

**City of Griffin**  
**Comprehensive Plan 2018-2038**



*Prepared by*  
**Three Rivers Regional Commission**

**Adopted October 2018**

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**City of Griffin**  
**2018—2038 Comprehensive Plan**

**Prepared for:**  
**The City of Griffin**

**By:**

**Three Rivers Regional Commission**  
**Planning Department**



**Griffin Board of Commissioners**

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# 2018-2038 GRIFFIN COMPREHENSIVE PLAN

## TABLE OF CONTENTS

1. Purpose and Scope .....	1
2. Community Participation .....	5
3. Community Goals .....	10
a. Vision Statement .....	11
b. Community Priorities .....	11
c. List of Priority Goals and Policies .....	12
4. Community Needs and Opportunities .....	15
a. SWOT Analysis .....	15
b. List of Needs and Opportunities .....	17
5. Planning Elements .....	21
a. Economic Development .....	21
b. Land Use .....	29
c. Transportation .....	67
d. Housing .....	72

# 2018-2038 GRIFFIN COMPREHENSIVE PLAN

## TABLE OF CONTENTS Cont.

6. Regional Water Plan and Environmental Criteria .....	83
7. Community Work Program .....	86
8. Appendix .....	95
I. Meeting Agendas	
II. Meeting Sign-In Sheets	
III. DCA Quality Community Objectives	
IV. Griffin—Spalding County 2016 CTP	
IV. Griffin—Spalding County Housing Study	

## PURPOSE AND SCOPE

The purpose of the Griffin Comprehensive Plan is to provide a rational basis for municipal decision-making on matters which relate to Griffin's future, be it in terms of protecting community values, guiding growth, or providing adequate community services. The plan describes priority goals and policies which together constitute a set of guidelines for municipal action and further provides strategies by which the Comprehensive Plan should be implemented over the next twenty years. The Comprehensive Plan includes the community's vision for the future, key needs and opportunities it chooses to address during the planning period, and its implementation program for achieving this vision and addressing the identified needs and opportunities. The Comprehensive Plan is intended to generate local pride and enthusiasm about the future of the community. The Comprehensive Plan includes the three required components addressed below: Community Goals, Needs and Opportunities, and Community Work Program. The Plan also includes four major planning elements: 1) Economic Development; 2) Land Use; 3) Transportation; and 4) Housing.

This document is the City of Griffin 2018-2038 Comprehensive Plan. This plan defines the community vision, goals and policies for the future. In addition, the plan provides an assessment of existing conditions and future needs. These needs are translated into recommendations for use by public and private decision makers in managing anticipated growth for the benefit of the health, safety, and welfare of present and future residents.

The intent of the plan is to guide and encourage the location, amount, type and timing of future development and supporting facilities in a manner tailored to the needs and limitations of the City of Griffin. In 1989, the Georgia General Assembly passed the Georgia Planning Act, which established a coordinated planning program for the State of Georgia. This program provides local governments with opportunities to plan for their future and to improve communication with their neighboring governments.

A local comprehensive plan is a fact-based resource for local constituents that tracks implementation of community-based policies. Furthermore, local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, tax payers and the general public. In addition, the plan helps local governments to recognize and then implement important economic development and revitalization initiatives. For these reasons, the state finds that well-planned communities are better prepared to attract new growth in a highly competitive global market.

The Georgia Planning Act also assigns local governments certain minimum responsibilities to maintain "Qualified Local Government" (QLG) status and, thus, be eligible to receive certain state funding. The 2018 Comprehensive Plan was prepared under the Minimum Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1) adopted by the Georgia Department of Community Affairs (DCA).

## Community Profile

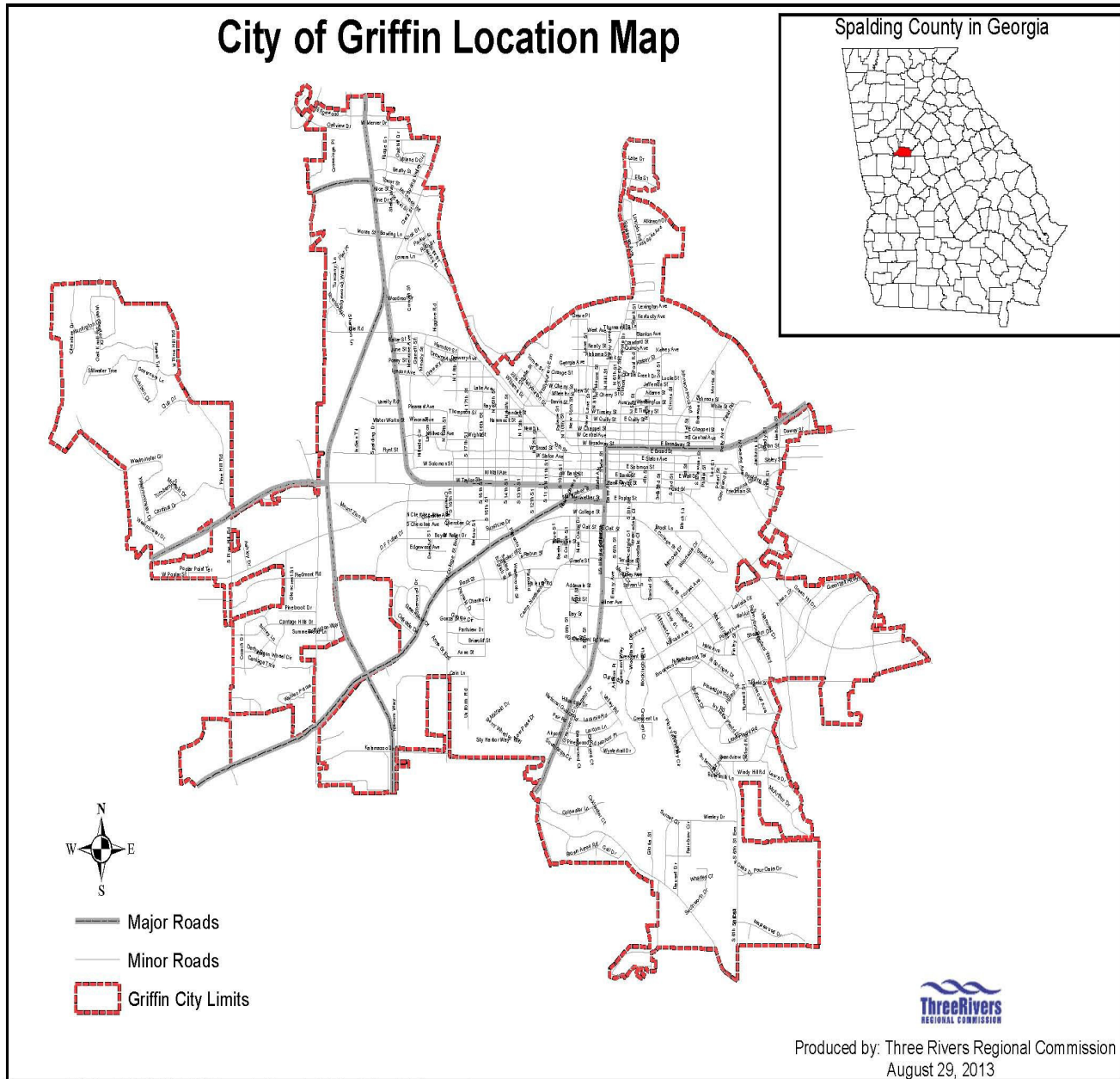
The City of Griffin, located in the heart of Spalding County, is approximately 40 miles south of the City of Atlanta and 55 miles north of Macon. It is the county seat of Spalding County and home to 23,643 people, according to the 2010 Census. The 2017 population estimate was 22,770. Griffin is named for General Lewis Lawrence Griffin, the first president of the Monroe Railroad. Griffin was incorporated on December 24, 1843 when the City was within Pike County. The City is referred to as “The Iris City” because the Flint River Iris Society promotes and grows irises, with an iris show in spring and holds an iris sale in late summer. Through its long history, Griffin has retained much of its historic charm. An inviting city streetscape and successful redevelopment efforts have created a downtown that is welcoming to pedestrians. Largely a manufacturing community, Griffin offers its citizens excellent municipal services that contribute significantly to its high quality of life. The City of Griffin’s quality of life is enhanced by its history, charm, and excellent public infrastructure. To accomplish the City’s mission to continue to “enhance the quality of life by providing a high level of service in an efficient and responsive manner”, City staff and elected officials commissioned a comprehensive land use planning process to evaluate the effectiveness of the City’s land use policies and regulations and offer recommendations.

Land Use planning is a critical component of any community’s growth strategies. Recognizing this, the City completed this comprehensive plan to address existing deficiencies, identify future problem areas, and recommend potential solutions.



**Vicinity Map**

Location Map



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## COMMUNITY PARTICIPATION

### Introduction

In preparing a comprehensive plan, it is important to work with citizens to identify the issues and challenges unique to their community. The comprehensive planning process begins with an evaluation of the current strengths and needs of the community followed by a vision for the future. Community involvement is a key part of the planning process in an effort to gain support for proposed programs from the public and to produce a document that best reflects the overall vision for the community. An innovative and comprehensive public involvement program will ensure that the public feels vested in the results of the planning process. The Department of Community Affairs (DCA) requires that a Community Involvement Plan be implemented as part of the comprehensive planning process as outlined in the Rules for Comprehensive Planning, Section 110-12-1-.02.

### Selecting the Griffin Comprehensive Plan Steering Committee

The primary public involvement strategy used to facilitate the development and submittal of the Comprehensive Plan involved the formation of the Griffin Comprehensive Plan Steering Committee. This Committee was established to provide feedback to the planners and shape the overall planning process.

The key stakeholders served on the Griffin Comprehensive Plan Steering Committee which was comprised of representatives from the general public, residents, professionals, business and industry leaders, civic leaders, media representatives, special interest groups, City staff and elected officials.





The Griffin Comprehensive Plan Steering Committee met from April 2018 to August 2018 to update the elements of the Plan.

The list below identifies the members that served on the Griffin Comprehensive Plan Steering Committee.

### 2018 Griffin Comprehensive Plan Steering Committee

<b>Steering Committee Member</b>	<b>Organization/Position</b>
Kenny Smith	City Manager
Toussaint Kirk	Planning and Development Director
Brant Keller	City of Griffin Public Works
Doug Hollberg	City Commission Chairman
Yvonne Williams	Downtown Development Authority
Bonnie Moret	Citizen
Carmen Caldwell	Citizen
Katheryne Fields	Citizen
Seetal Patel	Citizen
Markus Schwab	Citizen
Drew Todd	Citizen
John Joiner	Citizen
Rusty Statham	Citizen
Ryan Mclemore	Citizen
Phil Francis	Citizen
Jessica O'Conner	Citizen

## 2018 Griffin Comprehensive Plan Steering Committee Cont.

<b>Steering Committee Member</b>	<b>Organization/Position</b>
Brian Miller	Citizen
Mike Yates	Citizen
Robert Mohl	Citizen
Cynthia Ward	City Commissioner
Jennifer Freeman	Marketing Operations Manager
Trudy Gill	Citizen
Shonda Jones	Citizen
Kimberly Walker	Citizen
Robert Dull	Citizen
Rodney McCord	City Commissioner
Dan Thompson	Citizen
Miles Neville	Citizen
Yoshanda Jones	Citizen
Wanda Smallwood	Citizen
Chad Jacobs	Spalding County Community Development
Jewell Walker-Harps	Citizen
Jermaine Bridges	Citizen
Kay Landham	Citizen
Kim Williams	Citizen
Steve Hendrix	Citizen

This Steering Committee included a number of key stakeholders such as appointed officials, elected officials, citizens, business owners, and other persons who have a vested interest in the City of Griffin. The major role of the Steering Committee was to review draft development strategies and issues and opportunities.

The following public involvement strategies have been selected by the City as part of the Community Involvement Plan and are discussed in this report:

- ◆ Steering Committee;
- ◆ Community Meetings;
- ◆ Public Hearings;
- ◆ Visioning Exercises;
- ◆ Handouts;
- ◆ Email Blasts; and
- ◆ Newspaper articles.

Implementing the public involvement segment of the Comprehensive Plan improved the overall quality of the Plan by defining the values of the community and working together to accomplish those goals. Additionally, involving the public during the planning stage helped to garner support for the Comprehensive Plan and its overall implementation.

### Public Hearings

The state minimum standards require that two (2) Public Hearings be held to inform the public about the update to the Local Comprehensive Planning process. The 1st Public Hearing was held to introduce the planning process and increase public awareness about the Plan. The 2nd Public Hearing presented the results of the draft Comprehensive Plan and allowed the public to provide additional feedback about pertinent findings in the plan. Both Public Hearings were open to the public and advertised in accordance with DCA Rules for Comprehensive Planning and City procedures.

## Community Meetings

A Kick-Off Community Meeting was held at Griffin City Hall on November 14, 2017. The initial meeting provided citizens and the city commission with an opportunity to ask questions and voice any concerns about the proposed strategy for public involvement and plan development. It is worthy to note that these community meetings were held in addition to the two (2) required Public Hearings. These meetings provided an opportunity to gain much needed input from citizens.

## Community Meeting Dates and Locations

<b>MEETING. DATE/TIME</b>	<b>LOCATION</b>	<b>MEETING TYPE</b>
Tuesday, November 14, 2017, 6:00 PM	Griffin City Hall Municipal Courtroom	Kick-Off Meeting and Public Hearing #1
Thursday, May 17, 2018 10:00 AM	Griffin Electric Utilities	Community Visioning
Thursday, May 17, 2018 6:00 PM	Griffin City Hall Municipal Courtroom	Community Visioning
Friday, September 14, 2018	Griffin City Hall Municipal Courtroom	Public Hearing #2

## Community Visioning Exercise

In an effort to increase public involvement, a community visioning exercise was developed to gain feedback from citizens. The community visioning exercise was an effective tool that helped the citizens express their vision for the future of the City of Griffin.

## COMMUNITY GOALS

The purpose of the Community Goals element is to lay out a road map for the City's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community. The Community Goals are the most important part of the plan, as this component identifies the jurisdictions' direction for the future. Further, community goals provide the general framework for the continued development of the City of Griffin.

The Community Goals section includes a General Vision Statement that paints a picture of what the community desires to become, providing a complete description of the development patterns to be encouraged within the jurisdiction. This section also includes a listing of community policies that require immediate attention for future development. Specific policies focus on the City's desires to provide ongoing guidance and direction to local government officials in making decisions consistent with achieving the Community Goals.

Griffin's Vision Statement was created through the Comprehensive Plan Community Involvement process. The Vision Statement is a verbal snapshot of what the City of Griffin desires to become by year 2038. Therefore this document summarizes the desired character and characteristics of our community. Finally, it provides the ultimate goals for future community planning and development efforts.

## Vision Statement

*A thriving community that is safe, educated, well-planned, promotes strong economic development, and supports equal opportunities for all.*

The citizens of Griffin embrace its strong historic character, while growing together as a community to promote economic prosperity and development, protect important natural and cultural resources and build a successful future for the next generation that includes these community priorities:

- A community that strives for a high quality of life for our residents.
- Guiding future development with informed land use plans that take into account the protection of our natural resources;
- Providing a variety of walkable neighborhoods that embrace the live, work, play model and includes sidewalks, greenway trails, and bike lanes;
- Creating a variety of opportunities for our children, including recreational facilities, historical and educational-oriented resources;
- An inclusive community that seeks to offer a variety of public transportation opportunities for its residents, with special attention to those disadvantaged by age, income, or special needs;
- A community that embraces its history with preservation of historic resources and neighborhoods;
- A clean, comfortable, peaceful, family-friendly oriented community;
- A community that actively promotes and pursues innovative businesses,
- A community that supports workforce development and local post secondary educational institutions; and
- A community rich with neighborhood parks.
- Providing infrastructure and resources to support sustainability and new development.

Community Goals for the City of Griffin are paramount to its current and future success. The Comprehensive Plan Steering Committee identified its top four priorities that are important to the community as a whole. The City of Griffin identified the following as community priorities.

### List of Priority Goals and Policies

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**GOAL 1:** To create a vibrant City that seeks to enhance overall quality of life for every citizen.

- ⇒ **POLICY 1:** Encourage development strategies which promote a live, learn, work, play and retire model for the City.
- ⇒ **POLICY 2:** Support local youth development, initiatives, and partnerships.
- ⇒ **POLICY 3:** Establish public-private partnerships with developers that primarily focus on neighborhood revitalization.
- ⇒ **POLICY 4:** Continue to partner with the education and business community for the promotion of workforce development.
- ⇒ **POLICY 5:** Support local youth advisory council.

**GOAL 2:** To promote an efficient, safe, and connected transportation system that serves all sectors of the City of Griffin.

- ⇒ **POLICY 1:** Promote multi-modal transportation network.
- ⇒ **POLICY 2:** Establish public-private partnerships for the establishment of public transit options.
- ⇒ **POLICY 3:** Research and seek to adopt a local Complete Streets policy.
- ⇒ **POLICY 4:** Promote the beautification and increased functionality of highway corridors within the City.
- ⇒ **POLICY 5:** Increase infrastructure that supports electric cars and other future transportation needs.

## List of Priority Goals and Policies Cont.

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**GOAL 3:** A comprehensive approach to economic development to create a vibrant community.

- ⇒ **POLICY 1:** Promote downtown revitalization.
- ⇒ **POLICY 2:** Increase mixed-use development.
- ⇒ **POLICY 3:** Support the expansion of existing industry and business including small and locally owned.
- ⇒ **POLICY 4:** Recruit new industry to the City.
- ⇒ **POLICY 5:** Promote and increase local tourism.
- ⇒ **POLICY 6:** Promote Griffin as a Film-Ready community.
- ⇒ **POLICY 7:** Support the implementation of the recommendations from the Griffin Spalding Tourism Resource Team Report.
- ⇒ **POLICY 8:** Support the efforts to expand and maintain complete broadband coverage within the City of Griffin and Spalding County.
- ⇒ **POLICY 9:** Create Business Improvement Districts and/or Community Improvement Districts.
- ⇒ **POLICY 10:** Form an Economic Development Council.
- ⇒ **POLICY 11:** Promote adaptive reuse of historic buildings.
- ⇒ **POLICY 12:** Provide infrastructure necessary to promote economic development in a sustainable manner.



## List of Priority Goals and Policies Cont.

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**GOAL 4:** To ensure safe, quality, long-term, and attainable housing for all residents.

- ⇒ **POLICY 1:** Continue the implementation of the City's Substandard Housing Program.
- ⇒ **POLICY 2:** Work with the Griffin Housing Authority and the Land Bank Authority to establish affordable housing opportunities for residents.
- ⇒ **POLICY 3:** Establish a housing rehabilitation program, pursue grants and other funding that assists homeowners with repairs and improvement of housing conditions.
- ⇒ **POLICY 4:** Promote appropriate infill housing.
- ⇒ **POLICY 5:** Promote mixed use housing development.
- ⇒ **POLICY 6:** Support the development of attainable workforce housing.
- ⇒ **POLICY 7:** Promote housing around existing community facilities and amenities such as the City Park.
- ⇒ **POLICY 8:** Pursue resource opportunities and other incentives to promote home ownership.
- ⇒ **POLICY 9:** Continued evaluation of housing and property maintenance codes and stringent enforcement.

## COMMUNITY NEEDS AND OPPORTUNITIES

### SWOT Analysis

Strengths, Weaknesses, Opportunities, Threats (SWOT) are vital components of the comprehensive planning process that help community leaders identify specific needs and opportunities for future development. This process encourages local citizens and decision makers to brainstorm ideas about existing conditions and identify methods to improve the community. This analysis is designed to encourage communities to think about:

- Where they have been?
- Where they are?
- Where they want to be in the future?
- How they want to get there?

The Griffin Comprehensive Plan Steering Committee completed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis at the beginning of the planning process. Identifying these particulars is an introduction to a broad range of issues that can be studied in greater detail within the comprehensive planning process. The SWOT Analysis technique guides the direction of some key focal points within the plan.

### *S.W.O.T. Analysis:*

*A brief definition of a Strength, Weakness, Opportunity, and Threat as used in a SWOT analysis is as listed:*

- ♦ ***Strength:*** *Something that makes a community stand out when compared to other communities. Something that makes you proud to call the community home. A strength can be a physical asset, a program, an environmental condition or an impression or feeling.*
- ♦ ***Weakness:*** *Opposite of a strength. Problem that needs to be addressed.*
- ♦ ***Opportunity:*** *Something that could be done to improve the community.*
- ♦ ***Threat:*** *A threat may be internal or external. A threat can be anything that could jeopardize the future success of a community.*

## SWOT Analysis Results

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>◆ University of Georgia Griffin Campus</li> <li>◆ Spalding Medical Center</li> <li>◆ Southern Crescent Technical College</li> <li>◆ Library</li> <li>◆ Parks and recreation facilities</li> <li>◆ Infrastructure</li> <li>◆ Award winning recycling program</li> <li>◆ Downtown</li> <li>◆ Spalding Collaborative</li> <li>◆ Arts Alliance and community</li> <li>◆ Water quality and water supply</li> <li>◆ Wastewater capacity and treatment</li> <li>◆ Regional transportation connectivity</li> <li>◆ Housing and Redevelopment Authority</li> <li>◆ and other partnerships for neighborhood revitalization</li> <li>◆ College and Career Academy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lack of public buy-in with local city initiatives</li> <li>◆ Lack of funding for transportation improvements</li> <li>◆ Apathy regarding blight and other issues</li> <li>◆ Lack of affective communication strategy</li> <li>◆ Lack of multi-use trails</li> <li>◆ Lack of community gathering spaces especially youth</li> <li>◆ Lack of truck bypass</li> <li>◆ High percentage of rental housing</li> <li>◆ Low percentage of high paying jobs</li> <li>◆ Lack of transit options for all citizens</li> <li>◆ Lack of funding for water and wastewater infrastructure</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>◆ Film Ready community</li> <li>◆ Housing affordability</li> <li>◆ Educational Prosperity Initiative</li> <li>◆ Future housing for UGA – Griffin</li> <li>◆ Downtown retail, re-development, and infill growth</li> <li>◆ Multi-cultural forums for citizens and leadership</li> <li>◆ New airport and re-use of the existing Griffin-Spalding Airport</li> <li>◆ Future commuter rail</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lack of multi-modal transportation</li> <li>◆ Aging infrastructure</li> <li>◆ Sub-standard housing</li> <li>◆ Lack of community cohesion</li> <li>◆ Lack of diverse tax base</li> <li>◆ Lack of space for industrial growth</li> </ul>

## List of Community Needs and Opportunities

This section provides an updated list of needs and opportunities for the City of Griffin. This updated version reflects public comments gained from the community participation activities as well as other input gathered during the Steering Committee Meetings.

### Population

#### *Needs:*

- ◆ Need for public buy-in with local city initiatives.
- ◆ Need for additional community gathering spaces.
- ◆ Need for additional youth focused events and initiatives.
- ◆ Crime rates need to be addressed.
- ◆ Need to address the high poverty level.
- ◆ Need to pursue ways which encourage a live, work, and stay community that addresses the lack of population growth.
- ◆ Increased entertainment and night life.

#### *Opportunities:*

- ◆ Forums for multi-cultural and multi-generational dialogue and collaboration.
- ◆ Educational Prosperity Initiative.
- ◆ Secondary education opportunities within the community.

### Housing

#### *Needs:*

- ◆ Need to encourage increased home ownership to address the high percentage of rental housing units.
- ◆ Need to continue to address blighted neighborhoods.
- ◆ Need to continue to address the large number of sub-standard properties.
- ◆ Need for new single-family housing construction.
- ◆ Need to seek to establish student housing for Southern Crescent and UGA.
- ◆ Need for housing assistance for those with student loans.
- ◆ Need for higher density housing and condominiums, that are close to amenities.

#### *Opportunities:*

- ◆ Residential infill opportunities.
- ◆ Housing rehabilitation programs such as local initiatives, CHIP and CDBG.
- ◆ The city Land Bank to address substandard housing.

## List of Community Needs and Opportunities Cont.

### Economic Development

#### *Needs:*

- ◆ Need to continue to increase economic diversity and economic tax base.
- ◆ Need to attract higher skill and higher paying jobs.
- ◆ Need to attract more small businesses and manufacturing facilities.
- ◆ Need to continue to promote comprehensive downtown revitalization.
- ◆ Need to promote the use of tax incentives for properties located in the Griffin Commercial Historic District for the rehabilitation of structures.
- ◆ Need more downtown events such as first Fridays and art walks.
- ◆ Need to promote Griffin for livability and small town lifestyle.

#### *Opportunities:*

- ◆ University of Georgia @ Griffin.
- ◆ Griffin-Spalding Airport expansions.
- ◆ Wellstar Spalding Regional Hospital.
- ◆ Southern Crescent Technical College.
- ◆ Public infrastructure and utilities.
- ◆ Growing industrial parks.
- ◆ Enhanced and expanded program curriculum and increase student enrollment at the University of Georgia @ Griffin.
- ◆ Increasing job opportunities.
- ◆ Increasing tourism opportunities.
- ◆ Expanding youth employment programs.

### Transportation

#### *Needs:*

- ◆ Need to increase public transportation options.
- ◆ Need to increase bike-pedestrian network and overall connectivity.
- ◆ Need to create multi-modal and alternative transportation options.
- ◆ Need for truck route to bypass downtown.
- ◆ Need to seek partnerships to establish future commuter rail.
- ◆ Need to recruit and promote bike sharing infrastructure.

#### *Opportunities:*

- ◆ Become a bicycle/pedestrian friendly community.
- ◆ Increased interregional access with the new local airport.
- ◆ The establishment of a truck route to bypass downtown.
- ◆ Increase collaboration with the school system.
- ◆ TSPLOST to fund transportation needs.

## List of Community Needs and Opportunities Cont.

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### Land Use

#### *Needs:*

- ◆ Need to increase buffers between industrial uses and historic neighborhoods may
- ◆ Need to increase mixed-use developments.
- ◆ Need to lessen the encroachment of commercial/ industrial uses into residential areas.
- ◆ Need to continue reduction of vacancy rate of commercial spaces.
- ◆ Need to lessen the proliferation of auto-oriented land uses along Taylor and Experiment Streets.
- ◆ Need to limit the proliferation of store-front churches within Downtown and other retail activity areas.

#### *Opportunities:*

- ◆ Former industrial sites redeveloped or converted to mixed use development, loft apartments, office or retail space.
- ◆ Increased mixed use development and traditional neighborhood development plans.
- ◆ Promotion of appropriate infill development due to the update of the local infill ordinance.

### Intergovernmental Coordination

#### *Needs:*

- ◆ Need to create a communication plan for increased partnership between the various City departments and other authorities.

#### *Opportunities:*

- ◆ Increased City/County collaboration.
- ◆ Griffin Housing Authority Redevelopment efforts.
- ◆ Generous, caring citizens, organizations, churches, and charities.
- ◆ Citizens Local Government Academy.
- ◆ Citizens Police academy.
- ◆ The establishment of neighborhood partnerships that focus on revitalization of older neighborhoods and mill communities.
- ◆ Increased public awareness of accomplishments within the community.

## List of Community Needs and Opportunities Cont.

### Historic and Natural Resources

#### *Needs:*

- ◆ Need to identify additional historic properties and neighborhood districts.
- ◆ Need to promote local history and cultural sites.
- ◆ Need a local history center or museum.
- ◆ Need to address illegal dumping by creating a local Adopt-a-Mile program and other community clean up initiatives.
- ◆ Need to promote Adopt-a-Stream groups.
- ◆ Need additional greenspace, parks, dog parks, and multi-use trails.

#### *Opportunities:*

- ◆ Creation of community gardens.
- ◆ Increased preservation and re-use of historic buildings.
- ◆ The creations of an updated inventory of historic structures.
- ◆ Local history preservation with the Griffin Spalding Archive.
- ◆ Preservation and history of Rosenwald Schools such as the Fairmont School.
- ◆ Increased neighborhood improvement projects as in the Fairmont community.
- ◆ Increased recreational opportunities with the new county park at the old quarry site.

### Community Services and Facilities

#### *Needs:*

- ◆ Need for more parks and passive recreation.
- ◆ Need for bike trails.
- ◆ Need to convert abandoned railroads into trails.
- ◆ Need to ensure complete broadband capability and coverage in the City.

#### *Opportunities:*

- ◆ Local library and expanded programs.
- ◆ Parks and Recreation facilities expansion.
- ◆ Available public infrastructure and utilities.
- ◆ Strong Arts Community.
- ◆ Recycling Program.
- ◆ Strong Public Works Department.
- ◆ Sufficient water and sewer capacity and infrastructure improvements.
- ◆ Growth opportunities for recreational and youth activities.
- ◆ Establishing additional mentorship programs.
- ◆ Expansion of youth employment programs.

## PLANNING ELEMENTS

The elements of a comprehensive plan can vary from community to community. In most cases though, the plan consists of a study of existing conditions and a discussion of future trends, goals, and policies. Land-use patterns, housing conditions, population, roadways, and other infrastructure are usually the principle elements that are studied. The 2018-2038 Griffin Comprehensive Plan Update is made up of specific elements that address the following components: Economic Development, Land Use, Transportation, and Housing. These Planning elements are compatible and complementary. Together, these elements provide a comprehensive look at the issues facing the City, and create a positive plan for future growth.

## ECONOMIC DEVELOPMENT ELEMENT

The economic development element examines the City's economic base, labor force characteristics, and local economic development opportunities and resources to determine economic needs and goals. The City of Griffin 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 adaptive re-use (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. An economic development element is required for communities included in Georgia Job Tax Credit Tier 1 or those seeking improved economic opportunities for their citizens. Spalding County and the City of Griffin are classified as Tier 1 communities. Ideally, economic development should balance economic vitality with stability, environmental protection, and preservation of our Griffin's historic character. It is important that future land uses be closely tied to the City's economic strategy. Accordingly, this Comprehensive Plan must be closely linked and integrated with an economic strategy to guide, promote, and attract economic development appropriate for the City of Griffin.



## ECONOMIC DEVELOPMENT ELEMENT

### Livable Centers Initiative (LCI)

The Livable Centers Initiative (LCI) is a program that awards planning grants on a competitive basis to local governments and nonprofit organizations to prepare and implement plans for the enhancement of existing centers and corridors consistent with regional development policies, and also provides transportation infrastructure funding for projects identified in the LCI plans. This program is administered by the Atlanta Regional Commission (ARC). The City of Griffin was successfully awarded two (2) LCI grants to conduct market, transportation, and urban design studies to strategically leverage infrastructure improvements. The areas included West Griffin and Downtown Griffin. These LCI areas are stand-alone economic development projects targeted by the City for economic investment with intent to stimulate land use changes.

#### West Griffin LCI

In 2009, the ARC awarded the City of Griffin a study grant for the **West Griffin LCI**. The West Griffin Livable Centers Initiative (LCI) Plan provides a series of strategic actions for revitalizing the northern entrance to the City. The West Griffin Activity Center LCI Study Area encompasses the area around North Expressway, spanning East to US 19/41 and West to Experiment Street. It is located just south of the Griffin's Central Business District and is the location of numerous educational institutions, including the University of Georgia – Griffin and Southern Crescent Technical College. The plan builds on the idea of a "**Campus Gateway**" within a new **Town Center**. 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 Southern Crescent Technical College; to explore opportunities of redeveloping underutilized properties;



to stabilize the existing residential neighborhood and to provide housing choices for the community. The study also explores recommended opportunities to transform the study area into a livable, walkable and less automobile-oriented community.

### Griffin Town Center LCI

The Griffin Town Center study area is located in downtown Griffin in Spalding County. This area encompasses the Central Business District and Historic Downtown Commercial District. The study area, as well as the City of Griffin, is divided north and south by Norfolk Southern Railroad, which presently serves as a main freight line for the much anticipated commuter rail line. A Livable Centers Initiative (LCI) Study was developed for Downtown



Griffin. LCI efforts are performed on existing and emerging employment centers, town centers and corridors in order to direct development towards areas with existing infrastructure that will benefit the Metro Atlanta Region by minimizing sprawling land use patterns.

The Griffin LCI Study developed specific goals for the Downtown Griffin study area to include:

- ◆ Improve pedestrian connections and safety;
- ◆ Plan for a future transit/commuter rail station;
- ◆ Address current and future parking needs;
- ◆ Increase housing choices;
- ◆ Plan for mixed-use development;
- ◆ Promote economic development; and
- ◆ Enhance Griffin's identity and sense of place.

There are several programs available through the State that offer funding mechanisms for implementation of the City's Redevelopment Plan and LCI studies, as well as ensuring the continuing growth and economic well-being of the City of Griffin and its historic downtown. The City of Griffin has established several implementation strategies to enhance economic development. These implementation tools serve as stand-alone documents, programs and organizations which include:

1. Opportunity Zones;
2. Tax Allocation Districts;
3. Enterprise Zones;
4. Griffin Downtown Redevelopment Plan;
5. Griffin Main Street Program;
6. Griffin Downtown Development Authority;
7. Griffin-Spalding Development Authority; &
8. Griffin Chamber of Commerce.

### Opportunity 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. Additionally, local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas qualify 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. Opportunity zones are designated in areas within or adjacent to a census block group with 15% or greater poverty where an enterprise zone or urban redevelopment plan exists. The City of Griffin has designated its downtown as an Opportunity Zone. Opportunity Zone Tax Credit Incentives include:

- the maximum Job Tax Credit allowed under law - \$3,500 per job created;
- the lowest job creation threshold of any job tax credit program - 2 jobs;
- use of Job Tax Credits against 100 percent of Georgia income tax liability and withholding tax; and
- provides for businesses of any nature to qualify, not just a defined "business enterprise."

### Tax Allocation District

The City of Griffin has established Tax Allocation Districts (TADs) in an effort to revitalize declining neighborhoods and stimulate reinvestment in underutilized properties. Tax Allocation Districts are Georgia's version of tax increment financing which allows a local government to capture tax revenues attributable to increases in property values within prescribed development areas and use those revenues for neighborhood improvements. Griffin currently has two (2) TAD districts that include : 1) Downtown Griffin; and 2) West Griffin Village Area. The Downtown Griffin TAD includes the redevelopment of the old City Hall building. The West Griffin Village area encompasses Griffin's two major commercial corridors, a residential community adjacent to the Downtown Historic District, and campuses of Southern Crescent Technical College and the University of Georgia.

### Griffin—Spalding Development Authority

The City of Griffin and Spalding County partnered to establish the Griffin-Spalding Development Authority for the purpose of promoting trade, commerce, industry and employment opportunities for the local community. The most frequently used power of the Authority is issuing State and Federal tax-exempt revenue industrial bonds. The Griffin—Spalding Development Authority cooperates with local, regional and state agencies in its efforts to promote business expansion and/or relocation to Griffin.

### Enterprise Zones

Enterprise Zones are designated geographical areas which suffer from disinvestment, underdevelopment, and general economic distress. In an effort to encourage revitalization in these distressed communities, Georgia law permits cities to create districts where ad valorem taxes are abated for up to 10 years.

## Enterprise Zones

The City of Griffin established one (1) Enterprise Zone in the City's Historic Downtown. Griffin's Enterprise Zone was established to revitalize the area's residential neighborhoods, while creating and retaining jobs for its residents. Business and residential developments, which plan to invest in this area, are given special state and local tax incentives as well as other possible fee exemptions. By fostering public/private partnerships, enterprise zones allow innovative, multi-faceted policies, programs and projects to emerge quickly.

## Griffin Main Street Program

The Griffin Main Street Program was established in 1985. This program serves as a community driven initiative that focuses on revitalization of older traditional business districts. The underlying premise of the Main Street concept is to encourage economic development within the context of historic preservation in ways that are appropriate for today's marketplace. The Griffin Main Street Program advocates a return to community self-reliance, local empowerment and the rebuilding of traditional commercial districts based on their unique assets—distinctive architecture, a pedestrian-friendly environment, personal service, local ownership and a sense of community.

## Griffin Downtown Development Authority

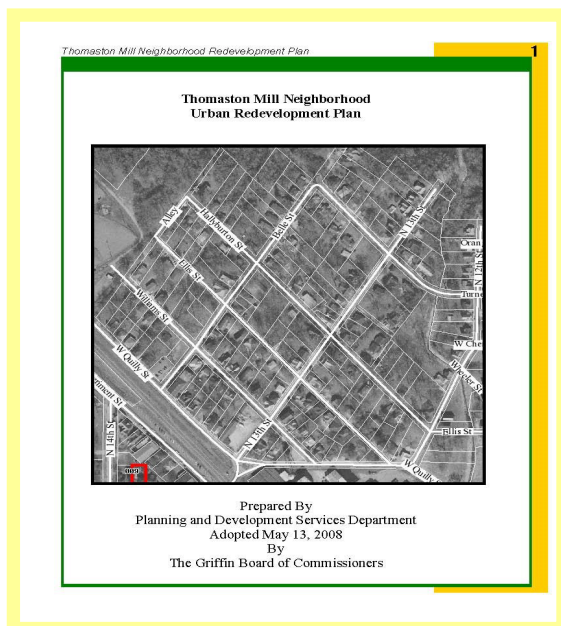
The Griffin Downtown Development Authority (DDA) is responsible for the revitalization strategy for Downtown Griffin. The DDA's mission is to encourage economic activity in Griffin's central business district by attracting businesses, residents, and visitors. The DDA attracts private investment to Downtown Griffin through public grants, loans, transportation funds, and tax incentive programs. The DDA works closely with the Planning & Development Services Department and the Main Street Program in assisting new businesses through the permitting process.

## Griffin Chamber of Commerce

The Griffin Chamber of Commerce seeks to further the collective interests of business owners within the City. It is a rich resource and starting point for any company wanting to launch a business in the area. The Chamber of Commerce also serves as an advocate and essential partner for companies that are committed to growing their businesses. Lastly, the Chamber of Commerce plays an important role in partnering with the City of Griffin to promote business activities that enhance the economic vitality throughout the entire City.

## Thomaston Mill Neighborhood Redevelopment Area

In 2009, Griffin defined a proposed expansion for the boundary of the Thomaston Mill Neighborhood Redevelopment area. The **Thomaston Mill Neighborhood Redevelopment**



**Plan** was generated in accordance with the Urban Redevelopment Law and adopted by the Board of Commissioners. It serves as a general blueprint for redevelopment that targets public investments in specific redevelopment areas. The plan encourages involvement of private enterprises and public/ private partnerships to redevelop neglected areas of the community. Finally, the Plan guides City investments in infrastructure to support redevelopment.

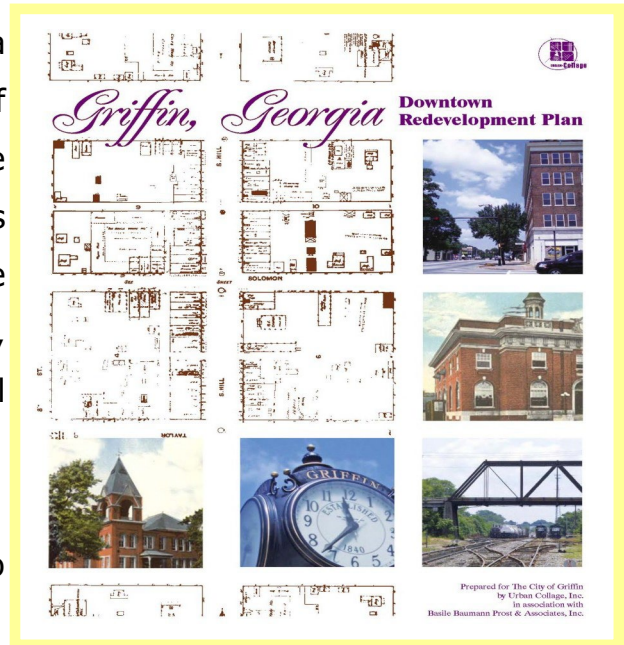
The final plan delineated polices in a number of areas including, land use, transportation, capital improvement, and property management. It also identifies existing conditions and recommended improvements for both infrastructure and housing stock. Further, the plan targets key vacant and/or substandard structures coupled with strategies for remediation of the areas surrounding the redevelopment area.



## Griffin Downtown Redevelopment Plan

The Downtown Griffin Redevelopment Plan is a stand-alone document that contains the heart of the plan for improving Downtown Griffin. The Redevelopment Plan process builds upon the goals developed during the LCI Study and provides more specificity regarding future development potential, public improvements and accompanying financial strategies within the downtown area.

A refined set of goals and objectives specific to Downtown Redevelopment includes the following:



- Provide a framework for potential financing, phasing and implementation of future growth;
- Develop realistic conceptual plans for sustainable development projects;
- Identify opportunities for open space and other public investments;
- Target specific areas to accommodate future housing; and
- ◆ Prioritize and explore programmatic options for historic preservation targets.

Further, this Plan focuses on the future land use strategy that is drawn from six (6) short-term and ten (10) long-term projects, plus eleven (11) public improvement projects, to build a downtown that is brimming with vitality, economically sustainable and showcases the best and most unique aspects the City has to offer. A list of projects from the plan are found on the following pages.

## LAND USE ELEMENT

### Future Land Use

The way we plan the physical layout or land use of our communities is fundamental to sustainability. Two main features of our land use practices over the past several decades have converged to generate haphazard, inefficient, and unsustainable urban sprawl:

- zoning ordinances that isolate employment locations, shopping and services, and housing locations from each other; and
- low-density growth planning aimed at creating automobile access to large developments that lack connectivity.

The complex problems shared by cities throughout the US are evidence of the impacts of urban sprawl which include increasing traffic congestion and commute times, air pollution, inefficient energy consumption and greater reliance on foreign oil, loss of open space and habitat, inequitable distribution of economic resources, and the loss of a sense of community. Community sustainability requires a transition from poorly-managed sprawl to land use planning practices that create and maintain efficient infrastructure, ensure close-knit neighborhoods and sense of community, and preserve natural systems. Future land use planning will help the City to control urban sprawl and ensure sustainable communities.

### Future Land Use Goals

The Land Use Element identifies goals to foster responsible land use practices. This section also highlights land use policies that encourage the preservation of natural and historic resources and promote economic development within the community. Protection of these valuable resources as well as the identification of areas that should be improved has been discussed in previous sections relating to character areas. Land use goals for the City of Griffin include the following:

1. Improve community aesthetics within Griffin's corridors, districts, and neighborhoods.
2. Encourage infill and redevelopment within the City's target areas.



3. Preserve Griffin’s small town feel and enhance community pride.
4. Develop a recreational network of greenways, trails, and parks.
5. Preserve the natural environment as land uses change and the community develops.
6. Allow greater flexibility within applicable design standards for creative site developments and infrastructure improvements.

**LAND USE GOALS AND STRATEGIES**

GOALS	STRATEGIES
<p><b>1. Improve community aesthetics within Griffin’s corridors, districts, and neighborhoods.</b></p>	<ul style="list-style-type: none"> <li>♦ <b>Design Standards</b> – Ensure existing design standards are in keeping with or enhance the character of specific neighborhood districts within the City.</li> <li>♦ <b>Buffer, Landscape and Tree Ordinance</b> – Prepare and adopt a buffer, landscape and tree ordinance.</li> </ul>
<p><b>2. Encourage infill and redevelopment within the City’s target areas.</b></p>	<ul style="list-style-type: none"> <li>♦ <b>Overlay zoning districts</b> – Continue to prepare special area or neighborhood studies with specific zoning plan and design standards for a specific target area. The studies should include specific changes to existing regulations, a market assessment, detailed incentives for spurring economic development within each area, especially in regard to promoting infill and redevelopment.</li> <li>♦ <b>Property Maintenance Codes</b> - Continued evaluation of housing and property maintenance codes and stringent enforcement.</li> <li>♦ <b>Infill Development</b> - Allow and encourage compatible infill development in established neighborhoods.</li> </ul>

**LAND USE GOALS AND STRATEGIES  
(continued)**

GOALS	STRATEGIES
<p><b>3. Continue to promote development and redevelopment of the central business district into a thriving mixed-use district.</b></p>	<ul style="list-style-type: none"> <li>◆ <b>Revitalization</b> – Find innovative ways to support the revitalization of North Hill Street and Meriwether Street target areas.</li> <li>◆ <b>Downtown redevelopment</b> - Continue to rehabilitate downtown historic buildings for commercial, institutional and residential uses.</li> <li>◆ <b>Adaptive reuse</b> - Allow and encourage the adaptive reuse and redevelopment of abandoned buildings and vacant sites.</li> <li>◆ <b>Community Improvement Districts</b> - Encourage and support the establishment 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.</li> </ul>
<p><b>4. Redevelopment around the future commuter rail station.</b></p>	<ul style="list-style-type: none"> <li>◆ <b>Commuter Rail</b> - Support the extension of commuter rail to Griffin.</li> <li>◆ <b>Mixed-use development</b> - Encourage mixed-uses in the Central Business District</li> <li>◆ <b>Rehabilitate downtown</b> - Continue to rehabilitate downtown historic buildings for commercial, institutional and residential uses.</li> </ul>
<p><b>5. Preserve Griffin’s small town feel and enhance community pride.</b></p>	<ul style="list-style-type: none"> <li>◆ <b>Historic Preservation</b> - Promote and support historic preservation, downtown revitalization, performing and cultural arts, and the tourism economy.</li> <li>◆ <b>Infill Development</b> - Allow and encourage compatible infill development in established neighborhoods.</li> </ul>

**LAND USE GOALS AND STRATEGIES  
(continue)**

GOALS	STRATEGIES
<b>6. Develop a recreational network of greenways, trails, and parks.</b>	<ul style="list-style-type: none"> <li>◆ <b>Greenway Master Plan</b> - Create a Greenway Master Plan as part of a new Recreation Master Plan. The Greenway Master Plan should include recommendations to linking existing open space, parks and trails.</li> </ul>
<b>7. Preserve the natural environment as land uses change and the community develops.</b>	<ul style="list-style-type: none"> <li>◆ <b>Open space conservation</b> - 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.</li> <li>◆ <b>Streetscape requirements</b> –Continue to ensure proper streetscaping and the installation of sidewalks for new developments.</li> </ul>
<b>8. Allow greater flexibility within applicable design standards for creative site developments and infrastructure improvements.</b>	<ul style="list-style-type: none"> <li>◆ <b>Target area overlay districts</b> - In developing future overlay districts for the target areas, consider adopting performance-based design and zoning standards as an option and as an incentive for encouraging redevelopment.</li> </ul>

The Future Development Map reflects the community vision for growth and development for the next 20 years. This vision was developed with an extensive public visioning process that is expressed in unique “character areas” and covers the entire City. Together the character areas form the Future Development Map, which replaces the Future Land Use Map adopted from the previous comprehensive plan. The Future Development Map character areas are organized by common themes of development throughout the City promoting desired development patterns, guiding design and physical development, providing a framework for regulatory and policy changes and helping to guide future rezonings.

The Future Development Map recommends land use and development patterns for a 20-year planning period. This map uses conventional categories or classifications to depict the location of specific future land uses. The categories listed below display the land use classification schemes for the Griffin Future Development Map.

**Residential.** The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. Residential is the largest land use category projected for the future in Griffin. Higher density housing is located near appropriate sewer lines and used as a transitional zoning to reduce incompatible land uses. Low-density residential properties is located near less intense uses such as agriculture or environmentally constrained areas of the City.

**Commercial.** This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial activity is currently concentrated within the Central Business District (CBD), and along Solomon Street, Martin Luther King Jr. Parkway, Meriwether Street and U.S. 19/41. These corridors are currently and will continue to be the most heavily traveled routes in the City. These corridors will continue to be the most feasible locations for commercial growth in the City. It is important to guard against unwanted visual impacts such as a clutter of signs and billboards, large expanses of asphalt parking lots and vacant storefronts with commercial areas. Regulations such as sign controls, landscaping requirements and the placement of structures closer to the roadway can provide for more sustainable and aesthetically pleasing commercial land uses.

**Industrial.** This category is reserved for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. Industrial developments within Griffin are located mostly in

The east and southwest portions of the City. South of the City along U.S. 19/41, industrial developments are supported with the appropriate water and sewer lines as well as with railroad access.

**Public/Institutional.** This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, city jails post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, and sites containing government offices. The number of public institutions are significantly large due to Griffin's role as the county seat. Numerous government buildings and schools are located throughout the City along with the WellStar Spalding Regional Medical Center.

**Transportation/Communication/Utilities.** This category includes such uses as major transportation routes, power generation plants, water treatment plants, reservoirs, railroad facilities, radio towers, telephone switching stations, airports, and other similar uses.

**Park/Recreation/Conservation.** This category is categorized for land dedicated as active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

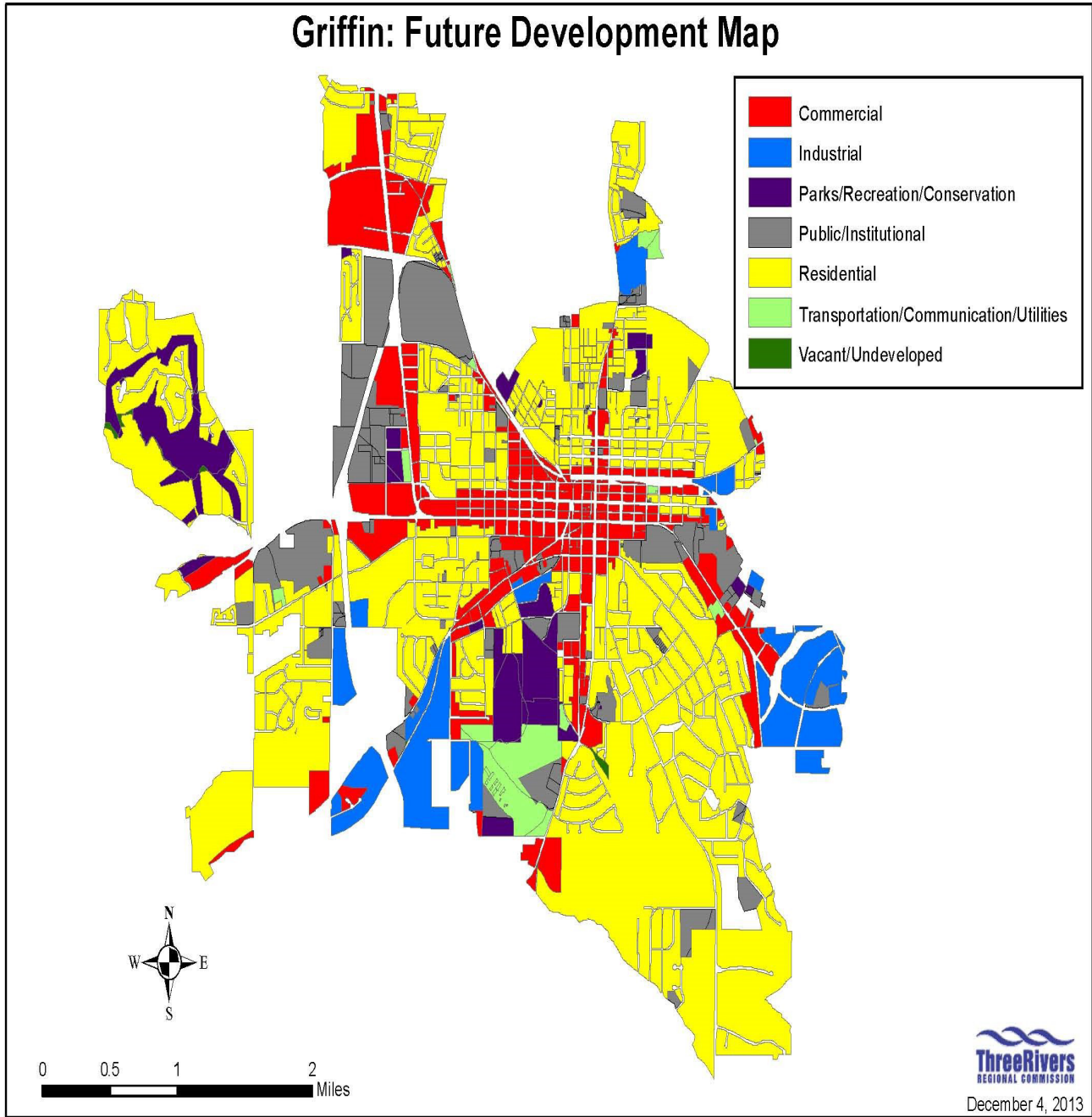
**Undeveloped/Vacant.** This category is set aside for tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.

There is very limited agricultural land within the city limits of Griffin. As growth occurs in the City, agricultural land continues to witness increased residential and commercial development pressures.

The total acreage figures for each land use category on the City's future development map are provided below.

Land Use Categories			
Category	Acres	Square Miles	Percent (%)
Residential	4,285	7.7	48.00%
Transportation, Communication, Utilities	1,365	2.1	15.00%
Public/Institutional	864	1.3	10.00%
Industrial	618	1.0	7.00%
Parks, Recreation, Conservation	592	0.9	7.00%
Commercial	1,162	2.0	13.00%
<b>Total</b>	<b>8,886</b>	<b>15</b>	<b>100.00%</b>

### GRIFFIN FUTURE DEVELOPMENT MAP



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## Character Areas

The Georgia Department of Community Affairs (DCA) defines a Character Area as a specific geographic area within the community that:

- ◆ Has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, a neighborhood, greenspace corridor, or a transportation corridor);
- ◆ Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more aesthetically pleasing development); or
- ◆ Requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.)

Each Character Area is identified as a planning sub-area that focuses on the implementation of specific policies, investments, incentives, or regulations. These implementation strategies seek to preserve, improve, or otherwise influence future development patterns in a manner that is consistent with the community vision. The Character Areas described in the following section were created with input from the Steering Committee and City Staff. The map of Character Areas is shown on page 72.

- ◆ **Downtown**
- ◆ **Traditional Neighborhood**
- ◆ **Park District Redevelopment**
- ◆ **Medical Overlay District**
- ◆ **Highway Corridor**
- ◆ **Redevelopment Area**
- ◆ **Commercial Corridor**
- ◆ **Educational Center**
- ◆ **Suburban Development**
- ◆ **Public/Institutional**



## Downtown

Downtown Griffin is the commercial and cultural heart of the City. The majority of this area encompasses the Griffin Downtown Historic District. It is listed on the National Register of Historic Places and protected by the Griffin Historic Preservation Commission. Within the boundaries of the Downtown Character Area includes City Hall, the Spalding County Courthouse, state and federal facilities, professional offices, and several small businesses that are committed to the enhancement of Downtown Griffin. This area displays a solid foundation for a future revitalization initiative. The Downtown Character Area as delineated on the map follows closely the boundaries of the Griffin Downtown Development Authority.



### *Development Patterns*

The proposed development patterns for downtown should seek to:

- ◆ Promote mixed-use development within the area;
- ◆ Continue to encourage residential above commercial storefronts;
- ◆ Promote the adaptive reuse of historic structures;
- ◆ Enhance connectivity by maintaining sidewalks and creating other pedestrian-friendly trail/bike routes linking to neighboring residential areas and major destinations;
- ◆ Encourage shared parking among uses;
- ◆ Promote the redevelopment and enhancement of alleyways.

### *Primary Land Uses*

- ◆ Commercial (retail and office);
- ◆ Mixed-use development;
- ◆ Multi-family residential;
- ◆ Public/Institutional.

### *Implementation Strategies*

- ◆ Enforce updated infill ordinance;
- ◆ Maintain existing sidewalk network to connect downtown with adjacent neighborhoods;
- ◆ Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale;
- ◆ Continue to promote the use of façade grant program;
- ◆ Incorporate bike lanes and other bike infrastructure such as bike racks for increased accessibility;
- ◆ Incorporate landscaping of parking lots;
- ◆ Incorporate quality signs that are scaled and placed appropriately;
- ◆ Protect tree canopy.

*Quality Community Objectives*

- ◆ Sense of Place;
- ◆ Transportation Options;
- ◆ Regional Identity;
- ◆ Economic Prosperity.





## Traditional Neighborhood

The Traditional Neighborhood character area includes residential areas in older parts of the community typically developed prior to World War II. Characteristics include pedestrian-friendly streets with sidewalks, street trees, on-street parking, and mixed-use elements such as small neighborhood commercial. This character area is generally near traditional town centers, downtowns or crossroads, and is identified in established residential areas surrounding South Hill Street, College Street, and Maple Street.



### Development Patterns

The development patterns for traditional neighborhoods should seek to:

- ◆ Maintain existing homes and character defining site features (*i.e.* drives, walls, lighting, landscaping, tree cover);
- ◆ Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale of neighboring homes;
- ◆ Accommodate infill development that compliments the scale and style of existing adjacent homes;

### *Development Patterns Cont.*

- ◆ Ensure that building setbacks of infill development are consistent with surrounding homes;
- ◆ Promote single-family and multi-family residential uses;
- ◆ Increase pedestrian connectivity between neighborhoods and community activity centers;
- ◆ Accommodate senior housing opportunities, which can be integrated into the existing development pattern and can benefit from close proximity to downtown goods and services;
- ◆ Connect to a network of greenways/trails, wherever possible;
- ◆ Maintain existing housing stock and preserve neighborhood character;
- ◆ Protect historic structures and neighborhoods.

### *Primary Land Uses*

- ◆ Single-family residential;
- ◆ Neighborhood commercial;
- ◆ Parks;
- ◆ Multi-family residential.
- ◆ Public/institutional;

### *Implementation Strategies*

- ◆ Designate residential structures districts for the National Register of Historic Places;
- ◆ Consider the adoption of local historic districts;
- ◆ Enforce updated infill ordinance;
- ◆ Maintain existing sidewalk network connecting to adjacent neighborhoods;
- ◆ Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale.

### *Implementation Strategies Cont.*

- ◆ Encourage development design that strengthens the physical character and image of the City of Griffin;
- ◆ Set basic requirements for good site design and development, building design, landscaping, and signage without discouraging creativity and flexibility in design;
- ◆ Permit safe and convenient transportation access and circulation for motorized and non-motorized vehicles, and for pedestrians;
- ◆ Manage the impact of commercial and industrial development on adjacent residential neighborhoods.

### *Quality Community Objectives*

- ◆ Regional Identity;
- ◆ Sense of Place;
- ◆ Transportation Options;
- ◆ Resource Management;
- ◆ Economic Prosperity.

## Park District Redevelopment

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The Park District Redevelopment Area is located in southwest Griffin. One of the major thoroughfares through the district is Meriwether Street. The Park District Redevelopment Area is also located adjacent to City Park, a large public municipal park. The area consists primarily of single-family houses with some neighborhood commercial and multi-family uses. The Housing Authority also owns a housing facility within this area which has recently been completely redeveloped. The City has also designated portions of the corridor within its 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 include most of the Meriwether Street corridor and associated underutilized and abandoned industrial and commercial properties.



### *Development Patterns*

The development patterns for traditional neighborhoods should seek to:

- ◆ Maintain existing homes and character defining site features (*i.e.* drives, walls, lighting, landscaping, tree cover);
- ◆ Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale of neighboring homes;
- ◆ Accommodate infill development that compliments the scale and style of existing adjacent homes;
- ◆ Maintain existing homes and character defining site features (*i.e.* drives, walls, lighting, landscaping, tree cover);
- ◆ Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale of neighboring homes;
- ◆ Ensure that building setbacks of infill development are consistent with surrounding homes;
- ◆ Promote single-family and multi-family residential uses;
- ◆ Increase pedestrian connectivity between neighborhoods and community activity centers;
- ◆ Accommodate senior housing opportunities, which can be integrated into the existing development pattern and can benefit from close proximity to downtown goods and services;
- ◆ Connect to a network of greenways/trails, wherever possible;
- ◆ Maintain existing housing stock and preserve neighborhood character;
- ◆ Protect historic structures and neighborhoods.



### *Primary Land Uses*

- ◆ Single-family residential;
- ◆ Parks;
- ◆ Public/institutional;
- ◆ Neighborhood commercial;
- ◆ Multi-family residential;
- ◆ Mixed-use developments.

### *Implementation Strategies*

- ◆ Prepare an existing conditions analysis of the City's sidewalks to identify sub-standard facilities and prioritize projects;
- ◆ Continue to implement recommended sidewalk projects from the West Griffin and Town Center LCI Studies;
- ◆ Designate local residential heritage districts.

### *Quality Community Objectives*

- ◆ Sense of Place;
- ◆ Housing Options;
- ◆ Efficient Land Use;
- ◆ Transportation Options;
- ◆ Resource Management;
- ◆ Community Health.



## Medical Overlay District

The City of Griffin recognizes the need and benefit of creating a Medical Overlay District to allow for the continued development of medical uses. The 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 are included as a part of the medical overlay district. The District is centered on the WellStar Spalding Regional Hospital. Revitalization efforts within this Overlay District will focus on fulfilling demand for medical, office space and commercial uses.



## Development Patterns

The proposed development patterns for medical overlay district should seek to:

- ◆ Permit only compatible uses in infill development;
- ◆ Promote pedestrian-friendly;
- ◆ Encourage appropriate signage;
- ◆ Promote the preservation and sensitive rehabilitation of historic structures;
- ◆ Encourage opportunities for facility expansion;

### *Development Patterns Cont.*

- ◆ Permit only compatible uses in infill development;
- ◆ Pedestrian-friendly;
- ◆ Encourage opportunities for facility expansion.

### *Primary Land Uses*

- ◆ Public/Institutional;
- ◆ Commercial;
- ◆ Parks;
- ◆ Multi-family housing.

### *Implementation Measures*

- ◆ Requirements for good site design and development, building design, landscaping, and signage without discouraging creativity and flexibility in design;
- ◆ Permit safe and convenient transportation access and circulation for motorized and non-motorized vehicles, and for pedestrians;
- ◆ Encourage rear and shared parking facilities.

### *Quality Community Objectives*

- ◆ Economic Prosperity;
- ◆ Sense of Place;
- ◆ Transportation Options;
- ◆ Resource Management.

## Highway Corridor

The most heavily traveled highways within the City of Griffin are Taylor Street/State Route 16 and North Expressway US 19/41. These highway corridors function as the commercial heart of the City of Griffin and play a vital role in shaping the City's future relative to transportation, economic development opportunities, and the appearance of the community that is portrayed to the traveling public. Major highway corridors should be designed to enhance viability and livability along important thoroughfares. It is important that these areas maintain a unified and pleasing aesthetic/visual quality in landscaping, architecture and signage. Further, the City is encouraged to promote alternative modes of transportation within the district through the provision of pedestrian and local public transit.

### Taylor Street/State Route 16



Taylor Street/SR 16 serves as a major East-West arterial to support mobility between U.S. 19/41 and I -75 in Butts County. The renovation of existing commercial structures to replace functionally and/or structurally obsolete facilities and businesses along this high traffic corridor will continue.



### U.S. Highway 19/41/North Expressway

U.S. Highway 19/41 serves as a major North-South arterial. The highway corridor includes aging strip retail establishments. Redevelopment of this commercial corridor is occurring with re-use of structures for nearby Southern Crescent Technical College. These efforts will help improve the corridor as a gateway into the City of Griffin.

### *Development Patterns*

The development patterns for highway corridors should seek to:

- ◆ Provide landscaped buffers between the roadway and pedestrian walkways;
- ◆ Encourage consolidation and inter-parcel connections between parking lots;
- ◆ Promote mixed-use and traditional development patterns, including use of more human scale, compact development, within easy walking distance to accommodate pedestrian activity;
- ◆ Encourage landscaped raised medians separating traffic lanes;
- ◆ Enforce restrictions on the number and size of signs and billboards;
- ◆ Create gateway corridors at the entrances into Griffin to provide a sense of arrival;
- ◆ Revitalize existing commercial centers to capture more market activity and serve as community focal points;
- ◆ Encourage landscaping of parking areas to minimize visual impact on adjacent streets and uses;
- ◆ Encourage infill development on vacant or under-utilized sites;
- ◆ Encourage bicycle and pedestrian paths to be incorporated into the street design for major corridors;
- ◆ Incorporate street lighting at appropriate intervals to help reduce the scale of arterials and create a more pedestrian friendly streetscape.

### *Primary Land Uses*

- ◆ Retail Shopping centers;
- ◆ Mixed Use Developments;
- ◆ Hotels/Motels;

### *Implementation Strategies*

- ◆ Encourage development design that strengthens the physical character and image of the City of Griffin;
- ◆ Support the value of property and quality of development and major highway corridors;
- ◆ Requirements for good site design and development, building design, landscaping, and signage without discouraging creativity and flexibility in design;
- ◆ Permit safe and convenient transportation access and circulation for motorized and non-motorized vehicles, and for pedestrians;
- ◆ Manage the impact of commercial and industrial development on adjacent residential neighborhoods;
- ◆ Encourage the development of highway corridor overlay districts.

### *Quality Community Objectives*

- ◆ Economic Prosperity;
- ◆ Regional Identity;
- ◆ Sense of Place;
- ◆ Transportation Options;
- ◆ Efficient Land Use.

## Redevelopment Area

Redevelopment is one of the most effective ways to breathe new life into deteriorated areas plagued by social, physical, environmental or economic conditions that act as a barrier to new investment by private enterprise. Through redevelopment, a target area will receive focused attention and financial investment to reverse deteriorating trends, create jobs, revitalize the business climate, rehabilitate and add to the housing stock, and gain active participation and investment by citizens which would not otherwise engage in community involvement. The City envisions a plan to spur economic growth, creating new housing and improving the quality of life and general welfare of the people who live and work in and around redevelopment areas. The redevelopment area encompasses different neighborhoods in north Griffin including North Hill Street area, Thomaston Mill community, and the Fairmont community.



## North Hill Street Area

The greater North Hill Street corridor lies in the City of Griffin and Spalding County, just north of Downtown Griffin. From its intersection with Broadway, the corridor extends north to Ella Street. This area includes the roadway itself and parcels along it. The North Hill Street corridor contains a mix of land uses ranging from a finely-mixed urban pattern at its southern end, to an almost rural pattern at its northern boundary. The City seeks to preserve historic resources and its identity, increase neighborhood commercial, provide various housing options, increase parks and open space, and implement supportive zoning and design standards.

## Thomaston Mills

The Thomaston Mill Neighborhood Redevelopment Area is bordered to the south by West Quilly Street, to the east by North 12th Street and to the north by Turner Street, to include Hallyburton Street, Ellis Street, Belle Street and Williams Street. This area is located within the Thomaston Mill Neighborhood, which is considered as the north side or 1st Ward. The Thomaston Mill neighborhood was built in the early 1900's by the owners of the Thomaston Mill for its workers to live in close proximity to their jobs. For over 30 years, the neighborhood consisted of mostly white low-to-moderate income (working class) families. During the late 1950's and 1960's many of the white owners and renters moved from the Thomaston Mill neighborhood (First Ward) to new neighborhoods within the Third Ward on the south side of downtown Griffin. According to the U.S. Census and the Planning and Development Department survey, Thomaston Mill neighborhood is predominately African-American and very low income. There is a high number of substandard vacant housing within this area. The majority of houses within Thomaston Mills are in a state of disrepair or dilapidated. The ratio of renter occupied to owner occupied homes is significantly high. The City initiated this urban redevelopment plan to retain local neighborhoods, and regain a strong sense of place for residents. The scope of this plan is to remove slum and blight and improve housing conditions in order to create safer and livable communities.





## Fairmont Community

The Fairmont community includes the old Fairmont High School/Rosenwald School complex and connections to adjacent neighborhoods. The Rosenwald Schools were instrumental in educating African-American children after slavery ended and during the time of segregation in the South. Rosenwald Schools helped to shape the character of the Fairmont community. Fairmont High School/Rosenwald School complex serves as a historically significant landmark that reflects the roots of a self-sufficient African-American



community with a strong sense of pride and community involvement. Today, this African-American community struggles to maintain its sense of pride due to economic problems plagued by the area. The City and other interested parties are working together to advance economic opportunities for this underserved community by improving the education, physical and social well-being of citizens. In 2016, the Fairmont community was a focus area of the Georgia Department of Economic Development Tourism Resource Team visit and subsequent report.

The Griffin Housing Authority is working in partnership with the City of Griffin to redevelop the Fairmont Community located in Northeast Griffin. The Griffin Housing Authority plans to partner with UGA-Griffin, Southern Crescent Technical College and Griffin-Spalding School Systems to transform the area into an educational workforce development training facility. The Fairmont community can serve as a model for other small neighborhoods. In addition, Partners for a Prosperous Griffin along with the University of Georgia-Griffin campus are collaborating for the purpose of developing a strategy to address issues in distressed communities to ensure that all children and youth in the target area of Fairmont have access to the continuum of solutions needed to graduate from high school and prepare for college.

### *Development Patterns*

The proposed development patterns for redevelopment areas include:

- ◆ Maintain the existing traditional neighborhood design patterns and aesthetics;
- ◆ Vacant or underutilized property will be developed/redeveloped such that it matches the traditional character of the area;
- ◆ Maintained and improve, as needed, existing sidewalks and pedestrian network;
- ◆ Neighborhood commercial uses will be incorporated into the area in accordance with the traditional character.

### *Primary Land Uses*

- ◆ Single-Family Residential;
- ◆ Multi-Family Residential;
- ◆ Neighborhood Parks;
- ◆ Mixed-Use Developments.

### *Implementation Strategies*

- ◆ Allowable uses should be compatible with neighborhood character areas and may include a mix of retail, services, and offices to serve neighborhood residents' day-to-day needs;
- ◆ Architectural standards should reflect the local neighborhood character;
- ◆ Design for neighborhood redevelopments should be very pedestrian-oriented, with strong, walkable connections between different uses;
- ◆ Develop an inventory of potential infill/redevelopment areas;
- ◆ Permit only compatible uses in infill development; and
- ◆ Promote the listing of structures and districts on the National Register of Historic Places.

### *Quality Community Objectives*

- ◆ Educational Opportunities;
- ◆ Sense of Place;
- ◆ Transportation Options;
- ◆ Economic Prosperity;
- ◆ Resource Management;
- ◆ Regional Identity.

## Commercial Corridors

Commercial Corridors are locations along major highways and other areas that offer large concentrations of commercial and retail activity. These areas include developed land that is primarily made up of automobile-oriented strip commercial, big boxes, and office development. Commercial retail and business districts provide for the grouping of retail shops and stores offering goods and services for residents in general. These areas are typically densely concentrated and serve more traffic intensive uses than other areas.



## Griffin-Spalding Airport

The City and County jointly own the airport. The City and County share funding of capital improvements. The City of Griffin recognizes that the current airport facility is functioning beyond its capacity. The City and County plan to acquire 400-500 acres, northeast of the current City limits. It is important for the City to define the future vision for the 200 acre site. The City is encouraged to seek an Opportunity Zone designation for the current airport location and surrounding industrial properties in the future.



## Industrial Parks



The Industrial Park character area includes land set aside for low and high intensity manufacturing, wholesale trade, distribution, assembly, processing, and similar uses that may or may not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics. Most notable in the City is the Hudson Industrial Park, which traditionally has been the driving economic force in the area and is home to Griffin's largest

employers. A goal of this character area is to allow opportunities to expand this economic base while also accommodating new businesses.

## *Development Patterns*

The proposed development patterns for employment centers should seek to:

- ◆ Accommodate diverse, higher-intensity industrial uses and supporting commercial uses
- ◆ Limit "interchange commercial" uses;
- ◆ Depict clear physical boundaries and transitions between the edge of the character area and surrounding rural or residential areas;
- ◆ Reflect unified commercial or industrial developments;
- ◆ Provide access management measures such as inter-parcel access;
- ◆ Incorporate landscaping of commercial sites/parking lots;
- ◆ Discourage strip development;
- ◆ Provide adequate buffers;
- ◆ Limit visibility of industrial operations/parking from the public right of way;
- ◆ Control signage (height, size, type) to prevent "visual clutter;"

*Development Patterns Cont.*

The proposed development patterns for activity centers should seek to:

- ◆ Develop a series of interconnected, pedestrian-scale mixed uses that serve the surrounding residential areas;
- ◆ Residential development should reinforce the activity center through locating higher density housing options adjacent to the center, targeted to a broad range of income levels, including multi-family town homes, apartments and condominiums, which also provide a transition between the character area and surrounding areas;
- ◆ Design for each activity center should be very pedestrian-oriented, with walkable connections between different uses; areas should include direct connections to greenspace and trail networks;
- ◆ Enhance the pedestrian-friendly environment by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to neighboring residential areas and major destinations;
- ◆ Concentrate commercial development at major roadway intersections (nodal development) to serve surrounding residential areas;
- ◆ Accommodate smaller-scale commercial uses that serve local residents rather than regional-oriented “big box” development;
- ◆ Discourage commercial strip development;
- ◆ Limit driveway spacing along the highway frontage and align driveways wherever possible; and require shared driveways and inter-parcel access;
- ◆ Incorporate landscaping of commercial sites/parking lots;
- ◆ Incorporate quality signs that are scaled and placed appropriately;
- ◆ Encourage shared parking among uses;
- ◆ Incorporate landscaping of commercial sites/parking lots.

### *Development Patterns Cont.*

- ◆ Reflect coordinated transportation/land use planning;
- ◆ Protect water quality with appropriate soil erosion and control and groundwater recharge protection area measures;
- ◆ Connect to nearby networks of greenspace/multi-use trails/bike paths where available;
- ◆ Depict clear physical boundaries and transitions between the edge of the character area and surrounding residential areas.

### *Primary Land Uses*

- ◆ Commercial (retail and office);
- ◆ Industrial;
- ◆ Warehousing;
- ◆ Mixed use developments;
- ◆ Office Parks.

### *Implementation Strategies*

- ◆ Prepare and incorporate into development review a “development impact matrix” to determine potential impacts of specific industries on the environment and infrastructure;
- ◆ Continue to coordinate economic development activities for recruiting research and office parks;
- ◆ Implement an Industrial Overlay district to regulate building placement, design and size, sign placement, size and materials, landscaping, access and other elements;
- ◆ Implement strategies outlined in LCI studies and concept plans for Commercial Corridors and the proposed Town Center to guide future enhancements;
- ◆ Develop a plan to identify and attract appropriate businesses to these areas;
- ◆ Encourage the adaptive reuse/redevelopment of underutilized properties.

### *Quality Community Objectives*

- ◆ Economic Prosperity;
- ◆ Resource Management;
- ◆ Local Preparedness;
- ◆ Efficient Land Use;
- ◆ Educational Opportunities;
- ◆ Transportation Options.



## Educational Center

### Southern Crescent Technical College



Southern Crescent Technical College is a public, accredited, two-year post-secondary institution that trains students in the latest technology through programs that are specifically designed to meet the needs of local businesses and industries. From short certificate programs to diploma programs to degree programs, the technical college offers students state of the art training needed to make a successful transition

into the workforce and help stimulate the economic growth and development of this community. The tradition of academic excellence continues as the college expands and updates its facilities to help prepare today's student for tomorrow's workforce.

### University of Georgia—Griffin Campus

The University of Georgia—Griffin Campus was established as the Georgia Experiment Station in 1888. Undergraduate majors are now offered, plus graduate programs in agricultural leadership, mathematics education and workforce education. The Griffin campus seeks to expand its undergraduate and graduate programs to accommodate the growing needs of the Griffin area. The campus is home to a state of the art food processing and innovation facility, which helps small businesses launch new food products and processes.



### *Development Patterns*

The proposed development patterns for educational centers should seek to:

- ◆ Permit only compatible uses in infill development;
- ◆ Promote pedestrian-friendly development;
- ◆ Encourage opportunities for facility expansion;
- ◆ Encourage opportunities for the inclusion of passive parks and connectivity to neighborhood walking and biking trails.

### *Primary Land Uses*

- ◆ Public/institutional;
- ◆ Parks;
- ◆ Churches;
- ◆ Multi-family residential.

### *Implementation Strategies*

- ◆ Continue to collaborate with UGA and Southern Crescent Technical College to address needs of both the community and higher learning institutions;
- ◆ Continue to implement the strategies of the West Griffin and Town Center LCIs;
- ◆ Continue to support facility expansion for higher learning institutions; and
- ◆ Incorporate sidewalks, traffic calming improvements and/or increased street interconnections, where appropriate, to improve walkability on campus as well as connectivity to neighboring communities and downtown.

### *Quality Community Objectives*

- ◆ Educational Opportunities;
- ◆ Transportation Options;
- ◆ Regional Identity;
- ◆ Resource Management;
- ◆ Sense of Place.



## Suburban Development

The Suburban Development character area describes areas where conventional patterns of post-World War II suburban residential subdivision development have been the dominant pattern. In addition to conventional subdivisions, some multi-family uses are present in this character area. Neighborhoods tend to be characterized by low pedestrian orientation, larger lot sizes, high-to-moderate



degree of building separation, and are predominantly residential with scattered civic buildings and varied street patterns (often curvilinear) that include cul-de-sacs. This character area is typically found in established neighborhoods that surround historic areas and in unincorporated areas where growth has occurred over the last thirty years.

### *Development Patterns*

The proposed development patterns for suburban residential areas should seek to:

- ◆ Accommodate infill development that compliments the scale, setback and style of existing adjacent homes;
- ◆ Maintain existing tree cover;
- ◆ Provide safe facilities for pedestrians, school buses, and bicyclists using the road right-of-way;
- ◆ Connect to a network of greenways/trails, wherever possible;
- ◆ Accommodate senior housing opportunities, which can be integrated into neighborhoods that benefit from close proximity to local shops and services;

### *Development Patterns Cont.*

- ◆ Encourage the location of schools, community centers or well-designed small-scale commercial activity centers at suitable locations within walking distance of residences;
- ◆ Incorporate sidewalks, traffic calming improvements and/or increased street interconnections, where appropriate, to improve walkability within existing neighborhoods as well as connectivity to neighboring communities and major destinations, including schools.

### *Primary Land Uses*

- ◆ Single-family residential;
- ◆ Parks;
- ◆ Public/institutional;
- ◆ Churches;
- ◆ Multi-family residential.

### *Implementation Strategies*

- ◆ Encourage developers to limit clearing and grading to maintain the natural tree canopy as much as possible;
- ◆ Encourage new residential development to blend with existing housing through appropriate open space and buffering requirements;
- ◆ Evaluate performance standards for residential architectural standards to promote quality built neighborhoods;
- ◆ Plan the design, construction and promotion of greenway trail systems as a regional recreational resource with local amenities, including public parks;
- ◆ Neighborhood commercial development should be allowed within identified centers and existing suburban neighborhoods; and
- ◆ Where feasible, developments should be retrofitted to include sidewalks and roadways.

### *Quality Community Objectives*

- ◆ Housing Options;
- ◆ Resource Management;
- ◆ Community Health;
- ◆ Efficient Land Use;
- ◆ Sense of Place.

## Public and Institutional

The Public/Institutional Character area is made up of community facilities, educational facilities, and the portions of the city cemetery and Veterans Park. The largest portion of this area is located within major highway corridors and adjacent dense commercial activity. Access to these areas especially where heavily used community facilities are located is an important goal of this character area.



## Development Patterns

The proposed development patterns for suburban residential areas should seek to:

- ◆ Maintain adequate access and connections from adjacent activity centers;
- ◆ Provide safe facilities for pedestrians, school buses, and bicyclists using the road right-of-way;
- ◆ Connect to a network of greenways/trails, wherever possible;
- ◆ Accommodate senior housing opportunities, which can be integrated into neighborhoods that benefit from close proximity to local shops and services;
- ◆ Incorporate sidewalks, traffic calming improvements and/or increased street interconnections, where appropriate.

### *Primary Land Uses*

- ◆ Public/institutional;
- ◆ Parks;
- ◆ Commercial;
- ◆ Multi-family residential.

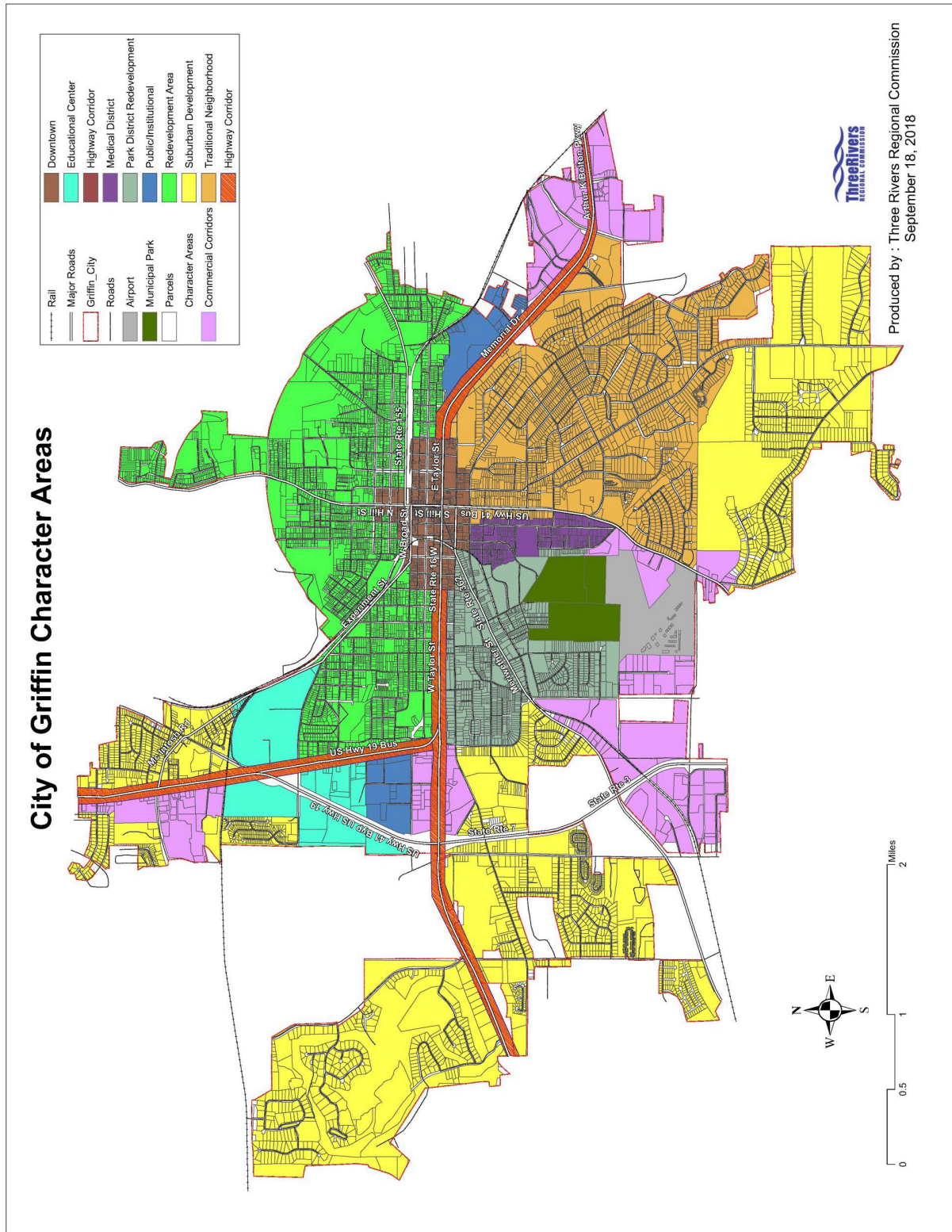
### *Implementation Strategies*

- ◆ Where feasible, developments should be retrofitted to include sidewalks and roadways.  
Connectivity;
- ◆ Encourage development design that strengthens the physical character and image of the City of Griffin;
- ◆ Support the value of property and quality of development and major highway corridors;
- ◆ Set basic requirements for good site design and development, building design, landscaping, and signage without discouraging creativity and flexibility in design;
- ◆ Permit safe and convenient transportation access and circulation for motorized and non-motorized vehicles, and for pedestrians;
- ◆ Manage the impact of commercial and industrial development on adjacent residential neighborhoods.

### *Quality Community Objectives*

- ◆ Housing Options;
- ◆ Resource Management;
- ◆ Community Health;
- ◆ Efficient Land Use;
- ◆ Transportation Options.

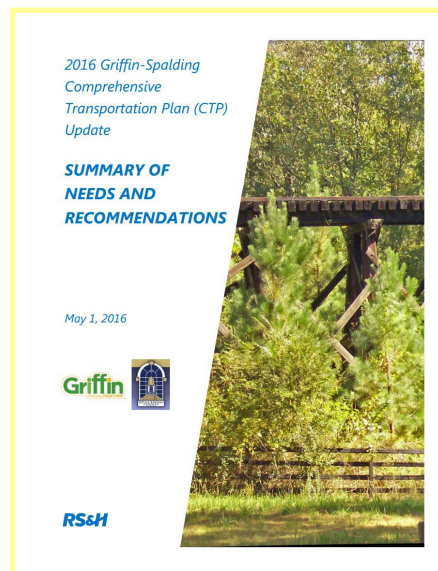
**Character Area Map**





**TRANSPORTATION ELEMENT**

In 2016, the City of Griffin, in partnership with the Spalding County updated the Comprehensive Transportation Plan (CTP). The update produced a Summary of Needs and Recommendations Report. Seven comprehensive goals were developed and are listed below. The updated CTP can be found in the appendix.



<b>2016 CTP Update Goals</b>
<b>Goal 1:</b> Ensure the transportation system supports economic development and efficient freight movement.
<b>Goal 2:</b> Position Griffin Spalding as a live-work-play destination through multimodal mobility, community and environmental preservation and enhancement, livability and quality of life.
<b>Goal 3:</b> Improve bicycle and pedestrian ways, including multi-use paths and sidewalks, as a means to offer recreational improvements and to connect community centers as well as adjacent counties.
<b>Goal 4:</b> Maintain and preserve critical transportation infrastructure, including roadways, bridges, and multimodal facilities.
<b>Goal 5:</b> Ensure a safe, secure and connected transportation system.
<b>Goal 6:</b> Focus on realistic and implementable improvements that meet the mobility needs of all citizens.
<b>Goal 7:</b> Ensure adequate funding for transportation through a constant funding stream and a programmatic approach for improvements, while leveraging local funding to capture additional funds from other sources.

Taylor Street (SR 16), US HWY 155, and McIntosh Road, and Collectors provide access to activity centers from residential areas. Their purpose is to collect traffic from streets in residential and commercial areas and distribute the traffic to the arterial system. The collector system in Griffin includes Experiment Street, Maple Street, Old Atlanta Hwy, Meriwether Street, College Street, Poplar Street, and Solomon Street. The remaining roadways in the City are classified as local streets. Local streets feed the collector system from low volume residential and commercial areas. The overwhelming majority of Griffin's roadway system is classified as local streets. US 19/41 offers an efficient and effective north-south bypass to serve through and local commercial traffic. Business 19/41 serves as an arterial for north, central and south Griffin. Unfortunately, the major east-west route, SR 16 (Taylor Street), provides the only east-west connection in Griffin and Spalding County for truck and other through traffic traveling back and forth from I-75 to the east and US 19/41 to I-85 to the west.

### Alternative Modes of Transportation

The goal of alternative transportation is to reduce the total number of single occupant vehicle trips by area residents. This goal supports federal and state air quality mandates and reduces traffic congestion. The City of Griffin has initiated strong efforts to incorporate alternative modes of transportation that foster quality economic growth and enhance the quality of life of area citizens. The next section discusses alternative modes of transportation that include walking, bicycling, transit and commuter rail.

### Walking

Griffin has an extensive sidewalk network concentrated in the pedestrian-friendly downtown area. Walking is a viable alternative for many residents due to significant residential development adjacent to downtown and other employment centers. Because all trips begin and end on foot, a strong system of sidewalks, paths, and crosswalks to enable people to walk is necessary. Griffin has completed several downtown streetscaping projects to improve the pedestrian environment.



Projects from the CTP and LCI identifies ongoing short-term pedestrian and streetscape projects that are beneficial to enhancing walkability within the City of Griffin.

## Bicycling

There is one bikeway route planned for Griffin, as identified by GDOT as part of the Statewide Bicycle Route (SBR) Network. The identified bike route is SBR 15 which passes through east/central Spalding County and through the eastern half of Griffin. It follows from the north along GA 155 to South McDonough Road, then down Johnson Road toward Orchard Hill. Besides these state identified bike routes, there is also community interest in a rails-and-trails network that will run parallel to the existing route of two abandoned rail lines linking the Head Creek Reservoir and Flint River with other proposed trails in Fayette County to the west. The rails-and-trails network could be part of a larger greenway system, which could increase connectivity of developments and parks while enhancing accessibility between residential and commercial areas. The City has introduced other safety measures to increase awareness and to accommodate multiple users along roadways such as sharrows.



## Commuter Rail

In an effort to address increasing congestion, the Georgia Rail Passenger Program has developed a set of recommendations for implementing commuter rail on several corridors throughout the Atlanta region. In this plan, the commuter rail line connecting Downtown Atlanta to Macon is recommended as the first phase of a regional commuter rail system. The proposed commuter rail line is expected to have a major connection in Downtown Griffin. The City has been successful in identifying a site for the placement of the commuter rail station. The recommended site for the commuter rail station is located between Broad Street and the existing railroad tracks, just west of 6th Street. This site was chosen for many reasons including the existing grade separation, the close proximity to existing railroad tracks, the potential for economic growth in the area, and the fact that the City already owns the property. A new commuter rail station would have great impacts on all aspects of transportation including the roadway network, pedestrian facilities, and parking. The commuter rail will have significant economic impacts that will have a positive effect on residential property values and commercial activities due to the increased availability of travel opportunities.

## Parking

The current supply of parking spaces downtown is estimated at 2,671 surface spaces and 277 structured spaces. According to the inventory, the supply is meeting the current demand. Currently, there are no time limits on parking in the downtown area. Parking spaces are available to accommodate short and long-term visitors and employees parking all day.

## Transit

The Federal Transit Administration (FTA) administers funding for rural public transportation through the Section 5311 Program, which provides member governments with an opportunity to provide transit services for improving access to businesses, commercial and activity centers. These funds, which are allocated to the states on a formula basis, can be used for capital assistance, operating assistance, planning, and program administration. In Georgia, GDOT is responsible for administering the program. The Three Rivers Regional Commission administers a regional public transportation program on behalf of eight of its ten counties within the Region. This program, which includes Spalding County and the City of Griffin, was the first regional rural/suburban public transit service established within the state. It is currently one of three suburban regional public transportation systems approved by GDOT. Member governments must enter into annual agreements with the Regional Commission and pay their share of projected transportation funding.

## Aviation Facilities

The Griffin-Spalding Airport has one runway, 14/32, which is 3,701 feet long and 75 feet wide. In recent years, jet aircraft activity at the Airport has demonstrated the need for expansion. The City of Griffin and Spalding County have determined that based upon anticipated continued growth in the region, and as a means to attract future aviation-related economic development, planning for Airport upgrades should include provisions for accommodating a Level III business airport of regional impact with a 5,500 foot runway that is 100 feet wide. The existing airport is landlocked and cannot expand easily. Therefore, the City and County are constructing a new airport that will comply with applicable federal and state aviation requirements. The new airport will be designed to appeal to the emerging aviation industries, maximizing advances in aviation technology, while appealing to both businesses and recreational pilots alike.

## HOUSING ELEMENT

The Housing Element outlines the approach to be used in providing adequate sites for future housing needs, including in-fill housing sites as appropriate. It indicates strategies for eliminating substandard dwelling conditions, and for creating or preserving affordable housing and programs that encourage investment in residential properties, such as homeownership programs and owner/investor occupied programs. Local governments are encouraged to use job training, job creation and economic solutions to address a portion of their affordable housing concerns. It is important that the private sector be made a partner in the development of housing plans and policies.

### Housing Needs

There are many contributing factors to the quality of life within Griffin but one that is easily recognizable by the majority of residents is neighborhood condition. Over fifty percent of the housing stock in the City exceeds forty years in age. As the housing stock in the low-income portions of the City ages, the City is committed to encourage the maintenance, rehabilitation and improvement of existing housing to promote sustainable, livable neighborhoods.

With a high percentage of renter occupied housing units and aging housing stock, the City is challenged to address the need for rehabilitating and creating quality, affordable housing, particularly for low and moderate income citizens. Programs designed to promote homeownership are critical to address this housing issue. Homeownership can help stabilize and maintain the vitality of a neighborhood or area, stimulating positive social and economic growth.

Increases in housing costs, both rental and ownership, in the past few years have placed a disproportionate burden on lower and moderate income residents. Due to escalating housing prices, moderate-income households are seeking affordable housing in neighboring counties and cities.

Providing housing assistance, where feasible, helps maintain an economically and socially balanced community and lessens impacts on the City's environmental and financial assets within.

### Affordable Housing Programs

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 percentage of rental properties compared to homeownership, both of which have negatively impacted the surrounding neighborhoods. Since 2004, Griffin has pursued grants and programs to begin several community development projects that focus on revitalization of low-income communities. They include Community Development Block Grant (CDBG), Community Home Investment Program (CHIP), and Georgia Initiative for Community Housing (GICH).

### Georgia Initiative for Community Housing (GICH)

The City of Griffin has participated 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 related to housing and community development. The objective of this initiative is to help communities create and launch a locally based plan to meet their housing needs.

### **Community Development Block Grant (CDBG)**

The City has been awarded several Community Development Block Grants (CDBG) the past decade. The purpose of this grant is to assist the City in accomplishing multi-infrastructure improvements. Specifically, CDBG funds have been used to target water and sewer line improvements in the Thomaston Mill, Fairmont, and Meriwether Street neighborhoods and other areas located throughout the West Griffin area.

### **Community Home Investment Program (CHIP)**

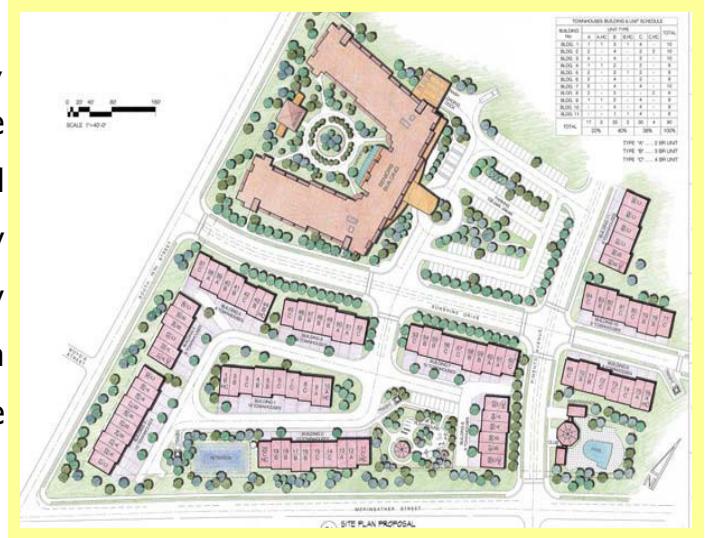
The City of Griffin will continue to pursue CHIP funds in the future for down payment assistance. The City is also encouraged to seek additional CHIP funds for rehabilitation of substandard houses within the community.

### **Griffin-Spalding Land Bank Authority**

The Griffin-Spalding Land Bank Authority's primary focus is to acquire tax-delinquent properties of the County and return them to a revenue generating state. The goals of the Land Bank are to convert tax delinquent properties; redevelop distressed Urban Areas; discourage tax delinquency, facilitate beneficial land use; encourage investment; and avoid tax sale title problems. The Land Bank Authority works within the City in eliminating substandard acquired properties through a joint demolition agreement.

## Griffin Housing Authority

The Griffin Housing Authority has been instrumental in providing safe and affordable housing to low-income residents. Many residents within the City have special housing needs due to income, family characteristics, disability or other issues. These groups include, but are not limited to: seniors, families with children, people with disabilities, single parent families, college students and people who are homeless. To support a socially and economically integrated community, the City of Griffin and the Griffin Housing Authority (GHA) are committed to providing a continuum of housing to help address the diverse needs of all residents.



The City has expanded its redevelopment area to encompass most of the Meriwether Street corridor and associated underutilized and abandoned industrial and commercial properties. GHA's first venture into mixed-income and mixed-finance affordable housing. This includes three phases. Phase I includes 86 townhouses of which 44 are low-moderate income. Phase II will include 86 senior housing units and Phase III will include 68 senior housing units. The Meriwether project meets the community's goal to provide quality, affordable housing to low-and-moderate income persons. Additionally, this project addresses the need for housing for senior groups. GHA anticipates it will be the first of several such re-developments.

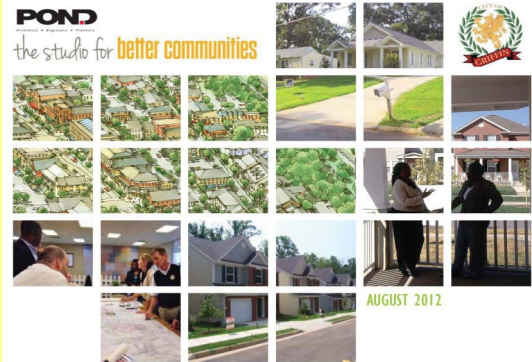


## Griffin Consolidated Housing and Community Development Plan

The City of Griffin created a stand-alone Housing and Community Development Plan to further address housing needs. The Consolidated Housing and Community Development Plan provides Griffin with a comprehensive review and analysis of housing, homelessness, special needs/vulnerable populations and community development needs. The Plan outlines specific objectives, provides strategies, prioritizes needs, and identifies funding sources to help the City of Griffin transform itself into a more vibrant and sustainable community. This Plan builds on the

### Consolidated Housing & Community Development Plan

CITY OF GRIFFIN, GEORGIA



community's prior efforts by bringing together needed resources into an integrated housing and community development strategy based on a participatory process among citizens, organizations, businesses, government, and other stakeholders. Additionally, the Plan promotes decent housing, a sustainable environment, and expansion of economic opportunities for the community.

The data analysis and community engagement revealed particular areas of improvement needed to promote innovative housing initiatives . The following priorities were identified:

- ◆ Provide adequate and affordable housing;
- ◆ Stabilize and strengthen neighborhoods;
- ◆ Eliminate substandard housing and blight; and
- ◆ Make safe and secure housing available for special needs populations.

The Griffin Housing and Community Development Plan also identified several goals and strategies that highlight steps to improving housing conditions. These goals are listed on the following pages. An updated Griffin and Spalding County housing study can be found in the appendix.

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies**

<b>GOALS</b>	<b>Strategies</b>
<p><b>1.</b> Encourage homeownership.</p>	<ul style="list-style-type: none"> <li>◆ Institute home ownership program for first-time homeowners, in targeted areas or city-wide.</li> <li>◆ Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).</li> <li>◆ Encourage first-time homebuyers applying for down payment assistance to attend a financial literacy and planning course.</li> </ul>
<p><b>2.</b> Reduce the cost burden for housing.</p>	<ul style="list-style-type: none"> <li>◆ Pursue funding for multifamily housing development annually.</li> <li>◆ Revise Zoning Ordinance to encourage the development of workforce housing or a variety of housing types in targeted areas.</li> <li>◆ Implement an Energy Retrofit program to provide assistance to homeowners and landlords who wish to make their properties more energy efficient, thus reducing utility costs. Include an incentive for owners of rental properties, so renters can benefit from lower energy use and utility bills.</li> <li>◆ Create a clearinghouse of resource material related to housing affordability and begin a public awareness and education campaign.</li> </ul>

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies Cont.**

<b>GOALS</b>	<b>Strategies</b>
<p><b>3.</b> Encourage property maintenance and reduce the percentage of substandard housing.</p>	<ul style="list-style-type: none"> <li>◆ Maintain a current Housing Conditions inventory, paying special attention to vacant units.</li> <li>◆ Implement a Vacant Housing Registry, requiring owners of vacant properties to register with the City.</li> <li>◆ Adopt a definition for blighted communities that includes properties within a redevelopment plan area as well as those properties listed as dilapidated or deteriorated in the Housing Conditions survey.</li> <li>◆ Continue evaluating housing and property maintenance codes and apply stringent enforcement.</li> <li>◆ Continue to implement the substandard abatement program.</li> <li>◆ Continue to implement blight tax.</li> <li>◆ Build relationships with the Department of Community Affairs. Meet with them annually to discuss demolition under slum and blight program.</li> <li>◆ Leverage annual funds from the General Fund that are used for demolition to pursue and supplement state grants.</li> </ul>
<p><b>4.</b> Promote stronger neighborhood identity with diversity and improved walkability.</p>	<ul style="list-style-type: none"> <li>◆ Allow and encourage compatible infill development in established neighborhoods.</li> <li>◆ Strengthen Historic Preservation efforts in residential neighborhoods.</li> <li>◆ Promote transit-oriented development near proposed future transit station areas.</li> <li>◆ Establish neighborhood associations.</li> </ul>

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies Cont.**

<b>GOALS</b>	<b>Strategies</b>
<p>5. Encourage the development of housing options for all income ranges and consistency with the economic goals of the City.</p>	<ul style="list-style-type: none"> <li>◆ Encourage an increase in downtown housing residential opportunities (lofts).</li> <li>◆ Draft amendments to the Zoning Ordinance to promote the development of quality housing and a greater variety of housing types.</li> <li>◆ Partner with nonprofits, for-profits, and philanthropic partners to support the preservation and creation of public housing.</li> <li>◆ Support the application of Low Income Housing Tax Credits and other appropriate funding sources to maintain low income units.</li> <li>◆ Rehabilitate existing housing units. Based on the Housing Conditions inventory, approximately 17% of the housing units in the City were rated as deteriorated and are in need of rehabilitation.</li> <li>◆ Enhance the quality of rental housing options in the City. Acquire existing rental properties that have been rated as deteriorated or dilapidated. Renovate or demolish as necessary and seek developers of new, high quality affordable rental units.</li> <li>◆ Seek funding sources for rental assistance. Renters in Griffin are more likely to be cost burdened, and pairing rental assistance with more affordable units and other programs that reduce the cost of housing for renters, such as energy efficiency retrofits, can eliminate cost burden.</li> <li>◆ Work to build additional collaborative capacity among public, nonprofit, and for-profit housing and community service providers with the assistance of an external consultant.</li> </ul>

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies Cont.**

<b>GOALS</b>	<b>Strategies</b>
<p>6. Help low-income families avoid becoming homeless.</p>	<ul style="list-style-type: none"> <li>◆ Create more permanent housing that is affordable to low and moderate income residents. Pursue funding for multi-family housing year after year.</li> <li>◆ Develop homelessness prevention and emergency housing assistance programs.</li> <li>◆ Implement foreclosure prevention strategies by providing financial counseling and emergency grants or loans to individuals and families at risk of losing their homes, especially low-income homeowners who lack the resources to seek subsequent housing opportunities.</li> </ul>
<p>7. Assess the needs of individual homeless persons.</p>	<ul style="list-style-type: none"> <li>◆ Work with the Spalding County Collaborative to survey homeless shelters and transitional housing and interview unsheltered homeless residents.</li> </ul>
<p>8. Address the emergency shelter and transitional housing needs of homeless persons.</p>	<ul style="list-style-type: none"> <li>◆ Create a clearinghouse of funding resources for shelters and transitional housing; implement an education campaign to help institutions that serve the homeless and identify their needs and potential funding sources.</li> </ul>
<p>9. Help homeless persons transition to permanent housing and independent living.</p>	<ul style="list-style-type: none"> <li>◆ Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to homeless persons or previously institutionalized individuals through the extensive service provider network that exists.</li> </ul>

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies Cont.**

<b>GOALS</b>	<b>Strategies</b>
<p>10. Address Victims of Domestic Violence</p>	<ul style="list-style-type: none"> <li>◆ Continue to partner with the Spalding County Collaborative in providing emergency housing, specific programs, and counseling to victims of domestic violence through the extensive service provider network that exists. Temporary housing should provide for both single women and women with children, including those with older teens.</li> <li>◆ Under federal law, the Griffin Housing Authority may give preference to victims of domestic violence in securing housing. The GHA should work with service providers for domestic abuse victims.</li> </ul>
<p>11. Address Formerly Incarcerated</p>	<ul style="list-style-type: none"> <li>◆ Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to previously institutionalized individuals through the extensive service provider network that exists. Previously institutionalized individuals often lack the resources and network necessary to secure safe and affordable housing after their release, so transitional housing, financial counseling, and permanent housing support are important.</li> </ul>
<p>12. Provide a safe environment for local residents and businesses.</p>	<ul style="list-style-type: none"> <li>◆ Maintain ISO (Insurance Service Office) rating of 1 within the City.</li> <li>◆ Maintain compliant fleet of fire engines and equipment.</li> <li>◆ Continue to implement neighborhood watch associations.</li> <li>◆ Maintain CALEA certification.</li> <li>◆ Continue to explore crime reduction strategy.</li> </ul>

**Griffin Consolidated Housing and Community Development Plan  
Housing Goals and Strategies Cont.**

<b>GOALS</b>	<b>Strategies</b>
<p>13. Promote good stewardship of the region’s limited water resources and provide adequate water and sewer service to support current and future needs.</p>	<ul style="list-style-type: none"> <li>◆ Promote water conservation measures.</li> <li>◆ Replace damaged and faulty water meters.</li> <li>◆ Use stormwater utility to implement stormwater management BMPs.</li> <li>◆ Monitor stream quality.</li> <li>◆ Update watershed assessment study.</li> </ul>
<p>14. Provide and maintain quality recreational facilities and create additional passive recreation opportunities.</p>	<ul style="list-style-type: none"> <li>◆ Explore the possibilities of reusing vacant schools for community centers and amenities. Implement new programs and renovations to improve the municipal park and golf course.</li> </ul>

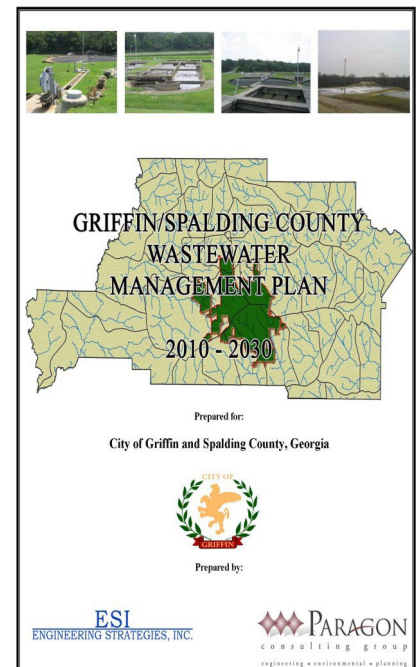


## REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA

A major component of the minimum planning criteria addresses the significance of the regional water plan and environmental criteria. The minimum standards and procedures for local comprehensive planning encourages each local government in the state of Georgia to review the Regional Water Plan covering its area and the rules for environmental planning criteria to determine if there is a need to adopt local implementation practices or development regulations to address the protection of important natural resources. The City of Griffin certifies that it has considered both the Regional Water Plan and the Rules for Environmental Planning Criteria. Further, the City has adequately adopted ordinances and stand-alone plans that comply with the Rules for Environmental Planning Criteria. The City of Griffin manages a state of the art Water, Wastewater and Storm Water System that provides quality environmental services to the City and County. The environmental planning criteria that follow are the part of the Minimum Planning Standards that deal specifically with the protection of water supply watersheds, groundwater recharge areas and wetlands. These criteria were developed by the Department of Natural Resources (DNR) as mandated in Part V of the Georgia Planning Act.

### Wastewater Management Plan

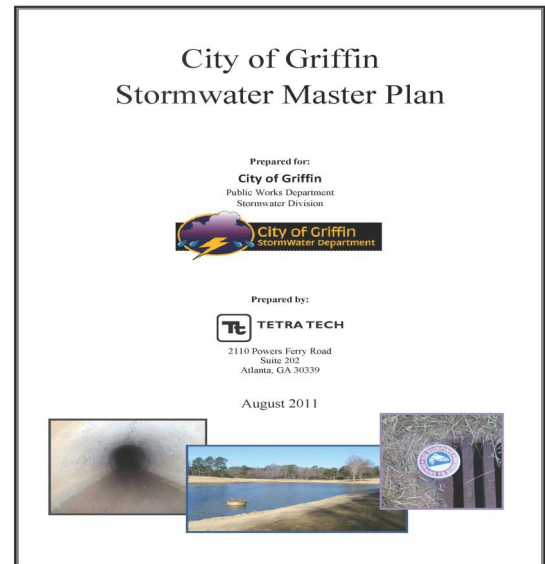
The Wastewater Management Plan, adopted in 2011, is intended to guide the City of Griffin and Spalding County in the development of wastewater infrastructure within their respective service areas. This plan will be updated in 2019. The most recent Wastewater Management Plan identifies service areas and potential infrastructure that would be required to provide public wastewater to specific areas of the County. The plan also provides: 1) an inventory of the existing facilities and their performance; 2) identifies existing service areas and determines whether those areas are sufficient for future growth;



3) projects the future wastewater flows generated in service areas; and 4) develops alternatives for collection and treatment of the wastewater generated. Lastly, the plan discusses septage handling within the County and management of sludge produced in the City's treatment plants.

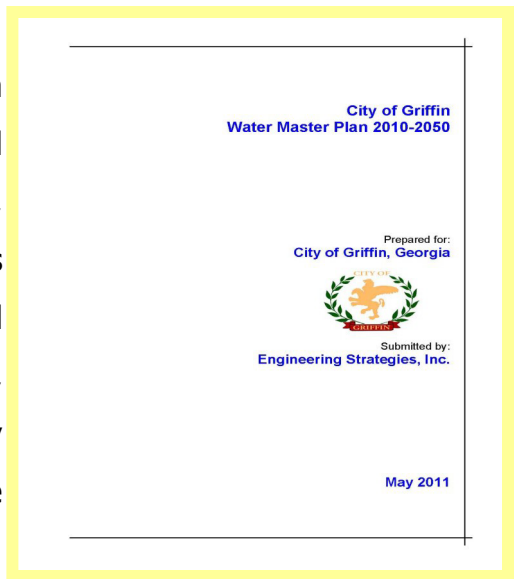
### Storm Water Management Plan

In 1997, the City of Griffin, Georgia established a formal Stormwater Management Program and created the Stormwater Division. To fund this new separate division, a Stormwater Utility was implemented, the first in the State of Georgia. The City Stormwater Utility's mission is to provide a comprehensive program for watershed management which includes: seeking alternative funding mechanisms to enhance Griffin's stormwater management system; establishing programs to address infrastructure problems; cost effective design and construction of the necessary improvements; providing leadership through the implementation of Best Management Practices (BMPs) that will enhance water quality throughout the region; and improving the overall quality of life for our citizens. A Stormwater Master Plan was prepared for the City in 2011 to present the Stormwater Division's organizational structure and function as it relates to the Stormwater Utility. This plan will be updated in 2019. The Stormwater Division and the Utility have been in place for over 20 years now, and much has been accomplished. The Division has proven itself to be a valuable and effective entity in stormwater management, as well as an asset to the community, and the Utility has continued to provide a reliable source of funding for stormwater management activities. This plan presents the current direction of the Stormwater Division. The City's National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System (MS4) permit future commitments of the Watershed Management Plans that have recently been completed for Shoal Creek, Cabin Creek, and Potato Creek Watersheds.



**Water Management Plan**

The Water Master Plan was prepared in May 2011 as a stand-alone document to address water and transmission needs for the period 2010 to 2050. The plan is being updated in 2019. The plan also includes an update of water demand and recommended improvements needed to maintain the system from 2010 to 2050. The City of Griffin is responsible for financing, constructing, managing, and operating facilities for water supply and treatment with capacity sufficient to meet the needs of Spalding County and of the other participants of the regional system. In 2005, the City of Griffin completed construction of a large project called the Flint River Regional Water Supply Project. This project was planned, financed and constructed by the City of Griffin as a truly regional project to serve four counties and several cities within those counties (Griffin, Williamson, Zebulon, and Concord). In 2007, an update to the master plan was prepared, mainly to address water treatment and transmission needs for the period 2007 to 2030. In 2009, the City conducted an evaluation of the storage capacity remaining in the City’s Heads Creek Reservoir. The State Water Plan was adopted in 2008. The Upper Flint River Regional Water Plan was adopted in 2011. Both plans include environmental planning criteria.



**Environmental Criteria Summary - Related Stand-Alone Plans**

PLAN	ADOPTION DATE	ENVIRONMENTAL CRITERIA	NEXT PLAN UPDATE
Waste Water Management Plan	Adopted 2011	Includes Environmental Criteria	2019
Stormwater Management Plan	Adopted 2011	Includes Environmental Criteria	2019
Water Management Plan	Adopted 2011	Includes Environmental Criteria	2019

## COMMUNITY WORK PROGRAM

The Community Work Program (CWP) identifies specific implementation actions the local government intends to take during the first five-year time frame of the comprehensive planning period. The CWP replaces the Short-Term Work Program (STWP) prepared under previous DCA rules for local comprehensive planning. The CWP includes ordinances, administrative systems, community improvements or investments, financing arrangements or other programs or initiatives for plan implementation. The Community Work Program must include the following information for each listed activity:

- Brief description of the activity;
- Legal authorization for the activity, if applicable;
- Timeframe for initiating and completing the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding source (s), if applicable.

### **Report of Accomplishments**

A Report of Accomplishments immediately follows the Community Work Program for the City of Griffin. It provides an overview of the status of Short-Term Work Program Goals that were previously established for the period 2014-2018.

**CITY OF GRIFFIN - COMMUNITY WORK PROGRAM 2014-2018  
REPORT OF PLAN ACCOMPLISHMENTS**

<b>PROJECT OR ACTIVITY</b>	<b>STATUS</b>	<b>EXPLANATION</b>
<b>CDBG Phase V</b>	Completed	
<b>CDBG Phase VI</b>	Completed	
<b>CDBG Phase VII</b>	Completed	
<b>CDBG Phase VIII</b>	Completed	
<b>Wing Wall at Head Creek Restoration</b>	Completed	
<b>Flint River Pump Station Replacement</b>	Completed	
<b>Upgrade and Expansion Still Branch Water Treatment Plant</b>	Completed	
<b>Potato Creek Wastewater Treatment Plant Upgrade and Expansion to 3.0mgd</b>	Completed	
<b>Dredge Heads Creek Reservoir</b>	Postponed	Pending funding and currently doing additional design of dewatering site. Moved to new CWP.
<b>Review All Ordinances to Align W/ WW/SW and Land Use with NPDES Permitting</b>	Completed	
<b>Cabin Creek Stream Bank Restoration Project A-Z Kelsey</b>	Completed	

**CITY OF GRIFFIN - COMMUNITY WORK PROGRAM 2014-2018  
REPORT OF PLAN ACCOMPLISHMENTS CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>STATUS</b>	<b>EXPLANATION</b>
Potato Creek Stream Bank Restoration Project Cemetery	Completed	
Shoal Creek Stream Bank Restoration Project	Completed	
Potato Creek Stream Bank Restoration Project	Completed	
Green Space and Green Park Plan for expansion of recreation, parks, and multi-use trails	Underway	Moved to new CWP.
North Griffin ROW Improvement Program	Underway	Moved to new CWP.
Traffic Signal and Intersection Improvement Program	Completed	
Construct new fire/police training center (SR 16/landfill)	Completed	
Install e-ticketing in fifty-six (56) police vehicles	Postponed	Not a priority.
Construction of new fire stations (UGA/Ellis)	Complete	
Install Automatic License Plate readers in police vehicles	Postponed	Not a priority.
Increase capacity of Recycling Center	Postponed	Not needed at this time.

**CITY OF GRIFFIN - COMMUNITY WORK PROGRAM 2014-2018  
REPORT OF PLAN ACCOMPLISHMENTS CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>STATUS</b>	<b>EXPLANATION</b>
Replace scale house at Landfill	Complete	
Replace (3) Transfer Trailers	Complete	
Obtain Strategic Economic Development Plan	Not Complete	Moved to new CWP.
Create Business Improvement Districts and/or Community Improvement Districts in designated areas where property owners are interested	Not Complete	Moved to new CWP.
Promote Tourism and Special Events throughout the City (antiques, cultural, cemeteries, etc.)	Underway	Policy statement. Moved to Policies section.
Rehabilitation of Downtown buildings through various grants, loans, and partnerships	Underway	Moved to new CWP.
Form an Economic Development Council - Which includes appointed representatives from City of Griffin, Spalding County, Chamber of Commerce, UGA, SCTC, Griffin-Spalding Development Authority, Downtown Development Authority	Underway	Policy statement. Moved to Policies section.
Position the City of Griffin as a premiere location for small business development	Underway	Policy statement. Moved to Policies section.



**CITY OF GRIFFIN - COMMUNITY WORK PROGRAM 2014-2018  
REPORT OF PLAN ACCOMPLISHMENTS CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>STATUS</b>	<b>EXPLANATION</b>
<b>Form a City/County Tourism Council</b>	Complete	
<b>Designate new residential historic districts and expand the existing commercial district</b>	Underway	Scope changed to promote branding of heritage areas. Moved to new CWP.
<b>Establish infill development standards, suitable reuse of vacant buildings, and promote adaptive reuse of historic buildings</b>	Underway	Infill Development Ordinance updated. Reuse of buildings moved to Policies section.
<b>Implement recommendations by University of West Georgia regarding Museum</b>	Underway	Archives being moved to the Welcome Center with museum. Moved to new CWP.
<b>Conduct a city-wide housing conditions inventory. Investigate as part of this study street and drainage problems, sidewalk conditions and litter problems</b>	Complete	
<b>Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization)</b>	Underway	Scope change includes lease purchase options. Moved to Policies section and new CWP.
<b>Continued evaluation of housing and property maintenance codes and stringent enforcement</b>	Underway	Policy statement. Moved to Policies section.
<b>Secure grant and loan funds to rehabilitate housing units in the City</b>	Underway	Policy statement. Moved to Policies section.

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM 2018-2023**

<b>PROJECT OR ACTIVITY</b>	<b>YEARS</b>	<b>RESPONSIBLE PARTY</b>	<b>COST ESTIMATE</b>	<b>FUNDING SOURCE</b>
<b>CDBG 2019: Water, Wastewater, and Stormwater Improvements</b>	2019	Water and Wastewater	\$800,000	CDBG; User Fees
<b>CDBG 2020: Water, Wastewater, and Stormwater Improvements</b>	2020	Water and Wastewater	\$800,000	CDBG; User Fees
<b>CDBG 2021: Water, Wastewater, and Stormwater Improvements</b>	2021	Water and Wastewater	\$800,000	CDBG; User Fees
<b>CDBG 2022: Water, Wastewater, and Stormwater Improvements</b>	2022	Water and Wastewater	\$800,000	CDBG; User Fees
<b>CDBG 2023: Water, Wastewater, and Stormwater Improvements</b>	2023	Water and Wastewater	\$1,000,000	CDBG; User Fees
<b>Shoal Creek WWTP Heads Works and Dewatering</b>	2018-2019	Water and Wastewater	\$8,000,000	GEFA Loan
<b>Cabin Creek WWTP Upgrade</b>	2018-2019	Water and Wastewater	\$16,000,000	GEFA Loan
<b>Water Age Model: Chlorine Distribution</b>	2018-2019	Water and Wastewater	\$80,000	User Fees
<b>Heads Creek Dewatering Site</b>	2018-2019	Water and Wastewater	\$60,000	User Fees

<b>Dredge Heads Creek Reservoir</b>	2021-2024	Water and Wastewater	\$8,000,000	Bonds
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**CITY OF GRIFFIN COMMUNITY WORK PROGRAM 2018-2023 CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>YEARS</b>	<b>RESPONSIBLE PARTY</b>	<b>COST ESTIMATE</b>	<b>FUNDING SOURCE</b>
<b>Sludge Facilities Replacement</b>	2020-2021	Water and Wastewater	\$5,000,000	GEFA Loan
<b>Water Master Plan Update</b>	2019-2020	Water and Wastewater	\$50,000	User Fees
<b>Wastewater Master Plan Update</b>	2019-2020	Water and Wastewater	\$50,000	User Fees
<b>Stormwater Master Plan Update</b>	2018-2019	Stormwater Utility	\$40,000	User Fee
<b>Upgrade Harry Simmons WTP</b>	2021-2023	Water and Wastewater	\$40,000,000	Bonds
<b>Raw Water Mains Rehab, Repair and or Replacement</b>	2022-2024	Water and Wastewater	\$15,000,000	Bonds
<b>20 Year Evaluation of Water Quality</b>	2018-2019	Stormwater Utility	\$40,000	User Fee
<b>Eco-System Field Manual: Stormwater Training and Operation</b>	2018-2019	Stormwater Utility	\$40,000	User Fee
<b>CIP Stormwater Rehab, Repair and or Replacement</b>	2019-2022	Stormwater Utility	\$40,000	GEFA Loan

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM 2018-2023 CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>YEARS</b>	<b>RESPONSIBLE PARTY</b>	<b>COST ESTIMATE</b>	<b>FUNDING SOURCE</b>
<b>Trails Program Implementation</b>	2018-2022	Public Works	\$1,000,000	SPLOST
<b>Major Milling and Resurfacing Program</b>	2019-2022	Public Works	\$5,000,000	SPLOST and LMIG
<b>North Griffin ROW Improvement Program (LCI)</b>	2018-2021	Public Works	\$5,000,000	SPLOST
<b>Shoal Creek Landfill Expansion</b>	2018-2019	Stormwater Utility	450,000	Tipping Fees
<b>Historic City Hall Renovation</b>	2018-2020	City	3,750,000	SPLOST
<b>Obtain Strategic Economic Development Plan</b>	2018-2020	DDA	\$75,000	Private property owners, Grants
<b>Create Business Improvement Districts and/or Community Improvement Districts in designated areas where property owners are interested.</b>	2018-2020	Planning & Development; DDA	\$65,000	City
<b>Rehabilitation of Downtown buildings through Façade Grant Program, loans, incentives and partnerships.</b>	2018-2023	DDA; Main Street Program; Historic Preservation Commission; Planning & Development;	\$30,000	City; DDA

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM 2018-2023 CONT.**

<b>PROJECT OR ACTIVITY</b>	<b>YEARS</b>	<b>RESPONSIBLE PARTY</b>	<b>COST ESTIMATE</b>	<b>FUNDING SOURCE</b>
<b>Brand residential heritage districts and expand the existing commercial district</b>	2018-2023	Planning & Development; HPC; DDA	\$41,000	City; DDA
<b>Archive Relocation—UWG Recommendations</b>	2018-2019	Planning & Development	\$20,000	City; Private Foundations; Grants
<b>Green Space and Green Park Plan</b>	2018-2019	Planning & Development	TBD	City; SPLOST
<b>Develop a Lease Purchase Option for homeownership</b>	2018-2023	City; Planning & Development; Land Bank; Housing Authority	Staff time	City; Grants; Private funding
<b>Nuisance Abatement Program (Blight Elimination)</b>	2018-2023	City; Housing Authority; Land Bank; CHDO; Private Owners	\$2,000,000	SPLOST, CHIP, CDBG, City
<b>Phase IV Signals Upgrade</b>	2018-2019	Transportation	\$1,500,000	SPLOST
<b>E. Solomon Street Intersection Reconstruction</b>	2021-2023	Transportation	\$3,500,000	SPLOST and FHWA Funds
<b>Hammond Drive and W. Poplar Street Intersection Re-alignment</b>	2020-2021	Transportation	\$3,500,000	SPLOST and FHWA Funds

**Appendix**

**Meeting Agendas**

**Meeting Sign-In Sheets**

**DCA Quality Community Objectives**

**Griffin—Spalding County 2016 Comprehensive Transportation Plan**

**Griffin and Spalding County Housing Study**



**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**  
**Steering Committee Meeting #1**  
**Griffin Municipal Chambers Conference Room**  
**March 22, 2018**

**AGENDA**

- I. Comprehensive Plan Process
- II. Future Committee Meeting Methodology
- III. Future Meeting Dates
- IV. Q & A
- V. Adjourn

**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**

**Steering Committee Meeting #2**  
**April 5, 2018**

**AGENDA**

- I. SWOT Analysis
- II. Needs and Opportunities
- III. Future Meeting Dates
- IV. Q & A
- V. Adjourn

## Griffin Comprehensive Plan Update 2018-2038

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Development Review Committee Discussion | April 11, 2018

### **Topics:**

1. What is needed for the Plan update?
  - New Community Work Program (CWP)
    - o Report of Accomplishments - 2014-2018 CWP
    - o Updated CWP- 2018-2023
  - Updated Needs Assessment (Economic Dev't, Transportation, Housing, Community Facilities, etc)
  - Updated Land Use - Character Areas and Map
  
2. How you help as a committee?
  - Departmental guidance to make the plan useful, valuable, and representative of community vision
  - Assist with CWP update and specialized topic development (Downtown Development, Transportation and Public Works, Housing, Zoning, etc)
  - Other ways?

**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**

**Steering Committee Meeting #3**  
**Griffin - Spalding County Senior Center**  
**April 26, 2018**

**AGENDA**

- I. Needs and Opportunities Review
- II. Discuss Community Visioning Meetings
- III. Future Committee Meeting Dates
- IV. Q & A
- V. Adjourn

# City of Griffin

## Comprehensive 2018-2038 Plan Update

Visioning Meeting Schedule:

Welcome/Comprehensive Plan Purpose

Brainstorming Session On Your Own:

- If I were a city commissioner for a day...
- My vision for the future would be...

Topic Building and Needs Assessment:

- Economic Development and Tourism
- Housing, Parks, and Land Use
- Transportation, Infrastructure, Government Services
- Quality of life, Health and Safety

Topics on the Ground: Future of Griffin on the Map:

- Housing
- Economic Development/Retail
- Parks, Trails, Community Spaces
- Industry and Employment

**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**

**Steering Committee Meeting #4**  
**Griffin Regional Welcome Center**  
**June 7, 2018**

**AGENDA**

- I. Community Visioning Meeting Results
- II. Goals and Policies
- III. Future Committee Meeting Dates
- IV. Q & A
- V. Adjourn

**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**

**Steering Committee Meeting #5**  
**Griffin Power Operations Center**  
**June 21, 2018**

**AGENDA**

- I. Character Areas and Map Update
- II. Next Steps
- III. Q & A
- IV. Adjourn



**City of Griffin**  
**Comprehensive Plan 2018-2038 Update**

**Steering Committee Meeting #6**  
**Griffin – Spalding County Senior Center**  
**August 29, 2018**

**AGENDA**

- I. Draft Comprehensive Plan Presentation
- II. Second Public Hearing and Review Process
- III. Q & A
- IV. Thank You and Adjourn!



# Griffin

Comprehensive Plan Steering Committee Meeting  
City of Griffin Municipal Court Room

Name	Phone Number	Email Address
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<u>ANN SMITH</u>	<u>11 A. it9-t.P1</u>	<u>J/. .vt@t.ry.fji..Afg.</u>
<u>Bonnie Mazer</u>	<u>-:1 -42.'1-5( lo</u>	<u>le.e\poM\le.IM. •</u>
<u>Douglas S. Hollberg</u>	<u>220-'1{93 3'2(9 tt</u>	<u>5rl#. @atJ!.c.v&amp;.,</u>

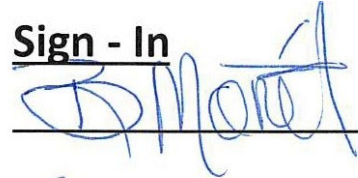
# Griffin

## Comprehensive Plan Meeting Steering Committee

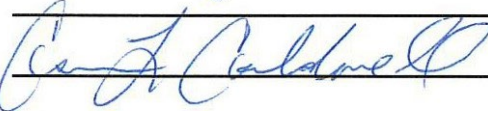
### Name

### Sign - In

Bonnie Moret



Brian Haynes



Carmen Caldwell

Chad Jacobs

Christy Todd

Drew Todd

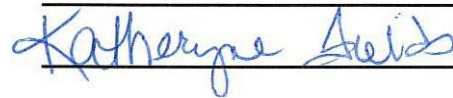
Jewel Walker-Harps

John Joiner

John Oneal

Julius Whitley

Katheryne Fields



Kay Landham

Kim Williams - SH

Robert Dull

Rusty Statham

Ryan Mclemore

Sabrina Milner

Seetal Patel



Steve Hendrix

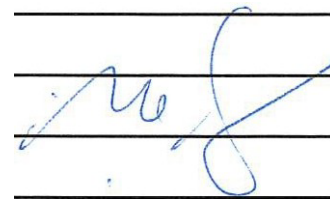
Brant Keller

Brian Miller

Dan Thompson

Jack Poland

Jessica O'Connor



iMarkus Schwab

Mike Yates

Miles Neville

Phil Francis

Name

Sign - In



Bonnie Moret

Brian Haynes

Carmen Caldwell ./

Chad Jacobs

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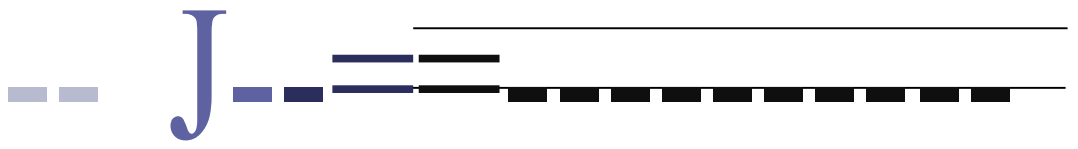
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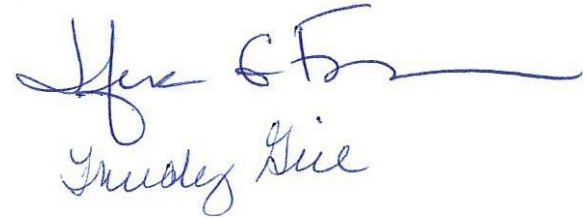
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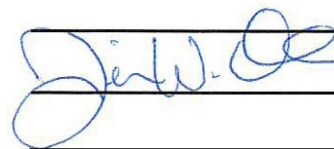
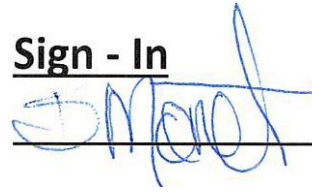
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## Comprehensive Plan Meeting Steering Committee

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Doug Hollberg  
Holly Murray  
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Yoshunda Jones  
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Steering Committee Meeting #6  
August 29, 2018.

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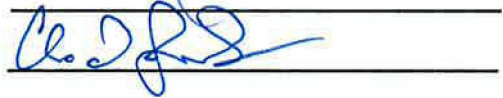
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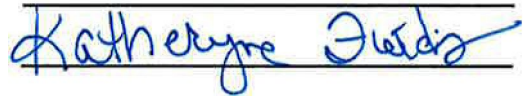
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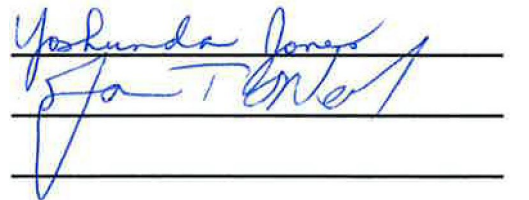
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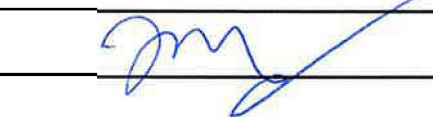
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COMPREHENSIVE PLAN PUBLIC HEARING

SEPTEMBER 13 2018

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SEPTEMBER 13 2018

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## Quality Community Objectives

*The 10 objectives outlined below are adapted from generally accepted community development principles to fit the unique qualities of Georgia's communities. Although these are only recommendations, we at DCA are convinced that if a community implements these principles, it will result in greater efficiency, cost savings, and a higher quality of life for Georgia citizens. These objectives are intentionally crafted with significant areas of overlap, such that, by addressing one or more of the objectives, a community will also end up addressing aspects of others. DCA stands ready to partner with communities to assist with any of these objectives to help create a climate of success for Georgia's families and businesses.*

### The Quality Community Objectives

#### 1. Economic Prosperity

Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce.

#### 2. Resource Management

Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

#### 3. Efficient Land Use

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

#### 4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

#### 5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development;

***DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper.***

## Quality Community Objectives

protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

### 6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

### 7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

### 8. Transportation Options

Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

### 9. Educational Opportunities

Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

### 10. Community Health

Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

***DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper.***

*2016 Griffin-Spalding  
Comprehensive  
Transportation Plan (CTP)  
Update*

**SUMMARY OF  
NEEDS AND  
RECOMMENDATIONS**

*May 1, 2016*





*2016 Griffin-Spalding  
Comprehensive  
Transportation Plan (CTP)  
Update*

**SUMMARY OF  
NEEDS AND  
RECOMMENDATIONS**

Volume No. 2  
May 1, 2016  
Griffin/Spalding  
County, Georgia

RS&H No.:  
121-0302-000

May 1, 2016

Prepared by RS&H, Inc. at the  
direction of the City of Griffin and  
Spalding County, Georgia

**RS&H**



## TABLE OF CONTENTS

NEEDS ASSESSMENT .....	2
Methodology .....	2
Recently Completed and Underway Projects.....	3
2016 Joint CTP Update Goals.....	4
CTP Program Goals .....	4
Minimum CTP Elements.....	5
City-County Input .....	5
Public Input.....	6
Technical Analysis.....	9
Roadway Segment Needs.....	9
Roadway Intersection Needs.....	17
Bridge Needs .....	23
Assessment of Bridge Conditions and Needs.....	23
Identification of Bridge Needs.....	24
Asset Management / Re-Paving Needs.....	25
Airport Needs .....	26
Existing Airport.....	26
New Airport.....	26
Bicycle, Pedestrian and Trail/Greenway Needs .....	28
Pedestrian and Bicycling Needs.....	28
Trail Opportunities.....	28
Planned Future Land Uses and Character Areas.....	31
Spalding County.....	31
City of Griffin .....	32
Future Land Use Map.....	32
Potential Land Development Policy Issues.....	35
Future Land Use Needs.....	36
Zoning Needs .....	37
Airport Land Use Needs.....	40
RECOMMENDATIONS.....	42
Roadways and Intersections.....	42
Bridges.....	53
Sidewalks .....	59
Bikeways and Trails/Greenways .....	62
Low-Cost / High-Visibility Trail/Greenway Project .....	68
Benefits of Trails/Greenway Systems .....	69

Economic Benefits of Trails/Greenways ..... 69  
 CTP ACTION PLAN and Implementation ..... 71

## LIST OF TABLES

Table 1. Confirmed Roadway Needs ..... 16  
 Table 2. Summary of Intersection Improvement Needs..... 21  
 Table 3. Bridge Need Priority methodology..... 23  
 Table 4. Repaving Projects in GDOT Construction Work Program..... 25  
 Table 5. 2008 Spalding CTP Recommended Dirt Roads Not AdVANCED .....25  
 Table 6. City of Griffin Character Areas.....33  
 Table 7. City of Griffin Projects - Recently Completed or Underway .....42  
 Table 8. Spalding County Projects - Recently Completed and Underway .....44  
 Table 9. City of Griffin Prioritized Recommendations - Roadway and Intersection Projects.....48  
 Table 10. Spalding County Prioritized Recommendations - Roadway and Intersection Projects.....51  
 Table 11. City of Griffin Bridge Recommendations .....53  
 Table 12. Spalding County Prioritized Bridge Recommendations.....55  
 Table 13. Recommended Sidewalk Projects .....60  
 Table 14. Existing and Proposed Sidewalks .....62  
 Table 15. Programmed Bikeway Projects.....65  
 Table 16. Proposed Bikeway Projects.....66  
 Table 17. Summary of Programmed and proposed Bikeway and Trail/Greenway System .....67  
 Table 18. CTP Action Plan.....72

## LIST OF FIGURES

Figure 1. 2016 CTP Update Process.....	2
Figure 2. Needs Assessment Elements .....	2
Figure 3. Project Management Team Staff.....	5
Figure 4. Technical Needs Methodology .....	9
Figure 5. Population (2015-2040).....	11
Figure 6. Employment (2015-2040) .....	12
Figure 7. Trips from Spalding County (2015-2040).....	13
Figure 8. AM Peak Period Congestion (2015-2040) .....	14
Figure 9. PM Peak Period Congestion (2015-2040).....	15
Figure 10. Intersection Operational Analysis.....	17
Figure 11. AM Peak Period HERE Data .....	18
Figure 12. PM Peak Period HERE Data.....	19
Figure 13. INRIX Bottleneck Locations.....	20
Figure 14. Existing and New Airport Needs.....	27
Figure 15. Potential Bicycle and Pedestrian Opportunities.....	29
Figure 16. Potential Trail Opportunities .....	30
Figure 17. Future Land Use Map.....	34
Figure 18. Special Zoning Districts with Needs for Mobility .....	39
Figure 19. City of Griffin Projects – Recently Completed or Underway.....	43
Figure 20. Spalding County Projects – Recently Completed or Underway.....	45
Figure 21. City of Griffin Prioritized Recommendations - Roadway and Intersection Projects.....	49
FIGURE 22. SPALDING COUNTY PRIORITIZED RECOMMENDATIONS – ROADWAY AND INTERSECTION PROJECTS.....	52
Figure 23. City of Griffin Bridge Recommendations.....	54
Figure 24. Spalding County Bridge Recommendations.....	58
Figure 25. Recommended Sidewalk Projects by Priority.....	61
Figure 26. Bikeway Facility Examples .....	63
Figure 27. Potential Bikeways and Greenways.....	64

## APPENDICES

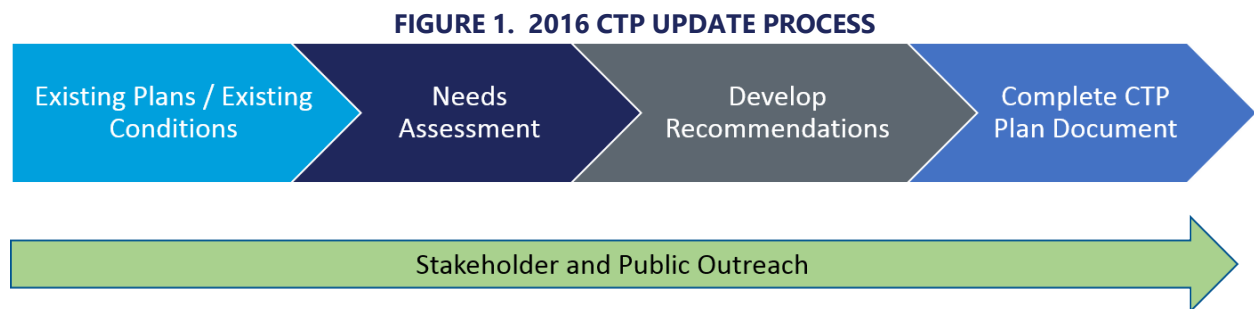
- Appendix A. Previously Proposed and Recommended Transportation Projects
- Appendix B. Summary of ARC *Breaking Ground* Reports (2003-2013)
- Appendix C. Project Management Team (PMT) Meeting Summaries
- Appendix D. Griffin-Spalding Area Transportation Committee (GSATC) Meeting Summaries
- Appendix E. Airport Workshop Meeting Summary
- Appendix F. Bicycle, Pedestrian and Trail/Greenway Meeting Summaries
- Appendix G. Public Open House #1 and #2 Summaries
- Appendix H. Detailed Intersection Needs
- Appendix I. Prioritized Bridge Inventory
- Appendix J. Other Previous CTP Projects
- Appendix K. High Priority Trail-Greenway Impact Report



This document presents a summary of identified existing and future transportation needs as well as transportation recommendations for the joint City of Griffin-Spalding County Comprehensive Transportation Plan (CTP). The 2016 CTP builds upon the information presented in separate *Inventory of Existing Conditions* Report.

## NEEDS ASSESSMENT

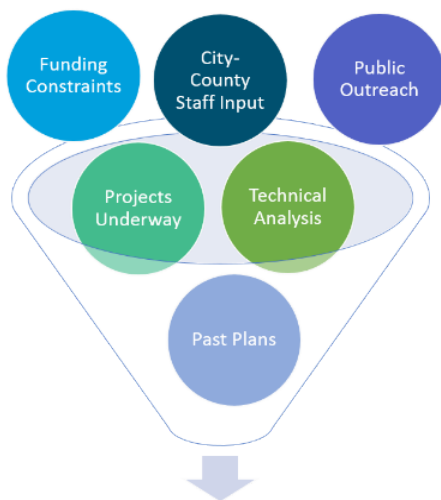
The needs assessment phase of the CTP Update builds upon the technical data and findings from the *Inventory of Existing Conditions*. Specifically, the assessment includes a detailed analysis of both existing and future needs to mitigate identified deficiencies in the Griffin-Spalding County transportation network. The results of the Needs Assessment are then utilized in the development of near and long-term transportation improvement recommendations as presented in **Figure 1**.



## METHODOLOGY

The methodology for developing the needs assessment for the CTP Update included a combination of both quantitative and qualitative approaches. The study team incorporated both analytical results from safety and congestion assessments as well as input received throughout the plan development. These elements are presented in **Figure 2**, listed below and discussed in more detail within this section.

**FIGURE 2. NEEDS ASSESSMENT ELEMENTS**



**Identified Existing and Future Needs**

- Recently Completed and Underway Projects
- Past Plans and Recommendations
- Technical Analysis
- City – County Staff Input
- Public Input
- Funding Constraints

## Recently Completed and Underway Projects

A summary of previously proposed and recommended transportation projects was developed as the first step in the Needs Analysis to determine if current or project needs had been previously addressed. The comprehensive plan was generated using resources from the following sources.

- City of Griffin
- Spalding County
- Atlanta Regional Commission (ARC)
- Three Rivers Regional Commission
- Georgia Department of Transportation (GDOT)

The following plans and studies were reviewed to develop of previously proposed and recommended transportation projects. The project list is included in **Appendix A**.

- Comprehensive Transportation Plans (CTPs)
  - Spalding County (2008)
  - City of Griffin (2011)
- Comprehensive Plans
  - Spalding County (2004)
  - City of Griffin (2013)
- Livable Communities Initiative (LCI) Studies
  - Griffin Town Center (2012 Update)
  - North Hill Street
  - Tri-County LCI
  - West Griffin
- Short-term work Program (STWP)
  - Spalding County
- 2014 and proposed 2015 Special Purpose Local Option Sales Tax (SPLOST)
- Regional Plan Update (RTP) and Transportation Improvement Program (TIP)
  - ARC Plan2040 (Long Range Plan (2016 and previous versions)
- GDOT Planned and Programmed Project Lists
  - GeoTRAQS
  - TransPI
  - Information from GDOT District 3

The Atlanta Regional Commission's (ARC) *Breaking Ground Reports* for years 2003 – 2013 were reviewed to help determine past funding levels as well as determine the historical average time it has taken for transportation projects within Griffin and Spalding County to go from planning, through construction. **Appendix B** presents the results of this review.

## 2016 Joint CTP Update Goals

Goals are an important element in planning as they provide the framework for jurisdictions to work towards desired results. The goals from the previous Griffin and Spalding County CTPs and Comprehensive Plans were compiled and revised by the 2016 CTP Update Project Management Team (PMT) at the beginning of the study to develop a draft set of goals. The draft goals were presented to the Griffin Spalding Area Transportation Committee (GSATC) on July 15, 2015 and to the general public at the December 1, 2015 public meeting. The CTP goals are important as they provide the basis for identification of needs and development of recommendations. The final CTP goals are presented below.

### 2016 Griffin-Spalding CTP Update Goals

- Goal 1: Ensure the transportation system supports economic development and efficient freight movement.
- Goal 2: Position Griffin Spalding as a live-work-play destination through multimodal mobility, community and environmental preservation and enhancement, livability and quality of life.
- Goal 3: Improve bicycle and pedestrian ways, including multi-use paths and sidewalks, as a means to offer recreational improvements and to connect community centers as well as adjacent counties.
- Goal 4: Maintain and preserve critical transportation infrastructure, including roadways, bridges, and multimodal facilities.
- Goal 5: Ensure a safe, secure and connected transportation system
- Goal 6: Focus on realistic and implementable improvements that meet the mobility needs of all citizens
- Goal 7: Ensure adequate funding for transportation through a constant funding stream and a programmatic approach for improvements, while leveraging local funding to capture additional funds from other sources

*Source: 2016 Griffin-Spalding CTP Update Project Management Team (PMT)*

## CTP Program Goals

In addition to the local goals for the City of Griffin and Spalding County, ARC has developed goals for the entire CTP program for which they have successfully sponsored for 10 years. There are three (3) specific goals of ARC's CTP program:

1. Develop local transportation projects consistent with community's vision
2. Support state planning requirements
3. Establish relationships between regional impact and local relevance

The initial 2008 Spalding County CTP and 2011 City of Griffin CTP were both sponsored by the ARC CTP Program. Generally, CTPs are updated every 5-7 years using federal Surface Transportation Program Urban funds.

### Minimum CTP Elements

ARC’s CTP program also sets forth a set of five (5) minimum elements required of each jurisdiction awarded CTP funding. These elements are listed below.

- Prioritized transportation investments supporting regional and community visions
- Five to 10 year fiscally constrained action plan
- Local “buy in” through outreach
- Recommendations that leverage regional facilities, services and programs
- Consistency with existing local plans

### City-County Input

As presented in **Figure 2**, input from city and county staff and elected officials provided another critical element for the successful development of the Griffin-Spalding CTP Update who participated through several committees.

The first group was the Project Management Team (PMT) who were comprised of the staff listed in **Figure 3**. The PMT for the CTP was critical as they served various roles including vetting of technical information, confirmation of needs and development of recommendations in coordination with the study team. The PMT and study team met bi-monthly between March 2015 and winter 2016. Meeting summaries for the PMT meetings are included as **Appendix C**.

The Griffin-Spalding Area Transportation Committee (GSATC) was another group who provided critical input throughout the development of study development. The GSATC is the standing bi-monthly joint transportation committee for the City of Griffin and Spalding County. Meeting summaries for the GSATC meetings involving the CTP Update are included in **Appendix D**.

The CTP Update also included a meeting between the CTP Study team, members of the GSATC and the Airport Authority to specifically discuss transportation issues associated with both the existing and future airports. The CTP Airport

**FIGURE 3. PROJECT MANAGEMENT TEAM STAFF**



Workshop conducted on September 25, 2015 included discussions about potential future uses of the existing airport site as well as status of the design and construction of the future airport. The meeting summary for the Airport Workshop is included as **Appendix E**.

The final set of CTP specific meetings were focused upon the bicycle, pedestrian and trail/greenway element. Two meetings were held to specifically discuss a potential future Griffin-Spalding trail/greenway system. The first meeting, conducted on September 25, 2015, included staff from Spalding County Parks and Recreation, as well as the Griffin Public Works – Storm water Division. The second meeting, conducted on March 3, 2016, included a presentation and discussion at the Griffin Environmental Council to discuss the preliminary trail/greenway and bikeway system. Summaries for both meetings are included in **Appendix F**.

## Public Input

In addition to input from City of Griffin and Spalding County staff, members of the general public were offered numerous opportunities to provide input into the development of the 2016 CTP Update. Each of these opportunities is described below.

### **GSATC Meetings**

Members of the general public are welcome to attend the open meetings of the GSATC. Specific meetings that included a presentation and discussion regarding the CTP Update were conducted on the following dates:

- March 18, 2015
- May 20, 2015
- July 15, 2015
- September 16, 2015
- November 18, 2015
- January 20, 2016
- February 24, 2016
- March 16, 2016

As discussed previously, copies of summaries for the respective GSATC meetings listed above are included in **Appendix D**.

### Public Meetings

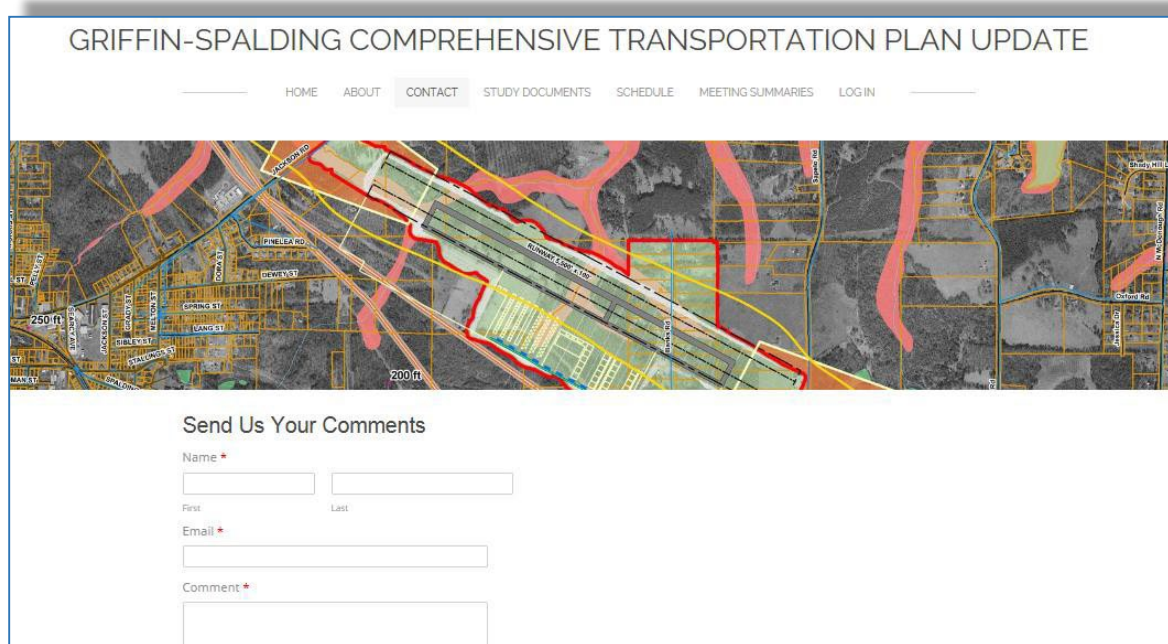
Additional opportunities for the general public to provide input into the CTP Update development were at one of two (2) public open houses conducted on December 1, 2015 and April 5, 2016. The first public meeting presented a summary of existing conditions and preliminary transportation needs. The second public open house provided attendees the opportunity to review and comment on the draft CTP recommendations. Meeting summaries for both public open houses are included within **Appendix G**.



### Project Website

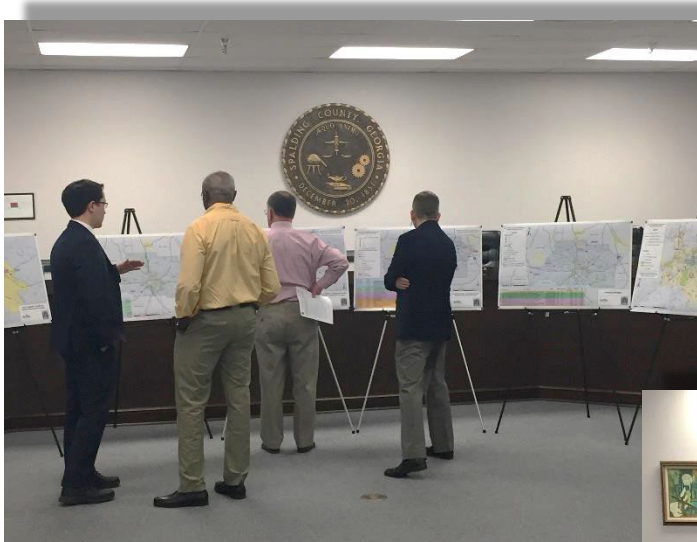
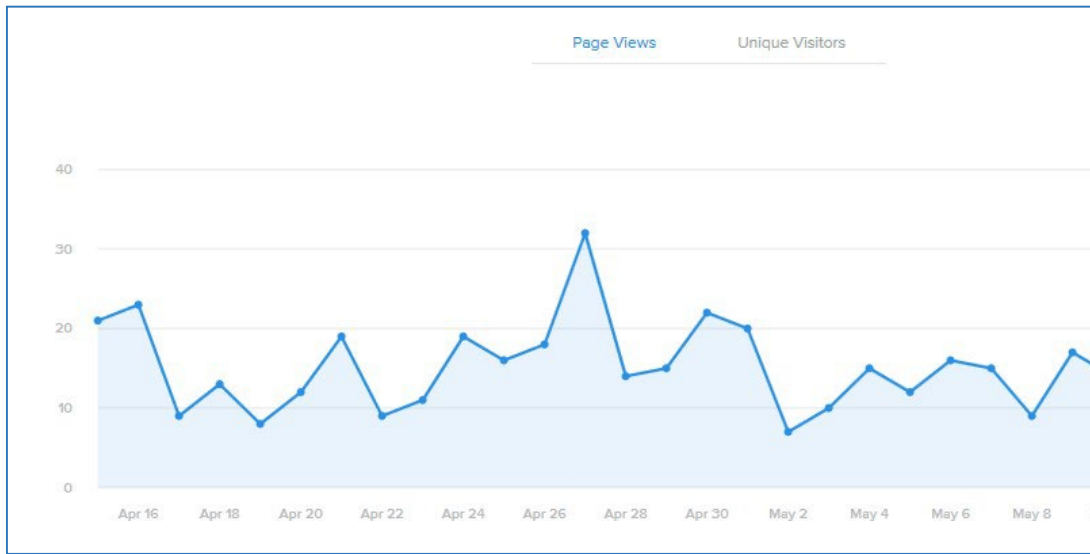
The 2016 CTP Update project website ([www.griffinspaldingtransportation.com](http://www.griffinspaldingtransportation.com)) provided another opportunity for members of the general public to learn more about the CTP purpose, schedule and upcoming meetings, as well as to review materials from previous meetings, summary reports and also provide comment.

Another advantage of the project website was to provide a means for the study team to gauge public awareness and interest in the CTP Update by reviewing webpage analytics. **Figure 4** presents an example of the analytics for Mid-April to Mid May 2016 showing average website views between 10 – 20 people daily





**FIGURE 4. CTP WEBSITE ANALYTICS**



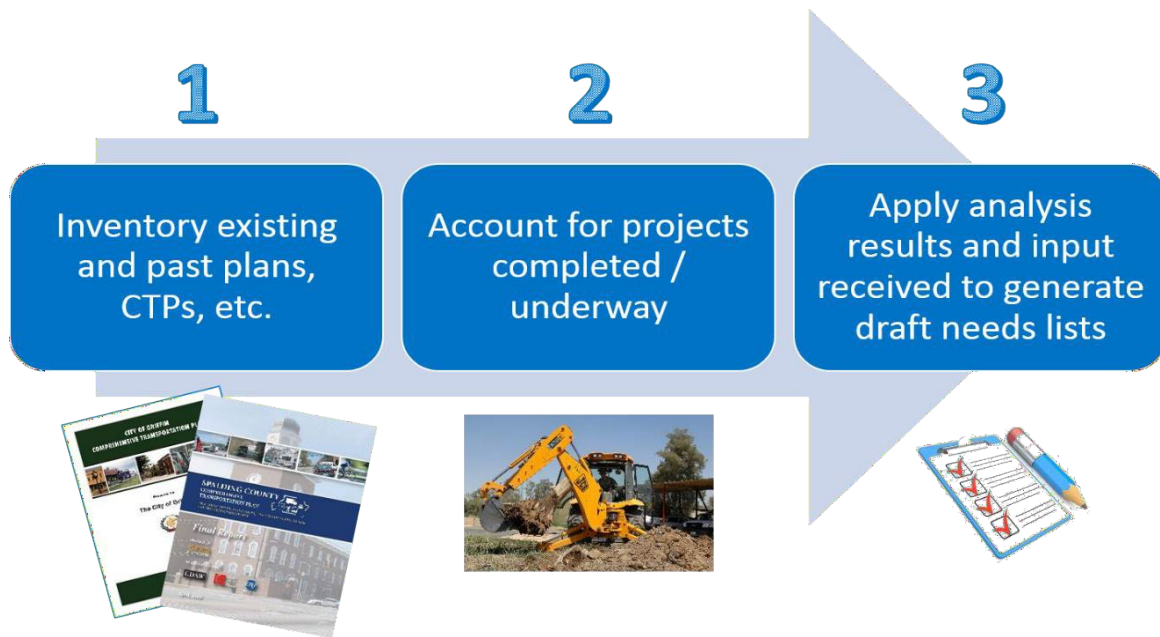
*Photos: April 5, 2016 Public Meeting No. 2 for the CTP Update*



## TECHNICAL ANALYSIS

One of the most critical elements of the *Needs Assessment* is the completion of the technical analysis components, which is the foundation for the identification of existing and future needs. **Figure 4** presents a summary of the three (3) steps involved in the technical analysis; steps one (1) and two (2) were discussed in previous pages of this document.

**FIGURE 4. TECHNICAL NEEDS METHODOLOGY**



### Roadway Segment Needs

The assessment of existing and year 2040 future roadway congestion is one of the primary tasks completed to assess existing and future roadway needs. The ARC travel demand model was applied and discussed in the 2016 CTP Update *Inventory of Existing Conditions* report, which also includes a summary of the 2015 existing conditions results. In addition to the travel demand model, the roadway segment needs assessment utilized operational performance data from HERE<sup>®</sup> (see the following Roadway Intersection Needs section for more information). HERE<sup>®</sup> collects anonymized speed data from cellphones traveling throughout the roadway network. Roadways with reduced operational performance at a corridor-level or across a series of intersections were considered as roadway needs.

The *Needs Assessment* expands the congestion analysis to also evaluate the future 2040 conditions based upon projected population and employment growth. The 2040 evaluation also assumes that only transportation projects with current programmed funds will be constructed. For the 2040 future scenario, the population and employment data for each model traffic analysis zone (TAZ) were obtained from the adopted Atlanta Regional Commission (ARC) model. **Figure 5** presents a comparison of the 2015 and 2040 project population data for Griffin-Spalding while **Figure 6** presents a similar comparison for the 2015 and

2040 employment data. **Figure 7** a summary of the projected trips from Spalding County towards various counties to the north<sup>1</sup> of Spalding County in both 2015 and 2040. For 2015, existing travel patterns indicate approximately 50% of Spalding County residents work outside of Spalding County and most commute to the north. For 2015, existing travel patterns indicate that approximately 50% of those that work within Spalding County commute to Spalding County mostly from adjacent counties.

As depicted in **Figure 7**, the travel demand model results indicate there may likely be more peripheral travel in 2040 with an increase in trips FROM Spalding County TO the following:

- West Fayette County
- North Clayton County
- North Henry County

Similarly, travel demand results indicate that there may likely be an increase in 2040 trips TO Spalding County FROM the following:

- East Coweta County
- East Henry County

**Figure 8** presents the AM peak period congestion depicted by the travel demand model for 2015 and also projected for 2040. Roadway segments identified to have 2015 level-of-service (LOS) reduced to “D” or worse by 2040 for the AM peak period are as follows:

- I-75 (both directions)
- Jackson Road / East McIntosh Road at N. McDonough Road / SR 155
- SR 362 just south of US 19/41

**Figure 9** presents the PM peak period congestion depicted by the travel demand model for 2015 and the congestion projected for 2040. Roadway segments identified to have 2015 level-of-service (LOS) reduced to “D” or worse by 2040 for the PM peak period are as follows:

- I-75 (both directions)
- Jackson Road / East McIntosh Road at N. McDonough Road / SR 155
- SR 155 from Teamon Road south to Jackson Road / East McIntosh Road
- SR 362 just south of US 19/41
- SR 362 north of US 19/41
- US 19/41 from Henry County line south to Vineyard Road/Dobbins Mill Road
- South Hill Street / Zebulon Road from Wet Poplar Street south to South 9<sup>th</sup> Street
- Business 19 from Pecan Point south to US 19 / 41

**Table 1** presents a consolidated list of the confirmed roadway needs and the identified specific type of transportation mitigation required to address each need.

---

<sup>1</sup> The ARC travel demand model only includes counties to the east, west and north of Spalding County. Off-model analyses were utilized to identify trip patterns to Lamar County and other counties south of Spalding.

FIGURE 5. POPULATION (2015-2040)

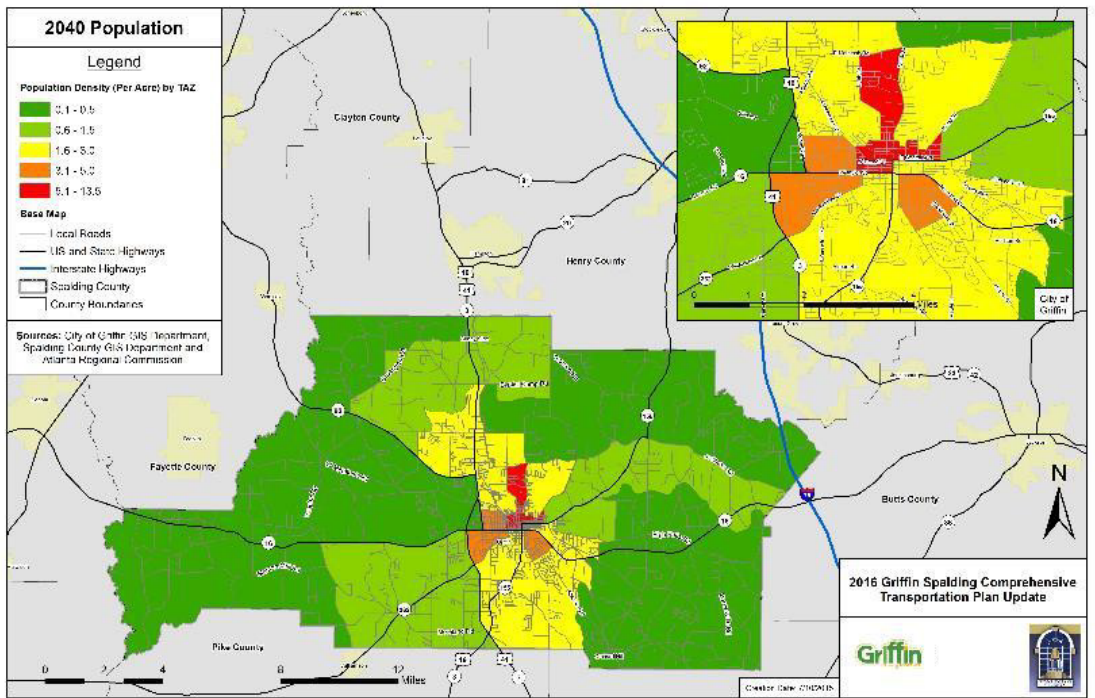
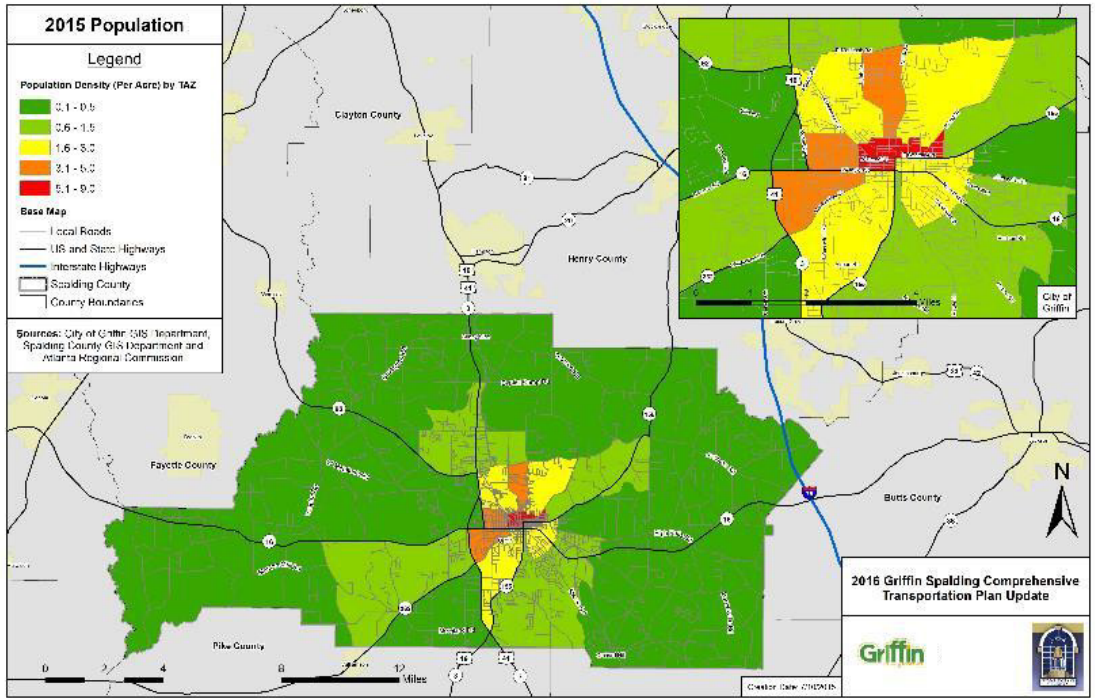




FIGURE 6. EMPLOYMENT (2015-2040)

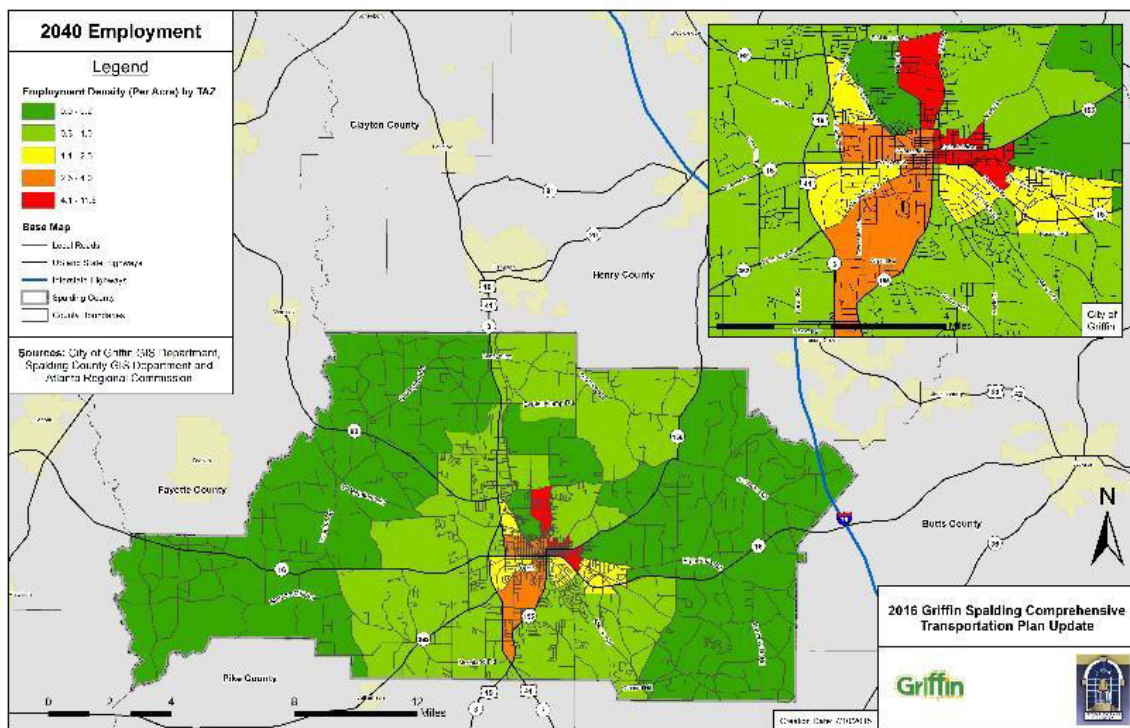
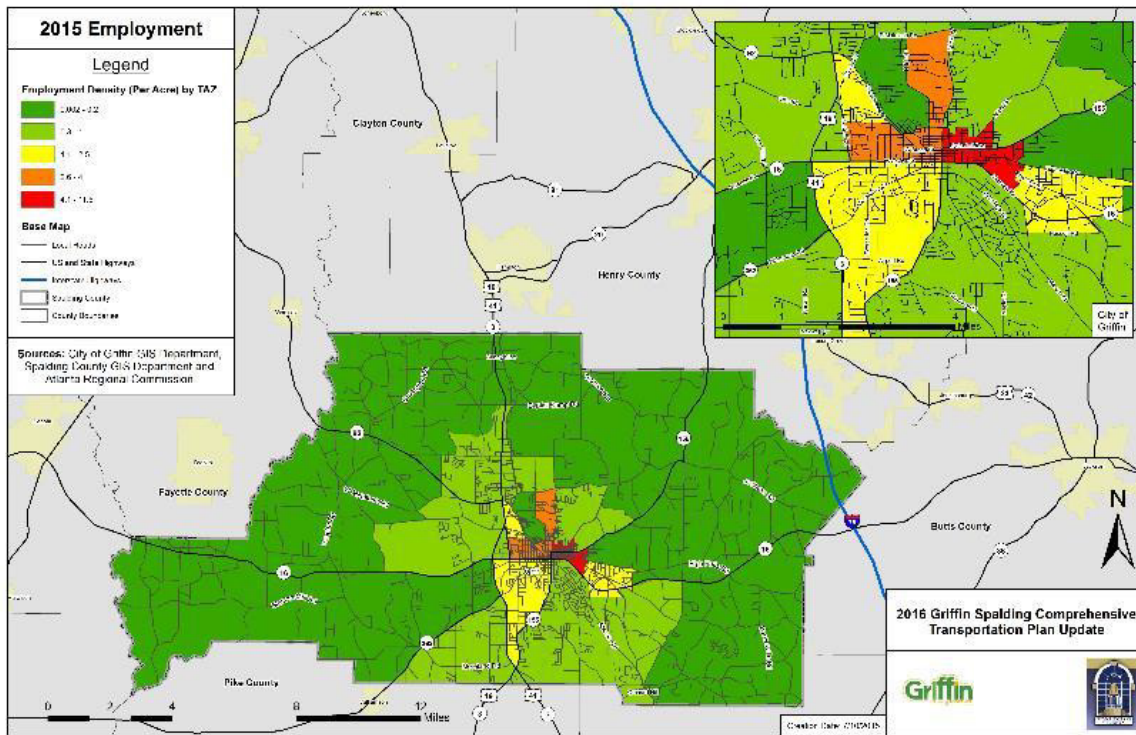


FIGURE 7. TRIPS FROM SPALDING COUNTY (2015-2040)

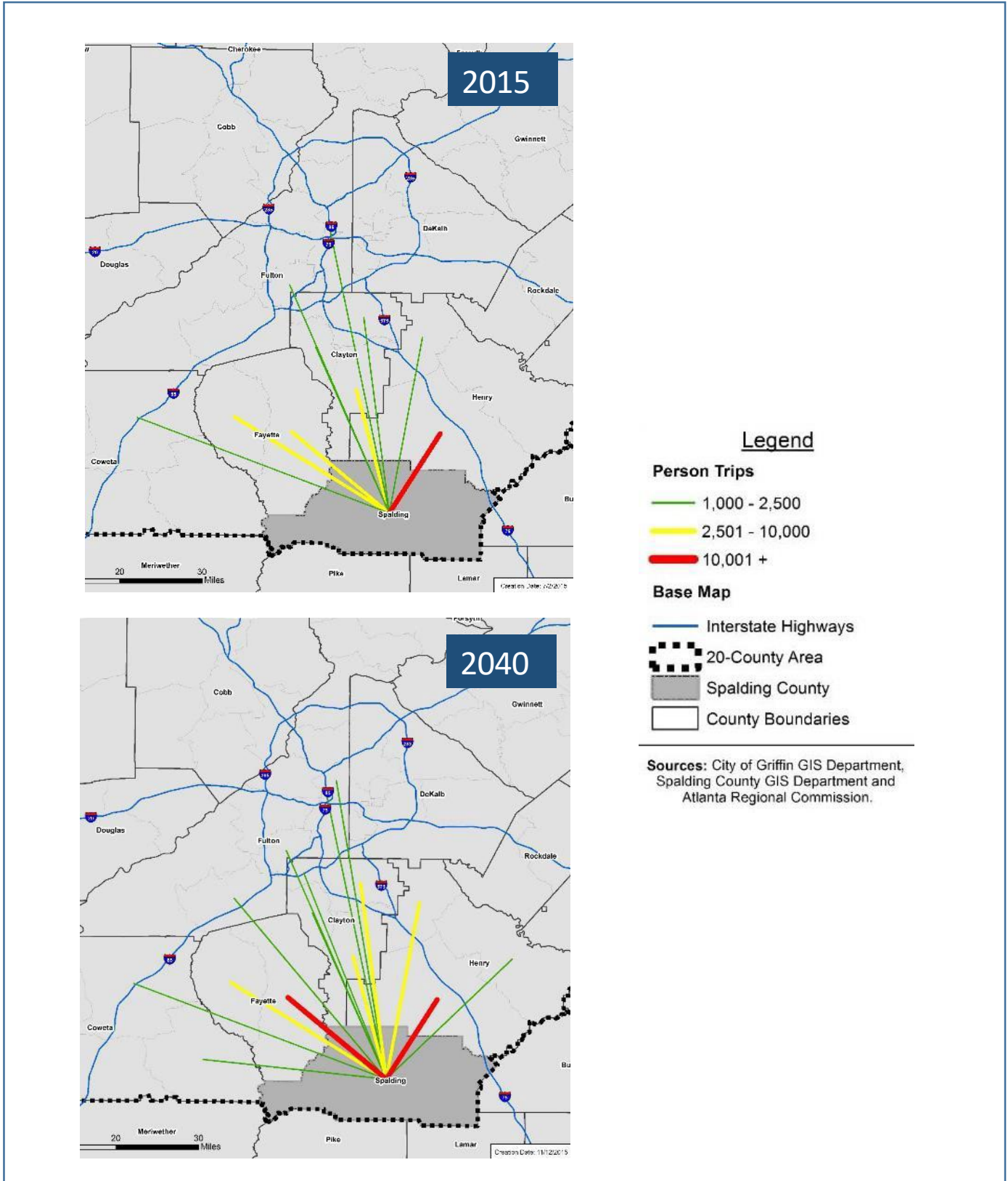




FIGURE 8. AM PEAK PERIOD CONGESTION (2015-2040)

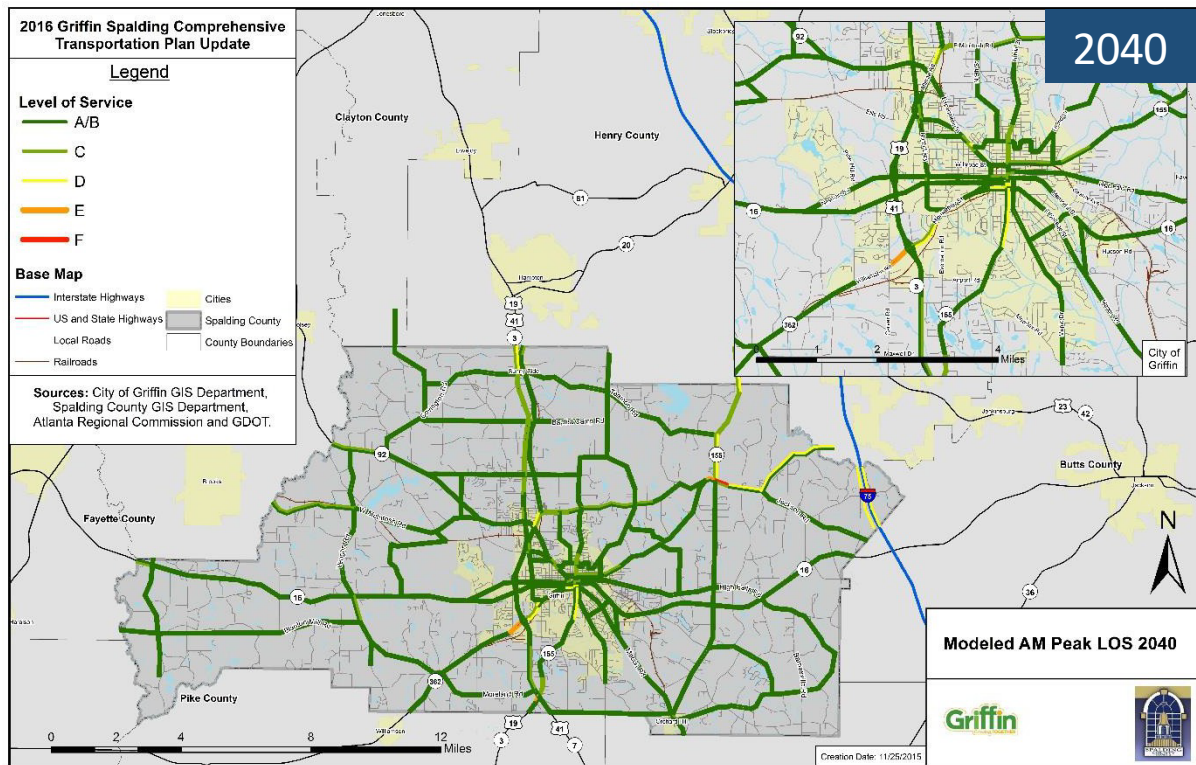
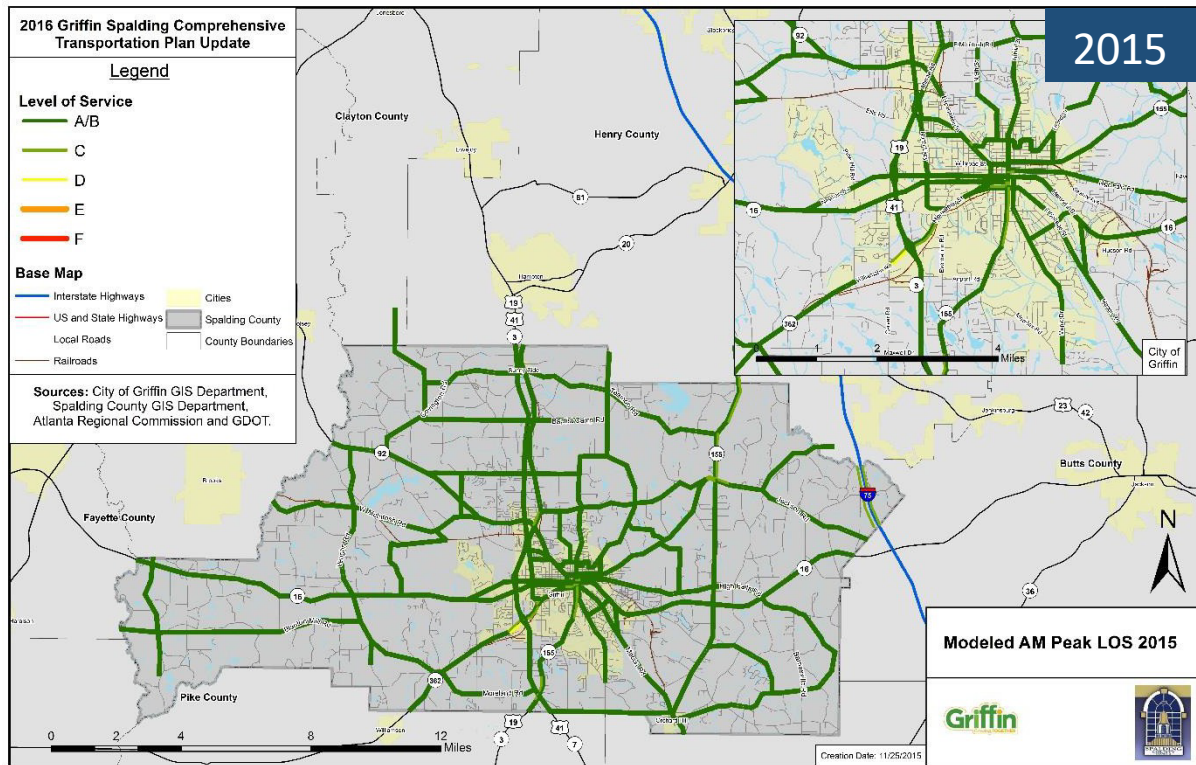
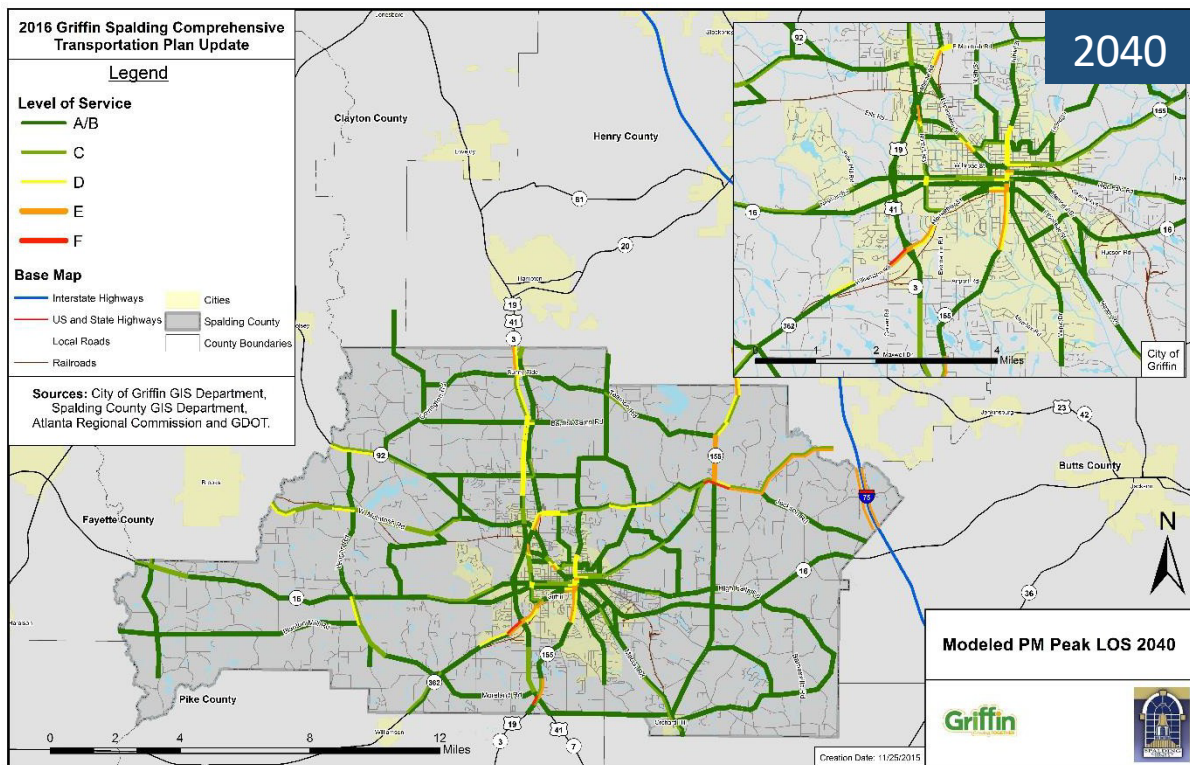
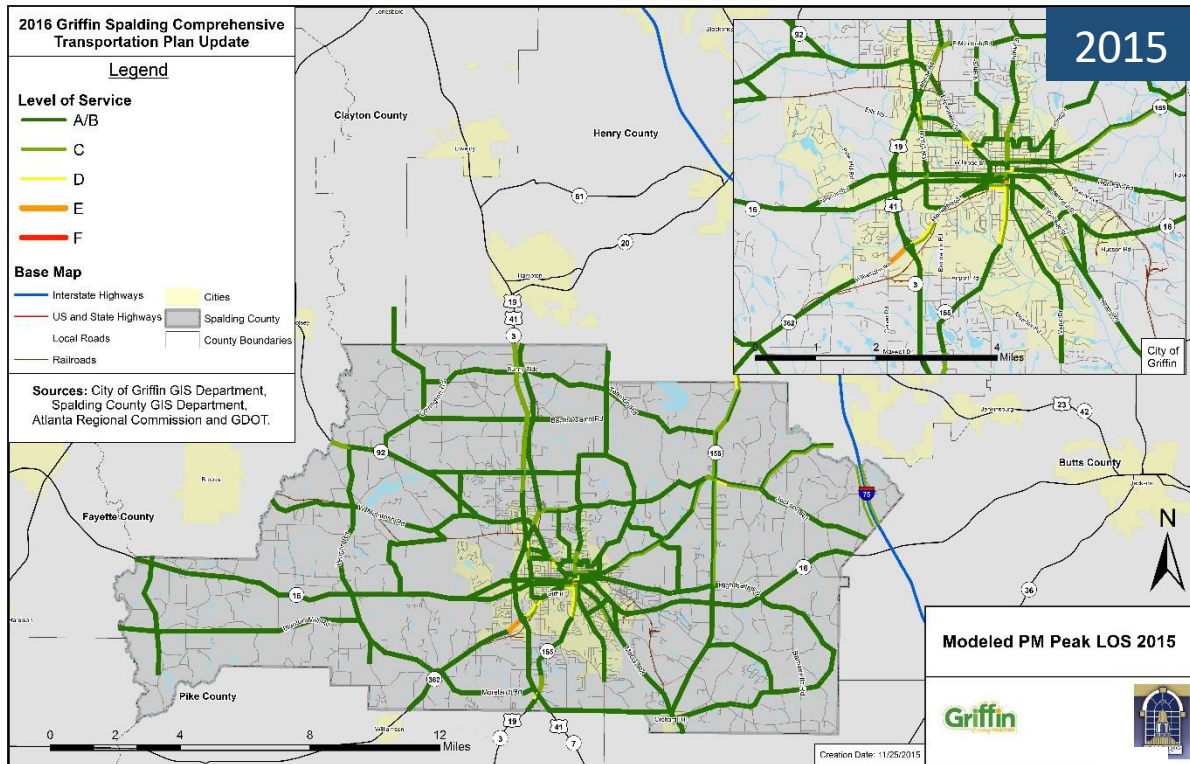




FIGURE 9. PM PEAK PERIOD CONGESTION (2015-2040)





**TABLE 1. CONFIRMED ROADWAY NEEDS**

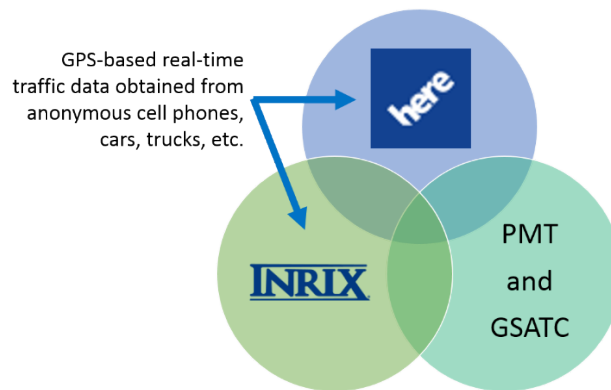
ROADWAY NAME	DETAILS	TERMINI
SR 92/US 19/41/Atlanta Rd from Ellis Rd. to W. Taylor St.	Corridor Operations/Safety	Ellis Rd. to W. Taylor St.
SR 362	Widen from 2 to 4 lanes	FROM MORELAND ROAD TO US 19/41
Experiment Street (CS 648 & CS 619) Widening	Widen from 2 to 4 lanes w. median	Old Atlanta Road to SR 155 & N Hill
US 19/41	Widen from 4 to 6 lanes	FROM LAPRADE ROAD IN SPALDING COUNTY TO SR 20 (RICHARD PETTY BOULEVARD / WOOLSEY ROAD) IN HENRY COUNTY
E. McIntosh/Jackson Road	Widen from 2 to 4 lanes	Old Atlanta Road to Butts County
SR 155	Widen from 2 to 4 lanes	CR 508/NORTH 2ND STREET TO HENRY COUNTY LINE
Moreland Extension: Extend Moreland Road to Zebulon Rd. to coincide with redevelopment of vacant property	New Two Lane Roadway	Moreland Road to Zebulon Rd.
New 2-lane street to connect new street connections between Highway 41 and Zebulon Rd to coincide with development of vacant land	New Two Lane Roadway	Highway 41 to Zebulon Rd
Meadowvista Extension: Extend Meadowvista Rd. to Zebulon Rd. to coincide with redevelopment of parcel	New Two Lane Roadway	Extend Meadowvista Rd. to Zebulon Rd
County Line Rd. Extension: new 2-lane extension of County Line Rd. to Hemphill Rd.	New Two Lane Roadway	County Line Rd. to Hemphill Rd.

## Roadway Intersection Needs

Needs-based intersection deficiencies were identified based on safety and congestion data. Using crash data presented in the *Inventory of Existing Conditions*, intersections with the top 30 crash rates within Spalding County were identified as having a safety need.

In addition to assessing roadway segment capacity needs through modeled LOS, roadway operational needs were identified by review of existing operational conditions (see **Figure 10**). Measured travel time

**FIGURE 10. INTERSECTION OPERATIONAL ANALYSIS**



data provides another data source to crosscheck the existing conditions of the county's roads. Two new data sources provided by ARC were used for the 2016 CTP Update. The first is data from HERE<sup>®</sup>, which collects anonymized speed data from cellphones traveling throughout the roadway network. The data is able to be mapped and presented as LOS. The HERE LOS is based on the travel time index, which compares average travel time along a link with the congested travel time. **Figures 11**

and **12** present the 2012 measured LOS HERE<sup>®</sup> data. Comparing these two figures, it is apparent congestion is worse in the afternoon PM peak than the morning AM peak.

The second data source provided by ARC is from INRIX<sup>®</sup>, and is similar to the HERE<sup>®</sup> data as it also collects anonymized speed data from cellphones traveling throughout the roadway network. INRIX data can be used to identify intersections that have a history of recurring congestion, also known as "Bottlenecks". INRIX calculates an impact factor, which is calculated as follows:

$$\text{Impact Factor} = \text{average duration of congestion} \times \text{maximum length of congestion queue} \times \text{number of occurrences}$$

**Figure 13** presents the bottleneck locations identified within Griffin and Spalding County. For the CTP update, a congestion need was triggered by either a HERE LOS E or F or an INRIX<sup>®</sup> bottleneck impact factor of 1,000 or greater. The pool of potential intersection improvements was assembled from previously planned projects, locations with a history of high crash rates, locations identified by stakeholder and/or public input, or locations purely dictated by the congestion data.

FIGURE 11. AM PEAK PERIOD HERE DATA

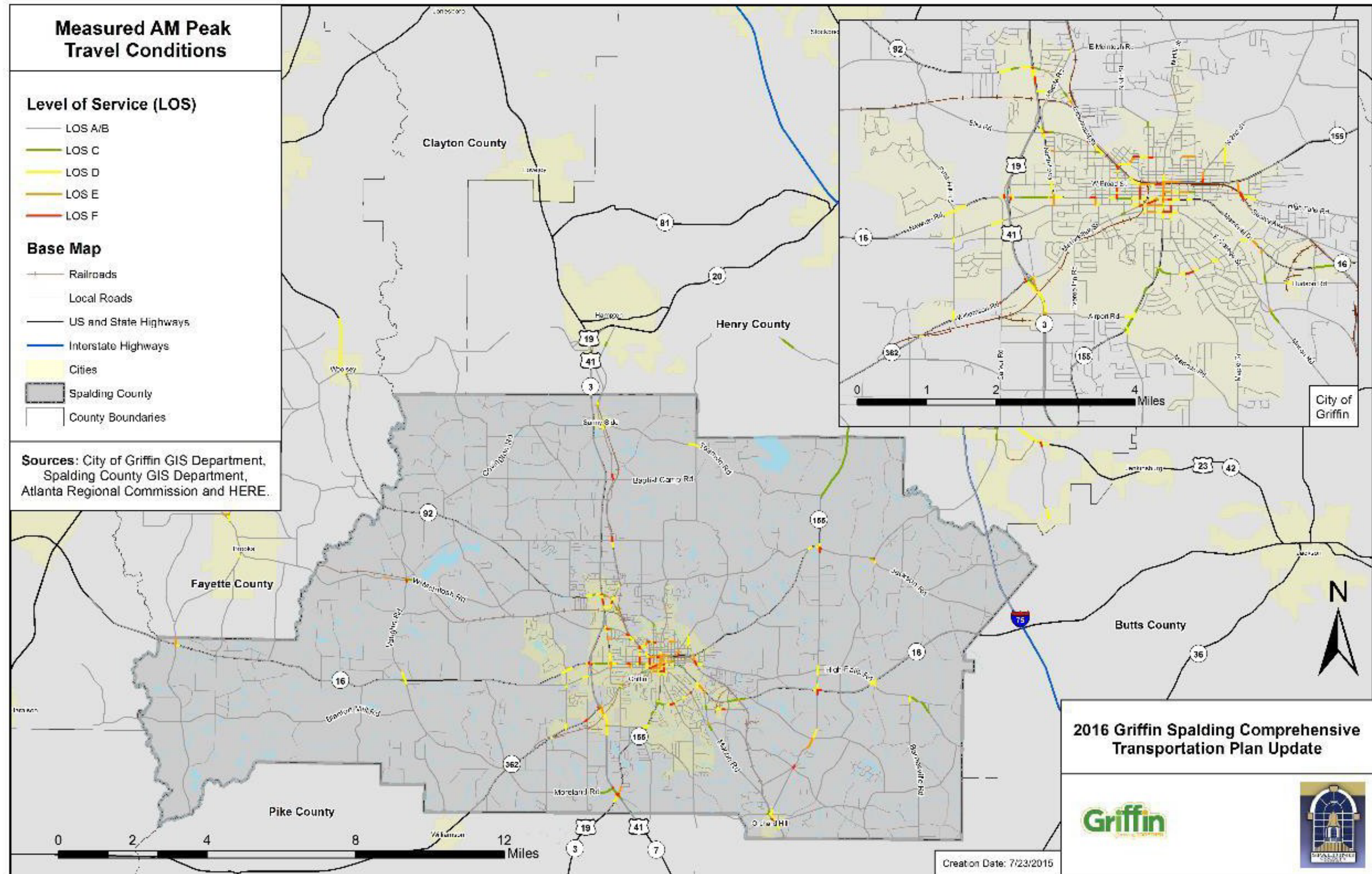




FIGURE 12. PM PEAK PERIOD HERE DATA

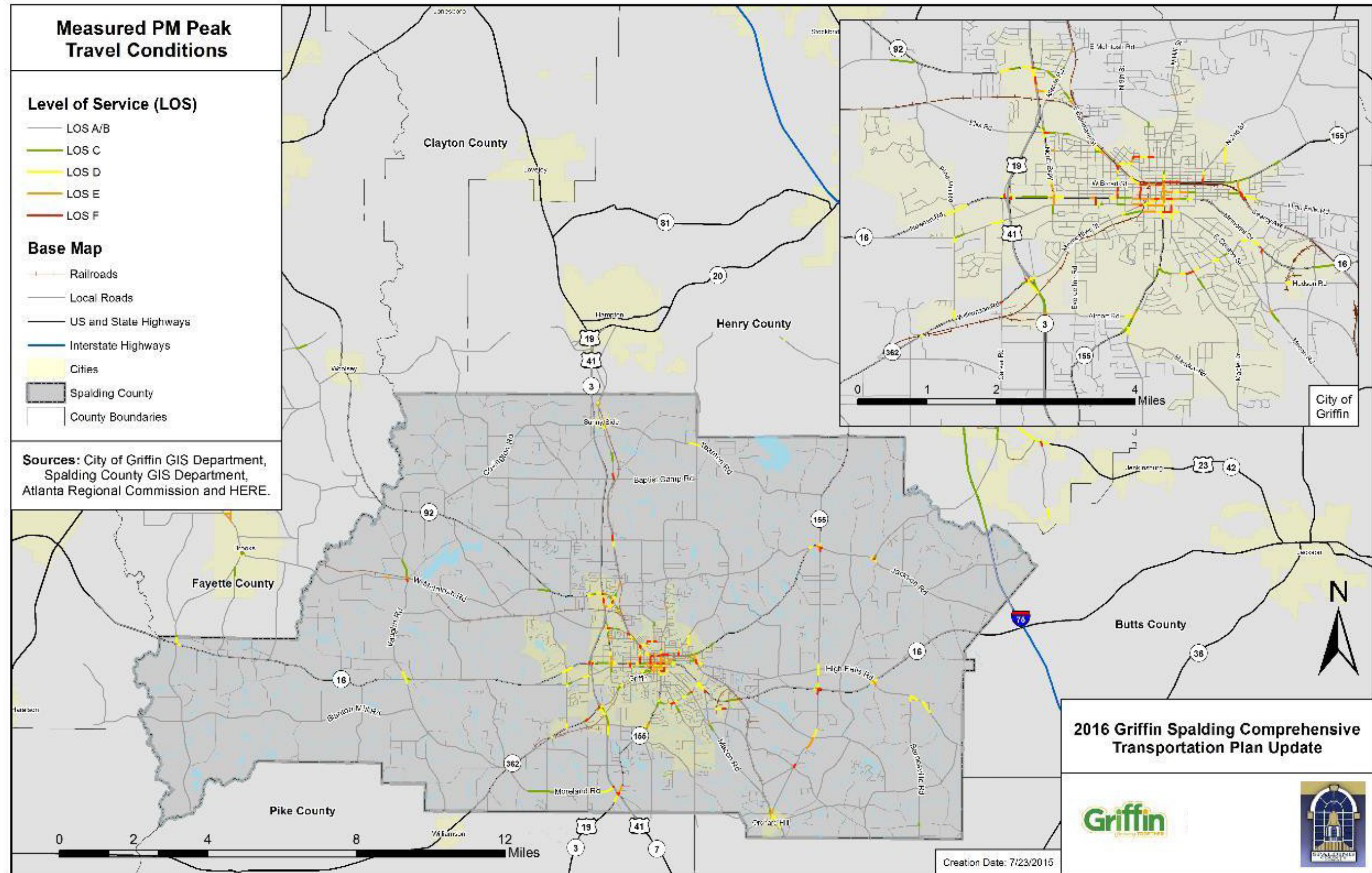
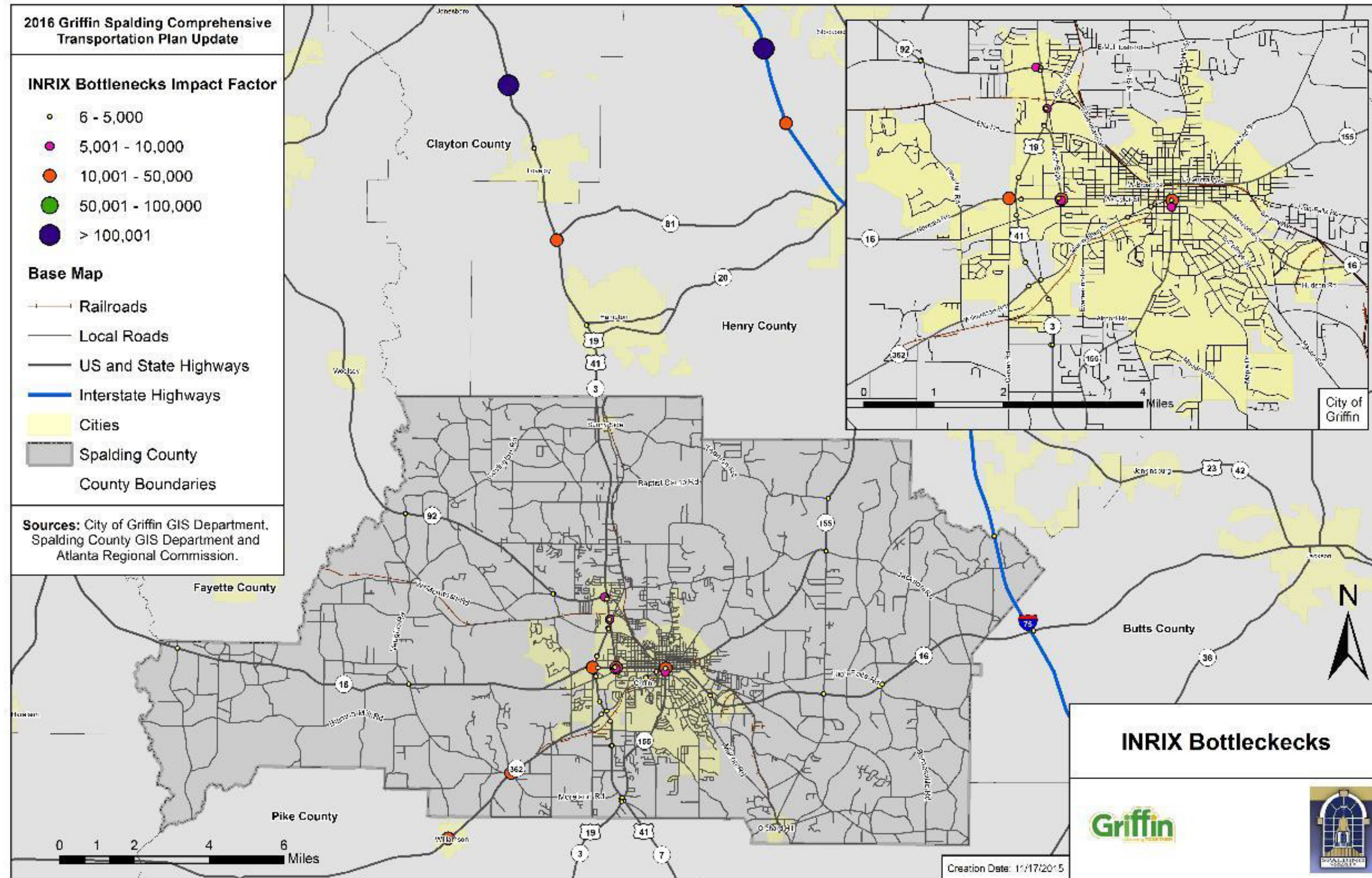




FIGURE 13. INRIX BOTTLENECK LOCATIONS



**Table 2** presents a summary of the compiled traffic operational and intersection safety needs. **Appendix H** provides additional details on the intersection needs.

**TABLE 2. SUMMARY OF INTERSECTION IMPROVEMENT NEEDS**

Location	Needs Confirmed
Tri County Crossing	Safety, Traffic, Bottleneck
Macon Rd. at McDonough Rd.	Safety, Traffic
Experiment St. at 13th/Ray St.	Safety, Traffic
North Hill St @ Northside Dr - Hill Street	Safety, Traffic
Poplar St. at Meriwether/New Orleans/10th St	Safety, Traffic
W Poplar St @ Hammond Dr	Safety, Traffic
County Line Rd. at Macon Rd.	Safety, Traffic
McDonough Rd. at Johnston Rd.	Safety, Traffic
Macon Rd at Swint Rd	Safety, Traffic
Old Atlanta Rd. at Dobbin Mill Rd.	Safety, Traffic
Poplar at 8th St	Safety, Traffic
GA-16 E @ Macon Rd	Bottleneck, Traffic
US-19 @ GA-362/MERIWETHER ST	Bottleneck, Traffic
Jackson Rd at Locust Grove Rd	Bottleneck, Traffic
SR 16 at S McDonough Rd	Bottleneck, Traffic
SR 16 at Spalding Dr	Safety
SR 92 at Cowan Road	Safety
County Line Rd at Ethridge Mill Rd	Safety
Macon Rd at Hudson Rd	Safety
Carver Rd @ W Poplar St / Poplar Rd	Safety
8th St at Graefe St	Safety
N Hill St at Thurman Ave	Safety
SR 155 at Everee Inn Rd	Safety
SR 155 at Pineywood Rd	Safety
SR 16 at 18th St	Safety
SR 16 at Carver Rd	Safety
US 19/41 at Vineyard Rd	Safety
GA-92 @ W MCINTOSH RD	Bottleneck
US-19 @ ODELL RD	Bottleneck
Maple Drive @ Crescent Rd	Traffic
College St.at Hamilton/Kinkade St.	Traffic
E Broadway St @ N Searcy Ave	Traffic
Solomon Rd./High Falls Rd./Slaton Ave./Searcy Rd.	Traffic
Bowling Ln. at US 19/41	Traffic
SR 92 @ Flynt St/Solomon St	Traffic
2st St. at SR 155 & NS Railroad	Traffic

Location	Needs Confirmed
5th St. at SR 155 & NS Railroad	Traffic
Baptist Camp Rd. at Old Atlanta Rd. / Railroad Tracks	Traffic
Broad St. at 9th St.	Traffic
Cherry St at 12th St	Traffic
Cherry St at 9th St	Traffic
College St at 6th St	Traffic
Ellis Rd at Experiment St	Traffic
Experiment St @ School St	Traffic
McDonough Rd at Futral Rd	Traffic
McDonough Rd. / SR 155 / Jackson Rd.	Traffic
McIntosh Rd at Vaughn Rd	Traffic
Mcintosh Rd. at Experiment St.	Traffic
Old Atlanta Hwy. at Mcintosh Rd.	Traffic
RR Xing SR 16 at Green Valley	Traffic
SR 16 @ 8th St	Traffic
SR 16 at 16th St	Traffic
SR 16 at 6th St	Traffic
SR 362 at Carver Rd	Traffic
Teamon Rd. at School Rd. @ Old Atlanta Rd.	Traffic
W College St @ S Collins St	Traffic
High Falls Rd. at SR 16	Traffic
N Expressway @ Ellis Rd	Traffic



## BRIDGE NEEDS

### Assessment of Bridge Conditions and Needs

Information from the U.S. National Bridge Inventory (2014) was obtained and used for the CTP Update bridge assessment. Key terminology related to bridge conditions include:

- **Limited Weight/Posted:** Sign has been posted, restricting the weight limit allowed.
- **Structurally Deficient:** Elements of the bridge need to be monitored or repaired
- **Functionally Obsolete:** Built to standards not used today, resulting in subpar lane widths, shoulder widths, vertical clearances, etc.
- **Temporarily Shored:** External supports have been externally applied to support bridge. Would have a weight limitation if not for the temporary shoring.
- **Existing ADT:** Recent year average daily traffic

Structurally deficient or functionally obsolete bridges were considered bridge needs. Taking into account the relative importance of the various bridge characteristics, bridge needs were organized into tiers based upon need and the factors above. **Table 3** summarizes how the various bridge attributes were used to develop the bridge tiers, and the respective number of bridges per tier.

**TABLE 3. BRIDGE NEED PRIORITY METHODOLOGY**

Tier	Limited Weight	Structurally Deficient	Functionally Obsolete	Temporarily Shored	ADT	Other	Number of Bridges
1	X	X				Near school	2
	X		X			Near school	1
		X			High		1
2	X	X			High		3
		X		X	High		1
3	X	X				Serves new airport	1
4		X		X			17
5		X					1
6			X				16
Total							43

## Identification of Bridge Needs

Top tier bridges had weight limitations and also served a nearby school. The bridge on the North Second Street Extension at Cabin Creek two miles northeast of Griffin is close to Kennedy Middle School. This bridge also had the highest ADT of functionally obsolete bridges.

Four miles southeast of Griffin, the bridge carrying McDonough Road over Buck Creek tributary has a weight limitation and is close to Rehoboth Road Middle School. Finally, access to Beaverbrook Elementary School could be impeded by a weight limitation on the Birdie Road Bridge at a Griffin reservoir tributary five miles northwest of Griffin. Another top tier bridge is both structurally deficient, temporarily shored, and carries a substantial ADT – County Line Road at Potato Creek three miles southeast of Griffin.

Second tier projects, while not directly serving nearby schools, are weight limited (or temporarily shored), structurally deficient, and carry a high/moderate amount of traffic (greater than 1,500 vehicles per day). These bridges are

- Jordan Hill Road at Towaliga River tributary at Henry County Line
- Hollonville Road at Line Creek tributary, 12 miles west of Griffin
- Vaughn Road at Shoal Creek, 6 miles west of Griffin
- Jordan Hill Road at Troublesome Creek tributary, 5 miles north of Griffin

In addition, two bridges are either underway or in the pipeline towards construction:

- CR 360/McIntosh Road at the Flint River / Fayette-Spalding County line
- Jordan Hill Road at Troublesome Creek, 4 miles north of Griffin

These improvements are among the most needed bridge improvements in the county.

Another important bridge improvement is Musgrove Road at Cabin Creek tributary, which is functionally obsolete and will serve the new airport. This is the third tier.

The fourth tier bridge improvements consist of bridges that are weight limited and/or structurally deficient but are not as used, carrying less traffic (below 1,000 ADT).

Fifth tier bridges are functionally obsolete, but not weight limited or temporarily shored. Sixth tier bridges are not deficient (or obsolete).

1. Limited weight, near school
2. Limited weight (or temporarily shored), structurally deficient, moderate ADT
3. Serving new airport
4. Structurally deficient, limited weight or temporarily shored, low ADT

See **Appendix I** for a detailed listing of all bridge needs.

## ASSET MANAGEMENT / RE-PAVING NEEDS

Maintaining roadway pavement in good condition is an important priority for the City and County. GDOT’s construction work program contains four resurfacing projects that will be let as priority and funding dictate. **Table 4** lists these improvements along with their approximate costs. Beyond these projects that the state has adopted, both the County and City monitor pavement condition to prioritize improvements. The County utilizes the Pavement Surface Evaluation & Rating (PASER) System for GDOT Local Maintenance and Improvement Grant (LMIG) resurfacing funding, as seen in the *Inventory of Existing Conditions* report. Similarly, the City uses a Pavement Condition Index (PCI). To address asset management needs, the City and County should continue repaving state routes, county roads, and city streets utilizing prioritization systems as funding allows. **Table 5** presents a summary of the previous 2008 CTP recommended dirt roads that were not advanced.

**TABLE 4. REPAVING PROJECTS IN GDOT CONSTRUCTION WORK PROGRAM**

Name	Cost
SR 92 FROM CR 347/WESTMORELAND ROAD TO SR 85	\$4,385,234
SR 155 from SR 3 to NS #718195C	\$1,802,762
SR 92 FROM SR 3 TO CR 347/WESTMORELAND ROAD	\$376,662
SR 7 From CS 600/Redbud Drive to CR 322/Meadowvista Road	\$6,564,550

Source: GDOT Construction Work Program, Nov. 2015

**TABLE 5. 2008 SPALDING CTP RECOMMENDED DIRT ROADS NOT ADVANCED**

Name	Cost
Elder Road (Dirt Road)	\$ 3,920,000
Line Creek Road (Dirt Road)	\$ 7,000,000
Crowder Road (Dirt Road)	\$ 3,080,000
Cehaw Road (Dirt Road)	\$ 3,080,000

Source: 2008 Spalding County CTP and Study Team

## AIRPORT NEEDS

As part of the 2016 CTP Update development, an Airport Workshop was conducted on September 25, 2015 to discuss transportation needs associated with potential future use(s) of the existing airport, as well as transportation needs for the new airport. The workshop included representatives from the Griffin-Spalding Airport Authority, the Project Management Team (PMT), and the Griffin-Spalding Area Transportation Committee (GSATC). A detailed summary of the Airport Workshop specific to the 2016 CTP Update is included in **Appendix E**.



### Existing Airport

The existing airport is currently zoned industrial and the workshop attendees stated that the most likely future use(s) will remain as small light industrial / commercial, but not “big box”, such as warehousing. The site was studied as a potential location for a hotel/conference center, but that use was ruled out. A potential use as a film or movie studio is still viable. The existing airport will not be redeveloped until the existing tenants associated with the airport operations move to the new airport location.

Transportation needs identified for the existing airport site were focused mainly on the addition of a second entrance (to the west) of the existing site. Including the project in the next TIP would be one possibility to receive partial funding for this project. **Figure 14** shows the location of this proposed improvement. An internal roadway network was also discussed, but would have to be constructed and funded by a future developer.



### New Airport

At the time of the Airport Workshop, the estimated time for construction was estimated at 5 – 7 years with a potential opening between 2020 and 2022. The new airport site will be located north of SR 16 / Arthur K. Bolton Parkway, east of SR 155 / Jackson Road, extend east to High Falls Road. Sapelo Road will be realigned as part of the new airport development. Access to the airport (gates) to the north of the new runway is not likely due to homeland security issues, with the exception of one potential access point/gate for a new emergency response / fire station to be sited north of the airport.

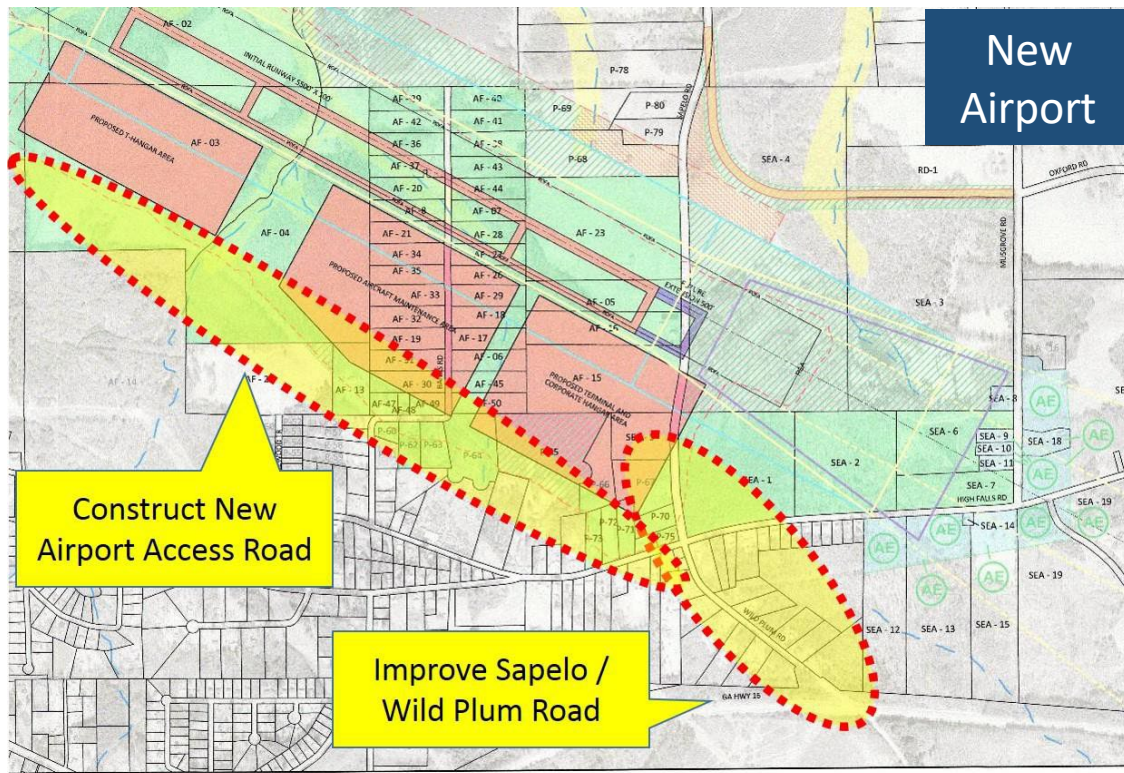
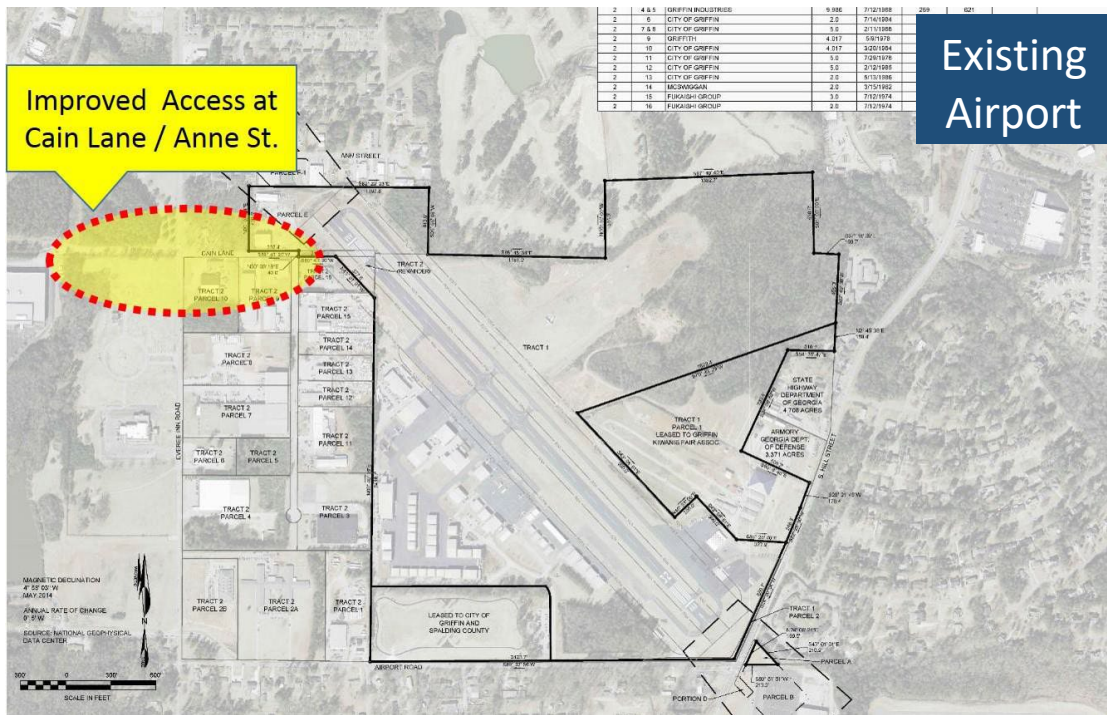
Certain transportation projects were already complete at the time of the workshop, including the intersection realignment of Wild Plum Road / Sapelo Road at SR 16 / Arthur K. Bolton Parkway. However, Wild Plum Road / Sapelo Road has not yet been improved, but will need to be improved (widened) to a boulevard configuration providing a gateway entrance into the airport before the new facility opens. Additionally, the improved widened roadway will need to be designed to support moderate truck traffic accessing the new airport.

The second needed new airport-related transportation project is a new access road to be located south of the airport fence, therefore not eligible for Federal Aviation Administration (FAA) funding. This new road will extend from new airport entrance roadway west to SR 155 / Jackson Road.

Lastly, as part of the siting of the new fire station north of the new airport, the bridge sufficiency for the crossing along Musgrove Road needs to be evaluated with this bridge given priority for improvement. **Figure 14** also shows the locations of the proposed new airport-related transportation projects.



FIGURE 14. EXISTING AND NEW AIRPORT NEEDS



## BICYCLE, PEDESTRIAN AND TRAIL/GREENWAY NEEDS

The needs associated with non-motorized transportation alternatives including bicycle, pedestrian and trail/greenways facilities are discussed in this section.

### Pedestrian and Bicycling Needs

**Figure 15** presents the results of two analyses completed as part of the needs assessment for pedestrian and bicycling facilities. The upper graphic represents roadways most feasible for bicycling near Spalding County schools. The supporting data for the analysis included roadways with low traffic and low speeds, which are best suited for cycling by school-age children. The map depicts these locations within a one (1) mile buffer of each school within with the City of Griffin and unincorporated Spalding County.



The lower graphic of **Figure 15** presents the unmet sidewalk needs within the City of Griffin. This map was developed in conjunction with a review of previous plans with sidewalk recommendations. Examples of recently completed sidewalks include West Poplar Street from South Pine Hill Road to Hammond Drive and along the recently widened US 19/41 to the north of the city. In general, the sidewalk network is dense within downtown Griffin and becomes less so moving away from the downtown. Many major corridors and local roads lack sidewalk facilities. The locations identified depict areas previously recommended for construction of sidewalks, but not yet advanced. Specific examples include North Hill Street, Ellis Road, South Pine Hill Road, Carver Road, Everee Inn Road, Maddox Road, and Maple Drive, among many others. Information and data received from the study's PMT was also incorporated into the analysis.

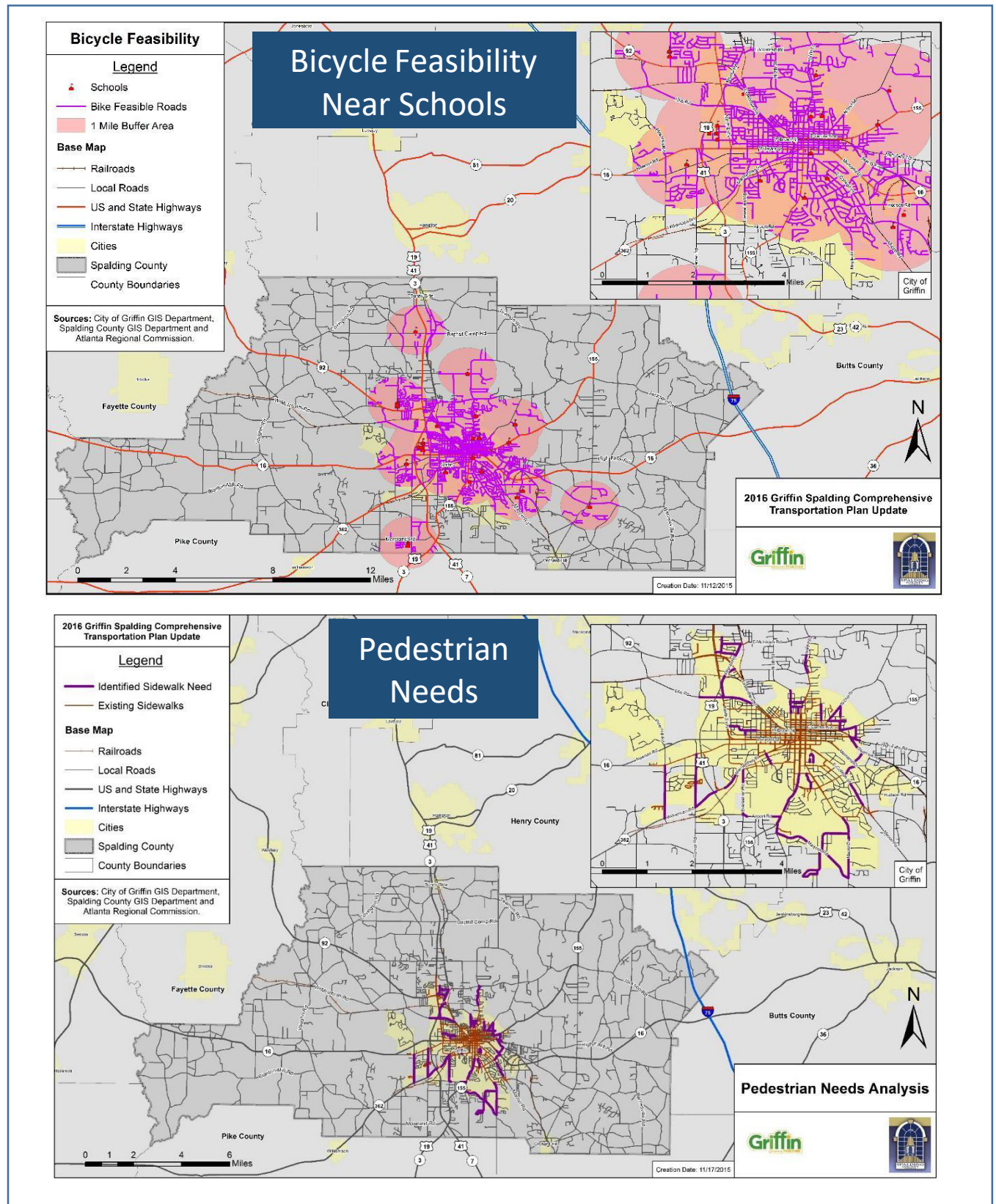
### Trail Opportunities

As previous discussed, the CTP Update study team and PMT met several times to discuss a potential trail and greenway system within Griffin-Spalding. The first meeting included representatives from the Spalding County Parks and Recreation Department, City of Griffin Public Works – Storm water Division, and City of Griffin Environmental Council. The idea of developing a trail/greenway system along existing sewer and power easements was the preferred means to develop a system while minimizing potential major land ownership challenges. New easement agreements will be needed for any proposed trail alignments along existing easements developed initially for the purpose of sewer conveyance. Specific existing and proposed amenities were also mapped and a preliminary trail/greenway was developed and presented as draft. **Figure 16** depicts the draft trail alignment system map with several “loops” and a linear alignment paralleling the Roosevelt Railroad in north central Spalding County.



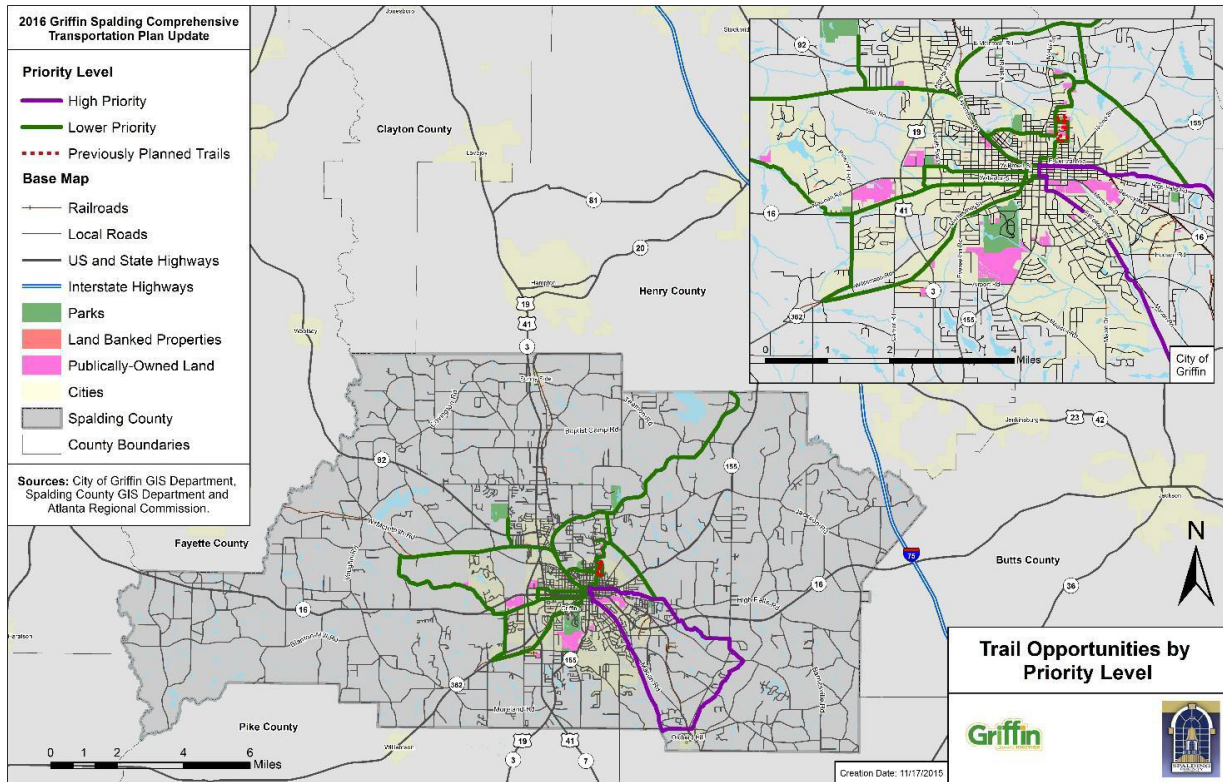


FIGURE 15. POTENTIAL BICYCLE AND PEDESTRIAN OPPORTUNITIES

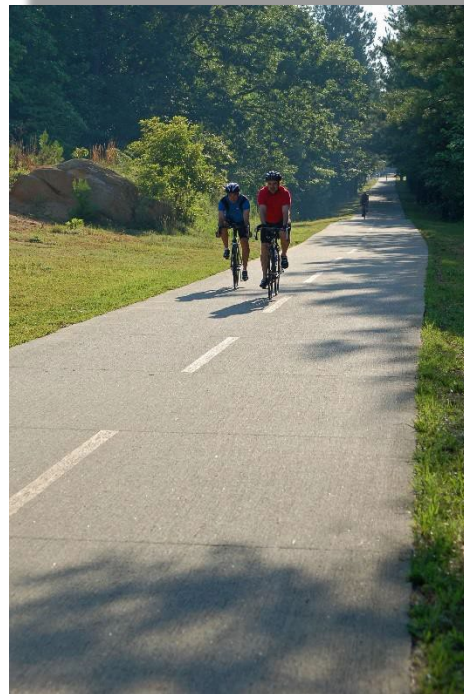




**FIGURE 16. POTENTIAL TRAIL OPPORTUNITIES**



*Chattahoochee Hill Country Trail - Douglas County, GA*



*Silver Comet Trail - Cobb County, GA*

## PLANNED FUTURE LAND USES AND CHARACTER AREAS

Character Areas are defined by the Georgia Department of Community Affairs as smaller areas within cities and counties that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific and intentional guidance; or
- Require special attention due to unique development issues

Planning for character areas is more focused and detailed and engages people and issues on a personal scale.

### Spalding County

The Spalding County 2024 Comprehensive Plan, completed in 2004, does not specifically discuss character areas; however, general areas of the county with specified land use goals are discussed. The county's overall future land use vision is preservation of the rural character of the county through conservation, while meeting the growing needs of the population by concentrating other uses in nodes and centers in key areas of the county.

The Future Land Use Plan includes several categories of land use, including: village nodes, existing and emerging commercial centers, regional commercial center, crossroads commercial areas, and open space network. These land use types would support Spalding County's future land use vision.

- **Village Nodes:** The plan includes four proposed village nodes, which would contain pedestrian and bike friendly mixed use residential and commercial developments that are typical to small towns.
- **Commercial Centers:** The five existing and emerging commercial centers would also create pedestrian friendly development, but would be larger in size than village nodes. These are centered on the towns of Orchard Hill, Sunny Side, and East Griffin, south of Griffin where highways 155 and 41 meet, and north of Griffin where Vineyard Road and Highway 41 meet.
- **Regional Commercial Center:** The one planned Regional Commercial Center is located where the existing I-75 interchange meets Highway 16 and at the Jenkinsburg Road potential new exit. This center, because of its proximity to the interstate would be more car friendly, with a character more typical to what is currently being developed within Spalding County.
- **Crossroads Commercial Areas:** Small concentrations of locally-serving retail and other services at rural crossroads that will provide conveniences to nearby agricultural/residential areas.
- **Open Space:** The creation of an Open Space Network would permanently protect open space along streams and lakes, leaving potential to build greenways and public greenspace.

## City of Griffin

The 2013 Griffin Comprehensive Plan identifies character areas that were created with input from the Steering Committee and City Staff, shown in **Table 6**.

The Griffin Comprehensive Plan identifies four activity centers that are the primary drivers of economic prosperity. These are listed below.

- Medical Overlay District
- Griffin Downtown Historic District
- West Griffin LCI Study Area
- Griffin-Spalding County Airport Overlay District.

Envisioned development patterns: pedestrian-scale mixed use, greater connectivity, nodal development at major intersections, encourage smaller-scale commercial to serve residential areas, discourage commercial strip development, limit driveway access through shared-driveways and inter-parcel access, incorporate shared parking.

In addition to these locations, several areas have been the focus of recent studies or have major developments either proposed or underway. These areas are likely to further shift land use patterns and impact transportation needs in Griffin-Spalding County.

## Future Land Use Map

**Figure 17** provides a map of future land use categories for Spalding County and the City of Griffin. The future land uses show a fine-grained map of the land use visions and character areas previously discussed. Future Land Use maps also provide a framework for communities in making development and rezoning decisions.

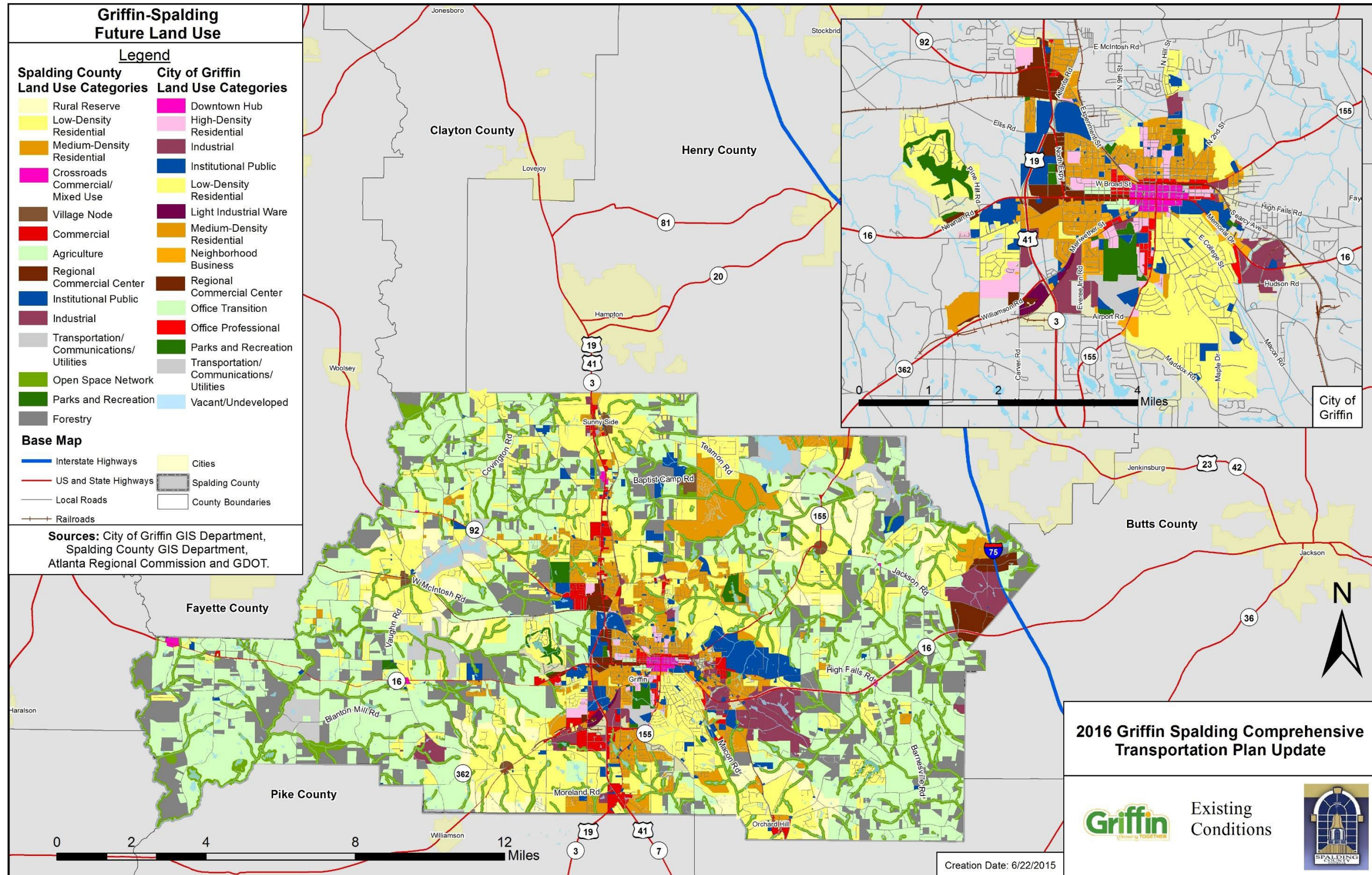
The future land use categories for Spalding County clearly show continuation of agricultural and low-density land uses throughout much of the county, with nodes of commercial and industrial uses, and fingers of open space along the stream network. Major differences between existing land uses and those shown in this map include the large area of public/institutional land use where the new airport is planned, increased amount of commercial/industrial uses southeast of Griffin along Highway 16, and commercial and industrial land near I-75 in anticipation of a future interchange.

**TABLE 6. CITY OF GRIFFIN CHARACTER AREAS**

Character Area	Locations	Characteristics
Activity Centers	<ol style="list-style-type: none"> <li>1. Medical Overlay District</li> <li>2. Downtown Historic District</li> <li>3. West Griffin LCI Activity Center Area</li> <li>4. Griffin-Spalding Airport</li> </ol>	<ul style="list-style-type: none"> <li>• Central location for jobs and economic development opportunities.</li> <li>• Land uses would be mixed with commercial, civic/institutional, medium to high density residential, and parks.</li> <li>• Design should be pedestrian friendly with connections to greenspace and trail networks.</li> <li>• They should also be at major intersections to serve surrounding residential areas.</li> <li>• The goal is to create a sense of place, inclusive development through transportation alternatives and social/economic development, and environmental protection.</li> </ul>
Traditional Neighborhoods	<ol style="list-style-type: none"> <li>1. West Griffin</li> <li>2. North Griffin</li> <li>3. Southwest Griffin</li> <li>4. East Griffin</li> </ol>	<ul style="list-style-type: none"> <li>• Older residential areas, including pedestrian friendly streets and neighborhood businesses.</li> <li>• Seeks to maintain existing homes and historic architecture, accommodate infill development and improve pedestrian connectivity within mostly residential area.</li> <li>• Goal is to maintain traditional neighborhoods and sense of place, while improving transportation alternatives and environmental conservation.</li> </ul>
Highway Corridors	<ol style="list-style-type: none"> <li>1. US 19/41 Corridor</li> <li>2. West Taylor Street/SR16</li> </ol>	<ul style="list-style-type: none"> <li>• Seeks to revitalize commercial centers and encourage infill development.</li> <li>• Bicycle and pedestrian paths would be incorporated into street design, with landscape d buffers from the roadway.</li> <li>• Would serve as gateway corridors to provide sense of arrival into Griffin.</li> </ul>
Redevelopment Areas	<ol style="list-style-type: none"> <li>1. Meriwether Street</li> <li>2. North Hill Street</li> <li>3. Thomaston Mills</li> </ol>	<ul style="list-style-type: none"> <li>• Seeks to reverse deteriorating trends, spur economic growth, create new housing, and improve quality of life.</li> <li>• Neighborhood redevelopments should be pedestrian/bicycle oriented, and infill development should meet design standard and be compatible with surrounding land uses.</li> </ul>
Educational Centers	<ol style="list-style-type: none"> <li>1. University of Georgia – Griffin</li> <li>2. Southern Crescent Technical College</li> </ol>	<ul style="list-style-type: none"> <li>• Development seeks to be pedestrian friendly, and encourage opportunities for educational facility expansion.</li> <li>• An expansion of facilities will be seen as incentive for employers to locate in Spalding County, and be a powerful tool in economic development.</li> <li>• Implement strategies in collaboration with UGA and Southern Crescent Technical College.</li> <li>• The goal is for educational opportunities and social/economic development, while maintaining regional and environmental identity.</li> </ul>
Employment Centers	<ol style="list-style-type: none"> <li>Commercial Retail District</li> <li>Industrial Parks</li> </ol>	<ul style="list-style-type: none"> <li>• Includes large office and industrial parks, with large concentration of jobs.</li> <li>• Developing employment centers will catalyze needed growth in job opportunities.</li> <li>• Implements strategies outlined in LCI studies.</li> </ul>
Suburban Residential	<ol style="list-style-type: none"> <li>South Griffin</li> <li>Southwest Griffin</li> <li>West Griffin</li> </ol>	<ul style="list-style-type: none"> <li>• Development seeks to accommodate infill development that complements the area, provide transportation alternatives and connectivity, and encourage location of civic facilities at suitable locations within walking distance of residences.</li> </ul>



FIGURE 17. FUTURE LAND USE MAP





Within the City of Griffin, the central core of the city is planned as Downtown Hub with a mix of uses, surrounded by areas that are medium to high density residential. A significant amount of public/industrial uses are planned, allowing for future expansion of college campuses and other institutions. The southeast quadrant of the city is planned to continue as low-density residential, preserving existing neighborhoods.

## POTENTIAL LAND DEVELOPMENT POLICY ISSUES

As discussed in *Inventory of Existing Conditions Report*, there are several large-scale developments in Spalding County that are recently constructed or are proposed for the short-term (these are listed and described in Existing Conditions). While providing new housing and economic development opportunities to the area, some have inconsistencies with the development goals and future land use visions for the City of Griffin or Spalding County.

The City of Griffin and Spalding County each have their own vision for growth, with Griffin promoting development and redevelopment throughout the city, while Spalding County hopes to concentrate future development in key areas to preserve its overall rural character.

- As a general issue, a high proportion of new development is occurring in the northeast quadrant of Spalding County, which has limited transportation capacity and is not necessarily envisioned as a high growth area. At the same time, limited development is occurring in LCI study areas or in identified nodes of the County.
- As discussed in the *Inventory of Existing Conditions Report*, Spalding County envisions growth that will preserve its rural character by concentrating future development in key nodes and limit the effects of sprawl. Furthermore, it aims to establish a balance of housing choices, including mixed-use developments as well as create multi-purpose paths and bike lanes between communities. The City of Griffin hopes to develop walkable live, work, play neighborhoods with multimodal access, thereby creating inclusive communities for all. A major goal is to redevelop the Central Business District.
- The proposed developments of Heron Bay, Sun City Peachtree, and the Village are located in areas where the county is encouraging development at village nodes. While these areas currently have low densities, with 100-200 people/square mile, the new developments will bring more activity to the areas than intended, inconsistent with nodal development policy at key intersections to the north of the county.
- In contrast, development (and proposed development) within the City of Griffin has been more limited. Even projects proposed or occurring within the Griffin city limits have primarily been outside of the downtown core, including the university expansions on the northwest side, airport redevelopment on the south side and the nodal developments on North Hill Street spanning the north side. The central business district, which the City of Griffin identifies in previous plans as a redevelopment site, could benefit from public-private partnerships with developers that focus on mixed-use developments and embrace the live, work, play model discussed in the 2014-2034 Comprehensive Plan.
- New developments such as Heron Bay, the Lakes at Green Valley, and Sun City Peachtree will bring new housing, retail, and office space to rural areas which have historically seen lower densities and little development; however, these are in or near areas designated as regionally important resources (rural preservation, environmental protection surrounding Cole Reservoir) on the ARC Unified Growth Policy map. These developments could conflict with the rural characteristic that Spalding County hopes to preserve, while at the same time promoting sprawl in an area with important water resources.

- The potential expansions of UGA-Griffin Campus and Southern Crescent Technical College with a new town center linking the two universities would support recommendations from the West Griffin LCI study.

Overall, there is a need for coordination between the city of Griffin and Spalding County to ensure that future development is compatible with the vision of both communities, as well as the direction for future growth in the Atlanta region. Furthermore, there may be a need for new development strategies and policy that encourage downtown development and limit the effects of sprawl.

## FUTURE LAND USE NEEDS

The ARC's Unified Growth Policy Map (UGPM) and Regional Development Guide provide direction for future growth in the region. Areas and places defined by the UGPM within Spalding County consist of the following:

- **Established Suburbs** are defined as areas where suburban development has recently reached "build-out" and where there may be opportunities for redevelopment over the next decades. The places within Spalding County identified include the central Griffin area, including the regional town center of Griffin and the wellness district surrounding Spalding Regional Hospital. The Regional Development Guide describes regional town centers as significant job centers and encourages additional density or infill development, which is in line with the City of Griffin's goal to redevelop the downtown area and Central Business District. Future land use designations indicate a downtown hub, medium-to-high density residential, some industrial, professional, and business districts in this area which supports UGPM designations.
- **Developing Suburbs** are identified to the north of Griffin, and further south beyond the established suburbs. These are newer suburban areas, which are still developing. Implementation goals defined by ARC are similar to those of established suburbs, but encourage future development closer to existing neighborhoods and established communities rather than greenfield development. Specific places identified include the UGA-Griffin and Southern Crescent Technical College areas of West Griffin. University Districts provide a mix of employment and residential options, and the Guide encourages utilizing complete streets and emphasizing walkable bikeable communities that connect to regional transportation. The proposed expansion of the college campuses, as well as creation of a town center between the two fulfills the development goals outlined by ARC which aims to further develop existing communities rather than expanding outward. The developing projects at Green Valley, redevelopment at the existing airport, and redevelopment nodes along North Hill Street also play a role in these developing suburbs.
- **Rural Areas** include the remaining portion of Spalding County that are east, west, and north of the City of Griffin and its outer suburbs. These areas coincide with those identified in the Spalding Comprehensive Plan that envisions maintaining their rural feel. Rural land uses tend to dominate, and little to no development has taken place up to this point. The UGPM identifies Sunny Side as a village center, with an additional eight crossroad communities in outer Spalding County, which coincide with village nodes as identified in Griffin-Spalding Plans. Most future land uses designated complement the UGPM and county vision – however several developments that are occurring outside of the existing and developing suburbs may compromise the rural feel of these areas. There will be a need to ensure that future development does not interfere with the rural character of Spalding County.

- **Intermodal Facilities** within Spalding County include the Griffin Norfolk-Southern Rail Yard, a rail facility northeast of the Central Business District, and the Colonial Pipeline, a truck/pipeline terminal on E. McIntosh Road. Based on emerging industrial areas around the Lakes at Green Valley and the existing airport site, there may be need for additional intermodal facilities to the south side of Griffin. The 1888 Mill development on the southwest edge of Griffin projects to have fifty to seventy trucks per day. All of these, in combination with the overall concern for truck traffic addressed in the previous Comprehensive Transportation Plan demonstrate a need to limit truck traffic in already congested areas, and locate intermodal terminals in locations that avoid impacting traffic in already congested areas.
- **Park and Rides** connecting to regional transit service will be needed as plans for local and regional transit continue to develop. Several locations have been proposed for a commuter rail station within downtown Griffin, and near the mill redevelopment site. A new commuter rail station could be a catalyst for future development and revitalize the downtown area. There is also opportunity for this location to be used as a park and ride location should shuttle/bus transit services be expanded in Griffin and Spalding County.

## ZONING NEEDS

As discussed in the *Inventory of Existing Conditions Report* section, key zoning districts that provide regulations and standards for complete streets and/or mobility improvements areas include the active adult residential district, village node district, Arthur K. Bolton Parkway overlay district, mixed-use/TOD overlay district, and medical overlay district. These districts are shown in **Figure 18**, and the associated needs related to zoning are discussed below.

- The **Active Adult Residential District**, which was created for Sun City Peachtree, calls for pedestrian access and connectivity to public transit. Many streets within this adult residential community have sidewalks, allowing for pedestrian mobility; however, this area does not currently have access to transit which poses a need for the community with a large concentration of older adults who cannot or do not want to drive.
- The **Village Node Districts** in Spalding County are located at The Village, and east of Heron Bay Village. They have pedestrian and streetscape requirements, and the developments are proposed or in progress at both sites, which should be planned to meet zoning regulations. There is a need for complete streets surrounding all residential and commercial spaces, as well as a landscape strip and decorative lighting around all uses. Additionally, both multiple family residential and commercial uses will need a park bench every 200 feet.
- The **Arthur K. Bolton Overlay District** consists of parcels located outside of Griffin city limits between the eastern boundary of Griffin and the Butts County line along Hwy 16. Planned development in this district, including the Lakes at Green Valley will need to be accessed through new streets with landscaping requirements. Additionally, sidewalks must be on every interior street of the development and designated parking areas both covered and uncovered are required.
- The **Mixed use/TOD overlay district**, or the Griffin Overlay District is located downtown comprising of parcels along N Hill St, Broadway St, and Chappell St, Central Ave, and Broad St. It is split into three development categories, one of which is designed for a pedestrian friendly environment. While most streets in the district have sidewalks and crosswalks, no bicycle facilities exist. The proposed commuter rail station within this district would provide a need for additional multi-modal transportation facilities in the area.

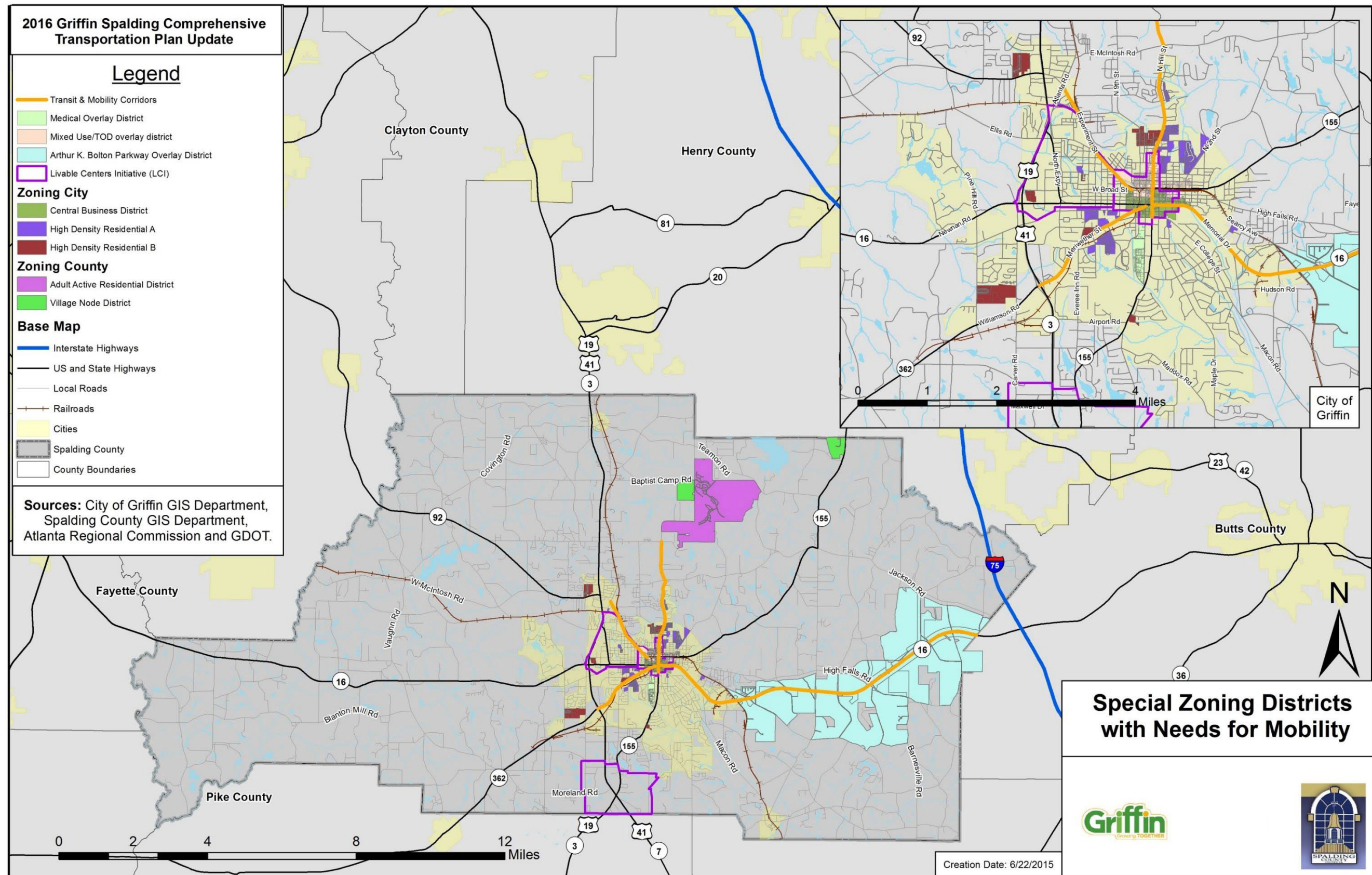
- The **Medical Overlay District**, located in southern Griffin and designed for the Spalding Regional Medical Center and its surrounding medical uses requires pedestrian connectivity. Currently, only a few streets in the district have sidewalks. Both Addavale Street and S. 9<sup>th</sup> Street would benefit from sidewalks in order to better connect the hospital with other medical services within the district.

Corridors in Griffin and Spalding County can benefit from complete streets or increased mobility. The LCI has three areas in Spalding County: Griffin in downtown Griffin, West Griffin, west of downtown Griffin, and TriCounty, south of Griffin divided by Hwy 19 & 41. The Mixed Use/TOD overlay district was a result of the LCI plan for downtown Griffin. These areas and the special zoning districts help to designate corridors as transit and mobility corridors.

- Hill St would benefit as a transit or mobility corridor because it travels through the Griffin LCI area, Mixed Use/TOD District, High Density Residential District, and the Central Business District. The Mixed Use/TOD District requires pedestrian facilities, and are also recommended in the Griffin LCI. Hill St would connect the mixed-use uses with the downtown hub, which will include 20% residential, 20% commercial, 20% entertainment, 20% government, and 20% professional/office uses. The LCI plan recommends pedestrian-oriented storefront retail uses for the area of the street north of Taylor St. It also suggests an entertainment district in the area on Solomon Street between 8<sup>th</sup> Street and Hill Street. New sidewalks should be created along S. Hill Street.
- Taylor St/SR 16 travels though the Griffin and West Griffin LCI areas, the Central Business District, the High Density Residential District and the Arthur K. Bolton Overlay District. It will connect the Downtown hub, institutional public uses, and the Arthur K. Bolton Overlay District. The LCI describes W Taylor St as a poor gateway to Griffin’s core because of the deteriorated buildings and lack of trees. It suggests implementing trees and placing a gateway feature at the intersection of North Expressway and SR 16. These gateway features could include architecturally distinctive buildings, monuments, landscaping, signage, and improvements. Sidewalks should be widened and landscape medians should be constructed to provide gateway features and better mobility. Another LCI recommendation is a multi-use path along Experiment St, N Expressway and W Taylor St to connect the campus to a proposed town center, and downtown.
- Experiment St traverses through the Griffin and West Griffin LCI areas, the Mixed Use/ TOD district, and the Central Business District. This street connects the UGA Griffin Campus with the core downtown area. The LCI plan suggests medium-density, mixed-use office and residential uses in this area. Pedestrian and bicycle facilities would better connect the downtown to the UGA-Griffin and Southern Crescent Technical College campuses. The LCI plan suggests implementing a gateway feature at the intersection of Ellis Road and Experiment Street to signify entry into the downtown from the campuses.
- Meriwether Street traverses through the Griffin LCI area, the Central Business District, and the High Density Residential district. Meriwether Street will connect the high density residential use to the downtown hub. The LCI recommends improvements to the intersection of Meriwether and Popular because Meriwether is a gateway into downtown.



FIGURE 18. SPECIAL ZONING DISTRICTS WITH NEEDS FOR MOBILITY





## AIRPORT LAND USE NEEDS

The establishment of a new regional airport in east Spalding County will create several direct and induced land use changes, as well as new transportation infrastructure needs. Direct changes include the acquisition of existing rural, residential and commercial/industrial property to include within the airport property for the airport facilities, associated businesses, and the clearing or holding of land for preservation of runway clear zones or future runway expansion.

Induced changes may occur surrounding the airport property, where land uses may change as the airport is established- commercial/industrial businesses may choose to relocate closer to the airport, and residential uses may become less desirable in proximity to the property due to noise impacts and accident concerns, both real and perceived. New Federal Aviation Administration (FAA) policies disallow 'through the fence' use of the airport - all airport runway users are now required to be located within the airport property. This policy change may somewhat limit the potential land use changes outside of the fence, as most airport-related businesses would need to be on airport property.

Wild Plum Road has already been identified as providing the main entrance into the new airport from High Falls Road. The proposed runway will necessitate the closure of the south end of Sapelo Road. The north end would dead end at the north fence of the airport, or could provide a secondary access gate to the north.

FAA has suggested that the new airport should accommodate potential expansion for up to a 6,000-foot length runway. This would require additional acquisition of property to either the southeast or northwest of the planned runway and clear zones that make up the currently proposed property. The County will need to provide land use and transportation policies to ensure that the area or areas off one or more runways are not developed until such time as the airport may be expanded, in order to prevent unnecessary relocations/condemnations and additional acquisition expenses.

The following potential needs are provided as a result of analysis of existing/future land uses, transportation network, and information provided at the Griffin-Spalding County Airport Workshop.

- **Preservation of potential runway expansion areas:** Planned land uses and development policies should allow for potential expansion of the runway to 6,000 feet. It is likely that this would occur to the east end of the proposed runway, and could conflict with future planned land uses adjacent to the site, which include transportation, communications, and utilities, as well as office transition.
- **Limit development encroachment:** The Lakes at Green Valley industrial park, adjacent to the new airport to the south is anticipated to be at capacity within several years, and may need expanding. Policies are needed to ensure that such developments would not cause encroachment or conflicts with the airport site. If the current airport site is redeveloped for industrial use, this may alleviate this concern.
- **Limit land use conflicts surrounding the airport:** The new airport site is adjacent to primarily agricultural land uses and forest to the north and east, with residential and commercial/industrial land uses to the southeast. Some residential land uses could conflict with the surrounding airport due to noise or safety concern. Policies are needed to ensure that existing land use surrounding the airport does not conflict with each other. Additionally, there will likely be a joint airspace protection overlay district established for the land adjacent to the new airport.



- **Preserve rural areas to northeast:** Policies and infrastructure are needed to ensure that induced commercial/industrial development occurs south and west of the airport, where these types of land uses and adequate infrastructure are envisioned, rather than north and east of the planned airport where rural and low-density residential development..
- **Provide areas for industrial/commercial growth:** Several nearby industrial facilities have been expanding, including the 1888 Mills development. The redevelopment of the existing airport may provide opportunities for further commercial/industrial expansion; however additional routes from the site west to US 41, as well as internal roadways within the existing property would be needed for improved access and to create fee-simple properties..

## RECOMMENDATIONS

### ROADWAYS AND INTERSECTIONS

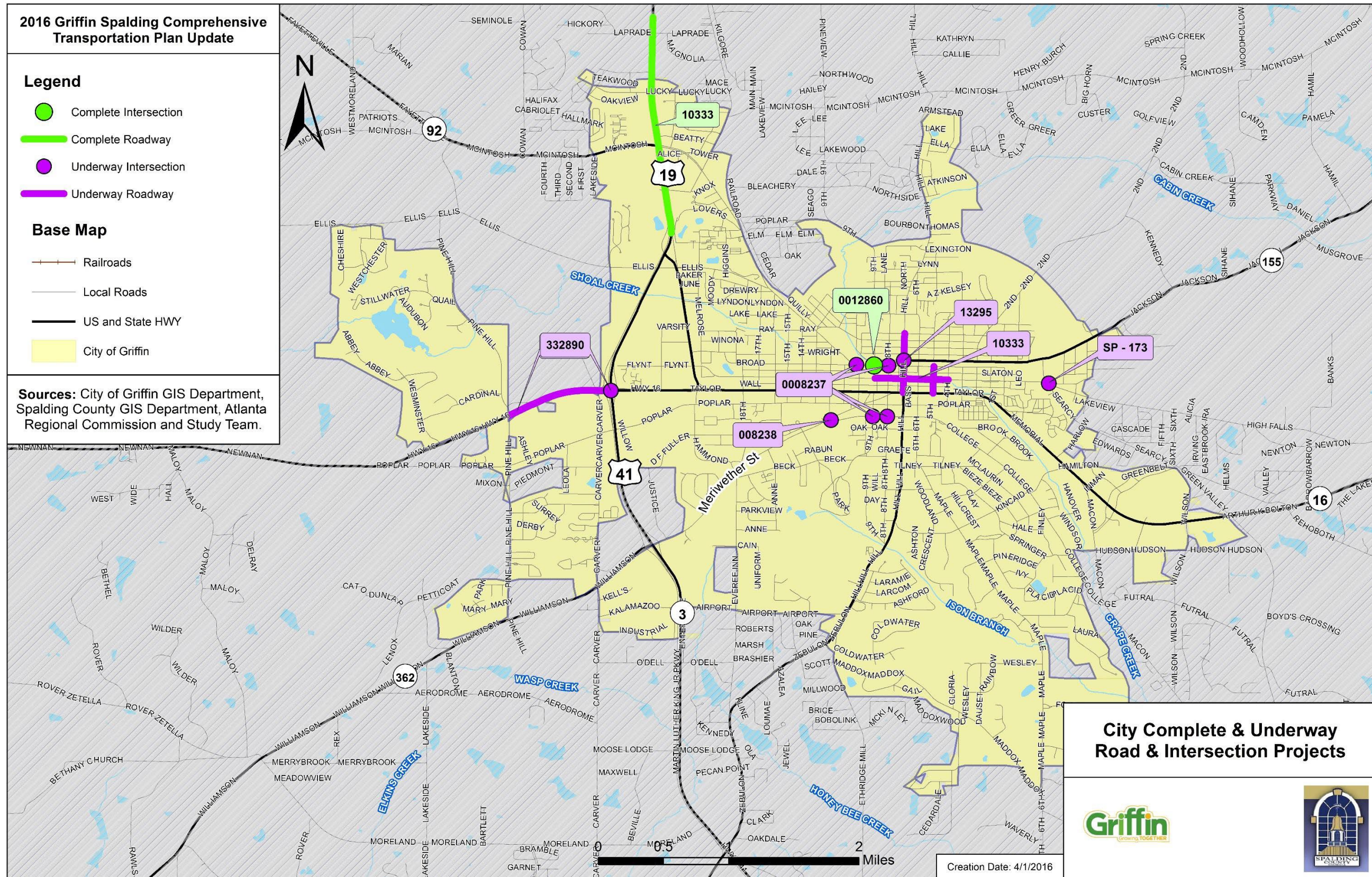
After reviewing the needs but before proposing recommended projects, recently completed or underway projects are considered. **Table 7** and **Figure 19** summarize recently completed or underway roadway and intersection projects in the City of Griffin. The major recently complete roadway project is the widening of US 19/41 at the north end of the city. In addition, safety equipment has been installed at the downtown Broad Street railroad crossing. At the time of the development of the plan, several projects were underway in the City of Griffin, including the intersection improvement program, which will improve four intersections. Three additional intersection improvements are underway, along with downtown Griffin bike-pedestrian facilities. A major interchange reconstruction is underway at the US 19/41 interchange with SR 16 in conjunction with a widening of SR 16 west from the interchange to Pine Hill Road.

**TABLE 7. CITY OF GRIFFIN PROJECTS - RECENTLY COMPLETED OR UNDERWAY**

ID	Project	Improvement	Status
0012860	CS 792/W. Broad Street @ Norfolk Southern #718193N in Griffin	Railroad Crossing Equipment Upgrade	Complete
0342621	US 19/41 Widening: SR 3/US 19/H. Talmadge Hwy from north of CS 804 north to north of CR 18	Widening from 4 to 6 lanes	Complete
0008237	<b>Intersection Improvement Program - Phase I:</b> <i>(W. College St at 8th and 9th / W. Broad at 8th and Experiment St.)</i>	Signal upgrade and intersection realignment. Construction to begin soon.	Underway
0008238	<b>Intersection Improvement Program - Phase II:</b> <i>(W. College St at 12th St.)</i>	Realignment. Construction soon to begin	Underway
0010333	<b>Griffin Bike-Ped Facilities (Road Diet):</b> North Hill Street (SR 155), East Solomon Street, and South 5th Street	Looking to recover schedule with ROW Authorization in May 2016	Underway
00013295	<b>E. Broadway Street (SR 155) at N. Hill Street</b>	Install signal and left turn lane at westbound approach.	Underway
0332890	<b>SR 16 from Pine Hill Road to SR 3/US 19; including interchange</b>	Turn Lanes, Interchange, Bridges, Widening	Underway
SP-173	<b>Solomon Street Scoping Study</b>	Project implementation proposed for 2016-2021 SPLOST under project SPLOST-5	Underway
0000410	<b>SR 362 / Williamson Rd at Rover Zetella Rd / Moreland Rd - Turn Lanes</b>	Turn Lanes	Underway



FIGURE 19. CITY OF GRIFFIN PROJECTS – RECENTLY COMPLETED OR UNDERWAY



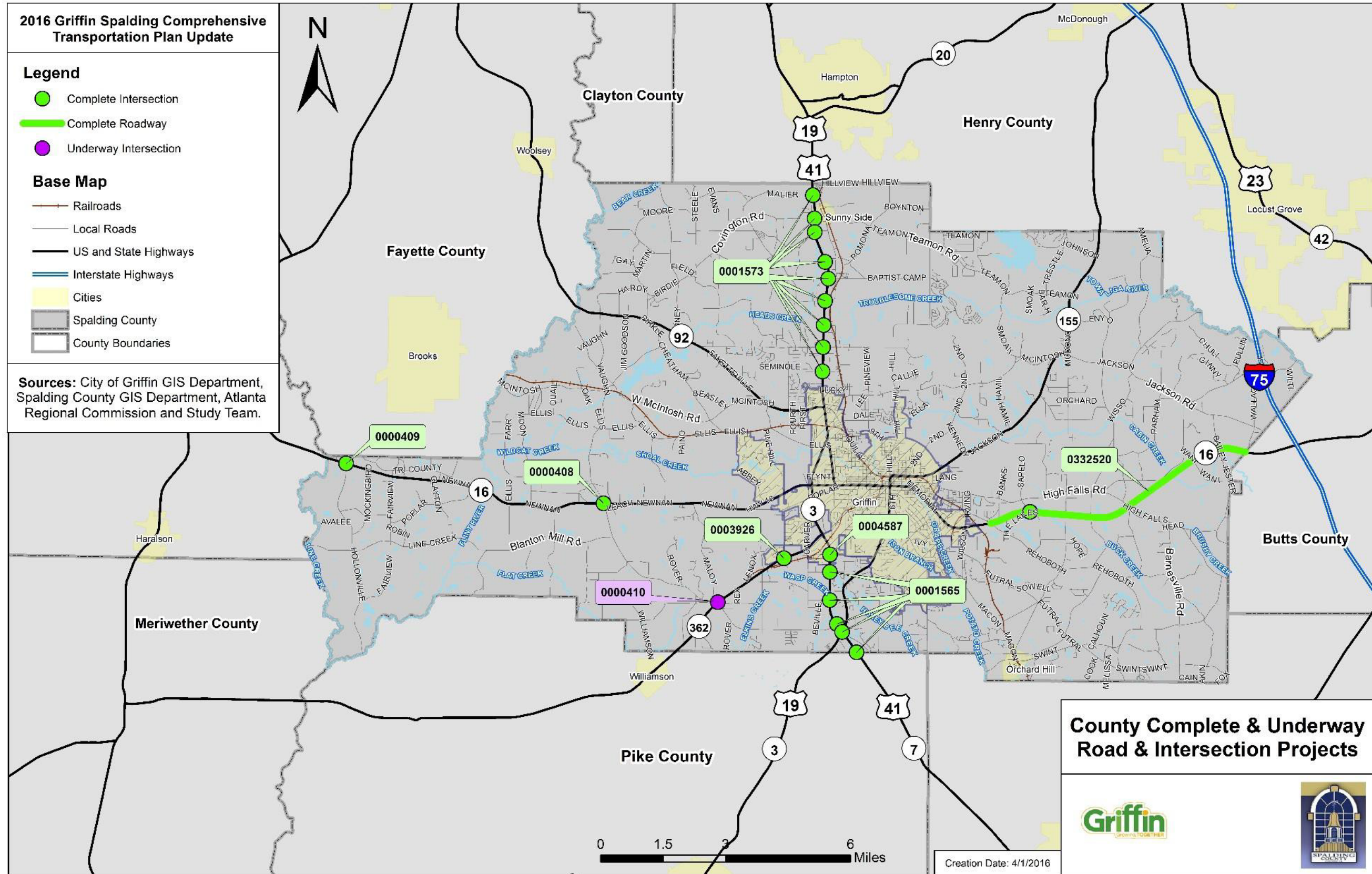


**Table 8** and **Figure 20** show the recently completed and underway roadway and intersection projects in Spalding County outside of the City of Griffin. The SR 16 widening to the east was a major roadway improvement. US 19/41 has also been enhanced with median turn lane offset safety improvements. More recently, turn lanes have been added at Vaughn Road and Rover Road, and a roundabout has been installed at SR 16 and Hollonville Road. Beyond the widening of SR 16 from Pine Hill Road to US 19/41 identified previously under the City, an intersection improvement is underway to add turn lanes at the intersection of SR 352 / Williamson Road, Rover Zetella Road, and Moreland Road.

**Table 8. Spalding County Projects - Recently Completed and Underway**

ID	Project	Improvement	Status
0000408	SR 16 @ CR 35/ Vaughn Rd & CR 507/Rover Rd.	Turn Lanes	Complete
0000409	SR 16 @ CR 496/688/Old 85 Connector/Hollonville Rd.	Roundabout	Complete
0001565	SR 3/SR 7/US 41 median turn lanes from south of Barnesville / Lamar to CR 42/Spalding including intersections	Median Turn Lane Safety Improvements	Complete
0001573	SR 3/US 19/41 median turn lanes from Griffin to Henry County including intersections	Median Turn Lane Safety Improvements	Complete
0004587	SR 155/US 19/41 @ CR 43/Airport Rd.	Median Turn Lane Safety Improvements	Complete
0003926	Pine Hill Rd. at SR 362	Intersection Improvement	Complete
0332520	SR 16/Arthur Bolton Pkwy	Widening from 2 to 4 lanes	Complete
0000410	SR 362 / Williamson Rd at Rover Zetella Rd / Moreland Rd	Turn Lanes	Underway

FIGURE 20. SPALDING COUNTY PROJECTS – RECENTLY COMPLETED OR UNDERWAY



Given the above complete and underway projects, a set of recommended projects are proposed to meet the transportation needs of the City of Griffin and Spalding County. Starting with the City, **Table 9** and **Figure 21** identify recommended City projects. The projects are grouped into four tiers based on priority. Beyond the four tiers of projects specifically listed, other previously planned projects are included in this document and listed in **Appendix J**.

The first tier of projects is comprised of the two intersection projects within the City from the North Hill Street LCI as well as six intersection improvement projects recommended for the 2016 SPLOST package. LCI Intersection #1 is a realignment with a safety need. A roundabout is proposed at LCI Intersection #2 to mitigate safety and congestion needs. The a scoping study underway for the Solomon Street improvement at Little Five Points that will address congestion and operational needs at the intersection of Solomon Street, Searcy Avenue, Spalding Street, High Falls Road, and the railroad. To the north of Little Five Points on Searcy Avenue, a turn lane is proposed to ease a congestion need at East Broadway Street. An outcome of the planning process for the current/former airport site, an intersection improvement will realign Cain Street at Everee Inn Road. A turn lane will address a safety need at the intersection of SR 16 and Spalding Drive. Realigning Hammond Drive at West Poplar Street will improve safety and congestion needs. Finally, the realignment of College Street at Hamilton/Kincaid Street, which was originally part of the Intersection Improvement Program – Phase 1, will be planned for improvement with SPLOST funds.

The second and third tiers include projects not planned for very near term improvement but that will address important needs as funds become available. One of the few roadway segments recommended for improvement with limited available funds is Old Atlanta Road between East McIntosh Road and Experiment Street / McIntosh Road. This Tier 2 two-lane segment serves an important link between Experiment Street and the US 19/41 corridor to the south and west and East McIntosh Road to the northeast. Operational improvements should be evaluated to address congestion needs in this area. The two other projects in Tier 2 are intersection improvements to address both safety and congestion needs. These involve operational improvements at the downtown signal of Poplar Street at 8<sup>th</sup> Street and study of the intersection of SR 16 and Macon Road / Inman Drive to further improve the geometry and operational conditions.

Tier 3 projects have more challenges, greater costs, and/or less need than Tiers 1 and 2. Several intersections were removed from the Intersection Improvement Program due to environmental or other reasons but still represent bottlenecks in the transportation network. Congestion and safety needs would be improved by realigning and adding turn lanes at the intersection of Poplar Street and Meriwether / New Orleans Street / 10<sup>th</sup> Street. Realigning 9<sup>th</sup> Street at Broad Street could improve congestion but faces right-of-way constraints due to the railroad. A realignment, traffic signal, and roundabout could address safety and congestion needs at Experiment Street at 13<sup>th</sup> Street / Ray Street. Safety improvements are proposed for Carver Road at West Poplar St / Poplar Road and for Macon Road and Hudson Road. Ellis Road could be improved by improving its intersection with Experiment Street to accommodate the new fire station and by adding ramps to create an interchange with US 19/41 to create access. A longer-term project on par with the underway interchange reconstruction at SR 16 and US 19/41 would be at SR 362 and US 19/41 to address safety and congestion.



Tier 4 projects are additional improvements that could be advanced as funding becomes available. Improvements could address congestion on SR 155 / South Hill Street from South 9<sup>th</sup> Street to Poplar Street. Realignments could also occur at the intersection of Experiment Street and 14<sup>th</sup> Street and the intersection of Experiment Street and Elm Street.

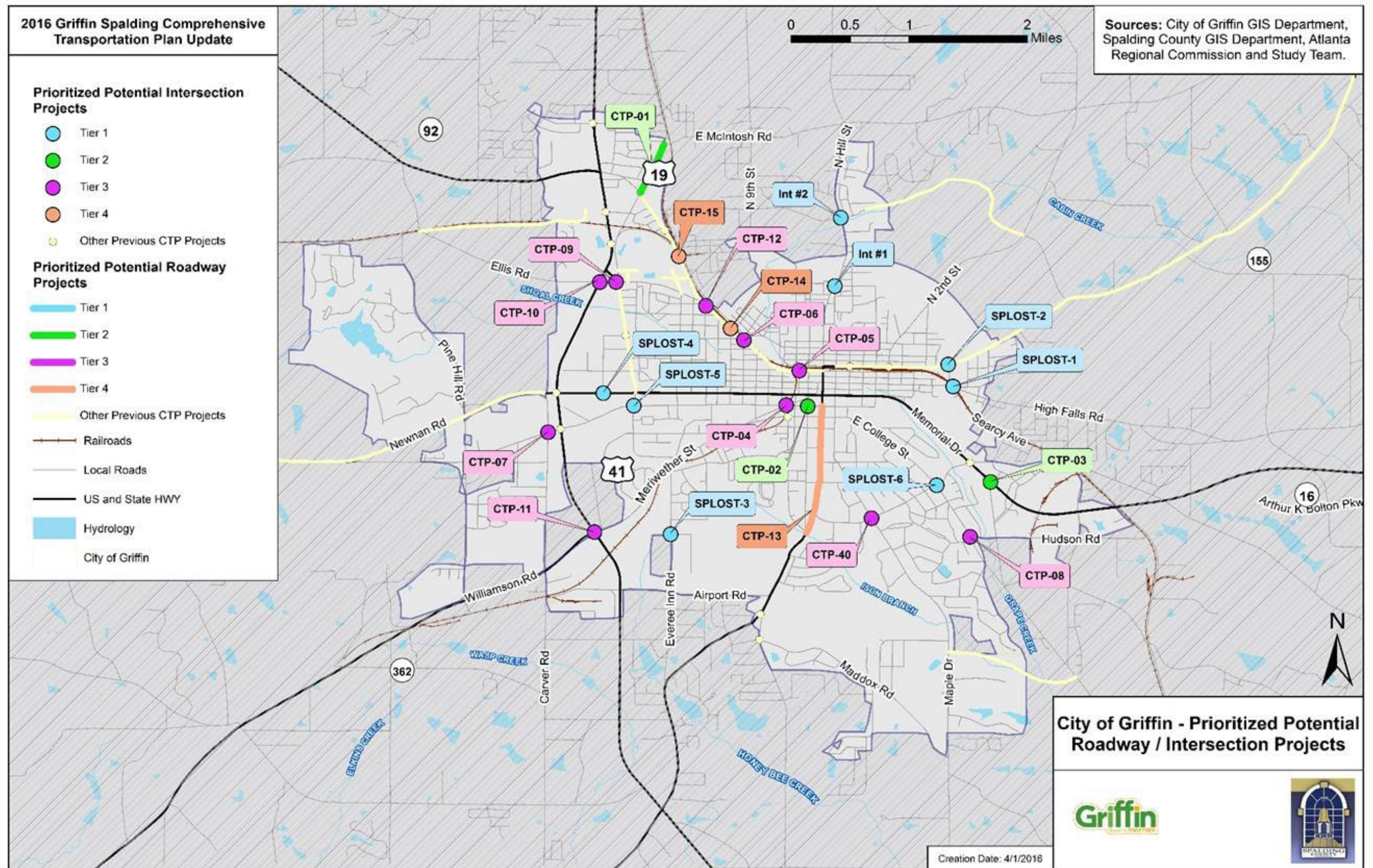
**TABLE 9. CITY OF GRIFFIN PRIORITIZED RECOMMENDATIONS - ROADWAY AND INTERSECTION PROJECTS**

Tier	ID	Type	Name
1	Int #1	Intersection	LCI Intersection #1: North Hill Street at Blanton Ave and N 6th St
1	Int #2	Intersection	LCI Intersection #2: North Hill Street at Northside Dr. and Tuskegee Ave Roundabout
1	SPLOST-1	Intersection	Solomon Street (Little 5 Points) Improvements
1	SPLOST-2	Intersection	Searcy Ave. at E. Broadway Street (SR 155)
1	SPLOST-3	Intersection	Cain St. at Everee Inn Road
1	SPLOST-4	Intersection	Spalding Dr. at SR 16
1	SPLOST-5	Intersection	Hammond Dr. at W. Poplar St
1	SPLOST-6	Intersection	College St.at Hamilton/ Kincaid St. (Intersection Improvement Program - Phase I)
2	CTP-01	Intersection	Old Atlanta Rd between E. McIntosh Rd & McIntosh Rd / Experiment St
2	CTP-02	Intersection	Poplar St at 8th St
2	CTP-03	Intersection	SR 16 at Macon Rd
3	CTP-04	Intersection	Poplar St. at Meriwether/ New Orleans/10th St (Intersection Improvement Program –Phase 1)
3	CTP-05	Intersection	Broad St. at 9th St. (Intersection Improvement Program - Phase II)
3	CTP-06	Intersection	Experiment St. at 13th/ Ray St. (Intersection Improvement Program - Phase II)
3	CTP-07	Intersection	Carver Rd @ W Poplar St / Poplar Rd
3	CTP-08	Intersection	Macon Rd at Hudson Rd
3	CTP-09	Intersection	N Expressway at Ellis Rd
3	CTP-10	Interchange	Ellis Rd at US 19/41
3	CTP-11	Interchange	SR 362 at US 19/41
3	CTP-12	Intersection	Ellis Rd at Experiment St
3	CTP-40	Intersection	Crescent Road at Maple Drive Improvement
4	CTP-13	Roadway	SR 155 / S Hill St from S 9th St to Poplar St
4	CTP-14	Intersection	Experiment St. at 14th St. (Intersection Improvement Program - Phase II)
4	CTP-15	Intersection	Experiment St. at Elm St. (Intersection Improvement Program - Phase II)

*Note: Excludes certain previous planned projects not meeting criteria for Tiers 1 – 4, but to be included in plan document.*



FIGURE 21. CITY OF GRIFFIN PRIORITIZED RECOMMENDATIONS - ROADWAY AND INTERSECTION PROJECTS





**Table 10** and **Figure 22** present the recommended roadway and intersection projects in Spalding County outside the City of Griffin. The projects are grouped into four tiers based on priority. Beyond the four tiers of projects specifically listed, other previously planned projects are included in this document and listed in **Appendix J**.

The first tier of county projects includes a variety of improvements. First, LCI Intersection #3 is the realignment of North Hill Street at East McIntosh Road. Another Tier 1 project is the relocation of SR 155 from Jackson Road to North McDonough Road. This project would upgrade the two-lane section of North McDonough Road to be able to support truck traffic, without widening. With the relocation of SR 155, trucks could bypass downtown Griffin and reach SR 16. Another related projects is the intersection of Jackson Road at North McDonough Road. The need for signalization and turn lanes should be further studied to address the congestion need. An important improvement stemming from the Tri-County Crossing LCI would enable additional travel choices by extending Moreland Road to Zebulon Road and adding associated intersections, which would relieve the congestion and safety needs at the major intersection of Moreland and Zebulon Roads. One of the major safety needs in the county would be addressed by improving the intersection of Macon Road and South McDonough Road in Orchard Hill. A related safety need in Orchard Hill could be improved at Macon Road and Swint Road.

Several Tier 2 projects relate to the new airport. First is a local economic development priority that would signalize SR 16 at Wild Plum Road to accommodate traffic at the growing Lakes at Green Valley and the new airport. Next would be a widening of Wild Plum Road from SR 16 as the new airport entrance roadway toward Sapelo Road. Finally, a new airport access road would connect to Jackson Road to the northwest. Also in Tier 2 is a safety improvement at County Line Road and Ethridge Mill Road.

Tier 3 contains other projects, including safety improvements at Old Atlanta Road and Dobbins Mill Road, SR 92 and Cowan Road, and Henry Jackson Road and West Ellis Road. Congestion at Jackson Road and Locust Grove Road can be addressed with signalization and turn lanes. Another local economic development priority is improving the intersection of SR 16 and Wallace Road to support access to future development. After the benefits of the nearer term Tier 1 improvement of Jackson Road at North McDonough Road have waned in the face of growth, SR 155 can be widened from the intersection to Henry County, as funding allows.

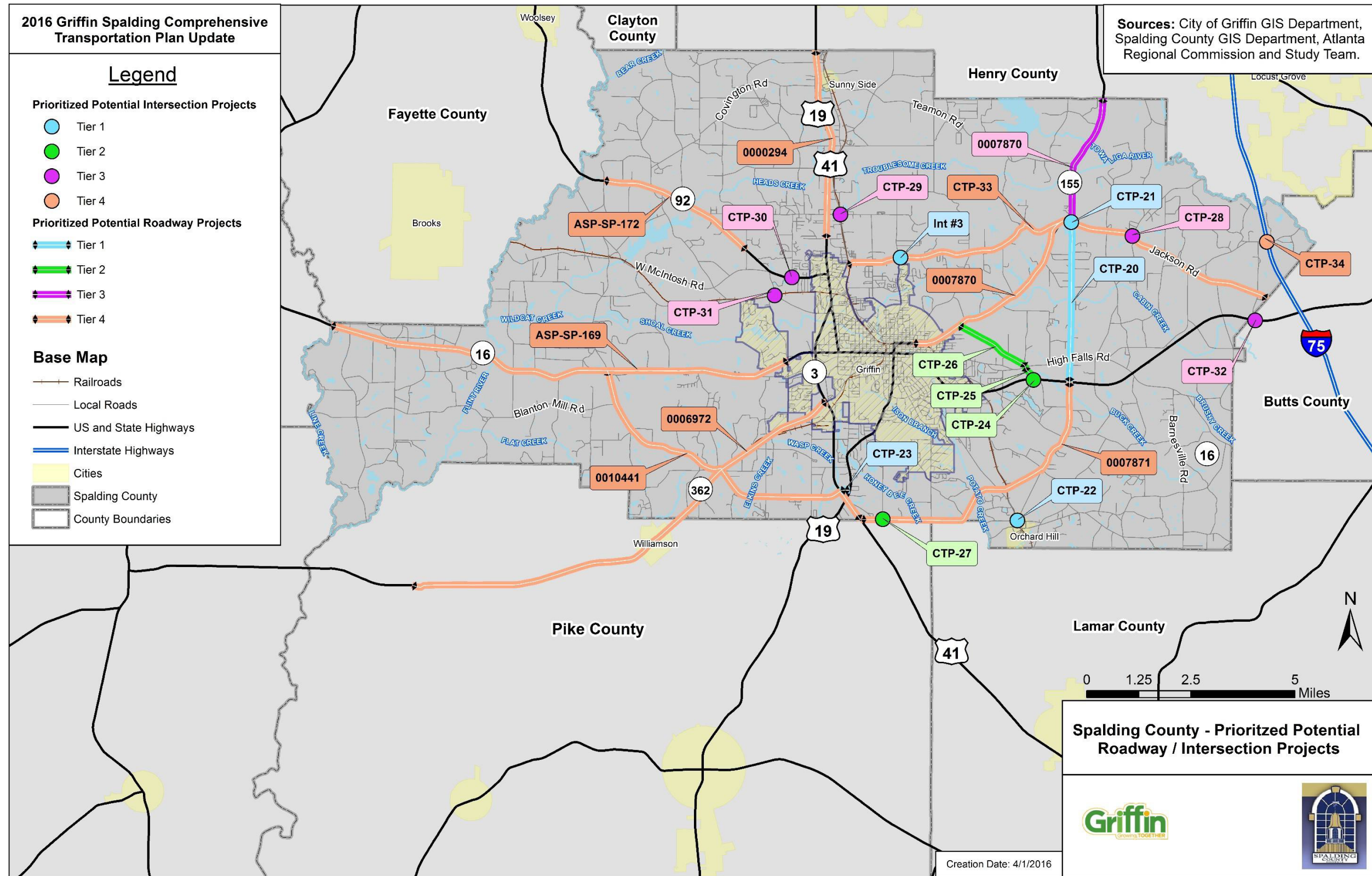
The fourth tier of County projects consists of a repository of large previously planned projects for which funding is not forthcoming. This includes the southeast and southwest phases of the Griffin Bypass and widenings of SR 92, SR 16, US 19/41, SR 362, and East McIntosh Road / Jackson Road. Of these widenings, a congestion need was apparent on SR 362 from Kings Bridge Road to US 19/41. In addition, a new interchange with I-75 at Jenkinsburg Road would give Spalding County direct access to the interstate and associated development.

**TABLE 10. SPALDING COUNTY PRIORITIZED RECOMMENDATIONS - ROADWAY AND INTERSECTION PROJECTS**

Tier	MAP ID	Type	Name
1	Int #3	Intersection	LCI Intersection #3: North Hill Street at E. McIntosh Rd
1	0008682	Roadway	CR 498/S McDonough Rd from SR 155 to SR 16 - SR 155 Relocation
1	CTP-01	Intersection	Jackson Rd at N McDonough Rd
1	CTP-02	Intersection	Orchard Hill Intersection Improvements: Johnston Rd / Macon Rd / S McDonough Rd & Macon Rd at Swint Rd
1	CTP-03	Intersection	Tri-County Crossing: Moreland Rd extension to Zebulon Rd with intersection improvements
2	CTP-04	Roadway	Airport Access Road
2	CTP-05	Roadway	Airport Entrance Road (Sapelo Road / Wild Plum Road) Widening and Improvement
2	CTP-06	Intersection	County Line Rd at Ethridge Mill Rd
2	CTP-07	Intersection	Signalize SR 16 at Wild Plum Road / Lakes at Green Valley
3	CTP-08	Intersection	Jackson Rd at Locust Grove Rd
3	CTP-09	Intersection	Old Atlanta Rd at Dobbins Mill Rd
3	0007870	Roadway	SR 155 Widening to Henry County Line
3	CTP-10	Intersection	SR 92 at Cowan Rd
4	0007871	Roadway	Griffin Bypass Phase 2
4	0010441	Roadway	Griffin Bypass Phase 3
4	ASP-SP-172	Roadway	SR 92 Widening
4	ASP-SP-169	Roadway	SR 16 Widening to Coweta County
4	0000294	Roadway	US 19/41 Widening to Henry County
4	0006972	Roadway	SR 362 from Kings Bridge Road to SR 3 / US 19
4	C-015	Roadway	E. McIntosh / Jackson Rd Widening



FIGURE 22. SPALDING COUNTY PRIORITIZED RECOMMENDATIONS – ROADWAY AND INTERSECTION PROJECTS



## BRIDGES

The majority of bridge needs in Spalding County are outside of the City of Griffin. Of the bridges inside the city, **Table 11** lists the bridges with the greatest need. Considering their functionally obsolete status and sufficiency rating, they are recommended for improvement as funding allows. The bridge with the lowest sufficiency rating is a state-owned bridge carrying the southbound ramp from US 19/41 onto the North Expressway, a primary entrance to the city.

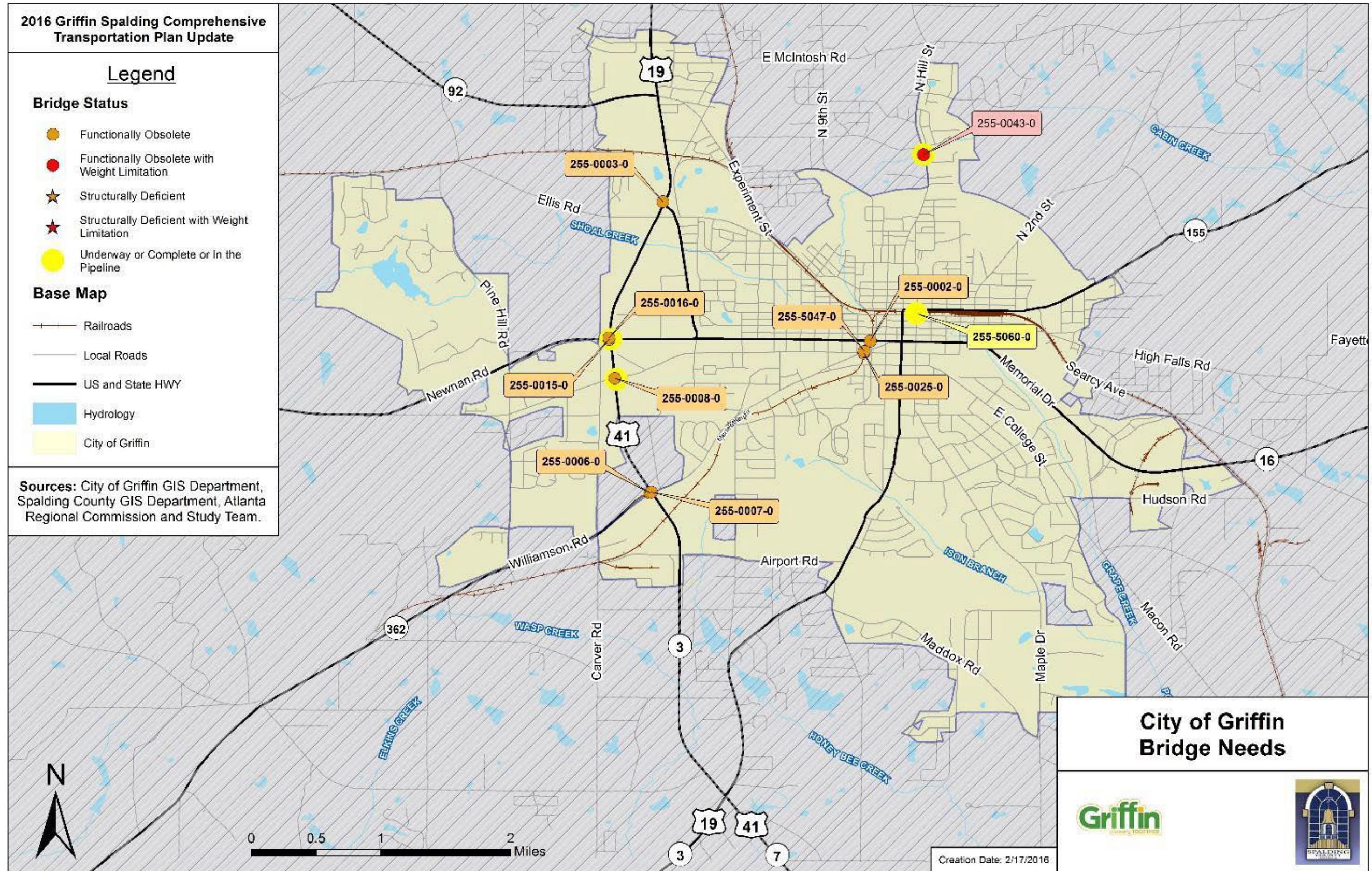
**Figure 23** presents the locations of the bridge needs and recommendations, in addition to complete and underway bridges within the City of Griffin. The only functionally obsolete bridge with a weight restriction in the city is in the pipeline at North Hill Street and Cabin Creek.

**TABLE 11. CITY OF GRIFFIN BRIDGE RECOMMENDATIONS**

Bridge ID	Description	Status	Sufficiency Rating	Owner
255-0002-0	SR 16 AT NS Railroad, in Griffin	Functionally obsolete	80.2	State
255-0003-0	US 19/SR 92, SB ramp from SR 3 AT SR 3/US 19 in Griffin	Functionally obsolete	58.5	State
255-0006-0	US 19, SR 3 NBL AT SR 362, in Griffin	Functionally obsolete	67	State
255-0007-0	US 19, SR 3 SBL AT SR 362, in Griffin	Functionally obsolete	78.5	State
255-0025-0	POPLAR STREET AT NS RAILROAD, in Griffin	Functionally obsolete	90.7	County
255-5047-0	Meriwether St at NS Railroad in Downtown Griffin	Functionally obsolete	80.1	City



FIGURE 23. CITY OF GRIFFIN BRIDGE RECOMMENDATIONS





**Table 12** lists the Spalding County bridge needs. The first four tiers of bridge needs as defined in Section X are included as recommendations. **Figure 24** maps the first four tiers of recommended bridge improvements.

**TABLE 12. SPALDING COUNTY PRIORITIZED BRIDGE RECOMMENDATIONS**

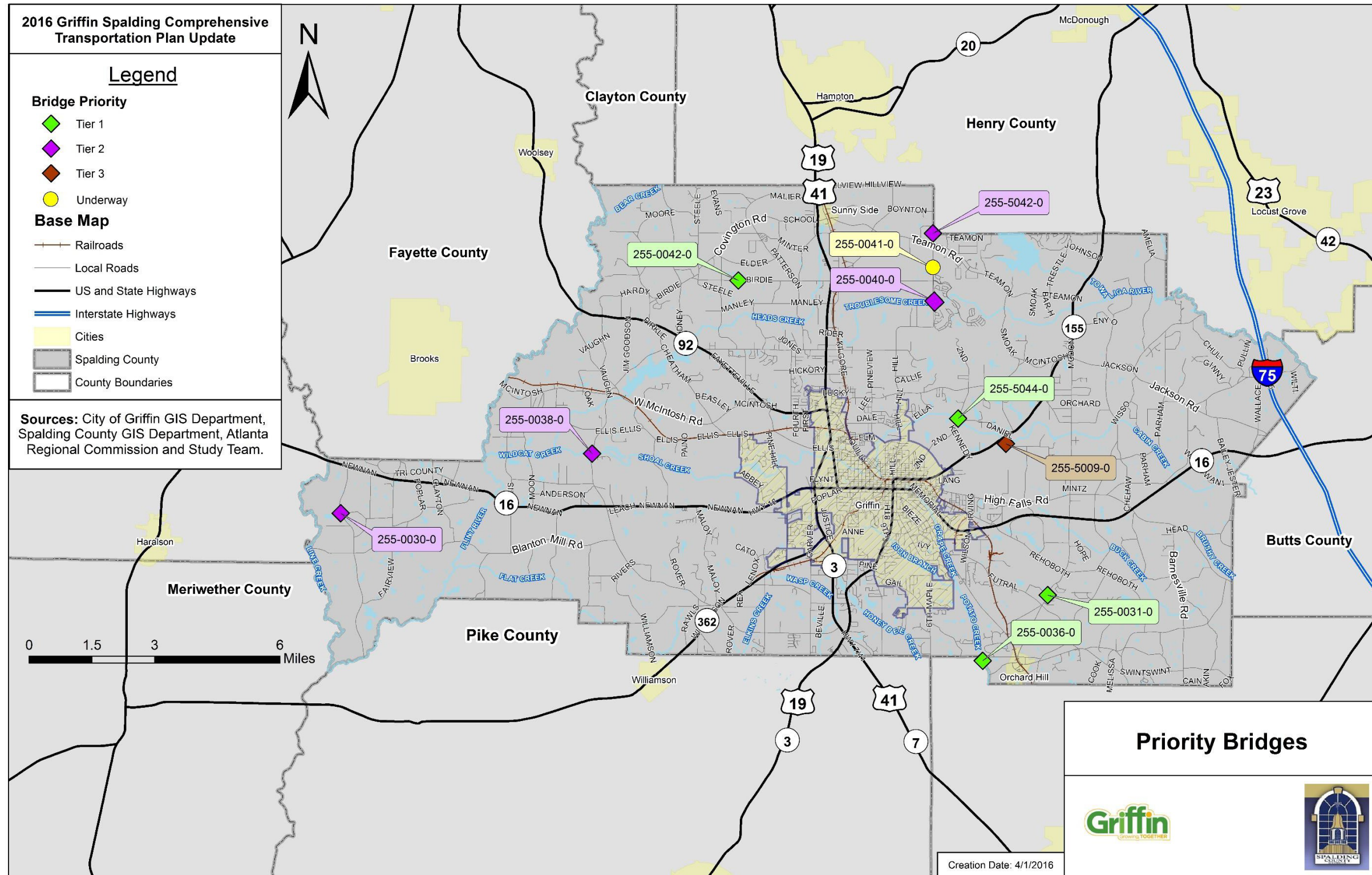
Tier	Bridge ID	Description	Status	Posted	Shored	Current Average Daily Traffic	Sufficiency Rating	Owner
1	113-0019-0	CR 360/MCINTOSH RD @ FLINT RIVER @ FAYETTE/SPALDING CO LINE	Structurally deficient	Yes	No	1,810	9	County
1	113-0019-0	JORDAN HILL ROAD AT TROUBLESOME CREEK, 4 MI N OF GRIFFIN	Structurally deficient	Yes	No	1,560	14	County
1	255-0043-0	HILL STREET AT CABIN CREEK, IN GRIFFIN	Functionally obsolete	Yes	No	8,570	19.5	County
1	255-5044-0	N SECOND ST EXT. AT CABIN CREEK, 2 MI NE OF GRIFFIN	Functionally obsolete	Yes	No	1,940	30.5	County
1	255-0031-0	McDonough ROAD AT BUCK CREEK TRIB, 4 MI SE OF GRIFFIN	Functionally obsolete	Yes	No	1,760	59.7	County
1	255-0042-0	BIRDIE ROAD AT GRIFFIN RESERVOIR TRIB, 5 MI NW OF GRIFFIN	Structurally deficient	Yes	No	1,200	20.8	County
1	255-0036-0	COUNTY LINE ROAD AT POTATO CREEK, 3 MI SE OF GRIFFIN	Structurally deficient	No	Yes	3,820	5	County
2	255-5042-0	JORDAN HILL ROAD AT TOWALIGA RIVER TRIB, AT HENRY CO. LINE	Structurally deficient	No	Yes	1,740	23.2	County
2	255-0030-0	HOLLONVILLE ROAD AT LINE CREEK TRIB, 12 MI W OF GRIFFIN	Structurally deficient	Yes	No	1,780	16.3	County
2	255-0038-0	VAUGHN ROAD AT SHOAL CREEK, 6 MI W OF GRIFFIN	Structurally deficient	Yes	No	1,780	9.9	County
2	255-0041-0	JORDAN HILL ROAD AT TROUBLESOME CREEK TRIB, 5 MI N OF GRIFFIN	Structurally deficient	Yes	No	1,580	17.7	County
3	255-5009-0	MUSGROVE ROAD AT CABIN CREEK TRIB, 2 MI E OF GRIFFIN	Functionally obsolete	No	No	450	53.5	County

Tier	Bridge ID	Description	Status	Posted	Shored	Current Average Daily Traffic	Sufficiency Rating	Owner
4	255-5001-0	MANLEY ROAD AT HEADS CREEK TRIB, 3 MI N OF GRIFFIN	Structurally deficient	No	Yes	690	27.7	County
4	255-5002-0	MANLEY ROAD AT HEADS CREEK TRIB, 3 MI NW OF GRIFFIN	Structurally deficient	No	Yes	220	31.7	County
4	255-5005-0	ELLIS ROAD AT WILDCAT CREEK, 8 MI W OF GRIFFIN	Structurally deficient	No	Yes	190	20.8	County
4	255-5006-0	ELLIS ROAD AT HEADS CREEK, 7 MI W OF GRIFFIN	Structurally deficient	Yes	No	490	19.1	County
4	255-5010-0	DUTCHMANS ROAD AT CABIN CREEK, 5 MI E OF GRIFFIN	Structurally deficient	Yes	No	120	37.3	County
4	255-5011-0	MANGHAM ROAD AT BUCK CREEK, 3 MI NE OF ORCHARD HILL	Functionally obsolete	Yes	No	400	42.7	County
4	255-5014-0	WALKERS MILL RD AT CABIN CREEK, 5 MI E OF GRIFFIN	Functionally obsolete	Yes	No	850	49.4	County
4	255-5018-0	CHULI ROAD AT TOWALIGA RIVER TRIB, 8 MI NE OF GRIFFIN	Functionally obsolete	Yes	No	110	32.1	County
4	255-5019-0	PULLAN ROAD AT TOWALIGA RIVER, 8 MI NE OF GRIFFIN	Structurally deficient	No	Yes	120	21.6	County
4	255-5020-0	JENKINSBURG ROAD AT TOWALIGA RIVER, 9 MI NE OF GRIFFIN	Structurally deficient	Yes	No	490	15.8	County
4	255-5025-0	TRESTLE ROAD AT TOWALIGA RIVER, 6 MI NE OF GRIFFIN	Structurally deficient	No	Yes	80	36.9	County
4	255-5026-0	NORTH POMONA RD AT TOWALIGA RIVER TRIB, 2 MI E OF SUNNY SIDE	Structurally deficient	Yes	No	110	35.4	County
4	255-5027-0	STELLE ROAD AT BEAR CREEK TRIB, 6 MI NW OF GRIFFIN	Structurally deficient	No	Yes	520	28.1	County



Tier	Bridge ID	Description	Status	Posted	Shored	Current Average Daily Traffic	Sufficiency Rating	Owner
4	255-5033-0	WEST MORELAND RD AT MANLEY CREEK, 3 MI NW OF GRIFFIN	Structurally deficient	No	Yes	690	29.3	County
4	255-5034-0	CHEATHAM ROAD AT GRIFFIN RESERVOIR, 5 MI NW OF GRIFFIN	Structurally deficient	Yes	No	490	28.8	County
4	255-5035-0	MOON ROAD AT WILDCAT CREEK, 7 MI W OF GRIFFIN	Structurally deficient	Yes	No	230	27.2	County
4	255-5045-0	WILDWOOD ROAD AT BEAR CREEK, 7 MI NW OF GRIFFIN	Structurally deficient	No	Yes	490	8.3	County

FIGURE 24. SPALDING COUNTY BRIDGE RECOMMENDATIONS



## SIDEWALKS

The identified sidewalk needs were grouped into priority tiers to develop prioritized recommendations based upon the following criteria:

- Safety
- School connections
- Sidewalk “gaps”
- Major routes
- Concentrated land uses

The initial list of sidewalk needs was based on previously identified needs and updated to reflect sidewalks constructed since the completion of the prior plans. In addition, bicycle and pedestrian crash locations were considered, in conjunction with school and park locations and input from staff, elected officials, and the general public. Other considerations in creating the sidewalk tiers were concentrations of land use, major travel routes, and gaps in the existing network.

**Figure 25** shows all recommended priority Tier 1 and Tier 2 sidewalk improvements, while **Table 13** presents only the Tier 1 sidewalk projects. The sidewalk improvements stem from the City of Griffin sidewalk inventory and needs. However, based on the criteria, several recommended sidewalk segments fall within the County’s jurisdiction. **Table 13** also lists the approximate length required to add sidewalk on both side of the street.

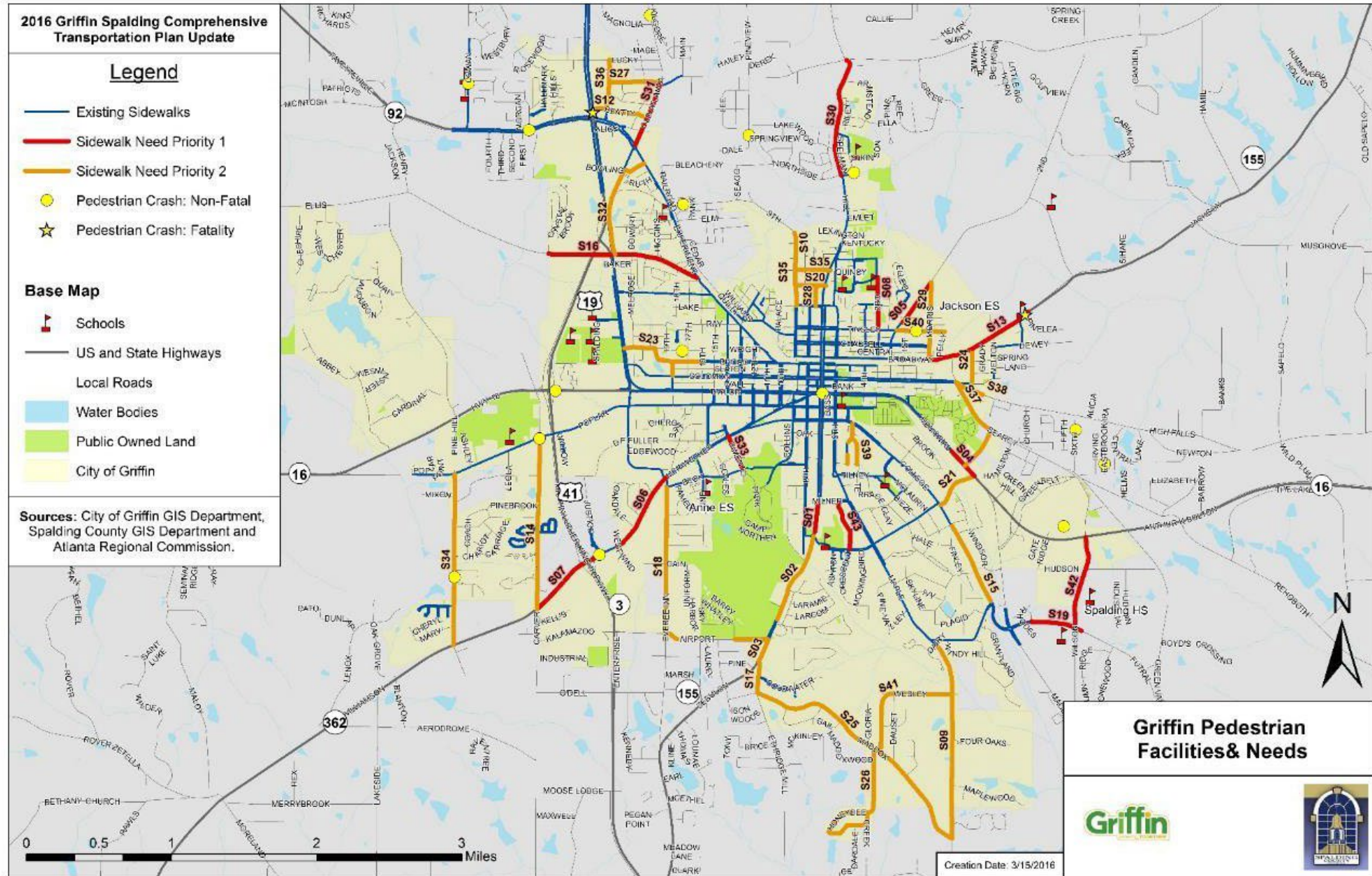


**TABLE 13. RECOMMENDED SIDEWALK PROJECTS**

ID	Road Name	Termini	Length Both Sides of Street [Feet]	Jurisdiction
S01	S. Hill Street / SR 155	Milner Ave to Crescent Rd	2,260	City
S04	Memorial Dr / SR 16	Hamilton Blvd to near Harlow Ave	2,450	City
S05	N. 2nd St	Morris St to Johnson Pool Rd	3,610	City
S06	Meriwether St / SR 362	Westwind Ct to Everee Inn Rd	6,260	City
S07	Williamson Rd / SR 362	Carver Rd to US 19/41 SR 3 Bypass	5,570	City / County
S08	N 3rd St	E Tinsley St to Kelsey St	3,800	City
S13	E Broadway St / SR 155	Morris St to Jackson Elementary School	4,940	City / County
S16	Ellis Rd	Crystal Brook to Experiment St	11,160	City
S19	Futral Rd	Rhodes Ln to Spalding High School	3,800	County
S30	N Hill St	Northside Dr to E. McIntosh Rd	8,770	City / County
S31	Old Atlanta Rd	Mcintosh Rd / Experiment St to E McIntosh Rd	4,940	City / County
S33	Pimento Ave	Meriwether St to Beck St	2,510	City
S42	Wilson Rd	Futral Rd to Arthur K Bolton Pkwy/SR 16	6,750	City / County
S43	Woodland Dr	Milner Ave to Crescent Rd	3,730	City



FIGURE 25. RECOMMENDED SIDEWALK PROJECTS BY PRIORITY





**Table 14** summarizes the lengths of existing and proposed sidewalks. There are about 65 miles of existing sidewalk. The top priority sidewalks, that is, the priority one tier sidewalks, aka the recommended sidewalks, sum to about 13 miles. The priority two sidewalks would add about 32 more miles to the sidewalk network.

**TABLE 14. EXISTING AND PROPOSED SIDEWALKS**

Facility	Length <i>(Includes some County Sidewalks)</i>
Existing Sidewalks	65 miles
Top Priority Sidewalks	+ 13.4 miles
Other Needed Sidewalks	+ 32.1 miles

### BIKEWAYS AND TRAILS/GREENWAYS

The bikeways and trails/greenways recommendations were developed using the draft trail/greenways map developed as part of the Needs Assessment. The final recommendations were formulated based upon input from the PMT, city and county staff, Griffin Environmental Council, and the public.

Recommended bicycle and pedestrian facilities take several forms, including bikeways, greenways, and trails. Bikeways exist within roadway right-of-way and, as such, have moderate conflict points with motor vehicles. Sub-types of bikeways are shared lanes, buffered bike lanes, and sidepaths. Shared lanes do not provide a separate space for bicyclists, but rather involve intermittent markings on the roadway to indicate that bicyclists are intended to use the lane in conjunction with motor vehicles. The markings are known as shared use arrows, or sharrows. Buffered bike lanes, also known as cycle tracks, provide dedicated right-of-way for bicyclists with a buffer or barrier between the bike lanes and motor vehicle lanes. A sidepath provides a wide sidewalk for bicyclists to use, separated from the vehicle lanes, but still within the right-of-way. **Figure 26** presents examples of various types of bikeway facilities.

**FIGURE 26. BIKEWAY FACILITY EXAMPLES**



In contrast to bikeways, greenways are the undeveloped “green space” outside of the roadway right-of-way that sometimes include trail facilities. Greenways may be used as linear parks or remain as undeveloped natural land, and may be used for environmental protection, passive recreation, and/or construction of trails. Trails are facilities most often serving non-motorized transportation, and can be either paved or unpaved. Unlike bikeways, trails and greenways minimize conflict points with motor vehicles.

**Figure 27** presents the locations of the recommended bikeways and trails/greenways within Griffin and Spalding County. **Table 15** presents the programmed bikeway projects, or those that have a dedicated funding source. Bikeway projects already programmed are several LCI projects (1.1 miles) and the Fairmont School SPLOST trails (1.2 miles), all within the City of Griffin.

**Table 16** presents the proposed bikeway projects, and **Table 17** summarizes the overall proposed bikeway and trail/greenway system assuming full build-out. The potential bikeways would add about 30 miles, split about evenly between the City of Griffin and Spalding County. About 27 miles of potential greenways would mostly be in the County outside of Griffin.

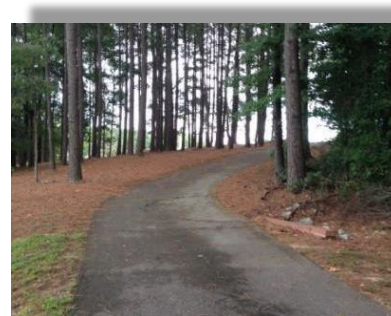
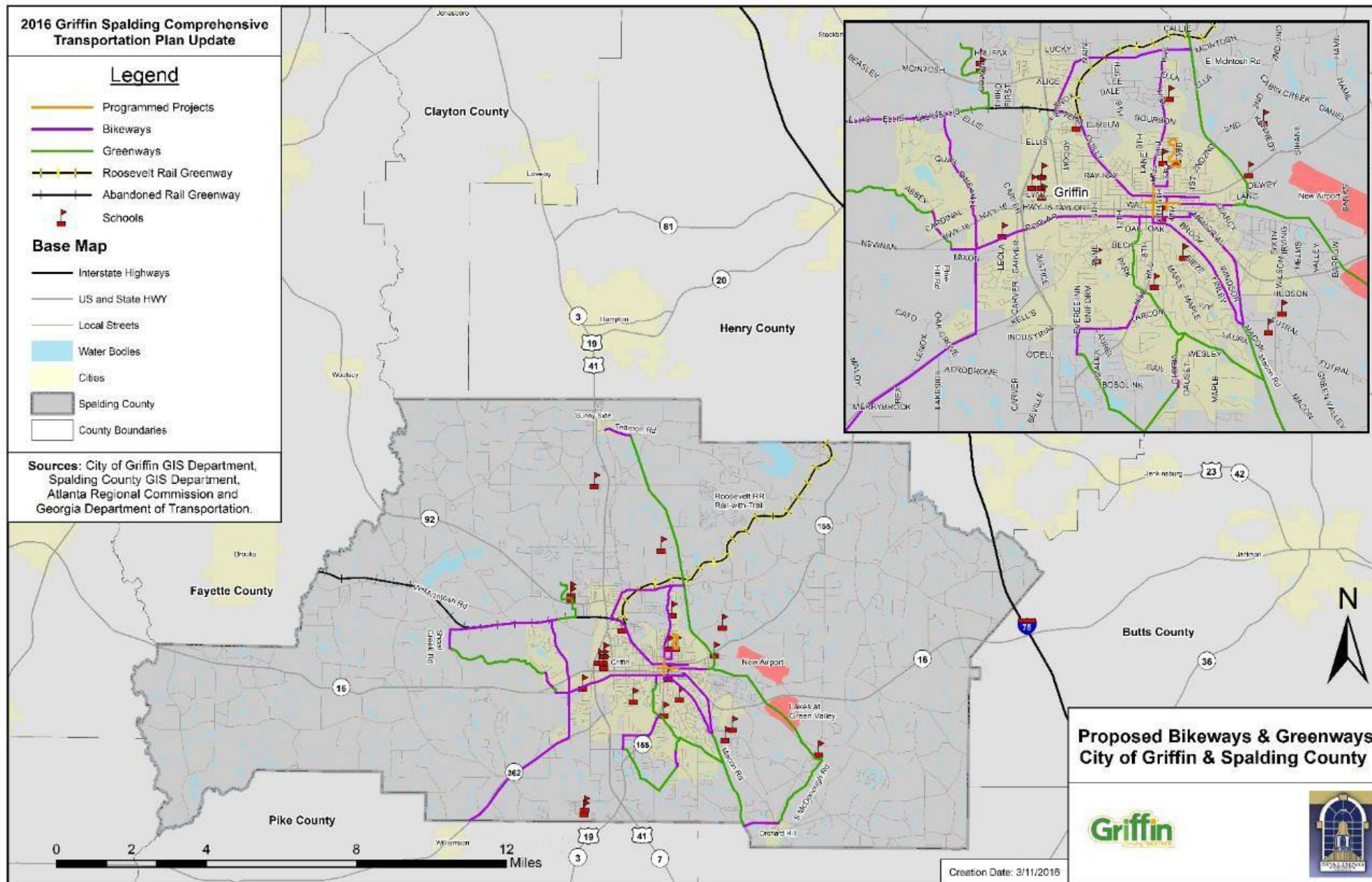




FIGURE 27. POTENTIAL BIKEWAYS AND GREENWAYS



**TABLE 15. PROGRAMMED BIKEWAY PROJECTS**

Type	Name	Segment Length (feet)	Total Length (feet)	Total Length (miles)
<b>LCI Project</b>	5th Street Bike-Ped LCI Project	555	<b>5,790</b>	<b>1.1</b>
<b>LCI Project</b>	E. Solomon Street Bike-Ped LCI Project	2,897		
<b>LCI Project</b>	Hill Street Bike-Ped LCI Project	2,339		
<b>SPLOST Project</b>	Fairmont School SPLOST Trail 1	1,957	<b>6,361</b>	<b>1.2</b>
<b>SPLOST Project</b>	Fairmont School SPLOST Trail 2	321		
<b>SPLOST Project</b>	Fairmont School SPLOST Trail 3	2,031		
<b>SPLOST Project</b>	Fairmont School SPLOST Trail 4	2,052		

**TABLE 16. PROPOSED BIKEWAY PROJECTS**

Type	Name	Segment Length (feet)	Total Length (feet)	Total Length (miles)
Bikeway	Broad Street - Bikeway	4,976	161,021	30.50
Bikeway	County Line Road Bikeway	4,999		
Bikeway	E. College Street Bikeway	11,323		
Bikeway	E. Poplar St Bikeway	2,821		
Bikeway	Shoal Creek Rd - W. Ellis Road Bikeway	17,003		
Bikeway	Sunny Side - Teamon Rd Bikeway	3,727		
Bikeway	W. Poplar St Bikeway	1,862		
Bikeway	Westminster Bikeway	2,380		
Bikeway	E. Solomon - Bikeway	3,942		
Bikeway	Experiment Street - Lovers Lane Bikeway	9,064		
Bikeway	Gloria St - Middlebrooks Rd Bikeway	2,197		
Bikeway	Memorial Drive Bikeway	10,076		
Bikeway	N.Hill Street Bikeway	10,635		
Bikeway	Old Atlanta Rd - E. McIntosh Rd Bikeway	13,155		
Bikeway	S. Pine St - Williamson Rd Bikeway	24,839		
Bikeway	S.9th St-W.Poplar St Bikeway	1,958		
Bikeway	E.Cappell St - N.5th Street Bikeway	2,732		
Bikeway	S. Hill St-Airport-Everee Inn Rd Bikeway	8,606		
Bikeway	W. Poplar St - Pine Street Bikeway	24,247		
Bikeway	5th Street Bikeway	481		

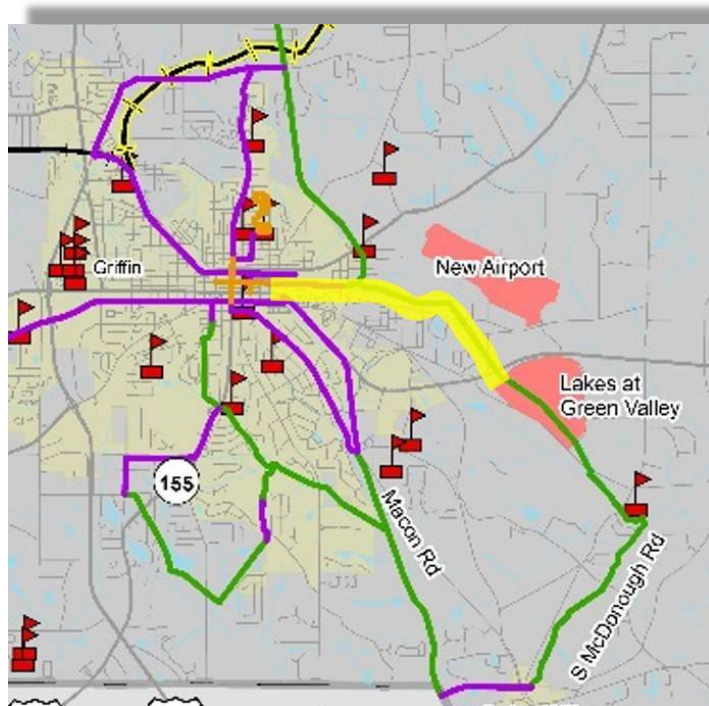


**TABLE 17. SUMMARY OF PROGRAMMED AND PROPOSED BIKEWAY AND TRAIL/GREENWAY SYSTEM**

Facility	Total Length	Spalding County Segments	City of Griffin Segments
LCI Project (Griffin Bike-Pedestrian Improvements)	1.1 miles	--	1.1 miles
SPLOST Trails – Fairmont School	1.2 miles	--	1.2 miles
Potential Bikeways	30.5 miles	15.5 miles	15.0 miles
Potential Greenways (with Trails)	27.2 miles	23.6 miles	3.6 miles

## LOW-COST / HIGH-VISIBILITY TRAIL/GREENWAY PROJECT

One priority low-cost, high-visibility greenway/trail project is to pave the existing trails at the Lakes of Green Valley and connect them to Downtown Griffin as presented in the highlighted line below. This “low hanging fruit” project has the advantages of the existing trail and easements to allow the connection. Focusing on this first piece of the regional greenway/trail system could provide an important building block and momentum toward future additions. The existing trails at the Lakes of Green Valley are about two miles long. The connection to Griffin is estimated to require two miles of trails along easements and a 0.8 miles extension of the East Solomon Street LCI project. The estimated cost for the LCI project extension is two million dollars. The 10-foot wide trail construction along the easement and at the Lakes of Green Valley is estimated to cost \$2.6 million if concrete and \$1.5 million if asphalt, including preliminary engineering and contingency.



## BENEFITS OF TRAILS/GREENWAY SYSTEMS

The benefits of trails and greenways have historically been classified into various categories including the following:

- **Health**
  - Trails and greenways may provide a means of exercise to serves of all age groups within a community
  - Trails and greenways may help individuals incorporate fitness into their life styles thereby enhancing public health and wellness
  - Trails and greenways may improve “quality of life”
- **Transportation**
  - Trails support multi-modal transport network
  - Trails and greenways may connects parks, schools, community centers and other amenities
  - Trails may provide transport option for those without vehicles or those unable to drive
- **Conservation**
  - Greenways may help to preserve natural resources
  - Greenways may also help to improve water and air quality
  - Greenways and trails may enhance human interaction with nature
- **Historic Preservation**
  - Trails and greenways may help to incentivize retrofitting historic structures
  - Trails and greenways may provide educational benefits both with eco- and historic learning kiosks and information
  - Trails and greenways may help to increase tourism
- **Economic**
  - Trails and greenways may enhance community desirability and investment
  - Trails and greenways may help create new adjacent businesses and local jobs

### Economic Benefits of Trails/Greenways

A specific analysis of the economic benefits of trails / greenways was undertaken as part of the CTP update. Recent studies of local trail systems within North Georgia have identified a strong pattern of positive Return-on-investment (ROI). The Silver Comet Trail, the nation’s oldest and longest rail-trail has been studied and determine to have provided a 4-to-1 ROI<sup>2</sup>. The Atlanta BeltLine, where only several miles have trails have opened the past couple years is reporting a ROI between 3-to-1<sup>3</sup> and 6-to-1.



<sup>2</sup> *Silver Comet Economic Impact Analysis and Planning Study*, Northwest Georgia Regional Commission (2012)

<sup>3</sup> <http://beltline.org/progress/planning/implementation-plan/>

Similarly, according to reports from the Executive Director of the Carrollton Greenbelt, home values adjacent to the trail are seeing increases of four (4) to seven (5) percent. These local trails are on the same trend as systems across the nation. An example is the Dallas, TX region where a recent study reported a ROI for the local trail system at 50-to-1<sup>4</sup>.

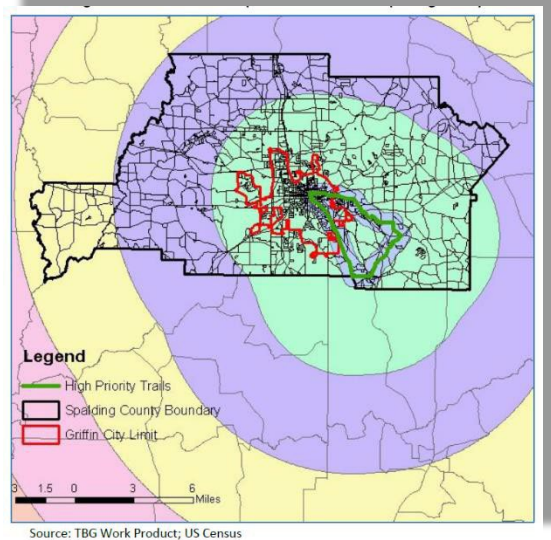
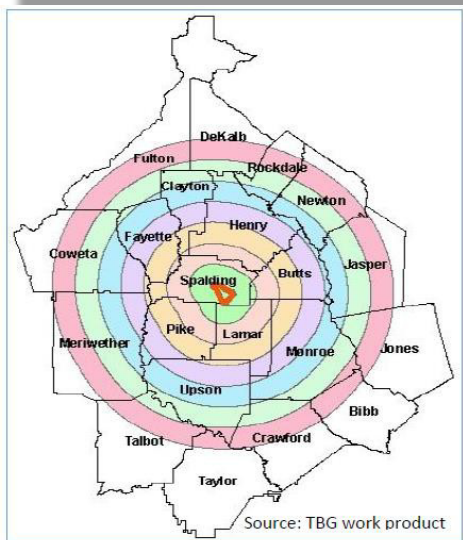


Specific to Griffin and Spalding County, a detailed predictive economic impact and cost-benefit analysis was undertaken as part of the CTP Update. The analysis was based only the initial draft loop trail that was developed as part of the Needs Assessment.

According to the report findings, the estimate of economic impact of local and non-local spending is about \$48.0 million over ten years (in 2016 dollars). Economic impact (output) includes taxes generated. The net benefit of the trail over ten years is estimated to be about \$23.2 million, exclusive of expected growth in population, trail use and appreciation of property value:

<b>Benefits</b>	<b>\$48.0 million</b>
<b>Costs</b>	<b>\$24.8 million</b>
<b>Net Benefits</b>	<b>\$23.2 million</b>

Over ten years, the benefit cost ratio is **1.94** and the return on investment is **94%**, or **6.83%** per year. **Appendix K** presents a copy of the detailed report summarizing the economic analysis.



<sup>4</sup> Economic value of Dallas Parks, Dallas Park and Recreation Board, August, 20, 2015

## CTP ACTION PLAN AND IMPLEMENTATION

The CTP Action Plan contains the highest priority recommendations of the CTP. These projects, listed in **Table 18**, should receive priority in funding and are more likely to be implemented in the near term. Project types include roadway, intersection, bridge, sidewalk, bikeway, and trail. Estimated project costs will be refined as projects advance.



TABLE 18. CTP ACTION PLAN

Type	Location	Likely Sponsor	ID	Name	Estimated Cost	Possible Funding Sources
Intersection	City	City	Int #1	LCI Intersection #1: North Hill Street at Blanton Ave and N 6th St	\$ 1,500,000	STP, SPLOST, Local General Revenue
Intersection	City	City	Int #2	LCI Intersection #2: North Hill Street at Northside Dr. and Tuskegee Ave Roundabout	\$ 1,400,000	STP, STP- Safety, HISP, SPLOST, Local General Revenue
Intersection	County	County	Int #3	LCI Intersection #3: North Hill Street at E. McIntosh Rd	\$ 1,500,000	STP, SPLOST, Local General Revenue
Intersection	City	City	SPLOST-1	Solomon Street (Little 5 Points) Improvements	\$ 1,446,329	SPLOST
Intersection	City	City	SPLOST-2	Searcy Ave. at E. Broadway Street (SR 155)	\$ 240,000	SPLOST
Intersection	City	City	SPLOST-3	Cain St. at Everee Inn Road	\$ 427,500	SPLOST
Intersection	City	City	SPLOST-4	Spalding Dr. at SR 16	\$ 877,546	SPLOST, STP- Safety, HISP
Intersection	City	City	SPLOST-5	Hammond Dr. at W. Poplar St	\$ 643,531	SPLOST, STP- Safety, HISP
Intersection	City	City	SPLOST-6	College St.at Hamilton/ Kincaid St. (Intersection Improvement Program - Phase I)	\$ 675,825	SPLOST
Intersection	County	County	CTP-02	Orchard Hill Intersection Improvements: Johnston Rd/Macon Rd/S McDonough Rd & Macon Rd at Swint Rd	\$ 2,000,000	STP- Safety, HISP
Intersection	County	County	CTP-03	Tri-County Crossing: Moreland Rd extension to Zebulon Rd with intersection improvements	\$ 5,300,000	STP, STP- Safety, HISP, SPLOST, Local General Revenue
Intersection	County	State	CTP-01	Jackson Rd at N McDonough Rd	\$ 1,500,000	STP, SPLOST, Local General Revenue
Roadway	County	State	8682	CR 498/S McDonough Rd from SR 155 to SR 16 - SR 155 Relocation	\$ 9,721,000	STP, SPLOST, Local General Revenue
Bridge	City	City	255-0043-0	HILL STREET AT CABIN CREEK, IN GRIFFIN	\$ 1,250,000	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	113-0019-0	CR 360/MCINTOSH RD @ FLINT RIVER @ FAYETTE/SPALDING CO LINE	\$ 2,105,280	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	255-0040-0	JORDAN HILL ROAD AT TROUBLESOME CREEK, 4 MI N OF GRIFFIN	\$ 1,250,000	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	255-5044-0	N SECOND ST EXT. AT CABIN CREEK, 2 MI NE OF GRIFFIN	\$ 1,267,200	State Bridge Fund, HB 170
Bridge	County	County	255-0031-0	McDonough ROAD AT BUCK CREEK TRIB, 4 MI SE OF GRIFFIN	\$ 828,750	State Bridge Fund, HB 170
Bridge	County	County	255-0042-0	BIRDIE ROAD AT GRIFFIN RESERVOIR TRIB, 5 MI NW OF GRIFFIN	\$ 2,129,400	State Bridge Fund, HB 170
Bridge	County	County	255-0036-0	COUNTY LINE ROAD AT POTATO CREEK, 3 MI SE OF GRIFFIN	\$ 2,129,400	State Bridge Fund, HB 170
Bridge	County	County	255-5042-0	JORDAN HILL ROAD AT TOWALIGA RIVER TRIB, AT HENRY CO. LINE	\$ 1,415,700	State Bridge Fund, HB 170
Bridge	County	County	255-0030-0	HOLLONVILLE ROAD AT LINE CREEK TRIB, 12 MI W OF GRIFFIN	\$ 1,423,500	State Bridge Fund, HB 170
Bridge	County	County	255-0038-0	VAUGHN ROAD AT SHOAL CREEK, 6 MI W OF GRIFFIN	\$ 2,843,100	State Bridge Fund, HB 170
Bridge	County	County	255-0041-0	JORDAN HILL ROAD AT TROUBLESOME CREEK TRIB, 5 MI N OF GRIFFIN	\$ 1,415,700	State Bridge Fund, HB 170
Bridge	County	County	255-5009-0	MUSGROVE ROAD AT CABIN CREEK TRIB, 2 MI E OF GRIFFIN	\$ 1,179,750	State Bridge Fund, HB 170
Sidewalk	City	City	S01	S. Hill Street / SR 155: Milner Ave to Crescent Rd	\$ 222,576	SPLOST, Local General Revenue
Sidewalk	City	City	S04	Memorial Dr / SR 16: Hamilton Blvd to near Harlow Ave	\$ 241,288	SPLOST, Local General Revenue
Sidewalk	City	City	S05	N. 2nd St: Morris St to Johnson Pool Rd	\$ 355,530	SPLOST, Local General Revenue
Sidewalk	City	City	S06	Meriwether St / SR 362: Westwind Ct to Everee Inn Rd	\$ 616,515	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S07	Williamson Rd / SR 362: Carver Rd to US 19/41 SR 3 Bypass	\$ 548,561	SPLOST, Local General Revenue
Sidewalk	City	City	S08	N 3rd St: E Tinsley St to Kelsey St	\$ 374,242	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S13	E Broadway St / SR 155: Morris St to Jackson Elementary School	\$ 486,515	SPLOST, Local General Revenue
Sidewalk	City	City	S16	Ellis Rd: Crystal Brook to Experiment St	\$ 1,099,091	SPLOST, Local General Revenue
Sidewalk	County	County	S19	Futral Rd: Rhodes Ln to Spalding High School	\$ 374,242	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S30	N Hill St: Northside Dr to E. McIntosh Rd	\$ 863,712	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S31	Old Atlanta Rd: Mcintosh Rd / Experiment St to E McIntosh Rd	\$ 486,515	SPLOST, Local General Revenue
Sidewalk	City	City	S33	Pimento Ave: Meriwether St to Beck St	\$ 247,197	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S42	Wilson Rd: Futral Rd to Arthur K Bolton Pkwy/SR 16	\$ 664,773	SPLOST, Local General Revenue
Sidewalk	City	City	S43	Woodland Dr: Milner Ave to Crescent Rd	\$ 367,348	SPLOST, Local General Revenue
Bikeway	City	City	B-1	Fairmont School SPLOST Trail 1	\$ 214,973	STP TAP, SPLOST
Bikeway	City	City	B-2	Fairmont School SPLOST Trail 2	\$ 35,261	STP TAP, SPLOST
Bikeway	City	City	B-3	Fairmont School SPLOST Trail 3	\$ 223,102	STP TAP, SPLOST
Bikeway	City	City	B-4	Fairmont School SPLOST Trail 4	\$ 225,409	STP TAP, SPLOST
Trail	County / City	County / City	T-1	Low-Cost / High-Visibility Trail/Greenway Pilot Project	\$ 4,600,000	STP TAP, SPLOST

Forest Hills



Southern Crescent



East Griffin



Maple Drive



Park District



Lincoln Road

**Griffin**  
Growing, TOGETHER

**Spalding**  
Everything you need in Spalding

Future in the

**GRASP**

The Griffin & Spalding County  
Housing Study

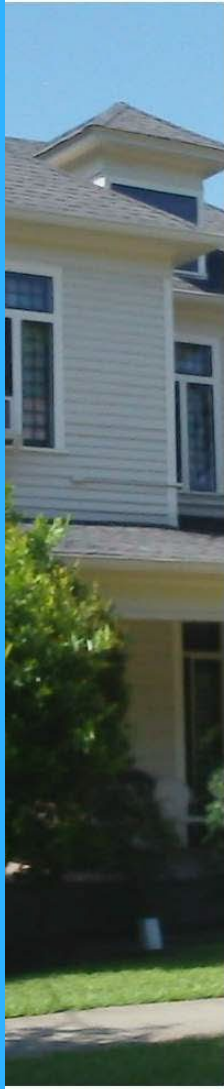
Presented By:

APD Solutions REG

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# Table of Contents

## Section I: Background 3

- Introduction 3
- The Griffin Historical Development Setting 5
- Community Profile 6
- Method of Approach 13

## Section II: The Community Context 21

- Literature Review 21
- Existing Housing Conditions 24
- Neighborhood Based Assessment 35
- Neighborhood Wave Typology Profiles 52

## Section III: GRaSPing the Future 68

- Recommendations 69
- Conclusion 87

## Section IV: Appendix 88

- Glossary 88
- Sources 90
- Supplemental Data Tables Supplement Booklet
- Contributors Page 92
  - o APDS Staff
  - o Governance Team
  - o City Officials
  - o County Officials
- About the Consultant Team 93

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# Section I: Background

## Introduction

The City of Griffin and Spalding County undertook development of a Housing Study to better grasp the current situation in their community. The goal of this project is to provide the City, the County, the Griffin Housing Authority and the other housing providers in the area with a comprehensive review and analysis of the housing conditions and needs, challenges and barriers. This study is intended to support planning efforts for these local partners in preparing for future growth, supporting housing options, improving the aesthetic quality of neighborhoods and contributing to economic development.

The local stakeholders are in search of a comprehensive analysis that enhances their understanding of the housing conditions within the city along with the more populated areas in Spalding County adjacent to the city limits (ex: East Griffin and Experiment). This report will provide direction for all city housing providers to reference when attempting to positively influence housing needs. The city and its partners desire to gain perspective regarding the housing challenges Griffin is struggling with. Being proactive, over the last several years, the city and county have increased efforts to address blighted neighborhoods and remove deficient housing units.

There are many factors underlying the challenges found in the local housing market. This study's approach seeks to review the current dynamics impacting Griffin's neighborhoods and recommend action steps to offer a vision for positive change over the next five years. It is the first step in a process to create a series of recommendations and action-oriented strategies to shape public policy and create the most desired future.

This plan is guided by the following objectives:

- To assess the depth and breadth of all twenty-three (23) neighborhood areas; APDS evaluated the potential market for diverse types of neighborhoods.
- To coordinate resource allocations in areas that will reinforce existing neighborhood strengths and mitigate documentable challenges.
- To leverage and expand both public and private financial investment.
- To document the outcomes of housing, economic development, public improvements, private market choices, and other offerings as a sum to assist this community in concert, rather than as efforts in a silo.

With these objectives in mind, the APDS consultant team designed a comprehensive methodology to complete this project in four phases. Each is summarized and illustrated by the diagram below:







Figure 1

Through experience in neighborhood redevelopment and economic development strategies, APDS has an unparalleled perspective into the intricacies of assessing the situation in Griffin. APDS analyzed and assessed the area's key resources and influences that impact the community's stability.

For this project the consultant team used an existing conditions approach which focuses on the status of the built environment. This work seeks not only to identify areas of concern, but also to recognize things of value that already exist and link those assets to the larger socio-economic information tied to the same geographic area. The key to this approach is to start with what already exists as a base and not simply accept the formula of other communities.

The analysis addressed general economic and demographic traits, historical context, anecdotal input, and general market characteristics such as spending capacity of residents and real estate values. This final plan also includes recommendations, neighborhood wave profiles, and literature review of over 10 studies/plans/articles.

The consultant team began the project in February 2017 with the initiation of a pre-planning workshop with local officials. The team then completed a neighborhood tour and formed a Project Governance Team.

The next major step was completing a neighborhood-based windshield survey. Between June and September, the parcel-based survey was conducted. All data collected was compiled and analyzed leading to this final report being presented in December 2017.

## The Griffin Historical Development Setting

The City of Griffin is roughly 40 miles south of Atlanta and 55 miles north of Macon. It is the county seat of Spalding County, Georgia and is referred to as "The Iris City" because of the irises that grow along the Flint River. Spalding County expands 200 square miles with approximately 65,000 citizens with just about 23,000 of those living in Griffin. Through its history, Griffin has retained much of its historic charm. An appealing urban streetscape and effective revitalization efforts have created a downtown that is very pleasant and walkable. Downtown Griffin is listed on the National Register of Historic Places.

The area has a vibrant history that remains apparent through current times. Spalding County was founded on December 20, 1851, from parts of Fayette, Henry and Pike Counties. There was a desire to settle the newly formed county expeditiously, so an early strategy to give property away in a lottery was implemented. Lottery winners received 202.5 acres and primarily used it for farming. The goods grown there were most often transported to markets in Macon by wagon. The next focus for county leaders was developing rail service to improve access to the market in Macon. The existing railroad line was owned by General Lewis Lawrence Griffin, who had a line from Macon to Forsyth.

With growth and expansion in mind, General Griffin contemplated a new town that would be built at the intersection of railroad lines. Once he determined where these rail lines should meet, he then purchased 800 acres and began to plan a new community. That town was incorporated on December 28, 1843 as Griffin. General Griffin hoped the Georgia Railroad would be extended north to Griffin, but instead it was routed to a small town named Marthasville. Today Marthasville is known as Atlanta and the City of Griffin and Spalding County are budding portions of the Atlanta Metropolitan Statistical Area. From those very early days, Griffin was founded to compete with Atlanta. City leaders have worked diligently to preserve the grandeur and elegance of the past while most of historic Atlanta has been replaced.

Spalding County was once a highly regarded agricultural community, with Griffin prospering in textile manufacturing. Globalization took a lot of the steam out of the domestic textile industry which hurt the area. That economic impact led to a physical decline of neighborhoods as mills closed and the adjacent housing became vacant. Since that downturn the community has been growing in the business and industry sector. Just like hundreds of American communities, Griffin is laboring to balance economic growth and prosperity with the desire to retain its unique allure.



## Community Profile

According to US Census Data, the City of Griffin comprises over one-third of Spalding County's total population of 64,073. There are 10,524 housing units in the City of Griffin, with an average of 2.25 persons per household. Fifty-three percent (53%) of Griffin's population is female, compared to 51% in the state of Georgia as a whole. There are 8,941 households in the City of Griffin with an average of 2.43 persons per household.

Concerning age distribution, Griffin's population is like the entire state of Georgia. However, Griffin does have a smaller share of individuals in the age range of 35 to 49 (19%, compared to Georgia's 22%). People in this age group are typically considered to be in their prime home-buying and family-forming years, so a difference in this group's population size could have an impact on housing trends in the city.

Over half of the City of Griffin's population is black (52%), and about 41% is white non-Hispanic. The remaining seven percent of the population consists of Hispanic/Latino, mixed race, American Indian/Alaska Native, and Native Hawaiian. Griffin has a greater minority population than the state of Georgia, where white individuals make up 56% of the population and the black population comprises 30%.

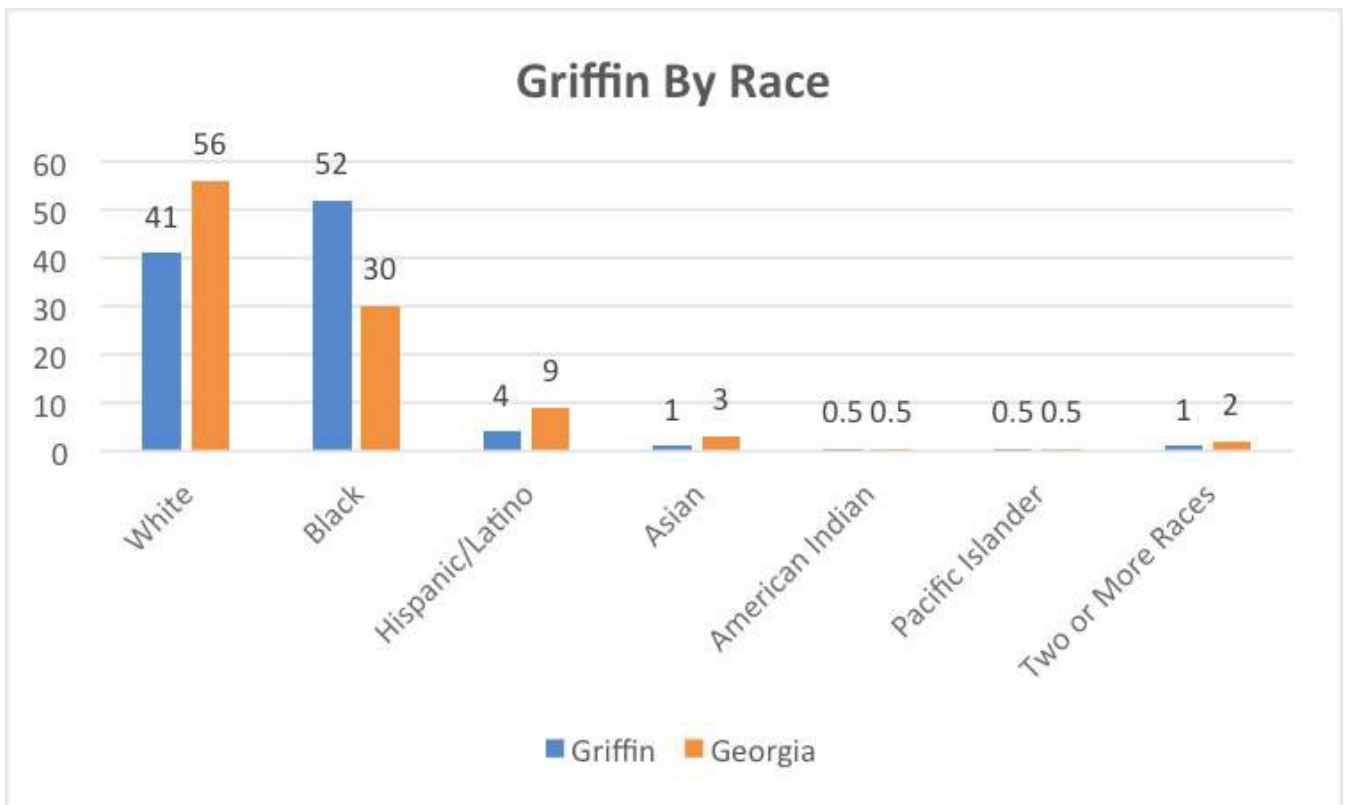


Figure 2

From 1990 to 2000, Griffin experienced a population boom, as did the rest of Georgia. Both Georgia and Griffin experienced a 7% increase in the rate of population growth, but Georgia's population was growing much faster (at a rate of 26%) than Griffin's {10%}. From 2000 to 2010, population growth rates declined in the state as well as in the city. The rate of growth in both areas fell to below the growth rate of the 1980s, with Griffin's population growing at just 1% from 2000 to 2010. Griffin's population has remained relatively stable over the past several decades, growing just 14% since 1980. By contrast, Georgia has grown by 77% over the same time period.

Population projections calculated in 2004 estimated Griffin's 2020 population to reach 25,926 (City of Griffin 2024 Comprehensive Plan, Jordan, Jones & Goulding). This projection assumed the 10% growth from 1990 to 2000 would continue through 2010 and 2020. However, the actual realized population growth from 2000 to 2010 was much slower, suggesting that this 2020 projection will not be met. The number of persons per household in Griffin has fallen as well, from 2.76 in 1980 to 2.58 in 2010 as growth slowed with the national economic picture.

### Educational Attainment

Educational attainment in Griffin is lower than in the state of Georgia as a whole. Sixty percent of adults aged 25 and above have no more than a high school diploma, compared to 45% in the state. Twenty-five percent have not graduated from high school (16% in Georgia). When looking deeper at those who do not graduate from high school; 39% of individuals aged 18 to 24 do not have a high school diploma, almost twice the population in the state (21%).

Only 22% of people aged 25 and above in Griffin has an associate's, bachelor's, or professional degree, compared to 35% in Georgia. The low educational attainment in Griffin is a prime factor contributing to the extreme poverty rate and low median household income.

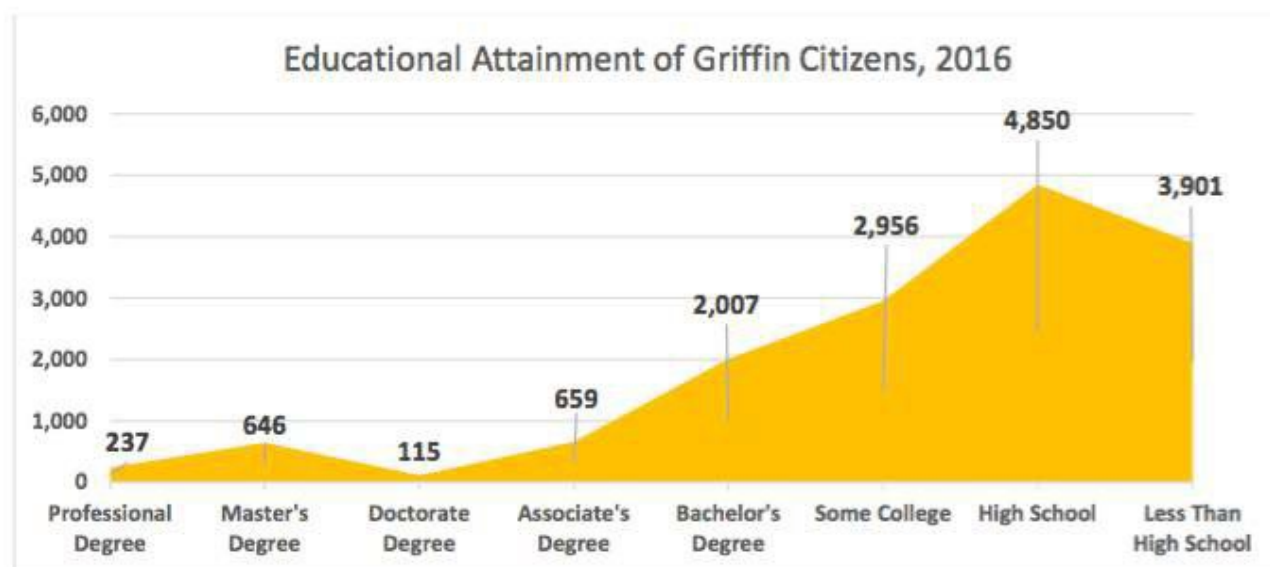


Figure 3



## Household Income/Poverty

The 2010 Census median household income in Griffin is \$32,116, well below the median income in the state of Georgia and the Atlanta metropolitan area. This means that half of the households in Griffin earn less than \$32,116 in a year, and half of the households in Griffin earn more than \$32,116. The average household size in Griffin is 2.43 people.

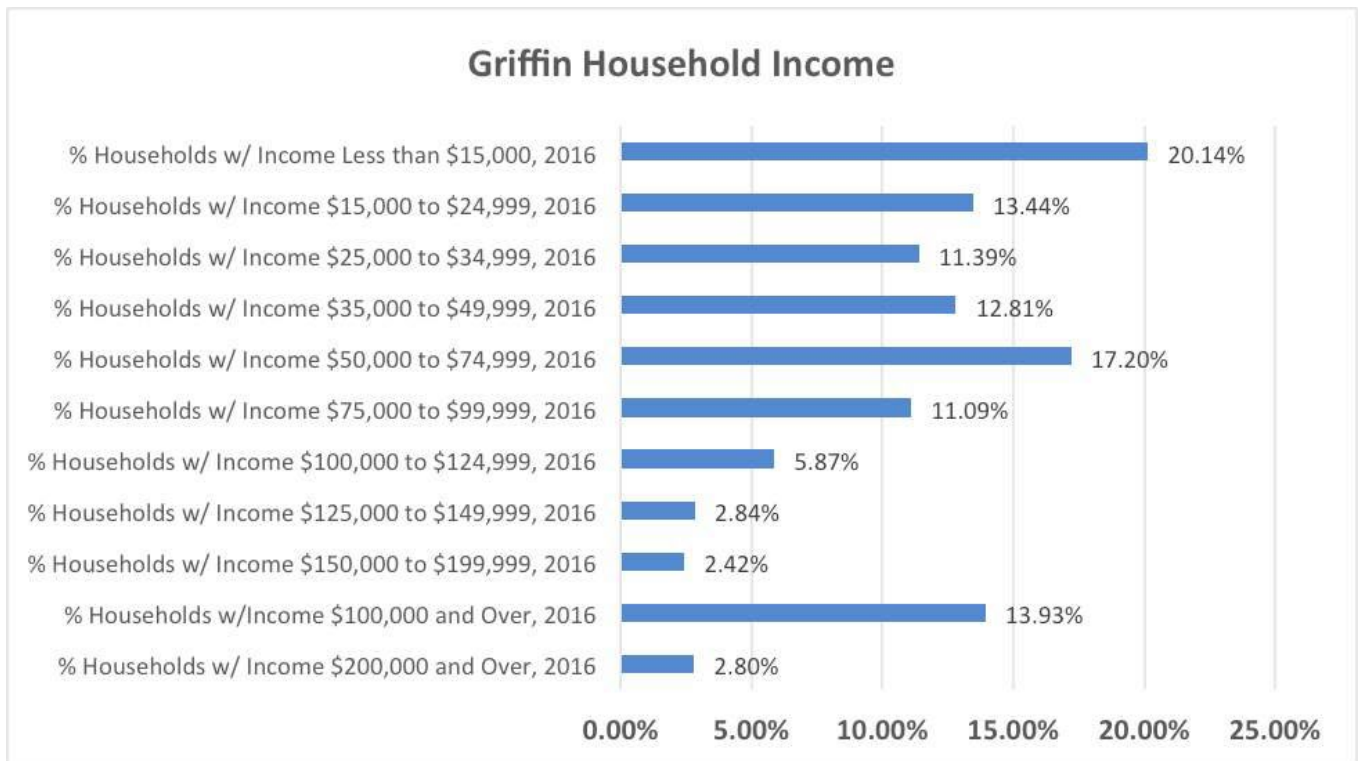


Figure 4

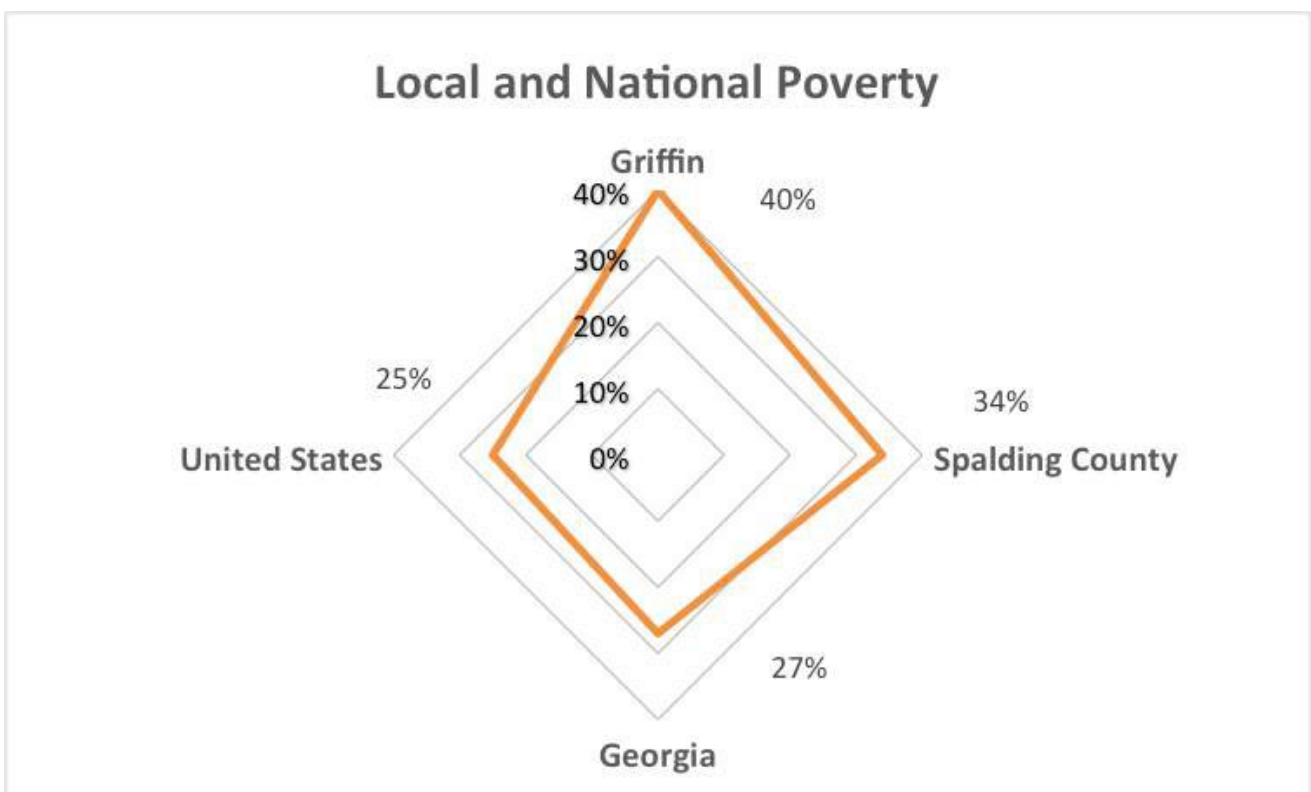
The U.S. Department of Housing and Urban Development (HUD) uses a slightly different indicator of median income. HUD measures the Area Median Income (AMI) for the entire Atlanta metropolitan statistical area, which includes the City of Griffin, at \$69,300 in 2011-2012. AMI is based on census data but adjusted by family size to represent the median annual income for a family of four.

AMI is used for various programmatic reasons, such as determining eligibility for Section 8/Housing Choice Vouchers, the Low-Income Housing Tax Credit, and other housing programs. The details of these programs are discussed later in this section. However, it is important to note here that the median household income in Griffin alone is far lower than the median household income in the entire Atlanta area, which means that even more households are eligible for programs administered by HUD through local agencies such as housing authorities.





Poverty rates in 2010 reached a fifteen-year peak for the entire U.S. due to the economic recession and historic unemployment rates. However, despite the recovery, Griffin's poverty rate is still relatively high as compared to state and national levels. The poverty rate indicates the number of individuals living in households that earn less than the poverty threshold annual income amount. The U.S. poverty threshold varies based on family size, number of children, and elderly status, but was \$22,314 for a family of four in 2010. For individuals over 65 living alone (which comprise 10% of the households in Griffin), the poverty threshold is \$10,458. Griffin's poverty rate is 40%, as compared to the U.S. poverty rate of 25%.



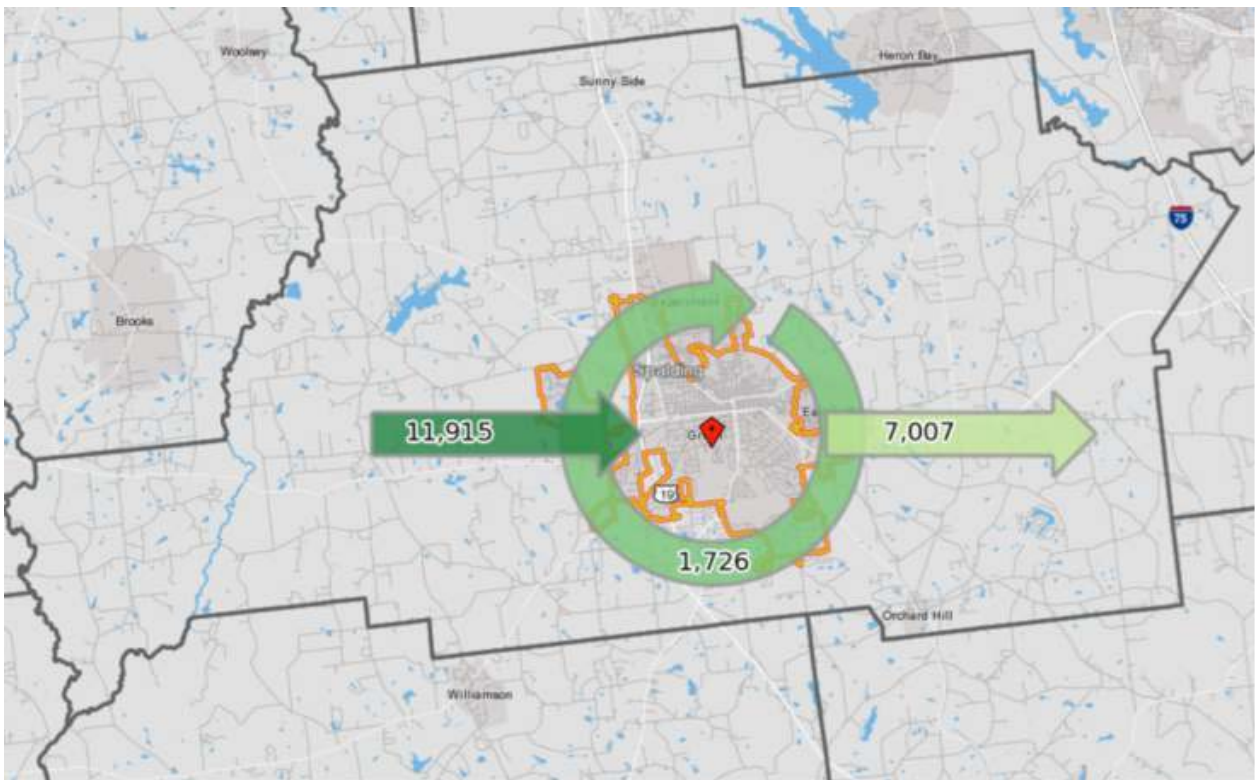
Figures

### Employment

There are 13,641 people employed within the City of Griffin, 87.4% of them live outside the city, but the remaining 12.6% live in Griffin. This comprises approximately 20% of the city's working resident population. There are 8,733 Griffin residents with jobs, 7,007 of them work outside of the city.



With 13,641 jobs and 8,941 households, Griffin has an excellent jobs/housing balance of 1.53. That is a positive, but the job share is concerning with only 20% of the available jobs in the city being filled by citizens. This has an impact on local economic opportunity, which is compounded with wages being low, given the median income of \$32,116 in Griffin compared to the AMI of \$69,300.



The largest non-manufacturing employers in the city are the Griffin-Spalding County School System, the Spalding Regional Medical Center, the City of Griffin, and the UGA Griffin Campus. The table below shows the largest manufacturing employers in Griffin according to the Spalding County Development Authority.



Currently, the City of Griffin has 8,941 households. Thirty-seven percent of them (the same share as in the state of Georgia) have children under 18, but Griffin has many more single-parent households than the state. Ten percent of Griffin's households are occupied by individuals aged 65 or over and living alone, compared to 7% in Georgia.

For planning purposes, HUD also categorizes households into the following subsets:

- Elderly households - one or more persons aged 65 or over
- Small households - one or two persons
- Large households - five or more persons

HUD's 2006-2008 Comprehensive Housing Affordability Strategy data reports the number of households in each of these categories for all of Spalding County. Over half of the households in the county are small, non-elderly families. Elderly households comprise 22% of the households in the county, and 9% are large families.

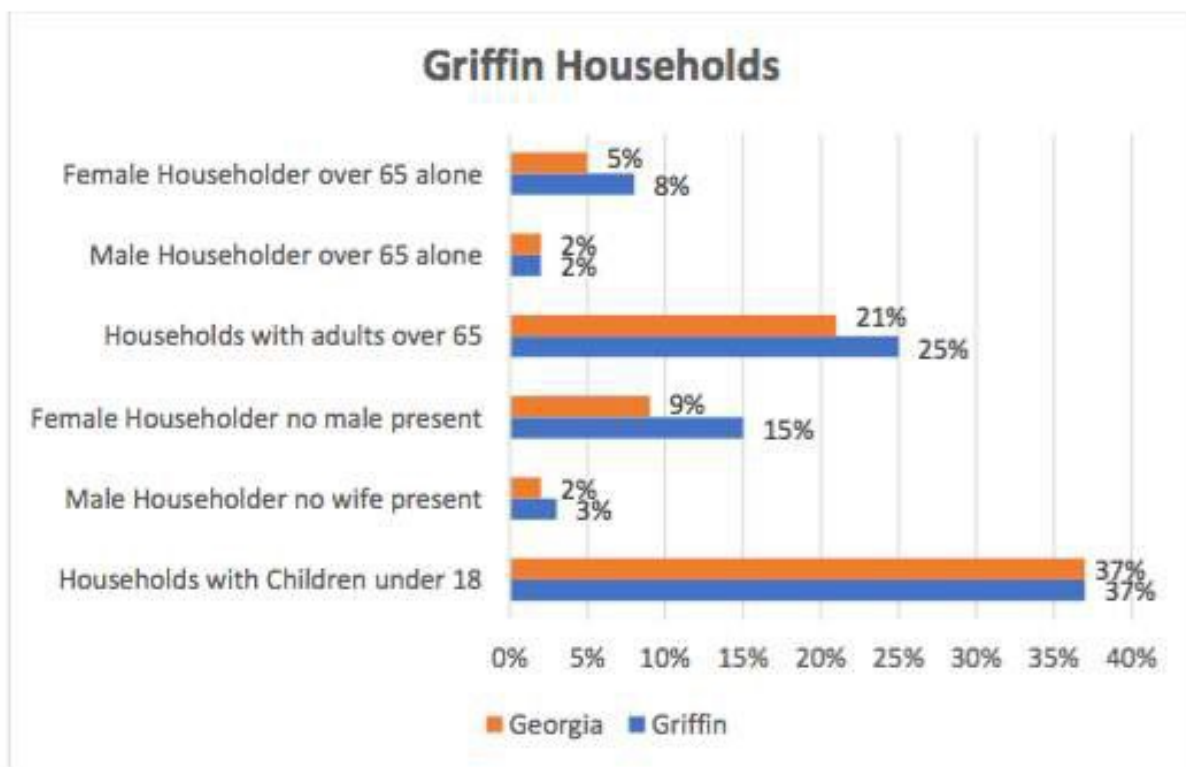


Figure 6

Nineteen percent of households earn between \$15,000 and \$24,999, the largest household income group. Twenty-six percent of householders between the ages of 25 and 44 fall into this household income category. These families are typically considered to be in their family-forming and home-buying years; however, these households earn less than Griffin's median income.





To give a valid observation of the Griffin/Spalding circumstance, the process must be comprehensive, moving from the general to the very specific. With this in mind, APD Solutions has taken a layered approach to the assessment of the broader community and individual neighborhoods. The approach includes a field research component conducted through a windshield survey, and a desktop research component conducted using accepted real estate and demographic sources. Each component focused on collecting parcel, neighborhood specific and community wide data. In total, the team collected over 100 pieces of individual data. This comprehensive effort yielded 21 data points on each residential parcel and 25 data points on each neighborhood. This data is the basis for the comprehensive assessment of the city's various neighborhoods contained herein.

### Phase 1 Method: Windshield Survey

The method of analysis used to obtain the findings contained in this report was a windshield survey. For research purposes, a windshield survey is a visual assessment of the community being researched and a record of those observations. A survey of this type relies strictly on observations for data and other information rather than directing questions to participants. The windshield survey got its name because these projects are often done while the observer sits in a car and is designed to answer questions including, but not limited to:

- What is the condition of the housing structures? Are they in a state of disrepair?
- Is there open space available, such as parks, paths, etc.?
- Are there noticeable signs of decay? Trash, abandoned structures, junk vehicles?
- Are lots accessible by sidewalks? Is the area "walkable"?



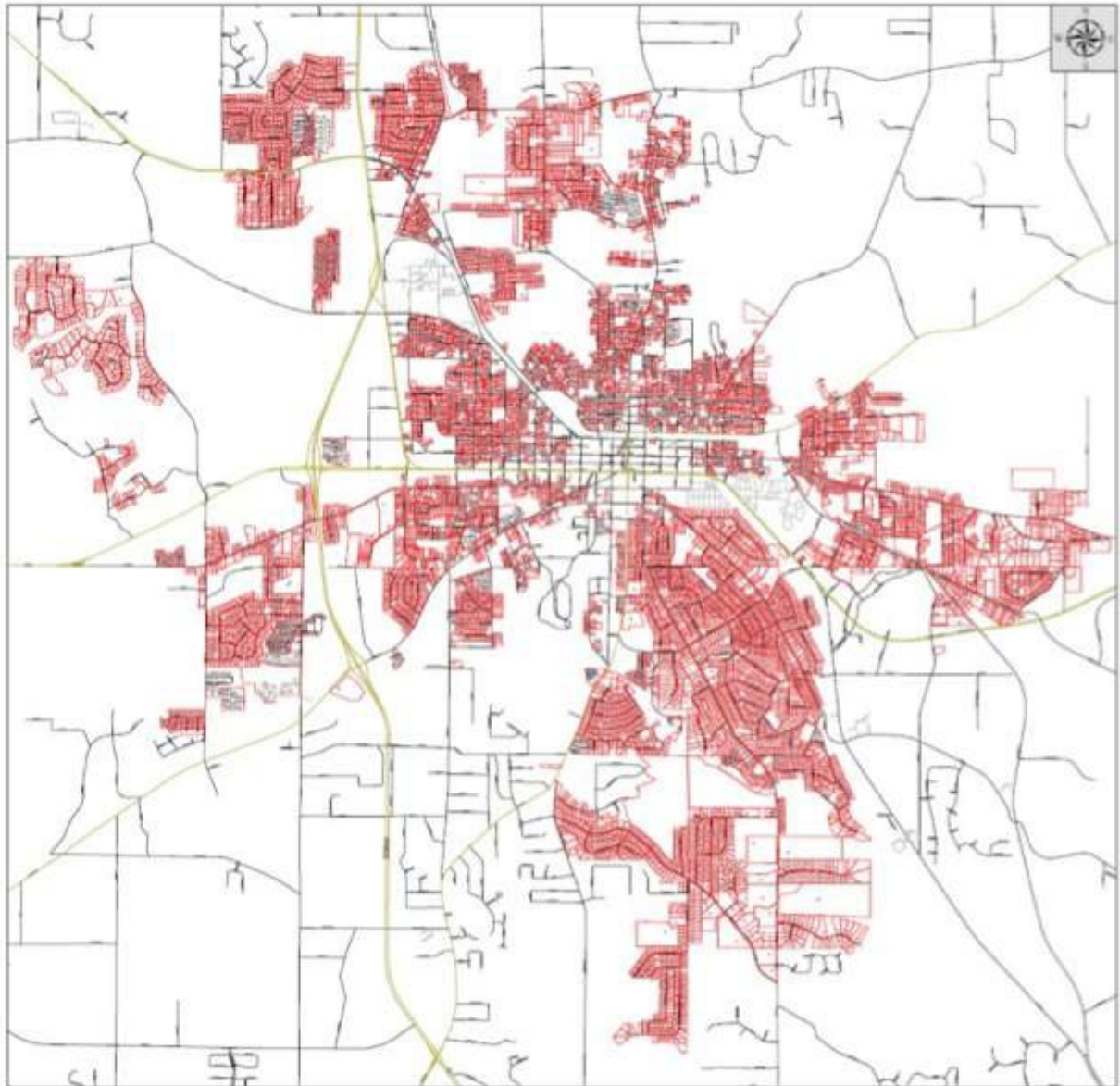
Approximately 12 field surveyors were assembled to survey every viewable residential parcel within the city limits. The field data collected by the windshield survey was acquired with a customized approach. APDS has utilized in-house technology in an innovative way with the creation of a proprietary customized application, or "app" compatible with all android devices.

As windshield surveys are typically done in hardcopy and then transferred to a database, this app allowed windshield surveyors to efficiently assess the assigned residential parcels in the Griffin/Spalding area while drastically increasing data collection accuracy. This app allowed surveyors to take pictures of lots and parcels that were saved on the device and directly correlated with the property address.



### ***Location of Parcels***

The field evaluation was guided with parcel data provided by the City of Griffin Planning and Development Department. The city was split into four (4) quadrants for assignment of surveyors, and each quadrant was appointed a Field Marshall responsible for overseeing assessment in that area. While evaluating the parcels during the assignment phase, a high number of parcels without a street number included in the address were identified. Rather than relying solely on addresses to identify parcels, surveyors were provided with neighborhood maps inclusive of parcel identification details to assist them in locating their assigned surveillance areas.



**Evaluation Criteria**

The evaluation criteria used in this proprietary app was customized to best meet the goals and objectives of the Griffin study as outlined in the scope of work and approved by the Governance Committee. This criterion includes property tenure, lot condition, structure condition, presence of sidewalks, and a photograph. Table 2 provides an outline of the data fields used to conduct the windshield survey.

Table 2

**Griffin/Spalding Windshield Survey Evaluation Criteria\***

Tenure	Lot Aesthetic Condition	Structure Aesthetic Condition	Sidewalks Present	Photograph
Occupied	Good	Excellent	Yes	Yes
Vacant	Fair	Good	No	Not Visible
No Structure	Poor	Fair		
Not Visible	Not Visible	Poor		
		Deteriorated		
		No Structure/Not Visible		

Source: APD Solutions Field Evaluation

\*Definitions of all windshield survey evaluation criteria are available in the Glossary of Key Terms

**Field Evaluation of Structural Condition**

Field surveyors were instructed to complete an analysis of structures using the following criteria to make observations of aesthetic conditions: Excellent, Good, Fair, Poor, and Deteriorated. Surveyors were also provided with sample photos of structures that fell into each category as an added point of clarification. These efforts were made to ensure consistency amongst surveyor observations and to ensure structure evaluations remained objective.

Additionally, for areas where structures were not clearly visible, surveyors were also able to choose the field "Not Visible" as a classification.



<b>Excellent</b>	A property that is very well-maintained with no aesthetic issues, in terms of both landscape and the exterior of structure, when applicable. Grass is cut, and landscaping is properly manicured.
<b>Good</b>	A property that is well-maintained, with no visible damage and unmistakable evidence of maintenance. However, the level of investment is not as evident in its attention to detail of aesthetics when compared to an Excellent property.
<b>Fair</b>	A property with cosmetic issues such as an overgrown lawn, or when a structure is present, issues like faded/chipped paint which do not appear to affect structural integrity. Landscape is maintained but not at a high level and some litter or debris may be present.
<b>Poor</b>	A property with a level of maintenance suggesting neglect. Overgrown vegetation and/or a significant amount of debris or trash are visible. When a structure is present, there will be some degree of structural damage but not enough to necessitate demolition. Condition of paint or building materials is lacking and cracked windows may be present.
<b>Deteriorated</b>	A structure that appears to have suffered from years of neglected repairs to the exterior. An unsound roof, extensive rotting, and visible structural decay are all indicators of a dilapidated property.

Table 3

**Field Evaluation of Lot Condition**

Field surveyors were instructed to complete an analysis of lots using the following criteria to make observations of aesthetic conditions: Good, Fair, and Poor. Surveyors were also provided with sample photos of lots that fell into each category as an added point of clarification. These efforts were made to ensure consistency amongst surveyor observations and to ensure evaluations remained objective.

Additionally, for areas where structures were not clearly visible, surveyors were also able to choose the field "Not Visible" as a classification.



Table 4

<b>Good</b>	A lot that appears to be well-maintained. Grass appears to be cut, and landscaping is properly manicured.
<b>Fair</b>	A lot that is generally maintained but requires attention. Some litter or debris may be present.
<b>Poor</b>	A lot that is not maintained. Overgrown vegetation and/or significant amounts of debris or trash are visible.

Source: APO Solutions Field Evaluation

Additionally, for areas where lots are not clearly visible, surveyors were able to choose the field "Not Visible" as a classification.

***Field Evaluation of Tenure***

For the purposes of this study, vacancy is inclusive of both vacant lots and unoccupied structures. To determine tenure during field evaluation, surveyors were instructed to identify telltale signs of vacancy and abandonment, to include the following:

- Overgrown landscaping
- Full or overflowing mailbox
- Boarded doors and/or windows
- Broken windows
- Vacancy notices posted on doors and/or windows

As information was collected and uploaded in the device, it was automatically transferred to the APDS server and downloaded to a database where it is easily assembled and analyzed. The app also allowed surveyors to take a photograph of each structure and/or lot evaluated and then downloaded it to the database as well. As a result, our team was able to track the number of parcels surveyed, information collected, and productivity of windshield surveyors in real time.





## Phase II Method: Desktop Data Collection

In addition to the windshield survey data, additional information was gathered from the U.S. Census Bureau, ESRI, Spalding County Tax Digest, Neilson-Cleritas, and MetroStudy. This information, combined with the field assessment, allowed the team to create a clear profile of each neighborhood area found later in the next section.

In an effort to create a more detailed understanding of the community, ESRI Tapestry was selected as a primary data provider. Tapestry is a service from ESRI that describes residents' lifestyle choices, their expenditures, and how they allocate their free time. Tapestry categorizes neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. This detail provides more specific insights. Table 5 below identifies the percentage of households in the Griffin area that fall into each segment.

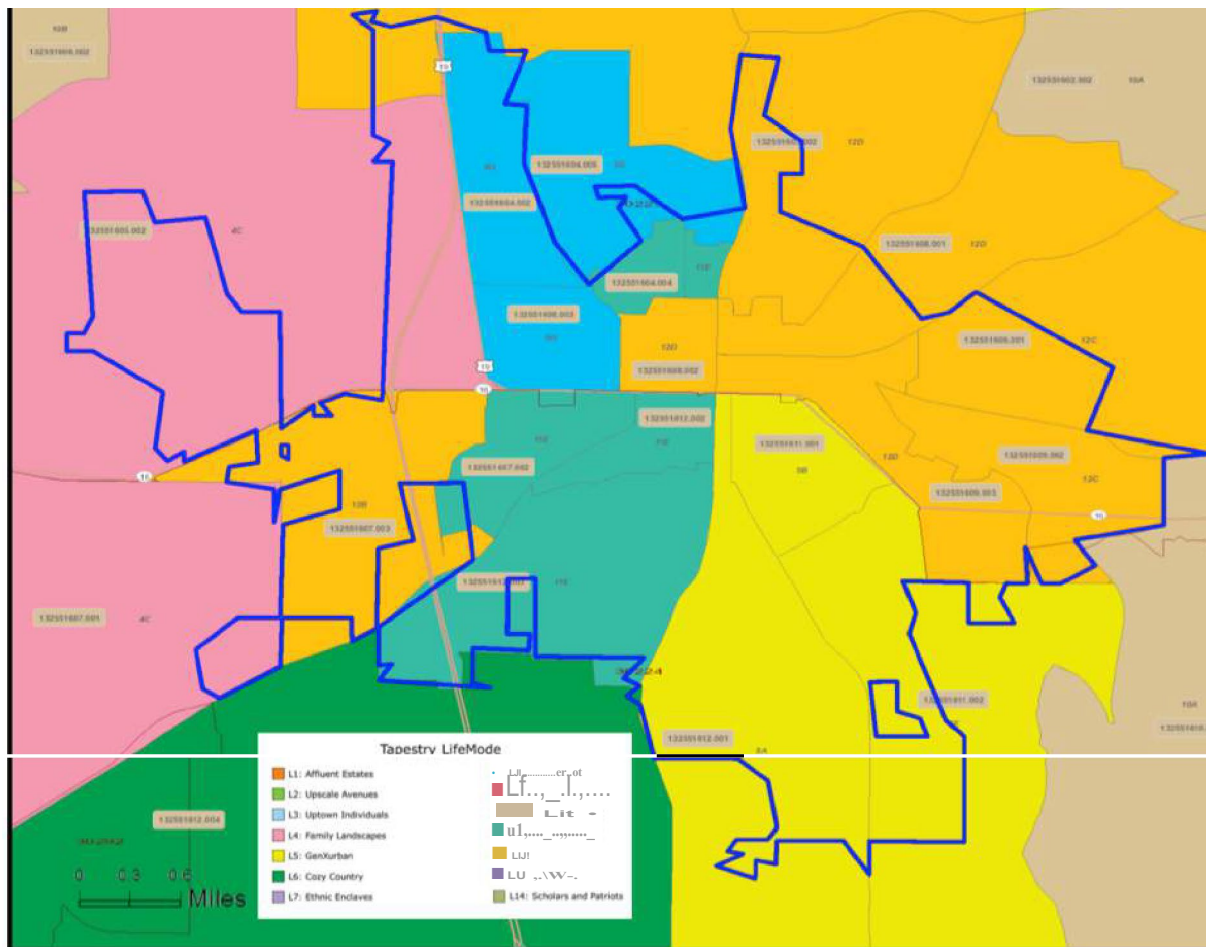
### Tapestry Profiles

Rank		Percent	Cumulative Percent
1	Metro Renters	17.3%	17.3%
2	City Strivers	16.9%	34.2%
3	Downtown Melting Pot	16.3%	50.5%
4	Laptops & Lattes	14.5%	65.0%
5	Old & Newcomers	10.0%	75.0%
	<b>Subtotal</b>	<b>75.0%</b>	
6	Midlife Constants	7.6%	82.6%
7	Small Town Simplicity	6.1%	88.7%
8	Middleburg	5.8%	94.5%
9	In Style	5.5%	100%
	<b>Subtotal</b>	<b>25.0%</b>	

Table 5: 2016 Households



In the appendix of this report, the Tapestry Profiles for these 9 segments are provided. The map below provides the Tapestry profiles that correspond with the Griffin Census Tracts.



# Section II. Community Context

## Literature Review

In the process of completing this plan, APDS reviewed many relevant economic development reports, studies, market profiles, and strategic and comprehensive plans. In total over 13 items were included in our literature review. These documents were written by consulting firms, housing organizations, urban planners, local advocates, and other parties. Many of the studies had the same stated purpose and appeared to be a result or outcome from an earlier work. The literature review revealed the following common views:

- Concerns about slow growth and development
- High concentration of undeveloped areas
- Poor housing conditions
- Low educational attainment
- Low median household income
- High unemployment
- High poverty rate and concentration
- High renter and low owner occupancy

To provide a broader background of the Griffin development context, the consultant team has compiled a summary of these bodies of work.

*The City of Griffin Redevelopment Plan and Tax Allocation District Number 2: West Griffin Village (2009)* sought to provide the 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 purpose was to address the conclusion that the proposed West Griffin Village Tax Allocation District (TAD) area overall has not been subject to growth and development. Key areas of weakness identified included structural age and deterioration; commercial vacancies; residential vacancies/abandonment; deteriorated or dilapidated residential structures; inadequate open or green space; infrastructure obsolescence or disrepair; high level or absentee ownership; inadequate parking, roadways, bridges or public transportation facilities; congested access and egress; pedestrian and traffic safety; economic underutilization of developable land and the current condition is less desirable than potential redevelopment. Locations of the University of Griffin campus and Griffin Tech present opportunities to create a “campus getaway”.

*The City of Griffin/Spalding County Redevelopment Plan for Tax Allocation Districts #1 & #2: Downtown Griffin & North Hill Street Corridor (2008)* aimed to develop areas that were underdeveloped for decades. The area consisted of underutilized buildings and concentrations of substandard, underutilized parcels. Key elements of the plan included, promoting economic opportunity, creating more open space and publicly accessible space in Downtown Griffin, reusing blighted or underutilized properties, increasing safety for pedestrians and bicyclists, improving traffic operations by focusing on more efficient and alternate means of travel, balancing the transportation needs of residents and businesses along North Hill Street by maintaining or improving vehicular service and pedestrian safety, broadening the variety of housing options available to existing and future residents, establishing a series of pedestrian-oriented mixed-use nodes that build on historic or existing nodes, enhancing the open space network and growing the tax base of Griffin and Spalding County in order to provide sufficient new revenues to offset service costs.



**The City of Griffin Housing Conditions Inventory {2004}** put housing conditions into three categories: adequate, deteriorating or dilapidated. House by house inventory of the homes within the study area were surveyed using windshield surveying. Most housing units surveyed, 84%, were found to be in adequate condition. Fifteen percent or 410 units were found to be deteriorating and only 1% or 29 total units were found to be dilapidated. To deal with these problems, the city adopted three options that included code enforcement, rehabilitation or demolition.

**The Consolidated Housing and Community Development Plan: City of Griffin, Georgia (2012)** provided Griffin with a comprehensive review and analysis of housing, homeless, special needs/ vulnerable populations and community development needs culminating in a 5-Year Strategic Plan. The plan discovered that low educational attainment in Griffin contributes to the high poverty rate and low median household income. Educational attainment in Griffin is lower than in the state of Georgia. Sixty percent of adults aged 25 and above have no more than a high school diploma (45% GA) and 25% have not graduated from high school (16% GA). Griffin's unemployment rate in 2010 was 17.3% per the Southwest Griffin Redevelopment Plan in 2010. The Atlanta metropolitan unemployment rate in May 2012 was 8.6%.

The poverty rate indicates the number of individuals living in households that earn less than the poverty threshold annual income amount. The US poverty threshold varies but was \$22,314 for a family of four in 2010. Griffin's poverty rate is 40% compared to the US poverty rate of 25%. The 2010 Census household income in Griffin is \$32,116, which is lower than the medium income in the state and Atlanta metropolitan area. Housing concerns are not centered around supply but with quality and affordability. Of the 10,524 houses in Griffin (2010 US Census), 3,514 (39%) are owner-occupied and 5,427 (61%) are renter-occupied. The vacancy rate in 2010 was 15%. The vacancy rate is highest in northeast Griffin (23%). The southeast areas of Griffin have the lowest vacancy rate (8%). In Griffin, since the median household income is far lower than the income level that HUD uses to define "low income", these findings can be used for a wide variety of purposes and in several large neighborhoods.

**The Southwest Griffin Urban Redevelopment Plan (2010)** offered area housing policy recommendations that included utilizing a substandard housing abatement program to demolish vacant substandard houses, develop standards for infill housing to establish a character for the block and neighborhood, encourage private and non-profit assistance for job training and social service assistance, encourage the upgrading of deteriorating structures to standard building codes, investigate methods to increase opportunities for residents' ownership of properties, involve absentee property owners in efforts to improve neighborhood appearance and safety, enhance policing activities within the plan area and surrounding neighborhoods, enforcement of building codes and nuisance abatement codes. The plan also suggested that Griffin should strive to encourage homeownership, reduce the cost burden for housing, promote stronger neighborhood identity with diversity and improved walkability, encourage the development of housing options for all income ranges or ensure consistency with the economic goals of the city, encourage property maintenance and reduce the percentage of substandard housing.







## Existing Housing Conditions

This section is an overview of real property conditions in Griffin and the heavily populated areas of Spalding County. The subsequent information will provide a breakdown of the total housing units and demonstrate the challenging trends facing the city's housing stock. The consultant team developed several citywide condition maps that are inserted throughout the narrative designed to help illustrate the findings. This information provides a comprehensive and objective assessment of both the positive and negative trends affecting the city's neighborhoods, allowing for an accurate view of this snapshot in time.

Notwithstanding the various uses of this information, the primary intent of this document is to factually illustrate the condition of the designated residential properties. The consultant team was provided a list of 10,331 properties. Through the visual observations of a windshield survey the team was able to document the status of the city's housing stock between May 2017 and October 2017. During the process there were 9,275 structures and 798 vacant lots evaluated throughout the study area's 22 census tracts. There were also 258 parcels that were attempted to be assessed but after various unsuccessful efforts were deemed to be not surveyable.



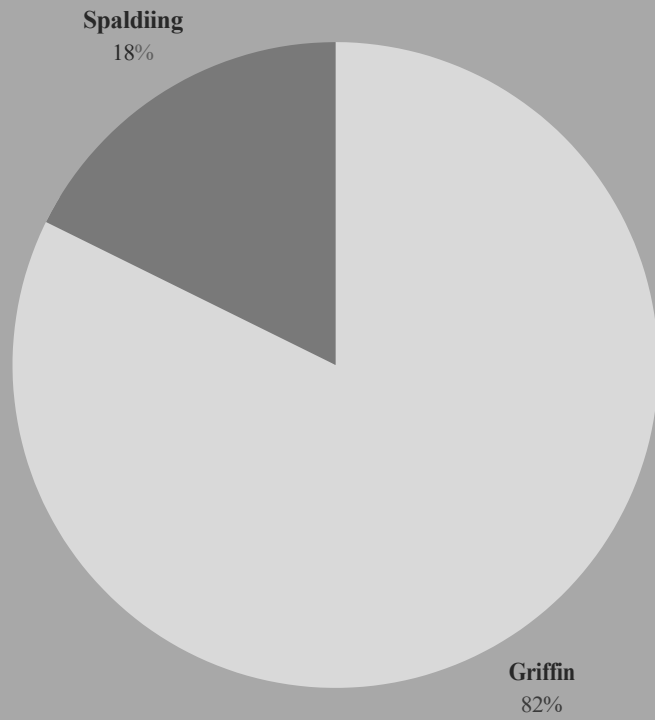
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## Summary of Findings

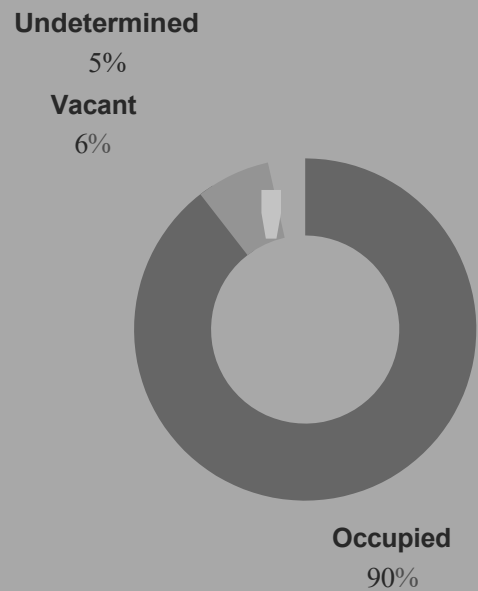
### Griffin Spalding Snapshot

Category	Number	Percentage
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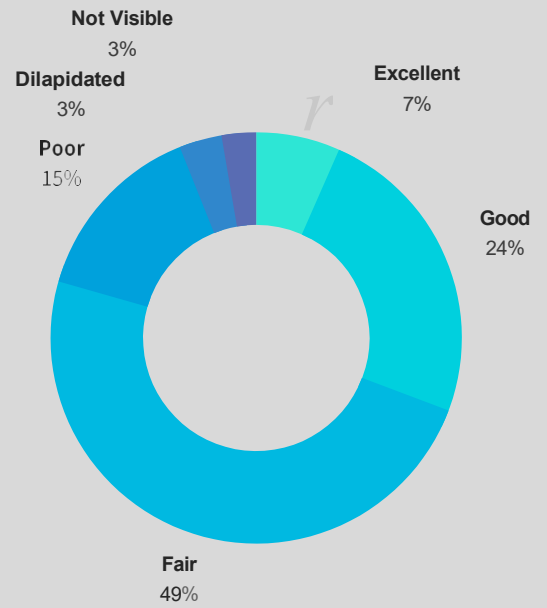


Structure Occupancy (Tenure)	Number	Percentage
Occupied Structures	8,301	89.5%
Vacant Structures	518	5.6%
Undetermined	456	4.9%

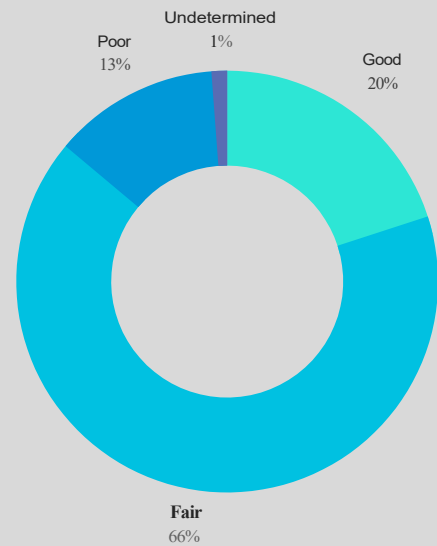


Total Vacancy	Number	Percentage
Vacant Structures & Lots	1,316	
Study Area Vacancy		12.7%

Structure Condition	Number	Percentage
Excellent	632	6.6%
Good	2,299	24.1%
Fair	4,635	48.6%
Poor	1,385	14.5%
Dilapidated	324	3.3%
Not Visible	258	2.7%



Lot Condition	Number	Percentage
Good	1,855	20.0%
Fair	6,131	66.1%
Poor	1,177	12.7%
Undetermined	112	01.2%

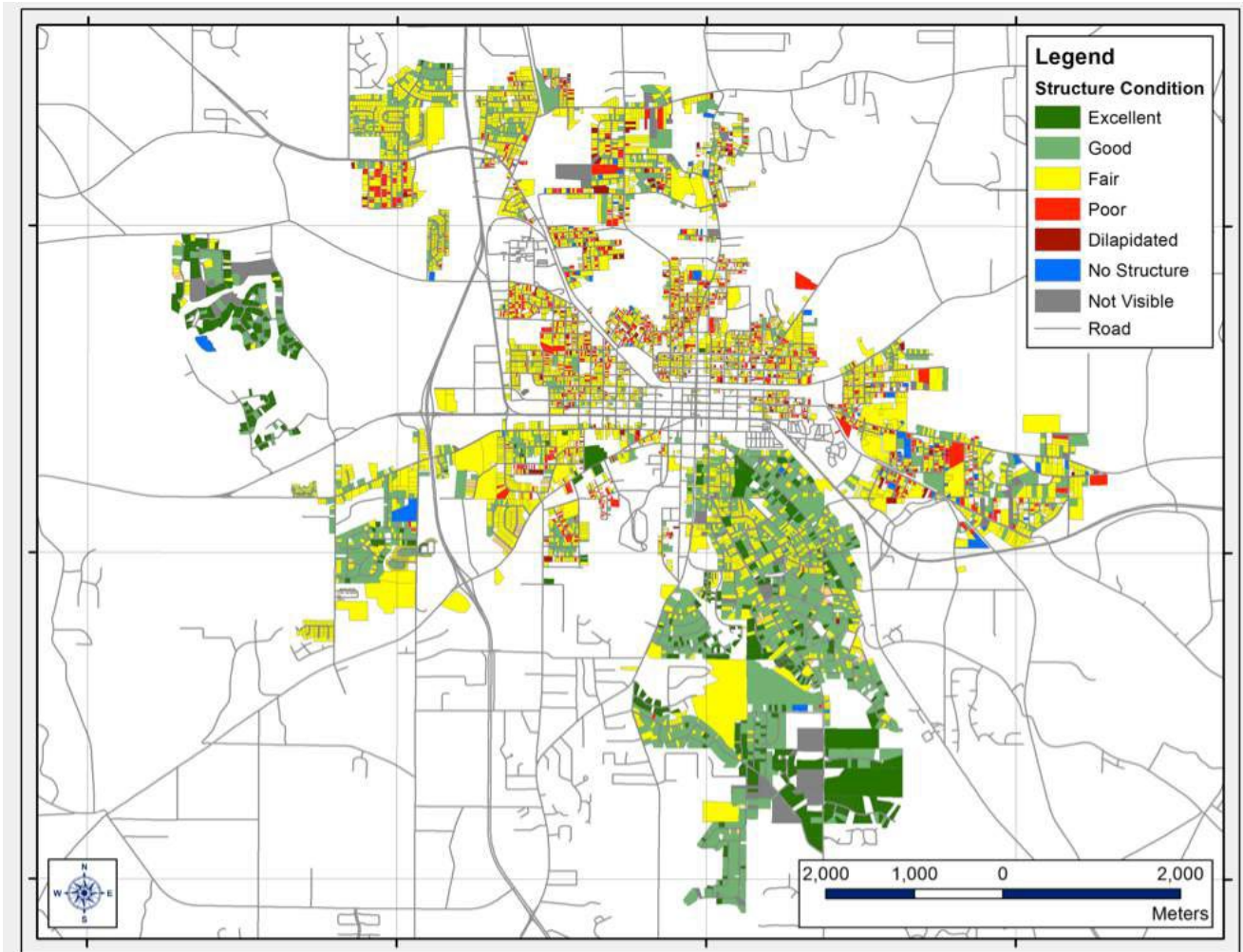


Source: APD Solutions Field Evaluation





## Structural Conditions



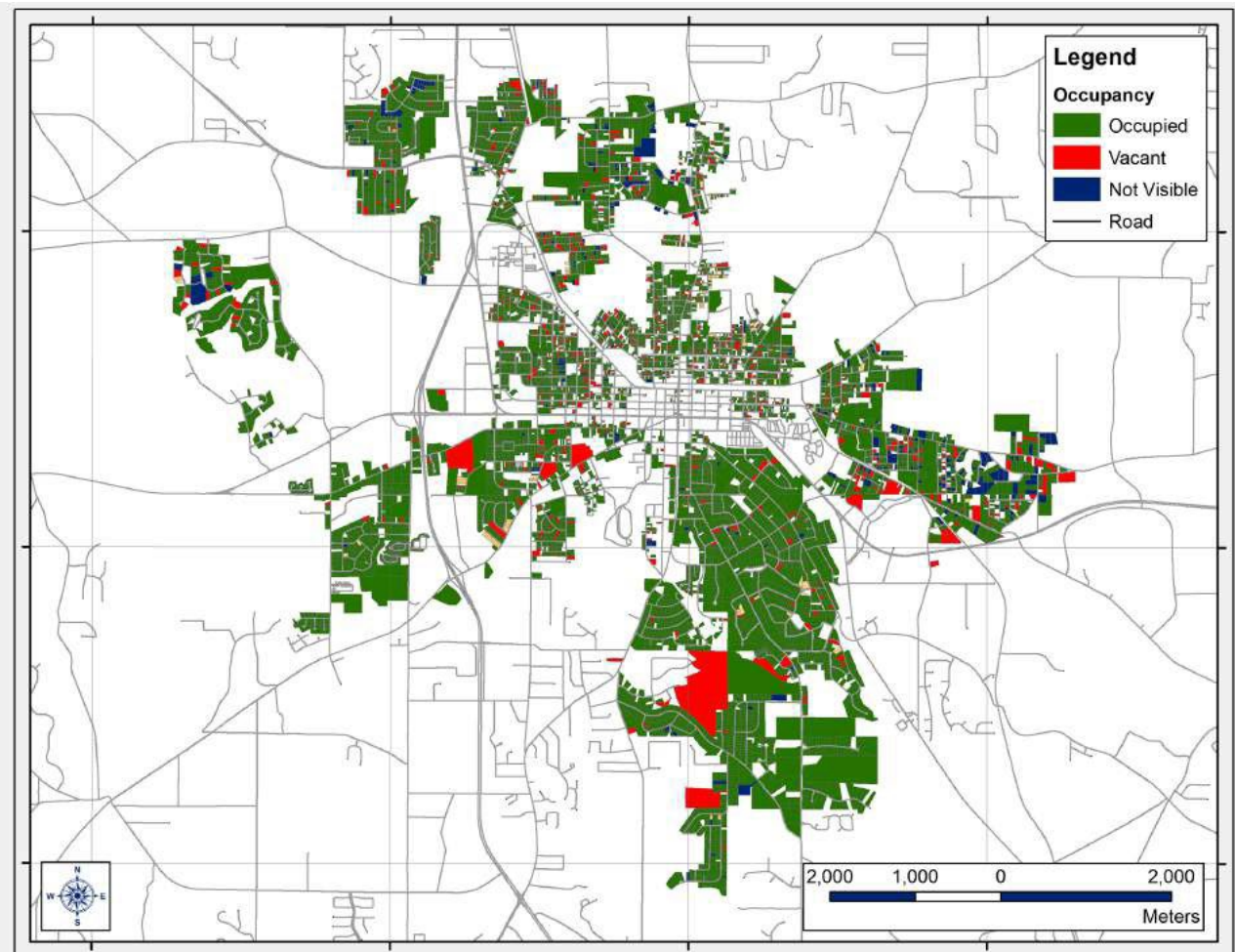
Source: APD Solutions Field Evaluation

As outlined previously, the Griffin/Spalding Study Area is comprised of 10,331 individual parcels. Of this number, 8,210 are within the city, and 2,112 are in the county. Distributed amongst these parcels, there are 9,275 total residential structures, of which 518 or approximately 5.8% appear to be vacant or abandoned. Single-family structures, or those comprised of 1-4-unit structures, are the prominent composition, representing 93.1% of the data set; 638 parcels or 6.9% are defined as multifamily, due to having five (5) or more living units.

Survey results find that from an aesthetic perspective, the City of Griffin has a modest measure of curb appeal. Of the properties assessed, 2,931 structures were found to be in "Excellent" or "Good" condition, comprising 28.4% of the total. The remaining structures were either categorized as "Fair" (4,635), "Poor" (1,385), "Dilapidated" (324) or "Not Visible" (258), encompassing the remaining 71.6%.



Field surveyors also determined that 93.3% of the structures appear to have some visible form of occupancy. Although only 518 structures were deemed to be unoccupied the majority of those parcels are clustered in areas with high numbers of vacant lots.

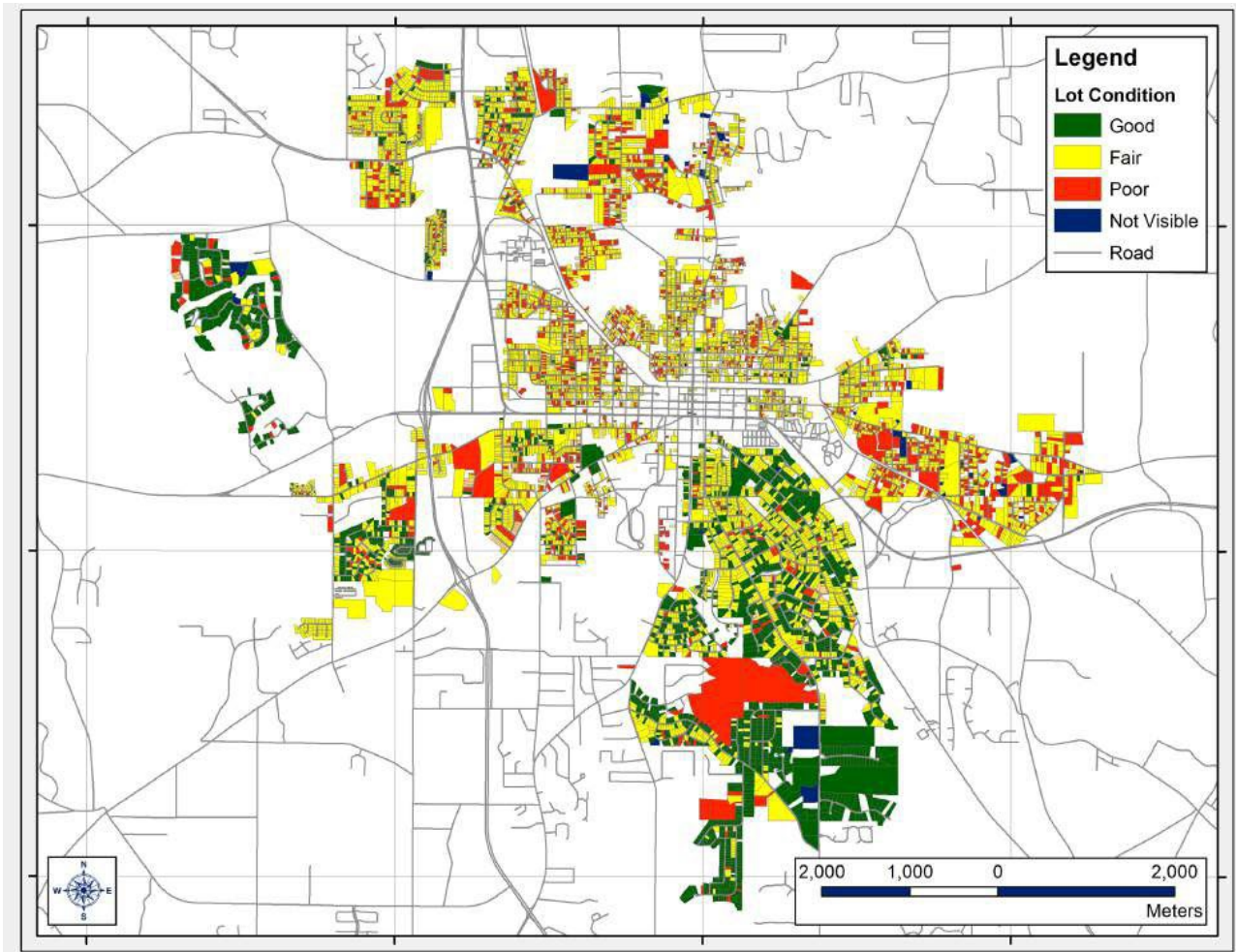


Source: APD Solutions Field Evaluation

### Lot Conditions

Surveyors were assigned 798 vacant residential lots citywide. The surveyors also assessed the condition of how lots with structures were being maintained. Of these lots, the majority, or 66.9%, was determined to be in "Fair" condition. When combining the number of vacant lots and structures, the Griffin/Spalding Study Area has 1,316 total vacant parcels, lending to an overall vacancy rate of 12.7%. While that total may not seem statistically significant, the neighborhood level analysis will show that vacant lots and structures tend to be clustered and isolated within specific neighborhoods.



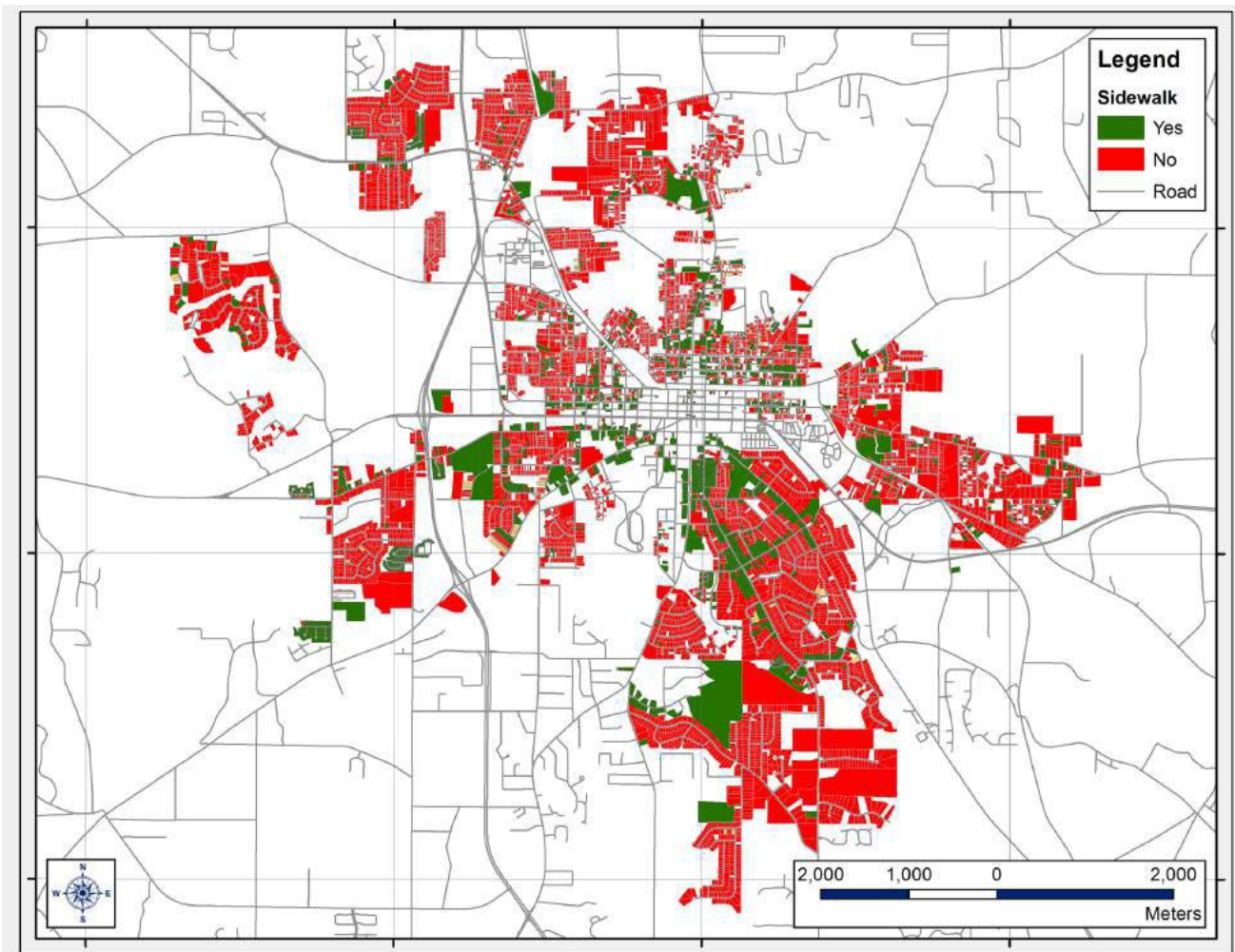


Source: APD Solutions Field Evaluation

Extreme dilapidation was documented at 324 parcels. The locations of these properties are very concentrated in areas of the city closer to former and existing industrial sites. Properties in this category include structures most likely in need of demolition. Our visual assessment determined that these properties would often require more investment to rehabilitate and make livable than to demolish. The current declining market values also make this a special challenge in this environment. These properties are defined by missing roofs, doors, windows and/or walls, and partially demolished properties. Although survey activity did not allow for interior inspection there were some instances where overgrowth was visibly gathering on the structure, both internally and externally.

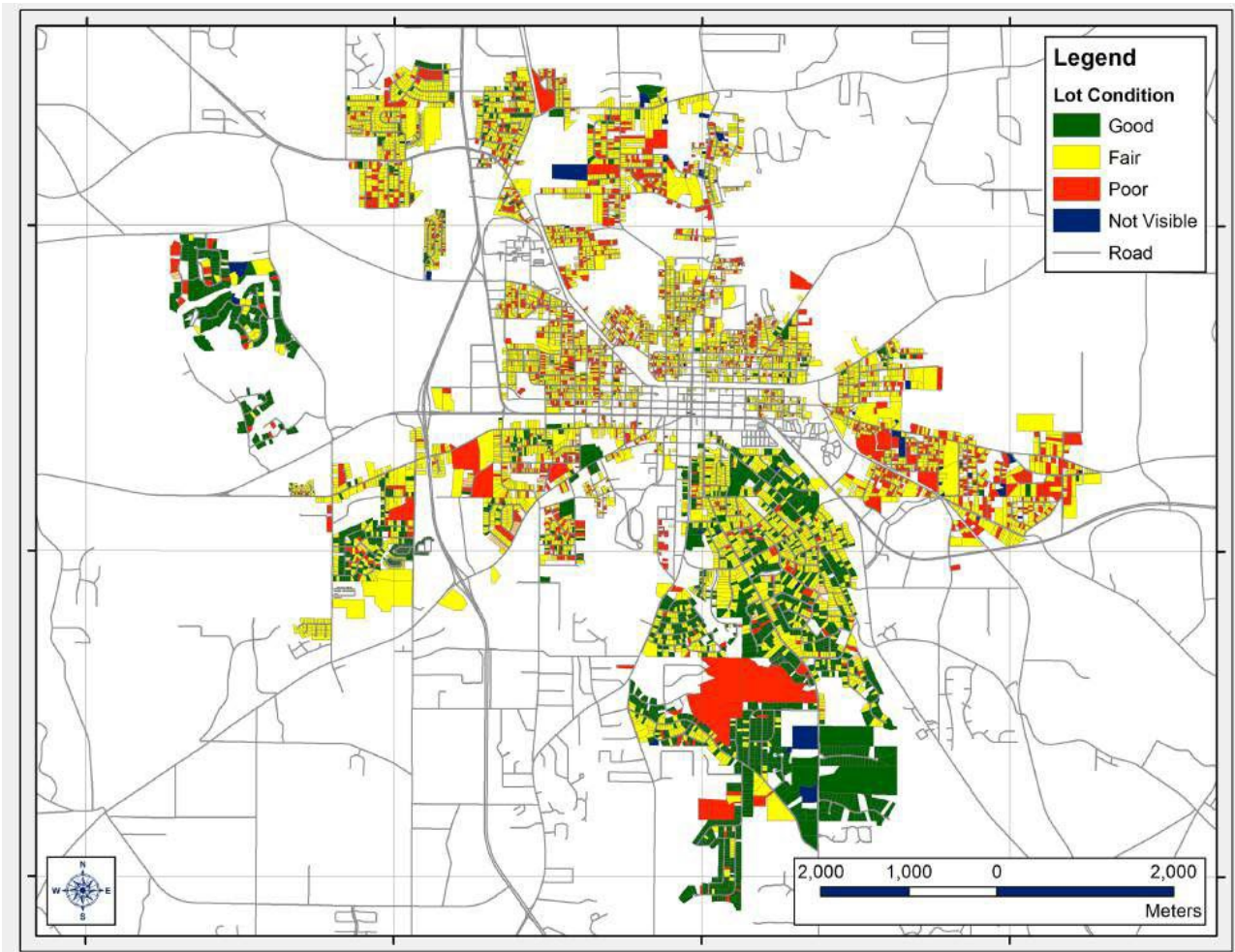
### Presence of Sidewalks

According to the APDS "windshield" assessment, fewer than 40% of residential parcels surveyed have sidewalks, with the majority found in neighborhoods closer to downtown or classified by the report's upper typologies. The dearth of sidewalks in Griffin diminishes neighborhood linkages, and leads to relative physical and social isolation. Poorly maintained sidewalks, steep slopes, difficult-to-cross road barriers, and overgrown vegetation can also impede pedestrian movement in the city. The presence of sidewalks increases property values and represents a desired amenity that contributes to a sense of order in a neighborhood.



Source: APD Solutions Field Evaluation





Source: APD Solutions Field Evaluation

Extreme dilapidation was documented at 324 parcels. The locations of these properties are very concentrated in areas of the city closer to former and existing industrial sites. Properties in this category include structures most likely in need of demolition. Our visual assessment determined that these properties would often require more investment to rehabilitate and make livable than to demolish. The current declining market values also make this a special challenge in this environment. These properties are defined by missing roofs, doors, windows and/or walls, and partially demolished properties. Although survey activity did not allow for interior inspection there were some instances where overgrowth was visibly gathering on the structure, both internally and externally.

## Survey Challenges

Of the 10,331 total residential parcels included in this study, 258 or 2.4% were deemed to be unsurveyable during our field evaluation process. After analyzing the observations made by field surveyors regarding the unsurveyable parcels, several recurring obstructions were noted as to why windshield surveys could not be conducted. Table 11 provides an outline of each reason code and corresponding definition.

<b>Unsurveyable Parcel Reason Code</b>	
<b>Reason Code</b>	<b>Definition</b>
Address Error	Parcels reported or recorded improperly; address present in device, but no longer physically present.
Landlocked	Parcels located adjacent to other parcels in a manner that did not allow for surveyor access; buildings that consisted of more than one unit in the structure, such as basement apartment or rear entry that did not allow access.
Physical Obstruction	Gated communities; areas where security, police, or residents threatened and/or requested surveyors to discontinue surveying.
Vegetative Obstruction	Single or multiple parcels not visible from the sidewalk due to overgrown trees, shrubbery, etc.
Undetermined	Infrastructure in place; however, no structure due to stalled development or incomplete building.

Source: APD Solutions Field Evaluation

Table 11







### Existing Housing Condition Conclusions

From a housing conditions viewpoint, the Griffin/Spalding Study Area has relatively stable, but aging physical housing stock. Overall there is a "Fair" general aesthetic appeal with the "Excellent" and "Good" parcels very concentrated in a handful of neighborhoods. In addition, results show that surveyors noted a much higher incidence of poor quality lots and structures also in very concentrated areas of town. These areas have higher instances of vacant lots and are more likely to suffer from an overall aesthetic categorization of blight or dilapidation.

A complete alphabetical listing of all 22 neighborhoods/census tract areas as they have been evaluated based on the above-mentioned conditions criteria can be found in the following section. Though the city's 12.7% vacancy rate may not seem startling, most of the vacant lots and poor structures are concentrated within several neighborhoods, many of them comprising a "band" of communities beginning in the northeast and sprawling to the southwestern portion of the city. These areas not only have higher structural vacancy numbers but also represent some of the most blighted areas in Griffin.

The surveyors were only assigned the residential parcels to assess, but the conditions described above are exacerbated by the existence of closed mills, crumbling manufacturing, and other vacant commercial properties. This circumstance adds to the already challenged "look & feel" of these areas. The city must have targeted plans for managing these zones of vacancy and abandonment. These vacant parcels may represent prime homeownership and rental opportunities for future growth.



# Neighborhood Based Assessment

In addition to the existing condition information found in this report, the consultant team also developed an interactive Griffin Neighborhood Wave as a companion reference. In this section, we will detail the analysis and related findings. First, we will explain the neighborhood typology and rating of each neighborhood. Then, we will provide a profile of each typology including the average wave, findings and a spotlight of a neighborhood from that typology.

GRaSP views each neighborhood not only as a part of a whole community, but also as individual economic units. Our proprietary evaluation matrix "The Neighborhood Wave," was created to help our clients compare each neighborhood investment area to citywide performance and other neighborhoods in an intuitive and visual way. The Neighborhood Wave provides stakeholders a detailed analysis of how communities are doing, comparing, and dealing with the challenges of today's economic environment. The Neighborhood Wave can also be seen as a competitive assessment of the neighborhoods as they exist today.

This approach goes beyond typical market studies by providing tools to analyze specific neighborhoods and real estate

development/investment opportunities that may be found within them. The purpose of this assessment method is to provide the reader with an advanced tool that can be used as part of a market analysis or on an as-needed basis for side-by-side evaluation of a subject neighborhood.

The wave includes 10 factors segmented into three (3) assessment areas:

- **Housing** – Factors tied to the physical circumstance of the residential real estate in each neighborhood.
- **Spending** – Factors that reveal the impact of access to services and amenities on the neighborhoods shared sense of value.
- **Earning** – Factors that show the current activity and sway investment and development incentives are having in a neighborhood.

A complete overview of the factors can be found below in Table 12. These factors provide the inputs for the "Wave" tool that provides a simplified presentation of neighborhood viability of the 20 Griffin/Spalding assessment areas. This will help a broader population of stakeholders such as neighborhood investors digest the potential.





## Wave Factors

Factor	Explanation
<b>Housing</b>	
Median Home Value X	The determination of the home values for the subject neighborhood.
Owner Occupancy	Percentage of property owners that reside at the property.
Property Condition	Overall assessment of the condition of residential properties in an area.
<b>Spending</b>	
Housing Cost Index	The amount spent on shelter related costs as compared to the US average.
Transportation Cost Index	The amount spent on transportation as compared to the US average
Food Cost Index	The amount spent on food as compared to the US average
<b>Earning</b>	
Employment X	Number of people per neighborhood gainfully employed.
Educational Attainment X	The highest level of education attained by adults age 25 and above.
Household Income X	The average median income for the neighborhood assessment area.
Net Worth	The sum of a household's total assets minus outside liabilities.

Table 12

### Factor Findings - By Neighborhood Assessment Area

Using the 10 "wave" factors, the consultant team conducted a neighborhood-level analysis to help identify the unique dynamics of each of Griffin's neighborhood assessment areas. Neighborhood-level data tables and maps included below provide a profile of the city filtered by the respective factor as gathered from the desktop data sources.

### Median Home Value Median Home

Median Home Value is the property price point where exactly half the homes in the neighborhood are worth higher and half the homes are lower. It is an indicator of the demand for the property. When a property appreciates, the value of the home increases and the homeowner can realize a greater profit when they sell. Conversely, when your property depreciates, the value of the home decreases and the homeowner can realize less profit or a loss when they sell.

Home values fluctuate regularly for several reasons. Increases or decreases in value are triggered by employment rates, interest rates, business growth, housing supply, demand, affordability, crime rate, ongoing maintenance, weather, quality-of-life issues, the quality of schools and other influences. What a home is worth depends on these elements, which impact what a buyer is willing to pay for the property. The findings for each neighborhood assessment area are identified below.



### Median Home Value by Neighborhood

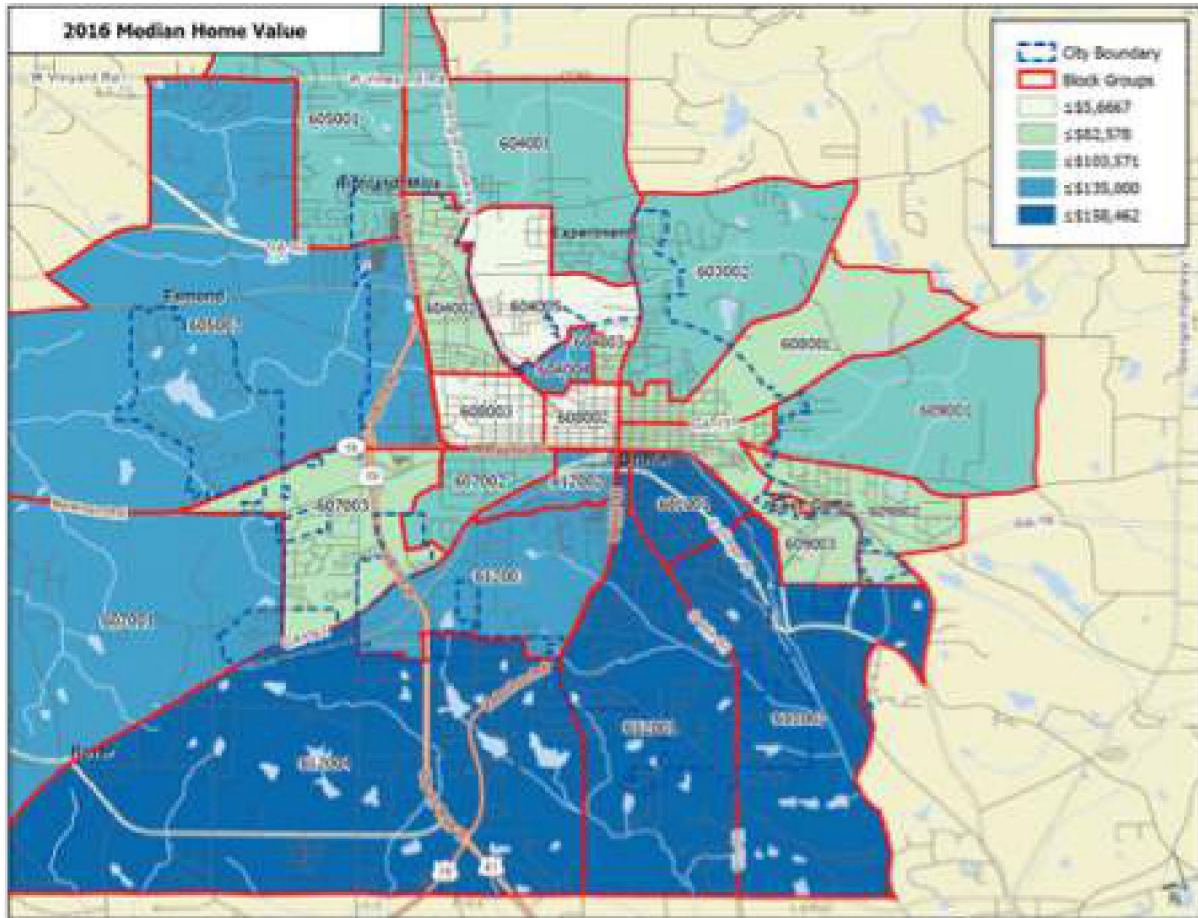
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Highland Mills	W DI	\$87.1- 1
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607001	-1307001	<b>\$131,725</b>
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Fairmont	008001	SGB ij62.
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Rushton Mill	OOS!!Oa	\$S-5rM8
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East Griffi fil I	Q 02	S-76.6 3
Ea:s, .1 ll	ljCJ9 {103	\$6.5.lil
Forest Hills	6!11.1001	s- 4l ?194
Maple Drive/Four Oaks.	-61!.1CI02	<b>\$144,279</b>
Maple Drive/Maddox	M2 01	<b>\$158,462</b>
Meriwether	00!.2.00Z	<b>\$135,000</b>
Park District	6i11.20DI	<b>\$126,042</b>
	fi,JL2(11)	<b>\$148,193</b>

Source: 2016 Esri

Table 13



### 2016 Median Home Value





## Owner Occupancy

Owner Occupancy is the level of residents in a neighborhood that are occupied by the actual owners as compared to renter occupants or transients. For the most part, owner-occupants are more vested in the community and take a higher level of responsibility when it comes to property maintenance. For the Griffin/Spalding neighborhood assessment areas, the average occupancy levels are displayed in Table 14.

**Owner Occupancy by Neighborhood**

Neighborhood Name	Block Groups	Owner-Occupancy
Lincoln Road/Flat	603002	46.3%
Experiment	604001	50.9%
UGA	604002	41.2%
604003	604003	24.1%
604004	604004	24.1%
604005	604005	41.2%
Highland Mills	605001	46.3%
Southern Crescent	605002	74.3%
607001	607001	74.3%
607002	607002	24.1%
Kroger/Lowes	607003	60.1%
Fairmont	608001	46.3%
Thomaston Mill	608002	46.3%
Rushton Mill	608003	41.2%
609001	609001	50.9%
East Griffin I	609002	50.9%
East Griffin II	609003	46.3%
Forest Hills	611001	68.8%
Maple Drive/Four Oaks	611002	73.6%
Maple Drive/Maddox	612001	87.5%
Meriwether	612002	24.1%
Park District	612003	24.1%
Source: ESRI		

Table 14



The typical American household is spending 70-89% of their income on three items: Housing, Transportation and Food. With stagnant incomes and rising costs, the APDS team collected household spending trends at the neighborhood level for each of these expense areas. The data is presented as an index where 100 is the average for a household in the United States. A score of 120 means a household is spending 20% more than the typical household. If an index score is 57 that means a household is spending 43% less than other households in the nation. A brief overview of why each of these costs is influential is detailed below followed by the index scores for each neighborhood assessment area.

Housing costs usually represent the largest portion of an individual's budget. Across America, families are finding it difficult to afford safe, decent and adequate shelter on one income alone. As a result, many families start creating coping strategies such as getting housing smaller than what's needed for their family situation, commuting longer distances and skimming on other non-housing expenses.

The US Department of Housing and Urban Development recommends that households spend no more than 28-32% on their housing. In Griffin there are many households with very modest incomes leaving them with few affordable options for shelter. As a result they may choose substandard conditions due to budget constraints.

Transportation options refer to the quantity and quality of accessibility options available to an individual or group, considering their specific needs and abilities. There are several reasons that society may value improved transportation options. Improved transportation options can help reduce traffic congestion, facility costs, road risk, environmental impacts and consumer costs.

In addition, improved options allow consumers to save money, avoid stress, and reduce their need to transport non-drivers. Throughout the US housing and transportation costs are burdening middle and lower income households. Improved transportation options allow consumers to choose the most efficient option for each trip and have a real influence on the household budget.

Capturing the food index is an important one because it is one major expenditure that Griffin households have complete control over what, where and when they spend. Food expenditures are often determined after housing and transportation costs are considered. According to the USDA, households spend more money on food when incomes rise, but food represents a smaller portion of income as they allocate additional funds to other goods.

On the opposite spectrum lower income households are spending less but a much higher percentage of their income. In 2016, households in the middle-income quintile spent an average of 13.1% of income, while the lowest income households spent 32.6% of income.



Housing, Food, and Transportation Index

Ex "iru1ent	0040011	53	51	fiB
UGA	604002	49	52	51
604003	604003	41	42	40
604004	604004	41	42	40
604005	00400p	49	5.2	6i
Higl TaT11d Millls	6050011	45	-41	47
Sourthe' Cir.esoe	005002	94	94	91
607001	&010011	94	94.	97
607002	607002	41f	42	4'0
KrogertLmves	&07003	63	66	67
F"al cmt	6080011	45	41	41
Trio a:ilot:11 Mill	5'08002	45	47'	47
Ru:shto MiH	008003	49	62	51
609001	61)90011	53	57	56
East Griffn I	009002	53	61	5B
East Griffi H	009003	45	41	47
Forest Hills	611/0011	1.22	119	119
Ma re,D f'M'eif cur Oaks	'611002	84	86	88
MapJe Drivel.Maddb«:	612001	117	114	116
Me' :efheli	612002	41	42	40
Par.k Distriot	612003	41'	42	40

Table 15





## Employment

In general, elevated levels of employment lead to consumer confidence and strong spending. While income is derived from a variety of sources, wages and salaries are typically the largest components of a region's income making it an implied indicator of area employment strength. Understanding the employment picture over time provides insight into the viability of businesses in the area that may provide drawing power for future growth and demand for housing. Thus, the financial choices of households significantly depend on the menu of financial products and housing options available to them.

Lack of employment affects the economic situation through taxes, outstanding debt and changing growth patterns. When a person loses a job, he is no longer able to pay his debts or taxes, and he spends less. These occurrences can be devastating and leads to higher demand for government intervention or nonprofit engagement.

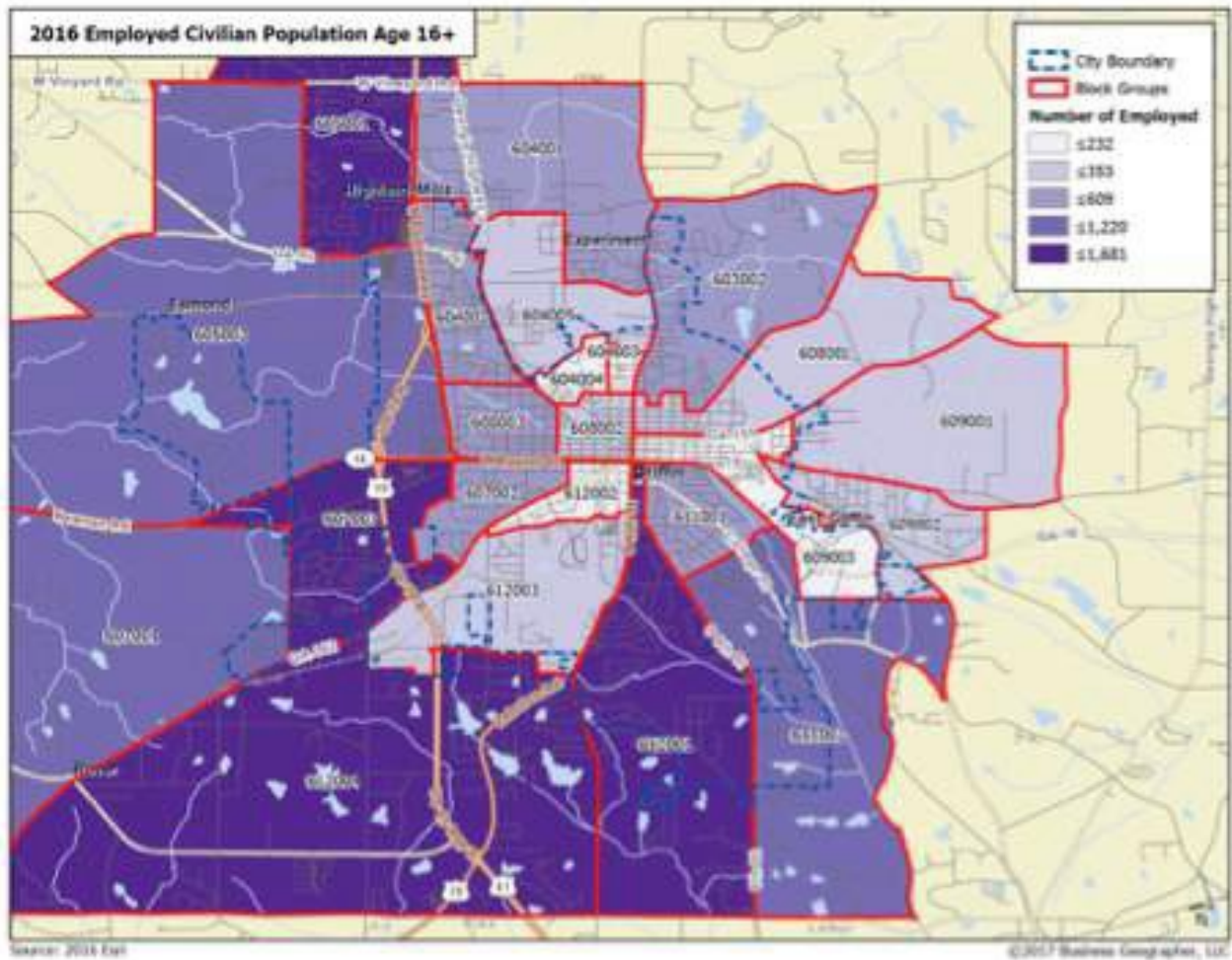
### Employed Civilian Population by Neighborhood

Neighborhood Name	Block Groups	2016 Employed Civilian Pop 16+
Lincoln Road/Flat	603002	609
Experiment	604001	495
UGA	604002	458
604003	604003	153
604004	604004	232
604005	604005	353
Highland Mills	605001	1,681
Southern Crescent	605002	1,201
607001	607001	913
607002	607002	461
Kroger/Lowes	607003	1,358
Fairmont	608001	327
Thomaston Mill	608002	319
Rushton Mill	608003	535
609001	609001	317
East Griffin I	609002	338
East Griffin II	609003	175
Forest Hills	611001	579
Maple Drive/Four Oaks	611002	1,220
Maple Drive/Maddox	612001	1,541
Meriwether	612002	120
Park District	612003	347
Source: 2016 ESRI		

Table 16



## 2016 Employed Civilian Population



### Educational Attainment

Educational attainment refers to the highest level of education an individual has attended and completed, or the highest degree earned. It is typically measured for individuals at the age of 25 and above. This factor is crucial to the overall health and vitality of neighborhoods. Educational attainment is directly correlated with income, and health as neighborhoods with residents holding higher levels of educational attainment will have higher income levels, and more access to healthcare.

Neighborhoods with high average income levels are desirable to both investors and potential residents, as they tend to retain real estate values better and often attract greater demand from buyers - and that supports values. On the other hand, areas with lower educational attainment levels among adults are likely to have greater difficulty preserving values. For the purposes of documenting this, the consultant team captured the percentage of neighborhood residents above the age of 25 that have earned at least a Bachelor's degree.





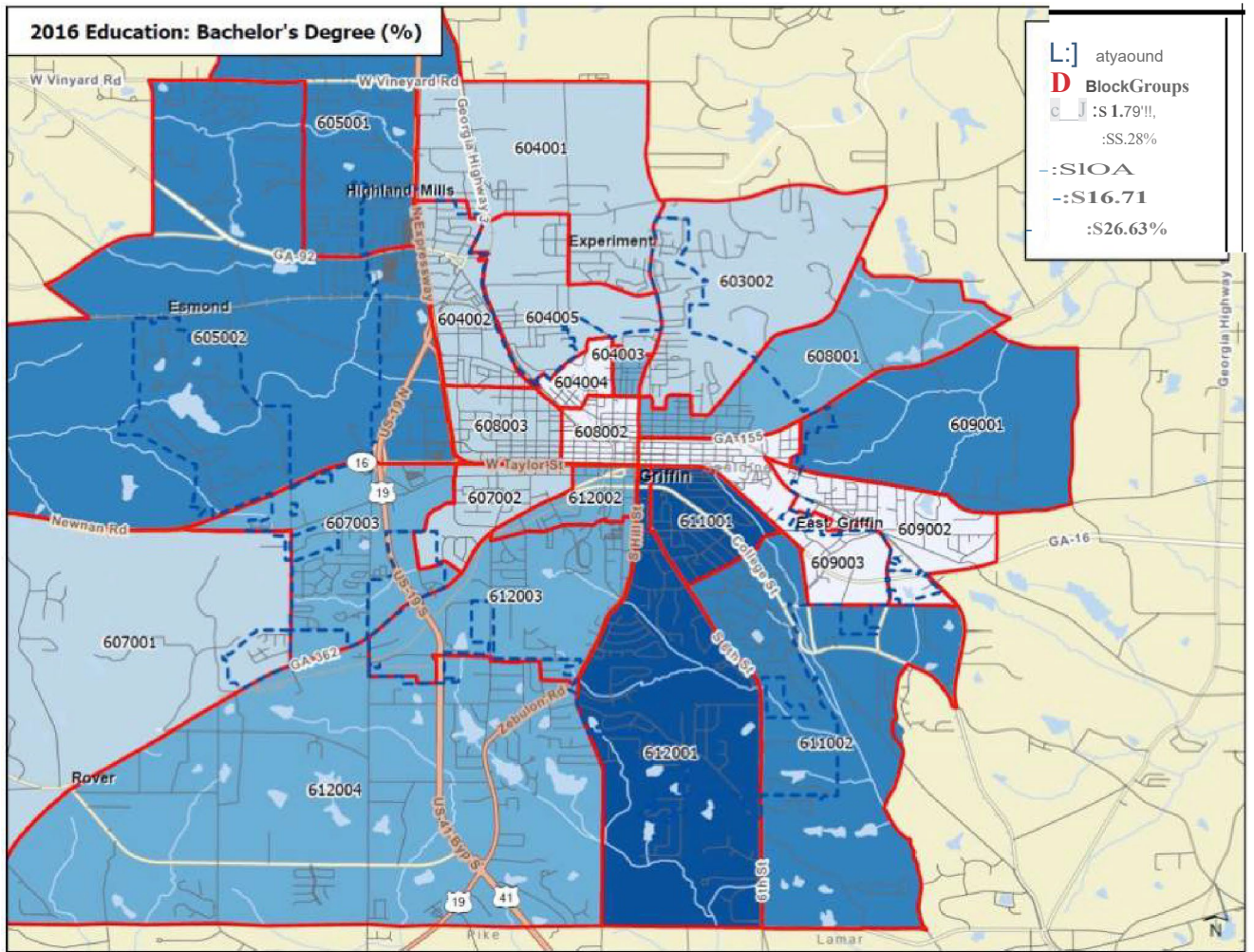
### Educational Attainment by Neighborhood

Neighborhood	Code	Percentage
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tXi	EI04 01	,.011%
	130a!lIJ2	;3.,12%
00a,00a	60QODa	9',26.%
604004	604 {]M	D'¼
604005	60 ..lJ5	2.63%
Highland Mills	riOS0.01	11.4[1%
5eut:h nt	EIO.SAJIJZ	1:3 79%
607001	607001	,ll.6%
607002	1§(17.02	28%
Kroger/Lowes	607003	7.32%
Fairmont	60-U:)1	B,,7.4%
ii lt	600002	1.79% <sub>c</sub>
Rushton Mill	f:iQ&'OIJ	3.!!-6%
609001	609.'lIOJl	12.1.%
East Griffin I	uO!J.()02	0%
East Griffin II	ISO iE	0%
Forest Hills	611. 01	26.63%
M· Oak.s	6'11(102	16.71%
Maple Drive/Mad do«	B1l.2ilD1	22.69%
Meriwether	612002	1!.ll.42%
Park District	6lZ.OOd	9 ffi.%
S..1Ur		

Table 17



### 2016 Education: Bachelor's Degree (%)



## Household Income

Household income is the flow of money coming into the household over the course of a year. A look at household income helps contribute to the broad picture of growth and prosperity for a community and city as a whole. In general, high levels of income lead to strong spending. Personal income trends provide an important indicator of local or regional economic activity over time. Negative changes in income can indicate that consumers are, or soon will be, spending less. When consumers don't spend, the economy suffers, and the first area impacted is the neighborhood in which the family lives. Income is used as a gauge of the quality of consumer markets in an area, as well as a measure of residents' economic well-being.

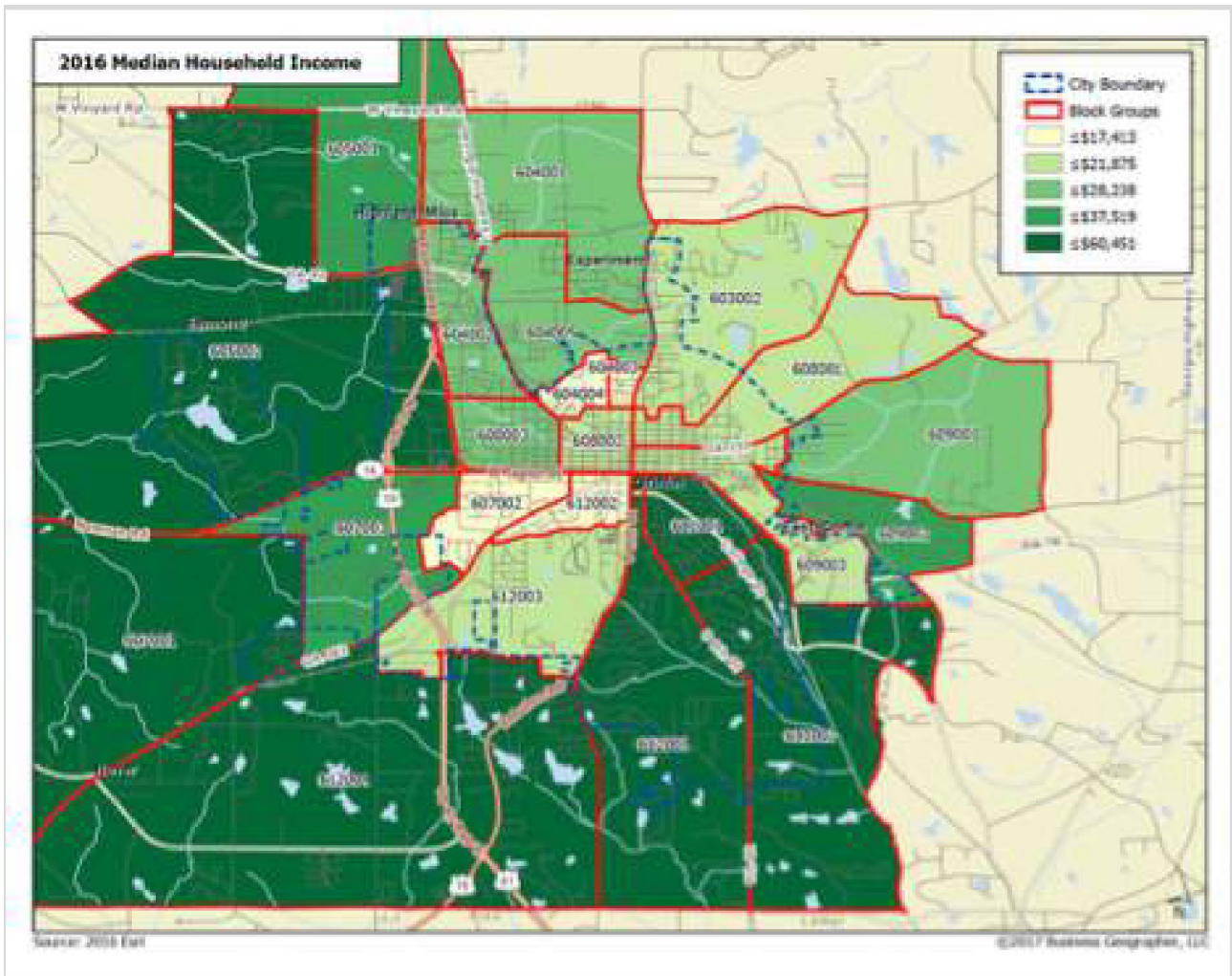
### Household Income by Neighborhood

Neighborhood Name	Block Groups	2016 Median Household Income
Lincoln Road/Flat	603002	\$20,376
Experiment	604001	\$27,204
UGA	604002	\$28,238
604003	604003	\$17,237
604004	604004	\$17,413
604005	604005	\$25,248
Highland Mills	605001	\$35,840
Southern Crescent	605002	\$58,161
607001	607001	\$59,237
607002	607002	\$16,390
Kroger/Lowes	607003	\$37,519
Fairmont	608001	\$21,088
Thomaston Mill	608002	\$21,875
Rushton Mill	608003	\$25,442
609001	609001	\$28,165
East Griffin I	609002	\$31,607
East Griffin II	609003	\$19,334
Forest Hills	611001	\$59,730
Maple Drive/Four Oaks	611002	\$54,459
Maple Drive/Maddox	612001	\$60,451
Meriwether	612002	\$11,830
Park District	612003	\$19,083

Table 18



### 2016 Median Household Income





## Neighborhood Wave Evaluation

Once the data was collected for each factor as outlined in the Methodology section, it was scored in comparison to the citywide average. If a factor was positively associated with a factor such as median net worth, and a neighborhood has a higher value for this factor than the city, it received a score of +1 to +5. Conversely, if a factor was negatively linked with educational attainment and the community area had a lower occurrence for this factor than the city as a whole, the area would also receive a score of -1 to -5 for that factor. The maximum value a neighborhood could receive would be +5 and the minimum value would be -5.

There are some constraints to this method as we didn't include any weighting for level of quality; only percentages, totals or occurrences. For a neighborhood we may know the number of employed persons but did not add any scaling for the job type. Despite that limitation, this process does reveal patterns that are useful in comparing neighborhoods to each other and to see trends, correlations and spatial patterns.

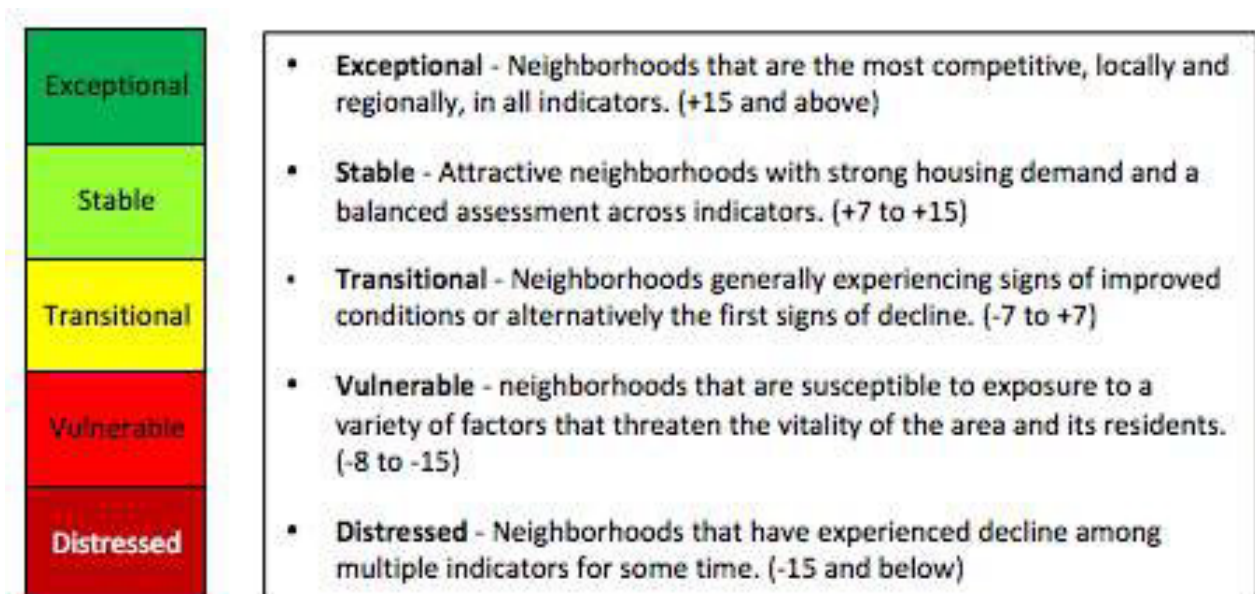
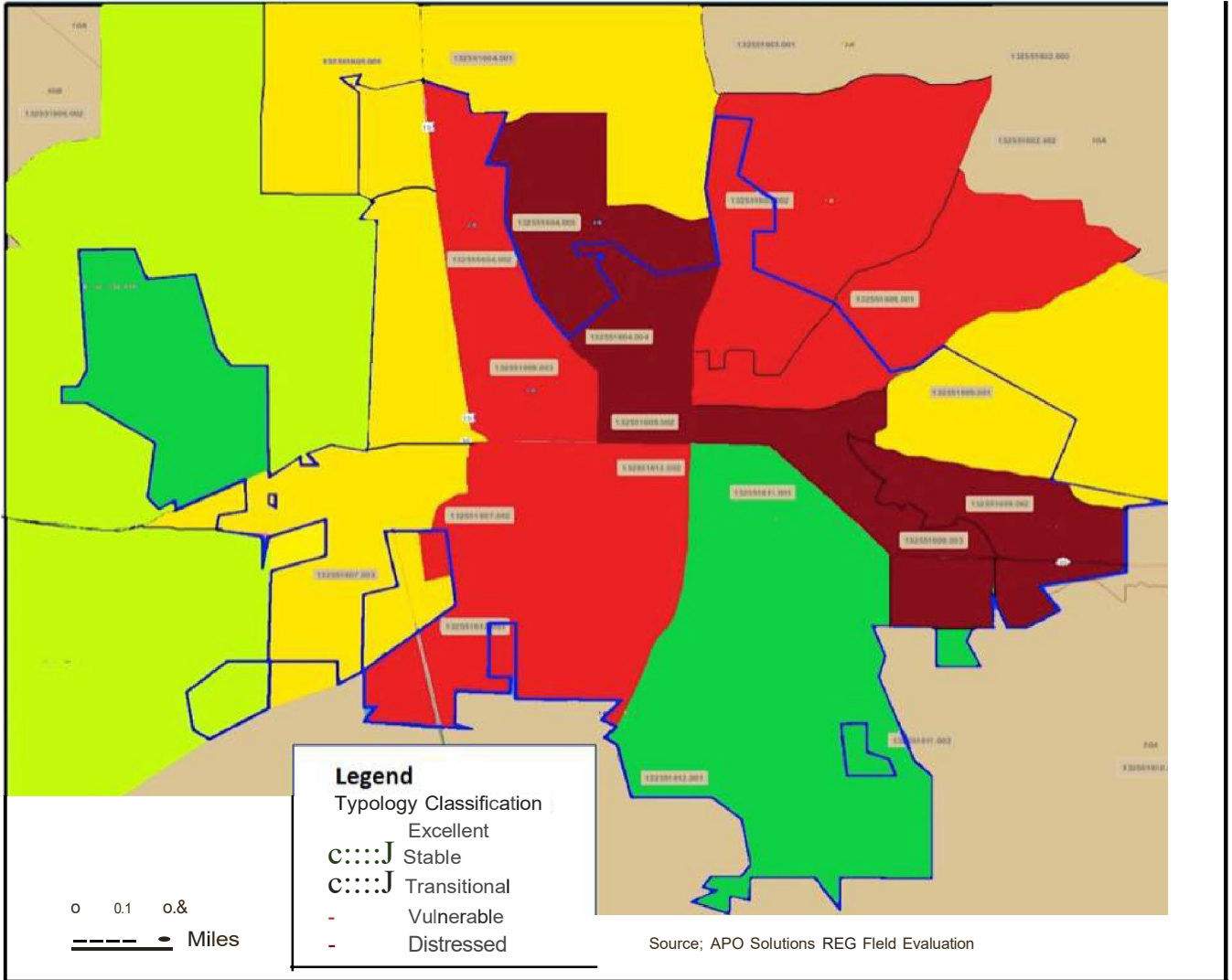


Figure 7



### Griffin Neighborhood Typology Heat Map



### Neighborhood Rating by Census Tract

Neighborhood Area	Census Tract	Total Score	Category
Lincoln Road/Flat	603002	-9	Vulnerable
Experiment	604001	-7	Transitional
UGA	604002	-11	Vulnerable
604003	604003	-18	Distressed
604004	604004	-17	Distressed
604005	604005	-18	Distressed
Highland Mills	605001	7	Transitional
Southern Crescent	605002	19	Exceptional
607001	607001	11	Stable
607002	607002	-15	Vulnerable
Kroger/Lowes	607003	4	Transitional
Fairmont	608001	-11	Vulnerable
Thomaston Mill	608002	-17	Distressed
Rushton Mill	608003	-13	Vulnerable
609001	609001	-3	Transitional
East Griffin I	609002	-16	Distressed
East Griffin II	609003	-17	Distressed
Forest Hills	611001	20	Exceptional
Maple Drive/Four Oaks	611002	22	Exceptional
Maple Drive/Maddox	612001	29	Exceptional
Meriwether	612002	-10	Vulnerable
Park District	612003	-11	Vulnerable

Table 19



### Neighborhood Rating by Total Scores

Neighborhood Area	Census Tract	Total Score	Category
Maple Drive/Maddox	612001	29	Exceptional
Maple Drive/Four Oaks	611002	22	Exceptional
Forest Hills	611001	20	Exceptional
Southern Crescent	605002	19	Exceptional
607001	607001	11	Stable
Highland Mills	605001	7	Transitional
Kroger/Lowes	607003	4	Transitional
609001	609001	-3	Transitional
Experiment	604001	-7	Transitional
Lincoln Road/Flat	603002	-9	Vulnerable
Meriwether	612002	-10	Vulnerable
UGA	604002	-11	Vulnerable
Fairmont	608001	-11	Vulnerable
Park District	612003	-11	Vulnerable
Rushton Mill	608003	-13	Vulnerable
607002	607002	-15	Vulnerable
East Griffin I	609002	-16	Distressed
East Griffin II	609003	-17	Distressed
Thomaston Mill	608002	-17	Distressed
604004	604004	-17	Distressed
604003	604003	-18	Distressed
604005	604005	-18	Distressed

Table 20





### Exceptional Neighborhoods



**Exceptional neighborhoods** represent peak neighborhood conditions in the city. Here, residents mostly work in professional occupations, with a large concentration of residents having earned a four-year or graduate degree. The residential profile lacks diversity, both in race and income, partly because of generational residency. There is a strong community identity in direct correlation with the high owner-occupancy rate and heightened sense of resident stability.

In terms of housing stock, these are well-maintained neighborhoods comprised primarily of expansive single-family homes on larger lots. Though the homes may be older, there has been much attention given to the preservation of structures over time, lending to high curb appeal and real estate value. Property preservation can also be attributed to the low vacancy rates and lower instances of crime that are common in Exceptional neighborhoods.

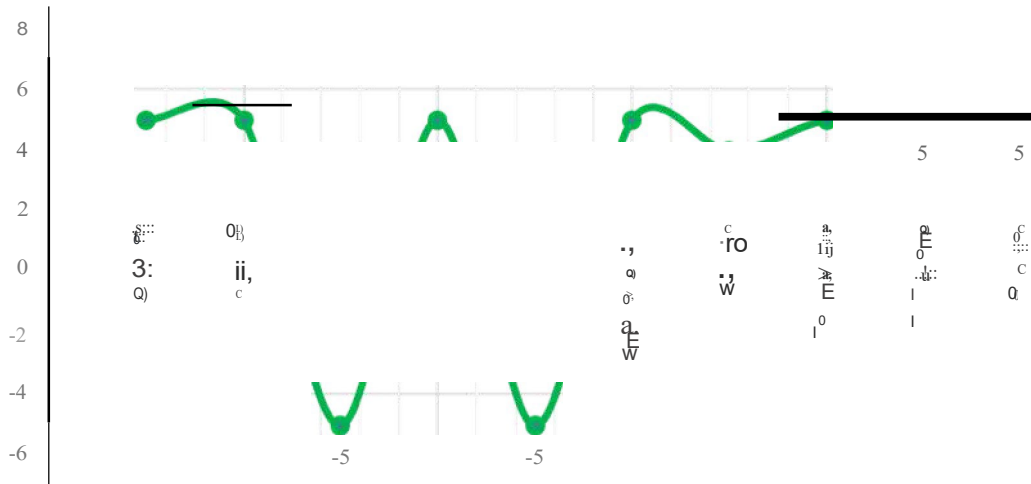
### Griffin's Exceptional Neighborhoods

Maple Drive/Maddox	612001	29	Exceptional
Maple Drive/Four Oaks	611002	22	Exceptional
Forest Hills	611001	20	Exceptional
Southern Crescent	605002	19	Exceptional

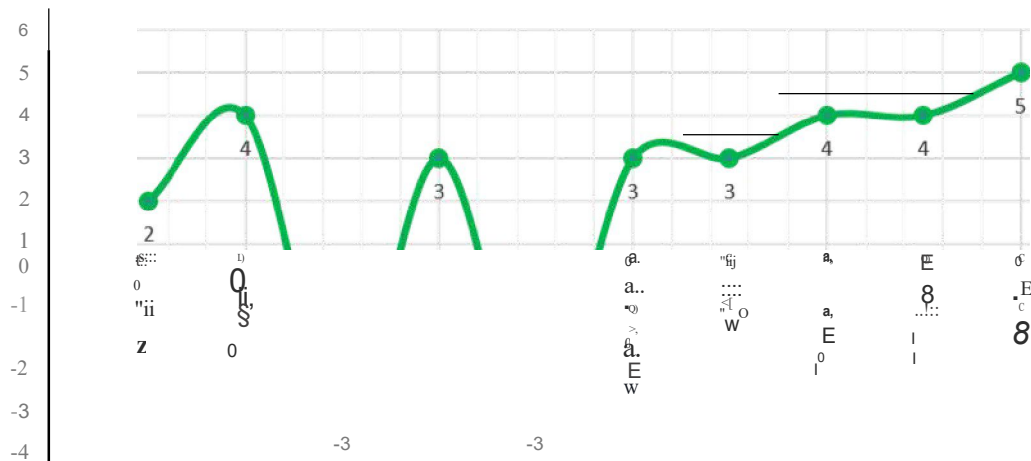




Maple Drive/Maddox - 612001



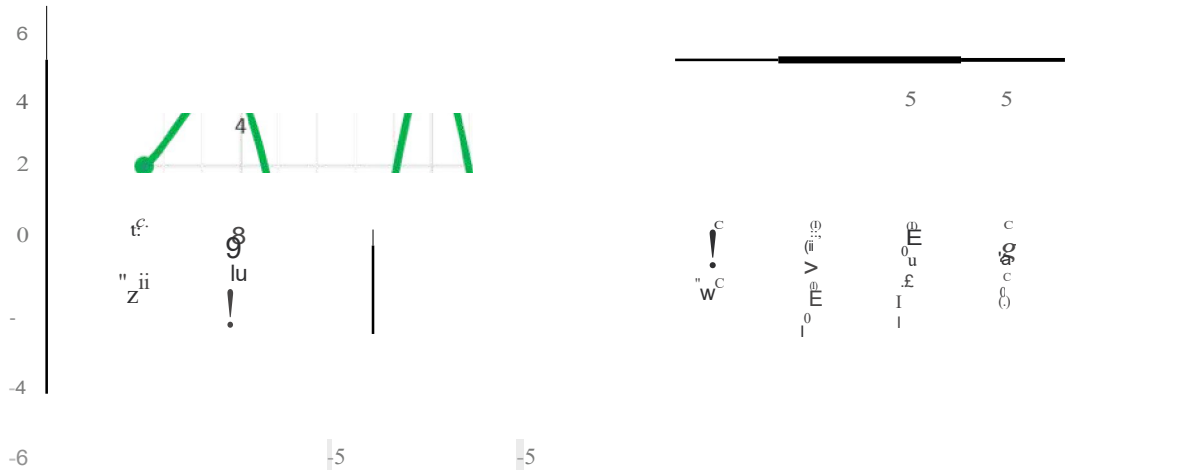
Maple Drive/Four Oaks - 611002



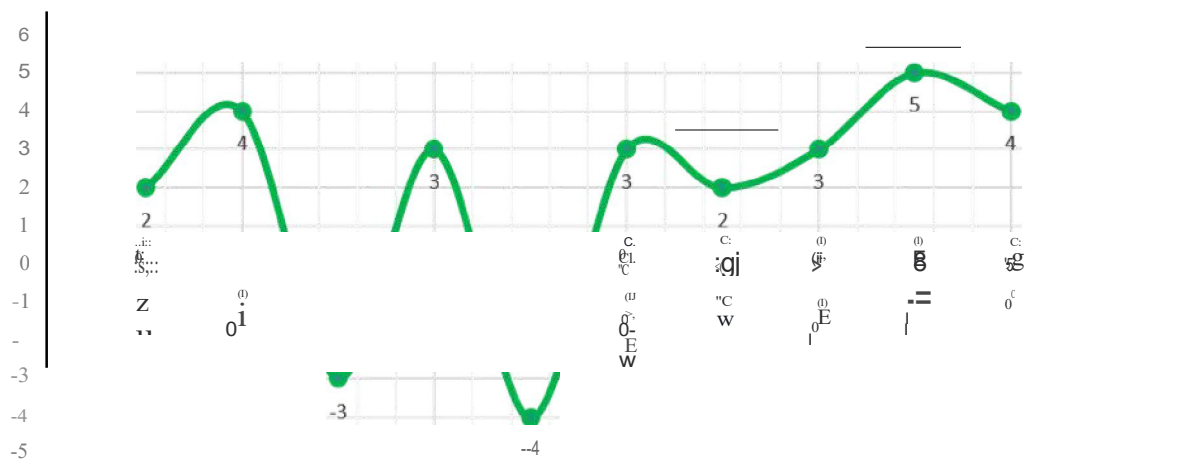




Forest Hills - 611001



Southern Crescent - 605002

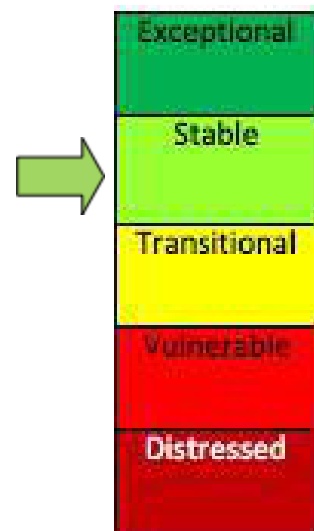




### Stable Neighborhoods

Stable neighborhoods often have a firmly established community profile. As these areas are predominantly residential, residents mostly travel to nearby communities for employment and services due to limited commercial and retail options, giving these neighborhoods a below average access to amenities. Residents are employed in an array of professional occupations, resulting in slightly above average income families.

These communities boast a prominent level of owner-occupancy in single-family housing stock. Low crime, high curb appeal, and low blight all lend to the stable feel in these neighborhoods. However, much of the neighborhood future progress is stagnated by high housing costs, low population growth, and very little community commerce.



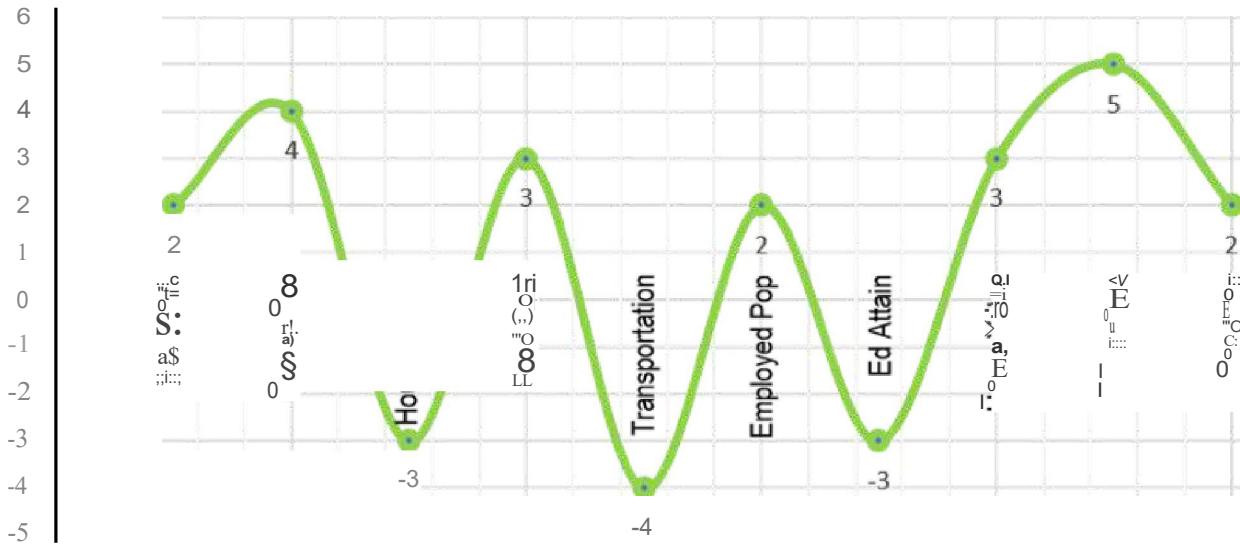
### Griffin's Stable Neighborhoods

607001	607001	11	Stable
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607001





### Transitional Neighborhoods

Transitional neighborhoods are characterized by gradual changes that lend to overall potential, but are still experiencing turbulence across the multiple assessment factor. These areas are positioned to undergo drastic population changes, both in numbers and racial composition. However, transitional neighborhoods require significant support and mitigate current challenges and reinforce existing

This neighborhood struggles with issues of crime and lack of community identity, but has the potential to evolve and transition into other neighborhood types. There is also a significant lack of commercial presence, as high vacancy and low community commerce are indicative of the business flight common in these areas.

### Griffin's Transitional Neighborhoods

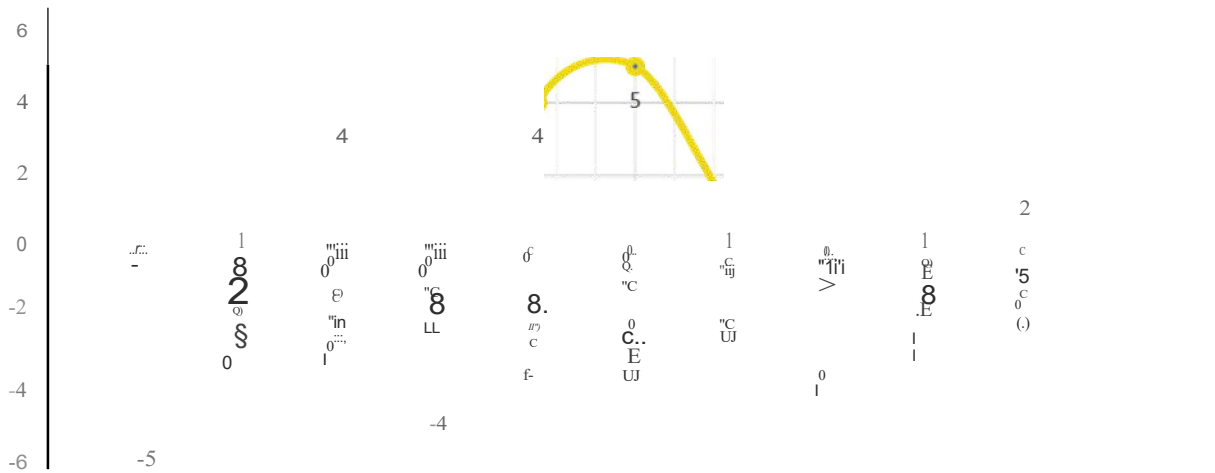
Highland Mills	605001	7	Transitional
Kroger/Lowes	607003	4	Transitional
609001	609001	-3	Transitional
Experiment	604001	-7	Transitional



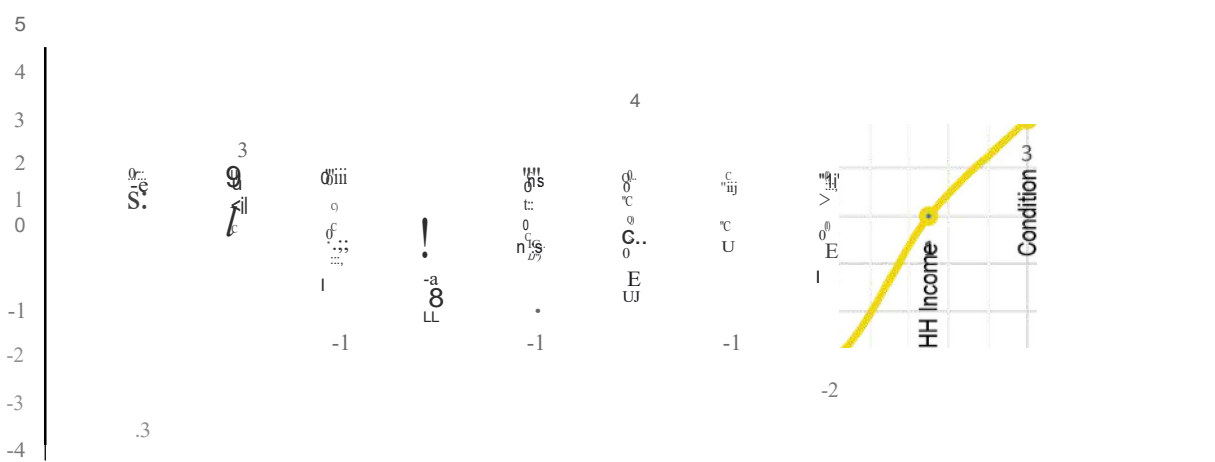




Highland Mills - 605001



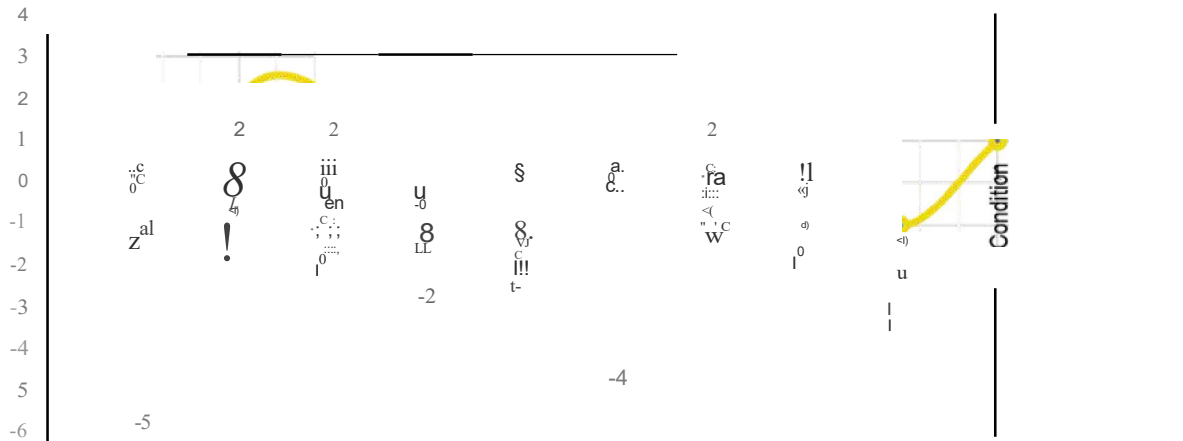
Kroger/Lowes - 607003



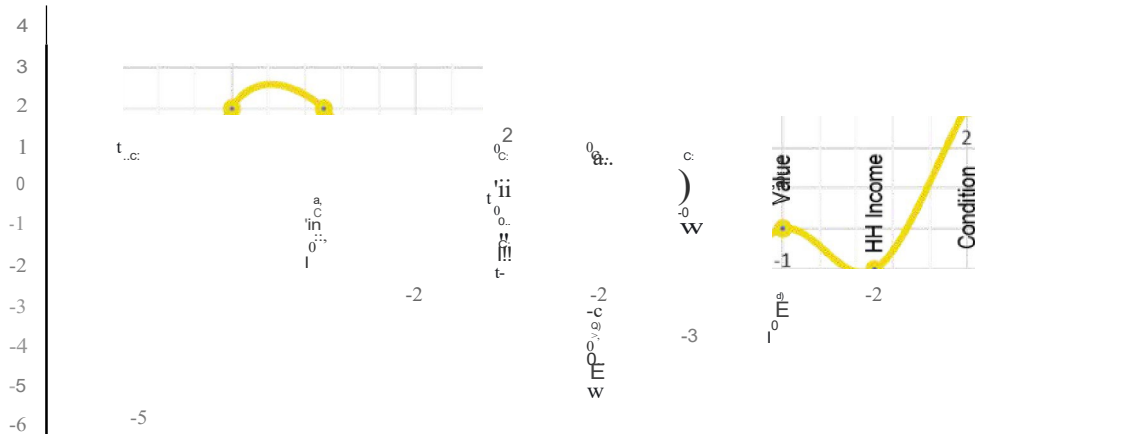




609001



Experiment - 604001





### Vulnerable Neighborhoods

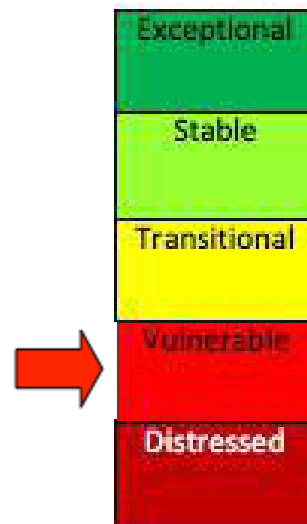
Vulnerable neighborhoods are susceptible to exposure to a variety of factors that threaten the vitality of the area and its residents.

These communities are often characterized by proximity to industrial areas and have a variety of public transportation options, leading to below average commuting times. Residents in the area have lower incomes and many are employed in service or sales occupations.

There is a significant lack of racial and income diversity in a vulnerable neighborhood.

While many vulnerable neighborhoods have a strong community, identity tied to a long history, high instances of crime and increased vacancy threaten to derail resident stability. This increased vacancy directly correlates to a disinvestment in private industry, giving the community a declining curb appeal and leading to property depreciation.

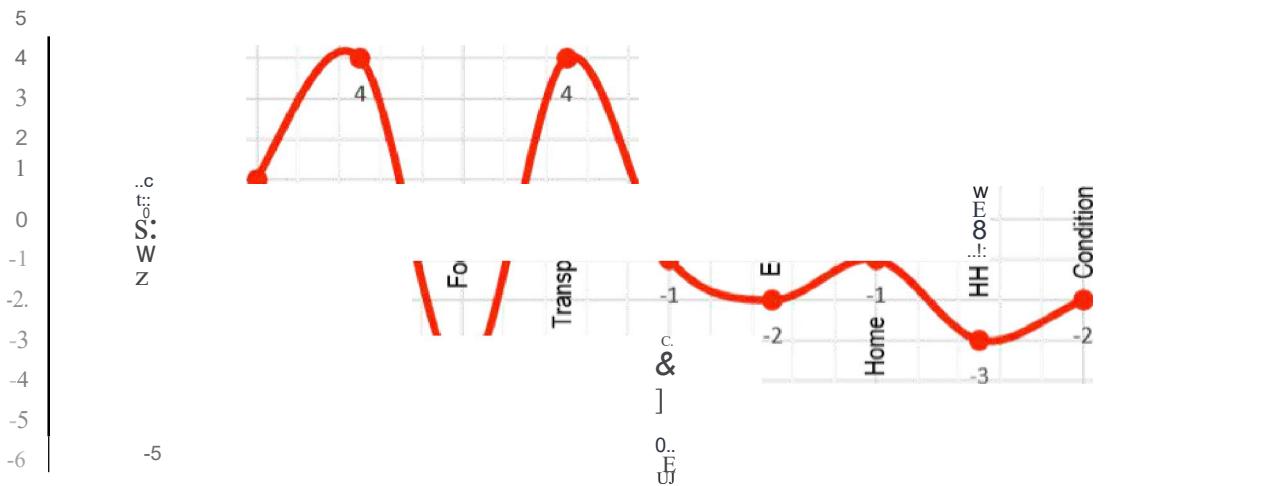
Accordingly, business flight and closures have led to limited amenity access and a sparse number of retail establishments.



### Griffin's Vulnerable Neighborhoods

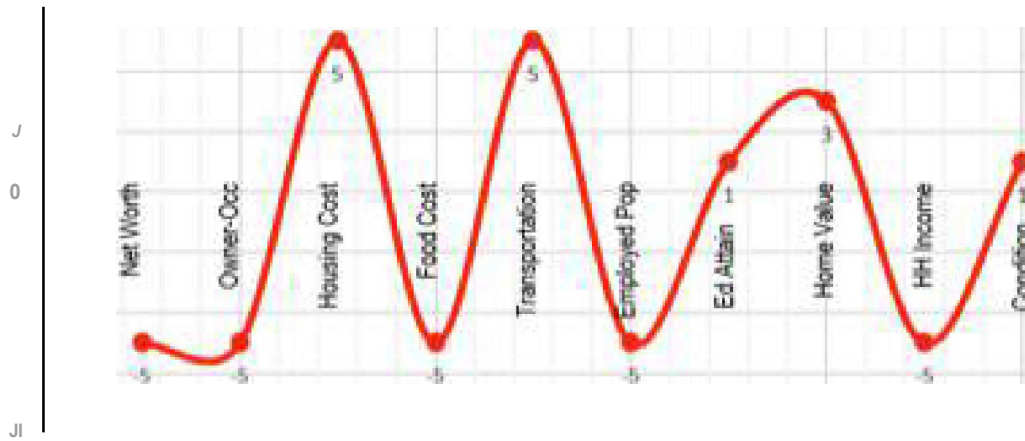
Litic:ol :Road/Plat	603002	-9	Vulnerable
Meriwether	612002	-10	Vulnerable
UGA	604002	-11	Vulnerable
Fairmont	60£:0111	-11	Vulnerable
Park District	612003	-11	Vulnerable
Rushton Mill	6D80113	-13	Vulnerable
"607□02	607002	-15	Vulnerable

Lincoln Road - 603002

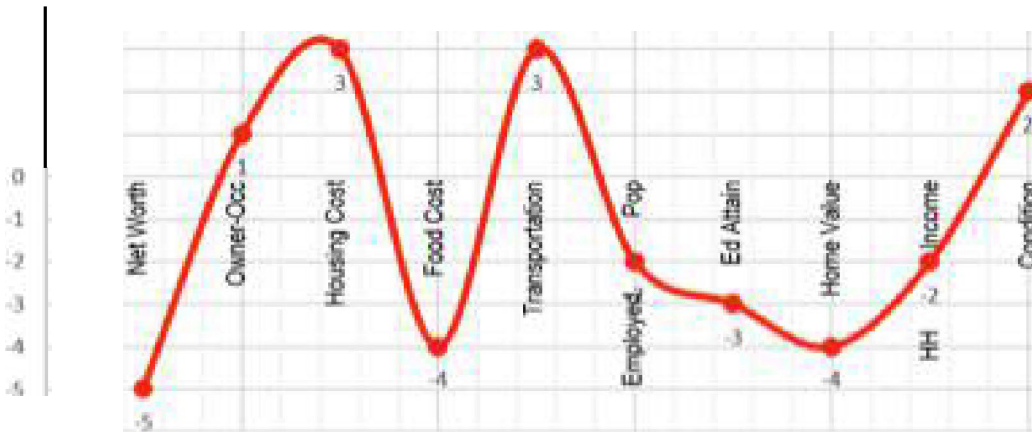




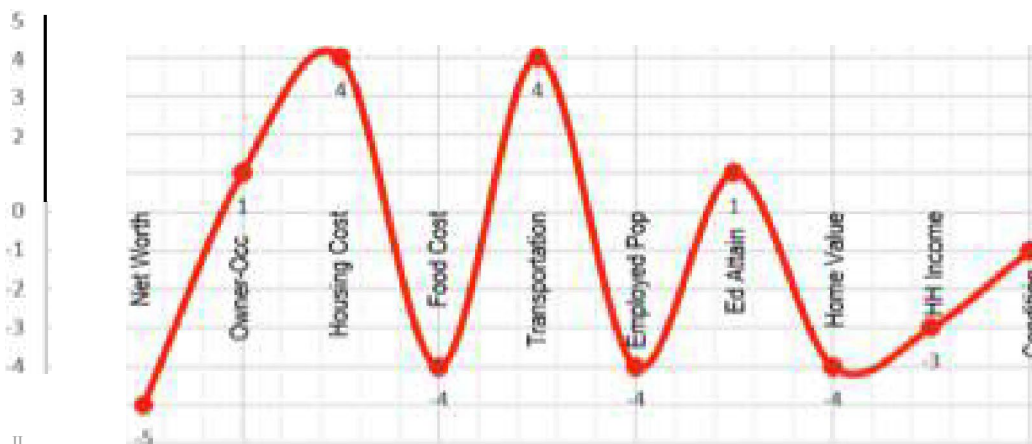
### Meriwether - 612002



### UGA- S0'1002

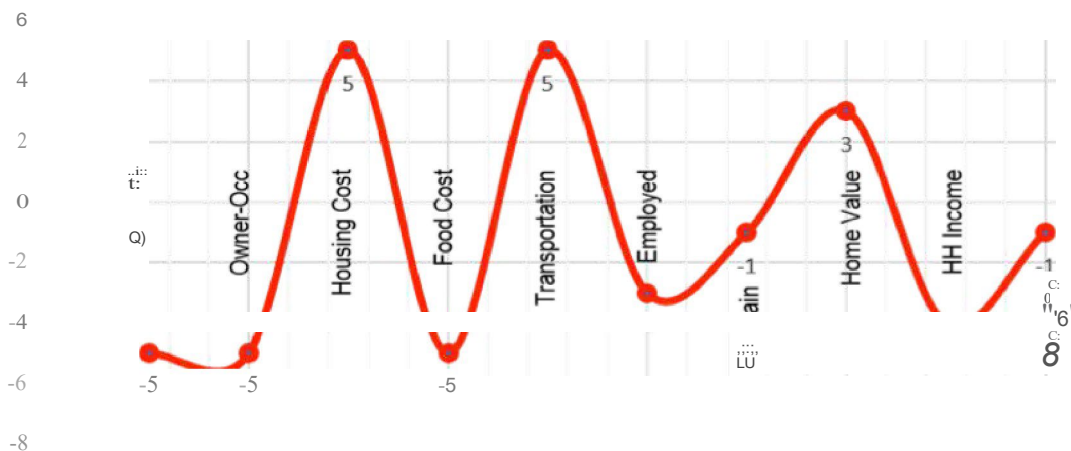


### Fairmont - 608001

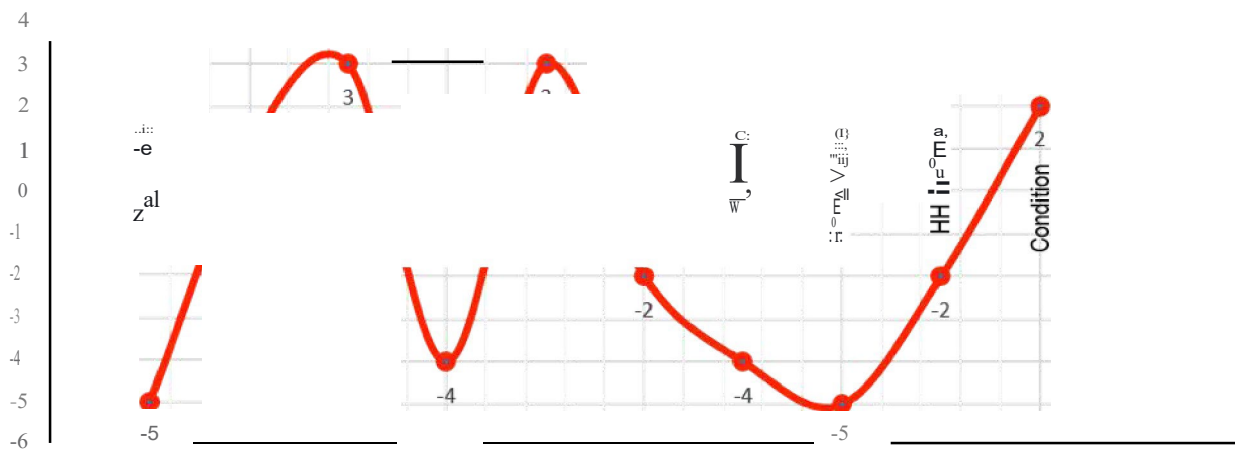




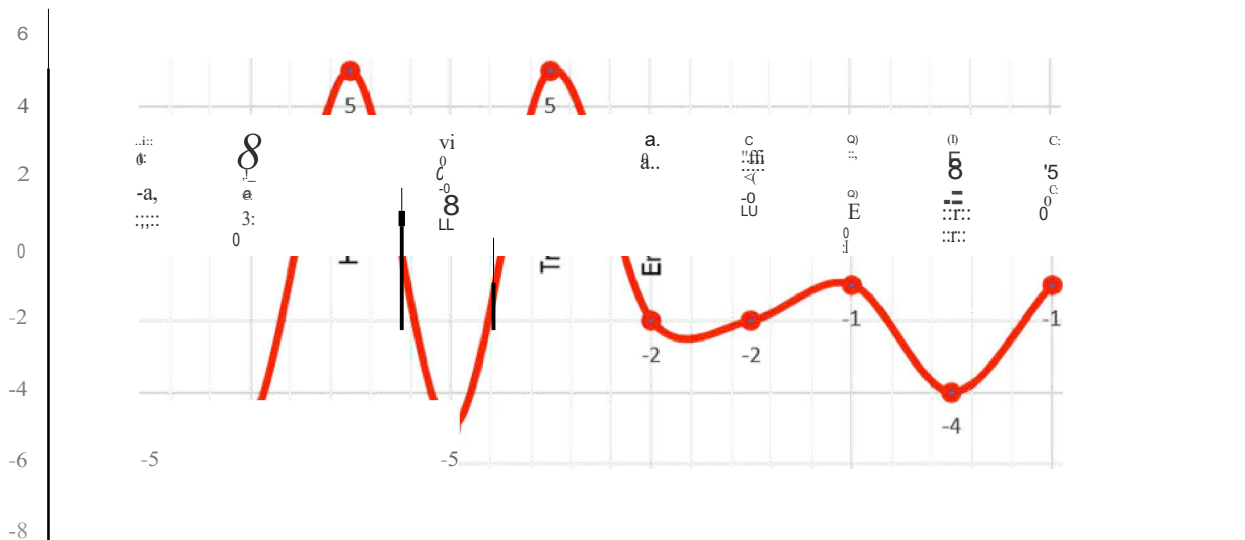
Park District - 612003



Rushton Mill - 608003



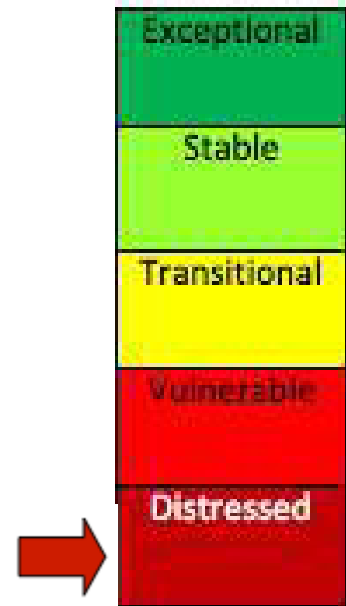
607002



### Distressed neighborhoods

Distressed neighborhoods are often marked by several signs of disinvestment such as limited or nonexistent retail options, lack of public events, and an overall decrease in outside patronage. Residents are struggling with lower income and poverty related issues, and include high numbers of children and seniors. The community has a low educational attainment profile, with many residents earning a high school diploma or less and facing unemployment or underemployment. In terms of housing stock, these neighborhoods face a high amount of vacant and industrial parcels.

While there is a high presence of developable parcels and land, investment fails to occur due to challenges with crime and decreasing owner-occupancy. Declining neighborhoods may have previously had a different overall character, but have undergone a change that threatens stability.



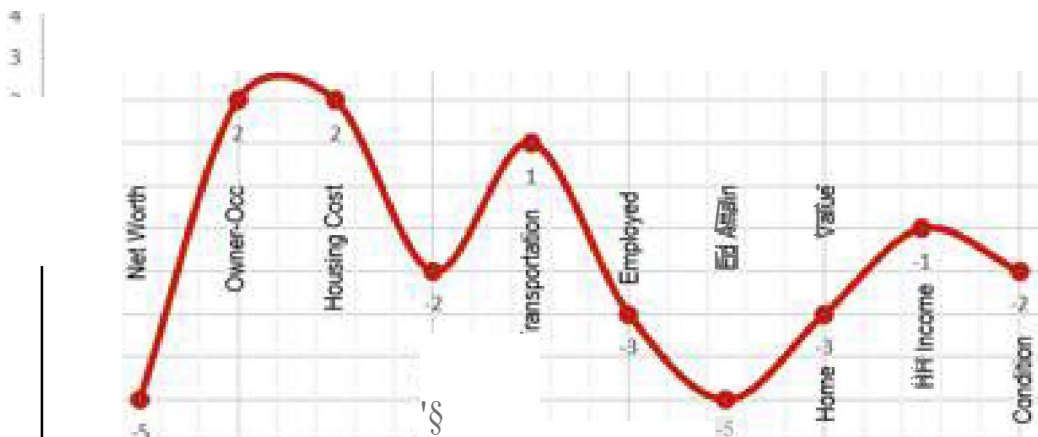


Griffin's Distressed Neighborhoods

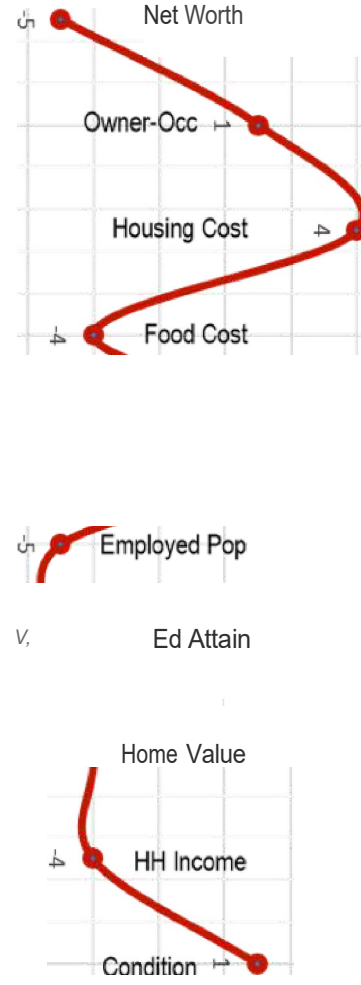
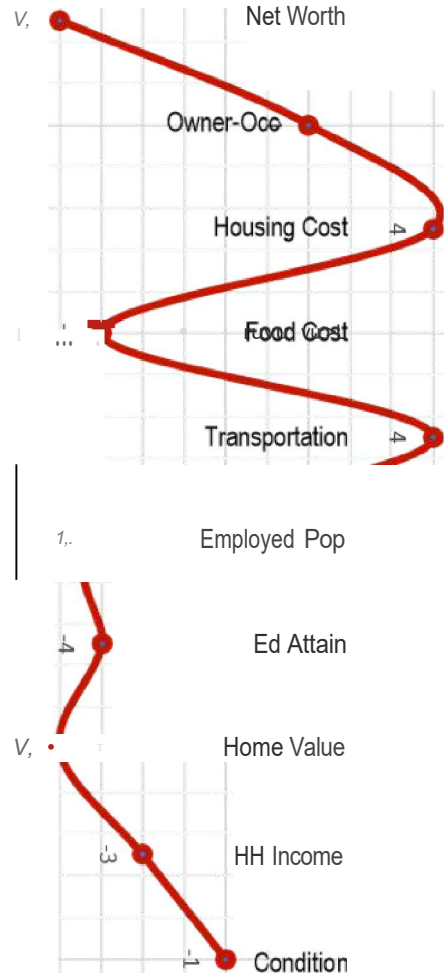
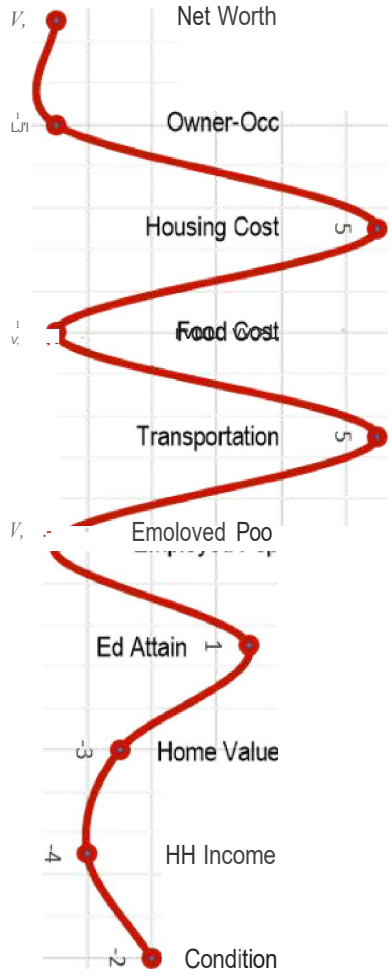
East Griffin I	609002
East Griffin II	609003
Thomaston Mill	608002
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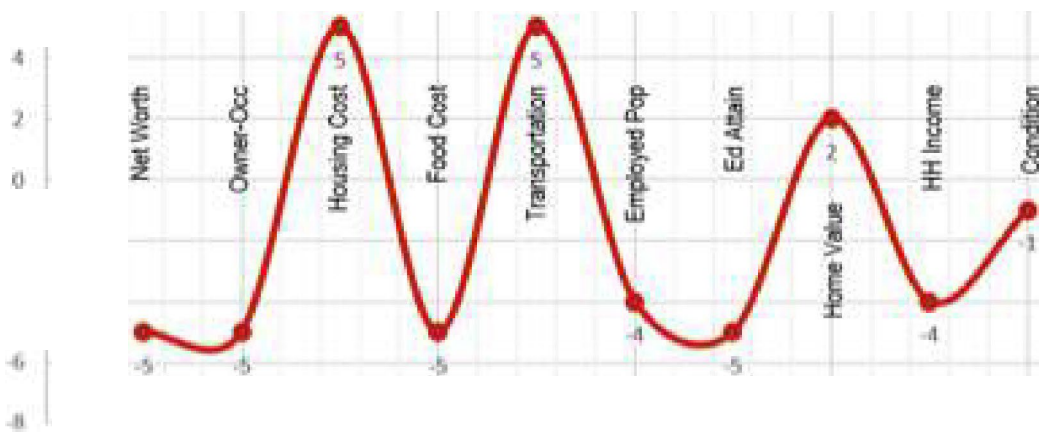
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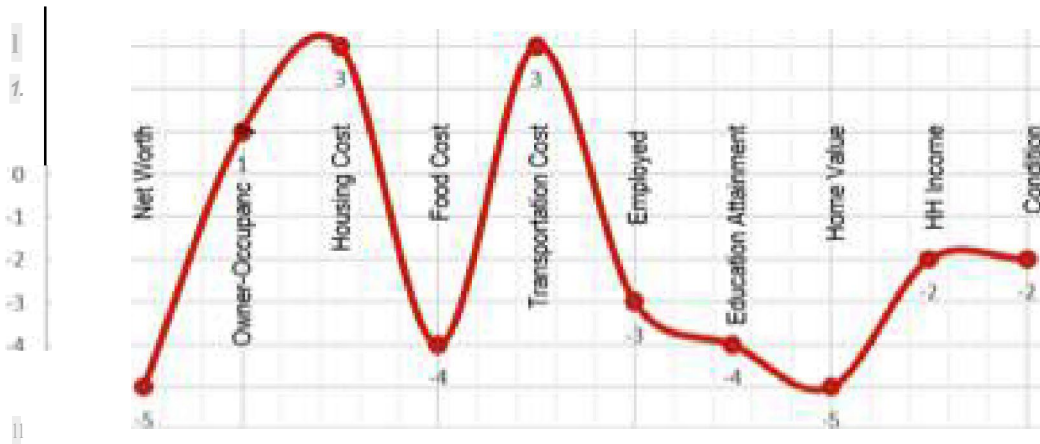




604004



60-4005



# Section III: GRaSPing The Future

## Recommendations

The research and analysis conducted by the APDS team has generated a large amount of information regarding the Griffin/Spalding situation, and revealed many insights into characteristics of the 22 neighborhood areas. Ultimately, the goal of this body of work is to help Griffin area stakeholders develop a recipe that will allow the area to compete favorably for investment region-wide, in Georgia, and on a national level. Based upon the findings in this report the team has produced a series of policy or program recommendations that will induce positive change.

To address the challenges faced by the Griffin/Spalding neighborhoods the response must be tailored. Each of the 22 neighborhoods has commonalities but as we exhibit in this study there are many differences that make them worlds apart. The use of multiple strategies provides an opportunity to leverage existing initiatives through accessing a broader range of funding sources that would be applicable to one approach but limited in its use to others. This list of strategies below provides multiple approaches that can yield influence over a broad array of neighborhood problems. Each of these provides a means of showing direction toward the improved future that is envisioned.







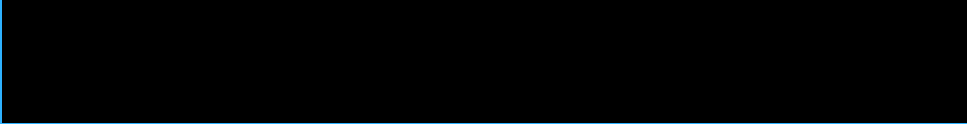
## **Recommendation 1: Establish a Targeted Workforce or Employer Assisted Housing Initiative**

A strong national trend is for businesses to actively participate in reseeded inner-city areas, and stimulate investments in their communities through encouraging their employees to call their worksite community home. The majority of Griffin's workforce (87.4%) lives outside of the city allowing wealth created there to escape to other communities. This tactic could take the form of facilitating a set-aside down payment pool for those looking to buy homes. For those interested in renting, this assistance could be structured as a deposit pool that could reduce up-front costs by providing the security deposit for local workers. Due to the improvement of the economy and strength of local businesses, Griffin is primed to follow this trend in the future. Strengthening the challenged neighborhoods must include creating a linkage to current and future job opportunities.

An Employer-Assisted Housing (EAH) initiative can help employers both enhance their businesses and help the city turn around declining growth numbers. Through EAH programs, targeted employers promote affordable housing solutions for their workers. By assisting employees to buy or rent homes close to work, employers help reduce commute times that contribute to employee stress and fatigue, as well as reduced work-life-balance. Typically, several benefits can be offered, such as homebuyer assistance, purchase incentives, rental assistance, education and counseling. EAH is also a great value-add for a local economic development plan as EAH can be a cost-effective, way to attract and retain quality employees.

It is a viable option for local stakeholders to champion an EAH program which helps workers gain access to affordable shelter and reduces vacant properties. Increasing the population of responsible, involved homeowners and renters helps set the foundation for a vibrant, engaged community that can support and attract new investment. It is recommended that local governments lead and join with these large employers to become the primary targets in the initial stages of this initiative.

## Large Employers



Caterpillar, Inc.

1888/Southern Terry

Norcom

AEP Industries, Inc.

Supreme Corp.

Fashion Industries

William Carter Company

Verna Manufacturing

EXOpack, LLC

International Paper

Bandag, Inc.

Perkins-Shibaura Engines

Marino Ware, Inc.

Table 21

Source: Spalding County Development Authority





Case Study: John Hopkins University



*More than 350 Johns Hopkins employees have taken advantage of the program.*



## Recommendation 2: Adopt-A-School Partnerships with Local Businesses

Every neighborhood nationwide is dealing with crime, economic issues, transportation limitations, tensions between distinct groups of people, and uneven development. To find solutions to these problems and make lasting strides in the right direction these neighborhoods need the best ideas, resources, and skills available. Activities that build collaboration and incentive improvements would quicken the pace of development. The city and county should work with the Chamber of Commerce to establish an Adopt-A-School program for public schools serving the vulnerable and distressed neighborhood areas to raise the profile of the challenges and help erase

hurdles to addressing mediocre performance.

The Adopt-A-School initiative seeks to improve public education by establishing robust, pioneering partnerships between schools and local businesses. Effective school-business collaborations enhance the quality of education; augment the learning experience and help close achievement gaps. These partnerships also can serve as the incubation system for a pipeline of future workers.

Without competing with the role of educators or interfering with established curriculums this is an approach found to enrich public education and strengthen the community's competitiveness. Examples of the elements of



these partnerships include sustained volunteering or mentoring in a school, technology assistance and expertise, internships for students, externships for teachers or help organizing a school-based community event.

This approach may look to connect businesses that are located near lower performing schools to pull the workforce in to volunteer. Once firmly established, these adoption efforts may radiate out into surrounding neighborhoods. As the schools are strengthened and the neighborhoods are bolstered, volunteering employees may become attracted to these areas and take advantage of housing opportunities in the city.





Griffin has a history of long-term renting households. There are many residents who have rented in their same location for decades. The income gap further discourages some working families from attempting homeownership, even though their tenure as a renter has paid the value of a property multiple times. The workforce may be stimulated by the sense that more viable options for housing are being made available to them. Developing a lease-purchase offering may help deliver that message. A lease-purchase would help capturing families who are ready for homeownership but may need more time to save or work on credit problems. It may also help families get into housing in the area they desire sooner without the risk of future interest rate and pricing increases.

Griffin/Spalding housing advocates could work with HUD to institute a Lease-Purchase program. This program would be intended for prospective homebuyers with limited financial resources who aspire to establish or improve their credit reputation and their cash savings while leasing and residing in a single-family home that they may later become eligible to purchase. Those prospective homebuyers who qualify to participate in the program will enter into a lease agreement and work to save toward a down payment and to become approved for mortgage financing and other buying assistance programs to purchase the home at a previously agreed to price.

Prospective homebuyers must apply and meet program requirements to be eligible to participate in the program, but do not need to initially qualify for mortgage financing. Applicants will be evaluated in accordance with applicable program guidelines to determine eligibility.

Upon approval to participate, the prospective homebuyer may select and live in a program-eligible home during a lease period of a specific term while establishing a loan-worthy credit reputation and making contributions toward a minimum down payment amount.

The lease agreement will include an option to purchase the home at the end of the lease period for a pre-determined amount based upon appraisal values at lease inception. To become eligible to exercise the purchase option, the prospective homebuyer will be required to comply with the terms and conditions expressed in the lease agreement, maintain the property in good condition and appearance, and comply with all code enforcement laws, regulations, and local ordinances.

This program would be financed in conjunction with HUD and a pre-identified HUD lender. HUD regulations allow municipalities to request approval as a mortgagee. The City of Griffin could use that approval to purchase available homes or leverage it to rehabilitate properties along important corridors. Those select properties could then be rented to tenants that would exercise the purchase option. This is a creative choice that would bring new capital to the area and directly attack vacancies, curb appeal and deferred maintenance.







### Case Study - Philadelphia and Louisiana:

A similar program is currently operating in Philadelphia where the Board of Revisions and Taxes oversees the program. The incentive is offered for 10 years and is focused on single-family development. The city also offers a short-term version of the program if the goal is preparing a property for sale. In the short-term offering abatement is limited to a maximum 30 months. The State of Louisiana also implemented a renovation abatement program to incent new investment after Hurricane Katrina in 2005.



## Recommendation 5: Establish a Housing Trust Fund

Many communities across the United States have invested in some form of housing fund or trust funds dedicated for the use of housing. Housing trust funds have risen in use because they are very flexible tools and able to be shaped to the specific needs of the community. It is recommended Griffin go one-step further by creating a Workforce Housing Trust Fund. This fund would be dedicated to assisting the employees at licensed businesses in the city find affordable and suitable housing options. It is important that it be structured in the form of a trust fund so that the funds are not transitioned for another public purpose over time. The three key aspects to setting up a trust fund are determining administrative oversight, defining the specific objectives and identifying a dependable revenue source.

Determining a dedicated stream of revenue would be the intense aspect of following this recommendation. Across the United States, some of the common sources would require collaboration with the State Legislature as any new tax created to fund a public purpose may require legislation. If applied this may have a positive impact for multiple jurisdictions. Some of the commonly tapped resources include development impact fees, inclusionary zoning in-lieu fees, real estate transfer fees, document recording, unclaimed utility deposits, federal funds, contributions from local businesses and private donations. Once created, this Workforce Housing Trust Fund can assist the labor force in many ways such as:

- Down payment assistance
- Pre-development costs
- Aging in place remodeling
- Rent subsidies
- Construction guarantees
- Gap financing
- Green and other sustainability improvements
- Foreclosure prevention assistance

The residual impact of implementing this tool is the further support of local businesses and strengthening their commitment to the city.

### Case Study - Saratoga Workforce Housing Trust Fund

The City of Saratoga Springs established a Workforce Housing Trust fund in December of 2004. At the time, 27% of their households were spending more than 50% of their household income on housing. The sales price of local homes increased 56% in the previous five-year period. The lack of available affordable housing was impacting the economic stability of the city due to working families leaving the area and only commuting in for work. The city set a goal of having a \$2,000,000 fund, but would not provide any assistance unless the fund balance was above \$500,000. The initial funding sources were \$100,000 annually from their Federal CDBG allocation, major local employers, philanthropic contributions, corporate sponsorships and banking donations. They also added ongoing funding from building permit fees, developer application fees, inclusionary zoning in-lieu fee, and fees from municipal bonding. There was also a real estate transfer surcharge of \$0.50 per \$1000 of sales price. The fund is used to help working families and developers who are adding workforce units.



## Recommendation 6: Financing Single-Family Properties for Renovation with Tax Credits

Cities addressing foreclosures in their neighborhoods by renovating vacant properties into scattered-site rental units will face considerable financing obstacles in their path to a successful program. One source of funding used in the past to address vacant properties is the Low-Income Housing Tax Credit (LIHTC) program. The Federal Government makes tax credits available to fund affordable housing. Investors, usually local businesses, purchase the tax credits, thus lowering their tax burden.

LIHTC is a popular program that stimulates private market activity in affordable housing production by providing tax credits for investors in affordable housing projects. In one program in Cleveland, tax credits are used to subsidize rental costs and the eventual purchase price of a home; once the tax credits are exhausted after fifteen years, the Cleveland Housing Network sells the property to the existing tenant. In St. Louis, Beyond Housing has used LIHTCs to develop scattered-site rental housing units.

In the fifteenth year of the project, the equity partners in the deal donate their interest in the limited partnership to the community development corporation, and thus the nonprofit assumes the remaining debt and preserves the units as scattered-site rentals.



## Recommendation 7: Create Stronger Identities for Neighborhood Areas

Neighborhood identity is an overlooked aspect of creating value for residents, property owners and businesses. Outsiders may have a certain powerful image of a neighborhood in their minds, and residents of that neighborhood may hold conflicting images of that same neighborhood. Those various perceptions of the neighborhood, taken together, are part of a neighborhood's "identity." As you travel throughout Griffin there are many residential areas that seem to lack clarity regarding neighborhood boundaries and identities. To better define the features and benefits of these residential areas and attract local families to become a part of it, removing confusion regarding neighborhood areas is recommended.

All community areas have intrinsic character, but when buildings are remodeled, the streetscape is changed, and new residents arrive, that character changes and the area history and identity is erased. In a situation where there is no identity, new areas need to be established or an area is known as notorious, Griffin/Spalding should be actively involved in determining the names and shaping the reputations.

A strong neighborhood identity can accommodate changes, without being rewritten to push aside long-term residents and their voices. Local organizations help build an identity through programs that celebrate the history and character of the community through art, theatre, murals, etc. They empower and maintain that neighborhood's voice on a city and county level.

This should start by establishing well-accepted boundaries for the neighborhoods by giving them gateways. Neighborhood areas must be more clearly associated with landmarks, culture, businesses and amenities. Once area boundaries are agreed upon an effort is made to align names of area schools, parks and businesses. The importance of enhancing gateways is to help people know when they've transitioned in and out. At every gateway into each neighborhood there should be a sign informing the traveler that they have entered. It is also recommended that a companion effort would be to add sign toppers on each street sign to reinforce the neighborhood boundaries.

A gateway is also an indicator to the observer of what they can expect as they go further into an area. Just like the front door to a building, the lobby of an office, or the front porch of a home the neighborhood gateway establishes the perception of value and readiness for pleasures or problems that may be found. Debris, disorder, vacancy and neglect at the front door suggest that things only get worse as you go inside. The presence of vibrant retail and the management of blighted retail centers in a neighborhood can influence the choices of families and investment decisions of potential investors.





The retail nodes are often the gateways into a community. The type of retail and the vitality of the activity provide indicators that the area is either improving or declining. The vacant storefronts and underutilized buildings in neighborhoods exacerbate the problem of disinvestment as they make the community appear emptier.

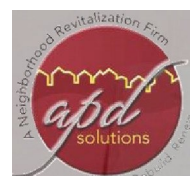
The city should emphasize improving target neighborhood entrances from the most common access and egress. A better physical appearance leads to an improved perception of safety. Showcasing distinct features in the neighborhood such as preservation of historic structures, signage, murals or other public art, a community garden foster and sustain a special sense of the target neighborhood reducing barriers, building linkages and increasing demand.

### Case Study - Chicago's Gateway Program

Chicago's Gateway Green is dedicated to greening and beautifying Chicago's expressways, gateways and neighborhoods. Founded in 1986, Gateway Green and its partners have helped to improve both the local environment and the quality of life for millions of Chicagoland residents and visitors by improving the gateways into neighborhoods and other public spaces.

A 501(c)3 non-profit organization, Chicago Gateway Green improves Chicago's communities through three key programs: The Expressway Partnership, transforming city roadways into landscaped parkways; the International Sculpture Program, beautifying gateways through the installation of public, international art on expressways and at neighborhood entrances; and the Tree Partnership Program, a large-scale tree planting initiative that transforms vacant land into tree-filled green spaces.

In addition to the expressways being under state control many of the entrances to neighborhoods come in from state roads. The Illinois Department of Transportation and Chicago Department of Transportation play an integral role in all of Chicago Gateway Green's roadside beautification efforts. This includes monitoring sites, assisting in landscape designs and providing logistical and material support.





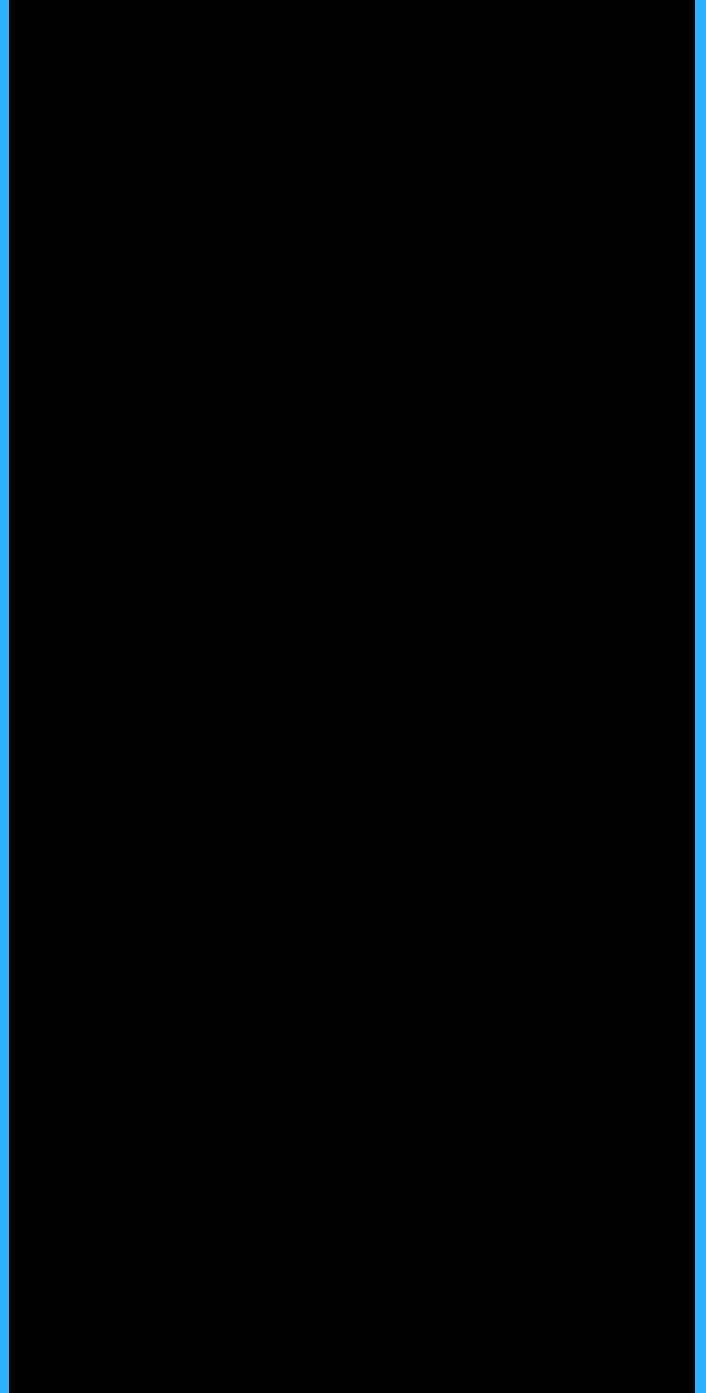


Recommendation 9: Concentrate Housing Dollars and Code Enforcement in Priority Areas

## Case Study: Targeted Deployment Best Practices:



## **Recommendation 10: Establish a Vacant Property Receivership/ Conservatorship Program**





### Recommendation 11: Consider Modular Construction for New Development

With the glut of vacant lots in Griffin, a modular construction option may be ideal for the challenged neighborhoods to experience new construction activity. Modular construction will produce housing in a more expedient and cost-effective manner than traditional construction. It is also a smart option for handling security risks during construction, due to 80% of the home being built off-site in a controlled environment.

Modular refers to a construction process in which large components are pre-built in a manufacturing facility and then shipped on carriers to the project site. Architecturally, modular construction is not limited to simple ranch style homes; it can be used for a variety of housing styles and commercial structures.

This option has been used in historic districts throughout the Southeastern United States, including in Atlanta where the APDS team members implemented a similar project in the Martin Luther King Historic District. In fact, the project site is within two blocks of the MLK birth home. This option may be an expedient means of bringing new construction into these in-town neighborhoods.



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**Modular construction will produce housing in a more expedient and cost-effective manner**



## Recommendation 12: Stronger Collaboration between Community & Economic Development Initiatives

One key partnership effort must be tied to strengthening the working ties between the Community Development and Economic Development agencies. This should be considered at the city, county and state level. All too often the responsible players work in silos although having the same geographic area of focus. Community development is the process of making the community a better place to live and work and primarily is fostered by the leadership of public and nonprofit sector players. Economic development is the process of creating wealth and jobs. This is primarily driven by the needs of business and the community benefits are created secondarily. Community development doesn't often enough consider the importance of private sector fundamentals necessary for the successful, sustained operation of businesses. Economic development teams must make the basic business case to desirable prospective employers and rarely discuss socioeconomic ripples that occur at the neighborhood level.

To have a successful local economy, a community needs both community development and economic development. To have a vibrant one, a rigorous effort must be made to work on both community development and economic development in an integrated fashion. Community development concentrates on neighborhoods and economic development focuses on industry but they are interdependent and reinforce each other. This integrated approach ensures that robust interactions with neighborhoods and business concerns support the overall community and do not undermine reaching the highest potential for Griffin. It helps to leverage a wide range of resources, skills, and competencies across the business, government and neighborhood groups in support of local communities.

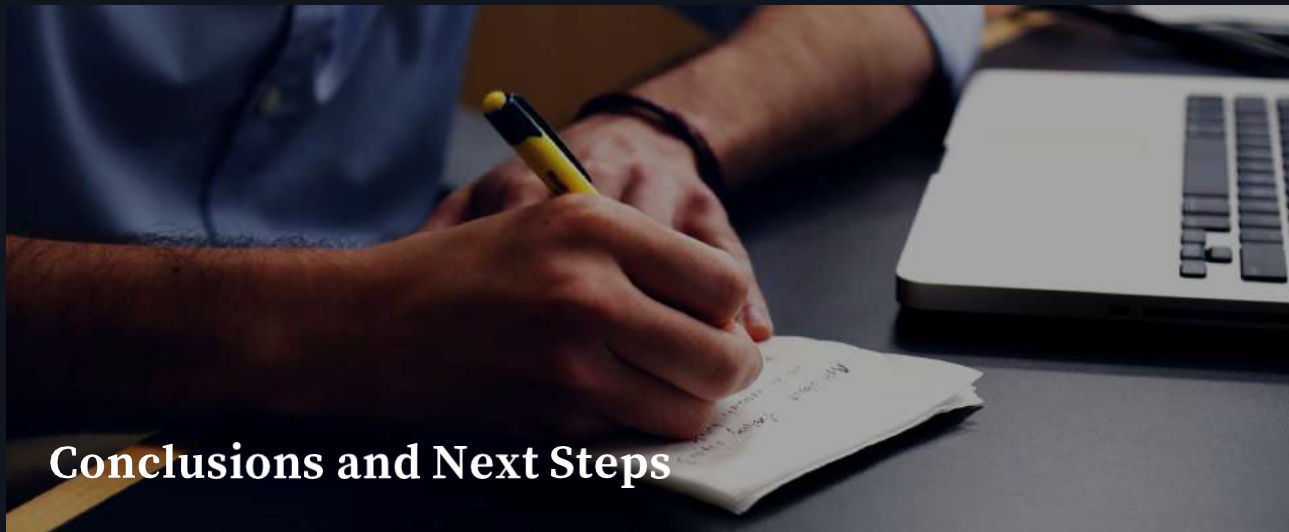


Community development could borrow some of the utensils out of the economic development toolbox. In economic development two of the strongest tools are Community Improvement Districts (CID) and Tax Credits. The city could consider establishing Neighborhood Improvement Districts (NID) as many other cities have done in areas starting to see distress. These NIDs would function similar to CIDs. A NID may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through a NID must be for facilities used by the public, and must confer a benefit on property within the NID.

An NID is created by election or petition of voters and/or property owners within the boundaries of the proposed neighborhood district. Election or petition is authorized by a resolution of the municipality in which the proposed NID is located. NID funds have been used for property acquisition, improvement of streets & sidewalks, landscaping, streetlights, property maintenance, security and storm/drainage/sanitary systems. The City of Philadelphia has implemented their NID initiative under the guidance of the City of Philadelphia Code, Administrative Code, Section A-503. This recommendation is inspired by a successful economic development model, and should seek to incorporate the different agencies into a working collaborative that jointly creates NID/CID districts. This would allow the neighborhoods and the business corridors in proximity to be strengthened by leveraging each other.







## Conclusions and Next Steps

The APDS consultant team hopes that the Griffin Housing Plan will be a new catalyst to restore, rebuild and renew this community. This report is designed to be an illustrative final report that can be used by area residents, public agencies, local non-profit developers, for-profit developers, city officials, and investors of all types to fuel future development and investment activity. The work of keeping neighborhoods viable is difficult. Years of disinvestment, deferred maintenance and neglect, increase the challenges facing the community revitalization effort.

The best way to address these matters is by taking a snapshot of the community and its component parts. An accurate picture of existing conditions and socio-economic data allows local decision makers to target intervention and measure progress over time. Traditional approaches to neighborhood improvement are usually singularly focused, although the causes of neighborhood distress are multifaceted.

The goal of this report is to provide more understanding of the neighborhood investment areas as they exist, and the market factors that are influencing improvement or decline. Now that the research process is complete, and needs are identified, the strategic implications of having this knowledge in one accessible location should empower individuals, organizations and collaborations to step forward in concert with the City of Griffin and Spalding County to improve the quality of life for all residents. The real promise of these neighborhoods is in hand. Hopefully, local leaders will keep the future in its GRaSP and will assemble the talent and resources needed to become what is possible.

# Section IV: Appendix

## Glossary

KEY TERM	DEFINITION
<b>Aesthetic Condition</b>	Increment of market value attributed to the outward appearance of a lot or structure.
<b>Age of Housing Stock*</b>	The age, in years, of physical residential dwellings within a neighborhood.
<b>Appreciation*</b>	An increase in the value of a residential asset over a defined period of time.
<b>Average Commute*</b>	The time, in minutes, it takes to travel from a resident's neighborhood to a desired location.
<b>Blight*</b>	Lots and/or structures in poor or deteriorated condition that represent a general state of neglect and disrepair in a neighborhood.
<b>Code Violation*</b>	Action or inaction that breaks the city's code of conduct rules for owners and tenants. Examples include: excessive trash and debris; grass exceeding 18"; vacant, burned and dilapidated structures; and excessive junk vehicles.
<b>Community Commerce*</b>	The measurement, in millions, of the exchange of goods or services in a neighborhood.
<b>Community Identity*</b>	A neighborhood's distinct traditions, values, and social norms.
<b>Crime Incidences*</b>	Actions or instances of neglect deemed harmful to the public welfare or morals and that is prohibited by law.
<b>Curb Appeal*</b>	A measurement of the general attractiveness of lots and structures in fair and good condition from the sidewalk, or "curb".
<b>Depreciation*</b>	A decrease in the value of a residential asset over a defined period of time.
<b>Dilapidated</b>	A structure that has visibly diminished in quality or value due to time and/or neglect. A dilapidated roof, extensive rotting, and clear structural issues are good indicators.
<b>Distressed Assets*</b>	The number of properties within a neighborhood that are currently in the foreclosure process or are advertised for sale by the mortgagee.
<b>Educational Attainment*</b>	The highest level of schooling attended and successfully completed by an individual.
<b>Fair</b>	A measure of aesthetic condition; the appearance of the lot or structure is acceptable. Generally, some litter or debris may be present.
<b>Good</b>	A measure of aesthetic condition; the appearance of the lot or structure is satisfactory. Generally, the grass appears to be cut and landscaping properly manicured.
<b>Greenspace*</b>	Public space consisting of parks and trails maintained for recreational enjoyment.
<b>Housing Costs*</b>	The average amount of money needed to sustain basic housing expenses for renters and owners.
<b>Income*</b>	Median income calculation to include the income of the householder and all other individuals 15 years old and over in the household.

KEY TERM	DEFINITION
<b>Neighborhood</b>	A district or area within a municipality with distinctive characteristics or indicators that may include: vicinity to park or attraction, community history, proximity to major thoroughfare, etc.
<b>No Structure</b>	A lot with no structure present, also referred to as a vacant lot.
<b>Not Visible</b>	A lot or structure not visible from sidewalk, often as a result of excess trees or shrubbery. The absence of visibility did not allow surveyor to make an accurate determination of condition.
<b>Occupied</b>	A structure that is currently in use by a tenant or owner. Indicators include: cars present in the driveway, blinds on windows, lawn maintained.
<b>Occupancy</b>	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
<b>Owner Occupancy*</b>	The number of residents who own the structures.
<b>Parcel</b>	An individual plot of land that comprises a larger area, such as a neighborhood.
<b>Permit Issuance*</b>	The number of permits issued by a municipality for building construction within a neighborhood.
<b>Poor</b>	A measure of aesthetic condition; appearance of lot or structure is not adequate. Generally, overgrown vegetation and/or significant amounts of debris or trash are visible.
<b>Population Growth*</b>	The change in the number of individuals in a population over a specified period of time.
<b>Public Subsidy*</b>	A provision of economic value provided by a municipality for the purpose of incentivizing an activity.
<b>Quality of Public Education*</b>	Characteristics of schools supported by public funds and providing free education for children within a neighborhood or district.
<b>Racial Diversity*</b>	The array of racial groups present in a neighborhood.
<b>Real Estate Transaction*</b>	The purchase or sale of a real estate asset that involves a closing transaction.
<b>Retail/Commercial Access*</b>	Proximity to opportunities to work, dine, shop, worship, exercise, etc.
<b>Sidewalk</b>	A raised paved or asphalted path for pedestrians at the side of a road.
<b>Tenure (also see Occupancy)</b>	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
<b>Transportation Options*</b>	The quantity of accessibility options available to an individual or group to include vehicle, rail, bus, pedestrian, and bicycle.
<b>Vacant</b>	A structure that is not currently in use by a tenant or owner. Indicators include: landscaping that is overgrown, full or overflowing mailboxes, broken or boarded windows or doors.
<b>Vacancy</b>	The number of residential structures and lots appearing to be without occupants, expressed as a percentage of all properties surveyed, within a 5% margin of error.

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District 4 - Bart Miller  
District 5 - Donald Hawbaker

Manager, William Wilson, Jr.

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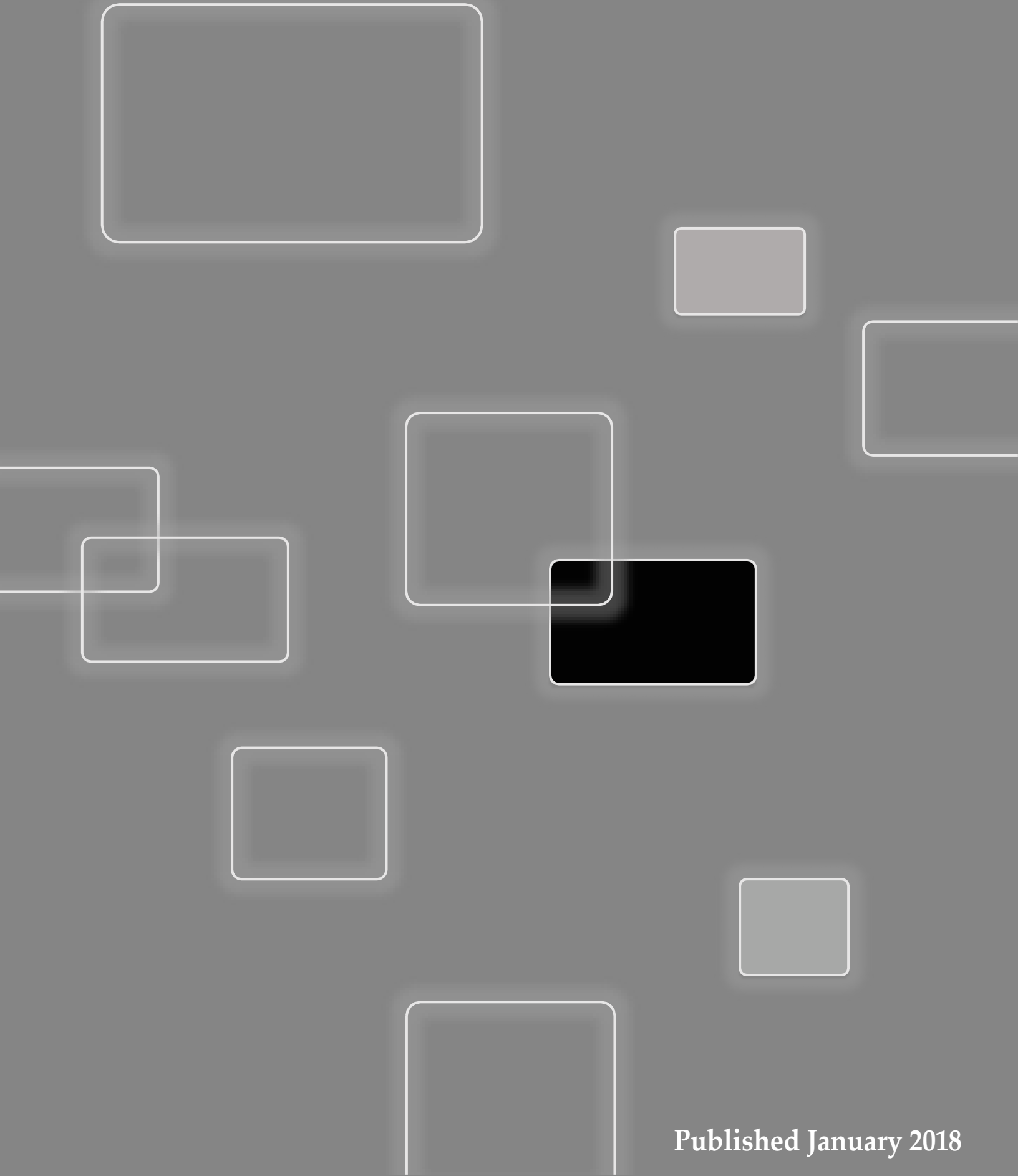
# About the Consultant Team



APD Solutions (APDS) is an award winning community and economic development firm providing services and strategies that impact distressed and underserved areas across the United States. Our clients are public and private sector organizations who are seeking ways to revitalize neighborhoods or grow local industry that result in vibrant and competitive places. Our mission is to design strategies and assemble partners that will create socially responsible development, new investment growth, sustainability and quality of life in the communities we serve. To ensure that we are effective in fulfilling our mission, APDS provides the following services:

- **Advisory Services** - Our advisory services help our clients go from concept to completion. We provide evaluation, advice, planning, training, information, support and resources that help our clients achieve the outcomes they desire. Our team develops tailored approaches for each client based upon market realities and best practices, not textbook hypothesis.
  
- **Program Management Services** - Our program management services help our clients go from overwhelmed to oversight. We implement effective programs through excellence in analysis, structuring, execution, compliance and reporting. Our service reflects our longstanding exposure to the laws and regulations that govern federal, state and local housing programs and economic development incentives.
  
- **Development Services** - Our development services help our client go from talk to tangible. We execute a full range of acquisition, construction/rehab, asset management, marketing, feasibility, finance, developer and disposition functions for the residential and commercial real estate industry. Our hands-on team provides these services turn-key for clients or our in-house portfolio allowing us to fully understand and mitigate risk.

Our experience in community and economic development has resulted in the creation of a unique service provider. Our staff brings nearly 300 years of combined industry experience to assist in responding to the decline of communities and restore the framework that makes neighborhoods desirable. The APDS team is committed to helping build resilient and prosperous communities wherever we are engaged.



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