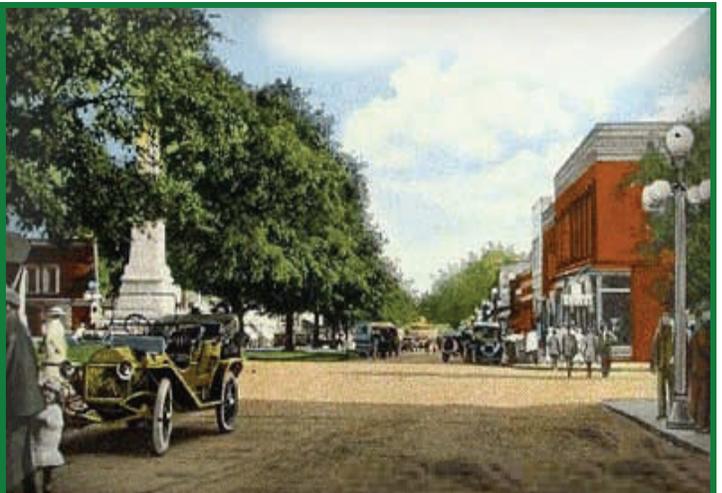




2014-2034  
COMPREHENSIVE  
PLAN



DECEMBER 2013



Prepared by:



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## **City of Griffin**

# **2014—2034 Comprehensive Plan**

**Prepared for:**

**The City of Griffin**

**By:**



**Three Rivers Regional Commission  
Planning Department**

**Griffin Board of Commissioners**

*The Honorable Joanne Todd—District 4, Chairperson*

*The Honorable Cora Flowers—District 2, Vice Chairperson*

*The Honorable Douglas S. Hollberg—City At-Large*

*The Honorable Cynthia Reid Ward —District 1*

*The Honorable Ryan McLemore—District 3*

*The Honorable Richard “Dick” Morrow—District 5*

*The Honorable Shaheer A. Beyah—District 6*

**2014-2034 GRIFFIN COMPREHENSIVE PLAN**

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## PURPOSE AND SCOPE

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

This document is the City of Griffin 2014-2034 Comprehensive Plan. This plan defines the community vision, goals and policies for the future. In addition, the plan provides an assessment of existing conditions and future needs. These needs are translated into recommendations for use by public and private decision makers in managing anticipated growth for the benefit of the health, safety, and welfare of present and future residents.

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

The Georgia Planning Act also assigns local governments certain minimum responsibilities to maintain "Qualified Local Government" (QLG) status and, thus, be eligible to receive certain state funding. The 2013 Comprehensive Plan was prepared under the Minimum Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1) adopted by the Georgia Department of Community Affairs (DCA) effective January 1, 2013.

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

## COMMUNITY PROFILE

The City of Griffin, located in the heart of Spalding County, is approximately 40 miles south of the City of Atlanta and 55 miles north of Macon. It is the county seat of Spalding County and home to approximately 24,000 people. Griffin is named for General Lewis Lawrence Griffin, the first president of the Monroe Railroad. Griffin was incorporated on December 24, 1843 when the City was within Pike County. The City is referred to as “The Iris City” because the Flint River Iris Society promotes and grows irises, with an iris show in spring and holds an iris sale in late summer. Through its long history, Griffin has retained much of its historic charm. An inviting city streetscape and successful redevelopment efforts have created a downtown that is welcoming to pedestrians. Largely a manufacturing community, Griffin offers its citizens excellent municipal services that contribute significantly to its high quality of life. The City of Griffin’s quality of life is enhanced by its history, charm, and excellent public infrastructure. To accomplish the City’s mission to continue to “enhance the quality of life by providing a high level of service in an efficient and responsive manner”, City staff and elected officials commissioned a comprehensive land use planning process to evaluate the effectiveness of the City’s land use policies and regulations and offer recommendations.

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



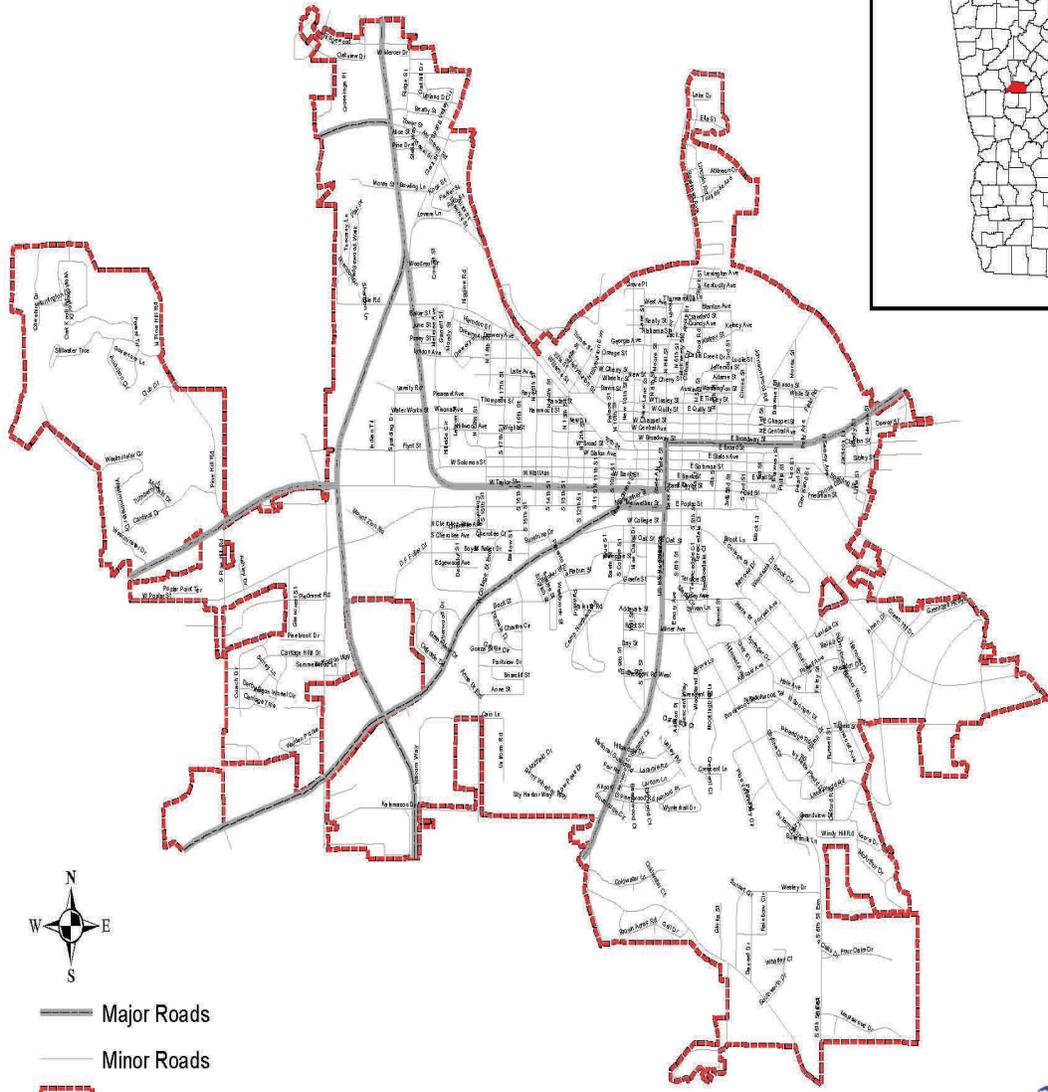
**Map 1: Vicinity Map**

LOCATION MAP

Map 2

City of Griffin Location Map

Spalding County in Georgia



Produced by: Three Rivers Regional Commission  
August 29, 2013

Document Path: C:\RRC\_GIS\Projects\ARonda\Griffin\CityofGriffin.mxd

## COMMUNITY GOALS

The purpose of the Community Goals element is to lay out a road map for the City's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community. The Community Goals are the most important part of the plan, as this component identifies the jurisdictions' direction for the future. Further, community goals provide the general framework for the continued development of the City of Griffin. A regular update of the Community Goals is not required, although local governments are encouraged to amend the community goals component whenever appropriate.

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

## GENERAL VISION STATEMENT

Griffin's Vision Statement was created through the Comprehensive Plan Community Involvement process. The Vision Statement is a verbal snapshot of what the City of Griffin desires to become by year 2034. The vision statement summarizes the desired character and characteristics of our community. Finally, it provides the ultimate goals for future community planning and development efforts.

## GRIFFIN COMMUNITY VISION

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

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

- Guiding future development with informed land use plans that take into account the protection of our natural resources;
- Providing a variety of walkable neighborhoods that embrace the live, work, play model and includes sidewalks, greenway trails, and bike lanes;
- Creating a variety of opportunities for our children, including recreational facilities, historical and educational-oriented resources;
- An inclusive community that offers a variety of public transportation opportunities for its residents, with special attention to those disadvantaged by age, income, or special needs;
- A community that embraces its history with preservation of historic resources and neighborhoods;
- A clean, comfortable, nice, peaceful, family-friendly oriented community;
- A community that actively promotes and pursues innovative businesses, while investing in retaining a high quality of life for our residents.
- A regional university that has attractive programs and an enriching educational environment; and
- A community rich with neighborhood parks.

## COMMUNITY PRIORTIES

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

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

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

## PRIORITY GOALS AND POLICIES

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

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

**PRIORITY GOALS AND POLICIES**

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

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

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

- ⇒ **POLICY 1:** Demolish a minimum of thirty-five (35) houses per year through the City's Substandard Housing Program;
- ⇒ **POLICY 2:** Work with the Griffin Housing Authority and the Land Bank Authority to establish affordable housing opportunities for residents; and
- ⇒ **POLICY 3:** Establish a housing rehabilitation program that assists low-income homeowners with repairs and substandard housing conditions.

## CHARACTER AREAS

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

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

Each Character Area is identified as a planning sub-area that focuses on the implementation of specific policies, investments, incentives, or regulations. These implementation strategies seek to preserve, improve, or otherwise influence future development patterns in a manner that is consistent with the community vision. The Character Areas described in the following section were created with input from the Steering Committee and City Staff. The map of Character Areas is shown on Map 2.

## Activity Centers

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

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

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

### *Medical Overlay District*

The City of Griffin recognizes the need and benefit of creating a Medical Overlay District to allow for the continued development of medical uses. The boundaries for the Medical Overlay District are West College Street to the north, South 9th Street to the west, South 8th Street to the east and the intersection where South 8th Street and South 9th Street merge with South Hill Street. Within these boundaries all properties facing and abutting South 8th Street and South 9th Street are included as a part of the medical overlay district. Revitalization efforts within this Overlay District will focus on fulfilling demand for medical, office space and commercial uses.



### *Griffin Downtown Historic District*



The Griffin Downtown Historic District is an asset for the entire City. It is listed on the National Register of Historic Places and protected by the Griffin Historic Preservation Commission. The plan's boundaries includes City Hall, the Spalding County Courthouse, state and federal facilities, professional offices, and several small businesses that are committed to the enhancement of Downtown Griffin. This

area displays a solid foundation for a future revitalization initiative.

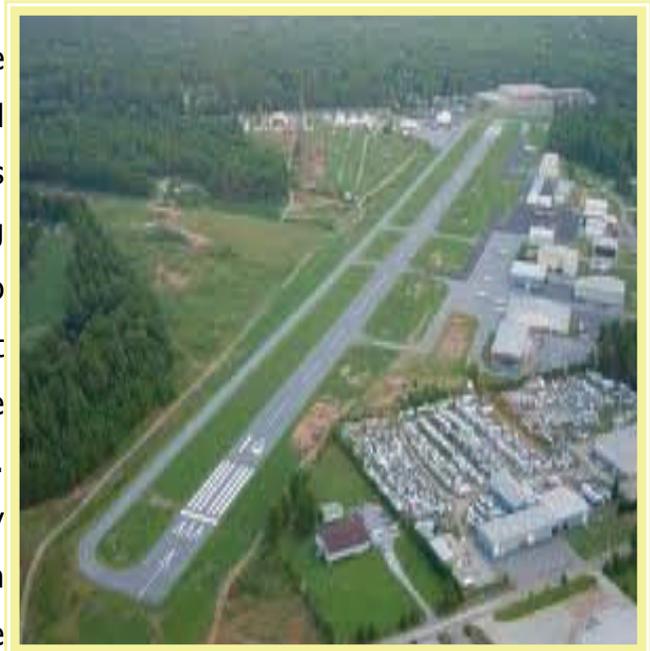
### *West Griffin Activity Center LCI Area*



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

### *Griffin-Spalding Airport*

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



### *Development Patterns*

The proposed development patterns for activity centers should seek to:

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

### *Primary Land Uses*

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

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

### ***Implementation Strategies***

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

### ***QUALITY COMMUNITY OBJECTIVES***

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

## TRADITIONAL NEIGHBORHOODS

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

The primary traditional neighborhoods within the City of Griffin include:

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



### *Development Patterns*

The development patterns for traditional neighborhoods should seek to:

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

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

### *Primary Land Uses*

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

### *Implementation Strategies*

- ◆ Amend zoning ordinance to include flexible setback provisions for infill development;
- ◆ Adopt a Traditional Neighborhood Development (TND) ordinance;
- ◆ Prepare an existing conditions analysis of the City's sidewalks to identify sub-standard facilities and prioritize projects;
- ◆ Continue to implement recommended sidewalk projects from the West Griffin and Town Center LCI Studies; and
- ◆ Designate residential historic preservation districts and expand existing commercial historic district.

### *QUALITY COMMUNITY OBJECTIVES*

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

## HIGHWAY CORRIDORS

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

### Taylor Street/State Route 16



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

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

U.S. Highway 19/41 serves as a major North-South arterial to support traffic to Atlanta. It serves as the retail focal point for the City of Griffin. The highway corridor includes aging strip retail establishments that are underdeveloped. Most of the frontage along this targeted corridor is developed and some segments have experienced economic decline or major change, resulting in the need for redevelopment. Redevelopment of this commercial corridor is necessary to create an aesthetically pleasing gateway into the City of Griffin.



### Development Patterns

The development patterns for highway corridors should seek to:

- ◆ Provide landscaped buffers between the roadway and pedestrian walkways;
- ◆ Encourage consolidation and inter-parcel connections between parking lots;
- ◆ Promote mixed-use and traditional development patterns, including use of more human scale, compact development, within easy walking distance to accommodate pedestrian activity;
- ◆ Encourage landscaped raised medians separating traffic lanes;
- ◆ Enforce restrictions on the number and size of signs and billboards;
- ◆ Create gateway corridors at the entrances into Griffin to provide a sense of arrival;
- ◆ Revitalize existing commercial centers to capture more market activity and serve as community focal points;

- ◆ Encourage landscaping of parking areas to minimize visual impact on adjacent streets and uses;
- ◆ Encourage infill development on vacant or under-utilized sites;
- ◆ Encourage bicycle and pedestrian paths to be incorporated into the street design for major corridors; and
- ◆ Incorporate street lighting at appropriate intervals to help reduce the scale of arterials and create a more pedestrian friendly streetscape.

### ***PRIMARY USES***

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

### ***IMPLEMENTATION STRATEGIES***

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

### ***QUALITY COMMUNITY OBJECTIVES***

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

## REDEVELOPMENT AREAS

**R**edevelopment is one of the most effective ways to breathe new life into deteriorated areas plagued by social, physical, environmental or economic conditions that act as a barrier to new investment by private enterprise. Through redevelopment, a target area will receive focused attention and financial investment to reverse deteriorating trends, create jobs, revitalize the business climate, rehabilitate and add to the housing stock, and gain active participation and investment by citizens which would not otherwise engage in community involvement. The City envisions a plan to spur economic growth, creating new housing and improving the quality of life and general welfare of the people who live and work in and around redevelopment areas. The following areas within the City of Griffin show signs of deterioration and economic decline: 1) Meriwether Street; 2) Ellis Crossing and Expressway Village Commercial Area; 3) North Hill Street; and 4) Thomaston Mills.

### *Meriwether Street*

Meriwether Street consists primarily of single-family houses with some neighborhood commercial and multi-family uses. The Housing Authority also owns a housing facility within this area. The City of Griffin is currently working with the Housing Authority to redevelop the Meriwether Street corridor. The redevelopment area will encompass the demolition and redevelopment of the Meriwether Street public housing complex. The City has also designated portions of the corridor within its Opportunity Zone. The goal of the proposed opportunity zone is to spur the reuse and redevelopment of abandoned and underutilized commercial properties. The City has expanded its redevelopment area to include most of the Meriwether Street corridor and associated underutilized and abandoned industrial and commercial properties.



### *Ellis Crossing and Expressway Village Commercial Area*

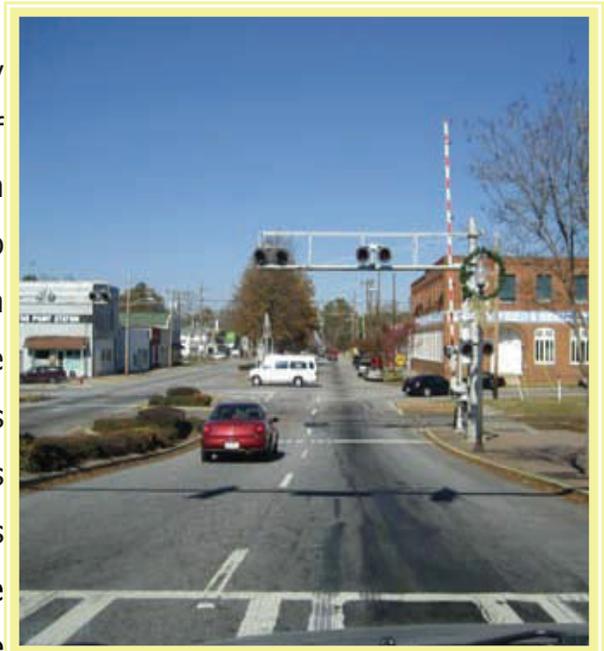


Ellis Crossing, formerly anchored by a Wal-Mart, has only one tenant and is primarily considered abandoned. Expressway Village, immediately adjacent and connected to Ellis Crossing, is approximately 30% vacant, with the remaining spaces occupied by short-term tenants. This area suffers from structural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

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

### *North Hill Street*

The greater North Hill Street corridor lies in the City of Griffin and Spalding County, just north of Downtown Griffin. From its intersection with Broadway, the corridor extends 3.16 miles north to just past Dobbins Mill Road. This 924 acre area includes the roadway itself and parcels along it. The North Hill Street corridor contains a mix of land uses ranging from a finely-mixed urban pattern at its southern end, to an almost rural pattern at its northern boundary. The City seeks to preserve historic resources and its identity, increase neighborhood commercial, provide various housing options, increase parks and open space, and implement supportive zoning and design standards.



### *Thomaston Mills*

The Thomaston Mill Neighborhood Redevelopment Area is bordered to the south by West Quilly Street, to the east by North 12th Street and to the north by Turner Street, to include Hallyburton Street, Ellis Street, Belle Street and Williams Street. This area is located within the Thomaston Mill Neighborhood, which is considered as the north side or 1st Ward. The Thomaston Mill neighborhood was built in the early 1900's by the owners of



the Thomaston Mill for its workers to live in close proximity to their jobs. For over 30 years, the neighborhood consisted of mostly white low-to-moderate income (working class) families. During the late 1950's and 1960's many of the white owners and renters moved from the Thomaston Mill neighborhood (First Ward) to new neighborhoods within the Third Ward on the south side of downtown Griffin. According to the U.S. Census and the Planning and Development Department survey, Thomaston Mill neighborhood is predominately African-American (99.9%) and very low income. There is a high number of substandard vacant housing within this area. The majority of houses within Thomaston Mills is in a state of disrepair or dilapidated. The ratio of renter occupied to owner occupied homes is significantly high. The City initiated this urban redevelopment plan to retain local neighborhoods, and regain a strong sense of place for residents. The scope of this plan is to remove slum and blight and improve housing conditions in order to create safer and livable communities.

### Fairmount Redevelopment Area

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



significant landmark that reflects the roots of a self-sufficient African-American community with a strong sense of pride and community involvement. Today, this African-American community struggles to maintain its sense of pride due to economic problems plagued by the area. The City and other interested parties are working together to advance economic opportunities for this underserved community by improving the education, physical and social well-being of citizens.

The Griffin Housing Authority is working in partnership with the City of Griffin to redevelop the Fairmount Community located in Northeast Griffin. The Griffin Public Housing Authority plans to partner with UGA-Griffin, Southern Crescent Technical College and Griffin-Spalding School Systems to transform the area into an educational workforce development training facility. The Fairmount community can serve as a model for other small neighborhoods. An Educational Prosperity Zone (EPZ) will emphasize further educational opportunities (post-secondary or training programs). The Griffin Housing Authority has committed \$175,000 to UGA to provide several programs that promote educational development. In addition, Partners for a Prosperous Griffin along with the University of Georgia-Griffin campus are collaborating for the purpose of developing a strategy to address issues in distressed communities to ensure that all children and youth in the target area of Fairmount have access to the continuum of solutions needed to graduate from high school and prepare for college.

### *Development Patterns*

The proposed development patterns for redevelopment areas include:

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

### *PRIMARY USES*

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

### *IMPLEMENTATION STRATEGIES*

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

***IMPLEMENTATION STRATEGIES***

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

***QUALITY COMMUNITY OBJECTIVES***

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Traditional Neighborhoods</li> <li>◆ Infill Development</li> <li>◆ Sense of Place</li> <li>◆ Transportation Alternatives</li> <li>◆ Resource Conservation</li> </ul> | <ul style="list-style-type: none"> <li>◆ Open Space Conservation</li> <li>◆ Environmental Protection</li> <li>◆ Housing Choices</li> </ul> |
|---|--|

## Employment Centers

### Employment Centers

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

### Commercial Retail and Business District

The Commercial Retail District includes developed land that is primarily made up of automobile - oriented strip commercial, big boxes, and office development. Commercial retail and business districts provide for the grouping of retail shops and stores offering goods and services for residents in general. These areas are typically densely concentrated and serve more traffic intensive uses than other areas. Several older



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

## Employment Centers

### Industrial Parks



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

and is home to Griffin's largest employers. A goal of this character area is to allow opportunities to expand this economic base while also accommodating new businesses.

### *Development Patterns*

The proposed development patterns for employment centers should seek to:

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

## Employment Centers

- ◆ Reflect coordinated transportation/land use planning;
- ◆ Protect water quality with appropriate soil erosion and control and groundwater re-charge protection area measures;
- ◆ Connect to nearby networks of greenspace/multi-use trails/bike paths where available;
- ◆ Depict clear physical boundaries and transitions between the edge of the character area and surrounding residential areas;
- ◆ Incorporate landscaping of commercial sites/parking lots; and
- ◆ Require shared driveways and inter-parcel access.

## Primary Land Uses

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

## Implementation Strategies

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

## Educational Centers

### *Southern Crescent Technical College*



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

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

### *University of Georgia—Griffin Campus*

The University of Georgia—Griffin Campus was established as the Georgia Experiment Station in 1888. In 2005, the UGA-Griffin campus began offering degree-completion programs for transfer students or those seeking a second bachelor's degree. Eight undergraduate majors are now offered, plus graduate programs in agricultural leadership, mathematics education and workforce



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

### *Development Patterns*

The proposed development patterns for educational centers should seek to:

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

### *Primary Uses*

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

### *Implementation Strategies*

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

### **QUALITY COMMUNITY OBJECTIVES**

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

## SUBURBAN RESIDENTIAL

The Suburban Neighborhood character area describes areas where conventional patterns of post-World War II suburban residential subdivision development have been the dominant pattern. In addition to conventional subdivisions, some multi-family uses are present in this character area. Neighborhoods tend to be characterized by low pedestrian orientation, larger lot sizes, high-to-moderate degree of building separation, and are predominantly residential with scattered civic buildings and varied street patterns (often curvilinear) that include cul-de-sacs. This character area is typically found in established neighborhoods that surround historic areas and in unincorporated areas where growth has occurred over the last thirty years. Examples can be found in south and southwest Griffin.



### *Development Patterns*

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

- ◆ Accommodate infill development that compliments the scale, setback and style of existing adjacent homes;
- ◆ Maintain existing tree cover;
- ◆ Provide safe facilities for pedestrians, school buses, and bicyclists using the road right-of-way;
- ◆ Incorporate sidewalks, traffic calming improvements and/or increased street interconnections, where appropriate, to improve walkability within existing neighborhoods as well as connectivity to neighboring communities and major destinations, including schools;

**SUBURBAN RESIDENTIAL*****Development Patterns***

- ◆ Connect to a network of greenways/trails, wherever possible;
- ◆ Accommodate senior housing opportunities, which can be integrated into neighborhoods that benefit from close proximity to local shops and services; and
- ◆ Encourage the location of schools, community centers or well-designed small-scale commercial activity centers at suitable locations within walking distance of residences.

***Primary Land Uses***

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

***Implementation Strategies***

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

***QUALITY COMMUNITY OBJECTIVES***

- ◆ Housing Choices
- ◆ Environmental Protection
- ◆ Open Space Preservation
- ◆ Sense of Place

TABLE 1

## CHARACTER AREAS

### *Activity Centers*

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

### *Educational Centers*

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

### *Traditional Neighborhoods*

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

### *Employment Centers*

- ⇒ Commercial Retail District
- ⇒ Industrial Parks

### *Highway Corridors*

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

### *Suburban Residential*

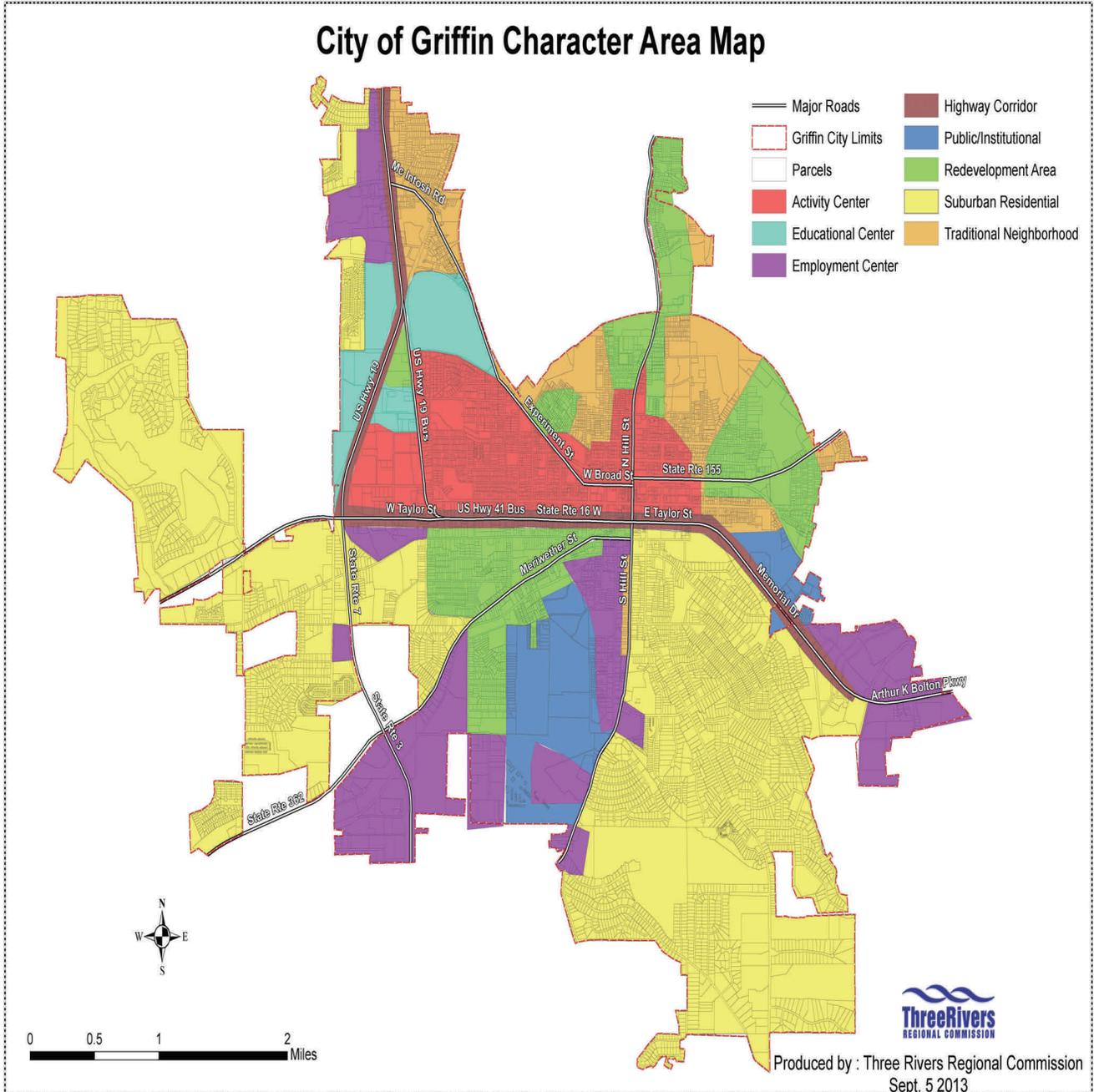
- ⇒ South Griffin
- ⇒ Southwest Griffin
- ⇒ West Griffin

### *Redevelopment Areas*

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

**CHARACTER AREAS MAP**

**MAP 3**



## SWOT ANALYSIS

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

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

The Griffin Comprehensive Plan Steering Committee completed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis at the outset of the planning process. Identifying these particulars is an introduction to a broad range of issues that can be studied in greater detail within the comprehensive planning process. The SWOT Analysis technique guides the direction of some key focal points within the plan. The results from these meetings helped form the goals, objectives, and implementation strategies or future development projects.

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

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

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

**SWOT ANALYSIS**

**STRENGTHS**

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

**WEAKNESSES**

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

**OPPORTUNITIES**

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

**THREATS**

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

## COMMUNITY NEEDS AND OPPORTUNITIES

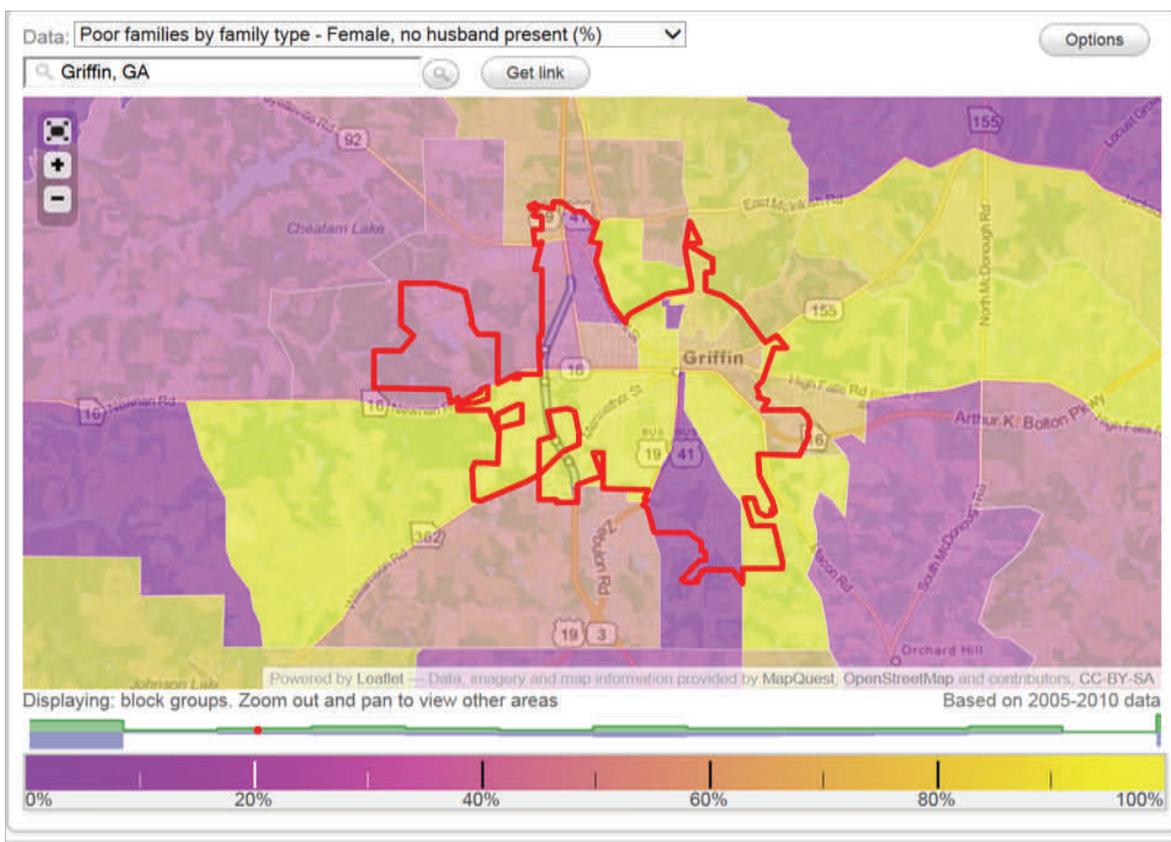
This section provides an updated list of issues and opportunities for the City of Griffin that was identified in the *Community Assessment* portion of the previous Comprehensive Plan. This updated version reflects public comments gained from the community participation activities as well as other input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

### 1. Population:

#### ***Needs/Issues:***

- ◆ High percentage of single parent mothers

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

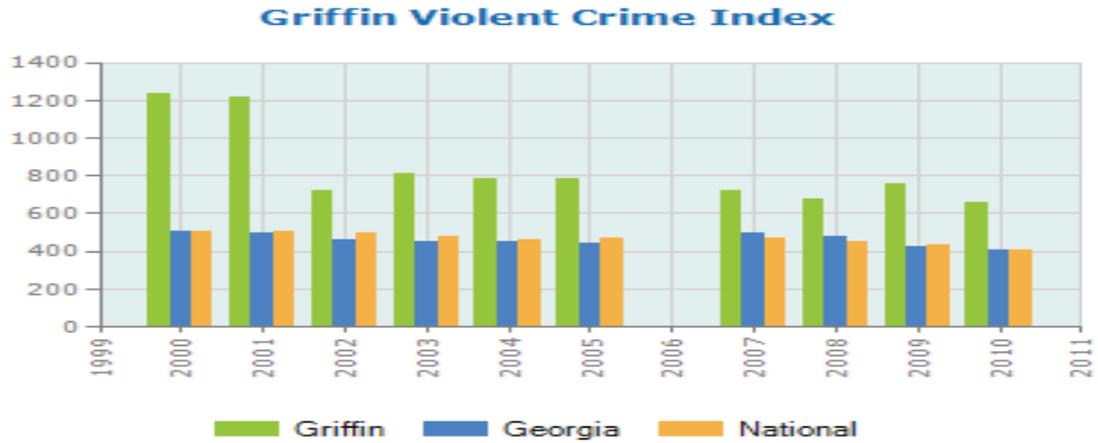


COMMUNITY NEEDS AND OPPORTUNITIES

**Needs/Issues:**

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

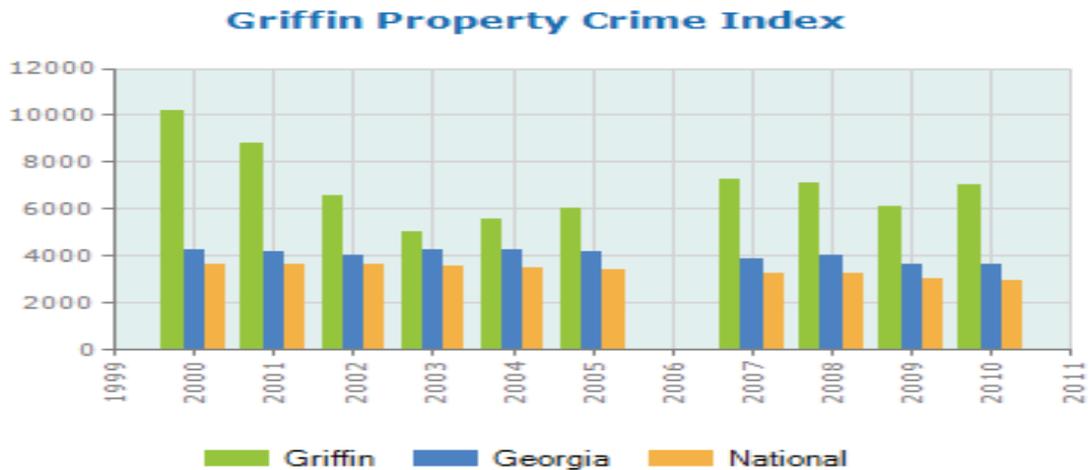
**GRAPH 1: Violent Crime Index**



Crime Index corresponds to incidents per 100,000 inhabitants

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**GRAPH 2: Property Crime Index**



Crime Index corresponds to incidents per 100,000 inhabitants

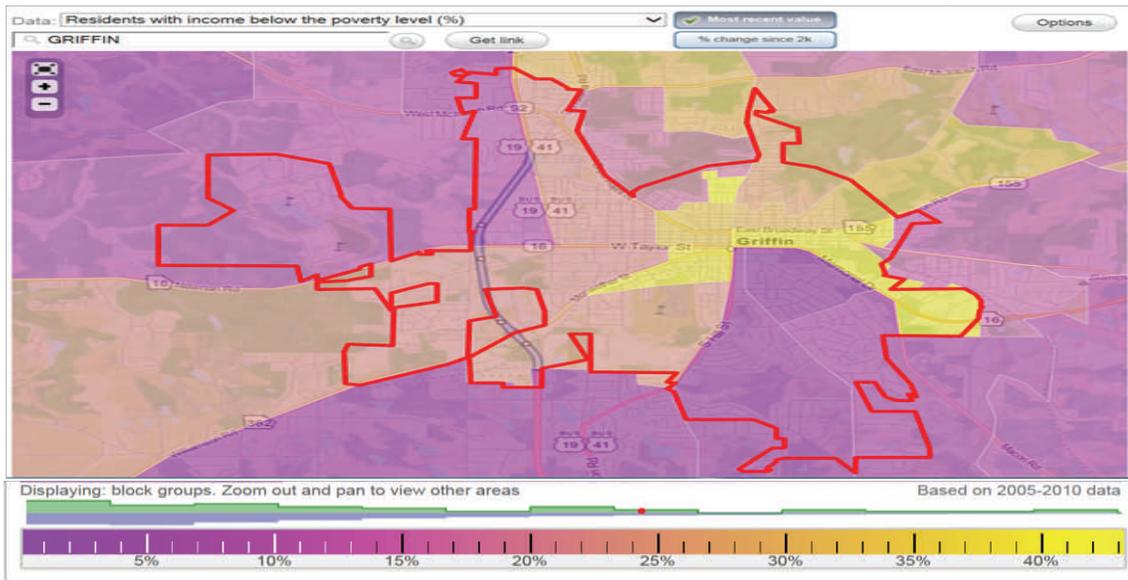
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COMMUNITY NEEDS AND OPPORTUNITIES

- ◆ High Poverty Levels

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

**MAP 5: Residents with Incomes Below Poverty**

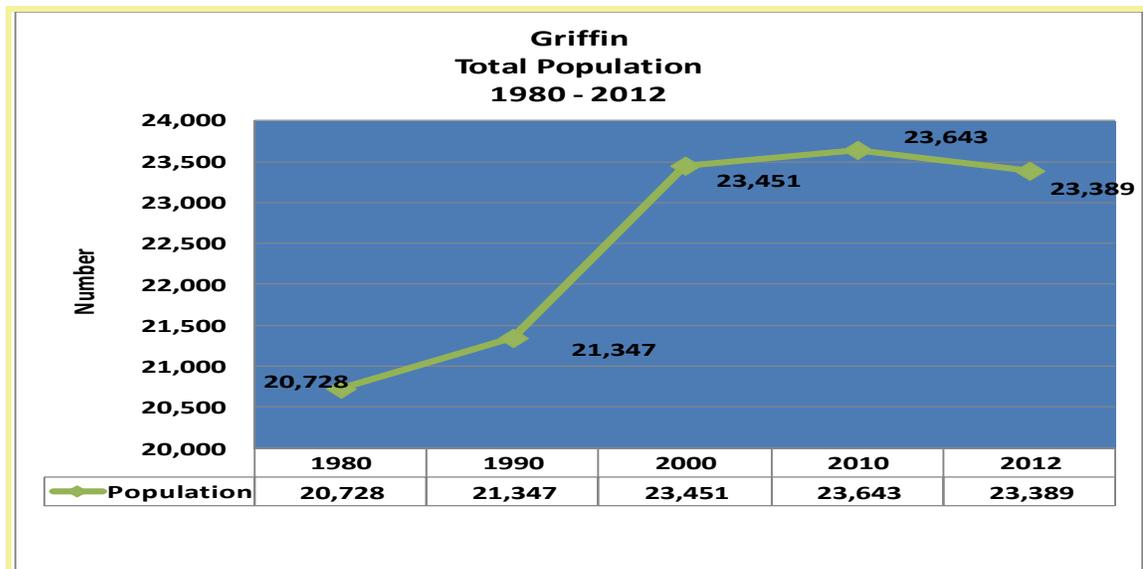


**Needs/Issues:**

- ◆ Declining Population

-1.1% population decline from April 2010 to April 2012

**GRAPH 3: Total Population**



## COMMUNITY NEEDS AND OPPORTUNITIES

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

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

**Single-family new house construction building permits:**

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

***Opportunities:***

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

**COMMUNITY NEEDS AND OPPORTUNITIES**

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

**3. Economic Development**

***Needs/Issues:***

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

***Griffin Unemployment Rates  
Table 2***

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

***Opportunities:***

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

## COMMUNITY NEEDS AND OPPORTUNITIES

### 4. Transportation

#### ***Needs/Issues:***

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

#### ***Opportunities :***

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

### 5. Land Use

#### ***Needs/Issues:***

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

## COMMUNITY NEEDS AND OPPORTUNITIES

### ***Opportunities:***

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

### **6. Intergovernmental Coordination**

#### ***Needs/Issues:***

#### ***Opportunities:***

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

### **7. Historic and Natural Resources**

#### ***Needs/Issues:***

- ◆ Additional Environmental Mandates
- ◆ Illegal dumping

## COMMUNITY NEEDS AND OPPORTUNITIES

### ***Opportunities:***

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

### **8. Community Services and Facilities**

#### ***Needs/Issues:***

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

#### ***Opportunities:***

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

## COMMUNITY NEEDS AND OPPORTUNITIES

### Youth Involvement Forum

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

#### Meeting Results

#### Grades 4 to 8

##### Things we like:

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



##### Some of our problems:

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

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

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

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

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

**The worst place in my community is:**

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

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

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

**COMMUNITY NEEDS AND OPPORTUNITIES****Youth Involvement Forum**

**The most important problems facing my community are:**

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

**Are there any things you would change in your neighborhood:**

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

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

- ◆ Neighborhood Watch

## PLANNING ELEMENTS

The elements of a comprehensive plan can vary from community to community. In most cases though, the plan consists of a study of existing conditions and a discussion of future trends, goals, and policies. Land-use patterns, housing conditions, population, roadways, and other infrastructure are usually the principle elements that are studied. The 2013-2034 Griffin Comprehensive Plan Update is made up of specific elements that address the following components: Economic Development, Land Use, Housing, and Transportation. These Planning elements are compatible and complementary. Together, these elements provide a comprehensive look at the issues facing the City, and create a positive plan for future growth.

### *ECONOMIC DEVELOPMENT*

The economic development element examines the City's economic base, labor force characteristics, and local economic development opportunities and resources to determine economic needs and goals. The City of Griffin has been experiencing several economic and demographic changes in recent years. To proactively address these changes, the City undertook several development efforts, such as reinforcing its historic character by promoting preservation; revitalization and re-adaptation (that is, new uses for historic buildings); creating housing choices for the community; reinforcing its community facilities and infrastructure network; and overall strengthening Griffin's identity and sense of place. An economic development element is required for communities included in Georgia Job Tax Credit Tier 1 or those seeking improved economic opportunities for their citizens. Spalding County and the City of Griffin are classified as Tier 1 communities. Ideally, economic development should balance economic vitality with stability, environmental protection, and preservation of our Griffin's historic character. It is important that future land uses be closely tied to the City's economic strategy. Accordingly, this Comprehensive Plan must be closely linked and integrated with an economic strategy to guide, promote, and attract economic development appropriate for the City of Griffin.

## ECONOMIC DEVELOPMENT

### *Livable Centers Initiative (LCI)*

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

### *West Griffin LCI*

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



## ECONOMIC DEVELOPMENT

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

### *Griffin Town Center LCI Grant*

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



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

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

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

## ECONOMIC DEVELOPMENT

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

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

### Opportunity Zones

In 1997, the Georgia General Assembly enacted the Enterprise Zone Employment Act. Enterprise Zones encourage economic growth and investment in specific geographic areas, primarily distressed areas, by offering tax advantages and incentives to businesses locating within the zone boundaries. Additionally, local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas qualify for the State's maximum job tax credit of \$3,500 per job. The credits are available for areas designated by DCA as Opportunity Zones. Opportunity zones are designated in areas within or adjacent to a census block group with 15% or greater poverty where an enterprise zone or urban redevelopment plan exists. The City of Griffin has designated its downtown as an Opportunity Zone. Opportunity Zone Tax Credit Incentives include:

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

## ECONOMIC DEVELOPMENT

### *Tax Allocation District*

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

### **Griffin—Spalding Development Authority**

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

### **Enterprise Zones**

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

## ECONOMIC DEVELOPMENT

### Enterprise Zones

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

### Griffin Main Street Program

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

### Griffin Downtown Development Authority

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



## ECONOMIC DEVELOPMENT

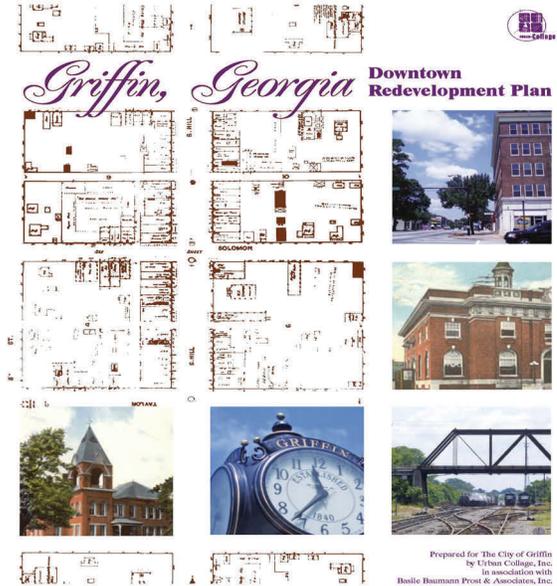
## Griffin Downtown Redevelopment Plan

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

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

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

Further, this Plan focuses on the future land use strategy that is drawn from six (6) short-term and ten (10) long-term projects, plus eleven (11) public improvement projects, to build a downtown that is brimming with vitality, economically sustainable, and utilizes the best and most unique aspects the City has to offer. Stand-alone catalytic, long-term, open space and public improvement projects are listed in Tables 3, 4, and 5.



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

**Table 3**

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

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

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

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

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

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

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

## LAND USE ELEMENT

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

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

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

## LAND USE GOALS

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

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

LAND USE ELEMENT

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

**LAND USE GOALS AND STRATEGIES**  
**Table 6**

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

## LAND USE ELEMENT

**LAND USE GOALS AND STRATEGIES**  
**Table 6(continues)**

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

## LAND USE ELEMENT

## LAND USE GOALS AND STRATEGIES

Table 6 (continues)

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

*Future Land Use*

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

**LAND USE ELEMENT**

The Future Development Map recommends land use and development patterns for a 20-year planning period. This map uses conventional categories or classifications to depict the location of specific future land uses. The categories listed below display the land use classification schemes for the Griffin Future Development Map highlighted in Map 6.

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

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

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

**LAND USE ELEMENT**

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

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

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

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

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

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

## LAND USE ELEMENT

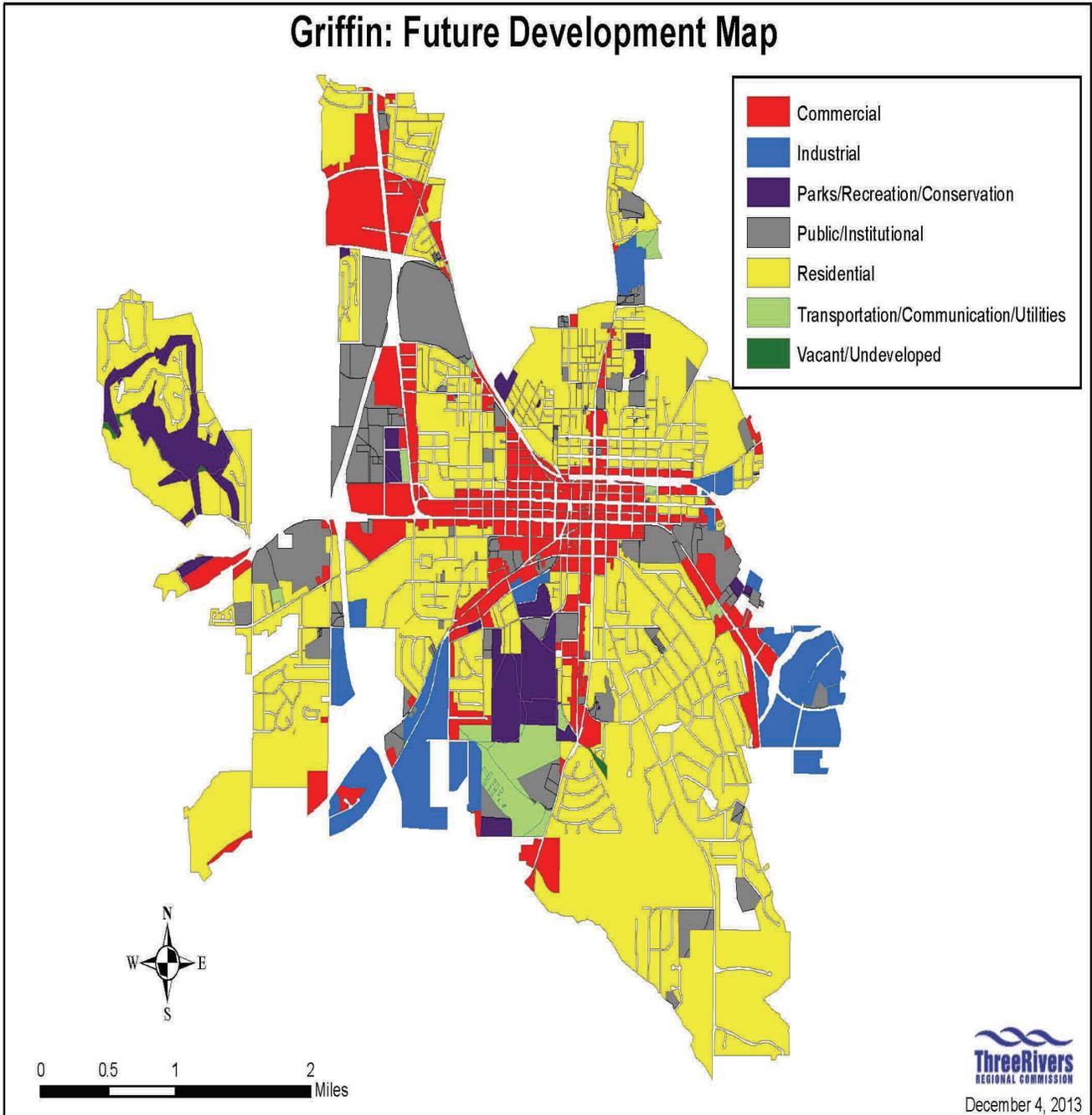
The total acreage figures for each land use category on the City's future development map are provided in **Table 7**.

**Table 7**

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

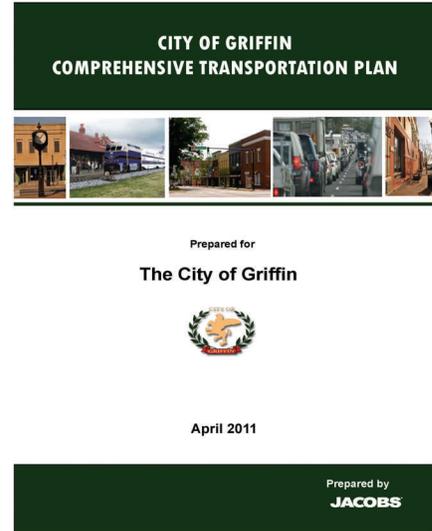
LAND USE ELEMENT

MAP 6  
GRIFFIN FUTURE DEVELOPMENT MAP



**TRANSPORTATION ELEMENT**

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



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

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

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

**TRANSPORTATION ELEMENT**

**City of Griffin**

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

| <b>GOALS</b>   | <b>APPLICABLE SAFETEA-LU PLANNING FACTOR</b>  |
|--|---|
| <p><b>2. Provide safe and effective local access to aviation facilities in support of local economic development efforts, and reduce the negative impacts of the airport on surrounding residential uses.</b></p> <p><b>3. Support the development of one or more bypass routes to alleviate downtown truck traffic.</b></p> | <ul style="list-style-type: none"> <li>◆ Promote efficient system management and operation.</li> </ul>  |
| <p><b>4. Preserve the environment.</b></p>   | <ul style="list-style-type: none"> <li>◆ Emphasize the preservation of the existing transportation system.</li> </ul>   |
| <p><b>5. Provide safe and efficient vehicular access to and from the City.</b></p>   | <ul style="list-style-type: none"> <li>◆ Increase the safety and security of the transportation system for motorized and non-motorized users.</li> </ul>                                |
| <p><b>6. Enhance mobility across all travel modes.</b></p>   | <ul style="list-style-type: none"> <li>◆ Protect and enhance the environment, promote energy conservation, and improve quality of life.</li> </ul>                                      |
| <p><b>7. Support the addition of a commuter rail station and the addition of transit, pedestrian and alternate transportation needed to support it.</b></p>  | <ul style="list-style-type: none"> <li>◆ Enhance the integration and connectivity of the transportation system across and between modes, for people and freight.</li> </ul>             |
| <p><b>8. Support access improvement to the commuter rail station that are consistent with the development goals of the community. These include walkable streets, minimal truck traffic, low vehicle speeds and “neighborhood scale designs.”</b></p>  | <ul style="list-style-type: none"> <li>◆ Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency.</li> </ul> |

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

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

**TRANSPORTATION ELEMENT**

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

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

**ROADS**

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

## TRANSPORTATION

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

### Alternative Modes of Transportation

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

- **Walking**

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

## TRANSPORTATION

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

- **Bicycling**

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

- **Transit**

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

## TRANSPORTATION

### Commuter Rail

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

### Parking

A downtown parking inventory was undertaken as part of the 2011 Comprehensive Transportation Plan (CTP). The current supply of parking spaces downtown was estimated at 2,671 surface spaces and 277 structured spaces. According to the inventory, the supply is meeting the current demand. Currently, there are no time limits on parking in the downtown area. Park spaces are available to accommodate short and long-term visitors and employees parking all day.

**TRANSPORTATION****Aviation Facilities**

The Griffin-Spalding Airport is ranked 10th out of Georgia's 95 general aviation facilities. The airport has one runway, 14/32, which is 3,701 feet long and 75 feet wide. In recent years, jet aircraft activity at the Airport has demonstrated the need for expansion. The City of Griffin and Spalding County have determined that based upon anticipated continued growth in the region, and as a means to attract future aviation-related economic development, planning for Airport upgrades should include provisions for accommodating a Level III business airport of regional impact with a 5,500 foot runway and 100 feet wide. The existing airport is landlocked and cannot expand easily. Therefore, the City and County have proposed to construct a new airport that will comply with applicable federal and state aviation requirements. The new airport will be designed to appeal to the emerging aviation industries, maximizing advances in aviation technology, while appealing to both businesses and recreational pilots alike.

## HOUSING ELEMENT

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

### Housing Needs

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

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

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

## HOUSING ELEMENT

Providing housing assistance, where feasible, helps maintain an economically and socially balanced community and lessens impacts on the City's environmental and financial assets within. Table 10 below highlights the specific housing demographics for the City of Griffin compared to the State of Georgia. In 2010, the City of Griffin had 10,524 housing units and the median value of those homes was \$124,000. The homeownership rate for the City of Griffin was 44.3%.

Table 10

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

*Affordable Housing Programs*

The City of Griffin has dedicated resources to addressing a variety of housing concerns within its jurisdiction. A significant portion of Griffin faces poor housing conditions and a high percentage of rental properties compared to homeownership, both of which has negatively impacted the surrounding neighborhoods. Since 2004, Griffin has pursued grants and programs to begin several community development projects that focus on revitalization of low-income communities. They include Community Development Block Grant (CDBG), and Community Home Investment Program (CHIP), Griffin Land Bank Authority and Georgia Initiative for Community Housing (GICH).

## HOUSING ELEMENT

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

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

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

The City of Griffin was awarded \$300,000 in Community Home Investment Program (CHIP) funds. This programs is reserved for the purpose of providing down payment assistance and closing costs for up to \$12,500 for twenty (20) new homebuyers that qualify as low income. The City of Griffin will continue to pursue CHIP funds in the future for down payment assistance. The City is also encouraged to seek additional CHIP funds for rehabilitation of substandard houses within the community.

### ● **Griffin Land Bank Authority**

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

### ◆ **Georgia Initiative for Community Housing (GICH)**

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

## HOUSING ELEMENT

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

### Griffin Housing Authority

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



As mentioned earlier, the City of Griffin is currently working with the Griffin Housing Authority to redevelop the Meriwether Street corridor in conjunction with the demolition and redevelopment of the Meriwether Street public housing complex. The City has expanded its redevelopment area to encompass most of the Meriwether Street corridor and associated underutilized and abandoned industrial and commercial properties. This project will be GHA's first venture into mixed-income and mixed-finance affordable housing. The Meriwether project will meet the community's goal to provide quality, affordable housing to low-and-moderate income persons. Additionally, this project addresses the need for housing for senior groups. GHA anticipates it will be the first of several such re-developments.

## HOUSING ELEMENT

## Griffin Consolidated Housing and Community Development Plan

The City of Griffin created a stand-alone Housing and Community Development Plan to further address housing needs. The Consolidated Housing and Community Development Plan provides Griffin with a comprehensive review and analysis of housing, homeless, special needs/vulnerable populations and community development needs culminating in a 5-Year Strategic Development Plan. The 5-Year Strategic Development Plan outlines specific objectives, provides strategies, prioritizes needs, and identifies funding sources to help the City of Griffin to transform itself into a

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

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

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

The Griffin Housing and Community Development Plan also identified several goals and strategies that highlight steps to improving housing conditions. These goals are listed on Table 11.

## Consolidated Housing &amp; Community Development Plan

CITY OF GRIFFIN, GEORGIA



**HOUSING ELEMENT**

**Griffin Consolidated Housing and Community Development Plan**

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

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

**HOUSING ELEMENT**

**Griffin Consolidated Housing and Community Development Plan**

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

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

HOUSING ELEMENT

Griffin Consolidated Housing and Community Development Plan

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

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

## HOUSING ELEMENT

## Griffin Consolidated Housing and Community Development Plan

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

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

**HOUSING ELEMENT**

**Griffin Consolidated Housing and Community Development Plan**

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

| <b>GOALS</b>   | <b>Strategies</b>  |
|--|--|
| 10. Address Victims of Domestic Violence                           | <ul style="list-style-type: none"> <li>◆ Continue to partner with the Spalding County Collaborative in providing emergency housing, specific programs, and counseling to victims of domestic violence through the extensive service provider network that exists. Temporary housing should provide for both single women and women with children, including those with older teens.</li> <li>◆ Under federal law, the Griffin Housing Authority may give preference to victims of domestic violence in securing housing. The GHA should work with service providers for domestic abuse victims.</li> </ul> |
| 11. Address Ex-Convicts  | <ul style="list-style-type: none"> <li>◆ Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to previously institutionalized individuals through the extensive service provider network that exists. Previously institutionalized individuals often lack the resources and network necessary to secure safe and affordable housing after their release, so transitional housing, financial counseling, and permanent housing support are important.</li> </ul>  |
| 12. Provide a safe environment for local residents and businesses. | <ul style="list-style-type: none"> <li>◆ Maintain ISO (Insurance Service Office) rating of 3 or better within the City.</li> <li>◆ Replace aging fire engines and equipment.</li> <li>◆ Implement neighborhood watch associations.</li> </ul>  |

**HOUSING ELEMENT**

**Griffin Consolidated Housing and Community Development Plan**

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

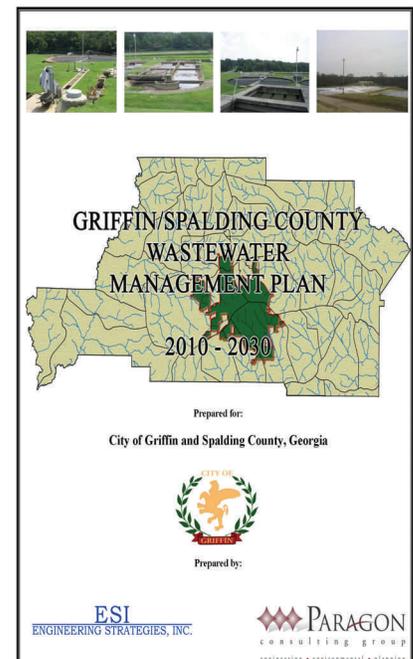
| <b>GOALS</b>  | <b>Strategies</b>  |
|---|--|
| <p>13. Promote good stewardship of the region’s limited water resources and provide adequate water and sewer service to support current and future needs.</p> | <ul style="list-style-type: none"> <li>◆ Promote water conservation measures.</li> <li>◆ Replace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

## REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA

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

### Wastewater Management Plan

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

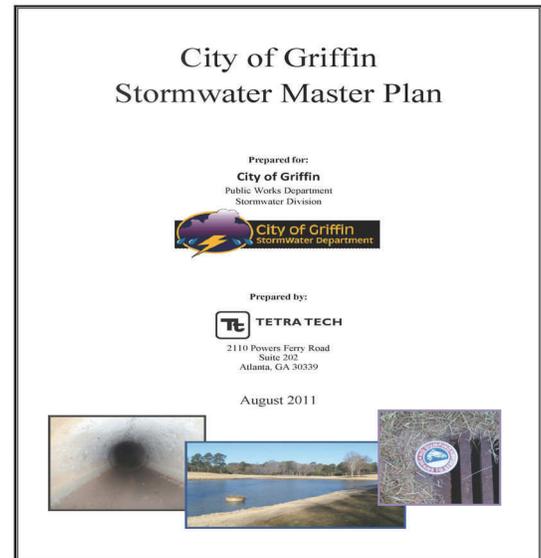


## REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA

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

### Storm Water Management Plan

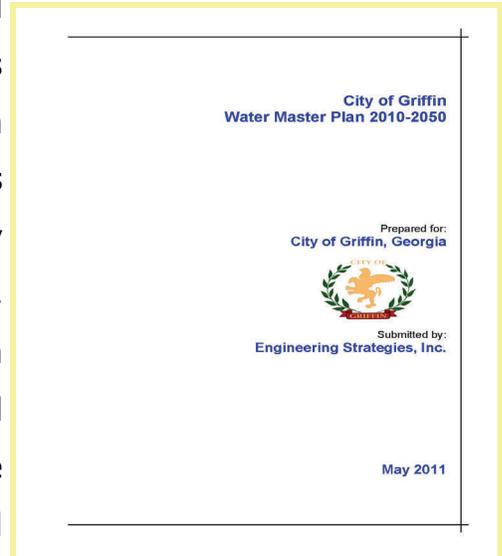
In 1997, the City of Griffin, Georgia established a formal Stormwater Management Program and created the Stormwater Division. To fund this new separate division, a Stormwater Utility was implemented, the first in the State of Georgia. The City Stormwater Utility's mission is to provide a comprehensive program for watershed management which includes: seeking alternative funding mechanisms to enhance Griffin's stormwater management system; establishing programs to address infrastructure problems; cost effective design and construction of the necessary improvements; providing leadership through the implementation of Best Management Practices (BMPs) that will enhance water quality throughout the region; and improving the overall quality of life for our citizens. A Stormwater Master Plan was prepared for the City in 2011 to present the Stormwater Division's organizational structure and function as it relates to the Stormwater Utility. The Stormwater Division and the Utility have been in place for over 16 years now, and much has been accomplished. The Division has proven itself to be a valuable and effective entity in stormwater management, as well as an asset to community, and the Utility has continued to provide a reliable source of funding for stormwater management activities. This 2011 Stormwater Master Plan presents the current direction of the Stormwater Division. The City's National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System (MS4) permit future commitments of the Watershed Management Plans that have recently been completed for Shoal Creek, Cabin Creek, and Potato Creek Watersheds.



**REGIONAL WATER PLAN AND ENVIRONMENTAL CRITERIA**

**Water Management Plan**

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



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

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

## COMMUNITY INVOLVEMENT PLAN

### INTRODUCTION

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

### SCOPE

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

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

## COMMUNITY INVOLVEMENT PLAN

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

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

- ◆ Steering Committee;
- ◆ Technical Advisory Committee;
- ◆ Community Meetings;
- ◆ Public Hearings;
- ◆ Visioning Exercises;
- ◆ Flyers and Handouts;
- ◆ Youth Forum;
- ◆ Email Blasts; and
- ◆ New Paper articles.

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

## PUBLIC HEARINGS

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

**COMMUNITY INVOLVEMENT PLAN**

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

*Public Hearing Dates*

Table 13

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

**TECHNICAL ADVISORY COMMITTEE**

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

## COMMUNITY INVOLVEMENT PLAN

The team included representatives of the various departments and groups:

**Project Team** (3 members)

Table 14

| <b>Name</b>    | <b>Organization</b>                                |
|----------------|--|
| Aronda Smith   | Three Rivers Regional Commission, Planner          |
| Kenny L. Smith | City of Griffin, City Manager                      |
| Taurus Freeman | City of Griffin, Planning and Development Director |

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

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

## COMMUNITY INVOLVEMENT PLAN

### COMMUNITY MEETINGS

A Kick-Off Community Meeting was held at Griffin City Hall on February 19, 2013. The initial Community Meeting provided citizens with an opportunity to ask questions and voice any concerns about the proposed strategy for public involvement and plan development. On June 4, 2013 a youth involvement forum was held in order to gather the younger generation's input into the comprehensive planning process. Table 15 lists the date location and type of community meeting held. It is worthy to note that these community meetings were held in addition to the two (2) required Public Hearings. These meetings provided an opportunity to gain much needed input from citizens.

#### *Community Meeting Dates*

Table 15

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

### IDENTIFICATION OF PUBLIC PARTICIPATION TECHNIQUES

#### Stakeholder Group/ Steering Committee

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

**COMMUNITY INVOLVEMENT PLAN**

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

**Selecting the Griffin Comprehensive Plan Steering Committee**

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

**COMMUNITY INVOLVEMENT PLAN**

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

*Griffin Comprehensive Plan Steering Committee Meetings*
**TABLE 16**

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

## COMMUNITY INVOLVEMENT PLAN

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

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

*2013 Griffin Comprehensive Plan Steering Committee***Table 17**

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

## COMMUNITY INVOLVEMENT PLAN

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

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

## COMMUNITY INVOLVEMENT PLAN

### Community Visioning Exercise

In an effort to increase public involvement, a community visioning exercise was developed to gain feedback from citizens. The community visioning exercise was an effective tool that helped the citizens define a vision statement. Based on the results, the Steering Committee incorporated the main issues and concerns of the citizens into the development of the Community Vision.

### Public Information

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

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

## COMMUNITY WORK PROGRAM

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

The Community Work Program must include the following information for each listed activity:

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

### **Report of Accomplishments**

A Report of Accomplishments immediately follows the Community Work Program for the City of Griffin. It provides an overview of the status of Short-Term Work Program Goals that were previously established for the period 2008-2013.

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**  
 2014 – 2018  
**Water and Wastewater**

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**  
**2014 – 2018**  
**Natural Resources**

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**  
2014 – 2018  
**Public Works**

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**

2014 – 2018

**Transportation**

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**  
 2014 – 2018  
**Public Safety**

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**  
**2014 – 2018**  
**Solid Waste**

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

## CITY OF GRIFFIN COMMUNITY WORK PROGRAM

2014 – 2018

Economic Development

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

**CITY OF GRIFFIN COMMUNITY WORK PROGRAM**

Natural &amp; Cultural Resources

2014 – 2018

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

## CITY OF GRIFFIN COMMUNITY WORK PROGRAM

Housing

2014 – 2018

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

*Report of Accomplishments to 2010-2014 Short Term Work Program*

Land Use

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

*Report of Accomplishments to 2010-2014 Short Term Work Program*

## Land Use

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

*Report of Accomplishments to 2010-2014 Short Term Work Program*

## Natural Resources

| Project or Activity  | Status    |                    |           |                  | Explanation for Postponement or Not Accomplished               |
|--|-----------|--------------------|-----------|------------------|--|
|  | Completed | Currently Underway | Postponed | Not Accomplished |  |
| Update of Watershed Assessment   | ✓         |                    |           |                  |  |
| Amend zoning and land development regulations to provide incentives and guidelines for conserving open space in the subdivision process and to widen minimum stream buffer widths. | ✓         |                    |           |                  | The City recently completed the Unified Development Ordinance. |
| Expansion of City Cemetery   | ✓         |                    |           |                  | On-going   |
| Encourage infill development, suitable reuse of vacant buildings, and promote adoptive reuse of historic buildings.  |           | ✓                  |           |                  | On-going   |

## Report of Accomplishments to 2010-2014 Short Term Work Program

## Economic Development

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

## Report of Accomplishments to 2010-2014 Short Term Work Program

## Public Safety

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

*Report of Accomplishments to 2010-2014 Short Term Work Program*

## Solid Waste

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

## Report of Accomplishments to 2010-2014 Short Term Work Program

## Water and Sewer

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

## Report of Accomplishments to 2010-2014 Short Term Work Program

### Transportation

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