

COVER SHEET FOR COMMUNITY PLANNING SUBMITTALS

Name(s) of Submitting Government(s): **Columbus Consolidated Government**

RC: **RVRC**

Submittal Type: **Comp Plan Update**

Preparer: RC Local Government Consultant: Specify

Cover Letter Date: **12/18/23**

Date Submittal Initially Received by RC: **10/13/23**

Explain Unusual Time-lags or Other Anomalies, when present:

Received adoption resolution from local gov on 12/15/23. Submitted on 12/18/23.

Inaccurate/incomplete information, above, and nonconformity with the standards articulated, below, are reportable as performance errors under the terms of the annual DCA/RC contract and may lead to adverse audit findings.

- **ALL SUBMITTALS MUST BE TRANSMITTED ELECTRONICALLY USING THE DEPARTMENT'S SHAREPOINT SITE.**
- **COMBINE ALL INDIVIDUAL IMAGES, DOCUMENTS AND SPREADSHEETS INTO ONE SINGLE, SEARCHABLE PDF (INCLUDING COVER LETTERS, APPENDICES, ETC.), PUT THIS COMPLETED FORM AS THE FIRST PAGE OF THE PDF AND THEN UPLOAD IT.**
- **REVISED SUBMITTALS MUST INCLUDE THE ENTIRE DOCUMENT, NOT ONLY THE REVISED PORTION.**
- **EMAILED OR HARDCOPY MATERIALS WILL NOT BE ACCEPTED FOR DCA REVIEW.**
- **ALL SUBMITTALS MUST BE CHANNLED THROUGH THE APPROPRIATE REGIONAL COMMISSION.**



Columbus Consolidated Government

We do amazing.

2038 Comprehensive Plan October 2023

Prepared by the Columbus Planning Department



**Columbus
Plans!**

RESOLUTION

NO. 446-23

WHEREAS, the Columbus Planning Department has completed the 2023 update to the 2038 Columbus Comprehensive Plan; and

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

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


That the Columbus Consolidated Government does hereby adopt the 2023 update to the attached 2038 Columbus Comprehensive Plan.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 12th day of December 2023 and adopted at said meeting by the affirmative vote of eight members of said Council.

Councilor Allen	voting <u>YES</u>
Councilor Barnes	voting <u>ABSENT</u>
Councilor Begly	voting <u>YES</u>
Councilor Cogle	voting <u>YES</u>
Councilor Crabb	voting <u>YES</u>
Councilor Davis	voting <u>YES</u>
Councilor Garrett	voting <u>ABSENT</u>
Councilor Huff	voting <u>YES</u>
Councilor Thomas	voting <u>YES</u>
Councilor Tucker	voting <u>YES</u>



Sandra T. Davis
Clerk of Council



B. H. "Skip" Henderson, III
Mayor

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO: Mayor and Councilors

AGENDA 2023 Comprehensive Plan Update Adoption
SUBJECT:

AGENDA Approval is requested for the adoption of the 2023 Columbus Plan
SUMMARY: Update. This mid-decade (also done in 2003, 2013, and now) update includes an updated Needs & Opportunities, the accomplishments from the 2019-2023 Community Work Program, and the new 2024-2028 Community Work Program (CWP). The CWP is used to guide the development and growth in Columbus over the next 5 years.

INITIATED BY: Planning Department

Recommendation: Approval is requested for the adoption of the 2023 Columbus Plan Update. This mid-decade (also done in 2003, 2013, and now) update includes an updated Needs & Opportunities, the accomplishments from the 2019-2023 Community Work Program, and the new 2024-2028 Community Work Program (CWP).

Background: Comprehensive plans are fully overhauled every 10 years (latest was 2018). Five-year updates are required by Georgia Department of Community Affairs (DCA). This is the 5-year update.

Analysis: The CWP is used to guide the development and growth in Columbus over the next 5 years. DCA would prefer our future land-use maps to be updated but our growth has stayed consistent with the current maps. The pandemic slow down held back growth that would have happened in 2020 and 2021 but is just now picking up.

Financial Considerations: There are no financial obligations.

Legal Considerations: No legal considerations.

Recommendation/Action: Approval is requested for the adoption of the 2023 Columbus Plan Update. This mid-decade (also done in 2003, 2013, and now) update includes an updated Needs & Opportunities, the accomplishments from the 2019-2023 Community Work Program, and the new 2024-2028 Community Work Program (CWP).

PROLOGUE

INTRODUCTION

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

Columbus is expected to experience moderate employment and population growth. Currently, Columbus’ population sits just above 206,000 residents. By 2040, population is projected to remain relatively steady with more substantial growth occurring outside the city limits. Cities with relatively stagnant population levels still require future planning and growth strategies to compete in a regional economy.

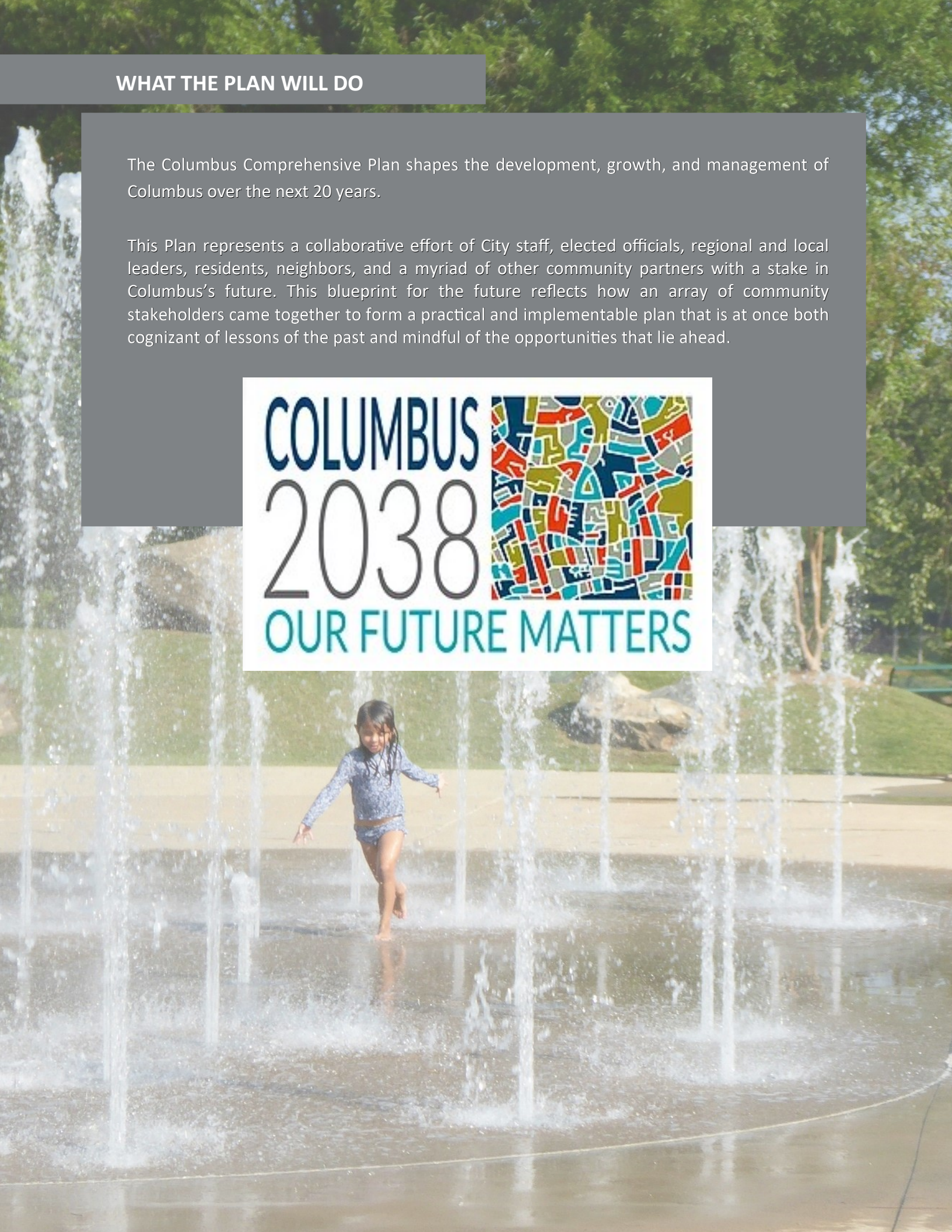
COMMUNITY INPUT

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

WHAT THE PLAN WILL DO

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

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



ACKNOWLEDGEMENTS

2018

Mayor

Teresa Tomlinson

City Council Members

Jerry "Pops" Barnes, District 1
Glenn Davis, District 2
Bruce Huff, District 3
Evelyn Turner-Pugh, District 4
Mike Baker, District 5
R. Gary Allen, District 6
Evelyn "Mimi" Woodson, District 7
Walker Garrett, District 8
Judy Thomas, District 9 At Large
John House, District 10 At Large

City Management

Isaiah Hugley, City Manager
Lisa Goodwin, Deputy City Manager
Pam Hodge, Deputy City Manager

Planning Department

Rick Jones, Director
Will Johnson, Planning Manager
John Renfroe, Principal Planner
Michael Mixen, Planner
Rex Wilkerson, Planner
Lynda Temples, Transportation Planner
Addie Britt, Transportation Planner
David Cooper, GIS Tech
Millicent Burden, Administration

2023

Mayor

BH Skip Henderson

City Council Members

Jerry "Pops" Barnes, District 1
Glenn Davis, District 2
Bruce Huff, District 3
Toyia Tucker, District 4
Charmaine Crabb, District 5
R. Gary Allen, District 6
Joanne Cogle, District 7
Walker Garrett, District 8
Judy Thomas, District 9 At Large
Tyson Bigley, District 10 At Large

City Management

Isaiah Hugley, City Manager
Lisa Goodwin, Deputy City Manager
Pam Hodge, Deputy City Manager

Planning Department

Will Johnson, Director
John Renfroe, Assistant Director
Morgan Shepard, Principal Planner
Rex Wilkerson, Senior Planner
Claire Hall, Planner
Lynda Temples, Principal Transportation Planner
Michael Mixen, Transportation Planner
David Cooper, GIS Tech
LaGranita Davis, Administration

ACKNOWLEDGEMENTS

2018

Columbus Consolidated Government Department Heads

Clifton Fay, City Attorney's Office
Peter Bowden, Columbus Convention & Visitors Bureau
Laura Johnson, Community Reinvestment
Haley Henderson, Convention and Trade Center
Donna Newman, Engineering
Angelica Alexander, Finance
Jeff Meyer, Fire and Emergency Medical Services
Robert Futrell, Homeland Security
Reather Hollowell, Human Resources
Forrest Toelle, Information Technology
John Hudgison, Inspections and Codes
Rosa Evans, METRA
Holli Browder, Parks and Recreation
Ricky Boren, Police Department
Pat Biegler, Public Works

Planning Advisory Commission

Kathleen Mason, Chairperson
Ed Kinner, Vice Chairperson
Ralph King
Teddy Reese
Robert Bullinger
Joseph Brannon
Michael Greenblatt
Wallace Davis

Significant Partners

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

2023

Columbus Consolidated Government Department Heads

Clifton Fay, City Attorney's Office
Peter Bowden, Columbus Convention & Visitors Bureau
Rob Scott, Community Reinvestment
Haley Henderson, Convention and Trade Center
Donna Newman, Engineering
Angelica Alexander, Finance
Sal Scarpa, Fire and Emergency Medical Services
Chance Corbett, Homeland Security
Reather Hollowell, Human Resources
Forrest Toelle, Information Technology
Ryan Pruett, Inspections and Codes
Rosa Evans, METRA
Holli Browder, Parks and Recreation
Stoney Mathis, Police Department
Drale Short, Public Works

Planning Advisory Commission

Larry Derby, Chairperson
James Dudley, Vice Chairperson
Brad Baker
Gloria Thomas
Patricia Weekley
Patrick Steed
Ralph King
Xavier McCaskey
Rick Stallings

Significant Partners

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

ACKNOWLEDGEMENTS

2018

Community Stakeholders Committee

Jim Culpepper, Business Owner
Olivia Vidal-Kendall, Columbus Technical College
John House, Citizen
Shanet' Whittlesey, Business owner
Ernie Smallman, Commercial Real Estate Agent
Tripp Wade, President, Midtown, Inc. / Business owner
Brian Sillitto, Greater Columbus Chamber of Commerce
Rick McKnight, RiverCenter for Performing Arts
Ed Helton, Columbus State University
Ben Link, Business owner
Gladys Ford, Citizen
Derrick Green, iHeartMedia
Frank Braski, Columbus MakesIT
Willie Brown, Muscogee County School District
Mario Davis, YMCA of Metropolitan Columbus
Betsy Covington, Community Foundation
Trey Carmack, Commercial Real Estate Agent
Kendra Wright, St. Francis

Technical Review Committee

Rick Jones, Planning
Will Johnson, Planning
Donna Newman, Engineering
Laura Johnson, Community Reinvestment
Isaiah Hugley, City Manager
Kevin White, Columbus Water Works
Pam Hodge, Deputy City Manager
Rosa Evans, METRA
Holli Browder, Parks and Recreation
Angelica Alexander, Finance
Ricky Boren, Police Department
Robert Futrell, Fire and Emergency Medical Services;
Homeland Security
Elizabeth Barfield, Auditor
Steve Davis, Columbus Water Works
Brian Sillitto, Greater Columbus Chamber of Commerce
John Renfroe, Planning, RLA, ISA+CA
Michael Mixen, Planning
Lynda Temples, Planning
Rex Wilkinson, Planning
Carolina Rodriguez, Transportation Planner
David Cooper, GIS

2023

Community Stakeholders Committee

Ross Horner—Business Owner, Frank's Alley
Larry Derby—Chair, Planning Advisory Commission
Laura Johnson—Real Estate Director, Greater Columbus
Housing Authority
George Wade IV—Business Owner, The Wade
Companies
Julio Portillo—Executive Director, Midtown Columbus,
Inc
Tabitha Getz—Executive Director, Columbus 2025
Erin Bouthellier—Business Owner, Consolidated
Resources, LLC
Betsy Covington—Executive Director, Community
Foundation of the Chattahoochee Valley
Richard Mobley—Commercial Real Estate Agent,
Bickerstaff-Parham
Becca Zajak—Executive Director, Dragonfly Trails
Nixon Maxey—Citizen
Millicent Burden—Citizen

Technical Review Committee

Will Johnson, Planning
Donna Newman, Engineering
Rob Scott, Community Reinvestment
Isaiah Hugley, City Manager
Jeremy Cummings, Columbus Water Works
Pam Hodge, Deputy City Manager
Rosa Evans, METRA
Holli Browder, Parks and Recreation
Angelica Alexander, Finance
John Renfroe, Planning, RLA, ISA+CA
Claire Hall Planning
Lynda Temples, Planning
Rex Wilkinson, Planning
Michael Mixen, Planner
David Cooper, GIS



PROLOGUE

Pages 02 — 12

Introduction.....	02
Community Input.....	02
What The Plan Will Do.....	03
Acknowledgements.....	04
Table of Content	07



CHAPTER 1: PUBLIC ENGAGEMENT

Pages 13 — 18

Purpose.....	14
Guiding Principles.....	14
Targeted Populations.....	15
Process.....	15
Opportunity for Involvement.....	16
Public Relations.....	17



CHAPTER 2: ECONOMICS

Pages 19 — 34

Introduction.....	20
Regional Economy.....	21
Columbus Economy.....	22
Manufacturing/Creative Economy.....	23
Military/Tourism/Government.....	24
Labor Profile.....	25
Education.....	32
Needs and Opportunities.....	33



CHAPTER 3: HOUSING

Pages 35 — 38

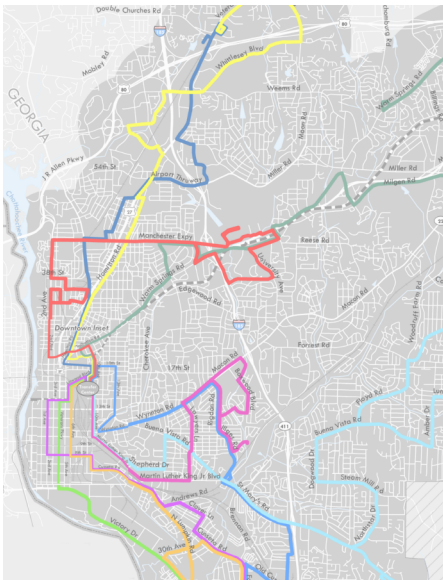
Housing Profile.....	36
Needs and Opportunities.....	38



CHAPTER 4: LAND USE

Pages 39 — 54

Introduction.....	40
Regional Development.....	40
Housing.....	41
Existing Land Use.....	42
Future Land Use.....	43
Planning Area Maps.....	44
Future Land Use Categories.....	51
Needs and Opportunities.....	52



CHAPTER 5: TRANSPORTATION

Pages 55 — 60

Introduction.....	56
Transportation Profile.....	57
Needs and Opportunities.....	59



CHAPTER 6: BROADBAND

Pages 61 — 76

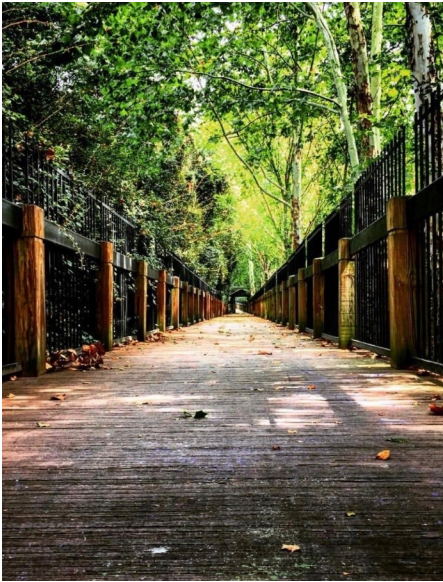
Introduction.....	62
Availability.....	64
Unserved Locations.....	66
Expansion Funding.....	74



CHAPTER 7: URBAN SERVICES

Pages 77 — 95

Waste Management & Recycling.....	78
Energy Generation & Usage.....	79
The Electrical System.....	81
Power Sources.....	82
Renewable Resources.....	83
Water & Wastewater Infrastructure.....	84
Storm Water.....	85
Telecommunications.....	86
Education.....	87
Crime.....	88
Parks.....	89
Historic Preservation.....	92
Water.....	94
Watershed Protection.....	95



CHAPTER 8: CHARACTER AREAS

Pages 96 — 146

Introduction.....	97
Character Area Map.....	98
Old Town.....	99
Veterans-Whittlesey Commercial Corridor.....	101
Kendall Creek	103
Beaver Run.....	105
Arbor Point.....	107
Oxbow	109
The Medical Corridor.....	111
Five Points.....	113
13th & 13th.....	115
Civic Commons.....	117
Liberty District.....	119
Uptown	121
Tax Allocation District #1.....	123
Tax Allocation District #2, 3 & 4.....	125
Tax Allocation District #5 & 6.....	127
Tax Allocation District #7.....	129
Columbus Historic District.....	131
South Commons	133
Muscogee Technology Park	135
Cooper Creek Park.....	137
Columbus State University (CSU).....	139
City Village.....	141
Bibb City.....	143
Columbus Tech & Beallwood.....	145



CHAPTER 9: COMMUNITY VISION & GOALS

Pages 147 — 153

Community Vision & Goals.....	148
Community Vision.....	148
Economic Development Goals.....	149
Land Use Goals.....	150
Transportation Goals.....	151
Housing Goals.....	152
Urban Services.....	153



CHAPTER 10: SHORT TERM WORK PROGRAM

Pages 154 — 219

Economic Development.....	155
Land Use.....	159
Transportation.....	162
Housing.....	166
Urban Services	170
Old Town.....	172
Veteran’s-Whittlesey Commercial Corridor.....	172
Kendall Creek.....	172
Beaver Run.....	172
Arbor Point.....	173
Uptown.....	173
Oxbow.....	173
Midtown Medical Corridor.....	174
Five Points	174
13th & 13th.....	174
Civic Commons.....	175
Liberty District.....	175
Columbus Historic District.....	176
South Commons.....	176
Muscogee Technology Parkway (MTP).....	177

Cooper Creek Park.....	177
Columbus State University (CSU).....	177
City Village	178
Bibb City.....	178
Columbus Tech & Beallwood	179
Tax Allocation District #1.....	179
Tax Allocation District #2, 3 & 4.....	179
Tax Allocation District #5 & 6.....	180
Tax Allocation District #7.....	180

Appendix 1: Acronyms	181
Appendix 2: 2019-2023 Short Term Work Program.....	183

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 1: PUBLIC ENGAGEMENT



CONTENTS:

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

PURPOSE

The purpose of engaging our citizens is to:

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

GUIDING PRINCIPLES

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



Columbus Government Center Tower

TARGETED POPULATIONS

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

PROCESS

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

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

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

Comprehensive Plan Task Schedule

Survey:

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

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

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

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

Website:

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

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



Public Meeting

Media Relations:

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

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

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

Community Relations:

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

These community partners include, but are not limited to:

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

Festivals and Outreach Opportunities:

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

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



Ride Columbus Bicycling Event

Public Engagement Monitoring:

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

2023 Update:

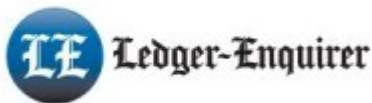
Meetings: Public meetings were held throughout the planning process. Meetings were held in familiar buildings that provide a welcoming environment. All meetings took place in the early evening. Below is a list of these public meetings with dates and locations.


- **8/28/2023:** Northside Recreation Center (2010 American Way, Columbus, GA 31909)
- **8/29/2023:** City Services Center (3111 Citizens Way, Columbus, GA 31906)
- **8/31/2023:** Shirley Winston Park Super Center (5025 Steam Mill Rd , Columbus, GA 31907)

Outreach: The Planning Department utilized Constant Contact, Facebook, Instagram, newspaper advertisements, and the Planning Department website to get the word out about public meetings

Presentation & Adoption. The Planning Department held 3 more public meetings to adopt the updated Comprehensive Plan:

- **9/20/2023:** Planning Advisory Commission, City Services Center (3111 Citizens Way, Columbus, GA 31906)
- **10/4/2023:** Planning Advisory Commission, City Services Center (3111 Citizens Way, Columbus, GA 31906)
- **10/10/2023:** Columbus City Council, City Services Center (3111 Citizens Way, Columbus, GA 31906)





COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 2: ECONOMIC DEVELOPMENT

CONTENTS:

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

INTRODUCTION

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

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



TSYS Uptown Headquarters

REGIONAL ECONOMY

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



Kia Manufacturing Plant—West Point, Georgia

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

As occurred in many places during and after the Great Recession (2009-2014), the region's unemployment rate hovered around 10 percent throughout 2009 and 2010. But unemployment has remained persistently higher than state and national averages at 6.3 percent through August 2017, 1.6 percentage points higher than the Georgia rate and 1.9 percentage points higher than the national average. Meanwhile, the labor force was essentially stagnant (declining by a slight 0.2 percent) between 2009 and 2014. Accordingly, the decrease in the unemployment rate was attributed to a net employment gain of approximately 2,000 jobs between 2009 and 2014, which reflects a 1.6 percent increase in employment. But while this job growth has been welcome, it lags the state (2.4 percent) and nation (4.6 percent) over the five-year period.

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

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

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

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

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

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



AFLAC Headquarters

MANUFACTURING

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

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



Swift Mill Apartments

CREATIVE & TECHNICAL BUSINESS

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



Way Down Film Festival

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

MILITARY

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



Fort Benning Welcome Sign

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

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

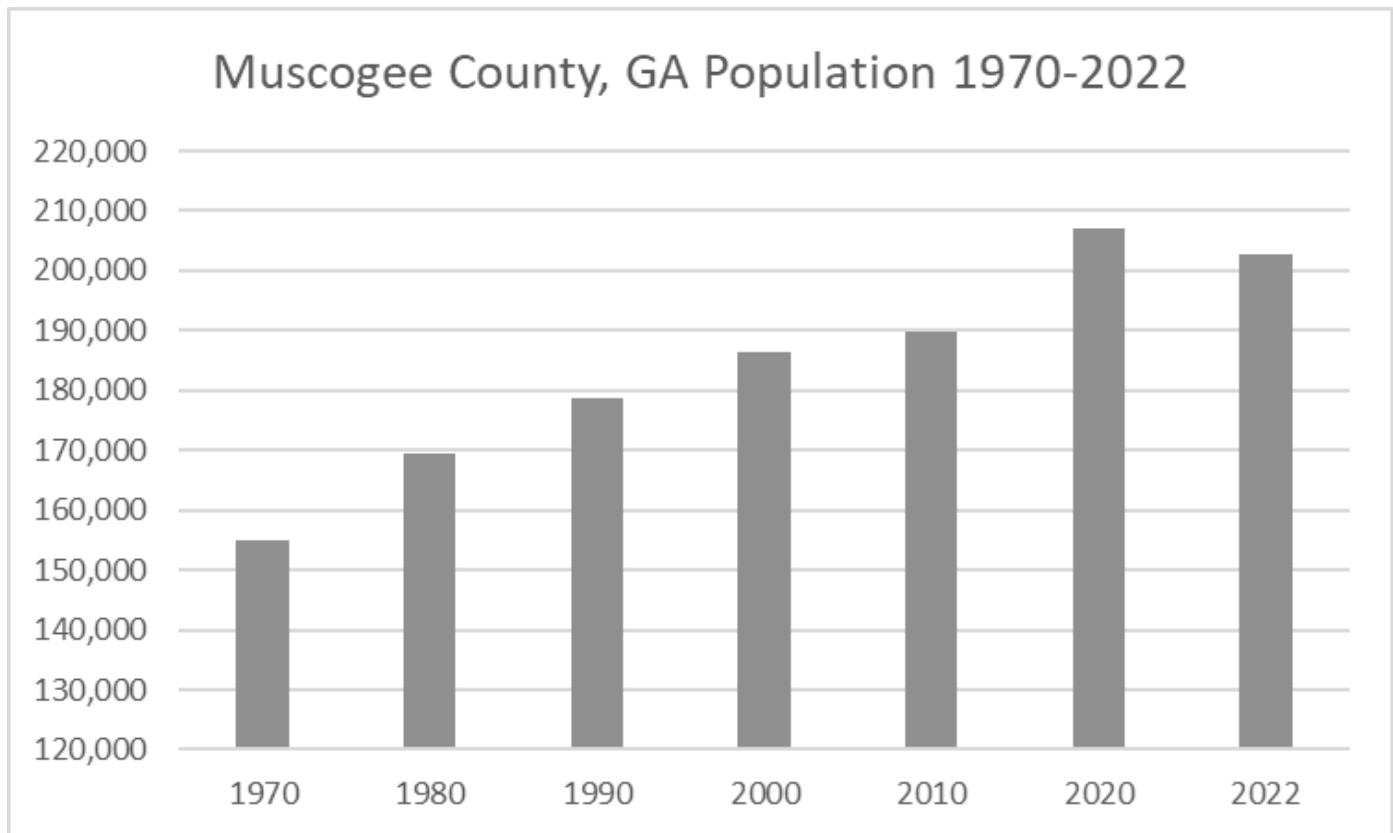
TOURISM

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

LABOR PROFILE

The following pages detail the 2023 labor profile for Columbus for the following topic areas:

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



Source: US Census Bureau Decennial Census Data 1970-2020 and 2022 Subcounty Total Resident Population Estimates (Vintage 2022)

Industries by Projected Growth

Table 4.2 below shows the top 10 industries with the highest annual percent change in Lower Chattahoochee Local Workforce Development Area, Georgia (no data available for Muscogee County, Georgia) for the 2020-2030 time period per the Georgia Department of Labor, Workforce Statistics Division

INDUSTRY TITLE	2020 Employment	2030 Projected Employment	Total Change	Percent Change	Annual Growth Rate
Food Services and Drinking Places	9,490	11,690	2,200	23.20%	2.10%
Ambulatory Health Care Services	5,230	6,360	1,130	21.90%	2.00%
Accommodation, including Hotels and Motels	1,250	2,370	1,120	89.20%	6.60%
Credit Intermediation and Related Activities	5,920	6,660	740	12.60%	1.20%
Social Assistance	1,690	2,210	520	31.40%	2.80%
General Merchandise Stores	3,110	3,530	420	13.30%	1.30%
Professional, Scientific, and Technical Services	5,230	5,590	360	6.70%	0.60%
Educational Services	8,730	8,990	260	3.10%	0.30%
Food Manufacturing	2,000	2,210	210	11.10%	1.10%
Clothing and Clothing Accessories Stores	740	930	190	26.20%	2.40%

Current Employment Statistics

Table 4.3 below shows the distribution of current employment, not seasonally adjusted, by industry in Muscogee County, GA per the US Census Bureau 2022 American Community Survey 1-Year Estimates

Table 4.3 (Continued on Next Page)

<u>Occupation</u>	<u>Estimate</u>
<u>Civilian employed population 16 years and over</u>	82,288
Management, business, science, and arts occupations:	31,848
Management, business, and financial occupations:	11,475
Management occupations	8,429
Business and financial operations occupations	3,046
Computer, engineering, and science occupations:	3,314
Computer and mathematical occupations	1,665
Architecture and engineering occupations	619
Life, physical, and social science occupations	1,030
Education, legal, community service, arts, and media occupations:	11,695
Community and social service occupations	2,318
Legal occupations	1,952
Educational instruction, and library occupations	5,227
Arts, design, entertainment, sports, and media occupations	2,198
Healthcare practitioners and technical occupations:	5,364
Health diagnosing and treating practitioners and other technical occupations	4,085
Health technologists and technicians	1,279

Table 4.3 (Continued from previous page)

Occupation	Estimate
Service occupations:	13,497
Healthcare support occupations	2,216
Protective service occupations:	2,344
Firefighting and prevention, and other protective service workers including supervisors	1,299
Law enforcement workers including supervisors	1,045
Food preparation and serving related occupations	5,213
Building and grounds cleaning and maintenance occupations	2,074
Personal care and service occupations	1,650
Sales and office occupations:	19,389
Sales and related occupations	8,585
Office and administrative support occupations	10,804
Natural resources, construction, and maintenance occupations:	4,866
Farming, fishing, and forestry occupations	460
Construction and extraction occupations	2,076
Installation, maintenance, and repair occupations	2,330
Production, transportation, and material moving occupations:	12,688
Production occupations	5,342
Transportation occupations	4,545
Material moving occupations	2,801

Largest Employers

Table 4.4 below shows the largest employers in Muscogee County. All numbers are per the Greater Columbus Georgia Chamber of Commerce Economic Development as of December 2020

Employer	Field	Employees	Location
Fort Moore	Military	45320	Fort Moore
Muscogee County School District	Education	5500	Columbus
TSYS, a Global Payments Company	FinTech	4075	Columbus
Aflac	Insurance	3335	Columbus
Kia Motors Manufacturing Georgia	Automotive	2700	West Point
Columbus Consolidated Government	Government	2600	Columbus
Piedmont Columbus Regional	Healthcare	2430	Columbus
The Pezold Companies	Hospitality	2000	Columbus
Pratt & Whitney	Aviation	1850	Columbus
St. Francis-Emory Healthcare	Healthcare	1735	Columbus
Anthem Blue Cross Blue Shield	Insurance	1650	Columbus
Synovus	Financial Services	1370	Columbus
Columbus State University	Education	1200	Columbus

Table 4.4



Commuting Patterns

Table 4.5 details the commuting patterns of residents of the Columbus-Phenix City Metropolitan Statistical Area per the US Census Bureaus 2022 American Community Survey 1-Year Estimates

Employees in Columbus-Phenix City MSA	Estimate
<u>Total:</u>	140,307
Worked in state of residence:	123,200
Worked in county of residence	96,634
Worked outside county of residence	26,566
Worked outside state of residence	17,107

Table 4.5

Education of Labor Force

Table 4.7 below shows educational attainment for all residents 25 years and older of Muscogee County, GA per the US Census Bureau's 2022 American Community Survey 1-Year Estimates

Residents of Muscogee County, GA over 25 Years Old	Estimate
Total:	133,791
Less than high school graduate	13,635
High school graduate (includes equivalency)	40,277
Some college or associate's degree	37,377
Bachelor's degree	24,483
Graduate or professional degree	18,019

Education in Columbus

Columbus State University

www.columbusstate.edu

Troy University

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

Georgia Military College

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

Columbus Technical College

www.columbustech.edu

Strayer University

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

Miller-Motte Technical College

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

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

Opportunities:

- Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.
- Ensure that three- and four-year-olds have access to high-quality early childhood education.
- Expand efforts to introduce students to education and career possibilities from a young age.
- Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.

Need: Columbus must retain its best and brightest workers.

Opportunities:

- Support the pursuit of a microchip plant.
- Welcome and engage new residents who move to Greater Columbus with a relocating family member.

Need: Attract talented individuals to Greater Columbus.

Opportunities:

- Attract educated expatriates back to Greater Columbus through a “boomerang” marketing campaign.
- Support the promotion of Columbus State and Troy University’s Phenix City campus as schools of choice for students from outside the region.

Need: Strengthen the culture of entrepreneurship in Columbus.

Opportunity:

- Expand capital availability for individuals who lack access to traditional capital with a pre-seen microloan program.

Need: Columbus and the immediate region need a cohesive image and identity.

Opportunities:

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

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

Opportunities:

- Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region's core.
- Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.
- Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods.
- Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community.
- Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities.

CHAPTER 3: HOUSING



CONTENTS:

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

HOUSING PROFILE

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

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

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



Downtown Historic District

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

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

Consolidated Plans must be prepared and submitted to HUD every three to five years. Columbus uses a five-year Con Plan cycle, and has a program year beginning July 1. This plan covers fiscal years 2021 – 2025.

The purpose of the Columbus Con Plan is to:

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

The City’s Con Plan for FY2021 – FY2025 provides data on trends and conditions related to Columbus’ current and future affordable housing and community development needs. Two important areas of concern for Columbus are the advanced age of much of our housing stock and the need for affordable senior housing. The analysis of this data has been used to establish priorities, strategies, and actions that the City will undertake to address these needs over the next five years. Annually, the City will develop its Action Plan in which it will describe the planned investment of federal resources to implement specific activities.

The City of Columbus anticipates receiving the following grant amounts in fiscal year 2021. Projections for the entire five-year period follow in parentheses; however, these projected amounts are expected to change based on federal allocations made annually.

- CDBG: \$667,930(about \$7,333,650)
- HOME: \$1,429,026 (about \$4,145,130)

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

Need: Improve access to quality housing.

Opportunity:

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

Need: Remove slum and blight.

Opportunity:

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

Need: Improve efforts to promote economic development.

Opportunity:

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

Need: Increase efforts to provide public services.

Opportunity:

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

Need: Increase efforts to create/expand housing and services to homeless persons.

Opportunity:

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

Need: Maintain or expand planning and administration.

Opportunity:

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



COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 4: LAND USE

CONTENTS:

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

INTRODUCTION

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

REGIONAL DEVELOPMENT

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

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



Broadway Facing North

HOUSING PROFILE

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

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

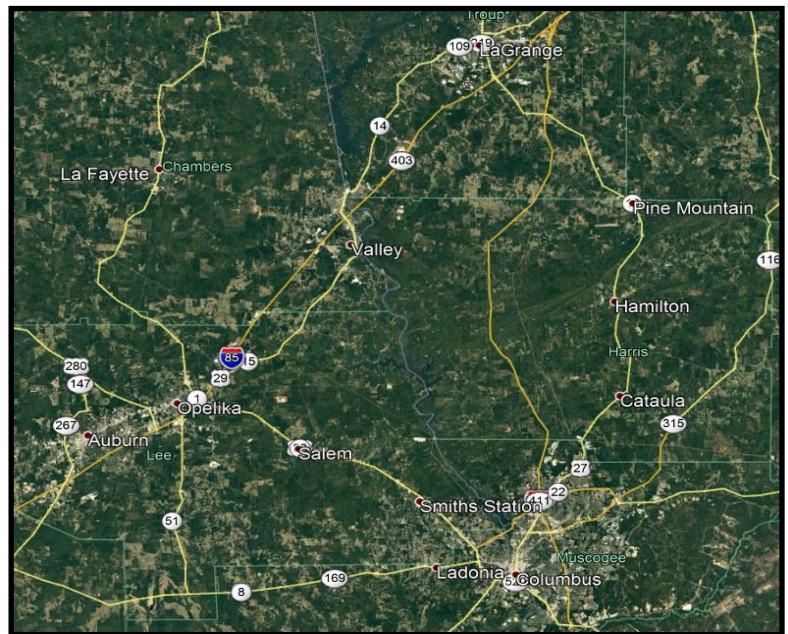
Columbus is the most populous county in the Columbus Metropolitan Statistical Area (MSA) which includes Marion, Chattahoochee, and Harris Counties in Georgia and Russell County and part of Lee County in Alabama. Columbus is also the largest county in the Columbus-Auburn-Opelika GA-AL CSA, which includes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

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

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

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

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

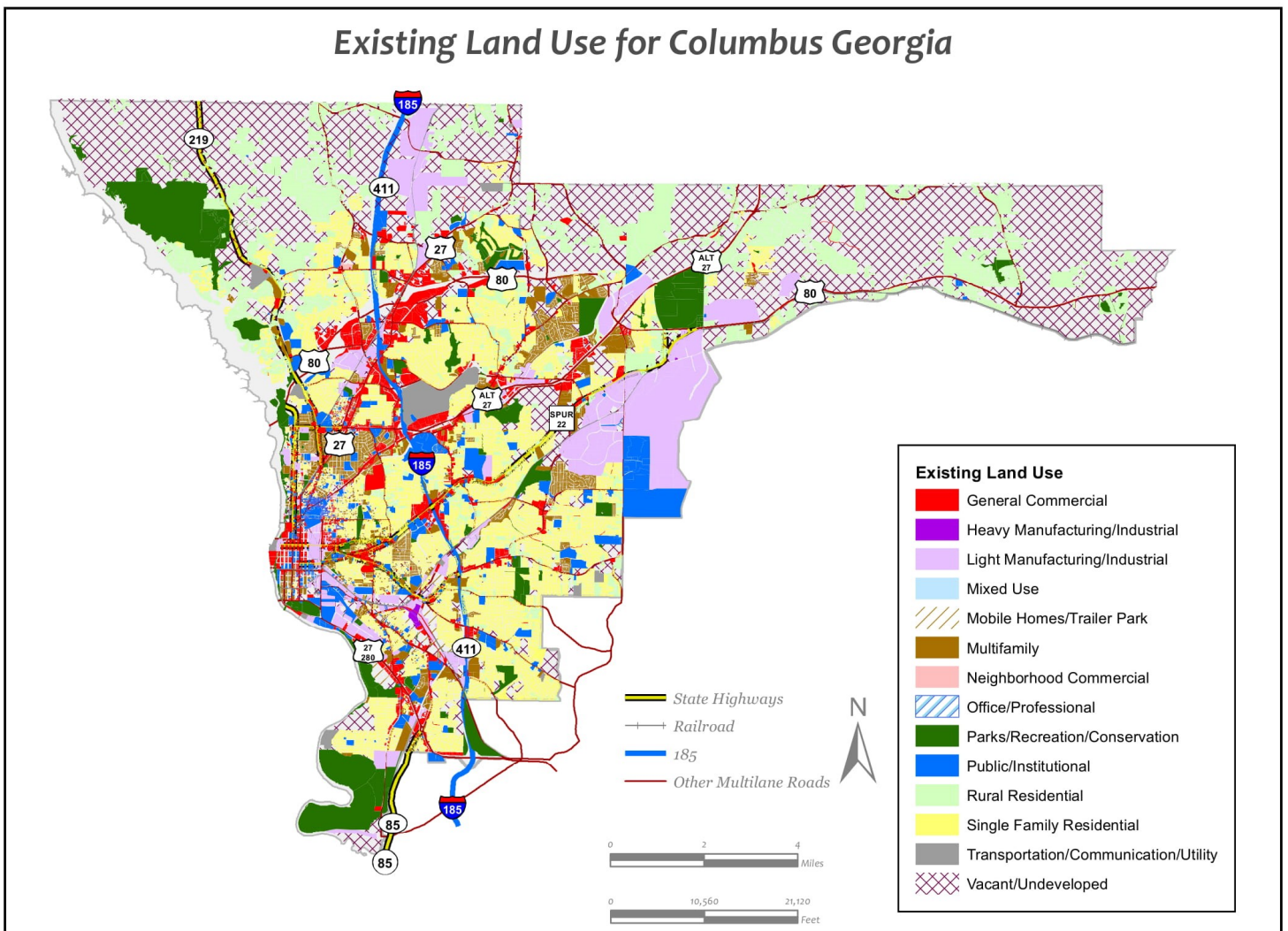


Map of East Alabama & West Georgia

EXISTING LAND USE

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

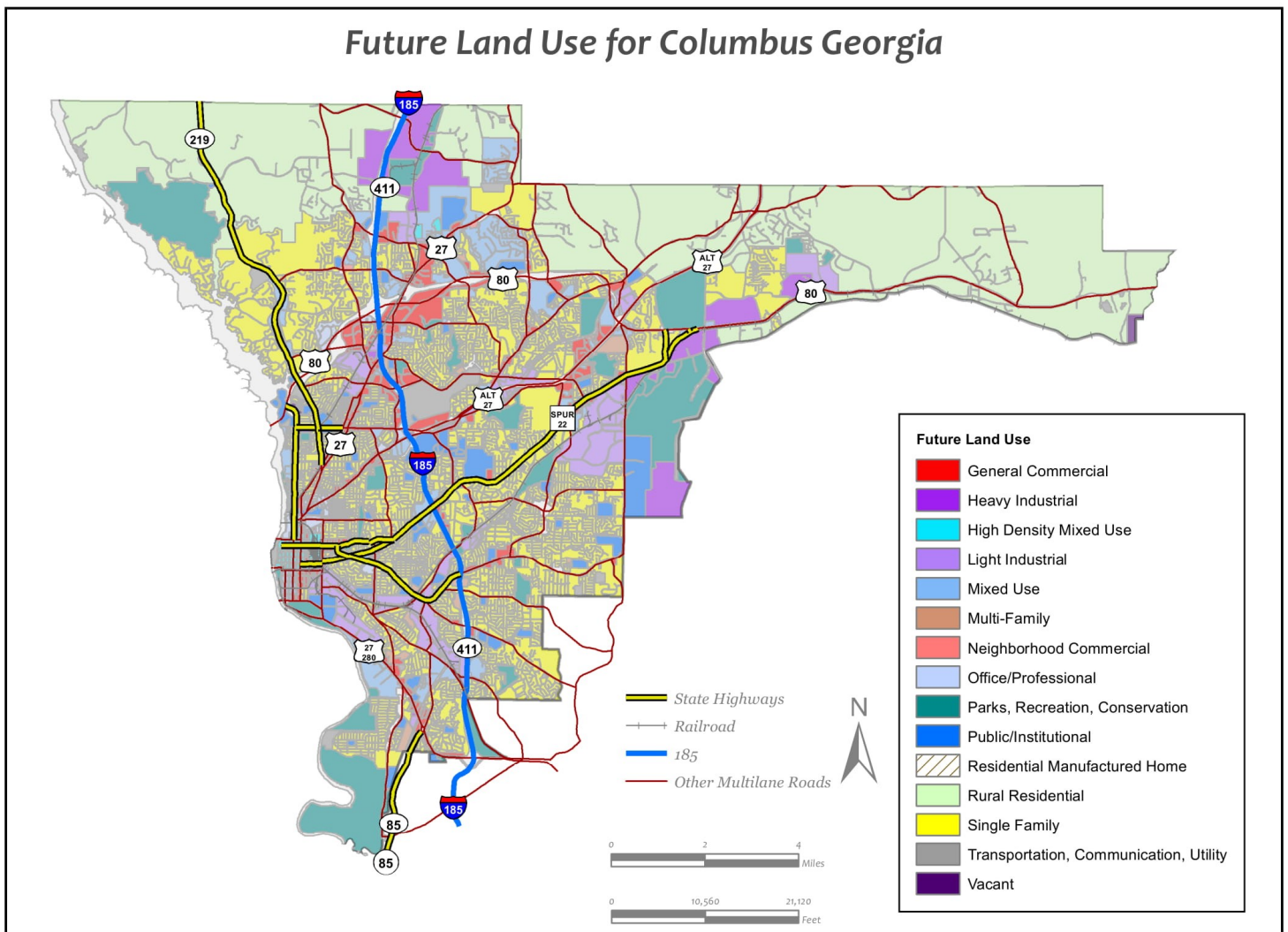
Columbus is highly urbanized. Except for the Northwest and the Panhandle, the city is largely built-out and growing chiefly through redevelopment in established urban areas. Urban neighborhoods that have declined in population and vacant industrial lands represent an opportunity for internal growth in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



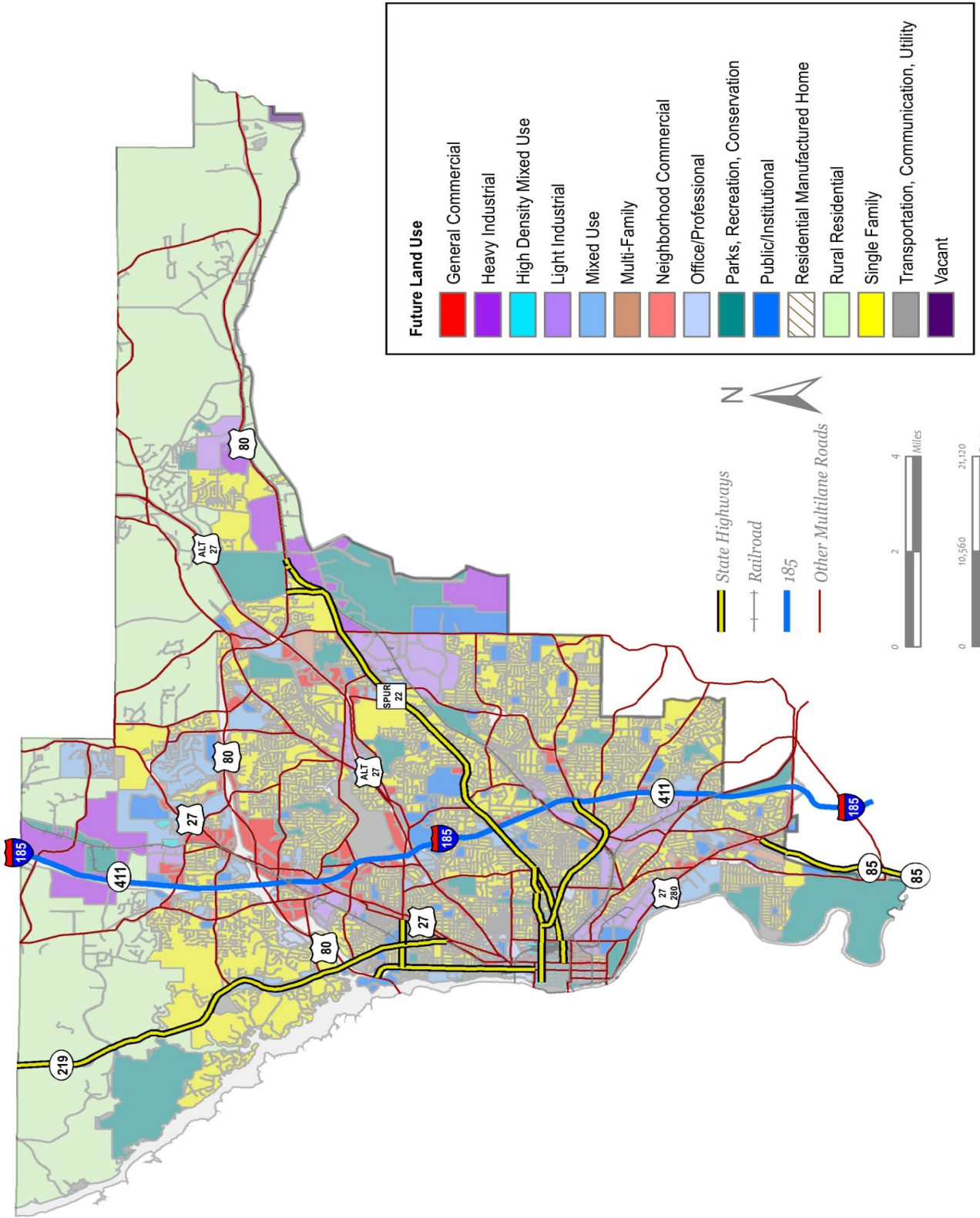
FUTURE LAND USE

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

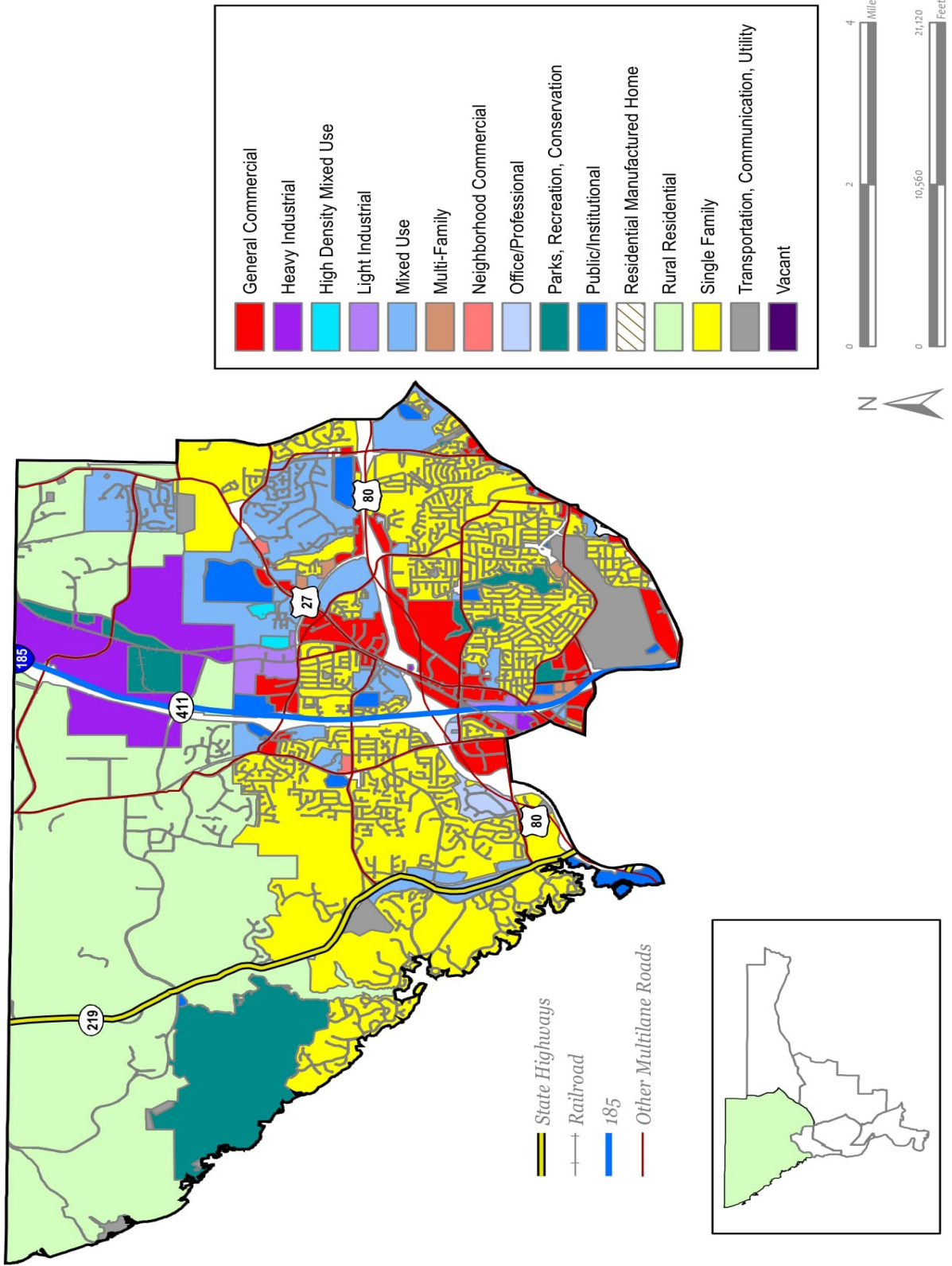
<http://ccg.maps.arcgis.com/apps/webappviewer/index.html?id=7883e67b842443f38d51c76e4b4241d6>



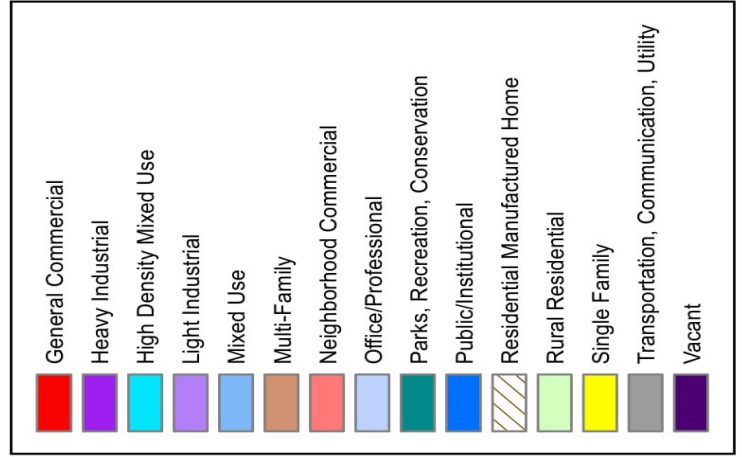
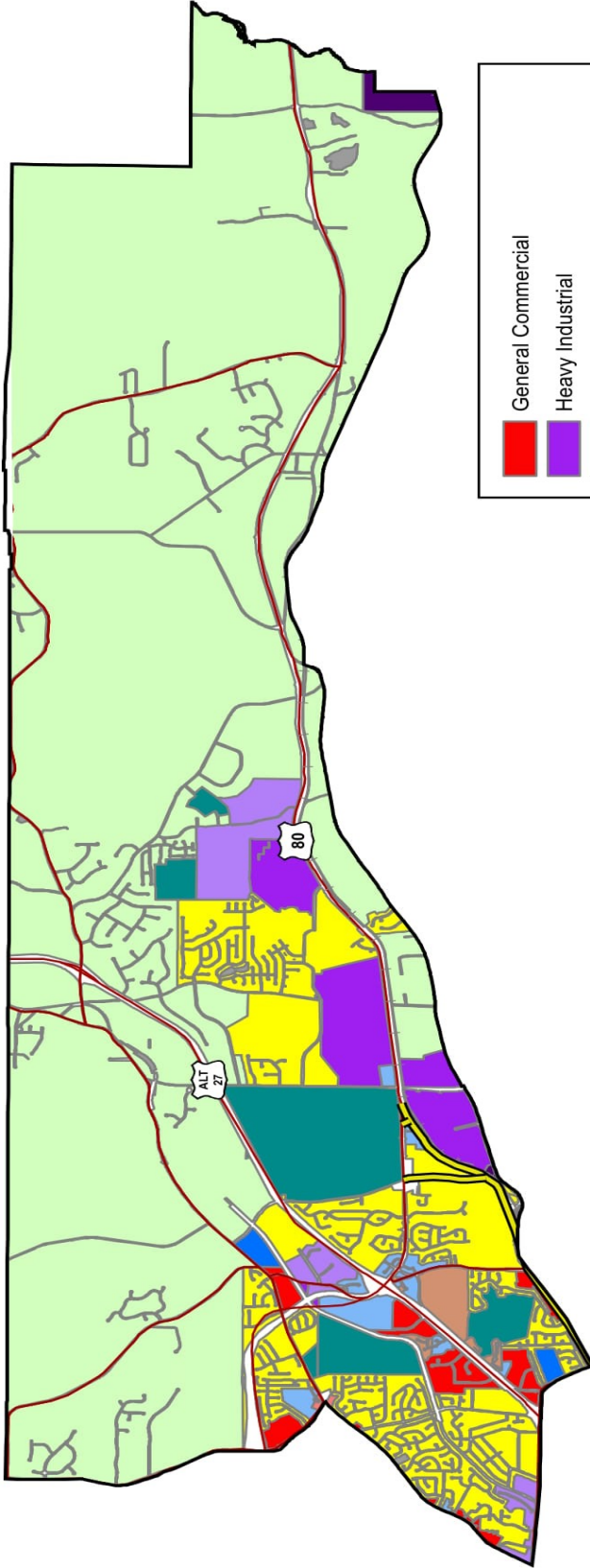
Future Land Use for Columbus Georgia



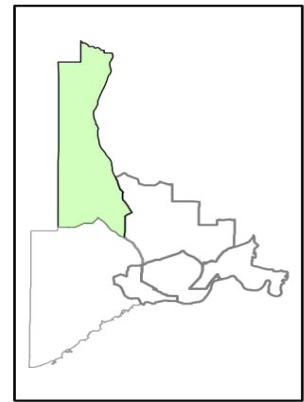
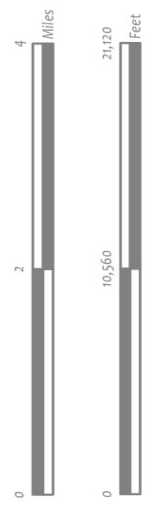
Future Land Use for Columbus Georgia Planning Area A - Northwest Columbus



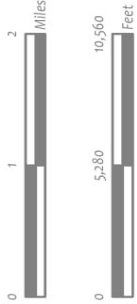
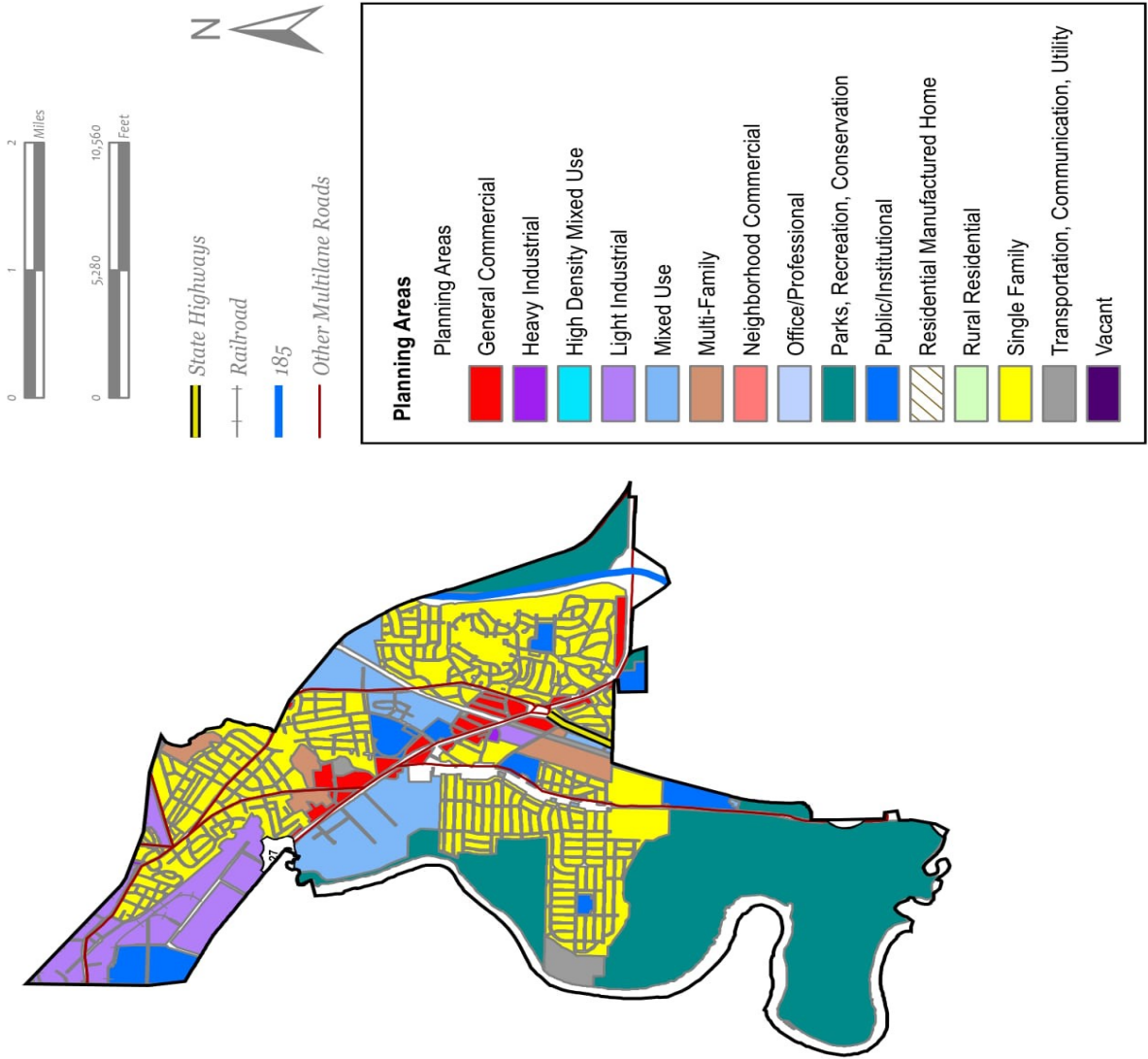
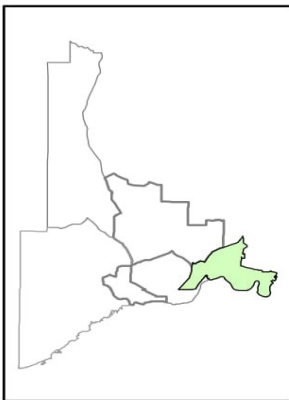
Future Land Use for Columbus Georgia Planning Area B - Panhandle



- State Highways
- Railroad
- 185
- Other Multilane Roads



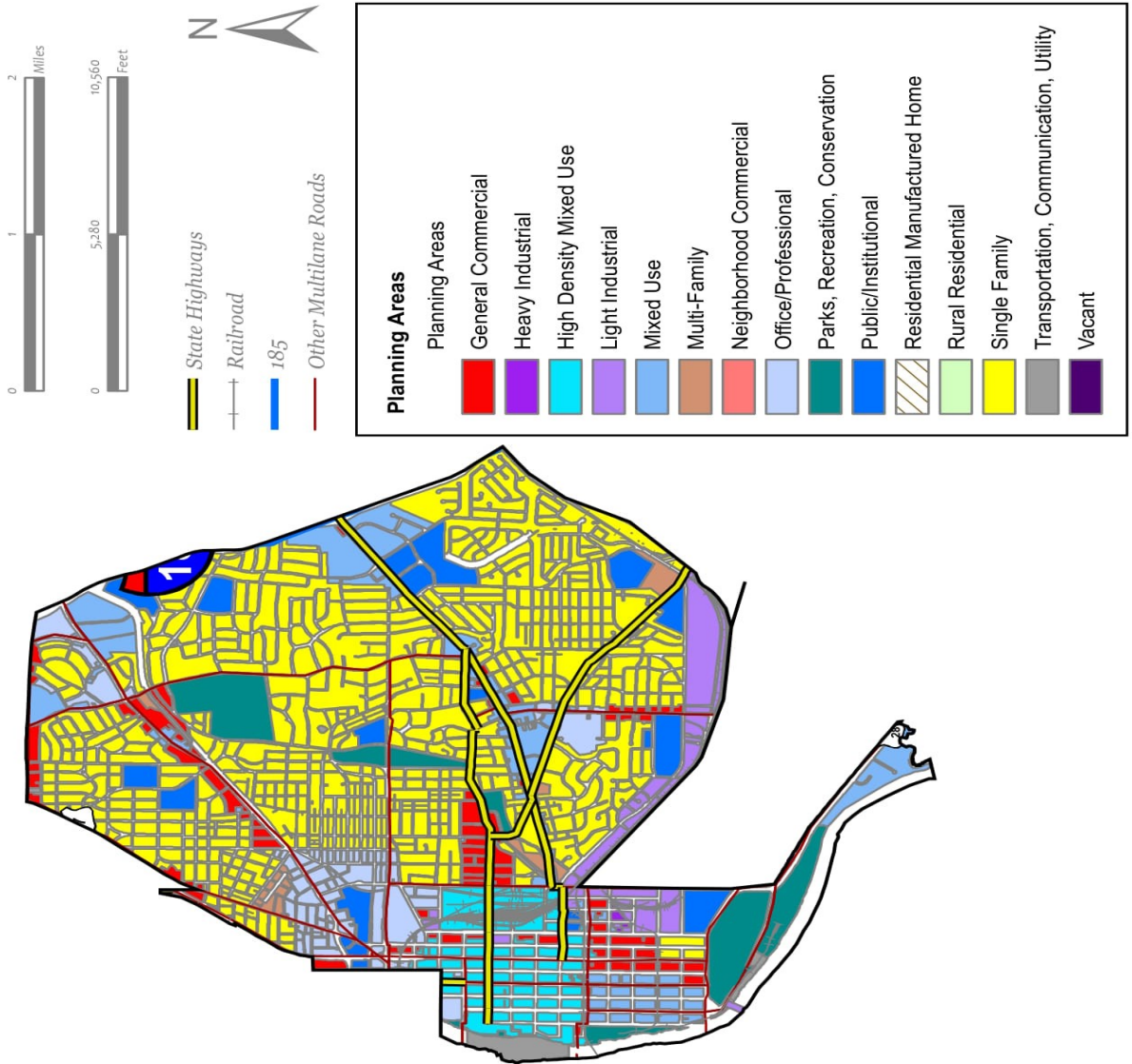
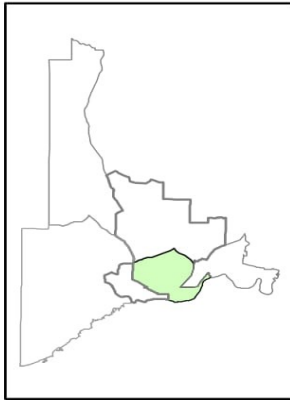
Future Land Use for Columbus Georgia Planning Area C - South Columbus



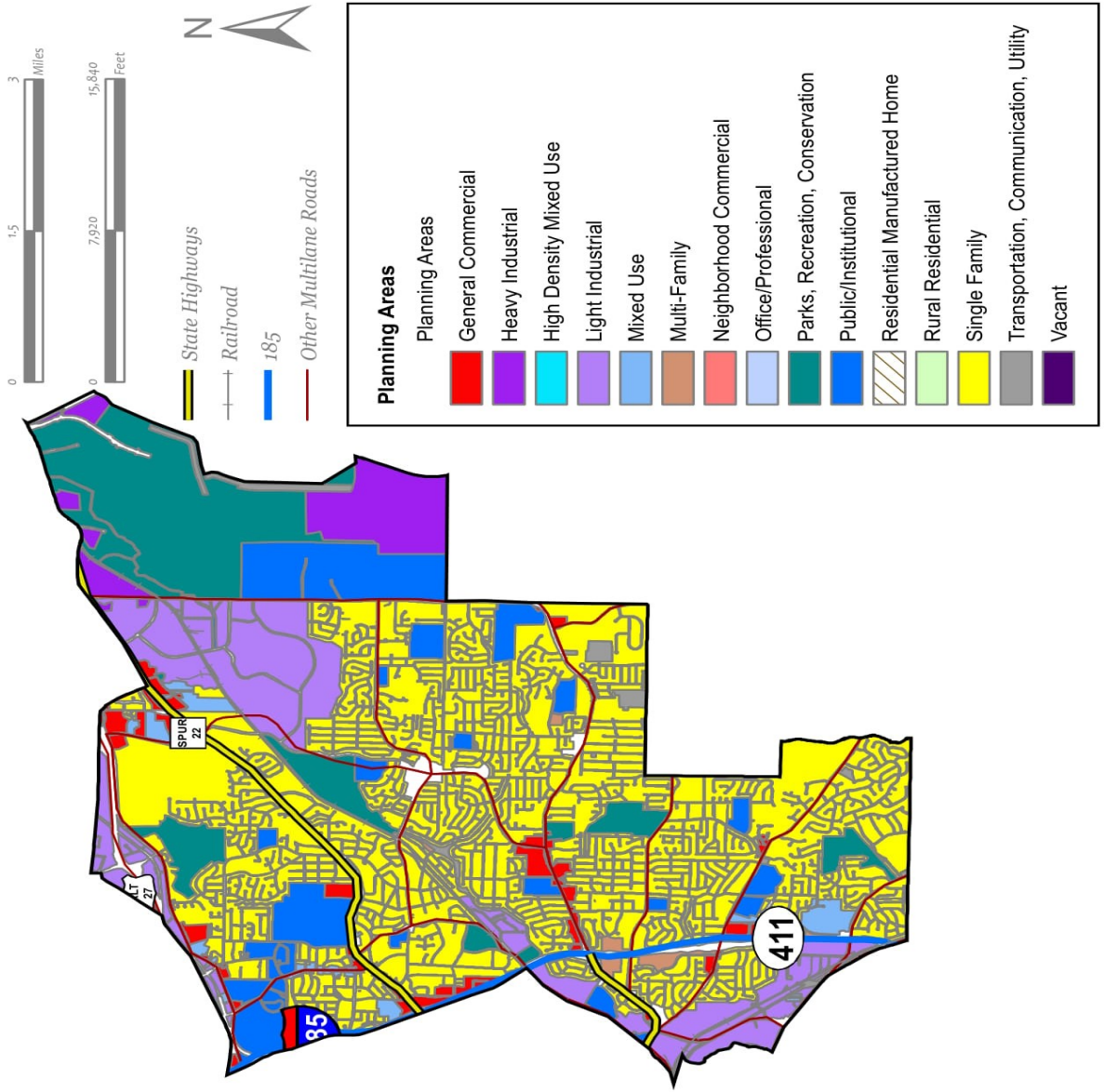
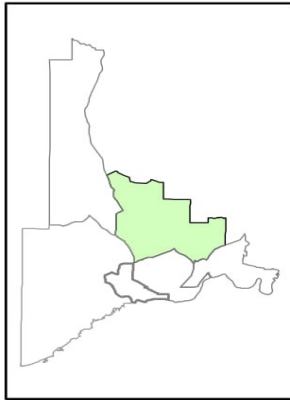
- State Highways
- Railroad
- 185
- Other Multilane Roads

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

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

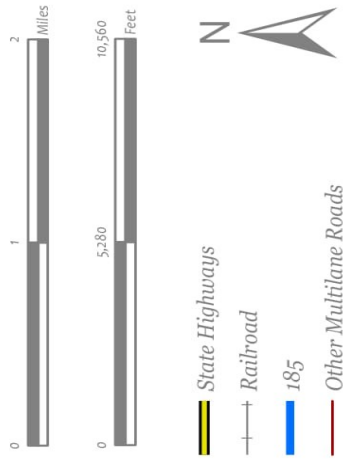


Future Land Use for Columbus Georgia Planning Area E - Southeast Columbus



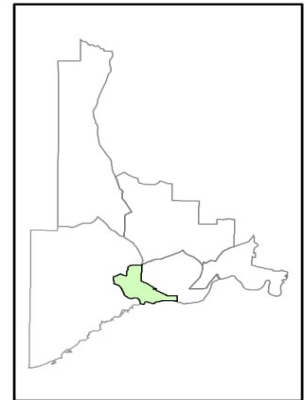
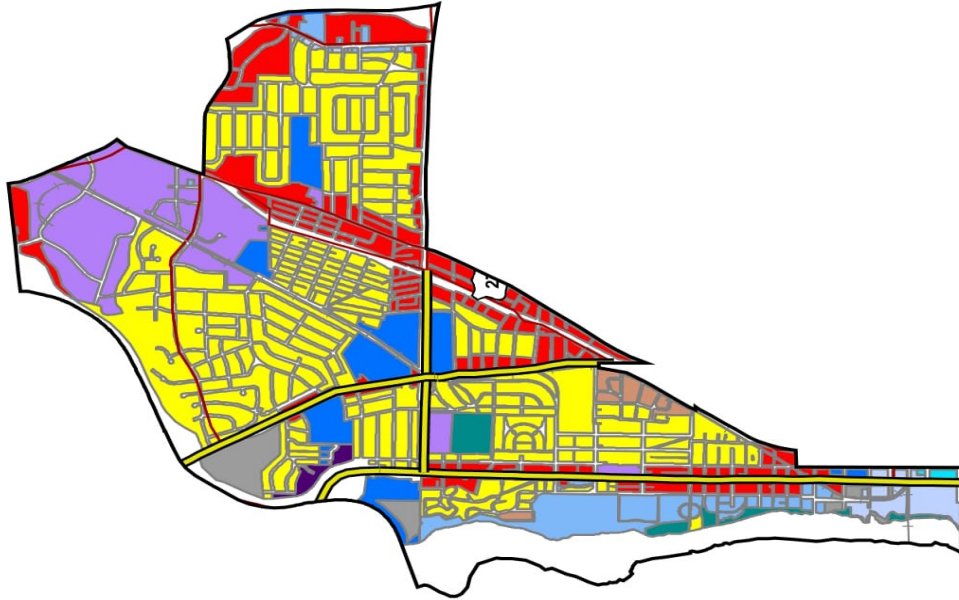
Planning Areas	
[Red Box]	General Commercial
[Purple Box]	Heavy Industrial
[Cyan Box]	High Density Mixed Use
[Light Blue Box]	Light Industrial
[Blue Box]	Mixed Use
[Brown Box]	Multi-Family
[Red-Orange Box]	Neighborhood Commercial
[Light Blue Box]	Office/Professional
[Green Box]	Parks, Recreation, Conservation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

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



- State Highways
- Railroad
- 185
- Other Multilane Roads

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



FUTURE LAND USE

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

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

Need: Eliminate sprawl and slow greenfield development.

Opportunities:

- Provide for more mixed-use development opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents. Areas proposed for appropriate mixed use development must be reviewed and planned to ensure viable services and amenities to create successful integration of the uses.
- Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.

Need: Introduce new zoning regulations, techniques, and concepts to reintroduce development into the urban core of Columbus.

Opportunities:

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

Need: Create a determined focus on sustainability.

Opportunities:

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

Need: Research and implement new concepts regarding land use and development.

Opportunity:

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

Need: Offer incentives (via partners) for adaptive reuse.

Opportunity:

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

Need: Create a neighborhood identity program.

Opportunity:

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

Need: Remove barriers to development.

Opportunity:

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

Need: Focus on repurposing brownfields and grayfields.

Opportunity:

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

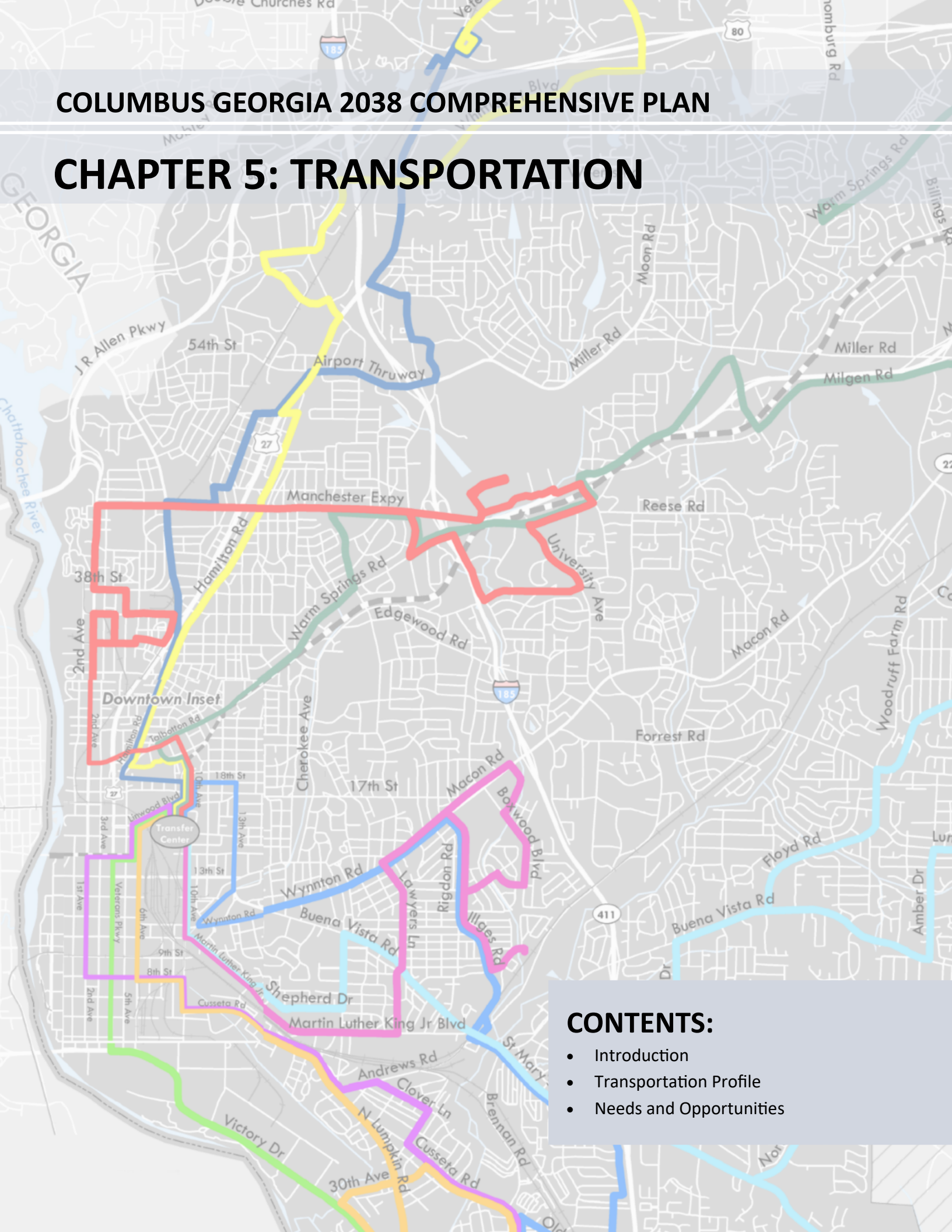
Need: Focus development efforts on infill development.

Opportunities:

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

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 5: TRANSPORTATION



CONTENTS:

- Introduction
- Transportation Profile
- Needs and Opportunities

INTRODUCTION

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

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

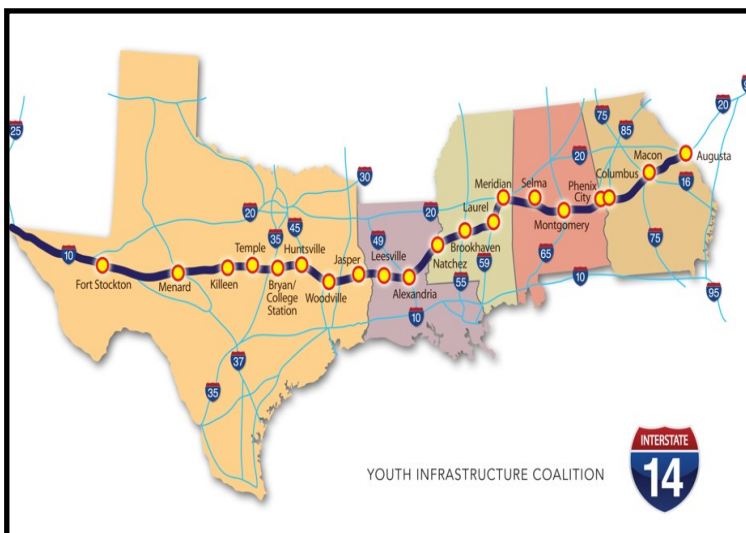
Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), Unified Planning Work Program (UPWP), Congestion Management Process (CMP), and the Public Participation Plan.

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

of I-14 through Columbus, GA may utilize much of the existing infrastructure along US-80 (already mostly a 4 lane, limited access highway throughout the city), which may reduce expenses and limit potential disruptions incurred by the project.



Fort Benning Gateway Bridge



Interstate 14 Route

TRANSPORTATION PROFILE

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

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

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

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



US 80 and Interstate 185 Interchange

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

TRANSPORTATION PROFILE

The 2045 Columbus-Phenix City Metropolitan Transportation Plan was adopted on December 16, 2019. Previous MTPs that have guided the transportation program in the area include the 2040 (adopted in 2014); 2035 Plan (adopted in 2009); and the 2030 Plan (adopted in 2004). The first MTP (then known as a “Transportation Needs Report”) was developed for the Columbus-Phenix City MPO in 1970, six years after the region was designated as an urbanized area.



River Walk

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

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

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

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

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

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

Need: Prioritize and/or enhance existing transportation facilities.

Opportunity:

- Prioritize maintenance of existing transportation infrastructure.
- Improve transportation opportunities for people with disabilities.
- Improve transportation opportunities for aging populations.

Need: Relieve congestion.

Opportunity:

- Continue to identify locations for intersection improvements including roundabouts.
- Expand Metra services to include new trends, such as electrification, ride-share partnerships, and small carrier vehicles.

Needs: Expand ideals of complete transportation.

Opportunity:

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

Need: Implement plans for high speed rail with Atlanta.

Opportunity:


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

NEEDS & OPPORTUNITIES

Need: Develop and maintain the Columbus Airport.

Opportunities:

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



COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 6: BROADBAND

CONTENTS:

- Introduction
- Availability
- Unserved Locations
- Expansion Funding

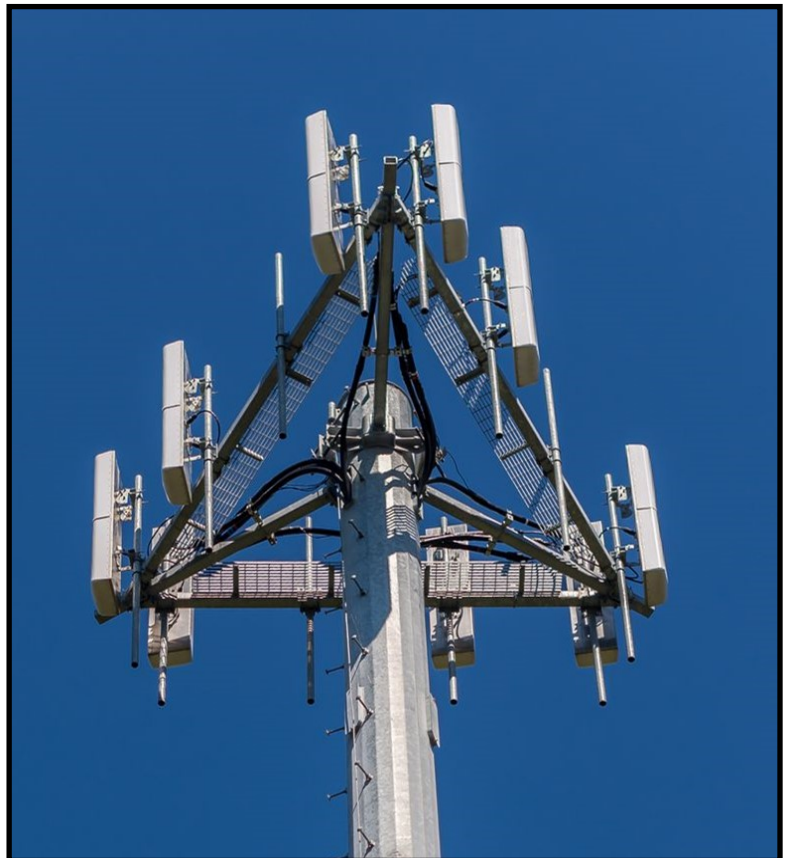
Broadband Internet Service Element for Muscogee County

Broadband, or high-speed internet, has become essential to business, education, healthcare, agriculture, and overall quality of life for Georgians. Broadband connectivity is a necessary tool for citizens across the state to be able to work remotely, participate in virtual learning, have access to telemedicine, and many other important day-to-day uses. This reality was underscored during the COVID-19 pandemic with millions of Georgians leaving their offices to work from home, students participating in their classroom studies from their living rooms, and health care institutions limiting in-person interactions.

The Georgia General Assembly passed the Achieving Connectivity Everywhere (ACE) Act (SB 402) in 2018 to facilitate extension of broadband service to unserved/underserved areas; the purposes being to enable residents to participate fully in society and enjoy the many benefits of the technology. The Act gave rise to the Georgia Broadband Deployment Initiative (GBDI), focused on partnerships and collaboration among government at all levels, and the private sector, to deploy fixed, terrestrial broadband services with minimum download speeds of 25 Megabits Per Second (Mbps) and upload speeds of at least 3 Mbps.

Since then, the state has increased broadband expansion efforts by deploying record funding for projects throughout the state and creating a comprehensive state strategy to chart a path to close the digital divide. The funding that has been allocated will assist with exceedingly high costs to deploy broadband networks into many of the remaining communities, primarily in rural areas of the state, that are unserved.

The 2022 Georgia Broadband Map documents 454,950 unserved addresses – about 90 percent of which are in rural areas. This is an improvement from the 482,274 unserved addresses that were identified in the 2021 annual report released jointly by the Georgia Technology Authority and Georgia Department of Community Affairs. When recent investments such as the Rural Digital Opportunity Fund, U.S. Department of Agriculture ReConnect, and American Rescue Plan Act State Fiscal Recovery Funds are taken into account, the number of unserved and unfunded locations in Georgia substantially diminishes to just over 200,000 locations that remain unserved and without an identified funding agreement to provide service in the future. The map, which is among the most extensive and sophisticated of its kind in the

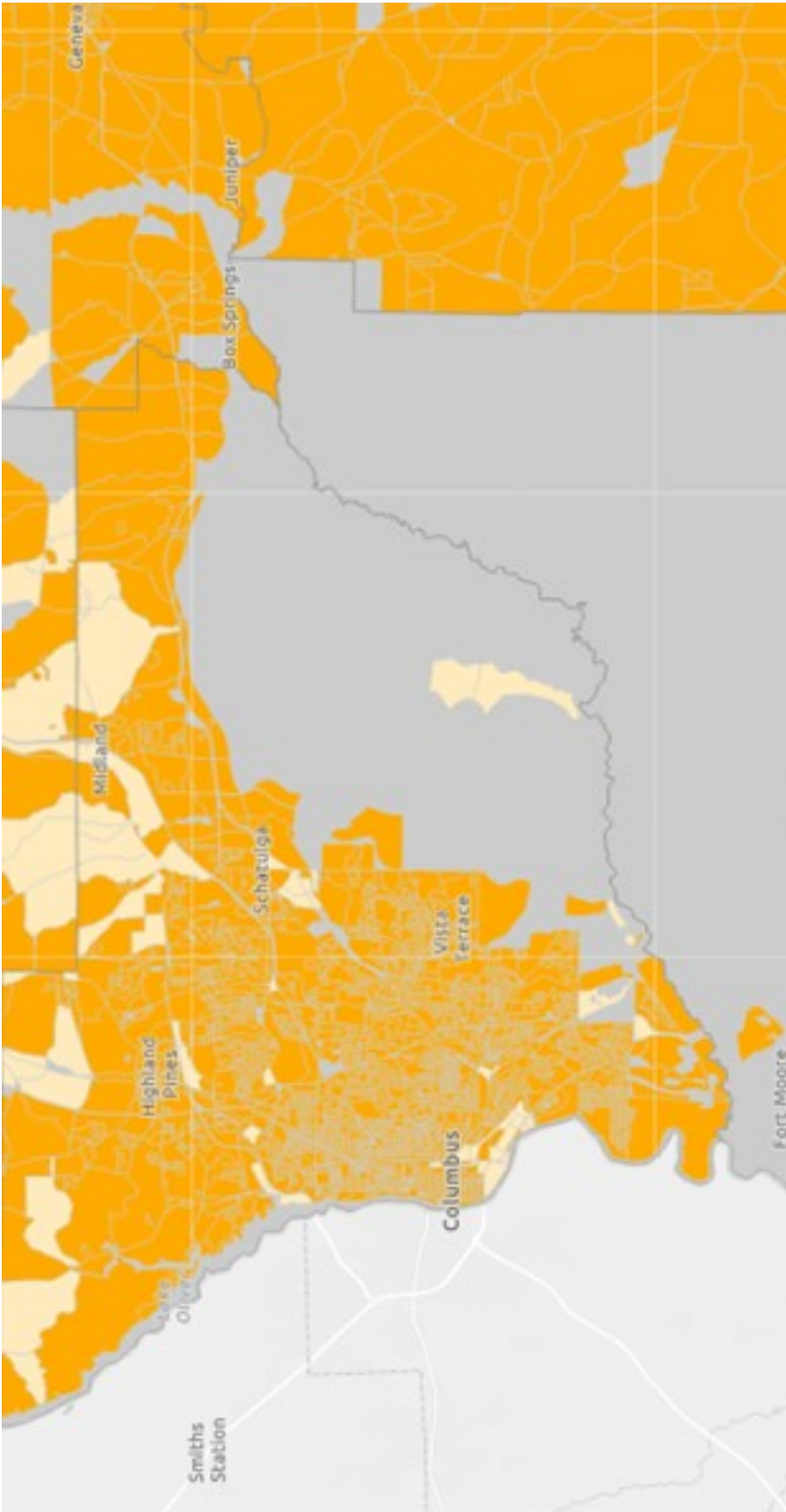


INTRODUCTION

nation, continues to indicate that the state's broadband gap is significantly larger than the Federal Communications Commission's (FCC) data show. Further, although the state's broadband gaps are concentrated heavily in rural areas, a significant number of locations in urban areas also lack coverage.

Statistics are based on a consumer level, fixed, terrestrial broadband definition of 25 Mbps down and 3 Mbps up, and where the broadband service is available to more than 80% of locations in a census block. Census blocks that did not meet this definition are delineated as 'Unserved'. Location statistics are based on the FCC National Broadband Fabric UNIT counts, which more closely correlates to addresses. The map depicts access to broadband, not subscription to broadband. Broadband data is provided by the various Internet Service Providers of Georgia. The data is sourced from either the Georgia Broadband Program (June 2023), or the FCC Broadband Data Collection (December 2022). Location data are from the FCC National Broadband Fabric (December 2022) Of the approximately 5.3 million locations in the data (i.e., homes, businesses, and institutions in Georgia), 4.9 million locations, or 91.5%, are served at speeds of at least 25 Mbps download and 3 Mbps upload (25/3) via terrestrial technologies. Of the 454,950 unserved locations, about 90 percent are outside of urban areas.

The accompanying graphics represent areas which are and are not served at the Initiatives' threshold speed of 25 Mbps/3 Mbps in yellow. While there are 102,767 (99%) served locations in Muscogee County, the 2023 Georgia Broadband Map shows 606 unserved locations. The vast majority of census blocks meeting the "served" definition have one or more residential and business locations with no service. Census blocks falling below 80% of service availability are concentrated along the northern boundary adjacent to Harris County. The census blocks surrounding Victory Drive and Cusseta Road in the southeastern corner and in the Brookhaven area are unserved, although their surrounding census blocks are among those displaying no unserved locations. The Lincoln Hills area census block near Airport Thruway is unserved, and several locations within the adjacent served census blocks have locations without service. Census blocks in the Laurel Hills area between Lake Oliver and J. R. Allen Parkway are unserved. A swath of adjacent unserved blocks is shown in the Schatulga Road and Cargo Drive area, as well as two adjacent blocks with a single location each within the Ft. Moore army base boundaries at the Chattahoochee County border.

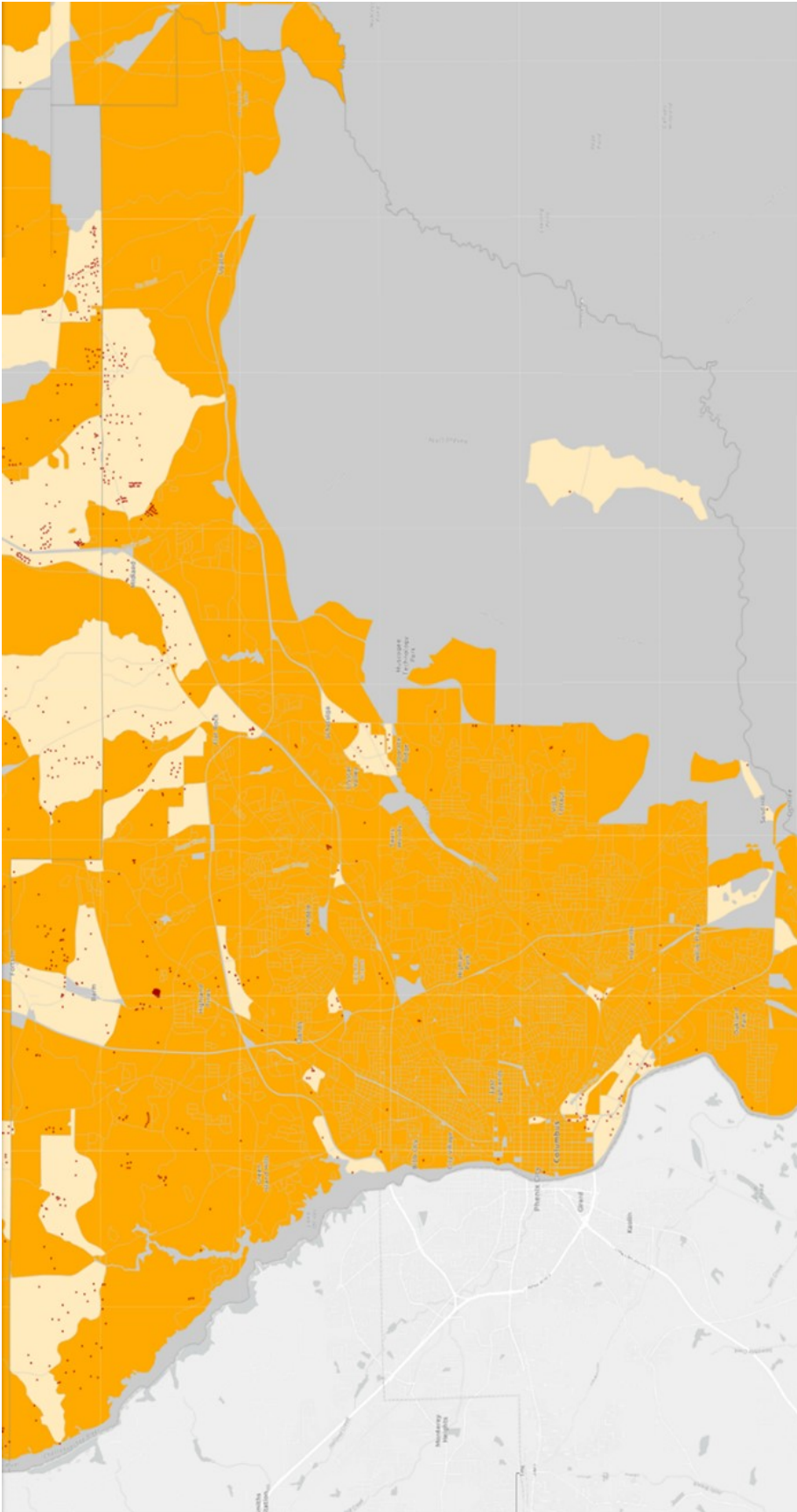


Broadband Availability in Muscogee County

■ Served ■ Unserved ■ No Locations

Statistics are based on a consumer level, fixed, terrestrial broadband definition of 25 Mbps up and 3 Mbps down and 3 Mbps up, and where the broadband service is available to more than 80% of locations in a census block. Census blocks that did not meet this definition are delineated as 'Unserved'. Location statistics are based on the FCC National Broadband Fabric UNIT counts, which more closely correlates to addresses. The map depicts access to broadband, not subscription to broadband. Broadband data is provided by the various Internet Service Providers of Georgia. The data is sourced from either the Georgia Broadband Program (June 2023), or the FCC Broadband Data Collection (December 2022). Location data are from the FCC National Broadband Fabric (December 2022)

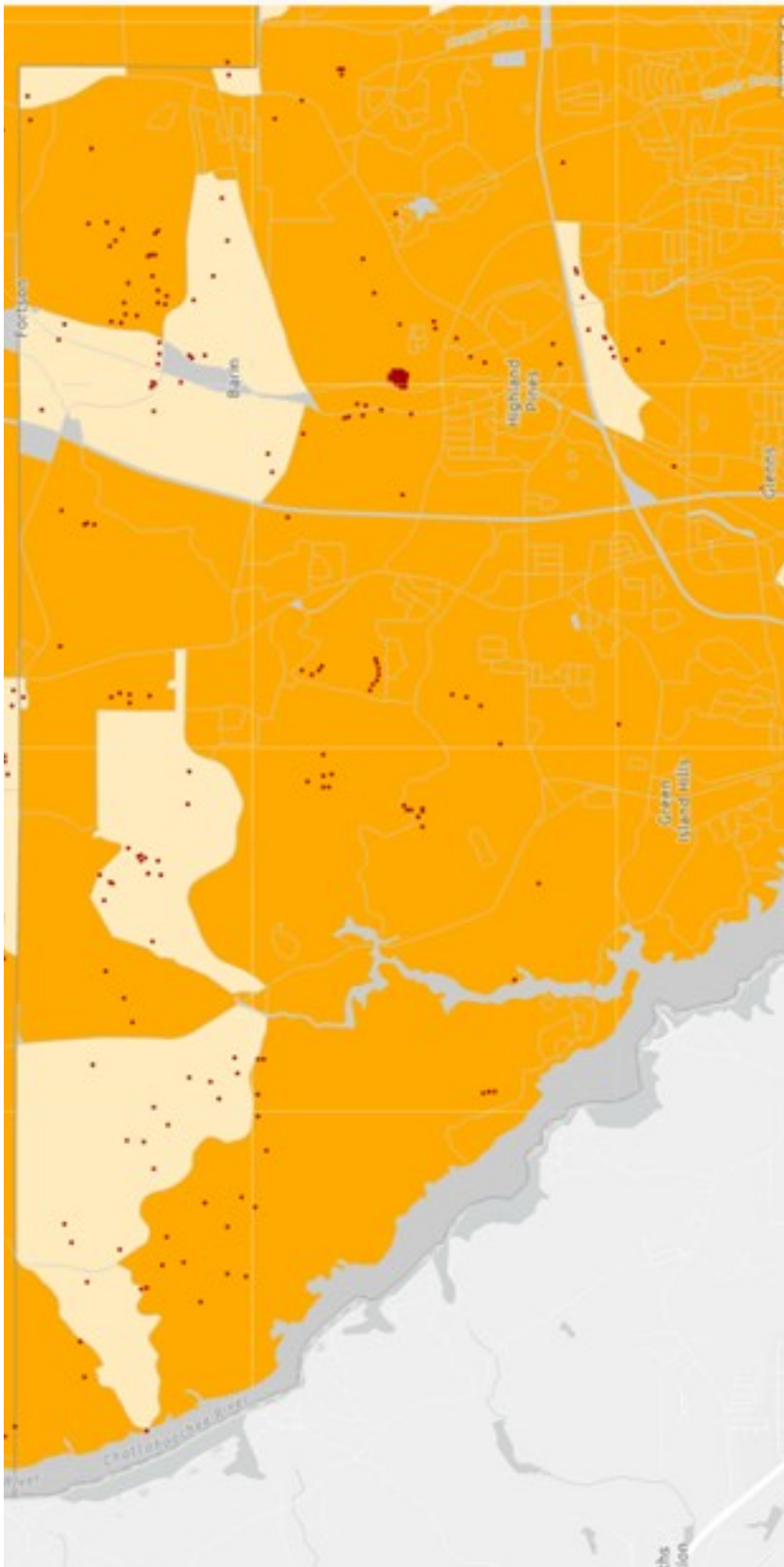
Source: Georgia Broadband Deployment Initiative, Georgia Department of Community Affairs, June 2023, Retrieved October 19, 2023.



Source: Georgia Broadband Deployment Initiative, Georgia Department of Community Affairs, Retrieved October 19, 2023.

UNSERVED LOCATIONS

Northwest Blocks



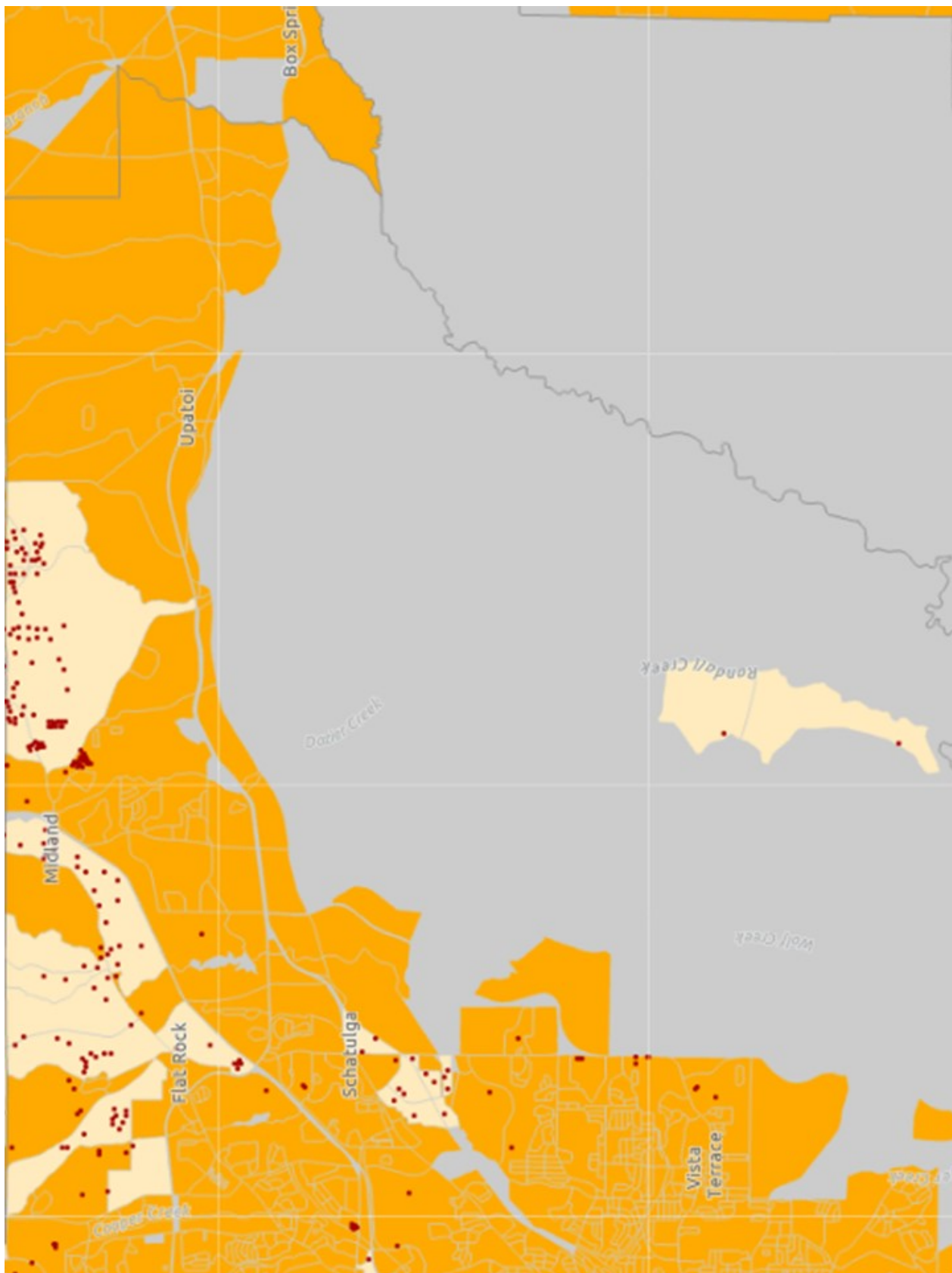
UNSERVED LOCATIONS

Northwest Blocks

Census Blocks with Unserviced Locations	Served Locations	Unserviced Locations	Percent Unserviced
131451204011014	127	4	3
132150004002001	1	5	83
132150004002002	46	1	2
132150102051004	122	2	2
132150102052005	531	3	1
132150102061004	109	9	8
132150102061008	300	1	1
132150102071003	255	11	4
132150102072001	41	5	11
132150102072002	40	16	29
132150102072004	19	3	14
132150102072007	137	6	4
132150102072014	510	11	2
132150102081000	44	1	1
132150102083000	184	4	2
132150102092000	1	1	50
132150102092001	15	1	6
132150102092002	300	24	7
132150102092009	1	2	67
132150102092013	17	8	32
132150102092015	4	4	50
132150102092016	2	5	71
132150102092017	1	1	50
132150102092018	558	66	11
132150102092023	22	2	8
132150102092029	11	4	27
132150102092032	89	9	9
132150102092034	42	2	5
132150103012000	16	18	53
132150103012001	142	26	15
132150103012010	399	3	1
132150103032000	676	1	<1
132150103041010	36	1	3

UNSERVED LOCATIONS

Northeast Block



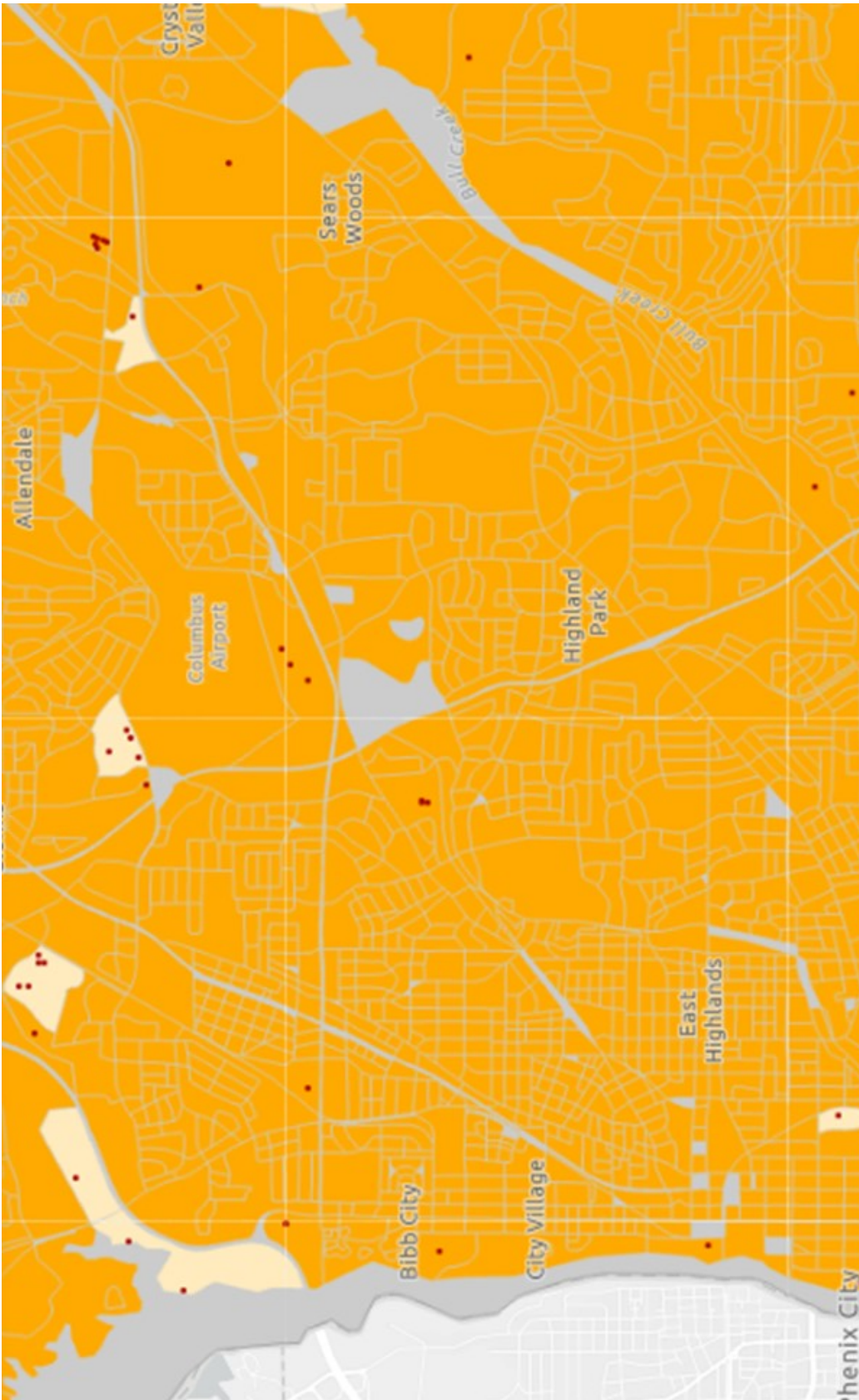
UNSERVED LOCATIONS

Northeast Block

Census Blocks with Unserviced Locations	Served Locations	Unserviced Locations	Percent Unserviced
132150101101002	1	3	75
132150101101003	101	4	4
132150101101004	0	5	100
132150101101005	1	3	75
132150101101006	1	4	80
132150101101007	15	33	59
132150101101008	30	5	14
132150101101010	48	13	21
132150101101013	39	10	20
132150101101023	4	2	33
132150101111004	54	1	2
132150101112000	0	4	100
132150101112001	111	50	31
132150101112002	0	3	100
132150101112004	13	11	46
132150101112005	15	2	12
132150101113015	1	10	91
132150101113017	4	3	43
132150101113018	0	6	100
132150105021001	5	2	38
132150105021003	5	2	29
132150105021014	5	2	29
132150105021015	0	4	100
132150106052018	8	1	11
132150106061004	41	1	2
132150106073014	150	4	3
132150106081000	229	4	2
132150107011001	392	6	2
132150108021052	0	1	100
132150108021053	0	1	100

UNSERVED LOCATIONS

East Central Blocks



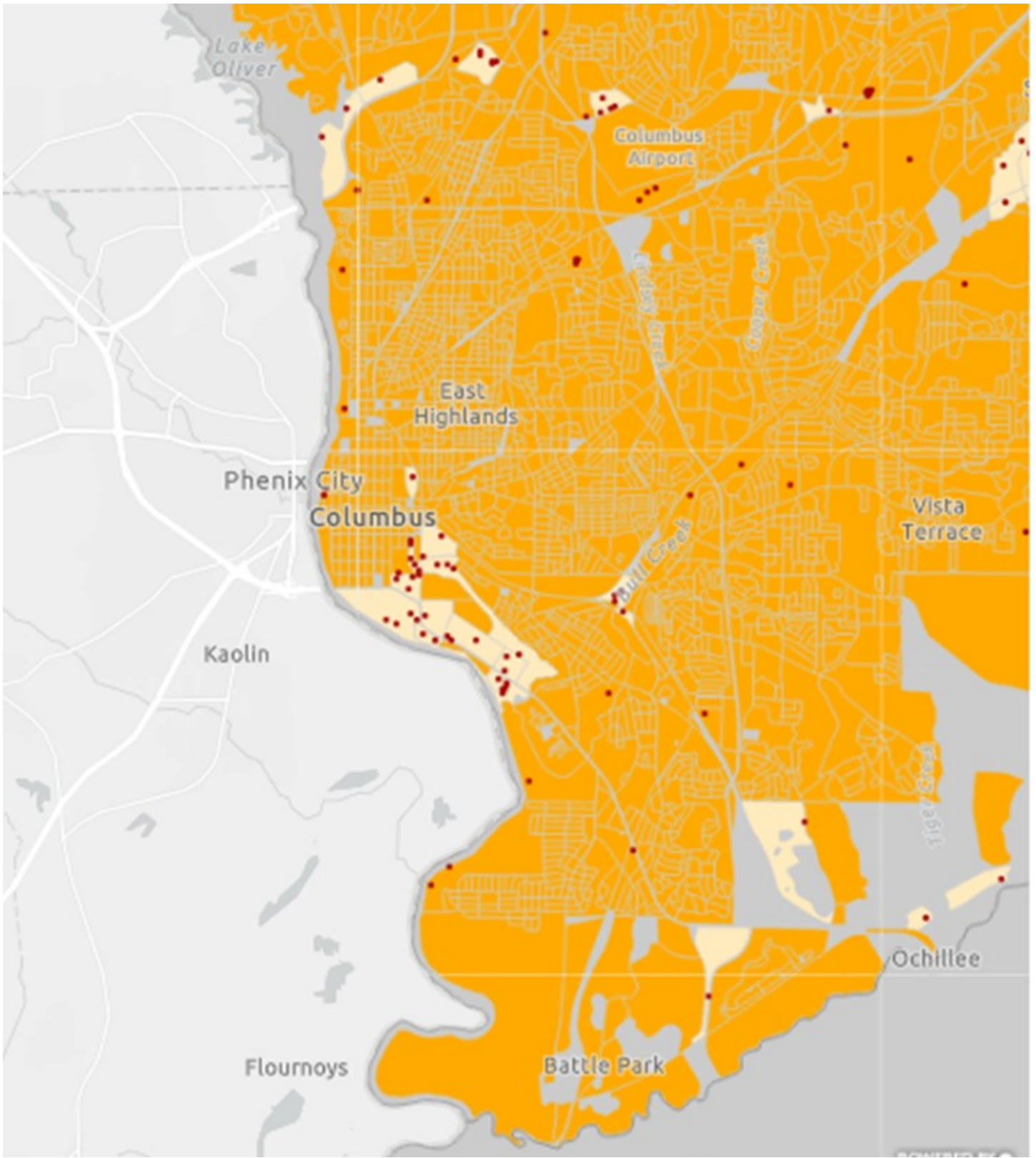
UNSERVED LOCATIONS

East Central Blocks

Census Blocks with Unserved Locations	Served Locations	Unserved Locations	Percent Unserved
132150003002028	12	1	8
132150004001000	0	2	100
132150004002001	1	5	83
132150004002002	46	1	2
132150004002014	1	1	50
132150009002012	353	3	1
132150016001027	14	1	7
132150029011001	91	1	1
132150101061000	89	6	6
132150103041023	47	1	2
132150104021022	22	3	12
132150105013002	203	2	1
132150105014002	4	1	20
132150105021016	0	1	100
132150106022008	53	1	2
132150106023018	92	3	3
132150114002000	9	1	10

UNSERVED LOCATIONS

Southwest Blocks

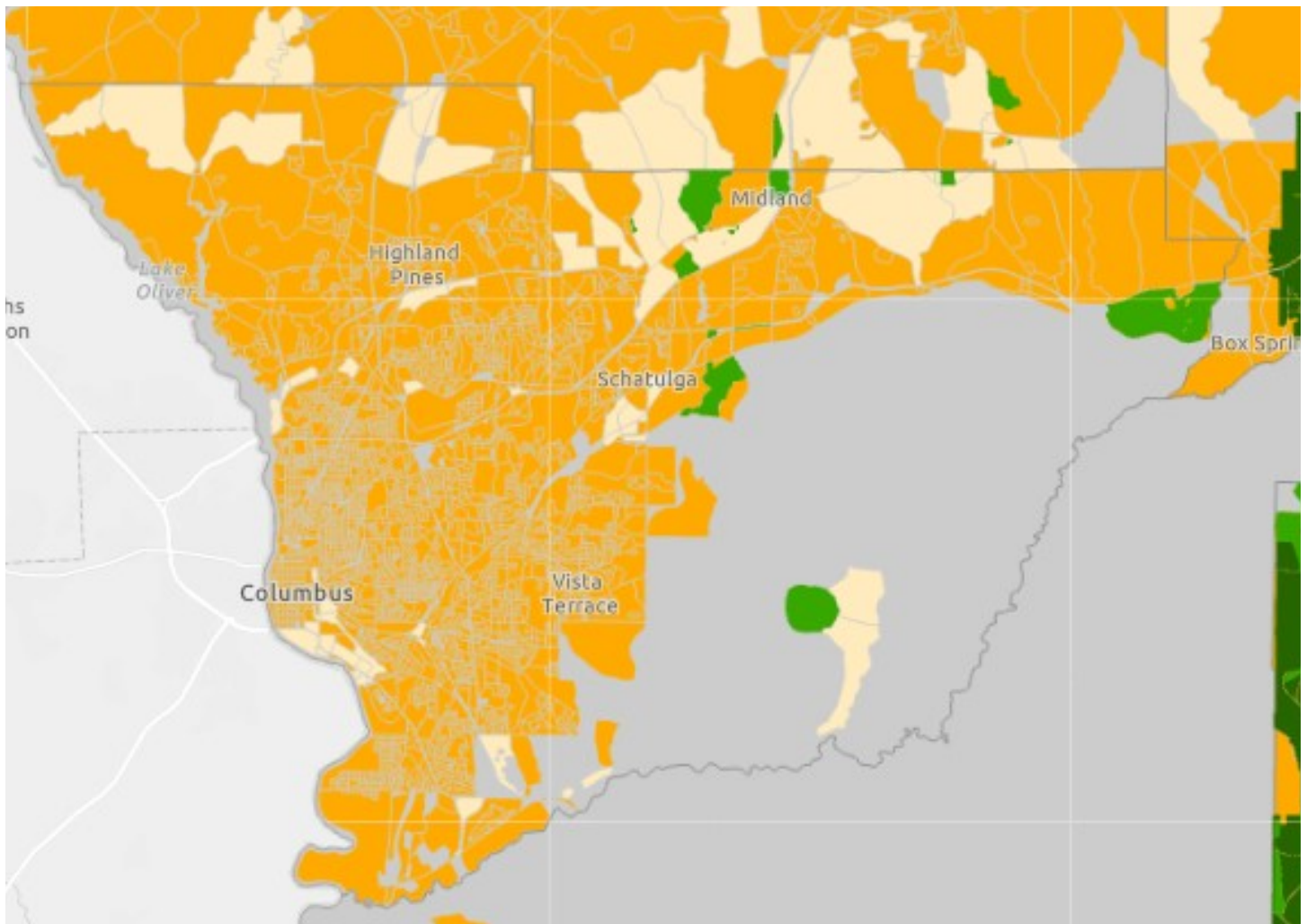


UNSERVED LOCATIONS

Southwest Blocks

Census Blocks with Unserviced Locations	Served Locations	Unserviced Locations	Percent Unserviced
32150027002014	0	1	100
132150025001021	27	1	4
132150025001028	1	4	80
132150025001031	11	11	50
132150025001034	4	1	20
132150025001035	0	2	100
132150025001038	0	5	100
132150027002005	3	2	40
132150027002007	5	4	44
132150027002009	14	4	22
132150029011001	91	1	1
132150029023010	6	1	14
132150034003001	8	1	11
132150106022008	53	1	2
132150106023018	92	3	3
132150108011003	0	1	100
132150108021108	0	1	100
132150108021115	0	1	100
132150108021121	0	1	100
132150111001009	229	2	1
132150111002085	1	1	50
132150115003001	170	2	1

Broadband Expansion Funding in Muscogee County



Legend

Census Block Status

- Served
- Unserved
- No Locations

Broadband Programs

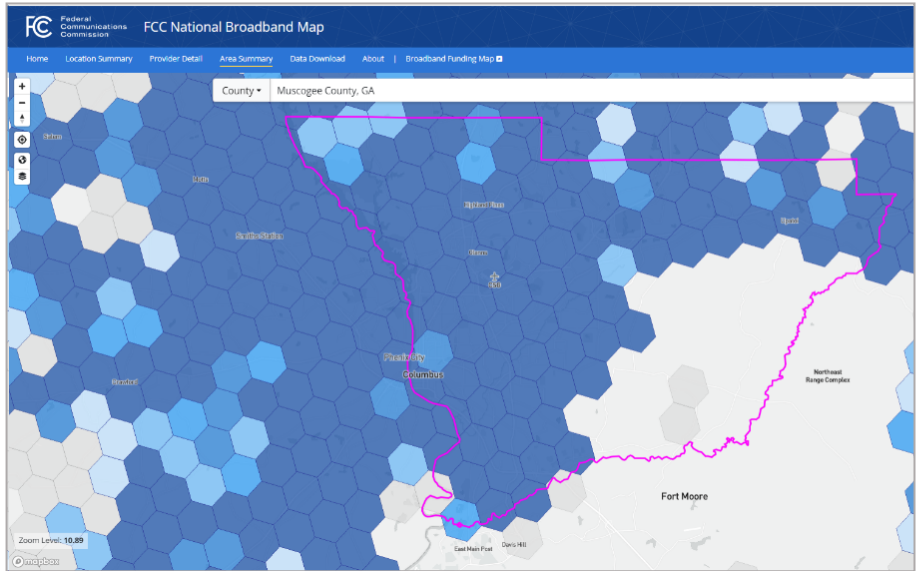
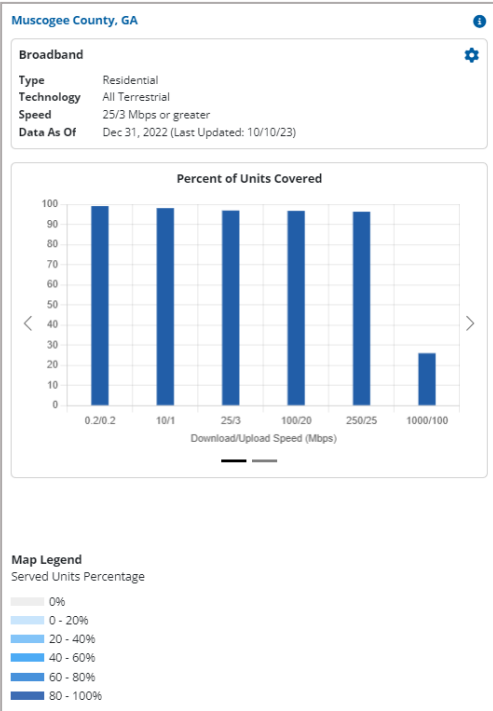
- USDA Reconnect (Approved)
- FCC RDOF (Terrestrial)
- ARPA Grant Projects
- NTIA BIP (Approved)
- Capital Project Fund (R 1 & 2)

Source: Georgia Broadband Deployment Initiative, Georgia Department of Community Affairs, June 2023, Retrieved October 19, 2023.

EXPANSION FUNDING

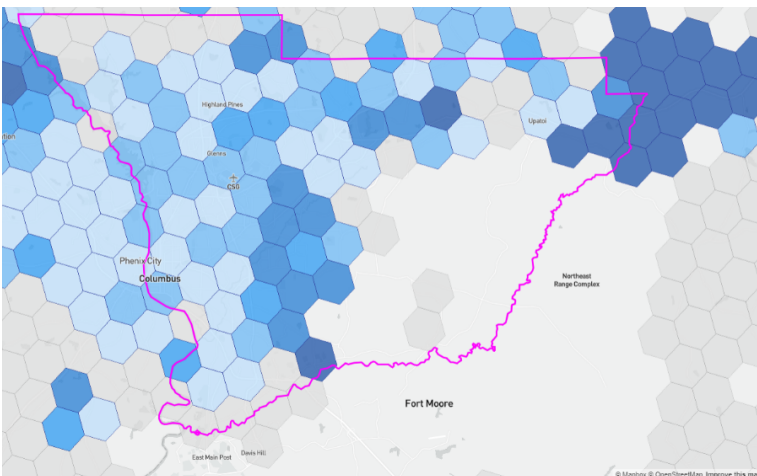
The Federal Communications Commission (FCC) Fixed Broadband Deployment Area Summary Map (December, 2022) shows terrestrial broadband is offered at 25 Mbps/3 Mbps to 96.95% of Muscogee County residences. Service at the 100/20 level is offered to 96.79% of residential locations, 250/25 to 96.36% of residential locations, and 1000/100 to 26.02% of residential locations. Fiber service is offered at 25 Mbps/3 Mbps, 100/20, 250/25 and 1000/100 to 26.02% of residential locations in Muscogee County and 26.45% of business locations.

Fixed Residential Broadband Providers, Muscogee County



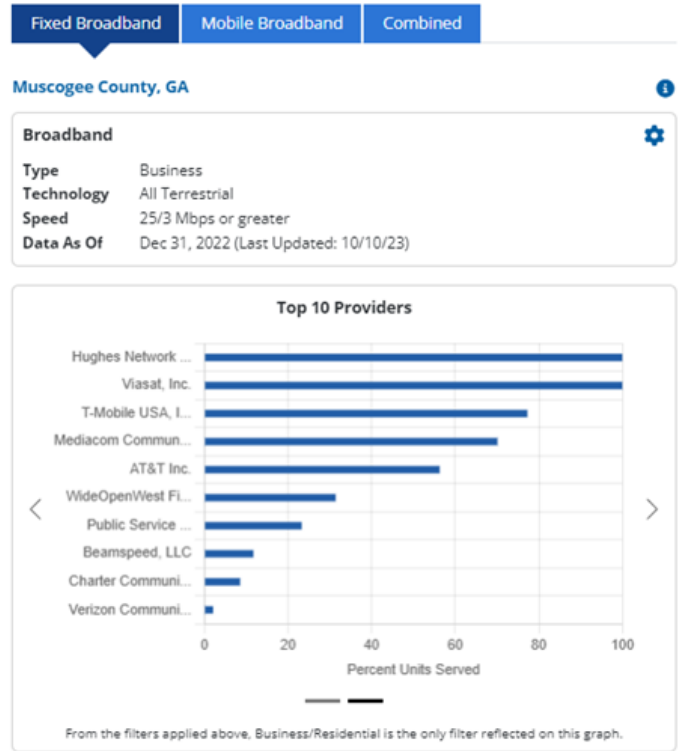
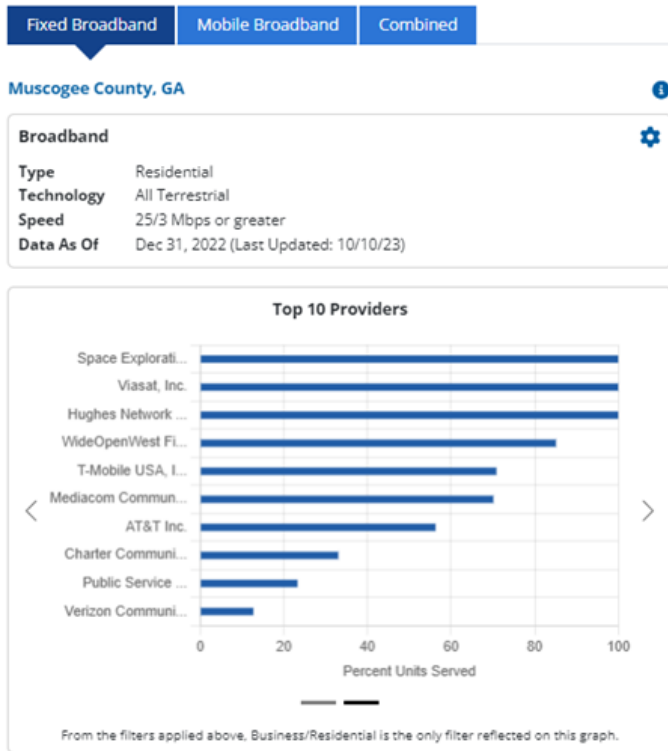
Source: Federal Communications Commission Fixed Broadband Deployment Area Summary Map, December 31, 2022 (latest public release).

Availability of Fiber Service to Residential and Business Locations in Muscogee County



Although overall county percentages of areas lacking service are low, many pockets of residential and business locations do not have access to fixed broadband service at minimum threshold service levels. However, as the map below shows, fiber service is not yet available to all residential and commercial locations, even within census blocks with a large percentage of coverage.

EXPANSION FUNDING



The community needs to be positioned to facilitate, and to take advantage of any opportunity to facilitate, enhanced service delivery. Although overall county percentages of areas lacking service are small, many pockets of residential and business locations continue to lack fixed broadband service at minimum thresholds. By reducing obstacles to infrastructure investment and streamlining permitting processes, the community expects to be well-positioned for future funding and partnerships that will support deployment at the level necessary for business, education, healthcare, agriculture, and overall quality of life.

COLUMBUS GEORGIA 2038 COMPREHENSIVE PLAN

CHAPTER 7: URBAN SERVICES



CONTENTS:

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

WASTE MANAGEMENT & RECYCLING

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

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

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

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



Columbus Recycling Center

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

ENERGY GENERATION & USAGE

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

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



North Highlands Dam

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

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

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

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

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

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



High Voltage Transmission Lines

ELECTRICAL SYSTEM

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

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



Georgia Power Substation

POWER SOURCES

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



Bartletts Ferry Dam (north of Columbus, GA)



Oliver Dam



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



North Highlands Dam

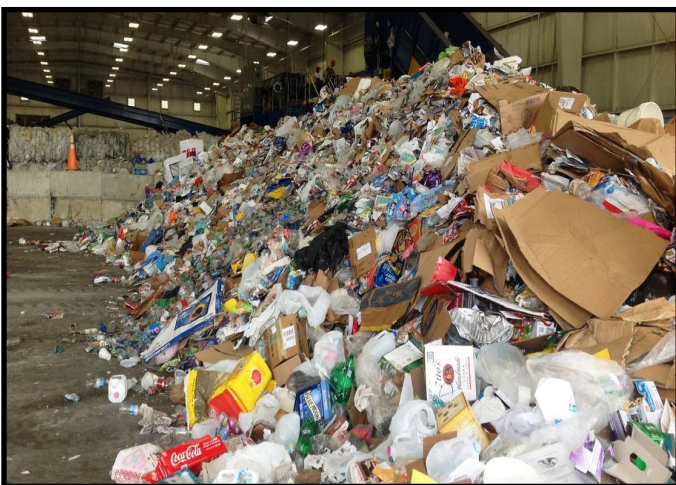
RENEWABLE RESOURCES

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

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



Ribbon Cutting for Solar Power Facility at Fort Benning



Refuse awaiting processing - Pine Grove Landfill



Bibb Pond on the Chattahoochee River

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

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

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

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



Columbus Water Works Treatment Facility

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

STORM WATER

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

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



Bull Creek

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

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



Cell Phone Tower along Manchester Expressway

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

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

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

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



CRIME

Columbus Quarterly Part-One Crime Comparison Between 2008 - 2018															
Part-One Crime	2018					2017					2016				
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total
Homicide	8	8			16	4	6	18	8	36	5	5	5	8	23
Rape	10	13			23	16	15	13	16	60	12	12	18	11	53
Robbery	57	82			139	76	157	121	89	443	135	142	124	150	551
Aggravated Assault	86	113			199	93	110	129	101	433	123	106	90	106	425
Burglary	310	422			732	522	360	555	539	1,976	610	495	574	574	2,253
Larceny	1,417	1,503			2,920	1,346	1,380	1,469	1,657	5,852	1,505	1,797	1,606	1,487	6,395
Theft by Taking MV	168	163			331	163	259	167	216	805	242	211	231	187	871
Part-One Total	2,056	2,304	0	0	4,360	2,220	2,287	2,472	2,626	9,605	2,632	2,768	2,648	2,523	10,571
Part-One Crime	2015					2014					2013				
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total
Homicide	2	3	6	6	17	5	6	7	4	22	9	3	4	6	22
Rape	12	19	20	17	68	12	13	10	12	47	8	8	12	8	36
Robbery	118	125	123	179	545	87	138	131	155	511	109	91	124	157	481
Aggravated Assault	112	136	124	140	512	110	146	148	116	520	115	139	130	101	485
Burglary	635	662	675	588	2,560	649	847	1,079	1,136	3,711	638	843	919	955	3,355
Larceny	1,774	1,799	1,947	2,112	7,632	1,682	2,003	2,533	2,212	8,430	1,806	1,936	2,055	2,168	7,965
Theft by Taking MV	252	283	279	243	1,057	304	245	317	306	1,172	231	265	272	342	1,110
Part-One Total	2,905	3,027	3,174	3,285	12,391	2,849	3,398	4,225	3,941	14,413	2,916	3,285	3,516	3,737	13,454
Part-One Crime	2012					2011					2010				
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total
Homicide	8	4	5	0	17	2	4	8	3	17	2	3	5	5	15
Rape	11	7	6	6	30	9	9	8	14	40	9	12	10	6	37
Robbery	73	120	119	111	423	90	86	113	129	418	113	125	128	103	469
Aggravated Assault	122	137	134	135	528	113	120	129	102	464	120	122	144	99	485
Burglary	523	636	750	803	2,712	724	898	897	820	3,339	735	889	920	915	3,459
Larceny	1,625	1,925	2,195	2,237	7,982	1,669	2,042	2,319	1,988	8,018	1,843	2,684	2,224	1,999	8,750
Theft by Taking MV	181	211	221	234	847	240	218	301	290	1,049	250	257	278	225	1,010
Part-One Total	2,543	3,040	3,430	3,526	12,539	2,847	3,377	3,775	3,346	13,345	3,072	4,092	3,709	3,352	14,225
Part-One Crime	2009					2008									
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year Total					
Homicide	1	2	3	7	13	11	5	3	11	30					
Rape	13	17	9	10	49	13	8	23	23	67					
Robbery	99	138	182	147	566	104	123	182	229	638					
Aggravated Assault	104	160	139	135	538	99	141	145	147	532					
Burglary	719	905	1,154	1,019	3,797	635	744	887	974	3,240					
Larceny	1,908	2,281	2,547	2,373	9,109	2,001	2,507	2,520	2,273	9,301					
Theft by Taking MV	345	421	428	340	1,534	374	363	468	417	1,622					
Part-One Total	3,189	3,924	4,462	4,031	15,606	3,237	3,891	4,228	4,074	15,430					



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

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

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

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

PARKS

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

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

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



Dinglewood Park

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

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

PARKS

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

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

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



Weracoba Park

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

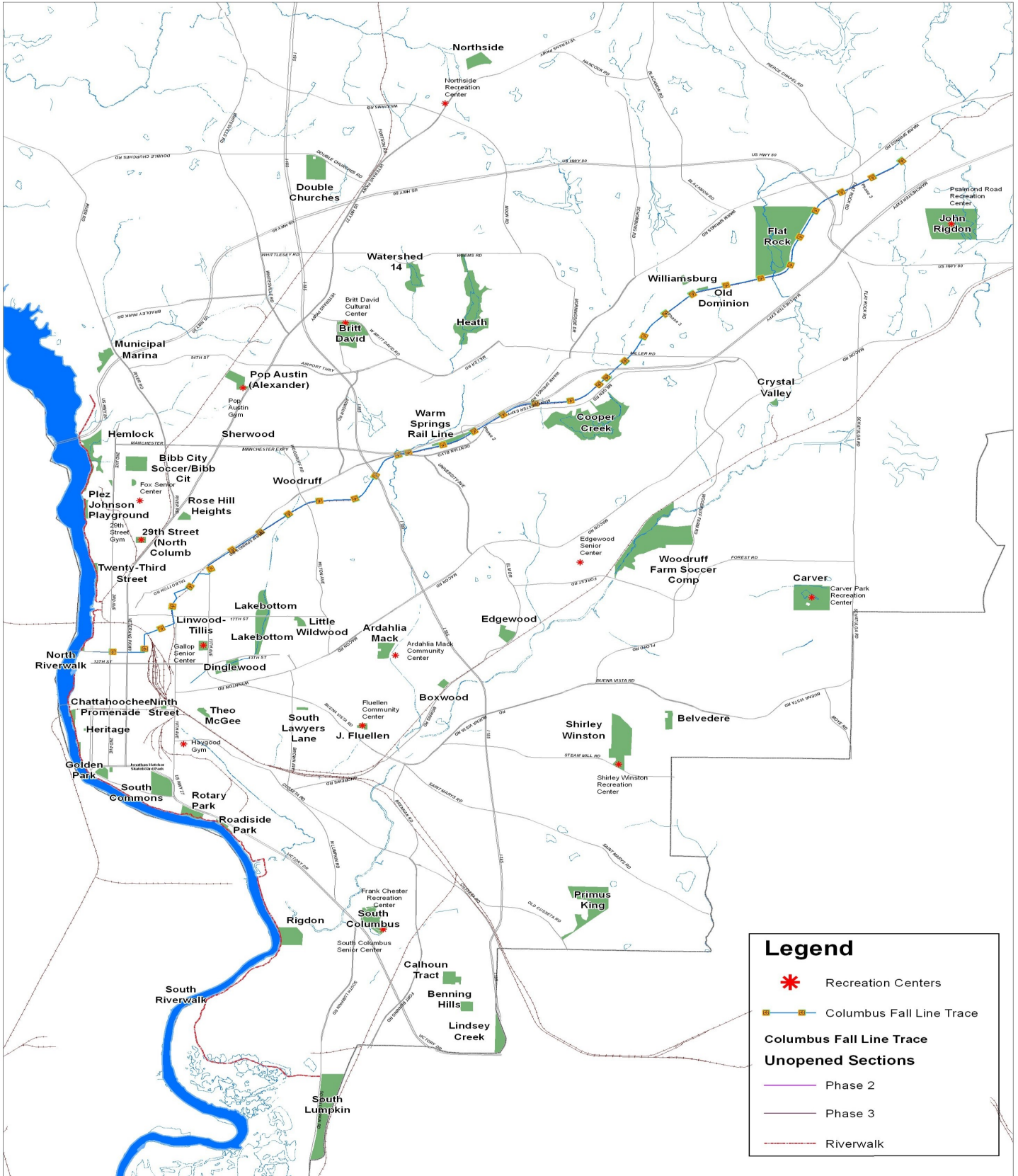


Flat Rock Park



Dog Park at Oxbow Support Facility

PARKS



Park Map

HISTORIC PRESERVATION

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

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

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

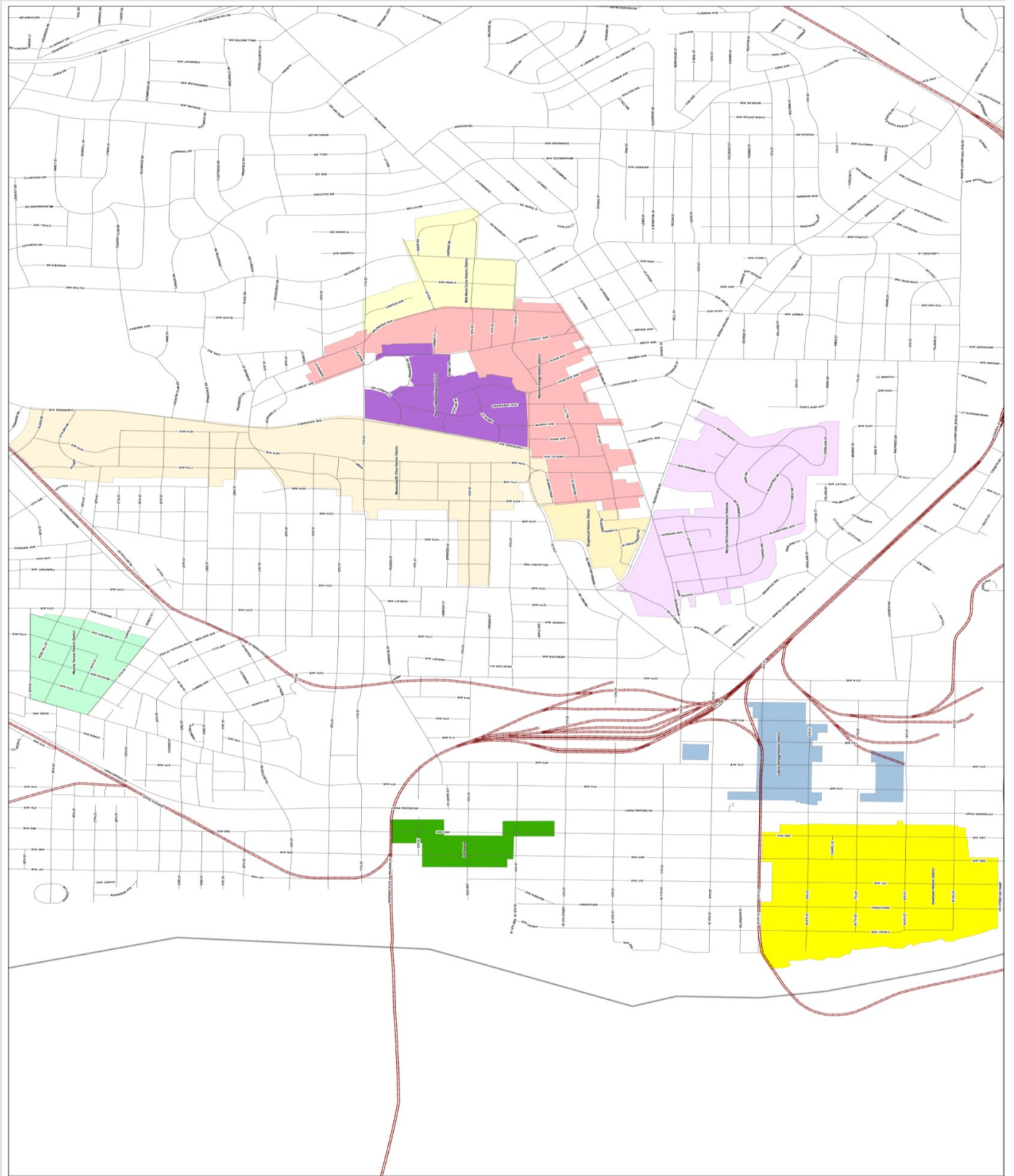
Of these, all but the Liberty Heritage Historic District are also listed on the National Register of Historic Places. National Register (NR) listing is intended to recognize buildings, sites, districts, structures and objects significant in national, state or local historic, archaeology, architecture,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



Springer Opera House



W.C. Bradley Co. Building



Historic Districts In Columbus

WATER

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



Kayakers enjoy the rapids on the Chattahoochee



Flat Rock Creek at Flat Rock Park



Lindsey Creek passing through a culvert



Lake Oliver

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

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

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



Lake Oliver

CHAPTER 8: CHARACTER AREAS

CONTENTS:

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

INTRODUCTION

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

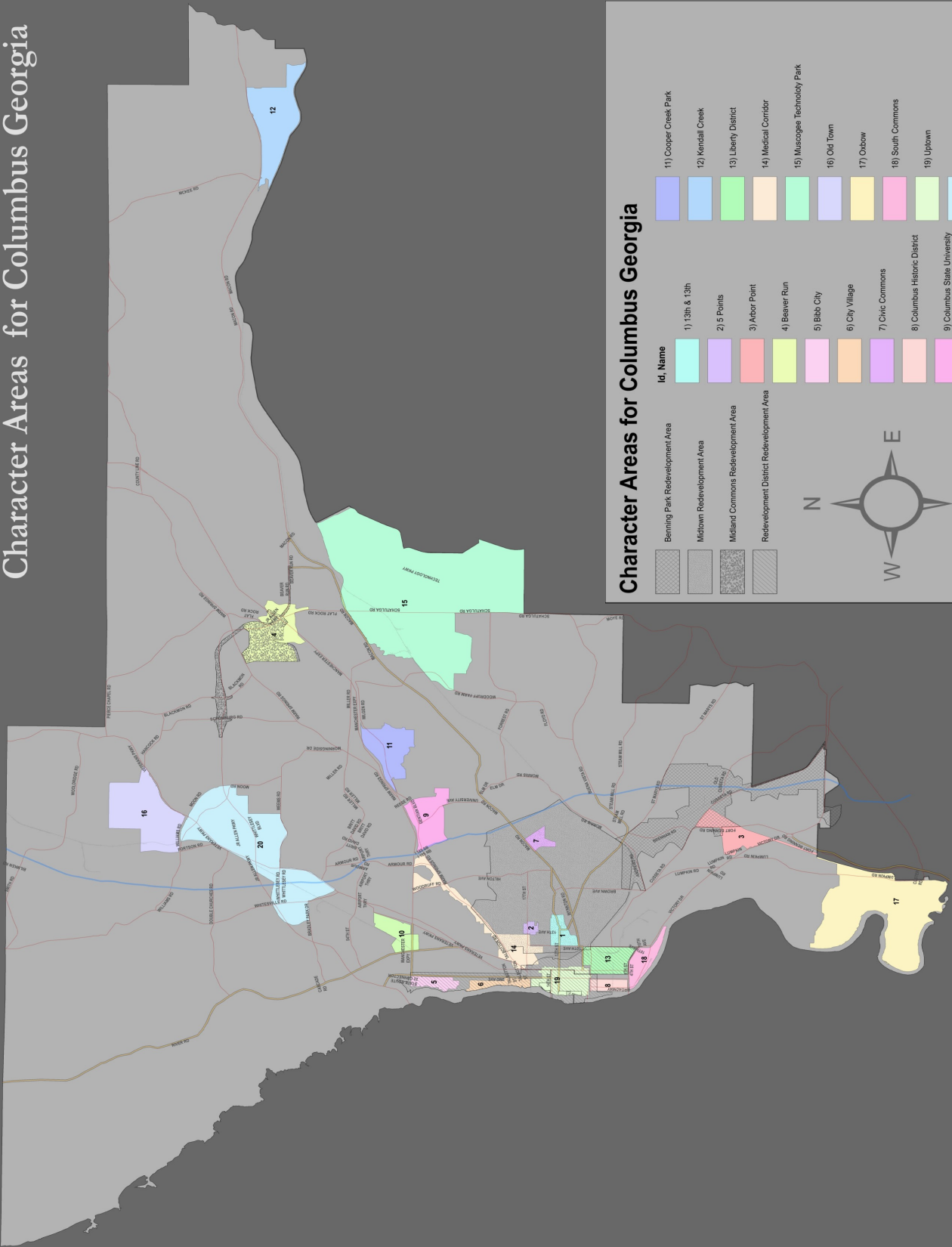
Columbus is made up of a variety of neighborhoods, communities, places and environments that each has special or unique characteristics. The Character Areas in the Comprehensive Plan were developed to identify places that show a common form of development and land use pattern, lifestyle and "feel", intensity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

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



Henry Wellge's Columbus Map—1886

Character Areas for Columbus Georgia



Character Areas for Columbus Georgia

Id.	Name
11	Cooper Creek Park
12	Kendall Creek
13	Liberty District
14	Medical Corridor
15	Musagee Technology Park
16	Old Town
17	Osbow
18	South Commons
19	Uptown
20	Veterans - Whitlsey Commercial Corridor
1	13th & 13th
2	5 Points
3	Arbor Point
4	Beaver Run
6	Babb City
7	City Village
8	Civic Commons
9	Columbus Historic District
10	Columbus State University
10	Columbus Tech/Bealwood

- Benning Park Redevelopment Area
- Midtown Redevelopment Area
- Midland Commons Redevelopment Area
- Redevelopment District Redevelopment Area



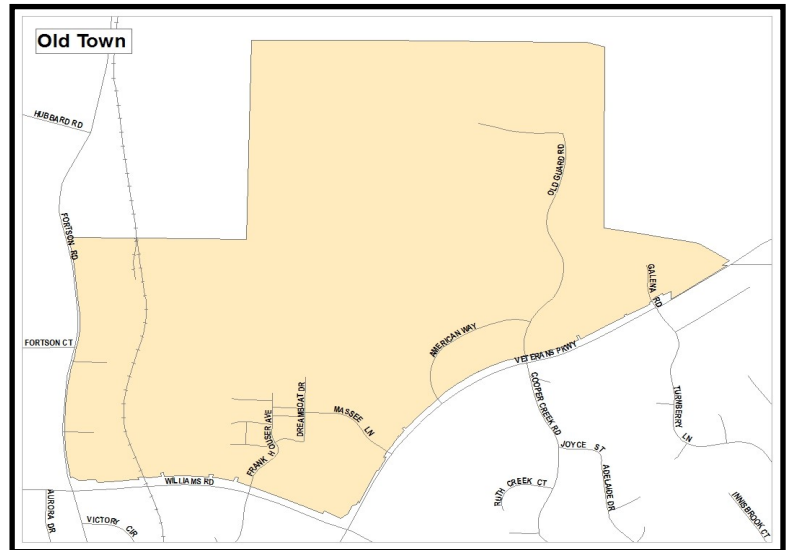
Old Town

Description:

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

Land Uses:

Mixed-use, Public/Institutional



Old Town Character Area Map

Implementation Measures:

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

CHARACTER AREAS



“Town Hall”



Community Pool at Swallowtail Flats



Store Fronts



Single Family Residence



Community Center



Lofts

Veterans-Whittlesey Commercial Corridor

Description:

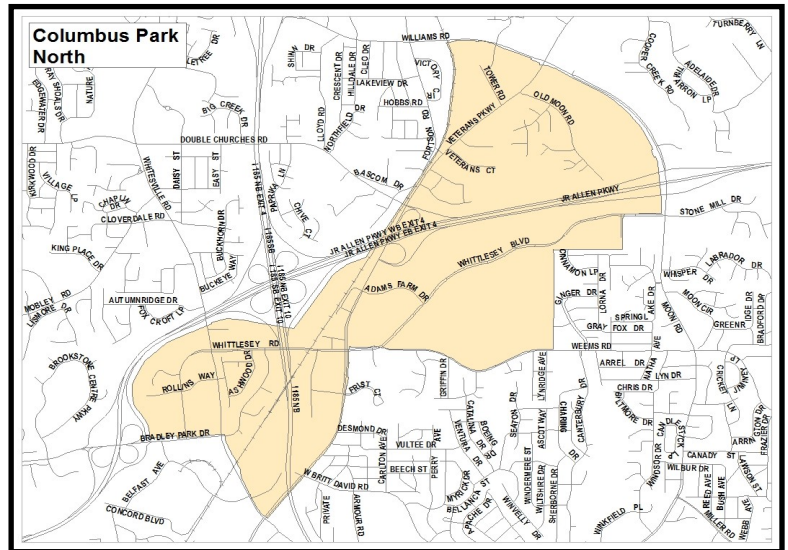
Veterans-Whittlesey incorporates the developments of Columbus Park Crossing, Northlake, Calvary, and Bradley Park. It is the central retail destination in Columbus and the region.

Land Uses:

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

Implementation Measures:

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



Veterans-Whittlesey Commercial Corridor Character Map

CHARACTER AREAS



Car Dealerships along Whittlesey Road



Vacant Sears Building



Vacant Storefronts



Movie Theater at Columbus Park Crossing



Columbus Park Crossing



Greystone Apartments at Columbus Park Crossing

Kendall Creek

Description:

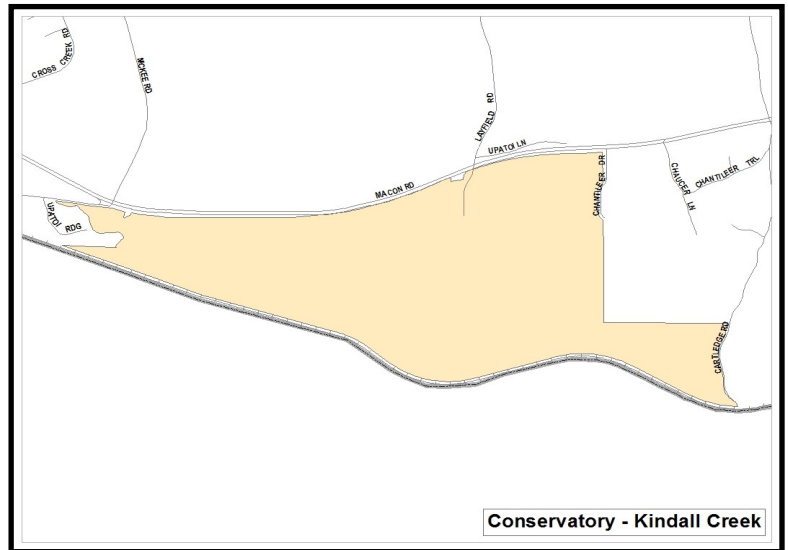
Kendall Creek encompasses 600+ acres owned by the Nature Conservancy. Kendall Creek is an environmentally sensitive area that sits along the Fall Line. Current efforts are being made to establish long-leaf pines which will help to repopulate the area with the red-cockaded woodpecker

Land Uses:

Undeveloped

Implementation Measures:

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



Kendall Creek Character Map

CHARACTER AREAS



Rocks along Kendall Creek



Red-cockaded Woodpecker



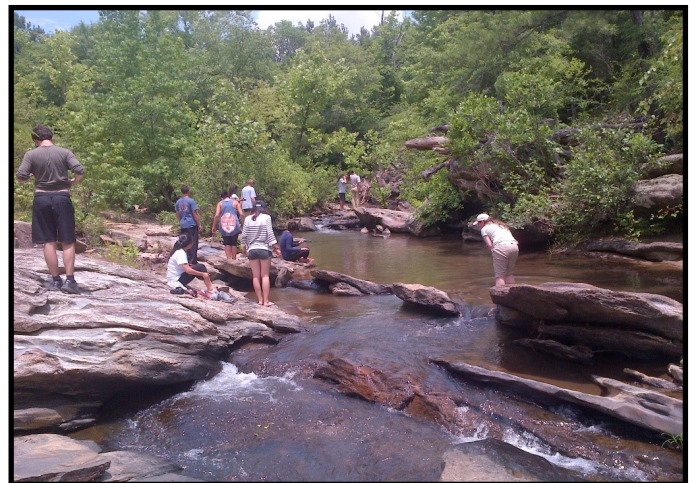
Long Leaf Pine Trees



Entrance



Kendall Creek as seen from US 80



Students exploring Kendall Creek

CHARACTER AREAS



New retail along US 80



Lakeside Village Apartments



Gas station and truck parking along US 80



Flat Rock Park



Big box retail and parking lot



Storefronts at Lakeside Village

Arbor Point

Description:

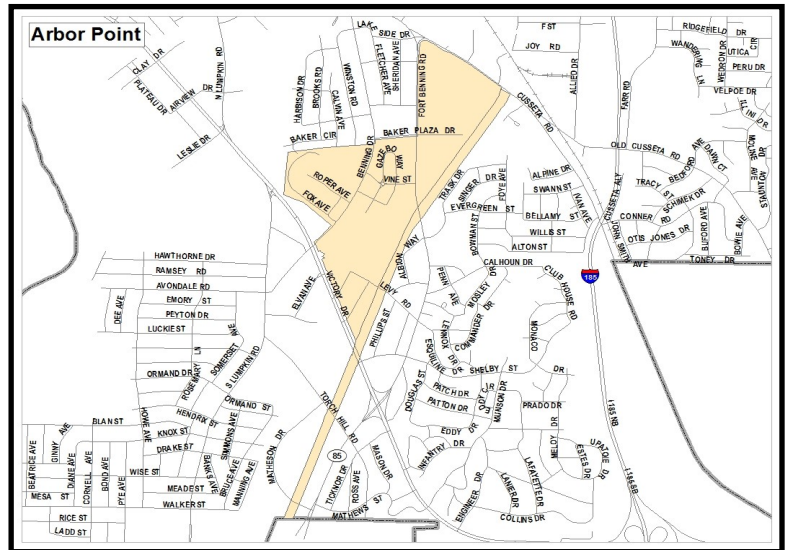
Arbor Point serves as the center point of new investment and a complete neighborhood. It is surrounded by recreational uses, schools, restaurants, general commercial, and access to public transit

Land Uses:

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

Implementation Measures:

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



Arbor Point Character Map

CHARACTER AREAS



Walmart On Victory Drive



Storefronts along Victory Drive



Apartments along Victory Drive



The New Spencer High School



Follow Me Trail Bridge being installed



Aerial view of Arbor Point Apartments

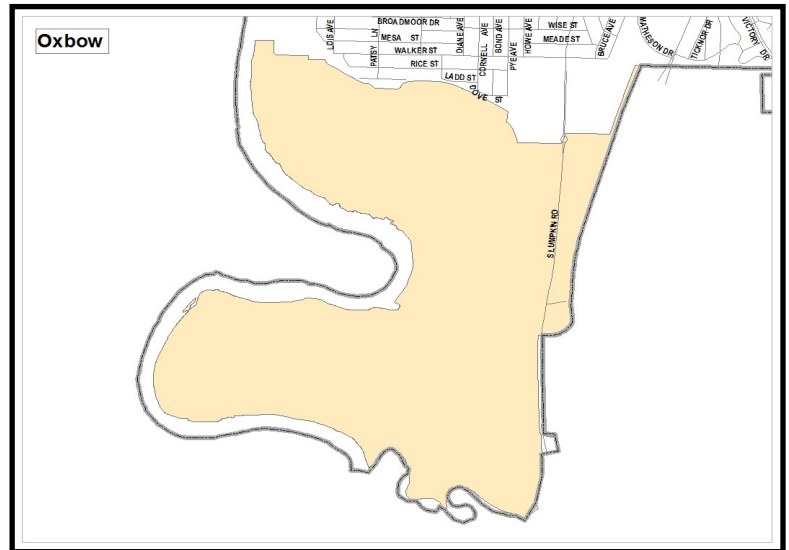
Oxbow

Description:

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

Land Uses:

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



Oxbow Character Map

Implementation Measures:

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

CHARACTER AREAS



Historic Westville



Oxbow Meadows Golf Course



National Infantry Museum



Oxbow Meadows Support Facility



Oxbow Meadows Environmental Learning Center



Oxbow Meadows TreeTop Canopy Trail

The Medical Corridor

Description:

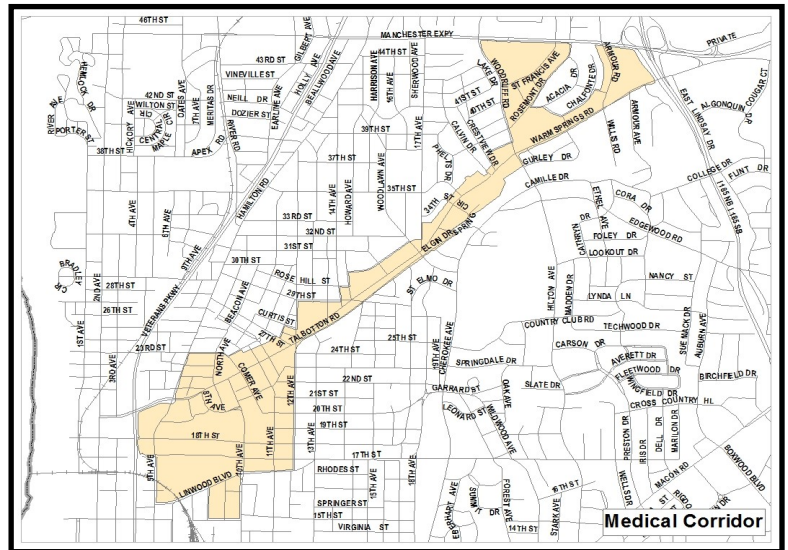
The Medical Corridor is the vital link between St. Francis Hospital campus and Piedmont Columbus Regional. The link follows Woodruff Road and Talbotton/Warm Springs Road. This area is awash with various medical-field users.

Land Uses:

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

Implementation Measures:

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



The Medical Corridor Character Map

CHARACTER AREAS



Saint Francis Hospital



Vacant Medical Office Building



Small Medical Office Building



John B. Amos Cancer Center Expansion



Talbotton Road Widening Project



Piedmont Columbus Regional Hospital

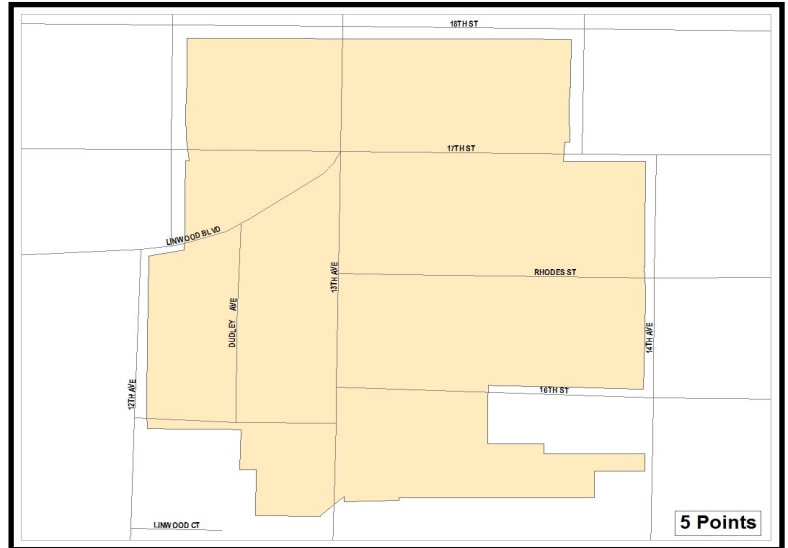
Five Points

Description:

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

Land Uses:

Neighborhood Commercial, Single Family Residential, Light Industrial



Five Points Character Map

Implementation Measures:

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

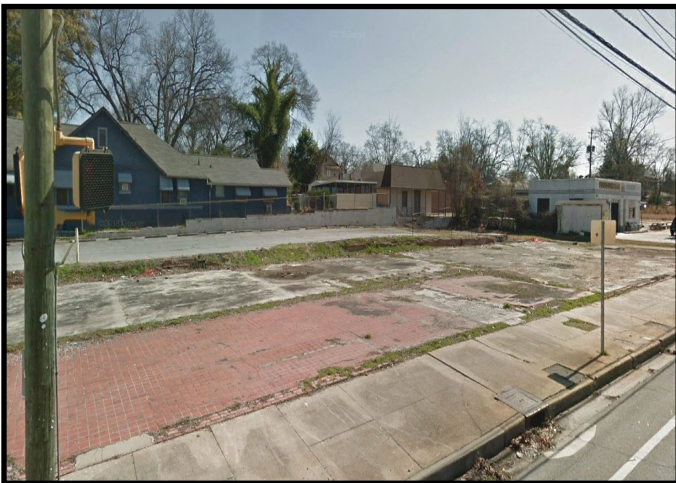
CHARACTER AREAS



Storefronts along 17th Street



Vacant Commercial Property along 13th Avenue



Vacant Property at 17th St and 13th Ave



Convenience Store at Five Points Intersection



Five Points Intersection



Vacant Property on 13th Avenue

13th & 13th

Description:

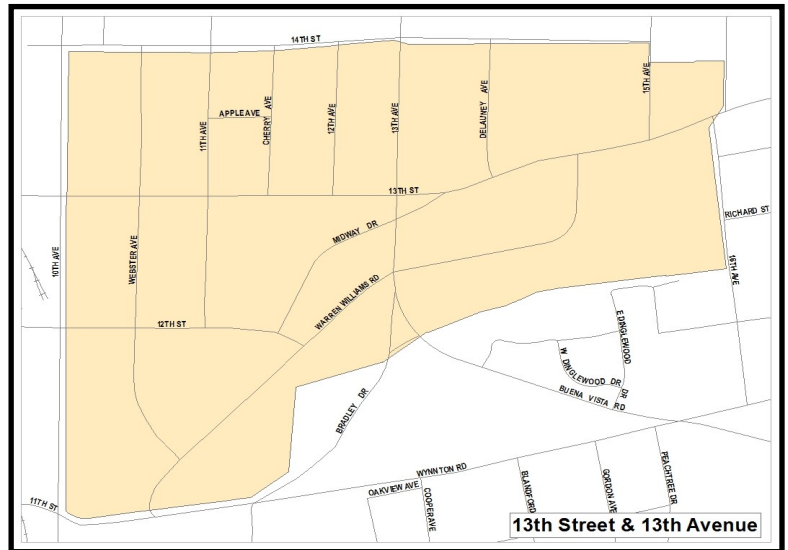
This area is also strategically located between Midtown and Uptown. Redevelopment in Midtown has occurred east of 13th Avenue but not west to 10th Avenue. Its strategic location offers numerous redevelopment opportunities and 13th Street is approved for a road diet which could spur said redevelopment.

Land Uses:

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

Implementation Measures:

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



13th & 13th Character Map

CHARACTER AREAS



Vehicles traveling along 13th Street



Brown Nicholson Terrace Senior Residences



Dinglewood Park



Sidewalk at The Village on 13th



Vacant Storefront along 13th Street



WRBL Station and Broadcast Tower

Civic Commons

Description:

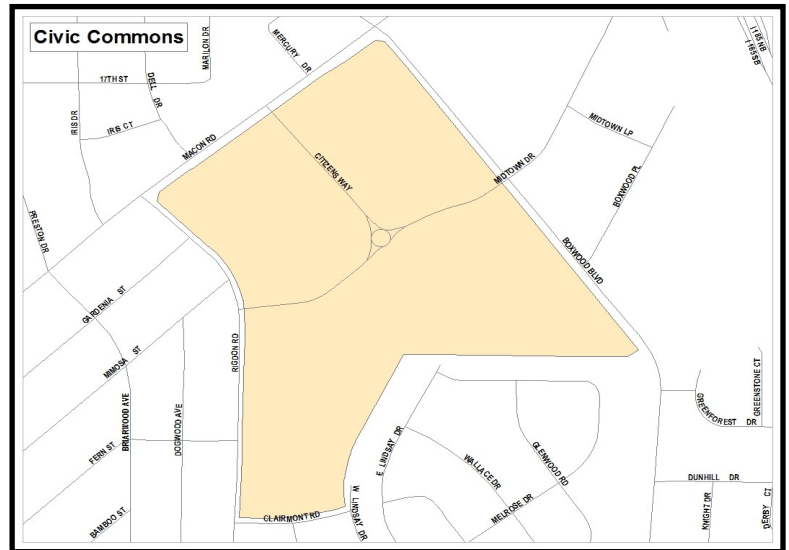
Civic Commons is a former grayfield that has been redeveloped as the center-point of local government. The CCG Citizen Service Center, the Muscogee County School District main office, the Columbus Main Library, the Rainey-McCullars School of Fine Arts, Rigdon Road Elementary, and the Columbus Aquatic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

Land Uses:

Public/Institutional, Park/Recreation/Conservation

Implementation Measures:

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



Civic Commons Character Map

CHARACTER AREAS



Citizen Service Center



Columbus Aquatic Center



Rainey-McCullers School of the Arts



Rigdon Road Elementary School



Muscogee County School District Admin. Building



Columbus Public Library

CHARACTER AREAS

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



Historic Liberty Theatre

Liberty District Master Plan



Concept Rendering for the Liberty District



Mildred Terry Library

Uptown

Description:

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

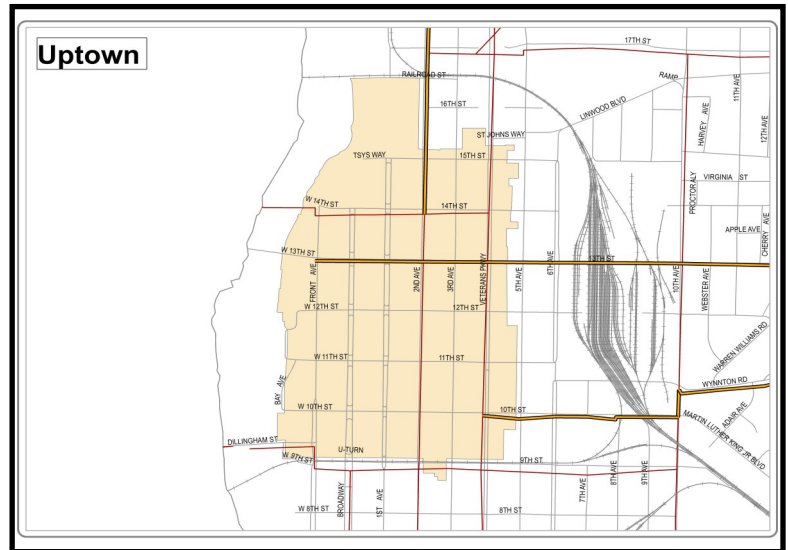
It is the main live, work, and play area of Columbus. Uptown is also a tourist destination, offering whitewater rafting, zip lining, outdoor concerts, Market Days, and numerous other attractions and events

Land Uses:

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

Implementation Measures:

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



Uptown Character Area Map

CHARACTER AREAS



Shopping and Dining on Broadway



RiverCenter for the Performing Arts Fountain



Kayaker leaving a Sporting/Camping Good Store



Whitewater Rafting on the Chattahoochee



Diners enjoying outdoor seating on Broadway

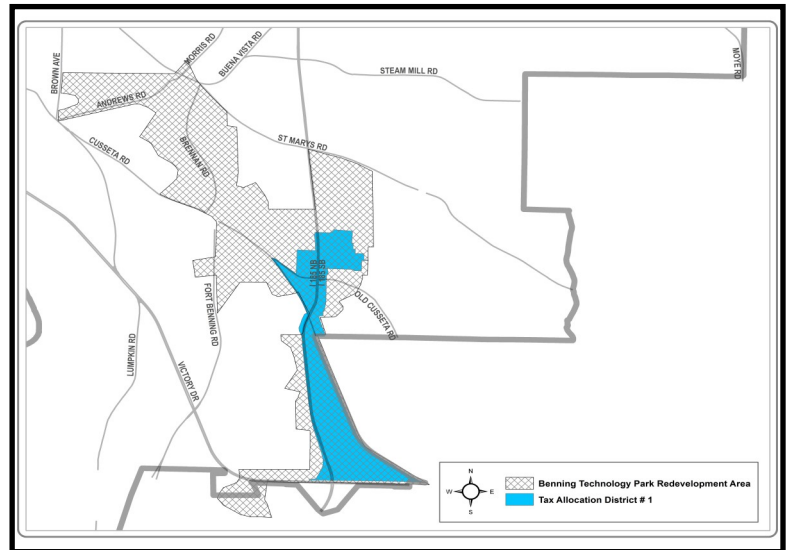


RiverWalk at Woodruff Riverfront Park

Benning Tech Park Redevelopment Area - Tax Allocation District #1

Description:

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



Tax Allocation District 1 Map

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

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

Land Uses:

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

Implementation Measures:

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



Ankerpak Packaging and Receiving



Machine Sales/Repair shop on Andrews Road



Manufacturing/Industrial Facility on Brennan Road

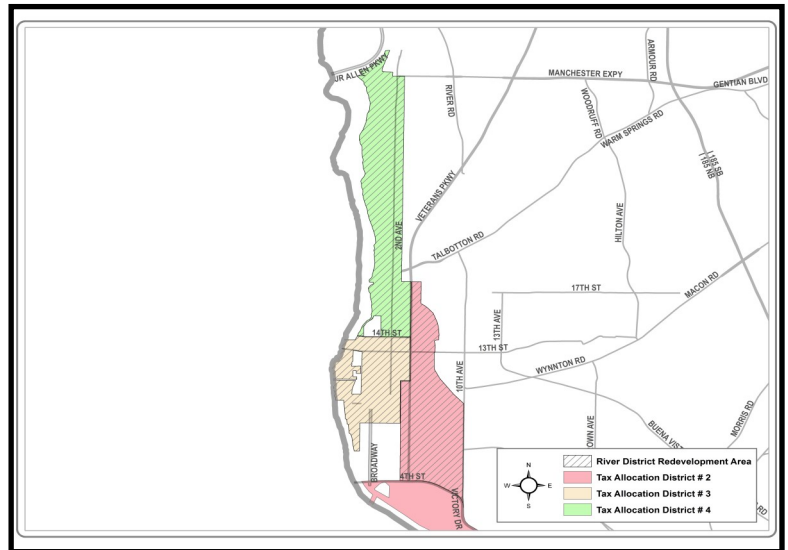


New Spencer High School

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

Description:

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



Tax Allocation District 2, 3, & 4 Map

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

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

Land Uses:

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

Implementation Measures:

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



Time Lapse of traffic along 1st Avenue



Traditional storefronts with living space above

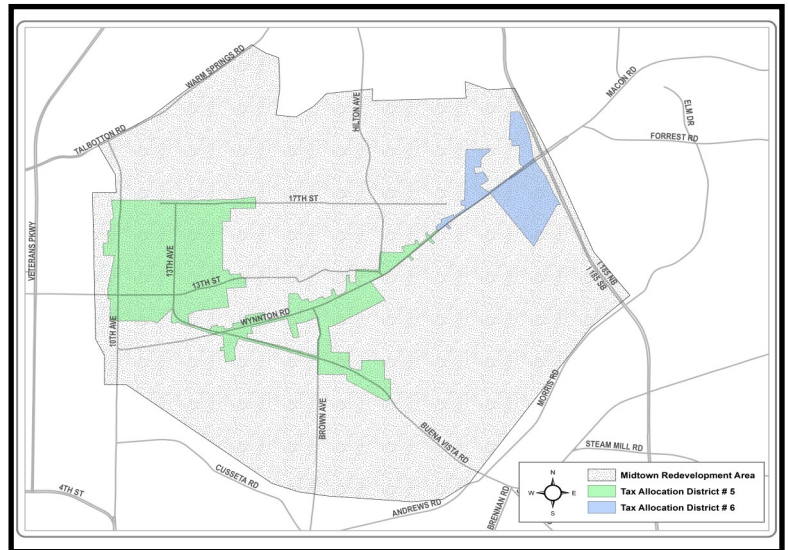


Dilapidated building along 6th Avenue

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

Description:

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



Tax Allocation District 5 & 6 Map

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

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

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

Land Uses:

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

Implementation Measures:

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



OBGYN Office



Wynnton Elementary School



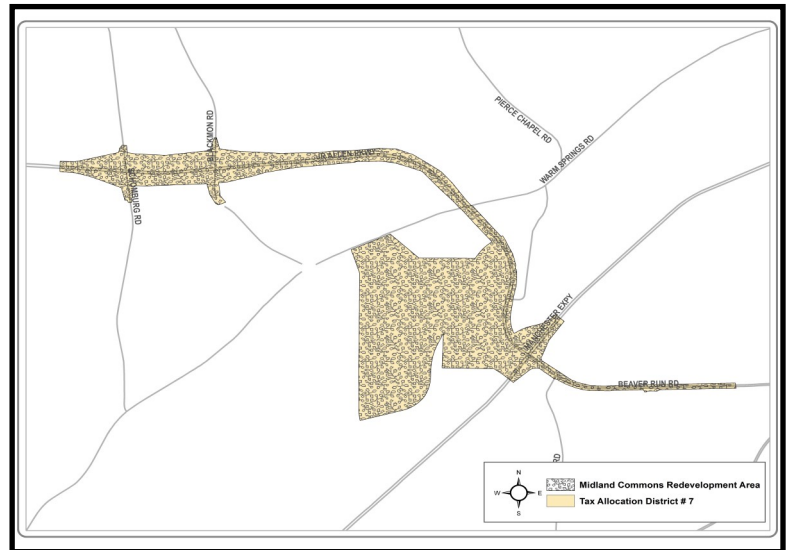
Shopping Center along Macon Road

Midland Commons Redevelopment Plan - Tax Allocation District #7

Description:

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

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



Tax Allocation District 7 Map

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

Land Uses:

Public/Institutional, Vacant/Undeveloped

Implementation Measures:

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

CHARACTER AREAS

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

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

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



Swift Spinning Mills Site Concept Rendering



Swift Spinning Mills Site Aerial



Shopping along Gateway Road



Fall Line Trace

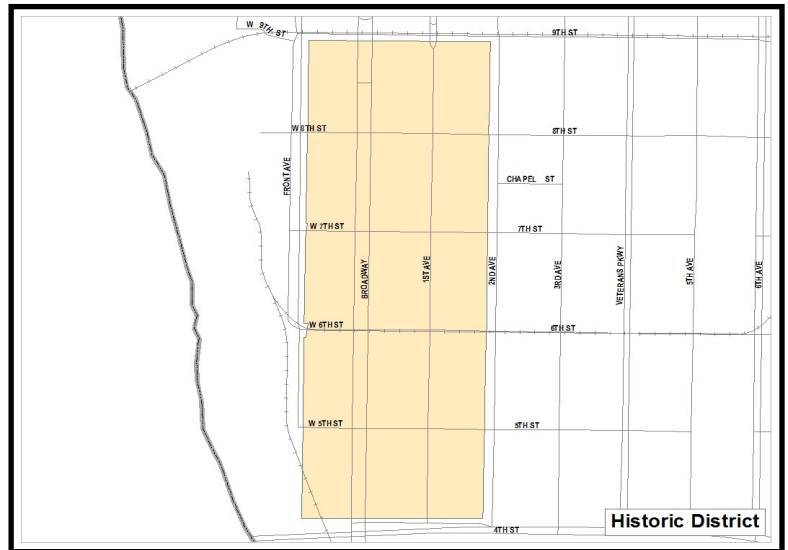
Columbus Historic District

Description:

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

Land Uses:

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



Columbus Historic District Character Map

Implementation Measures:

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

CHARACTER AREAS



Pemberton House



Restaurant in the Historic District



Single Family Residences in the Historic District



Single Family Residence in the Historic District



Business operating in historic home



Fountains at Heritage Park

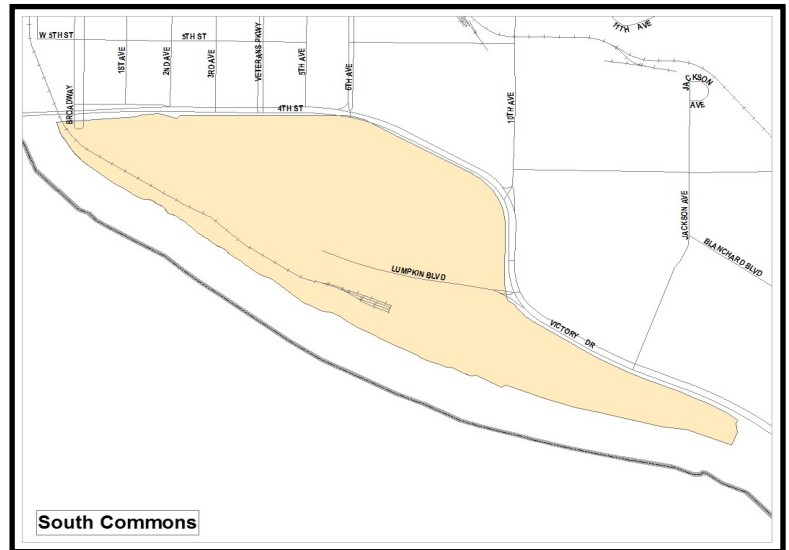
South Commons

Description:

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

Land Uses:

Public/Institutional



South Commons Character Map

Implementation Measures:

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

CHARACTER AREAS



Columbus Civic Center



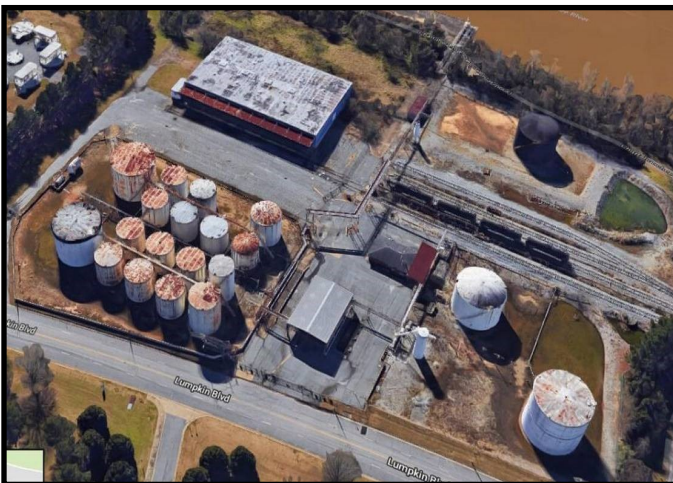
AJ McClung Memorial Stadium



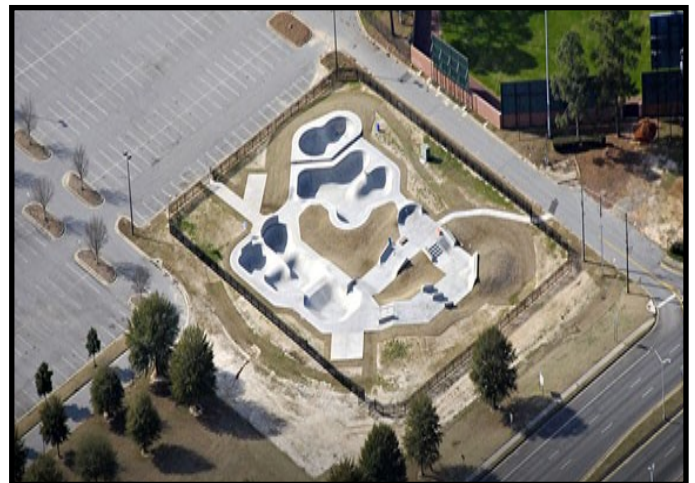
South Commons Baseball Complex



Columbus Ice Rink



Tank Farm



Johnathon Hatcher Skate Park

Muscogee Technology Park

Description:

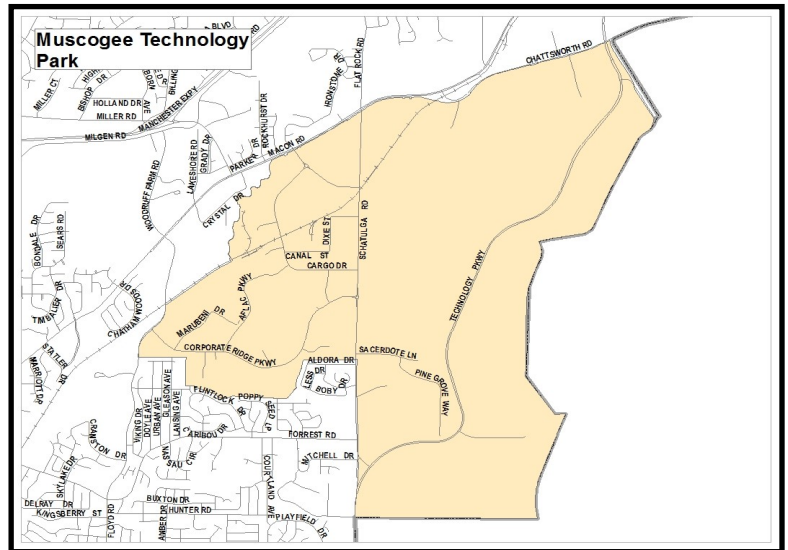
The Muscogee Technology Park (MTP) character area includes MTP, the East Columbus Industrial Park, and Corporate Ridge. MTP is a 1,550-acre business park that is designated as a Georgia Ready for Accelerated Development site and a Foreign Trade Zone. East Columbus Industrial Park, now known as Corporate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

Land Uses:

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

Implementation Measures:

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



Muscogee Technology Park Character Map

CHARACTER AREAS



Jack T. Rutledge State Prison



Pine Grove Landfill



Columbus Recycle Center



Anthem Blue Cross Office Building



Storefronts along Milgen Road



AFLAC Headquarters

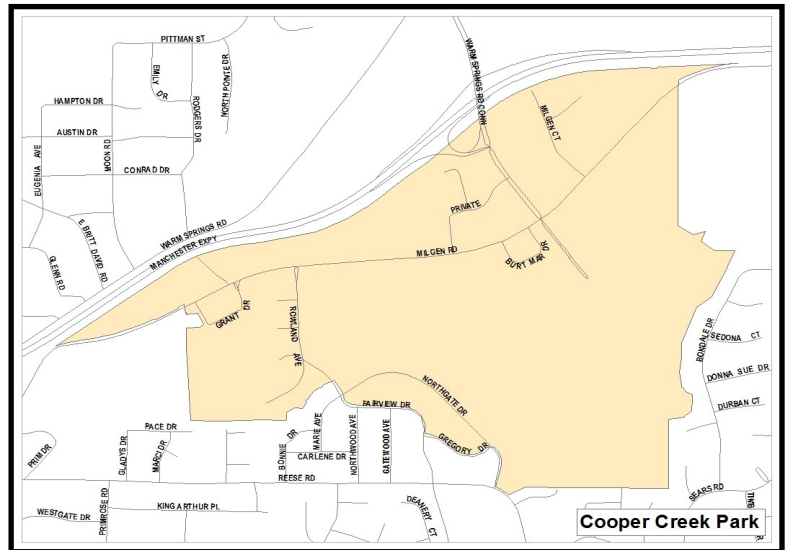
Cooper Creek Park

Description:

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

Land Uses:

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



Cooper Creek Park Character Map

Implementation Measures:

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

CHARACTER AREAS



Christ Community Church on Milgen Road



Playground at Cooper Creek Park



Lake at Cooper Creek Park



Cougar Village on Milgen Road



Storefronts along Milgen Road



Cooper Creek Tennis Facility

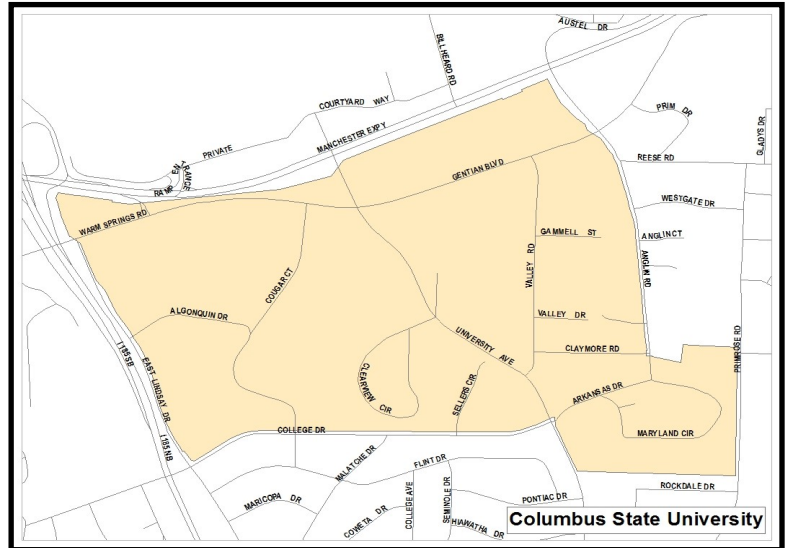
Columbus State University (CSU)

Description:

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

Land Uses:

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



Columbus State University Character Map

Implementation Measures:

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

CHARACTER AREAS



Shopping Plaza along Gentian Road



Cunningham Center at Columbus State University



Entrance Sign for Columbus State University



Columbus State University



Schuster Student Success Center at CSU



Georgia Power Office on Gentian Road

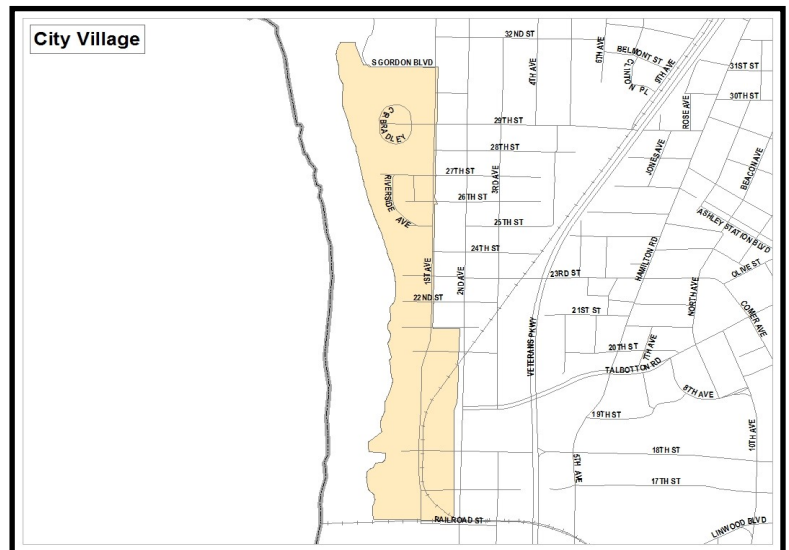
City Village

Description:

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

Land Uses:

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



City Village Character Map

Implementation Measures:

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

CHARACTER AREAS

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



Concept Art for City Village Development Plan



Burned Houses



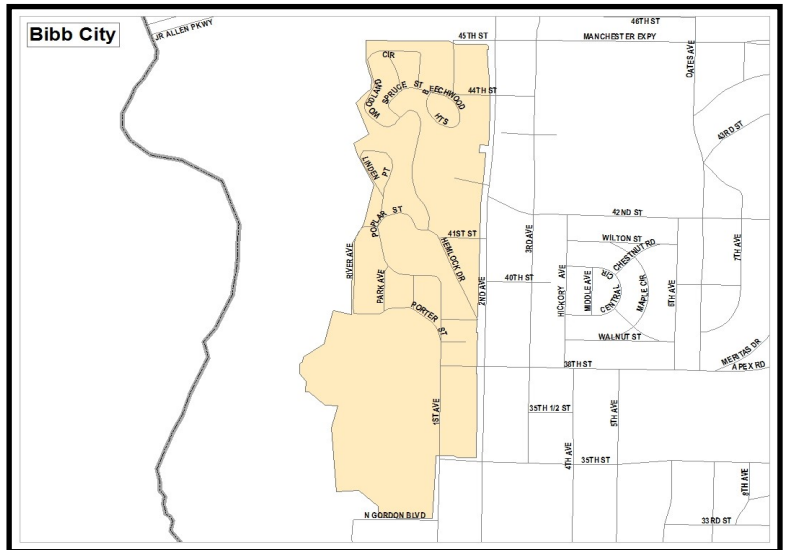
Johnston Mill Lofts

Bibb City

Description:

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

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



Bibb City Character Map

Land Uses:

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

Implementation Measures:

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

CHARACTER AREAS



Abandoned Bibb City Elementary



Single Family Residence



New single family housing under construction



Storefronts in Bibb City



RiverMill Event Center

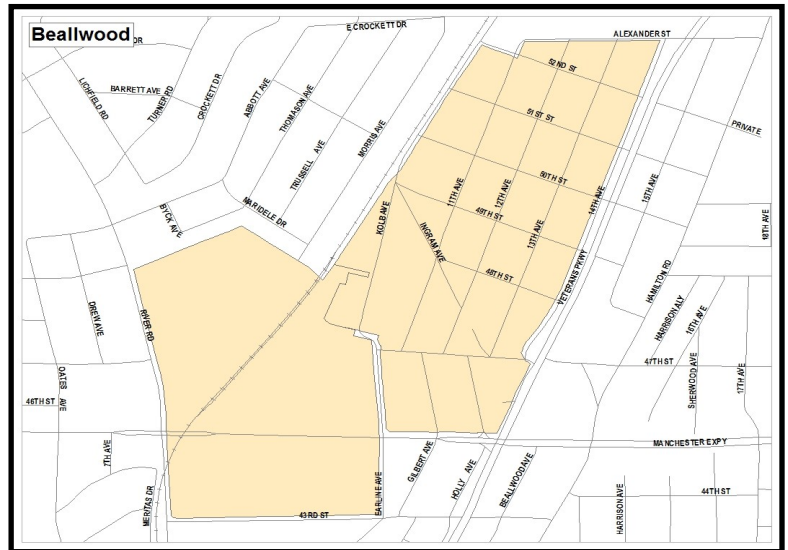


River Walk Bridge Expansion

Columbus Tech & Beallwood

Description:

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



Columbus Tech / Beallwood Character Map

Land Uses:

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

Implementation Measures:

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

CHARACTER AREAS

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



Shopping Center on Manchester Expressway



Classrooms at Columbus Tech



Neighborworks Duplex



Beallwood School

CHAPTER 9: COMMUNITY VISION AND GOALS



CONTENTS:

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

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

COMMUNITY VISION

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

Economic Development

Goals:

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

Land Use Goals

Goals:

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

Transportation Goals

Goals:

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

Housing Goals

Goals:

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

Urban Services Goals

Goals:

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

CHAPTER 10: Short Term Work Program

CONTENTS:

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

Columbus/Muscogee County Community Work Program Update								
2023-2028								
	2024	2025	2026	2027	2028	Responsibility	Cost	Funding
Economic Development								
GOAL: Align local businesses with the local school system								
Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.	X	X				Columbus 2025	TBD	PPP
Ensure that three- and four-year olds have access to high early childhood education.	X	X				Columbus 2025	TBD	Various public and philanthropic sources / PPP
Expand the Columbus State-Columbus Tech partnership to other higher learning institutions in the region		X	X	X		Columbus State University / Columbus Technical College	TBD	State of Georgia
Expand efforts to introduce students to education and career possibilities from a young age.	X	X				Columbus 2025	TBD	PPP
Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.	X	X				Columbus 2025	TBD	Various public and philanthropic sources / PPP
GOAL: Greater Columbus must retain its best and brightest workers.								
Support the pursuit of a microchip plant or support services	X	X	X	X	X	Chips4Chips Coalition	TBD	Various public and philanthropic sources / PPP
Pursue defense industries that collaborate with the mission at Fort Moore	X	X	X	X	X	Greater Columbus Chamber of Commerce / Development Authority	TBD	PPP
Welcome and engage new residents who move to Greater Columbus with a relocating family member.	X	X				Columbus 2025	TBD	PPP
GOAL: Attract talented individuals to Greater Columbus.								
Attract educated expatriates back to Greater Columbus through a "boomerang" marketing program.	X	X				Columbus 2025	TBD	PPP
Support the promotion of Columbus State and Troy University's Phenix City campus as schools of choice for students from outside of the region.	X	X				Columbus 2025	TBD	Columbus State / Troy University

SHORT TERM WORK PROGRAM

GOAL: Greater Columbus must grow and expand existing businesses																			
Pratt-Whitney Expansion	X	X	X	X	X	X	X	X		Greater Columbus Chamber of Commerce / Development Authority	\$206,000,000			Pratt-Whitney					
Support expansion of Mercy Med to all parts of Columbus	X	X	X	X	X	X	X	X		Greater Columbus Chamber of Commerce / The Mill District / Planning Department	TBD			Various public and philanthropic sources / PPP					
GOAL: Recruit new firms and investments.																			
Continue to pursue new companies to the Muscogee Technology Park.	X	X	X	X	X	X	X	X		Greater Columbus Chamber of Commerce / Development Authority	TBD			Various public and philanthropic sources / PPP					
GOAL: Greater Columbus must advocate for economic growth.																			
Create a database of brownfields for potential redress.	X							X		Community Reinvestment Department	Staff Time			General Fund					
Expand the local film industry.	X							X		Columbus State University / Columbus Convention & Visitors Bureau / Greater Columbus Chamber of Commerce	Staff Time			Various public and philanthropic sources / PPP					
GOAL: Strengthen the culture of entrepreneurship in Greater Columbus																			
Streamline the start-up process for small businesses.	X	X	X	X	X	X	X	X		Planning Department / Inspections & Codes Department / Revenue Division	Staff Time			General Fund					
GOAL: Expand resources to open up entrepreneurship as a possibility for all residents																			
Develop policy including incentives for start up of small and existing businesses.	X	X	X	X	X	X	X	X		CCG	Staff Time			General Fund					
Establish a policy to reduce regulatory barriers for new businesses.	X	X	X	X	X	X	X	X		CCG	Staff Time			General Fund					

SHORT TERM WORK PROGRAM

GOAL: Promote Greater Columbus to external audiences																								
Pursue a major earned media campaign to generate positive coverage of Greater Columbus in external media markets	X	X																			Columbus 2025	TBD		PPP
Support efforts to promote Greater Columbus through travel, tourism, and events.	X	X																						CVB
GOAL: Maximize the impact of the region's greatest natural resource - the Chattahoochee River																								
Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region's core	X	X																						Various public and private sources
GOAL: Promote vibrant and attractive neighborhoods, corridors, and activity centers																								
Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X	X																						CCG
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X	X																						CCG
Expand the Painted Spaces Project.	X	X	X	X	X	X																		Various public and private sources
Continue efforts of developing a Riverfront Activity Area	X	X																						Local public and private sources
Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community	X	X																						Various public and private sources
Prepare new zoning options to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.	X	X																						CCG

SHORT TERM WORK PROGRAM

Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.	X								Planning Department	Staff Time	CCG
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	X	X	X	CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	X	X	X	CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	X	X	X	Neighborworks Columbus	TBD	HOME
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	X	X	X	Planning Department / Midtown Inc.	Staff Time	Various public and private sources
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	X	X	X	Planning Department / Bibb Village Homeowner's Association	Staff Time	Various public and private sources
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.									Historic Columbus Foundation / Planning Department	TBD	Grants / PPP
GOAL: Connect people and places with expanded opportunities for walking, biking, and transit use.											
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities	X	X	X	X	X	X	X	X	Metra	TBD	Various public sources
GOAL: Promote civic improvement efforts as a tool of economic development											
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	X	X	X	City Manager	Staff Time	CCG

SHORT TERM WORK PROGRAM

Item	X	X	X	X	X	X	X	CCG	\$200,000,000	SPLOST
New Judicial Center.	X							CCG		Columbus Building Authority Bonds
New City Hall.	X	X						CCG	\$50,000,000	
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X							City Manager	Staff Time	CCG
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X						City Manager	Staff Time	CCG
Land Use										
GOAL: Eliminate sprawl and slow green-field development										
Provide for more mixed-use opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents.	X	X						Planning Department	Staff Time	CCG
Remove barriers to redevelopment.	X							Planning Department	Staff Time	CCG
Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X							Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	X		CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	X		Neighborworks Columbus	TBD	HOME
GOAL: Introduce new zoning regulations, techniques, and concepts to reintroduce into the urban core of Columbus.										
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as density-bonuses; form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X							Planning Department / Inspections and Codes Department	Staff Time	CCG

SHORT TERM WORK PROGRAM

Task	X	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG
Create conservation districts in established neighborhoods.	X									Planning Department	Staff Time	CCG
Review current mixed-use zoning regulations that can be adapted to infill development situations.	X									Planning Department	Staff Time	CCG
Pursue incentivizing development within walking and bicycling distance of existing and future transit and trail corridors to achieve improved location efficiency for housing, employment, recreation, and civic spaces.	X	X	X	X	X	X	X	X	X	Planning Department / Finance Department	Staff Time	CCG
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Land Use Map and core principles, including access to infrastructure, environmental sustainability, etc.	X									Planning Department	Staff Time	CCG
GOAL: Create a determined focus on sustainability.												
Implement the American Planning Association's Plan4Health program in a pilot area of Columbus. Healthy environment places should require access to varying levels of resources for leading a healthier life, such as physical access to employment, healthcare, shopping, or social connections, for persons of all abilities.	X							X		Planning Department / Various community partners	Staff Time	CCG
Create a pilot project that focuses on livable communities for all ages, with a focus on land-use, transportation, access to food, access to health services, and access to quality of life expectations.	X							X		Planning Department / Various community partners	Staff Time	CCG
Focus efforts to create design legislation that supports aging in place.	X	X								Planning Department	Staff Time	CCG
Refine policies and ordinances to extend Complete Streets design principles into land development plans.	X	X	X	X	X	X	X	X	X	Planning Department / Engineering Department	Staff Time	CCG
Encourage developers to utilize alternative water resource management, including but not limited to better efficiency measures, rainwater harvesting, or green infrastructure BMPs.	X									Planning Department / Engineering Department / Columbus Water Works	Staff Time	CCG

Encourage developers and builders to incorporate solar energy infrastructure into new developments and structures.	X	X					Planning Department / Georgia Power / Diversify Power / Flint Energies	Staff Time	CCG
Conduct a land needs assessment to identify buildable lands, infrastructure needs, and redevelopment barriers.	X	X					Planning Department	Staff Time	CCG
Seek funding to offer redevelopment incentives for brownfield and greyfield properties.	X						Community Reinvestment Department / Planning Department	Staff Time	CCG / CDBG / Grants
GOAL: Research and implement new concepts regarding land-use and development.									
As America becomes almost exclusively urban, increased pressure is placed on services and infrastructure; seek alternatives to traditional land-use and development standards.	X						Planning Department	Staff Time	CCG
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.	X						City Manager	Staff Time	CCG
GOAL: Offer incentives for adaptive reuse.									
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X						Historic Columbus Foundation / Planning Department	TBD	Grants / PPP
GOAL: Create a Neighborhood Identity Program.									
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X				Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources

SHORT TERM WORK PROGRAM

Transportation										
GOAL: Preserve or enhance existing transportation facilities.										
Steam Mill Road Improvements	X	X	X					C-PC MPO / Engineering Department	\$22,500,000	TIA 2
8th Street Improvements	X							C-PC MPO / Engineering Department	\$500,000	TSPLOST Discretionary
17th Street Improvements	X							C-PC MPO / Engineering Department	\$500,000	TSPLOST Discretionary
13th Street Improvements	X							C-PC MPO / Engineering Department	\$500,000	TSPLOST Discretionary
Resurfacing of local streets	X							Engineering	\$2,000,000	TSPLOST Discretionary
Oxbow Creek Bridge Improvements	X							Engineering	\$50,000	SPLOST
Improve transportation opportunities for people with disabilities.	X	X	X					C-PC MPO / Engineering Department	TBD	CCG
Improve transportation opportunities for aging populations.	X	X	X					C-PC MPO / Engineering Department	TBD	CCG
Prioritize maintenance of existing transportation infrastructure	X	X	X					C-PC MPO / Engineering Department	\$25,000,000	SPLOST
Study the feasibility of adding bike lanes to downtown areas that would complement and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.	X	X	X	X	X	X		C-PC MPO / Engineering Department	\$21,500,000	TIA 2
GOAL: Relieve congestion.										
Expand Metra services to include new trends, such as electrification, ride-share partnerships, and smaller carrier vehicles.	X							Metra	Staff Time	TIA2
Continue to identify locations for intersection improvements, including but not limited to roundabouts.	X	X	X	X	X	X		C-PC MPO / Engineering Department	Staff Time	CCG
GOAL: Expand the ideals of complete transportation.										
Build on the theme of alternative transportation modes and enhanced operational efficiency by introducing multimodal plans and programs designed to create a seamless transportation system with efficient and effective operations.	X	X	X	X	X	X		MPO / Metra	TBD	CCG

SHORT TERM WORK PROGRAM

Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / C-PC MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Integrate projects from the 2014 Alternative Transportation Plan into the Long Range Transportation Program (L RTP).	X	X							C-PC MPO	TBD	Federal/State DOT/Local
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	TBD
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	X	X	X	Engineering Department	Staff Time	CCG
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X	X	X	X	X	X	X	Planning Department / Engineering Department / Public Works Department	TBD	Various public and private sources
Implement bicycle safety improvements throughout the community.	X	X	X	X	X	X	X	X	C-PC MPO	TBD	TBD
GOAL: Implement plans for a high-speed rail connection to Atlanta											
Identify future Columbus Airport expansion opportunities	X	X	X	X	X	X	X	X	C-PC MPO / Columbus Airport Commission / FAA	\$25,000,000	TIA 2
Provide safer transportation options between Atlanta and Columbus	X	X	X	X	X	X	X	X	C-PC MPO / GDOT / USDOT	TBD	Various public and private sources
Align Columbus with national transportation goals	X	X	X	X	X	X	X	X	C-PC MPO / GDOT / USDOT	Staff Time	Various public and private sources
GOAL: Develop and maintain the Columbus Airport											
Open communication to attract multiple, low-cost air carriers	X	X	X	X	X	X	X	X	Columbus Airport Commission	TBD	TBD
Resurface the runway and taxi-way.	X	X	X	X	X	X	X	X	Columbus Airport Commission	\$35,000,000	Various public and private sources
Increase connections with other smaller airports in the southeast region.	X	X	X	X	X	X	X	X	Columbus Airport Commission	TBD	TBD
Columbus Airport Terminal Expansion									Columbus Airport Commission	\$25,000,000	TIA 2

SHORT TERM WORK PROGRAM

GOAL: Identify future transportation projects and complete existing transportation projects.											
Military Drive installation	X	X	X	X	X	X	X	X	CPC-MPO	\$2,714,209	M230
Williams Road & Fortson Road roundabout	X								Engineering Department / GDOT / C-PC MPO	\$1,551,968	LMIG
Sidewalk / Trail Connectivity Study	X	X	X	X	X	X	X	X	CPC-MPO	\$200,000	LOST
Gateway signage	X	X							Engineering Department / GDOT / C-PC MPO	\$500,000	LOST
School Traffic Impact Study	X	X	X	X	X	X	X	X	CPC-MPO	\$200,000	LOST
Edgewood Road Study	X	X	X	X	X	X	X	X	CPC-MPO	\$40,000	LOST
Uptown Street Lighting Upgrade	X	X							Engineering Department / Uptown Columbus	\$250,000	LOST
JR Allen at Schomburg Road and Blackmon Road Intersection Improvements	X	X	X	X	X	X	X	X	GDOT	\$11,300,000	TIA 2 / FHWA
Whitesville Road Widening	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$12,800,000	TIA 2
Columbus Riverwalk Repaving & Maintenance	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$12,500,000	TIA 2
South Lumpkin Road Streetscape	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$10,100,000	TIA 2
13th Avenue / 17th Street / Linwood Boulevard	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$6,650,000	TIA 2
Liberty Theater Block Enhancement	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$4,000,000	TIA 2
5th Avenue Trail Connector	X	X	X	X	X	X	X	X	CPC-MPO / Engineering Department	\$690,000	TIA 2

SHORT TERM WORK PROGRAM

Buena Vista Road Corridor Improvements	X	X	X							GDOT	\$10,700,000	TIA 2
Andrews Road Improvements	X	X	X							GDOT	\$6,800,000	TIA 2
Brennan Road Improvements	X	X	X							GDOT	\$9,200,000	TIA 2
University Avenue Road Diet / Streetscape	X	X	X							GDOT	\$6,000,000	TIA 2
Second Avenue Improvements	X	X	X							GDOT	\$18,200,000	TIA 2
Forrest Avenue Widening							X	X		TBD	\$15,400,000	TIA 2
Morris Road Improvements							X	X		TBD	\$12,000,000	TIA 2
Bridge Improvements: Miller Road & Manchester Expressway	X									C-PC MPO	\$18,000,000	Federal/State DOT/Local
54th Street Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Billings Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Torch Hill Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Morris Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
North Lumpkin Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
30th Avenue Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Andrews Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Double Churches Road Resurfacing	X	X	X	X	X					C-PC MPO	TBD	Federal/State DOT/Local
Bridge Improvements: SR 22 Spur & Weracoba Creek	X									C-PC MPO	\$2,154,356	Federal/State DOT/Local

SHORT TERM WORK PROGRAM

Dragonfly Connector - Dinglewood Park	X						Dragonfly Trails / CCG / DNR		Various public and private sources
Dragonfly Connector - Lakebottom Park	X						Dragonfly Trails / CCG		Various public and private sources
Infantry Road & Follow Me Trail Extension	X	X	X	X	X	X	C-PC MPO	\$2,728,572	M230
Mott's Green Plaza rehabilitation	X						C-PC MPO	\$1,039,500	Federal/State DOT/Local
Dragonfly Connector - Cherokee Avenue	X	X	X	X	X		Dragonfly Trails / CCG		Various public and private sources
Buena Vista Road - I-185 interchange	X	X					C-PC MPO	\$47,670,000	TIA
Spiderweb reconfiguration	X	X	X				C-PC MPO	\$40,000,000	TIA
Cusseta Road & Old Cusseta Road interchange and reconfiguration	X	X	X	X	X		C-PC MPO	\$58,269,412	TIA
Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities	X	X	X	X	X	X	Metra	\$25,000,000	TIA 2
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	X	Metra	\$25,000,000	TIA 2
Housing									
GOAL: Improve access to affordable, quality housing.									
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.							Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department	Staff Time	Various public sources
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods.	X.						Planning Department	Staff Time	CCG
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X						Regional Housing Task Force	Staff Time	Various public and private sources

SHORT TERM WORK PROGRAM

Utilize HOME funding for a CHDO to build one home	X							Community Reinvestment Department	\$160,688	HOME
Affordable Housing Development (8 homes)	X							Community Reinvestment Department	\$1,053,444	CDBG / HOME
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X							Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG
Accessibility Home Compliance Program (housing rehab)	X							Community Reinvestment Department	\$3,000	CDBG
Lead-Based Paint Testing Program	X							Community Reinvestment Department	\$1,000	CDBG
Utilize property acquisition to expand affordable housing opportunities.	X							Community Reinvestment Department	\$100,000	CDBG
Support the efforts of the Greater Columbus Housing Authority to redevelop public housing into income-based housing.	X							CCG / Greater Columbus Housing Authority	Staff Time	Various public and private sources
GOAL: Remove slum and blight.										
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.										
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	X	X	Inspections and Code Enforcement Department	Staff Time	CCG
	X							CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	X	X	Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department	Staff Time	Various public sources
Utilize the Land Bank to purchase property for redevelopment purposes, particularly in blighted communities.	X							Community Reinvestment Department	Staff Time	Various public sources

SHORT TERM WORK PROGRAM

Urban Services										
GOAL: Pursue park renovations / additions when economically feasible.										
Replace existing pool at Shirley Winston Park with a new pool / splash pad.	X	X	X					Parks & Recreation Department	\$5,000,000	SPLOST
Replace existing pool at P salmond Road Park with a new pool / splash pad.	X	X	X					Parks & Recreation Department	\$5,000,000	SPLOST
Replace existing pool at Rigdon Park with a new pool / splash pad.	X	X	X					Parks & Recreation Department	\$5,000,000	SPLOST
Build 6 pickle ball courts at the Cooper Creek Park Tennis Complex	X	X						Parks & Recreation Department	\$90,000	SPLOST
City Park Upgrades / Renovations	X	X	X	X	X			Parks & Recreation Department	\$33,000,000	SPLOST
GOAL: Columbus must maintain and follow its Capital Outlay Plan.										
Lifting magnet and manhole cover dolly (2)	X							Engineering Department	\$1,686	Stormwater Fund
Improvements to recreational facilities in low-to-moderate income tracts.	X							Community Reinvestment Department / Parks & Recreation Department	\$400,261	CDBG
Expanded IT Storage	X							Information Technology	\$300,000	LOST
City Fiber Upgrade	X							Information Technology	\$200,000	LOST
Road resurfacing	X							Engineering	\$260,000	LOST
Stormwater Improvements	X							Engineering	\$600,000	LOST
Replace a portion of the Weracoba Creek retaining wall along Cherokee Avenue	X							Engineering	\$2,445,705	LOST / Capital Projects Fund
Jail Site Master Plan	X							MCSO / Finance	TBD	OLOST
Mini-splash pad at Carver Park	X							Park & Recreation Department	\$700,000	SPLOST
Mini-splash pad at Citizens Service Center	X							Park & Recreation Department	\$700,000	SPLOST
Replace the clubhouse at Bull Creek Golf Course.	X							Columbus Golf Authority	\$2,500,000	SPLOST
Replace the clubhouse at Oxbow Meadows Golf Course & Other Improvements	X							Columbus Golf Authority	\$2,500,000	SPLOST
Public Safety - Vehicles and Equipment / Facilities Renovation	X	X	X	X	X			Public Safety Agencies	\$44,000,000	SPLOST

SHORT TERM WORK PROGRAM

Trade Center Parking Garage Improvements	X	X	X	X	X	X	Columbus Convention & Trade Center	\$5,000,000	SPLOST
Public Works - Vehicles and Equipment	X	X	X	X	X	X	Public Works	\$14,000,000	SPLOST
Storm Water Improvements	X	X	X	X	X	X	Engineering Department	\$20,000,000	SPLOST
New Judicial Center	X	X	X	X	X	X	CCG	\$200,000,000	SPLOST
Civic Center Improvements	X	X	X	X	X	X	Civic Center	\$5,000,000	SPLOST
Economic Development infrastructure funds.	X	X	X	X	X	X	CCG / Development Authority	\$9,000,000	SPLOST
Information Technology Equipment and Improvements	X	X	X	X	X	X	Information Technology	\$5,000,000	SPLOST
GOAL: Protect the Chattahoochee River and its subsidiaries to ensure water quality.									
Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off.									
Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community.	X	X	X	X	X	X	CCG / CWW	Staff Time	CCG
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.	X	X	X	X	X	X	CCG / CWW	Staff Time	CCG
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	X	Engineering Department	Staff Time	CCG
Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use).	X	X	X	X	X	X	Engineering Department	Staff Time	CCG

STWP Specific to Individual Character Areas						
Old Town						
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Encourage existing and future developments surrounding the MCSD Northside campuses to incorporate trails, sidewalks, and other non-vehicle accesses that access the campuses.	X	X	X	Planning Department	Staff Time	CCG
Encourage future developments within this character area to utilize unique design elements, setbacks, and aesthetics that help blend the developments yet also encourage individuality of developments.	X	X	X	Planning Department	Staff Time	CCG
Establish potential affordable housing incentives for this character area.	X	X	X	Planning Department	Staff Time	CCG
Veterans Parkway-Whittlesey Road Commercial Corridor						
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes, pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X		Planning Department / Inspections and Codes Department	Staff Time	CCG
Pursue intersection improvements at Bradley Park Drive and the J.R. Allen Parkway.	X	X		GDOT	\$18,900,000	GDOT
Kendall Creek						
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X		Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Beaver Run						
Create a sense of place for the entire character area (through development) that serves as an identification point.	X	X		Planning Department	Staff Time	CCG
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X		Planning Department	Staff Time	CCG

SHORT TERM WORK PROGRAM

Arbor Point									
Institute a neighborhood identification program for Arbor Point, EJ Knight, and Patriot Point.	X						Planning Department / Community Reinvestment / Keep Columbus Beautiful / Columbus Housing Authority	Staff Time / Grants	Various private and public sources
Uptown									
Focus marketing efforts and new growth on "The Loop".	X	X	X	X	X		UPTown Columbus Inc. / CCG / City of Phenix City	TBD	Various public and private resources
Encourage more mixed-use growth along the 6th Avenue Corridor to compliment, MidCity Yards, Chattabrewchee, and Fetch Dog Park.	X	X	X	X	X		Planning Department	Staff Time	CCG
Update the Uptown Façade Board Design Guidelines	X	X	X	X	X		Planning Department	\$10,000	Grant
Work with local advocates to create alternative types of development, such as tiny house communities or container home communities.	X	X	X	X	X		CCG / UPTown Columbus Inc.	TBD	Various public and private sources
Pursue an open container ordinance for parts of the Uptown entertainment area	X	X	X	X	X		CCG / UPTown Columbus Inc.	Staff Time	Various public and private sources
Continue to encourage more housing in Uptown.	X	X	X	X	X		CCG / UPTown Columbus Inc.	Staff Time	CCG
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X		Planning Department / Inspections and Codes Department / Uptown Columbus Inc.	Staff Time	CCG
Oxbow									
Assist the Chamber and the National Infantry Museum on pursuing development of the proposed PUD north of the Museum.	X	X	X	X	X		CCG / Fort Benning / National Infantry Museum / Greater Columbus Chamber of Commerce	TBD	Various public and private sources
Military Drive Installation	X	X	X	X	X		CPC-MPO	\$2,714,209	M230
Infantry Road & Follow Me Trail Extension	X	X	X	X	X		C-PC MPO	\$2,728,572	M230
Replace the clubhouse at Oxbow Meadows Golf Course & Other Improvements	X						Columbus Golf Authority	\$2,500,000	SPLOST
South Lumpkin Road Streetscape	X	X	X	X	X		CPC-MPO / Engineering Department	\$10,100,000	TIA 2

SHORT TERM WORK PROGRAM

Midtown Medical Corridor									
Readopt a New Medical Center Redevelopment Plan	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	CCG	
Support demolition of outdated medical offices and promote lot combinations for multi-user medical office complexes.	X	X	X			Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	TBD	Various public and private sources
Advance on-going and develop future efforts to improve walking and biking connectivity.	X					Planning Department	Staff Time	TBD	
Create a Midtown Medical Corridor Overlay District.	X					Planning Department	Staff Time	TBD	
Five Points									
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X				Planning Department / Midtown Inc.	Staff Time	TBD	Various public and private sources
Create a master plan for the area with a focus on mixed-use redevelopment.	X	X				Planning Department / Midtown Inc.	TBD	TBD	Various public and private sources
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X				Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	TBD	Various public and private sources
Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and the 13th & 13th Redevelopment Corridor.	X	X				Midtown Inc.	TBD	TBD	Various public and private sources
13th Avenue / 17th Street / Linwood Boulevard	X	X	X			CPC-MPO / Engineering Department	\$6,650,000	TIA 2	
17th Street Improvements	X					C-PC MPO / Engineering Department	\$500,000	TSPLIST Discretionary	
13th & 13th									
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X				Planning Department / Midtown Inc.	Staff Time	TBD	
Pursue a road diet and streetscape project along 13th Street.	X	X				Planning Department / Engineering Department / Midtown Inc. / GDOT	TBD	GDOT / CCG	
Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and Five Points.	X	X				Midtown Inc.	TBD	TBD	Various public and private sources

SHORT TERM WORK PROGRAM

Create a master plan for the area with a focus on mixed-use redevelopment.	X	X				Planning Department / Midtown Inc.	TBD	Various public and private sources	
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X				Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	
Dragonfly Connector - Dinglewood Park	X					Dragonfly Trails / CCG / DNR		Various public and private sources	
Pursue EPA Brownfield grants to conduct environmental assessments of the areas immediately north of 13th Street.	X	X				Community Reinvestment Department / Midtown Inc.	TBD	EPA	
Civic Commons									
Promote walkability by improving pedestrian infrastructure on Macon Road.	X	X				Engineering Department / GDOT / Midtown Inc.	TBD	TBD	
Pursue a streetscape project along Boxwood Boulevard.	X	X				Planning Department / Engineering Department / Midtown Inc. / GDOT	TBD	TBD	
Identify other potential civic uses that could be utilized on the site.	X	X				CCG / MCSD	TBD	TBD	
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X				Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	
Liberty District									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X				Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	
Liberty Theater Block Enhancement	X	X	X			CPC-MPO / Engineering Department	\$4,000,000	TIA 2	
Find grant funding for rehabilitation of the Liberty Theater	X	X	X	X	X	Planning Department	TBD	Grants	
Encourage urban, dense mixed-use development along 8th Avenue.	X	X				Planning Department / Development Authority / Community Reinvestment Department	TBD	Various public and private sources	
Institute a Liberty District identification program		X				Planning Department	TBD	Various public and private sources	

SHORT TERM WORK PROGRAM

Provide incentives for reinvestment and rehabilitation.									CCG	Staff Time	TBD
Encourage adaptive reuse of the existing early century structures.	X	X							Planning Department	Staff Time	TBD
Promote the Liberty District as an arts and entertainment district.									CCG	TBD	TBD
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X							Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources
Restore the street network by reopening 5th and 7th Streets between 5th and 6th Avenues and opening 7th Avenue between 5th and 7th Streets	X								Columbus Housing Authority	TBD	TBD
Columbus Historic District											
Work with partners to help preserve and improve the southern end of the district.	X	X	X	X	X	X	X	X	Planning Department / Historic Columbus Foundation / HDPS	Staff Time	TBD
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Provide incentives for reinvestment and rehabilitation on the southern end of the neighborhood.	X	X	X	X	X	X	X	X	Planning Department / Historic Columbus Foundation / HDPS	Staff Time	TBD
South Commons											
Expand the River District Redevelopment Area and TAD #2 to include South Commons.	X								Mayor's Office / Planning Department	Staff Time	TBD
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources

Muscogee Technology Park (MTP)							
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Identify areas for clustered commercial development that serves the businesses and employees of MTP	X	X	X	X	Development Authority	TBD	Various public and private sources
Identify areas close to MTP for workforce housing.	X	X	X	X	Planning Department	Staff Time	TBD
Market the area to defense industries that will collaborate with Fort Benning and reopen the Schatulga Road Access Control Point.	X	X	X	X	Development Authority / Fort Benning	TBD	Various public and private sources
Cooper Creek Park							
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Create a master plan for the area with a focus on mixed-use redevelopment.	X	X	X	X	Planning Department / CORTA	TBD	Various public and private sources
Encourage adaptive reuse of industrial warehouses.	X	X	X	X	Planning Department	Staff Time	TBD
Encourage businesses that will complement and benefit the Fall Line Trace.	X	X	X	X	Planning Department	Staff Time	TBD
Identify revitalization opportunities along corridors and plan streetscape projects for them.	X	X	X	X	Planning Department	Staff Time	TBD
Build 6 pickle ball courts at the Cooper Creek Park Tennis Complex	X	X	X	X	Parks & Recreation Department	\$90,000	SPLOST
Columbus State University (CSU)							
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Implement the proposed University Avenue road diet.	X	X	X	X	GDOT	\$6,000,000	TIA 2
Evaluate the possibility of installing roundabouts along College Drive.	X	X	X	X	CCG / CSU	TBD	TBD
Create additional on-campus building sites by replacing surface parking with parking garages.	X	X	X	X	CSU	TBD	TBD
Promote mixed-use development at the intersection of Gentian Boulevard and University Avenue.	X	X	X	X	Planning Department	Staff Time	TBD

SHORT TERM WORK PROGRAM

City Village (Mill District)										
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X						Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Implement the City Village Master Plan.	X	X	X	X				CCG / Historic Columbus Foundation / Columbus Housing Authority / Development Authority	TBD	Various public and private sources
Partner with the Mill District, Inc. to provide planning services.	X	X	X	X				Planning Department	Staff Time	CCG
Second Avenue Improvements	X	X	X	X				GDOT	\$18,200,000	TIA 2
Repair the culvert at 35th Street and 2nd Avenue	X							Engineering Department	\$2,100,000	LOST
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X						Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources
Implement the Mill District as a conservation district.	X	X						Planning Department	Staff Time	CCG
Eliminate Bibb City and City Village as character areas. Combine them into the Mill District.	X							Planning Department	Staff Time	CCG
Bibb City (Mill District)										
Develop and implement a conservation neighborhood.								Planning Department	Staff Time	TBD
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X						Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources
Second Avenue Improvements	X	X	X	X				GDOT	\$18,200,000	TIA 2
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X						Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Eliminate Bibb City and City Village as character areas. Combine them into the Mill District.	X							Planning Department	Staff Time	CCG

Columbus Tech-Beallwood										
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X						Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Four-	TBD	Various public and private sources
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X						Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources
Benning Technology Park Redevelopment Area & Tax Allocation District #1										
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Four-	TBD	Development Authority of Columbus
Develop the proposed technology/business park to "become the ultimate workplace solution for military contractors and consultants desiring close proximity to Fort Benning and the Maneuver Center" creating a secure, fully-serviced employment and commercial environment adjacent to Interstate 185 on the north side of Fort Benning Georgia, just inside the main security gate and within a ten-mile radius of all major Army headquarters.	X	X						CCG / Private investors	TBD	Development Authority of Columbus
See also Arbor Point CWP tasks										
River District Redevelopment Area & Tax Allocation Districts #2, 3, & 4										
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X						Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Four-	TBD	Various public and private sources
Encourage job creation while improving physical conditions in under-performing sections of the City	X	X						CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources
Encourage reinvestment in established older residential neighborhoods that are surrounded by commercial and industrial land-uses.	X	X						CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources

See also Liberty District, Uptown, City Village, and Bibb City CWP tasks

MidTown Redevelopment Area & Tax Allocation Districts #5 & 6

Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X					Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Strengthen MidTown's older commercial corridors and nodes by strategically encouraging commercial infill and mixed-use development, rehabilitating existing housing and creating new residential living options around those nodes	X	X					Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources
Reduce the presence of conflicting commercial and industrial land uses by transitioning under-utilized properties to higher-valued uses.	X	X					Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources
Assist in funding reinvestment in established older residential neighborhoods that surround under-performing commercial and industrial land uses, including public improvements to inadequate water and sewer infrastructure serving those neighborhoods.	X	X					Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources

See also Medical Corridor, Five Points, 13th & 13th, and Civic Commons CWP tasks

Midland Commons Redevelopment Area & Tax Allocation District #7

Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X					Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources
Make improvements to Flat Rock Park which can enhance the experience of visitors to this public park from throughout Columbus and connect to the regional bike trail system as an additional way to access the park.	X	X					Parks & Recreation Department	TBD	TAD funding

See also Beaver Run CWP tasks

Appendix 1: Acronyms

APPENDIX 1: ACRONYMS

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

APPENDIX 2: 2019-23 REPORT OF ACCOMPLISHMENTS

Columbus/Muscogee County Community Work Program Update 2019-2023									
	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Economic Development									
GOAL: Align local businesses with the local school system									
Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Ensure that three- and four-year olds have access to high early childhood education.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Completed
Expand efforts to introduce students to education and career possibilities from a young age.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Leverage existing programs to coordinate a community-wide mentoring program for at-risk K-12 students.	X	X	X			Columbus 2025	TBD	PPP	Cancelled (no longer involved)
Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
GOAL: Greater Columbus must retain its best and brightest workers.									
Connect business and education providers to develop post-secondary programs and high school curricula that support target business growth and introduce young people to job opportunities.	X	X	X			Columbus 2025	TBD	Education providers / PPP	Completed
Challenge the region's business community to leverage, expand, and develop internship and apprenticeship opportunities for high school and college students	X	X	X			Columbus 2025	TBD	Private businesses / PPP	Completed

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Develop a formal retention program for individuals retiring from or exiting the military.	X	X	X				Columbus 2025	TBD	PPP	Cancelled (Not pursued because of Covid)
Welcome and engage new residents who move to Greater Columbus with a relocating family member.	X	X	X				Columbus 2025	TBD	PPP	Underway (2025)
GOAL: Attract talented individuals to Greater Columbus.										
Attract educated expatriates back to Greater Columbus through a "boomerang" marketing program.	X	X	X				Columbus 2025	TBD	PPP	Underway (2025)
Support the promotion of Columbus State and Troy University's Phenix City campus as schools of choice for students from outside of the region.	X	X	X				Columbus 2025	TBD	Columbus State / Troy University	Underway (2025)
GOAL: Greater Columbus must grow and expand existing businesses										
Formalize a collaborative business retention and expansion (BRE) program to ensure conditions are optimal for existing firms to thrive.	X	X	X				Columbus 2025	TBD	PPP	Cancelled (lacks support)
Launch a pilot "economic gardening" program to help second-stage firms grow in Greater Columbus	X	X	X				Columbus 2025	TBD	PPP	Cancelled (lacks support)
GOAL: Recruit new firms and investments.										
Develop an updated comprehensive economic development marketing program.	X	X	X				Columbus 2025	TBD	PPP	Completed
GOAL: Pursue special opportunities for growth and diversification										
Continue to pursue the development of an +B21 additional hotel adjacent to the Columbus Georgia Convention and Trade Center.	X	X	X	X	X	X	Columbus 2025	TBD	PPP	Cancelled (no longer involved)
Evaluate the viability of expanding cybersecurity research capacity in Greater Columbus.	X	X	X				Columbus 2025	TBD	PPP	Completed
Explore possibilities to leverage the Columbus campus of the Mercer University School of Medicine.	X	X	X	X	X	X	Columbus 2025	TBD	PPP	Completed

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

GOAL: Establish a unifying community brand.																			Various public and private partners		Completed	
Research, define, and develop a community brand.	X																			TBD		
GOAL: Promote Greater Columbus to external audiences																						
Pursue a major earned media campaign to generate positive coverage of Greater Columbus in external media markets	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	PPP	TBD		Underway (2025)
Support efforts to promote Greater Columbus through travel, tourism, and events.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CVB	TBD		Underway (2025)
GOAL: Maximize the impact of the region's greatest natural resource - the Chattahoochee River																						
Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region's core	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Various public and private sources	TBD		Underway (2025)
GOAL: Promote vibrant and attractive neighborhoods, corridors, and activity centers																						
Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CCG	Staff Time		Underway (2025)
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CCG	Staff Time		Underway (2025)
Create a formal partnership to promote a vibrant downtown Phenix City	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Local public and private sources	Staff Time		Cancelled (no interest between the bi-cities)
Continue efforts of developing a Riverfront Activity Area	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Local public and private sources	Staff Time		Underway (2025)

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Maximize community attachment and neighborhood beautification by fostering the creation and enhancement of spaces that are high in quality, beautiful, and designed for people.	X	X	X	X	X	X	X	X	Planning Department / Community Reinvestment / Keep Columbus Beautiful	Staff Time	Various public and private sources	Cancelled(No longer activity local gov intends to under-take due to staff shortages)
Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community	X	X	X	X	X	X	X	X	Columbus 2025 / ALDOT / GDOT / CCG	TBD	Various public and private sources	Underway (2025)
Develop an Artist Relocation Program to expand and diversify the community's art capacity	X	X	X	X	X	X	X	X	Columbus 2025 / Cultural Arts Alliance / CCG / Historic Columbus Foundation / Uptown Columbus, Inc.	TBD	Local private sources with potential for public-sector involvement	Cancelled (project dropped)
Prepare new zoning options to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.									Planning Department	Staff Time	CCG	Underway (2025)
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.									City Manager / Planning Department	Staff Time	CCG	Cancelled(No longer activity local gov intends to under-take due to staff shortages)
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.									Council of Neighborhoods/Planning Department	Staff Time	CCG	Cancelled(No longer activity local gov intends to under-take due to staff shortages)
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	X	X	X	Keep Columbus Beautiful / CCG	Staff Time	Various public and private sources	Cancelled(No longer activity local gov intends to under-take due to staff shortages)
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.									Planning Department	Staff Time	CCG	Underway (2024)

Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	X	X	X	CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants	Underway (2028)
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	X	X	X	CCG / Uptown Columbus, Inc.	Staff Time	Private investment	Completed
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	X	X	X	CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources	Underway (2028)
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	X	X	X	Neighborworks Columbus	TBD	HOME	Underway (2028)
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts.												
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	X	X	X	Planning Department / Midtown Inc.	Staff Time	Various public and private sources	Underway (2028)
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X	X	X	X	X	X	X	X	Planning Department / Bibb Village Homeowner's Association	Staff Time	Various public and private sources	Underway (2028)
GOAL: Connect people and places with expanded opportunities for walking, biking, and transit use.												
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Historic Columbus Foundation / Planning Department	TBD	Grants / PPP	Underway (2028)
Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
									Metra	TBD	Various public sources	Underway (2032)

<p>GOAL: Promote civic improvement efforts as a tool of economic development</p>																							
<p>Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Land Use											
GOAL: Eliminate sprawl and slow greenfield development											
Provide for more mixed-use opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Identify quality and/or priority growth areas within the urban core of Columbus.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Remove barriers to redevelopment.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Identify urban areas that need infrastructure improvements to sustain redevelopment.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X	X	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2024)
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	X	X	CCG / Uptown Columbus, Inc.	Staff Time	Private investment	Completed
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	X	X	CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources	Underway (2028)
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	X	X	Neighborworks Columbus	TBD	HOME	Underway (2028)
GOAL: Introduce new zoning regulations, techniques, and concepts to reintroduce into the urban core of Columbus.											
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as density-bonuses; form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	CCG	Underway (2025)
Review current mixed-use zoning regulations that can be adapted to infill development situations.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)

Pursue incentivizing development within walking and bicycling distance of existing and future transit and trail corridors to achieve improved location efficiency for housing, employment, recreation, and civic spaces.	X	X	X	X	X	X	X	X	Planning Department / Finance Department	Staff Time	CCG	Underway (2032)
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Land Use Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
GOAL : Create a determined focus on sustainability.												
Implement the American Planning Association's Plan4Health program in a pilot area of Columbus. Healthy environment places should require access to varying levels of resources for leading a healthier life, such as physical access to employment, healthcare, shopping, or social connections, for persons of all abilities.	X	X	X	X	X	X	X	X	Planning Department / Various community partners	Staff Time	CCG	Underway (2026)
Create a pilot project that focuses on livable communities for all ages, with a focus on land-use, transportation, access to food, access to health services, and access to quality of life expectations.	X	X	X	X	X	X	X	X	Planning Department / Various community partners	Staff Time	CCG	Underway (2025)
Focus efforts to create design legislation that supports aging in place.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Encourage building structure and orientation concepts to developers and governmental organizations. This includes locating building on site, integrating building into existing site features, the building envelope, and building configuration.	X	X	X	X	X	X	X	X	Planning Department and Codes Department / Engineering Department	Staff Time	CCG	Completed
Encourage developers to utilize alternative water resource management, including but not limited to better efficiency measures, rainwater harvesting, or green infrastructure BMPs.	X	X	X	X	X	X	X	X	Planning Department / Engineering Department / Columbus Water Works	Staff Time	CCG	Underway (2025)

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Encourage developers and builders to incorporate solar energy infrastructure into new developments and structures..	X	X	X	X	X	X	X	X	Planning Department / Georgia Power / Flint Energies	Staff Time	CCG	Underway (2025)
Conduct a land needs assessment to identify buildable lands, infrastructure needs, and redevelopment barriers.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Seek funding to offer redevelopment incentives for brownfield and greyfield properties.	X	X	X	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CCG / CDBG / Grants	Underway (2024)
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Develop heat island mitigation guidelines for infill and redevelopment areas of the City for private development.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
GOAL: Annually review the Land-Use section of the Comprehensive Plan and identify potential adjustments to meet modern day development patterns and use changes.												
In this fast-changing, technology-driven world, the Comprehensive Plan needs to be reviewed annually to remain relevant to new trends and changes.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
GOAL: Research and implement new concepts regarding land-use and development.												
As America becomes almost exclusively urban, increased pressure is placed on services and infrastructure; seek alternatives to traditional land-use and development standards.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Use the Future Policy Map to define areas where future services should and should not be provided and refine urban service district boundaries.	X	X	X	X	X	X	X	X	City Manager	Staff Time	CCG	Underway (2023)
GOAL: Promote mixed-use development.												
Identify areas where mixed-use development/redevelopment opportunities will succeed in the community.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed

GOAL: Offer incentives for adaptive reuse.																					
Where feasible, adaptive reuse should be pursued. If a potential retrofit of a structure is too costly, consider implementing incentives, such as density bonuses, fire code modifications, administrative variances, discounted and/or waived CCG fees, and so forth.																					
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.																					
GOAL: Create a Neighborhood Identity Program.																					
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.																					
Transportation																					
GOAL: Preserve or enhance existing transportation facilities.																					
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.																					
Assure that preservation or enhancement is conducted in the most efficient manner via Transportation System Management (TSM) early action strategies.																					
Improve transportation opportunities for people with disabilities.																					

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Improve transportation opportunities for aging populations.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Underway (2026)
Prioritize maintenance of existing transportation infrastructure	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Underway (2026)
Study the feasibility of adding bike lanes to downtown areas that would complement and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	\$21,500,000	TIA 2	Underway (2026)
GOAL: Relieve congestion.												
Forestall future congestion through coordination with land-use plans and decision-making.	X	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Continue to identify locations for intersection improvements, including but not limited to roundabouts.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	Staff Time	CCG	Underway (2023)
Implement smart technology for signalization.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	Federal/State DOT/Local	Completed
Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, ride sharing, promotion of flexible working hours with major employers, encouragement of trips made by transit, cycling or walking, and encouragement of working from home.	X	X	X	X	X	X	X	X	MPO	TBD	TBD	Completed
Review of future streets rights-of-way needs as the relate to the Land Use Plan and Columbus-Phenix City Transportation.	X	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	Staff Time	City	Completed
GOAL: Expand the ideals of complete transportation.												
Build on the theme of alternative transportation modes and enhanced operational efficiency by introducing multi-modal plans and programs designed to create a seamless transportation system with efficient and effective operations.	X	X	X	X	X	X	X	X	MPO / Metra	TBD	CCG	Underway (2023)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / C-PC MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2023)

Integrate projects from the 2014 Alternative Transportation Plan into the Long Range Transportation Program (L RTP).	X	X	X	X	X	X	X	C-PC MPO	TBD	Federal/State DOT/Local	Underway (2023)
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X	X	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	TBD	Underway (2023)
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	X	X	Engineering Department	Staff Time	CCG	Underway (2023)
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X	X	X	X	X	X	Planning Department / Engineering Department / Public Works Department	TBD	Various public and private sources	Underway (2023)
Implement bicycle safety improvements throughout the community.	X	X	X	X	X	X	X	C-PC MPO	TBD	TBD	Underway (2023)
GOAL: Implement plans for a high-speed rail connection to Atlanta											
Identify future Columbus Airport expansion opportunities	X	X	X	X	X	X	X	C-PC MPO / Columbus Airport Commission / FAA	\$25,000,000	TIA 2	Underway (2028)
Provide safer transportation options between Atlanta and Columbus	X	X	X	X	X	X	X	C-PC MPO / GDOT / USDOT	TBD	Various public and private sources	Underway (2028)
Align Columbus with national transportation goals	X	X	X	X	X	X	X	C-PC MPO / GDOT / USDOT	Staff Time	Various public and private sources	Underway (2023)
GOAL: Develop and maintain the Columbus Airport											
Open communication to attract multiple, low-cost air carriers	X	X	X	X	X	X	X	Columbus Airport Commission	TBD	TBD	Underway (2023)
Increase connections with other smaller airports in the southeast region.	X	X	X	X	X	X	X	Columbus Airport Commission	TBD	TBD	Underway (2023)

GOAL: Prepare the community and update infrastructure for driverless vehicles.																							
Promote demonstrations of driverless vehicle technology.																							Cancelled (no programming)
Partner with Fort Benning, Auburn University, and other regional entities regarding driverless vehicle technology.																							Cancelled (no programming)
Develop and implement policies governing driverless vehicle technology.																							Cancelled (no programming)
GOAL: Identify future transportation projects and complete existing transportation projects.																							
Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community																							
Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects.	X																						Completed
Update City Parking Management Plan to address changing parking concerns of businesses and employees in Downtown and Midtown. Review parking management division policies and practices, promote shared use of public facilities and identify additional areas requiring en-	X																						Completed
River Road & Bradley Park Drive roundabout																							Completed
Williams Road & Fortson Road roundabout	X																						Completed
Brennan Road & Fort Benning Road roundabout	X																						Underway (2024)
Bridge Improvements: Linwood Boulevard & 6th Avenue	X																						Completed
Bridge Improvements: Miller Road & Manchester Expressway	X																						Cancelled (railroad will not participate)
																							Underway (2024)

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Bridge Improvements: US 80 & Kendall Creek	X	X	X	X	X	X	X	X	C-PC MPO	\$2,382,516	Federal/State DOT/Local	Completed
Bridge Improvements: SR 22 Spur & Weracoba Creek	X	X	X	X	X	X	X	X	C-PC MPO	\$2,154,356	Federal/State DOT/Local	Underway (2024)
Bridge Improvements: SR 22 / US 80 & Flat Rock Creek	X	X	X	X	X	X	X	X	C-PC MPO	\$4,048,612	Federal/State DOT/Local	Completed
Bridge improvements: Reese Road & Cooper Creek	X	X	X	X	X	X	X	Engineering Department		\$2,389,943	Transportation Fund / TIA Discretionary	Completed
Infantry Road & Follow Me Trail Extension					X	X	X	X	C-PC MPO	\$2,728,572	M230	Underway (2029)
Mott's Green Plaza rehabilitation					X	X	X	X	C-PC MPO	\$1,039,500	Federal/State DOT/Local	Underway (2023)
Bridge Improvements: Benning Drive	X	X	X	X	X	X	X	Engineering Department		\$1,318,706	TIA Discretionary	Completed
Buena Vista Road - I-185 interchange	X	X	X	X	X	X	X	X	C-PC MPO	\$47,670,000	TIA	Underway (2025)
Spiderweb reconfiguration	X	X	X	X	X	X	X	X	C-PC MPO	\$40,000,000	TIA	Underway (2026)
Cusseta Road & Old Cusseta Road interchange and reconfiguration	X	X	X	X	X	X	X	X	C-PC MPO	\$58,269,412	TIA	Underway (2027)
Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities												
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	X	X	Metra		\$25,000,000	TIA 2	Underway (2032)
	X	X	X	X	X	X	X	Metra		\$25,000,000	TIA 2	Underway (2032)
Housing												
GOAL: Improve access to affordable, quality housing.												
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.									Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department			
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods.	X	X	X	X	X	X	X	X		Staff Time	Various public sources	Underway (2024)
									Planning Department	Staff Time	CCG	Underway (2024)

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X	X	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2024)
Work with private entities to identify appropriate locations for income-based housing.	X	X	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	Various public and private sources	Completed
GOAL: Remove slum and blight.											
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.	X	X	X	X	X	X	X	Inspections and Code Enforcement Department	Staff Time	CCG	Underway (2023)
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.								Council of Neighborhoods/Planning Department	Staff Time	CCG	Underway (2023)
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	X	X	Keep Columbus Beautiful / CCG	Staff Time	Various public and private sources	Underway (2023)
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	X	X	CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants	Underway (2023)
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	X	X	Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department	Staff Time	Various public sources	Underway (2023)

Urban Services												
GOAL: Pursue park renovations / additions when economically feasible.												
Retrofit pools at Shirley Winston Park, Rigdon Road Park, and Psalm Road Park to splash pads.	X	X							Parks & Recreation Department	\$15,000,000	SPLOST	Underway (2024)
Replace the 29th Street Park playground	X								Parks & Recreation Department	\$100,000	CDBG	Completed
Tillis Recreation Center renovations	X								Parks & Recreation Department	\$250,000	CDBG	Completed
Build 6 pickle ball courts at the Cooper Creek Park Tennis Complex	X	X							Parks & Recreation Department	\$90,000	SPLOST	Underway (2025)
Replace the Theo McGee playground	X	X							Parks & Recreation Department	\$80,000	Insurance claim / Private donations	Completed
Improve the Alexander Park facilities and cricket field	X								Parks & Recreation Department	\$265,000	Private donation	Completed
GOAL: Reinstitute a government-wide maintenance / replacement plan for vehicles and equipment.												
Develop and maintain a formal and detailed maintenance and replacement program for all vehicles and equipment.	X	X	X	X	X	X	X	X	City Manager	Staff Time	CCG	Completed
GOAL: Columbus must maintain and follow its Capital Outlay Plan.												
Lifting magnet and manhole cover dolly (2)	X								Engineering Department	\$1,686	Stormwater Fund	Underway (Only purchased one)
Ford F-550 Flat Bed w/ equipment modifications	X								Engineering Department	\$119,965	General Fund	Completed
Midsize SUV 4x4 Ford Explorer (2)	X								Engineering Department	\$65,000	Paving Fund	Completed
iPad Air 2 128 GB Tablet (6)	X								Engineering Department	\$2,760	Paving Fund	Completed
Zero-turn mower	X								Parks & Recreation Department	\$9,000	General Fund	Completed
Animal Control Truck w/ equipment	X								Public Works Department	\$69,506	General Fund	Completed

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Full-size F250 Crew Cab truck	X								Public Works Department	\$33,077	General Fund	Completed
Zero-turn John Deere mower	X								Public Works Department	\$7,000	General Fund	Completed
Crew cab flat bed dump truck (3)	X								Public Works Department	\$128,757	Stormwater Fund	Completed
F150 Crew Cab 4x4 Pickup truck	X								Public Works Department	\$32,788	Stormwater Fund	Completed
Large aluminum trench box	X								Public Works Department	\$14,000	Stormwater Fund	Completed
Eductor truck	X								Public Works Department	\$422,589	Stormwater Fund	Completed
7 YD dump truck	X								Public Works Department	\$96,226	Stormwater Fund	Completed
Tandem axle fuel/lube truck	X								Public Works Department	\$280,000	Paving Fund	Completed
3-ton vibratory asphalt roller with 47" drum	X								Public Works Department	\$44,000	Paving Fund	Completed
Excavator	X								Public Works Department	\$295,000	Paving Fund	Completed
Street sweepers (2) (Capital Lease Program)	X								Public Works Department	\$100,443	Paving Fund	Completed
Mid-size SUV 4x4 Ford Explorer	X								Public Works Department	\$32,500	Paving Fund	Completed
F250 Crew Cab 4x4 Pickup truck (2)	X								Public Works Department	\$66,154	Paving Fund	Completed
Farm tractors (7)	X								Public Works Department	\$136,500	Paving Fund	Completed
Sand spreader	X								Public Works Department	\$5,000	Paving Fund	Completed
F150 Crew Cab 4x4 Pickup truck	X								Public Works Department	\$27,873	Paving Fund	Completed
Single axel utility trailer	X								Public Works Department	\$6,000	Paving Fund	Completed
Zero-turn mower with bagger	X								Public Works Department	\$15,000	Paving Fund	Completed
Refuse collection trucks (4)	X								Public Works Department	\$228,824	Integrated Waste Fund	Completed

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Grab All trucks (2) (Capital Lease Program)	X				Public Works Department	\$57,206	Integrated Waste Fund	Completed
Hay blower	X				Public Works Department	\$30,000	Integrated Waste Fund	Completed
Refuse collection truck (Capital Lease Program)	X				Public Works Department	\$57,206	Integrated Waste Fund	Completed
35-foot clean diesel bus (2)	X				Metra	\$834,238	Transportation Fund	Completed
DAR diesel bus	X				Metra	\$150,000	Transportation Fund	Completed
Parking garage gates	X				Metra	\$150,000	Transportation Fund	Completed
Heavy duty in-ground lifts (4)	X				Metra	\$240,000	Transportation Fund	Underway (2023)
Bus camera system	X				Metra	\$24,000	Transportation Fund	Completed
Automatic announcement system	X				Metra	\$48,396	Transportation Fund	Completed
Zero-turn mower	X				Parks & Recreation Department	\$9,000	CCG General Fund	Completed
Dash cameras (40 cameras)	X				Columbus Police Department	\$136,000	OLOST	Completed
Pursuit vehicles w/ technology packages (30 cars) (Capital Lease Program)	X				Columbus Police Department	\$262,314	OLOST	Completed
Personal protective equipment (92 units)	X				Columbus Fire & EMS Department	\$220,800	OLOST	Completed
3 Year Service & Maintenance Agreement for Burn Building	X				Columbus Fire & EMS Department	\$25,281	OLOST	Completed
15-passenger inmate van	X				Muscogee County Prison	\$31,726	OLOST	Completed
License plate reader renewal	X				Marshall's Office	\$2,200	OLOST	Cancelled (Marshall's Office no longer exists)
Body Armor (2 units)	X				Marshall's Office	\$790	OLOST	Cancelled (Marshall's Office no longer exists)
Inmate video visitation system upgrade (annual)	X	X	X	X	Muscogee County Sheriff's Office	\$240,000	OLOST	Completed
Jail generator upgrade	X				Muscogee County Sheriff's Office	\$879,387	OLOST	Completed

<p>GOAL: Protect the Chattahoochee River and its subsidiaries to ensure water quality.</p>	<p>Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban runoff.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>CCG / CWW</p>	<p>Staff Time</p>	<p>Underway (2023)</p>
<p>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.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>CCG / CWW</p>	<p>Staff Time</p>	<p>Underway (2023)</p>
<p>Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Engineering Department</p>	<p>Staff Time</p>	<p>Underway (2023)</p>
<p>Continue to implement the Columbus Water Works Management Plan.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Engineering Department / CWW</p>	<p>Staff Time</p>	<p>Underway (2023)</p>
<p>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).</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Engineering Department</p>	<p>Staff Time</p>	<p>Underway (2023)</p>
<p>Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Engineering Department</p>	<p>Staff Time</p>	<p>Completed</p>

STWP Specific to Individual Character Areas										
Old Town										
Encourage the expansion of mixed-use developments in this area through the use of planned unit developments and conservation subdivisions to preserve the natural landscape, rock outcroppings, and open space.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2026)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Encourage existing and future developments surrounding the MCSD Northside campuses to incorporate trails, sidewalks, and other non-vehicle accesses that access the campuses.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Encourage future developments within this character area to utilize unique design elements, setbacks, and aesthetics that help blend the developments yet also encourage individuality of developments.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Establish potential affordable housing incentives for this character area.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Veterans Parkway-Whittlesey Road Commercial Corridor										
Review this character area for redevelopment, such as mixed-use activity centers that can fill empty storefronts and bring a different vibrancy to help sustain an area.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2026)
Ensure that vehicular traffic moves as efficiently and effortlessly as possible.	X	X	X	X	X	X	Planning Department / Engineering Department / GDOT	Staff Time	CCG	Completed
Identify areas for residential uses that complement the existing commercial land-uses.	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed

Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	CCG	Underway (2025)
	X	X	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
		X	X	X	X	X		GDOT	\$18,900,000	GDOT	Underway (2025)
	X							Planning Department	Staff Time	CCG	Completed
Kendall Creek											
Noise abatement from Fort Benning – utilize the JLUS to carefully review construction of noise sensitive uses	X	X	X	X	X	X	X	Planning Department	Staff Time	N/A	Completed
Preserve and protect the natural environment of the Kendall Creek character area.	X	X	X	X	X	X	X	Planning Department / Nature Conservancy	Staff Time	N/A	Completed
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	X	X	Planning Department / Inspections and Code Department	Staff Time	N/A	Completed
Collaborate with the Nature Conservancy on long-leaf pine restoration, controlled burns, and establishing red-cockaded woodpecker habitats	X	X	X	X	X	X	X	Planning Department / Nature Conservancy / Fort Benning	TBD	DoD / Nature Conservancy	Completed
Preserve the natural viewsheds on the properties.	X	X	X	X	X	X	X	Nature Conservancy	TBD	Nature Conservancy	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)

Beaver Run									
Work with GDOT to seek appropriate measures to alleviate congestion and improve safety at all intersections.	X	X	X	X	X	Planning Department / Engineering Department / GDOT	TBD	TBD	Completed
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department / Inspections and Code Department	Staff Time	CCG	Completed
Utilize TAD funding (Midland Commons Redevelopment Area) to help fund infrastructure improvements.		X	X	X	X	CCG	TBD	MCRA TAD #7	Completed
Seek alternative truck routes to the intersection of Beaver Run Road and Flat Rock Road (east of bridge).	X	X	X			Planning Department / Engineering Department / GDOT	TBD	TBD	Completed
Create a sense of place for the entire character area (through development) that serves as an identification point.	X	X	X			Planning Department	Staff Time	CCG	Underway (2025)
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X			Planning Department	Staff Time	CCG	Underway (2025)
Arbor Point									
Support efforts to maintain and / or enhance the Columbus Enterprise Zone, the Columbus Opportunity Zone, and the US Opportunity Zone through active marketing and the provisions of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CDBG / CCG / Various public and private sources	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
Pursue new development that enhances the new Spencer High School campus, which serves as the northern anchor of the area	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CDBG / CCG / Various public and private sources	Completed
Institute a neighborhood identification program for Arbor Point, EJ Knight, and Patriot Point.	X	X	X	X	X	Planning Department / Community Reinvestment / Keep Columbus Beautiful / Columbus Housing Authority	Staff Time / Grants	Various private and public sources	Underway (2024)

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Uptown										
Focus marketing efforts and new growth on "The Loop".	X	X	X	X	X	X	UPTown Columbus Inc. / CCG / City of Phenix City	TBD	Various public and private re-sources	Underway (2023)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	X	UPTown Columbus Inc. / CCG / City of Phenix City	TBD	TBD	Completed
Work with local advocates to create alternative types of development, such as tiny house communities or container home communities.	X	X	X	X	X	X	CCG / UPTown Columbus Inc.	TBD	Various public and private sources	Underway (2025)
Pursue an open container ordinance for parts of the Uptown entertainment area	X	X	X	X	X	X	CCG / UPTown Columbus Inc.	Staff Time	Various public and private sources	Postponed
Pursue replacing CCG (Metra) as the parking enforcement entity in Uptown	X	X	X	X	X	X	CCG / UPTown Columbus Inc.	TBD	TBD	Cancelled (Metra will continue enforcement)
Establish an agreement with CCG regarding trash pick-up and recycling efforts.	X	X	X	X	X	X	CCG / UPTown Columbus Inc.	TBD	TBD	Completed
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	X	Planning Department / Inspections and Codes Department / Uptown Columbus Inc.	Staff Time	CCG	Underway (2025)
Oxbow										
Support efforts to partner with Fort Benning, the Department of the Army, and the Greater Columbus Chamber of Commerce to relocate the United States Armor Museum to Oxbow.	X	X	X	X	X	X	CCG / Fort Benning / National Infantry Museum / Department of the Army / Greater Columbus Chamber of Commerce	TBD	Various public and private sources	Completed
Assist the Chamber and the National Infantry Museum on pursuing development of the proposed PUD north of the Museum.	X	X	X	X	X	X	CCG / Fort Benning / National Infantry Museum / Greater Columbus Chamber of Commerce	TBD	Various public and private sources	Underway (2028)

Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
Open Wren Lake to fishing and camping opportunities.	X							CCG / Westville	TBD	Various public and private sources	Completed
Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.	X	X	X	X	X	X	X	Planning Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.	X							CCG	Staff Time	TBD	Completed
Midtown Medical Corridor											
Remove barriers to medical-use based redevelopment along the corridor. Single family housing should be discouraged.	X	X	X					Planning Department	Staff Time	TBD	Completed
Reduce driveway cuts along the Warm Springs Road corridor and utilize shared driveways and interparcel connectivity.	X	X	X	X	X	X	X	Planning Department / Engineering Department / GDOT	Staff Time	TBD	Completed
Support demolition of outdated medical offices and promote lot combinations for multi-user medical office complexes.	X	X	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	TBD	Underway (2027)
Identify areas for workforce housing close to the character area.	X	X	X	X	X	X	X	Planning Department / Community Reinvestment Department / Columbus Housing Authority	Staff Time	TBD	Completed

APPENDIX 2: 2019-23 SHORT TERM WORK PROGRAM

Identify commercial uses that will support medical businesses and employees.	X	X	X	X					Planning Department Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	Staff Time	TBD	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X				Planning Department Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2024)
Create a Midtown Medical Corridor Overlay District.				X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2024)
Five Points												
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X							Planning Department / Midtown Inc.	Staff Time	TBD	Underway (2025)
Create a master plan for the area with a focus on mixed-use redevelopment.	X	X	X						Planning Department / Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X				Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and the 13th & 13th Redevelopment Corridor.											Various public and private sources	Underway (2025)
Encourage adaptive reuse of the existing mid-century structures.	X	X	X	X	X				Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Pursue affordable housing opportunities in this character area.	X	X	X	X	X				Planning Department	Staff Time	TBD	Completed
Utilize TAD funding (Midtown West Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X				Planning Department / Community Reinvestment Department	Staff Time	TBD	Completed
	X	X	X	X	X				CCG	TBD	Midtown West TAD #6	Completed
13th & 13th												
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X							Planning Department / Midtown Inc.	Staff Time	TBD	Underway (2025)
Pursue a road diet and streetscape project along 13th Street.	X	X	X						Planning Department / Engineering Department / Midtown Inc. / GDOT	TBD	GDOT / CCG	Underway (2025)

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

Liberty District											
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
Review the 2003 Liberty District Master Plan for possible revisions or modifications.	X								Staff Time	TBD	Completed
Pursue a strategy to preserve remaining single family houses and other structures.		X							Staff Time	TBD	Completed
Encourage urban, dense mixed-use development along 8th Avenue.	X	X	X						TBD	Various public and private sources	Underway (2025)
Institute a Liberty District identification program		X	X						TBD	Various public and private sources	Underway (2025)
Utilize TAD funding (River District Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X	X	X	X	TBD	River District TAD #2	Completed
Provide incentives for reinvestment and rehabilitation.			X						Staff Time	TBD	Underway (2025)
Encourage adaptive reuse of the existing early century structures.	X	X	X						Staff Time	TBD	Underway (2025)
Promote the Liberty District as an arts and entertainment district.			X						TBD	TBD	Underway (2025)
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	X	X	X	Staff Time / Grants	Various private and public sources	Underway (2025)
Restore the street network by reopening 5th and 7th Streets between 5th and 6th Avenues and opening 7th Avenue between 5th and 7th Streets								X	TBD	TBD	Underway (2024)

Columbus Historic District									
Work with partners to help preserve and improve the southern end of the district.			X	X	X	Planning Department / Historic Commission / HDPS	Staff Time	TBD	Underway (2028)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Support protection of the Chattoahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
South Commons									
Promote South Commons as the southern anchor of the River District Redevelopment Area.			X	X	X	Planning Department / Civic Center	Staff Time	TBD	Completed
Expand the River District Redevelopment Area and TAD #2 to include South Commons.			X	X	X	Mayor's Office / Planning Department	Staff Time	TBD	Underway (2024)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Support protection of the Chattoahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Muscogee Technology Park (MTP)									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X		X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Identify areas for clustered commercial development that serves the businesses and employees of MTP			X	X	X	Development Authority	TBD	Various public and private sources	Underway (2028)
Identify areas close to MTP for workforce housing.					X	Planning Department	Staff Time	TBD	Underway (2028)
Market the area to defense industries that will collaborate with Fort Benning and reopen the Schatulga Road Access Control Point.			X	X	X	Development Authority / Fort Benning	TBD	Various public and private sources	Underway (2028)
Promote Technology Parkway as a bypass to southeast Columbus.					X	Planning Department	Staff Time	TBD	Completed

Cooper Creek Park									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Create a master plan for the area with a focus on mixed-use redevelopment.			X	X	X	Planning Department / CORTA	TBD	Various public and private sources	Underway (2028)
Encourage adaptive reuse of industrial warehouses.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2028)
Encourage businesses that will compliment and benefit the Fall Line Trace.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2028)
Identify revitalization opportunities along corridors and plan streetscape projects for them.					X	Planning Department	Staff Time	TBD	Underway (2028)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Columbus State University (CSU)									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Assist CSU with acquiring the Georgia Power site on Gentian Boulevard as a relocation option for plant services.	X				X	CCG / CSU	TBD		Cancelled (Georgia Power has consolidated services on this site)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Implement the proposed University Avenue road diet.			X	X	X	CCG / CSU	TBD	TIA 2	Underway (2025)
Evaluate the possibility of installing roundabouts along College Drive.				X	X	CCG / CSU	TBD	TBD	Underway (2025)

Create additional on-campus building sites by replacing surface parking with parking garages.									X	CSU	TBD	TBD	Underway (2025)
Pursue multi-family developments between Valley Drive and Anglin Road.	X	X	X	X	X	X	X	X	X	Planning Department / CSU	Staff Time	TBD	Cancelled (CSU has sold its properties in that area)
Promote mixed-use development at the intersection of Gentian Boulevard and University Avenue.	X	X	X	X	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2025)
City Village													
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Implement the City Village Master Plan.	X	X	X	X	X	X	X	X	X	CCG / Historic Columbus Foundation / Columbus Housing Authority / Development Authority	TBD	Various public and private sources	Underway (2028)
Identify revitalization opportunities along corridors and plan streetscape projects for them.									X	Planning Department	Staff Time	TBD	Completed
Utilize TAD funding (River District Re-development Area) to help fund infrastructure improvements.	X	X	X	X	X	X	X	X	X	CCG	TBD	River District TAD #4	Completed
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Pursue affordable housing opportunities in this character area.	X	X	X	X	X	X	X	X	X	Planning Department / Community Reinvestment Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed

Bibb City											
								Planning Department	Staff Time	TBD	Underway (2025)
Develop and implement a conservation neighborhood.								X	X	TBD	
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	X	X	Planning Department / Community Reinvestment / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Identify revitalization opportunities along corridors and plan streetscape projects for them.								Planning Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Columbus Tech-Bealwood											
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	X	X	Planning Department / Community Reinvestment / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.	X	X	X	X	X	X	X	Community Reinvestment Department / Neighborhoods / Planning Department	CDBG / HOME	CDBG / HOME	Completed

Prevent commercial encroachment into the Beallwood neighborhood as well as Columbus Tech's potential growth area.	X	X	X	X	X	X	X	CCG	N/A	TBD	Completed
Develop new housing in Beallwood.	X	X	X	X	X	X	X	Neighborworks	HOME	HOME	Completed
Promote adaptive reuse of commercial warehouses and the old Beallwood elementary school.	X	X	X	X	X	X	X	Planning Department	Staff Time	TBD	Completed
Improve the Alexander Park facilities and cricket field	X							Parks & Recreation Department	\$265,000	Private donation	Completed
Benning Technology Park Redevelopment Area & Tax Allocation District #1											
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Development Authority of Columbus	Underway (2028)
Develop the proposed technology/business park to "become the ultimate workplace solution for military contractors and consultants desiring close proximity to Fort Benning and the Maneuver Center" creating a secure, fully-serviced employment and commercial environment adjacent to Interstate 185 on the north side of Fort Benning Georgia, just inside the main security gate and within a ten-mile radius of all major Army headquarters.	X	X	X	X	X	X	X	CCG / Private investors	TBD	Development Authority of Columbus	Underway (2023)
<i>See also Arbor Point STWP tasks</i>											
River District Redevelopment Area & Tax Allocation Districts #2, 3, & 4											
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Encourage job creation while improving physical conditions in underperforming sections of the City	X	X	X	X	X	X	X	CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources	Underway (2025)
Encourage reinvestment in established older residential neighborhoods that are surrounded by commercial and industrial land-uses.	X	X	X	X	X	X	X	CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources	Underway (2025)
<i>See also Liberty District, Uptown, City Village, and Bibb City STWP tasks</i>											

MidTown Redevelopment Area & Tax Allocation Districts #5 & 6									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
Strengthen MidTown's older commercial corridors and nodes by strategically encouraging commercial infill and mixed-use development, rehabilitating existing housing and creating new residential living options around those nodes	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
Reduce the presence of conflicting commercial and industrial land uses by transitioning under-utilized properties to higher-valued uses.	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
Assist in funding reinvestment in established older residential neighborhoods that surround underperforming commercial and industrial land uses, including public improvements to inadequate water and sewer infrastructure serving those neighborhoods.	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
See also Medical Corridor, Five Points, 13th & 13th, and Civic Commons STWP tasks									
Midland Commons Redevelopment Area & Tax Allocation District #7									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	X	TBD	Various public and private sources	Underway (2025)
Make transportation and traffic control improvements to the site and JR Allen Parkway to lessen the traffic impacts in the area	X	X	X	X	X	X	TBD	Various public and private sources	Completed
Make improvements to Flat Rock Park which can enhance the experience of visitors to this public park from throughout Columbus and connect to the regional bike trail system as an additional way to access the park.	X	X	X	X	X	X	TBD	TAD funding	Underway (2025)
See also Beaver Run STWP tasks									