

Columbus/Muscogee County Community Work Program Update 2019-2023									
	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Economic Development									
GOAL: Align local businesses with the local school system									
Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Ensure that three- and four-year olds have access to high early childhood education.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Completed
Expand efforts to introduce students to education and career possibilities from a young age.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Leverage existing programs to coordinate a community-wide mentoring program for at-risk K-12 students.	X	X	X			Columbus 2025	TBD	PPP	Cancelled (no longer involved)
Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
GOAL: Greater Columbus must retain its best and brightest workers.									
Connect business and education providers to develop post-secondary programs and high school curricula that support target business growth and introduce young people to job opportunities.	X	X	X			Columbus 2025	TBD	Education providers / PPP	Completed
Challenge the region's business community to leverage, expand, and develop internship and apprenticeship opportunities for high school and college students	X	X	X			Columbus 2025	TBD	Private businesses / PPP	Completed Cancelled (Not pursued because of Covid)
Develop a formal retention program for individuals retiring from or exiting the military.	X	X	X			Columbus 2025	TBD	PPP	Cancelled (Not pursued because of Covid)
Welcome and engage new residents who move to Greater Columbus with a relocating family member.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
GOAL: Attract talented individuals to Greater Columbus.									
Attract educated expatriates back to Greater Columbus through a "boomerang" marketing program.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Support the promotion of Columbus State and Troy University's Phenix City campus as schools of choice for students from outside of the region.	X	X	X			Columbus 2025	TBD	Columbus State / Troy University	Underway (2025)
GOAL: Greater Columbus must grow and expand existing businesses									
Formalize a collaborative business retention and expansion (BRE) program to ensure conditions are optimal for existing firms to thrive.	X	X				Columbus 2025	TBD	PPP	Cancelled (lacks support)
Launch a pilot "economic gardening" program to help second-stage firms grow in Greater Columbus	X	X	X			Columbus 2025	TBD	PPP	Cancelled (lacks support)
GOAL: Recruit new firms and investments.									
Develop an updated comprehensive economic development marketing program.	X	X	X			Columbus 2025	TBD	PPP	Completed
GOAL: Pursue special opportunities for growth and diversification									
Continue to pursue the development of an +B21 additional hotel adjacent to the Columbus Georgia Convention and Trade Center.	X	X	X	X	X	Columbus 2025	TBD	PPP	Cancelled (no longer involved)
Evaluate the viability of expanding cybersecurity research capacity in Greater Columbus.	X	X	X			Columbus 2025	TBD	PPP	Completed
Explore possibilities to leverage the Columbus campus of the Mercer University School of Medicine.	X	X	X	X	X	Columbus 2025	TBD	PPP	Completed
GOAL: Greater Columbus must advocate for economic growth.									
Continue to lobby on behalf of Fort Benning through the appropriate state and federal channels.	X	X	X	X	X	Columbus 2025	TBD	Grow Benning	Completed
Work with all appropriate partners to identify near- and long-term opportunities for improving connectivity between Greater Columbus and major markets	X	X	X	X	X	Columbus 2025	TBD	Chamber of Commerce / PPP	Completed
Ensure that the region's legislative agendas are aligned with strategic community and economic development needs.	X	X	X	X	X	Columbus 2025	TBD	Chamber of Commerce	Completed
GOAL: Strengthen the culture of entrepreneurship in Greater Columbus									
Develop a physical, flexible, and professionally staffed "center of gravity" for entrepreneurial activities in a highly visible location.	X	X	X			Columbus 2025 / Uptown Columbus, Inc.	TBD	Various public and philanthropic sources / PPP	Completed

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Work with organizers to make the Bob Wright Symposium on Business Empowerment the premier event of its kind.	X	X				Columbus 2025	TBD	PPP	Cancelled (discontinued due to Covid)
Pursue expanding option for food trucks by searching for appropriate private locations or public property sites. Food trucks provide start-up business options that are cheaper than brick-and-mortar businesses.	X	X				CCG	Staff Time	N/A	Completed
GOAL: Expand resources to open up entrepreneurship as a possibility for all residents									
Expand capital availability for individuals who lack access to traditional capital with a pre-seed microloan program.	X	X	X	X	X	Columbus 2025	TBD	Local banks and financial institutions / Philanthropic foundations and donors	Completed
Advance Greater Columbus' position in the "maker movement" through support for Columbus MakesIT.	X					Columbus 2025	TBD	Various private sources and grants	Completed
GOAL: Establish a unifying community brand.									
Research, define, and develop a community brand.	X					Columbus 2025	TBD	Various public and private partners	Completed
GOAL: Promote Greater Columbus to external audiences									
Pursue a major earned media campaign to generate positive coverage of Greater Columbus in external media markets	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Support efforts to promote Greater Columbus through travel, tourism, and events.	X	X	X	X	X	Columbus 2025 / CVB	TBD	CVB	Underway (2025)
GOAL: Maximize the impact of the region's greatest natural resource - the Chattahoochee River									
Collaborate across state lines to further promote activation of the Chattahoochee Riverfront through the region's core	X	X	X	X	X	Columbus 2025 / Uptown Columbus, Inc. / CCG	TBD	Various public and private sources	Underway (2025)
GOAL: Promote vibrant and attractive neighborhoods, corridors, and activity centers									
Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2025)
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2025)
Create a formal partnership to promote a vibrant downtown Phenix City	X	X				Columbus 2025 / Uptown Columbus, Inc. / CCG / City of Phenix City	Staff Time	Local public and private sources	Cancelled (no interest between the bi-cities)
Continue efforts of developing a Riverfront Activity Area	X	X	X	X	X	Columbus 2025 / Uptown Columbus, Inc. / CCG / City of Phenix City	Staff Time	Local public and private sources	Underway (2025)
Maximize community attachment and neighborhood beautification by fostering the creation and enhancement of spaces that are high in quality, beautiful, and designed for people.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time	Various public and private sources	Cancelled (No longer activity local gov intends to undertake due to staff shortages)
Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community	X	X	X	X	X	Columbus 2025 / ALDOT / GDOT / CCG	TBD	Various public and private sources	Underway (2025)
Develop an Artist Relocation Program to expand and diversify the community's art capacity	X	X	X			Columbus 2025 / Cultural Arts Alliance / CCG / Historic Columbus Foundation / Uptown Columbus, Inc.	TBD	Local private sources with potential for public-sector involvement	Cancelled (project dropped)
Prepare new zoning options to establish appropriate development standards and incentives for infill and redevelopment. Prepare design standards for compatible infill development.			X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.				X	X	City Manager / Planning Department	Staff Time	CCG	Cancelled (No longer activity local gov intends to undertake due to staff shortages)
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.				X	X	Council of Neighborhoods/Planning Department	Staff Time	CCG	Cancelled (No longer activity local gov intends to undertake due to staff shortages)
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Keep Columbus Beautiful / CCG	Staff Time	Various public and private sources	Cancelled (No longer activity local gov intends to undertake due to staff shortages)

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Prepare an amendment to the Unified Development Ordinance to grant bonus density incentives and development and design standards for in-town mixed-use developments.			X			Planning Department	Staff Time	CCG	Underway (2024)
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants	Underway (2028)
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	CCG / Uptown Columbus, Inc.	Staff Time	Private investment	Completed
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources	Underway (2028)
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	Neighborworks Columbus	TBD	HOME	Underway (2028)
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	Staff Time	CCG	Completed
Continue efforts in the MidTown neighborhoods to preserve and revitalize the area.	X	X	X	X	X	Planning Department / Midtown Inc.	Staff Time	Various public and private sources	Underway (2028)
Continue efforts to preserve the historic fabric and revitalize the Bibb City area of the City.	X	X	X	X	X	Planning Department / Bibb Village Homeowner's Association	Staff Time	Various public and private sources	Underway (2028)
Inventory historic properties throughout the community to identify need for adaptive reuse. Encourage market studies to be performed for these properties to establish opportunities. GOAL: Connect people and places with expanded opportunities for walking, biking, and transit use.		X	X	X	X	Historic Columbus Foundation / Planning Department	TBD	Grants / PPP	Underway (2028)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities	X	X				Metra	TBD	Various public sources	Underway (2032)
GOAL: Promote civic improvement efforts as a tool of economic development									
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			Finance Department	Staff Time	CCG	Completed
Continue to pursue additional revenue sources that are needed to staff, operate, and maintain public facilities.	X	X	X	X	X	City Manager	Staff Time	CCG	Underway (2025)
Create and maintain a comprehensive inventory of all capital facilities with expected useful life and replacement costs of each.	X	X	X			City Manager	Staff Time	CCG	Completed
Develop and maintain a formal and detailed maintenance and replacement program for all City Facilities.	X	X	X			City Manager	Staff Time	CCG	Underway (2024)
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	Staff Time	CCG	Completed
Establish levels of service for all major facilities and services (e.g. number of parks per person, libraries per person, etc.). Multiple service areas should be considered to accommodate the demands of different services and facilities differences. Part of this process should also include identifying areas where service deficiencies or excess service capacity exist.	X	X	X	X	X	City Manager	Staff Time	CCG	Underway (2026)
Land Use									
GOAL: Eliminate sprawl and slow greenfield development									
Provide for more mixed-use opportunities to create more density, reduce impacts on city services, and provide retail, jobs, and other amenities for residents.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Identify quality and/or priority growth areas within the urban core of Columbus.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Remove barriers to redevelopment.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Identify urban areas that need infrastructure improvements to sustain redevelopment.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed

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Pursue policies and develop incentives to activate underutilized commercial, industrial, and neighborhood properties.	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2024)
Continue efforts in the 5th and 6th Avenue Redevelopment Area to preserve and revitalize the neighborhood.	X	X	X	X	X	CCG / Uptown Columbus, Inc.	Staff Time	Private investment	Completed
Implement the City Village Master Plan as an alternative to the 2nd Avenue Redevelopment Plan	X	X	X	X	X	CCG / Bibb Village Homeowners Association / City Village Stakeholders	Staff Time	Various public and private sources	Underway (2028)
Continue efforts in the Beallwood Redevelopment Area	X	X	X	X	X	Neighborworks Columbus	TBD	HOME	Underway (2028)
GOAL: Introduce new zoning regulations, techniques, and concepts to reintroduce into the urban core of Columbus.									
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as density-bonuses; form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	CCG	Underway (2025)
Review current mixed-use zoning regulations that can be adapted to infill development situations.	X	X				Planning Department	Staff Time	CCG	Underway (2024)
Pursue incentivizing development within walking and bicycling distance of existing and future transit and trail corridors to achieve improved location efficiency for housing, employment, recreation, and civic spaces.	X	X	X	X	X	Planning Department / Finance Department	Staff Time	CCG	Underway (2032)
Consider using performance-based land use controls, authorizing staff to evaluate land use decisions in a flexible but consistent manner. These objectives should be considered based on the Future Land Use Map and core principles, including access to infrastructure, environmental sustainability, etc.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
GOAL: Create a determined focus on sustainability.									
Implement the American Planning Association's Plan4Health program in a pilot area of Columbus. Healthy environment places should require access to varying levels of resources for leading a healthier life, such as physical access to employment, healthcare, shopping, or social connections, for persons of all abilities.	X	X	X			Planning Department / Various community partners	Staff Time	CCG	Underway (2026)
Create a pilot project that focuses on livable communities for all ages, with a focus on land-use, transportation, access to food, access to health services, and access to quality of life expectations.	X	X	X	X	X	Planning Department / Various community partners	Staff Time	CCG	Underway (2025)
Focus efforts to create design legislation that supports aging in place.	X	X	X			Planning Department	Staff Time	CCG	Underway (2025)
Encourage building structure and orientation concepts to developers and governmental organizations. This includes locating building on site, integrating building into existing site features, the building envelope, and building configuration.	X	X	X	X	X	Planning Department / Inspections and Codes Department / Engineering Department	Staff Time	CCG	Completed
Encourage developers to utilize alternative water resource management, including but not limited to better efficiency measures, rainwater harvesting, or green infrastructure BMPs.	X	X	X	X	X	Planning Department / Engineering Department / Columbus Water Works	Staff Time	CCG	Underway (2025)
Encourage developers and builders to incorporate solar energy infrastructure into new developments and structures..	X	X	X	X	X	Planning Department / Georgia Power / Diverse Power / Flint Energies	Staff Time	CCG	Underway (2025)
Conduct a land needs assessment to identify buildable lands, infrastructure needs, and redevelopment barriers.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Seek funding to offer redevelopment incentives for brownfield and greyfield properties.	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CCG / CDBG / Grants	Underway (2024)
Continue to encourage the use of the City's Conservation Subdivision Ordinance.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Develop heat island mitigation guidelines for infill and redevelopment areas of the City for private development.		X	X	X		Planning Department	Staff Time	CCG	Completed
GOAL: Annually review the Land-Use section of the Comprehensive Plan and identify potential adjustments to meet modern day development patterns and use changes.									
In this fast-changing, technology-driven world, the Comprehensive Plan needs to be reviewed annually to remain relevant to new trends and changes.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed

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GOAL: Research and implement new concepts regarding land-use and development.									
As America becomes almost exclusively urban, increased pressure is placed on services and infrastructure; seek alternatives to traditional land-use and development standards.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Use the Future Policy Map to define areas where future services should and should not be provided and redefine urban service district boundaries.	X	X	X	X	X	City Manager	Staff Time	CCG	Underway (2023)
GOAL: Promote mixed-use development.									
Identify areas where mixed-use development/redevelopment opportunities will succeed in the community.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
GOAL: Offer incentives for adaptive reuse.									
Where feasible, adaptive reuse should be pursued. If a potential retrofitting of a structure is too costly, consider implementing incentives, such as density bonuses, fire code modifications, administrative variances, discounted and/or waived CCG fees, and so forth.	X	X	X	X	X	City Manager's Office / Planning Department / Inspections and Codes Department / Finance Department	Staff Time	CCG	Completed
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	Historic Columbus Foundation / Planning Department	TBD	Grants / PPP	Underway (2024)
GOAL: Create a Neighborhood Identity Program.									
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2026)
Transportation									
GOAL: Preserve or enhance existing transportation facilities.									
Continue to improve access control requirements, such as medians, turn lanes and supportive local ordinances, in developing areas, including. Such controls help improve the driving atmosphere, preserve existing character, and improve safety for bikers and pedestrians.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Completed
Assure that preservation or enhancement is conducted in the most efficient manner via Transportation System Management (TSM) early action strategies.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Completed
Improve transportation opportunities for people with disabilities.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Underway (2026)
Improve transportation opportunities for aging populations.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Underway (2026)
Prioritize maintenance of existing transportation infrastructure	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	CCG	Underway (2026)
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	C-PC MPO / Engineering Department	\$21,500,000	TIA 2	Underway (2026)
GOAL: Relieve congestion.									
Forestall future congestion through coordination with land-use plans and decision-making.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Continue to identify locations for intersection improvements, including but not limited to roundabouts.	X	X	X	X	X	C-PC MPO / Engineering Department	Staff Time	CCG	Underway (2023)
Implement smart technology for signalization.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	Federal/State DOT/Local	Completed
Continue Travel Demand Management (TDM) program to promote air quality and reduce traffic congestion. Programs should include the following: car pools, ride sharing, promotion of flexible working hours with major employers, encouragement of trips made by transit, cycling or walking, and encouragement of working from home.	X	X	X	X	X	MPO	TBD	TBD	Completed
Review of future streets rights-of-way needs as the relate to the Land Use Plan and Columbus-Phenix City Transportation.	X	X	X	X	X	C-PC MPO / Engineering Department	Staff Time	City	Completed
GOAL: Expand the ideals of complete transportation.									
Build on the theme of alternative transportation modes and enhanced operational efficiency by introducing multi-modal plans and programs designed to create a seamless transportation system with efficient and effective operations.	X	X	X	X	X	MPO / Metra	TBD	CCG	Underway (2023)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / C-PC MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2023)

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Integrate projects from the 2014 Alternative Transportation Plan into the Long Range Transportation Program (LRTP).	X	X				C-PC MPO	TBD	Federal/State DOT/Local	Underway (2023)
Develop a formal policy to expand alternative transportation opportunities by adding bicycle lanes, bicycle friendly shoulders, or parallel multi-use paths to roadways during all widenings and new construction projects for all collector or arterial streets. Expansions should be considered with other related bicycle studies.	X	X	X	X	X	C-PC MPO / Engineering Department	TBD	TBD	Underway (2023)
Actively maintain an inventory of pedestrian facilities in GIS, including a record of their condition.	X	X	X	X	X	Engineering Department	Staff Time	CCG	Underway (2023)
Initiate a Sidewalk Connectivity program to fill identified gaps in the pedestrian network, placing priority on projects within a half mile of schools, parks, and transit stops.	X	X	X	X	X	Planning Department / Engineering Department / Public Works Department	TBD	Various public and private sources	Underway (2023)
Implement bicycle safety improvements throughout the community.	X	X	X	X	X	C-PC MPO	TBD	TBD	Underway (2023)
GOAL: Implement plans for a high-speed rail connection to Atlanta									
Identify future Columbus Airport expansion opportunities	X	X	X	X	X	C-PC MPO / Columbus Airport Commission / FAA	\$25,000,000	TIA 2	Underway (2028)
Provide safer transportation options between Atlanta and Columbus	X	X	X	X	X	C-PC MPO / GDOT / USDOT	TBD	Various public and private sources	Underway (2028)
Align Columbus with national transportation goals	X	X	X	X	X	C-PC MPO / GDOT / USDOT	Staff Time	Various public and private sources	Underway (2023)
GOAL: Develop and maintain the Columbus Airport									
Open communication to attract multiple, low-cost air carriers	X	X	X	X	X	Columbus Airport Commission	TBD	TBD	Underway (2023)
Increase connections with other smaller airports in the southeast region.	X	X	X	X	X	Columbus Airport Commission	TBD	TBD	Underway (2023)
GOAL: Prepare the community and update infrastructure for driverless vehicles.									
Promote demonstrations of driverless vehicle technology.				X	X	C-PC MPO / GDOT / USDOT	TBD	Various public and private sources	Cancelled (no programming)
Partner with Fort Benning, Auburn University, and other regional entities regarding driverless vehicle technology.				X	X	C-PC MPO / ALDOT / GDOT / USDOT	TBD	Various public and private sources	Cancelled (no programming)
Develop and implement policies governing driverless vehicle technology.				X	X	C-PC MPO / GDOT / USDOT	TBD	Various public and private sources	Cancelled (no programming)
GOAL: Identify future transportation projects and complete existing transportation projects.									
Beautify gateways into the region to make a positive first impression on visitors and enhance the built environment for the community	X	X	X	X	X	Columbus 2025 / ALDOT / GDOT / CCG	TBD	Various public and private sources	Completed
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	C-PC MPO	TBD	Federal/State DOT/Local	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	X				Planning Department / METRA / Uptown Inc. / City Manager's Office	TBD	CCG / Uptown	Completed
River Road & Bradley Park Drive roundabout	X	X				Engineering Department / GDOT / C-PC MPO	\$3,862,992	OLOST / Drainage Fund / LMIG	Completed
Williams Road & Fortson Road roundabout	X	X	X			Engineering Department / GDOT / C-PC MPO	\$1,551,968	LMIG	Underway (2024)
Brennan Road & Fort Benning Road roundabout	X	X				Engineering Department / GDOT / C-PC MPO	\$5,500,000	Paving Fund / LMIG	Completed
Bridge Improvements: Linwood Boulevard & 6th Avenue			X	X		Engineering Department / GDOT / C-PC MPO	\$4,250,000	TIA Discretionary / LMIG	Cancelled (railroad will not participate)
Bridge Improvements: Miller Road & Manchester Expressway	X	X	X	X	X	C-PC MPO	\$18,000,000	Federal/State DOT/Local	Underway (2024)
Bridge Improvements: US 80 & Kendall Creek	X	X	X	X	X	C-PC MPO	\$2,382,516	Federal/State DOT/Local	Completed
Bridge Improvements: SR 22 Spur & Weracoba Creek	X	X	X	X	X	C-PC MPO	\$2,154,356	Federal/State DOT/Local	Underway (2024)
Bridge Improvements: SR 22 / US 80 & Flat Rock Creek	X	X	X	X	X	C-PC MPO	\$4,048,612	Federal/State DOT/Local	Completed
Bridge improvements: Reese Road & Cooper Creek	X	X	X			Engineering Department	\$2,389,943	Transportation Fund / TIA Discretionary	Completed
Infantry Road & Follow Me Trail Extension			X	X	X	C-PC MPO	\$2,728,572	M230	Underway (2029)
Mott's Green Plaza rehabilitation		X	X	X	X	C-PC MPO	\$1,039,500	Federal/State DOT/Local	Underway (2023)
Bridge Improvements: Benning Drive	X	X	X			Engineering Department	\$1,318,706	TIA Discretionary	Completed
Buena Vista Road - I-185 interchange	X	X	X	X		C-PC MPO	\$47,670,000	TIA	Underway (2025)
Spiderweb reconfiguration	X	X	X	X		C-PC MPO	\$40,000,000	TIA	Underway (2026)
Cusseta Road & Old Cusseta Road interchange and reconfiguration	X	X	X	X	X	C-PC MPO	\$58,269,412	TIA	Underway (2027)

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Evaluate options to expand public transportation coverage, frequency, and operating hours to connect residents to jobs and amenities	X	X				Metra	\$25,000,000	TIA 2	Underway (2032)
Conduct study of expanding public transportation to developing areas of the community.	X	X	X	X	X	Metra	\$25,000,000	TIA 2	Underway (2032)
Housing									
GOAL: Improve access to affordable, quality housing.									
Prepare housing conditions survey of in-town neighborhoods to identify and classify housing conditions, matching appropriate strategies to each.	X	X	X	X	X	Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department	Staff Time	Various public sources	Underway (2024)
Review the City's Unified Development Ordinance and consider providing incentives (density bonus, expedited permitting) for mixed-income housing in in-town neighborhoods.			X	X	X	Planning Department	Staff Time	CCG	Underway (2024)
Revise Unified Development Ordinance to allow accessory dwelling units and establish appropriate development and design standards for them.	X	X	X			Planning Department	Staff Time	CCG	Underway (2024)
Catalyze the development of new housing options and supportive neighborhood retail in the region's core neighborhoods	X	X	X	X	X	Columbus 2025 / Planning Department / Community Reinvestment Department	Staff Time	CCG	Underway (2024)
Work with private entities to identify appropriate locations for income-based housing.	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	Various public and private sources	Completed
GOAL: Remove slum and blight.									
Establish proactive inspection and code enforcement efforts in targeted neighborhoods with systematic code deficiencies that are contributing to disinvestment and coordinate with housing rehabilitation loans for owner-occupied stock.	X	X	X	X	X	Inspections and Code Enforcement Department	Staff Time	CCG	Underway (2023)
Seek grant-writing assistance for neighborhoods to seek federal, state, and foundation funding for neighborhood priorities.				X	X	Council of Neighborhoods/Planning Department	Staff Time	CCG	Underway (2023)
Sponsor clean-up days in neighborhoods using City staff and volunteers to remove graffiti, litter, dumped trash, and other debris.	X	X	X	X	X	Keep Columbus Beautiful / CCG	Staff Time	Various public and private sources	Underway (2023)
Work closely with neighborhood groups to develop local events that will promote unique neighborhood attributes and potentially spur greater economic development.	X	X	X	X	X	CCG / MidTown, Inc. / Uptown Columbus, Inc.	Staff Time	Various private sources and grants	Underway (2023)
Use Code Enforcement and/or rehabilitation assistance to maintain the quality of the housing stock and avoid serious deterioration.	X	X	X	X	X	Community Reinvestment Department / Planning Department / Inspections and Code Enforcement Department	Staff Time	Various public sources	Underway (2023)
Utilize the Land Bank to purchase property for redevelopment purposes, particularly in blighted communities.	X	X	X	X	X	Community Reinvestment Department	Staff Time	Various public sources	Underway (2023)
Maximize community attachment and neighborhood beautification by fostering the creation and enhancement of spaces that are high in quality, beautiful, and designed for people.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time	Various public and private sources	Cancelled(No longer activity local gov intends to undertake due to staff shortages)
Organize a Council of Neighborhoods with the goal of establishing permanent Neighborhood Planning Department Units for different quadrants of the city.				X	X	City Manager / Planning Department	Staff Time	CCG	Cancelled(No longer activity local gov intends to undertake due to staff shortages)
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 / Inspections and Code Enforcement Department	TBD	CDBG / CCG / Possible grants	Underway (2023)
GOAL: Increase efforts to promote economic opportunity and reduce poverty.									
Create a comprehensive cradle-to-career (C2C) partnership to align education, training, business, and social services around increasing talent levels in Greater Columbus.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Ensure that three- and four-year olds have access to high early childhood education.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
Ensure that infants, toddlers, and expecting parents have access to comprehensive child development and family support services.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Expand efforts to introduce students to education and career possibilities from a young age.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Leverage existing programs to coordinate a community-wide mentoring program for at-risk K-12 students.	X	X	X			Columbus 2025	TBD	PPP	Underway (2025)
Launch a broad-based adult education campaign to connect individuals who did not complete high school or college coursework with opportunities for advancement and employment.	X	X	X			Columbus 2025	TBD	Various public and philanthropic sources / PPP	Underway (2025)
GOAL: Increase efforts to provide public services									
Ensure that senior housing is located within multi-modal transportation areas with excellent access to commercial businesses and healthcare services.	X	X	X	X	X	Planning Department	TBD	Various public sources / GDOT / FHWA	Cancelled (LIHTC scoring requires close proximity to multi-modal transportation)
Establish and publicize availability of affordable credit counseling for elderly and other homeowners who are facing foreclosure or first time homebuyers.	X	X	X	X	X	Neighborworks Columbus	Staff Time	HOME	Completed
GOAL: Increase efforts to create and/or expand housing and services to homeless persons									
Work with homeless advocates to create alternative types of development, such as tiny house communities or container home communities.	X	X	X			Community Reinvestment Department / Home For Good	TBD	Various public and private sources	Underway (2025)
Preserve short-term and long-term homeless facilities and associated services.	X	X	X	X	X	Community Reinvestment Department / Home For Good / Homeless Resource Network / Valley Rescue Mission / Open Door / Safehouse	TBD	Various public and private sources	Underway (2028)
GOAL: Maintain or expand planning and administration									
Maintain and potentially expand administrative and planning costs to operate CDBG and HOME programs successfully	X	X	X	X	X	Community Reinvestment Department / Neighborworks Columbus	TBD	CDBG / HOME	Underway (2023)
Coordinate with private efforts to conserve land in the city, particularly efforts to pursue land conservation easements near Fort Benning.	X	X	X	X	X	CCG / Coalition for Sound Growth / Planning Department / Chattahoochee Valley Land Trust	TBD	TBD	Completed
Strengthen the existing tree ordinance by benchmarking existing regulations against state recommendations and other cities of similar size and characteristics.	X	X				Planning Department / Public Services Department	Staff Time	CCG	Underway (2024)
Urban Services									
GOAL: Pursue park renovations / additions when economically feasible.									
Retrofit pools at Shirley Winston Park, Rigdon Road Park, and Pstalmond Road Park to splash pads.	X	X				Parks & Recreation Department	\$15,000,000	SPLOST	Underway (2024)
Replace the 29th Street Park playground	X					Parks & Recreation Department	\$100,000	CDBG	Completed
Tillis Recreation Center renovations	X					Parks & Recreation Department	\$250,000	CDBG	Completed
Build 6 pickle ball courts at the Cooper Creek Park Tennis Complex	X	X				Parks & Recreation Department	\$90,000	SPLOST	Underway (2025)
Replace the Theo McGee playground	X	X				Parks & Recreation Department	\$80,000	Insurance claim / Private donations	Completed
Improve the Alexander Park facilities and cricket field	X					Parks & Recreation Department	\$265,000	Private donation	Completed
GOAL: Reinstigate a government-wide maintenance / replacement plan for vehicles and equipment.									
Develop and maintain a formal and detailed maintenance and replacement program for all vehicles and equipment.	X	X	X	X	X	City Manager	Staff Time	CCG	Completed
GOAL: Columbus must maintain and follow its Capital Outlay Plan.									
Lifting magnet and manhole cover dolly (2)	X					Engineering Department	\$1,686	Stormwater Fund	Underway (Only purchased one)
Ford F-550 Flat Bed w/ equipment modifications	X					Engineering Department	\$119,965	General Fund	Completed
Midsized SUV 4x4 Ford Explorer (2)	X					Engineering Department	\$65,000	Paving Fund	Completed
iPad Air 2 128 GB Tablet (6)	X					Engineering Department	\$2,760	Paving Fund	Completed
Zero-turn mower	X					Parks & Recreation Department	\$9,000	General Fund	Completed
Animal Control Truck w/ equipment	X					Public Works Department	\$69,506	General Fund	Completed
Full-size F250 Crew Cab truck	X					Public Works Department	\$33,077	General Fund	Completed
Zero-turn John Deere mower	X					Public Works Department	\$7,000	General Fund	Completed
Crew cab flat bed dump truck (3)	X					Public Works Department	\$128,757	Stormwater Fund	Completed
F150 Crew Cab 4x4 Pickup truck	X					Public Works Department	\$32,788	Stormwater Fund	Completed

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Large aluminum trench box	X					Public Works Department	\$14,000	Stormwater Fund	Completed
Eductor truck	X					Public Works Department	\$422,589	Stormwater Fund	Completed
7 YD dump truck	X					Public Works Department	\$96,226	Stormwater Fund	Completed
Tandem axle fuel/lube truck	X					Public Works Department	\$280,000	Paving Fund	Completed
3-ton vibratory asphalt roller with 47" drum	X					Public Works Department	\$44,000	Paving Fund	Completed
Excavator	X					Public Works Department	\$295,000	Paving Fund	Completed
Street sweepers (2) (Capital Lease Program)	X					Public Works Department	\$100,443	Paving Fund	Completed
Mid-size SUV 4x4 Ford Explorer	X					Public Works Department	\$32,500	Paving Fund	Completed
F250 Crew Cab 4x4 Pickup truck (2)	X					Public Works Department	\$66,154	Paving Fund	Completed
Farm tractors (7)	X					Public Works Department	\$136,500	Paving Fund	Completed
Sand spreader	X					Public Works Department	\$5,000	Paving Fund	Completed
F150 Crew Cab 4x4 Pickup truck	X					Public Works Department	\$27,873	Paving Fund	Completed
Single axel utility trailer	X					Public Works Department	\$6,000	Paving Fund	Completed
Zero-turn mower with bagger	X					Public Works Department	\$15,000	Paving Fund	Completed
Refuse collection trucks (4)	X					Public Works Department	\$228,824	Integrated Waste Fund	Completed
Grab All trucks (2) (Capital Lease Program)	X					Public Works Department	\$57,206	Integrated Waste Fund	Completed
Hay blower	X					Public Works Department	\$30,000	Integrated Waste Fund	Completed
Refuse collection truck (Capital Lease Program)	X					Public Works Department	\$57,206	Integrated Waste Fund	Completed
35-feet clean diesel bus (2)	X					Metra	\$834,238	Transportation Fund	Completed
DAR diesel bus	X					Metra	\$150,000	Transportation Fund	Completed
Parking garage gates	X					Metra	\$150,000	Transportation Fund	Completed
Heavy duty in-ground lifts (4)	X					Metra	\$240,000	Transportation Fund	Underway (2023)
Bus camera system	X					Metra	\$24,000	Transportation Fund	Completed
Automatic announcement system	X					Metra	\$48,396	Transportation Fund	Completed
Zero-turn mower	X					Parks & Recreation Department	\$9,000	CCG General Fund	Completed
Dash cameras (40 cameras)	X					Columbus Police Department	\$136,000	OLOST	Completed
Pursuit vehicles w/ technology packages (30 cars) (Capital Lease Program)	X					Columbus Police Department	\$262,314	OLOST	Completed
Personal protective equipment (92 units)	X					Columbus Fire & EMS Department	\$220,800	OLOST	Completed
3 Year Service & Maintenance Agreement for Burn Building	X					Columbus Fire & EMS Department	\$25,281	OLOST	Completed
15-passenger inmate van	X					Muscogee County Prison	\$31,726	OLOST	Completed
License plate reader renewal	X					Marshal's Office	\$2,200	OLOST	Cancelled (Marshal's Office no longer exists)
Body Armor (2 units)	X					Marshal's Office	\$790	OLOST	Cancelled (Marshal's Office no longer exists)
Inmate video visitation system upgrade (annual)	X	X	X			Muscogee County Sheriff's Office	\$240,000	OLOST	Completed
Jail generator upgrade	X					Muscogee County Sheriff's Office	\$879,387	OLOST	Completed
GOAL: Protect the Chattahoochee River and its subsidiaries to ensure water quality.									
Columbus will need to step up its efforts to monitor and protect its clean water in the Chattahoochee River and other significant water bodies as new growth takes place. Five of the city's significant rivers and streams, along with Lake Oliver, have been identified as not fully supporting the water quality standards mandated by the Clean Water Act. It is important to buffer these critical water bodies and protect them from pollution from urban run-off.	X	X	X	X	X	CCG / CWW	Staff Time	CCG	Underway (2023)
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	CCG / CWW	Staff Time	CCG	Underway (2023)
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	Staff Time	CCG	Underway (2023)
Continue to implement the Columbus Water Works Management Plan.	X	X	X	X	X	Engineering Department / CWW	Staff Time	CCG	Underway (2023)

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
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	Staff Time	CCG	Underway (2023)
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	Staff Time	CCG	Completed

Columbus/Muscogee County Community Work Program Update									
2019-2023									
	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
STWP Specific to Individual Character Areas									
Old Town									
Encourage the expansion of mixed-use developments in this area through the use of planned unit developments and conservation subdivisions to preserve the natural landscape, rock outcroppings, and open space.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2026)
Encourage existing and future developments surrounding the MCSD Northside campuses to incorporate trails, sidewalks, and other non-vehicle accesses that access the campuses.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Encourage future developments within this character area to utilize unique design elements, setbacks, and aesthetics that help blend the developments yet also encourage individuality of developments.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Establish potential affordable housing incentives for this character area.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2026)
Veterans Parkway-Whittlesey Road Commercial Corridor									
Review this character area for redevelopment, such as mixed-use activity centers that can fill empty storefronts and bring a different vibrancy to help sustain an area.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2026)
Ensure that vehicular traffic moves as efficiently and effortlessly as possible.	X	X	X	X	X	Planning Department / Engineering Department / GDOT	Staff Time	CCG	Completed
Identify areas for residential uses that complement the existing commercial land-uses.	X	X	X			Planning Department	Staff Time	CCG	Completed
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	CCG	Underway (2025)
Record and track vacant commercial properties for potential redevelopment or reuse.	X	X	X	X	X	Planning Department	Staff Time	CCG	Completed
Pursue intersection improvements at Bradley Park Drive and the J.R. Allen Parkway.		X	X	X		GDOT	\$18,900,000	GDOT	Underway (2025)
Pursue a rezoning effort to bring office uses along the northern portion of Bradley Park Drive into zoning compliance.	X					Planning Department	Staff Time	CCG	Completed
Kendall Creek									
Noise abatement from Fort Benning – utilize the JLUS to carefully review construction of noise sensitive uses	X	X	X	X	X	Planning Department	Staff Time	N/A	Completed
Preserve and protect the natural environment of the Kendall Creek character area.	X	X	X	X	X	Planning Department / Nature Conservancy	Staff Time	N/A	Completed
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department / Inspections and Code Department	Staff Time	N/A	Completed
Collaborate with the Nature Conservancy on long-leaf pine restoration, controlled burns, and establishing red-cockaded woodpecker habitats	X	X	X	X	X	Planning Department / Nature Conservancy / Fort Benning	TBD	DoD / Nature Conservancy	Completed
Preserve the natural viewsheds on the properties.	X	X	X	X	X	Nature Conservancy	TBD	Nature Conservancy	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Beaver Run									
Work with GDOT to seek appropriate measures to alleviate congestion and improve safety at all intersection.	X	X	X	X	X	Planning Department / Engineering Department / GDOT	TBD	TBD	Completed
Control the quality and type of development along Highway 80 by adhering to the requirements of the Hwy 80 Overlay District.	X	X	X	X	X	Planning Department / Inspections and Code Department	Staff Time	CCG	Completed
Utilize TAD funding (Midland Commons Redevelopment Area) to help fund infrastructure improvements.		X	X	X	X	CCG	TBD	MCRA TAD #7	Completed
Seek alternative truck routes to the intersection of Beaver Run Road and Flat Rock Road (east of bridge).	X	X	X			Planning Department / Engineering Department / GDOT	TBD	TBD	Completed
Create a sense of place for the entire character area (through development) that serves as an identification point.	X	X	X	X		Planning Department	Staff Time	CCG	Underway (2025)
Plan rural-scaled, mixed use clusters at major intersections for local commercial and institutional services.	X	X	X	X	X	Planning Department	Staff Time	CCG	Underway (2025)
Arbor Point									

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Support efforts to maintain and / or enhance the Columbus Enterprise Zone, the Columbus Opportunity Zone, and the US Opportunity Zone through active marketing and the provisions of redevelopment incentives.	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CDBG / CCG / Various public and private sources	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
Pursue new development that enhances the new Spencer High School campus, which serves as the northern anchor of the area	X	X	X	X	X	Community Reinvestment Department / Planning Department	Staff Time	CDBG / CCG / Various public and private sources	Completed
Institute a neighborhood identification program for Arbor Point, EJ Knight, and Patriot Point.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful / Columbus Housing Authority	Staff Time / Grants	Various private and public sources	Underway (2024)
Uptown									
Focus marketing efforts and new growth on "The Loop".	X	X	X	X	X	UPTown Columbus Inc. / CCG / City of Phenix City	TBD	Various public and private resources	Underway (2023)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
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	UPTown Columbus Inc. / CCG / City of Phenix City	TBD	TBD	Completed
Work with local advocates to create alternative types of development, such as tiny house communities or container home communities.	X	X	X			CCG / UPTown Columbus Inc.	TBD	Various public and private sources	Underway (2025)
Pursue an open container ordinance for parts of the Uptown entertainment area	X					CCG / UPTown Columbus Inc.	Staff Time	Various public and private sources	Delayed
Pursue replacing CCG (Metra) as the parking enforcement entity in Uptown	X	X				CCG / UPTown Columbus Inc.	TBD	TBD	Cancelled (Metra will continue enforcement)
Establish an agreement with CCG regarding trash pick-up and recycling efforts.	X	X				CCG / UPTown Columbus Inc.	TBD	TBD	Completed
Study and review cutting edge zoning regulations, techniques, and concepts to incorporate into the Unified Development Ordinance (UDO), such as form-based codes; pocket neighborhoods; incremental development; transit-oriented design, and/or performance-based zoning.	X	X	X	X	X	Planning Department / Inspections and Codes Department / Uptown Columbus Inc.	Staff Time	CCG	Underway (2025)
Oxbow									
Support efforts to partner with Fort Benning, the Department of the Army, and the Greater Columbus Chamber of Commerce to relocate the United States Armor Museum to Oxbow.	X	X	X	X	X	CCG / Fort Benning / National Infantry Museum / Department of the Army / Greater Columbus Chamber of Commerce	TBD	Various public and private sources	Completed
Assist the Chamber and the National Infantry Museum on pursuing development of the proposed PUD north of the Museum.	X	X	X	X	X	CCG / Fort Benning / National Infantry Museum / Greater Columbus Chamber of Commerce	TBD	Various public and private sources	Underway (2028)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Completed
Open Wren Lake to fishing and camping opportunities.	X	X				CCG / Westville	TBD	Various public and private sources	Completed
Noise abatement from Fort Benning – Discourage the noise-sensitive land uses, such as single family subdivisions, churches, hospitals, and schools in noise-impacted areas.	X	X	X	X	X	Planning Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Restrict development in floodplain areas to protect sensitive wetlands and private property from the impact of seasonal flooding. Use floodplains as possible sites for pervious trails and passive recreational uses.	X	X	X	X	X	CCG	Staff Time	TBD	Completed
Midtown Medical Corridor									
Remove barriers to medical-use based redevelopment along the corridor. Single family housing should be discouraged.	X	X	X			Planning Department	Staff Time	TBD	Completed
Reduce driveway cuts along the Warm Springs Road corridor and utilize shared driveways and interparcel connectivity.	X	X	X	X	X	Planning Department / Engineering Department / GDOT	Staff Time	TBD	Completed
Support demolition of outdated medical offices and promote lot combinations for multi-user medical office complexes.	X	X	X	X	X	Planning Department / Inspections and Codes Department	Staff Time	TBD	Underway (2027)

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Identify areas for workforce housing close to the character area.	X	X	X			Planning Department / Community Reinvestment Department / Columbus Housing Authority	Staff Time	TBD	Completed
Identify commercial uses that will support medical businesses and employees.	X	X	X			Planning Department	Staff Time	TBD	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2024)
Create a Midtown Medical Corridor Overlay District.			X	X	X	Planning Department	Staff Time	TBD	Underway (2024)
Five Points									
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X				Planning Department / Midtown Inc.	Staff Time	TBD	Underway (2025)
Create a master plan for the area with a focus on mixed-use redevelopment.	X	X	X			Planning Department / Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and the 13th & 13th Redevelopment Corridor.			X	X	X	Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Encourage adaptive reuse of the existing mid-century structures.	X	X	X	X	X	Planning Department	Staff Time	TBD	Completed
Pursue affordable housing opportunities in this character area.	X	X	X	X	X	Planning Department / Community Reinvestment Department	Staff Time	TBD	Completed
Utilize TAD funding (Midtown West Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X	CCG	TBD	Midtown West TAD #6	Completed
13th & 13th									
Review existing land-uses and zoning and adjust accordingly (if necessary) for future redevelopment.	X	X				Planning Department / Midtown Inc.	Staff Time	TBD	Underway (2025)
Pursue a road diet and streetscape project along 13th Street.	X	X	X			Planning Department / Engineering Department / Midtown Inc. / GDOT	TBD	GDOT / CCG	Underway (2025)
Promote and market its location based on proximity to Lakebottom Park, Uptown Columbus, Piedmont Columbus, and Five Points.			X	X	X	Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Create a master plan for the area with a focus on mixed-use redevelopment.	X	X	X			Planning Department / Midtown Inc.	TBD	Various public and private sources	Underway (2025)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Pursue affordable housing opportunities in this character area.	X	X	X	X	X	Planning Department / Community Reinvestment Department	Staff Time	TBD	Completed
Utilize TAD funding (Midtown West Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X	CCG	TBD	Midtown West TAD #6	Completed
Pursue EPA Brownfield grants to conduct environmental assessments of the areas immediately north of 13th Street.				X	X	Community Reinvestment Department / Midtown Inc.	TBD	EPA	Underway (2025)
Civic Commons									
Promote walkability by improving pedestrian infrastructure on Macon Road.				X	X	Engineering Department / GDOT / Midtown Inc.	TBD	TBD	Underway (2025)
Pursue a streetscape project along Boxwood Boulevard.					X	Planning Department / Engineering Department / Midtown Inc. / GDOT	TBD	TBD	Underway (2025)
Identify other potential civic uses that could be utilized on the site.			X	X	X	CCG / MCSD	TBD	TBD	Underway (2025)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Promote and pursue commercial redevelopment in the character area.			X	X	X	Planning Department / Midtown Inc. / Greater Columbus Chamber of Commerce	TBD	Various public and private sources	Completed
Liberty District									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Review the 2003 Liberty District Master Plan for possible revisions or modifications.	X					Planning Department	Staff Time	TBD	Completed
Pursue a strategy to preserve remaining single family houses and other structures.		X	X			Planning Department / Inspections and Codes Department	Staff Time	TBD	Completed
Encourage urban, dense mixed-use development along 8th Avenue.	X	X	X			Planning Department / Development Authority / Community Reinvestment Department	TBD	Various public and private sources	Underway (2025)
Institute a Liberty District identification program		X	X			Planning Department	TBD	Various public and private sources	Underway (2025)
Utilize TAD funding (River District Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X	CCG	TBD	River District TAD #2	Completed

Columbus/Muscogee County Community Work Program Update 2019-2023									
	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Provide incentives for reinvestment and rehabilitation.			X	X	X	CCG	Staff Time	TBD	Underway (2025)
Encourage adaptive reuse of the existing early century structures.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2025)
Promote the Liberty District as an arts and entertainment district.			X	X	X	CCG	TBD	TBD	Underway (2025)
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Restore the street network by reopening 5th and 7th Streets between 5th and 6th Avenues and opening 7th Avenue between 5th and 7th Streets					X	CCG	TBD	TBD	Underway (2024)
Columbus Historic District									
Work with partners to help preserve and improve the southern end of the district.			X	X	X	Planning Department / Historic Columbus Foundation / HDPS	Staff Time	TBD	Underway (2028)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
South Commons									
Promote South Commons as the southern anchor of the River District Redevelopment Area.			X	X	X	Planning Department / Civic Center	Staff Time	TBD	Completed
Expand the River District Redevelopment Area and TAD #2 to include South Commons.		X	X			Mayor's Office / Planning Department	Staff Time	TBD	Underway (2024)
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Muscogee Technology Park (MTP)									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Identify areas for clustered commercial development that serves the businesses and employees of MTP				X	X	Development Authority	TBD	Various public and private sources	Underway (2028)
Identify areas close to MTP for workforce housing.		X				Planning Department	Staff Time	TBD	Underway (2028)
Market the area to defense industries that will collaborate with Fort Benning and reopen the Schatulga Road Access Control Point.				X	X	Development Authority / Fort Benning	TBD	Various public and private sources	Underway (2028)
Promote Technology Parkway as a bypass to southeast Columbus.		X				Planning Department	Staff Time	TBD	Completed
Cooper Creek Park									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2028)
Create a master plan for the area with a focus on mixed-use redevelopment.			X	X		Planning Department / CORTA	TBD	Various public and private sources	Underway (2028)
Encourage adaptive reuse of industrial warehouses.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2028)
Encourage businesses that will compliment and benefit the Fall Line Trace.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2028)
Identify revitalization opportunities along corridors and plan streetscape projects for them.				X	X	Planning Department	Staff Time	TBD	Underway (2028)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Columbus State University (CSU)									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Assist CSU with acquiring the Georgia Power site on Gentian Boulevard as a relocation option for plant services.	X	X	X	X	X	CCG / CSU	TBD	TBD	Cancelled (Georgia Power has consolidated services on this site)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Implement the proposed University Avenue road diet.				X	X	CCG / CSU	TBD	TIA 2	Underway (2025)
Evaluate the possibility of installing roundabouts along College Drive.				X	X	CCG / CSU	TBD	TBD	Underway (2025)

Columbus/Muscogee County Community Work Program Update 2019-2023									
	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Create additional on-campus building sites by replacing surface parking with parking garages.					X	CSU	TBD	TBD	Underway (2025)
Pursue multi-family developments between Valley Drive and Anglin Road.	X	X	X	X	X	Planning Department / CSU	Staff Time	TBD	Cancelled (CSU has sold its properties in that area)
Promote mixed-use development at the intersection of Gentian Boulevard and University Avenue.	X	X	X	X	X	Planning Department	Staff Time	TBD	Underway (2025)
City Village									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Implement the City Village Master Plan.	X	X	X	X	X	CCG / Historic Columbus Foundation / Columbus Housing Authority / Development Authority	TBD	Various public and private sources	Underway (2028)
Identify revitalization opportunities along corridors and plan streetscape projects for them.				X	X	Planning Department	Staff Time	TBD	Completed
Utilize TAD funding (River District Redevelopment Area) to help fund infrastructure improvements.	X	X	X	X	X	CCG	TBD	River District TAD #4	Completed
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Pursue affordable housing opportunities in this character area.	X	X	X	X	X	Planning Department / Community Reinvestment Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Bibb City									
Develop and implement a conservation neighborhood.			X	X	X	Planning Department	Staff Time	TBD	Underway (2025)
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Identify revitalization opportunities along corridors and plan streetscape projects for them.				X	X	Planning Department	Staff Time	TBD	Completed
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Columbus Tech-Beallwood									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Support protection of the Chattahoochee River and its tributaries by requiring adequate riparian buffers to control runoff and sedimentation from new development, and prohibit incompatible uses.	X	X	X	X	X	CCG / State of GA	Staff Time	TBD	Completed
Columbus residents typically identify themselves by their neighborhood. Neighborhoods are a source of pride and an identification program may help market those neighborhoods for new homeownership and redevelopment.	X	X	X	X	X	Planning Department / Community Reinvestment Department / Keep Columbus Beautiful	Staff Time / Grants	Various private and public sources	Underway (2025)
Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall character of the area and enhance economic vitality.	X	X	X	X	X	Community Reinvestment Department / Neighborworks / Planning Department	CDBG / HOME	CDBG / HOME	Completed
Prevent commercial encroachment into the Beallwood neighborhood as well as Columbus Tech's potential growth area.	X	X	X	X	X	CCG	N/A	TBD	Completed
Develop new housing in Beallwood.	X	X	X	X	X	Neighborworks	HOME	HOME	Completed
Promote adaptive reuse of commercial warehouses and the old Beallwood elementary school.	X	X	X	X	X	Planning Department	Staff Time	TBD	Completed
Improve the Alexander Park facilities and cricket field	X					Parks & Recreation Department	\$265,000	Private donation	Completed
Benning Technology Park Redevelopment Area & Tax Allocation District #1									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Development Authority of Columbus	Underway (2028)

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	2019	2020	2021	2022	2023	Responsibility	Cost	Funding	Accomplished
Develop the proposed technology/business park to "become the ultimate workplace solution for military contractors and consultants desiring close proximity to Fort Benning and the Maneuver Center" creating a secure, fully-serviced employment and commercial environment adjacent to Interstate 185 on the north side of Fort Benning Georgia, just inside the main security gate and within a ten-mile radius of all major Army headquarters.	X	X	X	X	X	CCG / Private investors	TBD	Development Authority of Columbus	Underway (2023)
<i>See also Arbor Point STWP tasks</i>									
River District Redevelopment Area & Tax Allocation Districts #2, 3, & 4									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Encourage job creation while improving physical conditions in under-performing sections of the City	X	X	X	X	X	CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources	Underway (2025)
Encourage reinvestment in established older residential neighborhoods that are surrounded by commercial and industrial land-uses.	X	X	X	X	X	CCG / UPTown Columbus Inc. / Private investors	TBD	Various public and private sources	Underway (2025)
<i>See also Liberty District, Uptown, City Village, and Bibb City STWP tasks</i>									
MidTown Redevelopment Area & Tax Allocation Districts #5 & 6									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Strengthen MidTown's older commercial corridors and nodes by strategically encouraging commercial infill and mixed-use development, rehabilitating existing housing and creating new residential living options around those nodes	X	X	X	X	X	Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources	Underway (2025)
Reduce the presence of conflicting commercial and industrial land uses by transitioning under-utilized properties to higher-valued uses.	X	X	X	X	X	Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources	Underway (2025)
Assist in funding reinvestment in established older residential neighborhoods that surround under-performing commercial and industrial land uses, including public improvements to inadequate water and sewer infrastructure serving those neighborhoods.	X	X	X	X	X	Planning Department / Community Reinvestment Department / MidTown, Inc.	TBD	Various public and private sources	Underway (2025)
<i>See also Medical Corridor, Five Points, 13th & 13th, and Civic Commons STWP tasks</i>									
Midland Commons Redevelopment Area & Tax Allocation District #7									
Advance on-going and develop future efforts to improve walking and biking connectivity.	X	X	X	X	X	Columbus 2025 / CCG / MPO / ALDOT / GDOT / PATH Foundation	TBD	Various public and private sources	Underway (2025)
Make transportation and traffic control improvements to the site and JR Allen Parkway to lessen the traffic impacts in the area	X	X	X	X	X	Private developer / C-PC MPO / GDOT	TBD	Various public and private sources	Completed
Make improvements to Flat Rock Park which can enhance the experience of visitors to this public park from throughout Columbus and connect to the regional bike trail system as an additional way to access the park.	X	X	X	X	X	Parks & Recreation Department	TBD	TAD funding	Underway (2025)
<i>See also Beaver Run STWP tasks</i>									