
- Neighborhood Scale Mixed Use
- Commercial / Edge Retail
- Institutional
- High Density Residential
- Medium Density Residential
- Existing Roads
- Proposed New / Extended Roads
- Proposed Trails / Multi-use Path
- Proposed 5' wide Bike Lanes
- Proposed Bike "Share-the-Road" Signage
- Proposed Streetscape Improvements
- Pedestrian Underpass Improvement

- Major Nodes
 - Gateways and Wayfinding Signage
 - Roadway Operational Improvements
 - Intersection Improvements
 - Proposed Traffic Signal Location
 - Existing Destinations
 - Proposed Destination Attractions
 - Potential Interchange Improvement
- Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.

RECOMMENDATIONS

4.1 Land Use & Urban Design

4.2 Transportation

4.3 Redevelopment Plan

4.1 LAND USE & URBAN DESIGN

LAND USE

The existing conditions analysis revealed that the West Griffin LCI study area, though weighty in residential land use, provided little to no integration between residential and non-residential land uses. Many designated commercial and residential areas are underutilized and/or vacant without access to meaningful green space or public gathering places. The two college campuses are isolated without safe pedestrian corridors to nearby commercial services or residential areas and are without campus student housing.

The Master Plan illustrates the Development Plan recommendations detailed in Section 4.3. The master land use plan recommends creating a new town center at the abandoned Wal-Mart site between Ellis Road and the Griffin Tech campus.

The plan also recommends three new land use designations. The three proposed land uses are Retail Mixed Use, High Density Mixed Use and Neighborhood Mixed Use. The goal of the mixed use designations is to create distinct memorable environments that encourage mutually supporting uses, provide safe and convenient vehicular and pedestrian access within and between developments and enhance the viability of redevelopment for the proposed area.

The **Retail Mixed Use** category will provide opportunities for:

- higher residential densities
- a core of commercial uses
- hotel
- recreation
- civic and institutional uses

The focus of this category is on residential, offices and retail services that will attract both area residents and visitors from surrounding counties. As indicated in the existing conditions market analysis section, multi-family residential has current opportunity for growth and could possibly provide immediate stimulus for redevelopment within the study area. Buildings in this category will primarily be multi-story structures with vertical integration of uses positioned around meaningful public spaces. Pedestrian pathways will interconnect uses within developments as well as connect to a public trail system.

A prominent location recommended to change from commercial to retail mixed use is on a portion of the former Wal-Mart site. In addition, the multiple parcels located directly across North Expressway, east of the former Wal-Mart site, south of Ellis Road, west of Melrose Avenue and north of Lyndon Avenue are recommended to become a cohesive retail mixed use designation.

The **High Density Mixed Use** should be the same as the Retail Mixed Use, however the percent mix would favor more residential and create incentives for providing amenities to serve new residential. The master plan identifies the rear portion of the former Wal-Mart site as high density mixed use, creating a destination attraction that will draw regional interest and afford connectivity between the two college campuses. The buildings in this high density mixed use will be multi-story with vertical integration of uses. The primary focus will be to accommodate high density residential with office, commercial, institutional, hotel, and recreational uses.

The **Neighborhood Mixed Use** land use category designates compact, mixed-use development for:

- multi-family residential development
- a mixture of smaller, retail and professional offices within walking distance and with convenient access to future transit.

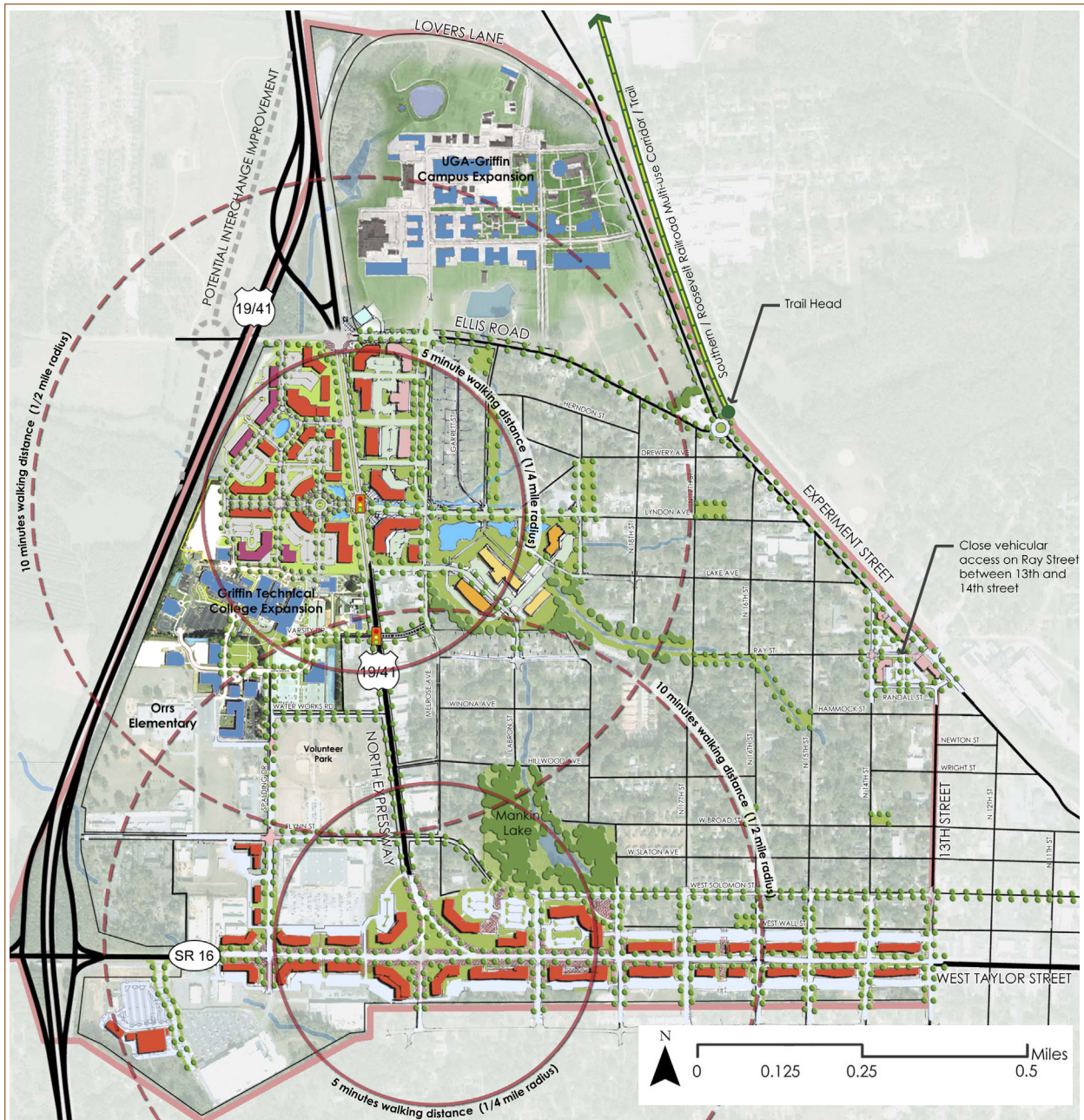
Neighborhood Mixed Use provides a mix of retail, service and residential uses that serve the everyday needs of the immediate neighborhood. The scale usually includes establishments that are 20,000 square feet or smaller, often on shallow lots that do not require large use-buffers.

Proximity of this land use category supports **connectivity of existing single-family residential land use** to retail services, college campuses and Griffin's downtown district via multi-use trail system. Properties located between North Expressway and Melrose Avenue, south of Lyndon Avenue and north of West Solomon Street will serve the community fabric if changed to neighborhood mixed use.

A small area located west of North Expressway, south of Varsity Drive, north of Water Works Road should also be converted to neighborhood mixed use. The remaining neighborhood mixed use area is located along the west side of 13th Street from Experiment Street to West Wall Street and includes all lands up to 14th Street south of Ray Street.

West Griffin Activity Center LCI Study RECOMMENDATIONS

4



Master Plan

Note: UGA Griffin Campus Long Term Planning Site Plan and Griffin Technical College 2030 Master Plan obtained from respective colleges website. They are included as reference for envisioning future development and ensuring integration

- Green Space / Parks
- Proposed Water Features
- Roads
- High Density Mixed Use
- Retail Mixed Use
- Neighborhood Mixed Use
- Institutional
- Proposed Fire Station Site
- Multi-Family Townhomes
- Multi-Family Lofts

- Potential Interchange Improvement
Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.
- Potential Southern/Roosevelt Railroad Corridor - ARC's Envision 6 Transportation Plan

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

The master land use plan captures the community's desire that the interior residential neighborhoods remain single-family but promote mixed uses at locations identified on the map. The change offers a variety of uses in more compact spaces providing much desired opportunity for new parks and open spaces. **Iconic buildings**, unique to the area, are preserved and repurposed. As an example, the existing Rushton Mills site is changed from industrial to high density residential land use. This changes allows the historic attributes to be preserved while creating an unique housing opportunity as potential **loft conversion**.

The prominent commercial corridor along State Route 16 (West Taylor Street) remains designated as commercial/retail land use. This encompasses existing commercial, residential and open space land use located along SR 16 north to West Wall Street and south to the LCI boundary limits. The main commercial corridor along SR 16 indicates building massing along the street with rear loaded parking.

- The streetscape along North Expressway will be enhanced with building massing, shared parking, controlled access, landscaping, pedestrian and bike facilities.
- Open space corridors with multi-use trails will connect varying land uses and provide an important connection to Griffin's downtown district.
- The trails, pocket parks, green space, and public gathering spaces will provide residents the ability to exercise and connect with one another.
- A new gateway at North Expressway and SR 16 provides substantial change from a vehicular dominated use to an inviting safe pedestrian environment. Streetscape along SR 16 will enhance the experience and unite the area with Griffin's downtown district.

A large privately owned property identified as Mankin Lake is designated as open space. The community's value for the existing lake, waterways and tree cover motivates this recommendation. The property is adjacent to residential neighborhoods and provides the community with a sizeable passive park.

URBAN DESIGN

To promote new development initiatives that conform to the vision and goals developed by the community through the West Griffin LCI process, sound design principles need to be clearly articulated. Design will determine whether the US 19/41 corridor and new activity center

provide safe environments for bicyclists and pedestrians in a manner that **invites** these activities, which contribute to sustainable and successful communities. The Design Guidelines prepared for the Downtown LCI may have elements to include in a set of Design Standards that apply to the West Griffin boundary, but the city will want to adopt specific standards for properties within the boundary to promote the vision.

The key to successful and sustainable communities are the scale of the streets, street grids and network, relationship of buildings to streets and with each other, the streetscape and landscape, and integrated parking. Also important are a variety of uses and mix of uses and activities, visual and aesthetic quality, walkability, a pedestrian-oriented, public realm, and open spaces. These qualities create a unique identity and sense of place for a community.

In addition to providing the mix of uses described in the previous section and mapped on the Master Plan, applicants for new and re-development in the West Griffin LCI area should demonstrate the adherence to the design recommendations discussed below.

The West Griffin Activity Center has numerous existing structures and places that are unique to the area and are identified as cultural and historic resources within the existing conditions analysis. To retain a sense of place, urban design recommendations for the public realm should maintain and promote these unique characteristics in forming a new identification for the area.

Gateways

Presently, the area has few identifiers as the boundaries spill over to highway commercial, residential neighborhoods, rural lands, etc. The area delineation begins with an entrance, a gateway into the West Griffin Activity Center. The concept plan indicates three such gateways proposed at:

- a "Campus Gateway" at the intersection of Ellis Road and North Expressway
- the intersection of North Expressway and SR 16
- the intersection of Ellis Road and Experiment Street.

These areas define key "entrances" into the area and help create a cohesive identity and perception of quality and livability of the community. These gateways may include architecturally significant buildings, infrastructure improvements, monuments, landscaping and signage.

West Griffin Activity Center LCI Study RECOMMENDATIONS

4



Gateway Examples

Wayfinding signage also helps establish a sense of “place” and helps people find their way into and around the area. The way-finding signage also facilitates visitors and residents perception of how the place functions independently and within the greater City limits and region. Typically, gateways and wayfinding signage are located within the public realm known as streetscape. The plan recommends a gateway and signage program

specifically designed for the West Griffin area. Streetscapes are regulated through design guidelines or other regulatory frameworks that control development, signage/advertising, landscaping, walkways/trails, etc. Several streets within the study area are designated for streetscape improvement. The addition of canopy trees, sidewalks, bike lanes, on-street parking, site furnishings, lighting, etc. provide tangible value and a recognizable framework for theming future public places. A few considerations for urban design include area recognition/identification, elements within the public realm relate to one another, and elements experienced and utilized daily by the public.



Wayfinding signage directs visitors to their destinations

- More aesthetically pleasing than standard roadway signage
- Brands the City
- Identifies points of interest, including the following: UGA Campus, Griffin Tech Campus, Orrs Elementary School, Rushton Mill, Volunteer Park, Downtown Griffin

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Public Spaces

Creating attractive and active public spaces will help the area achieve its vision. A hierarchy of public spaces and gathering spaces should be provided that offer opportunity for an array of activities; public plazas, extended streetscapes, pedestrian boulevards, civic greens and other elements facilitates public activities and social interaction. A well defined focal point gives a unique identity, orientation and a sense of place, and the Master Plan illustrates a public plaza area on a new extension of Lyndon Avenue. Landscape elements such as fountains, water bodies, art installations, enhance the visual quality and experience of the public realm. Such spaces make the community sustainable over long periods of time. Spaces such as amphitheatre or podium or civic greens for civic activities should be provided for recreation and entertainment.



Redevelopment should integrate public assembly space

Civic Amenities

New investments in civic amenities (community center, library, fire station, school, amphitheatre, museum, and other public urban-scale facilities) should be considered for location in the Town Center. At West Griffin community meetings, participants argued strongly for a small amphitheater or other amenity for outdoor assembly. These not only provide an amenity to the community, but enrich the public realm and quality of life of the residents. Such diverse activities will render uniqueness to the community. These amenities act as a catalyst for private development and investment. Public-private partnership is encouraged in creating these amenities that benefit both the public and the private sector. People take pride and ownership with these facilities and the community.

Pedestrian Friendly

Quality of space depends on whether people are in it. It is critical to give precedence to pedestrians over the automobile. This gives opportunity for the pedestrians to walk and experience the urban spaces. Pedestrian safety is an integral part of this effort, and carefully designed pedestrian crossings and traffic calming elements should be featured in any redevelopment design. Such environments give an alternative option for people to walk instead of using their cars.

Signage

New sign regulations will help to prohibit the post signs and excessive signage that lends to an appearance of clutter along N Expressway. Orderly but visually interesting signage will benefit businesses as well as impact the quality of life along the corridor for travelers and residents. New regulations affect signs put in place by new businesses, but many existing signs along N Expressway will become non-conforming. Several measures can encourage replacement of non-conforming signs, including:

- providing a size bonus for a new sign if the old sign is removed by a certain date;
- offering to remove the nonconforming sign without charge to the owner;
- offering a cash incentive or a tax credit for the removal of nonconforming signs;
- conditioning any rezonings, variances, or conditional use permits on the removal of nonconforming signs; and
- requiring the removal of nonconforming signs any time there is a change in the certificate of occupancy or business license for the premise.

The city should investigate costs of a city **street name** program; the program could start at the campus gateway area and the campuses may consider a joint effort to fund the effort. Street name signs that are internally illuminated and/or have the city logo on them distinguish the city from the surrounding area, and improve visibility at night and during inclement weather.

West Griffin Activity Center LCI Study RECOMMENDATIONS **4**



Replacing existing roadway lighting with ornamental roadway lighting



Decorative Mast Arm and Pole



Install pedestrian countdown signals to improve pedestrian safety

SR 138
18" NOM.
48" NOM.

Taylor Rd
18" NOM.
60" NOM.

Highpoint Rd

Street name signs with internal lighting

4

RECOMMENDATIONS

4.2 TRANSPORTATION

INTRODUCTION

The Transportation Plan portion of the LCI study identifies ways to improve various transportation facilities that enhance mobility within and through the West Griffin study area to help the redevelopment vision. As with the entire study effort, the elements of the transportation plan stem from public participation through a series of interviews, workshops, as well as research, field observation and technical judgment. The Transportation Plan and recommendations presented here aim to improve conditions so that the design and functionality of the road and pedestrian network serve users, provide alternative ways to move throughout the area (choice in “modes of mobility”), and enhance the aesthetic look and feel of the study area.

Like many cities in the State of Georgia, downtown Griffin is a central point where a number of regional roadways converge. The West Griffin LCI study area is located immediately to the west of downtown Griffin, and some of these roadways pass through the study area.

APPROACH

The recommendations below reflect an evaluation of existing local and regional public planning efforts and policies affecting the study area. This assessment provided insight into needed changes, as well as any existing policies and programs the City would like to improve upon. The Existing Conditions report (Section 2) included a review of the Spalding County Comprehensive Transportation Plan, the Transit Planning Board’s Concept 3, and relevant ARC studies. Each document was reviewed to identify strengths and weaknesses of existing planning and regulatory programs with regard to redevelopment of West Griffin.

The West Griffin LCI study benefited from a comprehensive Redevelopment Plan which lays the detailed development framework for implementing a strategic plan through the establishment of a TAD. By investing in strategic transportation improvements and alternatives, the City of Griffin signals to the market a commitment to increasing value in the area in support of the TAD redevelopment objectives. The primary goal of the transportation section is to identify an array of projects that can be implemented either in anticipation or

in conjunction with redevelopment efforts. The purpose of this planning effort is to create viable transportation alternatives and to improve the safety and operation of key streets in the study area, focusing on N Expressway (US 19/41), Experiment Street and West Taylor Street (SR 16). The City engaged a broad set of stakeholders throughout the planning process, and especially benefited from representatives from both campuses at all the community meetings.

Although Section 5 consolidates all the recommendations into a complete list of initiatives, the end of this section includes the Project List for recommended transportation projects, so that the reader can easily refer to projects labeled on the Recommended Transportation and Bicycle and Pedestrian maps. The Project List presents details regarding the project and phasing in tabular format.

RECOMMENDATIONS

Introduction

The Transportation Plan works to integrate both sides of N Expressway through an **inviting road and sidewalk network** and the creation of **multi-modal linkages from key destinations within the study area to Downtown Griffin**. Although a study for the best location of a future commuter rail station linking Griffin to Atlanta still needs to be conducted, input during the W Griffin LCI study indicated a preference for a Downtown Griffin Location. Recommended improvements to Experiment Street could make it the preferred local route for both autos and pedestrians from the study area to the Historic Downtown, and in the long range, to a commuter rail station located there.

The recommended multiuse path along Experiment would constitute one segment of a **continuous multi-use route** that connects north to Ellis Road and continues southbound along N Expressway (US 19/41), thus connecting Downtown, the UGA-Griffin Campus, the proposed new Town Center and Griffin Technical College to West Taylor Street (SR 16).

To create stronger east-west connectivity and integration, the plan recommends an **extension of Varsity Road** and an **extension of Lyndon Avenue**; the Lyndon Avenue extension crosses N Expressway (US 19/41) through the new Town Center focal point; Lyndon Avenue intersects with Experiment Street on the east, thus further promoting Experiment Street as an alternative,

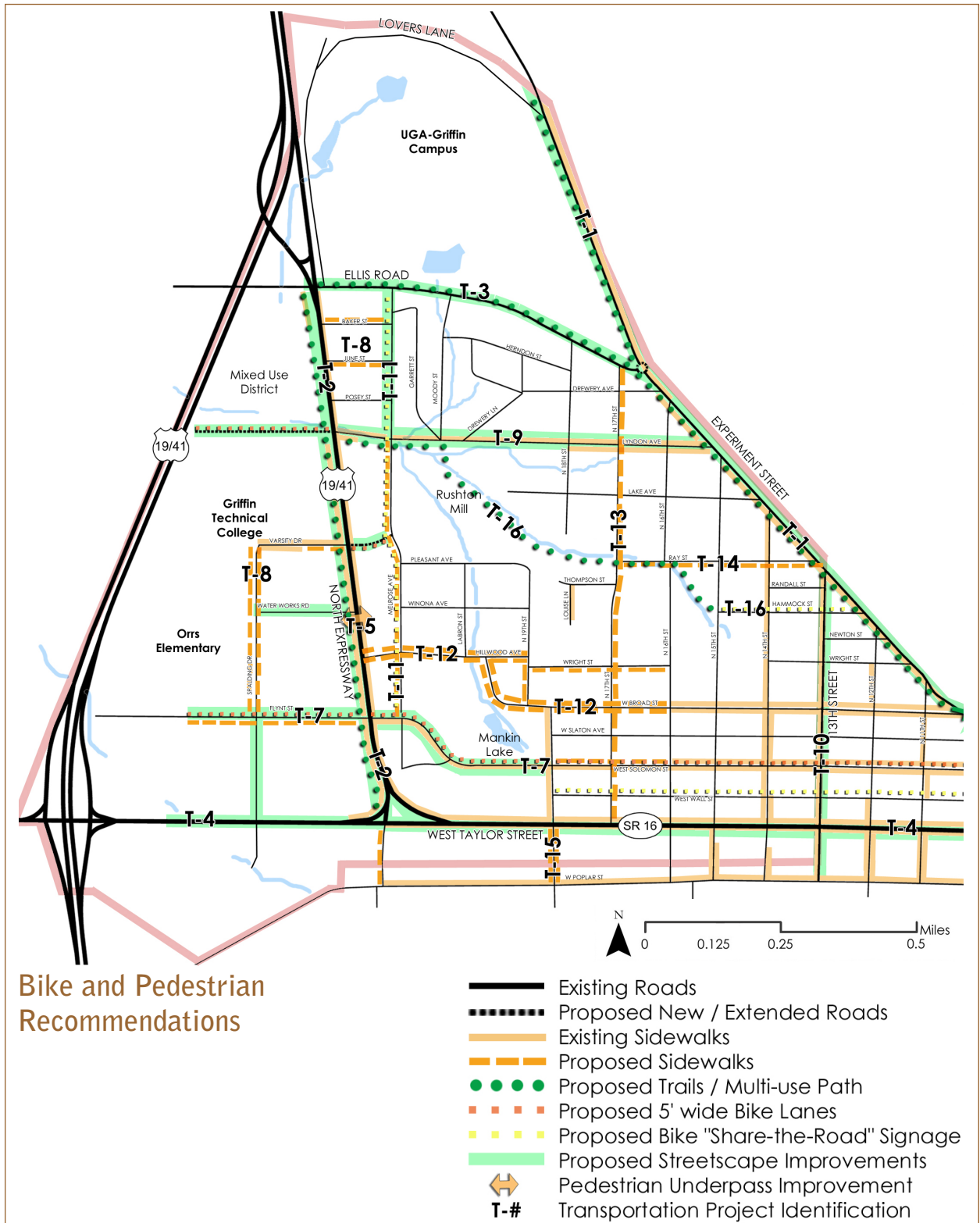
local route to Downtown Griffin. The plan also details improvements to an existing underground pedestrian crossing.

The following two maps represent the complete set of recommended transportation improvements; the first identifies the bicycle and pedestrian plan to complete the sidewalk network and the second identifies roadway improvements. Project numbers correspond to the project list and cost estimate sheet attached in Section 5. Implementation.

Each line item in the project list with a single Project ID number is considered one project. Many of these projects are separated into individual phases to provide flexibility in implementation. All phases of each project are intended to be designed and built simultaneously. This will simplify the design and construction process and is also the least expensive way to implement these projects. However, it may prove infeasible to design and construct all phases of a project at the same time for some projects either due to a lack of funding or other external reasons. If these situations occur, the separate phasing of different portions of each project will allow some phases to move forward even if other phases are delayed and/or removed. Final decisions regarding project phasing implementation must be made before ARC LCI or other implementation funding is applied for.

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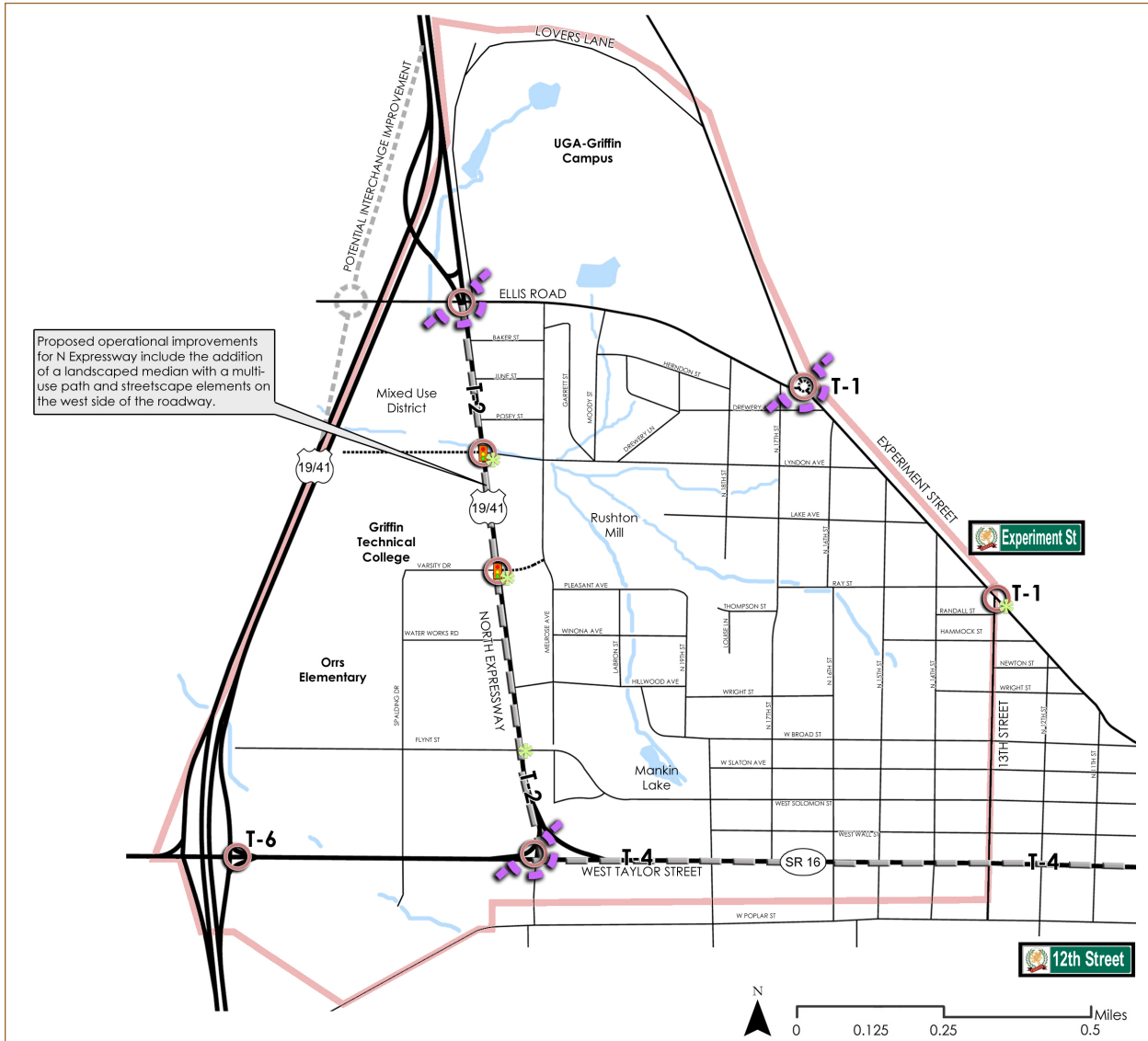
West Griffin Activity Center LCI Study RECOMMENDATIONS



Bike and pedestrian recommendations

West Griffin Activity Center LCI Study RECOMMENDATIONS

4



Proposed operational improvements for N Expressway include the addition of a landscaped median with a multi-use path and streetscape elements on the west side of the roadway.

Transportation Recommendations

- Existing Roads
- Proposed New / Extended Roads
- Gateways and Wayfinding Signage
- Wayfinding Signage
- Roadway Operational Improvements
- Intersection Improvements
- Proposed Traffic Signal Location
- T-#** Transportation Project Identification



Potential Interchange Improvement
Potential changes include shifting the alignment of the US 19/41 Bypass to the west, the addition of a full diamond interchange providing access between Ellis Road and the US 19/41 Bypass northbound and southbound, and removal of the existing southbound flyover ramp.

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

Experiment Street – T1

Experiment Street is the eastern boundary of the study area along the east and is adjacent to some of the neighborhoods experiencing decline. The City of Griffin has identified the strategic importance of this street, and has made investment to improving it by purchasing lots along it immediately south of the study area as the first step in acquiring needed right-of-way for streetscape and an eventual multi-use path along the west side of the street.

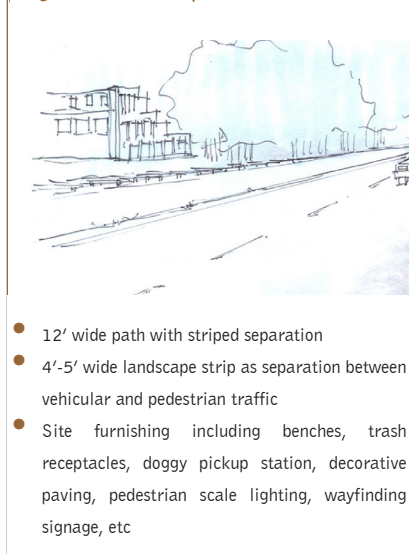
During the study process, the intersection of Experiment Street & 13th Street/Ray Street was identified as having operational and safety problems. This is essentially a 5-leg intersection that includes a railroad crossing on the southbound approach. Roadway lane and crosswalk striping is generally faded and essentially doesn't exist on the southbound approach. The Easy Shop Supermarket is located at this intersection and has curb cuts on Experiment Street, 13th Street, Ray Street, and Randall Street. This supermarket, while small, is successful at this location. Vehicle ownership is generally low in the

surrounding area, so the supermarket gets significant amount of pedestrian traffic along with vehicular traffic as there are no other supermarkets nearby. Therefore, the continued viability of this supermarket is important for the community. Modifications to this intersection are described in phase 2 of this project and took into account the needs of pedestrians, vehicular operations, and supermarket access for pedestrian and vehicular traffic.

- Phase 1A, Experiment Street - Multi-use path with streetscape elements (landscaping, lighting, street furniture) on the west side of roadway from Lovers Lane to Broad Street (east of study area);
- Phase 1B, Ellis Road and Experiment Street Intersection Improvements - Convert intersection to a roundabout that includes Drewery Avenue; improve pedestrian amenities; gateway signage and wayfinding signage; and
- Phase 2, Experiment Street and 13th Street Intersection Improvements - Remove curb cut for Easy Shop Supermarket on Experiment Street, close Ray Street to vehicular traffic at Easy Shop Supermarket, add lane markings to 13th Street east of Experiment Street (2 southbound lanes, 1 northbound lane), add crosswalks/ramps, add wayfinding signage.



Existing condition of Experiment Street



- 12' wide path with striped separation
- 4'-5' wide landscape strip as separation between vehicular and pedestrian traffic
- Site furnishing including benches, trash receptacles, doggy pickup station, decorative paving, pedestrian scale lighting, wayfinding signage, etc



A multi-use path along Experiment Street

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

N Expressway Improvements –T2

The Core Committee and community struggled with various options for the N Expressway as the priority corridor. The existing conditions report documents the safety and design problems facing this aging commercial corridor, and the community spoke strongly about providing safe bicycle and pedestrian facilities. Several recommended improvements will work in conjunction to improve the livability of the corridor and improve safety (see the “Intersection improvements” and “signal” improvements recommended further below). On the project list, project item “T2” has six phases associated with it.

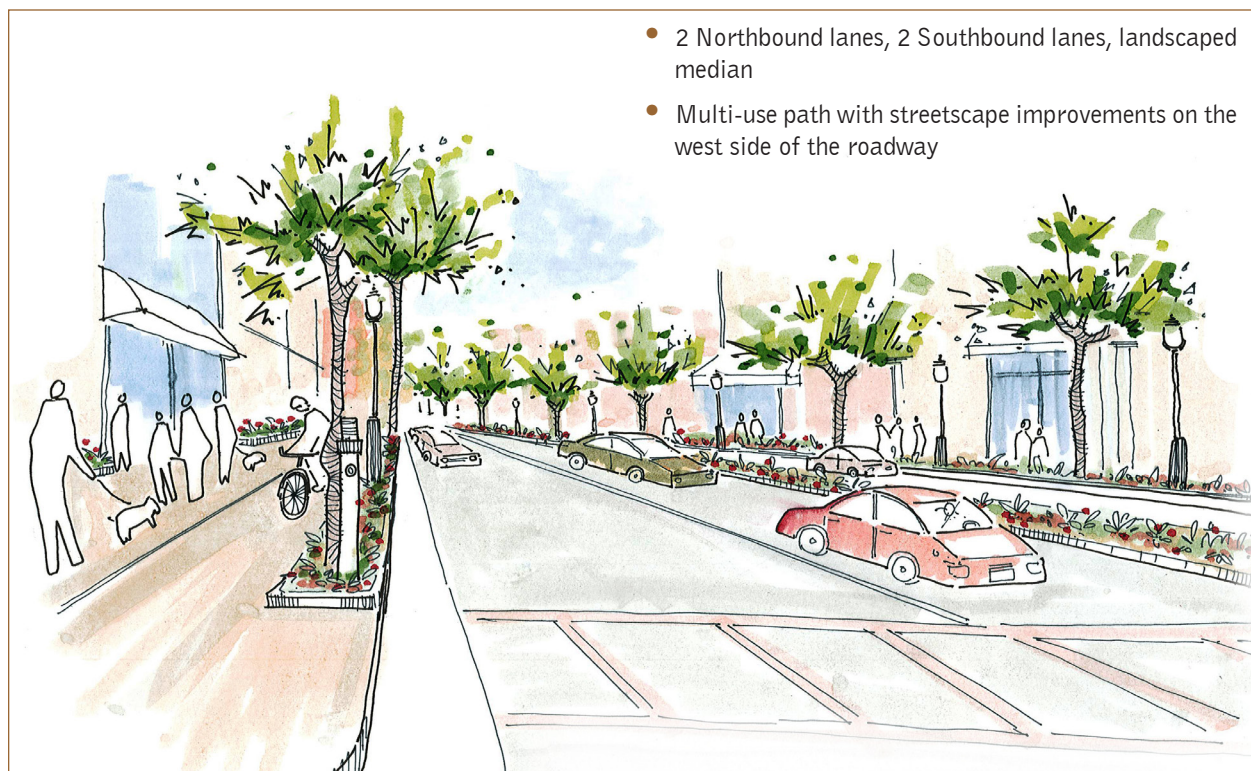
Based on traffic data (from the Spalding CTP) and peak travel observations, two options emerged and were presented with illustrations; the Core Committee and stakeholders rejected one option which involved a “road diet” – removing an entire travel lane in each direction to obtain right-of-way (ROW) that could be used for bicycle lanes and wider, safer sidewalk with streetscapes.

Instead, the preferred option recommends a landscaped median in the center of the roadway and a multi-use path with streetscape improvements on the west side of

the roadway. This option removes the center two-way left-turn lane in favor of creating the pedestrian refuge in the center and landscaping for a boulevard feel, but retains two northbound and two southbound lanes. The preference survey conducted during the process with streetscape and street images suggested further support, given recorded preferences for commercial boulevard with: a 4-lane divided road with large center landscaped median; street trees along boulevard and within median; 10’ asphalt multi-use trail along one side of boulevard, no overhead utilities, limited access with few curb cuts.



Existing condition of N Expressway (US 19/41)



- 2 Northbound lanes, 2 Southbound lanes, landscaped median
- Multi-use path with streetscape improvements on the west side of the roadway

N Expressway (US 19/41) Improvements: Median and multi-use trail

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

A median will provide pedestrians a refuge when crossing multiple lanes of traffic and will reduce the left turn traffic along the roadway. Full median openings would be located at all signalized intersections. Some other roadways and/or major driveways would also have full or partial median openings. The Core Committee recognizes that property owners will likely want data to show them the benefits of the recommended changes. Conducting the recommended traffic signal warrant studies and traffic analysis will be important, since they will demonstrate collective gain as more auto travelers choose to stop in a more attractive environment and more bicycle and pedestrians users begin to use the improved roadway.

The Plan recommends the multi-use trail with improved streetscape features for the west side of the roadway for two reasons. First, ROW can likely be obtained easier on the west side of the roadway where large existing buffers can be transformed and excessive surface parking can be converted without impact. Second, a number of major destinations are located along the west side of the roadway, including Griffin Tech, Volunteer Park, Orrs Elementary School, Faith Christian Academy, and the vacant/underutilized retail sites that could be redeveloped into a new Town Center (former Wal-Mart site and adjacent shopping center).

Specific recommendations for studies and intersection improvements are recommended as follows:

Access management standards

An Access Management Plan is highly recommended for the N Expressway in conjunction with the median improvements. Access management is a term used in transportation planning and engineering that involves coordination between roadway design and land use to improve on a variety of transportation issues. It is a way to provide access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed.

Access management involves changing land use planning and roadway design practices that limits the number of driveways and intersections on arterials and highways, constructing medians to control turning movements, encouraging clustered, neo-traditional development, creating more pedestrian-oriented street designs, improved connectivity and allocation of roadway facilities that encourage transportation efficiency.

Although access management is primarily intended to improve motor vehicle traffic flow, it can support transportation demand management by integrating transportation and land use planning, and by improving transportation options. It can help convert automobile-oriented strip development into more accessible land use patterns that are better suited to walking, cycling and public transit.

Thus, access management is the systematic control of the location, spacing, design, and operation of driveways, medians, auxiliary lanes, intersections, traffic signals, and street connections. Effective access management can increase public safety, extend the life of major roadways, reduce traffic congestion, support alternative transportation modes, and improve the appearance and quality of the built environment (Transportation Research Board, 2003). The following are ten principles of access management.

1. Provide a specialized roadway system. Manage each facility according to its function.
2. Limit direct access to major roadways. Higher volumes require greater access control.
3. Promote Intersection Hierarchy. Provide appropriate transitions between road classifications.
4. Locate Signals to Favor Through Movements. Space intersections for future signalization and coordination.
5. Preserve the Functional Area of Intersections. Carefully regulate access near intersections
6. Limit the number of Conflict Points. Simplify the driving environment by minimizing opportunities for conflict.
7. Separate Conflict Areas. Curb cuts, crosswalks, median breaks, and intersections must be adequately spaced to give motorists time to perceive and react to a potential conflict.
8. Remove turning vehicles from through traffic lanes. Provide adequate deceleration lanes.
9. Use Non-traversable Medians to manage left-turn movements. Minimizing left turns with raised medians has been proven to improve safety.
10. Provide a Supporting Street and Circulation System. Interconnected streets accommodate development, unify property access, support transportation alternatives, and provide alternate routes.

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

Local Government Powers of Access Control

Given the planning and land use powers of local governments, and the highway planning, improvement and operation authority of GDOT, the best access management can be achieved in cooperative partnerships between the City and GDOT. The development of land necessitates the establishment of local streets and access to property. The powers of local government to control land planning and site development to manage access needs are more comprehensive and powerful than GDOT's. Access to roadway facilities can be regulated through the use of planning and regulatory measures including land division, subdivision regulation, and zoning regulations.

Subdivision Regulations and Access Controls

State legislation gives Griffin authority to regulate subdivisions. Subdivisions can be regulated with regard to the following access management techniques:

- Control the number of access points in relation to road deceleration and acceleration lanes to avoid conflict points;
- Ensure design of adequate driveway throat length to avoid a conflict with the flow of off-site traffic;
- Provide adequate driveway spacing requirements, corner clearance, and joint and cross access configurations;
- Orient lots, buildings, and access points to local streets and not to high-traffic-volume arterials; and
- Require reverse frontage to ensure that lots abutting the roadway obtain access from a local road

Griffin can use the **site plan review process** to require documentation of all access points and the internal circulation system. Intersection controls, medians and on-site circulation controls can be required to ensure that access and design standards for roadways are followed, and that lots are not configured in a manner that encourages inadequate spacing between access points. Also, subdivisions should avoid out-parcels, or out-lots, that are on the perimeter of a larger parcel and break its frontage along the roadway. This type of lot is sometimes created along a shopping center and sold to capitalize on highly valued locations (i.e., building pads with high visibility from an adjacent roadway or intersection).

Access Controls

Access control guidelines can specify the location and design requirements of all access points along a major roadway. The guidelines can control the number of access

points in relation to road deceleration and acceleration lanes to avoid or minimize conflict points. Guidelines typically include specific design criteria for access points. These ensure adequate driveway throat length to avoid conflicts with the flow of off-site traffic, adequate driveway spacing requirements, sufficient corner clearances, and joint and cross access configurations. As property owners apply for new driveway permits, these guidelines can be enforced and applied. For existing driveways that may not currently meet the standards, conformance may be achieved when new permit requests are made, land use intensities change, or site improvements are initiated. Guidelines can be incorporated into an Overlay district or mixed-use zoning districts using road type or classification criteria to trigger the requirement of employing the standards into a proposed development project.

Intersection improvements

- N Expressway (US 19/41) and Ellis Road T2-2
- N Expressway (US 19/41) and Varsity Road T2-5A
- N Expressway (US 19/41) and Lyndon Avenue T2-6A

Traffic signal warrant studies

Conduct traffic signal warrant studies at the intersection of N Expressway (US 19/41) and Varsity Road and at N Expressway (US 19/41) and Lyndon Avenue.

Varsity Road extension to Melrose Avenue - T2 (Ph. 5B)

Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities. Roadway connects Griffin Tech, N Expressway (US 19/41), and existing residential development.

W Taylor Street (SR 16) - T4 and T6

Stakeholders dedicated a lot of attention and consideration to W Taylor street, as a heavily trafficked commercial corridor with viable but aesthetically unappealing and older commercial. Re-inventing this commercial street to encourage integration between the study area and the rest of the city was an important issue during the community input process.

- Add streetscape to both sides of road from Lowes to 8th Steet
- Add a landscaped median on Taylor Street (SR 16) from N Expressway (US 19/41) to Hill Street, using existing two-way left turn lane ROW
- Intersection Improvement: at US 19/41 Bypass and Taylor Street (SR 16)

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

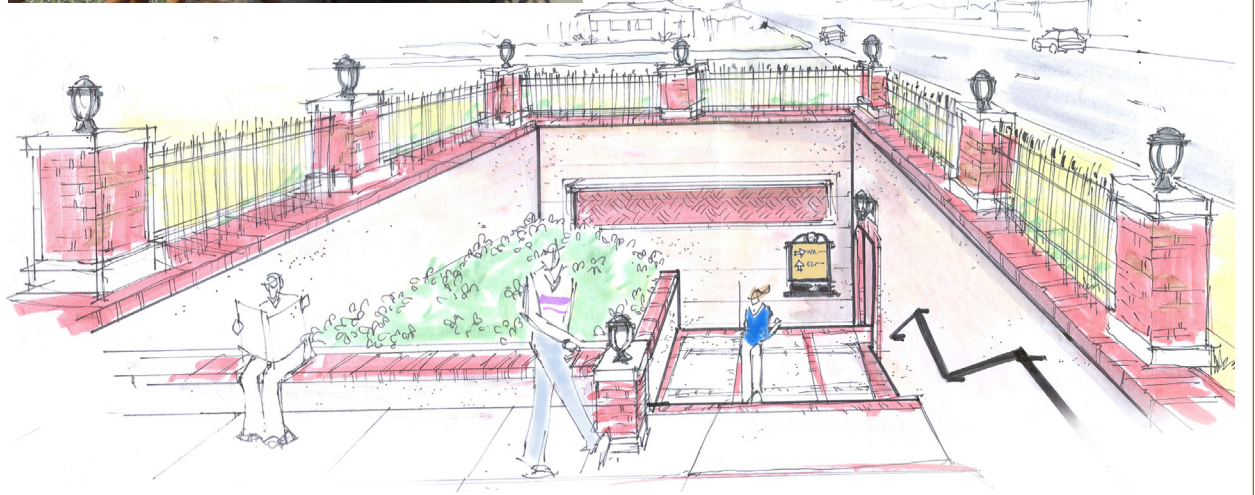
Pedestrian underpass - T5

The City would like to make the underpass usable, based on the illustration prepared for the study.

- The main way this would be done is by widening and extending the staircases and improving them aesthetically. This openness provides more of a sense of safety and helps to reduce unwanted activity in the tunnel. This expansion requires more ROW.
- Rakestraw's Collision on the east side of N Expressway (US 19/41) might be reluctant to give up their property as this would impact their parking lot and likely would not increase their customer base even if pedestrian activity increased (additional pedestrians don't typically increase sales at car repair shops).
- It is unclear yet if the water works site would be significantly impacted by an expansion of the staircase on the west side of N Expressway (US 19/41).

The existing pedestrian underpass is not safe. Renovation would allow safe pedestrian crossing separate from vehicular traffic. Potential improvements may include:

- Widen both entrances so that visibility is improved for travel in and out of underpass
- Cutting back existing grade also allows natural light into the underpass as its orientation is east and west.
- New decorative fencing, theme columns and lighting create aesthetic value, adding interest to North Expressway streetscape
- Masonry accents add character to existing concrete finishes
- Landscape ground cover softens graded bank while maintaining openness into area
- Wayfinding signage consistent with city branding



N Expressway pedestrian underpass / potential improvements

Sidewalk network - T7, T8, T12 – T15

Overall, the existing sidewalk infrastructure is fairly comprehensive; however, the opportunity exists to greatly enhance the pedestrian environment to make it more inviting, safe and complete. Gaps in the sidewalk system compromise the existing network while other portions of the pedestrian environment can be greatly improved through streetscape projects. In order to maximize investment in public infrastructure, the City should consider including requirements for sidewalks and other amenities in any overlay zoning districts, zoning code amendments or development regulations. These requirements can go a long way in the provision of infrastructure improvements that otherwise may be beyond Griffin’s budget or ability to implement in a timely fashion. These requirements and design standards also provide the City a mechanism to set a standard and consistent urban design theme.

The LCI Long Range Implementation Plan identifies multiple small sidewalk improvements recommended for the study area. Most of these projects are short in length and relatively low in cost. In order to better utilize available implementation funds, several sidewalk projects have been combined into single, comprehensive street projects. The consolidation of multiple small sidewalk improvements into one project reduces the logistical and bureaucratic hurdles that accompany federal grant programs and will allow certain street segments to occur in a holistic fashion.

The Transportation Plan recommends filling in gaps, beginning on major roadways and then moving to local roadways. The TAD boundary was drawn specifically to allow TAD revenue to be directed to sidewalk needs internal to the single family neighborhood in the center of the study area.

Multi-use paths, bike lanes, and share-the-road

To create a U-shape, continuous multi-use path through the study area, locations are recommended at:

- Experiment Street - T1 (Phase 1A)
- N Expressway (US 19/41) - T2 (Phase 1B)
- Ellis Road - T3

The multi-use paths provide bicycle infrastructure along most of the major roadways in the study area. The notable exception is W Taylor Street (SR 16). Purchasing ROW along this roadway for the addition of bicycle lanes would be costly and time-consuming. Therefore, it is

recommended that bicycle lanes be constructed on a nearby, parallel route, Flynt Street/Solomon Street, to provide bicycle access to W Taylor Street (SR 16) as well as provide another bicycle connection between the study area and downtown. Purchasing ROW on other small, residential roadways would have a significant impact on parcels that have existing homes on them. To avoid this conflict, it is recommended that Bicycle Share the Road signage be added to these roadways rather than the addition of bicycle lanes. Due to the relatively low traffic volumes and automobile speeds on these roadways, bicycle traffic can flow safely alongside automobile traffic. The following projects implement these recommendations:

- Construct 5-ft bicycle lanes on both sides of Flynt Street/Solomon Street from the Orrs Elementary School driveway west of Spalding Drive to 10th Street – T7 (Phase 1A)
- Add Bicycle Share the Road signage to Wall Street from 18th Street to 10th Street – T7 (Phase 1B)
- Add Bicycle Share the Road signage to Melrose Avenue from Flynt Street to Ellis Road – T11 (Phase 3)
- Add Bicycle Share the Road signage to Hammock Street From 15th Street to Experiment Street – T16 (Phase 1)

Parking

Revise parking standards, focusing on landscaping standards, required shared use parking options, and modern standards of maximum parking versus minimum parking. Regulations that allow easy conversion of existing parking into out-parcels or other uses fronting the street should be considered as well.

Public Transportation

The City of Griffin needs additional transportation options, given that nearly 20% of the households in the City do not have access to a vehicle, and yet there exists no regular service with scheduled stops. In the study area, it does not appear that current densities would support a dedicated bus route at this time; the City has discussed a potential shuttle system serving the Downtown, but faces financial constraints,. As the Downtown develops and the potential new Town Center development begins, analysis should be conducted for priority routes and appropriate bus stop locations. Specific details regarding a commuter rail line between the City of Griffin and the City of Atlanta are very preliminary. Identification of funding,

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

construction, and implementation of a commuter rail line to the City of Griffin will likely take many years. However, the LCI study process reinforced that there is an interest in additional transit, particularly in the form of commuter rail.

IMPLEMENTATION

The project list presents recommend actions and projects in order of priority, considering both impact and funding sources criteria. While the projects along N Expressway will make the greatest long term impact on the area, planning and implementation will take longer than the other priority that emerged for the area - Experiment Street. As a state route, the N Expressway improvements will require coordination with GDOT and the future of the desired "diamond" interchange will likely push construction further into the future

The recommended projects, however, include measures that will both inform the planning for N Expressway and provide inputs for more immediate improvements, such as the traffic signal warrant studies and access management planning.

The team recommends components of the overall N Expressway project as individual projects, such as the N Expressway median, N Expressway multi-use trail and projects, and the N Expressway intersection projects so that planning can move forward even as the team anticipates these to be combined for implementation purposes. This results in multiple projects having the same project number but different phase numbers.

While the Experiment Street projects are moving forward, coordination can take place with GDOT to determine exactly what the Department officials will allow along N Expressway. Also during this time the signal warrant studies can be done at N Expressway and Varsity Road and at N Expressway and Lyndon Avenue. Additionally, the City can look at getting supplemental funding for project TI-2, an access management study on N Expressway and Taylor Street. The signal warrant studies and access management study can help guide exactly what should be done along N Expressway and give GDOT justification for allowing these projects to move forward.

Even with thoughtful consideration to phasing the project list, substantial investment is needed, and the City and other stakeholders will need to be resourceful. The city has already undertaken one of the most effective measures for securing funding by conducting the Redevelopment Plan and preparing a TAD, as described in the following section.

4.3 REDEVELOPMENT PLAN

INTRODUCTION

The Development Program reported here provided the basis for developing the Concept and Master Plan; the infrastructure projects herein reflect those detailed in the Transportation Section 4.2 above.

A complete Redevelopment Plan was submitted to the City of Griffin Board of Commissioners and approved on December 8, 2009; the Redevelopment Plan is presented as an Attachment to the West Griffin Activity Center LCI. This section summarizes the plan, explains the boundaries of the Tax Allocation District and analyzes the basic economic impact of the West Griffin TAD for both the City of Griffin and Spalding County, as well as the fiscal impact for both the City and the School District.

The Vision and Key Objectives of the West Griffin Village Tax Allocation District

The West Griffin Village Tax Allocation District Redevelopment Plan seeks to provide City of Griffin and the West Griffin community with an effective tool for achieving a full realization of this area's commercial and residential development potential, as well as a better geographical balance in the development it attracts. The West Griffin Village TAD is necessary to spur beneficial redevelopment in this area of the City of Griffin.

The fundamental purpose of the West Griffin Village Tax Allocation District Redevelopment Plan is to address the conclusion that the proposed West Griffin Village TAD area overall has not been subject to growth and development through private enterprise and cannot reasonably anticipate development without approval of this Redevelopment Plan. To quote directly from the Redevelopment Powers Law, this Redevelopment Plan "explains the grounds for a finding by the local legislative body that the redevelopment area on the whole has not been subject to growth and development through private enterprise and would not reasonably be anticipated to be developed without the approval of the redevelopment plan or that the redevelopment area includes one or more natural or historical assets which have not been adequately preserved or protected and such asset or assets would not reasonably be anticipated to be adequately preserved or protected without the approval of the redevelopment plan."

The land area and neighborhoods within the proposed West Griffin Village TAD boundaries have been

examined and analyzed to determine the area's eligibility for inclusion in a redevelopment area under the Georgia Redevelopment Powers Law. A recent analysis conducted as part of the West Griffin Activity Center Livable Centers Initiative (LCI) study of physical conditions, land use and market trends in the proposed West Griffin Village TAD findings reveal that this area is economically and socially depressed, with conditions contributing to social ills that have a deleterious effect upon the economic health and safety of the immediate and surrounding communities.

This assessment of existing conditions supports the conclusion that West Griffin Activity Center community as a whole – the Study Area of the West Griffin LCI study – has not been subject to growth and development through private enterprise and cannot reasonably anticipate development without creation of a Tax Allocation District in all or key portions of the Study Area.

Creation of a West Griffin Village Tax Allocation District (TAD) will strengthen City of Griffin's ability to promote truly balanced economic growth by directing one of its key economic development tools – a TAD – toward revitalizing a collection of neighborhoods that have been identified by City of Griffin as being in need of such support.

The overall vision and specific recommendations are based on findings, goals and objectives contained in reports and studies recently completed and adopted by the City of Griffin, including the aforementioned West Griffin LCI. Those key plans and studies include the following:

1. West Griffin Activity Center Livable Center Initiative Study (November 2009)
2. City of Griffin Downtown Redevelopment Plan (October 2007)
3. City of Griffin Redevelopment Plan for Tax Allocation District #1: Downtown Griffin & North Hill Street (December 2008)
4. City of Griffin 2024 Comprehensive Plan

Location and Boundaries of Tax Allocation District

The West Griffin Village TAD is bounded roughly by US 19/41 to the west, W. Taylor Street on the south, N. 13th Street on the east, Experiment Street to the northeast and Lovers Lane/Seaboard Coastline rail line to the north. Key elements of the TAD boundaries are as follows:

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West Griffin Activity Center LCI Study

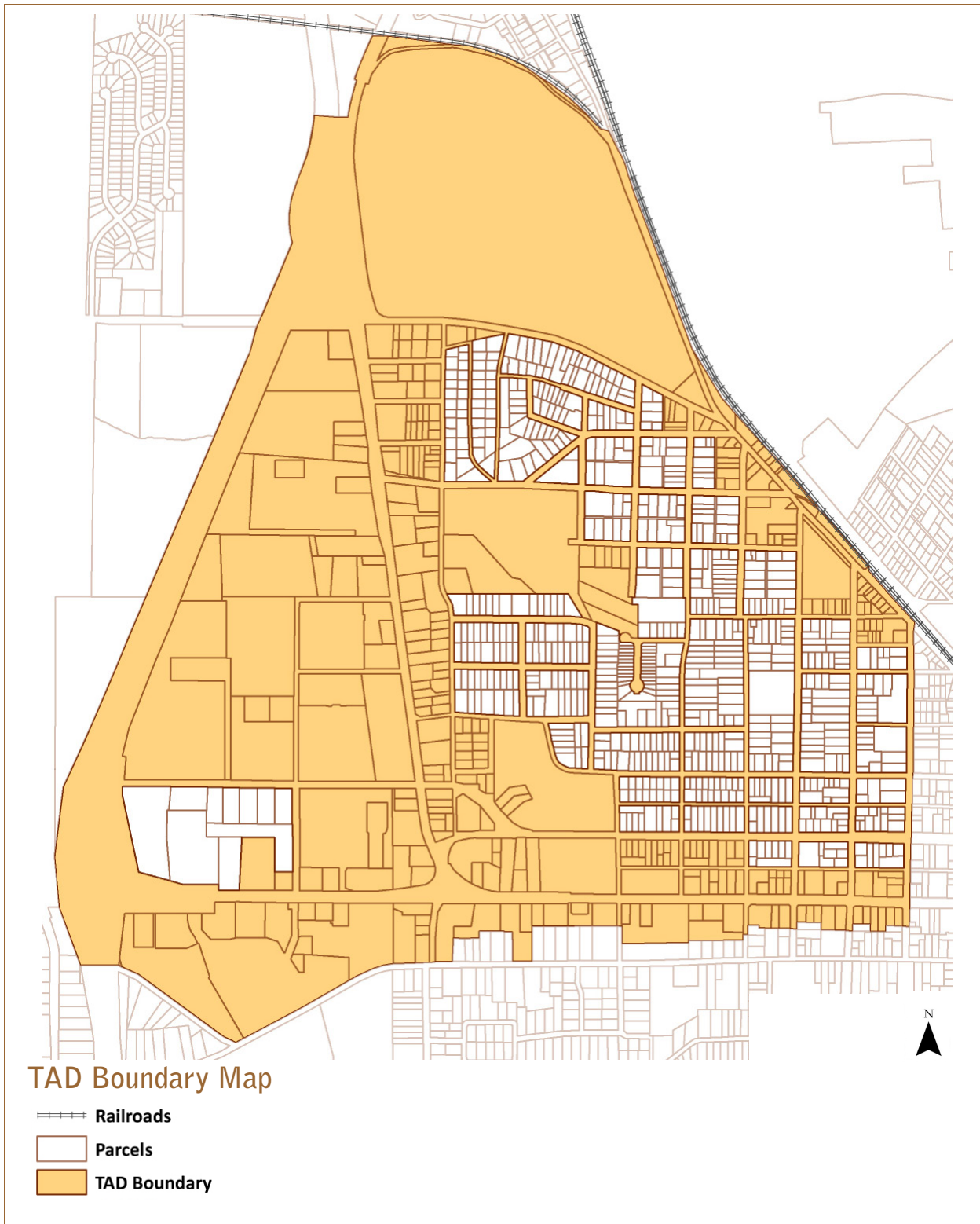
RECOMMENDATIONS

- Wherever possible, the public right-of-way of all roadways within the outer boundaries of the TAD are included in the TAD, as indicated on the following boundary map, even though many properties within the primarily-residential portion of the TAD are excluded from the TAD. This allows the use of TAD funds on public improvements within the right-of-way of these streets.
- The boundary along US 19/41 extends to the edge of the west right-of-way of that highway and includes the interchange at W. Taylor Street.
- The primarily-apartment properties east of 19/41, south of Floyd and north of W. Taylor have been excluded from the TAD.
- The TAD's southern boundary incorporates all of the "commercial cluster" east of 19/41, south of W. Taylor and west of Hammond, but east of Hammond it includes only those parcels fronting the south side of W. Taylor.
- The TAD boundary along 13th Street extends to the east right-of-way of that street; thus, all of the public right-of-way/roadway along 13th Street is included in the TAD (as indicated above) even though some residential properties fronting the west side of 13th Street are excluded.
- The TAD boundary along Experiment Street extends to the west/southwest railroad right-of-way, and the boundary along Lovers Lane extends to the south edge of the railroad.

The West Griffin Village TAD encompasses a total of 345 individual parcels, 321 (90.7 percent) of which are not exempt and therefore are fully taxable. The TAD incorporates 497.4 acres, 259.4 (52.2 percent) of which are taxable. The Fair Market Value of all taxable properties is \$119,360,890, with an Assessed Taxable Value of \$31,573,361.

West Griffin Activity Center LCI Study
RECOMMENDATIONS

4



4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Overview of Tax Allocation Districts

Tax Allocation districts are authorized in Georgia under the Redevelopment Powers Law, Title 36, Chapter 44. A Tax Allocation District (“TAD”), which uses a financing method typically referred to as “tax increment financing,” is a tool used to publicly finance certain redevelopment activities in underdeveloped or blighted areas. A TAD derives its funding from the increase in a defined area’s ad valorem taxes levied by the city (if within an incorporated area), county and potentially the school system. These revenues are placed in a special redevelopment fund for the area and are used to directly pay for the redevelopment costs or to issue bonds to pay for redevelopment costs.

Examples of potential projects include the following:

- New parks, recreation facilities, and open spaces
- Pathways and trails, many linking the area’s parks
- Roadway improvements and enhancements
- Sidewalk and pedestrian-friendly streetscape improvements
- Land assemblages and/or site preparation for redevelopment
- Construction of new public facilities
- Improvements to the area’s basic water, sewer and transportation infrastructure

Legal Basis and Qualifying Conditions for the West Griffin Village Tax Allocation District

The fundamental purpose of the West Griffin Village Tax Allocation District Redevelopment Plan, adhering to the State of Georgia “Redevelopment Powers Law” (OCGA 36-41-1), is to address the conclusion that the proposed West Griffin Village TAD area overall has not been subject to growth and development through private enterprise and cannot reasonably anticipate development without approval of this Redevelopment Plan. To quote directly from the Redevelopment Powers Law, this Redevelopment Plan “explains the grounds for a finding by the local legislative body that the redevelopment area on the whole has not been subject to growth and development through private enterprise and would not reasonably be anticipated to be developed without the approval of the redevelopment plan or that the redevelopment area includes one or more natural or historical assets which have not been adequately preserved or protected and such asset or assets would not reasonably be anticipated to be

adequately preserved or protected without the approval of the redevelopment plan.”

The land area and neighborhoods within the proposed West Griffin Village TAD boundaries have been examined and analyzed to determine the area’s eligibility for inclusion in a redevelopment area under the Georgia Redevelopment Powers Law. A recent analysis of physical conditions, land use and market trends in the proposed West Griffin Village TAD findings reveal that this area is economically and socially depressed, with conditions contributing to social ills that have a deleterious effect upon the economic health and safety of the immediate and surrounding communities.

This assessment of existing conditions supports the conclusion that West Griffin Activity Center community as a whole – the Study Area of this LCI report – has not been subject to growth and development through private enterprise and cannot reasonably anticipate development without creation of a Tax Allocation District in all or key portions of the Study Area.

Specific qualifying conditions that currently exist or are projected to exist in the near future in the West Griffin Activity Center Study Area include the following, which have been identified as key area weaknesses in the Current Market Conditions and Emerging Trends section above:

- **Structural Age and Deterioration:** A majority of the retail, office/industrial buildings, and apartments were constructed between 20-40 years ago. This has created a perception, and a reality in many cases, of a lack of reinvestment in the Study Area. Many have experienced only minor improvements since that time and, consequently, are out of date and in many cases are considered blights on the community.
- **Commercial Vacancies:** Several of the buildings in the area are abandoned, and no reinvestment in a significant number of the buildings is being made, which acts as a deterrent to any buyers who may be interested in building or investing in the study area. Ellis Crossing, formerly anchored by a Wal-Mart, has only one tenant and is effectively abandoned. Expressway Village, immediately adjacent and connected to Ellis Crossing, is approximately 30 percent vacant, with the remaining space occupied by short-term tenants. Several highly-visible free-standing commercial/retail buildings along W. Taylor Street are empty. This adds to the dilapidated appearance of much of the area, acting as a severe constraint on new investment and commercial use.

West Griffin Activity Center LCI Study

RECOMMENDATIONS

4

- **Residential Vacancies/Abandonment:** The high percentage of residential properties within the Study Area that are currently vacant and/or essentially abandoned – i.e. not being maintained or actively marketed as either sales or rental properties – has a fundamentally negative impact on the attractiveness of the entire Study Area as an investment opportunity.
- **Deteriorated or Dilapidated Residential Structures:** There is a significant percentage of residential structures within the Study Area that qualify as substandard, slum, deteriorated or dilapidated. There is in general the appearance that reinvestment is not being made into updating existing residential structures in most portions of the Study Area’s residential neighborhood north of Solomon Street.
- **Inadequate Open or Green Space:** Also another fairly clear issue is the lack of public open or green space. Other than abandoned lots, there is no appreciable public park space in the Study Area.
- **Infrastructure Obsolescence or Disrepair:** Local infrastructure also needs to be addressed as the demands of past developments have strained it. While not necessarily aged beyond its lifespan, local infrastructure has arguably been overtaxed by the demands made by past development. If the area is to continue to grow and flourish, infrastructure needs must be addressed.
- **High Level of Absentee Ownership:** The residential community has become largely rental even though its stock of single-family detached housing remains basically intact. The recent wave of foreclosures appears to be accelerating this trend, with numerous below-fair-market purchases over the past three years.
- **Inadequate Parking, Roadways, Bridges or Public Transportation Facilities:** This relates not only to infrastructure and facilities that are inadequate to the task of accommodating current traffic volumes, but also to those that would be inadequate after proposed redevelopment. A major problem is the number of difficult intersections within the area. Too many intersections that are essential to the successful redevelopment of the Study Area are currently functioning as constraints to that redevelopment, as well as to the retention of existing businesses and maintenance of the residential portion of the Area. Intersections that are particularly difficult to navigate include McIntosh Road and US 19/41, the southbound separation and northbound merging of US 19/41 and Business 19/41 (the N Expressway), Ellis Road at the N Expressway, the US 19/41 and W. Taylor Street interchange, and the Experiment Street-Ray Street-13th Street-railroad tracks convergence.
- **Congested Access and Egress:** The current layout of the road network is not conducive to the efficient flow of traffic into and out of existing or potential retail, office and mixed-use projects in the area. The existing network of interior and residential streets within the area will become even less capable of handling both community and pass-through traffic if they are not updated or expanded.
- **Pedestrian and Traffic Safety:** Traffic conditions are unsafe for those in vehicles as well as pedestrians. The lack of a traffic signal at the southbound exit ramp of US 19/41 and W. Taylor Street in particular not only impedes potential retail traffic along Taylor Street and into the downtown area, but actually creates an exceedingly dangerous left-hand turn onto Taylor Street from that ramp. There are few sidewalks within the residential portion of the Study Area, and pedestrians find few safe, convenient opportunities to cross any of the major roads in the Study Area.
- **Economic Underutilization of Developable Land:** A significant proportion of developable land within the area is underutilized with respect to potential density, type of development and/or resulting market and taxable values. Both commercial and residential vacancy rates are unacceptably high. The vicinity could support much higher densities due to its proximity to US 19/41 and SR 16, as well as to Interstate 75.
- **The Current Condition is Less Desirable than Potential Redevelopment:** There are a noticeable number of under-utilized properties in the area. Based on market analyses contained in this Study, several sites offer feasible opportunities for the development of catalytic redevelopment projects that would significantly increase property values, necessary services and amenities, and overall quality of life standards within the Study Area.
- **City Redevelopment Priority:** The City of Griffin has designated redevelopment in the Study Area as a priority of the City in its Comprehensive Development Plan and in its application for, and current administration of, an ARC LCI grant for the Study Area.

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Based on the conditions described above, the West Griffin community as a whole faces severe economic constraints that, in turn, prevent adequate resolutions to the social and economic problems facing both the residents and business interests in the Study Area. With respect to the potential for the creation of a Tax Allocation District in the Study Area, the West Griffin community overall qualifies as a Redevelopment Area for TAD purposes under the Redevelopment Powers Law due to meeting most, if not all, of the general criteria cited in that Law, although it is required to meet only one.

Specifically, the West Griffin community qualifies as a TAD Redevelopment Area due to meeting the following qualifying conditions as defined in Georgia's Redevelopment Powers Law (36-44-3):

An urbanized area as determined by current data from the U. S. Bureau of the Census or an area presently served by sewer that qualifies as a 'blighted or distressed area,' a 'deteriorating area,' or an 'area with inadequate infrastructure,' as follows:

(A) A 'blighted or distressed area' is an area that is experiencing one or more conditions of blight as evidenced by:

1. The presence of structures, buildings, or improvements that by reason of dilapidation; deterioration; age; obsolescence; inadequate provision for ventilation, light, air, sanitation, or open space; overcrowding; conditions which endanger life or property by fire or other causes; or any combination of such factors, are conducive to ill health, transmission of disease, infant mortality, high unemployment, juvenile delinquency, or crime and are detrimental to the public health, safety, morals, or welfare;
2. The presence of a predominant number of substandard, vacant, deteriorated, or deteriorating structures; the predominance of a defective or inadequate street layout or transportation facilities; or faulty lot layout in relation to size, accessibility, or usefulness;
3. The existence of conditions through any combination of the foregoing that substantially impair the sound growth of the community and retard the provision of housing accommodations or employment opportunities;

(B) A 'deteriorating area' is an area that is experiencing physical or economic decline or stagnation as evidenced by two or more of the following:

1. The presence of a substantial number of structures or buildings that are 40 years old or older and have no historic significance;
2. High commercial or residential vacancies compared to the political subdivision as a whole;
3. The predominance of structures or buildings of relatively low value compared to the value of structures or buildings in the surrounding vicinity or significantly slower growth in the property tax digest than is occurring in the political subdivision as a whole;
4. Declining or stagnant rents or sales prices compared to the political subdivision as a whole;
5. In areas where housing exists at present or is determined by the political subdivision to be appropriate after redevelopment, there exists a shortage of safe, decent housing that is not substandard and that is affordable for persons of low and moderate income; or
6. Deteriorating or inadequate utility, transportation, or transit infrastructure; and

(C) An 'area with inadequate infrastructure' means an area characterized by:

1. Deteriorating or inadequate parking, roadways, bridges, pedestrian access, or public transportation or transit facilities incapable of handling the volume of traffic into or through the area, either at present or following redevelopment; or
2. Deteriorating or inadequate utility infrastructure either at present or following redevelopment.

The identification of these qualifying conditions allow the City of Griffin Board of Commissioners to reach a finding that

1. The redevelopment area on the whole has not been subject to growth and development through private enterprise and would not reasonably be anticipated to be developed without the approval of the redevelopment plan or includes one or more natural, historical, or cultural assets which have not been adequately preserved or protected and such asset or assets would not reasonably be anticipated to be adequately preserved, protected, or improved without the approval of the redevelopment plan; and
2. The improvement of the area is likely to enhance the value of a substantial portion of the other real

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

property in the district.

The overall purpose of the TAD is to address and resolve the key challenges, conditions and barriers to private investment and development. It would prove to be an effective economic redevelopment tool if applied to the West Griffin Activity Center community as a whole or to certain specified portions of that community.

City of Griffin TAD Capacity

City of Griffin is prohibited by State law from including more than 10 percent of its property tax base in all of the Tax Allocation Districts in the aggregate that it may create. Based on a reported total assessed tax value in 2009 of \$566,014,649 (net Maintenance and Operation base), the City could establish a TAD or group of TADs as of December 31, 2009 that in the aggregate encompass property assessed at up to \$56,601,464 in taxable value.

The West Griffin Village TAD encompasses \$31,573,360 in assessed value, or 5.578 percent of the City's net Maintenance and Operations ("M&O") digest of \$566,014,649. Although it would be the second TAD district created by the City as of December 31, 2009, the West Griffin Village TAD does not violate the 10 percent limit. The combined values of the City's TAD #1 and TAD #2 (the West Griffin Village TAD) total \$56,533,185, or 9.988 percent of the City's 2009 net M&O digest. Therefore, the West Griffin Village TAD meets the Redevelopment Powers Law provision regarding the City's tax-digest limit on TAD's, also known as the City's TAD Capacity.

Proposed Private Taxable Development Program

Catalyst Private Development Projects

1. **Town Center:** Development of a predominantly-residential mixed use with approximately 200 market rate but affordable apartment units that can tap into the students of both adjacent post-secondary educational institutions (Griffin Tech and UGA) as well as non-student residents seeking affordable housing near employment, retail, services and the area's roadway network. In addition to apartments, the "town center" design would accommodate approximately 25,000 square feet of food and general merchandise retail and services as well as 15,000 square feet of space for local office uses.
2. **Supermarket:** It appears likely that either the existing Kroger will relocate to a site near the Lowe's-Home Depot retail cluster, or a competitor – likely Publix

– will enter the Griffin market in or near that same location within the next several years.

3. **Hotel and Conference Center:** The Griffin market area lacks meeting facilities that can accommodate groups in the critical 200-500 person market category with on-site overnight hotel rooms for at least a significant portion of meeting and conference attendees.
4. **Entertainment Venue:** While no specific type of venue is projected, Griffin could use a moderately-sized public gathering and entertainment venue – quite possibly an amphitheater or other facility capable of hosting musical events. The West Griffin area appears to have several sites that could accommodate such a venue.
5. **N Expressway Corridor:** New infill and significantly renovated existing commercial structures replacing functionally and/or structurally obsolete facilities and businesses along this high-traffic corridor. Opportunities for replacing free-standing structures and outdated strip centers with new street-front retail and services space designed to conform to new urbanism/town center standards and design themes.
6. **Ellis Road Corridor:** New residential development geared toward the expanding UGA campus.
7. **Senior Housing:** Mid-rise rental and/or condo senior housing that could accommodate a range of markets from active seniors to assisted living.
8. **Rushton Mill:** The Rushton Mill appears to have good potential for a conversion into lofts, live-work space, retail, office and exhibit space. Its market potential should increase significantly as greenspace, sidewalks and other improvements are introduced into the neighborhood, and as new markets are generated by commuter rail, downtown revitalization and UGA/Griffin Tech expansions.
9. **Experiment Street Corridor:** New infill development geared toward specialty food and retail, as well as community residents' needs.
10. **West Griffin Neighborhood:** New and renovated housing within the interior residential areas of the West Griffin area, with a range of housing types (single-family detached, townhomes and apartments).
11. **Taylor Street Corridor:** New commercial development similar to that projected to occur along the N Expressway.

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

There is no assurance that these projects will occur. However, the criteria referenced indicate that reasonable projections can be made that such projects can occur within the TAD area, particularly if the TAD itself were in place to facilitate them.

Projected Development Programs Table

Site	Retail SF	Office, Meeting SF	Hotel Rooms	Townhome Units	MF Condo Units	MF Apts Units	SFD Units
1 Town Center	25,000	15,000		30		200	
2 Supermarket	65,000						
3 Hotel & CC	6,000	20,000	125				
4 Entert Venue							
5 N Exwy Corridor	17,000			50		150	
6 Ellis Rd Corr				50			25
7 Sr Housing						100	
8 Rushton Mill	5,000	20,000			60		
9 Experiment Corr	7,000			40			
10 W Griffin Neigh				50		100	50
11 Taylor Corr	25,000	15,000					
TOTALS	150,000	70,000	125	220	60	550	75

Proposed Public Redevelopment/Improvement Projects

- Improvements to the area's basic water, sewer and transportation infrastructure
- Roadway improvements and enhancements
- Sidewalk and pedestrian-friendly streetscape improvements
- Construction of new public facilities

Transportation Projects

1. Add a landscaped median on N Expressway (US 19/41) from Taylor Street (SR 16) to Ellis Road
2. Add a landscaped median on Taylor Street (SR 16) from N Expressway (US 19/41) to Hill Street
3. Extend Varsity Road east to Melrose Avenue. Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities
4. Extend Lyndon Avenue west into the redevelopment of the existing retail sites. Roadway extension should

have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities

5. N Expressway (US 19/41) and Ellis Road intersection improvements
6. N Expressway (US 19/41) and Varsity Road intersection improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities
7. N Expressway (US 19/41) and Lyndon Avenue intersection improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities, improve drainage
8. N Expressway (US 19/41) and Taylor Street (SR 16) intersection improvements - Improved pedestrian amenities, gateway signage
9. Experiment Street and 13th Street intersection improvements - Improve traffic operations/safety and improved pedestrian amenities

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

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| <ul style="list-style-type: none"> 10. Experiment Street and Ellis Road intersection improvements - Shift intersection north of the power substation so that the two roadways meet at a 90 degree angle; improve pedestrian amenities 11. US 19/41 Bypass and Taylor Street (SR 16) intersection improvements <p>Bicycle & Pedestrian Improvements</p> <ul style="list-style-type: none"> 1. N Expressway (US 19/41) multi-use trail and streetscape - West side of roadway from Taylor Street (SR 16) to Ellis Road, includes a multi-use trail with streetscape features (landscaping, lighting, street furniture) 2. Ellis Road multi-use trail and streetscape - North side of roadway from N Expressway (US 19/41) to Experiment Street 3. Flynt Street/Solomon Street bicycle lanes - 5-ft bicycle lanes on both sides of roadway from school driveway west of Spalding Drive to 10th Street 4. Melrose Avenue bicycle share the road signage from Flynt Street to Ellis Road | <ul style="list-style-type: none"> 5. W Wall Street share the road signage from 18th Street to 10th Street 6. W Taylor Street (SR 16) Streetscape - From traffic signal at Lowe's to 8th Street 7. Sidewalks on local roadways - Locations TBD 8. Pedestrian underpass - Widen and extend the staircases to open them up and improve them aesthetically 9. Gateway Signage - At the intersections of Experiment Street and Ellis Road, N Expressway (US 19/41) and Ellis Road, and N Expressway (US 19/41) and Taylor Street (SR 16) 10. Wayfinding Signage - Multiple intersections. <p>These specific improvements are subject to change based on perceived need and available funding. Anticipated costs within general categories of public improvements within the TAD are summarized as follows:</p> |
|--|--|

PUBLIC IMPROVEMENTS					
Category of Improvements	Total Estimated Costs	Anticipated Major Source	Total Estimated Local Match	Primary Local Match Sources*	
				City TAD Bonds	SPLOST, CDBG, Other City Funds
Roadway Improvements	\$ 5,554,600	GDOT	\$ 1,110,920	\$ 555,460	\$ 555,460
Bike/Pedestrian Improvements	\$ 20,447,800	GDOT, ARC	\$ 4,089,560	\$ 2,044,780	\$ 2,044,780
Signage Improvements	\$ 21,000	City	\$ 21,000	\$ 10,500	\$ 10,500
Combination of Improvements	\$ 3,998,700	GDOT, ARC	\$ 799,740	\$ 399,870	\$ 399,870
TOTALS	\$ 30,022,100		\$ 6,021,220	\$ 3,010,610	\$ 3,010,610

**Assume 50/50 split. Proportion may vary depending on nature of qualifying improvement project.*

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Basic Economic Impact of West Griffin Village TAD

Some of the basic long-term and short-term benefits of the proposed TAD to various local entities include the following:

City of Griffin and Spalding County

- Long and Short-term: Increased Special Purpose Local Option Sales Tax revenue
- Long and Short-term: Infrastructure Improvements including road, bridges, and sewer
- Long-term: Receipt of the entire tax increment after TAD bonds are paid and the Tax Allocation District terminates
- Long and Short-term: Decrease in crime
- Long and Short-term: Area becomes an economically positive part of City of Griffin and Spalding County

Griffin-Spalding County School System

- Long and Short-term: Increased ESPLOST revenue
- Short-term: TAD funded projects could include allowances for capital improvements to TAD area schools in need of expansion and/or renovation
- Long-term: Receipt of the entire tax increment after TAD bonds are paid and the Tax Allocation District terminates

OVERALL SUMMARY: Impacts	
Items / Categories	
Housing Units Created	905 Units
Retail Square Footage Created	150,000 SF
Corporate Office Square Footage Created	70,000 SF
Business Park Office Square Footage Created	- SF
Hotel Rooms Created	125 Units
Permanent Jobs Created or Retained (FTE)	749 Jobs
Construction Jobs Created (FTE Man Years)	687 Jobs
Total New Development Investment	\$ 99,673,000
Addition to Tax Base at Completion (100% Value)	\$ 535,313,000
Total New Real Property Taxes	\$ 105,114,000
City	\$ 21,091,000
County	\$ 37,456,000
School System	\$ 46,568,000
Total New Sales Tax Revenues	\$ 6,825,417

NOTE: All Constant 2009 Dollars

Tax Base Increase: The impact of the TAD on the tax base within its boundaries is summarized in the following table, which shows among other things the proportion of increased market and assessed value associated with new development and the proportion associated with appreciation of existing properties within the TAD area – appreciation which is projected to occur at a significantly higher rate than if the TAD were not established.

TAX BASE INCREASE (25 Years)			
<u>FROM EXISTING PROPERTY APPRECIATION:</u>			
\$	31,573,360	Assessed @ 2008	
\$	181,654,678	Assessed @ Yr 25	
\$	150,081,318	Assessed Increase	
\$	<u>375,203,294</u>	Market Value @ 100%	
<u>FROM NEW DEVELOPMENT:</u>			
\$	64,043,639	New Assessed Yrs 1-25	
\$	<u>160,109,098</u>	Market Value @ 100%	
<u>TOTAL TAX BASE INCREASE:</u>			
Assessed Value (@ 40% Market)			
\$	150,081,318	From Appreciation	= 70%
\$	64,043,639	From New Development	= 30%
\$	<u>214,124,957</u>	Total Taxable Assessed Value Increase	
100% Market Value			
\$	375,203,294	From Appreciation @ 100%	= 70%
\$	160,109,098	From New Development @ 100%	= 30%
\$	<u>535,312,392</u>	Total Taxable Market Value Increase	

“Halo Effect”: Moreover, a TAD usually will have that same impact on property immediately adjacent to it – i.e. because of improvements in the TAD itself, properties surrounding the TAD will increase in value at a higher-than-normal rate. This is known as the “Halo Effect” and has been seen most vividly in areas surrounding TADs such as the Atlantic Station TAD, the Atlanta BeltLine TAD and the Eastside TAD, among others within the metro area.

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Sales Tax Revenues: Additionally, sales tax revenues will be generated by new retail development that would not occur without the creation of the TAD. Sales tax revenues generated by LOST, SPLOST, ELOST or by regular sales tax levies in the amount of 1 percent of sales are projected in the following table for the West Griffin Village TAD, which indicates that the TAD will generate a total of \$6.825 million in new sales tax revenues over the 25-year life of the TAD for each entity receiving a 1 percent share of sales tax revenues:

Net Sales Tax Revenues @ 1%								
TAD Year	Calendar Year	New SF	New Sales	New Sales Tax	Lost Revenue from Replaced Retail Sq Footage	Net New Sales Tax Annually	Cumulative Net New Sales Tax Revenues	Net New Sales Tax Revenues per 5-yr ESPLOST
0	2009							
1	2010	-						
2	2011	1,889						
3	2012	17,514	\$ 4,378,472	\$ 43,785		\$ 43,785	\$ 43,785	\$ 43,785
4	2013	74,264	\$ 18,565,972	\$ 185,660	\$ (45,000)	\$ 184,444	228,229	
5	2014	23,514	\$ 5,878,472	\$ 58,785		\$ 243,229	471,458	
6	2015	9,264	\$ 2,315,972	\$ 23,160		\$ 266,389	737,847	
7	2016	5,014	\$ 1,253,472	\$ 12,535		\$ 278,924	1,016,771	
8	2017	6,764	\$ 1,690,972	\$ 16,910		\$ 295,833	1,312,604	\$ 1,268,819
9	2018	5,014	\$ 1,253,472	\$ 12,535		\$ 308,368	1,620,972	
10	2019	6,764	\$ 1,690,972	\$ 16,910		\$ 325,278	1,946,250	
11	2020	-	\$ -	\$ -		\$ 325,278	2,271,528	
12	2021	-	\$ -	\$ -		\$ 325,278	2,596,806	
13	2022	-	\$ -	\$ -		\$ 325,278	2,922,083	\$ 1,609,479
14	2023	-	\$ -	\$ -		\$ 325,278	3,247,361	
15	2024	-	\$ -	\$ -		\$ 325,278	3,572,639	
16	2025	-	\$ -	\$ -		\$ 325,278	3,897,917	
17	2026	-	\$ -	\$ -		\$ 325,278	4,223,194	
18	2027	-	\$ -	\$ -		\$ 325,278	4,548,472	\$ 1,626,389
19	2028	-	\$ -	\$ -		\$ 325,278	4,873,750	
20	2029	-	\$ -	\$ -		\$ 325,278	5,199,028	
21	2030	-	\$ -	\$ -		\$ 325,278	5,524,306	
22	2031	-	\$ -	\$ -		\$ 325,278	5,849,583	
23	2032	-	\$ -	\$ -		\$ 325,278	6,174,861	\$ 1,626,389
24	2033	-	\$ -	\$ -		\$ 325,278	6,500,139	
25	2034	-	\$ -	\$ -		\$ 325,278	6,825,417	\$ 650,556
TOTALS:		150,000	\$ 37,027,778	\$ 370,278	\$ (45,000)	\$ 6,825,417		\$ 6,825,417

Quality of Life: Perhaps the greatest positive impacts of the West Griffin Village TAD will be on the overall increase in area appearance, parks and open spaces, improved schools, quality job creation, decreases in crime, increases in pedestrian-oriented safety features and the area's basic quality of life.

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

Supportable Bonds from New Taxable Development within the West Griffin Village TAD

The establishment of a West Griffin Village Tax Allocation District will allow the City to leverage future property tax increases through the issuance of TAD bonds. The aggregate amount of a series of proposed bond issues of approximately \$36,907,103 can be supported by projected increases in the area's aggregate tax base over the anticipated 10-12 year initial Development Period. During the assumed 25-year life of the TAD a total of \$64,030,371 in bonds is projected to be issued, supported by incremental increases in the district's taxable property values in excess of the current 2009 base brought forth by the construction of additional redevelopment projects and additional improvements that will follow. However, no such additional development past year 12 of the TAD is incorporated into this Redevelopment Plan.

Millage Rates Incorporated into TAD Bond Calculations:

City of Griffin General M&O	8.636
Spalding County General M&O	14.880
Spalding County Board of Education School Operations	18.500
Total	42.016

School System Impact Analysis

1. Estimate of Net New Public School Students

- **Maximum = 1,086 Students:** Applying the standard factor of 1.2 school-age children per residential unit to all of the anticipated new units that will be developed within the TAD and assuming that 100 percent of all these children will attend a public school, the cumulative maximum number of students associated with such TAD development can be estimated at 1,086 between 2012 and 2019. No new residential development is anticipated prior to 2012 and none is projected after 2019 due to land capacity limitations.
- **Reduction due to 70% Choosing Public Schools = 760 Students:** Assuming that only 70 percent of school-age children within the TAD will actually attend public rather than private schools, a total of 760 net new students can be anticipated as a result of TAD residential development.
- **Reduction Due to Type of Residential Unit = 510 Students:** While not documented in Griffin or Spalding County overall, there is precedent for assuming that certain types of residential units are more likely to attract childless households. Such types include senior housing, condominium loft units, townhomes

TAD Bonds Summary Table

2009 Taxable Assessed Value of TAD						
\$ 31,573,360						
Total Supportable TAD Bonds (new development only)						
Total Term: Yrs 1-25						
\$ 63,658,923						
Projected Timing and Amounts of Bond Issues						
Year of Issue	Amount of Issue	Cumulative Bonds	Net Proceeds @ 78%	Cumulative Net Proceeds		
2013	\$ 17,251,827	\$ 17,251,827	13,456,425	\$ 13,456,425		
2017	18,484,628	35,736,455	14,418,010	27,874,435		
2021	10,626,111	46,362,566	8,288,367	36,162,801		
2025	9,968,703	56,331,269	7,775,588	43,938,390		
2029	7,327,654	63,658,923	5,715,570	49,653,960		
Total Potential: 25 Years	\$ 63,658,923		\$ 49,653,960			

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

and student-oriented apartments. Applying this to the residential development program projected for the West Griffin Village TAD, one may reduce the net new students within the TAD to 510 by netting out the following types and numbers of residential units:

- Combined Reductions: Minimum = 357 Students: Applying the assumption that only 70 percent of school-age children will attend public schools to the 510 calculated in the above sensitivity analysis, only 357 net new students can be projected for the TAD area – thus establishing the minimum of the range referenced above.

2. Location of School Facilities within the TAD

Orrs Elementary School is the only School System facility located within the West Griffin Village TAD.

3. Estimated E-SPLOST Revenues Generated by TAD Redevelopment

Based on net new taxable sales associated with projected redevelopment within the West Griffin Village TAD, the current E-SPLOST – which ends in June of 2012 – should generate approximately 35 percent of the projected \$43,785 in 2012, or approximately \$15,300. If subsequent five-year E-SPLOST programs are approved during the anticipated term of the TAD (through 2034), the Griffin-Spalding County School System is projected to receive net new sales tax revenues from TAD redevelopment totaling \$7.815 million through 2034.

4. Average Value of Residential Properties with and without TAD Redevelopment

The total Fair Market Value based on 2009 tax assessments of all residential property within the West Griffin Village TAD is \$4,148,071, or an Assessed Taxable Value of \$1,659,228. There are 101 residential properties within the TAD. The average Fair Market Value of residential properties within the TAD in 2009 is \$41,070, or an average Assessed Taxable Value of \$16,428.

The impact of the West Griffin Village TAD on the Fair Market Value of the 101 residential properties within the TAD, as compared to anticipated growth of 1 percent annually in value (except for an anticipated drop to 0.5 percent in 2011) without the improvements generated by the TAD, can be seen in the following table – particularly the “Incremental Value with TAD” column at the far right:

Within the outer boundaries of the TAD but excluded from it are 713 residential properties (parcels) with a total Fair Market Value of \$34,197,508, or a total Assessed Taxable Value of \$13,679,003 for an average Fair Market Value of \$47,963 and average Assessed Taxable Value of \$19,195.

Thus, there are a total of 814 residential properties within the outer boundaries of the TAD – i.e. within the overall West Griffin community. Of these, only 101 or 12.4 per cent are included in the TAD. The average value – Fair Market or Assessed Taxable – of those residential properties within the TAD is 85.6 per cent of those within the West Griffin community but excluded from the TAD.

The impact of the West Griffin Village TAD on the Fair Market Value of the 713 residential properties within the TAD, as compared to anticipated growth of 1 percent annually in value (except for an anticipated drop to 0.5 percent in 2011) without the improvements generated by the TAD, can be seen in the following table:

**GROWTH IN RESIDENTIAL FAIR MARKET VALUE:
TAD Impact on West Griffin Residential Property Within TAD**

		<i>Growth in Value Without TAD</i>		<i>Growth in Value With TAD</i>		<i>Incremental Value With TAD</i>
		<i>Growth/Yr</i>	<i>Value</i>	<i>Growth/Yr</i>	<i>Value</i>	
Base	2009		\$ 4,148,071		\$ 4,148,071	\$ -
1	2010	1.00%	4,189,552	1.00%	4,189,552	\$ -
2	2011	0.50%	4,210,499	0.50%	4,210,499	\$ -
3	2012	1.00%	4,252,604	2.50%	4,315,762	\$ 63,157
4	2013	1.00%	4,295,131	4.50%	4,509,971	\$ 214,841
5	2014	1.00%	4,338,082	6.50%	4,803,119	\$ 465,038
6	2015	1.00%	4,381,463	8.50%	5,211,385	\$ 829,922
7	2016	1.00%	4,425,277	10.50%	5,758,580	\$ 1,333,303
8	2017	1.00%	4,469,530	12.50%	6,478,402	\$ 2,008,872
9	2018	1.00%	4,514,225	12.00%	7,255,811	\$ 2,741,585
10	2019	1.00%	4,559,368	11.50%	8,090,229	\$ 3,530,861
11	2020	1.00%	4,604,961	11.00%	8,980,154	\$ 4,375,193
12	2021	1.00%	4,651,011	10.50%	9,923,070	\$ 5,272,059
13	2022	1.00%	4,697,521	10.00%	10,915,377	\$ 6,217,856
14	2023	1.00%	4,744,496	9.50%	11,952,338	\$ 7,207,842
15	2024	1.00%	4,791,941	9.00%	13,028,049	\$ 8,236,107
16	2025	1.00%	4,839,861	8.50%	14,135,433	\$ 9,295,572
17	2026	1.00%	4,888,259	8.00%	15,266,267	\$ 10,378,008
18	2027	1.00%	4,937,142	7.50%	16,411,237	\$ 11,474,096
19	2028	1.00%	4,986,513	7.00%	17,560,024	\$ 12,573,511
20	2029	1.00%	5,036,378	6.50%	18,701,426	\$ 13,665,047
21	2030	1.00%	5,086,742	6.00%	19,823,511	\$ 14,736,769
22	2031	1.00%	5,137,610	5.50%	20,913,804	\$ 15,776,195
23	2032	1.00%	5,188,986	5.00%	21,959,494	\$ 16,770,509
24	2033	1.00%	5,240,875	4.50%	22,947,672	\$ 17,706,796
25	2034	1.00%	5,293,284	4.00%	23,865,578	\$ 18,572,294

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

GROWTH IN RESIDENTIAL FAIR MARKET VALUE: HALO EFFECT						
TAD Impact on West Griffin Residential Property Excluded from TAD						
		<i>Growth in Value Without TAD</i>		<i>Growth in Value With TAD</i>		<i>Incremental Value With TAD</i>
		<i>Growth/Yr</i>	<i>Value</i>	<i>Growth/Yr</i>	<i>Value</i>	
Base	2009		\$ 34,197,508		\$ 34,197,508	\$ -
1	2010	1.00%	34,539,483	1.00%	34,539,483	\$ -
2	2011	0.50%	34,712,180	0.50%	34,712,180	\$ -
3	2012	1.00%	35,059,302	1.50%	35,232,863	\$ 173,561
4	2013	1.00%	35,409,895	2.00%	35,937,520	\$ 527,625
5	2014	1.00%	35,763,994	2.50%	36,835,958	\$ 1,071,964
6	2015	1.00%	36,121,634	3.00%	37,941,037	\$ 1,819,403
7	2016	1.00%	36,482,851	3.50%	39,268,974	\$ 2,786,123
8	2017	1.00%	36,847,679	4.00%	40,839,732	\$ 3,992,053
9	2018	1.00%	37,216,156	4.00%	42,473,322	\$ 5,257,166
10	2019	1.00%	37,588,317	4.00%	44,172,255	\$ 6,583,937
11	2020	1.00%	37,964,201	4.00%	45,939,145	\$ 7,974,944
12	2021	1.00%	38,343,843	4.00%	47,776,711	\$ 9,432,868
13	2022	1.00%	38,727,281	4.00%	49,687,779	\$ 10,960,498
14	2023	1.00%	39,114,554	4.00%	51,675,290	\$ 12,560,736
15	2024	1.00%	39,505,699	4.00%	53,742,302	\$ 14,236,602
16	2025	1.00%	39,900,756	4.00%	55,891,994	\$ 15,991,238
17	2026	1.00%	40,299,764	4.00%	58,127,674	\$ 17,827,910
18	2027	1.00%	40,702,762	4.00%	60,452,781	\$ 19,750,019
19	2028	1.00%	41,109,789	4.00%	62,870,892	\$ 21,761,103
20	2029	1.00%	41,520,887	4.00%	65,385,727	\$ 23,864,840
21	2030	1.00%	41,936,096	4.00%	68,001,157	\$ 26,065,061
22	2031	1.00%	42,355,457	4.00%	70,721,203	\$ 28,365,746
23	2032	1.00%	42,779,011	4.00%	73,550,051	\$ 30,771,039
24	2033	1.00%	43,206,802	4.00%	76,492,053	\$ 33,285,251
25	2034	1.00%	43,638,870	4.00%	79,551,735	\$ 35,912,866

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

Other TAD Considerations

Creation & Termination Dates for TAD: The TAD creation date is December 31, 2009. It is anticipated that the termination date for the West Griffin Village TAD will be December 31, 2034.

Tax Allocation Increment Base and State Certification: The Tax Allocation Increment Base is determined to be \$31,573,360. Certification by the State Commissioner of Revenue will be sought prior to December 31, 2009.

WEST GRIFFIN VILLAGE TAD: FINANCIAL and VALUE SUMMARY	
Total Value of Taxable Real Property within City of Griffin (2009)	\$ 566,014,649
Total Value of Taxable Real Property within West Griffin Village TAD	\$ 31,573,360
Percentage of City's Taxable Real Property within West Griffin Village TAD	5.578%
Total Estimated Future Improvement: Full Redevelopment Costs	\$ 99,672,914
Total Estimated Non-taxable Improvements: Full Redevelopment Costs	\$ 30,022,010
Net Taxable Future Improvements: Full Redevelopment Costs	\$ 129,684,924
Total 2034 Taxable Market Value: Future Redevelopment net of Exemptions	\$ 160,109,098
Total 2034 Taxable Market Value: Appreciation of Existing Properties (including 2009 Base)	\$ 454,136,696
Total 2034 Taxable Market Value: Future Redevelopment + Appreciation	\$ 614,245,794
Net Assessed Taxable Value: Future Redevelopment net of Exemptions	\$ 64,043,639
Net Assessed Taxable Value: Appreciation of Existing Properties	\$ 181,654,678
Net Assessed Taxable Value: Future Development + Appreciation	\$ 245,698,317
Total Millage Rate: City, County & Schools	42.016
Debt Service Coverage	1.25
25-year Bond Rate	6.25%
Total Supported Bonds: Years 1-25 (Projected TAD Term)	\$ 63,658,923

IMPLEMENTATION

5

West Griffin Activity Center LCI Study

IMPLEMENTATION

Land use, zoning and housing initiatives

Project ID	Description/Action	Cost	Year	Responsible Party(ies)	Potential Funding Source(s)
LU-1	Update Future Land Use Map. Amend the Comprehensive Plan's Future Land Use map to reflect new land use for the LCI study area to accommodate mixed use, pedestrian friendly sustainable environments and to require local street grid connections, as per Master Plan	Staff time	2010	Planning & Development	
LU-2	Once LCI study reviewed and adopted, amend Comprehensive Plan to incorporate the LCI recommendations as policy or incorporate the Master Plan.	Staff time	2010	Planning & Development	
LU-3	Revise Zoning Regulations. Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space to promote and encourage the desired character for the LCI area. May require modifications to existing zoning districts.	\$20,000	2010	Planning & Development	ARC LCI Supplemental Study
LU-4	Develop Design Guidelines. Develop guidelines (including access management, if such study conducted) for the LCI Study Area to ensure the quality and character of development to reflect the community's vision as articulated in LCI study	\$15,000	2011	Planning & Development	ARC LCI Supplemental Study
LU-5	Develop Gateway program (schedule, location, design of marker(s), cost estimates)	\$15,000	2011	Planning & Development	Local, Signature Community Program
LU-6	Develop Wayfinding Signage program (schedule, location, sign design, cost estimates)	\$15,000	2011	Planning & Development	Local, Signature Community Program
LU-7	Develop an appropriate greenspace acquisition plan, focusing on the Menkin Lake property, and including coordination with the Spalding County Master Plan.	N/A	2011	Planning & Development, Public Works	Local, Signature Community Program

Economic development initiatives

Project ID	Description/Action	Cost	Year	Responsible Party(ies)	Potential Funding Source(s)
EDI-1	Prepare W. Griffin Village TAD Redevelopment Plan. Obtain City approval of creation of TAD as of 12/31/2009	Staff	2009	City/ Planning & Development	N/A
EDI-2	Seek Spalding County and Griffin-Spalding School System participation in TAD	Staff	2010	City/ Planning & Development	N/A
EDI-3	Designate DDA as City Redevelopment Agency for implementing West Griffin Village TAD as well as N. Hill Street TAD. Revise DDA boundaries and authority as necessary	Staff	2010	City/ Planning & Development	N/A
EDI-4	Supplement DDA staff to carry out TAD implementation tasks	\$30,000	2010	City/ Planning & Development	City with reimbursement from TAD revenues
EDI-5	Prepare strategy and financing structure(s) to form public-private partnerships for key area redevelopment projects.	Staff	2010	City/ Planning & Development	TAD revenues
EDI-6	Investigate private redevelopment interest in Town Center MXD, housing, retail	Staff	Start 2010	City/ Planning & Development	TAD revenues
EDI-7	Identify private interests with the capacity to participate in the area's redevelopment	Staff	Start 2010	City/ Planning & Development	TAD revenues
EDI-8	Identify options and prepare strategy for assembling key area redevelopment sites	Staff	2010	City/ Planning & Development	TAD revenues, SPLOST, private debt/equity
EDI-9	Prepare schedule and processes for coordinating redevelopment initiatives of the two TADs, Downtown projects and other economic development initiatives	Staff	2010	City/ Planning & Development	TAD revenues
EDI-11	Promote the DCA designated Enterprise and Opportunity Zones that are in and surrounding the W Griffin areas so that investors can benefit from eligible tax credits.	Staff	2010	City/ Planning & Development	N/A
EDI-12	Continue to implement housing assistance programs and promote the success stories resulting from the program to provide visible, tangible signals to the market and community.	Staff	2010	City/ Planning & Development	N/A
EDI-13	Create a Community Improvement District (CID) to serve the N Expressway (US 19/41) corridor and the Taylor Street (SR 16) corridor in the study area	Staff, Private	2013	City/ Planning & Development	Private

5

West Griffin Activity Center LCI Study

IMPLEMENTATION

Transportation initiatives

Project ID	Description/Action	Cost	Year	Responsible Party	Funding Source
TI-1	Revise parking standards, focusing on landscaping standards and potentially including shared use parking options	\$20,000	2011	City	City/ARC
TI-2	Access Management study on N Expressway (US 19/41) from Taylor Street (SR 16) to Ellis Street and on Taylor Street (SR 16) from the US 19/41 Bypass to Hill Street	\$100,000	2010	City	City/ARC

Five year implementation plan

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
T-1	Phase 1A, Experiment Street - Multi-use path with streetscape elements (landscaping, lighting, street furniture) on the west side of roadway from Lovers Lane to Broad Street (east of study area)	Bike/Pedestrian	2011	\$445,000	2012	\$450,000	2013	\$2,224,000	\$3,119,000	City	LCI	TAD, General Fund	\$623,800
T-1	Phase 1B, Ellis Road and Experiment Street Intersection Improvements - Convert intersection to a roundabout that includes Drewery Avenue; improve pedestrian amenities; gateway signage and wayfinding signage	Roadway Operations, Bike/Pedestrian	2012	\$400,000	2013	\$100,000	2013	\$1,000,000	\$1,500,000	City	LCI	TAD, General Fund	\$300,000
T-1	Phase 2, Experiment Street and 13th Street Intersection Improvements - Remove curb cut for Easy Shop Supermarket on Experiment Street, close Ray Street to vehicular traffic at Easy Shop Supermarket, add lane markings to 13th Street east of Experiment Street (2 southbound lanes, 1 northbound lane), add crosswalks/ramps, add wayfinding signage	Roadway Operations, Bike/Pedestrian	2013	\$5,700	2014	\$2,000	2015	\$30,000	\$37,700	City	LCI	TAD, General Fund	\$7,540
T-2	Phase 1A, N Expressway (US 19/41) Landscaped Median - Using existing two-way left-turn lane ROW, from Taylor Street (SR 16) to Ellis Road	Roadway Operations	2014	\$19,000	2015	\$5,000	2016	\$93,000	\$117,000	City/GDOT	GDOT/TE	TAD, CID, General Fund	\$23,400
T-2	Phase 1B, N Expressway (US 19/41)/Hammond Drive Multi-use Trail and Streetscape - Multi-use trail with streetscape elements (landscaping, lighting, street furniture) on west side of roadway from Ellis Road to Taylor Street (SR 16); 5-ft sidewalk on west side of roadway from Poplar Street to Taylor Street (SR 16)	Bike/Pedestrian	2015	\$251,000	2016	\$125,000	2017	\$1,254,000	\$1,630,000	City/GDOT	GDOT/LCI	TAD, CID, General Fund	\$326,000
T-2	Phase 2, N Expressway (US 19/41) and Ellis Road Intersection Improvements - Decorative mast arms, internally illuminated street name signs, crosswalks, pedestrian countdown signals, gateway signage, and wayfinding signage	Roadway Operations, Bike/Pedestrian, Signage	2015	\$14,000	2016	\$3,000	2017	\$69,000	\$86,000	City/GDOT	GDOT/TE	TAD, CID, General Fund	\$17,200

Note: All costs are in 2010 dollars. Exact determination of ROW needs will be done after design is complete. Costs provided are based on other similar projects.

Note: A single project ID is intended to represent one complete project. Most projects are broken into phases to allow flexibility in implementation. If a portion of a project cannot be implemented with the rest of the overall project, due to either a lack of funding or other external reasons, the remaining phases can move forward. Final decisions regarding project phasing implementation must be made before ARC LCI or other implementation funding is applied for.

5

West Griffin Activity Center LCI Study IMPLEMENTATION

Long range implementation plan (2016 - 2022)

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
T-2	Phase 3, N Expressway (US 19/41) and Taylor Street (SR 16) Intersection Improvements - Decorative mast arms, internally illuminated street name signs, crosswalks, sidewalks on westbound right-turn island, pedestrian countdown signals, gateway signage, and wayfinding signage	Bike/Pedestrian, Signage	2016	\$14,000	2017	\$3,000	2018	\$69,000	\$86,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$17,200
T-2	Phase 4, Wayfinding Signage - Add wayfinding signage at the following intersections along N Expressway: Flynt Street, Varsity Drive, Lyndon Avenue	Signage	2016	\$5,000	2017	\$1,000	2018	\$15,000	\$21,000	City	LCI	TAD, General Fund, CID	\$4,200
T-2	Phase 5A, N Expressway (US 19/41) and Varsity Road Intersection Improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities	Roadway Operations, Bike/Pedestrian	2016	\$32,000	2017	\$8,000	2018	\$150,000	\$190,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$38,000
T-2	Phase 5B, Varsity Road - 5-ft sidewalk on the south side of roadway from Griffin Tech parking lot driveway to N Expressway	Bike/Pedestrian	2021	\$14,000	2022	\$4,000	2023	\$70,000	\$88,000	City	LOCAL	SPLOST, General Fund, CID	\$17,600
T-2	Phase 5C, Varsity Road Extension - Extend roadway east to Melrose Avenue. Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities	Roadway Capacity, Bike/Pedestrian	2017	\$79,000	2018	\$20,000	2019	\$395,000	\$494,000	City	LCI	TAD, General Fund, CID	\$98,800
T-2	Phase 6, N Expressway (US 19/41) and Lyndon Avenue Intersection Improvements - Conduct traffic signal warrant study and add signal if warranted, add westbound left-turn lane, improve pedestrian amenities, improve drainage	Roadway Operations, Bike/Pedestrian	2017	\$32,000	2018	\$8,000	2019	\$150,000	\$190,000	City/GDOT	GDOT/LCI	TAD, General Fund, CID	\$38,000
T-2	Phase 7, Pedestrian underpass - Widen and extend the staircases to open them up for safety, improve them aesthetically, and add ADA compliant ramps	Bike/Pedestrian	2020	\$120,000	2021	\$50,000	2022	\$1,500,000	\$1,670,000	City	GDOT/TE	TAD, General Fund, CID	\$334,000
T-3	Ellis Road Multi-use Trail and Streetscape - North side of roadway from N Expressway (US 19/41) to Experiment Street	Bike/Pedestrian	2018	\$206,000	TBD	\$52,000	TBD	\$1,032,000	\$1,290,000	City	GDOT/TE	TAD, General Fund, CID	\$258,000
T-4	Phase 1, Taylor Street (SR 16) Landscaped Median - Using existing two-way left-turn lane ROW, from N Expressway (US 19/41) to Hill Street	Roadway Operations	2019	\$26,000	2020	\$7,000	2021	\$131,000	\$164,000	City/GDOT	GDOT/TE	TAD, General Fund, CID	\$32,800
T-4	Phase 2, Taylor Street (SR 16) Streetscape - Both sides of roadway from traffic signal at Lowe's to 8th Street	Bike/Pedestrian	2019	\$242,000	2020	\$60,000	2021	\$1,209,000	\$1,511,000	City/GDOT	GDOT/TE	TAD, General Fund, CID	\$302,200
T-5	Lyndon Avenue Extension - Extend roadway west into the redevelopment of the existing retail sites. Roadway extension should have 11-ft travel lanes, bicycle lanes, and sidewalks with streetscape amenities	Roadway Capacity, Bike/Pedestrian	2017	\$240,000	2018	\$56,000	2019	\$1,119,000	\$1,415,000	Private Developer	Private Developer	Private Developer	\$283,000
T-6	US 19/41 Bypass and Taylor Street (SR 16) Intersection Improvements; This is Project SP-021 in the ARC RTP	Roadway Operations	2020	\$724,600	2021	\$926,000	2022	\$3,623,000	\$5,273,600	GDOT	Federal/State	N/A	N/A
T-7	Phase 1A, Flynt Street/Solomon Street Bicycle Lanes - 5-ft bicycle lanes on both sides of roadway from Orrs Elementary School driveway west of Spalding Drive to 10th Street	Bike/Pedestrian	2021	\$157,000	2022	\$71,000	2023	\$1,416,000	\$1,644,000	City	GDOT/TE	TAD, General Fund, CID	\$328,800
T-7	Phase 1B, Wall Street Bicycle Share the Road Signage - From 18th Street to 10th Street	Bike/Pedestrian	2021	\$3,000	2022	\$400	2023	\$8,000	\$11,400	City	GDOT/TE	TAD, General Fund, CID	\$2,280
T-7	Phase 2A, Flynt Street Streetscape and Sidewalk- From Orrs Elementary School driveway west of Spalding Drive to N Expressway, streetscapes on north side of roadway, 5-ft sidewalk on south side of roadway	Bike/Pedestrian	2021	\$76,000	2022	\$19,000	2023	\$380,000	\$475,000	City	GDOT/TE	TAD, General Fund, CID	\$95,000
T-7	Phase 2B, Flynt Street/Solomon Street Streetscape and Sidewalk - Streetscape on both sides of roadway from N expressway to 18th Street; 5-ft sidewalks on the north side of roadway from 18th Street to 16th Street	Bike/Pedestrian	2021	\$85,000	2022	\$21,000	2023	\$426,000	\$532,000	City	GDOT/TE	TAD	\$106,400

Long range implementation plan (2016 - 2022) [CONTINUED]

Project ID	Description/Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
T-8	Phase 1, Water Works Road Streetscape - Streetscape on both sides of roadway from Spalding Drive to N Expressway	Bike/Pedestrian	2021	\$51,000	2022	\$13,000	2023	\$256,000	\$320,000	City	LOCAL	SPLOST, General Fund, CID	\$64,000
T-8	Phase 2, Spalding Drive Streetscape/ Sidewalk - Streetscape on both sides of roadway from Flynt Street to Taylor Street (SR 16); 5-ft sidewalk on both sides of roadway from Varsity Drive to Flynt Street	Bike/Pedestrian	2022	\$91,000	2023	\$23,000	2024	\$455,000	\$569,000	City	LOCAL	SPLOST, General Fund, CID	\$113,800
T-8	Phase 3A, June Street Sidewalk - 5-ft sidewalk on the south side of roadway from N Expressway to Melrose Avenue	Bike/Pedestrian	2022	\$23,000	2023	\$6,000	2024	\$114,000	\$143,000	City	LOCAL	SPLOST, General Fund, CID	\$28,600
T-8	Phase 3B, Baker Street Sidewalk - 5-ft sidewalk on the north side of roadway from N Expressway to Melrose Avenue	Bike/Pedestrian	2022	\$24,000	2023	\$6,000	2024	\$118,000	\$148,000	City	LOCAL	SPLOST, General Fund, CID	\$29,600
T-9	Lyndon Avenue Streetscape - Both sides of roadway from N Expressway to Experiment Street	Bike/Pedestrian	2022	\$200,000	2023	\$50,000	2024	\$996,000	\$1,246,000	City	LOCAL	TAD, General Fund, CID	\$249,200
T-10	13th Street Streetscape - East side of roadway from Poplar Street to Experiment Street	Bike/Pedestrian	2022	\$162,000	2023	\$41,000	2024	\$811,000	\$1,014,000	City	LOCAL	TAD, General Fund, CID	\$202,800
T-11	Phase 1, Melrose Avenue Sidewalk - 5-ft sidewalk on west side of roadway from Flynt Street to Lyndon Avenue	Bike/Pedestrian	2022	\$97,000	2023	\$24,000	2024	\$483,000	\$604,000	City	CDBG	TAD, General Fund, CID	\$120,800
T-11	Phase 2, Melrose Avenue Streetscape - Streetscape on both sides of roadway from Lyndon Avenue to Ellis Road	Bike/Pedestrian	2022	\$159,000	2023	\$40,000	2024	\$797,000	\$996,000	City	CDBG	TAD, General Fund, CID	\$199,200
T-11	Phase 3, Melrose Avenue Bicycle Share the Road Signage - From Flynt Street to Ellis Road	Bike/Pedestrian	2022	\$3,000	2023	\$400	2024	\$8,000	\$11,000	City	CDBG	TAD, General Fund, CID	\$2,200
T-12	Phase 1, Hillwood Avenue - 5-ft sidewalk on both sides of roadway from N Expressway to 19th Street	Bike/Pedestrian	2022	\$114,000	2023	\$28,000	2024	\$568,000	\$710,000	City	CDBG	TAD, General Fund, CID	\$142,000
T-12	Phase 2, Broad Street - 5-ft sidewalk on both sides of roadway from Hillwood Avenue to 16th Street	Bike/Pedestrian	2022	\$153,000	2023	\$38,000	2024	\$765,000	\$956,000	City	CDBG	TAD, General Fund, CID	\$191,200
T-12	Phase 3, 19th Street - 5-ft sidewalk on west side of roadway from Broad Street to Hillwood Avenue	Bike/Pedestrian	2022	\$17,000	2023	\$4,000	2024	\$85,000	\$106,000	City	CDBG	TAD, General Fund, CID	\$21,200
T-12	Phase 4, Wright Street - 5-ft sidewalk on south side of roadway from 19th Street to 16th Street	Bike/Pedestrian	2022	\$51,000	2023	\$13,000	2024	\$256,000	\$320,000	City	CDBG	TAD, General Fund, CID	\$64,000
T-13	17th Street - 5-ft sidewalk on the east side of roadway from Taylor Street (SR 16) to Ellis Road	Bike/Pedestrian	2022	\$159,000	2023	\$40,000	2024	\$795,000	\$994,000	City	CDBG	TAD, General Fund, CID	\$198,800
T-14	Ray Street Sidewalk - 5-ft sidewalk on the south side of roadway from 17th Street to Experiment Street	Bike/Pedestrian	2022	\$68,000	2023	\$17,000	2024	\$341,000	\$426,000	City	CDBG	TAD, General Fund, CID	\$85,200
T-15	18th Street Sidewalks - 5-ft sidewalks on both sides of roadway from Poplar Street to Taylor Street	Bike/Pedestrian	2022	\$42,000	2023	\$11,000	2024	\$210,000	\$263,000	City	CDBG	TAD, General Fund, CID	\$52,600
T-16	Phase 1, Shoal Creek Greenway - Multi-use trail adjacent to Shoal Creek from N Expressway to the intersection of Hammock Street and 15th Street	Bike/Pedestrian	2022	\$195,000	2023	\$49,000	2024	\$977,000	\$1,221,000	City	CDBG	TAD, General Fund, CID	\$244,200
T-16	Phase 1, Hammock Street Bicycle Share the Road Signage - From 15th Street to Experiment Street	Bike/Pedestrian	2022	\$3,000	2023	\$400	2024	\$8,000	\$11,400	City	CDBG	TAD, General Fund, CID	\$2,280
		Totals		\$4,692,300.00		\$2,349,200		\$22,981,000	\$30,022,100				

Note: All costs are in 2010 dollars. Exact determination of ROW needs will be done after design is complete. Costs provided are based on other similar projects.

5

West Griffin Activity Center LCI Study

IMPLEMENTATION

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE CITY OF GRIFFIN TO TRANSMIT THE PARTIAL UPDATE OF THE COMPREHENSIVE PLAN OF THE CITY OF GRIFFIN TO THE THREE RIVERS REGIONAL COMMISSION AND THE STATE OF GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS (DCA).

WHEREAS, the City of Griffin was incorporated and created by Charter granted by the State of Georgia, effective December 28, 1843 and

WHEREAS, the City of Griffin is subject to the State of Georgia Planning Act of 1989 which calls for a certified Comprehensive Plan in order to obtain and maintain the status of a Qualified Local Government; and

WHEREAS, the City of Griffin, Georgia is a member of the Three Rivers Regional Commission, an agency created to provide regional planning and intergovernmental coordination among certain county and city governments in the area; and


WHEREAS, the City completed a Complete Update of its Comprehensive Plan in 2004 which was approved by the Regional Development Commission and the Department of Community Affairs;

WHEREAS, in order to adopt a Partial Update to the Comprehensive Plan meeting the requirements of law, and to obtain and maintain Qualified Local Government status at an Advanced Planning Level, the City of Griffin has prepared the documents, being labeled and described as the "City of Griffin Comprehensive Plan Partial Update 2009", has held the required Public Hearing, and now must transmit these documents to the Three Rivers Regional Commission and the State of Georgia Department of Community Affairs for review in accordance with procedures prescribed by state law, with such documents being incorporated by reference;

WHEREAS, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and the required public hearing was held on October 13, 2009;

BE IT THEREFORE RESOLVED, that the BOARD OF COMMISSIONERS OF THE CITY OF GRIFFIN hereby transmit the Partial Update to the Comprehensive Plan inclusive of any supplemental information requested by the Commission during the subject Public Hearing, to the Three Rivers Commission and the Georgia Department of Community Affairs for official review as required by the rules governing the Planning Act of 1989.

BE IT RESOLVED this 13th day of October 2009

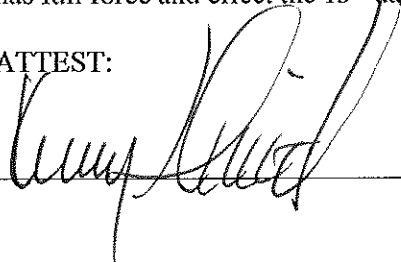


Chairperson

CERTIFICATION

I do hereby certify that the foregoing is a true and correct copy of the Resolution duly adopted by the City of Griffin on the date so stated in said Resolution. I further certify that I am the Secretary and that said Resolution has full force and effect the 13th day of October 2009.

ATTEST:



Secretary/Manager