

## Section 3: Implementation

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*New buildings in Central Martinez should embrace the street and sidewalk*

### 3.1 DESIGN GUIDELINES

For the Concept Plan to be successful the approach to designing the built environment in Central Martinez must change. Because a strong, well-balanced relationship between land uses, buildings, and public spaces is essential to the Concept Plan, neither buildings nor developments can be designed as stand-alone objects with no regard for their context. Rather, everything within the Study Area must be held to the same exacting and inter-related standards of design.

With the exception of industrial uses, all buildings should meet basic standards of design. The following guidelines are intended to provide guidance for both private developers and the Columbia County. In addition, many of the guidelines should be included in a new zoning district for Central Martinez.

#### Buildings and Sites

- Face primary building entrances to the public sidewalk and street.
- Require uses to have entrances directly accessible from the adjacent sidewalk.
- Prohibit blank walls adjacent to the street or sidewalk.
- Limit openings above the first story to not more than 50 percent of the total façade area, with each façade being calculated independently
- Require commercial uses to front the sidewalk with storefronts. See below.
- Limit front and street-facing facades of commercial, industrial, mixed-use, civic, or multifamily buildings to brick, cast stone, true stucco, hardiplank, or stone.
- Prohibit split-faced brick, vinyl siding, concrete masonry units, and EIFS on the exterior of single-family homes or townhomes, excluding foundations.
- Require all commercial and mixed-use buildings to have a minimum height of 24 feet.
- Limit building height to 75 feet (approximately five to six stories) within the mixed-use core of Martinez Town Center.
- Limit building height to 35 feet (approximately three stories) in single-family residential and townhome areas.
- Limit building height to 55 feet (approximately four to five stories) in all other areas.
- Require new buildings in the Casa Linda and Columbia Heights sectors to have pitched roofs.



*Glass at sidewalk level is essential for storefront, pedestrian-oriented retail*



*This Safeway supermarket provides a pleasant street presence through the addition of space for smaller retailers along the sidewalk*

- Screen loading and dumpster areas from the street by locating them behind buildings.
- Screen mechanical equipment on roof from public view.
- Require large developments to provide usable open space in the form of park, courtyards or plazas.

### Storefront Retail

Pedestrian-oriented retail is the most delicate component of any community design. Retailers and developers accustomed to building large, faceless boxes are often unable to translate operational considerations to a “Main Street “ setting with success.

To create a pedestrian oriented retail environment, buildings must:

- Front the back of the Supplemental Zone for at least 70 percent of its length.
- Provide retail space for at least the first 20 feet in depth from the back of the Supplemental Zone
- Provide glass for a minimum of seventy-five percent of the length of the building, beginning at a point not more than three feet above the sidewalk, to a height no less than ten feet above the sidewalk.
- Allow views into the interior or display windows.
- Provide no length of façade exceeding 20 feet without intervening windows or doors.
- Have a minimum floor to ceiling height of 17 feet.
- Provide a storefront consisting of:
  - A non-glass base or knee wall beginning at grade and extending to a point no less than eighteen (18) inches but not more than twenty-four (24) inches above the sidewalk.
  - A glass display window beginning at the top of the bulkhead or knee wall, to a height not less than ten feet and not more than eleven feet above said sidewalk.
  - A glass transom located above the glass display window and sidewalk level door and having a minimum height of six inches and a maximum height of 36 inches.
  - A non-glass frieze of sign band located above the glass transom having a minimum height of thirty-six (36) inches.
  - A primary pedestrian entrance recessed a maximum of five feet from the exterior façade and with a surface area that is at least 70 percent glass.

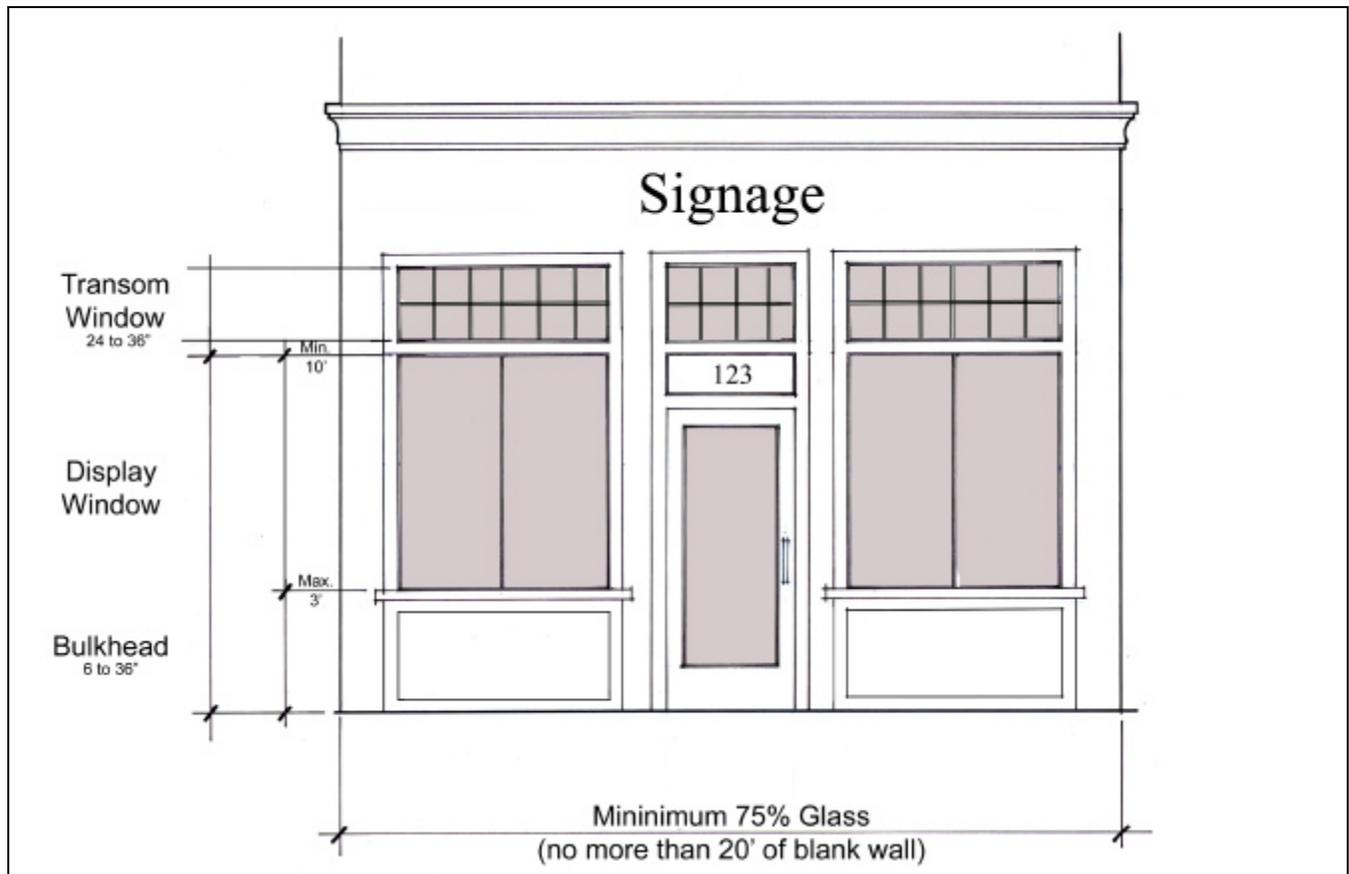


Small liner buildings separate the Safeway supermarket from the street

- Recess any first-story drop ceiling a minimum of eighteen (18) inches from the display window opening.
- Provide small liner retail buildings along the sidewalk when big box stores require a field of parking between them and the street.

**Streets**

- Prohibit gates or fences across any streets or private drives, with the exception of driveways serving single-family homes and industrial facilities.
- Encourage new large developments to include provisions for current or future connectivity to adjacent parcels, regardless of whether such parcels are developed
- Limit new block lengths to a maximum of 800 feet, but an average of between 400 and 600 feet within a development or subdivision
- Requiring that surface parking lots be subject to maximum block size requirements and that new streets through them, whether public or private, be treated in the manner recommended for Formalized Streets.



Recommended Storefront treatment



Future sidewalks would include a Supplemental Zone (left), Clear Zone (center) and Planting Zone (right)

## Parking and Parking Lots

- Limit curb cuts to one per development street frontage.
- Permit shared parking.
- Provide walkways connecting parking lots and sidewalks.
- Provide a five foot wide landscape buffer (including trees) between all parking lots adjacent and the street.
- Place all parking behind or to the side of buildings. Parking between a building and the street is not acceptable. Where frontal parking is required, small liner buildings with a minimum depth of 20 feet should be provided at the back of the sidewalk to screen said parking and create a pedestrian-friendly sidewalk environment.

## Sidewalks

Public sidewalks shall be located along all public streets and shall have minimum widths as specified below. Sidewalks shall consist of two zones: a Street Furniture and Tree Planting Zone and a Clear Zone. In all areas, the Street Furniture and Tree Planting Zone should be unpaved, except in retail areas where on-street parking is provided; in this case the zone may be paved, provided that trees are provided with a five by eight feet tree cutout.

On existing streets and without redevelopment:

- Require sidewalks to have a minimum total width of six feet, including a minimum one foot wide Street Furniture and Tree Planting Zone adjacent to the curb and a five foot wide Clear Zone.

On new streets:

- Require sidewalks on *neighborhood streets* to have a minimum total width of twelve feet, including a seven foot wide Street Furniture and Tree Planting Zone adjacent to the curb, and a five feet wide Clear Zone.
- Require sidewalks on *shopping streets* to have a minimum total width of 15 feet, including a five feet wide Street Furniture and Tree Planting Zone adjacent to the curb, and a ten feet wide Clear Zone.
- Require sidewalks on *service streets* to have a minimum total width of ten feet, including a five feet wide Street Furniture and Tree Planting Zone adjacent to the curb, and a six feet wide Clear Zone.



*This neighborhood sidewalk includes a seven feet wide Planting Zone and a five feet wide Clear Zone*

On existing streets and with redevelopment:

- Require sidewalks on State Routes to have a minimum total width of 22 feet, including a twelve feet wide Street Furniture and Tree Planting Zone adjacent to the curb, and a ten feet wide Clear Zone.
- Require sidewalks in Casa Linda and Columbia Heights to have a minimum total width of seven feet, including a one feet wide Street Furniture and Tree Planting Zone adjacent to the curb, and a six feet wide Clear Zone.
- Require sidewalks on all other streets to have a minimum total width of twelve feet, including a seven feet wide Street Furniture and Tree Planting Zone adjacent to the curb, and a six feet wide Clear Zone.

### Supplemental Zone

The area at the back of the sidewalk and between the sidewalk and the building, customarily known as the Front Yard, shall be defined as the Supplemental Zone. New development shall:

- Hardscape the Supplemental Zone and utilize it for outdoor dining or displays adjacent to retail uses.
- Build all buildings to the back of the Supplemental Zone.
- Provide the following treatment on *shopping streets*:
  - Buildings built to at least 70% of the length of the Supplemental Zone.
  - An eight feet high street wall along the unbuilt portion.
- Limit the height of fences within a Supplemental Zone adjacent to residential uses to forty-two inches.
- Prohibit parking or loading within the Supplemental Zone.
- Encourage the landscaping of fences.
- Prohibit fences within a Supplemental Zone adjacent to non-residential uses.

### Signs

- Limit freestanding signs to monument signs having a maximum height of eight feet.
- Prohibit pylon signs.
- Prohibit freestanding signs between a building and the street along *shopping streets*.



*Small, pedestrian-scaled signs should be provided on shopping streets*

- Utilize wall and blade signs along shopping streets to focus on pedestrian visibility, rather than vehicular.
- Require signs between a building and the street to be applied to buildings.
- Prohibit glossy extruded plastic, internally lit signs.
- Limit sign material to wood, metal, stone, or externally lit and matte finished plastic signs.

### **Park and Open Space Surroundings**

- Ensure that adjacent streets are along a minimum of 50 percent of the park's perimeter and optimally along 100 percent of its perimeter. The safest parks are those that are completely visible to neighbors and police driving on surrounding streets.
- Face surrounding buildings onto park or opens spaces; avoid back yards abutting the park. Without exception, parks with abutting backyards that are screened from visibility by backyard fences are less safe than others.
- Ensure that no streets dead end into parks creating security problems.

### **Park and Open Space Design**

- Ensure visibility into the park from surrounding homes and streets.
- Eliminate and avoid barriers and walls surrounding a park or open space that restrict accessibility, reduce the service area, and create security problems along edges.
- Ensure that parks and open spaces are at-grade with adjacent streets for a minimum depth of fifteen feet from said street to ensure maximum visibility into them.



*These homes in Atlanta face Freedom Park and are separated from it by a street, ensuring maximum public access*



*A small low fence surrounds these townhomes, while the buildings themselves create a barrier to internal areas.*



*Taller fences can be provided between buildings, while lower fences with gates are along the street*



*Landscaping along this fence softens the sidewalk environment*

## Designing for Security

One of the biggest threats to the creation of a walkable, vibrant neighborhood is the potential proliferation of gated multifamily and single-family communities. Although the Study Area has historically been gate-free, new developments could otherwise result in new gated communities within the Study Area.

While the desire for security is understandable, the gating off of an entire community from its surroundings is not acceptable. Conventional gating not only prevents the connectivity that is essential to the Concept Plan, it also serves to segregate residents and promote social isolation. Gated communities also do a great disservice to existing residents of the community who, in many cases, have lived their for decades by suggesting that the community they know and value is something which the newcomer must be isolated from. Additionally, the security benefits of gating a development are oftentimes more psychological than reality-based. Studies across the nation have shown that gated communities can make their residents more naïve and, as a result, more prone to crime within their walls. In fact, it is sometimes argued that gated communities actually promote crime by removing eyes from the street, creating a false perception of security, and promoting social isolation.

Hundreds of developments across the nation have shown it is possible to provide meaningful security without surrounding a multifamily complex or single-family development with gates and fences. The following principles are best practices which should be observed within the Study Area if it to ever truly transform from an anti-pedestrian, disconnected collection of buildings into a truly walkable and cohesive neighborhood.

### Principle 1: Use buildings to secure space

The most important principle in providing security without creating a conventional gated community is use buildings themselves to provide security. Arranging street-oriented buildings in a continuous wall around a block and then locating parking on the interior of a block creates a de-facto secure zone at the interior of the block. Between the buildings and the street, shorter fences, which should not exceed 42 inches in height, can be provided to differentiate between public and private space, while larger, more functional security fences can be provided at breaks in buildings. See image at top left.

By using this technique, security is provided without utilizing a high fence. More importantly, however, is that the development does not appear to be separate from the community because buildings relate to the street and the fencing that is provided between the building and the street is at a traditional human scale.



*This building provides a secure door into internal hallways, but is not gated from the street*

### Principle 2: Provide security on doors

In traditional community design, security occurred at the door. Doors faced the street and often had short fences and gates at the sidewalk entrance that allowed residents to access the street. The same principle applies today. Doors should face the street and allow residents to walk directly onto them. Street-facing doors should be adequately secured with locks in the unlikely event that somebody would jump the maximum 42-inch fence.

In some cases, gated doors or entries can be recessed into the façade of the building to provide security without gating the entire community. This is most effective in cases where inner corridors access the street for non street-level units. See image at left.

### Principle 3: Provide open streets

An interconnected system of streets is essential to achieving Principles 1 and 2. Streets creating blocks not in excess of 800 feet in length should be provided in all multifamily and single-family communities. Said streets should not be gated and should allow public access. If any gates or fences are to be provided, they should only be around off-street parking areas and not the streets themselves.

## 3.2 RETAIL GUIDELINES

The single most important competitive advantage of retail development throughout the study area will be its ability to provide residents, area employees and visitors with a variety of shopping and entertainment options that are not only convenient but unlike what they can find elsewhere in the area. A large share of Martinez's major commercial development is concentrated along Bobby Jones Expressway and Washington Road, much of which is comprised of national retail chains in a ubiquitous commercial strip setting. The end result is that existing retail development in and around the study area offers nearby residents convenience, ample choices and an experience almost identical to hundreds of commercial areas throughout the nation: "Anywhere USA."

As new entertainment, shopping, housing and office uses are developed in the study area, it is imperative to the future success of this development that it adhere to several guiding principles to reinforce and enhance its distinct identity. These principles are reflected in the following guidelines:

Work to promote business clustering: A critical component of retail development is the creation of a unified district with complementary businesses that benefit from each other's sales, customers and markets. The primary vehicle for developing unified groups of stores and businesses is clustering – creating mutual advantages in terms of pedestrian flow and shared markets between businesses. Successful clustering is dependent upon having the appropriate mix of businesses that will create market synergies and an uninterrupted grouping of businesses that draw customers to and through the entire district. A direct result of successful clustering is that it creates a critical mass of businesses that encourages customer traffic. When compatible or complementary businesses are clustered together, the likelihood increases that customers will go to more than one business and spend more money by making multiple purchases. "One purchase leads to another" is a time-tested, fundamental principle of consumer behavior. Educating business owners, property owners and real estate professionals about the importance of using this business development tool is critical.

Look beyond strip development: Strip development is one-dimensional, encouraging customers to complete their tasks and leave as quickly as possible without any interaction with the community itself. Shopping centers that lack a sense of place, that fail to connect with other aspects of daily life and that do not heighten the joy/experience of shopping are ones that will loose in the long run. The study area should not only attract a mix of uses (residential, office, institutional, services, restaurant, entertainment and retail) but should be developed in such a way that residents,

customers and workers feel connected to each other and their environment.

Minimize the use of the automobile: A safe, pleasant and convenient atmosphere for pedestrians and bicyclists will encourage movement throughout the entire district. Although customers will more often than not use their cars to reach the study area, using design and land use planning to encourage pedestrian activity within the study area as well as enticing residents and workers to walk to shopping and entertainment will enliven the overall area, reduce traffic and invoke a sense of community.

Consistent architectural scale and style: Honoring the historic character of the community through consistent design and scale will elevate local residents' comfort level with new development and provide shoppers with modern day goods and services in a historic, small town setting, which is increasingly hard to find.

Focus on attracting unique businesses and activities: Offering unique goods and services is the best way to draw multiple target markets – area employees, residents and visitors – to the study area. One-of-a-kind mom-and-pop restaurants (e.g., sidewalk cafes, dessert shops, home cooking, ethnic cuisine, etc.) or shops that focus on customer service and, perhaps, have ties to the community will be the easiest to attract to the study area and will contribute to the its sense of place (i.e., “place making” businesses). While national retailers can act as anchors, smaller, unique stores should be a major component of business recruitment.

Use land resources efficiently: Work to reuse existing sites (e.g., underutilized strip centers) and encourage infill development. Ultimately, the study area should be densely developed core area with a mix of residential, commercial, cultural and office uses.

### 3.3 RESIDENTIAL GUIDELINES

While the immediate potential for study area housing appears bright, there are several key factors that need to be considered for the long-term success of new housing. Successful housing programs throughout the nation seem to have the following common elements:

Commitment to Residential Development: Columbia County needs to make a strong commitment to housing development in the study area with appropriate land use regulatory policies, assistance with land acquisition, creative financing to bridge economic gaps, tax incentives and adequate infrastructure. A continuing commitment from the local government to support new housing is critical to nurture developer and resident confidence, as well as to enhance financial feasibility.

Environment: Significant challenges to ensuring a high quality of life are not only economic but also environmental. Environmental issues relate to public image, safety, parking, traffic flow, design and architecture, street life and creating a sense of community.

Security: New housing located in the study area should include security features such as alarm systems, controlled access to parking and interior areas, exterior lighting, intercoms, illumination of all areas where residents circulate and design features that discourage crime. Housing units that are elevated above retail and parking foster a sense of security. While security features are a prime marketing asset, it is vitally important that they are not so overwhelming that they create a feeling of fortification between the development and the surrounding community.

Parking: Secured, convenient parking is a requirement for housing. Experience in other communities has shown that many prospective residents see a possible lack of parking as a disadvantage of mixed-use living. While parking is a necessity for housing development, it is important that it is well designed and integrated into the community (e.g., underground parking or landscaped surface parking hidden from the street).

Public Relations: Working with the local media to highlight success stories and monitoring construction throughout the study area will help convince target markets that new housing in the study area is an attractive and unique lifestyle choice. Other effective forms of communication include newsletters and websites that keep potential residents up-to-date on special events and redevelopment activity.

Quality Product: New housing must offer high quality product in terms of design and amenities. The challenge is balancing what consumers can pay with what they want. The most frequently desired unit amenities will likely include: washer/dryer, security system, on-site parking, patio or balcony, storage space, interesting views/ architecture and windows/natural light.

Design Qualities: The design of new construction should relate to the surrounding community. The new residential development should be distinctive and not “Anywhere USA.” Suburban-style floor plans need to be avoided since this is not what most town center residents are seeking. As mentioned earlier in this report, niche projects that have a small number of units and unique architectural style have proven popular in other cities, particularly in the for-sale market.

Support Services: Many activities of daily life should occur within walking distance of residential development allowing independence for those who choose not to drive. Although study area residents will more than likely use their cars to commute to work, the promise of being able to walk to shop, eat out or do errands is a significant selling point for new housing. Besides proximity to restaurants and shopping, study area residents will desire access to groceries and convenience goods, pharmaceutical services, a post office and a range of services such as dry cleaner/laundry, apparel and footwear repair, video rental, film processing, hairstyling, etc.

## 3.4 ACTION PROGRAM

The Action Program outlines the next steps in the process after adoption of this plan by the Columbia County. It includes a list of Policies, Projects, time lines and responsible parties. Most important, this plan is attempting to address conflict among different land uses, growth and traffic while providing livable communities, places where people can live/work and enjoy, balancing economic growth while preserving historic and natural resources and overall improving the quality of life of the residents of the area. Stakeholders identified several efforts to assure implementation. These included continued diligence on the part of area residents, business, and the County to monitor development in the Study Area and ensure compliance with the Concept Plan. Part of this should be revisions to the Concept Plan and Action Plan, as needed.

### Priority Action: Zoning Revisions

The purpose of this study is to improve the long-term economic viability of the Central Martinez and protect its commercial corridors and nearby neighborhoods from declines in property values. The recommendations of this study provide a significant departure from “business as usual” in Columbia County. In the past, the County has focused policy and investment emphasis, quite naturally, on new development areas that are experiencing the most growth, such as the rapidly growing northern and western areas. However, apparent economic stress and decline, now being experienced by some of the older areas, requires a reevaluation of these older areas’ needs and a refocusing of the County’s policy and investment emphasis. The investments that the county has already made in these declining areas should be protected and the communities that surround these areas need to be ensured their continued stability.

A new zoning district is proposed for Central Martinez. This zoning district would provide the economic incentives and the design requirements needed to attract quality development. It is needed to implement revitalization goals. The proposed district would differ significantly from existing zoning, by permitting a broader range of residential/commercial mixed-use development options. New design requirements, based on those identified in Section 3.1: Design Guidelines, would improve the visual and pedestrian quality of the “public realm “ of the street, such as adequate sidewalks and street trees, and require a portion of commercial sites to locate buildings on the public sidewalk with parking to the side or rear. Such increased development options and requirements have been already been used in Evans Town Center and are shown to improve property values, encourage quality development, nurture stable quality neighborhoods, and sustain vital retail districts.

## Transportation Projects and Funding

Many Projects contained in the Action Program are transportation related. Public sector transportation improvements signal a community's commitment to revitalization and directly impact land use patterns. It is, therefore, essential that transportation improvements occur in a proactive manner. Transportation projects also have a larger pool of potential funding sources. Through working with the Augusta-Richmond Metropolitan Planning Organization (MPO) on its own Columbia County Long Range Transportation Plan (LRTP), and through involvement in the ARTS (Augusta Regional Transportation Study) Transportation Improvements Program (TIP) and Long Range Transportation Plan, the County could target future transportation improvements towards achieving the Concept Plan.

Any funds administered through the LRTP or TIP will likely require a twenty percent local match. Because local funds are limited to those provided by the recently approved Local Option Sales Tax (LOST), several options for raising matching funds should be considered over the long-term, including:

- **Community Improvement Districts (CIDs):** A CID is a self-imposed, self-taxing district run by a non-profit organization. A CID is charged with raising funds from commercial properties for public improvements. Columbia County should investigate creating a CID for Central Martinez area, although preliminary indications suggest that there would not be sufficient business organization or support for such.
- **Tax Allocation Districts (TADs):** A TAD is a special district created by a government in which bonds are issued by the government to support public improvements associated with new development. Said bonds are retired with taxes generated by new development. Please see the Appendix for more information on TADs.
- **Local Bonds:** The county could also hold a bond referendum to fund quality-of-life improvements. Said bond would require voter approval and would be retired through an increased millage rate.
- **Private Donations:** A local matches could also be obtained through soliciting area property owners, businesses, and residents. Although highly unusual, this method was used in Atlanta to fund public improvements in the Fairlie-Poplar district.

Private funds may also be used to fund "special interest" projects. For example, the PATH Foundation in Atlanta funds multi-use trails, while the Trust for Public Lands and the Blank Foundation sometimes fund park projects.

Without detailed analysis that is beyond the scope of this study, the ideal local match mechanism cannot be determined. However, the County should carefully explore all available options.

### **Cost Assumptions**

As with any macro-level planning process, it is impossible to perfectly assign costs to future projects. However, it is possible to estimate based on standard assumptions. The following assumptions are used in the Action Program Matrices found on the following pages; all costs include demolition and installation:

- Street trees = \$600 each
- Pedestrian lights = \$3,500 each
- Concrete sidewalks = \$5/sf
- Six foot concrete sidewalks plus one foot grass strip on existing streets, including site work = \$6/sf
- Stamped colored asphalt (local streets) = \$5/sf
- Inlaid asphalt (State Routes) = \$9/sf
- Ten feet wide multi-use trail (with landscaping) = \$75/lf
- Buried utilities = \$400/linear foot
- Neighborhood street (incl. buried utilities) = \$175/linear foot
- Frontage road (incl. buried utilities) = \$150/linear foot

Land costs were based on 2003 values (land plus building) as reported by the Columbia County Tax Assessor. Effective transportation project land costs were increased by 15% through the engineering cost.

All costs are in 2004 dollars.

### **Action Program Matrix**

The matrices on the following pages identify proposed Projects and Policies necessary to ensure the long-term revitalization of Central Martinez:

<b>Transportation Projects</b>										
Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Unit Cost	Units	Construction Costs	Total Project Costs	Responsible Party	20% Local Amount
<b>Traffic Improvement Projects</b>										
			<b>\$3,826,868</b>				<b>\$25,512,450</b>	<b>\$29,339,318</b>		<b>\$3,110,566</b>
<b>Bobby Jones Expwy</b>			<b>\$369,150</b>				<b>\$2,461,000</b>	<b>\$2,830,150</b>		<b>\$935,180</b>
Center median/turn lane - in/aid asphalt	roadway operations	2013	\$48,750	2014	\$100/lf	3,250	\$325,000	\$373,750	GDOT	\$123,500
Traffic signals	roadway operations	2013	\$25,500	2014	\$85,000	2	\$170,000	\$195,500	GDOT	\$64,600
Accl/deccl lanes/planting	roadway operations	2013	\$39,000	2014	\$40/lf	6,500	\$260,000	\$299,000	GDOT	\$98,800
Accl/deccl lanes/planting	roadway operations, pedestrian	2013	\$97,500	2014	\$100/lf	6,500	\$650,000	\$747,500	GDOT	\$247,000
Street trees - both sides	pedestrian	2013	\$23,400	2014	\$600/tree	260	\$156,000	\$179,400	GDOT	\$59,280
Frontage Road - both sides	pedestrian, roadway operations	2013	\$135,000	2014	\$150/lf	6,000	\$900,000	\$1,035,000	GDOT	\$342,000
Sidewalks										
Multi-use Trail										
<b>Marsella Ave/Settlement Rd</b>			<b>\$19,883</b>				<b>\$132,550</b>	<b>\$152,433</b>		<b>\$50,369</b>
ROW acquisition -3904 Marsella Ave	roadway operations, pedestrian	2008	\$15,000	2009	n/a	n/a	\$100,000	\$115,000	County	\$38,000
Roadway	pedestrian, roadway operations	2008	\$3,938	2009	\$150/lf	175	\$26,250	\$30,188	County	\$9,975
Sidewalks - both sides - 5' Planting + 6' Clear	pedestrian	2008	\$945	2009	\$36/lf	175	\$6,300	\$7,245	County	\$2,394
<b>Washington Road</b>			<b>\$3,220,335</b>				<b>\$21,458,900</b>	<b>\$24,689,235</b>		<b>\$1,574,017</b>
Option A: Center median/turn lane - in/aid asphalt	roadway operations	2012	\$42,000	2013	\$100/lf	2,800	\$280,000	\$322,000	GDOT	\$106,400
Option A: Center turn lane - in/aid asphalt	roadway operations	2012	\$45,360	2013	\$108/lf	2,800	\$302,400	\$347,760	GDOT	\$114,912
Traffic signal - K-mart shopping center	roadway operations	2012	\$12,750	2013	\$85,000	1	\$85,000	\$97,750	GDOT	\$32,300
Driveway Consolidation	roadway operations	2012	\$1,800	2013	\$500	24	\$12,000	\$13,800	GDOT	\$4,560
<b>Old Evans railroad bridge and approach</b>	<b>pedestrian, roadway operations</b>	<b>2010</b>	<b>\$217,500</b>	<b>2011</b>	<b>n/a</b>		<b>\$1,450,000</b>	<b>\$1,667,500</b>	<b>County</b>	<b>\$551,000</b>

<b>Transportation Projects</b>										
Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Unit Cost	Units	Construction Costs	Total Project Costs	Responsible Party	20% Local Amount
<b>New Streets</b>			<b>\$2,900,925</b>				<b>\$19,339,500</b>	<b>\$22,240,425</b>		<b>\$764,845</b>
<b>Rose La Extension</b>			<b>\$100,245</b>				<b>\$668,300</b>	<b>\$768,545</b>		<b>\$253,954</b>
ROW acquisition - 40' wide - commercial land	pedestrian, roadway operations	2008	\$95,625	2009	\$425,000/ac	1.5 ac.	\$637,500	\$733,125	County, Private	\$242,250
Planters - north side - 28 planter islands	pedestrian	2008	\$2,100	2009	\$500	28	\$14,000	\$16,100	County, Private	\$5,320
Street Trees - north side	pedestrian	2008	\$2,520	2009	\$600/tree	28	\$16,800	\$19,320	County, Private	\$6,384
<b>Settlement Rd/Rose St Connector</b>			<b>\$143,910</b>				<b>\$959,400</b>	<b>\$1,103,310</b>		<b>\$364,572</b>
ROW acquisition - 46' wide - commercial land	pedestrian, roadway operations	2009	\$95,625	2010	\$425,000/ac	1.5 ac.	\$637,500	\$733,125	County	\$242,250
Roadway - 24' wide; two 12' lanes	roadway operations	2009	\$32,625	2010	\$150/lf	1,450	\$217,500	\$250,125	County	\$82,650
Sidewalks - both sides - 5' Planting + 6' Clear	pedestrian	2009	\$15,660	2010	\$36/lf	2,900	\$104,400	\$120,060	County	\$39,672
Street Trees - both sides	pedestrian	2009	\$5,220	2010	\$600/tree	58	\$34,800	\$40,020	County	\$13,224
<b>Gary Glen Dr Extension</b>			<b>\$25,515</b>				<b>\$170,100</b>	<b>\$195,615</b>		<b>\$64,638</b>
ROW acquisition - 52' wide - undeveloped residential land	pedestrian, roadway operations	2005	\$2,205	2006	\$17,500/ac	.8 ac.	\$14,700	\$16,905	County, Private	\$5,586
Roadway - 27' wide; two 10' lanes plus one parking	roadway operations	2005	\$15,750	2006	\$150/lf	700	\$105,000	\$120,750	County, Private	\$39,900
Sidewalks - both sides - 5' Planting + 6' Clear	pedestrian	2005	\$7,560	2006	\$36/lf	1,400	\$50,400	\$57,960	County, Private	\$19,152
Street Trees - both sides	pedestrian	2005	\$2,520	2006	\$600/tree	28	\$16,800	\$19,320	County, Private	\$6,384
<b>Shaw St/Gary Glen Dr Connector</b>			<b>\$32,243</b>				<b>\$214,950</b>	<b>\$247,193</b>		<b>\$81,681</b>
ROW acquisition - 52' wide - undeveloped residential land	pedestrian, roadway operations	2005	\$3,938	2006	\$17,500/ac	1.5 ac.	\$26,250	\$30,188	County, Private	\$9,975
Roadway - 27' wide; two 10' lanes plus one parking	roadway operations	2005	\$19,125	2006	\$150/lf	850	\$127,500	\$146,625	County, Private	\$48,450
Sidewalks - both sides - 5' Planting + 6' Clear	pedestrian	2005	\$9,180	2006	\$36/lf	1700	\$61,200	\$70,380	County, Private	\$23,256
Street Trees - both sides	pedestrian	2005	\$3,060	2006	\$600/tree	34	\$20,400	\$23,460	County, Private	\$7,752

*Transportation Projects*

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Unit Cost	Units	Construction Costs	Total Project Costs	Responsible Party	20% Local Amount
<b>New Sidewalks</b>			<b>\$346,734</b>				<b>\$2,311,560</b>	<b>\$2,658,294</b>		<b>\$878,393</b>
Old Evans Rd - both sides - 1' Planting + 6' Clear	pedestrian	2005	\$27,000	2006	\$36/lf	5,000	\$180,000	\$207,000	County	\$68,400
Martinez Blvd - north side - 1' Planting + 6' Clear	pedestrian	2005	\$34,020	2006	\$36/lf	6,300	\$228,000	\$260,820	County	\$86,184
Bobby Jones Expwy - north side - 1' Planting + 6' Clear	pedestrian	2005	\$35,100	2006	\$36/lf	6,500	\$234,000	\$269,100	County	\$88,920
Hightower Dr - both sides - 1' Planting + 6' Clear	pedestrian	2006	\$21,600	2007	\$36/lf	4,000	\$144,000	\$165,600	County	\$54,720
Old Petersburg Rd - both sides - 1' Planting + 6' Clear	pedestrian	2006	\$36,720	2007	\$36/lf	6,800	\$244,800	\$281,520	County	\$93,024
Rose La - both sides - 1' Planting + 6' Clear	pedestrian	2008	\$6,750	2009	\$36/lf	1,250	\$45,000	\$51,750	County	\$17,100
DeSoto Dr - both sides - 1' Planting + 6' Clear	pedestrian	2008	\$10,260	2009	\$36/lf	1,900	\$68,400	\$78,660	County	\$25,992
Cak St - both sides - 1' Planting + 6' Clear	pedestrian	2008	\$8,424	2009	\$36/lf	1,560	\$56,160	\$64,584	County	\$21,341
Plymouth Dr - both sides - 1' Planting + 6' Clear	pedestrian	2009	\$16,740	2010	\$36/lf	3,100	\$111,600	\$128,340	County	\$42,408
Marsella Ave - north side - 1' Planting + 6' Clear	pedestrian	2009	\$8,370	2010	\$36/lf	1,550	\$55,800	\$64,170	County	\$21,204
Boston Rd - both sides - 1' Planting + 6' Clear	pedestrian	2010	\$10,800	2011	\$36/lf	2,000	\$72,000	\$82,800	County	\$27,360
Miramar Dr - east side - 1' Planting + 6' Clear	pedestrian	2010	\$19,980	2011	\$36/lf	3,700	\$133,200	\$153,180	County	\$50,616
Hailey Rd - both sides - 1' Planting + 6' Clear	pedestrian	2010	\$7,290	2011	\$36/lf	1,350	\$48,600	\$55,890	County	\$18,468
Rose St - both sides - 1' Planting + 6' Clear	pedestrian	2010	\$29,700	2011	\$36/lf	5,500	\$198,000	\$227,700	County	\$75,240
Vaides Dr - both sides - 1' Planting + 6' Clear	pedestrian	2011	\$9,180	2012	\$36/lf	1,700	\$61,200	\$70,380	County	\$23,256
Casa Rosa Ave - both sides - 1' Planting + 6' Clear	pedestrian	2013	\$11,880	2014	\$36/lf	2,200	\$79,200	\$91,080	County	\$30,096
Caribe Dr - both sides - 1' Planting + 6' Clear	pedestrian	2013	\$8,100	2014	\$36/lf	1,500	\$54,000	\$62,100	County	\$20,520
Bobby Jones Expwy - both sides - 6' Clear	pedestrian	2013	\$35,100	2014	\$36/lf	6,500	\$234,000	\$269,100	County	\$88,920
Casa Linda Ave - both sides - 1' Planting + 6' Clear	pedestrian	2013	\$9,720	2014	\$36/lf	1,800	\$64,800	\$74,520	County	\$24,524

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Unit Cost	Units	Construction Costs	Total Project Costs	Responsible Party	20% Local Amount
<b>Streetscaping Projects</b>										
<b>Washington Road Streetscape</b>			<b>\$809,328</b>				<b>\$5,395,520</b>	<b>\$6,204,848</b>		<b>\$2,050,298</b>
Street Trees - both sides	pedestrian	2009	\$686,928				\$4,579,520	\$5,266,448		\$1,740,218
Pedestrian Lights - both sides	pedestrian	2009	\$16,920	2010	\$600/tree	168	\$112,800	\$129,720	County	\$42,864
Buried Utilities - south side with crossings	pedestrian	2009	\$98,700	2010	\$3,500/light	168	\$658,000	\$756,700	County	\$250,040
Crosswalks - Hightower Dr, Ruth St, Canbe Dr, Casa Linda Dr, Oak Street, Prince Dr, Applecross, Davant Rd - stamped colored asphalt	pedestrian	2009	\$564,000	2010	\$400/lf	9,400	\$3,760,000	\$4,324,000	County	\$1,428,800
Crosswalks - Columbia Rd (3), Bobby Jones Expwy (4), Davis Road (3) - in/aid asphalt	pedestrian	2009	\$1,260	2010	\$1,200/leg	7	\$8,400	\$9,660	County	\$3,192
<b>Columbia Road Streetscape</b>			<b>\$37,680</b>				<b>\$251,200</b>	<b>\$288,880</b>		<b>\$95,456</b>
Sidewalks - both sides - 7' Planting + 5' Clear	pedestrian	2010	\$9,900	2011	\$30/lf	2,200	\$66,000	\$75,900	County	\$25,080
Street Trees - both sides	pedestrian	2010	\$3,960	2011	\$600/tree	44	\$26,400	\$30,360	County	\$10,032
Pedestrian Lights - both sides	pedestrian	2010	\$23,100	2011	\$3,500/light	44	\$154,000	\$177,100	County	\$58,520
Crosswalks - Wesley Dr, Tallman Dr, Miramar Dr, Valdes Dr - stamped colored asphalt	pedestrian	2010	\$720	2011	\$1,200/leg	4	\$4,800	\$5,520	County	\$1,824
<b>Old Evans Road Streetscape</b>			<b>\$84,720</b>				<b>\$964,800</b>	<b>\$649,520</b>		<b>\$214,624</b>
Sidewalks - both sides - 7' Planting + 5' Clear	pedestrian	2010	\$22,500	2011	\$30/lf	5,000	\$150,000	\$172,500	County	\$57,000
Street Trees - both sides	pedestrian	2010	\$9,000	2011	\$600/tree	100	\$60,000	\$69,000	County	\$22,800
Pedestrian Lights - both sides Washington Road	pedestrian	2010	\$52,500	2011	\$3,500/light	100	\$350,000	\$402,500	County	\$133,000
Crosswalks - Wesley Dr, Tallman Dr, Miramar Dr, Valdes Dr - stamped colored asphalt	pedestrian	2010	\$720	2011	\$1,200/leg	4	\$4,800	\$5,520	County	\$1,824

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Unit Cost	Units	Construction Costs	Total Project Costs	Responsible Party	20% Local Amount
<b>Bicycle/Multi-Use Projects</b>										
Greenway easement negotiations, as needed - all portions	multi-use facility	On-going	\$0	On-going	\$/lf	0	Staff Time	\$0	County	\$0
Greenway Trail - north side Marsella Ave	multi-use facility	2011	\$20,250	2012	\$75/lf	1,800	\$135,000	\$155,250	County	\$51,300
Bike lanes - Rose Lane	multi-use facility	2008	\$203	2009	\$0.5/lf	2,700	\$1,350	\$1,553	County	\$513
Greenway Trail - Rose La to Murray Rd	multi-use facility	2011	\$47,250	2012	\$75/lf	4,200	\$315,000	\$362,250	County	\$119,700
Greenway Trail - Rose La to county	multi-use facility	2013	\$56,250	2014	\$75/lf	5,000	\$375,000	\$431,250	County	\$142,500
Greenway Trail - Oak Dr	multi-use facility	2014	\$27,000	2015	\$75/lf	2,400	\$180,000	\$207,000	County	\$68,400
Greenway Trail - Oak Dr to Applecross	multi-use facility	2014	\$33,750	2015	\$75/lf	3,000	\$225,000	\$258,750	County	\$85,500
Greenway Trail - Applecross to Washington Rd	multi-use facility	2014	\$12,938	2015	\$75/lf	1,150	\$86,250	\$99,188	County	\$32,775

<b>Totals</b>	\$8,081,485	\$53,876,630	\$61,958,125	\$7,304,789
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DA = Development Authority of Columbia County

Marketing Projects		Description/Action	Cost	Year	Responsible Party
Prepare Real Estate Inventory		Prepare an inventory of existing sites/buildings within the redevelopment area that includes ownership, condition, use, value of land, lease rates/terms, etc.	Staff Time	2006	DA
Based on the real estate inventory, rank sites according to near term or long term initiatives based on their locational importance and/or potential		Prepare collateral specification sheets for each targeted site	Staff Time	2006	DA
<b>Implement a Public Relations Program</b>		Create a brand identity for the study area to be used in all marketing initiatives	Staff Time/\$5,000	2005	Potential CID
Develop collateral marketing materials (i.e., CD-ROMs, market opportunity fact sheets, prospect packages, etc.) specifying potential redevelopment opportunities in the study area		Work with the local media to keep primary target markets, realtors, developers and prospective businesses up to date on development activity	\$25,000	2005-2006	Potential CID
Organize a speaker's bureau with an ongoing presentation schedule to publicize the effort, progress and results of the redevelopment plan		Staff Time/Volunteer		On-going	Potential CID
<b>Initiate a Business Recruitment Campaign</b>		Assemble a business development team	Staff Time	2005	DA, Potential CID
Target businesses based on the findings of the market study and rank them as near term and long term prospects		Staff Time		2005	DA, Potential CID
Prepare a business recruitment package based on the findings of the market analysis		Staff Time/\$20,000		2005-2006	DA, Potential CID
Create and maintain referral networks with area brokers, economic development agencies, developers, etc.		Staff Time		On-going	DA, Potential CID
Develop a database to track prospects		Staff Time		On-going	DA, Potential CID
Implement advertising/direct mail campaigns with follow-up call programs		\$50,000+		On-going	DA, Potential CID
<b>Provide Development/Relocation Incentives</b>		Offer relocation assistance to businesses/uses poorly suited for the study area	Staff Time	2004-2005	DA
If possible, bring available land "to the table"		Staff Time		On-going	DA
Consider economic incentives such as low interest loans or tax breaks		Staff Time		On-going	DA, County
<b>Ensure that Resources are Set Aside on an Annual Basis to Maintain Ongoing Marketing Initiatives</b>		Staff Time		On-going	City
<b>Totals</b>			<b>\$95,000</b>		

Other Local Initiatives		Description/Action	Cost	Year	Responsible Party
Future Land Use Plan Amendments			Staff Time	2005	County
New zoning district			\$30,000 or Staff Time	2005	County
Martinez Town Center Infrastructure Upgrades			\$12,000,000	2008	County, Private
Murray Road Park - 3802 Murray Rd			\$450,000	2005	Private, County
Park - Land Acquisition - 3802 Murray Rd - 11.36 ac			\$150,000	2005	
Park - Land Disposition - 3802 Murray Rd (southern end) - 3.08 ac			(\$41,000)	2005	
Park - Improvements - woodland trails, picnic area - 7.90 ac			\$360,000	2005	
Rose Lane Cemetery Park - assumes inclusion in site redevelopment - 0.22 ac			\$25,000	2008	Private
Town Green - assumes inclusion in K-mart site redevelopment - 0.49 ac			\$125,000	2008	Private
Neighborhood Park - assumes inclusion in redevelopment behind K-mart site - 0.71 ac			\$100,000	2011	Private
Oak Drive Neighborhood Park - assumes inclusion in redevelopment - 0.28 ac			\$30,000	2011	Private
Oak Drive Neighborhood Park - assumes inclusion in redevelopment - 0.1 ac			\$15,000	2011	Private
Pocket Park - current right of way at Washington and Columbia Roads - 0.74 ac			\$25,000	2006	County, Private
Landscaping - West side of Washington and Columbia Roads, in front of gas station			\$15,000	2007	Private
Planted medians/traffic islands - various locations as part of redevelopment			Varies	On-going	Private
<b>Totals</b>			<b>\$12,794,000</b>		