



# Community Agenda *for the* 2028 Comprehensive Plan

## Columbus Consolidated Government

### October 2008



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Community Agenda October 2008

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## Executive Summary

In recent decades Columbus has experienced a relatively slow, steady rate of growth while facing increasing challenges such as limited City revenues and accelerating levels of suburban sprawl. However, new population and economic growth tied to Fort Benning expansion and local and regional business development have provided Columbus the chance to change the direction of the tide. This Comprehensive Plan draws on renewed inspiration from public input to take a forward-thinking and innovative approach in planning for the future. The Community Agenda is the third and final component of the Comprehensive Plan that provides the 20-year road map for the City's future. The chapters that follow meet the guidelines of the state's local planning requirements (*Chapter 1*) while innovatively organizing the City's planning approach around six goal areas unique to Columbus: 1) community revitalization, 2) quality community infrastructure, 3) balanced transportation, 4) preserving and enhancing the natural environment, 5) managing impacts of growth, and 6) regional coordination and local partnerships. These six goals form the strategic framework for the community's vision portrayed in this document. The approach to implementing this vision is documented in the chapters that follow and builds on the principles outlined below.

**Seize the Moment.** Columbus has a once-in-a-decade opportunity because of the new growth coming its way via Fort Benning, Aflac, and Kia. In the recent past, growth trends have been very flat, but now there is a pronounced upsurge. This gives Columbus the opportunity to do things that the City might have been putting off, waiting for better times. While the new growth is a challenge, it is important that Columbus seize the day to both re-define and re-position itself for the future. *Chapter 3* highlights the key issues and opportunities that must be tackled comprehensively to achieve the community vision. The implementation program (*Chapter 4*) lays out a plan for addressing each of these challenges.

### Community Vision

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



*Creative initiatives like the Riverwalk can help spur further investment in in-town neighborhoods.*

### Revitalize in Order to Minimize Sprawl.

Energy prices are high; fiscal pressures are great; in-town neighborhoods are asking for revitalization; and the panhandle wants to preserve its greenspace and limit growth. All these forces provide the impetus for the City to do the following: direct growth back to the in-town neighborhoods; be more efficient with its transportation system and public service costs; and focus public improvements on in-town neighborhoods rather than in the outlying areas where it would only encourage more sprawl. Revitalization is the "Big Idea" that will shape the rest of the Community Agenda.

**Strengthen Our Role in the Region.** The surrounding counties are growing faster than the City of Columbus. These changes put more stress, not less, on the city that lies at the center of this two-state region. In addition to the stress from dealing with demands of its own residents and accommodating growth of Fort Benning, Columbus will be called on to provide many more services on behalf of the expanding region that it supports. This will require more proactive efforts by the City to coordinate regional decision-making and to keep growth and infrastructure balanced and focused. Columbus must continue to define itself by strengthening its infrastructure, fostering well-designed activity centers, and promoting its regional attractions and unique history. It must also solicit – and receive – support and cooperation from the surrounding jurisdictions and variety of public agencies and private organizations within the region. The Future Land Use Plan (*Chapter 2.3*) defines the community’s existing assets and potential new concepts for the future of Columbus that, if pursued strategically, will strengthen the city’s diverse neighborhoods and provide a unified approach to regional leadership. These approaches require the combination of regional collaboration and public-private partnerships.

**Make the Big Decisions Wisely.** The big decisions will provide the necessary tools and incentives for successful revitalization and find sources of finance for future public improvements and services – public safety, transportation, recreation, and schools. Currently the City’s financial capacity to improve these services is constrained. New revenue sources will be needed and new priorities must be set in order to efficiently manage the impacts of growth. The Fiscal Impact Study that is being conducted in tandem with the Comprehensive Plan should provide the City with a critical analysis of existing revenue sources and other potential ways to raise city revenues to help pursue the goals of this Community Agenda.



*Continued citizen trust and involvement are essential to achieving the goals and strategies outlined in the Community Agenda.*

### **Citizen Trust and Involvement is Crucial.**

Through the process of forging this Comprehensive Plan, the City has undertaken one of the biggest public involvement efforts in its history. (*See Appendix A: Public Involvement*). Now the City’s leadership must build on this public momentum. It can build renewed citizen trust and energy by identifying and empowering champions of the Comprehensive Plan. These champions should be put out front to engage public support for wisely making the big decisions about public finance and public priorities, and moving ahead with the big idea of revitalization instead of sprawl. Public engagement, education, and outreach – as much as money – are the most critical elements of carrying out each step of the implementation program for this Plan (*Chapter 4*).

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

# Chapter 1: Introduction

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*The Community Agenda outlines the community's vision for the future through descriptive text and maps and provides a plan to implement that vision. This document is based on the findings of the Community Assessment, completed earlier in the planning process, and input gathered from multiple public involvement channels.*

## ► Chapter 1: Introduction

### 1.1 Community Agenda Overview

#### ***Purpose***

The Community Agenda is the third and most important part of the Columbus Comprehensive Plan. The other two written components of the Comprehensive Plan, completed early on in the planning process, are the Community Assessment and Community Participation Program. The Community Assessment is a comprehensive analysis of past trends and existing conditions and is the factual and conceptual basis on which the rest of the plan is built. The Community Participation Program outlines how the community will be engaged in the development of the Community Agenda.

This Community Agenda outlines the community's vision for the future through descriptive text and maps and provides a plan to implement that vision. This document is based on the findings of the Community Assessment and input gathered from multiple public involvement channels. The Citizens Stakeholder Committee and Technical Review Committee, established to help guide the development of this Plan, played an important role in assuring that the resulting implementation program reflects both the public's will and the City's capacity. The complete Comprehensive Plan, including the Community Assessment, Community Participation Program, and Community Agenda, is not only a mandated requirement of local governments but is also a critical road map for the future.

#### ***Goals***

The goals of this plan are two-fold:

1. To create local excitement about Columbus's future, engaging community members and encouraging them to help move the Plan forward.
2. To provide Columbus leaders with a "concise, user-friendly" document that is applicable to the day-to-day decisions of the City.



*Multiple tools were used to generate the community's vision for the future.*

## ***Scope***

This document was prepared following the Rules of the Georgia Department of Community Affairs (DCA), Chapter 110-12-1-.05, Standards and Procedures for Local Comprehensive Planning, “Local Planning Requirements,” effective May 1, 2005. It includes the three basic requirements for a Community Agenda:



*The Community Agenda includes the Future Policy Map, which has been developed in conjunction with public involvement.*

1. A Community Vision that is comprised of a vision statement, Future Policy Map, and Future Land Use Map;
2. A list of the Issues and Opportunities that the community intends to address over the next 20 years (see *Chapter 3*); and
3. An implementation program for achieving that vision - the heart of which is a Short Term Work Program, which identifies specific actions the community will take over the next five years.

This document also includes some background information that is not required of a Community Agenda, but does describe the context within which the community is planning for its future. The section entitled “Context of Change” (*Chapter 1.2*) provides a high-level overview of the demographic trends and other environmental factors that will influence the community’s future, and the section entitled “Working with the Public to Form the Vision” (*Chapter 2.3*) summarizes the public involvement effort that was undertaken to craft the community vision statement and the Future Policy Map.



*The Plan will be used by the Columbus Consolidated Government to guide future development through zoning and capital investment.*

## ***Implementation and Coordination of the Plan***

Columbus Consolidated Government staff, the Mayor, City Council, and local community leaders should use this Community Agenda, or Plan, in three ways. First, the Future Policy Map and Future Land Use Map should be referenced in making rezoning and capital investment decisions. These maps provide a representation of the community’s vision and indicate character areas where various types of land uses should be permitted. They take into consideration the land use patterns illustrated in the City’s Existing Land Use Map, the current zoning map, topographic characteristics, natural resource sensitivity, the availability of existing and proposed infrastructure, and the needs of anticipated population and employment growth.

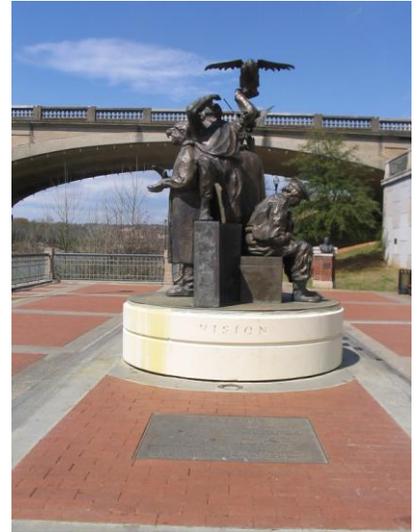
Second, the Plan provides policies that will help guide day-to-day decisions. These policies are a reflection of community values and are in keeping with the basic goals of the Plan. They, too, will be used as guidelines in the analysis of rezoning decisions.

Third, the Plan includes an Implementation Plan that will help direct public investment and private initiative. Plan implementation is

carried out through the application of regulations such as zoning and development codes and through projects and programs outlined in the Short Term Work Program. This plan outlines recommended changes in land use regulations and codes to be consistent with the community's vision; and, after plan adoption, it will be up to City staff and the City Council to consider these code changes and revise if necessary.

It should be noted that a Comprehensive Plan is a living document. In accordance with the DCA Local Planning Requirements, it should be updated regularly to reflect changing conditions and shifts in public policy.

The development of the Comprehensive Plan was a very inclusive process, bringing together City staff and officials, community leaders and stakeholders, and citizens. The Plan's successful implementation will also require a collaborative effort. As is reflected through the implementation program, a combined effort of multiple local and regional leaders and partners are needed to move implementation strategies forward. These efforts, backed by a community-led oversight group (see discussion of Columbus Champions, *Chapter 2.2*), will help ensure that Columbus tackles the challenges and grasps the opportunities that it will encounter in the years to come.



*The Community Agenda provides a vision to guide Columbus into the future.*

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*This section is intended to briefly review key existing factors and projected drivers of change that will help or hinder Columbus as it moves forward. These factors are the basis from which the Community Agenda was developed and should continue to be considered and reevaluated by the City over time.*

## 1.2 Context of Change

### ***Introduction***

The first element of the Comprehensive Plan, the Community Assessment, provides great detail on Columbus's existing conditions, past trends, and projected growth. This initial analysis from the Community Assessment provides the framework for the City's Context of Change – the starting point from which Columbus advances into the future and plans for the 20 years ahead.

This section is intended to briefly review key existing factors and projected drivers of change that will help or hinder Columbus as it moves forward. These factors are the basis from which the Community Agenda was developed and should continue to be considered and reevaluated by the City over time. Community members were asked to consider these factors as they envisioned Columbus's future, and these factors were also taken into account by comprehensive planning staff in the development of the strategies and policies for this Plan.



It is also important to recognize that some of the challenges that Columbus faces are unique to the 21<sup>st</sup> century, including increasing environmental concerns, the tightening of state and federal budgets, continuing internationalization of the economy, and increasing technological advances. These national and international trends and anticipated changes largely influence the possibilities and the challenges that the City and community members will face in the years to come. Local decisions relevant to population, the economy, and land use must take into account these larger environmental circumstances as well as those local factors discussed here within.

## ***Regional Influence***



*Columbus serves as a regional hub for the Chattahoochee Valley.*

One of the most important factors that continues to shape Columbus is its regional influence. The City of Columbus is the urban core city for the metropolitan area that includes Chattahoochee County, Harris County, and Marion County, Georgia and Russell County, Alabama. The City of Columbus currently accounts for a little over 70 percent of the metro area jobs and almost 80 percent of private sector jobs. Columbus also contributes greatly to regional entertainment and recreational offerings as well as the area's heritage preservation. The city is home to the Civic Center, RiverCenter for the Arts, Oxbow Meadows, the Columbus Museum, the Riverwalk, and several other regional attractions.



*The rich heritage of Columbus helps to make the city a cultural and economic center.*

The daytime and nighttime population of Columbus fluctuates in Columbus's favor. According to the U.S. Census Bureau, Columbus experienced a 9.9 percent increase in daytime population in 2000, resulting in a 1.22 to 1 employment to residence ratio. The fact that 86.5 percent of Columbus's workers also reside in Columbus supports this statistic. In comparison, Phenix City, Alabama, has a 6 percent decrease in daytime population, with only 28.5 percent of its residents working in the city.

## ***Fort Benning (BRAC)***



*Fort Benning comprises a major portion of Columbus and is a major contributor to the local economy.*

Fort Benning, accounting for well over a third of Muscogee County's land, has an important impact on Columbus, influencing transportation and housing demand and also affecting the City's land use decisions near the base. Fort Benning also plays a very important role in fueling the local economy and solidifying the area's regional significance.

The fact that Fort Benning will experience major growth due to Base Realignment and Closure (BRAC) is of notable significance. BRAC is anticipated to bring approximately 5,000 new military jobs and another 8,800 new students to Fort Benning between 2010 and 2011, with some of that growth already occurring. Many new Fort Benning personnel will be housed off-base. Columbus is expected to receive 60 percent of that increase in population. New demands will be placed on local roads, the local school system, and a myriad of other services and facilities. This growth will also lead to the creation of both direct and indirect civil jobs. Fort Benning serves as a critical economic engine for Columbus, and Columbus serves as important service center for the Fort's population.

The City must continue to be cognizant of the impacts that its land use policies have on the base, ensuring that its decisions do not inhibit base activity nor lead to incompatible land uses. Regional

planning efforts, including the Joint Land Use Study and Regional Growth Management Plan, have already begun setting the framework for continuing and expanding initiatives to address on-going impacts of Fort Benning growth.

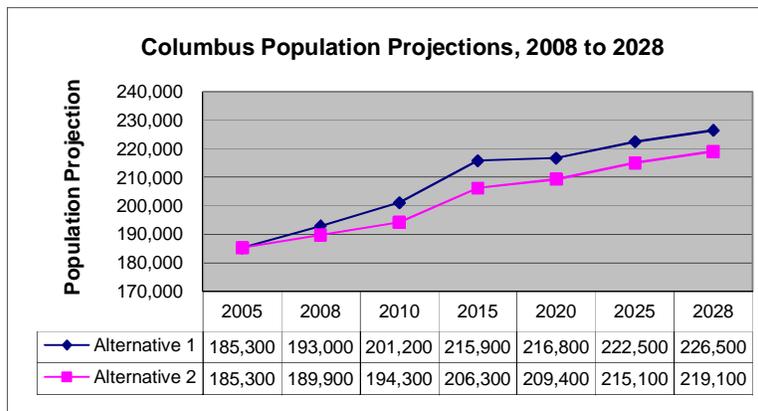
### Population and Housing

Columbus’s population was estimated at approximately 189,000 in 2007 and is projected to grow to between 219,100 and 226,500 by 2028 (Figure 1.1). This represents an increase of approximately 30,000 to 37,500 people. These projections are based on two growth alternatives that were developed to account for potential variances in population growth.<sup>1</sup>

Columbus’s population has historically ebbed and flowed as a result of activities at Fort Benning. As deployments occur, Fort Benning operations and the local economy are affected. As of late, the city has also been challenged by two additional population trends: (1) increasing suburbanization of the metro area and (2) a steady net outflow of individuals, particularly young professionals, to other areas, especially Atlanta.

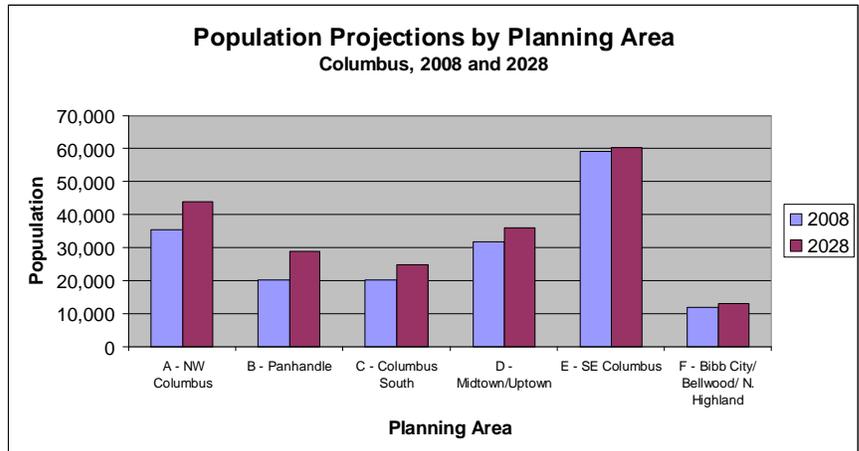
These population projections were also distributed across planning areas – six areas developed at the onset of the planning process to help demonstrate inter-city demographic patterns and facilitate initial public meetings. Past trends indicate that the majority of new growth will occur in outlying areas of the city (Figure 1.2). These areas are primarily located in northwest Columbus and in the Panhandle region. *Please see Map 1 to see the geographic boundaries of each planning area.*

Figure 1.1: Population Projections, City of Columbus



Source: Columbus State University, Turner College of Business, November 2007.

Figure 1.2: Population Projections by Planning Area, Based on Existing Trends



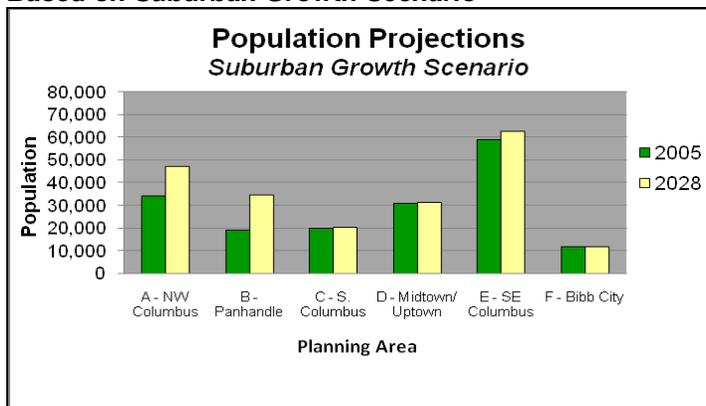
Source: Columbus State University, Turner College of Business, November 2007.

<sup>1</sup> Please see the Chapter 2 the Technical Addendum to the Community Assessment of the Comprehensive Plan for more information for more information on this data.

## Housing Projections

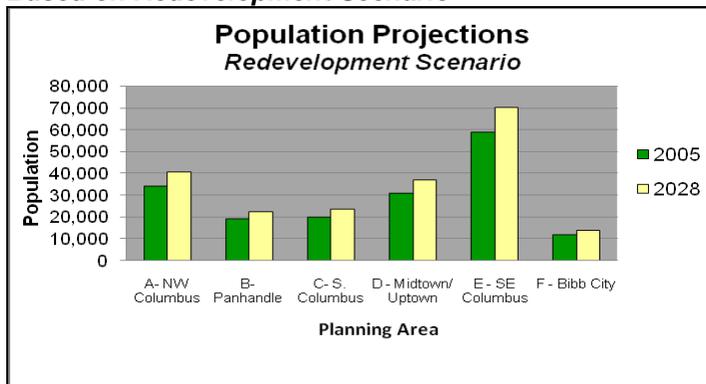
Columbus is projected to have a demand for approximately 97,900 housing units in 2028.<sup>2</sup> This figure is based on Alternative 2 population projections, a steady vacancy rate of 7.6 percent, and a decreasing average household size, which is expected to decrease to 2.3 persons per household by 2028. The difference between the estimated number of units in 2005 and the projected demand for housing in 2028 – representing the number of new units that will need to be constructed – is almost 17,000 housing units. The ability of Columbus to meet this projected need is largely a function of consumer preferences and housing options that the market supplies throughout the Columbus region.

**Figure 1.3: Population Projections by Planning Area, Based on Suburban Growth Scenario**



Source: JJG, February 2008.

**Figure 1.4: Population Projections by Planning Area, Based on Redevelopment Scenario**



Source: JJG, February 2008.

## Growth Scenarios

The distribution of new population and housing across the six Planning Areas of Columbus is an important issue that influences the need for land use change and public facilities. The spatial distribution of growth also influences the cost of public services in the long run.

In order to discuss the relevance of where growth occurs throughout Columbus, two scenarios were posed. In the first, Suburban Growth Scenario (see **Figure 1.3**), it was assumed that growth would continue to follow the availability of vacant land into outlying areas of the city. In this case, over 80 percent of the new housing in Columbus would likely occur in the two Planning Areas that are the most remote from the central business district – Northwest Columbus and the Panhandle.

In Scenario Two (**Figure 1.4**), it was assumed that the City would strongly encourage revitalization of in-town neighborhoods through rezoning actions, public improvements, and financial support for redevelopment activities.

Scenario Two assumed that the Panhandle and Northwest Columbus would receive 30 percent of new growth while the bulk of the new growth (70 percent) would occur through infill and redevelopment of land in Southeast Columbus, Midtown, Bibb City, and South Columbus. (*Discussion continues on page 13.*)

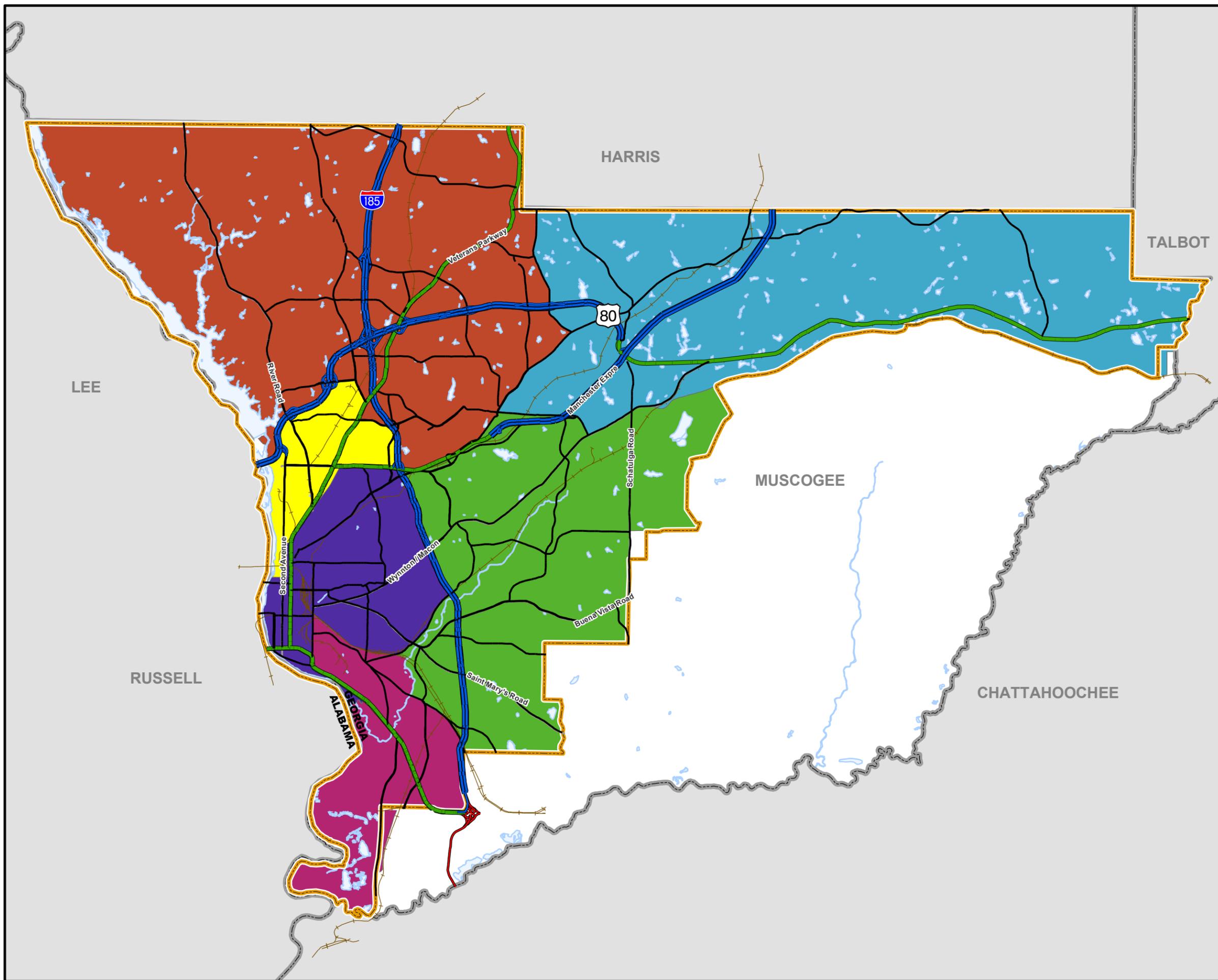
<sup>2</sup> Please see Chapter 4 of the Technical Addendum to the Community Assessment of the Comprehensive Plan for more information. Projection based on 2007 calculations by JJG.

Planning Areas



Legend

- Planning Areas**
- A- Northwest Columbus
  - B- Panhandle
  - C- Columbus South
  - D- Midtown/Uptown
  - E- Southeast Columbus
  - F- Bibb City/Bellwood/North Highland
- State Highway
  - US Highway
  - Ramp
  - Interstate
  - Stream/River
  - Lakes & Ponds
  - City Boundary
  - Muscogee
  - Surrounding Counties
  - Fort Benning Military Reservation



Map 1



*This page represents the back of an 11" x 17" map.*

Following this redevelopment strategy would likely result in higher density development that could preserve more than 3,000 acres of undeveloped land in the Panhandle and Northwest Columbus where the terrain and soils are less favorable to development.<sup>3</sup> It would also result in a smaller “footprint” of growth and lessen the cost of extending public facilities and services. This issue is being further refined in a parallel fiscal impact study for the City of Columbus.

### ***Employment Change***

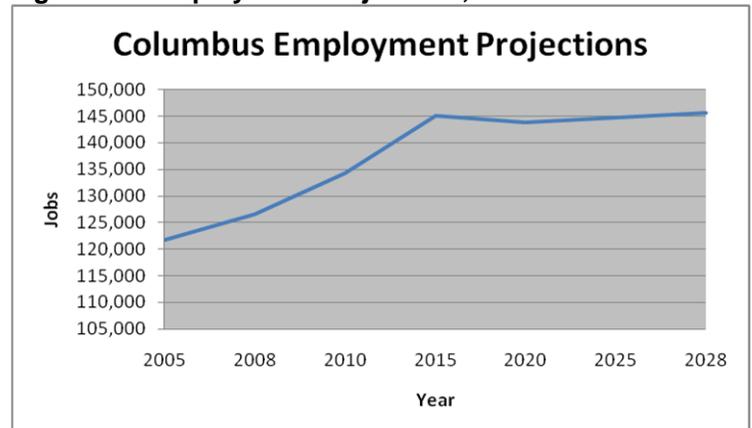
Columbus’s employment level is expected to grow by over 22,000 jobs to reach approximately 145,700 jobs by 2028, with a general flattening of job growth beginning in 2015 (**Figure 1.5**). Anticipated growth is tied to several recent developments, including Fort Benning growth, Aflac expansion, and the installation of the new Kia plant and ancillary business development. The growth of Fort Benning, Aflac, and Kia will lead to new direct and induced job opportunities (**Figure 1.6**). These employment numbers will fluctuate as new businesses decide to locate and expand in Columbus and nearby communities.

Columbus has multiple agencies collaborating on economic development initiatives, including the Valley Partnership Joint Development Authority, Greater Columbus Chamber of Commerce, MidTown Inc., Columbus South Inc., UPtown Inc, and state partners. These efforts, in association with greater market forces, will impact the economic growth that Columbus experiences in the future.

Columbus will have to increasingly compete with the growing capacity of neighboring communities to support and attract new employers. Recent trends indicate that

certain job sectors, particularly professional/technical services, financial/real estate services, wholesale/retail trade, and manufacturing are following the migration of people and vacant land in suburban and outlying areas outside of Columbus. These trends have important implications for the City’s economic development efforts.

**Figure 1.5: Employment Projections, 2028**



Source: Columbus State University, Turner College of Business, November 2007; Assume all Fort Benning & Aflac jobs located in Columbus; however, population-sensitive jobs are based only on resident population. Efficiency gains in some sectors.

**Figure 1.6: Summary Employment Impact from Known Expansions, Columbus, 2010-2016 Timeframe**

| Source  | Direct       | Induced      | TOTAL         |
|---|--------------|--------------|---------------|
| Fort Benning Additions + Induced Jobs from Student/Construction Worker Spending * | 6,109 **     | 2,816        | 8,925         |
| Aflac   | 1,360        | 1,329        | 2,689         |
| Kia - Commuters   | 200          | 196          | 396           |
| <b>Total</b>  | <b>7,669</b> | <b>4,341</b> | <b>12,010</b> |

Source: Columbus State University, Turner College of Business, November 2007 calculations, using RIMS II multipliers

\*Construction spending is estimated to be \$292 billion.

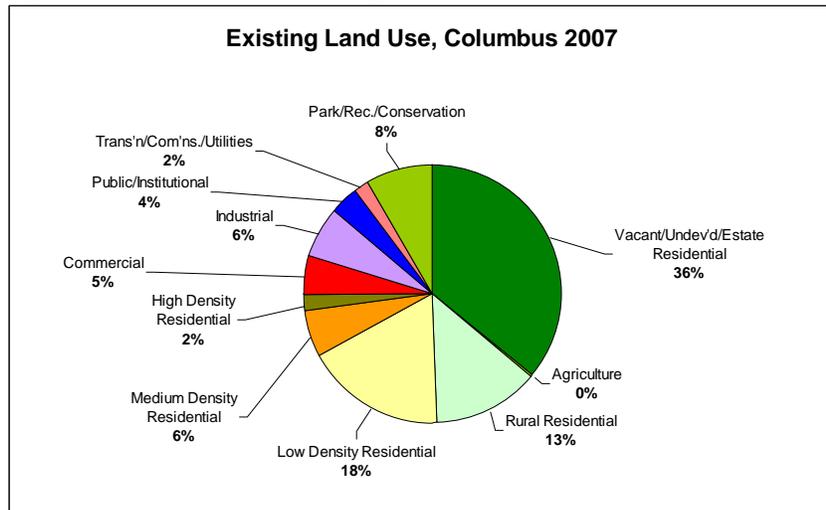
\*\* 6,109 jobs are yet to come of the original total of 8,680 jobs.

<sup>3</sup> Please see June 24<sup>th</sup> Technical Memo for the Comprehensive Plan created by JJG for more information.

## *City's Growth and Redevelopment Potential*

A land use analysis based on existing conditions in February 2007 found that approximately 35.8 percent of land within Columbus remains undeveloped, vacant or developed in the sparsely populated form of estate residential (**Figure 1.7**). This available, potentially developable land has the capacity to accommodate development of outlying areas of Columbus. If pursued, this development strategy could put rural attributes of these sparsely populated areas of the Columbus at risk while also creating several new service and infrastructure costs for the City.

**Figure 1.7: Columbus Existing Land Use, 2007**



Source: JIG, 2007.

The land use analysis also shows that Columbus has the capacity to accommodate a large share of new growth through redevelopment and revitalization. Several in-town areas of Columbus, many in need of redevelopment or revitalization, are well poised to accommodate infill development and density increases. In many cases, these reinvestment areas may be more cost effective than their undeveloped counterparts in accommodating new growth. This cost advantage is in part due to infrastructure and services that already exist in these reinvestment areas.<sup>4</sup> Several environmental factors, many of which are listed to the left, affect Columbus's growth and redevelopment potential. These factors are taken into account by (1) the City in the creation of its development decisions and (2) private developers and businesses in their development and growth decisions.

### **Factors Affecting Development and Redevelopment**

- Noise contours from Fort Benning, affecting the development potential of large portions of the Panhandle area and some areas of Southeast Columbus (see *Future Policy Map, Chapter 2.3*);
- Existing availability of sewer and water in the northern portion of the city;
- Land use decisions of abutting counties;
- Existing land regulations and incentives encouraging or discouraging redevelopment or greenfield development;
- Existing infill sites - those that are connected to the city's infrastructure system but are not being fully utilized;
- Environmental limitations, including wetlands, protected watershed areas, 100-year floodplain, and groundwater recharge areas, all of which are critical contributors to the area's ecological sustainability;
- Standing Boy Creek State Park in Northwest Columbus, which encourages development of limited environmental impact;
- Historic resource protection;
- Preferences of the market;
- High cost of land in-town compared with land cost in outlying areas of the Columbus; and
- Difficulty of working with infill parcels because of lot configurations and compatibility problems with abutting property.

<sup>4</sup> For more information, please see the Fiscal Impact Analysis by TischlerBise, which is being completed in association with this Plan.

## ***Summary***

Several factors will influence Columbus as it moves forward. The most recognized influence is BRAC-related growth at Fort Benning, and its anticipated impact on Columbus. Notable population and employment growth can be predicted based on Columbus receiving a majority of population growth from Fort Benning and other changes in the regional economy, including the expansion of Aflac and the construction of the Kia plant in West Point, Georgia. Other factors, such as the city's existing land use and regional pull (museums, shopping, entertainment events, etc.), will influence the residential decisions of new and existing citizens in the Columbus metro area.

The way in which Columbus grows and changes over the planning period largely depends on the decisions and priorities that the community and the City lay out in this Plan. As Columbus moves forward, the City has the ability to continue along with existing trends or to tilt the scale in a different direction and focus a greater percentage of its efforts on revitalization and infill development. The following section, *Chapter 2* of the Community Agenda, describes the vision that will guide such decisions as the City moves forward.



*Children enjoy the natural beauty of Oxbow Meadows, a regional attraction in Columbus.*

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# Chapter 2: Community Vision

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

## ► Chapter 2: Community Vision

This Comprehensive Plan reflects a collaborative effort between the Columbus Consolidated Government and its citizens. The Community Vision, outlined in this section, is a manifestation of the community's hopes and dreams for the future. This information was captured during an in-depth community involvement campaign carried out during the Comprehensive Planning period.

The Community Vision provides a written and visual reflection of the community's desires for the future and is presented in the format of three key elements:

- 2.1 Community Vision Statement
- 2.2 Working with the Public to Form the Vision
- 2.3 Future Land Use *(including the Future Development Map, its Defining Narrative, and Future Land Use Map)*

The state's comprehensive planning requirements stipulate that the Community Agenda be "developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community." The content under "Working with the Public" *(included on the next few pages)* is designed to show how the community involvement process led to a community vision that reflects both the ambitions of community members and the City's knowledge of local conditions. This vision is laid out in the Future Land Use Plan and is reflected in the Community Vision Statement.



*Community members identify areas of Columbus with unique potential.*

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## 2.1 Community Vision Statement

The community vision statement for Columbus originates from the City's Strategic Plan and echoes the community's will, expressed during the community involvement process. It is paramount to the strategies and policies outlined in this Plan. The day-to-day decisions of the City over the next 20 years should meet the core ideals of this statement.

### COMMUNITY VISION STATEMENT

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

## 2.2 Working with the Public to Form the Vision

The City of Columbus worked diligently to involve the public in visualizing and critically thinking about Columbus's future. This conversation extended from basic visioning discussions to raising tough questions, including topics such as fiscal impacts of growth, consequences of a revitalization-focused land use approach, and adequate provision of community facilities. A multifaceted and well-communicated community involvement program guided these efforts.<sup>1</sup>

An important component of this program was the Community Visioning Survey, which served as a key opportunity for those that could not attend a public meeting. The survey posed multiple citywide and neighborhood level questions related to the needs and priorities of community members. *For a summary of the Visioning Survey, please see Appendix A5.*

### *Role of Community Leaders*

Several community stakeholders and leaders, led by the two committees outlined in **Figure 2.1**, played a key role in moving the development of the Comprehensive Plan forward. These groups played an important role in assuring that the Plan is practical and implementable. The workflow of the public involvement process allowed committee members to flesh out the key issues and opportunities from those uncovered through the development of the



*Members of the citizen's stakeholder and technical committee discuss community services moving forward.*



*Community members vote on key policy issues using keypad voting devices.*

<sup>1</sup> The community involvement program was guided by the Community Participation Program, a state requirement of the Comprehensive Plan. It was approved by the Georgia Department of Community Affairs (DCA) in December 2007.

Community Assessment or introduced by the public throughout the visioning process.

**Figure 2.1: Committees Directly Involved in the Comprehensive Plan**

| Technical Review Committee  | Citizens Stakeholder Committee   |
|---|--|
| This committee consisted of City department heads and leaders. Members met regularly with project staff to help identify appropriate strategies and potential conflicts with the Plan based upon their day-to-day work. | Committee members represented a cross-section of the Columbus community. This committee met on a quarterly basis to provide input on critical issues and to be briefed on the Plan's progress. |

*\*Please see the Summary of Community Participation Activities for lists of all Technical Review Committee and Citizen's Stakeholder Committee members.*

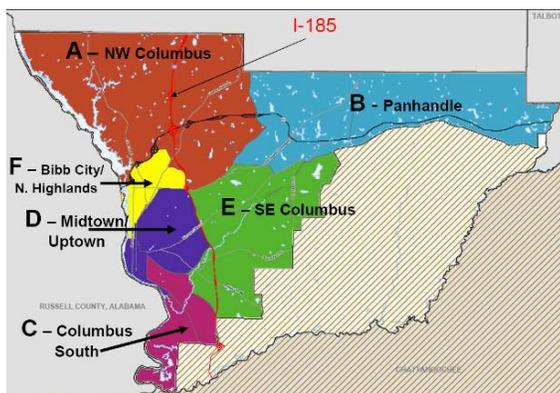
During the visioning process, the idea to establish an additional citizens' committee (referred to as Columbus Champions in this document) dedicated to Plan implementation arose. Volunteer committee members would work with other community members to help make sure the recommendations of the Plan are implemented. Chapter 4 of this document recommends that this committee be established upon Plan completion with the potential to merge the committee with other community led groups working on related endeavors.

### *Identifying Important Topics*

Stakeholder interviews were also conducted with a broad cross-section of community leaders to gain their perspective on the top issues and opportunities facing Columbus. These interviews were held after the development of the Community Assessment and, therefore, expanded upon data gathered in the Community Assessment. This information played an important role in the discussion topics for the visioning workshops, the strategic framework workshop, and the Community Visioning Survey.<sup>2</sup>

### *Transformation of Community Input into a Community Vision*

The City provided several opportunities for the general public to help shape the City's vision for the future. To initiate this process, CCG held several visioning workshops throughout the City to begin discussing core topics. These topics included coordination with Fort Benning, public safety, protection of natural and cultural resources, transportation needs, and financing of capital investments, as well as others introduced by attendees. These meetings were held in the six planning areas identified for the Comprehensive Plan.



**Columbus's Six Planning Areas - Established for the 2028 Comprehensive Plan Update**

<sup>2</sup> Please see the Appendix for a summary of the Community Visioning Survey.

Mapping, keypad voting, and small group discussions revealed key vision themes across the City. *Please see the Appendix for summaries of the Visioning Workshops.* Discussions from these visioning workshops as well as the Community Visioning Questionnaire reflected strong support for a revitalization-focused land use plan. Controlling growth, redeveloping underused property, and reinvesting in older areas of the City were the clear priorities of the Columbus community. Community members in all parts of the city also identified the need for citywide collaboration to ensure a healthy Columbus moving forward. Ultimately the emerging land use vision for each planning area was evaluated and aggregated with visions from other planning areas to begin to form a city-wide land use vision, reflected in a preliminary Future Development Map.



*Meeting attendees used an aerial map of the Panhandle region to identify related land use concerns.*

The two-part Strategic Framework Workshop was cultivated from this base input along with data collected from the Community Visioning Survey. One purpose of the Strategic Framework Workshop was to solidify the city-wide vision for the future. The two-part workshop gathered additional information on the community's overall perspective on key community service and facility needs, transportation and transit priorities, and the characteristics of community revitalization as well as the preliminary Future Development Map. *Please see the Appendix for summaries of the Strategic Framework Workshop.*



*Citizen's stakeholder and technical committee members discuss concerns over the potential future land use approach.*

Critical themes emerging from the two-part workshop included the following:

- The City has the opportunity to reap many benefits from promoting revitalization of its in-town neighborhoods;
- The City and the Muscogee County School District must plan together to ensure that school facilities and resources are allocated to areas where growth will occur;
- The Future Development Map should foster city-wide unity by linking together neighborhoods;
- Fiscal strategies must be pursued carefully to secure the City's financial sustainability;
- Improvement of all components of the city's multi-modal transportation network should be pursued with greater attention to pedestrian, bicycle, and transit facilities; and
- Community facilities and services should be strategically located to more equitably accommodate the population.

The community's vision for Columbus is one of both change and preservation and one of both stability and innovation. Columbus has many attributes that it strives to preserve and many others that it strives to change or improve. As one community participant noted, "a shift in thinking must occur."

## Community Agenda October 2008

The Future Land Use Plan, depicted in maps, images and defining narrative on the following pages, demonstrates this vision for the future and reflects the culmination of views presented from all public involvement channels. The Future Land Use Plan was refined by City staff, officials, and project committees based on professional expertise and institutional knowledge.

*Please see the Appendix for summaries of all major community involvement events held in conjunction with this plan, including Visioning Workshops, the Community Visioning Survey, the Strategic Framework Workshop, and Open Houses. Please see the Community Participation Program for other details on how the community was engaged in the City's Comprehensive Planning efforts.*

*The Future Land Use Plan will play a vital role in guiding future development and public improvement decisions by the City's leadership. The Future Land Use Plan includes both a Future Policy Map and a parcel-level Future Land Use Map. These maps, along with the associated policies and implementation strategies, will reflect the new vision for 2028 while providing stronger tools for implementing on-going planning efforts in the City.*

## 2.3 Future Land Use Plan

### *Introduction*

In working with the public to craft a future vision and land use plan for the community, it quickly became evident that Columbus already has a rich tapestry of existing neighborhoods with active organizations working with the City Planning Department to conduct on-going plans and activities. The role of the Future Land Use Plan in the Update of the City's Comprehensive Plan is to galvanize these efforts by raising up the assets, character, and unique identities that many of the city's neighborhoods already claim, and at the same time unifying and enriching them with a clearer vision, consistent policies and stronger implementation tools. The intent is to respect the underlying strengths of planning efforts already completed and underway while moving them forward towards a vision of the future that will be twenty years in the making.

One good way to mark this evolution from today to the future is by patterning the character areas of the Future Policy Map around the six Planning Areas identified from our analysis of existing community boundaries in the Community Assessment. This approach more clearly reflects the methodology used in conducting Visioning Workshops. Visioning Workshops were held for each of the six Planning Areas. Residents from each Planning Area were encouraged to express a unique vision for their part of the community. Therefore, the recommended Character Area Map and the Planning Area Map have been merged to form the Future Policy Map. This map will serve the function of the Future Development Map that is required in the state's Local Planning Requirements, the regulations that set out the required form of local Comprehensive Plans for all of Georgia's communities.

The Future Policy Map is one of two maps that will be used in guiding future land use and capital investment decisions in Columbus. The role of the Future Policy Map is to help define local character and to foster



*Participants in the Visioning Workshops helped identify desirable development patterns for the City moving forward.*

a better sense of community identity and sense of place. The scale of this map is at the neighborhood or local community level. Each character area has its own vision, description, policies, and implementation strategies that serve as a policy guide to the Future Land Use Map.

The second map used in the Land Use Plan is the Future Land Use Map. The role of the Future Land Use Map is to distribute land use changes to specific locations of the City so that public facilities and services can be coordinated with the timing and location of development and redevelopment. The scale of this map is at the parcel level. Each Future Land Use category ties directly to an appropriate existing or proposed zoning category. In many respects the Future Land Use Plan is a shorter range tool than the Future Policy Map. It is intended to guide current rezoning decisions, and as such it more directly reflects current conditions and constraints on future development, such as the availability of supportive infrastructure like sewer and transportation.

### ***Future Policy Map***

The use of character areas in land use planning acknowledges the physical and functional differences that exist today among the districts and regions of Columbus and directs how they should change in the future. Character areas guide future development through policies and implementation strategies that are tailored to each area of the county to reflect the different role that each community plays in the overall vision of the City of Columbus. These character areas identify areas that (1) presently have unique or special characteristics that need to be preserved; (2) have potential to evolve into unique areas; or (3) require special attention because of unique development issues. In some cases, different character areas are defined by existing land use and future land use in order to highlight appropriate transitions as the community evolves.

As just described in the Introduction, the Future Policy Map for Columbus is really a hybrid of the Character Area Map presented in the Assessment and the Planning Area Map used to frame the discussion in the Visioning Workshops. It outlines the planning efforts and policies for a group of ten areas of the community that each have their own unique vision. These areas are identified on **Map 2-1** on the following page.



*Strategic Framework Workshop attendees provided input on Areas Requiring Special Attention Map – ultimately contributing to the development of the Future Policy Map.*

# City of Columbus 2008 - 2028 Comprehensive Plan

## Future Policy Map\*



### Legend

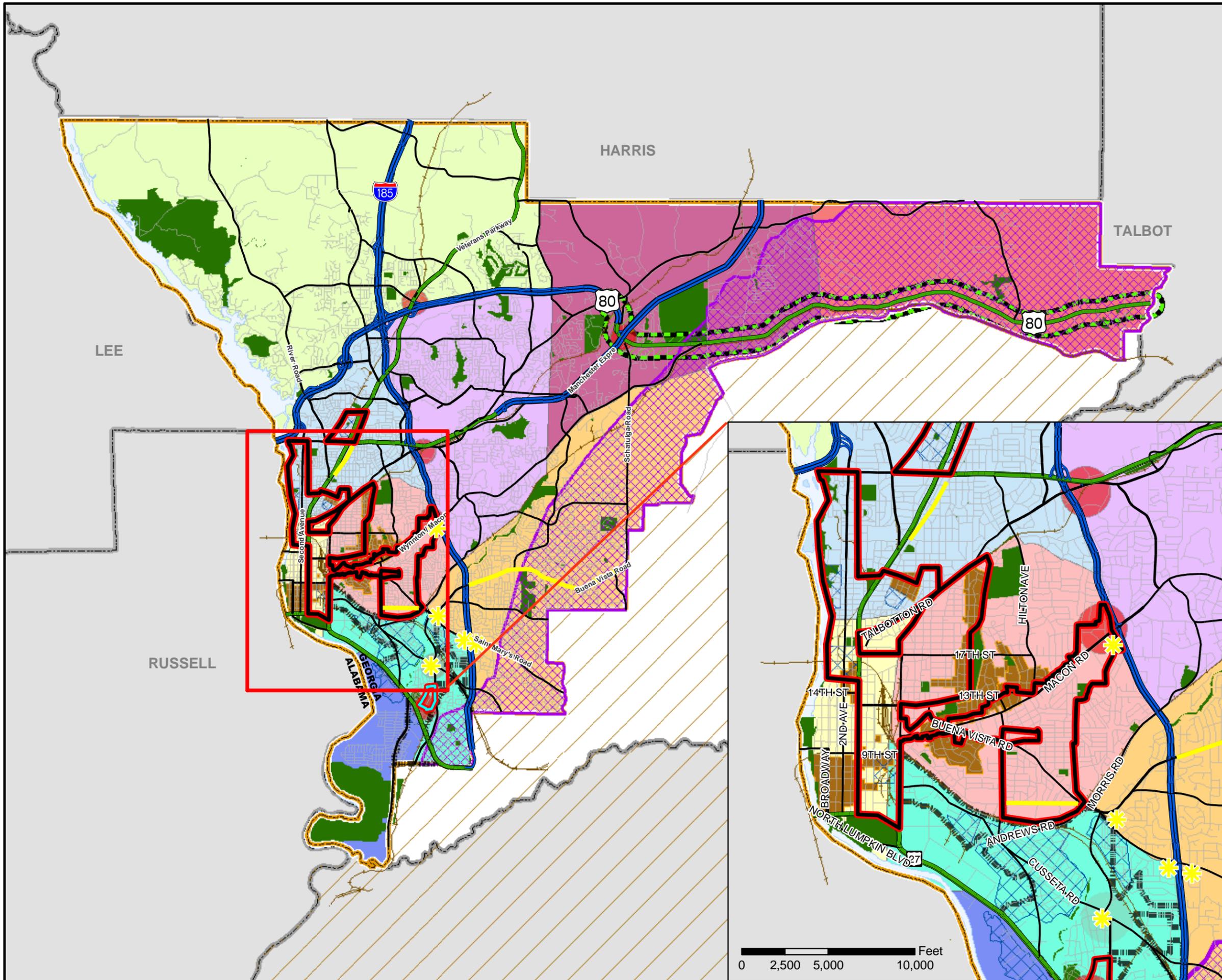
#### Character Areas

- Northwest Columbus
- Northeast Columbus
- West Panhandle
- East Panhandle
- Bibb
- Uptown
- Midtown
- Southeast Columbus
- Columbus South
- Oxbow

- Commercial Revitalization
- Commercial Revitalization Corridor
- Redevelopment Area
- Area with Significant Infill Opportunities
- Enterprise Zone
- Noise Impacted Area
- Major Activity Centers
- Highway 80 Overlay District
- Historic District/Neighborhood
- Park/Recreation/Conservation
- Local Road
- State Highway
- US Highway
- Ramp
- Interstate
- Rail Road
- City Boundary
- Muscogee
- Surrounding Counties
- Fort Benning Military Reservation

### Map 2-1

\*Note: This Future Policy Map is intended to meet the requirements for a Future Development Map under the Local Planning Requirements of the Georgia Department of Community Affairs, effective May 1, 2005.



*This sheet represents the back of an 11x17 inch map for double-sided printing.*

The Future Policy Map presents graphic depictions of its character areas that are associated with a set of policies that were developed as part of the Comprehensive Plan to:

- Supplement the role of the Future Land Use Map in guiding future rezoning and development applications.
- Serve as a design and physical development guidance tool for encouraging and promoting quality development and redevelopment.
- Define themes that are unique to different neighborhoods and communities with the City of Columbus.
- Identify and incorporate community assets and other characteristics that are vital to the preservation and enhancement of each character area.
- Provide a strong link between the community's vision, goals, and land use policy.
- Provide guidance to the development community about the community's standards for physical development and design in each character area.
- Lay the framework for urban design guidelines and changes to zoning and development regulations.

The city's character areas are described in the following Character Area Matrix, and are defined individually in the following Character Area Fact sheets. Specific questions of appropriate future land uses are described in further detail in the presentation of Future Land Use Map and its narrative.

### ***Character Area Matrix***

The Character Area Matrix (**Figure 2.2**) is intended to provide a quick reference tool to the user who wants to gain an overview of how the different Character Areas compare to one another. A more detailed description of each area is provided on the following Character Area Fact Sheets.

**Figure 2.2. Character Area Matrix**

| Character Areas    | Defining Characteristics  | Drivers of Change   | Policy Themes   |
|--------------------|---|---|---|
| Northwest Columbus | Rural residential development pattern.  | Standing Boy Creek State Park, I-185, suburban growth of the City   | Planned unit developments, conservation subdivision natural resource preservation, river protection   |
| Northeast Columbus | Suburban development pattern, new commercial activity   | Airport, I-185, Mall area, Columbus State University  | Neighborhood preservation, building multi-modal transportation connections, promotion of mixed-use in aging commercial centers  |
| West Panhandle     | Emerging suburban development pattern   | Suburban growth of the City, noise abatement at Ft. Benning   | Conservation subdivision, Hwy 80 Overlay, noise abatement from Ft. Benning, activity center development   |
| East Panhandle     | Rural and very low density residential  | Suburban growth of the City, noise abatement at Ft. Benning, resident interest to maintain rural character                | Rural preservation, large-lot residential, Hwy 80 Overlay, noise abatement from Ft. Benning   |
| Bibb               | Historic mill villages and early suburbs of the City, Riverwalk, gateway to Alabama           | Veterans Parkway, I-185, Manchester Expressway, local revitalization efforts  | Historic preservation and adaptive reuse, neighborhood preservation, river protection, building multi-modal transportation connections, commercial revitalization, infill development |
| Uptown             | Historic center of the City, government and employment center, Chattahoochee River, Riverwalk | Columbus State University, rail yard redevelopment, medical center, AJ McClung Memorial Stadium, tourism                  | Historic preservation and adaptive reuse, Neighborhood preservation, River Protection, Infill development   |
| Midtown            | Historic residential neighborhood, neighborhood shopping, corporate headquarters              | Efforts to maintain a vibrant neighborhood with strong community character, redevelopment along Macon/Wynnton Road        | Historic preservation and adaptive reuse, neighborhood preservation, commercial revitalization, redevelopment incentives, overlay districts   |
| Southeast Columbus | Established suburban area   | New industrial park, changes at Ft. Benning   | Commercial revitalization, infill, neighborhood preservation, building multi-modal transportation connections, noise abatement from Ft. Benning.                                      |
| Columbus South     | Established industrial area, gateway to Ft. Benning   | Changes at Ft. Benning, Enterprise Zone, infill development   | Brownfield redevelopment, Neighborhood preservation, Commercial revitalization, infill, redevelopment Incentives  |
| Oxbow              | Chattahoochee River, Columbus Waterworks, Oxbow Meadows Learning Center                       | Oxbow Meadows Environmental Learning Center, changes at Ft. Benning, recreational opportunities, Infantry Museum, tourism | Natural resource preservation, river protection, residential redevelopment  |

## ***Activity Centers and Other Future Policy Map Features***

Besides the character areas outlined in the Character Area Matrix, the Future Policy Map also includes several features that relate to recommended land use policy. These features are outlined in the **Figure 2.3** below along with recommended policies associated with each.

**Figure 2.3: Future Policy Map – Map Features**

| <b>Map Feature</b>                         | <b>Associated Policies</b>   |
|--|--|
| Areas in need of Commercial Revitalization | <ul style="list-style-type: none"> <li>• Support appropriately designed mixed-use development through infill and redevelopment of existing commercial centers.</li> <li>• Provide new and improved community facilities and services where needed to support revitalization of declining areas of the City.</li> </ul>   |
| Commercial Revitalization Corridors        | <ul style="list-style-type: none"> <li>• Initiate or support streetscape projects that improve the appearance and walkability of aging commercial corridors.</li> <li>• Control the number, height, and size of commercial signs.</li> <li>• Provide multi-modal transportation options along the corridor, including transit, sidewalk, and bicycle facilities.</li> <li>• Redevelop commercial strips to form interconnected, pedestrian-scale, mixed-use developments that support needs of adjacent neighborhoods.</li> <li>• Control the number and location of driveways along major highways and encourage shared driveways and inter-parcel access for adjacent uses.</li> <li>• When residences are converted to commercial uses that are adjacent to other residences, maintain the residential scale and appearance of the converted structure.</li> <li>• Limit access to the highway by requiring rear-accessed lots or a parallel access road when new residential property is developed abutting the highway.</li> <li>• Service areas, service bays, outdoor storage areas, drive-throughs, car washes, and automobile service, including gasoline pumps, should be located in the rear of properties or screened so that they are not visible from public streets.</li> </ul> |
| Targeted Redevelopment Areas (TRA's)       | <ul style="list-style-type: none"> <li>• Support the recommendations of planning studies for these areas. See detailed recommendations in the character area fact sheets, and the following discussion of Targeted Redevelopment Areas.</li> <li>• Encourage new employers to locate in these areas.</li> <li>• Give priority to funding needed infrastructure or community services in these areas.</li> <li>• Encourage neighborhood clean ups and neighborhood watch programs.</li> <li>• Replace substandard housing incapable of being economically rehabilitated with standard housing or other uses compatible with surrounding uses through public/private investment.</li> <li>• Encourage redevelopment to provide community gathering spaces and greenspace.</li> <li>• Balance residential, commercial and civic land uses in walking distance.</li> </ul>   |

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| <b>Map Feature</b>                          | <b>Associated Policies</b>   |
|---|--|
| Areas with significant infill opportunities | <ul style="list-style-type: none"> <li>• Work with local real estate interests and developers to determine the real estate market needs for these areas.</li> <li>• Encourage residential infill development within areas that are accessible to existing public utilities and services.</li> <li>• The density of residential subdivisions should be in accordance with the level of transportation access, environmental suitability, availability of public water and sewer, and other public facilities.</li> <li>• Residential developments should be planned in a compact, walkable pattern that integrates them with open space, schools, parks, recreation, retail services, and other amenities.</li> <li>• Residential developments should be connected with adjacent neighborhoods by streets and pathways designed for pedestrians, and bikes.</li> <li>• Encourage Traditional Neighborhood Developments in appropriate locations that are compatible with existing neighborhoods in density and design.</li> </ul> |
| Enterprise Zone                             | <ul style="list-style-type: none"> <li>• Encourage mixed income housing, providing a range of housing options for various household incomes.</li> <li>• Create incentives for development styles that facilitate walkability and community interaction.</li> <li>• Support rezoning applications that would increase the number of professional uses.</li> <li>• Develop an integrated communications system for informing potential in-town developers of the tax benefits and incentives for locating in the Enterprise Zone.</li> <li>• Encourage employer-assisted housing initiatives within the Enterprise Zone to create a positive live/work environment.</li> <li>• Expedite the land development process for companies improving property within this area.</li> <li>• Identify and pursue opportunities for public investment in park space or other public facilities that would make the area more appealing for private investment.</li> </ul>   |
| Noise Impacted Areas                        | <ul style="list-style-type: none"> <li>• Discourage the location of new noise-sensitive uses, such as housing, schools, medical facilities or places of worship.</li> <li>• Discourage uses that tend to concentrate people such as multi-family residential, hospitals, auditoriums.</li> <li>• Support low-intensity land uses and the permanent conservation or acquisition of open space in these areas.</li> </ul>  |
| Activity Centers                            | <ul style="list-style-type: none"> <li>• The core of the activity center should be a mixture of commercial, residential, and institutional uses within a ¼-mile radius, providing a walkable scale.</li> <li>• Within a 1-mile radius, the core should be surrounded with interconnected residential neighborhoods offering a variety of housing types and prices.</li> <li>• Use public investment in sewer, roads, schools, public safety, parks and open space to encourage private reinvestment in activity centers.</li> <li>• Each activity center should have a unified and distinctive architectural style.</li> <li>• Encourage the development of a block system of interconnecting streets, sidewalks and bike trails. Block faces should be no longer than 600 feet in length.</li> <li>• See the following discussion of Activity Centers.</li> </ul>   |
| Highway 80 Overlay District                 | <ul style="list-style-type: none"> <li>• Follow the guidelines of the Highway 80 Overlay District as defined in the Columbus Unified Development Ordinance</li> </ul>  |

| Map Feature                        | Associated Policies   |
|------------------------------------|---|
| Historic District/<br>Neighborhood | <ul style="list-style-type: none"> <li>• Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.</li> <li>• Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall theme and enhance economic vitality.</li> <li>• Developments adjacent to or within a ¼ mile of a historic district should continue the traditional street grid, lot size, and traditional architecture.</li> <li>• Encourage compatible architectural style that maintains the historic character and does not include “franchise” or “corporate” architecture.</li> <li>• Encourage pedestrian access within historic districts.</li> <li>• Screen parking areas.</li> </ul> |
| Parks/Recreation/<br>Conservation  | <ul style="list-style-type: none"> <li>• Plan pedestrian and bicycle routes connecting park entrances to schools, neighborhoods and other park sites that are within a 1/4 mile radius.</li> </ul>  |

### *Activity Centers*

A primary implementation strategy of this Comprehensive Plan is to encourage new development, as well as the infill and redevelopment of the already established urban areas of the city to be focused within compact, walkable- scaled activity centers as identified in the Future Policy Map. Through the public involvement process there was general support for continuing the traditional mixed-use land use patterns that are seen in the older in-town neighborhoods of the City and in the revitalization of aging commercial centers by promoting this pattern of development. This approach can become the cornerstone for revitalization of the city’s diverse neighborhoods and will help to build a sense of identity for these areas.

The central element of an activity center is a core comprised of one or more civic uses, such as a public park, school, church or library, and surrounded by shops and businesses that serve the commercial needs of the community. The center is surrounded by a series of small, compact neighborhoods that contain a wide variety of housing designed to serve the needs of households of all sizes, incomes, and stages of life. The scale of the activity center core should be established by the range of the pedestrian – approximately a quarter mile radius. The residential fringe may extend up to an additional quarter mile. The entire community should be designed around an interconnected grid network of two-lane streets and sidewalks. The distinctions between homes and businesses within the activity center can be loosely defined. Shops and residences could be intermingled and located in similar size buildings. By contrast, the activity center should have a relatively distinct edge and buffers separating it from the adjacent low density areas.



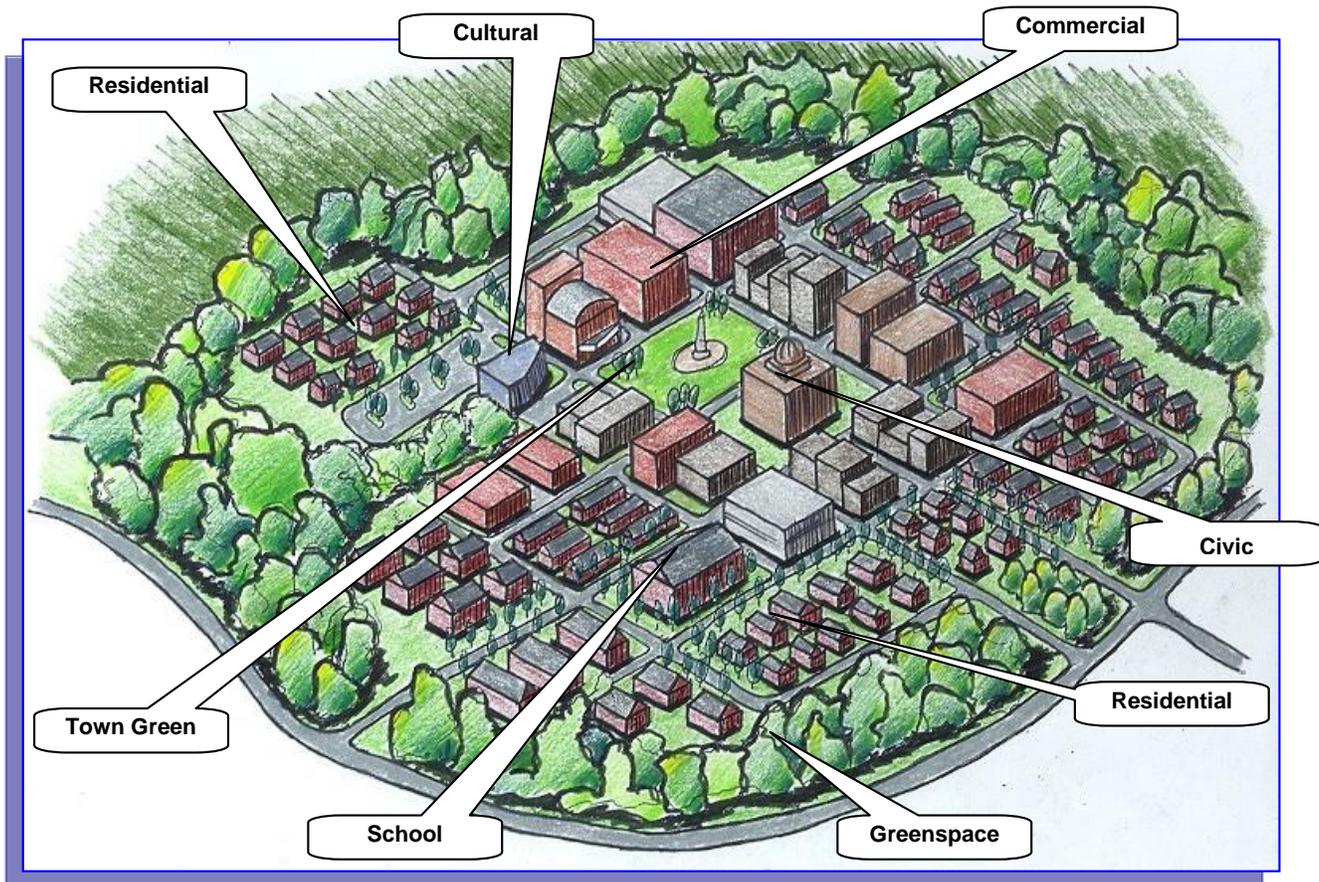
*Mixed-use development in Uptown Columbus.*



*Smyrna Town Center in Smyrna, Georgia reflects the attributes of a village, reducing dependency on cars.*

The re-emergence of these traditional forms in the neighborhoods of Columbus will play a pivotal role in the implementation of a sound growth management program for the city's future development. Designing activity centers in a traditional form will offer the following advantages:

- Community character - A sense of place with a central focus and a unified design theme gives the community a distinctive identity and sense of place that typical suburban subdivision development lacks.
- More efficient use of land – Clustering daily activities in the activity centers creates a mixture and arrangement of land uses that makes more efficient use of land than the typical suburban subdivision. A traditional neighborhood center of 3,000 persons can easily be accommodated on as little as 400 acres, compared to over 1,500 acres for a conventional subdivision comprised of 1 acre lots with the same population. Therefore each activity center of 3,000 persons saves over 1,000 acres that can remain in greenspace, forest, parks and other natural uses that require little or no additional infrastructure investment or public expense.



*Village Center Example*

- More efficient use of infrastructure – An activity center brings development and infrastructure together in a balanced way. The capacity of the basic urban services of water, sewer, public safety, and transportation are matched efficiently with the arrangement of homes, schools, shops and offices. It also makes it possible to reduce the total amount of land area that will require urban services. By contrast, unplanned growth leads to a widely scattered pattern of low-density development that spreads county infrastructure over large sectors of the county but does not make efficient use of what is built. This pattern of growth can be extremely expensive to serve, especially as systems require more maintenance with age.
- Less vehicular traffic – The neighborhood activity center clusters the daily activities of home, school, shopping and play and orients them around a walkable network of streets, sidewalks, trails and greenways. This form is designed to shorten trip distances, encourage walking and cycling and reduce the dependency of people on their cars.
- Public support – Public workshops concerning Columbus’ future found strong support for the activity center concept as an alternative to the continuation of current trends of dispersed development. People understood that using activity centers, Columbus can accommodate growth while creating a sense of place, reducing traffic, conserving open space, and cutting public service costs.

### ***Targeted Redevelopment Areas***

One of the key features of the Future Policy Map is identification of Targeted Redevelopment Areas (TRA). Because of their close proximity to each other and some overlap in boundaries, the map on the following page highlights the location of these individual areas. The community has identified these Targeted Redevelopment Areas through Visioning Workshops and previous planning efforts. They are the focus of preferred economic development attention and the priority location for new community facilities and services.

### ***Implementation Strategies for TRAs and Activity Centers***

Specific implementation strategies for the activity centers and TRAs can be found in Chapter 4; however, it should be noted here that the concept of creating activity centers and viable redevelopment areas cuts across all the principal policy areas of the Comprehensive Plan. The TRAs and Activity Centers need to be the central organizing feature for the plan’s future private and public investments. In particular, the cost-effectiveness of community facilities outlined in this plan depend in large measure on achieving the arrangements of land use and development shown on the Future Land Use Map and Future Policy Map so that service delivery can be fitted to predictable land use patterns that emerge as the City grows.

Most of the redeveloped housing and much of the newly constructed housing in Columbus should occur in and around the urbanized core of the City, such as the Central Business District, the TRAs and Activity Centers. The Activity Center concept transforms subdivisions into diverse, life-cycle neighborhoods. Achieving the proper character of the Activity Center as a social unit requires a broad diversity of housing – providing housing of all types, sizes and price ranges in order to accommodate all types of households in different stages of life and incomes.

The successful implementation of TRAs and Activity Centers as a land use policy depends on the coordination of the location, timing, capacity, and design of the city's infrastructure and community facilities to support development. Readiness of the infrastructure system – especially roads and sewer - will serve as an incentive that guides growth to Activity Centers. At the same time, adopting a land use strategy of focusing growth in TRAs and Activity Centers at locations with existing infrastructure improves the efficient operation of the infrastructure. The same is true of community facilities, especially parks, libraries, schools, fire stations and other community service facilities. They perform best when they are sited where the population and needs are concentrated with good transportation access.

There is a strong and important relationship between the land use goal of promoting the growth of TRAs and Activity Centers and the transportation goal of improving the mobility of future residents. Forming well-designed clusters of housing, employment, commercial services and community facilities reduces travel demand by improving connectivity, walkability, and the greater potential use of transit. It also improves transportation effectiveness, reduces energy consumption, and improves air quality.

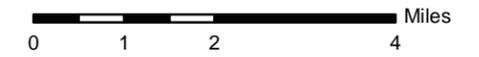
The success of TRAs and activity centers in the Comprehensive Plan will require close coordination of all the public agencies in the City, in addition to coordination with other agencies that provide or fund public facilities and services, such as the Columbus Water Works and the Muscogee County School District. In particular, the siting of new schools and other community facilities are important building blocks to neighborhood identity and character. They should be designed to be attractive, well landscaped and interconnected with surrounding residential areas with direct and convenient access for both vehicles and pedestrians. Wherever possible, new schools should be sited along with parks and libraries to form community service clusters oriented to be functional and convenient for families with children. These help reinforce the sense of place that residents seek.

### ***Character Area Fact Sheets***

Following Map 2-2, there are several facts sheets describing the existing character, predominant land uses, future vision, implementation strategies, and Quality Community Objectives to be pursued in each of the ten character areas.

City of Columbus 2008 - 2028  
Comprehensive Plan

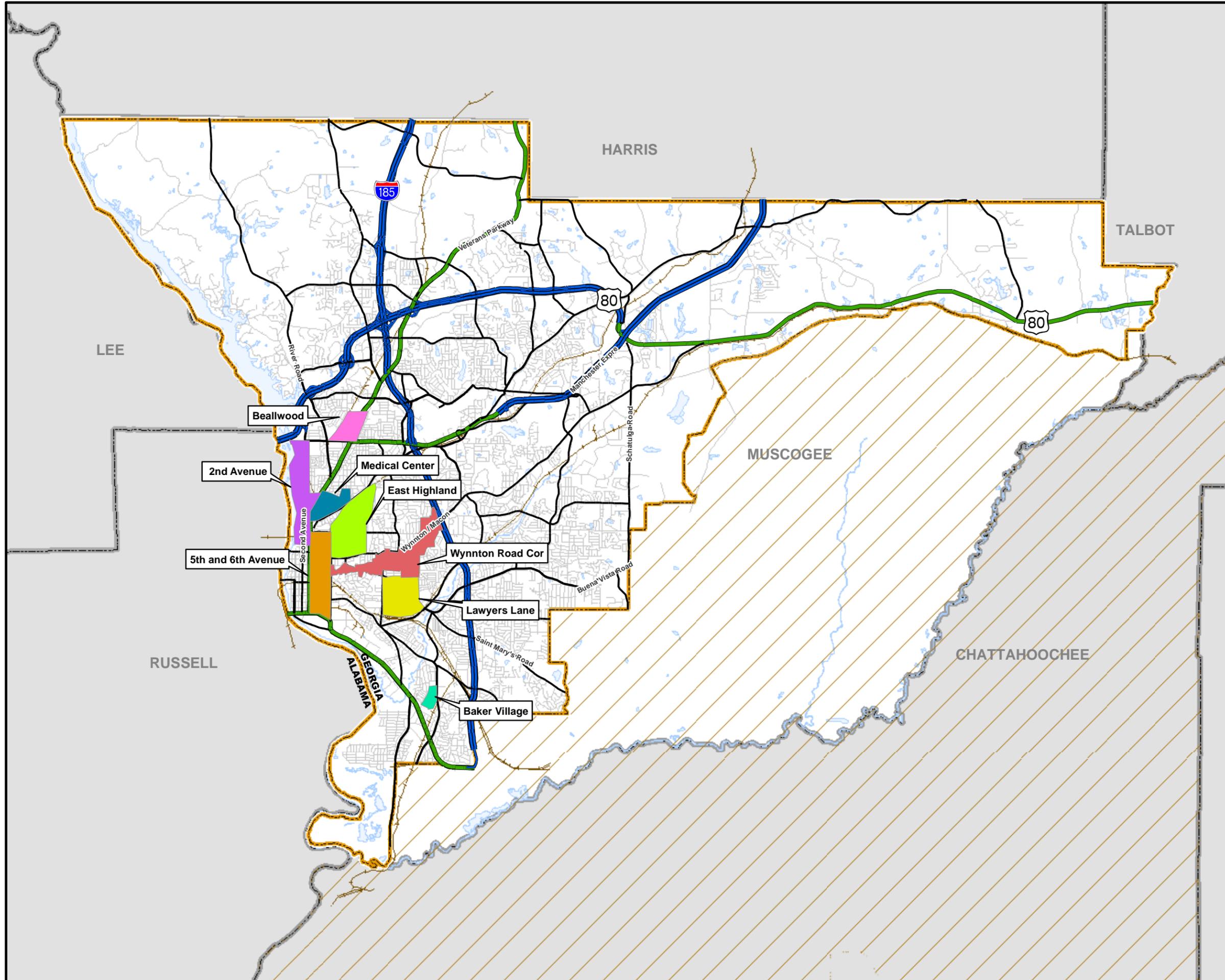
Targeted Redevelopment Areas



Legend

Targeted Redevelopment Areas

- Beallwood
- 2nd Avenue
- Medical Center
- East Highland
- 5th and 6th Avenue
- Wynnton Road Corridor
- Lawyers Lane
- Baker Village
- Local Road
- State Highway
- US Highway
- Ramp
- Rail Road
- Stream/River
- Lake/Pond
- City Boundary
- Muscogee
- Surrounding Counties
- Fort Benning Military Reservation



Map 2-2



*The back of this page represents the back of an 11" x 17" map.*

## **Northwest Columbus**

### *Implementation Strategies:*

- Encourage planned residential communities through the use of planned unit developments and conservation subdivisions to maintain rural character and open space.
- Interconnect adjacent trails, recreation areas, and greenspace where possible as per the recommendations of the Columbus Community Greenspace Report.
- 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 such as new sanitary landfills, junkyards, heavy industry and the use of toxic substances to protect water quality.
- 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.
- Provide Best Management Practices for stormwater management and meet or exceed all state and local standards for protection of wetlands, streams, lakes, ponds, and aquifer recharge areas.

### *Quality Community Objectives to be pursued in this Character Area:*

- Open Space Preservation. Utilizing planned residential communities and conservation subdivisions in this area would set aside land in new developments to be preserved as protected greenspace.
- Transportation Alternatives. Transportation alternatives to the automobile should be pursued in this area. These include sidewalks, bicycle lanes, and multi-use greenway trails.
- Regional Cooperation. By taking measures to protect the water quality of the Chattahoochee River, Columbus is supporting regional efforts to protect this valuable water resource.
- Sense of Place. Implementing a theme of natural resource preservation and complementing the construction of the new Standing Boy Creek State Park will help establish a unique sense of place and set it apart from other areas of the City.
- Environmental Protection. Preserving green space along major tributaries of the Chattahoochee and linking the local parks by a system of greenways and trails will help to protect the natural environment of future generations.



### **Existing Character**

**Description:** Rural residential with a close tie to the natural environment.

### **Predominant Land Uses to be encouraged:**

Conservation subdivisions, single family residential and neighborhood level commercial. See Future Land Use map for appropriate list of uses and recommended zoning classifications.

**Vision for the Future:** A well planned residential area with a rural character that complements and protects the natural environment.

## **Northeast Columbus**

### *Implementation Strategies:*

- Develop pedestrian friendly mixed-use activity centers at major 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.
- Require shared driveways and inter-parcel access for adjacent commercial uses.
- Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks.
- When a residential conversion to a commercial or office use is permitted next to other residences the scale and appearance of the residence should be maintained.

### *Quality Community Objectives to be pursued in this Character Area:*

- Transportation Alternatives. Supporting new mixed-use development and the future re-development of commercial properties, as well as implementing the recommendations of the Regional Bicycle and Pedestrian Plan will contribute to making the area more bicycle and pedestrian friendly.
- Employment Opportunities. The development of this area as a regional educational center will greatly improve the career options available for Columbus residents.
- Sense of Place. Implementing a theme of natural resource preservation and complementing the construction of the new Standing Boy Creek State Park will help establish a unique sense of place and set it apart from other areas of the City.



### **Existing Character**

**Description:** Suburban development pattern, exemplified by several local landmarks including the Airport, the main campus of Columbus State University, and Peachtree Mall.

### **Predominant Land Uses to be encouraged:**

Single-family and multi-family residential, general commercial, mixed-use, industrial, and office/professional uses.

### **Vision for the Future:**

A regional educational and commercial activity center that provides services to all ages.

## **West Panhandle**

### *Implementation Strategies:*

- Encourage planned residential communities through the use of planned unit developments and conservation subdivisions to avoid developing steep slopes and unsuitable soils and to maintain rural character and open space.
- Noise abatement from Fort Benning – carefully review construction of noise sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.
- Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.
- 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.
- Encourage the construction of separate pedestrian and bike trail systems in new residential subdivisions.
- 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.

### *Quality Community Objectives to be pursued in this Character Area:*

- Transportation Alternatives. Transportation alternatives to the automobile should be pursued in this area including sidewalks, bicycle trails, and multi-use trails. By providing these connections between residential and commercial areas, residents can access these uses by foot.
- Open Space Preservation. Utilizing planned residential communities and conservation subdivisions in this area would set aside land in new developments to be preserved as protected green space.
- Regional Cooperation. Following the guidelines of the Fort Benning Joint Land Use Study in discouraging noise sensitive land uses will help support the regional interest in maintaining the viability of Fort Benning.



#### **Existing Character**

**Description:** Emerging suburban development pattern, dominated by new single-family subdivisions.

**Predominant Land Uses to be encouraged:** Large lot residential, planned single family residential, neighborhood commercial, mixed use at major intersections

**Vision for the Future:** A growing family-oriented community focused around quality residential homes and businesses

## **East Panhandle**

### *Implementation Strategies:*

- 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.
- Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.
- Discourage extension of public utilities in this area to preserve rural character.
- Encourage conservation subdivisions and Planned Unit Developments.
- Preserve rural character in viewsheds.
- Residences along the roadway should be clustered and screened from the highway to preserve rural views.
- Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.

### *Quality Community Objectives to be pursued in this Character Area:*

- Open Space Preservation. Utilizing large lot residential and conservation subdivisions in this area would set aside land in new developments to be preserved as protected green space.
- Sense of Place. Implementing a theme of rural preservation will help establish a unique sense of place and set it apart from other areas of the City.
- Regional Cooperation. Following the guidelines of the Fort Benning Joint Land Use Study in discouraging noise-sensitive land uses will help support the regional interest in maintaining the viability of Fort Benning.



#### **Existing Character**

**Description:** Rural and large-lot residential

**Predominant Land Uses to be encouraged:** Agriculture, rural residential, conservation and natural areas

**Vision for the Future:** A rural community tied closely to the preservation and conservation of its rural and natural character.

## **Bibb**

### *Implementation Strategies:*

- Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- Take steps to actively preserve existing neighborhoods:
  - Enforce property maintenance codes.
  - Promote neighborhood events and festivals.
  - Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping.
  - Discourage non-residential encroachment that is not built in a single-family housing scale, style or character.
- Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- When a residential conversion to a commercial or office use is permitted next to other residences, the scale and appearance of the residence should be maintained.
- 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 such as junkyards, heavy industry and the use of toxic substances to protect water quality.
- Undertake streetscape projects along identified commercial revitalization corridors.
- Pursue designation of historic districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation.

### *Quality Community Objectives to be pursued in this Character Area:*

- Heritage Preservation. Efforts to protect and expand the historic character of this area will help preserve local heritage.
- Housing Choices. Expanded housing options will be pursued in encouraging infill development opportunities in the Bibb area, such as warehouse-to-loft conversion, mixed-use residential, fee simple townhomes, and senior living units.
- Environmental Protection. Preserving greenspace along major tributaries of the Chattahoochee and linking the local parks by a system of greenways and trails will help to protect the natural environment of future generations.
- Sense of Place. Preserving the character of the historic mill villages and Bibb City will help establish a unique sense of place and set it apart from other areas of the City.
- Infill Development. Infill development should be encouraged on vacant lots throughout this area.



### **Existing Character**

**Description:** Historic mill villages and early suburbs of the City, aged residential and commercial development in need of revitalization. Major transportation corridors in this area serve as gateways to the Uptown area, such as Veterans Parkway, I-185, Manchester Expressway, and 2<sup>nd</sup> Ave.

### **Predominant Land Uses to be encouraged:**

Planned single family residential, neighborhood commercial, mixed use at major intersections

**Vision for the Future:** A vibrant historic community that provides a variety of employment opportunities and serves as an appealing gateway to Uptown Columbus.



### Existing Character

**Description:** Historic center of the City, government and employment center

**Predominant Land Uses to be encouraged:** Mixed Use, General Commercial, Office, Multi-family residential

**Vision for the Future:** The cultural and civic heart of Columbus, a vibrant 24-hour community that provides abundant opportunities for housing, employment, and entertainment. A regional tourist destination that showcases its preservation of historic and natural resources, and its access to cultural events.

## Uptown

### *Implementation Strategies:*

- Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- Take steps to actively preserve existing neighborhoods:
  - Enforce property maintenance codes.
  - Promote neighborhood events and festivals.
  - Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping.
  - Require non-residential development to be built in scale, style and character fitting with surrounding neighborhoods.
- Provide connections between the city's network of green space and trails, such as the Riverwalk. Interconnect adjacent trails, recreation areas, and green space where possible.
- 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 such as junkyards, heavy industry and the use of toxic substances to protect water quality.
- Provide and maintain sidewalks and appropriate street lighting along all public roadways and interior collector streets.
- Support the private efforts to attract diverse types of commercial development such as offices and specialty business in uptown to broaden the tax base and to lend support to revitalizing Uptown Columbus and surrounding areas.
- Encourage the use of parking decks and on-street parking. Surface parking lots should be placed in the rear of buildings.
- All buildings will maintain a pedestrian orientation.
- Highlight cultural assets through public art and the hosting and promotion of Uptown events.

### *Quality Community Objectives to be pursued in this Character Area:*

- Heritage Preservation. Efforts to protect and expand the historic attributes of Uptown Columbus should be pursued.
- Regional Identity. The preservation and expansion of Columbus's historic urban core will contribute to the regional draw of this regional employment and cultural center.
- Sense of Place. Uptown Columbus offers a unique sense of place that is unavailable in most parts of City. New development within this area should respect and contribute to the unique historic character of the area.
- Infill Development. Infill development should be encouraged on vacant lots throughout this area.
- Transportation Alternatives. Alternatives to the automobile should be pursued in this area including sidewalks, bicycle paths, and multi-use trails.

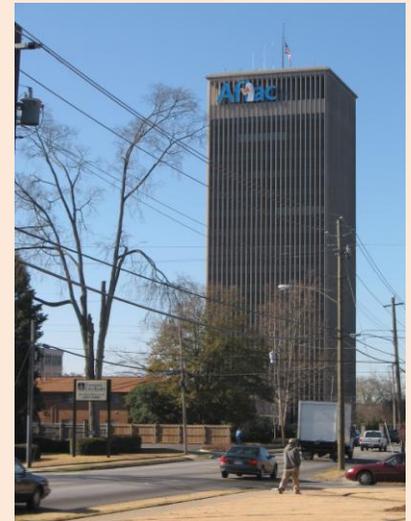
## **Midtown**

### *Implementation Strategies:*

- Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- Take steps to actively preserve existing neighborhoods:
  - Enforce property maintenance codes.
  - Promote neighborhood events and festivals.
  - Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping.
  - Discourage non-residential encroachment that is not built in a single-family housing scale, style or character.
- Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.
- Support local efforts to revitalize the Wynnton Road/Macon Road corridor as per the recommendation of the Wynnton Road Redevelopment Strategy.
- Support efforts to revitalize Martin Luther King Jr. Boulevard, Warm Springs Road, and Buena Vista Road.
- Protect the residential uses along Wynnton/Macon Road between 13<sup>th</sup> Street and Rigdon Road to preserve a gateway to historic Columbus.
- Undertake streetscape projects along identified commercial revitalization corridors.

### *Quality Community Objectives to be pursued in this Character Area:*

- Heritage Preservation. Efforts to protect and expand the historic attributes of Midtown should be pursued.
- Sense of Place. Midtown offers a unique sense of place that is unavailable in most parts of City. New development within this area should respect and contribute to the unique historic character of the area.
- Transportation Alternatives. Transportation alternatives to the automobile should be pursued in this area including sidewalks, bicycle trails, and multi-use trails.
- Infill Development. Existing infrastructure and underutilized lots should be redeveloped to take advantage of Midtown's central location and to encourage growth in an area close to jobs and transportation, reducing development pressure on undeveloped land.



#### **Existing Character**

**Description:** Historic residential neighborhood offering a variety of commercial and employment opportunities.

**Predominant Land Uses to be encouraged:** Single-family and multi-family residential, mixed-use, office, and neighborhood commercial.

**Vision for the Future:** A vibrant historic neighborhood with strong community character.

## **Southeast Columbus**

### *Implementation Strategies:*

- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- Take steps to actively preserve existing neighborhoods:
  - Enforce property maintenance codes.
  - Promote neighborhood events and festivals
  - Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping.
  - Discourage non-residential encroachment that is not built in a single-family housing scale, style or character.
- Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.
- Develop neighborhood centers in old commercial areas, making them a series of interconnected, pedestrian-scale, mixed-use developments.
- Undertake streetscape projects along identified commercial revitalization corridors.

### *Quality Community Objectives to be pursued in this Character Area:*

- Infill Development. Infill development should be encouraged on vacant lots throughout this area.
- Regional Cooperation. Following the guidelines of the Fort Benning Joint Land Use Study in discouraging noise-sensitive land uses will help support the regional interest in maintaining the viability of Fort Benning.
- Employment Opportunities. The development of the new industrial parks in this area will greatly improve the career options available for Columbus residents.
- Sense of Place. Creating neighborhood centers will help give Southeast Columbus a unique identity and will provide needed services to its residents.



#### **Existing Character**

**Description:** Older suburban area of the City with aging commercial areas along major roadways. New industrial developments in the eastern portion of the area help to buffer residents from adjacent Fort Benning.

**Predominant Land Uses to be encouraged:** All forms of residential, General Commercial close to I-185, mixed use and industrial uses

**Vision for the Future:** A safe sustainable, and thriving community that offers a variety of employment, housing and recreational opportunities.

## **Columbus South**

### *Implementation Strategies:*

- Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.
- Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment.
- Pursue redevelopment efforts that create neighborhood centers, such as Baker Village, that give Columbus South symbolic and economic centers.
- Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.
- Take steps to actively preserve existing neighborhoods:
  - Enforce property maintenance codes.
  - Promote neighborhood events and festivals.
  - Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and curb.
  - Discourage non-residential encroachment that is not built in a single-family housing scale, style or character.
- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
- Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.
- Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment.

### *Quality Community Objectives to be pursued in this Character Area:*

- Transportation Alternatives. Transportation alternatives to the automobile should be pursued in this area including sidewalks, bicycle trails, and multi-use trails.
- Employment Opportunities. The redevelopment efforts in the City's Enterprise Zone will greatly improve the career options available for Columbus residents.
- Sense of Place. Developing neighborhood centers will help provide residents with pedestrian-oriented community facilities and help shape South Columbus as a destination.



### **Existing Character**

**Description:** Old industrial area that includes a number of residential neighborhoods and commercial areas in need of redevelopment and revitalization.

**Predominant Land Uses to be encouraged:** All forms of residential, mixed-use, general commercial and industrial uses.

**Vision for the Future:** A safe and active employment center for the community that serves as an appealing gateway to Fort Benning.

## **Oxbow**

### *Implementation Strategies:*

- Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.
- 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 such as new sanitary landfills, junkyards, heavy industry and the use of toxic substances to protect water quality.
- 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.
- Promote Oxbow Meadows and the Infantry Museum as a regional tourist destination.
- Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment.

### *Quality Community Objectives to be pursued in this Character Area:*

- Regional Cooperation. By taking measures to protect the water quality of the Chattahoochee River, Columbus is supporting regional efforts to protect this valuable water resource.
- Transportation Alternatives. Transportation alternatives to the automobile should be pursued in this area including sidewalks, bicycle trails, and multi-use trails.
- Heritage Preservation. The Oxbow Meadows Learning Center and the Infantry Museum include interpretive exhibits that highlight the history and importance of Native American cultures in the region and of the U.S. military in the defense of our country.
- Environmental Protection. Protecting the Chattahoochee River from the detrimental effects of overdevelopment and incompatible uses will contribute to Oxbow's transition into a tourist destination.



### **Existing Character**

**Description:** An area in transition from industrial, aging residential and commercial uses to a tourist destination offering cultural amenities, such as the Oxbow Meadows learning center and the Infantry Museum.

**Predominant Land Uses to be encouraged:** All forms of residential, neighborhood commercial, mixed-use, and recreational uses.

**Vision for the Future:** A regional tourist destination and landmark area for the community highlighting its preservation of natural and cultural resources through such venues as the Oxbow Meadows Learning Center and the Infantry Museum.

### ***Future Land Use Plan***

The recommended future land use plan for Columbus is a parcel-specific map that is intended to serve as a guide in making rezoning and capital investment decisions. Rezoning decisions in each future land use designation should be consistent with the list of associated zoning codes that correspond with that designation. The map assigns a future land use designation to every parcel in the City. The future land use categories shown on the map are listed and defined in the **Figure 2.4** below. The definitions also describe what zoning districts are appropriated for each future land use category.

**Figure 2.4: Columbus Future Land Use Table**

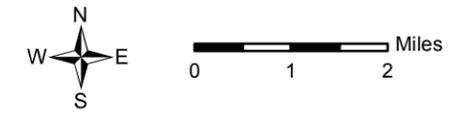
| <b>Future Land Use Designation</b> | <b>Description</b>  | <b>Associated Zoning Codes</b>   |
|------------------------------------|---|----------------------------------|
| Rural Residential                  | Single-family residences on greater than 1 acre.  | RE-10, RE-5, RE-1, PUD           |
| Single-Family Residential          | Single-family residential areas between 1 and 7.25 units per acre.  | RT, SFR-1, SFR-2, SFR-3, SFR-4   |
| Multi-Family Residential           | Multi-family residential areas up to 18 units per acre.   | RMF-1, RMF-2, PCD, MROD, RMH, RO |
| General Commercial                 | Property where business and trade are conducted. They may be single-use or grouped together in a shopping center.   | GC, PCD, PMUD                    |
| Neighborhood Commercial            | Small-scale retail uses that serve surrounding neighborhoods with common goods and services.  | NC, PMUD                         |
| Light Industrial                   | Property used for warehousing, distribution, trucking and light manufacturing, which are primary uses.  | TECH, LMI, PID                   |
| Heavy Industrial                   | Property used for heavy industrial uses such as large-scale manufacturing or mining.  | HMI, PID                         |
| Park/Recreation/Conservation       | Areas that have been developed or are proposed to be developed for park, recreational use or protected open space.  | Any Zoning District              |
| Office/Professional                | Property that accommodates business concerns that do not provide a product directly to customers on the premises, or do not as a primary activity involve manufacture, storage or distribution. | CO, RO, SAC, TECH, PCD, PMUD     |
| Mixed Use                          | Areas of mixed-use development (multi-family residential, office, commercial) up to 43 dwelling units per acre.   | RO, H, PUD, PCD, PMUD            |
| High Density Mixed Use             | Areas of mixed-use development containing both high intensity commercial and residential uses with no limit placed on dwelling units per acre.  | UPT, CRD, PUD, PCD, PMUD         |

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| Future Land Use Designation               | Description   | Associated Zoning Codes  |
|---|---|--|
| Transportation, Communications, Utilities | Areas housing uses such as power generation plants, sewerage and water treatment facilities, railroad facilities, radio towers, public transit stations, telephone switching stations, airports, port facilities, or similar uses.                | Any zoning district, if use is consistent with the description of future land use. |
| Public Institutional                      | Areas housing local government's community facilities, general government, and institutional land uses. Examples include schools, city halls, county courthouses, landfills, health facilities, churches, libraries and police and fire stations. | Any zoning district, if use is consistent with the description of future land use. |

On the following page is a city-wide copy of the Future Land Use Plan, **Map 2-3**. Followed by enlarged maps for every planning district **Maps 2-4 to 2-9**. A PDF of a larger 30" x 40" sized version of the city-wide Future Land Use Map is available from the Columbus Planning Department.

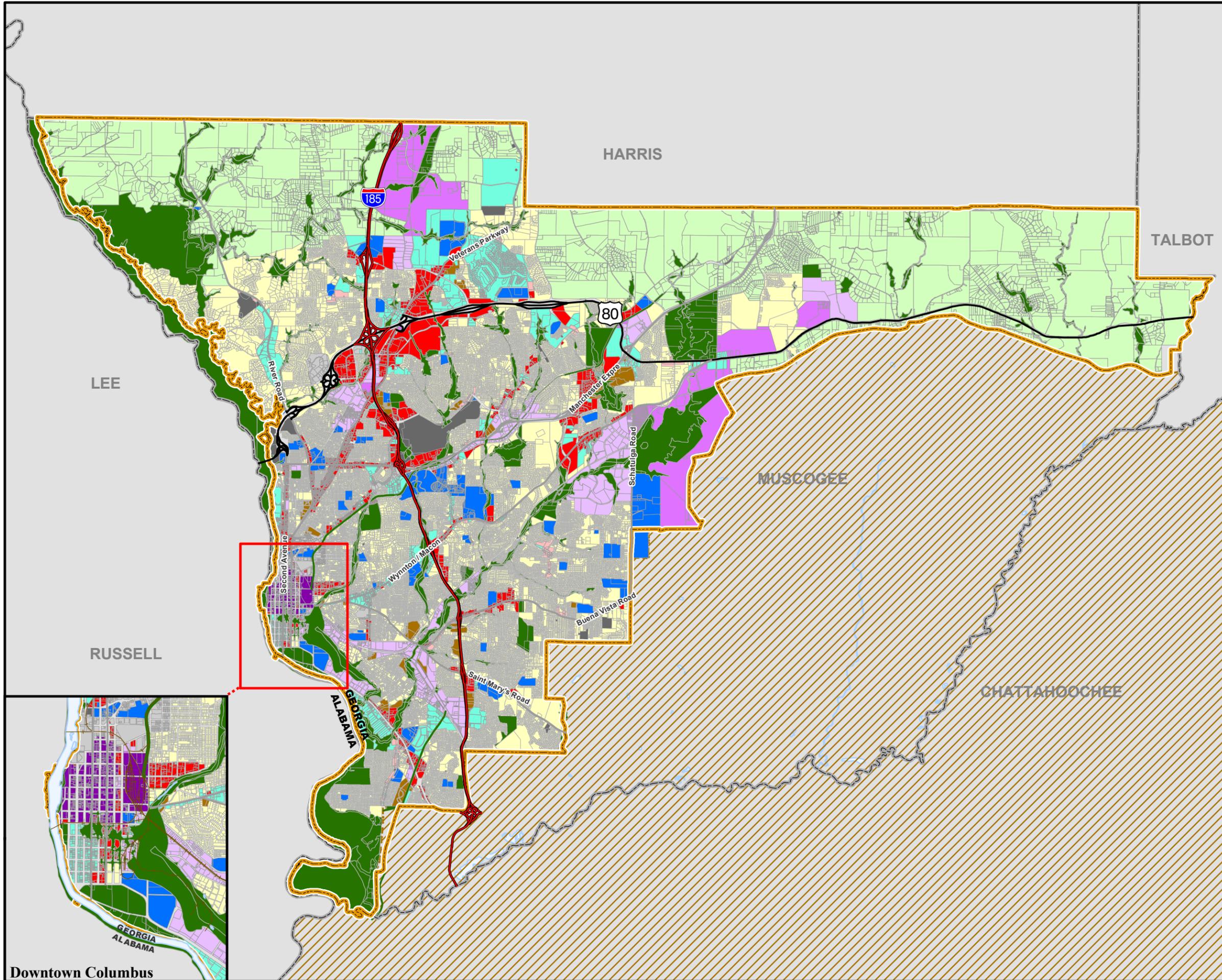
Future Land Use



Future Land Use

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning



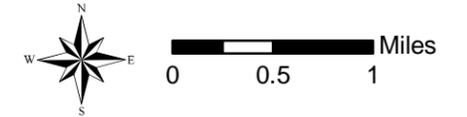
Map 2-3



*This page represents the back of an 11" x 17" map.*

City of Columbus 2008 - 2028  
Comprehensive Plan

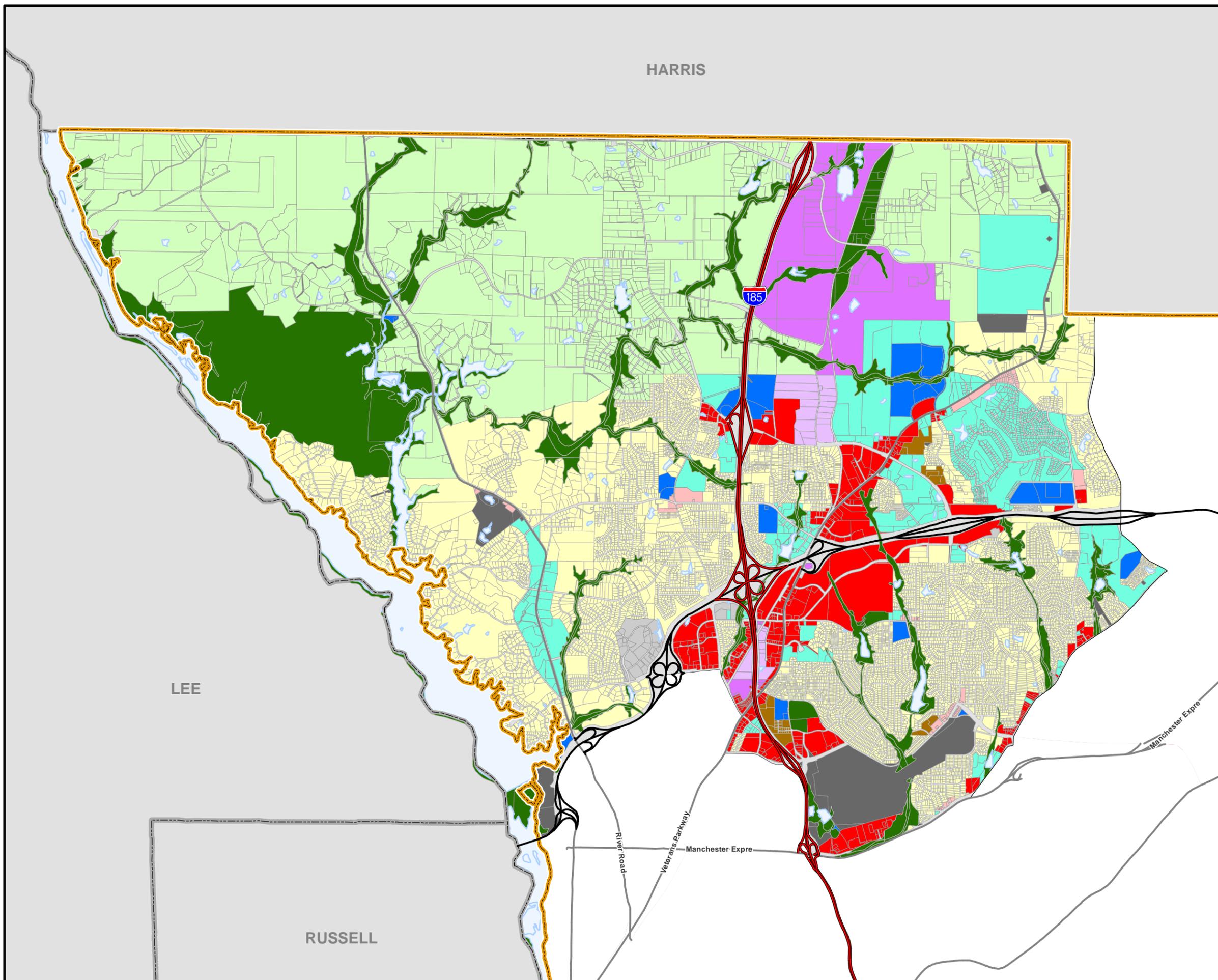
Future Land Use  
Planning Area A-  
Northwest Columbus



**Future Land Use**

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning



Map 2-4



*This page represents the back of an 11" x 17" map.*

City of Columbus 2008 - 2028  
Comprehensive Plan

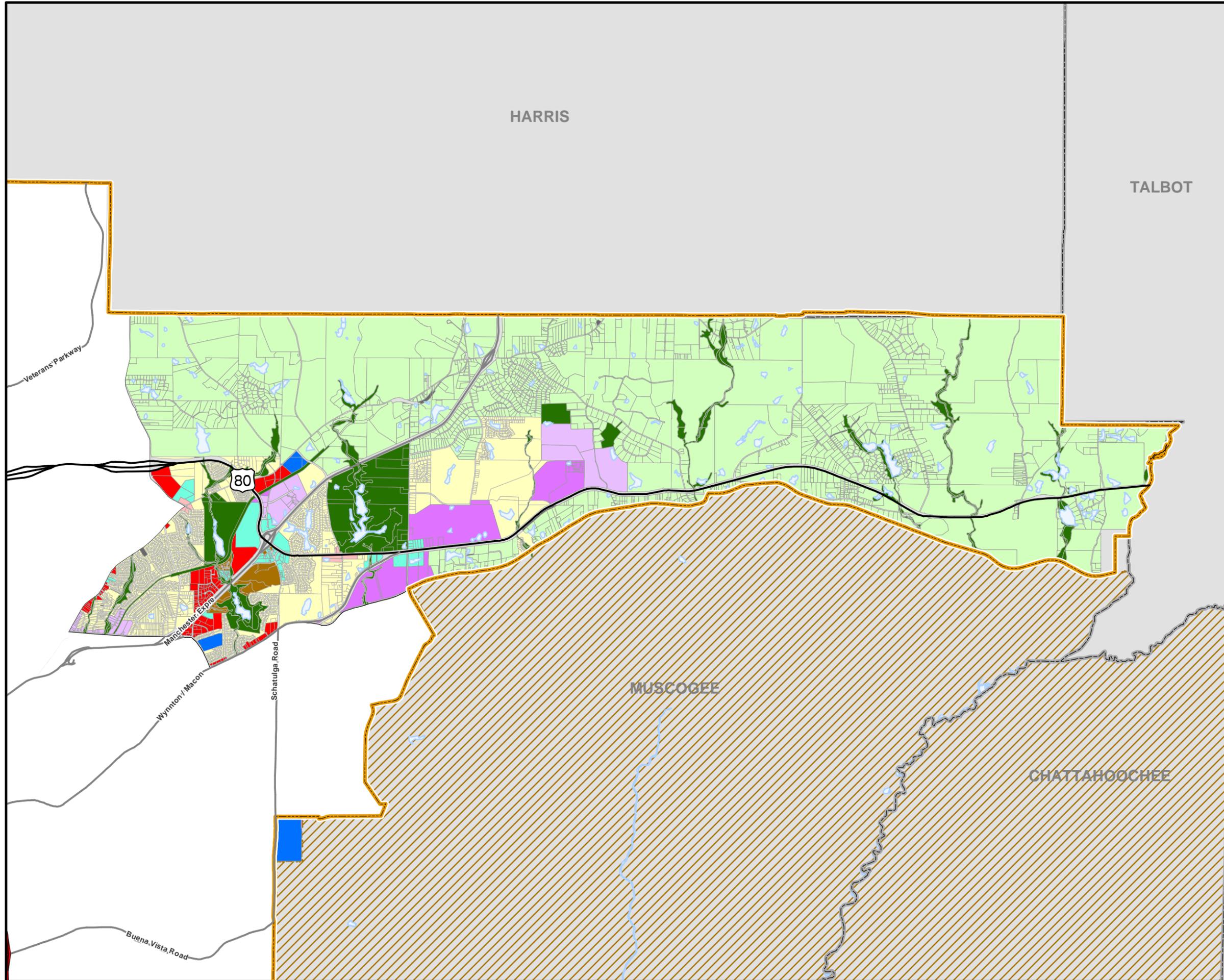
Future Land Use  
Planning Area B- Panhandle



Future Land Use

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning



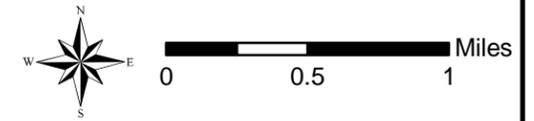
Map 2-5



*This page represents the back of an 11" x 17" map*

City of Columbus 2008 - 2028  
Comprehensive Plan

Future Land Use  
Planning Area C- Columbus South



**Future Land Use**

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning

RUSSELL

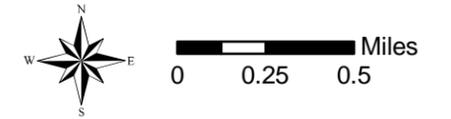
Map 2-6



*This page represents the back of an 11" x 17" map*

City of Columbus 2008 - 2028  
Comprehensive Plan

Future Land Use  
Planning Area D-  
Midtown/Uptown



**Future Land Use**

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning

RUSSELL

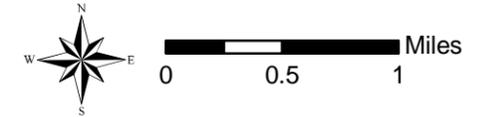
Map 2-7



*This page represents the back of an 11" x 17" map*

City of Columbus 2008 - 2028  
Comprehensive Plan

Future Land Use  
Planning Area E-  
Southeast Columbus



**Future Land Use**

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning

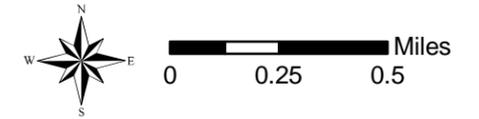
Map 2-8



*This page represents the back of an 11" x 17" map*

City of Columbus 2008 - 2028  
Comprehensive Plan

Future Land Use  
Planning Area F- Bibb City/  
Bellwood/North Highland



**Future Land Use**

- Rural Residential
- Single Family Residential
- Multi Family Residential
- Mixed Use
- High Density Mixed Use
- Neighborhood Commercial
- General Commercial
- Light Industrial
- Heavy Industrial
- Office/Professional
- Park/Recreation/Conservation
- Public/Institutional
- Transportation/Communication/Utilities

- I-185
- JR Allen / US 80
- Major Roads
- Streets (Centerline)
- Railroad
- City Boundary
- Other Counties
- Fort Benning

Map 2-9



*This page represents the back of an 11" x 17" map*

# Chapter 3: Issues and Opportunities

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*This list of Issues and Opportunities, together with the Vision Statement and Community Goals, form the backbone of the Community Agenda for the Comprehensive Plan.*

## ► Chapter 3: Issues and Opportunities

The Issues and Opportunities for the Columbus Consolidated Government's Community Agenda are presented on the following pages for each of the goals that support the City's Vision and Mission Statement. These issues and opportunities are built upon the issues and opportunities originally identified in the Community Assessment and refined based upon guidance from City and consultant staff, elected officials and community leaders, and input from the Citizens Stakeholder Committee and Technical Review Committees.

### Community Goals

- A. Community Revitalization
- B. Quality Community Infrastructure
- C. Balanced Transportation
- D. Preserving and Enhancing the Natural Environment
- E. Managing Impacts of Growth
- F. Regional Coordination and Local Partnerships

### Key Values

- Conservation of Natural Resources
- Citywide Unity
- Heritage Preservation
- Multi-Modal Mobility
- Regional Vision
- Trust and Confidence in Local Government

### Community Vision

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

### Mission

The City of Columbus will foster leadership, stewardship, and act with openness, respect, integrity, accountability, and equality. We will develop and ensure the highest possible quality of life for our citizens with a safe and healthy environment. We will provide an efficient and effective government with responsive services and community partnerships.

## A. Community Revitalization

### *Opportunities*



*Available land within in-town neighborhoods can be redeveloped.*



*Revitalizing older areas of the city can be accomplished while respecting historic resources.*

- A-1) New Growth is Coming.** There is a large amount of new growth coming to Columbus because of Fort Benning's increased troop strength, expansion of Aflac, and the new Kia plant. This provides a potentially stronger set of market forces that could spur revitalization.
- A-2) Changing Demographics.** Changing demographics for the next 20 years will lead to an increase in small households comprised of young singles and couples as well as older "empty nesters" who are more likely to prefer in-town housing to houses on larger lots in the outlying areas of the city or the countryside. Diverting a large share of this growth to in-town areas will stimulate revitalization and potentially reduce the City's cost of infrastructure and community services for that growth.
- A-3) Developable Land in In-Town Neighborhoods.** There is an abundance of opportunity to redevelop in-town neighborhoods in Columbus and strong community support for revitalization.
- A-4) Preservation of Existing Housing Stock.** Much of the older housing stock in the city's in-town neighborhoods is sound and offers neighborhood qualities that are not found in many contemporary subdivisions. In-town revitalization should provide the impetus for the City to strengthen and extend its efforts to encourage owners to preserve and refurbish these older homes and improve the quality of in-town neighborhoods.
- A-5) Mixed-Use Development Opportunities.** Columbus has already begun the process of building loft housing and mixed-use development in a number of industrial buildings and warehouses that had been left empty. The adaptive reuse of these structures provides excellent opportunities for additional residential, commercial and civic space near in-town neighborhoods.
- A-6) Benefits of Revitalization for Historic Resources.** Revitalization can respect historic qualities of existing homes and provide financial impetus to reuse and refurbish historic properties. Columbus can leverage its numerous historic resources and structures to encourage revitalization in older areas of the city.

**A-7) Public Perceptions and Marketing.** Public perceptions are important in strengthening the market for in-town neighborhoods that are undergoing revitalization. The City and in-town neighborhood organizations should publicize stories of successful revitalization partnerships as a way to improve the public perceptions concerning these parts of the city.

## *Issues*

**A-8) Effects of Continuing the Current Growth Trends.** Current growth trends suggest that much of the new growth in Columbus will likely occur in Northwest Columbus, the Panhandle and other outlying areas of the city. This would leave little market demand to accomplish revitalization of in-town neighborhoods that seek revitalization.

**A-9) Gentrification.** Physical redevelopment of in-town areas could result in “place prosperity” but not “people prosperity.” If gentrification raises the cost of living in-town it may push out current residents and disrupt the social bonds in existing neighborhoods. This could lead to unwanted tension between newcomers and existing community residents and cause housing to become overcrowded in other places.

**A-10) Barriers to Redevelopment.** There are many barriers to redevelopment, including land assembly of small, nonconforming lots, the higher cost of land, presence of brownfields, high cost of upgrading aging infrastructure in the in-town neighborhoods, and outdated codes and ordinances that favor new greenfield suburban development.

**A-11) Quality of Housing Developments.** Some of the new housing developments being constructed in Columbus lack the characteristics and amenities that make them good neighborhoods – inter-connected street patterns, sidewalks, landscaping, green space and compatible architectural design, and pedestrian access to retail and community services.

**A-12) Mismatch between Housing and Jobs.** There is a mismatch between the types of jobs available near in-town Columbus neighborhoods and the housing that is available there. This results in a lack of accessible employment for in-town residents and a lack of accessible housing for people who work in the central business district.



*Current growth trends suggest that new development will occur in Northwest Columbus and the Panhandle.*



*Barriers to redevelopment include land assembly of small or nonconforming lots, as well as the presence of brownfields.*



*New housing within in-town neighborhoods will require higher densities to achieve financial feasibility.*

**A-13) Lack of Resources to Fund Needed Revitalization Efforts.**

Revitalization efforts will require a steady supply of funding to improve the quality of in-town facilities and support public/private partnerships. There has been a reduction in state and federal funding, so new efforts are needed to seek additional sources of funds and target resources to achieve revitalization of in-town neighborhoods in Columbus.

**A-14) Density Requirements for New Housing.** In order for it to be financially feasible to build new housing within in-town neighborhoods, densities of new housing will need to be greater than the density of existing neighborhoods.

**A-15) Aesthetics/ Streetscape Improvements and Overlay Districts.** Streetscape improvements would improve the appearance, walkability and safety of redevelopment areas. Such improvements are already underway in certain areas of the city. For example, placing utilities underground on Wynnton Road creates a more welcoming environment for investors, pedestrians, tourists, and others.



*Streetscape improvements can make redevelopment areas more inviting to investors, pedestrians, and tourists.*

## **B. Quality Community Infrastructure**

### ***Opportunities***

**B-1) Growth of Fort Benning Provides an Impetus for Public Investment.** After a number of years of slow or no growth, it is well known that the additional troop strength at Fort Benning will require improving the city's infrastructure and community facilities to support related growth. This helps the City to justify additional requests for infrastructure funding, perhaps by partnering with Fort Benning and seeking additional federal assistance.

**B-2) Columbus has the Opportunity to Use Infrastructure to Direct Growth.** Residents of Columbus value existing neighborhoods. The City should intentionally locate public facilities in these areas to ensure that these facilities contribute to achieving the community's desired development patterns and ensure the viability of in-town neighborhoods.

**B-3) Columbus Could Employ Performance-Based Land Development Controls.** While seeking funding for better community infrastructure, the City also has the opportunity to update its land development permitting system to take better advantage of available infrastructure capacity. A performance-based land development system could use land-use change to improve the utilization of existing infrastructure. *Please see Appendix C for more information on this topic.*



*Columbus Water Works has excess capacity to support growth.*

**B-4) The City of Columbus has a Strong and Viable Water Utility.** The Columbus Water Works is well-run and has excess capacity that can be used to support growth at Fort Benning and throughout the city. It could also be expanded to serve water supply needs of adjacent jurisdictions.

### *Issues*

**B-5) Aging Infrastructure.** The City has deferred maintenance on much of its infrastructure. Aging infrastructure needs to be updated and repaired to address existing deficiencies and provide capacity for growth. Higher densities will place greater strain on existing infrastructure.

**B-6) Rising Cost of Facility Operations and Maintenance Cost.** The cost of maintaining infrastructure continues to rise. New infrastructure and facilities will be built to serve population and job growth. This increases the total stock of public facilities. In addition to current facilities, new facilities will also need to be staffed, operated, and maintained over time. In the future, additional revenues will be needed to pay for construction of new public facilities and provide for their long-term operation and maintenance.

**B-7) Mismatch between Public/Private Facilities and Neighborhoods.** Most of the new parks and other public facilities are too far away to be convenient to in-town neighborhoods. There is a lack of parks and community centers located near these in-town neighborhoods. In addition, a lack of public transportation to areas where the new parks are located makes parks more difficult to access by people who live in-town.

**B-8) Mismatch between New Schools and Revitalization Desires.** While the Muscogee County School District is building new schools in outlying areas, many in-town schools are underutilized. The new schools will provide a greater impetus for people to move to outlying areas of Columbus, increasing problems with sprawl and raising the long-run cost of the City to provide infrastructure and services.

**B-9) Security and Public Safety Are Barriers to Redevelopment and Infill.** Safety is a concern for residents in some areas of Columbus. Additional public safety efforts will be needed to maintain public safety in these areas. Also, designing sites and buildings using the principles of Crime Prevention Through Environmental Design (CPTED) would improve security over time.



*The cost of maintaining existing infrastructure continues to rise, while new facilities need to be constructed to serve population growth.*



*New schools are under construction in the suburbs, while many in-town schools are underutilized.*



*The public desires more parks and recreational facilities.*

**B-10) Limited Police Force.** In comparison to other cities of its size, Columbus's police force is under-manned. Community members are concerned that the police department is inadequate. Greater police presence is desired.

**B-11) New Community Facilities Must be More Sensitive to Existing Neighborhoods.** The current system of locating and funding new community facilities and infrastructure in suburban areas overlooks the alternative of improving existing community facilities where more people would be served. The needs of existing residents should be considered as strongly as the needs of newcomers.

**B-12) Recreational Facilities and Parks Improvement.** Community members voiced a strong need for parks and recreational facilities. Improvements and new additions should consider the recreational needs of a changing population – including young singles and couples as well as “empty-nesters.”



*Existing rail freight yard facilities should be modernized and relocated.*

## C. Balanced Transportation

### *Opportunities*

**C-1) Better Land Use-Transportation Coordination.** A new Land Use Plan and the addition of new growth and revitalization of existing neighborhoods, corridors, and community centers provide opportunities to re-shape land use and development patterns to be supportive of alternative modes and more efficient transportation services.

**C-2) Rising Gasoline Prices and Community Awareness of the Need for More Sustainable Energy Practices.** The public has become keenly aware of the importance of energy efficiency because of high gasoline prices and public education regarding the impacts of global climate change. This creates the opportunity to re-design transportation systems to favor more energy-efficient alternatives such as public transportation, bicycling, and walking.

**C-3) Multi-Modal Transportation Facilities.** The implementation of the proposed rails-to-trails project and additional walking and biking trails has the ability to improve multi-modal connectivity throughout Columbus as well as facilitate revitalization efforts and increase recreational opportunities.



*The fragmented and incomplete pedestrian network creates safety concerns, especially for school-aged children and transit users.*

**C-4) Re-Alignment of Rail Freight Yard Operations.** The current rail yard west of the Central Business District is outdated and needs to be replaced with a modern facility. Relocating this rail yard could provide several opportunities, including improving the efficiency of freight handling, eliminating some at-grade street crossings, and freeing valuable in-town real estate for better uses.



*More roadway and rail grade separations are needed to increase safety and reduce congestion.*

## ***Issues***

**C-5) Incomplete Pedestrian Network.** Columbus currently has a fragmented and incomplete pedestrian network. Incomplete connections exist between neighborhoods and schools and residences and bus stops. Many sidewalks are dangerous because they are located close to busy thoroughfares, and many of these are at the same grade as adjacent roads. These conditions limit sidewalk use and pose mobility and safety concerns, particularly for school-aged children and those that rely on transit and walking for daily activities.

**C-6) Limited Transit Service.** A well functioning transit system is a core element to ensuring that Columbus is a full service city. The current METRA system has insufficient routes and hours of operation to meet the needs of those citizens that depend on these services. Better transit coordination is also required between Fort Benning and Columbus.



*The construction of new roads should be balanced with the maintenance and improvement of existing roads.*

**C-7) Increasing Congestion.** Minimizing congestion was identified as the number one transportation priority from the community involvement program. Congestion will likely increase as the local economy and population experience growth.

**C-8) Balance between New and Existing Road Infrastructure.** Growth beyond the central portion of the city has created a mismatch between land use and transportation. If greater focus is placed on revitalization, the City will need to balance the maintenance and improvement of existing roads with the development of new roads.



*The Chattahoochee River is an important resource.*

**C-9) Traffic Signalization.** There are multiple outdated and isolated traffic signal systems throughout Columbus. These systems do not currently communicate with a central Traffic Control Center (TCC); however, the City has secured funding to develop one. An Intelligent Transportation System (ITS) also needs to be established. It should include an upgrade of outdated signal control equipment and communications to the future TCC.

**C-10) Roadway and Rail Grade Separation.** More roadway and rail grade separations are needed. Currently Columbus has 188 public at-grade railroad crossings (Federal Railroad Administration).



*Oxbow Meadows creates an opportunity to further environmental management, as well as public education.*



*Greenspace should be preserved as new development occurs in rural areas.*



*Protecting mature trees within the city helps to create attractive and healthy communities.*

**C-11) Fort Benning Related Traffic.** Develop plans to accommodate new traffic derived from the BRAC (BRAC DEIS 2005). These plans should consider and include public transit routes and hours of operation in and out of the base.

**C-12) Lack of Available Transportation Funding.** Limited funding has slowed down the pace of constructing needed transportation improvements. Rising construction costs and a reduction in available federal transportation funding has resulted in a funding shortfall.

## **D. Preserving and Enhancing the Natural Environment**

### *Opportunities*

**D-1) The Chattahoochee River is the Mainstream of Ecological Health for the Region.** The City of Columbus has approximately 21.5 miles of frontage along one of the most beautiful and most threatened urban rivers in the United States. The Riverwalk has made this a popular and attractive resource for the entire community, but additional opportunities exist to connect more of the community to a 'riverside experience' through expansion of greenways and trails into a city-wide system that links adjacent neighborhoods, parks and schools to this resource.

**D-2) Expand Scope of Environmental Management and Environmental Education.** The City could expand its environmental management and education role. To do this, potential actions should include making greater use of resources, such as Oxbow Meadows; developing creative publicity that would improve the connection between environmental activities and other city service areas; and amending the Unified Development Ordinance to encourage greater 'green' development patterns and initiatives. These activities have the potential to positively affect other city service areas related to public service, education, tourism, and economic development.

**D-3) Protecting a Green Corridor along I-185.** The I-185 Corridor provides the visual and aesthetic gateway to visitors and residents alike. Protecting a wide corridor of greenspace along I-185 would make a public statement about the 'green' image of the city.

**D-4) Greenspace Preservation.** As new development occurs in greenfields such as in the Panhandle and Northwest Columbus, the City has the opportunity to use development incentives to permanently preserve greenspace within the new developments. Conservation subdivision design that secures greenspace easements would preserve at least 20 percent of the land that is subdivided. A combined policy of conservation subdivisions, in-town revitalization and emphasizing the conversion and reuse of greyfields and brownfields instead of greenfield development could save over 3,000 acres of greenspace in the next 20 years.<sup>1</sup>

**D-5) Partnerships with Fort Benning.** Federal attention has been focused on the relationship between the health of the Fort and the health of the community. There is the potential that this attention can lead to resources that can be used to preserve greenspace around the base for the mutual benefit of the city and the military mission of the base.

### ***Issues***

**D-6) Protecting the City's Tree Canopy.** Mature trees are always at risk as a community clears land to build new housing and businesses. Preserving mature trees and their related habitat is an important part in maintaining a healthy, functioning ecosystem. Mature trees also provide an attractive, healthy, and valuable amenity to surrounding neighborhoods and communities.

**D-7) Monitoring and Protecting Water Quality as the City Grows.** 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 runoff.

**D-8) Protecting Steep Slopes and Fragile Soils.** Columbus has 4,000 acres with slopes 25 percent or greater and 3,000 acres with slopes that range from 15 percent to 25 percent.<sup>2</sup> There are also Southern Piedmont Upland Soils with shallow bedrock associated with these areas, making them more vulnerable to erosion and runoff as well as more difficult and costly land on which to build.



*The future mission of Fort Benning will include large weaponry training which will create off-base noise impacts.*



*Growth leads to increased municipal revenues and jobs.*

<sup>1</sup> Numbers are based on analysis performed by JJG in Technical Memo dated June 24, 2008.

<sup>2</sup>Numbers are based on environmental analysis completed by JJG in 2007. *Please see Section 5.4 of the Community Assessment for more information.*

**D-9) Noise Impacts of Fort Benning’s Future Missions.** The future mission of Fort Benning will include training with large weaponry, which will have significant noise impacts off the base. The City and the Fort will need to develop land-use mitigation strategies for these areas.

## E. Managing Impacts of Growth

### *Opportunities*

**E-1) Growth Increases Tax Base and Municipal Revenues.**

Growth in population and jobs will inevitably lead to new private investment and reinvestment that will increase the tax base. This creates a growing source of revenues for the City that can be tapped for city services and facilities. These revenues would largely be expected to go toward providing facilities and services to satisfy demands resulting from new development.

**E-2) Garnering Public Trust in New Funding Mechanisms.**

Columbus will have to find new sources of revenues to pay for increasing public facility needs. Although this is an issue, it also provides an opportunity to develop a solid process for funding, budgeting, and managing capital projects through a more sophisticated Capital Improvements Program. There is also an opportunity to develop new innovative revenue sources that are more efficient and more sustainable. Doing so would provide an opportunity to restore public trust that has been harmed by public perceptions that previous capital projects did not fully meet public expectations.

**E-3) Columbus Champions.** Community survey results, stakeholder interviews, public meeting input, and failure of recent referendums in the city highlight the existence of public distrust of the Columbus government and its decisions. A citizen led task force, “Columbus Champions,” charged with helping implement the Comprehensive Plan could help minimize public opposition to the implementation of policies, strategies, and projects laid out in the Comprehensive Plan. This initiative could potentially be coordinated with other existing, citizen-led growth management groups.



*Developing public trust will be required to carry out new capital projects to improve and develop public facilities.*

## *Issues*

**E-4) Increasing Number of School Children.** An increasing number of school children will enter the Muscogee County School System as BRAC occurs. The City has already initiated several coordination efforts, including the Regional Growth Management Plan, to address this issue in partnership other area governments and public and private agencies. Despite these efforts, the lack of local, state, and federal resources will continue to limit these initiatives.

**E-5) Low-Density Residential Zoning.** Much of the land in Columbus that is set-aside for residential purposes is zoned for low-density housing (please see the Future Land Use Plan, *Chapter 2.3*). Low-density residential development tends to have higher municipal service costs per housing unit than the same quality of development at higher density, when it is properly planned along with jobs, retail services, infrastructure, and services. Density of residential land use will inevitably rise with growth. However, there is a need to plan the location of more dense development along with the necessary services and amenities so that it can be successfully integrated with existing neighborhoods and help reduce the cost of public services over the next five to ten years.

**E-6) Garnering Public Trust in Capital Project Delivery.** Growth will almost certainly require the Columbus Consolidated Government to carry out new capital projects. The City will have to find sources of revenues to pay for increasing public facility needs. In the recent past, there has been public perception that some capital projects have not fully met public expectations. This has led to a problem with public trust that must be overcome.

**E-7) Potential Impacts of Raising City Revenues.** Increasing City revenues to pay for services may require identifying new funding streams. Should Columbus decide to increase taxes or approve new funding streams, some businesses and individuals and families may choose to “vote with their feet.” They may leave Columbus to live in neighboring communities where costs are lower (an existing trend that could become more pronounced).

**E-8) Inadequate Revenues.** Given its current revenue structure, the City has difficulty addressing the public’s desire to increase current levels of service. The City is likely to have difficulty meeting future operating needs resulting from new development, even at current levels of service. In addition, the City does not have dedicated funding for growth-related infrastructure improvements.



*Low-density residential zoning can lead to higher municipal service costs.*



*The City will need to dedicate funding for growth-related infrastructure to meet an increasing demand for services.*

**E-9) Level of Service.** The City must consider its current level of services, whether they are adequate or need improvement. As people from other regions of the country relocate to Columbus, they will likely demand the same level of services they received in their previous communities without supporting major changes to taxes. Increasing levels of service could be very costly. CCG needs a long-term strategy to review and amend these important service thresholds and to resolve this issue.

## F. Regional Coordination and Local Partnerships

### *Opportunities*



*Columbus Water Works should take a leading role in regional water planning and provision.*



*Retaining and expanding job opportunities are key to maintaining economic growth.*

**F-1) Preparation for Fort Benning Growth.** Fort Benning, Columbus, and other regional partners should continue to work together to ensure that all affected parties are prepared for base growth.

**F-2) Chattahoochee Valley Schools Project and Funding for Regional Education.** The Muscogee County School District leads the Chattahoochee Valley Schools Project, a group of seven regional school districts seeking “absolute funding” from the Department of Education due to an expected surge in school children due to BRAC.

**F-3) Regional Water Planning and Water Services.** Several provisions of the Draft State Water Plan support the expansion of regional water providers in west Georgia. Technological advances have made the regional provision of water more efficient than a series of smaller systems. This suggests that the Columbus Water Works, which has developed a strong reputation in water and sewer treatment, collection, and distribution, has the opportunity to offer to implement these plans by serving as a regional water provider. While this is an opportunity, Columbus Water Works must be cognizant of the potential impacts of expanding service too rapidly, which could contribute to sprawl in neighboring jurisdictions – this would conflict with the City’s revitalization priorities.

**F-4) Job Opportunities.** Retaining the city’s existing jobs, as well as attracting new and higher quality jobs, must be a top priority for Columbus. Because Columbus is a regional job center, it is important that key economic development strategies are coordinated at a regional level by such agencies as the Valley Partnership and the Columbus Chamber of Commerce.

**F-5) Increasing Tourism.** Columbus has a strong base of tourist sites, including its historic central business district and neighborhoods, the Riverwalk, and several other cultural attractions. Growth of the region and expansion of Columbus State University, Kia, Fort Benning and the new Infantry Museum will also bring opportunities to grow the tourism industry in Columbus.



*Columbus should leverage its cultural and natural resources to continue to develop the city's tourism industry.*

## **Issues**

**F-6) Coordination between Muscogee County School District and Land Use Planning.** The population increase from BRAC is expected to dramatically increase enrollment in the Muscogee County Schools System (an estimated increase of 7,000 new students). The school system will soon update its enrollment projections and facilities plans to account for anticipated growth. The Muscogee County School District is currently planning to build several new schools and facilities in undeveloped regions of the city. These plans contrast with revitalization and reinvestment priorities voiced by the public. Should city development patterns reflect these revitalization preferences, there could be a significant mismatch between school location and the location of school children.



*The Muscogee County School District's plans for school development may be in conflict with future development plans for revitalization of existing neighborhoods.*

**F-7) Divergent Land Use Approaches.** By placing greater emphasis on revitalization over greenfield development, Columbus has the potential to depart from existing land use trends in the region. Changing its land use policies from neighboring jurisdictions will likely have an impact on private development decisions and residence choices of new community members.

**F-8) Loss of Young Professionals.** Columbus is losing a large percentage of its young professionals. Migration trends indicate that a significant percentage of this population is moving to other major metropolitan areas, such as Atlanta. Local educational institutes have pinpointed that a lack of available professional jobs upon graduation is leading factor in this "brain drain." Retention of a greater percentage of this group will prove critical for the long-term economic health of Columbus and surrounding jurisdictions.



*Expanding job opportunities is important to retaining the population of young professionals.*

**F-9) Air and Water Quality.** Air and water quality is critical to the region's sustainability. Columbus should continue to work with other local governments in the region to minimize negative impacts on both the Chattahoochee River and regional air quality through appropriate development regulations and smart land use decisions.

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## Chapter 4: Implementation Program

|  |            |
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*Execution of the implementation program will be a collaborative effort between the Columbus Consolidated Government and multiple partners, including local, regional, state, and national organizations.*

## ► Chapter 4: Implementation Program

The implementation program, laid out on the following pages, provides a detailed strategy for achieving the community vision, outlined in Chapter 2, and also addresses each of the Issues and Opportunities that were identified in Chapter 3. The Implementation Program has three components.

- 4.1 Implementation Strategies – A work plan for the next 20 years, including short term, long range, and on-going activities.
- 4.2 Policies – Policy statements that provide ongoing guidance to local government officials.
- 4.3 Short Term Work Program – Five-year schedule of programs, including estimated costs, funding sources, and completion dates.

These citywide action items and policies are organized by Comprehensive Plan Goals. Implementation strategies and policies for specific character areas, derived in Section 2.3 (Character Area Fact Sheets), are also included in this implementation program. These items follow the citywide implementation strategies and policies in each three sections and are listed by character area rather than goal area.

The following color-coding scheme has been devised to help guide Agenda readers through tables provided in sections 4.1 and 4.3.

| Section                                      | Comprehensive Plan Goals                              |
|--|---|
| A  | Community Revitalization                              |
| B  | Quality Community Infrastructure                      |
| C  | Balanced Transportation                               |
| D  | Protection and Enhancement of the Natural Environment |
| E  | Managing Impacts of Growth                            |
| F  | Regional Coordination and Local Partnerships          |
| Items Specific to Individual Character Areas |   |



*The Columbus Consolidated Government will play a central role in implementing the Community Agenda.*

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*Over 100 implementation strategies have been identified to help achieve the Community Vision and to address each of the Issues and Opportunities outlined in Chapter 3. These strategies are based on a three tier time frame: short term, long range, or on-going.*

## 4.1 Implementation Strategies

The following program of Implementation Strategies addresses each Goal area and the related set of Issues and Opportunities introduced in Chapter 3. Action items are identified for each issue or opportunity along with the projected timeframe for implementation as well as the responsible party and likely partners that will work towards achieving the implementation strategy. The time frame for each strategy is expressed either as Short Term (1 to 5 years), Long Range (6 to 20 years), or On-Going.

Implementation strategies often apply to more than one issue or opportunity and goal area. Strategies that are formatted in italics represent strategies that have been repeated from another location in the document. Grey shading indicates that the implementation strategy originates from another goal area. In these cases, the time frame, responsible party, and partners will be found in another location in the document.

### ***A. Community Revitalization***

#### **Opportunities**

- A-1 New Growth is Coming.
- A-2 Changing Demographics.
- A-3 Developable Land in In-Town Neighborhoods.
- A-4 Preservation of Existing Housing Stock.
- A-5 Mixed-Use Development Opportunities.
- A-6 Benefits of Revitalization for Historic Resources.
- A-7 Public Perceptions and Marketing.

#### **Issues**

- A-8 Effects of Continuing Current Growth Trends.
- A-9 Gentrification.
- A-10 Barriers to Redevelopment.
- A-11 Quality of Housing Developments.
- A-12 Mismatch between Housing and Jobs.
- A-13 Lack of Resources to Fund Needed Revitalization Efforts.
- A-14 Density Requirements for New Housing.
- A-15 Aesthetics/ Streetscape Improvements and Overlay Districts.



*Gateway to the Columbus  
Historic District*

**Opportunity A-1: New Growth is Coming.**

| No.  | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|------|--|------------|---|---|
| IS.1 | <p>Review the Future Policy Map and recommendations of the Comprehensive Plan to designate Targeted Redevelopment Areas (TRAs) for focusing revitalization strategies and resources. Identify one or more TRAs to start with.</p> <p><b><i>Please see Map 2.2: Targeted Redevelopment Areas.</i></b></p>   | Short Term | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> <li>• Parks and Recreation</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Housing Authority</li> <li>• Land Bank Authority</li> <li>• Council of Neighborhoods</li> <li>• Mayor's Revitalization Council</li> </ul>                                  |
| IS.2 | <p>Create Mayor's Revitalization Council and hire an executive director with a real estate business background and special experience and expertise in brokering public-private partnerships. The Mayor's Revitalization Council should have the role of developing private sector relationships that will help the city create public/private partnerships in the City's Targeted Redevelopment Areas and advising the Mayor and Council on implementing the City's revitalization plans.</p> | Short Term | <ul style="list-style-type: none"> <li>• Mayor</li> </ul>                             | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Attorney</li> <li>• Planning Department</li> <li>• Community Reinvestment Department</li> <li>• Downtown Development Authority</li> <li>• Development Authority of Columbus</li> <li>• Housing Authority</li> <li>• Chamber of Commerce</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> </ul> |

**Opportunity A-2: Changing Demographics.**

| No.  | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|------|---|------------|---|---|
| IS.3 | Encourage in-town housing development and redevelopment options that are appropriate for housing "empty nesters," retirees and other older adults and consider amending the Unified Development Ordinance to provide for senior living communities or age-restricted communities with universal design standards and amenities for seniors. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> |
| IS.4 | Ensure that amounts of in-town land are zoned for small lot and higher density zoning classifications that are attractive to seniors and young adults.  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> |

**Opportunity A-3: Developable Land in In-Town Neighborhoods.**

| No.  | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|------|---|------------|---|--|
| IS.5 | Inventory vacant and underutilized sites in TRAs and create a database to track their use, ownership, condition, tax status and maintenance.  | Short Term | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Board of Tax Assessors</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Housing Authority</li> <li>• Land Bank Authority</li> <li>• Inspections and Code Enforcement</li> <li>• Council of Neighborhoods</li> </ul> |
| IS.6 | 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. | Short Term | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Land Bank Authority</li> <li>• Board of Tax Assessors</li> <li>• City Attorney</li> <li>• Council of Neighborhoods</li> </ul>  |

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| No.  | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|------|--|------------|--|---|
| IS.7 | Engage real estate professionals to provide marketing and promotion of available infill development sites in in-town neighborhoods.  | Short Term | <ul style="list-style-type: none"> <li>• Mayor's Revitalization Council</li> </ul> | <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Local media</li> <li>• Columbus Bank &amp; Trust</li> <li>• Council of Neighborhoods</li> <li>• Community Reinvestment Department</li> </ul>  |
| IS.8 | Prepare an overlay zoning district to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>            | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Historic and Architectural Review Board</li> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |

**Opportunity A-4: Preservation of Existing Housing Stock.**

| No.  | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|------|--|------------|---|--|
| IS.9 | Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Units for different quadrants of the city. The purpose of the Council of Neighborhoods and the Neighborhood Planning Units would be enhancing quality of life in the city's neighborhoods and coordinating planning, capital improvements, and city services. Provide leadership training, recruitment and publicity to encourage in-town neighborhood and business organizations to become actively involved in neighborhood preservation and the revitalization process. | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Mayor's Commission on Diversity</li> <li>• Mayor's Commission on Economy / Efficiency / Community Service</li> <li>• Neighborhood Associations</li> <li>• Area Religious Institutions</li> <li>• Chamber of Commerce</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Columbus Youth Advisory Council</li> </ul> |

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| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.10 | The Council of Neighborhoods should seek grant writing assistance from CSU and apply for grants from various foundations, corporations, and government agencies to fund activities to improve their neighborhoods.                        | On-Going   | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Historic Columbus Foundation</li> <li>• Columbus State University</li> <li>• NeighborWorks Columbus</li> </ul>   |
| IS.11 | Work with the Council of Neighborhoods to sponsor and publicize clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.  | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul>                       | <ul style="list-style-type: none"> <li>• Keep Columbus Beautiful Commission</li> <li>• Special Enforcement Division</li> <li>• Council of Neighborhoods</li> <li>• Housing Authority</li> <li>• Inspectors and Code Enforcement</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus State University</li> <li>• Police Department</li> <li>• Fire and Emergency Services Department</li> </ul> |
| IS.12 | 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. | Short Term | <ul style="list-style-type: none"> <li>• Inspections and Code Enforcement</li> </ul>                        | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Community Reinvestment Department</li> <li>• Housing Authority</li> <li>• Council of Neighborhoods</li> <li>• NeighborWorks Columbus</li> </ul>   |
| IS.13 | Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.  | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul>                       | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Neighborhood Council</li> </ul>   |

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.14 | 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.           | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul>                                 | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Code Enforcement</li> </ul>  |
| IS.15 | 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. | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> <li>NeighborWorks Columbus</li> </ul> | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Neighborhood Council</li> <li>Code Enforcement</li> </ul>                          |
| IS.16 | Work with state and local lending institutions to establish a mortgage coalition to create a pool of low-interest mortgage funds that can be applied to support the in-town housing market.    | Long Range | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul>                                 | <ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>NeighborWorks Columbus</li> </ul>  |
| IS.17 | Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.  | Short Term | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul>                                 | <ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>Georgia Department of Community Affairs</li> <li>NeighborWorks Columbus</li> </ul> |

**Opportunity A-5: Mixed-Use Development Opportunities.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.18 | Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments. | Short Term | <ul style="list-style-type: none"> <li>Planning Department</li> </ul>               | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> <li>Community Reinvestment Department</li> <li>Historic and Architectural Review Board</li> <li>MidTown, Inc.</li> <li>Columbus South</li> <li>UPtown Columbus Inc.</li> <li>Council of Neighborhoods</li> </ul> |
| IS.19 | Publicize the success stories from loft conversions that have occurred in-town and promote the availability of additional sites.                                     | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Local Realtors</li> </ul>  |

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.20 | Review the City's experience with implementation of mixed-use developments and loft conversions. Interview developers and identify barriers, such as City policies, regulations, procedures and codes that need to be reviewed in order to streamline the permitting process and improve success. | Long Range | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Realtors and Developers</li> <li>• NeighborWorks Columbus</li> </ul> |

**Opportunity A-6: Benefits of Revitalization for Historic Resources.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.21 | 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.   | Short Term | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Council of Neighborhoods</li> <li>• Uptown Façade Board</li> <li>• Arts Authority of Columbus</li> <li>• Historic and Architectural Review Board</li> <li>• Chamber of Commerce</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus State University</li> </ul> |
| IS.22 | Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.   | On-Going   | <ul style="list-style-type: none"> <li>• Historic Columbus Foundation</li> </ul>      | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Realtors' Association</li> <li>• Chamber of Commerce</li> </ul>  |
| IS.23 | Sponsor a workshop for property owners and realtors in the Historic Districts to discuss the advantages of adaptive reuse, success stories of adaptive reuse, and the tools and incentives that are available to encourage adaptive reuse of Historic properties. | Long Range | <ul style="list-style-type: none"> <li>• Historic Columbus Foundation</li> </ul>      | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Midtown Columbus</li> <li>• Chamber of Commerce</li> <li>• Realtors' Association</li> </ul>  |

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.10 | <p><i>The Council of Neighborhoods should seek grant writing assistance from CSU and apply for grants from various foundations, corporations, and government agencies to fund activities to improve their neighborhoods.</i></p> <p><b>See page 89 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Opportunity A-7: Public Perceptions and Marketing.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.24 | <p>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.</p> | Short Term | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Columbus South</li> <li>Midtown Columbus</li> <li>Chamber of Commerce</li> <li>Realtors' Association</li> <li>Fort Benning</li> <li>Mayor's Revitalization Council</li> </ul> |

**Issue A-8: Effects of Continuing Current Growth Trends.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| IS.25 | <p>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.</p> | Short Term | <ul style="list-style-type: none"> <li>City Manager</li> </ul> | <ul style="list-style-type: none"> <li>City Attorney</li> <li>Planning Department</li> <li>Community Reinvestment Department</li> <li>Engineering Department</li> <li>Parks and Recreation Department</li> <li>Development Authority of Columbus</li> <li>Downtown Development Authority</li> <li>Housing Authority</li> <li>Land Bank Authority</li> </ul> |
| IS.1  | <p>Review the Future Policy Map and recommendations of the Comprehensive Plan to designate Targeted Redevelopment Areas (TRAs) for focusing revitalization strategies and resources. Identify one or more TRAs to start with.</p> <p><b>See page 86 for details on Time Frame, Responsible Party and Partners.</b></p> <p><b>Please see Map 2.2: Targeted Redevelopment Areas.</b></p>   |            |  |   |

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.24 | <p><i>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.</i></p> <p><b>See page 92 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue A-9: Gentrification.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.26 | Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.   | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> <li>• Inspection and Code Enforcement</li> <li>• Housing Authority</li> <li>• Historic and Architectural Review Board</li> </ul> |
| IS.9  | <p><i>Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Units for different quadrants of the city. The purpose of the Council of Neighborhoods and the Neighborhood Planning Units would be enhancing quality of life in the city's neighborhoods and coordinating planning, capital improvements, and city services. Provide leadership training, recruitment and publicity to encourage in-town neighborhood and business organizations to become actively involved in neighborhood preservation and the revitalization process.</i></p> <p><b>See page 88 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |   |
| IS.20 | <p><i>Review the City's experience with implementation of mixed-use developments and loft conversions, interview developers and identify barriers, such as City policies, regulations, procedures and codes that need to be reviewed in order to encourage retention of existing residents.</i></p> <p><b>See page 91 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |   |
| IS.15 | <p><i>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.</i></p> <p><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |   |
| IS.16 | <p><i>Work with state and local lending institutions to establish a mortgage coalition to create a pool of low-interest mortgage funds that can be applied to support the in-town housing market.</i></p> <p><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |   |
| IS.17 | <p><i>Establish and publicize availability of affordable credit counseling for elderly and other home owners who are facing foreclosure.</i></p> <p><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |   |

**Issue A-10: Barriers to Redevelopment.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.27 | City Council designates Quality Redevelopments for selected sites located within TRA Master Plans. Quality Redevelopments are proposed redevelopment projects that meet the following standards: 1) redevelopment of the subject area is in the public interest; 2) redevelopment is not economically feasible under current conditions; 3) the proposed redevelopment would result in net economic and aesthetic improvements to the community; and 4) the proposed redevelopment meets the vision and intent of the Comprehensive Plan and the Redevelopment Master Plan for the TRA. | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>        | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Planning Department</li> <li>• Council of Neighborhoods, Finance Department</li> <li>• Land Bank Authority</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Housing Authority</li> <li>• Board of Tax Assessors</li> <li>• City Attorney</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Chamber of Commerce</li> </ul> |
| IS.28 | City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.   | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>        | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Planning Department</li> <li>• Planning Advisory Commission</li> <li>• Council of Neighborhoods</li> </ul>   |
| IS.29 | Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul>  |
| IS.30 | Provide tax abatement during redevelopment process for quality redevelopments based on project evaluation criteria prepared by Mayor's Revitalization Council.  | On-Going   | <ul style="list-style-type: none"> <li>• Finance Department</li> </ul>  | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Community Reinvestment Department</li> <li>• Land Bank Authority</li> </ul>   |

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| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| IS.31 | Create tax incentives to recycle greyfields, including setback reductions, height increases, and amend Unified Development Ordinance to provide bonus density for converting portions of parking lots into greenspace or pocket parks (“parking into parks” program).  | Long Range | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>            | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Trees Columbus</li> <li>• Parks and Recreation Department</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Council of Neighborhoods</li> </ul>         |
| IS.32 | 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.   | Short Term | <ul style="list-style-type: none"> <li>• Mayor’s Revitalization Council</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Attorney</li> <li>• Planning Department</li> <li>• Community Reinvestment Department</li> <li>• Downtown Development Authority</li> <li>• Development Authority of Columbus</li> <li>• Housing Authority</li> </ul> |
| IS.25 | <p><i>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.</i></p> <p><b>See page 92 for details on Time Frame, Responsible Party and Partners.</b></p> |            |  |   |

**Issue A-11: Quality of Housing Developments.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.33  | <p>Work with community stakeholders to prepare detailed Master Plans for TRAs, including lists of needed public improvements, identifying potential catalyst sites (see Quality Redevelopments, Strategy A-10) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).</p> <p><b>See also IS.52, page 104.</b></p>  | Short Term | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> <li>• Parks and Recreation</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Housing Authority</li> <li>• Land Bank Authority</li> <li>• Council of Neighborhoods</li> </ul> |
| IS.8   | <p><i>Prepare an overlay zoning district to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.</i></p> <p><b>See page 88 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |
| IS.18  | <p><i>Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.</i></p> <p><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |
| IS.21  | <p><i>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.</i></p> <p><b>See page 91 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |
| IS.115 | <p><i>Work with neighboring counties in Georgia and Alabama to avoid a sprawl development pattern.</i></p> <p><i>The Lower Chattahoochee Regional Development Center, Columbus and the Columbus-Phenix City Metropolitan Planning Organization should continue to work with neighboring jurisdictions to discourage suburban development if it is not in close proximity to employment centers.</i></p> <p><b>See page 135 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |
| IS.97  | <p><i>Work towards 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.</i></p> <p><b>See page 127 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |
| IS.101 | <p><i>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.</i></p> <p><b>See page 129 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |
| IS.100 | <p><i>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.</i></p> <p><b>See page 129 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |

| No.    | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|--------|---|------------|-------------------|----------|
| IS.102 | <p><i>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. This effort should also assess the potential of establishing additional community improvement districts in other parts of the city. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans.</i></p> <p><b>See page 130 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue A-12: Mismatch between Housing and Jobs.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.34 | Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>               | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul>  |
| IS.35 | Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods.   | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Mayor's Council on Revitalization</li> <li>• Chamber of Commerce</li> <li>• Valley Partnership</li> </ul> |
| IS.36 | Investigate sources of funding to provide low cost transportation for in-town residents to commute to jobs that are in outlying areas.                                     | Long Range | <ul style="list-style-type: none"> <li>• METRA</li> </ul>                             | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Valley Partnership</li> </ul>                                |

**Issue A-13: Lack of Resources to Fund Revitalization Efforts.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.37 | Organize a VIP trip of City officials to Washington to publicize the City's efforts to respond to growth at Fort Benning with revitalization, show them redevelopment plans, and ask representatives of Congress and the Department of Housing and Urban Development for financial support. | Short Term | <ul style="list-style-type: none"> <li>• Mayor</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Council</li> <li>• Chamber of Commerce</li> <li>• Fort Benning officials</li> <li>• Community Reinvestment Department</li> </ul> |

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| No.    | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|--------|--|------------|---|--|
| IS.38  | Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.   | Short Term | <ul style="list-style-type: none"> <li>• Mayor's Revitalization Council</li> </ul>    | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Columbus Midtown</li> <li>• Columbus South</li> <li>• Fort Benning officials</li> <li>• Mayor and Council</li> <li>• Valley Partnership</li> </ul>   |
| IS.39  | Promote recycling brownfields, using tax incentives and other tools available from federal and state programs.   | Long Term  | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Attorney</li> <li>• Planning Department</li> <li>• Downtown Development Authority</li> <li>• Development Authority of Columbus</li> <li>• Housing Authority</li> <li>• Chamber of Commerce</li> <li>• Midtown Columbus</li> <li>• Uptown Columbus</li> <li>• Columbus South</li> </ul> |
| IS.10  | <p><i>The Council of Neighborhoods should seek grant writing assistance from CSU and apply for grants from various foundations, corporations, and government agencies to fund activities to improve their neighborhoods.</i></p> <p><b>See page 89 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |
| IS.98  | <p><i>Work towards 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.</i></p> <p><b>See page 127 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |
| IS.103 | <p><i>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.</i></p> <p><b>See page 130 for details on Time Frame, Responsible Party and Partners.</b></p>                      |            |   |  |
| IS.104 | <p><i>Continue to work towards renewal of the City's Special Purpose Local Option Sales Tax and adoption of a permanent Local Option Sales Tax. These revenue streams will play an important role in paying for major capital improvements laid out in the CIP as well as regular costs that are not fully met through the general fund.</i></p> <p><b>See page 130 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |

**Issue A-14: Density Requirements for New Housing.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.33 | Work with community stakeholders to prepare detailed Master Plans for TRAs, including lists of needed public improvements, identifying potential catalyst sites (see Quality Redevelopments, Strategy IS.27) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).<br><b>See page 96 for details on Time Frame, Responsible Party and Partners.</b><br><b>See also IS.52, page 104.</b> |            |                   |          |
| IS.8  | Prepare an overlay zoning district to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.<br><b>See page 88 for details on Time Frame, Responsible Party and Partners.</b>   |            |                   |          |
| IS.18 | Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.<br><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b>   |            |                   |          |

**Issue A-15: Aesthetics / Streetscaping Improvements and Overlay Districts.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.40 | Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Columbus Phenix City MPO</li> <li>• GDOT</li> <li>• Downtown Development Authority</li> <li>• Community Reinvestment Department</li> </ul> |
| IS.33 | Work with community stakeholders to prepare detailed Master Plans for TRAs, including lists of needed public improvements, identifying potential catalyst sites (see Quality Redevelopments, Strategy IS.27) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).<br><b>See page 96 for details on Time Frame, Responsible Party and Partners.</b><br><b>See also IS.52, page 104.</b> |            |   |   |
| IS.18 | Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.<br><b>See page 90 for details on Time Frame, Responsible Party and Partners.</b>   |            |   |   |
| IS.21 | 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.<br><b>See page 91 for details on Time Frame, Responsible Party and Partners.</b>  |            |   |   |

## ***B. Quality Community Infrastructure***

### **Opportunities**

- B-1 Growth of Fort Benning Provides an Impetus for Public Investment.
- B-2 Columbus has the Opportunity to Use Infrastructure to Direct Growth.
- B-3 Columbus could Employ Performance-Based Land Development Controls.
- B-4 The City of Columbus has a Strong and Viable Water Utility.



*Columbus Civic Center*

### **Issues**

- B-5 Aging Infrastructure.
- B-6 Rising Cost of Facility Operations and Maintenance.
- B-7 Mismatch between Public/Private Facilities and Neighborhoods.
- B-8 Mismatch between New Schools and Revitalization Desires.
- B-9 Security and Public Safety are Barriers to Redevelopment and Infill.
- B-10 Limited Police Force.
- B-11 New Community Facilities Must be More Sensitive to Existing Neighborhoods.
- B-12 Recreational Facilities and Parks Improvement.

### **Opportunity B-1: Growth of Fort Benning Provides an Impetus for Public Investment.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|-------|---|------------|--|--|
| IS.41 | 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. Federal and other funds can be used to improve community facilities and help alleviate pressure on the local budget. | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Fort Benning</li> <li>• Columbus City Council</li> <li>• Finance Department</li> <li>• Chamber of Commerce</li> <li>• Valley Partnership</li> </ul> |

**Opportunity B-2: Columbus has the Opportunity to Use Infrastructure to Direct Growth.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| IS.42 | Formalize priority growth areas to specify areas where the City will (and will not) provide future urban services for each service and redefine urban service boundaries. Use the Future Policy Map to define areas where future services should and should not be provided.   | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>       | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Georgia DCA</li> <li>• Columbus Water Works</li> <li>• Muscogee County School District</li> </ul> |
| IS.43 | Establish a Capital Improvements Program (CIP) 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. | Short Term | <ul style="list-style-type: none"> <li>• Finance Department</li> </ul> | <ul style="list-style-type: none"> <li>• All Department Heads</li> </ul>  |
| IS.44 | Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries.  | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>       | <ul style="list-style-type: none"> <li>• All Department Heads</li> </ul>  |

**Opportunity B-3: Columbus could Employ Performance-Based Land Development Controls.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| IS.45 | Consider using performance-based land use controls <sup>1</sup> , 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. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Advisory Commission</li> <li>• Department of Engineering</li> <li>• City Manager</li> </ul> |

**Opportunity B-4: The City of Columbus has a Strong and Viable Water Utility.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners  |
|-------|---|------------|--|---|
| IS.46 | Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map. | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Columbus Water Works</li> <li>• City Council</li> <li>• Fort Benning</li> <li>• Water Board</li> </ul> |

<sup>1</sup> Please see Appendix C for more information.

| No.    | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|--------|---|------------|-------------------|----------|
| IS.110 | <p><i>Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area. The study should examine the Draft State Water Plan recommendations, which encourage the expansion of regional water providers in this area to more effectively provide water to the growing population.</i></p> <p><b>See page 134 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue B-5: Aging Infrastructure.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| IS.47 | Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development  | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Parks and Recreation Department</li> <li>• MidTown, Inc.</li> <li>• Uptown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |
| IS.48 | Develop a formal and detailed maintenance and replacement program for all city facilities.   | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>                      | <ul style="list-style-type: none"> <li>• All Department Heads</li> </ul>  |
| IS.43 | <p><i>Establish a Capital Improvements Program (CIP) 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.</i></p> <p><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |   |

**Issue B-6: Rising Cost of Facility Operations and Maintenance.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| IS.49 | Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.   | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>           | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• City Council</li> <li>• Police Department</li> <li>• Fire and Emergency Services Department</li> </ul> |
| IS.50 | Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.   | Short Term | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• Finance Department</li> </ul>  |
| IS.48 | <i>Develop a formal and detailed maintenance and replacement program for all city facilities. See this page 102 for details on Time Frame, Responsible Party and Partners.</i> |            |  |   |

**Issue B-7: Mismatch between Public/Private Facilities and Neighborhoods.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.51 | 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.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• City Manager</li> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Parks and Recreation Department</li> <li>• MidTown, Inc.</li> <li>• Uptown Columbus Inc.</li> <li>• Columbus South</li> <li>• Council of Neighborhoods</li> </ul> |
| IS.42 | <i>Formalize priority growth areas to specify areas where the City will (and will not) provide future urban services for each service and redefine urban service boundaries. Use the Future Policy Map to define areas where future services should and should not be provided. See page 101 for details on Time Frame, Responsible Party and Partners.</i> |            |   |  |
| IS.47 | <i>Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development. See page 102 for details on Time Frame, Responsible Party and Partners.</i>   |            |   |  |

**Issue B-8: Mismatch between New Schools and Revitalization Desires.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.42 | <i>Formalize priority growth areas to specify areas where the City will (and will not) provide future urban services for each service and redefine urban service boundaries. Use the Future Policy Map to define areas where future services should and should not be provided.<br/><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></i> |            |                   |          |

**Issue B-9: Security and Public Safety are Barriers to Redevelopment and Infill.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.52 | Incorporate Crime Prevention Through Environmental Design (CPTED) into Development Regulations. Law enforcement officers, architects, city planners, landscape and interior designers and resident volunteers can create a climate of safety in a community, right from the start. CPTED's goal is to prevent crime through designing a physical environment that positively influences human behavior – people who use the area regularly perceive it as safe and would-be criminals see the area as a highly risky place to commit crime. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>             | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Community Reinvestment Department</li> <li>• Council of Neighborhoods</li> <li>• Police Department</li> </ul> |
| IS.53 | Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users due to a feeling of safety and security, and provide revenue through tickets, fines, and forfeitures.   | Short Term | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> </ul> | <ul style="list-style-type: none"> <li>• Police Department</li> <li>• City Manager</li> </ul>  |
| IS.54 | Continue recruiting efforts to increase the number of sworn officers in the Columbus Police Department.   | On-Going   | <ul style="list-style-type: none"> <li>• Police Department</li> </ul>               | <ul style="list-style-type: none"> <li>• City Manager</li> </ul>   |

**Issue B-10: Limited Police Force.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.52 | <i>Incorporate Crime Prevention Through Environmental Design (CPTED) into Development Regulations. Law enforcement officers, architects, city planners, landscape and interior designers and resident volunteers can create a climate of safety in a community, right from the start. CPTED's goal is to prevent crime through designing a physical environment that positively influences human behavior – people who use the area regularly perceive it as safe and would-be criminals see the area as a highly risky place to commit crime.<br/><b>See this page, above, for details on Time Frame, Responsible Party and Partners.</b></i> |            |                   |          |
| IS.53 | <i>Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users due to a feeling of safety and security, and provide revenue through tickets, fines, and forfeitures.<br/><b>See this page, above, for details on Time Frame, Responsible Party and Partners.</b></i>   |            |                   |          |

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.54 | <p><i>Continue recruiting efforts to increase the number of sworn officers in the Columbus Police Department.</i><br/> <b>See page 104 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue B-11: New Community Facilities must be more Sensitive to Existing Neighborhoods.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.45 | <p><i>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.</i><br/> <b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></p>           |            |                   |          |
| IS.43 | <p><i>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.</i><br/> <b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.47 | <p><i>Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development</i><br/> <b>See page 102 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.51 | <p><i>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.</i><br/> <b>See page 103 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |

**Issue B-12: Recreational Facilities and Parks Improvement.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.55 | Develop a Parks Services Master Plan that identifies level of service, maintenance and staffing plans, location of new facilities, and plans to renovate older facilities that is consistent with the Future Land Use Plan.  | Short Term | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Community Reinvestment Department</li> <li>• Council of Neighborhoods</li> <li>• Police Department</li> </ul> |
| IS.51 | <p><i>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.</i><br/> <b>See page 103 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |

## C. *Balanced Transportation*

### Opportunities

- C-1 Better Land Use-Transportation Coordination.
- C-2 Rising Gasoline Prices and Community Awareness of the Need for More Sustainable Energy Practices.
- C-3 Multi-Use Transportation Facilities.
- C-4 Re-alignment of Rail Freight Yard Operations.

### Issues

- C-5 Incomplete Pedestrian Network.
- C-6 Limited Transit Service.
- C-7 Increasing Congestion.
- C-8 Balance between New and Existing Road Infrastructure.
- C-9 Traffic Signalization.
- C-10 Roadway and Rail Grade Separation.
- C-11 Fort Benning Related Traffic.
- C-12 Lack of Available Transportation Funding.



*Railroad crossing and bus stop*

### Opportunity C-1: Better Land-Use Transportation Coordination.

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.56 | 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. Existing conditions inventory should include evaluation of wayfinding signage along key corridors entering the city and the entire I-185 corridor within Columbus. <sup>2</sup> | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Engineering Department</li> <li>• Fort Benning</li> <li>• CPCMPO</li> <li>• GDOT</li> <li>• METRA</li> <li>• Airport Authority</li> <li>• Chamber of Commerce</li> <li>• Muscogee School District</li> <li>• Georgia Motor Truck Association</li> <li>• Bicycle Friendly Columbus</li> <li>• Lower Chattahoochee Regional Development Center</li> <li>• CPC Transportation Study Policy Committee</li> </ul> |

<sup>2</sup> Preparing a Comprehensive Transportation Plan is the key strategy for addressing Columbus's transportation issues and opportunities. It applies to all issues and opportunities in this section but is only listed under C-1.

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| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.57 | Create a street connectivity requirement within appropriate overlay districts that establishes block sizes and lengths, connections between developments and establishes limits on dead end streets. This is to promote travel by pedestrians and transit, retain community character and increase travel alternative routes by auto. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Downtown Development Authority</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Inspections</li> <li>• Fire and Emergency Management Services Department</li> <li>• Inspections and Code Department</li> </ul> |
| IS.58 | 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.  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• Fire and Emergency Management Services Department</li> <li>• GDOT</li> </ul>  |

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| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|-------|--|------------|--|--|
| IS.59 | Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Chamber of Commerce</li> <li>• METRA</li> <li>• Fort Benning</li> <li>• Engineering Department</li> <li>• GDOT</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Chamber of Commerce</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Fort Benning Futures Partnership</li> </ul> |
| IS.60 | 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   | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Muscogee County School District</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Mayor's Commission on Diversity</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• GDOT</li> </ul>  |

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| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|-------|--|------------|--|--|
| IS.61 | Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Parks and Recreation Department</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Lower Chattahoochee Regional Development Center</li> <li>• GDOT</li> <li>• ALDOT</li> <li>• Development Authority of Columbus</li> <li>• Muscogee County School District</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Diversity</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Columbus Youth Advisory Committee</li> </ul> |
| IS.62 | Update City Parking Management Plan to address changing parking concerns of businesses and employees in Uptown and Midtown. Review parking management division policies and practices, promote shared use of public facilities and identify additional areas requiring enforcement activities. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• METRA</li> </ul>                           | <ul style="list-style-type: none"> <li>• Development Authority of Columbus</li> <li>• Chamber of Commerce</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Columbus State University</li> <li>• Columbus Business Improvement District</li> <li>• METRA</li> </ul>   |

**Opportunity C-2: Rising Gasoline Prices and Community Awareness of the Need for More Sustainable Energy Practices.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| IS.63 | <p>Improve the connectivity of streets, sidewalks, and paths between activity centers, neighborhoods and greenways to promote alternative modes of transportation. Implementation should focus on overlay districts.</p>   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>    | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Diversity</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• GDOT</li> <li>• Bicycle Friendly Columbus</li> <li>• METRA</li> </ul> |
| IS.64 | <p>Develop a formalized policy for implementing appropriate Transportation System Management (TSM) techniques throughout the city. A formalized policy should be created by completing the following steps: (1) categorizing intersections by volume levels and (2) establishing specific techniques and equipment that should be incorporated within each category of intersections. The following TSM techniques should be considered: inter-connected signals, turn signals, autoscope video detection methods (to actuate traffic signals), security sensors, and surveillance equipment. TSM activities should be managed from the Traffic Management Center (TMC).</p> | On-Going   | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• Georgia Department of Transportation (GDOT)</li> <li>• Alabama Department of Transportation (ALDOT)</li> <li>• Columbus Phenix City Metropolitan Planning Organization (CPCMPO)</li> <li>• Planning Department</li> <li>• Development Authority of Columbus</li> </ul>   |

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| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.65 | <p>Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.</p>  | Short Term | <ul style="list-style-type: none"> <li>• METRA</li> </ul>                                 | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Planning Department</li> <li>• Lee-Russell COG</li> <li>• Planning Department</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Diversity</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Fort Benning</li> <li>• GDOT</li> <li>• CSU</li> </ul> |
| IS.66 | <p>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.</p> | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• CPCMPO</li> </ul> | <ul style="list-style-type: none"> <li>• Downtown Development Authority</li> <li>• Ft Benning</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Clean Air Campaign</li> <li>• Coalition for Sound Growth</li> <li>• Air Quality Alliance of the Chattahoochee Valley</li> </ul>   |

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| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.67 | Study the feasibility of adding bike lanes to in-town areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• CPCMPO</li> </ul> | <ul style="list-style-type: none"> <li>• ALDOT</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Columbus State University</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Council of Neighborhoods</li> <li>• GDOT</li> <li>• Bicycle Friendly Columbus</li> <li>• Coalition for Sound Growth</li> </ul> |
| IS.68 | 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. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• CPCMPO</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Diversity</li> <li>• Muscogee County School District</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Columbus Youth Advisory Council</li> <li>• GDOT</li> <li>• Bicycle Friendly Columbus</li> </ul>                           |

| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|-------|---|------------|--|--|
| IS.69 | Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.  | Short Term | <ul style="list-style-type: none"> <li>Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>Development Authority of Columbus</li> <li>Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>Neighborhood Associations</li> <li>MidTown, Inc.</li> <li>UPtown Columbus Inc.</li> <li>Columbus South</li> <li>GDOT</li> <li>Planning Department</li> </ul> |
| IS.57 | <p><i>Create a street connectivity requirement within appropriate overlay districts that establishes block sizes and lengths, connections between developments and establishes limits on dead end streets. This is to promote travel by pedestrians and transit, retain community character and increase travel alternative routes by auto.</i></p> <p><b>See page 107 for details on Time Frame, Responsible Party and Partners.</b></p> |            |  |  |

**Opportunity C-3: Multi-Modal Transportation Facilities.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.57 | <p><i>Create a street connectivity requirement within appropriate overlay districts that establishes block sizes and lengths, connections between developments and establishes limits on dead end streets. This is to promote travel by pedestrians and transit, retain community character and increase travel alternative routes by auto.</i></p> <p><b>See page 107 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.61 | <p><i>Update Greenway Master Plan Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.</i></p> <p><b>See page 109 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.65 | <p><i>Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.</i></p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.67 | <p><i>Study the feasibility of adding bike lanes to in-town areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.</i></p> <p><b>See page 112 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.68 | <p><i>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.</i></p> <p><b>See page 112 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.69 | <p><i>Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.</i></p> <p><b>See this page, above, for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |

**Opportunity C-4: Re-alignment of Rail Freight Yard Operations.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.70 | Relocate the Norfolk Southern rail yard to reduce at grade crossings and create redevelopment opportunities. This analysis should be closely coordinated with master planning processes for TRAs. | Long Range | <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Norfolk Southern</li> <li>• Federal Railroad Authority</li> <li>• GDOT</li> <li>• Planning Department</li> <li>• Chamber of Commerce</li> <li>• Development Authority of Columbus</li> <li>• Downtown Development Authority</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Fire and Emergency Medical Services Department</li> </ul> |

**Issue C-5: Incomplete Pedestrian Network.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|-------|--|------------|--|--|
| IS.71 | Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition. | On-Going   | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• METRA</li> <li>• GDOT</li> <li>• Muscogee County School District</li> <li>• Parks and Recreation Department</li> <li>• Engineering Department</li> <li>• Planning Department</li> </ul> |

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| IS.72 | 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.  | On-Going   | <ul style="list-style-type: none"> <li>• Engineering Department</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• METRA</li> <li>• GDOT</li> <li>• Muscogee County School District</li> <li>• Parks and Recreation Department</li> </ul> |
| IS.57 | <p>Create a street connectivity requirement within appropriate overlay districts that establishes block sizes and lengths, connections between developments and establishes limits on dead end streets. This is to promote travel by pedestrians and transit, retain community character and increase travel alternative routes by auto.</p> <p><b>See page 107 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |   |
| IS.61 | <p>Update Greenway Master Plan Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.</p> <p><b>See page 109 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |   |
| IS.69 | <p>Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.</p> <p><b>See page 113 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |   |

**Issue C-6: Limited Transit Service.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.65 | <p>Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.</p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.59 | <p>Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed.</p> <p><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b></p>                                      |            |                   |          |
| IS.66 | <p>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.</p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue C-7: Increasing Congestion.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.64 | <p>Develop a formalized policy for implementing appropriate Transportation System Management (TSM) techniques throughout the city. A formalized policy should be created by completing the following steps: (1) categorizing intersections by volume levels and (2) establishing specific techniques and equipment that should be incorporated within each category of intersections. The following TSM techniques should be considered: inter-connected signals, turn signals, autoscope video detection methods (to actuate traffic signals), security sensors, and surveillance equipment. TSM activities should be managed from the Traffic Management Center (TMC).</p> <p><b>See page 110 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

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| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|-------|---|------------|--|--|
| IS.73 | Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a list of LRTP projects.  | On-Going   | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• Engineering Department Development Authority of Columbus</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> </ul>   |
| IS.74 | Work with Georgia Department of Transportation to develop a formalized truck route plan.  | Short Term | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• ALDOT</li> <li>• GDOT</li> <li>• Development Authority of Columbus</li> <li>• Chamber of Commerce;</li> <li>• Downtown Development Authority</li> <li>• Valley Partnership</li> <li>• Fort Benning</li> <li>• Mayor's Commission on Economy/ Efficiency/ Community Service</li> <li>• Neighborhood Associations</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Columbus South</li> <li>• Georgia Motor Trucking Association</li> </ul> |
| IS.57 | <p><i>Create a street connectivity requirement within appropriate overlay districts that establishes block sizes and lengths, connections between developments and establishes limits on dead end streets. This is to promote travel by pedestrians and transit, retain community character and increase travel alternative routes by auto.</i></p> <p><b>See page 107 for details on Time Frame, Responsible Party and Partners.</b></p> |            |  |  |

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.58 | 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.<br><b>See page 107 for details on Time Frame, Responsible Party and Partners.</b>  |            |                   |          |
| IS.59 | Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed.<br><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b>                                      |            |                   |          |
| IS.65 | Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.<br><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b>  |            |                   |          |
| IS.66 | 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.<br><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b> |            |                   |          |

**Issue C-8: Balance between New and Existing Road Infrastructure.**

| No.          | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|--------------|--|------------|-------------------|----------|
| IS.42        | Formalize priority growth areas to specify areas where the City will (and will not) provide future urban services for each service and redefine urban service boundaries. Use the Future Policy Map to define areas where future services should and should not be provided.<br><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b>   |            |                   |          |
| IS.IS.4<br>3 | Establish a Capital Improvements Program (CIP) 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.<br><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b> |            |                   |          |
| IS.47        | Upgrade existing infrastructure and public facilities in targeted redevelopment areas to accommodate infill development.<br><b>See page 102 for details on Time Frame, Responsible Party and Partners.</b>   |            |                   |          |
| IS.59        | Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed.<br><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b>   |            |                   |          |
| IS.60        | 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.<br><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b>  |            |                   |          |

**Issue C-9: Traffic Signalization.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.64 | <p><i>Develop a formalized policy for implementing appropriate Transportation System Management (TSM) techniques throughout the city. A formalized policy should be created by completing the following steps: (1) categorizing intersections by volume levels and (2) establishing specific techniques and equipment that should be incorporated within each category of intersections. The following TSM techniques should be considered: inter-connected signals, turn signals, autoscope video detection methods (to actuate traffic signals), security sensors, and surveillance equipment. TSM activities should be managed from the Traffic Management Center (TMC).</i></p> <p><b>See page 110 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue C-10: Roadway and Rail Grade Separation.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.70 | <p><i>Relocate the Norfolk Southern rail yard to reduce at grade crossings and create redevelopment opportunities. This analysis should be closely coordinated with master planning processes for TRAs.</i></p> <p><b>See page 114 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.73 | <p><i>Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a list of LRTP projects.</i></p> <p><b>See page 116 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |

**Issue C-11: Fort Benning Related Traffic.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.75 | Prepare status report and perform annual monitoring of implementation of BRAC-related infrastructure improvements. If needed, convene coordination committee for On-Going oversight.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• Fort Benning</li> <li>• City Manager</li> <li>• Fort Benning Futures Partnership</li> </ul> |
| IS.59 | <p><i>Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed.</i></p> <p><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |
| IS.64 | <p><i>Develop a formalized policy for implementing appropriate Transportation System Management (TSM) techniques throughout the city. A formalized policy should be created by completing the following steps: (1) categorizing intersections by volume levels and (2) establishing specific techniques and equipment that should be incorporated within each category of intersections. The following TSM techniques should be considered: inter-connected signals, turn signals, autoscope video detection methods (to actuate traffic signals), security sensors, and surveillance equipment. TSM activities should be managed from the Traffic Management Center (TMC).</i></p> <p><b>See page 110 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |
| IS.65 | <p><i>Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.</i></p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |  |

**Issue C-12: Lack of Available Transportation Funding.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.41 | <p><i>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. Federal and other funds can be used to improve community facilities and help alleviate pressure on the local budget.</i></p> <p><b>See page 100 for details on Time Frame, Responsible Party and Partners.</b></p>    |            |                   |          |
| IS.43 | <p><i>Establish a Capital Improvements Program (CIP) 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.</i></p> <p><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.47 | <p><i>Upgrade existing infrastructure and public facilities in targeted redevelopment areas to accommodate infill development.</i></p> <p><b>See page 102 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.49 | <p><i>Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.</i></p> <p><b>See page 103 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.59 | <p><i>Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service with Fort Benning bus network, monitoring of infrastructure improvements, and identifying additional improvements that are needed.</i></p> <p><b>See page 108 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.61 | <p><i>Update Greenway Master Plan Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.</i></p> <p><b>See page 109 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.66 | <p><i>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.</i></p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>      |            |                   |          |
| IS.73 | <p><i>Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a list of LRTP projects.</i></p> <p><b>See page 116 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |

## ***D. Protection and Enhancement of the Natural Environment***

### **Opportunities**

- D-1 The Chattahoochee River is the Mainstream of Ecological Health for the Region.
- D-2 Expand Scope of Environmental Management and Environmental Education.
- D-3 Protecting a Green Corridor along I-185.
- D-4 Greenspace Preservation.
- D-5 Partnerships with Fort Benning.



*Tree cover on  
Broadway Street*

### **Issues**

- D-6 Protecting the City's Tree Canopy.
- D-7 Monitoring and Protecting Water Quality as the City Grows.
- D-8 Protecting Steep Slopes and Fragile Soils.
- D-9 Noise Impacts of Fort Benning.

### **Opportunity D-1: The Chattahoochee River is the Mainstream of Ecological Health for the Region.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|-------|---|------------|--|--|
| IS.76 | Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• Columbus Water Works</li> <li>• GA Department of Natural Resources</li> </ul>   |
| IS.77 | Continue to monitor and protect Columbus's water quality.   | On-Going   | <ul style="list-style-type: none"> <li>• Columbus Water Works</li> </ul> | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> </ul>   |
| IS.78 | Continue to expand the Columbus Riverwalk to link to a city-wide system trail and pathway system. The City should work towards connecting the Riverwalk to the existing and planned sidewalk network as well as adjacent parks and neighborhoods. | Long Range | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• Uptown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |

**Opportunity D-2: Expand Scope of Environmental Management and Environmental Education.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.79 | Expand the role of Oxbow Meadows Environmental Learning Center as a public education center for green building issues. By encouraging low impact home construction, less strain will be placed on the City's infrastructure system and resources. Create and present training programs and a demonstration home built with green building and sustainable development techniques. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Oxbow Meadows Environmental Learning Center</li> </ul>                              |
| IS.80 | Develop standards and incentives in the City's Unified Development Ordinance and building codes that encourage green and sustainable building practices.  | Long Range | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• U.S. Green Building Council</li> <li>• National Homebuilders Association</li> </ul> |

**Opportunity D-3: Protecting a Green Corridor along I-185.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.81 | Prepare an Interstate Gateway Overlay zoning district to regulate the character of development near the I-185 corridor.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Community Reinvestment Department</li> <li>• Chamber of Commerce</li> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |
| IS.82 | Create an inventory of scenic views and scenic routes by surveying the county. Prepare and adopt a scenic route overlay zoning district to regulate the character of future development for identified routes if determined appropriate. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Parks and Recreation Department</li> <li>• Trees Columbus</li> <li>• Keep Columbus Beautiful Commission</li> <li>• GDOT</li> </ul>  |

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.83 | 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. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• Chamber of Commerce</li> <li>• Historic and Architectural Review Board</li> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |

**Opportunity D-4: Greenspace Preservation.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| IS.84 | 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. | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Community Reinvestment Department</li> <li>• Parks and Recreation Department</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> <li>• The Nature Conservancy</li> </ul>                                  |
| IS.85 | Study the possibility of amending the City's land use regulations to require the dedication of recreation areas in residential subdivisions.   | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Parks and Recreation Department</li> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.86 | Continue to encourage the use of the City's Conservation Subdivision Ordinance, which sets aside a significant portion of a development as undivided, protected open space while clustering units on the remaining portion. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Parks and Recreation Department</li> <li>• Planning Advisory Commission</li> <li>• Trees Columbus</li> <li>• MidTown, Inc.</li> <li>• UPtown Columbus Inc.</li> <li>• Council of Neighborhoods</li> </ul> |

**Opportunity D-5: Partnerships with Fort Benning.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|--------|---|------------|---|---|
| IS.87  | 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.  | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Neighborhood Associations</li> <li>• Police Department</li> <li>• Fire and Emergency Medical Services Department</li> </ul> |
| IS.108 | <p><i>CCG and Fort Benning should work together to avoid or mitigate negative impacts that result from base operations. Negative impacts could take the form of air quality issues resulting from prescribed burns or noise pollution from increased weapons activity. Collaborative efforts should build upon the Regional Growth Master Plan and include the following:</i></p> <p><i>(1) Generation of public bulletins to prepare citizens for potential negative impacts;</i></p> <p><i>(2) Prevention of public or private land uses that encroach on military operations; and</i></p> <p><i>(3) Continued pursuit of the Army Compatible Use Buffer Program (ACUB) as a way to create an added buffer between base activities and potentially impacted residents. This program is already being pursued by Fort Benning and the Nature Conservancy through acquisition of land conservation easements.</i></p> <p><b>See page 133 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |   |

**Issue D-6: Protecting the City's Tree Canopy.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.88 | Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics. | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Public Services Department</li> </ul> | <ul style="list-style-type: none"> <li>• Trees Columbus</li> <li>• City Manager</li> <li>• Parks and Recreation Department</li> <li>• Keep Columbus Beautiful Commission</li> </ul> |

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| IS.89 | Develop heat island mitigation guidelines for infill and redevelopment areas of the City. These guidelines should be developed by initially reviewing the existing tree ordinance and environmental regulations and indentifying holes in the existing system. By regulating the impact of in-town growth, the city's tree cover, air quality, and heat control can be managed, ultimately lowering the City's costs of growth. | Short Term | <ul style="list-style-type: none"> <li>Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>City Manager</li> <li>Community Reinvestment Department</li> <li>MidTown, Inc.</li> <li>Trees Columbus</li> <li>Department of Public Works</li> <li>Georgia Environmental Protection Division</li> </ul> |
| IS.78 | <p><i>Continue to expand the Columbus Riverwalk to link to a city-wide system trail and pathway system. The City should work towards connecting the Riverwalk to the existing and planned sidewalk network as well as adjacent parks and neighborhoods.</i></p> <p><b>See page 120 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |   |
| IS.83 | <p><i>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.</i></p> <p><b>See page 122 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |   |   |
| IS.86 | <p><i>Continue to encourage the use of the City's Conservation Subdivision Ordinance, which sets aside a significant portion of a development as undivided, protected open space while clustering units on the remaining portion.</i></p> <p><b>See page 123 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |   |

**Issue D-7: Monitoring and Protecting Water Quality as the City Grows.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|-------|--|------------|--|--|
| IS.90 | 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. | On-Going   | <ul style="list-style-type: none"> <li>Columbus Water Works</li> </ul> | <ul style="list-style-type: none"> <li>Georgia Department of Natural Resources</li> <li>Planning Department</li> </ul> |
| IS.86 | <p><i>Continue to encourage the use of the City's Conservation Subdivision Ordinance, which sets aside a significant portion of a development as undivided, protected open space while clustering units on the remaining portion.</i></p> <p><b>See page 123 for details on Time Frame, Responsible Party and Partners</b></p>   |            |  |  |
| IS.88 | <p><i>Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics.</i></p> <p><b>See page 123 for details on Time Frame, Responsible Party and Partners</b></p>   |            |  |  |

**Issue D-8: Protecting steep slopes and fragile soils.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|-------|---|------------|-------------------|----------|
| IS.76 | <i>Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.</i><br><b>See page 120 for details on Time Frame, Responsible Party and Partners</b>   |            |                   |          |
| IS.86 | <i>Continue to encourage the use of the City's Conservation Subdivision Ordinance, which sets aside a significant portion of a development as undivided, protected open space while clustering units on the remaining portion.</i><br><b>See page 123 for details on Time Frame, Responsible Party and Partners</b> |            |                   |          |

**Issue D-8: Noise Impacts of Fort Benning's Future Missions.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.87 | <i>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.</i><br><b>See page 123 for details on Time Frame, Responsible Party and Partners</b> |            |                   |          |

## *E. Managing Impacts of Growth*

### **Opportunities**

- E-1 Growth Increases Tax Base and Municipal Revenues.
- E-2 Garnering Public Trust in New Funding Mechanisms.
- E-3 Columbus Champions.

### **Issues**

- E-4 Increasing Number of School Children.
- E-5 Low-Density Residential Zoning.
- E-6 Garnering Public Trust in Capital Project Delivery.
- E-7 Potential Impacts of Raising City Revenues.
- E-8 Inadequate Revenues.
- E-9 Level of Service.



*Construction site on Williams Road*

### **Opportunity E-1: Growth Increases Tax Base and Municipal Revenues.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|-------|---|------------|--|--|
| IS.91 | 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 add additional projects as determined appropriate.   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>        | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• All Department Heads</li> <li>• Private sector</li> </ul> |
| IS.92 | 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.   | On-Going   | <ul style="list-style-type: none"> <li>• Human Resources Department</li> </ul> | <ul style="list-style-type: none"> <li>• Police Department</li> <li>• Fire and Emergency Medical Services Department</li> </ul>  |
| IS.43 | <p><i>Establish a Capital Improvements Program (CIP) 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.</i></p> <p><b>See page 16 for details on Time Frame, Responsible Party and Partners.</b></p> |            |  |  |

**Opportunity E-2: Garnering Public Trust in New Funding Mechanisms.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| IS.93 | Consider implementing best management practices to oversee City's operations. Current oversight should be reviewed and edited to improve operations and minimize waste. This analysis may be best completed by a third party.  | Long Range | <ul style="list-style-type: none"> <li>• City Auditor</li> </ul>  | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Citizens Services Center</li> </ul>  |
| IS.94 | 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.  | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Finance Department</li> <li>• Mayor</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Information Technology Department</li> <li>• Local media</li> <li>• Private sector</li> </ul>   |
| IS.95 | 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. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>   | <ul style="list-style-type: none"> <li>• Columbus Champions</li> <li>• Coalition for Sound Growth</li> <li>• Private sector</li> <li>• Local media</li> <li>• Information Technology Department</li> </ul>                            |
| IS.96 | Regularly review and consider the appropriateness of planning 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.  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Finance Department</li> <li>• Council of Neighborhoods</li> </ul>  |
| IS.97 | Work towards 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.  | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Council</li> <li>• Mayor</li> </ul>       | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Planning Department</li> <li>• Community Reinvestment Department</li> <li>• UPtown Columbus Inc.</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> </ul> |

**Opportunity E-3: Columbus Champions.**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| IS.98 | 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.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Columbus Champions</li> <li>• Coalition for Sound Growth</li> <li>• UPTown Inc.</li> <li>• MidTown, Inc.</li> <li>• Air Quality Alliance of the Chattahoochee Valley</li> </ul> |
| IS.99 | 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.   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Columbus Champions</li> <li>• Coalition for Sound Growth</li> <li>• Private sector</li> </ul>   |
| IS.95 | <p><i>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.</i></p> <p><b>See page 43 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |

**Issue E-4: Increasing Number of School Children.**

| No.     | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|---------|--|------------|-------------------|----------|
| IS.43IS | <p><i>Establish a Capital Improvements Program (CIP) 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.</i></p> <p><b>See page 101 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.114  | <p><i>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. The pattern of placing schools beyond the suburban fringe promotes sprawl development and should be avoided. Where possible, new schools should be located adjacent to existing neighborhoods or centrally located within new developments to allow the greatest number of students to walk or bicycle to school.</i></p> <p><b>See page 135 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue E-6: Low-Density Residential Zoning.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.100 | 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.   | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• City Council</li> </ul>   |
| IS.101 | 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.  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Office of Tax Commissioner</li> <li>• Georgia DCA</li> <li>• Community Reinvestment Department</li> </ul> |
| IS.9   | <p><i>Regularly review and consider the appropriateness of planning 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.</i></p> <p><b>See page 43 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |

**Issue E-7: Garnering Public Trust in Capital Project Delivery.**

| No.    | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|--------|--|------------|-------------------|----------|
| IS.114 | <p><i>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. The pattern of placing schools beyond the suburban fringe promotes sprawl development and should be avoided. Where possible, new schools should be located adjacent to existing neighborhoods or centrally located within new developments to allow the greatest number of students to walk or bicycle to school.</i></p> <p><b>See page 135 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue E-8: Potential Impacts of Raising City Revenues.**

| No.   | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|-------|--|------------|-------------------|----------|
| IS.94 | <p><i>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.</i></p> <p><b>See page 43 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue E-9: Inadequate Revenues.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.102 | 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. This effort should also assess the potential of establishing additional community improvement districts in other parts of the city. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. | On-Going   | <ul style="list-style-type: none"> <li>• Columbus Business Improvement District</li> </ul>                | <ul style="list-style-type: none"> <li>• Columbus Downtown Development Authority</li> <li>• Valley Partnership</li> <li>• UPTown Columbus Inc.</li> <li>• MidTown, Inc.</li> <li>• Private sector</li> </ul> |
| IS.103 | Complete an analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus, including the recent SPLOST efforts in LaGrange – Troup County. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs.   | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Council</li> </ul>                  | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Planning Department</li> <li>• Private sector</li> </ul>  |
| IS.104 | Continue to work towards renewal of the City's Special Purpose Local Option Sales Tax and adoption of a permanent Local Option Sales Tax. These revenue streams will play an important role in paying for major capital improvements laid out in the CIP as well as regular costs that are not fully met through the general fund.  | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• City Council</li> <li>• Mayor</li> </ul> | <ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Planning Department</li> </ul>  |
| IS.97  | <p><i>Work towards 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.</i></p> <p><b>See page 127 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |
| IS.10  | <p><i>The Council of Neighborhoods should seek grant writing assistance from CSU and apply for grants from various foundations, corporations, and government agencies to fund activities to improve their neighborhoods.</i></p> <p><b>See page 89 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |   |  |

**Issue E-10: Level of Service.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|--------|---|------------|---|---|
| IS.105 | <p>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. The City should consider establishing an on-going evaluation program such as CitiStats. Baltimore is one City that has experienced success with such programs.</p> | Short Term | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Department of Engineering</li> <li>• Muscogee County Sheriff's Office</li> <li>• Police Department</li> <li>• Fire and Emergency Medical Services Department</li> <li>• Parks and Recreation Department</li> <li>• City Council</li> <li>• Muscogee County School District</li> <li>• Mayor</li> </ul> |
| IS.106 | <p>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.</p>  | Short Term | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>                         | <ul style="list-style-type: none"> <li>• Mayor</li> <li>• All department heads</li> </ul>   |

***F. Regional Coordination and Local Partnerships***

**Opportunities**

- F-1 Preparation for Fort Benning Growth.
- F-2 Chattahoochee Valley Schools Project and Funding for Regional Education.
- F-3 Regional Water Planning and Water Service.
- F-4 Expansion of Columbus Water Works Services.
- F-5 Job Opportunities.
- F-6 Increasing Tourism.



*Bridge over the Chattahoochee River*

**Issues**

- F-7 Coordination between Muscogee County School District and Land Use Planning.
- F-8 Divergent Land Use Approaches.
- F-9 Loss of Young Professionals.
- F-10 Air and Water Quality

**Opportunity F-1: Preparation for Fort Benning Growth.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.107 | Maintain open channels of communication and coordination between Fort Benning and other affected agencies/organizations regarding future base growth resulting from BRAC. Current estimates of base-related growth are helpful for community agencies/organizations to plan for the anticipated future. As changes in base activity occur, open communication will be needed regarding actual personnel counts and their corresponding impacts. | On-Going   | <ul style="list-style-type: none"> <li>• Fort Benning</li> <li>• Chamber of Commerce</li> </ul> | <ul style="list-style-type: none"> <li>• Lower Chattahoochee Regional Development Center</li> <li>• Fort Benning Futures Partnerships</li> <li>• City Manager</li> <li>• Planning Department</li> <li>• Muscogee County School District</li> </ul> |

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.108 | <p>CCG and Fort Benning should work together to avoid or mitigate negative impacts that result from base operations. Negative impacts could take the form of air quality issues resulting from prescribed burns or noise pollution from increased weapons activity. Collaborative efforts should build upon the Regional Growth Master Plan and include the following:</p> <p>(1) Generation of public bulletins to prepare citizens for potential negative impacts;</p> <p>(2) Prevention of public or private land uses that encroach on military operations; and</p> <p>(3) Continued pursuit of the Army Compatible Use Buffer Program (ACUB) as a way to create an added buffer between base activities and potentially impacted residents. This program is already being pursued by Fort Benning and the Nature Conservancy through acquisition of land conservation easements.</p> | On-Going   | <ul style="list-style-type: none"> <li>• City Manager</li> <li>• Fort Benning</li> <li>• Chamber of Commerce</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Nature Conservancy</li> <li>• Fort Benning Futures Partnerships</li> </ul> |

**Opportunity F-2: Chattahoochee Valley Schools Project and Funding for Regional Education.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|--------|---|------------|---|---|
| IS.109 | <p>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. Partnerships with the private sector should also be pursued to help address funding needs.</p> | On-Going   | <ul style="list-style-type: none"> <li>• Muscogee County School District</li> </ul> | <ul style="list-style-type: none"> <li>• U.S. Department of Education</li> <li>• Chattahoochee County Board of Education</li> <li>• Marion County School District</li> <li>• Talbot County Board of Education</li> <li>• Harris County School District</li> <li>• Lee County Board of Education</li> <li>• Phenix City Board of Education</li> <li>• Russell County Board of Education</li> <li>• Private Sector</li> </ul> |

**Opportunity F-3: Regional Water Planning and Water Services.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party  | Partners  |
|--------|---|------------|--|---|
| IS.110 | Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area. The study should examine the Draft State Water Plan recommendations, which encourage the expansion of regional water providers in this area to more effectively provide water to the growing population. | Short Term | <ul style="list-style-type: none"> <li>• Columbus Water Works</li> </ul> | <ul style="list-style-type: none"> <li>• Board of Water Commissioners</li> <li>• Georgia Department of Natural Resources</li> </ul> |

**Opportunity F-4: Job Opportunities.**

| No.    | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|--------|--|------------|--|---|
| IS.111 | Add more professional jobs to the region by helping address the needs of existing employers and recruiting new businesses. It is necessary to work in unison across governmental lines to see that relocating businesses are offered the best package of incentives to make the move feasible for them. It often takes a combination of state and local incentives/programs to achieve this. The Valley Partnership is the regional economic development agency whose mission is to pursue this goal. This agency should be adequately funded and supported by local governments to achieve this. The City should also pursue new capital improvements as added incentives for businesses to locate or expand in the area. | On-Going   | <ul style="list-style-type: none"> <li>• Valley Partnership</li> </ul>   | <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Industrial and Port Development Commission</li> <li>• Lower Chattahoochee Regional Development Center</li> <li>• MidTown, Inc.</li> <li>• Columbus South</li> <li>• Columbus Business Improvement District</li> </ul> |
| IS.112 | Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potential spur greater economic development.  | On-Going   | <ul style="list-style-type: none"> <li>• MidTown, Inc.</li> <li>• UPTown</li> <li>• Columbus Inc.</li> <li>• Columbus South</li> </ul> | <ul style="list-style-type: none"> <li>• All City Departments</li> <li>• Council of Neighborhoods</li> </ul>  |

**Opportunity F-6: Increasing Tourism.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|--------|---|------------|---|--|
| IS.113 | 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.   | Short Term | <ul style="list-style-type: none"> <li>• Convention and Visitors Bureau</li> <li>• Presidential Pathways</li> </ul> | <ul style="list-style-type: none"> <li>• Valley Partnership</li> <li>• Chamber of Commerce</li> <li>• Sports Council</li> <li>• Georgia Department of Natural Resources</li> </ul> |
| IS.112 | <p><i>Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potential spur greater economic development.</i><br/> <b>See page 134 for details on Time Frame, Responsible Party and Partners.</b></p> |            |   |  |

**Issue F-7: Coordination between Muscogee County School District and Land Use Planning.**

| No.    | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|--------|--|------------|--|--|
| IS.114 | 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. The pattern of placing schools beyond the suburban fringe promotes sprawl development and should be avoided. Where possible, new schools should be located adjacent to existing neighborhoods or centrally located within new developments to allow the greatest number of students to walk or bicycle to school. | On-Going   | <ul style="list-style-type: none"> <li>• Muscogee County School District</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> </ul>   |
| IS.115 | <p>Work with neighboring counties in Georgia and Alabama to avoid a sprawl development pattern.</p> <p>The Lower Chattahoochee Regional Development Center, Columbus and the Columbus-Phenix City Metropolitan Planning Organization should continue to work with neighboring jurisdictions to discourage suburban development if it is not in close proximity to employment centers.</p>  | Long Range | <ul style="list-style-type: none"> <li>• Lower Chattahoochee Regional Development Center</li> </ul>                | <ul style="list-style-type: none"> <li>• Columbus-Phenix City Metropolitan Planning Organization</li> <li>• Planning Department</li> </ul> |

**Issue F-8: Divergent Land Use Approaches.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|--------|---|------------|-------------------|----------|
| IS.115 | <p><i>Work with neighboring counties in Georgia and Alabama to avoid a sprawl development pattern.</i></p> <p><i>The Lower Chattahoochee Regional Development Center, Columbus and the Columbus-Phenix City Metropolitan Planning Organization should continue to work with neighboring jurisdictions to discourage suburban development if it is not in close proximity to employment centers.</i></p> <p><b>See page 135 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

**Issue F-9: Loss of Young Professionals.**

| No.    | Implementation Strategies   | Time Frame | Responsible Party  | Partners   |
|--------|---|------------|--|--|
| IS.116 | <p>To combat the loss of young professionals or “brain drain” to Atlanta and other similar cities, Columbus should more closely emulate the qualities of cities that attract these types of workers. These qualities include vibrant mixed-use downtowns, a diversity of in-town housing options, numerous cultural events and festivals, as well as many places to socialize. Columbus has a great opportunity to build upon its character-rich historic center to become a place that attracts young professionals from other parts of the state and country. Specific steps include:</p> <ul style="list-style-type: none"> <li>• Promoting and encouraging neighborhood festivals;</li> <li>• Encouraging mixed-use residential development in Uptown and Midtown through tax incentives. One successful project can serve as a catalyst for continued development of this type;</li> <li>• Promoting the construction of housing types that appeal to young professionals within in-town areas including townhomes, condominiums, and apartments; and</li> <li>• Attracting cultural events of interest to young workers.</li> </ul> | On-Going   | <ul style="list-style-type: none"> <li>• Convention and Visitors Bureau</li> <li>• Planning Department</li> <li>• Chamber of Commerce</li> <li>• Greater Columbus Georgia Young Professionals</li> </ul> | <ul style="list-style-type: none"> <li>• MidTown, Inc.</li> <li>• Uptown Columbus, Inc.</li> <li>• Columbus South</li> <li>• Historic Columbus</li> <li>• Cultural Arts Alliance</li> <li>• Columbus State University</li> <li>• Council of Neighborhoods</li> </ul> |

| No.    | Implementation Strategies   | Time Frame | Responsible Party | Partners |
|--------|---|------------|-------------------|----------|
| IS.111 | <p>Add more professional jobs to the region by helping address the needs of existing employers and recruiting new businesses. It is necessary to work in unison across governmental lines to see that relocating businesses are offered the best package of incentives to make the move feasible for them. It often takes a combination of state and local incentives/programs to achieve this. The Valley Partnership is the regional economic development agency whose mission is to pursue this goal. This agency should be adequately funded and supported by local governments to achieve this. The City should also pursue new capital improvements as added incentives for businesses to locate or expand in the area.</p> <p><b>See page 134 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |
| IS.112 | <p>Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potential spur greater economic development.</p> <p><b>See page 134 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |

**Issue F-10: Air and Water Quality.**

| No.    | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|--------|--|------------|-------------------|----------|
| IS.47  | <p>Upgrade existing infrastructure and public facilities in targeted redevelopment areas to accommodate infill development.</p> <p><b>See page 102 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.63  | <p>Improve the connectivity of streets, sidewalks, and paths between activity centers, neighborhoods and greenways to promote alternative modes of transportation. Implementation should focus on overlay districts.</p> <p><b>See page 110 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.65  | <p>Conduct a comprehensive operational analysis for transit to identify underserved transit market, 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.</p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.66  | <p>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.</p> <p><b>See page 111 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.68  | <p>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.</p> <p><b>See page 112 for details on Time Frame, Responsible Party and Partners.</b></p>   |            |                   |          |
| IS.108 | <p>CCG and Fort Benning should work together to avoid or mitigate negative impacts that result from base operations. Negative impacts could take the form of air quality issues resulting from prescribed burns or noise pollution from increased weapons activity. Collaborative efforts should build upon the Regional Growth Master Plan and include the following:</p> <ul style="list-style-type: none"> <li>(1) Generation of public bulletins to prepare citizens for potential negative impacts;</li> <li>(2) Prevention of public or private land uses that encroach on military operations; and</li> <li>(3) Continued pursuit of the Army Compatible Use Buffer Program (ACUB) as a way to create an added buffer between base activities and potentially impacted residents. This program is already being pursued by Fort Benning and the Nature Conservancy through acquisition of land conservation easements.</li> </ul> <p><b>See page 133 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

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| No.    | Implementation Strategies  | Time Frame | Responsible Party | Partners |
|--------|--|------------|-------------------|----------|
| IS.115 | <p><i>Work with neighboring counties in Georgia and Alabama to avoid a sprawl development pattern.</i></p> <p><i>The Lower Chattahoochee Regional Development Center, Columbus and the Columbus-Phenix City Metropolitan Planning Organization should continue to work with neighboring jurisdictions to discourage suburban development if it is not in close proximity to employment centers.</i></p> <p><b>See page 135 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.76  | <p><i>Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.</i></p> <p><b>See page 120 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.77  | <p><i>Continue to monitor and protect Columbus's water quality.</i></p> <p><b>See page 120 for details on Time Frame, Responsible Party and Partners.</b></p>  |            |                   |          |
| IS.90  | <p><i>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.</i></p> <p><b>See page 124 for details on Time Frame, Responsible Party and Partners.</b></p> |            |                   |          |

## *Implementation Strategies Specific to Individual Character Areas*

### Character Areas

- ❖ Northwest Columbus
- ❖ Northeast Columbus
- ❖ West Panhandle
- ❖ East Panhandle
- ❖ Bibb
- ❖ Uptown
- ❖ Midtown
- ❖ Southeast Columbus
- ❖ Columbus South
- ❖ Oxbow



*Existing trail system in Columbus*

### Northwest Columbus

| No.  | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|------|--|------------|--|---|
| CA.1 | 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 such as new sanitary landfills, junkyards, heavy industry and the use of toxic substances to protect water quality.<br><br><b>See also IS.76, IS.77 on page 120.</b> | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>    | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> </ul>                                |
| CA.2 | 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.   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>    | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> </ul>                                   |
| CA.3 | Provide Best Management Practices for stormwater management and meet or exceed all state and local standards for protection of wetlands, streams, lakes, ponds, and aquifer recharge areas.  | Short Term | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• GA Department of Natural Resources</li> </ul> |

**Northeast Columbus**

| No.  | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|------|--|------------|---|---|
| CA.4 | Develop pedestrian friendly mixed-use activity centers at major 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. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Private Sector</li> </ul>  |
| CA.5 | Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks.<br><br><b>See also IS.63 on page 110.</b>   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• CPCMPO</li> <li>• GDOT</li> <li>• Bicycle Friendly Columbus</li> <li>• METRA</li> <li>• Neighborhood Associations</li> </ul> |
| CA.6 | Require shared driveways and inter-parcel access for adjacent commercial uses.<br><br><b>See also IS.57 on page 107.</b>   | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• GDOT</li> </ul>  |

**West Panhandle**

| No.  | Implementation Strategies   | Time Frame | Responsible Party  | Partners  |
|------|---|------------|--|---|
| CA.7 | Noise abatement from Fort Benning – carefully review construction of noise sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.<br><br><b>See also IS.108 on page 133.</b>  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• Fort Benning</li> <li>• Fort Benning Futures Partnerships</li> </ul> |
| CA.8 | Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Inspections and Code Department</li> </ul> |   |
| CA.9 | 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. | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> </ul>                                  |

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| CA.10 | 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. | On-Going   | <ul style="list-style-type: none"> <li>Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>CPCMPO</li> <li>GDOT</li> </ul> |

**East Panhandle**

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| CA.11 | 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.<br><br><b>See also IS.108 on page 133.</b> | On-Going   | <ul style="list-style-type: none"> <li>Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>Fort Benning</li> <li>Fort Benning Futures Partnerships</li> </ul> |
| CA.12 | Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.   | On-Going   | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Inspections and Code Department</li> </ul> |   |
| CA.13 | Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.  | On-Going   | <ul style="list-style-type: none"> <li>Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>Private Sector</li> <li>Council of Neighborhoods</li> </ul>        |

**Bibb**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| CA.14 | Take steps to actively preserve existing neighborhoods: enforce property maintenance codes; promote neighborhood events and festivals; maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping; discourage non-residential encroachment that is not built in a single-family housing scale, style or character. | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Council of Neighborhoods</li> <li>Inspections and Code Department</li> <li>Convention and Visitors Bureau</li> <li>UPTown Columbus Inc.</li> <li>Planning Department</li> </ul> |
| CA.15 | Provide connections between the city’s network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.<br><br><b>See also IS.61 on page 109.</b>  | On-Going   | <ul style="list-style-type: none"> <li>Parks and Recreation Department</li> </ul>   | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Engineering Department</li> </ul>  |

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| CA.16 | 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 such as junkyards, heavy industry and the use of toxic substances to protect water quality.<br><br><b>See also IS.76, IS.77 on page 120.</b> | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>   | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> </ul>      |
| CA.17 | Pursue designation of historic districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation.  | Short Term | <ul style="list-style-type: none"> <li>• Historic Columbus Foundation</li> <li>• Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Historic and Architectural Review Board</li> </ul> |
| CA.18 | Undertake streetscape projects along identified commercial revitalization corridors.   | Long Term  | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>                     |

**Uptown**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| CA.19 | Take steps to actively preserve existing neighborhoods: Enforce property maintenance codes; Promote neighborhood events and festivals; Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping; Require non-residential development to be built in scale, style and character fitting with surrounding neighborhoods. | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> <li>• Inspections and Code Department</li> <li>• Convention and Visitors Bureau</li> <li>• UPTown Columbus Inc.</li> <li>• Planning Department</li> </ul> |
| CA.20 | Provide connections between the city's network of green space and trails, such as the Riverwalk. Interconnect adjacent trails, recreation areas, and green space where possible.<br><br><b>See also IS.61 on page 109.</b>   | On-Going   | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> </ul>   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> <li>• UPTown Columbus Inc.</li> </ul>  |

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners  |
|-------|--|------------|--|---|
| CA.21 | 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 such as junkyards, heavy industry and the use of toxic substances to protect water quality.<br><br><b>See also IS.76, IS.77 on page 120.</b> | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> </ul>  |
| CA.22 | Highlight cultural assets through public art and the hosting and promotion of Uptown events.   | On-Going   | <ul style="list-style-type: none"> <li>• UPTown Columbus Inc.</li> </ul> | <ul style="list-style-type: none"> <li>• Convention and Visitors Bureau</li> <li>• Chamber of Commerce</li> <li>• Cultural Arts Alliance</li> </ul> |

**Midtown**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners  |
|-------|--|------------|---|---|
| CA.23 | Take steps to actively preserve existing neighborhoods: Enforce property maintenance codes; Promote neighborhood events and festivals; Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping; Discourage non-residential encroachment that is not built in a single-family housing scale, style or character. | On-Going   | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>• Council of Neighborhoods</li> <li>• Inspections and Code Department</li> <li>• Convention and Visitors Bureau</li> <li>• UPTown Columbus Inc.</li> <li>• Planning Department</li> <li>• MidTown, Inc.</li> </ul> |
| CA.24 | Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.<br><br><b>See also IS.61 on page 109.</b>  | On-Going   | <ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> </ul>   | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Engineering Department</li> <li>• MidTown, Inc.</li> </ul>  |
| CA.25 | Undertake streetscape projects along identified commercial revitalization corridors.   | On-Going   | <ul style="list-style-type: none"> <li>• Engineering Department</li> </ul>            | <ul style="list-style-type: none"> <li>• Planning Department</li> <li>• MidTown, Inc.</li> </ul>  |

**Southeast Columbus**

| No.   | Implementation Strategies  | Time Frame | Responsible Party   | Partners   |
|-------|--|------------|---|--|
| CA.26 | Take steps to actively preserve existing neighborhoods: Enforce property maintenance codes; Promote neighborhood events and festivals; Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and landscaping; Discourage non-residential encroachment that is not built in a single-family housing scale, style or character. | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Council of Neighborhoods</li> <li>Inspections and Code Department</li> <li>Convention and Visitors Bureau</li> <li>UPTown Columbus Inc.</li> <li>Planning Department</li> </ul> |
| CA.27 | Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.<br><br><b>See also IS.61 on page 109.</b>  | On-Going   | <ul style="list-style-type: none"> <li>Parks and Recreation Department</li> </ul>   | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Engineering Department</li> </ul>  |
| CA.28 | Undertake streetscape projects along identified commercial revitalization corridors.   | Long Term  | <ul style="list-style-type: none"> <li>Engineering Department</li> </ul>            | <ul style="list-style-type: none"> <li>Planning Department</li> </ul>  |

**Columbus South**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| CA.29 | Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.  | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Columbus South</li> <li>Planning Department</li> </ul>         |
| CA.30 | Pursue redevelopment efforts that create neighborhood centers, such as Baker Village, that give Columbus South symbolic and economic centers.   | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Columbus South</li> <li>Planning Department</li> </ul>         |
| CA.31 | Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible.<br><br><b>See also IS.61 on page 109.</b> | On-Going   | <ul style="list-style-type: none"> <li>Parks and Recreation Department</li> </ul>   | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Engineering Department</li> </ul> |

Community Agenda October 2008

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners   |
|-------|---|------------|---|--|
| CA.32 | Take steps to actively preserve existing neighborhoods: Enforce property maintenance codes; Promote neighborhood events and festivals; Maintain public facilities in public rights-of-way, including sidewalks, street lighting, benches, and curb; Discourage non-residential encroachment that is not built in a single-family housing scale, style or character.                               | On-Going   | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> </ul> | <ul style="list-style-type: none"> <li>Council of Neighborhoods</li> <li>Inspections and Code Department</li> <li>Convention and Visitors Bureau</li> <li>UPTown Columbus Inc.</li> <li>Planning Department</li> <li>Columbus South</li> </ul> |
| CA.33 | Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.<br><br><b>See also IS.108 on page 133.</b>  | On-Going   | <ul style="list-style-type: none"> <li>Planning Department</li> </ul>               | <ul style="list-style-type: none"> <li>Fort Benning</li> <li>Fort Benning Futures Partnerships</li> </ul>  |
| CA.34 | Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment. | On-Going   | <ul style="list-style-type: none"> <li>Columbus South</li> </ul>                    | <ul style="list-style-type: none"> <li>Community Reinvestment Department</li> <li>GDOT</li> <li>CPCMPO</li> <li>METRA</li> </ul>   |

**Oxbow**

| No.   | Implementation Strategies   | Time Frame | Responsible Party   | Partners  |
|-------|---|------------|---|---|
| CA.35 | Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.<br><br><b>See also IS.61 on page 109.</b> | On-Going   | <ul style="list-style-type: none"> <li>Parks and Recreation Department</li> </ul> | <ul style="list-style-type: none"> <li>Planning Department</li> <li>Engineering Department</li> </ul> |

Community Agenda October 2008

| No.   | Implementation Strategies  | Time Frame | Responsible Party  | Partners   |
|-------|--|------------|--|--|
| CA.36 | <p>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 such as new sanitary landfills, junkyards, heavy industry and the use of toxic substances to protect water quality.</p> <p><b>See also IS.76, IS.77 on page 120.</b></p>                            | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>            | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> </ul>   |
| CA.37 | <p>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.</p>  | On-Going   | <ul style="list-style-type: none"> <li>• Planning Department</li> </ul>            | <ul style="list-style-type: none"> <li>• GA Department of Natural Resources</li> <li>• Parks and Recreation Department</li> </ul>  |
| CA.38 | <p>Promote Oxbow Meadows and the Infantry Museum as a regional tourist destination.</p>  | On-Going   | <ul style="list-style-type: none"> <li>• Convention and Visitors Bureau</li> </ul> | <ul style="list-style-type: none"> <li>• Mayor</li> <li>• Presidential Pathways</li> <li>• Chamber of Commerce</li> <li>• Georgia Department of Economic Development</li> <li>• Georgia Department of Natural Resources</li> </ul> |
| CA.39 | <p>Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment.</p> | On-Going   | <ul style="list-style-type: none"> <li>• Columbus South</li> </ul>                 | <ul style="list-style-type: none"> <li>• Community Reinvestment Department</li> <li>• GDOT</li> <li>• CPCMPO</li> <li>• METRA</li> </ul>   |

*Policies provide on-going guidance and direction to local officials and improve the predictability and consistency of decisions in accordance with a long-range plan.*

## 4.2 Policies

Policies are recommended statements intended for adoption by the Mayor and Columbus City Council. Policies provide on-going guidance and direction to local officials and improve the predictability and consistency of decisions in accordance with a long-range plan. They provide a well-reasoned basis for making decisions that over time serve to implement the Comprehensive Plan and support the Community's Vision and Goals expressed in the Comprehensive Plan.

### ***A. Community Revitalization***

- A-1:** We ensure that city resources, including infrastructure investments, public improvements and programs of city departments and related boards and agencies are well-coordinated and targeted to support preservation and revitalization of in-town neighborhoods.
- A-2:** We will seek public-private partnerships to leverage city resources in targeted redevelopment areas of the city.
- A-3:** We will seek innovative solutions to remove or overcome barriers to redevelopment and revitalization in targeted redevelopment areas of the city.
- A-4:** We will give priority to targeted revitalization areas when locating new and improved public facilities and services.
- A-5:** We will promote an appropriate density of redevelopment that provides incentives for revitalization in targeted redevelopment areas.
- A-6:** We will provide financial incentives and expedited approval permit procedures where needed to make it easier and less costly for in-town redevelopment than to build on greenfield sites.
- A-7:** We will seek opportunities for new economic generators that would build economic vitality of in-town neighborhoods.



*The Columbus Riverwalk demonstrates the positive effects of revitalization policies.*



*Promotion an appropriate mix of land uses helps ensure that neighborhoods are walkable and easily navigated like Broad Street in Uptown.*



*Preservation of Columbus's historic character is a key policy goal of this Plan.*

- A-8:** We will encourage a diversity of housing sizes in our in-town neighborhoods, with a variety of styles and prices to ensure that there is an adequate amount of high-quality and affordable housing for all stages of the life-cycle as well as for all incomes.
- A-9:** We will promote infill development and redevelopment on vacant and underutilized sites with adequate infrastructure to support it.
- A-10:** We will play an active role in preventing deterioration of housing stock and promoting rehabilitation of existing homes in in-town neighborhoods of the city.
- A-11:** We will promote an appropriate mix of land uses to achieve a balance of jobs and appropriately priced housing within a reasonable commuting distance for in-town neighborhoods.
- A-12:** We will support walkable, mixed-use developments in in-town neighborhoods in order to reduce auto dependence and provide for increased mobility for all age groups in the city.
- A-13:** We will help to build civic leadership and neighborhood capacity for participation in the decision-making of city government that affects the quality of life of in-town neighborhoods.
- A-14:** We will work hand-in-hand with community businesses, residents, and local institutions to support preservation and enhancement of in-town neighborhoods.
- A-14:** We will set development standards and create incentives that will increase the supply of open space and recreation for the benefit of in-town neighborhoods.
- A-15:** We will encourage high standards of aesthetics and compatible design of public and private development that respects the historic character and residential scale of our neighborhoods.
- A-16:** We will help protect and encourage safety of neighborhoods through Crime Prevention Through Environmental Design (CPTED) and other means.
- A-17:** We will seek prevention of graffiti, litter and dumping in neighborhoods.
- A-18:** We will set quality standards for public facilities and services that are equitable for all neighborhoods, regardless of their income levels.
- A-19:** We will promote flexibility in the application of codes for the benefit of achieving in-town revitalization without compromising public health and safety.
- A-20:** We will target code enforcement efforts in areas of the city where a cycle of disinvestment and deteriorating housing conditions makes them more vulnerable to vandalism, drug-use and other crimes.

- A-21:** We will promote the removal of greyfields of empty parking lots and the replacement of greyfields with infill development that incorporates greenspace and walkable, street-oriented infill and redevelopment.
- A-22:** We will encourage the clean-up, redevelopment, and replacement of brownfields with viable redevelopment that provides more jobs, housing, services and amenities for our neighborhoods.
- A-23:** We will encourage infill and redevelopment that provides suitable sites for public facilities and needed community improvements.
- A-24:** We will work with in-town neighborhoods to improve in-town pedestrian connections that make it safe, convenient, and attractive to walk and bike within and between neighborhoods, schools, stores, and entertainment and civic activities in our communities.

## ***B. Quality Community Infrastructure***

- B-1:** We will minimize inefficient land consumption and encourage more compact urban development to help improve the cost-effectiveness of the provision of services and facilities.
- B-2:** We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development.
- B-3:** We will give top priority to repairs and reinvestment in existing infrastructure and facilities (schools, roads, parks, etc.) by fixing and maintaining what already exists. Funding for new purchases is limited and should occur after existing facilities have been properly taken care of and funded.
- B-4:** We will work with the Muscogee County School District to locate schools in-town in support of the Future Land Use Plan.
- B-5:** We will be proactive in maintaining city facilities, as opposed to reacting to maintenance problems.
- B-6:** Our community will make efficient use of existing infrastructure as well as future investments and expenditures for capital improvements and long-term operation and maintenance costs.
- B-8:** We will reduce sprawl and development pressure on agricultural lands, conserve farmland, and increase the density of new residential development.
- B-9:** We will maximize the use of existing facilities and services.



*Partnerships with the Muscogee County School District will help secure additional funding infrastructure and service needs.*



*Small pocket parks, such as this one in the former Bibb City area, can help encourage private investment.*

- B-10:** We will ensure that new development does not cause a decline in locally adopted level of service for and that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.
- B-11:** We will invest in parks and open space to encourage private reinvestment in urban centers.
- B-12:** We will encourage and facilitate innovative solutions to providing community schools.
- B-13:** Our community will use planned infrastructure to support areas identified as suitable for development.
- B-14:** The community will establish regulations that serve as a way for new growth to pay for itself.
- B-15:** We will protect existing infrastructure investments (i.e. already paid for) by encouraging infill, redevelopment, and compact development.
- B-16:** We will prioritize facilities investments in focused, in-town areas as defined on the future development map.
- B-17:** We will pursue opportunities to co-locate facilities where doing so would add value to the public realm.

### ***C. Balanced Transportation***



*Encouraging alternative commute options should include the provision of transit shelters as well as sidewalk maintenance and expansion.*

- C-1:** We will increase capacity of our existing road network through innovative transportation system management (TSM) activities, including signal timing optimization, vehicle detectors repair/replacement, Transportation Management Center (TMC), turn lanes, striping and signage.
- C-2:** We will provide a network of pedestrian pathways, greenway trails, bike paths and transit services to allow for an efficient multi-modal transportation network throughout the city.
- C-3:** We will continue working with Fort Benning to identify traditional and innovative solutions to address their growing transportation needs.
- C-4:** We will work with the Muscogee County School District to ensure future school facilities utilize existing infrastructure and connect to the city's existing and planned bicycle, pedestrian and transit network.

- C-5:** We will reduce congestion and promote air quality by encouraging alternative commute options for our staff and area businesses, including car pooling, transit, alternative work schedules and telecommuting.
- C-6:** We will encourage private developers to incorporate designs which promote pedestrian and bicycle activity.
- C-7:** We are committed to working with the trucking industry and state and local agencies to ensure safe and efficient truck movements.
- C-8:** We will encourage the use of parking infrastructure through strategic partnerships with institutions and future development in the in-town area.
- C-9:** We shall target transportation improvements to support desired development patterns for the community (recognizing that readily available transportation infrastructure creates demand for land development in adjacent areas).
- C-10:** We will continue to promote connectivity of our road network by activities such as fostering a grid network of streets and encouraging multiple connections between subdivisions.
- C-11:** We will ensure, through traffic calming and other design considerations, that excessive vehicular traffic will not harm the peaceful nature of local neighborhoods.
- C-12:** We will work with the Muscogee County School District and other local and state partners to ensure that our children have safe travel routes to school.



*Transportation improvements should support desired development patterns.*

### ***D. Preserving and Enhancing the Natural Environment***

- D-1:** We will promote the land use policies of Future Land Use Plan.
- D-2:** We will support the Comprehensive Plan by being consistent in making decisions regarding future land use.
- D-3:** We will promote Quality Development Corridors.
- D-4:** We will create an aesthetically pleasing gateway along the I-185 corridor into the city.
- D-5:** We will encourage conservation of private land with incentives.
- D-6:** We will support the efforts of the Chattahoochee Valley Land Trust to purchase sensitive land for public conservation and recreation.
- D-7:** We will maintain the scenic vistas and routes throughout the city.



*Protecting the tree canopy is an important policy for protecting the environment.*

- D-8:** We will provide recreation opportunities in future residential subdivisions.
- D-9:** We will protect the tree canopy throughout the city.
- D-10:** We will find creative ways to focus growth in desirable areas while maintaining greenspace.
- D-11:** We will plan for growth in all sectors of public facilities.
- D-12:** We will promote conservation subdivisions to protect greenspace and cluster development.
- D-13:** We will promote the water quality success of Columbus Water Works.
- D-14:** We will actively work towards linking the Columbus Riverwalk to neighborhoods, community centers, schools, shopping, etc. through our own efforts and public private partnerships.
- D-15:** We will develop incentives to encourage green and sustainable development.
- D-16:** We will develop heat island mitigation guidelines for infill and redevelopment areas of the city.

### ***E. Managing Impacts of Growth***

- E-1:** We will participate in collaborative efforts to secure additional funding to support the Muscogee County School District.
- E-2:** We will promote ongoing education of the public regarding capital expenditures, potential new funding sources, and other funding sources.
- E-3:** We will encourage infill development as a means to concentrate development and lower service costs.
- E-4:** We will seek efficiency in all city operations to ensure the greatest return on the city's tax dollars.
- E-5:** We will continue to apply for state and federal grants to help fund the City's initiatives and programs.
- E-6:** We will support community-led efforts to extend or supplement community services such as clean and green programs and neighborhood watches.
- E-7:** We will support land conservation efforts to preserve the natural attributes of the city and to prevent development from encroaching on base activities.
- E-8:** We will promote transparency in the budgeting process and funding of capital investments.



*Community outreach and education will help improve understanding of new funding mechanisms.*

- E-9:** We will encourage redevelopment of existing areas over new leap-frog development to maximize existing infrastructure and resources.
- E-10:** We will maintain an open dialogue with the Columbus community regarding new land use strategies and regulations.
- E-11:** We will work collaboratively with regional partners to ensure that all major growth decisions are compatible with regional activities.
- E-12:** We will encourage land conservation practices in new subdivision development in effort to preserve the remaining rural attributes of the city.
- E-13:** We will foster public-private partnerships as a way to lower costs and initiate create tools for financing public needs.
- E-14:** We will seek ways for new growth to pay for itself.
- E-15:** We will work with neighboring jurisdictions and the Lower Chattahoochee Regional Development Center to develop joint solutions to regional problems.
- E-16:** We will promote economic development efforts to help grow the City's tax base and create greater job opportunities for residents.
- E-17:** We will maintain awareness of state and international economic trends to help ensure innovation in local economic development efforts.
- E-18:** We will utilize green and environmentally sustainable attributes in new government buildings, to save City costs and serve as a model to the private development community.

### ***F. Intergovernmental Coordination and Regional Partnerships***

- F-1:** We will engage in cooperative planning between Columbus Consolidated Government and the Muscogee County School District in regard to the appropriate location of schools.
- F-2:** We will work jointly with neighboring governments on developing solutions for shared regional issues (such as growth management, transportation, air-quality, employment opportunities).
- F-3:** We will pursue joint processes for collaborative planning and decision-making with neighboring governments.
- F-4:** We will work collaboratively with surrounding governments to help address issues that may arise from BRAC-related growth.
- F-5:** We will consult other public entities in our area when making decisions that are likely to impact them.



*Maintenance of an open, working relationship with Fort Benning will help mitigate potential negative effects of base growth.*

- F-6:** We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.
- F-7:** We will work with neighboring jurisdictions to explore opportunities for shared service provision and the resulting efficiencies they may produce.
- F-8:** We will actively participate in and encourage regional partnerships as a way to solve regional issues.
- F-9:** We will maintain an open working relationship with Fort Benning to help mitigate any negative impacts base operations may have on the surrounding communities.
- F-10:** We will work with neighboring communities to encourage and advocate for land use decisions that do not result in urban sprawl.
- F-11:** We will support regional economic development efforts to promote the sustainability and growth of our economy.
- F-12:** We will support the efforts of our higher education institutes to prepare the area's labor force for the changing workforce needs of the regional economy.

### ***Policies Specific to Individual Character Areas***

#### **Northwest Columbus**

1. Encourage planned residential communities through the use of planned unit developments and conservation subdivisions to maintain rural character and open space.
2. Interconnect adjacent trails, recreation areas, and greenspace where possible as per the recommendations of the Columbus Community Greenspace Report.

#### **Northeast Columbus**

1. When a residential conversion to a commercial or office use is permitted next to other residences the scale and appearance of the residence should be maintained.

#### **West Panhandle**

1. Encourage planned residential communities through the use of planned unit developments and conservation subdivisions to avoid developing steep slopes and unsuitable soils and to maintain rural character and open space.

2. Encourage the construction of separate pedestrian and bike trail systems in new residential subdivisions.

**East Panhandle**

1. Discourage extension of public utilities in this area to preserve rural character.
2. Encourage conservation subdivisions and Planned Unit Developments.
3. Preserve rural character in viewsheds.
4. Residences along the roadway should be clustered and screened from the highway to preserve rural views.

**Bibb**

1. Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
2. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
3. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.



*Preservation of historic houses in Bibb City will help preserve the character of the area.*

**Uptown**

1. Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
2. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
3. Provide and maintain sidewalks and appropriate street lighting along all public roadways and interior collector streets.
4. Support the private efforts to attract diverse types of commercial development such as offices and specialty business in uptown to broaden the tax base and to lend support to revitalizing Uptown Columbus and surrounding areas.
5. Encourage the use of parking decks and on-street parking. Surface parking lots should be placed in the rear of buildings.
6. All buildings will maintain a pedestrian orientation.

**Midtown**

1. Encourage preservation and adaptive reuse of historic structures to promote a sense of place related to the established historic theme.
2. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.
3. Support local efforts to revitalize the Wynnton Road/Macon Road corridor as per the recommendation of the Wynnton Road Redevelopment Strategy.
4. Support efforts to revitalize Martin Luther King Jr. Boulevard, Warm Springs Road, and Buena Vista Road.
5. Protect the residential uses along Wynnton/Macon Road between 13th Street and Rigdon Road to preserve a gateway to historic Columbus.

**Southeast Columbus**

1. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.

**Columbus South**

1. Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report which included strategies for building a stronger sense of place, enhancing the home place, restoring the community center, making Columbus South (and Oxbow) a destination, improving connectivity, and creating a learning environment.
2. Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.

*The 2009-2013 Short Term Work Program is a specific list of activities and investments that the City and its partners intend to pursue over the next five years. The program includes short term and on-going implementation strategies from Section 4.2 and items that were carried over from the City's previous Short Term Work Program.*

### 4.3 Short Term Work Program

The Short Term Work Program (STWP) identifies specific implementation actions the City intends to take during the first five-year time frame of the planning period. This includes any ordinances, administrative systems, community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan.

Each item in the STWP includes a beginning and ending date, a responsible party, a cost estimate, and funding source. The majority of the STWP projects are included in *Chapter 4: Implementation Strategies*. However, there are several items on the STWP that do not appear in Chapter 4. These are activities that carried over from the 2003-2008 STWP.

The List of Accomplishments for the 2003-2008 STWP is included in the Appendix D of this Community Agenda. For each activity in the 2003-2008 Short Term Work Program the List of Accomplishments indicates whether the activity has been completed, is currently underway, has been postponed, or has not been accomplished. Reasons for incomplete and postponed activities are also included.

The 2009-2013 Short Term Work Program for Columbus is presented in the table on the following pages.



*Expanding recreational facilities at Cooper Creek Park is one of several scheduled items included in the Short Term Work Program.*

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| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                                   |                    |                |
|---|-------------|-------------|-------------|-------------|-------------|-----------------------------------|--------------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>             | <b>Cost</b>        | <b>Funding</b> |
| <b>Community Revitalization</b>   |             |             |             |             |             |                                   |                    |                |
| 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           |
| 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           |
| 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           |
| 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           | Community Reinvestment Department | \$50,000           | City           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |  |             |                |
|---|-------------|-------------|-------------|-------------|-------------|--|-------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                        | <b>Cost</b> | <b>Funding</b> |
| 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           |
| 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 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           |
| 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            |
| 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            |
| 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   |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |   |             |                |
|---|-------------|-------------|-------------|-------------|-------------|---|-------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b> | <b>Funding</b> |
| 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            |
| 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           |
| 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 | \$2,500,000 | CDBG/HOME      |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |   |             |                         |
|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b> | <b>Funding</b>          |
| 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           |             |             |             | 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.                           |             |             | X           |             |             | Planning Department   | \$25,000    | 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                    |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                                   |             |                |
|---|-------------|-------------|-------------|-------------|-------------|-----------------------------------|-------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>             | <b>Cost</b> | <b>Funding</b> |
| 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           |
| 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           |
| 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           |
| Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.   |             |             |             |             | X           | Planning Department               | \$10,000    | City           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                                   |               |                |
|---|-------------|-------------|-------------|-------------|-------------|-----------------------------------|---------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>             | <b>Cost</b>   | <b>Funding</b> |
| 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           |
| Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.  |             |             |             | X           |             | Planning Department               | \$60,000/year | 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           |
| 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           | 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.  |             |             |             | X           |             | Planning Department               | \$0           | City           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |  |                    |   |
|--|-------------|-------------|-------------|-------------|-------------|--|--------------------|---|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                                  | <b>Cost</b>        | <b>Funding</b>                                    |
| 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                          |
| 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                          |
| 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 |
| 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           | Community Reinvestment Department/ Planning Department | \$3,000            | City  |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |  |             |  |
|--|-------------|-------------|-------------|-------------|-------------|--|-------------|--|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                    | <b>Cost</b> | <b>Funding</b>                           |
| Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.   | X           | X           | X           | X           | X           | Planning Department                      | \$15,000    | City                                     |
| 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                                     |
| Continue efforts of developint 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           |             | Planning Department/MPO                  | \$500       | City/GDOT                                |
| <b>Quality Community Infrastructure</b>  |             |             |             |             |             |  |             |  |
| 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                                     |
| 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                                     |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |                       |               |                |
|--|-------------|-------------|-------------|-------------|-------------|-----------------------|---------------|----------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b> | <b>Cost</b>   | <b>Funding</b> |
| 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            |
| 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            |
| 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           |
| 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           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |                                 |                |                |
|--|-------------|-------------|-------------|-------------|-------------|---------------------------------|----------------|----------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>           | <b>Cost</b>    | <b>Funding</b> |
| 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           |
| 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/year | City           |
| Britt David Park and Cultural Arts Studio  |             | 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           |
| 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           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |   |              |                |
|---|-------------|-------------|-------------|-------------|-------------|---|--------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                     | <b>Cost</b>  | <b>Funding</b> |
| 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           |
| 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           |
| 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           |
| Industrial Park Sewer Lines   | X           |             |             |             |             | Columbus Water Works                      | \$2,700,000  | City           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                                 |                    |                |
|---|-------------|-------------|-------------|-------------|-------------|---------------------------------|--------------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>           | <b>Cost</b>        | <b>Funding</b> |
| 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           | Planning Department             | \$3,000            | 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           |
| Develop Marina in South Columbus.   | X           | X           | X           |             |             | Planning Department             | \$4,000,000        | City           |
| <b>Balanced Transportation</b>  |             |             |             |             |             |                                 |                    |                |
| 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            |
| 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           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |  |                    |                                      |
|--|-------------|-------------|-------------|-------------|-------------|--|--------------------|--------------------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>  | <b>Cost</b>        | <b>Funding</b>                       |
| 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                                  |
| 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 |
| 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                                 |
| 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                                 |
| Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in throughout the city.   | X           | X           | X           | X           | X           | Engineering Department<br>Planning Department/MPO                | \$500,000          | City                                 |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                         |             |                |
|---|-------------|-------------|-------------|-------------|-------------|-------------------------|-------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b> | <b>Funding</b> |
| 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           |
| 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           |
| 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           |
| 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            |
| 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            |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |  |              |                         |
|--|-------------|-------------|-------------|-------------|-------------|--|--------------|-------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                          | <b>Cost</b>  | <b>Funding</b>          |
| Interstate 185 from St. Mary's Rd to Victory Dr.   | X           |             |             |             |             | Planning Department                            | \$14,466,000 | Federal/State DOT/Local |
| Talbotton Rd and Warm Springs Rd/7th Ave to Crestview Dr.  | 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 (From Macon to Industrial Park Short Term Shatulga 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       |
| 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                    |
| 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/<br>Engineering Department | \$25,001     | 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          |
| 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                    |
| Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd to Schatulga Rd  |             | X           |             |             |             | Planning Department                            | \$7,331,000  | Federal/State DOT       |
| Construct Six Gateway Intersections  | X           | X           | X           | X           | X           | Engineering Department                         | \$714,000    | Federal/State DOT/Local |

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|---|-------------|-------------|-------------|-------------|-------------|---|---------------|---------------------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b>   | <b>Funding</b>            |
| Whittlesey Rd from Whitesville Rd to Bradley Park Dr.   | X           | X           | X           | X           |             | Planning Department   | \$7,117,000   | Federal/State DOT/Local   |
| Cusseta Rd from Ft. Benning Dr to Staunton Dr   | X           |             |             |             |             | Planning Department   | \$7,400,000   | Federal/State DOT/Local   |
| Miller Rd from Warm Springs Rd to Macon Rd (ROW acquisition)  | X           |             |             |             |             | Planning Department   | \$9,266,000   | Federal/State DOT/Local   |
| St. Mary's Road from I-185 to McCarthy Drive  | X           |             |             |             |             | Planning Department   | \$4,593,000   | Federal/State DOT/Local   |
| Develop Comprehensive City Trail System   | X           | X           | X           | X           |             | Parks and Recreation Department   | \$10,000,000  | City                      |
| 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/<br>Engineering Department/<br>Inspections and Code | \$3,000       | City                      |
| Continue detailed Planning Department for the Alternative Transportation Plan.  | X           | X           | X           | X           | X           | Planning Department   | \$3,000       | City                      |
| Conduct study of expanding public transportation to developing areas of the community.  | X           | X           | X           | X           | X           | Engineering Department  | \$3,000       | City                      |
| <b>Protection and Enhancement of the Natural Environment.</b>   |             |             |             |             |             |   |               |                           |
| Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.  | X           |             |             |             |             | Planning Department   | \$6,000       | City                      |
| 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 |                           |
| 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 |
| Prepare an Interstate Gateway Overlay zoning district to regulate the character of development near the I-185 corridor.                           |             |             |             | X           |             | Planning Department   | \$25,000      | City                      |

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|--|-------------|-------------|-------------|-------------|-------------|---|------------------|---------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b>      | <b>Funding</b>            |
| 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                      |
| 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 |
| 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                       |
| 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                       |
| Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics.  | X           | X           |             |             |             | Planning Department/Public Services Department                                  | \$0              | n/a                       |
| Develop heat island mitigation guidelines for infill and redevelopment areas of the City.  |             | X           | X           | X           |             | Planning Department   | \$0              | n/a                       |
| Update and Implement Solid Waste Management Plan   | X           | X           | X           | X           | X           | Public Services Department  | \$10,000         | City                      |

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|---|-------------|-------------|-------------|-------------|-------------|--|-------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>  | <b>Cost</b> | <b>Funding</b> |
| 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 runoff. | 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           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |                                       |                    |                |
|--|-------------|-------------|-------------|-------------|-------------|---------------------------------------|--------------------|----------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                 | <b>Cost</b>        | <b>Funding</b> |
| Continue to implement the Columbus Water Works Management Plan.  | X           | X           | X           | X           | X           | Engineering Department                | \$20,000           | City           |
| <b>Managing Impacts of Growth</b>  |             |             |             |             |             |                                       |                    |                |
| 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            |
| 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                   | \$15,000           | City           |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |                                 |   |                |
|---|-------------|-------------|-------------|-------------|-------------|---------------------------------|---|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>           | <b>Cost</b>   | <b>Funding</b> |
| 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           |             |             |             | 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           |             |             | Planning Department             | No additional Cost  | n/a            |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |  |                      |                |
|--|-------------|-------------|-------------|-------------|-------------|--|----------------------|----------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                  | <b>Cost</b>          | <b>Funding</b> |
| 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            |
| 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 |
| 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            |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |  |                    |                |
|---|-------------|-------------|-------------|-------------|-------------|--|--------------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                          | <b>Cost</b>        | <b>Funding</b> |
| 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           |
| 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           |
| <b>Regional Coordination and Local Partnerships</b>   |             |             |             |             |             |  |                    |                |
| 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           |
| 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            |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |   |                    |                          |
|---|-------------|-------------|-------------|-------------|-------------|---|--------------------|--------------------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b>        | <b>Funding</b>           |
| 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                      |
| 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           |             |             |             | Convention and Visitors Bureau/Presidential Pathways                        | \$50,000           | 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 |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>   |             |             |             |             |             |   |                    |                          |
|--|-------------|-------------|-------------|-------------|-------------|---|--------------------|--------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>   | <b>Cost</b>        | <b>Funding</b>           |
| 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 |
| 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                      |

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|--|-------------|-------------|-------------|-------------|-------------|---|--------------------|----------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                               | <b>Cost</b>        | <b>Funding</b> |
| <b>STWP Specific to Individual Character Areas</b>   |             |             |             |             |             |   |                    |                |
| <b>Northwest Columbus</b>  |             |             |             |             |             |   |                    |                |
| 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            |
| 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            |
| Provide Best Management Practices for stormwater management  |             | X           | X           |             |             | Engineering Department                              | \$5,000            | City           |
| <b>Northeast Columbus</b>  |             |             |             |             |             |   |                    |                |
| Develop pedestrian friendly mixed-use activity centers at major intersections.   | X           | X           | X           | X           | X           | Planning Department                                 | \$0                | 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            |
| <b>West Panhandle</b>  |             |             |             |             |             |   |                    |                |
| 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            |
| 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            |

| <b>Columbus/Muscogee County Short Term Work Program Update 2009-2013</b>  |             |             |             |             |             |   |                    |                |
|---|-------------|-------------|-------------|-------------|-------------|---|--------------------|----------------|
|   | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                               | <b>Cost</b>        | <b>Funding</b> |
| 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           |
| 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            |
| <b>East Panhandle</b>   |             |             |             |             |             |   |                    |                |
| 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            |
| 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            |
| 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           |
| <b>Bibb</b>   |             |             |             |             |             |   |                    |                |
| Take steps to actively preserve existing neighborhoods.   | X           | X           | X           | X           | X           | Community Reinvestment Department                   | \$16,000           | CDBG/City      |

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|--|-------------|-------------|-------------|-------------|-------------|--|--------------------|---------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                            | <b>Cost</b>        | <b>Funding</b>            |
| 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                       |
| 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 |
| <b>Uptown</b>  |             |             |             |             |             |  |                    |                           |
| 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 |
| 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                       |
| 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             |
| <b>Midtown</b>   |             |             |             |             |             |  |                    |                           |
| Take steps to actively preserve existing neighborhoods.  | X           | X           | X           | X           | X           | Community Reinvestment Department                | \$25,000           | CDBG/City                 |

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|--|-------------|-------------|-------------|-------------|-------------|-----------------------------------|--|------------------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>             | <b>Cost</b>                              | <b>Funding</b>                     |
| 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          |
| Undertake streetscape projects along identified commercial revitalization corridors.   | X           | X           | X           | X           | X           | Engineering Department            | \$500,000 per year                       | State DOT/City/Property Developers |
| <b>Southeast Columbus</b>  |             |             |             |             |             |                                   |  |                                    |
| 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          |
| <b>Columbus South</b>  |             |             |             |             |             |                                   |  |                                    |
| 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. |                                    |
| 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                          |

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|--|-------------|-------------|-------------|-------------|-------------|--|--------------------|---------------------------|
|  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Responsibility</b>                                | <b>Cost</b>        | <b>Funding</b>            |
| 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                       |
| Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report. <i>See also OxbowSTWP task.</i>                               | X           | X           | X           | X           | X           | Columbus South                                       | \$25,000 per year  | City/grants/private funds |
| <b>Oxbow</b>   |             |             |             |             |             |  |                    |                           |
| 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                       |
| 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                       |
| 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 |
| Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report. <i>See also Columbus South STWP task.</i>                     | X           | X           | X           | X           | X           | Columbus South                                       | \$25,000 per year  | City/grants/private funds |