

TABLE 15. PROGRAMMED BIKEWAY PROJECTS

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

TABLE 16. PROPOSED BIKEWAY PROJECTS

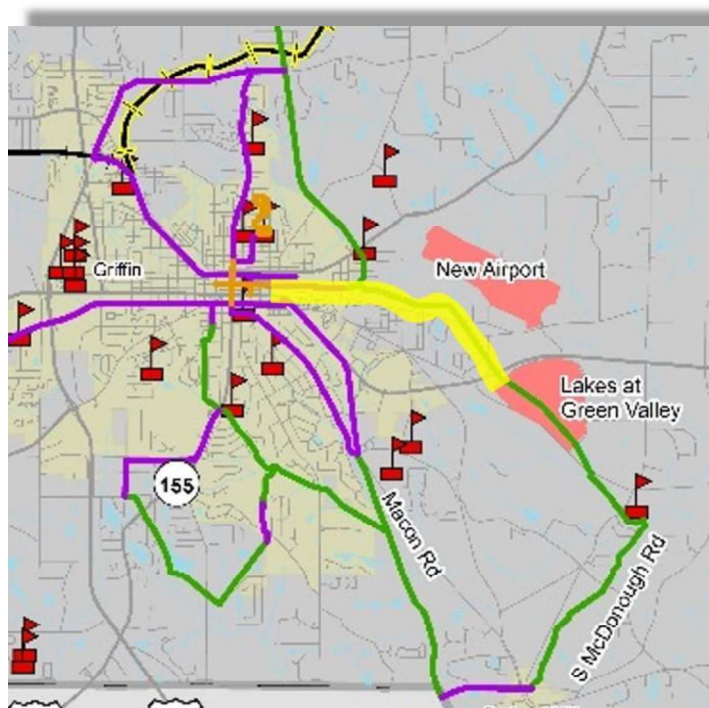
Type	Name	Segment Length (feet)	Total Length (feet)	Total Length (miles)
Bikeway	Broad Street - Bikeway	4,976	161,021	30.50
Bikeway	County Line Road Bikeway	4,999		
Bikeway	E. College Street Bikeway	11,323		
Bikeway	E. Poplar St Bikeway	2,821		
Bikeway	Shoal Creek Rd - W. Ellis Road Bikeway	17,003		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

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

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

LOW-COST / HIGH-VISIBILITY TRAIL/GREENWAY PROJECT

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



BENEFITS OF TRAILS/GREENWAY SYSTEMS

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

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

Economic Benefits of Trails/Greenways

A specific analysis of the economic benefits of trails / greenways was undertaken as part of the CTP update. Recent studies of local trail systems within North Georgia have identified a strong pattern of positive Return-on-investment (ROI). The Silver Comet Trail, the nation’s oldest and longest rail-trail has been studied and determine to have provided a 4-to-1 ROI². The Atlanta BeltLine, where only several miles have trails have opened the past couple years is reporting a ROI between 3-to-1³ and 6-to-1.



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

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

Similarly, according to reports from the Executive Director of the Carrollton Greenbelt, home values adjacent to the trail are seeing increases of four (4) to seven (5) percent. These local trails are on the same trend as systems across the nation. An example is the Dallas, TX region where a recent study reported a ROI for the local trail system at 50-to-1⁴.

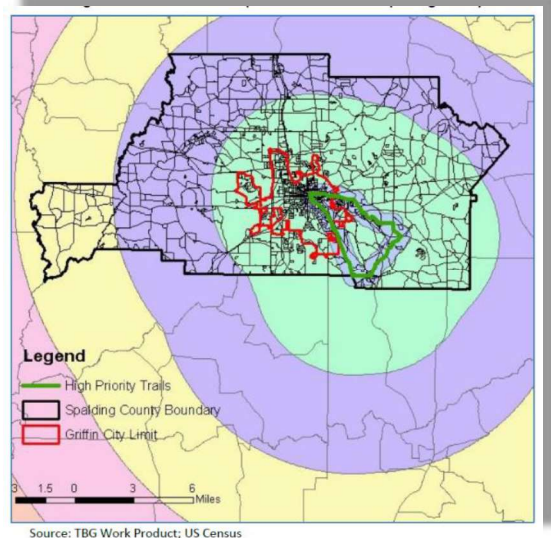
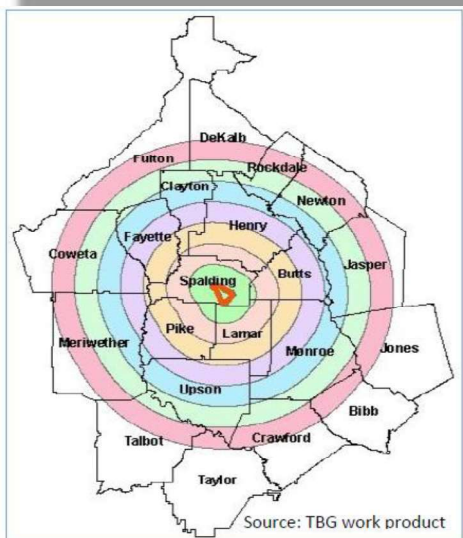


Specific to Griffin and Spalding County, a detailed predictive economic impact and cost-benefit analysis was undertaken as part of the CTP Update. The analysis was based only the initial draft loop trail that was developed as part of the Needs Assessment.

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

Benefits	\$48.0 million
Costs	\$24.8 million
Net Benefits	\$23.2 million

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



⁴ Economic value of Dallas Parks, Dallas Park and Recreation Board, August, 20, 2015

CTP ACTION PLAN AND IMPLEMENTATION

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

TABLE 18. CTP ACTION PLAN

Type	Location	Likely Sponsor	ID	Name	Estimated Cost	Possible Funding Sources
Intersection	City	City	Int #1	LCI Intersection #1: North Hill Street at Blanton Ave and N 6th St	\$ 1,500,000	STP, SPLOST, Local General Revenue
Intersection	City	City	Int #2	LCI Intersection #2: North Hill Street at Northside Dr. and Tuskegee Ave Roundabout	\$ 1,400,000	STP, STP- Safety, HISP, SPLOST, Local General Revenue
Intersection	County	County	Int #3	LCI Intersection #3: North Hill Street at E. McIntosh Rd	\$ 1,500,000	STP, SPLOST, Local General Revenue
Intersection	City	City	SPLOST-1	Solomon Street (Little 5 Points) Improvements	\$ 1,446,329	SPLOST
Intersection	City	City	SPLOST-2	Searcy Ave. at E. Broadway Street. (SR 155)	\$ 240,000	SPLOST
Intersection	City	City	SPLOST-3	Cain St. at Everee Inn Road	\$ 427,500	SPLOST
Intersection	City	City	SPLOST-4	Spalding Dr. at SR 16	\$ 877,546	SPLOST, STP- Safety, HISP
Intersection	City	City	SPLOST-5	Hammond Dr. at W. Poplar St	\$ 643,531	SPLOST, STP- Safety, HISP
Intersection	City	City	SPLOST-6	College St. at Hamilton/ Kincaid St. (Intersection Improvement Program - Phase I)	\$ 675,825	SPLOST
Intersection	County	County	CTP-02	Orchard Hill Intersection Improvements: Johnston Rd/Macon Rd/S McDonough Rd at Swint Rd	\$ 2,000,000	STP, STP- Safety, HISP, SPLOST, Local General Revenue
Intersection	County	County	CTP-03	Tri-County Crossing: Moreland Rd extension to Zebulon Rd with Intersection Improvements	\$ 5,300,000	STP, SPLOST, Local General Revenue
Intersection	County	State	CTP-01	Jackson Rd at N McDonough Rd	\$ 1,500,000	STP, SPLOST, Local General Revenue
Roadway	County	State	8682	CR 498/S McDonough Rd from SR 155 to SR 16 - SR 155 Relocation	\$ 9,721,000	STP, SPLOST, Local General Revenue
Bridge	City	City	255-0043-0	HILL STREET AT CABIN CREEK, IN GRIFFIN	\$ 1,250,000	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	113-0019-0	CR 360/MCINTOSH RD @ FLINT RIVER @ FAYETTE/SPALDING CO LINE	\$ 2,105,280	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	255-0040-0	JORDAN HILL ROAD AT TROUBLESOME CREEK, 4 MI N OF GRIFFIN	\$ 1,250,000	State Bridge Fund, SPLOST, Local General Revenue
Bridge	County	County	255-5044-0	N SECOND ST EXT. AT CABIN CREEK, 2 MI NE OF GRIFFIN	\$ 1,267,200	State Bridge Fund, HB 170
Bridge	County	County	255-0031-0	McDonough ROAD AT BUCK CREEK TRIB, 4 MI SE OF GRIFFIN	\$ 828,750	State Bridge Fund, HB 170
Bridge	County	County	255-0042-0	BIRDIE ROAD AT GRIFFIN RESERVOIR TRIB, 5 MI NW OF GRIFFIN	\$ 2,129,400	State Bridge Fund, HB 170
Bridge	County	County	255-0036-0	COUNTY LINE ROAD AT POTATO CREEK, 3 MI SE OF GRIFFIN	\$ 2,129,400	State Bridge Fund, HB 170
Bridge	County	County	255-5042-0	JORDAN HILL ROAD AT TOWALIGA RIVER TRIB, AT HENRY CO. LINE	\$ 1,415,700	State Bridge Fund, HB 170
Bridge	County	County	255-0030-0	HOLLONVILLE ROAD AT LINE CREEK TRIB, 1.2 MI W OF GRIFFIN	\$ 1,423,500	State Bridge Fund, HB 170
Bridge	County	County	255-0038-0	VAUGHN ROAD AT SHOAL CREEK, 6 MI W OF GRIFFIN	\$ 2,843,100	State Bridge Fund, HB 170
Bridge	County	County	255-0041-0	JORDAN HILL ROAD AT TROUBLESOME CREEK TRIB, 5 MI N OF GRIFFIN	\$ 1,415,700	State Bridge Fund, HB 170
Bridge	County	County	255-5009-0	MUSGROVE ROAD AT CABIN CREEK TRIB, 2 MI E OF GRIFFIN	\$ 1,179,750	State Bridge Fund, HB 170
Sidewalk	City	City	S01	S. Hill Street / SR 155: Milner Ave to Crescent Rd	\$ 222,576	SPLOST, Local General Revenue
Sidewalk	City	City	S04	Memorial Dr / SR 16: Hamilton Blvd to near Harlow Ave	\$ 241,288	SPLOST, Local General Revenue
Sidewalk	City	City	S05	N. 2nd St: Morris St to Johnson Pool Rd	\$ 355,530	SPLOST, Local General Revenue
Sidewalk	City	City	S06	Meriwether St / SR 362: Westwind Ct to Everee Inn Rd	\$ 616,515	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S07	Williamson Rd / SR 362: Carver Rd to US 19/41 SR 3 Bypass	\$ 548,561	SPLOST, Local General Revenue
Sidewalk	City	City	S08	N 3rd St: E Tinsley St to Kelsey St	\$ 374,242	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S13	E Broadway St / SR 155: Morris St to Jackson Elementary School	\$ 486,515	SPLOST, Local General Revenue
Sidewalk	City	City	S16	Ellis Rd: Crystal Brook to Experiment St	\$ 1,099,091	SPLOST, Local General Revenue
Sidewalk	County	County	S19	Futral Rd: Rhodes Ln to Spalding High School	\$ 374,242	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S30	N Hill St: Northside Dr to E. McIntosh Rd	\$ 863,712	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S31	Old Atlanta Rd: McIntosh Rd / Experiment St to E McIntosh Rd	\$ 486,515	SPLOST, Local General Revenue
Sidewalk	City	City	S33	Pimento Ave: Meriwether St to Beck St	\$ 247,197	SPLOST, Local General Revenue
Sidewalk	City / County	City / County	S42	Wilson Rd: Futral Rd to Arthur K Bolton Pkwy/SR 16	\$ 664,773	SPLOST, Local General Revenue
Sidewalk	City	City	S43	Woodland Dr: Milner Ave to Crescent Rd	\$ 367,348	SPLOST, Local General Revenue
Bikeway	City	City	B-1	Fairmont School SPLOST Trail 1	\$ 214,973	STP TAP, SPLOST
Bikeway	City	City	B-2	Fairmont School SPLOST Trail 2	\$ 35,261	STP TAP, SPLOST
Bikeway	City	City	B-3	Fairmont School SPLOST Trail 3	\$ 223,102	STP TAP, SPLOST
Bikeway	City	City	B-4	Fairmont School SPLOST Trail 4	\$ 225,409	STP TAP, SPLOST
Trail	County / City	County / City	T-1	Low-Cost / High-Visibility Trail/Greenway Pilot Project	\$ 4,600,000	STP TAP, SPLOST

Forest Hills



Southern Crescent



East Griffin



Maple Drive



Park District



Lincoln Road

Griffin
Growing, TOGETHER

Spalding
Everything you need in Spalding

Future in the GRASP

The Griffin & Spalding County Housing Study

Presented By:

APD Solutions REG

201 17th Street, Suite 3000 Atlanta, GA 30363







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Section I: Background

Introduction

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

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

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

This plan is guided by the following objectives:

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

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





Figure 1

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

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

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

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

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



The Griffin Historical Development Setting

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

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

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

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



Community Profile

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

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

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

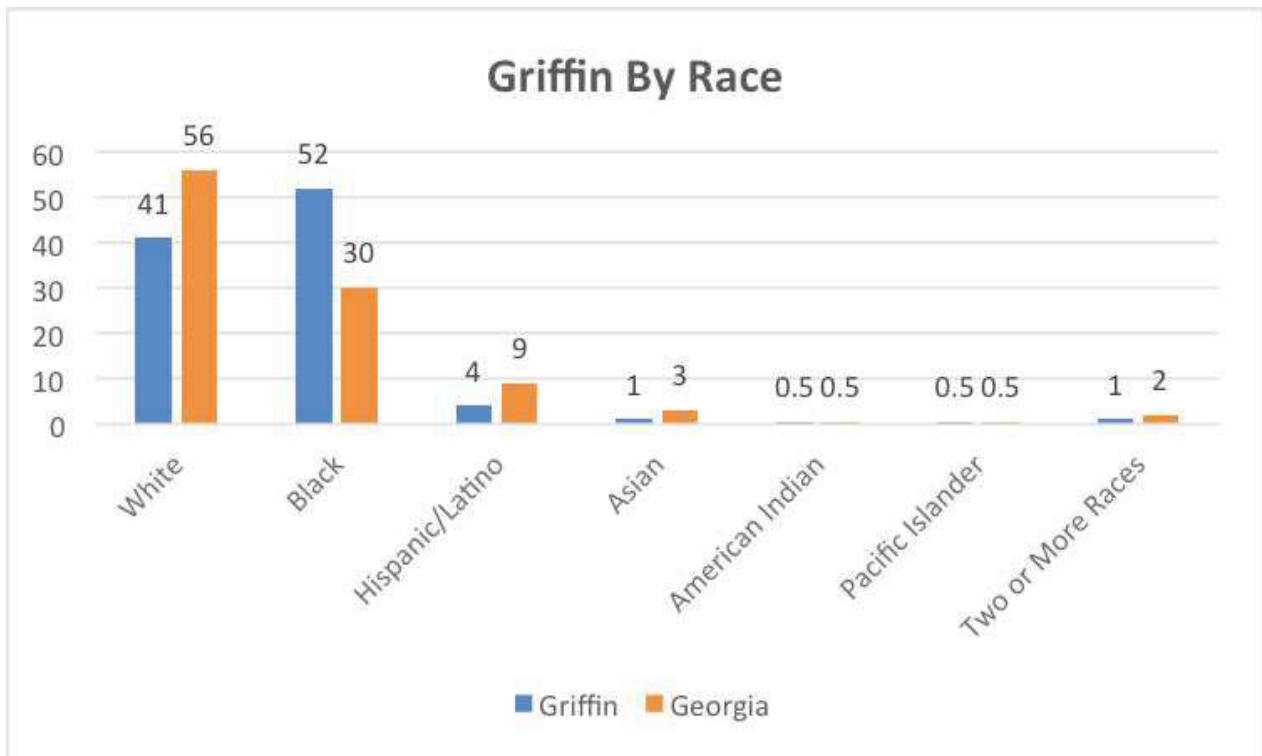


Figure 2

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

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

Educational Attainment

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

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

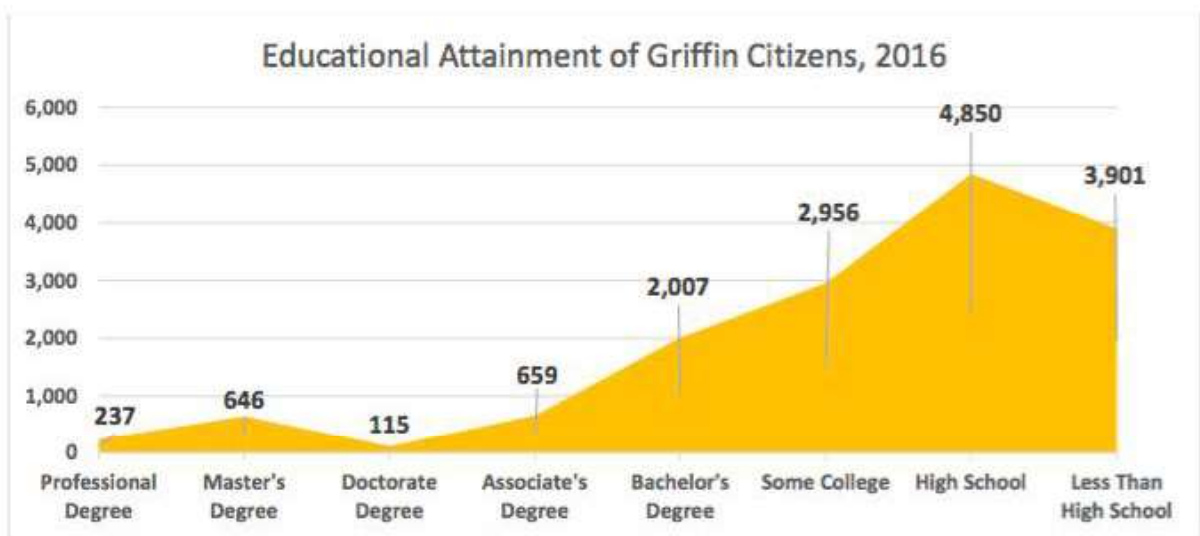


Figure 3



Household Income/Poverty

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

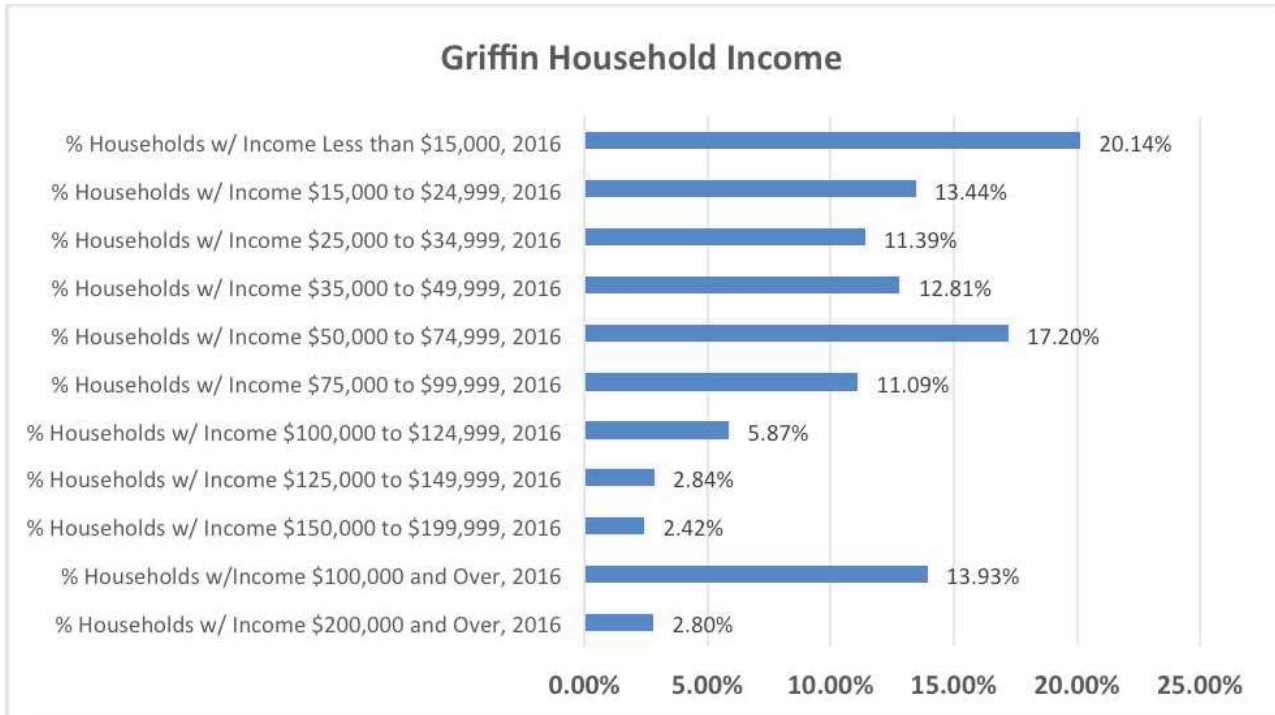


Figure 4

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

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



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

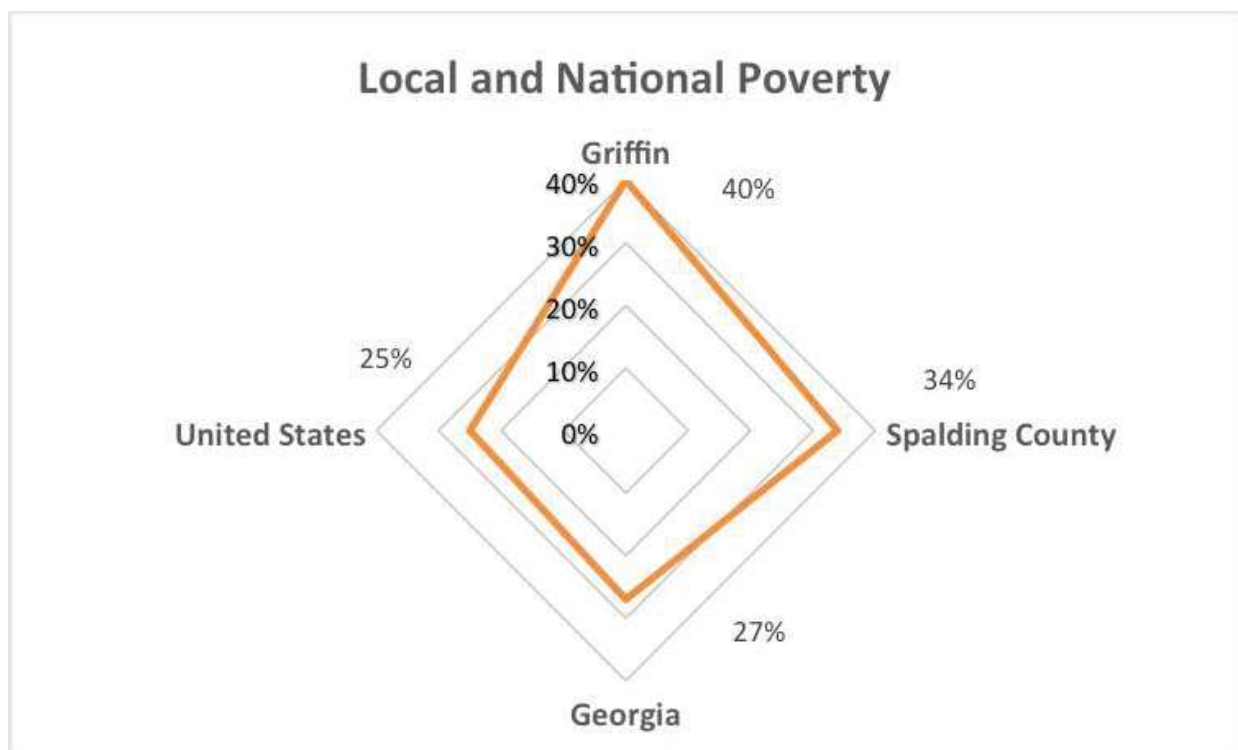


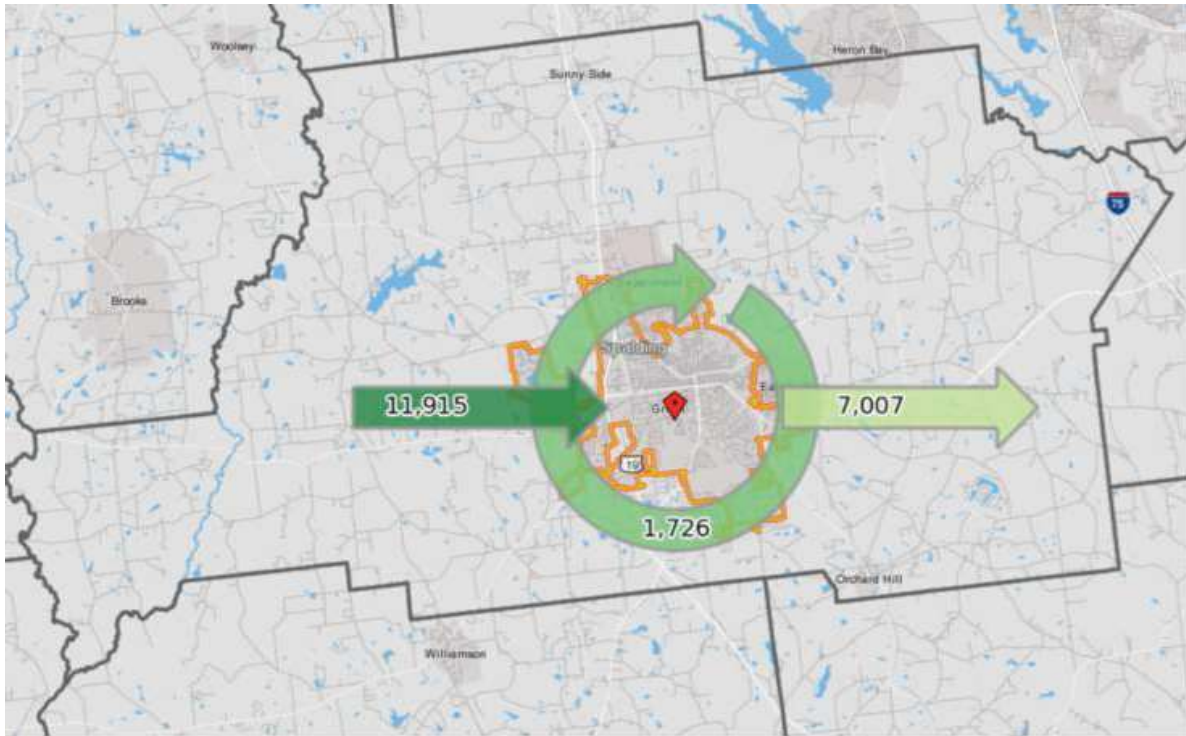
Figure 5

Employment

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



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



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

City of Griffin's Largest Manufacturers

Company	# of Employees
Caterpillar, Inc.	900
1888 Mills/Southern Terry	375
Noncom	280
AEP Industries, Inc.	250
Supreme Corp.	200
Fashion Industries	200
William Carter Company	168
Verna Manufacturing, Inc.	160
EXOpack, LLC	160
International Paper	150
Bandag, Inc.	129
Perkins-Shibaura Engines	124
Marino Ware, Inc.	100

Source: Spalding County Development Authority

Table 1



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

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

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

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

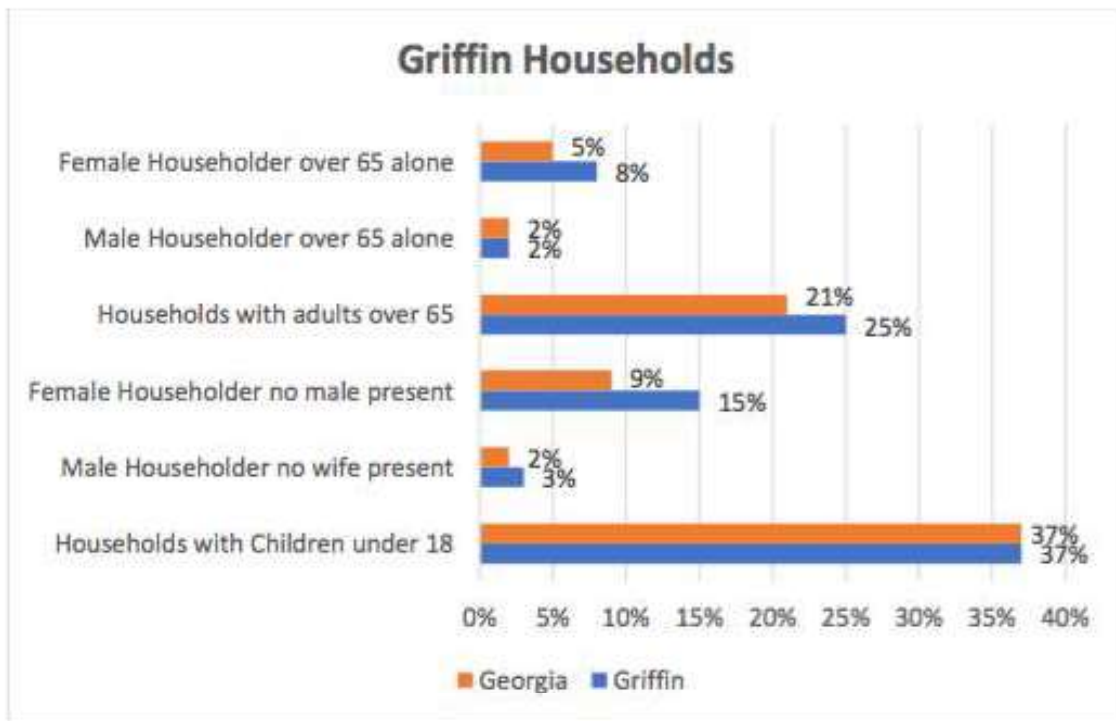


Figure 6

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





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

Phase 1 Method: Windshield Survey

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

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

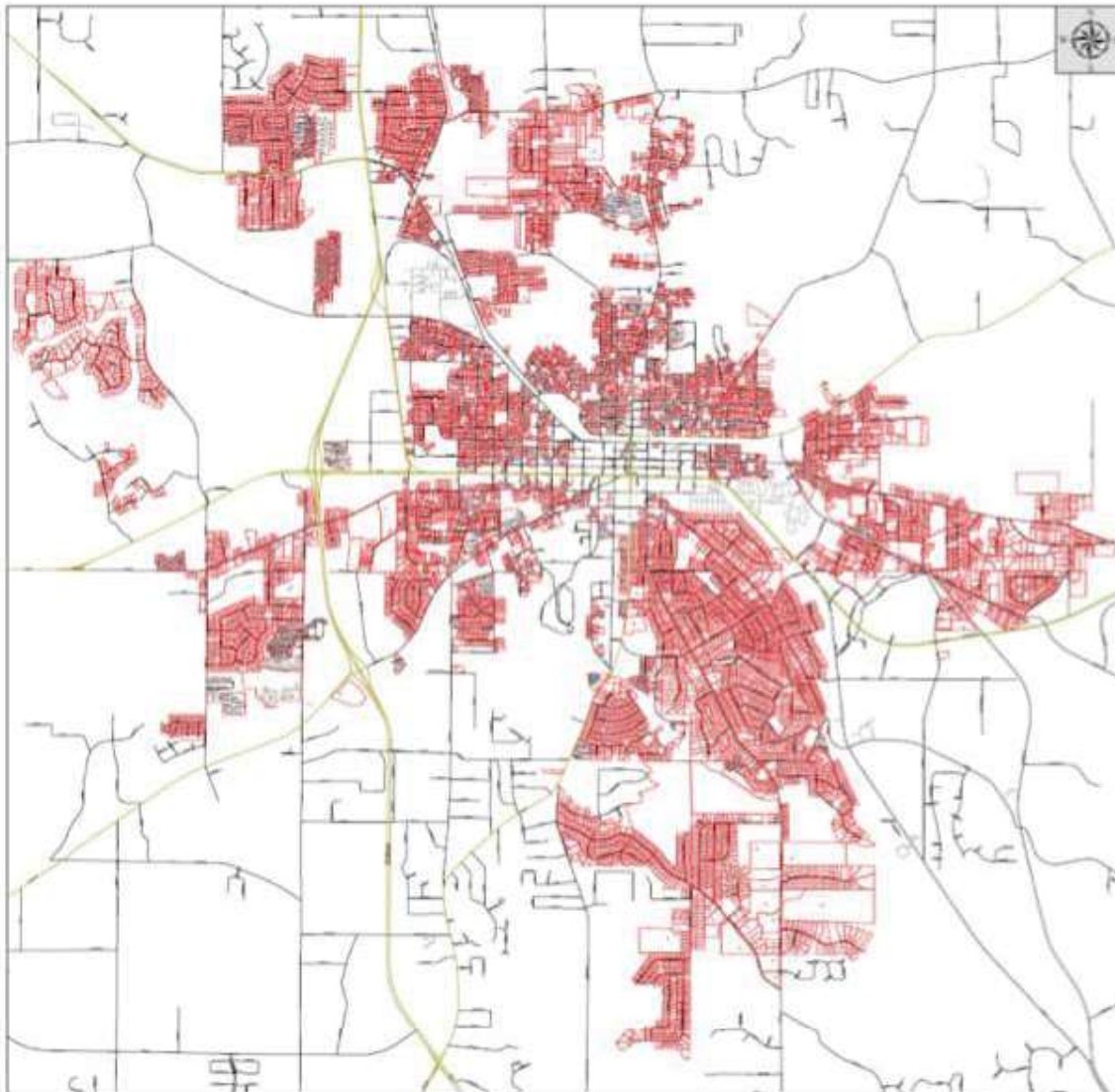
Approximately 12 field surveyors were assembled to survey every viewable residential parcel within the city limits. The field data collected by the windshield survey was acquired with a customized approach. APDS has utilized in-house technology in an innovative way with the creation of a proprietary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

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



Location of Parcels

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



Evaluation Criteria

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

Griffin/Spalding Windshield Survey Evaluation Criteria*

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

Source: APD Solutions Field Evaluation

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

Field Evaluation of Structural Condition

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

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



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

Table 3

Field Evaluation of Lot Condition

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

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



Table 4

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

Source: APD Solutions Field Evaluation

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

Field Evaluation of Tenure

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

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

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



Phase II Method: Desktop Data Collection

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

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

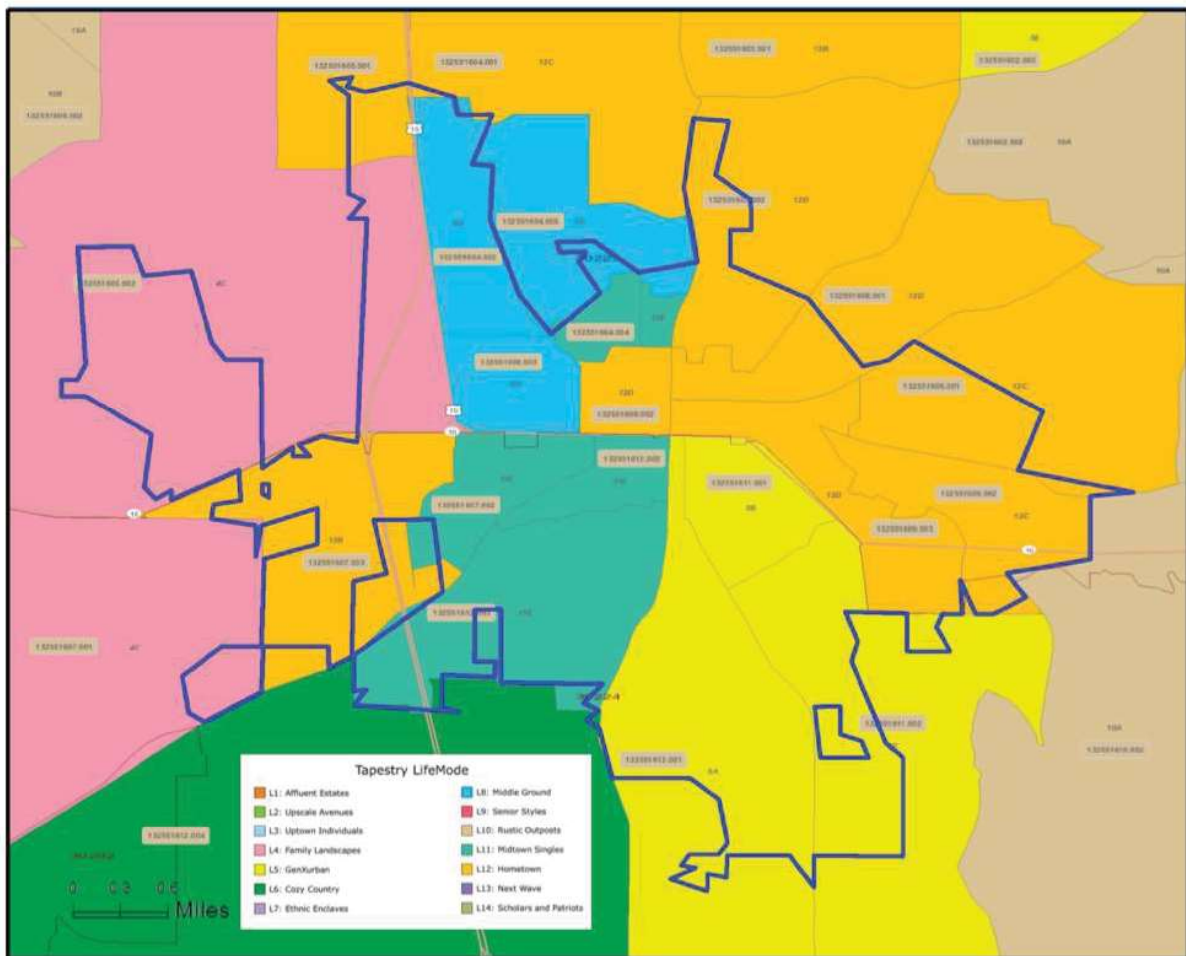
Tapestry Profiles

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

Table 5: 2016 Households



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



Section II. Community Context

Literature Review

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

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

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

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

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



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

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

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

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

The goal of the Griffin, ***Georgia Downtown Redevelopment Plan*** was to identify blocks of land conducive for redevelopment and buildings eligible for rehabilitation. The walking survey provided a good basis for understanding the overall property condition in the neighborhood; and consequently, future development and redevelopment opportunities. The plan found that attracting new businesses, sustaining them and encouraging them to stay open has been a huge issue as well as the absence of a business incubator. Additionally, downtown buildings were found to be generally in good condition. The University of Georgia's nearby satellite Agriculture School plans to expand its facilities to include other fields of study. At the time this plan was written, that campus is commuter only.

Thomaston Mill Neighborhood Urban Redevelopment Plan (2008) is predominately a single-family residential neighborhood covering roughly 38.71 acres of land. There are approximately 144 residential structures located within Thomaston Mill. The neighborhood is over 89.9% renter occupied versus 10% owner occupied.

North Hill Street Connectivity Study: A Livable Centers Initiative (LCI) Supplemental Study (2008) conducted a SWOT analysis of the study area. The greater North Hill Street corridor lies in the City of Griffin and Spalding County, just north of Downtown Griffin. Stakeholders and the public have identified several intersections along North Hill Street as safety concerns, due in part to sight-distance and alignment problems. Some of the identified strengths of the area included historic neighborhoods and policies that protect neighborhoods from commercial encroachment. Weaknesses included high percentages of rental housing, which destabilizes neighborhoods just north of downtown, and lack of neighborhood-serving uses and jobs, which forces residents (many without cars) to travel long distances. Opportunities include potential redevelopment of underutilized and agricultural lands, which could support new growth. Development outside of the study area, which could bring transportation and land use challenges was listed as a major threat.

The Spalding County Comprehensive Transportation Plan (2008) was developed to address the future growth and development that is expected to occur within the county in both the near and distant future. The 2000 US Census population estimates placed the county's population at approximately 58,417 persons, while population estimates are expected to reach roughly 80,494 by 2030 as projected by the Atlanta Regional Commission (ARC). Although these projections indicate a healthy 30% population growth from 2000 to 2030, it is expected that population growth rates may be much higher as it is stimulated by progressive growth and development initiatives undertaken in the county and region. Adjusted population projections for the county estimate that the 2030 population figures may easily reach 112,893 persons, which reflects a 93% population increase.





Existing Housing Conditions

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

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

Those parcels deemed as not surveyable were excluded from the population used in the statistical analysis to assess overall condition or neighborhood investment viability.

Summary of Findings

The citywide conditions data provides crucial information regarding the structures and lots that make up the existing housing market. This information serves as the physical basis for the overall needs assessment. Table 6 provides a snapshot of the Griffin/Spalding parcel composition and overall conditions.

Griffin Spalding Snapshot

Category	Number	Percentage
Parcels		
Total Parcels in Study Area	10,331	100%
Griffin Parcels	8,502	82.3%
Spaulding County Parcels	1,829	17.7%
Survey Totals		
Surveyed Structures	9,275	89.8%
Surveyed Lots	798	7.7%
Unsurveyable Parcels	258	2.4%
Residential Structures		
Total Structures	9,275	100%
1-4 Unit Parcels (Low Density Single Family)	8,637	93.1%
5+ Unit Parcels (Multifamily/High Density)	638	6.9%

Table 6



**Study Area Parcel Distribution
City-County Parcels**

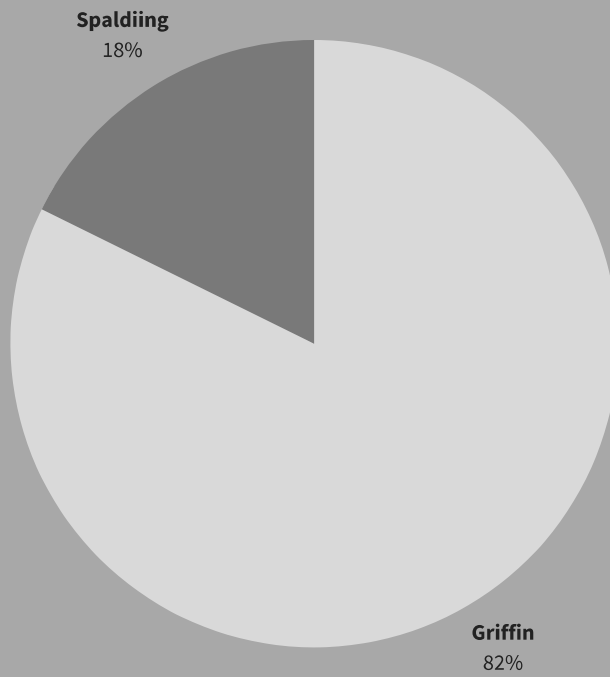


Table 7: Structure Occupancy

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

Structure Occupancy

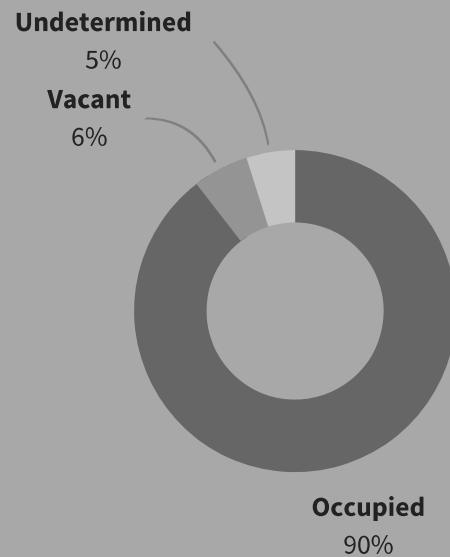


Table 8: Vacancy

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

Table 9: Structure Condition

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

Study Area Residential Structure Condition

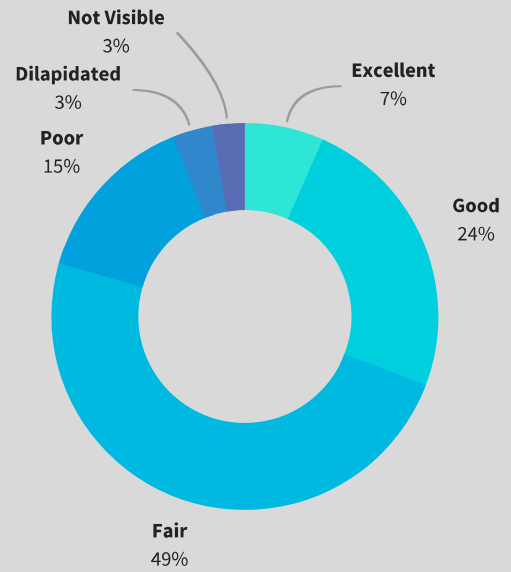
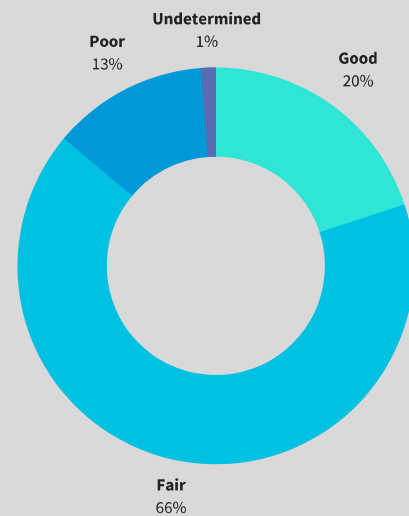


Table 10: Lot Condition

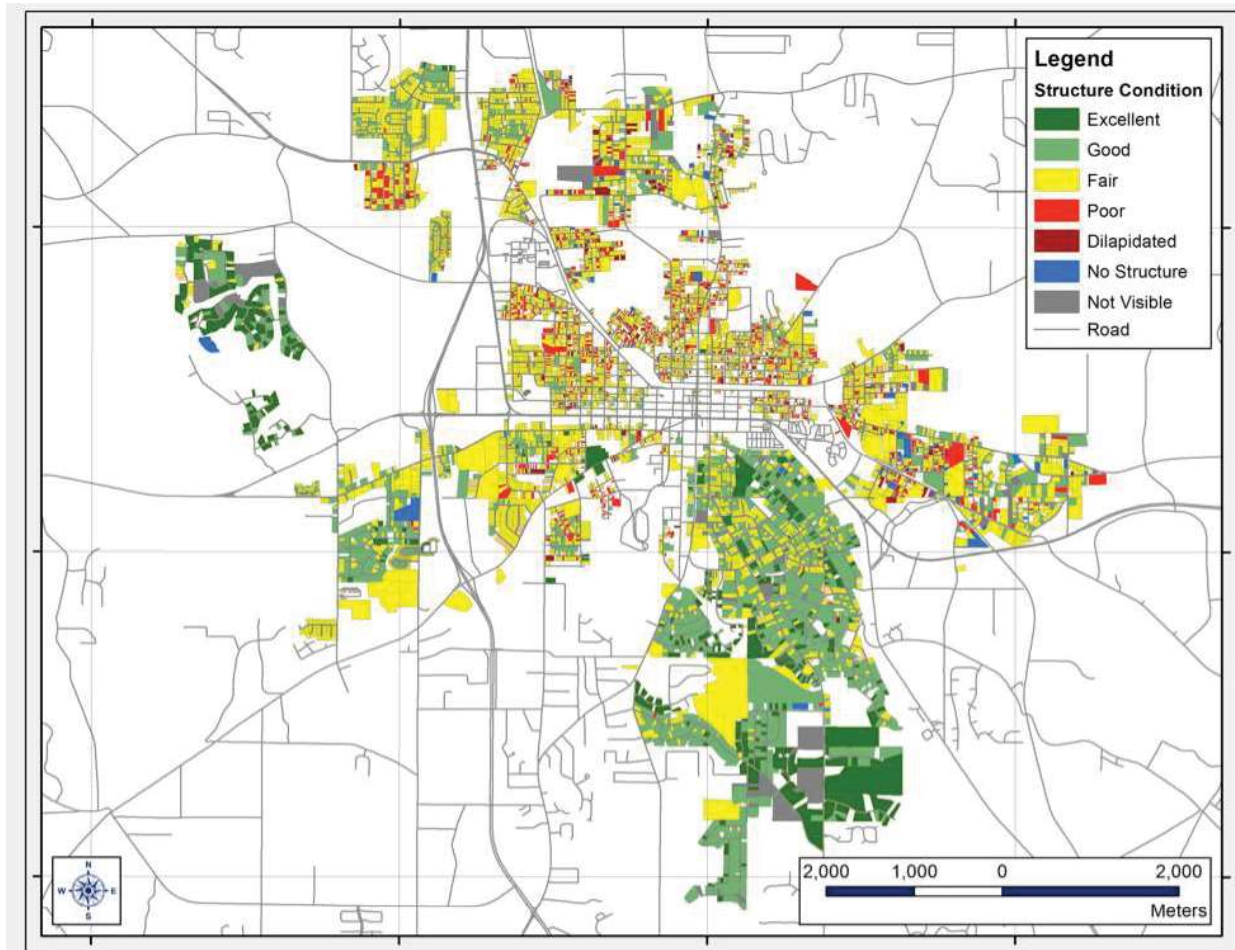
Lot Condition	Number	Percentage
Good	1,855	20.0%
Fair	6,131	66.1%
Poor	1,177	12.7%
Undetermined	112	01.2%

Study Area Lot Condition



Source: APD Solutions Field Evaluation

Structural Conditions

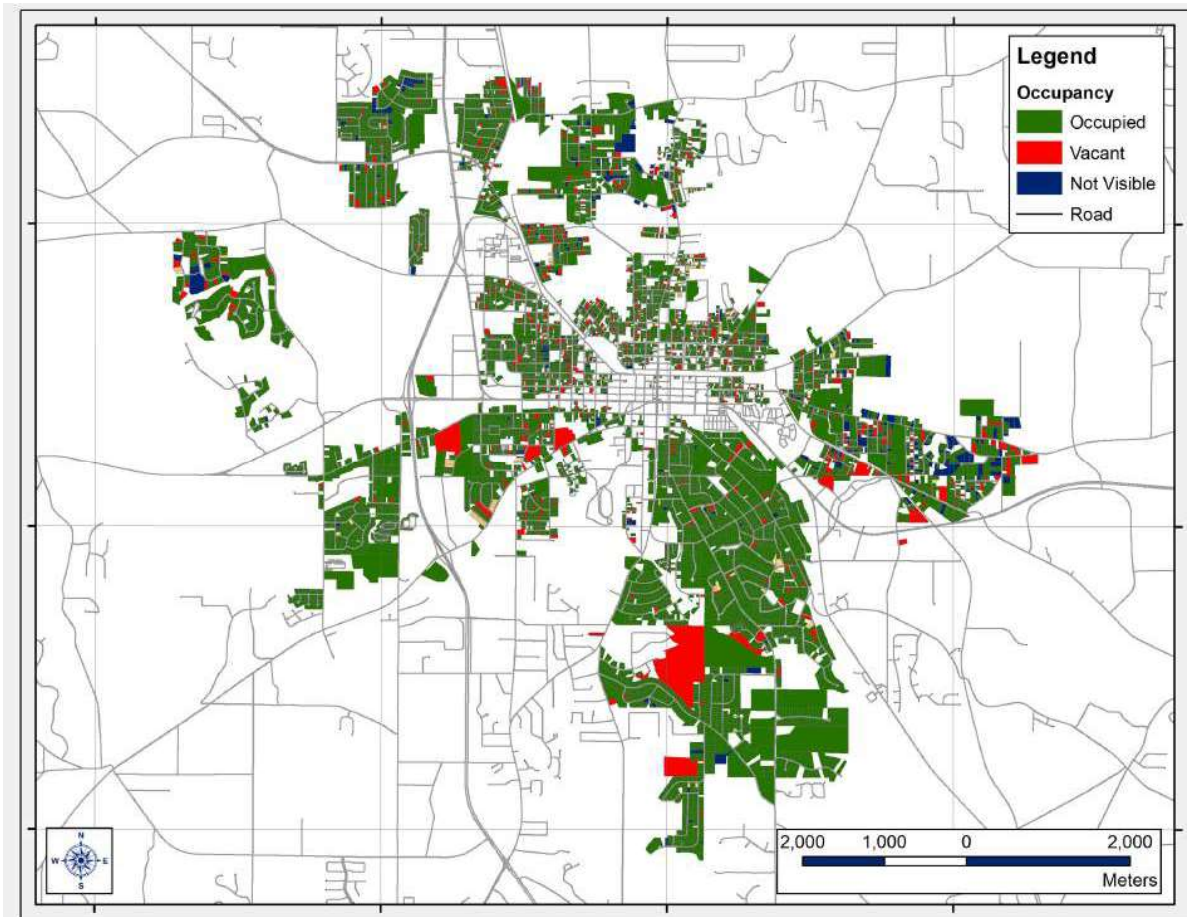


Source: APD Solutions Field Evaluation

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

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

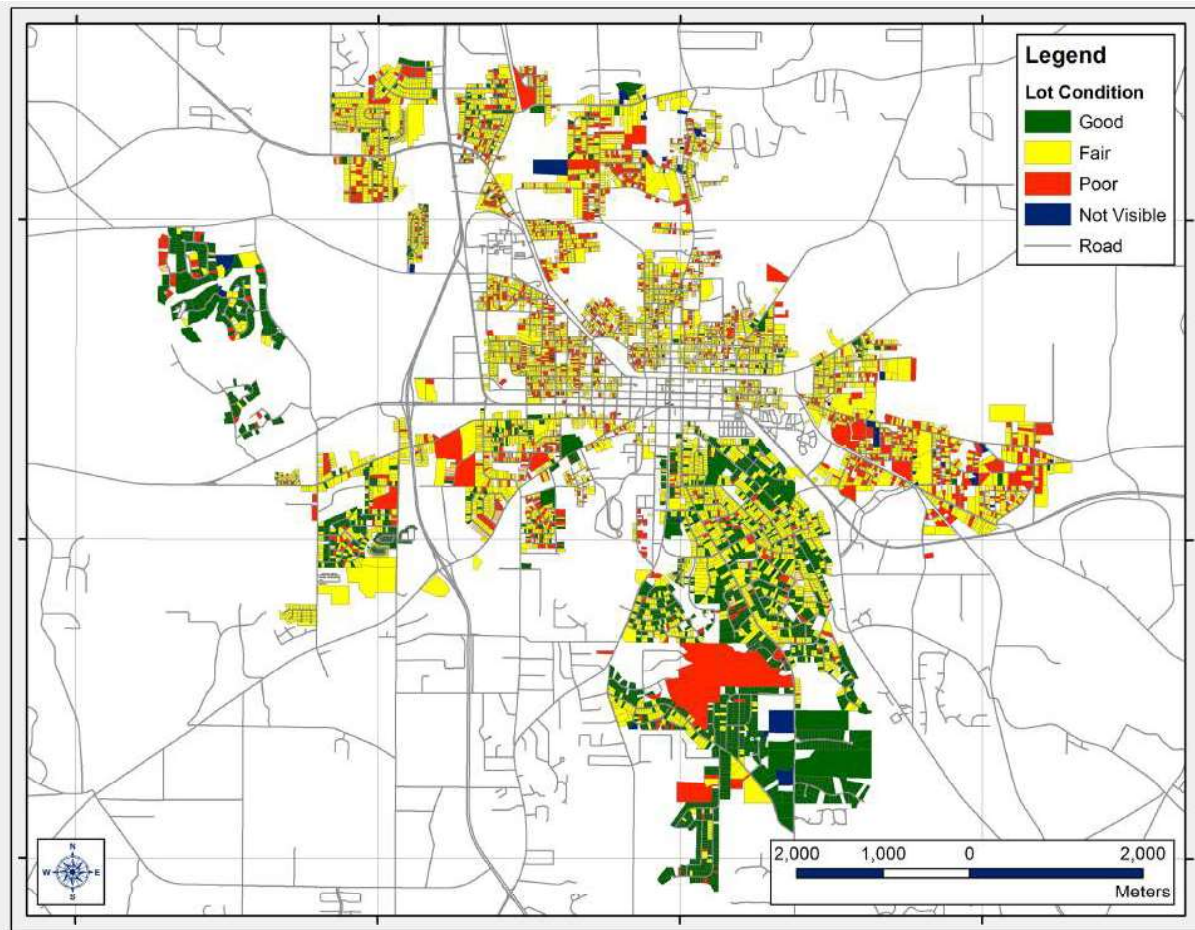
Field surveyors also determined that 93.3% of the structures appear to have some visible form of occupancy. Although only 518 structures were deemed to be unoccupied the majority of those parcels are clustered in areas with high numbers of vacant lots.



Source: APD Solutions Field Evaluation

Lot Conditions

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

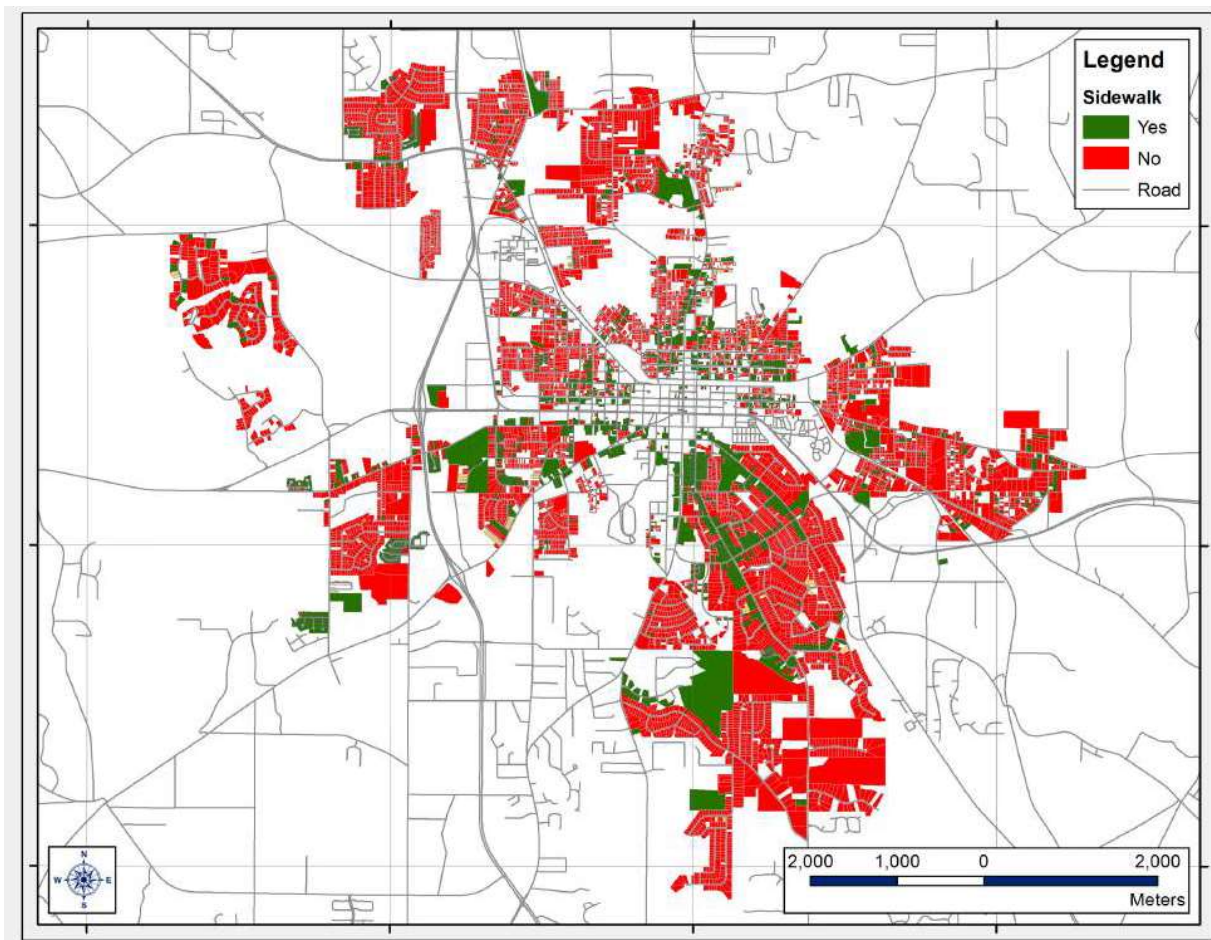


Source: APD Solutions Field Evaluation

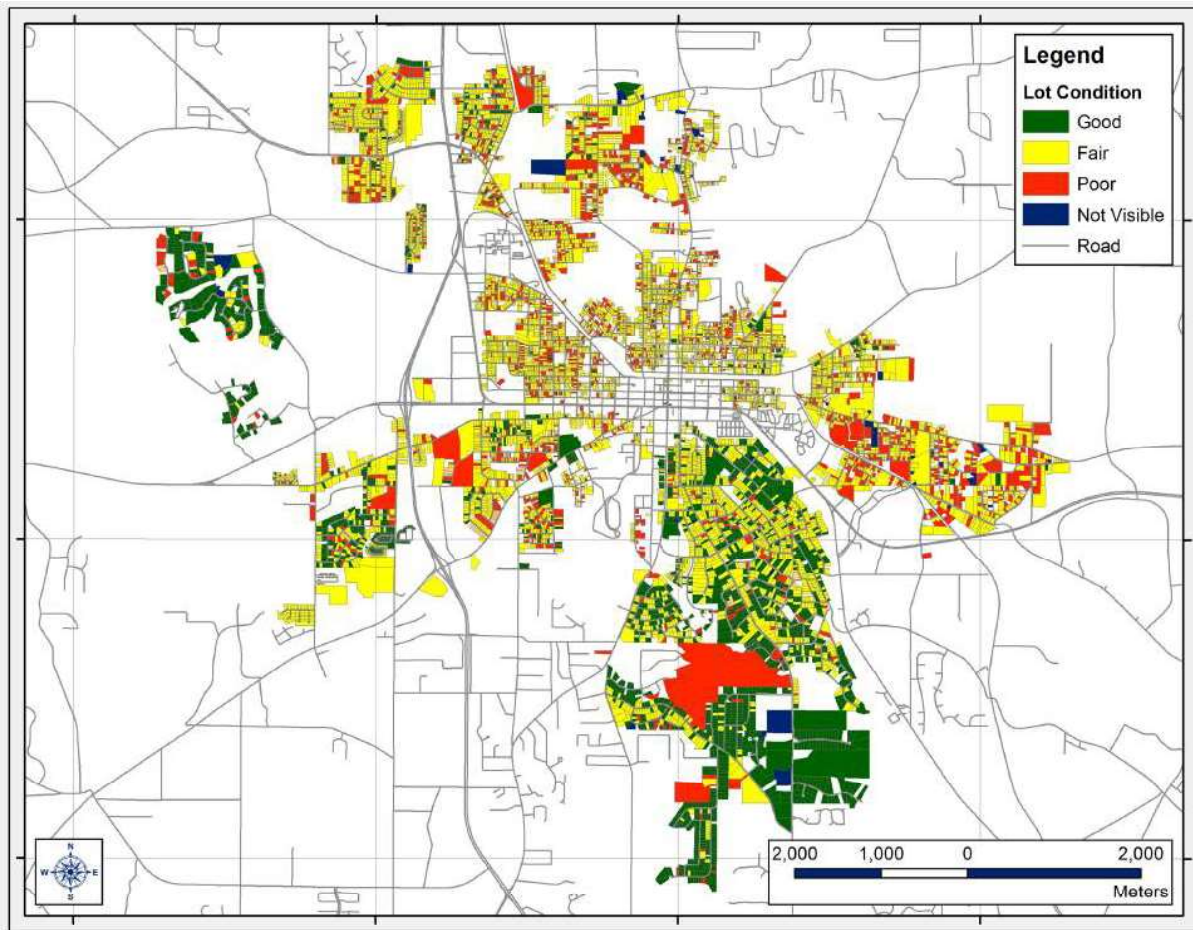
Extreme dilapidation was documented at 324 parcels. The locations of these properties are very concentrated in areas of the city closer to former and existing industrial sites. Properties in this category include structures most likely in need of demolition. Our visual assessment determined that these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

Presence of Sidewalks

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



Source: APD Solutions Field Evaluation



Source: APD Solutions Field Evaluation

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

Survey Challenges

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

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

Source: APD Solutions Field Evaluation

Table 11





Existing Housing Condition Conclusions

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

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

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

Neighborhood Based Assessment

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

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

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

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

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

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

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



Wave Factors

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

Table 12

Factor Findings - By Neighborhood Assessment Area

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

Median Home Value Median Home

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

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



Median Home Value by Neighborhood

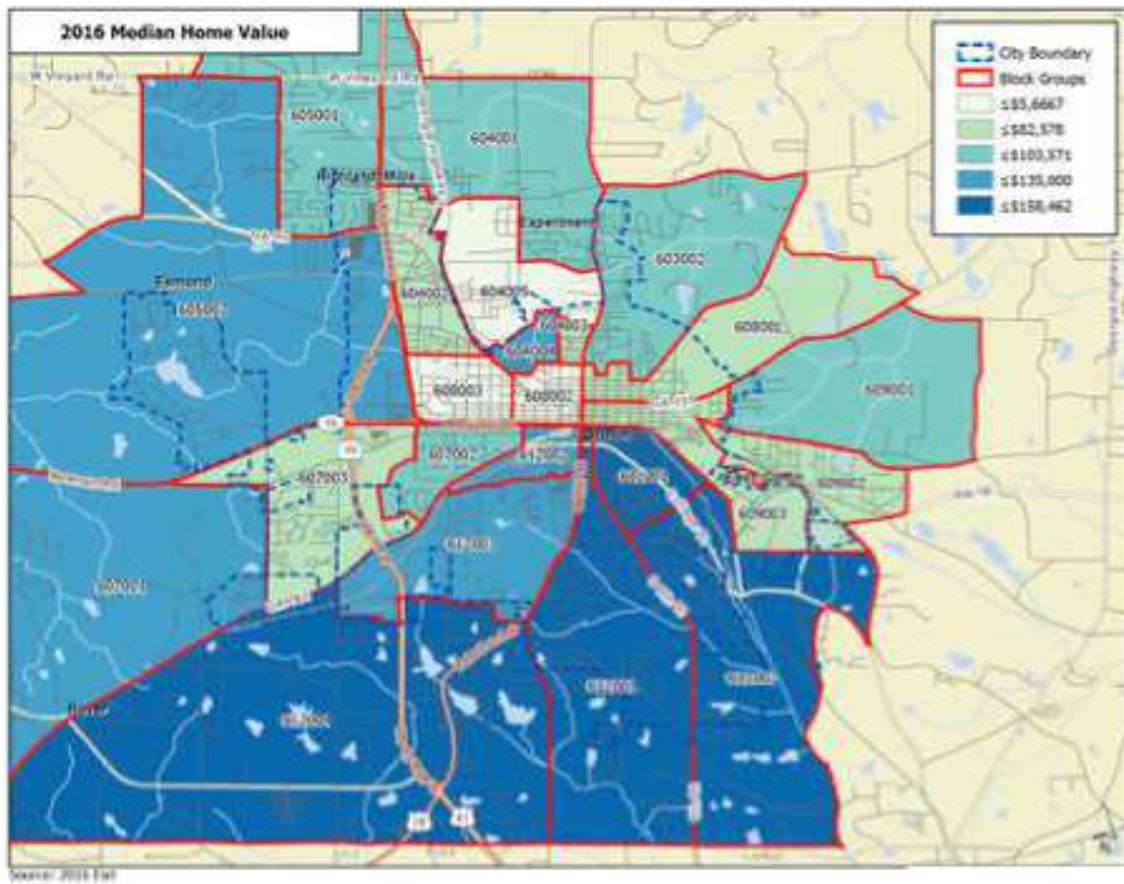
Neighborhood Area	CT Block Group	2016 Median Home Value
Lincoln Road/Flat	603002	\$94,872
Experiment	604001	\$97,273
UGA	604002	\$69,231
604003	604003	\$76,389
604004	604004	\$118,056
604005	604005	\$53,922
Highland Mills	605001	\$87,793
Southern Crescent	605002	\$129,401
607001	607001	\$131,725
607002	607002	\$94,079
Kroger/Lowes	607003	\$82,578
Fairmont	608001	\$68,662
Thomaston Mill	608002	\$56,667
Rushton Mill	608003	\$56,148
609001	609001	\$103,571
East Griffin I	609002	\$76,623
East Griffin II	609003	\$65,625
Forest Hills	611001	\$147,794
Maple Drive/Four Oaks	611002	\$144,279
Maple Drive/Maddox	612001	\$158,462
Meriwether	612002	\$135,000
Park District	612003	\$126,042
	612004	\$148,193

Source: 2016 Esri

Table 13



2016 Median Home Value



Owner Occupancy

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

Owner Occupancy by Neighborhood

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

Table 14



Household Spending: Shelter, Food and Transportation

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

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

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

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

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

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

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



Housing, Food, and Transportation Index

Neighborhood Name	CT Block Groups	Housing Index	Food Index	Transportation Index
Lincoln Road/Flat	603002	45	47	47
Experiment	604001	53	57	58
UGA	604002	49	52	51
604003	604003	41	42	40
604004	604004	41	42	40
604005	604005	49	52	51
Highland Mills	605001	45	47	47
Southern Crescent	605002	94	94	97
607001	607001	94	94	97
607002	607002	41	42	40
Kroger/Lowes	607003	63	66	67
Fairmont	608001	45	47	47
Thomaston Mill	608002	45	47	47
Rushton Mill	608003	49	52	51
609001	609001	53	57	58
East Griffin I	609002	53	57	58
East Griffin II	609003	45	47	47
Forest Hills	611001	122	119	119
Maple Drive/Four Oaks	611002	84	86	88
Maple Drive/Maddox	612001	117	114	116
Meriwether	612002	41	42	40
Park District	612003	41	42	40

Table 15



Employment

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

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

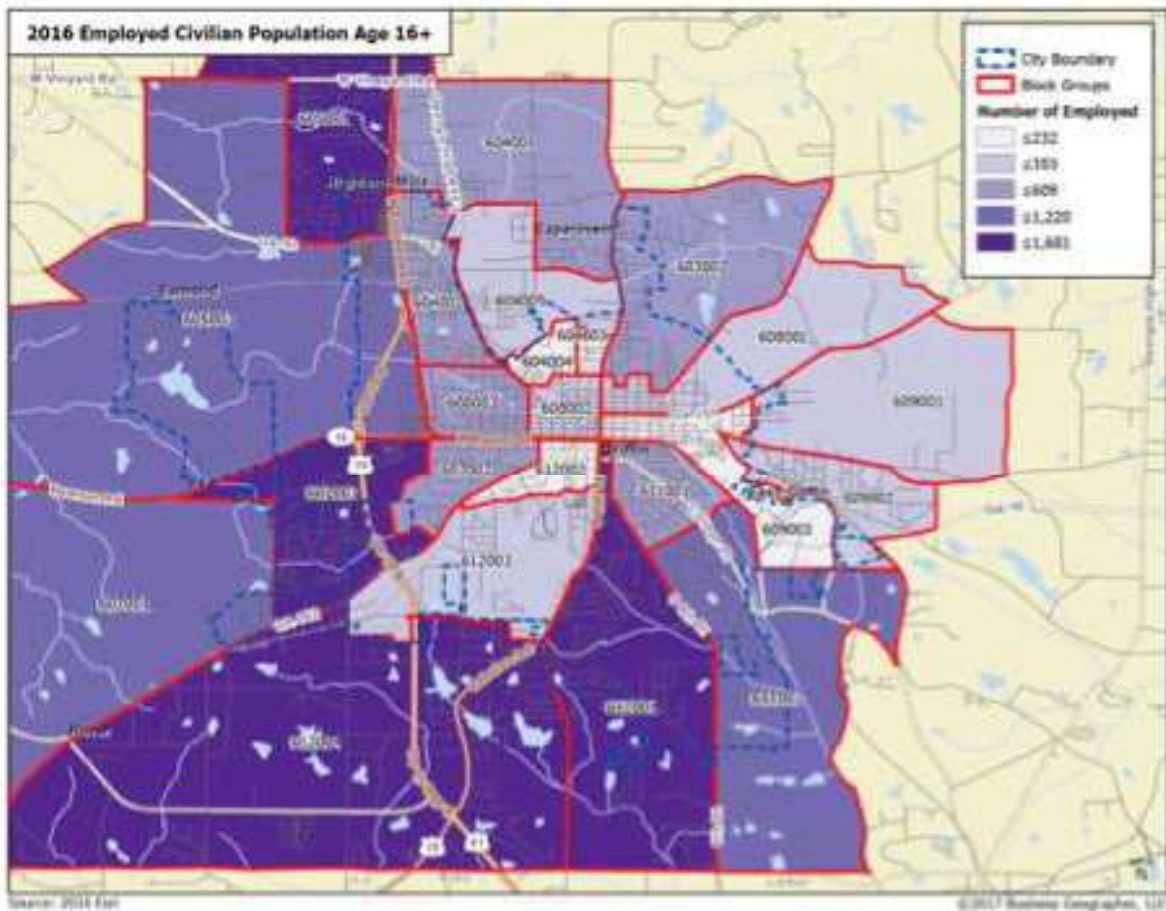
Employed Civilian Population by Neighborhood

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

Table 16



2016 Employed Civilian Population



Educational Attainment

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

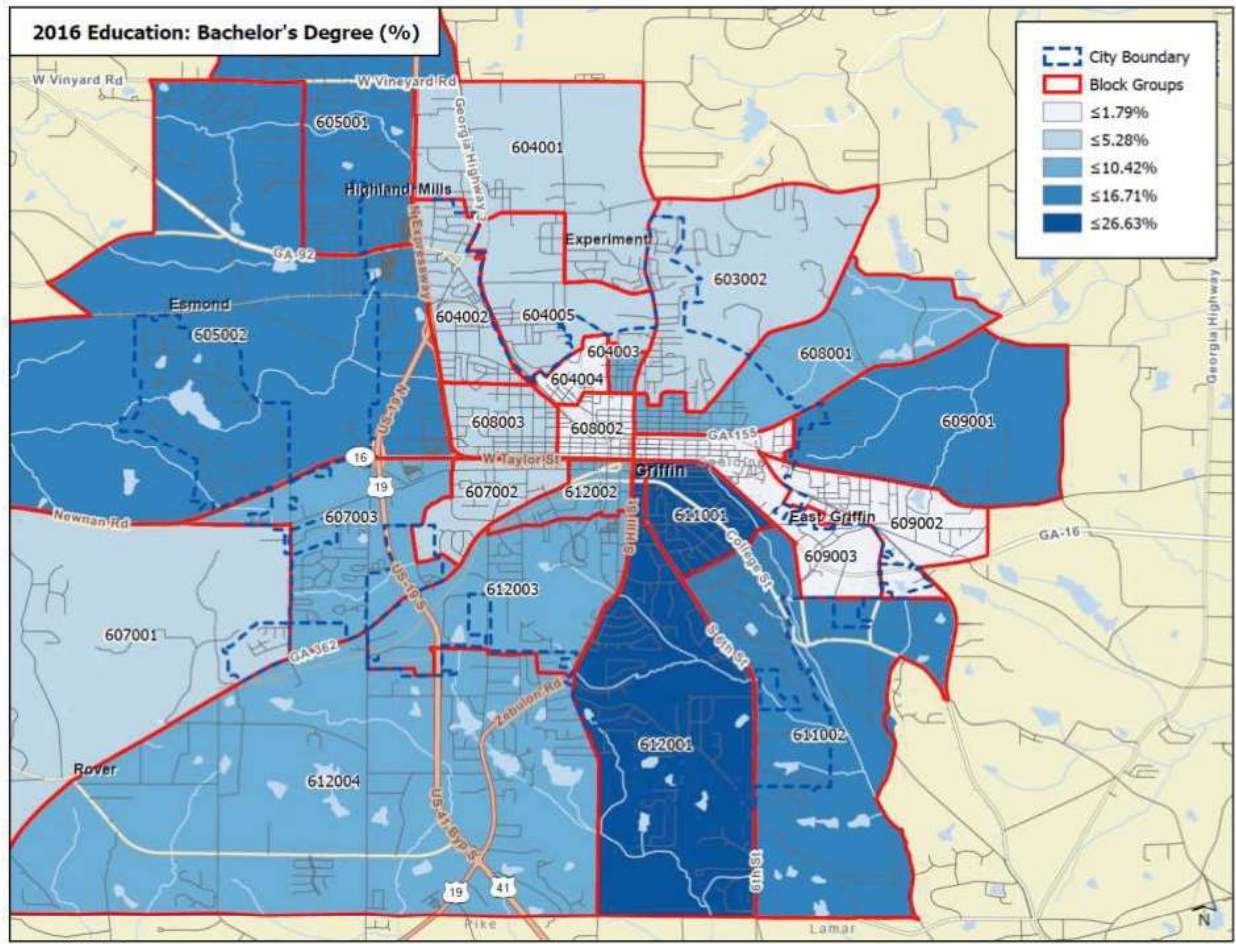
Neighborhoods with high average income levels are desirable to both investors and potential residents, as they tend to retain real estate values better and often attract greater demand from buyers – and that supports values. On the other hand, areas with lower educational attainment levels among adults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

Educational Attainment by Neighborhood

Neighborhood Name	Block Groups	Bachelor's Degree (%)
Lincoln Road/Flat	603002	5.11%
Experiment	604001	4.64%
UGA	604002	3.72%
604003	604003	9.26%
604004	604004	0%
604005	604005	2.63%
Highland Mills	605001	11.46%
Southern Crescent	605002	13.79%
607001	607001	4.16%
607002	607002	5.28%
Kroger/Lowes	607003	7.32%
Fairmont	608001	8.74%
Thomaston Mill	608002	1.79%
Rushton Mill	608003	3.16%
609001	609001	12.1%
East Griffin I	609002	0%
East Griffin II	609003	0%
Forest Hills	611001	26.63%
Maple Drive/Four Oaks	611002	16.71%
Maple Drive/Maddox	612001	22.69%
Meriwether	612002	10.42%
Park District	612003	6.96%
Source: 2016 ESR		

Table 17

2016 Education: Bachelor's Degree (%)



Source: 2016 Esri

©2017 Business Geographer, LLC



Household Income

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

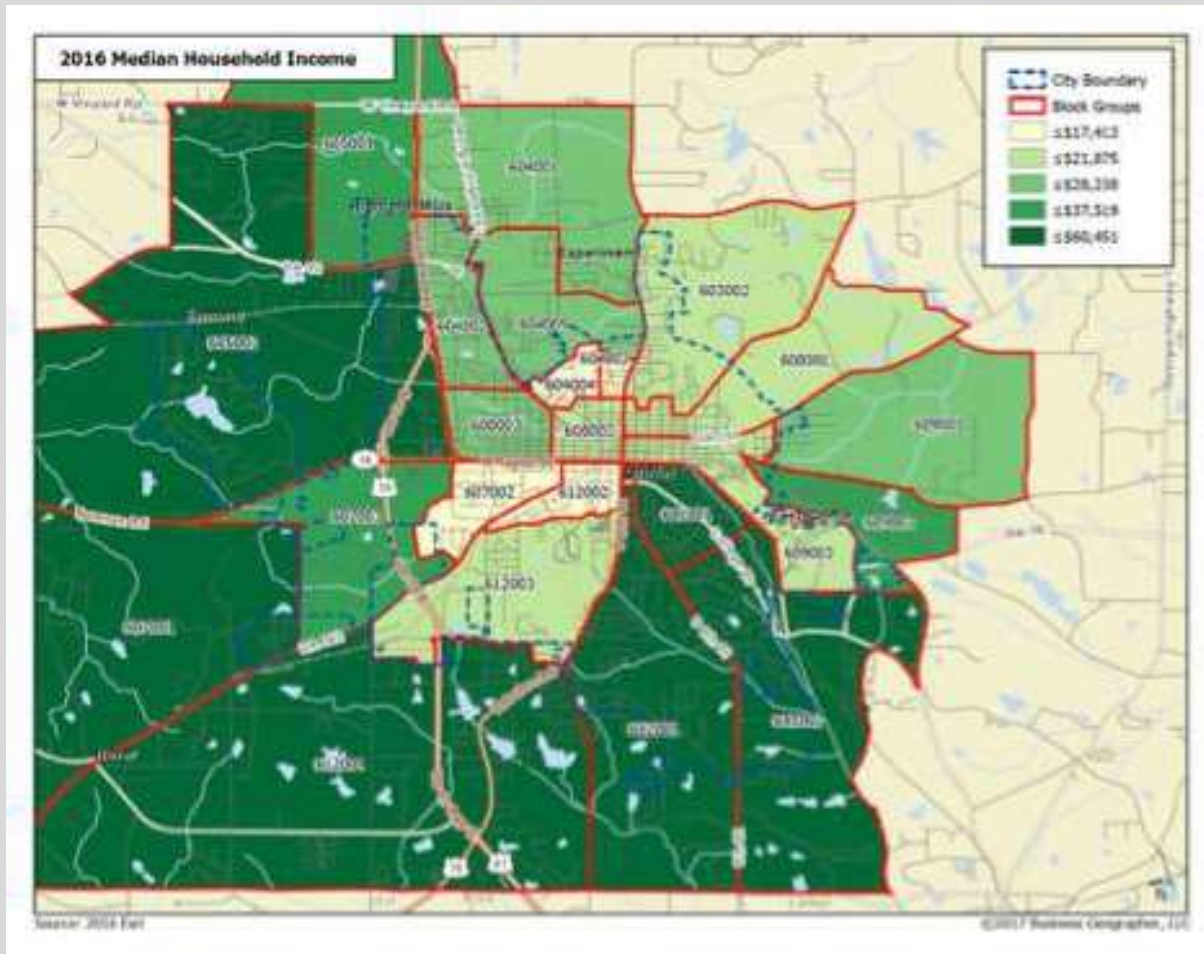
Household Income by Neighborhood

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

Table 18



2016 Median Household Income



Neighborhood Wave Evaluation

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

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

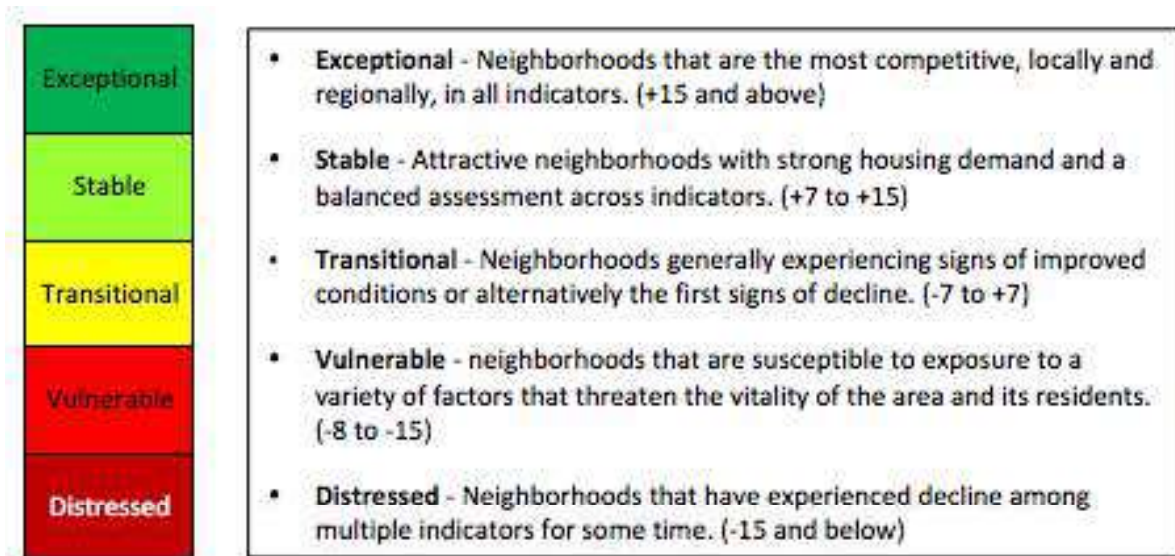
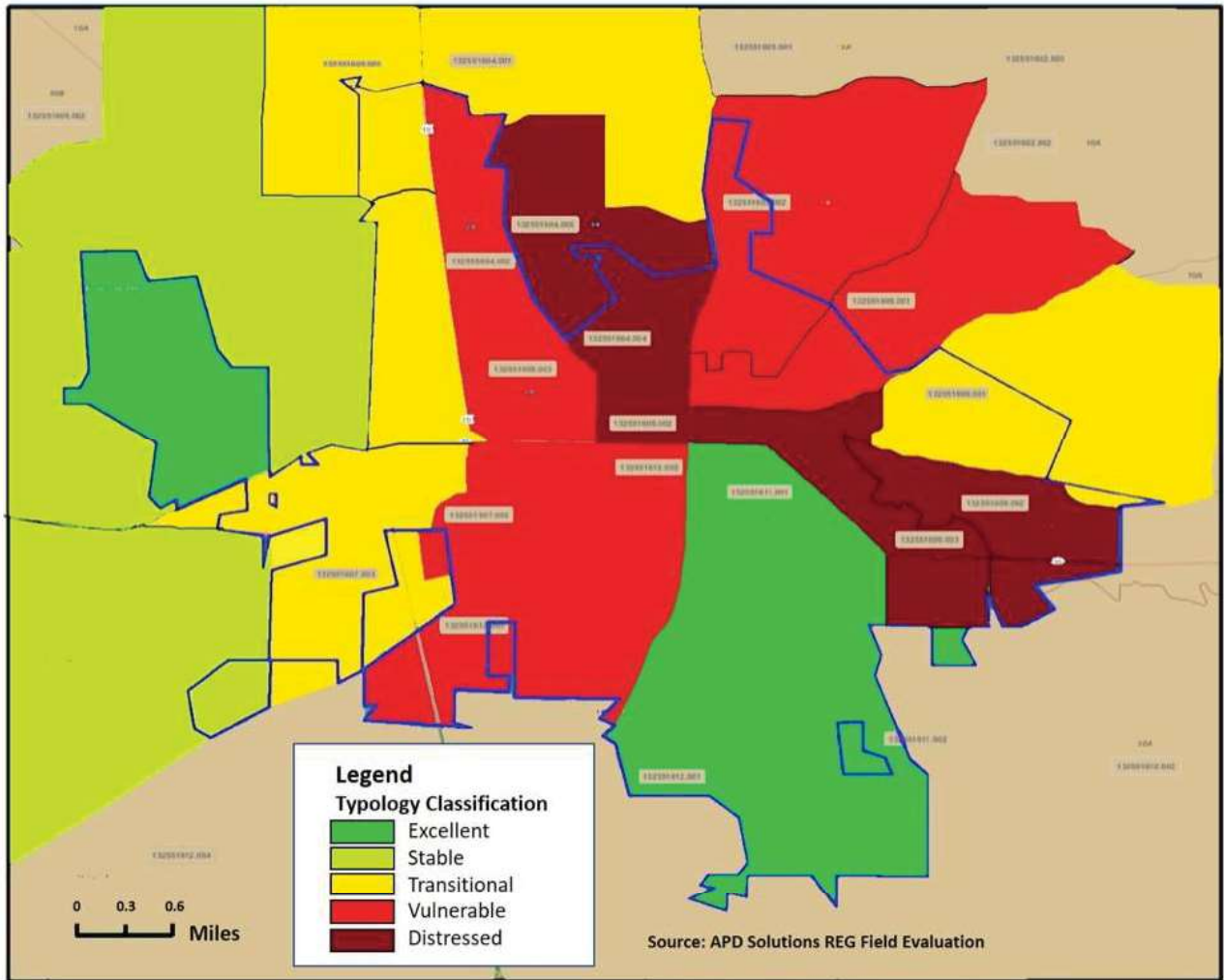


Figure 7

Griffin Neighborhood Typology Heat Map



Neighborhood Rating by Census Tract

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

Table 19



Neighborhood Rating by Total Scores

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

Table 20





Neighborhood Wave Typology Profiles

Exceptional Neighborhoods



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

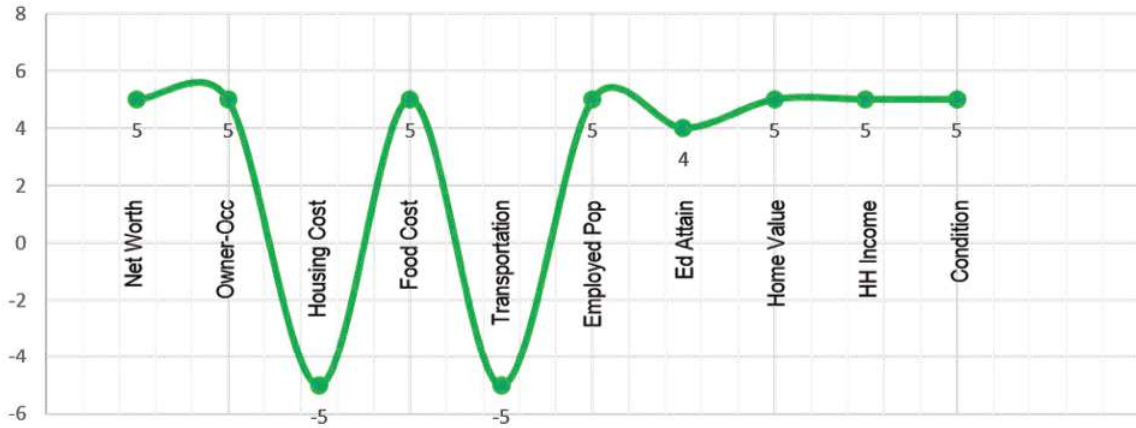
In terms of housing stock, these are well-maintained neighborhoods comprised primarily of expansive single-family homes on larger lots. Though the homes may be older, there has been much attention given to the preservation of structures over time, lending to high curb appeal and real estate value. Property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

Griffin's Exceptional Neighborhoods

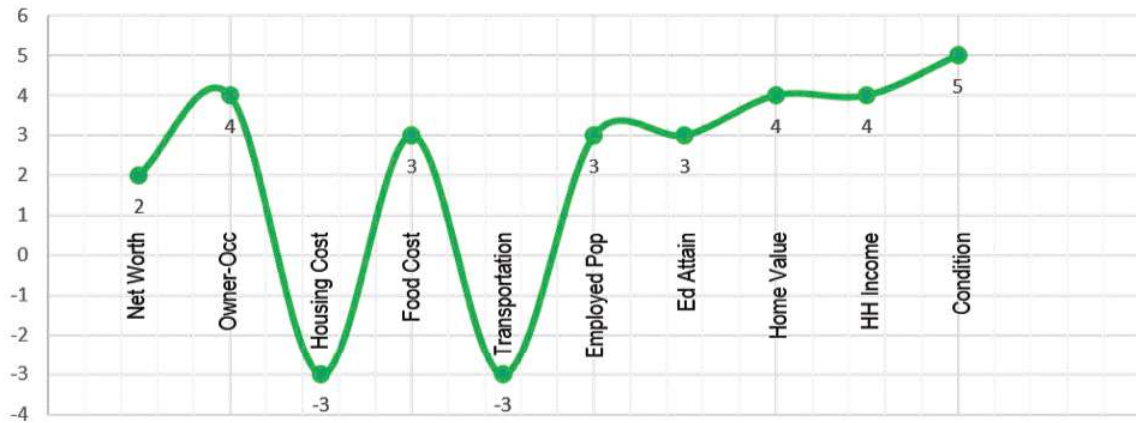
Maple Drive/Maddox	612001	29	Exceptional
Maple Drive/Four Oaks	611002	22	Exceptional
Forest Hills	611001	20	Exceptional
Southern Crescent	605002	19	Exceptional



Maple Drive/Maddox - 612001

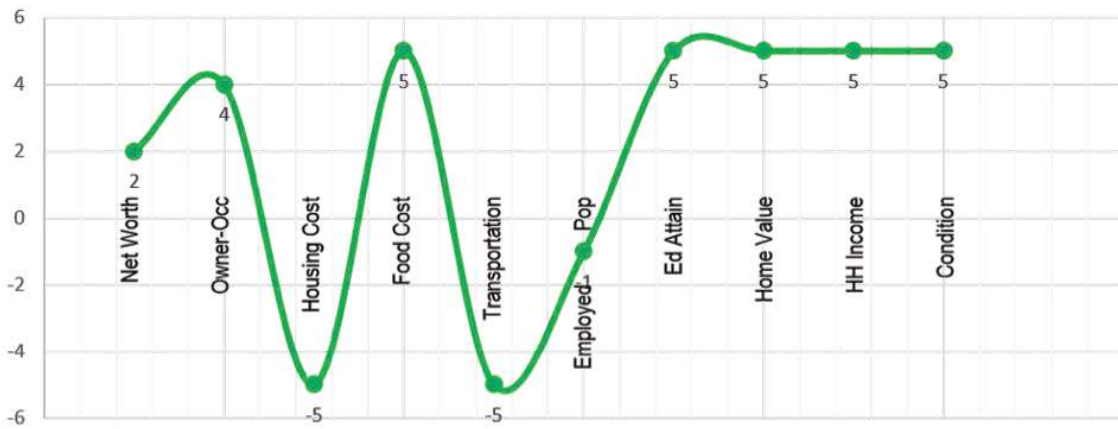


Maple Drive/Four Oaks - 611002

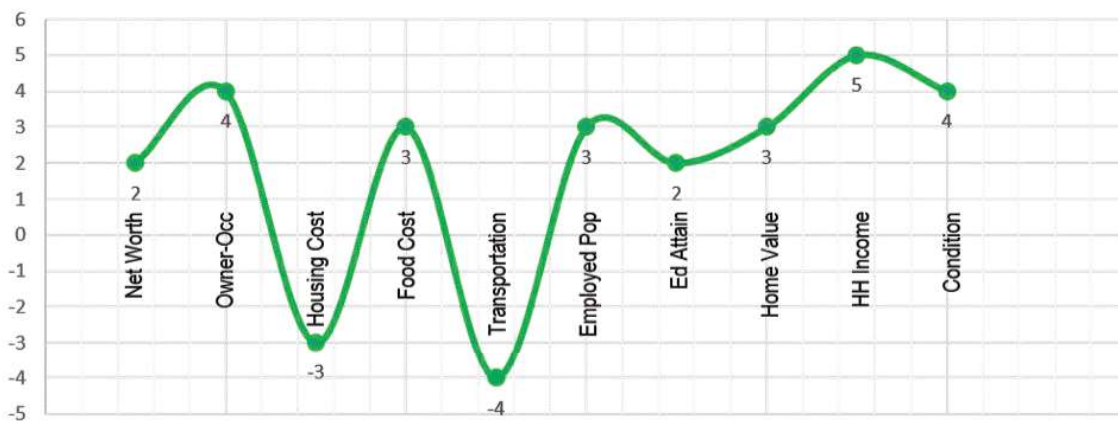




Forest Hills - 611001



Southern Crescent - 605002

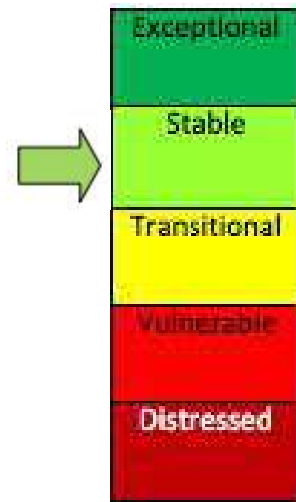




Stable Neighborhoods

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

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

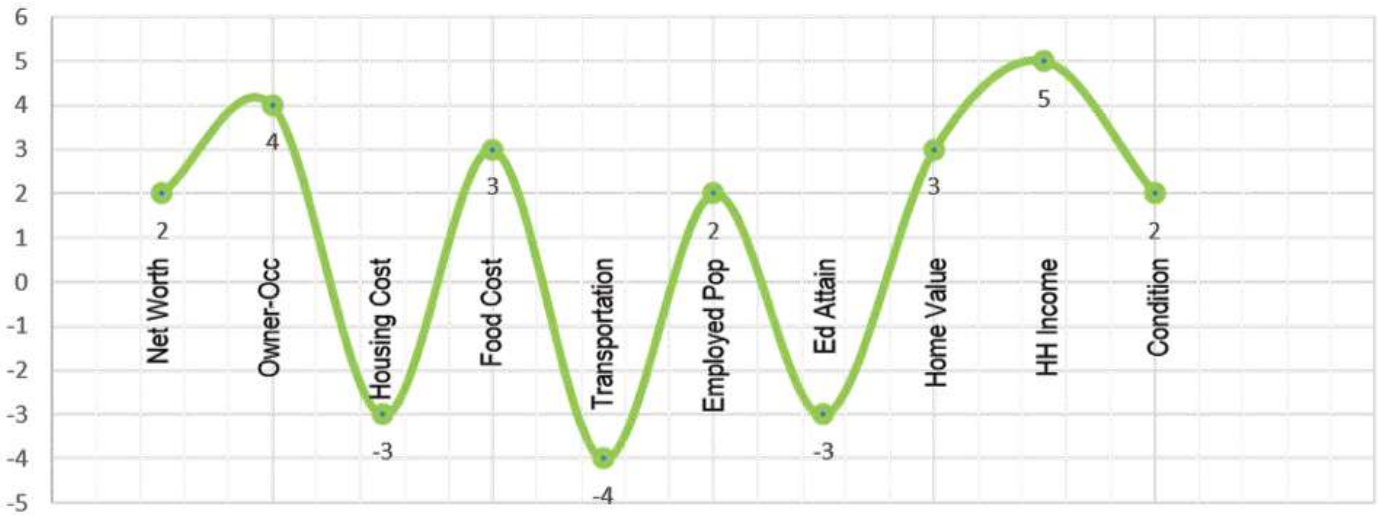


Griffin's Stable Neighborhoods

607001	607001	11	Stable
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607001





Transitional Neighborhoods

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

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

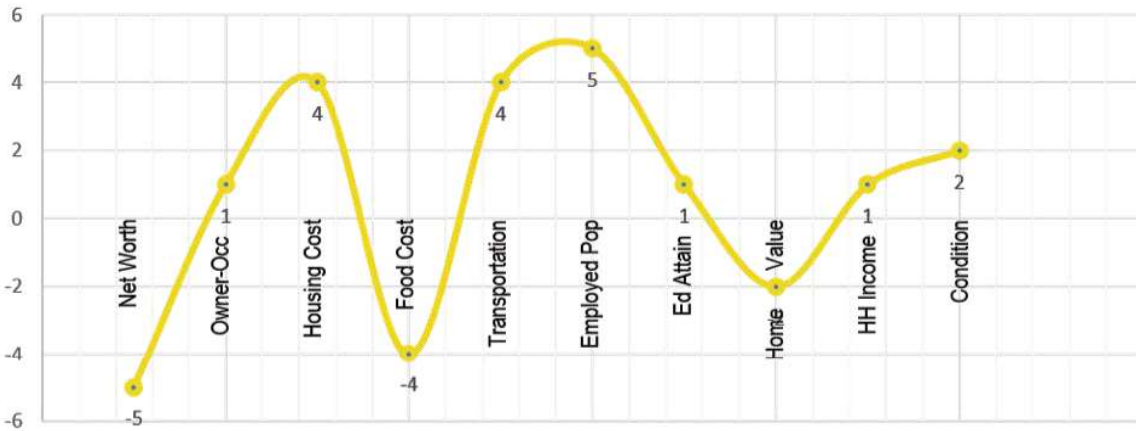
Griffin's Transitional Neighborhoods

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

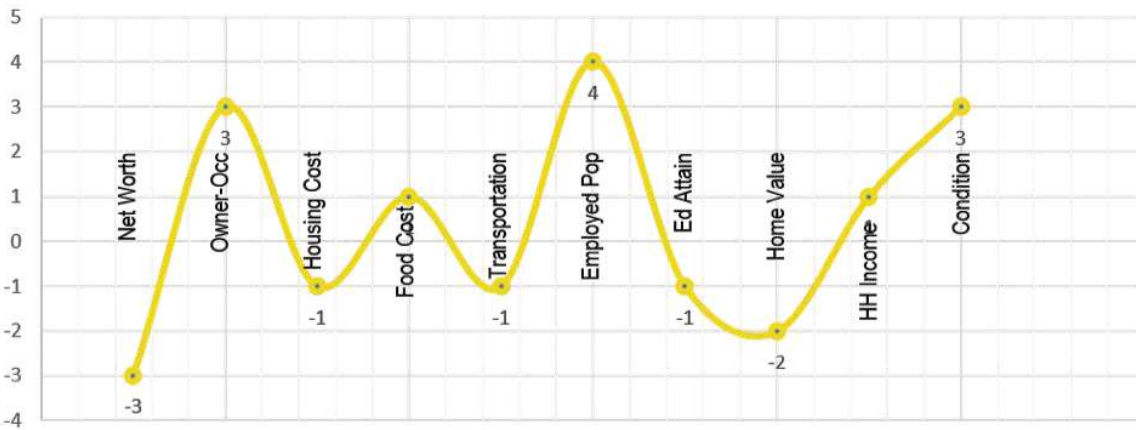




Highland Mills - 605001

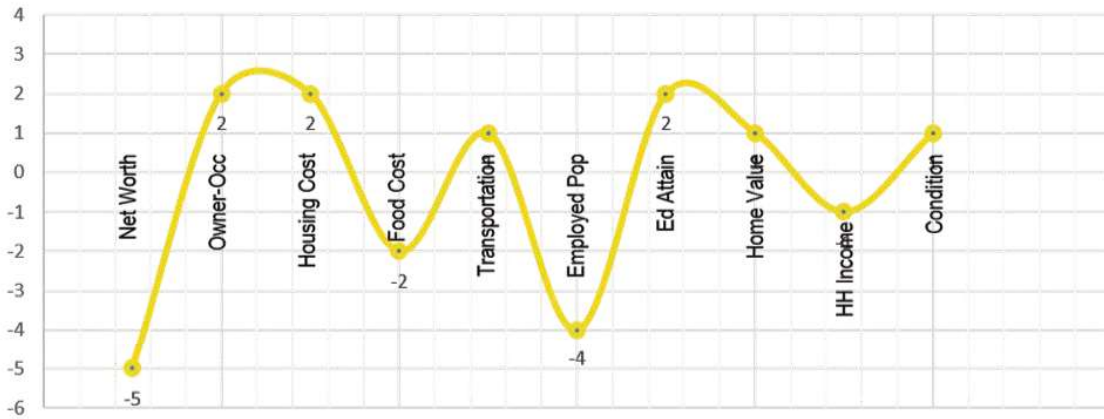


Kroger/Lowes - 607003

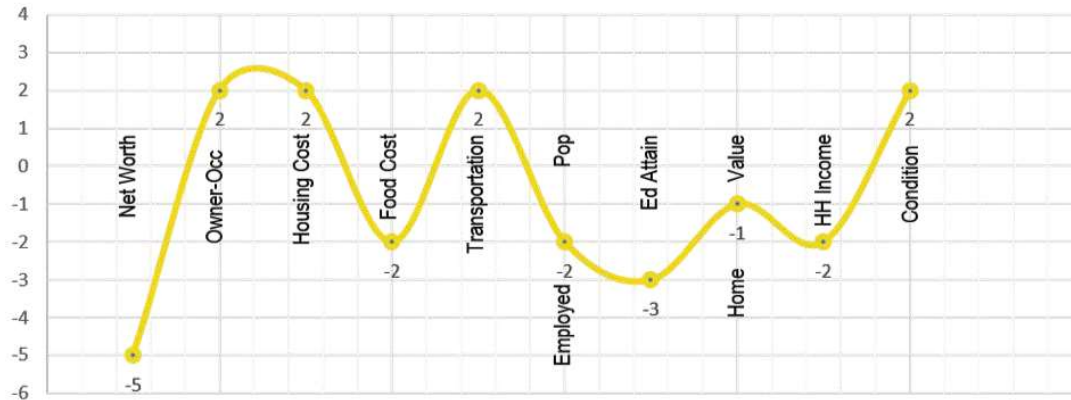




609001



Experiment - 604001





Vulnerable Neighborhoods

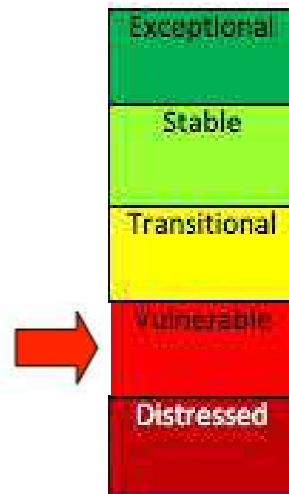
Vulnerable neighborhoods are susceptible to exposure to a variety of factors that threaten the vitality of the area and its residents.

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

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

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

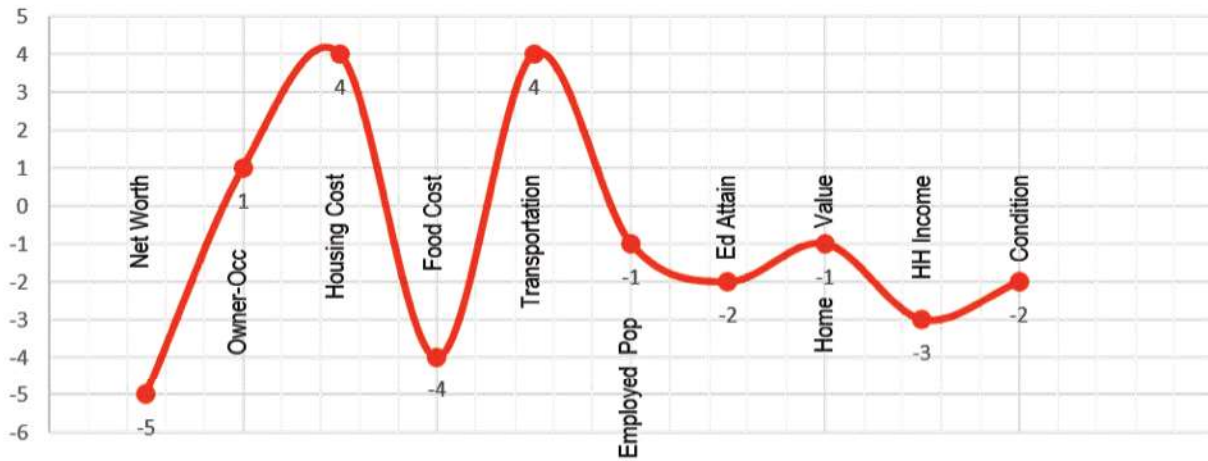
Accordingly, business flight and closures have led to limited amenity access and a sparse number of retail establishments.



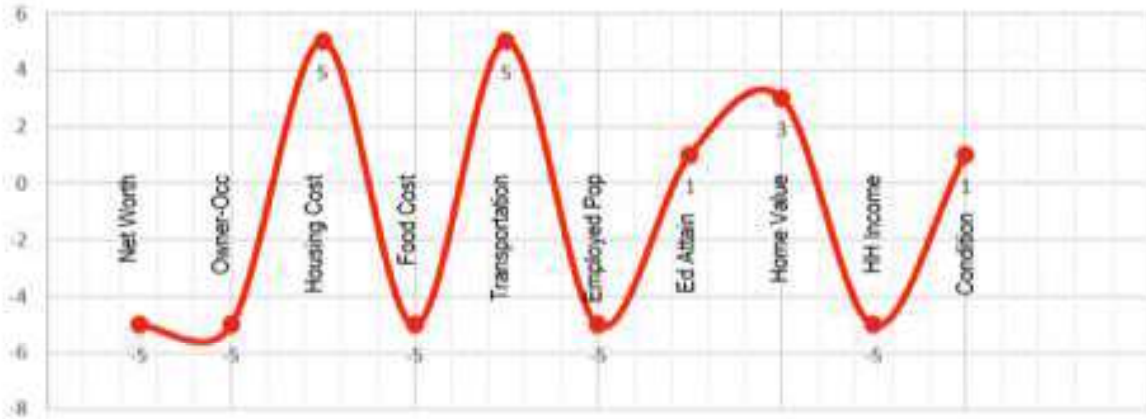
Griffin's Vulnerable Neighborhoods

Lincoln Road/Flat	603002	-9	Vulnerable
Meriwether	612002	-10	Vulnerable
UGA	604002	-11	Vulnerable
Fairmont	608001	-11	Vulnerable
Park District	612003	-11	Vulnerable
Rushton Mill	608003	-13	Vulnerable
607002	607002	-15	Vulnerable

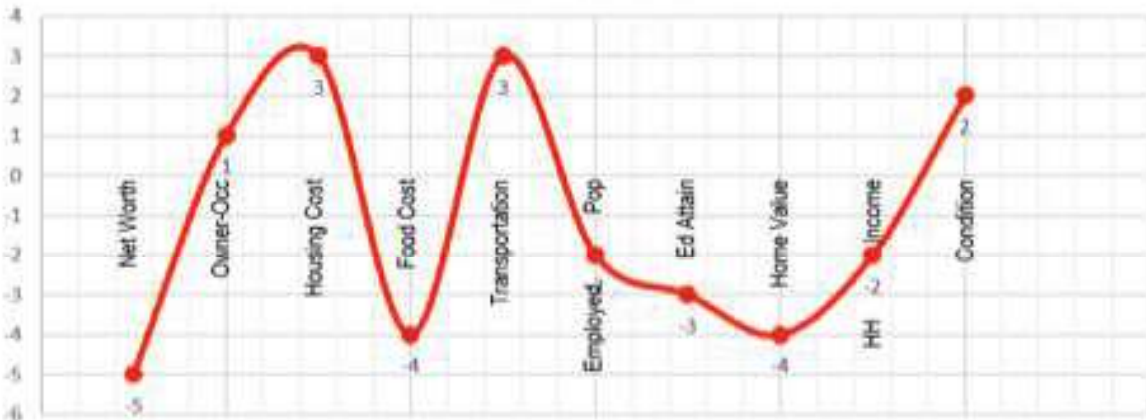
Lincoln Road - 603002



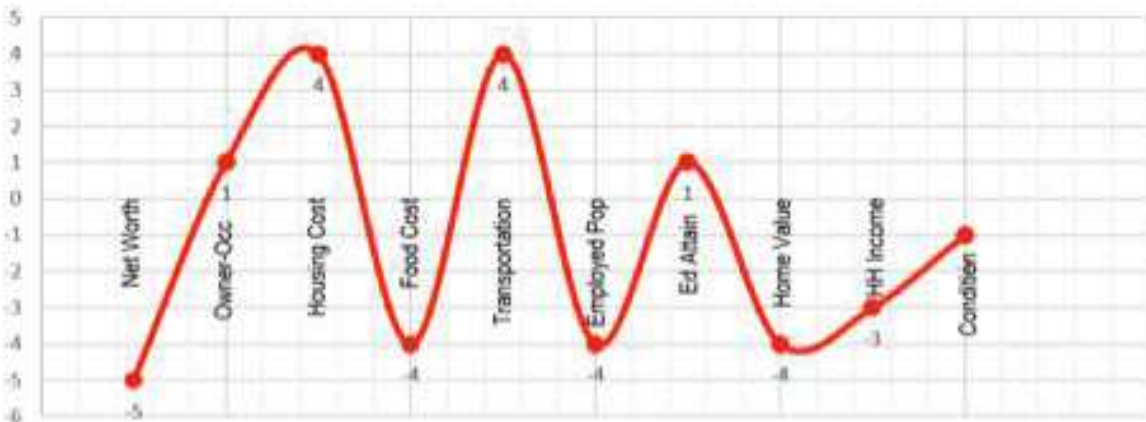
Meriwether - 612002



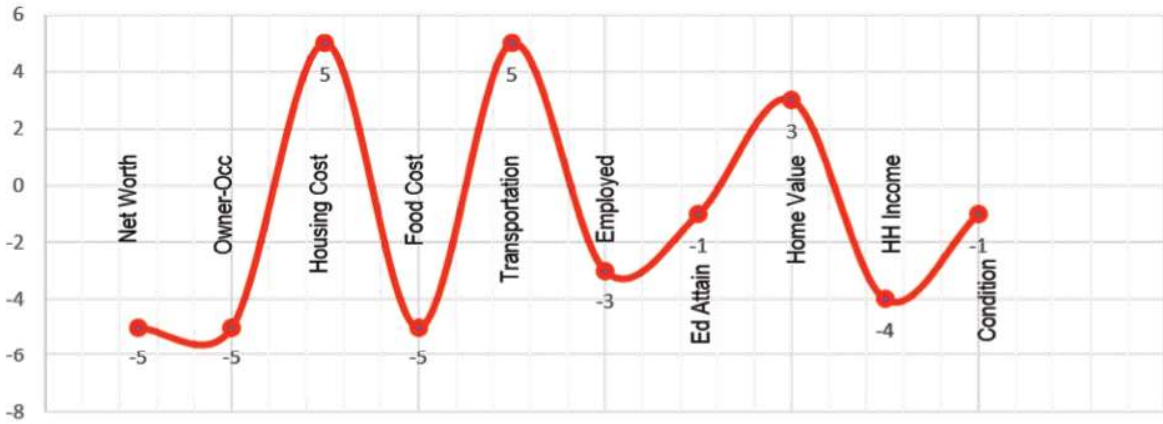
UGA - 604002



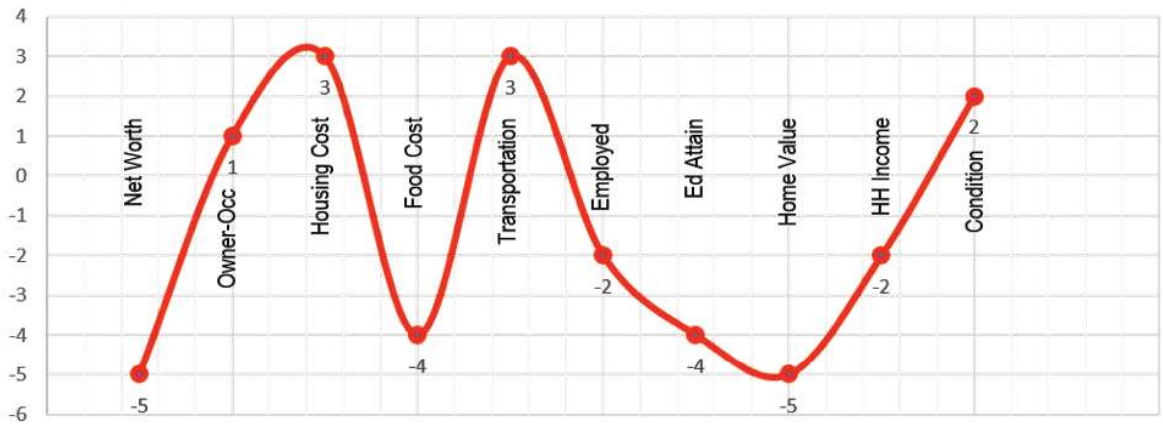
Fairmont - 608001



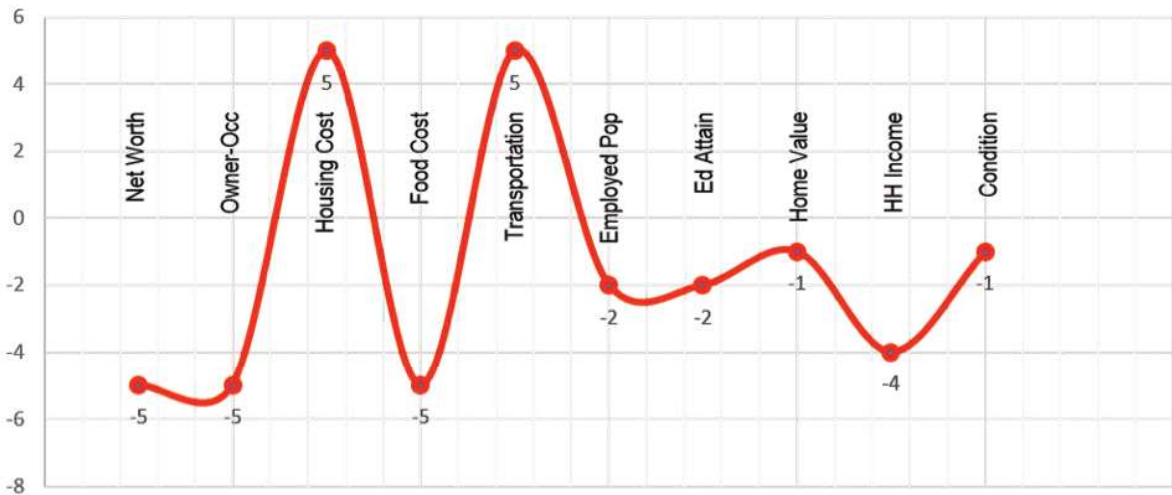
Park District - 612003



Rushton Mill - 608003



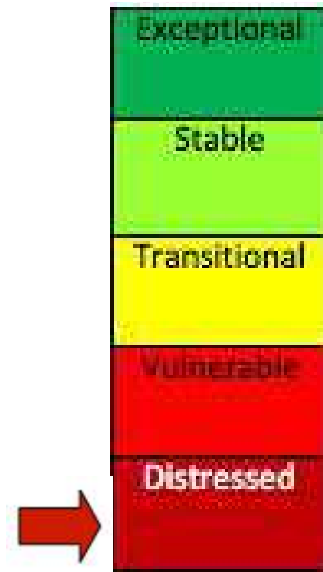
607002



Distressed neighborhoods

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

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

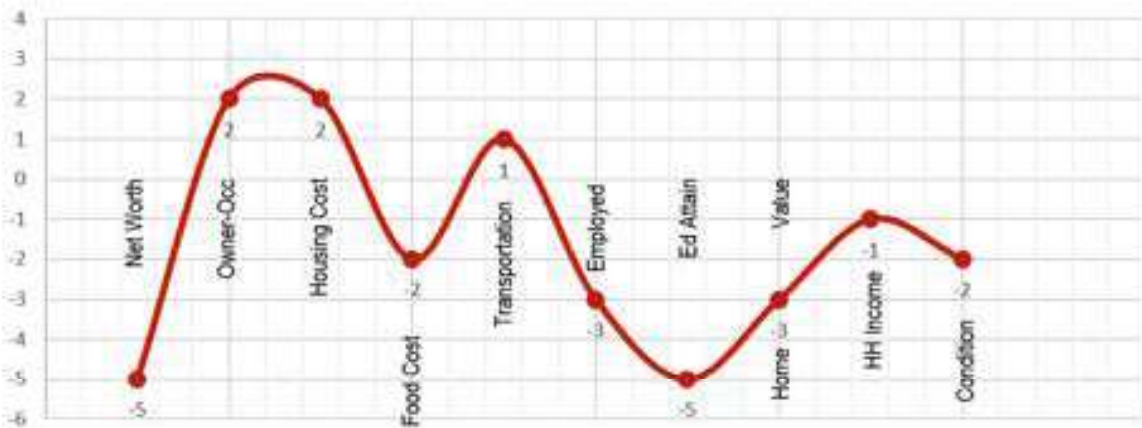




Griffin's Distressed Neighborhoods

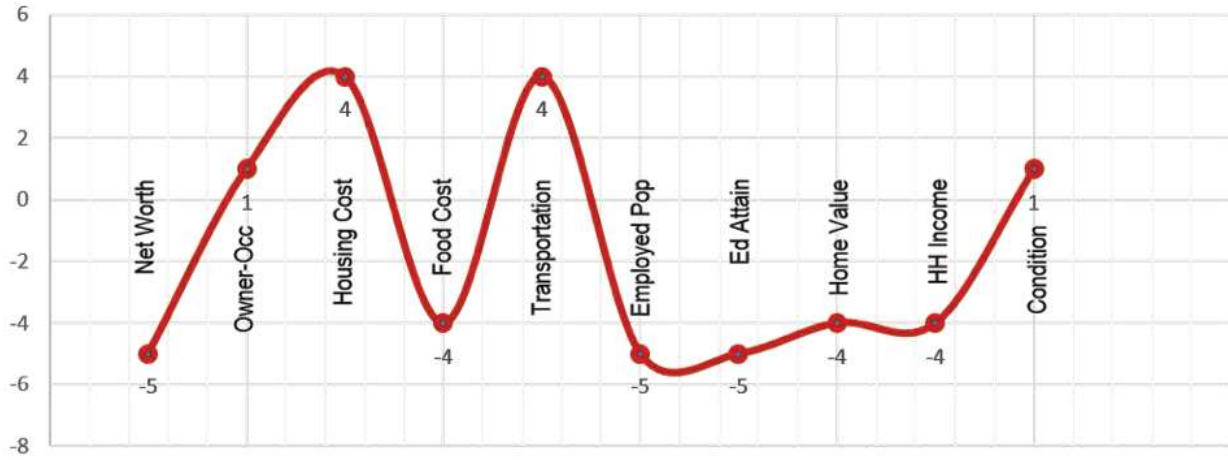
East Griffin I	609002	-16	Distressed
East Griffin II	609003	-17	Distressed
Thomaston Mill	608002	-17	Distressed
604004	604004	-17	Distressed
604003	604003	-18	Distressed
604005	604005	-18	Distressed

East Griffin I - 609002

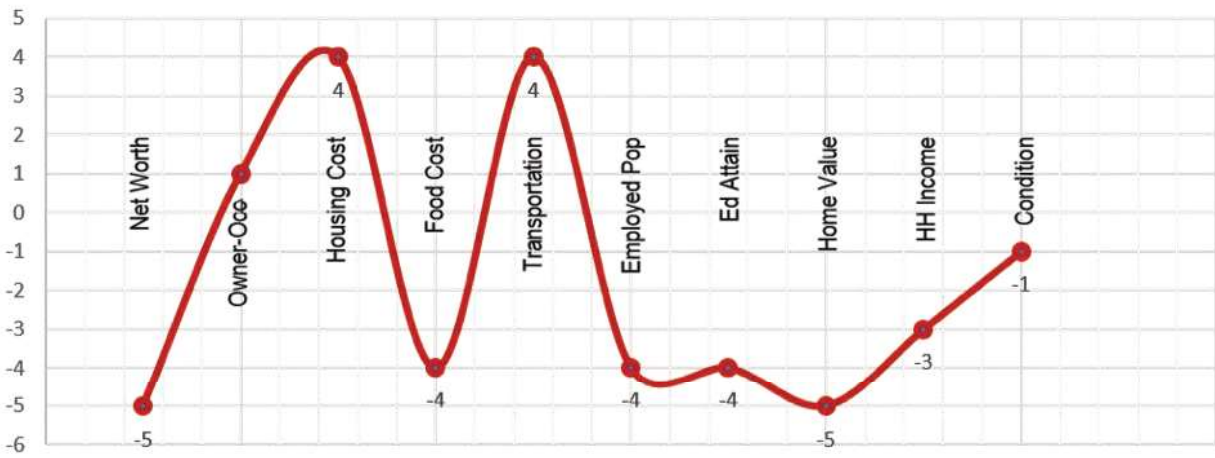




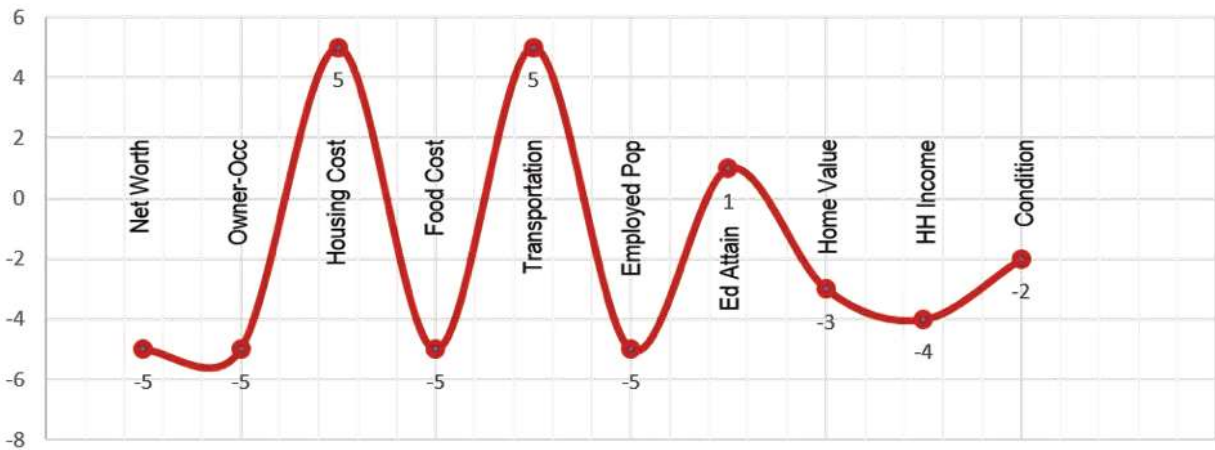
East Griffin II - 609003



Thomaston Mill - 608002

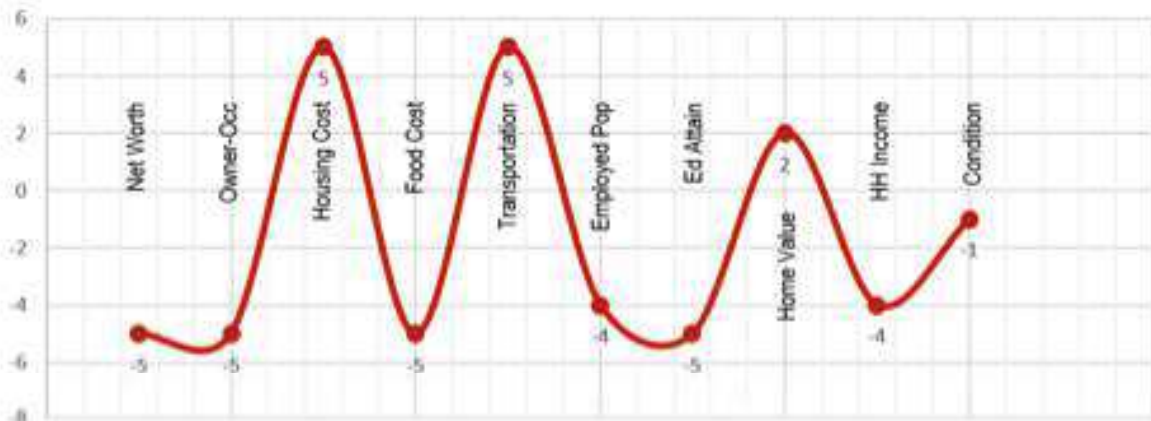


604003

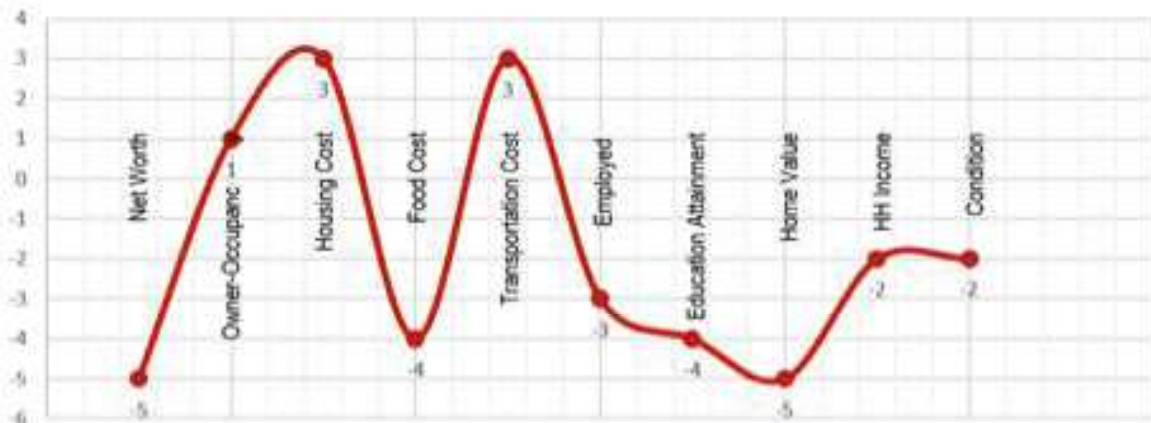




604004



604005



Section III: GRaSPing The Future

Recommendations

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

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





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

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

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

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

Large Employers

Employer	Employees
Caterpillar, Inc.	900
1888/Southern Terry	375
Norcom	280
AEP Industries, Inc.	250
Supreme Corp.	200
Fashion Industries	200
William Carter Company	168
Verna Manufacturing	160
EXOpac, LLC	160
International Paper	150
Bandag, Inc.	129
Perkins-Shibaura Engines	124
Marino Ware, Inc.	100

Table 21

Source: Spalding County Development Authority



Case Study: John Hopkins University

Since 1997, Maryland's Johns Hopkins University has operated an EAH program in partnership with the City of Baltimore's "Live Near Your Work" initiative, and through 2004, with the State of Maryland, which provided \$1,000 to grantees. Johns Hopkins provides eligible employees with a \$1,000 grant to purchase a home within a designated area, which is then matched by a \$1,000 grant from Baltimore City. If an employee chooses to buy a home in the target area — one of the neighborhoods surrounding or relatively near to the University's main campus — he or she receives a \$500 bonus grant from Johns Hopkins. To date, more than 350 Johns Hopkins employees have taken advantage of the program, including at least 40 Johns Hopkins Health System employees. Johns Hopkins also has initiated preliminary conversations with other local institutions, such as the University of Baltimore and the Maryland Institute College of Art (MICA), about the possibility of creating a joint homebuyer assistance program and a shared-appreciation mortgage product for EAH program participants. This effort would encourage alumni, employees, retirees and students to buy homes in the communities surrounding these institutions.



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



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

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

hurdles to addressing mediocre performance.

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

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



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

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

Case Study: Tuscaloosa Adopt-A-School Initiative

As competitive as Georgia and Alabama football is we found that Tuscaloosa was leading in this space already. The Tuscaloosa County Adopt-A-School program has been elevating public school performance since 1985. The initiative is operated through a joint partnership between the West Alabama Chamber of Commerce and the Tuscaloosa City and Tuscaloosa County School Systems. The program utilizes the abundance of human resources and talents of the business community to enrich the quality of education and operates in 58 public schools of the Tuscaloosa City and Tuscaloosa County School systems. The program has created an effective working rapport between the business/industrial community and the local school systems. It has made attending public schools a desired option for area families and the employees as participating companies.

There are over 100 businesses and organizations actively involved in the Adopt-A-School program.:

- Alabama Credit Union
- Alabama Power Company
- Bank of Tuscaloosa
- BBVA Compass
- BF Goodrich Tire Manufacturing
- Chick-Fil-A Tuscaloosa (2 schools)
- DCH Regional Medical Center
- Embassy Suites
- Jim 'N Nick's BBQ
- Junior League of Tuscaloosa
- Leadership Tuscaloosa Alumni Assoc.
- Mercedes-Benz U.S. International, Inc. (2 schools)
- Merrill Lynch
- Raymond James, Morgan Keegan & Co.
- Regions Bank
- Sam's Club #6435
- Shelton State Comm. College (3 schools)
- University of AL Comm. Health Services
- Wal-Mart Supercenter #715
- Zeta Phi Beta Sorority, Inc.



Recommendation 3: Develop a Lease-Purchase Option

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

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

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

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

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

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



Recommendation 4: Property Tax Abatement for Property Improvement and Renovation

Borrowing from the structure of Economic Development/Job Creation Incentives, Griffin/Spalding may consider establishing a Restoration Tax Abatement (RTA) Program. The RTA model is one of the most accessible incentives for buyers and property managers. The program would have options for commercial properties and owner-occupied residences. For home purchasers the program provides five-year property tax abatement for the expansion, restoration, improvement and development of existing owner-occupied residences. For commercial properties in targeted areas it would allow for up to a ten-year abatement. This program has been heralded for stimulating community redevelopment, retaining residents, attracting new homeowners and reducing development costs.

If an owner's application is approved, they can renovate the property and its assessed value will be frozen at the pre-renovation assessment for five years. The assessed taxes will be based on an assessed valuation of property prior to the beginning of improvements. Equipment that becomes an integral part of that structure can also qualify for this exemption. The program does not exempt the acquisition cost of the structure. Commercial property owners and homeowners must expand, restore, improve or develop an existing structure.



Case Study - Philadelphia and Louisiana:

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



Recommendation 5: Establish a Housing Trust Fund

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

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

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

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

Case Study - Saratoga Workforce Housing Trust Fund

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



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

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

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

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



Recommendation 7: Create Stronger Identities for Neighborhood Areas

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

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

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

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

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



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

The city should emphasize improving target neighborhood entrances from the most common access and egress. A better physical appearance leads to an improved perception of safety.

Showcasing distinct features in the neighborhood such as preservation of historic structures, signage, murals or other public art, a community garden foster and sustain a special sense of the target neighborhood reducing barriers, building linkages and increasing demand.

Case Study - Chicago's Gateway Program

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

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

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

Recommendation 8: Promote Infill Development, Rehabilitation and Weatherization

With the number of vacant lots in Griffin, the advanced age of the city's housing stock, and limited government resources, creating an environment designed to preserve and renovate existing housing stock should be a priority. Infill development refers to the construction of new housing, workplaces, shops, and other facilities within existing urban areas.

This development can be of several types: building on the nearly 800 vacant lots, the adaptive reuse of underutilized sites (such as parking lots and old industrial sites), and the rehabilitation or expansion of existing buildings. Through infill, communities can increase their housing, jobs, and community amenities without expanding their overall footprint out into open space or otherwise undeveloped lands.

Infill by itself will not solve Griffin's condition and vacancy issues, but combined with other efforts infill will be a fundamental part of achieving local smart growth and sustainability. Sprawl development requires that new roads, water mains, sewer pipes, and other infrastructure be extended into greenfield areas. In contrast, infill development often requires only small upgrades to existing infrastructure. This produces savings to the city because of the previous investment in local infrastructure. Infill also will help turn the trend of slow growth in some city neighborhoods.





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

The city and county should design and implement a comprehensive code enforcement and program investment strategy prioritizing transitional, vulnerable and distressed neighborhoods. In an age when housing dollars are not only finite but also shrinking many municipalities have shifted away from spreading out their resources, but instead concentrating them.

While maintaining the capacity to respond to enforcement complaints, we recommend that the city redirect the bulk of code enforcement resources to select improvement areas inside each neighborhood. Redirecting the limited housing dollars into concentrated areas while also working with neighborhood groups and other community-based organizations, the city could devise a vacant properties action plan that could more efficiently target its limited resources.

Residents could be mobilized as Block Captains responsible for monitoring the condition of neighborhood property by recording observations in a diary, photographing problem areas and or documenting into an online tool that could be developed. The Block Captains could identify safety hazards and track multifamily structures that are vacant and not properly boarded.

This will allow real time updates of property information and specifics of the severity of the violation. This could also be an important connection between residents, code enforcement and police for issues of safety and places available for criminal activity and hiding.

Case Study: Targeted Deployment Best Practices:

Baltimore uses a similar approach in attacking the city's 16,000 vacant properties. The initiative is called TEVO — Targeted Enforcement Toward Visible Outcomes. TEVO focuses the Housing Department's code enforcement energies on derelict properties within transitional neighborhoods that have market potential — approximately 6,000 substandard, vacant, and boarded-up row houses. Using a team approach involving inspectors and prosecutors, TEVO aggressively pursues the owners in these neighborhoods through an assortment of traditional enforcement actions.

Tucson established the SABER (Slum Abatement and Blight Enforcement Response) Team as a strategy to focus code enforcement and nuisance abatement in key target areas in conjunction with the city's neighborhood revitalization strategies. SABER brings together the resources of nine city departments, each of which shares responsibilities relating to the enforcement and prosecution of slum and blight laws. By institutionalizing interdepartmental cooperation and coordination, SABER facilitates a more effective response to the problems of vacant and unsecured buildings.

The Dallas Neighborhood Investment Program is a public investment program involving targeted areas in Dallas showing signs of distress such as high numbers of vacant lots, aging housing and numerous code compliance complaints. The city is concentrating 60% to 80% of the affordable housing funds and the Community Development Block Grant Public Improvement funds in these areas. The Neighborhood Investment Program (NIP) emphasis is to leverage private development and other public neighborhood investments; facilitate sustainable neighborhood redevelopment through stakeholder/community partnerships; and targeting city resources and initiatives in the following areas:

- *Housing Rehabilitation/Reconstruction/New Construction*
- *Economic Development*
- *Public Improvements/Neighborhood Beautification*
- *Enhanced Code Enforcement and Community Prosecution Programs*



Recommendation 10: Establish a Vacant Property Receivership / Conservatorship Program

Given the severity of abandoned buildings and blight, some parts of Griffin have brought about discussions of more restrictions on property owners who do not address their responsibilities. Nationwide in communities with similar circumstances, there are current discussions about utilizing the tool of eminent domain to cure the issue of blight and abandonment and forcibly handling non-responsive owners and providing a wholesale disposition of properties that could afford a municipality great powers to effect development activity.

The Vacant Property Receivership is one such tool that has been effectively used in states like Maryland, Pennsylvania, Indiana and New Jersey. Receivership gives a municipality the authority to temporarily seize the rights of the property owners under a court-appointed directive until such time that the original owner is given permission to move forward with his rights and responsibilities.

The owner is further required to complete specified duties and reimburse possible costs incurred during receivership. The Griffin Housing Authority or local nonprofits could be identified and trained as a pool of receivers.

The city of Baltimore reports success with using Vacant Property Receivership to assist in neighborhood revitalization and community empowerment. This tool is most effective when a property is desired for future use or to be preserved for historic reasons. Depending on the state this is also called possession or conservatorship. A careful review of state property laws must occur before proceeding down this path to execution.

Case Study: The Pennsylvania Example

Philadelphia and Pittsburg are successful users of Conservatorship. In Pennsylvania the equivalent is called the Blighted and Abandon Property Conservatorship Law (68 P.S. §1101, Act 135 of 2008). The Conservatorship law allows a municipality, nonprofit organization, development authority, nearby neighbor or business owner to initiate a court action to get a third party (conservator) appointed to improve the property when the owner refuses or is unavailable to take care of the property. After giving due process, notice to the owner and lienholders, a conservator may be appointed.

The conservator is given the right to take possession of the building to bring it up to code, carry out a rehabilitation plan approved by the court, or if rehab is not feasible, to demolish it. If financing is necessary to carry out the court-approved conservator's plan, the court can approve a new first mortgage with priority over any other liens against the property except governmental liens.

The owner may regain possession after reimbursing the conservator for costs. If the owner does not redeem the property from conservatorship, the court may approve the sale of the property free and clear of any debt.



Recommendation 12: Stronger Collaboration between Community & Economic Development Initiatives

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

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



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

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

The Missouri Example:

The Missouri Department of Economic Development (DED) has several programs that reinforce neighborhoods in local jurisdictions. DED works with local municipalities by overseeing the NID program, and several tax credit initiatives. Missouri's Neighborhood Preservation Act provides an incentive for the rehabilitation or construction of an owner-occupied home in areas of the state designated as "distressed communities" and median household income of 70%.

The credits range from 15-35% of eligible rehabilitation or construction costs the tax credits can be applied to income tax, corporate taxes or bank/insurance/financial institution taxes. The tax credits can also carry back 3 years, carry forward 5 years and are also sellable/transferable.

Under the DED, The State of Missouri also offers the Rebuilding Communities Business Incentive designed to stimulate business activity in designated neighborhoods. The tax credit incentive is for businesses that locate, relocate or expand their business in "distressed communities." The businesses are eligible for 25-40% tax relief on relocation costs, new equipment, maintenance, wiring, software development and 1.5% of the gross salary paid for each employee at the location. Eligible for up to \$8 million a year per business and have the same carry back, carry forward and sellable/transferable provisions.





Conclusions and Next Steps

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

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

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



Section IV: Appendix

Glossary

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

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

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