

PlanFirst Program Application - May 15, 2015

Introduction: The Department of Community Affairs' PlanFirst Program rewards local governments that clearly demonstrate success with implementing their local comprehensive plan. To apply for PlanFirst designation, a local government must have Qualified Local Government certification and be current on required reporting to DCA. (To check status of both, please visit <http://www.georgiaplanning.com/planners/planreview/default.asp>).

A multi-agency review panel will evaluate a number of indicators of community success with plan implementation to select communities for this designation. All of these indicators are equally important, but size of the community is taken into consideration in the evaluation so that communities of various sizes are equally competitive for PlanFirst designation.

Instructions: Please answer all the following questions thoroughly, attaching additional pages where necessary, so that the reviewers have sufficient information to measure the success of your comprehensive plan implementation. Supporting documents might include: news articles, legal ads, lists of attendees, letters of support or other evidence of local involvement and commitment to successful plan implementation activities in your community. *Total application length, including supporting information and support letters, must not exceed 20 pages. Text areas will expand as needed.*

Applicant government	Columbus Consolidate Government
Mailing address	PO Box 1340, Columbus, Georgia 31902
Telephone	706 225 3930
Email	wjohnson@columbusga.org
Contact person; title	Will Johnson; Planning Chief
Application prepared by	Will Johnson
I, the undersigned authorized representative of the applicant, certify that to the best of my knowledge the information in this application is true and correct.	
Name of authorized official signing; title	Teresa Tomlinson; Mayor
Date	5/14/2015
Signature	

PRE-REQUISITES

A. (1) We have a good track record of maintaining our Qualified Local Government status and submitting required reports to DCA, including the current Report of Local Government Finances. (To check status, please visit <http://www.georgiaplanning.com/planners/planreview/default.asp>).

QLG status: yes no
Local government reports: yes no

A. (2) We have attained the Minimum Standard for performance as called for in our regional commission's regional comprehensive plan.

yes no

For each of the following indicators, fully explain how your community addresses this indicator; identifying specific examples and resulting local successes. (Each indicator will be scored 1, 3 or 5 points, except indicators j. and t. which may score up to 10 points.) Add exhibits and examples as needed to tell your story.

INDICATOR: GOALS

B. The Goals (or Vision) section of our comprehensive plan is supported by the community and its leadership.

The vision section of our comprehensive plan is supported by the community and its leadership through the identification of planning areas as outlined in the Comprehensive Plan. Planning Workshops were held for each planning area in the visioning session of the Comprehensive Plan development. Key leaders and Groups that are located in each planning area were asked to be part of the Steering Committee or participate in the Stakeholders interview component of the visioning session. Once the Comprehensive Plan was adopted all rezoning have to meet the Future Development maps intended use for or have good reasoning behind why the requested use shows a change in how the community is functioning. In 2009 the Mayor conducted a forum discussion to inform the community of steps we are taking to implement their vision and gather information on how their vision for the community has changed over the last year.

The steering committee included elected leadership and community groups from each of the planning areas. We incorporated their vision statements, hopes and dreams into the plan. This has given ownership to the people and enables them to push their interests forward under a unified theme.

C. The Goals are both ambitious and achievable for the community.

In the 2009-2013 Work Program there are 83 items the planning department is responsible for. Of those, 47 are completed or on-going projects carrying over into the next work plan as they will not classify as completed/not completed, 23 were in progress at the close of 2013, 7 were

not completed, and 1 we could not get funding for. 91 are proposed for our 2014-2018 Work Program. The 2014-2018 Work Program is attached for your review.

D. The Goals steer local decision-making on a continuous basis.

One of the important issues and opportunities that came out of the public involvement was a desire to see more redevelopment within the intercity and provide for higher density residential uses within the urban neighborhoods of the City. Six new redevelopment areas were created and more emphasis was shifted to the two major redevelopment areas of Uptown and Midtown.

Midtown Inc. heads up the redevelopment efforts in Midtown proper. Midtown and the planning department “which houses the MPO” have created several projects to implement the request for more and updated parks with connectivity to business and entertainment nodes within Midtown. Several projects to complete sidewalk connectivity have been completed that stem from the sidewalk gap analysis. Currently, the Wynton Road project is in right-of-way acquisition. This project worked with Midtown Inc. to help create a complete street section within the main commercial node. Power lines will be placed under ground and pocket parks will be developed that should promote more walking trips; thus giving the community more opportunities to mingle and support local business.

Uptown consists of downtown Columbus; everything south of 22nd Street and everything West of Veterans Parkway. Many concerts, events, and festivals occur in Uptown including 5k marathons, Chattahoochee RiverFest, and our outdoor Summer concert series free every Friday night. Every Saturday morning in Uptown there is an outdoor farmers/ crafts market that stretches about 4 blocks. Often times streets must be closed and ordinances must have variances to allow for these events. However, Uptown and the planning department work very closely together so that these events can happen, and continue.

E. Consistent progress is being made at achieving the Goals.

In the 2009-2013 Work Program there are 83 items the planning department is responsible for. Of those, 47 are completed or on-going projects carrying over into the next work plan as they will not classify as completed/not completed, 23 were in progress at the close of 2013, seven were not completed, and we could not obtain adequate funding mechanisms for one. 91 are proposed for our 2014-2018 Work Program. The 2014-2018 Work Program is attached for your review. Some projects that were completed include the use of the Future Policy Map to define areas where future services should and should not be provided, and allowed us to redefine the urban service district boundaries. Also, the planning department successfully began and continues to work with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include the coordination of METRA service to Fort Benning, monitoring of infrastructure improvements, and identifying additional improvements that are needed.

INDICATOR: LEADERSHIP

F. We have effective planning staff or another suitable arrangement for handling community planning matters.

We have 10 members on our staff in the planning department. Four of which are dedicated to transportation planning, grant work, and right of way acquisition. Four are also dedicated to zoning, landscape architecture, and plat reviews. One person is responsible for GIS services,

although many of the planners have the capability and do some of their own light GIS work. Two of our staff members have been here for over 25 years, two will be here for 15 years in 2016, and two have been recently hired and are in graduate school. Two are American Institute of Certified Planners (AICP) certified. All planners in the department have at least a bachelor's degree, some have or are pursuing their masters, and one is pursuing his PhD. The degrees range from landscape architecture, planning, anthropology, history, geography, political science, public administration, and education. One member served in the Air Force and obtained the rank of M/SGT for 23 years before planning.

G. We have an active planning commission or similar body to steer local planning decisions.

Columbus Consolidated Government has four boards that help steer local planning decisions and provide community input. Planning Advisory Commission (PAC), Board of Zoning Adjustments (BZA), Board of Historic and Architectural Review (BHAR) and Uptown Façade Board (UFB) are the four boards that perform these functions for Columbus. Each staff member serves one of the boards for the land use planning side of the Planning Department.

The Columbus Planning Advisory Commission is a dedicated group of nine citizens that make recommendations on zoning issues and reviews the updates for the comprehensive plan. The City of Columbus makes a concerted effort to nominate Commission members that have a good grasp on planning and planning issues. This group reviews all rezoning and Special Exceptions Use permits to make sure they are consistent with the Comprehensive Plan. The group meets bimonthly to hear cases and talk about new business.

Board of Zoning Adjustments meets once a month to review cases that have been submitted for variances. These variances are approved or denied and logged in the server and updated to EnerGov for tracking. They then are shown on a GIS created map that is also available to the public.

In 1970, the Board of Historic and Architectural Review (BHAR) was established for the purpose of reviewing proposed alterations to architecturally and/or historically significant properties that are either located within designated historic districts or individually designated as Landmark properties. Both the districts and Landmark properties fall under the jurisdiction of the BHAR. The Board of Historic and Architectural Review oversees the historic preservation of ten Historic Districts as well as 130 resources designated as Landmark properties in Columbus. Currently, all National Register-listed properties in Columbus are also locally designated Landmarks by the BHAR.

The Design Guidelines are used by the BHAR board in the process of reviewing exterior alterations and new construction proposed in local Historic Districts or for local Landmark properties. The Design Guidelines protect the investments of property owners and business establishments through the objective application of uniform standards than maintain continuity in design and promote appropriate rehabilitation and construction activities. The design review process helps ensure that future generations will enjoy the benefits of the rich architectural heritage of Columbus.

The Columbus City Council established the Uptown Façade Board (UFB) on October 13, 1987. The UFB's purpose is to adopt and apply standards governing the development, redevelopment, rehabilitation, preservation and maintenance that affect facades of the properties within their jurisdiction. The jurisdiction of the UFB includes the Central Riverfront District (CRD) and the Uptown District (UPT).

H. We have a regular local plan effectiveness evaluation process (such as annual planning retreats of elected leadership).

Due to financial constraints, the elected leadership does not attend planning retreats. However extra work sessions are used to make up for this, where they do evaluate the comprehensive plan's effectiveness.

I. All local officials (both elected and appointed) involved in local planning processes have recently attended training in how to use the plan effectively. Please indicate what trainings and the date(s) attended.

The City Council meets every fifth Wednesday for work sessions at their council chambers. During one of these four sessions the Planning Department will briefly go over the comprehensive plan and how it relates to topics discussed in the issues and opportunities section of the Community Agenda. The Department takes this opportunity to go over the rules for zoning and how they relate to cases and projects that come before Mayor and Council concerning rezoning, redevelopment, revitalization and transportation improvement that furthers the Cities livability.

J. Provide up to ten of your best recent examples where the plan steered a key local decision, with pertinent plan references (attach additional sheets as needed).

Mayor's Real Estate and Reinvestment Committee

Reevaluation of the Urban Service Districts

Uptown Parking Management Plan

Construction of the Columbus Natatorium

Columbus Police Department accreditation

2 new fire stations

Widening of I-185 south of St. Mary's Road

Wynnton Road Streetscape

South Lumpkin Trail/ Linear Park

Brown Avenue Bridge

In the comprehensive plan, there are explained, many issues and opportunities within Columbus. These issues were brought up during the community vision sessions. This list of 10 examples were created and completed (or are in progress towards completion), with the issues and opportunities in mind. Our parks, linear parks, and recreation centers such as the South Lumpkin Trail/ Linear Park and the Natatorium were built/ are being built in existing communities. The Trail also helps to connect communities within that area. Parks and rec centers such as these help to remedy the issue of 'being too far away' to be useful, also one would not have to rely on public transportation to get there. Also in the community section of the comprehensive plan, members of the communities voiced a loud opinion for more parks and recreation centers. The Brown Avenue bridge project also helped remedy the issue of connectivity just as the linear parks do.

The Wynnton Road Streetscape remedies the issues of lack of walkability, and improves appearance and safety in the area. Utilities are placed underground, and the environment becomes more welcoming, drawing more people outside which leads to improved safety. Columbus is home to Fort Benning, the largest Army base in the United States. We often see large fluctuations of people and our infrastructure should be ready for that. Projects like the widening of I-185, a major interstate, the Uptown parking management plan, and the addition of two fire stations are crucial to Columbus' success and the citizens that live here as they

decrease congestion, wait time, and increase safety and money spent locally, a few of our listed issues.

The accreditation of the Columbus Police Department allows for us to solve issues such as the need for additional public safety efforts in certain areas. Also, the Columbus Police Department is severely understaffed, and their accreditation not only gives them a better name, but may lead to increased federal money.

Regarding the Mayor's Reinvestment Committee, it was assembled by Mayor Teresa Tomlinson to examine areas of potential growth and the financial tools necessary to spur development in underutilized areas of Columbus, GA. One of the considerations for selection of members to the Commission included those who have experience in developing or financing or the potential to develop or finance residential or commercial investment. This committee meets many of our listed issues head on including partnering with Fort Benning to prepare for growth, addressing the creation of new and development of existing properties while protecting the historic.

The reevaluation of the Urban Service districts is an ongoing process. We have three districts that essentially categorize the city services each has available from most to least. Now the only main city service not offered everywhere is sewer, so we are looking at restructuring them to use them as redevelopment tools. Create a district where it does not matter what services are offered, but where there is opportunity for redevelopment.

INDICATOR: PARTICIPATION

K. Our comprehensive plan was prepared with multiple community input opportunities.

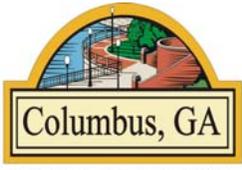
The Comprehensive Planning process was citizen-driven. The Comprehensive Plan was started with a Kick-off Meeting in June of 2007 and the Community Participation Program was scheduled from June to August of 2007. The Citizen Stakeholder Committee met four times during October of 2007 and January, April and June of 2008. The Technical Review Committee met seven times during July and October of 2008 as well as January, April, May, June and July of 2008. Please find attached Figure 4-2 of the Community Participation Program which notes the dates for each of these meetings. Tools utilized were mapping, keypad voting, surveys, visioning workshops, and small group discussions. Using these tools, we were able to reveal key vision themes across the City from our citizens themselves. The two-day Strategic Framework Workshop was cultivated from this base input, along with data from surveys. The Strategic Framework Workshop consisted of about 50 community members, and was broken into two parts. The first part of this discussion based workshop consisted of topics such as growth, transportation/transit, and revitalization. The second workshop consisted of transportation/ infrastructure, revitalization in the future development map, and fiscal impacts.

L. The community input received during plan preparation influenced the content of the plan.

Several community stakeholders and leaders, led by the Technical Review Committee (composed of City department heads and leaders), and the Citizens Stakeholder Committee (citizens comprising a cross-section of the Columbus community), played a key role in moving the development of the Comprehensive plan forward. The workflow of the public involvement process allowed members to flesh out the key issues and opportunities introduced by the public throughout the visioning process.

M. Our steering committee that guided development of the plan included local leaders and elected officials.

Attached is a list of our steering committee.



CONSOLIDATED GOVERNMENT
What Progress Has Preserved.

Roster for CCG Comprehensive Plan Steering Committee

First Name	Last Name	Title	Company/Agency
Richard	Bishop	President & CEO	UPtown Columbus Columbus Convention and Visitors Bureau
Peter	Bowden	Director	Columbus State University
Frank	Brown	President	Columbus South, Inc.
Karl	Douglass	Chairman	Flournoy Development Company
Tom	Flournoy	President and Chief Operating Officer	Columbus Chamber of Commerce
Michael	Gaymon	President & CEO	
Mattie	Hall		
Susan	Lawhorne	Ms.	Historic Columbus Foundation
Carmen	Lopez	Ms.	
Dorothy	McDaniel	Executive Director	TreesColumbus Inc.
Steve	Melton	President Chief Student Service	Columbus Bank and Trust
Eddie	Obleton	Officer	Muscogee County School District
Allen	Page	Reverend	Holsey Chapel C.M.E
Virginia	Peebles	Director	Coalition for Sound Growth
Howard	Pendleton	Director	Job Training Division
John	Phillips	Superintendent Director of American	Muscogee County School District
Carlos	Romero	English Program	Center for International Education
Otis	Scarborough	Oresident	The Woodruff Company
Pam	Siddall	Publisher	Ledger-Enquirer
Phillip	Thayer	Owner	Thayer Properties
Teresa	Tomlinson	Executive Director	Midtown Columbus, Inc
Billy	Turner	President	Columbus Water Works
Sam	Wellborn	Board Member	Georgia Department of Transportation
Len	Williams	Executive Director	Housing Authority of Columbus
Walter	Wojdakowski	General	Ft. Benning

Through support and leadership, the Project Management Team will bring together multiple voices and ensure that the plan reflects the joint voice of the community.

Project Management Team

Columbus Planning Director, Rick Jones
Columbus Planning Division Chief, Will Johnson
Project Manager, Gary Cornell (JJG)
Project Advisor, Joe Johnson (JJG)
Deputy Project Manager and Land Use, Jim Summerbell (JJG)
Community Facilities Planning, Marilyn Hall (Hall Consulting, Inc.)
Public Outreach, Charlotte Weber (JJG)
Market Analysis, Karen Dick (Ackerman & Co.)
Transportation, Grady Smith (JJG)
GIS, Philip Adams (JJG)
BRAC Coordination, Duke Doubleday (Ackerman & Co.)

The Technical Review Committee and Citizens Stakeholder Committee will provide oversight and guidance to the project, securing the plan's overall viability.

Technical Review Committee

Rick Jones, Director of Planning
Donna Newman, Dir. Engineering Dept.
Joe Riddle, Dir. Community Reinvestment
John Phillips, Superintendent MCSD
Lynda Temples, Transportation Planner
Mike Gaymon, President & CEO, Chamber of Commerce
Michael Burgess, Division Chief, Storm Water (Engineering Dept.)
Pamela Hodge, Finance Director, Columbus
Ron Hamlett, Traffic Engineer (Division Chief?)
Saundra Hunter, METRA Asst. Director
Tom Queen, GDOT District 3
Tony Adams, Director, Parks/Recreation
Tracy Hall, Planner (Parks and Recreation)
Will Johnson, Planning Division Chief
Gary Cornell, JJG
Jim Summerbell, JJG
Charlotte Weber, JJG

Citizens Stakeholder Committee

Richard Bishop, President & CEO - Uptown Columbus
Peter Bowden, Director - Columbus Convention and Visitors Bureau
Frank Brown, President - Columbus State University
Karl Douglass, Chairman - Columbus South, Inc.
Tom Flournoy, President and Chief Operating Officer - Flournoy Development Company
Michael Gaymon, President & CEO - Columbus Chamber of Commerce
Mattie Hall
Susan Lawhorne - Historic Columbus Foundation

Carmen Lopez.
Dorothy McDaniel, Executive Director - TreesColumbus Inc.
Steve Melton, President - Columbus Bank and Trust
Eddie Obleton, Chief Student Service Officer - Muscogee County School District
Allen Page, Reverend - Holsey Chapel C.M.E
Virginia Peebles, Director - Coalition for Sound Growth
Howard Pendleton, Director - Job Training Division
John Phillips, Superintendent - Muscogee County School District
Carlos Romero, Director of American English Program - Center for International Education
Otis Scarborough, President - The Woodruff Company
Pam Siddall, Publisher - Ledger-Enquirer
Phillip Thayer, Owner - Thayer Properties
Teresa Tomlinson, Executive Director - Midtown Columbus, Inc
Billy Turner, President - Columbus Water Works
Sam Wellborn, Board Member - Georgia Department of Transportation
Len Williams, Executive Director - Housing Authority of Columbus
Walter Wojdakowski, General - Ft. Benning

Community agencies, partners, and groups will provide unique perspectives on particular aspects of the plan and help broadcast public involvement information to the community.

Significant Partners

Fort Benning
Muscogee County School District
Valley Partnership
Lower Chattahoochee Regional Development Center
Columbus Chamber of Commerce
Area religious institutes
Muscogee County School District

Area Agencies, Commissions, and Authorities

Arts Authority of Columbus
Building Authority of Columbus
Columbus, Georgia Convention & Trade Center Authority
Community Service Board, Mental Health, Mental retardation & Abuse Board
Development Authority of Columbus
Downtown Development Authority
Emergency Management Advisory Board
Family and Children Services Board
Board of Health
Hospital Authority of Columbus
Housing Authority of Columbus
Industrial and Port Development Commission
Columbus Airport Commission
Keep Columbus Beautiful
Land Bank Authority
Medical Center Hospital Authority

N. We have an active, ongoing, outreach process for soliciting input on planning matters from a broad spectrum of the community, including non-traditional populations, and the resulting input is listened to by community leaders.

The Planning department utilizes social media as an outreach tool, including a Facebook page as well as Constant Contact which is an email service that alerts followers (including Facebook) of projects, meetings, news, and events. We are exploring Instagram, Twitter, and various other social media methods to stay current. The department also prepares quarterly newsletters. The department also has a website hosted off of the Columbus Consolidate web page. In 2011, the department won the GPA Annual Award for Outstanding Education Tool for a Large Community. This award was a result of our outreach via our website, social networking , newsletters, videos, National Planning Month, and CCGTV work.

O. We have active advocates for plan implementation (such as activist citizens, organizations or neighborhood groups) that are listened to by community leaders.

Over the last ten years or so, organized entities have taken stronger roles in our community planning process. Midtown Inc. has undertaken a strong leadership and activist role in a 6 square mile area in central Columbus. Uptown, Inc. is the face and voice of all great things going on in our downtown area. The South Columbus Concerned Citizens provide incredible information and activities as it relates to south Columbus. Also, we benefit from several city-wide organizations with a focus on planning: Historic Columbus Foundation, Coalition for Sound Growth, Trees Columbus, Columbus State University, and the Chamber.

INDICATOR: IMPLEMENTATION

P. The Work Program section of our comprehensive plan consists primarily of specific action items that make it clear exactly what we intend to do to implement the plan.

A copy of our FY2014-2018 Work Short Term Work Plan is attached.

Q. Our Work Program action items clearly address local needs or goals identified in the plan

The Work Program action items were derived from the Community Stakeholder meetings and Citizen Stakeholder Committee. All items placed in the short and long term work program were derived from these Citizen supported groups and meetings. They tie back to each one of the planning areas as shown in the Community Vision section of the Community Agenda.

R. We have a good track record of accomplishing most of the action items included in past plan Work Programs.

Of the 83 items in our 2008-2013 Short Term Work Plan, 47 are completed or ongoing, and 23 are in the process of being completed.

S. Our local capital budget is consistent with, and is designed to implement, the comprehensive plan.

Our local Capital Budget is reviewed quarterly and is updated every fiscal year. Projects and initiatives that were brought out through the Comprehensive Plan's community engagement

process are addressed as funding permits. Like all long range plans, ours is two years away from needing to be updated so new projects that were not discussed at its development have been incorporated into the Capital Improvement Plan (CIP).

T. Provide up to ten of your best recent examples of important projects carried out as a result of the plan, with the specific plan references (attach additional sheets as needed).

Additional tennis courts at Cooper Creek: Opportunity D-4 Greenspace Preservation & B-11, B-3 Policies

Playground renovations: Supported by policies B-11, B-3 & D-8

Industrial Park sewer lines: Policies specific to Southeast Columbus 1, B-4

Eastern Connector bypass extension: Opportunity C-1, & C-7

Forest Road widening project: Opportunity C-1, A-1, & C-7

Moon Road widening project: Opportunity C-1, A-1, 7 C-7

Brown Avenue bridge: Opportunity C-1, & C-7

Northstar-St. Mary's Rd roundabout: Opportunity C-1, A-1, & C-7

South Lumpkin Linear park: Opportunity C-3, B-2, B-7, B-12, C-5, D-1

Completion of Riverwalk Multi-Use trail: Opportunity C-3

Please attach additional sheets as needed to tell your story. Application should not exceed 20 pages. Application may be electronically transmitted or printed, scanned and emailed to adriane.wood@dca.ga.gov . For more information, contact Adriane Wood.



Proud to be a NeighborWorks® Homeownership Center

April 30, 2015

Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, Georgia 30329-2231

Re: City of Columbus PlanFirst Program application

To Whom It May Concern:

On behalf of NeighborWorks® Columbus, I write to endorse and support the application by the Columbus Consolidated Planning Department for designation as a PlanFirst community. As a nonprofit Community Housing Development Organization (CHDO), we rely on the expertise and vision of our planners and the City's partnership to advance mission and facilitate in the revitalization of Columbus.

We appreciate the Planning Department's responsiveness to innovative planning initiatives, their commitment to long-range planning, and their proactive engagement in projects that recognize the importance of community development and neighborhood revitalization.

The partnership of the Columbus Planning Department is essential to our ability to continue rebuilding Columbus, one home at a time, and they are eminently worthy of the PlanFirst designation.

Sincerely yours,

A handwritten signature in blue ink that reads "Cathleen Williams". The signature is written in a cursive, flowing style.

Cathleen Williams
President/CEO



Historic Columbus

April 24, 2015

Executive Committee

Chairman of the Board

George G. Flowers

President

M. Garrett Pound

President Elect

William J. Burgin

Vice-Presidents

Jack P. Jenkins

Elizabeth C. Ogie

Secretary

Robert N. Kidd

Treasurer

Philip M. Adams

Immediate Past President

Leah P. Braxton

Board of Directors

Cordy W. Arnold

D. Hal Averett

Claire C. Berry

Ann P. Burr

Kia L. Chambers

Jack Collins

Carrie W. Cowley

Thomas G.O. Forsberg

Mark R. Fortson

Lynne G. Frakes

Thomas S. Gates

Jo Anne Hecht

Elizabeth T. Leebern

W. Bradley Mullins

Mark D. Porter

Stephanie P. Privette

Elizabeth B. Ramsay

Margot H. Schley

Kayla L. Turner

Sarah K. Walden

W. Rexford Whiddon

Directors Emeriti

Janice P. Biggers

C. Dexter Jordan, Jr.

F. Clason Kyle

Virginia T. Peebles

J. Edward Sprouse

Georgia Department of Community Affairs

60 Executive Park South, NE

Atlanta, Georgia 30329-2231

To whom it may concern,

Historic Columbus is pleased to support the Planning Department's application to seek the PlanFirst designation through the Department of Community Affairs. The City of Columbus has been at the forefront of planning theory and implementation for our community.

The Columbus Consolidated Government's commitment to our town is evident not only in its approach to the planning process, but also in adapting new tools for revitalization efforts. Most recently, the City of Columbus has allocated \$225,000.00 to develop a master plan for the long neglected City Village neighborhood. The plan and future implementation will continue the progress our City has made over the past few decades and will activate recently-approved redevelopment tools, such as Tax Allocation Districts.

The Planning Department has been critical in Historic Columbus' ability to execute its mission to revitalize Columbus' historic structures and neighborhoods. We are grateful for our continued partnership and hope your application for the PlanFirst designation is successful!

Sincerely,

Elizabeth K. Barker
Executive Director
Historic Columbus

REVITALIZE | EDUCATE | ADVOCATE | PRESERVE

Post Office Box 5312 • Columbus, Georgia 31906-0312 • Tel (706) 322-0756 • Fax (706) 576-4760 • www.historiccolumbus.com



April 15, 2015

Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, Georgia 30329-2231

Re: City of Columbus PlanFirst Program application

To Whom It May Concern:

On behalf of the Board of Directors of Midtown, Inc., I write to endorse and support the application by the planning Department of the Columbus Consolidated Government for designation as a PlanFirst community. As a community revitalization organization working to sustain and enhance neighborhoods and businesses within Midtown Columbus, we rely on the expertise and vision of our planners and the City's partnership to facilitate projects and programs that advance our mission.

We appreciate the Planning Department's responsiveness to innovative planning initiatives, their commitment to long-range planning, and their proactive engagement in projects that recognize the importance of the City's first-ring, historic suburbs, and enhance community connectivity to strengthen the core of Columbus.

The partnership of the Columbus Planning Department is essential to our ability to grow a vibrant, sustainable MidTown and greater Columbus community, and they are eminently worthy of the PlanFirst designation.

Sincerely yours,

A handwritten signature in black ink that reads "Anne R. King". The signature is written in a cursive, flowing style.

Anne R. King
Executive Director

April 17, 2015

Ms. Adriane Wood
Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta GA 30319-2231

RE: City of Columbus PlanFirst Program Application

TO: The PlanFirst Review Panel

On behalf of the Greater Columbus Georgia Chamber of Commerce, I am writing to endorse and support the application of the Columbus Consolidated Planning Department for designation as a PlanFirst community. As a not-for-profit organization in Columbus, the Chamber works to promote business success by being the leader in economic and community development in the Columbus region. The Chamber relies on the expertise and vision of our partners and the partnership with the City to serve the local community with programs, services and initiatives that address every aspect of economic growth, community development, and quality of place.

The application submitted by the Columbus Planning Department will demonstrate the department's achievement of goals in the City's Comprehensive Plan. The Chamber certainly appreciates the Planning Department's responsiveness to innovative planning initiatives and commitment to long-range planning. The Columbus Planning Department is proactively engaged in projects that recognize the importance of historic suburbs and preservation, transportation needs, citizen groups and recreation. The department maintains an up-to-date comprehensive website with information about the status of projects and departmental activities. With Muscogee County being one of the three counties which passed the T-SPLOST, the Planning Department has been very active in developing and implementing the various projects included in the transportation improvements.

Our public-private partnership with the City has served as the foundation of our economic and community development efforts. The partnership with the Columbus Planning Department is essential to moving forward and will continue to pay dividends for our businesses and residents alike.

The Greater Columbus Georgia Chamber of Commerce strongly endorses the Columbus Planning Department as a worthy recipient of the PlanFirst Community designation. Thank you in advance for your consideration of their application.

Sincerely,



William P. Murphy
Executive Vice President of Economic Development



April 21, 2015

Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, Georgia 30329-2231

Re: City of Columbus PlanFirst Program application

To Whom It May Concern:

On behalf of the Uptown Columbus, Inc., I write to endorse and support the application by the Columbus Consolidated Planning Department for designation as a PlanFirst community. As a 501c Organization we are responsible for the revitalization of downtown Columbus. Our organization relies on the expertise and vision of our planners and our partnership with the City to facilitate our mission.

We appreciate the Planning Department's responsiveness to our needs and their proactive engagement in projects that recognize the importance of our downtown, which is the heart and soul of our City.

The partnership of the Columbus Planning Department is essential to our ability to perform our mission and they are eminently worthy of the PlanFirst designation.

Sincerely yours,

Richard Bishop

Richard Bishop
President Uptown Columbus, Inc.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Community Revitalization									Yes/If No, why?
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	
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce /City	
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.				X		City Manager	\$0	City	
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.				X		City Manager	\$5,000	City	
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	
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	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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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				Community Reinvestment Department	No Additional Cost	City	
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	
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	
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	
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	
2nd Avenue Redevelopment Area	X	X	X	X	X	Community Reinvestment Department	\$1,000,000	CDBG/HOME	
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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.		X				Community Reinvestment Department	\$5,000	City	
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	
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	
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.			X			Community Reinvestment Department	\$2,500	City	
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	
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	
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	Planning Department now oversee both boards. On going.
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	On going

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
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	
Beallwood Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$1,500,000	CDBG/HOME	
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME	
South Lawyers Lane Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/ NeighborWorks	\$1,000,000	CDBG/HOME	
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative	\$2,500,000	CDBG/HOME	
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	
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone	
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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Organize a VIP trip of City officials to Washington to publicize the City's efforts to respond to growth at Ft. Benning with revitalization, show them redevelopment plans, and ask representatives of Congress and the Department of Housing and Urban Development for financial support.	X					Mayor	\$25,000	Chamber of Commerce /City	
Create Mayor's Revitalization Council to 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					Mayor's Office	\$100,000	City	
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	
Prepare measurable criteria for evaluating the potential public benefits of public/private partnerships that use the City's financial tools for redevelopment such as tax abatements and other incentives.				X		Mayor's Revitalization Council	\$25,000	City	
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	
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. Currently reviewing ADUs and conservation districts.
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	In progress. Currently reviewing ADUs and conservation districts.
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	In progress. Currently reviewing ADUs and conservation districts.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	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. Currently reviewing ADUs and conservation districts.
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.				X		Planning Department	\$60,000/yr	City	In progress.
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	In progress. Currently reviewing ADUs and conservation districts.
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department	\$15,000	City	On going
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
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. Currently reviewing ADUs and conservation districts.
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 @ MLK Blvd.; Ft. Benning Rd.; & TIA
Quality Community Infrastructure									
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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
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	
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	n/a	
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	
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	
Continuation of a Planning Department program to evaluate and coordinate long-range medical and health facility needs with other facilities and the surrounding areas.	X	X	X	X	X	CMO/Planning Department	\$5,000	City	Currently studying an overlay that will connect the two main Midtown/Uptown medical campuses.
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City	
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	
Construct New Fire Station at River Road and Biggers Road (Station 16).		X	X			Development Resources Center- Engineering	\$1,869,000	City	
Construct New Fire Station at Cargo Drive and Transport Blvd (Station 17).		X	X			Development Resources Center- Engineering	\$1,869,000	City	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
Fire Department Training Classroom.			X			Fire/EMS	\$10,825,000	City	
Implement Fire/EMS Strategic Plan for Personnel		X				Fire/EMS	\$2,157,000	City	
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	\$1,185,000	City	
Fire/EMS - Emergency Watercraft	X	X				Fire/EMS	\$45,000	City	
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	\$3,441,646	City	
Fire/EMS - Quint		X				Fire/EMS	\$1,955,563	City	
Fire/EMS - Ambulances	X		X	X	X	Fire/EMS	\$1,336,136	City	
Fire/EMS - Command Vehicles	X					Fire/EMS	\$111,000	City	
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	\$435,124	City	
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	
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	
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	
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	
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	
Britt David Park and Cultural Arts Studio		X	X	X	X	Parks and Recreation Department	\$250,000/yr	City	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
Natatorium	X	X	X	X	X	Parks and Recreation Department	\$10,000,000	City	
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City	
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City	
Lakebottom - Track and tennis courts refurbished	X	X	X			Parks and Recreation Department	\$1,200,000	City	
Pop Austin/Carver Interior Renovations	X	X	X			Parks and Recreation Department	\$825,000	City	
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	
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	
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City	
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City	
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City	
Upgrade lighting at Psalmond Road Complex.	X					Parks and Recreation Department	\$75,000	City	
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.
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	Part of the P & R Master Plan, due to be complete late 2013.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Planning Department	\$3,000	City	Public Services.
Develop Marina in South Columbus.	X	X	X			Planning Department	\$4,000,000	City	RFP has been out for a while.
Implement Columbus Police Department Strategic Plan and Capital Improvements Plan and Continue recruiting efforts to increase the number of sworn police officers.	X	X	X	X	X	Police Department	\$13,536,000	City	
Balanced Transportation									
Create a School Siting Master Plan to identify future locations for schools to allow children to walk to school, reduce transportation costs, serve existing neighborhoods and use existing infrastructure.	X	X				City Manager/Muscogee County School District/Planning Department	\$50,000	Muscogee County School District/City	Not much recourse with another governmental entity.
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	
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	
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	
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT	
Construct Six Gateway Intersections	X	X	X	X	X	Engineering Department	\$714,000	Federal/State DOT/Local	
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	Engineering Department	\$3,000	City	
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	Engineering.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	Yes, the RFP for a comprehensive transit operations study is being conducted in 2013. Funding for the study has been a drawback. Access to HB277 TIA funding is making the study possible at this time.
Develop Comprehensive City Trail System	X	X	X	X		Parks and Recreation Department	\$10,000,000	City	
Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service to Fort Benning, monitoring of infrastructure improvements, and identifying additional improvements that are needed.	X	X	X	X	X	Planning Department	no additional cost	n/a	Complete
Interstate 185 from St. Mary's Rd to Victory Dr.	X					Planning Department	\$14,466,000	Federal/State DOT/Local	Complete
Talbotton Rd and Warm Springs Rd/7th Ave to Crestview Dr.	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT	Pushed to 2015.
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd (From Macon to Industrial Park Short Term Shatugla to NE in in Long Range. Construction date for first portion to be known in October 2008 (GDOT Decision)	X	X				Planning Department	\$9,000,000	Federal/State DOT	LOST project
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd to Schatulga Rd		X				Planning Department	\$7,331,000	Federal/State DOT	2 separate programs. LOST projects.
Whittlesey Rd from Whitesville Rd to Bradley Park Dr.	X	X	X	X		Planning Department	\$7,117,000	Federal/State DOT/Local	Pushed to beyond 2018.
Cusseta Rd from Ft. Benning Dr to Staunton Dr	X					Planning Department	\$7,400,000	Federal/State DOT/Local	TIA, Band 3.
Miller Rd from Warm Springs Rd to Macon Rd (ROW acquisition)	X					Planning Department	\$9,266,000	Federal/State DOT/Local	Dead project.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
St. Mary's Road from I-185 to McCarthy Drive	X					Planning Department	\$4,593,000	Federal/State DOT/Local	Pushed to LRTP.
Continue detailed Planning Department for the Alternative Transportation Plan.	X	X	X	X	X	Planning Department	\$3,000	City	Complete
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	Part of the P & R Master Plan, due to be complete late 2013.
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	ATP Plan should be completed by late 2013.
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	Planning Department/ Engineering Department/ Inspections and Code	\$3,000	City	Remove.
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	ATP Plan should be completed by late 2013.
Prepare status report and perform annual monitoring of implementation of BRAC-related infrastructure improvements. If needed, convene coordination committee for On-Going oversight.	X	X	X	X	X	Planning Department/Engineering Department	\$30,000	City	Complete
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				Planning Department/METRA	\$30,000	City	On going. Being conducted by CMO and Metra.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Prepare 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				Planning Department/MPO	no additional cost	n/a	On going.
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	ATP Plan should be completed by late 2013.
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	ATP Plan should be completed by late 2013.
Protection and Enhancement of the Natural Environment.									
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	\$1,000,000/year	City/grants/private funds	No available funding.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	Complete
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	Columbus Water Works/Engineering Department	\$20,000	City	
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	
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City	
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	
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	
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	
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.	X					Planning Department	\$6,000	City	On going.
Expand the role of Oxbow Meadows Environmental Learning Center as a public education center for green building issues.	X	X	X	X	X	Planning Department	\$10,000	City/grants/ private funds	No longer a city entity.
Prepare an Interstate Gateway Overlay zoning district to regulate the character of development near the I-185 corridor.				X		Planning Department	\$25,000	City	Scenic Byway.
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.
Study the possibility of amending the City's land use regulations to require the dedication of recreation areas in residential subdivisions.				X		Planning Department	\$0	n/a	Not desired.
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	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	On going. 2 have been completed.
Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.	X	X	X	X	X	Planning Department	No Extra Cost		Engineering.
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 Works Department	\$0	n/a	Not desired.
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City	Ongoing
Managing Impacts of Growth									

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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 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	
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	
Continue to work towards renewal of the City's Special Purpose Local Option Sales Tax and adoption of a permanent Local Option Sales Tax.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost	n/a	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	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	
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	n/a	
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	No desire to expand the Enterprise Zone by Council.
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.
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.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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.
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	On going.
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	On going.
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 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	X		Planning Department	\$50,000	City	On going.
Regional Coordination and Local									
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	Complete

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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.
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	
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	
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	
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	
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	
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	
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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
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	
Sustain and uphold the regional partnership of school districts. Under the lead of the Muscogee County School District, eight neighboring school districts have entered into a partnership to request funding directly from the federal government for new school construction.	X	X	X	X	X	Muscogee County School District	No additional cost	n/a	
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	Not much recourse with another governmental entity.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
STWP Specific to Individual Character Areas									
Northwest Columbus									
Provide Best Management Practices for stormwater management		X	X			Engineering Department	\$5,000	City	
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	Engineering.
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	Engineering.
Northeast Columbus									
Develop pedestrian friendly mixed-use activity centers at major intersections.	X	X	X	X	X	Planning Department	\$0	n/a	ATP Plan should be completed by late 2013.
Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks.	X	X	X	X	X	Planning Department		City	ATP Plan should be completed by late 2013.
Require shared driveways and inter-parcel access for adjacent commercial uses.	X	X	X	X	X	Planning Department/GDOT	No additional cost	n/a	Complete
West Panhandle									
Noise abatement from Fort Benning – carefully review construction of noise sensitive land uses	X	X	X	X	X	Planning Department	No additional cost	n/a	Complete
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.
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.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	
East Panhandle									
Noise Abatement from Fort Benning – carefully review 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	No additional cost	n/a	Complete
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.
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	
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	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	
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	Engineering.
Uptown									
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	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	
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	Engineering.
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	
Midtown									
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City	
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City /Property Developers	
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	
Southeast Columbus									
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City	
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	
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	

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.		
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.		
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City	
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	
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	No additional cost	n/a	Complete
Oxbow									
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>Columbus South STWP task</i> .	X	X	X	X	X	Columbus South	\$25,000 per year	City/grants/private funds	
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	
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	
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	Engineering.

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
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	Engineering.

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Community Revitalization								
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
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
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	\$0	N/A
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
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	X	Community Reinvestment Department	\$50,000	City
Create database of publicly owned property and tax foreclosed properties. 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	X	X	X	X	Community Reinvestment Department / Columbus Land Bank	\$5,000	City
Engage real estate professionals to prepare marketing and promotion of available infill development sites in in-town neighborhoods.	X	X	X	X	X	Mayor's Revitalization Council	N/A	City

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Redevelopment District bond incentives to encourage investment in blighted areas	X					Mayor's Revenue Review Commission and Mayor's Real Estate Investment Initiative Commission	None	N/A
Prepare an overlay zoning district (or conservation districts) to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.	X	X	X	X	X	Planning Department	On-going	N/A
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/Office of Crime Prevention	\$0	N/A
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
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
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	On-going	N/A
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	\$50,000	City

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Columbus Housing Initiative is an innovative effort to coordinate the excess supply of low income housing of suitable quality wth 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 managment companies (which propose potential housing units) and the City Manager and Mayor's Office's (which oversee and direct the initiative).	X	X	X	X	X	Community Reinvestment/ Mayor's Office/ Inspections and Codes Department/ Housing Authority	Minimal Admin Costs	Each participant assumes their own costs at this point.
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
South Lawyers Lane Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/ NeighborWorks	\$1,000,000	CDBG/HOME
2nd Avenue Redevelopment Area	X	X	X	X	X	Community Reinvestment Department	\$1,000,000	CDBG/HOME
Beallwood Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$1,500,000	CDBG/HOME
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

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
East Wynnton/Carver Heights/East Carver Heights	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME
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
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
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments (conservation districts).	X	X	X	X	X	Planning Department	On-going	N/A
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
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	X	X	X	X	Community Reinvestment Department	\$50,000	City

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	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	X	Historic Columbus Foundation	On-going	City
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.	X	X	X	X	X	Community Reinvestment Department	On-going	City
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	X	X	X	X	City Manager	On-going	City
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X					Planning Department	\$0	N/A
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.	X	X	X	X	X	Planning Department/Inspections and Code Department/Engineering Department	\$60,000/year	City
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	Minimal Admin Costs	Mayor's Budget
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone
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	X	Community Reinvestment Department	\$500,000	City
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods (conservation districts).	X	X				Planning Department	\$0	N/A
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
Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.	X	X	X	X	X	Mayor's Revitalization Council	\$5,000	Community Reinvestment Dept., Chamber of Commerce

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
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
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
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce/City
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	\$0	N/A
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Conitnue to hold the Preservation for Profit seminars	X	X	X	X	X	Coalition for Sound Growth / Historic Columbus Foundation, Inc.	N/A	N/A
Partner with the National Vacant Properties Campaign	X	X	X	X	X	Coalition for Sound Growth / Planning Department / Community Revitalization Department	On-going	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue efforts of develop a Riverfront Activity Area	X	X	X	X	X	City/Chamber of Commerce/Uptown Columbus	\$10,000	City/Chamber of Commerce/Uptown Columbus
Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.	X	X	X	X	X	Planning Department/MPO	\$0	City/GDOT
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
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	X	Mayor's Opportunity Center Task Force	Minimal Admin Costs	Mayor's Budget
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
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
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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	X	Finance Department	\$50,000	City
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	X	X	X	Planning Department	\$0	N/A
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	X	City Manager	no extra cost	N/A
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
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	N/A
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
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
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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	\$0	N/A
Develop a park master plan including schematic design concepts for the trail system.	X					Parks and Recreation Department / Planning Department	\$5,000/year	City
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	On-going	City
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
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
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/year	City
Britt David Park Cultural Arts Studio	X	X	X	X	X	Parks and Recreation Department	\$250,000/year	City
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/year	City
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
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
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City
Paint South Commons Stadium and Roundhouse	X	X	X	X	X	Parks and Recreation Department	\$100,000	City
Fire Department Training Classroom.	X	X	X	X	X	Fire/EMS	\$10,825,000	City
Implement Fire/EMS Strategic Plan for Personnel	X	X	X	X	X	Fire/EMS	On-going	City
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Emergency Watercraft	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Quint	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Ambulances	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Command Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City
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
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Public Works Department	\$0	N/A
Create an overlay zoning district that encompasses long-range medical and health facility growth between the St. Francis Hospital campus and Columbus Regional Health.	X	X				Planning Department	\$0	N/A
Develop Marina in South Columbus.	X	X	X	X	X	Planning Department	\$4,000,000	City
Balanced Transportation								

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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 cost	N/A
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	\$0	N/A
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	\$0	N/A
Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in/throughout the city.	X	X	X	X	X	Engineering Department/MPO	\$500,000	City
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	X	X			METRA	\$100,000	TIA
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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	Planning Department/MPO	On-going	City
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					Planning Department/MPO	On-going	N/A
Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.	X	X	X	X	X	Engineering Department	On-going	N/A
Talbotton Rd/Warm Springs Rd, from 7th Ave to Woodruff Rd	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd.	X	X				Planning Department	\$14,200,000	Federal/State DOT
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	On-going	City
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				Planning Department/ Engineering Department	On-going	City
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	MPO / Engineering Department	On-going	tbd
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd	X	X	X			Planning Department	\$7,331,000	LOST

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Forest Rd Floyd Rd/Woodruff Farm Rd to Schatulga Rd	X	X	X	X	X	Planning Department	\$7,331,000	LOST
Moon Road, from Wilbur Dr to Whittlesey Blvd	X	X	X			Planning Department	\$10,300,000	LOST
Forest Road bridges - Cooper Creek & Bull Creek	X	X	X			Planning Department	\$4,950,000	LOST
Double Churches Rd/Whitesville Rd intersection improvements	X	X	X			Planning Department	\$1,500,000	LOST
Brown Avenue Bridge	X	X				Planning Department	\$6,200,000	LOST
South Lumpkin Road improvements	X	X	X			Planning Department	\$1,200,000	LOST
Schatulga Rd/Corporate Ridge Pkwy roundabout	X	X				Planning Department	\$800,000	LOST
Veterans Pkwy/Double Churches Rd intersection improvements	X	X	X			Planning Department	\$1,500,000	LOST
Northstar Dr/St. Mary's Rd roundabout	X	X				Planning Department	\$700,000	LOST
Construct Six Gateway Intersections	X	X	X	X	X	Engineering Department	\$714,000	Federal/State DOT/Local
Whittlesey Rd from Whitesville Rd to Rollins Way	X	X				Planning Department	\$7,117,000	Federal/State DOT/Local
Veterans Pkwy, from Old Moon Rd to Hancock Rd	X	X	X	X		Planning Department	\$27,500,000	Federal/State DOT/Local
Wynnton Streetscapes Project	X	X	X			Planning Department / Midtown, Inc.	\$2,200,000	GDOT
Riverwalk	X	X				Planning Department	\$10,000,000	TIA
Intercity Express Bus Park-N-Ride	X	X				Planning Department / METRA	\$22,400,000	TIA
South Lumpkin Multi-Use Facility	X	X				Planning Department	\$3,500,00	TIA
US 27/Custer Rd Interchange Reconstruction	X	X				Planning Department	\$20,000,000	TIA
Buena Vista Road Intersection Improvement			X	X	X	Planning Department	\$40,000,000	TIA
Buena Vista Rd / I-185 interchange			X	X	X	Planning Department	\$47,670,000	TIA
State Route 219 Passing Lanes			X	X	X	Planning Department	\$17,690,000	TIA
Continue to follow recommendations of the 2014 Alternative Transportation Plan.	X	X	X	X	X	Planning Department	\$0	N/A
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	Engineering Department	\$3,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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, findings 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
Protection and Enhancement of the Natural Environment.								
Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.	X	X	X	X	X	Planning Department	\$0	City
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	
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	X	X	X	X	Planning Department	\$50,000	City
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
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	\$0	N/A
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop heat island mitigation guidelines for infill and redevelopment areas of the City.	X	X	X	X	X	Planning Department	\$0	N/A
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City
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
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
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	Columbus Water Works/Engineering Department	\$20,000	City
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
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
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
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	N/A
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
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	\$0	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
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	X	X	X	Planning Department	No additional Cost	N/A
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
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	X	X	X	Planning Department	No additional Cost	N/A
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	X	X	X	Planning Department	No additional Cost	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
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	X	City Manager/ Planning Department	\$50,000	City
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	X	X	X	X	Planning Department	\$50,000	City
Regional Coordination and Local Partnerships								

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
Sustain and uphold the regional partnership of school districts.	X	X	X	X	X	Muscogee County School District	No additional cost	N/A
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
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
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	X	X	X	Convention and Visitors Bureau/Presidential Pathways	On-going	tbd
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
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
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
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/year	Chamber of Commerce/City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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
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
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
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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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	Engineering Department	\$0	N/A
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
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding.	X	X	X	X	X	Engineering Department	\$0	N/A
Provide Best Management Practices for stormwater management	X	X	X	X	X	Engineering Department	\$5,000	City
Northeast Columbus								
Develop pedestrian friendly mixed-use activity centers at major intersections.	X	X	X	X	X	Planning Department	\$0	N/A
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
Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks.	X	X	X	X	X	Planning Department		City
Require shared driveways and inter-parcel access for adjacent commercial uses.	X	X	X	X	X	Planning Department/GDOT	No additional cost	N/A
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
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
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	\$0	N/A
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
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
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A
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
Bibb								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
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
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Bibb City Homeowners Association / Coalition for Sound Growth	On-going	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	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	Planning Department	No additional cost	N/A
Pursue designation of historic or conservation districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation.	X	X	X	X	X	Historic Columbus Foundation/Planning Department	\$40,000	City/grants/private funds
Uptown								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Planning Department/Community Reinvestment Department	\$25,000	CDBG/City
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
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Uptown Columbus, Inc. / Coalition for Sound Growth	On-going	N/A
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	Engineering Department	\$0	N/A
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
Midtown								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City
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

Columbus/Muscookee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midtown, Inc. / Coalition for Sound Growth	On-going	N/A
Fall Line Trace enhancements	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	On-going	N/A
13th Street Corridor / Viaduct Complete Streets Project	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
13th Street & 13th Avenue Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Extend Wynnton Road Streetscape Plan to I-185					X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Buena Vista Road Streetscape Plan			X	X	X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City/Property Developers
Create a Wynnton Road Overlay District	X	X	X	X	X	Planning Department / Midtown, Inc.	N/A	N/A
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
East Wynnton/Carver Heights/East Carver Heights Revitalization Plan	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Boogerville Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Southeast Columbus								

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
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
Columbus South								
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Pursue redevelopment efforts that create neighborhood centers that give Columbus South symbolic and economic centers.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
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
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
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
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	Engineering Department	No additional cost	N/A
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	Engineering Department	No additional cost	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Promote Oxbow Meadows, the National Infantry Museum, the Future Armor Museum, and Westville as a regional tourist destination.	X	X	X	X	X	Convention and Visitors Bureau/Presidential Pathways	\$2,500	City/grants/private funds