



2014-2034
COMPREHENSIVE
PLAN



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City of Griffin

2014—2034 Comprehensive Plan

Prepared for:

The City of Griffin

By:



Three Rivers Regional Commission
Planning Department

Griffin Board of Commissioners

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The Honorable Shaheer A. Beyah—District 6

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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) Housing; and 4) Transportation.

This document is the City of Griffin 2014-2034 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.

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 2013 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) effective January 1, 2013.

The highest and best use of comprehensive planning for local governments is to show important relationships between community issues. 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.

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 approximately 24,000 people. 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.

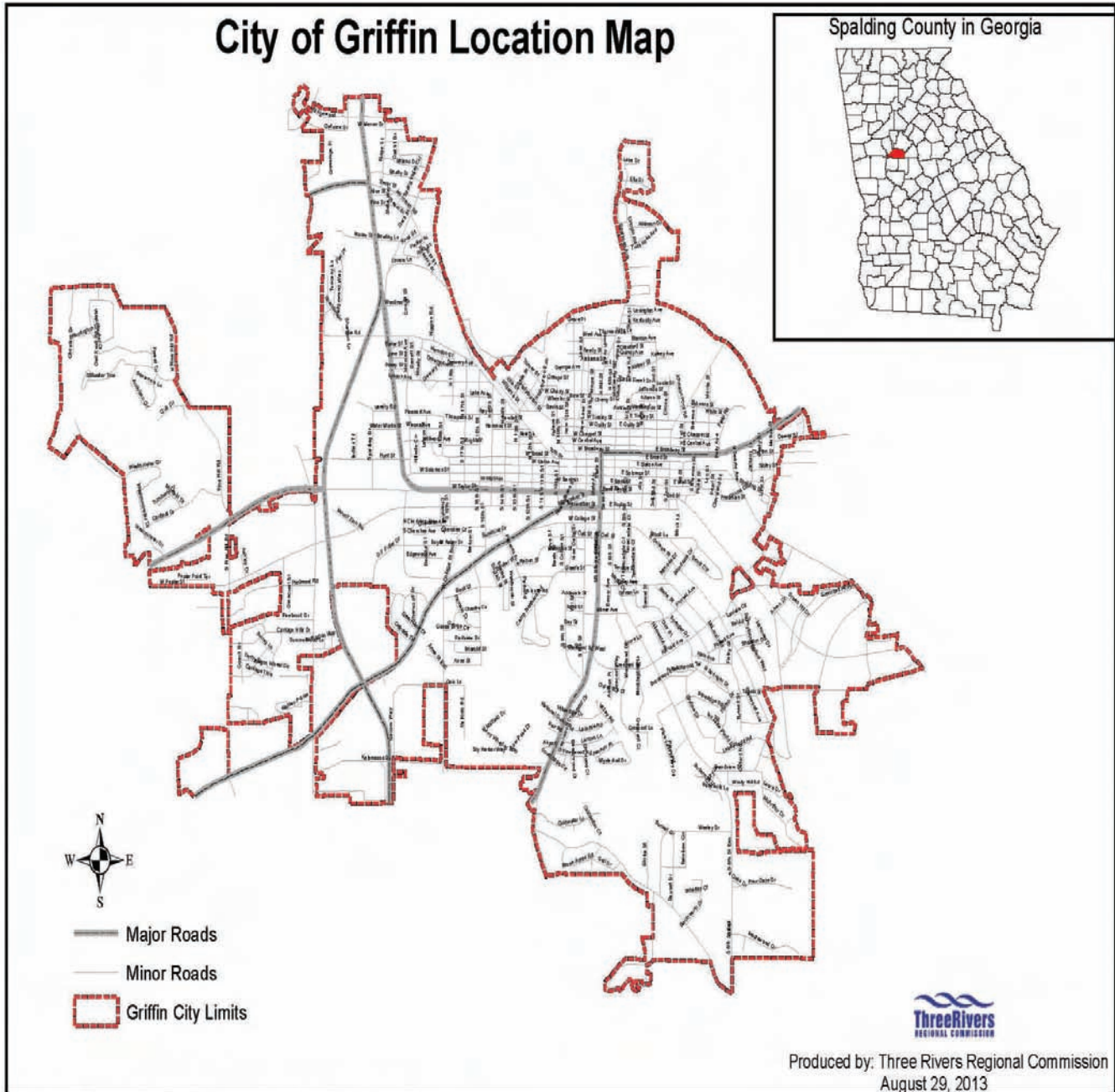
Resembling communities across the country, Griffin is struggling to balance economic growth and prosperity with the desire to retain its charm and “sense of place”. Land Use planning is a critical component of any community’s growth strategies. Recognizing this, the City completed this comprehensive plan to address existing deficiencies, identify future problem areas, and recommend potential solutions.



Map 1: Vicinity Map

LOCATION MAP

Map 2



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. A regular update of the Community Goals is not required, although local governments are encouraged to amend the community goals component whenever appropriate.

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.

GENERAL VISION STATEMENT

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 2034. The vision statement summarizes the desired character and characteristics of our community. Finally, it provides the ultimate goals for future community planning and development efforts.

GRIFFIN COMMUNITY VISION

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:

- 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 offers 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, nice, peaceful, family-friendly oriented community;
- A community that actively promotes and pursues innovative businesses, while investing in retaining a high quality of life for our residents.
- A regional university that has attractive programs and an enriching educational environment; and
- A community rich with neighborhood parks.

COMMUNITY PRIORTIES

Community Priorities within the City of Griffin are paramount to its current and future success. The Comprehensive Plan Steering Committee identified its top three priorities that are important to the community as a whole. The City of Griffin identified the following as community priorities that require special attention over the next 5 year period.

- ⇒ To create vibrant live, work, and play communities that protect the environment, enhance quality of life, and create economic prosperity;
- ⇒ To expand opportunities for youth development and increase collaboration with faith-based and non-profit organizations; and
- ⇒ To ensure safe, quality, long-term affordable housing for all residents.

These priorities serve as immediate goals for the future. Specific policies to achieving these goals are listed below.

PRIORITY GOALS AND POLICIES

Goal: To create vibrant live, work, and play communities that protect the environment, enhance quality of life, and create economic prosperity.

- ⇒ **POLICY 1:** Prepare redevelopment strategy for the West Griffin Town Center Livable Centers Initiative (LCI) to serve as a premier live, work, play model for the City.
- ⇒ **POLICY 2:** Identify private redevelopment interests that will focus on creating an ideal live, work play model in the City of Griffin.
- ⇒ **POLICY 3:** Prepare a financing structure to form public-private partnerships with developers that primarily focus on mixed-used developments.

PRIORITY GOALS AND POLICIES

GOAL: To expand opportunities for youth development and increase collaboration with faith-based and non-profit organizations;

- ⇒ **POLICY 1:** Conduct four (4) youth forum meetings per year in various areas of the community to discuss youth issues;
- ⇒ **POLICY 2:** Work with youth, faith-based and non-profit organizations to establish new community programs, specifically for the younger generation; and
- ⇒ **POLICY 3:** Develop a youth strategic plan that identifies goals and objectives for future youth activities over the next five-year period.

GOAL: To ensure safe, quality, long-term affordable housing for all residents.

- ⇒ **POLICY 1:** Demolish a minimum of thirty-five (35) houses per year through 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; and
- ⇒ **POLICY 3:** Establish a housing rehabilitation program that assists low-income homeowners with repairs and substandard housing conditions.

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 Map 2.

Activity Centers

Activity Centers are primary locations for jobs and economic development opportunities that serve the center core of the community. The central element of an activity center is a core land use comprised of one or more civic uses, such as a public park, school, church or library, and surrounded by businesses that carry-out the commercial needs of the community. The activity center is also surrounded by multiple small, compact neighborhoods that provide diverse housing types designed to serve the needs of various household sizes and incomes. This character area focuses on compact, walkable-scaled activity centers.

Additionally, these areas have relatively distinct edges and buffers that distinguish it from adjacent less intense areas. The City of Griffin identified four (4) viable activity centers as drivers of economic prosperity and economic growth:

1. Medical Overlay District;
2. Griffin Downtown Historic District;
3. West Griffin Activity Center Livable Centers Initiative (LCI) Area; and
4. Griffin-Spalding Airport Overlay District.

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. Revitalization efforts within this Overlay District will focus on fulfilling demand for medical, office space and commercial uses.

Griffin Downtown Historic District



The Griffin Downtown Historic District is an asset for the entire City. It is listed on the National Register of Historic Places and protected by the Griffin Historic Preservation Commission. The plan's boundaries 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.

West Griffin Activity Center LCI Area



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

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 this large, 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.



Development Patterns

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; and
- ◆ Encourage shared parking among uses.

Primary Land Uses

- ◆ Commercial (retail and office);
- ◆ Multi-family residential;

- ◆ Mixed-use (including upper story residential);
- ◆ Civic/institutional; and
- ◆ Passive and active parks.

Implementation Strategies

- ◆ Review sign ordinance for inconsistencies with the desired development patterns and amend accordingly;
- ◆ Implement an overlay district or amend land development regulations to direct building placement, design and size, sign placement, materials, landscaping, access and other elements that contribute to the look and function of the corridor;
- ◆ Prepare and adopt necessary amendments to require interparcel access, limited curb cuts, and require sidewalks with new developments;
- ◆ Implement Tax Allocation Districts (TADs) as a means for financing including leveraging local funds to receive federal funds;
- ◆ Adopt mixed use development ordinance;
- ◆ Follow Best Management Practices (BMP) for any land disturbance activities;
- ◆ Promote Tourism and Special Events throughout the City;
- ◆ Encourage the rehabilitation of downtown buildings through various grants, loans and partnerships; and
- ◆ Implement recommendations by University of West Georgia regarding a cultural museum.

QUALITY COMMUNITY OBJECTIVES

- ◆ Sense of Place
- ◆ Transportation Alternatives
- ◆ Regional Identity
- ◆ Environmental Protection
- ◆ Social and Economic Development

TRADITIONAL NEIGHBORHOODS

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, smaller lots with less space between buildings, and mixed-use elements such as small neighborhood businesses. This character area is generally near traditional town centers, downtowns or crossroads, and is identified in established residential areas surrounding Experiment Street, North/South Hill Street, College Street, Popular Street, and Meriwether Street.

The primary traditional neighborhoods within the City of Griffin include:

- ◇ West Griffin;
- ◇ North Griffin;
- ◇ Southwest Griffin; and
- ◇ East Griffin.



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;

- ◆ 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; and
- ◆ Protect historic structures and neighborhoods.

Primary Land Uses

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

Implementation Strategies

- ◆ Amend zoning ordinance to include flexible setback provisions for infill development;
- ◆ Adopt a Traditional Neighborhood Development (TND) ordinance;
- ◆ 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; and
- ◆ Designate residential historic preservation districts and expand existing commercial historic district.

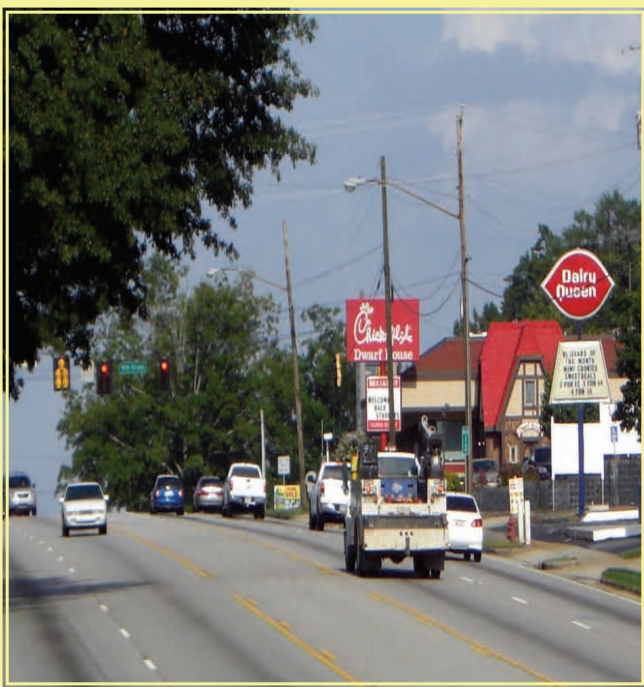
QUALITY COMMUNITY OBJECTIVES

- ◆ Traditional Neighborhoods
- ◆ Infill Development
- ◆ Sense of Place
- ◆ Transportation Alternatives
- ◆ Resource Conservation
- ◆ Open Space Conservation
- ◆ Environmental Protection
- ◆ Housing Choices

HIGHWAY CORRIDORS

The most viable and heavily traveled highways within the City of Griffin include U.S. Highway 19/41, North Expressway, and Taylor Street/State Route 16. 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/State Route 16 serves as a major East-West arterial to support mobility between U.S. 19/41 and I-75 in Butts County. There is a need for new infill and significant renovation of existing commercial structures to replace functionally and/or structurally obsolete facilities and businesses along this high traffic corridor. Opportunities exist for replacing free-standing structures and outdated strip centers with new street-front retail and services designed to accommodate small scale mixed use developments and/or commercial villages.

U.S. Highway 19/41/North Expressway

U.S. Highway 19/41 serves as a major North-South arterial to support traffic to Atlanta. It serves as the retail focal point for the City of Griffin. The highway corridor includes aging strip retail establishments that are underdeveloped. Most of the frontage along this targeted corridor is developed and some segments have experienced economic decline or major change, resulting in the need for redevelopment. Redevelopment of this commercial corridor is necessary to create an aesthetically pleasing 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; and
- ◆ Incorporate street lighting at appropriate intervals to help reduce the scale of arterials and create a more pedestrian friendly streetscape.

PRIMARY USES

- ◆ Retail Shopping centers;
- ◆ Mixed Use Developments;
- ◆ Hotels/Motels;
- ◆ Restaurants; and
- ◆ Professional Offices.

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;
- ◆ 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; and
- ◆ Encourage the development of highway corridor overlay districts.

QUALITY COMMUNITY OBJECTIVES

- ◆ Regional Identity
- ◆ Infill Development
- ◆ Sense of Place
- ◆ Transportation Alternatives
- ◆ Environmental Protection
- ◆ Social and Economic Development

REDEVELOPMENT AREAS

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 following areas within the City of Griffin show signs of deterioration and economic decline: 1) Meriwether Street; 2) Ellis Crossing and Expressway Village Commercial Area; 3) North Hill Street; and 4) Thomaston Mills.

Meriwether Street

Meriwether Street 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. The City of Griffin is currently working with the Housing Authority to redevelop the Meriwether Street corridor. The redevelopment area will encompass the demolition and redevelopment of the Meriwether Street public housing complex. 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.



Ellis Crossing and Expressway Village Commercial Area



Ellis Crossing, formerly anchored by a Wal-Mart, has only one tenant and is primarily considered abandoned. Expressway Village, immediately adjacent and connected to Ellis Crossing, is approximately 30% vacant, with the remaining spaces occupied by short-term tenants. This area suffers from structural age and deterioration, commercial vacancies, high levels of absentee ownership and lack of responsibility, inadequate green space and infrastructure. The

property is underutilized with respect to potential density and potential development type. The City of Griffin should work to foster the redevelopment of this area through Tax Allocation District (TAD) resources and possible zoning changes.

North Hill Street

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 3.16 miles north to just past Dobbins Mill Road. This 924 acre 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 (99.9%) and very low income. There is a high number of substandard vacant housing within this area. The majority of houses within Thomaston Mills is 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.

Fairmount Redevelopment Area

The Fairmount community includes the old Fairmount 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 Fairmount community. Fairmount 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.

The Griffin Housing Authority is working in partnership with the City of Griffin to redevelop the Fairmount Community located in Northeast Griffin. The Griffin Public 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 Fairmount community can serve as a model for other small neighborhoods. An Educational Prosperity Zone (EPZ) will emphasize further educational opportunities (post-secondary or training programs). The Griffin Housing Authority has committed \$175,000 to UGA to provide several programs that promote educational development. 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 Fairmount 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;
- ◆ The existing sidewalks and pedestrian network will be maintained and improved as needed; and
- ◆ Neighborhood commercial uses will be incorporated into the area in accordance with the traditional character.

PRIMARY USES

- ◆ Single-Family Residential;
- ◆ Multi-Family Residential;
- ◆ Neighborhood Parks; and
- ◆ 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; and
- ◆ Permit only compatible uses in infill development.

IMPLEMENTATION STRATEGIES

- ◆ Develop and implement design architectural standards for infill development/ redevelopment;
- ◆ Develop incentives and review/revise zoning regulations to ensure that traditional patterns of development are encouraged;
- ◆ Encourage stability within existing traditional neighborhoods;
- ◆ Encourage continuation of roadway and sidewalk connectivity;
- ◆ Implement streetscape improvements to encourage continued high pedestrian orientation;
- ◆ Provide pedestrian/bike connectivity from traditional neighborhoods to other community amenities including greenspace and downtown center;
- ◆ Support the Gorgeous Griffin Beautification program, neighborhood groups, and events that bring the community together;
- ◆ Implement strategies identified in the North Hill Street/ Town Center LCI and West Griffin LCI;
- ◆ Implement strategies identified in the Thomaston Mills Urban Redevelopment Plan;
- ◆ Identify and market vacant sites that are suitable for in-fill development and for Brownfield redevelopment;
- ◆ Establish streetscape standards to enhance aesthetics and safety for pedestrians; and
- ◆ Promote homeownership and building rehabilitation programs available through the City and DCA.

QUALITY COMMUNITY OBJECTIVES

- ◆ Traditional Neighborhoods
- ◆ Infill Development
- ◆ Sense of Place
- ◆ Transportation Alternatives
- ◆ Resource Conservation
- ◆ Open Space Conservation
- ◆ Environmental Protection
- ◆ Housing Choices

Employment Centers

Employment Centers

Employment Centers are suitable locations that offer a large number of job opportunities to area citizens and the region. These Centers typically may include industrial parks, (manufacturing, warehousing and distribution), large office complexes, research/technology and business service related uses. In addition, secondary supporting uses such as multi-family residential, retail, lodging and civic/public facilities may be permitted. Employment Centers are driven by economic development and a strong tax base. It is important that the City seeks opportunities to create and retain quality jobs within the Employment Centers. Future development needs for strengthening employment centers should include quality housing and accessible transportation to support viable economic development and job growth.

Commercial Retail and Business District

The Commercial Retail District includes 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. Several older



commercial retail shopping centers exist within the City of Griffin. As the facilities continue to age, the City should pay close attention to the growing needs of these developments and utilize various economic development strategies to encourage developers and businesses to make necessary improvements to existing buildings.

Employment Centers

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;"

Employment Centers

- ◆ Reflect coordinated transportation/land use planning;
- ◆ Protect water quality with appropriate soil erosion and control and groundwater re-charge 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;
- ◆ Incorporate landscaping of commercial sites/parking lots; and
- ◆ Require shared driveways and inter-parcel access.

Primary Land Uses

- ◆ Commercial (retail and office);
- ◆ Industrial Warehousing;
- ◆ Mixed use developments; and
- ◆ 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;
- ◆ Prepare and adopt a “Big Box” ordinance to specify design parameters, maximum square footage requirements, a plan for reuse, etc.;
- ◆ Develop a plan to identify and attract appropriate businesses to these areas; and
- ◆ Encourage the adaptive reuse/redevelopment of underutilized properties.

Educational Centers

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. In 2005, the UGA-Griffin campus began offering degree-completion programs for transfer students or those seeking a second bachelor's degree. Eight undergraduate majors are now offered, plus graduate programs in agricultural leadership, mathematics education and workforce



education. The Griffin campus is currently in the process of constructing its newest state of the art facility that will help businesses launch new food products and processes. The Griffin campus seeks to expand its undergraduate and graduate programs to accommodate the growing needs of the Griffin area.

Development Patterns

The proposed development patterns for educational centers should seek to:

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

Primary Uses

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

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 | ◆ Environmental Protection |
| ◆ Sense of Place | ◆ Social and Economic Development |
| ◆ Transportation Alternatives | ◆ Open Space Protection |
| ◆ Regional Identity | ◆ Resource Conservation |

SUBURBAN RESIDENTIAL

The Suburban Neighborhood 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. Examples can be found in south and southwest Griffin.



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;
- ◆ 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;

SUBURBAN RESIDENTIAL

Development Patterns

- ◆ 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; and
- ◆ Encourage the location of schools, community centers or well-designed small-scale commercial activity centers at suitable locations within walking distance of residences.

Primary Land Uses

- ◆ Single-family residential;
- ◆ Parks;
- ◆ Public/institutional;
- ◆ Churches; and
- ◆ 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 Choices
- ◆ Environmental Protection
- ◆ Open Space Preservation
- ◆ Sense of Place

TABLE 1

CHARACTER AREAS

Activity Centers

- ⇒ Medical Center
- ⇒ Downtown Historic District
- ⇒ West Griffin LCI Activity Center Area
- ⇒ Griffin-Spalding Airport

Educational Centers

- ⇒ University of Georgia @ Griffin
- ⇒ Southern Crescent Technical College

Traditional Neighborhoods

- ⇒ West Griffin
- ⇒ North Griffin
- ⇒ Southwest Griffin
- ⇒ East Griffin

Employment Centers

- ⇒ Commercial Retail District
- ⇒ Industrial Parks

Highway Corridors

- ⇒ US 19/41 Corridor
- ⇒ West Taylor Street/S.R. 16

Suburban Residential

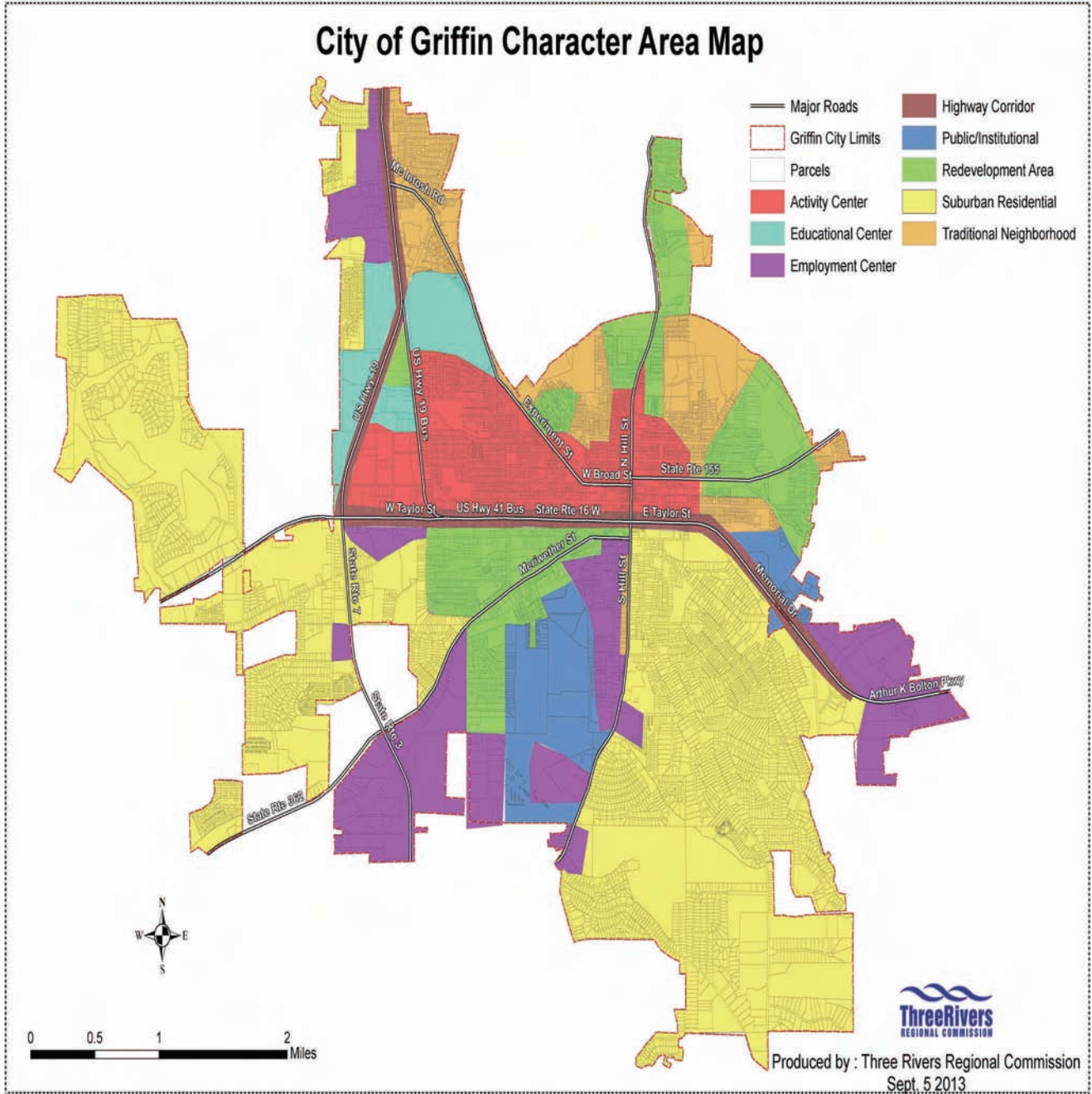
- ⇒ South Griffin
- ⇒ Southwest Griffin
- ⇒ West Griffin

Redevelopment Areas

- ⇒ Meriwether Street
- ⇒ North Hill Street
- ⇒ Thomaston Mills

CHARACTER AREAS MAP

MAP 3



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?
- and
- How they want to get there?

The Griffin Comprehensive Plan Steering Committee completed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis at the outset 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. The results from these meetings helped form the goals, objectives, and implementation strategies or future development projects.

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

STRENGTHS

- ◆ University of Georgia @ Griffin
- ◆ Griffin-Spalding Airport
- ◆ Spalding Medical Center
- ◆ Southern Crescent Technical College
- ◆ Local library
- ◆ Parks and Recreation facilities
- ◆ Infrastructure - Utilities

WEAKNESSES

- ◆ High unemployment rates
- ◆ Low economic tax base
- ◆ High percentage of rental housing units
- ◆ Low-skilled jobs
- ◆ Need for additional community services
- ◆ Devalued property values
- ◆ High crime rates
- ◆ Low percentage of high salary jobs
- ◆ Lack of Redevelopment Strategy
- ◆ No public transportation
- ◆ No youth gathering places
- ◆ More commitment from faith-based organizations
- ◆ Need for truck bypass

OPPORTUNITIES

- ◆ Additional youth activities
- ◆ Youth Mentorship Programs
- ◆ Expansion of UNIVERSITY OF GEORGIA @ GRIFFIN
 - ⇒ Enhance program curriculum and increase student enrollment
 - ⇒ Expand housing opportunities for UGA students
 - ⇒ UGA Food Center
- ◆ Increase job opportunities
- ◆ Youth employment programs
- ◆ Neighborhood partnerships that focus on revitalization
- ◆ Become a leader in sustainable Communities
- ◆ Resurgence of Griffin downtown

THREATS

- ◆ Youth gangs
- ◆ Too many sub-standard houses
- ◆ Additional Environmental Mandates
- ◆ National Health Care Reform
- ◆ Need for new airport
- ◆ Lack of Multi-modal transportation
- ◆ Various organizations within the City appear "territorial"

COMMUNITY NEEDS AND OPPORTUNITIES

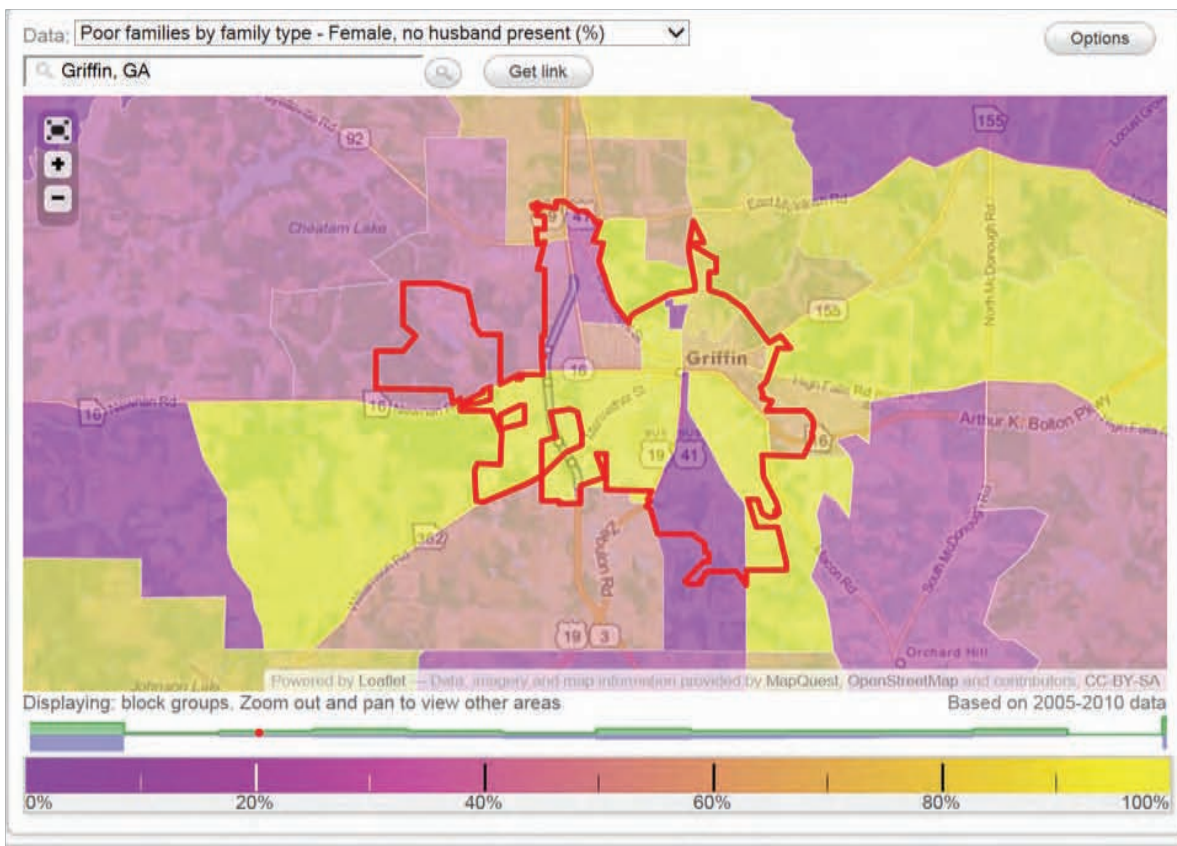
This section provides an updated list of issues and opportunities for the City of Griffin that was identified in the *Community Assessment* portion of the previous Comprehensive Plan. This updated version reflects public comments gained from the community participation activities as well as other input gathered during the review of the *Comprehensive Plan*. The following information is organized by the major planning components defined in the DCA Local Planning Requirements.

1. Population:

Needs/Issues:

- ◆ High percentage of single parent mothers

MAP 4: Low-Income Families: Female, No Husband Present

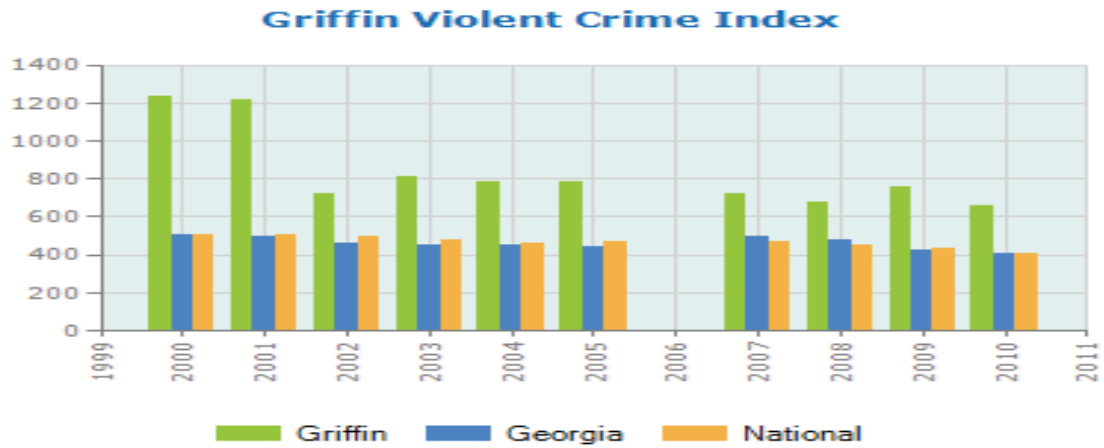


COMMUNITY NEEDS AND OPPORTUNITIES

Needs/Issues:

- ◆ High crime rates
 - 2010: Property Crimes —1,632; Violent Crimes - 152

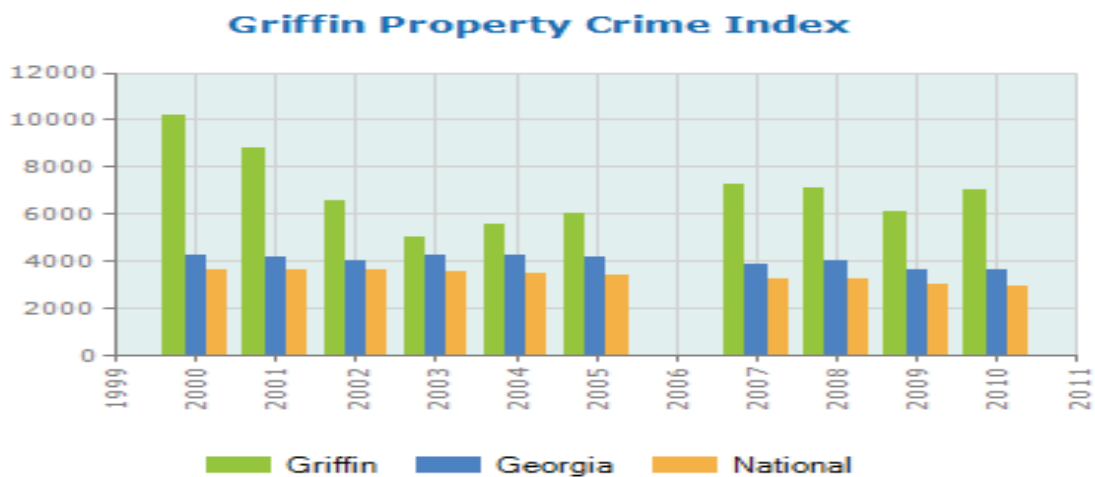
GRAPH 1: Violent Crime Index



Crime Index corresponds to incidents per 100,000 inhabitants

© 2013 CityRating.com - <http://www.cityrating.com/crime-statistics/>

GRAPH 2: Property Crime Index



Crime Index corresponds to incidents per 100,000 inhabitants

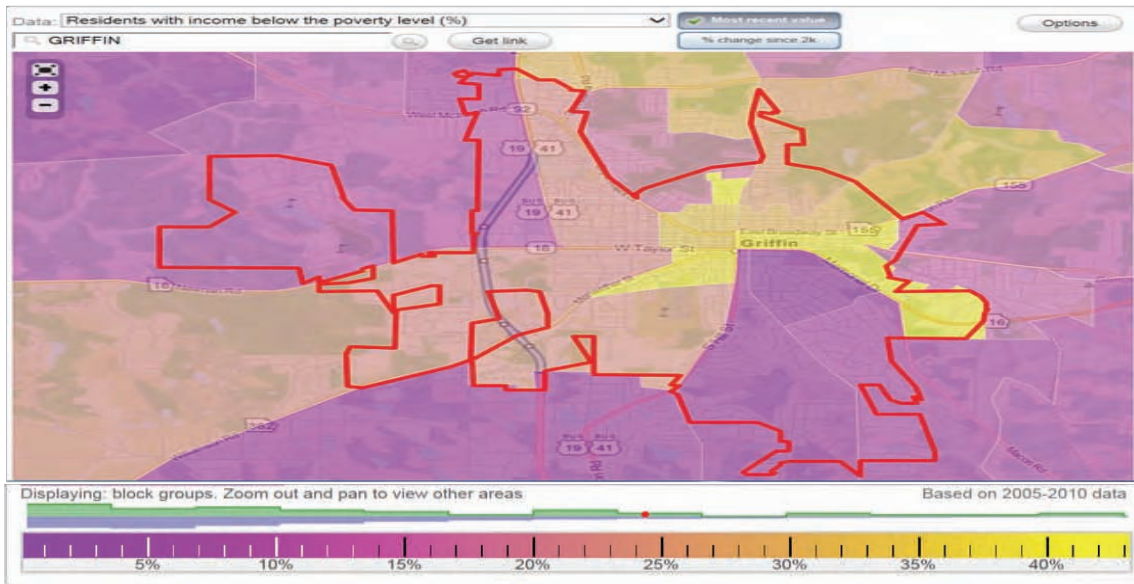
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COMMUNITY NEEDS AND OPPORTUNITIES

- ◆ High Poverty Levels

2012 Poverty Rate: 27.8% compared to State of Georgia at 16.5%

MAP 5: Residents with Incomes Below Poverty

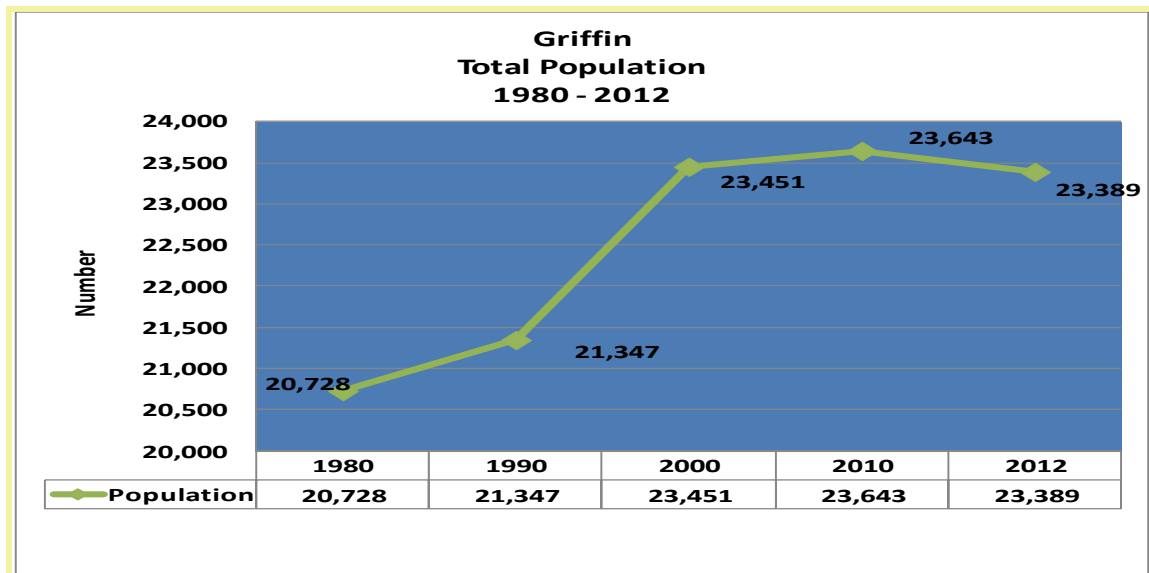


Needs/Issues:

- ◆ Declining Population

-1.1% population decline from April 2010 to April 2012

GRAPH 3: Total Population



COMMUNITY NEEDS AND OPPORTUNITIES

2. Housing:***Needs/Issues:***

- High percentage of rental housing units
Homeownership rate is 44.3% compared to State of Georgia at 66.8%;
- Devalued property values
- Blighted neighborhoods
- Large number of sub-standard properties
- Need for new single-family housing construction.

Single-family new house construction building permits:

- 2000: 132 buildings, average cost: \$83,500
- 2001: 174 buildings, average cost: \$61,200
- 2002: 118 buildings, average cost: \$86,400
- 2003: 158 buildings, average cost: \$130,100
- 2004: 110 buildings, average cost: \$111,000
- 2005: 94 buildings, average cost: \$111,500
- 2006: 104 buildings, average cost: \$155,600
- 2007: 42 buildings, average cost: \$162,600
- 2008: 33 buildings, average cost: \$175,400
- 2009: 5 buildings, average cost: \$180,100
- 2010: 3 buildings, average cost: \$175,700
- 2011: 0 buildings
- 2012: 0 buildings

Opportunities:

- Identify residential infill opportunities
- Establish Rehabilitation Housing Programs
- Demolish sub-standard properties

COMMUNITY NEEDS AND OPPORTUNITIES

- Establish and maintain neighborhood partnerships that focus on revitalization
- Expand the live, work, play model
- Become a leader in crafting sustainable communities

3. Economic Development

Needs/Issues:

- High unemployment rates
- Low economic tax base
- Low-skilled jobs
- Need to attract more small businesses and manufacturing facilities

***Griffin Unemployment Rates
Table 2***

Month/Year	Griffin	Georgia
Jan 2013	13.3%	9.1%
Feb 2013	12.0%	8.5%
Mar 2013	10.7%	8.1%
Apr 2013	10.0%	7.8%
May 2013	10.7%	8.5%
June 2013	11.5%	9.3%

Opportunities:

- University of Georgia @ Griffin
- Griffin-Spalding Airport
- Spalding Medical Center
- Southern Crescent Technical College
- Available public infrastructure and utilities
- Growing industrial parks
- Enhance program curriculum and increase student enrollment at the University of Georgia @ Griffin
- Expand UGA Food Center
- Increase job opportunities
- Increase tourism opportunities
- Expand youth employment programs

COMMUNITY NEEDS AND OPPORTUNITIES

4. Transportation

Needs/Issues:

- ◆ Limited public transportation
- ◆ Lack of strong bike-pedestrian network
- ◆ Need to expand or build new airport
- ◆ Lack of alternative transportation options
- ◆ Need for truck route to bypass downtown

Opportunities :

- ◆ Become a bicycle/pedestrian friendly community
- ◆ Expand or construct new local airport
- ◆ Provide public transportation network for all citizens
- ◆ Establish truck route to bypass downtown

5. Land Use

Needs/Issues:

- ◆ Close proximity between industrial uses and historic neighborhoods;
- ◆ Lack of mixed use developments; Currently these uses are limited to the Central Business District (CBD);
- ◆ Encroachment of commercial/ industrial uses in residential areas;
- ◆ High vacancy rates of commercial spaces;
- ◆ Proliferation of automobile-oriented land uses along Taylor and Experiment Streets;
- ◆ Proliferation of store-front churches within the Central Business District (CBD); and
- ◆ Incompatible industrial uses within Central Business District.

COMMUNITY NEEDS AND OPPORTUNITIES

Opportunities:

- ◆ Former industrial sites maybe redeveloped or converted to mixed-use development, loft apartments, office or retail space, etc.
- ◆ Foster better code enforcement and maintenance standards to ensure consistent property maintenance and design standards
- ◆ Establish mixed-use and traditional neighborhood development plans

6. Intergovernmental Coordination

Needs/Issues:

Opportunities:

- ◆ Maintain City/County Collaboration
- ◆ Griffin Housing Authority Redevelopment efforts
- ◆ Generous, caring citizens, organizations and charities
- ◆ Citizens Local Government Academy
- ◆ Citizens Police academy
- ◆ Improve public perception of local government
- ◆ Establish and maintain neighborhood partnerships that focus on revitalization of older neighborhoods and mill communities
- ◆ Generate more public awareness of accomplishments within the community

7. Historic and Natural Resources

Needs/Issues:

- ◆ Additional Environmental Mandates
- ◆ Illegal dumping

COMMUNITY NEEDS AND OPPORTUNITIES

Opportunities:

- ◆ Create community gardens
- ◆ Increase preservation of historic buildings
- ◆ Preserve historic resources by conducting an inventory of historic structures through the Georgia Trust for Historic Preservation
- ◆ Maintain local archival records through a local museum
- ◆ Support preservation and history of Rosenwald Schools

8. Community Services and Facilities

Needs/Issues:

- ◆ Need for additional community services
- ◆ Negativity from news and social media

Opportunities:

- ◆ Local library
- ◆ Parks and Recreation facilities
- ◆ Available public infrastructure and utilities
- ◆ Strong Arts Community
- ◆ Local Recycling Program
- ◆ Strong Public Works Department
- ◆ Sufficient water and sewer capacity
- ◆ County transfer stations
- ◆ Provide additional recreational and youth activities
- ◆ Establish additional mentorship programs
- ◆ Expand youth employment programs

COMMUNITY NEEDS AND OPPORTUNITIES

Youth Involvement Forum

The City of Griffin hosted a youth involvement forum for the purpose of engaging young people to brainstorm about the future of their communities. Several youth participated in this worthwhile cause. Youth were encouraged to speak about community issues and opportunities for positive change. The community forum was held on June 4, 2013. Over twenty (20) young people ages eight (8) to eighteen (18) attended this event. The forum ignited community interests to empower our youth to optimistically prepare for the future. Meeting results are highlighted below:

Meeting Results

Grades 4 to 8

Things we like:

- ◆ Shopping centers
- ◆ Restaurants
- ◆ Churches
- ◆ Good parades
- ◆ Playing
- ◆ City pool
- ◆ Nice parks



Some of our problems:

- ◆ Fighting
- ◆ Littering, dirty
- ◆ Not a lot of jobs
- ◆ City pool is not clean
- ◆ Parks not safe
- ◆ Change school system – buildings need improvements
- ◆ Bullying

COMMUNITY NEEDS AND OPPORTUNITIES**Youth Involvement Forum****What we would like to change:**

- ◆ More security
- ◆ Safer parks
- ◆ More police officers to surveillance Anne Street neighborhood
- ◆ Change school system – buildings need improvements
- ◆ Bullying

Grades: 9 to 12**I think the best place in my community is:**

- ◆ Schools
- ◆ Churches
- ◆ Movies
- ◆ Griffin Police Department
- ◆ Playground

The worst place in my community is:

- ◆ Park
- ◆ Streets
- ◆ Skating Rink
- ◆ Spalding Heights
- ◆ Lincoln Apartments
- ◆ Basketball Courts

If I were Mayor, the first thing I would do to make my community a better place for young people is:

- ◆ Build a Community Center for Teens
- ◆ Seek better role models
- ◆ Enhance musical and performing arts
- ◆ Make Griffin a cleaner and healthier City
- ◆ Demolish old houses
- ◆ Create a drug-free area which youth can safely hang out

COMMUNITY NEEDS AND OPPORTUNITIES

Youth Involvement Forum

The most important problems facing my community are:

- ◆ Gangs
- ◆ Finding a safe place to “hang out”
- ◆ Drugs
- ◆ Peer Pressure
- ◆ Trash and Littering
- ◆ Child Abuse

Are there any things you would change in your neighborhood:

- ◆ Get more kids involved in the community
- ◆ Park that holds travel soccer and baseball tournaments
- ◆ Recognize youth for their accomplishments within the community.
- ◆ More youth activities
- ◆ Help with foreclosures
- ◆ Help for bad people within the community
- ◆ Eliminate gangs
- ◆ Better speed monitoring
- ◆ Monitor drug activity and make community drug free

What things in your neighborhood should stay as they are? Why?

- ◆ Neighborhood Watch

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 2013-2034 Griffin Comprehensive Plan Update is made up of specific elements that address the following components: Economic Development, Land Use, Housing, and Transportation. 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

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 re-adaptation (that is, new uses for historic buildings); creating housing choices for the community; reinforcing its community facilities and infrastructure network; and overall strengthening Griffin's identity and sense of place. 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

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;



ECONOMIC DEVELOPMENT

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 Grant

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.

ECONOMIC DEVELOPMENT

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 implementations 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."

ECONOMIC DEVELOPMENT

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.

ECONOMIC DEVELOPMENT

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

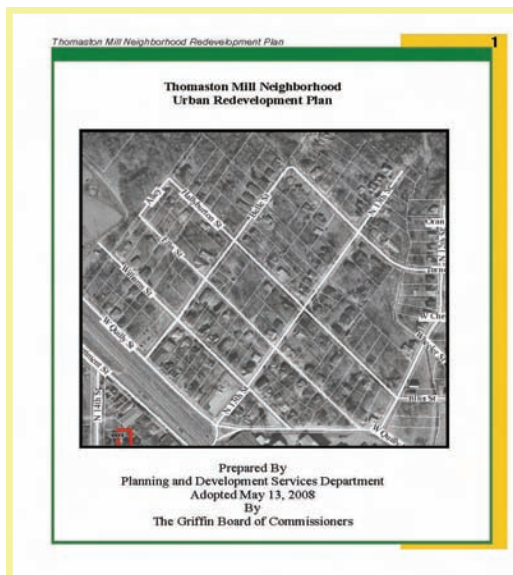
The Griffin Downtown Development Authority (DDA) is responsible for the revitalization strategy for Downtown Griffin. The DDA's mission is to encourage economic activity in Griffin's central business district by attracting businesses, residents, and visitors. The DDA attracts private investment to Downtown 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.

ECONOMIC DEVELOPMENT

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 policies 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.

ECONOMIC DEVELOPMENT

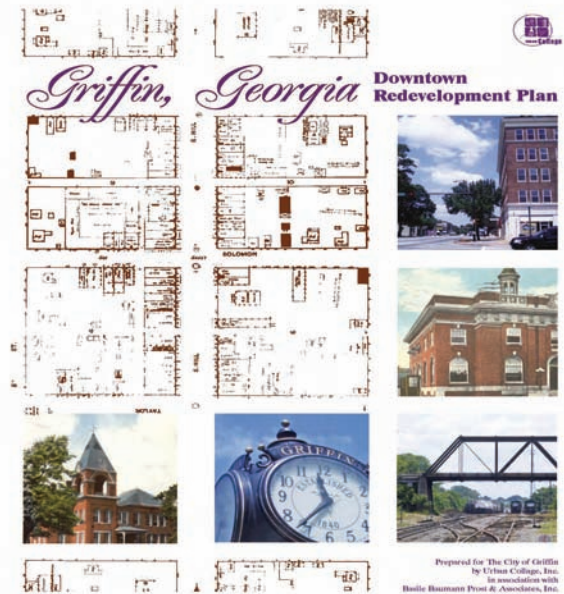
Griffin Downtown Redevelopment Plan

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 utilizes the best and most unique aspects the City has to offer. Stand-alone catalytic, long-term, open space and public improvement projects are listed in Tables 3, 4, and 5.



**City of Griffin
Stand-Alone Catalytic Projects
From the Griffin Redevelopment Plan**

Table 3

Name	Description	Improvement Type	Area	Costs	Year
Old City Hall Site	Townhomes	Proposed	40,000	\$4,000,000.00	2015
	Multi-Family	Rehab/ Proposed	90,000	\$11,400,000.00	2015
	Commercial	Rehab	6,500	\$715,000.00	2015
One Griffin Center	Institutional	Existing	50,000		
	Parking Deck	Existing			
Renaissance Griffin	Mixed-Use (comm/res)	Rehab	23,000	\$2,760,000.00	2015
	Commercial/ Retail	Rehab	5,000	\$550,000.00	2015
	Commercial / Retail	Existing	162,000		
Griffin Hotel	Commercial / Retail	Existing	16,000		
Conference Center	Commercial	Rehab	35,000	\$3,850,000.00	2015
	Multi-Family	Proposed	25,000	\$3,250,000.00	2023
Norman Buggy Co	Multi-Family	Proposed	34,000	\$4,420,000.00	2023
	Mixed-Use (comm/res)	Rehab	20,000	\$2,400,000.00	2015

**Table 4: Stand-Alone Long-Term Projects
From the Griffin Redevelopment Plan**

Name	Description	Improvement Type	Area	Costs	Year
Griffin Green	Mixed-Use (retail/res)	Proposed	246,000	\$34,440,000.00	2031
	Parking Deck	Proposed	150,000	\$9,000,000.00	2031
Commuter Rail Parking	Parking Deck	Proposed	160,000	\$9,600,000.00	2023
	Retail	Proposed	16,000	\$2,400,000.00	2023
Griffin Cultural Center	Institutional	Rehab/Proposed	185,000	\$18,300,000.00	2023
Hotel Spalding	Commercial / Retail	Existing	25,000		
Akins Feed & Seed	Townhomes	Proposed	50,000	\$5,000,000.00	2031
	Mixed-Use (retail/res)	Rehab	30,000	\$3,600,000.00	2031
Griffin Medical College	Townhomes	Proposed	6,000	\$600,000.00	2031
	Multi-Family	Rehab	10,000	\$1,200,000.00	2023
HFM Plant	Commercial/ Retail	Rehab	53,000	\$5,830,000.00	2031
Sock Shoppe	Multi-Family	Proposed	50,000	\$6,500,000.00	2031
Grocery Warehouse Block	Mixed-Use (comm/res)	Rehab/Proposed	100,000	\$6,900,000.00	2031
	Parking Deck	Proposed	55,000	\$3,300,000.00	2031
Grant's Sheet Metal	Townhomes	Proposed	20,000	\$2,000,000.00	2031
	Single Family	Existing	3,000		
	Commercial / Retail	Rehab	24,000	\$2,640,000.00	2023

**Table 5: Stand-Alone Open-Space and Public Improvement Projects
From the Griffin Redevelopment Plan**

Name	Description	Improvement Type	Area	Costs	Year
Cultural Center	New landscape design and improvements to enhance cultural facilities	Open Space	180,000	\$3,600,000.00	2023
Griffin Green "Town Center" Park	Plaza with amphitheatre, fountains	Open Space	58,000	\$2,875,000.00	2023
5th Street Mall	Linear park with pedestrian trail, connected to relocated pedestrian truss bridge over railroad	Open Space	1,200 Linear Feet (LF)	\$1,800,000.00	2015
6th Street Bridge	New GDOT project	Transportation			
5th Bridge Relocation	Historic truss as pedestrian overpass			\$1,000,000.00	2015
Railroad Corridor Improvements (9th to 5th)	Parking facilities, streetscaping, branding	Streetscape / Landscape	2,000 Linear Feet (LF)	\$500,000.00	2023
Hill Street Improvements (Broadway to Poplar)	Road diet with sidewalk widening	Streetscape	1,500 Linear Feet (LF)	\$1,500,000.00	2015

**Table 5 (continues) : Stand-Alone Open-Space and Public Improvement Projects
From the Griffin Redevelopment Plan**

Name	Description	Improvement Type	Area	Costs	Year
Solomon Street Improvements (9th to 4th)	New / improved median, sidewalks	Streetscape	2,300	\$2,300,000.00	2015
Taylor Street Improvements (10th to 3rd)	Road diet and streetscape	Streetscape	3,400 Linear Feet (LF)	\$2,720,000.00	2023
Slaton / Wall Streetscapes	"Themed" pedestrian improvements	Streetscape	4,400 Linear Feet (LF)	\$2,200,000.00	2031
9th Street Improvements (Poplar to Broadway)	Upgraded street, new streetscape	Streetscape	1,700 Linear Feet (LF)	\$1,700,000.00	2031
Central Street Streetscape	"Themed" pedestrian improvements	Streetscape	1,400 Linear Feet (LF)	\$700,000.00	2031
Mill Multiuse Trail	New greenway trail	Streetscape / Landscape	(per LCI)	\$575,000.00	2015

LAND USE ELEMENT

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.

LAND USE GOALS

The Land Use Element identifies goals to protect sensitive land areas that need to be improved. 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.

LAND USE ELEMENT

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

LAND USE GOALS AND STRATEGIES

Table 6

GOALS	STRATEGIES
<p>1. Improve community aesthetics within Griffin's corridors, districts, and neighborhoods.</p>	<ul style="list-style-type: none"> ◆ Design Standards –Ensure existing design standards are in keeping with or enhance the character of specific neighborhood districts within the City. ◆ Sign Ordinance – Continue to recommend measures to the City Commission that would strengthen the existing sign ordinance by increasing the attractiveness of legal signs. ◆ Buffer, Landscape and Tree Ordinance – Prepare and adopt a buffer, landscape and tree ordinance.
<p>2. Encourage infill and redevelopment within the City's target areas.</p>	<ul style="list-style-type: none"> ◆ Overlay zoning districts – 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. ◆ Property Maintenance Codes - Continued evaluation of housing and property maintenance codes and stringent enforcement. ◆ Infill Development - Allow and encourage compatible infill development in established neighborhoods.

LAND USE ELEMENT

LAND USE GOALS AND STRATEGIES
Table 6(continues)

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

LAND USE ELEMENT

LAND USE GOALS AND STRATEGIES

Table 6 (continues)

GOALS	STRATEGIES
6. Develop a recreational network of greenways, trails, and parks.	<ul style="list-style-type: none"> ◆ Greenway Master Plan - 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.
7. Preserve the natural environment as land uses change and the community develops.	<ul style="list-style-type: none"> ◆ Open space conservation - 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. ◆ Streetscape requirements –Continue to ensure proper streetscaping and the installation of sidewalks for new developments.
8. Allow greater flexibility within applicable design standards for creative site developments and infrastructure improvements.	<ul style="list-style-type: none"> ◆ Target area overlay districts - 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.

Future Land Use

The Future Development Map reflects the community vision for growth and development for the next 20 years. This vision, which was developed with an extensive public visioning process, which is expressed in unique “character areas” that cover 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.

LAND USE ELEMENT

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 highlighted in Map 6.

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

LAND USE ELEMENT

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 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.

LAND USE ELEMENT

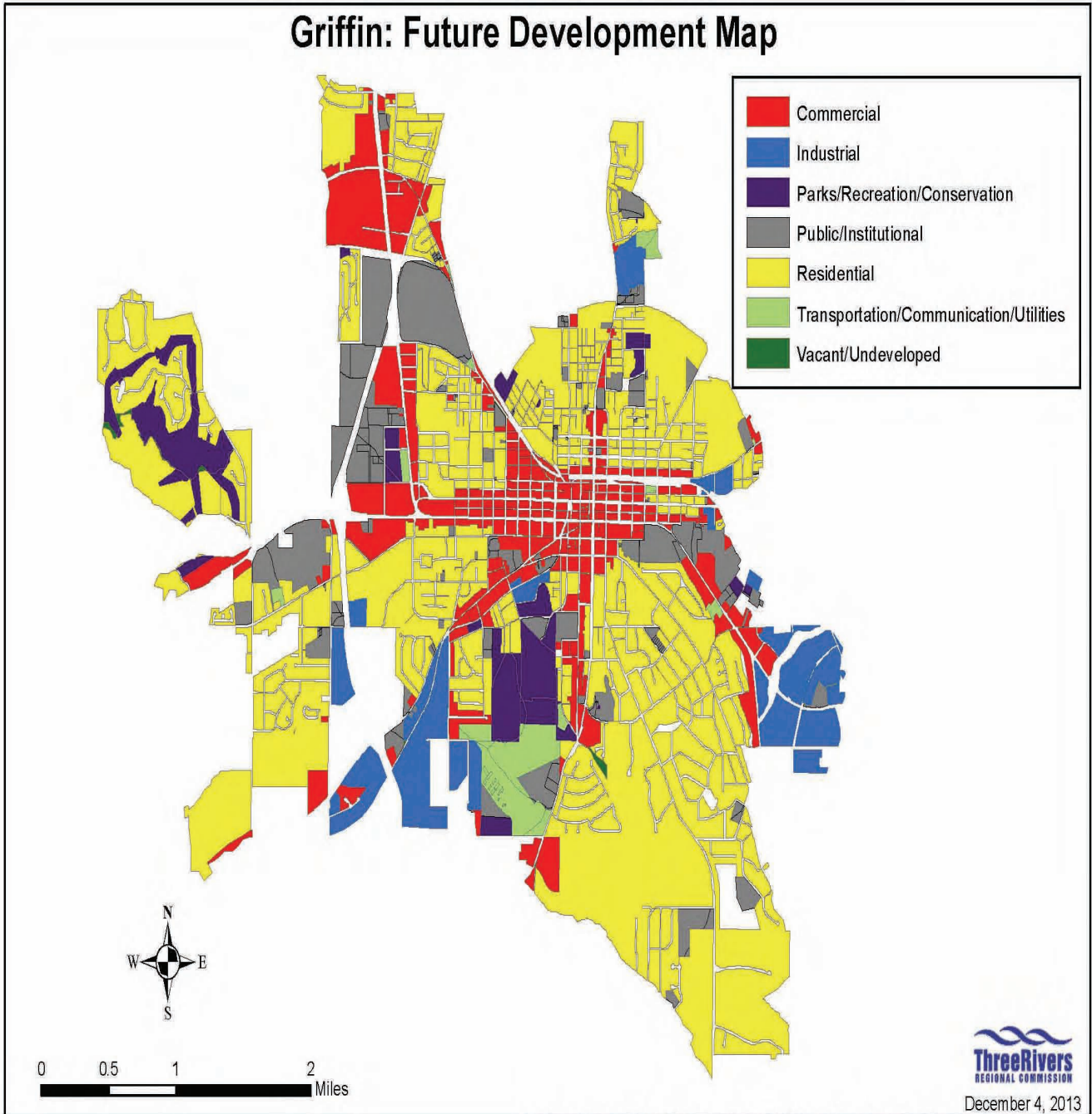
The total acreage figures for each land use category on the City's future development map are provided in **Table 7**.

Table 7

Land Use Categories			
	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%
Total	8,886	15	100.00%

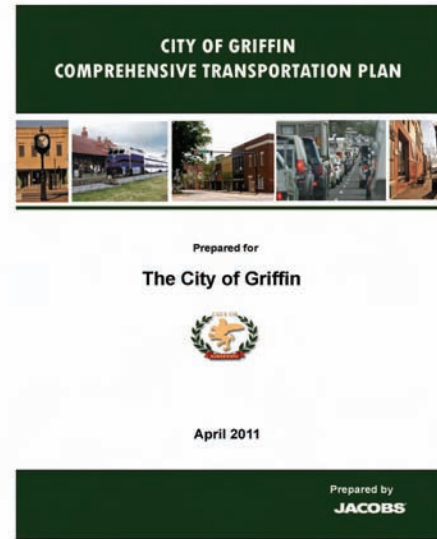
LAND USE ELEMENT

MAP 6
GRIFFIN FUTURE DEVELOPMENT MAP



TRANSPORTATION ELEMENT

The City of Griffin, in partnership with the Georgia Department of Transportation, recently developed the City’s Comprehensive Transportation Plan (CTP). The CTP process was facilitated by the Atlanta Regional Commission (ARC) to encourage long-range transportation planning throughout the metropolitan region of Atlanta. Jurisdictions within the ARC Metropolitan Planning Organization (MPO) region are required to maintain an updated CTP, with updates performed on a five-year basis.



Projects included in these local CTP’s serve as the basis for the update of the Regional Transportation Plan (RTP) and to establish eligibility for federal funding. To ensure a comprehensive and cohesive planning process, the City CTP was coordinated with the Spalding County CTP. The Griffin CTP was completed in April 2011. The CTP serves as an essential part of the regional planning process by providing a comprehensive list of transportation improvements for the next twenty-year period. In addition, the CTP prioritizes major transportation projects for inclusion in the Regional Transportation Plan (RTP). Table 8 lists stand-alone transportation plan goals from the CTP.

City of Griffin
Table 8: Stand-Alone Goals from Comprehensive Transportation Plan

GOALS	APPLICABLE SAFETEA-LU PLANNING FACTOR
<p>1. Improve the overall performance of the City’s transportation system by identifying capacity needs and operating deficiencies in the network.</p>	<ul style="list-style-type: none"> ◆ Increase accessibility and mobility options available to people and freight.

TRANSPORTATION ELEMENT

City of Griffin

Table 8 (continues): Stand-Alone Goals from Comprehensive Transportation Plan

GOALS	APPLICABLE SAFETEA-LU PLANNING FACTOR
<p>2. Provide safe and effective local access to aviation facilities in support of local economic development efforts, and reduce the negative impacts of the airport on surrounding residential uses.</p>	<p>◆ Promote efficient system management and operation.</p>
<p>3. Support the development of one or more bypass routes to alleviate downtown truck traffic.</p>	
<p>4. Preserve the environment.</p>	<p>◆ Emphasize the preservation of the existing transportation system.</p>
<p>5. Provide safe and efficient vehicular access to and from the City.</p>	<p>◆ Increase the safety and security of the transportation system for motorized and non-motorized users.</p>
<p>6. Enhance mobility across all travel modes.</p>	<p>◆ Protect and enhance the environment, promote energy conservation, and improve quality of life.</p>
<p>7. Support the addition of a commuter rail station and the addition of transit, pedestrian and alternate transportation needed to support it.</p>	<p>◆ Enhance the integration and connectivity of the transportation system across and between modes, for people and freight.</p>
<p>8. Support access improvement to the commuter rail station that are consistent with the development goals of the community. These include walkable streets, minimal truck traffic, low vehicle speeds and “neighborhood scale designs.”</p>	<p>◆ Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency.</p>

TRANSPORTATION ELEMENT
Capital Improvement Program (CIP)
Table 9: Stand-Alone Projects from Griffin Comprehensive Transportation Plan

SHORT-TERM PROJECTS	ESTIMATED COSTS	LOCAL FUNDING	FUNDING SOURCE
Traffic Signal Upgrades for Miscellaneous Improvements Three intersections (Construction)	\$450,000	\$45,000	STP-Urban, STP Statewide Flexible
Minor Intersection Improvements College at Collins Experiment at School	\$10,000 \$15,000	\$10,000 \$15,000	Local/Private Local/Private
Major Intersection Improvements			
Broadway at Searcy	\$125,000	\$125,000	Local/Private
Carver at Poplar	\$125,000	\$125,000	Local/Private
Experiment/13th/Ray	\$545,000	\$545,000	Local/Private
Hill at Broadway	\$230,000	\$230,000	Local/Private
Hill at Northside—Hill Street Improvements	\$550,000	\$550,000	Local/Private
Maddox at Etheridge Mill	\$550,000	\$550,000	Local/Private
N Expressway at Ellis	\$86,000	\$9,000	Federal Aid, STP-Urban, STP Statewide Flexible
N Expressway at Varsity	\$190,000	\$19,000	Federal Aid, STP-Urban, STP Statewide Flexible
Poplar at Hammond SR 16 at Wilson	\$1,000,000 \$ 150,000	\$1,000,000 \$ 15,000	Local/Private Federal Aid, STP-Urban, STP Statewide Flexible
Solomon/Searcy/Spalding	\$900,000	\$90,000	Federal Aid, STP-Urban, STP Statewide Flexible

TRANSPORTATION ELEMENT

Capital Improvement Program (CIP)
Table 9 (continues): Stand-Alone Projects from Griffin Comprehensive Transportation Plan

SHORT-TERM PROJECTS	ESTIMATED COSTS	LOCAL FUNDING	FUNDING SOURCE
US 19/41 at Ridgewood	\$150,000	\$15,000	GDOT-NHS, Federal Aid, STP-Urban
Feasibility Study form Improvement at US 19/41 and Ellis Road	\$150,000	\$15,000	GDOT-NHS, Federal Aid, STP-Urban
Feasibility Study for Old Atlanta Road Bridge Replacement and Realignment w/ N. Expressway	\$150,000	\$15,000	GDOT-NHS, Federal Aid, STP-Urban
Airport Capital Improvement Program	\$45,280,000	\$4,574,000	FAA/State/Local
Bicycle and Pedestrian Network Plan	\$75,000	\$75,000	Local/Private
City Sidewalk Projects	\$1,666,000	\$1,666,000	Local/Private
Short-Term Estimated Costs	\$51,722,000	\$9,688,000	

ROADS

The foundation of the Griffin transportation system is the combination of arterial, collector, and local roads. The City's grid system offers a number of viable alternatives to distribute local traffic; however, issues arise when through traffic conflicts with local traffic on the arterial system. An overall deficiency is the lack of circumferential alternatives that would ease the conflict between through truck traffic and local residential and business travelers. Large, well used State and US highways converge in Griffin along its major east-west arterials to include

TRANSPORTATION

Taylor Street, 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.

TRANSPORTATION

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 and to enhance accessibility between residential and commercial areas for those choosing bicycle and pedestrian modes of travel.

- **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.

TRANSPORTATION

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

A downtown parking inventory was undertaken as part of the 2011 Comprehensive Transportation Plan (CTP). The current supply of parking spaces downtown was 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. Park spaces are available to accommodate short and long-term visitors and employees parking all day.

TRANSPORTATION

Aviation Facilities

The Griffin-Spalding Airport is ranked 10th out of Georgia's 95 general aviation facilities. The 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 and 100 feet wide. The existing airport is landlocked and cannot expand easily. Therefore, the City and County have proposed to construct 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.

HOUSING ELEMENT

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. Table 10 below highlights the specific housing demographics for the City of Griffin compared to the State of Georgia. In 2010, the City of Griffin had 10,524 housing units and the median value of those homes was \$124,000. The homeownership rate for the City of Griffin was 44.3%.

Table 10

HOUSING DEMOGRAPHICS		
Category	Griffin	Georgia
Housing units, 2010	10,524	4,088,801
Homeownership rate, 2007-2011	44.3%	66.8%
Housing units in multi-unit structures, percent, 2007-2011	33.2%	20.5%
Median value of owner-occupied housing units, 2007-2011	\$124,000	\$160,200
Households, 2007-2011	9,096	3,490,754

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 has 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), and Community Home Investment Program (CHIP), Griffin Land Bank Authority and Georgia Initiative for Community Housing (GICH).

HOUSING ELEMENT

◆ Community Development Block Grant (CDBG)

The City has been awarded several Community Development Block Grant (CDBG) grants over the past decade. The purpose of these grants are to assist the City in accomplishing multi-infrastructure improvements. Specifically, CDBG funds has been used to target water and sewer line improvements in the Thomaston Mill Neighborhood and other areas located throughout the West Griffin area.

◆ Community Home Investment Program (CHIP)

The City of Griffin was awarded \$300,000 in Community Home Investment Program (CHIP) funds. This programs is reserved for the purpose of providing down payment assistance and closing costs for up to \$12,500 for twenty (20) new homebuyers that qualify as low income. 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 Land Bank Authority

Griffin's Land Bank Authority's primary focus is to acquire tax-delinquent properties of the City and return them to a revenue generating state. The goals of the Land Bank is to convert tax delinquent properties; redevelop distressed Urban Areas; discourage tax delinquency, facilitate beneficial land use; encourage investment; and avoid tax sale title problems; This Authority has been instrumental in reducing blight within our communities.

◆ Georgia Initiative for Community Housing (GICH)

In 2007, Griffin began participating in the Georgia Initiative for Community Housing. **Georgia Initiative for Community Housing** (GICH) is a program through the University of Georgia (UGA), with participants receiving three-years of collaboration and technical assistance related to housing and community development.

HOUSING ELEMENT

The objective of this initiative is to help communities create and launch a locally based plan to meet their housing needs.

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.



As mentioned earlier, the City of Griffin is currently working with the Griffin Housing Authority to redevelop the Meriwether Street corridor in conjunction with the demolition and redevelopment of the Meriwether Street public housing complex. The City has expanded its redevelopment area to encompass most of the Meriwether Street corridor and associated underutilized and abandoned industrial and commercial properties. This project will be GHA's first venture into mixed-income and mixed-finance affordable housing. The Meriwether project will meet 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.

HOUSING ELEMENT

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, homeless, special needs/vulnerable populations and community development needs culminating in a 5-Year Strategic Development Plan. The 5-Year Strategic Development Plan outlines specific objectives, provides strategies, prioritizes needs, and identifies funding sources to help the City of Griffin to transform itself into a

more vibrant and sustainable community. This Plan builds on the 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 Table 11.

Consolidated Housing & Community Development Plan

CITY OF GRIFFIN, GEORGIA



HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11: Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

GOALS	Strategies
<p>1. Encourage homeownership.</p>	<ul style="list-style-type: none"> ◆ Institute home ownership program for first-time homeowners, in targeted areas or city-wide. ◆ Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization). ◆ Encourage first-time homebuyers applying for down payment assistance to attend a financial literacy and planning course.
<p>2. Reduce the cost burden for housing.</p>	<ul style="list-style-type: none"> ◆ Pursue funding for multifamily housing development annually. ◆ Revise Zoning Ordinance to encourage the development of workforce housing or a variety of housing types in targeted areas. ◆ 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. ◆ Create a clearinghouse of resource material related to housing affordability and begin a public awareness and education campaign.

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11(continues): Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

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

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11 (continues): Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

GOALS	Strategies
<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"> ◆ Encourage an increase in downtown housing residential opportunities (lofts). ◆ Draft amendments to the Zoning Ordinance to promote the development of quality housing and a greater variety of housing types. ◆ Partner with nonprofits, for-profits, and philanthropic partners to support the preservation and creation of public housing. ◆ Support the application of Low Income Housing Tax Credits and other appropriate funding sources to maintain low income units. ◆ 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. ◆ 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. ◆ 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. ◆ Work to build additional collaborative capacity among public, nonprofit, and for-profit housing and community service providers with the assistance of an external consultant.

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11 (continues): Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

GOALS	Strategies
<p>6. Help low-income families avoid becoming homeless.</p>	<ul style="list-style-type: none"> ◆ Create more permanent housing that is affordable to low and moderate income residents. Pursue funding for multi-family housing year after year. ◆ Develop homelessness prevention and emergency housing assistance programs. ◆ 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.
<p>7. Assess the needs of individual homeless persons.</p>	<ul style="list-style-type: none"> ◆ Work with the Spalding County Collaborative to survey homeless shelters and transitional housing and interview unsheltered homeless residents.
<p>8. Address the emergency shelter and transitional housing needs of homeless persons.</p>	<ul style="list-style-type: none"> ◆ 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.
<p>9. Help homeless persons transition to permanent housing and independent living.</p>	<ul style="list-style-type: none"> ◆ 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.

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11 (continues): Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

GOALS	Strategies
10. Address Victims of Domestic Violence	<ul style="list-style-type: none"> ◆ 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. ◆ 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.
11. Address Ex-Convicts	<ul style="list-style-type: none"> ◆ 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.
12. Provide a safe environment for local residents and businesses.	<ul style="list-style-type: none"> ◆ Maintain ISO (Insurance Service Office) rating of 3 or better within the City. ◆ Replace aging fire engines and equipment. ◆ Implement neighborhood watch associations.

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

**Table 11 (continues): Stand-Alone—Housing Goals and Strategies
From Griffin Consolidated Housing and Community Development Plan**

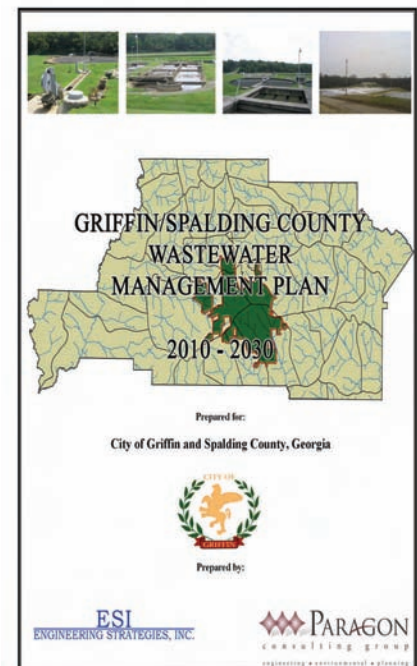
GOALS	Strategies
<p>13. Promote good stewardship of the region's limited water resources and provide adequate water and sewer service to support current and future needs.</p>	<ul style="list-style-type: none"> ◆ Promote water conservation measures. ◆ Replace damaged and faulty water meters. ◆ Use stormwater utility to implement stormwater management BMPs. ◆ Monitor stream quality. ◆ Update watershed assessment study.
<p>14. Provide and maintain quality recreational facilities and create additional passive recreation opportunities.</p>	<ul style="list-style-type: none"> ◆ Expand the City Cemetery. ◆ 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.

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 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 deals 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. 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;

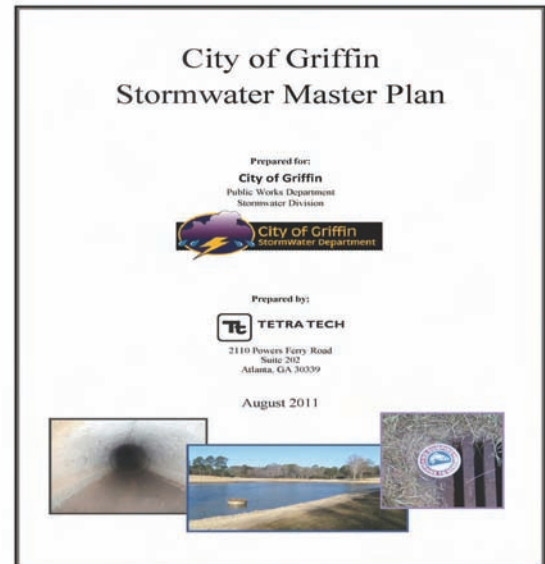


REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA

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. The Stormwater Division and the Utility have been in place for over 16 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 community, and the Utility has continued to provide a reliable source of funding for stormwater management activities. This 2011 Stormwater Master 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.



REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA

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 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.

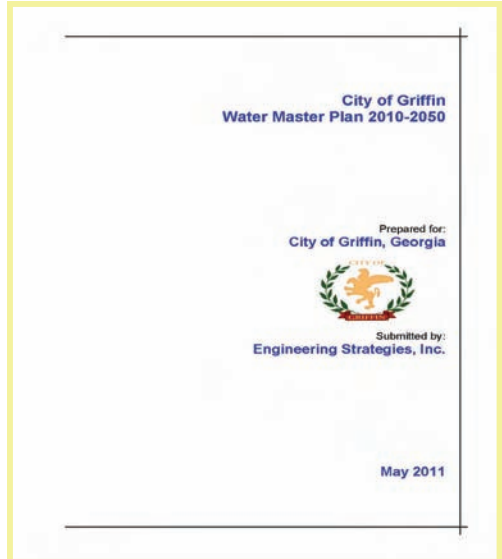


Table 12: Environmental Criteria Summary - Related Stand-Alone Plans

PLAN	ADOPTION DATE	ENVIRONMENTAL CRITERIA	NEXT PLAN UPDATE
Waste Water Management Plan	Adopted 2011	Includes Environmental Criteria	2021
Stormwater Management Plan	Adopted 2011	Includes Environmental Criteria	2021
Water Management Plan	Adopted 2011	Includes Environmental Criteria	2021

COMMUNITY INVOLVEMENT PLAN

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. This Community Involvement Plan is designed to give citizens the opportunity to take part in 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.

SCOPE

The mission of the Community Involvement Plan is to provide citizens the opportunity to participate in the development of the Comprehensive Plan. An effective community involvement program should be designed to educate the public, as well as provide an opportunity for citizens to provide input and feedback as the Plan is developed. The participation strategies outlined in this report have been selected to ensure that citizens understand and participate in the planning process.

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.

COMMUNITY INVOLVEMENT PLAN

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;
- ◆ Technical Advisory Committee;
- ◆ Community Meetings;
- ◆ Public Hearings;
- ◆ Visioning Exercises;
- ◆ Flyers and Handouts;
- ◆ Youth Forum;
- ◆ Email Blasts; and
- ◆ New Paper 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 finding 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 INVOLVEMENT PLAN

The Table 13 below provides an overview of the public hearing dates, location and topics of discussion.

Public Hearing Dates

Table 13

MEETING DATE/ TIME	LOCATION	Public Hearing	Topics of Discussion
Friday, March 8, 2013 6:00 PM	Griffin City Hall Municipal Courtroom	1 st Public Hearing	<ul style="list-style-type: none"> ◆ Purpose of Comprehensive Planning; ◆ Project Schedule; ◆ Visioning Exercise; and ◆ Issues and Opportunities.
Tuesday, October 15, 2013 6:00 PM	Griffin Welcome Center	2 nd Public Hearing	<ul style="list-style-type: none"> ◆ Local Comprehensive Planning Process; ◆ Vision Statement; ◆ Community Goals and Priorities; ◆ Needs and Opportunities; ◆ Character Areas; ◆ Other Planning Elements; ◆ Future Development Map; ◆ Regional Water Plan Environmental Criteria; and ◆ Implementation Program.

TECHNICAL ADVISORY COMMITTEE

A technical advisory committee was established to coordinate project staff, provide feedback to the citizens and to ensure that the Comprehensive Plan accurately represents the City's vision for the future.

COMMUNITY INVOLVEMENT PLAN

The team included representatives of the various departments and groups:

Project Team (3 members)

Table 14

Name	Organization
Aronda Smith	Three Rivers Regional Commission, Planner
Kenny L. Smith	City of Griffin, City Manager
Taurus Freeman	City of Griffin, Planning and Development Director

The Project Team assisted in the development of the 2014-2034 Griffin Comprehensive Plan. The following list describes the efforts of the Project Team:

- ◆ ***Future Development Map:*** The Project Team analyzed current land use and development patterns and established a vision for the future that is illustrated in the Character Area map.
- ◆ ***Areas Requiring Special Attention (ARSA):*** The Project Team used the Existing Land Use and Community Character maps to develop the ARSA map. Areas were identified based on the consistency between current trends in a given area and the future vision for the community.
- ◆ ***Issues and Opportunities:*** The Project Team reviewed the State Planning Recommendations and created a comprehensive list of issues, specific to Griffin, that needed to be addressed in order to meet the goals outlined in the Plan. A list of opportunities was developed based on the identified issues and SWOT Analysis created by the Steering Committee.
- ◆ ***Community Work Program (CWP):*** The project team worked with City and Department Directors to identify short-term projects and activities for the next five-year period. The Team also reported accomplishments from the previous Short-Term Work Program (STWP).

COMMUNITY INVOLVEMENT PLAN

COMMUNITY MEETINGS

A Kick-Off Community Meeting was held at Griffin City Hall on February 19, 2013. The initial Community Meeting provided citizens with an opportunity to ask questions and voice any concerns about the proposed strategy for public involvement and plan development. On June 4, 2013 a youth involvement forum was held in order to gather the younger generation's input into the comprehensive planning process. Table 15 lists the date location and type of community meeting held. 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

Table 15

MEETING TIME	DATE/	LOCATION	Type of Meeting
Tuesday, February 19, 2013 6:00 PM		Griffin City Hall Municipal Courtroom	Kick-Off Meeting
Tuesday, June 4, 2013 6:00 PM		Safehouse Coffee Roasters	Youth Involvement Forum

IDENTIFICATION OF PUBLIC PARTICIPATION TECHNIQUES

Stakeholder Group/ Steering Committee

A great part of the success of the Comprehensive Plan was dependent on Stakeholder involvement. Effective involvement from key individuals/groups from the community ensured that the Plan gained community wide support, addressed the issues and concerns of the general population, and will be ultimately implemented. The benefits of Stakeholder involvement included:

COMMUNITY INVOLVEMENT PLAN

- ◆ Citizens increasingly wanted to be involved in decisions that affect their community;
- ◆ People with different areas of expertise contributed ideas, resulting in a well thought-out Plan with better solutions;
- ◆ Fellow citizens tended to support programs that have Stakeholder involvement;
- ◆ By allowing residents, special interest groups, and business leaders to be involved, planners and decision makers have the chance to think “outside the box;”
- ◆ Involving “citizen experts” helped facilitate communication;
- ◆ Working together provided the opportunity to understand other people’s concerns and issues;
- ◆ Stakeholder involvement allowed for a more interconnected community in the end;
- ◆ Stakeholder support built program momentum and kept the project moving forward; and
- ◆ Stakeholder comments were heard and responded to early in the process, which lead to a more effective program implementation and future acceptance of the Plan.

Selecting the Griffin Comprehensive Plan Steering Committee

The initial focus of the public involvement strategy included the identification of the key stakeholders in the community that possessed a high degree of trust and credibility with their fellow citizens. 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. It was important that the Steering Committee consisted of a diverse assortment of local representatives with different perspectives on the issue. The Steering Committee presented a broad range of backgrounds from business leaders to neighborhood groups to developers. As the Stakeholders for the Steering Committee were selected, the City made an effort to recognize and be cognizant of what the general public’s perception typically entails.

COMMUNITY INVOLVEMENT PLAN

The Griffin Comprehensive Plan Steering Committee meet six (6) times from February 2013 to August 2013. The initial findings of the Steering Committee were updated and revised based on feedback generated during the public involvement process. Table 16 lists the Steering Committee Meeting dates, location and topics of discussion.

Griffin Comprehensive Plan Steering Committee Meetings

TABLE 16

Griffin Comprehensive Plan Steering Committee Meetings		
MEETING DATE/TIME	LOCATION	TOPICS OF DISCUSSION
Friday, February 15, 2013 12:00 PM	Three Rivers Regional Commission Conference Room	1. Purpose of Comprehensive Plan update 2. Role of Steering Committee 3. Visioning Exercise
Friday, March 15, 2013 12:00 PM	Welcome Center Conference Room	1. SWOT Analysis 2. Issues and Opportunities 3. Vision Statement
Friday, April 19, 2013 12:00 PM	Central Services Office	1. SWOT Analysis and Issues and Opportunities 2. Visioning Exercise-Results 3. Vision Statement 4. Goals and Objectives
Friday, May 24, 2013 12:00 PM	Griffin Police Department	1. Top Three Project Activities 2. Project Activities 3. Goals and Policies 4. Areas Requiring Special Attention/Character Areas
Friday, June 21, 2013 12:00 PM	Griffin City Hall Municipal Courtroom	1. Youth Involvement Forum 2. Goals and Policies 3. Character Areas 4. Next Steps
Friday, August 30, 2013 12:00 PM	Griffin City Hall Municipal Courtroom	1. Overview of Comprehensive Plan 2. Community Work Program

COMMUNITY INVOLVEMENT PLAN

The key to success was achieving a consensus among the Steering Committee on the future vision for the City of Griffin. This diverse group of Stakeholders was able to “get the word out” to their fellow citizens and business associates that the Comprehensive Plan will be beneficial to the citizens of Griffin and the future of their community.

Table 16 identifies the members that served on the Griffin Comprehensive Plan Steering Committee.

2013 Griffin Comprehensive Plan Steering Committee

Table 17

Griffin Steering Committee Member	Organization
1. Robert D. Mohl	Griffin Housing Authority
2. Chad Jacobs	Spalding County
3. Anthony Dukes	Griffin/Spalding County
4. Doug Krepp	Citizen
5. Amanda Slade	Safehouse Roasters
6. William P. Wilson, Jr.	Spalding County
7. John Grey	Grey + Grey Associates
8. Odris Hastings	Citizen
9. Nellie Parson	City of Griffin
10. Shelia Marshall	The Grip

COMMUNITY INVOLVEMENT PLAN

*2013 Griffin Comprehensive Plan Steering Committee**Table 17 (continues)*

Griffin Steering Committee Member	Organization
11. Jessica Gregory	The Grip
12. Douglas S. Hollberg	Griffin Board of Commissioners
13. Toussaint Kirk	City of Griffin
14. Kendra Woodard	City of Griffin
15. Kenny L. Smith	City of Griffin
16. Jewel Walker-Harps	(NAACP)
17. Shaheer Beyah	Griffin Board of Commissioners
18. Edna Aikens	GSCS
19. Chief Frank Strickland	Griffin Police Department
20. Jerry McKneely	Citizen
21. Beatrice Cunningham	University of Georgia/Griffin Campus
22. Dick Morrow	Griffin Board of Commissioners
23. Brant D. Keller, Phd	City of Griffin
24. Carmen Caldwell	Life Fulfilled Coaching & Consulting
25. Cora Flowers	Griffin Board of Commissioners
26. Gwen Flowers-Taylor	Spalding County Board of Commissioners
27. Ryan McLemore	Griffin Board of Commissioners
28. Cynthia Ward	Griffin Board of Commissioners

COMMUNITY INVOLVEMENT PLAN

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 define a vision statement. Based on the results, the Steering Committee incorporated the main issues and concerns of the citizens into the development of the Community Vision.

Public Information

In addition to the strategies identified above, the City produced handouts to update citizens about the content and progress of the comprehensive planning process. The City utilized the following Public Information techniques:

- ◆ **Media Kit (Press Package).** A packet of information was provided to the press containing all of the information/facts to write an article (or a series of several articles) on the Comprehensive Plan. A media kit was submitted to the Griffin Daily News and the Grip that included the Purpose of the Comprehensive Plan, SWOT analysis, top priorities, goals and policies, and Comprehensive Plan Schedule. The informational packet included the following; visioning survey, Revised SWOT Analysis, Character Areas, and Goals and Policies.
- ◆ **City of Griffin Website**—The draft Comprehensive Plan update was posted on the City of Griffin Website to allow citizens to review the Plan at their leisure. The City gained valuable input about the Plan from citizens due to its availability online.
- ◆ **Email Blasts**— Email blasts were sent to various citizens, business owners, and organizations to inform the public about upcoming meetings and public hearings. The email blasts encouraged citizens to spread the word about the comprehensive planning process and review the draft Comprehensive Plan.

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 2008-2013.

CITY OF GRIFFIN COMMUNITY WORK PROGRAM

2014 – 2018

Water and Wastewater

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
CDBG Phase V	Feb 2014	Sep 2014	Water and Wastewater	\$880,000	CDBG Grant
CDBG Phase VI	Feb 2015	Sep 2015	Water and Wastewater	\$700,000	CDBG Grant
CDBG Phase VII	Feb 2016	Sep 2016	Water and Wastewater	\$700,000	CDBG Grant
CDBG Phase VIII	Feb 2017	Sep 2017	Water and Wastewater	\$700,000	CDBG Grant
Wing Wall at Head Creek Restoration	Apr 2014	Nov 2014	Water and Wastewater	\$275,000	User Fees
Flint River Pump Station Replacement	Jun 2014	Mar 2015	Water and Wastewater	\$4,900,000	User Fees
Upgrade and Expansion Still Branch Water Treatment Plant	Sep 2013	Sep 2014	Water and Wastewater	\$6.08 million	User Fees
Potato Creek Wastewater Treatment Plant Upgrade and Expansion to 3.0mgd	Mar 2014	Jan 2016	Water and Wastewater	\$13,900,00	User Fees/GEFA Loan/SPLOST

CITY OF GRIFFIN COMMUNITY WORK PROGRAM
2014 – 2018
Natural Resources

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Review All Ordinances to Align W/ WW/SW and Land Use with NPDES Permitting	Jul 2013	Mar 2014	Natural Resources	\$55,000	User Fees
Cabin Creek Stream Bank Restoration Project A-Z Kelsey	Jul 2014	Nov 2014	Natural Resources	\$150,000	User Fees
Potato Creek Stream Bank Restoration Project Cemetery	Mar 2014	Nov 2014	Natural Resources	\$250,000	User Fees
Shoal Creek Stream Bank Restoration Project	Mar 2015	Nov 2015	Natural Resources	\$370,000	User Fees
Potato Creek Stream Bank Restoration Project	Mar 2015	Feb 2016	Natural Resources	\$500,000	User Fees

CITY OF GRIFFIN COMMUNITY WORK PROGRAM
2014 – 2018
Public Works

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTI-MATE	FUNDING SOURCE
Green Space and Green Park Plan	Mar 2014	Mar 2015	Public Works	\$150,000	General Fund

CITY OF GRIFFIN COMMUNITY WORK PROGRAM

2014 – 2018

Transportation

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
North Griffin ROW Improvement Program	Sep 2013	Sep 2014	Transportation	\$500,000	SPLOST
Traffic Signal and Intersection Improvement Program	Sep 2013	Sep 2016	Transportation	\$2,500,000	SPLOST

CITY OF GRIFFIN COMMUNITY WORK PROGRAM
2014 – 2018
Public Safety

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Construct new fire/police training center (SR 16/landfill)	2013	2014	Griffin Fire Department	\$250,000	City/Grant
Install e-ticketing in fifty-six (56) police vehicles	2014	2016	Griffin Police Department	\$76,000	City
Purchase seven (7) police cars per year	Ongoing		Griffin Police Department	\$23,000 per unit	City
Construction of new fire stations (UGA/Ellis)	2014	2018	Griffin Fire Department	\$3,200,000	City/Grant
Install Automatic License Plate readers in police vehicles	2014	2018	Griffin Police Department	\$17,500 per unit	City
Regional Police Academy @ Griffin Tech	2014	2018	Griffin Police Department	\$125,000	City

CITY OF GRIFFIN COMMUNITY WORK PROGRAM
2014 – 2018
Solid Waste

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Increase capacity of Recycling Center	2014	2018	Solid Waste	\$750,000.00	Recycling Revenues
Replace scale house at Landfill	2016	2018	Solid Waste	\$85,000.00	Landfill Revenues
Replace (3) Transfer Trailers	2014	2018	Solid Waste	\$190,000.00	Transfer Station Revenues
Replace (3) Transfer Tractors	2014	2018	Solid Waste	\$175,000.00	Transfer Station Revenues

CITY OF GRIFFIN COMMUNITY WORK PROGRAM

2014 – 2018

Economic Development

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Obtain Strategic Economic Development Plan	2015	2015	DDA	\$75,000	Private property owners
Create Business Improvement Districts and/or Community Improvement Districts in designated areas where property owners are interested.	2015	2015	Planning & Development; DDA	\$65,000	City of Griffin
Promote Tourism and Special Events throughout the City (antiques, cultural, cemeteries, etc.)	On-Going		Planning & Development; Chamber of Commerce	\$6,000	City of Griffin; DCA; Commercial banks
Rehabilitation of Downtown buildings through various grants, loans, and partnerships.	On-going		DDA; Main Street Program; Historic Preservation Commission; Planning & Development	\$25,000	City
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	2015	2015	DDA	\$3,000	DDA
Position the City of Griffin as a premiere location for small business development	2014	2015	DDA; Chamber of Commerce	\$65,000	City; Private property owners
Form a City/County Tourism Council			Main Street; Planning & Development; Historic Societies	\$3,000	City; County; Private Organizations

CITY OF GRIFFIN COMMUNITY WORK PROGRAM

Natural & Cultural Resources

2014 – 2018

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Designate new residential historic districts and expand the existing commercial district	2014	2015	Historic Preservation Commission (HPC)	\$41,000	City
Establish infill development standards, suitable reuse of vacant buildings, and promote adaptive reuse of historic buildings	On-going		DDA; Main Street; HPC; Planning & Development	\$160,000	City
Implement recommendations by University of West Georgia regarding Museum	2014	2018	Main Street; Planning & Development	\$200,000	City; State; Private Foundations

CITY OF GRIFFIN COMMUNITY WORK PROGRAM

Housing

2014 – 2018

PROJECT OR ACTIVITY	START DATE	END DATE	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Conduct a city-wide housing conditions inventory. Investigate as part of this study street and drainage problems, sidewalk conditions and litter problems.	2014	2015	Planning & Development	\$29,000	NA
Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).	2015	2018	Housing Authority; DCA; Land Bank	\$250,000/year	CDBG; CHIP; Federal Home Loan Bank (CIP)
Continued evaluation of housing and property maintenance codes and stringent enforcement	On-going		Planning & Development	\$26,000	City
Secure grant and loan funds to rehabilitate housing units in the City.	On-going		Housing Authority; Land Bank; CHDO	\$200,000	CDBG

Report of Accomplishments to 2010-2014 Short Term Work Program

Land Use

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Unified Development Code	✓				
Downtown Overlay Ordinance	✓				
Adopt and implement the recommendations and directives of the West Griffin LCI		✓			
Implement the recommendations of the Downtown LCI		✓			
Expand focus of revitalization efforts beyond Main Street to adjacent neighborhoods	✓				
Develop a Greenways Master Plan in cooperation with Spalding County				✓	This project has been postponed due to lack of funding sources.

Report of Accomplishments to 2010-2014 Short Term Work Program

Land Use

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Draft and present a tree preservation and landscaping ordinance to the City of Commission for adoption				✓	The Tree Board was disbanded, and replaced with the newly established Environmental Council.
Create and Adopt Architectural Design guidelines for the remainder of the City				✓	The City has determined that this project is not feasible to accomplish as a short-term goal.
Expand revitalization study for the Meriwether Street Target area and initiation of homesteading program		✓			

Report of Accomplishments to 2010-2014 Short Term Work Program

Natural Resources

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Update of Watershed Assessment	✓				
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.	✓				The City recently completed the Unified Development Ordinance.
Expansion of City Cemetery	✓				On-going
Encourage infill development, suitable reuse of vacant buildings, and promote adoptive reuse of historic buildings.		✓			On-going

Report of Accomplishments to 2010-2014 Short Term Work Program

Economic Development

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Adopt and implement the recommendations of the Economic Development Strategic Plan		✓			
Support the creation of Business Improvement Districts and Community Improvement Districts, areas that would allow property owners to raise their own taxes to pay of improvements				✓	The City is currently reassessing the feasibility of this activity.
Promote Tourism and Special Events throughout the City and Downtown	✓				
Create a brand identity for the City of Griffin to include downtown	✓				
Continue to support the rehabilitation of historic downtown buildings for commercial, institutional, and residential uses through façade grants and other incentives.	✓				

Report of Accomplishments to 2010-2014 Short Term Work Program

Public Safety

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Construct new fire station (UGA/Ellis)			✓		This project has been postponed due to lack of funding and slow economic growth.
Purchase new fire engine	✓				
Construct a new fire/police training center (SR 16/landfill)		✓			
Purchase 12 police cars/year @ \$23,000 each.	✓				
Replace roof at City Police Station	✓				
Replace reporting software to allow eticketing, MDT		✓			
Regional Police Academy @ Griffin Tech			✓		This project has been postponed due to lack of funding.

Report of Accomplishments to 2010-2014 Short Term Work Program

Solid Waste

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Purchase 45+ ton bulldozer	✓				
Recondition existing transfer station	✓				
Expansion of Shoal Creek C&D landfill (5 add'l cells)	✓				
Replace loader @ transfer station			✓		This project is budgeted for FY 2014/2015
Full remediation Thomas property		✓			The anticipated completion date for this project is March 2014
Replace 2 automated side load trucks (\$230,000 each)	✓				

Report of Accomplishments to 2010-2014 Short Term Work Program

Water and Sewer

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
CDBG water and wastewater restoration of system Phase II	✓				
Replacement of Experiment Street Water Line up-grade	✓				
Wingwall Reconstruction Head Creek Reservoir		✓			Pending GAEPD Approval
Coweta Line connection on GA HWY 16.			✓		This City has re-negotiated a new supply agreement.
Evaluate Hydraulic Analysis of System to Henry County	✓				
Potato Creek WWTP Expansion Up-Grade		✓			
Shoal Creek WWTP Expansion and Up-Grade			✓		This project has been postponed due to slow economic growth.

Report of Accomplishments to 2010-2014 Short Term Work Program

Transportation

Project or Activity	Status				Explanation for Postponement or Not Accomplished
	Completed	Currently Underway	Postponed	Not Accomplished	
Rights-of way Improvement Program		✓			
Evaluate the feasibility of a new grade separated railroad crossing at 6 th Street and the 6 th Street Bridge to include a pedestrian walkway	✓				
Prepare a Station Area Master Plan for a potential commuter rail station in Griffin				✓	This program has not been accomplished due to lack of funding.
COG Traffic Signal Upgrade and Replacement	✓				The City has started Phase II of this project.
Pedestrian connection COG	✓				The City has started Phase II of this project.
North Griffin Block Improvement Program		✓			This project is in the Design Phase.



2014-2034
GRIFFIN
COMPREHENSIVE PLAN

APPENDIX I





Quality Community Objectives Local Assessment

In 1999 the Board of the Department of Community Affairs adopted the Quality Community Objectives (QCOs) as a statement of the development patterns and options that will help Georgia preserve its unique cultural, natural and historic resources while looking to the future and developing to its fullest potential. The Office of Planning and Quality Growth has created the Quality Community Objectives Local Assessment to assist local governments in evaluating their progress towards sustainable and livable communities.

This assessment is meant to give a community an idea of how it is progressing toward reaching these objectives set by the Department, but no community will be judged on progress. The assessment is a tool for use at the beginning of the comprehensive planning process, much like a demographic analysis or a land use map, showing a community that "you are here." Each of the fifteen Quality Community Objectives has a set of yes/no statements, with additional space available for comments. The statements focus on local ordinances, policies, and organizational strategies intended to create and expand quality growth principles.

A majority of "yes" answers for an objective may indicate that the community has in place many of the governmental options for managing development patterns. "No" answers may provide guidance in how to focus planning and implementation efforts for those governments seeking to achieve these Quality Community Objectives.

Some assessors may be able to answer these questions without much research, particularly in communities with few or no land use controls. Others may need to review land use ordinances and zoning regulations to find the answers, but this initial assessment is meant to provide an overall view of the community's policies, not an in-depth analysis. There are no right or wrong answers to this assessment. Its merit lies in completion of the document, and the ensuing discussions regarding future development patterns, as governments undergo the comprehensive planning process.

Should a community decide to pursue a particular objective, it may consider a "yes" to each statement a benchmark toward achievement. Please be aware, however, that this assessment is only an initial step. Local governments striving for excellence in quality growth may consider additional measures to meet local goals. For technical assistance in implementing the policies, ordinances and organizational structures referenced in the assessment, please refer to

Congratulations on your community and economic development efforts, and thank you for your dedication to Georgia's citizens and resources.

**Quality Community Objectives
Local Assessment**

Development Patterns			
Traditional Neighborhoods			
Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.			
	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.	<input type="radio"/>	<input checked="" type="radio"/>	
2. Our community has ordinances in place that allow neo-traditional development "by right" so that developers do not have to go through a long variance process.	<input type="radio"/>	<input checked="" type="radio"/>	
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.	<input type="radio"/>	<input checked="" type="radio"/>	
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in the summer.	<input checked="" type="radio"/>	<input type="radio"/>	Urban Forest Management Program
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	<input checked="" type="radio"/>	<input type="radio"/>	Gorgeous Griffin
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	<input checked="" type="radio"/>	<input type="radio"/>	In specific areas of the City
7. In some areas several errands can be made on foot, if so desired.	<input checked="" type="radio"/>	<input type="radio"/>	Only in the Downtown Area
8. Some of our children can and do walk to school safely.	<input checked="" type="radio"/>	<input type="radio"/>	
9. Some of our children can and do bike to school safely.	<input type="radio"/>	<input checked="" type="radio"/>	
10. Schools are located in or near neighborhoods in our community.	<input checked="" type="radio"/>	<input type="radio"/>	Only one or two elementary schools

**Quality Community Objectives
Local Assessment**

Infill Development			
Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			
	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.	<input checked="" type="radio"/>	<input type="radio"/>	
2. Our community is actively working to promote brownfield redevelopment.	<input type="radio"/>	<input checked="" type="radio"/>	
3. Our community is actively working to promote greyfield redevelopment.	<input type="radio"/>	<input checked="" type="radio"/>	
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road).	<input checked="" type="radio"/>	<input type="radio"/>	
5. Our community allows small lot development (5,000 square feet or less) for some uses.	<input checked="" type="radio"/>	<input type="radio"/>	
Sense of Place			
Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.			
	Yes	No	Comments
1. If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics.	<input checked="" type="radio"/>	<input type="radio"/>	
2. We have delineated the areas of our community that are important to our history and heritage, and have taken steps to protect those areas.	<input checked="" type="radio"/>	<input type="radio"/>	
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	<input checked="" type="radio"/>	<input type="radio"/>	
4. We have ordinances to regulate the size and type of signage in our community.	<input checked="" type="radio"/>	<input type="radio"/>	

**Quality Community Objectives
Local Assessment**

2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.	<input type="radio"/>	<input checked="" type="radio"/>	
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc.).	<input type="radio"/>	<input checked="" type="radio"/>	
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.	<input checked="" type="radio"/>	<input type="radio"/>	
5. Our community promotes tourism opportunities based on the unique characteristics of our region.	<input type="radio"/>	<input checked="" type="radio"/>	
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education.	<input checked="" type="radio"/>	<input type="radio"/>	
Resource Conservation			
Heritage Preservation			
The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.			
	Yes	No	Comments
1. We have designated historic districts in our community.	<input checked="" type="radio"/>	<input type="radio"/>	
2. We have an active historic preservation commission.	<input checked="" type="radio"/>	<input type="radio"/>	
3. We want new development to complement our historic development, and we have ordinances in place to ensure this.	<input checked="" type="radio"/>	<input type="radio"/>	

**Quality Community Objectives
Local Assessment**

Open Space Preservation			
New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.			
	Yes	No	Comments
1. Our community has a greenspace plan.	<input type="radio"/>	<input checked="" type="radio"/>	
2. Our community is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development.	<input type="radio"/>	<input checked="" type="radio"/>	
3. We have a local land conservation program, or we work with state or national land conservation programs, to preserve environmentally important areas in our community.	<input type="radio"/>	<input checked="" type="radio"/>	
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.	<input type="radio"/>	<input checked="" type="radio"/>	
Environmental Protection			
Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.			
	Yes	No	Comments
1. Our community has a comprehensive natural resources inventory.	<input checked="" type="radio"/>	<input type="radio"/>	
2. We use this resource inventory to steer development away from environmentally sensitive areas.	<input type="radio"/>	<input checked="" type="radio"/>	
3. We have identified our defining natural resources and taken steps to protect them.	<input type="radio"/>	<input checked="" type="radio"/>	
4. Our community has passed the necessary "Part V" environmental ordinances, and we enforce them.	<input checked="" type="radio"/>	<input type="radio"/>	
5. Our community has a tree preservation ordinance which is actively enforced.	<input type="radio"/>	<input checked="" type="radio"/>	
6. Our community has a tree-replanting ordinance for new development.	<input type="radio"/>	<input checked="" type="radio"/>	

**Quality Community Objectives
Local Assessment**

8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.	<input checked="" type="radio"/>	<input type="radio"/>	
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.	<input checked="" type="radio"/>	<input type="radio"/>	
10. We have a public-awareness element in our comprehensive planning process.	<input checked="" type="radio"/>	<input type="radio"/>	
Appropriate Businesses			
The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			
	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them.	<input checked="" type="radio"/>	<input type="radio"/>	
2. Our economic development organization has considered the types of businesses already in our community, and has a plan to recruit businesses and/or industries that will be compatible.	<input checked="" type="radio"/>	<input type="radio"/>	
3. We recruit firms that provide or create sustainable products.	<input checked="" type="radio"/>	<input type="radio"/>	
4. We have a diverse jobs base, so that one employer leaving would not cripple our economy.	<input checked="" type="radio"/>	<input type="radio"/>	
Employment Options			
A range of job types should be provided in each community to meet the diverse needs of the local workforce.			
	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.	<input checked="" type="radio"/>	<input type="radio"/>	
2. Our community has jobs for skilled labor.	<input checked="" type="radio"/>	<input type="radio"/>	
3. Our community has jobs for unskilled labor.	<input checked="" type="radio"/>	<input type="radio"/>	

**Quality Community Objectives
Local Assessment**

4. Our community has professional and managerial jobs.	<input checked="" type="radio"/>	<input type="radio"/>	
Housing Choices			
A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			
	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.	<input type="radio"/>	<input checked="" type="radio"/>	
2. People who work in our community can also afford to live in the community.	<input checked="" type="radio"/>	<input type="radio"/>	
3. Our community has enough housing for each income level (low, moderate and above-average).	<input type="radio"/>	<input checked="" type="radio"/>	
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks.	<input type="radio"/>	<input checked="" type="radio"/>	
5. We have options available for loft living, downtown living, or "neo-traditional" development.	<input checked="" type="radio"/>	<input type="radio"/>	
6. We have vacant and developable land available for multifamily housing.	<input type="radio"/>	<input checked="" type="radio"/>	
7. We allow multifamily housing to be developed in our community.	<input checked="" type="radio"/>	<input type="radio"/>	
8. We support community development corporations that build housing for lower-income households.	<input checked="" type="radio"/>	<input type="radio"/>	
9. We have housing programs that focus on households with special needs.	<input type="radio"/>	<input checked="" type="radio"/>	
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.	<input type="radio"/>	<input checked="" type="radio"/>	

**Quality Community Objectives
Local Assessment**

Educational Opportunities			
Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.			
	Yes	No	Comments
1. Our community provides workforce training options for its citizens.	<input checked="" type="radio"/>	<input type="radio"/>	
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	<input checked="" type="radio"/>	<input type="radio"/>	
3. Our community has higher education opportunities, or is close to a community that does.	<input checked="" type="radio"/>	<input type="radio"/>	
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	<input type="radio"/>	<input checked="" type="radio"/>	
Governmental Relations			
Regional Solutions			
Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.			
	Yes	No	Comments
1. We participate in regional economic development organizations.	<input checked="" type="radio"/>	<input type="radio"/>	
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	<input checked="" type="radio"/>	<input type="radio"/>	
3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc.	<input checked="" type="radio"/>	<input type="radio"/>	

**Quality Community Objectives
Local Assessment**

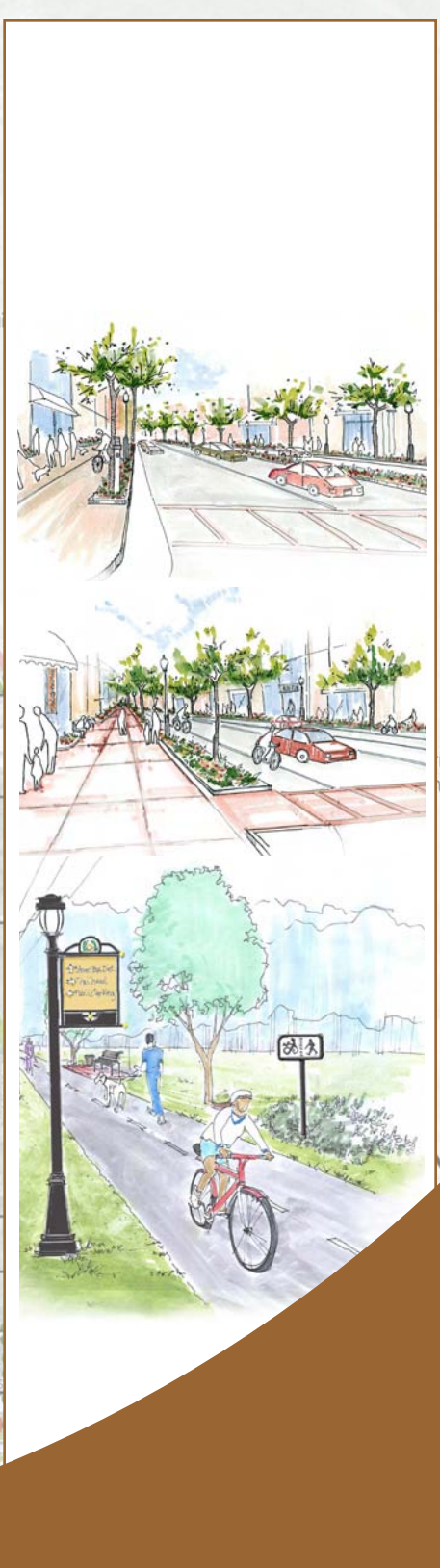
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders.	<input type="radio"/>	<input checked="" type="radio"/>	
Regional Cooperation			
Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.			
	Yes	No	Comments
1. We plan jointly with our cities and county for comprehensive planning purposes.	<input type="radio"/>	<input checked="" type="radio"/>	
2. We are satisfied with our Service Delivery Strategy.	<input checked="" type="radio"/>	<input type="radio"/>	
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft regionwide strategies.	<input checked="" type="radio"/>	<input type="radio"/>	
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.	<input type="radio"/>	<input checked="" type="radio"/>	



2014-2034
GRIFFIN
COMPREHENSIVE PLAN

APPENDIX II





ACKNOWLEDGEMENTS

CITY COMMISSION

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

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

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

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

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

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

LIVABLE CENTERS

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

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

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

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

CONCEPT AND MASTER PLAN

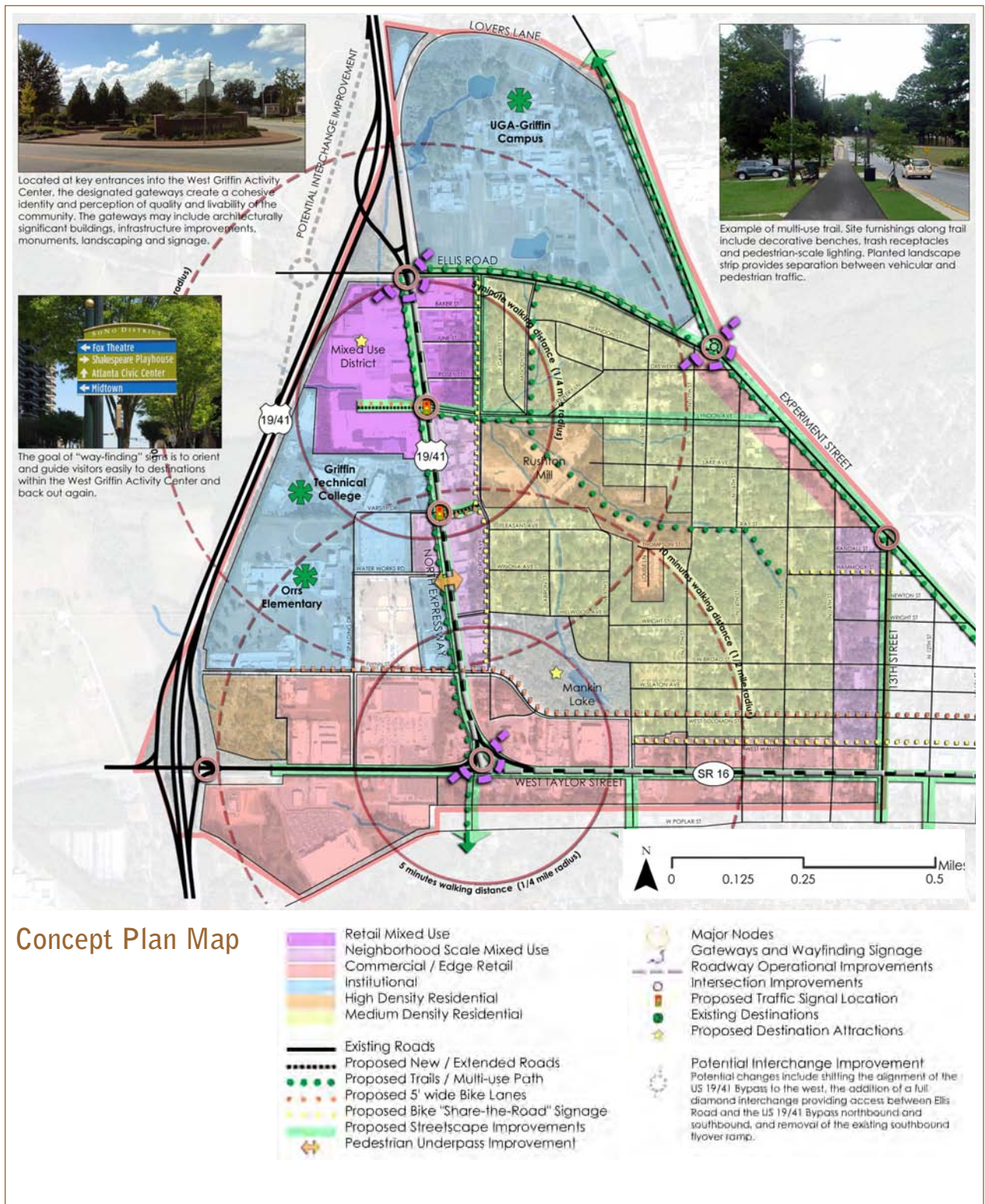
The West Griffin LCI recommendations include broad land use changes, gateway, streetscapes and transportation enhancements as identified on the **Concept Plan**. A more detailed **Master Plan** shows how a well-designed, new Town Center could link existing university campuses, creates a focal point along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

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



Examples of gateway markers announcing arrival

EXECUTIVE SUMMARY



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



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



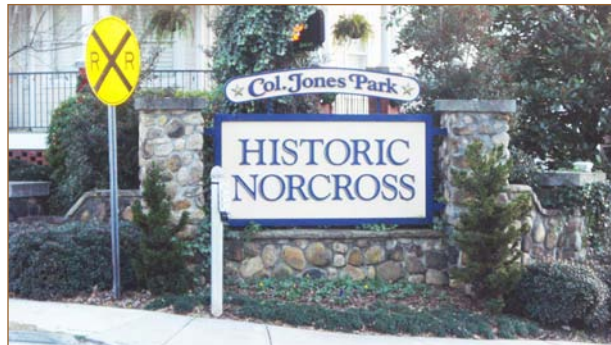
Example of multi-use trail. Site furnishings along trail include decorative benches, trash receptacles and pedestrian-scale lighting. Planted landscape strip provides separation between vehicular and pedestrian traffic.

Concept plan

EXECUTIVE SUMMARY



Gateway markers communicate community vision



Example of gateway markers

TRANSPORTATION PLAN

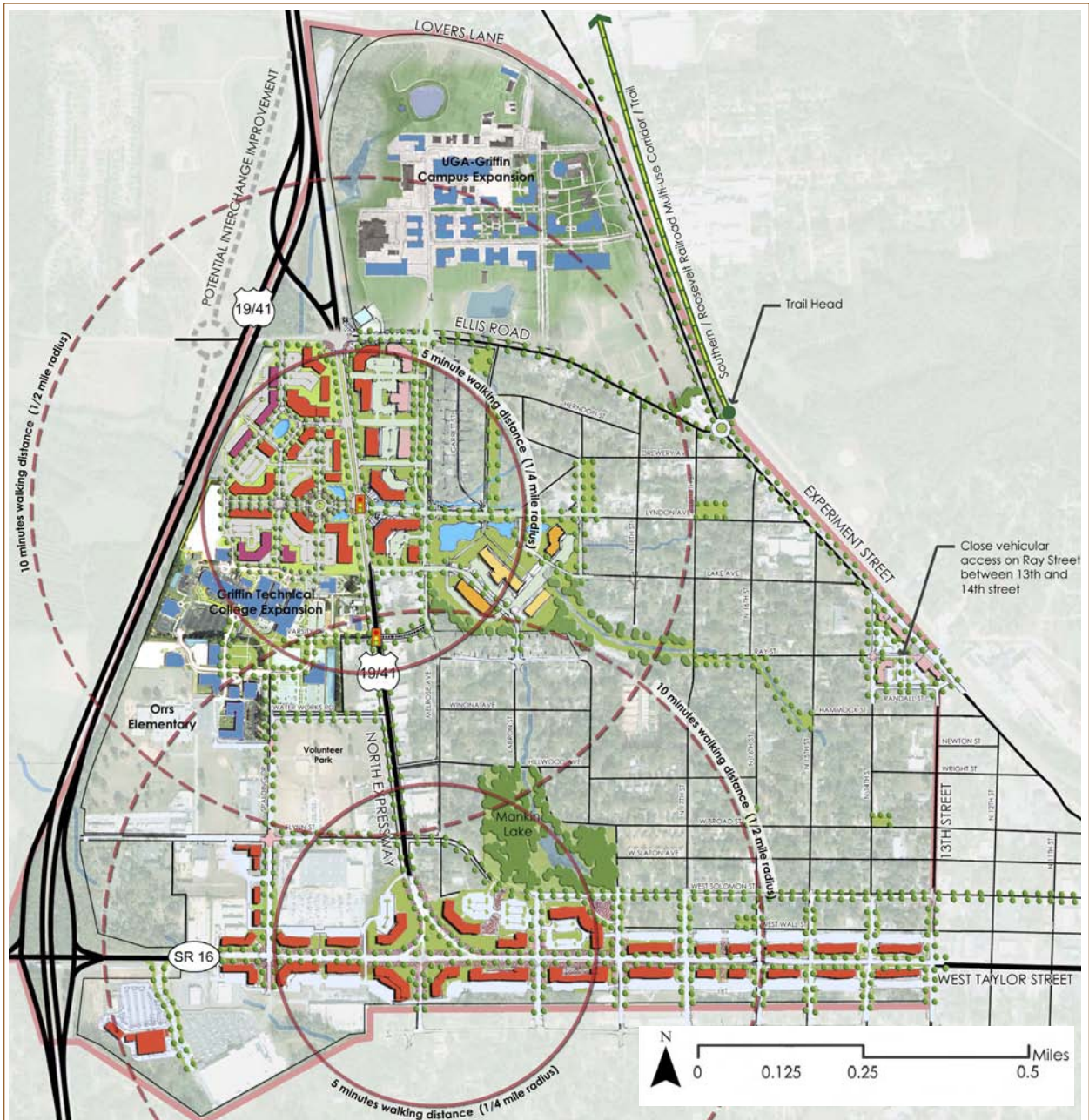
Two maps represent the complete set of recommended transportation improvements; the first identifies the bicycle and pedestrian plan to complete the sidewalk network; and the second identifies roadway improvements. Project numbers correspond to the project list and cost estimate sheet attached to the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

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



Example of wayfinding with unifying design features

EXECUTIVE SUMMARY



Master Plan

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

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

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

Potential Southern/Roosevelt Railroad Corridor - ARC's Envision 6 Transportation Plan

EXECUTIVE SUMMARY

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

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

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

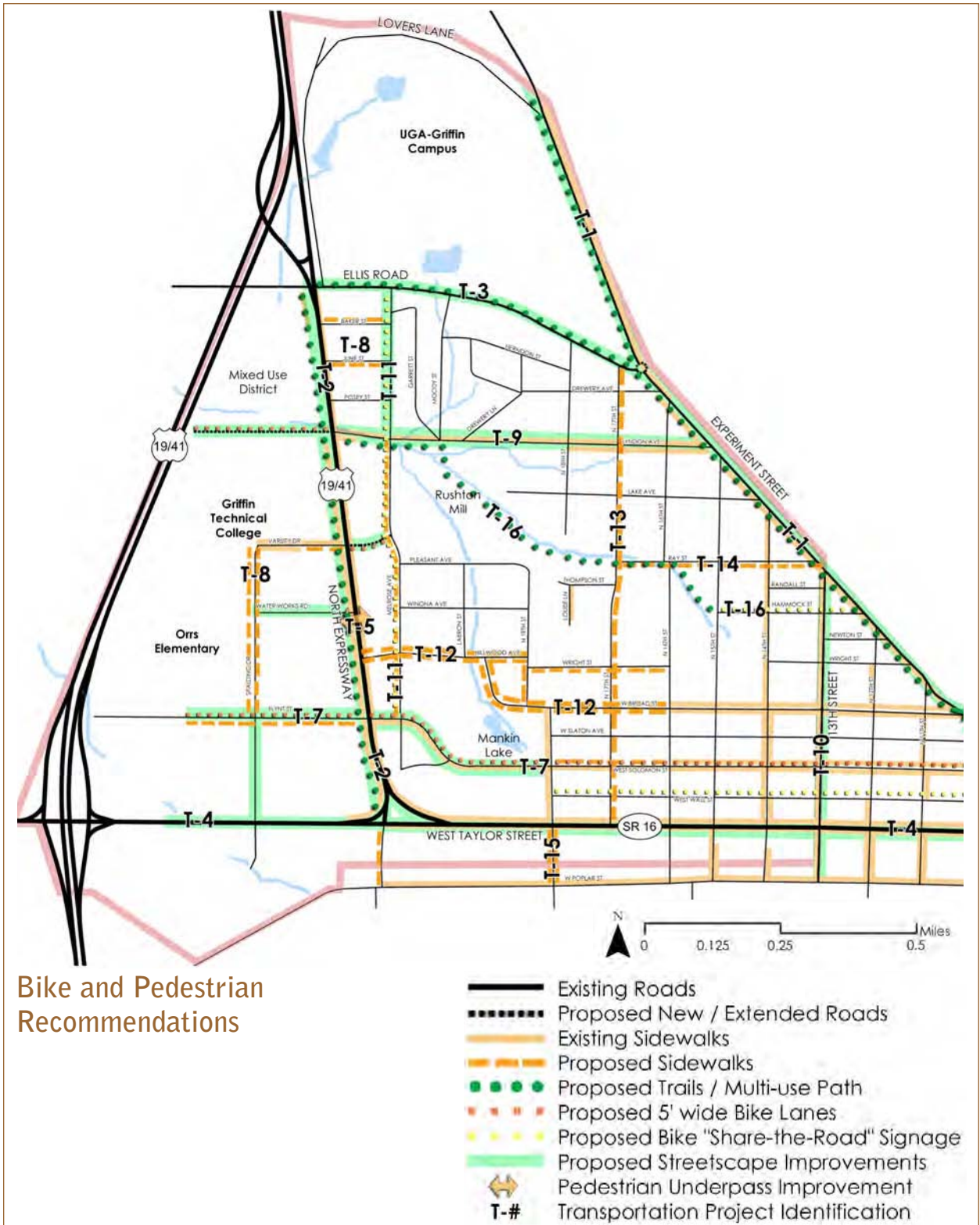


Existing condition of Experiment Street



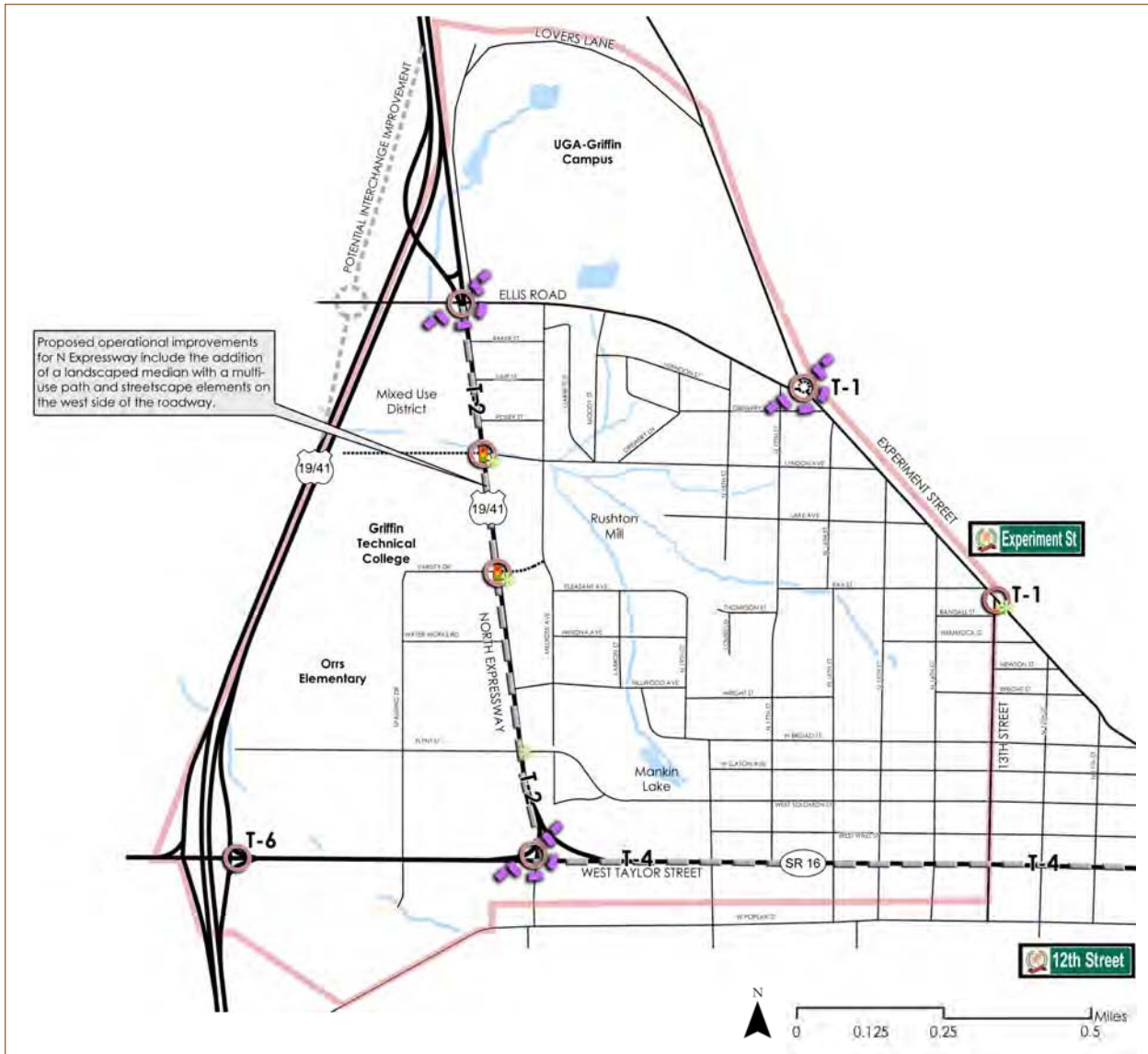
A multi-use path along Experiment Street

EXECUTIVE SUMMARY



Bike and pedestrian recommendations

EXECUTIVE SUMMARY



Transportation Recommendations

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



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

EXECUTIVE SUMMARY

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

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

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

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



Existing condition of N Expressway



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

EXECUTIVE SUMMARY

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

DEVELOPMENT AND HOUSING

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

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

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

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

EXECUTIVE SUMMARY

RECOMMENDED DEVELOPMENT PROGRAM

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

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

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

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

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

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

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

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

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

from active seniors to assisted living.

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

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

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

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

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

EXECUTIVE SUMMARY

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

Projected Development Programs

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

REDEVELOPMENT REPORT AND RECOMMENDED TAX ALLOCATION DISTRICT

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

City of Griffin TAD Capacity

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

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

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

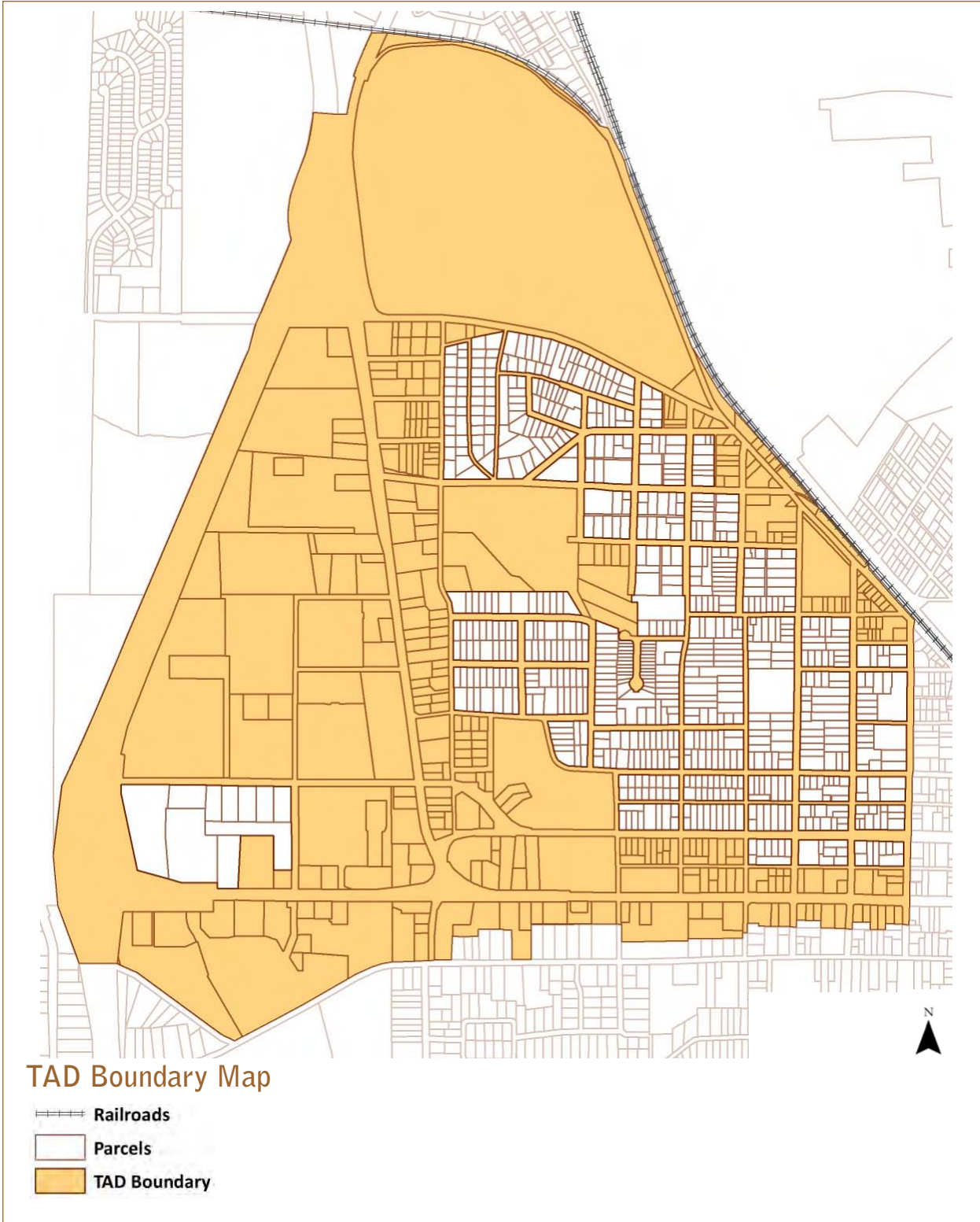
Basic Economic Impact of West Griffin Village TAD

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

City of Griffin and Spalding County

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

EXECUTIVE SUMMARY



TAD boundary map

EXECUTIVE SUMMARY

Griffin-Spalding County School System

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

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

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

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

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

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

TAX BASE INCREASE (25 Years)			
FROM EXISTING PROPERTY APPRECIATION:			
\$	31,573,360	Assessed @ 2008	
\$	151,654,678	Assessed @ Yr 25	
\$	150,081,318	Assessed Increase	
\$	375,203,284	Market Value @ 100%	
FROM NEW DEVELOPMENT:			
\$	54,043,639	New Assessed Yrs 1-25	
\$	160,109,098	Market Value @ 100%	
TOTAL TAX BASE INCREASE:			
Assessed Value (@ 40% Market)			
\$	150,081,318	From Appreciation	= 70%
\$	54,043,639	From New Development	= 30%
\$	214,124,957	Total Taxable Assessed Value Increase	
100% Market Value			
\$	375,203,284	From Appreciation @ 100%	= 70%
\$	160,109,098	From New Development @ 100%	= 30%
\$	535,312,392	Total Taxable Market Value Increase	

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

EXECUTIVE SUMMARY

Land use, zoning and housing initiatives

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

EXECUTIVE SUMMARY

Economic development initiatives

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

EXECUTIVE SUMMARY

Transportation initiatives

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

Five year implementation plan

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

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

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

EXECUTIVE SUMMARY

Long range implementation plan (2016 - 2022)

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

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

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

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

West Griffin Activity Center LCI Study

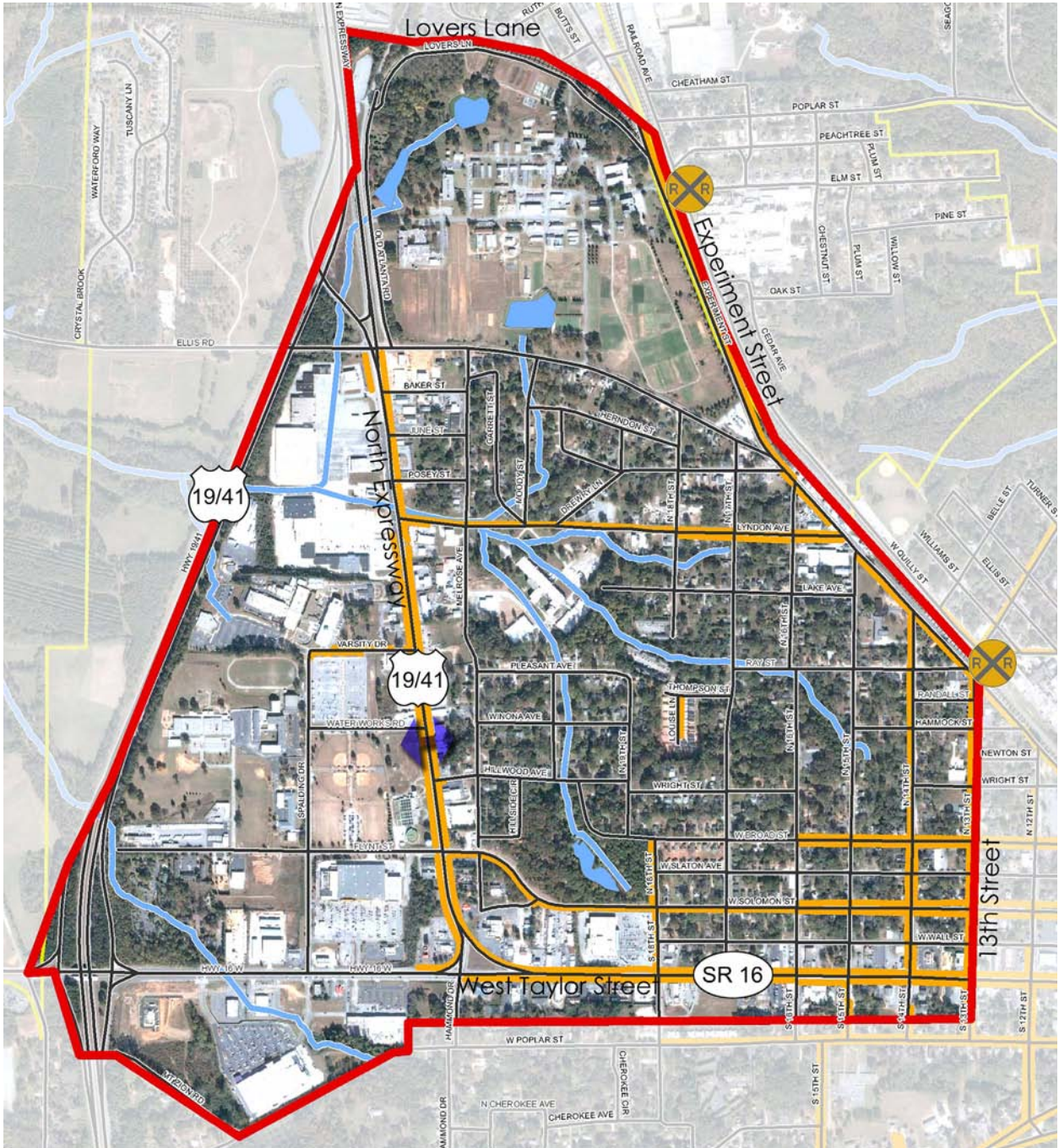
EXECUTIVE SUMMARY

PROJECT INTRODUCTION

1

West Griffin Activity Center LCI Study

PROJECT INTRODUCTION



West Griffin Activity Center LCI Study Area

West Griffin Activity Center LCI Study PROJECT INTRODUCTION



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

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

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

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

EXISTING CONDITIONS

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

EXISTING CONDITIONS

2.1 STUDY AREA CONTEXT

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

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

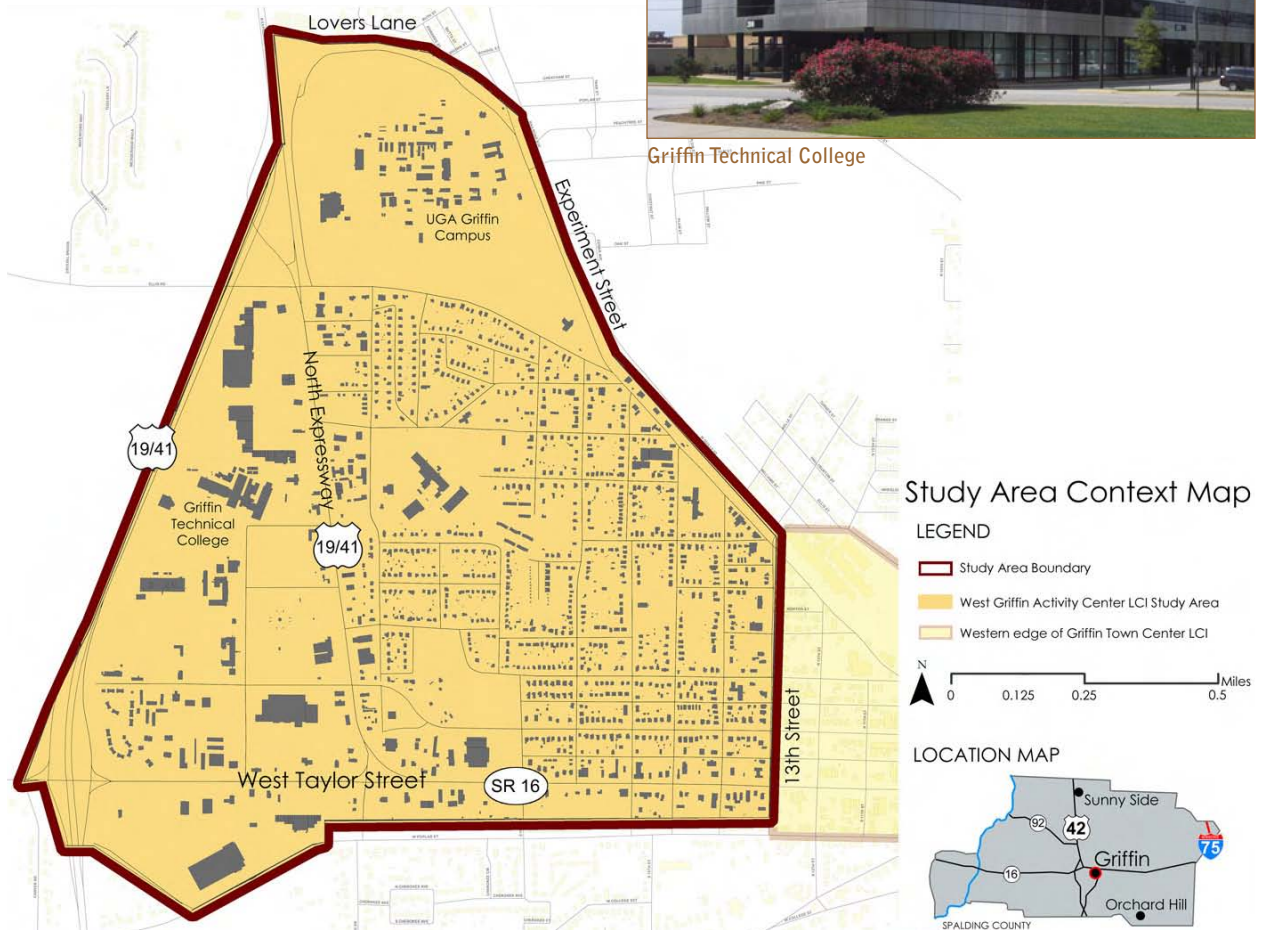
North Expressway bisects the study area and intersects with US 19/41 to the north and SR 16 (West Taylor Street) to the south. The Griffin Town Center LCI study area abuts east along 13th Street. The City's water treatment facility is also located within the study area.



University of Georgia - Griffin Campus



Griffin Technical College



2.2 HISTORIC RESOURCES

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



Local church on Drewery Lane



Reuse of Former High School on Spalding Drive



Rushton Mills Redevelopment on Lyndon Avenue



Community Cemetery on Melrose Avenue



Old Rex Theater on Experiment Street



Griffin's Water Treatment Facility on North Expressway

2

EXISTING CONDITIONS

2.3 NATURAL RESOURCES

EXISTING NATURAL HIGHLIGHTS:

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



Typical street trees



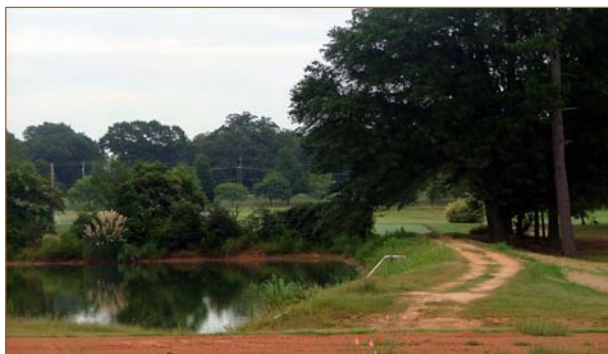
Large Post Oak



Mankin Lake on Pollards Place



Typical water course with area



Pond located on UGA campus



Small creek along Lyndon Avenue

2.4 LAND USES AND ZONING

EXISTING LAND USE HIGHLIGHTS:

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



Single-family residential



SR 16 (West Taylor Street) Commercial



New construction



Volunteer Park

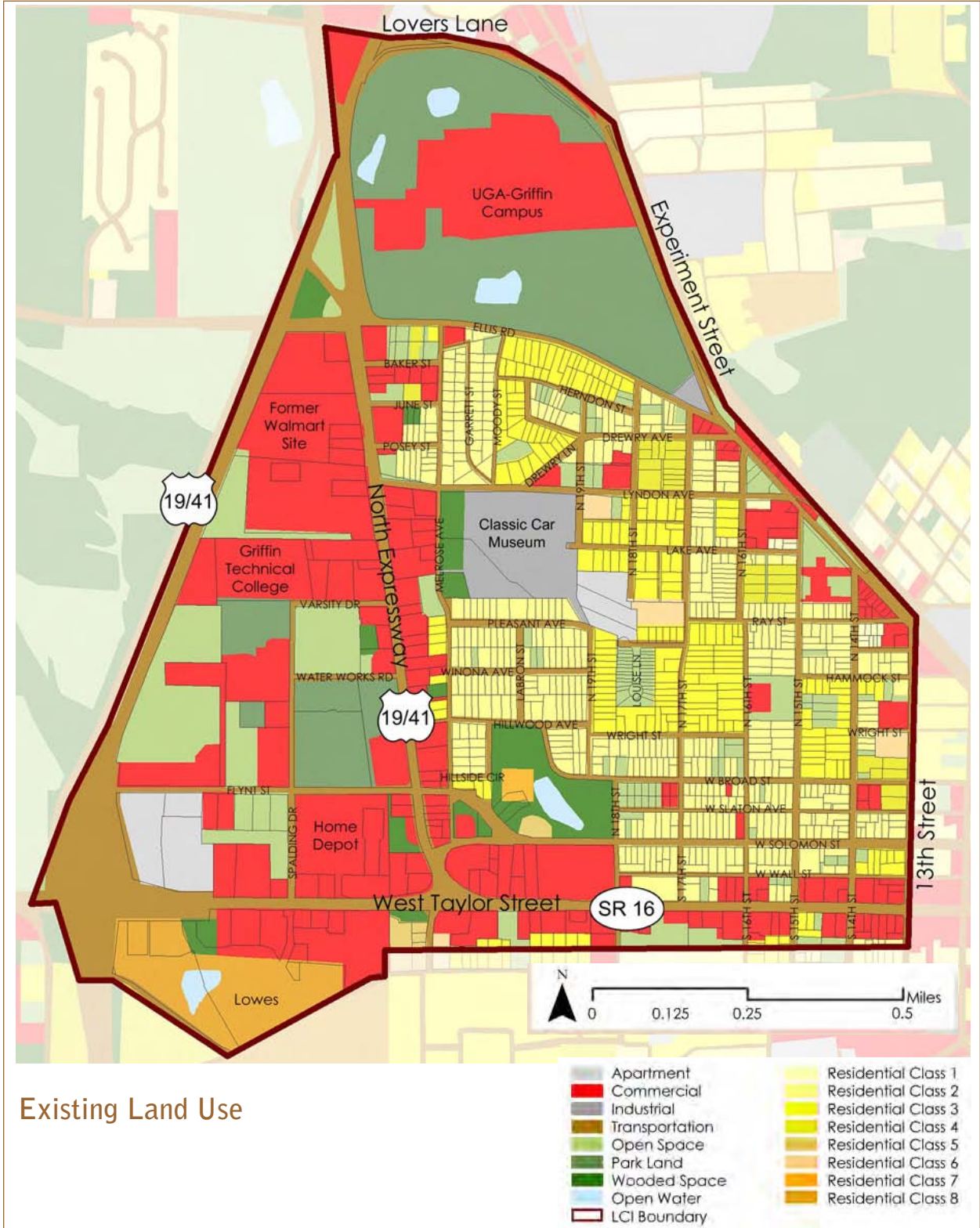


Single-family residential

2

West Griffin Activity Center LCI Study

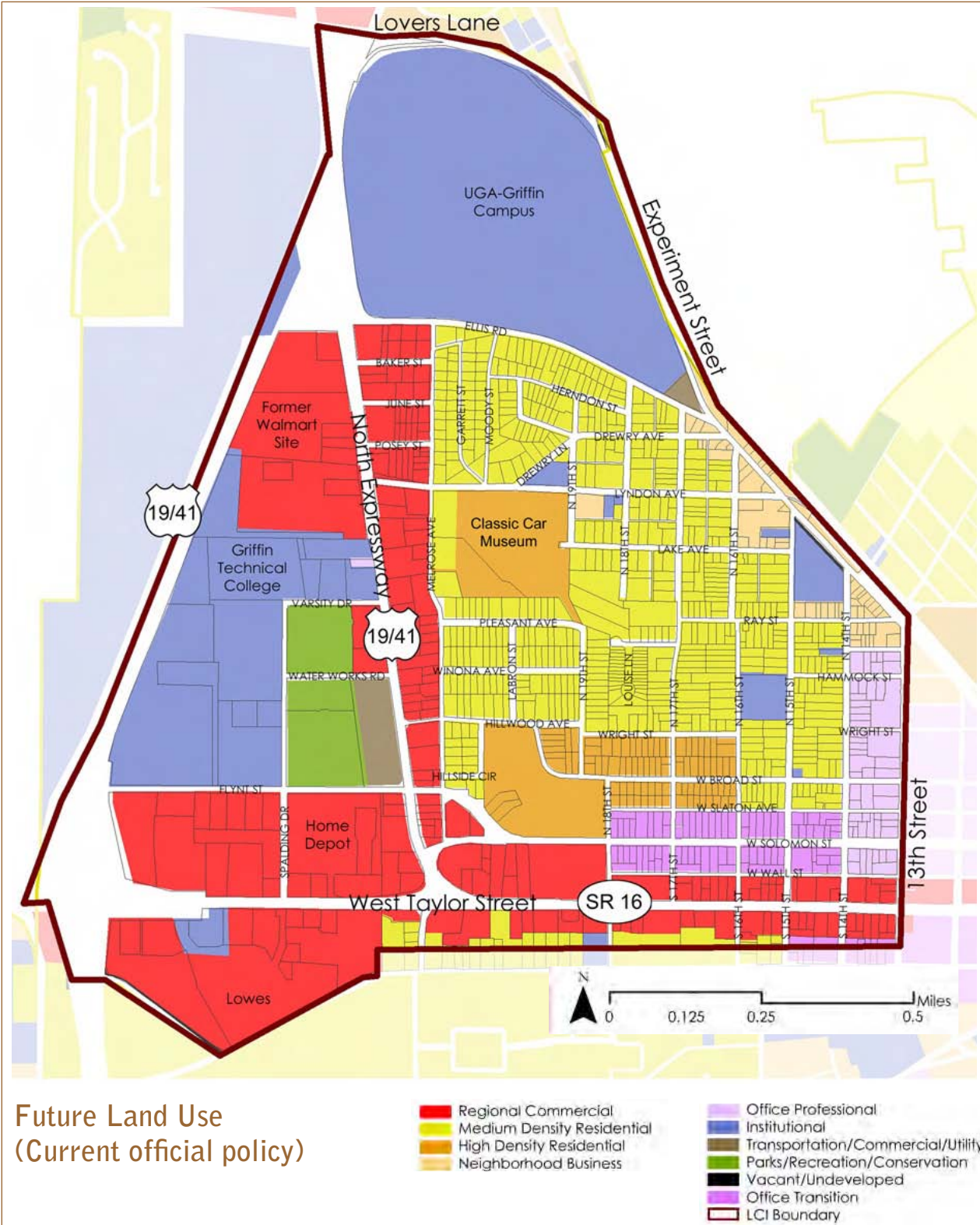
EXISTING CONDITIONS



Existing land use map

West Griffin Activity Center LCI Study
EXISTING CONDITIONS

2

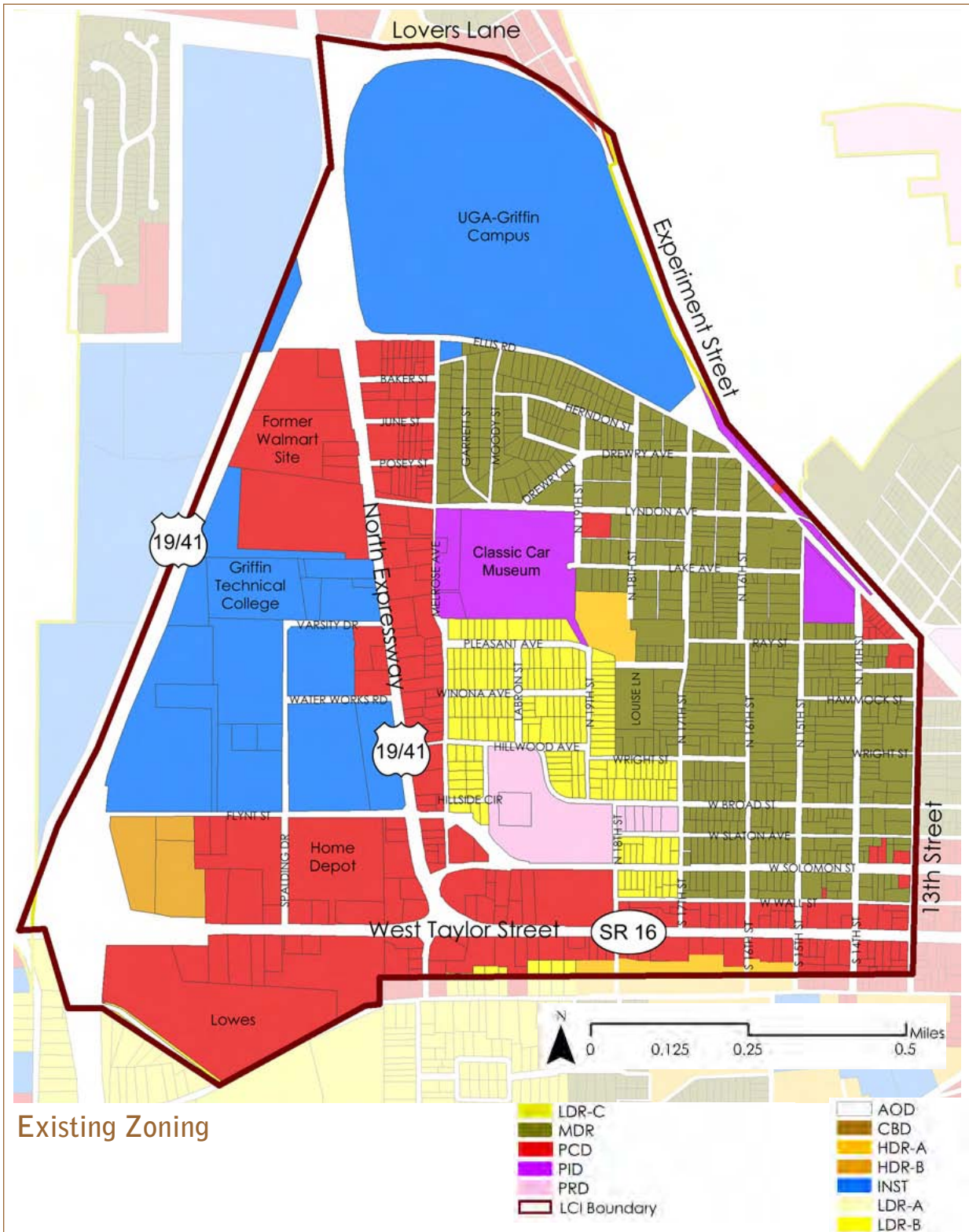


Future land use map

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Existing zoning map

2.5 URBAN DESIGN ISSUES



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



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



Isolated commercial; no vehicular or pedestrian connectivity.



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



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



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

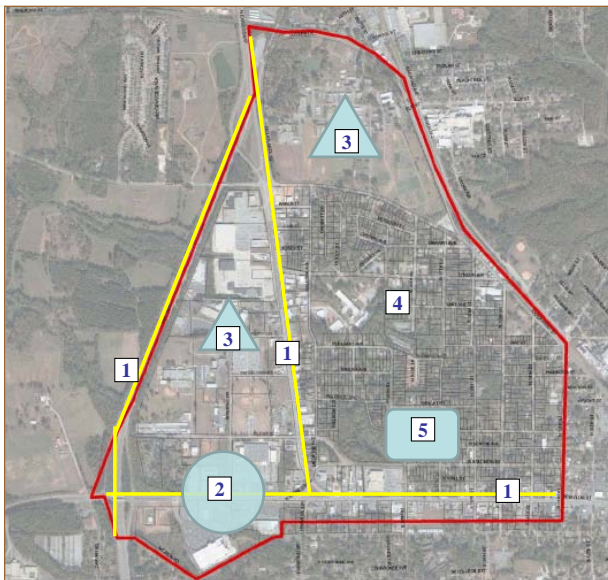
EXISTING CONDITIONS

2.6 STRENGTHS, WEAKNESSES AND OPPORTUNITIES

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

STUDY AREA STRENGTHS

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



Study area strengths

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

MARKET AREA STRENGTHS

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

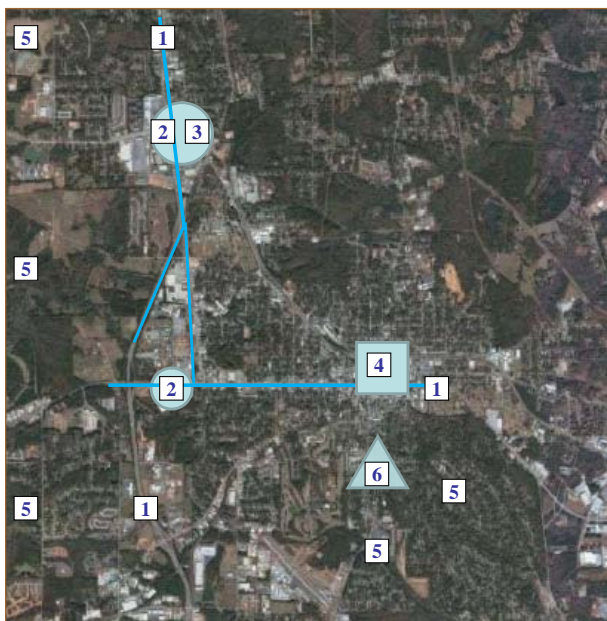
1. Traffic volume: In addition to the potential markets offered by “passer-by” or “pass-through” consumers traveling directly into and through the study area, the additional traffic attracted by the shopping center cluster at US 19/41 and McIntosh Road that would not pass into/through the study area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

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

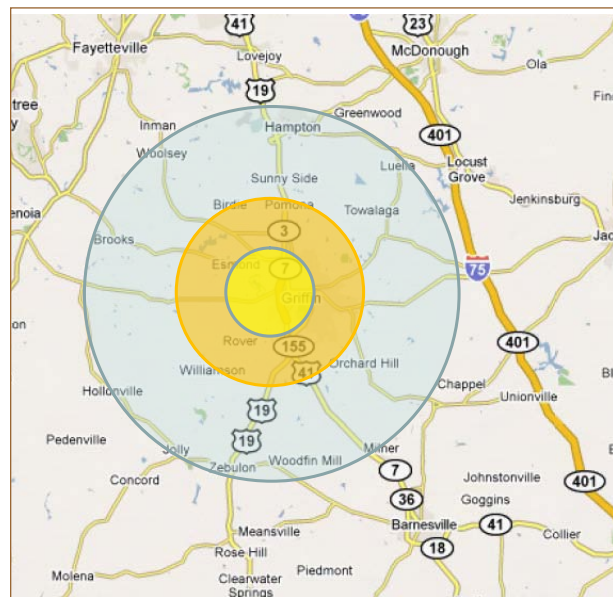


Market area strengths

REGIONAL STRENGTHS

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

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



Regional strengths

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STUDY AREA WEAKNESSES

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

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

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

- Structural Age and Deterioration:

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



- Commercial Vacancies:

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



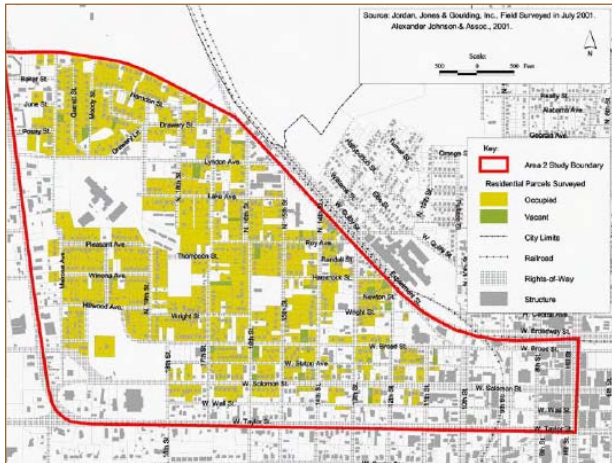
- Residential Vacancies/Abandonment:

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

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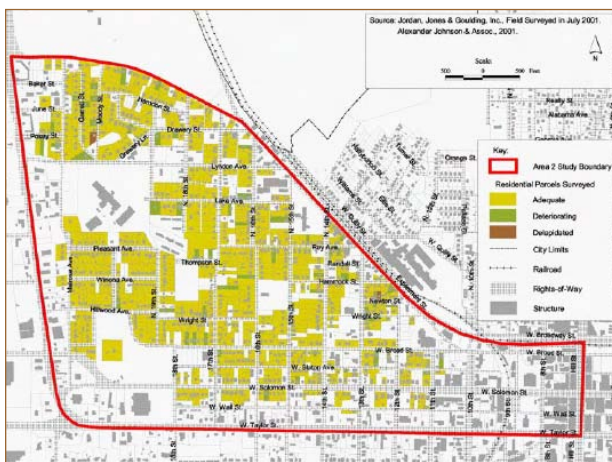
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- Deteriorated or Dilapidated Residential Structures:

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



- Inadequate Open or Green Space:

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

- Infrastructure Obsolescence or Disrepair:

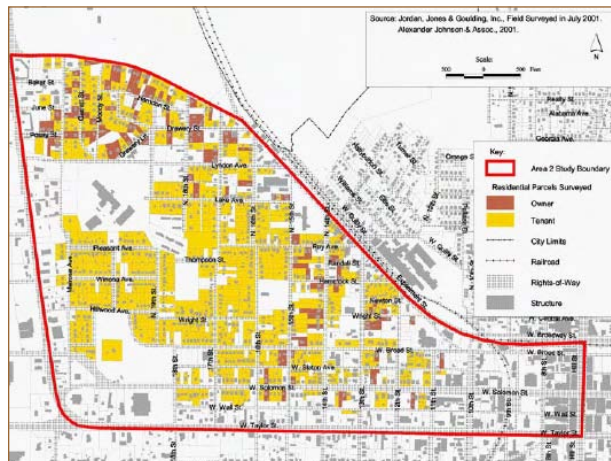
Local infrastructure also needs to be addressed as the demands of past developments have strained it. While not necessarily aged beyond its lifespan, local infrastructure

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



- High Level of Absentee Ownership:

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



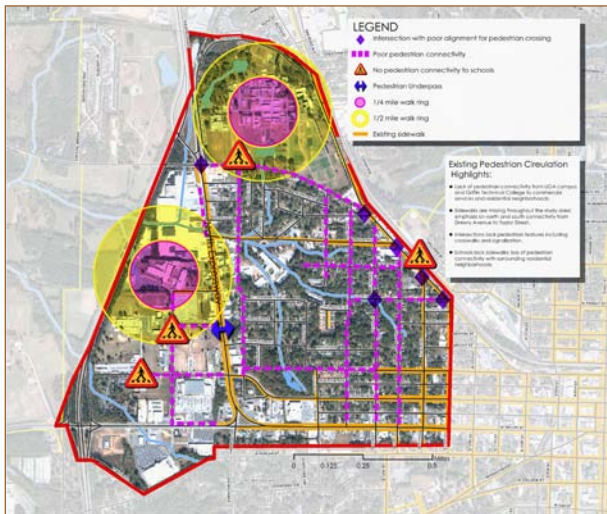
- Inadequate Parking, Roadways, Bridges or Public Transportation Facilities:

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

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



- Congested Access and Egress:

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



- Pedestrian and Traffic Safety:

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

- Economic Underutilization of Developable Land:

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



- The Current Condition is Less Desirable than Potential Redevelopment:

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



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- City Redevelopment Priority:

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



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

WEST GRIFFIN DEVELOPMENT GENERATORS

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

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

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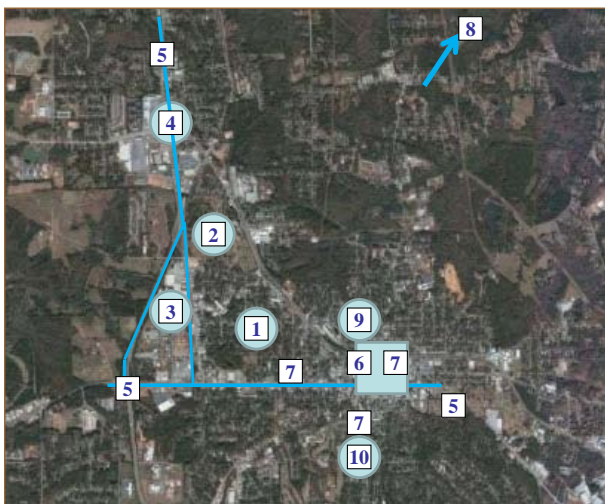
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7. Area office workers: Apparently there is a moderately-strong daytime employee base in proximity to the Study Area. To the extent that this base includes office-based workers, it generates traffic for area restaurants and other food-related businesses.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

WEST GRIFFIN OPPORTUNITIES

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

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



Development generators



Study area opportunities

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

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

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

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

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

2.7 DEMOGRAPHIC PROFILE OF STUDY AREA AND ASSOCIATED MARKET AREAS

PURPOSE AND APPROACH

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

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

PRIMARY SOURCES OF INFORMATION/ DATA

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

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

STUDY AREA AND ASSOCIATED MARKETS

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

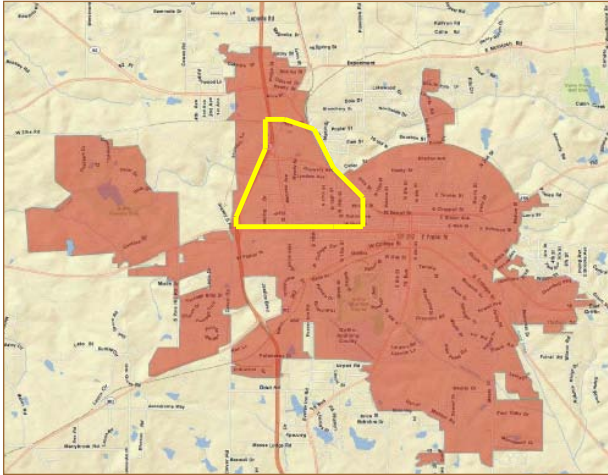


West Griffin Activity Center Study Area

West Griffin Activity Center LCI Study

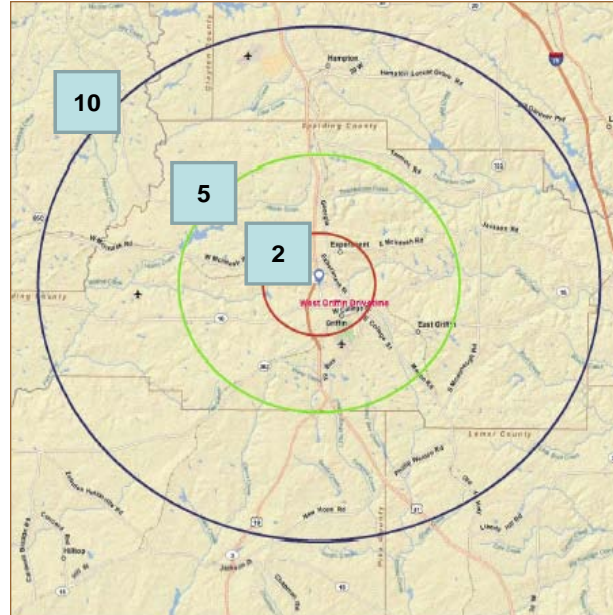
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Location within City of Griffin

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



West Griffin Activity Center market areas

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

a. Population Characteristics

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

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

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

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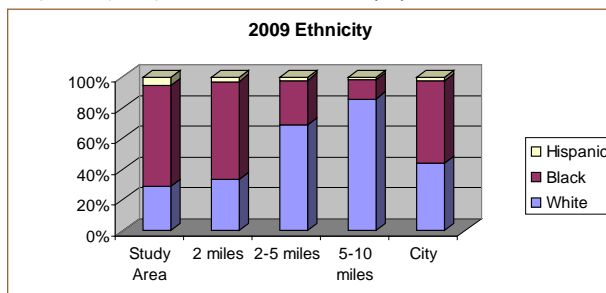
next five years and more likely the next ten. This high rate of growth will provide the majority of the additional 15,500 persons anticipated in the Study Area's combined market areas by 2019.

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

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

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

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



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

Summary Descriptions: Population Characteristics

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

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Population table

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

Median age table

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

Ethnicity table

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

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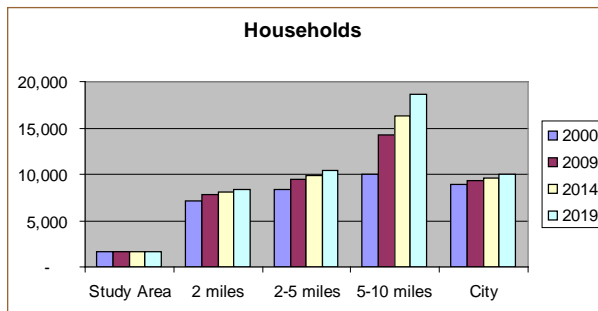
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b. Household Characteristics

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

Summary Descriptions: Household Characteristics

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



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

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

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

Households table

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

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C. Housing Tenure and Value Characteristics

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

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

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

Housing units table

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

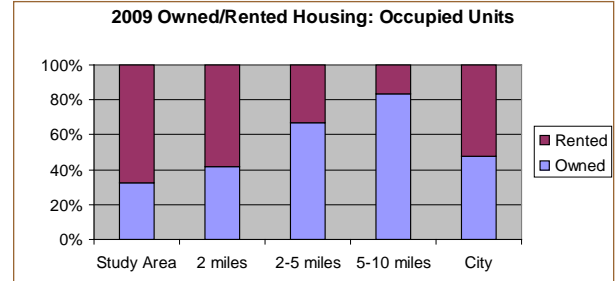
Housing units - 2009 table

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

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



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

Occupied housing units table

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

Household size table

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

Median home value table

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

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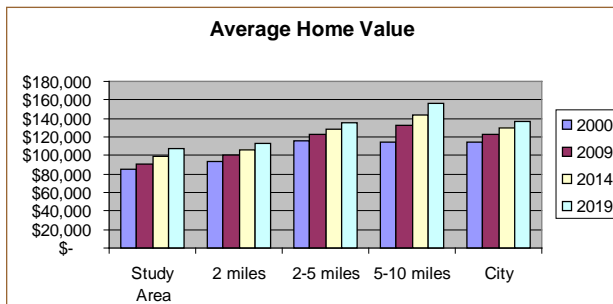
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Median home values within the Study Area are significantly below those of the City (64%), Secondary (62%) or Tertiary (60%) markets. They are slightly better as compared to those within the Primary Market (80%), but values clearly lag in comparison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

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

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



Average home value table

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

Summary Descriptions: Housing Tenure and Value Characteristics

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

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

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

d. Household Income Characteristics

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

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

Median household income table

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

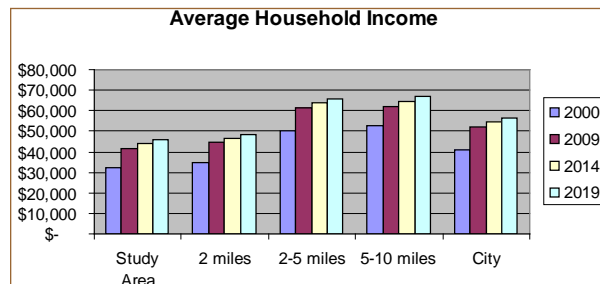
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Median Household Income in the Study Area is 93% of that within its Primary Market Area, and 81% of the City overall. However, it is only 63% of its Secondary Market and 60% of its Tertiary Market. As in several other income- and value-related categories,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

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



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

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

Average household income table

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

Per capita income table

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

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

Summary Descriptions: Household Income Characteristics

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

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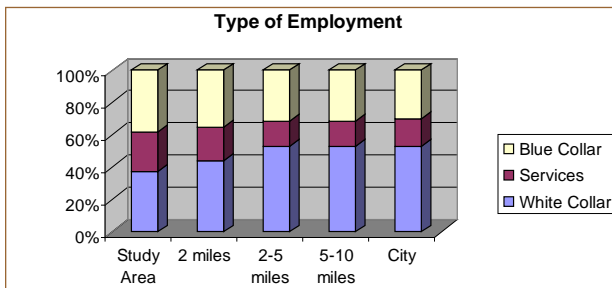
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e. Employment Characteristics

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

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



Employment table

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

Employment by industry table

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

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Summary Descriptions: Employment Characteristics

- Study Area Population by Employment

Total Businesses	389
Total Employees	2,965

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

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

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

- 2-mile Primary Market Area Population by Employment

Total Businesses	1,109
Total Employees	11,229

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

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

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

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

- 2-5 mile Secondary Market Area Population by Employment

Total Businesses	692
Total Employees	8,698

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

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

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

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- 5-10 mile Tertiary Market Area Population by Employment

Total Businesses	602
Total Employees	3,741

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

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

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

- City of Griffin Population by Employment

Total Businesses	1,411
Total Employees	14,731

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

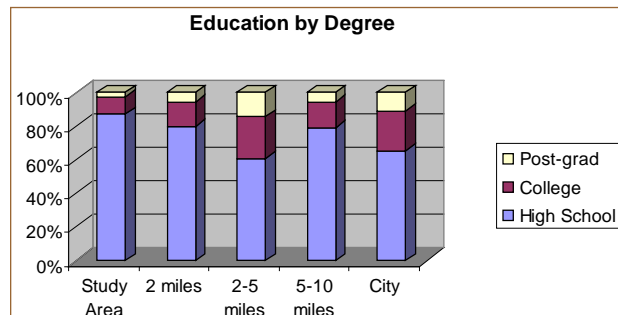
the Armed Forces. In the current year, the occupational distribution of the employed population is:

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

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

f. Education Characteristics

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



Summary Descriptions: Education Characteristics

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

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

Education attainment table

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

9. Summary of Demographic Profile

Key Factors in Study Area Market Potential

- Population

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

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

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

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

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

- Households

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

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

- Housing Preference

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

- Home Values

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

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

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

- Household Income

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

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

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

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

- Employment

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

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

- Education

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

West Griffin and market area summary profile table

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

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

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

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

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

2.8 MARKET CONDITIONS AND TRENDS

Note regarding data sources and submarket definitions:

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

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

A. Retail Market Conditions

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

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

Source: CoStar

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

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

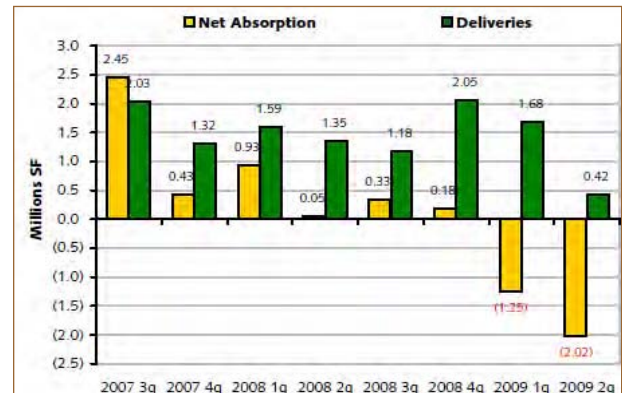
Summary conditions: South metro market table

Source: CoStar

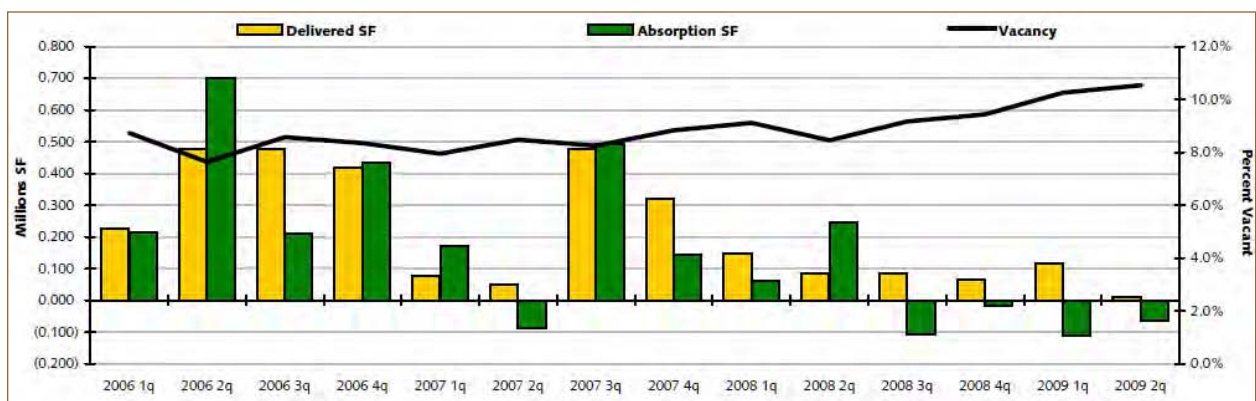
Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2009 2q	1,295	26,396,540	2,781,053	10.5%	(65,816)	1	8,850	3	18,214	\$14.57
2009 1q	1,294	26,387,690	2,706,387	10.3%	(109,961)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

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

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



Absorptions and deliveries: Metro Atlanta
Source: CoStar



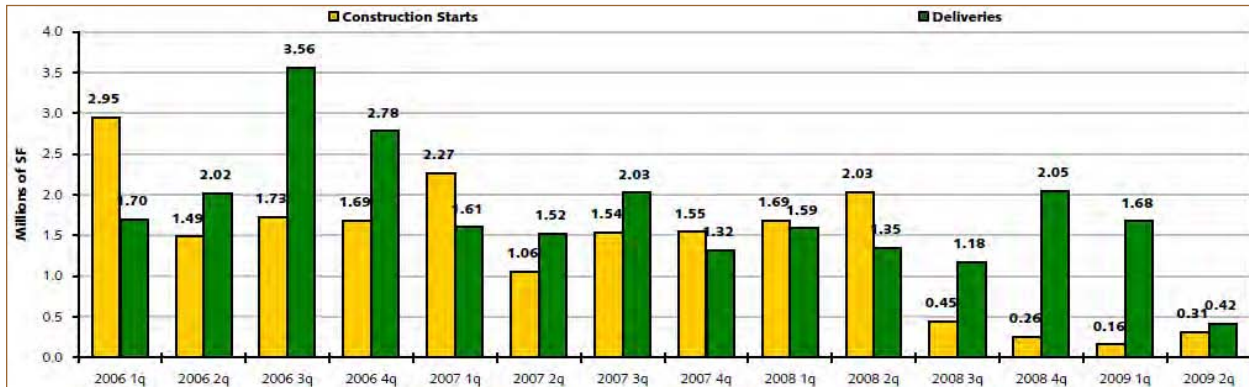
Absorptions and deliveries: South metro
Source: CoStar

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

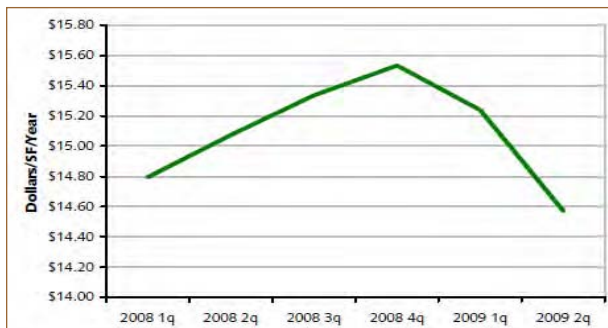


Historical construction starts and deliveries: Metro Atlanta

Source: CoStar

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

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



Quoted rental rate trend: South metro market

Source: CoStar

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

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

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

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

Source: CoStar

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

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

Retail centers profile table

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

D. Office Market Conditions

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

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

Source: CoStar

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

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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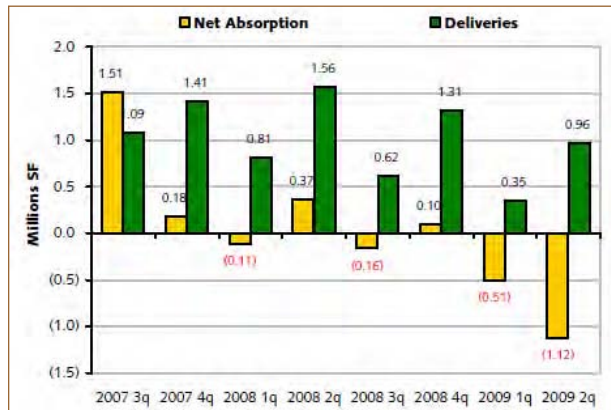
Summary conditions: South metro market table

Source: CoStar

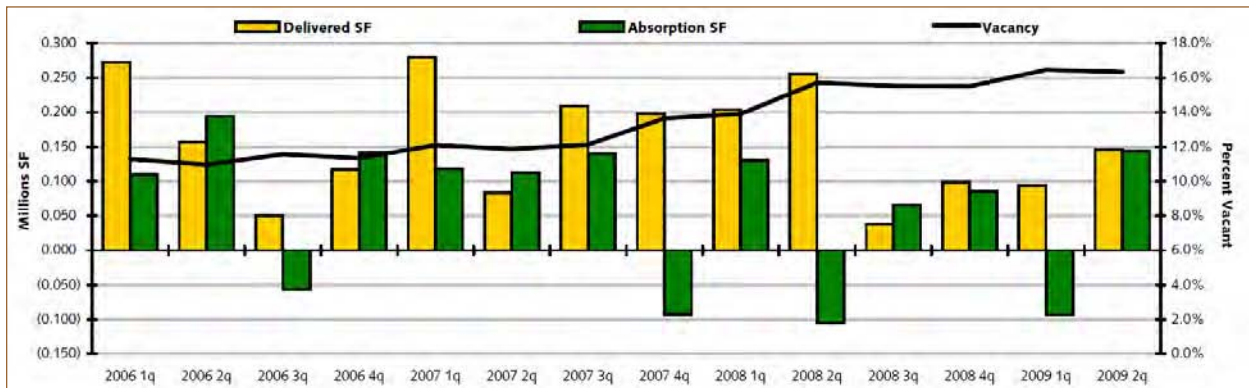
Period	Existing Inventory		Vacancy		Net Absorption	Delivered Inventory		UC Inventory		Quoted Rates
	# Bldgs	Total RBA	Vacant SF	Vacancy %		# Bldgs	Total RBA	# Bldgs	Total RBA	
2009 2q	1,471	18,351,039	2,999,813	16.3%	143,956	4	145,992	2	188,396	\$17.47
2009 1q	1,467	18,205,047	2,997,777	16.5%	(93,418)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

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

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



Office space absorptions and deliveries: Metro Atlanta
Source: CoStar

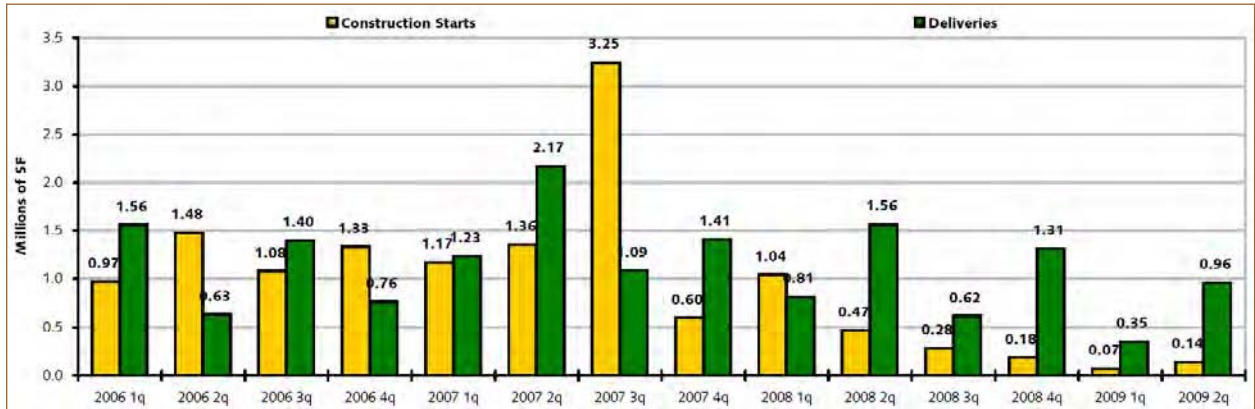


Office space absorptions and deliveries: South metro
Source: CoStar

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

2. Construction starts have effectively zeroed out.

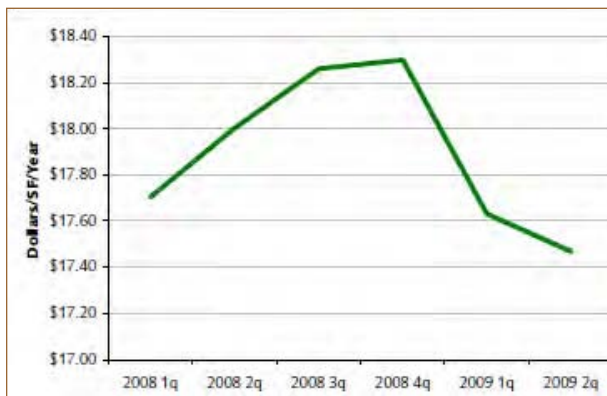


Historical office space construction starts and deliveries: Metro Atlanta

Source: CoStar

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

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



Quoted rental rate trend: South metro market

Source: CoStar

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

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

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

Source: CoStar

D. Industrial Market Conditions and Trends

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

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

2

EXISTING CONDITIONS

2.9 TRANSPORTATION AND CIRCULATION

This section includes:

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

TRANSPORTATION CONTEXT

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

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

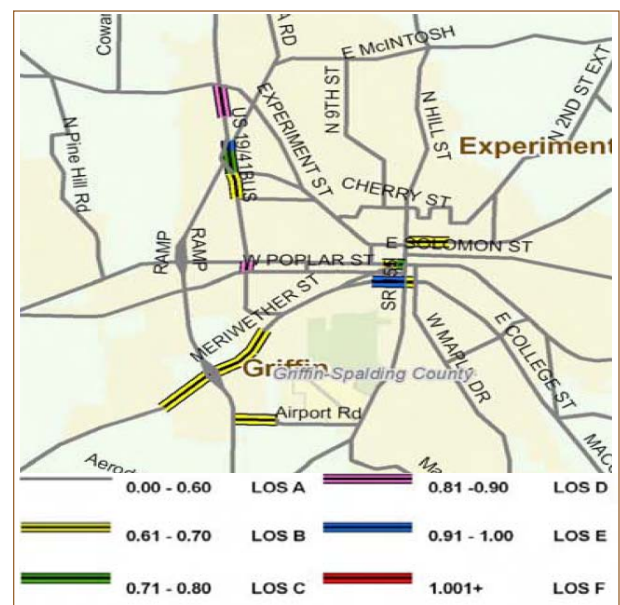
PRIOR PLANS AND STUDIES

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

Spalding County Comprehensive Transportation Plan, 2008

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

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



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

West Griffin Activity Center LCI Study

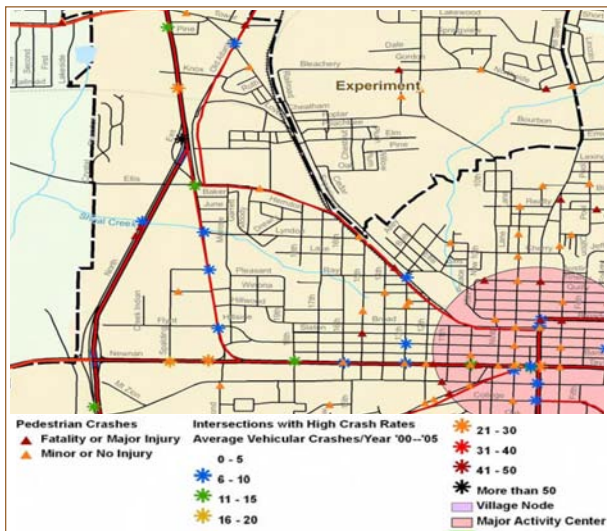
EXISTING CONDITIONS

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

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



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

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



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

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

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

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West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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

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

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

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

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

Transit Planning Board Concept 3

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

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

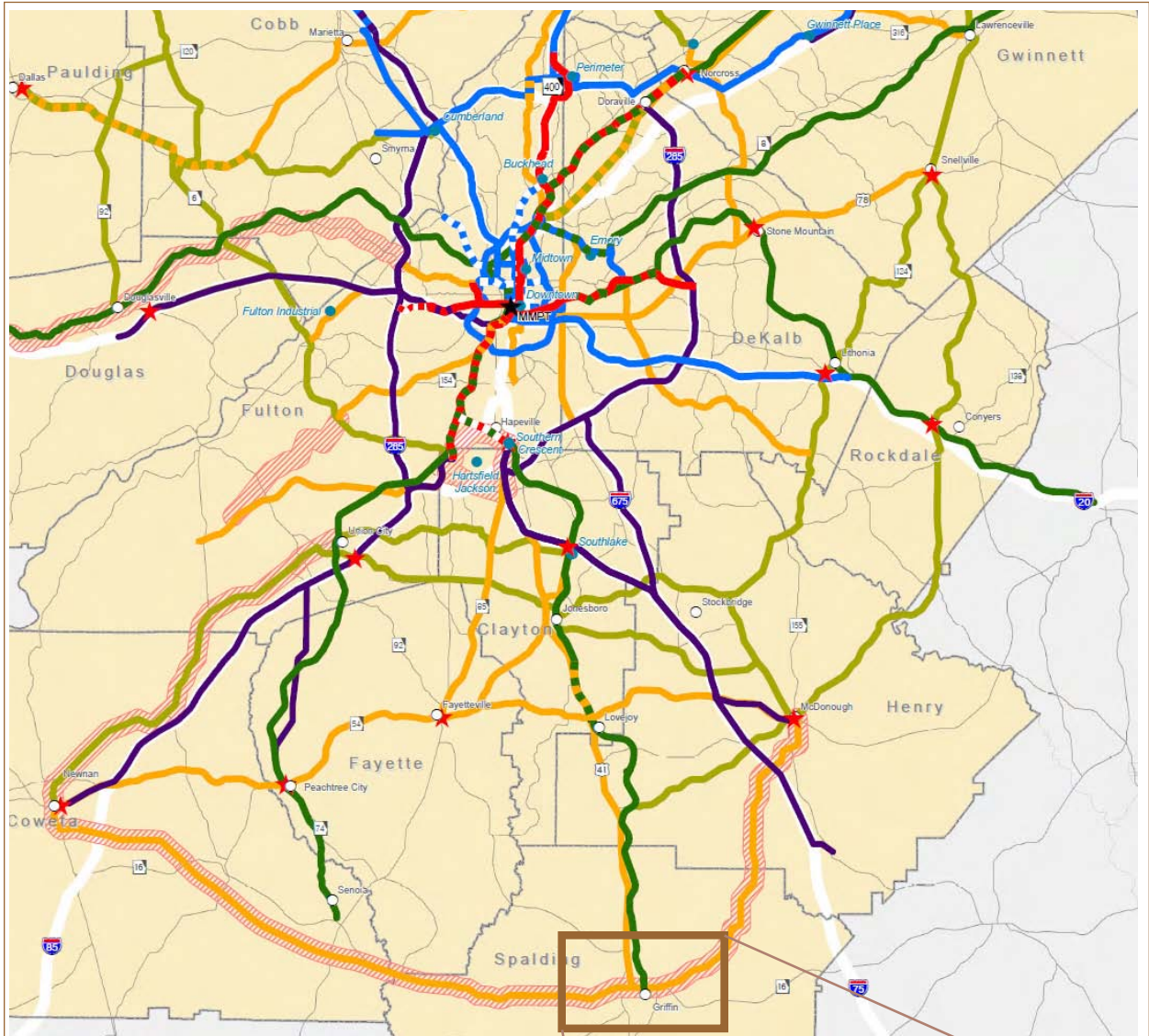
- Commuter Rail between downtown Griffin and the City of Atlanta
- Arterial rapid bus on N Expressway (US 19/41) connecting downtown Griffin to Atlanta
- Arterial rapid bus using a transit way passing through Griffin along Taylor Street (SR 16) connecting Griffin to Newnan to the west and McDonough to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

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

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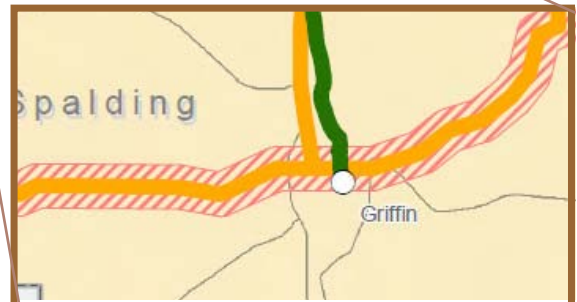
West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Transit Planning Board - Adopted Concept Plan 3 Map

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



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

TRANSPORTATION SYSTEMS

User Characteristics

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

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

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

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

Roadway Facilities

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

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

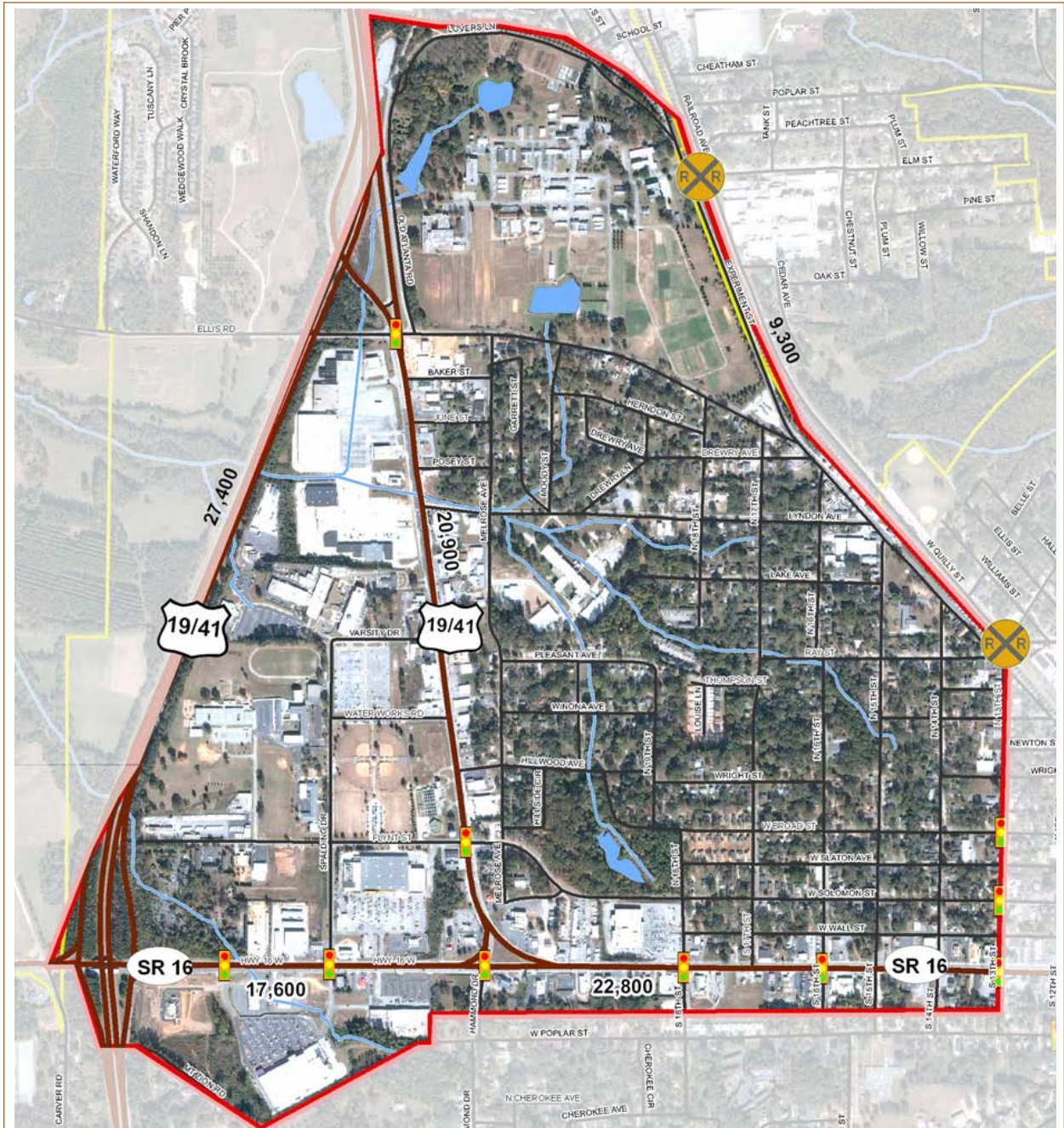
W Taylor Street (SR 16) is the main roadway providing access to the study area from the east and west. N Expressway (US 19/41, SR 92/3) provides access to and from the north side of the study area. The US and state routes that make up N Expressway merge onto W Taylor Street on the south side of the study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

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

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS



Roadways and Freight Routes Map

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

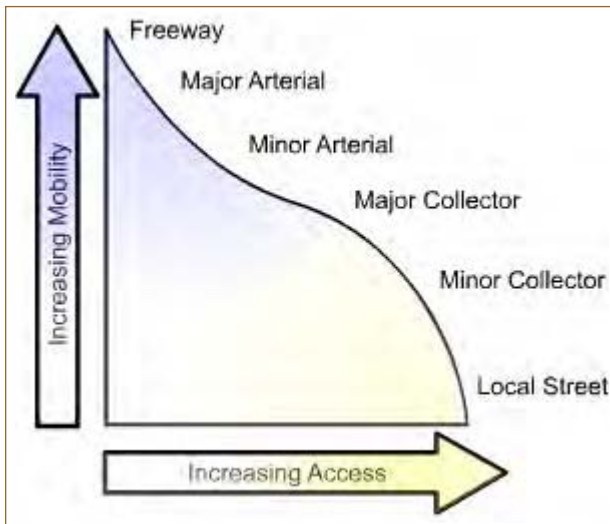
Roadways and freight routes map

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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



Roadway classification by function

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

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



N Expressway (US Hwy 41/19)



N Expressway (US 19/41)

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

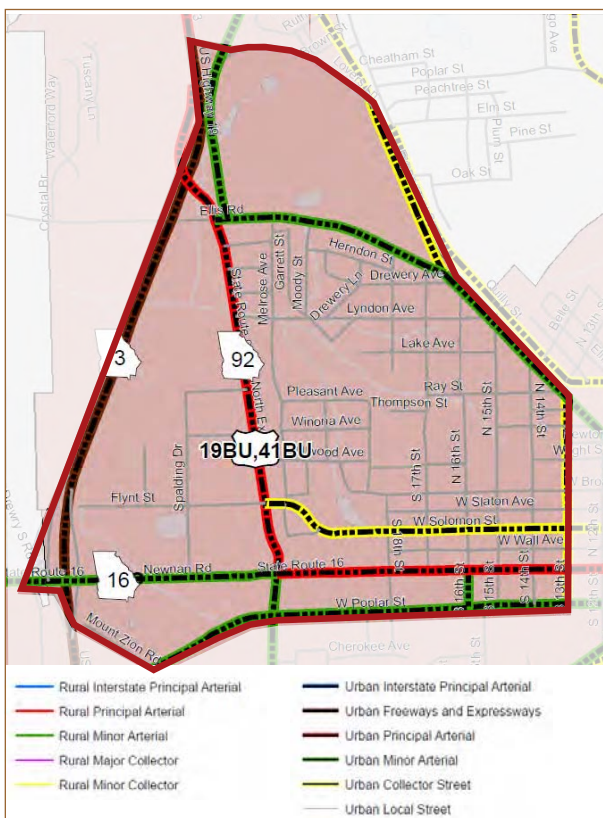
N Expressway (US 41/19) has an excessive number of curb cuts, as each parcel fronting the roadway typically has one or more curb cuts. Between W Taylor Street (SR 16) and Ellis Road, northbound traffic encounters 8 cross streets and 30 driveways, for a total of 38 access points. Southbound traffic along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

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West Griffin Activity Center LCI Study EXISTING CONDITIONS

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

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



Functional Class Map

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



W Taylor Street (SR 16)

Alternative Transportation

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

As shown on the Pedestrian Infrastructure Map on the following page, sidewalks are present on most major roadways within the study area. However, sidewalks are missing along segments of West Taylor Street (SR 16) and N Expressway (US 19/41). Sidewalks are also lacking near The University of Georgia (UGA) Griffin campus, near the Gwinnett Technical College campus, and along many of the residential roadways east of N Expressway (US 19/41). The UGA Griffin campus and the Gwinnett Technical College campus both have the potential to generate significant pedestrian activity but a lack of sidewalks within 1/2 mile of each of these campuses hinders this activity.

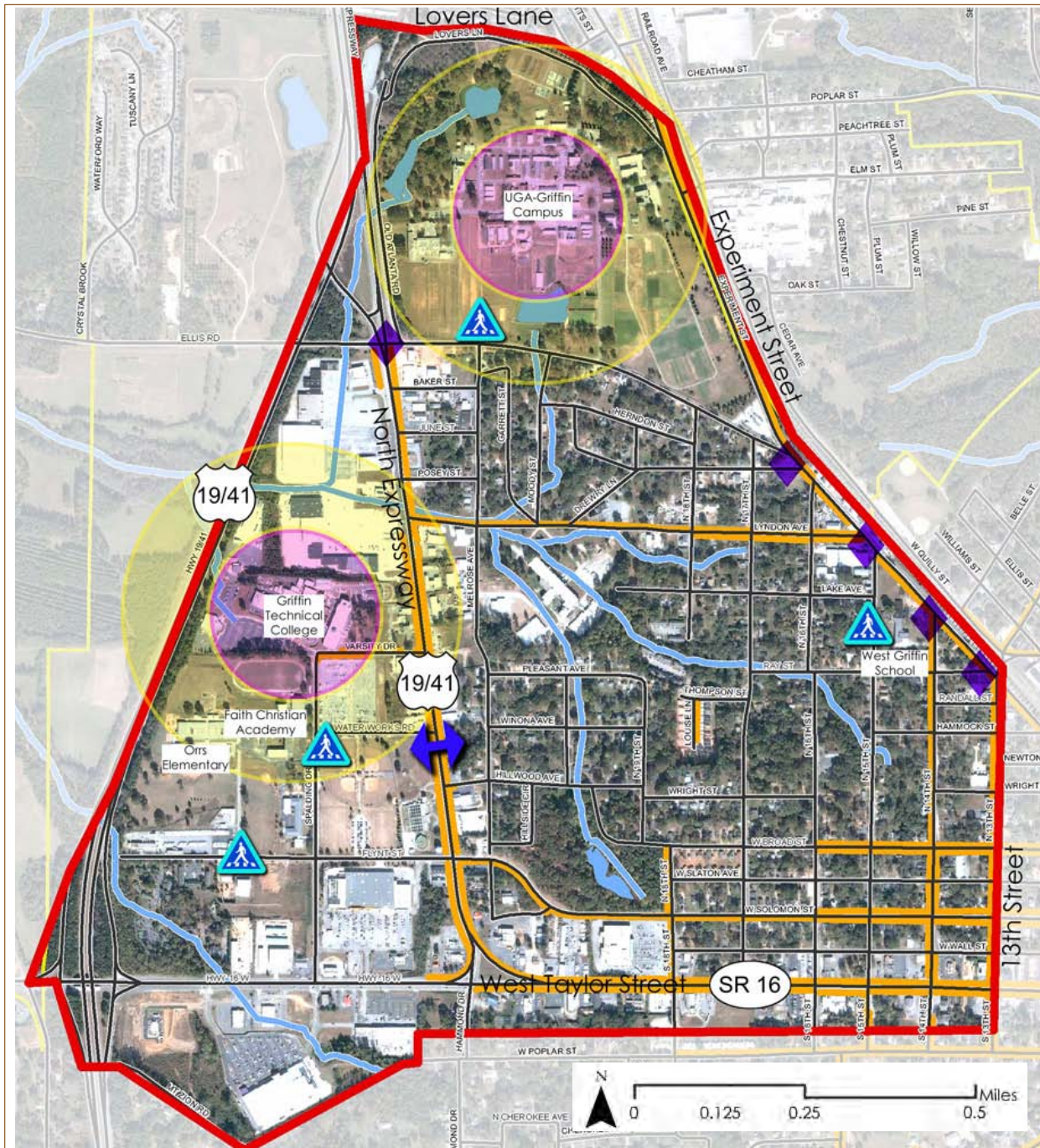


N Expressway (US Hwy 41/19)

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

2



Pedestrian Infrastructure Map

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

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

Pedestrian infrastructure map

2

West Griffin Activity Center LCI Study

EXISTING CONDITIONS

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



Experiment Street

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



Pedestrian Underpass, N Expressway (US 19/41)

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

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

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

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

ISSUES AND OPPORTUNITIES

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

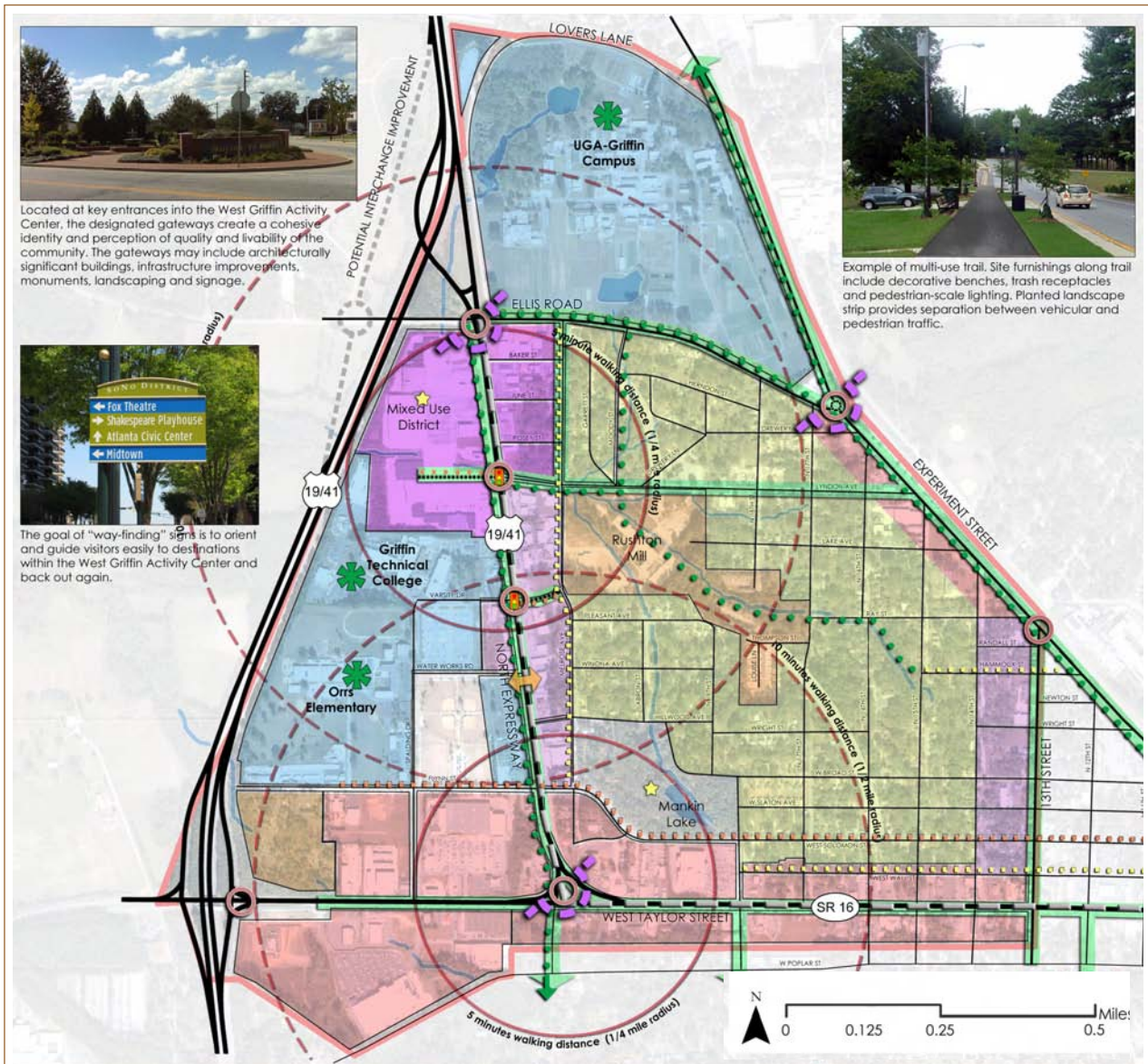
- US 19/41 experiences AM peak, midday, and PM peak traffic congestion
- Interchange of US 19/41 Bypass and N Expressway (US 19/41) experiences traffic congestion and queuing problems
 - ✓ Potential for a redesigned interchange at this location, providing access between Ellis Street and US 19/41 to the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

CONCEPT PLAN

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

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

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



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



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



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

Concept Plan

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

- Major Nodes
- Gateways and Wayfinding Signage
- Roadway Operational Improvements
- Intersection Improvements
- Proposed Traffic Signal Location
- Existing Destinations
- Proposed Destination Attractions

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

Concept plan

RECOMMENDATIONS

4.1 Land Use & Urban Design

4.2 Transportation

4.3 Redevelopment Plan

4.1 LAND USE & URBAN DESIGN

LAND USE

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

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

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

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

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

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

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

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

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

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

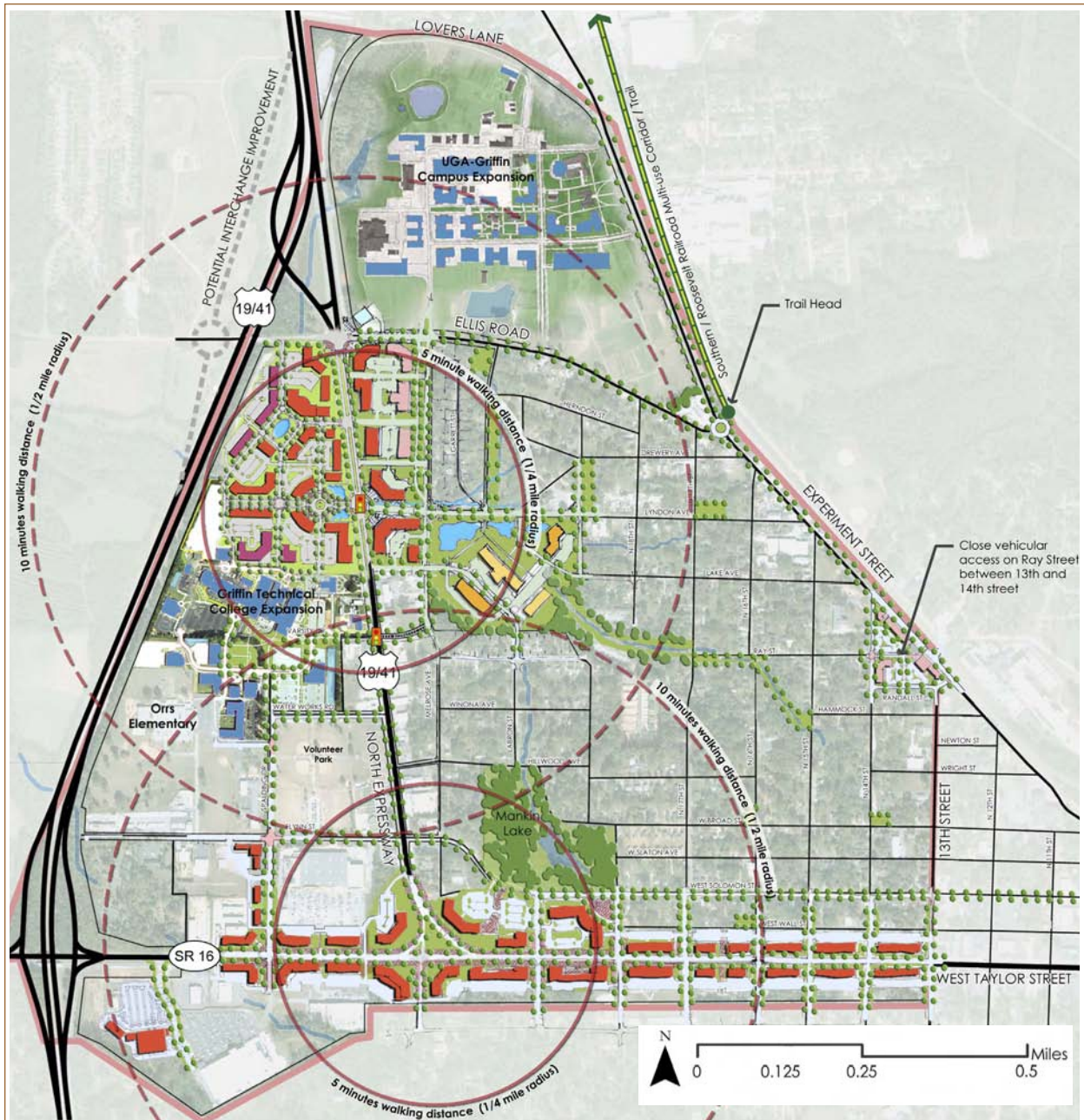
Neighborhood Mixed Use provides a mix of retail, service and residential uses that serve the everyday needs of the immediate neighborhood. The scale usually includes establishments that are 20,000 square feet or smaller, often on shallow lots that do not require large use-buffers.

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

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

West Griffin Activity Center LCI Study RECOMMENDATIONS

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Master Plan

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

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

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

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

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

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

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

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

URBAN DESIGN

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

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

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

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

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

Gateways

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

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

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

West Griffin Activity Center LCI Study RECOMMENDATIONS

4



Gateway Examples

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



Wayfinding signage directs visitors to their destinations

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

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

4

West Griffin Activity Center LCI Study

RECOMMENDATIONS

Public Spaces

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



Redevelopment should integrate public assembly space

Civic Amenities

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

Pedestrian Friendly

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

Signage

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

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

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

West Griffin Activity Center LCI Study RECOMMENDATIONS 4



Replacing existing roadway lighting with ornamental roadway lighting



Decorative Mast Arm and Pole



Install pedestrian countdown signals to improve pedestrian safety



Street name signs with internal lighting

4

RECOMMENDATIONS

4.2 TRANSPORTATION

INTRODUCTION

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

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

APPROACH

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

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

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

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

RECOMMENDATIONS

Introduction

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

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

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

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

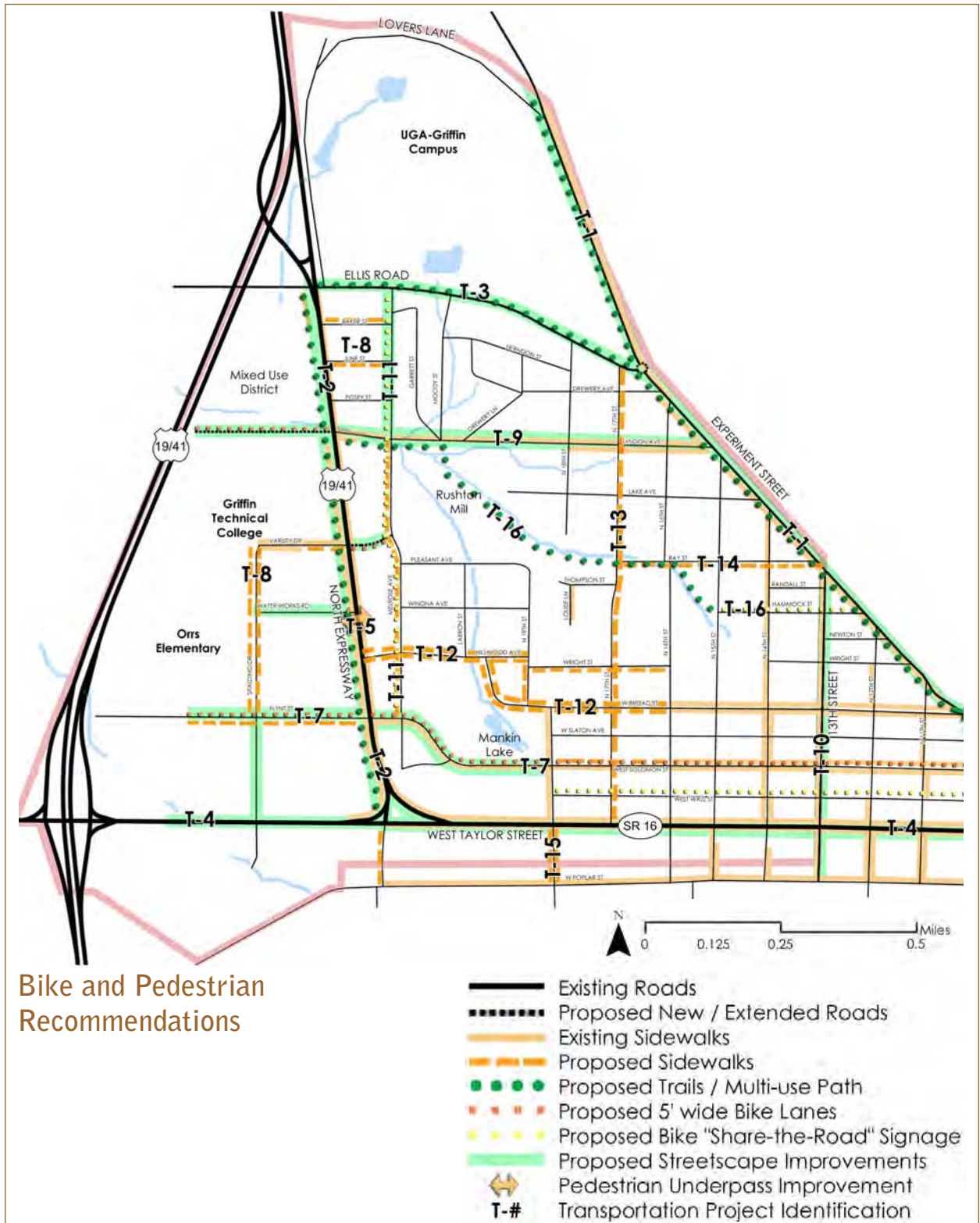
The following two maps represent the complete set of recommended transportation improvements; the first identifies the bicycle and pedestrian plan to complete the sidewalk network and the second identifies roadway improvements. Project numbers correspond to the project list and cost estimate sheet attached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

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

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West Griffin Activity Center LCI Study

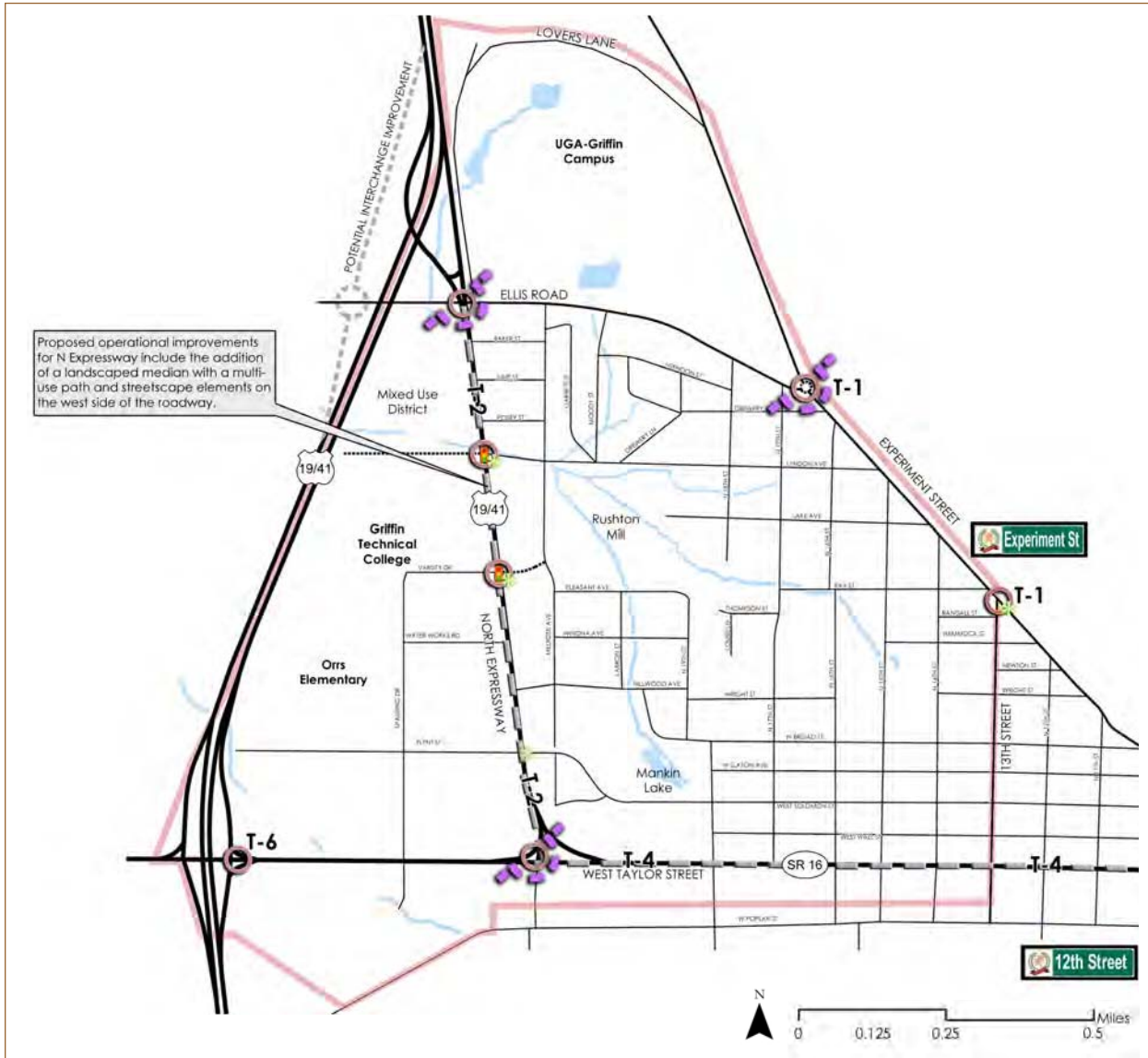
RECOMMENDATIONS



Bike and pedestrian recommendations

West Griffin Activity Center LCI Study RECOMMENDATIONS

4



Transportation Recommendations

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



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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

Experiment Street – T1

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

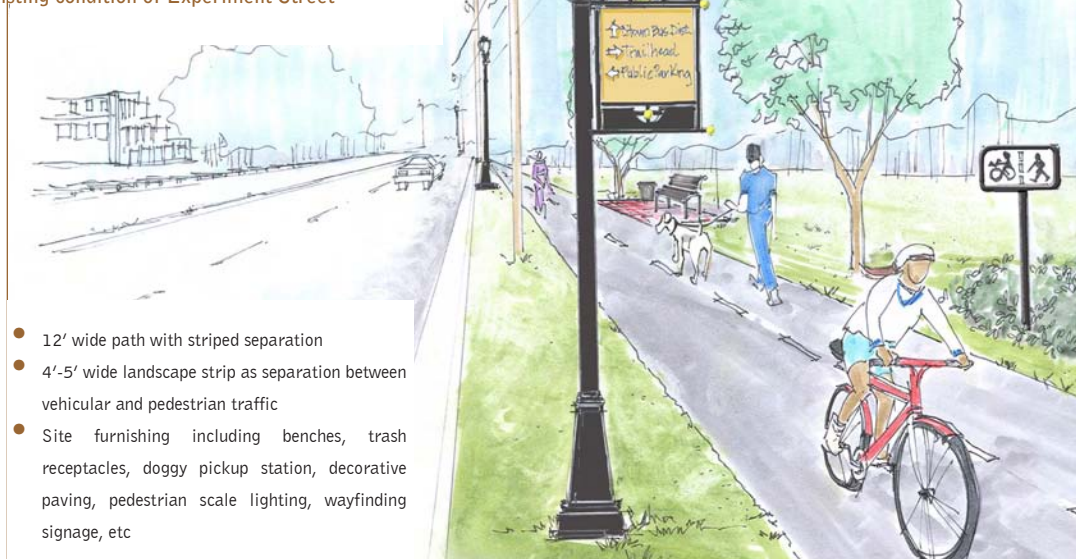
During the study process, the intersection of Experiment Street & 13th Street/Ray Street was identified as having operational and safety problems. This is essentially a 5-leg intersection that includes a railroad crossing on the southbound approach. Roadway lane and crosswalk striping is generally faded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

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

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



Existing condition of Experiment Street



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

A multi-use path along Experiment Street

West Griffin Activity Center LCI Study RECOMMENDATIONS

4

N Expressway Improvements –T2

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

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

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

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



Existing condition of N Expressway (US 19/41)



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

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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

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

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

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

Access management standards

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

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

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

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

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

West Griffin Activity Center LCI Study RECOMMENDATIONS

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Local Government Powers of Access Control

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

Subdivision Regulations and Access Controls

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

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

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

Access Controls

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

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

Intersection improvements

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

Traffic signal warrant studies

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

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

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

W Taylor Street (SR 16) - T4 and T6

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

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

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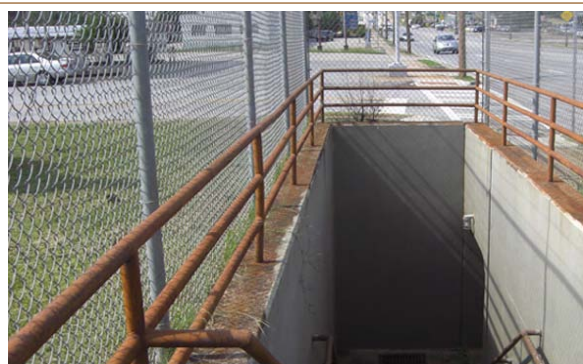
Pedestrian underpass - T5

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

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

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

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



N Expressway pedestrian underpass / potential improvements

Sidewalk network - T7, T8, T12 – T15

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

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

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

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

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

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

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

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

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

Parking

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

Public Transportation

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

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

IMPLEMENTATION

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

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

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

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

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

4.3 REDEVELOPMENT PLAN

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

Location and Boundaries of Tax Allocation District

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

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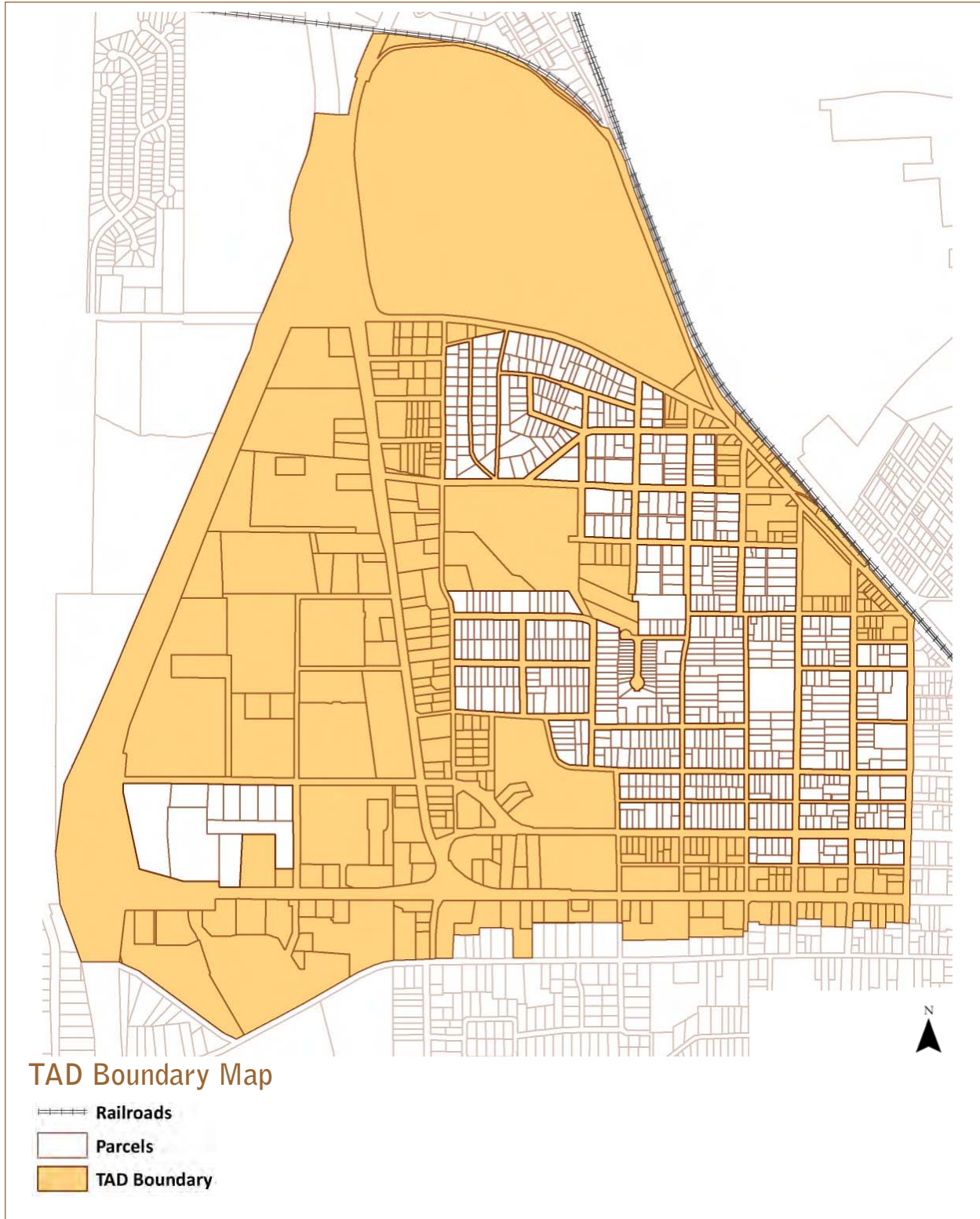
RECOMMENDATIONS

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

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

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Overview of Tax Allocation Districts

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

Examples of potential projects include the following:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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property in the district.

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

City of Griffin TAD Capacity

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

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

Proposed Private Taxable Development Program

Catalyst Private Development Projects

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

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

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

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

Projected Development Programs Table

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

Proposed Public Redevelopment/Improvement Projects

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

Transportation Projects

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

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

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

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- 10. Experiment Street and Ellis Road intersection improvements - Shift intersection north of the power substation so that the two roadways meet at a 90 degree angle; improve pedestrian amenities
- 11. US 19/41 Bypass and Taylor Street (SR 16) intersection improvements

Bicycle & Pedestrian Improvements

- 1. N Expressway (US 19/41) multi-use trail and streetscape - West side of roadway from Taylor Street (SR 16) to Ellis Road, includes a multi-use trail with streetscape features (landscaping, lighting, street furniture)
- 2. Ellis Road multi-use trail and streetscape - North side of roadway from N Expressway (US 19/41) to Experiment Street
- 3. Flynt Street/Solomon Street bicycle lanes - 5-ft bicycle lanes on both sides of roadway from school driveway west of Spalding Drive to 10th Street
- 4. Melrose Avenue bicycle share the road signage from Flynt Street to Ellis Road

- 5. W Wall Street share the road signage from 18th Street to 10th Street
- 6. W Taylor Street (SR 16) Streetscape - From traffic signal at Lowe's to 8th Street
- 7. Sidewalks on local roadways - Locations TBD
- 8. Pedestrian underpass - Widen and extend the staircases to open them up and improve them aesthetically
- 9. Gateway Signage - At the intersections of Experiment Street and Ellis Road, N Expressway (US 19/41) and Ellis Road, and N Expressway (US 19/41) and Taylor Street (SR 16)
- 10. Wayfinding Signage - Multiple intersections.

These specific improvements are subject to change based on perceived need and available funding. Anticipated costs within general categories of public improvements within the TAD are summarized as follows:

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

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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

Basic Economic Impact of West Griffin Village TAD

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

City of Griffin and Spalding County

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

Griffin-Spalding County School System

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

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

NOTE: All Constant 2009 Dollars

West Griffin Activity Center LCI Study RECOMMENDATIONS

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

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

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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

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

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

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

West Griffin Activity Center LCI Study RECOMMENDATIONS

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

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

Millage Rates Incorporated into TAD Bond Calculations:

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

School System Impact Analysis

1. Estimate of Net New Public School Students

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

TAD Bonds Summary Table

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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

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

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

2. Location of School Facilities within the TAD

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

3. Estimated E-SPLOST Revenues Generated by TAD Redevelopment

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

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

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

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

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

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

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

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

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

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West Griffin Activity Center LCI Study

RECOMMENDATIONS

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

West Griffin Activity Center LCI Study RECOMMENDATIONS

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Other TAD Considerations

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

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

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

IMPLEMENTATION

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West Griffin Activity Center LCI Study

IMPLEMENTATION

Land use, zoning and housing initiatives

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

Economic development initiatives

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

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West Griffin Activity Center LCI Study

IMPLEMENTATION

Transportation initiatives

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

Five year implementation plan

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

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

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

5

West Griffin Activity Center LCI Study IMPLEMENTATION

Long range implementation plan (2016 - 2022)

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

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

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

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

5

West Griffin Activity Center LCI Study

IMPLEMENTATION



2014-2034
GRIFFIN
COMPREHENSIVE PLAN

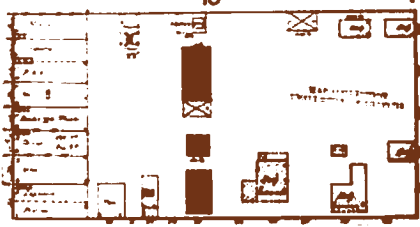
APPENDIX III





Griffin, Georgia

Downtown Redevelopment Plan



8th ST.

S. HILL

SHEET

S. HILL

S. HILL



Prepared for The City of Griffin
by Urban Collage, Inc.
in association with
Basile Baumann Prost & Associates, Inc.

Credits and Acknowledgements

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Cora Flowers, *District 2*
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PART 1 - Redevelopment Plan Overview

1.1 BACKGROUND AND PURPOSE

Downtown Griffin is a place unique in the Atlanta metro region and in the state of Georgia. Founded to compete with Atlanta, it has preserved grand elements of a fine and aspiring city – broad boulevards, dignified public buildings, and elegant architecture – while much of historic Atlanta has vanished. This competition has also fostered a reluctance to acknowledge Atlanta’s proximity and growth; and while Griffin prospered as a center of textile manufacturing, the collapse of the domestic industry in the face of global production hit the city hard.

This redevelopment plan acknowledges both the physical decline that was the result of deindustrialization, and the significant resources and hopeful future the city can celebrate. The plan’s boundaries contains city hall, the Spalding County Courthouse, state and federal facilities, professional offices that serve these municipal functions, and new small businesses that have committed themselves to the improvement of Downtown – a solid foundation for any revitalization initiative. Likewise, the expansion of the nearby University of Georgia’s Experiment Station campus, and the major residential developments being built to the north will impact downtown in profound and positive ways. This plan, therefore, is a vision and a tool for downtown’s renaissance as a regional destination, an economic success story, and a jewel of Georgia.

Downtown Griffin is poised for a renaissance

Figure 1:
Postcard view of
Solomon Street
looking east



1.2 EXISTENCE OF PLAN

This Griffin Downtown Urban Redevelopment Plan Shall Constitute an Urban Redevelopment Plan of the City of Griffin, Georgia (the “City” or the “City of Griffin”) within the meaning of Chapter 61 Title 36 of the Official Code of Georgia Annotated entitled the “Urban Redevelopment Law”, as Amended (The “Urban Redevelopment Law”).

1.3 PLAN CONSISTENCY

This Griffin Downtown Urban Redevelopment Plan conforms to the general plan for the City as a whole, known as the “Comprehensive Plan for the City of Griffin, Georgia”.

Figure 2:
Historic mixed-use
building on Hill Street

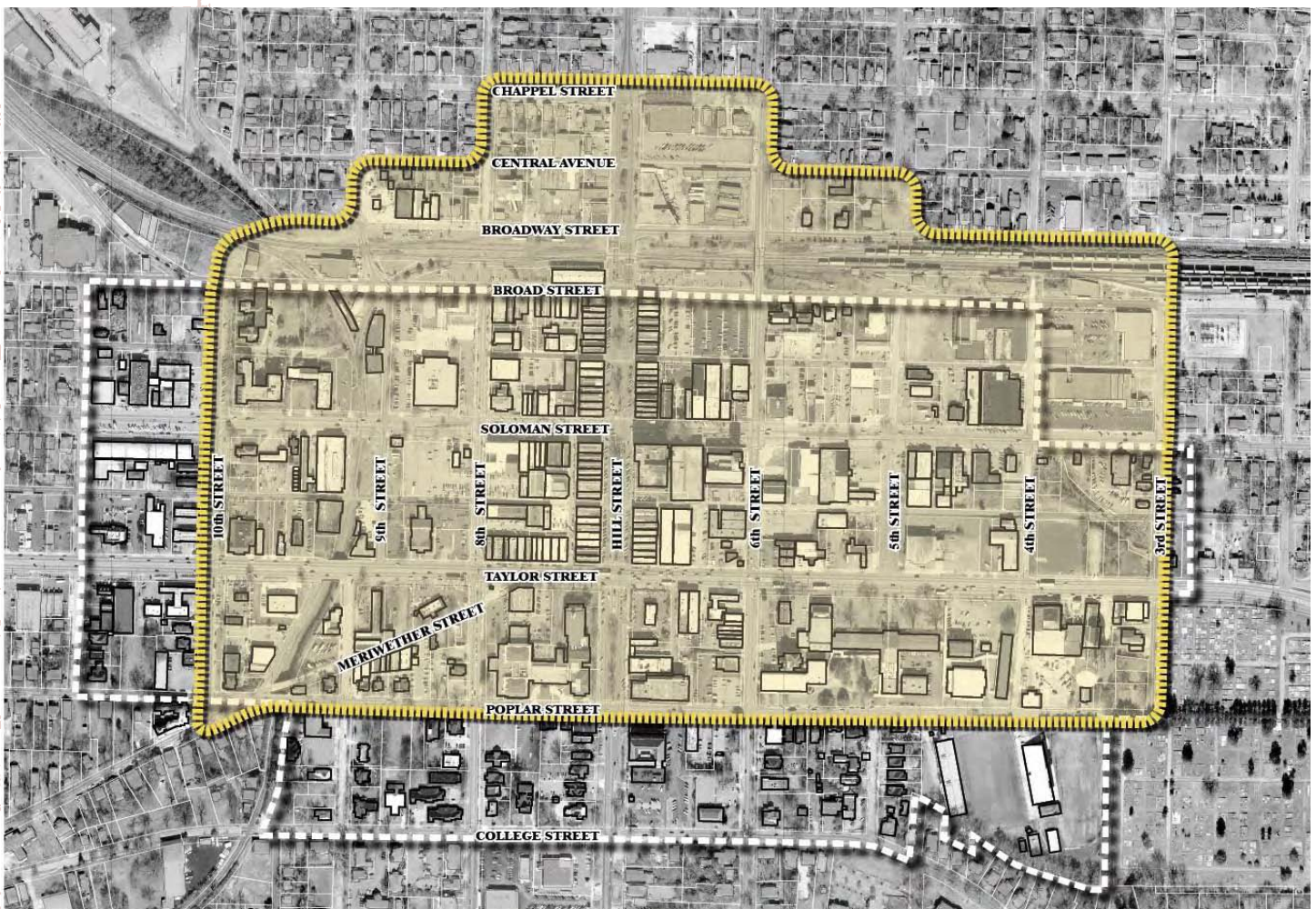


1.4 URBAN REDEVELOPMENT AREA (URA) BOUNDARIES

It is critically important that before redevelopment powers can be granted implement this plan, physical and demographic conditions within the proposed Urban Redevelopment Area (URA) must be objectively assessed to determine the level of “blight and distress”. The Mayor and Board of Commissioners of the City did by resolution determine certain property located in the City and more particularly described below (and on Figure 3) to be a “slum area” within the meaning of 36-61-2 of the Official Code of Georgia Annotated and did designate such property as appropriate for an urban redevelopment project. Such property more particularly described below (and on Figure 3) is the “Urban Redevelopment Area” (hereinafter referred to as the “Griffin Downtown URA”) for purposes of this Griffin Downtown Urban Redevelopment Plan:

The area generally bounded by Chappel Street, Central Avenue and Broadway Street on the north; 3rd Street and small portions of 5th Street and 6th Street on the east; Poplar Street and a small portion of Meriwether Street on the south; and 10th Street and small portions of 8th Street and 9th Street on the west (Figure 3 below).

Figure 3:
URA boundaries



Redevelopment Area Boundary
Central Business District

Downtown Redevelopment Area
October 2007
GRIFFIN, GEORGIA
Downtown Redevelopment Planning



PART 2 - Goals & Objectives

Throughout the Downtown Redevelopment Plan effort, the planning team met with many area stakeholders and city staff and researched various previous planning studies to build upon past efforts and bring together local concerns. What follows is a brief synopsis of common themes that emerged through such efforts.

2.1 STAKEHOLDER ISSUES

The Planning Team conducted one-on-one interview with many stakeholders from Griffin, including:

Jewel Walker-Harps, NAACP
Bonnie Pfrogner, Chamber of Commerce
Sande Cropsy, Griffin Main Street/Downtown Development Authority
Robin Nance, Downtown Development Authority
Doug Holberg, City Commissioner at-large
Martha McDaniel, Griffin Main Street Board
Doug Krepps, Citizen

Figure 4:
Hill and Solomon
intersection, looking
northwest



There were many common issues and themes from these interviews, including:

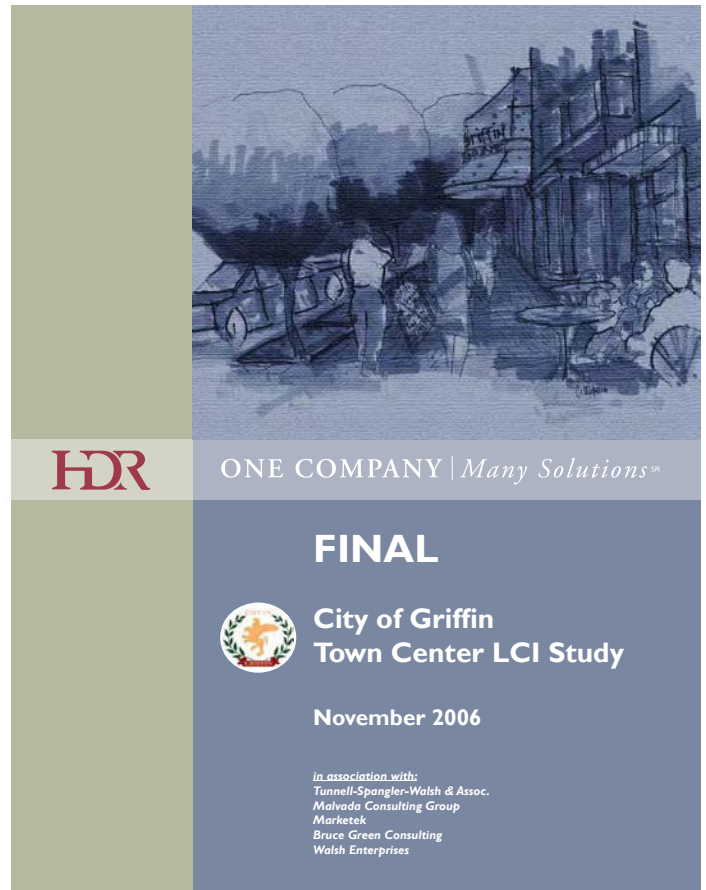
- Attracting new businesses, sustaining them and encouraging them to stay open has been a HUGE issue
- Gateways and approach roads to Downtown Griffin are extremely important, and are generally in need of improvement
- Freight through-traffic on Taylor Street is a major issue
- The coming presence of Sun City Peachtree (a forthcoming Del Webb development) and the expansion of the nearby UGA satellite campus are going to have a significant impact on Downtown
- No presence of business incubator is unfortunate
- The local government is in support of the proposed commuter rail line
- Lack of public open space is a big issue
- Artistic groups in Downtown Griffin are an asset
- Lack of commitment and follow-through by local developers has been unfortunate
- Area north of the railroad tracks must be improved to ensure long-term sustainability of Downtown

2.2 LCI GOALS AND OBJECTIVES

A Livable Centers Initiative (LCI) Study for Downtown Griffin, which was sponsored by the Atlanta Regional Commission (ARC), was completed in November 2006. LCI efforts are generally 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. Although the overall LCI Program has its own overarching goals, the Griffin LCI Study developed its own goals specific to the study area. These 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**
- **Enhance Griffin's identity and sense of place**

To access more information on the Livable Centers Initiative or view the Griffin LCI Report, visit www.atlantaregional.com, follow links to "Land Use", then "Livable Centers Initiative."



2.3 ADDITIONAL GOALS AND OBJECTIVES

This 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 for this effort include:

- 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;
- Prioritize and explore programmatic options for historic preservation targets

Figure 5:
Dominant Downtown
Vacancies



Figure 6:
Plentiful Historic
Rehabilitation
Opportunities



PART 3 - Issues & Opportunities

The inventory of existing conditions contains an assessment of the physical conditions for all properties within the project area based on the following categories: land use, building condition, building occupancy, and zoning. Additionally, two maps are provided highlighting major property ownership and development opportunities within the study area. The existing conditions analysis also extends to public space, with qualitative assessments made on the circulation and open space networks.

Existing conditions in Downtown Griffin were evaluated by compiling information into an extensive GIS database. The planning team conducted a walking survey of all buildings and parcels within the study area; land use, building conditions and building occupancy were determined/validated through this survey. The overall goal was to identify blocks of land conducive for redevelopment and buildings eligible for rehabilitation; the walking survey provides a good basis for understanding the overall property condition in the neighborhood, and consequently future development and redevelopment opportunities. In addition, it provides the legal framework for reconfirming the area's status as containing 'slum and blight' as defined by official State of Georgia urban redevelopment legislation.

Figure 7:
Historic City Hall,
currently vacant

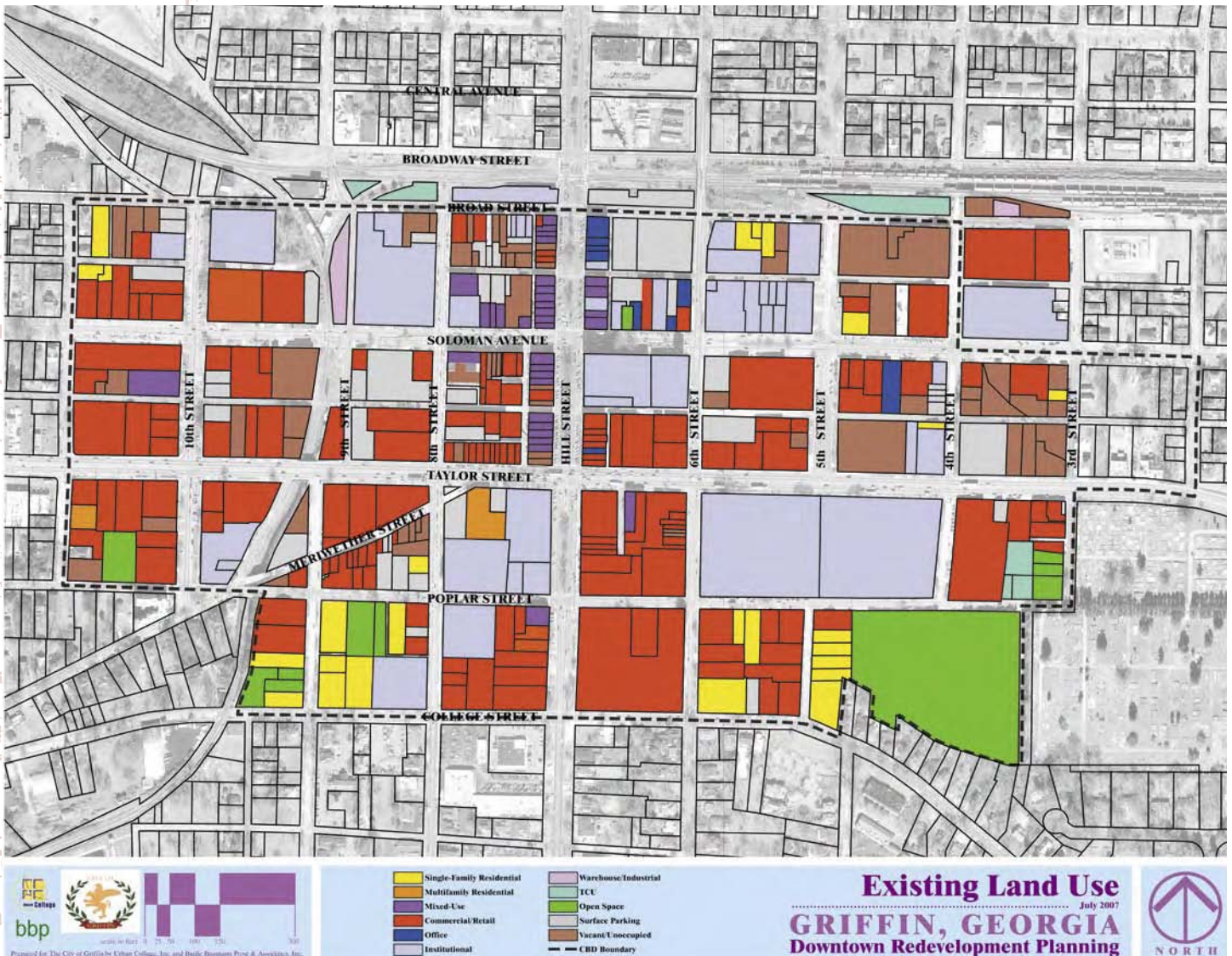


3.1 EXISTING LAND USE

Downtown is the historic commercial center of Griffin. As residents and businesses have moved out of downtown over time, the predominant land use of commercial has been significantly offset by vacant land, surface parking and a smattering of institutional uses. Hill Street, the “main street” in Downtown Griffin, acts as the “mixed-use corridor” for the core downtown area. This street is lined with historic, 2-story mixed-use buildings. Generally, the ground floor in such buildings is retail, although currently many of these buildings exhibit vacancies on upper floors. There are a number of institutional uses including the current City Hall, the historic City Hall property, half a dozen churches and the historic Griffin High School Campus (south side of Taylor Street). For open space in downtown, there is the large median on Hill Street, a small courtyard on Solomon Street, a few scattered lawns and the high school stadium. That said, there is actually a major shortage of usable public open space in Downtown Griffin.

There is a major shortage of usable public open space in Downtown Griffin

Figure 8:
Existing Land Use



3.2 EXISTING ZONING

Downtown Griffin’s existing zoning districts only fall into a handful of categories. The predominant zoning category is CBD (Central Business District), shown below in brown. A few of the peripheral categories include LDR (Low-Density Residential) - below in yellow, MDR (Medium Density Residential) - in green, PCD (Planned Commercial Development) - in red, INST (Institutional) - in blue, and IND (Industrial) - in purple.

The intent of the CBD designation is to “promote and encourage the development and protect the viability of the downtown commercial area of the city.” Furthermore, “these regulations are also intended to reduce traffic congestion, provide adequate off-street parking and avoid the development of “strip” type business areas capable of adversely affecting the basic commercial and office character of the district.” The major advantage to the existing CBD zoning is that it will likely accommodate all proposed redevelopment within the core downtown area without being modified. However, it may be necessary to rezone some areas north of and adjacent to the railroad tracks per redevelopment plan recommendations. For instance, currently the blocks facing Hill Street north of the tracks are zoned PCD, which does not accommodate potential mixed-use redevelopment that may include residential. It may also be appropriate to designate currently-zoned industrial land flanking the railroad line to greenspace per potential redevelopment plans.

Figure 9:
Existing Zoning



CBD	PCD
LDR-A	PID
Institutional	PRD
LDR-B	CBD Boundary
MDR	

Existing Zoning
GRiffin, GEORGIA
Downtown Redevelopment Planning
July 2007



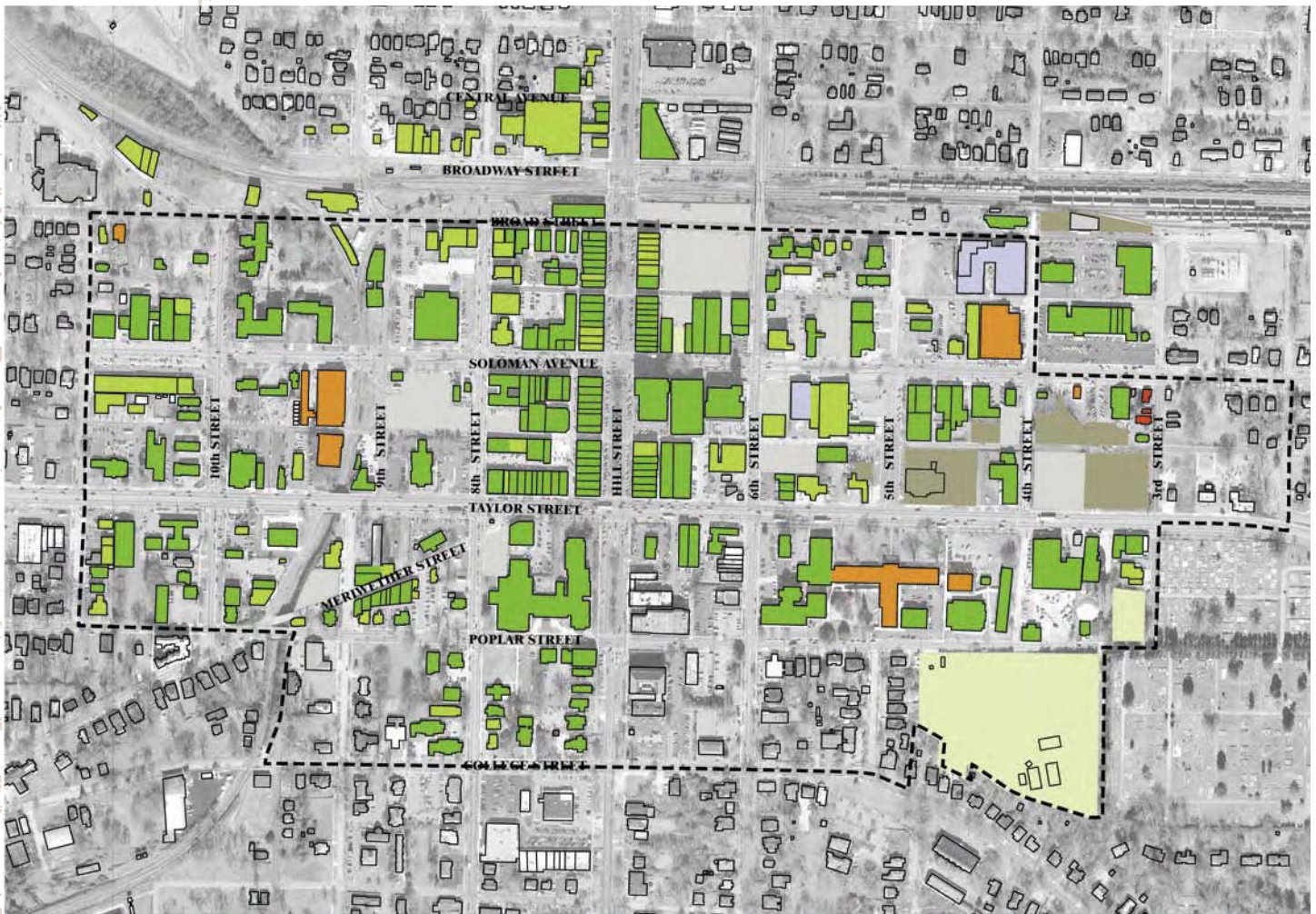
3.3 EXISTING BUILDING CONDITIONS

As part of this study, the planning team conducted a walking survey of building conditions within the historic downtown area. As referenced on the map below, there are several categories: *Standard* refers to a structure that is in relatively sound condition or requires only very minor repairs such as painting or facade/window cleaning. *Substandard* refers to a structure that requires some level of basic repair, but is structurally sound. In most cases, a “Substandard” structure requires “minor” rehabilitation and in many cases, only requires a modest monetary investment. *Deteriorated* structures typically require major repairs including a new roof, significant replacement of siding materials or major replacement of the foundation. In most cases, a deteriorated structure requires significant monetary investment. A dilapidated structure generally represents an obvious health and safety hazard. In most instances, the cost of repairing the structure is equal to or greater than replacing it. Unless there is significant historic value, demolition of these structures should be considered.

There are only a few instances of deteriorated structures and only one or two instances of dilapidated structures in Downtown Griffin. The vast majority of downtown buildings are in good condition, falling into the standard and, occasionally, substandard categories.

Downtown buildings are generally in good condition

Figure 10:
Existing Building Condition



Existing Building Conditions
July 2007
GRIFFIN, GEORGIA
Downtown Redevelopment Planning

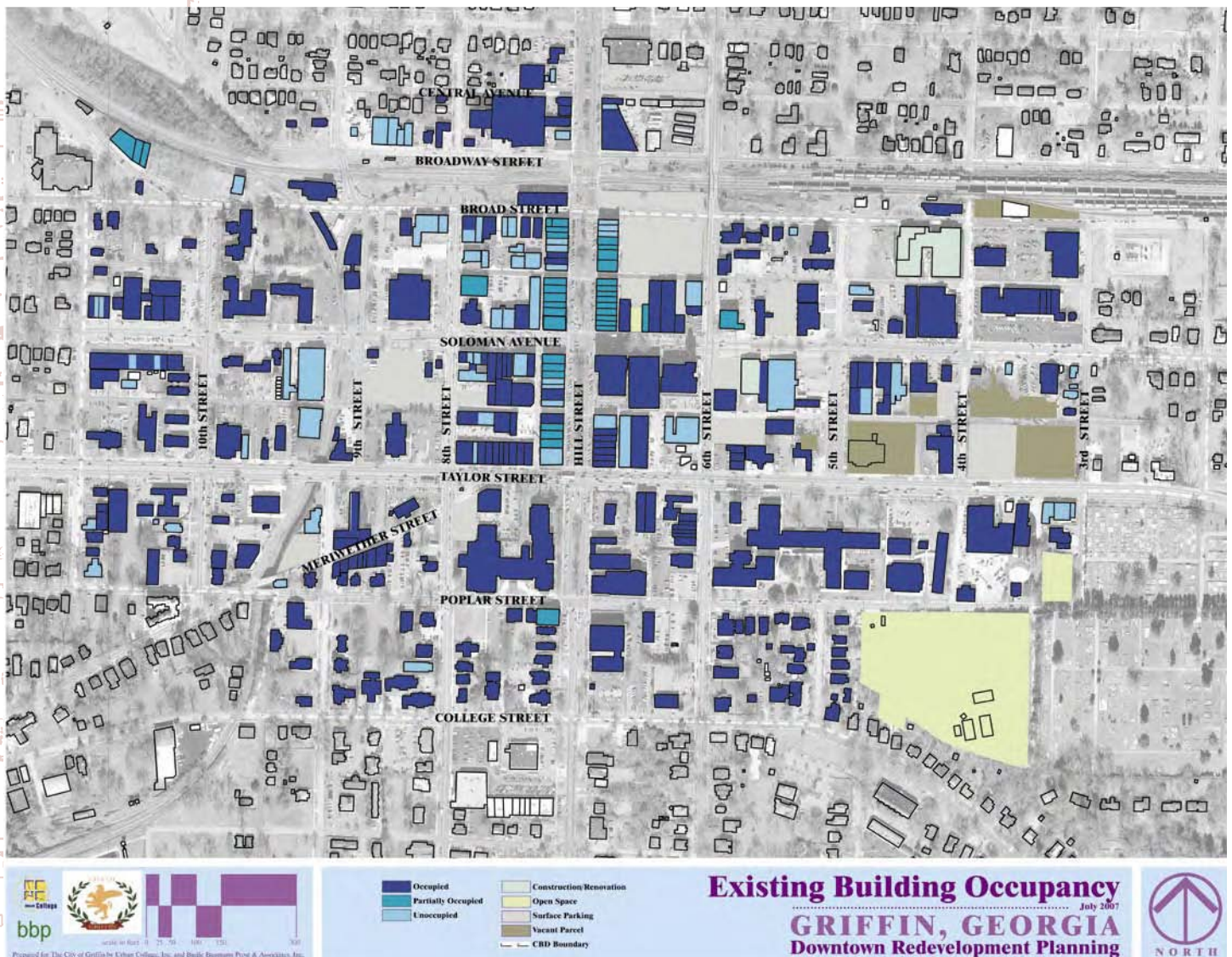


3.4 EXISTING BUILDING OCCUPANCY

As part of a walking survey, the planning team created an inventory of building occupancy within downtown. The three main categories are *Occupied*, *Unoccupied* and *Partially-Occupied*. Shown in Figure 11 below, a good portion of downtown buildings are occupied. Along Hill Street, however, there is a significant amount of vacancy, partially in ground-floor retail spaces and mostly in upper-floors of such buildings. Overall, there are very few fully-occupied mixed-use buildings in downtown.

It should also be noted that just because a significant amount of downtown structures are occupied does not mean that the uses within such structures automatically contribute positively to the health and vitality of Downtown Griffin.

Figure 11:
Existing Building
Occupancy



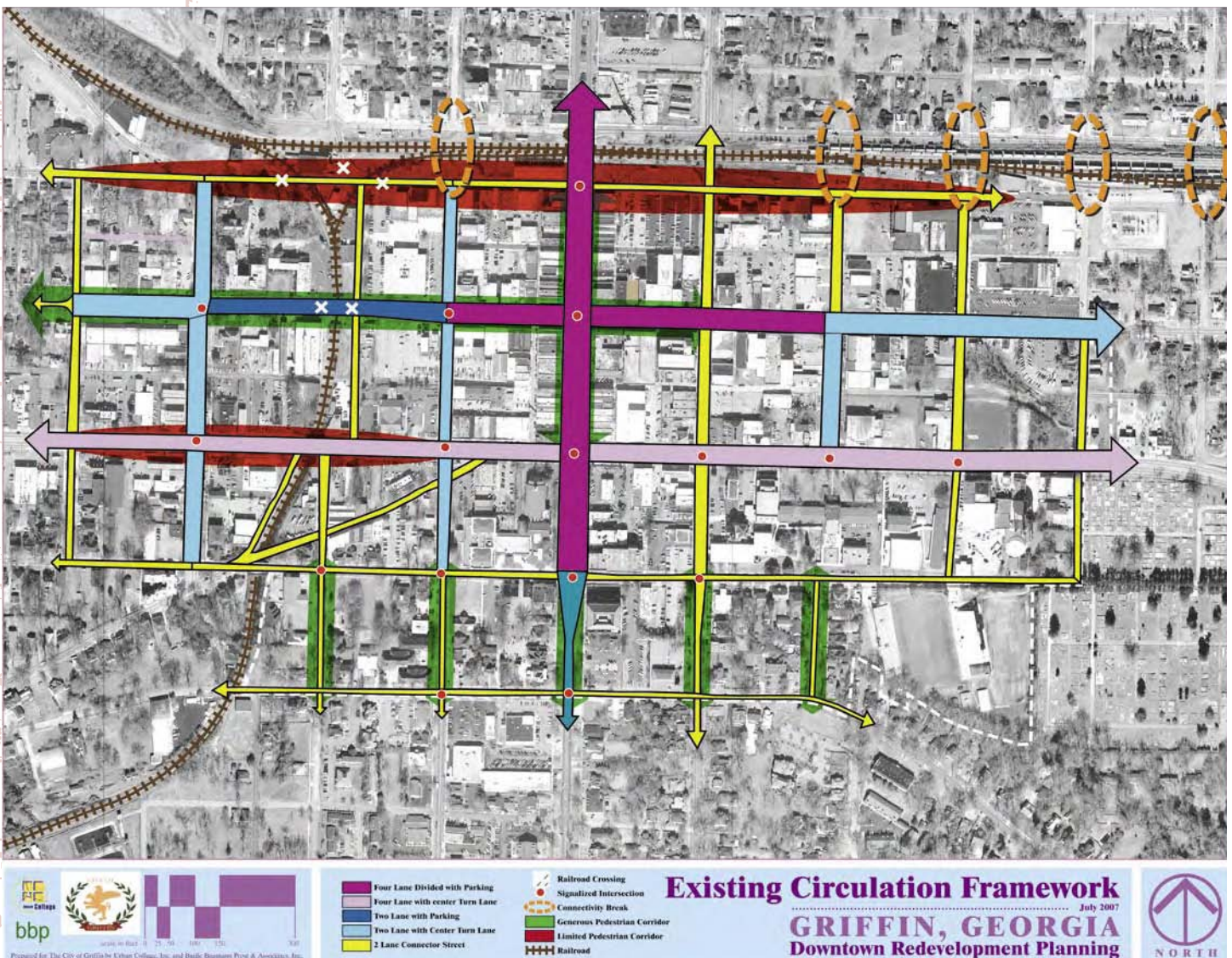
3.5 EXISTING CIRCULATION FRAMEWORK

One of the defining characteristics of Downtown Griffin is its street grid. While many new developments around the country struggle to establish grids on suburban “greenfields” and former industrial sites, Griffin has been fortunate to have such a network since its founding. This system of primary and secondary streets allows residences, businesses and institutions to be linked together with great connectivity and access.

The diagram below illustrates the vehicular and pedestrian movements in and around Downtown Griffin. The corridors with the highest auto capacity are Hill Street, Solomon Street and Taylor Street (in pink and magenta below). Two (2)-lane Connector Streets (shown in yellow) provide secondary connections within the grid. Corridors such as Solomon Street and Hill Street are the most conducive to pedestrian movement due to wide sidewalks, street lighting, shade trees and street furniture (see translucent green arrows below). The presence of the railroad tracks north of and parallel to Broad Street cause a series of connectivity breaks at 8th, 5th, 4th and 3rd Streets (see dashed orange rings below). Because of these breaks, both pedestrian and automobile movement over the tracks are funneled to the at-grade crossing on Hill Street and the historic bridge at 6th Street.

Downtown has the advantage of a walkable street network

Figure 12: Circulation Framework



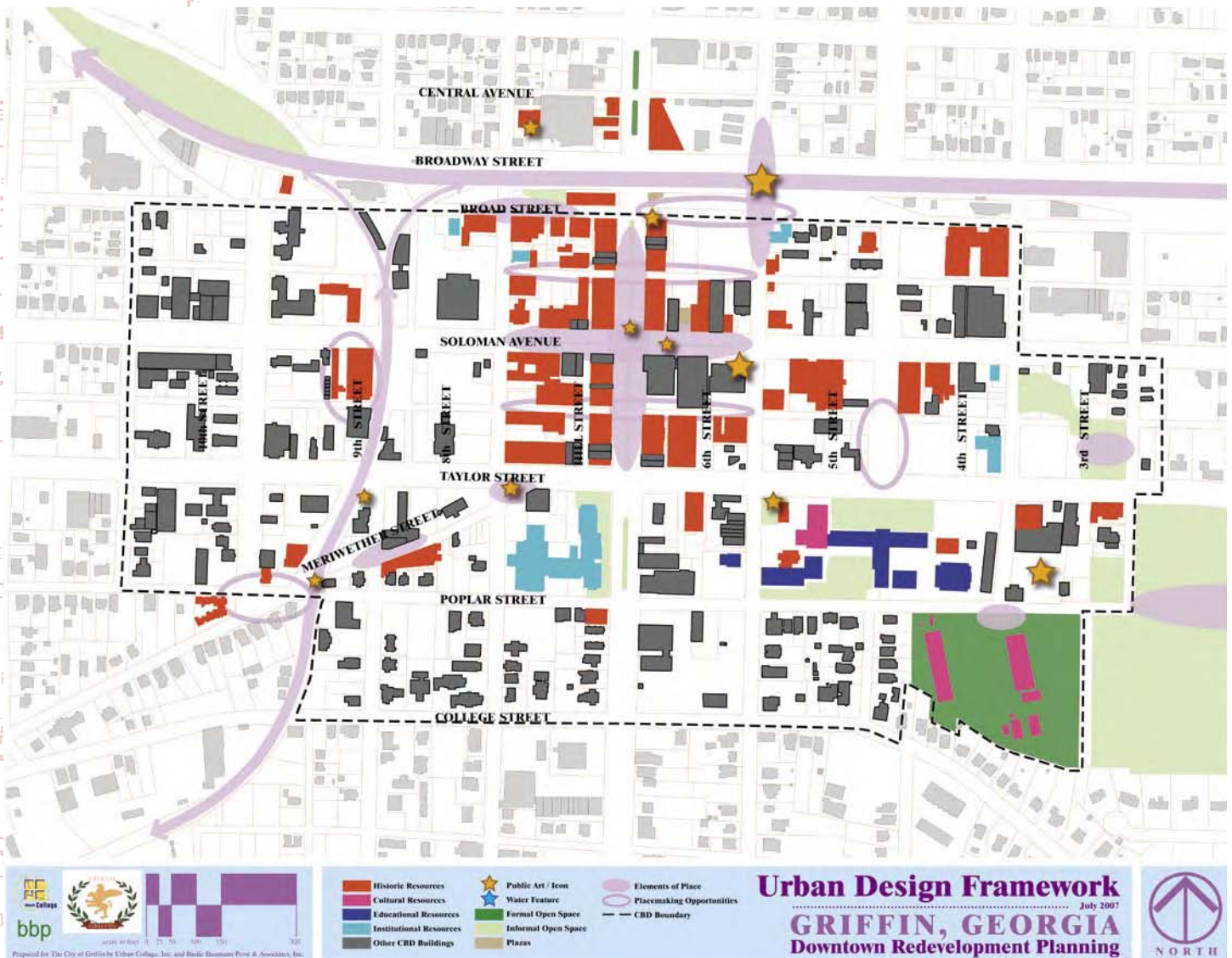
3.6 URBAN DESIGN FRAMEWORK

Although somewhat subjective, the Urban Design Framework analysis (Figure 13) is helpful in understanding many of the more intangible aspects of Downtown Griffin. “Elements of Place”, shown below in pink, include historic markers, artistic statements, signage and public spaces that act as icons and add to the uniqueness of downtown. Gold stars denote public art, cultural resources are shown in magenta, institutional resources in light blue, and educational resources in dark blue.

Downtown is distinguished by many historic buildings

One of the most striking things about Downtown Griffin is the large concentration of historic buildings (shown in red below). The quantity of historic structures centralized in the downtown core area roughly near the intersection of Hill Street and Solomon Street is exceptional, and should be leveraged for downtown redevelopment.

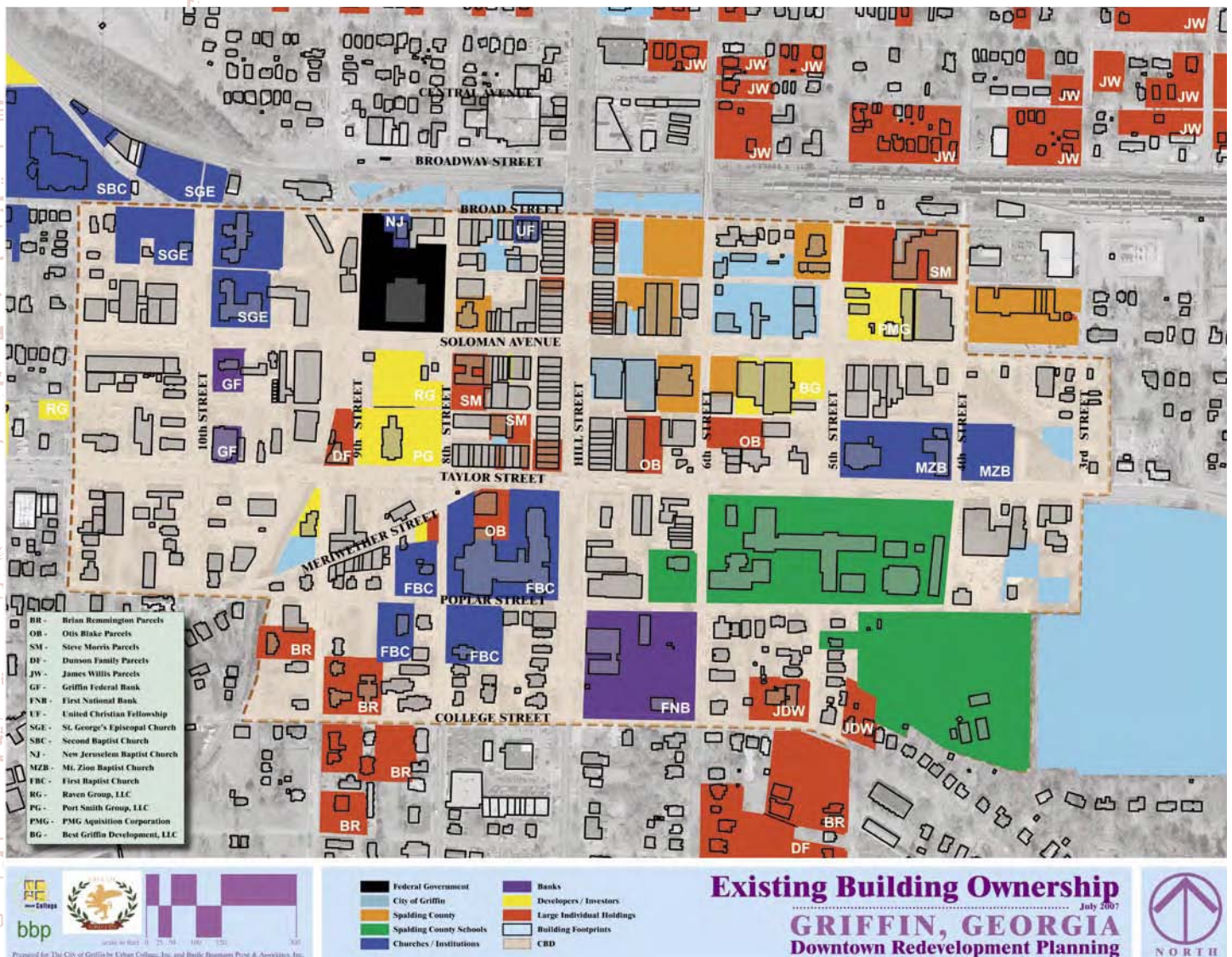
Figure 13:
Urban Design Framework



3.7 SIGNIFICANT PROPERTY OWNERSHIP

As illustrated in Figure 14, the vast majority of Downtown parcels are owned by Institutional and Governmental entities. Among them are First Baptist Church (FBC), St. George's Episcopal Church (SGE), Mt. Zion Baptist Church (MZB), Spalding County Schools (in green), City of Griffin (light blue), Spalding County (orange) and the Federal Government (in black). Several private land owners also control significant amounts of property, including investment partnerships like the Raven Group, Port Smith Group and PMG Acquisition Corporation. A much broader list of property owners exists at the historic retail area along Hill Street as well as the single-family neighborhoods immediately adjacent to downtown.

Figure 14:
Property Ownership

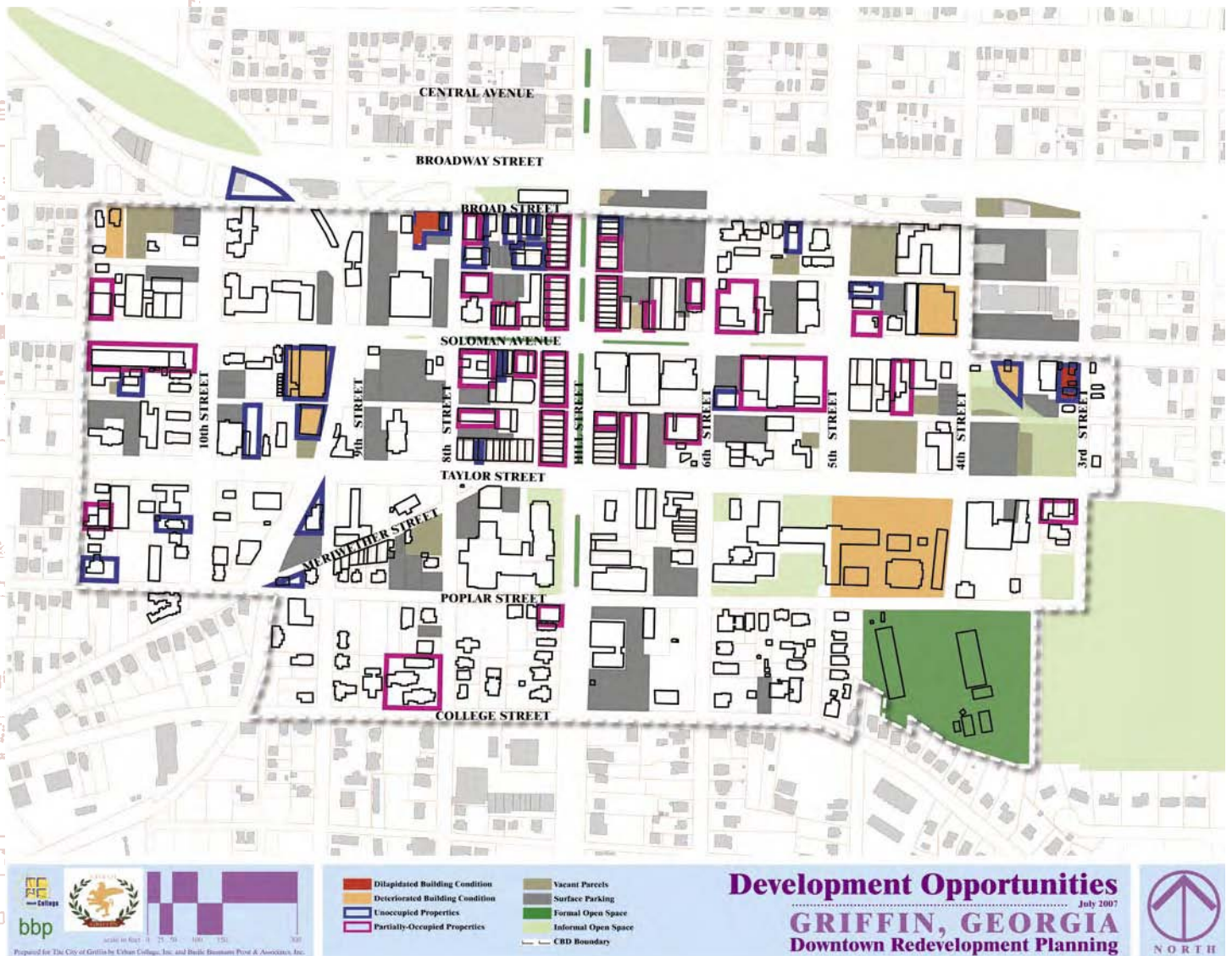


3.8 DEVELOPMENT / REDEVELOPMENT OPPORTUNITIES

Although it is perhaps a disadvantage that the “core area” in Downtown Griffin currently includes a large amount of partially-occupied buildings and vacant land, it could be an asset when it comes to accommodating future long-term development. There is significant revitalization opportunity immediately on Hill Street, where historic 2- and 3-story mixed-use buildings contain mostly vacant upper floors. These floors would ideally be suited for future residential redevelopment or renovation. Similarly, there exists a major surplus of historic buildings for potential renovation within a 5-minute walk of Hill Street.

Illustrated by the grey areas on the Figure 15 below, there are also a significant number of large vacant or underutilized parcels within the core downtown area that are, at least physically, ready for new development. A few of the more notable examples include the east side of the block bordered by Hill, 6th, Solomon and Broad; the surface parking lots south of the Post Office, and the areas around the historic city hall. There are also many potential long-term redevelopment opportunities including the current Kentucky Fried Chicken and Burger King sites, the Meriwether Street retail area, and sites along 4th Street.

Figure 15:
Development
Opportunities



3.9 FINDINGS OF NECESSITY (SLUM AND BLIGHT)

The State of Georgia’s urban redevelopment legislation requires proof of slum and blight in order to validate a redevelopment plan such as this one. There are many planning indicators of slum and blight in a neighborhood or downtown, including building structural deficiencies, building deterioration, conflicting land uses or circulation patterns, infrastructure disrepair, vacant land, unoccupied buildings, tax delinquency, adverse economic and social conditions, and overall poor environmental conditions. While some of these issues do not apply in Downtown Griffin, several do.

Although the buildings within Downtown are generally in good shape, the number of vacant or partially-occupied buildings is significant. Very few of the buildings on Hill Street - Griffin’s primary downtown street - are fully occupied. Vacant land is significant throughout downtown as well. Fast-food restaurants, highway strip commercial, large surface parking lots, and other suburban building forms have encroached on downtown over the last thirty or forty years - in many cases along downtown’s principal streets and adjacent to historic buildings. These developments have significantly deteriorated the overall quality of life in the area, producing an abundance of impervious paved surfaces, a significant deficiency in open space, and an overall increase in Griffin’s “heat island.” These developments have been detrimental to encouraging alternative forms of transportation beyond the automobile, discouraging pedestrian and bicycle mobility from harsh sidewalk conditions and excessive curb cuts. And, although the grid increases connectivity, the railroad line immediately north of downtown significantly hinders north-south traffic and frustrated physical interaction between downtown and the Spalding Heights neighborhood to the north. Population in Downtown Griffin has remained stagnant while the population in the city has grown.

Downtown needs major quality-of-life enhancements

Given this, eight Findings of Necessity specifically apply to Downtown Griffin and support the need for the creation of a URA. These are summarized below, and illustrated where applicable in Figure 16:

Low Real Estate Values / Tax Assessment Growth: Considering the fact that the area is the downtown core of a medium-sized city in the Atlanta metro area, a county seat, and an LCI, real estate values have not appreciated comparable to other similar metro downtowns. Land in Downtown Griffin is roughly valued at \$370,000 per acre, while land in a similar metro county seat such as Lawrenceville run upwards of \$500,000 per acre. Growth in the value of downtown from new construction has been very limited, with less than ten building permits issued for downtown in the last five years.

Obsolescent Buildings: Several important buildings in downtown are functionally obsolete and require major physical upgrades to return them to productive use. Among the notable examples are the Taylor Street School, the Sam Bailey Building, the Hotel Spalding, the Griffin Banking Company building, and the Old City Hall. These buildings are crucial to downtown’s integrity and identity, but in their layout or condition are liabilities to private sector investment.

Visual Blight: The blocks to either side of the Hill Street frontage are dominated by large surface parking lots, deteriorated or missing sidewalks, excessive curb cuts, and exposed and distracting electric utility lines. Barbed security fencing is prominent in some locations as well. Taylor Street is a high-volume traffic corridor and has strip commercial uses, especially to the west, that are in some cases poorly-maintained and contrast with the historic Hill Street corridor.

High Commercial Vacancies / Underutilized Buildings: Approximately 40% of the buildings in the URA are unoccupied or partially-occupied. Many are underutilized given their context, especially the office uses that dominate the prime pedestrian retail frontage along Hill Street.

Low Commercial Rental Rates: Downtown rents are significantly lower than other

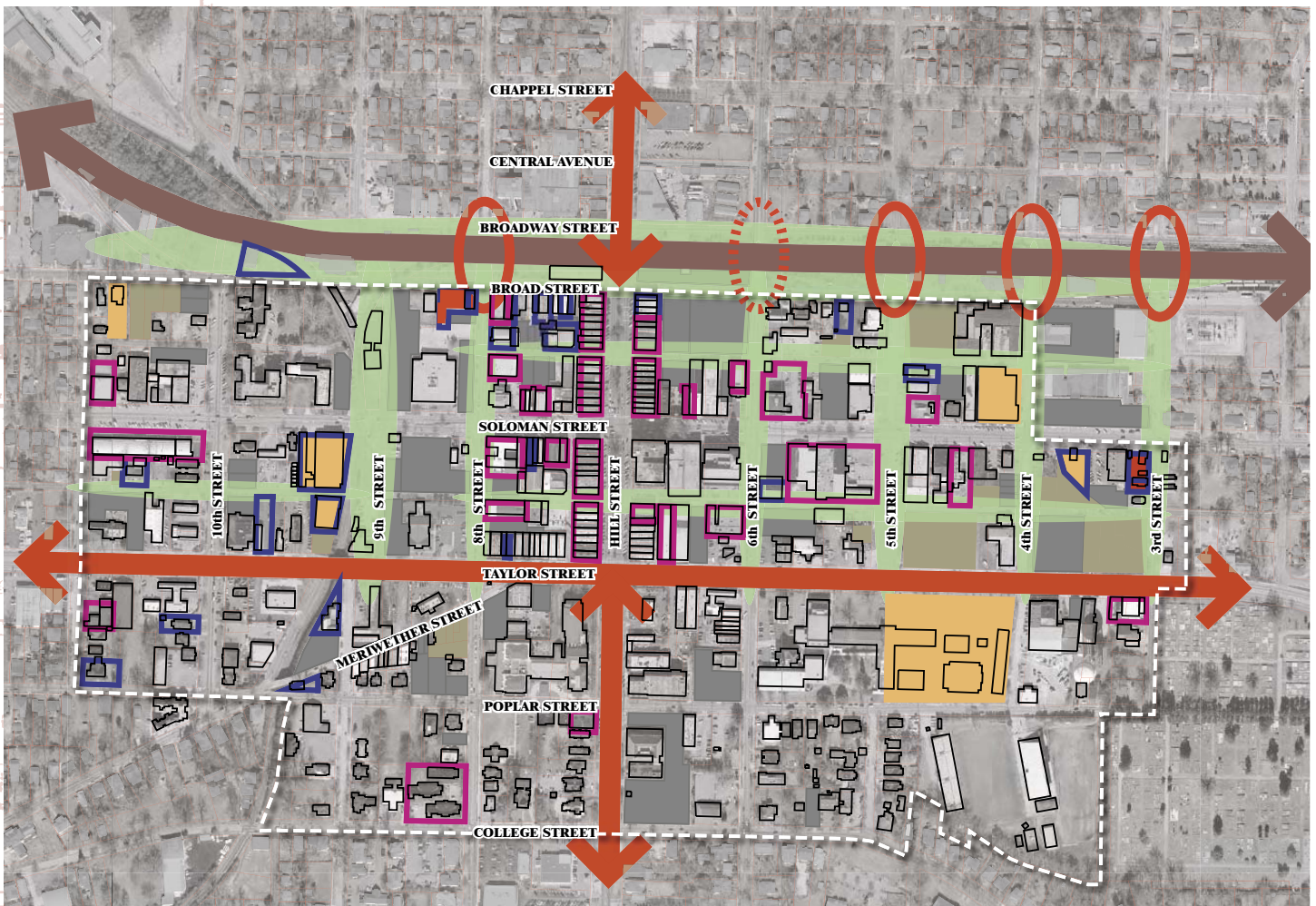
commercial areas of Griffin, and strikingly lower than Atlanta metro averages. Commercial rents average between \$7 to \$9 per square foot downtown, while other areas of the city see rents between \$23 and \$25 per square foot. Metro Atlanta rents can in some comparable locations run upwards of \$18 per square foot.

Poverty Threshold: According to the Georgia Department of Community Affairs, the entire URA is within an economically “less developed area” that contains two or more census block groups with 20% or greater poverty. An illustration of this can be found on the DCA website at <http://www.rdis.org/website/poverty/viewer.htm>

Substandard Infrastructure: Substandard infrastructure conditions are the norm beyond the core area one block to either side of Hill Street. These conditions include sidewalks in poor repair, lack of street trees, lack of pedestrian lighting, lack of crosswalks, lack of adequate public open space, and absence of directional signage.

General Environmental Conditions: The majority of the URA is not conducive to private sector investment in major housing and retail developments, especially due to the depressed economic conditions of downtown and the widespread lack of quality-of-life enhancements. Several existing uses have the potential for environmental contamination, including the active railroad corridor. In general, the downtown environment is harsh, even though portions have been revitalized and have overcome the difficulties listed above.

Figure 16:
Findings Of
Necessity



Prepared for The City of Griffin by Urban Collage, Inc. and Basile Baumann Probst & Associates, Inc.

Central Business District	Vehicular Thoroughfares
Deteriorated Properties	Railroad Corridor
Dilapidated Properties	Connectivity Breaks
Partially-Occupied Buildings	Poor Pedestrian Environments
Unoccupied Buildings	
Surface Parking	

Findings Of Necessity
 October 2007
GRiffin, GEORGIA
 Downtown Redevelopment Planning



PART 4 - Future Land Use Plan

The following pages represent the Future Land Use vision for Downtown Griffin. The majority of these recommendations are in keeping with the 2006 Griffin LCI Plan.

4.1 REDEVELOPMENT AREA THEMES

A successful redevelopment plan is contingent upon capturing overarching redevelopment “themes” and incorporating those ideas into future development plans and programs. This usually involves capitalizing on an area’s existing strengths, icons and symbols. The following are possible themes that could, in one form or another, manifest themselves into future improvements throughout Downtown Griffin.

4.1.1 HISTORIC PRESERVATION

Perhaps the most obvious redevelopment theme for Griffin has to do with preserving downtown’s abundance of historic resources. This would likely take many different forms, including making landmarks such as the Historic City Hall, the old Griffin High School site and the Hotel Spalding building focal points within Downtown. This would also mean capitalizing on Griffin’s industrial/railroad past by accentuating the area’s old textile mills, shipping warehouses and even the rail line itself. Physically, such areas could be rehabilitated as lofts, mixed-use districts or open spaces. Symbolically, such efforts would serve to bridge the old with the new while combining a unique historic aesthetic with the efficiency of contemporary building methods.

Figure 17:
Griffin Welcome
Center



4.1.2 SENIORS / CULTURE

A theme of catering to Senior Citizens is especially appropriate considering planned senior developments nearby such as Sun City Peachtree (a Del Webb project). As noted on page 30 (Historic City Hall redevelopment), current development trends in senior independent-living communities favor either a location near a traditional urban mix of uses, or including a mixed-use component in new projects. Given that the conventional residential market is limited in downtown, that seniors represent the best new market possibility for housing demand and that a mixed-use product is common among senior / affordable developers, the city should strongly consider pursuing this theme with future developments in Downtown.

4.1.3 UNIVERSITY OF GEORGIA / STUDENT LIFE

The University of Georgia's nearby satellite Agriculture School has plans to expand its facilities to include other fields of study. With this comes an opportunity to take advantage of an increased student/academic presence in Downtown Griffin. One way in which potential redevelopment themes could be manifested is in programmatic and commercial interests such as coffee shops, cafes and bars. Given the commuter-only campus, however, the main challenge to attracting student life will likely be access and mobility to, from and between Downtown Griffin and the campus in nearby Experiment, GA (over a mile away).

Figure 18:
Dedication plaque,
6th Street Bridge



4.2 LAND USE OBJECTIVES

Overall, future land uses should nurture retail on Hill Street, given the existing infrastructure, historic buildings and surplus of retail spaces. Similar retail uses within the Downtown area not located on Hill Street should be kept to a minimum - at least in the short term - so as not to compete with these historic retail spaces. Public open space is an ideal accompanying use for this nurtured retail on Hill Street and will positively contribute to the sustainability of downtown businesses in the long-term. The incorporation of housing is critical within the downtown in order to reduce short-distance vehicle trips and to provide a critical mass of users to sustain burgeoning downtown businesses.

Development opportunities such as rehabilitated historic buildings, surface parking lots and strip retail areas should look to providing office, institutional and, most importantly, housing within the Downtown. Not only is there currently a significant market for loft-style housing within the Metro Atlanta region, but Downtown Griffin has an incomparably large stock of existing historic buildings that are ideal for this type of use. Additionally, senior housing, condominiums and townhomes are appropriate for the area (see Catalytic Project A for an example). Future office can capitalize on being in close proximity to existing office such as the Dovedown area just west of the downtown core. Future institutional should ideally use existing historic buildings in order to maintain close proximity to one another and to set positive examples for reuse of other historic structures in the private sector. Parking should be hidden - either behind buildings or in future parking structures - to maximize pedestrian amenities and focus on historic aesthetic of downtown. Strip commercial/retail uses, freestanding fast food restaurants and new surface parking lots should not be permitted within the historic downtown area.

Similar retail uses within the Downtown area not located on Hill Street should be kept to a minimum (at least in the short term) so as not to compete with these historic retail spaces.

Figure 19:
The Dovedown project
- exemplary historic
building renovation

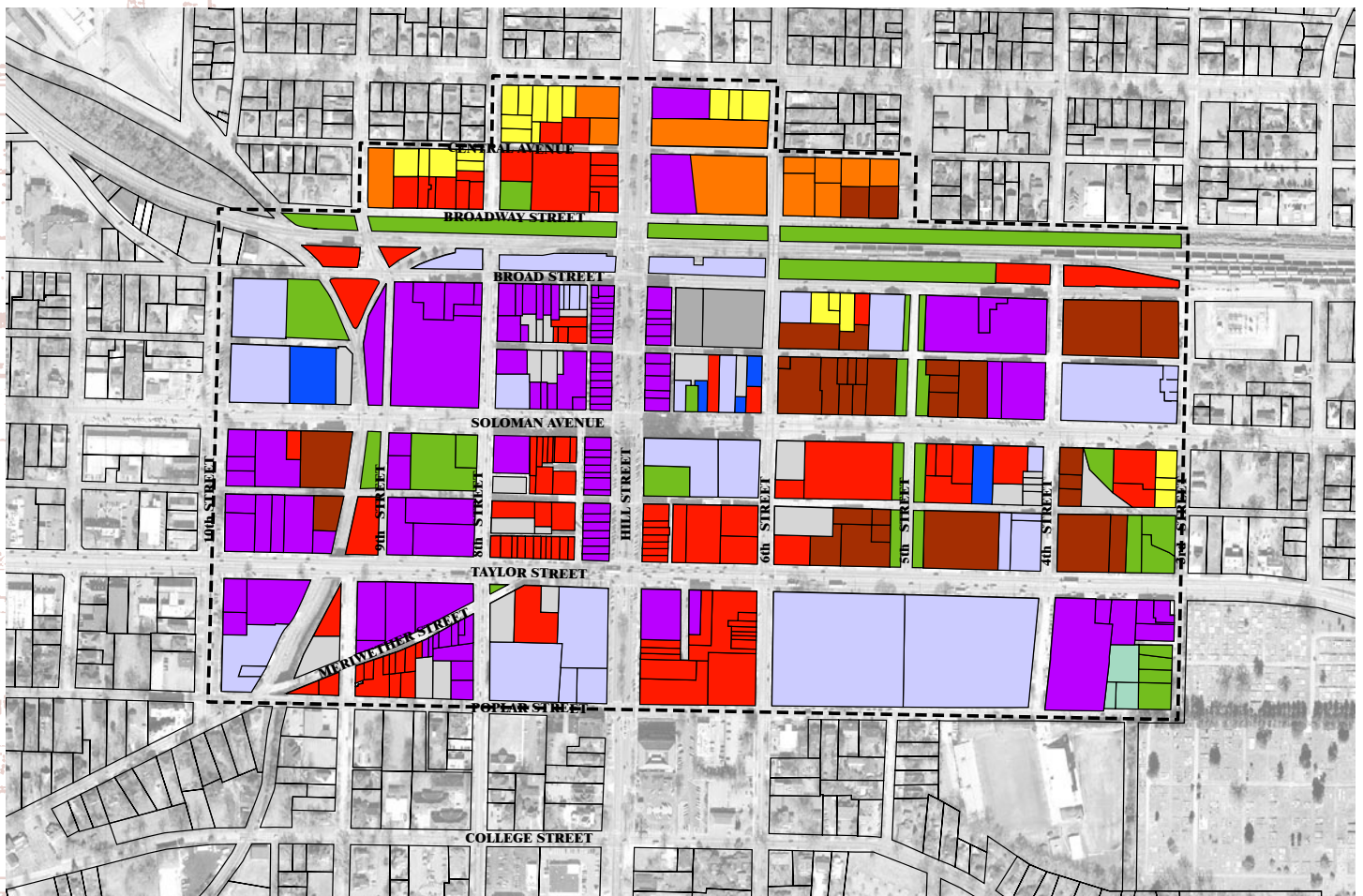


4.3 PROPOSED LAND USE PLAN

The map below provides a rough framework for Future Land Uses within the Downtown area. It should also be noted that the accompanying Illustrative Plan (Fig. 63) provides a more detailed overview of specific building uses, conceptual development forms and future site planning.

The historic 2-3 buildings with ground-floor retail on Hill Street are shown as Mixed-Use (future office and residential above retail). Existing 1-story retail and current City Hall uses on the east side of Hill Street between Soloman Ave and Taylor Street are shown as simply commercial and institutional. The long-term retail area on Meriwether Street is shown as mixed-use. Future development adjacent to the proposed greenspace on Soloman Avenue is proposed as mixed-use. Potential housing sites such as the historic City Hall area (Catalytic Project A), the existing Sock Shoppe area and blocks adjacent to the proposed 5th Street greenway are shown as 2-4 story multifamily housing. The envisioned long-term entertainment area north of the railroad is shown as commercial with rehabilitated lofts and new townhomes adjacent (serving as buffers between existing single-family). Proposed institutional uses are shown at the historic Griffin High School site, the historic post office and along the railroad adjacent to the visitor's center. Existing institutional uses are maintained throughout downtown including current City Hall and several churches.

Figure 20:
Future Land Use Plan



bbp
Prepared for The City of Griffin by Urban Collage, Inc. and Basie Basumann Probst & Associates, Inc.

Single-Family Residential	Institutional
Low-Density Residential	ICU
Multifamily Residential	Open Space
Mixed-Use	Surface Parking
Commercial/Retail	Structured Parking
Office	Proposed TAD Boundary

Future Land Use
October 2007
GRIFFIN, GEORGIA
Downtown Redevelopment Planning



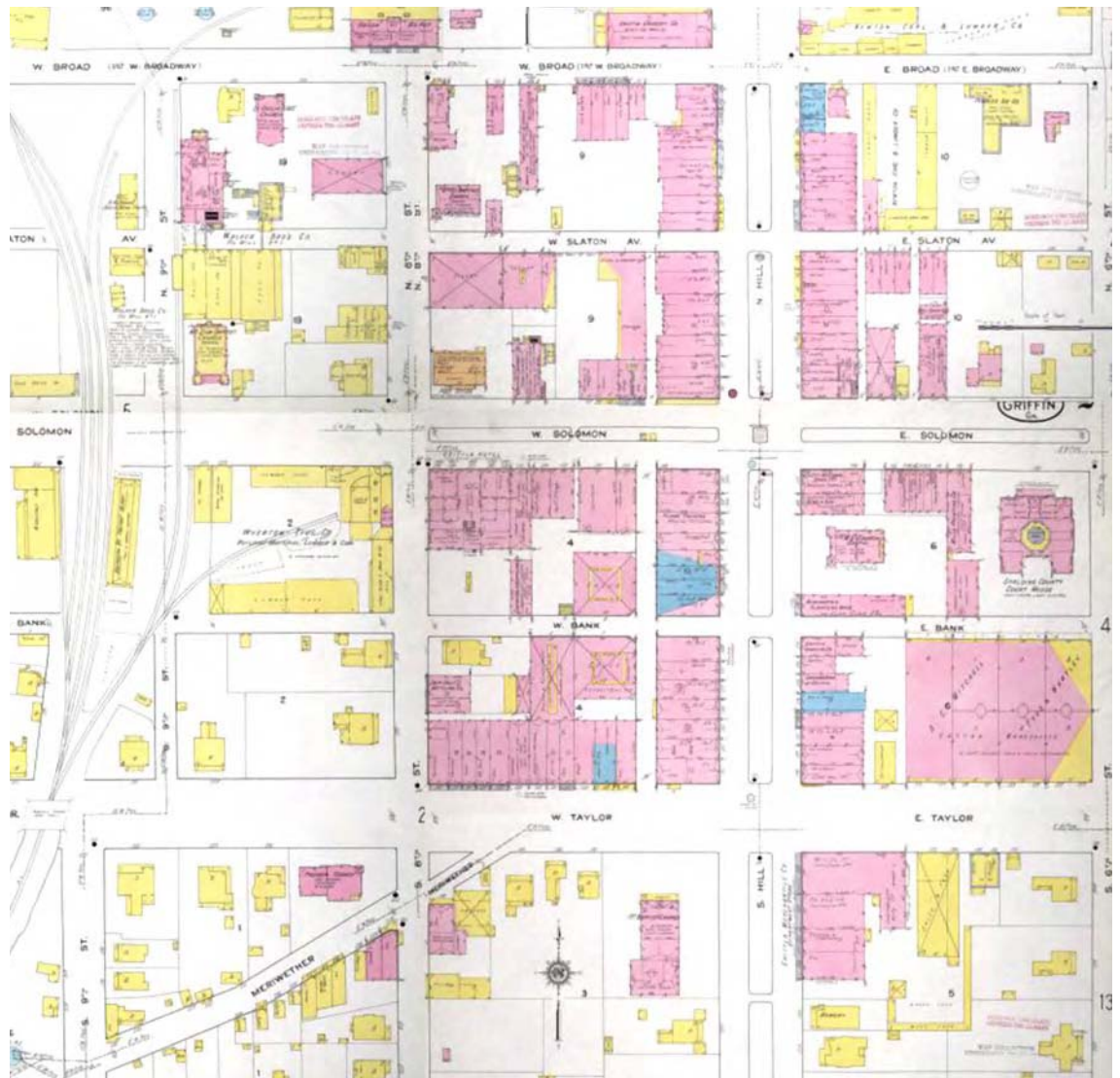
PART 5 - Redevelopment Plan Elements

Part 5 contains the heart of the plan for improving Downtown Griffin. In particular, Part 5 focuses in 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 utilizes the best and most unique aspects the city has to offer.

Griffin was founded to rival Atlanta, and this ambition is present in the original plat of the city, with repetitive blocks and wide streets similar in spirit to the 1811 Commissioners' Plan for New York. This repetition is both an asset and a liability - an asset in that it gives ample room for development and is ideally suited to the dimensions of modern construction, but a liability in the absence of a strong hierarchy of urban spaces that otherwise give a city its unique identity. The Redevelopment Plan recognizes both these conditions; and with careful attention to subtle details in the platting of downtown as well as physical characteristics that have evolved to be "uniquely Griffin", has provided enough of a design layering that civic landmarks become new destinations, and open spaces and streets the glue that holds together the land use districts recommended by the LCI study.

The repetitive blocks are both an asset and a liability

Figure 21:
Sanborn Map showing regular block structure



5.1 KEY DESIGN ELEMENTS

While downtown is fortunate to have rights-of-way generous enough to support impressive landscaped medians, the regularity of downtown's grid plan works to the disadvantage of creating an open space network that provides crucial park space at strategic locations. With the exception of the green spaces at the Taylor Street School (see Project 3 below) there are extremely few parks or plazas downtown, and no single location where the Griffin community can gather to celebrate. The Plan works to overcome this situation by carving new open spaces out of the uniform blocks, much like the DDA has done with the plaza occupying the shell of a former movie theater (Figure xx).

Still, while formal urban space is lacking downtown, there are many opportunities to expand and enhance Griffin's character through its plentiful historic buildings and structures that are rare elsewhere in the state. For example, the beautiful and notable Sixth Street Bridge is a Griffin icon, complete with warning signs that, with their slightly comical message (Fig. 22 below), have become ingrained in the memories of visitors. Equally important is the ironwork balcony on the building at 8th and Broad, or the corner column of the Opera House, or the Hill Street clock, or the old film-processing kiosk on Meriwether Street. All of these and more are part of what makes Griffin special, and part of the Plan's design strategy.

Griffin's unique identity lies in unexpected places

Figure 22:
Warning sign for 6th
Street Bridge



5.2 REDEVELOPMENT PROJECTS

Redevelopment of key sites is essential to the long-term success of downtown Griffin. These sites and their projects – some real, some hypothetical - are described and illustrated on the pages that follow. There are several criteria that play into the choice of these projects including building vacancy, site underutilization, market forces, and property owner’s interests. Stakeholder issues and ideas as well as historic significance have been factored into the design strategy of each project. In each case, demolition of existing structures has been minimized to the extent feasible to preserve the exceptional historic fabric of the city.

The first six (6) projects are considered to be short-term or ‘catalytic’ because they are either in progress or have substantial financial commitments made to them, and their completion will in all likelihood trigger additional revitalization and private sector investment in their surroundings. Economic feasibility and impacts for several of these catalytic projects are discussed in Appendix I. The second ten (10) projects are – with some exceptions - longer-term, mostly hypothetical, and need public sector investment or champions (or both) to be realized. Several of these long-term projects would have radical positive effects on downtown, but because of their scale require focused and concerted efforts to implement. Both the short-term and long-term projects are financially enhanced by the related public improvements projects discussed in the subsequent narrative.

While it is intended that most, if not all, of these projects be developed without the use of significant official urban redevelopment powers, they should nonetheless be considered as eligible official urban redevelopment projects. As such, the development quantities described herein – at least for the catalytic projects - should be taken as the official ‘redevelopment re-use controls’ (with a 10% margin of deviation).

Figure 23:
Downtown adaptive
reuse

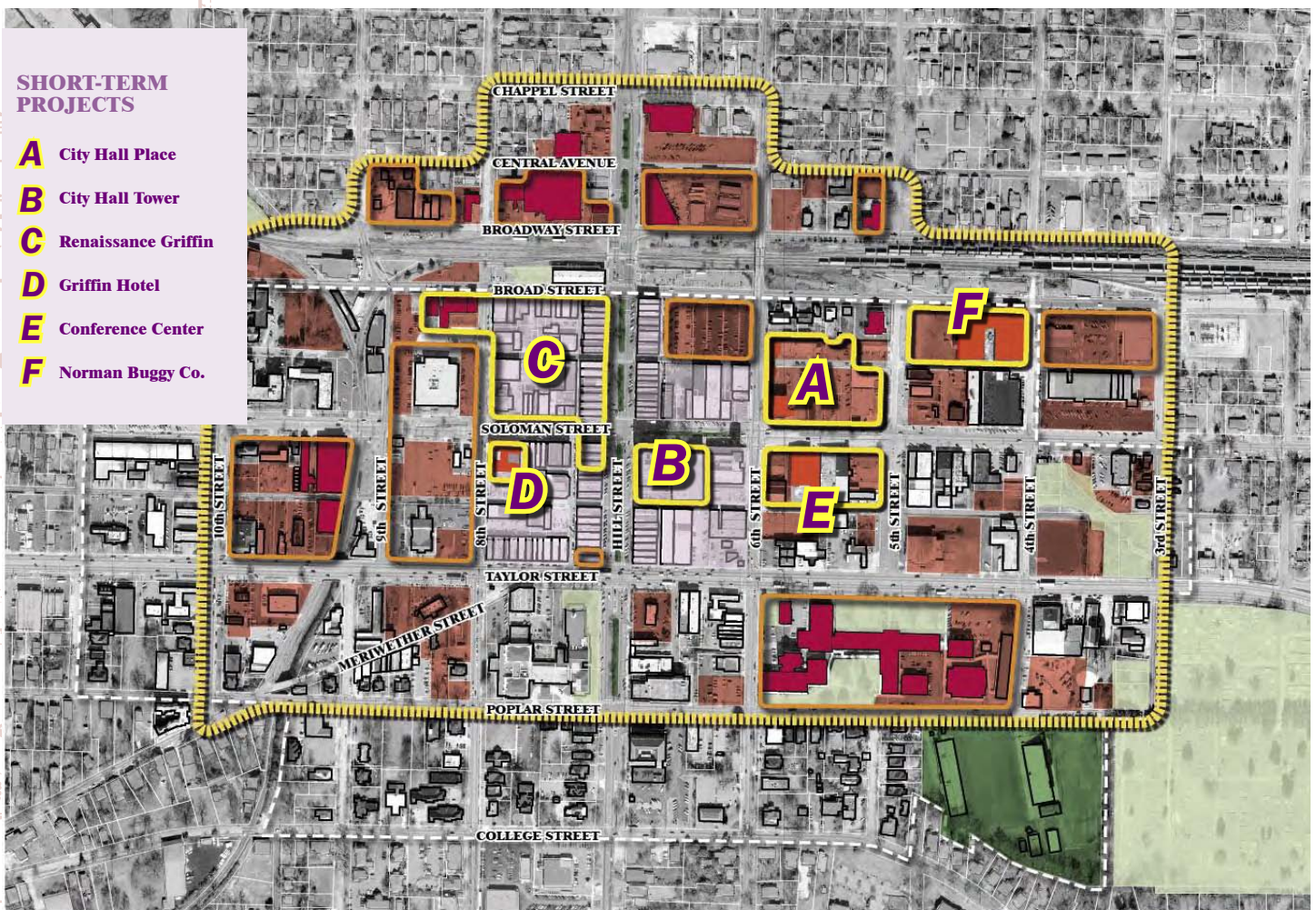


5.2.1 SHORT-TERM (CATALYTIC) PROJECTS

The projects described on the following pages describe six (6) “catalytic projects”, chosen on the basis of intended or planned development activity or significant investment made toward repositioning property. While different in scope, scale and use, each catalytic project has the capacity to effect physical or economic changes in the immediate surroundings, and potentially in downtown as a whole. The catalytic projects should also have a relatively short timeline, with implementation inside of five (5) years. They form the backbone of the URP.

Every catalytic project description includes a brief summary of its economic considerations to gauge whether the project is feasible on its own, or whether implementation is dependent on a subsidy to cover funding gaps – something that could be potentially addressed by a TAD.

Figure 24:
Short-Term
Redevelopment
Projects



SHORT-TERM PROJECTS

- A** City Hall Place
- B** City Hall Tower
- C** Renaissance Griffin
- D** Griffin Hotel
- E** Conference Center
- F** Norman Buggy Co.



Proposed Redevelopment District	Renovation Projects
Short-Term (Catalytic) Projects	Potential Building Reuse
Long-Term Projects	Formal / Informal Open Space
Vacant / Underutilized Properties	
Downtown Core Area	

Redevelopment Project Areas
September 2007

GRIFFIN, GEORGIA
Downtown Redevelopment Planning

5.2.1.1 City Hall Place (Old City Hall Site)

Two (2) redevelopment options are possible for the 6th and Solomon area, both including adaptive reuse / preservation for the historic structures along 6th Street. In the low-density proposal, for-sale townhouses line East Slaton and the Solomon Street frontage. An existing parking structure serves the townhouses to the north of Slaton, allowing a more compact townhouse footprint to maximize the available site. South of Slaton, the townhouses are deeper to provide the same living area but with tuck-under parking. A common green space internal to the block gives these townhouses an additional amenity. The three existing municipal buildings are renovated for commercial space, limited retail, and/or restaurants.

The second redevelopment option proposes retaining the townhouses along Slaton as described above, but includes a two-story multifamily “podium” building with approximately 50 units over an at-grade secured parking lot with +/-85 dedicated spaces. The eastern portion of the at-grade parking is cut into the sloping site and partially concealed from Solomon Street, while the 5th Street frontage gives the impression of a three-story building with parking on the first level. In this option, the historic Old City Hall is renovated as for-sale lofts with a first-floor restaurant. Dedicated parking for the lofts is provided in the podium building, while a small number of spaces accessed from 6th Street are available for the retail uses. The smaller historic buildings at 6th and Slaton are renovated as described above.

Both redevelopment options draw their character from the powerful visual presence of the Old City Hall and the smaller historic buildings, and both have reconceived East Slaton as a very walkable, very urban townhouse or rowhouse street that is usually only found in much

Figure 25:
Catalytic Project A -
City Hall Place



larger cities. In the second option, the character of Solomon Street preserves the continuous urban street edge found in the blocks to the west; and the three-story elevation along 5th Street frames a new landscaped mall or linear park that runs from Broad Street to the Taylor Street cultural center. The first option is more domestic in scale, emphasizes individual townhouse units, and does not wrap around to 5th Street.

Project Economic Profile

Project A has many advantages that factor into its feasibility – a good location near the heart of downtown, valuable historic buildings, and public ownership. Both redevelopment options are built on housing, which is the most realistic land use given Griffin’s sluggish commercial market, as well as the most desired from a policy perspective. With the assumption that the city would underwrite the land cost either through deferred payment or a TAD subsidy, Option B is financially feasible with a 13.6% IRR. Option A, the lower-density solution, performs marginally at 8% and would require a higher level of development subsidy to be considered. Another source of development capital could be connected to the historic city hall, which is eligible for a federal rehabilitation tax credit of 20% of preservation costs, as well as a state tax credit for up to \$5,000. A similar state program, an 8.5-year tax-abatement for certified projects, is available as an option, although it is incompatible with a TAD. A third funding possibility is related to the Georgia Heritage Grant Program, which offers matching grants for up to \$40,000 for preservation development projects on a competitive basis. With this option, the city could submit or support an application for the stabilization or reconstruction of the roof of the old city hall, effectively providing another development subsidy.

It should be noted that there has been recently renewed interest by the Spalding County Housing Authority in the purchase of the city hall site for senior housing. Current development trends in senior independent-living communities favor either a location near a traditional urban mix of uses, or including a mixed-use component in new projects. Given that the conventional residential market is limited in downtown, that seniors represent the best new market possibility for housing demand, that a mixed-use product is common among senior / affordable developers, and that the Authority offer is both significant and serious, the city should strongly consider pursuing this option with the Authority and their development team.

Figure 26:
Sacramento Street
senior mixed-use -
Berkeley, CA



5.2.1.2 One Griffin Center

One Griffin Center’s location, size and parking make it a suitable for many different uses – the highly visible city hall that it is today, but also an excellent office property or an academic building. Its capacity to satisfy different uses is its strength; and while its main drawback is visual – the rather stark and monolithic appearance it provides to a very textured and historic Hill Street – it nevertheless is an anchor for downtown. If the long-term goal is for the city to remain in the building, then it should be identified clearly as city hall by façade improvements and signage.

As a longer-term strategy to improve the building’s street presence, the one-story wing extending south to Bank Street – formerly a Wachovia branch bank but now being occupied by customer-intensive city uses - could be vacated and demolished to create a plaza. Or, if city functions were desired to remain in the highly accessible street-level location, the wing could be redesigned and reconstructed to be an architecturally striking pavilion while providing some of the needed plaza space. An example of this type of treatment is the General Service Administration’s plaza improvements at the Russell Federal Building in Atlanta. A strict Modernist building with a dreary plaza, the complex has been enlivened by the addition of a highly sculptural entry pavilion, and the plaza has been much improved with landscaping. A similar design application in a new development in London is shown in Figure 27. In the case of One Griffin Center, a new pavilion could act as the symbol of city hall and downtown revitalization.

Figure 27:
Community housing
pavilion in London

*INSET: Solomon Street
Looking East*





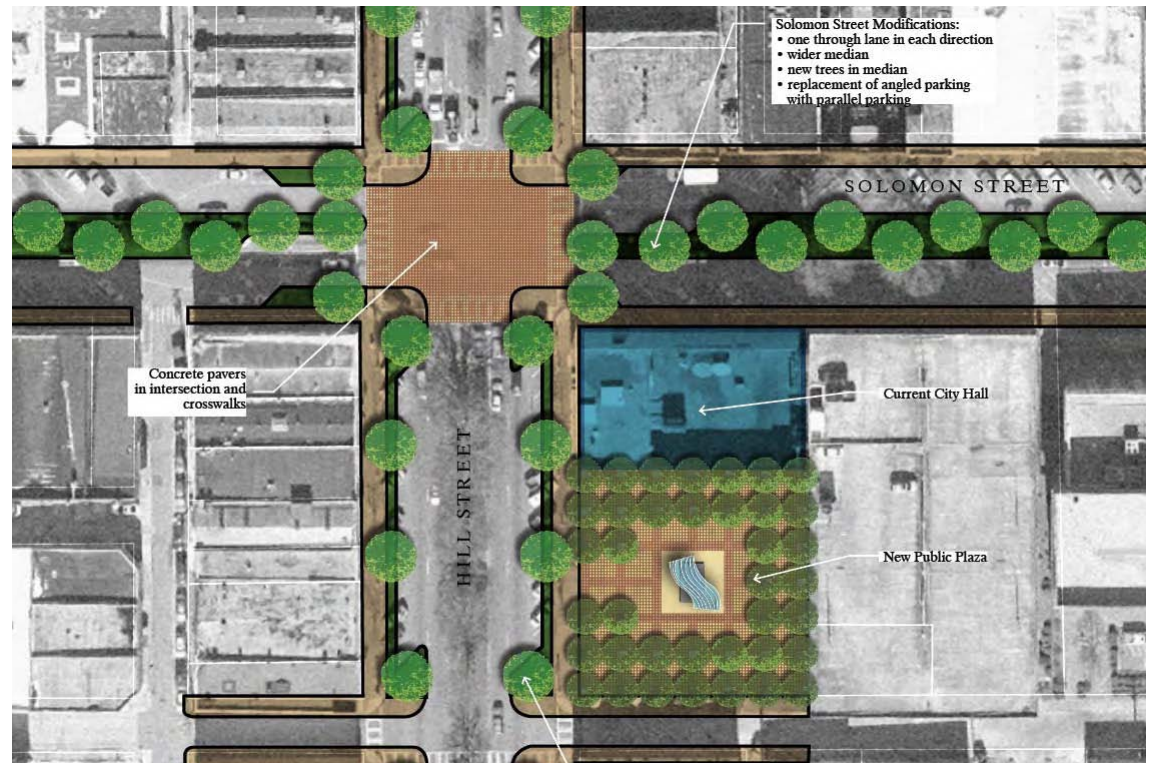
One Griffin Center is also connected to the Hill / Solomon intersection, where the LCI study recommended creating “Griffin Square”. While the symbolic importance of the intersection is undisputed, the actual occupation of this space for public use is somewhat limited to a few times each year at best. With the provision of the plaza at the building’s south wing, smaller events that might not warrant closing both streets to traffic could still take place, while larger events would have the benefit of two focal areas that are tied together by design. According to historic postcards, the intersection contained a large obelisk-type monument that was probably removed for traffic concerns. Similar hardscape treatment and lighting between the intersection and the plaza could unite the two spaces into one composition, with the sculptural pavilion acting as the reconstituted monument symbolizing Griffin’s future instead of its past.

Project Economic Profile

One Griffin Center is an excellent commercial property in the heart of downtown, and a superlative facility for city hall. That said, of the 70,000 square feet in the building, the city utilizes about 52% over five floors; while existing tenants lease about 18% of the total space - leaving approximately 30% of the building vacant. The city’s space usage per floor varies from an entire floor to as little as 5%. Current lease rates average about \$7 per square foot.

Because the financial futures of One Griffin Center and the old city hall site are intertwined, it is recommended that the city undertake a programming / space needs analysis to determine both future requirements - short-term and long-term - to find the best strategy for optimizing the use of One Griffin Center while offering the maximum amount of leasable space to the market. Similarly, the city should strive to increase lease rates to between \$12 and \$13 per square foot – a reasonable market rate for downtown. This may require some base building improvements or limited tenant fit-up, which could be part of the space needs analysis. The short-term goal should be maximizing both the city’s efficient use of space and the amount of revenue generated from leases.

Figure 28:
Catalytic Project B -
One Griffin Center
and plaza



5.2.1.3 Renaissance Griffin

Renaissance Griffin is a local initiative that is attempting to revitalize a roughly three-block area along Hill and Broad streets (or about one-third of the historic building stock in downtown). Renaissance Griffin's strategy basically consists of six steps:

1. **Option** should include as many properties as possible in the revitalization area;
2. **Attract** as many investors as needed to purchase and rehab the buildings, based on the number of options secured;
3. **Improve** and renovate the buildings to bring them up to high-value market standards;
4. **Recruit** top-tier businesses to lease the revitalized space, which would be timed to come on line with the UGA campus expansion and the completion of the Sun City Peachtree and Heron Bay developments;
5. **Distribute** annual revenues from the net rental cash flow to the investment group; and
6. **Liquidate** the assets in ten years or earlier if downtown revitalization has accelerated.

In physical terms, Renaissance Griffin can be thought of as a conventional master-developer project, with a major difference in that it deals with incremental land acquisition and historic preservation. It is also extremely similar to a redevelopment project that would be undertaken

Figure 29:
Catalytic Project C -
Renaissance Griffin



by a municipal development authority, particularly given its broader mission of downtown revitalization. The types of potential tenants – luxury goods and services targeted at a mature demographic – are not represented currently in downtown, but could be profitable if downtown marketing efforts are successful at promoting the city to active seniors. The risk is that enough initial capital is unavailable to secure and rehabilitate properties, and that the target market does not materialize.

Because Renaissance Griffin is a private-sector revitalization project on a public scale, it is an important catalytic project and should be supported by the city, especially since one of the most significant long-term projects – Griffin Green – is adjacent. Many of the buildings in the project area are notable for their historic merit and their architecture, especially the building at 8th and Broad shown in Figure xx. Renaissance Griffin should therefore stress historic preservation as a major facet of its branding strategy. Likewise, the pedestrian environments of Slaton and Hill streets should be improved as described in Section 5.3 to support the project.

Project Economic Profile

Given that the categories of target businesses reflect to some degree retail “leakage” out of downtown, it is probable that enough retail market exists to make the project feasible. The drawbacks include assembling enough initial capital, overcoming the unknown costs inherent in historic preservation work, and positioning the properties to be competitive in the marketplace. Nevertheless, the “no debt” structure of the project minimizes financial risk – as it also guarantees no determined outcome for the city. For this reason, the city should consider acting as a partner in the project, possibly by offering façade grants, assuming responsibility for the streetscape improvements, assisting with marketing, and other associated support functions.

Figure 30:
Renaissance Griffin
key project



5.2.1.4 Griffin Hotel

The Griffin Hotel is a historic landmark located across Solomon Street from the Old Post Office. It is in the process of being renovated into 40 large suites – half the number of units in the original hotel. A popular restaurant, Slices, occupies a ground floor storefront space and provides visibility and momentum to the project. As in the adjacent Renaissance Griffin project, historic authenticity should be the project’s theme. The renovation should follow the original design of the hotel as closely as possible, including removing the inappropriate paint at the main entry, replacing the windows with compatible 1/1 units, recreating accurately the fine-grained mullion pattern of the original storefront transom windows, and reconstructing the historic cornice. Historically-inspired neon signage would also be appropriate for this use.

Project Economic Profile

Given the right level of restoration and finish as well as a comparable amenities package the Griffin Hotel would be locally competitive, particularly with the lack of availability of higher-end boutique suites. Feasibility would be enhanced further with the completion of the proposed conference center two blocks away, even considering the possibility of another hotel in the conference center development. The expansion of UGA’s nearby Griffin Campus will add another potential source of customers. Like Renaissance Griffin, the city should support this project through streetscapes and preservation grants as well as working to insure the development of the conference center.

Figure 31:
Catalytic Project D -
Griffin Hotel



5.2.1.5 Griffin Conference Center

Despite the lack of available development information regarding the proposed conference center in the block immediately east of the county courthouse, the project was included in this section because it has evidence of ongoing adaptive reuse work (Figures xx) and because it is vitally important to the future of downtown. Ideally, the conference center would include restaurant and hospitality uses as well as events space, and would reuse the major historic buildings on the site including those on 6th Street and the one currently under renovation.

Project Economic Profile

Further development details are needed to assess the economic feasibility of this project.

Figure 32:
Conference Center
building rehabilitation



Figure 33:
Catalytic Project E -
Griffin Conference
Center



5.2.1.6 Norman Buggy Company

Currently under construction, the Norman Buggy Company project is a classic adaptive reuse loft-style development of a warehouse facility on Broad between 4th and 5th streets. The project will contain fifty-five apartments ranging in size from 900 to 1,200 square feet. The existing building occupies roughly half the site. It is proposed that an additional multifamily project of approximately 24 units (or 25,000 square feet) be developed on the western portion of the site, along with secured surface parking.

Project Economic Profile

Market demand for units in Project F is currently limited, although the situation may change with the UGA campus expansion. Most loft residential demand in Griffin will come from the redistribution of housing preferences within the city – but this assumes a critical mass of both new residential and retail is developed downtown. For this reason, it is essential that the adjacent Catalytic Project One be moved forward to build market security, as is the implementation of the 5th Street Mall project described in Section 5.3.

Figure 34:
Catalytic Project F -
mill courtyard



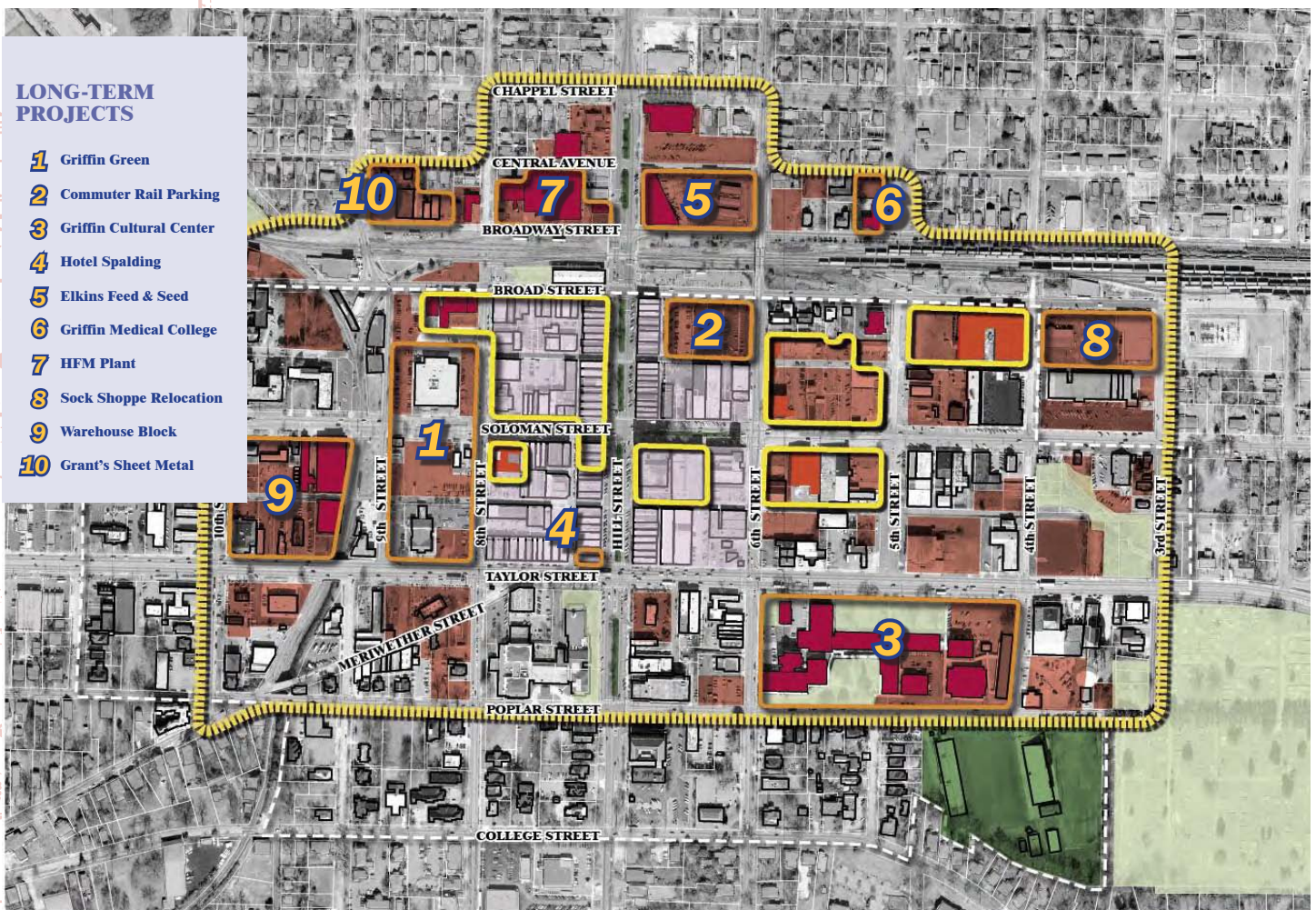
Figure 35:
Catalytic Project F



5.2.2 LONG-TERM PROJECTS

Long-term redevelopment projects are generally more hypothetical in nature than the catalytic projects, and in some cases more ambitious. They were selected on the basis of LCI recommendations, or involve property that is severely underutilized or for sale. Fittingly, the timelines of these projects varies from five to twenty-five years depending on their complexity and market conditions. Some projects are also dependant on forces partially or entirely outside the city's control, although no project is so reliant on one program element that it could not be adapted to suit the needs of other users. The long-term projects also reflect the plan's goal of equalizing economic development throughout the TAD area, especially north of the railroad. While many additional redevelopment opportunities are indicated in brown in Figure xx below, the long-term projects differ in that they should be given priority status and financial or organizational support.

Figure 36:
Long-Term
Redevelopment
Projects



Redevelopment Project Areas
September 2007
GRIFFIN, GEORGIA
Downtown Redevelopment Planning

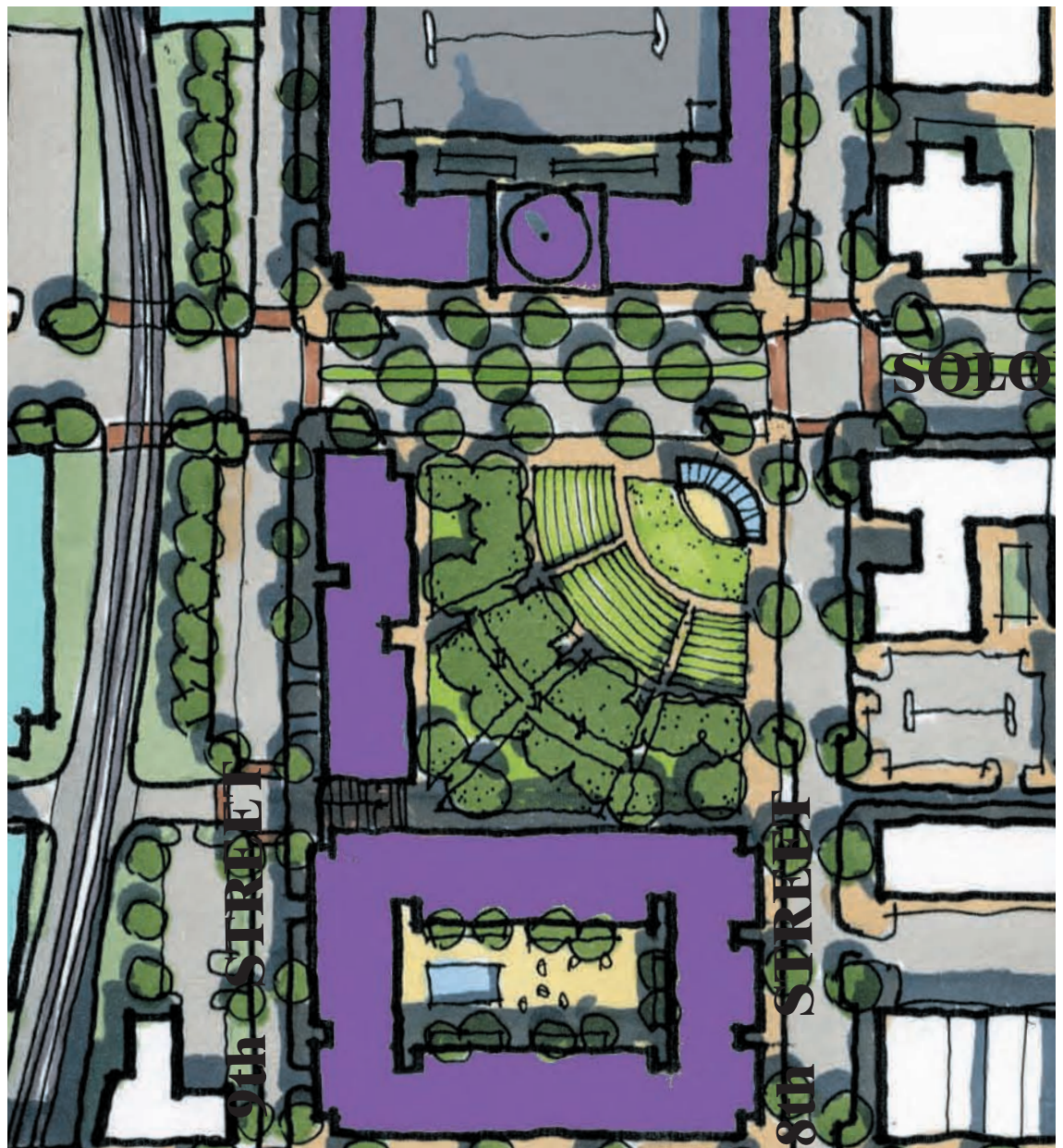


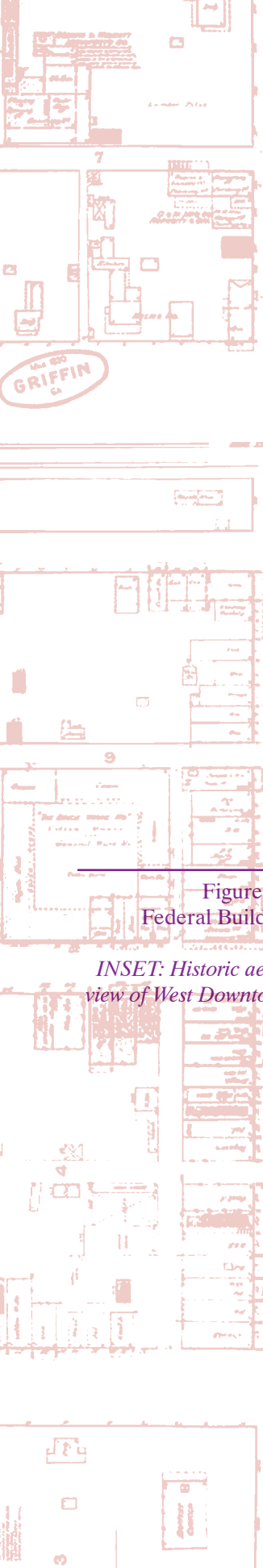
5.2.2.1 Griffin Green

Encouraged by the LCI program, cities in the Atlanta metro region are discovering the economic and social benefits of constructing town squares or greens ringed by mixed-use development, often with new civic buildings in prominent locations. While space is limited to retrofit downtown Griffin with such an arrangement, there is substantial underutilized land on the west side along Solomon Street that such an improvement could be possible.

The idea behind the Griffin Green involves creating a town center park in the parcels containing surface parking between 8th, Solomon, 9th, and Taylor Streets. The park is framed on the 8th and 9th Street sides by new residential development, and by new mixed-use along Taylor Street. It is open to Solomon Street and the existing post office building to the north. The concept plan illustrates one possible design, which is similar in form and program to that of Suwanee, GA's new park. It includes a small amphitheatre with lawns and other passive greenspaces adjacent to it. The design takes advantage of the drop in grade from east to

Figure 37:
Griffin Green





west, allowing the park to be relatively flat while accommodating 1 level of structured parking under a large portion of the site (accessed from the 9th Street side). The Solomon Street median and streetscape treatment extends west enough to include the front of the Green, but is modified so that the hardscape design used in the Green is extended across Solomon to engage the front elevation of the post office building.

The second key component of the Green is the post office itself. As it stands, the modernist site plan of the post office is at odds with the design principles of traditional urbanism, but the peripheral parking could be improved with landscaping and provides functionally enough spaces without overwhelming the site. Likewise, the architecture of the building has a civic presence, and the facility could be expanded vertically to give it more dominance along the street. Part of the design strength of the ensemble comes from the impression that the solid block of the post office has been slid out of the Green, leaving room for the park space. However, to fully realize the type of town center being built elsewhere in the region, it is recommended in the long term that the postal function be relocated to a new facility where truck access is easier, and that the existing building either be improved or rebuilt with a municipal use tied to the city - ideally as a new City Hall if One Griffin Center becomes too valuable as a fixed asset or if the city's space needs change.

The Griffin Green and mixed-use municipal center not only create an identifiable center to the downtown, but would support the goals and program of Renaissance Griffin (see below) and catalyze further redevelopment in the blocks to the east, west and south. The post office function could be reinstated in a limited way in the historic 1920s Post Office Building at the northeast corner of Soloman and 8th.

Figure 38:
Federal Building

INSET: Historic aerial view of West Downtown



5.2.2.2 Commuter Rail Parking

The LCI study identified three possible locations for the proposed Atlanta-Macon commuter rail station and parking facility, including two at Hill Street and one at the Thomaston Mill. Of the three, only the Hill / Broad corner combines a key downtown location with a prime parking site. Project 2 provides this future parking on the large surface lot owned by Spalding County, which currently serves both the city and the various county functions in the immediate vicinity. Long-term redevelopment of this lot into multilevel deck parking could supply upwards of 110 spaces on each level, with two-story storefront retail, office or restaurant space wrapping the sides exposed to Broad, 6th, and Slaton. Assuming a six-level deck with this storefront shell space, Project 2 could add 12,000 square feet of downtown commercial space with room for at least 600 cars. Funding sources could include GDOT, Spalding County and the city with enough parking to serve commuters, municipal functions, and downtown businesses.

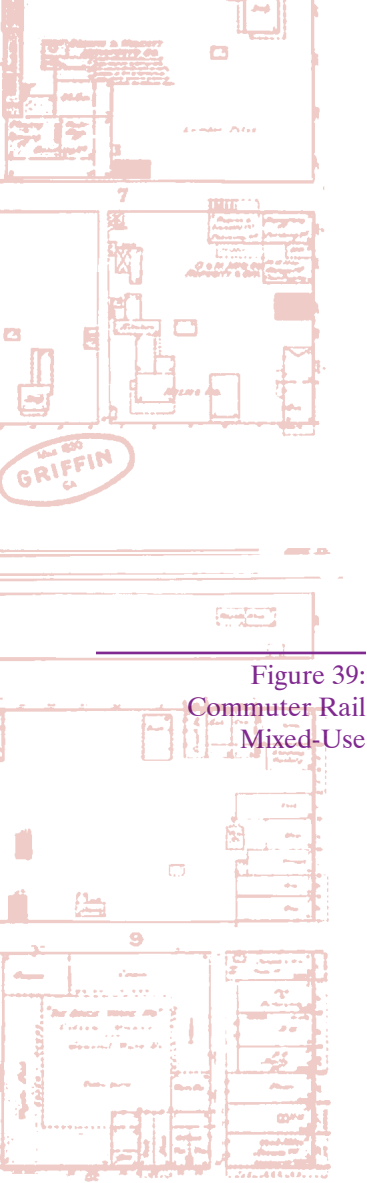


Figure 39:
Commuter Rail
Mixed-Use

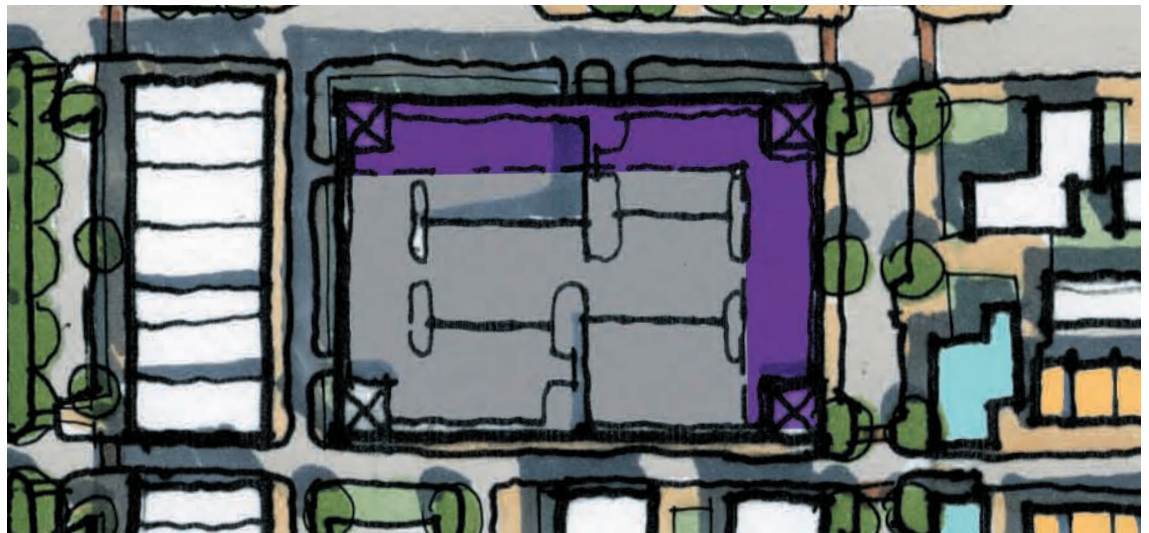


Figure 40:
Existing county
parking lot

*INSET: Griffin Union
Depot*



5.2.2.3 Griffin Cultural Center

Some of the most important historic buildings in downtown Griffin are concentrated within a two-block area at the south end of 5th Street on the grounds of the Taylor Street Middle School. Especially significant are these National Register properties:

- **The Sam Bailey Building** – a two-story brick Italianate structure built in 1870 as the Griffin Male Institute, a private school for boys. The oldest public school building in the city, it became part of the city school system in 1883;
- **The Old High School** – built around 1890 in a Late-Victorian style, it features a three-story tower that dominates the school grounds;
- **The Hawkes Free Children’s Library** – a brick-and-limestone classical revival building designed by the noteworthy Atlanta architect Neel Reid, it was completed in 1916 as the first (and only) philanthropic project by industrialist Albert Hawkes.

In addition to these, mid-century designs like the Griffin Auditorium and the middle school itself provide a contrast to the older resources; while the stone gateposts of the athletic field to the south add a historic landscape element to the complex.

The LCI study recognized the unique historic situation and cultural value of this site by recommending that upon the planned relocation of the county school function, the site be improved as a public park and cultural center. Project 3 builds on this idea with renovations of most building, selective demolitions, consolidated parking, and new landscape design terminating the proposed 5th Street Mall (or linear park) described in the following sections. Some existing functions like the auditorium, the gymnasium, and the library could remain,

Figure 41:
Taylor Street School
Property

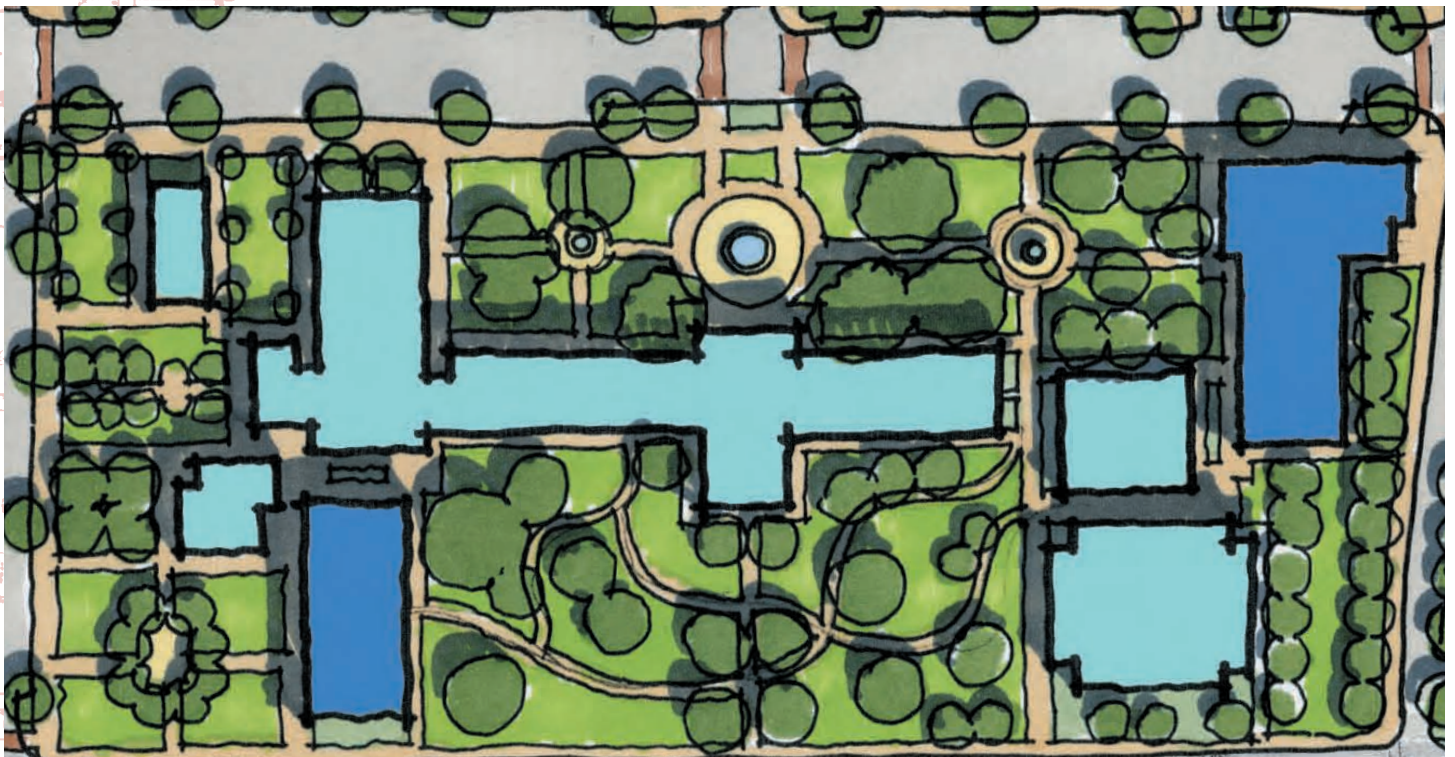
INSET: Griffin High
School campus



while other cultural uses – art studios / galleries, black box/ community theater, local history or other museum, children’s activity spaces – could be retrofitted into the restored historic buildings or built new.

The postcard view of the high school complex (Inset, Figure 41) at its pinnacle in the 1950s provides a vision for how the site could be redesigned to take advantage of its unique qualities. Demolition of portions of the middle school building and the small annex to the south, as well as the surface parking lots adjacent to the Bailey Building, could provide enough space to have significant parks to the north and south. Additional demolition to the south of the auditorium building, in combination with a new building approximating the footprint of the 1940s High School (#5 in view), could create a smaller park or plaza that would showcase the Victorian building. Another new facility could be constructed at the corner of Taylor and 4th to enclose the north lawn and enhance the design of the Bailey Building. Parking for the complex could be accommodated in a new deck north of Taylor at 4th or 5th street.

Figure 42:
Griffin
Cultural
Center



5.2.2.4 Hotel Spalding

The former Hotel Spalding (or Griffin Professional Building) is an excellent opportunity to increase the residential core of downtown by retrofitting as apartments or condominiums with ground-floor retail space. The five-story building, currently on the market, is a good example of 1920s commercial architecture, and anchors the south end of the historic downtown as well as acts as a gateway to the district. It has a superb location one block from both Griffin Green (Project 1) and the Cultural Center (Project 3). While limited parking presents a difficulty for residential reuse, some dedicated parking could be provided behind the building or in the city hall deck. Alternatively, if the market improves from the expansion of the UGA campus, the project could be recast as a small hotel or student housing.

Figure 43:
Hotel Spalding and
surroundings



Figure 44:
Existing building with
Taylor Street

INSET: Hotel Spalding
and War Memorial



5.2.2.5 Akins Feed & Seed

Project 5 is an LCI recommendation for the long-term future of the current feed store. While it is a stable business that contributes to the retail diversity of downtown, the Hill Street location and adjacency to the potential commuter rail station makes the land extremely valuable as a residential or mixed-use project. The site could easily accommodate twenty-five new townhouses with tuck-under parking, as well as 15-20 loft apartments or condos and a small amount of retail or restaurant space in the renovated historic buildings along Hill. Given the need to extend downtown (and the unique character of Hill – see Fig 46 inset) north of the railroad and introduce ownership opportunities into an area that is dominated by rental properties, Project 5 deserves priority consideration in the long-term implementation work plan.

Figure 45:
Akins Feed & Seed

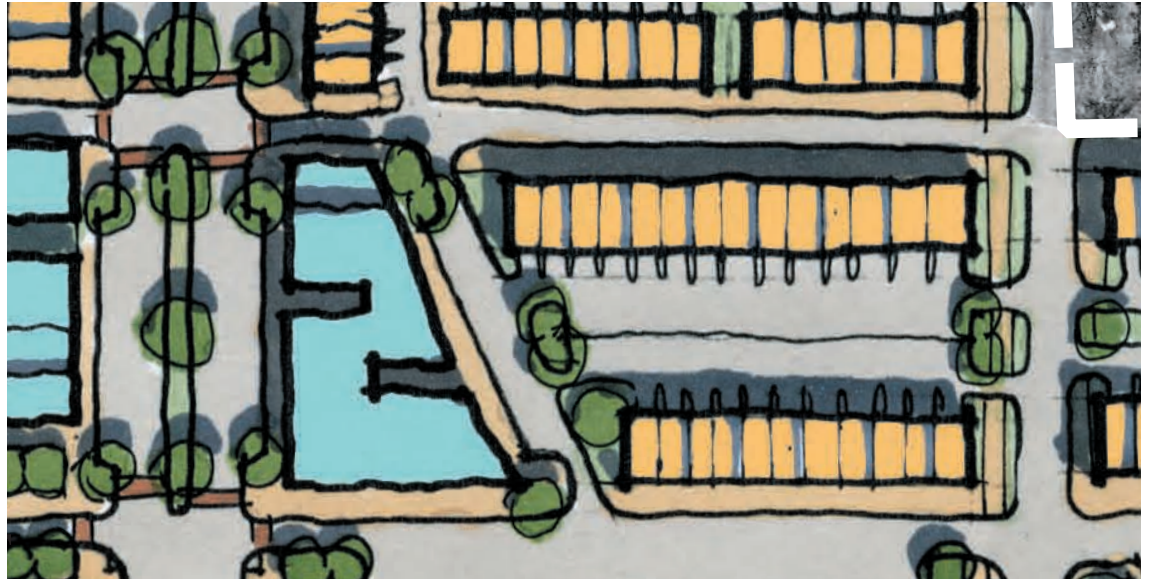


Figure 46:
Akins Feed & Seed

*INSET: Hill Street
looking north from
railroad*



5.2.2.6 Griffin Medical College

The landmark Griffin Medical College building is the only pre-civil war educational structure remaining in Griffin. The house, built in the 1850s, was converted to college use in 1859 but changed to the Goddard Hotel in 1873. After remaining as a hotel through the first decades of the 1900s, it was remodeled and expanded into apartments. The adjacent house was built in the 1870s; together the structures are the oldest along the railroad frontage and highly valuable to the downtown context. Because of its historic architecture and details, favorable plan and large lot, it is recommended that the long-term strategy be to convert the property to a premium inn or boutique hotel with the smaller house as an annex, with the potential for 12,000 square feet of hospitality space. The location adjacent to the potential 5th Street Mall / Greenway and the relocated (pedestrian) truss bridges as well as the proximity to an entertainment district on West Broadway further supports the hospitality program.

Figure 47:
Griffin Medical
College



Figure 48:
Griffin Medical
College building



5.2.2.7 HFM Plant

Like the Akins Feed & Seed redevelopment, Project 7 is an agriculturally-related use that occupies a key location in the downtown. The four-story mill plant dominates the railroad frontage west of Hill Street, but is cluttered at street level with loading docks and metal sheds. A large single-story brick warehouse occupies most of the Central Avenue side but has few openings on to the street. The structure contributes to the railroad landscape with its industrial vernacular and could be adaptively reused as loft residential; however the proximity of future lofts at Thomaston Mills and the prospect of capturing the new UGA student market suggest an entertainment or themed restaurant use, possibly in combination with a live music venue. Parking could be accommodated along Broadway or in a portion of the building, as well as in the adjacent block to the north. While the LCI recommended creating an entertainment district along Solomon Street between 8th and Hill, relocating this district north to Central Avenue would align better with the smaller pedestrian scale of the street and potentially link directly to the Thomaston Mill project and its park and greenway trail.

Figure 49:
Mill Tower Block



Figure 50:
HFM Plant



5.2.2.8 Sock Shoppe Relocation

Project 8 is an LCI recommendation supporting the creation of a residential district east of 6th Street. Relocating the Sock Shoppe would make available one full block for redevelopment as multifamily residential, with the potential for xxx units over xx,xxx square feet of space, further contributing to the critical mass of residential initiated with catalytic projects A and F. The LCI also noted that a new Hill Street location for the Sock Shoppe would strengthen downtown retail; however there are limited sites large enough to provide the space and parking needed without demolition of buildings in the core historic district. Two possible relocation sites could be the redevelopment of the Kentucky Fried Chicken store at the southeast corner of Hill and Taylor, or the existing Porter Company building at Hill and Chappel Street providing that property is vacated as well. Alternatively, the Sock Shoppe could find space in a renovated Thomaston Mill, which although not directly on Hill Street nevertheless has good exposure to Experiment Street and could be designed as a true “textile warehouse outlet”.

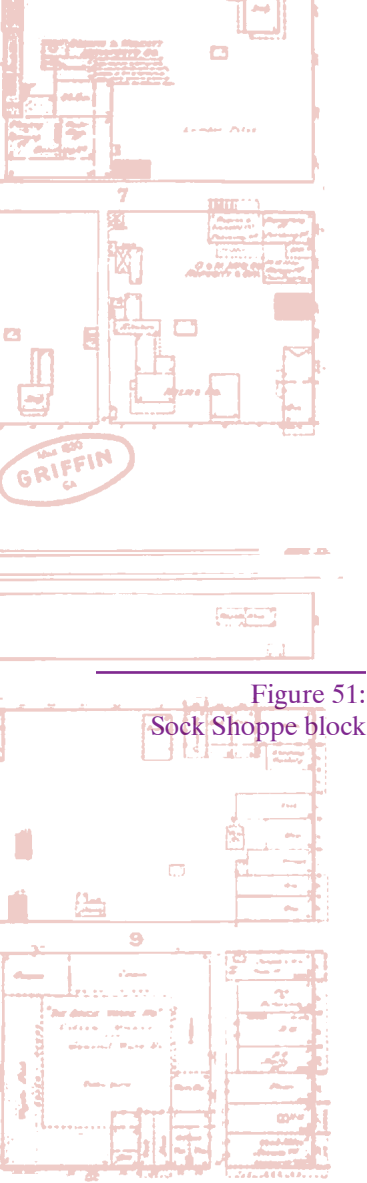


Figure 51:
Sock Shoppe block

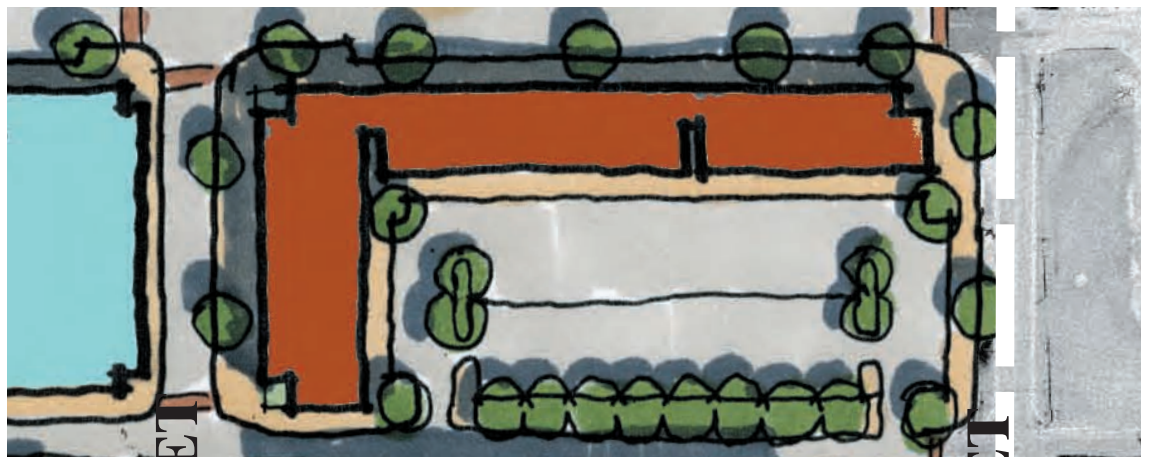


Figure 52:
Existing retail store

INSET: Typical Griffin mill complex



5.2.2.9 Grocery Warehouse Block

Project 9 is a two-block redevelopment anchored by the adaptive reuse of a former grocery warehouse complex as multifamily residential. The property, currently for sale, is directly across Solomon Street from the successful Dovedown development, itself a warehouse renovation. Most of the remaining existing uses on the block are low-density strip commercial such as a car wash and a fast food restaurant. The Project 9 buildout could ultimately provide 70,000 square feet of mixed-use residential/office with 30,000 square feet of storefront or historic mill retail. The location near Griffin Green could be considered a premium.

Figure 53:
Grocery Warehouse
block



Figure 54:
Main Warehouse
building
*INSET: Dovedown
development*



5.2.2.10 Grant's Sheet Metal

Project 10 is important because it is the last piece in the redevelopment of the railroad frontage between 5th Street and the Thomaston Mill, and the first project north of the tracks along the improved 9th Street corridor. The property is currently for sale, with only the Sunshine Grocery at 8th Street as an active business. Redevelopment potential is limited to the south half of the block due to the single-family homes along Central Avenue however; without acquiring the balance of the block, future development of the site consists of renovation of the existing buildings for commercial or lofts, or construction of 10 new townhouses.

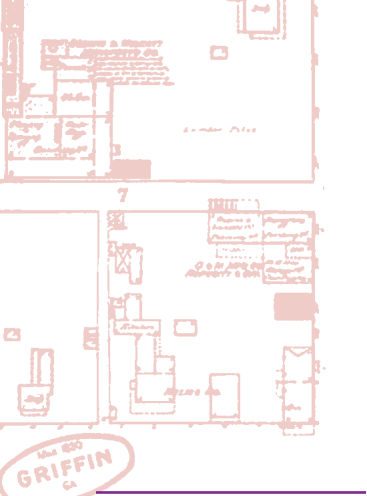


Figure 55:
9th & Broadway block

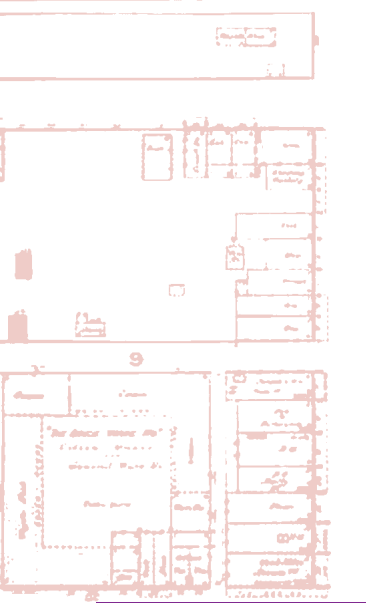


Figure 56:
Grant's Sheet Metal

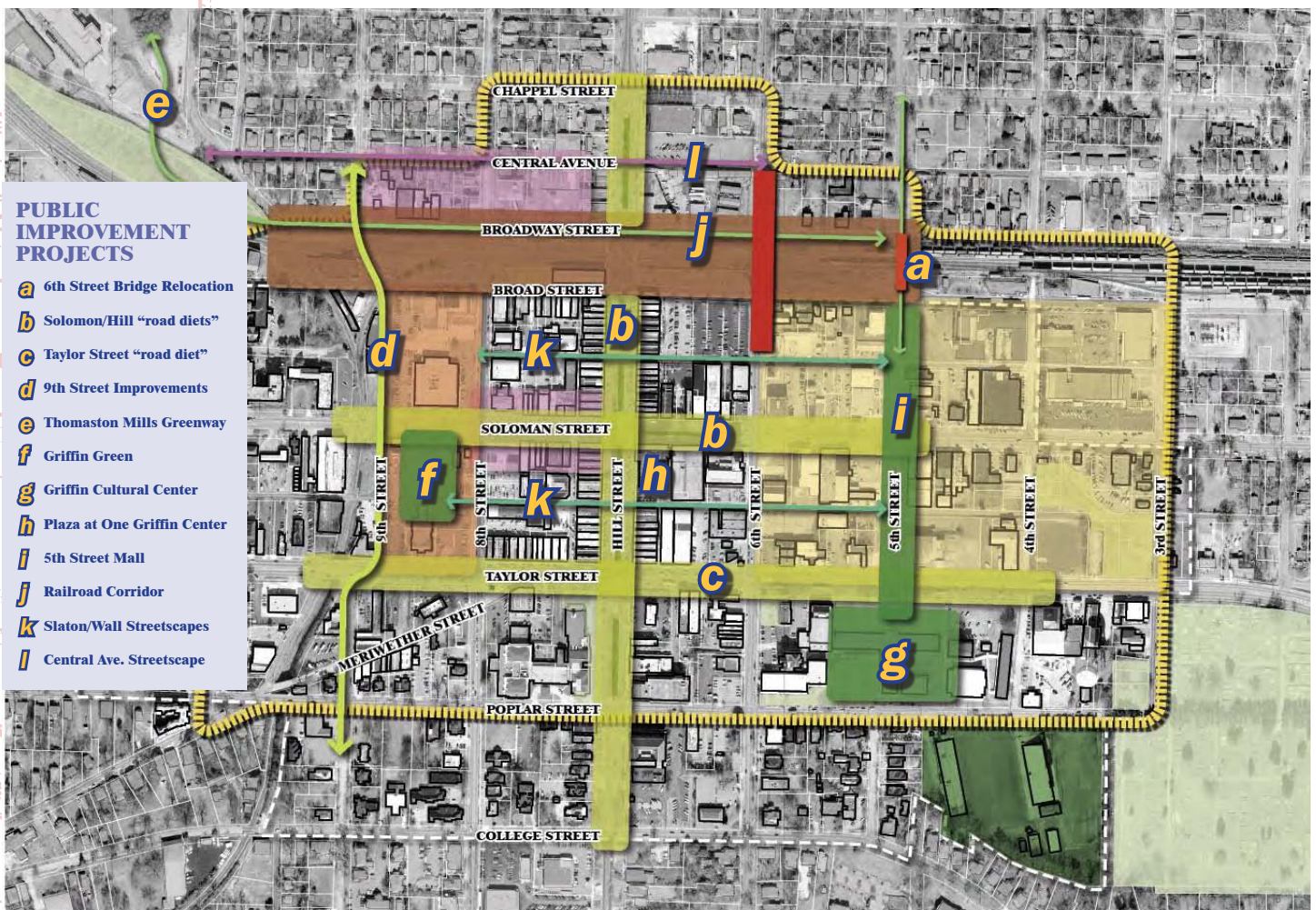


5.3 PUBLIC IMPROVEMENTS PLAN

The following public improvements are meant to provide the aforementioned catalytic and long-term redevelopment projects with a connective framework to existing goods, services and other downtown destinations. The majority of these projects target improvements to pedestrian zones, although several include the establishment of improved automobile and bicycle connections over the railroad tracks and throughout downtown. Many of these projects were introduced as part of the recent Livable Centers Initiative (LCI) Study. Collectively, these projects seek to bring a heightened sense of safety between the pedestrian and the automobile while establishing much-needed public open space throughout Downtown Griffin.

The map below and accompanying key (at left) indicate the locations and extents of the public improvements that are explained on the following pages.

Figure 57:
Public Improvement
Projects Map



- PUBLIC IMPROVEMENT PROJECTS**
- a** 6th Street Bridge Relocation
 - b** Solomon/Hill "road diets"
 - c** Taylor Street "road diet"
 - d** 9th Street Improvements
 - e** Thomaston Mills Greenway
 - f** Griffin Green
 - g** Griffin Cultural Center
 - h** Plaza at One Griffin Center
 - i** 5th Street Mall
 - j** Railroad Corridor
 - k** Slaton/Wall Streetscapes
 - l** Central Ave. Streetscape

Prepared for The City of Griffin by Urban College, Inc. and Danie Beaumont Frost & Associates, Inc.

Proposed Redevelopment District	Major Streetscapes
Residential District	"Image" Corridor
Mixed-Use District	Bridge Projects
Entertainment District	Pedestrian Corridors / Trails
New Open Space Elements	

Public Improvements Plan
October 2007

GRIFFIN, GEORGIA
Downtown Redevelopment Planning

5.3.1 TRANSPORTATION / CIRCULATION IMPROVEMENTS

5.3.1.1 - 6th Street Bridge/Relocation

Not only does 6th Street currently provide the only grade-separated corridor in downtown, but the existing (historic) railroad bridge is scheduled to be replaced by GDOT. With the new bridge, through traffic levels are anticipated to increase as more vehicles take advantage of the improved automobile crossing at 6th Street. Taken from the LCI Study, “Relocate the existing 6th Street through-truss bridges as a pedestrian-only bridge. The appropriate location has not been determined but it could serve as a pedestrian bridge over the railroad at 5th Street, creating a new pedestrian crossing, or be incorporated into the proposed multi-use trail system.” This study furthers a potential link made by this bridge by proposing a pedestrian mall along 5th Street (see project 5.3.2.4).

A similar project can be found in Chattanooga, TN, where the historic Walnut Street Bridge was relocated to a more appropriate crossing and retrofit as a pedestrian-only passing.

5.3.1.2 - Solomon Street/Hill Street “road diets”

Both projects taken from the recent LCI Study:

Regarding Soloman Avenue, “To reinforce the retail activity on Solomon Street, the cross section between 9th Street and 5th Street is changed to be one lane in each direction, separated by a landscaped median. Parallel parking is provided on both sides of the through lane. Sidewalks are widened where required. Turning movements need to be analyzed to determine if turn lanes are required at the intersections. Solomon Street between Hill Street and 8th Street can be closed occasionally for street festivals in support of the new Entertainment District.” (*note changing Soloman from having 45-degree parking to parallel parking*).

Regarding Hill Street, “With the relocation of SR 155 traffic to McDonough Road, Hill Street traffic becomes primarily local traffic. The lessened traffic levels allow the street to be redesigned to support increased pedestrian activity. Within the core area of downtown

Figure 58:
Solomon Street,
looking west towards
Hill Street





between Taylor Street and Broad Street, the asphalt is removed and the roadway cross section is changed to be one lane in each direction of the landscaped median, with parallel parking on each side of the median and widened sidewalks. North of Tinsley Street to Georgia Avenue, the roadway transitions back to a two-lane cross section without a median. Wider sidewalks are provided at their existing locations to encourage pedestrian connections to the revitalized Northside Elementary site and the proposed Kelsey Multi-use Trail.”

5.3.1.3 - Taylor Street “road diet”

“Sidewalks in the downtown core between 9th Street and 4th Street should be widened within the existing curb line. If the southern bypass (T-2) is not constructed, the Taylor Street improvements are not recommended for implementation.”

5.3.1.4 - 9th Street Improvements

As the LCI study suggested, “9th Street provides a continuous corridor between Dobbins Mill Road north of Griffin to the Griffin City Park and Golf Course. This street can function as an alternative to Hill Street for travel to the north with appropriate improvements between Georgia Avenue and Oak Street.” Further, it was suggested to “widen and infill sidewalks along 9th Street from Georgia Avenue at the Thomaston Mills Park to the City Park and Golf Course.”

5.3.1.5 - Thomaston Mills Greenway Trail

Taken from the LCI study: “The existing Thomaston Mills Village Park is an under-used county facility on the northwest side of downtown. A rudimentary trail exists from the playground area to the adjacent creek and to Turner Street. This trail can be improved and extended along the creek right-of-way to the mill redevelopment project. From the mill, the trail would parallel West Broadway Street to Hill Street and the rest of the downtown area. A feasibility study should be conducted to determine the requirements to construct a 10-foot wide multiuse trail within the floodplain of the creek. This trail will connect the northwest area neighborhoods with the county park, and the mill redevelopment with both the park and the downtown area.

Figure 59:
Median on Hill Street



5.3.2 PARKS & OPEN SPACE IMPROVEMENTS

5.3.2.1 - Griffin Green

One of the overwhelming comments conveyed to the study team by various stakeholders in BOTH this study effort as well as the LCI study was the lack of public greenspace in the downtown. As alluded to within the catalytic projects section, the block bounded by Solomon, Taylor, 8th and 9th Streets presents itself as an ideal location for a potential greenspace. This area benefits from its immediate adjacency to Hill Street (one block west), current vacancy (mostly surface parking), few property owners (three total CONFIRM) and grade change (allows subsurface parking). As shown in the illustrative plan, an amphitheatre could be incorporated with passive greenspace into such a park (similar to Suwanee, GA's new town center greenspace). The western-sloping topography would allow the park to be flat on the top, but built on a parking "shelf", thus hiding unsightly parking and providing for a greenspace that could be used for a variety of activities. Over time, the park could also act as an amenity/selling point for future mixed-use and residential development fronting it (see Illustrative Plan.)

5.3.2.2 - Griffin Cultural Center

This is the site of the Historic Griffin High School. Given the layout and forms of the historic buildings on this site, it could be ideal for a cultural center - possibly also combined with future governmental/institutional uses. The amount of existing greenspace and large trees on site are a significant advantage to also re-envisioning the area as a significant public greenspace. Such a space could tie in to the proposed 5th Street Mall and could serve to programmatically tie in with future cultural uses.

Figure 60:
Potential greenspace at
Griffin Cultural Center



5.3.2.3 - One Griffin Center Plaza

As indicated in Catalytic Project B (5.2.1.2), this project represents a longer-term strategy to improve the current city hall building's street presence. The one-story wing extending south to Bank Street – formerly a Wachovia branch bank but now being occupied by customer-intensive city uses - could be vacated and demolished to create a plaza. Or, if city functions were desired to remain in the highly accessible street-level location, the wing could be redesigned and reconstructed to be an architecturally striking pavilion while providing some of the needed plaza space. In the case of One Griffin Center, a new pavilion could act as the symbol of city hall and downtown revitalization. It also serves to fulfill a similar recommendation from the recent LCI study - “Griffin Square” proposed at the Hill/Solomon intersection. In contrast, One Griffin Center Plaza could accommodate smaller, more frequent events without closing off traffic at the city's key intersection.

5.3.2.4 - 5th Street Mall

The potential of 5th Street's conversion into a “mall” is due to several factors: 1) the street's cross section is currently extremely wide (almost 100 feet); 2) adjacent blocks are ripe for redevelopment, which would allow private developers to negotiate extending streetscape/curb lines; 3) the proposed Griffin Cultural Center and accompanying greenspace would be the southern terminus; and 4) the pedestrian corridor could be extended northward via the relocated 6th Street bridge (see 5.3.1.1). This mall, which is alluded to in Catalytic Project A, could accommodate heavy pedestrian/bicycle traffic, allow for significant wide sidewalks, large trees, seating areas and even pocket parks in key locations - all without encroaching onto public property.

Figure 61:
Existing wide right-of-
way at Fifth Street



5.3.3 STREETSCAPES

5.3.3.1 - Railroad Corridor

The “left over” land immediately adjacent to the railroad corridor provides an opportunity to introduce much-needed greenspace in the form of a generous streetscape project. Parking, “bulb-outs”, shade trees, seating areas, lighting and art are all opportunities here. It may even be appropriate to have design competitions for “railroad-themed” sculpture or other art that tie into such improvements while maintaining the railroad history of the area.

5.3.3.2 - Slaton/Wall Streetscapes

Although both of these streets are narrow and are probably not good candidates for street trees and wider sidewalks, it is possible (and needed) to incorporate new pedestrian/street lighting. Given the handful of artisan shops and other commercial establishments on these streets, unique forms of signage and awnings would be appropriate for the areas.

5.3.3.1 - Central Avenue Streetscape

Although long-term, this narrow street/alley just to the north side of the railroad tracks presents a unique opportunity to provide pedestrian amenities that link with future housing, mixed-use and potential entertainment uses. Per long-term project 5.2.2.7, several of the historic structures along Broadway are envisioned as rehabilitated lofts, live-work or commercial buildings. Both the four-story mill plant and Atkins warehouse could be adaptively reused as loft residential; however the proximity of future lofts at Thomaston Mills and the prospect of capturing the new UGA student market suggest an entertainment or themed restaurant use, possibly in combination with a live music venue. While the LCI recommended creating an entertainment district along Solomon Street between 8th and Hill, relocating this district north to Central Avenue would align better with the smaller pedestrian scale of the street and potentially link directly to the Thomaston Mill project and its park and greenway trail. With this in mind, a streetscape along Central Avenue would link such entertainment establishments and future housing via this narrow, low-traveled street.

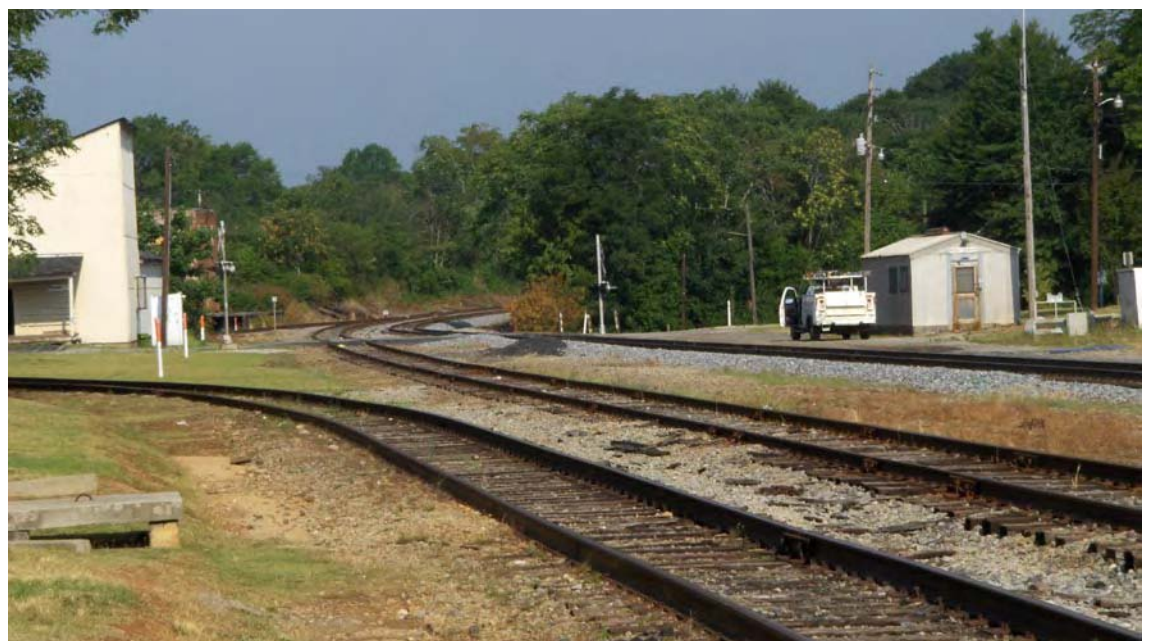


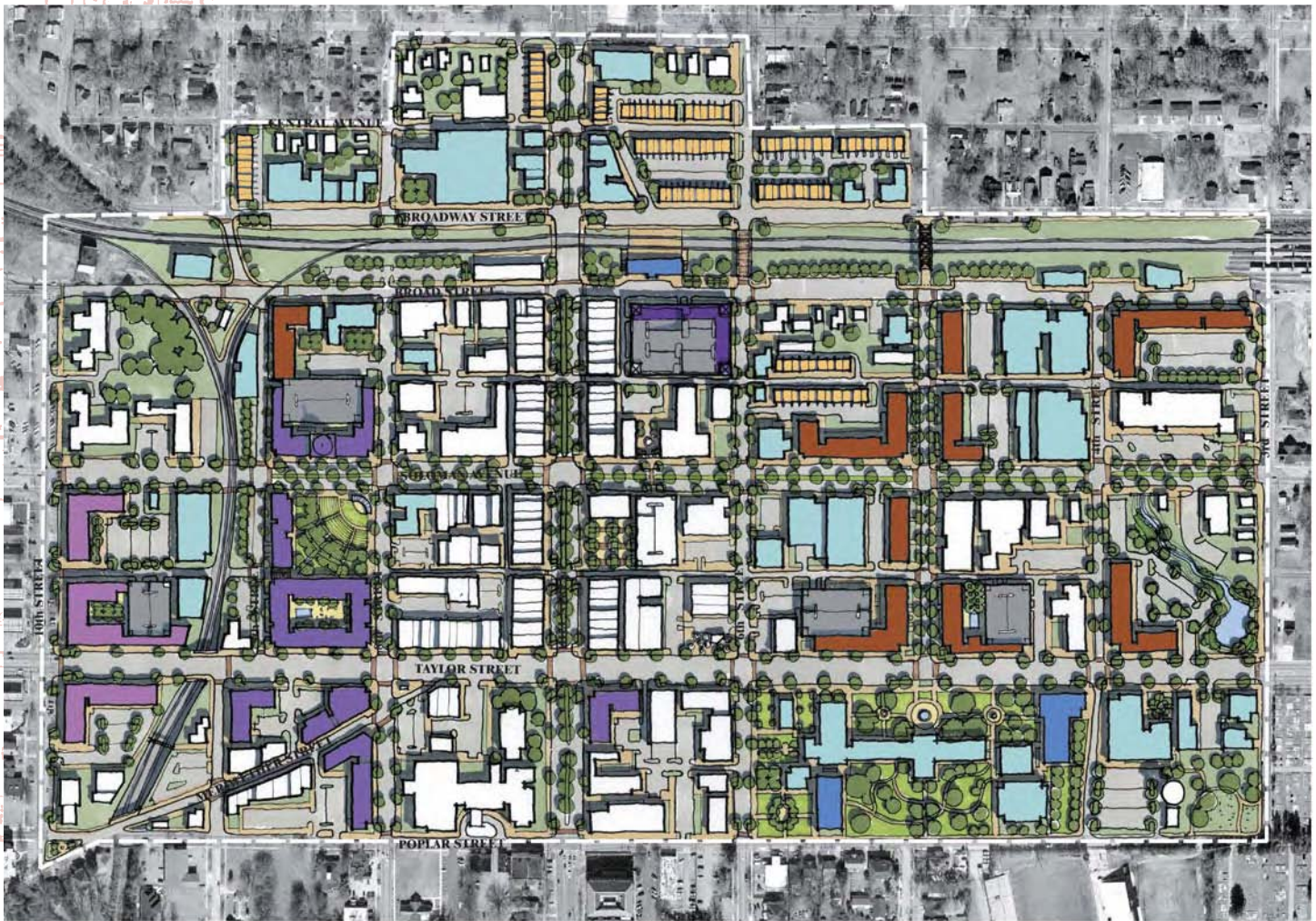
Figure 62:
The rail corridor today

5.4 URA ILLUSTRATIVE PLAN

The following Illustrative Plan takes the Future Land Use plan to the next level by showing conceptually how specific land uses would physically work within the landscape of Downtown. Building colors on the plan represent that structure's specific land use (see accompanying legend). Uncolored buildings represent existing and/or unchanged buildings. Although the prior short term/catalytic and long-term project sections describe the majority of the vision shown here, this diagram serves to bring those projects into context with one another.

*Also see 11"x17" foldout of Illustrative Plan on following page for more detailed view

Figure 63:
Illustrative Plan



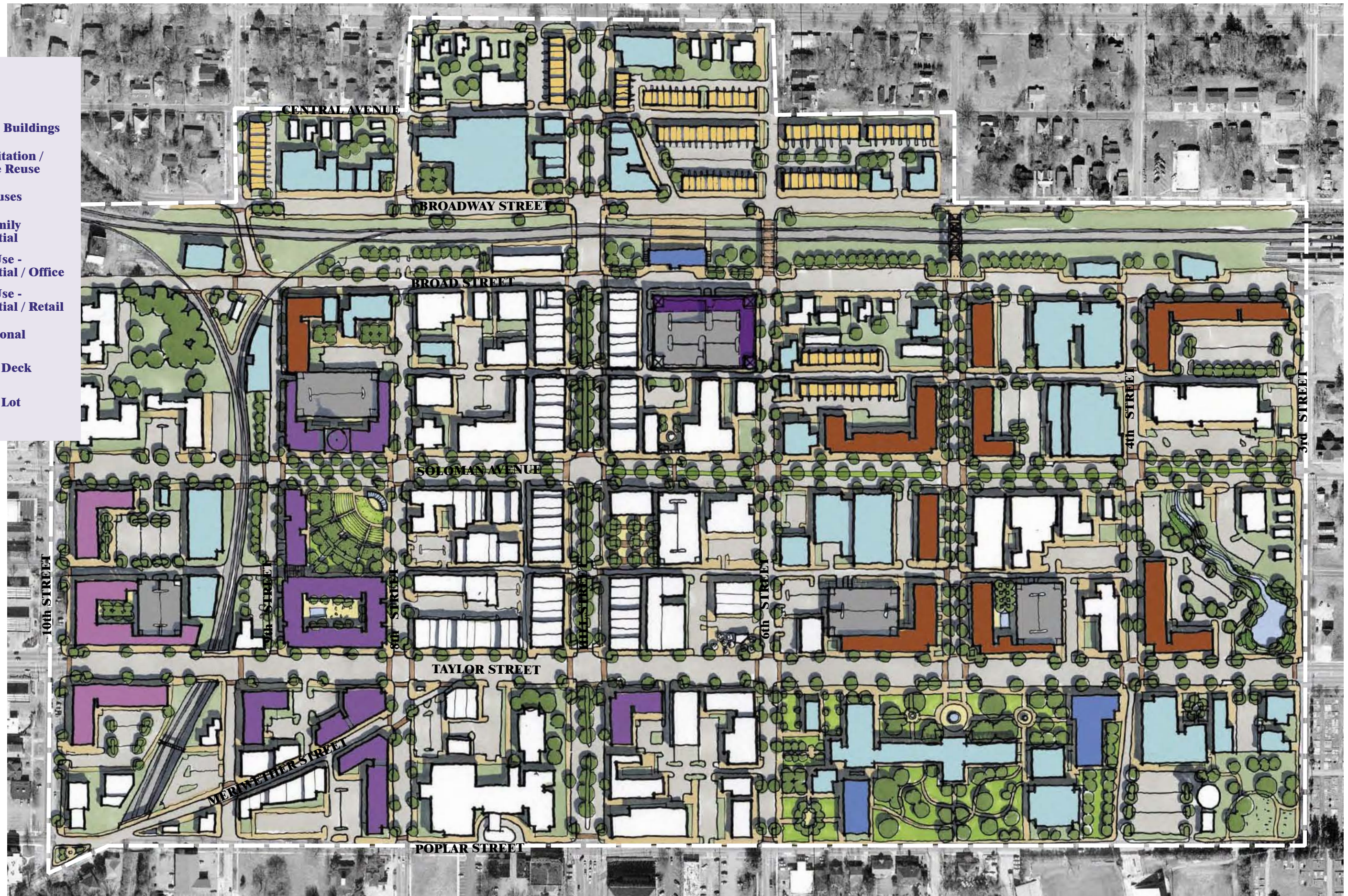
- Existing Building
- Rehabilitation/Adaptive Reuse
- Townhomes
- Multifamily Residential
- Mixed Use - Residential/Office
- Mixed Use - Residential/Retail
- Institutional
- Potential TAD Boundary

Illustrative Plan
OCTOBER 2007
GRIFFIN, GEORGIA
Downtown Redevelopment Planning



LEGEND

- Existing Buildings
- Rehabilitation / Adaptive Reuse
- Townhouses
- Multifamily Residential
- Mixed-Use - Residential / Office
- Mixed-Use - Residential / Retail
- Institutional
- Parking Deck
- Parking Lot



PART 6 - Implementation & Investment Strategy

The previous sections have defined a more detailed vision for the future development and continued revitalization of Downtown Griffin. Key “catalytic projects”, both near-term and longer-term, have been identified, totaling an investment of almost \$250 million. The accomplishment of this grand vision and, at some level, each individual catalytic project, will take sustained and concentrated effort by several parties.

The projects as identified are consistent with the goals, objectives and community input from the recent Livable Centers Initiative. The general vision defined there has been refined with architectural and urban design details and, just as importantly, a test of market feasibility. At some level, success breeds success and market forces can accelerate very quickly, but at this present moment in time a primary objective must be demonstrating a changing market by accomplishing some smaller, but significant early actions and developments. These can include marketing and promotion, public/private partnerships and the investment of public infrastructure, particularly enhanced streetscapes, parks and open space that signify a commitment to quality development.

This section lays out recommendations for policies, tools and next steps as Griffin continues the momentum of recent planning and development efforts and seeks to create a model of a dynamic and sustainable downtown core.

Implementation depends on a flexible but progressive strategy

Figure 64:
Solomon Street
streetscape





6.1 IMPLEMENTATION PRINCIPLES

Implementation success over a long-term redevelopment strategy will rely on several principles:

- 1) **Show Early Success** - public and private sector perception about Downtown Griffin becomes reality at some point. Therefore, plan for key early, inexpensive actions, including clean-up efforts, marketing brochures, events and programming and small-scale physical improvement projects that will demonstrate a tangible continuation of the planning momentum to date.
- 2) **Concentrate Efforts** - one of the most tempting strategies is to attempt to catalyze change in multiple locations at one time. Given the complexity and likely need to coordinate public/private partnerships for most projects, efforts should target smaller geographies around the early catalytic projects. Making a difference in a small two or three-block area will be sustainable. As one area is complete, move to the next.
- 3) **Communicate** – implementation efforts will need consistent periodic communication tools and ongoing mechanisms for structured community input as projects evolve.
- 4) **Leverage Funds** - the City of Griffin and other public sector partners cannot accomplish the projects by themselves. They must leverage limited local funds with state and federal funding and to instigate private sector developments.
- 5) **Promote Social Equity** – accelerating redevelopment efforts must be balanced with an understanding of the economic and social impact of new development. Policies should mitigate displacement and supportive services and programs that support economic participation of affected residents and businesses should be pursued.
- 6) **Widen the Net** – the LCI and recent attention provide an opportunity to make the larger Atlanta metro area aware of potential opportunities in Downtown Griffin. Utilize these programs and smart growth organizations like the Urban Land Institute and the Livable Communities Coalition to attract outside interest.
- 7) **Be Unique** – Downtown Griffin has a unique history and resultant building stock that reflects the culture and conditions that shaped the city. New development should complement and exploit this identity and create unique places not found elsewhere.
- 8) **Make It Easy** – create regulatory enhancements and tools that minimize complexity and shorten the timeframe for the private sector to make investment in Downtown Griffin.

6.2 ROLES AND RESPONSIBILITIES

The major parties in accomplishing the recommendation of the Downtown Development Plan include the City and DDA. It may be wise to develop a written Memorandum of Understanding for each party's primary responsibility and to establish a "Green Light Team" of key leadership to meet regularly to address emerging issues.

The City of Griffin – the City must take primary responsibility for efforts of regulatory improvements, code enforcement, securing grants and implementing public improvements of streets, streetscapes and open space.

Downtown Development Authority – the DDA can be a powerful tool for accomplishing public/private partnership through bonding capacity, property acquisition and administration of many financial incentives, including a Tax Allocation District (TAD). In addition, it can provide a dedicated organization to marketing and promotion of development opportunities.

Figure 65:
"If You Hit This Sign..."
A local landmark can
be simple



6.3 IMPLEMENTATION TOOLS

Timely implementation depends on a wide variety of tools that can be strategically applied as needed to address different scales and project circumstances. The most powerful tools can be collected under four general categories:

- 1) **Land Control** – one of the most effective tools for redevelopment is public control of property. This is the basis for two of the early catalytic projects, but additional land acquisition in key areas should be considered.
- 2) **Redevelopment Powers** - the recent plans provide the basis for aggressive public efforts for code enforcement, policing, and acquisition efforts if necessary. They can also provide the ability to pursue financing mechanisms, such as tax-exempt bonds, particularly for early projects.
- 3) **Federal Funding** – LCI implementation funds and other federal programs, particularly those devoted to “congestion mitigation” and “mobility”, while competitive, provide a significant leverage to local funds for public improvements, particularly transportation improvements of roads and pedestrian/bicycle projects.
- 4) **Financial Incentives** – a variety of state assistance, tax breaks and other economic credits, including historic preservation, can be targeted to identified projects. One of the most powerful tools, however, would be the creation of a Tax Allocation District (TAD) that would create local funds for feasible public/private projects. A conceptual analysis of a TAD’s feasibility is included as Appendix B.

Four powerful categories of tools

Figure 66:
Griffin Welcome
Center



6.3.1 IMPLEMENTATION INSTRUMENTS / DURATION

Several implementation instruments are discussed below, and their durations vary according to administrative policy, statute, or technical limitations. Generally, most instruments are valid for more than one year, with programs administered through DCA varying from a three-year duration for a CDBG Revitalization Area to ten years for an Opportunity Zone. The typical duration of a Tax-Allocation District is twenty-five years, while BIDs and CIDs can continue indefinitely as long as their members agree to the need. Development regulations such as zoning or design guidelines are unaffected by the URP, although discretion in enforcement is allowed to the implementing entity. Likewise, deed restrictions generally apply in perpetuity, although limits can be imposed if needed or desired, following legal review.

6.3.2 TAX ALLOCATION DISTRICT

A Tax Allocation District (TAD), also known as a tax increment-financing district, is a local financial tool used to redevelop urban areas. It gives cities and counties additional powers to form partnerships with private enterprises without having to create new or increased taxes for the community.

TADs allows cities to create special districts and to make public improvements within those districts that will generate private-sector development. During the development period, the tax base is frozen at the pre-development level. Property taxes continue to be paid, but taxes derived from increases in assessed values (the tax increment) resulting from new development either go into a special fund created to retire bonds issued to originate the development, or leverage future growth in the district.

A tax allocation district is created by the adoption of a plan for redevelopment and a TAD plan. The assessed value of the property within the district is then determined according to the last tax roll and represents the ‘original’ (pre-redevelopment) assessed value of the tax increment district. Each of the taxing jurisdictions (municipality, county, school district, and special taxing jurisdiction) continues to receive its share of the taxes collected on the assessed valuation that represents the original assessed value, just as though the district had never been created and there had been no change in the assessed valuation of the area. When the original assessed value of the district has been certified, the municipality may begin the redevelopment and the tax increment financing process. The tax freeze lasts for a defined period of time, as set forth in the redevelopment plan. At the end of that period, taxing jurisdictions finally enjoy the benefit of increased property values.

Creation of a TAD for Downtown Griffin is highly recommended as a way to leverage private investment for the public improvements program discussed in Section 5.3. While not specifically addressing the provisions of the Redevelopment Powers Act (O.C.G.A. 36-44-1), this Urban Redevelopment Plan include many aspects that could potentially satisfy the statutory criteria for the creation of a TAD, including the tax increment analysis provided in Appendix II.

6.3.3 CDBG REVITALIZATION STRATEGY AREA

Community Development Block Grants (CDBG) have long been a major source of funding for projects and program targeted at neighborhood revitalization, economic development, and job creation. They are administered federally through the Department of Housing and Urban Development and on a state level through the Department of Community Affairs.



Like many HUD grants, CDBGs are awarded on a competitive basis; and although the grant amount are generally small compared to the cost of downtown redevelopment they are nonetheless helpful in plan implementation where resources are scarce.

Recently, DCA initiated a new program to recognize communities that are using multiple tools to realize community revitalization objectives, under the assumption that leveraging CDBG with other funds promotes better utilization of the limited grants. This “Revitalization Area Strategy” (RAS) affords benefits to communities that meet the RAS criteria, allowing them to apply for funds every year, to receive bonus points toward their applications, and to obtain line item approval of limited funds for specific site planning and remediation. Bonus points are awarded on the basis of having in place an adopted Urban Redevelopment Plan, having multiple redevelopment tools such as TADs or CIDs in effect, demonstrating investment partnerships, and collaborating with local stakeholders.

An RAS is created by the approval of DCA and is valid for three years. For the RAS designation an area must include census block groups that contain 20% poverty. The area application must include an assessment of economic conditions and have a robust public participatory program that meets DCA standards. Given that the Downtown Griffin URA and the larger URA that was previously created satisfy most, if not all, of the DCA criteria, it is recommended that the city take action toward the establishment of an RAS. An exploratory meeting with DCA representatives is encouraged to determine the feasibility of the RAS.


6.3.4 ENTERPRISE ZONE / OPPORTUNITY ZONE

Enterprise Zones and Opportunity Zones are powerful tools for stimulating investment and business development in downtown and should be pursued. In particular, Opportunity Zones are very useful in providing incentives for job creation, freeing up TAD funds to be spent on vital public improvements. Since an Opportunity Zone can be thought of as a very focused Enterprise Zone, it requires the creation of the latter – a legislative action - prior to the OZ designation by DCA. However, property tax abatement included in Empowerment Zone incentives is at odds with the concept of a TAD. If the TAD is pursued, Empowerment Zone benefits are likely to be limited within the TAD area. Discussion with DCA of the feasibility of overlapping Empowerment Zones, Opportunity Zones and TADs is highly recommended before any action is taken.

6.3.4.1 Enterprise Zone

Enterprise Zones utilize tax and other business incentives to spur business and job growth in specific locations in the community. Usually established by a federal or state government, development incentives offered can include wage credits, work opportunity tax credits, low-cost loans, tax deductions, and exclusion from capital gains. The incentives are designed to attract investment to areas which have suffered economic loss and where business is reluctant to invest.

The Community Reinvestment Act may also serve as a unique opportunity to spur business. In 1977, Congress enacted the Community Reinvestment Act to encourage federally insured banks and thrifts to meet the credit needs of their entire community, including low and moderate income residents. While this program was originally designed for inner cities and poor rural areas, there are ways other jurisdictions have used this legislation to its advantage. Sacramento County in California established a county based program to spur bank investment through its Linked Deposits Program. The program rewards banks for their involvement



in providing charitable donations, banking services, and credit to county low and moderate income neighborhoods. The bank's reward is the direct placement of public deposits from the county's pooled investment fund with a banks. Innovative motivational tools involving county resources and area banks may provide additional incentive to spur investment in Downtown Griffin.

6.3.4.2 Opportunity Zone

Based on job creation, the Opportunity Zone allows for up to five years Georgia income tax credit. The 'Job Tax Credit' program established by the Georgia Business Expansion and Support Act provides a tax credit on Georgia income taxes for eligible businesses that create new jobs in counties or less developed census tract areas. The program establishes eligible tax credits for Georgia's county's based on a tiered structure with four tiers total. Tier 4 holds the counties with the least amount of 'less-developed' census tracts, while Tier 1 holds counties with the greatest amount of 'less-developed' tracts.

The Georgia Business Expansion and Support Act also provides other tax credits of potential benefit to Georgia's counties. This legislation further offers a tax credit for companies that establish or relocate their headquarters to Georgia. The tax credit against liability is \$2,500 annually per new full time job or \$5,000 if the average wage of the new job is 200% of the average wage in the county where the job is created. While the tax credit does not vary by the tiered structure, eligibility does.

6.3.5 OTHER PROGRAMS

Several other programs offer additional funding mechanisms for implementation of the Redevelopment Plan, as well as ensuring the continuing growth and economic well-being of downtown.

6.3.5.1 Business / Community Improvement Districts

An improvement district is a unique district created to make improvements to a given area. Typically, there are two types of improvement districts, business and community. A Business Improvement District (BID) is a public-private partnership in which business owners concur among themselves to pay into the district for returned services which they also agree upon, such as maintenance, development and promotion of their commercial district. On the other hand, a Community Improvement District (CID) follows the same concept with property owner's whose returned services concentrate more on drainage, sidewalks, and the overall maintenance and image of a community. Given that the success of a BID or CID depends on the capacity and willingness for business to submit to an additional tax, it is recommended that this be a longer-term option for downtown.

6.3.5.2 Micro-Enterprise Programs

Micro-enterprise programs reflect the notion that for some low income people, access to technical training and small amounts of capital can help them start small businesses. Two-thirds of businesses in the U.S. start with less than \$10,000 in capital, usually from family sources. However, for minorities, women and low income entrepreneurs, access to family capital is limited. These entrepreneurs often are considered too risky for regular banks. Small business and self-employment can help address the mismatch between workers in many inner cities and depressed rural areas and job opportunities in distant suburbs. Small businesses



support local services and provide a sense of community – building social capital as well as economic and physical infrastructure. For immigrant groups, self employment has provided an important way to enter the local community.

Attention to micro-enterprise as an economic development strategy got its start in developing countries and the model of micro-credit has been replicated widely throughout the world including in low income inner city and rural areas in the US. While micro-enterprises in the developing world can be quite small, the American Enterprise Organization (the trade association of micro-enterprise groups in the US) defines a micro-enterprise as a business with five or fewer employees and which requires less than \$25,000 in start up capital and lacks access to the traditional commercial banking sector.

Micro-enterprise programs recognize that fledging entrepreneurs need more than credit. Training and technical assistance are key components of these programs (how to develop a business plan, assessing entrepreneurial readiness), as well as efforts to enhance access to markets through joint marketing, participation in trade shows and incubators. Emphasis is also given to asset development, both financial (understanding banking and savings principles, insurance and tax law) and social (networks, support groups, understanding of local economic and political structures).

6.3.5.3 Bank Participation in Community Development

Capital is critical for economic development, especially in distressed areas where conventional lending is limited. Many local governments operate their own community development loan funds, using them to recycle Community Development Block Grant monies or other federal and state subsidiaries. Such funds can be critical in providing seed financing for main street revitalization programs, micro-enterprise programs or other local small business development.

One of the earliest community development loan programs was established by the Economic Development Administration in 1975. Today there are thousands of community development loan funds. They receive support from private foundations, private banks (as part of meeting Community Reinvestment Act obligations), and from state and federal government programs such as the Small Business Administration, U.S.D.A. and H.U.D. Most of these funds are set up as revolving loan programs to ensure program sustainability. These loan funds are an important source of credit for small businesses unable to obtain credit from commercial lenders (National Association of Development Organizations).

Loan funds can be sponsored directly by local government or by other civic organizations or financial institutions. These programs usually receive their capital from government or foundation grants and use it to create a revolving loan fund for affordable housing, small business development or construction of community facilities. Loan funds do not have to be directly affiliated with banks or credit unions but will often work closely with private bank partners in marketing loan products, reviewing credit worthiness and structuring deals.

6.3.5.4 Bond Allocation Programs

For businesses and individuals seeking long-term, low-interest rate financing for manufacturing or residential development, tax-exempt financing is available both at the state and local level. The Department of Community Affairs is responsible for implementing a system for allocating the use of private-activity bonds, as permitted by federal law, in order to further the



economic development and to further the provision of safe, sanitary, and affordable housing in the state. The Bond Allocation Program authorizes Georgia to use up to \$80 per capita a year, or some \$706 million for eligible projects.

Projects covered by this program include traditional industrial development bonds (IDB) for manufacturing concerns, and mortgage revenue bonds (MRB) for single family mortgages, to bonds for multi-family housing development. Economic development projects are required to commit to create, or retain, one job for every \$125,000 of financing. In turn, mortgage revenue bonds are also held to minimum requirements. A minimum number of units in multifamily housing projects must be made available for low- and moderate-income families while single-family proposals must demonstrate the ability to turn allocations into cost-effective mortgages for first-time low and moderate income home buyers. To receive an allocation under this program, a local issuing authority (potentially the DDA) must approve the project, hold a public hearing, and have local government approval and general financing in place.



6.4 ACTION PLAN

The table included (Fig 67, pp. 69-70) identifies all key projects included in the Downtown Development Plan. A focus is given on projects that can be accomplished in the first five years.

6.4.1 PHASING PLAN

The major parties in accomplishing the recommendation of the Downtown Development Plan has described two categories of catalytic projects, with the notion that short-term projects be implemented within the first five to eight years after adoption. Plan phasing is not prescribed because of the uncertainty of the market, although for the purposes of the TAD analysis three phases of approximately eight years each are proposed, to determine the timing of increments. Long-term catalytic projects are assumed to generally occur in the second eight-year phase, while other projects not specifically described in the text are reserved for the final eight years (see Appendix B for short-, mid- and long-term assignments). Even with the flexible phasing, however, it is essential that at least some redevelopment and public space projects be completed in the first phase to build implementation momentum. Ideally, projects that are predicated on publicly-controlled land (Old City Hall, One Griffin Center) be given the highest implementation priority. Public space projects that have high catalytic potential (Griffin Green, Fifth Street Mall, some streetscapes) should be targeted for the second phase at the latest if at all feasible, to take full advantage of their transformative effect in the third phase.

Three phases are proposed, with flexibility to account for changing market conditions

6.4.2 PROPERTY ACQUISITION PLAN

By virtue of the State of Georgia enabling urban redevelopment legislation, this URP serves as a formal instrument for mobilizing proactive urban redevelopment processes, among them the important power of public acquisition of real property to effectuate plan initiatives. However, the use of direct public property acquisition is intended to be minimal, targeted toward public space projects that are essential to realizing the complete vision for downtown. It is fully expected that necessary property assembly (or equity arrangements) for the bulk of redevelopment will be initiated and conducted by private-sector interests and possibly supported by future TAD resources where justified, with this tool as a last-resort measure. Several specific recommended policies and procedures for the responsible use of this power are listed below. The location of possible acquisition sites corresponds to the Redevelopment Project Areas shown in Figures 24 and 36 in Part 5.

6.4.2.1 Acquisition Criteria

The following conditions represent criteria under which property may be eligible for public acquisition.

- Sites occupied by abandoned, dilapidated structures, which are unsafe and detrimental to the surrounding environment.
- Vacant or underutilized sites that reflect patterns of impaired development, economic disinvestment and/or detrimental site uses. Sites classified as vacant or underutilized include those with vacant structures; sites without permanent building improvements; sites used for open storage; or sites with other non-intensive uses such as surface parking lots.

Figure 67:
ACTION PLAN

	Name	Description	Improvement Type	Area	Costs	Year
REDEVELOPMENT PROJECTS						
CATALYTIC PROJECTS						
A	Old City Hall Site					
		Townhomes	Proposed	40,000	\$4,000,000.00	2015
		Multi-Family	Rehab/Proposed	90,000	\$11,400,000.00	2015
		Commercial	Rehab	6,500	\$715,000.00	2015
B	One Griffin Center	Institutional	Existing	50,000		
		Parking Deck	Existing			
C	Renaissance Griffin					
		Mixed-Use (comm/res)	Rehab	23,000	\$2,760,000.00	2015
		Commercial / Retail	Rehab	5,000	\$550,000.00	2015
		Commercial / Retail	Existing	162,000		
D	Griffin Hotel					
		Commercial / Retail	Existing	16,000		
E	Conference Center					
		Commercial	Rehab	35,000	\$3,850,000.00	2015
		Multi-Family	Proposed	25,000	\$3,250,000.00	2023
F	Norman Buggy Co.					
		Multi-Family	Proposed	34,000	\$4,420,000.00	2023
		Mixed-Use (comm/res)	Rehab	20,000	\$2,400,000.00	2015
LONG-TERM PROJECTS						
1	Griffin Green					
		Mixed-Use (retail/res)	Proposed	246,000	\$34,440,000.00	2031
		Parking Deck	Proposed	150,000	\$9,000,000.00	2031
2	Commuter Rail Parking					
		Retail	Proposed	16,000	\$2,400,000.00	2023
		Parking Deck	Proposed	160,000	\$9,600,000.00	2023
3	Griffin Cultural Center					
		Institutional	Rehab/Proposed	185,000	\$18,300,000.00	2023
4	Hotel Spalding					
		Commercial / Retail	Existing	25,000		
5	Akins Feed & Seed					
		Townhomes	Proposed	50,000	\$5,000,000.00	2031
		Mixed-Use (retail/res)	Rehab	30,000	\$3,600,000.00	2031
6	Griffin Medical College					
		Townhomes	Proposed	6,000	\$600,000.00	2031
		Multi-Family	Rehab	10,000	\$1,200,000.00	2023
7	HFM Plant					
		Commercial / Retail	Rehab	53,000	\$5,830,000.00	2031
8	Sock Shoppe Location					
		Multi-Family	Proposed	50,000	\$6,500,000.00	2031

9	Grocery Warehouse Block					
		Mixed-Use (comm/res)	Rehab/Proposed	100,000	\$6,900,000.00	2031
		Parking Deck	Proposed	55,000	\$3,300,000.00	2031
10	Grant's Sheet Metal					
		Townhomes	Proposed	20,000	\$2,000,000.00	2031
		Single Family	Existing	3,000		
		Commercial / Retail	Rehab	24,000	\$2,640,000.00	2023

PUBLIC IMPROVEMENT PROJECTS

OPEN SPACE PROJECTS

1	Cultural Center	New landscape design and improvements to enhance cultural facilities	Open Space	180,000	\$3,600,000.00	2023
2	Griffin Green	"Town Center" park / plaza with amphitheatre, fountains	Open Space	58,000	\$2,875,000.00	2023
3	5th Street Mall	Linear park with pedestrian trail, connected to relocated pedestrian truss bridge over railroad	Open Space	1,200 lf	\$1,800,000.00	2015

ADDITIONAL PUBLIC IMPROVEMENTS

a	6th Street Bridge	New GDOT project	Transportation	n/a	n/a	n/a
b	5th Bridge Relocation	Historic truss as pedestrian overpass			\$1,000,000.00	2015
c	Railroad Corridor Improvements (9th to 5th)	Parking facilities, streetscaping, branding	Streetscape / Landscape	2,000 lf	\$500,000.00	2023
d	Hill Street Improvements (Broadway to Poplar)	Road diet with sidewalk widening	Streetscape	1,500 lf	\$1,500,000.00	2015
e	Solomon Street Improvements (9th to 4th)	New / improved median, sidewalks	Streetscape	2,300	\$2,300,000.00	2015
f	Taylor Street Improvements (10th to 3rd)	Road diet and streetscape	Streetscape	3,400 lf	\$2,720,000.00	2023
g	Slaton / Wall Streetscapes	"Themed" pedestrian improvements	Streetscape	4,400 lf	\$2,200,000.00	2031
h	9th Street Improvements (Poplar to Broadway)	Upgraded street, new streetscape	Streetscape	1,700 lf	\$1,700,000.00	2031
i	Central Street Streetscape	"Themed" pedestrian improvements	Streetscape	1,400 lf	\$700,000.00	2031
j	Mill Multiuse Trail	New greenway trail	Streetscape / Landscape	(per LCI)	\$575,000.00	2015

**streetscape numbers in Linear Feet



- Properties required for implementing critically-needed public buildings; parks and plazas; and traffic/pedestrian circulation and infrastructure improvements.
- Non-intensively developed, obsolescent, or underutilized commercial or light industrial sites which contribute to traffic, land use, and environmental impacts on surrounding residential areas and which offer logical opportunities for conversion to more appropriate uses.
- Sites exhibiting severe and persistent tax delinquencies, overdue utility bills or excessive property liens.
- Sites and structures of significant historical, cultural, or architectural distinction which reflect conditions of physical deterioration, vacancy or underutilization, or inappropriate uses (i.e., conditions which can be remedied through high-priority preservation and adaptive reuse programs).
- Substandard or deteriorated structures that are candidates for cost-effective rehabilitation through acquisition and reinvestment by alternative owners.
- Sites that fail to comply with the Future Land Use Plan or represent a significant physical deterrent to developing a larger, critical-mass project.


6.4.2.2 Guidelines For Acquisition

As a matter of policy, this Urban Redevelopment Plan calls for careful control of local government costs and risks associated with front-end property acquisition and initiation of project development. A key strategy will be to involve the sharing of front-end land assembly and project initiation responsibilities with pre-qualified private redevelopment teams approved by the City and/or the primary URP implementing entity. Increased participation by current property owners, community-based organizations, private investors, and business operators during the initial stages of redevelopment can provide a greater economic stake for the community and improve social responsibility for redevelopment outcomes. At the same time, publicly-financed redevelopment front-end costs will be reduced along with fewer short-term losses of tax revenues during acquisition, relocation, and site preparation phases.

The policy of shared responsibility for acquisition and project initiation grants the City the authority to control future site reuses and design qualities within targeted redevelopment sites as outlined in this URP. The City retains the power to coordinate the provision of appropriate economic incentives for redevelopers and tenants, regardless of how the property is assembled. This policy also calls for the City to act as the land acquisition and disposition agency of last resort, where essential property redevelopment cannot be achieved through other parties. All property acquisition activities conducted by the City should directly correspond to community-based priorities and be reviewed by appropriate community-based organizations at all times.

6.4.3 PROPERTY DISPOSITION PLAN

As with the Acquisition Plan, the concept of official urban redevelopment disposition is intended to be minimal; although all properties contained within the Redevelopment Projects maps (Figures 24 and 36) shall be eligible for public acquisition and disposition as enabled by authority of the State of Georgia urban redevelopment legislation. The disposition of publicly-acquired property and the allocation of redevelopment rights are subject to provisions of Georgia's redevelopment statutes under which this plan is enabled;



policy and procedural guidelines for the conduct of property disposition and controls will be formulated and administered by the City and/or the designated implementation entity. Such policies and procedures must be directed toward protecting the interests of the general public and the Downtown Griffin community as well as encouraging and promoting high-quality private development through a variety of coordinated incentives. The goals of the property disposition/re-use process are to effect desirable land use changes; preserve and adaptively reuse historic structures; provide open space and other public amenities; deliver economic opportunity and housing benefits for the community; capture fiscal benefits for taxpayers; and assure design excellence in all rehabilitation and construction activity.

6.4.4 RELOCATION

The boundaries of the URP were chosen to avoid existing residential areas wherever possible, and therefore residential relocation is anticipated to be minimal, if needed at all. Nevertheless, there are several redevelopment projects which, to achieve the goals of the plan in terms of development density and land use, may require relocation of existing commercial uses. As discussed above in the acquisition and disposition plans, it is hoped that all property acquisition and/or parcel assemblage that is necessary to implement the plan can be accomplished through traditional private market mechanisms with official urban redevelopment powers used only as a last resort. However, it is critical to understand that, to the extent that it becomes necessary, any publicly-assisted property acquisition of an occupied structure will require the obligation to provide all necessary and due relocation assistance. In this regard, all relocation benefit standards and procedures will fully comply in spirit and in material with all current federal administration guidelines and regulations, including the Federal Uniform Relocation Assistance Act of 1973. While these federal benefits typically outpace local and state policies, commitment to these higher levels will protect access to federal funding resources.

6.5 REGULATORY FRAMEWORK

The regulatory changes recommended by the LCI are likewise advocated by this URP, and which consists of expanding the mixed-use Central Business District category to cover the URP area north of the railroad; adopting the state's Alternative Fire Code for Historic Buildings; and establishing downtown design standards either by overlay or text amendment. An additional recommended regulatory change is the establishment of a National Register historic district which could dovetail with the provisions of future design standards. Both the design guidelines and the historic district have had preliminary work performed; which should be reviewed by the URP implementation entity as well as the City for possible combination. Given the valuable historic resources on which the URP depends, a landmark district with strong preservation-based regulatory language could be carved out of the larger CBD district, with design guidelines tailored to the nuances of the building inventory. If the dedicated landmark district is not feasible in the near-term, then the design guidelines should incorporate aspects of historic preservation as well as provisions acknowledging the historic context.

While not regulatory, deed restrictions also provide a way to control the shape of redevelopment in the future. Deed restrictions are voluntary, so their best chance of early application lies in property owned by the city, and more specifically the old city hall site. The most important condition that could be addressed by a deed restriction is the reservation of a strip of public right-of-way on the east frontage, to align with the expanded Fifth Street right-of-way to the south; this would reserve the space to implement the linear park that is essential to the revitalization of the East Side. Other deed restrictions on the city hall site might focus on



keeping adequate right-of-way for a streetscape on Slaton, or specifying the location of curb cuts, or mandating preservation of the historic buildings as indicated by the site development plan shown in Figure 25.

6.6 DURATION AND MODIFICATION OF CONTROLS

All of the redevelopment plan controls as described in this plan shall expire, and no longer be in force or effect 20 years after the formal adoption date of this plan by the Board of City Commissioners.

Until all of the saleable and buildable properties in the target area that are eventually acquired by the City have been disposed of, the controls may be amended or variances granted, provided that such changes do not impact the value of specific projects already completed without prior consent of owners or lessees of the impacted projects.

After all of the saleable and buildable property in the area owned by the City has been disposed of, the City shall file a certificate to that effect. Thereafter, upon the written request of the owner of any property, variances from the controls may be granted by the City with respect to such property in such manner as the Mayor and Board of Commissioners may prescribe.

The Mayor and Board of Commissioners shall promulgate the terms and procedures under which variances from the controls may be considered and permitted, as well as procedures for amendments to this Urban Redevelopment Plan. Major modifications shall require formal amendments to be approved by the Board of Commissioners. Minor amendments that do not cause any substantial alteration of the plan may be accomplished administratively through written action of the Mayor of the City of Griffin.



2014-2034
GRIFFIN
COMPREHENSIVE PLAN

APPENDIX IV



Local Briefs

Photographer at RFK assassination dies

BY THE ASSOCIATED PRESS

DANBURY, Conn.

— Photojournalist Bill

Eppridge, whose career included capturing images of a mortally wounded Robert F. Kennedy, has died at age 75.

He died Thursday at a Danbury hospital after a brief illness, said his wife, Adrienne Aurichio.

Eppridge was at the scene on June 5, 1968, when Kennedy, then a U.S. senator who had just won California's

Democratic presidential primary, had addressed campaign supporters at a Los Angeles hotel and was walking through its kitchen.

He took some of the most well-known images after Kennedy was shot.

One of those images, published in Life magazine, showed Kennedy lying on the floor in a pool of his blood, a hotel employee kneeling next to him.

Eppridge's career also included stints working

for high-profile magazines such as Sports Illustrated and National Geographic. He photographed a wide range of subjects, including The Beatles, young people in what was then the Soviet Union, the Olympics, wars and Woodstock.

NOTICE OF PUBLIC HEARING

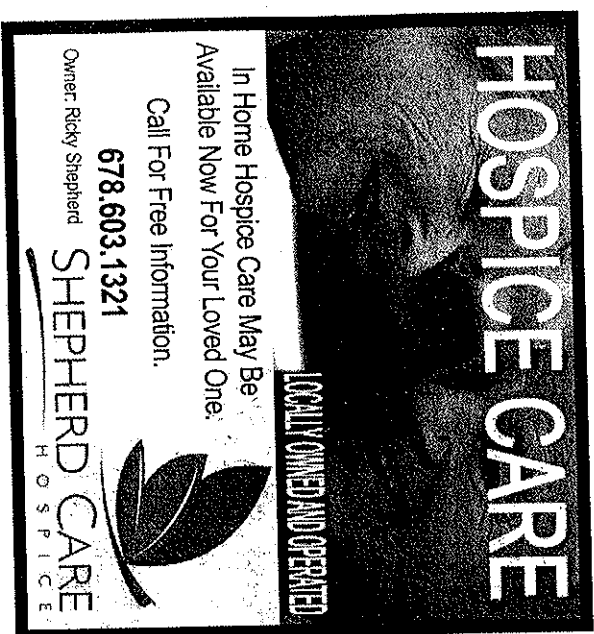
CITY OF CITY OF GRIFFIN

2014 - 2034 COMPREHENSIVE PLAN UPDATE

Notice is hereby given that the City of Griffin will hold a Public Hearing to discuss an update to the City of Griffin 2014-2034 Comprehensive Plan on Tuesday, October 15, 2013 at 6:00 p.m. in the Welcome Center located at 143 North Hill Street, Griffin, Georgia. The Comprehensive Plan update is being prepared in accordance with the guidelines required by the Georgia Department of Community Affairs, as specified in the Minimum Standards and Procedures for Local Comprehensive Planning, effective January 2013. All interested parties are encouraged to attend.

The Comprehensive Plan Update will be available for public review in the Planning Department beginning September 30, 2013 during normal business hours: 8:00 AM to 5:00 PM, Monday thru Friday. A copy will also be posted at www.cityofgriffin.com.

As set forth in Title II of the Americans of Disabilities Act of 1990, the City of Griffin does not discriminate on the basis of disability, and will assist citizens with special needs given reasonable notice (48 hours). For more information and assistance, please contact Mr. Taurus L. Freeman, at 770-233-4130.



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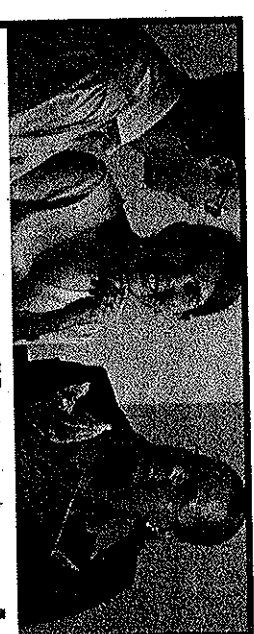
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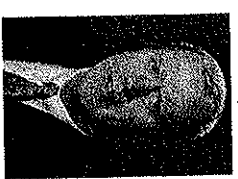
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Hours: 8:5:30 M-F and 9-1 Sat

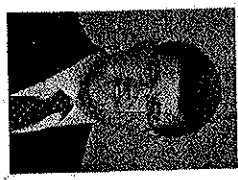
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13-0231LCITY OF CITY OF GRIFFI

Affidavit of Publication

STATE OF GEORGIA)
COUNTY OF SPALDING) SS

13-0231L
CITY OF CITY OF GRIFFIN
2014 - 2034 COMPREHENSIVE PLAN UPDATE

The City of Griffin is commencing a full update of its 2014 - 2034 Comprehensive Plan that was originally adopted on December 14, 2004. The full update is required and will be prepared according to new rules promulgated by the Georgia Department of Community Affairs, which became effective January 1, 2013. The City of Griffin will hold a public meeting on Friday, March 8, 2013 at 12:00 p.m. for the purpose of informing citizens about the comprehensive plan update and to receive public feedback regarding the process. The public meeting will be held at the Planning & Development Conference Room (on the third floor), in the One Griffin Center, located at 100 South Hill Street, Griffin, Georgia. Local citizens are invited to attend and participate in this public meeting. This public hearing will explain the process that will be followed for the comprehensive plan update, which has a deadline of October 31, 2013. Following this process will allow the City of Griffin to maintain their Qualified Local Government (QLG) status, and therefore be eligible to receive state grant, loans, and permits.

As set forth in Title II of the Americans of Disabilities Act of 1990, the City of Griffin does not discriminate on the basis of disability, and will assist citizens with special needs given reasonable notice within 48 hours. For more information and assistance, please contact Taurus Freeman, at 770-233-4130. March 1, 2013.

David Clevenger, being duly sworn, says:

That he is the Publisher of the The Griffin Daily News, a daily newspaper of general circulation, printed and published in Griffin, Spalding County, Georgia; that the publication, a copy of which is attached hereto, was published in the said newspaper on the following dates:

March 01, 2013

Publisher's Fee: \$ 40.00

That said newspaper was regularly issued and circulated on those dates.

SIGNED:



Subscribed to and sworn to me this 1st day of March 2013.



Notary Public, Spalding County, Georgia

40052751 40129556

AMANDA CARMICHAEL
City of Griffin
P.O. Box T
GRIFFIN, GA 30224



**RESOLUTION TO ADOPT THE CITY OF GRIFFIN 2014-2034
COMPEHENSIIVE PLAN UPDATE**

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs;

WHEREAS, the City of Griffin has successfully completed its 2014-2034 Comprehensive Plan update;

WHEREAS, the City of Griffin conducted two (2) required public hearings and involved the public in the development of the full Comprehensive Plan update.

WHEREAS, The City of Griffin has reviewed both the Regional Water Plan and the Rules for Environmental Planning Criteria;

WHEREAS, the Department of Community Affairs(DCA) has reviewed the 2014-2034 Comprehensive Plan update and finds that it adequately addresses the Local Planning Requirements; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners for the City of Griffin does hereby adopt the 2014-2034 Full Comprehensive Plan Update.

Be It Resolved this 14th Day of January 2013: 2014



Ryan McLemore
Griffin Board of Commissioners, Chairperson

Attest:


Kenny Smith, Secretary