

C.M. 10-09-18(2)
359-18

A RESOLUTION
NO. 359 - 18

WHEREAS, the Columbus Planning Department has completed the 2018-2038 Columbus Comprehensive Plan; and,

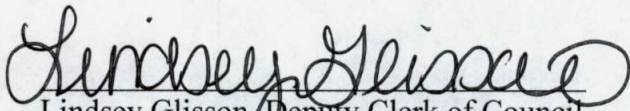
WHEREAS, this document was prepared according to the Standards and procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and as amended by the 2012 updated minimum standards.

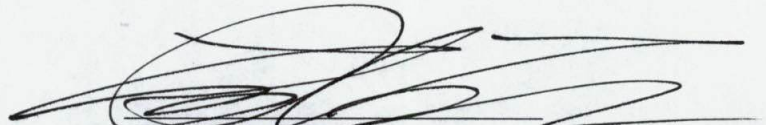
NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the Columbus Consolidated Government does hereby adopt the 2018-2039 Columbus Comprehensive Plan.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 9th day of October, 2018 and adopted at said meeting by the affirmative vote of seven members of said Council.

| | |
|------------------------------|------------------------|
| Councilor Allen voting | <u>ABSENT</u> |
| Councilor Baker voting | <u>YES</u> |
| Councilor Barnes voting | <u>YES</u> |
| Councilor Davis voting | <u>YES</u> |
| Councilor Garrett voting | <u>YES</u> |
| Councilor House voting | <u>YES</u> |
| Councilor Huff voting | <u>YES</u> |
| Councilor Thomas voting | <u>YES</u> |
| Councilor Turner Pugh voting | <u>ABSENT</u> |
| Councilor Woodson voting | <u>ABSENT FOR VOTE</u> |


Lindsey Glisson, Deputy Clerk of Council


Teresa Pike Fomlinson, Mayor



Columbus Consolidated Government

We do amazing.

2038 Comprehensive Plan October 2018

Prepared by the Columbus Planning Department



**Columbus
Plans!**

PROLOGUE

INTRODUCTION

Columbus is a vibrant and diverse riverside community, committed to building a sustainable future for generations to come. Over the last 15 months, citizens, elected officials, appointed officials, stakeholder groups, and planning staff have developed the 2018-2038 Comprehensive Plan (the “Plan”) for Columbus. This Comprehensive Plan draws on renewed inspiration from public input to take a forward-thinking and innovative approach in planning for the future in a fast-paced, technology-driven, constantly changing world. The Comprehensive Plan provides the 20-year road map for the City’s future. The chapters that follow meet the guidelines of the state’s local planning requirements. The Comprehensive Plan will provide guidance to elected officials and staff on development and redevelopment opportunities, zoning regulations, policies, programs, and initiatives that will sustain Columbus for the future.

Columbus is expected to experience moderate employment and population growth. Currently, Columbus’ population sits just below 200,000 residents. By 2040, population is projected to remain relatively steady with more substantial growth occurring outside the city limits. Cities with relatively stagnant population levels still require future planning and growth strategies to compete in a regional economy.

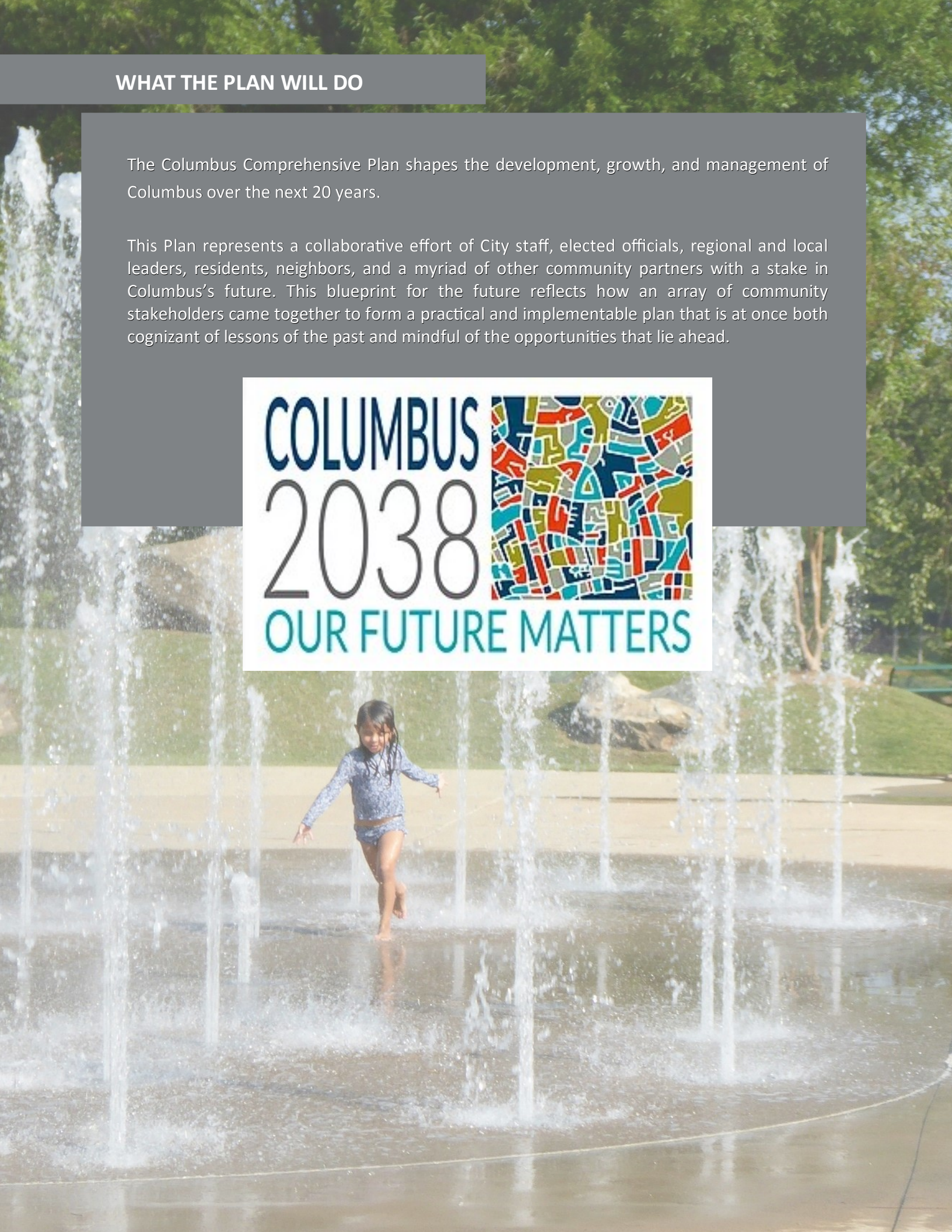
COMMUNITY INPUT

The Plan’s future land use map and policies were developed in primarily via community input. Meeting participants came from all walks of life, including college and high school students, local retirees, young working families, as well as numerous stakeholder groups. Community members provided planning staff with feedback through several mediums, including community meetings, interviews, social media, and surveys. Public meetings were held in numerous locations throughout the city in an effort to obtain a diverse and complete collection of thoughts and opinions from residents. The topics discussed in these meetings included transportation, economic opportunities/development, quality of life, public safety, housing, and land use. Through this gathering of diverse opinions, the future land use map was better constructed to serve the needs of all citizens.

WHAT THE PLAN WILL DO

The Columbus Comprehensive Plan shapes the development, growth, and management of Columbus over the next 20 years.

This Plan represents a collaborative effort of City staff, elected officials, regional and local leaders, residents, neighbors, and a myriad of other community partners with a stake in Columbus's future. This blueprint for the future reflects how an array of community stakeholders came together to form a practical and implementable plan that is at once both cognizant of lessons of the past and mindful of the opportunities that lie ahead.



ACKNOWLEDGEMENTS

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Teresa Tomlinson

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Glenn Davis, District 2
Bruce Huff, District 3
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ACKNOWLEDGEMENTS

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Fort Benning
Muscogee County School District
River Valley Regional Commission
Greater Columbus Chamber of Commerce
Columbus State University
Uptown Columbus, Inc.
MidTown, Inc.
Coalition for Sound Growth
Trees Columbus, Inc.
Community Foundation of the Chattahoochee Valley
Area religious institutions
Historic Columbus Foundation
Electric City Life

ACKNOWLEDGEMENTS

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PROLOGUE

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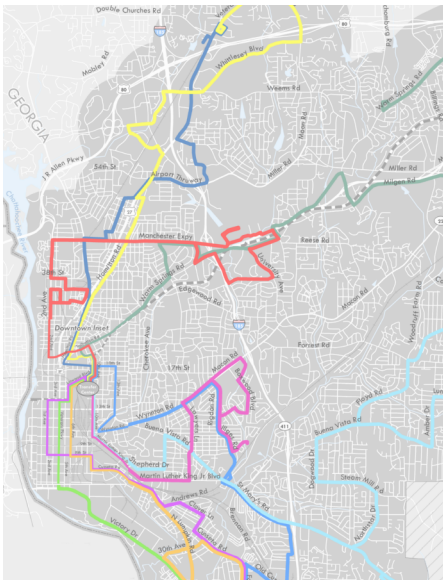
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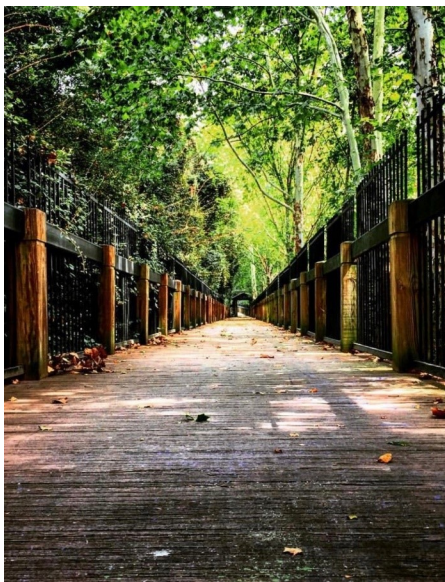
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COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 1: PUBLIC ENGAGEMENT



CONTENTS:

- Purpose
- Guiding Principles
- Targeted Populations
- Process
- Opportunity for Involvement
- Public Relations

PURPOSE

The purpose of engaging our citizens is to:

- Increase the likelihood that a common vision for our future will be widely accepted.
- Create more effective policies.
- Provide citizen direction for use of public funds and priorities.
- Improve citizens' knowledge and skills on specific issues, allowing citizens to see multiple sides of complex issues.
- Empower and integrate people from different backgrounds.
- Create local networks of community members.
- Create several opportunities for discussing solutions.
- Increase trust in local governance.
- Engage citizens to allow for effective partnerships that are healthy for our community.

GUIDING PRINCIPLES

- Inclusivity – We are committed to providing an inclusive process where all citizens are encouraged to be involved.
- Diversity – We encourage a representation of differing viewpoints in an effort to seek a workable solution.
- Equality – Citizens should know that although it is not possible to implement all ideas, all ideas will be heard in a respectful manner and considered with equal value.
- Transparency – All discussions, materials, and products will be available to the public on our website or by contacting staff.
- Legitimacy – Decisions and recommendations will be justified through participants' input.
- Deliberation – The process will lead to consensus.
- Influence – The outcome of the citizens' work will result in policy changes.
- On-going – The process will allow time to review and consider the issue before a decision is made.



Columbus Government Center Tower

TARGETED POPULATIONS

The Columbus Consolidated Government sought to make the Comprehensive Plan update process as inclusive and representative as possible. Public meetings were held throughout a number of different communities in each planning district. These meetings were held on different dates at times chosen to maximize representation from all socioeconomic backgrounds. In addition to the public meetings the Planning Department distributed a survey asking respondents a variety of questions covering all topics addressed in this Comprehensive Plan update; this survey had approximately 800 responses coming from a variety of locations, backgrounds and ages.

PROCESS

The comprehensive planning process has been divided into “chapters” sections. Each of these sections will build on the previous to create the entire plan for the City. The plan is broken into these sections in order to provide a systematic approach for citizen engagement. Individuals will be allowed to participate in as many or as few opportunities as they desire.

The plan is guided and reviewed by the Technical Review Committee and the Citizen Stakeholders Committee and ultimately reviewed and approved the Columbus City Council.

| Proposed Task Schedule | 2017 | | | | | | | 2018 | | | | | | | | | |
|---|------|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT |
| Months | | | | | | | | | | | | | | | | | |
| <i>Community Participation Program</i> | | | | | | | | | | | | | | | | | |
| Identify Stakeholders (Technical/Citizen) | | | | | | | | | | | | | | | | | |
| Develop Survey | | | | | | | | | | | | | | | | | |
| Identify Community Outreach Tools | | | | | | | | | | | | | | | | | |
| Community Assessment | | | | | | | | | | | | | | | | | |
| Survey Results Report | | | | | | | | | | | | | | | | | |
| Brief Planning Advisory Commission | | | | | | | | | | | | | | | | | |
| <i>1st Required Public Hearing</i> | | | | | | | | | | | | | | | | | |
| <i>Community Agenda</i> | | | | | | | | | | | | | | | | | |
| Community Visioning Workshops | | | | | | | | | | | | | | | | | |
| Strategic Framework Workshop | | | | | | | | | | | | | | | | | |
| Prepare Future Land Use Map | | | | | | | | | | | | | | | | | |
| Conduct Open Houses | | | | | | | | | | | | | | | | | |
| Conduct Action Planning Workshop | | | | | | | | | | | | | | | | | |
| Prepare Short Term Work Program | | | | | | | | | | | | | | | | | |
| <i>2nd Required Public Hearing</i> | | | | | | | | | | | | | | | | | |
| <i>Transmittal and Adoption Process</i> | | | | | | | | | | | | | | | | | |
| <i>Citizen Stakeholder Committee</i> | | | | | | | | | | | | | | | | | |
| <i>Technical Committee</i> | | | | | | | | | | | | | | | | | |

Comprehensive Plan Task Schedule

Survey:

Staff is committed to gathering authentic feedback on the Comprehensive Plan and process. Staff distributed and collected a survey (separate from the general public survey discussed above) at each meeting to get feedback on the meeting itself and additional input the respondent could not or chose not to provide during the meeting publically.

Meetings: Public meetings were held throughout the planning process. Meetings were held in familiar buildings that provide a welcoming environment. All meetings (except the final meeting at Gallops Senior Center) took place in the early evening. Below is a list of these public meetings with dates and locations.

- **10/3/2017:** Wynnbrook Baptist Church (500 River Knoll Way Columbus, GA 31904)
- **10/5/2017:** Midland Middle School (7373 Psalmound Rd Midland, GA 31820)
- **10/10/2017:** Baker Middle School (1215 Benning Dr Columbus, GA 31903)
- **10/12/2017:** Fort Middle School (2900 Woodruff Farm Rd Columbus, GA 31907)
- **10/17/2017:** Citizen Service Center (3111 Citizens Way Columbus, GA 31906)
- **10/19/2017:** Fox Elementary School (600 38th St Columbus, GA 31904)
- **05/08/2018:** St. Luke Ministry Center (301 11th St Columbus, GA 31901)
- **05/15/2018:** Old Town | Town Hall (8249 Dreamboat Drive Columbus, GA 31909)
- **05/17/2018:** Shirley Winston Park | Super Center (5025 Steam Mill Rd 31907)
- **08/06/2018:** Gallops Senior Center (1212 15th St Columbus, GA 31901)

In an effort for staff to speak with as many meeting attendees as possible and to build a welcoming and friendly environment, staff wore business casual clothing and visible, branded name badges. This allows citizens to immediately identify staff members in an informal and comfortable environment.

Website:

Columbus Consolidated Government staff understands that, while public meetings will be scheduled at varying times and locations to encourage participation, it is not always convenient for individuals to participate in a public meeting. Therefore, a significant web presence was developed to further engage Columbus citizens. The dedicated website for the Columbus Comprehensive Plan is user-friendly and includes:

- The purpose of a Comprehensive Plan
- An overview of the process
- General questions and answers
- Resources and articles of relevance
- Press releases
- All draft reports and maps
- A link to the aforementioned public survey



Public Meeting

Media Relations:

Developing a strong relationship with the media is an important part of communicating with the public. Staff utilized current connections and partnerships with local media to announce and remind citizens of upcoming public meetings and the current status of the Comprehensive Plan Update.

Staff also participated in Columbus Consolidated Government TV (CCG TV) public service announcements. A video was created to illustrate the purpose of the plan and opportunities for involvement.

Social Media was used as a mechanism for announcing public meetings and important dates; however, it was not utilized as a source of information gathering.

Community Relations:

It is important for Columbus Consolidated Government Planning Staff to develop community partners and relationships throughout this process. Talking points for each stage of the Comprehensive Plan will be developed and shared with partners so information can be easily distributed throughout the community.

These community partners include, but are not limited to:

- Educational Representatives
- Business Development Leaders
- Environmental Experts
- Civic Organizations
- Citizen Groups

Festivals and Outreach Opportunities:

Our community is fortunate to have many festivals and organized community events. Columbus Consolidated Government Planning Staff is committed to provide brochures and materials at these venues to build awareness and encourage public participation. These events include, but are not limited to:

- The Dream Lives MLK Day Event
- Ride Columbus Bicycling Events
- “Lets Talk!” with the Mayor Event Series
- School District Wellness Committee
- Trees Columbus Arbor Day Program



Ride Columbus Bicycling Event

Public Engagement Monitoring:

The goal is to provide authentic public engagement, and it is important for staff to remain flexible in our approach. Staff will monitor and evaluate public engagement throughout the process to ensure all members of the community participate in the planning process. Staff monitored engagement activities at public meetings to gauge participation and interest and, if needed, adapt said activities.

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 2: ECONOMIC DEVELOPMENT



CONTENTS:

- Introduction
- Regional Economy
- Columbus Economy
- Manufacturing/Creative Economy
- Military/Tourism/Government
- Labor Profile
- Needs and Opportunities

INTRODUCTION

The Economic Development Chapter of the Comprehensive Plan is an inventory and assessment of the community's economic base, labor force characteristics, and economic development opportunities and resources. It attempts to determine the community's needs and goals in light of population trends, natural resources, housing, and land use in order to develop a strategy for the economic well-being of the community. A critical component of this chapter was analysis done by the Greater Columbus Chamber of Commerce known as Columbus 2025. From the Greater Columbus Chamber of Commerce: "Columbus 2025 represents Greater Columbus Georgia's plan to create a more competitive and prosperous region. The guiding principles of the plan are to increase prosperity, reduce poverty, and improve overall quality of life for a stronger and more vibrant region for decades to come. "

The economic development policies and activities of the Greater Columbus Chamber of Commerce, the Columbus Development Authority, the Valley Partnership, and the Columbus Consolidated Government are to encourage development and expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.



TSYS Uptown Headquarters

REGIONAL ECONOMY

The region has a diverse economy that includes manufacturing, higher education, government and military, tourism, Forbes 500 companies, and a burgeoning number of creative and technical businesses. However, as Greater Columbus' population has grown at a slow rate, so too has its labor force. The labor force represents the pool of civilian workers in a region that are employed or unemployed but actively looking for work. Over the past five years, the labor force in Greater Columbus has essentially been unchanged, a surprising



Kia Manufacturing Plant—West Point, Georgia

outcome considering its age dynamics and talent production assets. Higher education institutions such as Columbus State University offer a pipeline of new workers to the region, and Fort Benning offers a qualified supply of retired military to enter the civilian workforce. But the fact that little to no civilian labor force growth occurred in recent years further supports the idea that the region's recent spike in population growth was due to the relocation of the Armor School, as a more natural increase in population should have led to a significant increase in the number of civilians working or looking for work.

As occurred in many places during and after the Great Recession (2009-2014), the region's unemployment rate hovered around 10 percent throughout 2009 and

2010. But unemployment has remained persistently higher than state and national averages at 6.3 percent through August 2017, 1.6 percentage points higher than the Georgia rate and 1.9 percentage points higher than the national average. Meanwhile, the labor force was essentially stagnant (declining by a slight 0.2 percent) between 2009 and 2014. Accordingly, the decrease in the unemployment rate was attributed to a net employment gain of approximately 2,000 jobs between 2009 and 2014, which reflects a 1.6 percent increase in employment. But while this job growth has been welcome, it lags the state (2.4 percent) and nation (4.6 percent) over the five-year period.

While the recession continues to fade into the past, the negative effects continue to impact some communities. But as the previous figure shows, the recession had less of an impact on the employment total in Greater Columbus relative to all comparison geographies. Total nonfarm jobs decreased by 3.2 percent during the recessionary years, while nationally it decreased by 5.4 percent. Since the official end of the recession, employment in the Columbus region had increased by 5.0 percent, while employment nationally increased by 7.7 percent between June 2009 and February 2015. But overall, employment in the Columbus region increased by just 1.7 percent between 2005 and 2015, representing a net gain of approximately 2,100 jobs.

Columbus was once the regional hub and economic engine of west central Georgia and East Central Alabama. In the last 15 years, Columbus' influence has waned as new competitors have arisen: the Lagrange-West Point area, Georgia, and the Auburn-Opelika area, Alabama. Both communities are located along I-85. The Kia auto manufacturing plant in West Point has created subsidiary and support industry to the Kia plant along this corridor in both states. The interstate also lures distribution companies, such as Walmart in LaGrange. On the Alabama side in Auburn and Opelika, housing starts, national retailers, and research jobs have exploded due to the presence of Auburn University, excellent public schools, low crime, and quality of life.

Over the past 25 years, the Columbus area has experienced a boom of economic activities. Energized by the economic expansion in the mid-1990s, such as the expansions of TSYS and Aflac; growth at Fort Benning; an upsurge in tourism; voter-supported SPLOSTs, and other positive economic factors, Columbus entered the 21st century in the enviable position of being able to use the past to enhance the present and future. New housing construction during this time was growing, especially greenfield development in the northwest and northeast. New businesses followed those rooftops to those particular areas. The last round of Base Realignment and Closure in 2006 (BRAC) led to numerous new housing developments in southeast Columbus.

However, the severe economic recession that hit the entire country beginning in 2008 affected Columbus. The need for a trained workforce and higher paying jobs rises. Columbus must have a talented workforce to support future economic growth and prosperity, and strength in this area is derived both from the quality and the quantity of workers. The quantity side is impacted by migration trends and it is also heavily dependent on age dynamics. Communities across the country are facing an aging workforce as Baby Boomers near retirement age. Nationally, there are just enough people between the ages of 25 and 44 to replace those individuals aged 45 to 64 in the workforce (each cohort represents 26.3 percent of the population), and any potential shortfalls can be made up through international in-migration.

Overall, Columbus has favorable age dynamics, and assuming it is able to retain these residents, the city should not be lacking for a quantity of workers. But workforce quality is another story. Columbus has a less educated population overall relative to other comparison communities, and due to the growing importance of a skilled labor pool, this is highly disconcerting. It is important to note that the region's low educational attainment levels are not confined to any one demographic. Bachelor's degree attainment rates for black and white residents lag their respective national rates by six percentage points each. Additionally, the region's educational attainment rates are not substantially skewed by the presence of Fort Benning. In fact, the bachelor's degree attainment rate among civilians aged 25 and older in Columbus was 21.1 percent, slightly lower than the overall regional average. Even more alarming than the low educational attainment rates themselves, however, is the fact that the gap in bachelor's degree attainment between Columbus and its comparison communities is growing larger. Between 2008 and 2013, the share of the population with a bachelor's degree or higher increased by 0.6 percentage points locally compared to the national gain of 2.1 percentage points.

Jobs in Columbus are not hard to come by, but that of course depends on the type of job you seek. As we are seeing nationally, many of these do not pay wages necessary to support a family. As the City pushes for the economy to diversify, a better balance will be struck between job opportunities and wages.



AFLAC Headquarters

MANUFACTURING

Columbus was well known as an industrial city up through the mid-1990s. Textile mills, foundries, and other types of manufacturing dominated the economy. As international trade agreements changed under various Presidential administrations, manufacturers pursued opportunities elsewhere, such as Mexico and China. As manufacturing dwindled, a long-standing workforce was left unemployed and untrained for modern manufacturing.

New, high-tech industries have been introduced into the market, albeit it slowly since the 1980s. Our high-tech industries produce everything from jet engines to military-grade armaments to automated teller machines. Traditional manufacturing companies, such as chemicals and foods, create a diversified manufacturing base. The significance of the manufacturing segment of the local economy cannot be overstated. Some of the largest employers and highest wage earning workers are within the manufacturing segment.



Swift Mill Apartments

CREATIVE & TECHNICAL BUSINESS

A burgeoning group of small to large creative and technical firms have chosen Columbus for their location. To support and encourage this growth, organizations such as the Columbus 2025 were formed through collaborative private and public partnerships to boost bright talent, leading-edge technologies, and exceptionally high quality of life – all to stimulate the growth of entrepreneurial, creative, and technical business in the area.



Way Down Film Festival

Since the luring of the film industry to Georgia and the attraction of millennial interests beginning in the mid-2000s, numerous organizations and efforts have come together to better meet the needs of the creative community that is Columbus. By focusing on creative entrepreneurialism, technology, new media, art, music, and food culture, these groups are helping to support and shape the future of Columbus.

MILITARY

Fort Benning, also known as the Maneuver Center of Excellence, is possibly the most important factor regarding Columbus' economy. Fort Benning is the Home of the Infantry and the Home of the Armored Cavalry. The Infantry School, the Armor School, the Western Hemisphere Institute for Security Cooperation, and the 75th Ranger Regiment are located at Fort Benning. Main post and the firing ranges are located in Muscogee County. Fort Benning is one of the most important military bases in the world. Lawson Army Airfield is Fort Benning's primary Force Projection Platform, with a runway over 10,000 feet that can handle any aircraft. Fort Benning comprises 182,000 acres and is located in most of Muscogee and Chattahoochee Counties and a portion of Russell County, Alabama.



Fort Benning Welcome Sign

Fort Benning is one of West Central Georgia's largest employers. The base contributes an estimated \$5 billion annually to the local economy, and the base supports roughly 11,016 full-time soldiers; 6,845 federal civilian workers (contractors are not tracked); and more than 16,785 soldiers in training every day. According to Fort Benning estimates, when dependents and retired military living in the Columbus region are taken into account, more than 100,000 area residents have a current or past tie to the base. In no uncertain terms, Fort Benning is a tremendous asset to the region and its economy.

The strong presence of military in the area further increases the demand for businesses in defense contracting, retail, food service, real estate, education, and other sectors.

TOURISM

Columbus has gained a well-earned reputation as a growing tourist destination, and the atmosphere and activities that draw these visitors give it vibrancy unmatched by most coastal areas. The city offers urban whitewater rafting, cross-river zip lines, two national museums — the National Infantry Museum and the National Civil War Naval Museum, historic districts, a vibrant Uptown and Entertainment District, one of the largest art museums in the Southeast (Columbus Museum), a thriving arts scene, Oxbow Meadows Environmental Learning Center, recreation, and coming soon, Westville and the United States Armor and Cavalry Museum. Columbus drew over 1.8 million visitors in FY 2016 which had an economic impact of \$327 million.

LABOR PROFILE

The following pages detail the 2015 labor profile for Columbus for the following topic areas:

- Population
- Industries by Projected Growth
- Industry Employment Numbers
- Largest Employers
- Commuting Patterns
- Education of the Labor Force

*Georgia Department of Labor information reflects the Columbus GA Metropolitan Area.

The 2016 estimated population for Columbus is 199,997 (ESRI Community Profile). Figure 4.1 shows the population from 1980 to 2016 for Columbus.

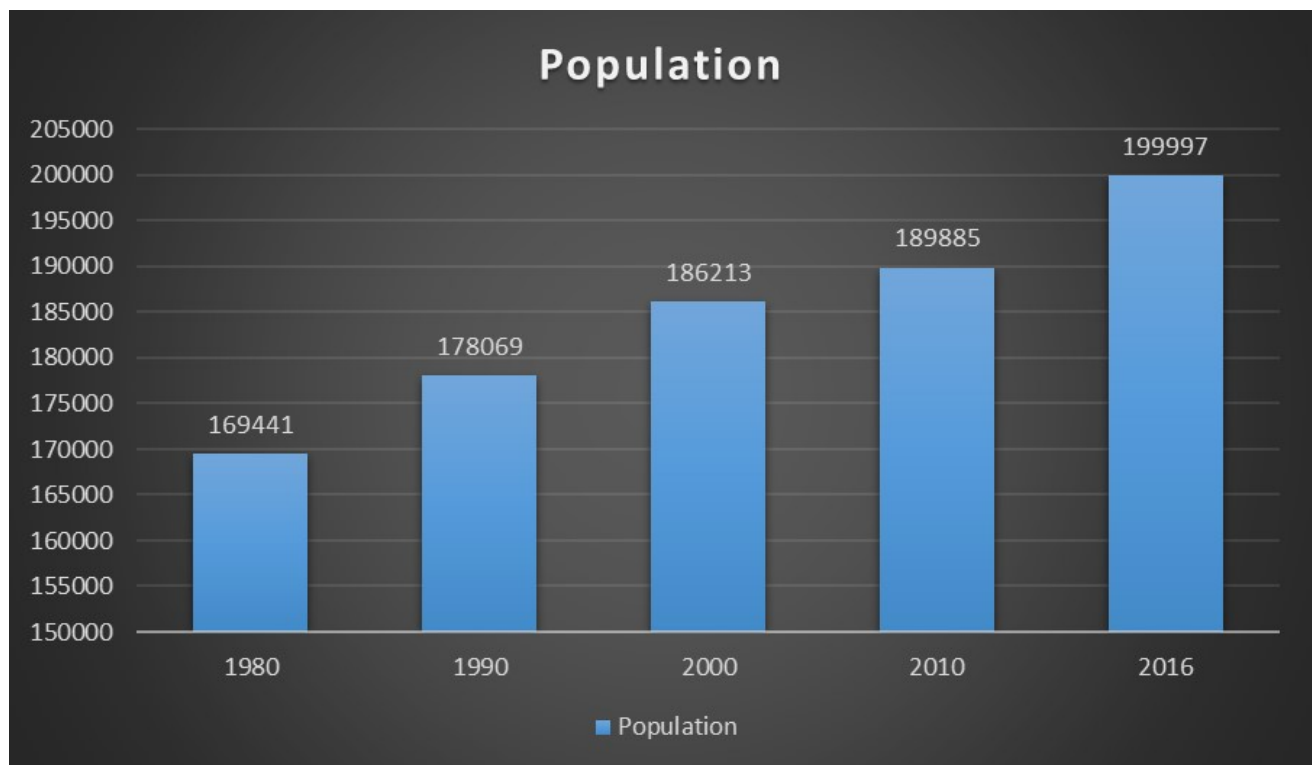


Figure 4.1

Industries by Projected Growth

Table 4.2 below shows the top 10 industries with the highest annual percent change in Lower Chattahoochee Local Workforce Development Area, Georgia (no data available for Muscogee County, Georgia) for the 2014 - 2024 time period.

| Rank | Industry | 2014 Estimated Employment | 2024 Projected Employment | 2014-2024 Annual Percent | Total Employment Change |
|------|--|---------------------------|---------------------------|--------------------------|-------------------------|
| 1 | Motion Picture and Sound Recording | 340 | 500 | 3.9% | 160 |
| 2 | Ambulatory Health Care Services | 4,989 | 7,060 | 3.5% | 2,071 |
| 3 | Nursing and Residential Care Facilities | 1,887 | 2,661 | 3.5% | 774 |
| 4 | Sporting Goods, Hobby, Musical Instrument, and | 611 | 858 | 3.5% | 247 |
| 5 | Social Assistance | 1,812 | 2,513 | 3.3% | 701 |
| 6 | Specialty Trade Contractors | 2,253 | 2,915 | 2.6% | 662 |
| 7 | Wholesale Electronic Markets and Agents and | 311 | 387 | 2.2% | 76 |
| 8 | Professional, Scientific, and Technical Services | 5,065 | 6,282 | 2.2% | 1,217 |
| 9 | Accommodation | 1,561 | 1,931 | 2.1% | 370 |
| 10 | General Merchandise Stores | 2,929 | 3,461 | 1.7% | 532 |

Table 4.2

Current Employment Statistics

Table 4.3 below shows the preliminary distribution of current employment, not seasonally adjusted, by industry in Columbus, GA-AL Metropolitan Statistical Area (no data available for Muscogee County, Georgia) for September, 2017.

Table 4.3

| Industry | Employment |
|---|-------------------|
| Total Nonfarm | 121,000 |
| Total Private | 96,000 |
| Goods Producing | 14,300 |
| Service-Providing | 106,700 |
| Private Service Providing | 81,700 |
| Natural Resources and Mining and Construction | 4,400 |
| Manufacturing | 9,900 |
| Trade, Transportation, and Utilities | 19,100 |
| Wholesale Trade | 3,200 |
| Retail Trade | 13,700 |
| Transportation Warehousing and Utilities | 2,200 |
| Information | 1,300 |
| Finance | 13,300 |
| Finance and Insurance | 11,800 |
| Insurance Carriers and Related Activities | 4,500 |
| Professional and Business Services | 12,500 |
| Educational and Health Services | 16,400 |
| Leisure and Hospitality | 14,500 |
| Other Services | 4,600 |
| Government | 25,000 |
| Federal Government | 6,900 |
| State Government | 4,800 |
| Local Government | 13,300 |

Largest Employers

Table 4.4 below shows the largest employers in Muscogee County. With the exception of Pratt & Whitney, all numbers reflect July, 2015.

| Employer | Employees |
|---|--------------|
| Fort Benning | 34,646 |
| TSYS | 4,600 |
| Muscogee County School District | 4,300 |
| Aflac | 3,670 |
| Columbus Regional Healthcare System, Inc. | 3,180 |
| Columbus Consolidated Government | 3,130 |
| St. Francis Hospital | 3,000 |
| Pratt & Whitney | 1,500 (2017) |
| BlueCross BlueShield of Georgia | 1,400 |
| Columbus State University | 1,360 |

Table 4.4



Commuting Patterns

Table 4.5 (Outbound Commuters) and Table 4.6 (Inbound Commuters) below shows the commuting patterns of Muscogee County residents as well as employees (16+) that reside in other jurisdictions.

| Employed Residents of Muscogee County | Number |
|--|---------------|
| Muscogee County, GA | 71,862 |
| Chattahoochee County, GA | 3,748 |
| Russell County, AL | 2,479 |
| Harris County, GA | 1,123 |
| Troup County, GA | 552 |
| Lee County, AL | 514 |
| Other (AL & GA only) | 2,156 |

Table 4.5

| Persons Working in Muscogee County | Number |
|---|---------------|
| Muscogee County, GA | 71,862 |
| Russell County, AL | 9,623 |
| Lee County, AL | 7,597 |
| Harris County, GA | 6,087 |
| Chattahoochee County, GA | 2,523 |
| Marion County, GA | 793 |
| Other (AL & GA only) | 2,256 |

Table 4.6

Education of Labor Force

Table 4.7 below shows the education levels of all Muscogee resident employee-eligible workers (25+).

| Educational Attainment | Percent |
|--|----------------|
| Less than 9 th grade | 4.0% |
| 9 th – 12 th grade, no diploma | 8.7% |
| High school graduate | 21.9% |
| GED/Alternative credential | 5.4% |
| Some college, No degree | 25.5% |
| Associate Degree | 9.0% |
| Bachelor’s Degree | 15.6% |
| Graduate/Professional Degree | 10.0% |

Table 4.7

Table 4.8 shows the Muscogee County School District graduation rate compared to state and national averages

| | National Graduation Rate | Georgia Graduation Rate | Muscogee County School District Graduation Rate |
|------|---------------------------------|--------------------------------|--|
| 2017 | 84.1 | 80.6 | 87.8 |
| 2015 | 83.0 | 79.0 | 84.6 |
| 2013 | 82.3 | 71.8 | 72.8 |

Table 4.8

Education in Columbus

Columbus State University

www.columbusstate.edu

Troy University

<https://www.troy.edu/servicecenters/columbus.html>

Georgia Military College

<https://www.gmc.edu/about-gmc/columbus-campus.cms>

Columbus Technical College

www.columbustech.edu

University of Phoenix

<http://www.phoenix.edu/campus-locations/ga/columbus-georgia-campus.html>

Virginia College

<https://www.vc.edu/locations/columbus/>

Strayer University

<https://www.strayer.edu/campus-locations/georgia/columbus>

Miller-Motte Technical College

<https://www.miller-motte.edu/campuses/columbus-career-training>

Need: Stop the Brain Drain - align local business needs with the local school system.

Opportunities:

- Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.
- Ensure that three- and four-year-olds have access to high-quality early childhood education.
- Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services.
- Expand efforts to introduce students to education and career possibilities from a young age.
- Leverage existing programs to coordinate a community-wide mentoring program for at-risk K12 students.
- Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.

Need: Columbus can't lose its best and brightest workers.

Opportunities:

- Connect business and education providers to develop post-secondary programs and high school curricula that support target business growth and introduce young people to job opportunities.
- Challenge the region's business community to leverage, expand, and develop internship and apprenticeship opportunities for high school and college students.
- Develop a formal retention program for individuals retiring from or exiting the military.
- Welcome and engage new residents who move to Greater Columbus with a relocating family member.

Need: Stagnant job growth numbers have to be addressed.

Opportunities:

- Georgia is now the international leader in the film industry. Columbus must pursue a healthy share of the industry and market itself as a viable film location outside of Atlanta and Savannah.
- Columbus will work to formalize a collaborative business retention and expansion (BRE) program to ensure conditions are optimal for existing firms to thrive and expand.
- Launch a pilot "economic gardening" program to help second-stage firms grow in Columbus.
- Develop an updated comprehensive economic development marketing program.
- Evaluate the viability of expanding cybersecurity research capacity in Greater Columbus.
- Explore possibilities to leverage the Columbus campus of the Mercer University School of Medicine.

Need: An improved/renewed focus needs to be placed on entrepreneurship.

Opportunities:

- Develop a physical, flexible, and professionally staffed “center of gravity” for entrepreneurial activities in a highly visible location.
- Expand capital availability for individuals who lack access to traditional capital with a pre-seed microloan program.
- Advance Greater Columbus’ position in the “maker movement” through support for Columbus MakesIT.

Need: As regional economic competition increases, Columbus cannot get left behind.

Opportunities:

- Research, define, and develop a community brand.
- Pursue a major earned media campaign to generate positive coverage of Greater Columbus in external media markets.
- Support efforts to promote Greater Columbus through travel, tourism, and events.

Need: Connectivity efforts must be increased to be competitive in economic development.

Opportunities:

- Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region’s core.
- Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.
- Catalyze the development of new housing options and supportive neighborhood retail in the region’s core neighborhoods.
- Create a formal partnership to promote a vibrant Downtown Phenix City.
- Maximize community attachment and neighborhood beautification by fostering the creation and enhancement of spaces that are high in quality, beautiful, and designed for people.
- Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community.
- Develop an Artist Relocation Program to expand and diversify the community’s arts capacity. Advance ongoing and develop future efforts to improve walking and biking connectivity.
- Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities.

CHAPTER 3: HOUSING



CONTENTS:

- **Housing Profile**
- **Needs and Opportunities**

HOUSING PROFILE

Columbus faces a potential housing crisis in our near future, primarily as it relates to senior citizens, age of housing stock, and lack of new construction opportunities since the Great Recession of 2008.

With the elderly a fast-growing demographic in the U.S., senior housing issues are taking center stage. The rising cost of living, limited options, chronic health problems and inaccessibility caused by decreased mobility are just some of the housing problems facing the elderly population. As a result, low- and modest-income seniors are having trouble finding safe housing they can afford but that can still meet their changing physical needs.

The age of Columbus' housing stock reflects the area's mid-century growth. Approximately 70% of houses in Columbus were built before 1990, and almost 56% were built before 1980. By the time the next Comprehensive Plan update is due in 2038, almost 80% of housing stock will be 30 years or older. Today, the median year of a structure being built is 1976. Homes that are more than 30 years old are generally at the greatest risk of being substandard and/or subject to deterioration associated with improper maintenance and repair. The highest rehabilitation need usually occurs in communities with a concentration of the following characteristics: an older housing stock; non-subsidized rental housing; and low-income households. To compound the issue, new housing starts are extremely slow due to lack of greenfield opportunities, high property taxes, high housing construction costs, and a lukewarm local economy.



Downtown Historic District

The Columbus, GA Five-Year Consolidated Plan (Con Plan) is mandated by federal law and regulations promulgated by the U.S. Department of Housing and Urban Development (HUD) in order for the City to receive federal funding for affordable housing and community development initiatives benefitting primarily low- and moderate-income persons. This Con Plan consolidates into a single document the planning and application requirements for the following federal programs:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)

Consolidated Plans must be prepared and submitted to HUD every three to five years. Columbus uses a five-year Con Plan cycle, and has a program year beginning July 1. This plan covers fiscal years 2017 – 2021.

The purpose of the Columbus Con Plan is to:

- Assess the City’s affordable housing and community development needs.
- Analyze the City’s housing markets.
- Articulate the City’s priorities, goals, and strategies to address identified needs, and
- Describe the actions the City will take to implement strategies for affordable housing and community development.

The City’s Con Plan for FY2017 – FY2021 provides data on trends and conditions related to Columbus’ current and future affordable housing and community development needs. Two important areas of concern for Columbus are the advanced age of much of our housing stock and the need for affordable senior housing. The analysis of this data has been used to establish priorities, strategies, and actions that the City will undertake to address these needs over the next five years. Annually, the City will develop its Action Plan in which it will describe the planned investment of federal resources to implement specific activities.

The City of Columbus anticipates receiving the following grant amounts in fiscal year 2017. Projections for the entire five-year period follow in parentheses; however, these projected amounts are expected to change based on federal allocations made annually.

- CDBG: \$1,328,478 (about \$6,642,390)
- HOME: \$644,801 (about \$3,224,005)

More information regarding the Con Plan, such as needs and opportunities, can be found at : <https://www.columbusga.org/CommunityReinvestment/pdfs/5yrConPlan.pdf>.

Need: Access to quality housing is not adequate in Columbus.

Opportunity:

- Create and/or preserve affordable housing, such as housing rehabilitation assistance, down payment and/or closing cost assistance, and new construction.

Need: Slum and blight have become the norm in established, urban neighborhoods.

Opportunity:

- Efforts shall be made to demolish vacant and/or unsafe structures.

Need: Economic development plays a key role in housing success.

Opportunity:

- Efforts shall be made to direct technical and business assistance, such as Section 108 loan repayments.

Need: Public services in Columbus are hindered by funding restraints.

Opportunity:

- Expand and continue non-housing community development supportive services.

Need: Homelessness is a persistent and growing problem.

Opportunity:

- Preserve short-term and long-term homeless facilities and associated services.

Need: Plan and administration need to be expanded.

Opportunity:

- Maintain (and possibly expand) administrative and planning costs to operate the CDBG and HOME programs successfully.



COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 4: LAND USE

CONTENTS:

- Introduction
- Regional Development
- Housing
- Existing Land Use
- Future Land Use
- Planning Areas Map
- Future Land Use Categories
- Needs and Opportunities

INTRODUCTION

The Land Use Chapter of the Comprehensive Plan provides a history of the development of Columbus, as well as existing and future development patterns. Unique attributes in Columbus require land use categories with character-based categories, consistent with the approach encouraged by the Department of Community Affairs (Minimum Standards that became effective in March, 2014). One of those unique attributes is the fall line, which runs from Augusta to Columbus. During the Mesozoic Era (251-65.5 million years ago), the fall line was the shoreline of the Atlantic Ocean; today it separates the Upper Coastal Plain sedimentary rocks to the south from Piedmont crystalline rocks to the north. The fall line's geology is also notable for its impacts on early transportation in Georgia and consequently on the state's commercial and urban development. A second unique attribute is the Chattahoochee River. Columbus has removed dams to return the river to its original form. By returning normal flow to the river, it will be ideal conditions to reinvigorate natural vegetation and create habitats for shoal bass. Each of these areas required careful assessment and planning to protect physical and environmental resources and chart future growth and stewardship.

REGIONAL DEVELOPMENT

Columbus is located in west central Georgia along the Chattahoochee River. It is bordered on the west by the state of Alabama. Columbus is comprised of numerous natural resources, primarily caused by its location along the fall line. Early development was sited on the river bank and the bluffs to the east. More recent development has occurred in Northwest Columbus, the Panhandle, and Southeast Columbus. Despite the aforementioned development, greenfield development has slowed and gray field development has increased.

Columbus is comprised of 221 square miles of land and water. Much of the remaining undeveloped land is held by large landowners, in conservation easements, or geographically and geologically difficult to develop. Future growth is being directed back into the urban core of Columbus.



Broadway Facing North

HOUSING PROFILE

Columbus is the most urbanized and populous county in west central Georgia and east central Alabama. Columbus serves as an economic, cultural, educational, and governmental hub of the region and is home to the Army Maneuver Center of Excellence, Fort Benning.

The region has seen a fair rate of growth over the past 20 years and is expected to continue at or above this level slightly as the attractiveness of the region to military retirees and Millennials increases. Economic growth in the region is also expected to remain strong, supporting forecasts for continued population growth at or above the current level.

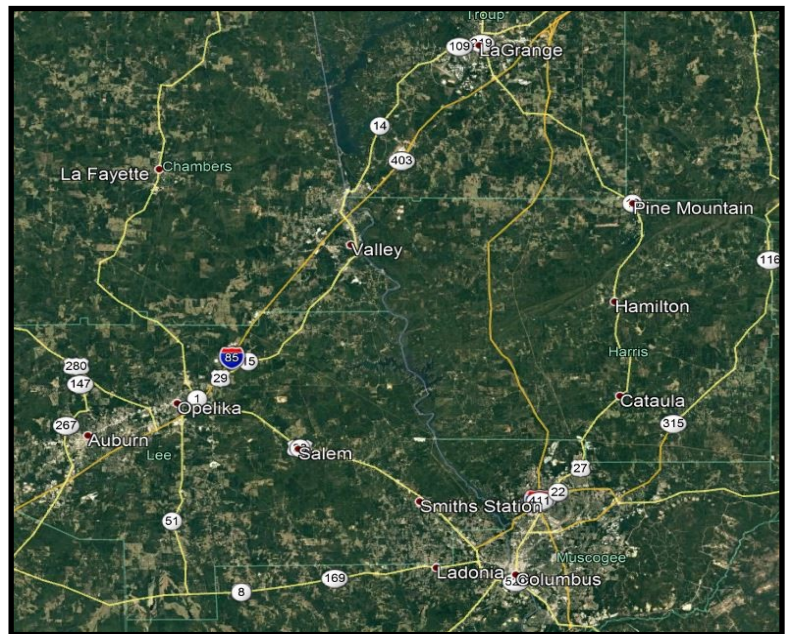
Columbus is the most populous county in the Columbus Metropolitan Statistical Area (MSA) which includes Marion, Chattahoochee, and Harris Counties in Georgia and Russell County and part of Lee County in Alabama. Columbus is also the largest county in the Columbus-Auburn-Opelika GA-AL CSA, which includes the aforementioned counties as well as Lee County, Alabama and Chambers County, Alabama. US Census Bureau defines the boundaries of these areas. The population of the MSA has grown substantially since 1970, and projections show continued growth into future decades.

Within Columbus, high growth rates were experienced during the 1990s and 2000s in the rural areas of northwest Columbus and the Panhandle. Those areas have seen growth slow due to the Great Recession of 2008, issues with terrain in the northwest, and the Fort Benning Digital Ranges in the Panhandle.

Columbus has preserved the role of its vibrant downtown as the nucleus of regional activity. The city's historic downtown and historic neighborhoods are an exceptional example of colonial-era town planning that survived the centuries and thrives today. For that reason, downtown Columbus maintains a high quality pedestrian environment.

Areas lying to the east of the city are extensively developed, and further development is limited by physical constraints (Fort Benning). Areas lying to the north of the city are primarily estate lots and commercial development. Development pressures will arise as the widening of US 27 nears completion.

Transportation facilities strongly influence growth and land use patterns in the county. These facilities include the J.R. Allen Parkway, the Columbus Airport, road and rail networks serving extensive industrial districts associated with airport and seaport functions, Lawson Army Airfield, Interstate I-185, and GA 520.

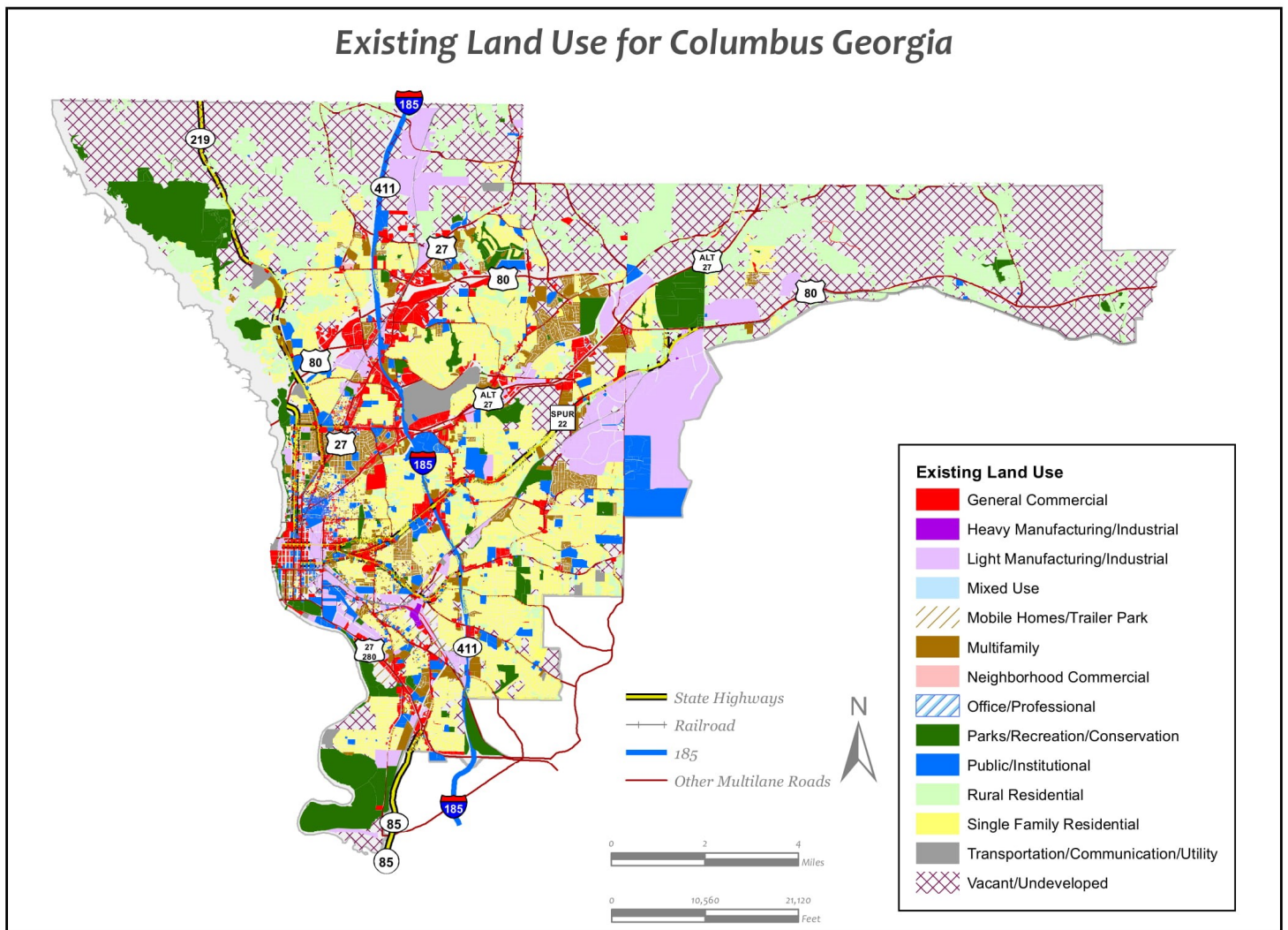


Map of East Alabama & West Georgia

EXISTING LAND USE

The Columbus Existing Land Use Map is based on the most recent GIS information. Where multiple uses are found on a single parcel, the dominant land use has been mapped. Conventional land use categories are used to describe existing land use patterns, whereas a character-based classification system is used in discussing and planning future land use. The character of each of these areas varies greatly as a result of the distinctly different land use patterns.

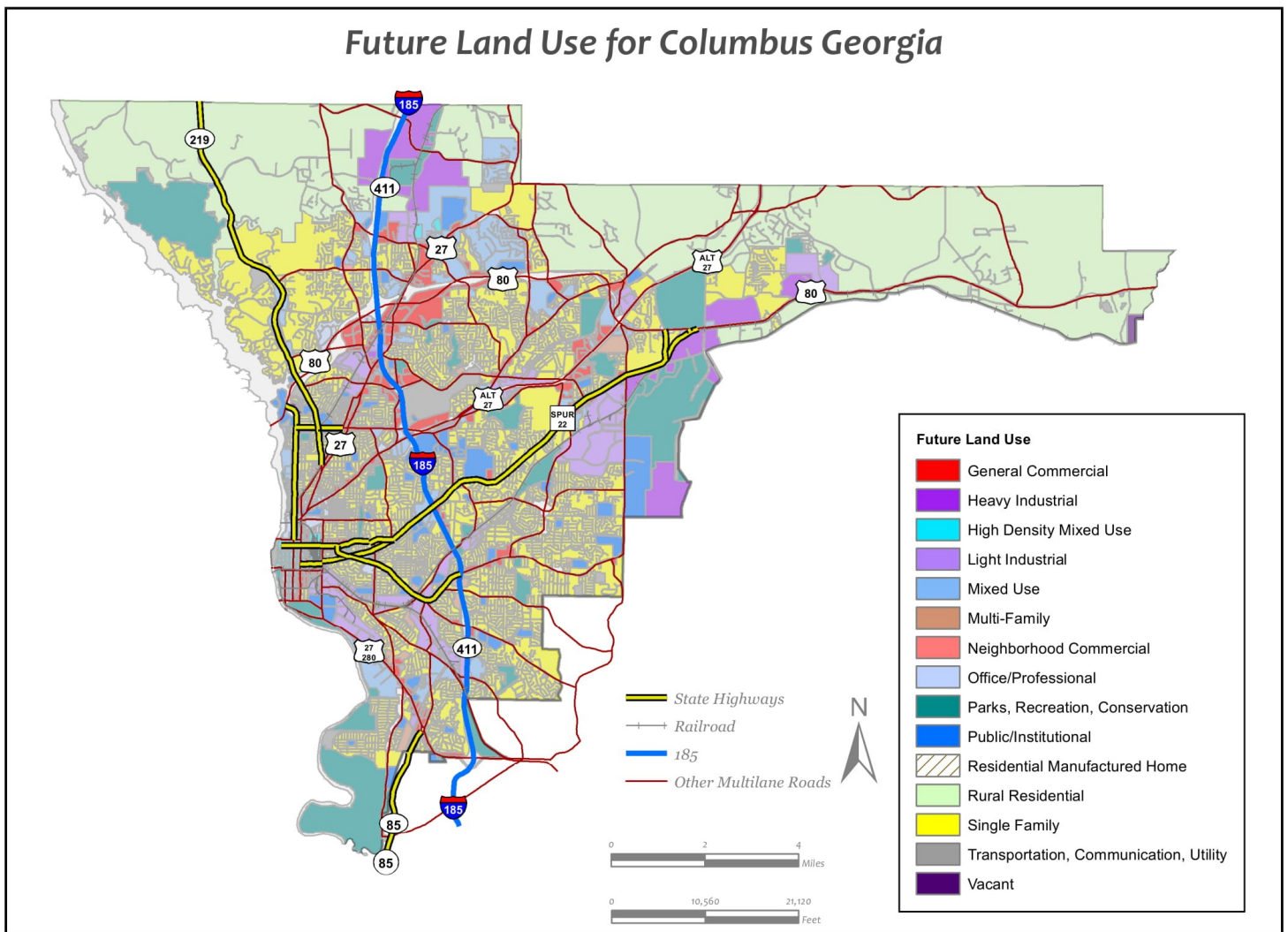
Columbus is highly urbanized. Except for the Northwest and the Panhandle, the city is largely built-out and growing chiefly through redevelopment in established urban areas. Urban neighborhoods that have declined in population and vacant industrial lands represent an opportunity for internal growth in the form of infill redevelopment.



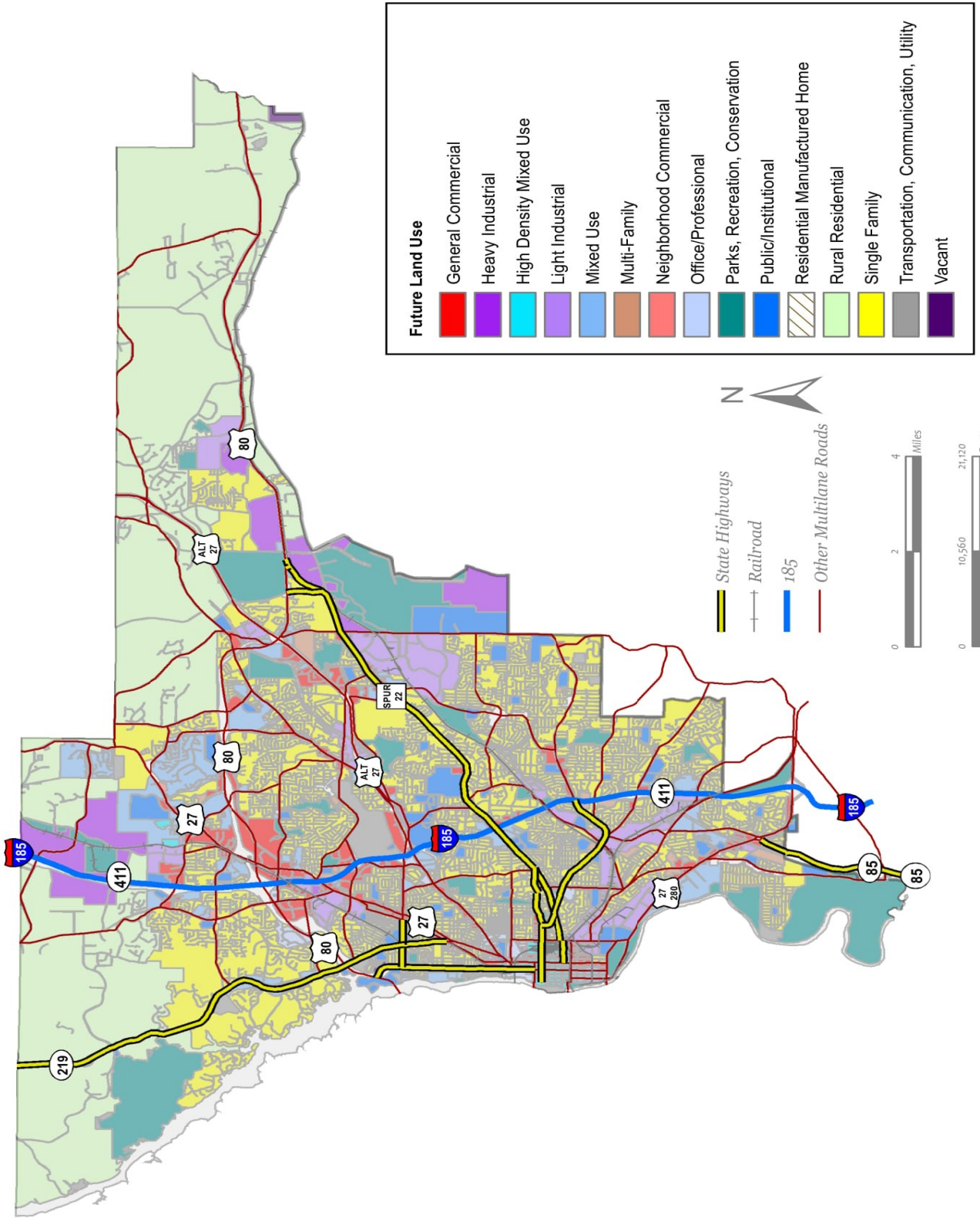
FUTURE LAND USE

The Comprehensive Plan sets the vision for the community and includes a Future Land Use Map (FLUM) with several land use categories that serves as a guide for zoning decisions in the community. The FLUM is a visual representation of the city's future development policy. Interpretation of the FLUM should be considered along with all zoning requests, local policy reviews, and conclusions when policy-makers consider land development questions or requests. The FLUM and its uses contained within, give direction for regulating development with the goal of maintaining and furthering consistent character within each area as defined by a vision. Below is a link to an interactive Future Land Use Map; here you can zoom in and out, enable additional layers (zoning, council districts, historic districts, etc) and look up addresses.

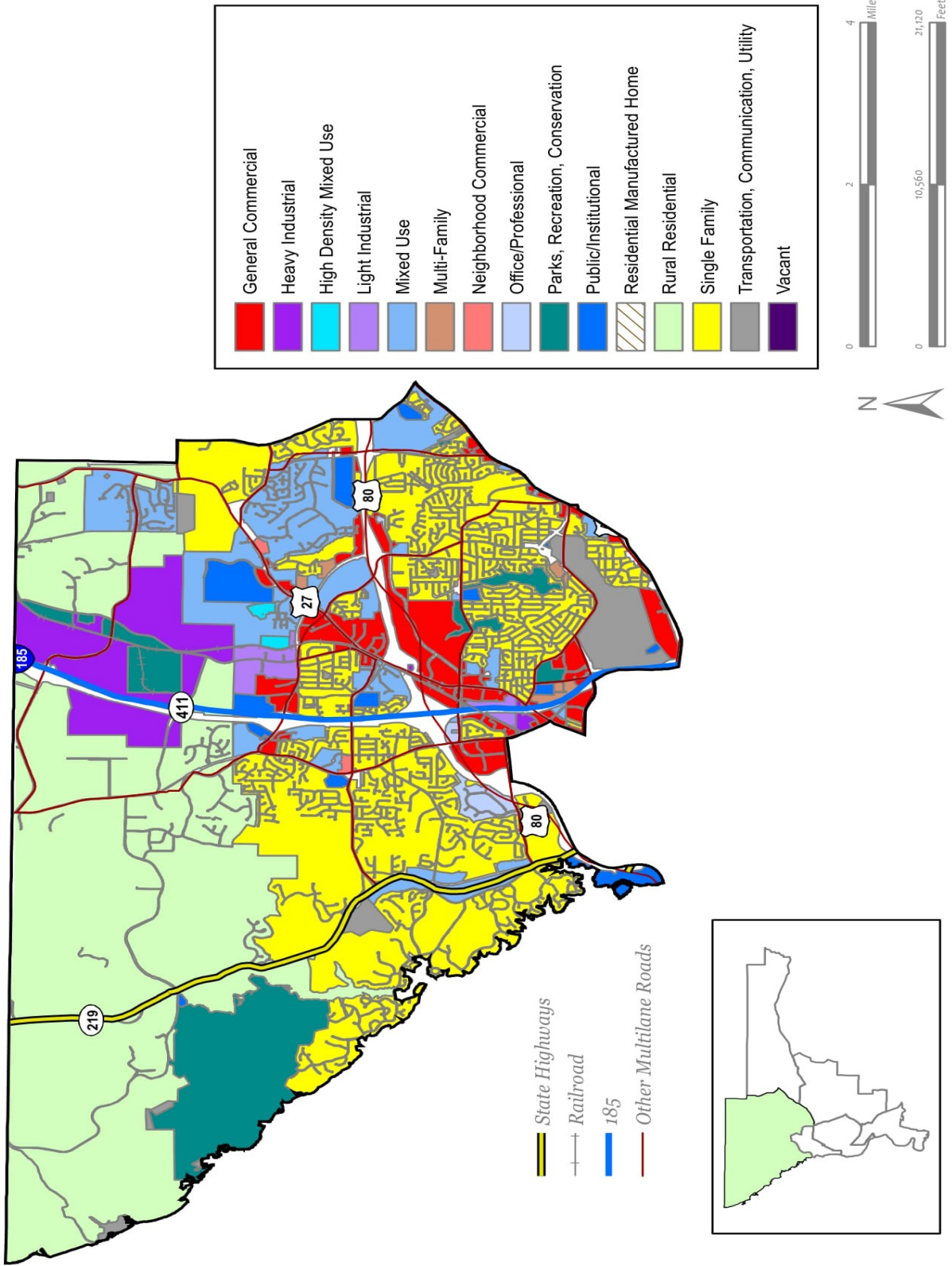
<http://cgc.maps.arcgis.com/apps/webappviewer/index.html?id=7883e67b842443f38d51c76e4b4241d6>



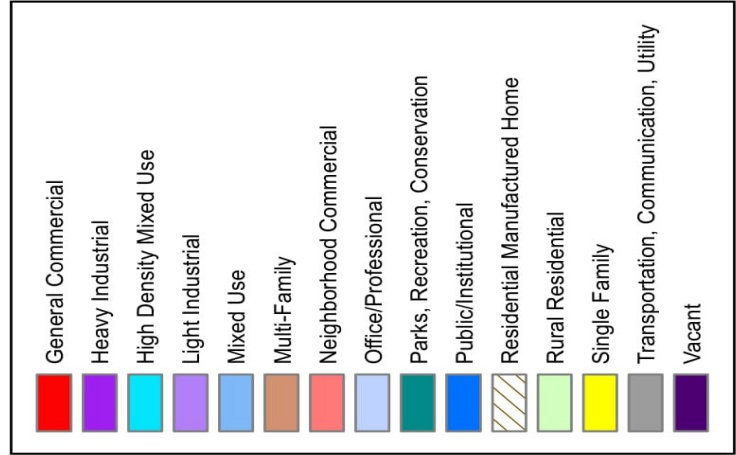
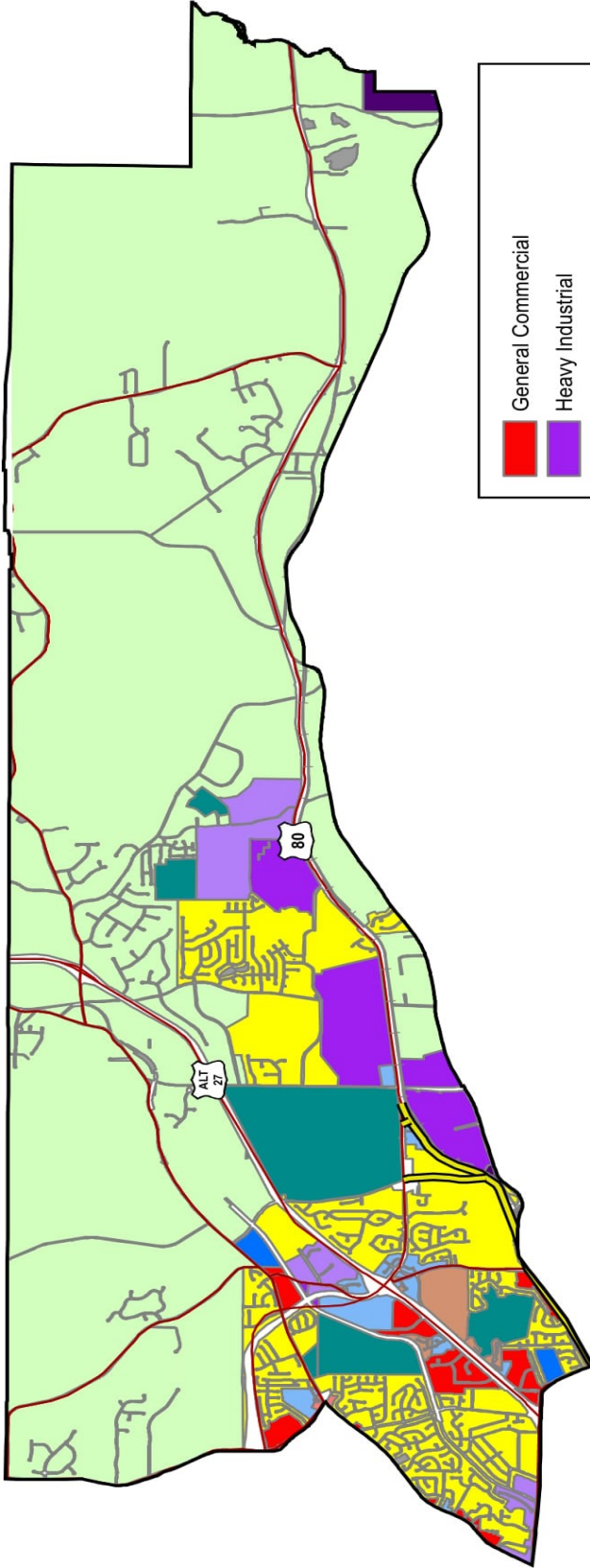
Future Land Use for Columbus Georgia



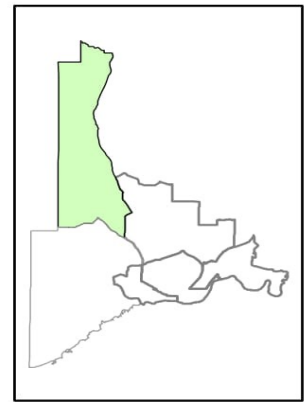
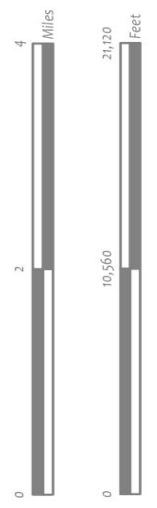
Future Land Use for Columbus Georgia Planning Area A - Northwest Columbus



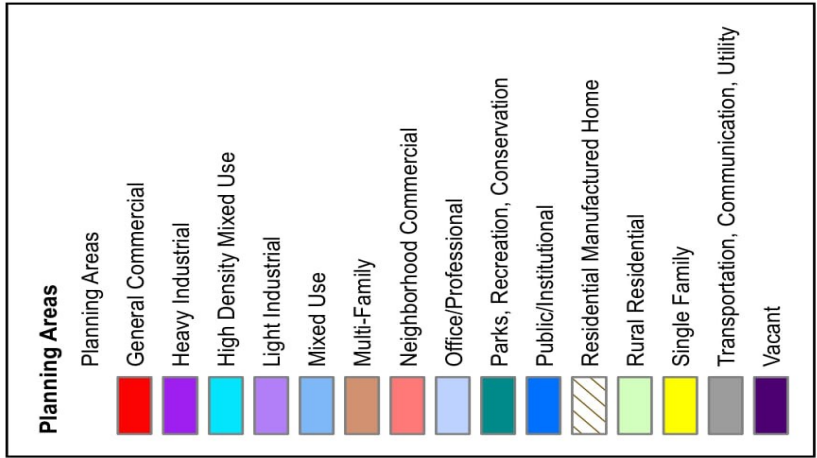
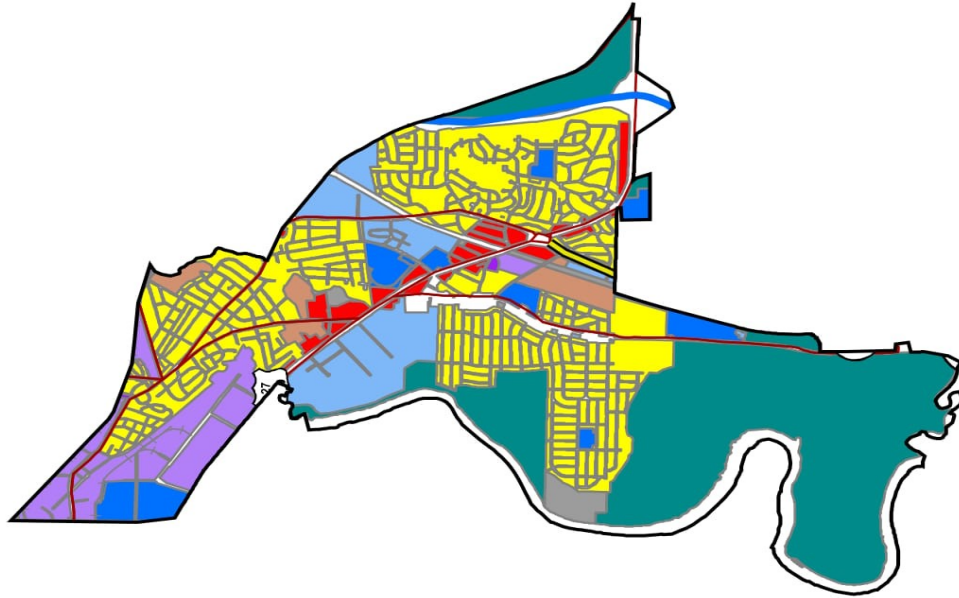
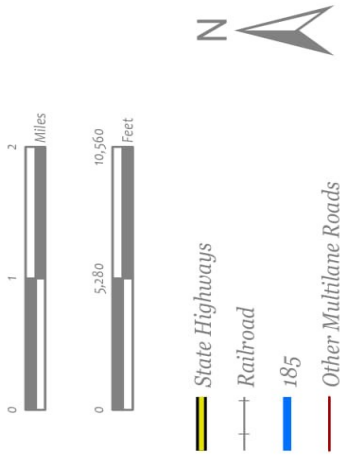
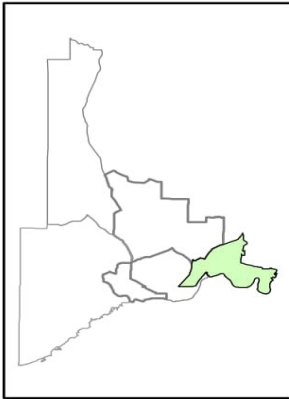
Future Land Use for Columbus Georgia Planning Area B - Panhandle



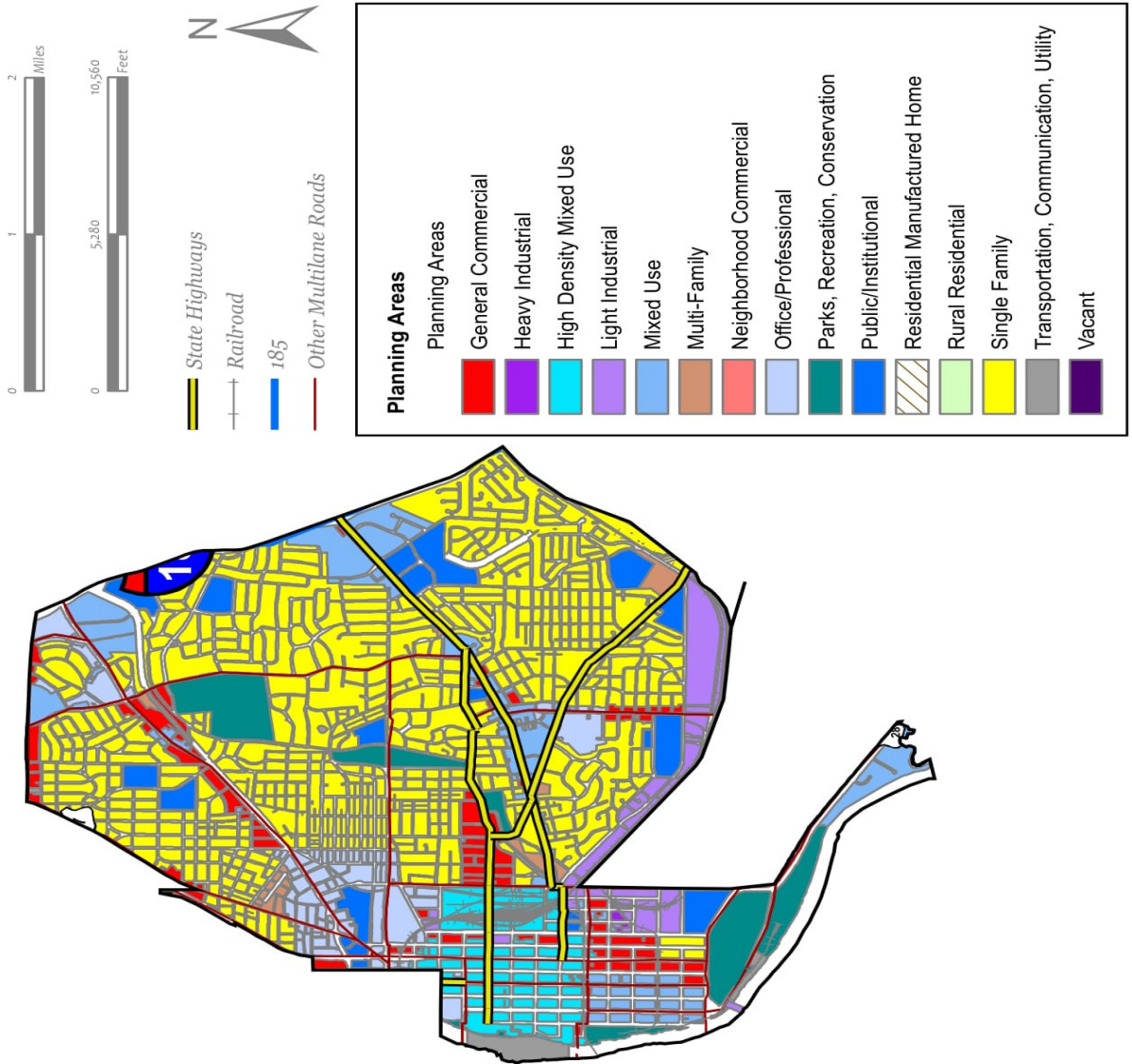
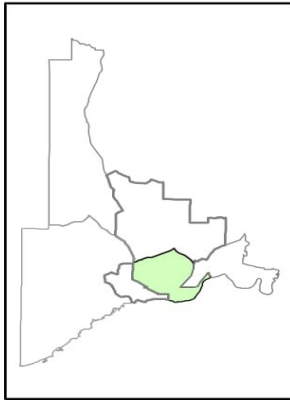
- State Highways
- Railroad
- 185
- Other Multilane Roads



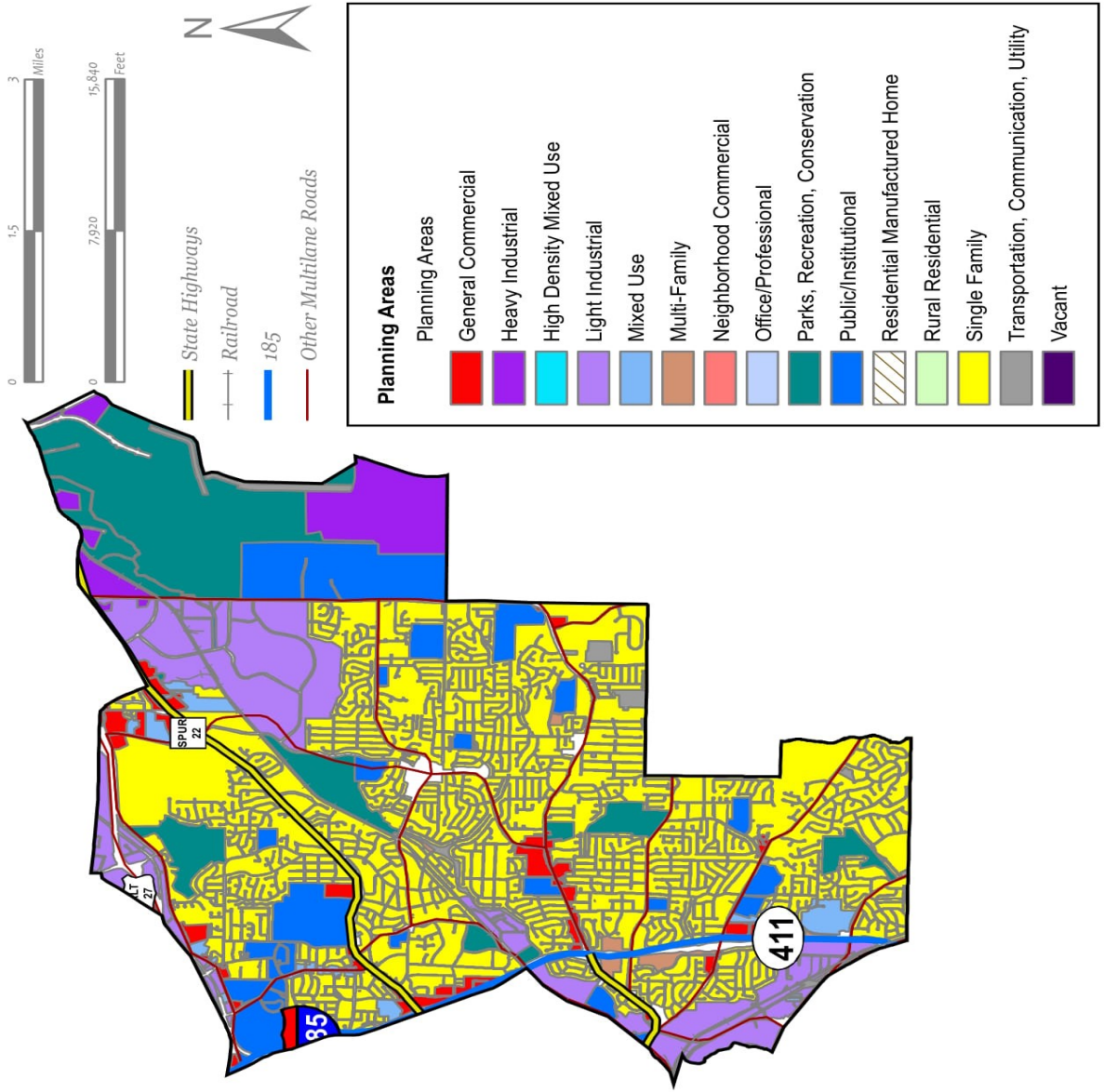
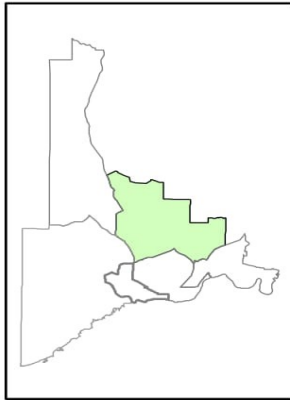
Future Land Use for Columbus Georgia Planning Area C - South Columbus



**Future Land Use for Columbus Georgia
Planning Area D - Midtown/Uptown**

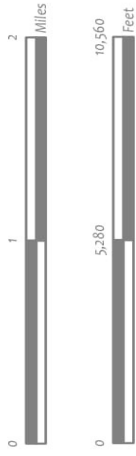


Future Land Use for Columbus Georgia Planning Area E - Southeast Columbus

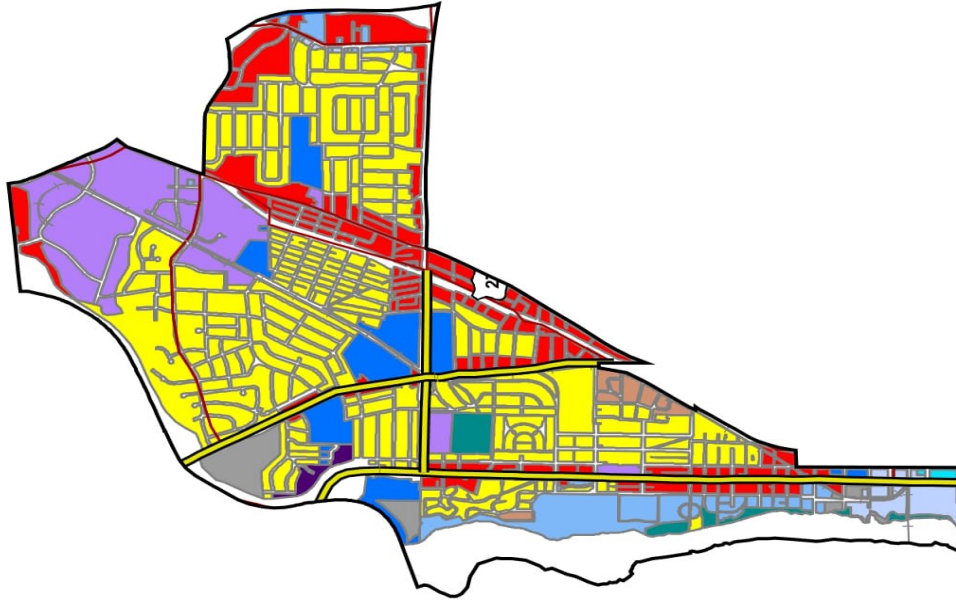


| Planning Areas | |
|-----------------------|--|
| [Red Box] | General Commercial |
| [Purple Box] | Heavy Industrial |
| [Cyan Box] | High Density Mixed Use |
| [Light Purple Box] | Light Industrial |
| [Light Blue Box] | Mixed Use |
| [Brown Box] | Multi-Family |
| [Red-Orange Box] | Neighborhood Commercial |
| [Light Blue-Gray Box] | Office/Professional |
| [Teal Box] | Parks, Recreation, Conservation |
| [Blue Box] | Public/Institutional |
| [Hatched Box] | Residential Manufactured Home |
| [Light Green Box] | Rural Residential |
| [Yellow Box] | Single Family |
| [Gray Box] | Transportation, Communication, Utility |
| [Dark Purple Box] | Vacant |

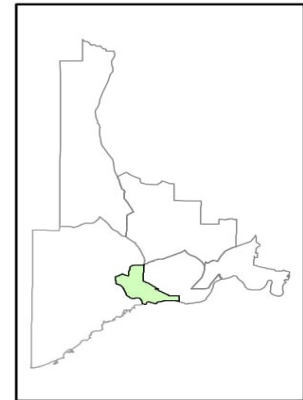
Future Land Use for Columbus Georgia Planning Area F - Bibb City/Beallwood/North Columbus



- State Highways
- Railroad
- 185
- Other Multilane Roads



| Planning Areas | |
|----------------|--|
| | General Commercial |
| | Heavy Industrial |
| | High Density Mixed Use |
| | Light Industrial |
| | Mixed Use |
| | Multi-Family |
| | Neighborhood Commercial |
| | Office/Professional |
| | Parks, Recreation, Conservation |
| | Public/Institutional |
| | Residential Manufactured Home |
| | Rural Residential |
| | Single Family |
| | Transportation, Communication, Utility |
| | Vacant |



FUTURE LAND USE

The Future Land Use Map use categories for Columbus are shown below in Table 5.2:

| Future Land Use Designation | Description | Associated Zoning Codes |
|---|---|--|
| Rural Residential | Single-family residences on greater than 1 acre. | RE-10, RE-5, RE-1, PUD |
| Single-Family Residential | Single-family residential areas between 1 and 7.25 units per acre. | RT, SFR-1, SFR-2, SFR-3, SFR-4 |
| Multi-Family Residential | Multi-family residential areas up to 18 units per acre. | RMF-1, RMF-2, PCD, MROD, RMH, RO |
| General Commercial | Property where business and trade are conducted. They may be single-use or grouped together in a shopping center. | GC, PCD, PMUD |
| Neighborhood Commercial | Small-scale retail uses that serve surrounding neighborhoods with common goods and services. | NC, PMUD |
| Light Industrial | Property used for warehousing, distribution, trucking and light manufacturing, which are primary uses. | TECH, LMI, PID |
| Heavy Industrial | Property used for heavy industrial uses such as large-scale manufacturing or mining. | HMI, PID |
| Park/Recreation/Conservation | Areas that have been developed or are proposed to be developed for park, recreational use or protected open space. | Any Zoning District |
| Office/Professional | Property that accommodates business concerns that do not provide a product directly to customers on the premises, or do not as a primary activity involve manufacture, storage or distribution. | CO, RO, SAC, TECH, PCD, PMUD |
| Mixed Use | Areas of mixed-use development (multi-family residential, office, commercial) up to 43 dwelling units per acre. | RO, H, PUD, PCD, PMUD |
| High Density Mixed Use | Areas of mixed-use development containing both high intensity commercial and residential uses with no limit placed on dwelling units per acre. | UPT, CRD, PUD, PCD, PMUD |
| Transportation, Communications, Utilities | Areas housing uses such as power generation plants, sewerage and water treatment facilities, railroad facilities, radio towers, public transit stations, telephone switching stations, airports, port facilities, or similar uses. | Any zoning district, if use is consistent with the description of future land use. |
| Public Institutional | Areas housing local government's community facilities, general government, and institutional land uses. Examples include schools, city halls, county courthouses, landfills, health facilities, churches, libraries and police and fire stations. | Any zoning district, if use is consistent with the description of future land use. |

Need: As available land for development becomes scarce, sprawl pressure will increase.

Opportunities:

- Provide for more mixed-use development opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents. Areas proposed for appropriate mixed use development must be reviewed and planned to ensure viable services and amenities to create successful integration of the uses.
- Identify quality / priority growth areas within the urban core of Columbus.
- Identify urban areas that need infrastructure improvements to sustain redevelopment.

Need: Current zoning policies may not be compatible with urban renewal.

Opportunities:

- Study and review modern zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance. Some of these possibilities include, but are not limited to, form-based codes; accessory dwelling units; pocket neighborhoods; incremental development; and/or transit oriented design.
- Review current mixed-use zoning regulations that can be adapted to infill development situations.
- Columbus will incentivize development within walking and bicycling distance of existing and future transit and trail corridors to achieve improved location efficiency for housing, employment, recreation, and civic spaces.

Need: Sustainability is not a priority in the community.

Opportunities:

- Implement a Plan4Health program in a pilot area of Columbus. Healthy environment places may provide access at varying levels to the resources for leading a healthier life, such as physical access to employment, healthcare, shopping, or social connections, for persons of all abilities.
- Create a pilot project that focuses on livable communities for all ages, with a focus on land-use, transportation, access to food, access to health services, and access to quality of life expectations.
- Focus efforts to create design legislation that supports aging in place.

Need: The Comprehensive Plan must be a living document that can evolve.

Opportunity:

- In a fast-changing world, the Comprehensive Plan needs to be reviewed annually to stay relevant to new trends and changes.

Need: Columbus needs to be open to new concepts in research and implement new concepts regarding land-use and development

Opportunity:

- As Americans continue to move to urban areas, increased pressure is placed on services and infrastructure. Seeking alternatives to traditional land-use and development standards need to be pursued.

Need: Mixed-use development are lacking in Columbus.

Opportunity:

- Mixed-use development and/or mixed-use zoning regulations have proven successful in Columbus. Identifying areas where mixed-use opportunities will succeed is vital to the community.

Need: Adaptive reuse is popular in Columbus but zoning and codes are challenging to reuse.

Opportunity:

- Columbus is known statewide for adaptive reuse of buildings and property. Where feasible, adaptive reuse should be pursued. However, many times the cost of retrofitting for adaptive reuse is costly. Incentives, such as density bonuses, fire code modification, administrative variances, discounted city fees, and so forth, could be utilized.

Need: Neighborhoods need to build identity and pride.

Opportunity:

- Columbus residents typically identify themselves by which neighborhood they live. Neighborhoods are a source of pride and utilizing a system like those used in the Park District, the Original Historic District, and Morningside would help showcase these neighborhoods and potentially help market those neighborhoods for new homeownership and redevelopment.

Need: Columbus has too many barriers to development.

Opportunity:

- The limited amount of land available in Columbus for greenfield development creates a great opportunity for infill development back into the urban core. Barriers to redevelopment should be researched and potentially amended or removed.

Need: Brownfields and grayfields dot the landscape and need to be repurposed to avoid being catalysts for blight..

Opportunity:

- Brownfield and grayfield properties are typically in the urban core of Columbus and are in dire need of redevelopment and repurposing. Brownfield opportunities can be supported by state and federal grants, but grayfield redevelopment is the responsibility of local government and/or private property owners. Many municipalities have repurposed grayfields for civic uses, such as Columbus' own Civic Commons, which is home to the Citizen Service Center, the Columbus Natatorium, the Columbus Library, the Muscogee County School District headquarters, and the Rainey-McCullars School of Performing Arts. Finding incentives for private parties to repurpose grayfields should be researched.

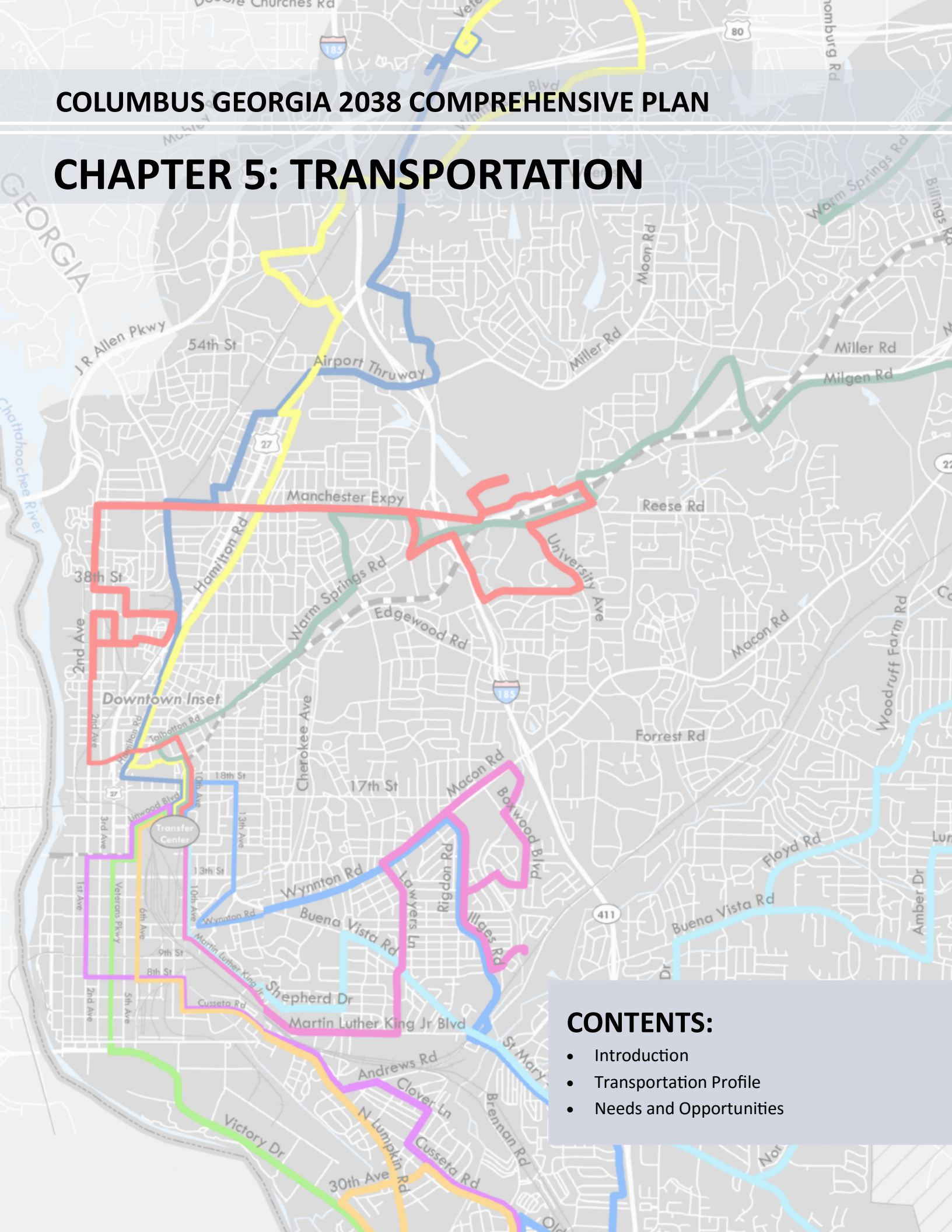
Need: Columbus lacks incentives and regulations to refocus development efforts on infill development.

Opportunities:

- The limited amount of land available in Columbus for greenfield development creates a great opportunity for infill development back into the urban core. Barriers to redevelopment should be researched and potentially amended or removed.
- A land needs assessment can identify buildable land and lands available for redevelopment.

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 5: TRANSPORTATION



CONTENTS:

- Introduction
- Transportation Profile
- Needs and Opportunities

INTRODUCTION

Transportation planning provides the information, tools, and public involvement needed for improving multimodal transportation system performance. It is a continuous process that requires monitoring of the system's performance and condition. Since the 1960s, the Federal government has tied the availability of funding to the requirement for urbanized areas of certain size to have a Comprehensive, Continuous, and Cooperative process (the 3 Cs).

The Columbus-Phenix City Metropolitan Planning Organization transportation planning process is comprehensive in that it involves detailed examinations of all travel modes in the area, as well as land use relationships; it is cooperative in that it involves representatives of many agencies, elected officials, and the general public; and it is continuing in that it is kept current to address changing transportation issues and problems. There are several federally-required documents that C-PC MPO must produce for the transportation planning process:

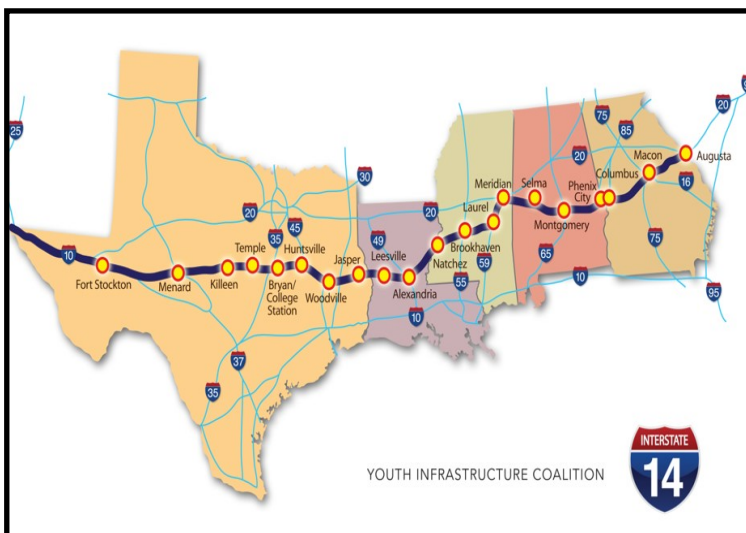
Long Range Transportation Plan (LRTP), Transportation Improvement Program (TIP), Unified Planning Work Program (UPWP), Congestion Management Process (CMP), and the Participation Plan.

One interesting transportation proposal is the development of Interstate 14 (I-14), beginning in West Texas and ending in Augusta, Georgia. This east-west route would provide a limited-access highway connection passing through a number of underserved and disadvantaged communities; such a highway could spur economic growth in those areas and enhance the interstate transportation system. The highway would also connect major military installations between Texas and Georgia. The development

of I-14 through Columbus, GA may utilize much of the existing infrastructure along US-80 (already mostly a 4 lane, limited access highway throughout the city), which may reduce expenses and limit potential disruptions incurred by the project. Additional studies will be required to assess right-of-way acquisition and construction effects on existing homes and businesses.



Fort Benning Gateway Bridge



Interstate 14 Route

TRANSPORTATION PROFILE

The Long Range Transportation Plan (LRTP) is the instrument for coordinating the metropolitan long-range transportation planning in the City of Columbus, all of Chattahoochee County, and a portion of Harris County in Georgia, Phenix City, AL and segments of Lee and Russell Counties in Alabama. The LRTP identifies transportation improvements that will be needed in the Columbus-Phenix City area over the next 25 years. The LRTP planning process is comprehensive, including all modes, cooperative, involving a broad array of stakeholders and other interested parties and continuous, being updated at least every five years. The planning process is established in Federal statute and is required for areas designated as “urbanized” (population 50,000 and above). The LRTP is one of the key products of the planning process for the Columbus-Phenix City Metropolitan Planning Organization (C-PCMPO).

The Columbus-Phenix City LRTP fulfills the Federal requirements for a Metropolitan Planning Organization (MPO) Plan. The provisions for MPO plans are described under Section 134 of Title 23 and Section 5303 of Title 49 of the United States Code, in the Code of Federal Regulations, Title 23, Part 450 and in Public Law 109-59, Section 6001. A key statute in the Federal requirements states that each metropolitan area shall have the following:

A continuing, cooperative, and comprehensive transportation planning process that results in plans and programs that consider all transportation modes and supports metropolitan community development and social goals. These plans and programs shall lead to the development and operation of an integrated, intermodal transportation system that facilitates the efficient, economic movement of people and goods (23 CFR 450.300).

Federal regulations (23 CFR § 450.322) also require MPOs to develop long range transportation plans which identify the projected transportation demand of persons and goods in the metropolitan planning area over the period of the plan (a minimum of 20 years). In addition, MPOs have been required (23 CFR § 450.316) to develop transportation plans and programs that are consistent with projections of potential transportation demand. This demand is based on the interrelated levels of activity in the areas of economic, demographic, environmental protection, growth management, and land use activities in accordance with metropolitan and local development goals.



US 80 and Interstate 185 Interchange

Travel demand models have become the primary tools used to identify the existing and future travel demand of person and vehicle travel and determine the transportation plans and programs that would be necessary to implement in order to address the travel patterns. The LRTP planning process must also include citizen and public official involvement and participation and must include a financial plan that provides a plan for funding transportation improvements over the next 20 to 25 years.

The 2035 Columbus-Phenix City LRTP was adopted on December 18, 2009. Previous LRTPs that have guided the transportation program in the area include the 2030 (adopted in 2004); 2025 Plan (adopted in 1999); and the 2020 Plan (adopted in 1995). The first LRTP (then known as a “Transportation Needs Report”) was developed for the Columbus-Phenix City MPO in 1970, six years after the region was designated as an urbanized area.



River Walk

The C-PCMPO started its first comprehensive regional transportation planning effort one year following its formation by forecasting travel demand to a horizon year of 1985. The C-PCMPO applied the forecasts to prepare a Transportation Needs Report in 1970, the region’s first-ever comprehensive transportation plan. The Transportation Needs Report was updated in 1979, 1986, 1996, 1999, 2004 and 2009. With each update, the C-PCMPO has repeated the inventory of existing conditions; strengthened and revised projections of growth; and reiterated the analysis of current and projected travel demand, taking into account changes in development patterns and travel behavior.

The development of any long-range transportation plan is challenging because it must effectively meld federal, state and local concerns including transportation and land use. For the C-PCMPO, it faces an even greater challenge as a “bi-state” planning area which is bifurcated by the Chattahoochee River and subject to the different planning regulations and policies associated with two state governments (Georgia and Alabama), two State Departments of Transportation, five counties (or portions thereof), a consolidated government for Muscogee County which represents the city of Columbus, GA and several smaller cities, including Phenix City, AL, whose boundaries are in both Lee and Russell Counties.

The Policy, Technical, and Citizens Advisory Committees of the C-PCMPO include representatives from both states in a cooperative, organized, and orderly structure.

It is through the process of updating the LRTP that the C-PCMPO strives to make the best use of transportation funding. The purpose of developing a long range plan is to foster the development and implementations of improvement projects that will culminate into an integrated intermodal transportation system and ease the efficient movement of people and goods.

The 2040 Long Range Transportation Plan represents the seventh update of the regional plan, and will serve as the guide for transportation investment for the region over the next 25 years. This LRTP Update is the result of a 9-month concentrated study effort by the C-PCMPO, conducted in cooperation with federal, state, regional, and local planning partners as well as the public.

More information regarding the 2040 LRTP, such as needs and opportunities, can be found in PDF format located at: <https://www.columbusga.gov/planning/pdfs/lrtp/lrtp.pdf>

Need: Existing transportation facilities are aged and decaying.

Opportunity:

- Assure that preservation (or enhancement) is conducted in the most efficient manner via transportation system management (TSM) early action strategies.
- Prioritize maintenance of existing transportation infrastructure.
- Improve transportation opportunities for people with disabilities.
- Improve transportation opportunities for aging populations.

Need: Congestion is not an issue in Columbus but has the potential to increase quickly.

Opportunity:

- Forestall future congestion through coordination with land use plans and decision making.
- Continue to identify locations for intersection improvements including roundabouts.
- Implementation of smart technology for signalization.

Needs: Complete transportation is still lacking in Columbus.

Opportunity:

- Build on the theme of alternative transportation modes and enhanced operational efficiency by introducing multi-modal plans and programs designed to create a seamless transportation system with efficient and effective operations.
- Continue commitment to expand multiple transportation options that provide transportation needs to all citizens and to enhance quality of life.
- Provide pedestrian and bicycle transportation as well as public transit.
- Implement 2014 Alternative Transportation Plan.

Need: High speed rail will open Columbus to economic development.

Opportunity:

- Identify future Columbus Airport expansion opportunities.
- Provide safer transportation option between Atlanta and Columbus.
- Align with national transportation goals.

Need: The proximity to Hartsfield-Jackson International Airport hurts the viability of the Columbus Airport.

Opportunities:

- Attract multiple low cost carriers.
- Increase connections with different regions.

Need: Autonomous vehicle technology is expanding at an alarming rate and Columbus is not ready for it.

Opportunities:

- Invite demonstrations of driver less car technology.
- Partner with Fort Benning and/or other regional institutions.
- Develop and implement policies governing driver less car technology.

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 7: URBAN SERVICES



CONTENTS:

- Waste Management & Recycling
- Energy Generation & Usage
- The Electrical System
- Power Sources
- Renewable Resources
- Water & Wastewater Infrastructure
- Storm Water
- Telecommunications
- Education
- Crime
- Parks
- Historic Preservation
- Water
- Watershed Protection

WASTE MANAGEMENT & RECYCLING

Columbus provides county residents and businesses with solid waste disposal services and recycling processing services for refuse collected within the city. During Fiscal Year 2018, the city managed approximately 73,617 tons of materials through its system. The major categories and quantities of materials were:

- 73,073 tons of municipal solid waste and construction and demolition material
- 159 tons of tires
- 385 tons of recyclables
- 26,192 tons of inert debris

Pine Grove is a double-lined landfill and takes in all construction and demolition (C & D) debris as well as municipal solid waste (MSW). Pine Grove is lined with 60-millimeter High Density Polyethylene Liner as required by the state. Granite Bluff takes all inert materials.

Per the Public Works Department, Pine Grove C & D has been permitted and approved for expansion, which extends its life expectancy to 101 years. That expansion will begin in late 2018. Pine Grove MSW is permitted and designed for 6 phases. Phases 1 through 3 are full and Phase 4 is currently being utilized. Phases 5 and 6 have not been constructed yet. The current permitted operating life of the Pine Grove MSW is 36 years. Granite Bluff is also permitted and designed for expansion. The current fill area has approximately 1 year of air space remaining. The city is permitted and approved to construct 3 additional fill areas on the property. However, there is no accurate air space estimate on the additional fill areas because the city is not sure how deep granite sits under the surface.



Columbus Recycling Center

Public Works operates five unmanned recycling drop-off sites throughout the city, as well as a manned recycling drop-off site at the Columbus Recycling and Sustainability Center (the “Center”). The Center takes cardboard, plastics, aluminum, mixed paper, steel cans, and aluminum and processes it for sale on the open market. When the Center opened in 2013, the city began a pilot program in 10 areas of Columbus to convert small residential recycling boxes to 95-gallon bins. That program has now expanded citywide and 95-gallon bins may be requested and delivered to residents free of charge.

ENERGY GENERATION & USAGE

Presently, Columbus residents receive their electricity through Georgia Power, Diverse Power Cooperative, and Flint Electric.

- Georgia Power, a Southern Company, is the main energy utility serving Columbus – covering about 95% of Columbus customers. The Southern Company is headquartered in Atlanta, Georgia and is the largest electric power company in the United States, serving over 8.8 million U.S. customers throughout most parts of the country (particularly the Southeast). Georgia Power itself serves over 2.4 million customers throughout Georgia.
- Diverse Power Cooperative (DP) serves numerous counties in western Central and South Georgia and provides electrical power to northwest Columbus (the sparsest part of Columbus). DP is headquartered in LaGrange, Georgia and began as an entity created from the New Deal’s Rural Electrification Corporations in 1936.
- Flint Energies Cooperative (FE) serves numerous counties to the west of Macon, Georgia in the central part of the state. FE is headquartered in Reynolds, Georgia, and like Diverse, began as an entity created from the New Deal’s Rural Electrification Corporations in 1937. FE serves the Panhandle portion of Columbus and has 1,225 customers.



North Highlands Dam

Additionally, Liberty Utilities services approximately 80% of Columbus’ residents for natural gas heating purposes in their homes. Liberty Utilities is a subsidiary of Algonquin Power & Utilities Corporation (APUC), which was created in 1988. APUC is currently providing natural gas, water, and electricity to over 750,000 residential and business customers in the southern half of the United States (California to Georgia). The figures on the following page illustrate residential energy consumption in North Carolina for about the past 30 years.

Approximately 54% of all households in the United States use natural gas. Not all pipelines extend to rural areas; therefore,

alternate sources of heating are used for many households, such as electricity, fuel oil, propane, solar, and other or none. In Georgia, electricity (54.7%) is the largest source of heating and natural gas (39.3) is the second largest.

Coal-fired power plants historically fueled more than three-fifths of net electricity generation in Georgia. However, since 2009, as natural gas became more economical and as coal-fired power plants were retired, natural gas has accounted for an increasing share of the state's net electricity generation. In 2012, for the first time, natural gas was the largest source of generation in Georgia. By 2016, natural gas supplied two-

fifths of Georgia's net electricity generation. Coal supplied less than three-tenths. Georgia's two nuclear power plants, both located in the eastern part of the state, typically provide one-fourth of the state's net electricity generation. In recent years, the four reactors at those two plants have received physical modifications to increase generating capacity. Two new reactors, being built at the existing Vogtle nuclear plant in Waynesboro, Georgia, are the first new reactors approved by the U.S. Nuclear Regulatory Commission in 30 years. The state's remaining net electricity generation is provided primarily by biomass and hydroelectric power. A small but increasing amount of electricity is provided by solar photovoltaic (PV) generation.

More than two-fifths of the electricity sales in Georgia are to the residential sector, where more than half of the households use electricity for heating. With the state's hot, humid summers, almost all Georgia households have air conditioning.



High Voltage Transmission Lines

ELECTRICAL SYSTEM

Electricity is a secondary source of energy and is a result of converting energy created by primary sources such as nuclear, coal, hydroelectric, petroleum, natural gas, wind, solar, and biomass. Georgia Power generates their electricity specifically from coal, natural gas, nuclear, petroleum, hydroelectric and some renewable sources. This energy generation occurs in power generation facilities. These facilities are connected to a network of transmission cables and power lines to provide electricity to consumers.

These transmission lines are a part of the U.S. electrical grid. The grid, or transmission system, is the interconnected group of power lines and associated equipment for moving electric energy at high voltage between points of supply and points at which it is delivered to other electric systems or transformed to a lower voltage for delivery to customers. There are local grids, regional grids, and then the national grid that connects all the smaller grids to protect all parts of the country from blackouts. If one part of the country has an outage of any of their power systems, then another part of the country can step in and send power to the area in need. Georgia Power provides power for Columbus, GA via transmission lines that deliver electricity from a variety of power generation facilities throughout the region.



Georgia Power Substation

POWER SOURCES

There are multiple hydroelectric power generation facilities located within Columbus. The Oliver Dam and Generating Plant was completed in 1959 and has four turbine units. The Oliver Dam is a hydroelectric dam and generates 60,000 kilowatts of electricity. The North Highlands Dam was completed in 1899 to provide power to the Bibb Mill, which closed in 1998. As a hydroelectric dam for Georgia Power, it generates 29,600 kilowatts of electricity. While these dams supply most of the electricity consumed in Columbus, our integration into the interstate power grid known as the Eastern Interconnection is critical for cost effectiveness, availability, and management of peak-loads. This grid is fed by a combination of natural gas, coal, hydro, solar, wind, and nuclear power generation.



Bartletts Ferry Dam (north of Columbus, GA)



Oliver Dam



Plant Wansley, a coal and natural gas facility approximately 75 miles north of Columbus.



North Highlands Dam

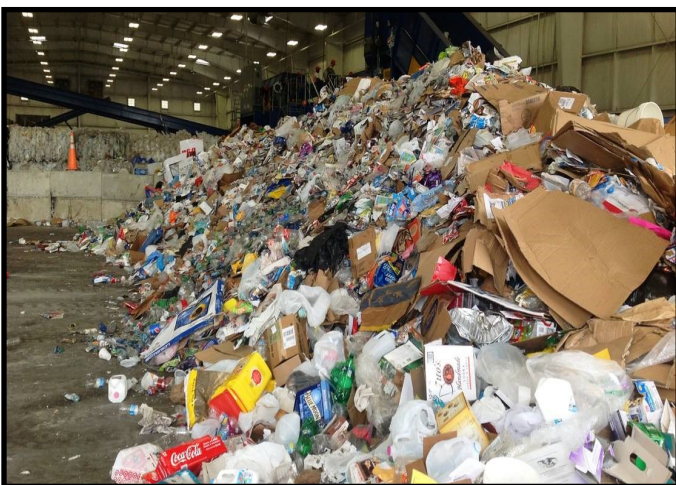
RENEWABLE RESOURCES

According to Georgia Power's 2017 Facts and Figures, 8% of Georgia's net electricity generation came from renewable energy resources, primarily from conventional hydroelectric power and solar. In Columbus, SoLAmerica Energy has one solar farm under construction on city-owned property that will contribute to the electrical grid and provide power to about 265 single family homes. SoLAmerica Energy is a solar energy company that partners with investors and financial institutions to finance, develop, build, operate, and maintain solar energy projects. There are a few solar projects in the area (Fort Benning, Butler, Richland, etc.) that do not contribute directly to the Columbus grid but do offset energy demand.

Georgia Power's current renewable generating sources are biomass, landfill-methane, solar, wind and hydro-power. The city should pursue a joint project with Georgia Power or another energy entity to create a project that will generate power by capturing landfill-methane at the Pine Grove landfill. This project would contribute considerable kilowatts annually.



Ribbon Cutting for Solar Power Facility at Fort Benning



Refuse awaiting processing - Pine Grove Landfill



Bibb Pond on the Chattahoochee River

Columbus Water Works (CWW) supplies drinking water and provides wastewater treatment to the Columbus area including Fort Benning as well as parts of Harris and Talbot Counties. CWW was established as the Columbus Board of Water Commissioners (CBWC) in 1903 to help the city meet the growth needs of Columbus regarding water quality and supply reliability. In 1956, the CBWC took over the sanitary sewer from the city and has since been responsible for all water and wastewater infrastructure in Columbus.

Water Supply and Distribution – The North Columbus Water Resource Facility (NCWRF) derives its water supply from Lake Oliver Reservoir on the Chattahoochee River with the Ft. Benning Water Treatment Facility deriving its water supply directly from the Chattahoochee. The distribution system is comprised of 6,159,833 feet of pipe in Columbus and 1,202,883 feet of pipe in Ft. Benning. The combined water treatment permitted capacity of 98 million gallons per day (MGD) is ample to meet the average daily consumption of 33.00 MGD for NCWRF and 2.18 MGD for Ft. Benning. The NCWRF had a maximum day's filtration of 46.99 MGD and the Ft. Benning Plant had a maximum day's filtration of 4.11 MGD for the period ending June 25, 2017. The water distribution system served 65,865 active customer accounts as of June 25, 2017.

The capacity of various components of the water system is as follows:

- Intakes 90.00 MGD
- Raw Water Pumps 90.00 MGD
- Raw Water Mains 90.00 MGD
- Clearwells 13.50 MG
- High Service Pumps 40.00 MGD
- North Columbus Pumps 25.90 MGD
- Ft. Benning Storage 5.75 MG
- High Service Storage 11.50 MG
- NCWRF Storage 4.00 MG
- Raw Water Storage 8.00 MG



Columbus Water Works Treatment Facility

Sewage System – Columbus Water Works operates the sewer system within Muscogee County and has one pollution control facility, the South Columbus Water Resource Facility (SCWRF). The hydraulic design capacity of the SCWRF is 42 MGD per day, but flow is not a condition of the National Pollutant Discharge Elimination System (NPDES) permit. The SCWRF maximizes flows during wet weather periods, treating peak flows up to 84 MGD. The capacity of the treatment plant is therefore determined by the mass quantities of total suspended solids (TSS) and carbonaceous biochemical oxygen (CBOD) demand in the effluent discharge. The average daily flow for the twelve months ending June 25, 2017 was 26.91 MGD. In addition to the SCWRF, CWW operates and maintains two Combined Sewer Overflow (CSO) treatment facilities with a maximum combined treatment capacity of 121 MGD. The sewage collection system is comprised of 5,346,998 feet of pipe in Columbus and 865,817 feet of pipe in Ft. Benning, ranging in size from 6 inches to 96 inches. The total treated final effluent flow for the twelve months ending June 25, 2017 was 9.82 billion gallons. As of June 25, 2017, the sewer system served 59,634 active sewer accounts. All the water and sewage facilities are reported to be in good condition. Service availability has not been restricted by inadequate facilities nor has expansion been limited by any regulatory agency.

STORM WATER

The Columbus Consolidated Government Engineering Department is responsible for overseeing storm water as it relates to new development and redevelopment. In 1998, the city was designated as a Phase 1 community by the Environmental Protection Agency and adopted its storm water management ordinance.

This ordinance requires development to limit post-development discharge rates of storm water to the rate of discharge prior to development. The restriction of discharge rate will better protect all new development while it helps keep the flooding problem in existing areas from getting worse. The ordinance also addresses water quality by encouraging non-direct discharges, requiring ponds to draw down from below water surface which prevent oils and floating debris from being discharged.



Bull Creek

With improvements in computing and communication technology, the demand for updated telecommunication infrastructure to support new technologies becomes extremely important. The need for higher speed broadband internet connection and greater cell phone coverage are the two greatest demands. Currently 99.6% of Columbus can receive internet speeds of at least 50 megabytes per second (Mbps). However, availability of internet speeds greater than 1 gigabyte is less than 5%. High speed broadband infrastructure is an attractive amenity for residents, businesses and is a necessity for high tech companies. Columbus has a stationary median upload speed of 17 Mbps and median download speed of 35 Mbps. The median upload speeds for mobile users is 17 Mbps and the median download speeds are 31 Mbps. Speeds are significantly higher than the state and national benchmarks

Columbus currently has over 80 cell phone towers, most of which have co-location options for cell phone networks. For improved network coverage, Columbus has 27 small cell technology antennas that are primarily located in residential areas. Small cell technology is the future of data usage and Columbus passed an ordinance to regulate appearance and aesthetics so visual impacts are minimized.



Cell Phone Tower along Manchester Expressway

In an increasingly competitive and knowledge-based economy, communities must provide a skilled, educated workforce in order to remain competitive. Many businesses – and not just those in traditional white-collar sectors – now consider talent to be the most important factor influencing their location decisions. And on an individual level, there is clear evidence to suggest that as a person’s level of educational attainment increases, they become more likely to earn a higher wage and less likely to be unemployed. As of 2016, Columbus had a lower proportion of residents who had obtained an associate’s, bachelor’s, or graduate degree. Nearly 16% of Columbus residents aged 25 or older possess a bachelor’s degree and 10% possess a graduate degree.

Test scores are also lacking. Columbus’ high school-aged students scored below the state average in all categories of math and science. Columbus’ 2017 composite average score of 61 is approximately 14% lower than the state average of 70.5.

However, despite the aforementioned numbers, Columbus has improved its graduation rate immensely. The graduation rate improvement is positive news for the community, and now leads the state and national averages on high school graduation:

| | National Graduation Rate | Georgia Graduation Rate | Muscogee County School District Graduation Rate |
|------|--------------------------|-------------------------|---|
| 2017 | 84.1 | 80.6 | 87.8 |
| 2015 | 83.0 | 79.0 | 84.6 |
| 2013 | 82.3 | 71.8 | 72.8 |



CRIME

| Columbus Quarterly Part-One Crime Comparison Between 2008 - 2018 | | | | | | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|---------------|
| Part-One Crime | 2018 | | | | | 2017 | | | | | 2016 | | | | |
| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total |
| Homicide | 8 | 8 | | | 16 | 4 | 6 | 18 | 8 | 36 | 5 | 5 | 5 | 8 | 23 |
| Rape | 10 | 13 | | | 23 | 16 | 15 | 13 | 16 | 60 | 12 | 12 | 18 | 11 | 53 |
| Robbery | 57 | 82 | | | 139 | 76 | 157 | 121 | 89 | 443 | 135 | 142 | 124 | 150 | 551 |
| Aggravated Assault | 86 | 113 | | | 199 | 93 | 110 | 129 | 101 | 433 | 123 | 106 | 90 | 106 | 425 |
| Burglary | 310 | 422 | | | 732 | 522 | 360 | 555 | 539 | 1,976 | 610 | 495 | 574 | 574 | 2,253 |
| Larceny | 1,417 | 1,503 | | | 2,920 | 1,346 | 1,380 | 1,469 | 1,657 | 5,852 | 1,505 | 1,797 | 1,606 | 1,487 | 6,395 |
| Theft by Taking MV | 168 | 163 | | | 331 | 163 | 259 | 167 | 216 | 805 | 242 | 211 | 231 | 187 | 871 |
| Part-One Total | 2,056 | 2,304 | 0 | 0 | 4,360 | 2,220 | 2,287 | 2,472 | 2,626 | 9,605 | 2,632 | 2,768 | 2,648 | 2,523 | 10,571 |
| Part-One Crime | 2015 | | | | | 2014 | | | | | 2013 | | | | |
| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total |
| Homicide | 2 | 3 | 6 | 6 | 17 | 5 | 6 | 7 | 4 | 22 | 9 | 3 | 4 | 6 | 22 |
| Rape | 12 | 19 | 20 | 17 | 68 | 12 | 13 | 10 | 12 | 47 | 8 | 8 | 12 | 8 | 36 |
| Robbery | 118 | 125 | 123 | 179 | 545 | 87 | 138 | 131 | 155 | 511 | 109 | 91 | 124 | 157 | 481 |
| Aggravated Assault | 112 | 136 | 124 | 140 | 512 | 110 | 146 | 148 | 116 | 520 | 115 | 139 | 130 | 101 | 485 |
| Burglary | 635 | 662 | 675 | 588 | 2,560 | 649 | 847 | 1,079 | 1,136 | 3,711 | 638 | 843 | 919 | 955 | 3,355 |
| Larceny | 1,774 | 1,799 | 1,947 | 2,112 | 7,632 | 1,682 | 2,003 | 2,533 | 2,212 | 8,430 | 1806 | 1936 | 2055 | 2168 | 7,965 |
| Theft by Taking MV | 252 | 283 | 279 | 243 | 1,057 | 304 | 245 | 317 | 306 | 1,172 | 231 | 265 | 272 | 342 | 1,110 |
| Part-One Total | 2,905 | 3,027 | 3,174 | 3,285 | 12,391 | 2,849 | 3,398 | 4,225 | 3,941 | 14,413 | 2,916 | 3,285 | 3,516 | 3,737 | 13,454 |
| Part-One Crime | 2012 | | | | | 2011 | | | | | 2010 | | | | |
| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total |
| Homicide | 8 | 4 | 5 | 0 | 17 | 2 | 4 | 8 | 3 | 17 | 2 | 3 | 5 | 5 | 15 |
| Rape | 11 | 7 | 6 | 6 | 30 | 9 | 9 | 8 | 14 | 40 | 9 | 12 | 10 | 6 | 37 |
| Robbery | 73 | 120 | 119 | 111 | 423 | 90 | 86 | 113 | 129 | 418 | 113 | 125 | 128 | 103 | 469 |
| Aggravated Assault | 122 | 137 | 134 | 135 | 528 | 113 | 120 | 129 | 102 | 464 | 120 | 122 | 144 | 99 | 485 |
| Burglary | 523 | 636 | 750 | 803 | 2,712 | 724 | 898 | 897 | 820 | 3,339 | 735 | 889 | 920 | 915 | 3,459 |
| Larceny | 1625 | 1925 | 2195 | 2237 | 7,982 | 1669 | 2042 | 2319 | 1988 | 8,018 | 1,843 | 2,684 | 2,224 | 1,999 | 8,750 |
| Theft by Taking MV | 181 | 211 | 221 | 234 | 847 | 240 | 218 | 301 | 290 | 1,049 | 250 | 257 | 278 | 225 | 1,010 |
| Part-One Total | 2,543 | 3,040 | 3,430 | 3,526 | 12,539 | 2,847 | 3,377 | 3,775 | 3,346 | 13,345 | 3,072 | 4,092 | 3,709 | 3,352 | 14,225 |
| Part-One Crime | 2009 | | | | | 2008 | | | | | | | | | |
| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Year Total | | | | | |
| Homicide | 1 | 2 | 3 | 7 | 13 | 11 | 5 | 3 | 11 | 30 | | | | | |
| Rape | 13 | 17 | 9 | 10 | 49 | 13 | 8 | 23 | 23 | 67 | | | | | |
| Robbery | 99 | 138 | 182 | 147 | 566 | 104 | 123 | 182 | 229 | 638 | | | | | |
| Aggravated Assault | 104 | 160 | 139 | 135 | 538 | 99 | 141 | 145 | 147 | 532 | | | | | |
| Burglary | 719 | 905 | 1,154 | 1,019 | 3,797 | 635 | 744 | 887 | 974 | 3,240 | | | | | |
| Larceny | 1,908 | 2,281 | 2,547 | 2,373 | 9,109 | 2,001 | 2,507 | 2,520 | 2,273 | 9,301 | | | | | |
| Theft by Taking MV | 345 | 421 | 428 | 340 | 1,534 | 374 | 363 | 468 | 417 | 1,622 | | | | | |
| Part-One Total | 3,189 | 3,924 | 4,462 | 4,031 | 15,606 | 3,237 | 3,891 | 4,228 | 4,074 | 15,430 | | | | | |



Non-violent crime, including larceny, burglary and motor vehicle theft represented 92% of the crime committed in Columbus between 2008 and 2018 (first two quarters of year only).

The crime rate in Columbus, GA has been on a downward trend in the last decade except for 2013 and 2014, when the crime rate increased 7% from the prior year. In 2013 and 2014, larceny and burglary were the most prevalent types of crime.

In 2018, there were a total of 841 sworn law enforcement personnel in Columbus:

- Columbus Police Department: 410
- Muscogee County Sheriff's Office: 327
- Marshal's Office: 15

PARKS

Existing parks and recreation sites include 61 locations: 4 mini-parks, 35 neighborhood parks, 13 community parks, and 9 regional parks. Those sites do not include schools, most of which have joint-use agreements with the city and have after-hours access. There are presently 10 existing sites currently undeveloped including 3 park locations and 7 watershed lake properties. The total area of all recreation facility sites is approximately 1,979 acres.

Existing recreation sites are essentially categorized by four types: mini-parks, neighborhood parks, community parks, and regional parks. A fifth category, special facilities, is essentially one of the above four that contains a dominant, unique recreational facility or program, or contains a predominant recreational facility or feature not commonly associated with one of the other four types.

Mini-Parks: Mini-parks are defined herein as recreational sites: 1) with less than five (5) acres; 2) lacking several of the facilities found in neighborhood parks; 3) serving an area with a radius of less than 5/8 of a mile; and 4) serving a population of less than 5,000 people. Amenities may include playgrounds, sitting areas, or picnic tables.

Neighborhood Parks: Neighborhood parks ideally shall be a minimum of 2-20 acres in size and shall serve the immediately adjacent, local neighborhood. Each citizen living within this area shall have access to the park by walking no more than a standard city block distance of six (6) blocks. Neighborhood parks shall serve a population standard of three (3) acres/1000persons. There will be no parking lots or restroom facilities provided at neighborhood parks. Amenities will be informal in nature and may include picnic shelters, benches, multi-purpose fields, ½ basketball and volleyball courts and walking trails among other amenities. The 100 feet perimeter buffer requirement of regional parks is desired but not mandated.



Dinglewood Park

Community Parks: These parks ideally are a minimum of 20-100 acres in size and serve a localized area of the city. Each citizen living within the County should have access to a community park by driving no more than 15 minutes. Community parks should also serve a population standard of four (4) acres/1000 persons. Amenities within these parks should be both active and passive in nature but not developed to the extent of regional parks. Both active and passive type amenities similar to regional parks are permissible but not to the

PARKS

quantity, size and tournament quality standards of regional parks. Buffers of 100 feet should be maintained around the entire perimeter of these parks.

Regional Parks: Regional parks ideally will be a minimum of 100 acres in size and serve a broad geographic region of the County. Each citizen living within the County should have access to a Regional park by driving no more than 20 minutes. Regional parks will serve a population standard of five (5) acres/1000 persons. Amenities within these parks should be both active and passive in nature. Buffers of 100 feet should be maintained around the entire perimeter of these parks if possible.

Regional parks support competitive athletic leagues and tournaments and have numerous athletic and passive park amenities such as tennis and basketball courts, softball/baseball, multi-purpose fields, shelters, playgrounds, walking trails and other amenities that provide for an all-day experience. Indoor facilities such as shelters, recreation centers are also typical in a regional park.



Weracoba Park

Special Facilities: These parks or facilities are programmed for a unique demographic, such as providing recreation for special needs citizens, para-athletes, and other citizens who may be underserved by other parks, facilities, or programs within a community. Amenities should be formal in nature and may include a recreation center, multi-purpose fields, basketball and volleyball courts, baseball and softball fields, pools, and walking trails among other amenities.

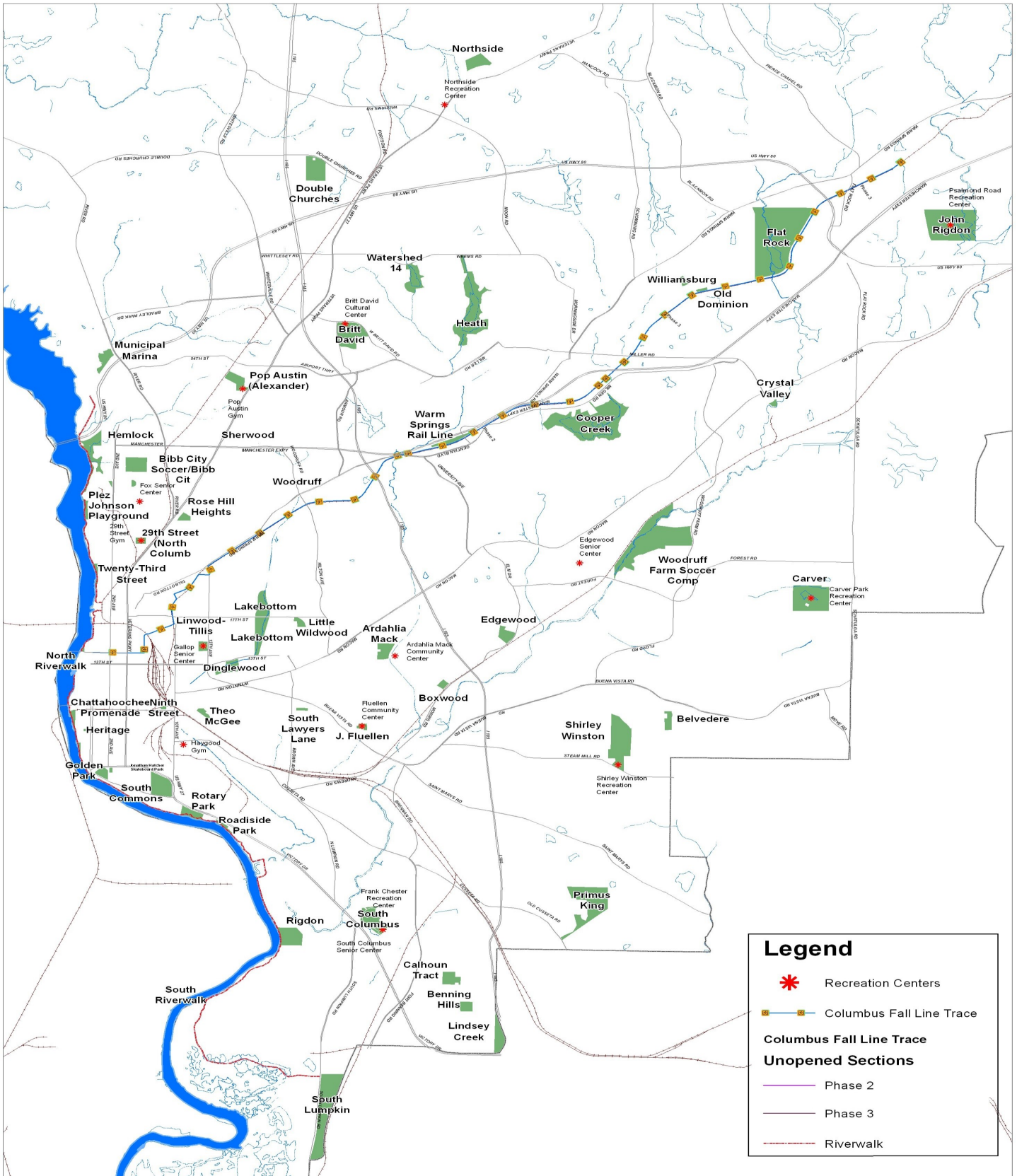


Flat Rock Park



Dog Park at Oxbow Support Facility

PARKS



Park Map

HISTORIC PRESERVATION

Columbus' vibrant past is reflected in a wide variety of historic sites and districts found throughout the city. Since 1966, the city and the Historic Columbus Foundation have partnered to ensure that historical sites and structures in Columbus are preserved. These efforts have saved or preserved the Springer Opera House, City Mills, the Eagle & Phenix Mill, the Ledger-Enquirer building, and many more.

Ten local historic districts have been designated in Columbus. An eleventh district is designated as a National Historic Landmark (NHL). National Historic Landmarks are nationally significant historic places designated by the Secretary of the Interior because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States. The districts are:

- 1. Columbus Historic District (1969)
- 2. Dinglewood Historic District (2001)
- 3. High Uptown Historic District (1969)
- 4. Liberty Heritage Historic District (1969)
- 5. Peacock Woods-Dimon Circle Historic District (2001)
- 6. Waverly Terrace Historic District (1983)
- 7. Weracoba-St. Elmo Historic (1988)
- 8. Wildwood Circle-Hillcrest Historic District (2001)
- 9. Wynn's Hill-Overlook Historic District (2001)
- 10. Wynnton Village Historic District (2001)
- 11. Columbus Historic Riverfront Industrial District (NHL)

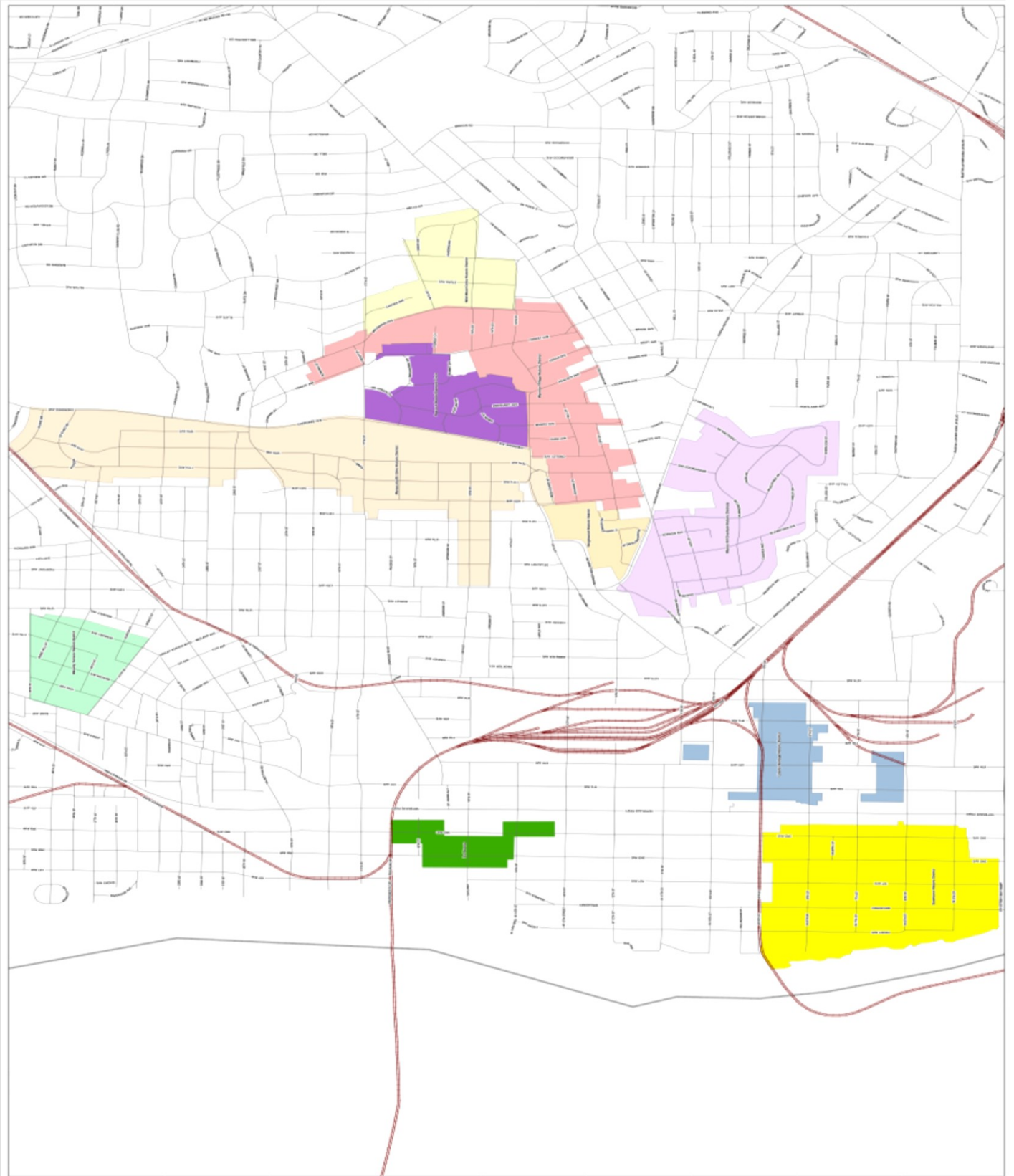
Of these, all but the Liberty Heritage Historic District are also listed on the National Register of Historic Places. National Register (NR) listing is intended to recognize buildings, sites, districts, structures and objects significant in national, state or local historic, archaeology, architecture, engineering or culture.



Springer Opera House



W.C. Bradley Co. Building



Historic Districts In Columbus

WATER

Columbus has almost 4,000 acres of waterbodies, which doesn't include waterlines (creeks, streams, etc.). There are 128 miles of waterlines in Columbus (does not include the Fort Benning portion of Muscogee County). Some of the major water bodies, rivers, and creeks include the Chattahoochee River, Bull Creek, Weracoba Creek, Lindsey Creek, Flat Rock Creek, Cooper Creek, Standing Boy Creek, Dozier Creek, Kendall Creek, Randall Creek, Heiferhorn Creek, Lake Oliver, Heath Lake, and Wren Lake.



Kayakers enjoy the rapids on the Chattahoochee



Flat Rock Creek at Flat Rock Park



Lindsey Creek passing through a culvert



Lake Oliver

Columbus Water Works (CWW) completed a major watershed assessment and study that not only surveyed the Middle Chattahoochee River Watershed, but also emphasized source water protection. CWW is now in the process of updating the watershed assessment. A watershed is a geographical area, usually bounded by ridgelines, where water drains to the lowest point - which may be a river, lake, or other body of water. It can best be pictured as a bowl - if drops of water land at any point along the inside of the bowl, they will flow down to the water in the bottom of the bowl. It's important to understand how streams, creeks, and other tributaries drain into the main body of water since each one can impact the water quality of the main water body. When that water body is used as a community's drinking water source, protecting it depends on managing these impacts.

CWW undertook the first watershed assessment using what is called the "total maximum daily load (TMDL) process." This is a process that calculates the amount of pollution load - impacts to water quality - a given watershed can safely handle without compromising the environment. CWW will use this same process in the second study and submit the assessment to the U.S. Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) is one of the criteria regulators use in granting wastewater effluent discharge permits to utilities. By getting another watershed assessment completed, CWW can continue working on implementing the process and involving the community.

Columbus is part of the Apalachicola-Chattahoochee-Flint River basin. The Apalachicola–Chattahoochee–Flint (ACF) river basin is a major water resource shared by Alabama, Florida, and Georgia. The Chattahoochee River begins in the Blue Ridge Mountains of northern Georgia and flows southwesterly to the Alabama border, where it is shared by the two states as it flows south to Florida. It is joined there by the Flint River, which begins just south of Atlanta and flows south until it meets the Chattahoochee, forming Lake Seminole. The Apalachicola River leaves Lake Seminole and flows south to the Gulf of Mexico. The ACF River Basin drains an area of about 19,500 square miles (50,505 square kilometers), about 500 miles (800 km) long.



Lake Oliver

CHAPTER 6: CHARACTER AREAS

CONTENTS:

- Introduction
- Character Area Map
- Old Town
- Veterans-Whittlesey Commercial Corridor
- Kendall Creek
- Beaver Run
- Arbor Point
- Oxbow
- The Medical Corridor
- Five Points
- 13th & 13th
- Civic Commons
- Liberty District
- Uptown
- Columbus Tech & Beallwood
- Tax Allocation District #1
- Tax Allocation District #2, 3 & 4
- Tax Allocation District #5 & 6
- Tax Allocation District #7
- Columbus Historic District
- South Commons
- Muscogee Technology Park
- Cooper Creek Park
- Columbus State University (CSU)
- City Village
- Bibb City
- Columbus Tech & Beallwood

INTRODUCTION

Character area planning focuses on the way an area looks and how it functions, instead of only existing land use. Applying development strategies to character areas in your community can preserve existing areas, such as the downtown, and help others function better and become more attractive.

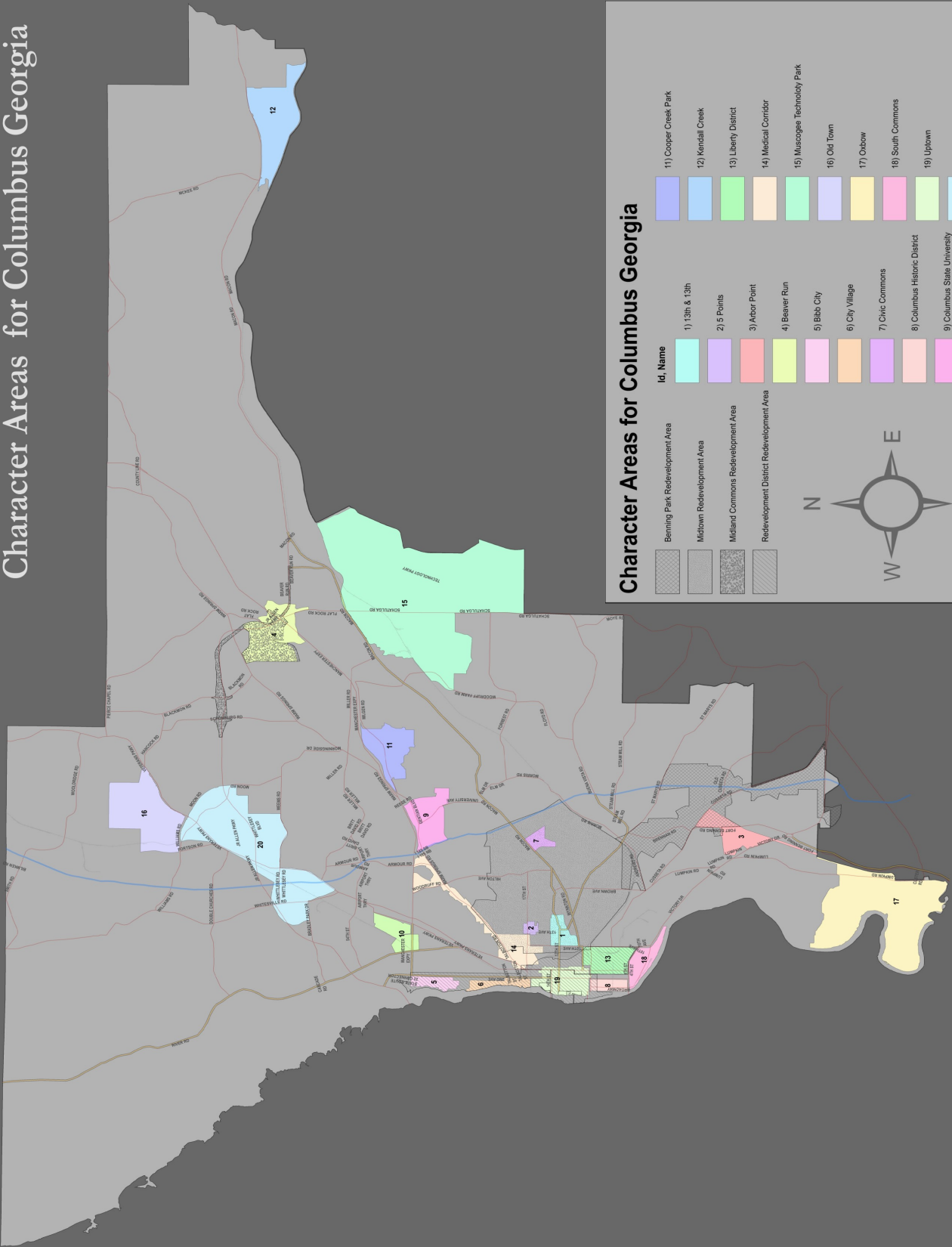
Columbus is made up of a variety of neighborhoods, communities, places and environments that each has special or unique characteristics. The Character Areas in the Comprehensive Plan were developed to identify places that show a common form of development and land use pattern, lifestyle and "feel", intensity of use, design elements or other factors that collectively define the overall character, whether existing or intended in the future.

The Character Area descriptions indicate the primary and secondary types of land uses, the infrastructure necessary for that type of development, the possible future opportunities or challenges of the area, and serve as a guide for future development approvals.



Henry Wellge's Columbus Map—1886

Character Areas for Columbus Georgia



Character Areas for Columbus Georgia

| | | | | | |
|--|---|--|-------------------------------|--|---|
| | Benning Park Redevelopment Area | | 1) 13th & 13th | | 11) Cooper Creek Park |
| | Midtown Redevelopment Area | | 2) 5 Points | | 12) Kendall Creek |
| | Midland Commons Redevelopment Area | | 3) Arbor Point | | 13) Liberty District |
| | Redevelopment District Redevelopment Area | | 4) Beaver Run | | 14) Medical Corridor |
| | | | 5) Bibb City | | 15) Muscogee Technology Park |
| | | | 6) City Village | | 16) Old Town |
| | | | 7) Civic Commons | | 17) Otisow |
| | | | 8) Columbus Historic District | | 18) South Commons |
| | | | 9) Columbus State University | | 19) Uptown |
| | | | 10) Columbus Tech/Bealwood | | 20) Veterans - Whitlsey Commercial Corridor |



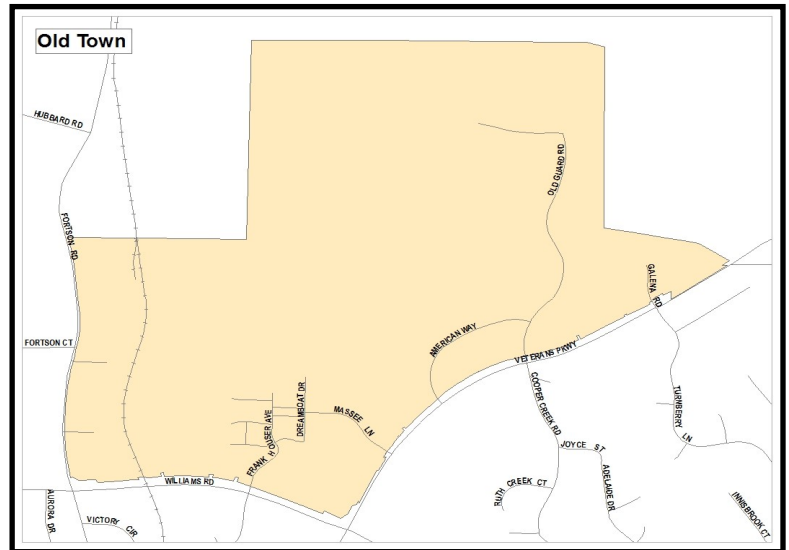
Old Town

Description:

Old Town is the first and only modern true mixed-use development in Columbus. The Old Town development itself consists of 300 acres and includes residential uses (single family homes, apartments, live-work units, lofts, etc.) and commercial uses (retail, office, restaurants, etc.) in a small-town atmosphere with a main street, downtown, and civic gathering area at the town hall. It was the first Southern Living Community as designated by Southern Living magazine.

Land Uses:

Mixed-use, Public/Institutional



Old Town Character Area Map

Implementation Measures:

- 1) Encourage the expansion of mixed-use developments through the use of planned unit developments and conservation subdivisions to preserve that natural landscape and open space.
- 2) Interconnect all developments and potential developments via trails and recreation areas.
- 3) Existing and future developments around the MCSD Northside campuses need to utilize trails, sidewalks, or other non-vehicle accesses to access the campuses.
- 4) Encourage future developments within this character area to utilize unique road, building, footprint, and setback design standards as established in the Old Town development which helps preserve the natural landscape and create density.
- 5) Encourage affordable housing within existing and future developments.

CHARACTER AREAS



“Town Hall”



Community Pool at Swallowtail Flats



Store Fronts



Single Family Residence



Community Center



Lofts

Veterans-Whittlesey Commercial Corridor

Description:

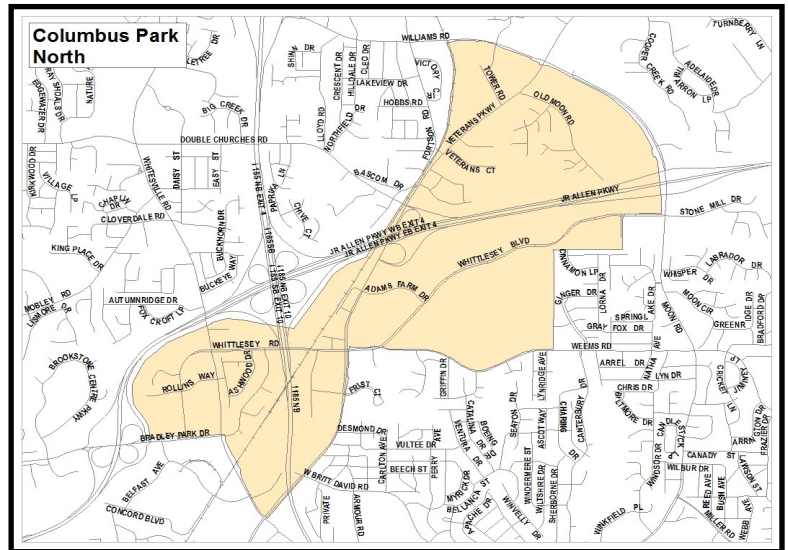
Veterans-Whittlesey incorporates the developments of Columbus Park Crossing, Northlake, Calvary, and Bradley Park. It is the central retail destination in Columbus and the region.

Land Uses:

General Commercial, Multi-Family Residential, Professional, Mixed-Use, Public/Institutional

Implementation Measures:

- 1) As national brick-and-mortar retailers strain to compete with online retailers, review this character area for redevelopment, such as potential mixed-use activity centers that can fill the void of empty storefronts and bring a different vibrancy to sustain the area.
- 2) Improve pedestrian and bike-friendly access and interconnectivity.
- 3) Ensure that vehicle traffic moves as efficiently and effortlessly through this character area.
- 4) Identify areas for residential purposes that compliment the existing land-uses.
- 5) Review zoning regulations for impediments to mixed-use redevelopment in this character area.
- 6) Record and track vacant commercial properties for potential redevelopment.
- 7) Pursue intersection improvements at Bradley Park Drive and JR Allen Parkway.
- 8) Pursue a rezoning effort to bring office uses along the northern portion of Bradley Park Drive into zoning compliance.



Veterans-Whittlesey Commercial Corridor Character Map

CHARACTER AREAS



Car Dealerships along Whittlesey Road



Vacant Sears Building



Vacant Storefronts



Movie Theater at Columbus Park Crossing



Columbus Park Crossing



Greystone Apartments at Columbus Park Crossing

Kendall Creek

Description:

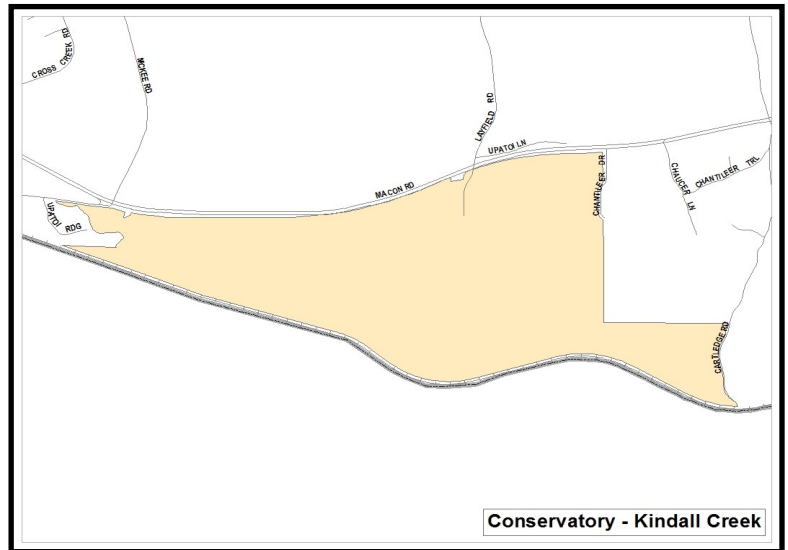
Kendall Creek encompasses 600+ acres owned by the Nature Conservancy. Kendall Creek is an environmentally sensitive area that sits along the Fall Line. Current efforts are being made to establish long-leaf pines which will help to repopulate the area with the red-cockaded woodpecker

Land Uses:

Undeveloped

Implementation Measures:

- 1) Preserve the natural environment of Kendall Creek.
- 2) Collaborate with the Nature Conservancy on long-leaf pine re-establishment, controlled burns, and red cockaded woodpecker habitat.
- 3) Seek funding to purchase the property for low-impact passive park uses, such as hiking, bird watching, and environmental learning.
- 4) Proximity to Fort Benning’s digital artillery and tank ranges make the area unsuitable for development.
- 5) Preserve the rural character in viewsheds.
- 6) Pursue a conservation easement on the property.



Kendall Creek Character Map

CHARACTER AREAS



Rocks along Kendall Creek



Red-cockaded Woodpecker



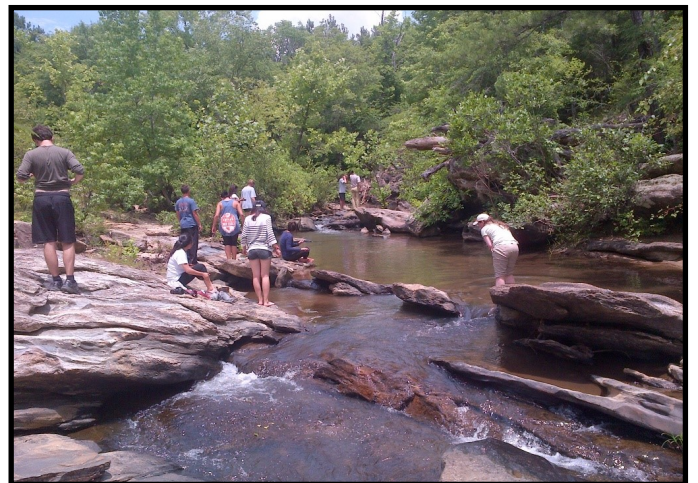
Long Leaf Pine Trees



Entrance



Kendall Creek as seen from US 80



Students exploring Kendall Creek

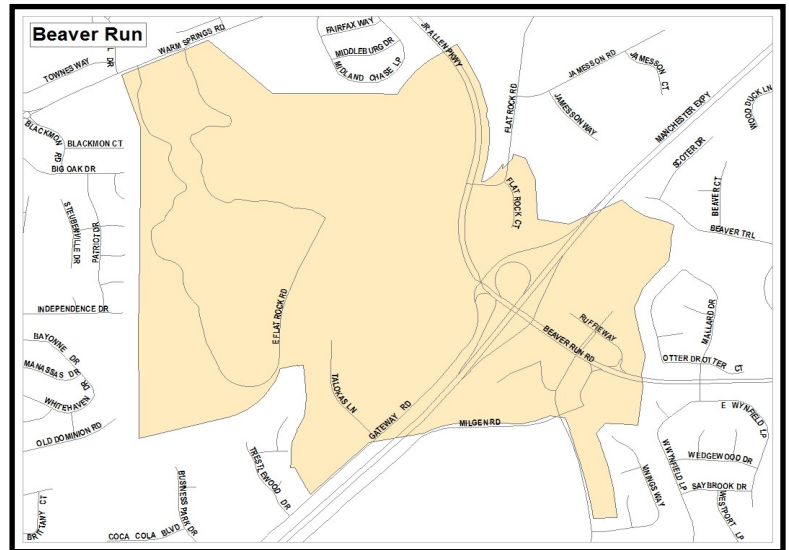
Beaver Run

Description:

Beaver Run is one of the fastest growing areas of Columbus. The area consists of numerous land uses and sits at the crossroads of two major highways: US 80 and Manchester Expressway. This area serves as the gateway to counties to the north and east of Columbus. The area is dense and congested.

Land Uses:

Single/Multi-Family Residential, Light Industrial, General Commercial, Mixed-Use, Office/Professional, Park/Recreation/Conservation, Public/Institutional



Beaver Run Character Map

Implementation Measures:

- 1) Conduct transportation studies to seek appropriate measures to alleviate congestion along Beaver Run Road.
- 2) Utilize TAD funding via the Midland Commons Redevelopment Area to make infrastructure improvements, including roads and Flat Rock park amenities.
- 3) Seek alternative truck routes to Beaver Run Road.
- 4) Provide safe accesses to Beaver Run Road from existing subdivisions along said road.
- 5) Create a sense of place for this character area that residents and businesses can embrace together.

CHARACTER AREAS



New retail along US 80



Lakeside Village Apartments



Gas station and truck parking along US 80



Flat Rock Park



Big box retail and parking lot



Storefronts at Lakeside Village

Arbor Point

Description:

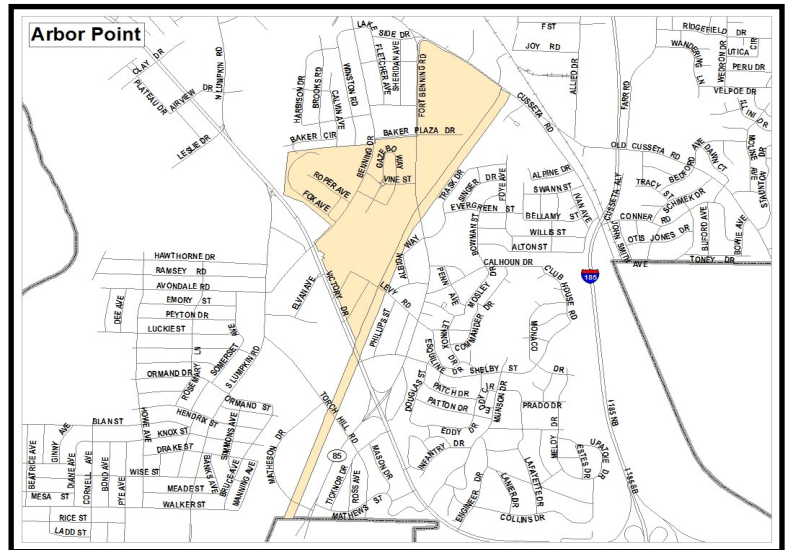
Arbor Point serves as the center point of new investment and a complete neighborhood. It is surrounded by recreational uses, schools, restaurants, general commercial, and access to public transit

Land Uses:

Mutli-Family Residential, Public/Institutional, Park/Recreation/Conservation, General Commercial

Implementation Measures:

- 1) Support efforts to maintain the Columbus Enterprise Zone, the Columbus Opportunity Zone, and the US Opportunity Zone through active marketing and the provision of redevelopment incentives.
- 2) Establish the new Spencer High School as the northern anchor of this character area.
- 3) Ensure the connection of the Follow Me Trail to the Riverwalk. Establish new trails that connect schools and residential areas to said Trail.
- 4) With Arbor Point as the center piece of the character area, utilize a neighborhood identification program to create a sense of place and ownership.



Arbor Point Character Map

CHARACTER AREAS



Walmart On Victory Drive



Storefronts along Victory Drive



Apartments along Victory Drive



The New Spencer High School



Follow Me Trail Bridge being installed



Aerial view of Arbor Point Apartments

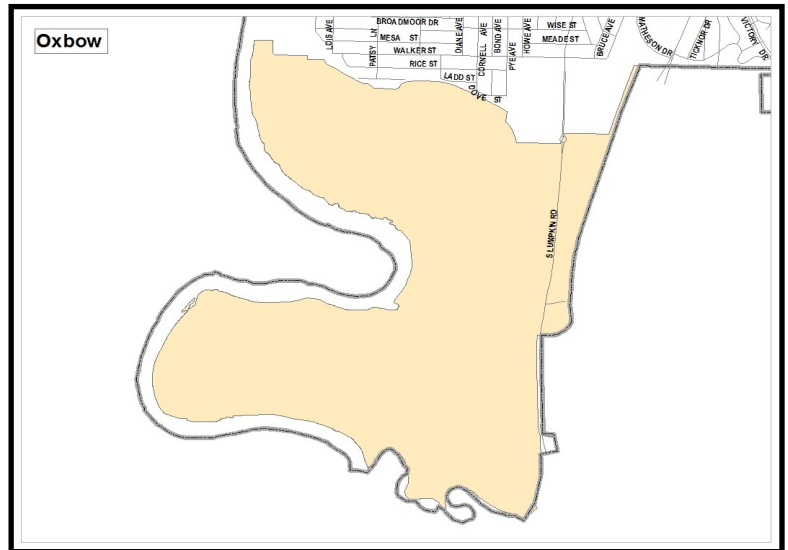
Oxbow

Description:

Oxbow is a tourist destination adjacent to Fort Benning. Significant investment has been made in the immediate area and numerous attractions have been added to cater to residents as well as visitors. Oxbow includes the National Infantry Museum and Patton Village, Westville, the Riverwalk, Oxbow Meadows Environmental Learning Center, Hampton Inn, a dog park, a festival field, a 9-hole golf course, fishing ponds, and hiking trails.

Land Uses:

Public/Institutional, Park/Recreation/Conservation, General Commercial



Oxbow Character Map

Implementation Measures:

- 1) Pursue efforts with Fort Benning and the Greater Columbus Chamber of Commerce to relocate the United States Army Armor Museum to Oxbow.
- 2) Assist the Chamber and the National Infantry Museum on development of the planned Patriot's Point mixed-use development.
- 3) Expand the trail system within Oxbow to ensure that all tourist destinations are accessible by walking and biking.
- 4) Expand the golf course to 18 holes.
- 5) Open Wren Lake to fishing and camping opportunities.
- 6) Study the possibility of connecting Wren Lake to the Chattahoochee River for personal boating as well as a small marina.
- 7) Restrict development in floodplain areas to protect sensitive wetlands and other property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.

CHARACTER AREAS



Historic Westville



Oxbow Meadows Golf Course



National Infantry Museum



Oxbow Meadows Support Facility



Oxbow Meadows Environmental Learning Center



Oxbow Meadows TreeTop Canopy Trail

The Medical Corridor

Description:

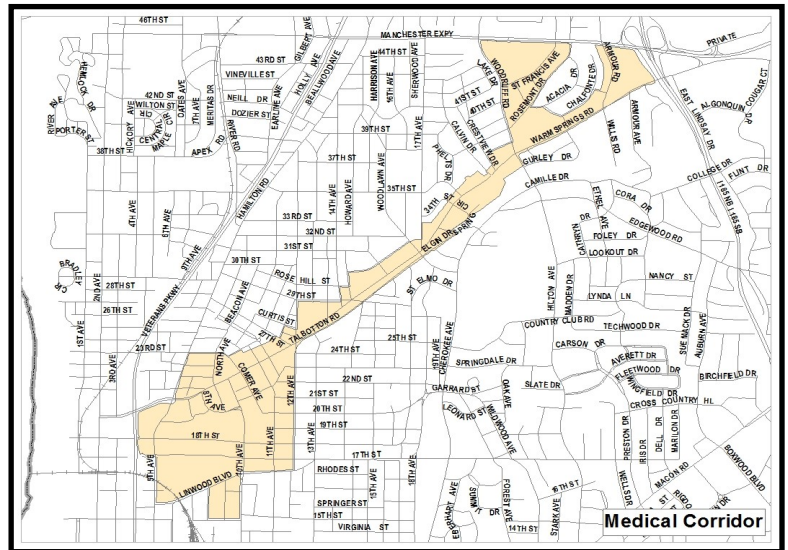
The Medical Corridor is the vital link between St. Francis Hospital campus and Piedmont Columbus Regional. The link follows Woodruff Road and Talbotton/Warm Springs Road. This area is awash with various medical-field users.

Land Uses:

Office/Professional, Public/Institutional, Neighborhood Commercial, General Commercial

Implementation Measures:

- 1) Remove barriers to medical use-based redevelopment along the corridor. Single family housing along the corridor should be discouraged.
- 2) Reduce driveway cuts along the Warm Springs Road corridor and utilize shared driveways and inter-parcel connectivity.
- 3) Support demolition of outdated medical offices and promote lot combinations for multi-user office complexes.
- 4) Identify areas for workforce housing.
- 5) Identify commercial uses that will support medical businesses and employees.
- 6) Identify new trail opportunities that will connect businesses and residents to the Dragonfly Trail System.



The Medical Corridor Character Map

CHARACTER AREAS



Saint Francis Hospital



Vacant Medical Office Building



Small Medical Office Building



John B. Amos Cancer Center Expansion



Talbotton Road Widening Project



Piedmont Columbus Regional Hospital

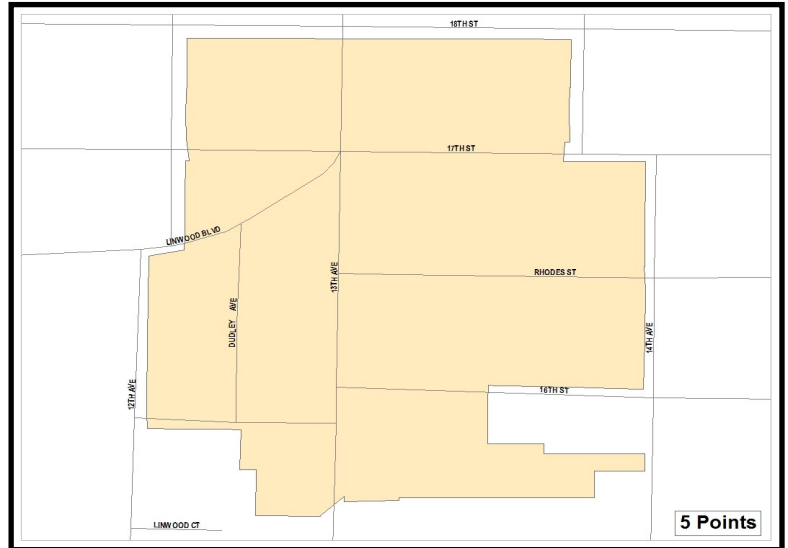
Five Points

Description:

Five Points is an area at the intersection of 17th Street and 13th Avenue. Five Points is designated as a focus node in the Midtown Master Plan and is strategically located between Lakebottom Park and downtown Columbus. This area is somewhat blighted, with vacant properties and old commercial buildings. Five Points offers tremendous opportunities based on its location.

Land Uses:

Neighborhood Commercial, Single Family Residential, Light Industrial



Five Points Character Map

Implementation Measures:

- 1) Review land-uses and existing zoning to consider alternatives to what exists.
- 2) Master plan the area with a focus on mixed-use redevelopment.
- 3) Promote its location by noting proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and the 13th & 13th corridor.
- 4) Identify new trail opportunities that will connect businesses and residents to the Dragonfly Trail System.
- 5) This area has a strong potential for adaptive reuse of existing structures, which have early and mid-century architectural features.
- 6) Affordable housing efforts should be pursued in this area.
- 7) Utilize TAD funding to make infrastructure improvements in this area.

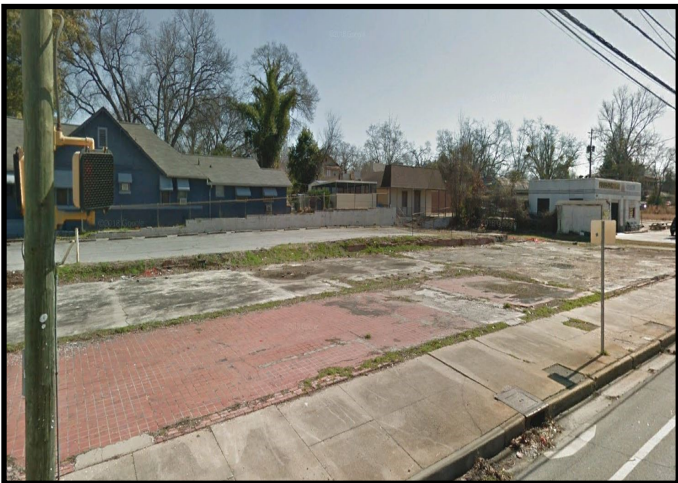
CHARACTER AREAS



Storefronts along 17th Street



Vacant Commercial Property along 13th Avenue



Vacant Property at 17th St and 13th Ave



Convenience Store at Five Points Intersection



Five Points Intersection



Vacant Property on 13th Avenue

13th & 13th

Description:

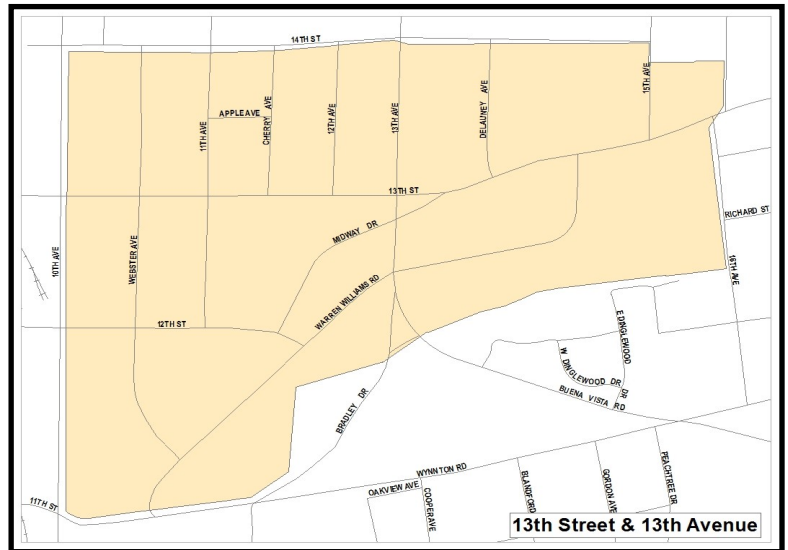
This area is also strategically located between Midtown and Uptown. Redevelopment in Midtown has occurred east of 13th Avenue but not west to 10th Avenue. Its strategic location offers numerous redevelopment opportunities and 13th Street is approved for a road diet which could spur said redevelopment.

Land Uses:

General Commercial, Office/Professional, Light Industrial, Mutli-Family Residential, Park/Recreation/Conservation

Implementation Measures:

- 1) Review land-uses and existing zoning to consider alternatives to what exists.
- 2) Pursue a streetscape project and a road diet along 13th Street.
- 3) Promote its location by noting proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and 5 Points.
- 4) Master plan the area with a focus on mixed-use redevelopment.
- 5) Identify new trail opportunities that will connect businesses and residents to the Dragonfly Trail System.
- 6) Affordable housing efforts should be pursued in this area.
- 7) Utilize TAD funding to make infrastructure improvements in this area.
- 8) Pursue EPA Brownfield grants to conduct environmental assessments of the areas immediately north of 13th Street.



13th & 13th Character Map

CHARACTER AREAS



Vehicles traveling along 13th Street



Brown Nicholson Terrace Senior Residences



Dinglewood Park



Sidewalk at The Village on 13th



Vacant Storefront along 13th Street



WRBL Station and Broadcast Tower

Civic Commons

Description:

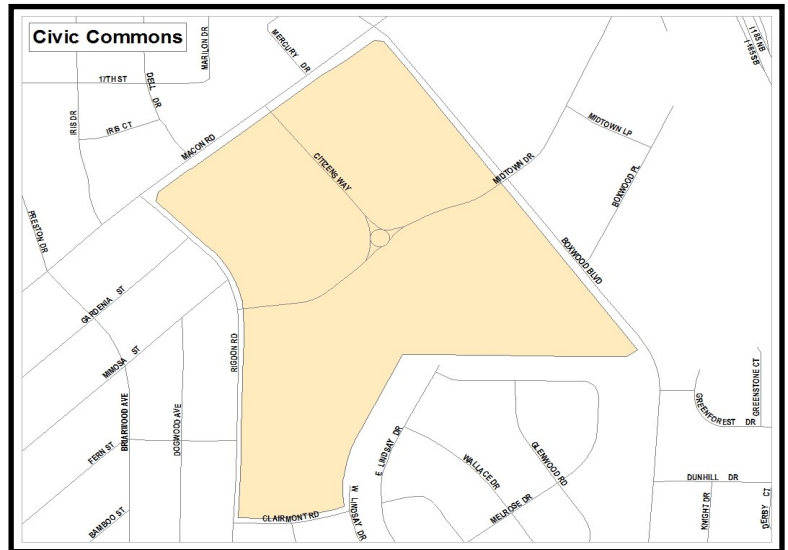
Civic Commons is a former grayfield that has been redeveloped as the center-point of local government. The CCG Citizen Service Center, the Muscogee County School District main office, the Columbus Main Library, the Rainey-McCullars School of Fine Arts, Rigdon Road Elementary, and the Columbus Aquatic Center are located at Civic Commons.

Land Uses:

Public/Institutional, Park/Recreation/Conservation

Implementation Measures:

- 1) Promote walkability by improving pedestrian infrastructure on Macon Road.
- 2) Pursue a streetscape improvement along Boxwood Boulevard.
- 3) Identify other potential civic uses that could be utilized on the site.
- 4) Identify opportunities for bicycle infrastructure.
- 5) Partner with Midtown, Inc. to promote and pursue commercial redevelopment in the area.



Civic Commons Character Map

CHARACTER AREAS



Citizen Service Center



Columbus Aquatic Center



Rainey-McCullers School of the Arts



Rigdon Road Elementary School



Muscogee County School District Admin. Building



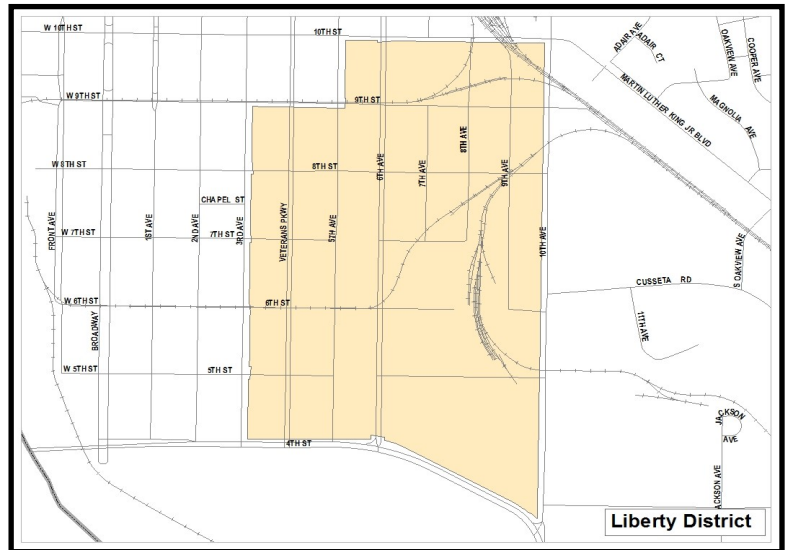
Columbus Public Library

Liberty District

Description:

To many people, the Liberty Theatre and its immediate surroundings is considered the Liberty District. However, the District is far more than its core attraction. It serves as a bridge, connecting the original Historic District and Uptown (located to the west), and the extensive railyards and industrial uses to the north and east.

The Liberty District is home to a wide variety of buildings, place and activities besides the Liberty Theater. These include successful industries (Snyders-Lance, Waggoner's, etc.), important historic structures (Ma Rainey house, six historic churches, etc.), active rail lines and extensions of the rail yard, public library, local and state government offices, and the new Columbus Commons housing development. The District also consists of numerous vacant blocks and lots, therefore development opportunities are in abundance (many of those blocks and lots are owned by the city and have been reassembled for redevelopment).



Liberty District Character Map

Land Uses:

Public/Institutional, Single/Multi-Family Residential, General Commercial, Light Industrial, Vacant/Undeveloped

Implementation Measures:

- 1) Review the 2003 Liberty District Master Plan for possible updates (if necessary).
- 2) Take steps to actively preserve remaining homes and other structures:
 - A) Enforce property maintenance codes.
 - B) Promote neighborhood events and festivals.
 - C) Maintain public facilities in public right-of-way, including street lighting, sidewalks, benches, and curb.
 - D) Discourage non-residential encroachment that does not support the scale, size, or character of the area.
- 3) Encourage urban, dense mixed-use development along 8th Avenue.
- 4) Create a neighborhood identification program.
- 5) Utilize TAD funding to make infrastructure improvements in the area.
- 6) Provide incentives for reinvestment and rehabilitation.
- 7) Encourage private-market investment and adaptive reuse.

CHARACTER AREAS

- 8) Expand on the character, scale, pedestrian orientation, and architecture of Columbus Commons as an example of appropriate residential design in the District.
- 9) Restore the street network by reopening 5th and 7th Streets between 5th and 6th Avenues and opening 7th Avenue between 5th and 7th Streets.
- 10) Provide connections between the city's network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 11) Along Veterans Parkway, promote businesses that serve the immediate community as opposed to highway commercial uses.



Historic Liberty Theatre

Liberty District Master Plan



Concept Rendering for the Liberty District



Mildred Terry Library

Uptown

Description:

Uptown Columbus is the central business district of the city. The commercial and governmental heart of the city has traditionally been toward the eastern end of Uptown, between 10th Street and 1st Avenue. Recent developments, particularly between Broadway and 2nd Avenue, have expanded the boundaries of the "central" part of the area. Uptown, located along the Chattahoochee River, is the home of Columbus' entertainment district, specialty shopping, pubs, restaurants, art, and much more

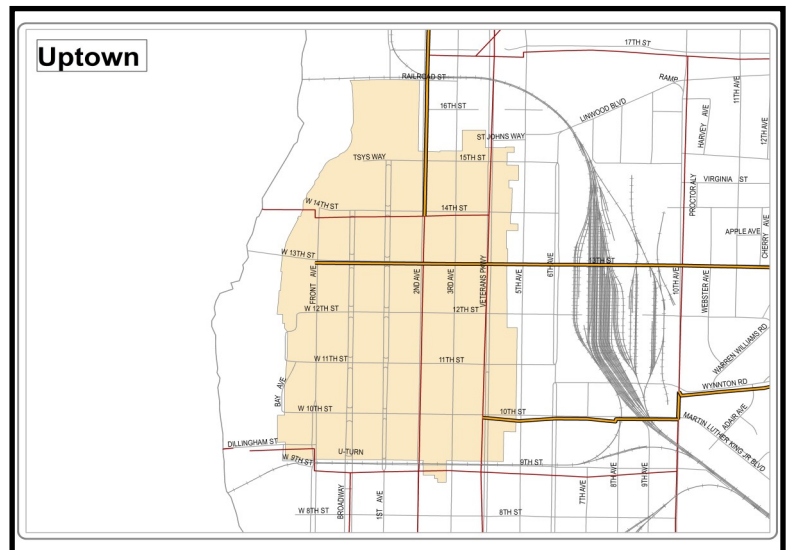
It is the main live, work, and play area of Columbus. Uptown is also a tourist destination, offering whitewater rafting, zip lining, outdoor concerts, Market Days, and numerous other attractions and events

Land Uses:

Mixed-Use, Public/institutional, Multi-Family Residential, Single Family Residential, General Commercial, Parks/Recreation/Conservation

Implementation Measures:

- 1) Focus marketing efforts and new growth on "The Loop", which pushes for full collaboration between the downtowns of Columbus and Phenix City.
- 2) Encourage urban, dense mixed-use development where possible
- 3) Utilize TAD funding to make infrastructure improvements in the area.
- 4) Provide Incentives for reinvestment and rehabilitation
- 5) Encourage private-market investment and adaptive reuse
- 6) Pursue an open container ordinance for parts of Uptown
- 7) Provide connections between the city's network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible
- 8) Along Veterans Parkway, promote businesses that serve the immediate community as opposed to highway commercial uses.



Uptown Character Area Map

CHARACTER AREAS



Shopping and Dining on Broadway



RiverCenter for the Performing Arts Fountain



Kayaker leaving a Sporting/Camping Good Store



Whitewater Rafting on the Chattahoochee



Diners enjoying outdoor seating on Broadway

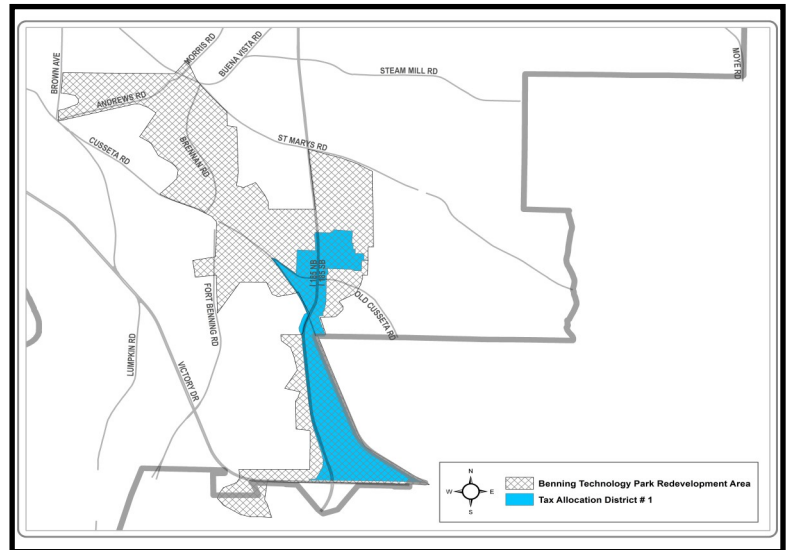


RiverWalk at Woodruff Riverfront Park

Benning Tech Park Redevelopment Area - Tax Allocation District #1

Description:

The purpose of Benning Park Redevelopment Area (BPRA) is to support development of the planned Benning Technology Park, a tax allocation district within the BPRA. The proposed 183-acre development site is located between I-185 and Fort Benning and owned by the Development Authority of Columbus. Planned interchange improvements to I-185 to the north (Cusseta Road) and south (Custer Road) of this property will make this area accessible for development. The Redevelopment Area was designated as the first Tax Allocation District (TAD) in 2015. A TAD will enable the Technology Park’s master developer to overcome deficient infrastructure, inadequate access, off-site costs and other impediments which have made



Tax Allocation District 1 Map

development of this property economically unfeasible to date. By leveraging the City’s redevelopment powers, the intent of this plan is to achieve a higher quality, density of development and resulting increased job creation in a much shorter timeline, than would be feasible absent of the proposed TAD.

The proposed redevelopment area includes more than 320 properties covering roughly 1,230 acres (within individual tax parcels). The significant factors regarding this area are: (a) it contains more than 3.1 million SF of buildings and the median age of those commercial/ industrial buildings is more than 50 years, (b) building values are appraised on average at less than \$16/SF, and (c) property tax collections from the real estate within this area average roughly \$1,500 per taxable acre. The redevelopment area clearly exhibits several characteristics of disinvestment and under-utilization, which are prerequisite to the establishment of Tax Allocation Districts

Land Uses:

Public/institutional, Multi-Family Residential, Single Family Residential, General Commercial, Mobile Home Park, Light Manufacturing/Industrial

Implementation Measures:

- 1) Develop the proposed technology/business park to “become the ultimate workplace solution for military contractors and consultants desiring close proximity to Fort Benning and the Maneuver Center” creating a secure, fully-serviced employment and commercial environment adjacent to Interstate 185 on the north side of Fort Benning Georgia, just inside the main security gate and within a ten-mile radius of all major Army headquarters.
- 2) Through successful development of the business park, increase demand and encourage new commercial and/or housing development within an area located immediately to the north and northwest of the proposed technology park, on Old Cusetta and Farr Roads
- 3) Use this first economic development project to begin a longer-term process of revitalizing a much larger area of southeast Columbus, which contains aging, under-valued industrial, warehousing, commercial sites, mobile home parks and multi-family residential properties, in order to both create jobs and improve physical conditions in this under-performing section of the City



Ankerpak Packaging and Receiving



Machine Sales/Repair shop on Andrews Road



Manufacturing/Industrial Facility on Brennan Road

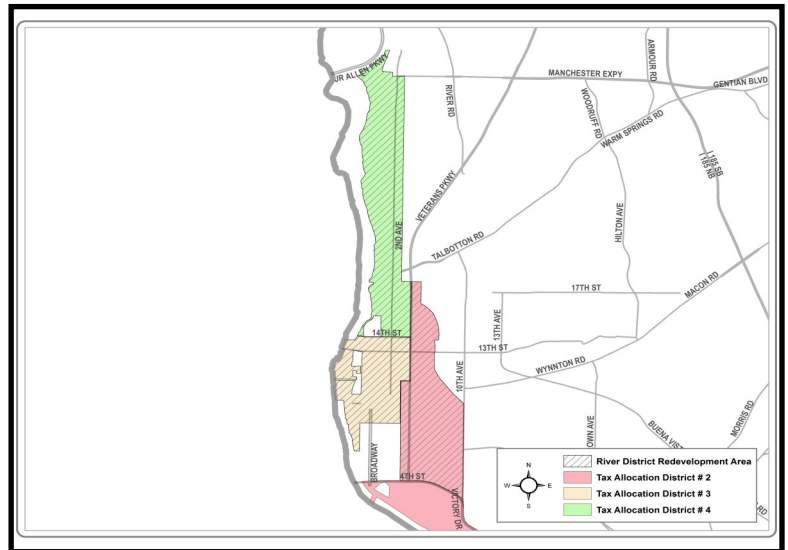


New Spencer High School

River District Redevelopment Area - Tax Allocation Districts #2, 3, & 4

Description:

This plan presents the rationale, boundaries, fiscal data and proposed projects that resulted from the 2016 formation of the Columbus Consolidated Government’s City of Columbus, Tax Allocation District #2: 6th Avenue/Liberty District; Tax Allocation District #3: Uptown; and Tax Allocation District #4: 2nd Avenue/City Village. These three Tax Allocation Districts (TADs) are located within the same, larger redevelopment area and are complementary components of a comprehensive revitalization effort for Columbus’ River District.



Tax Allocation District 2, 3, & 4 Map

The purpose of the proposed TADs is to support redevelopment in locations within the planned redevelopment area. In addition to potentially providing funds for important public infrastructure initiatives within the redevelopment area, the three TADs will potentially enable land owners and/or real estate developers to overcome deficient infrastructure, demolition, off-site costs and other impediments to redevelopment that have made improvements of these properties economically unfeasible to date.

The purpose of this redevelopment plan is to outline a strategy to leverage tax increments from the prospective redevelopment projects to both offset high site development costs and make needed public improvements to support new construction.

Land Uses:

Mixed-Use, General Commercial, Neighborhood Commercial, Public/Institutional, Vacant/Undeveloped, Single Family Residential, Multi-Family Residential, Utility

Implementation Measures:

- 1) The plan will be utilized to achieve better-quality, higher-value development resulting in a much shorter development timeline than would be feasible without the proposed TADs.
- 2) Three TADs within a larger redevelopment area will help coordinate a comprehensive revitalization strategy that will support major projects and support projects that should lead to a large, positive economic impact .
- 3) The TADs will be used to strengthen the City’s historic commercial corridors by strategically encouraging infill redevelopment, creating new residential, commercial and mixed-use nodes and expanding/upgrading existing nodes. The purpose of these efforts is to better serve local consumers and attract new retail spending, residents and tourists resulting increased tax revenues to Columbus and its schools.
- 4) Transition under-utilized properties in prime locations to higher-valued uses.
- 5) Encourage job creation while improving physical conditions in under-performing sections of the City
- 6) Encourage reinvestment in established older residential neighborhoods that are surrounded by commercial and industrial land-uses
- 7) Utilize the three TADs to achieve higher-quality, higher-valued development in the Redevelopment Area .



Time Lapse of traffic along 1st Avenue



Traditional storefronts with living space above

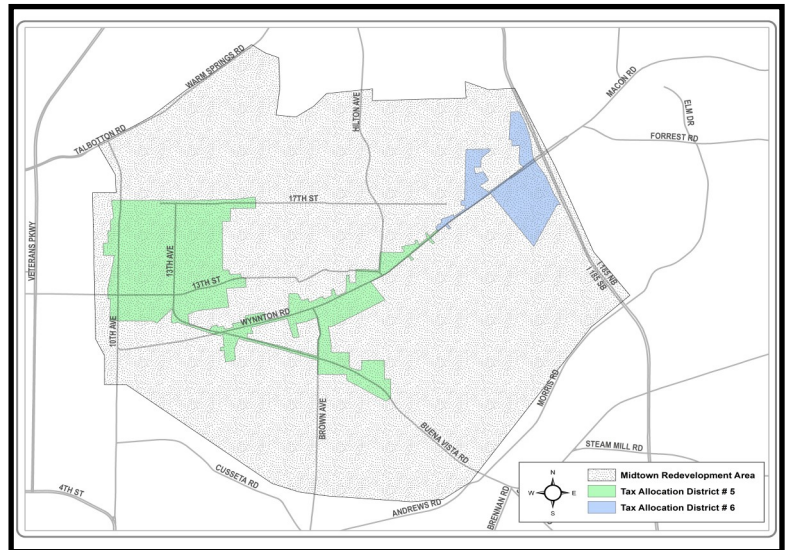


Dilapidated building along 6th Avenue

MidTown Redevelopment Area - Tax Allocation Districts #5 and #6

Description:

This plan presents the rationale, boundaries, fiscal data and proposed projects which could result from the formation of the Columbus Consolidated Government, Tax Allocation Districts #5– MidTown West—and Tax Allocation District #6– MidTown East. These Tax Allocation Districts (TADs) are located within the same, larger redevelopment area and are complementary components of a more comprehensive revitalization effort that may eventually include the designation of additional TADs serving other parts of MidTown Columbus.



Tax Allocation District 5 & 6 Map

The purpose of the proposed TADs is to support new commercial and residential infill development within the MidTown Redevelopment Area. Together the two TADs will help future developers overcome deficient public infrastructure, address off-site costs and other impediments which have made development of many MidTown properties economically unfeasible to date.

The purpose of this redevelopment plan is to outline a strategy to leverage tax increments from the respective projects to both offset high site development costs and to make needed public improvements to support new construction.

Although the plan’s immediate objective is to create two Tax Allocation Districts and implement the specific projects listed within those TADs, MidTown Columbus faces other redevelopment challenges as well. The redevelopment area for this Plan extends to a larger geography, encompassing much of what is considered “MidTown Columbus.” The larger redevelopment area could be amended to add one or more other TADs in the future as other opportunities are identified .

Land Uses:

Single Family Residential, Mutlti-Family Residential, Public/Institutional, Neighborhood Commercial, General Commercial, Light Manufacturing/Industrial, Vacant/Undeveloped

Implementation Measures:

- 1) Strengthen MidTown's older commercial corridors and nodes by strategically encouraging commercial infill and mixed-use development, rehabilitating existing housing and creating new residential living options around those nodes
- 2) Improve multi-modal connections and public spaces between commercial nodes to create new outdoor gathering spaces and make MidTown a more desirable, walkable community.
- 3) Reduce the presence of conflicting commercial and industrial land uses by transitioning under-utilized properties to higher-valued uses.
- 4) Encourage entrepreneurship and job creation while improving physical conditions in blighted sections of MidTown.
- 5) Assist in funding reinvestment in established older residential neighborhoods that surround under-performing commercial and industrial land uses, including public improvements to inadequate water and sewer infrastructure serving those neighborhoods.
- 6) Use the tool of tax increment financing to achieve higher quality development with more amenities in the few remaining undeveloped sites which exist within MidTown.



OBGYN Office



Wynnton Elementary School



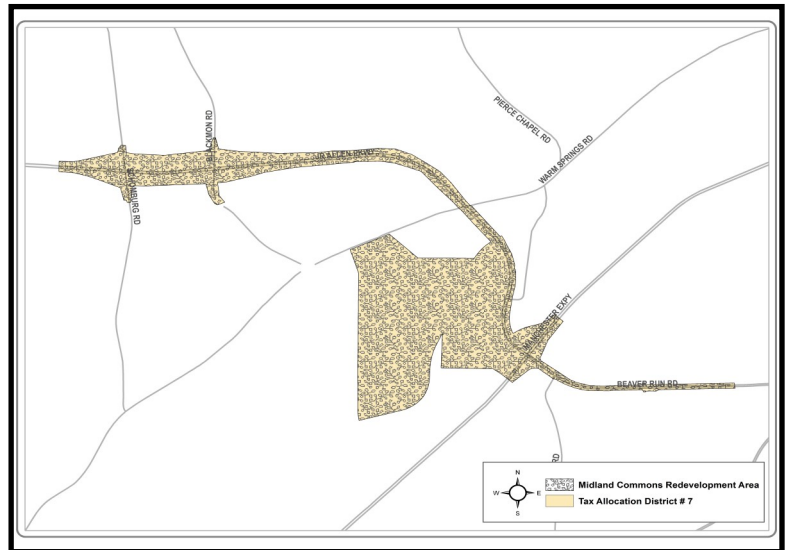
Shopping Center along Macon Road

Midland Commons Redevelopment Plan - Tax Allocation District #7

Description:

This plan presents the rationale, boundaries, fiscal data and proposed projects which could result from the formation of the Columbus, Georgia Consolidated Government, Tax Allocation District #7: Midland Commons.

The purpose of the proposed TAD is to support development of the planned Midland Commons mixed use commercial development on the former site of the Swift Denim Plant and to leverage economic opportunities at the intersection of J.R. Allen Parkway and Manchester Expressway (Route 80) in Columbus, GA. The TAD district also includes Flat Rock Park and surrounding greenspace including a future bike trail.



Tax Allocation District 7 Map

The purpose of this redevelopment plan is to outline a strategy to leverage tax increments from the redevelopment of the former Swift Denim Plant site to both offset the project’s high site development costs and make improvements to the commercial areas located immediately to the north of the site and adjacent Flat Rock Park. By leveraging the City’s redevelopment powers, the intent of this plan is to achieve a higher quality of development and resulting increased job creation in a much shorter timeline, than would be feasible absent the proposed TAD .

Land Uses:

Public/Institutional, Vacant/Undeveloped

Implementation Measures:

- 1) Develop the Midland Commons mixed use development as the anchor of the redevelopment area to provide a major new retail center which will attract and retain retail spending by Columbus area residents in the city that otherwise might be diverted to new retail offerings outside of the city
- 2) Create a state-of-the-art senior housing development that can meet the needs of this growing segment of Columbus’s population.
- 3) Make improvements to Flat Rock Park which can enhance the experience of visitors to this public park from throughout Columbus and connect to the regional bike trail system as an additional way to access the park.
- 4) Make transportation and traffic control improvements to the site and JR Allen Parkway to lessen the traffic impacts in the area.

CHARACTER AREAS

5) Increase demand and encourage new commercial and/or housing development within the larger commercial area around the intersection of J.R. Allen Parkway and Manchester Expressway which is included in the redevelopment area

6) Through the creation of Midland Commons, begin to replace the jobs lost with the closing of Swift Denim Plant in 2006.

7) The opportunity for the Columbus, Georgia Consolidated Government is to use the funding mechanism of the TAD to leverage private reinvestment through targeted incentives that will help make development of Midland Commons financially feasible. If successful, the development would turn a long-vacant, property into a major mixed use commercial center containing 355,000 SF of retail space and 250 units of senior housing and generating more than 735 permanent jobs.



Swift Spinning Mills Site Concept Rendering



Swift Spinning Mills Site Aerial



Shopping along Gateway Road



Fall Line Trace

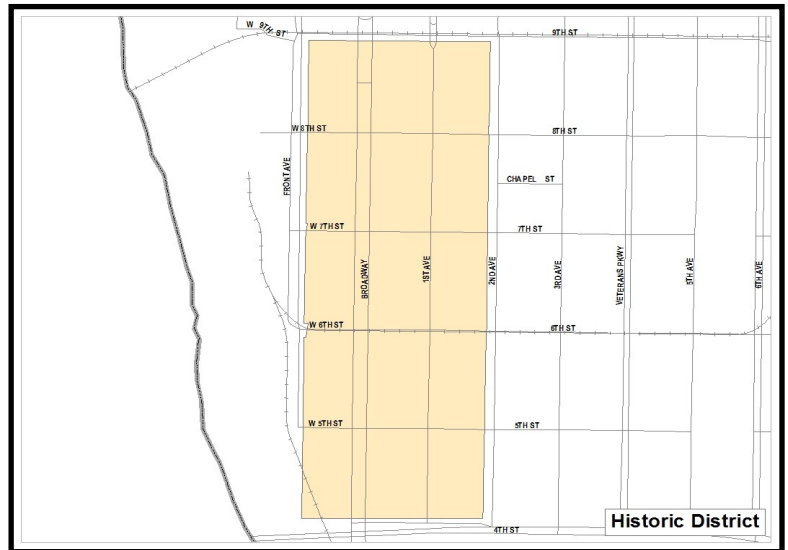
Columbus Historic District

Description:

The Columbus (Downtown) Historic District is primarily a residential area that also includes churches, stores, and offices. Containing approximately twenty blocks in the southwest section of the original grid plan of Columbus, it is situated on a level floodplain adjacent to the river with topography that lends particularly well to the grid plan imposed upon it.

Land Uses:

Single/Multi-Family Residential, Neighborhood Commercial, Office/Professional, Park/Recreation/Conservation, Public/Institutional



Columbus Historic District Character Map

Implementation Measures:

- 1) Take steps to actively preserve homes and other structures, particularly in the southern areas of the District:
 - A) Enforce property maintenance codes and historic preservation guidelines.
 - B) Promote neighborhood events and festivals.
 - C) Maintain public facilities in public right-of-way, including street lighting, sidewalks, benches, and curb.
 - D) Discourage non-residential encroachment that does not support the scale, size, or character of the area.
- 2) Provide connections between the city's network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 3) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.
- 4) Provide and maintain sidewalks and appropriate street lighting along all public roadways and interior collector streets.
- 5) Along Veterans Parkway, promote businesses that serve the immediate community as opposed to highway
- 6) Commercial uses.

CHARACTER AREAS



Pemberton House



Restaurant in the Historic District



Single Family Residences in the Historic District



Single Family Residence in the Historic District



Business operating in historic home



Fountains at Heritage Park

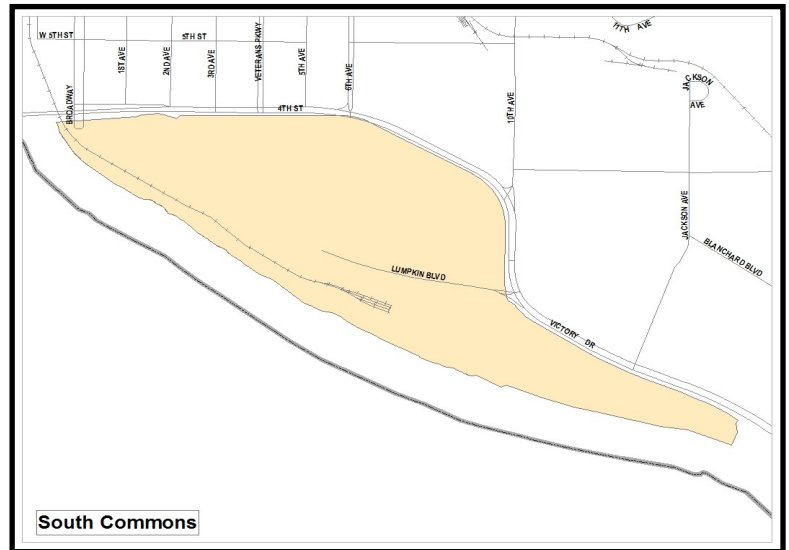
South Commons

Description:

South Commons is the original common area as designated when the city was designed. Since that time, South Commons has evolved into the sports and entertainment venue for the city of Columbus. South Commons anchors the southern ends of the original Historic District and the Liberty District. South Commons includes the Johnathan Hatcher Skateboard Park, Golden Park, the Columbus Ice Rink, the Civic Center, AJ McClung Memorial Stadium, the South Commons Softball Complex, the National Civil War Naval Museum, Rotary Park, and the Riverwalk.

Land Uses:

Public/Institutional



South Commons Character Map

Implementation Measures:

- 1) Promote South Commons as the southern anchor of the TAD Redevelopment Plan known as the River District.
- 2) Utilize TAD funding to make infrastructure improvements to municipal structures.
- 3) Convert the existing, abandoned rail line to a trolley line that connects South Commons to the Liberty District and Uptown.
- 4) Demolish the tank farm on Lumpkin Boulevard and market the property as a hotel site that serves South Commons.
- 5) Pursue opportunities for new activity along this portion of the river.
- 6) Provide connections between the city’s network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 7) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.

CHARACTER AREAS



Columbus Civic Center



AJ McCullung Memorial Stadium



South Commons Baseball Complex



Columbus Ice Rink



Tank Farm



Johnathon Hatcher Skate Park

Muscogee Technology Park

Description:

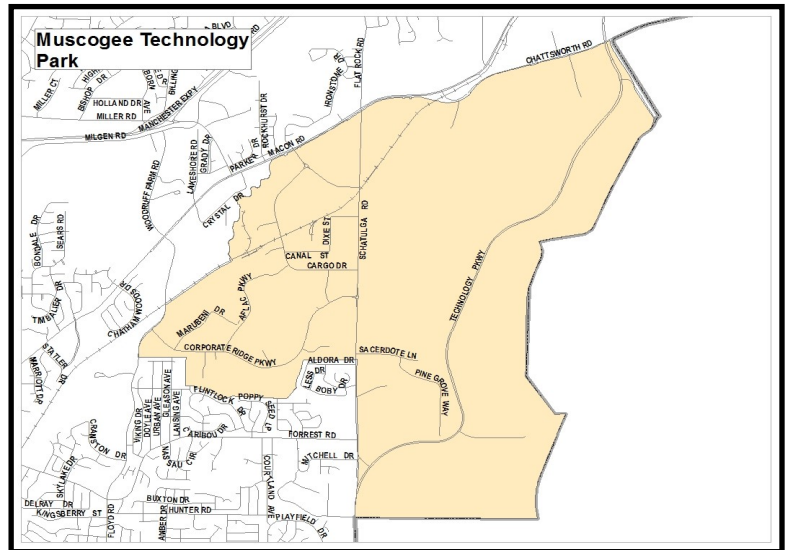
The Muscogee Technology Park (MTP) character area includes MTP, the East Columbus Industrial Park, and Corporate Ridge. MTP is a 1,550-acre business park that is designated as a Georgia Ready for Accelerated Development site and a Foreign Trade Zone. East Columbus Industrial Park, now known as Corporate Ridge, was established in the 1970s and was the premier local industrial park until MTP was established. Corporate Ridge has evolved from a manufacturing park to a mix of industrial uses, from manufacturing to call centers.

Land Uses:

Office/Professional, Light Industrial, Park/
Recreation/Conservation

Implementation Measures:

- 1) Identify areas for clustered commercial development that serves these businesses and their employees.
- 2) Identify areas for workforce housing.
- 3) Market the area to defense industries that will collaborate with Fort Benning and reopen the Schatulga Road Access Control Point.
- 4) Promote Technology Parkway as a bypass to southeast Columbus.
- 5) Provide connections between the city's network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.



Muscogee Technology Park Character Map

CHARACTER AREAS



Jack T. Rutledge State Prison



Pine Grove Landfill



Columbus Recycle Center



Anthem Blue Cross Office Building



Storefronts along Milgen Road



AFLAC Headquarters

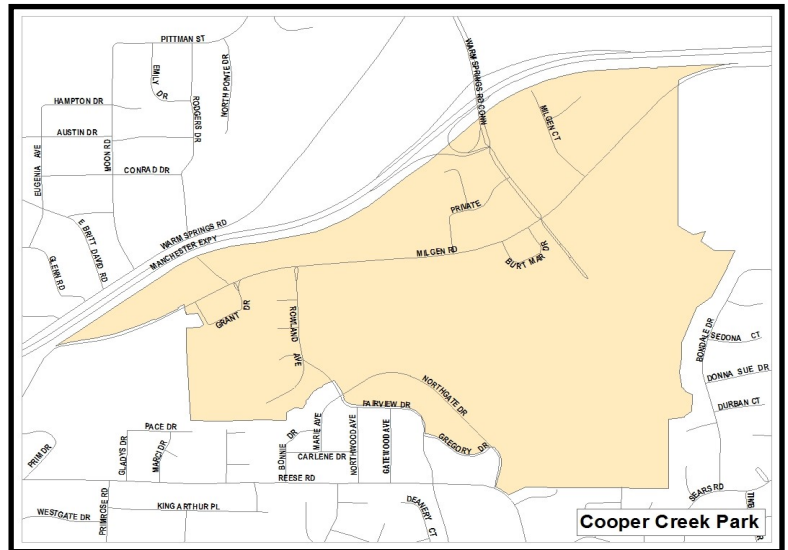
Cooper Creek Park

Description:

The character area know as Cooper Creek Park is moving towards redevelopment. The expansion of the Cooper Creek Tennis Center and the proximity to the Fall Line Trace has the potential to convert the area from a warehouse/light industrial-heavy land-use to mixed-use developments that have a heavy reliance on the park and the trail.

Land Uses:

Park/Recreation/Conservation, Multi-Family Residential, General Commercial, Light Industrial



Cooper Creek Park Character Map

Implementation Measures:

- 1) Cooper Creek Park is home to the second largest tennis organization in the Southeast. Mixed-use development needs to be pursued for this area.
- 2) Promote adaptive reuse of industrial warehouses.
- 3) Provide connections between the city’s network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 4) Promote businesses that will compliment and benefit from the Fall Line Trace.
- 5) Undertake streetscape projects along identified commercial revitalization corridors.
- 6) Improve intersections along Gention Boulevard / Milgen Road.
- 7) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.

CHARACTER AREAS



Christ Community Church on Milgen Road



Playground at Cooper Creek Park



Lake at Cooper Creek Park



Cougar Village on Milgen Road



Storefronts along Milgen Road



Cooper Creek Tennis Facility

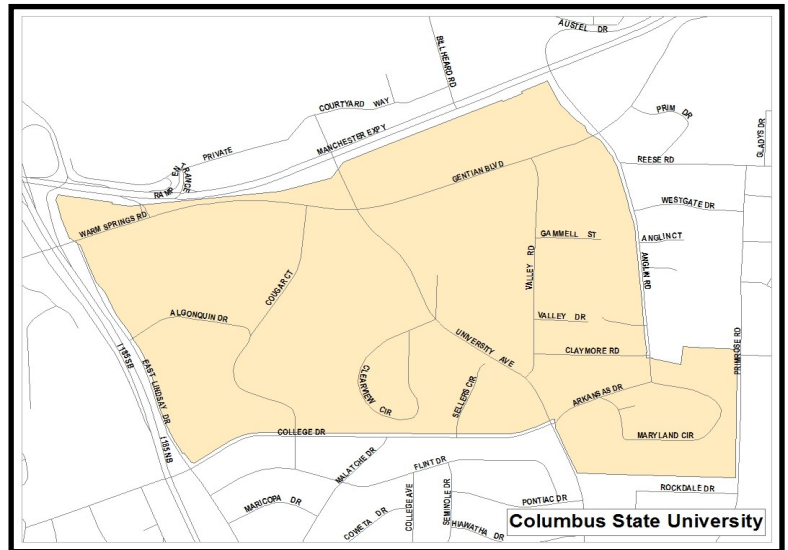
Columbus State University (CSU)

Description:

As the only four-year institution in the governor's 17-county Economic Region 5, the university provides cultural enrichment, educational opportunities, and economic development assistance to the citizens, businesses, and industries located in the region. This regional perspective offers numerous opportunities for our students to become involved in research and community projects. It also has resulted in several off-campus sites being established to better serve our students. Surrounding development should be a compliment to CSU.

Land Uses:

Public/Institutional, Single/Multi-Family Residential, Neighborhood Commercial, General Commercial, Office/Professional



Columbus State University Character Map

Implementation Measures:

- 1) Assist CSU with the acquisition of the Georgia Power site on Gantian Boulevard to relocate plant services.
- 2) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.
- 3) Implement the proposed University Avenue road diet.
- 4) Evaluate the possibility of installing round-a-bouts at the intersection of College Drive and East Lindsay Drive as well as the intersection of College Drive and Algonquin Drive.
- 5) Create additional building sites by replacing surface parking with parking garages.
- 6) Pursue multi-family development between Valley Drive and Anglin Drive.
- 7) Promote mixed-use development at the intersection of University Avenue and Gantian Boulevard.
- 8) Improve pedestrian facilities along the edges of the campus.
- 9) Provide connections between the city's network of greenspaces and trails.
- 10) Interconnect adjacent trails, recreation areas, and greenspace where possible.

CHARACTER AREAS



Shopping Plaza along Gentian Road



Cunningham Center at Columbus State University



Entrance Sign for Columbus State University



Columbus State University



Schuster Student Success Center at CSU



Georgia Power Office on Gentian Road

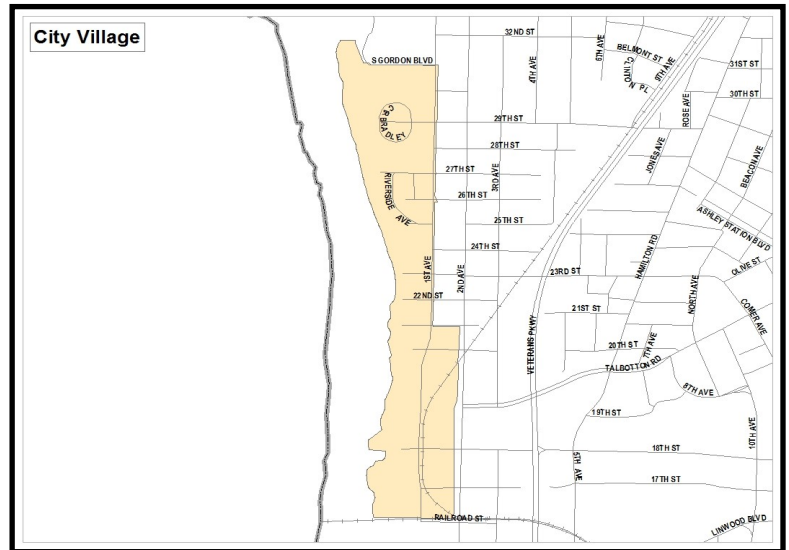
City Village

Description:

Covering roughly thirty city blocks of property which sit on the banks of the Chattahoochee River, the area known as City Village (on the city's 19th century map) stretches from north of Uptown to the south end of Bibb City. Most of the property in City Village is owned by the Columbus Consolidated Government and has been reassembled for future development. City Village (along with the Liberty District) has one of the highest potentials for vibrant economic development.

Land Uses:

Single/Multi-Family Residential, General Commercial, Utilities/Transportation, Vacant/Undeveloped, Park/Recreation/Conservation



City Village Character Map

Implementation Measures:

- 1) Embrace the historic, locational and physical attributes of the area and create a vision for the future prosperity of the neighborhood.
- 2) Position the area to capitalize on opportunities with development strategies that are specific to the location including the local benefits provided by the City's arts, education, healthcare, and philanthropic community as well as small creative and entrepreneurial non-profit organizations.
- 3) Improve circulation within and surrounding the area to address mobility, connectivity, and access limitations.
- 4) In order to create a unique intown riverfront district, draw on strategic partnerships and public/private funding opportunities to implement the bold vision and framework of the City Village Master Plan.
- 5) Create a vibrant and safe public realm of streets, sidewalks, paths, trails, community gardens, and parks with access to the riverfront and to the Riverwalk in order to transform the area into an attractive, walkable, and pedestrian-scaled district with recreational and eco-tourism programming opportunities.
- 6) Implement creative stabilization strategies (placemaking):
 - A) Create a cultural shift in the neighborhood by implementing stabilization strategies with art and creativity at the core.
 - B) Integrate artist-led approaches to within the existing cultural resources of the neighborhood.
 - C) Establish active artistic practices within the neighborhood to develop a sustainable, self-reliant, inspired community with creative solutions and approaches to common community concerns.
 - D) Address quality of life issues throughout the area.
- 7) Undertake streetscape projects along identified commercial revitalization corridors.
- 8) Provide for mixed-income housing throughout the area.
- 9) Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.

CHARACTER AREAS

- 10) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.
- 11) Create a neighborhood identification program. Promote mixed-use development throughout the area. Use the successes in Uptown, the Piedmont medical campus, and Bibb City to jumpstart City Village.



Concept Art for City Village Development Plan



Burned Houses



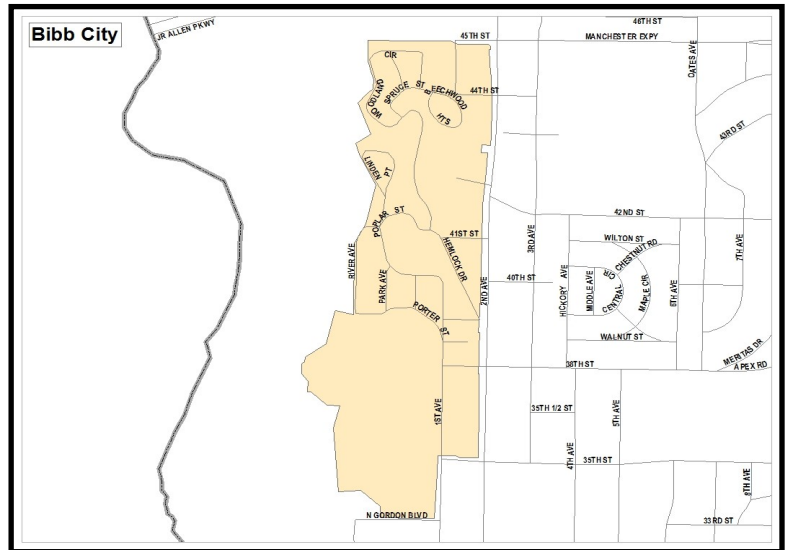
Johnston Mill Lofts

Bibb City

Description:

Bibb City is a former company town of the Bibb Manufacturing Company (the Bibb) that sits on the banks of the Chattahoochee River. Bibb City was established in 1909 and was managed by the Bibb. In 1998, the mill closed. In 2000, the city lost its charter was annexed by the Columbus Consolidated Government. In 2010, Bibb City was placed on the National Register of Historic Places.

Since losing its charter, Bibb City has evolved as a niche neighborhood with renewed investment and increasing popularity. Although the original mill burned in 2008, the remainder, the RiverMill Event Center, has thrived and anchored the old mill site. New housing construction and housing rehabilitation have increased. An active homeowner’s association has formed. Public investment, such as the launching point for whitewater and completion of the Riverwalk, have helped to further stabilize Bibb City.



Bibb City Character Map

Land Uses:

Mixed-Use, Light Industrial, Park/Recreation/Conservation

Implementation Measures:

- 1) Take steps to actively preserve existing neighborhoods:
 - A) Enforce property maintenance codes.
 - B) Promote neighborhood events and festivals.
 - C) Maintain public facilities in public right-of-way, including street lighting, sidewalks, benches, and curb.
 - D) Discourage non-residential encroachment.
- 2) Designate Bibb City as a conservation neighborhood to preserve its historic quality and encourage rehabilitation and conservation.
- 3) Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- 4) Undertake streetscape projects along identified commercial revitalization corridors.
- 5) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.
- 6) Create a neighborhood identification program.
- 7) Provide connections between the city’s network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.

CHARACTER AREAS



Abandoned Bibb City Elementary



Single Family Residence



New single family housing under construction



Storefronts in Bibb City



RiverMill Event Center

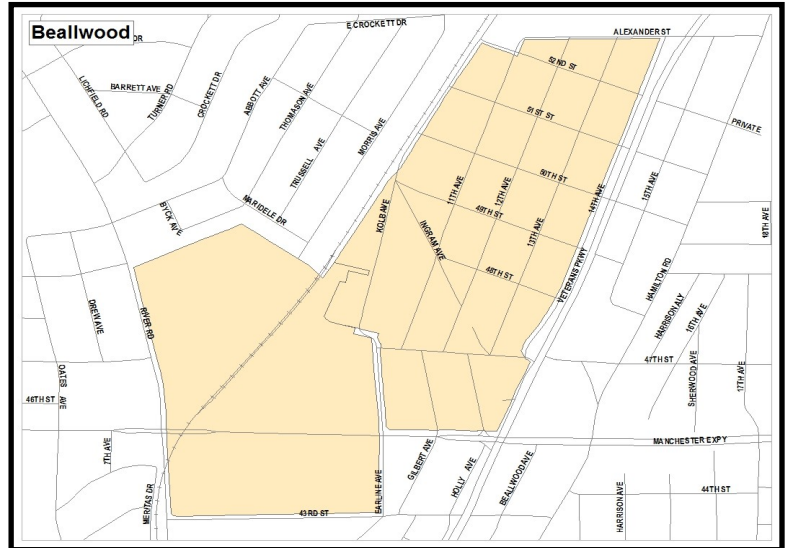


River Walk Bridge Expansion

Columbus Tech & Beallwood

Description:

Around the turn of the 20th century, industrial districts with four textile factories, two mill villages, and rows of rental shotgun houses were established north of the original city. Columbus Tech/Beallwood is one of these districts. Today, Columbus Technical College occupies the mill site and Beallwood serves as the site of the rental houses (some of which still stand). Beallwood, being an off-shoot residential area of the mill, has historically been zoned commercially (based on 1953 zoning maps). As the mill closed and homes became private property, the commercial zoning allowed commercial creep to extend into the neighborhood. Beginning in the 1980s, the city began working with residents to halt commercial intrusion and attempt to restore the neighborhood residentially.



Columbus Tech / Beallwood Character Map

Land Uses:

Single/Multi-Family Residential, General Commercial, Public/Institutional, Park/Recreation/Conservation

Implementation Measures:

- 1) Take steps to actively preserve existing neighborhoods:
 - A) Enforce property maintenance codes.
 - B) Promote neighborhood events and festivals.
 - C) Maintain public facilities in public right-of-way, including street lighting, sidewalks, benches, and curb.
 - D) Discourage non-residential encroachment.
- 2) Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- 3) Create a neighborhood identification program.
- 4) Provide connections between the city’s network of greenspaces and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 5) Prevent commercial encroachment into the Beallwood neighborhood as well as Columbus Tech’s potential growth area.
- 6) Partner with Community Housing Development Organizations to develop / redevelop new housing in the area.

CHARACTER AREAS

- 7) Support protection of the Chattahoochee River and its tributaries by requiring riparian buffers to control runoff and sedimentation from new development and prohibit incompatible uses to protect water quality.
- 8) Promote adaptive reuse of commercial warehouses and the old elementary school.



Shopping Center on Manchester Expressway



Classrooms at Columbus Tech



Neighborworks Duplex



Beallwood School

CHAPTER 8: COMMUNITY VISION AND GOALS



CONTENTS:

- Community Vision & Goals
- Community Vision
- Economic Development Goals
- Land Use Goals
- Transportation Goals
- Housing Goals
- Urban Services

“ The vision and goals that developed via the Columbus 2025 Initiative, the On The Table forums, and the 2038 Columbus Comprehensive Plan represent the voices of citizens as expressed in meetings, forums, and surveys conducted between 2016 and 2018. The results of these interactions are listed below and describe our community vision and goals for the next twenty years. ”

COMMUNITY VISION

“ The City of Columbus will continue to be a unified city in which all work together to achieve common goals and in which individuality and diversity are embraced and respected. It will be a regional center of commerce and culture; a city in which the commitment to growth and economic development is matched by the commitment to the highest quality of life for all citizens. ”

Economic Development

Goals:

- Columbus must align local businesses with the local school system.
- Columbus must retain its best and brightest workers.
- Attract talented individuals to Columbus.
- Columbus must grow and expand existing businesses.
- Columbus must recruit new firms and investments.
- Columbus must pursue special opportunities for growth and diversification.
- Columbus must advocate for economic growth.
- Columbus must strengthen the culture of entrepreneurship.
- Columbus must expand resources to open up entrepreneurship as a possibility for all residents.
- Columbus must establish a unifying community brand.
- Columbus must be promoted to external audiences.
- Columbus must maximize the impact of the region's greatest natural resource – the Chattahoochee River.
- Columbus must promote vibrant and attractive neighborhoods, corridors, and activity centers.
- Columbus must connect people and places with expanded opportunities for walking, biking, and transit use.
- Columbus must promote civic improvement efforts as a tool of economic development.

Land Use Goals

Goals:

- Columbus must eliminate sprawl and slow greenfield development.
- Columbus must introduce new zoning regulations, techniques, and concepts to reintroduce into the urban core.
- Columbus must create a determined focus on sustainability.
- Columbus must annually review the Land-Use chapter of the Comprehensive Plan and identify potential adjustments to meet modern day development patterns and use changes.
- Columbus must research and implement new concepts regarding land-use and development.
- Columbus must promote mixed-use development.
- Columbus must offer incentives for adaptive reuse.
- Columbus must create a neighborhood identity program.

Transportation Goals

Goals:

- Columbus must preserve or enhance existing transportation facilities.
- Columbus must pursue efforts to relieve congestion.
- Columbus must expand the ideals of complete transportation.
- Columbus must implement plans for high-speed rail connection to Atlanta.
- Columbus must development and maintain the Columbus Airport.
- Columbus must prepare the community and update infrastructure for driverless vehicles.
- Columbus must identify future transportation projects and complete existing transportation projects.

Housing Goals

Goals:

- Columbus must improve access to affordable, quality housing.
- Columbus must remove slum and blight.
- Columbus must increase efforts to promote economic opportunity and reduce poverty.
- Columbus must increase efforts to provide public services.
- Columbus must increase efforts to create and/or expand housing and services to homeless persons.
- Columbus must maintain or expand planning and administration.
- Ensure that senior housing is located within multi-modal transportation areas with excellent access to commercial businesses and healthcare services.

Urban Services Goals

Goals:

- Columbus must pursue park renovations / additions when economically feasible.
- Columbus must reinstitute a government-wide maintenance / replacement plan for vehicles and equipment.
- Columbus must maintain and follow its Capital Outlay Plan.
- Columbus must protect the Chattahoochee River and its subsidiaries to ensure water quality.

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 9: Short Term Work Program

CONTENTS:

- Economic Development
- Land Use
- Transportation
- Housing
- Urban Services
- Old Town
- Veteran's-Whittlesey Commercial Corridor
- Kendall Creek
- Beaver Run
- Arbor Point
- Uptown
- Oxbow
- Midtown Medical Corridor
- Five Points
- 13th & 13th
- Civic Commons
- Liberty District
- Columbus Historic District
- South Commons
- Muscogee Technology Parkway (MTP)
- Cooper Creek Park
- Columbus State University (CSU)
- City Village
- Bibb City
- Columbus Tech & Beallwood
- Tax Allocation District #1
- Tax Allocation District #2, 3 & 4
- Tax Allocation District #5 & 6
- Tax Allocation District #7

SHORT TERM WORK PROGRAM

| Columbus/Muscogee County Community Work Program Update 2019-2023 | | | | | | | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding | |
|--|--|--|--|--|--|--|----------------------|------|------|------|------|----------------|------|--|--|
| | | | | | | | Economic Development | | | | | | | | |
| GOAL: Align local businesses with the local school system | | | | | | | | | | | | | | | |
| Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus. | | | | | | | X | X | X | | | Columbus 2025 | TBD | PPP | |
| Ensure that three- and four-year olds have access to high early childhood education. | | | | | | | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP | |
| Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services. | | | | | | | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP | |
| Expand efforts to introduce students to education and career possibilities from a young age. | | | | | | | X | X | X | | | Columbus 2025 | TBD | PPP | |
| Leverage existing programs to coordinate a community-wide mentoring program for at-risk K-12 students. | | | | | | | X | X | X | | | Columbus 2025 | TBD | PPP | |
| Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment. | | | | | | | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP | |
| GOAL: Greater Columbus must retain its best and brightest workers. | | | | | | | | | | | | | | | |
| Connect business and education providers to develop post-secondary programs and high school curricula that support target business growth and introduce young people to job opportunities. | | | | | | | X | X | X | | | Columbus 2025 | TBD | Education providers / PPP | |
| Challenge the region's business community to leverage, expand, and develop internship and apprenticeship opportunities for high school and college students | | | | | | | X | X | X | | | Columbus 2025 | TBD | Private businesses / PPP | |
| Develop a formal retention program for individuals retiring from or exiting the military. | | | | | | | X | X | X | | | Columbus 2025 | TBD | PPP | |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|----------------|------|----------------------------------|
| Welcome and engage new residents who move to Greater Columbus with a relocating family member. | X | X | X | | | Columbus 2025 | TBD | PPP |
| GOAL: Attract talented individuals to Greater Columbus. | | | | | | | | |
| Attract educated expatriates back to Greater Columbus through a "boomerang" marketing program. | X | X | X | | | Columbus 2025 | TBD | PPP |
| Support the promotion of Columbus State and Troy University's Phenix City campus as schools of choice for students from outside of the region. | X | X | X | | | Columbus 2025 | TBD | Columbus State / Troy University |
| GOAL: Greater Columbus must grow and expand existing businesses | | | | | | | | |
| Formalize a collaborative business retention and expansion (BRE) program to ensure conditions are optimal for existing firms to thrive. | X | X | | | | Columbus 2025 | TBD | PPP |
| Launch a pilot "economic gardening" program to help second-stage firms grow in Greater Columbus | X | X | X | | | Columbus 2025 | TBD | PPP |
| GOAL: Recruit new firms and investments. | | | | | | | | |
| Develop an updated comprehensive economic development marketing program. | X | X | X | | | Columbus 2025 | TBD | PPP |
| GOAL: Pursue special opportunities for growth and diversification | | | | | | | | |
| Continue to pursue the development of an +B21 additional hotel adjacent to the Columbus Georgia Convention and Trade Center. | X | X | X | X | X | Columbus 2025 | TBD | PPP |
| Evaluate the viability of expanding cybersecurity research capacity in Greater Columbus. | X | X | X | | | Columbus 2025 | TBD | PPP |
| Explore possibilities to leverage the Columbus campus of the Mercer University School of Medicine. | X | X | X | X | X | Columbus 2025 | TBD | PPP |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---------------------------------------|------------|---|
| GOAL: Greater Columbus must advocate for economic growth. | | | | | | | | |
| Continue to lobby on behalf of Fort Benning through the appropriate state and federal channels. | X | X | X | X | X | Columbus 2025 | TBD | Grow Benning |
| Work with all appropriate partners to identify near- and long-term opportunities for improving connectivity between Greater Columbus and major markets | X | X | X | X | X | Columbus 2025 | TBD | Chamber of Commerce / PPP |
| Ensure that the region's legislative agendas are aligned with strategic community and economic development needs. | X | X | X | X | X | Columbus 2025 | TBD | Chamber of Commerce |
| GOAL: Strengthen the culture of entrepreneurship in Greater Columbus | | | | | | | | |
| Develop a physical, flexible, and professionally staffed "center of gravity" for entrepreneurial activities in a highly visible location. | X | X | X | | | Columbus 2025 / Uptown Columbus, Inc. | TBD | Various public and philanthropic sources / PPP |
| Work with organizers to make the Bob Wright Symposium on Business Empowerment the premier event of its kind. | X | X | | | | Columbus 2025 | TBD | PPP |
| Pursue expanding option for food trucks by searching for appropriate private locations or public property sites. Food trucks provide start-up business options that are cheaper than brick-and-mortar businesses. | X | X | | | | CCG | Staff Time | N/A |
| GOAL: Expand resources to open up entrepreneurship as a possibility for all residents | | | | | | | | |
| Expand capital availability for individuals who lack access to traditional capital with a pre-seed microloan program. | X | X | X | X | X | Columbus 2025 | TBD | Local banks and financial institutions / Philanthropic foundations and donors |
| Advance Greater Columbus' position in the "maker movement" through support for Columbus MakesIT. | X | | | | | Columbus 2025 | TBD | Various private sources and grants |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|-------------------------------------|
| GOAL: Establish a unifying community brand. | | | | | | | | |
| Research, define, and develop a community brand. | X | | | | | Columbus 2025 | TBD | Various public and private partners |
| GOAL: Promote Greater Columbus to external audiences | | | | | | | | |
| Pursue a major earned media campaign to generate positive coverage of Greater Columbus in external media markets | X | X | X | | | Columbus 2025 | TBD | PPP |
| Support efforts to promote Greater Columbus through travel, tourism, and events. | X | X | X | X | X | Columbus 2025 / CVB | TBD | CVB |
| GOAL: Maximize the impact of the region's greatest natural resource - the Chattahoochee River | | | | | | | | |
| Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region's core | X | X | X | X | X | Columbus 2025 / Uptown Columbus, Inc. / CCG | TBD | Various public and private sources |
| GOAL: Promote vibrant and attractive neighborhoods, corridors, and activity centers | | | | | | | | |
| Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties. | X | X | X | X | X | Columbus 2025 / Planning Department / Community Reinvestment Department | Staff Time | CCG |
| Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods | X | X | X | X | X | Columbus 2025 / Planning Department / Community Reinvestment Department | Staff Time | CCG |
| Create a formal partnership to promote a vibrant downtown Phenix City | X | X | | | | Columbus 2025 / Uptown Columbus, Inc. / CCG / City of Phenix City | Staff Time | Local public and private sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|------------|------------------------------------|
| Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments. | | | X | | | Planning Department | Staff Time | CCG |
| Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development. | X | X | X | X | X | CCG / MidTown, Inc. / Uptown Columbus, Inc. | Staff Time | Various private sources and grants |
| Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood. | X | X | X | X | X | CCG / Uptown Columbus, Inc. | Staff Time | Private investment |
| Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan | X | X | X | X | X | CCG / Bibb Village Homeowners Association / City Village Stakeholders | Staff Time | Various public and private sources |
| Continue efforts in the Beallwood Redevelopment Area | X | X | X | X | X | Neighborworks Columbus | TBD | HOME |
| Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Continue efforts in the MidTown neighborhoods to preserve and revitalize the area. | X | X | X | X | X | Planning Department / Midtown Inc. | Staff Time | Various public and private sources |
| Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City. | X | X | X | X | X | Planning Department / Bibb Village Homeowner's Association | Staff Time | Various public and private sources |
| Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities. | | X | X | X | X | Historic Columbus Foundation / Planning Department | TBD | Grants / PPP |
| GOAL: Connect people and places with expanded opportunities for walking, biking, and transit use. | | | | | | | | |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|------------------------------------|
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities | X | X | | | | Metra | TBD | Various public sources |
| GOAL: Promote civic improvement efforts as a tool of economic development | | | | | | | | |
| Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public. | X | X | X | | | Finance Department | Staff Time | CCG |
| Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities. | X | X | X | X | X | City Manager | Staff Time | CCG |
| Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each. | X | X | X | | | City Manager | Staff Time | CCG |
| Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities. | X | X | X | | | City Manager | Staff Time | CCG |
| Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate. | X | X | X | X | X | Planning Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|------------|------------------------------------|
| Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist. | X | X | X | X | X | City Manager | Staff Time | CCG |
| Land Use | | | | | | | | |
| GOAL: Eliminate sprawl and slow greenfield development | | | | | | | | |
| Provide for more mixed-use opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Identify quality and/or priority growth areas within the urban core of Columbus. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Remove barriers to redevelopment. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Identify urban areas that need infrastructure improvements to sustain redevelopment. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties. | X | X | X | X | X | Columbus 2025 / Planning Department / Community Reinvestment Department | Staff Time | CCG |
| Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood. | X | X | X | X | X | CCG / Uptown Columbus, Inc. | Staff Time | Private investment |
| Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan | X | X | X | X | X | CCG / Bibb Village Homeowners Association / City Village Stakeholders | Staff Time | Various public and private sources |
| Continue efforts in the Beallwood Redevelopment Area | X | X | X | X | X | Neighborworks Columbus | TBD | HOME |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|---------|
| GOAL: Introduce new zoning regulations, techniques, and concepts to reintroduce into the urban core of Columbus. | | | | | | | | |
| Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as density-bonuses; form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning. | X | X | X | X | X | Planning Department / Inspections and Codes Department | Staff Time | CCG |
| Review current mixed-use zoning regulations that can be adapted to infill development situations. | X | X | | | | Planning Department | Staff Time | CCG |
| Pursue incentivizing development within walking and bicycling distance of existing and future transit and trail corridors to achieve improved location efficiency for housing, employment, recreation, and civic spaces. | X | X | X | X | X | Planning Department / Finance Department | Staff Time | CCG |
| Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Land Use Map and core principles, including access to infrastructure, environmental sustainability, etc. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| GOAL: Create a determined focus on sustainability. | | | | | | | | |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|---------------------|
| Implement the American Planning Association's Plan4Health program in a pilot area of Columbus. Healthy environment places should require access to varying levels of resources for leading a healthier life, such as physical access to employment, healthcare, shopping, or social connections, for persons of all abilities. | X | X | X | | | Planning Department / Various community partners | Staff Time | CCG |
| Create a pilot project that focuses on livable communities for all ages, with a focus on land-use, transportation, access to food, access to health services, and access to quality of life expectations. | X | X | X | X | X | Planning Department / Various community partners | Staff Time | CCG |
| Focus efforts to create design legislation that supports aging in place. | X | X | X | | | Planning Department | Staff Time | CCG |
| Encourage building structure and orientation concepts to developers and governmental organizations. This includes locating building on site, integrating building into existing site features, the building envelope, and building configuration. | X | X | X | X | X | Planning Department / Inspections and Codes Department / Engineering Department | Staff Time | CCG |
| Encourage developers to utilize alternative water resource management, including but not limited to better efficiency measures, rainwater harvesting, or green infrastructure BMPs. | X | X | X | X | X | Planning Department / Engineering Department / Columbus Water Works | Staff Time | CCG |
| Encourage developers and builders to incorporate solar energy infrastructure into new developments and structures.. | X | X | X | X | X | Planning Department / Georgia Power / Diverse Power / Flint Energies | Staff Time | CCG |
| Conduct a land needs assessment to identify buildable lands, infrastructure needs, and redevelopment barriers. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Seek funding to offer redevelopment incentives for brownfield and greyfield properties. | X | X | X | X | X | Community Reinvestment Department / Planning Department | Staff Time | CCG / CDBG / Grants |
| Continue to encourage the use of the City's Conservation Subdivision Ordinance. | X | X | X | X | X | Planning Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|---------|
| Develop heat island mitigation guidelines for infill and redevelopment areas of the City for private development. | | X | X | X | | Planning Department | Staff Time | CCG |
| GOAL: Annually review the Land-Use section of the Comprehensive Plan and identify potential adjustments to meet modern day development patterns and use changes. | | | | | | | | |
| In this fast-changing, technology-driven world, the Comprehensive Plan needs to be reviewed annually to remain relevant to new trends and changes. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| GOAL: Research and implement new concepts regarding land-use and development. | | | | | | | | |
| As America becomes almost exclusively urban, increased pressure is placed on services and infrastructure; seek alternatives to traditional land-use and development standards. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries. | X | X | X | X | X | City Manager | Staff Time | CCG |
| GOAL: Promote mixed-use development. | | | | | | | | |
| Identify areas where mixed-use development/redevelopment opportunities will succeed in the community. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| GOAL: Offer incentives for adaptive reuse. | | | | | | | | |
| Where feasible, adaptive reuse should be pursued. If a potential retrofitting of a structure is too costly, consider implementing incentives, such as density bonuses, fire code modifications, administrative variances, discounted and/or waived CCG fees, and so forth. | X | X | X | X | X | City Manager's Office / Planning Department / Inspections and Codes Department / Finance Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|---------------------|------------------------------------|
| Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities. | | X | X | X | X | Historic Columbus Foundation / Planning Department | TBD | Grants / PPP |
| GOAL: Create a Neighborhood Identity Program. | | | | | | | | |
| Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time / Grants | Various private and public sources |
| Transportation | | | | | | | | |
| GOAL: Preserve or enhance existing transportation facilities. | | | | | | | | |
| Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |
| Assure that preservation or enhancement is conducted in the most efficient manner via Transportation System Management (TSM) early action strategies. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |
| Improve transportation opportunities for people with disabilities. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |
| Improve transportation opportunities for aging populations. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |
| Prioritize maintenance of existing transportation infrastructure | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |
| Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|------------|------------------------------------|
| GOAL: Relieve congestion. | | | | | | | | |
| Forefall future congestion through coordination with land-use plans and decision-making. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Continue to identify locations for intersection improvements, including but not limited to roundabouts. | X | X | X | X | X | C-PC MPO / Engineering Department | Staff Time | CCG |
| Implement smart technology for signalization. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | Federal/State DOT/Local |
| Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, ride sharing, promotion of flexible working hours with major employers, encouragement of trips made by transit, cycling or walking, and encouragement of working from home. | X | X | X | X | X | MPO | TBD | TBD |
| Review of future streets rights-of-way needs as the relate to the Land Use Plan and Columbus-Phenix City Transportation. | X | X | X | X | X | C-PC MPO / Engineering Department | Staff Time | City |
| GOAL: Expand the ideals of complete transportation. | | | | | | | | |
| Build on the theme of alternative transportation modes and enhanced operational efficiency by introducing multi-modal plans and programs designed to create a seamless transportation system with efficient and effective operations. | X | X | X | X | X | MPO / Metra | TBD | CCG |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / C-PC MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Integrate projects from the 2014 Alternative Transportation Plan into the Long Range Transportation Program (LRTP). | X | X | | | | C-PC MPO | TBD | Federal/State DOT/Local |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|--|------------|------------------------------------|
| Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies. | X | X | X | X | X | C-PC MPO / Engineering Department | TBD | TBD |
| Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition. | X | X | X | X | X | Engineering Department | Staff Time | CCG |
| Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops. | X | X | X | X | X | Planning Department / Engineering Department / Public Works Department | TBD | Various public and private sources |
| Implement bicycle safety improvements throughout the community. | X | X | X | X | X | C-PC MPO | TBD | TBD |
| GOAL: Implement plans for a high-speed rail connection to Atlanta | | | | | | | | |
| Identify future Columbus Airport expansion opportunities | X | X | X | X | X | C-PC MPO / Columbus Airport Commission / FAA | TBD | Various public and private sources |
| Provide safer transportation options between Atlanta and Columbus | X | X | X | X | X | C-PC MPO / GDOT / USDOT | TBD | Various public and private sources |
| Align Columbus with national transportation goals | X | X | X | X | X | C-PC MPO / GDOT / USDOT | Staff Time | Various public and private sources |
| GOAL: Develop and maintain the Columbus Airport | | | | | | | | |
| Open communication to attract multiple, low-cost air carriers | X | X | X | X | X | Columbus Airport Commission | TBD | TBD |
| Increase connections with other smaller airports in the southeast region. | X | X | X | X | X | Columbus Airport Commission | TBD | TBD |
| GOAL: Prepare the community and update infrastructure for driverless vehicles. | | | | | | | | |
| Promote demonstrations of driverless vehicle technology. | | | | X | X | C-PC MPO / GDOT / USDOT | TBD | Various public and private sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|-------------|------------------------------------|
| Partner with Fort Benning, Auburn University, and other regional entities regarding driverless vehicle technology. | | | | X | X | C-PC MPO / ALDOT / GDOT / USDOT | TBD | Various public and private sources |
| Develop and implement policies governing driverless vehicle technology. | | | | X | X | C-PC MPO / GDOT / USDOT | TBD | Various public and private sources |
| GOAL: Identify future transportation projects and complete existing transportation projects. | | | | | | | | |
| Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community | X | X | X | X | X | Columbus 2025 / ALDOT / GDOT / CCG | TBD | Various public and private sources |
| Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects. | X | X | X | X | X | C-PC MPO | TBD | Federal/State DOT/Local |
| Update City Parking Management Plan to address changing parking concerns of businesses and employees in Downtown and Midtown. Review parking management division policies and practices, promote shared use of public facilities and identify additional areas requiring enforcement activities. | X | X | | | | Planning Department / METRA / Uptown Inc. / City Manager's Office | TBD | CCG / Uptown |
| River Road & Bradley Park Drive roundabout | X | X | | | | Engineering Department / GDOT / C-PC MPO | \$3,862,992 | OLOST / Drainage Fund / LMIG |
| Williams Road & Fortson Road roundabout | X | X | X | | | Engineering Department / GDOT / C-PC MPO | \$1,551,968 | LMIG |
| Brennan Road & Fort Benning Road roundabout | X | X | | | | Engineering Department / GDOT / C-PC MPO | \$5,500,000 | Paving Fund / LMIG |
| Bridge Improvements: Linwood Boulevard & 6th Avenue | | | X | X | | Engineering Department / GDOT / C-PC MPO | \$4,250,000 | TIA Discretionary / LMIG |
| Bridge Improvements: Miller Road & Manchester Expressway | X | X | X | X | X | C-PC MPO | \$6,473,576 | Federal/State DOT/Local |
| Bridge Improvements: US 80 & Kendall Creek | X | X | X | X | X | C-PC MPO | \$2,382,516 | Federal/State DOT/Local |
| Bridge Improvements: SR 22 Spur & Weracoba Creek | X | X | X | X | X | C-PC MPO | \$2,154,356 | Federal/State DOT/Local |
| Bridge Improvements: SR 22 / US 80 & Flat Rock Creek | X | X | X | X | X | C-PC MPO | \$4,048,612 | Federal/State DOT/Local |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|--------------|---|
| Bridge improvements: Reese Road & Cooper Creek | X | X | X | | | Engineering Department | \$2,389,943 | Transportation Fund / TIA Discretionary |
| Infantry Road & Follow Me Trail Extension | | | X | X | X | C-PC MPO | \$2,728,572 | M230 |
| Mott's Green Plaza rehabilitation | | X | X | X | X | C-PC MPO | \$1,039,500 | Federal/State DOT/Local |
| Bridge Improvements: Benning Drive | X | X | X | | | Engineering Department | \$1,318,706 | TIA Discretionary |
| Buena Vista Road - I-185 interchange | X | X | X | X | | C-PC MPO | \$47,670,000 | TIA |
| Spiderweb reconfiguration | X | X | X | X | | C-PC MPO | \$40,000,000 | TIA |
| Cusseta Road & Old Cusseta Road interchange and reconfiguration | X | X | X | X | X | C-PC MPO | \$58,269,412 | TIA |
| Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities | X | X | | | | Metra | TBD | Various public sources |
| Conduct study of expanding public transportation to developing areas of the community. | X | X | X | X | X | Metra | Staff Time | Federal/State DOT/Local |
| Housing | | | | | | | | |
| GOAL: Improve access to affordable, quality housing. | | | | | | | | |
| Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each. | X. | X | X | X | X | Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department | Staff Time | Various public sources |
| Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods. | | | X | X | X | Planning Department | Staff Time | CCG |
| Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them. | X | X | X | | | Planning Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|------------|------------------------------------|
| Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods | X | X | X | X | X | Columbus 2025 / Planning Department / Community Reinvestment Department | Staff Time | CCG |
| Work with private entities to identify appropriate locations for income-based housing. | X | X | X | X | X | Community Reinvestment Department / Planning Department | Staff Time | Various public and private sources |
| GOAL: Remove slum and blight. | | | | | | | | |
| Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock. | X | X | X | X | X | Inspections and Code Enforcement Department | Staff Time | CCG |
| Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities. | | | | X | X | Council of Neighborhoods/ Planning Department | Staff Time | CCG |
| Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris. | X | X | X | X | X | Keep Columbus Beautiful / CCG | Staff Time | Various public and private sources |
| Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development. | X | X | X | X | X | CCG / MidTown, Inc. / Uptown Columbus, Inc. | Staff Time | Various private sources and grants |
| Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration. | X | X | X | X | X | Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department | Staff Time | Various public sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|--|
| Utilize the Land Bank to purchase property for redevelopment purposes, particularly in blighted communities. | X | X | X | X | X | Community Reinvestment Department | Staff Time | Various public sources |
| Maximize community attachment and neighborhood beautification by fostering the creation and enhancement of spaces that are high in quality, beautiful, and designed for people. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time | Various public and private sources |
| Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city. | | | | X | X | City Manager / Planning Department | Staff Time | CCG |
| Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards. | X | X | X | X | X | Community Reinvestment Department / Inspections and Code Enforcement Department | TBD | CDBG / CCG / Possible grants |
| GOAL: Increase efforts to promote economic opportunity and reduce poverty. | | | | | | | | |
| Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus. | X | X | X | | | Columbus 2025 | TBD | PPP |
| Ensure that three- and four-year olds have access to high early childhood education. | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP |
| Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services. | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP |
| Expand efforts to introduce students to education and career possibilities from a young age. | X | X | X | | | Columbus 2025 | TBD | PPP |
| Leverage existing programs to coordinate a community-wide mentoring program for at-risk K-12 students. | X | X | X | | | Columbus 2025 | TBD | PPP |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|--|
| Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment. | X | X | X | | | Columbus 2025 | TBD | Various public and philanthropic sources / PPP |
| GOAL: Increase efforts to provide public services | | | | | | | | |
| Ensure that senior housing is located within multi-modal transportation areas with excellent access to commercial businesses and healthcare services. | X | X | X | X | X | Planning Department | TBD | Various public sources / GDOT / FHWA |
| Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure or first time homebuyers. | X | X | X | X | X | Neighborworks Columbus | Staff Time | HOME |
| GOAL: Increase efforts to create and/or expand housing and services to homeless persons | | | | | | | | |
| Work with homeless advocates to create alternative types of development, such as tiny house communities or container home communities. | X | X | X | | | Community Reinvestment Department / Home For Good | TBD | Various public and private sources |
| Preserve short-term and long-term homeless facilities and associated services. | X | X | X | X | X | Community Reinvestment Department / Home For Good / Homeless Resource Network / Valley Rescue Mission / Open Door / Safehouse | TBD | Various public and private sources |
| GOAL: Maintain or expand planning and administration | | | | | | | | |
| Maintain and potentially expand administrative and planning costs to operate CDBG and HOME programs successfully | X | X | X | X | X | Community Reinvestment Department / Neighborworks Columbus | TBD | CDBG / HOME |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|--|--------------|-------------------------------------|
| Coordinate with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning. | X | X | X | X | X | CCG / Coalition for Sound Growth / Planning Department / Chattahoochee Valley Land Trust | TBD | TBD |
| Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics. | X | X | | | | Planning Department / Public Services Department | Staff Time | CCG |
| Urban Services | | | | | | | | |
| GOAL: Pursue park renovations / additions when economically feasible. | | | | | | | | |
| Retrofit pools at Shirley Winston Park, Rigdon Road Park, and Psalm Road Park to splash pads. | X | X | | | | Parks & Recreation Department | \$10,000,000 | City |
| Replace the 29th Street Park playground | X | | | | | Parks & Recreation Department | \$100,000 | CDBG |
| Tillis Recreation Center renovations | X | | | | | Parks & Recreation Department | \$250,000 | CDBG |
| Build 6 pickle ball courts at the Cooper Creek Park Tennis Complex | X | X | | | | Parks & Recreation Department | \$90,000 | Private donation |
| Replace the Theo McGee playground | X | X | | | | Parks & Recreation Department | \$80,000 | Insurance claim / Private donations |
| Improve the Alexander Park facilities and cricket field | X | | | | | Parks & Recreation Department | \$265,000 | Private donation |
| GOAL: Reinstitute a government-wide maintenance / replacement plan for vehicles and equipment. | | | | | | | | |
| Develop and maintain a formal and detailed maintenance and replacement program for all vehicles and equipment. | X | X | X | X | X | City Manager | Staff Time | CCG |
| GOAL: Columbus must maintain and follow its Capital Outlay Plan. | | | | | | | | |
| Lifting magnet and manhole cover dolly (2) | X | | | | | Engineering Department | \$1,686 | Stormwater Fund |
| Ford F-550 Flat Bed w/ equipment modifications | X | | | | | Engineering Department | \$119,965 | General Fund |
| Midsized SUV 4x4 Ford Explorer (2) | X | | | | | Engineering Department | \$65,000 | Paving Fund |
| iPad Air 2 128 GB Tablet (6) | X | | | | | Engineering Department | \$2,760 | Paving Fund |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|-------------------------------|-----------|-----------------|
| Zero-turn mower | X | | | | | Parks & Recreation Department | \$9,000 | General Fund |
| Animal Control Truck w/ equipment | X | | | | | Public Works Department | \$69,506 | General Fund |
| Full-size F250 Crew Cab truck | X | | | | | Public Works Department | \$33,077 | General Fund |
| Zero-turn John Deere mower | X | | | | | Public Works Department | \$7,000 | General Fund |
| Crew cab flat bed dump truck (3) | X | | | | | Public Works Department | \$128,757 | Stormwater Fund |
| F150 Crew Cab 4x4 Pickup truck | X | | | | | Public Works Department | \$32,788 | Stormwater Fund |
| Large aluminum trench box | X | | | | | Public Works Department | \$14,000 | Stormwater Fund |
| Eductor truck | X | | | | | Public Works Department | \$422,589 | Stormwater Fund |
| 7 YD dump truck | X | | | | | Public Works Department | \$96,226 | Stormwater Fund |
| Tandem axle fuel/lube truck | X | | | | | Public Works Department | \$280,000 | Paving Fund |
| 3-ton vibratory asphalt roller with 47" drum | X | | | | | Public Works Department | \$44,000 | Paving Fund |
| Excavator | X | | | | | Public Works Department | \$295,000 | Paving Fund |
| Street sweepers (2) (Capital Lease Program) | X | | | | | Public Works Department | \$100,443 | Paving Fund |
| Mid-size SUV 4x4 Ford Explorer | X | | | | | Public Works Department | \$32,500 | Paving Fund |
| F250 Crew Cab 4x4 Pickup truck (2) | X | | | | | Public Works Department | \$66,154 | Paving Fund |
| Farm tractors (7) | X | | | | | Public Works Department | \$136,500 | Paving Fund |
| Sand spreader | X | | | | | Public Works Department | \$5,000 | Paving Fund |
| F150 Crew Cab 4x4 Pickup truck | X | | | | | Public Works Department | \$27,873 | Paving Fund |
| Single axel utility trailer | X | | | | | Public Works Department | \$6,000 | Paving Fund |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|-----------------------------------|-----------|-----------------------|
| Zero-turn mower with bagger | X | | | | | Public Works Department | \$15,000 | Paving Fund |
| Refuse collection trucks (4) | X | | | | | Public Works Department | \$228,824 | Integrated Waste Fund |
| Grab All trucks (2) (Capital Lease Program) | X | | | | | Public Works Department | \$57,206 | Integrated Waste Fund |
| Hay blower | X | | | | | Public Works Department | \$30,000 | Integrated Waste Fund |
| Refuse collection truck (Capital Lease Program) | X | | | | | Public Works Department | \$57,206 | Integrated Waste Fund |
| 35-foot clean diesel bus (2) | X | | | | | Metra | \$834,238 | Transportation Fund |
| DAR diesel bus | X | | | | | Metra | \$150,000 | Transportation Fund |
| Parking garage gates | X | | | | | Metra | \$150,000 | Transportation Fund |
| Heavy duty in-ground lifts (4) | X | | | | | Metra | \$240,000 | Transportation Fund |
| Bus camera system | X | | | | | Metra | \$24,000 | Transportation Fund |
| Automatic announcement system | X | | | | | Metra | \$48,396 | Transportation Fund |
| Zero-turn mower | X | | | | | Parks & Recreation Department | \$9,000 | CCG General Fund |
| Dash cameras (40 cameras) | X | | | | | Columbus Police Department | \$136,000 | OLOST |
| Pursuit vehicles w/ technology packages (30 cars) (Capital Lease Program) | X | | | | | Columbus Police Department | \$262,314 | OLOST |
| Personal protective equipment (92 units) | X | | | | | Columbus Fire & EMS Department | \$220,800 | OLOST |
| 3 Year Service & Maintenance Agreement for Burn Building | X | | | | | Columbus Fire & EMS Department | \$25,281 | OLOST |
| 15-passenger inmate van | X | | | | | Muscookee County Prison | \$31,726 | OLOST |
| License plate reader renewal | X | | | | | Marshal's Office | \$2,200 | OLOST |
| Body Armor (2 units) | X | | | | | Marshal's Office | \$790 | OLOST |
| Inmate video visitation system upgrade (annual) | X | X | X | | | Muscookee County Sheriff's Office | \$240,000 | OLOST |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|----------------------------------|------------|---------|
| Jail generator upgrade | X | | | | | Muscogee County Sheriff's Office | \$879,387 | OLOST |
| GOAL: Protect the Chattahoochee River and its subsidiaries to ensure water quality. | | | | | | | | |
| Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off. | X | X | X | X | X | CCG / CWW | Staff Time | CCG |
| Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community. | X | X | X | X | X | CCG / CWW | Staff Time | CCG |
| Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system. | X | X | X | X | X | Engineering Department | Staff Time | CCG |
| Continue to implement the Columbus Water Works Management Plan. | X | X | X | X | X | Engineering Department / CWW | Staff Time | CCG |
| Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards | X | X | X | X | X | Engineering Department | Staff Time | CCG |
| Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor. | X | X | X | X | X | Engineering Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|--|------------|------------------------------------|
| STWP Specific to Individual Character Areas | | | | | | | | |
| Old Town | | | | | | | | |
| Encourage the expansion of mixed-use developments in this area through the use of planned unit developments and conservation subdivisions to preserve the natural landscape, rock outcroppings, and open space. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Encourage existing and future developments surrounding the MCSD Northside campuses to incorporate trails, sidewalks, and other non-vehicle accesses that access the campuses. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Encourage future developments within this character area to utilize unique design elements, setbacks, and aesthetics that help blend the developments yet also encourage individuality of developments. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Establish potential affordable housing incentives for this character area. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Veterans Parkway-Whittlesey Road Commercial Corridor | | | | | | | | |
| Review this character area for redevelopment, such as mixed-use activity centers that can fill empty storefronts and bring a different vibrancy to help sustain an area. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Ensure that vehicular traffic moves as efficiently and effortlessly as possible. | X | X | X | X | X | Planning Department / Engineering Department / GDOT | Staff Time | CCG |
| Identify areas for residential uses that complement the existing commercial land-uses. | X | X | X | | | Planning Department | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|-------------|------------------------------------|
| Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning. | X | X | X | X | X | Planning Department / Inspections and Codes Department | Staff Time | CCG |
| Record and track vacant commercial properties for potential redevelopment or reuse. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Pursue intersection improvements at Bradley Park Drive and the J.R. Allen Parkway. | | X | X | X | | GDOT | \$2,171,000 | GDOT |
| Pursue a rezoning effort to bring office uses along the northern portion of Bradley Park Drive into zoning compliance. | X | | | | | Planning Department | Staff Time | CCG |
| Kendall Creek | | | | | | | | |
| Noise abatement from Fort Benning – utilize the JLLUS to carefully review construction of noise sensitive uses | X | X | X | X | X | Planning Department | Staff Time | N/A |
| Preserve and protect the natural environment of the Kendall Creek character area. | X | X | X | X | X | Planning Department / Nature Conservancy | Staff Time | N/A |
| Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District. | X | X | X | X | X | Planning Department / Inspections and Code Department | Staff Time | N/A |
| Collaborate with the Nature Conservancy on long-leaf pine restoration, controlled burns, and establishing red-cockaded woodpecker habitats | X | X | X | X | X | Planning Department / Nature Conservancy / Fort Benning | TBD | DoD / Nature Conservancy |
| Preserve the natural viewsheds on the properties. | X | X | X | X | X | Nature Conservancy | TBD | Nature Conservancy |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|---|
| Beaver Run | | | | | | | | |
| Work with GDOT to seek appropriate measures to alleviate congestion and improve safety at all intersection. | X | X | X | X | X | Planning Department / Engineering Department / GDOT | TBD | TBD |
| Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District. | X | X | X | X | X | Planning Department / Inspections and Code Department | Staff Time | CCG |
| Utilize TAD funding (Midland Commons Redevelopment Area) to help fund infrastructure improvements. | X | X | X | X | X | CCG | TBD | MCRA TAD #7 |
| Seek alternative truck routes to the intersection of Beaver Run Road and Flat Rock Road (east of bridge). | X | X | X | | | Planning Department / Engineering Department / GDOT | TBD | TBD |
| Create a sense of place for the entire character area (through development) that serves as an identification point. | X | X | X | X | | Planning Department | Staff Time | CCG |
| Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services. | X | X | X | X | X | Planning Department | Staff Time | CCG |
| Arbor Point | | | | | | | | |
| Support efforts to maintain and / or enhance the Columbus Enterprise Zone, the Columbus Opportunity Zone, and the US Opportunity Zone through active marketing and the provisions of redevelopment incentives. | X | X | X | X | X | Community Reinvestment Department / Planning Department | Staff Time | CDBG / CCG / Various public and private sources |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Pursue new development that enhances the new Spencer High School campus, which serves as the northern anchor of the area | X | X | X | X | X | Community Reinvestment Department / Planning Department | Staff Time | CDBG / CCG / Various public and private sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|---------------------|--------------------------------------|
| Institute a neighborhood identification program for Arbor Point, EJ Knight, and Patriot Point. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful / Columbus Housing Authority | Staff Time / Grants | Various private and public sources |
| Uptown | | | | | | | | |
| Focus marketing efforts and new growth on "The Loop". | X | X | X | X | X | UPTown Columbus Inc. / CCG / City of Phenix City | TBD | Various public and private resources |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | UPTown Columbus Inc. / CCG / City of Phenix City | TBD | TBD |
| Work with local advocates to create alternative types of development, such as tiny house communities or container home communities. | X | X | X | | | CCG / UPTown Columbus Inc. | TBD | Various public and private sources |
| Pursue an open container ordinance for parts of the Uptown entertainment area | X | | | | | CCG / UPTown Columbus Inc. | Staff Time | Various public and private sources |
| Pursue replacing CCG (Metra) as the parking enforcement entity in Uptown | X | X | | | | CCG / UPTown Columbus Inc. | TBD | TBD |
| Establish an agreement with CCG regarding trash pick-up and recycling efforts. | X | X | | | | CCG / UPTown Columbus Inc. | TBD | TBD |
| Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning. | X | X | X | X | X | Planning Department / Inspections and Codes Department / Uptown Columbus Inc. | Staff Time | CCG |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|------------|------------------------------------|
| Oxbow | | | | | | | | |
| Support efforts to partner with Fort Benning, the Department of the Army, and the Greater Columbus Chamber of Commerce to relocate the United States Armor Museum to Oxbow. | X | X | X | X | X | CCG / Fort Benning / National Infantry Museum / Department of the Army / Greater Columbus Chamber of Commerce | TBD | Various public and private sources |
| Assist the Chamber and the National Infantry Museum on pursuing development of the proposed PUD north of the Museum. | X | X | X | X | X | CCG / Fort Benning / National Infantry Museum / Greater Columbus Chamber of Commerce | TBD | Various public and private sources |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Open Wren Lake to fishing and camping opportunities. | X | X | | | | CCG / Westville | TBD | Various public and private sources |
| Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses. | X | X | X | X | X | CCG | Staff Time | TBD |
| Midtown Medical Corridor | | | | | | | | |
| Remove barriers to medical-use based redevelopment along the corridor. Single family housing should be discouraged. | X | X | X | | | Planning Department | Staff Time | TBD |
| Reduce driveway cuts along the Warm Springs Road corridor and utilize shared driveways and interparcel connectivity. | X | X | X | X | X | Planning Department / Engineering Department / GDOT | Staff Time | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|------------------------------------|
| Support demolition of outdated medical offices and promote lot combinations for multi-user medical office complexes. | X | X | X | X | X | Planning Department / Inspections and Codes Department | Staff Time | TBD |
| Identify areas for workforce housing close to the character area. | X | X | X | | | Planning Department / Community Reinvestment Department / Columbus Housing Authority | Staff Time | TBD |
| Identify commercial uses that will support medical businesses and employees. | X | X | X | | | Planning Department | Staff Time | TBD |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Create a Midtown Medical Corridor Overlay District. | | | X | X | X | Planning Department | Staff Time | TBD |
| Five Points | | | | | | | | |
| Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment. | X | X | | | | Planning Department / Midtown Inc. | Staff Time | TBD |
| Create a master plan for the area with a focus on mixed-use redevelopment. | X | X | X | | | Planning Department / Midtown Inc. | TBD | Various public and private sources |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and the 13th & 13th Redevelopment Corridor. | | | X | X | X | Midtown Inc. | TBD | Various public and private sources |
| Encourage adaptive reuse of the existing mid-century structures. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Pursue affordable housing opportunities in this character area. | X | X | X | X | X | Planning Department / Community Reinvestment Department | Staff Time | TBD |
| Utilize TAD funding (Midtown West Redevelopment Area) to help fund infrastructure improvements. | X | X | X | X | X | CCG | TBD | Midtown West TAD #6 |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|--|------------|------------------------------------|
| 13th & 13th | | | | | | | | |
| Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment. | X | X | | | | Planning Department / Midtown Inc. | Staff Time | TBD |
| Pursue a road diet and streetscape project along 13th Street. | X | X | X | | | Planning Department / Engineering Department / Midtown | TBD | GDOT / CCG |
| Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and Five Points. | | | X | X | X | Midtown Inc. | TBD | Various public and private sources |
| Create a master plan for the area with a focus on mixed-use redevelopment. | X | X | X | | | Planning Department / Midtown Inc. | TBD | Various public and private sources |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Pursue affordable housing opportunities in this character area. | X | X | X | X | X | Planning Department / Community Reinvestment Department | Staff Time | TBD |
| Utilize TAD funding (Midtown West Redevelopment Area) to help fund infrastructure improvements. | X | X | X | X | X | CCG | TBD | Midtown West TAD #6 |
| Pursue EPA Brownfield grants to conduct environmental assessments of the areas immediately north of 13th Street. | | | | X | X | Community Reinvestment Department / Midtown Inc. | TBD | EPA |
| Civic Commons | | | | | | | | |
| Promote walkability by improving pedestrian infrastructure on Macon Road. | | | | X | X | Engineering Department / GDOT / Midtown Inc. | TBD | TBD |
| Pursue a streetscape project along Boxwood Boulevard. | | | | | X | Planning Department / Engineering Department / Midtown | TBD | TBD |
| Identify other potential civic uses that could be utilized on the site. | | | X | X | X | CCG / MCSD | TBD | TBD |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|---------------------|------------------------------------|
| Promote and pursue commercial redevelopment in the character area. | | | X | X | X | Planning Department / Midtown Inc. / Greater Columbus Chamber of Commerce | TBD | Various public and private sources |
| Liberty District | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Review the 2003 Liberty District Master Plan for possible revisions or modifications. | X | | | | | Planning Department | Staff Time | TBD |
| Pursue a strategy to preserve remaining single family houses and other structures. | | X | X | | | Planning Department / Inspections and Codes Department | Staff Time | TBD |
| Encourage urban, dense mixed-use development along 8th Avenue. | X | X | X | | | Planning Department / Development Authority / Community Reinvestment Department | TBD | Various public and private sources |
| Institute a Liberty District identification program | | X | X | | | Planning Department | TBD | Various public and private sources |
| Utilize TAD funding (River District Redevelopment Area) to help fund infrastructure improvements. | X | X | X | X | X | CCG | TBD | River District TAD #2 |
| Provide incentives for reinvestment and rehabilitation. | | | X | X | X | CCG | Staff Time | TBD |
| Encourage adaptive reuse of the existing early century structures. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Promote the Liberty District as an arts and entertainment district. | | | X | X | X | CCG | TBD | TBD |
| Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time / Grants | Various private and public sources |
| Restore the street network by reopening 5th and 7th Streets between 5th and 6th Avenues and opening 7th Avenue between 5th and 7th Streets | | | | | X | CCG | TBD | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|------------------------------------|
| Columbus Historic District | | | | | | | | |
| Work with partners to help preserve and improve the southern end of the district. | | | X | X | X | Planning Department / Historic Columbus Foundation / HDPS | Staff Time | TBD |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| South Commons | | | | | | | | |
| Promote South Commons as the southern anchor of the River District Redevelopment Area. | | | X | X | X | Planning Department / Civic Center | Staff Time | TBD |
| Expand the River District Redevelopment Area and TAD #2 to include South Commons. | | X | X | | | Mayor's Office / Planning Department | Staff Time | TBD |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Muscoogie Technology Park (MTP) | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Identify areas for clustered commercial development that serves the businesses and employees of MTP | | | | X | X | Development Authority | TBD | Various public and private sources |
| Identify areas close to MTP for workforce housing. | | X | | | | Planning Department | Staff Time | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------------|------------------------------------|
| Market the area to defense industries that will collaborate with Fort Benning and reopen the Schatulga Road Access Control Point. | | | | X | X | Development Authority / Fort Benning | TBD | Various public and private sources |
| Promote Technology Parkway as a bypass to southeast Columbus. | | X | | | | Planning Department | Staff Time | TBD |
| Cooper Creek Park | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Create a master plan for the area with a focus on mixed-use redevelopment. | | | X | X | | Planning Department / CORTA | TBD | Various public and private sources |
| Encourage adaptive reuse of industrial warehouses. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Encourage businesses that will compliment and benefit the Fall Line Trace. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Identify revitalization opportunities along corridors and plan streetscape projects for them. | | | | X | X | Planning Department | Staff Time | TBD |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Columbus State University (CSU) | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Assist CSU with acquiring the Georgia Power site on Gentian Boulevard as a relocation option for plant services. | X | X | X | X | X | CCG / CSU | TBD | TBD |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Implement the proposed University Avenue road diet. | | | | X | X | CCG / CSU | TBD | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|---------------------|------------------------------------|
| Evaluate the possibility of installing roundabouts along College Drive. | | | | X | X | CCG / CSU | TBD | TBD |
| Create additional on-campus building sites by replacing surface parking with parking garages. | | | | | X | CSU | TBD | TBD |
| Pursue multi-family developments between Valley Drive and Anglin Road. | X | X | X | X | X | Planning Department / CSU | Staff Time | TBD |
| Promote mixed-use development at the intersection of Gentian Boulevard and University Avenue. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| City Village | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Implement the City Village Master Plan. | X | X | X | X | X | CCG / Historic Columbus Foundation / Columbus Housing Authority / Development Authority | TBD | Various public and private sources |
| Identify revitalization opportunities along corridors and plan streetscape projects for them. | | | | X | X | Planning Department | Staff Time | TBD |
| Utilize TAD funding (River District Redevelopment Area) to help fund infrastructure improvements. | X | X | X | X | X | CCG | TBD | River District TAD #4 |
| Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time / Grants | Various private and public sources |
| Pursue affordable housing opportunities in this character area. | X | X | X | X | X | Planning Department / Community Reinvestment Department | Staff Time | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|---|---------------------|------------------------------------|
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Bibb City | | | | | | | | |
| Develop and implement a conservation neighborhood. | | | X | X | X | Planning Department | Staff Time | TBD |
| Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time / Grants | Various private and public sources |
| Identify revitalization opportunities along corridors and plan streetscape projects for them. | | | | X | X | Planning Department | Staff Time | TBD |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Columbus Tech-Beallwood | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | CCG / State of GA | Staff Time | TBD |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|---------------------|------------------------------------|
| Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment. | X | X | X | X | X | Planning Department / Community Reinvestment Department / Keep Columbus Beautiful | Staff Time / Grants | Various private and public sources |
| Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality. | X | X | X | X | X | Community Reinvestment Department / Neighborworks / Planning Department | CDBG / HOME | CDBG / HOME |
| Prevent commercial encroachment into the Beallwood neighborhood as well as Columbus Tech's potential growth area. | X | X | X | X | X | CCG | N/A | TBD |
| Develop new housing in Beallwood. | X | X | X | X | X | Neighborworks | HOME | HOME |
| Promote adaptive reuse of commercial warehouses and the old Beallwood elementary school. | X | X | X | X | X | Planning Department | Staff Time | TBD |
| Improve the Alexander Park facilities and cricket field | X | | | | | Parks & Recreation Department | \$265,000 | Private donation |
| Benning Technology Park Redevelopment Area & Tax Allocation District #1 | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Develop the proposed technology/business park to "become the ultimate workplace solution for military contractors and consultants desiring close proximity to Fort Benning and the Maneuver Center" creating a secure, fully-serviced employment and commercial environment adjacent to Interstate 185 on the north side of Fort Benning Georgia, just inside the main security gate and within a ten-mile radius of all major Army headquarters. | X | | X | X | X | CCG / Private investors | TBD | Private investors |
| See also Arbor Point STWP tasks | | | | | | | | |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|---|------|------|------|------|------|---|------|------------------------------------|
| River District Redevelopment Area & Tax Allocation Districts #2, 3, & 4 | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Encourage job creation while improving physical conditions in under-performing sections of the City | X | X | X | X | X | CCG / UPTown Columbus Inc. / Private investors | TBD | Various public and private sources |
| Encourage reinvestment in established older residential neighborhoods that are surrounded by commercial and industrial land-uses. | X | X | X | X | X | CCG / UPTown Columbus Inc. / Private investors | TBD | Various public and private sources |
| See also Liberty District, Uptown, City Village, and Bibb City STWP tasks | | | | | | | | |
| MidTown Redevelopment Area & Tax Allocation Districts #5 & 6 | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Strengthen MidTown's older commercial corridors and nodes by strategically encouraging commercial infill and mixed-use development, rehabilitating existing housing and creating new residential living options around those nodes | X | X | X | X | X | Planning Department / Community Reinvestment Department / MidTown, Inc. | TBD | Various public and private sources |
| Reduce the presence of conflicting commercial and industrial land uses by transitioning under-utilized properties to higher-valued uses. | X | X | X | X | X | Planning Department / Community Reinvestment Department / MidTown, Inc. | TBD | Various public and private sources |
| Assist in funding reinvestment in established older residential neighborhoods that surround under-performing commercial and industrial land uses, including public improvements to inadequate water and sewer infrastructure serving those neighborhoods. | X | X | X | X | X | Planning Department / Community Reinvestment Department / MidTown, Inc. | TBD | Various public and private sources |
| See also Medical Corridor, Five Points, 13th & 13th, and Civic Commons STWP tasks | | | | | | | | |

SHORT TERM WORK PROGRAM

| | 2019 | 2020 | 2021 | 2022 | 2023 | Responsibility | Cost | Funding |
|--|------|------|------|------|------|--|------|------------------------------------|
| Midland Commons Redevelopment Area & Tax Allocation District #7 | | | | | | | | |
| Advance on-going and develop future efforts to improve walking and biking connectivity. | X | X | X | X | X | Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation | TBD | Various public and private sources |
| Make transportation and traffic control improvements to the site and JR Allen Parkway to lessen the traffic impacts in the area | X | X | X | X | X | Private developer / C-PC MPO / GDOT | TBD | Various public and private sources |
| Make improvements to Flat Rock Park which can enhance the experience of visitors to this public park from throughout Columbus and connect to the regional bike trail system as an additional way to access the park. | X | X | X | X | X | Parks & Recreation Department | TBD | TAD funding |
| See also Beaver Run STWP tasks | | | | | | | | |

Appendix 1: Acronyms

APPENDIX 1: ACRONYMS

| | |
|-------|---|
| ALDOT | Alabama Department of Transportation |
| BRE | Business Retention and Expansion |
| C2C | Cradle to Career |
| CCG | Columbus Consolidated Government |
| CDBG | Community Development Block Grants |
| CIP | Capital Improvements Program |
| CORTA | Columbus Regional Tennis Association |
| CSU | Columbus State University |
| CVB | Convention and Visitor's Bureau |
| CWW | Columbus Water Works |
| DoD | Department of Defense |
| EPA | Environmental Protection Agency |
| FAA | Federal Aviation Administration |
| FHWA | Federal Highway Administration |
| GDOT | Georgia Department of Transportation |
| HOME | Home Investment Partnership Program |
| MCRA | Midland Commons Redevelopment Area |
| MCSD | Muscogee County School District |
| MPO | Columbus-Phenix City Metropolitan Planning Organization |
| MTP | Muscogee Technology Park |
| OLOST | Other Local Option Sales Tax |
| PPP | Public-Private Partnership |
| STWP | Short Term Work Program |
| TAD | Tax Allocation District |
| TBD | To Be Determined |
| TDM | Travel Demand Management |
| TIA | Transportation Investment Act |
| UDO | Unified Development Ordinance |
| USDOT | United States Department of Transportation |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| Columbus/Muscogee County Short Term Work Program Update 2014-2018 | | | | | | | | | | |
|---|--------------------------|------|------|------|------|-----------------------------------|--------------------|---------|---------------------------|--|
| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished | |
| | Community Revitalization | | | | | | | | Yes/If No, why? | |
| Review the Future Policy Map and recommendations of the Comprehensive Plan to designate Targeted Redevelopment Areas (TRA's) for focusing revitalization strategies and resources. | X | X | X | X | X | Community Reinvestment Department | No Additional Cost | City | On going (7 TADs created) | |
| The Mayor's Revitalization Council shall advise the Mayor and Council on methods to encourage private sector participation in the implementation of the City's revitalization plans, and hire an Executive Director to broker public-private partnerships in TRA's. | X | X | X | X | X | Mayor's Office | \$100,000 | City | No funding | |
| Encourage in-town housing appropriate for "empty nesters", retirees, and other older adults and consider amending the UDO to provide for senior living communities with universal design standards and amenities for seniors. | | | | | X | Planning Department | \$15,000 | City | In progress | |
| Ensure that adequate amounts of in-town land are zoned for small lot and higher density zoning classifications that are attractive to seniors and young adults. | X | X | X | X | X | Planning Department | \$0 | n/a | In progress | |
| Inventory vacant and underutilized sites in TRAs and create a database to track their use, ownership, condition, tax status and maintenance. | | X | X | X | X | Community Reinvestment Department | \$50,000 | City | On going | |
| Create database of publicly owned property and tax foreclosed properties. Reactivate City's Land Bank to manage, acquire, and redevelop them. Prior to sale, incorporate covenants restricting development and use to be consistent with redevelopment plans for these areas. Restrictions on price of resale or maximum rent can result in increased supply of affordable housing. | | | X | | | Community Reinvestment Department | \$5,000 | City | In progress | |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--|----------|--------------|---|
| Engage real estate professionals to prepare marketing and promotion of available infill development sites in in-town neighborhoods. | | | X | | | Mayor's Revitalization Council | \$10,000 | City | On going |
| Redevelopment District bond incentives to encourage investment in blighted areas. | X | | | | | Mayor's Revenue Review Commission / Mayor's Real Estate Investment Initiative Commission | N/A | N/A | Completed (7 TADs created) |
| Prepare an overlay zoning district to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development. | | | | X | | Planning Department | \$50,000 | City | On going |
| Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city. | X | X | X | X | X | City Manager/ Planning Department | \$0 | n/a | Not started (lack of personnel and funding) |
| Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities. | X | X | X | X | X | Council of Neighborhoods/ Planning Department | \$0 | n/a | Not started (lack of personnel and funding) |
| Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris. | X | X | X | X | X | Community Reinvestment Department | \$50,000 | City/Private | On going under Keep Columbus Beautiful |
| Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock. | | | X | | | Inspections and Code Enforcement | \$0 | n/a | On going |
| Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each. | | X | X | X | X | Community Reinvestment Department | \$50,000 | City | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---|---------------------|--|-----------------|
| Columbus Housing Initiative (NeighborWorks) is an innovative effort to coordinate the excess supply of low income housing of suitable quality with those in need of housing options. The program is a partnership between the City's Codes and Inspections Department (which inspects each submitted qualified unit to validate code compliance), the City's Community Reinvestment Department (which oversees and coordinates the effort), the Housing Authority (which refers its potential clients to qualifying units), private large scale property management companies (which propose potential housing units), and the City Manager's and Mayor's Offices (which oversee and direct initiative). | X | X | X | X | X | Community Reinvestment Department/Mayor's Office/Codes and Inspections Department/Housing Authority | Minimal admin costs | Each participant assumes their own costs at this point | On Going |
| Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood. | X | X | X | X | X | Development Resource Center/Community Reinvestment Division | \$16,000 | City | On Going |
| South Lawyers Lane Redevelopment Area | X | X | X | X | X | Development Resource Center/Community Reinvestment Department/NeighborWorks | \$1,000,000 | CDBG/HOME | On Going |
| 2nd Avenue Redevelopment Area | X | X | X | X | X | Community Reinvestment Department | \$1,000,000 | CDBG/HOME | On Going |
| Beallwood Redevelopment Area | X | X | X | X | X | Development Resource Center/Community Reinvestment Department | \$1,500,000 | CDBG/HOME | On Going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---|-------------|-------------------------|---|
| East Highland Redevelopment Area | X | X | X | X | X | Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative | \$2,500,000 | CDBG/ HOME | On Going |
| East Wynnton/Carver Heights/East Carver Heights Redevelopment Area | X | X | X | X | X | Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative | N?A | N/A | No action - lack of public interest |
| Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration. | X | X | X | X | X | Inspections and Codes Department/Community Reinvestment Department | \$750,000 | CDBG/ HOME | On Going |
| Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards. | X | X | X | X | X | Community Reinvestment Department | \$1M/year | CDBG/City | On Going |
| Use HOME and other funds to create a revolving loan program for rehabilitation of owner-occupied housing of low and moderate income households, giving priority to correcting code violations. | X | X | X | X | X | Community Reinvestment Department | \$1M/year | HUD - HOME program/City | HOME cannot be used for revolving loan or code violations |
| Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure. | | X | | | | Community Reinvestment Department | \$5,000 | City | Neighborworks funds this use |
| Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments. | | | X | | | Planning Department | \$25,000 | City | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|-----------------------------------|----------|---------|--|
| Publicize the success stories from loft conversions that have occurred downtown and promote the availability of additional sites. | X | X | X | X | X | Community Reinvestment Department | \$5,000 | City | Not started |
| Provide start-up resources and grant funding to support a non-profit Neighborhood Urban Design Center based on models established by cities of Chattanooga and Baltimore. | | | | X | | Community Reinvestment Department | \$50,000 | City | No funding |
| Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities. | X | X | X | X | X | Historic Columbus Foundation | \$0 | City | On going |
| Hold workshop(s) with realtors and homeowners to discuss in-town market perceptions of the community. Establish a Task Force to identify sources of negative perceptions and to develop a plan to address the sources of problems and prepare promotional materials that publicize the assets of the City's in-town neighborhoods. | | | | | | Community Reinvestment Department | \$2,500 | City | Not started (lack of personnel and funding) |
| Strengthen the city's Community Reinvestment Department and ensure that it has all the powers authorized by the State Redevelopment Powers Act and the Urban Redevelopment Law and power to coordinate actions of the Planning Department, Community Reinvestment Department, Engineering Department, Parks and Recreation, Development Authority of Columbus, Downtown Development Authority, Housing Authority, and Land Bank Authority with respect to designated redevelopment areas of the City. | X | | | | | City Manager | \$50,000 | City | In progress |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--|--------------------|----------------|--|
| Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them. | | | | | X | Planning Department | \$10,000 | City | In progress |
| City Council designates Quality Redevelopments for selected sites located within TRA Master Plans. | | | | X | | City Manager | \$0 | City | Private business driven (7 TADs created) |
| City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans. | | | | X | | City Manager | \$5,000 | City | Private business driven (7 TADs created) |
| Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments. | | | | X | | Planning Department | \$60,000/yr | City | No funding |
| Develop an effective model for channeling private development and investment to underutilized areas of Columbus, Georgia. Identify market anomalies and other stumbling blocks to investment in underutilized areas of Columbus, Georgia and recommend strategies to overcome them. | X | X | X | X | X | Mayor's Real Estate Investment Initiative Commission | No Additional Cost | Mayor's Budget | On going |
| Provide tax abatement during redevelopment process for quality redevelopments. | X | X | X | X | X | Finance Department | 200,000/yr. | taxes foregone | No interest by CCG |
| Work with community stakeholders to prepare detailed Master Plans for TRA's-including lists of needed public improvements-identifying potential catalyst sites (Quality Redevelopments) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED). | | X | X | X | X | Community Reinvestment Department | \$500,000 | City | Private business driven (7 TADs created) |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|--------------------|---|--------------------|
| Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods. | | | X | | | Planning Department | \$0 | City | On Going |
| Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods. | X | X | X | X | X | Community Reinvestment Department | \$200,000/yr. | Federal Enterprise Funds | On Going |
| Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state. | | X | | | | Mayor's Revitalization Council | \$5,000 | Community Reinvestment Dept./ Chamber of Commerce | On going |
| Commission a study on the continued use of the state docks at their present location. | X | X | X | X | X | City/Chamber of Commerce | \$20,000 | Chamber of Commerce / City | Completed |
| Develop a monitoring system to keep a current inventory regarding industry's needs and problems. | X | X | X | X | X | Chamber of Commerce | \$7,500 | Chamber of Commerce / City | In progress |
| Continued support of efforts of Development Authority of Columbus in economic development. | X | X | X | X | X | Development Authority/Chamber of Commerce | .25 mills per year | Chamber of Commerce / City | On going |
| Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies). | X | X | X | X | X | Development Authority/Chamber of Commerce | \$5,000 | Chamber of Commerce / City | On going |
| Market six cluster industries. | X | X | X | X | X | Chamber of Commerce | \$25,000 | Chamber of Commerce / City | Not started |
| Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts. | X | X | X | X | X | Community Reinvestment Department/ Planning Department | \$3,000 | City | On going |
| Continue efforts in the MidTown neighborhoods to preserve and revitalize the area. | X | X | X | X | X | Planning Department | \$15,000 | City | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|------------------------|--|--|
| Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City. | X | X | X | X | X | Planning Department | \$15,000 | City | On going |
| Continue to hold the Preservation for Profit seminars | X | X | X | X | X | Coalition for Sound Growth / Historic Columbus Foundation, Inc. | N/A | N/A | On going |
| Partner with the National Vacant Properties Campaign | X | X | X | X | X | Coalition for Sound Growth / Planning Department / Community Reinvestment Department | On going | N/A | On going (Inspections and Codes Department is now pursuing this partnership) |
| Continue efforts of developing a Riverfront Activity Area | X | X | X | X | X | City/Chamber of Commerce/Uptown Columbus | \$10,000 | City/Chamber of Commerce / Uptown Columbus | On going |
| Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas. | | | | X | | Planning Department/ MPO | \$500 | City/GDOT | On going |
| Quality Community Infrastructure | | | | | | | | | |
| Create a community where every person is valued and presented with equal access to opportunities. Gather information, data and public input in order to provide and/or recommend policies, strategies, education efforts and programs to the Mayor, and, upon the Mayor's invitation, to City Council. | X | X | X | X | X | Mayor's Commission on Unity, Diversity and Prosperity | Program/ Project Costs | Approximately \$3,500 Commission Fund | On Going |
| Identify issues and suggest solutions regarding how our community may obtain a one-stop resource center that facilitates a reduction in homelessness. This is an integral part of the Ten Year Plan to End Homelessness by making it rare, short-term and preventable. | X | | X | X | X | Mayor's Opportunity Center Task Force | Minimal Admin Costs | Mayor's Budget | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---------------------------------|---------------------|----------------|--------------|
| Collaborate with scrap metal stakeholders, law enforcement, property owners and city officials to reduce costly, destructive copper thefts. | X | X | X | X | X | Mayor's Copper Theft Task Force | Minimal Admin Costs | Mayor's Budget | On going |
| Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth. | X | X | X | X | X | City Manager | \$5,000 | City | On going |
| Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries. | | X | | | | City Manager | \$5,000 | City | Completed |
| Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public. | | X | X | X | X | Finance Department | \$50,000 | City | On going |
| Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Policy Map and core principles, including access to infrastructure, environmental sustainability, etc. | X | X | | | | Planning Department | \$60,000 | n/a | On going. |
| Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries. | | X | X | X | X | City Manager | no extra cost | n/a | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---------------------------------|---------------|---------|--|
| Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map. | X | X | X | X | X | City Manager | no extra cost | n/a | On going |
| Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development. | X | X | X | X | X | City Manager | unknown | n/a | Private business driven (7 TADs created) |
| Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities. | X | X | X | X | X | City Manager | no extra cost | n/a | On going |
| Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each. | X | X | X | X | X | Engineering | \$5,000 | City | On going |
| Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities. | X | X | X | X | X | City Manager | \$20,000 | City | On going |
| Develop a property management program with the purpose of identifying public lands suitable for parks, pocket parks, public squares and greens and other purposes that is consistent with the Future Policy Map. | X | X | X | X | X | Planning Department | \$20,000 | City | No funding |
| Develop a park master plan including schematic design concepts for the trail system. | | X | X | X | X | Parks and Recreation Department | \$5,000/year | City | Completed |
| Ensure an effective and fiscally responsible programming plan for all Park and Recreation divisions with strong focus on Athletics, Aquatics, Seniors, and Therapeutics. | X | X | X | X | X | Parks and Recreation Department | \$80,000 | City | On going |
| Develop a data driven, cost effective and systematic, replacement and maintenance plan for parks, facilities and equipment. | X | X | X | X | X | Parks and Recreation Department | \$1,435,000 | City | On going |
| Memorial Stadium - field and facility improvements including improved lighting, and elevator and other ADA accessibilities. | X | X | X | X | X | Parks and Recreation Department | \$1,900,000 | City | No funding |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---------------------------------|--------------|---------|--------------|
| Provide a regional tennis hub at Cooper Creek with additional tennis courts, equipment and an expanded concession program. | | | X | X | X | Parks and Recreation Department | \$500,000/yr | City | Completed |
| Britt David Park and Cultural Arts Studio | | X | X | X | X | Parks and Recreation Department | \$250,000/yr | City | No funding |
| Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users. | X | X | X | X | X | Parks and Recreation Department | \$500,000/yr | City | No funding |
| Additional Training, Programming, training, and marketing for community schools. | X | X | X | X | X | Parks and Recreation Department | \$1,100,000 | City | On going |
| Woodruff Farm Soccer Complex - 7 new fields | X | X | X | X | X | Parks and Recreation Department | \$1,100,000 | City | No funding |
| Programming for adults over 25 and seniors to include plans away from facilities. | X | X | X | X | X | Parks and Recreation Department | \$340,000 | City | On going |
| Develop new therapeutics opportunities to increase programming due to growing number of available participants. | | X | X | X | X | Parks and Recreation Department | \$275,000 | City | On going |
| Complete Playground Renovations | X | X | | | | Parks and Recreation Department | \$175,000 | City | On going |
| Renovate Pavilions and Buildings at Flatrock Park. | X | X | | | | Parks and Recreation Department | \$575,000 | City | No funding |
| Heath Park restrooms and trail improvements. | X | X | | | | Parks and Recreation Department | \$250,000 | City | No funding |
| Paint South Commons Stadium and Roundhouse | X | X | X | X | X | Parks and Recreation Department | \$100,000 | City | On going |
| Fire Department Training Classroom. | | | X | | | Fire/EMS | \$10,825,000 | City | No funding |
| Implement Fire/EMS Strategic Plan for Personnel | | X | | | | Fire/EMS | \$2,157,000 | City | On going |
| Implement Fire/EMS Strategic Plan for Equipment/Maintenance | X | X | X | X | X | Fire/EMS | \$1,185,000 | City | On going |
| Fire/EMS - Emergency Watercraft | X | X | | | | Fire/EMS | \$45,000 | City | On going |
| Fire/EMS - Engines | X | X | X | X | X | Fire/EMS | \$3,441,646 | City | On going |
| Fire/EMS - Quint | | X | | | | Fire/EMS | \$1,955,563 | City | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|----------------------------------|-----------------------|---------|---|
| Fire/EMS - Ambulances | X | | X | X | X | Fire/EMS | \$1,336,136 | City | On going |
| Fire/EMS - Command Vehicles | X | | | | | Fire/EMS | \$111,000 | City | On going |
| Fire/EMS - Staff Vehicles | X | X | X | X | X | Fire/EMS | \$435,124 | City | On going |
| Industrial Park Sewer Lines | X | | | | | Columbus Water Works | \$2,700,000 | City | On going |
| Continue to work with the Water Board to coordinate the construction of utility lines which are designated for short and long ranged development of the Water Works Master Plan. | X | X | X | X | X | Columbus Water Works | \$5,000 | City | On going |
| Update study of office space needs for Columbus Consolidated Government. | X | X | X | X | X | Planning Department | \$3,000 | City | Public Works |
| Create an overlay zoning district that encompasses long-range medical and health facility growth between St. Francis Hospital and Columbus Regional Health. | X | X | | | | Planning Department | N/A | N/A | On going |
| Develop Marina in South Columbus. | X | X | X | | | Planning Department | \$4,000,000 | City | On going |
| Balanced Transportation | | | | | | | | | |
| Maintain a Comprehensive Transportation Plan consistent with the 2028 Comprehensive Plan update. Objectives should include formalizing LRTP/TIP project selection process and developing/modifying policy recommendations based on community goals established during the Comprehensive Plan update. | X | X | X | X | X | Planning Department / MPO | No additional funding | N/A | On going for 2038 Comprehensive Plan update |
| Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians. | X | X | X | X | X | Planning Department/ Engineering | \$100,000 | City | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|---|-----------|---------|-----------------------------------|
| Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise. | | X | | | | Planning Department & Parks and Recreation Department | \$50,000 | City | Completed (2014 Alt. Trans. Plan) |
| Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in throughout the city. | X | X | X | X | X | Engineering Department/Planning Department/MPO | \$500,000 | City | On going |
| Conduct a comprehensive operational analysis (COA) for transit to identify underserved transit markets, determine hours of service, identify capital needs and maximize efficiencies. Focus should be placed on providing transit options for the City's growing senior population. | | | X | | | METRA | \$100,000 | City | On going (TIA funded) |
| Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, promotion of flexible working hours with major employers, encouragement of trips made by transit; cycling or walking, and encouragement of working from home. | X | X | X | X | X | Planning Department/ MPO | \$50,000 | City | On going |
| Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities. | | | | X | | Planning Department/ MPO | \$50,000 | City | In progress |
| Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies. | X | X | X | X | X | Planning Department/ MPO | tbd | tbd | On going (2014 Alt. Trans. Plan) |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|---|--------------|-------------------------|--|
| Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements. | | X | | | | Engineering Department | \$0 | n/a | On going |
| Talbotton Rd and Warm Springs Rd/7th Ave to Crestview Dr. | X | X | X | X | X | Planning Department | \$15,100,000 | Federal/State DOT | In progress |
| Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd. | X | X | | | | Planning Department | \$9,000,000 | Federal/State DOT | Completed |
| Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition. | X | X | X | X | X | Engineering Department | \$25,000 | City | On going (GIS Division of IT Department) |
| Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops. | X | X | X | X | X | Planning Department/ Engineering Department | \$25,001 | City | In progress |
| Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects. | X | X | X | X | X | Engineering Department | tbd | tbd | On going (MPO) |
| Work with Georgia Department of Transportation to develop a truck route plan. | | X | | | | Engineering Department | \$50,000 | City/State DOT | On going |
| Forest Rd from Macon to Floyd Rd/ Woodruff Farm Rd to Schatulga Rd | | X | | | | Planning Department | \$7,331,000 | LOST | Completed |
| Floyd Rd/Woodruff Farm Rd to Schatulga Rd | X | X | X | X | X | Planning Department | \$7,331,000 | LOST | In progress |
| Construct Six Gateway Intersections | X | X | X | X | X | Engineering Department | \$714,000 | Federal/State DOT/Local | No funding |
| Whittlesey Rd from Whitesville Rd to Bradley Park Dr. | X | X | X | X | | Planning Department | \$7,117,000 | Federal/State DOT/Local | Completed |
| Riverwalk | X | | | | | Planning Department | \$10,000,000 | TIA | Completion in late 2018 |
| Intercity Express Bus Park-n-Ride | X | X | | | | Planning Department / Metra | \$22,400,000 | TIA | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--------------------------------------|---------------|---|-------------------------|
| South Lumpkin Multi-Use Facility | X | X | | | | Planning Department | \$3,500,000 | TIA | Completion in late 2018 |
| US 27/Custer Rd Interchange Reconstruction | X | X | | | | Planning Department | \$20,000,000 | TIA | Completed |
| Buena Vista Road Intersection Improvement | | | X | X | X | Planning Department | \$40,000,000 | TIA | In progress |
| Buena Vista Rd / I-185 interchange | | | X | X | X | Planning Department | \$47,670,000 | TIA | In progress |
| State Route 219 Passing Lanes | | | X | X | X | Planning Department | \$17,690,000 | TIA | Harris County |
| Conduct study of expanding public transportation to developing areas of the community. | X | X | X | X | X | Engineering Department | \$3,000 | City | On going (Metra) |
| Review and analyze the viability of high-speed passenger rail in Georgia, specifically the feasibility of a Columbus, Georgia to Atlanta line. Review the issues of passenger rail construction, operations and market viability, as well as the economic impact passenger rail might have on the Columbus, Georgia region. Issue a report of its analysis, finding, and conclusions to the Mayor of Columbus, Georgia. | X | X | X | X | X | Mayor's Commission on Passenger Rail | \$350,000 | Public Grant and Private Matching Funds | Completed |
| Protection and Enhancement of the Natural Environment. | | | | | | | | | |
| Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance. | X | | | | | Planning Department | \$6,000 | City | Not started |
| Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor. | X | X | X | X | X | Engineering Department | No Extra Cost | | On going |
| Prepare and adopt quality development corridor overlay districts along transportation corridors where determined appropriate, using the recommendations of the Future Policy Map as a guide. | | | | X | | Planning Department | \$50,000 | City | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|-----------|---------|----------------------------|
| Purchase sensitive land for public conservation and recreation. This initiative should be coordinated with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning. | X | X | X | X | X | City Manager/ Community Reinvestment/ Parks and Recreation/ Planning Department | \$0 | N/A | No funding |
| Continue to encourage the use of the City's Conservation Subdivision Ordinance. | X | X | X | X | X | Planning Department | \$0 | n/a | On going |
| Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc. | X | X | X | X | X | City Manager/ Planning Department | \$0 | n/a | On going |
| Develop heat island mitigation guidelines for infill and redevelopment areas of the City. | | X | X | X | | Planning Department | \$0 | n/a | Completed |
| Update and implement the Solid Waste Management Plan | X | X | X | X | X | Public Works Department | \$10,000 | City | Due for renewal in 2018 |
| Implement the Columbus Consolidated Government's Storm Water Management Program | X | X | X | X | X | Engineering Department | \$950,000 | City | On going |
| Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community. | X | X | X | X | X | Cooperative Extension Agency, Parks and Recreation Department, Engineering Department, Community Reinvestment Department | \$25,000 | City | On going |
| Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use). | X | X | X | X | X | Engineering Department | \$5,000 | City | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|---|---------------------|----------------|-----------------|
| Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off. | X | X | X | X | X | Columbus Water Works/Engineering Department | \$20,000 | City | On going |
| Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database. | X | X | | | | Engineering Department | \$350,000 | City | On going |
| Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system. | X | X | X | X | X | Engineering Department | \$20,000 | City | On going |
| Continue to implement the Columbus Water Works Management Plan. | X | X | X | X | X | Engineering Department | \$20,000 | City | On going |
| Managing Impacts of Growth | | | | | | | | | |
| Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate. | X | X | X | X | X | Planning Department | No additional Cost | N/A | On going |
| Consider the Columbus Consolidated Government's current revenue sources and make recommendations where appropriate by determining whether the current revenue structure 1) is fair, 2) is sustainable, 3) promotes economic growth, and 4) avoids negative unintended consequences. | X | X | X | X | X | Mayor's Revenue Review Commission | Minimal admin costs | Mayor's Budget | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---|--------------------|---------|---|
| Maintain salary study for City's police officers, fire fighters, and other staff whose departments will be significantly affected by population growth. Findings from these studies should be used to schedule pay rates and recruit new personnel to the City. | X | X | X | X | X | Human Resources Department | No additional cost | LOST | On going (contracted with CSU to monitor pay rates) |
| Continue to educate the public on potential funding mechanisms. An education campaign should include resources such as online information, media coverage, public meetings, and community flyers. This education campaign will help increase public awareness and minimize opposition for new revenue raising strategies. | X | X | X | X | X | City Manager/ Finance Department/ Mayor | No additional Cost | n/a | On going |
| Implement a public marketing campaign via flyers, media stories, and grassroots education to dispel misconceptions about the City's land use approach and educate the public on strategies and techniques being pursued. The "Champions of the Plan" should play a role in developing and moving this education process forward as should existing outreach mechanisms, including the "Columbus Plans" newsletter. | X | X | X | X | X | Planning Department | \$15,000 | City | On going (newsletter has been replaced by social media) |
| Regularly review and consider the appropriateness of Planning Department and development concepts and standards that may be new to our area, but have been successful in other places and have the potential to lower costs of City operations. | X | X | X | X | X | Planning Department | No additional Cost | n/a | On going |

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| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|---------------------------------|---|---------|--------------------|
| Work towards reviewing the possibility of passing local legislation to permit Tax Allocation Districts (TADs) by continuing public education efforts. These redevelopment districts can play an important role in redevelopment initiatives. | X | X | X | X | X | City Manager/City Council/Mayor | No additional Cost This may require additional cost if the City looks for outside help. | n/a | Completed. |
| Coordinate the potential integration of Columbus Champions with the Coalition for Sound Growth by hosting a joint meeting to discuss the purpose of the two groups and potential opportunities for coordination. | X | X | | | | Planning Department | No additional Cost | n/a | Not started |
| Periodically meet with Columbus Champions or other citizens' group tasked with following through on Plan implementation. These meetings should help sustain community interest in Plan implementation and help facilitate the development of public/private partnerships. | X | X | X | X | X | Planning Department | No additional Cost | n/a | Not started |
| Review and update existing development regulations to reflect policies outlined in Future Policy Map. By doing so, the City's land use policies should reflect the City's revitalization-focused land use approach. | | X | X | | | Planning Department | No additional Cost | n/a | On going |
| Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus. | X | X | | | | Planning Department | No additional Cost | n/a | Completed. |

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--|----------------------|----------------|------------------------------------|
| Study the feasibility of expanding the City's existing Business Improvement District (BID), which currently spans a 47-block area of the Central Business District. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. This will likely be completed by 2009. | X | X | X | X | X | Columbus Business Improvement District | tbd | tbd | Not started |
| Complete analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs. | | X | X | | | City Manager/City Council | \$65,000 to \$85,000 | private sector | MCSO has ESPLOST until 2020 |
| Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences, using the Future Policy Map as a reference. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist. | X | X | X | X | | City Manager/ Planning Department | \$50,000 | City | On going |
| Complete a comprehensive analysis of the changing service demands of community members, potentially including focus groups, staff interviews, and community surveys in the methodology. The study members should consider potential strategies to meet changing service needs of Citizens and should incorporate results from the Fiscal Impact Analysis completed in conjunction with this Plan. | | | X | | | Planning Department | \$50,000 | City | On going |

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--|--------------------|----------------------------|--------------|
| Regional Coordination and Local Partnerships | | | | | | | | | |
| Generate public bulletins to prepare citizens for potential negative impacts of Ft. Benning expansion such as noise and air quality issues from prescribed burns. | X | X | | | | City Manager/Fort Benning/ Planning Department | \$10,000 | City | Completed |
| Prevent public or private land uses that encroach on military operations. | X | X | X | X | X | City Manager/Fort Benning/ Planning Department | No additional cost | n/a | On going |
| Encourage continuation of partnership between Ft. Benning and the Nature Conservancy to acquire land conservation easements around the base. | X | X | X | X | X | City Manager/Fort Benning/ Planning Department | no cost to city | n/a | On going |
| Sustain and uphold the regional partnership of school districts. | X | X | X | X | X | Muscogee County School District | No additional cost | n/a | Completed |
| Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area. | X | X | | | | Columbus Water Works | \$100,000 | Enterprise Fund | On going |
| Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development. | X | X | X | X | X | MidTown, Inc., Uptown Columbus, Inc., Columbus South | tbd | tbd | On going |
| Complete an analysis of existing marketing and tourism. Work with neighboring communities to develop an updated strategy to attract tourists and conventions to the region. | X | X | | | | Convention and Visitors Bureau/ Presidential Pathways | \$50,000 | tbd | On going |
| Develop a package of financial assistance and incentive that is fair to existing and future industries. | X | X | X | X | X | Development Resource Center/ Community Reinvestment Department, City Manager | \$12,000,000 | Chamber of Commerce / City | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|---|--------------------|----------------------------|--|
| Continue to develop and carry out the regional comprehensive plan. | X | X | X | X | X | City/Development Authority/Chamber of Commerce | \$15,000 | Chamber of Commerce / City | On going |
| Continue to develop and carry out the master plan for Muscogee Technical Park. | X | X | X | X | X | City/Development Authority/Chamber of Commerce | \$50,000 | Chamber of Commerce / City | On going |
| Continue to develop and carry out the master plan for Fall Line Business Center. | X | X | X | X | X | Development Authority/Chamber of Commerce | \$100,000/yr | Chamber of Commerce / City | Northern half of property sold to MCSD in 2010 |
| Support development of a regional business center. | X | X | X | X | X | City/Development Authority/Chamber of Commerce/Valley Partnership | \$100,000 | Chamber of Commerce / City | On going |
| Improve the job skills and work habits of minorities and women through Tech and Training programs. | X | X | X | X | X | Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute | \$10,000 | Chamber of Commerce / City | On going (Columbus 2025) |
| Utilize SBA to stimulate and assist the development of businesses owned, operated and staffed by minorities. | X | X | X | X | X | Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute | \$325,000 | Chamber of Commerce / City | Not a CCG function |
| Continue to promote and engage in extensive coordination between the Muscogee County School District and Planning Department regarding school placement decisions. New school locations should be closely tied to future land use plans and development approvals. | X | X | X | X | X | Muscogee County School District/ Planning Department | No additional cost | n/a | CCG has no say in school placement decisions |

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|--------------------|---------|--------------|
| STWP Specific to Individual Character Areas | | | | | | | | | |
| Northwest Columbus | | | | | | | | | |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development. Prohibit incompatible uses. | X | X | X | X | X | Planning Department | \$0 | n/a | On going |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. | X | X | X | X | X | Planning Department | \$0 | n/a | On going |
| Provide Best Management Practices for stormwater management | X | X | X | | | Engineering Department | \$5,000 | City | On going |
| Northeast Columbus | | | | | | | | | |
| Develop pedestrian friendly mixed-use activity centers at major intersections. | X | X | X | X | X | Planning Department | \$0 | n/a | In progress |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks. | X | X | X | X | X | Planning Department | | City | In progress |
| Require shared driveways and inter-parcel access for adjacent commercial uses. | X | X | X | X | X | Planning Department/ GDOT | No additional cost | n/a | On going |
| West Panhandle | | | | | | | | | |
| Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District. | X | X | X | X | X | Planning Department/ Inspections and Code Department | No additional cost | n/a | On going |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|--|--------------------|----------------------------|--------------------|
| Develop pedestrian friendly mixed-use activity centers at selected intersections. Limiting the scale of mixed-use development to 2-3 stories would be in keeping with the character of neighboring low-rise residential areas. Give these activity centers priority in the funding and location of new public facilities. | X | X | X | X | X | Planning Department | \$30,000 | City | On going |
| Encourage the development of a secondary road system that links adjacent developments and provides alternative routes for residents to the primary arterial road system where practical. Require stub streets in adjacent developments, where practical, to link to the proposed road system in new surrounding developments. | X | X | X | X | X | Planning Department | No additional cost | n/a | On going |
| East Panhandle | | | | | | | | | |
| Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District. | X | X | X | X | X | Planning Department/ Inspections and Code Department | No additional cost | n/a | In progress |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services. | X | X | X | X | X | Planning Department | \$30,000 | City | On going |
| Bibb | | | | | | | | | |
| Take steps to actively preserve existing neighborhoods. | X | X | X | X | X | Community Reinvestment Department | \$16,000 | CDBG/City | On going |
| Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible. | X | X | X | X | X | Parks and Recreation Department | \$100,000 per year | City/grants/ private funds | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|--------------------|---------------------------|---|
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | Planning Department | No additional cost | n/a | On going |
| Pursue designation of historic districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation. | | X | X | X | | Historic Columbus Foundation/Planning Department | \$40,000 | City/grants/private funds | Pursuing conservation district efforts over historic district designation |
| Uptown | | | | | | | | | |
| Take steps to actively preserve existing neighborhoods. | X | X | X | X | X | Community Reinvestment Department | \$25,000 | CDBG/City | On going |
| Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible. | X | X | X | X | X | Parks and Recreation Department | \$200,000 per year | City/grants/private funds | On going |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | Planning Department | \$0 | n/a | On going |
| Highlight cultural assets through public art and the hosting and promotion of Uptown events. | X | X | X | X | X | UPTown Columbus Inc. | \$10,000 | Private funds | On going |
| Midtown | | | | | | | | | |
| Take steps to actively preserve existing neighborhoods. | X | X | X | X | X | Community Reinvestment Department | \$25,000 | CDBG/City | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|---|------|------|------|------|------|---|--------------------|---------------------------------------|---|
| Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible. | X | X | X | X | X | Parks and Recreation Department | \$200,000 per year | City/grants/private funds | On going |
| Encourage the community to support the 2014 Alternative Transportation Plan. | X | X | X | X | X | Planning Department / Coalition for Sound Growth | On-going | N/A | On going |
| Fall Line Trace enhancements | X | X | X | X | X | Planning Department / Engineering Department / Midtown, Inc. | On-going | N/A | On going |
| 13 Street Corridor / Viaduct Complete Streets Project | X | X | X | X | X | Planning Department / Engineering Department / Midtown, Inc. | N/A | N/A | On going |
| 13th Street & 13th Avenue Revisioning Plan | X | X | X | X | X | Planning Department / Engineering Department / Midtown, Inc. | N/A | N/A | Cherokee Ave to 13th Ave completed in 2016. 13th Ave to 10th Avenue to be completed in 2019 |
| Extend Wynnton Road Streetscapes Plan to I-185 | | | | | X | Planning Department / Engineering Department / Midtown, Inc. / GDOT | N/A | N/A | The current project from Peacock Ave to Hilton Ave will not be complete until late 2018. No current plans for expansion. |
| Buena Vista Road Streetscape Plan | | | X | X | X | Planning Department / Engineering Department / Midtown, Inc. / GDOT | N/A | N/A | No funding |
| Undertake streetscape projects along identified commercial revitalization corridors. | X | X | X | X | X | Engineering Department | \$500,000 per year | State DOT/ City / Property Developers | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|--|-----------------------------|---|
| Create a Wynnton Road Overlay District | X | X | X | X | X | Planning Department / Midtown, Inc. | N/A | N/A | Lack of interest |
| East Highland Redevelopment Area | X | X | X | X | X | Development Resource Center/ Community Reinvestment Department/ Columbus Housing Initiative/Midtown Inc. | \$2,500,000 | CDBG / HOME / Private Funds | No funding |
| East Wynnton/Carver Heights/East Carver Heights Redevelopment Area | X | X | X | X | X | Development Resource Center/ Community Reinvestment Department/ Columbus Housing Initiative | N/A | N/A | No action - lack of public interest |
| Boogerville Revisioning Plan | X | X | X | X | X | Planning Department / Engineering Department / Midtown, Inc. | N/A | N/A | No action - new leadership at Midtown, Inc. in mid-2018 |
| Southeast Columbus | | | | | | | | | |
| Take steps to actively preserve existing neighborhoods: | X | X | X | X | X | Community Reinvestment Department | \$16,000 | CDBG/City | On going |
| Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible. | X | X | X | X | X | Parks and Recreation Department | \$200,000 per year | City/grants / private funds | In progress |
| Columbus South | | | | | | | | | |
| Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report. See also <i>OxbowSTWP</i> task. | X | X | X | X | X | Columbus South | \$25,000 per year | City/grants/ private funds | Completed |
| Pursue redevelopment efforts that create neighborhood centers, such as Baker Village, that give Columbus South symbolic and economic centers. | X | X | X | X | X | Community Reinvestment Department | See Community Revitalization STWP items. | | On going |

APPENDIX 2: 2014-18 SHORT TERM WORK PROGRAM

| | 2014 | 2015 | 2016 | 2017 | 2018 | Responsibility | Cost | Funding | Accomplished |
|--|------|------|------|------|------|--|--------------------|---------------------------|--|
| Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible | X | X | X | X | X | Parks and Recreation Department | \$200,000 per year | City/grants/private funds | In progress |
| Take steps to actively preserve existing neighborhoods: | X | X | X | X | X | Community Reinvestment Department | \$16,000 | CDBG/City | On going |
| Oxbow | | | | | | | | | |
| Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible. | X | X | X | X | X | Parks and Recreation Department | \$200,000 per year | City/grants/private funds | On going |
| Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses. | X | X | X | X | X | Planning Department | No additional cost | n/a | On going |
| Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses. | X | X | X | X | X | Planning Department | No additional cost | n/a | On going |
| Promote Oxbow Meadows and the Infantry Museum as a regional tourist destination. | X | X | X | X | X | Convention and Visitors Bureau/Presidential Pathways | \$2,500 | City/grants/private funds | On going (1840s village of Westville to open in fall 2018) |