



# Community Participation Program for the 2028 Comprehensive Plan

## Columbus Consolidated Government

### November 2007

*In partnership with*



*and*

*This page is intentionally left blank for two-sided printing.*

# Table of Contents

<b>1 Introduction</b> .....	<b>2</b>
1.1 Purpose.....	2
1.2 Scope.....	2
1.3 Goals.....	2
<b>2 Stakeholders</b> .....	<b>3</b>
<b>3 Participation Techniques</b> .....	<b>8</b>
3.1 Project Oversight.....	8
3.1.1 Stakeholder Interviews.....	8
3.1.2 Technical Review Committee.....	8
3.1.3 Citizens Stakeholder Committee.....	8
3.2 Public Hearings.....	9
3.3 Tools.....	10
3.3.1 Keypad Voting.....	10
3.3.2 Maps.....	10
3.3.3 Comment Forms.....	10
3.3.4 Survey/Questionnaires.....	10
3.4 Interactive Community Meetings.....	11
3.4.1 Visioning Workshops.....	11
3.4.2 Strategic Framework Workshop.....	11
3.4.3 Open Houses.....	13
3.5 Communications Outreach Strategies.....	13
3.5.1 Website.....	13
3.5.2 Flyers/Newsletters.....	13
3.5.3 Progress Reports.....	14
3.5.4 Press Releases.....	14
3.5.4 Government Access Channel.....	14
<b>4 Schedule for Completion of the Comprehensive Plan</b> .....	<b>15</b>

## 1 Introduction

Communities that have a high level of public involvement during the Comprehensive Planning process will reach a better understanding of the values and desires of community members. Capturing this vision is a critical element to designing a comprehensive plan that meets the needs of the Columbus community. With a clear understanding of what is needed and expected from the community, the most appropriate resources, policies, and programs can be established and pursued by the best means possible. This plan ensures that a cross-section of citizens as well as a diverse group of community stakeholders are actively involved in the process of defining these critical policies and tools for the community’s future growth.

### 1.1 Purpose

The purpose of this Community Participation Program is two-fold:

1. To meet the Local Planning Requirements for the state of Georgia.
2. To establish the stakeholders, participation techniques, and schedule for completion of the Columbus Consolidated Government Community Agenda.

By fully outlining this approach in advance, the most inclusive tactics can be prepared and established by identifying key elements at the start of the planning process.

### 1.2 Scope

The Community Participation Program discusses three critical elements of the community involvement process: stakeholders, participation techniques, and a schedule for completion of the Community Agenda. These elements are interrelated and the adequate preparation of each will have an impact on the successful implementation of the entire plan:

- Key community stakeholders must be identified and engaged in the planning process to ensure that the participation techniques are effective.
- Similarly, identifying and developing an appropriate timeline with project milestones is necessary to ensuring

community involvement and providing for appropriate public participation opportunities.

## 1.3 Goals

The goals of the Community Participation Program are to outline a community involvement process that is reflective of the community, provides effective input for ensuring the relevancy of the plan, and builds a sense of ownership by the community that will ensure that the plan will be adopted and implemented. The program is centered upon the objective of inclusiveness and effectiveness. Limited time and resources require that an efficient and effective process be established from the start. Within this mind frame, public awareness of plan milestones and opportunities is a foremost concern. As is discussed under participation techniques, creative communications outreach strategies have been developed.

The Community Participation Program is designed to meet the following objectives:

- Identify Stakeholders
- Identify participation techniques
- Inform the community about growth and the planning process
- Begin consensus building to maintain community support for the plan.
- Publicize the project schedule and opportunities for citizen input.

## 2 Stakeholders

Within the comprehensive planning process, stakeholders are considered those people or organizations that have a vested interest in the future of the community. In fact, stakeholders could be construed to include every member of the Columbus/Muscogee community. Naming all community members would be time-consuming and unnecessary. A compromise is to develop a list of key stakeholders and organizations that, at a minimum, should be involved in the planning process. These community agencies and leaders will provide checks and balances to the planning process and their active involvement and buy-in of the plan will help see-through the eventual implementation the plan.

The following group of stakeholders is amalgamated to list key stakeholders in the community ranging from elected city officials to members of the planning commission and local agencies. Other agencies and individuals will likely be identified through the planning process.

**City officials and City management will play an active role in the planning process, particularly during the development of the Community Agenda.**

### **Mayor**

Jim Wetherington

### **City Council Members**

District 1, Jerry “Pops” Barnes

District 2, Glenn Davis

District 3, Julius Hunter, Jr.

District 4, Evelyn Turner-Pugh

District 5, Mike Baker

District 6, R. Gary Allen

District 7, Evelyn “Mimi” Woodson

District 8, C.E. “Red” McDaniel

District 9 At Large, Wayne Anthony

District 10 At Large, Berry “Skip” Henderson

### **City Management**

City Manager, Isaiah Hugley

Deputy City Manager, Lisa Goodwin

Deputy City Manager, David Arrington

## **Columbus Consolidated Government Department Heads**

Accounting Division, Jody Davis  
Airport, Mark Oropeza  
City Attorney's Office, Clifton Fay  
City Manager's Office, Isaiah Hugley  
Columbus Convention & Visitors Bureau, Peter Bowden  
Community Reinvestment, Joe Riddle  
Convention and Trade Center, Larry Campbell  
Emergency Management, Riley Land  
Engineering, Donna Newman

## **Council Districts by Area**

Source: City of Columbus, 2007.

Facilities Maintenance, Jerry Chandler  
Finance, Pamela Hodge  
Fire Department, Jeff Meyer  
Human Resource, Tom Barron  
Inspections and Code Enforcement, Bill Duck  
Keep Columbus Beautiful Commission, Gloria Weston-Smart  
Metra Transit, Lisa Goodwin  
Natural Resources, Tracy Hall  
Parks & Recreation, Tracy Hall  
Stormwater Management, Michael Burgess

**The Planning Advisory Commission, the Board of Zoning Adjustment, and the Graphics Commission will provide institutional knowledge that reflects recent planning concerns and proposals.**

### **Planning Advisory Commission**

Derrick Shields, Chairperson  
Shep Mullin, Vice Chairperson  
Chris Henson  
Jose Alexander  
Brad Dodds  
Karl Douglass  
Bob Crane  
Scott Boyce (Alternate)  
Michael Eddings (Alternate)

### **Board of Zoning Adjustment**

James Maniace, Chairman  
John Haytas  
John Behal  
Paul Love  
James Bubutiev

### **Graphics Commission Members**

Leslie Thompson, Chairman  
Kenneth Golonka, Vice-Chairman  
James Bender  
Elizabeth Navarro  
William Palmer

Loy Wilson  
Richard Machinski

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

### **Project Management Team**

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

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

### **Technical Review Committee**

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

### **Citizens Stakeholder Committee**

Richard Bishop, President & CEO - UPtown Columbus  
Peter Bowden, Director - Columbus Convention and Visitors Bureau  
Frank Brown, President - Columbus State University  
Karl Douglass, Chairman - Columbus South, Inc.  
Tom Flournoy, President and Chief Operating Officer - Flournoy Development Company  
Michael Gaymon, President & CEO - Columbus Chamber of Commerce  
Mattie Hall  
Susan Lawhorne - Historic Columbus Foundation  
Carmen Lopez.  
Dorothy McDaniel, Executive Director - TreesColumbus Inc.  
Steve Melton, President - Columbus Bank and Trust

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

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

### **Significant Partners**

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

### **Area Agencies, Commissions, and Authorities**

Arts Authority of Columbus  
Building Authority of Columbus  
Columbus, Georgia Convention & Trade Center Authority  
Community Service Board, Mental Health, Mental retardation & Abuse Board  
Development Authority of Columbus  
Downtown Development Authority  
Emergency Management Advisory Board  
Family and Children Services Board  
Board of Health  
Hospital Authority of Columbus  
Housing Authority of Columbus  
Industrial and Port Development Commission  
Columbus Airport Commission  
Keep Columbus Beautiful  
Land Bank Authority  
Medical Center Hospital Authority  
Recreation Advisory Board  
Columbus Youth Advisory Council  
Historic Columbus Foundation  
Historic and Architectural Review Board  
Commission on International Relations and Cultural Liaison  
South Columbus, Gallops, and Edgewood Senior Centers  
Mayor's Commission on Diversity  
Mayor's Commission on Economy/Efficiency/Community Service  
Mayor's Committee for Persons with Disabilities  
Uptown Façade Board

Board of Water Commissioners  
Neighborhood associations

**Major employees will provide a voice for their employees and help lay the foundation for a public-private partnership for carrying out the plan.**

### **Major Employers**

American Family Life Assurance Company (Aflac)  
St. Francis Hospital Inc.  
The Medical Center Inc.  
Total System Services Inc.  
Wellpoint Inc.  
L & S Services LLC  
Synovus Financial Corporation  
Logans Roadhouse Inc.  
Columbus State University  
Swift Textiles LLC  
TSYS  
Columbus Regional Healthcare  
Blue Cross Blue Shield of Georgia  
Pezold Management

## **3 Participation Techniques**

The participation techniques outlined below are jointly designed to create a community involvement program that logically builds upon itself from the first stakeholder interview to the last public hearing. These techniques will create community awareness, excitement, and support for the Comprehensive Plan. The major elements that will complete a full circle of the successful participation are project oversight, public hearings, interactive community meetings, and communication outreach strategies.

### **3.1 Project Oversight**

The Project Management Team, identified in the previous section, will coordinate all elements of the planning process. Steps will be taken to ensure that the planning process led by this team reflects the community's needs and desires. As an element to this continuity, a list of key stakeholders and points of contact are being identified early in the planning process. Stakeholder interviews will occur to direct the focus of community meetings. In addition to these efforts, a Citizen Stakeholders Committee and Technical Review Committee will be formed to help guide the process.

#### **3.1.1 Stakeholder Interviews**

Up to 25 key stakeholders in the community will be interviewed in order to gain a better understanding of various factors that will either influence or help guide the planning process: the community's leadership, the roles of local agencies civic groups, and business organization, and the issues of local importance that will influence public policy. Data gathered from these stakeholder interviews will be reflected in the surveys/questionnaires administered to the community as well as the focus of discussions at community meetings.

In addition, these interviews will help acquaint active community members with the planning process and with opportunities for involvement. This awareness will have a snowball effect as interviewees share their knowledge with their network, abetting in the process of creating a community-wide air of excitement and awareness regarding Comprehensive Plan.

#### **3.1.2 Technical Review Committee**

The Technical Review Committee will work closely with the project team throughout the planning process. This group, consisting of local government department heads and leaders (identified in Section 2), will take on an important oversight

role. This role involves meeting on a regular basis with project staff to identify appropriate strategies and potential conflicts during the planning process based upon their day-to-day work. This technique will ensure that the final result – the Community Agenda – is both realistic and achievable. The committee will review draft documents, assist in the enumeration of issues and opportunities, and provide guidance to ensure that the Comprehensive Plan is addressing critical community needs.

**3.1.3 Citizens Stakeholder Committee**

This committee will include key stakeholders that are representative of the various planning areas (see Figure 1: Proposed Planning Areas Map) and provide a cross-section of community members. Stakeholders serving on this committee have been identified in the previous section. The Citizens Stakeholder Committee (CSC) will meet approximately once per quarter throughout the planning process to be briefed on the status planning process and provide input on critical issues.

The CSC will be asked to take on three major roles:

1. Review and provide feedback on draft documents before they go to the Planning Commission and City Council.
2. Attend and help facilitate community meetings by providing a voice during group discussions and encouraging fellow community members to express their opinions.
3. Assure that the plan is reflective of community wants and desires by helping resolve conflicting issues related to the Agenda and plan recommendations.

These responsibilities require the CSC members to wear multiple hats, acting as a reviewer, leader, and facilitator throughout the process. CSC members will add continuity to the public meetings and serve as purveyors of the plan to their fellow community members.

**3.2 Public Hearings**

Three public hearings will be held during the planning process, leading to the final adoption of the Community Assessment, Community Participation Program, and Community Agenda. These hearings will occur at City chambers and are open to the public. After the first and second hearings, documents will be submitted to the DCA and LCRDC. The Agenda will be adopted after the final public hearing.

**Figure 3-1. Public Hearings**

<b>Initial Public Hearing</b>	<b>Second Public Hearing</b>	<b>Final Public Hearing</b>
The purpose of the first public hearing is to transmit the Community Assessment and Community Participation Program to the Lower Chattahoochee Regional Development Center (LCRDC) and the Georgia Department of Community Affairs (DCA). This hearing will be the first opportunity for the public to comment on the Comprehensive Plan.	The purpose of the second hearing is to transmit the Community Agenda to the LCRDC and the DCA. The hearing will occur once all visioning exercises are complete. The floor will be open for public comment.	The purpose of the final public hearing is to adopt the Comprehensive Plan. This adoption will occur after the review and approval of the Agenda document. By the LCRDC and DCA





*The CSC will play an important role in community participation*

### **3.3 Tools**

The following are distinctive tools that will help ensure that valuable and useful information is collected and communicated during the planning process.

**3.3.1 Keypad Voting.** The keypad is a unique and valuable tool at public meetings. Wireless keypads are distributed to participants with specific questions asked. The results show instantly within a PowerPoint presentation. The Activity allows all voices to be heard, not just the few who often dominate conversation. Keypad voting will be used at all Visioning Workshops and at other meetings as deemed appropriate. This technique is largely used to demonstrate majority preferences towards land use decisions but can also help clarify other policy questions that would traditionally be answered through surveys/questionnaires.

**3.3.2 Maps.** Maps are a required element in the Comprehensive Plan documents and will play a vital role in public meetings. Maps provide community members with a better understanding of the spatial relationship with the issues and opportunities that will address. Maps will be actively used during the visioning process. The Future Development Map and Future Land Use Map will be utilized at Open Houses to give a graphical depiction of the community's vision.

**3.3.3 Comment Forms.** Community members will be able to communicate directly with the comprehensive planning team during all stages of the visioning and Agenda drafting process. This access will occur in the form of an online comment form. With all draft documents and meeting presentations available on the web, people can virtually attend a public meeting and immediately respond via the online comment form. This tool will help ensure that all voices of the community are able to be heard. Meeting attendees will also have the opportunity to comment directly with project staff during outbreak groups and during one-on-one discussions.

**3.3.4 Survey/Questionnaires.** Surveys and questionnaires will be used to gauge the public opinion on various issues and opportunities that face the community. Closed and open-ended questions will serve as important source for qualitative and quantitative data. This data will help prioritize policies and strategies during the drafting of the community Agenda. All surveys/questionnaires will be available online in addition to the public meetings.

**SURVEY & COMMENT FORM**

Priority	Issues and Opportunities
1 - High	
2 - Medium	
3 - Low	
<b>Please circle your priority for addressing each issue/opportunity</b>	
<b>High - Medium - Low</b>	<b>Population</b>
1 2 3	Rapid Population Growth (projected to increase by 3.7 to 4.9%)
1 2 3	Significant Increase in Senior Population (affects housing, health care, transportation & other services)
1 2 3	Significant Increase in Children (will impact schools, recreation & other services)
<b>High - Medium - Low</b>	<b>Economic Development</b>
1 2 3	Slower Job Growth than Population Growth (jobs not increasing to keep up with population)
1 2 3	Lack of a Strategic Economic Development Plan (no economic development office)
1 2 3	Inadequate Infrastructure to Support Future Econ. Development (roads, water & sewer)
1 2 3	Growing Economic Base
1 2 3	Diversified Economy (not dominated by a single sector)
1 2 3	Geographic Advantages (close to I-20, Atlanta)
1 2 3	Strong Education System (top primary education system & secondary education)
<b>High - Medium - Low</b>	<b>Housing</b>
1 2 3	Demographic Changes Affect Housing Demand
1 2 3	Need for Workforce Housing
1 2 3	Job-Housing Imbalance
1 2 3	Encourage Traditional Neighborhood Developments (variety of housing, mixed use)
<b>High - Medium - Low</b>	<b>Natural and Cultural Resources</b>
1 2 3	Declining Water Quality (4 streams & rivers do not meet federal standards)
1 2 3	Poor Air Quality (in non-attainment designation area)
1 2 3	Preservation of Prime Agricultural & Open Space Conservation (development pressure)
1 2 3	Preservation of Historic Resources (used for design guidelines & Historic Pres. Comm.)
<b>High - Medium - Low</b>	<b>Community Facilities and Services</b>
1 2 3	Meeting the Service Demands of Explosive Population Growth
1 2 3	Anticipated Failure of Individual Septic Tank Systems
1 2 3	Diminishing Supply of Regional Water
1 2 3	Expand Senior Capacity
<b>High - Medium - Low</b>	<b>Intergovernmental Coordination</b>
1 2 3	Regional Transportation Planning
1 2 3	Land Use Conflicts that Result from Annexation
1 2 3	County-Municipal Coordination
1 2 3	Shared City-County Services
1 2 3	Funding of Public Services
<b>High - Medium - Low</b>	<b>Local Mobility</b>
1 2 3	No County Transit System (study opportunity for express bus routes & vanpools)
1 2 3	Lack of Adequate Traffic Signals (many all-way stops need to be signalized)
1 2 3	Mitigating Increasing Traffic Congestion
1 2 3	Poorly Connected or Incomplete Pedestrian Network
1 2 3	Improving Street Connectivity (create a secondary network of roadways)
1 2 3	More Mixed-use Developments (employment & retail close to housing)
1 2 3	Access to Greenway & Bicycle Facilities



### 3.4 Interactive Community Meetings .4 Interactive Community Meetings

Community meetings are the most important element of Community Participation Plan implementation. The use of appropriate communications techniques, including the website, press releases, and other items, will ensure that a broad cross-section of community members are present and actively engaged in each of the community meetings. The core goal is to obtain a broad base of input from the community that will, in turn, translate into policies, strategies, and vision for the future, to include in the Community Agenda. Community meetings are the most important element of Community Participation Plan implementation. The use of appropriate communications techniques, including the website, press releases, and other items, will ensure that a broad cross-section of community members are present and actively engaged in each of the community meetings. The core goal is to obtain a broad base of input from the community that will, in turn, translate into policies, strategies, and vision for the future, to include in the Community Agenda.

#### 3.4.1 Visioning Workshops

Over the course of two months in early 2008, six visioning workshops will be held in various neighborhoods in Columbus (see Figure 1: Proposed Planning Area Map). The purpose of these meetings is to introduce the community planning process to the community and to begin discussions on the community’s vision for the future. These workshops will give each area an opportunity to discuss unique local issues and establish a vision for land use and community development decisions that will contribute to formation of the of the citywide vision of the Comprehensive Plan update.

*Likely Tools: PowerPoint presentation, community preference survey using keypad voting, small discussion groups, survey/questionnaire*

#### 3.4.2 Strategic Framework Workshop

One Strategic Framework Workshop will occur in March 2008 to present results from Visioning Workshop and to build upon the vision that started to formulate at those meetings. This workshop will have a narrower scope, focusing upon

key development patterns in the city and how to address current land use patterns and policies (including zoning) to meet the needs of the community. The workshop will focus upon specific strategies and policies to meet the community's vision.

*Likely Tools: PowerPoint presentation, small discussion groups, survey/questionnaire, mapping activity*

*PowerPoint presentations will play an important role in meetings*



*Outbreak groups and maps will help participants articulate ideas*



**Figure 3-2: Proposed Planning Area Map**

### 3.4.3 Open Houses

Upon completion of a draft Community Agenda, three Open House workshops will be held in various locations around the City. Each meeting will include a public presentation of the draft population and employment forecasts, the Future Development Map, the Future Land Use Map, and draft policies for each element of the plan. A summary document will be available for meeting attendees, providing an overview of recommendations for the City over the next 20 years. These meetings will occur in June 2008 and will precede the transmittal hearing for the Agenda. The Open Houses will have an interactive, one-on-one format with participants having access to project staff to address specific concerns or questions. Maps will also play an integral role in the meeting, giving a graphic presentation of the community's vision as well as issues and concerns the community will face. This meeting will be final opportunity for community members to add their comments and contribute to edits to the Community Agenda before submittal.

*Likely tools: PowerPoint presentation, maps, summary Agenda handouts, comment forms, one-on-one interaction with staff*

## 3.5 Communications Outreach Strategies

The plan's ability to engage the community in the planning process begins with an effective communications strategy. Good communication channels will ensure that the greatest percentage of the community is aware of major milestones and events in the process. The following strategies are intended to complement each other and best reach out to segments of the community.

### 3.5.1 Website

The website will serve as the main data portal for community members throughout the planning process. The website will reflect up-to-date information regarding public meetings (including dates, times, and locations) and other opportunities for public involvement. All surveys/questionnaires will be available online for those who are unable to attend meetings. All Community Assessment draft documents will be posted on the website as they are approved and reviewed by staff. The project website will be linked to the City of Columbus homepage to increase community awareness of the website and the plan. The region's library system, the Chattahoochee Valley Regional Library System, will help accommodate those who do not have private access to the Internet. The library system has over 300 computers equipped with Internet access for public use.

### **3.5.2 Flyers/Newsletters**

A series of flyers and newsletters will be created at key times to publicize upcoming community meetings, summarize input received, and discuss key issues addressed in the planning process. Flyers regarding public meetings will be drafted and distributed in both hard and electronic copies. These copies will be available at City Hall as well as other strategic locations identified by the project team. Some potential locations for flyers include local churches, participating businesses, and civic buildings.



*Maps help visualize the community's vision for the future*

### **3.5.3 Progress Reports**

Community members will likely enter the planning process during various stages of the plan's development. To help bring citizens up to speed, monthly progress reports for the Comprehensive Plan will be available for community members throughout the duration of the project. These progress reports will help community members become educated and stay informed of relevant planning activities and reports. These brief reports will provide a summary of what has been completed that month and action items for the upcoming month. Progress reports will be available at the project website.

### **3.5.4 Press Releases**

Up to four press releases will be drafted for use by the CCG to inform the public on the planning process, meetings, and plan recommendations. Press releases will be coordinated with City staff to announce major meetings and upcoming public hearings. These press releases will be available to media groups in the community. Major media outlets in the Columbus include the following:

1. Columbus Ledger-Enquirer
2. Columbus Times
3. Phoenix City News
4. Tri-County Journal
5. The Bayonet
6. The Courier Newspaper/Eco Latino

### **3.5.4 Government Access Channel**

The CCG's Government Access Channel will air public service clips regarding the community involvement in the Comprehensive Plan, including live broadcasts of selected public meetings. These clips will help reach community



Visioning Workshops																	
5.2- Strategic Framework Workshop									x								
5.3- Prepare Future Land Use Map																	
5.4- Conduct Open Houses (3)												3x					
5.5- Conduct Action Planning Workshop																	
6- Transmittal and Adoption Process													x				x
Citizen Stakeholder Committee					x			x			x		x				
Technical Review Committee		x			x			x			x	x	x	x			
<i>x = Meeting or Workshop</i>																	

**Figure 4-2: Project Milestones**

Date	Event
June 14, 2007	Kick Off Meeting
June 21, 2007	First Press Release (announcing the project and the website)

July 17, 2007	Technical Review Committee Meeting #1 (2-3:30)
Aug. 10, 2007	Draft Community Participation Program for Staff Review
Sept. 21, 2007	Draft Community Assessment / Tech. Appendix for Staff Review
Oct. 16, 2007	Technical Review Committee Meeting #2 (2pm)
Oct. 16, 2007	Citizen Stakeholder Meeting #1 (4-6) unless changed by CSC
Nov. 27, 2007	Transmittal to City Council - Public Hearing
Jan. 10, 2008	Technical Review Committee Meeting #3 (2pm)
Jan. 10, 2008	Citizen Stakeholder Meeting #2 (4-6pm)
Jan. 22 – Feb 5, 2008	Visioning Workshops (6)
March 27, 2008	Strategic Framework Workshop
April 22, 2008	Technical Review Committee Meeting #4
April 22, 2008	Citizen Stakeholder Meeting #3
April 29, 2008	Draft Future Development Map
May 20, 2008	Technical Review Committee Meeting #5
May 29, 2008	Draft Future Land Use Map
June 9, 2008	Draft Community Agenda for Review
June 17, 2008	Technical Review Committee Meeting #6
June 17, 2008	Citizen Stakeholder Committee #4
June 23, 24, 26, 2008	Open Houses (3)
July 2, 2008	Draft Short Term Work Program for Review
July 8, 2008	Action Planning Workshop
July 8, 2008	Technical Review Committee Meeting #7
July 16, 2008	City Council Transmittal Hearing for Community Agenda (PAC)
July 29, 2008	Alternate. date for City Council Transmittal of Agenda
August 5, 2008	Transmittal Hearing for Community Agenda (Council)
Oct. 2008	Prepare Draft Final Plan
Oct. 2008	Adoption Hearings
Oct. 2008	Final Deliverables

*Assumes*

**Council Meetings** – *Tuesdays (1<sup>st</sup> Tuesday 5:30pm, 2<sup>nd</sup> and 3<sup>rd</sup> Tuesday 9am, 4<sup>th</sup> Tuesday - work session)*

**Planning Advisory Committee** – *(1<sup>st</sup> and 3<sup>rd</sup> Wednesday 9am meetings)*



# Appendix A: Public Involvement

- A1. **Executive Summary**
- A2. **Special Committee Rosters**
  - Roster for Technical Review Committee
  - Roster for Steering Committee
- A3. **Media and Community Partners**
- A4. **Summary of Stakeholder Interviews**
- A5. **Community Visioning Survey Summary**
- A6. **Public Meeting Summaries**
  - Visioning Workshops
  - Strategic Framework Workshop
  - Open Houses

*This page was intentionally left blank for two-sided printing.*

## **A1. Executive Summary**

*This page was intentionally left blank for two-sided printing.*

## Executive Summary

The City undertook a multi-faceted process to engage a wide cross-section of the Columbus community in planning for the City's future. The following community involvement activities occurred:

1. **Stakeholder Interviews** - More than 25 interviews were completed with community stakeholders;
2. **Community Visioning Survey** - Nearly 800 community members participated in Community Visioning Survey;
3. **Visioning Workshops** - Visioning Workshops were held in six unique areas of the city with over 325 community members in attendance;
4. **Strategic Framework Workshop** - Multiple community members attended Part I and Part II of the Strategic Framework Workshop, 37 and 47 community members respectively; and
5. **Open Houses** - Approximately 105 community members attended three Open Houses held in June 2008 to review and comment upon the Community Agenda, the final Comprehensive Plan document.

This summary is intended to briefly highlight major findings and/or discussion topics from activities 2, 3, 4, and 5. These activities were also guided by a Steering Committee and Technical Review Committee as well as a comprehensive communications strategy, which included the involvement of multiple media and community partners and an open dialogue between the public and project staff. Summary or supportive information for many of these activities, including stakeholder interviews, is available in the remainder of this Community Participation Appendix.

The strategies for accomplishing public involvement goals were originally laid out in the Community Participation Program. Please see that document for more details on the community involvement program. The following schedule reflects how multiple community involvement activities fit within the overall comprehensive planning process.

## Community Involvement Activities

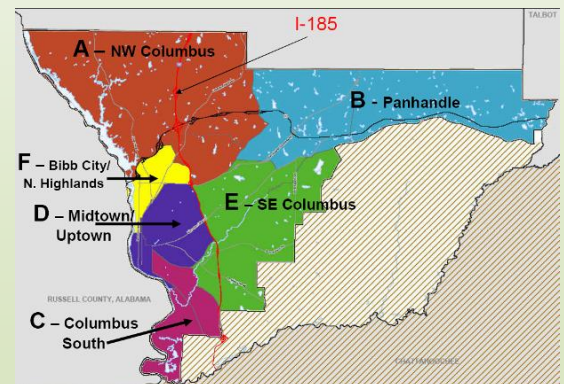
Stakeholder Interviews  
*Fall 2007*

Community Visioning Survey  
*January 3 to March 15, 2008*

Visioning Workshops  
*January 22, 24, 28, 29*  
*February 4, 11*

Strategic Framework Workshop  
*March 27 and April 3, 2008*

Open Houses  
*June 23, 24, and 26*



**Columbus's Six Planning Areas** - Established for the 2028 Comprehensive Plan Update and used during the Visioning Workshops.

**Figure 1. Comprehensive Plan Schedule**

Task Schedule	2007							2008										
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
MONTHS																		
Tasks																		
1-Kick-off Meeting	x																	
2-Community Participation Program																		
3-Community Assessment																		
4-Transmittal Public Hearing						x												
5-Prepare Community Agenda																		
5.1-Community Visioning Workshops									6 x									
5.2-Strategic Framework Workshop										x								
5.3-Prepare Future Land Use Map																		
5.4-Conduct Open Houses (3)													3 x					
5.5-Conduct Action Planning Workshop																		
6-Transmittal and Adoption Process														x				x
Citizen Stakeholder Committee					x		x		x		x		x					
Technical Committee	x			x			x		x	x	x	x	x					

*Anticipated adoption in October 2008*

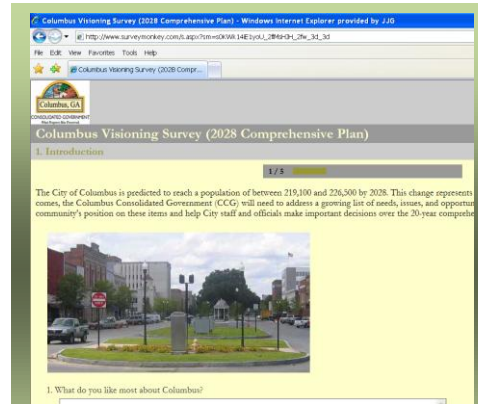
## Community Visioning Survey

**General Information:** The community survey was available online and in hard copy from January 3<sup>rd</sup> to March 15<sup>th</sup> 2008 in both English and Spanish. Results helped shape the Strategic Framework Workshop and facilitate the development of strategies and policies included in the Community Agenda. A snapshot of survey responses is provided below. An in-depth summary is also provided in this appendix.

**Policy Priorities:** The survey contained neighborhood level questions in addition to questions with citywide and regional scope. A series of questions asked participants to prioritize Columbus needs, some regional and others local in nature. Those that have received the highest level of consensus as a high priority are listed below.

### Regional Priorities

1. Water Supply, 78 percent – Work with other localities to preserve regional water supply.
2. Air Quality, 78 percent – Protect air quality.
3. Chattahoochee River Quality, 73 percent – Work with other local governments in the region to minimize negative impacts on Chattahoochee River Quality.
4. Fort Benning, 75 percent – Work with Fort Benning’s leadership to make sure Columbus is prepared for base growth.
5. Traffic Flow, 74 percent – Improve traffic flow in highly congested areas.



**Snapshot of Online Survey –** *The online survey format is user friendly, helping increase community participation.*

### Local Priorities

1. Crime, 88 percent – Control and manage crime.
2. Improve Schools, 81 percent
3. Creative Funding Mechanisms, 70 percent – Find creative ways to pay for major community improvements (roads, sewer/water facilities, etc.)
4. Revitalization, 60 percent – Revive older areas of the city.
5. Young Professionals, 62 percent – Develop ways to keep young professionals in Columbus.
6. More Industries, 64 percent – Work with partners to attract more industries.
7. Community Facilities, 57 percent – Make improvements to existing facilities to ensure continued use.
8. Greenspace, 55 percent – Purchase and set aside land for additional greenspace.

**Key Issue Questions:** Key issue questions asked survey participants to identify appropriate strategies for addressing some of the community’s most pressing concerns. **Figure 2** reflects input received on these topics.

**Neighborhood Questions:** The majority of participants (67 percent) associated themselves more with the Columbus community as a whole (rather than their particular neighborhood). This response suggests that community members are prepared to work collaboratively to address community problems and to pursue opportunities throughout city.

## Visioning Workshops

Six Visioning Workshops were held in various areas of the city with the objective to better understand the community’s vision for the future, including both concerns and aspirations. These meetings were successful at engaging a variety of community members and providing a wealth of information for City staff, elected officials, and the Comprehensive Planning team.

*Interactive Voting* – Attendees are asked to vote on and discuss issues/statements using an electronic voting device/paper form. The overall voting results are included in the Public Meeting Summaries segment of this document. The following are common themes reflected at all workshops:

- Transportation is a Major Concern – Not only is there a need to alleviate congestion and repair existing roads, but there is very high support for making Columbus more pedestrian and biker friendly. Community members brought up the need to collaborate with other adjacent localities and agencies to obtain funding and connect systems. Improved transit systems are high concerns in older areas of the community, including Midtown/Uptown, SE Columbus, and Columbus South.

### Figure 2: Key Issue Questions

#### *How to Address Affordable Housing:*

- 61 percent – Provide homeowner assistance programs (mortgage counseling, downpayment assistance, etc.)
- 61 percent – Provide home assistance programs (help with home repairs and upgrades) for residents.
- 50 percent – Encourage mixed income housing throughout city

#### *How Columbus Should Pay for Increasing Needs:*

- 69 percent – Continue to apply for grants
- 67 percent – Develop creative funding mechanisms
- 41 percent – Remove tax freeze

#### *Top Joint Action Priorities for Addressing Fort Benning Growth:*

1. Prepare schools for new students
2. Improve transportation network
3. Attract businesses to support growing population.

- **Community Character** – A majority at most workshops supported preserving their neighborhood’s character; however, a majority of residents from Southeast Columbus and Columbus South indicated that change is needed in their area. Participants generally responded favorably to planning practices that preserve historic resources, mix uses, conserve greenspace, increase mobility, and reuse/readapt existing underutilized structures. Reinvesting in older areas of the city is a common aspiration among residents citywide.
- **Economic Development Needed** – Meeting attendees highly favored economic development as a means to increase City revenues. Local sales tax was also seen as favorable way to pay for major capital investments.
- **Land Use Distrust** – At all meetings, citizens voiced some concern about how land use decisions are made. The belief that the City should better reflect the community’s desires in land use decisions is shared by many. Some attendees pointed out that equally marketing all areas of the city as positive, healthy locations should be a component of this
- **Fort Benning Collaboration** – Generally, community members feel that the City is doing a good job partnering with Fort Benning to ensure that base activity positively affects their lives.

*Small Group Discussions* – At each workshop, community members have met in small groups to discuss concerns specific to their area of the city. Comments during these sessions have reflected unique concerns for each planning area. Some prevailing topics included the following:

- **Planning Area B, Panhandle** – Need to preserve low-density character; need for consistent character in new development; should promote redevelopment versus sprawl; need for more design guidelines
- **Planning Area A, NW Columbus** – Traffic congestion and speeding are problems; should promote clean industry and conservation subdivisions; need to listen to community over developers in land use decisions.
- **Planning Area D, Midtown/Uptown** – Need to bring more commercial/people back in-town; should revitalize declining areas; add sidewalks and rethink public transit and how it serves the city.
- **Planning Area F, Bibb City/N. Highland** – Need to pass historic preservation regulations and design guidelines; should preserve area’s unique history
- **Planning Area E, SE Columbus** – Need to support revitalization efforts; address traffic safety and crime, and bring in more retail/services to support population in area; improvements to public transit necessary
- **Planning Area C, South Columbus** – Need for greater code enforcement; need for more places to shop; need to be marketed more positively to the region; transportation improvements should be a priority.



**Small Group Discussion at Meeting for Northwest Columbus Planning Area -**  
*Attendees identify areas with unique potential*

Themes that have been prevalent among several break-out groups at all meetings included the following:

- Need to garner greater public trust in the City government;



- Need to support revitalization efforts over growth in new areas;
- Need to revitalize existing resources; and
- Need to address the City's funding shortfall, which is critical to adequately addressing citywide needs.

In general, Columbus residents are proud of the city's heritage and resources and hope that these will be enhanced over the planning period. Reinvestment and revitalization are core community values.

## Strategic Framework Workshop

The two-part Strategic Framework Workshop was held on March 27<sup>th</sup> and April 3<sup>rd</sup> of 2008. This workshop was intended to clarify the community's vision for the future and further an open dialogue with the community about the components and strategies of the City's Future Development Plan and implementation program for carrying out the community vision. Both parts of the workshop were held in a conference style format – with attendees selecting break-out sessions of greatest interest to them. Recaps at the end of each meeting brought attendees up to speed on the outcomes of all break-out discussion. Part I Workshop topics included impacts of growth, transportation/transit, and revitalization. Part II Workshop topics included transportation/infrastructure, revitalization in the future development map, and fiscal impacts.

## Open Houses

Three Open Houses were held in June 2008 to provide a forum for public comment on the draft Community Agenda. Each meeting followed the same format, starting with a brief overview presentation that discussed the role of the Comprehensive Plan and highlighted key recommendations of the Community Agenda, the final Comprehensive Plan document. Following this presentation, attendees had the opportunity to review various displays, maps, and other information and to provide comments and questions to City and consultant staff. Comments from the meeting were considered in final edits to the Community Agenda.



**Baker Middle School, Columbus South – Attendees watch introductory presentation at Visioning Workshop.**

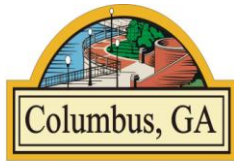


*This page was intentionally left blank for two-sided printing.*

## **A2. Special Committee Rosters**

- Roster for Technical Review Committee
  - Roster for Steering Committee

*This page was intentionally left blank for two-sided printing.*

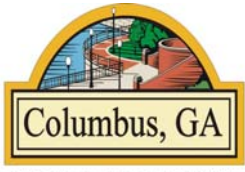


CONSOLIDATED GOVERNMENT  
*What Progress Has Preserved.*

### Roster for CCG Comprehensive Plan Technical Review Committee

<b>First Name</b>	<b>Last Name</b>	<b>Title</b>	<b>Company/Agency</b>
Rick	Jones	Director of Planning Dept.	CCG
Donna	Newman	Director of Engineering Dept.	CCG
Joe	Riddle	Director of Community Reinvestment Dept.	CCG
John	Phillips	Superintendent	Muscogee County School District
Harold	Bryant	Vice President, Governmental / Transportation/	Chamber of Commerce
Michael	Burgess	Division Chief of Storm Water (Engineering Dept.)	CCG
Pamela	Hodge	Finance Director	CCG
Ron	Hamlett	Division Chief of Engineering Dept.	CCG
Sandra	Hunter	Director	METRA
Tom	Queen	District Representative	GDOT District 3
Tony	Adams	Director of Parks and Rec. Dept.	CCG
Will	Johnson	Planning Division Chief	CCG
Gary	Cornell	Project Manager for Comprehensive Plan	Jordan, Jones & Goulding
Jim	Summerbell	Deputy Project Manager for Comprehensive Plan	Jordan, Jones & Goulding
Charlotte	Weber	Public Involvement Lead for Comprehensive Plan	Jordan, Jones & Goulding
Lynda	Temples	Transportation Planner	CCG
Tracy	Hall	Planner	CCG

*This page was intentionally left blank for two-sided printing.*



CONSOLIDATED GOVERNMENT  
*What Progress Has Preserved.*

### **Roster for CCG Comprehensive Plan Steering Committee**

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

*This page was intentionally left blank for two-sided printing.*



### **A3. Media and Community Partners**

*This page was intentionally left blank for two-sided printing.*

## Media Partners

The following list reflects media partners that helped advertise or provide coverage of public meetings held throughout the Planning Process. These agencies played a pivotal role in communicating the Plan's important and encouraging community members to actively participate in the planning process.

- Columbus Ledger-Enquirer
- Columbus Times
- CSU SABER
- Impacto Hispano
- Northland Neighbors
- Southern Views Magazine
- The Bayonet
- The Business Leader
- The Courier/Eco Latino
- Esencia Hispana
- Archway Broadcasting
- Clear Channel Radio
- Davis Broadcasting
- Viva 1460
- Columbus State University
- CSU Student and Community Affairs
- Government Access Channel
- PBS
- Urban League Show
- WCGT-16
- WLGA 66
- WLTZ-38
- WRBL TV Channel 3
- WTVM TV 9

## Community Partners

The following list reflects community agencies that helped get the word out about the Comprehensive Plan meetings by contacting their constituencies via newsletters, postings on websites, community calendars, or other outreach methods.

- MidTown, Inc
- UPtown Columbus, Inc.
- The Columbus Public Libraries
- Columbus Visitors Bureau
- Columbus Chamber of Commerce
- The Columbus Business Improvement District

*This page was intentionally left blank for two-sided printing.*

## **A4. Summary of Stakeholder Interviews**

*This page was intentionally left blank for two-sided printing.*

## Summary of Stakeholder Interviews

### Overview of Stakeholder interviews

Approximately 25 stakeholder interviews were held between August and October 2007 to gather input from a variety of community leaders throughout Columbus. The interviews were primarily held over the phone and lasted from 30 to 75 minutes. The stakeholders were asked similar types of questions.

### Highlights

Stakeholders discussed a variety of topics and issues that were important to them and their constituents. The following are highlights of ideas and themes repeated by multiple participants interviewed.

- What do you believe are the most important issues the CCG should address in the Comprehensive Plan Update?
  - Enhance the idea of “One Columbus”
  - Infrastructure
  - Public safety
  - Tax issues (tax base, tax freeze, mil rate)
  - Quality of life
  - BRAC issues
  - Environmental protection
  - Smart growth in zoning and future land use decisions
  - Economic development
  - Focus on revitalization
  - Need to take more of a visionary approach
  - Columbus could serve as the lead/hub for the region
  - Planned growth
  
- Which characteristics of the City should be maintained for the future?
  - The character of the historic and mixed-use components of uptown/midtown.
  - Diversity in government should be protected and enhanced
  - Small Town Feel – This is a social phenomenon, people know each other, and if they don’t, they wave anyway.
  - Public/Private partnerships should continue.
  - Keep the River a focal point, clean and accessible.
  - We have done a good job on gateways through the gateway project – nice entrances into the city – need to build on what was started.
  - Water quality
  - Awareness and sensitivity to environment
  - Need to sustain air quality and work proactively to preserve it
  - Excellent relationship with Fort Benning

### Stakeholders Interviewed

#### Representatives from:

- Columbus Parks & Recreation Department
- Aflac
- UPtown Columbus
- Columbus Police Department
- Columbus State University
- Columbus South, Inc.
- Fourth Street Baptist Church
- Columbus Chamber of Commerce
- City of Columbus
- State Farm
- Columbus Fire Department
- Columbus Consolidated Government
- Muscogee County School District
- Columbus Bank and Trust
- Thayer Properties
- Midtown Columbus, Inc.
- Columbus Water Works
- TSYS
- Housing Authority of Columbus
- Ft. Benning
- Synovus
- Lower Chattahoochee Regional Development Center
- Georgia Department of Transportation
- Citizens
- State Representative

### Stakeholder Interview Summary

- Which characteristics of the City should be changed as it moves forward?
  - Better land use and comprehensive planning
  - Need design standards
  - We need a more positive vision – the big picture for the future – growth and economic development.
  - Sprawl and unplanned growth has created road congestions and poor transportation corridors not designed for existing flows. District overlays are needed for continuity
  - The City should focus on revitalization efforts. Bring areas up to standards. Need to become “One Columbus” not North and South.
  - City infrastructure and school infrastructure are not planned concurrently (like sewer, water and roads) – this needs to be changed legislatively and linked together
  - Public safety
  - Transportation system could be improved: need for improved alternate modes (including biking, walking, and bus transit)
  - Need more greenspace
  
- What activities or goals should be the City’s primary focus in the near term (5 years)?
  - Get all entities together – school board, CSU, and others. Create a true Comprehensive Plan
  - Need to address the issues of the property tax freeze. The Tax assessment amount is frozen at the purchase price of the property. This hinders the ability of CCG to raise funding or matching funds for capital improvements.
  - Address the growth in population attributed to the BRAC.
  - Continue to recruit and bring in new business
  - Increase tax digest
  - Promote tourism and make Columbus a destination. Allow rafting on Chattahoochee River and promote Infantry Museum. Need more hotel rooms for events like softball tournaments
  - Waste Disposal issues – Oxbow Meadows pond is at risk. Landfills are picking up. Need to require recycling.
  - Quality of Life
  - Regional collaboration
  - Promote infill and strategies for redevelopment
  - Meeting staffing needs as population increases for all City departments.
  - Prepare and plan for growth strategically – transportation, zoning, water, redevelop certain areas, TADs, more urban mixed use.
  - Continue to recruit high tech/clean industry
  
- What long-range (10 – 20 year) activities or goals should the City focus on?
  - Regional water authority could provide revenue and resources to the city
  - Make sure that Columbus is a model city – culture, athletics, politics, race relation, salary, skills.
  - Safety is top of the list – crime needs to be addressed – not necessarily just adding police, but looking to other options.
  - A great airport is needed if the City is really to become a regional hub
  - Community improvement areas
  - More amenities for an older population
  - Environment of a vibrant college/university community



**Stakeholder Interview Summary**

- Economic Development – start now, will hopefully come forth
- Planning appropriately for growth that will come
- Being smarter in how we use the land (i.e. better zoning policies, etc.)
- Preserve natural beauty and communities
- Maintain viable areas all over the County and City
- Need measurable goals so long range plans are actually implemented

*This page was intentionally left blank for two-sided printing.*

## **A5. Community Visioning Survey Summary**

*This page was intentionally left blank for two-sided printing.*

# Summary of the Columbus Community Visioning Survey

## A. Introduction

Between January 2, 2008 and March 15, 2008, the Columbus Consolidated Government (CCG) hosted a Community Visioning Survey. The survey was conducted in unison with the Comprehensive Plan to help define the community’s position on growth-related concerns and to help City staff and officials make important decisions over the planning period. This report provides a summary of survey responses<sup>1</sup> and is organized in the following manner:

- A. Introduction ..... 1
- B. Summary of Responses ..... 2
- C. Spanish Version Summary ..... 18
- D. Concluding Remarks..... 20

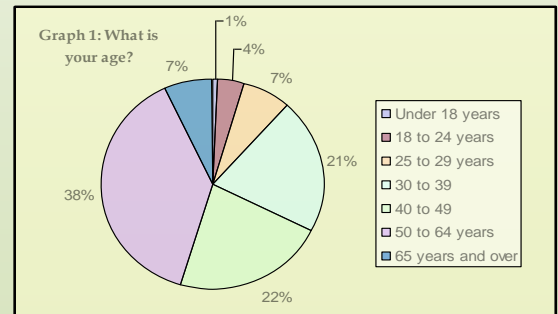
The questionnaire was available through various channels: (1) in a hard copy format through the public library, City Hall, and six visioning workshops; (2) was handed out to some groups by citizens; and (3) was mailed by request. It was also available interactively on the Comprehensive Plan website ([www.jjg.com/CCGplan](http://www.jjg.com/CCGplan)). The questionnaire was available in both English and Spanish.

Issues in the survey encompassed a number of categories, including the following:

- Population growth
- Economic development
- Housing
- Natural and cultural resources
- Transportation
- Education
- Intergovernmental coordination
- Community facilities and services
- Land use

### A snapshot of who filled out the survey

A total of 784 surveys were begun, and approximately 700 were completed. The majority of questionnaires were received from participants who reside in Columbus (88 percent); 83 percent also work in the city. Graph 1 illustrates the age distribution of the survey participants; a large number of the participants were 30 to 49 years of age (43 percent), 39 percent are 50 to 64, and only 12 percent are under the age of 29. The greater part of the community members were Caucasian (81 percent), 15 percent African American, 4 percent Hispanic, 1 percent Asian, and 3 percent Other. The majority of respondents owned their home (87 percent) and only a small portion rent (13 percent). Participants’ household incomes were distributed as follows: \$75,000 to \$99,999 (20 percent), more than \$100,000 (34 percent), and less than \$75,000 (47 percent).



<sup>1</sup> Because surveys were completed at will, the results do not represent a valid sample of the Columbus population. While the raw data reflects input received from all participating community members, only a sample of open ended responses are included.

- Fort Benning
- Neighborhood satisfaction

Although this survey is not a statistically valid sample of public opinion, it provides useful insights for determining the community's priorities. It serves as a helpful reference, along with the data and analysis found in the Community Assessment, that informs the preparation of the Community Agenda portion of the Comprehensive Plan.

## B. Summary of Responses

### 1. Open-Ended Questions

Part I of the survey included a series of open-ended questions. Due to the large number of responses, only a sample of responses for each question is included here. Details of all questions asked can be found in the Appendix. Quotes from participants are in italics.

#### Question 1: What do you like most about Columbus?

Many community members felt the best characteristic of Columbus is that it has a relatively small town feel with access to city amenities. The downtown historic areas and pedestrian and bicycle friendly neighborhoods are a cherished amenity.

- ❖ *"...it is a fairly large town, but with a small town atmosphere. People here are generally very friendly and will help you if needed."*
- ❖ *"Columbus has a wealth of potential and a population with a deep sense of community... We have the tools and desire to become a truly great city."*
- ❖ *"Livability."*

#### Question 2: If you could change three things about Columbus, what would they be?

Major recurring themes from these responses are discussed below.

##### Transportation and Traffic Issues

Many of the responses expressed concerns about the current transportation options and level of traffic congestion. The number of traffic lights and their impact on traffic flow is considered a major contributing factor to traffic congestion. In addition, poor planning is blamed for traffic congestion in North Columbus and the Columbus Park Crossing areas. Specifically, the community is apprehensive of future development and its impact on transportation.

To help with traffic and congestion issues, the residents suggested that the following actions be taken:

- ❖ *"Synchronize and update traffic lights."*
- ❖ *"Better preplanning on traffic flow issues and anticipating road needs during development."*
- ❖ *"Slow down all of the new development until the roads are properly designed to handle the increase of traffic."*

Many community members also believe that increased and improved transit options would help to decrease traffic congestion. Residents suggested:

- The addition of bike lanes on streets,
- The improvement of sidewalks to increase pedestrian activity; and
- The development of more convenient mass transit options to Atlanta, specifically via rail.

### Development Patterns

Development patterns, specifically sprawl and its effects on greenspace and environmentally sensitive areas, were another major concern of community members. In addition, the appearance of major corridors, especially gateway corridors, was identified as a problem for the entire city.

- ❖ *"Redevelop interior parts of the city and reduce overdevelopment at the outskirts."*
- ❖ *"Better development and improvement in South Columbus."*
- ❖ *"More green-space planning and incorporation of green-space in new development."*



*Streetscape in Midtown area*

### Police Presence

Community members expressed concern over high crime rates and limited police presence. Survey respondents are also worried that increased development will lead to higher crime rates. To address these concerns, participants suggested the following:

- Increase the size of the police force;
- Pay police higher wages to retain high-quality officers; and
- Add street lights to dark areas to increase safety.

### Education

Many survey participants wish to improve the educational system in the Columbus area. A number of citizens believe more funding should be put towards improving education and paying teachers higher salaries. Concerns over the current use of funds were also expressed. Additional recommendations included the following:

- The school board and the City government should have a joint commitment to educational efforts; and
- Quality education and work development programs should be provided for the poor, and additional higher education opportunities should be made available.

### Limited Confidence in Local Government

Some survey responses expressed a lack of confidence in the City government. Concerns included issues such as government waste and a lack of transparency. In addition, citizens expressed the need for additional staff and better-paid government workers. Anxiety regarding the effects of long-term leadership on creative solutions was also articulated.

- ❖ *"Build relationships with the community."*
- ❖ *"Help the city council restore trust."*
- ❖ *"Government transparency."*
- ❖ *"Limit terms of council/ city elected officials to keep new ideas flowing through our government."*

### Job Quality

Survey participants noted the need for an increase in both the quality and quantity of jobs in Columbus. Residents expressed concerns over the lack of quality jobs and the resulting loss of young professionals to other job markets. In addition, some survey participants also believe that new manufacturing positions would benefit the community more than new service industry jobs. Specific suggestions included attracting more industrial or technological companies.

- ❖ *"Recruit more professional jobs"*
- ❖ *"Average income is significantly low compared to cost of living – not appealing to young people like us who want to live somewhere like Columbus, but cannot afford to."*
- ❖ *"More entry level white collar jobs for college graduates where they can earn enough to make them stay in Columbus."*
- ❖ *"Bring in more modern businesses/manufacturers and help existing businesses/manufacturers to update/modernize and expand to create more jobs."*

### Recreation and Entertainment

Survey participants expressed a desire for additional recreation and entertainment alternatives in the Columbus area. Participants requested both a concentration and dispersion of entertainment facilities. Suggestions included the following:

- Create more parks;
- Better utilize the river as a recreational facility;
- Increase staff and improve management of existing recreational facilities; and
- Diversify entertainment options.



*Flat Rock Park*



- ❖ *“Add more parks and recreation areas so that all people have easy access; this also beautifies the city.”*
- ❖ *“Bring more shopping/entertainment option into the city, especially North Columbus.”*
- ❖ *“More diverse entertainment, [such as] dinner theater, family friendly plays...use of parks for children's activities.”*

### **Question 3: What are the top three challenges that the Columbus Consolidated Government should address in the next five years?**

The short-term challenges identified by survey participants for the Columbus Consolidated Government are very similar to the problems they identified within the city in Question 2. Major recurring themes from these responses are discussed below.

#### **Government**

Community members expressed many opinions about their government. Efficiency was identified as a major challenge. In addition, the reduction of conflicts between government agencies, most notably the Muscogee County School Board and the Columbus Consolidated Government, was indicated as a necessary precursor to reestablishing community support. One citizen summed up a helpful goal for the community's governance:

- ❖ *“Creating an atmosphere of trust between the city government and the citizens.”*

#### **Traffic and Transportation**

Traffic and transportation were again identified as major issues throughout the city. Community members suggested that existing roads need to be maintained and improved through road paving and intersection improvements, most notably older parts of the city, including Columbus South. Roads should be widened, preferably in anticipation of future development. Survey participants also indicated that CCG should focus on providing more public transportation options and ensuring future mass transit facilities are interconnected.

- ❖ *“Traffic and Road conditions – not just catching up, but getting ahead of the curve.”*
- ❖ *“Provide more convenient public transportation and pedestrian-friendly zones.”*

#### **Salaries**

Community members point out that Columbus salaries are extremely low in comparison to other areas. The community also perceives that there is a large wage gap between management and support staff. The wages of police, firefighters, and other government workers is felt to have a negative impact on performance. Survey participants think that the CCG must focus on attracting higher-paying jobs in the area. Community suggestions for improving salaries within Columbus include the following:

- Attract more high tech businesses;
- Encourage large companies to relocate to Columbus; and
- Encourage more industrial businesses expand and/or relocate in Columbus.

## Development

Community members call for increased planning for future development and enforcement of the existing plans. Urban sprawl is perceived as a major challenge, impacting the community and the environment. Survey participants recommended the redevelopment of existing areas, including Midtown and Columbus South, to encourage revitalization and reuse of existing infrastructure. In addition, some participants identified a need for development accommodating to middle-income families.

- ❖ *“Intelligent growth and development instead of the current short sighted strip mall...approach.”*
- ❖ *“Improve the planning and regulation of development to avoid creating traffic, environmental, and other problems.”*
- ❖ *“Development and revitalization of existing infrastructure.”*



*Historic building in downtown*

## Education

Education was identified as a significant challenge for the Columbus community. Citizens expressed disapproval of the relationship between the school board and other agencies of the CCG. Survey participants felt that the quality of education could be improved in Columbus, and they also expressed concern that current facilities would not be adequate to fulfill projected enrollment as Fort Benning expands.

- ❖ *“Improving the schools should be one of the three top challenges. Each child in Columbus should have a high-quality education and interact within a diverse environment.”*
- ❖ *“Facilities/schools [are needed] for the additional children coming as a result of BRAC.”*

## 2. Policy Priorities

A series of preliminary issues and opportunities were identified for each major subject area (e.g. economic development, housing, etc.) through the first phases of developing the Comprehensive Plan.<sup>2</sup> Survey respondents were asked to prioritize these items using a ranking scale ranging from “not important” to “high priority” or “undecided.” The results for this series of questions are summarized on the following pages. *Further details for each question can be found in the Appendix.*

### Question 4: Economic Development

Survey participants prioritized various options and methods that CCG could adopt to achieve greater economic development.

<sup>2</sup> The issues and opportunities for this Plan have evolved throughout the planning process. Those included in the Visioning Survey represent a cross section of key topics identified in the Community Assessment and from stakeholder interviews.

The importance of economic development to the Columbus community is evident in the responses; only one option (increasing the tax digest through nonresidential development) was not perceived as a high priority by the majority of respondents. Those with the highest priority, over 60%, included finding creative ways to pay for major community improvements (roads, sewer/water facilities, etc.) (70%), developing ways to keep young professionals in Columbus (62%), work with partners to attract more industries (65%), and reviving older areas of the city (60%). These needs were previously identified by the community in earlier questions. Survey responses are summarized in Table 1.

**Table 1: Economic Development**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
Find creative ways to pay for major community improvements (roads, sewer/water facilities, etc.).	1.7% (12)	4.0% (28)	23.2% (163)	<b>69.6% (489)</b>	1.6% (11)	703
Increase and/or improve job training opportunities.	2.4% (17)	13.9% (97)	39.8% (278)	<b>43.1% (301)</b>	0.9% (6)	699
Develop ways to keep young professionals in Columbus.	0.6% (4)	6.4% (45)	30.7% (214)	<b>61.7% (431)</b>	0.6% (4)	698
Work with partners to attract more industries.	2.3% (16)	5.2% (36)	27.4% (191)	<b>64.4% (449)</b>	0.7% (5)	697
Revive older areas of the city.	1.6% (11)	8.9% (62)	28.3% (198)	<b>60.2% (421)</b>	1.0% (7)	699
Encourage more retail stores, services, and restaurants in neighborhood centers.	5.3% (37)	18.2% (128)	31.1% (218)	<b>44.4% (312)</b>	1.0% (7)	699
Increase tax digest with more nonresidential development.	4.6% (32)	13.7% (96)	<b>40.2% (281)</b>	29.2% (204)	12.3% (86)	699

In addition, survey participants identified a number of concerns regarding the local economy. They also recommended policies to improve economic development within responses to earlier questions:

- ❖ *“A more diverse economy.”*
- ❖ *“Do more for the Southside. All new development is heading north. We need to embrace the Southside and help to improve its beauty, safety and economic prosperity.”*
- ❖ *“More job opportunities for those with an advanced education; specifically, more opportunities in more sectors other than insurance and credit card processing.”*
- ❖ *“Expansion of industry jobs that would provide a competitive wages for low-skilled workers, thereby give them greater socioeconomic stability.”*
- ❖ *“More entry level white collar jobs for college graduates where they can earn enough to make them stay in Columbus.”*

### Question 5: Housing

Survey participants prioritized various policy options and methods that CCG could adopt to improve the quality and availability of housing options.

Two options were identified by survey participants as being a high priority to CCG, namely, to reuse and revitalize existing infrastructure. Providing more resources to help preserve and restore older neighborhoods received a high priority rating from 46% of respondents, and encouraging the conversion of vacant underused sites to mixed-uses that include housing units received a high priority rating from 41% of respondents. Encouraging affordable housing and new construction were identified as medium priorities. Table 2 illustrates these responses.

**Table 2: Housing**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
<b>Provide more resources to help preserve and restore older neighborhoods.</b>	2.3% (16)	13.7% (96)	37.0% (260)	<b>46.0%</b> <b>(323)</b>	1.0% (7)	702
<b>Offer incentives (such as density bonuses, tax rebates, etc.) to encourage developers to include affordable housing in new developments.</b>	6.3% (44)	19.1% (134)	<b>37.1%</b> <b>(260)</b>	34.1% (239)	3.4% (24)	701
<b>Encourage the conversion of vacant or underused sites to mixed-uses that include housing units.</b>	2.6% (18)	15.1% (104)	37.8% (264)	<b>40.8%</b> <b>(285)</b>	4.0% (28)	699
<b>Remove regulatory barriers that discourage affordable housing construction.</b>	7.3% (51)	20.3% (141)	<b>34.9%</b> <b>(243)</b>	29.5% (205)	8.0% (56)	696
<b>Support new housing construction efforts to provide housing for new residents.</b>	7.6% (53)	24.1% (168)	<b>38.5%</b> <b>(269)</b>	26.2% (183)	3.6% (25)	698

In addition, survey participants identified a number of housing concerns as well as policies to improve housing and housing options within their responses to earlier questions:

- ❖ *“Better housing in South Columbus, Uptown, Midtown, etc. - revitalize blighted areas to make them safe, attractive areas for families.”*
- ❖ *“Affordable housing where you feel safe.”*
- ❖ *“Affordable housing for middle income.”*

### Question 6: Community Facilities and Services

Survey participants prioritized various policy options and methods that the CCG could adopt to improve the quality and availability of community facilities and services.

Table 3 identifies the priorities of community members for the future use of community facilities and services. The community's two highest priorities, which received overwhelming majorities, were to control and manage crime (88%) and improve schools (81%). Other options selected as a high priority by more than 50% of participants included the following: (1) to make improvements to existing facilities to ensure continued use (57%), (2) to purchase and set aside land for additional greenspace (52%), and (3) to promote partnerships between public and private agencies to help meet local services and program needs (52%).

**Table 3: Community Facilities and Services**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
<b>Purchase and set aside land for additional greenspace.</b>	1.9% (13)	11.2% (78)	32.5% (226)	<b>52.4% (364)</b>	2.0% (14)	695
<b>Control and manage crime.</b>	0.1% (1)	1.9% (13)	9.5% (66)	<b>88.3% (612)</b>	0.1% (1)	693
<b>Promote partnerships between public and private agencies to help meet local service and program needs.</b>	1.7% (12)	6.9% (48)	36.6% (255)	<b>52.2% (363)</b>	2.6% (18)	696
<b>Address stormwater problems.</b>	2.3% (16)	13.5% (94)	<b>45.6% (318)</b>	35.1% (245)	3.6% (25)	698
<b>Improve schools.</b>	0.3% (2)	2.3% (16)	16.0% (112)	<b>80.5% (562)</b>	0.9% (6)	698
<b>Make improvements to existing facilities to ensure continued use.</b>	0.7% (5)	5.2% (36)	35.0% (242)	<b>57.4% (397)</b>	1.7% (12)	692
<b>Increase and grow senior programs offered by CCG.</b>	3.7% (26)	23.6% (164)	<b>40.9% (284)</b>	27.2% (189)	4.5% (31)	694
<b>Extend sewer to growth areas.</b>	5.2% (36)	13.3% (92)	<b>39.4% (273)</b>	37.8% (262)	4.3% (30)	693

In addition, survey participants identified a number of policies and methods for improving community facilities and services within their responses to earlier questions:

- ❖ *“More help for seniors.”*
- ❖ *“Improved infrastructure throughout the city... Infrastructure (i.e., sewers and pipe lines) are outdated and inadequate to attract new development.”*
- ❖ *“We are losing our greenspace and that concerns me—too much concrete.”*
- ❖ *“Take more steps to deter the rise of crime throughout the city.”*

### Question 7: Intergovernmental Coordination

Survey participants prioritized various policy options and methods that CCG could adopt to improve intergovernmental coordination.

The responses illustrated in Table 4 show that all strategies to improve intergovernmental coordination were identified as high priorities, which demonstrates the depth of the public perception of intergovernmental problems. Two choices scored over 70%: working with other localities to preserve regional water supply (78%) and working with Fort Benning's leadership to make sure Columbus is prepared for base growth (75%). Working with neighboring governments to help find funding solutions to transportation needs was also identified as a priority by almost half of the respondents (45%), but the option did not receive the same level of consensus reflected for other methods.

**Table 4: Intergovernmental Coordination**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
Work with neighboring governments to help find funding solutions to transportation needs.	3.0% (21)	12.3% (85)	37.9% (262)	<b>44.9% (310)</b>	1.9% (13)	691
Work with Fort Benning's leadership to make sure Columbus is prepared for base growth.	1.6% (11)	3.8% (26)	19.0% (131)	<b>75.2% (519)</b>	0.4% (3)	690
Work with other localities to preserve regional water supply.	1.2% (8)	2.8% (19)	17.0% (117)	<b>78.2% (539)</b>	0.9% (6)	689

### Question 8: Transportation

Survey participants prioritized various policy options and methods that CCG could adopt to improve transportation quality and transportation options.

Transportation has consistently been identified throughout our outreach has a priority for community members. Table 5 shows nine options to improve transportation. The vast majority of survey participants chose the option to improve traffic flow in highly congested areas (74%) as a high priority. Two other options were also chosen as high priorities, including to expand the sidewalk network and pedestrian facilities (47%) and to improve highway capacity (44%). Expanding bridges across the Chattahoochee River to Alabama (35%) was considered to be a low priority option by survey participants.

**Table 5: Transportation**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
Expand sidewalk network and pedestrian facilities.	3.0% (21)	14.5% (101)	35.2% (246)	<b>47.0% (328)</b>	0.3% (2)	698
Improve airport facilities and services.	7.2% (50)	27.8% (192)	<b>34.6% (239)</b>	28.6% (197)	1.7% (12)	690
Improve traffic flow in highly congested areas.	0.9% (6)	3.6% (25)	20.7% (144)	<b>74.3% (518)</b>	0.6% (4)	697
Improve highway capacity.	2.9% (20)	16.0% (111)	36.4% (253)	<b>43.6% (303)</b>	1.2% (8)	695
Add routes to METRA services.	8.3% (58)	24.0% (167)	<b>30.3% (211)</b>	28.7% (200)	8.6% (60)	696
Increase frequency of METRA stops.	9.2% (64)	26.1% (181)	<b>31.5% (218)</b>	24.0% (166)	9.2% (64)	693
Complete Eastern Connector.	5.9% (40)	15.0% (102)	<b>35.8% (243)</b>	29.2% (198)	14.1% (96)	679
Widen Veterans Parkway.	10.2% (70)	28.1% (193)	<b>31.5% (216)</b>	25.2% (173)	5.0% (34)	686
Expand bridge across Chattahoochee River to Alabama.	14.5% (100)	<b>34.7% (240)</b>	31.2% (216)	15.3% (106)	4.3% (30)	692

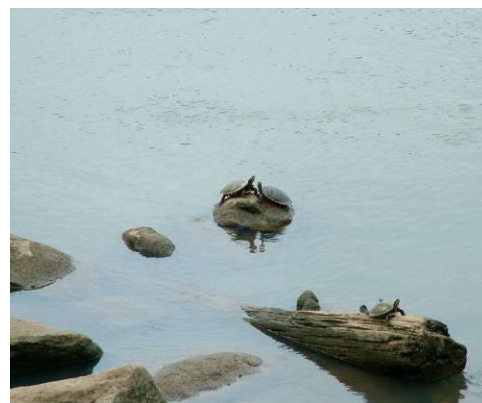
In addition, survey participants identified a number of policies and methods for transportation improvement within their responses to earlier questions:

- ❖ *“More pro-active infrastructure planning as it relates to roads and transportation with more emphasis on public transportation.”*
- ❖ *“Need convenient, safe transportation options for the elderly and disabled.”*
- ❖ *“Improve the transportation system with mass transit, incentives to car pool, reduce auto traffic, etc.”*
- ❖ *“Rapid transportation to Atlanta (MARTA or something similar) so would not have to drive myself.”*
- ❖ *“The lack of east-west transportation connectivity beyond the local area and the limited airport service.”*
- ❖ *“Add shoulders/bike lanes to roads to encourage more biking as transportation”*
- ❖ *“Make it a walkable and bikeable city; focus on walking children to school, connecting neighborhoods via sidewalks, and connecting neighborhoods to amenities (parks, shopping districts).”*

**Question 9: Natural and Cultural Resources**

Survey participants prioritized various policy options and methods that CCG could adopt to protect the natural and cultural resources of Columbus.

Of the six policy options that were identified to improve the protection of these resources, five were considered to be high priority by survey respondents, as illustrated in Table 6. Two options received impressive majorities, including protecting air quality (78%) and working with other local governments in the region to minimize negative impacts on the Chattahoochee River quality (73%). Protecting Columbus’s historic properties and buildings (52%) also received a significant majority, but updating the historic preservation district guidelines was perceived to be a medium priority option by the most respondents (36%).



*Turtles play by the Chattahoochee River*

**Table 6: Natural and Cultural Resources**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
<b>Work with other local governments in the region to minimize negative impacts on Chattahoochee River quality.</b>	0.9% (6)	3.3% (23)	21.2% (147)	<b>73.4% (510)</b>	1.3% (9)	695
<b>Protect Columbus’s historic properties and buildings.</b>	1.7% (12)	12.4% (86)	33.5% (233)	<b>51.6% (359)</b>	0.9% (6)	696
<b>Protect air quality.</b>	0.4% (3)	3.9% (27)	17.5% (122)	<b>77.6% (540)</b>	0.6% (4)	696
<b>Update Historic Preservation District guidelines.</b>	4.2% (29)	26.2% (181)	<b>35.5% (246)</b>	27.3% (189)	6.8% (47)	692
<b>Continue local festivals, such as RiverFest.</b>	6.3% (44)	18.2% (126)	36.0% (250)	<b>36.5% (253)</b>	3.0% (21)	694
<b>Prepare river for more recreational activities.</b>	3.9% (27)	16.9% (117)	34.4% (239)	<b>42.8% (297)</b>	2.0% (14)	694

In addition, survey participants identified a number of concerns and methods to protect natural and cultural resources within their responses to earlier questions:

- ❖ *“We need to continue to restore and clean our historic areas... this with the proper handling could bring more tourism to Columbus.”*
- ❖ *“Environmentally conscious and sustainable development.”*
- ❖ *“Execute current plans for river restoration, Rails to Trails development and “Quality of Life” projects to make Columbus more livable and enjoyable.”*



- ❖ *“Integrating the River into the City - what a great asset, but unless you are walking you can't experience its beauty.”*
- ❖ *“Unite with Phenix City, Alabama to enhance a major business community along the Chattahoochee River water-front, beautification process to the uniting bridge and waterfall, plus bring back and establish community usage of the Chattahoochee Princess; a historical land mark of this area.”*
- ❖ *“Pursue the whitewater project on the Chattahoochee River.”*

### Question 10: Land Use

Survey participants prioritized options and methods to shape land use that CCG could adopt.

The broad responses that were received for these options are indicative of the differing opinions within the community of the best use for land within Columbus, and these results are illustrated in Table 7. Setting aside land for greenspace (55%) was clearly a high priority for survey respondents. Encouraging infill development, growth in areas where roads, sewer and water systems, etc. already existed, was also considered to be a high priority by a nearly half of all respondents (46.8 %). A large number of participants also identified it as an important option, by assigning it medium priority (39.5%).

The option to create more mixed-use development received a broad range of responses, indicating that the community lacks consensus on its importance to the future of Columbus. The options to support the development of greenfields and to minimize low-density growth also received broad responses, indicating differing views of the best use of land within the community.

**Table 7: Land Use**

Options to Consider	Not Important	Low Priority	Medium Priority	High Priority	Undecided	Response Count
Encourage infill development (growth in areas where roads, sewer and water system, etc. already exist).	1.6% (11)	7.4% (51)	39.5% (274)	<b>46.8% (324)</b>	4.8% (33)	693
Set aside land for greenspace.	1.9% (13)	10.7% (74)	29.3% (203)	<b>55.1% (382)</b>	3.0% (21)	693
Create more mixed-use developments (e.g., residential on 2nd floor, commercial on 1st floor).	4.5% (31)	21.1% (147)	<b>38.1% (265)</b>	32.6% (227)	3.7% (26)	696
Support the development of greenfields (previously undeveloped land) to meet new housing needs.	11.0% (76)	26.9% (187)	<b>37.9% (263)</b>	18.6% (129)	5.6% (39)	694
Minimize low-density growth that uses large tracts of land and requires major public improvements (i.e. new sewer, roads, water, etc.).	6.3% (44)	17.7% (123)	<b>34.9% (242)</b>	33.6% (233)	7.5% (52)	694

In addition, survey participants identified a number of concerns and possible polices for land use within their responses to earlier questions:

- ❖ *“Change development trends to favor less sprawl and more redevelopment.”*
- ❖ *“More greenspace, better landscaped roadsides.”*

- ❖ *“Revitalization of developed land and an increased focus on our natural resources.”*
- ❖ *“There isn't enough greenspace, trees, plantings.”*
- ❖ *“Plan with the environment as a priority... Keep trees and incorporate more greenspaces.”*

### 3. Key Issue Questions

Prior to the roll-out of the community survey, Comprehensive Plan staff worked with community leaders to identify major community challenges and possible policies to address these challenges. These key issue questions reflect the major community challenges that were identified. For each of the following key issue questions, survey respondents were prompted to identify appropriate policies and strategies for the City to pursue, sometimes in partnership with other entities. Each question was designed in a unique manner, but all questions afforded participants the opportunity to provide additional comments or suggestions.

**Question 11: How should the need for affordable housing be addressed in the city?  
(mark all that apply)**

Survey respondents generally identified the need to provide assistance to meet the city’s affordable housing needs. Both homeowner assistance programs (mortgage counseling, down payment assistance) and home assistance programs (help with home repairs and upgrades) received significant support, 61.3% and 60.6% respectively. Encouraging mixed income housing was also identified by a significant number of respondents (49.9%) as an important policy to address affordable housing issues.

Despite these responses, there was no overall consensus on how affordable housing should be addressed in the city. Many believed the government should not get involved with housing issues and that the market should determine what is built. Those that were concerned with affordable housing suggested the following policies to either directly or indirectly address affordable housing needs:

- ❖ *Providing better jobs with larger salaries*
- ❖ *Promote inclusionary zoning by providing incentives for builders*
- ❖ *Infill development and redevelopment of older areas*
- ❖ *Encourage high density and in-town living*
- ❖ *Educate public about owner responsibility and acquisitions*



*An established neighborhood in Columbus*

**Question 12: How should Columbus pay for its increasing needs? (mark all that apply)**

As indicated by Table 8, survey respondents identified developing creative funding mechanisms (66.4%) and continuing to apply for grants (68.6%) as the most important strategies for funding future needs. Removing the tax freeze (42.2%), issuing bonds (36.6%), and increasing user fees (34.2%) were also selected by large numbers of respondents as important funding mechanisms for increasing needs.

**Table 8: Paying for Future Needs**

Options to Consider	Response Percent	Response Count
Remove tax freeze.	42.2%	265
Keep tax freeze.	24.5%	154
Develop creative funding mechanisms.	<b>66.4%</b>	<b>417</b>
Issue bonds.	36.6%	230
Increase user fees (fees for permits, licenses, etc.)	34.2%	215
Continue to apply for grants.	<b>68.6%</b>	<b>431</b>
Remove 9 mil cap.	17.7%	111
	Other (please specify)	124

A number of community members (124) provided their own responses. The most prevalent concern of these respondents was improving efficiency and reducing government expenditures. Respondents suggested an internal audit in order to identify areas of waste and poor management. In addition, respondents encouraged a new strategy recognizing innovative ideas and new ways of spending.

Several creative funding ideas were identified, including the following:

- Impact fees on new development,
- Income tax for non-resident workers,
- Public and private partnerships and incentives,
- Tax Allocation Districts (TADs),
- Enforce a Special Purpose Local Option Sales Tax (SPLOST),
- Increase State and Federal funding streams,
- Create toll roads, and
- Enforce parking and traffic violations.

**Question 13: Changes at Fort Benning will require the Columbus community (including both public and private agencies) to come together to address community needs. Many issues will require the joint action of public and private agencies. The following choices represent needs that will require joint action. Please rank the following activities in order of importance to the Columbus community, using 1 to indicate the item that should be the top priority and 6 to indicate the item that should be the lowest priority. Please assign each ranking (i.e., 1, 2, 3, etc.) only once.**

Survey respondents prioritized community needs in preparation for the expansion of Fort Benning, as shown in Table 9.

The preparation of schools for new students was ranked as the top priority by the greatest number of respondents (33%). This option was also selected as the second top priority (25%) by the greatest number of respondents. Improving transportation networks and attracting businesses to support growing population surfaced as the next highest priorities after preparation of schools. “Work with other local governments in the region to develop joint strategies” came in closely behind these priorities and received the most overall votes as the #3 priority. Over 50% of respondents selected “attract businesses,” “work with other local jurisdictions,” and “improve transportation network” as a number 1, 2, or 3 priority (57%, 54%, and 53% respectively).

Increasing the number of housing units was ranked as a low priority by most survey participants, and ensuring that buffers exist between Fort Benning and nearby land was selected as the least important option by the greatest number of respondents (31%).

**Table 9: Fort Benning**

Option to Consider	1	2	3	4	5	6	Response Count
Improve transportation network.	17.4% (104)	<b>20.6%</b> <b>(123)</b>	16.2% (97)	18.4% (110)	14.7% (88)	12.6% (75)	597
Prepare schools for new students.	<b>33.2%</b> <b>(197)</b>	24.5% (145)	16% (95)	10.1% (60)	8.3% (49)	7.9% (47)	593
Increase number of housing units.	6.1% (36)	11.9% (71)	16.6% (99)	22.7% (135)	<b>23.9%</b> <b>(142)</b>	18.8% (112)	595
Attract businesses to support growing population	19.1% (112)	18.4% (108)	<b>19.4%</b> <b>(114)</b>	16% (94)	13.8% (81)	13.3% (78)	587
Ensure that buffers (vegetation, greenspace, etc.) exist between Fort Benning and nearby land.	12.8% (76)	11.6% (69)	12.5% (74)	13.3% (79)	<b>18.7%</b> <b>(111)</b>	31% (184)	593
Work with other local governments in region to develop joint strategies.	15.5% (92)	14.5% (86)	<b>23.4%</b> <b>(139)</b>	19.5% (116)	16.5% (98)	10.6% (63)	594

**Question 14: The Muscogee County School System plans and functions independently of the Columbus Consolidated Government. What strategies, if any, do you believe should be jointly pursued by these two entities to better serve the community?**

Survey participants identified significant concerns with the current performance of both entities. Some in the community expressed disapproval with the cost of construction for the new school board administration building. Most survey participants request greater partnership and accountability by both government entities. Joint meetings to develop a common vision and a joint long-range fiscal plan are suggested. In addition, some respondents suggested that instead of building new schools, resources should be put toward upgrading older schools. The public supports planning for future growth so that the expected growth will not overcrowd the school system and further reduce the quality of education.

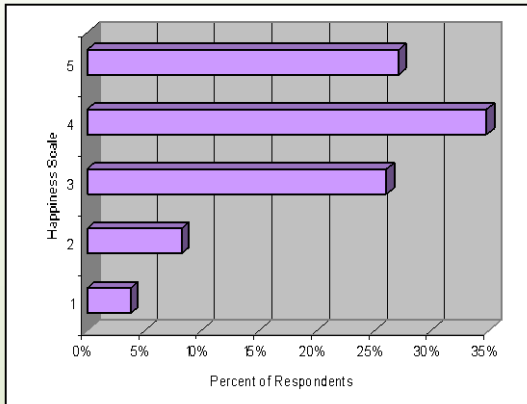
- ❖ *“Use focus groups and solicit greater input from citizenry. Consider having Councilors and School Board members sit in on and participate in each others meetings. Have monthly/quarterly meetings with Mayor, City Manager, School Superintendent and Community Leaders to discuss and brainstorm ideas.”*
- ❖ *“The school board should NOT build a 26 million dollar administration building on Macon Road while we have hundreds of students everyday forced to attend school in unsafe rickety portables!”*
- ❖ *“Joint planning meetings so that intersecting issues are planned for proactively and cooperatively.”*
- ❖ *“The school system is in need of additional funding to build new schools and to improve those already in need. The monies will become available AFTER students report to the schools but the improvements and new construction need to be done before the influx of new students takes place. Some of the monies that are currently being steered toward the new administration building should be ear marked for this growth. Other monies should be a consolidated effort between the city and the school district.”*
- ❖ *“A common vision would be a start.”*
- ❖ *“Increase revenue by ending the tax freeze.”*
- ❖ *“A shared SPLOST with clearly established usage of all funds. Hold all entities accountable for spending of the SPLOST funds.”*
- ❖ *“The school district and the Consolidated Government should work jointly to offer more educational events utilizing Parks and Recreation facilities as they are all convenient to schools.”*
- ❖ *“I think there should be some type of “checks and balances” over the way the school board makes and executes decisions about the payment of tax money. They need to be prepared for the huge increase in students and try to be more pro-active in planning.”*

### Neighborhood Satisfaction

601 Responses

How happy are you with your day to day life in your neighborhood (ability to get around, interaction with neighborhoods, neighborhood appearance, etc.) on a Scale of 1 to 5?

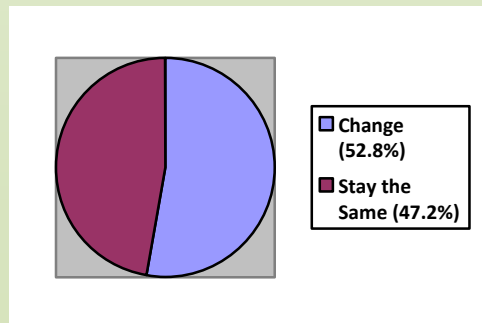
- 1 – Not Happy, 3.2%
- 2 – Less than Happy 8.2%
- 3 – Ambivalent, 26.1%
- 4 – Fairly Happy, 34.8%
- 5 – Very Happy, 27.1%



### Community Change

589 Responses

Do you believe that your neighborhood should change or stay the same over time?



## 4. Neighborhood Questions

A series of questions asked residents about their satisfaction with their neighborhood. The questions were designed to help understand the issues and concerns within specific areas of the Columbus. The sidebar on this page includes a snapshot of these results. Over 60 percent of respondents said they were either “fairly happy” or “very happy” with the day to day life in their neighborhoods. Full results are available from CCG.

### C. Spanish Version Summary

The Spanish survey responses represent less than 0.5% of the total surveys taken, and as a result, they do not have a major impact on the overall results. The following summary highlights major differences in the responses to the Spanish version in comparison to responses on the English version.

#### Multiple Choice and Ranking Responses

The following comments reflect major differences among the multiple choice and ranking responses. Results are in blue writing.

#### 2. Policy Priorities

##### Economic Development.

Encourage more retail stores, services, and restaurants in neighborhood centers.

Spanish= Medium Priority; English = High Priority

##### Community Facilities and Services

Promote partnerships between public and private agencies to help meet local service and program needs.

Spanish= Medium Priority; English = High Priority

Extend sewer to growth areas.

Spanish= High Priority; English = Medium Priority

##### Transportation

Expand sidewalk network and pedestrian facilities.

Spanish= Medium Priority; English = High Priority

Add routes to METRA services.

Spanish= High Priority; English = Medium Priority

##### Natural and Cultural Resources

Minimize Columbus’s impact on the Chattahoochee River through regulations and enforcement efforts.

Spanish= Medium Priority; English = High Priority  
 Protect Columbus’s historic properties and buildings.  
 Spanish= Medium Priority; English = High Priority

**3. Key Issue Questions**

**11. How should the need for affordable housing be addressed in the city?**

Amend zoning to allow for smaller lots.

Spanish= 68%; English = 25%

Provide homeowner assistance programs (mortgage counseling, downpayment assistance, etc.)

Spanish= 100%; English = 64%

**12. How should Columbus pay for its increasing needs?**

Remove the tax freeze.

Spanish= 0%; English = 41.4%

Develop creative funding mechanisms.

Spanish= 100%; English = 67%

**13. Fort Benning Priorities (please see main Survey Summary for question text.)**

Improve Transportation Network.

Spanish= lowest priority (of 6); English = in top three priorities

***Open Ended Responses.***

The comments below reflect open ended responses provided by participants. These responses have been translated from Spanish to English by JJG. Green writing reflects comments specific to the Spanish-speaking community. Again, these responses only reflect the opinions of a small number of the Spanish-speaking population and account for a very small percentage of the opinions of all respondents.

**1. What do you like most about Columbus?**

- *Its calmness.*
- *Its safety, its people, and the area.*
- *The calmness and quality of life here.*

**2. If you could change three things about Columbus, what would they be?**

- *Remove the cables from the electricity poles.*
- *Change the traffic light system.*
- *Improve the street quality (pot holes).*
- *Victory Drive.*
- *More interaction between races.*

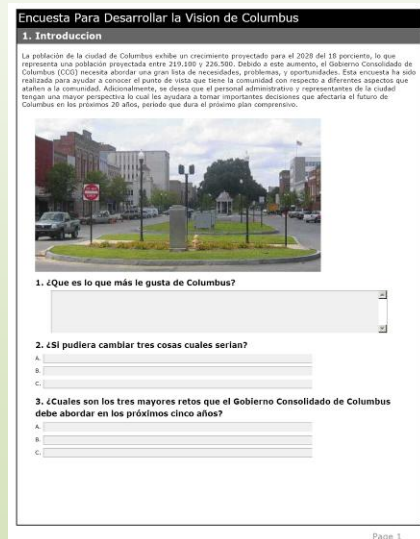
- *Have a plan to help the poorest residents (houses, medicine, and other things)*
- *Increase the number of night spots for Latinos.*
- *Advancement opportunities for Latinos.*
- *Improve the public transportation system.*

**3. What are the top three challenges that the Columbus Consolidated Government should address in the next five years?**

- *Have an assistance system in Spanish to help the Hispanic population.*

**A snapshot of who filled out the Spanish version**

Only three people responded through the Spanish version of the Community Survey. A snapshot of this population includes the following: 67% are residents of Columbus; 100% work in Columbus; all are 40 years old or older; 100% are males; 100% Hispanic; 68% own their home; and 68% have a household income between \$60,000 and \$74,999.



- *Interact with the Hispanic community to get to know its culture, needs, and general demands.*
- *Achieve economic growth without increasing taxes.*
- *Columbus growth.*
- *Safety due to growth.*
- *Infrastructure.*
- *Citizen services.*
- *An appropriate growth plan for the City.*
- *Appropriate development of the school system.*

**11. How should the need for affordable housing be addressed in the city?**

- *Support children's involvement in sports.*

**12. How should Columbus pay for its increasing needs?**

- *Move money and managing funds well.*

**14. The Muscogee County School System plans and functions independently of the Columbus Consolidated Government. What strategies, if any, do you believe should be jointly pursued by these two entities to better serve the community?**

- *Work together to develop a support system for Hispanic students and*

*families to avoid school dropout due to not knowing the system.*

- *They should not be separated; they should be controlled and financially managed by the government.*

**20. What are the top two strengths of your neighborhood?**

- *Safety; Peace; Permanent people (that have lived here a while); People care about the area; Calm; Safe*

**21. What are the top two weaknesses of your neighborhood (if any)?**

- *Some people don't care about the community.*
- *Community relations.*
- *Access.*

**24. What is the number one challenge that your neighborhood will face over the next 20 years?**

- *Property costs*
- *Overpopulation of the area.*

**25. How did you find out about this survey?**

- *Email from Rosana Juestel.*
- *La Escencia Latina webpage.*

## D. Concluding Remarks

The Community Visioning Survey serves as an important source of information for the Comprehensive Plan. By participating in the survey, several community members shared their hopes and concerns for Columbus's future. This input builds upon information received through other participation channels, including stakeholder interviews, visioning workshops, the two-part strategic framework workshop, and other sources. Input from all of these sources is being considered in the development of the Community Agenda, the final Comprehensive Plan document.

This summary provides only a brief peek at the wealth of information received from respondents. The City is in possession of full results and will use the information to help guide its long range and day to day decisions.

It is important to remember that these results are based on voluntary participation of community members, and therefore the responses do not necessarily represent the opinions of all Columbus community members. Only a small percentage of the total population participated in either the Spanish or English version of the survey.



## **A6. Public Meeting Summaries**

- Visioning Workshops
- Strategic Framework Workshop
  - Open Houses

*This page was intentionally left blank for two-sided printing.*

# Summary of Visioning Workshops

## Introduction

The Columbus Consolidated Government (CCG) held its sixth Visioning Workshop for its 2028 Comprehensive Plan Update (Plan) on February 11, 2008. The meeting was the final workshop in a series of six held throughout the City of Columbus during the months of January and February. Input received from these Workshops will play a major role in forming the Community Agenda, the final Comprehensive Plan document. This summary briefly reviews the Visioning Workshops, including meeting format and activities. The Visioning Workshop Overview is followed by individual meeting summaries, including results. Each summary can be extracted and read as a stand-alone document.

## Overview of Visioning Workshops

The Visioning Workshops were designed to elicit the opinions of community members on the future of the Columbus over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

## Meeting Format

To achieve this goal, each meeting covered a similar format but focused on a different area of the city. The sidebar to the right shows the locations and focus of each meeting. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JIG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise .....Participants
- ◆ Closing Remarks and Next steps .....In groups

## Meeting Locations

January 22  
 Planning Area B – Panhandle  
 Midland Middle School Cafeteria

January 24  
 Planning Area A – NW Columbus  
 Double Churches Middle School Cafeteria

January 28  
 Planning Areas D – Midtown/Uptown  
 & F – Bibb City/N. Highlands  
 Wynnton Arts Academy Cafeteria

January 29  
 Planning Area E – SE Columbus  
 Clubview Elementary Cafeteria

February 4  
 Planning Area E – SE Columbus  
 Kendrick High School Auditorium

February 11  
 Planning Areas C – Columbus South  
 Baker Middle School Cafeteria



*Meeting attendees watch introductory presentation prior to voting exercise at final Visioning Workshop.*

### Welcome and Introduction

Attendees were asked to sign in upon arrival to each meeting. At this time, Planning Area Fact Sheets were handed out to all attendees, highlighting major land use and population data associated with the planning area to be discussed. Several maps that were included in the *Community Agenda*, the first Comprehensive Plan document, were on display for public review prior to the meeting’s start.

To kick-off each meeting, City staff and elected officials greeted community members and thanked them for their participation. *City Council and City staff played an important role in the meetings by contributing ideas, listening to comments, and reflecting the overall importance of the plan through their ongoing presence.*

Following the sign-in and welcoming period, project staff provided an overview of the Comprehensive Planning process, highlighting the impact that community participation would have on the Plan’s success. Community members were also briefed on the status of the project. During the presentation, meeting attendees were asked to reflect on how Columbus had changed in the last 20 years, establishing the time frame for the planning period. Character areas were also explained in detail, providing a basis for small group land use discussions to occur later in the meeting.

### Keypad Voting<sup>1</sup>



Meeting attendees were also introduced to electronic keypad voting during the opening presentation. Participants used these keypads to indicate (1) what planning area they live in and (2) the period of time that attendees had lived in the community. Over 80 percent of attendees had lived in Columbus for 10 years or longer, and another 52 percent are residents of the Midtown/Uptown planning area.

Only 50 keypads were available for each meeting. Due to high attendance levels at Workshops #3 and #4, hand written forms

<sup>1</sup> The electronic keypad system allows participants to use a small voting device to cast their vote through a PowerPoint generated program. Once all participants have voted, instant results are displayed on a screen. The quick tabulation rate allows meeting participants to see how the rest of the community feels about a particular topic, facilitating group discussion.

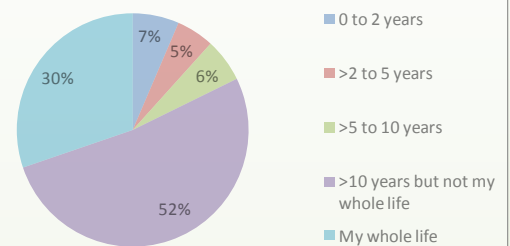
### Meeting Attendee Information

327 Total Registered Attendees

Meeting Attendees by Residence:

- A – NW Columbus, 11.9%
- B – Panhandle, 11.1%
- C – Columbus South, 8.2%
- D – Midtown/Uptown, 51.6%
- E – SE Columbus, 12.7%
- F – Bibb City/N. Highlands, 2.0%
- Don’t live in Columbus, 2.5%

### Period of Time Living in Columbus



Based on keypad voting exercise response.

### Example of Planning Area Fact Sheet, Provided at Each Meeting

**Columbus Comprehensive Plan 2028:**  
**Planning Area C - Columbus South**

**Population Projections (in thousands)**

Planning Area	1990	2000	2010	2020	2030	2038
Northwest Columbus	29.9	34	33.4	36.7	41.2	44.1
Panhandle	11.2	18.9	22.3	21.6	26.1	29
Columbus South	22.2	46.7	28.4	21.1	23.2	24.8
Midtown/Uptown	26.1	33	31.7	32.4	34.6	35.1
Southeast Columbus	37.1	50	50.2	50.4	60	60.4
Bibb City/WoodNorth	13.7	14.7	15.9	12.1	12.7	13.1

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

**Land Use in Columbus South**

were used to accommodate attendees that did not receive a voting device. *(These results were tabulated after the meeting and are included in the meeting results.)*

### ***Voting Exercise***

Following the overview presentation, meeting attendees participated in a large group voting exercise. The keypad voting system, described on the previous page, was used to collect responses. A combination of eight questions and statements were presented to meeting attendees. Voting exercise topics reflected major issues, concerns, and opportunities identified earlier in the planning process during stakeholder interviews, steering and technical committee meetings, and the assessment of community trends and data. They also complimented those questions that were being asked in a Community Visioning Survey, an additional public input channel for the Plan.

After each question, meeting participants were asked to comment on their responses – helping project staff better understand how the community views major issues and concerns in the city. This approach also allowed City staffs to clarify some important city policies and strategies that were unclear or misunderstood by community members. Overall voting exercise results by planning area are provided at the end of this overview section. Results for each meeting are included at the end of each meeting summary.

### ***Discussion Groups***

After the voting exercise, attendees were separated in two to four groups, depending on attendance levels at each meeting. Each group was equipped with an aerial of the planning area to be discussed as well as several stars, markers, and photos to help facilitate conversation. Each group was assigned with the task of addressing the following three questions:

1. What is your vision for Columbus/for your community?
2. What would you like your neighborhood to be like?
3. What are the big decisions the City should make?

Each group approached these questions from a unique angle, resulting in wide range of comments, ideas, strategies, and concerns. A second task given to each group was to use stick-on colored stars to classify various needs throughout the city. Figure 1 (on the following page) indicates what each star should represent. Each group member received one color star for each use.

Groups generally discussed these stars in detail, reaching consensus on priority areas.



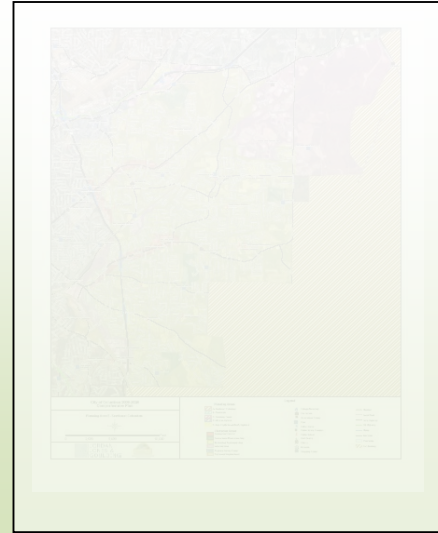
*Materials used in small group discussion group.*

A scribe was present at each table to ensure that each voice was heard and recorded. The results section of this summary merge comments from all groups, and combine them into one summary document per meeting. Concluding remarks and next steps were discussed in small groups. Community members were asked to complete the online survey, inform other community members of the visioning workshops, and to return in March for the Strategic Framework Workshop.

### Figure 1. Mapping Exercise

- Gold Star – Best place for a new subdivision
- Red Star – Best place for a commercial center
- Silver Star – Best Place for revitalization
- Blue Star – Greatest transportation improvement need
- Green Star – Best Place for a new park or recreation facility

*To Right: Aerial of Planning Area E – Southeast Columbus. Similar maps were used at each meeting to help identify unique land use concerns in each planning area of the city.*



## Meeting Results

Summaries for each workshop are included on the following pages. These documents represent a concerted effort to represent and summarize all comments that were received. All input is valued by the City and has been reviewed and considered in creation of the Comprehensive Plan. Themes that were prevalent at all meetings included the following:



*Attendees identify areas with unique potential in small group discussion at Panhandle Planning Area meeting.*

- Need to garner greater public trust in the City government;
- Need to support revitalization efforts over growth in new areas;
- Need to revitalize existing resources; and
- Need to address the City's funding shortfall, which is critical to adequately addressing citywide needs;
- Need to more heavily consider the community's opinion when making land use decisions; and
- Need to update the city's transit and transportation options to improve mobility and access to services for all residents.

As reflected in the subsequent summaries, Columbus residents are generally proud of the City's heritage and resources and hope that these will be enhanced over the planning period. Reinvestment and revitalization are core community values and should be prioritized over new growth.

## Overall Voting Exercise Results by Planning Area of Attendees

### Results from All Meetings Included

	All Attendees	Northwest Columbus	Panhandle	Columbus South	Midtown/Uptown	Southeast Columbus	Bibb City/N.Highland
<b>1. How long have you lived in Columbus?</b>							
0 to 2 years	6.5%	0.0%	3.7%	5.0%	4.8%	13.3%	20.0%
>2 to 5 years	5.2%	10.7%	0.0%	0.0%	5.6%	6.7%	0.0%
>5 to 10 years	6.0%	3.6%	18.5%	10.0%	5.6%	0.0%	0.0%
>10 years but not my whole life	52.0%	60.7%	59.3%	65.0%	51.6%	43.3%	40.0%
My whole life	30.2%	25.0%	18.5%	20.0%	32.5%	36.7%	40.0%
<i>Total Number of Participants</i>	248	28	27	20	126	30	5
<b>2. Which planning area do you live in?</b>							
A – NW Columbus	11.9%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
B - Panhandle	11.1%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
C – Columbus South	8.2%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
D – MidTown/Uptown	51.6%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
E – SE Columbus	12.7%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
F – Bibb City/N. Highlands	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Don't live in Columbus	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Number of Participants</i>	244	29	27	20	126	31	5
<b>3. The City is doing a good job protecting the natural resources near my home/business.</b>							
Strongly Agree	3.6%	0.0%	0.0%	5.0%	3.2%	0.0%	0.0%
Agree	33.9%	17.9%	33.3%	20.0%	38.1%	35.5%	60.0%
Neutral/Not Sure	26.7%	35.7%	14.8%	35.0%	27.0%	16.1%	0.0%
Disagree	27.8%	46.4%	37.0%	30.0%	24.6%	41.9%	40.0%
Strongly Disagree	7.9%	0.0%	14.8%	10.0%	7.1%	6.5%	0.0%
<i>Total Number of Participants</i>	277	28	27	20	126	31	5

## Overall Voting Exercise Results by Planning Area of Attendees

### Results from All Meetings Included

	All Attendees	Northwest Columbus	Panhandle	Columbus South	Midtown/Uptown	Southeast Columbus	Bibb City/N.Higland
<b>4. The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>							
Strongly Agree	15.0%	10.7%	18.5%	15.0%	11.1%	12.9%	40.0%
Agree	39.6%	28.6%	33.3%	30.0%	45.2%	35.5%	20.0%
Neutral/Not Sure	35.4%	50.0%	37.0%	40.0%	34.9%	45.2%	40.0%
Disagree	8.6%	7.1%	7.4%	15.0%	7.1%	6.5%	0.0%
Strongly Disagree	1.4%	3.6%	3.7%	0.0%	1.6%	0.0%	0.0%
<i>Total Number of Participants</i>	280	28	27	20	126	31	5
<b>5. The City is doing well in providing public safety for its citizens.</b>							
Strongly Agree	4.0%	3.6%	0.0%	5.0%	1.6%	3.2%	40.0%
Agree	20.9%	28.6%	25.9%	25.0%	19.8%	29.0%	20.0%
Neutral/Not Sure	20.9%	17.9%	14.8%	25.0%	23.0%	9.7%	20.0%
Disagree	41.0%	42.9%	55.6%	40.0%	41.3%	41.9%	0.0%
Strongly Disagree	13.2%	7.1%	3.7%	5.0%	14.3%	16.1%	20.0%
<i>Total Number of Participants</i>	273	28	27	20	126	31	5
<b>6. The City generally makes good land use decisions that support the community's desires and needs.</b>							
Strongly Agree	1.8%	0.0%	0.0%	5.0%	0.8%	3.2%	0.0%
Agree	19.9%	10.7%	14.8%	20.0%	18.3%	38.7%	0.0%
Neutral/Not Sure	30.1%	35.7%	11.1%	10.0%	36.5%	32.3%	20.0%
Disagree	35.8%	46.4%	44.4%	60.0%	31.0%	25.8%	80.0%
Strongly Disagree	12.4%	7.1%	29.6%	5.0%	13.5%	0.0%	0.0%
<i>Total Number of Participants</i>	282	28	27	20	126	31	5



## Overall Voting Exercise Results by Planning Area of Attendees

### Results from All Meetings Included

	All Attendees	Northwest Columbus	Panhandle	Columbus South	Midtown/Uptown	Southeast Columbus	Bibb City/N.Higland
<b>7. Which ONE of the following transportation needs should have the highest priority for this area?</b>							
Minimize congestion	37.2%	75.0%	66.7%	15.0%	30.4%	29.0%	0.0%
Add new sidewalks and bike paths	24.8%	7.1%	11.1%	5.0%	36.0%	19.4%	60.0%
Improve transit service	17.7%	14.3%	18.5%	40.0%	14.4%	19.4%	40.0%
Repair existing roads	18.8%	3.6%	3.7%	35.0%	18.4%	32.3%	0.0%
Improve access across the river to Alabama	1.4%	0.0%	0.0%	5.0%	0.8%	0.0%	0.0%
<i>Total Number of Participants</i>	282	28	27	20	125	31	5
<b>8. Which of the following two actions is most important to Columbus's future?</b>							
Supporting revitalization of existing areas for the city	89.0%	71.4%	74.1%	80.0%	96.0%	90.3%	100.0%
Supporting growth in new areas	11.0%	28.6%	25.9%	20.0%	4.0%	9.7%	0.0%
<i>Total Number of Participants</i>	281	28	27	20	125	31	5
<b>9. What should be the primary mechanism used to finance capital investments?</b>							
Promote economic development to increase tax base	33.0%	42.9%	48.1%	31.6%	36.1%	26.7%	20.0%
Rely more on impact fees, user fees, and tolls	10.9%	14.3%	7.4%	15.8%	13.1%	0.0%	20.0%
Use of local sales tax	26.8%	17.9%	18.5%	26.3%	27.0%	36.7%	0.0%
Issue bonds	14.5%	10.7%	14.8%	5.3%	16.4%	20.0%	20.0%
Other	14.9%	14.3%	11.1%	21.1%	7.4%	16.7%	40.0%
<i>Total Number of Participants</i>	276	28	27	19	122	30	5
<b>10. Do you believe your neighborhood should change or stay the same over time?</b>							
Change	43.0%	28.6%	29.6%	73.7%	35.2%	66.7%	60.0%
Stay the same	57.0%	71.4%	70.4%	26.3%	64.8%	33.3%	40.0%
<i>Total Number of Participants</i>	277	28	27	19	125	30	5

*This page was intentionally left blank for two-sided printing.*

## Summary of Visioning Workshop # 1, Planning Area B – Panhandle

### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the first Visioning Workshop for its 2028 Comprehensive Plan Update on January 22, 2008 in Planning Area B – The Panhandle. The meeting was a positive start to a series of six meetings held during the months of January and February throughout Columbus. These Visioning Workshops designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each workshop covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on January 22<sup>nd</sup>. Persons interested in seeing other meeting results should see additional summary documents created by the City.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward.

#### **Panhandle Vision**

- **Land Use:** Members of Planning Area B expressed a strong desire to limit development in the Panhandle and expressed concern over recent land use decisions by the city. They supported redevelopment in existing neighborhoods, including Columbus South and Midtown.

#### **Meeting Statistics:**

- *Date:* January 22, 2008
- *Location:* Midland Middle School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 30

#### **Major Topics Discussed:**

- Land Use
- Housing
- Aesthetic Standards
- Limited Commercial Growth
- Transportation Improvements
- Parks and Greenspace



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

#### **Land Use Synopsis, Panhandle**

##### *Gateway Area*

- ✓ The intersection at Manchester Expressway and Hwy 80/Macon Rd is seen as both a gateway and major redevelopment area.
- ✓ Manchester Expressway and U.S. 80 area was identified as the best place for a commercial center and in need of transportation improvements. This would be a good place for a commercial mixed use center.
- ✓ New Housing
  - Subdivision growth should be clustered in southwest corner of Panhandle.
  - New subdivisions should be conservation subdivisions or have minimum of 2 acre lots.

*(Continued on following page)*

**Overview of Visioning Workshop # 1, Planning Area B – Panhandle**

- **Housing:** Major new housing development was seen as inappropriate for the Panhandle region. To accommodate necessary housing growth, attendees generally supported conservation subdivisions and large lot subdivisions (with a minimum two acre lot per home).
- **Aesthetic Standards:** Discussions showed support for greater aesthetic controls, such as sign regulations, buffers between land uses, and expansion of overlay districts.
- **Limited Commercial Growth:** Meeting attendees prefer to limit commercial growth in the Panhandle as the City moves forward. Redevelopment of existing commercial and infill development is preferred.
- **Transportation Improvements:** The need for additional traffic lights, traffic calming devices, road signs, and general traffic law enforcement was seen as an essential. Additional focus should be given to improving major roads and transit systems within the city. New bike lanes should be coordinated with adjacent localities.
- **Parks and Greenspace:** Area residents are generally happy with existing park space, although they believe the City needs to revitalize Flat Rock Park and set aside land for future park space on an ongoing basis.

**Citywide Vision**

When looking at Columbus from a whole, attendees highlighted the need to improve the balance in jobs and distribution of wealth in the city. Some attendees mentioned a need to eliminate the tax freeze to finance major improvements. Multiple attendees also believe City needs to improve public trust to truly move forward.

**Land Use Synopsis**

The sidebar in this document summarizes major themes that arose in small group discussions regarding the Panhandle area. Although meeting participants were encouraged to focus on the Panhandle area, they also viewed the revitalization of other areas of the city, including Midtown and Columbus South as priorities.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience using keypad voting devices. The results from this activity are provided on the following pages. Overall results as well as results by planning area of attendees are listed.

**Summary**

The first Visioning Workshop primarily focused on conservation and preservation of the existing character of the Panhandle. Meeting attendees, however, were keen to identify the need for citywide collaboration to ensure a healthy Columbus moving forward.

**Land Use Synopsis, Panhandle**

*(Continued from previous page)*

*Conservation Areas*

- ✓ Areas of the Panhandle without planned sewer service should be conserved.
- ✓ Several factors limit development potential in the Panhandle and include the following: (1) noise from Ft. Benning, (2) shallow bedrock, (3) limited sewer service, (4) conservation easements, and (5) lack of support for development by current residents.
- ✓ Population projections for Panhandle area do incorporate above environmental factors.

*Area Attractions to Improve/Conserve*

- ✓ Flat Rock Park is an attraction for the area.
- ✓ Implementation of rails to trails past industrial area and northward is positively viewed by the community.
- ✓ CCG should partner with Harris and Talbot Counties to establish multi-county bike lanes.
- ✓ The intersection of County Line Rd. and Midland Rd. was identified as needing improvement.

*Changing Industrial Areas*

- ✓ There is a future industrial park planned near Midland Dr. and Rambling Trl. A new road off of US 80 will be created to serve the industrial park. The industrial park will have a passive greenspace component.
- ✓ The conversion of some industrial to commercial/restaurants to accommodate industrial park workers should be considered.
  - New commercial should go near industrial area next on Miller Rd.



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

## Voting Exercise Results - Visioning Workshop # 1

Question #	Choice #	All Participants
<b>1</b>	<b>How long have you lived in Columbus?</b>	
	1 0 to 2 years	4.3%
	2 >2 to 5 years	4.3%
	3 >5 to 10 years	21.7%
	4 >10 years but not my whole life	56.5%
	5 My whole life	13.0%
N		23
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	4.3%
	2 B - Panhandle	95.7%
	3 C – Columbus South	0.0%
	4 D – MidTown/Uptown	0.0%
	5 E – SE Columbus	0.0%
	6 F – Bibb City/N. Highlands	0.0%
	7 Don't live in Columbus	0.0%
N		23
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	0.0%
	2 Agree	40.7%
	3 Neutral/Not Sure	22.2%
	4 Disagree	25.9%
	5 Strongly Disagree	11.1%
N		27
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	11.1%
	2 Agree	40.7%
	3 Neutral/Not Sure	37.0%
	4 Disagree	7.4%
	5 Strongly Disagree	3.7%
N		27

## Voting Exercise Results - Visioning Workshop # 1

Question #	Choice #	All Participants
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	0.0%
	2 Agree	14.8%
	3 Neutral/Not Sure	22.2%
	4 Disagree	51.9%
	5 Strongly Disagree	11.1%
	N	27
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	0.0%
	2 Agree	18.5%
	3 Neutral/Not Sure	7.4%
	4 Disagree	44.4%
	5 Strongly Disagree	29.6%
	N	27
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	71.4%
	2 Add new sidewalks and bike paths	10.7%
	3 Improve transit service	7.1%
	4 Repair existing roads	10.7%
	5 Improve access across the river to Alabama	0.0%
	N	28
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the city	71.4%
	2 Supporting growth in new areas	28.6%
	N	28

## Voting Exercise Results - Visioning Workshop # 1

Question #	Choice #	All Participants
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	46.4%
	2 Rely more on impact fees, user fees, and tolls	10.7%
	3 Use of local sales tax	17.9%
	4 Issue bonds	14.3%
	5 Other	10.7%
	N	28
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	21.4%
	2 Stay the same	78.6%
	N	28

*This page was intentionally left blank for two-sided printing.*



## Summary of Visioning Workshop # 2, Planning Area A – NW Columbus

### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the second Visioning Workshop for its 2028 Comprehensive Plan Update on January 24, 2008 in Planning Area A – NW Columbus. The meeting continued the momentum begun two days earlier when the first in a series of six meetings was held in the Panhandle area. These Visioning Workshops were designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each meeting covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on January 24<sup>th</sup>.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward. Persons interested in seeing other meeting results should see additional summary documents created by the City.

#### **NW Columbus Vision**

- **Traffic Congestion:** Attendees voiced a growing concern over traffic congestion. Some areas in need of more attention include Bax Rd., Moon Rd., and areas surrounding big box stores. Improvement of pedestrian options, completion of road repairs,

#### **Meeting Statistics:**

- *Date:* January 24, 2008
- *Location:* Double Churches Middle School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 27

#### **Major Topics Discussed:**

- Traffic Congestion
- Housing
- Recreational Opportunities
- Community Character
- Growth Concerns



*Meeting attendees prepare for keypad voting.*

#### **Land Use Synopsis, NW Columbus**

##### *Columbus Park Crossing Improvements*

- ✓ Transportation and aesthetic improvements are needed near Columbus Park Crossing.
- ✓ Mixed-Use is appropriate near already developed area.
- ✓ Whittlesey Rd. and I-185 was identified as a location needing transportation improvements and commercial development.
- ✓ Columbus Park Crossing was seen as best place for new commercial development.

##### *Standing Boy Creek Park Area*

- ✓ Conservation subdivisions appropriate for northwest tip area
  - Such developments should be connected with area schools and parks.
- ✓ New developments should also be coordinated with Standing Boy Creek Park plans.

*(Continued on following page)*

**Overview of Visioning Workshop # 2, Planning Area A – NW Columbus**

and improvement of transit options were viewed as potential solutions.

- **Housing:** Mirroring comments heard in the Panhandle, attendees voiced concern over the impact of higher density housing. Residents showed support for new housing development design, such as conservation subdivisions and mixed-use developments, which have the potential to preserve the area’s existing character.
- **Recreational Opportunities:** Residents would like to see greater diversification of recreational options in NW Columbus. Unorganized recreational opportunities should be available for area kids. Eventual conversion of the area landfill to a park was supported by attendees. The need for more trails, playgrounds, and basketball and baseball areas was identified.
- **Community Character:** Maintaining community character by way of a strong tree ordinance, residential guidelines, and additional design standards should be a priority.
- **Growth Concerns:** Attendees voiced concern about new development associated with Columbus Park Crossing and new population growth. Industrial expansion is also a threat to the area. The Muscogee County School Board’s ability to appropriately address growth related needs is another concern.

**Citywide Vision**

Attendees’ vision for Columbus as a whole highlighted the need for smart growth, which should start with continued revitalization of Uptown and downtown. The City should minimize poverty and work diligently to protect the environment, by addressing noise concerns, improving air quality, and protecting the tree canopy.

**Land Use Synopsis**

The sidebar in this document summarizes major land use themes that arose in small group discussions regarding the NW Columbus area. Attendees focused on NW Columbus but also prioritized the revitalization of older areas of the city, including Bibb City, Midtown, and Downtown.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience through electronic voting. The results from Visioning Workshop #2 are provided on the following pages; results are grouped by planning area of attendees and in summary form.

**Summary**

The second Visioning Workshop generally focused on managing growth by improving quality of life elements, including parks, land conservation, and community character. Better planning was identified as a crucial element to success.

**Land Use Synopsis NW Columbus**

*(Continued from previous page)*

*Major Growth Area on River Rd.*

- ✓ Meeting attendees identified River Rd as an area experiencing rezoning pressure.
- ✓ A Planned Unit Development (PUD) is planned for east of River Rd., near the conservation easement.
  - A Private school is planned for this area.
  - The PUD is viewed positively by meeting attendees.
- ✓ River Rd. is an appropriate area for conservation subdivisions.
  - Attendees identified some land northwest of the landfill on River Road as a good site for a new conservation subdivision.
  - The land just to the south of the River Rd. and Old River Rd. intersection was identified as a good place for another conservation subdivision.
- ✓ A major new residential development is planned for area north of Veterans Pkwy. and 185 intersection
- ✓ Some residents spoke favorably to converting Granite Bluffs Landfill into a park.

*Appropriate Changes near I-185*

- ✓ Industrial is appropriate the area just east of I-185 due to its proximity to airport, rail line, and the interstate.
- ✓ Redevelopment is needed south of I-185 and Hwy. 80
- ✓ Transportation Improvements are needed at Veterans Pkwy and North Lake Pkwy.

*Parks*

- ✓ NW Columbus needs neighborhood parks



*City Councilor Glenn Davis and project staff work with community members identify land use opportunities in NW Columbus.*

## Voting Exercise Results - Visioning Workshop # 2

Question #	Choice #	All Participants
<b>1</b>	<b>How long have you lived in Columbus?</b>	
	1 0 to 2 years	9.5%
	2 >2 to 5 years	9.5%
	3 >5 to 10 years	0.0%
	4 >10 years but not my whole life	61.9%
	5 My whole life	19.0%
Number of Participants		21
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	90.5%
	2 B - Panhandle	0.0%
	3 C – Columbus South	0.0%
	4 D – MidTown/Uptown	0.0%
	5 E – SE Columbus	9.5%
	6 F – Bibb City/N. Highlands	0.0%
	7 Don't live in Columbus	0.0%
Number of Participants		21
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	0.0%
	2 Agree	20.8%
	3 Neutral/Not Sure	37.5%
	4 Disagree	37.5%
	5 Strongly Disagree	4.2%
Number of Participants		24
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	4.2%
	2 Agree	29.2%
	3 Neutral/Not Sure	54.2%
	4 Disagree	8.3%
	5 Strongly Disagree	4.2%
Number of Participants		24

## Voting Exercise Results - Visioning Workshop # 2

Question #	Choice #	All Participants
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	4.2%
	2 Agree	16.7%
	3 Neutral/Not Sure	20.8%
	4 Disagree	50.0%
	5 Strongly Disagree	8.3%
Number of Participants		24
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	0.0%
	2 Agree	4.2%
	3 Neutral/Not Sure	41.7%
	4 Disagree	37.5%
	5 Strongly Disagree	16.7%
Number of Participants		24
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	75.0%
	2 Add new sidewalks and bike paths	4.2%
	3 Improve transit service	12.5%
	4 Repair existing roads	8.3%
	5 Improve access across the river to Alabama	0.0%
Number of Participants		24
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the city	75.0%
	2 Supporting growth in new areas	25.0%
Number of Participants		24

## Voting Exercise Results - Visioning Workshop # 2

Question #	Choice #	All Participants
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	37.5%
	2 Rely more on impact fees, user fees, and tolls	8.3%
	3 Use of local sales tax	25.0%
	4 Issue bonds	16.7%
	5 Other	12.5%
Number of Participants		24
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	33.3%
	2 Stay the same	66.7%
Number of Participants		24

*This page was intentionally left blank for two-sided printing.*



### Summary of Visioning Workshop # 3

#### *Planning Areas D & F – Midtown/Uptown & Bibb City, N. Highland, and Beallwood*

#### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the third Visioning Workshop for its 2028 Comprehensive Plan Update on January 28, 2008 in Planning Area D and F, focusing on the areas of Midtown, Uptown, Bibb City, N. Highland, and Beallwood. The meeting was the most heavily attended in a series of six meetings held throughout Columbus during the months of January and February. These meetings were designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each meeting covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

#### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on January 28<sup>th</sup>. Persons interested in seeing other meeting results should see additional summary documents created by the City.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included in this summary are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward.

#### Meeting Statistics:

- *Date:* January 28, 2008
- *Location:* Wynnton Elementary School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 105

#### Major Topics Discussed:

- Revitalization
- Transit Improvements
- Economic Development
- Community Services
- Neighborhood Commercial
- Parks and Greenspace
- Mixed-Use Development
- Schools
- Financing



*Wynnton Elementary School was the site of Visioning Workshop # 3.*

### Overview of Visioning Workshop # 3, Planning Areas D & F – Midtown/Uptown & Bibb City/N. Highland/Beallwood

#### Midtown Vision

- **Revitalization:** Community members indicated that revitalization is a key priority for these areas. Participants spoke in favor of both the redevelopment of vacant buildings and preservation of historic sites. Revitalization should occur in several areas, including Martin Luther King Blvd., Cross Country Plaza on Macon Rd., and areas near the medical center. A major element of revitalization should focus on streetscaping on core streets, such as Wynnton Rd., Victory Dr., and Talbotton Rd. Improved design elements should also be considered.
- **Transit Improvements:** Comments by attendees indicated that major transit improvements are needed. The current bus routes and hours of operation do not reflect transit needs. These improvements are backed by the community's desire decrease automobile dependence.
- **Economic Development:** Community members highlighted the need to attract more businesses to the area. Solutions raised by attendees included greater business incentives, extension of the Business Improvement District, workforce training, and partnerships among local businesses and agencies.
- **Community Services:** Attendees noted the importance of improving public safety, code enforcement, and services for special needs groups, including the homeless.
- **Neighborhood Commercial:** Several attendees discussed the need for more neighborhood level commercial options. A small grocery store and other day-to-day services are needed in the Midtown and downtown.
- **Parks and Greenspace:** Several locations throughout Midtown/Uptown are seen as feasible for a new park. Almost all meeting participants envisioned the space near the new central library on Macon Rd. as an ideal park location.
- **Mixed Use Development:** Community members discussed the need to integrate parks, commercial areas, and residential uses in the central areas of the city. These conversations showed general support for new mixed use in these areas.
- **Schools:** Several comments focused on the need to improve schools. Attendees felt that school improvement would facilitate revitalization and desired growth in the area.
- **Financing:** Financing was seen as critical element to moving the city forward. Discussions regarding the property tax freeze and potential use of Tax Allocation Districts drew mixed opinions from attendees.

#### Key Land Use Points, Midtown/Uptown

##### *Central Library/Wynnton-Macon Rd. Revitalization Area*

- ✓ The community highly supports putting a park next to the new library on Macon/Wynnton Rd.
- ✓ Redevelopment and new commercial is needed in library area, including Cross Country Plaza.
- ✓ Streetscaping (sidewalks, trees, etc.) are needed on Wynnton Rd.
- ✓ Wynnton Rd. does not need to be widened.
- ✓ Aesthetic standards are needed in area.
- ✓ Mixed use is appropriate for Wynnton Rd.
- ✓ Wynnton Rd. and Hilton Ave. needs a park (site may be prepared for one)
  - Should include active uses (e.g. basketball courts)
- ✓ The area near Lewis Jones Grocery at 15<sup>th</sup> Ave. on Macon Rd. was identified as a good place for a commercial center.

##### *Talbotton Rd./Medical Area Revitalization*

- ✓ Talbotton Rd. is in need of redevelopment (mill village is nearby)
- ✓ Sidewalks are needed on Talbotton Rd.
- ✓ The East Highland neighborhood needs revitalization.
- ✓ Senior housing near hospital is appropriate.
- ✓ A Rails-to-Trails project was identified near Jordan High School at Warm Springs Rd. as a needed transportation improvement and as a possible park/recreation resource.

##### *General Redevelopment Needs*

- ✓ MLK Jr. Blvd. revitalization needed.
- ✓ Need for neighborhood commercial in Midtown
- ✓ The rail yard redevelopment should be a redevelopment area.
  - Infill housing would be appropriate in rail yard area if redeveloped.
- ✓ The Midtown Shopping Center was identified as a good site for commercial development and revitalization.
- ✓ Hamilton Rd., south of Manchester Expressway was identified as an area needing revitalization and a good place for a commercial center.



**Overview of Visioning Workshop # 3, Planning Areas D & F – Midtown/Uptown & Bibb City/N. Highland/Beallwood**

**Citywide Vision**

Attendees’ citywide vision focused on the need for more City residents to care about all areas of the city. Smart growth, starting with continued revitalization of uptown and downtown, should be a core value. The City should minimize poverty and work diligently to protect the environment.

**Land Use Synopsis**

The sidebar in this document summarizes major land use themes that arose in small group discussions regarding the both the Midtown, Uptown, and the Bibb City area. Attendees focused on these areas, but noted the importance of community-wide collaboration.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience. In meeting #3, attendees used both keypads and hand written forms to express their opinions. The results from Visioning Workshop #3 are provided on the following pages with results grouped by planning area of attendees. These results include both hand written and keypad responses.

**Summary**

The third Visioning Workshop reflected the Columbus community’s passion and concern for the city’s future. High attendance levels and quality group discussions suggested that there is much need for improvement in these areas of the city. Preservation, mixed-use development, improved transit and pedestrian services/facilities, amid general economic growth, are seen as pillars to the ongoing revitalization of Midtown, Uptown, Bibb City, and adjacent neighborhoods.

**Land Use Synopsis, Midtown/Uptown**

*(Continued from previous page)*

*Housing Concerns*

- ✓ Redevelopment of public housing by the river park is needed.
- ✓ There may be room for new subdivision in the East Highlands neighborhood.

*Transportation Flow Improvements*

- ✓ The 13<sup>th</sup> St. Bridge needs improvement.
- ✓ Railroad crossings need improvement.
- ✓ The timing of lights needs to be improved.

---

**Land Use Synopsis, Bibb City, N. Highland**

*Area South of Manchester Expressway, near Veterans Pkwy*

- ✓ Holly Ave., south of Manchester Expy. needs lights.
- ✓ Revitalization is needed on Hamilton Rd.
- ✓ There may be some room for new housing in Beallwood Area.

*Bibb City Preservation*

- ✓ Bibb City is currently being considered for designation as a national historic district.
- ✓ Bibb City needs to be made into a local historic district by way of a local ordinance.

*Attendees identified the area to the south of River Road Elementary School as needed revitalization.*

---



*Meeting attendees listen to introductory presentation at Visioning Workshop #3.*

---

## Voting Exercise Results - Visioning Workshop # 3

Question #	Choice #	All Participants
<b>1</b>	<b>How long have you lived in Columbus?</b>	
	1 0 to 2 years	10.3%
	2 >2 to 5 years	5.7%
	3 >5 to 10 years	5.7%
	4 >10 years but not my whole life	49.4%
	5 My whole life	28.7%
Number of Participants		87
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	3.6%
	2 B - Panhandle	2.4%
	3 C – Columbus South	1.2%
	4 D – MidTown/Uptown	79.8%
	5 E – SE Columbus	4.8%
	6 F – Bibb City/N. Highlands	3.6%
	7 Don't live in Columbus	4.8%
Number of Participants		84
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	1.1%
	2 Agree	29.9%
	3 Neutral/Not Sure	24.1%
	4 Disagree	32.2%
	5 Strongly Disagree	12.6%
Number of Participants		87
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	11.5%
	2 Agree	44.8%
	3 Neutral/Not Sure	31.0%
	4 Disagree	11.5%
	5 Strongly Disagree	1.1%
Number of Participants		87

## Voting Exercise Results - Visioning Workshop # 3

Question #	Choice #	All Participants
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	2.4%
	2 Agree	18.1%
	3 Neutral/Not Sure	18.1%
	4 Disagree	45.8%
	5 Strongly Disagree	15.7%
Number of Participants		83
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	1.1%
	2 Agree	6.9%
	3 Neutral/Not Sure	36.8%
	4 Disagree	36.8%
	5 Strongly Disagree	18.4%
Number of Participants		87
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	28.7%
	2 Add new sidewalks and bike paths	33.3%
	3 Improve transit service	19.5%
	4 Repair existing roads	16.1%
	5 Improve access across the river to Alabama	2.3%
Number of Participants		87
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the city	96.5%
	2 Supporting growth in new areas	3.5%
Number of Participants		86

## Voting Exercise Results - Visioning Workshop # 3

Question #	Choice #	All Participants
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	34.1%
	2 Rely more on impact fees, user fees, and tolls	9.4%
	3 Use of local sales tax	24.7%
	4 Issue bonds	22.4%
	5 Other	9.4%
Number of Participants		85
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	39.5%
	2 Stay the same	60.5%
Number of Participants		86



## Summary of Visioning Workshop # 4

### Planning Areas D & E - Midtown, Uptown & Southeast Columbus

#### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the fourth Visioning Workshop for its 2028 Comprehensive Plan Update on January 29, 2008, focusing on the areas of Midtown, Uptown, and Southeast Columbus. The meeting was the second most heavily attended in a series of six meetings held throughout Columbus during the months of January and February. These Visioning Workshops were designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each meeting covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

#### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on January 29<sup>th</sup>.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included in this summary are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward.

#### Midtown, Uptown, and Southeast Columbus Vision

- *Revitalization of Wynnton Rd.:* All small group discussions identified the need for revitalization of Wynnton/Macon Rd. Attendees discussed the need to retain and bring in new commercial. An overlay district, recommended in the Midtown

#### Meeting Statistics:

- *Date:* January 29, 2008
- *Location:* Clubview Elementary School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 97

#### Land Use Synopsis, Midtown/Uptown

##### Central Library/Wynnton-Macon Rd. Revitalization Area

- ✓ The community highly supports putting a park next to the new library on Macon/Wynnton Rd.
- ✓ Redevelopment and new commercial is needed in library area, including Cross Country Plaza.
- ✓ Streetscaping (sidewalks, trees, etc.) are needed on Wynnton Rd.
- ✓ Wynnton Rd. does not need to be widened.
- ✓ Aesthetic standards are needed in area.
- ✓ Mixed use is appropriate for Wynnton Rd.
- ✓ Wynnton Rd. and Hilton Ave. needs a park (site may be prepared for one)
  - Should include active uses (e.g. basketball courts)
- ✓ The area near Lewis Jones Grocery at 15<sup>th</sup> Ave. on Macon Rd. was identified as a good place for a commercial center.

##### Talbotton Rd./Medical Area Revitalization

- ✓ Talbotton Rd. is in need of redevelopment (mill village is nearby)
- ✓ Sidewalks are needed on Talbotton Rd.
- ✓ The East Highland neighborhood needs revitalization.
- ✓ Senior housing near hospital is appropriate.
- ✓ A Rails-to-Trails project was identified near Jordan High School at Warm Springs as a needed transportation improvement and as a possible park/recreation resource.

##### General Redevelopment Needs

- ✓ MLK Jr. Blvd. revitalization needed.
- ✓ Need for neighborhood commercial in Midtown
- ✓ The rail yard redevelopment should be a redevelopment area.
  - Infill housing would be appropriate in rail yard area if redeveloped.
- ✓ The Midtown Shopping Center was identified as a good site for commercial development and revitalization.
- ✓ Hamilton Rd., south of Manchester Expy., was identified as an area needing revitalization and a good place for a commercial center.

*(Continued on following page)*

**Overview of Visioning Workshop # 4, Planning Areas D & E – Midtown, Uptown, & Southeast Columbus**

Master Plan, should be implemented. Cross Country Plaza and the library play central roles in area growth.

- **Transportation Improvements:** Participants identified the need for various transportation improvements, speaking favorably to roundabouts, improved light synchronization, and pedestrian facilities, including expanded sidewalks and crosswalks. Cusseta Rd., Veterans Pkwy, and Wynnton Rd., were repeatedly identified as areas to focus transportation improvement efforts. Current public transit service levels are also viewed as inadequate.
- **Business Retention:** Various comments highlighted a need to focus on business retention. Businesses continue to leave historic areas to conduct business in northern Columbus.
- **Upscale Shopping and Restaurants:** Many attendees indicated that the Midtown and Uptown lack a supply of upscale retail and restaurants. Bringing in such businesses is viewed as a tool for retaining younger professionals, attracting new residents, and encouraging reinvestment in Columbus’s core. “Midtown should be a destination.”
- **Park Expansion and Other Recreational Facilities:** Meeting attendees replicated recommendations heard at Visioning Workshop #3 supporting addition of a park next to the central library on Macon Rd. They also supported implementation of the Rails-to-Trails initiative. When appropriate, attendees generally showed support for redevelopment of vacant sites to area parks. The City should also review community use policies at the aquatic center.
- **Existing Facilities and Infrastructure:** Comments generally reflected the need to preserve existing facilities and update infrastructure. Greater code enforcement and sewer/water maintenance were identified as positive changes. “Infrastructure must come first.”
- **Pedestrian Facilities:** Safety and access were provided as ground arguments for improving pedestrian infrastructure in the city. More pedestrian skywalks, crosswalks, and sidewalks are needed, and these improvements should be coordinated with the transit system.

**Citywide Vision**

Attendees are concerned that the City is not growing as it should. In particular, community area concerned that CCG supports the north more than other areas. During the group voting exercise, attendees voiced concern that money currently makes the decisions in the City, and the City should work harder to include adjacent land owners in land use decisions. Financing mechanisms need to be improved to meet various community concerns.

**Land Use Synopsis, Midtown/Uptown**

*(Continued from previous page)*

*Housing Concerns*

- ✓ Redevelopment of public housing by the river park is needed.
- ✓ There may be room for new subdivision in the East Highlands neighborhood.

*Transportation Flow Improvements*

- ✓ The 13<sup>th</sup> St. Bridge needs improvement.
- ✓ Railroad crossings need improvement.
- ✓ The timing of lights needs to be improved.

---

**Land Use Synopsis, SE Columbus**

*Potential Areas to Focus Revitalization Efforts*

- ✓ Area south of MLK Dr. needs revitalization, including commercial areas.
- ✓ Buena Vista Rd. is in need of transportation improvements and new commercial. (See below.)
- ✓ Spider Web and Railroad
  - Community revitalization needed
  - Transportation improvements needed
- ✓ Commercial area on Russell Road near St. Mary’s Rd. needs revitalization.
- ✓ Connect Rothchild Middle School to Shirley Winston Park via pathway, road, etc.
  - A new subdivision would be appropriate for this land
  - Commercial infill should buffer new residential from Buena Vista Rd.

*Improving Parks and their Interconnectivity*

- ✓ Need to connect parks with bike paths
- ✓ Attendees suggested bringing back the park police to improve safety at parks.
- ✓ Park improvements are needed
  - Increase Greenspace on Steam Mill Rd.
  - Increase canopy at Shirley Winston Park
  - Carver Park is in desperate need of revitalization and better access.
  - Cooper Creek should have more facilities to compliment the tennis courts. Having hotels nearby could help draw the State Tennis Tournament.
- ✓ New Parks are needed in area.
  - A park north of Buena Vista Rd. is needed (should include athletic park, jogging trails, baseball/softball/community center).
  - Muscogee County School District land next to Dawson Elementary may become a park.
  - There is a large park planned in the Industrial area in the northeastern area of this planning area.

*(Continued on following page)*

**Overview of Visioning Workshop # 4, Planning Areas D & E – Midtown, Uptown, & Southeast Columbus**

**Land Use Synopsis**

The sidebar in this document summarizes major land use themes that arose in small group discussions from meetings 3, 4, and 5 that pertained to either Midtown or Southeast Columbus. Attendees focused on these areas, but noted the importance of community-wide collaboration. Support for revitalization of already developed areas trumped support for new growth at all meetings.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience. In meeting #4, attendees used both keypads and hand written forms to express their opinions. The results from Visioning Workshop #4 are provided on the following pages with results grouped by planning area of attendees. These results include both hand written and keypad responses.

**Summary**

The fourth Visioning Workshop mirrored opinions expressed at the third visioning workshop. High attendance levels and quality group discussions suggested that there is much need for improvement in the areas of Midtown, Uptown, and Southeast Columbus. A particular focus needs to be placed on business retention, recruitment of additional retail and services, and reinvestment in existing infrastructure and community facilities.



*City Councilor Mike Baker explains the importance of the Comprehensive Plan to Columbus's future.*

**Land Use Synopsis, SE Columbus**

*(Continued from previous page)*

*Commercial Development Concerns*

- ✓ Participants were very concerned that their planning area is losing commercial opportunities to the northern areas of the county.
- ✓ They rely on their commercial corridors for services and the area is declining as the northern areas develop and improve.
- ✓ Existing Wal-Mart center should be retained and revitalized (Buena Vista Rd.).
- ✓ An area near Edgewood Senior Center was identified as a good place for commercial.

*Buena Vista Rd. Transportation Concerns*

- ✓ Buena Vista Rd. has bad congestion.
- ✓ Should focus on access management around Buena Vista – I-185 interchange
  - Frontage roads near Buena Vista – is this possible?
- ✓ Adding streetlamps to the corridors was suggested as a way to improve safety and the overall quality of the corridors. This was definitely their prominent issue.
- ✓ The Easternmost section of Buena Vista Rd. needs transportation improvements, especially connecting to Moye Rd.

*St. Mary's Rd. Transportation Concerns*

- ✓ Improvements needed on St Mary's Rd., east of Northstar.
- ✓ The St. Mary's Rd./Northstar intersection needs work.
- ✓ I-185 and St. Mary's Rd. needs safety improvements.
  - Very hard to merge onto St. Mary's Rd.

*General Transportation Improvements*

- ✓ Need to widen Forest Rd.
- ✓ Need to realign Higgs Dr., past Shirley Winston Park on Buena Vista Rd.
- ✓ Intersection of Forest Rd. and Floyd Rd. is potent.
- ✓ Neighborhood beautification is a widespread concern.
- ✓ Connector road is planned between St. Mary's Rd. and Old Cusseta Rd.

*Industrial Area in Northern Area of Southeast Columbus*

- ✓ How does this area fit with revitalization needs?

*New Housing*

- ✓ There is little land available for new subdivisions.
- ✓ Undeveloped sites may be appropriate for new subdivisions
- ✓ May be room for a new subdivision south of St. Mary's Rd.
- ✓ A new subdivision is going in at Steam Mill Rd. and Bogart Dr.

## Voting Exercise Results - Visioning Workshop # 4

Question #	Choice #	All Participants
<b>1</b>	<b>How long have you lived in Columbus?</b>	
	1 0 to 2 years	4.1%
	2 >2 to 5 years	5.4%
	3 >5 to 10 years	4.1%
	4 >10 years but not my whole life	51.4%
	5 My whole life	35.1%
Number of Participants		74
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	5.4%
	2 B - Panhandle	2.7%
	3 C – Columbus South	0.0%
	4 D – MidTown/Uptown	78.4%
	5 E – SE Columbus	13.5%
	6 F – Bibb City/N. Highlands	0.0%
	7 Don't live in Columbus	0.0%
Number of Participants		74
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	4.1%
	2 Agree	41.9%
	3 Neutral/Not Sure	28.4%
	4 Disagree	24.3%
	5 Strongly Disagree	1.4%
Number of Participants		74
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	14.9%
	2 Agree	40.5%
	3 Neutral/Not Sure	40.5%
	4 Disagree	2.7%
	5 Strongly Disagree	1.4%
Number of Participants		74



## Voting Exercise Results - Visioning Workshop # 4

Question #	Choice #	All Participants
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	0.0%
	2 Agree	23.0%
	3 Neutral/Not Sure	24.3%
	4 Disagree	41.9%
	5 Strongly Disagree	10.8%
	Number of Participants 74	
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	0.0%
	2 Agree	25.7%
	3 Neutral/Not Sure	41.9%
	4 Disagree	27.0%
	5 Strongly Disagree	5.4%
	Number of Participants 74	
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	30.1%
	2 Add new sidewalks and bike paths	31.5%
	3 Improve transit service	15.1%
	4 Repair existing roads	23.3%
	5 Improve access across the river to Alabama	0.0%
	Number of Participants 73	
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the city	94.5%
	2 Supporting growth in new areas	5.5%
	Number of Participants 73	

## Voting Exercise Results - Visioning Workshop # 4

Question #	Choice #	All Participants
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	44.3%
	2 Rely more on impact fees, user fees, and tolls	17.1%
	3 Use of local sales tax	21.4%
	4 Issue bonds	7.1%
	5 Other	10.0%
Number of Participants		70
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	46.9%
	2 Stay the same	100.0%
Number of Participants		72



## Summary of Visioning Workshop # 5, Planning Area E – Southeast Columbus

### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the fifth Visioning Workshop for its 2028 Comprehensive Plan Update on February 4, 2008. The meeting was the second workshop that focused on Southeast Columbus in a series of six meetings held throughout Columbus during the months of January and February. The Visioning Workshops were designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each meeting covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on February 4<sup>th</sup>. Persons interested in seeing other meeting results should see additional summary documents created by the City.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included in this summary are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward.

#### **Meeting Statistics:**

- *Date:* February 4, 2008
- *Location:* Kendrick High School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 15

#### **Key Topics Discussed**

- Parks and Recreational Centers
- Business Retention
- Community Appearance
- Quality of Life
- Lighting
- Congestion

#### **Land Use Synopsis, SE Columbus**

##### *Potential Areas to Focus Revitalization Efforts*

- ✓ Area south of MLK Dr. needs revitalization, including commercial areas.
- ✓ Buena Vista Rd. is in need of transportation improvements and new commercial. (See following page.)
- ✓ Spider Web and Railroad
  - Community revitalization needed
  - Transportation improvements needed
- ✓ Commercial area on Russell Rd. near St. Mary’s Rd. needs revitalization.
- ✓ Connect Rothchild Middle School to Shirley Winston Park via pathway, road, etc.
  - A new subdivision would be appropriate for this land
  - Commercial infill should buffer new residential from Buena Vista Rd.

##### *Improving Parks and their Interconnectivity*

- ✓ Need to connect parks with bike paths
- ✓ Attendees suggested bringing back the park police to improve safety at parks.

*(Continued on Following Page)*

Overview of Visioning Workshop # 5, Planning Area E – Southeast Columbus

**Southeast Columbus Vision**

- **Park and Recreational Centers:** Meeting attendees in Southeast Columbus expressed concern over area parks and recreational spaces. Remarks included the need for complete revitalization of Carver Park (safety, buffers between adjacent residential property, and walking trail improvements) as well as the need for additional trees at Shirley-Winston Park. New parks are also needed and should include recreational facilities.
- **Business Retention:** Southeast Columbus residents are concerned that growth continues to shift to North Columbus, causing area businesses to leave. The area needs to develop strategies to retain these businesses and attract new businesses.
- **Community Appearance:** Attendees identified aesthetic improvements as a growth concern for Southeast Columbus. Trash on the interstate and unkempt neighborhood entrances are growing concerns. Better enforcement is recommended as a solution.
- **Quality of Life:** An improvement in the overall quality of life is seen as core concern for the Southeast Columbus. Residents want to be able to stay here and have a safe, healthy environment for future generations. This quality of life should include better offering of public parks, area services and retail, and overall safety.
- **Lighting:** Improved street lighting is a priority for area residents. Improved lighting would help deter crime and improve safety. Lighting on Buena Vista Rd. and Forest Rd. is particularly bad.
- **Congestion:** Congestion is seen as a growing concern, particularly on Buena Vista Rd. Increased grade separation between roads and railroads as well as roads and pedestrians is a priority.

**Citywide Vision**

Meeting attendees were generally upbeat in their vision for Southeast Columbus and Columbus as whole. As one community member stated, “Columbus is a city. It is one city. It needs to act like it in the future.” To accomplish this collaborative approach, attendees cited the need to retain council members that are vested in the community, resulting in a responsive local government.

**Land Use Synopsis, SE Columbus**

*(Continued from previous page)*

- ✓ Park improvements are needed
  - Increase Greenspace on Steam Mill Rd.
  - Increase canopy at Shirley Winston Park.
  - Carver Park is in desperate need of revitalization and better access.
  - Cooper Creek should have more facilities to compliment the tennis courts. Having hotels nearby could help draw the State Tennis Tournament.

*Commercial Development Concerns*

- ✓ Participants were very concerned that their planning area is losing commercial opportunities to the northern areas of the county.
- ✓ They rely on their commercial corridors for services and the area is declining as the northern areas develop and improve.
- ✓ Existing Wal-Mart Center should be retained and revitalized (Buena Vista Rd.).
- ✓ An area near Edgewood Senior Center was identified as a good place for commercial.

*Buena Vista Rd. Transportation Concerns*

- ✓ Buena Vista Rd. has bad congestion.
- ✓ Should focus on access management around Buena Vista – I-185 interchange
  - Frontage roads near Buena Vista – is this possible or would there be too many takings?
- ✓ Adding streetlamps to the corridors was suggested as a way to improve safety and the overall quality of the corridors. This was definitely their prominent issue.
- ✓ The Easternmost section of Buena Vista Rd. needs transportation improvements, especially connecting to Moye Rd.

*St. Mary’s Rd. Transportation Concerns*

- ✓ Improvements needed on St Mary’s Rd., east of Northstar.
- ✓ The St. Mary’s Rd./Northstar intersection needs work.
- ✓ I-185 and St. Mary’s Rd. needs safety improvements.
  - Very hard to merge onto St. Mary’s Rd.

*(Continued on following page)*

**Overview of Visioning Workshop # 5, Planning Area E – Southeast Columbus**

**Land Use Synopsis**

The sidebar in this document summarizes major land use themes that arose in small group discussions from both meetings 4 and 5 that pertained to Southeast Columbus. Attendees focused on these areas, but as noted above, saw the importance of community-wide collaboration. Overwhelming support for revitalization of already developed areas trumped support for new growth.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience through electronic voting. The results from Visioning Workshop #5 are provided on the following pages with both overall results and results grouped by planning area of attendees. These results include both those attendees that used hard copy forms as well as those that used keypad devices to provide feedback.

**Summary**

The fifth Visioning Workshop reflected the passion of Southeast Columbus residents. Attendees want their area to thrive and to experience reinvestment in community facilities/ infrastructure as a key strategy behind that. Despite lower attendance at Workshop #5 in comparison to other meetings, quality discussions persisted between project staff, community members, and elected officials in attendance.

**Land Use Synopsis, SE Columbus**

*(Continued from previous page)*

*General Transportation Improvements*

- ✓ Need to widen Forest Rd.
- ✓ Need to realign Higgs Dr., past Shirley Winston Park on Buena Vista Rd.
- ✓ Intersection of Forest Rd. and Floyd Rd. is potent.
- ✓ Neighborhood beautification is a widespread concern.
- ✓ Connector road is planned between St. Mary's Rd. and Old Cusseta Rd.

*Industrial Area in Northern Area of Southeast Columbus*

- ✓ How does this area fit with revitalization needs?

*New Housing*

- ✓ There is little land available for new subdivisions.
- ✓ Undeveloped sites may be appropriate for new subdivisions
- ✓ May be room for a new subdivision south of St. Mary's Rd.
- ✓ A new subdivision is going in at Steam Mill Rd. and Bogart Dr.



*City planning staff discusses Southeast Columbus land use priorities with meeting attendees.*

## Voting Exercise Results - Visioning Workshop # 5

Question #	Choice #	All Participants
<b>How long have you lived in Columbus?</b>		
	1 0 to 2 years	0.0%
	2 >2 to 5 years	14.3%
	3 >5 to 10 years	0.0%
	4 >10 years but not my whole life	28.6%
	5 My whole life	57.1%
Number of Participants		7
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	0.0%
	2 B - Panhandle	0.0%
	3 C – Columbus South	0.0%
	4 D – MidTown/Uptown	12.5%
	5 E – SE Columbus	87.5%
	6 F – Bibb City/N. Highlands	0.0%
	7 Don't live in Columbus	0.0%
Number of Participants		8
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	11.1%
	2 Agree	33.3%
	3 Neutral/Not Sure	33.3%
	4 Disagree	22.2%
	5 Strongly Disagree	0.0%
Number of Participants		18
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	15.0%
	2 Agree	50.0%
	3 Neutral/Not Sure	25.0%
	4 Disagree	10.0%
	5 Strongly Disagree	0.0%
Number of Participants		20
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	10.0%
	2 Agree	35.0%
	3 Neutral/Not Sure	25.0%
	4 Disagree	25.0%
	5 Strongly Disagree	5.0%
Number of Participants		20

## Voting Exercise Results - Visioning Workshop # 5

Question #	Choice #	All Participants
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	5.0%
	2 Agree	60.0%
	3 Neutral/Not Sure	15.0%
	4 Disagree	15.0%
	5 Strongly Disagree	5.0%
	Number of Participants	
		20
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	45.0%
	2 Add new sidewalks and bike paths	25.0%
	3 Improve transit service	5.0%
	4 Repair existing roads	20.0%
	5 Improve access across the river to Alabama	5.0%
	Number of Participants	
		20
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the city	80.0%
	2 Supporting growth in new areas	20.0%
	Number of Participants	
		20
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	10.0%
	2 Rely more on impact fees, user fees, and tolls	0.0%
	3 Use of local sales tax	70.0%
	4 Issue bonds	0.0%
	5 Other	20.0%
	Number of Participants	
		20

## Voting Exercise Results - Visioning Workshop # 5

Question #	Choice #	All Participants
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	68.4%
	2 Stay the same	31.6%
	Number of Participants	
		19



## Summary of Visioning Workshop # 6, Planning Area C - Columbus South

### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held its sixth Visioning Workshop for its 2028 Comprehensive Plan Update on February 11, 2008. The meeting was the final workshop in a series of six meetings held throughout Columbus during the months of January and February. The meeting focused on Columbus South, but due to a high turn-out from the Southeast Columbus Planning area, some discussion focused on that region. The Visioning Workshops were designed to elicit the opinions of community members on the future of the community over the next 20 years, with topics ranging from land use and environmental concerns to public safety and population growth. The goal of each meeting was to better understand the community’s vision for the future of their neighborhood and Columbus overall.

Each meeting covered a similar format but focused on a specific area of the city. The agenda for each meeting included the following:

- ◆ Welcome .....City Councilperson
- ◆ Presentation .....JJG Team
  - Project overview
  - Interactive voting and discussions
- ◆ Discussion Groups.....Participants
- ◆ Mapping Exercise.....Participants
- ◆ Closing Remarks and Next steps .....In groups

### Results

Community members discussed a variety of topics at these meetings, including those that were posed by the project staff and other topics of concern to attendees. The following are major points discussed by attendees on February 11<sup>th</sup>. Persons interested in seeing other meeting results should see additional summary documents created by the City.

#### Small Group Discussions

These points highlight major topics from group discussions. Other comments that are not included in this summary are also valued by the City and will be considered in relevant documents and meetings as the planning process moves forward.

#### Meeting Statistics:

- *Date:* February 11, 2008
- *Location:* Baker Middle School
- *Time:* 6 p.m. to 8 p.m.
- *Number of Attendees:* 53

#### Key Topics Discussed

##### *Columbus South*

- Code Enforcement and Public Safety
- Improved Access to Services
- Transit and Pedestrian Facilities
- Road and Railroad Improvements
- Redevelopment
- Senior Oriented Development
- New Commercial Corridors
- Greenspace and Youth Facilities

##### *Southeast Columbus*

- Transportation Improvements
- Lack of Retail and Other Services
- Housing Conditions



*Meeting attendees watch introductory presentation prior to voting exercise at final Visioning Workshop.*

Overview of Visioning Workshop # 6, Planning Area C – Columbus South

**Columbus South Vision**

- **Code Enforcement and Public Safety:** Columbus South has several vacant buildings and absentee landlords. Coupled together, these two issues are a major concern. Greater code enforcement is viewed by residents as a potential solution to address some of this problem. A higher renter population perceivably contributes to this situation. Public safety was viewed as having a strong connection with code enforcement efforts.
- **Improved Access to Services:** Community members expressed a high level of concern over the mismatch between Columbus South residents and the location of several city, state, and federal service agencies. A correlated issue is inadequate transit service between Columbus South and other areas of the city.
- **Transit and Pedestrian Facilities:** Several Columbus South residents rely on public transit and walking to accomplish day-to-day needs. Current transit service and pedestrian facilities are viewed as insufficient.
- **Road and Railroad Improvements:** Road congestion is also seen as a growing problem in the area, some of which is tied to the growth of Fort Benning. Problematic congestion areas include St. Mary’s Rd. (due to congestion), Ft. Benning Rd. and Pine Ter. (due to improperly functioning signal), the area near the Infantry Museum, and the South Lumpkin Rd. corridor. Recommended solutions include widening the two-lane section of South Lumpkin Rd. and improving the intersection of North Lumpkin Rd. and Cusseta Rd. Better grade separation of railroads is needed.
- **Redevelopment:** Redevelopment is viewed as a critical component to Columbus South revitalization. Areas that meeting attendees identified as redevelopment priorities included the following: mobile home park at Airview Dr. and Plateau Dr., 28<sup>th</sup> Ave. and Dawson St. intersection, and Walker St. and Sharp St. intersection.
- **Senior Oriented Development:** Senior oriented development has been identified by both the public and project team members as a positive strategy for Columbus South as it moves forward. These improvements are linked to needed transit and pedestrian facility improvements.
- **New Commercial Centers:** New commercial centers were viewed as a critical element for Columbus South revival. Areas identified as appropriate for such growth included the following: “Traffic Circle,” Victory Dr. at Fort Benning Rd.,” Fort Benning Rd. and Torch Hill Rd., and the north side of Rigdon Park.

**Land Use Synopsis, Columbus South**

*Is Baker Homes a Good Model for Area Redevelopment?*

- ✓ What is going on there?
- ✓ Can this redevelopment model be replicated in other areas of South Columbus?

*Cusseta Road Revitalization Area*

- ✓ Cusseta Road is at risk of future congestion.
- ✓ Redevelopment is needed at Cusseta Road and Ft. Benning Road.

*Transportation Options as Core Concern*

- ✓ Pedestrian safety needs to be improved.
  - Consider more pedestrian bridges for area.
- ✓ There is limited transit service to areas where services are housed (including social security, medical, drivers’ bureau, etc.)
  - This is a major problem for Columbus South residents.

*More Senior Housing Needed*

- ✓ Would be appropriate in area north of Oxbow Creek golf course, near river and market.
  - This area has 821 multi-family units currently.
- ✓ Mismatch between senior population in Columbus South and services in north is a problem

*Regional Center*

- ✓ Oxbow Meadows is a major attraction.
- ✓ A Conference Center and hotel near Oxbow Meadows are planned.

*New Park Space*

- ✓ A park opportunity was identified near Carver

### Overview of Visioning Workshop # 6, Planning Area C – Columbus South

- **Greenspace and Youth Facilities:** Columbus South is well positioned to improve greenspace access for area residents and workers. One recommendation included interconnecting existing greenspace with new greenspace. Another recommendation is to better link key community areas with the Riverwalk.

#### **Southeast Columbus Improvements**

- **Transportation Improvements:** Transportation concerns arose as a top discussion point for Southeast Columbus at the meeting. Limited interconnectivity, pedestrian facilities, and bus services limit the mobility of area residents.
- **Lack of Retail and Other Services:** Attendees focused on the need for more basic services, including grocery stores, banks, and general retail shops. Currently residents have to leave Southeast Columbus neighborhoods to meet these basic needs. A vision for the area includes high end retail shops and potentially a shopping mall. The need for more hotels and motels along the I-185 corridor in Southeast Columbus was also noted.
- **Housing Conditions:** According to attendees, new housing is not needed in Southeast Columbus. The area already has a high proportion of residents compared to services. In this area, the City should focus on replacing pockets of substandard housing exist.



*City planning staff works with community members to identify land use priorities in Southeast Columbus.*

#### **Citywide Vision**

Meeting attendees strongly believe that Columbus as a whole should be equal and that city planners should focus on areas where there is greater need. Greater equality would help Columbus become a global city. One attendee noted that Columbus should work towards being one of the top ten places to live in the nation. To achieve this, Columbus should focus on attracting and retaining jobs, increasing home ownership levels, encouraging adaptive reuse, protecting greenspace, and creating a stronger sense of community from both within and outside of neighborhoods. Improved collaboration and trust between CCG, the Muscogee County School District, and the public will be critical factors contributing to the City's ability to advance.

#### **Land Use Synopsis**

Through an interactive mapping activity, meeting attendees discussed land use in Columbus South and Southeast Columbus. Several key points arose regarding future land use in this area. The sidebar in this document summarizes major land use themes that arose in these small group discussions regarding Columbus South.

**Overview of Visioning Workshop # 6, Planning Area C – Columbus South**

For the Southeast Columbus Land Use Synopsis, please see meeting summaries from either Workshop #5 or #6.

**Voting Exercise Results**

Key policy questions were voted on by each Visioning Workshop audience through electronic voting. The results from Visioning Workshop #6 are provided on the following pages with results grouped by planning area of attendees. These results include both those attendees that used hard copy forms as well as those that used keypad devices to provide feedback.

**Summary**

The sixth Visioning Workshop showed that much work needs to be done to help South Columbus reach a higher quality of life, more comparable to other areas of the city. Transportation improvements, redevelopment, code enforcement, and other critical elements must be coordinated under creative revitalization strategies. Area attractions such as Oxbow Meadows, the Riverwalk, and proximity to Fort Benning should be used to the area’s advantage.



*Community member voices her opinion about needed change during keypad voting exercise.*

## Voting Exercise Results - Visioning Workshop # 6

Question #	Choice #	All Participants
<b>1</b>	<b>How long have you lived in Columbus?</b>	
	1 0 to 2 years	2.8%
	2 >2 to 5 years	0.0%
	3 >5 to 10 years	5.6%
	4 >10 years but not my whole life	55.6%
	5 My whole life	36.1%
Number of Participants		36
<b>2</b>	<b>Which planning area do you live in?</b>	
	1 A – NW Columbus	5.9%
	2 B - Panhandle	2.9%
	3 C – Columbus South	55.9%
	4 D – MidTown/Uptown	0.0%
	5 E – SE Columbus	23.5%
	6 F – Bibb City/N. Highlands	5.9%
	7 Don't live in Columbus	5.9%
Number of Participants		34
<b>3</b>	<b>The City is doing a good job protecting the natural resources near my home/business.</b>	
	1 Strongly Agree	8.5%
	2 Agree	31.9%
	3 Neutral/Not Sure	23.4%
	4 Disagree	23.4%
	5 Strongly Disagree	12.8%
Number of Participants		47
<b>4</b>	<b>The City is working well with Fort Benning to ensure that base activity positively affects my life.</b>	
	1 Strongly Agree	29.2%
	2 Agree	29.2%
	3 Neutral/Not Sure	29.2%
	4 Disagree	12.5%
	5 Strongly Disagree	0.0%
Number of Participants		48

## Voting Exercise Results - Visioning Workshop # 6

Question #	Choice #	All Participants
<b>5</b>	<b>The City is doing well in providing public safety for its citizens</b>	
	1 Strongly Agree	12.0%
	2 Agree	30.0%
	3 Neutral/Not Sure	16.0%
	4 Disagree	24.0%
	5 Strongly Disagree	18.0%
Number of Participants		50
<b>6</b>	<b>The City generally makes good land use decisions that support the community's desires and needs</b>	
	1 Strongly Agree	6.0%
	2 Agree	26.0%
	3 Neutral/Not Sure	14.0%
	4 Disagree	50.0%
	5 Strongly Disagree	4.0%
Number of Participants		50
<b>7</b>	<b>Which ONE of the following transportation needs should have the highest priority for this area?</b>	
	1 Minimize congestion	22.0%
	2 Add new sidewalks and bike paths	18.0%
	3 Improve transit service	32.0%
	4 Repair existing roads	26.0%
	5 Improve access across the river to Alabama	2.0%
Number of Participants		50
<b>8</b>	<b>Which of the following two actions is most important to Columbus's future?</b>	
	1 Supporting revitalization of existing areas for the ci	88.0%
	2 Supporting growth in new areas	12.0%
Number of Participants		50

## Voting Exercise Results - Visioning Workshop # 6

Question #	Choice #	All Participants
<b>9</b>	<b>What should be the primary mechanism used to finance capital investments</b>	
	1 Promote economic development to increase tax base	14.3%
	2 Rely more on impact fees, user fees, and tolls	10.2%
	3 Use of local sales tax	26.5%
	4 Issue bonds	16.3%
	5 Other	32.7%
Number of Participants		49
<b>10</b>	<b>Do you believe your neighborhood should change or stay the same over time</b>	
	1 Change	72.9%
	2 Stay the same	27.1%
Number of Participants		48

*This page was intentionally left blank for two-sided printing.*



## Summary of Part I – Strategic Framework Workshop

### Overview of Visioning Workshops

The Columbus Consolidated Government (CCG) held the first of a Two-Part Strategic Framework Workshop for its 2028 Comprehensive Plan Update on March 27, 2008 at Columbus State University’s Elizabeth Bradley Turner Center. The meeting was built on the information gathered from both the six Visioning Workshops held during the months of January and February and through the results of the Community Survey.

The two-part workshop was conducted as a small conference with an overview presentation followed by three discussion sessions with specific questions and tasks. The agenda for Part I of the Strategic Framework included the following:

- ◆ Welcome City Staff
- ◆ Presentation JJG Team
  - Project overview
  - Visioning Workshop Results
  - Meeting/Discussion Group Goals
- ◆ Discussion Groups Participants  
*Participants are encouraged to attend the issue sessions that most interest them – you are also welcome to move among the rooms during the sessions.*
  - Issues – Impacts of Growth
  - Issues – Transportation/Traffic
  - Issues – Revitalization
- ◆ Reconvene in Founders Hall for Discussion Group Summaries
- ◆ Closing Remarks and Next steps JJG Team

### Results

Community members discussed a variety of topics within the three major topics. The following pages include the specific groups and the major points discussed by attendees on March 27th.

### Impacts of Growth Group Discussion Notes

#### Community Facilities and Services

Besides adding more police officers, what can the community do to improve public safety?

- Neighborhood Watch Coordination
- Pay Police more
- Semi-train concerned citizens to assist in public safety
- Public education on how to stay safe and be more safety minded

#### Meeting Statistics:

- *Date:* March 27, 2008
- *Location:* Elizabeth Bradley Turner Center
- *Time:* 6 p.m. to 8:30 p.m.
- *Number of Attendees:* 37

#### Small Group Session Topics

- **Impacts of Growth**
  - Community Facilities and Services
  - Housing
  - Economic Development
  - Natural and Cultural Resources
- **Transportation/Transit**
  - Traffic Congestion
  - Sidewalks/Multiuse Trails/ Bicycle Lanes
  - Public Transportation
- **Revitalization**
  - Commercial Revitalization
  - Residential Revitalization
  - Corridor Revitalization



*Community members working in small group discussion on mapping bicycle paths*

### Overview of Part I – Strategic Framework Workshop

- Reinststate Park Police
- Crime Prevention Through Environmental Design (CPTED)

What funding sources should the community use to maintain and improve its Community Facilities and Services?

- User Fees – if equitability implemented, do not penalize the poor
- Toll Roads
- Impact Fees
- Bonds
- Lift Property Tax Freeze – unfair to new homeowners
- Make sure Fort Benning pays its share – the military should be promoting local land use plans

What additional recreation facilities need to be in place to meet the demands of a growing and aging population?

- More tennis facilities
- Provide cultural programs such as foreign language classes, cultural dancing, and music
- Walking/bike trails
- Greater number of facilities
- Amphitheaters
- “Hands on Columbus” - Parks/recreation volunteer services – needs more publicity
- Need more youth and teen activities – free concerts and cultural events. Cultural venues now are too expensive or few are aware of the free ones. Need to particularly focus on providing more cultural venues for residents of South Columbus. Venues should be better supported by public transit.

### **Economic Development**

What steps need to be taken to encourage young professionals to stay in Columbus?

- Provide better elementary education, will encourage young families to stay
- Offer more cultural venues and advertise those that are offered better
- Marketing focused on young professionals, highlighting all that Columbus has to offer them
- Transit system

What public investment and initiatives are needed to encourage more professional jobs and commercial development?

- Marketing
- Target intelligent businesses – offer more medical/science/professional jobs
- Encourage more tourism

### **Natural and Cultural Resources**

What can the community do to preserve open space?

- Participate in the Georgia Land Conservation Program
- Need a good survey of existing assets
- Work with homeowner associations to preserve open space within subdivisions
- Land Trusts

### Overview of Part I – Strategic Framework Workshop

Are there natural and cultural areas of the community that are endangered of being lost? What can the community do to preserve them?

- Tree preservation will support the preservation of air and water quality
- Public education is needed to highlight the benefits of conservation
- Land Use controls are needed to better protect trees
- Historic Resources need to be preserved through market incentives
- Work with Fort Benning to preserve on-base resources
- More effort is also needed to promote efficient use of energy

#### **Housing**

What can the community do to better utilize existing housing stock?

- Better code enforcement

What steps can the community take to promote home ownership?

- Neighbor Works – Classes on homeownership
- Promote existing programs through more effective marketing- reach more people
- Habitat for Humanity

### ***Transportation Group Discussion Notes***

The Transportation Session was conducted much like a charrette. Various maps were developed to provide a hands-on approach to developing transportation strategies by mode. The steps of the exercise were:

1. Review list of existing projects from the Transportation Improvement Plan (TIP) and Long Range Transportation Plan (LRTP)
2. Receive proposed projects from the participants
3. Understand reasoning behind participants' proposed projects
4. Use reasoning behind proposed projects and community agenda to develop elements of projects
5. Use element of projects to develop guidelines and criteria by which to evaluate (score or rank) existing and future projects by mode.

**Participants used the following maps to discuss issues and potential improvements:**

#### **Bike/Pedestrian Map**

*A map was presented that had schools, state designated bike routes (bike lanes), greenspace and multiuse trails (programmed and existing). Participants were asked to identify locations that should be considered for sidewalks, on street or off street trail connections by drawing on the map.*

The following recommendations were placed on the map or were recorded during the session:

- Follow "AASHTO" engineering guidelines for city implementation of rails to trails.
- Proposed clearly marked on-street bicycle route connecting CSU, Downtown and Library. Connects GMC Community College, Lakebottom Park via Garrard, 17<sup>th</sup>, Linwood and 6<sup>th</sup> Avenue and 14<sup>th</sup> Street to Riverwalk, 12<sup>th</sup> to Broadway and 11<sup>th</sup> to Front Street.

### Overview of Part I – Strategic Framework Workshop

- Children walking to park and school bus stops, but there are no sidewalks. Wilder Street, Steam Mill Road, Pine Street and Vista Road. Northstar Drive from Steam Mill.
- In general, traffic signals should recognize bicycles.
- River Road Needs Bike Lanes to Provide Exit from City on Northside
- Warm Springs Road North from Midland Academy and Pierce Chapel Road to connect with Pine Mountain and rails to trails project.
- I-185, Williams Road to Moon Road and Miller Road to Rails to Trails Project. Would link Midtown and Rails to Trails with Columbus Park Crossing Area
- Important to integrate rails to trails project into street grid.
- Connection from Flat Rock Park along Flack Rock Road/Shatulga Road to Carver Park. Would connect parks
- Connection from Fort Benning along South Lumpkin Road, North Lumpkin, Brown Avenue to Lakebottom Park. Would link new museum with Lakebottom Park
- Columbus Public Library (Macon Road Branch) to Richards Middle School/Columbus State. Connects schools, library to rails to trails project.
- Connection from Riverwalk to Green Island via Bike Bridge.

### **Sidewalk Discussion**

*Please note additional discussions of sidewalks can be found under TIP/LRTP Map section. The following feedback came through group consensus:*

- Many of the neighborhoods in the northwest portion of the city do not have sidewalks.
- Should have countywide connections to schools and neighborhoods including the following:
  - Woodruff Farm
  - Buena Vista to St. Mary's
  - Buena Vista toward Schatulga near Kendrick
  - River Road
- Schools should be a priority.
- Some sidewalks have handicapped access others do not. All sidewalks should be in compliance.
- Historic district sidewalks are good, but after leaving historic district on Veterans Parkway, the sidewalks begin to erode
- Cherokee Avenue needs pedestrian and bike lanes.
- No bike lanes on roads in Columbus.
- No sidewalks connecting to the following parks:
  - Cooper Creek
  - Flat Rock
- Need sidewalks along Bradley Park Drive between Whiteville and River Road (major commercial area without sidewalks).
- Sidewalks act as a barrier between the roads and front yards.
- Take advantage of opportunity of using abandoned rails.

### Overview of Part I – Strategic Framework Workshop

- Use the bus system to help connect bike paths.
- Mark routes for bikes more clearly.
- Need east/west corridors that are safe for bikes.
- Since routes for school buses are permanent, connect key stops with sidewalks.

#### **TIP/RTP Map**

*A map was provided with projects that are in the TIP and LRTP. By color, participants were able to identify additional areas that they believe need widening, streetscapes, etc.*

Widenings were proposed for the following corridors:

- Weems between I-185 and Veterans Parkway
- Warm Springs between Hilton Avenue and 12<sup>th</sup> Avenue

Sidewalks were proposed for:

- Double Churches Road between River and
- Floyd Road, Woodruff Farm to Warm Springs Road
- Elm Drive south from Macon, Morris Road to Saint Mary's Road.

Resurfacing Projects were recommended for:

- 24<sup>th</sup> Street between 17<sup>th</sup> Avenue to Talbotton
- 17<sup>th</sup> Street from 13<sup>th</sup> Avenue to Cherokee Avenue
- Floyd Road from Buena Vista along Woodruff Farm to Warm Springs Road

#### **Transit Map**

*Participants were given dots to place on the map additional locations along with the location name (office park, neighborhood etc) they would like to see transit served. The following were recommendations were made for additional or new service:*

- Service to Midland
  - Subdivision
  - Schools
  - Shopping
- BRAC (Base Realignment and Closure)
  - Additional and faster service to Fort Benning
  - Relocation of Fort Benning transit transfer facility to be closer to new hospital and other work locations
- Would like two transit hubs in Columbus.
- Would like to decrease time of bus trips and reduced headways.
- Express buses should be added
  - To and between shopping centers

### Overview of Part I – Strategic Framework Workshop

- Between Fort Benning and Downtown
- Service to new Wal-Mart near J. R. Allen and Manchester Expressway
- Would like bus stops to have more amenities, including shelters, trash receptacles and information kiosks.

#### **Level of Service (LOS) Map**

*Participants were asked to review where data has identified areas with congestion. Markers were provided to highlight additional corridors where attendees have experienced higher than perceived amounts of congestion. No additional areas other than previously identified were noted.*

#### **Miscellaneous Discussion Items**

##### Signage

- Signage along I-185 to Columbus should say “Next 6 or Exits” instead of just using Manchester Exit.
- Wayfinding Signage needs to be improved to Fort Benning along I-185.

##### Airport

- No recommendations

##### Port of Columbus

- Group generally liked recreational recommendation (white water rafting opportunity)

### ***Revitalization Group Discussion Notes***

#### **What is Revitalization?**

- “Taking something that exists and fixing it up.”

#### **General Comments and Questions about Revitalization**

- Existing Revitalization efforts in Columbus
  - There is not enough connection between the Riverwalk and the rest of Columbus.
  - Public facilities and services need to be integrated with the rest of the city.
- How well has new urbanism worked?
- Why is the number of rooftops important?
  - They create an economic base (in town buying power).
  - Certain Columbus neighborhoods lack commercial that residents would like to support
  - Developers look for housing counts – that is why housing (particularly new/more) is important.
- Must address chicken or egg situation – does housing or new commercial/public facilities fuel revitalization?
- How do you balance rights of individual property owners with revitalization strategies?
  - Elected officials have to step in to guide best decisions for whole community.
  - The Congress for New Urbanism provides a good overview of the general framework for “best decisions” for new urbanism and where/when market intervention is necessary.

### Overview of Part I – Strategic Framework Workshop

- How do you convince people that “revitalized” areas are okay to come back into?
  - Media, word of mouth, Chamber of Commerce efforts, neighborhood groups, etc.
  - We have to change our tone.
- What is the role of the community should have in buying land for greenspace?
  - Cost is made up for in private reinvestment that follows the public investment in the greenspace.
  - Example of Duluth, Georgia was discussed.
- How do you address poor rental property maintenance?
  - Design guidelines and regulatory programs (could develop annual code enforcement policy of all properties in the community – this has been done in other Georgia communities)
  - Hold landlord accountable for his/her tenants
- Regional Economic Concerns
  - What is going on in adjacent counties?
  - How will that affect revitalization efforts in Columbus?

### Comments about Outlying Greenspace

- Public purchase of existing, outlying greenspace (largely undeveloped) accomplishes the following:
  - a. Parkland/trails/recreation areas
  - b. Limit greenfield development and turn focus of development inward
- Should be a “recycling” requirement for buildings placed on developers that ensures a long life-time of the building

### Key Elements/ Changes Needed in Revitalization/Redevelopment Areas

1. Change in residential behavior – noise, yard upkeep, etc.
2. Compact communities – three to five story buildings, built near streets
3. Business Regulations – signage, hidden parking, and landscaping requirements
4. Amend Ordinances – for example, number of required parking spaces, can require parking below ground
5. Commercial and residential properties should be compatible
6. CCG must have a key policy directive for revitalization/infill
7. City must prepare infrastructure for infill/revitalization
8. Put utilities underground – lowers damage risk during storms (leading to less repairs and lower overall costs)
9. Revise tree ordinance – make stronger (e.g. require trees in parking lots)
10. Business Improvement Districts or Covenants – to account for increased costs associated with area improvements

### Fears/Concerns about Revitalization

- Comprehensive Plan will sit on shelf and not be utilized
- Maintenance costs of new revitalization improvements will be too high for City to keep up with
- Shift of thinking must occur
- City must be sure to pursue appropriate strategies
- Traffic
  - One existing, nice characteristic of South Columbus is low traffic levels – revitalization will increase amount of traffic.
  - Comment: you want a “sea” of cars to fully utilize roads and show the life of your community
- Culture of community has to be self sustaining

### Overview of Part I – Strategic Framework Workshop

#### **Redevelopment/Revitalization Map Discussion**

##### Comments on Map

- During Visioning Workshops, some attendees suggested that new commercial should occur at Columbus Park Crossing. A comment from the 3/27/08 Strategic Framework Workshop stated that “no more” commercial development is needed at Columbus Park Crossing.

##### Changes needed to Map

- The Central Library/Wynnton-Macon Road Revitalization Area should be expanded significantly on map and renamed as Midtown.
- Cusseta Road Revitalization area needs to be moved to the northeast (currently in wrong spot).

*Dots – Group members were asked to mark on the maps with a dot or in writing to vote for the top three areas for revitalization or to identify errors in the map. The list below depicts areas where dots were placed or additional revitalization areas that were drawn by attendees.*

- Several dots aligned the area between 2<sup>nd</sup> Avenue and the river.
  - Manchester Expressway and 2<sup>nd</sup> Avenue intersection
  - Bibb City, west of 1<sup>st</sup> Avenue
  - 3 dots in areas with significant infill opportunities along river, west of Talbotton Road/Manchester Expressway intersection
- Southwest corner of River Road and Manchester Expressway
- Water Treatment Center, south of Manchester Expressway to west of River Road
- Three dots in Midtown Redevelopment Area, south of Macon Road.
- Two dots at rail yard redevelopment area
- Martin Luther King Boulevard – southwestern portion of roadway in redevelopment area
- Old Bungalows infill possibility, north of Oxbow meadows
  - This area is proposed as an additional infill opportunity
- Commercial Area between Saint Mary’s Rd. and Buena Vista Road, east of creek
- Several “additional” redevelopment zones were drawn in throughout southeast Columbus, particularly in at I-185 interchanges at Saint Mary’s Road and Buena Vista Road.



## Summary of Part II – Strategic Framework Workshop

### Overview of Strategic Framework Workshop

The Columbus Consolidated Government (CCG) held the second of a Two-Part Strategic Framework Workshop for its 2028 Comprehensive Plan Update on April 3, 2008 at Columbus State University’s Elizabeth Bradley Turner Center. The meeting was built on the information gathered from the six Visioning Workshops held during the months of January and February, the results of the Community Survey, and Part I of the Strategic Framework Workshop.

The two-part workshop was conducted as a small conference with each of the two meetings including an overview presentation followed by three discussion sessions with specific goals and/or tasks. An additional activity coined as “Columbus Cash” was added to Part II of the two-part workshop. The complete agenda for Part II of the Strategic Framework included the following:

- ◆ Welcome City Staff
- ◆ Presentation JJG Team
  - Overview of Strategic Framework Meeting Part I
  - Part II/Discussion Group Goals
- ◆ 6:25 pm Discussion Groups Participants  
*Participants are encouraged to attend the solutions sessions that most interest them – you are also welcome to move among the rooms during the sessions.*
  - Fiscal Impacts “Dealing with the Cost of Growth: From Soup to Nuts”
  - Transportation/Infrastructure
  - Revitalization in the Future Development Plan
- ◆ 7:45 pm Columbus Cash Exercise Participants  
*Columbus Cash – each participant has \$1,000 in \$100 increments to “PAY” for the big items identified as priorities through the Visioning Workshops, Community Survey, and Part I of the Strategic Framework Workshop.*
- ◆ 8:00 pm Reconvene in Founders Hall for Discussion Group Summaries
- ◆ 8:25 pm Closing Remarks and Next steps.....JJG Team

### Results

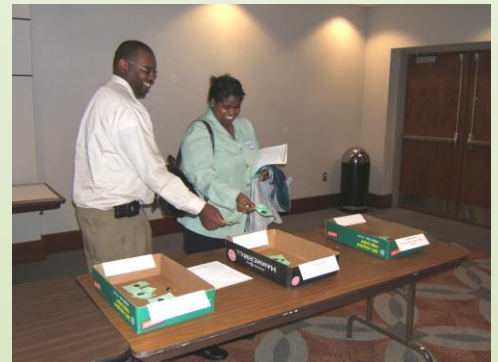
Community members discussed a variety of topics within the three discussion groups on April 3rd. The following pages include the major points discussed by attendees in these specific groups as well as comments from the public during the introductory presentation. The results from the Columbus Cash exercise (described above) are also provided at the end of this document in Table 2 (pages 8 and 9). Please see the Strategic Framework Workshop Part I summary for results from the March 27<sup>th</sup> meeting.

#### Meeting Statistics:

- *Date:* April 3, 2008
- *Location:* Elizabeth Bradley Turner Center
- *Time:* 6 p.m. to 8:30 p.m.
- *Number of Attendees:* 47

#### Small Group Session Topics

- Transportation/Infrastructure
  - Strategic Location of Public Facilities
  - Strategies for Using Facilities/Infrastructure to Guide Development Patterns
  - Public Transportation
- Revitalization in the Future Development Map
  - Revitalization Strategies
  - Future Development Map
- Fiscal Impacts
  - Fiscal Impact Analysis
  - Raising Revenue without Raising Taxes



*Community Members use Columbus Cash to “pay” for projects they believe are most important to the City’s future.*

## Overview of Part II – Strategic Framework Workshop

### ***Introductory Presentation***

#### **“My” Role in Plan Implementation**

*During the introductory presentation, meeting attendees were asked to share their role in implementing the Comprehensive Plan. The following responses were provided.*

- A professor that has a high interest in redevelopment: “Advocating for revitalization in everything I do.”
- As an editor, making sure that everything is consistent, “all the “t’s” are crossed and “i’s” are dotted.”
- “Sit with some of the city leaders and make sure that the younger population is heard (e.g. living arrangements, mini groceries, etc.)” [college student]
- Being a knowledgeable public: “Make sure Plan is implemented.”
- “Everyone here is here to work for a common good.”
- BRAC coordinator, “Staying involved and staying informed.”
  - Have to have up-to-date information

Those people willing to act as “champions” of the Comprehensive Plan and participate in implementation efforts were asked to leave their contact information with the City on a “champions” sign-up sheet.

---

### ***Transportation/Infrastructure Discussion Notes***

#### **Overview**

*After the general presentation, participants in this session were presented a review of transportation priorities from the previous workshop. This lead into a discussion of how locating community facilities can guide land use patterns. Then, specific strategies for using facilities/infrastructure to guide development patterns were evaluated. The notes below pertain to the transportation and facilities/infrastructure portion of the session.*

#### **Thoughts when Developing Transportation Infrastructure**

In the transportation session from Part I of the Strategic Framework Workshop, participants were given the opportunity to propose projects or general needs for each alternative mode of transportation. A series of questions were then posed by the facilitator to understand the purpose of each project proposed, what it would serve and key factors that made the project relevant to community goals. From these questions, a list of consistent themes and criteria were developed from the participants’ answers.

At the April 3rd session, participants were given a summary of the first transportation session and then given an opportunity to comment on the findings. The following are comments from this exercise:

- Should have connections to the airport, city bus, Greyhound etc.
- Missing North/South and East/West Road arterial connections. Fighting Veterans Parkway and 2<sup>nd</sup> Avenue is a drag due to lack of signal coordination.
- Need regional public transportation that is intra-county and has park-n-rides.
- Round-a-bouts might work better in some locations than signal lights.
- Sports venues are not connected. Softball and soccer fields should be connected. Parking issues there also. Should we add a bus route?

### Overview of Part II – Strategic Framework Workshop

- When new developments are being constructed, existing roads area being trashed by construction equipment. Runoff and erosion are also occurring. Need to enforce rules to protect roads from construction projects.
- In all projects, safety should be paramount.

*After the discussion, participants were given a list of criteria to rank by order of importance. These criteria were also developed from the first session exercise. Before ranking, participants were given the opportunity to provide additional criteria for consideration. The follow represents the results in ranking by alternative modes:*

#### **On Street Bike Lanes**

1. Connections with Fort Benning, Columbus State and/or Downtown Columbus
2. Connectivity of bike lane system
3. Connections with activity centers and neighborhood
4. Connections with activity centers and neighborhood
5. Connections with multiuse trails
6. East/west and north/south corridor
7. Connections to transit
8. Connections with high schools

#### **Sidewalk Locations**

1. Sidewalks around School Bus Stops (major)
2. Connections between existing corridors
3. On all major arterials
4. Commercial and retail areas
5. Connections to multiuse trails
6. Around hospitals
7. Around Transit Bus Stops

#### **Multiuse Trails**

1. Connections with activity centers and neighborhood
2. Abandoned railroad right of way
3. Connections between existing multiuse trails
4. Connections with Fort Benning, Columbus State or Downtown Columbus
5. Connection to multiuse trail networks
6. Connections between two or more public facilities
7. East/West Connection
8. Commercial and retail areas
9. Around Transit Bus Stops

Overview of Part II – Strategic Framework Workshop

**Strategic Location of Public Facilities**

The concept of how community facilities and infrastructure can be intentionally located to influence development patterns was introduced. The general pros and cons of this concept were discussed.

**Pros**

- Guides the location of new development
- Easy to implement
- Can use public facilities for redevelopment focus
- Many examples throughout Georgia

**Cons**

- Difficult to coordinate with other agencies who make facility location decisions
- Limited effectiveness for steering new development

The tools that were discussed are shown below. Capital Improvements Planning and Fix It First Policies were the most popular.

**Table 1: Strategies for Using Facilities/Infrastructure to Guide Development Patterns**

Tool	Description	Pros	Cons	Notes
Appropriate School Siting	Locating schools in neighborhoods in order to allow children to walk to school, reduce transportation costs, service existing neighborhoods, and use existing infrastructure	<ul style="list-style-type: none"> <li>✓ Schools serve as community focal points utilizing existing community resources</li> <li>✓ Provides neighborhood access to civic resources</li> <li>✓ Historic school buildings are valued</li> <li>✓ Many children can walk or bike to school</li> </ul>	<ul style="list-style-type: none"> <li>✓ Coordinating with local school board is a challenge</li> <li>✓ State requires school sites to be a certain size</li> </ul>	
Capital Improvements Planning	Long term program for developing or improving public facilities that brings predictability to the location and extent of future public facility expansion.	<ul style="list-style-type: none"> <li>✓ Provides for more efficient location of facilities</li> <li>✓ Can ensure that adequate public facilities are provided</li> <li>✓ Non-controversial</li> <li>✓ Non-regulatory</li> <li>✓ Scoring system can ensure that facilities reflect the vision of the community</li> <li>✓ Many examples in Georgia</li> </ul>	<ul style="list-style-type: none"> <li>✓ Requires considerable resources to administer</li> </ul>	<ul style="list-style-type: none"> <li>-ensures accountability</li> <li>-secure future</li> </ul>

Overview of Part II – Strategic Framework Workshop

Tool	Description	Pros	Cons	Notes
Fix it First Policy	Making maintenance and reinvestment in existing infrastructure a top priority.	<ul style="list-style-type: none"> <li>✓ Avoids “subsidizing of sprawl”</li> <li>✓ Directs investment into existing neighborhoods and facilities</li> <li>✓ Non-regulatory</li> </ul>	<ul style="list-style-type: none"> <li>✓ Few examples in Georgia</li> </ul>	<ul style="list-style-type: none"> <li>-Additional public safety/security needed to make this work</li> <li>-Adequate funding is needed to make this work</li> <li>-Sensitive to unique needs of Columbus and existing neighborhoods</li> </ul>
Urban Services Areas	Specifying areas where local governments will (and will not) provide future urban services.	<ul style="list-style-type: none"> <li>✓ Encourages higher density infill development</li> <li>✓ Protects rural character of areas outside boundary</li> <li>✓ Easy to administer</li> <li>✓ Non regulatory</li> </ul>	<ul style="list-style-type: none"> <li>✓ Difficult to agree on boundary</li> <li>✓ Needs supporting land use restrictions to be most effective</li> </ul>	
Performance Based Land Use Controls	Established minimum criteria for assessing whether a particular project is appropriate for a certain area in terms of its impact upon surrounding land uses, neighborhoods, and facilities.	<ul style="list-style-type: none"> <li>✓ Helps address neighborhood opposition to higher density and innovative developments</li> <li>✓ Allows for mix of uses</li> </ul>	<ul style="list-style-type: none"> <li>✓ Few examples in Georgia</li> <li>✓ Requires considerable resources to administer</li> </ul>	<ul style="list-style-type: none"> <li>-Popular tool among participants</li> </ul>

**Additional Comments from Participants:**

- **Code Enforcement** - Existing codes need to be enforced for stormwater management and other things.
- **Consistency** - City needs to do a better job at being consistent. Protecting existing resources by not encouraging sprawl consistently.
- **Regional Vision** – Columbus will continue to be the urban hub of the region and people will continue to go to Alabama and adjacent counties for the rural/suburban life. A regional vision and strategies are needed to ensure that it works for everyone.

### Overview of Part II – Strategic Framework Workshop

## ***Revitalization in the Future Development Map Discussion Notes***

*Revitalization strategies and their relationship to the future development map were discussed in this group. A PowerPoint presentation was given to help kindle lively discussion.*

### **Revitalization Strategies**

- 5,700 new housing units are projected for Midtown in the next 20 years (from Wynnton Road Redevelopment Study).
- Insurance breaks for live/work developments?
- Social and community revitalization
  - People must come first.
- Redevelopment can suck the life out of existing businesses and neighborhoods.
- Maintain privacy and quality despite increased density.
- Ashley Station and Baker Village – social impacts need to be looked at and supportive infrastructure.
  - Baker Village could be good site for shopping center.
  - Need to look at the bigger picture.
- Need comprehensive infill development policy.
- Look at what has worked in other communities.
- Overlook has a sharp transition in it.
- Make what we put back better than what was there.
  - Brick replaced with cheap construction.
- Life cycle or neighborhoods – What brings neighborhoods down?
  - Spiral decline, need to invest in social/neighborhood networks.
  - Need local investment and involvement.
  - Need to be trained on how to be part of a neighborhood/sense of ownership is important.
  - Need charrettes to bring all the planners and stakeholders together.
- Need more recreational facilities near the neighborhoods.

### **Future Development Map**

- Merge future development map with revitalization target areas.
- Enlarge map for more detail.
- Discourage inappropriate growth in some outlying areas.
- Neighborhood – scale centers.
- Boundaries.
- Separate set of policies needed.
- Build on previous studies.
- Do not replicate old problems.
- Do not use neighborhoods to increase divisions in the community.
- Assets need to be enhance, not “normalized.”
- Neighborhoods are in different “seasons” in the cycle of changes
  - Some are in “winter,” others in “summer” but these are not always “problems”
- School districts and their construction plans influence where growth goes:
  - Schools will need to be replace/renewed in the revitalization areas.
- Roads divide communities and can cause barriers.

## Overview of Part II – Strategic Framework Workshop

### ***Fiscal Impacts Discussion Notes***

Facilitated by *Carson Bise, of TischlerBise - Mr. Bise's presentation discussed fiscal impact analysis and raising revenue without raising taxes. Best practices from throughout the country were included in the presentation. The presentation was followed by a brief question and answer session. A fiscal impact analysis will be completed for Columbus in coordination with the Comprehensive Plan.*

#### **Why are there so many differences in regional approaches to funding solutions?**

- No simple answer
- Areas (e.g. the western United States) have woken up to the realization that they have a bad finance/funding structure.
- In newer states, you have people approaching issues similarly with an open-minded approach.
- Unique issues in some areas have required creative solutions.
- New people moving into an area (e.g. people from northeast moving to Florida) demand the same service levels that they received in their previous community.

#### **Concerns Regarding Fiscal Impacts/New Revenue Streams**

- Double taxation
- Will implementing higher taxes and/or impact fees in Columbus push people to live in adjacent communities/counties?
  - There is no conclusive evidence that this would occur, but it is a potential consequence.
- If you are not careful, you will “kill the goose” – referencing the City’s financial sustainability.
  - You do not want to put all your eggs in one basket – you need to diversify your revenue sources
- To what extent will the fiscal impact analysis look at Columbus’s politics?
  - The fiscal impact analysis will consider what has happened in the past (e.g. referendums) as well as what works in other Georgia communities
- What mechanism will be used to ensure that data is current and that new data can be applied to the impact analysis over time?
  - The model will be set up so that it can be updated annually.

#### **What at the current revenue sources for Columbus Consolidated Government?**

- Property Tax
- Fines
- Sales Tax
- Others

#### **Continuing Current Levels of Service**

- If fiscal impact analysis applies current level of service (LOS), who is going to determine if the current LOS is adequate?
  - Public involvement input from this Plan will help determine if current LOS is adequate.
  - The City and Project Management Team will also review the LOS as a part of the fiscal impact analysis.
- The City should eventually get rid of tax freeze to increase LOS.

#### **What are potential options for accelerating funding to pay for schools and to accommodate rise in school age children in 18 months (a consequence of BRAC)?**

- Can the Department of Defense help with funding? (NO)

## Summary of Part II – Strategic Framework Workshop

**Table 2: Columbus Cash Exercise Results<sup>1</sup>**

Priority Order	Question	Monetary Amount Spent on Projects							
		Group A: Future Development Plan	% of Total Money Spent by Group A	Group B: Transportation and Infrastructure	% of Total Money Spent by Group B	Group C: Fiscal Impacts	% of Total Money Spent by Group C	All Groups	% of Total Money Spent by All Participants
1	6. Improve aging infrastructure and redevelop community facilities at city expense to encourage redevelopment of targeted areas	\$3,700	30.8%	\$600	4.6%	\$1,800	15.0%	\$6,100	16.4%
2	11. Attractive streetscapes (including bicycle lanes) on several major streets that serve as gateways for the city	\$700	5.8%	\$2,500	19.1%	\$1,000	8.3%	\$4,200	11.3%
3	15. Hire more public safety officers	\$500	4.2%	\$900	6.9%	\$1,500	12.5%	\$2,900	7.8%
4	5. Provide fee waivers, low-interest loans, tax breaks and other financial incentives to encourage real estate redevelopment in targeted areas	\$1,000	8.3%	\$800	6.1%	\$600	5.0%	\$2,400	6.5%
5	3. Revise the City’s zoning ordinance to provide incentives for providing affordable housing in targeted redevelopment areas	\$1,100	9.2%	\$300	2.3%	\$700	5.8%	\$2,100	5.7%
6	9. Traffic Signal System Upgrade throughout Columbus	\$200	1.7%	\$1,200	9.2%	\$600	5.0%	\$2,000	5.4%
7	2. Revise the City’s zoning ordinance to allow density bonuses for redevelopment projects in targeted areas	\$1,000	8.3%	\$300	2.3%	\$600	5.0%	\$1,900	5.1%
8	10. Convert Port of Columbus into recreational river (white water rafting)	\$200	1.7%	\$500	3.8%	\$1,100	9.2%	\$1,800	4.9%

<sup>1</sup> The Columbus Cash Exercise was an optional activity held during Part II of the Strategic Framework Workshop. The results only reflect the opinions of participating community members. The Columbus Cash was coded by discussion group to show how participants from each group voted. The final two columns show overall results.



Overview of Part II – Strategic Framework Workshop

Priority Order	Question	Monetary Amount Spent on Projects							
		Group A: Future Development Plan	% of Total Money Spent by Group A	Group B: Transportation and Infrastructure	% of Total Money Spent by Group B	Group C: Fiscal Impacts	% of Total Money Spent by Group C	All Groups	% of Total Money Spent by All Participants
9	7. Hire more code enforcement officers and step up code enforcement in targeted redevelopment areas	\$600	5.0%	\$600	4.6%	\$500	4.2%	\$1,700	4.6%
10	4. Market redevelopment opportunities in Columbus to developers around the country	\$500	4.2%	\$300	2.3%	\$800	6.7%	\$1,600	4.3%
11	8. Better Signage on I-185 for directing traffic to Downtown Columbus/Ft. Benning	\$0	0.0%	\$1,300	9.9%	\$300	2.5%	\$1,600	4.3%
12	1. Streamline the City’s codes to facilitate infill and redevelopment	\$800	6.7%	\$200	1.5%	\$400	3.3%	\$1,400	3.8%
13	12. More transit service in South Columbus	\$0	0.0%	\$800	6.1%	\$300	2.5%	\$1,100	3.0%
14	13. Widen several major streets where congestion is the worst.	\$200	1.7%	\$900	6.9%	\$500	4.2%	\$1,600	4.3%
15	16. Support crime prevention programs	\$300	2.5%	\$400	3.1%	\$800	6.7%	\$1,500	4.0%
16	17. Offer more free concerts and public events	\$300	2.5%	\$800	6.1%	\$200	1.7%	\$1,300	3.5%
17	14. Support more recreational programs for seniors	\$500	4.2%	\$400	3.1%	\$200	1.7%	\$1,100	3.0%
18	18. Create a public information officer position to help market and educate the public on issues such as home ownership assistance, crime prevention, upcoming cultural events, etc.	\$400	3.3%	\$300	2.3%	\$100	0.8%	\$800	2.2%
<b>Total Money Spent</b>		<b>\$12,000</b>	<b>100.0%</b>	<b>\$13,100</b>	<b>100.0%</b>	<b>\$12,000</b>	<b>100.0%</b>	<b>\$37,100</b>	<b>100.0%</b>

*This page was intentionally left blank for two-sided printing.*

## Summary of Open Houses

### Overview

Three Open Houses were held in mid June 2008 to present the recommendations of the Community Agenda to the public. The Community Agenda is the third and final element of the Comprehensive Plan, with the Community Assessment and Community Participation Plan as the first two elements. The Agenda includes the community vision, future land use plan, issues and opportunities, and a short term and long range implementation program.

The purpose of the Open Houses was to provide the public with an opportunity to review policies, strategies, and land use approaches to be pursued by the City. The community also had the opportunity to ask questions and provide comments in both a group setting as well as one-on-one with city and consultant staff.

Each Open House followed the schedule below:

- ◆ 6:00pm Welcome & Goals for the Evening..... City Staff
- ◆ 6:05pm Presentation..... JJG Team
  - Project Overview
  - Community Agenda Highlights
  - Next Steps
- ◆ 6:45 pm Questions & Answer Session
- ◆ 7:15 pm Open House
 

*Participants were encouraged to take the remaining time to review the maps, documents and other material available. The material was organized by topics such as Community Revitalization/ Natural Environment, Transportation, Community Infrastructure, etc. City Staff and Project Consultants were available to answer questions. Attendees were encouraged to take a few minutes to fill out a comment card.*
- ◆ 8:00pm Adjourn

Comments from the Questions and Answer Session as well as remarks from the Comment Cards are listed on the following pages. These comments and concerns have been considered in the final revisions to the Community Agenda. Few concerns about the Plan’s recommendations were voiced at the Open Houses, reflecting general support for moving the Community Agenda forward.

### Meeting Statistics:

- *Dates and Locations:*
  - **June 23**  
Veterans Memorial Middle School
  - **June 24**  
Columbus Public Library
  - **June 26**  
Baker Middle School
- *Time:* 6:00 p.m. to 8:00 p.m.
- *Number of Attendees:* 105

### Open House Stations

*Displays were organized by the six goal areas of the Community Agenda:*

- Community Revitalization
- Enhancing and Protecting the Natural Environment
- Managing Impacts of Growth
- Quality Community Infrastructure
- Balanced Transportation
- Regional Coordination and Local Partnerships

*An additional station displayed the maps and other key elements from the Future Land Use Plan.*



*Open House attendees discuss transportation plans with project staff.*



## Question and Answer Sessions<sup>1</sup>

### Open House # 1

#### June 23 – Veterans Memorial Middle School

Q: Has the City Council committed to [following] the Future Land Use Plan?

A: Yes, it will.

Q: How long will it take to get revitalization going?

A: It will take a while to get it going – the amount of time is unknown and depends on City resources and leadership.

C: A citizen group will be involved in Plan implementation. The group would also like to have representation at City Council Meetings. This group has been called the Columbus Champions during the planning process.

Q: Have there been any comments from developers? We need to have them on board with the Plan.

A: Developers have been positive about existing overlay districts.

C: Columbus Champions concept will help people learn about planning initiatives before they are implemented by the City.

### Open House # 2

#### June 26 – Columbus Public Library

Q: Do we want to move the rail yard?

A: That is a recommendation of the Plan.

Q: Do we want to move the airport?

A: That was not presented as a potential activity during the planning process, so it was not considered in this plan.

Q: How do we gain resident trust as to allow the City to use tax allocation districts and other [similar] techniques?

A: This planning process has increased trust and is a good starting point for continuing to educate and build public confidence in the City.

Q: What types of incentives will encourage developers to engage in revitalization?

A: Density bonuses and other related development incentives.

Q: What are some examples of performance based land use tools that have been successful in other communities?

A: Several elements can be used, such as utilization of existing infrastructure, proximity to community facilities, impact on floodplain and wetlands, compatibility with Comprehensive Plan, etc.

Q: We already have over 50 boards. Why do we need Columbus Champions?

A: Columbus Champions will provide a group that is focused on Comprehensive Plan implementation. It has also been suggested that this group be merged with the Coalition for Sound Growth.

Q: What happened to the proposal to develop a marina?

A: It is not included in the Plan.

---

<sup>1</sup> Q = question, A = Answer, and C = Comment



**Open House # 3**

**June 26 – Baker Middle School**

- Q: Does the Plan suggest targeted redevelopment areas (TRAs)?  
 A: Yes. More specificity catalyst sites are needed within TRAs is needed as to spur development within.  
 Q: We are concerned about public safety (e.g. drug houses)? What is in the Plan to address this issue?  
 A: Weed and See programs can be effective. Crime Prevention Through Environmental Design – building design to discourage crime.  
 Q: Is having a consultant doing the Plan the best approach [for planning for Columbus’s future]?  
 A: An outside consultant provides a fresh perspective. Neighborhood and stakeholder input has been critical component of this process to make sure the Plan works for Columbus.  
 Q: Who owns and maintains pocket parks in the city?  
 A: Developers can create park space and dedicate it for the City to maintain. It is important that the City has the resources (staff and funding) to maintain such public resources.  
 C: An educational facility is needed in South Columbus. A technical school in South Columbus would help provide greater options to people in area.  
 C: Other facilities and services are needed in the area: affordable loans for homes and a rail system on Veterans Pkwy going north to shopping.  
 C: Accessory housing units can help achieve affordability.  
 Q: Who worked on the last Comprehensive Plan? Did City Council follow through with the last Plan?  
 A: The intent is to adopt the Plan by ordinance and make it law that must be followed.  
 Q: Why have an outside consultant do the plan?  
 A: A fresh set of eyes can see new possibilities.  
 Q: How can the City restore trust in the people?  
 A. Make sure your voice is heard in regards to what you want in your community.  
 C: Young people are not being heard in the community.  
 C: Older residents should be responsible for getting young people involved in the planning process.  
 Q: What is the big picture plan for Columbus South? I just see bits and pieces (Enterprise Zone, Baker Village). I know more about Midtown than Columbus South.  
 A: The Short Term Work Program provides this detail for a five year time frame. One recommendation of the Plan is to make specific plans for targeted redevelopment areas.  
 C: All citizens should be consulted in developing the Plan. They are the taxpayers.

Comment Form Remarks from All Open Houses	
1.	<ul style="list-style-type: none"> <li>▪ I would like to see the mixed-use designation extended to Galena Road.</li> </ul>
2.	<ul style="list-style-type: none"> <li>▪ Please review area on Fortson Rd. – east of railroad track. Should be a buffer. Heavy industrial to stop at railroad tracks and go west to interstate.</li> <li>▪ Wooldridge Road – intersection crosses Fortson Rd. Heavy industrial should not extend east.</li> </ul>
3.	<ul style="list-style-type: none"> <li>▪ Use Galena as boundary for mixed-use.</li> <li>▪ Lots on DeKalb Dr. should also be NC.</li> <li>▪ Is multi-family a reasonable use out Veterans beyond Galena?</li> </ul>
4.	<ul style="list-style-type: none"> <li>▪ The area south of Wooldridge Rd. from Smith/Fortson Rd. intersection should be residential rather than heavy industrial. Residents are concerned about long term development of heavy industry amid residential use. Quarry use is a negative.</li> </ul>



Comment Form Remarks from All Open Houses	
5.	<ul style="list-style-type: none"> <li>▪ We should use the land in front of American Way Veterans School for a library.</li> </ul>
6.	<ul style="list-style-type: none"> <li>▪ Why does the city allow the big projects (i.e. malls, schools, civil center, [and] Civic Center) without putting the infrastructure in first such as a wider road, traffic lights, and DOT problems?</li> <li>▪ Why move the cheapest form of freight [transport] such as the rail yard or marshalling yard outside the city when it looks like they are going to [be] hard economic time[s] ahead?</li> </ul>
7.	<ul style="list-style-type: none"> <li>▪ Did not start on time.</li> <li>▪ Did not see any Hispanics at meeting. Do we give notice in Spanish?</li> </ul>
8.	<ul style="list-style-type: none"> <li>▪ Need to engage the younger population.</li> <li>▪ Only one Council member was present: “Pop Barnes.” All the Council members in this are should have been present.</li> <li>▪ Need more specific plans for the South Columbus area (i.e. businesses, education, transportation).</li> </ul>
9.	<ul style="list-style-type: none"> <li>▪ Why does the City issues licenses to junky businesses in South Columbus, especially Fort Benning Rd.? Eye sores, eye sores everywhere: Old Livingston Gas Station, auto repair places, cars on city right of ways, [and] neglect of home owners to maintain their properties.</li> <li>▪ Littering is out of control.</li> <li>▪ What is Columbus South [‘s] role in this new revitalization?</li> </ul>

# Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

## Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
1	#332820	Veterans Parkway – US 27/SR 1	Old Moon Road	Turnberry Lane	Widening	2	4	1.23	\$3,100,000	\$3,180,000	\$3,293,000	Veterans Parkway extension
2	#0006472	Schatulga Rd/Eastern Connector -Red Arrow Rd	Red Arrow Road	Chattsworth Road	New Construction	0	2	1.3	See #350850	See #350850	\$4,000,000	Phase construction of Eastern Connector to provide access to Park for business
3	#350730	Talbotton Road/Warm Springs Rd	7th Avenue	Woodruff Road	Widening	2	4	2.019	\$1,200,300	\$4,000,000	\$10,316,000	Increase capacity; safer access to schools, regional mall and future trolley line
4	#351010	Whittlesey Road	Whitesville	Veterans Parkway	Widening	2	4	0.98	\$710,000	\$15,328,000	\$6,117,000	Increase capacity, safer pedestrian access to area mall and transit service
5	#350850	Schatulga Road/Eastern Connector	Buena Vista Road	Macon Road	New Construction	0	4	3.76	\$264,000	\$214,000	\$19,770,000	Provide east-west connector through Muscogee Technology Park
6	#311630	Interstate 185 (I-185) Widening	St. Mary's Road	Victory Drive	Widening	4	6	2.83	\$230,000	\$400,000	\$16,214,000	Widening of I-185 to Fort Benning
7	#351190	I-185 @ Buena Vista Rd Interchange	Brighton Road	Dogwood Drive	Interchange Improv.	5	6	0.5	\$100,000	\$25,472,000	\$8,600,000	Improve interchange by adding turn lanes, increasing storage, lengthening ramps and signals; may include new bridge

## Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

### Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
8	#350796*	Buena Vista Road Widening	Brown Avenue	Illges Road	Widening	2	5	1.15	\$650,000	\$3,497,200	\$4,736,000	Would widen last link between two four lane roadway of Buena Vista Road in the east and west
9	#351000*	Macon Road/Wynnnton Road Improvements	Brown Avenue	Peacock Ave	Intersection Improv.	4	4	0.2	\$45,000	NA	\$587,000	Realignment of Brown Avenue and Peacock Avenue to intersection on Macon Road and provide turn lanes as needed.
10	#0004729	CS 2227/Brown Ave @ Southern Railroad			Bridge Replacement			0.25	\$230,000	\$20,000	\$2,286,000	Replacement of a structurally obsolete bridge
11	#350890	Cusseta/Old Cusseta Road Widening	Fort Benning Drive	Farr Road	Widening	2	4	1.04	\$538,000	\$25,486,000	\$14,572,000	Increase capacity of roadway, provides bikeway and sidewalks to schools and enterprise zone and alternate route to Fort Benning
12	#351860	Farr Road (CS 392) Widening	Old Cusseta Road	St. Mary's Road	Widening	2	4	1.25	\$650,000	\$3,497,200	\$4,736,000	Would provide connectivity to Enterprise zone from I-185 via St. Mary's Road interchange



## Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

### Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
13	#351200	Miller Road Widening	Warm Springs Road	Macon Road	Widening	2	4	2.06	\$1,000,000	\$15,445,000	\$11,507,000	Would widen 2 Lane link between Warm Springs Road (4 Lane Rdwy east) and Macon Road (4 Lane Rdwy); access to fuel depots.
14	#0000342	Macon Road Improvements	University Avenue	Reese Road	Turn lanes and med.	4	4	1.309	\$100,000	\$17,540,000	\$4,940,000	Improve safety and connectivity by providing turn lanes, raised median and sidewalks
15	#332250	Veterans Parkway Widening	Manchester Expwy	Old Moon Road	Widening	4	6	4.44	\$125,000	\$1,650,000	\$19,200,000	Identified as congested route by Columbus CMS; provide connectivity with Manchester Expwy (US 27A/SR 85) and US 80/SR 2
16	#0006446	Veterans Parkway Widening	Turnberry Ln/Galena Rd	Gatlin Ln (Harris Co.)	Widening	2	4	6.26	\$5,000	\$11,964,000	\$12,794,000	Split from PI # 332820
17	#332780	St Mary's Road Widening	Robin Drive	Northstar Drive	Widening	2	4	1.25	\$125,000	\$2,160,000	\$9,200,000	Would provide safer access and connectivity for schools and regional traffic
18	#0001812	River Road (SR 219)	Luther Land Bridge (Muscogee Co)	Happy Hollow Rd (Harris Co.)	Passing Lanes	2	3	4.17	\$390,000	\$3,800,000	\$3,900,000	Capacity and safety issues among other needs.
19	#323000	ATMS/Signal/CCTV/Fiber Optic	Various Locations		Installation of ATMS	NA	NA	NA	\$200,000	NA	\$2,197,000	
20	#323005	ATMS/GDOT Regional Center			ATMS Center	NA	NA	NA	NA	NA	\$1,210,000	

## Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

### Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
21	#0001362	Manchester Expressway @ Lindsey Creek	0.3 Mile north of SR 1		Bridge Replacement			0.2	\$25,000	\$20,000	\$323,000	Bridge on alternate access route to SR 85 (Manchester Expwy)
22	#0005749	Whittlesey Road	Whitesville	Bradley Park Drive	Widening	2	4	0.56	\$750,000	\$2,996,000	\$5,000,000	Connectivity and economic development issues.
23	#351030	Moon Road	Wilbur Road	Veterans Parkway	Widening	2	4	2.799	\$500,000	\$3,265,000	\$6,412,000	Parkway (US 27/SR 1) and US 80/SR 22
24	MPO-1	Williams Road	Veterans Pkwy	Whitesville Road	Widening	2	4		\$450,000	\$2,000,000	\$4,950,000	Widening will address capacity and safety issues among other needs.
25	MPO-2	Buena Vista Grade Separation			Spider Web Study				\$1,150,000	\$4,500,000	\$12,650,000	Overpass bridge will address capacity and safety issues due to railroad crossing
26	MPO-3	I-185 Widening	Buena Vista Road	Manchester Expwy	Widening	6	8		\$750,000	\$3,000,000	\$8,250,000	Capacity and safety issues among other needs.
27	MPO-4	I-185 @ Manchester Expressway(SR 85)			Ramp Reconstruction	1	2		\$100,000	NA	\$1,100,000	Reconstruction of one ramp will address safety issues
28	MPO-5	I-185 @ US 80 (North Bypass)			Ramp Reconstruction	1	2		\$150,000	NA	\$1,650,000	Reconstruction of two ramps will address safety issues

## Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

### Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
29	MPO-6	US 80 (North Bypass)	Summerville Rd (AL)	River Road (GA)	Widening/Bridge Improv.	4	6		\$2,000,000	\$6,000,000	\$22,000,000	Widening of the existing roads and bridge will address capacity Issues
30	MPO-7	Veterans Parkway (US 27/SR 1)	4th Street	16th Street	Widening	5	6		\$150,000	\$700,000	\$1,650,000	Widening will address the capacity issues and serve to showcase the downtown area.
31	MPO-8	Warm Springs Road	Hilton Avenue	Manchester Expwy	Widening	4	6		\$200,000	\$1,000,000	\$2,200,000	Widening will address capacity and safety issues among other needs.
32	MPO-9	Schatulga Road	Eastern Connector	Macon Road	Widening	2	4		\$700,000	\$3,000,000	\$7,700,000	Connectivity and economic development issues.
33	MPO-10	Brennan Road	Buena Vista Road	Fort Benning	Widening	2	4		\$500,000	\$2,000,000	\$5,500,000	Capacity, safety and economic development issues.
34	MPO-11	Cusseta Road	South Oakview	Brown Avenue	Widening	2	4		\$250,000	\$1,000,000	\$2,750,000	Capacity and economic development issues.
35	MPO-12	Blackmon Road	US 80 (North Bypass)	Billings Road	New Location Const.	0	4		\$300,000	\$2,000,000	\$3,300,000	Will address future needs of economic development and development pressures.
36	MPO-13	Flat Rock Road @ Pierce Chapel Road			Intersection Improv.				\$150,000	NA	\$1,650,000	Intersection reconstruction will address the safety issues

## Appendix B: Long Range Transportation Plan Projects, 2005-2030

*\*This list also reflects projects from the Transportation Improvement Plan (TIP) that have yet to be completed and are likely to roll over into the new TIP/LRTP.*

### Columbus, Georgia\*

Priority	PI #	Project	From	To	Type	Lanes Existing	Lanes Proposed	Length	PE	R/W	CST	Need and Purpose
37	MPO-14	10th Avenue	14th Street	Linwood Blvd	Widening	2	4		\$100,000	\$500,000	\$1,100,000	Widening will address capacity and safety issues among other needs.
38	MPO-15	River Road	Bradley Park Drive	Double Churches Road	Widening	2	4 -5		\$400,000	\$2,000,000	\$4,400,000	Connectivity and economic development issues.
39	MPO-16	Bradley Park Drive	River Road	US 80 (North Bypass)	Widening	2	4 -5		\$300,000	\$1,000,000	\$3,300,000	Connectivity and economic development issues.
40	MPO-17	Milgen Road	Reese Road	Woodruff Farm Road	Widening	2	4 -5		\$600,000	\$3,000,000	\$6,600,000	Connectivity and economic development issues.
41	MPO-18	Victory Drive (US 280/SR 520/US 27/SR 1)	4th Street	I-185	Widening	6	8		\$350,000	NA	\$3,850,000	Widening will address the capacity issues and economic development.

Source: Columbus-Phenix City 2030 LRTP

## **Appendix C: Performance Based Land Use Controls**



## Appendix C: Performance Based Land Use Controls

Performance Standards are growing in popularity as an effective way of managing the location and character of development. Performance standards and regulatory systems based on performance standards have been used by communities concerned with improving the quality of development, linking implementing mechanisms more directly to comprehensive plan goals, and creating an objective system for ranking community objectives and evaluating proposed projects.

### *How Performance-Based Land Use Controls Work*

#### Objectives:

- Performance standards are guidelines for the appropriate location, intensity and arrangement of land use prior to evaluation of a specific zoning or land use category.
- Performance Standards set appropriate density and establish development standards in sensitive areas.

#### Requirements:

- A clear connection between community objectives and established performance standards.
- A good data base, so that appropriate standards can be established and compliance with standards can be measured and enforced.
- Educational effort in the community among planning staff, commissioners, and interested residents. Performance standards can be phased in by utilizing performance standards in such areas as planned unit development guidelines, industrial districts, and sensitive area overlay zones.

JJG can apply the principles of performance standards in the Growth Management Ordinances that authorize staff to evaluate land use decisions in a flexible, but consistent manner. Performance standards can be applied to test rezoning or development applications against four basic objectives of the Land Use Element of the Comprehensive Plan:

1. Land use and density should be consistent with the accessibility of a site to appropriate public facilities and services;
2. Land use and density should be consistent with the available capacity of necessary public facilities and services;
3. Land use, density and site design should be consistent with the spatial patterns of the Land Use Element and the current and future uses of adjacent properties; and
4. Land use, density and site design should respect the environmental suitability of the site.

The example on the following pages is just one of many different schemes that could be developed following these principles.

## Principle #1: Access to Infrastructure – weight 20 points

### Measures:

#### 1. Transportation access

##### a. Classification of nearest street

- Arterial\* – 3 points
- Collector – 2 points
- Local street – 0 points

\*Access management principles should govern design of direct access to arterials in order to discourage strip development and inefficient use of highway capacity for local access.

##### b. Distance to nearest public transportation boarding point

- Less than 1/2 mile – 2 points
- 1/2-1 mile – 1 point
- more than 1 mile – 0 points

#### 2. Potable Water System

##### Source of potable water

- Public water within 500 feet – 2 points
- Public water within 1000 feet – 1 points
- Public water more than 1000 feet – 0 points
- Well – 0 points

#### 3. Wastewater treatment system

##### Source of wastewater treatment/ collection

- Gravity sewer collection line within 500 feet – 3 points
- Gravity sewer collection line within 1000 feet – 1 points
- Gravity sewer collection line more than 1000 feet – 0 points
- Connection to public sewer requires lift station – 0 points
- Septic Tank – 1 point , if on suitable soils

#### 4. Parks and Recreation

- Distance to nearest park
  - Less than 1/2 mile – 2 points
  - 1/2 - 1 mile – 1 points
  - More than 1 mile – 0 points

#### 5. Schools

- Distance to nearest public elementary school
  - Less than 1/2 mile – 3 points
  - 1/2 - 1 mile – 2 points
  - 1 - 2 miles – 1 point
  - More than 2 miles – 0 points



6. Public Safety

- Distance to nearest fire station with paid firefighters
  - Less than 5 minutes – 5 points
  - 5-10 minutes – 3 points
  - 10-15 minutes – 1 point
  - Over 15 minutes – 0 points, OR
- Distance to nearest fire station with volunteer firefighters
  - Less than 5 minutes – 3 points
  - 5-10 minutes – 2 points
  - 10-15 minutes – 1 point
  - Over 15 minutes – 0 points

**Principle #2: Infrastructure level of service – weight 20 points**

**Measures:**

1. Transportation impact

- Daily vehicle trip generation is less than 10% of average daily capacity of the largest street with a driveway serving the development – 2 points
- Additional daily traffic added to nearest collector or arterial serving the development is less than 10% of remaining daily capacity – 3 points
- Impact mitigation provided by applicant (travel demand management, access management, capacity improvements, operational improvements) - 1-3 points

2. Potable Water System Capacity

- Adequate well or potable water system capacity to supply the development – 2 points

3. Wastewater Treatment System Capacity

- Adequate public wastewater treatment system capacity - 2 points

4. Parks and Recreation – weight 2 points

- Nearest park with public facilities at least 50 acres in size – 2 points
- Nearest park with public facilities at least 5 acres – 1 point
- Non-residential development – 1 point

5. Impact on Schools – weight 3 points

- Adequate student capacity remains in nearest public elementary school - 3 points
- Non-residential development – 2 points

### **Principle #3: Land Use Compatibility - weight 30 points**

#### **Measures:**

1. Consistent with Character District

- Development is of appropriate type, intensity, and design for corresponding character district – 0 - 10 points

2. Reinforcing Priority growth area

- Development is of appropriate type, intensity, and design **and** is located in a **Priority growth area** – 0-10 points
- Appropriate transition in land use intensity and buffers with respect to adjacent uses (current and proposed) – 0-10 points

### **Principle #4 Environmental Suitability - weight 30 points**

#### **Measures:**

1. Land disturbance avoids wetlands – 0-10 points
2. Land development avoids floodplain – 0-10 points
3. Land development provides suitable stream buffers – 5 points
4. Land development avoids prime farmland and forest – 3 points
5. Land disturbance avoids steep slopes and unsuitable soils – 2 points
6. Development employs open space conservation to protect natural resources – 0-10 points
7. Development employs wetland mitigation, or stormwater management BMP's – 0-5 points

**Appendix D:**  
**Report of Accomplishments, 2003-2008 Short Term Work Program**

*This page was intentionally left blank for two-sided printing.*

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
<b>Community Facilities</b>					
Utility Security Improvements	2006	Columbus Water Works	completed		
North Columbus Distribution Improvements	2007	Columbus Water Works	completed		
Backwash Pumping	2004	Columbus Water Works	completed		
Tube Settlers	2006	Columbus Water Works	completed		
Plates for Second Press	2005	Columbus Water Works	completed		
Water Main Relining	2006	Columbus Water Works	completed		
DOT/City Streets	2007	Columbus Water Works	completed		
Filter Media Replacement 1 & 2	2006	Columbus Water Works	completed		
Meter Changeout and BFP Installation	2007	Columbus Water Works	completed		
Small Water Line Replacement	2007	Columbus Water Works	completed		
Tank Painting	2007	Columbus Water Works	completed		
Fire Hydrant Replacement	2007	Columbus Water Works	completed		
Distribution System Improvements	2007	Columbus Water Works	completed		
Yard Valve Replacement	2007	Columbus Water Works	completed		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Filter Valve Replacement 1,2, & 5	2006	Columbus Water Works	completed		
Filter Chlorination Control Equipment	2004	Columbus Water Works	completed		
Fire Hydrant Installation	2007	Columbus Water Works	completed		
Sludge Collection Equipment	2006	Columbus Water Works	completed		
Parallel Trunk Sewer-Moss Drive	2004	Columbus Water Works	completed		
Industrial Park Sewer Lines	2004-2008	Columbus Water Works	completed		
Advanced Biosolids Treatment System	2005	Columbus Water Works	completed		
Bull Creek Sanitary Sewer Relief	2005	Columbus Water Works	completed		
Flatrock Creek Sanitary Sewer Relief	2006	Columbus Water Works	completed		
Moss Drive Sanitary Sewer Relief	2004	Columbus Water Works	completed		
Nitrate Reduction Biosolids Application Sites	2004	Columbus Water Works	completed		
Marina Cove Lift Station Relief	2006	Columbus Water Works	completed		
Lake Oliver Marina Lift Station Relief	2004	Columbus Water Works	completed		
Industrial Park Sanitary Sewer Rehab	2007	Columbus Water Works	completed		
Rocky Creek Lift Station Relief	2004	Columbus Water Works	completed		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Roosevelt Street Sanitary Sewer Rehab	2004	Columbus Water Works	completed		
Final Clarifier Replacement	2004	Columbus Water Works	completed		
Baker Middle School Sanitary Sewer Rehab	2005	Columbus Water Works	completed		
Cherokee Avenue Sanitary Sewer Rehab	2005	Columbus Water Works	completed		
Drum Branch Sanitary Sewer Rehab	2004	Columbus Water Works	completed		
Bruce Street Sanitary Sewer Rehab	2007	Columbus Water Works	completed		
Oakland Park Sanitary Sewer Rehab	2006	Columbus Water Works	completed		
Bar Screen Replacement	2004	Columbus Water Works	completed		
Flatrock Creek Sanitary Sewer Extension	2007	Columbus Water Works	completed		
Heiferhorn Creek Sanitary Sewer Extension	2005	Columbus Water Works	completed		
DOT/City Streets	2007	Columbus Water Works	completed		
Farr Road Sanitary Sewer Rehab	2004	Columbus Water Works	completed		
Cherokee Avenue @ 17th Sanitary Sewer Rehab	2004	Columbus Water Works	completed		
Cascade Road Sanitary Sewer Rehab	2004	Columbus Water Works	completed		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Grit Removal Rocky Creek	2004	Columbus Water Works	completed		
Emergency Power Standby Generation Units	2004	Columbus Water Works	completed		
Lift Station Monitor and Control	2004	Columbus Water Works	completed		
Rocky Creek Lift Station Odor Control	2004	Columbus Water Works	completed		
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	2004-2008	Columbus Water Works	completed		
Fall Line Freeway from Kendall Creeke to Talbot County Line	2004	GDOT	Completed		
Buena Vista Rd from Brown Ave to Illges Rd	2006	Development Resources Center- Planning	not complete	Community Resistance	
St. Mary's Road from Buena Vista Rd to Robin Rd	2006	Development Resources Center- Planning	Under Construction		Completion Date: Fall 2008
Interstate 185 from St. Mary's Rd to Victory Dr.	2008	GDOT	30% Complete		Completion Date: August 31 2009
Talbolton Rd and Warm Springs Rd/7th Ave to Crestview Dr.	2008, 2009	GDOT	ROW Acquisition to begin Aug 2008		Completion Date: 2012
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd	2006	Development Resources Center- Planning	not complete	Community Resistance	



Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd	2008	Development Resources Center- Planning	Industrial Park Access Agreement being negotiated		From Macon to Industrial Park Short Term Shatugla to NE in in Long Range. Constuction date for first portion to be known in October 2008 (GDOT Decision)
Macon Road from Reese To Woodruff Farm, Macon Rd at Bull Creek, Macon Rd from Woodruff Farm Rd. to the Fall Line Freeway	2004	GDOT	Completed		
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd to Schatulga Rd	2007	Development Resources Center- Planning	postponed		
Alternative Transporation Phase II North Riverwalk	2004	Development Resources Center- Planning	Completed		
Construct Six Gateway Intersections	2004-2008	GDOT	ongoing		
Whittlesey Rd from Whitesville Rd to Bradley Park Dr.	2008	Development Resources Center- Planning	Property Acquistion Phase		Completion Date: Projected for 2011
Cusseta Rd from Ft. Benning Dr to Stanton Dr	2008	Development Resource Center-Planning	postponed		
Miller Rd from Warm Springs Rd to Macon Rd	2008	Development Resources Center- Planning	postponed	Construction in Long Range	ROW Acquistion to begin 2009
St. Mary's Road from I-185 to McCartha Drive	2008	Development Resources Center- Planning	postponed		
Micheal M. Fluellen Community Center Renovation	2005	Developmnet Resources Center/Community Reinvestment Division	Completed		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Pop Austin or Tillis Community Center Renovation	2005	Development Resources Center/Community Reinvestment Division	Completed		
Update and Implement Solid Waste Management Plan	2004-2008	Public Services Department	complete and ongoing		
Construct New Fire Station Near McKee Road	2005	Development Resources Center- Engineering	Completed		
Construct New Fire Station at River Road and Biggers Road	2005	Development Resources Center- Engineering	postponed	funding and further analysis	
Construct New Fire Station at Cargo Drive and Transport Blvd	2005	Development Resources Center- Engineering	postponed	funding and further analysis	
Develop Comprehensive City Trail System	2004-2008	Parks and Recreation Department	Completed		
Develop Marina in South Columbus	2008	Development Resources Center-Planning	ongoing	Need to identify potential private partner	waiting on public/private partnership
Britt David Park Renovation	2004	Parks and Recreation Department	Completed		
Center City Pool (Natatorium)	2004	Parks and Recreation Department	underway	change in type and structure	
Fox Site Renovation	2004	Parks and Recreation Department	Completed		
Gallops Center Renovations	2004	Parks and Recreation Department/Development Resource Center-Community Reinvestment	Completed		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Benning Park Renovation	2006	Parks and Recreation Department	Completed		
Alexander Field Renovation	2006	Parks and Recreation Department	not complete	no funds available	
Additional Soccer Fields (Practice and Game) may require purchase of land	2005	Parks and Recreation Department	not complete	no funds available and location changed	
Memoral Stadium (Update the Lights)	2007	Parks and Recreation Department	underway		
Cooper Creek Renovations	2006	Parks and Recreation Department	Complete		
Carver Park Renovations	2008	Parks and Recreation Department	not complete	no funds available	
Playground Renovations and New	2004	Parks and Recreation Department	underway		
Remodel Comer Gym or relocate Parks and Recreation Offices	2005	Parks and Recreation Department	Completed		
Walking Trail at Psalmond Road	2005	Parks and Recreation Department	not complete	no funds available	
Britt David Park Renovation	2006	Parks and Recreation Department	Completed		
Land Acquisition	2007	Parks and Recreation Department/Development Resource Center-Community Reinvestment	not complete	no funds available	
Renovate Cultural Arts Center at Britt David Park	2008	Parks and Recreation Department	underway		
Renovate Pavilions and Buildings at Flatrock Park	2006	Parks and Recreation Department	underway		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Heath Park restrooms and trail improvements	2005	Parks and Recreation Department	underway		
Upgrade lighting and Psalmond Road Complex	2005	Parks and Recreation Department	underway		
<b>Economic Development</b>					
Improve the job skills and work habits of minorities and women through Tech and Training programs	2004-2008	Development Resource Center/Community Reinvestment Division, City Manager, Columbus Technical Institute	Complete and Ongoing		
Utilize SBA to stimulate and assist the developmnet of businesses owned, operated and staffed by minorities	2008	Development Resource Center/Community Reinvestment Division, City Manager, Columbus Technical Institute	underway		
Continue efforts of developint a Riverfront Activity Area	2004-2008	City/Chamber of Commerce/Uptown Columbus	ongoing		
Review Current Ordinances and Regulations to Encourage New Businesses	2004-2008	City/Chamber of Commerce	Completed	Will be addressed as part of Community Revitalization in 2009-2013 STWP	

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Continue study of possible industrial sites	2004-2008	City/Chamber of Commerce	Completed	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Commission a study on the continued use of the state docks at their present location	2004-2008	City/Chamber of Commerce	ongoing		
Develop a monitoring system to keep a current inventory regarding industry's needs and problems	2004-2008	Chamber of Commerce	ongoing		
Develop a package of financial assistance and incentive that is fair to existing and future industries	2004-2008	Development Resource Center/Community Reinvestment Division, City Manager	ongoing		
Continue to develop and carry out the regional comprehensive Plan	2004-2008	City/Development Authority/Chamber of Commerce	ongoing		
Continue to develop and carry out the master plan for Muscogee Technical Park	2004-2008	City/Development Authority/Chamber of Commerce	ongoing		
Continue to develop and carry out the master plan for Fall Line Business Center	2004-2008	Development Authority/Chamber of Commerce	ongoing		
Continue to develop a plan for revitalization in the Columbus Business Development Center (formerly known as Enterprise Zone)	2004-2008	City/Chamber of Commerce	Completed	Will be addressed as part of Community Revitalization in 2009-2013 STWP	

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Support development of a regional business center	2004-2008	City/Development Authority/Chamber of Commerce/Valley Partnership	ongoing		
Continued support of efforts of Development Authority of Columbus in economic development	2004-2008	Development Authority/Chamber of Commerce	ongoing		
Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies)	2004-2008	Development Authority/Chamber of Commerce	ongoing		
Market six cluster industries	2004-2008	Chamber of Commerce	ongoing		
<b>Housing</b>					
5th and 6th Street Redevelopment Area	2004-2008	Development Resource Center/Community Reinvestment Division	ongoing		
Medical Center Redevelopment Area	2004-2008	Development Resource Center/Community Reinvestment Division/Columbus Housing Initiative	complete		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
South Lawyers Land Redevelopment Area	2004	Development Resource Center/Community Reinvestment Division/Columbus Housing Initiative	ongoing		
2nd Avenue Redevelopment Area	2004-2008	Development Resource Center/Community Reinvestment Division	ongoing		
Baliwood Redevelopment Area	2004-2008	Development Resource Center/Community Reinvestment Division	ongoing		
East Highland Redevelopment Area	2004-2008	Development Resource Center/Community Reinvestment Division/Columbus Housing Initiative	ongoing		
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration	2004-2008	Development Resource Center/Community Reinvestment Division	Complete	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Continue to identify, inventory and address substandard conditions in the City.	2004-2008	Development Resource Center/Community Reinvestment Division/Columbus Housing Initiative/Habitat for Humanity	Complete	Will be addressed as part of Community Revitalization in 2009-2013 STWP	

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
<b>Land Use</b>					
Develop a Neighborhood Planning and Improvement Program	2004-2008	Development Resource Center/Community Reinvestment, Planning	Underway	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Strengthen existing desing guidelines related to building facades and streetscapes	2004-2008	Development Resource Center	Underway	Will be addressed as part of Community Revitalization in 2009-2013 STWP	



Appendix D

<b>Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008</b>					
<b>Activity</b>	<b>Years</b>	<b>Responsibility</b>	<b>Status</b>	<b>Explanation for Postponed or Not Accomplished Activity or Project</b>	<b>Notes</b>
Prepare a comprehensive treatment program to eliminate or screen certain commercial uses. Buffering requirements for land uses will be addressed	2004-2008	Development Resource Center/Community Reinvestment, Planning	Complete		
Continuation of the Enterprise Zone	2004-2008	Development Resource Center/Community Reinvestment	Underway	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Review and revise zoning ordinance and map to incorporate the development policies of the Comprehensive Plan and the Planning District Map policy recommendations	2004-2008	Development Resource Center - Planning	Underway	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Incorporate the provisions of the River Corridor Protection Plan Into the Zoning Ordinance	2008	Development Resource Center - Planning	commencing in 2008, carried over into new STWP		
Review and revise the Subdivision Regulations to incorporate the development policies of the Comprehensive Plan	2004, 2008	Development Resource Center - Planning	Complete		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Review the Comprehensive Plan on an annual basis in coordination with the Capital Improvements Program, Community Development Block Grant Program, Urban Renewal Program, and other planning activities within the City	2004-2008	Development Resource Center - Planning	Complete		
Update and amend the Comprehensive Plan with 2000 Census Data	2005	Development Resource Center - Planning	Complete		
<b>Natural and Historic Resources</b>					
Implement the Columbus Consolidated Government's Storm Water Management Program	2004-2008	Development Resource Center, Engineering	Ongoing		
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	2008	Cooperative Extension Agency, Parks and Recreation Department, Development Resource Center, Engineering Community Reinvestment	commencing in 2008, carried over into new STWP		
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).	2004-2008	Development Resource Center, Engineering	Ongoing		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database.	2008	Development Resource Center, Engineering	underway		
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system	2004-2008	Development Resource Center, Engineering	Ongoing		
Conduct a study on the applicability of certain structural Best Management Practices in Industrial and Heavy Traffic urban environments.	2005	Development Resource Center, Engineering	Complete		
Update and maintain an inventory of historic and cultural resources in the city and develop recommendations for the treatment of the resources	2004-2008	Development Resource Center, Engineering	Ongoing	Will be addressed as part of Community Revitalization in 2009-2013 STWP	
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts	2004-2008	Development Resource Center – Community Reinvestment, Planning	Ongoing		
Continue efforts in the 5 <sup>th</sup> and 6 <sup>th</sup> Avenue Redevelopment Area to preserve and revitalize the neighborhood.	2004-2008	Development Resource Center – Community Reinvestment, Planning	Ongoing		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area	2004-2008	Development Resource Center – Planning	Ongoing		
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City	2004-2008	Development Resource Center – Planning	Ongoing		
Update the inventory of historic and cultural resources in the city and develop recommendation for treatment of the resources (DUPLICATE)	2004-2008	Development Resource Center – Planning	Ongoing		
Continue to implement the Columbus Water Works Management Plan	2004-2008	Development Resource Center, Engineering	Ongoing		
<b>General Planning</b>					
Review the future streets rights-of-way needs as the relate to the Land Use Plan and Columbus-Phenix City Transportation	2004-2008	Development Resource Center - Planning	Ongoing		
Continue detailed planning for the Alternative Transportation Plan	2004-2008	Development Resource Center - Planning	Ongoing		
Conduct study of expanding public transportation to deveoping areas of the community	2004-2008	Development Resource Center - Planning, METRA	Ongoing		

Appendix D

Columbus Consolidated Government Short Term Work Program Update List of Accomplishments 2003-2008					
Activity	Years	Responsibility	Status	Explanation for Postponed or Not Accomplished Activity or Project	Notes
Update study of office space needs for Columbus Consolidated Government	2004-2008	CMO/Development Resource Center Planning	Ongoing		
Update Community Facilities Plan	2004-2008	Development Resource Center - Planning Division/Parks and Recreation Department	Complete		
Continuation of a planning program to evaluate and coordinate long-range medical and health facility needs with other facilities and the surrounding areas.	2004-2008	CMO/Development Resource Center - Planning	Ongoing		