

RESOLUTION NO. 18-32

A Resolution of the Mayor and Council of the City of Forest Park to adopt the City of Forest Park Comprehensive Plan Update Study; to provide for an effective date and other lawful purposes.

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

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

WHEREAS, the proposed amendments to the Comprehensive Plan Update were prepared in accordance with the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989; and Public Hearings were held on September 17, 2018 before the Forest Park Mayor and Council, where the public had the opportunity for public input, to review goals, objective and strategies associated with the findings of the Plan.


WHEREAS, the Comprehensive Plan Update was transmitted for regional and state review on September 25, 2018 and approved by the State of Georgia Department of Community Affairs (DCA) on October 15, 2018 and the Atlanta Regional Commission (ARC) on October 16, 2018.

NOW, THEREFORE, BE IT RESOLVED THAT:


The Mayor and Council of the City of Forest Park, Georgia hereby adopt the 2018 Comprehensive Plan Update.

SO RESOLVED, this 5th day of November 2018.

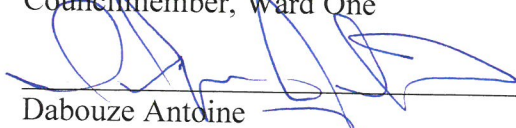
CITY OF FOREST PARK, GEORGIA



Angelyne Butler, Mayor

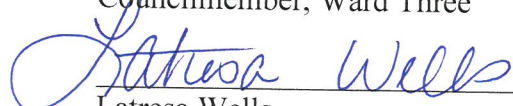


Kimberly James
Councilmember, Ward One




Dabouze Antoine
Councilmember, Ward Two

Sandra Bagley
Councilmember, Ward Three

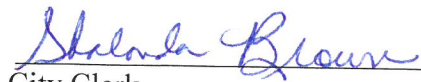


Latresa Wells
Councilmember, Ward Four




Allan Mears
Councilmember, Ward Five

ATTEST:



City Clerk

Approved as to form:



City Attorney

CITY OF FOREST PARK, GEORGIA

2018 COMPREHENSIVE PLAN UPDATE



Atlanta State Farmers Market. Source: Tide & Bloom, Christina Kwan

prepared by the
ARC
Atlanta Regional Commission

Adopted by the
City of Forest Park
Monday, November 5, 2018



Acknowledgements

Mayor and City Council

Angelyne Butler, Mayor
Kimberly James, Ward 1
Dabouze Antoine, Ward 2
Sandra Bagley, Ward 3
Latresa Wells (Mayor Pro-tem), Ward 4*
Allan Mears, Ward 5

*denotes Councilmember liaison to the Steering Committee

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City of Forest Park Staff

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Tiffanie Robinson*

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City of Forest Park Library. Source: Hogan Construction

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Introduction



The City of Forest Park is now in its 110th year of incorporation, and perhaps more than ever, the City is looking to the future to determine how it will adapt to new realities, grow strategically, and invest wisely in its people and places.

Broadly speaking, a comprehensive plan is a guide for communities to invest, develop and allocate services according to a shared vision formed through a public process. This is the City of Forest Park's Comprehensive Plan and is meant to be used as that guide on simple every day decisions and complex, long-term challenges. It has three distinctive features:

- It is long-range, looking ahead 5, 10, and 20 years
- It is comprehensive, looking across many different facets of what a City does
- It is deliberative, looking within to understand the needs and desires of the City

Forest Park last updated their Comprehensive Plan in 2010, so this document includes new data, revised policies and a reimagined work program. It affirms the City's foremost vision, defines quality community goals and lays out a list of tasks for City leaders, staff and citizens to address a diverse range of issues and opportunities that, if completed, will take the City of Forest Park to new heights.

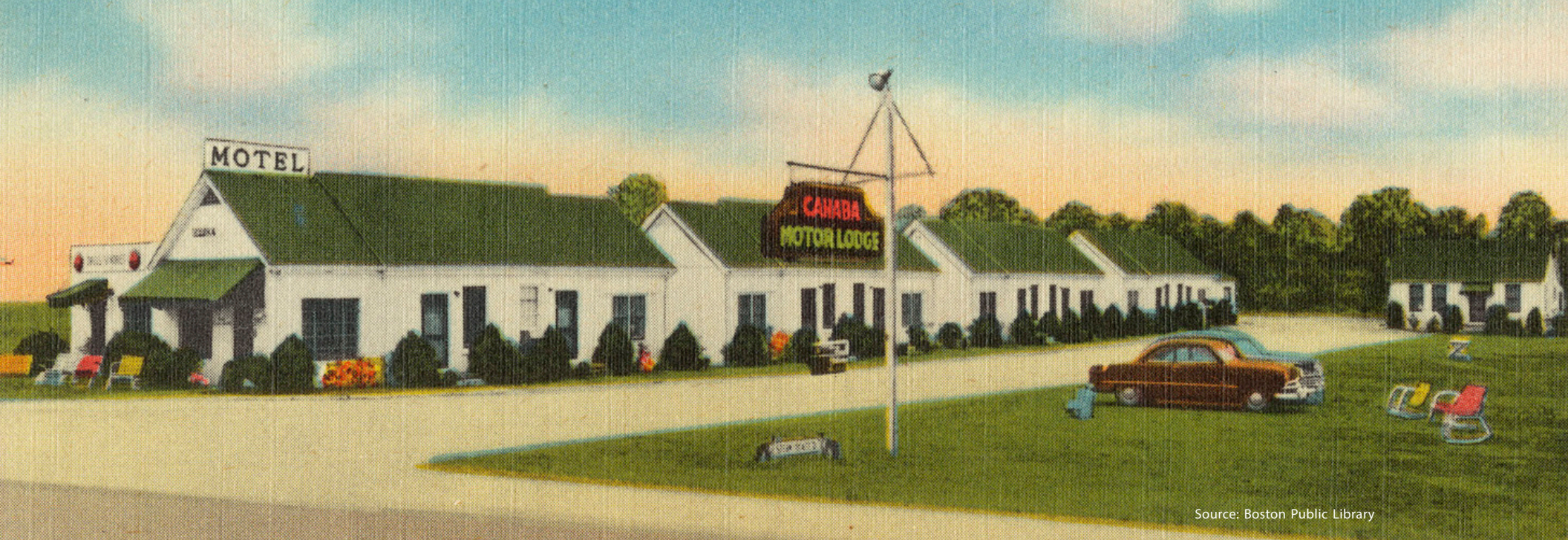
Some of the work of shaping the City of Forest Park's future will be done by residents, businesses, and nonprofits. However, the City of Forest Park's government and civic leadership will play the most important role in implementing the Comprehensive Plan's vision using these key tools:

- Regulation
- Capital spending
- Programs and staffing

The City provided multiple public engagement opportunities for the community to garner input on community issues and opportunities related to land use, transportation, housing, economic development and potential changes to the Future Land Use map and associated narrative, as well as potential work program items.

This document weaves the ideas, viewpoints, and thoughts of many diverse voices from the community into a common vision. The City of Forest Park's success in implementing this common vision will depend on strong leadership of the elected body and engaged citizens holding up the Community Work Program as the way forward.

Overall, the plan focuses on ways citizens and City officials in Forest Park can work together to make their City a better place for all to live, work and play for years to come.



Source: Boston Public Library

Context

Settled in the 1820s by farming families and railroad employees, the City of Forest Park has a long and storied history and was essential to the original growth of Atlanta as a rail hub. Forest Park first developed as a “wood and water stop” for the Macon and Western Railroad, which was later purchased by the Central Railroad and Banking Company of Georgia and extended into Atlanta. It earned itself the nickname “Stump Town,” due to the cutting down of trees to provide fuel for the passenger and freight trains going in and out of Atlanta, leaving only stumps behind.

From this modest rail stop, the City of Forest Park

officially incorporated in 1908 and grew significantly as commerce around the railroad flourished and Atlanta became a vibrant metropolis. Two major developments thereafter greatly impacted the City of Forest Park: the construction of what is now Hartsfield-Jackson Atlanta International Airport (ATL) and Fort Gillem. In 1925, the Atlanta Speedway was converted into an airfield that grew to become the world’s most travelled airport today and the major commercial hub of Delta Air Lines. Fort Gillem was founded in 1941 as a satellite installation of nearby Fort McPherson, taking advantage of the nearby air and rail infrastructure. Both developments have shaped the growth and development of the City of Forest Park in significant ways.

The airport attracted commercial and industrial developments into the City's western and northern areas, while both the airport and Fort Gillem are major job centers for the local workforce. The 1,465-acre Fort Gillem eventually annexed into the City in 1973 and remained active until 2011, when it closed, and negotiations began with the City of Forest Park for its purchase in 2012. ATL has expanded numerous times, building a fifth runway, the tallest control tower in the U.S., and the Maynard H. Jackson International Terminal in the early 2000s. It continues to be the state's largest economic driver and a global asset for the City of Forest Park. Similarly, the Ford Motor Company's Atlanta Assembly factory in nearby Hapeville was another major employer of the local workforce from 1947 to 2006.

So, the City of Forest Park began as a turn of the century railroad town, but much of its development was shaped largely by post-WWII suburban growth and the impacts of the auto and aviation industry to the west and a massive military installation to the east. Since the end of WWII, this growth resulted in Forest Park's emergence as a viable center of commerce and livliehood.

The 1990s and 2000s, however, brought significant shifts in the economy to Forest Park, with decline and closures of major employers, such as Eastern airlines in 1991, the Ford Atlanta Assembly in 2006, and Fort Gillem beginning in 2005 until its closing in 2011. The 2008 economic

recession further impacted the City's fortunes, only worsened by the countywide impact from the loss of public school accreditation in 2008. Even public transit ceased service in Clayton County in 2010, stranding residents without access to jobs and services.

Yet, Forest Park has perservered through these tough times by undertaking numerous planning efforts. In 2001, Forest Park was one of ten initial recipients of the Atlanta Regional Commission's (ARC) Livable Centers Initiative (LCI). This study focused on revitalizing the town center and preparing for proposed future commuter rail. After many years, the City began to implement this plan, and in 2014, Clayton County residents voted to join the MARTA system. MARTA is now conducting the Environmental Review process for the High Capacity Transit expansion planned for Clayton County by 2027. City officials and leaders are also actively involved with regional planning and coordination efforts, such as the Aerotropolis Atlanta Alliance and Finding the Flint, to share opportunities and stimulate growth.

Today, the City of Forest Park is one of the largest cities in Clayton County with a diverse population of 19,707. With a renewed vision, this well-positioned City aims to write a new chapter in its history.

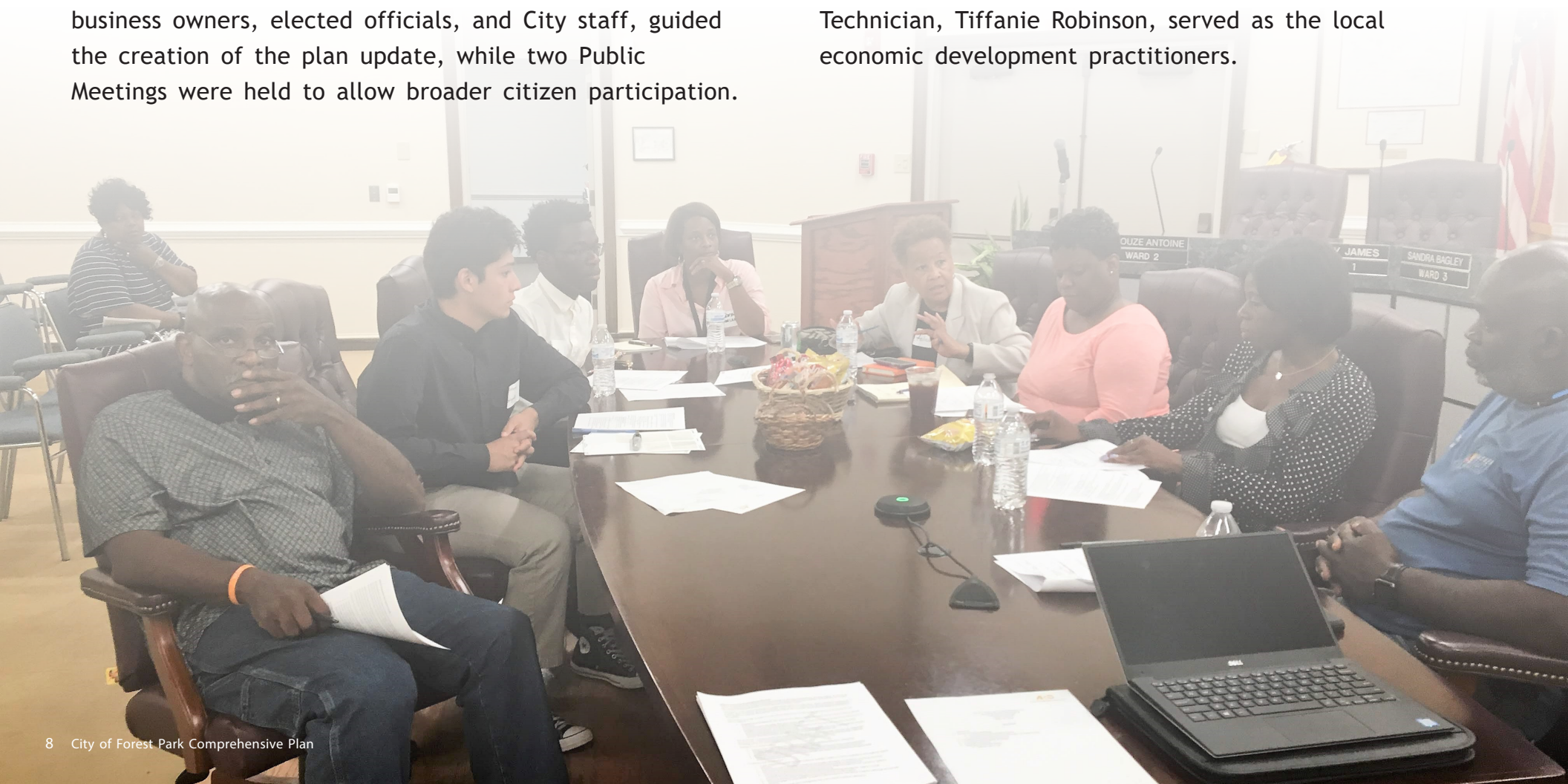
Community Input Opportunities

City representative and resident input was a crucial aspect of the development of the Comprehensive Plan update. The City of Forest Park provided public engagement opportunities throughout the planning process, all of which were advertised through local media outlets and City social media sites.

A Steering Committee, comprised of citizens, local business owners, elected officials, and City staff, guided the creation of the plan update, while two Public Meetings were held to allow broader citizen participation.

Both Public Meetings were held in the City of Forest Park's Community Center which allowed visitors to stop in and give valuable feedback to the planning team and City leadership.

Councilwoman and Mayor Pro Tem Latresa Wells served as the representative of the governing authority, while the City Manager, Angela Redding, and Financial Services Technician, Tiffanie Robinson, served as the local economic development practitioners.



Forest Park Comprehensive Plan Community Engagement

City Council Meetings

Monday February 5 Public Kick Off Meeting	Monday September 17 Second Public Hearing	Monday November 5 City Council Final Adoption
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Steering Committee Meetings

Thursday February 15 Steering Committee Meeting	Wednesday May 23 Steering Committee Meeting
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Public Engagement

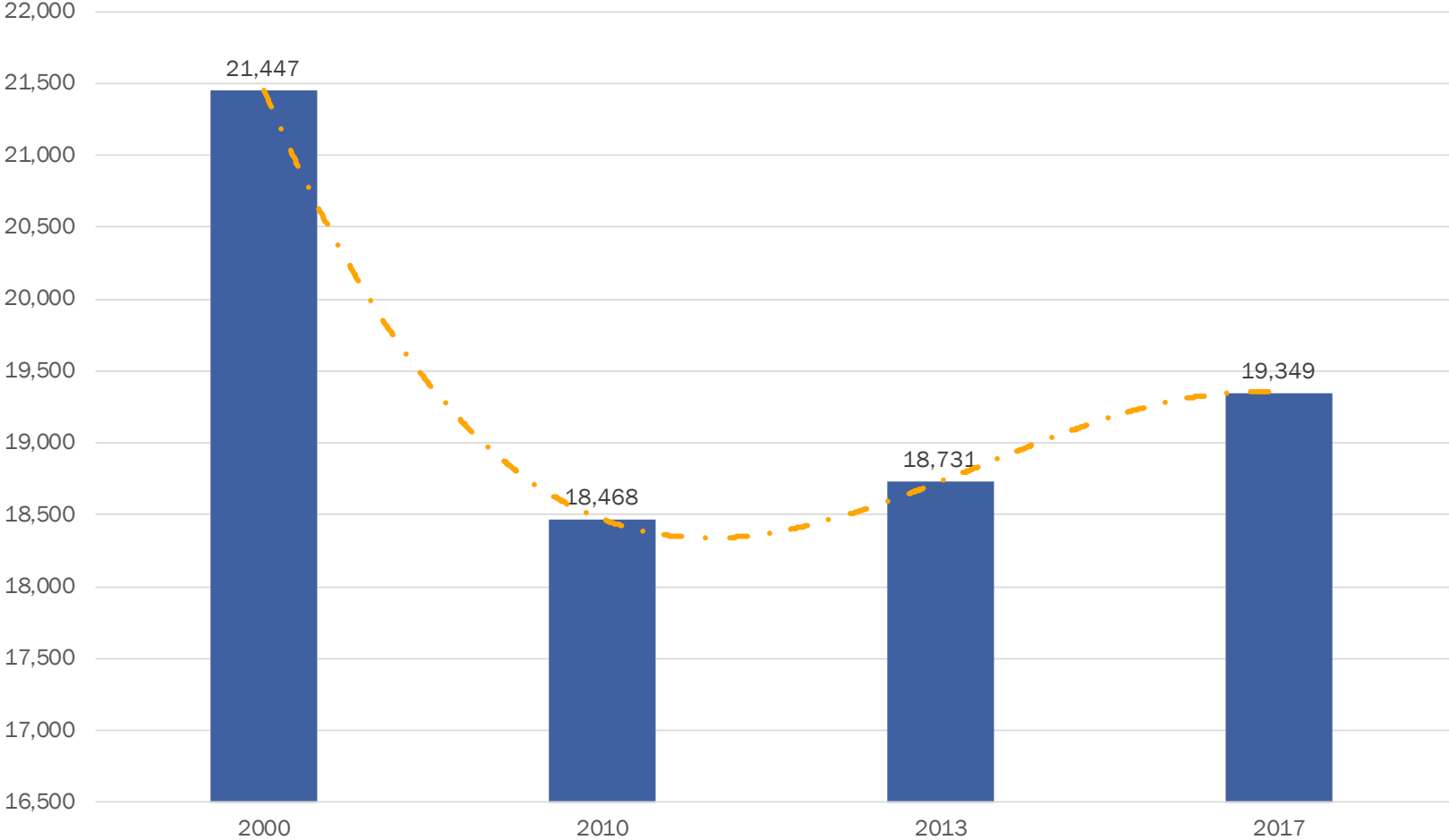
Wednesday March 28 Public Open House	Tuesday June 26 Public Open House
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Final Adoption Deadline: October 31, 2018

Demographics



Population Change



Source: U.S. Census, Esri Business Analyst Online

Forest Park saw a significant decrease in its population between 2000 and 2010. This is likely due to the gradual closing of major employment centers like Ford Motor Company’s Atlanta Assembly factory and Fort Gillem, the impact of the Great Recession on jobs and housing, and the temporary loss of Clayton County Public School System accreditation. However, today, the City is the largest by population in Clayton County with 19,707 people, according to Esri forecasts for 2018. And, population forecasts predict steady growth for Forest Park in the future.

Age Distribution

Age Pyramid



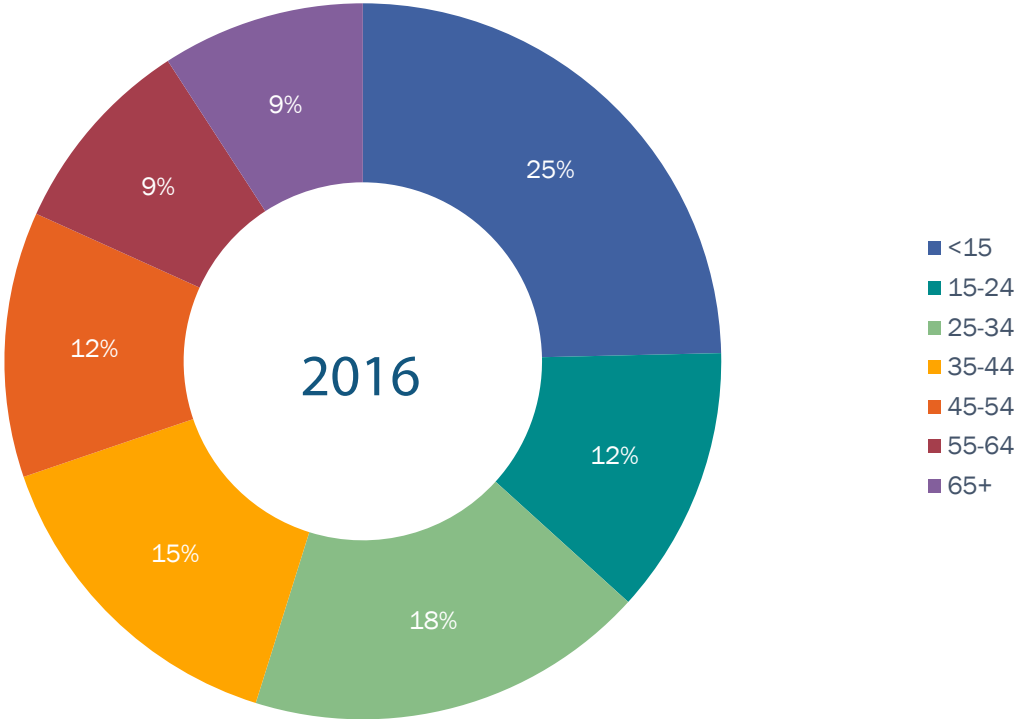
The largest group:
2018 Male Population
Age 25-29 (Esri)

The smallest group:
2018 Male Population
Age 85+ (Esri)

Dots show comparison to
Clayton County

Forest Park has a relatively equal age distribution across all age groups. The smallest age group is 55 years and older, while the largest age group is 15 years and younger. The 2018 median age is 33 years of age, according to Esri Business Analyst Online.

From 2000 to 2016, age distribution in Forest Park remained relatively unchanged, too. The largest change over time was in the 15-24 age group, which decreased by 6.1%. However, young people still make up a major portion of the population in the City.

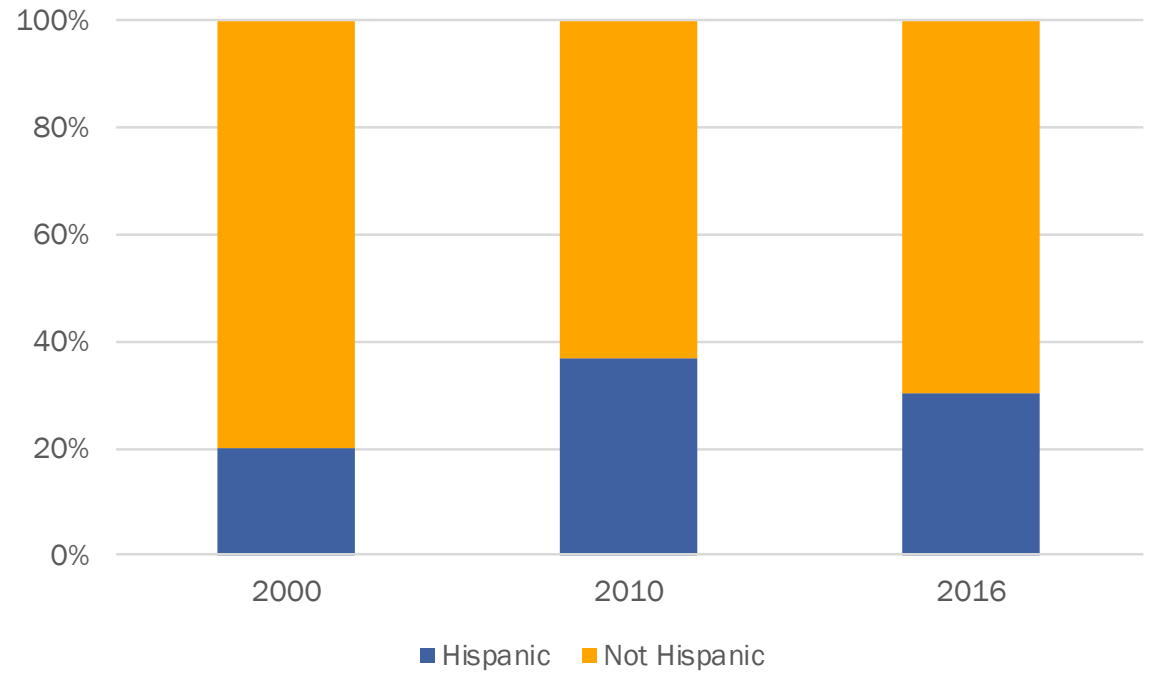


Source: U.S. Census American

Race & Ethnicity

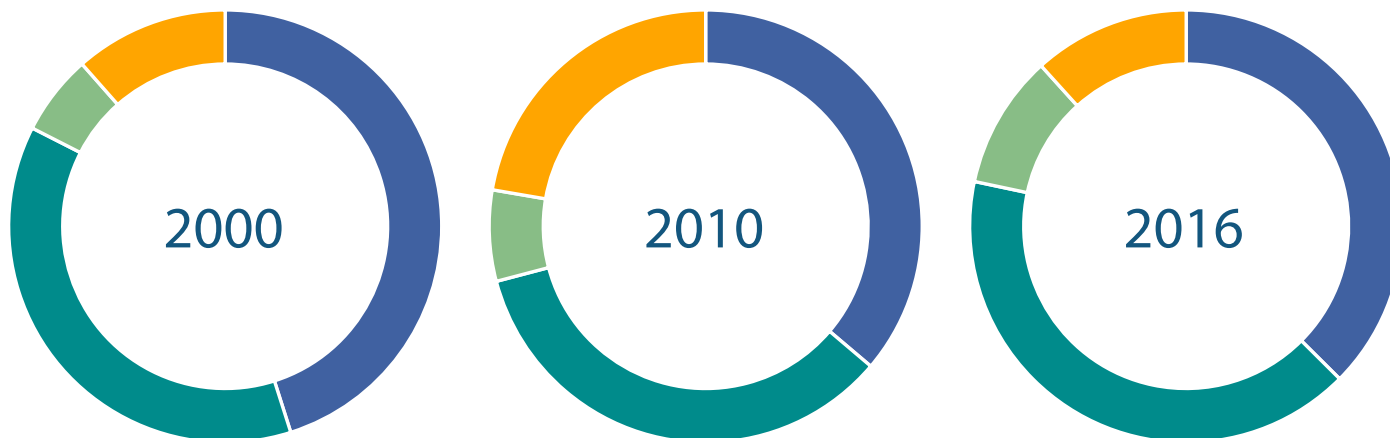
Forest Park is a multi-cultural, racially diverse City, and has grown increasingly diverse over time. Today, Whites make up 24.6% of the population, Blacks make up 43.7%, Asians make up 9.9%, and 21.2% identify as some other or two or more races. A large percentage of the population--32.2%--also have Hispanic origins.

Individuals Who Identify as Hispanic



Source: U.S. Census, Esri Business Analyst Online

■ White ■ Black or African American ■ Asian ■ Other





Esri Business Analyst

Esri's Business Analyst is a web-based solution that applies GIS technology to extensive demographic, consumer spending, and business data to deliver on-demand analysis, presentation-ready reports and maps. The infographics below profile the City of Forest Park and provide a snapshot of some of the City's characteristics.

Tapestry Segmentation from Esri provides an accurate, detailed description of America's neighborhoods. Segmentation is based on the principle that people with similar tastes and lifestyles will seek others with the same tastes, like seeks like. This national comparative data helps us understand lifestyle choices, consumer preferences, habits and hobbies. It classifies 67 unique

segments based on demographic and socioeconomic characteristics. These are the top three in the City of Forest Park.

	7D	Barrios Urbanos 2,039 households	31.9% of Households
	12C	Small Town Simplicity 1,355 households	21.2% of Households
	8G	Hardscrabble Road 936 households	14.6% of Households

Esri Tapestry Segments

Family is central within these diverse communities. Hispanics make up a majority of residents within these neighborhoods. More than one in four residents are foreign born, bringing rich cultural traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

Small Town Simplicity includes young families and senior households that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple - paying bills in person and avoiding debt.

Hardscrabble Road neighborhoods are in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children), and single parents. Younger, highly diverse (with higher proportions of black, multiracial, and Hispanic populations), and less educated, they work mainly in service, manufacturing, and retail trade industries. Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level. Approximately 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2-4 unit buildings. This market is struggling to get by.

Incomes

The City of Forest Park struggles to keep up with the metro Atlanta region's economy. Forest Park lags behind in a number of categories, including median household income, per capita income, and median net worth.

The City has a lower Median Household Income than much of the metro Atlanta region. Since the year 2000, as Area Median Income (AMI) increased in the Atlanta-Sandy-Springs-Roswell Metropolitan Statistical Area (MSA), the same measure decreased in the City of Forest Park and has remained fairly level.

Poverty is also a concern for Forest Park. According to the U.S. Department of Health and Human Services (HHS), the Federal Poverty Level (FPL) income numbers are as follows:

- \$12,140 for individuals
- \$16,460 for a family of 2
- \$20,780 for a family of 3
- \$25,100 for a family of 4

The City of Forest Park has a persons in poverty rate of **34.5%**.



INCOME



\$35,171

Median Household Income



Per Capita Income

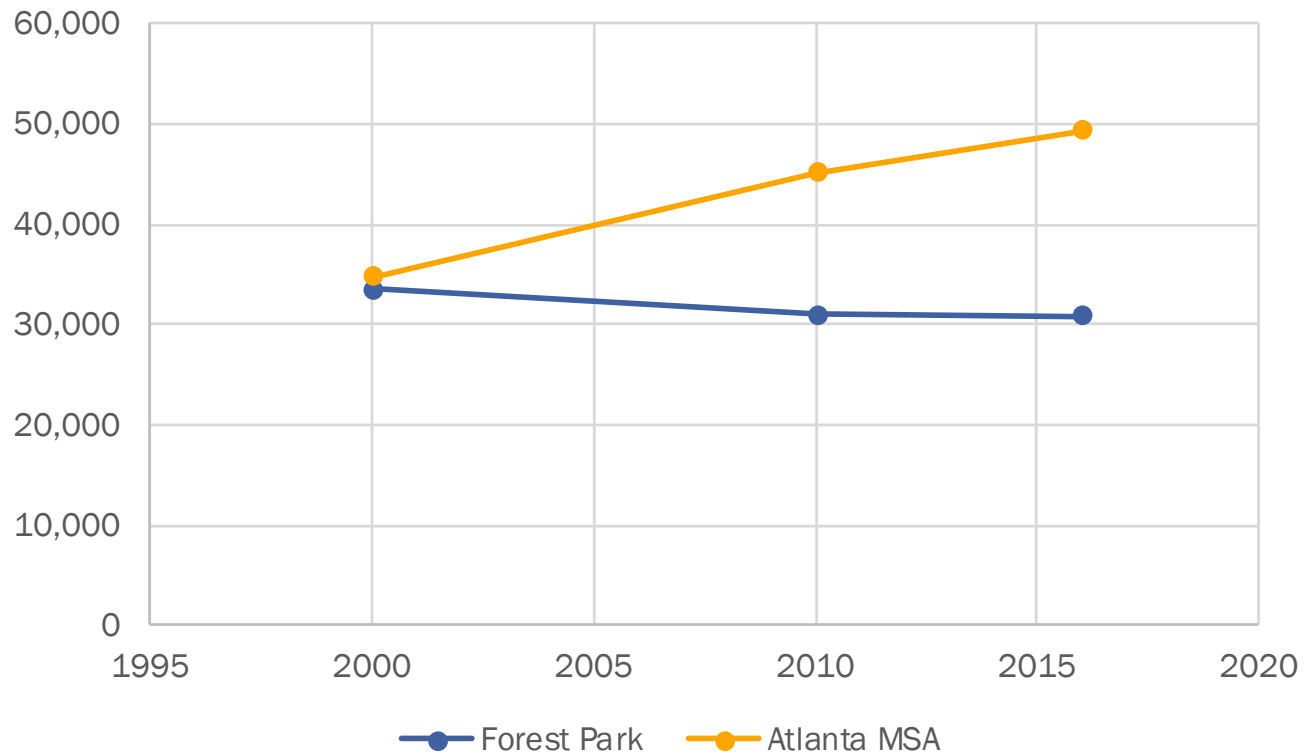
\$15,083



\$15,861

Median Net Worth

Area Median Income



ANNUAL HOUSEHOLD SPENDING

Income distribution is relatively balanced in Forest Park, although it is skewed towards lower incomes. Compared to the rest of the region, Forest Park has only a small percentage of higher income earning residents.



\$1,238

Apparel & Services



\$95

Computers & Hardware



\$1,971

Eating Out



\$2,927

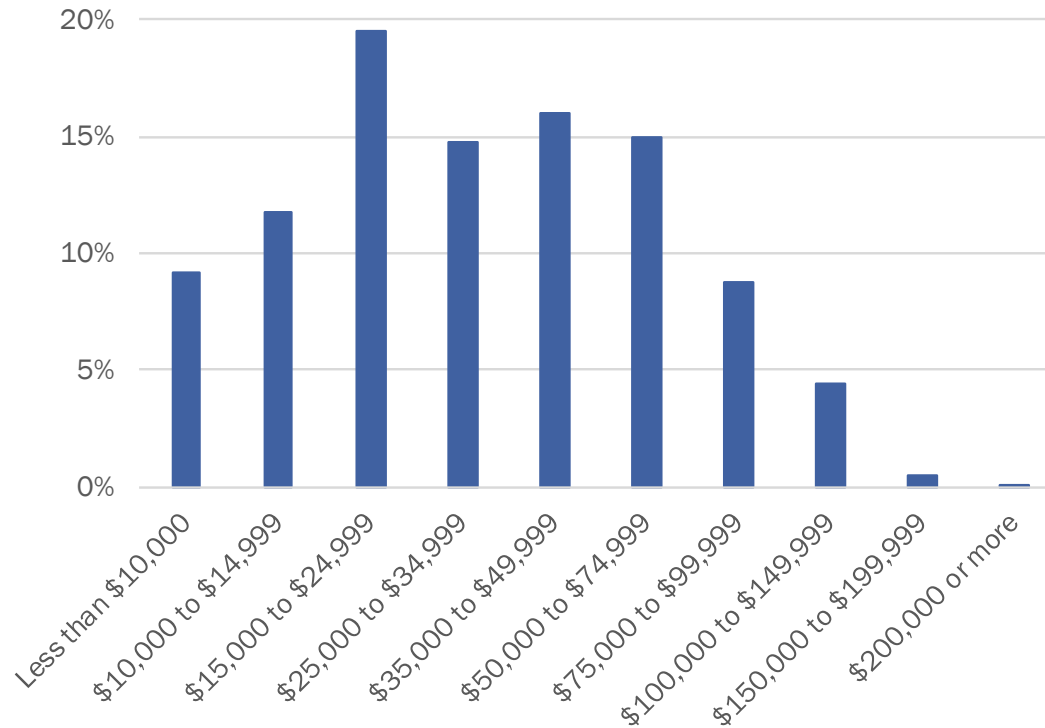
Groceries



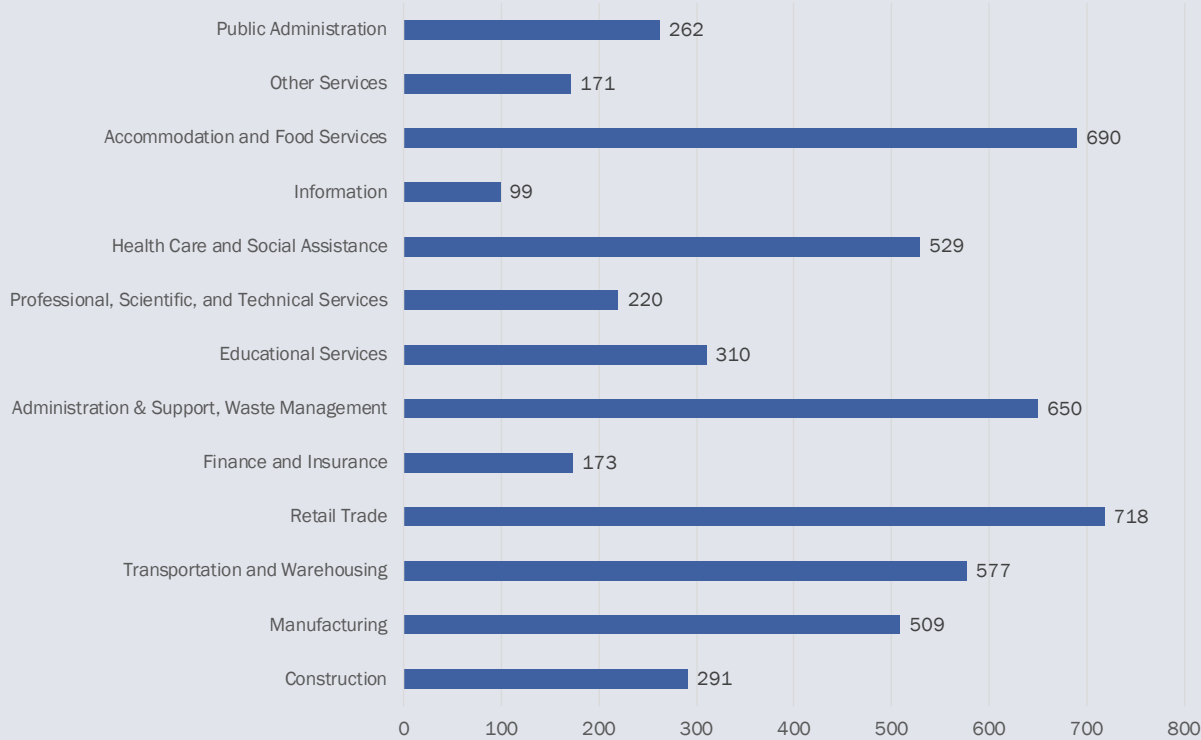
\$3,136

Health Care

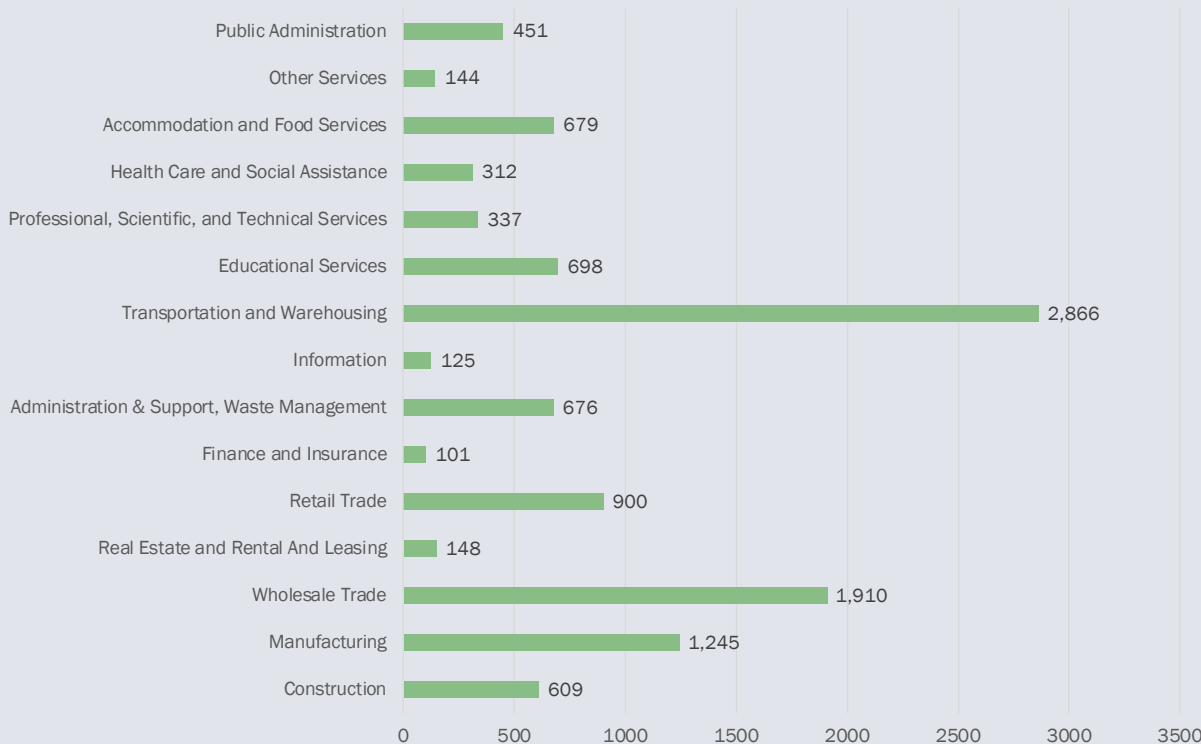
Income Distribution



WHAT JOBS DO FOREST PARK RESIDENTS DO?



WHAT JOBS ARE AVAILABLE IN THE CITY OF FOREST PARK?



Jobs

Forest Park has a strong and diverse workforce. Resident Area Characteristics (RAC) describe the industry that residents of a certain area work in for a living. The vast majority of Forest Park residents work in the Accommodation and Food Services, Administration & Support, Waste Management, and Retail Trade, but spread their talents out fairly evenly across many industries.

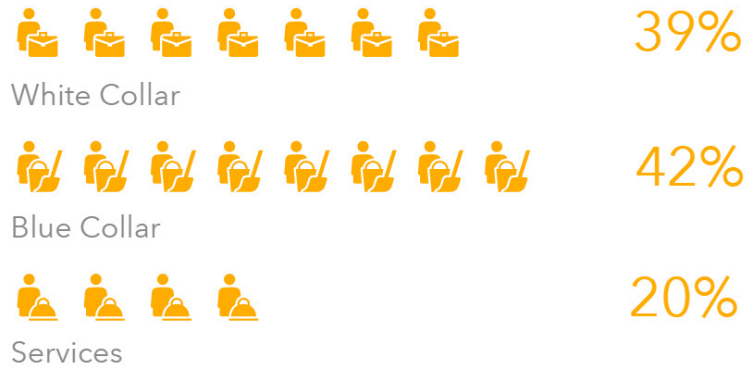
The Gillem Logistics Center plans to generate new distribution and e-commerce logistics jobs for Forest Park in place of the roughly 1,500 lost after Fort Gillem closed in 2012.

Workplace Area Characteristics (WAC) describe the jobs that are available within a given study area. The jobs available in Forest Park are largely and disproportionately geared towards Transportation and Warehousing and Wholesale Trade. This is due to the presence of airport-related industries and the State Farmers Market.

Blue Collar jobs are the predominant type of employment in the City of Forest Park. However, Forest Park has a higher percentage of Women- and Minority-owned businesses than much of the region.

Forest Park’s unemployment rate is also higher than the rest of the metro Atlanta region at 8.8%.

EMPLOYMENT

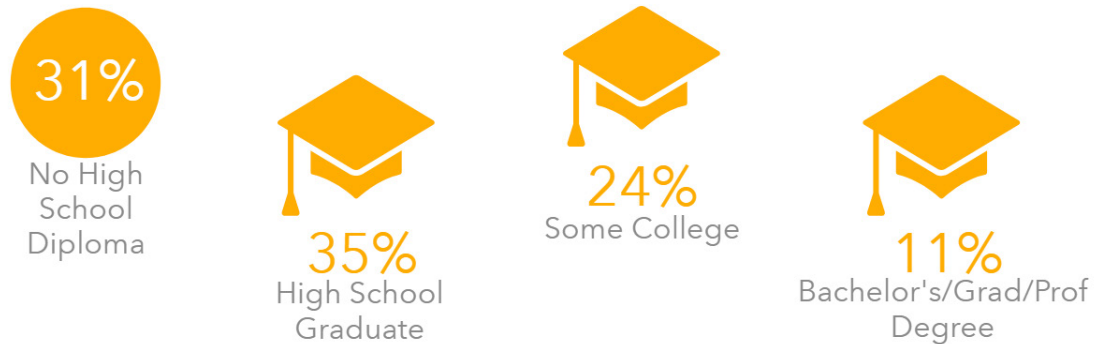


Education

In the Atlanta MSA, almost 36% of people over the age of 25 have completed bachelor’s degree or higher. The level of educational attainment in Forest Park is much lower, with 9.2% of people over the age of 25 in Forest Park having completed a bachelor’s degree, but 67.3% of people over the age of 25 have earned a high school graduate degree.

The level of educational attainment for the entire population is as follows: 31% of Forest Park residents are without a high school diploma, 35% have a GED, 24% have some college, and 11% have a degree in higher education.

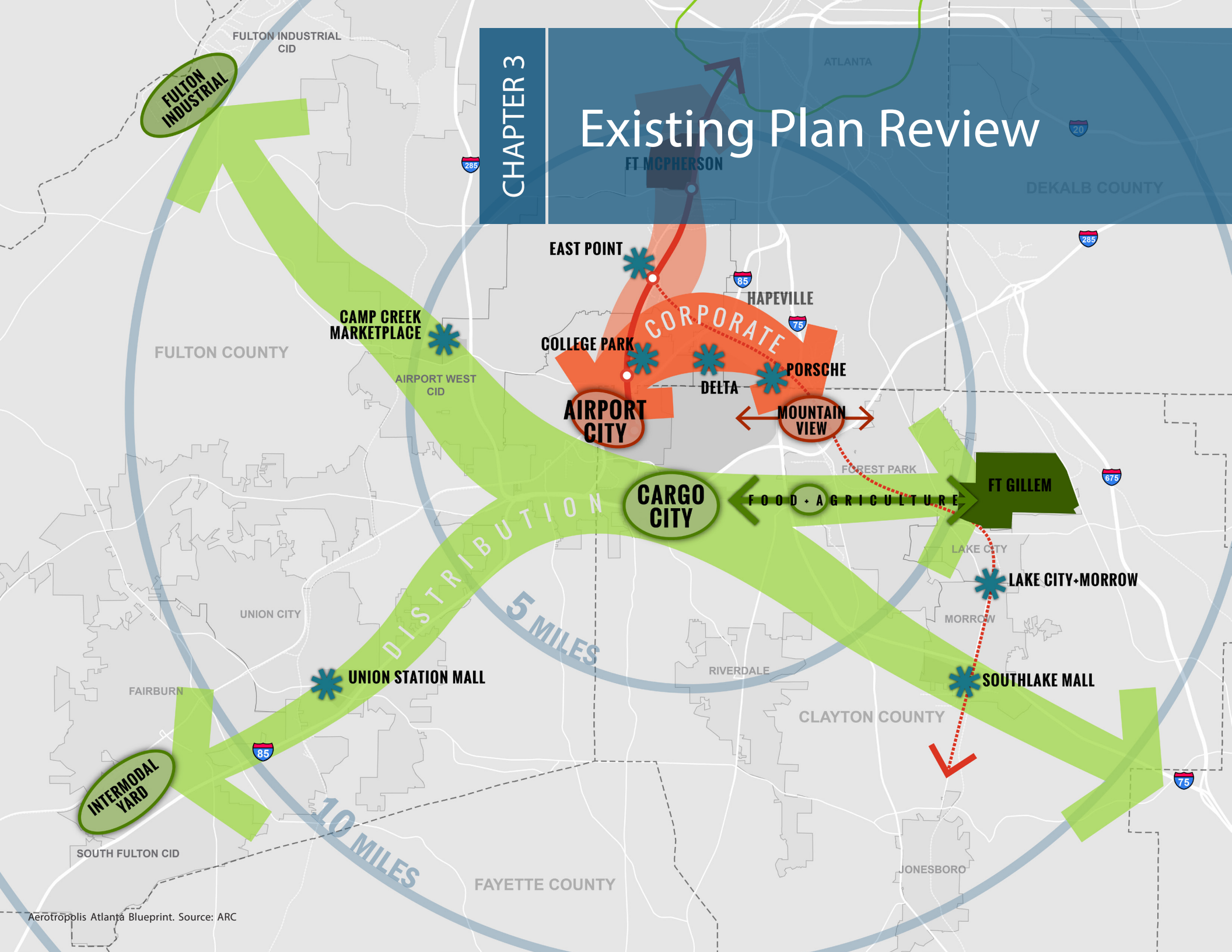
EDUCATION





CHAPTER 3

Existing Plan Review



The City of Forest Park has undertaken and been part of many planning efforts in the past. It is important to always consider current planning processes within the context of previous planning efforts. The following list details planning projects previously completed for the City of Forest Park, or related to Forest Park:

Previous Plans

- Aerotropolis Atlanta Blueprint
- Atlanta State Farmers Market Master Plan
- City of Forest Park Comprehensive Plan 2005-2025
- City of Forest Park Livable Centers Initiative (LCI)
- City of Forest Park LCI Supplementals
- Clayton Connects
- Clayton County Strategic Economic Development Plan
- Forest Park Main Street Design Guidelines
- Fort Gillem Strategic Reuse Plan
- Tri-Cities Urban Redevelopment Plan (Forest Park, Lake City, Morrow)
- Urban Redevelopment Agency Park Presentation

The goals and work programs from these plans will be included in the appendix of this plan. The City of Forest Park should consider how these align and accomplish the goals of this plan.

Similarly, the City of Forest Park currently has a number of planning efforts underway today. It is important to consider these efforts, as well, as they should align in as many ways as possible. The following list details planning efforts currently underway for the City of Forest Park, or relating to Forest Park:

Current Plans

- AeroATL Greenway Study
- City of Morrow Comprehensive Plan
- City of Riverdale Comprehensive
- Clayton County CTP 2018 Update
- Finding the Flint
- House Resolution 1471 for the Study of the Revitalization of the Atlanta State Farmers Market
- MARTA High Capacity Transit Initiative
- Starr Park and Neighborhood Master Plan

The City of Forest Park should maintain involvement in all of these efforts to promote Forest Park's goals and assets throughout the development of new plans.

Helpful to achieving the goal

Harmful to achieving the goal

STRENGTHS

WEAKNESSES

Community Goals

CHAPTER 4

Internal origin - attributes of Forest Park

Forest market
 Franch market
 Great Library
 Airport
 TRANSPORTATION
 Location Access to all interstates
 Access. 1-675, 1-75, 1-285
 AIRPORT. CLAYTON WATER.
 Diversity Location
 Great Community
 Great Park Area

OLDER HOMES
 INCOME
 assisting in/ with marketing Business
 resources for Business
 low population of young family households
 Schools student's coming to other degree schools out of Forest Park

OPPORTUNITIES

THREATS

of Social, Economic and Natural Environment

Green Space
 Food Tourism.
 Change Culture
 Jobs growth
 Public Schools
 Green Sustainable Renewable Energy Forward looking

Latino Explosion
 Segregation City
 Competitive
 Barriers
 Homelessness

Vision Statement

The City of Forest Park will work with our residents and business community to foster pride and develop beautiful and affordable neighborhoods, a dynamic economy, and a healthy environment where all citizens can prosper.

The Comprehensive Plan Update 2018 is organized around a few major themes: economic development, housing, transportation, and preserving and regenerating the natural environment. A key element to this plan and that came out of the planning process is that all of these elements and themes are interrelated and interdependent. Each theme has goals and policies specific to it, but without the complete picture, there is no vision.

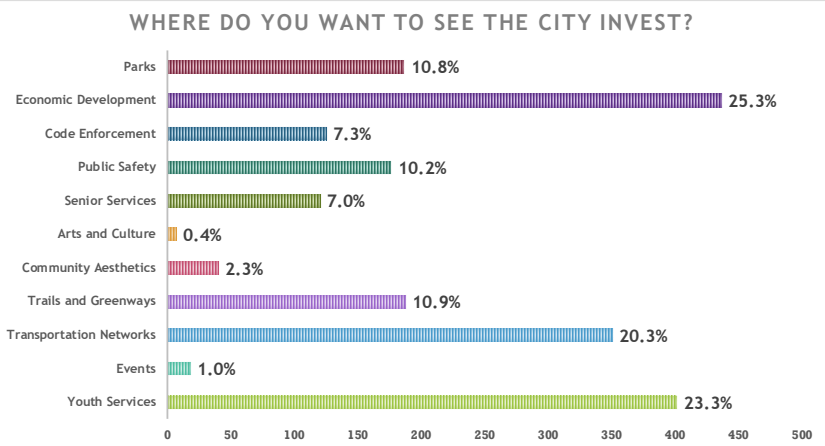
It is important to note, however, that many policies and strategies have overlapping impacts and sometimes competing interests. The community discussed the intertwined impacts of policy decisions, reflecting on how their choices have effects on more than just their area of expertise. It is this understanding of interrelated consequences that the Comprehensive Plan Update 2018 presents the community goals and implementation strategies. It aims to be simple and actionable.

The Steering Committee first reviewed demographic and economic data for the City of Forest Park. Then, it undertook a Strengths, Weaknesses, Opportunities and Threats analysis (SWOT) and discussed issues and

opportunities facing the City of Forest Park. This process developed a clear understanding of where the City is and where it must go.

Next, after public input on the vision statement from Forest Park’s previous comprehensive plan, the Steering Committee helped craft and refine the new vision statement above. It reflects the true vision of Forest Park’s aspirations and the character of its residents.

Finally, the Steering Committee and the public helped define, shape and prioritize goals for the City of Forest Park, which are laid out in this section. Through a back and forth process, the community defined how the City will achieve its vision.



Community Challenges

As the City looks ahead to the next 5 to 10 years, Forest Park will have to face some challenges, including:

- **Aging Population:** The City of Forest Park, like much of the region, is aging rapidly. With a low density housing stock and saturation of corridor commercial development, Forest Park must consider the needs of the aging population and create more affordable options that are better connected to the amenities it needs.
- **Encroaching Land Uses:** Forest Park has a lot of industrial commercial land uses near the airport in the northern and western part of the City. These land uses provide jobs, but prohibit high quality of life for residents.
- **Housing:** Forest Park has a tremendous asset in its neighborhoods and housing stock, but much of it is aging and in need of repairs. Absent landlords and high rental rates have led to intensified code enforcement, but this department is under-resourced, too. The City of Forest Park should look to assess what it can do to come up with innovative approaches to improving their housing challenges.
- **Walkability:** Forest Park is located right off two interstates and is bisected by two state highways. A commercial railroad also runs through the City. Having access to safe and connected pedestrian facilities, including sidewalks, parks, trails and greenways are a major concern for residents, and the City is working to connect key community assets.
- **Environmental Impacts of the Airport:** The airport is a major employment center, but there are real and harmful environmental impacts being located so close to it. Forest Park must work with its regional partners and the airport to address air, water, and noise impacts in the City and on its residents.
- **Poverty:** The City of Forest Park resident profile is skewed to the extreme, with high concentrations of residents falling at the lower end of the spectrum. Forest Park can reach beyond local government and work with the private sector and non-profits to improve conditions for the most at-risk residents.

Community Strengths

As the City prepares for the next 5 to 10 years, Forest Park offers a wealth of strengths to draw upon, including:

- **Strong Regional Location:** The City of Forest Park is strategically located near the world's busiest airport, Hartsfield-Jackson Atlanta International Airport, and the most significant economic driver of the State of Georgia.

- **Affordable Neighborhoods and Active**

- **Civic Spaces:** The people of Forest Park have a long history of gathering together to enjoy opportunities for recreation, open and green space, and socializing. Places like the Forest Park Library, a local favorite Anne and Bill's Restaurant, and Starr Park are some of the City's best.

- **Jobs:** Forest Park has more jobs than residents. Due to its strong regional location and proximity to the airport, Forest Park is a top logistics, food and agri-business submarket for the region, especially for wholesale food distributors. The Fort Gillem Logistics Center redevelopment, Tradeport, and the State Farmers Market are major assets to Forest Park.

- **Diversity:** Forest Park is a diverse community with multiple foreign languages spoken, which is an asset the City should continue to cultivate. This makes Forest Park a food and culture destination. Jonesboro Road could be the Buford Highway of Clayton County.

- **Access:** Forest Park has good access to the surrounding counties by way of I-285, downtown Atlanta by way of I-75, and to the broader parts of the region by way of I-75 and I-675.

- **Potential:** With the MARTA expansion into Clayton County moving through its planning process, the Aerotropolis Atlanta Alliance supporting and coordinating local governments around the airport, and the Fort Gillem redevelopment continuing to build out, there has never been a brighter future for Forest Park. This presents a unique but limited window of opportunity for the City that should be leveraged to advance the goals of Forest Park.

Community Challenges

Aging Population, Environmental Impacts, Imbalance of Owner-to-Rental-Occupied Housing, Neighborhood Stagnation, Poor Walkability and Connectivity

Goals	Policies
Mitigate the environmental impacts of Hartsfield-Jackson Atlanta International Airport (ATL) on Forest Park neighborhoods and community health	Work with regional partners, like Aerotropolis Atlanta Alliance and the City of Atlanta, to fund noise mitigation programs and flood mitigation land uses
Provide sufficient housing options for Forest Park’s aging population	Seek out partnerships with affordable housing developers to build senior housing that is accessible and connected to quality of life amenities
Prevent the encroachment of unwanted land uses into residential areas	Maintain appropriate buffer zones between residential land use and non-residential land use
Ensure neighborhood preservation and stabilization as the City evolves	Establish development guidelines for targeted neighborhood redevelopment areas to ensure a range of housing styles and price points
Undertake housing planning processes that promote and incentivize increased homeownership	Support the code enforcement department in developing new and innovative strategies for fighting absent landlords and abandoned property
Establish new and expand existing small-business services and programs that support entrepreneurs, especially for Forest Park youth, and that cater to Forest Park’s diverse population	Partner with regional organizations like WorkSource Aerotropolis, the Hartsfield Jackson International Airport, the State Farmers Market, Kroger, and Clayton State University to support local job seekers and provide workforce training programs
Meet State and Metropolitan North Georgia Water Planning District requirements for environmental protection and stormwater mitigation to help mitigate these impacts on Forest Park neighborhoods	Work with Clayton County, the Clayton County Water Authority and the Metropolitan North Georgia Water Planning District to ensure compliance with the State Part 5 criteria, the relevant requirements of the District’s 2017 Water Resource Management Plan and the MS-4 permit requirements

Community Opportunities

Active public spaces, Diverse population, Growing employment center - Fort Gillem and the State Farmers Market, MARTA expansion, Regional Initiatives - Finding the Flint and Aerotropolis, Strategic location, Strong community pride and character

Goals	Policies
Enhance community and civic space by preserving and regenerating natural environments	Develop trails and greenways that connect to regional amenities and align with County and regional greenspace initiatives
Promote Forest Park as an exceptional place to live, work and play by attracting people with a diverse range of incomes	Establish a formal marketing campaign to promote Forest Park assets, such as its affordable housing stock, access to the airport and future MARTA rail line
Create a unique sense of place in the region	Work with regional partners like Aerotropolis Atlanta and Finding the Flint to implement greenway and blueway projects to improve connectivity for residents and visitors
Reinforce Forest Park’s strong community character through design and community events	Establish appropriate development guidelines for targeted redevelopment neighborhood
Leverage Atlanta State Farmers Market (ASFM) as a regional asset to ensure Forest Park’s commitment to the agri-business industry	Establish a partnership with the State Department of Agriculture and stakeholders of ASFM to improve connectivity to Forest Park and benefits to broader community
Coordinate and engage with MARTA to ensure the City of Forest Park is well positioned for high capacity transit	Continue to partner with MARTA, ARC, GDOT, and Clayton County to encourage swift and efficient planning and implementation of the Clayton County MARTA expansion
Leverage Fort Gillem development to ensure continued relationship with the City	Establish a partnership with Fort Gillem tenants to support City community development efforts

CHAPTER 5

Future Land Use



Land Use Classifications

The Future Land Use Map geographically organizes future development the City of Forest Park desires to achieve in the future and is a graphic representation of goals and objectives of this Comprehensive Plan.

Zoning, development regulations, and infrastructure investment will need to evolve to accommodate future land use goals and principles. Decision-makers will also use the future land use descriptions as a policy guide for future rezoning decisions, and as a way to understand broader context around development proposals.

Future land uses provide descriptions regarding these planning elements:

- Desired infrastructure, economic objectives, housing types and building types
- Building form, massing, and style
- Desired use or mix of uses
- Goals to achieve the desired development types

As Forest Park is primarily built out, redevelopment will be key to any growth within the City.



Low Density Residential: includes single-family, detached residential development. This land use category includes large areas of the city which are already developed in single-family residential subdivisions, and includes those areas which are likely to develop in a similar manner over the next twenty years.



Medium Density Residential: includes single family detached, single family attached, duplex, triplex, townhouse and condominiums.



High Density Residential: includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.



Commercial: includes retail or strip malls, auto-related businesses, funeral homes and restaurants.




Office/Professional: includes office and professional uses such as finance, insurance, real estate and medical offices.




Office/Business: includes more intensive office-oriented developments such as “office parks” and “business parks” that are directly accessible to the interstate highway system. All development should have the majority of building space allocated for office use.


Land Use Classifications




Mixed Use Office: allows for a mixture of office and residential uses in such a way as to foster a live-work environment. Professional offices (finance, insurance, real estate, medical) may locate at ground level with residential condominium or apartment units above. Includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.




Mixed Use Commercial: allows for a mixture of commercial and residential uses in a “traditional urban” or “main street” fashion. Neighborhood-friendly retail commercial uses such as drugstores, flower shops, and small clothing stores may front on commercial streets with condominium-type residential units and/or offices located above or behind. Includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.




Mixed Use Transit Village: Consistent with the Transit Village recommended by the Forest Park Livable Centers Initiative Plan, allows for a mixture of neighborhood-friendly commercial, office and residential uses in a vertical arrangement. All development should be pedestrian-oriented and should facilitate access to mass transit facilities.




Institutional: includes churches, lodges, hospitals, clubs and community service buildings. This classification also includes public schools and buildings, fire stations, police stations, City buildings, and cemeteries.



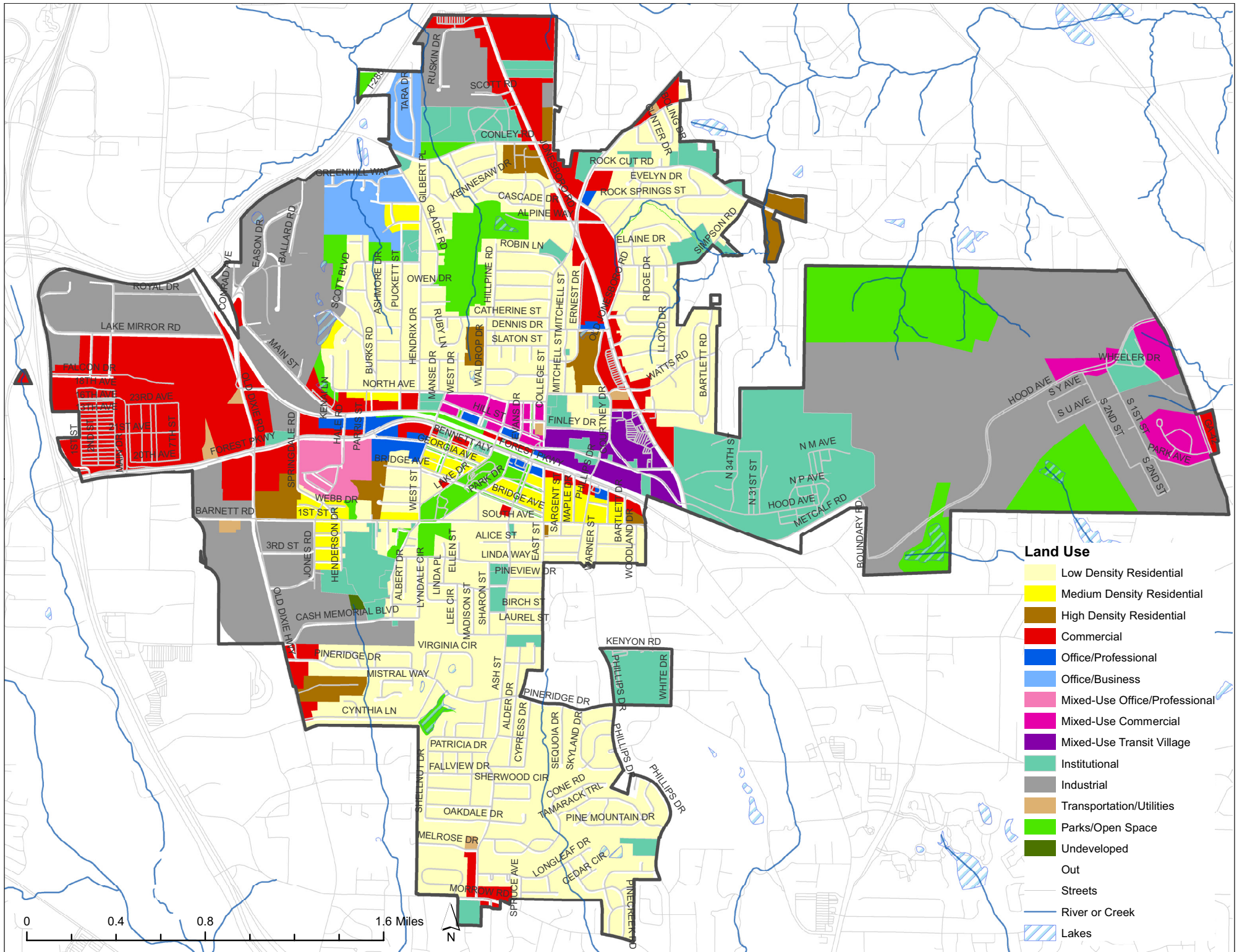
Industrial: includes storage and warehousing facilities, technology related manufacturing with offices, auto repair, utility storage yards, structures which combine office and warehouse/distribution functions, truck terminals, and similar structures and other businesses that are manufacturers but do not necessarily conflict with commercial uses.



Transportation/Communication/Utilities: includes airports, water and sewer facilities, power stations, substations, water storage tanks, radio and television stations, limited access highways, and utility corridors.



Parks/Open Space: includes land dedicated to active or passive recreational uses that are either publicly or privately owned and may include playgrounds, public parks, nature preserves, golf courses, reservations, recreation centers, and similar uses. All 100-year floodplain areas in Forest Park are included under the Parks/Open Space classification.



Land Use

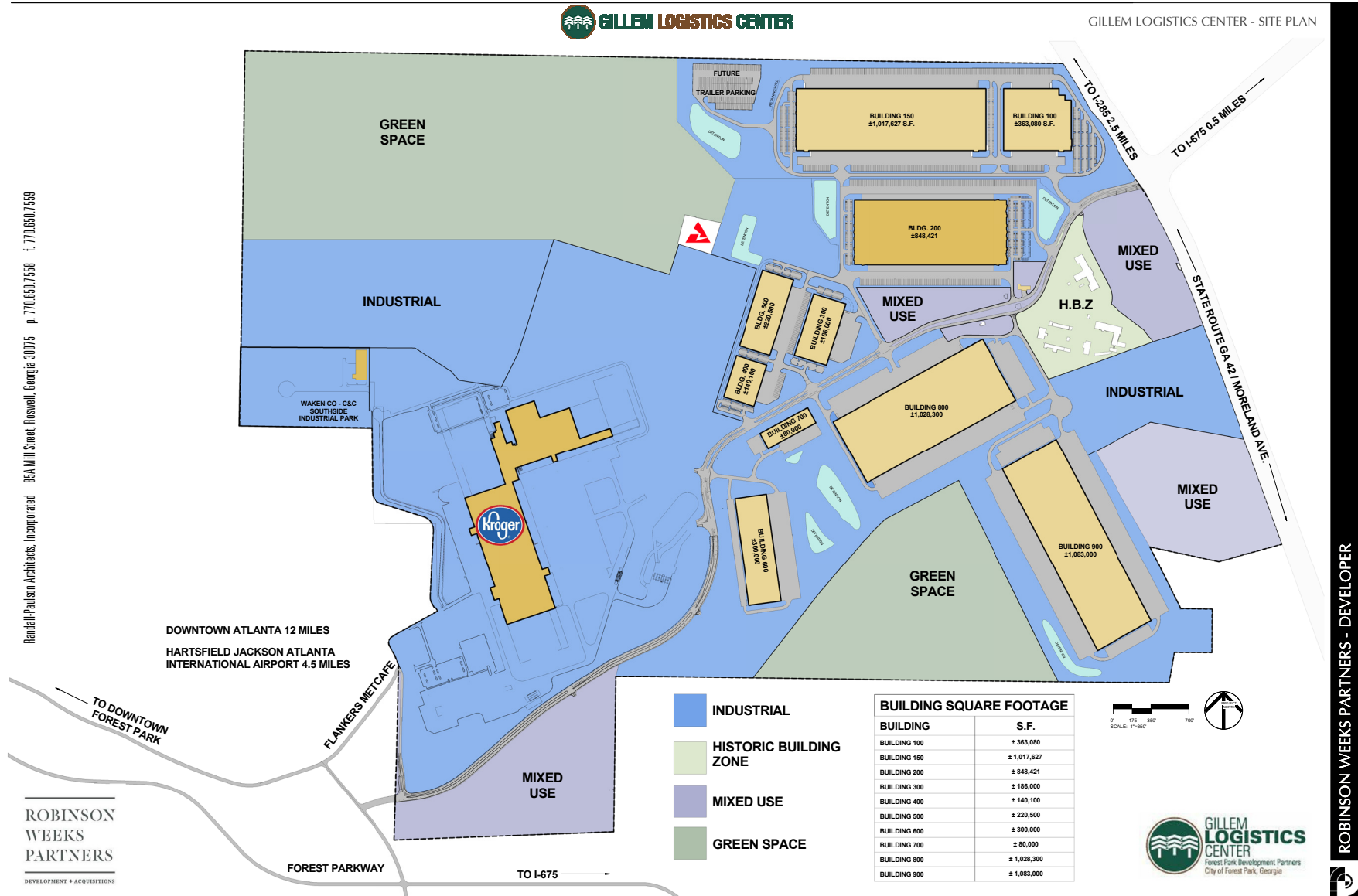
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Commercial
- Office/Professional
- Office/Business
- Mixed-Use Office/Professional
- Mixed-Use Commercial
- Mixed-Use Transit Village
- Institutional
- Industrial
- Transportation/Utilities
- Parks/Open Space
- Undeveloped
- Out
- Streets
- River or Creek
- Lakes

0 0.4 0.8 1.6 Miles



Gillem Logistics Center

The Gillem Logistics Center (the former Fort Gillem Army Base) is a special land use district within Forest Park. The 1168-acre master planned park could accommodate over 8 million square feet of industrial space and one-half million square feet of mixed-use buildings. Marketed as a regional distribution and e-commerce logistics center, the park has created at least 120 new jobs, with additional jobs to be created as build out continues. Below is the published site plan with designated land use classifications.





CHAPTER 6

Economic Development



Regional Economic Competitiveness

Catlyst is the regional competitiveness strategy for the 10-county Metro Atlanta region. It serves as the Comprehensive Economic Development Strategy (CEDS) and was adopted in 2017. Its vision is to have a competitive economy and region that works for everyone, which aligns with the City of Forest Park's vision and will be the destination toward which all its economic development goals and initiatives navigate.

The Catlyst Strategy is built on Four Pillars that focus on the needs of individual residents in the metro region:

- ***Engaged and Employed.*** Everyone is able to thrive in a robust global economy.
- ***Prepared and Productive.*** Everyone is prepared to advance in a productive career and lifelong learning.
- ***Healthy and Housed.*** Everyone has options for a healthy lifestyle and quality affordable housing.
- ***Connected and Resilient.*** Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

The Strategic Framework for the implementation of the Catlyst Strategy includes an adaptable structure for regional partners to achieve their unique vision and goals.



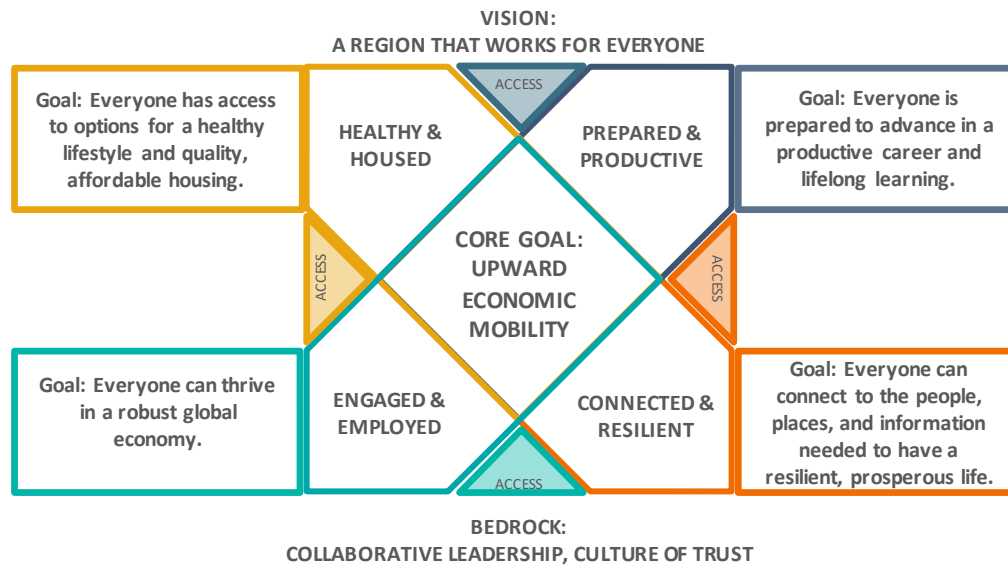
This list includes only the regional strategies that are particularly relevant for the City of Forest Park or those that have been expanded to fit within its vision.

Engaged and Employed

- Further amplify and activate Aerotropolis Atlanta, by promoting the Forest Park assets, such as Gillem Logistics Center, the Atlanta State Farmers Market, and the food and agri-business industry.
- Promote and expand resources available for entrepreneurs and small businesses.
- Establish and engage the community on City services.
- Expand programs that connect corporations and Minority and Women-Owned Small Business Entrepreneurs.

Prepared and Productive

- Support Learn4Life and replicate similar cradle-to-career initiatives throughout Forest Park.
- Raise awareness of viable STEM career tracks among K-12 students and their parents.
- Increase early childhood education funding and quality programming.
- Expand Forest Park's involvement in High Demand Career Initiative (HDCI), creating sector partnerships and



programming.

- Support the development of entrepreneurial thinking among Forest Park’s youth.
- Increase Forest Park businesses’ engagement in schools.
- Address gaps in education, workforce development, and social support offerings.

Healthy and Housed

- Facilitate a regional housing strategy that includes homeowner repair assistance.
- Build the capacity of nonprofits and other organizations dedicated to housing and workforce development.
- Expand resources to help Forest Park improve healthy, safe lifestyles for their residents.

Connected and Resilient

- Study and take action on the inheritance of poverty and its negative impacts.
- In a comprehensive regional approach, protect and connect future green spaces by working with Aerotropolis Atlanta and Finding the Flint.
- Where applicable, the City of Forest Park will work with the Finding the Flint effort to adopt the headwaters development principles as a framework for future development and redevelopment that enhances the quality of life for all residents.
- The City will participate when and where appropriate to leverage local effort with Finding the Flint to ensure a cohesive and well-coordinated approach to achieving the City’s goals as well as supporting broader regional efforts.

A Strategic Economic Development Plan was also prepared by Georgia Tech for Clayton County, the Development Authority of Clayton County, and the Clayton County Chamber of Commerce in 2013. The plan was facilitated by Georgia Tech Enterprise Innovation Institute, and was developed using a combination of stakeholder feedback, community engagement and technical analysis. The following recommendations were developed for advancing economic development in Clayton County.

The study took place over a nine-month period. Over 130 different data points were analyzed and hundreds of local stakeholders participated in the process. The process was directed by a Steering Committee that provided oversight and feedback.

Goals	Recommendations
Improve the internal and external image of Clayton County.	Development formal agreement and approach between cities and county to collectively shape a positive image of Clayton County.
Develop better and broader relationship between the private and public sector in Clayton County.	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden number of people formally involved in the effort to visit, retain and expand existing industry
Create more opportunities for Clayton County residents to find and retain employment	Prioritize workforce development as a key economic development tool for improving family selfsufficiency and reducing unemployment.
Refine targeted industry sectors for business recruitment.	Target business sectors based on the Business Opportunities Assessment and broad community support.
Recognize the importance of entrepreneurship and small businesses in Clayton County.	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.
Grow the impact of Public Higher Education Institutions on Clayton County's economic development.	Develop a framework for engagement between Clayton State University, Atlanta Technical College and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.

CHAPTER 7

Housing



Housing is an important issue to the citizens of Forest Park Throughout the Comprehensive Planning process, the community identified concerns and potential solutions to housing challenges in the City of Forest Park. Overall, the community wants to see the City of Forest Park incentivize decent housing and support a suitable living environment for its residents, while focusing on housing as a way to expand economic opportunities for all.

The primary means to this end will be to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, to implement proven projects, programs and other efforts, such as home ownership and property maintenance initiatives, to address specific challenges.

The City of Forest Park should continue to implement the goals and work program of the current Clayton County Consolidated Housing Plan, as well as the 2018 update when released. This plan should provide the foundation of Forest Park's understanding of the broad housing issues in Clayton

moderate-income renters and 75% of low-income cost burdened owner-occupied households are experiencing this type of burden. This indicates that severely cost burdened households are spending more than 50% of their monthly income on rent, mortgages, household utilities and taxes (pg 31).

The Consolidated Plan also reveals that African Americans in all income groups experienced a disproportionately greater need with regards to housing problems. The lower the income, the higher the possibility that their housing will have one or more housing problems (pg 33).

Finally, single-family detached homes continue to be the principal choice of housing in Clayton County, so the projected growth of the aging population indicates there will be a need for smaller low-maintenance residences such as condominiums, age-restricted multi-family retirement communities and assisted living facilities to fulfill the housing needs of the county's aging population over time (pg 56).

These key issues facing Clayton County are also some of the critical issues facing Forest Park. However, Forest Park faces additional and significant housing challenges that City leaders must address to accomplish the community's vision laid out in this Comprehensive Plan.

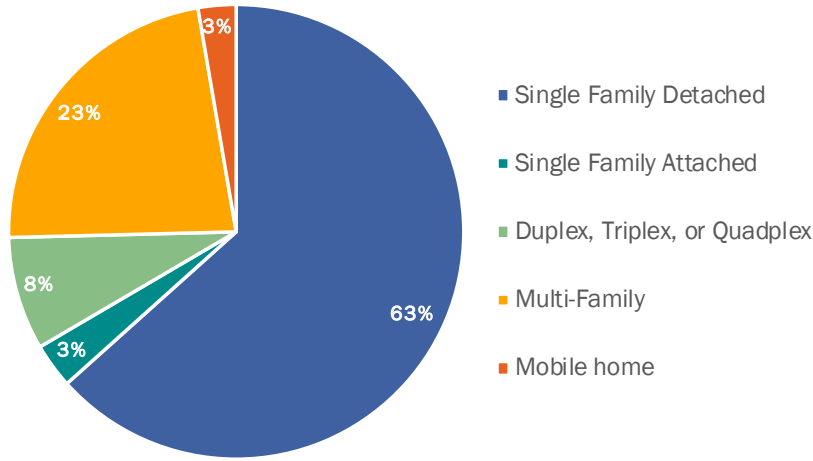
Housing in Clayton County

County and how to help the most at-risk populations.

According to the Clayton County Consolidated Plan, the most common housing problem is the prevalence of extreme housing cost burdens. Over 90% of low- and

Housing In Forest Park

Housing Type



According to the American Community Survey 5-Year Estimate (2016) there are 7,576 housing units in Forest Park. 42.9% of housing units are owner-occupied and 57.1% of housing units are renter-occupied. The city has a high overall vacancy rate of 19.6%, most of which are rental units. Only 3.6% of owner-occupied units are vacant. Of the rental units that are available in the city, rents are still average with the median cost being around \$823 per month.

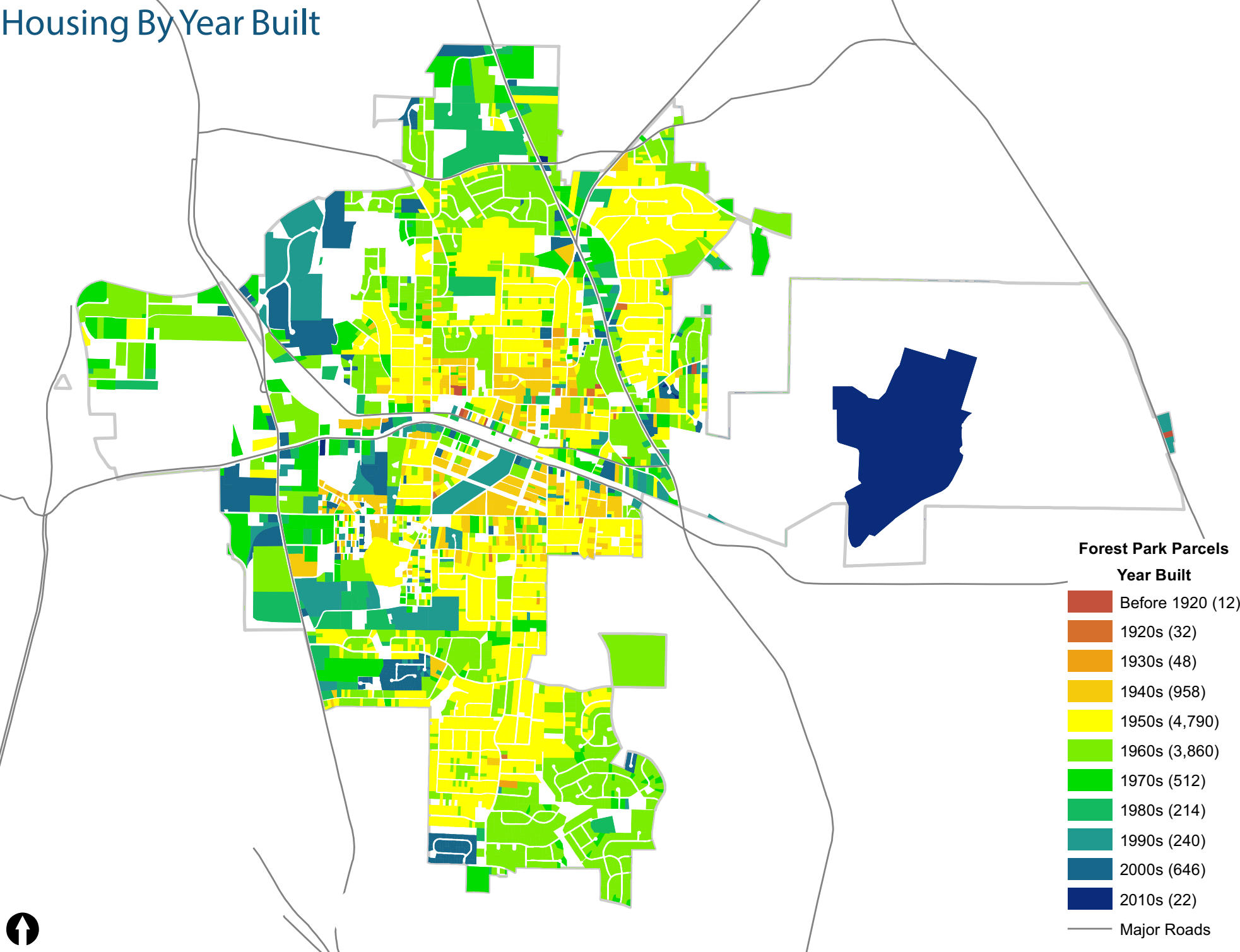
Single-family detached housing accounts for 65% of the housing unit types in the City of Forest Park, while 24% of housing units are mutli-family. The majority of the city’s housing, or 51%, was built before 1970. These post-war suburban homes create great neighborhoods for families and dominate the stock in Forest Park.

Average Household Size for this area

3.02 which is more than the average for United States

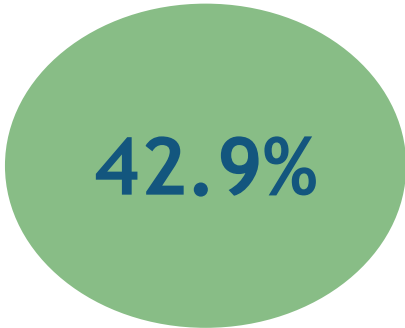
Area	Value	0.00	4.00
This area	3.02		
Atlanta-Sandy Springs-Roswell, GA Metropolitan Statistical Area	2.69		
Georgia	2.64		
United States	2.59		

Housing By Year Built



Homes with Negative Equity

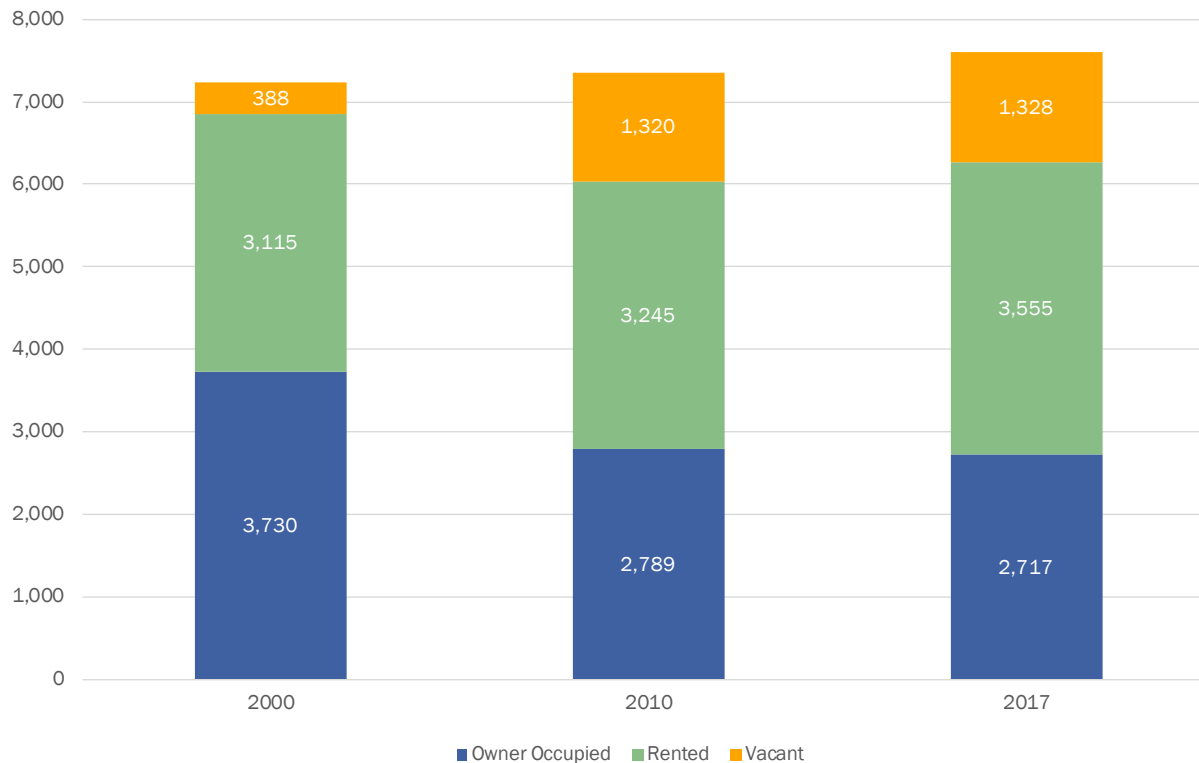
* Negative equity occurs when the value of an asset used to secure a loan is less than the outstanding balance on the loan.



Median Home Value

	2016 ACS	2018 Zillow Home Value Index
Forest Park	\$55,200	\$64,200
Atlanta MSA	\$197,700	\$190,400

Housing Occupancy



Key Issues

- Majority single-family housing stock built between 1940-1950 surrounding the town center
- High rental and vacancy rates, and challenges with absent landlords
- Declining home values and subsequent high rate of negative equity
- The cost of renovation may exceed the value of homes or available rehab resources
- Striking a balance between code enforcement to protect health and safety and the reality of existing building conditions can be challenging
- As local homeowners age, there is a need for appropriate senior housing as well as a pipeline of purchasers for the family homes they are leaving behind
- Long-term flight of residents and capital from communities has created barriers to reinvestment
- Negative perceptions about community conditions might be constraining redevelopment potential

Key Strategies

- **Affirmative Marketing** - Efforts to showcase Forest Park's assets may help attract new residents and investment
- **Meeting the Needs of Aging Residents** - It is critical for Forest Park to address the housing needs of older adults
- **Rental Unit Monitoring and Regulation** - Effective municipal regulation, coupled with pro-active strategies and incentives, can improve rental housing quality and reduce problems
- **Approach to Rehabilitation** - Municipal rehab programs can help residents address issues of deferred property maintenance
- **Adaptive Reuse** - Opportunities exist to reimagine obsolete buildings as housing or other community amenities with specific guidelines identified
- **Utilize Demolition, Fast-Track, and Abandonment Authority** - More aggressive strategies may be needed when owners become unresponsive
- **Strategic Code Enforcement on Vacant Properties** - Code enforcement departments should create targeted intervention strategies based on property characteristics
- **Resource Targeting** - Targeting resources can increase their impact
- **Land Banking** - Land banks can be used as a strategic tool to acquire problem vacant properties and convert them into assets
- **Value of Housing Planning** - Planning can help communities address their unique set of assets and challenges

Transportation



Clayton County Comprehensive Transportation Plan (CTP)

Clayton County's Comprehensive Transportation Plan (CTP) is a guide for the development of a multimodal transportation system that ensures safe and efficient movement of people and goods, supports mobility and accessibility for all citizens, protects natural, historic and cultural resources, and has community and regional support.

The plan intends to lay out a system that supports quality of life and economic development by providing improved public transportation, an expanded network of sidewalk and bicycle facilities, as well as roadway improvements that reduce congestion and provide access to employment, schools and other destinations.

Clayton County intends to strengthen the management and operation of this system through strategic investments that emphasize systems preservation and maintenance, provide improvements within financial constraints, and are planned and coordinated with officials at the municipal, County and regional levels.

This plan identifies goals and objectives that direct actions to meet the long-range transportation needs of Clayton County communities. It establishes the policy framework and defines community priorities toward the allocation of resources and implementation of projects.

The City of Forest Park will use the goals and objectives of this plan, as they align with and aim to achieve the community's vision.

Clayton County CTP Key Goals:

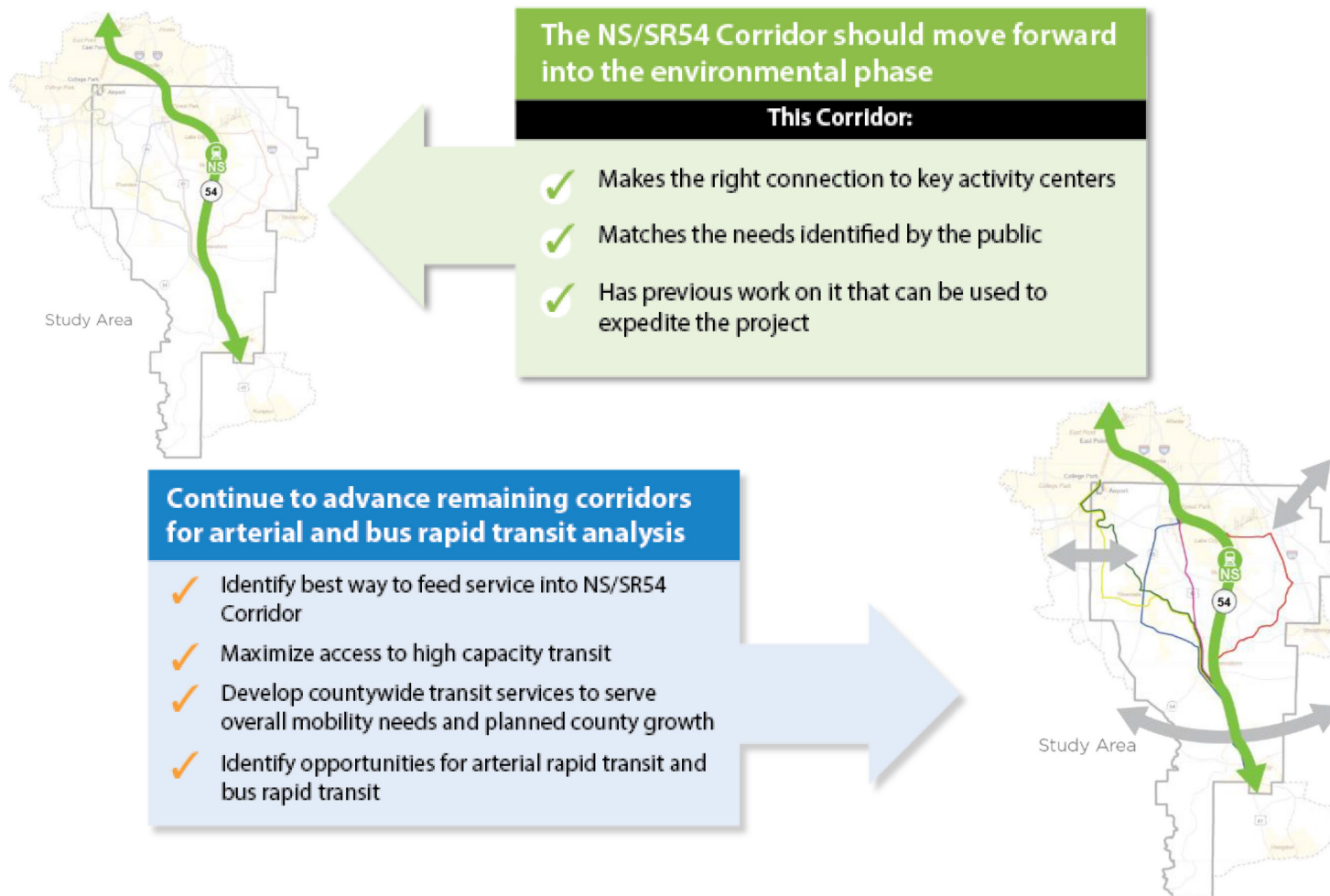
- **Enhance and maintain transportation system to meet existing and future needs**
- **Ensure the transportation system promotes and supports appropriate land use and development**
- **Encourage and promote safety and security**
- **Improve connectivity and accessibility**
- **Enhance mobility for all users of the transportation system**
- **Promote and support economic development and redevelopment**
- **Improve quality of life, preserve the environment, and protect neighborhood integrity**

Clayton County is working on an update to this plan in 2018. The findings and recommendations identified in the update should supplement the above goals.

MARTA Expansion into Clayton County

On November 4, 2014, voters in Clayton County approved a referendum to dedicate a one-cent sales tax for the expansion of Metropolitan Atlanta Rapid Transit Authority (MARTA) service to the County. Approval of the one-cent sales tax provides for the implementation of MARTA Bus and Mobility service, currently in operation, and future high capacity transit service in Clayton County.

MARTA anticipates the completion of the High Capacity Transit Initiative Study in 2018. An evaluation of multiple alternative routes has resulted in a recommendation that the Norfolk Southern / SR 54 Corridor be the Locally Preferred Alternative (LPA). This corridor runs right through Forest Park. The City of Forest Park must continue to work with MARTA as they move through environmental review and construction to anticipate needed land uses.





Clayton County Transit Initiative Fact Sheet

Spring 2018

What is the Clayton County Transit Initiative?

An initiative to explore different transit alignments and technology opportunities to improve Clayton County's transportation mobility, accessibility, and connectivity to the metro Atlanta region.



Type:

- Exploring various transit alignments and technologies



Funding Source:

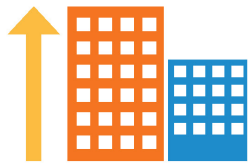
- Local/Federal (New Starts Program)



Service Areas:

- Clayton County and Southeast Fulton County

► How will the project benefit Clayton County?



Increases Access to Employment and Educational Opportunities



Improves Regional Connectivity



Provides Alternative Transportation Options



Supports Land Use and Economic Development Efforts

► Project Schedule

We are Here



2018
Planning



This timeline is an estimate and is subject to change.

Contact Us
Tracie Roberson
404.848.5023 | troberson@itsmarta.com

On the Web
<http://www.itsmarta.com/clayton-corridor-overview.aspx>



Travel Time To Work

Forest Park residents and workers are dependent on a number of modes to access jobs, schools, and amenities. While most of Forest Park workers drive alone to work, a significant percentage rely on carpooling, while a those who take public transportation, walk or bike, are fewer.

TRANSPORTATION TO WORK



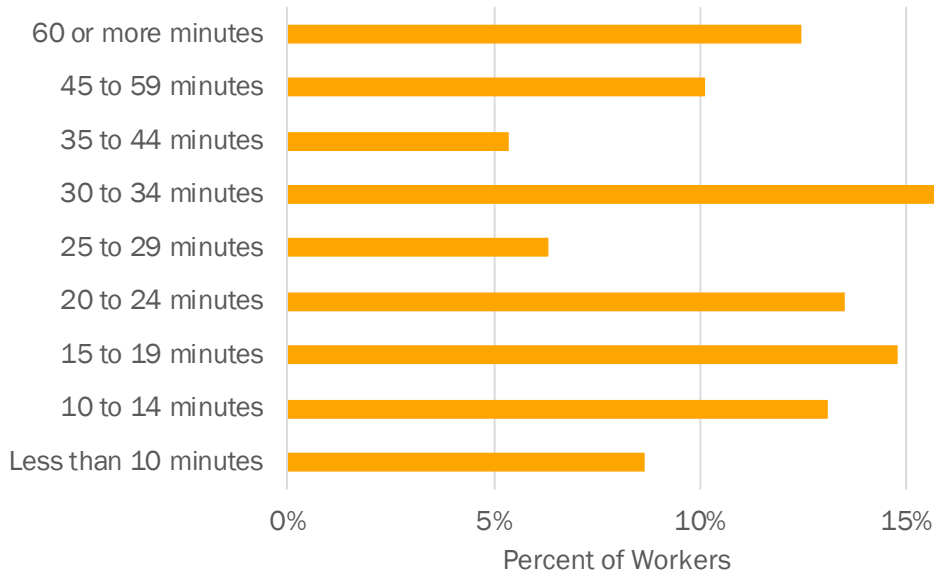
7,662

ACS Workers Age 16+



66.6%

Drove Alone to Work



3.2%

Took Public Transportation



19.3%

Carpooled



2.0%

Walked to Work

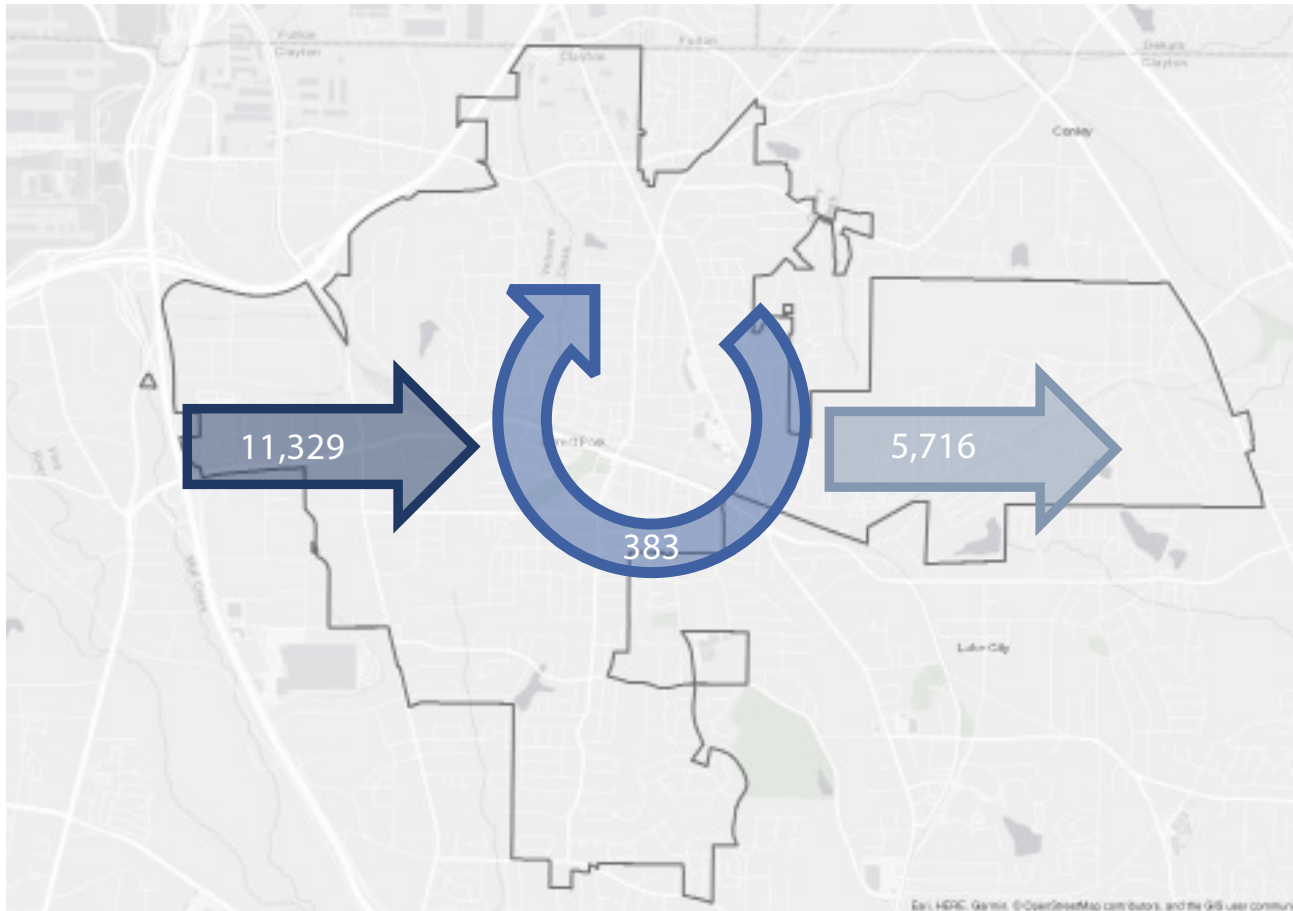


1.8%

Bike to Work

Inflow Outflow

DAYTIME POPULATION



The City of Forest Park sees a large number of workers, about 11,329 people, commute into the City limits each day for work, while about 5,716 Forest Park residents commute out of the City for work.

The goal is to work with businesses and industries to hire locally along with the City offering improved housing options. These measures could help increase the locally employed numbers.



CHAPTER 9

Community Work Program

The following table is the City of Forest Park's report of plan accomplishments, which identifies the current status of each activity in the previous Community Work Program from the 2010 Comprehensive Plan.

City of Forest Park Report of Accomplishments

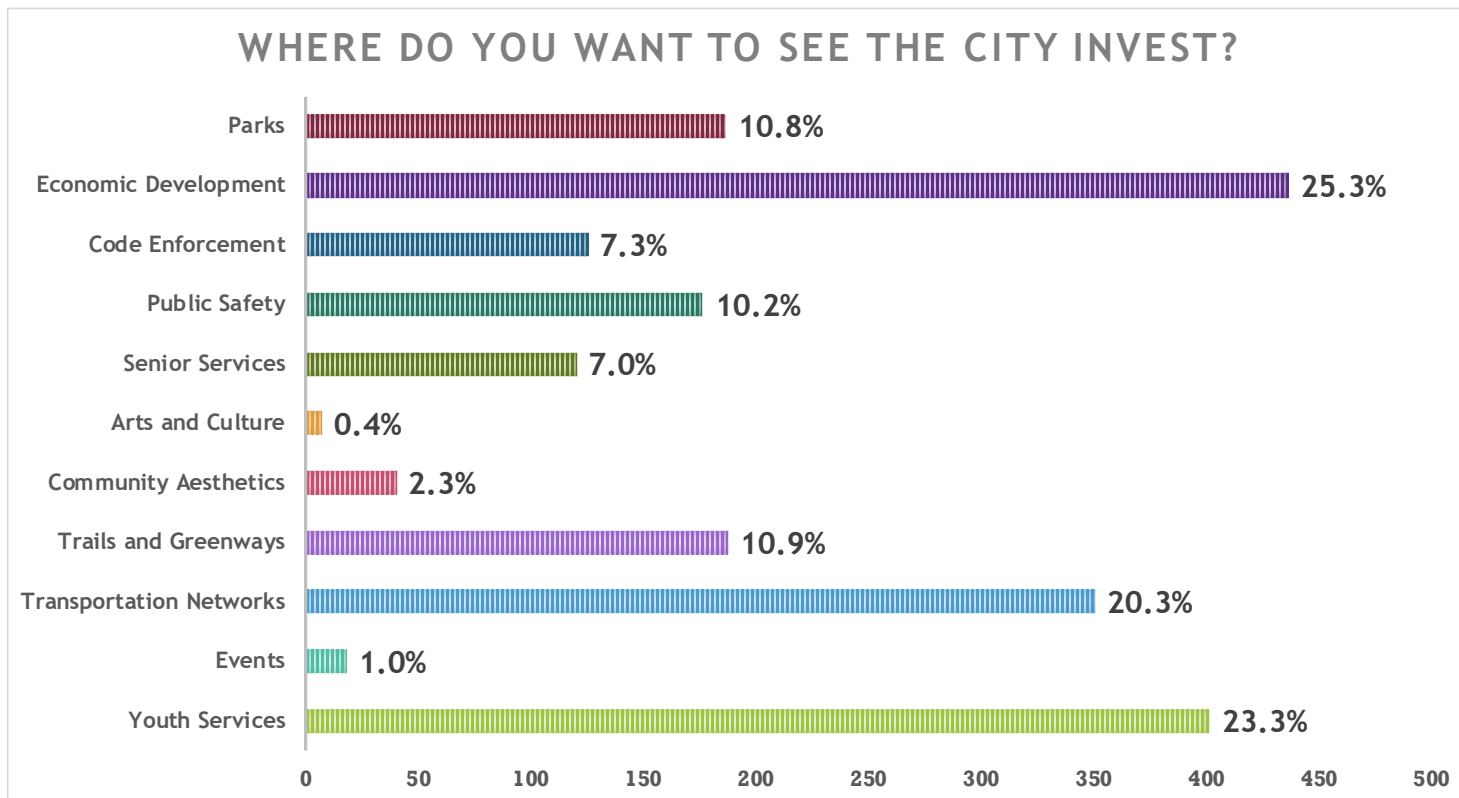
Project or Activity	Status of Project or Activity				Explanation for Postponed or Canceled Project or Activity
	Completed	Currently Underway	Postponed	Canceled	
Transportation					
Multi-Modal Transportation Center			✓		Postponed - will be part of larger regional transit effort
Bus Terminal			✓		Postponed - will be part of larger regional transit effort
Parking deck (Underground)			✓		Postponed - will be part of larger regional transit effort
Pedestrian Bridge			✓		Postponed - will be part of larger regional transit effort
LCl Main Street Pedestrian Project Phase II		✓			Underway - project completed 2021 contingent on funding
Transit Oriented Pedestrian Project, Sidewalks to Schools Phase I, II and III		✓			Underway - part of the project will link with the Starr Park and Aerotropolis greenway/path effort
Bartlett Road Improvements			✓		Postponed - under evaluation
Community Facilities					
Purchase Bucket Truck	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Purchase Lawn Maintenance Equipment	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Purchase Fencing	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Purchase Computer Software/Hardware				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Combine two facilities into one/Community Use			✓		Postponed - will be part of a public works project
Computerize Registration & Recreation System			✓		Postponed - bid specifications scheduled for FY2020
Replace Gymnasium Floor and Bleachers	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Renovation of Community Buildings	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Recreation Center Addition				✓	Canceled - new concept being considered as part of the Starr Park Master Plan phasing
GIS System Development and Implementation			✓		Postponed - due to staff capacity, project to resume in 2018-2019 and will be transferred to Planning Building and Zoning and will become a part of a comprehensive system
Expansion of Senior Center			✓		Postponed - new concept being considered as part of the Starr Park Master Plan phasing
Fire Department					
Purchase Two Fire Engines	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program

City of Forest Park Report of Accomplishments

Project or Activity	Status of Project or Activity				Explanation for Postponed or Canceled Project or Activity
	Completed	Currently Underway	Postponed	Canceled	
Purchase Rescue Unit				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Purchase Ambulance	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Purchase Staff Vehicle	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Police Department					
Purchase Police Vehicles (12)				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Computer Software/Hardware				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Radio Equipment (Portables)				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Police Station Improvements				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Mobile Data Terminals (10 per year)				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Vehicle GPS Units (20)				✓	Canceled - this is an on-going routine function of government and will be removed from the Community Work Program
Recreation and Leisure					
Purchase 28 Passenger bus – Senior Center		✓			Underway - recently funded 2018 and will be secured 2018-2019
Public Works					
Purchase Pickup Trucks (4)	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program
Housing					
Conduct Neighborhood and Housing Analysis			✓		Postponed - due to staff capacity, partially addressed as part of the Starr Park Master Plan currently underway. The City will expand on the Master Plan recommendation as part of a neighborhood redevelopment effort to begin in 2019
Research Methods to Establish Infill Development Opportunities			✓		Postponed - due to staff capacity, project under evaluation and will become a part of the City's new property improvement program beginning in 2019
Economic Development					
Market Analysis of Retail and Services Industry			✓		Postponed - due to staff capacity, project to move forward 2019-2020
Land Use					
Establish Design Guidelines for the Jonesboro Road Corridor			✓		Postponed - due to staff capacity, project to move forward 2019-2020

Project or Activity	Status of Project or Activity				Explanation for Postponed or Canceled Project or Activity
	Completed	Currently Underway	Postponed	Canceled	
Improve the Condition of Housing Located in the Southwest Region of Forest Park			✓		Postponed - due to staff capacity, project under evaluation and will become a part of the City's new property improvement program beginning in 2019
Planning, Building, and Zoning					
Complete Full Comprehensive Plan	✓				Completed - this is an on-going routine function of government and will be removed from the Community Work Program

The Community Work Program of the Comprehensive Plan lays out the specific activities the community plans to undertake during the next five years to address the priority Needs and Opportunities, identified Target Areas (if applicable), or to achieve portions of the Community Goals. To help solicit public input on issues and opportunities citizens of Forest Park would prioritize for the City, staff conducted a public workshop activity called “planning bucks”. This activity gives every participant the opportunity to allocate a set amount of planning bucks towards priority categories of their choice. The top three areas for investment are: Economic Development, Youth Services, and Transportation Networks. The next three top priorities are: Trails and Greenways, Parks, and Public Safety.



City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
POPULATION								
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	√	√	√	√	√	Not applicable	Planning, Building and Zoning
P.2	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	√	√	√	√	√	Staff time	Planning, Building and Zoning
P.3	Prepare, implement, and revise as appropriate a community information plan and program	√	√	√	√	√	Staff time	Planning, Building and Zoning
HOUSING								
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	√	√	√	√	√	Staff time	Planning, Building and Zoning
H.2	Conduct Neighborhood and Housing Analysis	√	√				Staff time	Planning, Building and Zoning
H.3	Initiate an on-going review of concentrated substandard housing units and use community development funds to help fund improvements	√	√	√	√	√	Staff time	Planning, Building and Zoning
H.4	Continue to enforce the standard housing code	√	√	√	√	√	Staff time	Planning, Building and Zoning
H.5	Establish and promote a housing rehabilitation program partnering with local County and Regional resources	√	√	√	√	√	Staff time	Planning, Building and Zoning
H.6	Monitor available county, state and federal housing programs and disseminate information to individuals and groups in need of such program resources	√	√	√	√	√	Staff time	Planning, Building and Zoning
H.7	Conduct Neighborhood and Housing Analysis		√	√			Staff Time	Planning, Building and Zoning
H.8	Research methods to establish Infill Development opportunities		√				Staff Time	Planning, Building and Zoning
H.9	Improve the Condition of Housing Located in the Southwest Region of Forest Park	√	√	√	√	√	Staff Time	Planning, Building and Zoning
ECONOMIC DEVELOPMENT								
ED.1	Provide information on available office space to all potential users or reference sources	√	√	√	√	√	Staff time	DDA, City Administration

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
ED.2	Continue to collaborate with the Urban Redevelopment Authority/Fort Gillem to attract world-class industry and business that support the City's develop goals	√	√	√	√	√	Staff time	City Administration, City Council
ED.3	Work with other City departments to promote economic growth that will result in increasing the tax base	√	√	√	√	√	Staff time	Downtown Development Authority (DDA), Urban Redevelopment Authority (URA)
ED.4	Identify and incorporate quality of life enhancements that make the area attractive to corporations	√	√	√	√	√	Staff time	All Departments
ED.5	Collaborate with Aerotropolis and the DDA to make the City more attractive to businesses and potential homeowners	√	√	√	√	√	Staff time	Downtown Development Authority (DDA), Urban Redevelopment Authority (URA), Planning, Building and Zoning
ED.6	Complete signage to key attractions throughout the City	√	√	√	√	√	Staff time	Public Works (in coordination with Aerotropolis where applicable - Gateway Program)
ED.7	Guide small entrepreneurs to available forms of resources and assistance	√	√	√	√	√	Staff time	City Manager's Office and DDA
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	√	√	√	√	√	Staff time	City Manager's Office
ED.9	Stay involved in regional discussions	√	√	√	√	√	Staff time	City Manager's Office, Planning, Building and Zoning
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	√	√	√	√	√	Staff time	Planning, Building and Zoning, City Manager's office, DDA
ED.11	Continue to enhance the first line of marketing to new and expanding businesses using the City website	√	√	√	√	√	Staff time	City Manager's Office and DDA
ED.12	Administer and promote/market the Opportunity Zone to all existing and prospective businesses	√	√	√	√	√	Staff time	City Manager's Office and DDA
ED.13	Solicit, plan and produce events in conjunction with organizations to offer a wide variety of affordable entertainment and leisure activities in a safe and attractive environment	√	√	√	√	√	Staff time	City Manager's Office, Parks and Recreation and DDA
ED.14	Conduct a Market Analysis of Retail and Services Industry	√	√	√	√	√	Staff Time/ Consultant	City Administration

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
ED.15	Maintain the City' current insurance services office (ISO) rating	√	√	√	√	√	Staff time	City Administration
REDEVELOPMENT								
R.1	Pursue priority-based budgeting to accomplish redevelopment goals with targeted neighborhood redevelopment a priority	√	√	√	√	√	Not applicable	City Manager, City Council
R.2	Establish and infill development program potential incentives to target developers with senior affordable housing specialization	√	√	√	√	√	Staff time	City Manager, Planning Building and Zoning, DDA
R.3	Continue to collaborate with Clayton County Land Bank	√	√	√	√	√	Staff time	City Administration, Planning Building and Zoning
R.4	Continue to collaborate with the State on the revitalization efforts of the State Farmers Market to ensure the broader goals of community connectivity and pedestrian accessibility are incorporated	√	√	√	√	√	Staff time	City Manager, City Council and relevant departments
R.5	Continue to promote public facilities in redevelopment target areas	√	√	√	√	√	Not applicable	City Administration and City Council
R.6	Implement recommendations of Starr Park Master Plan	√	√	√	√	√	TBD cost to be phased	Parks and Recreation with City Departments
R.7	Support Downtown Development Authority, where needed	√	√	√	√	√	TBD	City Council, City Manager
R.8	Seek funding for implementation of neighborhood redevelopment plans, and projects	√	√	√	√	√	TBD	Planning, Building and Zoning
R.9	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	√	√	√	√	√	TBD	Public Works
R.10	Promote existing retail space and the redevelopment of vacant retail space. Develop a greyfield strategy	√	√	√	√	√	Staff time	DDA, City Administration
HOUSING & NEIGHBORHOODS								
H&N.1	Establish a Forest Park Pride program to include public education signage in English and Spanish for the Clean Sweep initiative	√	√	√	√	√	Staff time	City Council, City Manager and Public Works
H&N.2	Develop design guidelines or overlay district for Starr Park neighborhood	√	√				Staff time	Planning, Building and Zoning

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
H&N.3	Implement a targeted rental and abandoned property registration and monitoring program	√	√	√	√	√	Staff time	City Administration, City Council, Planning, Building and Zoning
H&N.4	Identify a Senior Housing opportunity and recruit a developer	√	√	√			Staff time	City Council, City Manager, Planning Building and Zoning
H&N.5	Encourage neighborhood "self-help" activities	√	√	√	√	√	Staff time	City Administration, City Council
URBAN DESIGN								
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines including Aerotropolis	√	√	√	√	√	TBD	Public Works, Planning, Building and Zoning
UD.2	Develop a Placemaking strategy to include Jonesboro Road (like WeLoveBuHi) as a food and cultural destination, Starr Park - wellness and recreation destination, Main Street -retail and restaurants	√	√	√	√	√	TBD	City Administration, Planning, Building and Zoning
UD.3	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	√	√	√	√	√	Staff time	Public Works, Planning, Building and Zoning
LAND USE								
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	√	√	√	√	√	Staff time	Planning, Building and Zoning
LU.2	Update City Land Use and Zoning Maps	√	√				Staff time	Planning, Building and Zoning with Public Works
LU.3	Implement GIS platform updates and establish on-going program	√	√	√	√	√	Staff time	Planning, Building and Zoning
LU.4	Periodically report as may be needed on conformance with regional development plan	√	√	√	√	√	Staff time	Planning, Building and Zoning
LU.5	Identify funding and conduct Zoning Audit and Code Update	√	√	√	√		Staff time, \$70,000 Audit	Planning, Building and Zoning, City Administration
LU.6	Establish Design Guidelines for the Jonesboro Road Corridor		√	√			Staff Time	Planning, Building and Zoning
COMMUNITY FACILITIES								
CF.1	Implement the master plan for Starr Park	√	√	√	√	√	cost to be phased	Parks & Recreation with appropriate Departments
CF.2	Implement a connectivity plan that addresses- Forest Parkway, Jonesboro Road, Aerotropolis Greenway, Starr Park and Clayton County network	√	√	√	√		cost to be phased	City Administration, Planning, Building and Zoning and Public Works

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
CF.3	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	√	√	√	√	√	Staff time	Public Works
CF.4	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	√	√	√	√	√	Staff time	Administration, Public Works and Parks and Recreation
CF.5	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	√	√	√	√	√	Staff time	HR lead with various departments
CF.6	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	√	√	√	√	√	Staff time	Administration; various departments
CF.7	Continue and enhance community-based policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit by seeking special grant funds and ensuring program responsibilities are assigned to specific staff	√	√	√	√	√	\$20,000 annually	Police
CF.8	Maintain the City's current Insurance Services Office (ISO) rating	√	√	√	√	√		Fire & Rescue
CF.9	Continue programs of recognition to all public safety staff for the jobs they accomplish as a combination department of full-time and part-time employees	√	√	√	√	√	Staff time	Fire & Rescue, Police, City Council
CF.10	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	√	√	√	√	√		Public Works
CF.11	Investigate the need for traffic calming, pedestrian safety elements and integrate traffic calming projects as may be appropriate in the City's capital plan	√	√	√	√	√	Staff time	Public Works
CF.12	Develop a program incorporating landscaping / streetscaping and green infrastructure into all major road projects to improve water quality provide greater community identity and safety	√	√	√	√	√	Staff time	Public Works, Planning Building and Zoning

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
CF.13	Annually program and implement improvements needed to maintain and upgrade the storm water management system in compliance with the MS4 NPDES Permit	√	√	√	√	√	Staff time	Public Works
CF.14	Continue to monitor the conditions of municipally owned facilities; schedule improvements to such facilities and grounds as appropriate	√	√	√	√	√	Staff time	Public Works, Recreation and Parks
CF.15	Prepare, implement, and revise as appropriate a community information plan and programs	√	√	√	√	√		City Administration
CF.16	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Clayton County	√	√	√	√	√	Staff time	Various departments
CF.17	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets		√	√	√	√	TBD	City Administration
CF.18	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed	√			√		Staff time	City Administration, Planning Building and Zoning
CF.19	Periodically update the City's Annual Action Plan for HUD as needed	√	√	√	√	√	Staff time	Planning, Building and Zoning and City Administration
CF.20	Expand the Senior Center and Combine two facilities into one/Community Use		√	√	√	√	TBD	City Administration, Parks and Recreation and Public Works
CF.21	Implement the computerized registration & recreation system		√	√	√	√	Staff Time	Parks and Recreation with City Departments
PUBLIC WORKS/TRANSPORTATION								
PW.1	Work with MARTA to locate facilities and provide enhanced routes within the City. Shelters and trash bins are priority for 2019-2020.				√		TBD	Public Works, Planning, Building and Zoning, City Administration
PW.2	Use TSPLOST funds for transportation improvements including system improvements described in the Comprehensive Plan			√	√	√	Staff time	Public Works
PW.3	Continue to collaborate with MARTA, Clayton County and other appropriate entities to develop the Multi-Modal Transportation Center on Forest Parkway			√	√	√	TBD	Public Works, Planning, Building and Zoning, City Administration
PW.4	Identify and develop a Bus Terminal			√	√	√	TBD	Public Works, Planning, Building and Zoning, City Administration
PW.5	Develop a parking deck (Underground)			√	√	√	TBD	Public Works

City of Forest Park Short-Term Community Work Program Update (2019-2023)

Item	Description	Fiscal Year(s)					Total Cost (if any)	Responsible Department or Agency
		18-19	19-20	20-21	21-22	22-23		
PW.6	Determine the feasibility of a pedestrian bridge over Forest Parkway tied to the proposed transit center			√	√	√	TBD	Public Works, Planning, Building and Zoning, City Administration working with the State and MARTA
PW.7	Continue to prioritize road resurfacing projects, continue drainage maintenance projects and sidewalk repair projects according to most urgent need and implement transportation system improvements as described in the Comprehensive Plan	√	√	√	√	√	TBD - Phased	Public Works
PW.8	Bartlett Road Improvements	√	√				Staff time	Public Works
INTERGOVERNMENTAL COORDINATION								
IC.1	Periodically revisit and update intergovernmental service agreements	√	√				Staff time	City Administration
IC.2	Revisit agreement with Clayton County Animal Control Services to ensure mutual benefit and greater coordination	√					Staff time	City Administration, Planning, Building and Zoning
IC.3	Monitor legislative changes of adjacent jurisdictions (Lake City, Morrow, Clayton County) for their impact on Forest Park	√	√	√	√	√	Staff time	Administration
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	√	√				Staff time	Administration

Appendices

A stone archway sign for Forest Park Starr Park. The sign is mounted on a stone wall and features a blue and white design. The text "forest Park" is written in a blue, cursive font, and "STARR PARK" is written in a blue, bold, sans-serif font. The foreground is filled with colorful flowers, including purple, pink, and yellow blooms, and several green, rounded bushes. In the background, there are white fences and trees with autumn foliage.

forest Park
STARR PARK

Appendix A: Community Engagement

Public Hearing Agendas



AGENDA

REGULAR MEETING OF MAYOR AND COUNCIL OF FEBRUARY 5, 2018

6:00 P.M. Work Session

- Call to Order
- City Manager's Report
- Atlanta Regional Commission Presentation - Comprehensive Plan
- Discussion of pay raises for Mayor & Council
- Discussion of a Resolution in support of The City of Stockbridge
- Executive Session for Personnel, Litigation, and Real Estate
- Adjournment

Mayor Butler
Angela Redding

- Call to Order – 6:10 p.m.
- Invocation
- Pledge of Allegiance
- Roll Call
- Comment Period
- Approval of Minutes

1. Work Session of Mayor & Council of January 2, 2018
2. Regular Meeting of Mayor & Council of January 2, 2018
3. Special Called Meeting of Mayor & Council of January 9, 2018
4. Work Session of Mayor & Council of January 16, 2018
5. Regular Meeting of Mayor & Council of January 16, 2018

VII. Recess for Public Hearing



MINUTES

WORK SESSION OF MAYOR AND COUNCIL OF FEBRUARY 5, 2018

Call to Order: The Work Session of Mayor and Council of February 5, 2018, was called to order by Mayor Angelyne Butler at 6:00 p.m.

Present: Mayor Angelyne Butler, Councilmembers Kimberly James, Sandra Bagley, Allan Mears, Dabouze Antoine, and Latresa Wells.

Also present were:
Angela Redding
Chief Eddie Buckholts
Colonel Tommy Orr
Major Jamie Reynolds
Mike Blandenburg
Jeff Eady
Christine Terrell
Darren Duke
Elaine Corley
David New
Michael Williams

City Manager
Fire
Police
Police
Director Finance
Director Public Works
Director Support Services
Director IT
Director Parks & Recreation
Interim Director PB & Z
Attorney

City Managers Report: Ms. Redding stated that the Atlanta Journal Constitution published an article in the December 31, 2017 issue in regards to Clayton County becoming a residential destination in the Metro Atlanta area.

Atlanta Regional Commission: Mr. Robert Herrig, Atlanta Regional Commission, will be making a presentation on the Comprehensive Plan which is due October, 2018.
Mr. Herrig gave an update on the Comprehensive Plan. The process allows you to develop a vision for your city looking at the future for 25 years out. The City developed a plan back in 2005, did an update in 2010 and you're due for an update now. It allows you to create this vision for the City, set goals and long-term short-term action plan to accomplish that vision. It provides you with plenty of opportunity to receive citizen input with concerns they have, opportunities that they want to see take place, and laying

City Manager: Ms. Redding publicly thanked the Public Safety and Public Works employees for their hard work during the snow storm.

Public Works: Mr. Eady gave recognition to the Public Works employees who worked through our recent inclement snow weather. Mr. Eady read a letter from the Clorox Corporation commending Public Works for their work during the storm.

Fire: Chief Buckholts gave an update on working with FEMA and will be reimbursed around \$85k city-wide. Chief Buckholts discussed the smoke detector campaign.

Police: Major Reynolds gave an update on the storm damage from the recent inclement snow storm and IRMA.

Salary Increase: Councilman Antoine discussed a twenty percent (20%) pay raise for Mayor & Council. Councilman Antoine stated that Mayor & Council has more than one job and this pay raise would help us because the community work is increasing and because of another job he works, he was unable to leave work to tend to the family that suffered the death. Mr. Antoine stated that we don't want to wait for disaster to happen for us to be able to do our job. Councilman Antoine stated that he's been on the Council the second longest and has not had a raise since he's been here and we need money to help our constituents.

Councilwoman Bagley stated that our needs our passed by the needs of your constituents, the residents, the business owners, and the employees of the City. Councilwoman Bagley stated that we just went round three (3) trying to get a pay increase for our City employees which was frowned upon. She stated that she also has more than one (1) job

**CITY OF FOREST PARK
MAYOR & CITY COUNCIL AGENDA
REGULAR MEETING
SEPTEMBER 17, 2018**

**ANGELYNE BUTLER
MAYOR**

Kimberly James
Ward 1

Dabouze Antoine
Ward 2

Sandra Bagley
Ward 3

Latresa Akins-Wells
Mayor Pro-Tem/Ward 4

Allan Mears
Ward 5

City Hall Council Chambers
745 Forest Parkway
Forest Park, GA 30297

Work Session 6:00 P.M.

- Call to Order
- City Manager's Report
- Presentation - Superintendent of Clayton County Public Schools

Mayor Butler
Angela Redding
Dr. Morseuse Beasley

Regular Meeting 7:00 P.M.

- Call to Order
- Invocation
- Pledge of Allegiance
- Roll Call
- Comment Period
- Approval of Minutes

1. Special Called Meeting of Mayor & Council of August 30, 2018
2. Work Session of Mayor & Council of September 4, 2018
3. Regular Meeting of Mayor & Council of September 4, 2018

CITY OF FOREST PARK MAYOR & CITY COUNCIL AGENDA REGULAR MEETING SEPTEMBER 17, 2018

VII. Agenda Items

1. Review of the Draft Comprehensive Plan

SUMMARY AND BACKGROUND: The Forest Park Comprehensive Plan Update is in a draft form for review purposes. It is available for public review and comments. ARC will forward a copy of the draft to the State Department of Community Affairs (DCA) which will also review to determine that all technical requirements have been met. Following completion of the ARC and DCA review, the Forest Park Mayor & Council may take action as they deem appropriate, either to adopt the plan or to continue review and revisions.

2. Request for Massage Establishment - Fancy Luxury Massage Spa LLC, 4146 Jonesboro Road, No exceptions noted

SUMMARY AND BACKGROUND: Mr. Pablo A Cruz is requesting a business license to operate Fancy Luxury Massage Spa which will be located at 4146 Jonesboro Road. The services provided in connection with this business will be massage, waxing, and eye lash micro blading. Mr. Cruz will be the business operator and will employ others who will have daily contact with customers. These employees will be required to submit documentation showing they meet the requirements listed in chapter 7 as each employee will have to be permitted before any procedures can be performed. All documentation required regarding Mr. Cruz has been submitted and an investigation completed. Mr. Cruz has met the requirements of city code 9-7 as it relates to Massage Establishments.

3. Consider a Resolution by the City Council of the City of Forest Park authorizing the Mayor to execute a License Agreement with Creekside Christian Academy for the use of Forest Park Indoor Pool for the dates specified: October 15, 2018 through January 20, 2019; to conduct Swim practices for their swim program; to provide for severability; to provide an effective date; and for other purposes

SUMMARY AND BACKGROUND: The Creekside Christian Academy has requested use of Forest Park Recreation and Leisure Services' Steve Lundquist Gold Medalist Pool for October 15, 2018 through January 20, 2019. Creekside Christian Academy will use the Forest Park Indoor Pool on Monday, Tuesday and Thursday 4pm-5 pm. The fee will be \$45 for use of the indoor pool for practices per hour utilized. The License Agreement is a revocable License Agreement with

Public Meetings Agendas, Attendance Sheets and Public Notices



City of Forest Park Comprehensive Plan Update
Public Open House #1
5:00 pm
Wednesday, March 28, 2018



Open House Activities

The activities for this open house are designed to engage the community and gather feedback to inform the Comprehensive Plan Update. There will be additional opportunities for public feedback and comment throughout this process. The deadline to have the Comprehensive Plan Update completed is July 30, 2018.

- **Tell Us Where You Are From** – Please place a dot on your home or business, so we can have a sense of the geographic representation from throughout the community.
- **Data and Demographics** – Information is presented as a snapshot of current population, housing, income and employment characteristics. Some trends for the future are also included. ESRI's Tapestry Segmentation profile for Forest Park is also presented.
- **What is the Vision** – This activity states the current comprehensive plan vision. Do you support this vision? What would you change?
- **Concerns and Assets** – This activity will be used to identify areas of special attention within the community. Place dots where you want to see community assets preserved and where you want to see change.
- **Issues and Opportunities** – These boards summarize some of the issues and opportunities identified in the 2010 partial update of the City's Comp Plan. Please tell us if you still agree with these issues and opportunities or not. If you have thoughts on other issues and opportunities, please provide your thoughts.
- **Goals and Policies** – This series of boards includes policy statements from your current comprehensive plan document. Use sticky dots to identify whether the policy is still relevant to community needs. Use sticky notes to make suggestions for changes to existing text, or comments on new issues.

**Staff from both ARC and the City of Forest Park will be available to answer any questions you have. There is no formal presentation, and activities can be completed at your leisure.



City of Forest Park Comprehensive Plan Update
Public Open House #2
Tuesday, June 26, 2018



Open House Activities

The activities for this open house are designed to engage the community and gather feedback to inform the Comprehensive Plan Update. There will be additional opportunities for public feedback and comment throughout this process. The deadline to have the Comprehensive Plan Update completed is October 31, 2018.

- **Data and Demographics** – Information is presented as a snapshot of current population, housing, income and employment characteristics. Some trends for the future are also included.
- **Housing Stock** – This activity looks at the age and type of housing in Forest Park. This activity is meant to get community feedback on policies the city can adopt to promote adequate housing to its residents. Feel free to react on the board with sticky notes or on the handouts provided.
- **What Have We Heard?** – This board updates the community on where we are in the comp planning process and provides a broad overview of feedback the community has already given. Feel free to react on the board with sticky notes or on the handouts provided.
- **Future Land Use** – This map displays the Future Land Use map adopted by the city in 2016. Feel free to react on the board with sticky notes or on the handouts provided.
- **Planning Bucks – DIY City Budgeting!** If you were in control of the city's budget, how would you spend the money? Take a pack of planning dollars and drop your bills into the piggy banks that represent your priorities for how Forest Park should spend their dollars. Each pack has a \$1, \$5, \$10, \$20, \$50, and \$100. Choose your priorities wisely!

**Staff from both ARC and the City of Forest Park will be available to answer any questions you have. There is no formal presentation, and activities can be completed at your leisure.

WEDNESDAY, MARCH 28
5:00 - 7:00 P.M.

FOREST PARK
COMPREHENSIVE
PLAN
PUBLIC OPEN
HOUSE

The Leonard Hartsfield, Sr.
Community Center
696 Main Street
Forest Park, GA 30297

This meeting is open to the public. Drop in at your convenience. There is no formal presentation.




City of Forest Park
Office of Building, Planning and Zoning
785 Forest Parkway
Forest Park, GA 30297
404.608.2300

PUBLIC MEETING NOTICE COMMUNITY WORK SESSION

Citizens and business owners are encouraged to attend a community work session hosted by the City of Forest Park for the 2018 Comprehensive Plan and the Starr Park and Neighborhood Master Plan. The sessions will take place on Tuesday, June 26, 2018 at the Forest Park Community Center located at 696 Main Street, Forest Park, GA 30297. Two sessions are scheduled:
Lunchtime Session – 11:30 am – 1:00 pm
Evening Session – 5:00 pm – 7:00 pm

For further information contact:
City of Forest Park
Office of Building, Planning and Zoning
785 Forest Parkway
Forest Park, GA 30297
404.608.2300

Community Planning Session June 26th

Please join the City of Forest Park and your neighbors to help envision the future of the City.

Come share your ideas

We want your input on current city-wide planning effort, the vision for Starr Park and the surrounding neighborhood.

Tuesday, June 26th

11:30am - 1:00 pm - Lunchtime Session

5:00pm - 7:00 pm - Evening Session

Light refreshments will be provided

Main Street Community Center
696 Main Street
Forest Park, GA 30297



SESIÓN DE PLANIFICACIÓN COMUNITARIA JUNIO 26

ÚNETE A CITY OF FOREST PARK Y TUS VECINOS Y AYUDA A REALIZAR LA VISIÓN DEL FUTURO DE LA CIUDAD.

VENGA Y COMPARTE SUS IDEAS

Necesitamos su opinion de los esfuerzos actual de planificación en toda la ciudad, la visión de Starr Park y los vecindarios cercanos.

Martes, Junio 26

11:30am – 1:00pm – Session de Almuerzo

5:00pm – 7:00pm – Session Nocturna

Se servirán refrescos

Main Street Community Center
696 Main Street
Forest Park, GA 30297





Name	Email Address
CARL EVANS	
Luiz Duke	
Tiffany Robinson	
Karen-Brandee Williams	
Tangie R. Carter	
Shelley Gavel	
Luke Gavel	
Spence K. Adams	
Shannon Dinkany	
ANN KEITH	
TINA KEITH	
Jeremy Strepten	
Josmond MACK	
Lucy Stenbridge	
Frank Stenbridge	



Comprehensive Plan and Starr Park Master Plan

Community Planning Sessions
June 26th Session 1
11:30 am - 1:00 pm

PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS
1 Sidney Lariak	
2 Catherine G Smith	
3 Abby Jones	
4 CARL EVANS	
5 Karen-Brandee Williams	
6	
7	
8	
9	
10	



Comprehensive Plan and Starr Park Master Plan

Community Planning Sessions
June 26th Session 1
11:30 am - 1:00 pm

PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS
1 Elaine Corley	CITY OF FOREST PARK
2 Ken Thompson	city of Forest Park
3 Victoria Williams	victoriawilliams29@yahoo.com
4	
5	
6	
7	
8	
9	
10	



Comprehensive Plan and Starr Park Master Plan

Community Planning Sessions
June 26th Session 2
5:00 pm - 7:00 pm

PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS
1 Jo Ann Crider	
2 Patricia Ann Johnson	
3 Kenneth Fleming	
4 John Dail	
5	
6	
7	
8	
9	
10	



Comprehensive Plan and Starr Park Master Plan

Community Planning Sessions
June 26th Session 2
5:00 pm - 7:00 pm

PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS
1 JoAnn Burton	
2 Tiffany Robinson	
3 Luiz Duke	
4 DARLEW DUKE	
5 Anthony Salgado	
6 Rodney Finch	
7 Frank Stenbridge	
8	
9	
10	

Public Input

From: Tiffanie Robinson
 To: Robert Lewis
 Subject: EIR to Elements for Comprehensive
 Date: Friday, June 1, 2018 4:05:36 PM

Hello Robert,

Recommendations listed below.

Draft Economic Development Element

Engaged and Employed

Promote and expand resources available for entrepreneurs and small businesses.

Establish and engage the community on city services.

Expand programs that connect corporations and Minorities and Women- Owned Small Business Entrepreneurs.

Assist the regional economic development with marketing activities.

Prepared and Production

Increase early childhood education funding and quality programming.

Support the development of entrepreneurial thinking among the region's youth.

Address gaps in education, workforce development, and social support offerings across the region.

Healthy and Housed

Build the capacity of Non profits and other organizations dedicated to housing and workforce development.

Expand resources to help communities improve health, safe lifestyles for their residents.

Facilitate a regional housing strategy that will also assist with homeowners with repairs.

Provide local governments with a toolkit to address poverty.

Update requirements of ARC's programs to reflect the spirit if the Catalyst Strategy.

Draft Transportation Element

Goals: Improve connectivity and accessibility...

Draft Housing Element

1. Community Development- To acquire, or rehabilitate public facilities, provide equipment purchased through public service activities, and provide overall program administration and management, resulting in improvements in the social, economic, and physical environment for low and moderate-income individuals.

2. Economic Opportunity- To expand economic opportunity in Clayton County by encouraging the retention, attraction, and creation of job opportunities available to low and moderate-income households.


 TIFFANIE ROBINSON
 781 FOREST PARK AV
 FOREST PARK, GA 30057

Come Grow With Us...The City Of Pride & Progress

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From: Rhonda Wright
 To: Robert Lewis
 Subject: Forest Park
 Date: Sunday, June 3, 2018 10:40:25 PM

Good evening Robert, I'm sorry I didn't get you this information sooner. Some of my edits and concern is to first revamp the State Farmers market to make it more appealing for the city of Forest Park. Creating healthy lifestyle families and the modern family including eating and making good food choices workshops, agriculture, entertainment, shopping, stores, restaurants and Activities for all. Also, including The Atlanta Airport shuttle would be a great asset to farmers market and bring more business toward Forest Park downtown area. I don't have my agenda with me at this time but I can bring my notes to the next meeting. Thank you Rhonda!
 Sent from my iPhone

Forest Park Comprehensive Plan Update
 Steering Committee Meeting #1



Does this Sound like Forest Park? Why or why not?

1. What did you hear that surprised you?
 Most are Lagos' job in the comments
 Low income BJK are below
 High income /
 always around are vacant property.
2. What did you hear that is not "news"?
 Public Safety Not friendly
 Low income wages.

3. What did you hear that you are not sure of?
 Transportation element
 Housing 5 Folds.
 The City Master Plan.

4. Opportunities or potential challenges?
 Development are Economic Development
 Community Goals.
 Land use Elements
 Community Plan Program.

5. Additional stats or other stories that you would like to share?
 Transportation, Real Estate, Transportation of Goods,
 Community Development, City of Forest Park Economic Development
 and Community Choice -
 More ad based plans
 April 24 - 1
 April 24
 May 5.

Forest Park Comprehensive Plan Update
 Steering Committee Meeting #1



Does this Sound like Forest Park? Why or why not?

1. What did you hear that surprised you?
 Health facts - Prevalence that cannot afford to pay for 4000 healthcare bed
2. What did you hear that is not "news"?
 Median Income
 Direct Occupied vs Rental
3. What did you hear that you are not sure of?
 Forest Park having the most bicyclist.
4. Opportunities or potential challenges?
 Opportunity Development of Main Street
 Challenge Air Quality and City Revenue that will affect the school system, Clayton County has 4 different municipalities opportunity development let that Atlanta Hillman Logistics Center.
5. Additional stats or other stories that you would like to share?

Forest Park Comprehensive Plan Update
 Steering Committee Meeting #1



Does this Sound like Forest Park? Why or why not?

- Yes, low median household incomes, and types of jobs did not surprise me
1. What did you hear that surprised you?
 20% state that they are not involved in the community I feel that number is larger.
2. What did you hear that is not "news"?
 Everything else
3. What did you hear that you are not sure of?
 N/A
4. Opportunities or potential challenges?
 Perception of Forest Park by developers
 3) mixed up a work/live/play community
 4) Transit rooftops & bus arrange of housing
 5) Appeal to the different levels of generational diversity
5. Additional stats or other stories that you would like to share?

Forest Park Comprehensive Plan Update
 Steering Committee Meeting #1



Does this Sound like Forest Park? Why or why not?

1. What did you hear that surprised you?
 The issue of not having all of the extra group members on the committee. Some of the committee members came about not representing.
2. What did you hear that is not "news"?
 The economic development is at a stand still.
3. What did you hear that you are not sure of?
 How will ARC help Forest Park develop some of the plans and how do we start as a community to get started going in the right direction.
4. Opportunities or potential challenges?
 1) Getting all the residents involved in the new development and getting to the meeting, getting the companies to come to the meeting, restaurants, businesses for family business.
5. Additional stats or other stories that you would like to share?
 1) Need more restaurants, franchises for the
 2) More grocery stores (they were house located in F.P.)
 3) Communication to the residents of F.P.



Does this Sound like Forest Park? Why or why not?

YES

Compare plans.
what kind of plans
updates every 5 yrs

1. What did you hear that surprised you?

Income not moving up

work programs to
plans.
K-1
short term plan

2. What did you hear that is not "news"?

CRIMES.

3. What did you hear that you are not sure of?

Health Data.

4. Opportunities or potential challenges?

The push to increase HOME
OWNERSHIP

5. Additional stats or other stories that you would like to share?

more detail on BEMO DATA



Does this Sound like Forest Park? Why or why not?

1. What did you hear that surprised you?

Nothing was really surprising.
Everything was great, well set
and had to be considered.

2. What did you hear that is not "news"?

That our citizens don't make enough.
Good jobs aren't available.
Improvements are very much needed
in our community.

3. What did you hear that you are not sure of?

I'm not sure how we as citizens
can change the dynamic of our
City. How can we make developers,
business owners attracted to our city.

4. Opportunities or potential challenges?

Getting the community more involved.
Getting better jobs in the city.
Cleaning up our neighborhood/home
being more business in the city.

5. Additional stats or other stories that you would like to share?

Police are affecting our community.
The harassment from political businesses
daily as well as make it hard
for the businesses that are here.



Does this Sound like Forest Park? Why or why not?

Yes pretty much

1. What did you hear that surprised you?

That 20% of Clayton County are food
insecure or \$400 would cause a crisis.

2. What did you hear that is not "news"?

Population decline + slow increase
~~More white people than~~

3. What did you hear that you are not sure of?

The job breakdown is inconsistent with the
people that I know.
More white people than I thought

4. Opportunities or potential challenges?

F.P. has enormous potential
to increase amenities, business and to become a
most desired location with an improved housing
stock, and other attractions that appeal to more
affluent people.

5. Additional stats or other stories that you would like to share?

There is a serious race issue in Forest Park
that is deep and historical.



Does this Sound like Forest Park? Why or why not?

Seems like planning committee sounds
like Forest Park. Because we
need to building change, growth, etc

1. What did you hear that surprised you?

Challenges opportunities of PPR
Economic position with its
citizens

2. What did you hear that is not "news"?

The City of Forest Park
needs to focus on rebuild, growth,
development and infrastructure
of the comprehensive committee plan

3. What did you hear that you are not sure of?

A lot of work, community
and growth, but it will
be visible the current comprehensive
plan

4. Opportunities or potential challenges?

To be involved
to receive Forest Park City Plan
to receive the City Vision and goal outline
to create an opportunity for the citizens
to show citizens what change is here

5. Additional stats or other stories that you would like to share?

No, people to see this plan
can be broken and broken
improvement



Does this Sound like Forest Park? Why or why not?

I'm not sure because I do not
live here.

1. What did you hear that surprised you?

All the statistics about where people work
and why. Also, I heard that not a lot
of people aren't involved in their community
because they have jobs outside the city.

2. What did you hear that is not "news"?

I heard that there is not a lot of diversity
when it comes to the public meetings. It's no
news to me because it's a problem everyone
else. People are not thinking about the greater good of
their community.

3. What did you hear that you are not sure of?

I'm not familiar with the city of Forest
Park so, I'm not sure of what the major
problems are because it could be multiple things

4. Opportunities or potential challenges?

Potential challenges are getting the word out
to everyone in the community and getting
a lot of people to participate and help
make the city a better place.

5. Additional stats or other stories that you would like to share?

When I ride around Forest Park, I say to myself
that it is a dead city. Everything is unattractive
to everyone in the neighborhood and getting
a lot of people to participate and help
make the city a better place.

It should
and new
ways to
make it
make new
neighborhoods.

DRAFT Economic Development Element
Catalyst is the regional competitiveness strategy for the 10-county Metro Atlanta region. It serves as
the Comprehensive Economic Development Strategy (CEDS) in accordance with the U.S. Economic
Development Administration's requirements (adopted 2017).

The Vision of the Catalyst Strategy is a region that works for everyone. Metro Atlanta's vision is to be
a region that works for all of its residents. This vision describes what all stakeholders should set
their sights on, and the destination toward which all economic development goals and initiatives
navigate.

The Catalyst Strategy is built on Four Pillars that focus on the needs of individual residents in the
metro region.

- Engaged and Employed. The goal of this pillar is that everyone can thrive in a robust global economy.
- Prepared and Productive. The goal of this pillar is that everyone is prepared to advance in a productive career and lifelong learning.
- Healthy and Housed. The goal of this pillar is that everyone has options for a healthy lifestyle and quality affordable housing.
- Connected and Resilient. The goal of this pillar is that everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

The Strategic Framework for the implementation of the Catalyst Strategy includes an adaptable structure for regional partners to achieve its vision and goals. Items in bold identify regional strategies that are particularly relevant for the City of Forest Park.

Engaged and Employed

- Expand the regional economic development marketing alliance's activities.
- Expand the regional economic development marketing alliance's activities.**
- Expand the regional economic development marketing alliance's activities.**
- Establish an entrepreneurial platform dedicated to solving regional problems.
- Expand programs that connect corporations and Minority and Women-Owned Small Business Entrepreneurs.

Prepared and Productive

- Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout metro Atlanta.
- Raise awareness of viable STEM career tracks among K-12 students and their parents.
- Increase early childhood education funding and quality programming.
- Continue to expand the region's involvement in High Demand Career Initiative (HDCI), creating sector partnerships and programming.
- Support the development of entrepreneurial thinking among the region's youth.
- Increase businesses' engagement in schools across the region.
- Address gaps in education, workforce development, and social support offerings across the region.
- Expand expungement programs for nonviolent criminal offenders.

Slow Food - Farmers Market Food Tourism
upscale housing

Innovation



Does this Sound like Forest Park? Why or why not?

Pretty much. Little has changed here in the year I've lived here. This does give me a little hope, however.

1. What did you hear that surprised you?

A degree of unwillingness to expand steering committee representation that reflects the city's demographics.

2. What did you hear that is not "news"?

That government was unresponsive and hostile, driving away participation from citizens. Ward 4 is the dumping ground for politically-connected industries. Workers being talked over at times.

3. What did you hear that you are not sure of?

I am very uncomfortable that the Black, Hispanic/Latino and Asian communities are not represented, and that we have not provided multilingual professionally-produced materials. We must do this.

4. Opportunities or potential challenges?

We have the chance to make Forest Park a desirable place to live, as opposed to a dumping ground for industry and land speculators.

5. Additional stats or other stories that you would like to share?

We MUST address how to get FP residents into the job-training pipeline. The city should take an active role in helping adults find grants/loans/scholarships/apprentice ships for high-paying jobs, not only blue-collar. We desperately need to address airport negative impacts, not only re-

environmental contamination and noise, but also as it impacts the potential for high-tech/FT jobs by crushing Internet service signals.

We also need to fundize professional arts and culture/historic programming development very quickly. We have best historic preservation opportunities and we need to attract professional, working artists to get the economy going, especially downtown.

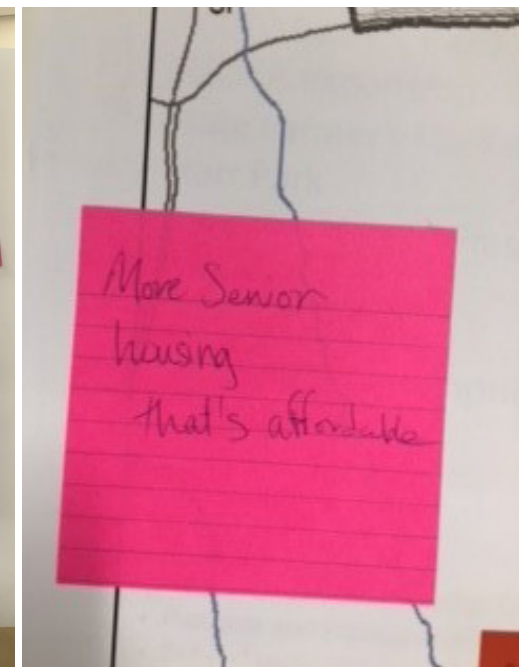
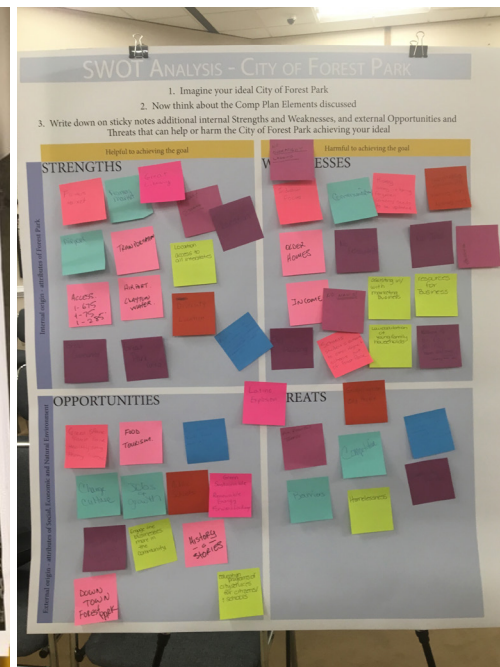
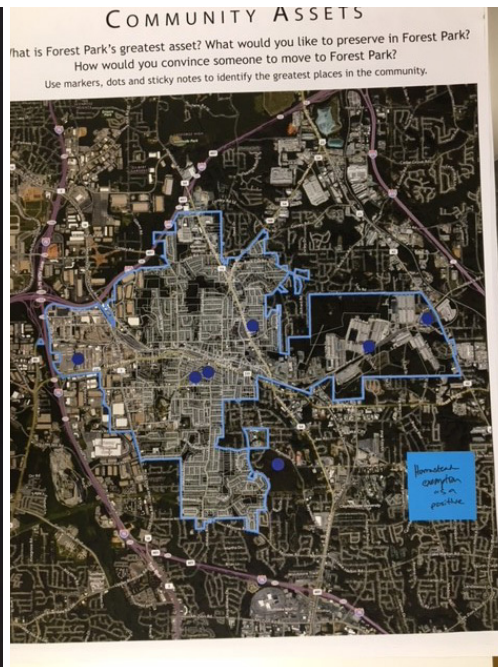
We must address our environmental damage and consider sustainable alternatives.

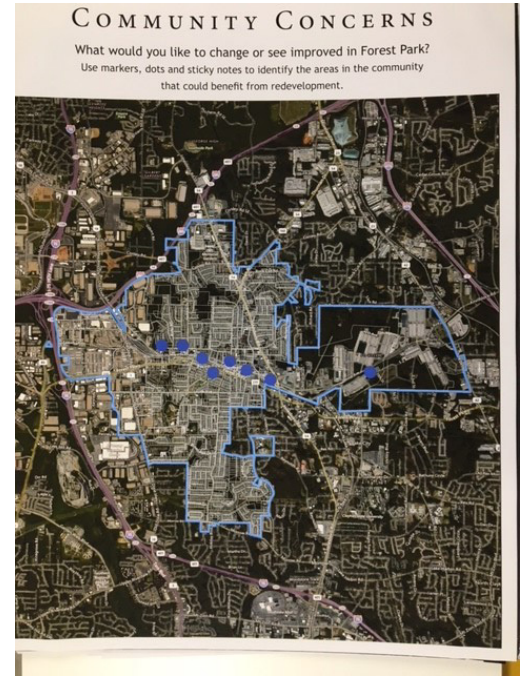
Going forward, we should hold Q+A with AFTER presentations. Too many targets.

Also, in recreation centers, I would like to see some activities other than sports. Made like a video game room and painting activity room. More tutoring/homework help sessions. Homeless people should be able to do fun stuff too. No one deserves to be sleeping outside because they have to.

4) Having safe side walks would allow children to move freely through their community and be exposed to things such as the local library or the rec center. When considering any major transportation change, it is important to address those who walk or cycle places. People need to feel confident in their community. Because many of the people are ever increasingly anti-social with increasing technology, having safe areas for people to commute and be sociable with each other would be beneficial.

WHAT IS AT ISSUE...	How relevant is identified in the current Comprehensive Plan. Use a sticky dot to vote for whether you believe they are still relevant to current conditions in the City of Forest Park.
Economic Development	
Goal: Enhance Forest Park's potential as an employment center for Clayton County and surrounding areas.	
Promote educational and training facilities such as those offered at Clayton State College which are adaptive to the changing needs of the business community.	
Provide for the retail and service needs of the local population and those working in the area.	
Promote commercial, industrial, and office uses along interstate highway corridors.	
Encourage expansion and supportive businesses focused around existing employment centers such as the State Farmer's Market, the International Trade Zone, and Hartsfield-Jackson Atlanta International Airport.	
Promote mixed use redevelopment of Forest Park's Main Street Corridor.	
Goal: Improve and enhance the Farmer's Market facility in order to attract visitors and provide local jobs.	
Support the Farmer's Market Master Plan for improving the circulation, signage, and aesthetics of the facility.	
Sponsor events at the Farmer's Market, such as festivals, conventions, and cooking exhibitions.	
Goal: Promote a central core (downtown Forest Park) that is compact and distinct from other commercial development and that is viewed as a desirable place to provide a wide range of mixed retail, entertainment, cultural, and office uses which benefit from proximity to each other.	
Encourage mixed-use redevelopment of the city's Main Street Corridor.	
Implement streetscape improvements along the Main Street corridor in order to improve the pedestrian environment.	
Coordinate the redevelopment of Forest Park Main Street redevelopment of Fort Gillem.	

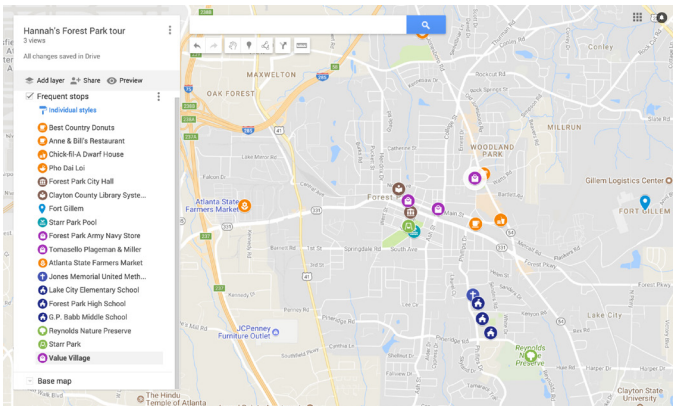




WHAT IS AT ISSUE...

These issues are identified in the current Comprehensive Plan. Use a sticky dot to vote for whether you believe they are still relevant to current conditions in the City of Forest Park.

This Issue is Still Relevant.	Land Use	This Issue is Less Relevant Now.
●●●	<p>Goal: Provide public gathering spaces capable of hosting events and civic activities.</p> <ul style="list-style-type: none"> Provide publicly accessible greenspace and streetscape amenities within redevelopment areas. Develop a convention and event facility. 	●●
●●	<p>Goal: Protect sensitive natural resources within the city.</p> <ul style="list-style-type: none"> Prevent development within floodplains and designated stream buffers. 	●●
●●●	<p>Goal: Develop new parks and recreational facilities.</p> <ul style="list-style-type: none"> Create an integrated network of trails and sidewalks linking community facilities, parks, greenspace, and regional trails. Acquire vacant lots for use as small pocket parks and playgrounds. Maintain joint-use agreements with the Clayton County Schools for the use of facilities such as playgrounds and ballfields. 	●●●
●●●	<p>Goal: Provide for transition from residential land uses where noise impacts from Hartfield International Airport are excessive and where opportunities exist for commercial or industrial redevelopment that does not jeopardize neighborhoods.</p> <ul style="list-style-type: none"> Promote mixed use redevelopment of multi-family housing along Forest Parkway that is impacted by noise from the fifth runway at Hartfield-Jackson Airport. Promote office/business parks near the intersection of Conley Road and I-285. 	●●●
●●●	<p>Goal: Provide a multi-modal transportation network that provides safe alternatives to automobile travel.</p> <ul style="list-style-type: none"> Support plans for commuter rail and transit oriented development in Forest Park. Support plans for a multi-modal transit station in Forest Park that is linked in with regional transportation systems. Support regional transit systems, such as GRTA express buses, in order to offset the possible loss of C-Train service. Provide bicycle lanes in conjunction with new construction of appropriate types of roadway classes to provide for safer, multimodal corridors where practical throughout the city. Implement plans for improved sidewalks and streetscapes along the Main Street corridor. 	●●●



Appendix B: Action Items from Other Relevant Plans

SHORT TERM WORK PROGRAM 2010 - 2014

Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Cost Estimate	Funding Source
Main Street Overlay District and Design Guidelines	X					Planning, Sldg. & Zoning	100,000	City
Fort Gillem Overlay Zoning	X					Planning, Sldg. & Zoning	150,000	City
Multi-Modal Transportation Center					X	Planning, Sldg. & Zoning and Public Works	3.6 Million	TAD/SPLOST
Bus Terminal and North Lake Drive readjustment				X		Planning, Sldg. & Zoning and Public Works	3.1 Million	TAD/SPLOST
Parking deck (Underground)				X		Planning, Sldg. & Zoning and Public Works	12.9 Million	TAD/SPLOST
Transit Station and Pedestrian Bridge					X	Planning, Sldg. & Zoning and Public Works	700,000	TAD/SPLOST
LCI Main Street Pedestrian Project (Underground utilities)	X					Public Works	2.4 Million	SPLOST
LCI Main Street Pedestrian Project Phase II		X				Public Works	2.5 Million	SPLOST
Transit Oriented Pedestrian Project, Sidewalks to Schools Phase I, II and III			X			Public Works	2.3 Million	SPLOST
Expansion of City Hall and Parking Design			X			Public Works	500,000	SPLOST
Roof Replacement on Recreation Building	X					Recreation & Leisure	180,000	CDBG
Combine two facilities into one/Community Use		X				Recreation & Leisure	220,000	CDBG
Construct New Recreation Building					X	Recreation & Leisure	11.0 Million	SPLOST
Develop Recreation Master Plan	X					Recreation & Leisure	2,500	City
Computerize Registration & Recreation System			X			Recreation & Leisure	24,000	City
Purchase 28 Passenger bus - Senior Center		X				Recreation & Leisure	44,000	CDBG

Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Cost Estimate	Funding Source
Expansion of Senior Center	X					Recreation & Leisure	65,000	CDBG
Amphitheatre Replacement	X					Recreation & Leisure	125,000	CDBG
Telephone System at City Hall		X				Finance	100,000	City
Obtain ISO Class 2		X				FPFES	3,500	City
Purchase Ladder Truck			X			FPFES	650,000	City/SPLOST
Purchase Two Fire Engines			X			FPFES	500,000	City/SPLOST
Purchase Three Rescue Units		X				FPFES	390,000	City/SPLOST
Replace Roof Station 2		X				FPFES	100,000	City
GIS System Development			X			Planning, Sldg. & Zoning/Public Works/Police/Fire	50,000	City
800 MHz Repeater	X					Police	260,000	City
800 MHz Receiver	X					Police	45,000	City
Police Vehicles (10 per year)	X	X	X	X	X	Police	1,760,000	City
Computer Software/Hardware	X	X	X	X	X	Police	125,440	City
Radio Equipment (Portables)	X	X	X	X	X	Police	50,000	City
Police Station Improvements	X	X	X	X	X	Police	12,500	City
Mobile Data Terminals (10 per year)	X	X	X	X	X	Police	300,000	City



CHAPTER 6: IMPLEMENTATION

Table 6.0
Five Year Implementation Plan

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Service	Local Match Source and Amount
Construct 3 mile multi-use trail	Pedestrian Bicycle	2002	\$40,000	2003	\$360,000	\$400,000	City	State	General Funds \$80,000
Acquire site and construct rail station	Rail	2003	\$300,000	2004	\$1,800,000	\$2,100,000	GA Rail Authority	Local State	N/A
Construct train to airport	People Mover	2003	\$2,500,000	2004	\$22,500,000	\$25,000,000	City	Local TIP	Airport \$5,000,000
Pedestrian bridge connecting main street and city hall	Pedestrian	2006	\$25,000	2006	\$225,000	\$250,000	City	State/TIP	— \$50,000
Forest Parkway Street scope	Street Scope Pedestrian	2005	\$90,000	2006	\$1,410,000	\$1,500,000	City	TIP/Local	— \$300,000
Totals			\$2,955,000		\$26,295,000	\$29,250,000			

Housing Projects/Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Annual zoning ordinance to allow residential units over retail/business	\$2,500	2002	City	City
Create revolving loan fund to promote home ownership	\$25,000,000	2003	City	City, HUD, Private Investor
Totals	\$25,002,500			

Other Local Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Submit LCI application to expand area to Farmer's Market	\$1,000 (\$40,000-funds)	2001	City	City
Adopt overlay district for Transit Village area	\$25,000	2002	City	City
Finalize architectural/design guidelines for new developments in Transit Village area.	\$10,000	2002	City	City
Develop linear central park - along rail track	\$1,800,000	2004	City	State/Local
Assemble development site for YOB (10 Acres est.)	\$1,500,000	2002	City	City - Clayton Co. Redevelopment Authority - State
YOB site utilities, engineering and demolition costs	\$910,000	2003	City	State/County/Local/Private
Adopt Tax Allocation District for future YOB area.	\$20,000	2002	City	City
Construct Gazebo on Main Street	\$20,000	2004	City	City
Totals	\$4,286,000			

ACTION	YEAR	GOAL				KEY IMPLEMENTOR / PARTNER
		Improves Perception	Increased Economic Investment	A True Partnership	Advancing Catalyst Sites / Projects	
Hire Full Time Aerotropolis Staff	0-1	■	■	■	■	AAA
Establish Blueprint Champions + Regular Interactions	0-1	■	■	■	■	AAA
Establish Working Groups	0-1	■	■	■	■	AAA
Establish Collectives	0-1	■	■	■	■	AAA
Study + Refine Organizational Structures	1-3	■	■	■	■	AAA
Hire Additional Staff	3-5	■	■	■	■	AAA
Identify Funding Mechanisms for Implementation	0-3/5y	■	■	■	■	AAA, GDOT, DCA
Establish Unique Aerotropolis Brand	0-1	■	■	■	■	AAA
Develop a Marketing Communications Plan	0-1	■	■	■	■	AAA, CIDs
Media Plan	1-3	■	■	■	■	AAA
Establish Gateway Strategy	3-5	■	■	■	■	AAA, CIDs, GDOT, H-JAIA
Annual / Semi-Annual Aerotropolis Event	3-5	■	■	■	■	AAA, H-JAIA
Keep the Story Alive	0-3/5y	■	■	■	■	AAA
Update Local Plans for Compatibility with Blueprint	0-1	■	■	■	■	Counties, Localities
Audit Local Land Use Policies for Efficacy at Enabling Blueprint	0-1	■	■	■	■	Counties, Cities, AAA
Establish "Initial Single Point of Contact"	1-3	■	■	■	■	AAA, ARC, Localities
Detailed Master Planning of Catalytic Sites	1-3	■	■	■	■	CIDs, Localities
Greenway Corridor Development	0-1	■	■	■	■	ARC, Localities
Strengthen Historic Downtown Cores	0-3/5y	■	■	■	■	Localities
Leverage Transit Nodes	0-3/5y	■	■	■	■	Localities, MARTA
Complete or Update Areas of Opportunity Studies	0-3/5y	■	■	■	■	Localities
Improve Mobility Between Activity Nodes - Circulator Bus	0-1	■	■	■	■	Localities, AAA
Improve Connectivity for Movement of Goods	0-3/5y	■	■	■	■	GDOT, ARC
Enhance Walkability Around Existing and Proposed MARTA Stations	0-3/5y	■	■	■	■	MARTA, Localities
Truck/Freight Study	1-3	■	■	■	■	GDOT, ARC
Implement Short Term Transportation Recommendations of Master Plan	0-3/5y	■	■	■	■	CIDs, Localities

FIGURE 29: SUMMARY MATRIX OF ACTION ITEMS
JACOBS

Summary of Key Recommendations

In developing six overarching recommendations for the advancement of economic development in Clayton County, the Georgia Tech team considered the following four characteristics as essential elements needed to move each goal forward.

1. Broad base of community support
2. Data analysis pointing to existing gaps/needs
3. Tied to long-term community goals
4. Impacts economic development, as defined for this strategic planning effort (see below)

“Activities that lead to the creation of strong, stable jobs that increase the average wage and household income of families in Clayton County, and that lead towards a diversified and stable economy within the community”

Long-Term Goals		Recommendations
VII.	Improve the internal and external image of Clayton County.	Develop formal agreement and approach between cities and county to collectively shape a positive image for Clayton County (<i>separate from marketing for business recruitment</i>).
VIII.	Develop better and broader relationship between the private and public sector in Clayton County.	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden number of people formally involved in the effort to visit, retain and expand existing industry.
IX.	Create more opportunities for Clayton County residents to find and retain employment.	Prioritize workforce development as a key economic development tool for improving family self-sufficiency and reducing unemployment.
X.	Refine targeted industry sectors for business recruitment (<i>action steps forthcoming</i>).	Target business sectors based on the <i>Business Opportunities Assessment</i> and broad community support.
XI.	Recognize the importance of entrepreneurship and small businesses in Clayton County.	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.
XII.	Grow the impact of Public Higher Education Institutions on Clayton County's economic development.	Develop a framework for engagement between Clayton State University, Atlanta Technical College and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.

Tri-Cities Urban Redevelopment Plan (Forest Park, Lake City, Morrow) Key Recommendations:

- Encourage use of the Georgia Job Tax Credit Program to promote economic development in the Tri-Cities Area
- Create an Opportunity Zone to expand eligibility for the Job Tax Credit to facilitate redevelopment of the most blighted properties within the URA
- Promote regional development
- Develop a cohesive regional identity by creating a single regional logo, common signage, and highlighting the regional opportunities and amenities
- Select sites for new multimodal transit stations for a new mass transit system that will serve the area and better connect it to regional and national transportation centers such as MARTA and Hartsfield-Jackson
- Conduct regional Marketing and Branding
- Stimulate and diversify Tri-Cities' economy
- Improve walkability, biking, and regional transportation infrastructure
- Promote mixed-use and higher density housing units

