

IN THE SUPERIOR COURT OF CLAYTON COUNTY
STATE OF GEORGIA

KHALILAH FEW and
 CREATIVE CROWNS COLLECTIVE, INC.,

Plaintiffs/Petitioners,

v.

CLAYTON COUNTY, GEORGIA, a
 political subdivision of the State of
 Georgia,

Defendant/Respondent.

2025CV03078-09

Civil Action File No. _____

On Appeal from the Clayton County
 Board of Commissioners, Case No. BOC-
 2505-0500

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT, INJUNCTIVE
RELIEF, AND ATTORNEYS' FEES OR, IN THE ALTERNATIVE, PETITION
FOR REVIEW TO SUPERIOR COURT

Plaintiffs/Petitioners Khalilah Few and Creative Crowns Collective, Inc.
 ("Plaintiffs") file this Complaint for Declaratory Judgment, Injunctive Relief, and
 Attorneys' Fees or, in the Alternative, Petition for Review to Superior Court against
 Defendant/Respondent Clayton County, Georgia ("Defendant" or "Clayton County"),
 showing as follows:

1. This is a civil rights action on behalf of Khalilah Few, a long-time Georgia
 resident, to allow her to open her natural hair care salon in Clayton County. The Clayton
 County Board of Commissioners ("the Board") refused to let her open because three other
 hair care businesses already exist in the surrounding area, and the Board believed
 Khalilah's salon did not belong in its community. These are not legitimate reasons for
 denying Khalilah's conditional use permit (CUP) and leaving a vacant storefront instead
 of welcoming a thriving business.

2. Khalilah Few and her business, Creative Crowns Collective, Inc., appeal the County's decision to the Superior Court of Clayton County pursuant to the Zoning Procedures Law, O.C.G.A. § 36-66-5.1(a)(1) (declaratory judgments subject to de novo review).

3. In the alternative, Plaintiffs appeal pursuant to O.C.G.A. § 36-66-5.1(a)(2) and O.C.G.A. §§ 5-3-1 *et seq.* (petitions for review). The statutes governing appeals of zoning decisions have recently changed.¹ Since the meaning of these statutes has not yet been confirmed by the courts, out of an abundance of caution, Plaintiffs submit in the alternative this Petition for Review pursuant to O.C.G.A. §§ 5-3-1 *et seq.* Khalilah Few and Creative Crowns Collective, Inc., the petitioners named above, petition the Clayton County Superior Court for review of the final judgment rendered by the Clayton County Board of Commissioners with the following case number designated by the lower judiciary: BOC-2505-0500. The Board voted to deny Plaintiffs' application on July 15, 2025. This Petition for Review is timely filed within thirty days from that Final Judgment pursuant to O.C.G.A. §§ 5-3-7(b) and 36-66-5.1(b).

¹ A "grant or denial of an application for a special use of property" is defined in the Zoning Procedures Law as a "zoning decision," O.C.G.A. § 36-66-3(4)(E), which means a "final legislative action by a local government," *id.* Before recent changes, the Zoning Procedures Law provided in O.C.G.A. § 36-66-5.1(a)(2) that "zoning decisions under subparagraph (E) of paragraph (4) of Code Section 36-66-3 shall be subject to appellate review by the superior court pursuant to its appellate jurisdiction from a lower judiciary body and shall be brought by way of a petition for such review as provided for in Title 5." As such, in the past, the denial of a conditional use permit followed a different path to superior court, through a petition for review, than other zoning decisions, which were reviewed de novo under O.C.G.A. § 35-66-5.1(a)(1). On July 1, 2025, the General Assembly revised O.C.G.A. §§ 36-66-5.1(a)(1) and 36-66-3(4)(E) to instead allow for de novo review of a "grant or denial of an application for a special use of property." This amendment expressly means that Clayton County's denial of the CUP is subject to "direct constitutional challenge." O.C.G.A. § 36-66-5.1(a)(1). Therefore, Plaintiffs file this complaint for declaratory judgment.

CONCISE STATEMENT OF THE FINAL JUDGMENT APPEALED

4. A Petition for Review requires a “concise statement of the final judgment being appealed.” O.C.G.A. § 5-3-7(e)(3)(B). Plaintiffs appeal the Board’s denial of a conditional use permit to operate a natural hair care salon at 9526 Main Street, Unit B, Jonesboro, GA 30236 (Parcel No. 06032 034006), located in a GB – General Business zoning district within a Business Corridor Overlay (the “Subject Property”). The Board voted to deny Plaintiffs’ conditional use permit on July 15, 2025. The Board did not issue a written denial.

5. The County’s decision to deny Plaintiffs’ conditional use permit is a significant detriment to Plaintiffs and is insubstantially related to the public health, safety, morality, or general welfare. The County’s decision also lacked sufficient evidence and is unconstitutional, unlawful, arbitrary, capricious, and unreasonable.

RECORD IN THE LOWER JUDICATORY

6. Plaintiffs are entitled to de novo review “wherein such review brings up the whole record from the local government and all competent evidence shall be admissible in the trial thereof, whether adduced in a local government process or not,” O.C.G.A. § 36-66-5.1(a)(1), but in the alternative and out of an abundance of caution, pursuant to O.C.G.A. § 5-3-7(e)(3)(C), as required for a Petition for Review, the following describes any existing recording, transcript, or other record of evidence in the lower judicatory:

- a. The application Plaintiffs filed requesting a conditional use permit to operate a natural hair care salon at the Subject Property (the “CUP Application”);
- b. All versions of any staff reports created in connection with Plaintiffs’ CUP application that were circulated internally and/or provided to the Clayton

County Zoning Advisory Board or the Clayton County Board of Commissioners with all attachments (“Staff Reports”), including but not limited to the Staff Analysis recommending denial (attached as Ex. 1);

- c. All evidence submitted to Defendant by Plaintiffs before or at the Zoning Advisory Group Hearing on June 30, 2025;
- d. All presentations made to the Zoning Advisory Group by Plaintiffs and anyone opposed to Plaintiffs, and all documents, recordings/minutes, agenda packets, and work sessions of the June 30, 2025 Advisory Group Hearing;
- e. All evidence, documents, or communications supporting or discussing Plaintiffs’ CUP application submitted to Defendant by Plaintiffs before or at the County Board of Commissioners hearing on July 15, 2025;
- f. All evidence submitted to Defendant by Plaintiffs before or at the County Board of Commissioners hearing on July 15, 2025, including, but not limited to, photos of renovations to the Subject Property, documentation of Plaintiffs’ community programming, and 53 letters of support from members of the public (attached as Ex. 2);
- g. All presentations made to the County Board of Commissioners by Plaintiffs and all recordings/minutes, agenda packets, and work sessions of the County Board of Commissioners hearing on July 15, 2025, including, but not limited to, the video of the proceedings² (attached as Ex. 3);

² A video of July 15 Board hearing is available on Clayton County’s YouTube channel [here](#). The relevant portion starts at 2:03:35. In case there are any technical problems, Plaintiffs’ counsel has also saved a copy of the video on their servers, which is available [here](#).

- h. All presentations made to the County Board of Commissioners by anyone opposed to Plaintiffs at the Clayton County Board of Commissioners hearing on July 15, 2025;
- i. All reports and correspondence from any consultants used by the County to recommend granting or denying of Plaintiffs' CUP, including but not limited to the April 7, 2025 letter from Makayla White, Planning Consultant, to the Clayton County Community Development Department (attached as Ex. 4);
- j. Any written decision regarding Defendant's denial of Plaintiffs' CUP application;
- k. Any findings of fact regarding Defendant's denial of Plaintiffs' CUP application;
- l. A certified copy of the Clayton County Zoning Ordinance;
- m. A certified copy of Clayton County Ordinance No. 2024-198 creating the Business Corridor Overlay District (attached as Ex. 5);
- n. A certified copy of Clayton Moving Forward: 2024 Comprehensive Plan—A Vision for the Future (attached as Ex. 6); and
- o. Upon information and belief, Defendant may have additional information and documents in its possession that should be part of the record. Plaintiffs reserve the right to identify further items to be included in the record.

PARTIES, JURISDICTION, AND VENUE

7. Plaintiff Khalilah Few leases the Subject Property, 9526 Main Street, Unit B, Jonesboro, GA 30236. Plaintiff is a citizen of the United States and a resident of McDonough, Henry County, Georgia. Creative Crowns Collective, Inc., is Khalilah's business and a domestic corporation authorized to bring this action.

8. Clayton County, Georgia, is subject to the jurisdiction of this Court and is the proper Defendant to the Petition for Review pursuant to O.C.G.A. § 5-3-3(11)(B). The County may be served with process by service upon Clayton County Board of Commissioners Chairwoman Dr. Alieka Anderson-Henry and Courtney Rushin, Clerk of the Clayton County Board of Commissioners, at 112 Smith Street, Annex 1, Jonesboro, GA 30236.

9. This Court has subject matter jurisdiction over the appeal pursuant to O.C.G.A. § 36-66-5.1(a)(1). This is a direct constitutional challenge to the validity of Defendant's decision to deny Plaintiffs' CUP pursuant to this Court's original jurisdiction over declaratory judgments under O.C.G.A. §§ 9-4-1 *et seq.* (Declaratory Judgments) and O.C.G.A. §§ 23-1-1 *et seq.* (Equity). This action is subject to de novo review with an open record. O.C.G.A. § 36-66-5.1(a)(1).

10. In the alternative, the Court has subject matter jurisdiction over the appeal pursuant to O.C.G.A. § 5-3-4 (Petition for Review). *See* paragraph 3 above. When considering a Petition for Review, the Court "shall [r]eview only matters raised in the record of the proceeding in the lower judicatory; [a]ccept the findings of fact and credibility of the lower judicatory unless they are clearly erroneous; [a]ccept a decision regarding an issue within the sound discretion of the lower judicatory unless such a decision was an abuse of discretion; [d]etermine whether the final judgment was sustained by sufficient evidence; and [r]eview questions of law de novo." O.C.G.A. § 5-3-5(a).

11. Venue lies in Clayton County, Georgia, pursuant to O.C.G.A. §§ 5-3-4(a), 5-3-13(a), and 9-10-30. Official actions giving rise to this lawsuit and appeal, including the

denial of Plaintiffs' CUP application, occurred in Clayton County, and the Subject Property is in Clayton County.

12. The General Assembly waived sovereign immunity for actions brought pursuant to O.C.G.A. §§ 36-66-5.1(a)(1) and 5-3-1 *et seq.*, which expressly authorize appeals of zoning decisions against local governments such as Defendant.

STATEMENT OF FACTS

13. Khalilah Few has been a Georgia resident for the last 30 years. She has been styling natural hair since she was seven years old.

14. Khalilah is a single mom to her teenage son.

15. Since graduating from beauty school in 2012, she has built a meaningful career and reputation around her passion for natural African-American hair care.

16. For the past two decades, Khalilah has worked as a natural hair stylist. In 2023, she founded Creative Crowns Collective, a natural hair care salon in McDonough, Georgia. Khalilah describes her business as a cultural sanctuary rooted in tradition, self-love, and education.

17. Through Creative Crowns Collective, Khalilah gives back to the community by leading youth programs (including for underserved communities), hosting natural hair workshops, and training new stylists. Her entrepreneurial mission is deeply tied to public service.

18. In 2025, with her business thriving, Khalilah outgrew her salon in McDonough. In March 2025, she signed a two-year lease for a new commercial space located at the Subject Property, which had been vacant for about a year. The Subject Property is located in an area that is zoned GB—General Business, is within a Business Corridor Overlay, and is surrounded by warehouses.

19. Khalilah selected the location because it is safe, affordable, and right off the interstate. It is accessible to her clients, some of whom will travel from Atlanta. The space was intended to support her existing business and accommodate two additional stylists who would be working alongside her.

20. The Subject Property previously held a barber shop.

21. In anticipation of opening her new salon, Khalilah invested over \$30,000 in renovations and rent—including leasing a corner of another salon so she could keep working while preparing to open. But what began as a dream come true quickly turned into a red tape nightmare.

22. Khalilah applied for a conditional use permit in April 2025, a process that she believed would be a mere formality, but she soon discovered that the County singles out salons like hers for negative special treatment.

23. The Subject Property is located in a business overlay district—an area the County hopes to transform into a trendy mixed-use commercial hub. In the County’s eyes, natural hair care is not the right type of business for that vision.

24. Clayton County amended its municipal code to add Section 4.110 (entitled “Business Corridor Overlay District”) in 2024. *See* Ex. 5. Section 4.110 created the new overlay district and also mandated that while certain businesses would be allowed as of right in this district, others would require a CUP. Salons and barber shops require a CUP.

25. If not for the Business Corridor Overlay District, the standards for a General Business District would apply, and hair salons and barber shops would be permitted as of right.

26. The list of businesses allowed as of right versus those requiring a CUP is arbitrary. *See* Ex. 5 at 3.

27. Some personal service establishments, such as restaurants, dry cleaners, watch repair shops, and tailors, are allowed as of right, but not hair salons and barber shops.

28. In May 2025, Khalilah submitted an application for a CUP.

29. The County's criteria for a CUP are:

- A. The existing land uses and zoning classification of nearby property;
- B. The suitability of the subject property for the zoned purposes;
- C. The extent to which the property values of the subject property are diminished by the particular zoning restrictions;
- D. The extent to which the diminution of property values of the subject property promotes the health, safety, morals or general welfare of the public;
- E. The relative gain to the public, as compared to the hardship imposed upon the individual property owner;
- F. Whether the subject property has a reasonable economic use as currently zoned;
- G. The length of time the property has been vacant as zoned considered in the context of land development in the area in the vicinity of the property;
- H. Whether the proposed zoning will be a use that is suitable in view of the use and development of adjacent and nearby property;
- I. Whether the proposed zoning will adversely affect the existing use or usability of adjacent or nearby property;
- J. Whether the zoning proposal is in conformity with the policies and intent of the land use plan;

K. Whether the zoning proposal will result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities, or schools; and

L. Whether there are other existing or changing conditions affecting the use and development of the property which give supporting grounds for either approval or disapproval of the zoning proposal.

Clayton County Municipal Code §§ 13.10 (2025).

30. That list does not include the criteria that Clayton County actually used to deny Khalilah’s application—i.e., the existence of other salons and “smart growth”—an entirely amorphous term without any objective benchmarks. Clayton County did not find that Plaintiffs failed any of the enumerated criteria for a CUP. Instead, as alleged below, it introduced a new, unwritten ground for denial.

31. The CUP process is unduly burdensome and imposed a significant detriment on Plaintiffs.

32. Khalilah’s CUP review involved four levels of consideration: (1) technical review by County staff, (2) a community information meeting, (3) evaluation by the zoning advisory group, and (4) a final determination by the Board. Clayton County Municipal Code §§ 13.6-13.9 (2025).

33. Khalilah did everything right and followed this process to the letter.

34. After Khalilah submitted her application, she participated in a virtual meeting with the County’s Technical Review Committee on May 21. She answered questions about the nature of her business and described the planned renovations, which included aesthetic improvements, updated fixtures, and significant upgrades to plumbing and electrical systems to accommodate a full-service natural hair salon.

35. The second step was a community information meeting on June 18, where Khalilah made a similar presentation describing her business and its benefits to the community. While Khalilah was required to notify local residents of the meeting, none of them objected to her proposal.

36. On the morning of June 30—just before her scheduled Zoning Advisory Group hearing—Khalilah received a county “staff report” which recommended denial of her CUP application. *See* Ex. 1.

37. The report stated: “[T]he request does not align with the 2039 Comprehensive Plan. The future land use is Mixed-use Industrial Commercial of the Business Corridor Overlay. There are similar existing uses (three) in the immediate area located along Main Street and the surrounding area. The goal is to eliminate saturation of the same use and seek uses that encourage the highest and best use of the property.” Ex. 1 at 5. Accordingly, the only basis for the conclusion that the application did not align with the 2039 Comprehensive Plan was due to “saturation.”

38. The report listed the barber shop next door to Khalilah’s salon, Dominican Hair Salon, Bintu Parlor Hair Braiding Salon, and Natural U Beauty & Wellness within a 1 to 5 mile radius as the “similar existing uses” in the surrounding area. Ex. 1 at 5.

39. At the Zoning Advisory Group hearing later that day, Khalilah presented her business plan and described Creative Crowns Collective’s community-oriented mission. Despite her presentation, the Zoning Advisory Group voted to recommend denial of the permit.

40. Khalilah then appeared before the Clayton County Board of Commissioners on July 15, 2025, for the final hearing. Once again, she presented detailed information

about her business, her personal background, and the salon's community engagement initiatives.

41. She submitted a packet to each commissioner, which included a list of clients (names, addresses, frequency of appointments, and expenditures), documentation of her community programming, and 53 letters of support from members of the public.

42. Following her presentation, Commissioner Davis acknowledged the quality of Khalilah's business and her contributions to the community but nevertheless stated: "I want to say thank you. You did a fabulous job. ***And you're right, it does align [with the Comprehensive Plan].*** Unfortunately, to what we are going, this is just in the wrong area. And we've got to begin to grow Clayton County smartly. I think you have a fabulous business. You have a fabulous personality and I love what you bring. And you actually hurt my heart right now, but we have got to deny [the CUP]."³

43. Considering that even Mr. Davis agrees that Khalilah's salon "aligns" with the Comprehensive Plan, then that plan cannot provide the basis for denial of her application.

44. On information and belief, the justification for denial, particularly the claim of oversaturation, appears to be based on the County's 2039 Comprehensive Plan, a 135-page document that lays out a plan for the future of the county's land use. *See* Ex. 6. But nothing in the County's 2039 Comprehensive Plan supports that justification.

45. Nothing in the Comprehensive Plan specifically discusses saturation or salons. Instead, the plan just talks about the need to revitalize the area around the salon,

³ A video of July 15 Board hearing is available on Clayton County's YouTube channel [here](#). The relevant portion starts at 2:20:15. In case there are any technical problems, Plaintiffs' counsel has also saved a copy of the video on their servers, which is available [here](#).

and the area having the potential to be a “commercial hub” and a “livable-mixed use center.” Ex. 6 at 57. Accordingly, Plaintiffs’ proposed use fits with the County’s vision for the future set forth in the Plan.

46. The County’s ground for denial of the CUP was not based on the mandatory CUP criteria set forth in the Clayton County Code.

47. Moreover, there was no significant community opposition. Although the County required Khalilah to notify adjacent property owners, no neighboring business owners spoke against the application. To the contrary, Khalilah says the neighboring barber shop wrote a letter of support. Ex. 2. The only opposition came from one man at the board hearing, unknown to Khalilah, who vaguely stated that the business “didn’t fit” the area and echoed the refrain that the business would be inconsistent with the Comprehensive Plan.

INJURIES TO PLAINTIFFS

48. The County’s policy and actions mean that Khalilah cannot open her natural hair care salon.

49. Khalilah signed a lease. She has already paid several months of rent and paid tens of thousands of dollars to build out her salon. The County’s actions have cost her tens of thousands of dollars.

50. Khalilah is on the hook and personally liable for the remainder of the lease.

51. Every month Khalilah must pay rent to maintain the Subject Property. Indeed, every single day that she cannot open, Khalilah owes more money. The County’s decision continues to harm her daily.

52. Khalilah continues to pay rent on the premises, but every day that passes without opening her shop means losing irreplaceable consumer goodwill.

53. Khalilah has to pay double rent every month to maintain her current temporary workspace while continuing to pay rent of the premises.

54. Even while paying double rent, Khalilah is unable to work at full capacity because of the limitations of her temporary workspace. That means that she is earning substantially less money than she would if she were allowed to operate in her new location, while paying higher expenses.

55. With her higher expenses and lower revenue, Khalilah is struggling to support herself and her teenage son.

56. Khalilah has multiple stylists who want to work for her at her new shop. But she cannot hire them without her storefront, and the longer this continues the more likely it will be that those women will need to take on other work. Said another way, she's losing her employees and will not be able to scale her business as efficiently.

57. Because her temporary workspace is located less conveniently, several of her long-term clients are struggling to get there as frequently, or at all. The longer it takes for her to open, and offer her clients a better location, the more likely it will be that these clients find a new stylist. In other words, she is losing client goodwill and loyalty by the day.

58. Khalilah is suffering continuing harm every day that she cannot open. She is losing income and consumer goodwill while accruing costs. In sum, Khalilah is out several thousand dollars that she spent, she is on the hook for rent every month, she is personally liable for a lease, she cannot earn money braiding at the shop that she is paying rent on, her earnings are capped, and she is suffering additional harm each and every day.

CAUSES OF ACTION

Count 1 (Declaratory Judgment for De Novo Review)

59. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

60. Plaintiffs seek de novo review of the denial of Plaintiffs' CUP application pursuant to O.C.G.A. § 36-66-5.1(a)(1).

61. Defendant erred in denying Plaintiffs' CUP application. Plaintiffs file this declaratory judgment action seeking reversal of Defendant's denial of Plaintiffs' CUP application.

62. Plaintiffs are entitled to a declaratory judgment on multiple grounds: (1) Plaintiffs should not have had to get a CUP in the first place, in violation of the Georgia Constitution; and (2) Defendant's treatment of existing businesses more favorably than new businesses violates the Georgia Constitution.

63. Plaintiffs should not have had to seek a conditional use permit to operate a natural hair care salon on the Subject Property when other similar uses are allowed as of right in the same zoning district.

64. Plaintiffs' CUP application meets all criteria for a conditional use permit to operate a natural hair care salon on the Subject Property.

65. Defendant denied Plaintiffs' CUP application purely because other salons already existed in the area, in violation of the Georgia Constitution.

66. Defendant's denial of Plaintiffs' CUP application was unlawful, arbitrary, capricious, unreasonable, imposes a significant detriment on Plaintiffs, and was

unrelated to the health, safety, morals, or welfare of the public, or to any other legitimate government interest.

67. Indeed, the only reason Defendant gave for denying Plaintiffs’ application was the existence of other salons—which it called “saturation.” But that is just another word for “protectionism,” which the Supreme Court of Georgia has already held is not a legitimate government interest. *Raffensperger v. Jackson*, 316 Ga. 383, 389, 392 (2023). *See also Diagne v. City of South Fulton*, 2024 WL 5466376, at *4-5 n.7 (Ga. Super. Ct. Dec. 16, 2024) (holding that protectionism was not a “proper or sufficient basis” for denying a special use permit to operate a braiding salon) (attached as Ex. 7). And the basis for—or evidence supporting—Defendant’s decision cannot be something that the Georgia Supreme Court has expressly held is illegitimate.

68. Plaintiffs are entitled to a declaratory judgment that Defendant’s policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area violates the Georgia Constitution on its face and as applied to Plaintiffs. The ends of justice require that such a declaration should be made pursuant to O.C.G.A. § 9-4-2, and there exists a substantial and justiciable controversy with regard to Plaintiffs’ rights as guaranteed by the Georgia Constitution.

69. Plaintiffs are entitled to a declaratory judgment that Defendant’s policy, practice, or custom of requiring a CUP for hair salons violates the Georgia Constitution on its face and as applied to Plaintiffs. The ends of justice require that such a declaration should be made pursuant to O.C.G.A. § 9-4-2, and there exists a substantial and justiciable controversy with regard to Plaintiffs’ rights as guaranteed by the Georgia Constitution.

70. Plaintiffs are entitled to a declaratory judgment that the County's actions violated the Georgia Constitution and an order from this Court reversing the denial of Plaintiffs' CUP application with directions that the use be allowed.

**Count 2
(Petition for Review)**

71. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

72. Defendant erred in denying Plaintiffs' CUP application. In the alternative to their declaratory judgment action seeking de novo review, Plaintiffs file this Petition for Review pursuant to O.C.G.A. §§ 5-3-1 *et seq.* Plaintiffs seek reversal of Defendant's denial of Plaintiffs' CUP application.

73. Plaintiffs should not have had to seek a conditional use permit to operate a natural hair care salon on the Subject Property when other similar uses are allowed as of right in the same zoning district.

74. Plaintiffs' CUP application meets all criteria for a conditional use permit to operate a natural hair care salon on the Subject Property.

75. Defendant denied Plaintiffs' CUP application purely because other salons already exist in the area, in violation of the Georgia Constitution.

76. Defendant's denial of Plaintiffs' CUP application was not supported by sufficient evidence because there is no evidence that Plaintiffs' CUP application failed to meet the criteria for a conditional use permit.

77. Indeed, the only reason Defendant gave for denying Plaintiffs' application was the existence of other salons—which it called “saturation.” But that is just another word for “protectionism,” which the Supreme Court of Georgia has already held is not a

legitimate government interest. *Raffensperger*, 316 Ga. at 392. *See also Diagne*, 2024 WL 5466376, at *4-5 n.7 (holding that protectionism was not a “proper or sufficient basis” for denying a special use permit to operate a braiding salon). And the basis for—or evidence supporting—Defendant’s decision cannot be something that the Georgia Supreme Court has expressly held is illegitimate.

78. Plaintiffs are entitled to an order from this Court reversing the denial of Plaintiffs’ CUP application with directions that the use be allowed. O.C.G.A. § 5-3-18(a)(1).

Count 3
(Declaratory Judgment for Violation of Due Process)

79. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

80. The Due Process Clause of the Georgia Constitution, Article I, Section I, Paragraph I, provides that “[n]o person shall be deprived of life, liberty, or property except by due process of law.”

81. The Due Process Clause “entitles Georgians to pursue a lawful occupation of their choosing free from unreasonable government interference.” *Raffensperger*, 316 Ga. At 388.

82. Plaintiffs’ occupation, natural hair care, is lawful but for the challenged restriction upon their ability to work at the Subject Property.

83. Plaintiffs do not need an occupational license to practice natural hair care.

84. Khalilah does not have an occupational license.

85. Defendant’s actions unreasonably interfere with Plaintiffs’ ability to pursue a lawful occupation of their choosing free from unreasonable government interference.

86. Defendant's policy, practice, or custom of treating new businesses less favorably if there are already other similar businesses in the area significantly burdens Plaintiffs' ability to practice natural hair care because Plaintiffs are not able to work at their new location. This severely restricts the number of customers Plaintiffs can serve, the number of people Plaintiffs can employ, and the amount of money Plaintiffs can earn. Plaintiff Khalilah Few cannot earn enough income to support herself and her teenage son without being able to work at her new location.

87. "[A] burden on the ability to practice a lawful occupation is only constitutional if it is reasonably necessary to advance an interest in health, safety, or public morals." *Raffensperger*, 316 Ga. at 391.

88. Defendant's policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area is not reasonably necessary to advance any interest in health, safety, or public morals, or any other legitimate government interest.

89. Defendant cannot offer any legitimate interest behind its policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area and not allowing Plaintiffs to operate a natural hair care salon at the Subject Property.

90. There is nothing inherently harmful about operating a natural hair care salon.

91. "[C]ertain interests are decidedly *not* sufficient to justify a burden on the ability to practice a lawful profession. These include . . . protectionism." *Raffensperger*, 316 Ga. at 392.

92. “Smart growth” or avoiding “saturation” are not sufficient interests for denying Plaintiffs’ CUP.

93. That is because Clayton County’s form of “smart growth”—excluding new businesses because there are already similar existing businesses in the area—is simply economic protectionism by another name.

94. Defendant’s policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area and not allowing Plaintiffs to operate a natural hair care salon at the Subject Property are not reasonably necessary means of advancing any legitimate public purpose.

95. Under binding precedent holding that protectionism is not a legitimate government interest, Defendant’s actions violate the Due Process Clause of the Georgia Constitution.

96. Plaintiffs are entitled to a declaratory judgment that Defendant’s policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area violates Georgia’s Due Process Clause on its face and as applied to Plaintiffs. The ends of justice require that such a declaration should be made pursuant to O.C.G.A. § 9-4-2, and there exists a substantial and justiciable controversy with regard to Plaintiffs’ rights as guaranteed by the Georgia Constitution.

97. Plaintiffs are continually harmed and are entitled to a permanent and interlocutory injunction requiring Defendant to allow them to operate a natural hair care salon at the Subject Property as well as prohibiting Defendant from preventing Plaintiffs from opening a natural hair care salon at the Subject Property.

Count 4
(Declaratory Judgment for Violation of Equal Protection)

98. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

99. The Equal Protection Clause of the Georgia Constitution, Article I, Section I, Paragraph II, provides that “[p]rotection to person and property is the paramount duty of government and shall be impartial and complete. No person shall be denied the equal protection of the laws.”

100. The Equal Protection Clause guarantees the right of similarly situated individuals to be treated similarly.

101. Defendant required Plaintiffs to submit a CUP application to open their business, even though they just wanted to open a simple natural hair care salon in an area zoned for business use.

102. Singling out hair salons and barber shops for special—poor—treatment, while allowing nearly identical businesses to operate, is not reasonably necessary to protect the public morals, health, safety, or welfare.

103. Defendant requires “barber shops and beauty salons” to have a conditional use permit to open in the Business Corridor Overlay. Ex. 5 at 3 (“Permitted and Conditional Uses”); Ord. No. 2024-198 § 4.110(D).

104. Khalilah should not have had to get a conditional use permit to operate her natural hair care salon at the Subject Property.

105. The Clayton Zoning Code allows comparable uses to Plaintiffs’ natural hair care salon in the same overlay district as the Subject Property without a conditional use permit.

106. For example, Defendant allows “[p]ersonal service establishments including dry cleaners, optical or watch repair shops, outdoor garden shops, shoe repair shop[s] [sic], tailors,” and restaurants to open as of right.

107. Personal service establishments such as those listed in paragraph 106 are similarly situated to Plaintiffs’ natural hair care salon.

108. Plaintiffs’ natural hair care salon is a personal service establishment.

109. Personal service establishments are identical to Plaintiffs’ natural hair care salon in terms of intensity of use, traffic impact, parking needs, and other impacts on the neighborhood.

110. Requiring a conditional use permit for Khalilah’s natural hair care salon while not requiring a conditional use permit for other personal service establishments at the Subject Property violates Georgia’s Equal Protection Clause.

111. Additionally, Defendant allows “[r]etail stores” such as “[a]pparel shops,” “[b]ookstores,” “[d]ecorator shops,” “[f]lorists and gift shops,” “[h]ardware stores,” and “[s]porting goods and hobby shops” to open as of right.

112. Retail stores such as those listed in paragraph 111 are similarly situated to Plaintiffs’ natural hair care salon.

113. Retail stores are identical to Plaintiffs’ natural hair care salon in terms of intensity of use, traffic impact, parking needs, and other impacts on the neighborhood.

114. Requiring a conditional use permit for Khalilah’s natural hair care salon while not requiring a conditional use permit for retail stores at the Subject Property violates Georgia’s Equal Protection Clause.

115. The analysis is the same when you compare Khalilah's natural hair salon to apparel shops, bookstores, decorator shops, florists, gift shops, hardware stores, or hobby stores.

116. Defendant's requirement for beauty salons to get a conditional use permit, Ord. No. 2024-198 § 4.110 (Ex. 5 at 3), violates Georgia's Equal Protection Clause on its face and as applied to Plaintiffs.

117. Defendant's policy, practice, and custom of treating established businesses better than new businesses violates Georgia's Equal Protection Clause on its face and as applied to Plaintiffs.

118. Plaintiffs are entitled to a declaratory judgment that Ord. No. 2024-198 § 4.110(D) (Ex. 5 at 3), requiring Khalilah to obtain a conditional use permit to operate a natural hair care salon at the Subject Property, violates Georgia's Equal Protection Clause on its face and as applied to Plaintiffs. The ends of justice require that such a declaration should be made pursuant to O.C.G.A. § 9-4-2, and there exists a substantial and justiciable controversy with regard to Plaintiffs' rights as guaranteed by the Georgia Constitution.

119. Plaintiffs are entitled to a declaratory judgment that Defendant's policy, practice, and custom of treating established businesses better than new businesses violates Georgia's Equal Protection Clause on its face and as applied to Plaintiffs. The ends of justice require that such a declaration should be made pursuant to O.C.G.A. § 9-4-2, and there exists a substantial and justiciable controversy with regard to Plaintiffs' rights as guaranteed by the Georgia Constitution.

120. Plaintiffs are continually harmed and are entitled to a permanent and interlocutory injunction requiring Defendant to allow them to operate a natural hair care

salon at the Subject Property as well as prohibiting Defendant from preventing Plaintiffs from opening a natural hair care salon at the Subject Property.

**Count 5
(Interlocutory Injunction)**

121. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

122. Plaintiffs would have no adequate remedy at law that could protect them from the harm and damage that will be done to them if Defendant does not allow them to open a natural hair care salon at the Subject Property.

123. There is a substantial threat that Plaintiffs will suffer irreparable injury if an interlocutory injunction is not granted and Plaintiffs are not allowed to open their natural hair care salon during this lawsuit.

124. The threatened injury to Plaintiffs outweighs the threatened harm to Defendant.

125. There is a substantial likelihood that Plaintiffs will prevail on the merits of their claims.

126. Granting an interlocutory injunction will not disserve the public interest.

127. Plaintiffs are entitled to an interlocutory injunction pursuant to O.C.G.A. § 9-11-65(a) requiring Defendant to allow them to operate a natural hair care salon at the Subject Property as well as prohibiting Defendant from preventing Plaintiffs from opening a natural hair care salon at the Subject Property during the pendency of this litigation.

Count 6
(Permanent Injunction)

128. Plaintiffs reallege and incorporate by reference the allegations contained in paragraphs 1 through 58.

129. Plaintiffs would have no adequate remedy at law that could protect them from the harm and damage that will be done to them if Defendant does not allow them to open a natural hair care salon at the Subject Property.

130. Plaintiffs will suffer irreparable harm if Defendant does not allow them to open a natural hair care salon at the Subject Property.

131. Plaintiffs are continually harmed by Defendant's denial of their CUP application and Defendant's policy, practice, or custom of treating new businesses less favorably if there are already similar businesses in the area.

132. Plaintiffs are entitled to a permanent injunction requiring Defendant to allow them to operate a natural hair care salon at the Subject Property as well as prohibiting Defendant from preventing Plaintiffs from opening a natural hair care salon at the Subject Property.

RELIEF REQUESTED

Plaintiffs respectfully request that the Court grant the following relief:

A. Declare that Defendant's decision denying Plaintiffs' CUP application is unconstitutional, unlawful, arbitrary, capricious, unreasonable, imposes a significant detriment on Plaintiffs, and is unrelated to the health, safety, morals, or welfare of the public;

B. Declare that Defendant's policy, practice, or custom of treating new businesses less favorably than established businesses if there are already other similar

businesses in the area violates Plaintiffs' right to due process under Article I, Section I, Paragraph I of the Constitution of the State of Georgia of 1983 on its face and as applied to Plaintiffs, and is therefore void;

C. Declare that Clayton County Ordinance No. 2024-198 § 4.110(D), which requires beauty salons to get a conditional use permit, violates Plaintiffs' right to equal protection under Article I, Section I, Paragraph II of the Constitution of the State of Georgia of 1983 on its face and as applied to Plaintiffs, and is therefore void;

D. Declare that Defendant's policy, practice, and custom of treating established businesses better than new businesses violates Plaintiffs' right to equal protection under Article I, Section I, Paragraph II of the Constitution of the State of Georgia of 1983 on its face and as applied to Plaintiffs, and is therefore void;

E. Enter an interlocutory injunction pursuant to O.C.G.A. § 9-11-65(a) requiring Defendant to allow Plaintiffs to open a natural hair care salon at the Subject Property;

F. Enter a permanent injunction requiring Defendant to allow Plaintiffs to open a natural hair care salon at the Subject Property; or

G. In the alternative, grant Petitioners' Petition for review and reverse Respondent's decision denying Petitioners' CUP application pursuant to O.C.G.A. § 5-3-18(a)(1);

H. Award reasonable attorneys' fees and costs in this action pursuant to O.C.G.A. §§ 5-3-20, 9-4-9, 9-15-14, and 13-6-11; and

I. Order such further relief as the Court deems just and proper.

Dated: August 14, 2025.

Respectfully submitted,

/s/ Andrea J. Pearson

Jessica Bigbie*
Tex. Bar No. 24134429
816 Congress Ave., Ste 970
Austin, TX 78701
(512) 480-5936
jbigbie@ij.org

William R. Aronin*
NY Bar No. 4820031
Renée D. Flaherty*
DC Bar No. 1011453
INSTITUTE FOR JUSTICE
901 North Glebe Road, Suite 900
Arlington, VA 22203
(703) 682-9320
waronin@ij.org
rflaherty@ij.org

* Motions for admission *pro hac vice*
forthcoming

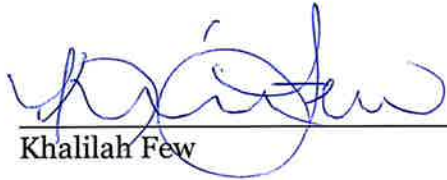
Simon H. Bloom
Georgia Bar No. 064298
Andrea J. Pearson
Georgia Bar No. 409604
BLOOM PARHAM, LLP
977 Ponce de Leon Ave., NE
Atlanta, GA 30306
(404) 577-7710
sbloom@bloom-law.com
apearson@bloom-law.com

Attorneys for Plaintiffs/Petitioners

VERIFICATION

Having been duly sworn, Khalilah Few hereby swears or affirms that the factual statements made in the foregoing Verified Complaint for Declaratory Judgment, Injunctive Relief, and Attorneys' Fees or, in the Alternative, Petition for Review to Superior Court are true and correct to the best of her personal knowledge.


Executed on: August 13, 2025.


Khalilah Few

State of Georgia
County of Clayton

This document was signed and sworn to before me on AUGUST 13, 2025, by
KHALILAH FEW.




Signature of notarial officer
NOTARY PUBLIC
Title
My commission expires: 01-08-2029

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 1

ALIEKA ANDERSON-HENRY, CHAIRMAN
 DEMONT DAVIS, VICE CHAIRMAN
 ALAINA REAVES, COMMISSIONER
 GAIL B. HAMBRICK, COMMISSIONER
 TASHE' ALLEN, COMMISSIONER

**Clayton County Community Development
 Planning, Zoning and Sustainability Division
 121 S. McDonough St. Annex 2
 Jonesboro, Georgia 30236**



PATRICK EJIKE
 DIRECTOR

Staff Analysis

Case Number: BOC-2505-0500

PUBLIC HEARING

Zoning Advisory Group: 6/30/2025

Board of Commissioners: 7/15/2025

Commissioner District: 4-DeMont Davis

PROPERTY INFORMATION

Location of Subject Property: 9526 MAIN JONESBORO GA 30236

Parcel Number: 06032 034006

Road Frontage: South Main Street

Total Acreage: 0.62

Current Zoning: General Business

Overlay District: Business Corridor
 Overlay and Tara Blvd

Future Land Use Map/Comprehensive Plan: Mixed-Use Commercial Industrial

Zoning Request: The applicant is seeking a Conditional Use Permit for a barber shop/beauty salon.

Zoning History: There is no zoning history on the subject property.

APPLICANT/ PROPERTY OWNER INFORMATION

Applicant Name: Khalilah Few

Applicant Address: 9526 S Main St B Jonesboro, GA 30236

DETAILS OF ZONING REQUEST

The applicant is seeking a Conditional Use Permit to operate a barber shop/beauty salon for property located at 9526 South Main Street Unit B, Jonesboro, Ga 30236. The subject property is currently zoned GB - General Business and located within the Business Corridor Overlay. The Business Corridor has specific restrictions and permitted uses.

ALIEKA ANDERSON-HENRY, CHAIRMAN
 DEMONT DAVIS, VICE CHAIRMAN
 ALAINA REAVES, COMMISSIONER
 GAIL B. HAMBRICK, COMMISSIONER
 TASHE' ALLEN, COMMISSIONER

**Clayton County Community Development
 Planning, Zoning and Sustainability Division
 121 S. McDonough St. Annex 2
 Jonesboro, Georgia 30236**



PATRICK EJIKE
 DIRECTOR

ADJACENT ZONING & LAND USE

NORTH	Zoning: HI- Heavy Industrial	Land Use: Vacant Industrial Land
SOUTH	Zoning: HI- Heavy Industrial GB- General Business	Land Use: Auto Collision Center - Commercial Business
EAST	Zoning: RS-180 Single-Family Residential	Land Use: Deer Crossing Subdivision (Residential Subdivision)
WEST	Zoning: HI- Heavy Industrial LI- Light Industrial	Land Use: Industrial Office Spaces

PHYSICAL CHARACTERISTICS & INFRASTRUCTURE

The subject property is a square-shaped lot fronting South Main Street. A rail line is located behind the subject property. There are no sidewalks along the frontage of the property and along the surrounding properties. The building is existing. There will be no external changes made to the building.

COUNTY DEPARTMENT & OUTSIDE AGENCY COMMENTS

Planning & Zoning Comments: P&Z:
 A parking plan will be required.

Clayton County Water Authority Comments:

Clayton County Transportation and Development Department:

Clayton County Fire Marshal Department:

Clayton County Health District:

ALIEKA ANDERSON-HENRY, CHAIRMAN
 DEMONT DAVIS, VICE CHAIRMAN
 ALAINA REAVES, COMMISSIONER
 GAIL B. HAMBRICK, COMMISSIONER
 TASHE' ALLEN, COMMISSIONER

**Clayton County Community Development
 Planning, Zoning and Sustainability Division
 121 S. McDonough St. Annex 2
 Jonesboro, Georgia 30236**



PATRICK EJIKE
 DIRECTOR

Hartsfield-Jackson Atlanta International Airport:

Clayton County Board of Education:

Office of Resilience and Sustainability:

Clayton County Police:

Economic Development:

Meeting Details

Community Information (CIM):	06/18/2025	June 18, 2025
Zoning Advisory Group (ZAG):	06/30/2025	
Board of Commissioners (BOC):	07/15/2025	

Zoning Criteria, Analysis, and Comments

The analysis of zoning criteria will follow considerations of the Technical Review Committee and the input from the Citizen Information meeting.

1. Describe the Existing Land Uses and Zoning Classification of Nearby Properties.

To the north the properties are zoned HI- Heavy Industrial, Light Industrial and General Business. To the south of the property, is General Business. The surrounding businesses includes an auto collision center, a a learning academy, driving range, a church, a subdivision and various other uses.

2. Describe the Suitability of the Subject Property for the Proposed Zoning Classification.

The applicant is seeking to open a hair salon at this location. There was a previous barber shop at this location making the proposed use suitable.

3. Is the Property Value of the Subject Property Diminished by any Existing Zoning Restrictions?

The applicant is not seeking a zoning change, but asking to operate as a hair salon which requires a Conditional Use Permit.

ALIEKA ANDERSON-HENRY, CHAIRMAN
 DEMONT DAVIS, VICE CHAIRMAN
 ALAINA REAVES, COMMISSIONER
 GAIL B. HAMBRICK, COMMISSIONER
 TASHE' ALLEN, COMMISSIONER

**Clayton County Community Development
 Planning, Zoning and Sustainability Division
 121 S. McDonough St. Annex 2
 Jonesboro, Georgia 30236**



PATRICK EJIKE
 DIRECTOR

4. Identify Any Findings of Fact Regarding Health, Safety, Morals, or General Welfare of the Community.

There are no sidewalks for pedestrian access and the street appears to be moderately traveled.

5. Identify the Relative Gain to the Public as Compared to the Hardship Imposed Upon the Individual Property Owner.

There does not appear to be an economic gain to the public. The proposed business is surrounded by industrial uses that are not usually traveled for personal establishments.

6. Does the Subject Property Have a Reasonable Economic Use as Currently Zoned?

Yes, the property has economic use as currently zoned.

7. Will the Proposed Zoning be a Use that is Suitable in View of the Use and Development of Adjacent and Nearby Properties?

Yes

8. Will the Proposed Zoning Adversely Affect the Existing Use or Usability of Adjacent or Nearby Properties?

Yes

9. Is the Proposed Zoning Request in Conformance with the Policies and Intent of the Comprehensive Land Use Plan?

The proposed land use for the subject property is in conformance with the zoning; however, it is the overlay, that places a limit of similar uses and causes the owner/operator to see an approval from the Board of Commissioners. There is an existing barber shop next door, a Dominican Hair Salon at 10459 Tara Blvd, a Bintu Parlor Hair Braiding Salon, also at 10459 Tara Blvd, a Natural U Beauty & Wellness at 9456 S Main St Ste 107. These are within a 1 to 5 mile radius.

10. Will the Proposed Zoning Request Result in a Use that Will or Could Cause an Excessive or Burdensome Use of:

No.

RECOMMENDATION

The request does not align with the 2039 Comprehensive Plan. The future land use is Mixed-use Industrial Commercial of the Business Corridor Overlay. There are similar existing uses (three) in the immediate area located along Main Street and the surrounding area. The goal is to eliminate saturation of the same use and seek uses that encourage the highest and best use of the property. The consultants recommend Denial of the applicant's request.

CONDITION(S)

ALIEKA ANDERSON-HENRY, CHAIRMAN
DEMONT DAVIS, VICE CHAIRMAN
ALAINA REAVES, COMMISSIONER
GAIL B. HAMBRICK, COMMISSIONER
TASHE' ALLEN, COMMISSIONER

**Clayton County Community Development
Planning, Zoning and Sustainability Division
121 S. McDonough St. Annex 2
Jonesboro, Georgia 30236**



PATRICK EJIKE
DIRECTOR

Attachments Included:

Zoning Map	Future Land Use Map
Aerial Map	Site Plan/Survey
Elevations	

9526 S MAIN ST 2025CV03078-09



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Commission Districts 2022

MARTA Transit Stops

☐ Tax Parcels

- Address Points

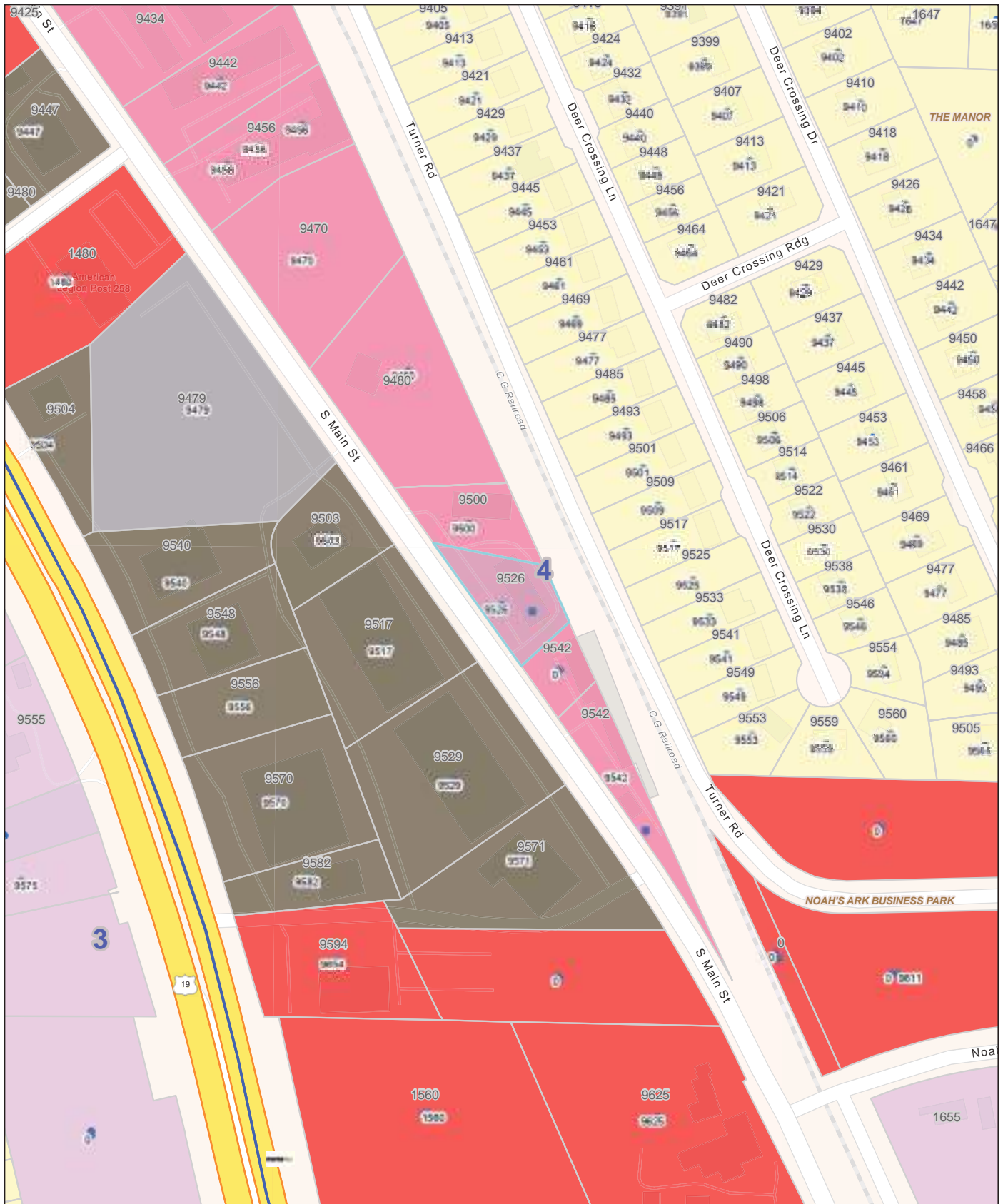
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A number line with two scales. The top scale is labeled in miles (mi) with major tick marks at 0, 0.02, 0.04, and 0.09. The bottom scale is labeled in kilometers (km) with major tick marks at 0, 0.04, 0.07, and 0.15. The line is divided into 10 equal segments by 11 tick marks. The first segment (0 to 0.01 mi) corresponds to the first segment (0 to 0.02 km). The second segment (0.01 to 0.02 mi) corresponds to the second segment (0.02 to 0.04 km). The third segment (0.02 to 0.03 mi) corresponds to the third segment (0.04 to 0.06 km). The fourth segment (0.03 to 0.04 mi) corresponds to the fourth segment (0.06 to 0.08 km). The fifth segment (0.04 to 0.05 mi) corresponds to the fifth segment (0.08 to 0.10 km). The sixth segment (0.05 to 0.06 mi) corresponds to the sixth segment (0.10 to 0.12 km). The seventh segment (0.06 to 0.07 mi) corresponds to the seventh segment (0.12 to 0.14 km). The eighth segment (0.07 to 0.08 mi) corresponds to the eighth segment (0.14 to 0.16 km). The ninth segment (0.08 to 0.09 mi) corresponds to the ninth segment (0.16 to 0.18 km). The tenth segment (0.09 to 0.10 mi) corresponds to the tenth segment (0.18 to 0.20 km).



9526 S MAIN ST FUTURE LAND USE MAP

2023-07-13 07:50:01



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Commission Districts 2022

MARTA Transit Stops

Tax Parcels

Address Points

Future Land Use 2039

General Commercial; General commercial

Heavy Industrial

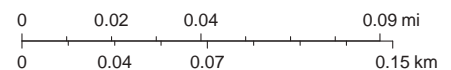
Light Industrial

Low Density Residential

Mixed Use

Mixed Use Commercial-Industrial

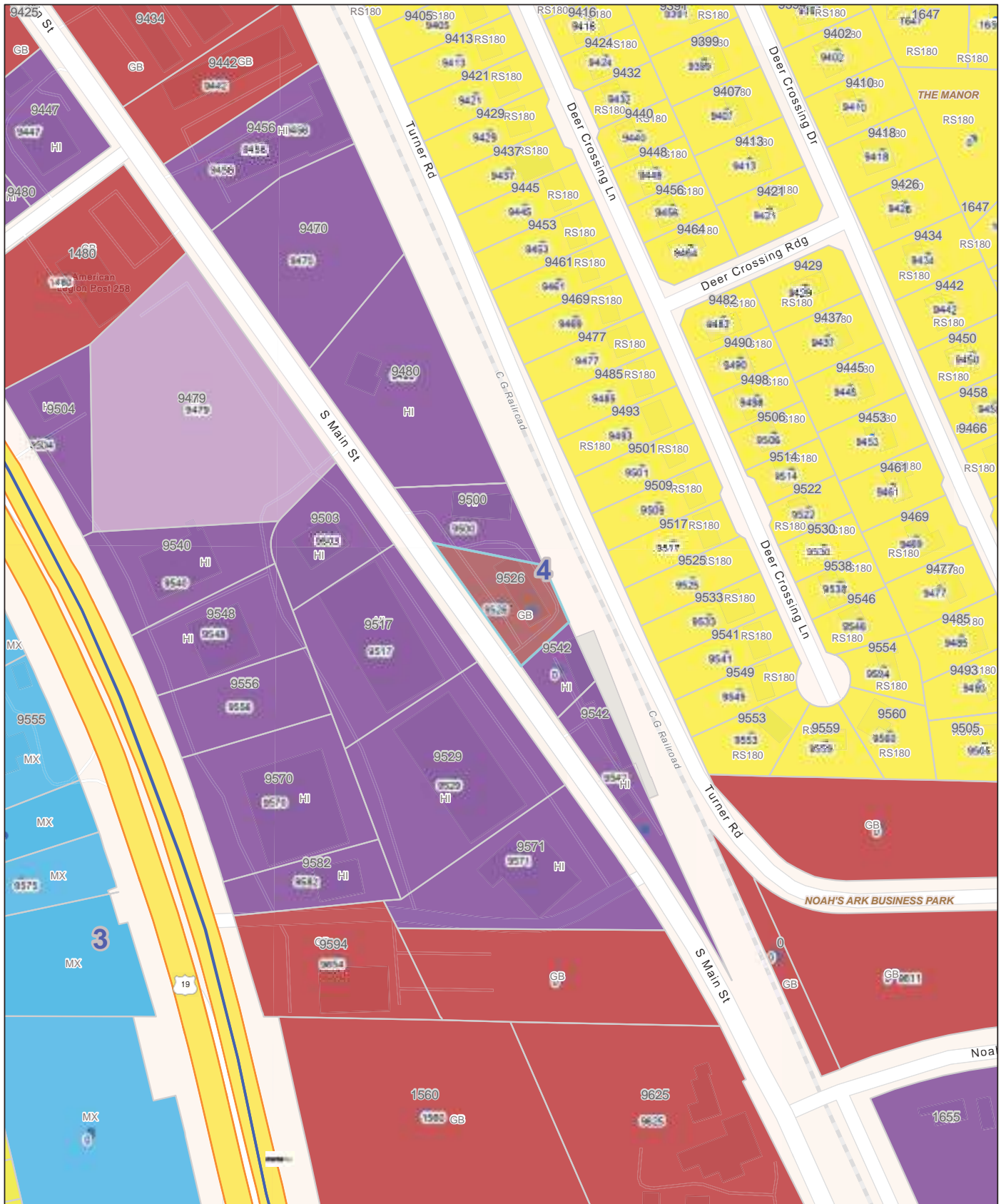
1:2,417



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

9526 S MAIN ST ZONING MAP

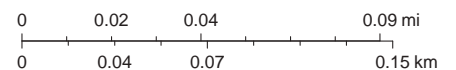
2025 CVD 3078-00



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- Commission Districts 2022
- MARTA Transit Stops
- Tax Parcels
- Address Points
- Zoning**
- General Business
- Heavy Industrial
- Light Industrial
- Mixed Use District
- RS110
- RS180

1:2,417



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community



GENERAL NOTES:

1. TOTAL SITE AREA - 1.149 ACRES
2. TRACT 1 - 0.540 ACRES
3. TRACT 2 - 0.609 ACRES
4. UNLESS OTHERWISE SHOWN, NO UTILITIES WERE LOCATED.
5. THIS SURVEY WAS PERFORMED WITHOUT THE BENEFIT OF A TITLE ABSTRACT. THEREFORE ALL MATTERS OF TITLE ARE EXCEPTED.
6. THIS PLAT WAS PREPARED FOR THE EXCLUSIVE USE OF THAT NAME APPEARING IN THE TITLE BLOCK AND IS CERTIFIED TO NO OTHER PARTY.



IN MY OPINION, THIS PLAT IS A CORRECT REPRESENTATION OF THE LAND PLATTED AND HAS BEEN PREPARED IN CONFORMITY WITH THE MINIMUM STANDARDS AND REQUIREMENTS OF LAW.



THE FIELD DATA UPON WHICH THIS MAP OR PLAT IS BASED HAS A CLOSURE PRECISION OF ONE FOOT IN 10,000 FEET, AND AN ANGULAR ERROR OF .02\"/>

THIS MAP OR PLAT HAS BEEN CALCULATED FOR CLOSURE AND IS FOUND TO BE ACCURATE WITHIN ONE FOOT IN 521,283 FEET.

Franks & Associates

121 North Main Street Jonesboro, Georgia 30238 (770)471-4420

SURVEY FOR:

KEN DAVIS
1.149 ACRE TRACT

LOCATED IN

LAND LOT 34 6TH DISTRICT CLAYTON COUNTY, GA

DATE 08/07/15 OWN BY JRPJ

DWG NO.
15-14329

SCALE 1" = 50' CHK'D BY PLF

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 2

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Zoning Approval for Creative Crowns Salon
Date: Monday, August 4, 2025 1:05:40 PM

Sent from my iPhone

Begin forwarded message:

From: "L. Les" <lleslie2474@gmail.com>
Date: July 15, 2025 at 3:52:53 PM EDT
To: planning.zoning@claytoncountyga.gov, fewkhalilah@gmail.com
Subject: **Zoning Approval for Creative Crowns Salon**

To Whom It May Concern,

I respectfully request your thoughtful consideration in approving the establishment of *Creative Crowns*, including the necessary permits and licenses required to open a facility in the Jonesboro area of Clayton County.

The owners of Creative Crowns are highly regarded within both the professional hair care community and the broader public. They are known for their integrity, professionalism, and commitment to creating a welcoming and engaging environment for their clients. Their clientele spans a diverse range of backgrounds and includes residents from across the greater metro Atlanta area.

Granting approval for Creative Crowns to open its doors in Jonesboro would not only enrich the local business landscape but also introduce new visitors to the unique culture and vibrancy of the area.

I offer my full support for this endeavor and respectfully urge you to approve the zoning request for their facility.

Sincerely,

A supporter and Hair Care Consumer

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crown Collective
Date: Monday, August 4, 2025 1:05:32 PM

Sent from my iPhone

Begin forwarded message:

From: Jemela Comeaux <jcomeaux50@yahoo.com>
Date: July 16, 2025 at 1:07:04 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crown Collective

To whom it may concern,

My name is Jemela Comeaux and I have been a loyal client of Creative Crown Collective for over 5 years. I am writing to express how truly valuable this salon is, not just to me personally, but to the entire community.

This salon and its stylist has remained a consistent and trusted space where people feel seen, heard, and cared for. This salon is not just about beauty services it's a place that uplifts people, builds confidence, and strengthens community ties.

Creative Crown Collective is deeply rooted in the well-being of the community and Clayton County needs places like Creative Crown Collective, not just for beauty, but for belonging. It provides meaningful employment and a welcoming environment for people of all backgrounds to be seen.

As a long-term client, I wholeheartedly support this salon and encourage any efforts to recognize, support, and add its presence to Clayton County. This salon is more than a business its a

trusted space that brings people together and uplifts them.

Please do not hesitate to reach out to me with any questions.

Jemela Comeaux

775-846-3815

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Worth the drive
Date: Monday, August 4, 2025 1:05:48 PM

Sent from my iPhone

Begin forwarded message:

From: jannronn bradford <jdbrdfrd@gmail.com>
Date: July 15, 2025 at 3:23:51 PM EDT
To: planning.zoning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com
Subject: **Worth the drive**

I have known Khalilah “Lilo” and Ochule for almost 13 years when they first became natural hair care stylists. The talent has always been there, many a day I just wanted a beautiful style just so I could brag on them. Finding out I was pregnant just cemented the “shop aunties.” These two have welcomed my daughter with open arms and let her express herself through her hair. We have gone to whatever location these two have been and will continue to do so.

This zoning is important not only to me, my daughter but the numerous clients these two make gorgeous every day. The temporary locations have been great but a more permanent place of business would be ideal. This would an addition to the business commerce but also a revenue surplus because the sky is the limit with these two. I live in southeast Georgia and make a drive every 7-8 weeks.

My daughter is on the autism spectrum so she has difficulty with different textures but she loves her appointment and time she spends at the shop. They always provide age-appropriate styles and help her love the skin that she is in. I recently broke my arm and these ladies we above and beyond because they don't have a permanent space. They have been diligent and will continue to be diligent in making this zoning work not only for themselves but everyone this zoning impacts.

Sent from my iPhone

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Salon Needed !!!
Date: Monday, August 4, 2025 1:06:01 PM

Sent from my iPhone

Begin forwarded message:

From: Rebound Sports & Rehab LLC <reboundsportsrehab@gmail.com>
Date: July 15, 2025 at 8:08:30 AM EDT
To: planning.zoning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns Salon Needed !!!

To Whom it May Concern ,

My name is Dr. Zarinah Hud and I am a Physician (currently working in Jonesboro, Ga) ,Wife, Mother, and long time client of Creative Crowns. I would like to lend my voice to share why this salon is such an important Business to welcome into your area. First of all , it's not just a salon. These young women have been pouring into young women since the 1st time they opened their doors. They are true mentors for not just my daughters, but also for my nieces, and I've seen first hand the mentorship of countless other young people, both males and females from around the community. They teach them work ethic, responsibility, accountability, self-life, pride in loving the hair and skin their in, and many other character-building lessons.

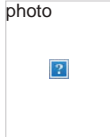
Creative Crowns would be such an amazing asset to your community that goes deeper than the brick and mortar, but instead goes deep into the very fiber of true community-building .

Please consider my voice and others as key pieces in your deliberation to approve Creative Crowns to open their doors once again to continue their mission and purpose of Creatively and Purposefully helping countless women and men, young and older embrace their own Crowns from the inside - out.

Kind regards,



photo



Dr. Zarinah Hud

Physical Medicine & Rehabilitation, Fellowship Trained Sports Medicine & Integrative Pain Medicine Specialist, D.O., Rebound Sports & Rehab, LLC

678-978-5546 | www.DrZarinah.com | info@drzarinah.com

289 Jonesboro Rd., P.O. Box 510, McDonough, GA 30253



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From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns zoning approval
Date: Monday, August 4, 2025 1:06:12 PM

Sent from my iPhone

Begin forwarded message:

From: Cedric Thompson <cedricthompson23cb@hotmail.com>
Date: July 15, 2025 at 12:27:57 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns zoning approval

To: Planning & Zoning Committee
From: Cedric Thompson USAF Retired

I am writing to express my enthusiastic support for Creative Crowns in their pursuit of obtaining the necessary approvals from the Zoning Commission. Creative Crowns is a community-focused salon aiming to enrich our local cultural scene by providing a platform for emerging stylist to display and showcase their unique creations.

The establishment of Creative Crowns is expected to bring significant benefits to our community, including:

- Fostering local economic growth by attracting visitors and encouraging local shopping.
- Enhancing cultural engagement through diverse artistic exhibitions and events.

Moreover, Creative Crowns is committed to complying with all zoning requirements and operating in a manner that respects the character and integrity of our neighborhood. The team has taken proactive measures to address potential concerns, ensuring minimal impact on traffic and noise levels.

We kindly urge the Zoning Commission to consider the positive contributions that Creative Crowns will bring to our community. Their initiative aligns with both our community values and goals for sustainable development. Supporting Creative Crowns will not only benefit local stylist but also enrich the cultural tapestry of

our area.

Thank you for considering my support letter. I am hopeful for a favorable decision and look forward to the positive impact Creative Crowns will have in our community.

Benefits of Supporting Creative Crowns

Support for Creative Crowns will not only aid in the successful opening of their salon but also contribute to the local economy by creating jobs. Additionally, it will foster a community where creativity and excellence in beauty services thrive.

Your support can make a significant difference, ensuring that Creative Crowns becomes a landmark salon with a reputation for quality and innovation.

Sincerely,

Cedric Thompson

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns
Date: Monday, August 4, 2025 1:06:22 PM

Sent from my iPhone

Begin forwarded message:

From: Janell Gadd <jmg10955@gmail.com>
Date: July 14, 2025 at 10:51:50 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com, Gadd Janell <jmg10955@gmail.com>
Subject: Creative Crowns

I have been a customer of the owners of Creative Crowns for approximately 10 years. I know them to be dedicated individuals who consistently operate their business in a professional manner. The owners adhere to high quality standards in all aspects - business environment (always well maintained and pleasant), customer satisfaction (delivers top quality services), and timeliness (prompt and considerate of customer's time). They already have a loyal customer base and the new location allow expansion and growth of the business

The owners have a vision and a passion for their business. I ask that you approve Creative Crown's application. It is a small business that will blend well with the city's goals.

Janell Gadd

Sent from my iPad

J Gadd

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: In Support of a Vital Community Business-Creative Crowns Collective
Date: Monday, August 4, 2025 1:06:31 PM

Sent from my iPhone

Begin forwarded message:

From: Jessica Barron <jessicalbarron27@gmail.com>
Date: July 14, 2025 at 8:33:27 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: In Support of a Vital Community Business-Creative Crowns Collective

Dear Members of the Board of Commissioners,

I am writing to express my heartfelt support for Creative Crown Collective, a hair salon owned and operated by the incredible Khalilah and Ochuole. This salon is more than just a place to get your hair done. It is a community cornerstone and a safe, affirming space, particularly for Black women.

Creative Crowns Collective is unlike any other salon I've ever experienced. It offers not only top-tier hair care, but a space of empowerment, healing, and joy. In a world where the needs and experiences of Black women are too often overlooked, Creative Crowns Collective stands out as a sanctuary. It is a place where we are seen, heard, and uplifted.

Khalilah and Ochuole are passionate professionals who

have cultivated something truly special. Their work supports mental, emotional, and cultural well-being. They pour love and care into every service, every client, and every corner of their space. The atmosphere they've created is warm, inclusive, and deeply rooted in community.

Their vision deserves to grow and flourish, and Jonesboro deserves a space like this. I urge you to allow Creative Crowns Collective to open and operate in Jonesboro. Supporting their business would be a powerful and meaningful step toward embracing diversity, equity, and economic opportunity in the area.

We need more spaces like this — not fewer. Please consider the positive impact Creative Crowns Collective will bring to Jonesboro, and the many lives that will be touched by the work Khalilah and Ochuole are doing.

Thank you for your time, attention, and commitment to a thriving community.

With thanks,

Jessica Barron

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns approval request
Date: Monday, August 4, 2025 1:06:44 PM

Sent from my iPhone

Begin forwarded message:

From: Amon Barry <ABarry@fpcc.edu>
Date: July 14, 2025 at 8:03:31 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns approval request

Greeting planning zone committee,

Hope all is well. My name is Amon Ra and I am a Lovejoy High School graduate who lives in Montana now as math instructor at a tribal college. I am emailing you in support of Creative Crowns being approved for their temporary license. I visit home twice a year and Creative Crowns is a must visit for me with their unique scalp service they offer to us men who scalps are affected differently being bald. There isn't a barbershop in 15 miles who offers bald scalp restoration and treatment. Most only use a hot towel after service. Through their service and tutelage, I've been able to protect my skin from the elements in a responsible and fruitful way. In closing, I would like you all to strongly consider and approve Creative Crowns request for a temporary license. Thank you for your consideration. Stay well.

Amon Ra
Faculty, Mathematics
Fort Peck Community College
406.768.6349
abarry@fpcc.edu



From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: support for creative crowns
Date: Monday, August 4, 2025 1:07:03 PM

Sent from my iPhone

Begin forwarded message:

From: Keri-Anne Obasare <kobasar@gmail.com>
Date: July 14, 2025 at 3:55:28 PM EDT
To: planning.zoning@clayton-countyga.gov
Cc: fewkhalilah@gmail.com
Subject: support for creative crowns

Hi,

I'm writing to express my support for Creative Crowns. I'm looking forward to the opening of this business, because we need more professional businesses and hair stylists that cater to this demographic and perform great work.

Thanks,
Keri-Anne

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective Natural Hair Salon Zoning Approval
Date: Monday, August 4, 2025 1:07:13 PM

Sent from my iPhone

Begin forwarded message:

From: Ash Cox <1ashleighcox@gmail.com>
Date: July 14, 2025 at 3:03:54 PM EDT
To: planning.zoning@clayton-countyga.gov
Cc: fewkhalilah@gmail.com
Subject: Community Support for Creative Crowns Collective Natural Hair Salon Zoning Approval

Dear Board of Commissioners and Zoning and Planning,

I hope this message finds you well. I am writing to express my full support for the opening of Creative Crowns Collective natural hair salon in Clayton County and to share why this establishment is not only needed but will be a true asset to our community.

I have proudly supported this business for 4 years, and I can confidently say it has had a tremendous impact—not just on me personally, but on the broader community as well. The salon has always gone beyond providing high-quality hair care. It has served as a safe, empowering space for individuals to embrace their natural beauty and cultural identity.

During their previous location's grand opening, they hosted a community outreach event that brought people together in a powerful way. They offered free services, giveaways, and invited local vendors to showcase their products and businesses—many of whom were just getting started. This type of genuine support for small business owners and entrepreneurs is rare, and it's

exactly the kind of energy and economic uplift Clayton County needs right now.

The salon's commitment to excellence, cultural celebration, and community engagement is unmatched. From offering mentoring opportunities to young stylists, to providing a welcoming space for all ages and backgrounds, they continuously invest in the people around them.

Opening this natural hair salon would not only meet a real need in the community—it would also strengthen our local economy, uplift underserved voices, and contribute to the cultural richness of Clayton County.

I truly hope you will approve the zoning request for this salon. They have already proven to be a powerful force for good, and I am excited to see all the amazing things they will bring to our community once again.

Thank you for your time and consideration.

Warm regards,

Ashleigh Cox

Ph: 404-295-7121

July 14, 2025

To whom it may concern,

I am writing on behalf of Creative Crowns Collective for zoning approval. This salon has been a positive and safe place that contributes significantly to our local economy and quality of life.

My 6-year-old daughter has been visiting this salon for nearly three years. The staff is incredibly kind and patient, providing a nurturing environment and excellent customer service. When my daughter leaves the salon, she feels confident and excited to show off her hair to her grandparents and friends at school.

I firmly believe that the salon's location will bring substantial benefits to the community by fostering economic growth, enhancing the quality of life, and promoting sustainable development.

I kindly ask for your favorable consideration and look forward to supporting the entrepreneurs' vision for the community.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink that reads "Shekina Asbury". The script is fluid and cursive, with the first letters of "Shekina" and "Asbury" being capitalized and prominent.

Shekina Asbury

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective – Zoning Approval Request
Date: Monday, August 4, 2025 1:07:36 PM

Sent from my iPhone

Begin forwarded message:

From: Kiah Luna Clark <kiah.clark@gmail.com>
Date: July 14, 2025 at 2:16:12 PM EDT
To: planning.zoning@claytoncountygga.gov
Cc: Khalilah Few <fewkhalilah@gmail.com>
Subject: Community Support for Creative Crowns Collective – Zoning Approval Request

Dear Clayton County Planning & Zoning Board,

My name is KiahLuna Clark, and I'm writing to share my wholehearted support for the zoning approval of Creative Crowns Collective in Jonesboro.

As a devoted client of Khalilah's since 2012, I can personally testify to the beauty, professionalism, and purpose that this salon brings to our community. From intricate natural styles to braids, locs, and protective hairstyles, Khalilah and her team have consistently offered not just hair services—but sacred care, confidence restoration, and cultural celebration for every client who walks through their doors.

Creative Crowns Collective is more than a salon. It is a healing space where creativity flourishes and self-worth is affirmed. I've witnessed children, elders, and working professionals alike come to this space and leave uplifted—crowned not only in style, but in spirit.






In a county as diverse and vibrant as Clayton, we need safe, affirming, and culturally rooted spaces like Creative Crowns. This business fills a vital need, not only offering excellence in hairstyling, but fostering entrepreneurship, economic development, and community connection.

I've attached a few photos showcasing the artistry and integrity of Khalilah's work over the years—each style a living sculpture, each braid a story of care and craftsmanship. These are not just hairstyles—they're expressions of identity, empowerment, and cultural pride.

Please grant Creative Crowns Collective the zoning approval it needs to thrive. Our community is made stronger, more radiant, and more unified with them here.

With gratitude and hope,

KiahLuna Clark
4042919390
Stockbridge, GA

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Opening
Date: Monday, August 4, 2025 1:07:41 PM

Sent from my iPhone

Begin forwarded message:

From: Carolyn Baker <ybaker1831@yahoo.com>
Date: July 13, 2025 at 7:52:17 PM EDT
To: planning.zoning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns Opening

To Whom It May Cocern,
In 2025, Jonesboro, Georgia, has a predominantly Black or African American population, with significant percentages of White and Asian residents as well. Specifically, the racial makeup is approximately 63.17% Black or African American, 26.23% White, and 5.82% Asian. Roughly 3,877 people in Jonesboro Georgia are Black. Other races, including those of two or more races and Native American, make up smaller percentages of the population.

Several salons in Jonesboro, GA, are known for providing services to Black hair, with reviews highlighting both positive and negative experiences.

Black women spend significantly more on hair care than other ethnicities, demonstrating a strong consumer base for specialized products and services:

There's a strong demand for innovative products and services tailored to the diverse needs of Black hair textures.

The natural hair movement has led to a surge in demand for chemical-free and organic products, creating opportunities for brands and salons focused on natural hair care.

Black-owned hair care brands are underrepresented in the broader beauty market, representing only 3% of the ethnic hair and beauty market. This indicates a potential for growth and expansion of these types of businesses.

Therefore, there is significant market potential in Jonesboro Georgia for natural hair care salons.

Kind Regards,
Yvonne(28 years in Jonesboro)
[Sent from Yahoo Mail for iPhone](#)

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective Hair Salon in Clayton County
Date: Monday, August 4, 2025 1:07:51 PM

Sent from my iPhone

Begin forwarded message:

From: Anji Few <msfew@hotmail.com>
Date: July 13, 2025 at 5:25:51 PM EDT
To: planning.zoning@clayoncountyga.comgov
Cc: Khalilah Few <fewkhalilah@gmail.com>
Subject: **Support for Creative Crowns Collective Hair Salon in Clayton County**

Dear Esteemed Clayton County Commissioners,

I am writing to express my enthusiastic support for Creative Crowns Collective and their proposal to open a new hair salon in Clayton County.

Having known the owners for years, I've had the privilege of witnessing their journey from working in another salon to establishing their own venture. I have followed their growth through each transition, noting that every move has been to a larger and more impressive location, consistently demonstrating their commitment to excellence and expansion.

Furthermore, I have the personal experience of knowing all three of their stylists. I have personally experienced their services and can attest that each one is truly top-notch. In fact, I have chosen the youngest stylist in the group as my personal stylist – a remarkable individual whom the owners trained from a shampoo assistant to now expertly managing her own chair and successfully paying for her college education.

Creative Crowns Collective is poised to be more than just a business; it will be a valuable asset to the community. Their commitment to fostering networking opportunities among various professionals will create a dynamic hub for collaboration and growth within the local business landscape. The new salon's ample space in Clayton County is specifically designed to allow them to not only hire and train new stylists, but also to accommodate professionals like an esthetician, a barber, and other complementary beauty and wellness services, directly contributing to diverse local employment and comprehensive skill development. Furthermore, their dedication to community outreach and offering accessible 'how-to' clinics will provide invaluable educational resources and engagement for residents, empowering individuals and strengthening community ties.

I respectfully urge the Esteemed Commissioners to consider my strong support for Creative Crowns Collective and to grant the necessary approvals for them to establish their salon in Clayton County.

Sincerely,
Anjallja Few

Sent via the Samsung Galaxy S22 5G, an AT&T 5G smartphone

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Bring Creative Crown Collective to Clayton Co.
Date: Monday, August 4, 2025 1:08:16 PM

Sent from my iPhone

Begin forwarded message:

From: Ogbu Agburu <owagburu@gmail.com>
Date: July 12, 2025 at 4:38:02 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Bring Creative Crown Collective to Clayton Co.

Good Afternoon City of Jonesboro,

My name is Ogbu and i have a been a long time resident of Clayton County and I am writing this letter today in support of bringing Creative Crowns Collective out of McDonough, Henry County into Jonesboro, Clayton County for a number of reasons:

1. Distance- when it is time for my daughter or I to get our hair done I do not like to have to so far and deal with the traffic, but because of the peaceful and welcoming atmosphere Creative Crown Collective has been able to provide in comparison to many other salons i have unwilling made that drive simply for the stylist and satisfaction we feel each time we have completed our make over there.
2. Money- because of how well of a job they do, if I do not bring a gift with me to give them I will sometimes step out to get a gift or often buy food for the stylist and receptionist there. Therefore I go to the nearest store or food location in order to give them. I am not very familiar with McDonough so I spend a significant time searching for a suitable store to get a worthy gift or food. Due to my unfamiliarity with a few of the store owners I have found myself being more inconvenienced when intending to perform such a good deed.
3. Convenience- with the shop being closer and in a more familiar area it would better suit me and the number of clients I refer to the shop. Also in the location where they want to go there's also a barber shop for those that want haircuts but nothing for those that have long hair that would like to have it styled. providing a variety of similar but different services can help limit my travels significantly. Now i can geta styl here and in a few steps get my hair tapered or lined up, or allow my lil cousin to get a cut while I or my daughter get our styled.
4. Gas- I have sort of mentioned this already but having to make such a drive to McDonough I find myself often having to get gas while i am there and I am the type of person that likes to got to places I am comfortable and familiar with but when that gas light comes on the

thought of 'not getting stranded so far from home' take precedence. so spending more money outside the county often happens.

There are more reasons to bring Creative Crown Collective closer to home but I just wanted to highlight a few important factors so it can better put into perspective the good this business can do for our beautiful and grown Clayton County. I am looking forward to their Grand Opening and letting a number of friends and coworkers know their favorite stylist is closer than ever before and they can officially make the switch.

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd:
Date: Monday, August 4, 2025 1:08:24 PM

Sent from my iPhone

Begin forwarded message:

From: Rebecca Griggs <rebecca.griggs@clayton.k12.ga.us>
Date: July 12, 2025 at 2:00:41 PM EDT
To: planning.zoning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com

Greetings,

To whom it may concern, I am emailing on behalf of Creative Crown Collective as a loyal patron. My family has been a supporter of this business since the doors have opened. We feel that Creative Crown Collective is important for the community because of the services provided, community engagement, and dedication to excellence.

As an educator, I've had the opportunity to see firsthand how deeply personal care and self-image impacts a child's confidence, participation, and over all well-being. This shop would be more than a place for fresh hairstyles-it would be a safe, uplifting space where our children can feel seen, valued, and proud of who they are. For many of our students, a hair cut or hair style they feel good about can completely shift their self-esteem, improve how they show up in class, and even influence how they treat others. It may seem small to some, but for our kids, it's often a big deal.

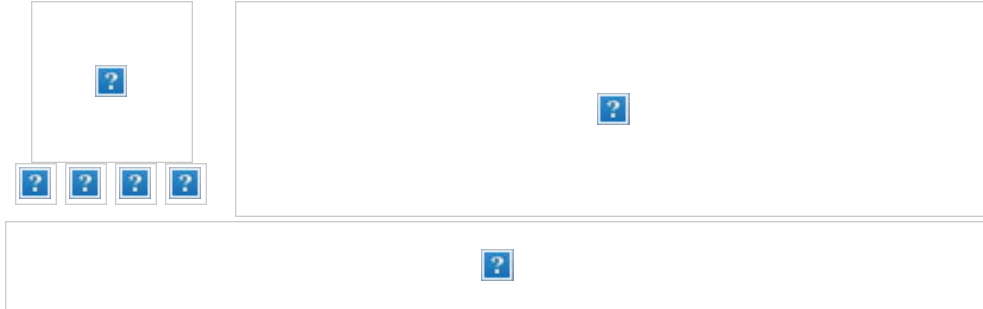
Creative Crown Collective has already established meaningful relationships with families and children across the area. We truly believe this business would be an asset for Clayton county. This establishment has a unique way of bring the community together in fun and engaging ways while providing a wonderful service experience for hair care. For example, they have hosted multiple events that included hair shows to family events with vendors and games for all ages!

Clayton county is rich with potential and creating spaces like this where kids can see themselves reflected, celebrated, and cared for is exactly the kind of investment that strengthens our neighborhood from the inside out and Clayton county would be missing out on a great business opportunity to make connections with Creative Crown Collective.

Thank you for taking time to consider this important opportunity

Rebecca J. Griggs, Ed.S.
ESOL Teacher

Campus Kids Co-Coordinator
Webmaster
Haynie Elementary
770-968-2905



This is a staff email account managed by Clayton County Public Schools. This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the sender.

Calanthia Carter
75 Melanie Dr
Stockbridge Ga 30281
July 8, 2025

Patrick Ejike, Planning and Zoning Director
Tyler McSwain, Zoning Administrator
Commissioner DeMont Davis and Board of Commissioners
P.K. Dixon Bldg. Annex 2
121 S McDonough St, Jonesboro, GA 30236

Re: Application of Creative Crowns Collective at 9526 S Main St Unit B Jonesboro GA 30236

Dear Members of the Planning and Zoning Board of Appeals;

I am writing on behalf of educators and clients to express enthusiastic support of the new hair salon proposed at 9526 S Main St Unit B Jonesboro GA 30236, submitted by Creative Crowns Collective. The new business will be a valuable asset to the area within Tara Blvd Overlay Districts and the Business Corridor.

The new hair salon would contribute positively to the community in several ways.

- It will create several new jobs, offering employment opportunities for skilled professionals in the area
- The salon will offer a convenient and accessible options for residents seeking high-quality hair care services
- Fostering a vibrant local economy and may draw in customers from outside the immediate area which will also benefit neighboring businesses

I have been an educator in Clayton County for 22 years and have witnessed firsthand the impact that Creative Crowns Collective has on the community. I have assisted with their back-to-school initiative to provide free or deeply discounted salon services for students or by providing free school supplies to students in the community.

Creative Crowns Collective have consistently proved their unwavering commitment to support and build a brighter future for residents and a shared vision with Clayton County for inclusivity, transparency and sustainable growth by openly sharing their expertise and dedication to excellence.

I wholeheartedly endorse Creative Crowns Collective's application for a permit in the General Business Zoning District. If you require additional information or wish to discuss our collaborate further, please do not hesitate to contact me at 678-464-8544 or via email at carter_669@hotmail.com.

Thank you for considering this outstanding Beauty Salon for your support.

Respectfully,

Calanthia Carter
Clayton County Public Schools
Retired Educator

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Collective
Date: Monday, August 4, 2025 1:08:33 PM

Sent from my iPhone

Begin forwarded message:

From: Shakille Cordice <sjcordice@gmail.com>
Date: July 12, 2025 at 5:40:49 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns Collective

Board of Commissioners,

Creative Crowns Collective is a space that nourishes not only healthy hair but healthy community as well. It does not matter what kind of day I could be having I know I can walk in the door and get exactly what I need whether that be a laugh, encouragement, a listening ear, or all of the above. I have meet a lot of people in my life but hardly a group of women who so consistently foster such a welcoming atmosphere. Creative Crowns Collective will bring people from far and wide to their doors and new partitioners to your county. It would be a disservice to Clayton County to deny Creative Crowns space in your community.

Best Regards,
Shakillè J.

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective Natural Hair Salon Zoning Approval
Date: Monday, August 4, 2025 1:08:42 PM

Sent from my iPhone

Begin forwarded message:

From: Ashleigh Cox <1ashleighcox@gmail.com>
Date: July 11, 2025 at 7:50:31 PM EDT
To: zoning.planning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Community Support for Creative Crowns Collective Natural Hair Salon Zoning Approval

Dear Board of Commissioners and Zoning and Planning,

I hope this message finds you well. I am writing to express my full support for the opening of Creative Crowns Collective natural hair salon in Clayton County and to share why this establishment is not only needed but will be a true asset to our community.

I have proudly supported this business for 4 years, and I can confidently say it has had a tremendous impact—not just on me personally, but on the broader community as well. The salon has always gone beyond providing high-quality hair care. It has served as a safe, empowering space for individuals to embrace their natural beauty and cultural identity.

During their previous location's grand opening, they hosted a community outreach event that brought people together in a powerful way. They offered free services, giveaways, and invited local vendors to showcase their products and businesses—many of whom were just getting started. This type of genuine support for small business owners and entrepreneurs is rare, and it's

exactly the kind of energy and economic uplift Clayton County needs right now.

The salon's commitment to excellence, cultural celebration, and community engagement is unmatched. From offering mentoring opportunities to young stylists, to providing a welcoming space for all ages and backgrounds, they continuously invest in the people around them.

Opening this natural hair salon would not only meet a real need in the community—it would also strengthen our local economy, uplift underserved voices, and contribute to the cultural richness of Clayton County.

I truly hope you will approve the zoning request for this salon. They have already proven to be a powerful force for good, and I am excited to see all the amazing things they will bring to our community once again.

Thank you for your time and consideration.

Warm regards,

Ashleigh Cox

Ph: 404-295-7121

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Take Action with Creative Crown Collective Salon
Date: Monday, August 4, 2025 1:09:05 PM

Sent from my iPhone

Begin forwarded message:

From: Katrice Campbell <katrice.campbell41@gmail.com>
Date: July 11, 2025 at 7:02:43 PM EDT
To: planning.zoning@claytoncountyga.gov, fewkhalilah@gmail.com
Subject: Take Action with Creative Crown Collective Salon

On behalf of being a loyal, committed, dedicated and well respected salon where all walks of people come to have an exceptional hair day to unwind and relax and enjoy the beautiful and wonderful aromatic atmosphere of salon talk and laughter. This salon is extremely important to keep open and bring forth unity, love, joy and blissful hair experience like none other natural beauty hair salon extravaganza.

Sincerely,
Loyal Customer, Katrice Campbell.

FYI- these ladies love what they do inside and out and it shows through their work and dedication.

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Letter of Support for Zoning Approval – Creative Crowns Hair Salon
Date: Monday, August 4, 2025 1:09:06 PM
Attachments: [Letter of Zoning Approval Request.docx](#)

Sent from my iPhone

Begin forwarded message:

From: Monique Watkins <amoniquewatkins@gmail.com>
Date: July 11, 2025 at 7:04:26 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Letter of Support for Zoning Approval – Creative Crowns Hair Salon

July 11, 2025
Planning & Zoning Department
City of Jonesboro
Clayton County
112 Smith Street
Jonesboro, GA 30236

Letter of Support for Zoning Approval – Creative Crowns Hair Salon

Dear Zoning Administrator,

I am writing to express my support for the zoning approval of Creative Crowns Hair Salon at 9526 S Main Street, Suite B, Jonesboro, GA 30236.

Although I do not reside in Jonesboro, I have the privilege of working in the Clayton County community and witnessing the importance of accessible, professional, and community-rooted businesses like Creative Crowns. Their commitment to providing high-quality hair care services in a welcoming environment reflects the kind of small business that helps strengthen local economies and uplift community pride.

Creative Crowns is poised to serve a diverse clientele, offering not only salon services but also a space where clients can feel empowered and confident. Approving their zoning request would support entrepreneurship, provide job opportunities, and contribute to the vitality of the South Main Street area.

As someone who actively engages with families, youth, and professionals across the county, I believe Creative Crowns will be a valuable asset to the area. I respectfully urge the Planning and Zoning Department to consider this approval favorably.

Thank you for your time and thoughtful consideration.

Sincerely,

Dr. Almecia Watkins
Clayton County Public Schools Educator
Creative Crowns Client

LinkedIn [Dr. Monique Watkins](#) | Twitter [@EducatorWatkins](#)

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective – Zoning Reconsideration Requested
Date: Monday, August 4, 2025 1:09:16 PM

Sent from my iPhone

Begin forwarded message:

From: Tiara Stargell <stargelltiara88@yahoo.com>
Date: July 11, 2025 at 6:48:07 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: DA BESTIE <Fewkhalilah@gmail.com>
Subject: **Community Support for Creative Crowns Collective – Zoning Reconsideration Requested**

Dear County Board/Zoning Dept./Planning Commission

My name is Tiara S. Wise, and I'm writing to urge you to reconsider the recommendation to deny the zoning request submitted by Creative Crowns Collective.

Creative Crowns Collective is more than a natural hair salon—it is a vital community space that uplifts culture, promotes wellness, and empowers individuals to embrace their identity. Their mission aligns with a growing public preference for healthier, chemical-free hair care, especially in underserved communities where safe, affirming options have historically been limited.

But their impact goes far beyond hair.

Creative Crowns is a beacon of cultural expression—a space where heritage is not only acknowledged but celebrated. Clients come here to be seen, heard, and affirmed. Through workshops,

mentorship, and educational programming, they are also planting seeds of knowledge, pride, and self-love in the next generation.

To approve their zoning request would be to affirm that this city values diversity, protects cultural spaces, and actively supports Black entrepreneurship. It would show that our local government recognizes the deep importance of businesses that give back, build up, and strengthen the very fabric of our communities. There is no question that Creative Crowns Collective will continue to pour into the city that supports them.

This is an opportunity to demonstrate what kind of growth we truly stand for: inclusive, equitable, and community-centered. I stand in full support of Creative Crowns Collective and ask you to do the same.

Thank you for your time, consideration, and commitment to serving all residents.

Sincerely,

Tiara S. Wise

Sent from my iPhone

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective
Date: Monday, August 4, 2025 1:09:26 PM

Sent from my iPhone

Begin forwarded message:

From: Nia Alford <nahunter2@gmail.com>
Date: July 11, 2025 at 3:18:48 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Support for Creative Crowns Collective**

To Whom It May Concern,

I am writing to express my full support for Creative Crowns Collective, a natural hair care salon founded by Ochuole Agburu and Khalilah Few, as they seek zoning approval to operate in Clayton County.

Creative Crowns Collective is a culturally significant and much-needed addition to our community. As a natural hair care salon, it offers specialized, affordable hair care for the entire family, with services that honor and support those with natural and textured hair—services that are often difficult to find locally. This business meets a vital need for many Clayton County residents seeking professional, affirming, and culturally competent care.

While the salon may not create a large number of direct jobs, its presence will positively impact the local economy by drawing consistent customer traffic to the area. Clients visiting the salon are likely to patronize nearby businesses, supporting local shops, restaurants, and contributing to the economic vitality of the surrounding area.

Ms. Agburu and Ms. Few are dedicated entrepreneurs who bring a vision rooted in empowerment, representation, and service. Their commitment to Clayton County is evident in their desire to build not just a business, but a welcoming, family-friendly space that celebrates culture, community, and wellness.

I respectfully urge the Planning and Zoning Board, Board of Commissioners, and other decision-makers to approve this zoning request. Creative Crowns Collective will be a meaningful and positive addition to Clayton County, both culturally and economically.

Thank you for your time and thoughtful consideration.

Sincerely,

Nia Alford

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective
Date: Monday, August 4, 2025 1:09:34 PM

Sent from my iPhone

Begin forwarded message:

From: ALFREDA GOURDINE <agourdine@hotmail.com>
Date: July 11, 2025 at 2:40:23 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Support for Creative Crowns Collective**

To the Honorable Members of the Planning and Zoning Committee,

I am writing to express my enthusiastic support for the establishment of Creative Crowns. The endeavor of Ms. Few represent a meaningful and beneficial addition to the local landscape, both economically and culturally. Creative Crowns would represents a vital addition to the Jonesboro (Clayton County) community, offering far more than traditional salon services. This business will be an anchor for economic development, cultural affirmation, and personal empowerment. As a locally owned small business, the salon will generate new employment opportunities, support entrepreneurial growth, and attract traffic to other nearby shops and restaurants which in turn will stimulate the area's economic landscape. It is a proven fact that Creative Crowns has clientele that reaches far beyond the borders of Clayton County. They incur business from patrons from Henry, Newton, Rockdale, Fulton, and Dekalb counties, just to name a few. Beyond economic growth, Creative Crown champions inclusivity and acceptance by providing culturally sensitive natural hair services that celebrate the diverse textures and identity of its clientele. The owner offers a safe, welcoming environment where individuals can be seen, heard and valued, which will draw an abundance of clientele to booster economic growth within the Jonesboro community.

Creative Crowns is more than a business, it serves as a vibrant platform for representation, growth and community healing. I respectfully urge the committee to recognize the profound, multi-dimensional value this establishment will bring to Jonesboro, and grant Creative Crowns to contribute to the continued empowerment and growth of this community.

Please let me know if I can provide any further information to assist with the approval of this business.

Respectfully,

A Loyal Customer

Dr. Alfreda Renee Gourdine

Henry County

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Zoning Approval
Date: Monday, August 4, 2025 1:09:43 PM

Sent from my iPhone

Begin forwarded message:

From: Susan Clark <dr.sclark.llc@gmail.com>
Date: July 11, 2025 at 2:27:23 PM EDT
To: planning.zoning@claytoncountyga.gov, fewkhalilah@gmail.com
Subject: Zoning Approval

Request zoning approval for Creative Crowns. Ms Khaililah Few is always for very professional. Not only is my hair looking fabulous when she finishes, I also leave with her shared words of encouragement.

I look forward to visiting her at her own personal shop, a dream come true.

Dr Clark

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Support
Date: Monday, August 4, 2025 1:09:54 PM

Sent from my iPhone

Begin forwarded message:

From: Trenessa Allen <atrenessa@gmail.com>
Date: July 11, 2025 at 1:45:24 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns Support

Good afternoon,

I'm writing in support of Creative Crowns as they are a value to the community. This is a much needed service in this area. I drive over any hour to receive their services as thier work is excellent. Please approve this valuable business to be a member of your small business community as not having them there will impact not only their lives but the community as well.

Thank you for you consideration.

Kindly, Trenessa Allen

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective Salon in Clayton County
Date: Monday, August 4, 2025 1:10:05 PM

Sent from my iPhone

Begin forwarded message:

From: Maya Evans <mayae@intellistarsaba.com>
Date: July 11, 2025 at 1:44:07 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Support for Creative Crowns Collective Salon in Clayton County**

Dear Clayton County Planning and Zoning Committee,

I hope this message finds you well. I am writing to express my strong support for the establishment of the Creative Crowns Collective Salon and to highlight the meaningful impact this business would have on our community here in Clayton County.

Creative Crowns Collective is more than just a salon — it is a community-centered space designed to promote empowerment, entrepreneurship, and wellness through beauty. This salon is committed to providing high-quality, professional services while also serving as a collaborative hub for local stylists and beauty professionals. By fostering mentorship, education, and small business development, Creative Crowns Collective stands to uplift both the local economy and community morale.

Clayton County would benefit in several key ways from the presence of this establishment:

- **Economic Growth:** The salon will create jobs, attract foot

traffic, and support other local businesses in the surrounding area.

- **Community Empowerment:** The Collective plans to host workshops, youth engagement events, and wellness initiatives that align with the county's goals of inclusion and growth.
- **Local Talent Development:** By providing opportunities for beauty professionals to grow their skills and clientele, the salon supports career advancement and entrepreneurship.

The vision of Creative Crowns Collective aligns perfectly with the ongoing revitalization and economic development efforts across Clayton County. It would be an asset not only to the beauty industry but to the broader cultural and economic landscape of the region.

Thank you for your time and consideration. I urge the committee to approve and support this initiative as a valuable addition to our community.

Warm regards,

Maya Evans

Intellistars ABA Therapy Center Manager, 275 Upper Riverdale Road, Suite D

(470) 464-8570

mayae@intellistarsaba.com

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<Outlook-
2ng05n3z.png>

Maya Evans
CENTER MANAGER

470.464.8570
mayae@intellistarsaba.com

Intellistars
ABA
3340
Peachtree Rd
N
Suite 1800
Atlanta, GA
30326

[<Outlook-ksh5kbmi.png>](#)

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From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective. Salon in Jonesboro
Date: Monday, August 4, 2025 1:10:27 PM

Sent from my iPhone

Begin forwarded message:

From: Latosha Lawrence <tosha062002@gmail.com>
Date: July 7, 2025 at 12:46:04 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Community Support for Creative Crowns Collective. Salon in Jonesboro**

Dear Clayton County Planning and Zoning Team,

I hope this message finds you well. I'm writing to express my strong support for the opening of *Creative Crowns Collective* in Jonesboro and to highlight the vital role this salon plays in our community.

Creative Crowns Collective has been a trusted part of my family's life for over a decade. The owner has been doing my daughter's hair since she was just two years old—she is now sixteen. Over the years, the salon has not only provided exceptional hair care, but it has also educated us on the importance of embracing and maintaining natural hair.

Through the guidance of Creative Crowns, I was able to transition from relaxed to natural hair—a decision that has empowered me and helped me embrace my own beauty and heritage. This salon is more than a place for styling; it's a safe, affirming space that uplifts clients of all ages through education, care, and cultural connection.

Opening this salon in Clayton County, specifically in Jonesboro, would provide our community with access to high-quality, culturally competent hair care that celebrates natural beauty. It would also support local economic development by promoting small business ownership and empowering local entrepreneurs.

I strongly encourage your support in approving Creative Crowns Collective's zoning and operational needs so they can continue to make a positive impact in our community.

Thank you for your time and consideration.

Warm regards,

LaTosha D. Lawrence

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Zoning Support for Creative Crowns – Please Reconsider
Date: Monday, August 4, 2025 1:10:37 PM

Sent from my iPhone

Begin forwarded message:

From: Jumoke DeLoach <jmd07161@outlook.com>
Date: July 6, 2025 at 9:56:49 AM EDT
To: zoning.planning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com
Subject: Zoning Support for Creative Crowns – Please Reconsider

Dear Commissioners,

I hope this message finds you well. I am writing to you today as a resident of Hampton, Henry County, and a loyal client of Creative Crowns Natural Hair Salon. While I do not reside in Clayton County, my commitment to this business and the community it serves drives me to reach out.

For the past four years, I have entrusted my hair and identity to Creative Crowns. My experience there has been nothing short of transformative. Prior to discovering this incredible salon, I often found myself traveling to Fayetteville just to have my hair cared for, often by stylists who did not understand the unique needs of natural hair. Creative Crowns has changed all of that for me, offering not only exceptional hair care but also an environment filled with warmth, love, and a deep commitment to wellness.

With over 217,000 Black residents in Clayton County and more than 86,000 individuals proudly wearing natural hairstyles, the demand for quality salons far outstrips the current supply. The 20 to 25 existing salons are simply unable to meet this need, leaving many in our community without access to the specialized services they deserve. Creative Crowns is ready and equipped to provide those services, and it should not be forced to pivot to offer services that they do not specialize in, nor is it equipped to provide products for, when our community is calling out for its unique offerings.

The areas surrounding Creative Crowns are heavily populated and are projected to grow significantly in the coming years. Forcing this vital business to close would not only hurt them but also limit our community's access to essential services. We must support equitable access to local businesses that

address the needs of our residents. I urge you to reconsider the zoning decision affecting Creative Crowns. This is about more than hair; it's about fostering equity, supporting small businesses, and ensuring that all members of our community have access to the vibrant, culturally relevant services they need.

Thank you for your attention to this matter. I look forward to seeing Creative Crowns flourish in the Clayton County community.

Best regards,

Jumoke DeLoach

1235 Highway 3 N.

Hampton, GA 30228

Jmd07161@outlook.com



Jumoke DeLoach

Passion about People, Processes & Profits

678-907-0878 | beconfident- beproductive - beyourbest

jmd07161@outlook.com

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Subject: Support for Creative Crown Collective Salon Opening in Jonesboro
Date: Monday, August 4, 2025 1:10:43 PM

Sent from my iPhone

Begin forwarded message:

From: Maribel Claxton <maribel1claxton@gmail.com>
Date: July 5, 2025 at 4:18:09 PM EDT
To: fewkhalilah@gmail.com, planning.zoning@claytoncountyga.gov
Subject: Subject: Support for Creative Crown Collective Salon Opening in Jonesboro

Dear Planning and Zoning Department,

I am writing to express my support for the opening of Creative Crown Collective, owned by Khalilah Few and Ochuole Agburu in Jonesboro. As a loyal customer for over seven years, I have personally experienced and greatly benefited from their exceptional services, which celebrate and nurture natural hair in all its forms—including natural, locs, braids, and other styles.

Creative Crown Collective was founded by Ochuole Agburu and Khalilah Few, who, as best friends, sought to use their passion and creativity for natural hair to positively impact lives. Their mission emphasizes self-love and self-care as the foundation for transformation. Their primary goal is to make beauty and education accessible to all, offering not only creative and beautiful hairstyles but also empowering clients with knowledge about natural hair care.

Their salon is highly regarded and consistently receives 5-star ratings from their clients, who praise their excellent customer service, professionalism, and positive attitude. They are known for their dedication to providing a welcoming environment, where clients of all ages—men, women, children, and families—can experience quality care and leave feeling confident and satisfied.. Khalilah Few ensures her clients are educated on natural hair care practices, demonstrating genuine care and attention to each individual's hair needs. Her commitment to her

clients' hair health and her talent in styling has earned her a stellar reputation within the natural hair community.

This salon has already made a significant positive impact on the natural hair community in Henry County, Georgia. As they expand into Clayton County, they continue to grow and need a larger space to accommodate their increasing clientele and business growth. Supporting the opening of Creative Crown Collective in Jonesboro would offer substantial benefits to our community by providing access to specialized, inclusive, and culturally affirming hair care services. Their presence will not only diversify the local business landscape but also promote self-esteem, cultural pride, and community support.

I would like to congratulate Khalilah and Ochuole on their thriving business and growing success. Their dedication to quality, education, and customer care makes them an invaluable asset, and I am confident their expansion will continue to benefit residents of all ages and backgrounds.

Thank you for considering this letter as part of their application process. Your support in enabling Creative Crown Collective to open in Jonesboro is greatly appreciated and will contribute positively to Clayton County's vibrant community.

Please do not hesitate to contact me if further information is required.

Sincerely,

Maribel Claxton

470-378-6739

Maribel1claxton@aol.com

CC: fewkhalilah@gmail.com

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Collective RECOMMENDATION
Date: Monday, August 4, 2025 1:10:44 PM
Attachments: [Creative Crowns Collective zoning recommendation 72025.pdf.pdf](#)

Sent from my iPhone

Begin forwarded message:

From: Rochelle Barry <eyemlisteningllc@gmail.com>
Date: July 7, 2025 at 12:49:28 PM EDT
To: zoning.planning@clayoncounty-ga.gov
Cc: fewkhalilah@gmail.com
Subject: Creative Crowns Collective RECOMMENDATION

Good Afternoon,

Please read the below and the attached file.

Clayton County Zoning Committee
112 Smith Street, Jonesboro, Georgia

Re: Creative Crowns Collective

It is my pleasure to enthusiastically recommend Creative Crowns Collective and its owners/proprietors, Ochuole Agburu and Khalilah Few, as they embark on the exciting endeavor of opening their new beauty salon located in Clayton County, GA.

I am an over-35-year resident of Clayton County, a small business owner, and I currently live in Hampton, GA. I have known the owners/proprietors for over 10 years and have observed their passion for the beauty industry, strong work ethic, dedication to quality, innovative approach, exceptional customer service skills, and business acumen. These ladies have an understanding of different hair types and textures to select the best styles and products for each client. They have created a welcoming and comfortable atmosphere for clients, building trust and rapport, and ensuring client satisfaction.

The skills they bring are not easily found in Clayton County. Creative Crowns Collective serves children starting at age 2. This is an invaluable skill, and the patience and dedication it takes to work with children are admired and appreciated.

It is believed that Creative Crowns Collective, under Ochuole Agburu and Khalilah Few's leadership, will be a valuable addition to the community.

The owners possess the vision, dedication, and expertise to create a thriving salon that provides exceptional services and contributes to the local beauty scene.

The salon is highly recommended without reservation. The venture is expected to be successful, and Creative Crowns Collective is certain to be a responsible and commendable business owner.

Feel free to contact me if further information is required or to discuss Creative Crowns Collective's qualifications further.

Sincerely,

Rochelle L Barry

CEO Eye 'm Listing Career Counseling Services

<https://www.eyemlisteningllc.org/>

Tel: 678.457.9660

Email: eyemlisteningllc@gmail.com

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd:
Date: Monday, August 4, 2025 1:11:04 PM

Sent from my iPhone

Begin forwarded message:

From: Anastasia Latson <anastasia.latson1@gmail.com>
Date: July 4, 2025 at 11:51:12 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com

Dear Planning Committee,

I am writing this letter to express my strong support for the zoning application of Creative Crown Collective in Clayton County. I have had the privilege of knowing the owners Ochuole Agburu and Khaliah Few for the last ten years, personally and professionally. During this time, I have consistently observed their exceptional dedication, strong business acumen, and profound compassion, qualities that are evident in their interactions with both friends and clients. Their unwavering passion for their craft and community is truly inspiring.

Creative Crown Collective is more than just a salon; it is a vital community hub that has been serving Clayton County and the surrounding area for years, even before its formal establishment. While they expertly care for all hair types, their specialization in natural hair care addresses a significant and growing need within our community. They are not merely styling hair; they are cultivating healthy hair growth and showcasing the inherent beauty and versatility of natural textures, empowering their clients with confidence and self-expression.

I have personally witnessed the positive impact Creative Crown Collective has on its clients. When I began my natural hair journey, Ochuole and Khalilah helped make my transition easier. Their knowledge, encouragement, and services taught me to embrace my hair and boosted my confidence. Under their care my hair is the healthiest it has ever been.

Their meticulous attention to detail, personalized consultations, and commitment to using high-quality, natural products ensure that clients receive not only beautiful styles but also education on maintaining healthy hair. Their dedication has fostered a loyal client base, contributing to the economic vibrancy of the local business landscape.

I wholeheartedly recommend that the Planning Committee approve the zoning application for Creative Crown Collective. Their proven track record,

commitment to client well-being, and positive community impact make them an exceptional asset to Clayton County. I am confident that their continued growth will bring significant benefits to our residents. Thank you for your time and consideration of this important matter. Please do not hesitate to contact me if you require any further information.

Best,
Anastasia Pledger

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Petition for Creative Crowns to open for business in Jonesboro, Ga
Date: Monday, August 4, 2025 1:11:31 PM

Sent from my iPhone

Begin forwarded message:

From: Ki the Stylist <kieshamceachron@gmail.com>
Date: July 3, 2025 at 11:34:44 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Petition for Creative Crowns to open for business in Jonesboro, Ga

Dear Clayton County Government Officials,

I hope this message finds you well.

I am writing to express my sincere support for Creative Crowns Natural Hair Salon, a local Black-owned business that has become an invaluable resource to the community here in Clayton County, Georgia. As a resident and advocate for small business development, I believe it is important to highlight the impact this salon has had—not just as a beauty service provider, but as a community cornerstone.

Creative Crowns specializes in natural hair care, offering services that empower individuals to embrace their natural beauty and cultural identity. For many in our community, particularly Black women and children, having access to safe, professional, and culturally competent hair care is not a luxury—it is a necessity. The salon provides a welcoming, affirming environment where clients can receive services tailored to their unique hair textures and needs, something that is not always easy to find.

Beyond beauty, Creative Crowns contributes to local economic growth, mentorship, and job creation. The salon provides employment opportunities for local stylists and serves as a platform for aspiring beauty professionals to gain hands-on experience, education, and entrepreneurship guidance. It also plays a key role in youth empowerment by hosting educational events and offering

grooming and self-care support for young people in the area.

In a time where many small businesses are struggling, we need to protect and uplift those that are actively enriching our communities. Creative Crowns Natural Hair Salon is doing just that—uplifting individuals, preserving culture, and serving as a trusted gathering place that fosters pride and self-confidence.

I kindly urge the Clayton County Government to recognize the salon's value and consider providing continued support through grants, visibility, or community partnership opportunities that will allow this essential business to thrive and grow.

Thank you for your time and attention, and for all you do to support the residents and businesses of Clayton County.

Warm regards,

Kiesha McEachron

Contact Info: (470)891-1935

Resident of Clayton County, Georgia

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective in Clayton County
Date: Monday, August 4, 2025 1:11:38 PM

Sent from my iPhone

Begin forwarded message:

From: Jada Moore Mitchell <jmooremittell@outlook.com>
Date: July 3, 2025 at 11:01:29 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Support for Creative Crowns Collective in Clayton County

Greetings,

My name is Jada Mitchell. I have worked in Clayton County for the last 13 years at Clayton State University (CSU). I currently serve as Executive Director of Student Success at CSU.

I am writing to express my support for Creative Crowns Collective (CCC) being granted a business permit to operate in Clayton County. I have known Ms. Khalilah Few for over 10 years. I have been a client of hers since 2018. I can attest that Ms. Few and her CCC team will be an asset to the Clayton County Community. These ladies are positive, uplifting individuals who do not see their business as just a service to make money off their clients or residents in the community. They wholeheartedly believe in being a force for good and giving back to the community. In the past two years, they have conducted a community outreach event in collaboration with local vendors to offer a back-to-school event. They also partnered with another one of their clients to conduct a personal hygiene product drive to provide the collected items to homeless women. Last year, they sought my help in designing workshops and courses that will help educate people about maintaining healthy hair. We also discussed how they could offer these workshops to students at Clayton State and I agreed to connect them with some of our campus student organizations.

The team at Creative Crowns Collective have a heart for people. They have a vision and goal to lift up others while also being a resource in the community. I know this is the type of business/organization that the leaders of Clayton County look to join their community. I support their business application and ask that you

grant the business license.

Regards,

Jada M. Mitchell

jmooremitchell@outlook.com (personal)

JadaMitchell@clayton.edu (business)

"Today is the tomorrow that you were worried about yesterday. Was it worth it?"

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Highlighting Creative Crown Collective
Date: Monday, August 4, 2025 1:11:48 PM

Sent from my iPhone

Begin forwarded message:

From: Alicia Blanding <alicia.blanding82@gmail.com>
Date: July 3, 2025 at 10:26:28 AM EDT
To: planning.zoning@claytoncountygga.gov
Cc: fewkhalilah@gmail.com
Subject: **Highlighting Creative Crown Collective**

To Whom It May Concern,

My name is Alicia Blanding, I'm very excited to be apart of the Creative Crown Collective for over 5 years! I strongly believe by bringing this salon to the heart of **Jonesboro in Clayton County**, a community we deeply care about and believe deserves high-quality, accessible, and culturally conscious beauty services! This salon is more than just a place for hair and self-care—it is a safe, uplifting environment where beauty meets empowerment and service meets community.

Why Creative Crown Salon Matters:

Their mission is to provide professional and affordable beauty services while uplifting individuals' confidence, promoting self-expression, and supporting wellness. In addition to hair care, we offer mentoring opportunities, skill-building for aspiring beauty professionals, and inclusive services that reflect the rich diversity of Clayton County.

How the Community Benefits:

- **Local Employment & Training:** Their aim to hire and train talent from within the community, offering career opportunities in a stable, creative industry.
- **Safe, Welcoming Environment:** The salon will be a safe space where people of all backgrounds feel welcome, respected, and valued.
- **Community Engagement:** The plan to partner with local schools and organizations to host workshops, provide hair care education, and support youth programs.

- **Economic Impact:** By attracting clientele to the area, we contribute to the local economy, increase foot traffic, and foster a sense of pride in local business ownership.

Why Clayton County Needs This Salon:

Clayton County is a vibrant, growing area with unique cultural needs that are often underserved by mainstream beauty businesses. Creative Crown salon is designed specifically to address those gaps—by offering specialized services, promoting representation, and building genuine connections with their clients. This salon is not just to do business, but to be a part of the community's growth and wellbeing.

This salon has my full support . Please allow them to open and operate in **Jonesboro**. This salon is an investment in people, purpose, and place—and we are committed to being a positive force in Clayton County.

Thank you for your time and consideration.

Sincerely,

Alicia R. Blanding
Creative Crown Collective
912-571-0615

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Proposed Salon in Jonesboro
Date: Monday, August 4, 2025 1:11:56 PM

Sent from my iPhone

Begin forwarded message:

From: Schuerra Franklin <schuerrafranklin@gmail.com>
Date: July 3, 2025 at 10:11:23 AM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Community Support for Proposed Salon in Jonesboro

Dear Planning and Zoning Department,

I hope you're doing well.

I'm writing as a loyal customer and strong supporter of a salon that is hoping to open its doors in Jonesboro, here in Clayton County. I wanted to share how much this business has meant to me personally—and how valuable it would be to have a place like this in our community.

This salon isn't just about hair or beauty. It's a space that truly uplifts people. The team is professional, kind, and dedicated to making every client feel confident, cared for, and seen. I've experienced firsthand the quality of service and the positive energy they bring—and I know many others who feel the same.

Here's why I believe this salon would be a great fit for Clayton County:

- **It builds confidence:** In a time when self-care is so important, this salon provides a space where people can feel good about themselves, inside and out as well as bonds and friendships! It feels amazing to know that you don't have to travel far from your community for self care.
- **It creates jobs:** The owners are passionate about supporting local talent and creating employment opportunities for stylists and support staff.
- **It uplifts the community:** They've helped youth in the community on their journey in the hair world.
- **It supports local business:** From partnering with nearby vendors to participating in community events, they are committed to being a positive force in our county.

Jonesboro deserves businesses that not only serve, but also give back—and this

salon is exactly that kind of place. I truly hope you will consider supporting their efforts to open in our area. Khalilah has been a staple in my life for years and I believe her salon will be a cherished staple in Clayton County, as well!

Thank you for your time and for all that you do to help Clayton County grow in the right direction.

Sincerely,

Schuerra Franklin

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Creative Crowns Collective Salon in Clayton County
Date: Monday, August 4, 2025 1:12:08 PM

Sent from my iPhone

Begin forwarded message:

From: Maya Evans <mayae@intellistarsaba.com>
Date: July 3, 2025 at 9:33:22 AM EDT
To: planning.zoning@claytoncounty-ga.gov
Cc: fewkhalilah@gmail.com
Subject: **Support for Creative Crowns Collective Salon in Clayton County**

Dear Clayton County Planning and Zoning Committee,

I hope this message finds you well. I am writing to express my strong support for the establishment of the Creative Crowns Collective Salon and to highlight the meaningful impact this business would have on our community here in Clayton County.

Creative Crowns Collective is more than just a salon — it is a community-centered space designed to promote empowerment, entrepreneurship, and wellness through beauty. This salon is committed to providing high-quality, professional services while also serving as a collaborative hub for local stylists and beauty professionals. By fostering mentorship, education, and small business development, Creative Crowns Collective stands to uplift both the local economy and community morale.

Clayton County would benefit in several key ways from the presence of this establishment:

- **Economic Growth:** The salon will create jobs, attract foot

traffic, and support other local businesses in the surrounding area.

- **Community Empowerment:** The Collective plans to host workshops, youth engagement events, and wellness initiatives that align with the county's goals of inclusion and growth.
- **Local Talent Development:** By providing opportunities for beauty professionals to grow their skills and clientele, the salon supports career advancement and entrepreneurship.

The vision of Creative Crowns Collective aligns perfectly with the ongoing revitalization and economic development efforts across Clayton County. It would be an asset not only to the beauty industry but to the broader cultural and economic landscape of the region.

Thank you for your time and consideration. I urge the committee to approve and support this initiative as a valuable addition to our community.

Warm regards,

Maya Evans

Intellistars ABA Therapy Center Manager, 275 Upper Riverdale Road, Suite D

(470) 464-8570

mayae@intellistarsaba.com

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<Outlook-
k0sap1gj.png> **Maya Evans**
CENTER MANAGER

470.464.8570	Intellistars
mayae@intellistarsaba.com	ABA
	3340
	Peachtree Rd
	N
	Suite 1800
	Atlanta, GA
	30326

[<Outlook-0imnwyam.png>](#)

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Subject: Community Support for Salon Opening in Jonesboro, Clayton County
Date: Monday, August 4, 2025 1:12:17 PM

Sent from my iPhone

Begin forwarded message:

From: Jamilah Hud-Kirk <jhudkirk@gmail.com>
Date: July 2, 2025 at 7:39:11 PM EDT
To: planning.zoning@claytoncountygva.gov
Cc: fewkhalilah@gmail.com, ochuolejagburu@gmail.com
Subject: **Subject: Community Support for Salon Opening in Jonesboro, Clayton County**

Dear Planning and Zoning Team,

I hope this message finds you well.

I am writing to express strong support for the opening of a new salon in the Jonesboro area of Clayton County, Creative Crowns Collective. This salon is not just a business endeavor, it represents a vital community hub for beauty, wellness, care, and empowerment.

As a long-term customer, I can personally attest to the positive and lasting impact this salon has had on the lives of so many. Our relationship began when my son started his hair journey with them during high school. Now, even as a senior at Howard University, he continues to remain loyal, waiting until he comes home just to receive services from the stylists he trusts. That kind of lasting commitment speaks volumes about the quality and care this salon provides.

Over the years, I've introduced my children and other family members to their services, and they've consistently gone above and beyond. Most notably, during one of the most difficult times of my life, when I was diagnosed with breast cancer, they were instrumental in supporting my well-being. Due to my limited ability to leave the house for care, they provided in-home services with compassion and dignity. Their commitment to community care was deeply meaningful and remains something I will never forget.

What sets this salon apart from others is its heart-centered approach to service. It's not just about styling hair, it's about building confidence, providing culturally affirming care, and serving as a place of healing and connection. Whether offering in-home services during illness, mentoring young professionals, or creating a safe space for women to unwind and restore, this salon embodies the kind of community-rooted business that Clayton County should champion and uplift.

Beyond personal service, this salon contributes to:

*Local economic development, by hiring and training professionals from the community

*Youth engagement and mentorship, offering a model of entrepreneurship and excellence

*Mental and emotional wellness, creating a space where individuals, especially women, feel seen, supported, and restored

As an educator who works in Clayton County but lives in Henry, I understand firsthand the value of commitment and giving back to a community, even when you don't reside there. It's about serving and uplifting the very place that pours into you daily. This salon lives that same value and should be supported in its efforts to continue doing so in a greater capacity.

I strongly urge your department to support the planning and zoning efforts that would allow this essential business to operate in Jonesboro. The positive ripple effect of their presence will be deeply felt across Clayton County.

Thank you for your time and consideration. Please feel free to reach out if you need any additional information or testimonials.

Sincerely,

Jamilah Hud-Kirk

CEO/Founder, Lead With Balance
LLC

[Coming Soon](#)

E: jhudkirk@gmail.com

A: Lead With Balance LLC



From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: CREATIVE CROWNS COLLECTIVE
Date: Monday, August 4, 2025 1:12:26 PM

Sent from my iPhone

Begin forwarded message:

From: Christelle Dorsainvil <christelledorsainvil@gmail.com>
Date: July 2, 2025 at 5:46:04 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: CREATIVE CROWNS COLLECTIVE

Good evening. I hope this message finds you well. I am a resident of Clayton County and I believe the addition of Creative Crowns Collective hair salon to Jonesboro would be an incredible benefit to our community. Though there are a few salons in Jonesboro, there aren't nearly enough for natural African American hair. The ladies at Creative Crowns have been doing me & my family's hair for years and have been doing an amazing job. The care that they show and the patience that they have doing my children's hair is next to none. Throughout the years, they have become family, and as much as I've willingly followed them to different locations, I was ecstatic to hear they were planning to move to Jonesboro, which would be down the street from me! They are a salon of wonderful women and hair stylists and I believe they would be a great addition to the character and development of the city of Jonesboro!

Thank you for your time.

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support for Zoning Approval – Proposed Salon in Jonesboro, GA
Date: Monday, August 4, 2025 1:12:39 PM

Sent from my iPhone

Begin forwarded message:

From: Melvena McFadden <melvenamcfadden@gmail.com>
Date: July 2, 2025 at 5:42:19 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Support for Zoning Approval – Proposed Salon in Jonesboro, GA**

Dear Clayton County Planning & Zoning,

I hope this message finds you well. I'm writing as a loyal client who travels from DeKalb County to receive services from the business owner planning to open a salon in Jonesboro. I want to express my full support for this salon and urge your office to approve the necessary zoning request to allow it to open.

The level of professionalism and quality of service I've experienced is unmatched, which is why I'm willing to travel from outside the county. I know many others, both within and outside Clayton County, who feel the same. Having this salon officially open in Jonesboro would not only make access easier for existing clients like me, but would also meet a real need for high-quality beauty services in the community.

This business would bring tremendous value to Clayton County—creating jobs, supporting local vendors, and offering a welcoming and professional environment for clients. I sincerely hope that the zoning approval process moves forward smoothly, so that this much-needed business can begin serving the community.

Thank you for your time and for considering the voices of clients like myself who strongly support this effort.

Warm regards,
Melvena McFadden
melvenamcfadden@gmail.com

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Creative Crowns Collective – A Natural Hair Salon Serving Clayton County
Date: Monday, August 4, 2025 1:12:53 PM

Sent from my iPhone

Begin forwarded message:

From: Alyse Barry <alysebarry@yahoo.com>
Date: July 2, 2025 at 2:25:45 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: Community Support for Creative Crowns Collective – A Natural Hair Salon Serving Clayton County

Dear Clayton County Planning and Zoning Department,

I hope you are doing well. I am writing to express my strong support for the establishment and zoning approval of *Creative Crowns Collective*. This natural hair salon is dedicated to meeting the unique and evolving needs of residents in Clayton County, Georgia.

Natural hair salons, such as *Creative Crowns Collective*, are more than just places of business; they are cultural and community anchors. For many individuals, especially within the African American and Black communities, natural hair care is a deeply personal and affirming aspect of identity, self-expression, and wellness. Unfortunately, access to high-quality, culturally competent natural hair care remains limited in many parts of South Metro Atlanta, including Clayton County.

Creative Crowns Collective is dedicated to bridging this gap by providing professional, holistic, and inclusive hair care services tailored explicitly for textured, curly, and coily hair. This salon will not only meet a pressing demand, but also contribute to local economic development by:

- Supporting small business ownership and entrepreneurship in a historically underserved area
- Providing jobs and mentorship opportunities for licensed stylists, apprentices, and beauty professionals
- Creating a safe, welcoming space for individuals of all ages to feel celebrated, empowered, and confident in their natural beauty

As Clayton County continues to grow and diversify, businesses like *Creative Crowns Collective* help reflect the values and lived experiences of the people who call this area home. I would like you to consider the cultural, economic, and social impact this salon will have, and to support its development through any necessary approvals, permits, or zoning accommodations.

Thank you for your time and dedication to building a vibrant, inclusive Clayton County.

Warm regards,
Alyse Barry

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Support of Bringing Creative Crown Collective to Clayton County
Date: Monday, August 4, 2025 1:13:04 PM

Sent from my iPhone

Begin forwarded message:

From: Mia Powell <mialpowell@gmail.com>
Date: July 2, 2025 at 6:03:12 AM EDT
To: fewkhalilah@gmail.com
Subject: Fwd: Support of Bringing Creative Crown Collective to Clayton County

Sent from my iPhone

Begin forwarded message:

From: Mia Powell <mialpowell@gmail.com>
Date: June 17, 2025 at 10:12:29 AM EDT
To: planning.zoning@claytoncountyga.gov
Subject: Support of Bringing Creative Crown Collective to Clayton County

Good Morning,

My name is Mia Powell and I am a twenty-one year resident of Clayton County. When I first bought my house in Clayton County in November 2003 after graduating from Princeton University in June 2003, I was not only beginning a journey into adulthood, but also a journey to natural hair. I searched all of Clayton County and was not able to locate locticians who were dedicated to my journey.

A few years later, my church was meeting in the gym of a Clayton County high school (Charles R. Drew High School) and one of our members referred me to Khalilah Few and Ochuole Agburu. These two upstanding young women are skilled and passionate. For more than a decade, I have traveled to them month after month in Henry County to get my hair done. Ironically, the majority of their client base resides in Clayton County.

Beyond being phenomenal hair nurturers, these young women are nurturers of the communities in which they are planted. They are givers and pour out love, resources, and support selflessly to anyone

in need. They do not hesitate to serve and our community is enhanced by their presence.

For these and a plethora of other reasons, I write to extend my full support of welcoming Creative Crown Collective to Clayton County. I entreat you all to grant their location in our great county which is the hub of the people that they serve.

Thank you for your time and consideration. Please do not hesitate to reach out if you have any questions.

All the Best,

Mia Powell
770-703-0119

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Creative Crowns Collective
Date: Monday, August 4, 2025 1:13:21 PM

Sent from my iPhone

Begin forwarded message:

From: Danyale Kelly <danyalekelly@gmail.com>
Date: July 1, 2025 at 9:21:15 PM EDT
To: planning.zoning@claytoncountyga.gov
Subject: Creative Crowns Collective

Creative Crowns Collective is significantly important contribution to the Clayton County community. As a former educator within the Clayton County Schools as well as a current Creative Crowns Collective client, I can assure you that empowering others and contributing positively to communities are a few of their values that they hold near and dear to their hearts. The staff provide a service in an environment that brings love joy, peace, patience, kindness, goodness, faithfulness, gentleness, as well as taking time to teach hair discipline. The staff has taken time to understand their clients' community and are able to meet their needs with excellence. It would be an injustice for the Clayton County Community if Creative Crowns Collective is not given an opportunity to serve the Clayton County community. Creative Crowns Collective ignites passion in people to create and serve each other. Creative Crowns Collective creates opportunities for creative people to collaborate and develop ideas for positive community impact. If Clayton County makes the right choice to partner with Creative Crowns Collective, it creates impactful opportunities for everyone involved.

Thank you for making the right choice.

Danyale Kelly

danyalekelly@gmail.com

(708) 743-2887

Sent from my iPhone

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Conditional Use Permit for Creative Crowns Collective
Date: Monday, August 4, 2025 1:13:33 PM

Sent from my iPhone

Begin forwarded message:

From: Ochuole Agburu <ochuolejagburu@gmail.com>
Date: June 30, 2025 at 5:17:51 PM EDT
To: Khalilah Few <fewkhalilah@gmail.com>
Subject: Conditional Use Permit for Creative Crowns Collective

Planning, Zoning, Board of Commissioners, and Citizens of Clayton County,

My name is Ochuole Agburu. I have been a resident of Clayton County since 1995 in unincorporated Riverdale and Fayetteville.

I have worked as a Natural Hairstylist since 2011. Unfortunately, I have not had the pleasure of getting my natural hair treated by a group of professionals that specialize in natural hair, nor have I been able to find employment in Clayton County. Before gaining employment at Creative Crowns Collective, I worked at 2 different Natural hair salons and rented 2 booths in Henry County in order to provide services, care and education to my clients. For the past 14 years, I have driven by many vacant commercial properties along Tara Blvd., Georgia 85 and Interstate 75 watching the value of Clayton County decline. It saddens me that instead of pouring back into the community that raised me, I am forced to take my talents, clients, and referrals to Henry County.

Today, when I searched "Salons that specialize in natural hair," only one came up in Jonesboro. All the other salons on the list are either in Stockbridge, McDonough, or Hampton: cities in Henry County. I am aware that there are many salons in Clayton County but all salons are created equally. Every salon has their niche. I know there is none like the one Khalilah and I have curated. We have built a brand and business that is based on quality care for the entire client. Not just creating a hairstyle. Our current business model has allowed us to outgrow our first salon in Henry County in just 2 short years. We are an appointment only salon that thrives on word of mouth from our current clientele and very niche advertising and marketing. We do not depend on walk-in clients and will not negatively affect any current salons in the area. We will be able to boost revenue and potential customers for neighboring food and retail businesses in Lovejoy, Jonesboro and Morrow.

As Clayton County continues to grow and rebrand, I hope you will see how important it is to have a space specially curated for the current and future residences. A space that not only celebrates who they are, but encourages them to

dream big and uplift their community. Clayton County needs more spaces like the one Creative Crowns Collective is planning. Spaces that support the neighborhood, evokes a sense of pride in the community that holds them, and unity amongst residences and business owners. Please grant the conditional use permit to Creative Crowns Collective.

Ochuole J. Agburu

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Collective Crowns addition to Clayton County
Date: Monday, August 4, 2025 1:13:49 PM

Sent from my iPhone

Begin forwarded message:

From: Sarah Barry <sann759@gmail.com>
Date: June 30, 2025 at 3:55:29 PM EDT
To: planning.zoning@claytoncountyga.gov
Cc: fewkhalilah@gmail.com
Subject: **Collective Crowns addition to Clayton County**

To whomever it may concern,

When you think about something or someone making a positive impact in the community, it's understandable to want to know how and what. Although there are many, I'll focus on a few of the positive impacts that Creative Crown will have and bring to the community.

Creative Crowns will contribute to the county's financial gain not only by bringing in clients but also by serving as an additional business in the county, thereby assisting with local tax revenue.

Creative Crowns is a full-service salon offering a wide range of hair services. From installations and silk presses to hair braiding and a wide range of children's hairstyles, they can cater to the diverse needs of a growing client base in the area. Whenever someone needs hair services, I always refer them to Creative Crowns. They are consistent and professional, yet they ease any form of discomfort. They have always gone beyond just providing a service; instead, they have created a space where anyone who comes to them is welcomed, valued, and well cared for. They are dedicated, whether it's driving 4 hours one way for a client or inserting us on the schedule for a last-minute appointment for one of our children on their off days. The way they consistently make children, from the youngest age to their teens and beyond, feel at ease while getting their hair done should not go unnoticed. Anyone who has a young, tender-headed child knows how challenging it can be to do their hair. However, from the beginning, they showed incredible patience and gentleness towards our youngest when she started getting her hair done at the age of 2 while maintaining the consistency of doing our oldest's hair. There is so much more that I could say about this business, and if every client reached out, which there are many, they could demonstrate the positive impact this company has had over the years. However, take this beyond just words, and if you put it into action and allow them to show you all what they will bring to your community, you will not be disappointed in any aspect. There should be no need for reservations regarding taking away from other companies, as they are already well-established and have their own clientele. Allow Clayton County to be the home of Creative Crowns, and they will contribute to the community in even

more ways than I have outlined here. Thank you for your time.

Very Respectfully,

Sarah Barry and the Barry household

From: [Khalilah Few](#)
To: [Jessica Bigbie](#)
Subject: Fwd: Community Support for Zoning Approval-Creative Crowns Collective
Date: Monday, August 4, 2025 1:14:16 PM

Sent from my iPhone

Begin forwarded message:

From: Tiara Stargell <stargelltiara88@yahoo.com>
Date: June 6, 2025 at 1:04:57 AM EDT
To: DA BESTIE <Fewkhalilah@gmail.com>
Subject: Fwd: Community Support for Zoning Approval-Creative Crowns Collective

Sent from my iPhone

Begin forwarded message:

From: Tiara Stargell <stargelltiara88@yahoo.com>
Date: June 6, 2025 at 1:04:07 AM EDT
To: planning.zoning@claytoncountyga.gov
Subject: Community Support for Zoning Approval-Creative Crowns Collective

Dear County Board/Zoning Department/Planning Commission,

My name is Tiara S. Wise, and I'm writing to express my full support for the zoning approval of Creative Crowns Collective, a local natural hair salon currently in the process of expanding to better serve the community.

Creative Crowns Collective will be a valuable and culturally significant asset to our area, providing expert care and a welcoming environment specifically focused

on natural hair. For many of us, this salon would be more than just a place to get our hair done—it will serve as a safe space that celebrates identity, encourages self-love, and fosters economic growth through entrepreneurship.

As the demand for their services has grown, so has their need for a space that can meet the needs of their clients and staff. Their decision to expand is not only a reflection of their success but also of their ongoing commitment to serving our community in an even more impactful way.

Approving their zoning request would not only allow a thriving local business to continue growing—it would also signal your support for small business development, cultural representation, and the economic empowerment of underserved communities.

Thank you for considering my letter of support. I truly believe that Creative Crowns Collective will be a positive force in our neighborhood and deserves every opportunity to grow and flourish.

Sincerely,

Tiara S. Wise (30274)

Sent from my iPhone

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 3

Clayton County Board of Commissioners Regular Business
Meeting; July 15, 2025

<https://instituteforjustice.sharepoint.com/:v:/s/Litigation/Ednh1HPgg6JDtqkHEPsCqNABXEYln7rgcuyQg6v5k6X6qg?e=Zj2fo7>

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 4

DR. ALIEKA ANDERSON-HENRY
Chairwoman
ALAINA REAVES
District 1
GAIL B. HAMBRICK
District 2
TASHE' ALLEN
District 3
DEMONT DAVIS
District 4

Clayton County
Community Development Department
121 S McDonough St, Annex 2
Jonesboro, GA 30236



PATRICK EJIKE
DIRECTOR

April 7, 2025

9526 S Main St Unit: B
Jonesboro, GA 30236
fewkhalilah@gmail.com

RE: Zoning Verification Letter ZR-2503-2887 9526 S MAIN ST UNIT: B JONESBORO, GA 30236

Dear Applicant,

The subject property is in the unincorporated areas of Clayton County (**the Jurisdiction**), which has a [Zoning Ordinance](#) with a [Zoning Map](#).

The Property, consisting of ± 0.62 acres, is known as parcel 06032 034006. **The Property** is zoned General Business (**[Sec. 3.21](#) and [Sec. 3.22](#)**). **Sec. 2.1** states "This district accommodates a wide variety of retail, service, and entertainment uses and generates an intense commercial district". Additionally, this property is located in the Business Corridor Overlay and the Tara Blvd Overlay. **The requested use as a braiding shop requires a Conditional Use Permit due to being located in the Business Corridor Overlay.** Application for Conditional Use Permit (CUP) can be found here: [Forms and Applications - Clayton County, Georgia](#).

The District Intent, Permitted Uses and Conditional Uses, refer to Attachment 1-Permitted Uses.

The subject property is abutted by the following zoning districts:

North	HI- Heavy Industrial
East	Turner Road
South	HI- Heavy Industrial
West	S Main Street

Currently, there are no known outstanding building, zoning or fire violations on record.

Additional information relating to site development, rezoning, variances, conditional use permit, code enforcement, building permits, etc. and date of action may be available by filing an Open Records Request [Clayton County GA | Public Records Center](#).

The subject property was researched by the undersigned planner per your request. The undersigned certifies that this information is believed to be accurate per the Clayton County Zoning Map, adopted on May 30, 2017. All information was obtained from public records, which may be inspected during regular business hours, Monday through Friday, 8 a.m. to 5 p.m.

If you were to have any questions or concerns regarding the information provided please contact me at Makayla.white@claytoncountyga.gov.

Sincerely,

Makayla White

Planning Consultant

Enclosures

Zoning Verification Letter

Attachments

1. Permitted use table
2. District Standards
3. Zoning Map

GB General Business District

3.21 GB General Business District, Permitted Uses and Conditional Uses

<p>District Intent</p> <p>To accommodate a variety of retail, service, and entertainment uses. The development standards are designed to improve functionality of businesses and the corridors that serve them.</p> <p>Permitted Uses</p> <ul style="list-style-type: none"> • Apparel shops (new merchandise only) • Banks and similar financial establishments • Beverage shops • Bookstores • Camera shops • Catering establishments • Cannabidiol (CBD oil) sales • Childcare and adult daycare • Coin-operated laundry • Commercial indoor and outdoor recreational uses • Copy and printing services • Decorator shops • Delivery services • Drug stores • Dry cleaner • Exterminators • Fitness centers and gymnasiums • Instructional dance studio • Florists and gift shops • Gift shops • Grocery, full service • Hardware stores • Health club and spas • Hotels and motels, located on arterials, only 	<ul style="list-style-type: none"> • Locksmith shop • Lumber, paint, glass and wallpaper stores • Office supply stores • Personal service establishments including barber shops, beauty salons, dry cleaners, electrical appliance repair shops, florist shops, laundromats, optical or watch repair shops, outdoor garden shops, photographic studios, shoe repair shop, tailors and similar establishments • Pet grooming and supply shops • Professional offices • Restaurants (non- Drive-thru or Drive-in configuration) • Retail stores • Sporting goods and hobby shops. • Taxicab and limousine stands and dispatching offices 	<p>Conditional Uses</p> <ul style="list-style-type: none"> • Ambulance services • Amusement centers & arcades • Automobile, truck, trailer, and boat sales, and leasing • Car washes, detail shops, and service stations • Colleges • Convenience stores • Small box variety discount stores • Funeral homes • Mini-warehouses & self-storage facilities • Movie theaters • Outdoor amusements • Outdoor theaters • Pawnbroker • Place of worship • Plumbing and heating equipment dealers • Recreation—Indoor • Restaurants with a Drive-thru or Drive-in configuration • Service labor organizations meeting hall/offices • Theaters • Tire shops • Vehicle rental • Vehicle repair <p>Accessory Uses</p> <p>Uses customarily accessory to any use permitted in the GB District including but not limited to parking.</p>
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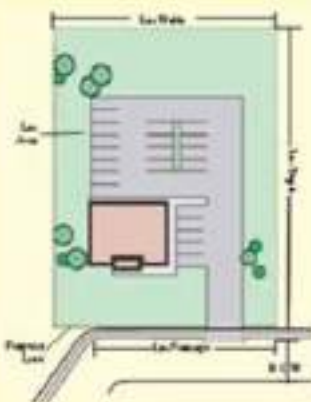

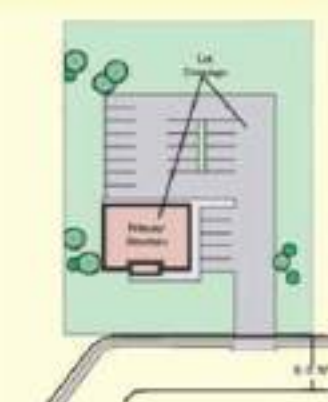
Additional Restrictions

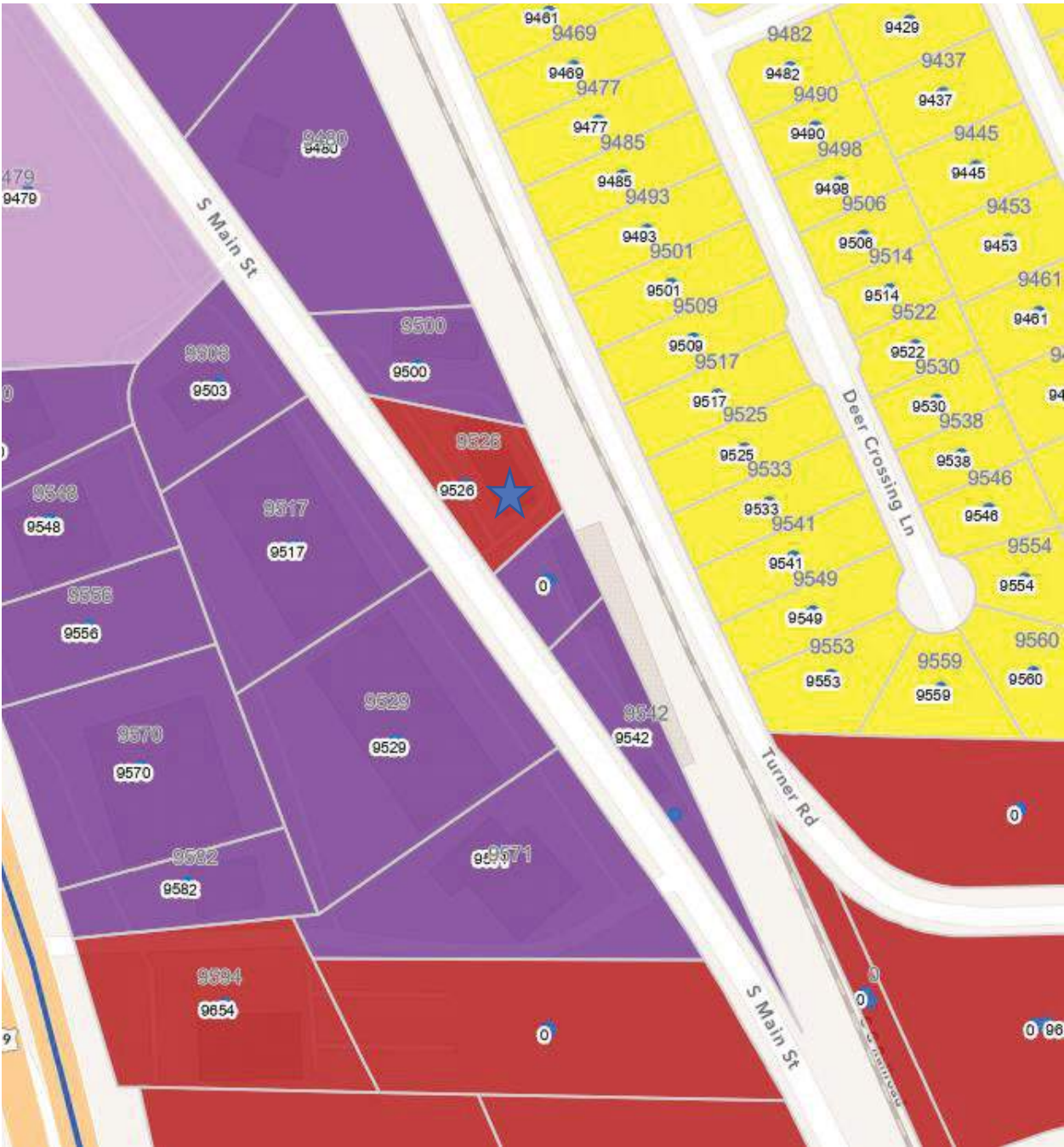
All work must be conducted in an enclosed building and no merchandise shall be stored or displayed outside.

GB General Business District

3.22 GB District Standards

The following standards shall apply to all new development in the GB District and to existing development on which an addition is planned that is greater than half the existing floor area or remodeling of more than one half of the building facade. Any expansion of a parking lot greater than half the area of the existing parking lot shall trigger compliance with all parking lot standards of the Ordinance, including landscaping standards.

 <p>Minimum Lot Area:</p> <ul style="list-style-type: none"> • 10,000 square feet <p>Minimum Lot Width:</p> <ul style="list-style-type: none"> • 100 feet <p>Maximum Lot Depth:</p> <ul style="list-style-type: none"> • None, provided that no "through lot" shall be created. <p>Minimum Lot Frontage:</p> <ul style="list-style-type: none"> • 50 feet on a public and/or private street with access from said public and/or private street <p>Sewer and Water:</p> <ul style="list-style-type: none"> • Requires connection to public water and sewer 	 <p>Minimum Front Yard Setback:</p> <ul style="list-style-type: none"> • 35 feet <p>Minimum Side Yard Setback:</p> <ul style="list-style-type: none"> • 0 feet • 10 feet, when interior wall has no windows, doors, or other openings • 30 feet when abutting a residential zoning district or residential use <p>Minimum Rear Yard Setback:</p> <ul style="list-style-type: none"> • 15 feet abutting non-residential • 35 feet when abutting a residential zoning district or residential use 	 <p>Maximum Lot Coverage:</p> <ul style="list-style-type: none"> • All primary and accessory structures, and impervious surface can not exceed 80% of the lot area <p>Maximum Building Dimension:</p> <ul style="list-style-type: none"> • 80 feet on a collector or local street • 160 feet on an arterial <p>Maximum Building Footprint:</p> <ul style="list-style-type: none"> • 20,000 square feet when located on a collector or local road • 40,000 square feet when located on an arterial road
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VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 5

STATE OF GEORGIA

COUNTY OF CLAYTON

ORDINANCE NO. 2024-198

AN ORDINANCE TO AMEND THE CLAYTON COUNTY ORDINANCE, SPECIFICALLY TO AMEND THE OFFICIAL CODE OF CLAYTON COUNTY, GEORGIA, SPECIFICALLY TO AMEND APPENDIX A, ARTICLE 4, “SPECIAL DISTRICTS” TO ADD A NEW SECTION 4.110 ENTITLED “BUSINESS CORRIDOR OVERLAY DISTRICT”; TO PROVIDE AN EFFECTIVE DATE OF THIS ORDINANCE; TO PROVIDE FOR REPEAL OF CONFLICTING ORDINANCES; TO PROVIDE FOR CODIFICATION; TO PROVIDE FOR SEVERABILITY; AND FOR OTHER PURPOSES. **NOW THEREFORE, BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF CLAYTON COUNTY, GEORGIA, AND IT IS HEREBY ORDAINED**

Section 1. The Code of Clayton County, Georgia, as amended, is hereby further amended by adding a new Section 4.110 entitled “Business Corridor Overlay District” to Appendix A, Article 4 “Special Districts” to read as follows:

Sec. 4.110 Business Corridor Overlay District.

A. *Purpose. The Business Corridor (BC) Overlay District is intended for the area surrounding the County’s major roads within Commission District 4.*

B. *Overlay District’s Boundary Maps.*

1. *Boundary Map: The boundary of the Overlay is shown on the Official Zoning Map, whose boundary and maps are hereby incorporated in Article 5, Zoning Map, of this ordinance and made part of this Overlay District. The Overlay Map can be accessed on the County’s Official Zoning Map online.*
2. *Map Amendment: No change in the boundary of the Overlay District shall be authorized, except by the Board of Commissioners pursuant to procedures in*

Article 13.3, Zoning Amendment (ZA), of the Zoning Ordinance.

C. Application of Overlay District.

- 1. The Overlay District governs all properties within its boundaries, as identified on the Business Corridor (BC) Overlay District Map.*
- 2. The standards and requirements of the BC Overlay District shall govern in any case where standards and requirements of the Overlay District conflict with those of the base Zoning Ordinance, including other applicable County Codes.*
- 3. Any parcel of land that is wholly or partly within the boundary shall be included in the applicable Overlay District.*
- 4. The provisions of the Overlay District shall apply to all applications for Zoning Amendments, Conditional Use Permits, Planned Unit Developments, Site Development Plans, Construction Plans, Preliminary Plats, Final Plats, other plats, and Building Permits for all property and rights-of-way within the boundaries of the Overlay District.*
- 5. The permitted and conditional uses in the Overlay District are listed in Sec. 4 of this Overlay. The Overlay District does not govern residentially zoned parcels.*
- 6. All State and County road and utility projects shall be exempt from all requirements of the Overlay District.*

D. Permitted and Conditional Uses

Permitted Uses	Conditional Uses
<ul style="list-style-type: none"> • Ambulatory surgery centers • Apparel shops (new merchandise only) • Artisan galleries and theaters • Banks and similar financial establishments • Beverage shops • Bookstores • Camera shops • Child and adult day care center (Sec. 6.11) • Copy and printing services • Decorator shops • Delivery services • Film and movie studio • Florists and gift shops • Grocery, full service • Hardware stores • Libraries • Locksmith shop • Lumber, paint, glass and wallpaper stores • Medical offices, clinics, and physical therapy facilities • Museums and art galleries • Office supply stores • Personal service establishments including dry cleaners, optical or watch repair shops, outdoor garden shops, shoe repair shop, tailors • Pet grooming and supply shops • Pharmacy and drug store • Photographic studio • Professional and business offices • Research, experimental, or testing laboratories • Restaurants, excluding drive in or drive through restaurants • Retail stores • Schools of dance, music or similar instruction • Sporting goods and hobby shops 	<ul style="list-style-type: none"> • Ambulance services • Amphitheaters (Sec. 6.13) • Animal hospitals or Veterinary clinics, providing that there are not outdoor kennels or runs • Automotive dealerships, New only • Bars and lounges, including smoking bars • Barber shops, beauty salons • Electrical appliance repair shops • Fitness centers and gyms; Health clubs and spas • Funeral home, mortuary, and crematory • Hotels • Indoor amusement and recreation • Movie theaters • Outdoor amusements and recreational uses • Outdoor theaters (Sec. 6.13) • Place of worship (Sec. 6.13) • Service labor organizations meeting hall/offices • Taxicab and limousine stands and dispatching offices • Theaters, assembly halls, concert halls, or similar places of assembly when conducted completely within enclosed building (Sec. 6.13) • Wireless telecommunication facility/tower (Sec. 6.37)

Section 2. All Ordinances or parts of Ordinances in conflict with these Ordinances are, to the extent of such conflict, hereby repealed.

Section 3. It is declared to be the intention of the Board of Commissioners that all sections and paragraphs of this Ordinance are or were, upon their enactment, believed to be fully valid, enforceable, and constitutional. To the greatest extent allowed by law, each and every paragraph herein is severable from the other. In the event that any portion of this

Ordinance shall be declared invalid, unconstitutional or otherwise unenforceable by valid judgment or decree of any court of competent jurisdiction, it is the express intent of the Board of Commissioners that the remaining portions of the Ordinance shall remain in full force and effect.

Section 4. This Ordinance shall be effective on the date of its approval by the Board of Commissioners.

SO RESOLVED, this _____ day of August, 2024.

CLAYTON COUNTY BOARD OF COMMISSIONERS

JEFFREY E. TURNER, CHAIRMAN

DEMONT DAVIS, VICE-CHAIR

ALIEKA ANDERSON, COMMISSIONER

GAIL HAMBRICK, COMMISSIONER

(vacant)

DISTRICT 3 COMMISSIONER

ATTEST:

COURTNEY RUSHIN, CLERK

VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

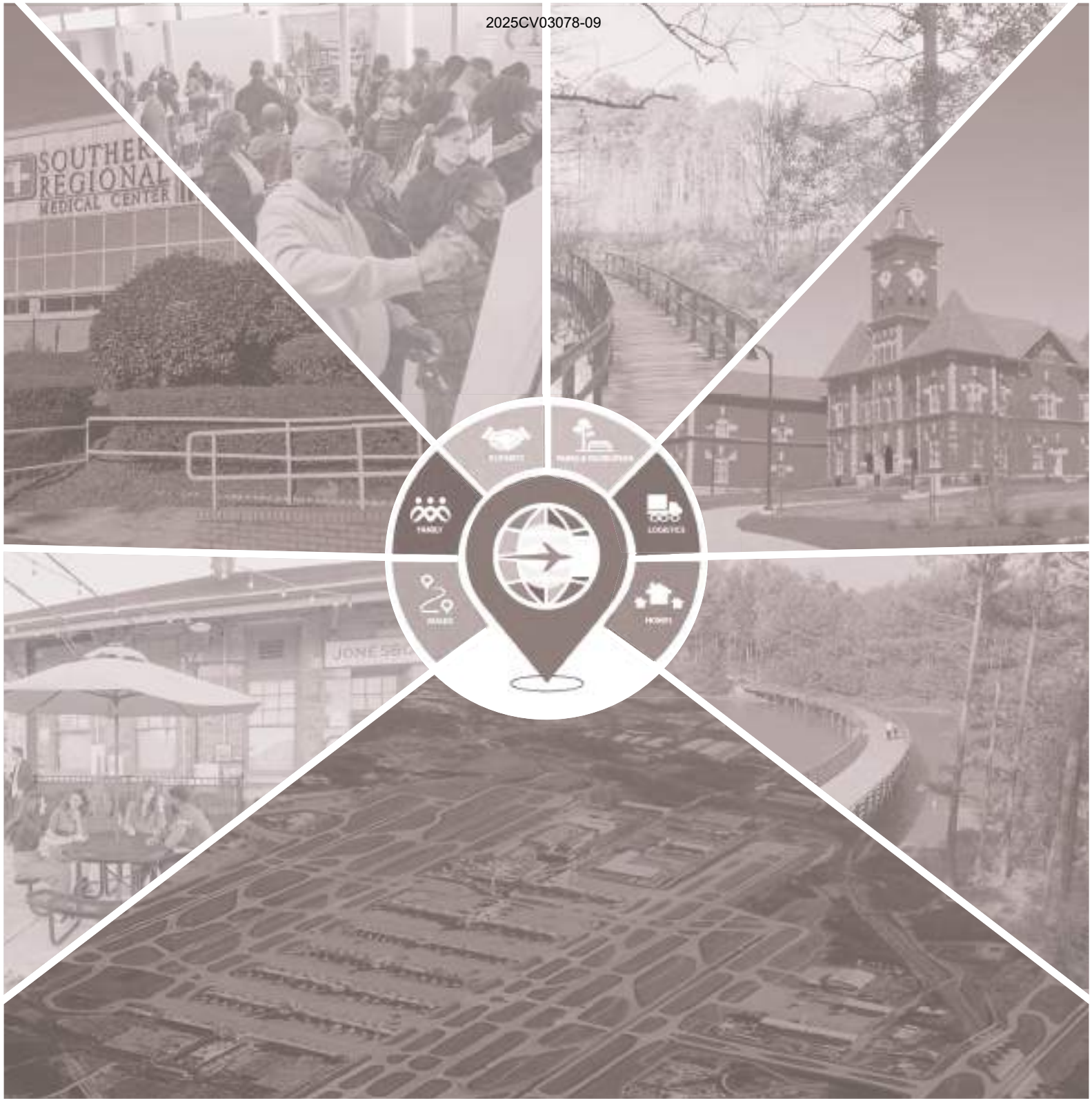
Exhibit 6



MOVING CLAYTON FORWARD

2024 COMPREHENSIVE PLAN — A VISION FOR THE FUTURE

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MOVING CLAYTON FORWARD

Prepared by Sizemore Group in association with Kimley-Horn and Sycamore Consulting

Unless otherwise specified, all images are provided by the consultant teams or courtesy of Clayton County.

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01 INTRODUCTION

MOVING CLAYTON FORWARD

01 INTRODUCTION: MOVING CLAYTON FORWARD

1.1 THE PLAN

Moving Clayton Forward - 2024 Comprehensive Plan A—Vision for the Future (2039) serves as a forward-looking blueprint that outlines the vision for the county's development over the next two decades. It is designed to guide citizens, business owners, community leaders, and elected officials in making informed decisions regarding land development and public investment. With a focus on initiatives to be completed within the next five years, the plan encompasses various aspects, including an assessment of existing conditions, updates to the vision, goals, and policies, revisions to the future land use map and character areas, the formulation of a new Community Work Program, and a summary of the community engagement process.

The existing conditions assessment covers essential elements mandated by the Georgia Department of Community Affairs (DCA). These elements include economic development, housing, broadband services, regional water and environmental planning, transportation, and land use. By evaluating these key factors, the plan aims to identify current strengths, challenges, and opportunities within Clayton County, laying the groundwork for informed decision-making and strategic planning to support the county's growth and prosperity.

In accordance with the requirements set forth by the DCA, this document presents a major update to the 2018 Comprehensive Plan and the 2019 Amendment, focusing on the development of a new five-year Community Work Program. The Community Work Program outlines priority projects that the county will undertake over the next five years, aligning with the established community vision and goals outlined in this report. By building upon the foundation laid by the previous plan and incorporating new insights and priorities identified through the community engagement process, this update seeks to ensure that the comprehensive plan remains relevant, responsive, and reflective of the community's evolving needs and aspirations.

Clayton County, in partnership with its consultant teams—Sizemore Group, Sycamore Consulting, and Kimley-Horn Associates—conducted a community engagement process spanning twelve months. This process included two public hearings at Board of Commissioner meetings, two Zoning Advisory Group meetings, three core team meetings and six community meetings designed to identify opportunities and areas of concern within the county. Announcements and flyers were distributed throughout the county to publicize meetings, and residents were encouraged to participate in a public survey available online. This extensive public process provided an opportunity for the county's residents, business owners, and community leaders to share their vision for the county and engage in conversations about its future growth.



Image Caption: Community engagement event at the Flint River Community Center (2023)

1.2 WHAT IS THE COMPREHENSIVE PLAN PROCESS?

The 2024 Clayton County Comprehensive Plan process is a collaborative effort involving residents, business owners, and elected officials to shape the future growth and development of the county. It entails a thorough analysis of the community's physical, economic, social, and political factors, with robust public engagement to gather input and insights from stakeholders.

Comprehensive plans are designed to cover a long-range period and establish guiding principles for a community's economic growth and development. In the case of Clayton County, the plan will serve as a blueprint for the county's trajectory over the twenty-year blueprint. Importantly, it will be regularly updated at least every five years to ensure that the county's vision for the future remains relevant and achievable in the face of evolving challenges and opportunities.

By involving diverse voices and perspectives in the planning process, the 2024 Comprehensive Plan aims to reflect the collective aspirations and priorities of the Clayton County community. Through strategic planning and informed decision-making, the plan will help shape a prosperous, equitable, and sustainable future for all residents of the county.

In the comprehensive planning process, the county must meet the requirements set forth by the DCA, which include:

- A Physical, Economic, Social, and Political Analysis
- Public Engagement
 - Community Goals, Policies, and Vision
 - Needs and Opportunities
- Principles for Community Development and Growth
 - Future Land Use Map (FLUM)
 - Character Areas and Defining Narratives
 - Community Work Program
- Five-year Reassessment



Image Caption: View of a community member and draft work program (2024)

1.3 WHAT ARE THE BENEFITS OF A COMPREHENSIVE PLAN?

The planning process for the community yields several benefits that positively impact the entire community:

1. **Quality-of-life improvement:** Through thoughtful planning, the community can maintain and enhance its quality of life, ensuring that residents have access to essential services, recreational opportunities, and a safe and healthy environment.
2. **Shared vision:** The planning process fosters a shared vision for the future of the community, where residents, businesses, and stakeholders collaborate to articulate common goals and aspirations.
3. **Protection of property rights:** The planning process safeguards private property rights while promoting responsible development that respects the rights and interests of property owners.
4. **Encouragement of economic development:** Comprehensive planning encourages and supports economic development initiatives that stimulate job creation, investment, and prosperity within the community.
5. **Guidance for development:** The planning process outlines clear guidelines for where, how, and when development will occur, as well as strategies for managing associated costs. This ensures that development aligns with community values and priorities.
6. **Creation of community spaces:** Comprehensive plans guide the creation of vibrant and functional community places and spaces that foster social interaction, recreation, and cultural enrichment.

By engaging residents, planning experts, county staff, and elected officials in discussions about land development, transportation, economic development, and other objectives, the planning process enables the community to make informed decisions that promote long-term sustainability and well-being.



Image Caption: View of a steering committee meeting (2023)

1.4 HOW TO USE THIS COMPREHENSIVE PLAN

This document is intended for use by a wide range of stakeholders, including elected officials, county staff, property owners, developers, business owners, and citizens of Clayton County. It serves as a comprehensive guide for both private and public development decisions within the county.

Organized around core components required by the Georgia Department of Community Affairs (DCA) for local comprehensive plans, this document includes the following key elements:

1. CONSOLIDATED VISION

The comprehensive plan articulates a consolidated vision for Clayton County, comprising a vision and goals associated with the seven overarching goal areas of focus: land use; transportation; housing; intergovernmental coordination; economic development; health, wellness, and sustainability; and broadband. This vision is informed by technical analysis and input gathered through the community engagement process, providing a framework for future development and decision-making.

2. ASSETS & CHALLENGES

An analysis of assets and challenges identifies major needs and opportunities that the county must address.

3. POLICIES

Findings from the assets and challenges assessment inform the development of plan policies and action steps aimed at addressing identified challenges and capitalizing on opportunities for growth and improvement.

4. COMMUNITY WORK PROGRAM

The Community Work Program outlines specific steps and initiatives that need to be undertaken to ensure the comprehensive plan's effectiveness and success. It serves as a roadmap for implementing the plan's goals and policies, guiding the county's actions over the plan's timeframe.

5. FUTURE LAND USE MAP

The plan includes updates to the Future Land Use Map. This map serves as a guiding tool for future development and zoning, as future land use categories identify preferred land uses. This map is recommended to ensure that there is consistency and compatibility in the rezoning and development approval decisions so that any growth occurs in line with the community's vision for its future.

6. CHARACTER AREA MAP

The plan includes a Character Area Map that delineates specific areas within Clayton County, each with unique characteristics or development potential. These areas may be supported by Livable Centers Initiative (LCI) grants, or other means of financing, such as Tax Allocation Districts (TADs) as appropriate. This map serves as a guiding tool for future development, helping to identify areas for preservation, revitalization, or targeted growth based on existing conditions and the community's vision for the future. The Character Area Map also identifies development and design principles for each character area.

By incorporating these essential components, the plan provides a comprehensive and strategic framework for guiding development and decision-making in Clayton County, ensuring that the county's growth and prosperity are guided by a shared vision and informed by careful analysis and planning.



Image Caption: View of vision and goal boards at a community engagement event (2024)

1.5 HISTORY AND CONTEXT

Established in 1858, Clayton County, Georgia emerged from the territories of the adjacent Fayette and Henry counties. Named after Judge Augustin S. Clayton, a prominent figure in the Georgia General Assembly and United State Congress, the county has a rich history and significant modern-day importance both regionally and nationally.

Before its official formation, Clayton County was inhabited by Creek Indians, and remnants of their farming culture can be found along the Flint River. Following the Revolutionary War, many veterans were granted land in Georgia, and in the Treaty of Indian Springs in 1821, the Creeks ceded their land to the state. Settlers from various parts of Georgia and southern coastal states began moving into the area, leading to the founding of Leaksville (later known as Jonesboro) in 1823. This town played a pivotal role as a stop on the railroad connecting Macon to Terminus, which was later named Atlanta, establishing a vital link between the southeast and the port city of Savannah.

Clayton County shares its borders with several neighboring counties including DeKalb, Henry, Spalding, Fayette, and Fulton. Positioned in the southern metropolitan area, Clayton County is located roughly ten miles south of the City of Atlanta and hosts within its own boundaries seven cities: a portion of College Park, Forest Park, Jonesboro, Lake City, Lovejoy, Morrow, and Riverdale.

With an estimated population of around 297,600 as of the 2020 U.S. Census, Clayton County ranks as the fifth most populous county in Georgia and within the Atlanta region. Covering an area of approximately 144 square miles, it stands as the third smallest county in the state and the second smallest in the eleven-county Atlanta region, second only to Rockdale County.

Clayton County is home to several notable landmarks and institutions, including Clayton State University, acclaimed water reclamation facilities, and various nature preserves. Additionally, a substantial portion of the Hartsfield-Jackson Atlanta International Airport (H-JAIA), the world's busiest airport (regarding passenger travel) and a major regional employer, resides within the county's confines.

The county has also left its mark on the entertainment industry, with ties to popular media such as *Gone with the Wind*, *Flight*, and *Smokey and the Bandit*. Significant cultural venues include Spivey Hall, an internationally renowned and premier recital hall situated on the Clayton State campus. In 2003, the Georgia Archives relocated to Morrow from downtown Atlanta. Amidst the growing urban landscape, the 146-acre Reynolds Nature Preserve stands as an integral element of natural beauty within the county.

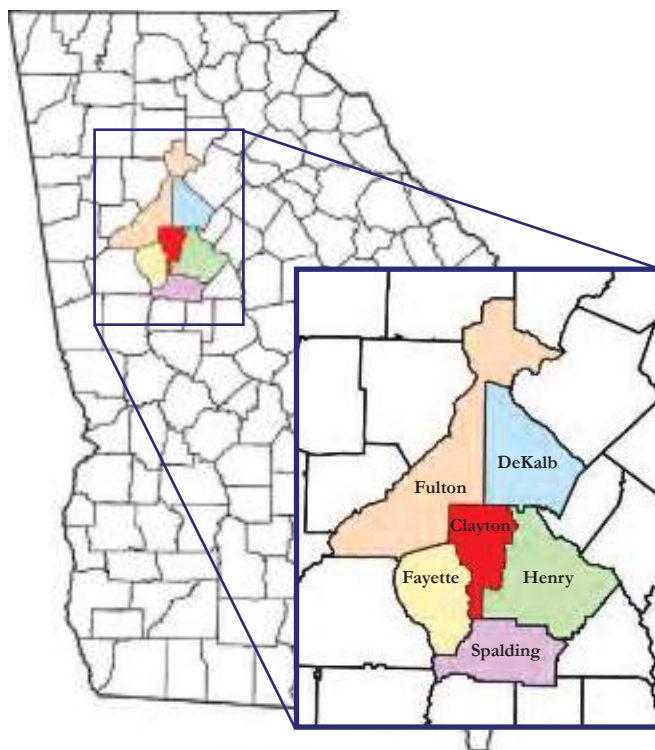


Image Caption: Location of Clayton County and adjacent counties in the state of Georgia

Source: David Benbennick (2006)

1.6 CLAYTON COUNTY: WHERE THE WORLD LANDS AND OPPORTUNITIES TAKE OFF

South Metro-Atlanta Opportunities

The southern metro-Atlanta communities are experiencing a surge of positive momentum, driven by ambitious projects and initiatives. Clayton County finds itself at the heart of this growth, poised to benefit tremendously from the major investment in metro-Atlanta's Southern Crescent.

In March 2024, the ARC received a significant \$50 million bipartisan federal grant for a multi-purpose trail connecting the Atlanta BeltLine to the Flint River. In May 2024, ARC received another \$14.9 million from the US Department of Transportation to supplement the initial grant benefiting Clayton County along with the Cities of Hapeville, College Park and East Point. Together, this funding will facilitate the study and development of a 31-mile trail system throughout the South Atlanta Metro region, linking the world-renowned Atlanta BeltLine to Lovejoy in Clayton County. This grant underscores a broader trend towards enhancing natural resources to promote healthier communities while also improving community access and mobility. It is a significant step towards integrating environmental sustainability into urban planning efforts, ensuring a greener and more resilient future for all.

Located in both Fulton and Clayton County, Hartsfield-Jackson Atlanta International Airport (H-JAIA) remains a cornerstone of the region's economy. Earning the title as the world's busiest airport, it continues to grow and upgrade itself to better accommodate the 100+ million travelers passing through its gates every year. The airport supports hundreds of thousands of jobs and contributes billions of dollars to Georgia's economy. The planned terminal revitalization, parking enhancements, addition of a 400-room Intercontinental Hotel, and expansion of concourses demonstrate H-JAIA Jackson's commitment to remaining the global transportation leader.

The Aerotropolis and Airport Area Community Improvement Districts (CID) play pivotal roles in driving progress and fostering economic growth in the surrounding areas. The combined efforts of these organizations facilitate efficient vehicular travel, exceptionally manicured landscaping, and a sense of safety and security that permeates their respective districts. These initiatives contribute to the development of vibrant communities and support local businesses surrounding the world's most traveled airport.

The Six West Development, comprising 311 acres in nearby College Park, represents a significant urban revitalization effort, promising to transform the area with a diverse mix of office space, hotels, commercial venues, and residential units. The Six West development will also introduce new entertainment and dining offerings to College Park.

Additionally, Fort Gillem's evolution into a bustling employment center marks a pivotal development in Clayton County's economic landscape. With a strategic focus on logistics and the burgeoning film industry, the former Army base has attracted major players such as Amazon, Kroger, and Blue Star Studios. These new industries at Fort Gillem speak to the area's appeal as a prime location for business growth and investment.

Finally, the US Soccer Federation's decision to establish its new home in Fayette County is a testament to the region's growing prominence as a hub for sports and entertainment. The site, comprising more than 200 acres will be the home to all twenty-seven of the American national teams will be located to the west of Veterans Parkway and north of Trilith Studios – yet another burgeoning community in south-Metro Atlanta. The presence of the US Soccer's new facility will undoubtedly attract attention and interest from both national and international audiences and, in turn, is expected to spur economic activity, drive tourism, and create new opportunities for local businesses and communities.

With the emergence of the Mountain View community and the expansion of MARTA's Bus Rapid Transit (BRT) services, many more exciting developments are in store for the southside. Collectively, these initiatives underscore the dynamic growth, vibrancy, and future success of the southern metro-Atlanta communities, especially Clayton County.

Clayton County Opportunities

Clayton County is a bustling hub of education, business and industry, driving job creation and enhancing the lives of both residents and enterprises. Renowned for its robust transportation infrastructure, the county boasts access to major U.S. interstate highways such as I-75, I-85, I-285, and I-675, along with reliable rail services courtesy of Norfolk-Southern and CSX.

At the heart of the county lies the Hartsfield-Jackson Atlanta International Airport, the busiest airport globally, offering unparalleled air travel convenience. Clayton County's population continues to soar, reaching 298,300 in 2023 according to the U.S. Census Bureau, with an impressive annual growth rate of 12.2%. The median household income witnessed a substantial increase, rising to \$53,398 in 2023 from \$43,287 in 2014.

The Metropolitan Atlanta Regional Transit Authority (MARTA) is advancing Bus Rapid Transit (BRT) expansion in Clayton County with two new lines. The first line, along State Route 54, will feature seventeen proposed stops, connecting East Point to Mountain View, Clayton State University, and the cities of Forest Park, Jonesboro, and Lovejoy. The second MARTA Rapid route, the Southlake project, is an innovative BRT system that aims to enhance transit service and job access within Clayton County and establish connections within Clayton County, including to Hartfield-Jackson Atlanta International Airport, Riverdale, Morrow, as well as key destinations, such as the Shops of Riverdale, Southlake Mall, and the Southern Regional Medical Center. The BRT route will cover approximately 15 miles and operate on dedicated right-of-way and mixed traffic along existing roadways. Planning and design of this project began in 2020, and it is anticipated the BRT service will begin in 2030. This route is expected to include thirteen new stations and will use ten BRT-branded electric buses and electric vehicle charging stations.

Both projects aim to enhance job access, provide reliable and frequent transit services, and improve connections within Clayton County and the greater metro-Atlanta region, in addition to the improved connectivity facilitated by the aforementioned multi-purpose trail grant funding.



Image Caption: View of Clayton County Water Authority (CCWA) facilities (2024)

In recent years, Clayton County's government has actively fostered stronger partnerships with many stakeholders such as Aerotropolis CIDs and Alliance, Clayton State University, the Council for Quality Growth, MARTA, and various departments and agencies to drive economic development initiatives. Notably, the county's Economic Development Office has crafted an enticing incentive package aimed at attracting and retaining top businesses and talent. In addition, on March 19 2024, the Clayton County Board of Commissioners (BOC) approved Ordinance No. 2024-60: BOC-2402-0394 to amend the Future Land Use Map (FLUM) process. This includes the implementation of an economic development matrix to assist with sustaining growth in the county.

Clayton County's employment landscape flourishes with 192,000 full-time jobs across diverse sectors, further bolstered by the proactive efforts of the Clayton County Office of Economic Development. Key industries driving growth include Health Care and Social Services, Accommodation and Food Services, Professional, Scientific, and Technical Services, and Transportation and Warehousing.

Clayton State University stands out as a beacon of higher education in the Southern Crescent, offering a comprehensive range of accredited programs, including masters, baccalaureate, associate, vocational, and technical degrees. The university produces more than 600 graduates every year. Nestled within its picturesque campus lies Spivey Hall, a globally acclaimed recital hall attracting renowned artists and serving as a cultural nexus for the community.

For nine years running, the Clayton County School Board has secured the esteemed Exemplary School Board distinction, showcasing steadfast leadership and educational excellence. Additionally, Clayton County Public Schools' reception of the Leading Edge Award from the Georgia School Boards Association underscores their commitment to preparing students for a dynamic global market, affirming the board's profound influence on educational quality and student achievement in the county.



Image Caption: View of Lakeview Discovery and Science Center at Clayton State University
Source: Clayton State University (2023)

Southern Regional Medical Center, founded in 1971 in Riverdale, GA, has expanded to 331 beds, serving Riverdale and its environs. Recognized nationally and statewide for exceptional patient care, it hosts specialized units such as a Certified Primary Stroke Center, accredited Chest Pain Center, Women's Life Center, labor and delivery suites, and a Level III Neonatal Intensive Care Unit.

The Clayton County Water Authority (CCWA) remains an esteemed utility, delivering exceptional water and services to the community, consistently meeting or exceeding federal and state standards for drinking water quality. Additionally, the Newman Wetlands Center, owned and operated by CCWA, provides an enriching environment for environmental education and fosters a deeper connection to the county's ecosystems, promoting conservation efforts and watershed protection.

Clayton County residents now have access to the new Lake Spivey Recreation Center in Jonesboro, located within the International Park. This state-of-the-art, 32,000 square foot facility is situated along the Lake Spivey walking trail and houses the Parks and Recreation administration. The center boasts an array of amenities including an indoor saltwater pool, a cardio and exercise area, a multipurpose room, a rock-climbing wall, and an indoor café on the lower level. The new administrative offices are located on the second floor. This facility promises to provide enjoyment for Clayton County residents for years to come.

In May 2024, the Andrew J. Young Foundation, in partnership with Forever Young Aquaponics and in collaboration with the Clayton County Board of Commissioners, hosted a groundbreaking ceremony for the Forever Young Aquaponics facility. Situated in the City of Jonesboro, this 70,000-square-foot facility intends to revolutionize the local agricultural landscape and contribute to urban development by providing sustainable, organic produce to nine major cities throughout the Southeast.

Integrating aquaculture and hydroponics, aquaponics represents a cutting-edge approach to urban farming. It establishes a self-sustaining ecosystem where fish waste fertilizes plants, and the plants, in turn, filter the water returning to the fish. This facility will produce pesticide- and chemical-free, USDA organic produce within a closed-loop system that



Image Caption: View of Spivey Hall on the campus of Clayton State University
Source: Thomson200 (2015)

eliminates environmental discharge. This innovative project marks a crucial advancement in sustainable city planning and urban development, promoting healthier food production with minimal environmental impact. Forever Young Aquaponics is set to support the county in demonstrating sustainable and ethical agricultural practices which thrive within urban settings and are economically viable.

Mountain View is an unincorporated community located in the northwestern part of the county, immediately east of Hartsfield-Jackson Atlanta International Airport (H-JAIA). Recognizing Mountain View's potential as a valuable area within the county, several planning initiatives have been undertaken to position the community as a world-class destination. These efforts include a 2014 Livable Centers Initiative (LCI), a 2017 Urban Land Institute (ULI) development strategy report, a master plan in 2018, and other initiatives led by Aerotropolis Atlanta and the Aerotropolis Atlanta Community Improvement Districts (AACIDs).

Mountain View is a historically significant community with the potential to complement the world's busiest airport. It offers ample opportunities to attract residents, businesses, and travelers, creating a vibrant environment that enhances its regional importance.

Clayton County remains committed to progress, evident in its ongoing investments in public safety, infrastructure, and community development projects such as the Tara Boulevard Livable Centers Initiative (LCI) Gateway Study and the state-of-the art Clayton County Convocation Center which will host local graduations, community events, and corporate conferences. With a steadfast focus on innovation, professionalism, and inclusive growth, Clayton County is poised to thrive as a vibrant and competitive player in the dynamic metro-Atlanta region. In August 2024, Aerotropolis supported an Aero-Clayton "Moving Clayton Forward" event to assist the county with sustainable growth.



Image Caption: View of Newman Wetlands Center Boardwalk Trail (2024)

1.7 REGIONAL TRENDS OF CONCERN

As the Comprehensive Plan process addresses the County's vision for the next twenty years, 2039, it is important to consider current and anticipated community planning trends that are impacting Clayton County and beyond. In the following section, key planning issues, challenges, and opportunities are discussed. The vision, goals, and recommendations within this report aim to address these planning trends, as community tools and capacity allows.

According to ESRI and US Census Bureau data, Clayton County has seen a population growth rate of 1% as it approaches 300,000 residents. Many of these households are young families with children under 14 years old. Notably, Clayton County's median age is 33.9 years, which is more than three years younger than the median age of the Atlanta MSA. Conversely, Clayton County has a higher proportion of its population aged 55-84 years. With age increase comes age related disabilities, increased medical needs, and mobility limitations that necessitate careful consideration during planning efforts. These trends suggest that special accommodations are needed for both younger and older age groups. However, they also indicate that the county is not attracting adults in their prime working years. It is imperative that communities are equipped to provide the necessary services, housing, and infrastructure to support this aging population effectively, while also creating a desirable county for young adults and families.

Similarly, another persistent planning issue is the ongoing affordable housing crisis which has impacted both the metro-Atlanta area and the entire country. In general, there is a shortage of housing stock in many local communities to accommodate current and future growth. However, most alarming is the shortage in affordable housing to match Area Median Income (AMI). This issue does not just impact the poorest communities, but many middle-wage earning families as well. According to the Atlanta Regional Commission, there is a significant gap in rental housing availability for the 50% AMI or below cohort.

In recent years, transportation has witnessed remarkable advancements, introducing a diverse range of options such as e-scooters, Bus Rapid Transit (BRT), self-driving vehicles, and pods. Excitingly, the horizon holds even more promise with the imminent mainstream adoption of electrical vertical take-off and landing (eVTOL) vehicles. These innovations present communities with an expanded repertoire of mobility solutions, catering to both mass transit and individual travel requirements. However, the successful implementation of these transit alternatives necessitates a robust infrastructure network comprising rail systems, internet connectivity, and reliable power sources.

Moreover, it's essential to consider how these modes of transportation will interact with major hubs like Hartsfield-Jackson Atlanta International Airport (H-JAIA). Understanding the impact of these new modes of transit and travel is crucial as we strive to plan environments that are not only functional but also enjoyable to navigate.

Additionally, there is anticipated infrastructure and economic impact of the Savannah Harbor Expansion Project on the metro-Atlanta region, with a particular focus on Clayton County. This ambitious \$1 billion, 20-year initiative involves deepening the channel by forty-seven feet over a 38-mile stretch. As a result, the expanded harbor will now accommodate the largest vessels on the East Coast, facilitating the arrival of 16,000 container vessels at the port. A significant portion of this cargo is destined for H-JAIA for distribution. Consequently, Clayton County serves as a crucial thoroughfare for freight movement both within Georgia and across the region. Understanding the implications of this project is essential for assessing its impact on economic activity and infrastructure development in Clayton County and beyond.

There's a growing recognition of the significance of urban planning, coupled with an increased appreciation for the role of green infrastructure in creating sustainable environments. The federal government's investments in this area are aimed at fostering a more environmentally friendly future. The headwaters of the Flint River begin in Clayton

County near the Hartsfield Jackson Atlanta International Airport. Clayton County – with the support of regional partners of the Atlanta Regional Commission (ARC), Aerotropolis, and surrounding governments - have led the investments of the Flint River Gateway Trails. The Flint River Gateway Trails is a crucial component of ARC’s initiative to reconnect the region and it received tremendous federal financial support in 2024.

The long-term effects of COVID-19 have heightened awareness and readiness regarding the spread of illness, prompting communities to reshape their environments to prioritize health and well-being. One such solution involves increasing and making greenspace and park space more accessible. Additionally, the pandemic has influenced where people work, leading to a greater demand for remote work facilities, both within local areas and within homes. These shifts reflect a broader recognition of the importance of creating environments that support both physical and mental health, as well as adaptability to changing circumstances.

Smart cities are becoming increasingly intertwined within the urban planning discipline. Within these urban environments, existing data, such as cell phone data, is harnessed to optimize efficiency through the integration of Internet of Things and AI-enhanced technologies, tracking the movement of people. Additionally, data-driven decision-making plays a crucial role in enhancing safety, security, utilities, resilience, and various other aspects that influence the quality of life for local community members.

Furthermore, the momentum of social justice movements in 2020 has spurred a rise in initiatives aimed at fostering social justice and equity within communities. This is exemplified by the renaming of places and streets to align with contemporary values and honor revered figures. Efforts are also underway to mend the divisions caused by past infrastructural projects, such as highways, which historically marginalized minority communities. Finally, there is a push for increased transparency in local processes, alongside the integration of social and mental health training, and the introduction of mental health programs to assist communities in coping with the traumas stemming from systemic marginalization.

As part of a collaborative effort of the consultant teams and other partners, Clayton County is working to address these issues to better serve its residents and business communities.



Image Caption: View of concourses A and T at Hartsfield-Jackson Atlanta International Airport

Source: Matthew Grob (2018)

1.8 REPORT OF ACCOMPLISHMENTS

The Report of Accomplishments is an account and explanation of all the projects listed in the Community Work Program from the previous Comprehensive Plan. The projects are identified with the following terminology:

Items labeled “**Completed**” have been finished within the five-year reporting period.

Items labeled “**Currently Underway**” have been initiated or have made partial progress as of the end of the five-year reporting period. They have been carried over into the new five-year reporting period for the next five-year work program.

Items labeled “**Postponed**” have been put on hold with justification and the intention of being resumed.

Items labeled “**No Longer Relevant**” have been deemed to no longer be relevant to the county and will not be carried over into the next five-year work program.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
1	Trade Center and Small Business Incubator - Class A office building at the entrance to Clayton State University to attract	X	X	X	X	X	\$1-10 million, depending on size and build-out detail	Econ. Dev. Office/Dev. Auth./Private	SPLOST/ Private	Currently underway	Anticipated completion 2028
2	"Welcome to Clayton County" signage strategically placed at North, South, East, and West entrances into the County. The signs are anticipated to measure approximately 10 to 20 feet in width and be constructed of brick, stone or concrete. The greeting signs will showcase the County's new brand and image		X	X			\$100,000-200,000	Econ. Dev. Office/Public Works	SPLOST	Currently underway	Anticipated completion 2028

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
3	Develop formal agreement and approach between the Cities and County to collectively shape a positive image for Clayton County, both internally and externally	X	X	X	X	X	Staff time or up to \$100,000/year for County	County/ Cities/Econ. Dev. Office/ City and County Mgr. Offices	County/ Cities/ Tourism funds	Currently underway	A formal agreement has been deemed unnecessary and replaced with a focus on quarterly meetings as a new 2024 CWP item
4	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry	X	X				Staff time	Chamber of Commerce/ Econ. Dev. Office/ Dev. Auth./ Existing Industry Committee	Econ. Dev. Office/ Dev. Auth.	Currently underway	
5	Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization	X	X	X	X	X	Staff time	Chamber of Commerce/ Econ. Dev. Office/ Dev. Auth./ Existing Industry Committee	Econ. Dev. Office/ Dev. Auth.	Completed	
6	Track progress using basic database system (Excel, Access, etc.), that can be easily shared and used across multiple organizations	X	X	X	X	X	\$4,000	Econ. Dev. Office/ Chamber	Econ. Dev. Office/ Dev. Auth.	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
7	Prioritize workforce development as a key economic development tool for improving family self- sufficiency and reducing unemployment	X					Staff time	Atlanta CareerRise Working Group/Econ. Dev. Office	Econ. Dev. Office/ Dev. Auth.	Currently underway	
8	Coordinate with Atlanta CareerRise in efforts to create career-ladder pathways within the logistics industry	X	X	X	X	X	Staff time	Atlanta CareerRise Working Group/Econ. Dev. Office	Econ. Dev. Office/ Dev. Auth.	Completed	
9	Evaluate success of Atlanta CareerRise logistics initiative as a model for other industrial sector in Clayton County			X	X	X	Staff time	Atlanta CareerRise Working Group/Econ. Dev. Office	Econ. Dev. Office/ Dev. Auth.	Completed	
10	Develop separate webpages for each initiative (Tourism, Film, Production, Recruitment, etc.) of the Clayton County Office of Economic Development's website outlining the work being done in each area	X	X				\$5,000-15,000	Econ. Dev. Office/ Dev. Auth.	Econ. Dev. Office/ Dev. Auth.	No longer relevant	The Economic Development Department website restructure has been refocused and separate webpages no longer are required

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
11	Create a new initiative around Clayton County's water resources. Clayton County's existing food and beverage industry concentration, internationally recognized water system, and transportation network makes the case for finding more ways to leverage Clayton's water resources			X	X		\$10,000-50,000	Econ. Dev. Office/ Clayton County Water Authority	County/ Clayton County Water Authority	Completed	
12	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County			X	X		\$10,000	Econ. Dev. Office/ Chamber of Commerce/ Comm. Development Dept. (CDD)- Planning & Zoning (P&Z)	County/ Chamber of Commerce	Currently underway	Anticipated completion 2025
13	Measure number and type of small business support activities occurring in Clayton County	X	X	X	X		Staff time	Econ. Dev. Office/ Chamber of Commerce/ CDD-P&Z	Econ. Dev. Office/ Dev. Auth.	Currently underway	Anticipated completion 2028
14	Formally outline roles for existing organizations focused on supporting small businesses			X	X		Staff time	Econ. Dev. Office/ Chamber of Commerce/ CDD-P&Z	NA	Currently underway	Anticipated completion 2028

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
15	Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand					X	\$200,000-\$2 million	Collaborative decision on whether housed in government (Econ. Dev. Office), quasi-government, (Dev. Auth.) nonprofit or for profit entity	Typically requires one public source for initial capitalization, plus private or philanthropic funds. Will requires funds for new personnel to manage the RLF	No longer relevant	There was a restructure in the economic development department and development authority and this task is no longer a priority for either department
16	Develop and implement incentives and programs to encourage redevelopment of vacant and underutilized commercial properties	X	X	X	X	X	Varied, but could be significant depending on consensus	Econ. Dev. Office/ Chamber/ Dev. Auth.	County/ Chamber/ Dev. Auth.	Currently underway	Anticipated completion 2026
17	Coordinate with the City of Morrow to address the decline of Southlake Mall and the loss of businesses in commercial areas on Mt. Zion Road	X		X		X	Staff time	Econ. Dev. Office/ Chamber/ Dev. Auth.	County/ Chamber/ Dev. Auth.	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
18	Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives		X	X	X	X	Staff time	Clayton State Univ./Econ. Dev. Office/ Chamber/ CDD-P&Z	County/ Chamber/ Dev. Auth.	Currently underway	Anticipated completion 2028
19	Promote the formation of Community Improvement Districts, especially near the airport, industrial districts, and along major commercial corridors	X		X		X	Staff time	Econ. Dev. Office/ Chamber/ Private	Private/ County	Currently underway	Anticipated completion 2028
20	Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options	X		X		X	Staff time (could range from minimal \$ for ordinance/ overlay re- write to more \$ for targeted recruitment and marketing effort)	Chamber of Commerce/ CDD-P&Z	County/ Tourism funds	Currently underway	This is now a Clayton Chamber of Commerce project
21	Conduct redevelopment studies for declining or vacant strip shopping centers and “big-box” commercial structures throughout the County	X		X			\$20,000 per study	Clayton County Development Authority	General Fund / Grants / ARC – LCI Program	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Economic Development											
22	Form and coordinate business associations for each of the County's commercial corridors			X		0	Staff time	Econ. Dev. Office	Grants/ Staff time	Completed	
23	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.	X					Staff time	Clayton County Public Information Office/Econ. Dev. Office/ Chamber of Commerce	Staff time	Currently underway	Anticipated completion 2028
24	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and “big-box” commercial structures throughout the County	X		X			Staff time	CDD-P&Z/ Dev. Auth.	General Fund	Currently underway	Anticipated completion 2025
25	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X		X		X	\$400,000	CDD-P&Z/ Dev. Auth.	Staff time	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Community Development											
1	Determine land use requirements that would support the concept of Aerotropolis	X	X	X	X	X	Staff time	CDD-P&Z	Staff time	Currently underway	Mountain View Overlay and update was completed September 2020
2	Revise residential building codes to increase minimum quality level acceptable	X	X	X	X	X	Staff time	CDD-P&Z	Staff time	Completed	Codified Residential Architectural Standards completed September 2023
3	Develop a Planning Handbook to be used as an educational tool and quick reference by the Zoning Advisory Group and County Commissioners	X	X	X	X	X	\$5,000	CDD-P&Z	General Fund	Completed	Provided updated municode with recent code changes to Zoning Advisory Group in October 2023
4	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County	X					\$400,000	CDD-P&Z/ ARC	ARC	Currently underway	Received a LCI grant and project is currently underway
5	Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways	X					Staff time	CDD-P&Z/ Transporta- tion	Staff time	Currently underway	This project has been reprogrammed into the SPLOST 2020.
6	Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity	X	X	X	X	X	Staff time	CDD-P&Z / CCPS	Staff time	Currently underway	This currently exists and ongoing through the coordination of a standing committee - Clayton County Government and Clayton County Board of Education intergovernmental cooperation.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Transportation											
1	Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road	X	X	X	X	X	\$6,826,000	Transportation /GDOT	2014-2019 TIP/ County	Currently underway	Anticipated completion 2027; this item is being combined with item 2 for a total \$100,000,000 project
2	Roadway Capacity Improvements - Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd.	X	X	X	X	X	\$6,370,000	Transportation /GDOT	2014-2019 TIP/ County	Currently underway	Anticipated completion 2027; this item is being combined with item 1 for a total \$100,000,000 project
3	Roadway Capacity Improvements - Flint River Rd. from Glenwood Rd. to Kendrick Rd	X					\$2,600,000	Transportation /GDOT	2014-2019 TIP/ County	Completed	
4	Conley Road/ Aviation Blvd Extension from I-285 to St R 3	X	X	X	X	X	\$11,150,000	Transportation /GDOT	2014-2019 TIP/ County	Completed	
5	Roadway Capacity Improvements – Godby Road from Southampton Rd. to SR 314	X	X	X	X	X	\$3,085,000	Transportation	SPLOST	Completed	
6	Road improvements to support other SPLOST Capital Projects	X	X	X	X	X	\$1,000,000	Transportation	SPLOST	Completed	
7	Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas	X	X	X	X	X	\$5,500,000	Transportation	SPLOST	Currently underway	On-going

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Transportation											
8	County-wide sidewalk construction	X	X	X	X	X	\$5,500,000	Transportation	SPLOST	Currently underway	On-going
9	C-Tran Buses, para-transit vehicles and bus shelters	X	X	X	X	X	\$7,000,000	Transportation	SPLOST	Completed	Taken over by MARTA
10	Miscellaneous safety improvements in unincorporated areas	X	X	X	X	X	\$2,000,000	Transportation	SPLOST	Completed	
11	Bridge/culvert upgrades and replacements in unincorporated areas	X	X	X	X	X	\$4,000,000	Transportation	SPLOST	Currently underway	On-going
12	CEI Services for projects	X	X	X	X	X	\$1,000,000	Transportation	SPLOST	Currently underway	On-going
13	Street Resurfacing in unincorporated areas Maintenance	X	X	X	X	X	\$60,000,000	Transportation	SPLOST	Currently underway	On-going
14	Stockbridge Road: 5-Foot Sidewalks and Accessible Crossings along ARC Regionally Significant Transportation System (RSTS) Routes North McDonough Street to Walt Stephens Road	X					\$99,266	Transportation / GDOT	2004 SPLOSTCC	No longer relevant	Majority of this project is within Jonesboro city limits so this is not relevant to the County

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Transportation											
15	C.W. Grant Parkway (Aviation Boulevard) – Pedestrian improvements for transit corridor From International Parkway to US 19/41-SR 3 (Old Dixie Highway)	X	X	X	X	X	\$152,113	Transportation / GDOT	2014-2019 TIP/ County	No longer relevant	Transit corridor priorities have shifted and this project is no longer a transit priority
16	Flint River Road – Pedestrian improvements for transit corridor From Taylor Road to Flint River Crossing	X	X	X	X	X	\$124,032	Transportation / GDOT	2014-2019 TIP/ County	Completed	Completed as part of Item 3
17	Godby Road – Pedestrian improvements to fill gaps in system From Southampton Road to Phoenix Parkway	X	X	X	X	X	\$3,085,000	Transportation / GDOT	2014-2019 TIP/ County	Completed	Completed as part of Item 5
18	C.W. Grant Parkway Grade Rail Separation At Norfolk Southern RR Line - Includes realignment of Conley Road and US 19/41 in vicinity	X	X	X	X	X	\$36,781,418	Transportation / GDOT	2014-2019 TIP/ County	Completed	Completed as part of Item 4
19	Roadway Maintenance and Resurfacing	X	X	X	X	X	\$32,400,000	Transportation	2015-2020 SPLOST	Currently underway	On-going
20	Traffic Signals, Signage and Striping	X	X	X	X	X	\$44,650,000	Transportation	2015-2020 SPLOST	Currently underway	On-going
21	Bridge/Culvert upgrades, Repairs and Replacements	X	X	X	X	X	\$4,750,000	Transportation	2015-2020 SPLOST	Currently underway	On-going

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Transportation											
22	Roadway Safety Improvements	X	X	X	X	X	\$3,500,000	Transportation	2015-2020 SPLOST	Currently underway	On-going
23	Sidewalk Installation	X	X	X	X	X	\$13,500,000	Transportation	2015-2020 SPLOST	Currently underway	On-going
24	Valley Hill Rd. Widening (Battle Creek Rd. to City of Riverdale)	X	X	X	X	X	\$17,300,000	Transportation	2015-2020 SPLOST	Currently underway	Under construction; anticipated completion 2026
25	Gilbert Rd. Reconstruction (Mountain View Area)	X	X	X	X	X	\$4,750,000	Transportation	2015-2020 SPLOST	Completed	
26	Landscaping/ Lighting	X	X	X	X	X	\$684,279	Transportation	2015-2020 SPLOST	Currently underway	On-going
27	Transit Capital	X	X	X	X	X	\$5,000,000	Transportation	2015-2020 SPLOST	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
School System											
1	Eddie White Elementary School 14		X				\$15M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY	Completed	Completed in 2021 for \$40M
2	New 57 Classroom Middle School (Forest Park)			X			\$15M	CCPS Board of Education	SPLOST	Currently underway	Under-construction, anticipated to be complete by 2025 for \$75M
3	Middle School #8	X					\$18M	CCPS Board of Education	SPLOST	No longer relevant	No longer a necessary project based on BOE strategic building focus
4	Lovejoy HS Auxiliary			X			\$16M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY	Currently underway	Project expanded to a modernization of the entire facility for \$110,000,000; anticipated to be complete by 2026
5	General Renovations at Existing Schools	X	X	X	X	X	\$95M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY	Currently underway	On-going, anticipated spending from 2024-2028 is \$800,000,000

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Intergovernmental Coordination											
1	Officially launch the Clayton County Economic Development Collaborative (CCEDC) which was started in 2013 by the COO which will allow the County and Cities to unite to build the economic landscape for the County and monitor the progress of the economic development strategic plan	X	X	X	X	X	Staff time	County Commission/ COO's Office	Staff time	Currently underway	Ongoing
2	Create a coordinated channel between the County and Cities to be updated on the progress of the 2009-2015 SPLOST programs for projects that are executed in the Cities and unincorporated areas	X	X	X	X	X	Staff time	COO's Office	2015 and 2021 SPLOST	Currently underway	Ongoing
3	Create coordinated channels for economic development between County and surrounding Counties to plan economic landscape for the region	X	X	X	X	X	Staff time	County Commission., COO's Office, Econ. Dev. Depart, neighboring Counties	Staff time	Currently underway	Ongoing
4	Develop a County-wide recycling and sanitation program to assist with beautification across the County	X	X	X	X		Staff time	County Commission. COO's Office	Staff time	Currently underway	Ongoing
5	Assess and amend the County's current dispute resolution process as needed to ensure its effectiveness	X	X				Staff time	County Commission	Staff time	Currently underway	Ongoing
6	Update procedures to include only two opportunities for Future Land Use Map amendments per year	X					Staff time	Intergovernmental Coordination/ Community Development Department	Staff time	Completed	

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Parks and Recreation											
1	(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court		X				\$10,000	Parks and Recreation	General/ SPLOST/ REC	Currently underway	Project underway with anticipated completion 2025; project scope increased due to foundation problems and building demolition needed increasing cost to \$250,000
2	(Jim Huie Recreation Center) Educational Program area			X			Cost determined at time of scope	Parks and Recreation	General/ SPLOST/ REC	Currently underway	On-going; anticipated completion 2028; Working with the Huie Foundation to get additional land donated to the Greenspace Program; cost anticipated at \$35,000
3	(Independence Park) Landscaping around park to assist with crime prevention.	X	X	X	X	X	Cost determined at time of scope	Parks and Recreation	General/ SPLOST/ REC	Currently underway	Work in Progress. Improvements have been made to the park to include lighting, tree removal, fencing repairs, etc. Plans are underway to add a restroom facility, construct a modular bathroom. Anticipated cost \$200,000
4	10 additional swing sets needed throughout the County (specifically for toddlers),		X				\$30,000	Parks and Recreation	General/ SPLOST/ REC/ HUD Grant	Currently underway	Some playgrounds will be replaced using SPLOST Funding. Our playgrounds are becoming very outdated and we need more advance equipment to stay relevant in the recreation field. Anticipated completion 2026 for \$1,500,000
5	Toddler play features in parks adjacent to existing playgrounds	X	X	X			Cost determined at time of scope	Parks and Recreation	General/ SPLOST/ REC	Currently underway	On-going and to be combined with the above item; Our playgrounds will be replaced using SPLOST funding. Our playgrounds are becoming very outdated and we need more advance equipment to stay relevant in the recreation field.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Library System											
1	New Headquarters Library	X	X	X	X	X	Cost to be determined at time of scope	Clayton County Library System	Staff time	No longer relevant	No longer an activity we are pursuing at this time as priorities have shifted and this facility is no longer needed .
2	Build more meeting rooms at Headquarters, move Jonesboro to Headquarters library location			X	X	X	Cost to be determined at time of scope	Clayton County Library System	Staff time	No longer relevant	Similar to item 1, priorities have shifted and this facility is no longer needed.
3	Landscape all libraries	X	X				Cost to be determined at time of scope	Clayton County Library System	Staff time	Currently underway	On-going. BOC Initiative. Unaware of when the new contract will take affect and library landscaping needs will be addressed.
4	Repair roof at Headquarters	X					\$47,000	Clayton County Library System	SPLOST/ GPLS	Completed	B&M worked with contractor to repair roof leaks at HQ. Work was completed Spring of 2023.
5	Repair roof at Morrow	X					\$23,000	Clayton County Library System	SPLOST/ GPLS	Currently underway	On-going. Work has not begun yet on Morrow Roof
6	Repair bathroom wall at Riverdale	X					\$23,000	Clayton County Library System	SPLOST/ GPLS	Completed	Project completed 2023
7	Renovate bathrooms at Headquarters	X	X				Cost to be determined at time of scope	Clayton County Library System	SPLOST	Completed	Work was completed in early 2023
8	Family Computer Lab	X	X				Cost to be determined at time of scope	Clayton County Library System	To be determined	Completed	Project completed 2023

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Library System											
9	Repair Circulation Desk at all Branch Locations	X					Cost to be determined at time of scope	Clayton County Library System	General Fund	Currently underway	Circulation desk at HQ has been recently painted. No other repairs have taken place
10	Paint library interior at all locations	X					Cost to be determined at time of scope	Clayton County Library System	General Fund	Currently underway	Minor interior touch up painting has taken place at HQ, LJ, RIV
11	Purchase additional volumes for each branch to meet the State's minimum level of service standards	X	X	X	X	X	\$638,000/year (\$441,000 proposed)	Clayton County Library System	General Fund	Currently underway	We purchase titles for each branch on an annual basis
12	Implement a plan to replace public and staff computers at the County's public libraries every three years			X	X	X	Cost to be determined at time of scope	Clayton County Library System	General Fund	Currently underway	Working with County IT on refresh schedule
13	Construct 20,000 sq. ft. Library in NW Clayton County (land acquisition, new books, design and construction)	X	X				\$7,600	Clayton County Library System	2009 SPLOST	Completed	Completed 2020
14	Improvement and renovation of existing Libraries	X	X	X	X	X	\$55,000	Clayton County Library System	2009 SPLOST & State Funds	Currently underway	On-going

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments	
		'20	'21	'22	'23	'24						
Police Department												
1	Police vehicles with equipment	X	X	X	X	X	\$2M	Clayton County Police Department	SPLOST 2015	Currently underway	Anticipated completion 2025, Only a couple of vehicles remaining on project. Approximately 95% completed.	
2	Police helicopter replacement					X	X	\$4.5M	Clayton County Police Department	SPLOST 2015	Completed	Completed 2022
3	Police mobile command vehicle	X						\$1.3M	Clayton County Police Department	SPLOST 2015	Completed	Completed 2020
4	Construction of a Sector 2 Police Precinct located in the NW section of Clayton County	X						Cost to be determined at time of scope	Clayton County Police Department	Staff time	Completed	Completed 2020

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Fire and EMS											
1	Develop and implement new EMS Delivery Model for Clayton County	X	X	X	X	X	Will vary based on model.	Clayton County Fire & Emergency Services	General Fund	Currently underway	CCFES has implemented three of the four phases of the EMS system delivery model. Phase four was funded partly in FYE 19 and fully in FYE 20. With the onset of the COVID-19 Pandemic, the EMS system delivery model was placed on-hold as a worldwide pandemic became our top concern. Years later we have emerged from the pandemic and placed our focus back on the EMS system delivery model. With the addition of 2 Mobile Health Clinics, the approval of a new 10,000 Square Foot Clinic (In the design phase), as well as dedicated Clinical Social Worker, we are back on track. It is our hopes to finalize the new EMS system delivery model by 2025.
2	Implement vehicle replacement initiative for EMS and Fire	X	X	X	X	X	\$8M	Clayton County Fire & Emergency Services	2015 SPLOST/ Fire tax/ General Fund	Completed	CCFES along with Transportation and Development have successfully replaced a large portion of the fleet assigned to CCFES. As part of the 2015 SPLOST, the following units were replaced: 11 Ambulances, 7 Pumpers, 2 Mini Pumpers and an assortment of administrative vehicle's. CCFES and Fleet maintenance remain committed to assessing and replacing vehicles to ensure a safe operating environment for our employees and citizens. This item was completed in 2024.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Fire and EMS											
3	Build new fire stations to address 2012 ISO evaluation. (Stockbridge and Lovejoy)	X	X	X	X	X	\$4M	Clayton County Fire & Emergency Services	Fire tax/ General Fund	Postponed	Needs assessment and risk analysis study completed by the department, coupled with the addition of Lake City to our coverage area changed the plans for these two stations. Funding for the following Station relocation/additions have been secured: Fire Station #1, Fire Station #2, Fire Station #9, Fire Station #15 and Fire & Emergency Services Headquarters. The department will still seek to add additional station's in Stockbridge and Lovejoy to meet the needs of the 2016 Standard of Cover Report as funding is identified and positions allocated by the BOC.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Water Authority											
1	Emergency Generator – Hooper WPP		X				\$300,000	CCWA	User Fees	Completed	Completed 2022; increased to \$400,000
2	Sewer system rehabilitation	X	X	X	X	X	\$1M/year	CCWA	User Fees/ General Fund	Completed	Completed 2023; increased to \$8,500,000/ year
3	Galvanized Water Main Replacement	X	X	X	X	X	\$1M/year	CCWA	User Fees	Completed	Completed 2023; increased to \$6,500,000/ year
4	Stormwater System Rehabilitation	X	X	X	X	X	\$1M/year	CCWA	User Fees	Currently underway	On-going; this represents ongoing annual spending for continual renewal of stormwater infrastructure; increased to \$3,500,000/year
5	Emergency Generator - all Water Facilities	X					\$3M	CCWA	User Fees	Currently underway	Walnut Creek is complete; but his is an ongoing task. Jonesboro Repump Station - currently has a natural gas engine that runs only 1 pump; a new generator for this entire station is anticipated; Noah's Ark Repump Station - generator will be upgraded in the future. Estimated cost has been increased to \$9,000,000

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source	Status	Comments
		'20	'21	'22	'23	'24					
Building and Maintenance											
1	Renovate Old 911 Building 7946 N. McDonough St. Jonesboro, GA 30236	X	X	X	X	X	\$130,000 - 150,000	Buildings and Maintenance	General Funds	Currently underway	Ongoing; cost increased to \$1.5 million with funds also coming from 2015 SPLOST
2	Adopt a County wide policy of using multi-story construction for all public buildings when feasible		X	X	X	X	Staff time	Building and / CCPS	General Funds	No longer relevant	This policy is no longer relevant as it is limiting and cost prohibitive
3	Annex remodel of 3rd and 4th floors	X					\$467,000	Building and Maintenance	Staff time	Completed	Completed 2020
4	Jonesboro Library - New roof				X	X	\$195,000	Building and Maintenance	Staff time	No longer relevant	Building Demolished in 2024, so this item is no longer relevant
5	123 N. Main Street - New roof			X	X	X	\$35,000	Building and Maintenance	Staff time	Completed	Completed in 2022; cost was \$135,000

A photograph of an outdoor cafe scene with a large beige umbrella, a black metal table, and four people sitting around it. The background shows a stone building with windows and string lights. The entire image has a reddish-orange tint.

02 ASSESSMENT

THE TAKEOFF

02 ASSESSMENT: THE TAKEOFF

The following section is a compilation of recent and/or relevant studies, documents, and visionary plans which have informed, overlapped with, or otherwise influenced this 2024 Comprehensive Plan Update. These sources provide valuable data, key insight, and diverse perspectives. These studies collectively contribute to the plan update and help to ensure a holistic and informed approach to shaping Clayton County's vision and future development.

2.1 EXISTING STUDIES

State Route 54 Alignment Evaluation (2023)

State Route 54 (SR 54) plays a vital role as a major corridor connecting Clayton County's communities to the greater Atlanta region. The route connects Clayton State University, Southlake Mall, and the Cities of Forest Park, Jonesboro and Lovejoy to the Hartsfield-Jackson International Airport, and the Cities of East Point and Hapeville. Key components under consideration include fully dedicated Bus Rapid Transit (BRT) lanes, Transit Signal Priority (TSP) technology, near-level boarding/off-boarding ticket collection, and unique vehicle branding.

This ongoing study project is open to public input and feedback, with the aim of incorporating community perspectives into the planning process. The anticipated timeline aims to have the BRT lanes operational by 2030, signaling a significant investment in sustainable and efficient transportation infrastructure for Clayton County.



Image Caption: SR 54 BRT Potential Connections

Source: Connect Clayton (2023)

Analysis of Impediments to Fair Housing Choice Study (2023)

Clayton County recently conducted an Analysis of Impediments to Fair Housing (AI) study, as required after receiving a grant from the Department of Housing and Urban Development (HUD). The study, informed by extensive community input, aimed to identify barriers to fair and affordable housing and provide recommendations to address these challenges.

Key findings from the AI study highlighted various concerns, including a lack of quality and diverse housing options for seniors, displacement risks, and inadequate housing options across income levels. In response, the study outlined five prioritized fair housing goals:

1. **Increase Quality, Variety, and Affordability:** Implement strategies to enhance the quality, diversity, and affordability of housing stock in Clayton County, ensuring that residents have access to suitable and affordable housing options.
2. **Enhance Housing Choice for People with Disabilities:** Work to increase housing choice and accessibility for individuals with disabilities, ensuring that housing options accommodate diverse needs and preferences.
3. **Invest in Underserved Areas:** Prioritize investment in areas with high poverty rates and limited access to resources and services, aiming to improve living conditions and promote equitable development across the county.
4. **Promote Economic Opportunities:** Increase engagement in the labor market and expand access to higher-paying job opportunities, addressing economic disparities and supporting residents' financial stability.
5. **Expand Fair Housing Education:** Strengthen fair housing education initiatives in Clayton County to raise awareness about housing rights, promote inclusive practices, and combat discrimination in housing.

By prioritizing these fair housing goals, Clayton County aims to foster inclusive, equitable, and vibrant communities where all residents have access to safe, affordable, and suitable housing options. Implementation of the AI study recommendations will be essential in advancing fair housing principles and promoting positive outcomes for residents throughout the county.

Tara Boulevard Livable Center Initiative (2023)

The Tara Boulevard Livable Center Initiative (LCI) Study is a comprehensive initiative aimed at reimagining the Tara Boulevard corridor, as part of a shared vision for Clayton County, and the cities of Jonesboro and Lovejoy. The study is focused on identifying opportunities for housing, services, and mobility improvements and included an evaluation of transportation, land use, economic factors, and community needs to understand the corridor's strengths and weaknesses.

At the time of writing, the plan is in its “Framework” phase, which involves the translation of the vision into an actionable plan. This is being accomplished through the establishment of various implementable elements, such as design land use strategies, transportation improvements, and urban design guidelines. Initial feedback from community open houses included walkability and safety concerns, desire for streetscape revitalization, flood mitigation, and downtown development.



Image Caption: Tara Boulevard LCI Public Design Workshop Flyer
Source: POND (2024)

Clayton County 2034 Comprehensive Plan Update (2019) and Amended (2022)

The Comprehensive Plan serves as a critical tool for elected and public officials, providing essential guidance by establishing policies, priorities, and a community vision for development within Clayton County. It outlines where, how, and what types of development should occur, offering direction on land use decisions, zoning regulations, and capital improvements. By doing so, it creates a framework for evaluating development proposals, ensuring credibility and predictability in land use decisions for citizens and developers alike.

Moreover, the plan incorporates criteria for assessing development proposals, including compatibility with surrounding land uses and compliance with environmental regulations. Its overarching goal is to foster sustainable growth and development in Clayton County, emphasizing the creation of vibrant, walkable communities accessible to all residents. Additionally, the plan addresses challenges related to economic development, transportation, and housing, while safeguarding the county's natural and cultural resources.

In 2022, an amendment was made to the 2018 Comprehensive Plan to support the Bus Rapid Transit efforts in the County.

The 2024 Comprehensive Plan Update builds upon the foundation laid by the previous plan, reassessing goals, action items, and recommendations to reflect evolving needs and priorities. This iterative process ensures that the plan remains responsive to changing circumstances and continues to serve as a valuable tool for guiding responsible development and enhancing the overall quality of life in Clayton County.



Image Caption: Clayton County 2034 Comprehensive Plan, Amended

Source: Clayton County (2022)

MARTA’s Clayton County High-Capacity Transit Transit-Supportive Land Use Study (2022)

MARTA’s Transit Supportive Land Use Study was initiated to enhance transit support along Clayton County’s high-capacity corridors. The study was guided by three primary goals:

- 1. Secure Funding for Transit Lines: Position Clayton County’s transit lines to attract funding opportunities, ensuring the continued development and expansion of transit infrastructure to meet the needs of residents and visitors.
- 2. Develop Transit Supportive Zoning: Create zoning regulations that are conducive to transit-supportive development while also aligning with the unique characteristics and preferences of local communities. These zoning policies aim to promote mixed-use development, enhance walkability, and foster people-friendly designs.
- 3. Promote Economic Development: Position Clayton County as an attractive destination for future economic development by leveraging transit infrastructure as a catalyst for growth and investment. By enhancing transit accessibility and connectivity, the county aims to attract businesses, stimulate job creation, and support sustainable economic prosperity.

Additionally, the study embraced an “unofficial goal” of fostering collaboration and cohesion along the transit corridors. By encouraging stakeholders to work together towards common objectives, the study sought to build a sense of community and shared purpose among residents, businesses, and government entities along the corridors.

Overall, the Transit Supportive Land Use Study aimed to enhance Clayton County’s capacity to support higher-density development, create vibrant and diverse mixed-use environments, improve walkability, promote people-centric design principles, and effectively manage parking to ensure the success and sustainability of transit-oriented development initiatives.



Image Caption: Graphic depicting the “Big “Five” goals of the Transit Supportive Land Use Study
Source: Connect Clayton (2023)



Image Caption: Aerotropolis Atlanta Blueprint 2.0

Source: Aerotropolis Atlanta (2024)

The Aerotropolis Atlanta Blueprint 2.0 (2022)

The original Aerotropolis Atlanta Blueprint, first published in 2016, underwent a significant update in 2022, reflecting new insights and priorities following the formalization of a workforce development component within the Aerotropolis Community Improvement Districts (CIDs), along with the development of a comprehensive implementation action plan. This update involved reassessing targeted economic sectors, identifying catalytic sites, and fostering consensus among key stakeholders, compiling a series of catalytic sites throughout the region that could be transformed into nodes or major gateways to the airport, supporting the plan's unified vision.

The Atlanta Airport region's transit priorities are centered on enhancing multimodal connectivity, promoting transit-oriented development, and improving user experience through strategic infrastructure upgrades within a ten-mile radius of the Hartsfield-Jackson Atlanta International Airport (H-JAIA). Key initiatives include improving walking and biking amenities, introducing on-demand micro-mobility options, developing the Aero Corporate Crescent for better east-west connectivity, and expanding the regional trail network. Coordination with stakeholders such as MARTA and the Atlanta Regional Commission is essential for funding and the implementation, of a more integrated and user-friendly transit system.

Throughout the Blueprint 2.0 update process, elected officials from the associated counties and cities within the region were actively engaged. Their input and perspectives were integral to ensuring that the final document accurately reflected the vision, goals, and values of their constituents. This collaborative approach underscores the commitment to inclusive decision-making and community involvement in shaping the future of the Aerotropolis Atlanta region.

Clayton County Highway 138 CID Feasibility Study (2022)

In 2022, Clayton County, in collaboration with the City of Stockbridge and Henry County undertook a study along State Route (SR) 138, which includes a portion traversing southeast Clayton County and intersecting with I-675. SR 138 serves as a significant roadway and is designated for several critical action items in cities within Clayton County, such as Riverdale and Jonesboro. The focus of the investigation was the CID boundary located on the Clayton-Henry County border near the city of Stockbridge. The study revealed that a majority of the parcels within Clayton County were CID exempt or non-eligible.

As of late 2022, the study is pending confirmation of the CID formation process. This indicates that further steps are required to formalize the establishment of the CID, likely involving coordination and approval from relevant authorities and stakeholders.

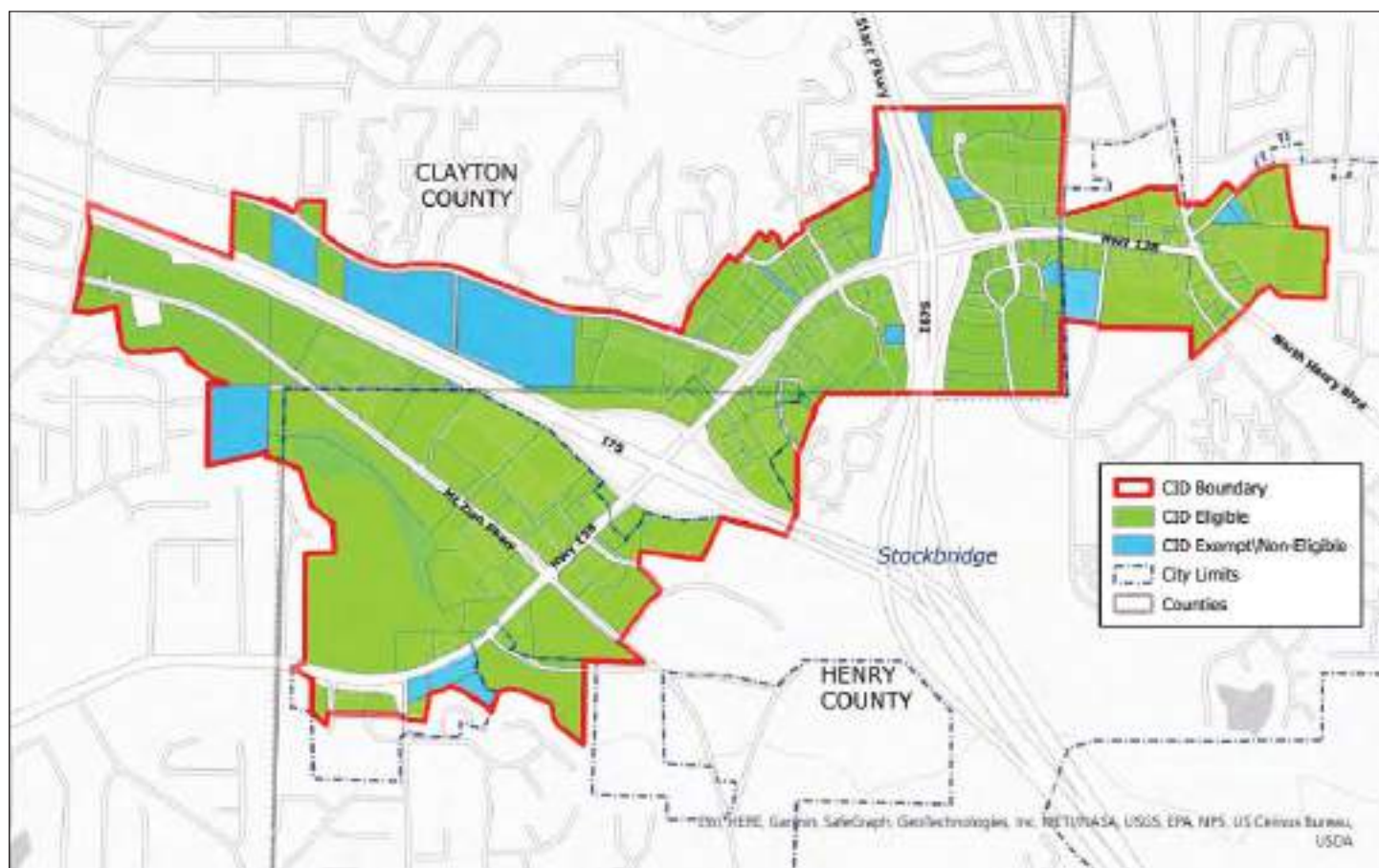


Image Caption: Highway 138 CID Feasibility Study Map

Source: Clayton County (2022)

AeroATL Greenway Model Mile (2021)

In 2017, the Aerotropolis Atlanta Alliance and Aerotropolis Atlanta Community Improvement Districts (AACIDs) collaborated to develop the AeroATL Greenway Plan, building upon concepts introduced in the previous Aerotropolis Atlanta Alliance Blueprint. The AeroATL Greenway Plan aimed to implement several key recommendations, including the following:

1. Connecting communities to local amenities and essential services,
2. Establishing connections to and encircling Hartsfield-Jackson Atlanta International Airport (H-JAIA),
3. Enhancing economic development prospects in Aerotropolis downtown areas and future development zones,
4. Creating a distinctive system tailored to the needs of South Metro Atlanta.



Image Caption: AeroATL Greenway Model Miles

Source: Aerotropolis Atlanta Alliance (2021)

As part of this plan, a Model Mile was identified within Clayton County. This Model Mile encompasses a 1.2-mile multi-purpose trail along the Flint River, linking the Loop Road trail to Forest Parkway. Additionally, there is a 1-mile segment in Forest Park, extending from Starr Park-Fountain Elementary to Forest Parkway along Lake Drive and West Street. These segments serve as key components of the AeroATL Greenway, fostering connectivity and accessibility while promoting outdoor recreation and economic vitality in the region.

Tara Boulevard Corridor Study (2021)

The Tara Boulevard Corridor Study was undertaken with the goals of reducing traffic congestion, enhancing operations, and improving connectivity at key locations along the corridor. A significant recommendation arising from the study was the implementation of a one-lane, bi-directional Elevated Priced Arterial Lane (EPAL) south of SR 54 at the on- and off-ramps of I-75. Additionally, it was proposed to expand Tara Boulevard from four lanes to six lanes between Tara Road and Lovejoy Road.

Furthermore, the study identified several intersections in need of operational and/or safety enhancements, resulting in the formulation of twelve recommended traffic operational improvement concepts along the corridor.

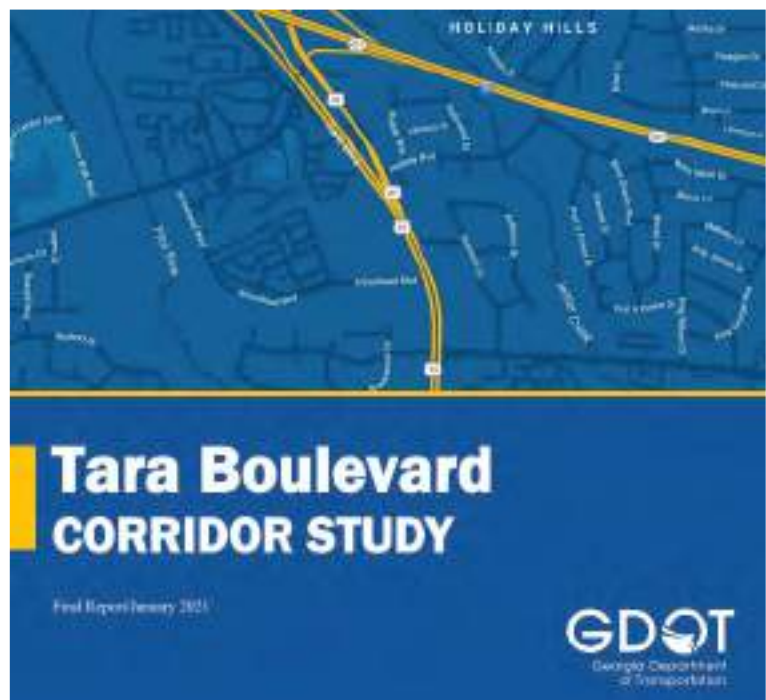


Image Caption: Tara Boulevard Corridor Study

Source: Georgia Department of Transportation (2021)

Clayton County Water Authority 2020 Strategic Master Plan (2020)

The Clayton County Water Authority (CCWA) plays a vital role in providing essential services such as water, wastewater, and stormwater management to residents across seven cities within the county. Renowned for its sustainable and innovative practices, CCWA has been at the forefront of infrastructure development since its strategic planning process commenced in 1960. Regular updates to its strategic plan ensures that priority projects are identified to meet the evolving needs of the community.

The 2020 master plan represents a comprehensive approach to addressing infrastructure needs, with a focus on various categories including Utility-wide initiatives, Information Technology, Stormwater Management, Water Production, Distribution and Conveyance, Water Reclamation, and General Services. Through a meticulous process, projects were identified, scored, and projected over a twenty-year timeline, emphasizing watershed protection and stormwater management as key priorities.

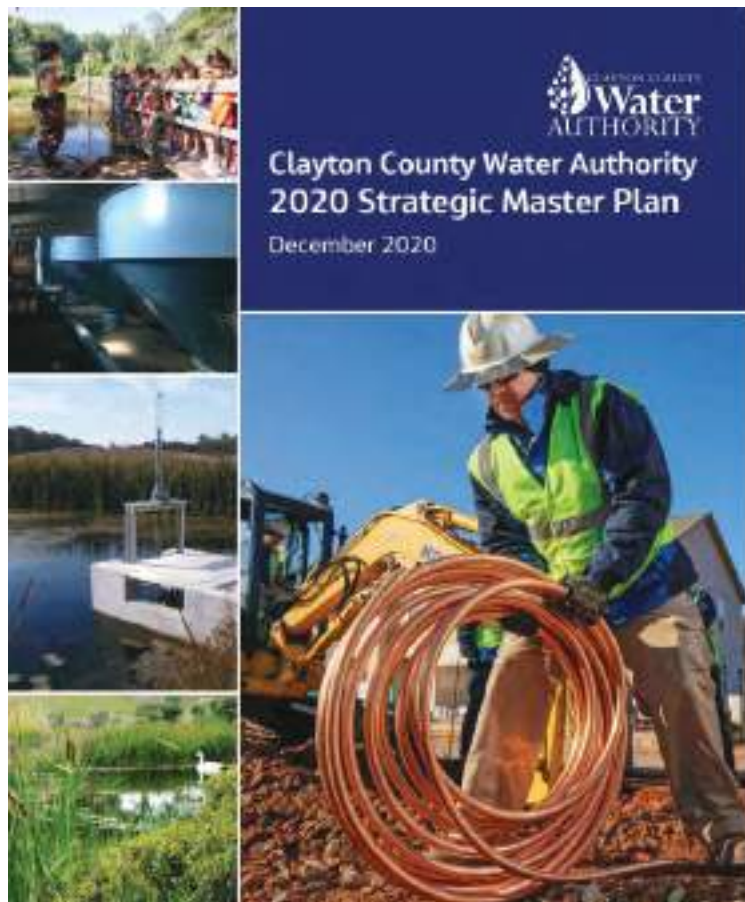


Image Caption: Clayton County Water Authority 2020 Strategic Master Plan

Source: Clayton County Water Authority (2020)

Freight Cluster Plan (2019)

The Aerotropolis Atlanta Community Improvement District (AACID) conducted a comprehensive fourteen-month study focusing on freight industry operations within the South Metro area. This study involved analyzing the movement of goods throughout the region and assessing both current and future conditions of freight transportation. Key findings indicated a projected seventy-six percent increase in freight movement across the Atlanta region from 2013 to 2040, with forty-five percent of jobs in the study area linked to freight-dependent industries.

The study provided the following recommendations:

1. Improve freight operations to uphold economic competitiveness.
2. Enhance safety within freight operations.
3. Facilitate stakeholder engagement.
4. Conduct strategic investment planning.



Image Caption: Freight Cluster Plan Technical Memorandum

Source: Aerotropolis Atlanta CIDs (2019)

Aerotropolis Atlanta Land Use Analysis and Recommendations (2019)

In 2019, Aerotropolis Atlanta initiated a multi-jurisdictional land use assessment with technical support from the Atlanta Regional Commission's (ARC) Community Development Assistance Program (CDAP). This assessment was prompted by Action Items outlined in the previous Aerotropolis Atlanta Blueprint and focused on analyzing land use within critical transportation corridors and jurisdictional boundaries.

The assessment process involved categorizing challenges, opportunities, and recommendations across different study subareas. Many of these recommendations emphasized the need for enhancing walkability, improving traffic management, fostering collaboration among stakeholders, and achieving greater coordination and cohesion in large-scale zoning efforts.

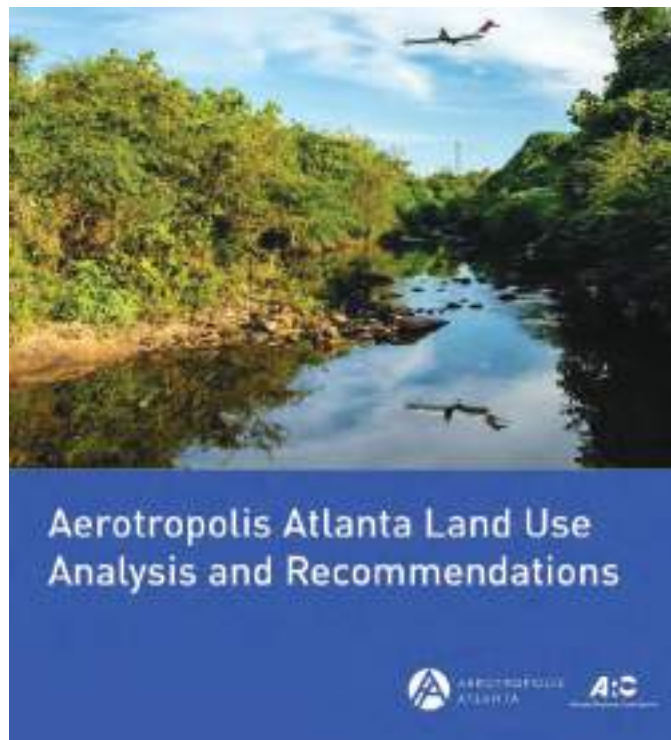


Image Caption: Aerotropolis Atlanta Land Use Analysis and Recommendations

Source: Aerotropolis Atlanta (2019)



Image Caption: AACID Transit Feasibility Study Summary and Recommendations

Source: AACID (2019)

AACID Transit Feasibility Study (2019)

In 2019, the AACID embarked on a feasibility study guided by an aspirational vision: “Transit in the South Metro area should provide easy and efficient movement of people to live, work, play, and travel without relying on the automobile.” This vision underscored the importance of establishing a comprehensive transit system to enhance mobility and accessibility within the region. In support of this venture, the study outlined three major elements:

1. The installation of bus and shuttle shelters, where existing stops with high boardings would take priority.
2. A focus on first- and last-mile connectivity, such as sidewalks to key bus stops with high boardings.
3. The allocation of wayfinding signage to key transit amenities.

Immediate actions recommended in the feasibility study included the implementation of the Mobility District, high-quality bus stops and shelters, and increased collaboration between local and regional agencies to encourage the first- and last-mile upgrades.

Comprehensive Transportation Plan (CTP) (2018)

In 2018, the Clayton County Department of Transportation and Development undertook the task of updating its 2008 Comprehensive Transportation Plan (CTP). This initiative aimed to articulate a forward-looking vision for the county's transportation network, ensuring it could effectively meet the evolving needs of residents both presently and in the future. The CTP update lists the following goals and objectives:

- Enhance and maintain the transportation system to meet existing and future needs.
- Ensure the transportation system promotes and supports appropriate land use and development.
- Encourage and support 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.
- Engage the public with effective outreach strategies.

Careful consideration has been given to aligning this comprehensive plan update to the CTP goals, recommendations, and actionable steps.

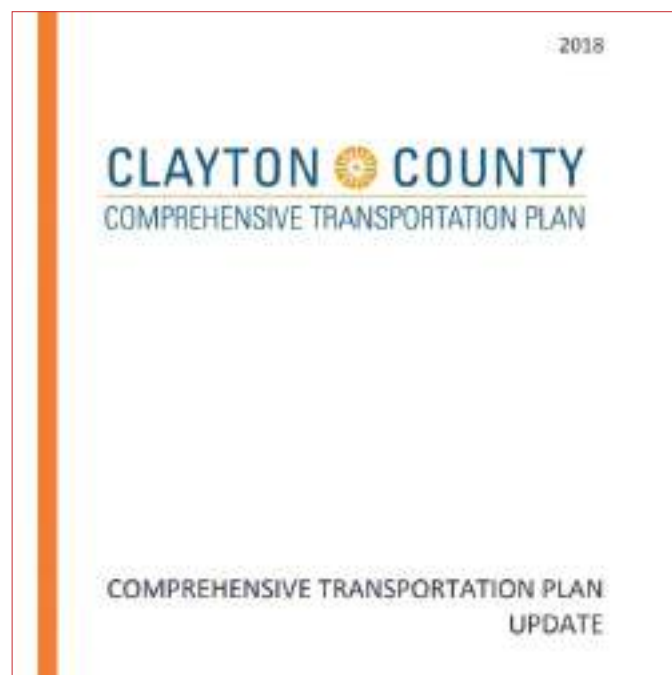


Image Caption: Clayton County Comprehensive Transportation Plan

Source: Clayton County (2018)

Clayton County Transit Initiative (2018)

The Clayton County Transit Initiative began in early 2015 with the intention of improving the following transit factors in the county: 1) local bus services, 2) bus stop amenities, 3) high-capacity transit, and 4) park-and-ride facilities, and maintenance facilities. Through public outreach, surveying, and technical data, the initiative developed multiple transit recommendations across seven high-priority corridors to provide greater access to jobs and education, improve regional connections and travel options, address growing demand for transit, and support land use and development. These recommendations spanned high-capacity transit network routes, a new operations and maintenance facility, and additional transit amenities and programming.



Image Caption: Clayton County Transit Initiative Stakeholder Advisory Committee Webinar

Source: MARTA Planning (2017)

Huie Nature Preserve Master Plan (2017)

The Huie Nature Preserve Foundation, overseen by the Clayton County Water Authority (CCWA), is an environmental conservation organization dedicated to managing a vast site spanning over 4,000 acres. This preserve plays a crucial role in supporting water and wastewater services in Clayton County while also serving as a valuable resource for environmental education and public engagement. Through the master plan, the Foundation aimed to enhance the Huie Nature Preserve's role as a valuable community asset while furthering its mission of environmental conservation and education.



*Image Caption: Huie Nature Preserve Master Plan
Source: Clayton County Water Authority (2017)*

Comprehensive Development Strategy to Implement the Atlanta Aerotropolis: Recommendations for the Mountain View Area (2017)

In 2014, the Clayton County Board of Commissioners approved the Mountain View Livable Centers Initiative study, focusing on the development of the roughly 712-acre area located just east of Hartsfield-Jackson International Airport. This initiative aimed to create a vibrant and sustainable community that enhances livability, economic vitality, and connectivity within the Mountain View area.

Subsequently, in 2017, the Urban Land Institute (ULI) conducted a Technical Assistance Panel to further refine the development vision for Mountain View and formulate a Comprehensive Development Strategy study. The study compiled the following recommendations:

- Create a new comprehensive zoning district overlay that incentivizes new investment in a way that is compatible with the vision for the area.
- Implement form-based zoning in Mountain View will help remove uncertainty and exclude undesired uses
- Mountain View maintains the current rezoning moratorium and consider a moratorium on building permits to prevent new projects that are not in concert with the long-term vision.
- Incorporate a public process and utilize outside resources including an outside consultant to assist with these efforts to move the ball forward.
- Co-branding Mountain View as part of Aerotropolis Atlanta. Panel suggests capitalizing on the airport and Aerotropolis names, branding this area within Aerotropolis as the “international Gateway”.
- Develop a core district should be defined carefully crafted to highlight the unique authenticity of the area.

By implementing these recommendations, the Mountain View area has the potential to become a thriving hub of activity, innovation, and economic opportunity, contributing to the overall prosperity and vitality of Clayton County and the surrounding region.



*Image Caption: Comprehensive Development Strategy to Implement the Atlanta Aerotropolis
Source: Urban Land Institute (2017)*

The Aerotropolis Atlanta Blueprint 1.0 (2016)

The Aerotropolis Atlanta Blueprint serves as a vision strategy for the region which leverages the Hartsfield-Jackson Atlanta International Airport as a major factor and driver in economic investment, job growth, and overall quality of life in the immediate and surrounding areas. The Blueprint listed three goals:

1. Guide the allocation of industry in Aerotropolis Atlanta and identify projects and initiatives that benefit multiple economic clusters and stakeholders.
2. Connect multiple strategic goals and principles into a conceptual framework that fosters discussion, captures the imagination, and communicates the vision of the Aerotropolis.
3. To continue to evolve and grow the region for both industries and residents that occupy the community.



Image Caption: The Aerotropolis Atlanta Blueprint 1.0

Source: Aerotropolis Atlanta (2016)

Atlanta Regional Freight Mobility Plan Update (2016)

The 2008 Atlanta Regional Freight Mobility Plan aimed to better accommodate the increasing movement of freight, goods, and services in the Atlanta region through the identification and programming of key improvements. The plan envisioned these mobility enhancements to support both people and goods, and to mitigate congestion, safety concerns, and any negative impacts on the environment and quality of life.

The 2016 update to the 2008 Atlanta Regional Freight Mobility Plan sought to: assess the plan given any changes to current conditions and projected forecasts; update the plan according to recent policies changes at the federal, state, and local levels; support the development of a FAST Act compliant Regional Transportation Plan (RTP) with consideration of corresponding freight provisions; identify key projects at national, state, and regional levels; and define methods of project investment and responsive strategies.

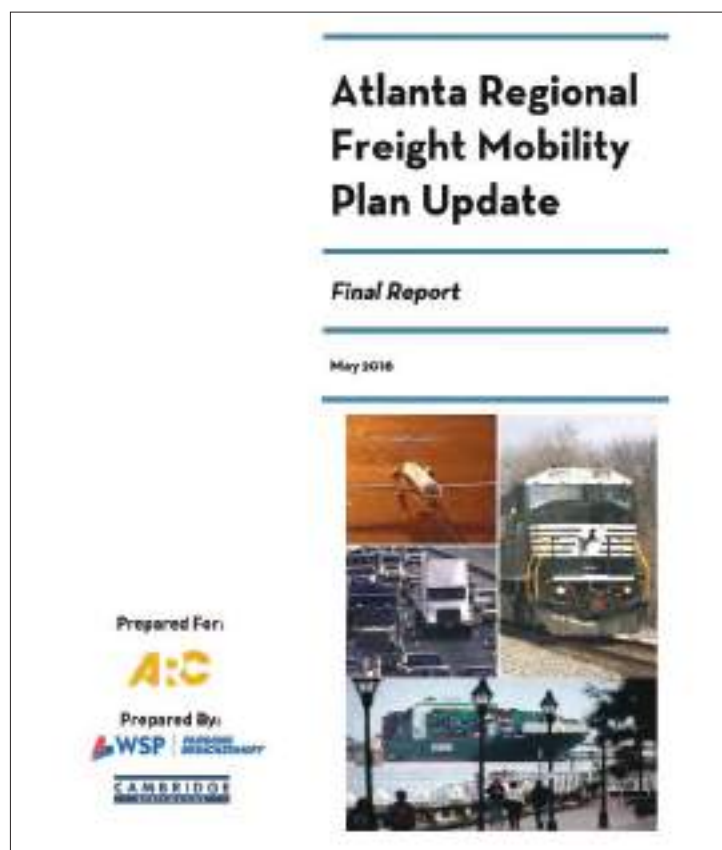


Image Caption: Atlanta Regional Freight Mobility Plan Update Final Report

Source: Atlanta Regional Commission (2016)

Clayton County Strategic Economic Development Plan (2013)

In 2013, Georgia Tech's Enterprise Innovation Institute completed the Clayton County Strategic Economic Development Plan with intentions of attracting more businesses which would bolster a healthy economy in the county. The plan delineated fifteen goals and eight strategies which would support the implementation of these goals. The plan also established six recommendations that would improve the overall economic development of the county:

1. Improve the internal and external image of Clayton County,
2. Develop better and broader relationship between the private and public sector in Clayton County,
3. Create more opportunities for Clayton County residents to find and retain employment,
4. Refine targeted industry sectors for business recruitment,
5. Recognize the importance of entrepreneurship and small businesses in Clayton County, and
6. Grow the impact of Public Higher Education Institutions on Clayton County's economic development.

The plan concluded with next steps which encouraged the establishment of incentivized development overlays, mixed-use development, increased coordination with the cities of Atlanta and Savannah, non-profit partnerships, and the creation of a task force between the Economic Development and Community Development departments.



Image Caption: Clayton County Strategic Economic Development Plan

Source: Clayton County (2016)

Clayton County Department of Parks and Recreation Master Plan (2008)

The Clayton County Department of Parks and Recreation (CCDPR) initiated the development of its Master Plan in 2008 to strategically guide future initiatives in line with the needs of residents. The Master Plan included a comprehensive assessment of trails, parks, and recreational services, which were prioritized based on their potential impact and associated costs. The plan aimed to enhance organizational effectiveness, ensure balanced service delivery, improve marketing and public participation, optimize guest services, and promote efficient planning processes.

A key aspect of the plan was fostering collaboration with the Clayton County Transportation and Development Department to synchronize efforts and enhance recreational and leisure services across the county.

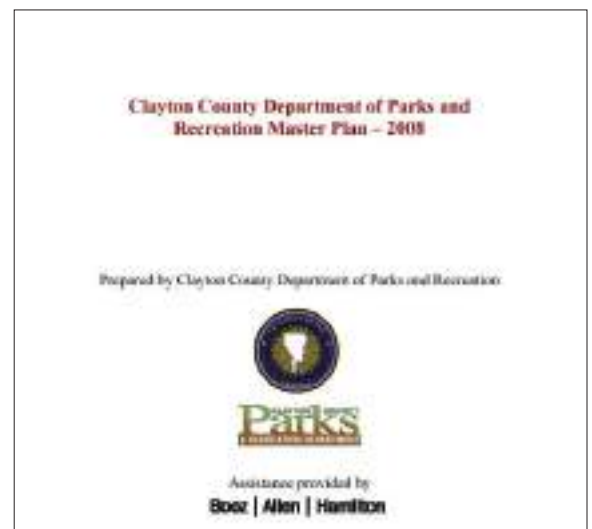
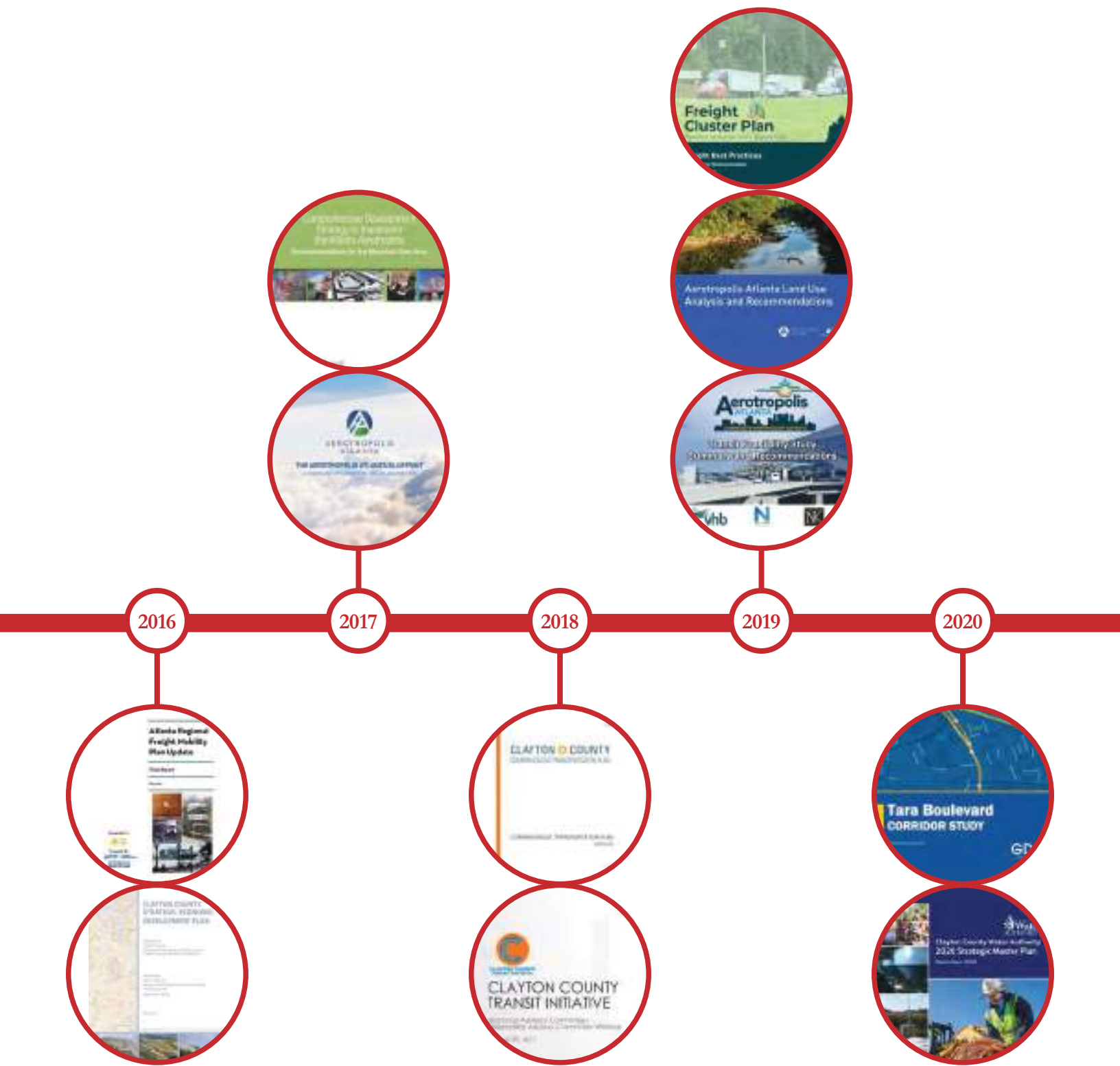


Image Caption: Clayton County Department of Parks and Recreation Master Plan

Source: Clayton County Department of Parks and Recreation (2008)



Timeline of studies within the last decade

2016: Atlanta Regional Freight Mobility Plan Update; Aerotropolis Atlanta Blueprint 1.0

2017: Comprehensive Development Strategy to Implement the Atlanta Aerotropolis: Recommendations for the Mountain View Area; Huie Nature Preserve Master Plan

2018: Clayton County Transit Initiative; Comprehensive Transportation Plan (CTP)

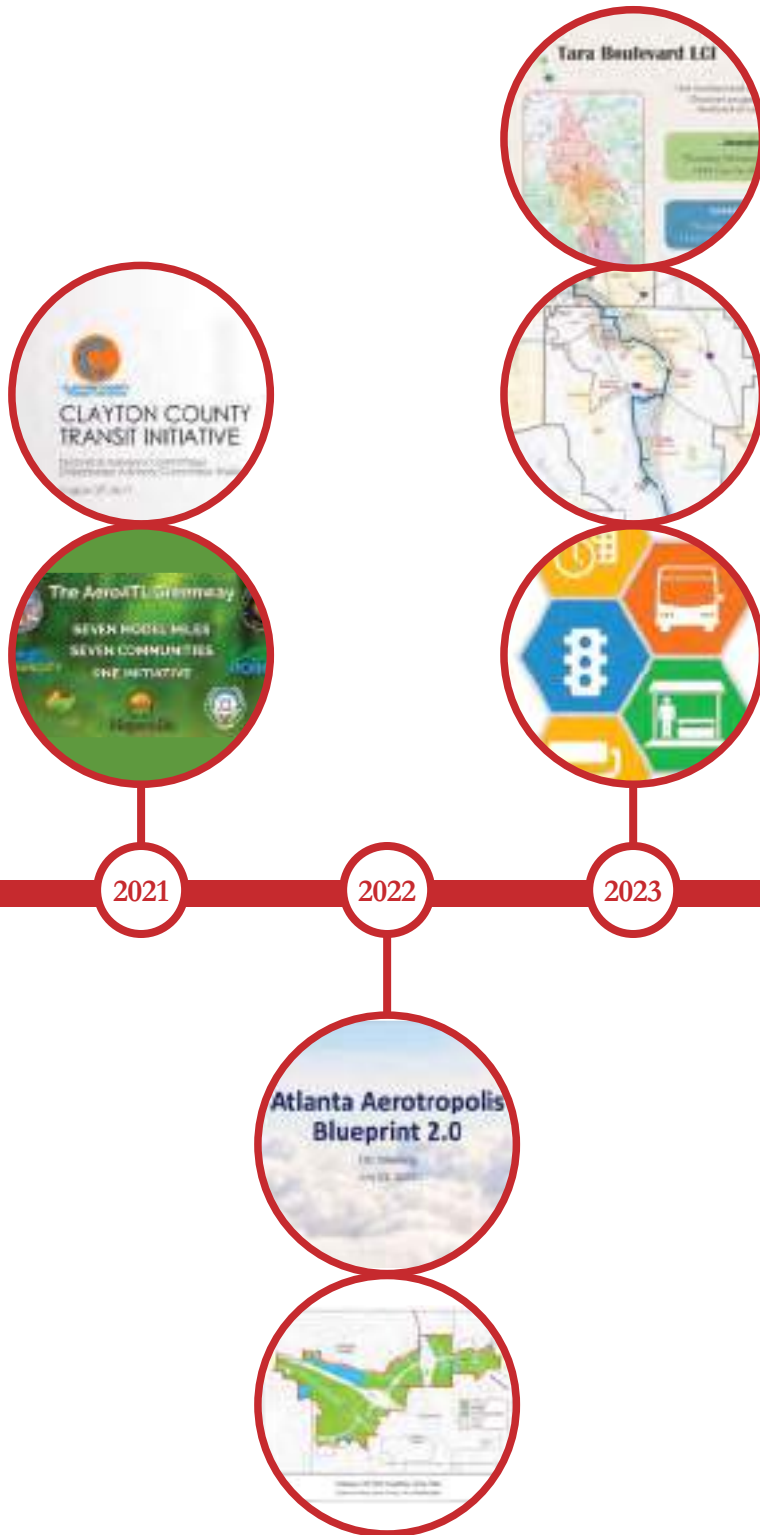
2019: AACID Transit Feasibility Study; Aerotropolis Atlanta Land Use Analysis and Recommendations; Freight Cluster Plan

2020: Clayton County Water Authority 2020 Strategic Master Plan

2021: Tara Boulevard Corridor Study; Aero.ATL Greenway Model Mile

2022: Clayton County 2034 Comprehensive Plan Update (2019) and Amended; Clayton County Highway 138 CID Feasibility Study; The Aerotropolis Atlanta Blueprint 2.0; MARTA's Clayton County High-Capacity Transit Transit-Supportive Land Use Study

2023: Tara Boulevard Livable Center Initiative; Analysis of Impediments to Fair Housing Choice Study; State Route 54 Alignment Evaluation



2.2 DEMOGRAPHICS

Clayton County, with an estimated 2023 population of 299,806, has experienced a cumulative growth rate of 13.4% since 2010. The population of the Atlanta Metropolitan Statistical Area (MSA) has grown by 19.4% during the same period, reaching a total of just over 6.3 million. The median age in Clayton County is 33.9, slightly younger than the MSA median age of 37.0. In terms of households with children, Clayton County surpasses the MSA, with 42.1% compared to 38.2%.

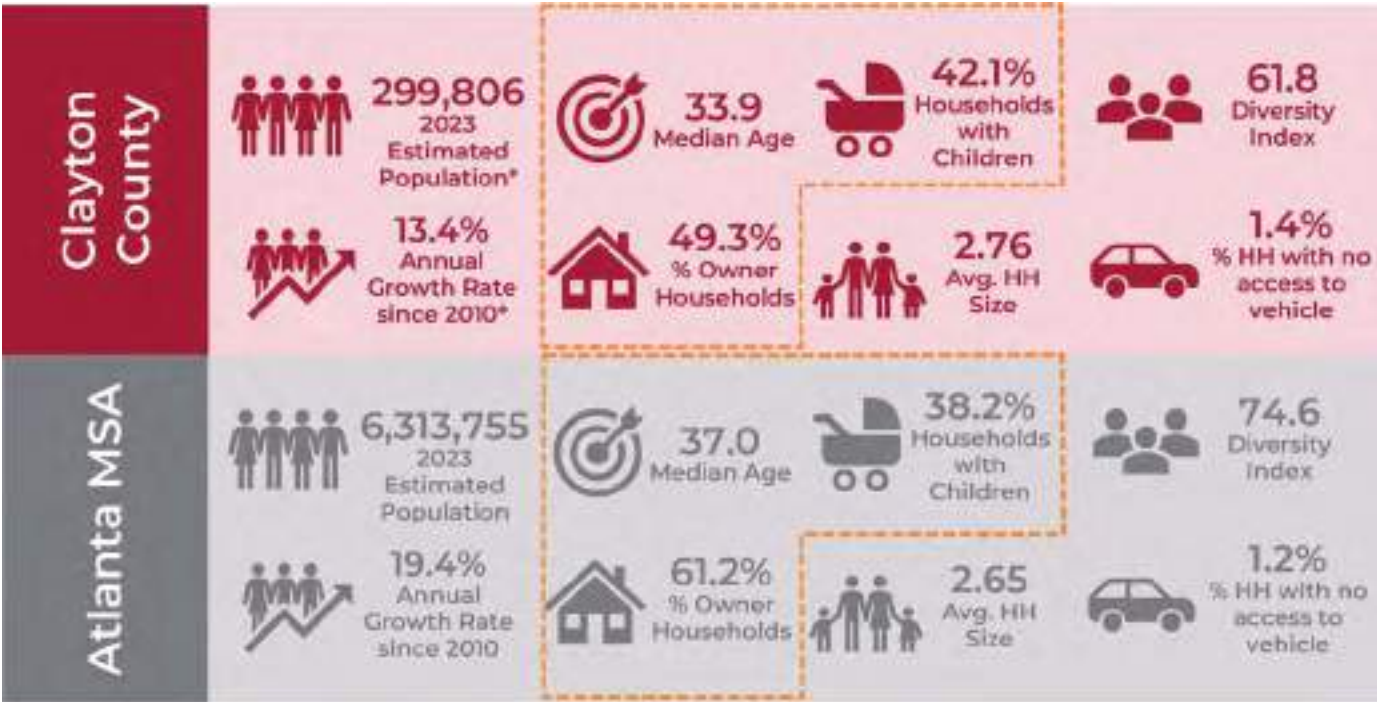


Figure 1. Demographic overview graphic
Source: ESRI Business Analyst, Woods & Poole (2023)

Population Characteristics

Experiencing an annual growth rate of 1.0%, Clayton County has achieved a total population of approximately 299,806 in 2023. As mentioned earlier, the County boasts a median age of 33.9, with 52% of its residents being younger than 34. The County specifically attracts a higher proportion of young families, as evidenced by 42.1% of households having children, and the predominant age group being children under 14. In comparison to the MSA, the County exhibits lower percentages of residents aged 35 to 54, and a higher percentage of residents aged 65-84.

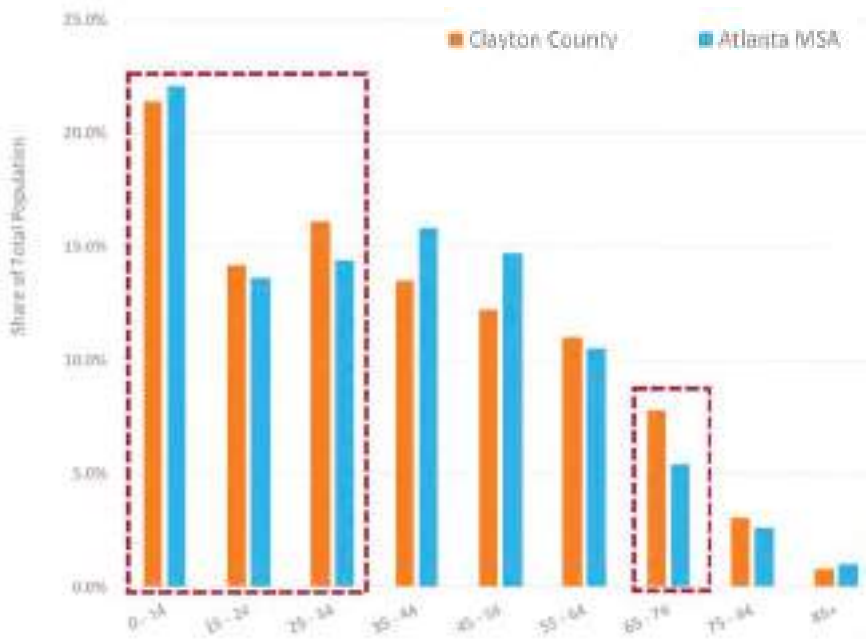


Figure 2. Comparison of Age Cohorts, 2023
Source: ESRI Business Analyst (2023)

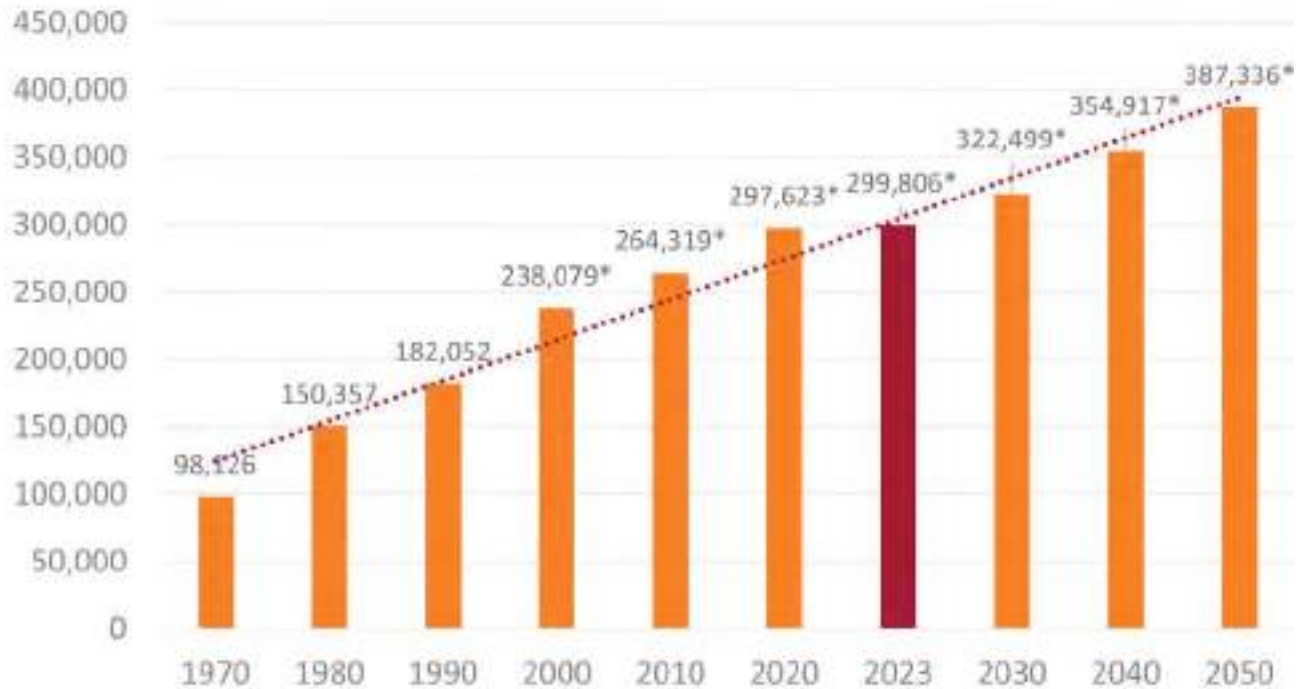


Figure 3. Clayton County Population Projections

Source: 1970 to 1990 Data from 2034 Comprehensive Plan, 2000 to 2050 Data from Woods & Poole (2023)

Clayton County is characterized as a minority-majority community, with a racial distribution of 70% Black, 0.7% American Indian, 4.9% Asian/Pacific Islander, 9.7% White, 5.9% Two or More Races, and 9.1% Other Race. In comparison, the MSA exhibits a racial composition of 44% White, 34% Black, 1% American Indian, 7% Asian/Pacific Islander, 8% Two or More Races, and 6% Other Race. Within the County, 14.8% of residents identify as Hispanic, a slightly higher percentage than the 12.6% observed at the MSA level. According to ESRI's diversity index, which gauges racial and ethnic diversity on a scale from 0 (no diversity) to 100 (complete diversity). A higher diversity index score signifies a more equitable representation of various racial groups within a particular community. Clayton County's Diversity Index stands at 61.8, while the MSA level is 74.6.

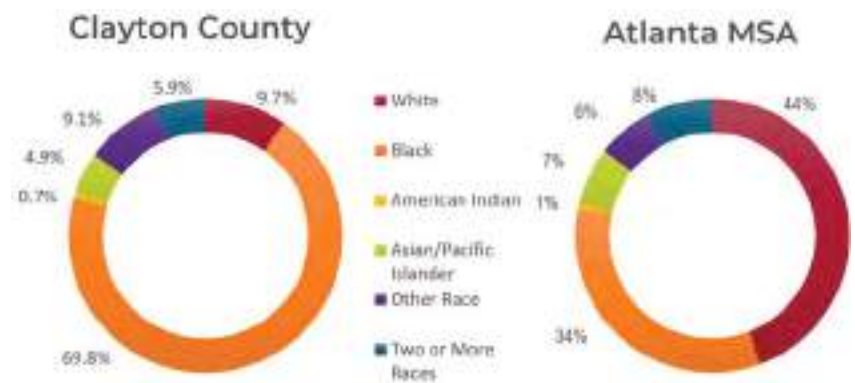


Figure 4. Racial Make-up, 2023

Source: ESRI Business Analyst



Figure 5. Comparison Of Diversity Index, 2023

Source: ESRI Business Analyst (2023)

*Note: ESRI's diversity index measures the racial and ethnic diversity of an area on a scale ranging from: 0 (no diversity) to 100 (complete diversity). As more race groups are evenly represented in an area's population, the diversity index increases.

A total of 22.5% of Clayton residents aged 25 and above hold a college degree or higher, in contrast to the MSA, where 43.2% of the population has attained a similar advanced degree. Nearly half of Clayton County residents, accounting for 46.2%, hold a high school diploma or have educational attainment below that level.

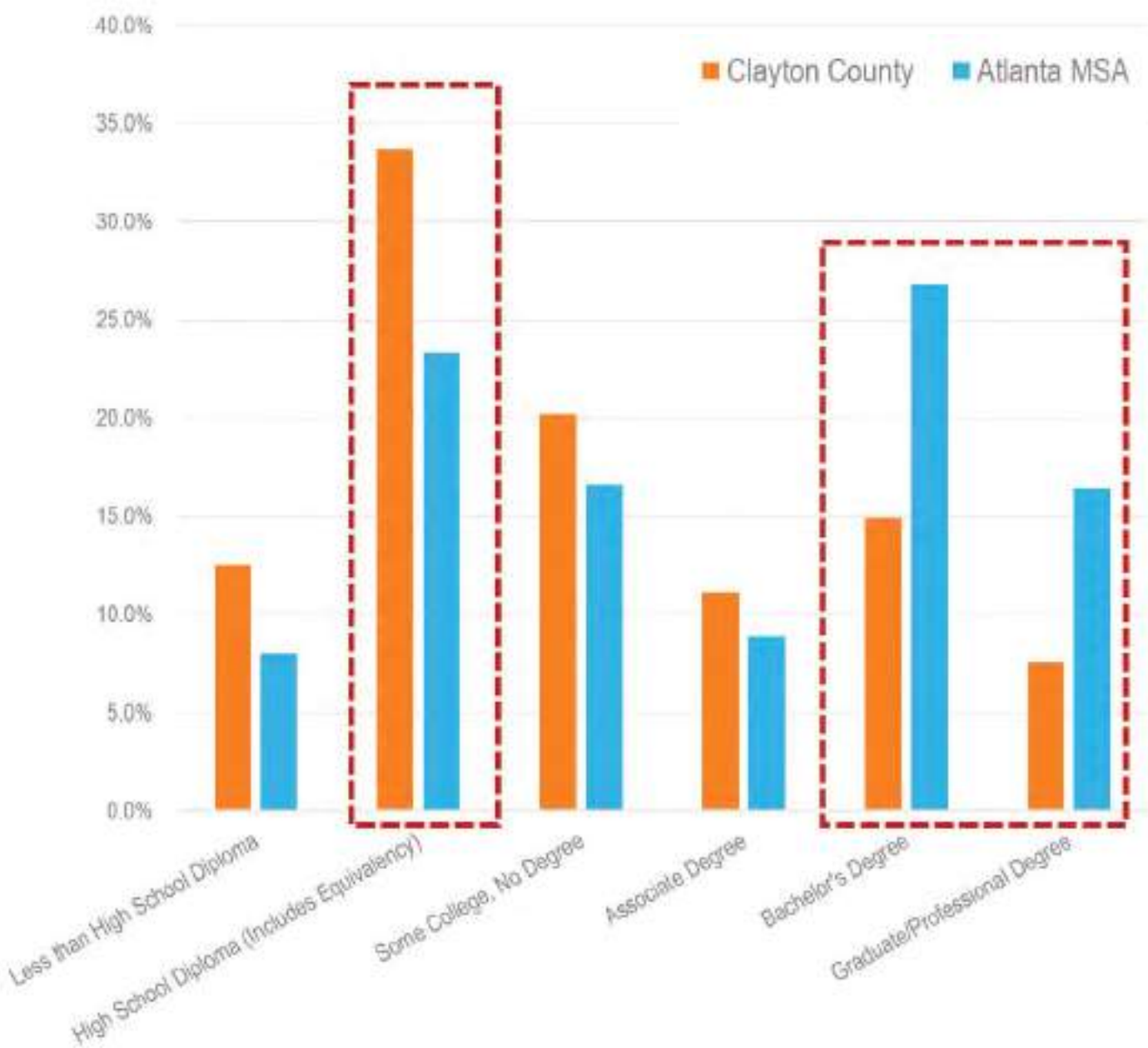


Figure 6. Comparison of Educational Attainment, 2023
Source: ESRI Business Analyst (2023)

Clayton County Tapestry Segmentation

Developed by ESRI, Tapestry Segmentation classifies households based on 67 distinct classifications that mirror national trends in housing preferences, spending habits, and participation in the labor force. Typically, smaller areas are more uniform, featuring fewer represented segments, while larger areas display a greater number of segments at varying percentages, showcasing a spectrum of diverse households.

Clayton County is characterized by five tapestry segments, with two (Urban Edge Families and Metro Fusion) surpassing 10% representation of the population. Urban Edge Families, the most prominent tapestry segment in the County, consists of younger married couples with children residing in more affordable homes situated farther from urban centers. This group is known for its tech-savvy nature and mindful spending habits. The second-largest segment, Metro Fusion, represents non-native English speakers in single-parent or single-person households. Members of this segment are diligent professionals focused on advancing their careers and social status.

Middleburg households, constituting 8.0% of households, are traditional family-oriented consumers located in semi-rural settings. This group, which is growing in size and assets, prefers purchasing products made in the United States. Whereas, Traditional Living households reside in low-density neighborhoods, primarily working in manufacturing, retail trade, and healthcare. They are budget-conscious and comfortable with online platforms.

Finally, the Young and Restless tapestry represents only 7.2% of households, featuring well-educated young workers either living alone or in shared non-family dwellings. This highly mobile market, just beginning their careers, tends to relocate frequently. They are avid internet users and discerning shoppers.



Figure 7. Tapestry Segments

Source: ESRI Business Analyst (2023)

Key Demographic Takeaways

- From 2010 to 2022, the County experienced a 12.2% growth rate, slightly under the MSA's 19.4%
- The median age of Clayton County is 33.9, which is younger than the MSA's median age of 37
- 42.1% of Clayton County households have children, which outpaces the MSA's 38.2%
- The County has a smaller percentage of residents with a college degree or higher compared to the MSA
- Within the County, only 49.3% of residents own homes, which is lower than the MSA's 61.2%

2.3 HOUSING ANALYSIS

The median household income in Clayton County is \$53,398, which is lower than the Atlanta MSA’s \$81,148. Within Clayton, 65% of households earn less than \$75,000. The predominant income bracket in the County falls within the range of \$50,000-74,999, encompassing 18.2% of households. Additionally, 34.1% of households make between \$35,000 and \$75,000.

In contrast, 54% of households in the Atlanta MSA earn more than \$75,000. Additionally, Clayton County exhibits a slightly higher household size compared to the Atlanta MSA for both 2010 and 2023.



Figure 8. Median Household Income, 2023
Source: ESRI Business Analyst (2023)

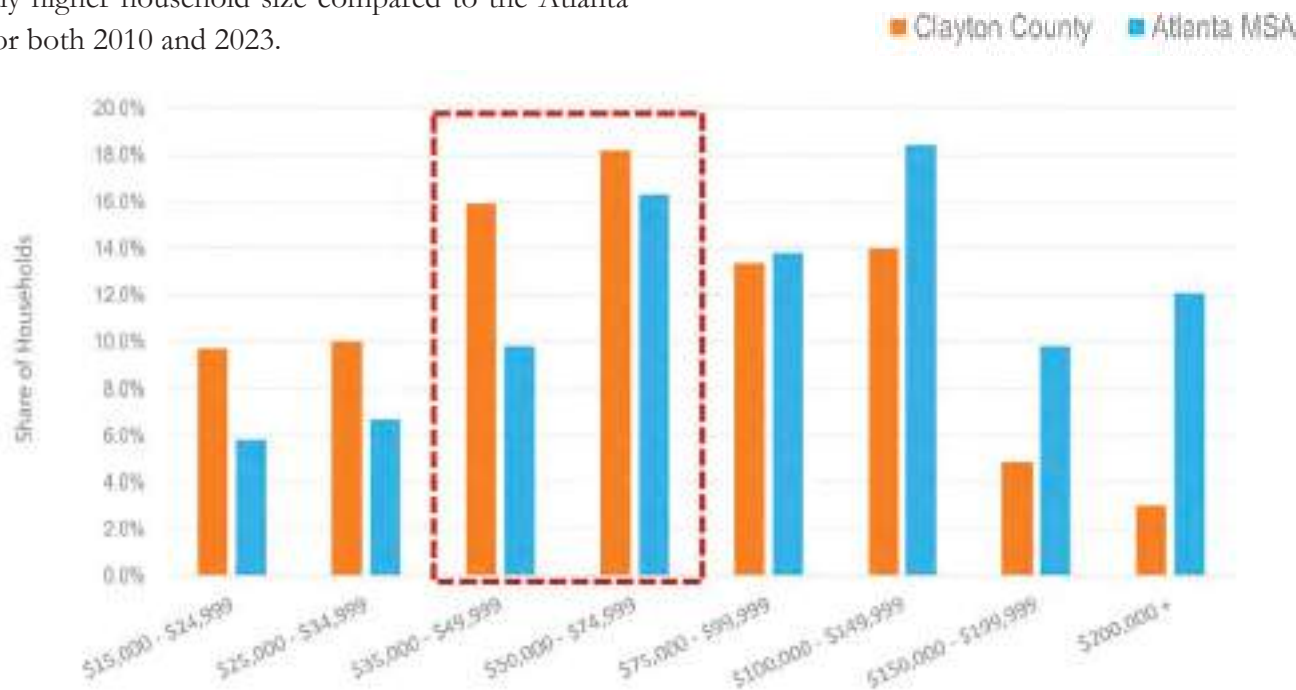


Figure 9. Household Income, 2023
Source: ESRI Business Analyst (2023)



Figure 10. Household Size Comparison
Source: ESRI Business Analyst (2023)

The breakdown of housing units in Clayton closely mirrors that of the MSA, with single-family homes representing the largest segment, followed by multifamily units as the second largest. Both the County and the MSA exhibit a smaller proportion of townhomes and mobile homes/other housing types.

In Clayton, 49.3% of the housing inventory is owner-occupied, while 44.5% is renter-occupied, leaving 6.2% of the housing stock vacant. In contrast, the MSA has a higher share of owner-occupied units at 61.2% and a lower rate of renter-occupied units at 32.6%, with the same vacancy rate. The median home values in the MSA are significantly higher at \$318,382 compared to Clayton County's \$189,383.

The majority of Clayton's housing stock was constructed between 1970 and 2010, with peaks in the 1970s and early 2000s. Clayton County has a higher percentage of housing units built in the 1960s and 1970s compared to the MSA, contributing to a slightly older average median year built of 1987 within the County, versus the MSA average year built of 1992.

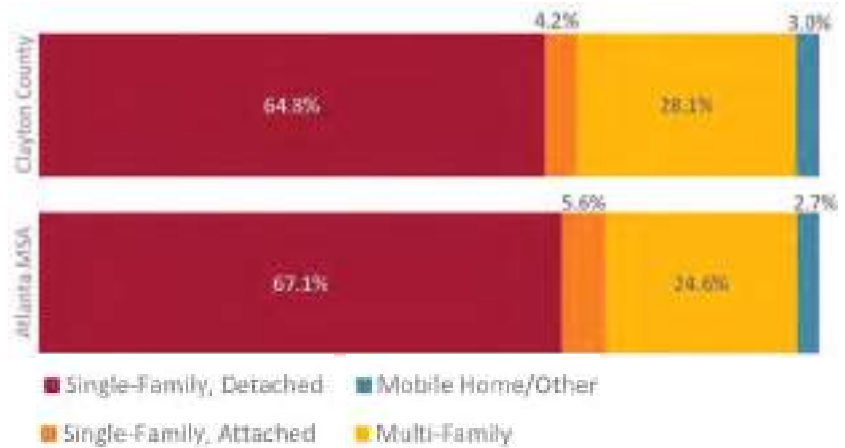


Figure 11. Housing Units By Type, 2023

Source: ESRI Business Analyst

2023	Clayton County	Atlanta MSA
Median Year Built	1987	1992
Median Home Value	\$189,383	\$318,382
Owner-Occupied	49.3%	61.2%
Renter-Occupied	44.5%	32.6%
Vacant	6.2%	6.2%

Figure 12. Housing Summary Facts

Source: ESRI Business Analyst (2023)

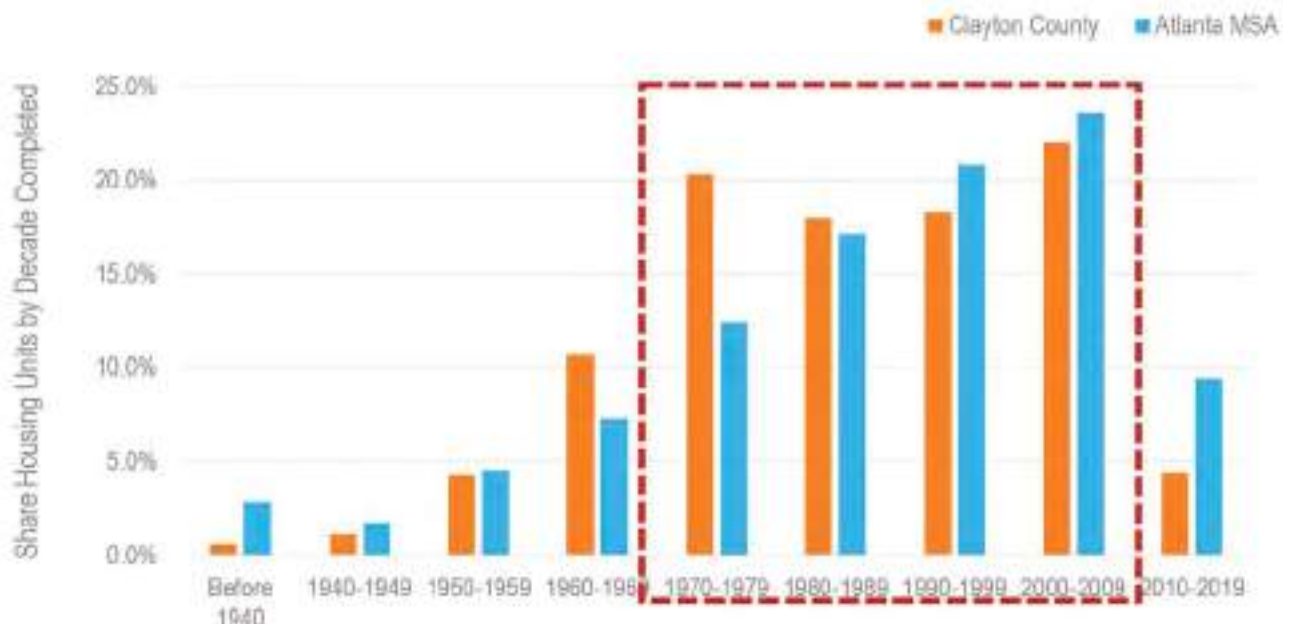


Figure 13. Share Housing Units by Decade

Source: ESRI Business Analyst (2023)

Median Year Homes Built and Median Home Value

The following maps provide some insight into housing in Clayton County using census tract boundaries. Figure 14 displays the median year homes were built with darker colors representing older homes and lighter colors representing newer homes. Figure 15 displays the median home value with darker colors indicating higher-valued homes and lighter colors being lower-valued homes. Together the maps in Figures 14 and 15 illustrate housing trends across the County. Development has spread south over the years, with homes in the northern portion of the County and along US 41 and SR 54 generally older and lower-value. Homes in the southern portion are generally newer and higher-value. One exception is Lake Spivey Estates which are slightly older homes but the highest-value in the County

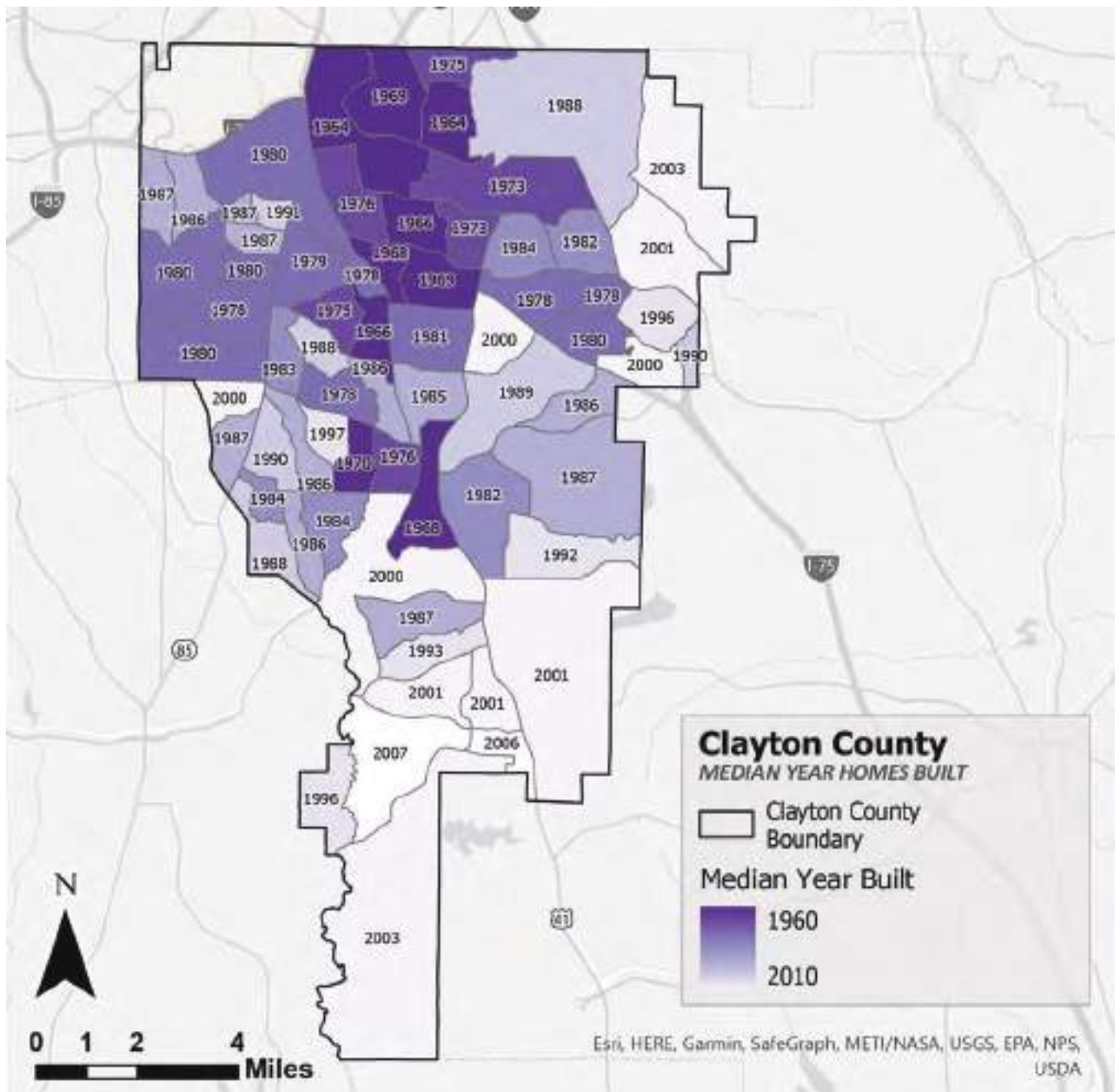


Figure 14. Median Year Homes Built
Source: ESRI Business Analyst (2023)

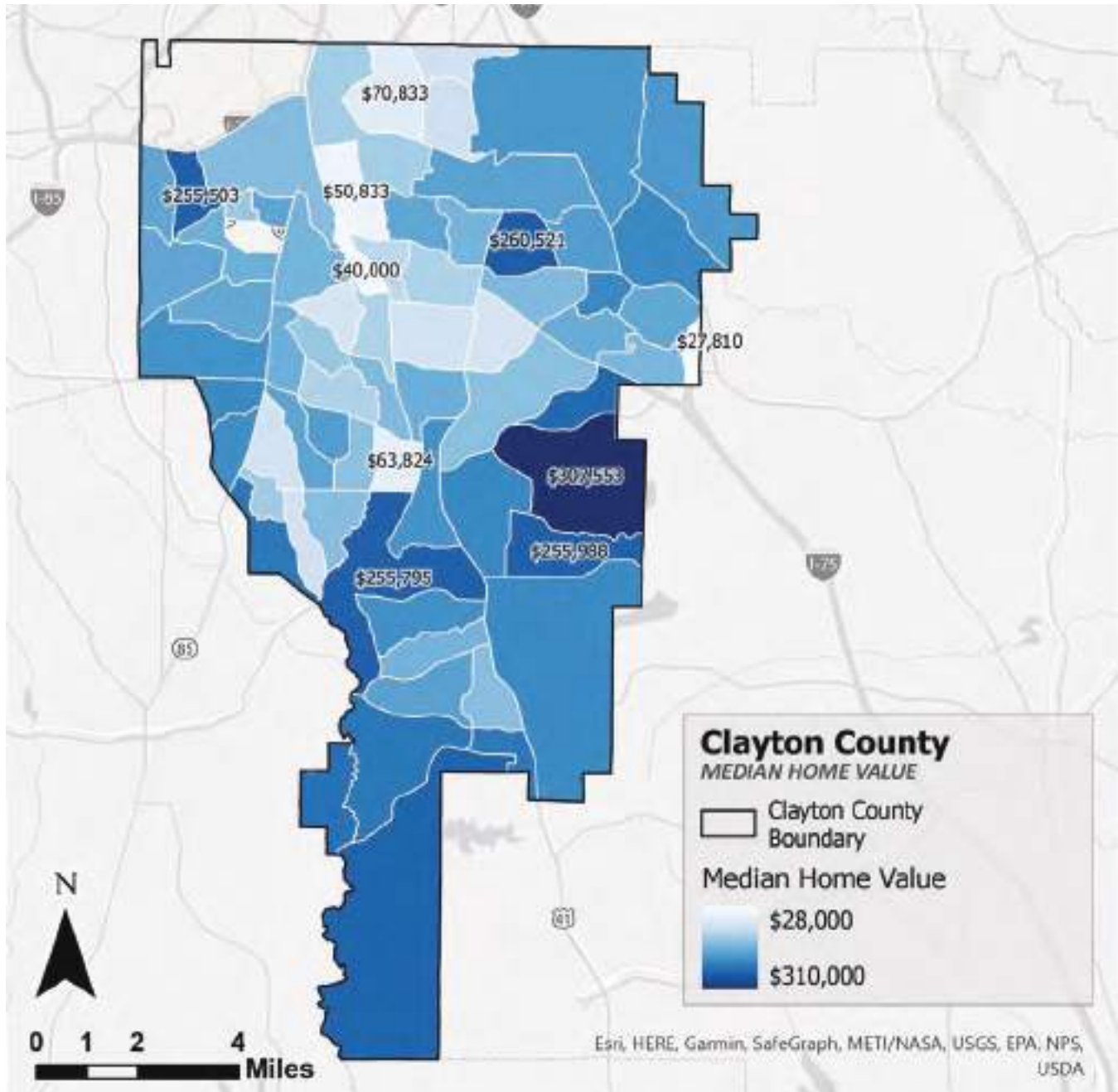


Figure 15. Median Home Value

Source: ESRI Business Analyst (2023)

Residential Building Permit Trends

Residential building permit activity dropped significantly after the 2007-2009 Great Recession. While single-family home permits have been the leading residential permit type in Clayton County, annual totals have not returned to pre-recession levels. The pre-recession (2004-2007) average annual total number of single-family permits was 1,902 homes, whereas the post-recession (2010-2022) total has only been 445. There have been a limited amount of residential developments post-recession, with the majority being single-family.

Residential Building Permits	Single-Family	Multi-Family
Pre-2008 Avg Annual Total	1,902	84
Pre-2008 Share of Total	88%	12%
Post-2008 Avg Annual Total	438	10
Post-2008 Share of Total	94%	6%

* The pre- and post-Recession share of total is measuring the percentage of single-family and multi-family permits as a share to total residential permits issued.

Figure 16. Clayton County Summary Facts
Source: U.S. Census Bureau (2023)

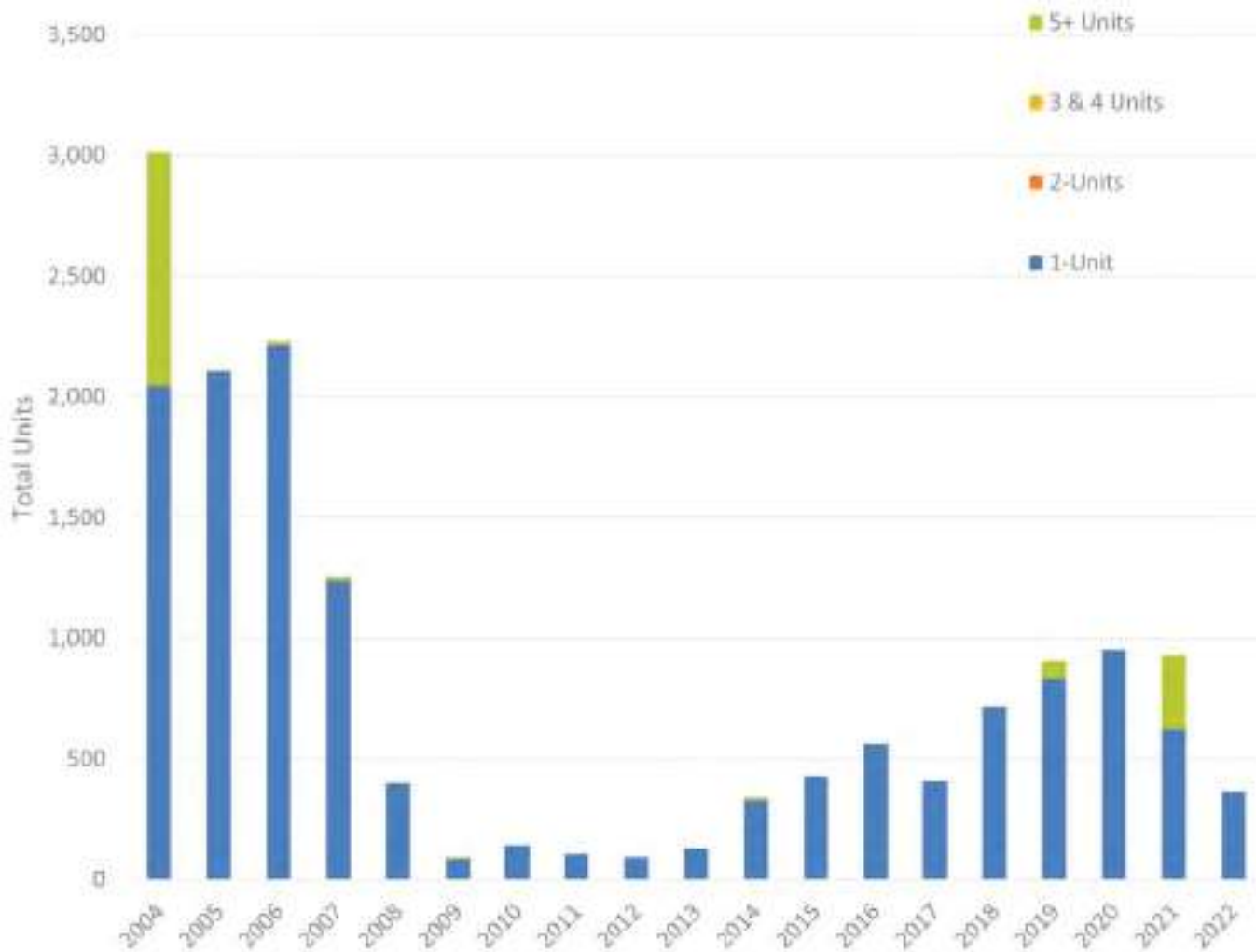


Figure 17. Residential Building Permit Trends, 2004 – 2022
Source: U.S. Census Bureau (2022)

Metro Atlanta Housing Strategy

The Atlanta Regional Commission developed the Metro Atlanta Housing Strategy that provides housing market data and information, as well as potential implementation strategies, for cities and counties throughout the ARC Eleven County Region. Clayton County consists of 5 submarkets with almost half being suburban neighborhoods with lower-to-moderate priced housing. From 2013 to 2020, there has been a 55% increase in median home sale price and a 12% growth in home's price per square foot. As of 2020, the median home sale price is \$139,000 and the median building area is 1,222 sq ft.

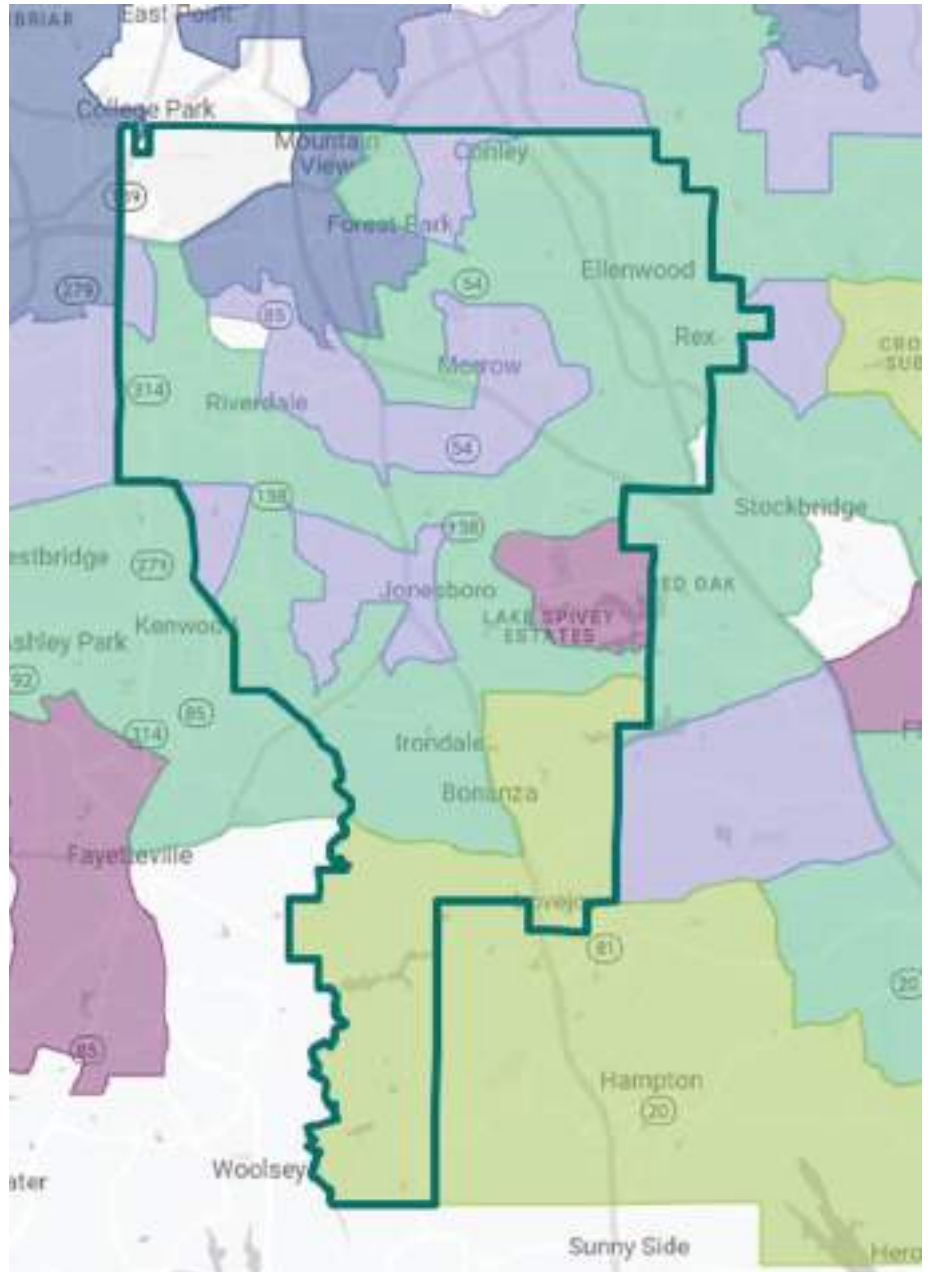
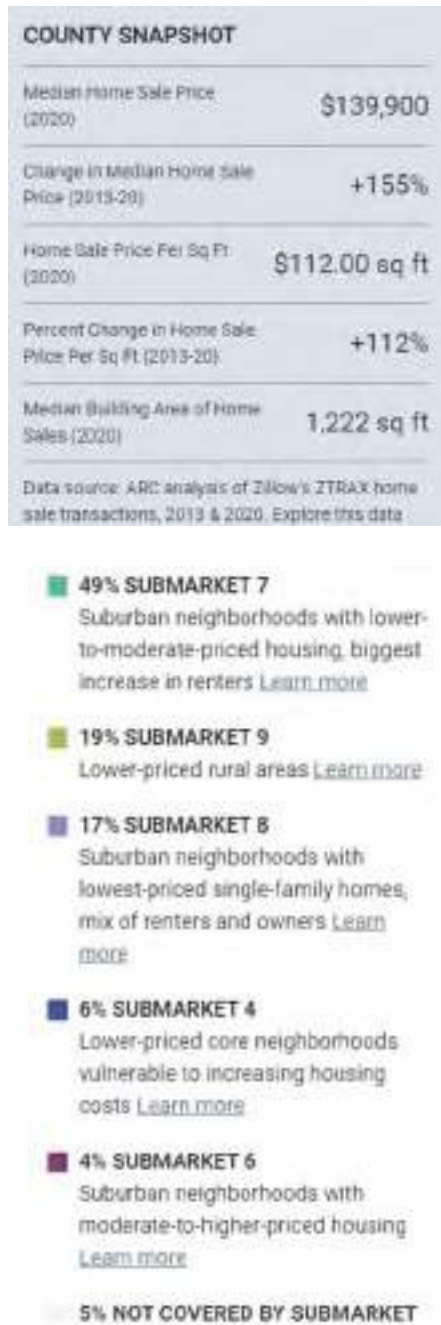


Figure 18. MAHS Clayton County Map

Source: County Snapshot and Subarea Map, Atlanta Regional Commission (2023)

Key Housing Takeaways

- Clayton County’s median household income is \$53,398, compared to the MSA median household income of \$81,148
- Clayton County has a slightly older stock than the MSA
- Median home value is about 40% lower in the County than the MSA
- Annual residential building permits are still being issued at a slower rate than before the 2008 recession. This is the same for many communities within the MSA

2.4 ECONOMIC ANALYSIS

Evaluating the economic statistics for the County, the largest industry sector is Transportation and Utilities, while Health Care and Social Assistance is the largest industry sector for the Atlanta MSA. The County has a lower white collar occupation percentage than the MSA at 48.1%, and a higher unemployment rate at 4.8.

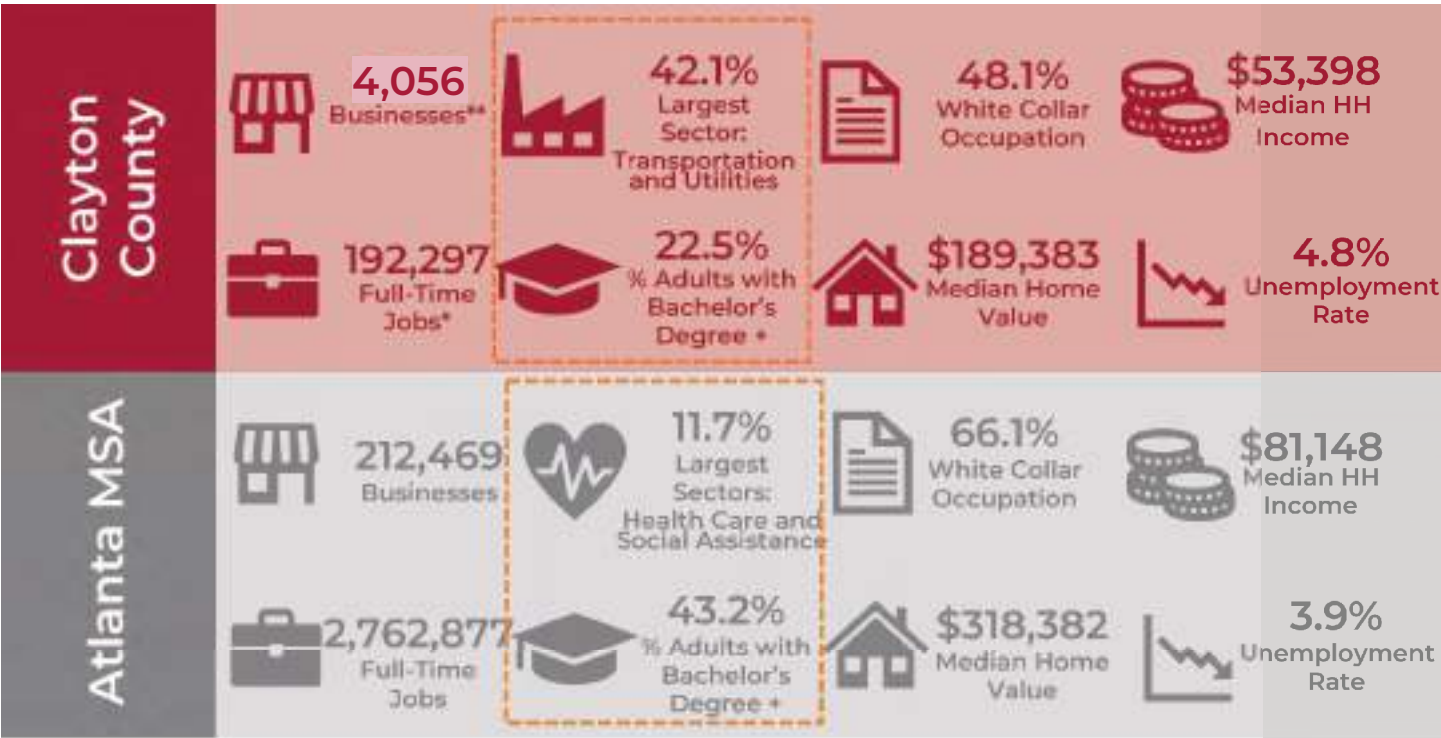


Figure 19. Economic overview graphic
Source: Georgia Department of Labor Statistics, ESRI Business Analyst, Woods & Poole (2023)
**represents unincorporated Clayton County

Employment Growth

On average, Clayton County has averaged 220 new jobs annually. Job losses seen during the Great Recession and onset of the COVID-19 pandemic were consistent with national trends with job growth entering negative values.

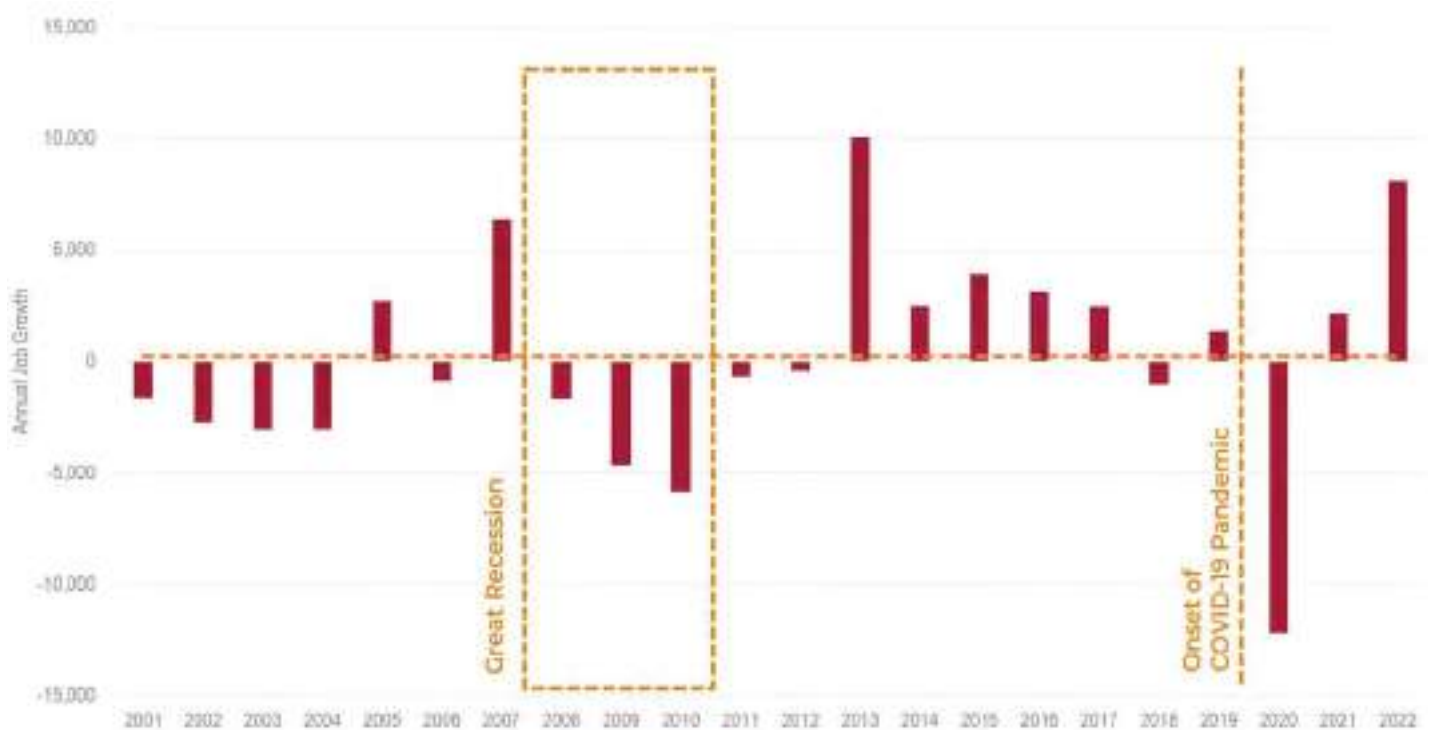


Figure 20. Annualized Job Growth Clayton County, 2001-2022

Source: Georgia Department of Labor Statistics (2022)

Employment Characteristics

Clayton County's top industry is Transportation and Utilities, making up 42% of its jobs. Mirroring the MSA, Clayton also has a high share of retail trade, accommodation and food services, and health care and social assistance jobs. In the figures on the following page, the red boxes are highlighting the overlapping top industries in both Clayton County and the MSA. The Atlanta Regional Commission is projecting that by 2030, there will be an influx of 37% jobs available in Clayton County. By 2050, employment opportunities will have grown by 50%.

Atlanta MSA Top Three Industries	Counts
Health Care and Social Assistance	322,774 (12%)
Retail Trade	294,951 (11%)
Accommodation and Food Services	248,261 (9%)

Clayton County Top Three Industries	2022
Transportation & Utilities	47,043 (42%)
Retail Trade	12,191 (11%)
Accommodation and Food Services	9,731 (9%)

Figure 21. Atlanta MSA and Clayton County Top Three Industries, 2022

Source: Georgia Department of Labor (2022)

Atlanta MSA Jobs Per Industry*

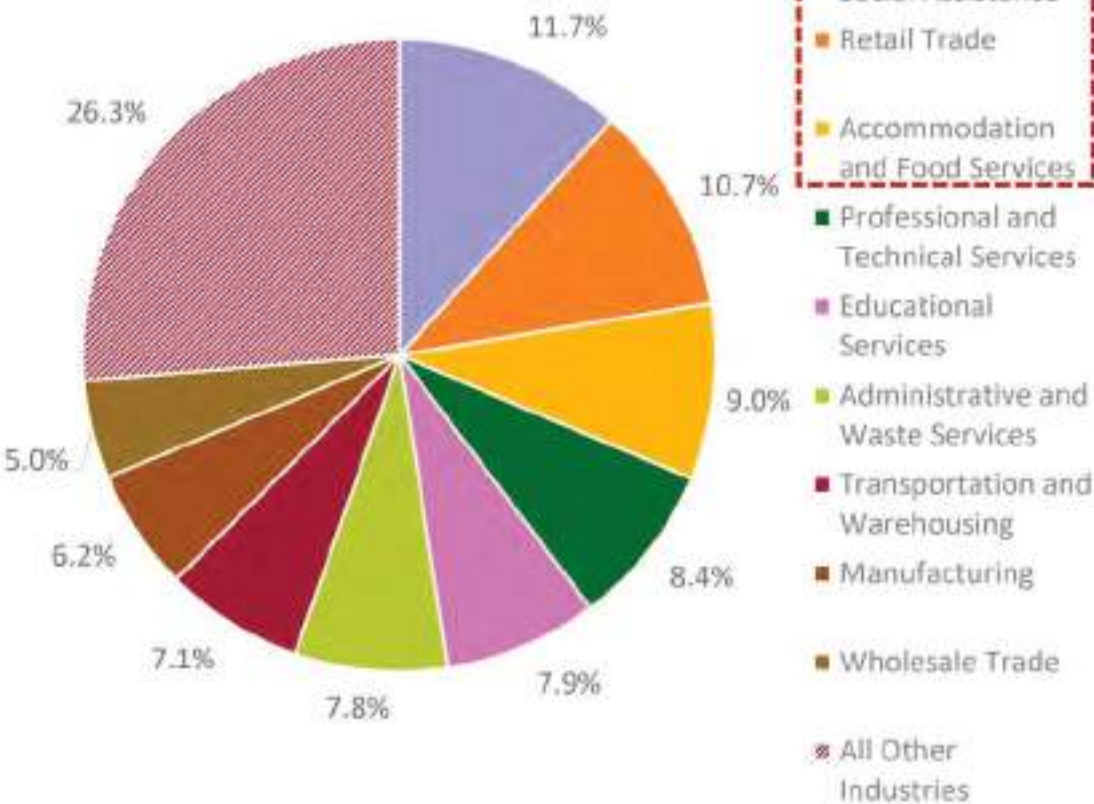
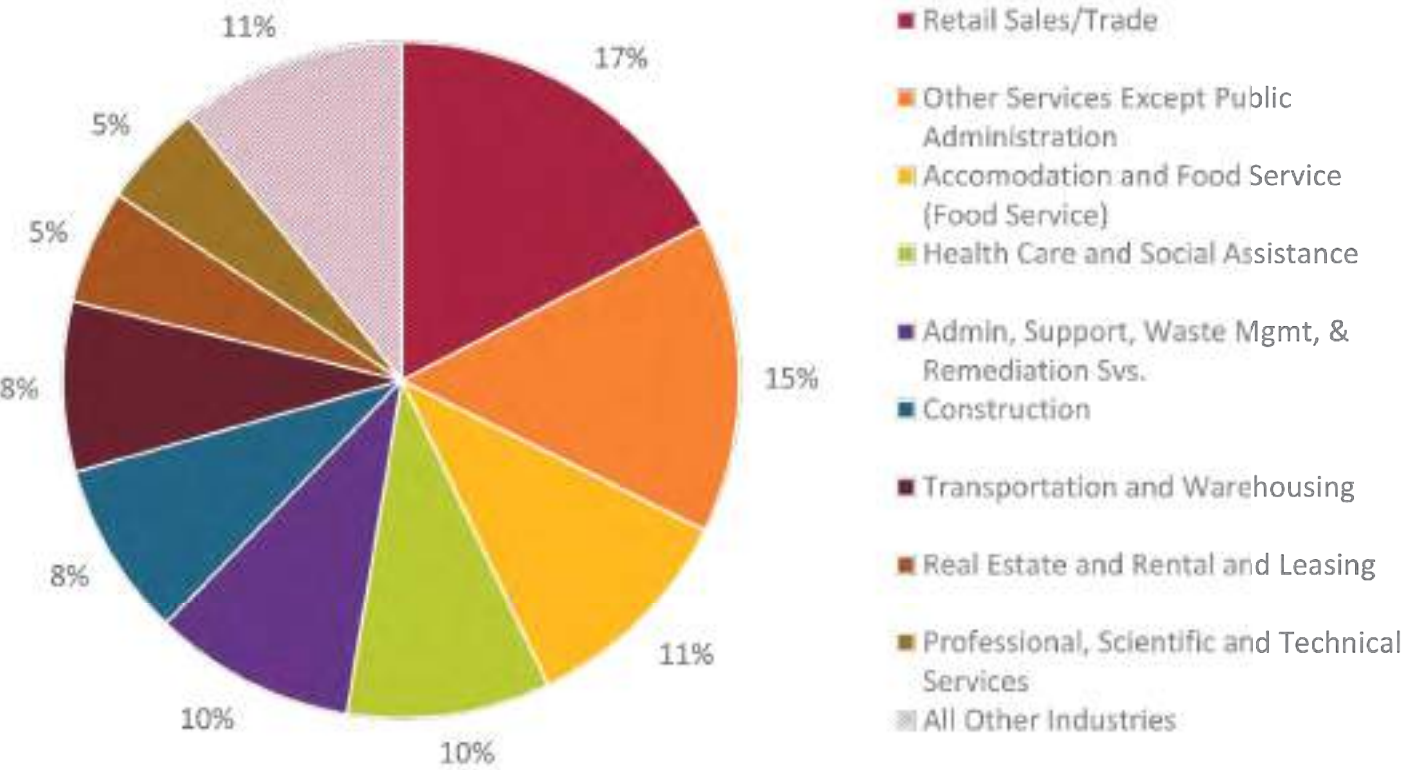


Figure 22. Atlanta MSA Industry Classification, 2022
Source: Georgia Department of Labor (2022)

Figure 23. Clayton County Business License Classification, 2022
Source: Clayton County (2024)

*Note: The Atlanta MSA data depicts Jobs per Industry, while the Clayton County data shows Business Licenses per Industry. Although they provide similar data, they are not a one-to-one comparison.

Clayton County Business Licenses Per Industry*



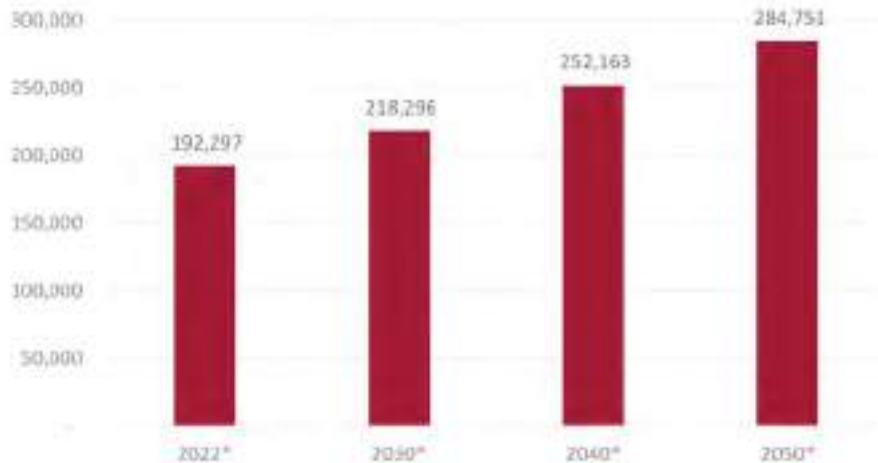


Figure 24. Clayton County Employment Projections

Source: Atlanta Regional Commission and Woods and Poole (2023)

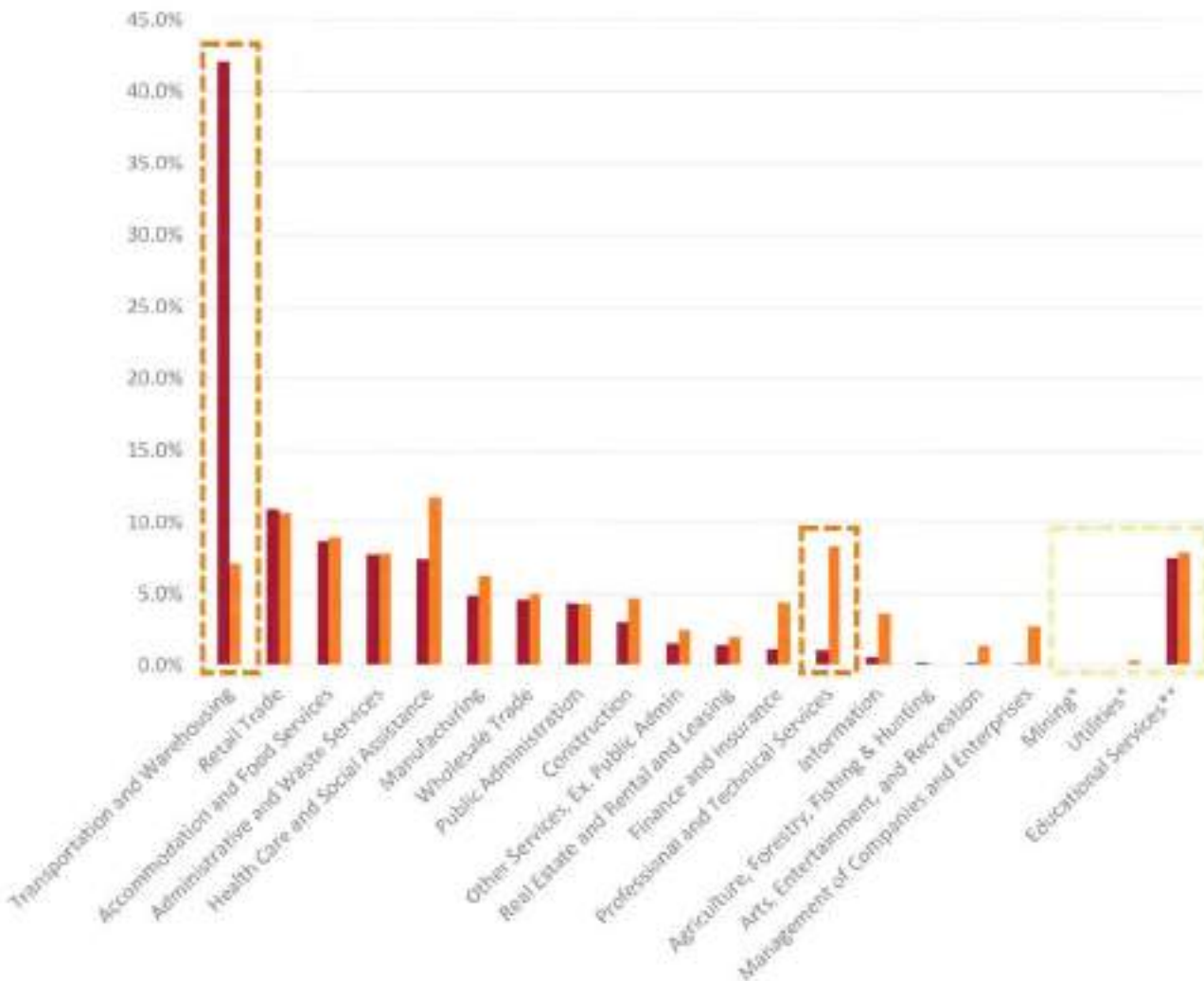


Figure 25. Comparison of Jobs by Industry, 2022

Source: GA Department of Labor, Business Analyst

*GA Department of Labor did not report of Mining, Utilities, and Educational Services for Clayton County

** Educational Services number was pulled from ESRI's Business Analyst

Job Density

The job density maps illustrate the distribution of employment within the County across its five primary industry sectors. A significant portion of employment opportunities in the County is centered around the airport, a pattern shown in the transportation and warehousing maps. In contrast, Retail Trade is found along key corridors or in nodes throughout the County. Accommodation and Food Services exhibit a concentration around the airport and along the I-75 highway. Clusters in Administrative and Waste Services are found around key office and industrial centers, like the airport and the City Morrow. Additionally, Health Care Employment is predominantly focused around the Southern Regional Medical Center.

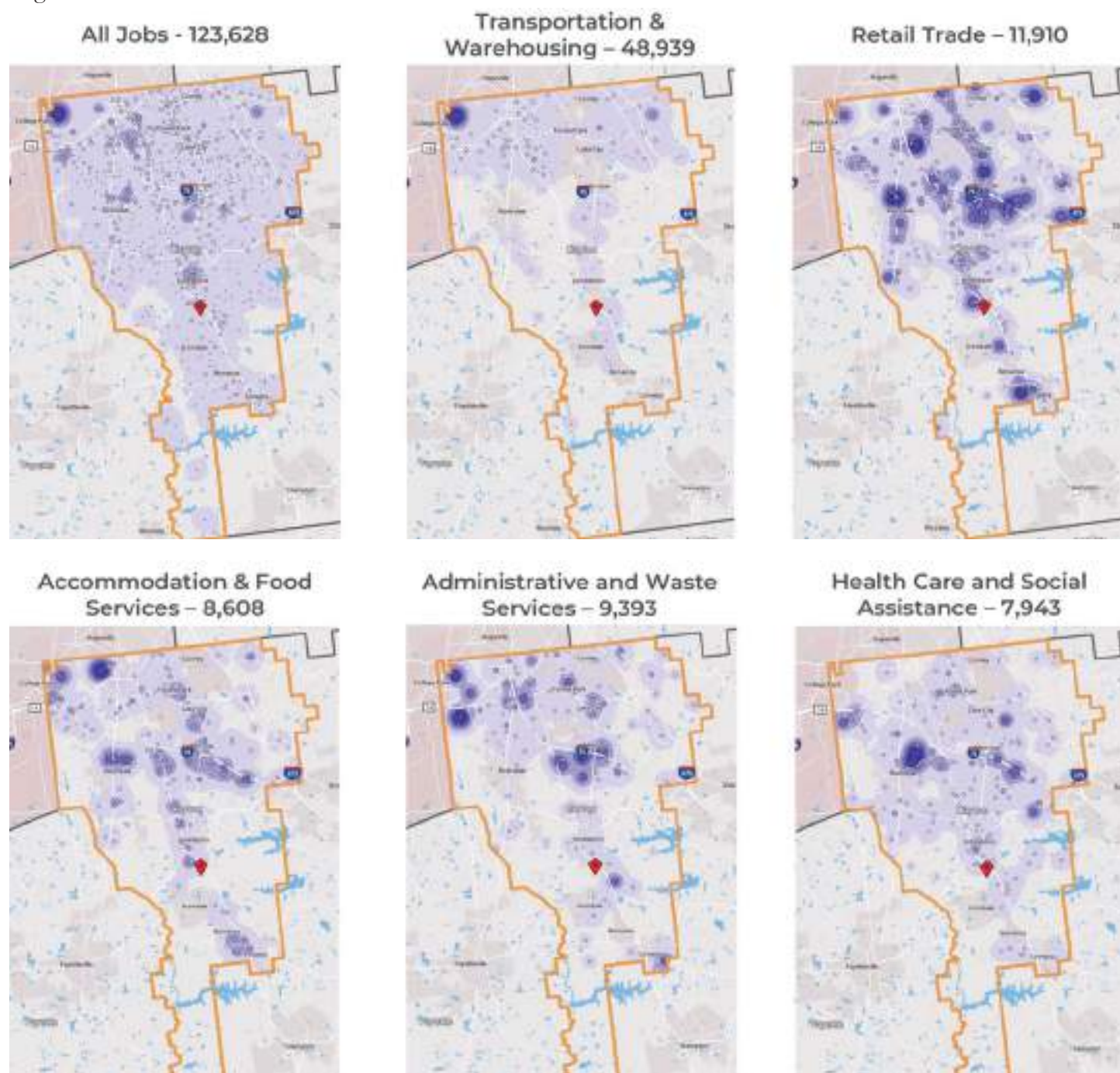


Figure 26. Job Density Maps
Source: LEHD On The Map (2023)

Vehicle Trips

Overall, more people commute into Clayton County for work than commute out. Almost 100,000 employees commute daily into the County, 24,000 both live and work in the County, and almost 84,000 commute out of the County for work. There are approximately 38,000 that commute into airport area, indicating that the airport brings in a large amount of employment activity for the County.



Figure 27. Inflow Outflow Workers to Clayton County
Source: LEHD On The Map (2023)



Figure 28. Inflow Outflow Workers to Airport
Source: LEHD On The Map (2023)

Of those 38,000 employees in the airport area, roughly 3,500 live in Clayton County. This would appear to indicate that many of the jobs in the airport area are held by people living outside the County.

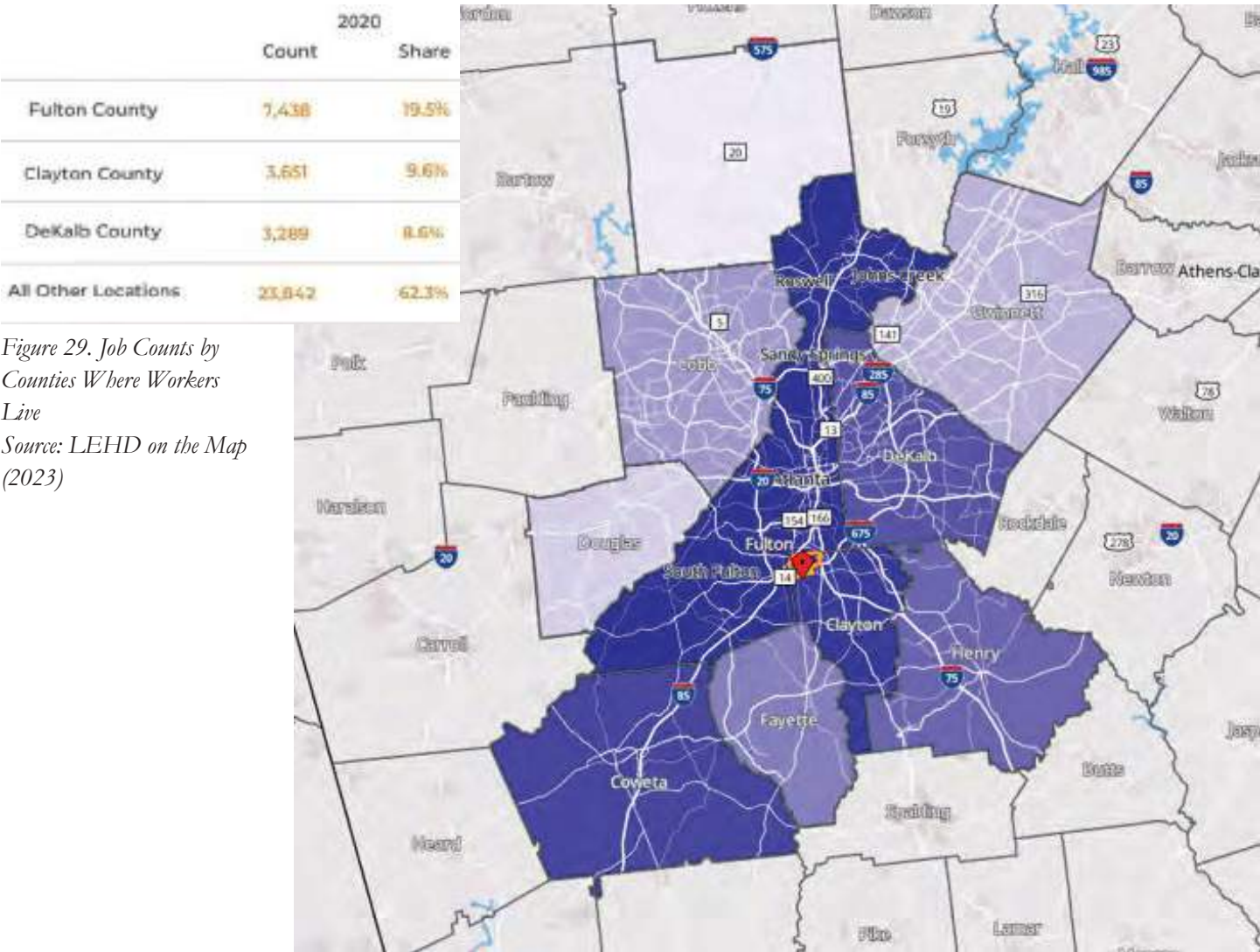


Figure 29. Job Counts by Counties Where Workers Live
Source: LEHD on the Map (2023)

Key Economic Takeaways

- The County’s largest industry by number of jobs is Transportation and Utilities at 42.1%. This greatly exceeds the share of these jobs within the MSA’s (7.1%)
- 8.8% of the airport workforce live within Clayton County
- Employment is projected to grow at an increasing rate over the next thirty years
- More people travel into the County for work than people that travel out of the County for work. A large share of these commuters is likely working in the airport area

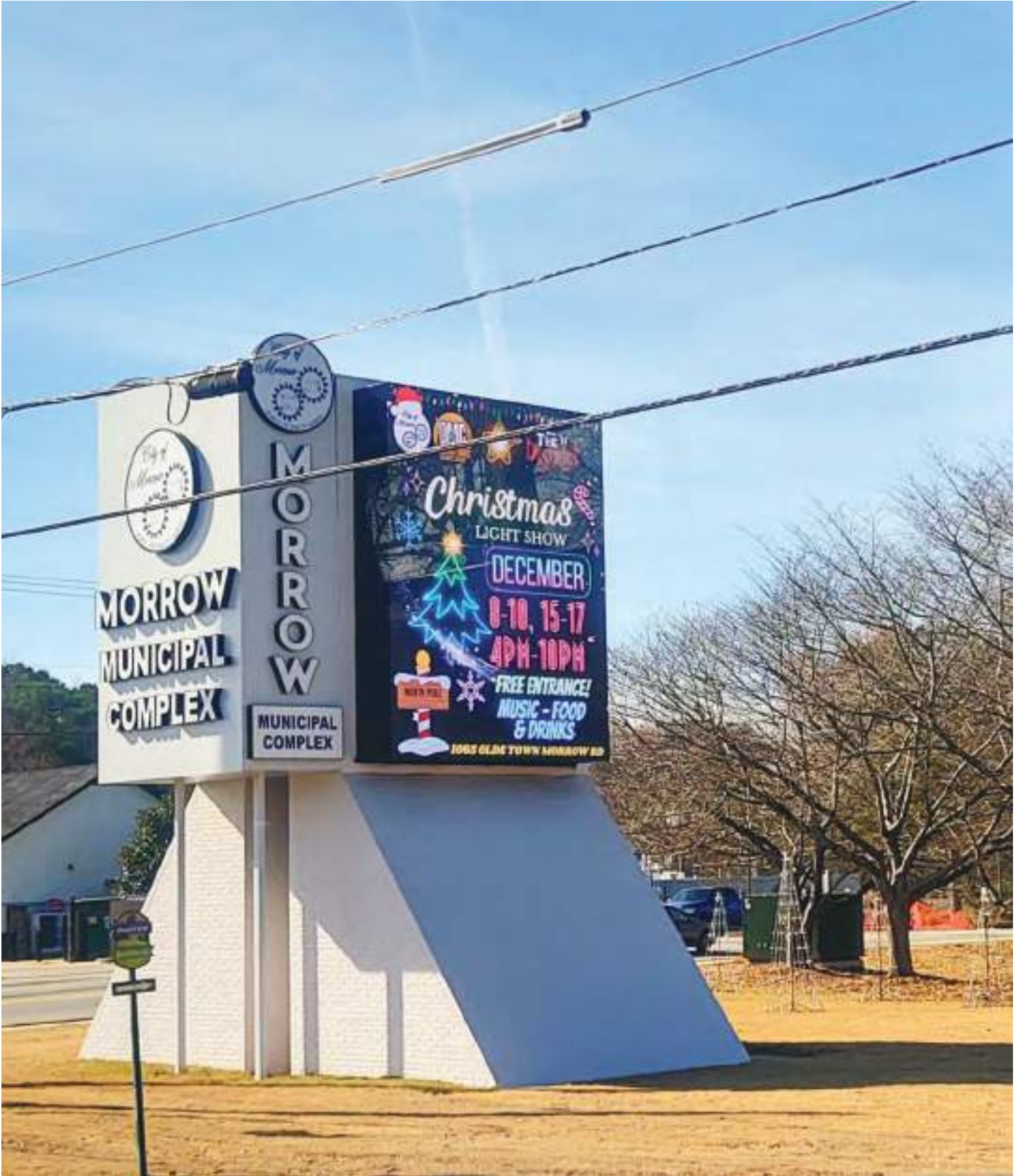


Image Caption: View of City of Morrow Municipal Complex signage (2023)

2.5 TRANSPORTATION ANALYSIS

Roadway Functional Classification

Roadways are divided into categories based on the mobility and accessibility the roadway provides. The categories are:

- Interstates: highest classification, long distance travel, and high speeds
- Principal Arterial: serve major centers of metropolitan areas
- Minor Arterial: connected to principal arterials and provide connectivity to smaller geographical areas
- Major Collector: move traffic through residential, commercial, and industrial areas
- Local Road: direct access to abutting land at lower speeds

Within Clayton County, the road network has a greater variety in the northern portion of the County including Interstate 75, Interstate 285, Interstate 675, State Route GA-85, Old Dixie Highway/U.S. Highway 19, and Jonesboro Road. The southern portion has no direct access to the Interstates and fewer arterial roads.

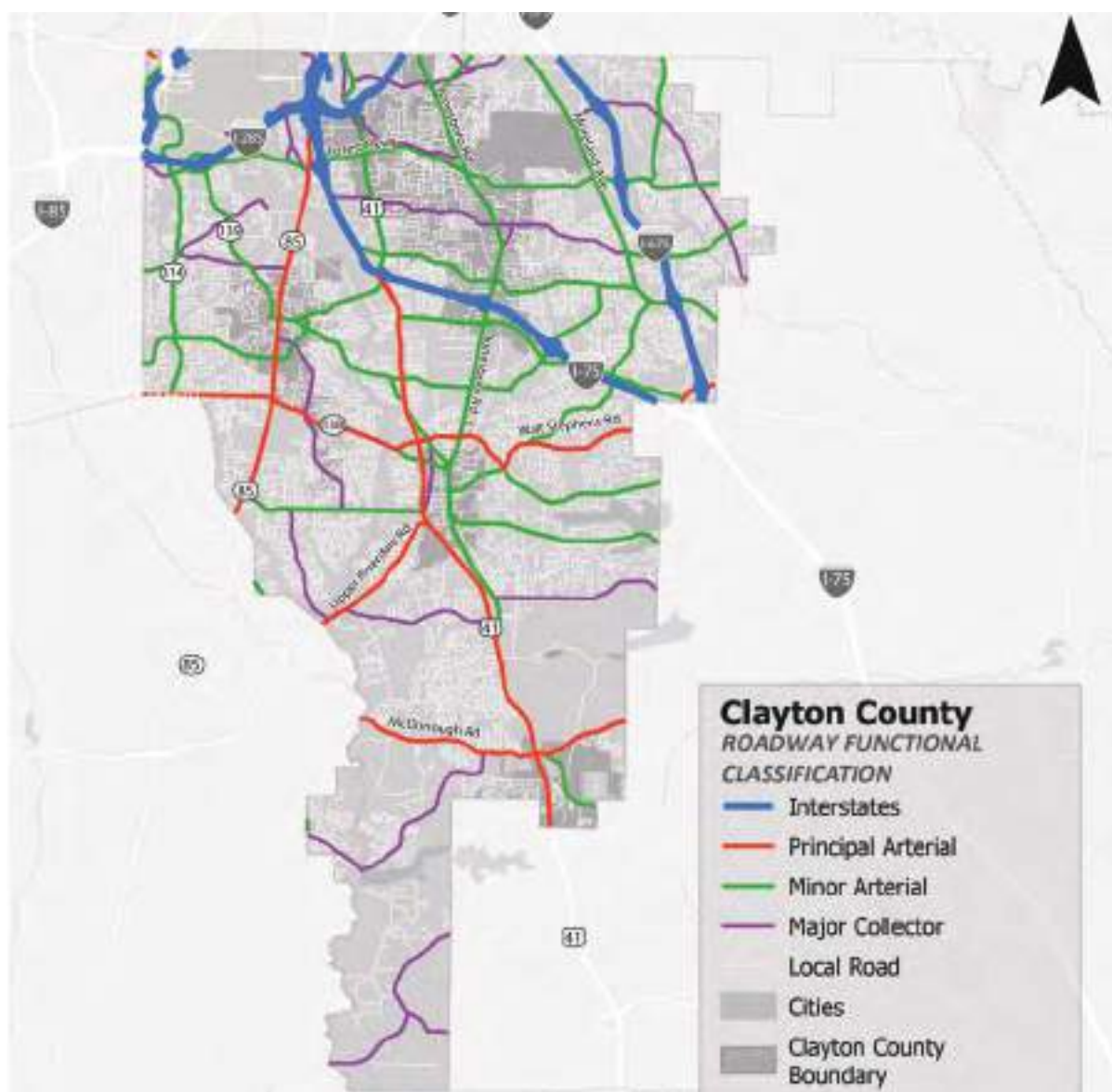


Figure 30. Roadway Functional Classification

Source: GDOT, ESRI, FHWA (2022)

Roadway Volumes

Annual Average Daily Traffic (AADT) gives a count for the total volume of vehicle traffic in both directions for the year divided by the number of days in a year. This data is provided by Georgia Department of Transportation in their road inventory data.

The map displays the roadway volumes throughout the County and shows that I-285 has the largest volume with 178,000 vehicles, followed by I-75 and I-675. Outside of highways, some of the highest road volumes can be seen on State Route 85, Tara Boulevard (US-41), and Jonesboro Road.

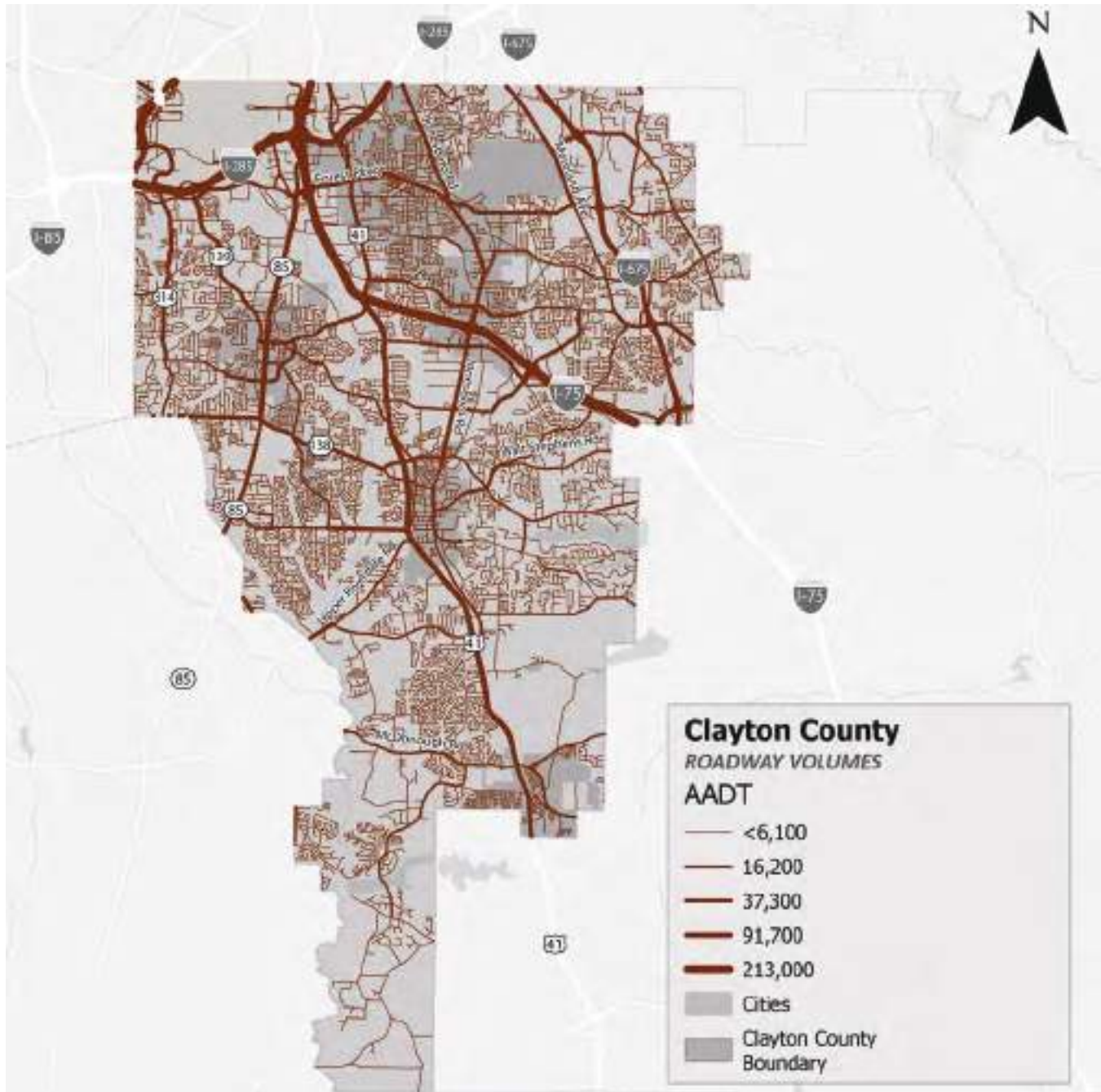


Figure 31. Roadway Volumes
Source: GDOT (2022)

All Crash Data

The map shown is a heat map for crashes throughout the County from 2018 to 2022 with red areas indicating a higher amount of crashes. The top intersection for all crashes was Old Dixie Highway and Tara Boulevard/West Lees Mill Road. Old Dixie Highway at Tara Boulevard and at Wilson Road were the intersections with highest fatality crashes. These intersections are located in the northwest region of the County.

Top five intersections:

For Crashes

1. Old Dixie Highway & Tara Blvd/West Lees Mill Road (877)
2. Lake Spivey Parkway & Mc Elroy Drive (569)
3. Lake Spivey Parkway & Tara Blvd (475)
4. North Avenue & Tara Blvd (444)
5. Fayette Avenue & Flint River Road (417)

For Fatalities

1. Old Dixie Highway & Tara Blvd/Wilson Road (3)
2. Tara Blvd (3)
3. Old Dixie Highway & Tara Blvd/West Lees Mill Road (2)
4. Jonesboro Road/Lake Spivey Parkway & Tara Blvd (2)
5. Fayette Avenue & Flint River Road/Tara Blvd (2)

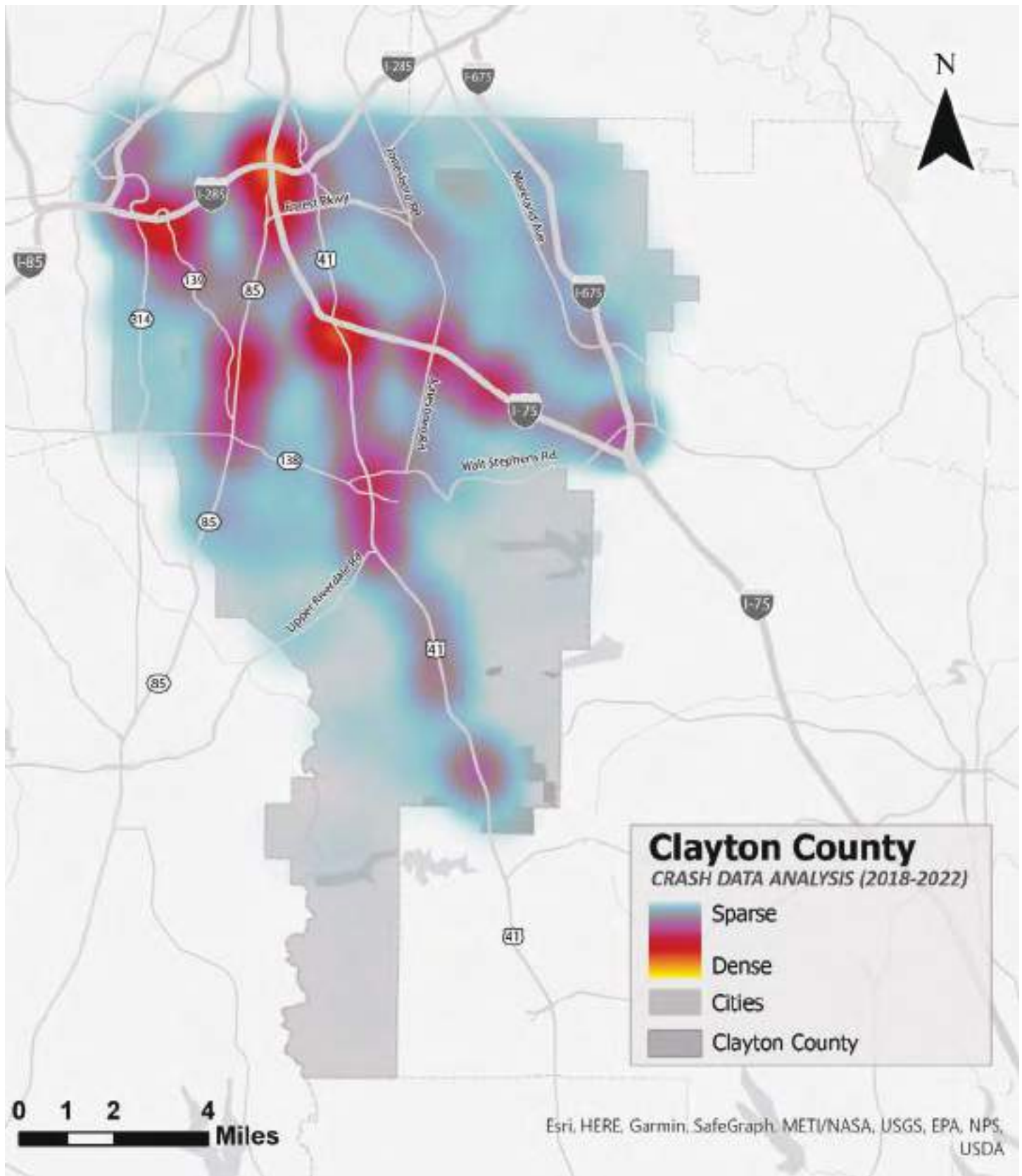


Figure 32. All Crash Data
Source: AASHTOWare (2022)

Bicycle/Pedestrian Crash Data

Top five intersections for pedestrian crash data:

For Crashes

- 1. Old Dixie Highway & Tara Boulevard /West Lees Mill Road (8)
- 2. Jonesboro Road (8)
- 3. Garden Walk Boulevard & Riverdale Road (7)
- 4. North Avenue & Tara Boulevard (6)
- 5. Old Dixie Highway & Tara Boulevard /Wilson Road (6)

For Fatalities

- 1. Garden Walk Boulevard & Riverdale Road (2)
- 2. Old Dixie Highway & Tara Boulevard/Wilson Road (1)
- 3. North Avenue & Tara Boulevard (1)
- 4. Old Dixie Highway & Tara Boulevard/Wilson Road (1)
- 5. Riverdale Road (1)

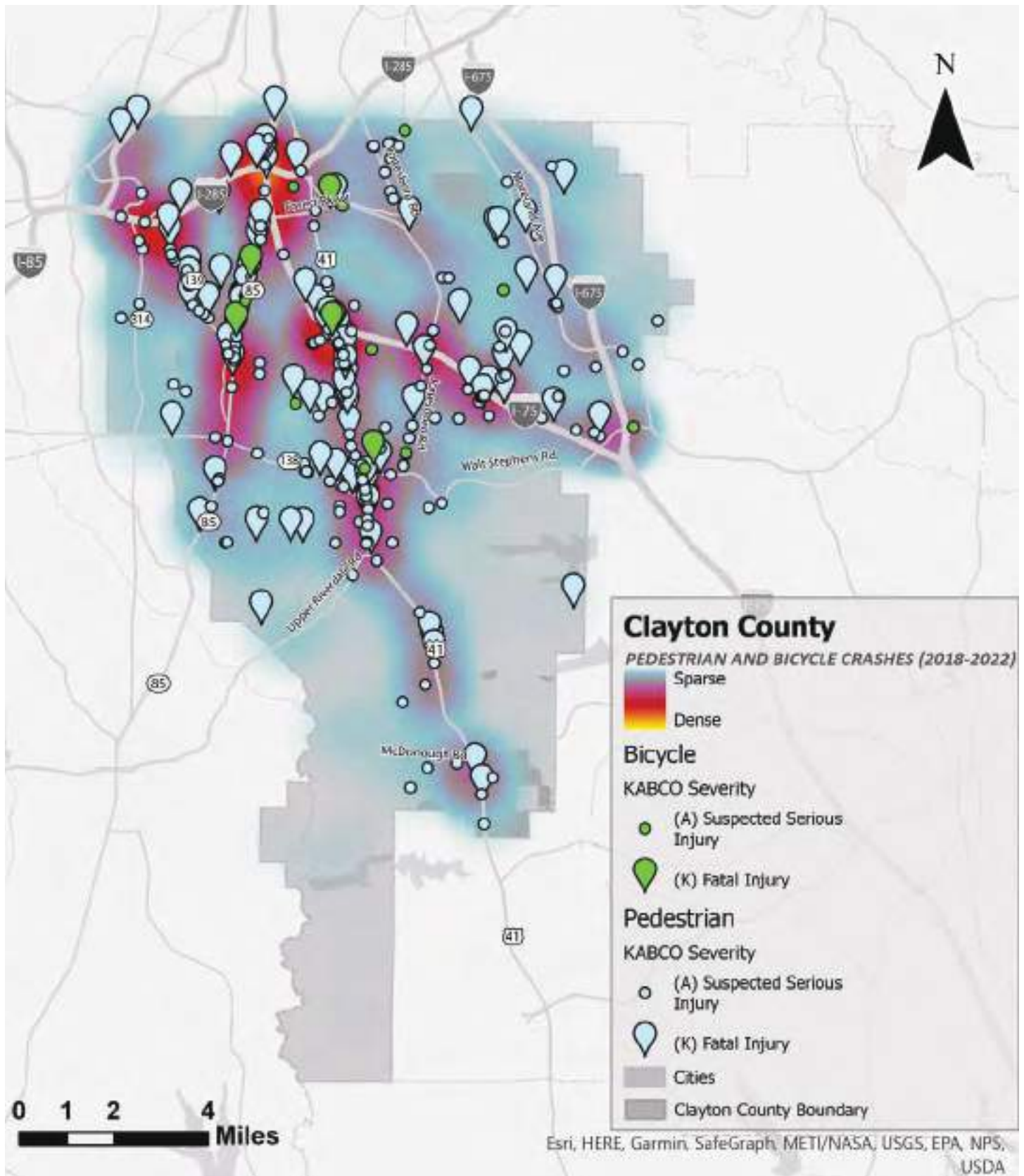


Figure 33. Bike and Pedestrian Crash Data
 Source: AASHTOWare (2022)

Existing Transit Routes

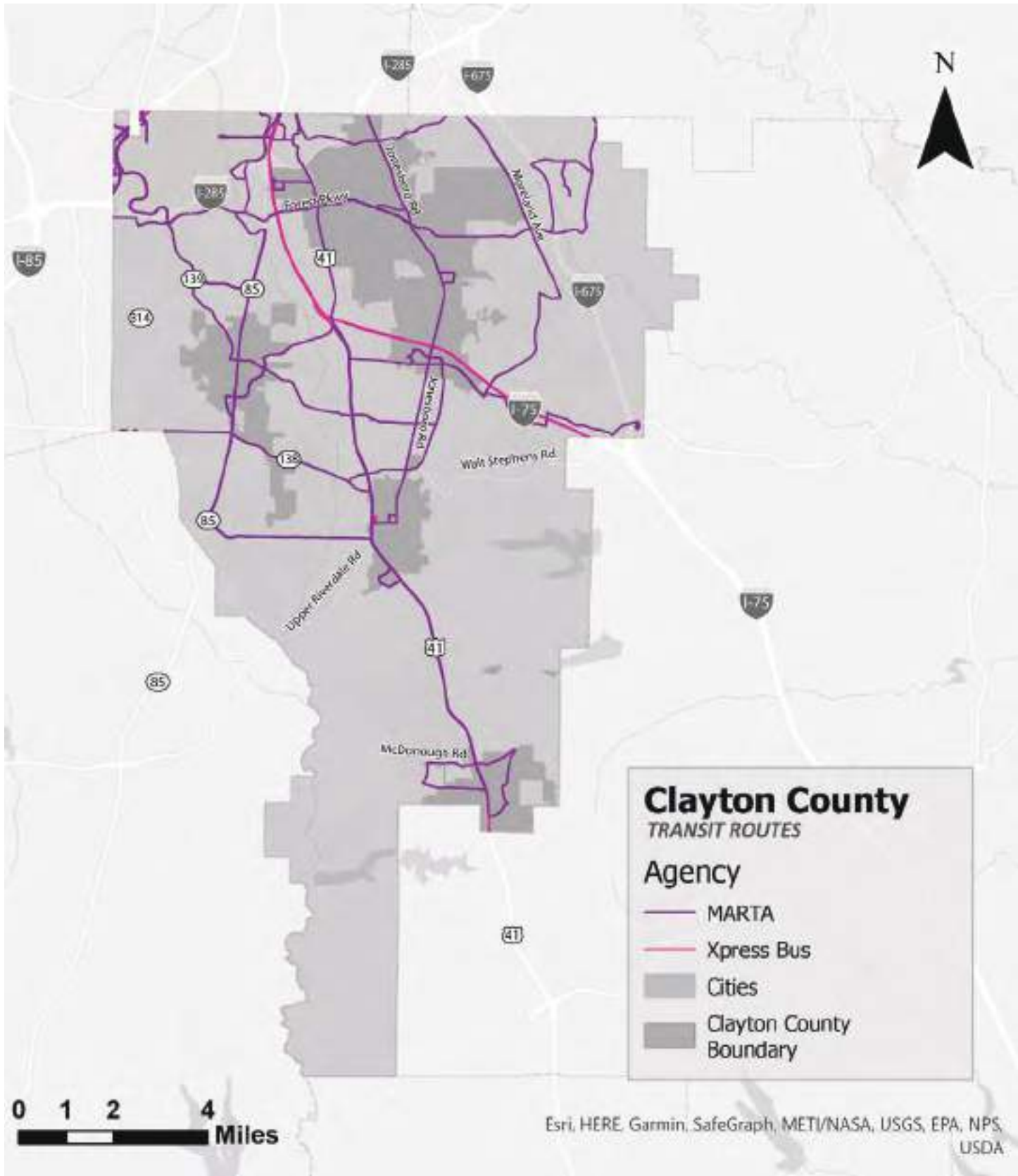
MARTA and Xpress provide transit service throughout Clayton County as shown in the map. MARTA runs a total of 16 local routes, while Xpress has seven commuter routes. The network of transit routes in the northern half of the County provides a more extensive coverage than in the southern half of the County.

MARTA Bus Routes within Clayton County (16):

- Route 55 – Jonesboro Road
- Route 32 – Bouldercrest
- Route 82 – Camp Creek/South Fulton Parkway
- Route 89 – Old National Highway
- Route 800 – Lovejoy
- Route 180 – Roosevelt Highway
- Route 188 – Oakley Industrial
- Route 189 – Flat Shoals Road / Scofield Road
- Route 191 – Riverdale/ ATL Airport - International Terminal
- Route 192 – Old Dixie/Tara Boulevard
- Route 193 – Morrow/Jonesboro
- Route 194 - Conley Road/Mt Zion
- Route 195 – Forest Parkway
- Route 196 – Upper Riverdale
- Route 197 – Battle Creek Road
- Route 198 - Southlake Parkway

Xpress Bus (7)

- Route 430 – McDonough to Downtown
- Route 431 - Stockbridge to Midtown
- Route 432 - Stockbridge to Downtown
- Route 440 – Hampton/ Jonesboro to Downtown/Midtown
- Route 441 – Jonesboro to Downtown/Midtown
- Route 442 – Riverdale to Downtown
- Route 453 – Newnan/Union City to Downtown/Midtown



Transit Ridership

Top 10 stops by average daily ridership (Dec 2022 - Apr 2023):

1. Justice Center Bus Transit Hub (1,086)
2. Southlake Mall (800)
3. Forest Parkway at Bartlett Drive (348)
4. ATL Airport - International Terminal (278)
5. Xpress Riverdale Park-and-Ride (268)
6. Lamar Hutcheson Parkway and 658/Walmart (243)
7. Anvil Block Road at Lunsford Drive/Distribution (236)
8. Lamar Hutcheson Parkway and 618/Walmart (190)
9. South Park Boulevard and 3060/Distribution (177)
10. Garden Walk at State Route 85 (127)

Proposed Bus Rapid Transit Routes

Bus Rapid Transit (BRT) is a fast, efficient, and frequent service operating in mixed traffic and dedicated lanes. MARTA identified two future BRT routes within Clayton County, including the State Route 54 Bus Rapid Transit (BRT) and the Southlake BRT lines. Both BRT lines are currently in the design phase with the Southlake line scheduled to begin service in 2026 and the State Route 54 line scheduled to begin service in 2030.

Southlake BRT Overview:

- From College Park MARTA station to Southlake Mall
- Along SR 139 and SR 85
- Project status: Currently in 30% design
- Alignment and stop locations under review
- Anticipated 2026 Operation

SR 54 BRT Overview:

- From East Point MARTA station to City of Lovejoy
- Along Jonesboro Road and Tara Boulevard
- Project Status: Currently in 30% design
- Alignment and stop locations under review
- Anticipated 2030 Operation

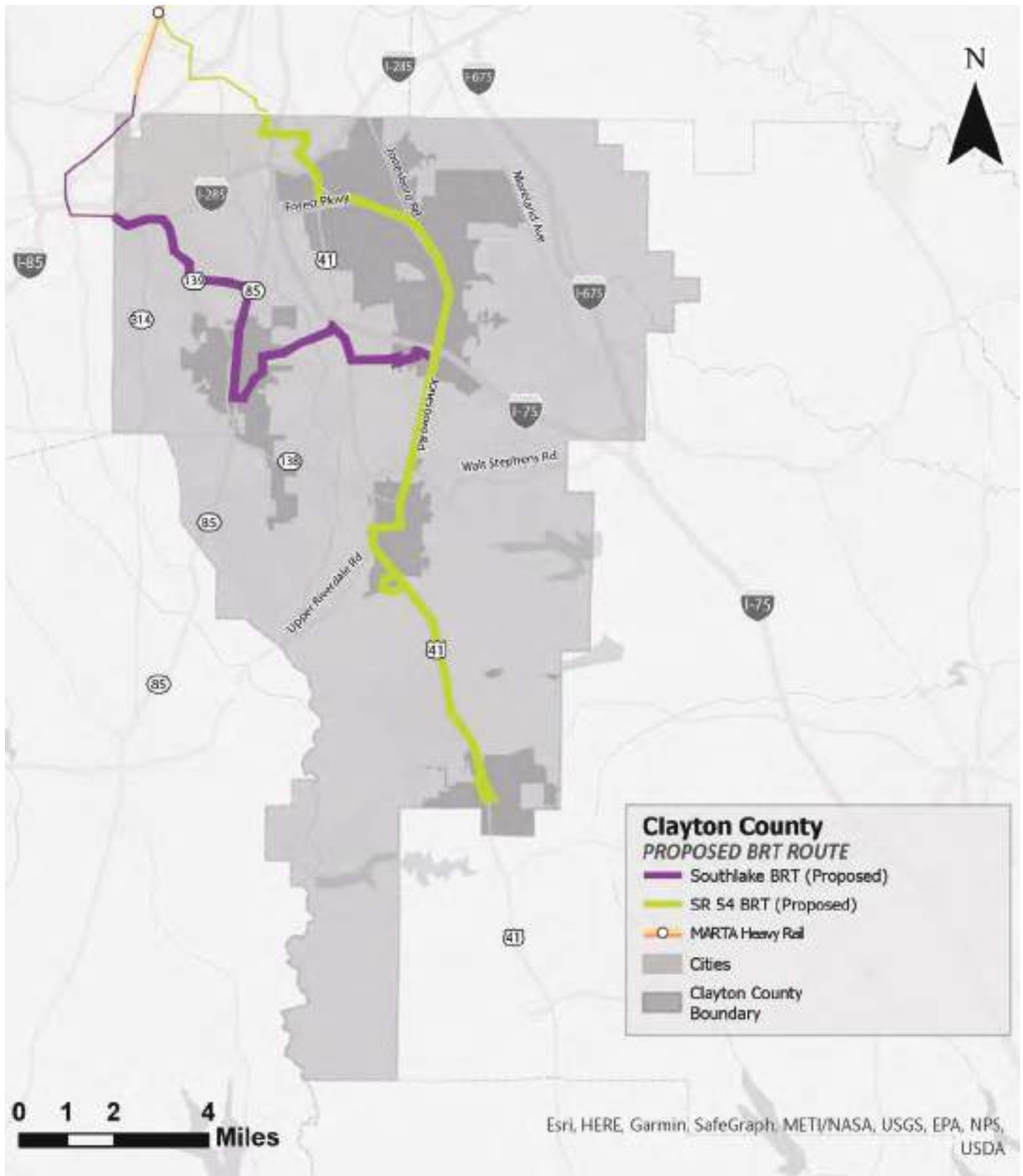


Figure 35. Proposed Bus Rapid Transit Routes
 Source: Connect Clayton (2022)

Proposed Trails

The proposed trails map includes trails inventoried by the Atlanta Regional Commission (ARC) and are collected from local trail and bicycle and pedestrian plans, including Clayton County's Greenway Trail Master Plan: Clayton Connects and AeroATL Greenway Plan. Several multi-use paths have been implemented around the County, and the majority are near parks or the H-JAIA. The proposed plan connects major employment centers, neighborhoods, and parks throughout the County creating a multi-modal transportation system/recreational system. As part of the cumulative \$69 million in federal grant funding received from the U.S. Department of Transportation, the County is participating in the study and development of 31-mile trail system throughout the South Atlanta Metro region, linking the Atlanta BeltLine to Lovejoy in Clayton County.

Several multi-use paths have already been implemented around the county, mostly near parks or Hartsfield-Jackson Atlanta International Airport (H-JAIA). The proposed plan aims to connect major employment centers, neighborhoods, and parks throughout the county, creating a multi-modal transportation and recreational system. As part of constructing the Flint River Trail and its connection to the BeltLine, this strategy aims to implement the AeroATL Greenway Plan and other trail initiatives. This will create a cohesive, healthy, and economically stimulating trail network that enhances regional connectivity and supports active transportation.

Transportation Funding

In Clayton County, transportation planning and funding is primarily facilitated through two mechanisms: the Comprehensive Transportation Plan (CTP) and the Special Purpose Local Option Sales Tax (SPLOST). The CTP serves as a strategic roadmap for the county's transportation infrastructure development, outlining long-term goals and objectives to address current and future transportation needs. Through extensive community input and collaboration with stakeholders, the CTP identifies key projects such as road expansions, intersection improvements, and public transit enhancements. The CTP identified \$121.8 million of transportation spending in the 5-year action plan (2021-2025) and projected transportation revenue at \$123.88 million, of which \$113.33 million is from SPLOST revenues and \$10.55 million is from Local Maintenance and Improvement Grant (LMIG).

Meanwhile, the SPLOST is a crucial funding mechanism that allows Clayton County to finance these transportation initiatives through a dedicated sales tax. This revenue stream ensures that infrastructure projects outlined in the CTP can be adequately funded and implemented, benefiting residents by improving mobility, reducing congestion, and enhancing overall transportation efficiency within the County. Together, the CTP and SPLOST play integral roles in shaping Clayton County's transportation landscape, ensuring sustained development and accessibility for its residents. The County could explore additional sources of revenue, such as grants awarded under SS4A, grants from the Georgia Governor's Office of Highway Safety (GOHS), and grants provided through the GDOT Highway Safety Improvement Program (HSIP).

Key Transportation Takeaways

- The majority of Clayton County's Interstates, Arterial, and Collector roads are concentrated in the northern areas of the county, near Hartsfield-Jackson Atlanta International Airport
- Continued investment is needed to increase safety and reduce the likelihood of vehicular crashes or pedestrian fatalities – especially along Tara Boulevard, Old Dixie Highway and West Lees Mill road
- The expected investment in two (2) Bus Rapid Transit routes will help alleviate interstate traffic congestion and reduce vehicular incidents
- As the panhandle region in Clayton County grows in population and amenities, increased and improved transit options will be needed

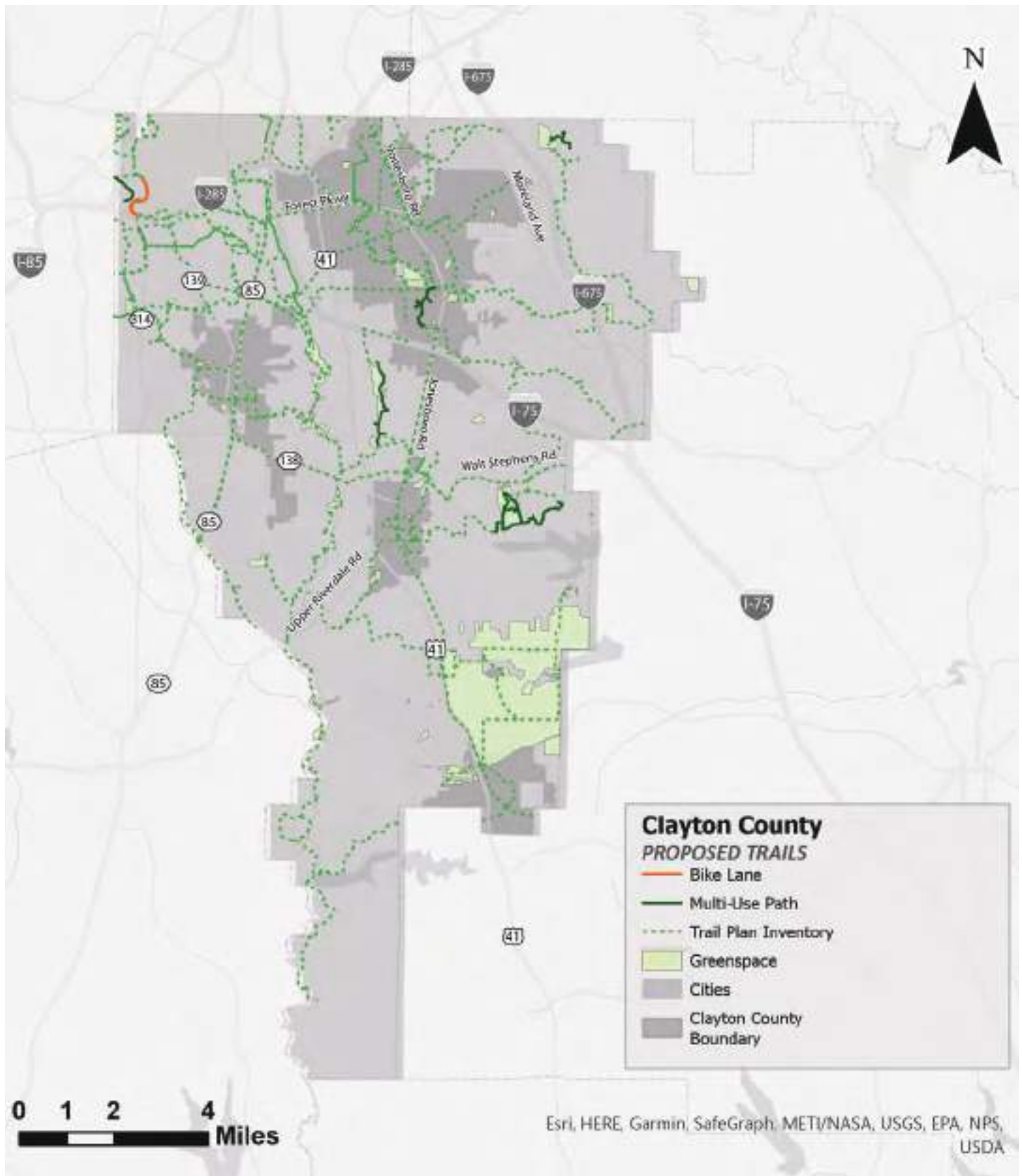


Figure 36. Proposed Trails
Source: GDOT (2022)

2.6 BROADBAND ELEMENT

Broadband, or high-speed internet access, allows users to access information via digital transmission at typically faster speeds than traditional dial-up internet access connections. The types of broadband platforms include: Digital Subscriber Line (DSL), Cable Modem, Fiber, Wireless, and Satellite. While broadband can serve as a tool for education, economic development, and equity, it is not universally accessible. Clayton County envisions a region which promotes digital equity and affordable connectivity for all its households and, in consideration of this, broadband availability has been assessed throughout the county. The corresponding Broadband Coverage map depicts locations within the study area which have access to consumer-level, fixed, terrestrial broadband. The Federal Communications Commission's (FCC) current benchmarks for broadband service are downstream speeds of 25 Megabits per second (Mbps) and upstream speeds of 3 Megabits (subsequently written as 25/3). Census blocks where more than 80% of its locations meet these speed criteria are considered "Served." Those census blocks which do not meet the aforementioned criteria are designated "Unserved." Census blocks with no listed broadband coverage are labeled as "No Locations."

As of June 2023, data according to the FCC states that 99.54% of units are covered with residential broadband speeds of 25/3, roughly 124,000 units total. The top providers are Hughes Network Systems LLC (HughesNet), Space Exploration Technologies Corp (Earthlink), Viasat, Inc, Comcast Corporation (Xfinity), and AT&T Inc.

According to BestNeighborhood, the average number of internet service providers (ISP) available to a home is 5.7; the average number of service types available (fiber, DSL, etc.) is 3.6, and on average ISPs have broadband speeds greater than 25/3. Overall, broadband access in Clayton County is competitive from a service perspective, above adequate in speed, and relatively more accessible than most areas. BestNeighborhood notes that internet speeds tend to be faster in eastern parts of the county than in western areas.

In 2021, the FCC established the Affordable Connectivity Program (ACP) through the Emergency Broadband Benefit Program once the Infrastructure Investment and Jobs act became law. The ACP allowed eligible households to apply for benefits such as discounted access to broadband and one-time discounts to purchase internet-accessible devices (laptops, computers, or tablets). Approximately 37,000 Clayton County residents were eligible for Federal Affordable Connectivity Program; however, only sixty-seven residents enrolled since October 2022. The ACP stopped accepting new applications in February of 2024 due to a lack of funding at the federal level.

The Clayton County Office of Digital Equity recognized the persistent dissatisfaction among residents regarding broadband connectivity issues and high internet fees. In response, the Office initiated the development of a comprehensive Digital Equity Strategic Plan and Broadband Feasibility Study in 2022. This strategic initiative aimed to systematically address the county's connectivity challenges and to explore viable solutions for improving broadband access and affordability. The Office also took measures to qualify for federal Broadband Equity, Access, and Deployment (BEAD) grant funding.

In 2018, Georgia launched its state Broadband Program in coordination with the DCA, the Georgia Technology Authority, the Department of Economic Development, the State Properties Commission, and the Georgia Department of Transportation (GDOT). A major component of this program is the Georgia Broadband Deployment Initiative (GDBI), which facilitates the promotion and deployment of broadband services throughout the state. The GDBI accomplishes this by providing for the expansion of broadband infrastructure and services through state and local planning policies. The program designates "Broadband Ready," or "expansion ready," communities as those which prioritize the need for infrastructure expansion and high-speed internet as a critical need.

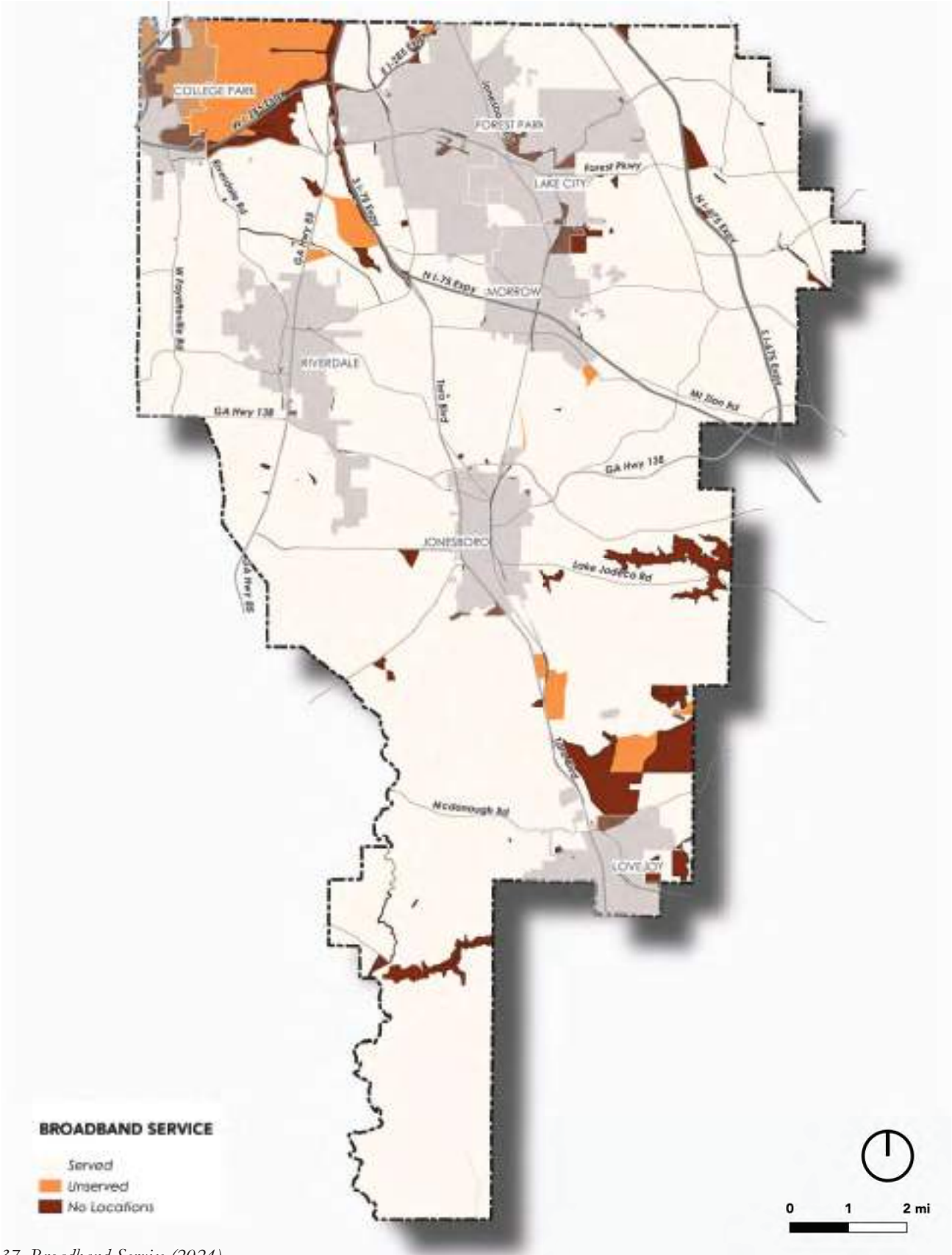


Figure 37. Broadband Service (2024)

In coordination with the DCA, the Georgia Department of Economic Development attributes the “Broadband Ready” status to those facilities and developments which offer broadband services at a rate of not less than 1 gigabit per second (or 1000 Mbps) in the downstream to end users that can be accessed for business, education, health care, government, and other public purposes, and in accordance with the eligibility requirements listed in O.C.G.A § 50-40-81. Any political subdivision in Georgia pursuing improved broadband infrastructure and services is eligible to apply; the certification process requires a Comprehensive Plan which promotes the deployment of broadband services and a Broadband Ordinance Model.

Key Broadband Takeaways:

- Residents are concerned with high rates for broadband services
- A low percentage of residents who were eligible for the Federal Affordable Connectivity Program actually enrolled for financial assistance
- Some areas in the county need internet infrastructure upgraded from DSL or copper
- By becoming a Broadband Ready Site, the county can attract economic growth and jobs based development to the County



Image Caption: “Separate Fountains” mural in City of Jonesboro
Source: Atlanta Regional Commission



Image Caption: View of Clayton County Courthouse in Jonesboro
Source: Thomson200 (2015)

2.7 REGIONAL WATER PLAN AND ENVIRONMENTAL PLANNING CRITERIA

Clayton County is geographically split between the Upper Ocmulgee and the Upper Flint River Basins. The eastern portion of Clayton County, between Forest Park and Lovejoy, is located in the Upper Ocmulgee River sub-basin of the Altamaha River basin. The western portion of the county is located in the Upper Flint River sub-basin of the ACF River Basin (Apalachicola-Chattahoochee-Flint River Basin).

Flooding is a significant concern within the county. According to data gathered by climate risk modeling agency RiskFactor, roughly 10%, or over 6,000 properties in Clayton County have greater than a 26% chance of being severely impacted by flooding over the next thirty years. Community concerns have been raised about flooding due to H-JAIA's fifth runway expansion and along the Flint River, especially near the Southern Regional Medical Center, making it difficult to access a regionally significant hospital. In March 2023, \$2.6 million in federal funds were allocated to support flood mitigation infrastructure in northern Clayton County, near the Camp Creek Watershed. Households in Clayton County are also eligible to apply for assistance through the Federal Emergency Management Agency (FEMA).

Flint River runs through Clayton County, and the river has been significantly impacted by adjacent developments, especially those originating from H-JAIA. There are multiple opportunities to mitigate flooding from the Flint River, including but not limited to: dredging the river, exploring acquisition of Vulcan Quarry, raising the Upper Riverdale Road bridge, and potentially buying out houses and properties in floodplains to create greenspace and manage flooding downstream.

As depicted on the Georgia Water Planning Regional Water Plan's River Basins and Water Planning Regions map, Clayton County is located within three Small Water Supply Watersheds and two Large Water Supply Watersheds. According to the Environmental Protection Agency (EPA), a Large Water Supply Watershed is that which has "100 square miles or more of land within the drainage basin upstream of a governmentally owned public drinking water supply intake" and a Small Water Supply Watershed consists of an area less than 100 square miles.

The small drinking water supply watersheds and respective reservoirs are as follows:

1. The Shoal Creek Watershed in southern Clayton County, location of the 240-acre J.W. Smith Reservoir and 387-acre Shoal Creek Reservoir.
2. Pates Creek Watershed, location of the 8-acre Shamrock Reservoir and 263-acre Edgar Blalock Jr. Reservoir.
3. Little Cotton Indian Creek Watershed, location of the William J. Hooper Reservoir.

The two large drinking supply watersheds are the Flint River and Big Cotton Indian Creek Watersheds. The small watersheds are the primary sources of water production, while the Flint River Watershed is used to supplement. These watersheds are managed by the Clayton County Water Authority (CCWA), an industry-leading water reclamation, production, and management facility. As Clayton County and its municipalities do not rely on Lake Lanier or the Chattahoochee River for its water supply, the five raw water reservoirs "surface" water systems collect rainfall in the county and have a potable water production capacity of 42 million gallons per day for county residents and businesses. The CCWA also operates three award-winning production facilities: the W.J. Hooper Water Production Facility, the Terry R. Hicks Water Production Facility, and the J.W. Smith Water Production Facility.

The CCWA additionally boasts an efficient water reclamation system to aid in managing the county's limited water resources, wherein up to 38.4 million gallons of wastewater can be treated per day through its three reclamation facilities: Northeast Water Reclamation Facility, Shoal Creek Water Reclamation Facility, W.B. Casey Water Resource Recovery Facility.

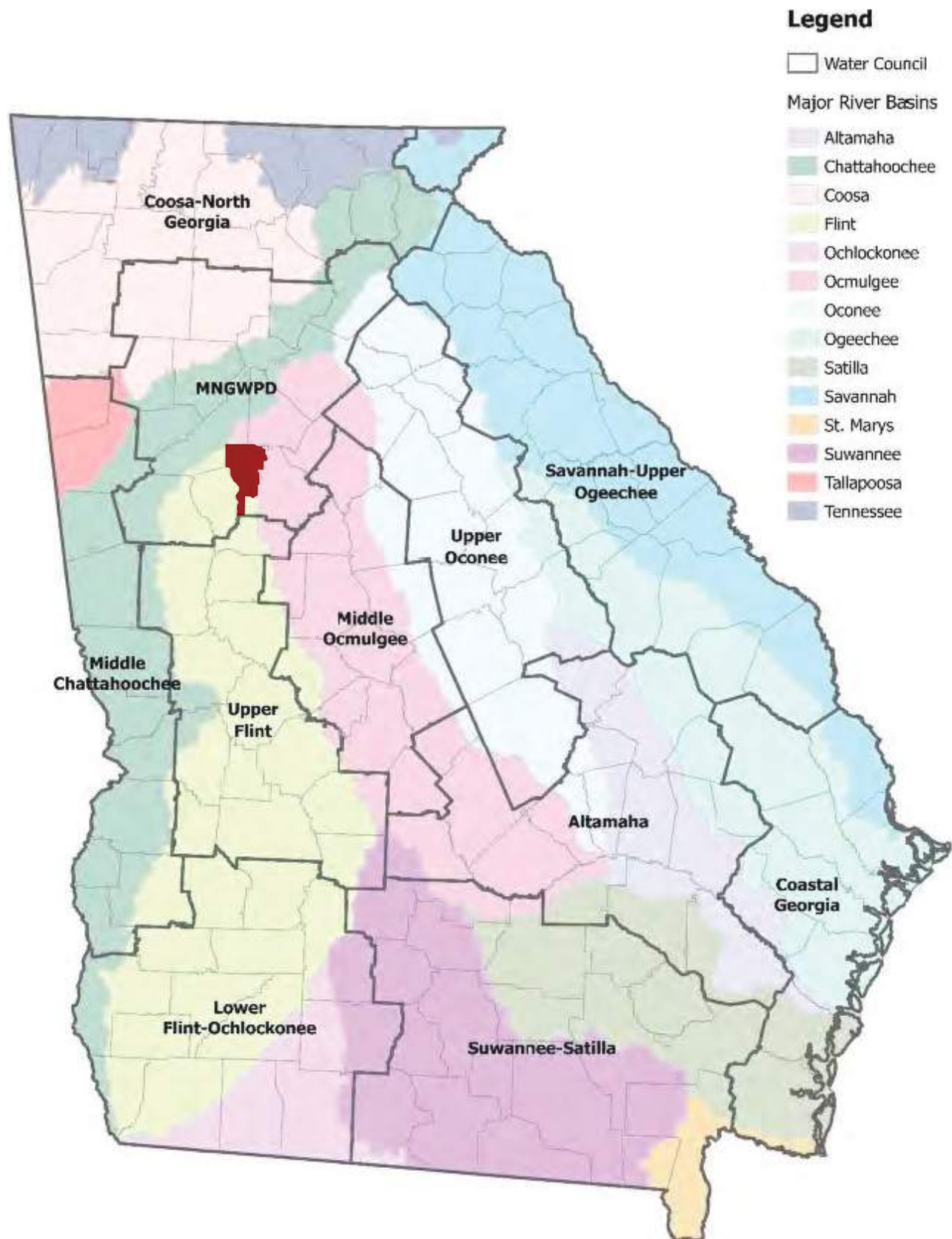


Image Caption: River Basins and Water Planning Regions of Georgia with Clayton County overlay
Source: Georgia Water Planning Upper Flint Regional Water Plan (2023)

It should be noted that levels of PFOS (Perfluorooctane Sulfonate) have been observed in the drinking water. PFOS is a synthetic chemical and global pollutant that is commonly used to make products water, soil, grease and stain resistant. In recent years, levels of PFOS has been found in many water sources through out the world and at certain levels may have negative health impacts. This is a nation-wide issue and CCWA is exploring ways to upgrade their filtration systems to lower levels.

The CCWA also manages stormwater in the county and has in recent years prioritized the maintenance and revitalization of the 500 miles of stormwater infrastructure in the county. Stormwater activities managed by the CCWA include Construction Plan Reviews and Inspections, Floodplain Management, Illicit Discharge/Illegal Connection Inspections, and maintenance of stormwater infrastructure within the road right-of-way and directly connected to the right-of-way. Because of this, all property owners and developed properties are billed a monthly fee (an amount of \$3.75 for residential properties) in order to maintain a dedicated fund for these critical stormwater management services. The CCWA does offer discounts and financial assistance such as the “Veteran Discount Program.” The Stormwater Utility operating budget is roughly \$9.4 million as of 2017.

According to the 2017 Huie Nature Preserve Master Plan, the CCWA has an approximate operating budget of \$84 million, with an additional utilization of over \$546 million in public assets for the provision of its services to customers. The CCWA has positioned itself to be self-sustaining without any reliance on tax dollars.

In 1978, the CCWA purchased the Huie Nature Preserve, located in the City of Morrow. The Huie Nature Preserve comprises over 4,000 acres of land and over 625 acres have now been transformed into an educational, science-based water area for the community. As part of the CCWA’s 2000 Water Resources Initiative Master Plan, the E.L. Huie Jr. Constructed Treatment Wetlands was one of twenty-eight completed capital improvement projects, allowing the CCWA to reclaim up to 20 million gallons of used water per day. The more efficient constructed wetlands replaced now the non-operational sprayfield irrigation system, the land from which has been left available for recreational purposes.

The CCWA also manages the Newman Wetlands Center, a nature preserve and educational facility located in Hampton, GA. Since opening in 1995, the center has been dedicated to environmental education and wetland conservation, and serves an important cultural amenity to its community.

Key Water Planning Takeaways

- Flooding along the Flint River is a major concern and access challenge for the community
- The Clayton County Water Authority provides invaluable services for clean water, education, and recreational opportunities for the community
- PFOS (Perfluorooctane Sulfonate) has been identified in drinking water. CCWA is exploring ways to upgrade water production and filtration processes to remove PFOS from the water system



Image Caption: View of Clayton County Water Authority facilities (2024)



Image Caption: View of Clayton County Water Authority facilities (2024)

2.8 LAND USE ANALYSIS

The Land Use Element is a key component of the Comprehensive Plan. Land uses define and guide the character of the county and land use patterns have significant impacts on our communities. They affect transportation, natural resources, property values, compatibility of adjacent properties, and future growth. Clayton County’s existing land uses, existing Future Land Use Map (FLUM), rezonings over the past five years, and development patterns were assessed to identify conflicts and inconsistencies. An updated FLUM and a new Character Area Map were developed based on this assessment. These two maps are intended to guide future development and growth in the county. They provide a decision making tool for rezonings and zoning amendments through the identification of preferred land use by parcel throughout the county.

Existing Land Use

The primary land use in the county is residential, currently making up over 47% of the total land acreage. The majority of residential is low-density at approximately 43%. High-density makes up roughly 5% of total land. Compared to the 2005 Existing Land Use Distribution Table from the 2005 Clayton County Comprehensive Plan, these numbers have increased as infill residential and multi-family units have expanded over the past twenty years. Industrial land uses (comprising 2024 land uses Heavy Industrial, Light Industrial, and Mixed-use Commercial Industrial) have also increased from 5.2% to roughly 13% since 2005. Commercial and Office uses have remained relatively the same over the past 20 years at approximately 5.4%. Notably, there was no mixed-use category in the 2005 land use designations.

2005 Existing Land Use Distribution

Existing Land Use - Unincorporated Clayton County		
Land Use	Acres	%
Low-density Residential	6,550	8.5%
Medium-density Residential	29,945	39.0%
Multi-family Residential	2,641	3.4%
Manufactured Housing Residential	725	0.9%
Commercial & Office Professional	4,147	5.4%
Industrial	3,994	5.2%
Public/Institutional	1,566	2.0%
Transportation/Communications/Utilities	6,032	7.9%
Parks/Recreation/Conservation	904	1.2%
Wetlands	3,386	4.4%
Agriculture	2,253	2.9%
Forestry	12,015	15.7%
Vacant/Undeveloped	895	1.2%
Lakes/Reservoirs	1,677	2.2%
TOTAL Unincorporated Clayton County	76,729	100.0%

Existing Land Use (2024) Distribution














Existing Land Use (2024)		Sum of Acreage	Acreage %
	Agriculture	13,118	19.78%
	Conservation Residential	3,170	4.78%
	General Commercial	2,373	3.58%
	Heavy Industrial	7,686	11.59%
	High Density Residential	3,430	5.17%
	Light Industrial	700	1.06%
	Low Density Residential	26,510	39.98%
	Medium Density Residential	1,979	2.98%
	Mixed Use	2,120	3.20%
	Mixed Use Commercial-Industrial	303	0.46%
	Office/Business	1,187	1.79%
	Parks/Recreation/Conservation	194	0.29%
	Planned Unit Development	3,545	5.35%
Grand Total		66,313	100.00%

Figure 38. 2005 Existing Land Use distribution (above)
Figure 39. 2024 Existing Land Use distribution (below)
Source: Clayton County 2005 Comprehensive Plan (2005) ; Clayton County (2024)

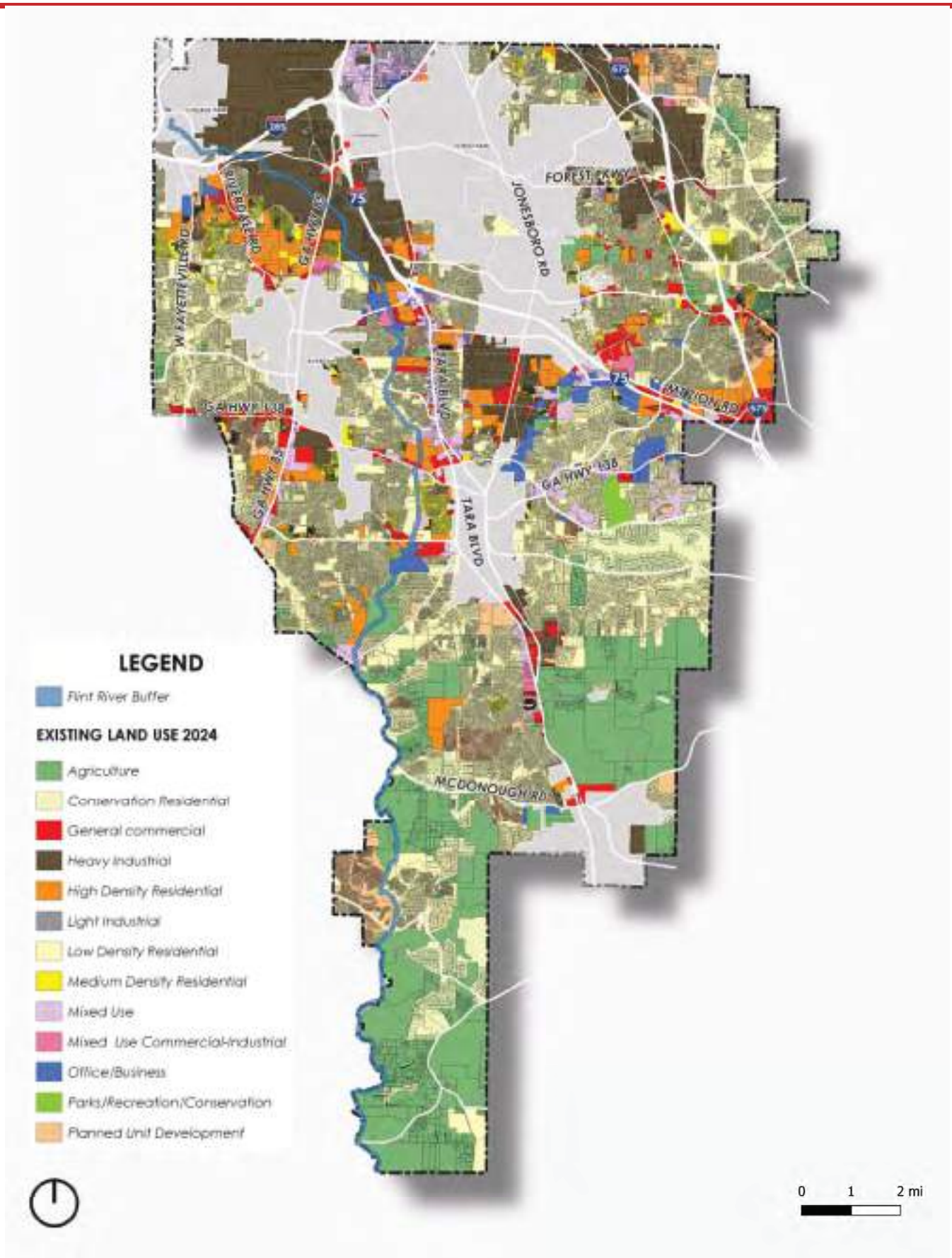


Figure 40. Existing Land Use Map (2024)

Current Future Land Use (2034)

The Future Land Use Map (FLUM) identifies land uses that are anticipated to occur in the county over a ten-to twenty-year period and align with the county's vision for the future. The map is intended to support and guide long-term planning decisions for the county, including rezonings and zoning amendments. The following is an assessment of the 2019 FLUM, which includes fifteen distinct land uses. Below are the described land uses.

The current Future Land Use Map (FLUM) forecasts land uses expected to emerge in the county within a span of ten to twenty years, in alignment with the city's envisioned future. It serves as a tool to facilitate and direct long-term planning decisions for the county, encompassing rezonings and zoning amendments. The map delineates these land uses and is accompanied by an evaluation of associated needs and opportunities.

Current Future Land Use (2034) Distribution
















Current Future Land Use		Sum of Acreage	Acreage %
	Agriculture	8,333	12.44%
	Conservation Residential	8,770	13.09%
	General Commercial	2,598	3.88%
	Heavy Industrial	2,267	3.38%
	High Density Residential	2,464	3.68%
	Light Industrial	29	0.04%
	Low Density Residential	12,204	18.22%
	Medium Density Residential	13,819	20.63%
	Mixed Use	5,285	7.89%
	Mixed Use Commercial-Industrial	6,239	9.31%
	Neighborhood Commercial	147	0.22%
	Office / Business	32	0.05%
	Parks/Recreation/Conservation	1,861	2.78%
	Public/Institutional	259	0.39%
	Transportation/Utilities	2,681	4.00%
	Grand Total	66,988	100.00%

Figure 41. 2034 Future Land Use Distribution (2024)

Source: Clayton County

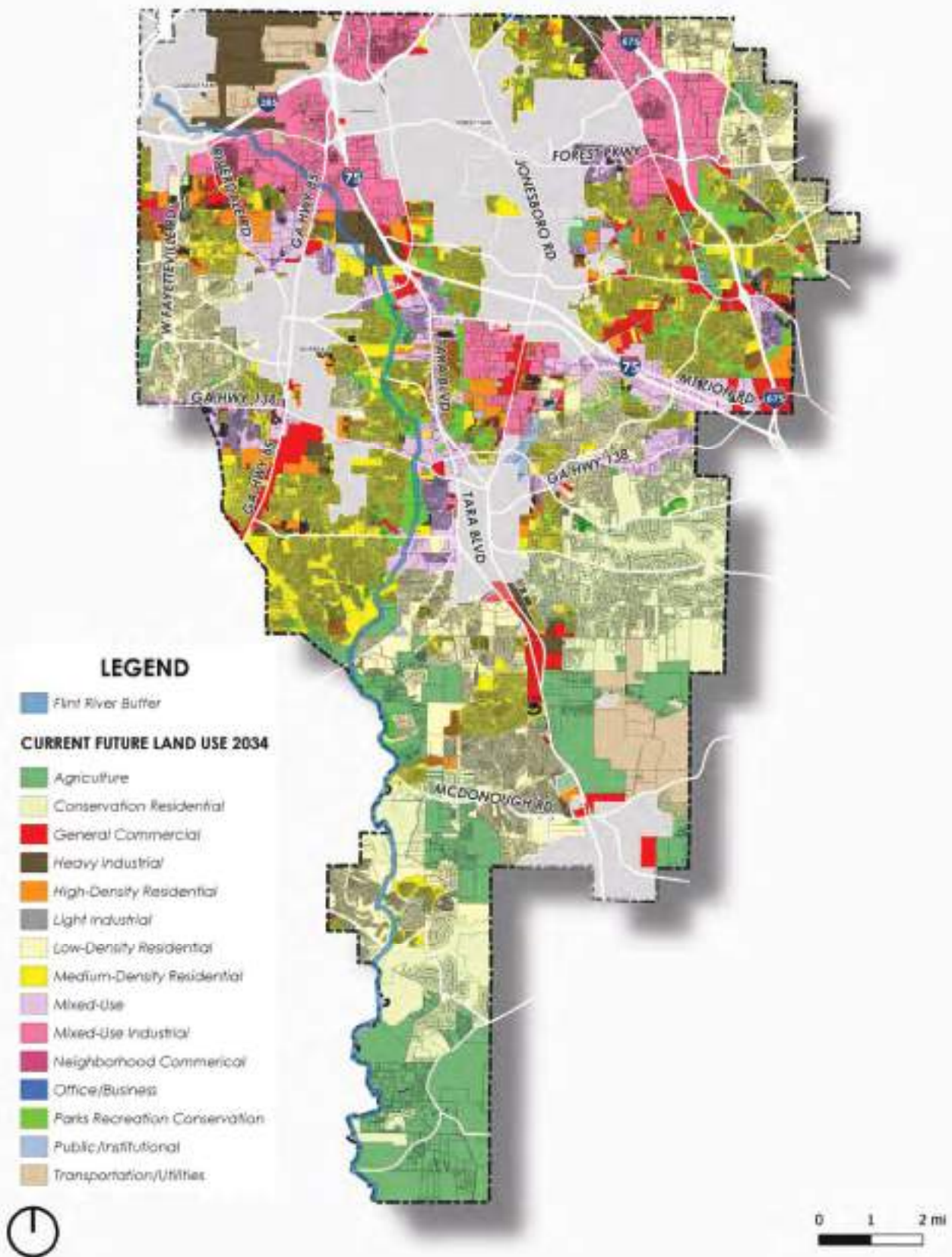


Figure 42. 2034 Future Land Use Map (2024)

Future Land Use (FLU) Categories



Image Caption: View of UGArden Student Community Farm

Source: University of Georgia (2020)

Agriculture: A low-density land use primarily including agricultural uses, forestry and estate residential areas.



Image Caption: View of a single-family home in Riverdale, Georgia

Source: Google Street View (2023)

Conservation Residential: The lowest density of residential uses, intended for single-family housing without use of public utilities. Densities are lower than two dwelling units per acre (du/ac).



Image Caption: View of Southlake Mall in Morrow, Georgia (2023)

General Commercial: Intended for land dedicated to non-industrial business uses including retail sales, service, and entertainment facilities. General commercial is the most intense, allowing facilities that may target larger businesses.



Image Caption: View of industrial plant

Source: Mica Asato (2018)

Heavy Industrial: This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. These uses are often loud, disruptive, or whose effects may be felt by nearby uses. Flex-offices may be located in the Industrial Park District (INDP).



Image Caption: View of a multi-family development in Clayton County

Source: Summit Contracting Group (2023)

High-density Residential: The highest single-use residential density in unincorporated Clayton County, with densities from 8 to 18 du/ac.



Image Caption: View of a gas station

Source: Mehluli Hikwa (2019)

Light Industrial: This category is for land dedicated to assembly, warehousing, wholesale trade facilities, and other industrial uses which could coexist with some business uses.



Image Caption: View of a single-family home in Georgia (2023)

Low-density Residential: Low-density residential developments which may or may not use public utilities. Densities range from 2 to 4 du/ac.



Image Caption: View of a multi-family homes in Georgia (2023)

Medium-density Residential: Moderate-density residential housing, including some duplex housing with densities ranging from 4 to 8 du/ac.



Image Caption: View of Avalon mixed-use development in Alpharetta, Georgia

Source: KnowAtlanta (2021)

Mixed-use: Allows a mixture of retail, residential, and office uses in a town center style. Uses may include residentially compatible retail uses such as grocery stores, drugstores, banks on ground floors or fronting on commercial streets. There may also be a residential component including lofts, condominiums, apartments, town homes, and smaller single-family houses located above commercial uses or in other portions of the development. Residential densities of 4 to 16 dwelling units per acre are appropriate. Higher densities may be allowable if the mix of uses results in a town center style development which can be expected to cut down the number of car trips that would otherwise be generated. A key method for reducing car trips would be balancing the likely jobs with supplied appropriately priced housing. Mixed-use development must be designed to encourage walking and bicycling as well as be designed to be transit-ready. Densities should be approximately 72 du/ac.

Mixed-use Commercial Industrial: Allows a mixture of office, commercial, and light industrial uses as well as possible recreational uses. Industrial uses should be oriented towards producing value rather than extracting it, and industrial uses that undermine office uses such adult-oriented businesses, landfills, etc. should look elsewhere. Mixed-use Commercial-Industrial development must be designed to encourage walking and bicycling between uses as well as be designed to be transit-ready. Open space and green space areas, should be networked to create corridors of recreational areas, further layering the allowed uses.



Image Caption: View of Halycon development in Forsyth County

Source: Josh Green (2021)

Transit-Oriented Development (TOD): Includes land uses of moderate to high-density near transit stations or a range of mobility options. TOD areas should encourage a mix of uses, walkability, appropriate redevelopment of vacant and/or underutilized properties. Uses may include medical offices and services, offices and businesses uses, mixed-use multi-family residential and retail, and adequate greenspace. Densities should be at minimum 15du/ac with no recommended maximum.



Image Caption: View of a small commercial node in Riverdale, Georgia

Source: Google Street View (2023)

Neighborhood Commercial: Areas designed to serve the daily needs of adjacent neighborhoods with smaller-scale retail and service uses. These areas are intended to cater to smaller markets within a quarter- to half-mile radius and must be at least one mile apart from each other. Drive-thru uses and fast food restaurants are prohibited. Pedestrian and bike access, as well as sit-down restaurants with outdoor seating, are encouraged.



Image Caption: View of Victory Landing Logistics Center in Clayton County (2023)

Office/Business: Land use dedicated to office, banking, or other personal business services and not focused on retail uses.



Image Caption: View of Newman Wetlands Center in Clayton County (2023)

Parks and Recreation Conservation: This category is intended for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, natural forests, golf courses, recreation centers, or similar uses.



Image Caption: View of a planned unit development

Source: Daniel R. Mandelker (2007)

Planned Unit Development: This category provides flexibility in the regulation of land development and encourages innovation in land use in terms of variety, design, layout, and structure type. These areas encourage a combination of single-family detached/attached housing and a mixture of compatible residential and commercial uses. The mixture of uses is intended for a sixty (60) to forty (40) ratio. It allows the preservation and protection of natural features, pedestrian trails and open space, promotes the efficient provision of public services and utilities, and minimizes adverse traffic and environmental impacts.



Image Caption: View of Southern Regional Medical Center (2023)

Public/Institutional: This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.



Image Caption: View of a sewerage treatment plant
Source: Patrick Federi (2021)

Transportation/Utilities: This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Land use - Zoning Classification Matrix

Future Land Use Designation	Zoning Classifications															
	AG	ER	CS	RS-180	RS-110	RG-75	RMH	RMTSF	RM	RTH	PUD	UV	MXR	NMX	MX	MMX
Agriculture																
Conservation Residential																
General Commercial																
Heavy Industrial																
Light Industrial																
Low-Density Residential																
Medium-Density Residential																
High-Density Residential																
Mixed-Use																
Mixed-Use Commercial-Industrial																
Transit-Oriented Development																
Neighborhood Commercial																
Office/Business																
Parks/Recreation/Conservation																
Planned Unit Development (PUD)																
Mixed-use PUD																
Public/Institutional																
Transportation/Utilities																

AG — Agriculture

ER — Estate Residential District

CS — Conservation Subdivision District

RS-180 — Residential District 180

RS-110 — Residential District 110

RG-75 — Residential District 75

RMH — Mobile Home District

RMTSF — Residential Multi-Family to Single-Family

RM — Multi-family Residential District

RTH — Single-Family Residential Attached Townhome

PUD — Planned Unit District

UV — Urban Village

MXR — Mixed-Use Residential

NMX — Neighborhood Mixed-Use

MX — Mixed-Use District

MMX — Medical Mixed-Use

MCD — Medical Center District

MC — Medical Center

MXI — Mixed-Use Commercial-Industrial

Zoning Classifications																	Future Land Use Designation
RMX	GB	OI	OIV	WH	LI	HI	INDP	IP	TOD	MVEDU	MVIMO	MVMME	MVMUR	MVREN	MVRMR	ODGRN	
																	Agriculture
																	Conservation Residential
																	General Commercial
																	Heavy Industrial
																	Light Industrial
																	Low-Density Residential
																	Medium-Density Residential
																	High-Density Residential
																	Mixed-Use
																	Mixed-Use Commercial-Industrial
																	Transit-Oriented Development
																	Neighborhood Commercial
																	Office/Business
																	Parks/Recreation/Conservation
																	Planned Unit Development (PUD)
																	Mixed-use PUD
																	Public/Institutional
																	Transportation/Utilities

RMX — Regional Mixed-Use

GB — General Business

OI — Office/Institutional

OIV — Office Institutional Vertical

WH — Warehouse District

LI — Light Industrial

HI — Heavy Industrial

INDP — Industrial Park District

IP — Industrial Park

TOD — Transit-Oriented Development

MVEDU — Mountain View Overlay - Education

MVIMO — Mountain View Overlay - International Mixed-Use Office

MVMME — Mountain View Overlay - Mixed Use Makers and Advanced Manufacturing

MVMUR — Mountain View Overlay - Mixed-Use Residential

MVREN — Mountain View Overlay - Regional Entertainment

MVRMR — Mountain View Overlay - Regional Mixed-Use Retail

ODGRN — Overlay District - Greenspace

ODMUR — Overlay District - Mixed-Use Residential

ODHTL — Overlay District - Hotel & Mixed-Use Retail

ODMMX — Overlay District - Medical Mixed-Use

Development Patterns

In assessing land use during this process, the following development patterns emerged:

- Residential growth has been experienced throughout the County, particularly in Districts 1 and 3.
- The County has experienced industrial growth, particularly near Fort Gillem, with some light industrial/distribution center growth in the Mountain View area.
- Small areas of industrial land uses have been situated throughout the County, in many cases adjacent to residential areas.
- The County has been working with Metro Atlanta Regional Transit Authority (MARTA) to align land uses with future Bus Rapid Transit (BRT) station locations – to encourage higher-density, mixed-used development at these nodes.

Development Opportunities

Through various site tours, stakeholder input, and public engagement, a series of Development Nodes were identified throughout the county. Many of these nodes are located within the county boundaries, as they are projected to have a significant impact on the county's future development and growth. The development nodes are shown on the following three maps as: Existing Assets; Metro Atlanta Regional Transit Authority (MARTA) Bus Rapid Transit (BRT)/Transit-Oriented Development (TOD) Nodes and Proposed Tara Blvd LCI Locations; and Proposed Clayton County Comprehensive Plan Development Nodes. Together these three maps showcase areas of interest for investment and redevelopment for the County.

Type	Name	#
Existing Assets	Mountain View	1
	Clayton State University	2
	Southlake Mall	3
	Southern Regional Medical Center	4
	Hartsfield-Jackson Atlanta International Airport	5
	Fort Gillem	6
	Virginia Burton Gray Recreation Center	7
	South Clayton Recreation Center	8
	Lake Spivey Recreation Center	9
	Jim Huie Recreation Center	10
	Carl Rhodenizer Recreation Center	11
	J.W. Smith Reservoir	12
	Shamrock/Blalock Reservoir	13
	Shoal Creek Reservoir	14
MARTA BRT/ TOD Nodes	Overlay 1	15.1
	Overlay 2	15.2
	Overlay 3	15.3
	Overlay 4	15.4
Proposed Tara Boulevard LCI Locations	Tara Boulevard Node	16.1
	Jonesboro Node	16.2
	Lovejoy Node	16.3
Aerotropolis Blueprint Catalytic Site	Forest Square (Aerotropolis)	17.1
	Owens-Illinois (Outside County)	17.2
	1001 International Blvd. (Outside County)	17.3
Aerotropolis Blueprint Community Sites	Dixie Road	17.4
	5711 Jonesboro	17.5
	Old National	17.6
	Mountain View	17.7
Proposed Clayton County Comp Plan Development Node	Anvil Block	18
	Conley	19
	Harvest Urban Village	20
	Rex Village	21
	Clayton County Facility Headquarters	22
	Tara Boulevard at Freeman Road	23
	Ellenwood	24
	Noahs Arc at Industrial Boulevard	25
	Panhandle Road & New Hope Road	26
	Panhandle Road & Hampton Road	27
	Fortson Road & Wildwood Road	28
	Inman Road & Woolsey Road	29

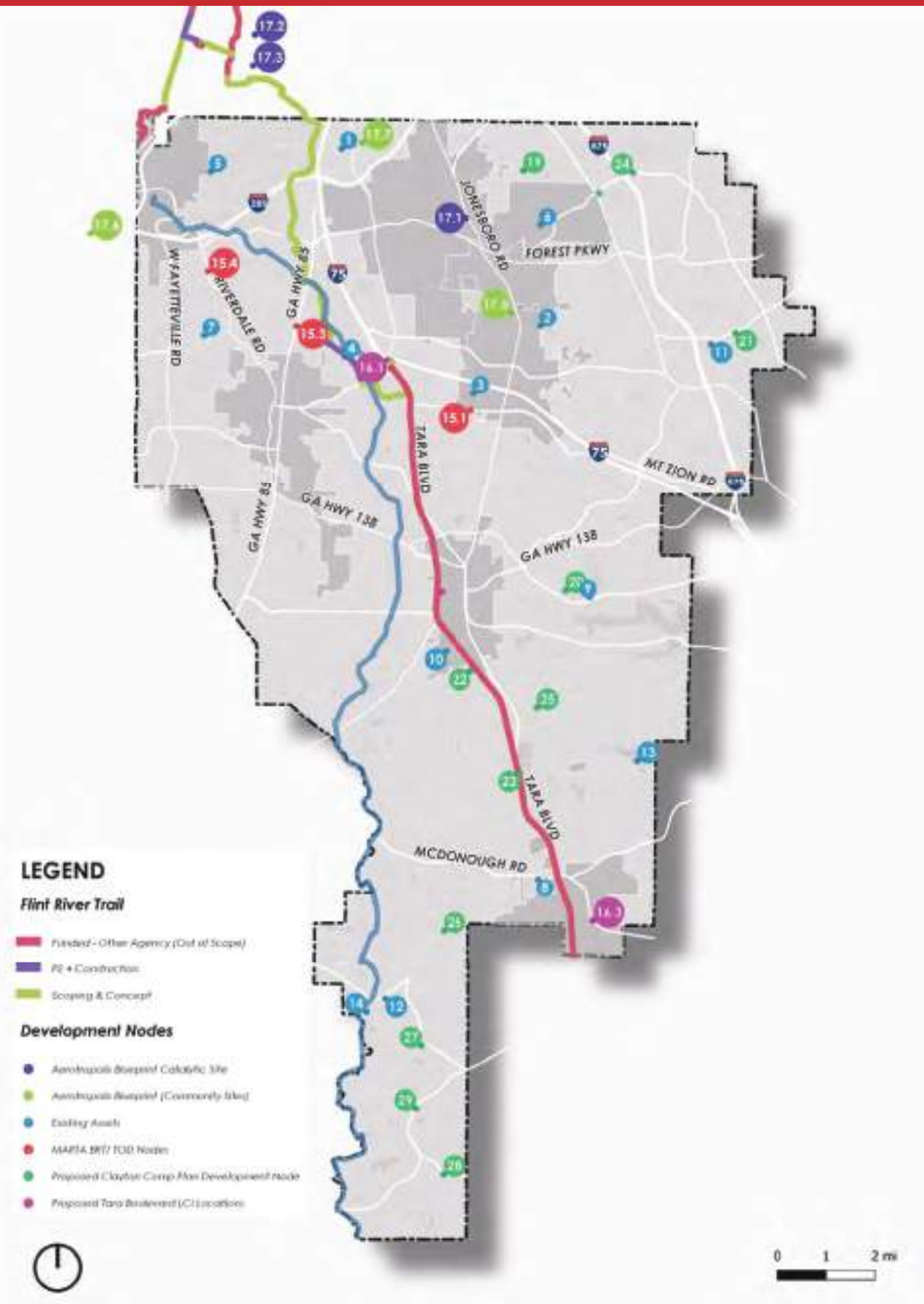


Figure 43. Development Nodes Map (2024)

Key Land Use and Development Takeaways:

- While residential growth has increased, commercial growth has not kept a similar pace and some residential developments are not well served by commercial services
- Industrial next to legacy residential has created incompatible development adjacencies leading to transportation and quality of life concerns
- Community has expressed concerns and impact on health generated from proximity to airport (fuel dump of landing planes) and industrial land uses (air and water pollution, noise mitigation)
- There is interest in focusing industrial growth in industrial supported areas, such as Fort Gillem
- Mountain View is a key development site that has seen some investment and has potential to be a regional mixed-use node
- The County has begun aligning land uses and zoning with BRT station locations to support higher density, mixed-use development.
- Southern Regional Medical Center has expanded its offerings/services and is a regional medical hub, with opportunities for adjacent medical growth



Image Caption: View of consultant team and community members at a community engagement event (2024)

2.9 COMMUNITY ENGAGEMENT

Clayton County utilized a variety of techniques and levels of involvement to gain a complete understanding of existing conditions, community goals and values, needs and opportunities, and desires for the future. As detailed below, this process included both traditional and non-traditional techniques to reach broad and diverse audiences such as project management team meetings, stakeholder interviews, a Steering Committee, public meetings, pop-up events, social media and an interactive website through Social Pinpoint. The Team advertised all events and engagement opportunities in coordination with the Clayton County Office of Communications to utilize CCTV23/99, Facebook, Instagram, and Twitter to promote engagement and to maximize outreach to the public as approved by the County. We also directly produced and distributed flyers to key locations across the county in the lead up to each public meeting series and encouraged participation through an email communication list and the steering committee.

In this chapter, we detail the engagement tools, techniques, and methods that were used throughout the planning process.

Clayton County Municipal Meetings

This engagement process began with an initiatory presentation to the Zoning Advisory Group on August 28, 2023, and a formal presentation to the Clayton County Board of Commissioners by way of Public Hearing on September 19, 2023. Participation in this standing hearing of the County officially kicked off the planning process with the public. The Team also made a second appearance with these bodies at conclusion of the process to officially request adoption of the Future Focus Clayton County Comprehensive Plan on July 1, 2024 and July 16, 2024, respectively.



Image Caption: View of a community engagement event (2023)

Stakeholder Interviews

Soon after, we began to conduct interviews with key stakeholders to further understand the needs that are most important to the community and the opportunities that may exist throughout the County. Between September and October 2023, we met with 22 stakeholders to learn more about the community's issues and opportunities, and to learn what values and objectives to prioritize in the planning process. This feedback was crucial to help guide the Future Focus Clayton Comprehensive Plan in reflecting a wide and representative variety of wants, needs, and desires within Clayton County. Below is the list of interviewees:

- Clayton County Staff
 - September 27, 2023
 - i. Landry Merkison (Deputy Chief Operating Officer)
 - October 3, 2023
 - i. Troy Hodges (Director of Parks and Recreation)
 - ii. Jeff Metarko (Director of Transportation)
 - October 19, 2023
 - i. Erica Rocker-Wills (Director of Economic Development)
 - ii. Detrick Stanford (Chief Operating Officer)
 - October 23, 2023
 - i. Jaime Montalvo (Chief Information Officer)
 - ii. Takiyah Moore (Deputy Chief Information Officer)
 - iii. Larry Vincent (Director of Development Authority)
 - October 24, 2023
 - i. Nicole Horne (Youth Services Administrator)
 - ii. Ciara Dunn (Youth Services Program Coordinator)
- Clayton County Elected Officials
 - September 27, 2023
 - i. Dr. Alicka Anderson (District 1 County Commissioner)
 - September 28, 2023
 - i. Felicia Franklin (District 3 County Commissioner)
 - ii. DeMont Davis (District 4 County Commissioner)
 - October 3, 2023
 - i. Jeffrey Turner (Board of Commissioners Chairman)
- External Stakeholders
 - September 27, 2023
 - i. Shannon James (Aerotropolis Alliance)
 - October 4, 2023
 - i. Dr. Montrese Adger-Fuller (Clayton State University)
 - ii. Dr. Archie Cephas (Clayton State University)
 - iii. Dr. Andrew Smith (Clayton County Public Schools)
 - iv. Dr. Ebony Lee (Clayton County Public Schools)
 - v. Jada Dawkins (Clayton County Public Schools)
 - vi. Shakira Rice (Clayton County Public Schools)
 - vii. Gerald McDowell (Aerotropolis Atlanta Community Improvement Districts)



Image Caption: View of a community members participating at a community engagement event (2023)



Image Caption: View of a community members participating at a community engagement event (2024)

Steering Committee

We worked closely with a Steering Committee comprised of stakeholder groups including residents, business and property owners, non-profit organizations, community groups, and others identified with guidance from the County. The Team met with the committee as a group three times during the planning period and consulted them individually as necessary to provide input to the identification of goals, vision, needs, and proposed solutions. Additionally, all significant findings and recommendations were presented to the committee for review, validation, and feedback, as well as any boards, handouts, and presentations prior to public meetings.

The Steering Committee was comprised of members representing:

- Aerotropolis Atlanta
- ATL Airport Community Improvement Districts
- Atlanta Regional Commission
- Clayton County Board of Education
- Clayton County Chamber of Commerce
- Clayton County Code Enforcement Unit
- Clayton County Departments (Community Development, Economic Development, Fire & Emergency Services, Parks and Recreation, Senior Services, Transportation & Development, and Youth Services)
- Clayton County Library System
- Clayton County Sheriff's Office
- Clayton County Soil & Water Conservation District
- Clayton State University
- Georgia Department of Transportation
- See Clayton County Convention and Visitors Bureau
- Other County appointees



Image Caption: View of the steering committee at Newman Wetlands Center during a county bus tour (2023)

Steering Committee Meeting 1 – Project Orientation

Steering Committee Meeting 1 consisted of a virtual presentation to introduce the project's intent, process and schedule, and set expectations for the steering committee while collecting initial input on the previous Comprehensive Plan's vision and goals. The Team also used this meeting as an opportunity to encourage committee members to advertise Public Meeting Series 1 with their networks.

- Meeting #1 – Zoom (with access via email distribution list) on Monday, October 23, 2023, 6:00 – 8:00 PM

Steering Committee Meeting 2 – Goals and Visions

Steering Committee Meeting 2 consisted of a brief presentation covering existing conditions analysis and the results of Public Meeting Series 1's goals/visioning input. Additionally, the Team collected input on needs, and identified and brainstorm ideas for future development, strategies, and improvements. The Team also used this meeting as an opportunity to encourage committee members to advertise Public Meeting Series 2 with their networks.

- Meeting #2 – Jim Huie Recreation Center on Friday, February 2, 2024, 11:00 AM – 1:00 PM

Steering Committee Meeting 3 – Community Work Program

Steering Committee Meeting 3 consisted of a brief presentation to review Comprehensive Plan draft concepts and collect feedback on various plan elements, particularly the Community Work Program (CWP), as well as an interactive display of five character area maps for discussion. The Team also used this meeting as an opportunity to encourage committee members to advertise Public Meeting Series 3 with their networks.

- Meeting #3 – Flint River Community Center on Thursday, April 11, 2024, 10:00 AM – 12:00 PM



Image Caption: View of the steering committee at during a community engagement event (2023)

Public Workshops And Open Houses

The Team hosted six public workshops and open houses between October 2023 and April 2024. These public workshops and open houses were hosted at key stages in the planning process to educate and gain feedback from stakeholders in and around the County. Each series prioritized different aspects of the comprehensive planning process, and exercises were developed and available at the events to provide attendees with knowledge about the project and encourage active participation in the process. For additional details regarding the public meetings and gathered feedback, view the accompanying plan appendix.



Image Caption: View of a community members participating at a community engagement event (2023)

Public Meeting Series 1 – “We’re Listening!” A Community Kick Off & Listening Session

Public Meeting Series 1 consisted of two meetings (#1 and #2) to officially kick off the project, introduce the project’s intent, process and schedule, and collect input on existing conditions and the previous Comprehensive Plan’s vision and goals, as well as launch the project site (futurefocusclayton.com) and its associated community survey and interactive map series. The Team presented a brief presentation followed by an interactive workshop with seven activity boards. These activity boards served as a SWOT Analysis, asking for public input on the Strengths, Weaknesses, Opportunities, and Threats within the county. The input received at this juncture not only provided a framework for understanding the current state of the community, but also provided critical insight for the development of an actionable, goals-centric plan and new community work program items. For five of the activity boards, each participant was given sticky notes and directed to write down different issues and opportunities they support and want prioritized within the previous comprehensive plan’s major elements (economic development, housing, intergovernmental coordination, land use, and transportation). For the second activity, participants were given dot stickers and asked to indicate locations where they would like to see more development on a study area map of Clayton County. For the last activity, participants were given sticky notes and asked to provide their thoughts on the prompts: 1) “Who is Clayton County?” and 2) “Who do we want to be?”

- Meeting #1 – Sonna Singleton Gregory Senior Center (District 1) on Monday, October 23, 2023, 6:00 – 8:00 PM.
 - Total attendees: 22
- Meeting #2 – Flint River Community Center (District 3) on Wednesday, October 25, 2023, 6:00 – 8:00 PM
 - Total attendees: 64

Public Meeting Series 2 - Design Charrette

Public Meeting Series 2 consisted of two meetings (#3 and #4) to present existing conditions analysis and the results of visioning input, collect additional input on needs, and identify and brainstorm ideas for future development, strategies, and improvements. The Team presented a brief presentation to followed by an interactive workshop with seven activity boards and two large maps. One map displayed Clayton County's current future land use map (FLUM) and highlighted areas where potential FLUM changes would be recommended. Participants were given sticky notes and asked to provide their thoughts on these highlighted areas and indicate other potential development nodes. The other map displayed the County's road network; and participants were asked to provide their thoughts on mobility changes throughout the county on sticky notes. Input received via the maps was incorporated into the SWOT analysis. The boards contained the same activities as in Public Meeting Series 1.

- Meeting #3 – Lakeview Event Center (District 4) on Monday, February 12, 2024, 6:00 – 8:00 PM
 - Total attendees: 10
- Meeting #4 – Frank Bailey Senior Center (District 2) on Monday, February 19, 2024, 6:00 – 8:00 PM
 - Total attendees: 10



Image Caption: View of a community members at a community engagement event (2023)

Public Meeting Series 3 – Recommendations Open House

Public Meeting Series 3 consisted of two meetings (#5 and #6) to present the Draft Comprehensive Plan draft concepts, collect feedback on plan elements, and to present an opportunity to remain engaged in the process going forward. For the final in-person meeting, the Team showed a brief presentation before shifting to an open house, drop-in style meeting with voting and budgeting exercises to highlight critical aspects of the final plan to the public. Attendees were given \$100 USD in faux money and asked to “fund” various aspects of the CWP by placing their money in specified buckets for each plan element. They were also given four stickers to “vote” for their highest priority CWP item and encouraged to speak amongst themselves about priorities within the County. For the virtual meeting, attendees were presented the same information via Zoom and asked to complete the voting and budgeting exercises virtually on the project’s website.

- Meeting #5 – Flint River Community Center (District 3) on Thursday, April 18, 2024, 6:00 – 8:00 PM
 - Total attendees: 12
- Meeting #6 – Zoom (access via project website) on Tuesday, April 23, 2024, 6:00 – 8:00 PM
 - Total attendees: 8



Image Caption: View of a community members participating at a community engagement event (2024)

Pop-up Events

The Team tabled two pre-existing events between October 2023 and April 2024 as pop-up opportunities. Pop-up events are an excellent way to connect with the community right where they are, at places or events where a significant number of people is expected.

Pop-up Event 1 – Communities on the Rise

We participated in District 3 Commissioner Franklin’s Communities on the Rise Event during the first phase of this planning process. This Pop-up was used primarily as an opportunity to inform the public about the planning effort and drive traffic to the online engagement activities between Public Meeting Series 1 and 2. The Team presented the same material at this event as Public Meeting Series 1, including a brief presentation followed by an interactive workshop with seven activity boards. The Team also distributed study information, meeting flyers, call to action flyers to participate in online activities and comment forms for the public to provide input.

- Pop-up Event #1 – Jim Huie Recreation Center (Riverdale) on Saturday, November 11, 2023, 10:00 AM – 12:00 PM



Image Caption: View of a community members during a pop-up event at Clayton County SpringFest (2024)

Pop-up Event 2 – SpringFest 2024

The Team participated in Forest Park’s annual SpringFest Event during the final phase of this planning process. This Pop-up was used primarily as an opportunity to solicit feedback about the comprehensive plan from families with young children while promoting the upcoming Public Meeting Series 3. Attendees were invited to interact with three activity boards showing a series of photos of different density typologies and asked to review the images. Participants were then asked to apply a red or green dot on what they felt is an appropriate or inappropriate density for potential development nodes and to leave sticky note comments describing why they felt a particular way about the images. As a youth-oriented activity, participants were given dry erase markers and asked to write or draw their responses to the prompts: 1) “My favorite thing about Clayton County is...,” 2) “My favorite place to go Clayton County is...,” and 3) “My favorite thing to do in Clayton County is...” Additionally, adolescent participants were encouraged to write themselves “postcards from the future” and talk about their idealized future vision of Clayton County. The Team also distributed meeting flyers and comment forms for the public to provide input.

- Pop-up Event #2 – Kiwanis Stadium (Forest Park) on Saturday, March 30, 2024, 1:00 – 3:30 PM



Image Caption: View of community feedback collected during a pop-up event at Clayton County SpringFest (2024)

Online Engagement

Online engagement provides a convenient way to engage with the public and to share information. During the first phase of engagement, we launched a project site, FutureFocusClayton.com, as an online hub to serve as the central location for project information including project overview and schedule, outreach event announcements, and plan documents. The site also hosted two engagement activities, the community survey and interactive map, as a convenient way to engage with the public and collect feedback on issues that could influence the comprehensive plan's visions and goals.

Additionally, timely and strategic content was developed for the County to post on its own social media channels as calls to action for engagement opportunities and events. We also coordinated with Clayton County Communications Department to utilize existing County marketing outlets such as CCTV23/99, the Clayton Connected Podcast, and the Mobile Community to maximize digital outreach.

Online Community Survey And Interactive Map

We launched an online survey and interactive map to collect feedback on issues relating to Clayton County. Though originally intended to end following the first public meeting series, both the survey and the map remained available for feedback until March 2024, and each received 140 and 135 responses, respectively. Stakeholders and the general public accessed the community survey and interactive map through the project website, and the results from these activities were incorporated into the updated vision and goals for the plan.

The community survey was divided into five parts based on the major topic areas identified in the previous comprehensive plan (housing, transportation, economic development, land use, and intergovernmental coordination). Each section began by presenting a preselected list of priorities derived from the previous comprehensive plan and asked respondents to rank those priorities on a scale from one (low priority) to five (high priority). Respondents then had an opportunity to identify their top priority in a few words before continuing to the remainder of the section-specific questions. Respondents were also asked about their demographic information at the end of the survey.

Similarly, the community contributed to the interactive map by leaving a comment and sharing their thoughts about Clayton County's direction across seven categories (Destinations/Hotspots; Development Concerns; Development Potential; Mobility Issues; Parks and Greenspace; Safety Concerns; Other Ideas and Suggestion). They accomplished this by zooming the map to the area of concern, clicking "Add Comment" at the top of the webpage, deciding which pin category most closely aligned with their comment or concern, and then dragging that pin to the location and dropping it. After placing the pin, they added comments to provide more information and had the option to upload a photo to support the comment or provide an example of a good solution.



Image Caption: Comments on the Social PinPoint interactive map (2024)

An aerial photograph of an airport, showing runways, taxiways, and surrounding land. The image is covered with a semi-transparent green filter. The text "03 IMPLEMENTATION" and "CLAYTON TAKES FLIGHT" is overlaid in white, bold, sans-serif font.

03 IMPLEMENTATION

CLAYTON TAKES FLIGHT

03 IMPLEMENTATION: CLAYTON TAKES FLIGHT

This section addresses the assessments and community engagement outlined in the previous pages by summarizing identified assets and challenges and sharing the overarching community vision, goals, and policies to address these goals. The specific actionable tasks and projects are listed in the Community Work Program at the end of this section.

3.1 VISION

The Community Vision serves as the foundation of the comprehensive plan, directly derived from engaging community members. It represents the collective aspirations and desires of the community. All aspects of the plan, such as goals, needs, opportunities, action items, and the work program, are intricately tied to and guided by this vision. By aligning efforts with the community's vision, the aim is to create a more inclusive and prosperous future for Clayton County.

“Clayton County aims to create a safe, accessible, and vibrant community, through collaborative partnerships, with abundant economic opportunities, diverse housing options, and enhanced healthcare. The County is a destination where the world lands and opportunities take off for all to stop, stay, and experience the beauty of our county while ensuring everyday needs and services are within reach.”

3.2 GOALS

The 2024 updated goals address the needs and opportunities within each of these areas while supporting the overall community vision. The goals are aligned with the following key areas of focus: Land Use; Transportation; Housing; Economic Development; Intergovernmental Coordination; Broadband; and Health, Sustainability, and Wellness.



Land Use



Transportation



Housing



Economic
Development



Intergovernmental
Coordination



Broadband



Health, Sustainability,
and Wellness



LAND USE

Goal Items

1. **Allow for Focused and Compatible Industrial Growth:** Focus industrial and warehouse growth to areas that are compatible to this type of use and transportation needs.
2. **Leverage Greenspace and Natural Resources for Community Quality of Life:** Preserve and enhance parks, greenspace, and natural resources. Create a variety of scales and types of park space
3. **Enhance the Visual Appeal and Quality of Development along Key Corridors:** Address blighted and abandoned buildings; Integrate transportation infrastructure improvements to attract new, quality development; Ensure pedestrian-friendly development.
4. **Focus Development Efforts and Public Investment at Mountain View and Tara Boulevard at Old Dixie Nodes:** Prioritize development and continued growth of the Mountain View area and Tara Blvd at Old Dixie - key gateways into the County. Ensure high-quality, pedestrian-friendly development; Align transportation infrastructure improvements to attract high-quality development.
5. **Coordinate Transit-Oriented Development (TOD) implementation at Bus Rapid Transit (BRT) stations.**
6. **Grow MedTech and Supporting Mixed-Land Uses in the Southern Regional Medical Center area:** Support mixed-use redevelopment near the SRMC, focused on MedTech and supporting uses.
7. **Ensure Housing Options for All Residents:** Implement a variety of housing types and affordability throughout the County.
8. **Integrate Neighborhood Serving Commercial Nodes Accessible to Residential Growth:** Provide neighborhood services convenient to residential areas that lack access to commercial/retail uses.
9. **Introduce façade grant or enforce a penalization policy** for poorly maintained residential and commercial properties.

Assets

- TOD opportunities with MARTA BRT route
- Opportunity and growth at Mountain View
- Development and growth potential near Southern Regional Medical Center
- Investment and associated growth in the Fort Gillem area
- Upgraded and accessible parks and recreation centers
- Clayton County Water Authority has installed renowned waste water treatment facilities. This has relieved land from water treatment to be used, in the future, for additional parks/greenspace to serve the community.
- Limit FLUM amendments to ensure consistency with Comprehensive Plan.

Challenges

- Market demand/pressure for industrial/warehousing use, especially near the airport contradicting a desire for mixed-use, high quality development near the airport. Concerns for incompatible development adjacencies - new industrial next to legacy residential
- Lack of attractions, entertainment venues, and high-quality, mixed-use development near the Airport.
- Concerns along major corridors include: lack of pedestrian-friendly development; underutilization of land; undesirable uses; declining and blighted commercial development
- Median home value is 40% lower than the MSA. There is an interest in increasing the amount of middle income and higher housing stock, while preserving affordability throughout the County.
- Flint River flooding issues, especially near the Southern Regional Medical Center make hospital access a challenge and have caused flooding issues on residential properties along the river.
- Residential growth, mostly in District 1 and 3, outpacing complimentary commercial growth
- Concerns regarding step-down zoning near mixed-use/industrial areas

Policies

1. Focus industrial growth in identified areas, occurring to the FLUM and Character Area Map, including areas in and near Fort Gillem and south of the H-JAIA.
2. Ensure compatibility between land uses when rezoning cases occur, such as industrial adjacent to legacy residential, taking into account transportation and health impacts on the surrounding community
3. Support investment in existing community greenspaces and new greenspaces at a variety of scales and uses to serve the entire community, with an intention of having a community greenspace within walking distance to all residents.
4. Focus county resources and investment in support of growth at the Mountain View, Tara Boulevard at Old Dixie, and Clayton State University nodes
5. Support the partnership with MARTA to implement Bus Rapid Transit Oriented Locations
6. Support zoning regulations, infrastructure improvements, and economic development efforts to attract MedTech and supporting uses to the Southern Regional Medical Center (SRMC) area
7. Support zoning and other regulatory tools that allow for a variety of housing types and affordability
8. Support a balance of residential growth with neighborhood serving commercial growth to support quality of life for all residents
9. Support Flint River initiatives and ensure land uses adjacent to the Flint River support the future trail development and economic growth.



TRANSPORTATION GOAL

Goal Items

1. **Implement Pedestrian and Bicycle Connectivity:** implement trail and sidewalk infrastructure throughout the County to connect the community to key locations and future BRT.
2. **Improve Pedestrian and Bicycle Safety:**
3. **Enhance Safety for all Modes, Overall Beautification, and Safety of Key Corridors with Streetscape Improvements.**
4. **Promote MARTA BRT Implementation and Bus Stop Locations.**
5. **Address Aging Infrastructure:** Road surface.
6. **Improve Transportation Infrastructure to Support Key Development Sites:** Road improvements, reconfigurations, widening, redesign to support development at Mountain View, Tara Boulevard/Old Dixie, and Clayton State University.

Assets

- MARTA BRT lines being planned
- Trail plan provides opportunities for implementation, but needs updating
- Potential for underground infrastructure

Challenges

- Lack of sidewalks and safe pedestrian access throughout the community
- Need more bus shelters
- Road conditions - potholes
- Limited implemented multi-use paths throughout County
- Truck traffic/movement associated with industrial/warehousing adjacent to non-compatible uses
- Transportation funding is insufficient to cover maintenance of existing infrastructure and to build new
- Several major roadways (Tara Blvd, SR 85, etc.) are unsafe for bicyclists and pedestrians, and lack basic bike or pedestrian infrastructure.
- Critical gap of access to university & healthcare resources/ services, Fort Gillem, and other high commerce areas
- Transit reliability and route permanence

Policies

1. Prioritize key trail and multi-use path connections within the County
2. Support the County/MARTA partnership to ensure successful implementation of the MARTA Bus Rapid Transit system and improvements to the existing local bus service
3. Prioritize bicycle and pedestrian facilities and improved safety
4. Prioritize bicycle and pedestrian access to planned and future transit
5. Support streetscape improvements in key redevelopment areas including Tara Boulevard, Mountain View, and Clayton State University nodes
6. Prepare for the next SPLOST and identify key transportation improvements
7. Support road improvement upgrades and maintenance funding



HOUSING GOAL

Goal Items

1. **Create and preserve a variety of housing options** for existing and future residents, from senior housing, missing middle housing, to affordable housing, middle-income housing and high end housing.
2. **Monitor/manage investor-purchased housing and absentee landlords.**
3. **Support existing/legacy residents in maintenance and upkeep/maintenance of homes.**
4. **Support mixed-use development with a variety of housing types and affordability:** within new development as well as incorporating a mix of uses near existing residential to provide access to everyday neighborhood services.
5. **Coordinate housing efforts with economic development efforts:** Support housing efforts at Mountain View and Tara Blvd/Old Dixie.
6. **Support programs and policies which guide residents on a pathway to homeownership.**

Assets

- Variety of home price points (although limited)
- Residential development increasing in the panhandle
- Regional access to interstates and H-JAIA - leverage for housing growth

Challenges

- Lack of affordable housing for seniors
- Lack of a middle income housing stock
- Lack of neighborhood commercial nodes in growing residential areas
- Median home value is 40% lower than the MSA
- High number of vacant properties
- High number of rental properties, particularly unmaintained properties
- Low number of owner-occupied housing versus (poorly maintained) investor-owned properties

Policies

1. Highlight and build on success of the Lake Spivey housing market
2. Ensure new multi-family housing includes amenities, such as on-site property management, access to neighborhood retail and services
3. Explore strategies to introduce new and additional housing, including Public Private Partnerships (PPP)
4. Support affordable housing partners to preserve affordability in the County
5. Support land use and zoning policies that support missing middle housing
6. Encourage efforts to address blighted and mismanaged properties throughout the county



ECONOMIC DEVELOPMENT GOAL

Goal Items

1. Attract high quality, mixed-use development.
2. Promote arts and culture as an economic tool.
3. Attract high-quality jobs.
4. Encourage young workforce development and jobs placement.
5. Facilitate partnerships with affiliated governments and agencies.
6. Improve coordination of economic development and planning.
7. Coordinate economic development efforts with infrastructure and planning needs on Mountain View and Tara Boulevard at Old Dixie node.
8. Improve quality of life through focus on health, safety and welfare of residents.
9. Improve image and perception of the County to attract quality development and investment.
10. Partner with Clayton State University by utilizing and expanding their research, recruitment, and economic resources.

Assets

- Mountain View represents greatest potential for new, large scale, high quality infill development
- Tara Blvd at Old Dixie redevelopment potential
- Future BRT and potential for TOD
- Med-Tech potential near SRMC
- Educational/research/recruitment support from Clayton State University

Challenges

- Poor community perception, particularly related to schools, infrastructure
- Blighted buildings along key corridors
- Lack of high quality restaurants and retail
- Lack of communication to residents about economic development resources/services

Policies

1. Focus county resources and efforts on key catalytic sites, with special consideration to complementary studies, partners, or projects, such as Clayton State University, Tara Boulevard, MARTA, ARC, etc.
2. Support quality of life efforts that will impact attracting employers and employees to the County and Clayton State University
3. Support the growth of the hospitality industry, focus on Mountain View as a destination, airport adjacent properties, and Clayton State University.
4. Support enhanced quality of life that would attract workforce, including professors and researchers at Clayton State University
5. Support social mobility by partnering with Clayton State University and the K-12 Clayton County school system to ensure education tracks align with economic growth areas in the county
6. Support partnering with research centers at Clayton State University to assist County in projects, especially focused on economic development
7. Continue to collaborate with Clayton State University on common goals and visions
8. Support the growth of the healthcare industry and workforce in partnership with Clayton State University



INTERGOVERNMENTAL COORDINATION GOAL

Goal Items

1. **Improve collaboration between County and the seven cities.**
2. **Improve collaboration between County and H-JAIA.**
3. **Improve communication to and with residents and business communities.**
4. **Improve coordination between Comprehensive Plan and local decision-making.**
5. **Improve collaboration between County and Clayton State University.**

Assets

- County newsletter included departmental updates
- Commissioners host district-wide meetings

Challenges

- Community interest in more communication from the County
- Need more user-friendly communication of strategic plan
- Improved planning and development coordination needed between County and its 7 cities
- Better coordination is needed between the County and Hartsfield-Jackson Atlanta International Airport around growth, economic development and airport related issues.
- Better coordination needed between the County and Clayton State University around growth, economic development and education related issues.

Policies

1. Support sharing of information between the County and Cities
2. Resolve land use conflicts with other local governments through the established dispute resolution process included in the Clayton County Service Delivery Strategy
3. Ensure coordination between County and City officials for development policies that are complementary within the region
4. Maintain coordination between the vision, goals, and policies set forth in the Comprehensive Plan and the land use planning and facility siting actions of all local governments in Clayton County and the Clayton County Board of Education
5. Maintain coordination between the vision, goals, and policies of the Comprehensive Plan and the programs and requirements of all applicable regional and state programs



BROADBAND GOAL

Goal Items

1. **Increase access to broadband services throughout the County**
2. **Improve broadband infrastructure throughout the County**

Assets

- County considering becoming municipal provider
- Federal Affordability Connectivity Program offers reduced internet costs

Challenges

- Inconsistent broadband coverage
- Internet infrastructure upgrades needed in many areas in the County - from DSL to copper

Policies

1. Support broadband enhancements in key development areas to attract investment, job growth, and economic development efforts
2. Support efforts to enhance broadband services throughout the county



HEALTH, SUSTAINABILITY, AND WELLNESS GOAL

Goal Items

1. **Mitigate environmental pollution** (land, air, water, noise).
2. **Address flooding issues associated with the Flint River.**
3. **Encourage sustainable development practices.**
4. **Protect and conserve existing natural resource.**
5. **Identify and protect cultural resources.**
6. **Utilize natural resources to improve quality of life.**
7. **Connect resources to development decisions.**
8. **Address illegal dumping and waste management issues.**

Assets

- Presence of Southern Regional Medical Center
- Waste water management system is innovative and effective

Challenges

- Health and wellness concerns from pollutants and noise associated with H-JAIA and industrial
- Flint River flooding near SRMC impacts access to County's only medical center
- Flooding along Flint River impacts existing structures and adjacent roadways
- Lack of medical facilities, outside of SRMC, including urgent care
- Noise disturbances associated with H-JAIA

Policies

1. Increase trash and recycling services
2. Support infrastructure improvements, especially near Southern Regional Medical Center, that would remedy flooding issues associated with the Flint River
3. Support Clayton County Water Authority's (CCWA) efforts to enhance the quality of county-wide drinking water.
4. Ensure a high quality of life for residents by mitigating air, water and noise pollution due to the airport and industrial uses.
5. Support investment in existing community greenspaces and new greenspaces at a variety of scales and uses to serve the entire community, with an intention of having a community greenspace within walking distance to all residents.



Image Caption: View of Atlanta State Farmers Market entrance and signage in Forest Park

Source: Atlanta State Farmers Market (2021)

3.3 FUTURE LAND USE MAP (2039)

The Future Focus Clayton 2040 Comprehensive Plan places a strong emphasis on Land Use as a crucial element. The community's vision for future development is established and clarified through the new Future Land Use Map (FLUM), Character Area Map, and associated policies.

The FLUM serves as a guiding document for staff to develop recommendations for rezoning applications and as a framework to guide future development decisions. It identifies the desired future use of land and the development vision of the community. Meanwhile, the Character Area Map provides more detailed planning guidance for specific geographic areas. Both maps heavily reflect the feedback received from the community during the planning process. New land uses and changes from the previous FLUM are noted in the table below and on the following map. More detailed area maps highlighting specific parcel changes can be found on the following spreads. These maps depict FLU changes to specific parcels as a result of this comprehensive planning process; they do not include those modifications approved by the Board of Commissioners (BOC) between 2014 and the time of writing this document.














Future Land Use (2039)		Sum of Acreage	FLU 2039 Acreage %	FLU 2034 (Previous) Acreage %	% of Area Increased/Decreased*
	Agriculture	13,082	19.73%	12.44%	7.29%
	Conservation Residential	3,160	4.77%	13.09%	-8.32%
	General Commercial	2,178	3.28%	3.88%	-0.60%
	Heavy Industrial	2,818	4.25%	3.38%	0.87%
	High Density Residential	3,113	4.69%	3.68%	1.01%
	Light Industrial	591	0.89%	0.04%	0.85%
	Low Density Residential	26,442	39.87%	18.22%	21.65%
	Medium Density Residential	1,974	2.98%	20.63%	-17.65%
	Mixed Use	2,972	4.48%	7.89%	-3.41%
	Mixed Use Commercial-Industrial	5,335	8.04%	9.31%	-1.27%
	Office / Business	1,077	1.62%	0.05%	1.57%
	Parks/Recreation/Conservation	194	0.29%	2.78%	-2.49%
	Planned Unit Development	3,378	5.09%	0.00%	5.09%
	Public/Institutional	N/A	N/A	0.39%	N/A
	Transportation/Utilities	N/A	N/A	4.00%	N/A
	Neighborhood Commercial	N/A	N/A	0.22%	N/A
	Grand Total	66,313	100.00%	100.00%	

Figure 44. 2039 Future Land Use Distribution (2024).

*“% of Area Increased/Decreased” shows the percent acreage changed between the 2034 FLU and 2039 FLU of a specific land use category. Numbers highlighted in red represent a decrease in overall area, meaning there is a smaller portion of that land use in the 2039 FLU map. Numbers highlighted in green represent an increase in area, meaning those land use categories have a greater amount of acreage in the 2039 FLU map as compared to the 2034 FLU map.

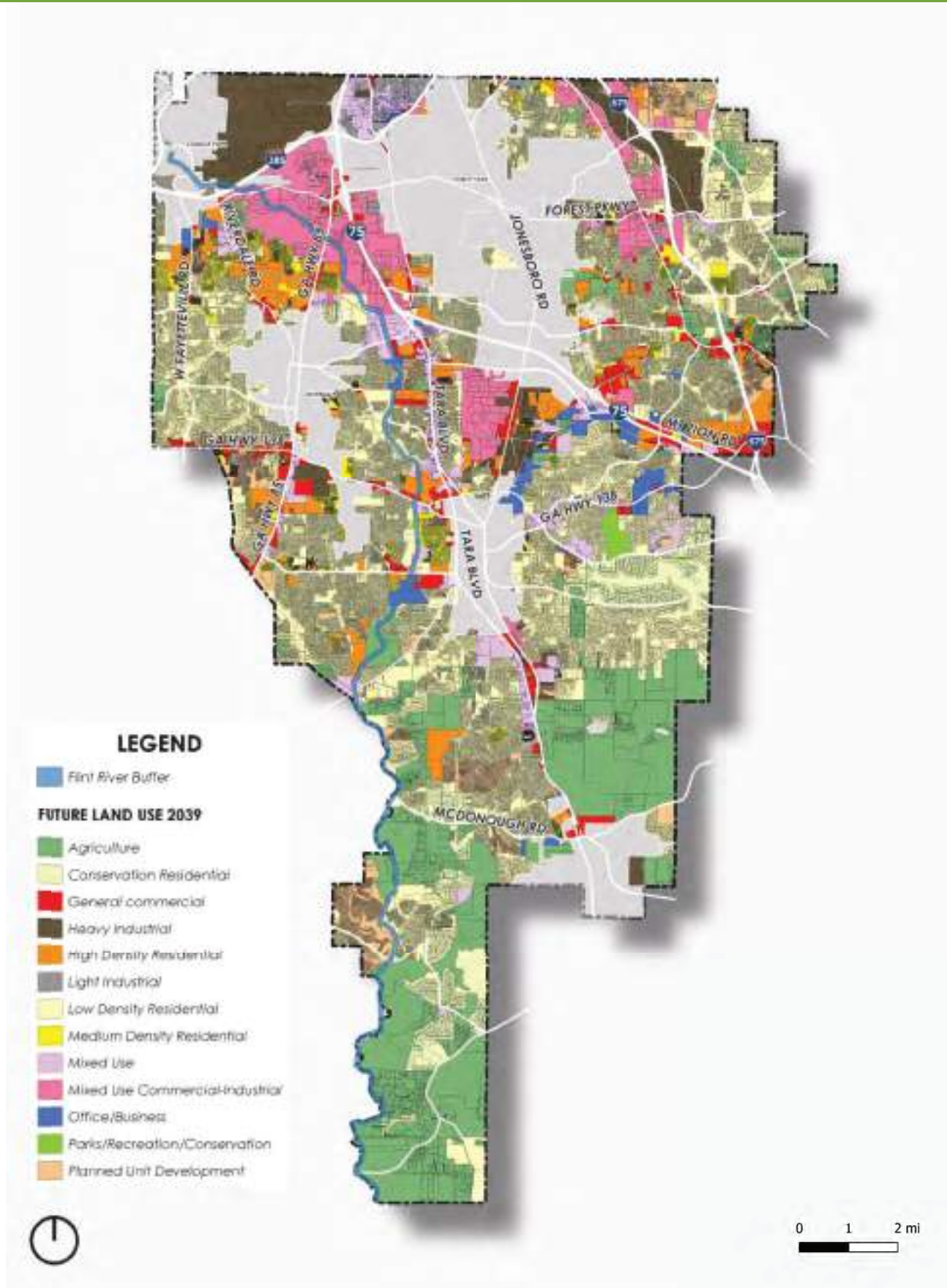


Figure 45. 2039 Future Land Use Map (2024)

Future Land Use Development Nodes and Proposed Parcel Changes

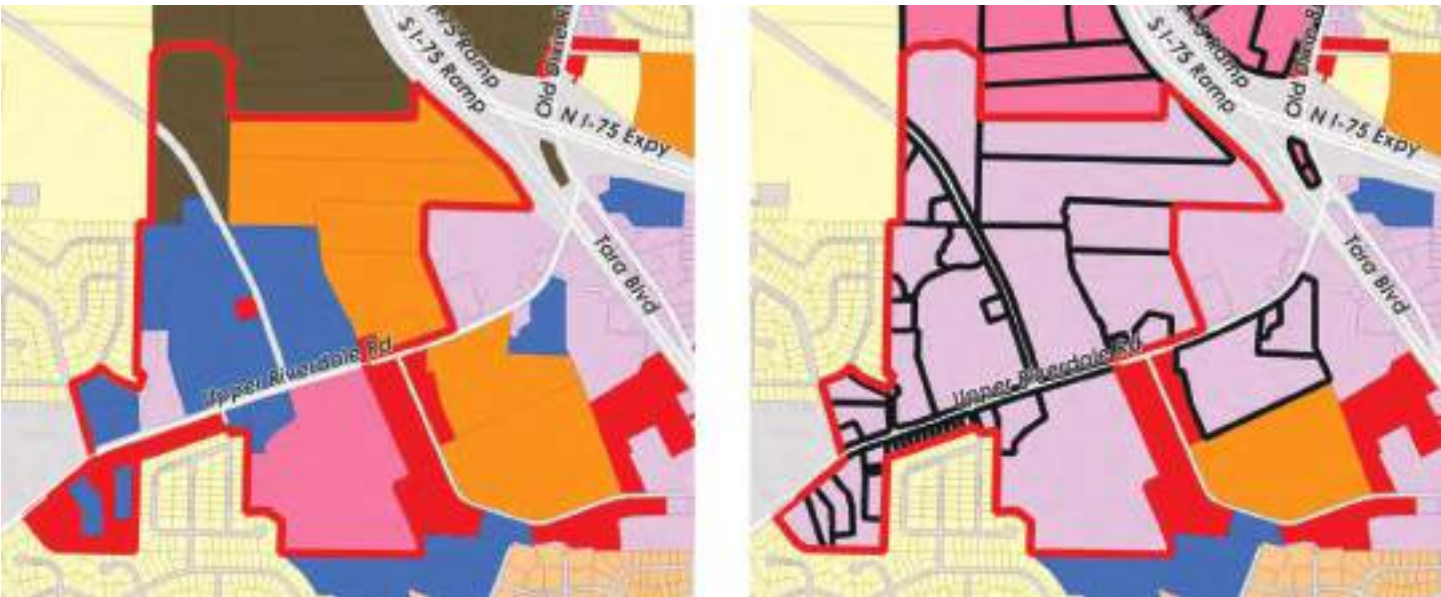
Land Use Legend

Agriculture	Heavy Industrial	Low-Density Residential	Mixed-Use Commercial-Industrial	Planned Unit Development
Conservation Residential	High-Density Residential	Medium-Density Residential	Office / Business	
General commercial	Light Industrial	Mixed-Use	Parks/Recreation/Conservation	

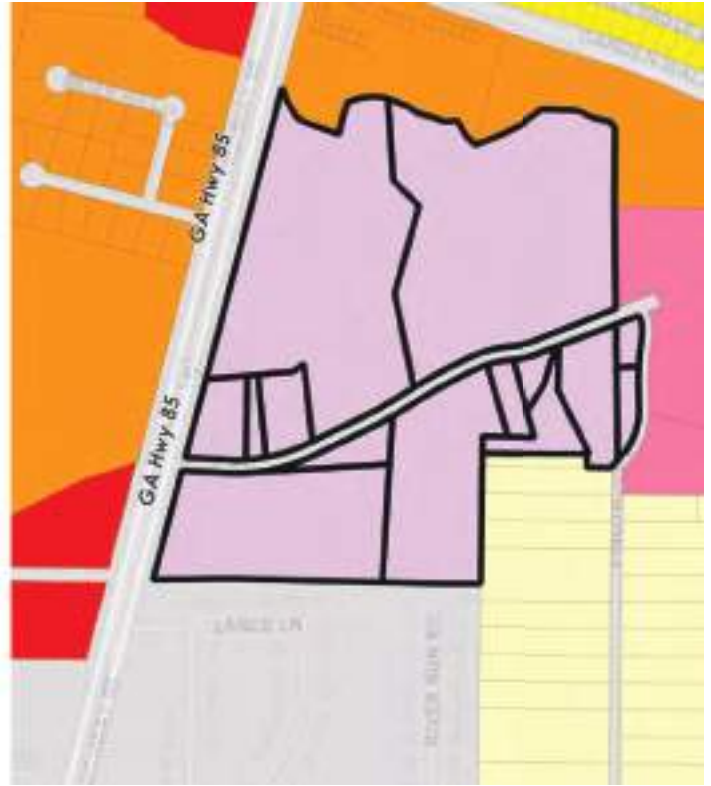
15.1: BRT Route 54 Overlay 1: Southlake Mall, County Schools Concert Space



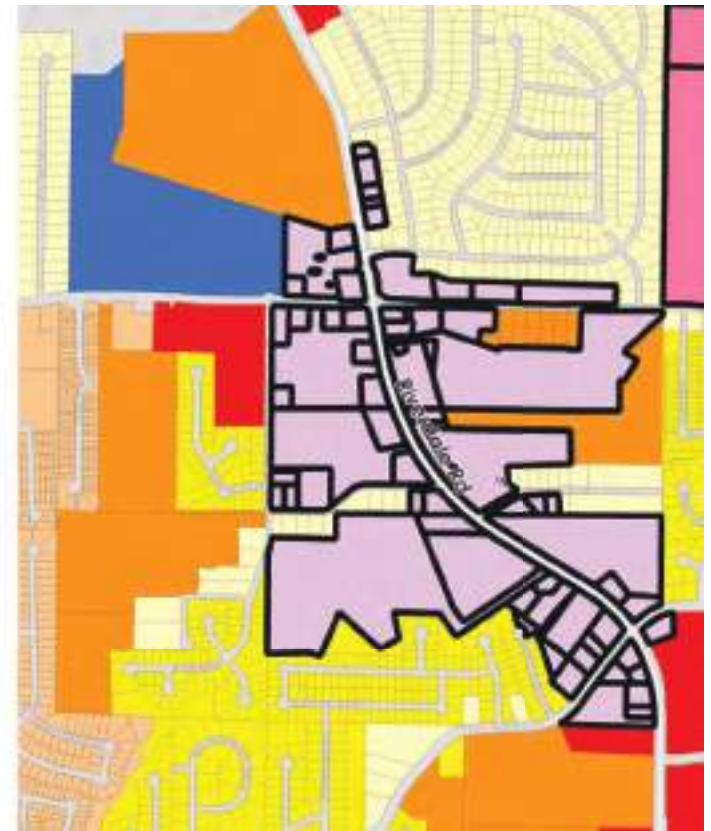
15.2 & 16.1: BRT Overlay 2, SRMC, Tara Boulevard Node



15.3: BRT Overlay 3: Garden Walk Boulevard



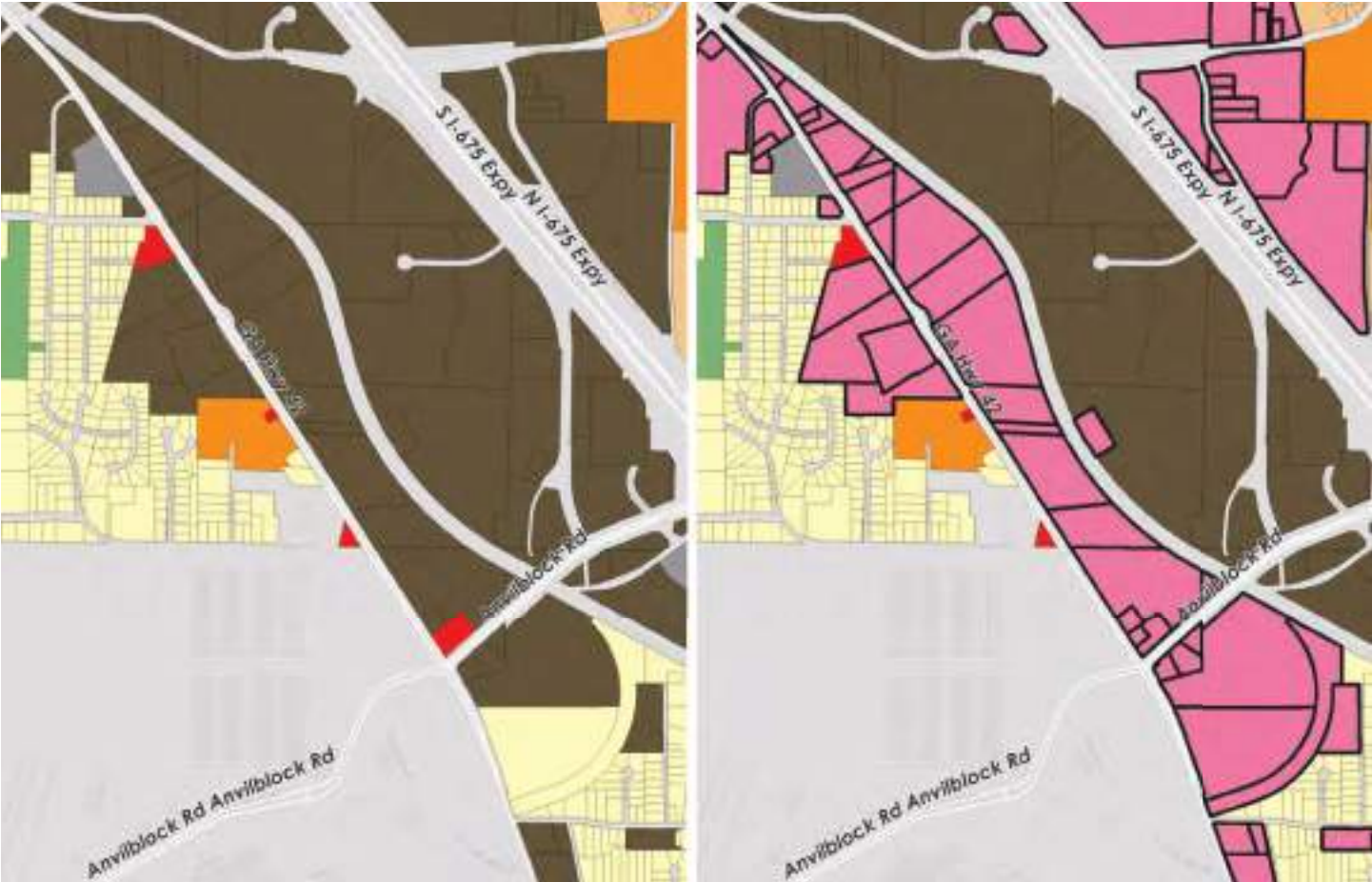
15.4: BRT Overlay 4



Land Use Legend

Agriculture	Heavy Industrial	Low-Density Residential	Mixed-Use Commercial-Industrial	Planned Unit Development
Conservation Residential	High-Density Residential	Medium-Density Residential	Office / Business	
General commercial	Light Industrial	Mixed-Use	Parks/Recreation/Conservation	

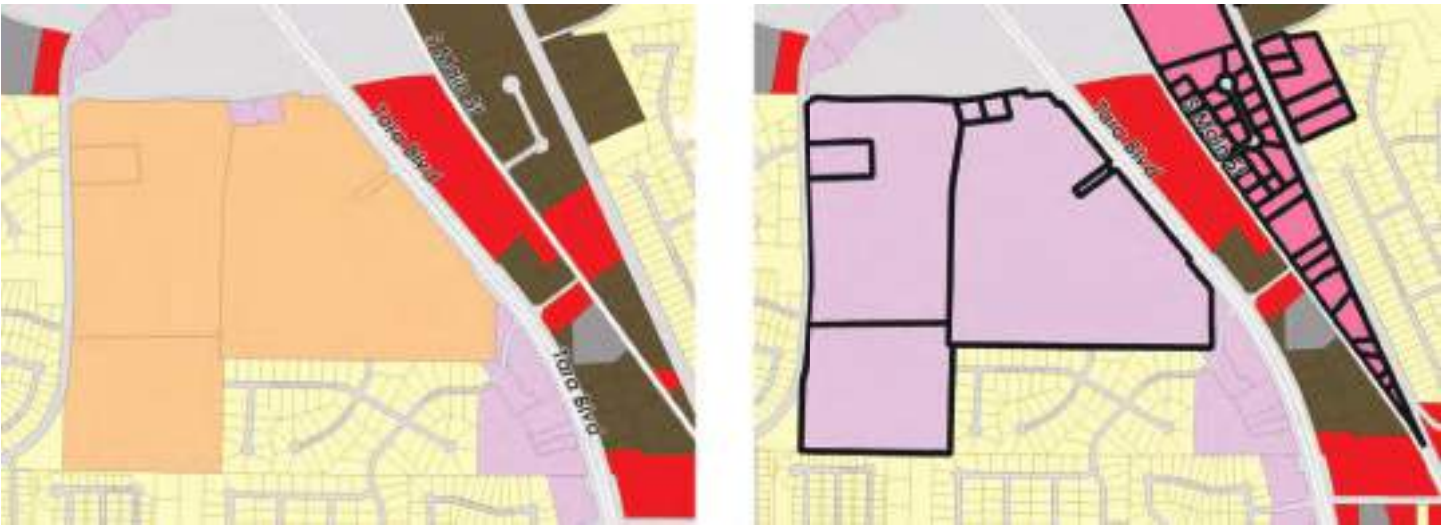
18: Anvil Block: Gateway into Fort Gillem



21: Rex Village Arts District



22: Clayton County New Facilities Headquarters



23: Tara Boulevard at Freeman Road



Land Use Legend

 Agriculture	 Heavy Industrial	 Low-Density Residential	 Mixed-Use Commercial-Industrial	 Planned Unit Development
 Conservation Residential	 High-Density Residential	 Medium-Density Residential	 Office / Business	
 General commercial	 Light Industrial	 Mixed-Use	 Parks/Recreation/Conservation	

24: Ellenwood



25: Noahs Arc at Industrial Boulevard



26: Panhandle Road & New Hope Road



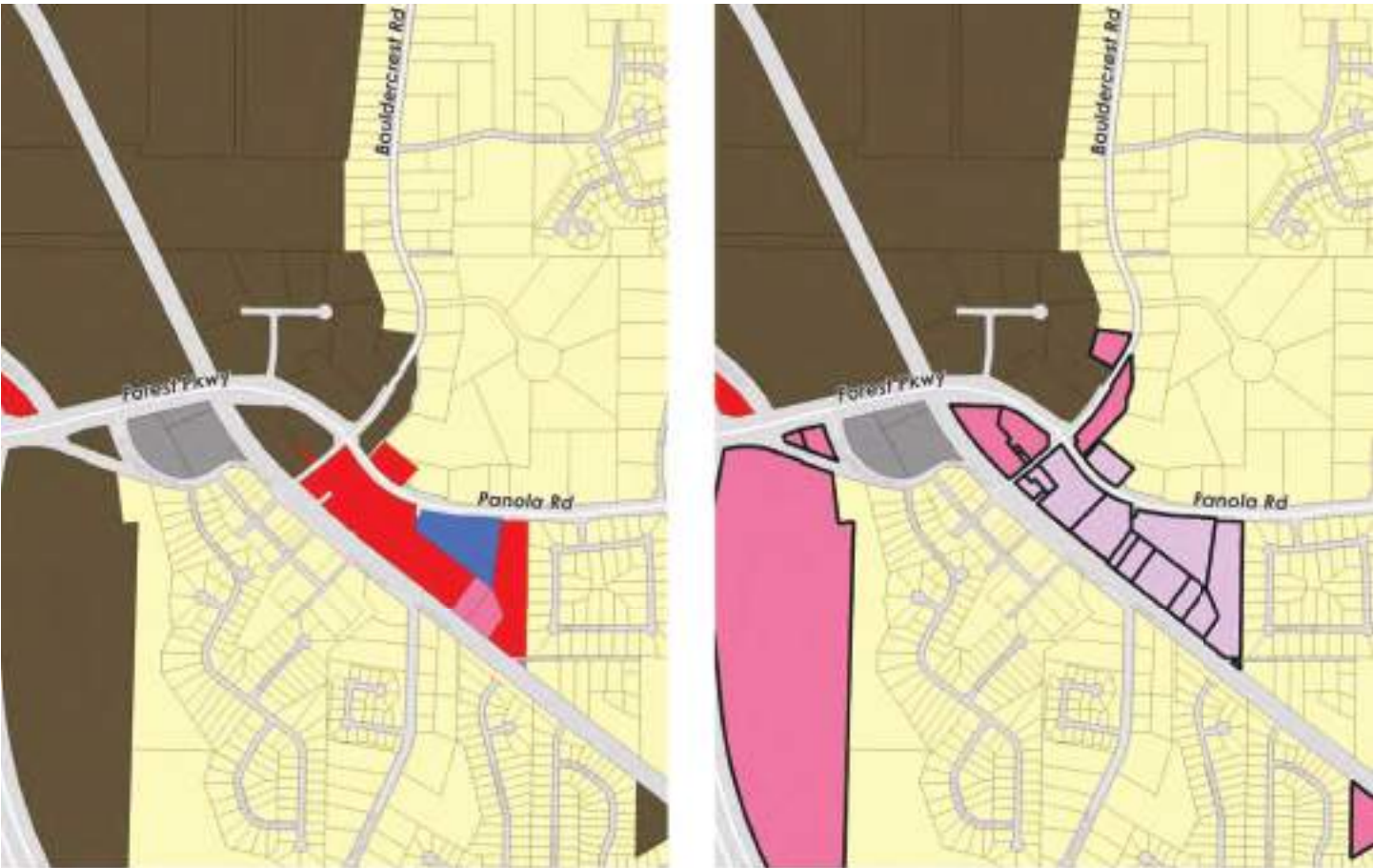
27 Panhandle Road & Hampton Road



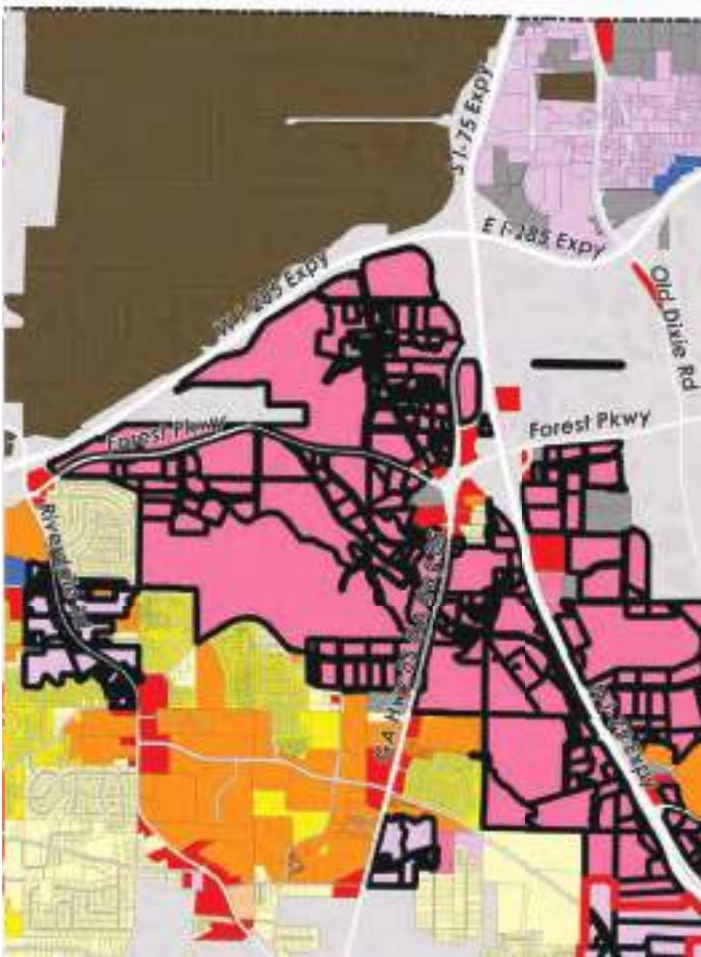
Land Use Legend

 Agriculture	 Heavy Industrial	 Low-Density Residential	 Mixed-Use Commercial-Industrial	 Planned Unit Development
 Conservation Residential	 High-Density Residential	 Medium-Density Residential	 Office / Business	
 General commercial	 Light Industrial	 Mixed-Use	 Parks/Recreation/Conservation	

28. Panola Road & Forest Parkway



Hwy 85 and Forest Parkway



3.4 CHARACTER AREAS

The Character Area Map acts as a blueprint for Clayton County's future development, pinpointing specific regions destined to embody distinct or special traits. These traits stem from existing conditions or aspirations for the future. Some areas already possess unique character, while others hold the potential to cultivate such identity through forthcoming board decisions. These character areas delineate suitable development types for each locale, aiming to foster a sense of identity, stimulate infill development, offer diverse employment opportunities, and promote alternative transportation options. This segment comprises concise descriptions of each character area alongside envisioned futures. It outlines recommended land uses, corresponding zoning, and development and design strategies tailored to realize these visions.



Image Caption: View of community members participating at a community engagement event (2024)

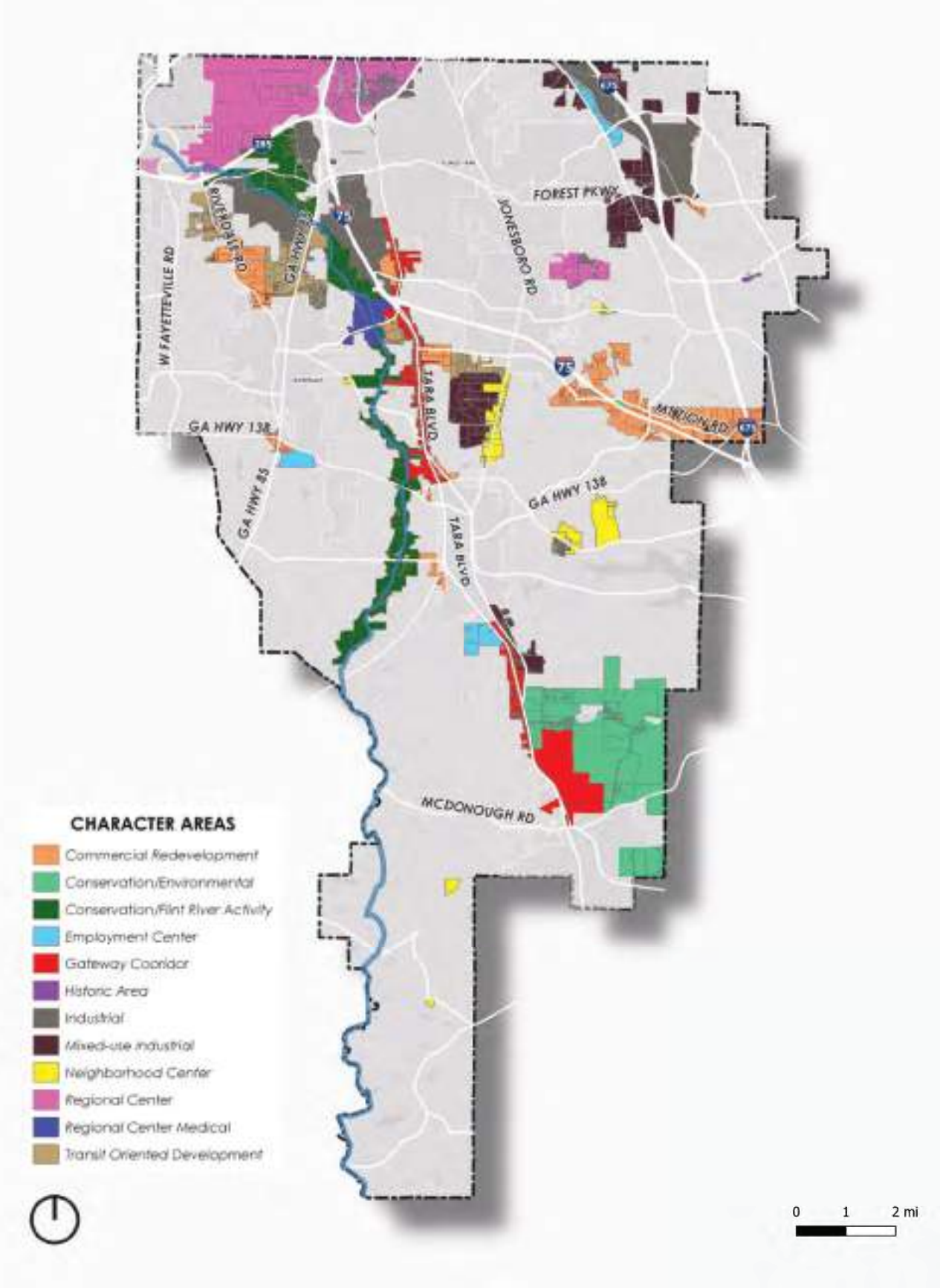


Figure 46. Character Area Map (2024)

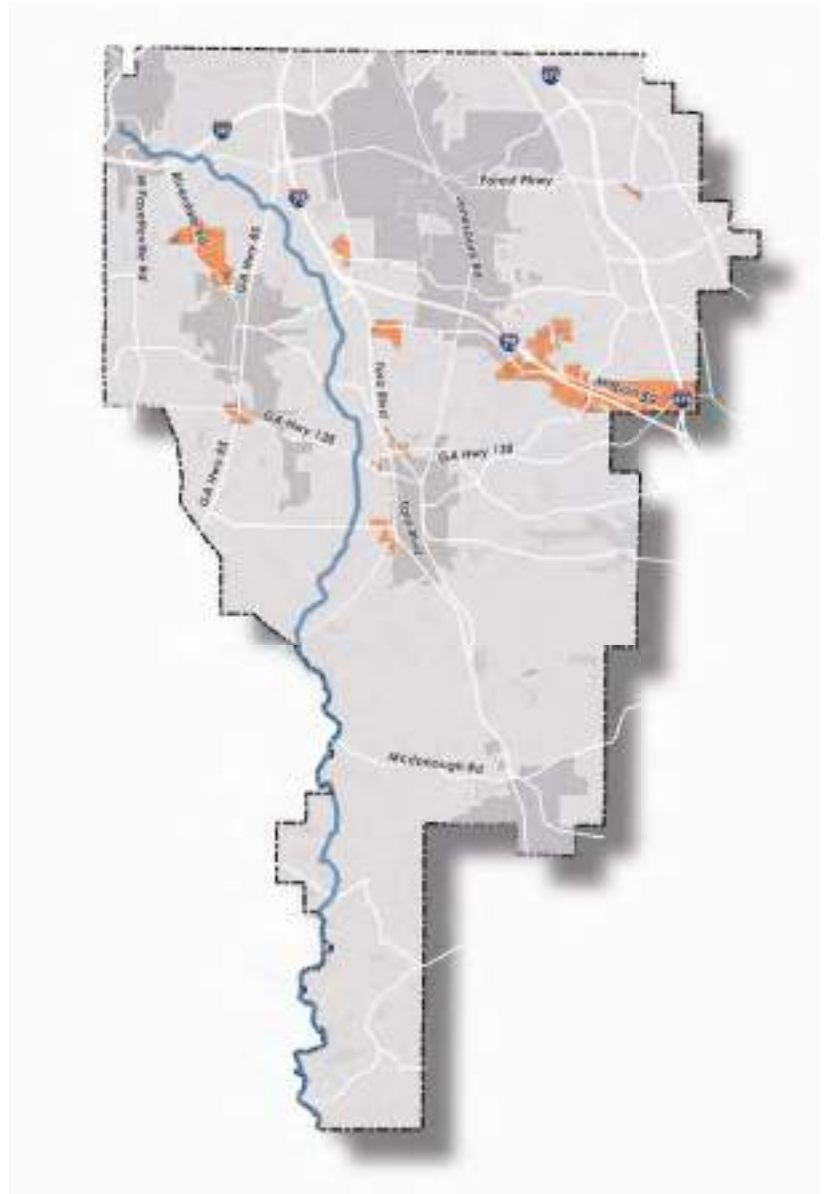
Commercial Redevelopment

The Commercial Redevelopment character area is intended to be redeveloped and revitalized to encourage economic growth and activity. The focus is the retrofit and/or redevelopment of large commercial strip centers into mixed-use, high-quality developments that provide amenities and support to the Clayton community.

Recommended Land Uses: Mixed-use, Retail (sales and services), Restaurant (sit-down), Family entertainment center/game room center, Medium-density Residential, and Office

Development & Design Strategy

- Emphasize aesthetics through the installation of suitable signage, landscaping enhancements, and other beautification initiatives
- Address existing strip development or unsightly features through retrofitting or masking techniques as required
- Encourage mixed-use development on large, under-utilized parcels
- Design pedestrian-oriented centers, with strong, walkable connections between different uses
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Commercial Redevelopment



Figure 47. View of Woburn Village in Woburn, MA

Source: (2022)



Figure 48. View of a redevelopment office building in Chamblee, GA

Source: Google Street View (2023)

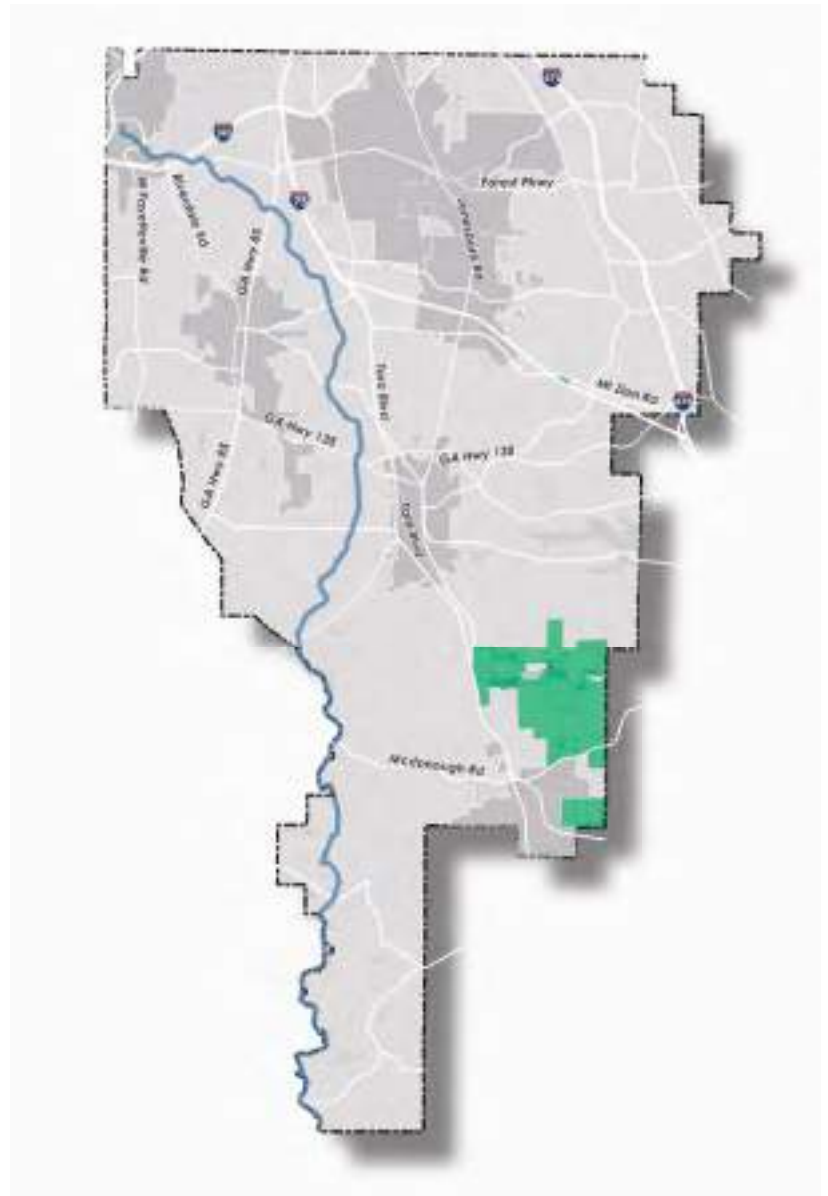
Conservation/Environmental

This character area comprises natural lands and environmentally sensitive areas unsuitable for development, including scenic views, coastlines, steep slopes, floodplains, wetlands, watersheds, wildlife management areas, and other ecologically significant regions.

Recommended Land Uses: Wildlife Habitat, Natural Reserves, Ecological Restoration, and Passive Recreation

Development & Design Strategy

- Maintain natural, rural character and protect environmentally sensitive areas by:
 - a. Not allowing any new development
 - b. Promoting use of conservation easements
 - c. Widening roadways in these areas only when necessary
 - d. Carefully designing the roadway alterations to minimize visual impact
 - e. Promoting these areas as passive-use tourism and recreation destinations



Conservation/Environmental



Image Caption:



Image Caption: View of Newman Wetlands Center

Image Caption: See Clayton County (2024)

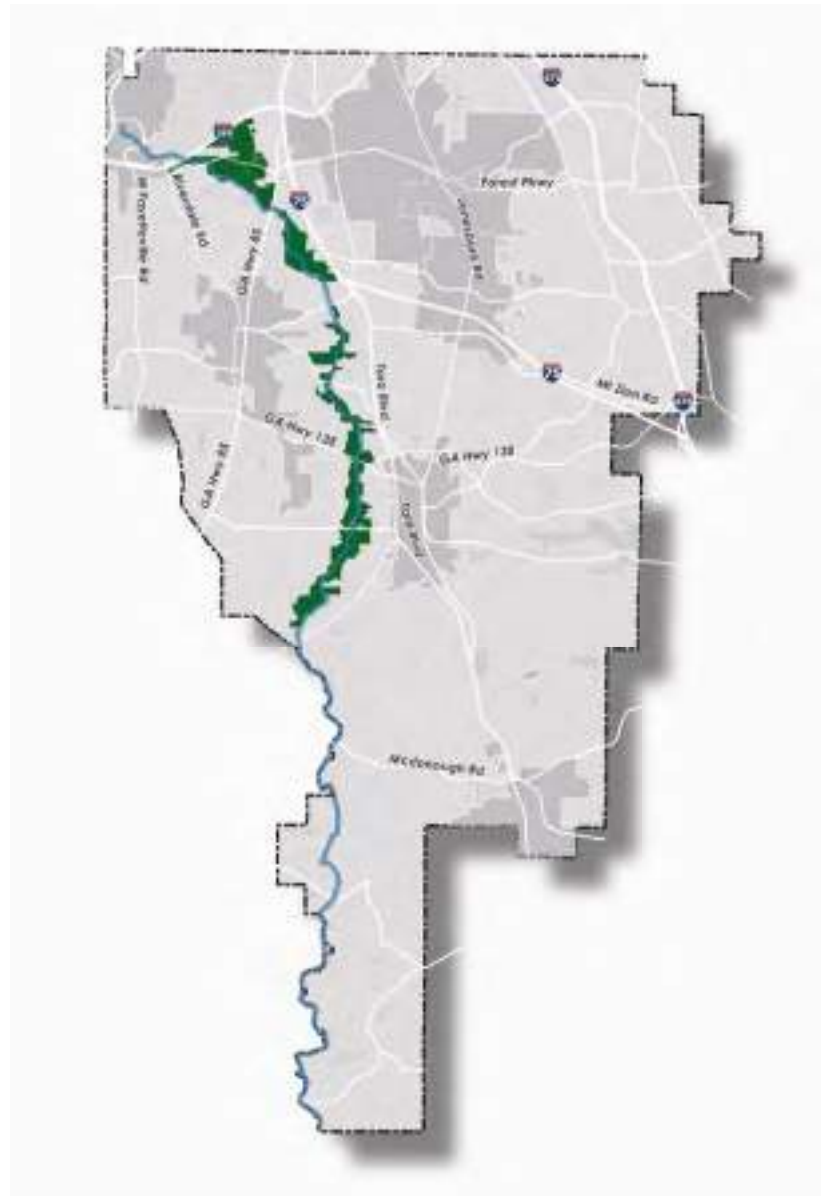
Conservation /Flint River Activity

Situated along the Flint River in Clayton County, this character area protects and enhances the areas adjacent to the Flint River. The character area includes required conservation buffers along the waterway to protect this natural resource, as well as encouraging complimentary uses, amenities, and activities to enhance the livability and accessibility to this resource. This includes trails, open space, recreation, as well as retail, restaurants, commercial, office, and residential located outside of the required buffer.

Recommended Land Uses: Wildlife Habitat, Natural Reserves, Ecological Restoration, Passive Recreation, Medium Density Residential, High Density Residential, Office, Commercial, and Mixed-use

Development & Design Strategy

- Create pedestrian and alternative transportation mode access to the Flint River and neighboring communities with greenway trails and pedestrian friendly design
- Set aside land for pedestrian and bicycle connections between schools, churches, recreation areas, city centers, residential neighborhoods, and commercial areas
- Design greenways to serve as: Alternative transportation networks, accommodating commuting to work or shopping as well as recreational biking, skateboarding, walking, and jogging
- All new or redeveloped structures to be built outside of floodplains, buffers, and required setbacks to preserve the quality of the Flint River
- Situate new buildings to open to the Flint River, consider retail and commercial storefronts to open to and connect to the riverfront and associated trails/pathways. Situate parking away from the river so the building creates a pedestrian buffer between parking and the riverfront



Conservation /Flint River Activity



Image Caption: View of the Flint River

Source: Clayton News Daily (2013)



Image Caption: View of Flint River shoals

Image Caption: American Rivers (2023)

Employment Center

The employment center is designed as a campus-style development. It features high accessibility for vehicular traffic and, if applicable, transit options, along with ample on-site parking. The center is characterized by a moderate floor-area ratio and a accessible open space.

Recommended Land Uses: Office, Commercial, Retail, Dining, Services, Parking, Green Space, Transit Hub, and Residential

Development & Design Strategy

- Encourage sustainable practices on large parking surfaces, including pervious paving, shade trees, and sustainable stormwater management practices
- Shield utilities, cars, and other service areas with landscaping and decorative fencing
- Encourage greater mix of uses (such as retail and services to serve office employees) to reduce automobile reliance/use on site
- Consider shared parking strategies to reduce overall parking area and encourage walkability/reduce reliance on automobiles within and adjacent to the site
- Prioritize pedestrian-friendly design elements to encourage walkability and reduce reliance on automobiles
- Designate areas for public gathering and recreation to foster social interaction and community engagement.
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Employment Center



Image Caption: Mixed-use development in Atlanta, GA
Source: Juneau Construction Company/Bryn House (2024)



Image Caption: View of Clayton State University
Source: Clayton State University (2011)

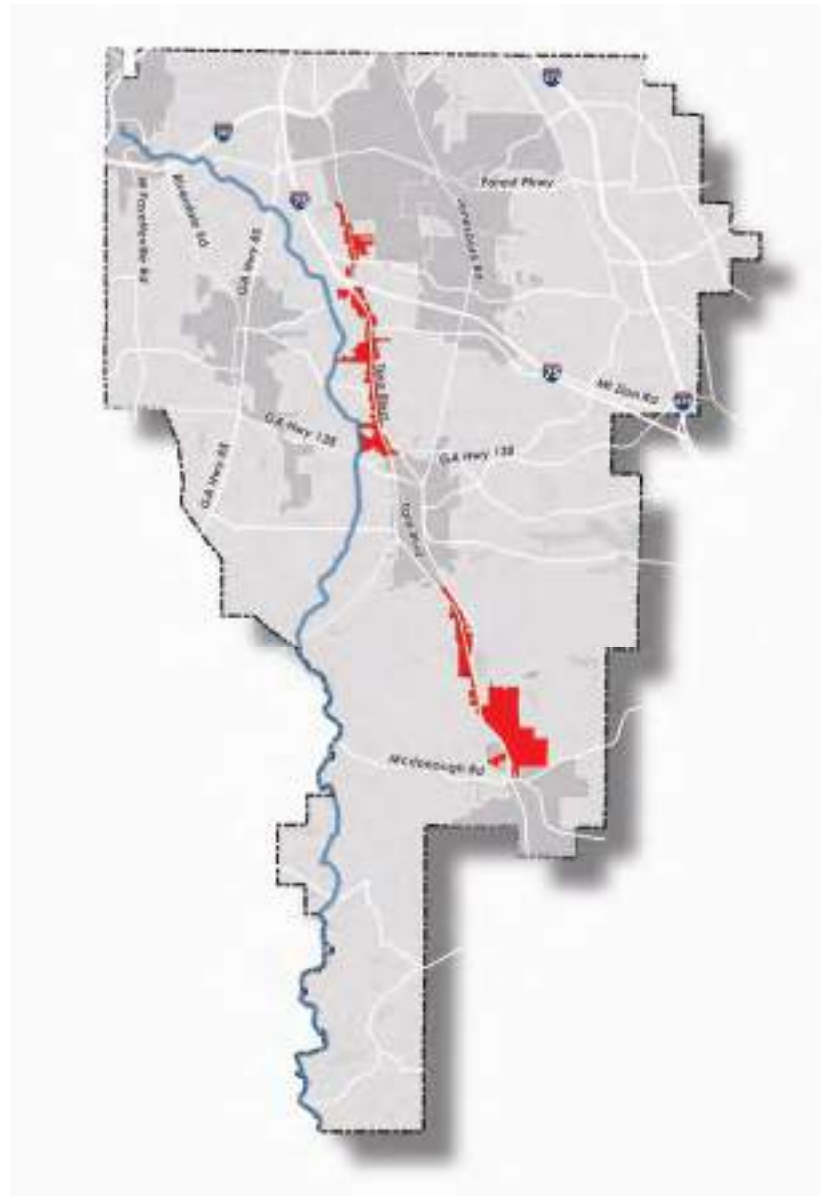
Gateway Corridor

This character area is specific to the Tara Boulevard and Old Dixie corridor. The Gateway Corridor stands as a vital artery and gateway to the community. Its purpose is to provide a major transportation route and act as a focal point for accessibility, connecting the community to essential services, businesses, and amenities. As this corridor welcomes residents and visitors into the community, the visual appeal is important to promote a welcoming, inclusive, and attractive environment.

Recommended Land Uses: Mixed-use, Retail (sales and services), Restaurant (sit-down), Family entertainment center/game room center, Hotel, Medium- to High-density Residential, and Office

Development & Design Strategy

- Emphasize aesthetics through the installation of suitable signage, landscaping enhancements, and other beautification initiatives
- Implement measures to regulate access, ensure smooth traffic flow, and utilize directory and wayfinding signage to guide visitors to clustered developments
- Address existing strip development or unsightly features through retrofitting or masking techniques as required
- Encourage mixed-use development on large, under-utilized parcels that support existing and future transit
- Install larger and more identified Gateway Corridor signage
- Emphasis on the pedestrian access along this corridor with safer pedestrian crossings and access
- Consider minimizing curb cuts and increasing inter-parcel access, widening sidewalks, and improving crosswalk safety
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Gateway Corridor



Image Caption: View of restaurants along Hugh Howell Road in Tucker, Georgia
Source: Google Street View (2023)



Image Caption:

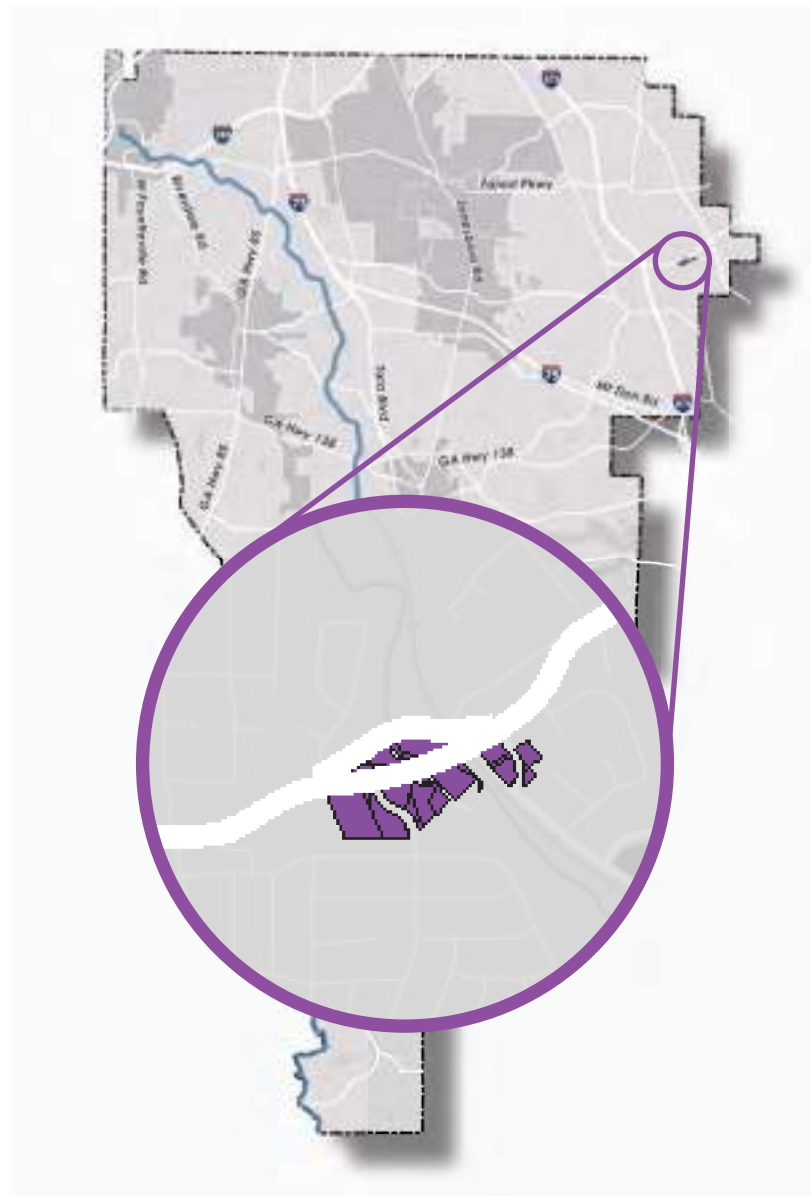
Historic Area

Located at the junction of Homestead Road, Rex Road, and Mill Street, this historic area showcases distinctive features, landmarks, and cultural sites of historical significance. The intent is to preserve historic areas and revitalize to create places that benefit and enhance the community.

Recommended Land Uses: Heritage Buildings, Monuments and Memorials, Preservation Zones, Cultural Districts, Interpretive Centers, Archaeological Sites, Heritage Trails, Conservation Areas, Mixed-Use, Residential, Office, and Commercial

Development & Design Strategy

- Protect historic properties from demolition and encourage rehabilitation with appropriate incentives, including National Register of Historic places designation, which enables eligibility for tax incentive programs
- Historic properties should be maintained or rehabilitated/restored according to the Secretary of the Interior's Standards for Rehabilitation
- New development in the area should be of scale and architectural design to fit well into the historic fabric of that area
- Pedestrian access and open space should be provided to enhance citizen enjoyment of the area
- Linkages to regional greenspace/trail system should be encouraged as well



Historic Area



Image Caption: View of Clayton County Courthouse in Jonesboro Historic District
Source: Thomson200 (2015)

Industrial

Mainly located in northern Clayton near Hartsfield-Jackson Atlanta International Airport (H-JAIA) and the Ellenwood area along I-675, the Industrial Area facilitates manufacturing, wholesale trade, and distribution activities, with varying levels of environmental impact such as noise, particulate matter, and odor emissions.

Recommended Land Uses: Manufacturing Facilities, Warehouses, Distribution Centers, Industrial Parks, Logistics Terminals, Processing Plants, Assembly Plants, Industrial Yards

Development & Design Strategy

- Develop or, where possible, retrofit as part of planned industrial park having adequate water, sewer, stormwater, and transportation infrastructure for all component uses at build-out
- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Incorporate signage and lighting guidelines to enhance quality of development.
- Encourage greater mix of uses (such as retail and services to serve industry employees) to reduce automobile reliance/use on site



Industrial



Image Caption: View of a distribution center

Source: McColly Bennett Commercial Advantage (2019)



Image Caption: View of a logistics center in Tucker, GA

Source: City of Tucker (2022)

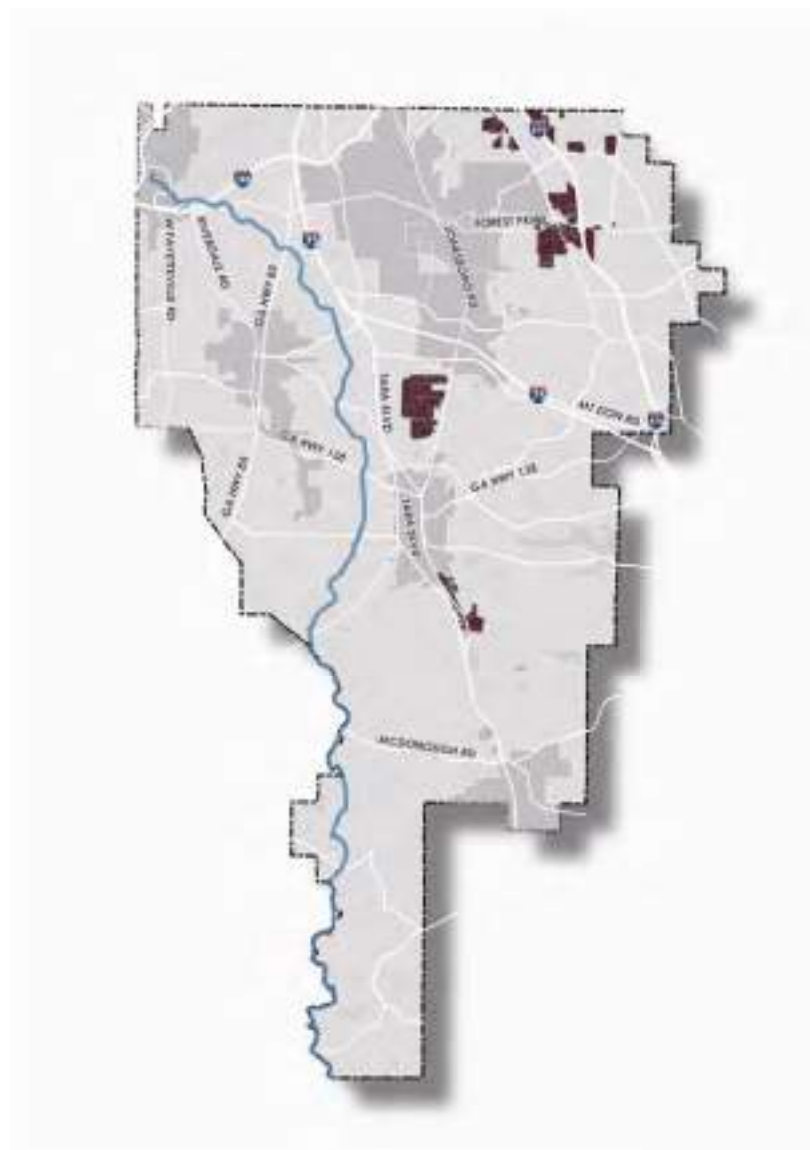
Mixed-use Industrial

The Mixed-Use Industrial character area blends industrial activities with commercial and residential components, creating a vibrant and diverse urban environment. This area accommodates a range of functions, from manufacturing and distribution to retail and office spaces, creating opportunities for live-work-play lifestyles and promoting economic vitality. The Mixed-Use Industrial area serves as a hub of innovation, commerce, and community engagement. This character area also provides a transition zone from residential to mixed-use industrial uses.

Recommended Land Uses: Light Manufacturing Facilities, Commercial Offices, Retail Spaces, Warehouses, Live-Work Units, Residential Apartments, Research and Development Centers, and Flex Spaces

Development & Design Strategy

- Encourage separation of heavy industry from residential areas to minimize disruptions
- Simplify pedestrian pathways for easier navigation
- Consider shared parking strategies to reduce overall parking area and encourage walkability/reduce reliance on automobiles within and adjacent to the site
- Incorporate green spaces to enhance the environment and provide areas for relaxation
- Implement soundproofing measures to reduce noise pollution
- Facilitate access to public transportation to decrease reliance on cars
- Promote energy-efficient building designs to support sustainability
- Enforce zoning regulations to maintain a balanced mix of land uses within the area



Mixed-use Industrial



Image Caption: View of a retail area in Chamblee, GA

Source: City of Tucker (2022)

Neighborhood Center

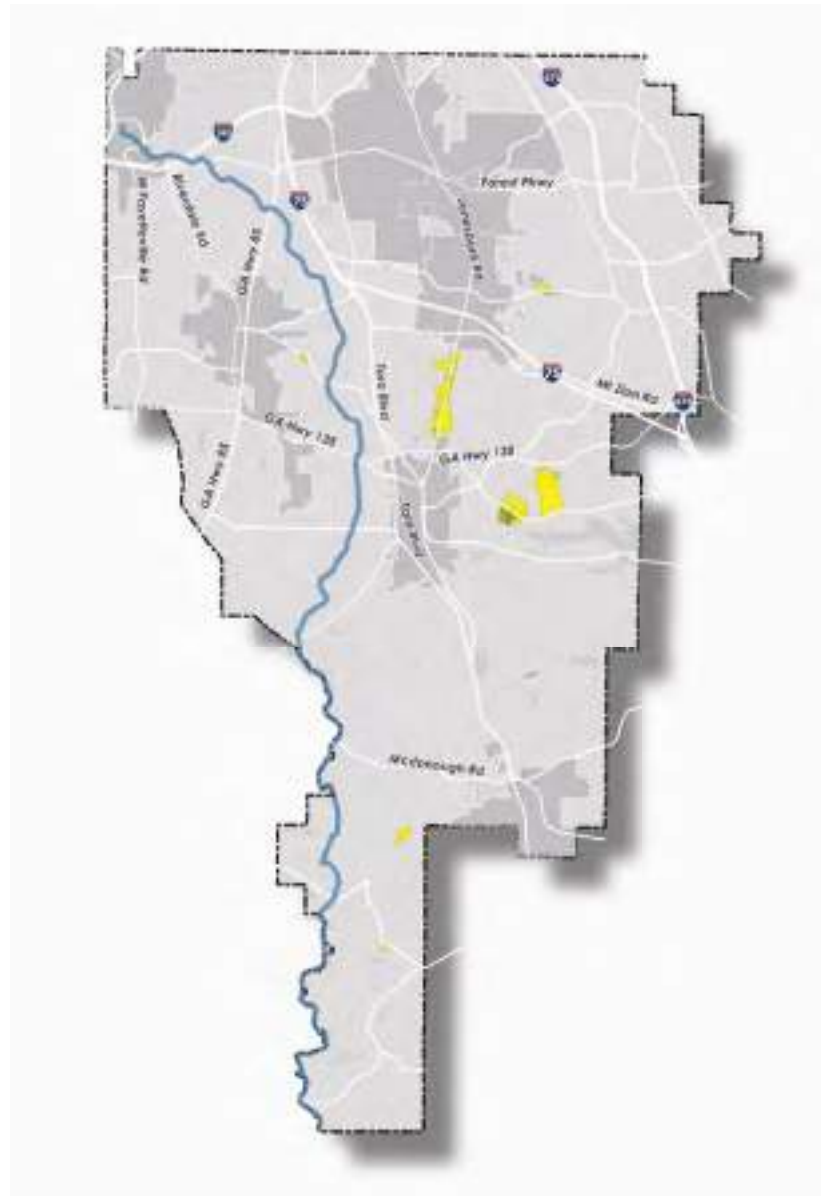
The intent of the Neighborhood Center is to have a concentration of activities such as general retail, school, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians to serve the surrounding residential neighborhoods.

Recommended Land Uses: Public and civic facilities, Mixed-Use, General Commercial, Neighborhood Commercial, Medium- to High-Density Residential, Public Institutions, Office/Business, Parks & Recreational

Development & Design Strategy

This area is focused on preserving and enhancing residential neighborhoods. Strategies include:

- Encourage a variety of housing types, including townhomes and missing middle housing to provide a diversity of living options and price points while providing options for working-class, veterans, and seniors
- Encourage mid-income to upper-income housing developments to provide housing options that will attract new employers to invest and live in the area.
- Encourage all new residential and mixed-use development that includes more than eight units to incorporate greenspace that can be shared by the surrounding community
- Design pedestrian-oriented centers, with strong, walkable connections between different uses
- Improving roadways within and leading to neighborhood centers to include sidewalks and other pedestrian friendly trails and bike routes linking to neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, and schools
- Clearly define road edges by locating buildings at roadside with parking in the rear
- Connect neighborhoods to greenspace amenities with sidewalks and trails
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Neighborhood Center



Image Caption: View of a neighborhood retail area in Brookhaven, GA

Source: City of Tucker (2022)



Image Caption: View of a brewery

Source: Clarence Boston (2021)

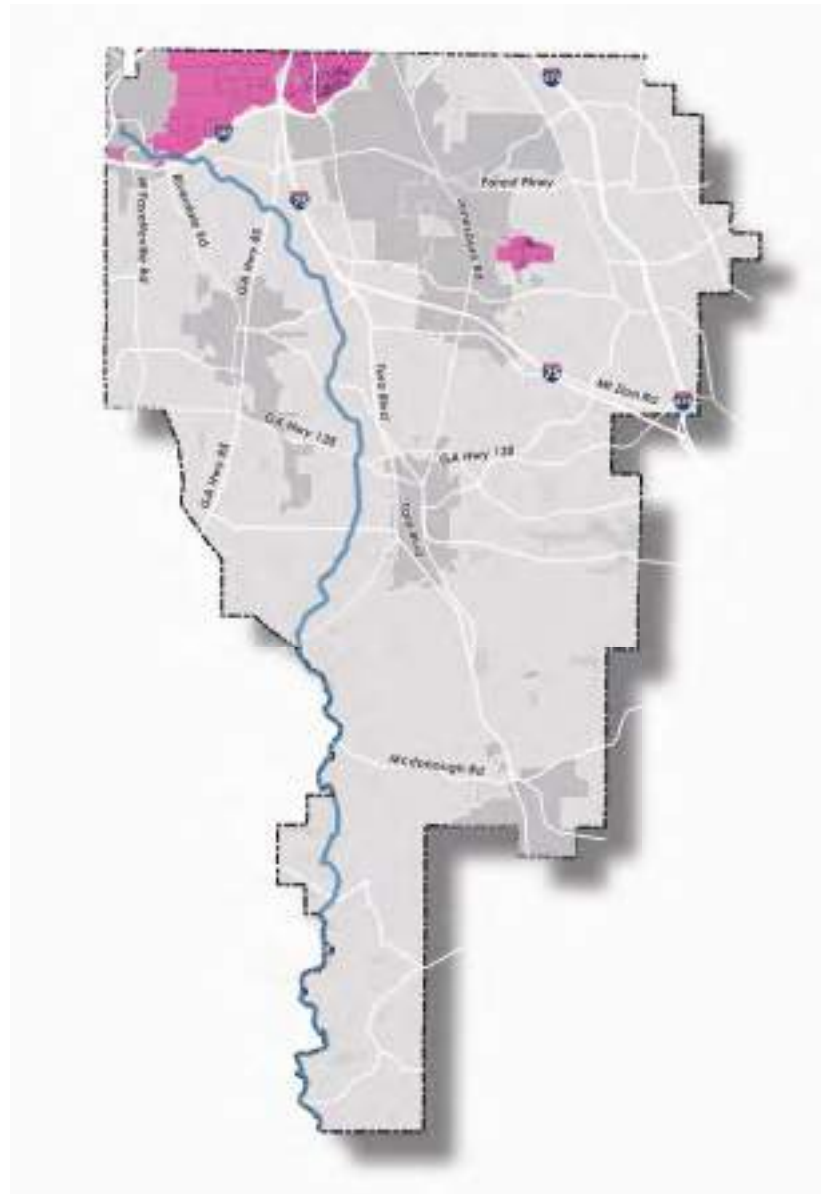
Regional Center

The Regional Center character area includes two locations within Clayton County: 1) The Mountain View District and Hartsfield-Jackson Atlanta International Airport; and 2) Clayton State University and surrounding parcels. The purpose of the Regional Center is to create a regional hub that provides transit accessibility, walkability, and higher density mixed-use development that compliments and enhances these regional employers — H-JAIA and Clayton State University — along with opportunities for higher wage employment, innovative technology-based job opportunities, recreation, entertainment, and an attractive environment for the residents, businesses, visitors, and travelers alike.

Recommended Land Uses: Education, International Mixed-Use Office, Regional Mixed-Use Retail, Mixed Use Residential, Regional Entertainment, Advanced Manufacturing, and Hotel

Development & Design Strategy

- Prioritize design and access to public transportation to foster a walkable environment that reduces reliance on vehicles
- Encourage a mix of uses within the district, including opportunities for employment, innovation, amenities, venues, and options
- Emphasize the creation of environments that contribute to the attractiveness and desirability of the district
- Enhance streetscape design that is highly pedestrian-oriented, connecting parcels to each other and to current and future transit
- Integrate recreational and entertainment amenities into the district to enhance its appeal to residents, workers, and visitors. This could include parks, plazas, cultural venues, theaters, dine-in restaurants, cafes, and retail establishments
- Encouraging greater density developments
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Regional Center



Image Caption: View of Avalon development in Alpharetta, GA
Source: Site Solutions (2019)



Image Caption: View of Rivana at Innovation Station conceptual rendering in Loudon County, VA
Source: Loudon County Economic Development (2021)

Regional Center Medical

Situated adjacent to and including Southern Regional Medical Center, this area encompasses hospitals, medical offices, and laboratories. Complementary amenities comprise townhouses, multifamily dwellings, and hotels designed specifically to accommodate medical professionals and medical users, as well as food and service establishments accessible to workers and visitors. The purpose of this zone is to foster competitiveness through convenient access to doctors' offices, diagnostic laboratories, pharmacies, and advanced medical access. It aims to bolster existing healthcare services while accommodating advancements in medical technology and the life sciences sector.

Recommended Land Uses: Hospital, Medical office, Laboratory uses, Medical research and development, Medical production, Medical technology, Biomedical companies and technical training facilities, Continuing Care Retirement Community housing, Mixed-use redevelopment, Business-class hotels, Retail and service commercial (including casual and sit-down dining), Townhomes, and other housing for medical professionals.

Development & Design Strategy

- Encourage the prioritization of medically related development and established medical facilities with a focus on attracting medical technology
- Encourage supportive commercial development that serves the existing medical uses, including restaurants, retail, housing, and hotel
- Emphasize streetscape design that is pedestrian-oriented, connecting parcels to each other and to current and future transit
- Beautify properties along the street with landscaping and enhanced signage standards
- Renovate underutilized medical buildings for new lab spaces



Regional Center Medical

- Expanding the area as a healthcare cluster with medical offices and ancillary activities by identifying other medically related activities, possibly including a retirement community and housing targeted to healthcare staffing
- Encouraging general highway-related commercial and mixed-use activities that serve the existing medical uses, including limited-service business-class hotel and casual and sit-down dining
- Externally and street-oriented campuses focused on transit options and connectivity to nearby neighborhoods and residential developments
- Higher densities and taller buildings
- Encourage new structures to be built closer to the street front with parking in the rear
- Entrances should face the street to make visible active uses along the corridor



Image Caption: View of a medical clinic in Chamblee, GA

Source: City of Tucker (2022)

Transit-Oriented Development

This character area aligns with the locations of the planned Metro Atlanta Regional Transit Authority (MARTA) Bus Rapid Transit (BRT) Transit Oriented Development (TOD) sites along Riverdale Road, Garden Walk Boulevard, Upper Riverdale Road, and Mt. Zion Road. The purpose of the Transit Oriented Development Character Area is to encourage and enable the development of moderate to high-intensity, compact, mixed-use urban neighborhoods near transit stations where people can live, work, shop, dine, and pursue cultural and recreational opportunities while enjoying a range of mobility choices. TOD development standards, combined with limits on auto-centric uses, are designed to create vibrant neighborhoods with a robust network of streets, sidewalks, and bicycle paths, providing safe and convenient access to transit stations.

Recommend Land Uses: Mixed-Use, General Commercial, High Density Residential, Public Institutions, and Office/Business

Development & Design Strategy

- Encourage a mix of residential, commercial, and recreational spaces within walking distance of public transit stations
- Prioritize sidewalks, crosswalks, and pedestrian paths to ensure safe and convenient walking routes between destinations
- Designate space for transit stations, bus stops, and other public transportation facilities to be easily accessible and integrated into the community
- Encourage dense, compact development with buildings placed closer together to maximize land use efficiency and reduce sprawl
- Include bike lanes, bike racks, and bike-sharing programs to promote cycling as an alternative mode of transportation
- Incorporate parks, plazas, and greenery to provide residents and visitors with recreational areas and improve the overall aesthetic appeal



Transit-Oriented Development

- Include provisions for affordable housing options to ensure that people of all income levels can live within the community
- Provide amenities such as grocery stores, cafes, schools, and healthcare facilities within walking distance of transit stations to enhance the quality of life for residents
- Encourage new structures to be built closer to the street front with parking in the rear.
- Entrances should face the street to make visible active uses along the corridor.



Image Caption: View of a mixed-use development and green space in Mansfield, CT

Source: Leyland Alliance (2017)



Image Caption: View of a multi-family development in Atlanta, GA

Source: City of Tucker (2022)

3.5 COMMUNITY WORK PROGRAM

A Community Work Program defines the necessary steps for ensuring the effectiveness and success of a community's comprehensive plan. It encompasses the plan's objectives, the strategies and tactics devised to attain these objectives, a timeline for implementation, the roles and responsibilities assigned to stakeholders, and the resources and funding required to execute the plan.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		‘24	‘25	‘26	‘27	‘28			
Economic Development									
Items 1-13 are ongoing items from the 2019 CWP that are still relevant and are hence being included in this 2024 CWP									
ED-1	Trade Center and Small Business Incubator -Class A office building at the entrance to Clayton State University to attract	X	X	X	X	X	\$2.2 million for build out	Econ. Dev.	SPLOST/ Private
ED-2	“Welcome to Clayton County” Signage strategically placed at North, South, East, and West entrances into the County. The signs are anticipated to measure approximately 10 to 20 feet in width and be constructed of brick, stone or concrete. The greeting signs will showcase the County’s new brand and image		X	X			\$100,000-200,000	Econ. Dev. / Communications	SPLOST
ED-3	Develop formal agreement and approach between the Cities and County to collectively shape a positive image for Clayton County, both internally and externally	X	X	X	X	X	\$0 - \$100,000/year for County	County/Cities/ Econ. Dev. Office/City and County Mgr. Offices	County/ Cities/ Tourism funds
ED-4	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry	X	X				Staff time	Chamber of Commerce/Econ. Dev. Office/ Dev. Auth./ Existing Industry Committee	Econ. Dev./ Dev. Auth.
ED-5	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County	X	X				\$20,000	Econ. Dev.	General Fund / ARPA Funds
ED-6	Measure number and type of small business support activities occurring in Clayton County	X	X	X	X	X	\$5,500	Econ Dev. / Central Services	Econ. Dev.
ED-7	Prioritize workforce development as a key economic development tool for improving family self- sufficiency and reducing unemployment	X					Staff time	Atlanta CareerRise Working Group/ Econ. Dev. Office	Econ. Dev./ Dev. Auth.

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Economic Development									
ED-8	Formally outline roles for existing organizations focused on supporting small businesses	X	X	X	X	X	Staff time	Econ. Dev.	Econ. Dev.
ED-9	Develop and implement incentives and programs to encourage redevelopment of vacant and underutilized commercial properties	X	X	X			Varied, but could be significant depending on consensus	Econ. Dev./ County/ Chamber/ Dev. Auth.	County/ Chamber/ Dev. Auth.
ED-10	Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives	X	X	X	X	X	Staff time	Clayton State Univ./ County/ Econ. Dev	County/ Chamber
ED-11	Promote the formation of Community Improvement Districts, especially near the airport, industrial districts, and along major commercial corridors	X	X	X	X	X	Staff time	Econ. Dev./ County Chamber/ Private	Private/ County
ED-12	Develop a current marketing plan for the County which determines the most effective media for promoting opportunities in Clayton County; i.e. magazines, Web sites, advertising, etc.	X	X	X	X	X	\$35,000	Public Information Office / Econ. Dev.	General Fund / Econ. Dev.
ED-13	Encourage establishment of businesses and activities that will provide for activity in the evening hours, particularly entertainment, shopping and dining options	X		X		X	Staff time (could range from minimal \$ for ordinance/overlay rewrite to more \$ for targeted recruitment and marketing effort)	Chamber of Commerce/ CDD-P&Z	County/ Tourism funds
Items 14 - 17 are new items in this 2024 CWP									
ED-14	Develop a Clayton County marketing campaign and seek input and buy-in throughout the County.	X	X	X	X	X	Staff time	Econ. Dev.	Econ. Dev.
ED-15	Expand website content with additional data related to targeted industries, workforce, programs, incentive opportunities and property tax rates.	X	X	X	X	X	Staff time	Econ. Dev.	Econ. Dev.
ED-16	Develop an economic development incentive package	X	X				Staff time	Econ. Dev.	Econ. Dev.
ED-17	Develop a program to identify, assess, and clean-up brownfield sites for redevelopment in the county	X	X	X	X	X	\$7,000	Econ. Dev./ Community Development	Grant pending

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		‘24	‘25	‘26	‘27	‘28			
Development Authority									
Item 1 is an ongoing item from the 2019 CWP which is still relevant and is hence being included in this 2024 CWP									
DA-1	Identify and develop plans for the revitalization of declining or vacant strip shopping centers and “big-box” commercial structures throughout the County		X				Staff time	Planning and Zoning/ Clayton County Development Authority (CCDA)	General Fund
Items 2 - 12 are new items in this 2024 CWP									
DA-2	Focus County resources on catalytic sites, including Mountain View, Tara Boulevard, and Clayton State University	X	X	X	X	X	Staff time	Econ. Dev./ Dev. Auth.	N/A
DA-3	Continue to work with the Development Authority to consolidate Mountain View properties	X	X	X	X	X	Varies	Econ. Dev. / Dev. Auth.	SPLOST/ County General Funds
DA-4	Appoint Mountain View Project Manager to oversee implementation	X					Staff time	Econ. Dev. / Dev. Auth.	Econ. Dev. Office / Dev. Auth.
DA-5	Implement Mountain View implementation actions	X	X	X	X	X	Staff time	Econ. Dev. / Dev. Auth.	General Fund / Econ. Dev. Office / Dev. Auth.
DA-6	Leverage and market the planned MARTA BRT routes and transit center to attract higher density development and jobs	X	X	X	X	X	Staff time	Econ. Dev. / Dev. Auth.	Econ. Dev. Office
DA-7	Coordinate improvements County-wide to freight operations enhancement with the Cities of Atlanta and Savannah	X	X	X	X	X	Staff time	Econ. Dev. / Dev. Auth.	Econ. Dev. Office

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Development Authority									
DA-8	Add workforce/labor force questions into the pre-application process as a means to connect workforce and educational offerings in the County with jobs	X					Staff time	Econ. Dev. / Comm. Dev.	Econ. Dev. Office / Comm. Dev.
DA-9	Continue participation in Learn4Life and support priority wrap-around services in Clayton schools	X	X	X	X	X	Staff time	Econ. Dev. / Schools	Econ. Dev. Office
DA-10	Based on Clayton Facilities Master Plan results, partner with Clayton State University on space needs within existing excess buildings on campus - consider economic develop offices, community space, etc.		X	X			Staff time	Econ. Dev. / Intergovern-mental Coord	General Fund / Econ. Dev.
DA-11	Create a marketing campaign to highlight and build on the success of Lake Spivey housing market		X				\$10,000	Econ. Dev. / Communica-tions	Econ. Dev. Office / Dev. Auth.
DA-12	Identify locations for mixed-use and residential development that can accommodate diverse housing options		X	X			Staff time	Econ. Dev. / Housing Authority / Community Development	County Econ. Dev. / Dev. Auth. / Comm. Dev. / Housing Authority

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Office of Resiliency									
Item 1 is a new item in this 2024 CWP									
R-1	Flint River Gateway Trails Master Plan	X	X	X	X	X	\$14,900,000	Clayton County Office of Resiliency, ARC, and partners	ARC

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Community Development									
Items 1-4 are ongoing items from the 2019 CWP that are still relevant and are hence being included in this 2024 CWP									
CD-1	Determine land use requirements that would support the concept of Aerotropolis	X	X	X	X	X	Staff time	CDD-P&Z	Included in Staff time
CD-2	Pursue funding assistance for the continuation of efforts to improve the Tara Boulevard entrance to Clayton County - via an LCI study grant	X					\$400,000	Community Development/ ARC	ARC
CD-3	Develop a formal forum for coordination between the Clayton County Board of Education and Clayton County with regard to new schools and residential developments deemed to have a significant impact on school capacity	X	X	X	X	X	Staff time	Community Development/ CCPS	Included in Staff time
CD-4	Pursue funding for streetscape improvements to enhance the visual quality of Clayton County's major roadways	X					Staff time	CDD-P&Z/ Transportation	Included in Staff time
Items 5 - 23 are new items in this 2024 CWP									
CD-5	Develop and incorporate industrial design guides		X	X			\$10,000 - 20,000	Community Development	ARC CDAP / Comm. Dev.
CD-6	Consider development of a mixed-use industrial zoning category that includes residential uses	X	X				Staff time	Community Development	ARC CDAP / Comm. Dev.
CD-7	Update land use and zoning to support community greenspace policies		X	X			Staff time	Community Development / Parks and Rec	ARC CDAP / Comm. Dev.
CD-8	Develop a small area plan for the Clayton State University area, in partnership with the City of Morrow and Lake City		X	X	X		\$150,000-200,000	Community Development	Comm. Dev. / General Funds
CD-9	Implement county-wide public and private space design guides		X	X			\$75,000-150,000	Community Development	Comm. Dev. / General Funds
CD-10	Create design standards for key overlay districts and corridors, including Mountain View, Tara Boulevard, and Clayton State University nodes		X	X			\$20,000-100,000	Community Development	Community Development / General Funds
CD-11	Update zoning and land use based on recommendations from the Tara Boulevard LCI, once complete		X				Staff time	Community Development	Included in Staff time
CD-12	Update land use and zoning to support transit stops and the transit transfer center.		X	X	X		TBD based on scope of work	Community Development	Community Development / General Funds / ARC CDAP

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Community Development									
CD-13	Create TOD regulations/standards unique to Clayton County		X	X	X		\$50,000-150,000	Community Development	Community Development / General Funds / ARC CDAP
CD-14	Create a Medical District Overlay at Southern Regional Medical Center and surrounding parcels	X	X				Staff time	Community Development	Included in Staff time
CD-15	Identify potential neighborhood serving nodes, particularly in high residential growth areas to ensure a balance of residential to neighborhood serving commercial		X	X	X	X	Staff time	Community Development	Included in Staff time
CD-16	Conduct a land use viability study along the Flint River to ensure land uses are compatible with the trail planning and encourage economic development along this important asset.		X	X	X		\$50,000-150,000	Community Development	Community Development / General Funds / ARC CDAP
CD-17	Create multi-family design guidelines to ensure quality of multi-family housing is achieved		X	X	X		\$20,000-50,000	Community Development / Housing Authority	Community Development / General Funds / ARC CDAP
CD-18	Review residential zoning to determine revisions that will encourage increased development of senior and missing middle housing		X	X			Staff time	Community Development / Housing Authority	Community Development / General Funds / ARC CDAP
CD-19	Identify residential developments or areas in need of additional code enforcement or acquisition		X	X			Staff time	Community Development	Community Development / General Funds / ARC CDAP
CD-20	As recommended in the Tara Boulevard LCI, induct a placemaking signage study to improve beautification of the corridor.		X	X			Staff time	Community Development	Community Development / General Funds / ARC CDAP
CD-21	Implement action items for the Blueprint 2.0 Community Sites that are within unincorporated Clayton County, including Mountain View and Dixie Road	X	X	X	X	X	Staff time	Community Development	TBD
CD-22	Identify strategies to deal with investor properties that are mismanaged/blighted, beginning with identifying and cataloging blighted properties in need of maintenance and inventorying investor-owned properties throughout the county.	X	X	X	X	X	Staff time	Housing Authority / Community Development	General Funds / Housing Authority / Community Development / ARC CDAP

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Transportation									
Items 1-13 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
T-1	Roadway Capacity Improvements - Battle Creek Road from Southlake Pkwy to Valley Hill Road & Mt. Zion Blvd from Southlake Pkwy to Lake Harbin Rd. (these are combined items 1 & 2 from the 2019 CWP)	X	X	X	X		\$100,000,000	Transportation / GDOT	2024 - 2028 TIP/ County
T-2	Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas	X	X	X	X	X	\$5,500,000	Transportation	2020 SPLOST
T-3	County-wide sidewalk construction	X	X	X	X	X	\$5,500,000	Transportation	2020 SPLOST
T-4	Bridge/culvert upgrades and replacements in unincorporated areas	X	X	X	X	X	\$4,000,000	Transportation	2020 SPLOST
T-5	CEI Services for projects	X	X	X	X	X	\$1,000,000	Transportation	2020 SPLOST
T-6	Street Resurfacing in unincorporated areas Maintenance	X	X	X	X	X	\$60,000,000	Transportation	2020 SPLOST
T-7	Roadway Maintenance and Resurfacing	X	X	X	X	X	\$32,400,000	Transportation	2020 SPLOST
T-8	Traffic Signals, Signage and Striping	X	X	X	X	X	\$44,650,000	Transportation	2020 SPLOST
T-9	Bridge/Culvert upgrades, Repairs and Replacements	X	X	X	X	X	\$4,750,000	Transportation	2020 SPLOST
T-10	Roadway Safety Improvements	X	X	X	X	X	\$3,500,000	Transportation	2020 SPLOST
T-11	Sidewalk Installation	X	X	X	X	X	\$13,500,000	Transportation	2020 SPLOST
T-12	Valley Hill Rd. Widening (Battle Creek Rd. to City of Riverdale)	X	X	X			\$17,300,000	Transportation	2020 SPLOST
T-13	Landscaping/Lighting	X	X	X	X	X	\$684,279	Transportation	2020 SPLOST
Items 14 - 27 are new items in this 2024 CWP									
T-14	Update Comprehensive Transportation Plan; create connectivity to adjacent properties for transit systems (such as sidewalks)		X	X			\$150,000 - 200,000	Transportation	SPLOST
T-15	Assist, as needed, with MARTA improvements to high ridership bus stop locations	X	X	X	X	X	Staff time	Transportation	Included in Staff time
T-16	Continue to partner with MARTA during the design phase of the Southlake Rapid and State Route 54 Rapid BRT lines - align with land use and economic development efforts	X	X	X	X	X	Staff time	Transportation	Included in Staff time

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Transportation									
T-17	Consider applying to the Safe Streets and Roads for All (SS4A) Grant Program and develop safety action plans	X	X	X	X	X	Staff time	Transportation	Included in Staff time
T-18	Identify missing sidewalk infrastructure in high pedestrian locations, high ridership bus stops, and planned MARTA Bus Rapid stops		X	X			Included in item 14	Transportation	SPLOST
T-19	Prepare for next SPLOST and identify priority transportation projects to be funded	X	X	X	X	X	Staff time	Transportation	Included in Staff time
T-20	Consider adopting TSPLOST to support infrastructure maintenance	X	X	X	X	X	Staff time	Transportation	Included in Staff time
T-21	Tara Blvd LCI: Complete pedestrian improvements at Arrowhead Blvd Sidewalk Connection	X	X	X	X	X	Staff time	Transportation	County/GDOT
T-22	Tara Blvd LCI: Complete intersection improvement at Valley Hill Rd and Tara Blvd crossing	X	X	X	X	X	Staff time	Transportation	County/GDOT
T-23	Tara Blvd LCI: Complete pedestrian improvements at Tara Blvd	X	X	X	X	X	Staff time	Transportation	County/GDOT
T-24	Tara Blvd LCI: Create a MARTA BRT Working Group	X	X	X	X	X	Staff time	Transportation	County/Jonesboro/Lovejoy/GDOT
T-25	Tara Blvd LCI: Create a Tara Blvd Design Working Group	X	X	X	X	X	Staff time	Transportation	County/Jonesboro/Lovejoy/GDOT
T-26	Tara Blvd LCI: Implement GDOT planned pedestrian hybrid beacons	X	X	X	X	X	Staff time	Transportation	County/GDOT
T-27	Tara Blvd LCI: Implement High-Priority Leading Pedestrian Interval locations	X	X	X	X	X	Staff time	Transportation	County/GDOT

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		‘24	‘25	‘26	‘27	‘28			
Intergovernmental Coordination									
Items 1-5 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
IG-1	Officially launch the Clayton County Economic Development Collaborative (CCEDC) which was started in 2013 by the COO which will allow the County and Cities to unite to build the economic landscape for the County and monitor the progress of the economic development strategic plan	X	X	X	X	X	Staff time	County Commission/ COO’s Office	Staff time
IG-2	Create a coordinated channel between the County and Cities to be updated on the progress of the 2009-2015 SPLOST programs for projects that are executed in the Cities and unincorporated areas	X	X	X	X	X	\$268M	COO’s Office	2015 and 2021 SPLOST
IG-3	Create coordinated channels for economic development between County and surrounding Counties to plan economic landscape for the region	X	X	X	X	X	Staff time	County Commission., COO’s Office, Econ. Dev. Depart, neighboring Counties.	Staff time
IG-4	Develop a County-wide recycling and sanitation program to assist with beautification across the County	X	X	X	X		Staff time	County Commission. COO’s Office	Staff time
IG-5	Assess and amend the County’s current dispute resolution process as needed to ensure its effectiveness	X	X				Staff time	County Commission	Staff time

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Intergovernmental Coordination									
Items 6 - 10 are new items in this 2024 CWP									
IG-6	Conduct quarterly meetings inclusive of Clayton County, Cities within Clayton County, and Clayton State University	X	X	X	X	X	Staff time	Intergovernmen- tal Coordination	Staff time
IG-7	Conduct quarterly meetings inclusive of Clayton County and H-JAIA	X	X	X	X	X	Staff time	Intergovernmen- tal Coordination	Staff time
IG-8	Update procedures to include only two opportunities for Future Land Use Map amendments per year	X					Staff Time	Intergovernmen- tal Coordination / Community Development	Included in staff time
IG-9	Develop an outreach strategy to broadcast policy changes to county residents and property owners	X	X	X	X	X	Staff time	Intergovernmen- tal Coordination / Communica- tions Depart- ment	Staff time
IG-10	Create a dashboard to provide information about ongoing and upcoming development to the Clayton community	X	X	X	X	X	Staff time	Intergovernmen- tal Coordination / Communica- tions Depart- ment	Staff time

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
School System									
Items 1-3 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
SS-1	New 57 Classroom Middle School (Forest Park)		X				\$75M	CCPS Board of Education	SPLOST
SS-2	Lovejoy HS Auxiliary			X			\$110M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
SS-3	General Renovations at Existing Schools	X	X	X	X	X	\$800M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
Items 4 - 6 are new items in this 2024 CWP									
SS-4	Communications Support	X	X	X	X	X	\$117M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
SS-5	Operations of events planning service	X	X	X	X	X	Staff time	CCPS Board of Education	SPLOST & CAPITAL OUTLAY
SS-6	North Clayton High School	X	X				\$150M	CCPS Board of Education	SPLOST & CAPITAL OUTLAY

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Parks and Recreation									
Items 1-4 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
PR-1	(Morrow/Lake City Park) Convert the concrete pad behind the concession building to a basketball court	X	X				\$250,000	Parks and Recreation	General/ SPLOST/ REC
PR-2	(Jim Huie Recreation Center) Educational Program area; working with the Huie Foundation to get additional land donated to the Greenspace Program	X	X	X	X	X	\$35,000	Parks and Recreation	General/ SPLOST/ REC

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Parks and Recreation									
PR-3	(Independence Park) Landscaping around park to assist with crime prevention; add restroom facility	X	X				\$200,000	Parks and Recreation	General/SPLOST/REC
PR-4	10 additional swing sets needed throughout the County (specifically for toddlers) and toddler play features in parks adjacent to existing playgrounds (this is item 4 and 5 from the 2019 CWP combined)	X	X	X			\$1.5 M	Parks and Recreation	General/SPLOST/REC/HUD Grant
Items 5 - 9 are new items in this 2024 CWP									
PR-5	Update the Parks and Recreation Master Plan, including updates to county-wide Trails Master Plan	X	X	X			\$400,000	Transportation / Parks and Rec	SPLOST / CDAS Funds
PR-6	Participate in the development of Flint River trails with adjacent cities, counties, and the Atlanta Regional Commission		X	X	X		Staff time	Transportation / Parks and Rec	U.S. Department of Transportation's Reconnecting Communities and Neighborhoods grant
PR-7	Develop a pollution and noise mitigation plan and potential grant funding opportunities to mitigate noise, air, and water pollution impacts on legacy residential and businesses.	X	X	X	X	X	\$400,000	Parks and Recreation / CCWA	SPLOST
PR-8	Huie Nature Preserve Campground and Archery	X	X	X			\$4.7M	Parks and Recreation / CCWA / Huie Nature Preserve Foundation	Georgia Outdoor Stewardship Grant, Georgia 319(h), Georgia Department of Natural Resources Archery Grant
PR-9	Huie Nature Preserve Outdoor Classrooms, Disk Golf and Open Space Fields			X	X	X	\$15M	Parks and Recreation / CCWA / Huie Nature Preserve Foundation	TBD

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Library System									
Items 1 - 7 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
LS-1	Landscape all libraries	X	X	X	X	X	Staff time	Clayton County Library System	General Fund
LS-2	Repair roof at Morrow	X	X	X			\$23,000	Clayton County Library System	SPLOST/ GPLS
LS-3	Repair Circulation Desk at all Branch Locations	X	X				Staff time	Clayton County Library System	General Fund
LS-4	Paint library interior at all locations	X	X	X	X	X	Staff time	Clayton County Library System	General Fund
LS-5	Purchase additional volumes for each branch to meet the State's minimum level of service standards	X	X	X	X	X	\$638,000/year (\$441,838 proposed)	Clayton County Library System	General Fund
LS-6	Implement a plan to replace public and staff computers at the County's public libraries every three years			X	X	X	Cost to be determined at time of scope	Clayton County Library System	General Fund
LS-7	Improvement and renovation of existing Libraries	X	X	X	X	X	\$55,000	Clayton County Library System	2009 SPLOST & State Funds
Items 8 - 15 are new items in this 2024 CWP									
LS-8	Riverdale Renovation and Expansion project	X	X	X			\$1,400,000.00	Clayton County Library System	GPLS
LS-9	Headquarters Library Renovations and Monument Signage	X	X	X	X	X	\$500,000.00	Clayton County Library System	GPLS
LS-10	New Jonesboro Branch and Rex Branch	X	X	X	X	X	\$50,000.00	Clayton County Library System	SPLOST
LS-11	Install Panic Buttons for Headquarters, Love Joy, Forest Park, Morrow, Northwest, and Riverdale Branches	X	X	X	X	X	\$482	Clayton County Library System	CBDG
LS-12	Install Monument Signs at Headquarters, Love Joy, Forest Park, Morrow, and Riverdale Branches	X	X	X	X	X	\$150,000.00	Clayton County Library System	CBDG
LS-13	Paint interior of all library branches	X	X	X	X	X	\$175,000.00	Clayton County Library System	CBDG
LS-14	Paint exterior of Headquarters branch.	X	X	X	X	X	\$85,000.00	Clayton County Library System	CBDG
LS-15	Upgrade alarm systems at all branches.	X	X	X	X	X	\$77,148.00	Clayton County Library System	CBDG

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		‘24	‘25	‘26	‘27	‘28			
Police Department									
Item 1 is an ongoing item from the 2019 CWP which is still relevant and is hence being included in this 2024 CWP									
PD-1	Police vehicles with equipment	X	X				\$20,000,000	Clayton County Police Department	SPLOST 2015
Items 2 - 3 are new items in this 2024 CWP									
PD-2	Police Academy	X	X	X	X	X	\$500,000	Clayton County Police Department	SPLOST 2021
PD-3	Refurbishing of Police Department (replace flooring)	X	X	X	X	X	\$2,000,000	Clayton County Police Department	SPLOST 2021

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Fire and EMS									
Items 1 - 2 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
FE-1	Develop and implement new EMS Delivery Model for Clayton County	X	X	X	X	X	Will vary based on model.	Clayton County Fire & Emergency Services	General Fund
FE-2	Build new fire stations to address 2012 ISO evaluation (Stockbridge and Lovejoy)	X	X	X	X	X	\$4,000,000	Clayton County Fire & Emergency Services	Fire tax/ General Fund
Item 3 is a new item in this 2024 CWP									
FE-3	Riverdale Merger	X	X	X	X		\$8.5M	Clayton County Fire & Emergency Services	Fire tax/ General Fund

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		‘24	‘25	‘26	‘27	‘28			
Water Authority									
Items 1 - 2 are ongoing items from the 2019 CWP that are still relevant and are hence being included in the 2024 CWP									
WA-1	Stormwater System Rehabilitation	X	X	X	X	X	\$3,500,000/ year	CCWA	User Fees
WA-2	Emergency Generators - all Water Facilities		X				\$9,000,000	CCWA	User Fees
Items 3 - 4 are new items in this 2024 CWP									
WA-3	Identify the best option forward to resolve flooding issues near the SRMC - such as dredging the Flint River or raising the Riverdale Road bridge.	X	X	X	X	X	Staff time	CCWA / Inter-governmental Coordination	Included in Staff time
WA-4	CCWA to continue efforts to remove contaminants from the drinking water including PFOS from the drinking water.			X	X	X	\$450,000,000	CCWA	User Fees

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Digital Equity									
Items 1 - 3 are new items in this 2024 CWP									
DE-1	Partner with DCA to develop Broadband Ready Sites - focused on development focus areas- Mountain View and Tara Blvd at Old Dixie	X	X	X	X	X	Staff time	Digital Equity / Community Development / Economic Development	General Funds
DE-2	Explore the option for Clayton County to become an internet provider	X	X	X			Staff time	Digital Equity	General Funds
DE-3	As federal financial assistance programs to help cover the cost of broadband services are available, promote the offering to the Clayton community and make sign-up assistance available.	X	X	X	X	X	Staff time	Digital Equity	Included in Staff time

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Building and Maintenance									
Item 1 is an ongoing item from the 2019 CWP which is still relevant and is hence being included in this 2024 CWP									
BM-1	Renovate Old 911 Building, 7946 N. McDonough St. Jonesboro, GA 30236	X	X	X	X	X	\$1,500,000	Buildings and Maintenance	General Funds/2015 SPLOST
Items 2 - 6 are new items in this 2024 CWP									
BM-2	Facilities Master Plan	X	X	X			\$200,000,000	Building and Maintenance	2015 SPLOST / Bond Funds
BM-3	Administrative Building	X	X	X			\$40,000,000	Building and Maintenance	2021 Bond
BM-4	Behavioral Health Crisis	X	X				\$4,400,000	Building and Maintenance	2020 Bond
BM-5	Medical Examiners Office	X	X				\$5,000,000	Building and Maintenance	ARPA Fund- ing
BM-6	VIP Complex Amphitheater	X	X	X			\$5,000,000	Building and Maintenance	2021 Bond

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Housing Department									
All items are new in this 2024 CWP									
HD-1	Administrative costs to provide management and oversight of the CDBG Program.		X				\$472,974	Housing Urban Development Department	CDBG Program
HD-2	Administrative costs associated with the implementation of the Essential Home Repair Program		X				\$80,000	Housing Urban Development Department	CDBG Program
HD-3	Demolition of existing concession stand/restroom and replace with concrete pre-cast structure.		X				\$100,000	Community Development (CD)/ Housing	CDBG Program
HD-4	Demolition of existing concession stand/restroom and replace with concrete pre-cast structure.		X				\$100,000	CD/Housing	CDBG Program
HD-5	Demolition of existing concession stand/restroom and replace with concrete pre-cast structure.		X				\$100,000	CD/Housing	CDBG Program
HD-6	Gateway signage, lighting and landscaping at a busy County though fare		X				\$100,000	Economic Development/ CD	CDBG Program
HD-7	Installation of playground equipment for children ages 5-17		X				\$100,000	CD	CDBG Program
HD-8	Vouchers will be provided to youth ages 5-17 to attend Parks and Recreation Summer Camp.		X				\$25,000	CD	CDBG Program
HD-9	Improvements to upgrade playgrounds, sport fields and picnic areas.		X				\$250,000	CD	CDBG Program
HD-10	Improvements to upgrade playgrounds, sport fields and picnic areas.		X				\$100,000	CD	CDBG Program
HD-11	The Youth Services Division, with the support of the Information Technology Department and Clayton County Library System, will create a coding bootcamp to empower Clayton County citizens with IT skills ages 16-24 years old. A free coding bootcamp will offer underrepresented groups, like at risk youth and young women, a means of exposure to IT training.		X				\$48,000	CD	CDBG Program

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Housing Department									
HD-12	The current park facility consists of sidewalks and unimproved open area. The sidewalks initially constructed of brick pavers need replacement due to shifting and uneven surfaces. A portion of the open area of the park has a low area consisting of bad soils and wet subsurface conditions creating. Funding would assist in the improvements as follows: demolish and remove current brick pavers/sidewalks; install new ADA sidewalks; install underdrain systems to properly drain low area; haul in and grade low area to provide for adequate recreational use of area; install outdoor exercise equipment; install gazebo and other sitting areas; install Wi-fi capability for persons using the park area; install recreational courts such as pickle ball and badminton courts; and construct an outdoor viewing area for movies in the park to include a retaining wall/sitting area.		X				\$87,500	CD	CDBG Program
HD-13	Purchase and install additional playground equipment, pavilion, tables and grilling area at the major City park		X				\$50,000	CD	CDBG Program
HD-14	Conversion of existing commercial building to a community facility.		X				\$504,074	CD	CDBG Program
HD-15	Provide access to art services for low income youth.		X				\$35,000	CD	CDBG Program
HD-16	HOPE Shelter provides shelter assistance to women and children facing homelessness. Emergency shelter is provided up to 90 days. During this time, clients are assisted with referral services that aid participants in regaining sustainable housing.		X				\$30,000	Homeless Prevention (HML)	CDBG Program
HD-17	Metro Fair Housing Services will assist the County through the provision of services which include, Education and Outreach, Intake and Counseling, and Enforcement of federal and state fair housing laws		X				\$75,000	CD/Housing	CDBG Program

#	Activity	Timeframe					Estimated Cost	Responsible Dept./ Agency	Funding Source
		'24	'25	'26	'27	'28			
Housing Department									
HD-18	Southern Crescent Sexual Assault Center will continue their Sexual Assault Forensic Program in Jonesboro, Georgia. The agency will conduct forensic medical examinations and evidence collection at the Jonesboro clinic, to provide direct victim assistance for LMI individuals in Clayton		X				\$35,000	Homeless Prevention (HML)	CDBG Program
HD-19	Administrative costs associated with the implementation of home repairs for County residents		X				\$72,324	Housing Urban De-velopment Department (HUD)	CDBG Program
HD-20	Administrative costs to provide management and oversight of the HOME program.		X				\$102,047	HUD	HOME Program
HD-21	HOME guidelines require each year that a minimum of 15% of available funds be allocated toward projects completed by certified Community Housing Development Organizations (CHDO) within the jurisdiction. Clayton County as designated 24% of its HOME award to assist in the development of affordable housing. CHDO's that have certified with the Office of Grants Administration will become eligible to make requests against these funds.		X				\$153,070	HUD	HOME Program
HD-22	Construction of senior housing.		X				\$500,000	HUD	HOME Program
HD-23	Construction of senior housing.		X				\$265,346	HUD	HOME Program

#	Activity	Timeframe					Estimated Cost	Responsible Dept./Agency	Funding Source
		'24	'25	'26	'27	'28			
Housing Department									
HD-24	ESG will support the following agencies in completing activities related to homelessness prevention and emergency shelter: 1 (ESG24 Homeless Prevention) Office of Grants Administration SHIP Initiative will receive \$15,000 to provide short- and medium-term security deposit, rent and utility assistance to 15 SHIP participants. 2 (ESG24 Rapid Rehousing) Hearts to Nourish Hope will receive \$184,902 to provide rehousing beds, utilities, and case management for 110 homeless families in Clayton County.		X				\$199,902	HML	ESG Pro-gram
HD-25	Home Repair Program	X					\$380,000	HUD	CDBG Program
HD-26	Down-Payment Assistance	X					\$150,000	HUD	HOME Program
HD-27	Tenant Based Rental Assistance	X					\$250,000	HUD	HOME Program
HD-28	Atlanta Legal Aid	X					\$30,000	Legal Services	CDBG Program
HD-29	Mobile Health Clinic	X					\$35,000	Medical Services	CDBG Program
HD-30	Calvary Homeless Shelter						\$40,000	Emergency Shelter	ESG Pro-gram
HD-31	NACA Public Housing Home Ownership (HOT-PHA) Assistance Program	X	X	X	X	X	N/A	HUD	HUD/PHA Home-ownership Program

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VERIFIED COMPLAINT FOR DECLARATORY JUDGMENT,
INJUNCTIVE RELIEF, AND ATTORNEYS' FEES OR, IN THE
ALTERNATIVE, PETITION FOR REVIEW TO SUPERIOR COURT

Exhibit 7

2024 WL 5466376 (Ga.Super.) (Trial Order)

Superior Court of Georgia.

Fulton County

Awa DIAGNE and Awa Best Braids LLC, Petitioners/Plaintiffs,

v.

CITY OF SOUTH FULTON, Respondent/Defendant.

No. 24CV010646.

December 16, 2024.

Final Order

[Robert C.I. McBurney](#), Judge.

***1** Petitioners/Plaintiffs Awa Diagne and Awa Best Braids LLC filed a hybrid petition for review/declaratory judgment action challenging Respondent/Defendant City of South Fulton's denial of Diagne's application for a special use permit to open a hair braiding shop in South Fulton. After the City filed its response to the petition/complaint, Petitioners moved for either (1) an interlocutory injunction enjoining the City from barring Diagne from opening her shop or (2) a final order reversing the City's decision. The Court held a hearing on Petitioners' motions on 8 November 2024. All parties participated. For the reasons set forth below, the Court GRANTS Petitioners' motion for a final order reversing the City's decision and DENIES Petitioners' motion for an interlocutory injunction.

Awa Diagne has been braiding hair for over thirty years. With visions of starting a vibrant new business in her community, she leased space in a shopping center in South Fulton to open a hair braiding shop. Hair braiding shops are classified as “beauty salons” under the City's zoning ordinances and require a special use permit. Diagne submitted her application for a special use permit to open a non-chemical braiding shop on 10 April 2024.

Diagne's application was subject to three levels of review. The first reviewing body was the City's Department of Community Development and Regulatory Affairs, Planning & Zoning Division (“Staff”). The Staff issued detailed written findings and recommended approval of the permit. Among its findings was the Staff's conclusion that Diagne's proposed use was consistent with the City's Comprehensive Plan.¹ The Staff also found the proposed use to be compatible with adjacent land uses and determined it would not affect the overall balance of land uses or character of the neighborhood. The Staff noted in its report that a public participation meeting was held on 17 June 2024 that drew community support for Diagne's application. However, some participants at the meeting did raise concerns about “how the ordinance is keeping small businesses from flourishing.” (R-53).

The second body to review Diagne's application was the City's Planning Commission. The Commission held a meeting on 26 June 2024. Like the earlier public participation meeting before the Staff, this session drew support and opposition to Diagne's plan to open a braiding salon. The most forceful opposition at the Planning Commission came from the owner, employees, and clients of Salon VibeZ -- a beauty salon located in the same shopping center where Diagne hoped to start her own equally important small business. The Salon VibeZ faction challenged Diagne's application on two bases: (1) the number of beauty salons already in the area and (2) the adverse competitive impact Diagne's shop might have on Salon VibeZ' business. After hearing these concerns, the Planning Commission, like the Staff, voted to recommend approval.

***2** The third and final reviewing body was the City Council. The Council held a public hearing on the application on 9 July 2024. Prior to the hearing, the owner, employees, and clients of Salon VibeZ sent councilmembers e-mails reiterating their

concerns. The owner of Salon Vibez wrote about her fears of such direct competition. (R-36). She also appeared at the hearing and verbally opposed Diagne's application.

The Council voted on Diagne's application at its 23 July 2024 meeting. One councilmember moved to deny the application. She expressed the importance of balanced economic development and the need to avoid “saturation”. She told Diagne (referring to her by her first name) that the City *did* want Diagne to open her shop in South Fulton, but in a location where she would not be competing with any similar businesses. With no further discussion, and no explanation from any of the other three votes cast against granting the permit, the Council voted 4-3 to deny the permit. The Council affirmed the minutes of the 23 July 2024 meeting at its 13 August 2024 meeting. It never drafted any written decision.

Petitioners filed their petition for review and complaint for declaratory judgment,² injunctive relief,³ and attorney's fees⁴ on 22 August 2024. A central theme running throughout their petition/complaint is that this case is about unconstitutional economic protectionism; that the City may not refuse to issue a business permit to protect the commercial interests of an existing and potentially rival business; that here, in America and in Georgia, the competitive marketplace determines which businesses thrive and which do not -- without the government paternalistically interfering in that process by shielding an existing business from the potentially competitive impact of a new one. On the drier, more technical side, with respect to the petition for review component of their petition/complaint, Petitioners argue that the City's decision was not supported by sufficient evidence.

At the 8 November 2024 hearing before this Court, Petitioners asserted that a ruling that the City's decision was not supported by sufficient evidence would “moot everything else.” The Court understands Petitioners' statement to mean that they intended to abandon their remaining claims and requests for relief should the Court rule in their favor on the petition for review. The City, for its part, argued that adjudicating the petition for review was the *only* appropriate avenue of review and that Petitioners' other claims for relief were either not properly before the Court or without merit (or both). Given this posture, the Court addresses the petition for review first.

A local government's decision on a special use zoning permit is quasi-judicial in nature; it is not legislative. *City of Cumming v. Flowers*, 300 Ga. 820, 823-24 (2017); *Moon v. Cobb County*, 256 Ga. 539, 539 (1986). That means the decision is subject to appellate review in Superior Court by way of a petition for review filed pursuant to Title 5 of the Official Code of Georgia. O.C.G.A. § 36-66-5.1(a)(2); O.C.G.A. § 36-66-3(4)(E). This review is confined to the record.⁵ O.C.G.A. § 36-66-5.1(a)(2); O.C.G.A. § 5-3-5(a)(1); *Forsyth County v. Mommies Properties*, 359 Ga. App. 175, 184 (2021). That record includes any findings of fact adopted by the decision-making body below. In conducting its review, the Court shall

- *3 (1) Review only matters raised in the record of the proceeding in the lower judiciary;
- (2) Accept the findings of fact and credibility of the lower judiciary unless they are clearly erroneous;
- (3) Accept a decision regarding an issue within the sound discretion of the lower judiciary unless such a decision was an abuse of discretion;
- (4) Determine whether the final judgment was sustained by sufficient evidence; and
- (5) Review questions of law *de novo*.

O.C.G.A. § 5-3-5(a). At the end of its review, the Court must enter a judgment upon the petition, dismiss it, remand it with instructions, or engage in any combination thereof. O.C.G.A. § 5-3-18(a)(1).

The Court finds that reversal is appropriate here. Section 804.03(a)(1) of the City's zoning ordinances provides that the Council “shall adopt findings of fact supporting their decision.” In “preparing” those findings of fact, the Council is required by its own Code to consider the twenty separate standards for review set forth in Section 803.06. § 804.03(a)(3). It is undisputed that the

Council did not prepare any written findings of fact, meaning that the record from the Council's review of Diagne's application consists of (1) the reports of the Staff and Planning Commission (both of which recommended *approving the application*), (2) a passel of e-mails written or solicited by a disgruntled businessowner who plainly feared the competition that Diagne's salon represented and wanted to be protected from that "threat", and (3) YouTube videos of the two relevant Council meetings. A review of the YouTube videos reveals that no oral findings of fact were made to supplement (or contradict) the written findings of the Staff and the Planning Commission (other than one councilmember's musings on the need to avoid locating competing businesses near each other).

Petitioners argue that the Council's failure to prepare or at least propound *any* findings of fact, let alone findings related to the twenty factors, requires reversal. The City responds by denying that it was required to prepare findings of fact -- and that if it were required to do so, the councilmember's statements from the meeting suffice as findings.

Were it that simple for the City... Fact-finding when making rulings on matters of such consequence as the issuance of a business license -- a license to earn and to strive and grow -- is not optional, for at least two important reasons. First and foremost, the City's own ordinances require it. Second, appellate courts need it: to survive, a challenged ruling must be capable of review so that the reviewing court can, per [O.C.G.A. § 5-3-5\(a\)](#), determine whether the decision below was supported by sufficient evidence and was not an abuse of discretion. Thus, while written findings of fact are not explicitly called for in the City's zoning ordinances, *some* findings are. Silence is not sufficient. Written findings certainly make it easier for the reviewing court to determine the validity of the municipal decision than having to listen to a recording of a city council meeting, but a sufficiently detailed oral record with specifically delineated factual findings could in theory enable a reviewing court to discern a factual basis and a non-arbitrary reason for rejecting an application approved by two other levels of local government where the expertise in zoning and land use is concentrated. But that did not happen here.

*4 So what was the record that the City Council made at the meeting at which it rejected Diagne's special use permit in the face of approval recommendations from both the Staff and the Planning Commission? A silent "No" vote supported by a brief speech about the need to protect local business (from local business...) by one (not all four) of the councilmembers who rejected Diagne's application. While that one short presentation obliquely addressed several of the factors the Council was required to consider,⁶ it made no mention of most of the land use characteristics the Council was obligated to assess when adopting or rejecting a special use permit application. And that was the *only* comment made before the vote was taken. Three quarters of the Councilmembers rejecting the application said nothing, wrote nothing, found nothing. There is no record of the basis for their decision. Just an arbitrary "No." Was it the additional vehicular traffic this business would draw? Was it the signage (or lack of signage)? Were the hours of business going to be incompatible with the surrounding uses? Was it the concern that an existing business might feel competitive pressures from Diagne's business? The *written* record, from the Staff and the Planning Commission, addressed those factors (and others) and found that the special use permit was compatible with each and so should be granted. When a majority of the City Council voted to change course and overrule the conclusions of the Staff and the Planning Commission -- a decision which, to be clear, was fully within the [Council's purview, *City of Roswell v. Fellowship Christian Sch., Inc.*, 281 Ga. 767, 769 \(2007\)](#) -- that majority owed Diagne (and the general public it was elected to serve) a proper and thorough fact-based explanation for that denial of Diagne's right to open and operate a business of her choosing in the community.

That spare record, seasoned only with protectionist arguments from one of the four votes against allowing Diagne to ply her legal trade in South Fulton, does not suffice. While there does not have to be much competent evidence in the record to support a challenged quasi-judicial action such as granting or denying a special use permit, there must be some. The *only* evidence as to most of the factors the City Council was required to consider was the Staff and Planning Commission's positive assessment that Diagne should be authorized to start her fledgling business and help grow the South Fulton economy. The *only* evidence articulated that could be construed to support a "No" vote -- the anticompetitive stance of the one councilmember and her constituent who wanted to maintain a haircare monopoly in the strip mall in question -- runs contrary to Georgia's long history of constitutional jurisprudence that "entitles Georgians to pursue a lawful occupation of their choosing free from unreasonable

government interference,” and so cannot sustain the City's action. *Raffensperger v. Jackson*, 316 Ga. 383, 388 (2023) (citation omitted).⁷

Faced with the record the City made (and did not make), the Court is left to conclude that the City's decision was arbitrary and thus an abuse of discretion. See *Riley v. S. LNG, Inc.*, 300 Ga. 689, 691 (2017) (arbitrary government action constitutes abuse of discretion). The Court hereby enters final judgment on Petitioners' petition for review (Count I) and REVERSES the City's decision to deny Diagne's application for a special use permit and ORDERS the City to grant the application *instantly*. The Court has already denied Count II of Petitioners' petition/complaint. See n. 5. The Court deems the remaining counts and requests for relief abandoned. There being no further business before the Court, the Clerk is directed to close this case.

*5 SO ORDERED this 16th day of December 2024.

<<signature>>

Judge Robert C.I. McBurney

Superior Court of Fulton County

Atlanta Judicial Circuit

Filed and served electronically via eFileGA

Footnotes

- 1 The City adopted its Comprehensive Plan to guide decisions about the City's growth and development.
- 2 Petitioners seek a series of declarations that the City's denial, special permit requirement, and treatment of new businesses are unconstitutional under the State Constitution.
- 3 Petitioners seek injunctive relief allowing them to operate the braiding shop and prohibiting the City from interfering with their operation.
- 4 Petitioners seek fees under O.C.G.A. §§ 5-3-20, 9-4-9, 9-15-14, and 13-6-11.
- 5 Petitioners' alternative request for a *de novo* review of the City's decision-making process (set forth in Count 2 of their petition/complaint) is therefore denied.
- 6 Consideration of the economic impact of a new business on an existing business arguably constitutes an assessment of the “[a]vailability of other land suitable for proposed use and effect on balance of land uses” as well as the proposed special use's “effect on adjacent property” (required factors 15 and 18 from Section 803.06(b) of the City's zoning ordinances). Such consideration does not address more than a dozen other required factors.
- 7 The City argued that the concern raised about protecting an existing South Fulton business from the competitive threat of a new South Fulton business constitutes “some evidence” upon which the quasi-judicial decision was properly based, thereby requiring appellate affirmation of the City Council's decision. That is indeed the only basis provided by the one councilmember who spoke before the vote was taken. It is not, however, a proper or sufficient basis to deny Diagne her right to pursue a lawful occupation. The Supreme Court recently reaffirmed that a governmental impingement on one's

ability to engage in a lawful business such as Diagne's is “only constitutional if it is reasonably necessary to advance an interest in health, safety, or public morals.” *Raffensperger*, 316 Ga. at 391 (2023). The City has not persuaded this Court that protectionism falls into any of these three categories -- likely because it does not.

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