

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished Yes/If No, why?
Community Revitalization									
Develop a monitoring system to keep a current inventory regarding industry's needs and problems.	X	X	X	X	X	Chamber of Commerce	\$7,500	Chamber of Commerce /City	In progress
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce /City	Not started
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.				X		City Manager	\$0	City	Not started
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.				X		City Manager	\$5,000	City	Not started
Strengthen the city's Community Reinvestment Department and ensure that it has all the powers authorized by the State Redevelopment Powers Act and the Urban Redevelopment Law and power to coordinate actions of the Planning Department, Community Reinvestment Department, Engineering Department, Parks and Recreation, Development Authority of Columbus, Downtown Development Authority, Housing Authority, and Land Bank Authority with respect to designated redevelopment areas of the City.	X					City Manager	\$50,000	City	In progress
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.	X	X	X	X	X	City Manager/Planning Department	\$0	n/a	Not started
Commission a study on the continued use of the state docks at their present location.	X	X	X	X	X	City/Chamber of Commerce	\$20,000	Chamber of Commerce /City	Not started
Continue efforts of developing a Riverfront Activity Area	X	X	X	X	X	City/Chamber of Commerce/Uptown Columbus	\$10,000	City/Chamber of Commerce /Uptown Columbus	On going

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	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Review the Future Policy Map and recommendations of the Comprehensive Plan to designate Targeted Redevelopment Areas (TRA's) for focusing revitalization strategies and resources.		X				Community Reinvestment Department	No Additional Cost	City	On going
Inventory vacant and underutilized sites in TRAs and create a database to track their use, ownership, condition, tax status and maintenance.		X	X	X	X	Community Reinvestment Department	\$50,000	City	In progress
Create database of publicly owned property and tax foreclosed properties. Reactivate City's Land Bank to manage, acquire, and redevelop them. Prior to sale, incorporate covenants restricting development and use to be consistent with redevelopment plans for these areas. Restrictions on price of resale or maximum rent can result in increased supply of affordable housing.			X			Community Reinvestment Department	\$5,000	City	In progress
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City/Private	On going
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.		X	X	X	X	Community Reinvestment Department	\$50,000	City	On going
2nd Avenue Redevelopment Area	X	X	X	X	X	Community Reinvestment Department	\$1,000,000	CDBG/HOME	On going
Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	CDBG/City	On going
Use HOME and other funds to create a revolving loan program for rehabilitation of owner-occupied housing of low and moderate income households, giving priority to correcting code violations.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	HUD - HOME program/City	In progress

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	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.		X				Community Reinvestment Department	\$5,000	City	On going
Publicize the success stories from loft conversions that have occurred downtown and promote the availability of additional sites.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City	Not started
Provide start-up resources and grant funding to support a non-profit Neighborhood Urban Design Center based on models established by cities of Chattanooga and Baltimore.				X		Community Reinvestment Department	\$50,000	City	No funding
Hold workshop(s) with realtors and homeowners to discuss in-town market perceptions of the community. Establish a Task Force to identify sources of negative perceptions and to develop a plan to address the sources of problems and prepare promotional materials that publicize the assets of the City's in-town neighborhoods.			X			Community Reinvestment Department	\$2,500	City	On going
Work with community stakeholders to prepare detailed Master Plans for TRA's, including lists of needed public improvements, identifying potential catalyst sites (Quality Redevelopments) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).		X	X	X	X	Community Reinvestment Department	\$500,000	City	Not started
Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$200,000/ yr.	Federal Enterprise Funds	On going
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts.	X	X	X	X	X	Community Reinvestment Department/ Planning Department	\$3,000	City	On going
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.	X	X	X	X	X	Council of Neighborhoods/Planning Department	\$0	n/a	On going

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	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Continued support of efforts of Development Authority of Columbus in economic development.	X	X	X	X	X	Development Authority/Chamber of Commerce	.25 mills per year	Chamber of Commerce /City	On going
Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies).	X	X	X	X	X	Development Authority/Chamber of Commerce	\$5,000	Chamber of Commerce /City	On going
Beallwood Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$1,500,000	CDBG/HOME	On going
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME	On going
South Lawyers Lane Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/ NeighborWorks	\$1,000,000	CDBG/HOME	On going
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative	\$2,500,000	CDBG/HOME	On going
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	Development Resource Center/Community Reinvestment Division	\$16,000	City	On going
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone	On going
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X	X	X	X	X	Historic Columbus Foundation	\$0	City	On going
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.				X		Inspections and Code Enforcement	\$0	n/a	On going

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Organize a VIP trip of City officials to Washington to publicize the City's efforts to respond to growth at Ft. Benning with revitalization, show them redevelopment plans, and ask representatives of Congress and the Department of Housing and Urban Development for financial support.	X					Mayor	\$25,000	Chamber of Commerce /City	Completed
Create Mayor's Revitalization Council to advise the Mayor and Council on methods to encourage private sector participation in the implementation of the City's revitalization plans, and hire an Executive Director to broker public-private partnerships in TRA's.	X					Mayor's Office	\$100,000	City	Completed
Engage real estate professionals to prepare marketing and promotion of available infill development sites in in-town neighborhoods.			X			Mayor's Revitalization Council	\$10,000	City	Completed
Prepare measurable criteria for evaluating the potential public benefits of public/private partnerships that use the City's financial tools for redevelopment such as tax abatements and other incentives.				X		Mayor's Revitalization Council	\$25,000	City	On going
Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.		X				Mayor's Revitalization Council	\$5,000	Community Reinvestment Dept./Chamber of Commerce	On going
Ensure that adequate amounts of in-town land are zoned for small lot and higher density zoning classifications that are attractive to seniors and young adults.	X	X	X	X	X	Planning Department	\$0	n/a	In progress
Prepare an overlay zoning district to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.				X		Planning Department	\$50,000	City	In progress
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.			X			Planning Department	\$25,000	City	In progress

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	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.					X	Planning Department	\$10,000	City	In progress
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.				X		Planning Department	\$60,000/yr	City	No funding
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods.				X		Planning Department	\$0	City	In progress
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department	\$15,000	City	On going
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department	\$15,000	City	On going
Encourage in-town housing appropriate for "empty nesters", retirees, and other older adults and consider amending the UDO to provide for senior living communities with universal design standards and amenities for seniors.					X	Planning Department	\$15,000	City	In progress
Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.				X		Planning Department/MPO	\$500	City/GDOT	On going
Quality Community Infrastructure									
Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth.	X	X	X	X	X	City Manager	\$5,000	City	Completed
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.		X				City Manager	\$5,000	City	Completed

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Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries.		X	X	X	X	City Manager	no extra cost	n/a	On going
Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map.	X	X	X	X	X	City Manager	no extra cost	n/a	On going
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	n/a	On going
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	City Manager	no extra cost	n/a	On going
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X	X	X	X	X	City Manager	\$20,000	City	On going
Continuation of a Planning Department program to evaluate and coordinate long-range medical and health facility needs with other facilities and the surrounding areas.	X	X	X	X	X	CMO/Planning Department	\$5,000	City	On going
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City	On going
Continue to work with the Water Board to coordinate the construction of utility lines which are designated for short and long ranged development of the Water Works Master Plan.	X	X	X	X	X	Columbus Water Works	\$5,000	City	On going
Construct New Fire Station at River Road and Biggers Road (Station 16).		X	X			Development Resources Center- Engineering	\$1,869,000	City	Completed
Construct New Fire Station at Cargo Drive and Transport Blvd (Station 17).		X	X			Development Resources Center- Engineering	\$1,869,000	City	Completed
Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.	X	X	X	X	X	Engineering	\$5,000	City	On going

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Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public.		X	X	X	X	Finance Department	\$50,000	City	In progress
Fire Department Training Classroom.			X			Fire/EMS	\$10,825,000	City	No funding
Implement Fire/EMS Strategic Plan for Personnel		X				Fire/EMS	\$2,157,000	City	On going
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	\$1,185,000	City	On going
Fire/EMS - Emergency Watercraft	X	X				Fire/EMS	\$45,000	City	On going
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	\$3,441,646	City	On going
Fire/EMS - Quint		X				Fire/EMS	\$1,955,563	City	On going
Fire/EMS - Ambulances	X		X	X	X	Fire/EMS	\$1,336,136	City	On going
Fire/EMS - Command Vehicles	X					Fire/EMS	\$111,000	City	On going
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	\$435,124	City	On going
Develop a park master plan including schematic design concepts for the trail system.		X	X	X	X	Parks and Recreation Department	\$5,000/year	City	In progress
Ensure an effective and fiscally responsible programming plan for all Park and Recreation divisions with strong focus on Athletics, Aquatics, Seniors, and Therapeutics.	X	X	X	X	X	Parks and Recreation Department	\$80,000	City	On going
Develop a data driven, cost effective and systematic, replacement and maintenance plan for parks, facilities and equipment.	X	X	X	X	X	Parks and Recreation Department	\$1,435,000	City	On going
Memorial Stadium - field and facility improvements including improved lighting, and elevator and other ADA accessibilities.	X	X	X	X	X	Parks and Recreation Department	\$1,900,000	City	No funding
Provide a regional tennis hub at Cooper Creek with additional tennis courts, equipment and an expanded concession program.			X	X	X	Parks and Recreation Department	\$500,000/yr	City	In progress
Britt David Park and Cultural Arts Studio		X	X	X	X	Parks and Recreation Department	\$250,000/yr	City	Park finished but not Cultural Arts studio

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Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users.	X	X	X	X	X	Parks and Recreation Department	\$500,000/yr	City	No funding
Natorium	X	X	X	X	X	Parks and Recreation Department	\$10,000,000	City	Completed
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City	On going
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City	No funding
Lakebottom - Track and tennis courts refurbished	X	X	X			Parks and Recreation Department	\$1,200,000	City	Completed
Pop Austin/Carver Interior Renovations	X	X	X			Parks and Recreation Department	\$825,000	City	Completed
Programming for adults over 25 and seniors to include plans away from facilities.	X	X	X	X	X	Parks and Recreation Department	\$340,000	City	On going
Develop new therapeutics opportunities to increase programming due to growing number of available participants.		X	X	X	X	Parks and Recreation Department	\$275,000	City	On going
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City	On going
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City	On going
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City	On going
Upgrade lighting at Psalmomd Road Complex.	X					Parks and Recreation Department	\$75,000	City	Completed
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Policy Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X				Planning Department	\$60,000	n/a	Not started
Develop a property management program with the purpose of identifying public lands suitable for parks, pocket parks, public squares and greens and other purposes that is consistent with the Future Policy Map.	X	X	X	X	X	Planning Department	\$20,000	City	In progress

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	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Planning Department	\$3,000	City	Public Works
Develop Marina in South Columbus.	X	X	X			Planning Department	\$4,000,000	City	On going
Implement Columbus Police Department Strategic Plan and Capital Improvements Plan and Continue recruiting efforts to increase the number of sworn police officers.	X	X	X	X	X	Police Department	\$13,536,000	City	Completed
Balanced Transportation									
Create a School Siting Master Plan to identify future locations for schools to allow children to walk to school, reduce transportation costs, serve existing neighborhoods and use existing infrastructure.	X	X				City Manager/Muscogee County School District/Planning Department	\$50,000	Muscogee County School District/City	In progress
Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.		X				Engineering Department	\$0	n/a	On going
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	\$25,000	City	On going
Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects.	X	X	X	X	X	Engineering Department	tbd	tbd	On going
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT	On going
Construct Six Gateway Intersections	X	X	X	X	X	Engineering Department	\$714,000	Federal/State DOT/Local	Not started
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	Engineering Department	\$3,000	City	Not started
Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in throughout the city.	X	X	X	X	X	Engineering Department Planning Department/MPO	\$500,000	City	On going

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Conduct a comprehensive operational analysis (COA) for transit to identify underserved transit markets, determine hours of service, identify capital needs and maximize efficiencies. Focus should be placed on providing transit options for the City's growing senior population.			X			METRA	\$100,000	City	On going
Develop Comprehensive City Trail System	X	X	X	X		Parks and Recreation Department	\$10,000,000	City	In progress
Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service to Fort Benning, monitoring of infrastructure improvements, and identifying additional improvements that are needed.	X	X	X	X	X	Planning Department	no additional cost	n/a	Completed
Interstate 185 from St. Mary's Rd to Victory Dr.	X					Planning Department	\$14,466,000	Federal/State DOT/Local	Completed
Talbotton Rd and Warm Springs Rd/7th Ave to Crestview Dr.	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT	In progress
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd (From Macon to Industrial Park Short Term Shatugla to NE in in Long Range. Construction date for first portion to be known in October 2008 (GDOT Decision)	X	X				Planning Department	\$9,000,000	Federal/State DOT	In progress
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd to Schatulga Rd		X				Planning Department	\$7,331,000	Federal/State DOT	In progress
Whittlesey Rd from Whitesville Rd to Bradley Park Dr.	X	X	X	X		Planning Department	\$7,117,000	Federal/State DOT/Local	In progress
Cusseta Rd from Ft. Benning Dr to Staunton Dr	X					Planning Department	\$7,400,000	Federal/State DOT/Local	TIA - 2020
Miller Rd from Warm Springs Rd to Macon Rd (ROW acquisition)	X					Planning Department	\$9,266,000	Federal/State DOT/Local	L RTP
St. Mary's Road from I-185 to McCarthy Drive	X					Planning Department	\$4,593,000	Federal/State DOT/Local	L RTP
Continue detailed Planning Department for the Alternative Transportation Plan.	X	X	X	X	X	Planning Department	\$3,000	City	In progress

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Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.		X				Planning Department & Parks and Recreation Department	\$50,000	City	In progress
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X	X	X	X	Planning Department/ Engineering Department	\$25,001	City	In progress
Review of future streets rights-of-way needs as the relate to the Land Use Plan and Columbus-Phenix City Transportation.	X	X	X	X	X	Planning Department/ Engineering Department/ Inspections and Code	\$3,000	City	On going
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.	X	X	X	X	X	Planning Department/Engineering	\$100,000	City	On going
Prepare status report and perform annual monitoring of implementation of BRAC-related infrastructure improvements. If needed, convene coordination committee for On-Going oversight.	X	X	X	X	X	Planning Department/Engineering Department	\$30,000	City	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 enforcement activities.		X				Planning Department/METRA	\$30,000	City	Completed
Prepare a Comprehensive Transportation Plan consistent with the 2028 Comprehensive Plan Update. Objectives should include formalizing LRTP/TIP project selection process and developing/modifying policy recommendations based on community goals established during the Comprehensive Plan Update.	X	X				Planning Department/MPO	no additional cost	n/a	On going

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Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, promotion of flexible working hours with major employers, encouragement of trips made by transit; cycling or walking, and encouragement of working from home.	X	X	X	X	X	Planning Department/MPO	\$50,000	City	On going
Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.				X		Planning Department/MPO	\$50,000	City	In progress
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X	X	X	X	X	Planning Department/MPO	tbd	tbd	In progress
Protection and Enhancement of the Natural Environment.									
Purchase sensitive land for public conservation and recreation. This initiative should be coordinated with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning.	X	X	X	X	X	City Manager/ Community Reinvestment/ Parks and Recreation/ Planning Department	\$1,000,000/year	City/grants/private funds	On going
Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc.	X	X	X	X	X	City Manager/ Planning Department	\$0	n/a	On going

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Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off.	X	X	X	X	X	Columbus Water Works/Engineering Department	\$20,000	City	On going
Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community.	X	X	X	X	X	Cooperative Extension Agency, Parks and Recreation Department, Engineering Department, Community Reinvestment Department	\$25,000	City	On going
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City	On going
Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use).	X	X	X	X	X	Engineering Department	\$5,000	City	On going
Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database.	X	X				Engineering Department	\$350,000	City	On going
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.	X	X	X	X	X	Engineering Department	\$20,000	City	On going
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City	On going
Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.	X					Planning Department	\$6,000	City	Not started
Expand the role of Oxbow Meadows Environmental Learning Center as a public education center for green building issues.	X	X	X	X	X	Planning Department	\$10,000	City/grants/private funds	On going

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Prepare an Interstate Gateway Overlay zoning district to regulate the character of development near the I-185 corridor.				X		Planning Department	\$25,000	City	Not started
Prepare and adopt quality development corridor overlay districts along transportation corridors where determined appropriate, using the recommendations of the Future Policy Map as a guide.				X		Planning Department	\$50,000	City	On going
Study the possibility of amending the City's land use regulations to require the dedication of recreation areas in residential subdivisions.				X		Planning Department	\$0	n/a	Not started
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	\$0	n/a	On going
Develop heat island mitigation guidelines for infill and redevelopment areas of the City.		X	X	X		Planning Department	\$0	n/a	On going
Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.	X	X	X	X	X	Planning Department	No Extra Cost		On going
Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics.	X	X				Planning Department/Public Works Department	\$0	n/a	On going
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City	On going
Managing Impacts of Growth									
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences, using the Future Policy Map as a reference. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X	X	X		City Manager/ Planning Department	\$50,000	City	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Complete analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs.		X	X			City Manager/City Council	\$65,000 to \$85,000	private sector	TIA
Work towards reviewing the possibility of passing local legislation to permit Tax Allocation Districts (TADs) by continuing public education efforts. These redevelopment districts can play an important role in redevelopment initiatives.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost This may require additional cost if the City looks for outside help.	n/a	In progress
Continue to work towards renewal of the City's Special Purpose Local Option Sales Tax and adoption of a permanent Local Option Sales Tax.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost	n/a	Completed
Continue to educate the public on potential funding mechanisms. An education campaign should include resources such as online information, media coverage, public meetings, and community flyers. This education campaign will help increase public awareness and minimize opposition for new revenue raising strategies.	X	X	X	X	X	City Manager/Finance Department/Mayor	No additional Cost	n/a	On going
Study the feasibility of expanding the City's existing Business Improvement District (BID), which currently spans a 47-block area of the Central Business District. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. This will likely be completed by 2009.	X	X	X	X	X	Columbus Business Improvement District	tbd	tbd	Not started

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Maintain salary study for City's police officers, fire fighters, and other staff whose departments will be significantly affected by population growth. Findings from these studies should be used to schedule pay rates and recruit new personnel to the City.	X	X	X	X	X	Human Resources Department	No additional Cost	n/a	On going
Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus.	X	X				Planning Department	No additional Cost	n/a	On going
Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate.	X	X	X	X	X	Planning Department	No additional Cost	n/a	On going
Implement a public marketing campaign via flyers, media stories, and grassroots education to dispel misconceptions about the City's land use approach and educate the public on strategies and techniques being pursued. The "Champions of the Plan" should play a role in developing and moving this education process forward as should existing outreach mechanisms, including the "Columbus Plans" newsletter.	X	X	X	X	X	Planning Department	\$15,000	City	On going
Regularly review and consider the appropriateness of Planning Department and development concepts and standards that may be new to our area, but have been successful in other places and have the potential to lower costs of City operations.	X	X	X	X	X	Planning Department	No additional Cost	n/a	On going
Coordinate the potential integration of Columbus Champions with the Coalition for Sound Growth by hosting a joint meeting to discuss the purpose of the two groups and potential opportunities for coordination.	X	X				Planning Department	No additional Cost	n/a	Not started

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Periodically meet with Columbus Champions or other citizens' group tasked with following through on Plan implementation. These meetings should help sustain community interest in Plan implementation and help facilitate the development of public/private partnerships.	X	X	X	X	X	Planning Department	No additional Cost	n/a	Not started
Review and update existing development regulations to reflect policies outlined in Future Policy Map. By doing so, the City's land use policies should reflect the City's revitalization-focused land use approach.		X	X			Planning Department	No additional Cost	n/a	On going
Complete a comprehensive analysis of the changing service demands of community members, potentially including focus groups, staff interviews, and community surveys in the methodology. The study members should consider potential strategies to meet changing service needs of Citizens and should incorporate results from the Fiscal Impact Analysis completed in conjunction with this Plan.			X	X		Planning Department	\$50,000	City	On going
Regional Coordination and Local									
Generate public bulletins to prepare citizens for potential negative impacts of Ft. Benning expansion such as noise and air quality issues from prescribed burns.	X	X				City Manager/Fort Benning/ Planning Department	\$10,000	City	Completed
Prevent public or private land uses that encroach on military operations.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	No additional cost	n/a	On going
Encourage continuation of partnership between Ft. Benning and the Nature Conservancy to acquire land conservation easements around the base.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	no cost to city	n/a	On going
Continue to develop and carry out the regional comprehensive plan.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$15,000	Chamber of Commerce /City	On going
Continue to develop and carry out the master plan for Muscogee Technical Park.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$50,000	Chamber of Commerce /City	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Support development of a regional business center.	X	X	X	X	X	City/Development Authority/Chamber of Commerce/Valley Partnership	\$100,000	Chamber of Commerce /City	On going
Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area.	X	X				Columbus Water Works	\$100,000	Enterprise Fund	On going
Complete an analysis of existing marketing and tourism. Work with neighboring communities to develop an updated strategy to attract tourists and conventions to the region.	X	X				Convention and Visitors Bureau/Presidential Pathways	\$50,000	tbd	On going
Continue to develop and carry out the master plan for Fall Line Business Center.	X	X	X	X	X	Development Authority/Chamber of Commerce	\$100,000/yr	Chamber of Commerce /City	On going
Develop a package of financial assistance and incentive that is fair to existing and future industries.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager	\$12,000,000	Chamber of Commerce /City	On going
Improve the job skills and work habits of minorities and women through Tech and Training programs.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$10,000	Chamber of Commerce /City	On going
Utilize SBA to stimulate and assist the development of businesses owned, operated and staffed by minorities.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$325,000	Chamber of Commerce /City	On going
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	MidTown, Inc., Uptown Columbus, Inc., Columbus South	tbd	tbd	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Sustain and uphold the regional partnership of school districts. Under the lead of the Muscogee County School District, eight neighboring school districts have entered into a partnership to request funding directly from the federal government for new school construction.	X	X	X	X	X	Muscogee County School District	No additional cost	n/a	Completed
Continue to promote and engage in extensive coordination between the Muscogee County School District and Planning Department regarding school placement decisions. New school locations should be closely tied to future land use plans and development approvals.	X	X	X	X	X	Muscogee County School District/Planning Department	No additional cost	n/a	On going

**Columbus/Muscogee County Short Term
Work Program Update
2009-2013**

	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
STWP Specific to Individual Character Areas									
Northwest Columbus									
Provide Best Management Practices for stormwater management		X	X			Engineering Department	\$5,000	City	On going
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development. Prohibit incompatible uses.	X	X	X	X	X	Planning Department	\$0	n/a	On going
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding.	X	X	X	X	X	Planning Department	\$0	n/a	On going
Northeast Columbus									
Develop pedestrian friendly mixed-use activity centers at major intersections.	X	X	X	X	X	Planning Department	\$0	n/a	In progress
Create, safe convenient pedestrian and bicycle connections to the neighborhoods, commercial services, and parks.	X	X	X	X	X	Planning Department		City	In progress
Require shared driveways and inter-parcel access for adjacent commercial uses.	X	X	X	X	X	Planning Department/GDOT	No additional cost	n/a	On going
West Panhandle									
Noise abatement from Fort Benning – carefully review construction of noise sensitive land uses	X	X	X	X	X	Planning Department	No additional cost	n/a	On going
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department/Inspections and Code Department	No additional cost	n/a	On going
Develop pedestrian friendly mixed-use activity centers at selected intersections. Limiting the scale of mixed-use development to 2-3 stories would be in keeping with the character of neighboring low-rise residential areas. Give these activity centers priority in the funding and location of new public facilities.	X	X	X	X	X	Planning Department	\$30,000	City	In progress

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Encourage the development of a secondary road system that links adjacent developments and provides alternative routes for residents to the primary arterial road system where practical. Require stub streets in adjacent developments, where practical, to link to the proposed road system in new surrounding developments.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going
East Panhandle									
Noise Abatement from Fort Benning – carefully review the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise impacted areas.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department/Inspections and Code Department	No additional cost	n/a	In progress
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X	X	X	Planning Department	\$30,000	City	On going
Bibb									
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City	In progress
Pursue designation of historic districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation.		X	X	X		Historic Columbus Foundation/Planning Department	\$40,000	City/grants/private funds	In progress
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$100,000 per year	City/grants/private funds	In progress
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going
Uptown									
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds	In progress
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Planning Department	\$0	n/a	On going
Highlight cultural assets through public art and the hosting and promotion of Uptown events.	X	X	X	X	X	UPTown Columbus Inc.	\$10,000	Private funds	On going
Midtown									
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City	On going
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City /Property Developers	In progress
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds	In progress
Southeast Columbus									
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City	On going
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds	In progress
Columbus South									
Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report. See also OxbowSTWP task.	X	X	X	X	X	Columbus South	\$25,000 per year	City/grants/private funds	Completed

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.		Completed
Pursue redevelopment efforts that create neighborhood centers, such as Baker Village, that give Columbus South symbolic and economic centers.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.		On going
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City	On going
Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds	In progress
Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going
Oxbow									
Support the efforts of the Columbus South Revitalization Task Force and work to implement the recommendations of the Revitalizing Columbus South Report. See also <i>Columbus South STWP task</i> .	X	X	X	X	X	Columbus South	\$25,000 per year	City/grants/private funds	Completed
Promote Oxbow Meadows and the Infantry Museum as a regional tourist destination.	X	X	X	X	X	Convention and Visitors Bureau/Presidential Pathways	\$2,500	City/grants/private funds	On going
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds	In progress
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.	X	X	X	X	X	Planning Department	No additional cost	n/a	On going

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished Yes/If No, why?
Community Revitalization									
Organize a VIP trip of City officials to Washington to publicize the City's efforts to respond to growth at Ft. Benning with revitalization, show them redevelopment plans, and ask representatives of Congress and the Department of Housing and Urban Development for financial support.	X					Mayor	\$25,000	Chamber of Commerce /City	Completed
Create Mayor's Revitalization Council to advise the Mayor and Council on methods to encourage private sector participation in the implementation of the City's revitalization plans, and hire an Executive Director to broker public-private partnerships in TRA's.	X					Mayor's Office	\$100,000	City	Completed
Engage real estate professionals to prepare marketing and promotion of available infill development sites in in-town neighborhoods.			X			Mayor's Revitalization Council	\$10,000	City	Completed
Quality Community Infrastructure									
Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth.	X	X	X	X	X	City Manager	\$5,000	City	Completed
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.		X				City Manager	\$5,000	City	Completed
Construct New Fire Station at River Road and Biggers Road (Station 16).		X	X			Development Resources Center- Engineering	\$1,869,000	City	Completed
Construct New Fire Station at Cargo Drive and Transport Blvd (Station 17).		X	X			Development Resources Center- Engineering	\$1,869,000	City	Completed
Natorium	X	X	X	X	X	Parks and Recreation Department	\$10,000,000	City	Completed
Pop Austin/Carver Interior Renovations	X	X	X			Parks and Recreation Department	\$825,000	City	Completed
Upgrade lighting at Psalmond Road Complex.	X					Parks and Recreation Department	\$75,000	City	Completed

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Implement Columbus Police Department Strategic Plan and Capital Improvements Plan and Continue recruiting efforts to increase the number of sworn police officers.	X	X	X	X	X	Police Department	\$13,536,000	City	Completed
Balanced Transportation									
Continue coordination with Fort Benning on BRAC-related impacts to transportation infrastructure. Items include coordination of METRA service to Fort Benning, monitoring of infrastructure improvements, and identifying additional improvements that are needed.	X	X	X	X	X	Planning Department	no additional cost	n/a	Completed
Interstate 185 from St. Mary's Rd to Victory Dr.	X					Planning Department	\$14,466,000	Federal/State DOT/Local	Completed
Prepare status report and perform annual monitoring of implementation of BRAC-related infrastructure improvements. If needed, convene coordination committee for On-Going oversight.	X	X	X	X	X	Planning Department/Engineering Department	\$30,000	City	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 enforcement activities.		X				Planning Department/METRA	\$30,000	City	Completed
Protection and Enhancement of the Natural Environment.									
Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc.	X	X	X	X	X	City Manager/ Planning Department	\$0	n/a	Completed
Managing Impacts of Growth									

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2009-2013									
	2009	2010	2011	2012	2013	Responsibility	Cost	Funding	Accomplished
Continue to work towards renewal of the City's Special Purpose Local Option Sales Tax and adoption of a permanent Local Option Sales Tax.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost	n/a	Completed
Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus.	X	X				Planning Department	No additional Cost	n/a	No desire to expand the Enterprise Zone by Council.
Regional Cooperation and Local Partnerships									
Generate public bulletins to prepare citizens for potential negative impacts of Ft. Benning expansion such as noise and air quality issues from prescribed burns.	X	X				City Manager/Fort Benning/ Planning Department	\$10,000	City	Completed
Sustain and uphold the regional partnership of school districts. Under the lead of the Muscogee County School District, eight neighboring school districts have entered into a partnership to request funding directly from the federal government for new school construction.	X	X	X	X	X	Muscogee County School District	No additional cost	n/a	Completed

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Community Revitalization								
Review the Future Policy Map and recommendations of the Comprehensive Plan to designate Targeted Redevelopment Areas (TRA's) for focusing revitalization strategies and resources.	X	X	X	X	X	Community Reinvestment Department	No Additional Cost	City
The Mayor's Revitalization Council shall advise the Mayor and Council on methods to encourage private sector participation in the implementation of the City's revitalization plans, and hire an Executive Director to broker public-private partnerships in TRA's.	X	X	X	X	X	Mayor's Office	\$100,000	City
Encourage in-town housing appropriate for "empty nesters", retirees, and other older adults and consider amending the UDO to provide for senior living communities with universal design standards and amenities for seniors.	X					Planning Department	\$0	N/A
Ensure that adequate amounts of in-town land are zoned for small lot and higher density zoning classifications that are attractive to seniors and young adults.	X	X	X	X	X	Planning Department	\$0	N/A
Inventory vacant and underutilized sites in TRAs and create a database to track their use, ownership, condition, tax status and maintenance.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Create database of publicly owned property and tax foreclosed properties. Prior to sale, incorporate covenants restricting development and use to be consistent with redevelopment plans for these areas. Restrictions on price of resale or maximum rent can result in increased supply of affordable housing.	X	X	X	X	X	Community Reinvestment Department / Columbus Land Bank	\$5,000	City
Engage real estate professionals to prepare marketing and promotion of available infill development sites in in-town neighborhoods.	X	X	X	X	X	Mayor's Revitalization Council	N/A	City
Redevelopment District bond incentives to encourage investment in blighted areas	X					Mayor's Revenue Review Commission and Mayor's Real Estate Investment Initiative Commission	None	N/A
Prepare an overlay zoning district (or conservation districts) to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.	X	X	X	X	X	Planning Department	On-going	N/A
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Community Reinvestment Department	\$50,000	city/private
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.	X	X	X	X	X	Inspections and Code Enforcement	On-going	N/A
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City
Columbus Housing Initiative is an innovative effort to coordinate the excess supply of low income housing of suitable quality with those in need of housing options. The program is a partnership between the City's Codes and Inspections Department (which inspects each submitted qualified unit to validate code compliance), the City's Community Reinvestment Department (which oversees and coordinates the effort), the Housing Authority (which refers its potential clients to qualifying units), private large scale property management companies (which propose potential housing units) and the City Manager and Mayor's Office's (which oversee and direct the initiative).	X	X	X	X	X	Community Reinvestment/ Mayor's Office/ Inspections and Codes Department/ Housing Authority	Minimal Admin Costs	Each participant assumes their own costs at this point.

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	Development Resource Center/Community Reinvestment Division	\$16,000	City
South Lawyers Lane Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/NeighborWorks	\$1,000,000	CDBG/HOME
2nd Avenue Redevelopment Area	X	X	X	X	X	Community Reinvestment Department	\$1,000,000	CDBG/HOME
Beallwood Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$1,500,000	CDBG/HOME
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	\$2,500,000	CDBG / HOME / Private Funds
East Wynnton/Carver Heights/East Carver Heights	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	CDBG/City
Use HOME and other funds to create a revolving loan program for rehabilitation of owner-occupied housing of low and moderate income households, giving priority to correcting code violations.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	HUD - HOME program/City
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments (conservation districts).	X	X	X	X	X	Planning Department	On-going	N/A
Publicize the success stories from loft conversions that have occurred downtown and promote the availability of additional sites.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Provide start-up resources and grant funding to support a non-profit Neighborhood Urban Design Center based on models established by cities of Chattanooga and Baltimore.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X	X	X	X	X	Historic Columbus Foundation	On-going	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Hold workshop(s) with realtors and homeowners to discuss in-town market perceptions of the community. Establish a Task Force to identify sources of negative perceptions and to develop a plan to address the sources of problems and prepare promotional materials that publicize the assets of the City's in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	On-going	City
Strengthen the city's Community Reinvestment Department and ensure that it has all the powers authorized by the State Redevelopment Powers Act and the Urban Redevelopment Law and power to coordinate actions of the Planning Department, Community Reinvestment Department, Engineering Department, Parks and Recreation, Development Authority of Columbus, Downtown Development Authority, Housing Authority, and Land Bank Authority with respect to designated redevelopment areas of the City.	X	X	X	X	X	City Manager	On-going	City
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X					Planning Department	\$0	N/A
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.	X	X	X	X	X	Planning Department/Inspections and Code Department/Engineering Department	\$60,000/year	City
Develop an effective model for channeling private development and investment to underutilized areas of Columbus, Georgia. Identify market anomalies and other stumbling blocks to investment in underutilized areas of Columbus, Georgia and recommend strategies to overcome them.	X	X	X	X	X	Mayor's Real Estate Investment initiative Commission	Minimal Admin Costs	Mayor's Budget
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone
Work with community stakeholders to prepare detailed Master Plans for TRA's, including lists of needed public improvements, identifying potential catalyst sites (Quality Redevelopments) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).	X	X	X	X	X	Community Reinvestment Department	\$500,000	City
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods (conservation districts).	X	X				Planning Department	\$0	N/A
Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$200,000/ yr.	Federal Enterprise Funds

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.	X	X	X	X	X	Mayor's Revitalization Council	\$5,000	Community Reinvestment Dept., Chamber of Commerce
Commission a study on the continued use of the state docks at their present location.	X	X	X	X	X	City/Chamber of Commerce	\$20,000	Chamber of Commerce/City
Develop a monitoring system to keep a current inventory regarding industry's needs and problems.	X	X	X	X	X	Chamber of Commerce	\$7,500	Chamber of Commerce/City
Continued support of efforts of Development Authority of Columbus in economic development.	X	X	X	X	X	Development Authority/Chamber of Commerce	.25 mills per year	Chamber of Commerce/City
Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies).	X	X	X	X	X	Development Authority/Chamber of Commerce	\$5,000	Chamber of Commerce/City
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce/City
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts.	X	X	X	X	X	Planning Department	\$0	N/A
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Conitnue to hold the Preservation for Profit seminars	X	X	X	X	X	Coalition for Sound Growth / Historic Columbus Foundation, Inc.	N/A	N/A
Partner with the National Vacant Properties Campaign	X	X	X	X	X	Coalition for Sound Growth / Planning Department / Community Revitalization Department	On-going	N/A
Continue efforts of develop a Riverfront Activity Area	X	X	X	X	X	City/Chamber of Commerce/Uptown Columbus	\$10,000	City/Chamber of Commerce/Uptown Columbus
Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.	X	X	X	X	X	Planning Department/MPO	\$0	City/GDOT
Quality Community Infrastructure								
Create a community where every person is valued and presented with equal access to opportunities. Gather information, data and public input in order to provide and/or recommend policies, strategies, education efforts and programs to the Mayor, and, upon the Mayor's invitation, to City Council.	X	X	X	X	X	Mayor's Commission on Unity, Diversity and Prosperity	Program/ Project Costs	Approximately \$3,500 Commission Fund
Identify issues and suggest solutions regarding how our community may obtain a one-stop resource center that facilitates a reduction in homelessness. This is an integral part of the Ten Year Plan to End Homelessness by making it rare, short-term and preventable.	X	X	X	X	X	Mayor's Opportunity Center Task Force	Minimal Admin Costs	Mayor's Budget

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Collaborate with scrap metal stakeholders, law enforcement, property owners and city officials to reduce costly, destructive copper thefts.	X	X	X	X	X	Mayor's Copper Theft Task Force	Minimal Admin Costs	Mayor's Budget
Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth.	X	X	X	X	X	City Manager	\$5,000	City
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.		X				City Manager	\$5,000	City
Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public.	X	X	X	X	X	Finance Department	\$50,000	City
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Policy Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X	X	X	X	Planning Department	\$0	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries.	X	X	X	X	X	City Manager	no extra cost	N/A
Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map.	X	X	X	X	X	City Manager	no extra cost	N/A
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	N/A
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	City Manager	no extra cost	N/A
Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.	X	X	X	X	X	Engineering	\$5,000	City
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X	X	X	X	X	City Manager	\$20,000	City
Develop a property management program with the purpose of identifying public lands suitable for parks, pocket parks, public squares and greens and other purposes that is consistent with the Future Policy Map.	X	X	X	X	X	Planning Department	\$0	N/A
Develop a park master plan including schematic design concepts for the trail system.	X					Parks and Recreation Department / Planning Department	\$5,000/year	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Ensure an effective and fiscally responsible programming plan for all Park and Recreation divisions with strong focus on Athletics, Aquatics, Seniors, and Therapeutics.	X	X	X	X	X	Parks and Recreation Department	On-going	City
Develop a data driven, cost effective and systematic, replacement and maintenance plan for parks, facilities and equipment.	X	X	X	X	X	Parks and Recreation Department	\$1,435,000	City
Memorial Stadium - field and facility improvements including improved lighting, and elevator and other ADA accessibilities.	X	X	X	X	X	Parks and Recreation Department	\$1,900,000	City
Provide a regional tennis hub at Cooper Creek with additional tennis courts, equipment and an expanded concession program.			X	X	X	Parks and Recreation Department	\$500,000/year	City
Britt David Park Cultural Arts Studio	X	X	X	X	X	Parks and Recreation Department	\$250,000/year	City
Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users.	X	X	X	X	X	Parks and Recreation Department	\$500,000/year	City
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Programming for adults over 25 and seniors to include plans away from facilities.	X	X	X	X	X	Parks and Recreation Department	\$340,000	City
Develop new therapeutics opportunities to increase programming due to growing number of available participants.		X	X	X	X	Parks and Recreation Department	\$275,000	City
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City
Paint South Commons Stadium and Roundhouse	X	X	X	X	X	Parks and Recreation Department	\$100,000	City
Fire Department Training Classroom.	X	X	X	X	X	Fire/EMS	\$10,825,000	City
Implement Fire/EMS Strategic Plan for Personnel	X	X	X	X	X	Fire/EMS	On-going	City
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Emergency Watercraft	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Quint	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Ambulances	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Command Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City
Continue to work with the Water Board to coordinate the construction of utility lines which are designated for short and long ranged development of the Water Works Master Plan.	X	X	X	X	X	Columbus Water Works	\$5,000	City
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Public Works Department	\$0	N/A
Create an overlay zoning district that encompasses long-range medical and health facility growth between the St. Francis Hospital campus and Columbus Regional Health.	X	X				Planning Department	\$0	N/A
Develop Marina in South Columbus.	X	X	X	X	X	Planning Department	\$4,000,000	City
Balanced Transportation								

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Maintain a Comprehensive Transportation Plan consistent with the 2028 Comprehensive Plan Update. Objectives should include formalizing LRTP/TIP project selection process and developing/modifying policy recommendations based on community goals established during the Comprehensive Plan Update.	X	X	X	X	X	Planning Department/MPO	no additional cost	N/A
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.	X	X	X	X	X	Planning Department/Engineering	\$0	N/A
Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.	X					Planning Department & Parks and Recreation Department	\$0	N/A
Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in/throughout the city.	X	X	X	X	X	Engineering Department/MPO	\$500,000	City
Conduct a comprehensive operational analysis (COA) for transit to identify underserved transit markets, determine hours of service, identify capital needs and maximize efficiencies. Focus should be placed on providing transit options for the City's growing senior population.	X	X	X			METRA	\$100,000	TIA

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, promotion of flexible working hours with major employers, encouragement of trips made by transit; cycling or walking, and encouragement of working from home.	X	X	X	X	X	Planning Department/MPO	\$50,000	City
Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.	X	X	X	X	X	Planning Department/MPO	On-going	City
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X					Planning Department/MPO	On-going	N/A
Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.	X	X	X	X	X	Engineering Department	On-going	N/A
Talbotton Rd and Warm Springs Rd/7th Ave to Crestview Dr.	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd.	X	X				Planning Department	\$9,000,000	Federal/State DOT
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	On-going	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X				Planning Department/ Engineering Department	On-going	City
Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects.	X	X	X	X	X	MPO / Engineering Department	On-going	tbd
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd	X	X	X			Planning Department	\$7,331,000	LOST
Forest Rd Floyd Rd/Woodruff Farm Rd to Schatulga Rd	X	X	X	X	X	Planning Department	\$7,331,000	LOST
Construct Six Gateway Intersections	X	X	X	X	X	Engineering Department	\$714,000	Federal/State DOT/Local
Whittlesey Rd from Whitesville Rd to Bradley Park Dr.	X	X				Planning Department	\$7,117,000	Federal/State DOT/Local
Riverwalk	X	X				Planning Department	\$10,000,000	TIA
Intercity Express Bus Park-N-Ride	X	X				Planning Department / METRA	\$22,400,000	TIA
South Lumpkin Multi-Use Facility	X	X				Planning Department	\$3,500,00	TIA
US 27/Custer Rd Interchange Reconstruction	X	X				Planning Department	\$20,000,000	TIA
Buena Vista Road Intersection Improvement			X	X	X	Planning Department	\$40,000,000	TIA
Buena Vista Rd / I-185 interchange			X	X	X	Planning Department	\$47,670,000	TIA
State Route 219 Passing Lanes			X	X	X	Planning Department	\$17,690,000	TIA
Continue to follow recommendations of the 2014 Alternative Transportation Plan.	X	X	X	X	X	Planning Department	\$0	N/A
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	Engineering Department	\$3,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Review and analyze the viability of high-speed passenger rail in Georgia, specifically the feasibility of a Columbus, Georgia to Atlanta line. Review the issues of passenger rail construction, operations and market viability, as well as the economic impact passenger rail might have on the Columbus, Georgia region. Issue a report of its analysis, findings and conclusions to the Mayor of Columbus, Georgia.	X	X	X	X	X	Mayor's Commission on Passenger Rail	\$350,000	Public Grant and Private Matching Funds
Protection and Enhancement of the Natural Environment.								
Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.	X	X	X	X	X	Planning Department	\$0	City
Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.	X	X	X	X	X	Engineering Department	No Extra Cost	
Prepare and adopt quality development corridor overlay districts along transportation corridors where determined appropriate, using the recommendations of the Future Policy Map as a guide.	X	X	X	X	X	Planning Department	\$50,000	City
Purchase sensitive land for public conservation and recreation. This initiative should be coordinated with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning.	X	X	X	X	X	City Manager/ Community Reinvestment/ Parks and Recreation/ Planning Department	\$0	N/A
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	\$0	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc.	X	X	X	X	X	City Manager/ Planning Department	\$0	N/A
Develop heat island mitigation guidelines for infill and redevelopment areas of the City.	X	X	X	X	X	Planning Department	\$0	N/A
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City
Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community.	X	X	X	X	X	Cooperative Extension Agency, Parks and Recreation Department, Engineering Department, Community Reinvestment Department	\$25,000	City
Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use).	X	X	X	X	X	Engineering Department	\$5,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban runoff.	X	X	X	X	X	Columbus Water Works/Engineering Department	\$20,000	City
Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database.	X	X				Engineering Department	\$350,000	City
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.	X	X	X	X	X	Engineering Department	\$20,000	City
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City
Managing Impacts of Growth								
Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate.	X	X	X	X	X	Planning Department	No additional Cost	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Consider the Columbus Consolidated Government's current revenue sources and make recommendations where appropriate by determining whether the current revenue structure 1) is fair, 2) is sustainable, 3) promotes economic growth, and 4) avoids negative unintended consequences.	X	X	X	X	X	Mayor's Revenue Review Commission	Minimal Admin Costs	Mayor's Budget
Maintain salary study for City's police officers, fire fighters, and other staff whose departments will be significantly affected by population growth. Findings from these studies should be used to schedule pay rates and recruit new personnel to the City.	X	X	X	X	X	Human Resources Department	No additional Cost	N/A
Continue to educate the public on potential funding mechanisms. An education campaign should include resources such as online information, media coverage, public meetings, and community flyers. This education campaign will help increase public awareness and minimize opposition for new revenue raising strategies.	X	X	X	X	X	City Manager/Finance Department/Mayor	No additional Cost	N/A
Implement a public marketing campaign via flyers, media stories, and grassroots education to dispel misconceptions about the City's land use approach and educate the public on strategies and techniques being pursued. The "Champions of the Plan" should play a role in developing and moving this education process forward as should existing outreach mechanisms, including the "Columbus Plans" newsletter.	X	X	X	X	X	Planning Department	\$0	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Regularly review and consider the appropriateness of Planning Department and development concepts and standards that may be new to our area, but have been successful in other places and have the potential to lower costs of City operations.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Work towards reviewing the possibility of passing local legislation to permit Tax Allocation Districts (TADs) by continuing public education efforts. These redevelopment districts can play an important role in redevelopment initiatives.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost This may require additional cost if the City looks for outside help.	N/A
Coordinate the potential integration of Columbus Champions with the Coalition for Sound Growth by hosting a joint meeting to discuss the purpose of the two groups and potential opportunities for coordination.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Periodically meet with Columbus Champions or other citizens' group tasked with following through on Plan implementation. These meetings should help sustain community interest in Plan implementation and help facilitate the development of public/private partnerships.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Review and update existing development regulations to reflect policies outlined in Future Policy Map. By doing so, the City's land use policies should reflect the City's revitalization-focused land use approach.	X	X	X	X	X	Planning Department	No additional Cost	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Study the feasibility of expanding the City's existing Business Improvement District (BID), which currently spans a 47-block area of the Central Business District. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. This will likely be completed by 2009.	X	X	X	X	X	Columbus Business Improvement District	tbd	tbd
Complete analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs.		X	X			City Manager/City Council	\$65,000 to \$85,000	private sector
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences, using the Future Policy Map as a reference. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X	X	X	X	City Manager/ Planning Department	\$50,000	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Complete a comprehensive analysis of the changing service demands of community members, potentially including focus groups, staff interviews, and community surveys in the methodology. The study members should consider potential strategies to meet changing service needs of Citizens and should incorporate results from the Fiscal Impact Analysis completed in conjunction with this Plan.	X	X	X	X	X	Planning Department	\$50,000	City
Regional Coordination and Local Partnerships								
Prevent public or private land uses that encroach on military operations	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	No additional cost	N/A
Encourage continuation of partnership between Ft. Benning and the Nature Conservancy to acquire land conservation easements around the base.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	no cost to city	N/A
Sustain and uphold the regional partnership of school districts.	X	X	X	X	X	Muscogee County School District	No additional cost	N/A
Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area.	X	X				Columbus Water Works	\$100,000	Enterprise Fund
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	MidTown, Inc., Uptown Columbus, Inc., Columbus South	tbd	tbd
Complete an analysis of existing marketing and tourism. Work with neighboring communities to develop an updated strategy to attract tourists and conventions to the region.	X	X	X	X	X	Convention and Visitors Bureau/Presidential Pathways	On-going	tbd

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop a package of financial assistance and incentive that is fair to existing and future industries.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager	\$12,000,000	Chamber of Commerce/City
Continue to develop and carry out the regional comprehensive plan.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$15,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Muscogee Technical Park.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$50,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Fall Line Business Center.	X	X	X	X	X	Development Authority/Chamber of Commerce	\$100,000/year	Chamber of Commerce/City
Support development of a regional business center.	X	X	X	X	X	City/Development Authority/Chamber of Commerce/Valley Partnership	\$100,000	Chamber of Commerce/City
Improve the job skills and work habits of minorities and women through Tech and Training programs.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$10,000	Chamber of Commerce/City
Utilize SBA to stimulate and assist the development of businesses owned, operated and staffed by minorities.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$325,000	Chamber of Commerce/City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue to promote and engage in extensive coordination between the Muscogee County School District and Planning Department regarding school placement decisions. New school locations should be closely tied to future land use plans and development approvals.	X	X	X	X	X	Muscogee County School District/Planning Department	No additional cost	N/A

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

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A
Develop pedestrian friendly mixed-use activity centers at selected intersections. Limiting the scale of mixed-use development to 2-3 stories would be in keeping with the character of neighboring low-rise residential areas. Give these activity centers priority in the funding and location of new public facilities.	X	X	X	X	X	Planning Department	\$0	N/A
Encourage the development of a secondary road system that links adjacent developments and provides alternative routes for residents to the primary arterial road system where practical. Require stub streets in adjacent developments, where practical, to link to the proposed road system in new surrounding developments.	X	X	X	X	X	Planning Department	No additional cost	N/A
East Panhandle								
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department/Inspections and Code Department	No additional cost	N/A
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X	X	X	Planning Department	\$30,000	City
Bibb								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$100,000 per year	City/grants/private funds
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Bibb City Homeowners Association / Coalition for Sound Growth	On-going	N/A
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Planning Department	No additional cost	N/A
Pursue designation of historic or conservation districts in Anderson Village and Bibb City, to encourage rehabilitation and conservation.	X	X	X	X	X	Historic Columbus Foundation/Planning Department	\$40,000	City/grants/private funds
Uptown								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Planning Department/Community Reinvestment Department	\$25,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Uptown Columbus, Inc. / Coalition for Sound Growth	On-going	N/A
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Engineering Department	\$0	N/A

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Highlight cultural assets through public art and the hosting and promotion of Uptown events.	X	X	X	X	X	UPTown Columbus Inc.	\$10,000	Private funds
Midtown								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$25,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midtown, Inc. / Coalition for Sound Growth	On-going	N/A
Fall Line Trace enhancements	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	On-going	N/A
13th Street Corridor / Viaduct Complete Streets Project	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
13th Street & 13th Avenue Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Extend Wynnton Road Streetscape Plan to I-185					X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Buena Vista Road Streetscape Plan			X	X	X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City/Property Developers
Create a Wynnton Road Overlay District	X	X	X	X	X	Planning Department / Midtown, Inc.	N/A	N/A

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	\$2,500,000	CDBG / HOME / Private Funds
East Wynnton/Carver Heights/East Carver Heights Revitalization Plan	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Boogerville Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Southeast Columbus								
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Columbus South								
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Pursue redevelopment efforts that create neighborhood centers that give Columbus South symbolic and economic centers.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	

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

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

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Redevelopment District bond incentives to encourage investment in blighted areas	X					Mayor's Revenue Review Commission and Mayor's Real Estate Investment Initiative Commission	None	N/A
Prepare an overlay zoning district (or conservation districts) to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.	X	X	X	X	X	Planning Department	On-going	N/A
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Community Reinvestment Department	\$50,000	city/private
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.	X	X	X	X	X	Inspections and Code Enforcement	On-going	N/A
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City

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

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
East Wynnton/Carver Heights/East Carver Heights	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME
Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	CDBG/City
Use HOME and other funds to create a revolving loan program for rehabilitation of owner-occupied housing of low and moderate income households, giving priority to correcting code violations.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	HUD - HOME program/City
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments (conservation districts).	X	X	X	X	X	Planning Department	On-going	N/A
Publicize the success stories from loft conversions that have occurred downtown and promote the availability of additional sites.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Provide start-up resources and grant funding to support a non-profit Neighborhood Urban Design Center based on models established by cities of Chattanooga and Baltimore.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X	X	X	X	X	Historic Columbus Foundation	On-going	City
Hold workshop(s) with realtors and homeowners to discuss in-town market perceptions of the community. Establish a Task Force to identify sources of negative perceptions and to develop a plan to address the sources of problems and prepare promotional materials that publicize the assets of the City's in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	On-going	City
Strengthen the city's Community Reinvestment Department and ensure that it has all the powers authorized by the State Redevelopment Powers Act and the Urban Redevelopment Law and power to coordinate actions of the Planning Department, Community Reinvestment Department, Engineering Department, Parks and Recreation, Development Authority of Columbus, Downtown Development Authority, Housing Authority, and Land Bank Authority with respect to designated redevelopment areas of the City.	X	X	X	X	X	City Manager	On-going	City
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X					Planning Department	\$0	N/A
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.	X	X	X	X	X	Planning Department/Inspections and Code Department/Engineering Department	\$60,000/year	City
Develop an effective model for channeling private development and investment to underutilized areas of Columbus, Georgia. Identify market anomalies and other stumbling blocks to investment in underutilized areas of Columbus, Georgia and recommend strategies to overcome them.	X	X	X	X	X	Mayor's Real Estate Investment Initiative Commission	Minimal Admin Costs	Mayor's Budget
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone
Work with community stakeholders to prepare detailed Master Plans for TRA's, including lists of needed public improvements, identifying potential catalyst sites (Quality Redevelopments) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).	X	X	X	X	X	Community Reinvestment Department	\$500,000	City
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods (conservation districts).	X	X				Planning Department	\$0	N/A
Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$200,000/ yr.	Federal Enterprise Funds
Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.	X	X	X	X	X	Mayor's Revitalization Council	\$5,000	Community Reinvestment Dept., Chamber of Commerce

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Commission a study on the continued use of the state docks at their present location.	X	X	X	X	X	City/Chamber of Commerce	\$20,000	Chamber of Commerce/City
Develop a monitoring system to keep a current inventory regarding industry's needs and problems.	X	X	X	X	X	Chamber of Commerce	\$7,500	Chamber of Commerce/City
Continued support of efforts of Development Authority of Columbus in economic development.	X	X	X	X	X	Development Authority/Chamber of Commerce	.25 mills per year	Chamber of Commerce/City
Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies).	X	X	X	X	X	Development Authority/Chamber of Commerce	\$5,000	Chamber of Commerce/City
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce/City
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts.	X	X	X	X	X	Planning Department	\$0	N/A
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Conitnue to hold the Preservation for Profit seminars	X	X	X	X	X	Coalition for Sound Growth / Historic Columbus Foundation, Inc.	N/A	N/A
Partner with the National Vacant Properties Campaign	X	X	X	X	X	Coalition for Sound Growth / Planning Department / Community Revitalization Department	On-going	N/A

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue efforts of develop a Riverfront Activity Area	X	X	X	X	X	City/Chamber of Commerce/Uptown Columbus	\$10,000	City/Chamber of Commerce/Uptown Columbus
Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.	X	X	X	X	X	Planning Department/MPO	\$0	City/GDOT
Quality Community Infrastructure								
Create a community where every person is valued and presented with equal access to opportunities. Gather information, data and public input in order to provide and/or recommend policies, strategies, education efforts and programs to the Mayor, and, upon the Mayor's invitation, to City Council.	X	X	X	X	X	Mayor's Commission on Unity, Diversity and Prosperity	Program/ Project Costs	Approximately \$3,500 Commission Fund
Identify issues and suggest solutions regarding how our community may obtain a one-stop resource center that facilitates a reduction in homelessness. This is an integral part of the Ten Year Plan to End Homelessness by making it rare, short-term and preventable.	X	X	X	X	X	Mayor's Opportunity Center Task Force	Minimal Admin Costs	Mayor's Budget
Collaborate with scrap metal stakeholders, law enforcement, property owners and city officials to reduce costly, destructive copper thefts.	X	X	X	X	X	Mayor's Copper Theft Task Force	Minimal Admin Costs	Mayor's Budget
Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth.	X	X	X	X	X	City Manager	\$5,000	City
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.		X				City Manager	\$5,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public.	X	X	X	X	X	Finance Department	\$50,000	City
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Policy Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X	X	X	X	Planning Department	\$0	N/A
Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries.	X	X	X	X	X	City Manager	no extra cost	N/A
Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map.	X	X	X	X	X	City Manager	no extra cost	N/A
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	N/A
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	City Manager	no extra cost	N/A
Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.	X	X	X	X	X	Engineering	\$5,000	City
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X	X	X	X	X	City Manager	\$20,000	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop a property management program with the purpose of identifying public lands suitable for parks, pocket parks, public squares and greens and other purposes that is consistent with the Future Policy Map.	X	X	X	X	X	Planning Department	\$0	N/A
Develop a park master plan including schematic design concepts for the trail system.	X					Parks and Recreation Department / Planning Department	\$5,000/year	City
Ensure an effective and fiscally responsible programming plan for all Park and Recreation divisions with strong focus on Athletics, Aquatics, Seniors, and Therapeutics.	X	X	X	X	X	Parks and Recreation Department	On-going	City
Develop a data driven, cost effective and systematic, replacement and maintenance plan for parks, facilities and equipment.	X	X	X	X	X	Parks and Recreation Department	\$1,435,000	City
Memorial Stadium - field and facility improvements including improved lighting, and elevator and other ADA accessibilities.	X	X	X	X	X	Parks and Recreation Department	\$1,900,000	City
Provide a regional tennis hub at Cooper Creek with additional tennis courts, equipment and an expanded concession program.			X	X	X	Parks and Recreation Department	\$500,000/year	City
Britt David Park Cultural Arts Studio	X	X	X	X	X	Parks and Recreation Department	\$250,000/year	City
Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users.	X	X	X	X	X	Parks and Recreation Department	\$500,000/year	City
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Programming for adults over 25 and seniors to include plans away from facilities.	X	X	X	X	X	Parks and Recreation Department	\$340,000	City
Develop new therapeutics opportunities to increase programming due to growing number of available participants.		X	X	X	X	Parks and Recreation Department	\$275,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City
Paint South Commons Stadium and Roundhouse	X	X	X	X	X	Parks and Recreation Department	\$100,000	City
Fire Department Training Classroom.	X	X	X	X	X	Fire/EMS	\$10,825,000	City
Implement Fire/EMS Strategic Plan for Personnel	X	X	X	X	X	Fire/EMS	On-going	City
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Emergency Watercraft	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Quint	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Ambulances	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Command Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City
Continue to work with the Water Board to coordinate the construction of utility lines which are designated for short and long ranged development of the Water Works Master Plan.	X	X	X	X	X	Columbus Water Works	\$5,000	City
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Public Works Department	\$0	N/A
Create an overlay zoning district that encompasses long-range medical and health facility growth between the St. Francis Hospital campus and Columbus Regional Health.	X	X				Planning Department	\$0	N/A
Develop Marina in South Columbus.	X	X	X	X	X	Planning Department	\$4,000,000	City
Balanced Transportation								

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Maintain a Comprehensive Transportation Plan consistent with the 2028 Comprehensive Plan Update. Objectives should include formalizing LRTP/TIP project selection process and developing/modifying policy recommendations based on community goals established during the Comprehensive Plan Update.	X	X	X	X	X	Planning Department/MPO	no additional cost	N/A
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.	X	X	X	X	X	Planning Department/Engineering	\$0	N/A
Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.	X					Planning Department & Parks and Recreation Department	\$0	N/A
Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in/throughout the city.	X	X	X	X	X	Engineering Department/MPO	\$500,000	City
Conduct a comprehensive operational analysis (COA) for transit to identify underserved transit markets, determine hours of service, identify capital needs and maximize efficiencies. Focus should be placed on providing transit options for the City's growing senior population.	X	X	X			METRA	\$100,000	TIA
Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, promotion of flexible working hours with major employers, encouragement of trips made by transit; cycling or walking, and encouragement of working from home.	X	X	X	X	X	Planning Department/MPO	\$50,000	City

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.	X	X	X	X	X	Planning Department/MPO	On-going	City
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X					Planning Department/MPO	On-going	N/A
Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.	X	X	X	X	X	Engineering Department	On-going	N/A
Talbotton Rd/Warm Springs Rd, from 7th Ave to Woodruff Rd	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd.	X	X				Planning Department	\$14,200,000	Federal/State DOT
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	On-going	City
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X				Planning Department/ Engineering Department	On-going	City
Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects.	X	X	X	X	X	MPO / Engineering Department	On-going	tbd
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd	X	X	X			Planning Department	\$7,331,000	LOST

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Review and analyze the viability of high-speed passenger rail in Georgia, specifically the feasibility of a Columbus, Georgia to Atlanta line. Review the issues of passenger rail construction, operations and market viability, as well as the economic impact passenger rail might have on the Columbus, Georgia region. Issue a report of its analysis, findings and conclusions to the Mayor of Columbus, Georgia.	X	X	X	X	X	Mayor's Commission on Passenger Rail	\$350,000	Public Grant and Private Matching Funds
Protection and Enhancement of the Natural Environment.								
Incorporate the provisions of the River Corridor Protection Plan into the Unified Development Ordinance.	X	X	X	X	X	Planning Department	\$0	City
Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.	X	X	X	X	X	Engineering Department	No Extra Cost	
Prepare and adopt quality development corridor overlay districts along transportation corridors where determined appropriate, using the recommendations of the Future Policy Map as a guide.	X	X	X	X	X	Planning Department	\$50,000	City
Purchase sensitive land for public conservation and recreation. This initiative should be coordinated with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning.	X	X	X	X	X	City Manager/ Community Reinvestment/ Parks and Recreation/ Planning Department	\$0	N/A
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	\$0	N/A
Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc.	X	X	X	X	X	City Manager/ Planning Department	\$0	N/A

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Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop heat island mitigation guidelines for infill and redevelopment areas of the City.	X	X	X	X	X	Planning Department	\$0	N/A
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City
Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community.	X	X	X	X	X	Cooperative Extension Agency, Parks and Recreation Department, Engineering Department, Community Reinvestment Department	\$25,000	City
Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use).	X	X	X	X	X	Engineering Department	\$5,000	City
Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off.	X	X	X	X	X	Columbus Water Works/Engineering Department	\$20,000	City
Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database.	X	X				Engineering Department	\$350,000	City
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.	X	X	X	X	X	Engineering Department	\$20,000	City
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Managing Impacts of Growth								
Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Consider the Columbus Consolidated Government's current revenue sources and make recommendations where appropriate by determining whether the current revenue structure 1) is fair, 2) is sustainable, 3) promotes economic growth, and 4) avoids negative unintended consequences.	X	X	X	X	X	Mayor's Revenue Review Commission	Minimal Admin Costs	Mayor's Budget
Maintain salary study for City's police officers, fire fighters, and other staff whose departments will be significantly affected by population growth. Findings from these studies should be used to schedule pay rates and recruit new personnel to the City.	X	X	X	X	X	Human Resources Department	No additional Cost	N/A
Continue to educate the public on potential funding mechanisms. An education campaign should include resources such as online information, media coverage, public meetings, and community flyers. This education campaign will help increase public awareness and minimize opposition for new revenue raising strategies.	X	X	X	X	X	City Manager/Finance Department/Mayor	No additional Cost	N/A
Implement a public marketing campaign via flyers, media stories, and grassroots education to dispel misconceptions about the City's land use approach and educate the public on strategies and techniques being pursued. The "Champions of the Plan" should play a role in developing and moving this education process forward as should existing outreach mechanisms, including the "Columbus Plans" newsletter.	X	X	X	X	X	Planning Department	\$0	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Regularly review and consider the appropriateness of Planning Department and development concepts and standards that may be new to our area, but have been successful in other places and have the potential to lower costs of City operations.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Work towards reviewing the possibility of passing local legislation to permit Tax Allocation Districts (TADs) by continuing public education efforts. These redevelopment districts can play an important role in redevelopment initiatives.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost This may require additional cost if the City looks for outside help.	N/A
Coordinate the potential integration of Columbus Champions with the Coalition for Sound Growth by hosting a joint meeting to discuss the purpose of the two groups and potential opportunities for coordination.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Periodically meet with Columbus Champions or other citizens' group tasked with following through on Plan implementation. These meetings should help sustain community interest in Plan implementation and help facilitate the development of public/private partnerships.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Review and update existing development regulations to reflect policies outlined in Future Policy Map. By doing so, the City's land use policies should reflect the City's revitalization-focused land use approach.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus.	X	X	X	X	X	Planning Department	No additional Cost	N/A

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Study the feasibility of expanding the City's existing Business Improvement District (BID), which currently spans a 47-block area of the Central Business District. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. This will likely be completed by 2009.	X	X	X	X	X	Columbus Business Improvement District	tbd	tbd
Complete analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs.		X	X			City Manager/City Council	\$65,000 to \$85,000	private sector
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences, using the Future Policy Map as a reference. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X	X	X	X	City Manager/ Planning Department	\$50,000	City
Complete a comprehensive analysis of the changing service demands of community members, potentially including focus groups, staff interviews, and community surveys in the methodology. The study members should consider potential strategies to meet changing service needs of Citizens and should incorporate results from the Fiscal Impact Analysis completed in conjunction with this Plan.	X	X	X	X	X	Planning Department	\$50,000	City
Regional Coordination and Local Partnerships								

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Prevent public or private land uses that encroach on military operations.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	No additional cost	N/A
Encourage continuation of partnership between Ft. Benning and the Nature Conservancy to acquire land conservation easements around the base.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	no cost to city	N/A
Sustain and uphold the regional partnership of school districts.	X	X	X	X	X	Muscogee County School District	No additional cost	N/A
Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area.	X	X				Columbus Water Works	\$100,000	Enterprise Fund
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	MidTown, Inc., Uptown Columbus, Inc., Columbus South	tbd	tbd
Complete an analysis of existing marketing and tourism. Work with neighboring communities to develop an updated strategy to attract tourists and conventions to the region.	X	X	X	X	X	Convention and Visitors Bureau/Presidential Pathways	On-going	tbd
Develop a package of financial assistance and incentive that is fair to existing and future industries.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager	\$12,000,000	Chamber of Commerce/City
Continue to develop and carry out the regional comprehensive plan.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$15,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Muscogee Technical Park.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$50,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Fall Line Business Center.	X	X	X	X	X	Development Authority/Chamber of Commerce	\$100,000/year	Chamber of Commerce/City

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Support development of a regional business center.	X	X	X	X	X	City/Development Authority/Chamber of Commerce/Valley Partnership	\$100,000	Chamber of Commerce/City
Improve the job skills and work habits of minorities and women through Tech and Training programs.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$10,000	Chamber of Commerce/City
Utilize SBA to stimulate and assist the development of businesses owned, operated and staffed by minorities.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$325,000	Chamber of Commerce/City
Continue to promote and engage in extensive coordination between the Muscogee County School District and Planning Department regarding school placement decisions. New school locations should be closely tied to future land use plans and development approvals.	X	X	X	X	X	Muscogee County School District/Planning Department	No additional cost	N/A

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

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop pedestrian friendly mixed-use activity centers at selected intersections. Limiting the scale of mixed-use development to 2-3 stories would be in keeping with the character of neighboring low-rise residential areas. Give these activity centers priority in the funding and location of new public facilities.	X	X	X	X	X	Planning Department	\$0	N/A
Encourage the development of a secondary road system that links adjacent developments and provides alternative routes for residents to the primary arterial road system where practical. Require stub streets in adjacent developments, where practical, to link to the proposed road system in new surrounding developments.	X	X	X	X	X	Planning Department	No additional cost	N/A
East Panhandle								
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department/Inspections and Code Department	No additional cost	N/A
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X	X	X	Planning Department	\$30,000	City
Bibb								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$100,000 per year	City/grants/private funds
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Bibb City Homeowners Association / Coalition for Sound Growth	On-going	N/A

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

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midtown, Inc. / Coalition for Sound Growth	On-going	N/A
Fall Line Trace enhancements	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	On-going	N/A
13th Street Corridor / Viaduct Complete Streets Project	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
13th Street & 13th Avenue Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Extend Wynnton Road Streetscape Plan to I-185					X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Buena Vista Road Streetscape Plan			X	X	X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City/Property Developers
Create a Wynnton Road Overlay District	X	X	X	X	X	Planning Department / Midtown, Inc.	N/A	N/A
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	\$2,500,000	CDBG / HOME / Private Funds
East Wynnton/Carver Heights/East Carver Heights Revitalization Plan	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Boogerville Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Southeast Columbus								

Community Agenda October 2008

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Columbus South								
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Pursue redevelopment efforts that create neighborhood centers that give Columbus South symbolic and economic centers.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Oxbow								
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Engineering Department	No additional cost	N/A
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.	X	X	X	X	X	Engineering Department	No additional cost	N/A

Community Agenda October 2008

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

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Redevelopment District bond incentives to encourage investment in blighted areas	X					Mayor's Revenue Review Commission and Mayor's Real Estate Investment Initiative Commission	None	N/A
Prepare an overlay zoning district (or conservation districts) to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.	X	X	X	X	X	Planning Department	On-going	N/A
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.	X	X	X	X	X	City Manager/Planning Department/Office of Crime Prevention	\$0	N/A
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Community Reinvestment Department	\$50,000	city/private
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.	X	X	X	X	X	Inspections and Code Enforcement	On-going	N/A
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
East Wynnton/Carver Heights/East Carver Heights	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department	\$750,000	CDBG/HOME
Establish funds and procedures to acquire, demolish and redevelop vacant housing units that are so under-maintained that they have become neighborhood nuisances and safety hazards.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	CDBG/City
Use HOME and other funds to create a revolving loan program for rehabilitation of owner-occupied housing of low and moderate income households, giving priority to correcting code violations.	X	X	X	X	X	Community Reinvestment Department	\$1M/year	HUD - HOME program/City
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments (conservation districts).	X	X	X	X	X	Planning Department	On-going	N/A
Publicize the success stories from loft conversions that have occurred downtown and promote the availability of additional sites.	X	X	X	X	X	Community Reinvestment Department	\$5,000	City
Provide start-up resources and grant funding to support a non-profit Neighborhood Urban Design Center based on models established by cities of Chattanooga and Baltimore.	X	X	X	X	X	Community Reinvestment Department	\$50,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities.	X	X	X	X	X	Historic Columbus Foundation	On-going	City
Hold workshop(s) with realtors and homeowners to discuss in-town market perceptions of the community. Establish a Task Force to identify sources of negative perceptions and to develop a plan to address the sources of problems and prepare promotional materials that publicize the assets of the City's in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	On-going	City
Strengthen the city's Community Reinvestment Department and ensure that it has all the powers authorized by the State Redevelopment Powers Act and the Urban Redevelopment Law and power to coordinate actions of the Planning Department, Community Reinvestment Department, Engineering Department, Parks and Recreation, Development Authority of Columbus, Downtown Development Authority, Housing Authority, and Land Bank Authority with respect to designated redevelopment areas of the City.	X	X	X	X	X	City Manager	On-going	City
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X					Planning Department	\$0	N/A
City Council designates Quality Redevelopments for selected sites located within TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City
City Council initiates rezoning of Quality Redevelopments consistent with TRA Master Plans.	X	X	X	X	X	City Manager	On-going	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Provide procedures and Ombudsman for coordinated and expedited plan review and fee waivers for quality redevelopments.	X	X	X	X	X	Planning Department/Inspections and Code Department/Engineering Department	\$60,000/year	City
Develop an effective model for channeling private development and investment to underutilized areas of Columbus, Georgia. Identify market anomalies and other stumbling blocks to investment in underutilized areas of Columbus, Georgia and recommend strategies to overcome them.	X	X	X	X	X	Mayor's Real Estate Investment Initiative Commission	Minimal Admin Costs	Mayor's Budget
Provide tax abatement during redevelopment process for quality redevelopments.	X	X	X	X	X	Finance Department	200,000/yr.	taxes foregone
Work with community stakeholders to prepare detailed Master Plans for TRA's, including lists of needed public improvements, identifying potential catalyst sites (Quality Redevelopments) and design standards for public improvements and private developments that include consideration of design compatibility and Crime Prevention Through Environmental Design (CPTED).	X	X	X	X	X	Community Reinvestment Department	\$500,000	City
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods (conservation districts).	X	X				Planning Department	\$0	N/A
Provide incentives for businesses that offer good quality low-skilled jobs to locate near in-town neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$200,000/ yr.	Federal Enterprise Funds
Build public/private partnerships with major businesses, foundations, and non-profit agencies in the City and state.	X	X	X	X	X	Mayor's Revitalization Council	\$5,000	Community Reinvestment Dept., Chamber of Commerce

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Commission a study on the continued use of the state docks at their present location.	X	X	X	X	X	City/Chamber of Commerce	\$20,000	Chamber of Commerce/City
Develop a monitoring system to keep a current inventory regarding industry's needs and problems.	X	X	X	X	X	Chamber of Commerce	\$7,500	Chamber of Commerce/City
Continued support of efforts of Development Authority of Columbus in economic development.	X	X	X	X	X	Development Authority/Chamber of Commerce	.25 mills per year	Chamber of Commerce/City
Periodically contact local companies regarding current activities and possible expansions (coordinate with BREP studies).	X	X	X	X	X	Development Authority/Chamber of Commerce	\$5,000	Chamber of Commerce/City
Market six cluster industries.	X	X	X	X	X	Chamber of Commerce	\$25,000	Chamber of Commerce/City
Support the Board of Historic and Architectural Review and the Façade Board in their preservation and redevelopment efforts.	X	X	X	X	X	Planning Department	\$0	N/A
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department/Community Reinvestment Department/Office of Crime Prevention	\$0	N/A
Conitnue to hold the Preservation for Profit seminars	X	X	X	X	X	Coalition for Sound Growth / Historic Columbus Foundation, Inc.	N/A	N/A
Partner with the National Vacant Properties Campaign	X	X	X	X	X	Coalition for Sound Growth / Planning Department / Community Revitalization Department	On-going	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Continue efforts of develop a Riverfront Activity Area	X	X	X	X	X	City/Chamber of Commerce/Uptown Columbus	\$10,000	City/Chamber of Commerce/Uptown Columbus
Seek GDOT and Federal Highway funds for streetscape improvements on key streets in Targeted Redevelopment Areas.	X	X	X	X	X	Planning Department/MPO	\$0	City/GDOT
Quality Community Infrastructure								
Create a community where every person is valued and presented with equal access to opportunities. Gather information, data and public input in order to provide and/or recommend policies, strategies, education efforts and programs to the Mayor, and, upon the Mayor's invitation, to City Council.	X	X	X	X	X	Mayor's Commission on Unity, Diversity and Prosperity	Program/ Project Costs	Approximately \$3,500 Commission Fund
Identify issues and suggest solutions regarding how our community may obtain a one-stop resource center that facilitates a reduction in homelessness. This is an integral part of the Ten Year Plan to End Homelessness by making it rare, short-term and preventable.	X	X	X	X	X	Mayor's Opportunity Center Task Force	Minimal Admin Costs	Mayor's Budget
Collaborate with scrap metal stakeholders, law enforcement, property owners and city officials to reduce costly, destructive copper thefts.	X	X	X	X	X	Mayor's Copper Theft Task Force	Minimal Admin Costs	Mayor's Budget
Continue to collaborate with regional partners to identify and lobby for funding available for community facilities and infrastructure due to increased population as a result of military growth.	X	X	X	X	X	City Manager	\$5,000	City
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.		X				City Manager	\$5,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Establish a Capital Improvements Program to guide the construction and funding of major facilities in the City. The program should be coordinated with the Short Term Work Program and annual budgeting process. The CIP should be a very open process that involves open records that are accessible to the public.	X	X	X	X	X	Finance Department	\$50,000	City
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Policy Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X	X	X	X	Planning Department	\$0	N/A
Evaluate departmental strategic plans to ensure that they are consistent with revised priority growth areas, targeted redevelopment areas, and new urban service district boundaries.	X	X	X	X	X	City Manager	no extra cost	N/A
Continue to collaborate with the Columbus Water Works to support growth at Fort Benning and the focused redevelopment described in the Future Policy Map.	X	X	X	X	X	City Manager	no extra cost	N/A
Upgrade existing infrastructure and public facilities in Targeted Redevelopment Areas to accommodate infill development.	X	X	X	X	X	City Manager	unknown	N/A
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	City Manager	no extra cost	N/A
Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.	X	X	X	X	X	Engineering	\$5,000	City
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X	X	X	X	X	City Manager	\$20,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop a property management program with the purpose of identifying public lands suitable for parks, pocket parks, public squares and greens and other purposes that is consistent with the Future Policy Map.	X	X	X	X	X	Planning Department	\$0	N/A
Develop a park master plan including schematic design concepts for the trail system.	X					Parks and Recreation Department / Planning Department	\$5,000/year	City
Ensure an effective and fiscally responsible programming plan for all Park and Recreation divisions with strong focus on Athletics, Aquatics, Seniors, and Therapeutics.	X	X	X	X	X	Parks and Recreation Department	On-going	City
Develop a data driven, cost effective and systematic, replacement and maintenance plan for parks, facilities and equipment.	X	X	X	X	X	Parks and Recreation Department	\$1,435,000	City
Memorial Stadium - field and facility improvements including improved lighting, and elevator and other ADA accessibilities.	X	X	X	X	X	Parks and Recreation Department	\$1,900,000	City
Provide a regional tennis hub at Cooper Creek with additional tennis courts, equipment and an expanded concession program.			X	X	X	Parks and Recreation Department	\$500,000/year	City
Britt David Park Cultural Arts Studio	X	X	X	X	X	Parks and Recreation Department	\$250,000/year	City
Reinstate the Park Rangers Program to reduce the expense associated with repair due to vandalism and crime, increase the number of park users.	X	X	X	X	X	Parks and Recreation Department	\$500,000/year	City
Additional Training, Programming, training, and marketing for community schools.	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Woodruff Farm Soccer Complex - 7 new fields	X	X	X	X	X	Parks and Recreation Department	\$1,100,000	City
Programming for adults over 25 and seniors to include plans away from facilities.	X	X	X	X	X	Parks and Recreation Department	\$340,000	City
Develop new therapeutics opportunities to increase programming due to growing number of available participants.		X	X	X	X	Parks and Recreation Department	\$275,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Complete Playground Renovations	X	X				Parks and Recreation Department	\$175,000	City
Renovate Pavilions and Buildings at Flatrock Park.	X	X				Parks and Recreation Department	\$575,000	City
Heath Park restrooms and trail improvements.	X	X				Parks and Recreation Department	\$250,000	City
Paint South Commons Stadium and Roundhouse	X	X	X	X	X	Parks and Recreation Department	\$100,000	City
Fire Department Training Classroom.	X	X	X	X	X	Fire/EMS	\$10,825,000	City
Implement Fire/EMS Strategic Plan for Personnel	X	X	X	X	X	Fire/EMS	On-going	City
Implement Fire/EMS Strategic Plan for Equipment/Maintenance	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Emergency Watercraft	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Engines	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Quint	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Ambulances	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Command Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Fire/EMS - Staff Vehicles	X	X	X	X	X	Fire/EMS	On-going	City
Industrial Park Sewer Lines	X					Columbus Water Works	\$2,700,000	City
Continue to work with the Water Board to coordinate the construction of utility lines which are designated for short and long ranged development of the Water Works Master Plan.	X	X	X	X	X	Columbus Water Works	\$5,000	City
Update study of office space needs for Columbus Consolidated Government.	X	X	X	X	X	Public Works Department	\$0	N/A
Create an overlay zoning district that encompasses long-range medical and health facility growth between the St. Francis Hospital campus and Columbus Regional Health.	X	X				Planning Department	\$0	N/A
Develop Marina in South Columbus.	X	X	X	X	X	Planning Department	\$4,000,000	City
Balanced Transportation								

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Maintain a Comprehensive Transportation Plan consistent with the 2028 Comprehensive Plan Update. Objectives should include formalizing LRTP/TIP project selection process and developing/modifying policy recommendations based on community goals established during the Comprehensive Plan Update.	X	X	X	X	X	Planning Department/MPO	no additional cost	N/A
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.	X	X	X	X	X	Planning Department/Engineering	\$0	N/A
Update Greenway Master Plan to connect existing trails to neighborhoods, preserve green space from future development and promote exercise.	X					Planning Department & Parks and Recreation Department	\$0	N/A
Develop a formalized strategy for implementing appropriate Transportation System Management (TSM) techniques in/throughout the city.	X	X	X	X	X	Engineering Department/MPO	\$500,000	City
Conduct a comprehensive operational analysis (COA) for transit to identify underserved transit markets, determine hours of service, identify capital needs and maximize efficiencies. Focus should be placed on providing transit options for the City's growing senior population.	X	X	X			METRA	\$100,000	TIA
Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, promotion of flexible working hours with major employers, encouragement of trips made by transit; cycling or walking, and encouragement of working from home.	X	X	X	X	X	Planning Department/MPO	\$50,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Study the feasibility of adding bike lanes to downtown areas that would compliment and potentially connect to the Riverwalk. As an element of the study, identify key locations for bicycle facilities.	X	X	X	X	X	Planning Department/MPO	On-going	City
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X					Planning Department/MPO	On-going	N/A
Adopt American Association of State Highway and Transportation Officials (AASHTO) Standards for all sidewalks, trails and crosswalks to conform to all ADA requirements.	X	X	X	X	X	Engineering Department	On-going	N/A
Talbotton Rd/Warm Springs Rd, from 7th Ave to Woodruff Rd	X	X	X	X	X	Planning Department	\$15,100,000	Federal/State DOT
Schatulga Rd/Eastern Connector from Fall Line Freeway to Buena Vista Rd.	X	X				Planning Department	\$14,200,000	Federal/State DOT
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	On-going	City
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X				Planning Department/ Engineering Department	On-going	City
Construct new road projects as outlined in the Long Range Transportation Plan (LRTP). Please see Appendix B for a current list of LRTP projects.	X	X	X	X	X	MPO / Engineering Department	On-going	tbd
Work with Georgia Department of Transportation to develop a truck route plan.		X				Engineering Department	\$50,000	City/State DOT
Forest Rd from Macon to Floyd Rd/Woodruff Farm Rd	X	X	X			Planning Department	\$7,331,000	LOST

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Review and analyze the viability of high-speed passenger rail in Georgia, specifically the feasibility of a Columbus, Georgia to Atlanta line. Review the issues of passenger rail construction, operations and market viability, as well as the economic impact passenger rail might have on the Columbus, Georgia region. Issue a report of its analysis, findings and conclusions to the Mayor of Columbus, Georgia.	X	X	X	X	X	Mayor's Commission on Passenger Rail	\$350,000	Public Grant and Private Matching Funds
Protection and Enhancement of the Natural Environment.								
Incorporate the provisions of the River Corridor Protection Plan Into the Unified Development Ordinance.	X	X	X	X	X	Planning Department	\$0	City
Strictly enforce soil erosion and sedimentation controls and stormwater Best Management Practices (BMPs) within the Chattahoochee River corridor.	X	X	X	X	X	Engineering Department	No Extra Cost	
Prepare and adopt quality development corridor overlay districts along transportation corridors where determined appropriate, using the recommendations of the Future Policy Map as a guide.	X	X	X	X	X	Planning Department	\$50,000	City
Purchase sensitive land for public conservation and recreation. This initiative should be coordinated with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning.	X	X	X	X	X	City Manager/ Community Reinvestment/ Parks and Recreation/ Planning Department	\$0	N/A
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	\$0	N/A
Work with Fort Benning on noise reduction techniques and mitigation such as imposed testing and training restrictions and curfews to minimize complaint risk, terrain barriers, testing and firing sheds and inter-lane barriers, etc.	X	X	X	X	X	City Manager/ Planning Department	\$0	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop heat island mitigation guidelines for infill and redevelopment areas of the City.	X	X	X	X	X	Planning Department	\$0	N/A
Update and Implement Solid Waste Management Plan	X	X	X	X	X	Public Works Department	\$10,000	City
Implement the Columbus Consolidated Government's Storm Water Management Program	X	X	X	X	X	Engineering Department	\$950,000	City
Review the inventory and analysis of natural systems on a 5-year basis and continue to develop policy recommendations for preserving the environmental resources of the community.	X	X	X	X	X	Cooperative Extension Agency, Parks and Recreation Department, Engineering Department, Community Reinvestment Department	\$25,000	City
Monitor water quality in those creeks listed on the current 303(d) list (Waters not or partially meeting water quality standards associated with their intended use).	X	X	X	X	X	Engineering Department	\$5,000	City
Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban runoff.	X	X	X	X	X	Columbus Water Works/Engineering Department	\$20,000	City
Develop an inventory of storm water structures for Muscogee County and incorporate these structures positional and attribute information into a GIS database.	X	X				Engineering Department	\$350,000	City
Implement and maintain a program for both detecting and eliminating illicit discharges from the separate storm sewer system.	X	X	X	X	X	Engineering Department	\$20,000	City
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department	\$20,000	City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Managing Impacts of Growth								
Pursue action items as outlined on the City's Short Term Work Program. Track and update items listed as a part of annual budgeting process, and as new revenues become available add additional projects as determined appropriate.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Consider the Columbus Consolidated Government's current revenue sources and make recommendations where appropriate by determining whether the current revenue structure 1) is fair, 2) is sustainable, 3) promotes economic growth, and 4) avoids negative unintended consequences.	X	X	X	X	X	Mayor's Revenue Review Commission	Minimal Admin Costs	Mayor's Budget
Maintain salary study for City's police officers, fire fighters, and other staff whose departments will be significantly affected by population growth. Findings from these studies should be used to schedule pay rates and recruit new personnel to the City.	X	X	X	X	X	Human Resources Department	No additional Cost	N/A
Continue to educate the public on potential funding mechanisms. An education campaign should include resources such as online information, media coverage, public meetings, and community flyers. This education campaign will help increase public awareness and minimize opposition for new revenue raising strategies.	X	X	X	X	X	City Manager/Finance Department/Mayor	No additional Cost	N/A
Implement a public marketing campaign via flyers, media stories, and grassroots education to dispel misconceptions about the City's land use approach and educate the public on strategies and techniques being pursued. The "Champions of the Plan" should play a role in developing and moving this education process forward as should existing outreach mechanisms, including the "Columbus Plans" newsletter.	X	X	X	X	X	Planning Department	\$0	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Regularly review and consider the appropriateness of Planning Department and development concepts and standards that may be new to our area, but have been successful in other places and have the potential to lower costs of City operations.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Work towards reviewing the possibility of passing local legislation to permit Tax Allocation Districts (TADs) by continuing public education efforts. These redevelopment districts can play an important role in redevelopment initiatives.	X	X	X	X	X	City Manager/City Council/Mayor	No additional Cost This may require additional cost if the City looks for outside help.	N/A
Coordinate the potential integration of Columbus Champions with the Coalition for Sound Growth by hosting a joint meeting to discuss the purpose of the two groups and potential opportunities for coordination.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Periodically meet with Columbus Champions or other citizens' group tasked with following through on Plan implementation. These meetings should help sustain community interest in Plan implementation and help facilitate the development of public/private partnerships.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Review and update existing development regulations to reflect policies outlined in Future Policy Map. By doing so, the City's land use policies should reflect the City's revitalization-focused land use approach.	X	X	X	X	X	Planning Department	No additional Cost	N/A
Complete an analysis of the potential impacts of expanding the Enterprise Zone in South Columbus. This tool has the potential to incentivize a larger quantity of businesses to locate within in-town areas of Columbus.	X	X	X	X	X	Planning Department	No additional Cost	N/A

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Study the feasibility of expanding the City's existing Business Improvement District (BID), which currently spans a 47-block area of the Central Business District. The organizational power of BIDs can help leverage state and federal funds, increasing competitiveness for grants and low interest loans. This will likely be completed by 2009.	X	X	X	X	X	Columbus Business Improvement District	tbd	tbd
Complete analysis of successful grassroots efforts to pass SPLOST. Review effective models from both within and outside of Columbus. The analysis should include recommendations and strategies that the community can use when pursuing future SPLOSTs.		X	X			City Manager/City Council	\$65,000 to \$85,000	private sector
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences, using the Future Policy Map as a reference. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X	X	X	X	City Manager/ Planning Department	\$50,000	City
Complete a comprehensive analysis of the changing service demands of community members, potentially including focus groups, staff interviews, and community surveys in the methodology. The study members should consider potential strategies to meet changing service needs of Citizens and should incorporate results from the Fiscal Impact Analysis completed in conjunction with this Plan.	X	X	X	X	X	Planning Department	\$50,000	City
Regional Coordination and Local Partnerships								

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Prevent public or private land uses that encroach on military operations.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	No additional cost	N/A
Encourage continuation of partnership between Ft. Benning and the Nature Conservancy to acquire land conservation easements around the base.	X	X	X	X	X	City Manager/Fort Benning/ Planning Department	no cost to city	N/A
Sustain and uphold the regional partnership of school districts.	X	X	X	X	X	Muscogee County School District	No additional cost	N/A
Complete a detailed study to evaluate opportunities to serve as a regional water provider, expanding upon existing service areas in the Valley Partnership Area.	X	X				Columbus Water Works	\$100,000	Enterprise Fund
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	MidTown, Inc., Uptown Columbus, Inc., Columbus South	tbd	tbd
Complete an analysis of existing marketing and tourism. Work with neighboring communities to develop an updated strategy to attract tourists and conventions to the region.	X	X	X	X	X	Convention and Visitors Bureau/Presidential Pathways	On-going	tbd
Develop a package of financial assistance and incentive that is fair to existing and future industries.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager	\$12,000,000	Chamber of Commerce/City
Continue to develop and carry out the regional comprehensive plan.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$15,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Muscogee Technical Park.	X	X	X	X	X	City/Development Authority/Chamber of Commerce	\$50,000	Chamber of Commerce/City
Continue to develop and carry out the master plan for Fall Line Business Center.	X	X	X	X	X	Development Authority/Chamber of Commerce	\$100,000/year	Chamber of Commerce/City

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Support development of a regional business center.	X	X	X	X	X	City/Development Authority/Chamber of Commerce/Valley Partnership	\$100,000	Chamber of Commerce/City
Improve the job skills and work habits of minorities and women through Tech and Training programs.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$10,000	Chamber of Commerce/City
Utilize SBA to stimulate and assist the development of businesses owned, operated and staffed by minorities.	X	X	X	X	X	Development Resource Center/Community Reinvestment Department, City Manager, Columbus Technical Institute	\$325,000	Chamber of Commerce/City
Continue to promote and engage in extensive coordination between the Muscogee County School District and Planning Department regarding school placement decisions. New school locations should be closely tied to future land use plans and development approvals.	X	X	X	X	X	Muscogee County School District/Planning Department	No additional cost	N/A

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Develop pedestrian friendly mixed-use activity centers at selected intersections. Limiting the scale of mixed-use development to 2-3 stories would be in keeping with the character of neighboring low-rise residential areas. Give these activity centers priority in the funding and location of new public facilities.	X	X	X	X	X	Planning Department	\$0	N/A
Encourage the development of a secondary road system that links adjacent developments and provides alternative routes for residents to the primary arterial road system where practical. Require stub streets in adjacent developments, where practical, to link to the proposed road system in new surrounding developments.	X	X	X	X	X	Planning Department	No additional cost	N/A
East Panhandle								
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department/Inspections and Code Department	No additional cost	N/A
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midland Homeowners Association / Coalition for Sound Growth	On-going	N/A
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X	X	X	Planning Department	\$30,000	City
Bibb								
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$100,000 per year	City/grants/private funds
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Bibb City Homeowners Association / Coalition for Sound Growth	On-going	N/A

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

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Encourage the community to support the 2014 Alternative Transportation Plan.	X	X	X	X	X	Midtown, Inc. / Coalition for Sound Growth	On-going	N/A
Fall Line Trace enhancements	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	On-going	N/A
13th Street Corridor / Viaduct Complete Streets Project	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
13th Street & 13th Avenue Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Extend Wynnton Road Streetscape Plan to I-185					X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Buena Vista Road Streetscape Plan			X	X	X	Planning Department / Engineering Department / Midtown, Inc. / GDOT	N/A	N/A
Undertake streetscape projects along identified commercial revitalization corridors.	X	X	X	X	X	Engineering Department	\$500,000 per year	State DOT/City/Property Developers
Create a Wynnton Road Overlay District	X	X	X	X	X	Planning Department / Midtown, Inc.	N/A	N/A
East Highland Redevelopment Area	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	\$2,500,000	CDBG / HOME / Private Funds
East Wynnton/Carver Heights/East Carver Heights Revitalization Plan	X	X	X	X	X	Development Resource Center/Community Reinvestment Department/Columbus Housing Initiative/Midtown, Inc.	N/A	N/A
Boogerville Revisioning Plan	X	X	X	X	X	Planning Department / Engineering Department / Midtown, Inc.	N/A	N/A
Southeast Columbus								

Columbus/Muscogee County Short Term Work Program Update 2014-2018								
	2014	2015	2016	2017	2018	Responsibility	Cost	Funding
Take steps to actively preserve existing neighborhoods:	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Columbus South								
Support efforts to revitalize the City's Enterprise Zone through active marketing and the provision of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Pursue redevelopment efforts that create neighborhood centers that give Columbus South symbolic and economic centers.	X	X	X	X	X	Community Reinvestment Department	See Community Revitalization STWP items.	
Provide connections between the city's network of green space and trails. Interconnect adjacent trails, recreation areas, and green space where possible	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Take steps to actively preserve existing neighborhoods.	X	X	X	X	X	Community Reinvestment Department	\$16,000	CDBG/City
Oxbow								
Provide connections between the city's network of greenspace and trails. Interconnect adjacent trails, recreation areas, and greenspace where possible.	X	X	X	X	X	Parks and Recreation Department	\$200,000 per year	City/grants/private funds
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	Engineering Department	No additional cost	N/A
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.	X	X	X	X	X	Engineering Department	No additional cost	N/A

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

A RESOLUTION

C.M. 02-25-14(3)
74-14

NO. 74-14

A RESOLUTION AUTHORIZING AN APPROVAL OF THE AMENDED RESOLUTION FOR THE 2028 COMPREHENSIVE PLAN.

WHEREAS, the Georgia Planning Act of 1989 enacted by the Georgia General Assembly mandated that each of Georgia's 159 counties and cities prepare a Comprehensive Plan; and,

WHEREAS, the Columbus Planning Department prepared the required Comprehensive Plan Update Report of Accomplishment and 5-year Update of its Short Term Work Program; and,

WHEREAS, by this resolution, the Columbus Consolidated Government certifies that the plan update was reviewed by the River Valley Regional Commission and the Georgia Department of Community Affairs and found to be in compliance with the Minimum Planning Standards and Procedures for Local Comprehensive Plans; and,

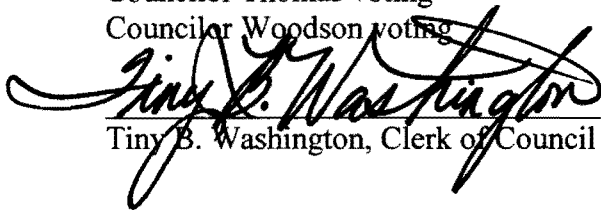
NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:


That the Columbus Consolidated Government hereby amends Resol. #345-13 of the adopted Short Term Work Program Comprehensive Plan Update.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 25th day of February, 2014, and adopted at said meeting by the affirmative vote of nine members of said Council.

- Councilor Allen voting
- Councilor Baker voting
- Councilor Barnes voting
- Councilor Davis voting
- Councilor Henderson voting
- Councilor Huff voting
- Councilor McDaniel voting
- Councilor Turner Pugh voting
- Councilor Thomas voting
- Councilor Woodson voting

- YES** _____
- YES** _____
- YES** _____
- YES** _____
- YES** _____
- YES** _____
- ABSENT FOR VOTE** _____
- YES** _____
- YES** _____
- YES** _____


Tiny B. Washington, Clerk of Council


Teresa Pike Tomlinson, Mayor

Columbus Consolidated Government

Council Meeting

02/25/2014

Agenda Report # 75

TO: Mayor and Council

SUBJECT: Amended Resolution: 2014-2018 Short Term Work Program (STWP)
of the 2028 Comprehensive Plan

INITIATED BY: Planning Department

Recommendation: Approval is requested to amend Resolution #345-13 of the 2028 Comprehensive Plan certifying the plan update was reviewed by the River Valley Regional Commission and the Georgia Department of Community Affairs and found to be in compliance with the minimum Planning Standards and Procedures for Local Comprehensive Plans.

Background: In November 2013, the City Council adopted the 2014-2018 STWP. A resolution was approved and forwarded to the River Valley Regional Commission (RVRC), who thus forwarded it to the Georgia Department of Community Affairs (DCA) for approval. Although the language in the original resolution is very similar to the proposed resolution, DCA wanted it revised.

Analysis: A revised resolution has been submitted to City Council per the request of RVRC and DCA.

Financial Considerations: N/A

Projected Annual Fiscal Impact Statement: N/A

Legal Considerations: Plan must be approved by Council before submitting to the River Valley Regional Commission.

Recommendations/ Actions: Approve the amended resolution for the 2028 Comprehensive Plan.

A RESOLUTION

NO. 345-13

C.M. 10-22-13 (1)
345-13

WHEREAS, growth strategies legislation enacted by the Georgia General Assembly mandated that each of Georgia's counties and cities prepare Comprehensive Plans and update these plans at least every five years; and,

WHEREAS, the Columbus Planning Department met with the River Valley Regional Commission and the Georgia Department of Community Affairs on June 20, 2013 to review accomplishments from the 2009-2013 Short Term Work Program and discuss goals for the 2014-2018 Short Term Work Program; and,

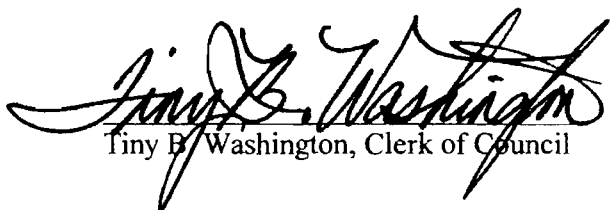
WHEREAS, the Columbus Consolidated Government has prepared the required status report and update of its Short Term Work Program.

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

That the City Manager is hereby authorized to submit and the Columbus Consolidated Government, acting on behalf of the City of Columbus, does hereby submit the above-described Comprehensive Plan update to the River Valley Regional Commission for review, comments, and recommendations.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 22nd day of October 2013, and adopted at said meeting by the affirmative vote of eight members of said Council.

Councilor Allen voting	<u>YES</u>
Councilor Baker voting	<u>YES</u>
Councilor Barnes voting	<u>YES</u>
Councilor Davis voting	<u>ABSENT</u>
Councilor Henderson voting	<u>YES</u>
Councilor Huff voting	<u>YES</u>
Councilor McDaniel voting	<u>ABSENT FOR VOTE</u>
Councilor Turner Pugh voting	<u>YES</u>
Councilor Thomas voting	<u>YES</u>
Councilor Woodson voting	<u>YES</u>


Tiny B. Washington, Clerk of Council


Teresa Pike Tomlinson, Mayor

Columbus Consolidated Government
Council Meeting

10/22/2013

Agenda Report # 41

TO: Mayor and Council

SUBJECT: 2028 Comprehensive Plan - 5 year update of the Short Term Work Program

INITIATED BY: Will Johnson, Planning Department

Recommendation: The Planning Department recommends that the 2028 Comprehensive Plan be updated to reflect a new 5-year Short Term Work Program for years 2014-2018.

Background: The Short Term Work Program identifies specific implementation actions the City intends to take during 5-year planning periods. The 1st Short Term Work Program will expire at the end of the year. The Short Term Work Program includes any ordinances, administrative systems, community improvements or investments, financing arrangements, or other programs / initiatives to be put in place to implement the Comprehensive Plan as a whole.

Each item in the Short Term Work Program includes a beginning and ending date, a responsible party, a cost estimate, and a funding source.

Analysis: The 1st Short Term Work Program (STWP) will end on December 31, 2013. Attached is a spreadsheet showing progress during the aforementioned 1st program.



Short Term Work Program 2009-2013 for review.xls Short Term Work Program 2009-2013 Completions.xls

Financial Considerations: There are numerous financial considerations that are taken into account with a STWP, such as capital expenditures, SPLOST projects, administrative funding, and so on. Many of the completions listed in the above spreadsheet were handled administratively via city staff and existing department budgets. However, regardless of the funding, the STWP still needs to be programmed in as funding situations may change. Several projects have been carried over to the 2014-2018 STWP.

Projected Annual Fiscal Impact Statement: N/A

Legal Considerations: The Georgia Department of Community Affairs requires that all STWPs be updated every 5 years. Therefore, the resolution adopting the 2nd STWP has to occur in October 2013 to meet the state deadline. The next full update (by Georgia law) of the 2028 Comprehensive Plan will be in 2018.

Recommendations/ Actions: The Planning Department recommends that the 2028 Comprehensive Plan be updated to reflect a new 5-year Short Term Work Program for years 2014-2018 (see attached).



Short Term Work Program 2014-2018.xls Short Term Work Program 2014-2018 with New Entires Hi-lited.xls