



Council:

Kimberly James Ward 1

 $\begin{array}{c} \textbf{\textit{Dabouze Antoine}} \\ \text{Ward 2} \end{array}$ 

Sandra Bagley Ward 3 Latresa Akins-Wells Ward 4

Allan Mears Ward 5

September 25, 2018

Atlanta Regional Commission 229 Peachtree Street NE, STE 100 Atlanta, GA 30303

RE: Comprehensive Plan Update Submittal

The City of Forest Park has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan<s> covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

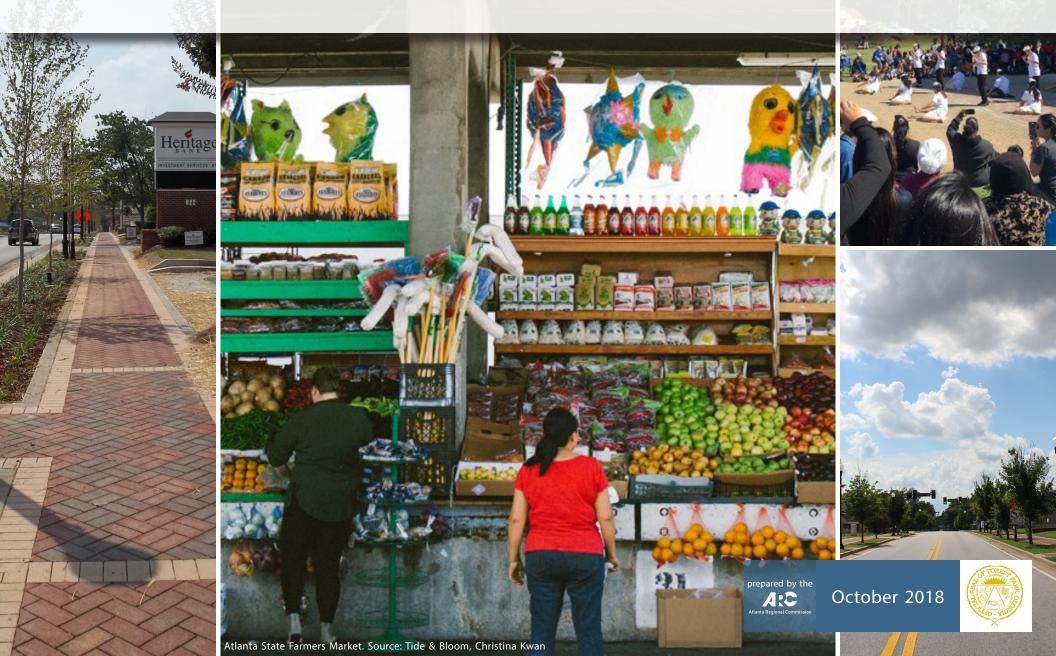
If you have any questions concerning our submittal, please contact Fredalyn Frasier, Interim Director of Planning, Building and Zoning at 404.608.2300 or (ffrasier@forestparkga.org).

Sincerely,

Mayor Angelyne Butler, MPA City of Forest Park

Enclosures

# DRAFT THE CITY OF FOREST PARK, GEORGIA COMPREHENSIVE PLAN UPDATE 2018



# Acknowledgements

#### Mayor and City Council

Angelyne Butler, Mayor
Kimberly James, Ward 1
Dabouze Antoine, Ward 2
Sandra Bagley, Ward 3
Latresa Wells (Mayor Pro-tem), Ward 4\*
Allan Mears, Ward 5
\*denotes Councilmember liaison to the Steering Committee

#### Comprehensive Plan Steering Committee

Sparkle Adams
Tom Ayantunji
Steve Bernard
Felicia Davis
LaWonda Folami
The late Sheila Hartsfield
Kira Jacobs
Yasmin Julio
Darnell Moorer
Anthony Salgado
Karen-Brandee Williams
Rhonda Wright

#### City of Forest Park Staff

Angela Redding, City Manager\* Fredalyn Frasier, AICP Tiffanie Robinson\*

#### Atlanta Regional Commission Staff Sidney Douse, AICP Allison Duncan, AICP Robert Herrig

Elizabeth Sandlin

Jon Tuley, AICP

<sup>\*</sup>denotes Economic Development representative to the Steering Committee



## **Table of Contents**

Chapter 1: Introduction	4
Chapter 2: Demographics	10
Chapter 3: Existing Plan Review	22
Chapter 4: Community Goals	24
Chapter 5: Future Land Use	30
Chapter 6: Economic Development	34
Chapter 7: Housing	38
Chapter 8: Transportation	44
Chapter 9: Community Work Program	50

Appendix A: Community Outreach Summary	62	
Appendix B: Goals From Additional Relevant Studies	70	



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

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

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

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

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

- Regulation
- Capital spending
- Programs and staffing

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

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

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



#### Context

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

From this modest rail stop, the City of Forest Park

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

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

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

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

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

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

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

## Community Input Opportunities

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

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

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

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



# Forest Park Comprehensive Plan **Community Engagement**

### **City Council Meetings**

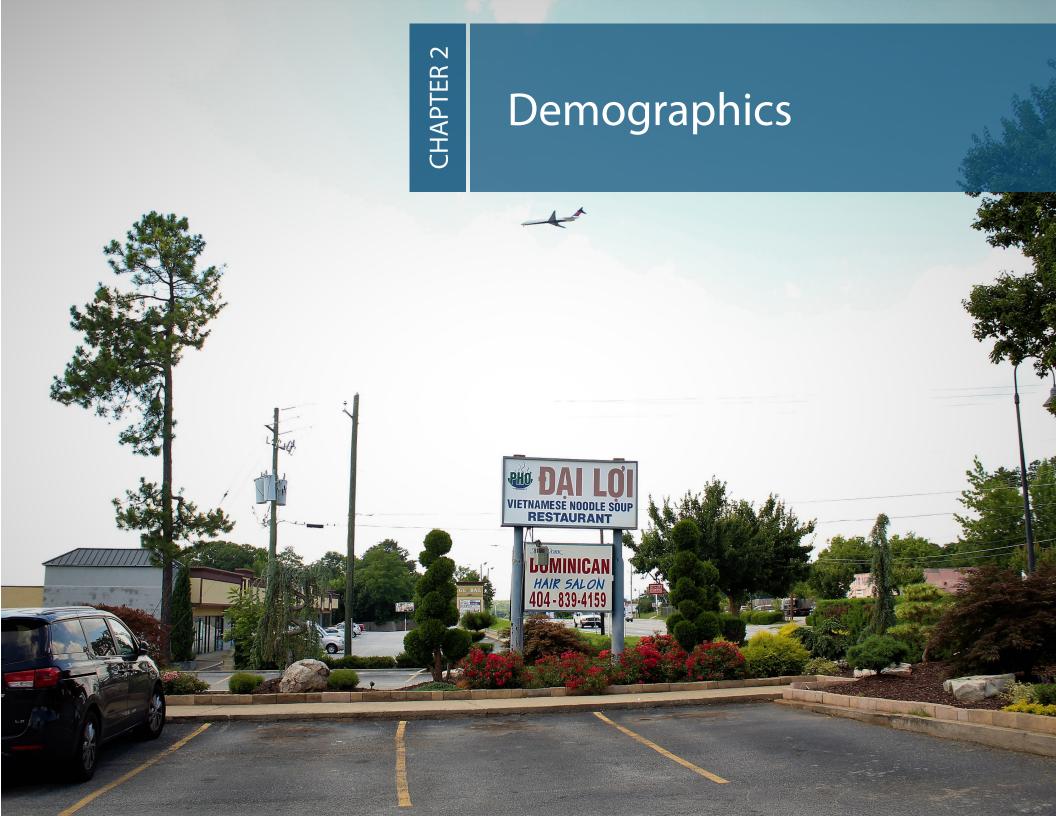
Monday	Monday	Day
February	September	Month
5	17	City
Public	Second	Council
Kick Off	Public	Final
Meeting	Hearing	Adoption

## **Steering Committee** Meetings

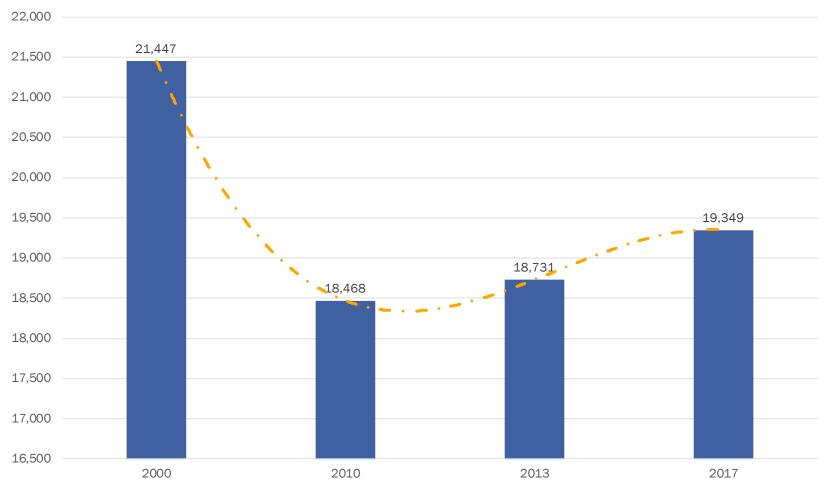
Thursday	Wednesday
February	May
15	23
Steering	Steering
Committee	Committee
Meeting	Meeting

### **Public Engagement**

Wednesday	Tuesday
March	June
28	26
Public	Public
Open	Open
House	House



## **Population Change**

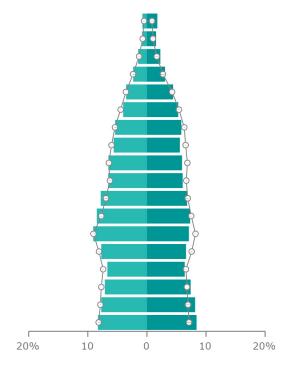


Source: U.S. Census, Esri Business Analyst Online

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

## Age Distribution

Age Pyramid

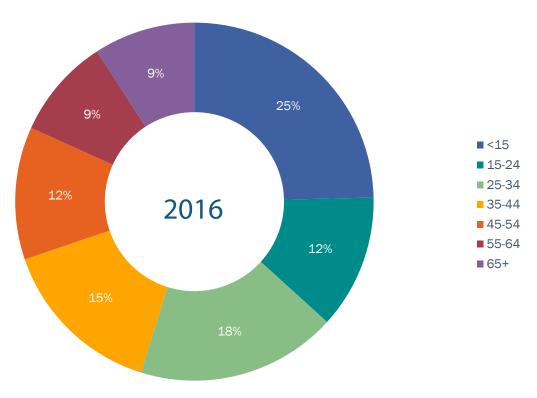


The largest group: 2018 Male Population Age 25-29 (Esri)

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

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

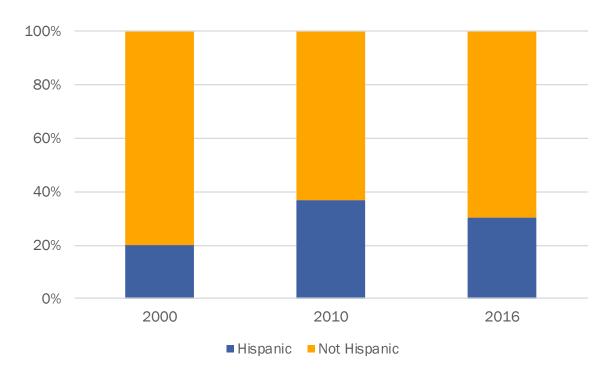
From 2000 to 2016, age distribution in Forest Park remained relatively unchanged, too. The largest change over time was in the 15-24 age group, which decreased by 6.1%. However, young people still make up a major portion of the population in the City.



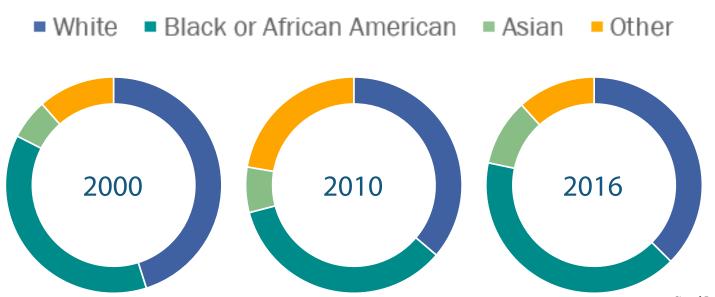
## Race & Ethnicity

#### Individuals Who Identify as Hispanic

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



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





## Esri Business Analyst

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

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

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

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

## **Esri Tapestry Segments**

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

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

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

#### Incomes

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

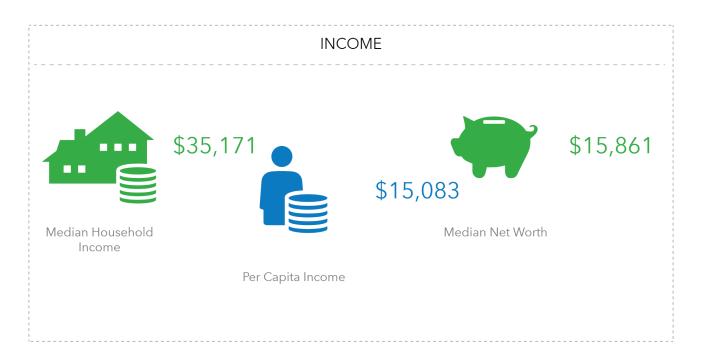
The City has a lower Median Household Income than much of the metro Atlanta region. Since the year 2000, as Area Median Income (AMI) increased in the Atlanta-Sandy-Springs-Roswell Metoropolitan Statistical Area (MSA), the same measure decreased in the City of Forest Park and has remained fairly level.

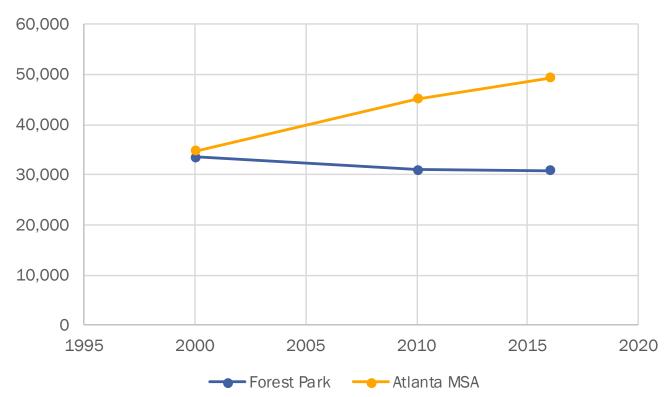
Poverty is also a concern for Forest Park. According to the U.S. Department of Health and Human Services (HHS), the Federal Povery Level (FPL) income numbers are as follows:

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

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







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



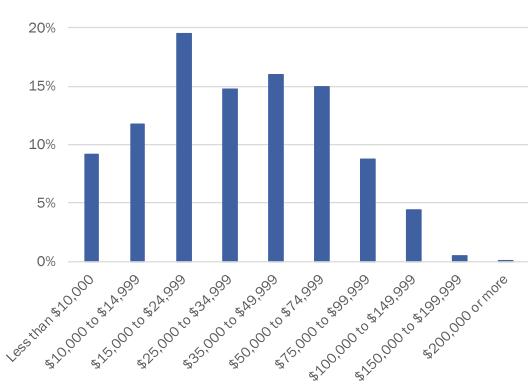


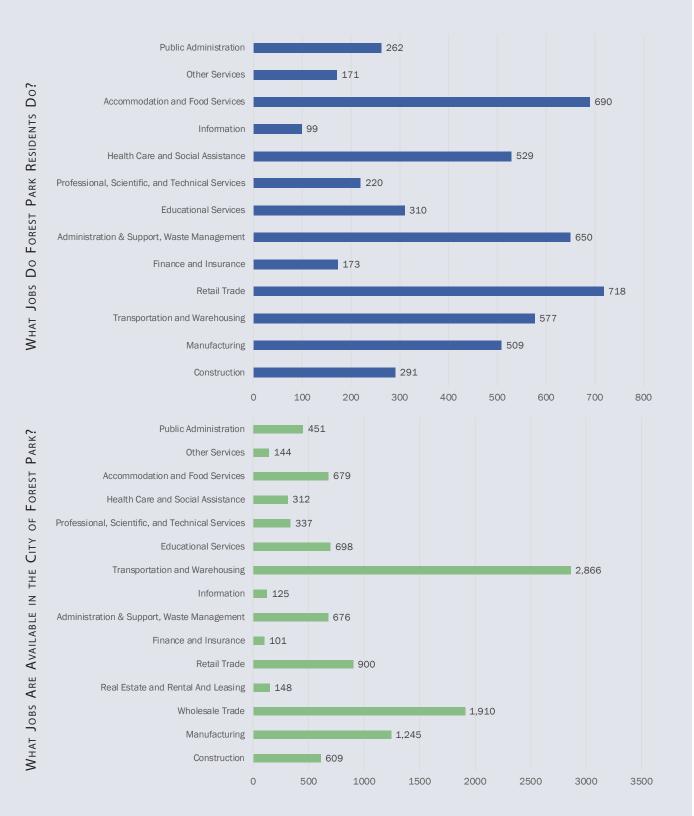


Groceries



\$3,136





#### **Jobs**

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

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

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

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

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

#### **EMPLOYMENT**



#### Education

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

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

#### **EDUCATION**

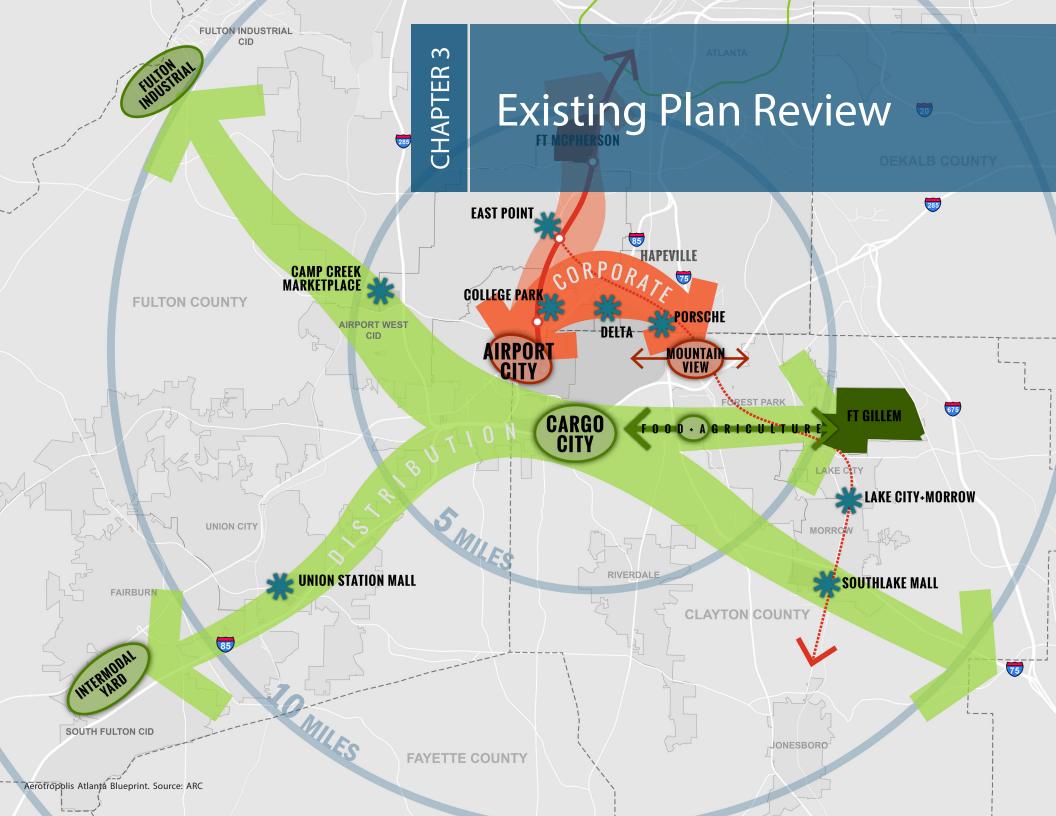












The City of Forest Park has undertaken and been part of many planning efforts in the past. It is important to always consider current planning processes within the context of previous planning efforts. The following list details planning projects previously completed for the City of Forest Park, or related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

**Previous Plans** 

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

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

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

#### **Current Plans**

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

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



#### **Vision Statement**

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

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

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

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

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

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

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



## **Community Challenges**

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

- Aging Population: The City of Forest Park, like much of the region, is aging rapidly. With a low density housing stock and saturation of corridor commercial development, Forest Park must consider the needs of the aging population and create more affordable options that are better connected to the amenities it needs.
- Encroaching Land Uses: Forest Park has a lot of industrial commercial land uses near the airport in the northern and western part of the City. These land uses provide jobs, but prohibit high quality of life for residents.
- Housing: Forest Park has a tremendous asset in its neighborhoods and housing stock, but much of it is aging and in need of repairs. Absent landlords and high rental rates have led to intensified code enforcement, but this department is under-resourced, too. The City of Forest Park should look to assess what it can do to come up with innovative approaches to improving their housing challenges.

- Walkability: Forest Park is located right off two interstates and is bisected by two state highways. A commercial railroad also runs through the City. Having access to safe and connected pedestrian facilities, including sidewalks, parks, trails and greenways are a major concern for residents, and the City is working to connect key community assets.
- Environmental Impacts of the Airport: The airport is a major employment center, but there are real and harmful environmental impacts being located so close to it. Forest Park must work with its regional partners and the airport to address air, water, and noise impacts in the City and on its residents.
- Poverty: The City of Forest Park resident profile is skewed to the extreme, with high concentrations of residents falling at the lower end of the spectrum. Forest Park can reach beyond local government and work with the private sector and non-profits to improve conditions for the most at-risk residents.

## **Community Strengths**

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

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

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

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

- Diversity: Forest Park is a diverse community with multiple foreign languages spoken, which is an asset the City should continue to cultivate. This makes Forest Park a food and culture destination. Jonesboro Road could be the Buford Highway of Clayton County.
- Access: Forest Park has good access to the surrounding counties by way of I-285, downtown Atlanta by way of I-75, and to the broader parts of the region by way of I-75 and I-675.
- Potential: With the MARTA expansion into Clayton County moving through its planning process, the Aerotropolis Atlanta Alliance supporting and coordinating local governments around the airport, and the Fort Gillem redevelopment continuing to build out, there has never been a brighter future for Forest Park. This presents a unique but limited window of opportunity for the City that should be leveraged to advance the goals of Forest Park.

# **Community Challenges**

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

Goals	Policies
Mitigate the environmental impacts of Hartsfield-Jackson Atlanta International Airport (ATL) on Forest Park neighborhoods and com- munity health	Work with regional partners, like Aerotropolis Atlanta Alliance and the City of Atlanta, to fund noise mitigation programs and flood mitigation land uses
Provide sufficient housing options for Forest Park's aging population	Seek out partnerships with affordable housing developers to build senior housing that is accessible and connected to quality of life amenities
Prevent the encroachment of unwanted land uses into residential areas	Maintain appropriate buffer zones between residential land use and non-residential land use
Ensure neighborhood preservation and stabilization as the City evolves	Establish development guidelines for targeted neighborhood redevelopment areas to ensure a range of housing styles and price points
Undertake housing planning processes that promote and incentivize increased homeownership	Support the code enforcement department in developing new and innovative strategies for fighting absent landlords and abandoned property
Establish new and expand existing small-business services and programs that support entrepreneurs, especially for Forest Park youth, and that cater to Forest Park's diverse population	Partner with regional organizations like WorkSource Aerotropolis, the Hartsfield Jackson International Airport, the State Farmers Mar- ket, Kroger, and Clayton State University to support local job seek- ers and provide workforce training programs

## **Community Opportunities**

with the City

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

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

community development efforts



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

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

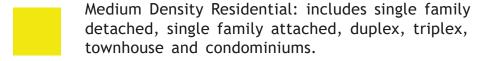
Future land uses provide descriptions regarding these planning elements:

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

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

#### Land Use Classifications

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



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

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

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

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

#### Land Use Classifications

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

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

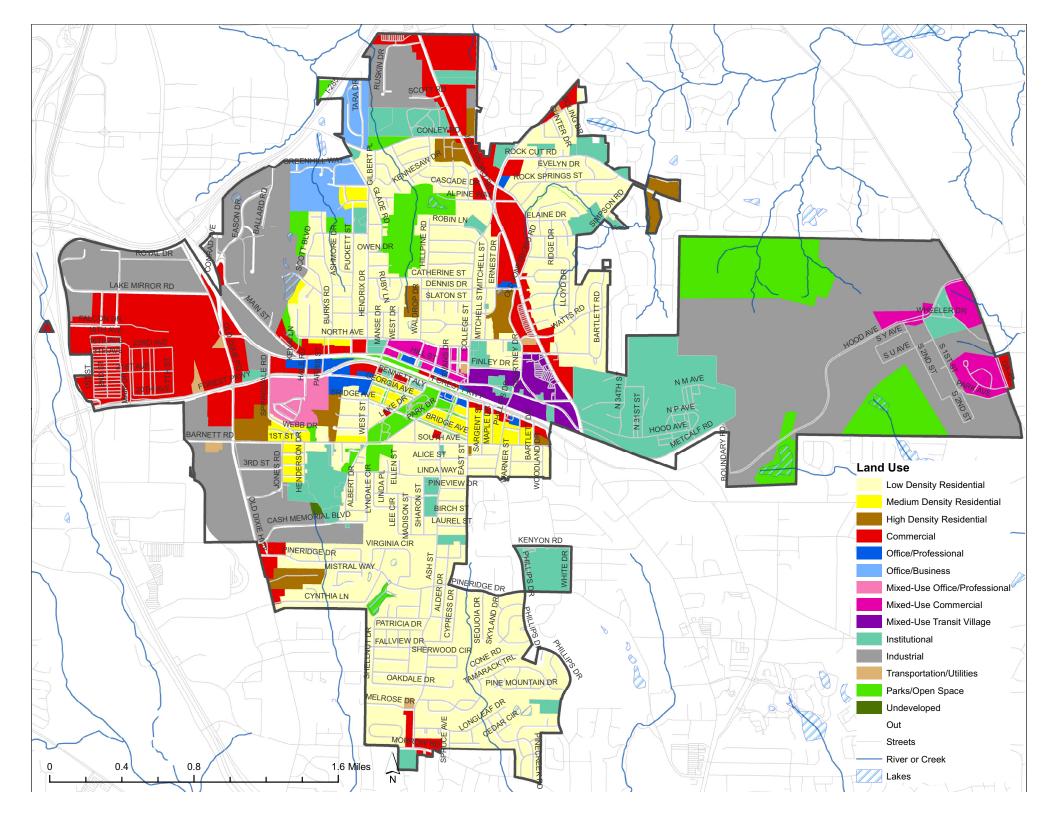
Mixed Use Transit Village: Consistent with the Transit Village recommended by the Forest Park Livable Centers Initiative Plan, allows for a mixture of neighborhood-friendly commercial, office and residential uses in a vertical arrangement. All development should be pedestrian-oriented and should facilitate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

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

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

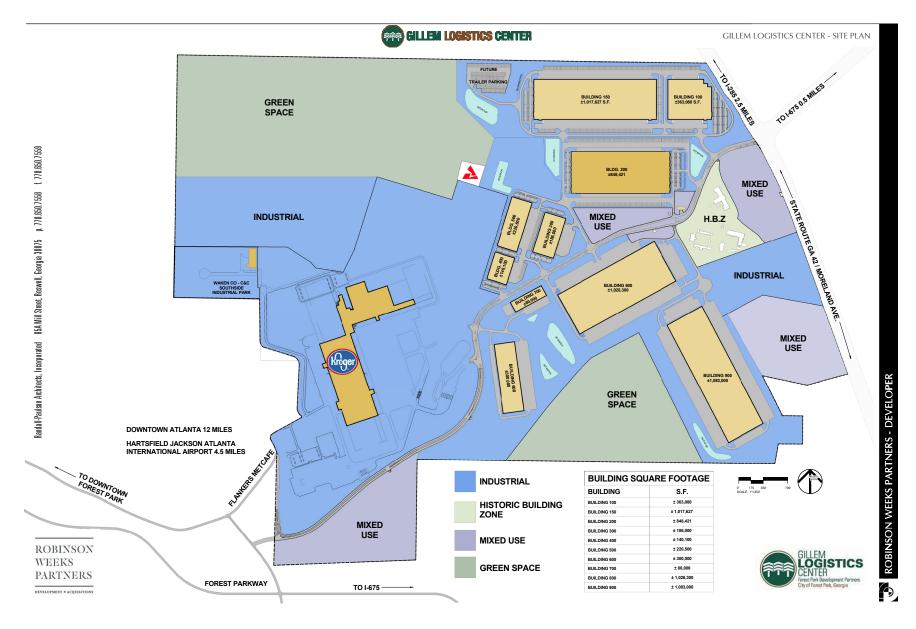
Transportation/Communication/Utilities: includes airports, water and sewer facilities, power stations, substations, water storage tanks, radio and television stations, limited access highways, and utility corridors.

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



## Gillem Logistics Center

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







## Regional Economic Competitiveness

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

The Vision of the Catlyst Strategy is to have a competitive economy and region that works for everyone. This vision aligns with the vision for the City of Forest Park and is the destination toward which all its economic development goals and initiatives should navigate.

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

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

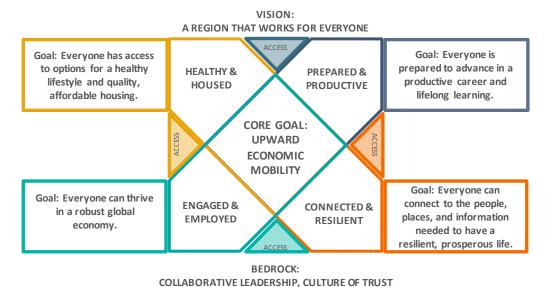


The Strategic Framework for the implementation of the Catlyst Strategy includes an adaptable structure for regional partners to achieve their unique vision and goals. While the City of Forest Park identified many of the same goals throughout the planning process, not all of the Catlyst Strategy goals are relevant. Similarly, some goals may be relevant, but need additional context or expansion.

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

### **Engaged and Employed**

- Further amplify and activate Aerotropolis Atlanta, by promoting the Forest Park assets, such as Gillem Logistics Center, the Atlanta State Farmers Market, and the food and agri-business industry.
- Promote and expand resources available for entrepreneurs and small businesses.
- Establish and engage the community on City services.



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

### **Prepared and Productive**

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

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

### Healthy and Housed

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

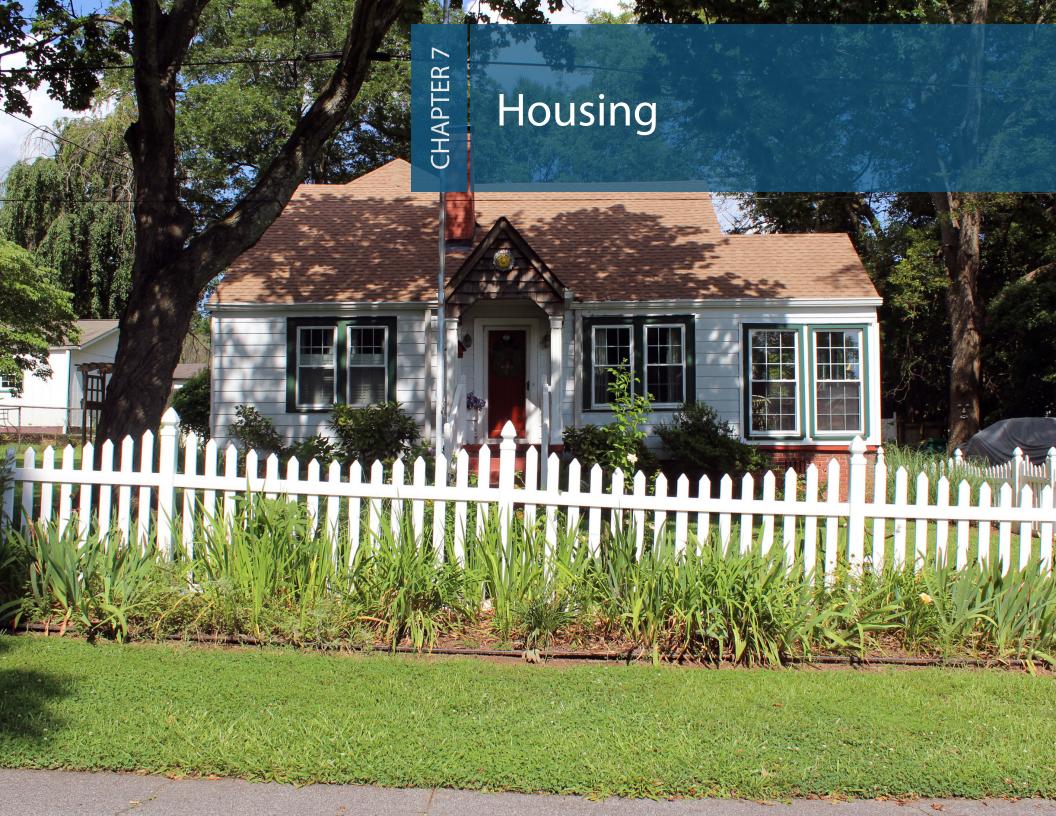
#### Connected and Resilient

- Study and take action on the inheritance of poverty and its negative impacts.
- In a comprehensive regional approach, protect and connect future green spaces by working with Aerotropolis Atlanta and Finding the Flint.

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

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

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



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

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

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

## Housing in Clayton County

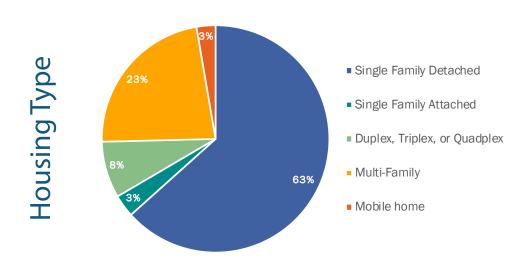
County and how to help the most at-risk populations. According to the Clayton County Consolidated Plan, the most common housing problem is the prevalence of extreme housing cost burdens. Over 90% of low- and moderate-income renters and 75% of low-income cost. burdened owner-occupied households are experiencing this type of burden. This indicates that severely cost burdened households are spending more than 50% of their monthly income on rent, mortgages, household utilities and taxes (pg 31).

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

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

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

## Housing In Forest Park



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

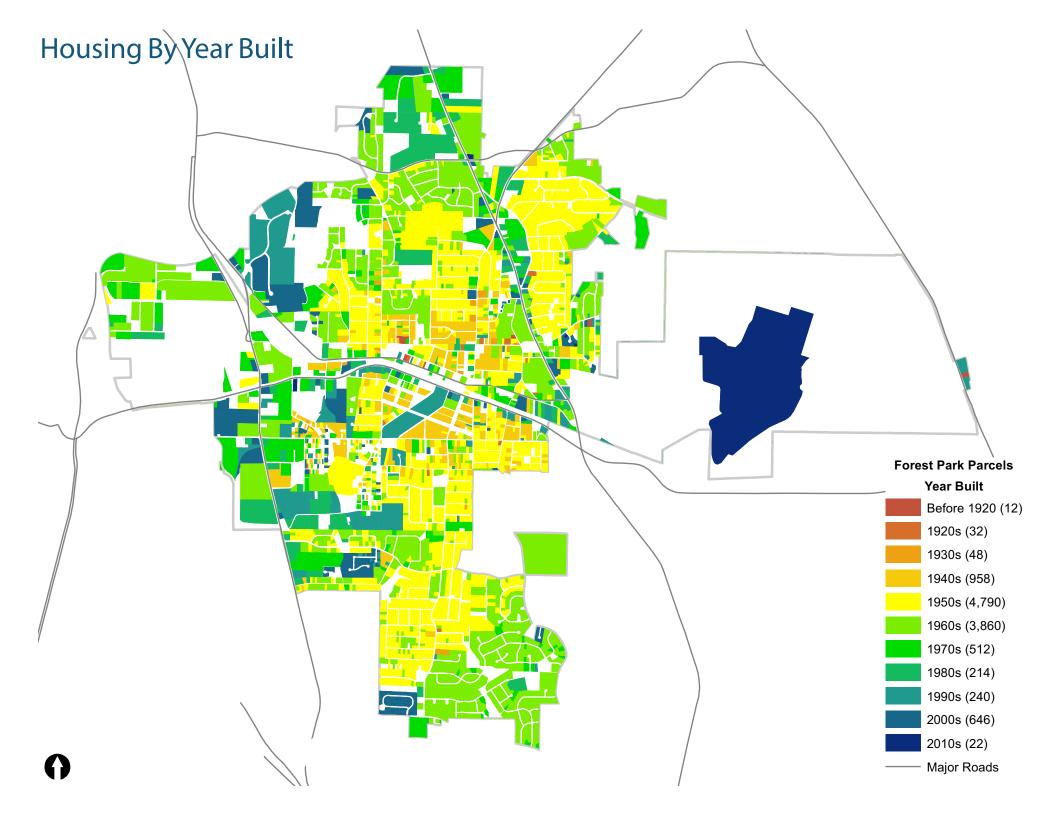
Single-family detached housing accounts for 65% of the housing unit types in the City of Forest Park, while 24% of housing units are mutli-family. The majority of the city's housing, or 51%, was built before 1970. These post-war suburban homes create great neighborhoods for families and dominate the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

Average Household Size

for this area

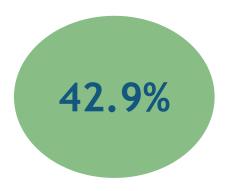
3.02 which is more than the average for United States

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



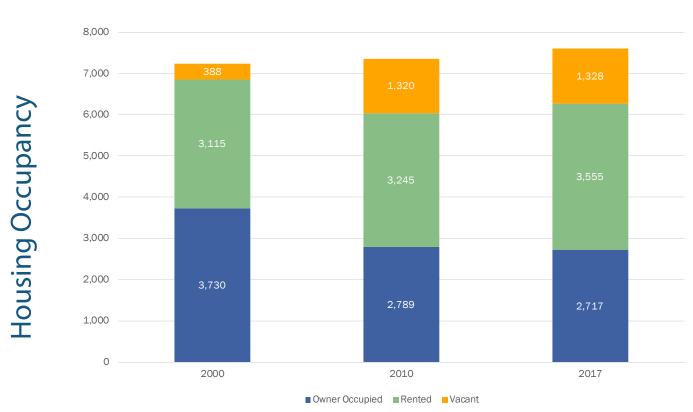
## Homes with Negative Equity

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



## Median Home Value





## **Key Issues**

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

## **Key Strategies**

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



## Clayton County Comprehensive Transportation Plan (CTP)

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

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

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

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

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

### Clayton County CTP Key Goals:

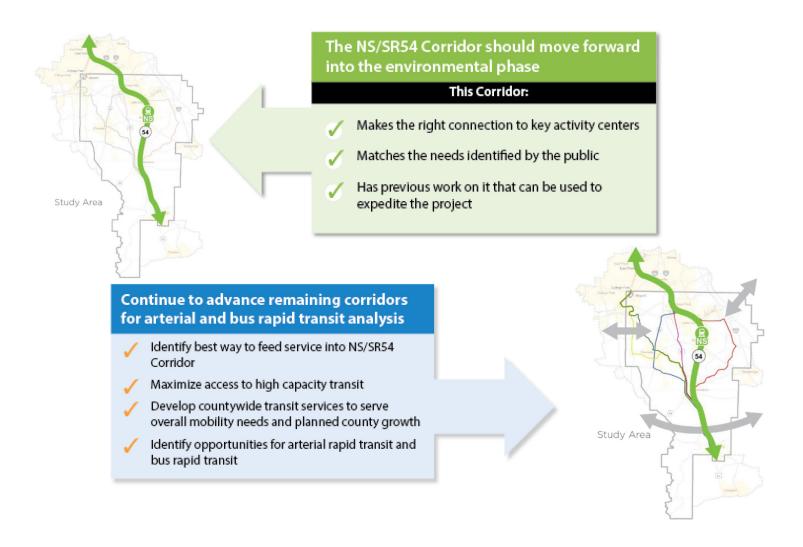
- Enhance and maintain transportation system to meet existing and future needs
- Ensure the transportation system promotes and supports appropriate land use and development
- Encourage and promote safety and security
- Improve connectivity and accessibility
- Enhance mobility for all users of the transportation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

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

## MARTA Expansion into Clayton County

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

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





# **Clayton County Transit Initiative Fact Sheet**

Spring 2018

### What is the Clayton County Transit Initiative?

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



#### Type:

 Exploring various transit alignments and technologies



**Funding Source:** 

 Local/Federal (New Starts Program)



#### Service Areas:

 Clayton County and Southeast Fulton County

### ► How will the project benefit Clayton County?



Increases Access to Employment and Educational Opportunities



Improves Regional Connectivity



Provides Alternative Transportation Options



Supports Land Use and Economic Development Efforts

### ► Project Schedule



2019 Environmental review 2021 Engineering 2023 Construction

2027

Operation

This timeline is an estimate and is subject to change.

Contact Us
Tracie Roberson
404.848.5023 | troberson@itsmarta.com

On the Web

http://www.itsmarta.com/clayton-corridor-overview.aspx





## Travel Time To Work

#### TRANSPORTATION TO WORK

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



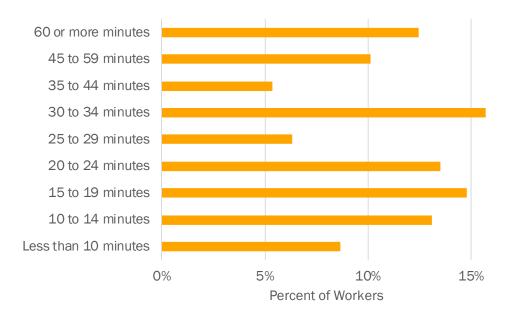


7,662

66.6%

ACS Workers Age 16+

Drove Alone to Work











Took Public Transportation 2.0%

Walked to Work

1.8%

Carpooled

19.3%

Bike to Work

## **Inflow Outflow**

### DAYTIME POPULATION

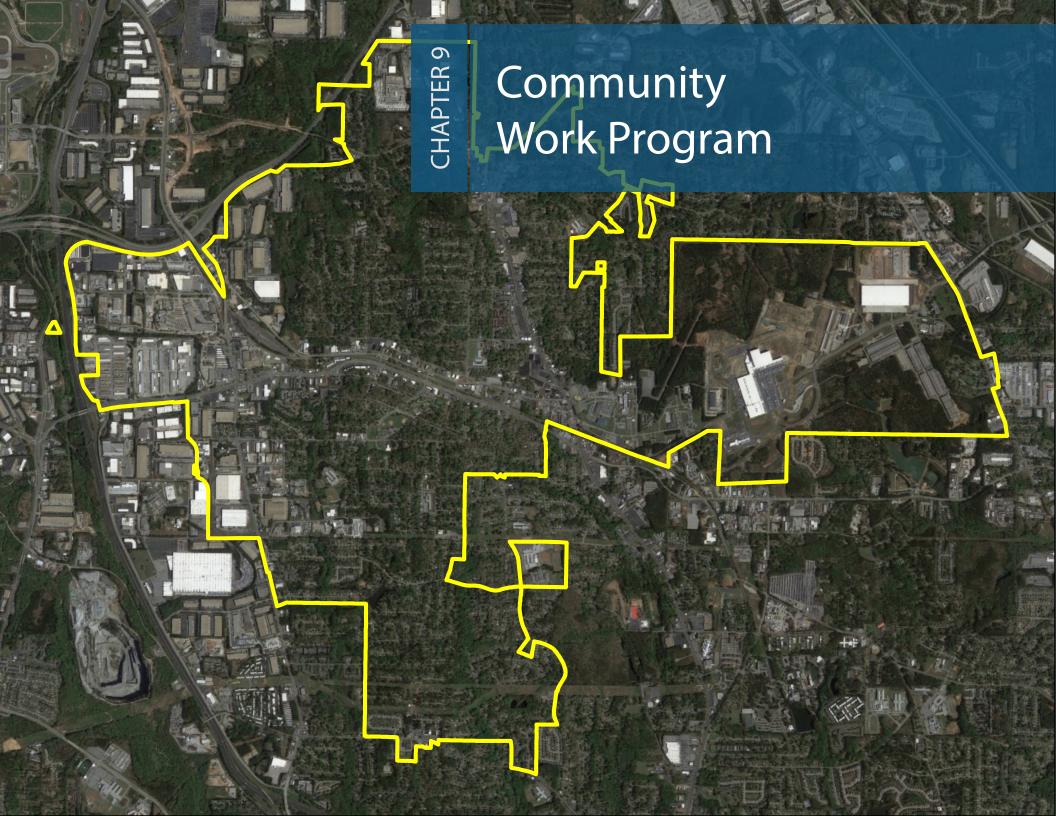




11,329 Earl, HERE, Garmin, G-OpenStroetMap com/butors, and the Grid user community

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

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



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

## City of Forest Park Report of Accomplishments

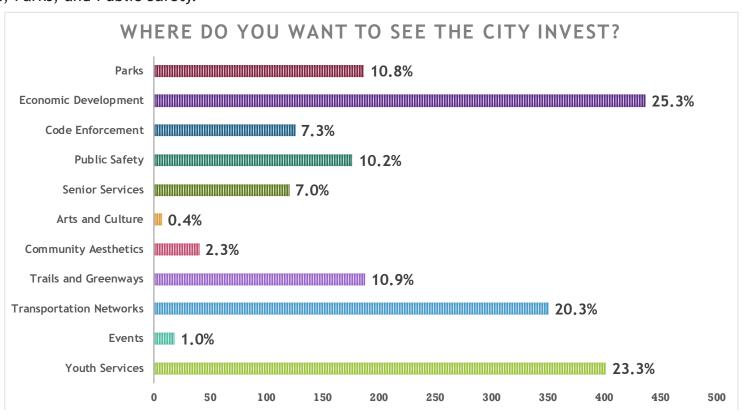
		Status of Proj	ect or Activity				
Project or Activity	Completed	Currently Underway	Postponed Canceled		Explanation for Postponed or Canceled Project or Activity		
Transportation							
Multi-Modal Transportation Center			✓		Postponed - will be part of larger regional transit effort		
Bus Terminal		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

# City of Forest Park Report of Accomplishments

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

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

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



Item	Description		Fis	cal Yea	r(s)		Total Cost (if any)	Responsible Department or Agency
петт	Description	18-19	19-20	20-21	21-22	22-23		
POPULATION	N							
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	<b>V</b>	V	V	V	V	Not applicable	Planning, Building and Zoning
P.2	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	V	V	V	V	V	Staff time	Planning, Building and Zoning
HOUSING								
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	$\checkmark$	$\checkmark$	√	√	$\checkmark$	Staff time	Planning, Building and Zoning
H.2	Conduct Neighborhood and Housing Analysis	V	V				Staff time	Planning, Building and Zoning
Н.3	Initiate an on-going review of concentrated substandard housing units and use community development funds to help fund improvements	$\checkmark$	V	V	V	$\checkmark$	Staff time	Planning, Building and Zoning
H.4	Continue to enforce the standard housing code	V	<b>√</b>	√	<b>√</b>	V	Staff time	Planning, Building and Zoning
H.5	Establish and promote a housing rehabilitation program partnering with local County and Regional resources	V	V	V	V	V	Staff time	Planning, Building and Zoning
H.6	Monitor available county, state and federal housing programs and disseminate information to individuals and groups in need of such program resources	<b>√</b>	<b>√</b>	√	<b>√</b>	~	Staff time	Planning, Building and Zoning
H.7	Conduct Neighborhood and Housing Analysis		V	$\sqrt{}$			Staff Time	Planning, Building and Zoning
H.8	Research methods to establish Infill Development opportunities		V				Staff Time	Planning, Building and Zoning
H.9	Improve the Condition of Housing Located in the Southwest Region of Forest Park	<b>V</b>	V	V	V	$\checkmark$	Staff Time	Planning, Building and Zoning
ECONOMIC	DEVELOPMENT							
ED.1	Provide information on available office space to all potential users or reference sources	<b>V</b>	√	V	V	$\sqrt{}$	Staff time	DDA, City Administration
ED.2	Continue to collaborate with the Urban Redevelopment Authority/Fort Gillem to attract world-class industry and business that support the City's develop goals	V	V	V	V	<b>√</b>	Staff time	City Administration, City Council
ED.3	Work with other City departments to promote economic growth that will result in increasing the tax base	<b>V</b>	V	V	V	<b>√</b>	Staff time	Downtown Development Authority (DDA), Urban Redevelopment Authority (URA)

Item	Description		Fis	cal Yea	r(s)		Total Cost (if any)	Responsible Department or Agency
Пеш	Description	18-19	19-20	20-21	21-22	22-23		
ED.4	Identify and incorporate quality of life enhancements that make the area attractive to corporations	V	V	V	V	<b>√</b>	Staff time	All Departments
ED.5	Collaborate with Aerotropolis and the DDA to make the City more attractive to businesses and potential homeowners	<b>√</b>	V	V	V	<b>√</b>	Staff time	Downtown Development Authority (DDA), Urban Redevelopment Authority (URA), Planning, Building and Zoning
ED.6	Complete signage to key attractions throughout the City	<b>V</b>	V	V	V	<b>V</b>	Staff time	Public Works (in coordination with Aerotropolis where applicable - Gateway Program)
ED.7	Guide small entrepreneurs to available forms of resources and assistance	<b>V</b>	√	√	√	<b>V</b>	Staff time	City Manager's Office and DDA
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	V	V	V	V	1	Staff time	City Manager's Office
ED.9	Stay involved in regional discussions	V	<b>V</b>	√	V	V	Staff time	City Manager's Office, Planning, Building and Zoning
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	<b>V</b>	V	<b>V</b>	V	<b>√</b>	Staff time	Planning, Building and Zoning, City Manager's office, DDA
ED.11	Continue to enhance the first line of marketing to new and expanding businesses using the City website	V	V	V	V	<b>V</b>	Staff time	City Manager's Office and DDA
ED.12	Administer and promote/market the Opportunity Zone to all existing and prospective businesses	V	V	<b>V</b>	V	<b>V</b>	Staff time	City Manager's Office and DDA
ED.13	Solicit, plan and produce events in conjunction with organizations to offer a wide variety of affordable entertainment and leisure activities in a safe and attractive environment	<b>V</b>	V	V	V	1	Staff time	City Manager's Office, Parks and Recreation and DDA
ED.14	Conduct a Market Analysis of Retail and Services Industry	V	<b>V</b>	<b>V</b>	V	V	Staff Time/ Consultant	City Administration
REDEVELOF	PMENT							
R.1	Pursue priority-based budgeting to accomplish redevelopment goals with targeted neighborhood redevelopment a priority	<b>V</b>	V	V	V	V	Not applicable	City Manager, City Council
R.2	Establish and infill development program potential incentives to target developers with senior affordable housing specialization	<b>V</b>	V	V	V	<b>√</b>	Staff time	City Manager, Planning Building and Zoning, DDA
R.3	Continue to collaborate with Clayton County Land Bank	V	<b>V</b>	√	<b>V</b>	<b>V</b>	Staff time	City Administration, Planning Building and Zoning

lt e me	Description -		Fis	cal Yea	r(s)		Total Cost (if any)	Responsible Department or Agency
Item		18-19	19-20	20-21	21-22	22-23		
R.4	Continue to collaborate with the State on the revitalization efforts of the State Farmers Market to ensure the broader goals of community connectivity and pedestrian accessibility are incorporated	<b>√</b>	V	V	<b>V</b>	√	Staff time	City Manager, City Council and relevant departments
R.5	Continue to promote public facilities in redevelopment target areas	V	√	V	V	<b>V</b>	Not applicable	City Administration and City Council
R.6	Implement recommendations of Starr Park Master Plan	<b>V</b>	√	√	√	<b>V</b>	TBD cost to be phased	Parks and Recreation with City Departments
R.7	Support Downtown Development Authority, where needed	V	<b>V</b>	√	√	<b>V</b>	TBD	City Council, City Manager
R.8	Seek funding for implementation of neighborhood redevelopment plans, and projects	V	<b>V</b>	V	√	<b>V</b>	TBD	Planning, Building and Zoning
R.9	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	<b>V</b>	<b>V</b>	V	V	<b>√</b>	TBD	Public Works
R.10	Promote existing retail space and the redevelopment of vacant retail space. Develop a greyfield strategy	V	V	V	V	<b>V</b>	Staff time	DDA, City Administration
HOUSING 8	NEIGHBORHOODS							
H&N.1	Establish a Forest Park Pride program to include public education signage in English and Spanish for the Clean Sweep initiative	<b>√</b>	<b>V</b>	V	V	<b>√</b>	Staff time	City Council, City Manager and Public Works
H&N.2	Develop design guidelines or overlay district for Starr Park neighborhood	V	<b>V</b>				Staff time	Planning, Building and Zoning
H&N.3	Implement a targeted rental and abandoned property registration and monitoring program	V	<b>V</b>	V	<b>V</b>	<b>V</b>	Staff time	City Administration, City Council, Planning, Building and Zoning
H&N.4	Identify a Senior Housing opportunity and recruit a developer	V	√	<b>V</b>			Staff time	City Council, City Manager, Planning Building and Zoning
H&N.5	Encourage neighborhood "self-help" activities	<b>V</b>	√	√	$\sqrt{}$	V	Staff time	City Administration, City Council
URBAN DES	IGN							
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines including Aerotropolis	V	V	V	V	V	TBD	Public Works, Planning, Building and Zoning

Item	Description		Fis	cal Yea	r(s)		Total Cost	Responsible Department or Agency
Пеш	Bosonphori	18-19	19-20	20-21	21-22	22-23	(if any)	
UD.2	Develop a Placemaking strategy to include Jonesboro Road (like WeLoveBuHi) as a food and cultural destination, Starr Park - wellness and recreation destination, Main Street -retail and restaurants	<b>V</b>	<b>V</b>	V	<b>V</b>	√	TBD	City Administration, Planning, Building and Zoning
UD.3	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	V	V	V	V	V	Staff time	Public Works, Planning, Building and Zoning
LAND USE								
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	<b>V</b>	<b>V</b>	V	<b>V</b>	√	Staff time	Planning, Building and Zoning
LU.2	Update City Land Use and Zoning Maps	V	V				Staff time	Planning, Building and Zoning with Public Works
LU.3	Implement GIS platform updates and establish on-going program	V	V	V	V	V	Staff time	Planning, Building and Zoning
LU.4	Periodically report as may be needed on conformance with regional development plan	V	<b>V</b>	V	√	V	Staff time	Planning, Building and Zoning
LU.5	Identify funding and conduct Zoning Audit and Code Update	V	V	<b>V</b>	<b>V</b>		Staff time, \$70,000 Audit	Planning, Building and Zoning, City Administration
LU.6	Establish Design Guidelines for the Jonesboro Road Corridor		V	V			Staff Time	Planning, Building and Zoning
COMMUNIT	Y FACILITIES							
CF.1	Implement the master plan for Starr Park	V	√	V	√	V	cost to be phased	Parks & Recreation with appropriate Departments
CF.2	Implement a connectivity plan that addresses- Forest Parkway, Jonesboro Road, Aerotropolis Greenway, Starr Park and Clayton County network	V	V	V	V		cost to be phased	City Administration, Planning, Building and Zoning and Public Works
CF.3	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	V	V	V	<b>√</b>	V	Staff time	Public Works
CF.4	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	V	V	V	V	V	Staff time	Administration, Public Works and Parks and Recreation
CF.5	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	V	V	V	V	V	Staff time	HR lead with various departments

Itana	Description		Fis	cal Yea	r(s)		Total Cost (if any)	Despensible Department or Agency
Item		18-19	19-20	20-21	21-22	22-23		Responsible Department or Agency
CF.6	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	<b>V</b>	V	<b>√</b>	<b>V</b>	<b>√</b>	Staff time	Administration; various departments
CF.7	Continue and enhance community-based policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	<b>√</b>	V	V	V	<b>√</b>	\$20,000 annually	Police
CF.8	Maintain the City's current Insurance Services Office (ISO) rating	V	V	V	V	<b>V</b>		Fire & Rescue
CF.9	Continue programs of recognition to all pubic safety staff for the jobs they accomplish as a combination department of full-time and part-time employees	<b>V</b>	V	V	V	<b>√</b>	Staff time	Fire & Rescue, Police, City Council
CF.10	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	<b>V</b>	V	<b>V</b>	<b>V</b>	<b>√</b>		Public Works
CF.11	Investigate the need for traffic calming, pedestrian safety elements and integrate traffic calming projects as may be appropriate in the City's capital plan	<b>√</b>	<b>V</b>	<b>V</b>	<b>√</b>	<b>√</b>	Staff time	Public Works
CF.12	Develop a program incorporating landscaping / streetscaping and green infrastructure into all major road projects to improve water quality provide greater community identity and safety	<b>√</b>	<b>V</b>	<b>V</b>	<b>V</b>	<b>√</b>	Staff time	Public Works, Planning Building and Zoning
CF.13	Annually program and implement improvements needed to maintain and upgrade the storm water management system in compliance with the MS4 NPDES Permit	<b>V</b>	<b>V</b>	<b>V</b>	<b>V</b>	<b>V</b>	Staff time	Public Works
CF.14	Continue to monitor the conditions of municipally owned facilities; schedule improvements to such facilities and grounds as appropriate	<b>√</b>	V	V	V	<b>√</b>	Staff time	Public Works, Recreation and Parks
CF.15	Prepare, implement, and revise as appropriate a community information plan and programs	V	V	V	V	<b>V</b>		City Administration
CF.16	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Clayton County	V	V	V	V	<b>√</b>	Staff time	Various departments

Item	Description -		Fis	cal Yea	r(s)		Total Cost	Responsible Department or Agency
ПОП		18-19	19-20	20-21	21-22	22-23	(if any)	
CF.17	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets		V	V	V	<b>√</b>	TBD	City Administration
CF.18	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed	<b>V</b>			V		Staff time	City Administration, Planning Building and Zoning
CF.19	Periodically update the City's Annual Action Plan for HUD as needed	V	V	V	V	<b>V</b>	Staff time	Panning, Building and Zoning and City Administration
CF.20	Expand the Senior Center and Combine two facilities into one/Community Use		V	V	V	<b>V</b>	TBD	City Administration, Parks and Recreation and Public Works
CF.21	Implement the computerized registration & recreation system		V	√	<b>V</b>	<b>V</b>	Staff Time	Parks and Recreation with City Departments
PUBLIC WOR	RKS/TRANSPORTATION							
PW.1	Collaborate with MARTA to expand facilities and route enhancements				<b>V</b>		TBD	Public Works, Planning, Building and Zoning, City Administration
PW.2	Use TSPLOST funds for transportation improvements including system improvements described in the Comprehensive Plan			V	V	<b>V</b>	Staff time	Public Works
PW.3	Promote the development of a Multi-Modal Transportation Center on Forest Parkway			V	V	<b>V</b>	TBD	Public Works, Planning, Building and Zoning, City Administration
PW.4	Identify and develop a Bus Terminal			√	<b>V</b>	<b>V</b>	TBD	Public Works, Planning, Building and Zoning, City Administration
PW.5	Develop a parking deck (Underground)			√	√	<b>√</b>	TBD	Public Works
PW.6	Determine the feasibility of a pedestrian bridge over Forest Parkway tied to the proposed transit center			V	V	V	TBD	Public Works, Planning, Building and Zoning, City Administration working with the State and MARTA
INTERGOVE	RNMENTAL COORDINATION							
IC.1	Periodically revisit and update intergovernmental service agreements	V	V				Staff time	City Administration
IC.2	Revisit agreement with Clayton County Animal Control Services to ensure mutual benefit and greater coordination	V					Staff time	City Administration, Planning, Building and Zoning
IC.3	Monitor legislatives changes of adjacent jurisdictions (Lake City, Morrow, Clayton County) for their impact on Forest Park	V	V	V	V	V	Staff time	Administration
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	V	V				Staff time	Administration

## Appendix A: Community Engagement

### **Public Hearing Agendas**



#### REGULAR MEETING OF MAYOR AND COUNCIL OF FEBRUARY 5, 2018

#### 6:00 P.M. Work Session

- Call to Order
- City Manager's Report
- Atlanta Regional Commission Presentation -Comprehensive Plan
- · Discussion of pay raises for Mayor & Council
- Discussion of a Resolution in support of The City of Stockbridge
- · Executive Session for Personnel, Litigation, and Real Estate
- Call to Order 6:10 p.m
- II. Invocation
- Pledge of Allegiance

- Approval of Minutes
  - Work Session of Mayor & Council of January 2, 2018
  - Regular Meeting of Mayor & Council of January 2, 2018
  - Special Called Meeting of Mayor & Council of January 9, 2018
  - Work Session of Mayor & Council of January 16, 2018 5. Regular Meeting of Mayor & Council of January 16, 2018
- VII. Recess for Public Hearing



#### WORK SESSION OF MAYOR AND COUNCIL OF FEBRUARY 5, 2018

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

Sandra Bagley, Allan Mears, Dabouze Antoine, and Latresa

Angela Redding

City Manager Chief Eddie Buckholts Police Colonel Tommy Orr Major Jamie Revnolds Police Mike Blandenburg

Director Finance Jeff Eady Director Public Works Christine Terrell Director Support Services Darren Duke Director IT

Director Parks & Recreation David New Interim Director PB & Z Michael Williams

Ms. Redding stated that the Atlanta Journal Constitution published an article in the December 31, 2017 issue in regards to Clayton County becoming a residential

destination in the Metro Atlanta area. Mr. Robert Herrig, Atlanta Regional Commission, will be making a presentation on the Comprehensive Plan which is

due October, 2018.

Atlanta Regional Mr. Herrig gave an update on the Comprehensive Plan.

Commission: The process allows you to develop a vision for your city looking at the future for 25 years out. The City developed a plan back in 2005, did an update in 2010 and you're due for an update now. It allows you to create this vision for the City, set goals and long-term short-term action plan to accomplish that vision. It provides you with plenty of opportunity to receive citizen input with concerns they have, opportunities that they want to see take place, and laying out a plan for prioritizing the goals and making them happen. Steering committees will be formed and then public meetings will be held to show them our draft ideas and the opportunity to change it if we need to, and hopefully adopt it before the October deadline and give to DCA. The top three required plan elements for all communities: Community goals, Needs and Opportunities, the Action Plan. There are other opt-in elements. The opportunities for engaging the public are: two public meetings, open houses, on-line surveys, and a public website posted with the draft plan. There will be a steering committee meeting next Thursday, February 15, 2018, at 6pm, and one (1) public meeting steering committee meeting, another public meeting and we can add others if necessary.

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

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

commending Public Works for their work during the storm.

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

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

Councilman Antoine discussed a twenty percent (20%) pay raise for Mayor & Council. Councilman Antoine stated that

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

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

#### CITY OF FOREST PARK SEPTEMBER 17, 2018

#### ANGELYNE BUTLER

Mayor Butler

Angela Redding

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

#### Work Session 6:00 P.M.

- City Manager's Report
   Presentation Supering Presentation – Superintendent of Clayton County Public Schools
- Angela Redding Dr. Morcease Beasley

#### Regular Meeting 7:00 P.M.

- I. Call to Order

- IV. Roll Call
- V. Comment Period
- - Special Called Meeting of Mayor & Council of August 30, 2018
     Work Session of Mayor & Council of September 4, 2018
     Regular Meeting of Mayor & Council of September 4, 2018

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

1. Review of the Draft Comprehensive Plan

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

Request for Massage Establishment – Fancy Luxury Massage Spa LLC, 4146 Jonesboro Road, No exceptions noted

SUMMARY AND BACKGROUDE. Mr. Pablo A CRUIs is requesting a business license to operate Fancy Luxury Massage Spa which will be located at 146 Joneshow Road. The services provided in connection and the services provided in connection and the cases will be massage, waxing, and eye lash micro bailding. He cases will be massage, waxing, and eye lash micro bailding, the cases will be massage, waxing, and eye lash micro bailding. He can be made to be suffered to be considered to be suffered to be suffered to be suffered to be suffered to be required to submit documentation showing they meet the requirements listed in chapter? As each employee will have to be permitted before any procedures can be performed. All have to be permitted before any procedures can be performed. All an investigation completed, after Cruz has been submitted and an investigation completed, after the requirements of city code 9-7 as it relates to Massage Establishments.

3. Consider a Resolution by the City Council of the City of Forest Park authorizing the Mayor to execute a License Agreement with Creekside Christian Aeademy for the use of Forest Park 100 for the dates specified: October 15, 2018 through January 20, 2019, to conduct Swim practices for their swim program; to provide for severability, to provide an effective date; and for other purposes

SUMMARY AND BACKGROUND: The Creckside Christian Academy has requested use of Forest Park Recreation and Leisure Services Steve Lundquist Gold Medialist Pool for October 15, 2018 through 15. Creckside Christian Academy will use the Forest Park Indoor Pto Company of Turnsday 4pm-5 pm. The fee will be \$45.6 rue of the indoors and Thursday 4pm-5 pm. The fee will be \$45.6 rue of the indoors and Turnsday 4pm-5 pm. The cell by the Company of the Pto Com

## Steering Committee Agendas and Attendance Sheets



City of Forest Park Comprehensive Plan Steering Committee Meeting Forest Park City Hall February 15, 2018

- 1. Welcome and Introductions
- 2. Comprehensive Plan Update Process
- 3. Data and Demographics
- 4. Issues and Opportunities
- 6. Questions and Next Steps

Atlanta Regional Commission

City of Forest Park Comprehensive Plan Steering Committee Meeting Forest Park City Hall 6:00 – 7:00 PM May 23, 2018

- Welcome
   Reap of Public Meeting
   a. Issues and Opportunities Review
   a. Issues and Opportunities Review
   Discussion of Community Strengths & Weaknesses
   Transportation Recommendations
   Concornic Development Strategy
   Housing Studies
   Upstate Industrial
   Author Land Use
   Author Land Use



City of Forest Park Comprehensive Plan Update Steering Committee Meeting Sign In Sheet Thursday, February 15, 6:00 p.m.

VASER DUPO SPARKLEK Adams	
KiraJawbs	
DARNELL MOORER &	
KAREN - BRANDER Williams	
LaWonde Folpm:	
Shelia R. HartsGeld	
Robin Kemp	
STEUE BEEN AVA	u.
Angela Redding (	
Latresa Wells	
Felicia Davis	

Sign In She Wednesday, May 23, 2	
Name	Email Address
Felicia Davis	
Rhonda Wright 1	
Tiffante Robanson +	
Anthony Salgado	
Tom Apartungi	
STEVE BERNAUD	
Latresa Wells	
Sparke K. Adams 3	



City of Forest Park Comprehensive Plan Update Steering Committee Meeting Sign in Sheet Thursday, February 15, 6:00 p.m.

Email Address
<u>.</u>
-

## Public Meetings Agendas, Attendance Sheets and Public Notices





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

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

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

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





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

#### Open House Activities

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

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

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

Community Planning Session

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

### Come share your ideas

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

Tuesday, June 26th

11:30am -1:00 pm - Lunchtime Session 5:00pm -7:00 pm - Evening Session

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



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

#### VENGA Y COMPARTE SUS IDEAS

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

> Martes, Junio 26 11:30am – 1:00pm – Session de Almuerzo 5:00pm - 7:00pm - Session Nocturna

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







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

#### PUBLIC MEETING NOTICE

#### COMMUNITY WORK SESSION

Citizens and business owners are encouraged to attend a community work session hosted by the City of Forest Park for the 2018 Comprehensive Plan and the Starr Park and Neighborhood Master Plan. The sessions will take place on Tuseday, June 62, 2018 at the Forest Park Community Center located at 696 Main Street, Forest Park 302P3. Two testions are scheduled: Evening Session - 5:00 pm - 7:00 pm

For further Information Contact City of Forest Park
Office of Building, Planning and Zoning
785 Forest Parkway



## City of Forest Park Comprehensive Plan Update Public Meeting #1 Sign In Sheet Wednesday, March 28, 2018



Name	Email Address	
CARL EVANS	4	
Losa Dule	(	con
Tiffanie Robinson	<del>-</del>	ga.or
KAREN-BRANDE WILLIAMS		
Tangre R. Carter		
Shelley GAWEL	_	
Like Gavel		_
Spackle K. Adams	c	ي
Svannon Duntrary		
ANN KEITH		
TINA KEITH	_	_
Jaremy Strattan		-4
JOZMOND MCACK		as.c
Lucy Stembridg		
Frank Stembridge	10 you william	

L	June 26	lanning Sessions th Session 1 n – 1:00 pm
	PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS
1	Sidney Lorick	
	Catherine 6. Smith	†
3	Abbuy Jones	
4	CARL EVANS	Ť
5	CARL EVANS /CAREN-BRANDEE WILLIAMS	
6		
,		
В		
9		
_		

	Community June 2 11:30	Comprehensive Plan and Starr Park Master Plan  Community Planning Sessions  June 26th Session 1  11:30 am - 1:00 pm  PROT NAME  PROT NAME  TO YOU WORK TO PLEASE PROVIDE - EMAIL OF ADDRESS									
$\vdash$	PRINT NAME	IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -EMAIL or ADDRESS									
1	ELAINE CORley										
2	Elaine Copley Ken Thompson Victoria Williams										
3	Victoria Williams										
4											
5											
6											
7											
8											
9											
10											

	June 26 <sup>th</sup>	anning Sessions Session 2
_	5:00 pm	- 7:00 pm  IF YOU WISH TO RECEIVE UPDATES PLEASE PROVIDE -FMAIL or ADDRESS.
1	h 1 a Cara	IF TOO WISH TO RECEIVE OP DATES PLEASE PROVIDE "EMPIRE OF AUDICESS
2	Fatilate on Julyson. Kenneth Fleming	
3	Kenneth Fleming	
4	John dail	
5	<u> </u>	
6		
7		
8		
9		



### **Public Input**

Robert Herrig Edits to Elements for Comprehensia Friday, June 1, 2018 4:05:36 PM

Hello Robert,

Engaged and Employed
Promote and expand resources available for entrepreneurs and small businesses.

Establish and engaged the community on city services.

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

Entrepreneurs.
Assist the regional economic development with marketing activities.

Assist the regional economic development with marketing activities.

\*Perpared and \*Production\*\*
Increase early childhood education [and quality programming.
Increase early childhood education [and quality programming.
Increase businesses engagement in schools/ community across the region.

\*Support the development of enterpreservati lithisking among the region's youth.

\*Address gaps in education, unofficare development, and social support offerings across the region.

Healthy and Housed
Build the capacity of Non profits and other organizations dedicated to housing and workforce

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

Facilitate a regional housing strategy that will also assist with homeowners with repairs. Provide local governments with a toolkit to address poverty. Update requirements of ARC's programs to reflect the spirit if the Catalyst Strategy.

**Draft Transportation Element** 

#### Goals: Improve connectivity and accessibility...

#### Draft Housing Element

- Community Development-To acquire, or rehabilitate public facilities, provide equipment purchased through public service activities, and provide overall program administration and management, resulting in improvements in the social, economic, and physical environment for low and moderate-income individuals.
- Economic Opportunity- To expand economic opportunity in Clayton County by encouraging the retention, attraction, and creation of job opportunities available to low and moderate-income househol



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



2. What did you hear that is not "news"? Median literal Divines Occupied vs Rental

3. What did you hear that you are not sure of? Forest Back having the most broughtst

4. Opportunities or potential challenges?

Opportunity Kendlego ment 3. Main start will affect the opportunity Whitehold the legens that will affect the chief control opportunity. Control opportunity Control opportunity and the start statem (Isillan happortus control opportunity).

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

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

Please consider the environment before printing this email

Robert Herrig Forest park Sunday, June 3, 2018 10:40:25 PM

Good evening Robert, I'm sexy I didn't pet you this information ascene:
Some of my colds and concern is to first neverage the State farmers market to make it more appealing for the city of
some of my colds and concern is to first neverage the State farmers market to make it more appealing for edit and
cold to the sound of the state of the st

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

Yes, low motion bousehold mones, and types of jobs ded not surphise me

1. What did you hear that surprised you? 20% starte that they are not anolved in the connecty I feel that number is larger.

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

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

4. Opportunities or potential challenges?

Perception of Forest Park by developers

Thereof the work live I play comment, mail to use

Thereof the work live I play comment, mail to use

Thereof the warrange of the business

Append to the different livels of generational othersity

Additional to

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

Forest Park Comprehensive Plan Update Steering Committee Meeting #1



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

1. What did you hear that surprised you? Most are Logis + jib IN the comments

Low income +3/K are below. Work forcus / account property aherge amount one vacant property

2. What did you hear that is not "news"? Public Sagety Not freed by LON INCOME WASTE.

3. What did you hear that you are not sure of? Transortation Wiements Housing STocks, The City Master Plans

4. Opportunities or potential challenges?

Development are Economic Development Communisty Goals. Land uses Elements Command Work Yegrons

5. Additional stats or other stories that you would like to share? Temporative a Rest Improvement, Transportation at Some Comment Development, Cathyot key in at two analogues in and Community Choico

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



1. What did you bear that surpled you a 1/ of the The Issue of the thirting a 1/ of the The Issue of the thirty of the the committee thirty of the the committee of the the committee of the the committee of the

2. What did you hear that is not "news"?
The ecomology Development is not a Stand Grill.

3. What did you hear that you are not sure of the Dexelop Some HOW WITH APC NOT PERFORMED DEXELOP SOME OF THE PLANTS AND HOW OF WEST AFTERS AND COMMUNICATION OF THE STATES GOING IN THE HIGH OFFERS FOR THE STATES FOR

4. Opportunities or potential challenges?

(I Sephing a 1/ LLE PESSIS OPEN A 1 in NAVEO IN

(I Sephing a 1/ LLE PESSIS OPEN A 1 in NAVEO IN

WITH HOW OF SEPHING, MENTERON AND THE SEPHING

F. (I Help I Resident At 5, Work wheel Control of the Menteron And I Sephing).

5. Additional state or either stories that you yould like to share?

(I) Need Track to either stories that you yould like to share?

(I) Need Track to either stories that you yould like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you would like to share?

(I) Need Track to either stories that you wou

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

what know at Plato.

1. What did you hear that surprised you? INCOME NOT MOVENG 118

work programs to PLANOS. VC1 Short Erm & Law "

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

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

4. Opportunities or potential challenges? The Ruch to FICLETER RODE/ Home OWNER Ship

5. Additional stats or other stories that you would like to share? MOKE BETAIL ON BEMO- DATAS. Forest Park Comprehensive Plan Update

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

1. What did you hear that surprised you? Nothing was really surprising Everything was great ruell said and

2. What did you hear that is not "news"? That our citizens don't make enough Good Jobs aren't available JOBS CARM COMMENTS OF VERY MUCH needed In our community S. Pilice hours our citizens are one only business friendly.

3. What did you hear that you are not sure of? I'm all sine how we as attention Can change the dynamic of ar City, the we can make asvelyon, \* business awar attracted to our aty

4. Opportunities or potential challenges?
Gerting the community more involved
Gerting better you in the city.
Channes up we recognished themso-Bettern mure boundesses in the city.

5. Additional stats or other stories that you would like to share Police are affecting our community. The harrassmot turn potential businesses away as heal as make it hard for the businesses that are here

Forest Park Comprehensive Plan Update Steering Committee Meeting #1

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

Jewan Dhins Man Good James of Cite Porter Park Park German we Need 7ebildng, change, growth, etc

1. What did you hear that surprised you?

Challengina Spatistics on PPR Ecusionic Position will its Cifirers

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

The City of Prost BARG Meds to Roen on Tobild, Granth. when lugnosed paid Ingle mentalion of the Conque washe Community Phone

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

A Col of into, commends Ard quelias, but I win Teurisis Les Cuzionet Comprehensin 4 100

4. Opportunities or potential challenges?

To Revise Porced PARK C. L. PLAN To comple the City Usin And god offers public To Show Citizens That Change is here

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

No, Repola to See - Das plan Come loge the pard Ripinula implemented

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

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

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

- . Engaged and Employed. The goal of this pillar is that everyone can thrive in a robust global
- Prepared and Productive. The goal of this pillar is that everyone is prepared to advance in a

- Prepared and Productors. The goal of this piller is that everyone is prepared to advance in
  productive care and filelong learning.
   Healthy and Housed. The goal of this pillar is that everyone has options for a healthy
  lifestyle and quality affordable househ.
   Connected and Resilient. The goal of this pillar is that everyone can connect to the people,
  places, and information needed to have a resilient, prosperous life.

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

Engaged and Employed

Vision bor Marke

Beyand the regional economic development marketing alliance's activities.

Bitches amplity, and activate Aerotropolia Atlanta. England Fig. 5 world. Industriation Amount of Promote and expand resources available for enterpreneur and small businesses.

Establish an entrepreneurial platform dedicated to solving regional problems. Expand programs that connect corporations and Minoriny and Women-Owned Small Supportunity.

Business Entrepreneurs. Prepared and Productive

Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout metro

Adanta.

Raise awareness of viable STBM career tracks among K-12 students and their parents.

Increase early childhood education funding and quality programming.

Continue to expand the regions is workween in High Demand Career initiative (HDCI), creating sector partnerships and programming.

Support the development of enterpreneural faithking among the region's youth.

Support the development of entreprehensial timining among the region's youth.
 Increase businesses' engagement in schools across the region.
 Address gaps in education, workforce development, and social support offerings across the

e Expand expungement programs for nonviolent criminal off

Slow Food- Formermant Food Townson upscale Housing-

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

ges pretty much

That 20% of Clayton County are food ensecue or \$400 would couse a crises,

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

Population decline + slow increase Mor what proper th

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

The 106 breakdown is inconsistent with the people that I know. More white people than I thought

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

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

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

#### Forest Park Comprehensive Plan Update Steering Committee Meeting #1

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

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

1. What did you hear that surprised you?

All the statistics about where people work andway. Also, I heard that not alot ofpeople aren't involved in there community because they have jobs outside the city.

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

I heard that there is not alot of diversity When it comes to the public meetings. It's no news to me because it's a problem everyor 3. What did you hear that you are not sure of? Their commonity.

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

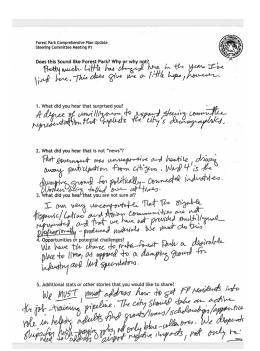
4. Opportunities or potential challenges?

Potential challenges are gitting the wordor. to every one in the community and getting alot of people to participate and help

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

When I ride around Forest Park, I say to myself thatitis a dead city, everything is unattracting ndnew Jays +0 the sidewalks in neighborhoods aren't safe. imanical The grass isn't pritty and I feel like nake new people come to places where it looks attractive, - recipitorious.

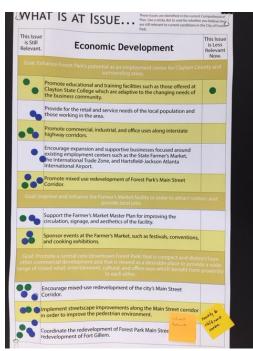


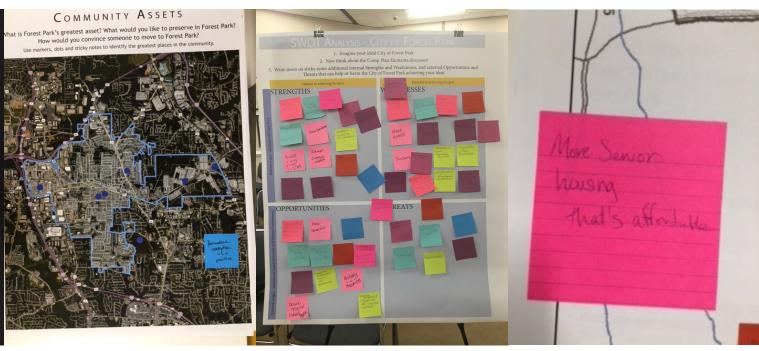


environmental contamination and noise, but also by it imports the perfectful for high feed/TT Jobs by crushing Internet service Express. programming Bendsput very purilly. We have hat attact historic preservation opportunities and we used to attact historic preservation opportunities and we used to attact propositions, working acts sts to get the economy propositions, generally downtown. We also need to functing professional acts and author Mistric We must address our environmental dewage and consider Sustainable alternatives. Going forward, we should hold O+A until AFTER promotations. Too many tangents.

Also, in recreation centers, I would like to see someactivities other than sports. Made like avideo game room and painting activity room. More tutoring/ homework help sessions. Homeless people should be able to do for stuff too. No one deserves to be sleeping out side because

4) Having safe side walks would allow chidren to move freely through their Community and e exposed to things such as the local library the rec center, When considering and any major consportation Change, It is important to address who walk or cycle places. People need Feel Confident in their community. Because Many of the people are ever increasingly antisocial with increasing technology, having Safe areas for people to commute and be Sociable with each other would be beneficial

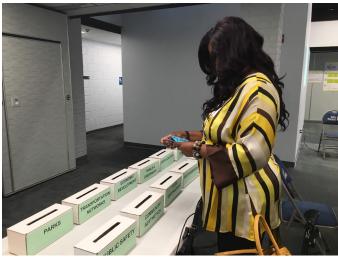




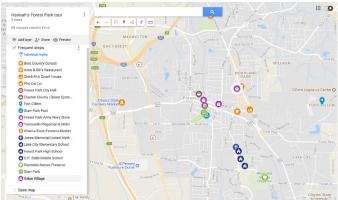




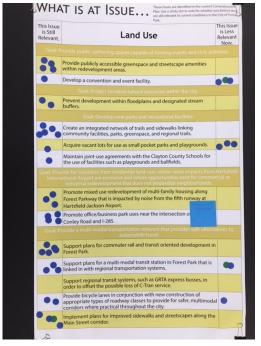












## Appendix B: Action Items from Other Relevant Plans

City of Forest Park Comprehensive Plan: 2010 Partial Update

City of Forest Park Comprehensive Plan: 2010 Partial Update

#### SHORT TERM WORK PROGRAM 2010 - 2014

Project or Activity	2010	2011	2012	2013	2014	Responsible Party	Cost Estimate	Funding Source
Main Street Overlay District and Design Guidelines	×					Planning, Bldg. & Zoning	100,000	City
Fort Gillem Overlay Zoning	×					Planning, Bldg. & Zoning	150,000	City
Mulfi-Modal Transportation Center					×	Planning, Bldg. & Zoning and Public Works	3.6 Million	TAD/SPLOST
Bus Terminal and North Lake Drive realignment				×		Planning, Bldg. & Zoning and Public Works	3.1 Million	TAD/SPLOST
Parking deck (Underground)				х		Planning, Bldg, & Zoning and Public Works	12.9 Million	TAD/SPLOST
Transit Station and Pedestrian Bridge					×	Planning, Bldg, & Zoning and Public Works	700,000	TAD/SPLOST
LCI Main Street Pedestrian Project (Underground utilities)	×					Public Works	2.4 Million	SPLOST
LCI Main Street Pedestrian Project Phase II		×				Public Works	2.5 Million	SPLOST
Transit Oriented Pedestrian Project, Sidewalks to Schools Phase I, II and III			х			Public Works	2.3 Million	SPLOST
Expansion of City Hall and Parking Design			Х			Public Works	500,000	SPLOST
Roof Replacement on Recreation Building	×					Recreation & Leisure	180,000	CD8G
Combine two facilities into ane/Community Use		×				Recreation & Leisure	220,000	CD8G
Construct New Recreation Building					×	Recreation & Leisure	11.0 Million	SPLOST
Develop Recreation Master Plan	×					Recreation & Leisure	2.500	City
Computerize Registration & Recreation System			х			Recreation & Leisure	24.000	City
Purchase 28 Passenger bus – Senior Center		х				Recreation & Leisure	44,000	CD8G

Short Term Work Program

#### CHAPTER 6: IMPLEMENTATION

### Table 6.0 Five Year Implementation Plan

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Service		Match d Ammount
Construct 3 mile multi- use trail	Pedestrian Bicycle	2002	\$40,000	2003	\$360,000	\$400,000	City	State Local	General Funds	\$80,000
Acquire site and construct rail station	Rail	2003	\$300,000	2004	\$1,800,000	\$2,100,000	GA Rail Authority	State	N/A	
Construct train to airport	People Mover	2003	\$2,500,000	2004	\$22,500,000	\$25,000,000	City	Local TIP	Airport	\$5,000,00 0
Pedestrian bridge connecting main street and city hall	Pedestrian	2006	\$25,000	2006	\$225,000	\$250,000	City	State/TIP	_	\$50,000
Forest Parkway Street scope	Street Scope Pedestrian	2005	\$90,000	2006	\$1,410,000	\$1,500,000	City	TIP/Local		\$300,000
	Totals		\$2,955,000		\$26,295,000	\$29,250,000	l			

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

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

E:\CD\C6 Implementation.doc

						Рапу	Estimate	200LCE
Expansion of Senior Center	×					Recreation & Leisure	65,000	CD8G
Amphitheatre Replacement	×					Recreation & Leisure	125,000	CD8G
Telephone System at City Hall		×				Finance	100,000	City
Obtain ISO Class 2		×				FPFES	3.500	City
Purchase Ladder Truck			х			FPFES	650,000	City/SPLO
Purchase Two Fire Engines			х			FPFES	500,000	City/SPLO
Purchase Three Rescue Units		×				FPFES	300,000	City/SPLO
Replace Roof Station 2		х				FPFES	100,000	City
GIS System Development			х			Planning, Bldg. & Zoning/Public Works/Police/Fire	50,000	City
800 MHZ Repeater	×					Police	260,000	City
800 MHZ Receiver	×					Police	45.000	City
Police Vehicles (10 per year)	×	×	х	×	×	Police	1,760,000	City
Computer Software/Hardware	×	×	Х	х	х	Police	125,440	City
Radio Equipment (Portables)	×	×	х	х	х	Police	50,000	City
Police Station Improvements	×	×	×	×	×	Police	12.500	City
Mobile Data Terminals (10 per year)	×	х	х	×	×	Police	300,000	City

2010 2011 2012 2013 2014 Responsible Cost Funding

Short Term Work Program

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

FIGURE 29: SUMMARY MATRIX OF ACTION ITEMS

JACOBS'

#### **Summary of Key Recommendations**

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

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

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

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



Clayton County Strategic Economic Development Plan

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

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