



Washington
GEORGIA

**CITY OF WASHINGTON
GORDON STREET SITE FEASIBILITY STUDY**



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INTRODUCTION

1.0 INTRODUCTION

The Gordon Street Site Feasibility Study is a planning initiative led by the City of Washington and its Urban Redevelopment Authority (URA). This study seeks to establish a master plan for the development of the vacant Gordon Street School. The Master Plan focuses on the creation of a new center for community-based activities, aimed at aiding the enrichment of Washington, Georgia while preserving the history and significance of the Gordon Street School Site.

The eight-month planning process, conducted from November 2020 to June 2021 included analysis of existing conditions, creation of inclusive community vision and goals, a community engagement process, and master plan development.

1.1 LOCATION & CONTEXT

Washington, Georgia sits 90 miles east of Downtown Atlanta and is centrally located between Athens and Augusta. The 26-acre site of the Gordon Street School is located less than half of a mile west of Wills Memorial Hospital on Gordon Street in Washington. 16.44 Acres of the Gordon Street property are owned by the City of Washington, while the other 10.46 acres are owned by the Urban Redevelopment Authority. As the county seat of Wilkes County, there are unique advantages and opportunities for new development

in the City of Washington. Past studies have examined opportunities for local development. This study solely considers development opportunities for use of the Gordon Street facility.

1.2 PUBLIC PROCESS

Stakeholder engagement was critical to the City of Washington Gordon Street Site Feasibility Study. Throughout this process, the project team engaged stakeholders through meetings, stakeholder interviews, and a Community Design Workshop.

On January 7th, the team hosted a town hall style meeting at the Washinton Rotary Club, Stakeholders were invited to this meeting where the team answered any questions and gathered general feedback for the project.

From January 11th through January 15th, the team conducted 5 stakeholder interviews, with each interview including a group of 3-6 stakeholders. These key stakeholders shared knowledge and expertise that could enhance and inform the master plan process. This group consisted of City staff, community leaders, and elected officials.

On April 7, 2021, the team hosted a virtual half-day workshop to refine the design ideas for the Gordon Street Site. Involved in this workshop were Sizemore Group staff, project consultants, and representatives from the City of Washington/Wilkes County. Throughout the day, workshop attendees discussed site and building conditions, the project vision, and existing conditions. The

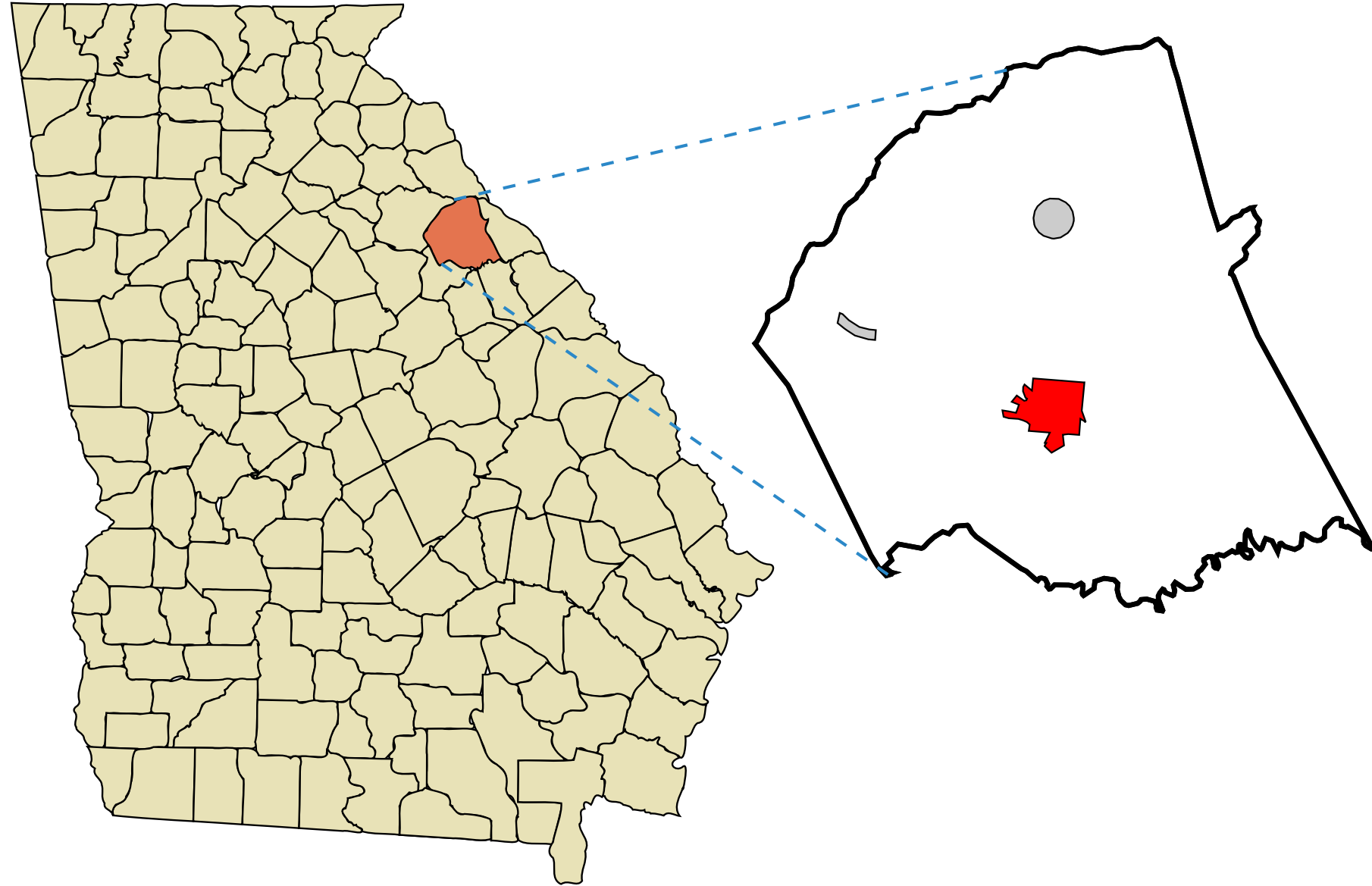
majority of the session was focused on discussions of proposed design concepts to determine which concept is most beneficial to the Washington community.

1.3 COMMUNITY PREFERENCES

Throughout the process, the team worked with the stakeholder groups to develop and select community preferences for the development and design of the Gordon Street Site. The first step in doing so was developing a vision and mission for the site, or clear ideas for what the community envisions for the future of the Gordon Street site. Vision and Mission development was done through the stakeholder interviews and a community survey encouraging input by 390 Wilkes County residents.

The next step was to select case studies of sites that could help guide the development of the Gordon Street site. The stakeholder group chose four primary case studies, varying from both new development and redevelopment projects that currently serve as residential property or community centers.

Finally, during the design workshop the stakeholder groups were provided three development concepts for the Gordon Street Site. Each concept presented its own unique assets and challenges that were discussed during the meeting. Participants provided a consensus on which design concept to move forward with as the preferred option.



A map of Wilkes County (left), further zooming in to show Washington, GA (right)

1.4 VISION AND MISSION

Through the stakeholder engagement process we developed a vision and mission inspiring the future development of the Gordon Street Site and guiding the drafting of this plan.



To support an institution that would **attract people** on a regular basis



To foster an **inclusive and collaborative** environment



To symbolically **bring the communities together** through all mediums (socially, economically, etc.)



To have a project that can be **implemented in phases** at the close of the study



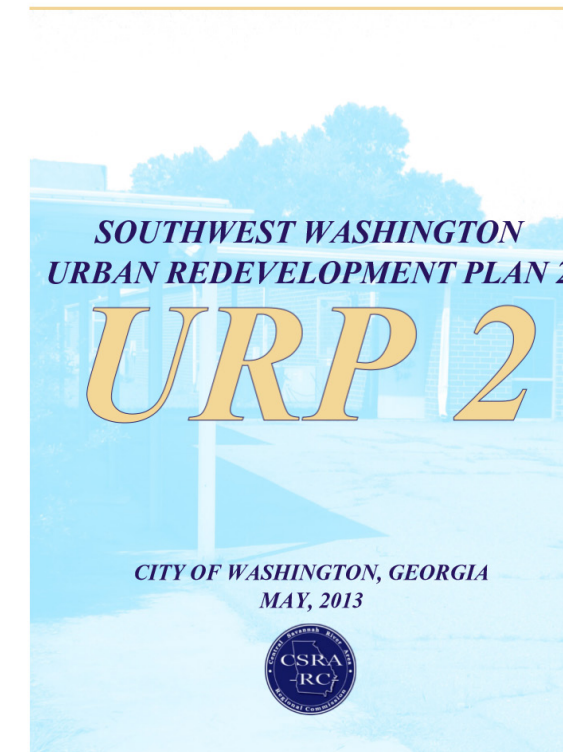
EXISTING CONDITIONS

2.0 EXISTING CONDITIONS

This section discusses building and site conditions of the Gordon Street Site. Analyses include investigations into current physical, environmental, and community conditions that potentially impact the study area, as well as considerations of what conditions may be preserved, removed, or further integrated. A series of similar precedents have also been included in this analysis.

2.1 EXISTING STUDIES

The Southwest Washington Urban Redevelopment Plan 2 – URP 2 (May 2013)



The Central Savannah River Area Regional Commission (CSRA) prepared this redevelopment blueprint to address significant issues of slum and blight in the southwest Washington area. This urban revitalization plan, a follow up to the first urban redevelopment plan prepared in 2007 was funded by the Georgia Department of Community Affairs' Office of Planning and Environmental Management. With the intent of identifying and providing housing and economic development opportunities for the Washington community, the plan identified two target areas for redevelopment: The Gordon Street School Revitalization Area and the Norman Street Revitalization Area.

The plan recommended the following four goals as part of the report:

- Continue housing development and redevelopment efforts.
- Promote and support continued nuisance abatement activities.
- Generate targeted development of neighborhood commercial services.
- Convert abandoned institutional sites into productive land uses.

The Washington-Wilkes High School site was identified as a site with no economically viable use due to the presence of several of the obsolete structures and deteriorated site conditions. It was suggested that the City might focus some local investment in a new recreational amenity on the site with

inclusion of environmental remediation, possible hazard abatement and/or building demolition in order to attract potential private investors to partner with.

A public design charette was conducted to gather input from the community. The conceptual design plan for the school site included a mix of commercial, institutional, recreational, and residential land uses. Majority of the single family and townhouses parcels were situated along the west and southwest edge of the site, with a potential City Hall building location along the old school building axis with mostly recreational open space to the east. Commercial uses were located along Hospital Drive.

As part of the implementation plan for the redevelopment site, the City of Washington conducted an asbestos/hazardous substance inventory study and applied for redevelopment funds for the abatement process of the same.

The Gordon Street School – Final Memorandum of Agreement – Historic Preservation Division (2019)

The City of Washington in 2016, applied for the Community Development Block Grant (CDBG) under U.S. Department of Housing and Urban Development (HUD) for the Gordon School Site. As part of the awarded grant, the ultimate use of the cleared property was determined to be an "Assisted and Independent Living Facility" that will

create 5-10 low income jobs, along with the renovation of the administration building and gym for use as community centers. The rear six wings of the Gordon Street School were demolished in 2019 as part of the initiation of the CDBG Redevelopment grant. The City has a memorandum of agreement (MOA) with the Georgia State Historic Preservation Officer on the site currently. The MOA is subject to expiry if the terms are not carried out within 5 year.

As a part of the is MOA, the City submitted a school building analysis and cost comparison for the suggested use of “Assisted and Independent Living Facility” in 2017 and 2018, respectively.

The building analysis conducted by CFS Architects documents and studies the following aspects of the building:

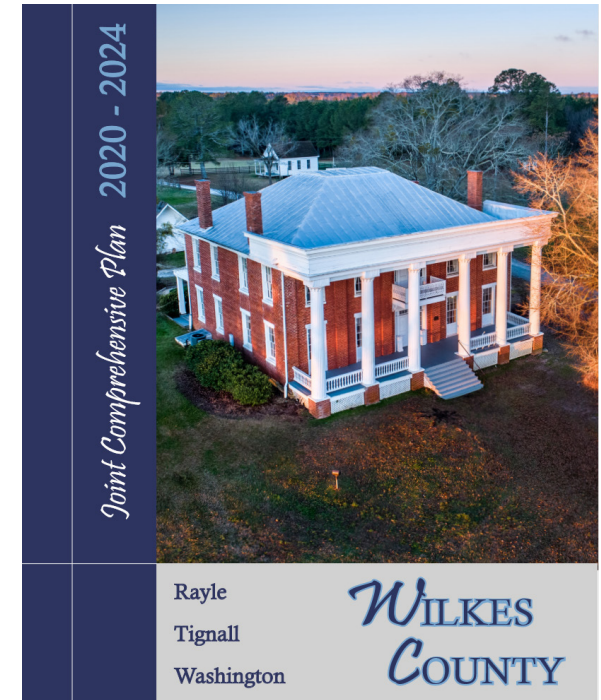
- Space planning structure,
- Thermal and weather protection,
- Finishes,
- MEP, and
- Fire protection.

The summary of the study states that the building can be reused with extensive renovation and the process would be prohibitively expensive and require significant modifications to the appearance of the building. The building will also need to undergo a hazardous material testing and removal process before the renovation commences.

The accompanied cost comparison study (conducted by CFS Architects in association with Allen + Batchelor Construction) stated that the renovation path will be 12% more expensive than the demolition/build new path with the difference being of about \$3 million. The timeline for the renovation path would be longer as well which may generate additional general costs close to \$250,000.

The Wilkes County Joint Comprehensive Plan 2020 – 2024 (2019)

In 2019, Wilkes County convened the local governments of the Town of Rayle, the Town of Tignall and the City of Washington for a joint comprehensive plan. An update to the local comprehensive plan



is required by the Georgia Department of Community Affairs (DCA) every five years to identify a vision for local communities and develop a framework to guide future development.

Prepared by the Central Savannah River Area Regional Commission, the comprehensive plan “provides residents, local officials and other stakeholders with a road map toward achieving their vision of a county where residents and visitors alike experience a better place to live, work, and play.”

Through public participation and stakeholder input, the Wilkes County Joint Comprehensive Plan addresses issues regarding housing, economic development, land use, community facilities, and cultural resources in a coordinated manner, and serves as a guide for how land should be developed, local housing conditions will be improved, existing businesses should be supported, and new economic growth be achieved.

Within the Community Work Program (CWP) of the Comprehensive Plan, they include the Gordon Street Redevelopment Project, creating a 2020 time frame to: “Redevelop the former Gordon Street School in accordance with the recommendations of the Southwest Washington Urban Redevelopment Plan 2.” and a 2021 time frame to “Complete CDBG Redevelopment Grant for Gordon Street School”

Included in the Report of Accomplishments (ROA) of the priorities from the previous 5-year Community Work Program, the comprehensive plan reported completion of the item, “Create an entry road, prepare environmental assessments, demolish structures, and engage in other site preparation work on the Gordon Street School site in accordance with the recommendations of the SW Washington URP2.”

University of Georgia’s School of the Environment and Design Students’ Amphitheater study (2014)

As a part of the Georgia Downtown Renaissance Practicum Program, the UGA College of Environment + Design provided an Amphitheater Analysis for the Gordon Street School. 5.5 acres of the 26-acre site were examined to determine the appropriate size for the stage and seating area of a proposed amphitheater.

The primary goals/objectives of the project were to plan for a venue that would:

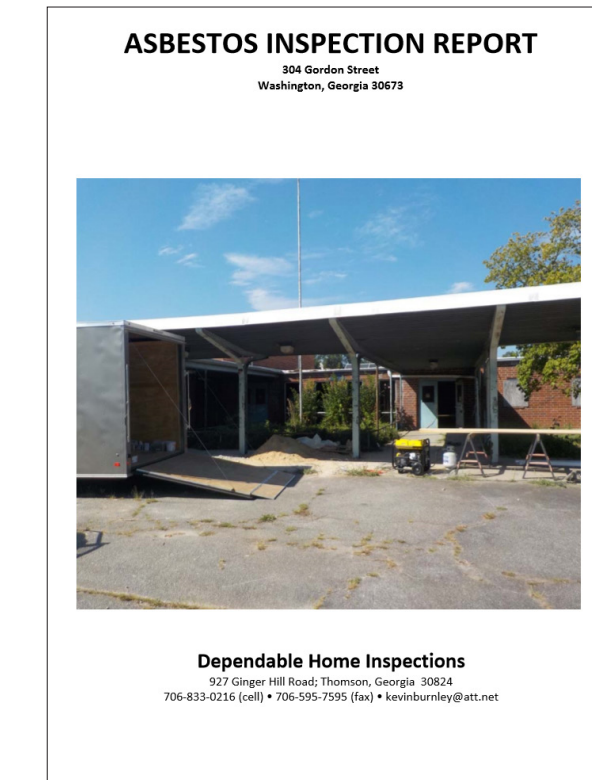
- Hold bigger acts/plays when they come to Washington, GA,
- Be occupied by the citizens of Washington in everyday life,
- And have a mixture of the natural and built environment.

The study provided a site inventory as well as a Master Plan, including site proposals for circulation, land use, connectivity and,

view preservation.

School Asbestos Inspection Report

On August 12, 2020, Dependable Home Inspectors conducted an asbestos inspection of the Gordon Street School. The inspection concluded that asbestos was present on the roof and recommended that it would be safest to assume that all mastic and tar on the roof be considered asbestos and be removed and disposed of properly. Sections of the building floor tiles were also discovered as asbestos.



The inspectors estimated the total cost of asbestos abatement to be \$121,407, including \$11,885.00 to abate the floor tile,

and \$109,372.50 to repair the roof. The report also mentions that these costs may be reduced if a roofing company is able to repair the roof without disturbing certain sections.

This inspection has expired on January 30th, 2021 and another inspection will be required prior to renovation or abatement unless all materials are assumed to be asbestos and handled as such.

The CSRA Comprehensive Economic Development Strategy (2018-2023)

In 2018, The Central Savannah River Area completed its 5-year update to its Comprehensive Economic Development Strategy (CEDs). The CEDs analyzes local conditions, identifies problems and opportunities, defines the vision and goals of the community, designs the strategies to accomplish these goals, and coordinates activities to implement these strategies. The CEDs is required to qualify for Economic Development Administration (EDA) assistance under certain programs and is a prerequisite for designation by EDA as an Economic Development District (EDD).

The CEDs is divided into four sections:

- I. Summary Background: A summary background of the economic conditions of the region.
- II. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses,

opportunities and threats.

III. Strategic Direction/Action Plan: The strategic direction and action plan should build on findings from the SWPT analysis and incorporate/integrate elements from other regionals plans.

IV. Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.

- Help to connect citizens with their community,
- And create new public spaces.

The trail plan provides a list of primary trail network destinations in Washington, GA, including the Gordon Street school, which is envisioned as a minor trailhead within the priority segment of the Liberty Street Park Trail. Minor trailheads are easily accessible entrances to the trail network at locations and locally known spots, such as parks and residential developments. The implementation plan of the Liberty Street park trail states that the minor trail head on Gordon Street near high school should include sitting areas, shade shelters, picnic areas, and appropriate signage.

2.2 DEMOGRAPHIC AND MARKET INFORMATION

This section discusses current demographics, as well as current market/industry information in Wilkes County.

The current population of Wilkes County is projected as 12,308. The county anticipates a population decline of nearly two percent between 2018 and 2028, they are also experiencing as well as an aging population with the share of residents over 55 projected to increase by 12%. Residents of Wilkes County are 52.8% White, 42.5% Black, 0.8% Asian, 3.0% some other race, and 0.9% of two

or more races. Of this population, 4.6% of Wilkes county residents identify as Hispanic or Latino.

Wilkes County is less educated than the state of Georgia, with just 9.6% of residents having a bachelor's degree or higher in 2018. This is much less than the percentage of all Georgians that hold a bachelor's degree or higher (32%). Despite that fact, the high school graduation rate in Wilkes County is greater than the graduation rate across the state of Georgia. Georgia has an 82% graduation rate meanwhile, the graduation rate in Wilkes County is 87.7%.

Of the 4,503-resident workforce in Wilkes County 67%, or 3,015 of these residents work outside of the county, leaving 33% or 1,488 people living in Wilkes County that are also employed in Wilkes County. In the City of Washington, 1,255 residents work outside of the city and just 388 of Washington residents work within Washington.

52.5% of Wilkes County residents are in the labor force, meaning they are 16 years or older and either currently working or unemployed and seeking work. This rate is much lower than the state labor force participation rate of 62.8% but, can likely be explained by the higher median age in Wilkes County, indicating a higher population of retirees. At 4.3%, the county unemployment rate is greater than the state unemployment rate of 3.4%. Salaries

in Wilkes county are also lower than the state median at \$35,862. The median salary across the State of Georgia is \$53,266.

A market supply of \$107,046,456 in Wilkes County, alongside a market demand of \$180,237,761 indicates \$73,191,305 in leakage, meaning that there are opportunities for new local businesses to provide goods and services to local communities in the county. Of this leakage, \$19,039,374 was accounted for in Food and Beverage Stores, \$9,970,210 for Food Service and Drinking Stores, \$4,486,759 in Clothing and Clothing Accessories, \$4,160,847 in Furniture and Home Furnishings, and \$2,881,255 in Health and Personal Care.

Identifying target industries is important because it helps a community identify the industries where they have competitive advantages so they can target their activities to draw on these advantages. Target industries are not only about business attraction, but also business retention. The target industries Identified in Wilkes County are:

- Wood Products: Forestry and Logging Wood Product Manufacturing Paper Manufacturing
- Agriculture: Animal Production and Aquaculture Crop Production Food Manufacturing

- Textiles: Textile Mills Textile Product Mills Apparel Manufacturing
- Transportation Manufacturing and Suppliers: Transportation Equipment Manufacturing Plastics and Rubber Products Manufacturing Fabricated Metal Product Manufacturing.

The industry where the county is found to have the most competitive advantage, wood products, is also the industry of the largest county employers. The top employers include three wood suppliers, a plastic supplier, a general contractor, and a home nursing care service.

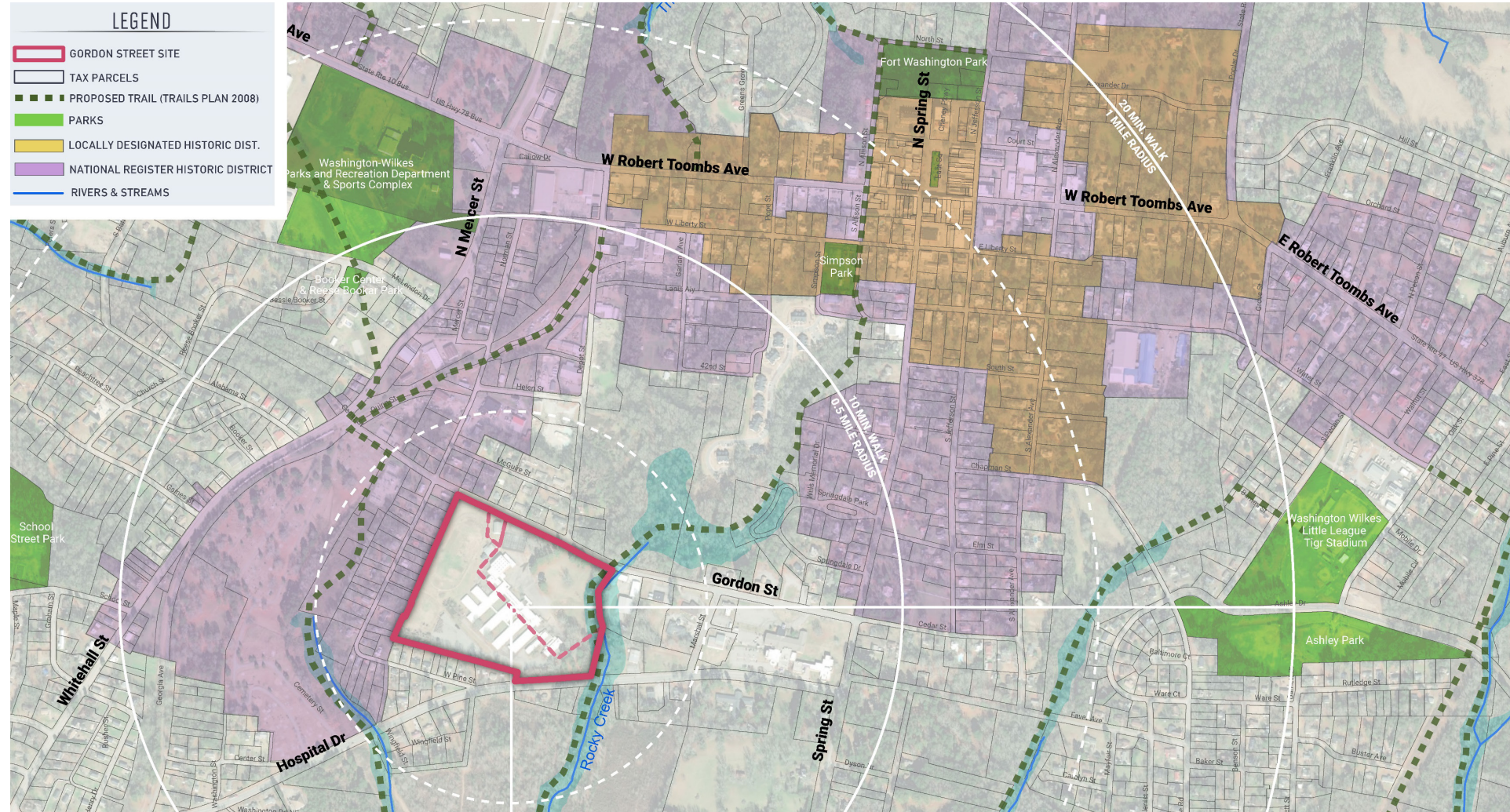
The 9 largest employers in Wilkes County, all located in the City of Washington, are:

1. Anthony Forest Products Co. (Plywood Supplier)
2. Barnett Southern Corporation (General Contractor)
3. Burt Lumber Co., Inc. (Lumber Supplier)
4. CSRA Private Duty, Inc. (Home Nursing Care)
5. F&M Bank (Bank)
6. Ingles Markets, Inc. (Grocery Store)
7. McDonalds (Fast Food Restaurant)
8. Pliant Corporation (Plastic Fabrication)
9. Wood Specialty Co. (Wood Product Supplier)

2.3 SITE ANALYSIS

The study area is located to the southwest of Downtown Washington. The map below shows the locations of the National Register of Historic Places and the Locally Designated Historic District with respect to the site. While the area under National Register of Historic Places abuts the site along west side, the Locally Designated Historic District is within 1-mile radius from the approximate center of the site. The map also illustrates the proposed multi-use trails proposed from the Washington-Wilkes Multi-use Trail Plan of 2008 and the existing park spaces in the city. A large number of park spaces, downtown destinations, and businesses lie within a 20-minute walk from the site while the Wills Memorial Hospital lies within a 10-minute walk to the east.

MAP 2.1: SITE CONTEXT

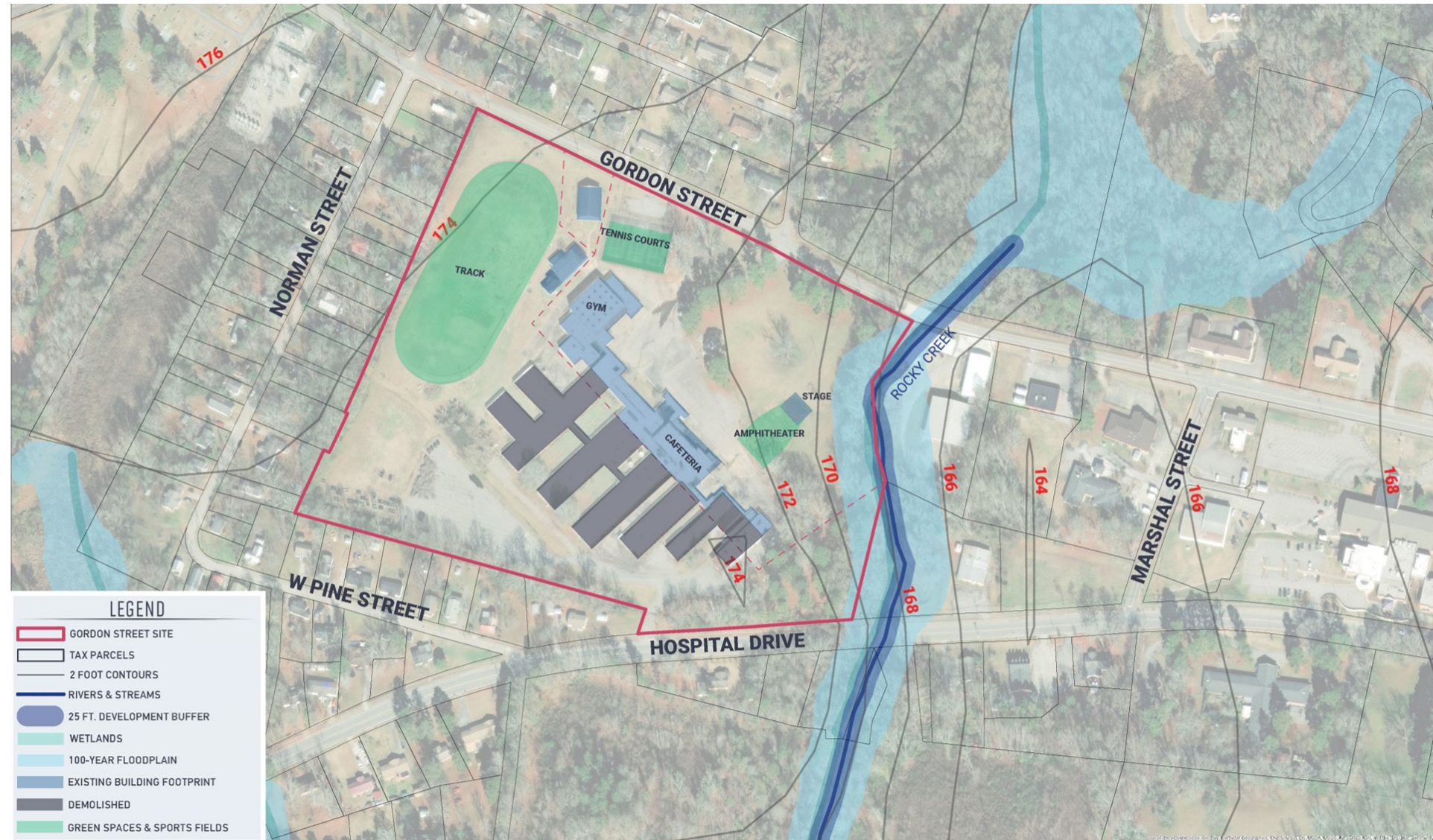


MAP 2.2: BASE MAP



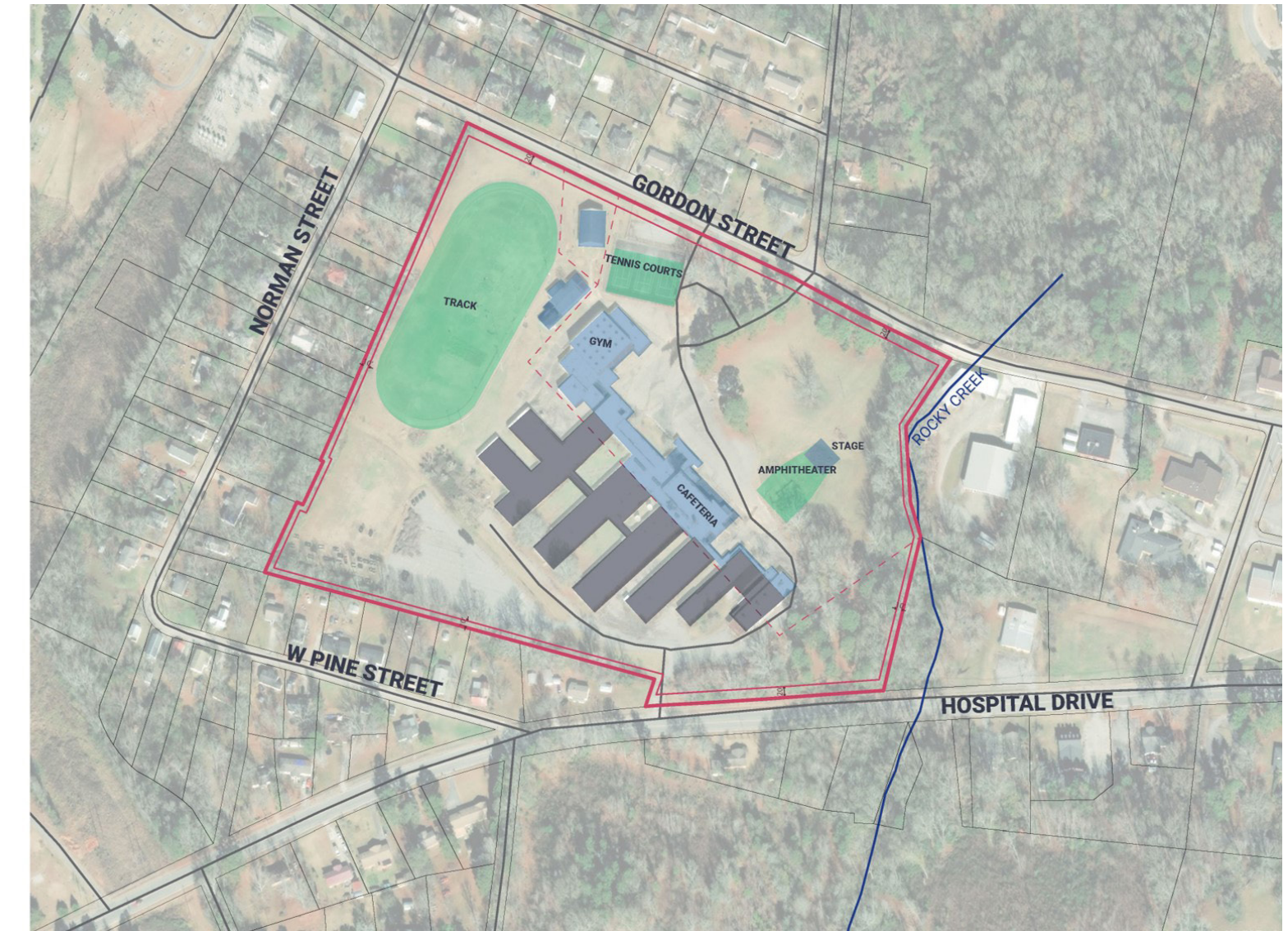
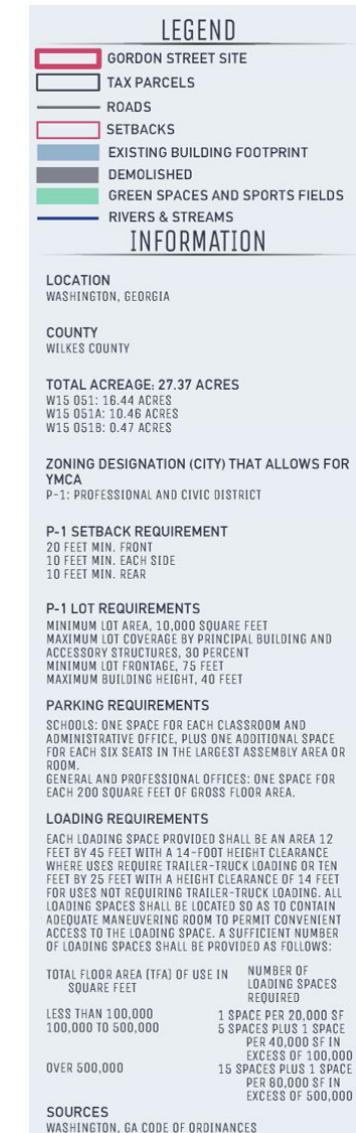
The above map illustrates the parcels that make up the study area. Parcel number W15 051, owned by the City of Washington, comprises approximately 16.44 acres, while the other two parcels, W15 051A and W15 051B are together owned by the Urban Redevelopment Authority (URA) and constitute about 10.93 acres of the study area. The existing building structures are illustrated in blue, the sports and entertainment areas in green, while the six demolished wings on the City owned site are illustrated in Grey in the map. These demarcations are based on the recent maps submitted by the City and observation gathered during the site visit.

MAP 2.3: TOPOGRAPHY AND HYDROLOGY



The terrain in the study area slopes gradually towards Rocky Creek. The site is relatively flat with a slight slope to the creek on the east edge of the property. The map also illustrates the 100-year floodplain and wetlands.

MAP 2.4: ZONING, SETBACKS, & PARKING



Zoning research was conducted to explore suitable zoning categories that accommodate for various residential densities and recreation and community use. The current Professional and Civic District (P-1) zoning category under City of Washington allows for these uses and has the following setback requirements:

R-3: High Density Residential District	R-3B: Special High Density Residential District
Front setback: 20 ft.	Front setback: 30 ft.
Rear setback: 10 ft.	Rear setback: 10 ft.
Side setback: 8 ft.	Side setback: 8 ft.

MAP 2.5: PERVIOUS AND IMPERVIOUS SURFACES



Water logging issues, surface run-off, and ground water retention are crucial points that affect the development pattern in any area. The above map illustrates the existing locations of pervious and impervious surfaces in the study area based on aerial survey and observations gathered during site visit. Most of the impervious surface area is asphalt from existing driveway and parking.

MAP 2.6: CIRCULATION AND ACCESS



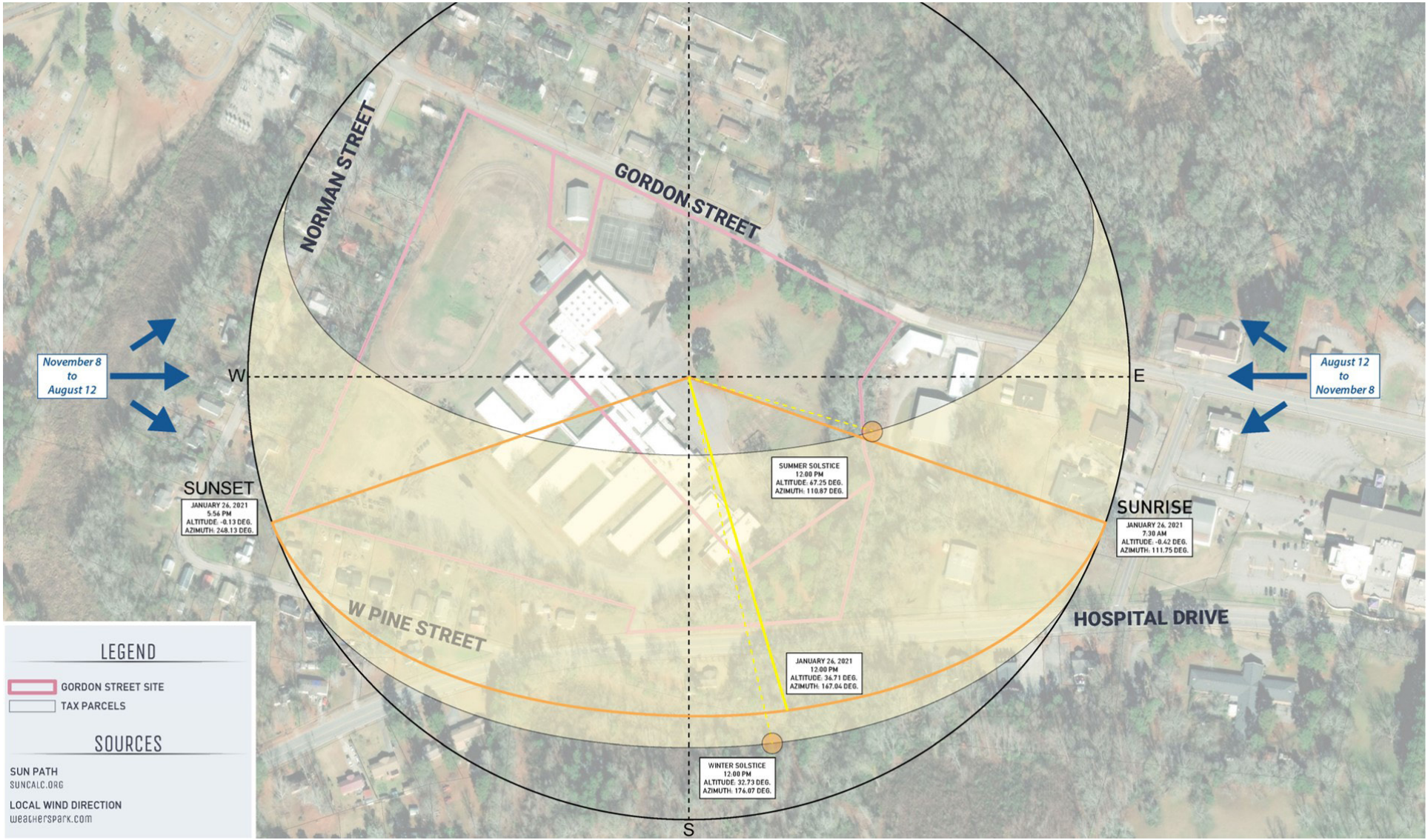
The site has two access points from the Gordon Street to the north and one from Hospital Drive to the south, represented above by the green triangles. These serve the parcels owned by the URA and the City, respectively. The road going around the school structure dead ends at the south parking lot.

MAP 2.7: TRAILS AND SIDEWALKS



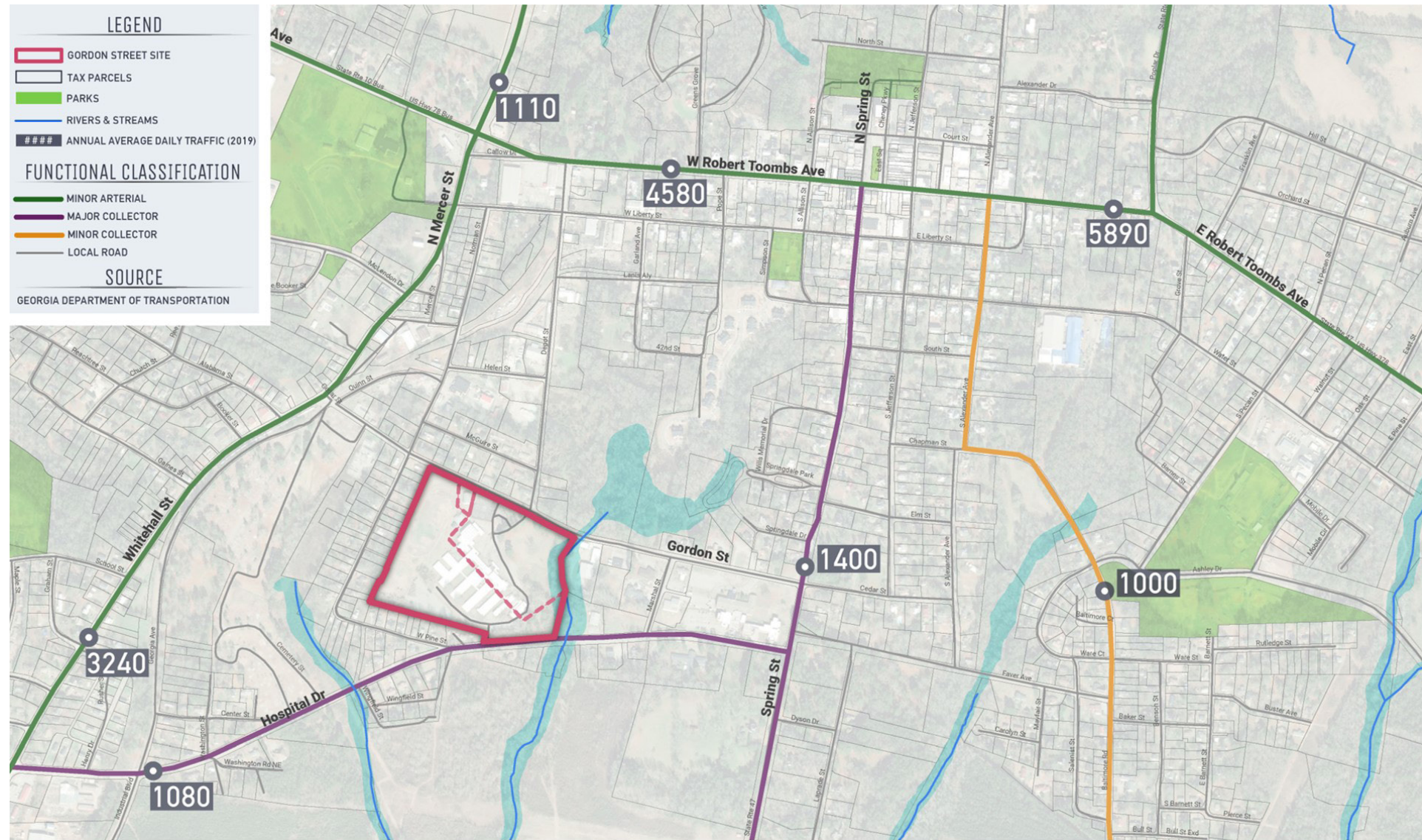
The map illustrates the proposed trail network from the Washington Multi-use Trail Plan of 2008. The Liberty Street Park Trail segment runs along the eastern side of the study area. This multi-use trail that runs along Rocky Creek is a crucial connection to Downtown Washington. A minor trailhead is identified along Gordon Street. Another trail segment runs along the utility/stream easement west of Norman Street. This segment is accessible to the site through Gordon Street and connects the site to the Washington-Wilkes Parks and Recreation Department & Sports Complex and Booker Street Park. The above map also illustrates existing sidewalk network around the study area.

MAP 2.8: SUN PATH AND WIND DIRECTION



The wind direction for this area generally comes from the west in early November to mid-August and from the east for the remainder of the year. The above map also tracks the general sun path location for the area with specific details for winter and summer solstices. The wind and sun path is helpful in determining building orientation and ventilation as new/redevelopment is proposed.

MAP 2.9: ROAD CLASSIFICATION AND TRAFFIC COUNT



Hospital Drive is designated as a Major Collector street as per Georgia Department of Transportation's statewide functional classification. Gordon Street flanking the site along the north is a local street with lower traffic intensity in general. The average annual daily traffic count for Hospital Drive is at 1080 cars (in 2019) which increases along Whitehall Street and Spring Street.

2.4 BUILDING ANALYSIS

As a part of the analysis of the Gordon Street Site Feasibility Study, the Sizemore Group team conducted a preliminary building analysis of the existing and historic Gordon Street School structure. The building analysis included an exclusively visual examination of the partially demolished school's building structure, exterior building assemblies and finishes, interior space condition, assemblies, and finishes, and observation of any visible mechanical, electrical, plumbing, or fire protection systems. In addition, the building analysis included review of the composite existing school building analysis previously conducted by CFS Architects in 2017.

The following building analysis is organized by identifying and describing the overall building conditions and opportunities present in the principal building components, structures, and areas throughout the facility. These principal areas include the drop-off canopies, the two main entrances and adjacent lobbies, gymnasium, band room, cafeteria/lunchroom (cafetorium), administrative office suite, and connecting areas/corridors.

Overall Building Opportunities:

The two largest structural facilities remaining on the site are the gymnasium/band room building, approximately 18,722

square feet, and cafeteria/lunchroom (cafetorium), approximately 9,004 square feet. In general, the steel and concrete structural components of these main buildings offer a more feasible opportunity for these spaces to be re-purposed and reused for future programming. Nonetheless, future development of these principal facilities would require an in-depth structural investigation prior to finalizing the building design to verify the conditions of all existing structural systems. Additionally, the large volume of space each facility provides, lends itself to easier adaption, re-skinning, re-roofing, and upgrade with interior fit outs to transform them into usable space.

Overall, throughout the visual examination, extensive damage to the roof, interior finishes, exterior finishes, and building assemblies was noted. Reuse of the gym and cafetorium structures would require stripping down each building to their primary structural components, demolishing the interior components and finishes, and rebuilding/refinishing the space. New roofing, interior finishes, upgrades to the building envelope (thermal and weather protection), and replacement of all mechanical, electrical, plumbing, and fire protection systems would be required to bring each principal facility up to the latest building, energy conservation, and life safety codes. These extensive renovations would potentially have significant financial impact to the scope of the overall future development.

Principal Facilities Preliminary Analysis:

The Gordon Street School consists of several types of structural systems in the various parts of the building over multiple construction eras. The following section outlines the existing condition of the building envelope, structural/building assemblies, and condition of interior finishes in relation to principle areas throughout the entire existing school building.

The Existing Steel Drop-Off Canopies + Main Entrances

To maintain the historic value and memory of the Gordon Street School, the goal of the future development would be to maintain and develop innovative methods for incorporating the major existing building elements in the future design. The Gordon Street School exterior building has two main entrances with drop-off areas along Gordon Street. The feature canopy to the east, near the cafetorium side, functioned as the more prominent drop-off area and provided dynamic space for public gathering. This canopy has a more defined and designed architectural aesthetic and lends itself well to future designs. To the west, near the gym building, is the simplified drop-off canopy, which provides a lower head clearance and less design appeal. Future incorporation of lighting and other elements within this canopy system may present more challenges. The overall

Main Entrances



Main Entrances



Gym + Band Room



Gym + Band Room



Admin./Office + Connecting Area



focus with both canopies would include maximizing the ceiling height and incorporating new systems as necessary. The main entrances/lobbies associated with each of these drop-off zones would additionally require complete demolition of the interior and refinishing.

GYM + BAND ROOM

Building Envelope

The largest existing principal building is the Gym and Band Room, including support spaces for lockers, office, and storage. The exterior building envelope is primarily a brick facade with no apparent weather barrier or insulation. The existing roof deck would require replacement, specifically the roof insulation and membrane due to water infiltration and failure throughout. All existing windows and doors would require replacement. Renovation of the building envelope is required to include any necessary upgrades based on the latest building and energy conservation codes.

Structure

Constructed in the 1960s, the gym/band room building is a steel frame building with 8" concrete masonry block infill, and a thin gypsum roof deck system. Through observation, failure of the roof system was noted in many locations and corroded steel along the exterior wall was observed. The band room consists of a tectum roof deck constructed in the 1980s. Both roof system will require repair.

Interiors

The interior of the gym consists of wood flooring that has extensive water and physical damage. All interior wall and floor finishes in both spaces will need to be gutted and replaced.

ADMIN/OFFICE + CONNECTING AREAS/CORRIDORS

Building Envelope

The exterior of the administrative office suite is primarily brick facade with no apparent weather barrier or insulation. The walls along the connecting areas are composed of double-wythe brick. All existing windows and doors will require replacement. Renovation of the building envelope is required to include any necessary upgrades based on the latest building and energy conservation codes.

Structure

Constructed in 1957 the interior connecting areas were previously open-air courtyards with large galvanized steel canopies. These areas were later enclosed with the exposed sides of the canopy walled in with double-wythe brick wall construction. The interior openings in the canopy were given steel curbs that large skylight systems were installed on. The remaining roof deck system consists of openings where the previous HVAC units were supported. In addition, water

intrusion in the roof system, skylights, and curbs was observed upon examination. In general, the galvanized deck is intact and in good shape, but the roof membrane and insulation will need to be replaced.

Interiors

All interior wall and floor finishes throughout the administrative office suite will need to be gutted and replaced, including cleanup of remaining debris, existing ceiling tile, etc.

CAFETERIA + LUNCHROOM – CAFETORIUM

Building Envelope

The exterior building envelope of the cafetorium facility is a brick facade without any apparent weather barrier or insulation. All existing windows and doors would require replacement. Renovation of the building envelope is required to include any necessary upgrades based on the latest building and energy conservation codes.

Structure

The main structural system of the cafetorium is a steel column and beam system with 4" concrete masonry block infill. The roof over this area appears to be intact, but further inspection, cleaning, and painting of the steel systems would be required.

General MEP Systems



General MEP Systems



Admin./Office + Connecting Area



Interiors

All interior wall and floor finishes throughout the cafetorium will need to be gutted and replaced, including cleanup of debris in the lunchroom, existing ceiling tile, acoustical grid, existing refrigerator, etc.

General MEP Systems

A full mechanical, electrical, plumbing, and fire protection system evaluation and inspection will require a professional MEP consultant. The following is the professional opinion of the Sizemore Group architects, not a MEP expert, and includes analysis per the CFS Architects' "Existing School Building Analysis" report and visual on-site observation. An additional MEP investigation will be required before beginning full design services.

An overview of the general building sub systems provides the conclusion that an existing framework exists that can be used as a foundation for future development. Resizing, remediation, and extensive upgrade of these systems will be required based on consideration of the occupancy type and new building loads of the future development. Unattached ductwork remains in place and shows evidence of corrosion and moisture damage. New units or lines may need to be installed based on conclusions from a full, investigative analysis during the conceptual design of the future development. Support areas

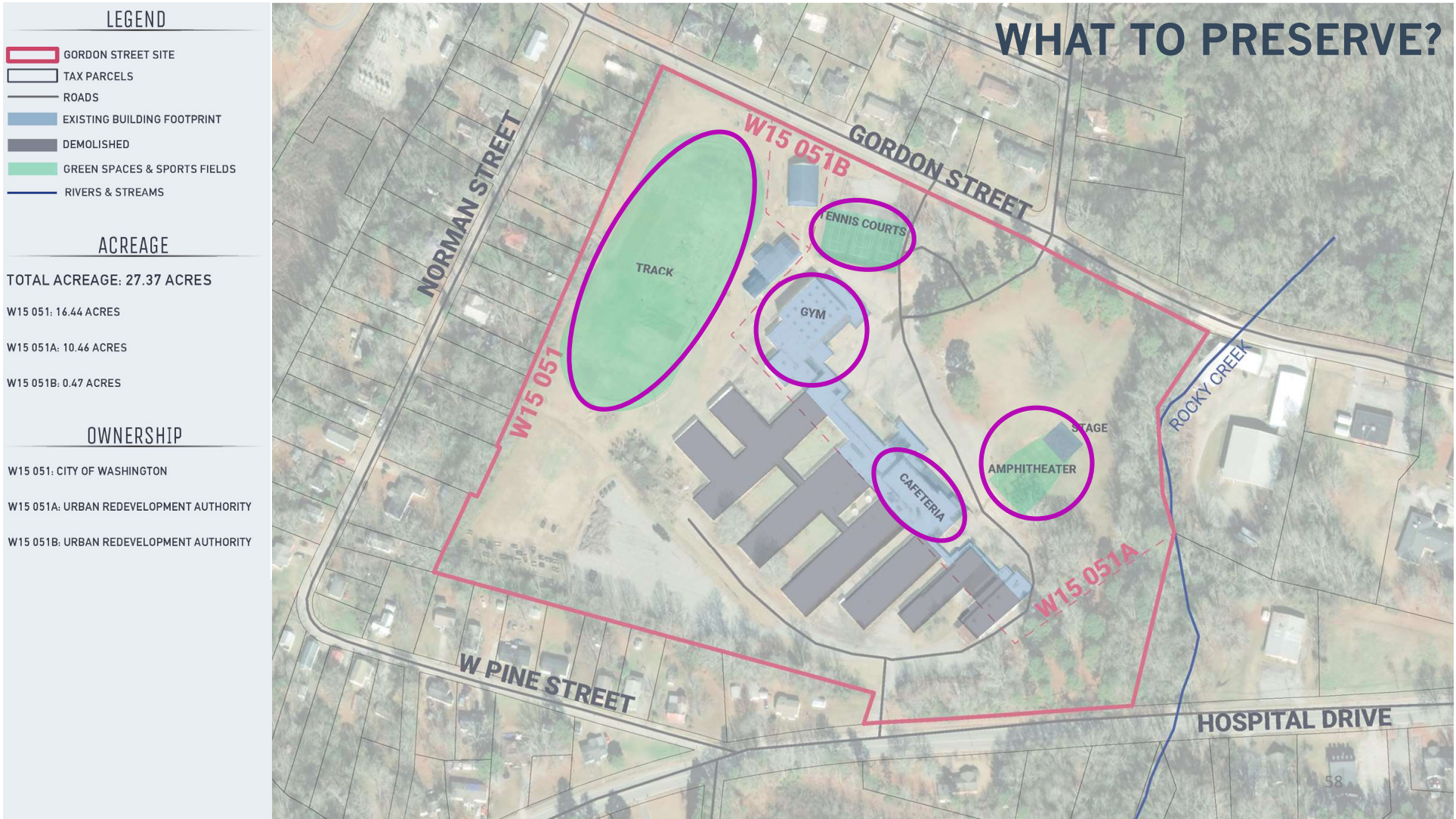
for all building systems will additionally need to be factored into the future development as needed. Continuous insulation on the exterior and interior will need to be added to bring the building up to the latest building and energy conservation codes. In areas of the building that were previously exterior and now are enclosed within the building, analysis of the existing slab condition in relation to code regulations will be required. Typical building slabs include the necessary damp-roofing insulation, etc. that the existing slab in these areas may not have, and thus will have to be replaced as necessary. Such areas may include the connecting corridors at the skylights. Extensive mold and physical decay due to water, vegetation, and pest intrusion would need to be examined and remediated. Throughout each existing building facility fire protection systems will need to be installed. Lastly, consideration of sustainable systems provides additional possible opportunities that can be narrowed down with the future conceptual design to aid in improved building efficiencies.

The Gordon Street School holds vast amount of history for many of the community members. With this in mind, there are several ways to retain that memory in the physical development of the future facility. The strategy of the new development focuses on a mixture of adaptive reuse methods. The following are a few examples:

- Creation of a Site Memorial: Utilize trails, imagery, textures, and touch to evoke memories and storytelling. Ex. Keeping building materials and reusing within the new construction; existing brick
- Maintain Major Structures: The most cost-effective method is adaptive reuse. Reuse existing principal structures, while maintaining the integrity of the existing structure with new complementary programs.
- Maintain Minor Structure: Save minor structures that have distinct aesthetic and historic value. Ex. Existing drop-off canopies

Through the preliminary building analysis, we provided recommendations for structures that should either be removed, or demolished, as well key locations that the development site should prioritize connection to.

MAP 2.10: WHAT TO PRESERVE?



Structures that should be preserved, shown in the figure above, are:

- Track
- Gym
- Tennis Courts
- Cafeteria
- Amphitheater

MAP 2.11: WHAT TO DEMOLISH?



Structures that could be demolished shown in the figure above, are the two accessory structures directly east of the track. Items in the red dash are areas that could be removed if the redevelopment plan warrants it, but have potential value to add if they remain and are enhanced/maintained.

MAP 2.12: WHAT TO CONNECT TO?



The Gordon Street Site, shown in the figure above, should connect to:

- Downtown Washington
- Washington-Wilkes Parks and Recreation Department & Sports Complex
- Wills Memorial Hospital

2.5 SIMILAR SITE CASE STUDIES

Considering the established vision and goals for the site as well as its existing conditions, we examined other sites that could potentially serve as development models for the Gordon Street Site. The primary development models include both new developments and redevelopment projects converted into new residential or community centers.

Thomson Family YMCA, Thomson, GA

The Thompson Family YMCA is a 2016 development project out of the city of Thomson, Georgia. The 30,600 SF facility features five (5) administrative offices with public meeting room, a fitness studio, a dance studio, small and large exercise rooms, a spin studio, locker rooms equipped with shower stalls and steam/sauna room, member lounge and club room, kid's area and toddler/infant room, outdoor pool with slide, and a Chapel.

The Thomson Family YMCA also offers several programs including CrossFit, Personal Training, Adapted Aquatic Program, Swim Team, Youth Flag Football, Summer Day Camp, Youth Basketball and Pickleball.

Liberty Lofts & Townhomes, Roswell, GA

Liberty Lofts is 32,300 SF craftsman style townhome and mid-rise loft community

in Roswell, Georgia. The loft building on the property is the former location of Roswell High School. Units range from 874 SF to 1542 SF, at prices ranging from \$150K to \$310K. The community includes a pool with a covered picnic area and gas grills, a tennis court, fitness center, expansive common greenspace, and brick sidewalks.

The Waynesboro Academy (Phase II), Waynesboro, GA

Waynesboro Academy is a former elementary school building that has been converted to senior residences and apartments. Phase I, the redevelopment of the former high school was completed in 2007. Phase II, redevelopment of the elementary school building was completed in 2020.

Phase II was completed in a 24-month process as required by Historic Tax Credits. Over 80% of the original components were re-used in the build out, while 100% of the historic components were restored during the process.

The total cost of Phase II was \$9.6 million, with \$7.7 million dollars going towards the cost of historic rehabilitation, and the other \$1.9 million dollars going toward new construction, landscaping and, soft costs. To help fund the project, both Low-Income Housing Tax Credits (LIHTC) and Historic Tax Credits from HUD and DCA

were used.

SR Young Center (Princeton Court Apartments), College Park, GA

The SR Young Center is an 18,000 SF school redevelopment project for the former school into a senior living facility in College Park, Georgia. While some additions of the facility were to be removed, developers were able to maintain the school's historic structure and integrity throughout the process.

Other Case Studies Considered:

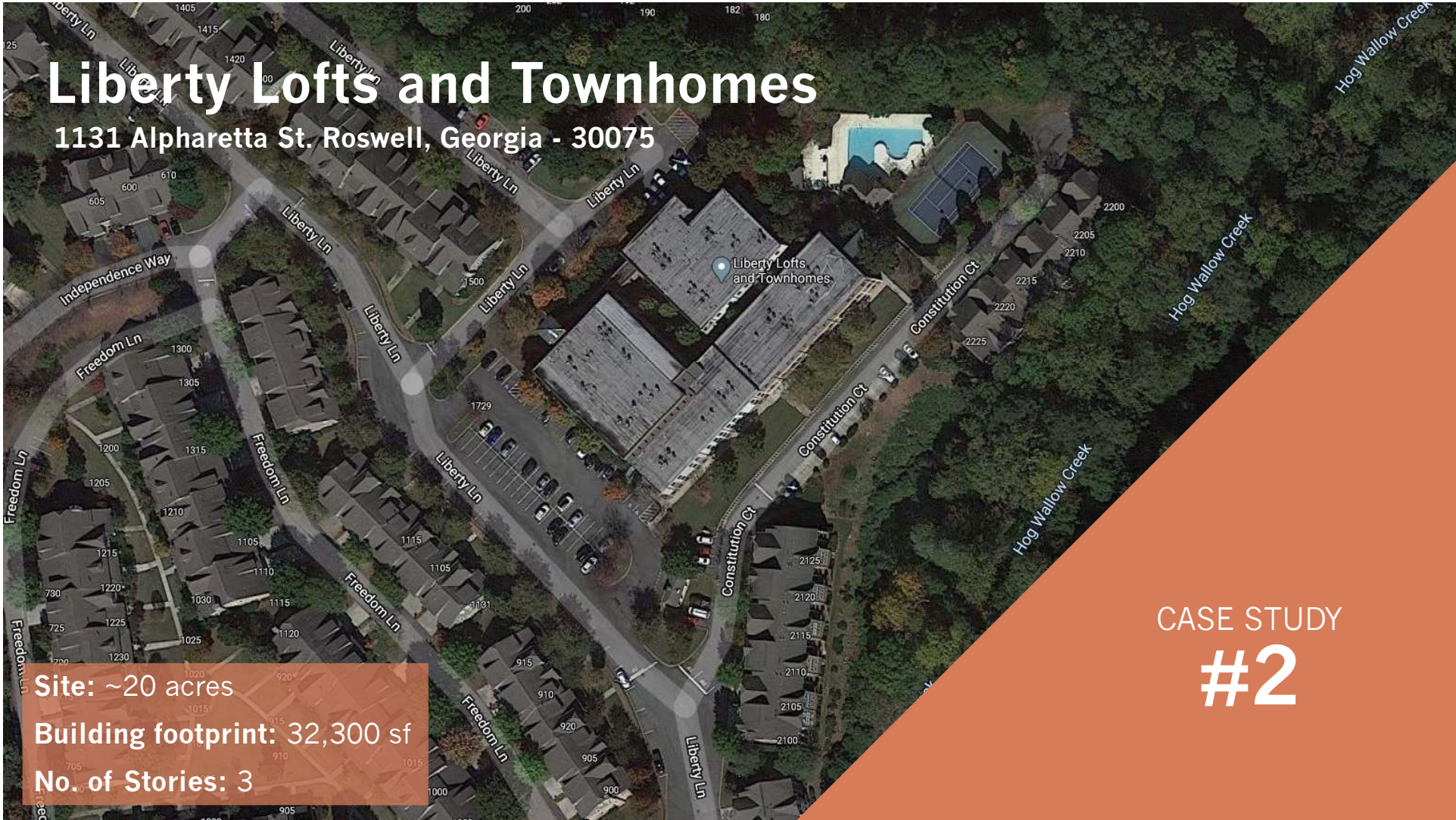
- Boundary Waters Aquatic Center, Douglasville, GA
- Martin Luther King Jr. Natatorium, Atlanta, GA
- The Coan Building, Atlanta, GA – APS Training and Community Meetings
- Moreland Elementary School, Atlanta, GA – Multi-tenant office space
- Kirkwood School, Atlanta, GA – Lofts since 2005
- Highland Elementary School – Loft Apartments since 2003
- North Alexander Street – Old High School 1897

THOMSON FAMILY YMCA



CASE STUDY
#1

LIBERTY LOFTS AND TOWNHOMES



CASE STUDY
#2

WAYNESBORO ACADEMY



CASE STUDY
#3

SR YOUNG CENTER



CASE STUDY
#4



VISION

3.0 STAKEHOLDER ENGAGEMENT

Engaging with the public, sharing of information, and the collection of feedback were essential components of this Washington master planning process. Public involvement is critical for an in depth understanding of the vision, goals and needs of the community. As such, this study involved the public in a meaningful way at key study milestones.

The public participation process for the City of Washington Gordon Street Site Feasibility Study engaged the community through stakeholder interviews, community surveys, and a design workshop. The team relied on the key stakeholders group’s shared knowledge and expertise to enhance and inform the master plan process. This stakeholder group consisted of city staff, community leaders, and elected officials. The following is a summary of the community engagement process for the City of Washington Gordon Street Site Feasibility Study.

3.1 STAKEHOLDER INPUT

Town-hall Meeting

On January 7th, the team invited the project stakeholders to a town hall style meeting at the Washington Rotary Club, The team showed a presentation, then engaged the attendees, answered any questions, and gathered general

feedback for the project.

Stakeholder Interviews

Prior to the Design Workshop, the consultant team conducted stakeholder interviews. These interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities and, socioeconomic characteristics of the study area. The interviews also provided insight into the overall vision for the site from those living and/or working within the study area. Interviews were consistent in format, utilizing a prepared questionnaire that included a range of discussion points.

Each interview began with an introduction to the study followed by background information prior to beginning the interview. Through the interviews, stakeholders provided insight into their overall vision for the study area. Major transportation and land use needs and concerns were also discussed.

From January 11th through January 15th, the team conducted 5 stakeholder interviews, with each interview including a group of 3-6 stakeholders.

Community Partners 1 – January 11th, 1 PM to 2 PM

- Kimberley Rainey (substituting for Reverend Hunter), Administrative Assistant, Third Shiloh Baptist Mission

- Robert Armour, Washington City Council
- Lisa Isham, Wilkes County Schools
- Rosemary Caddell, Wilkes County Schools
- Susan Pope, Wills Memorial Hospital (sent her answers via email)

Elected Officials and External Government Partners – January 11th, 2:30 PM to 3:30 PM

- Anne Floyd, CSRA Regional Commission
- Kathy Ross, USDA
- Charles Jackson, Commissioner/District 3, Wilkes County Commission

Department of Parks & Recreation and YMCA – January 12th, 1:00 PM to 2:00 PM

- Rodney Welborn, Washington Wilkes Parks and Recreation Department
- Danny McConnell, YMCA

Community Partners 2 – January 12th, 2 PM to 3 PM

- Yvonne Albea, Washington Housing Authority
- Elizabeth Bohler, Washington Wilkes Woman’s Club
- Henry Crew, URA Treasurer, Community Advocate

Community Partners 3 – January 15th, 2 PM to 3 PM

- Matt Denard, Washington City Council
- Ed Pope III, Washington Rotary Club
- Amethyst Wynn, Wilkes County

- Community Partnership
- Ed Geddings, Wilkes County Commission/Parks and Recreation Board
- Sam Moore, Chairman Wilkes County Commission
- Bill DeGolian, Mayor, City of Washington

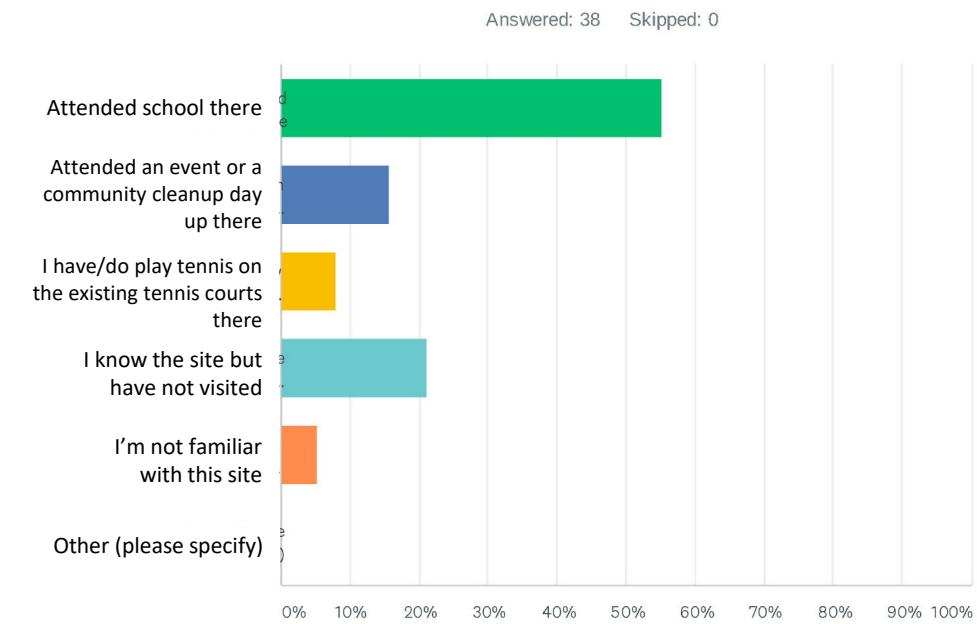
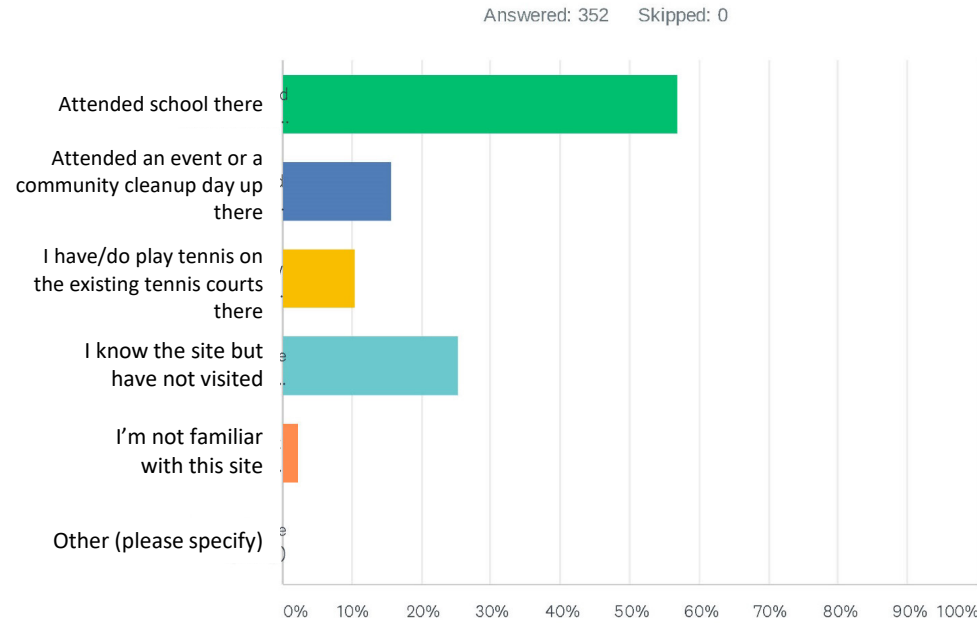
The following are the main points gathered from all the stakeholder inputs:

- Preserve & restore** outdoor amenities for the community.
 - Community recreation
 - Indoor pool
- Preserve & enhance** the existing structure for its historic value
 - Community assistance: career placement
- Preserve** the neighborhood context
- Highlight** the site's history.
- Create more community-based** uses (private & public, including housing)
- Connect to downtown**, neighboring areas & greenspaces
- Partner** with local public & private entities in the community
- Incremental** Phased Development

3.2 COMMUNITY SURVEY RESULTS

The following figures depict results from Survey 1, conducted from December 21 to February 15, 2021, and the updated community survey, conducted from February 24 to March 26, 2021. The results include a total of 390 responses.

Are you familiar with the Gordon Street Site? If so, what is your affiliation? (Select all that apply)



What do you like about the Gordon Street Site that you'd like to see preserved? What makes it special?

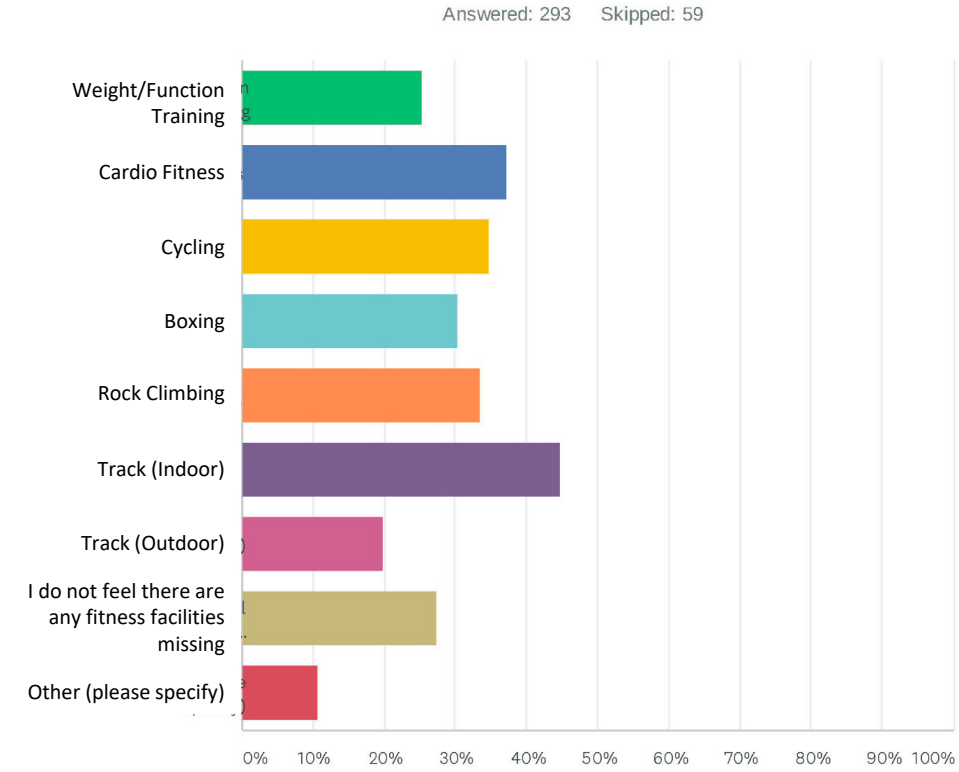


What do you not like about the Gordon Street Site that you'd like to see changed?

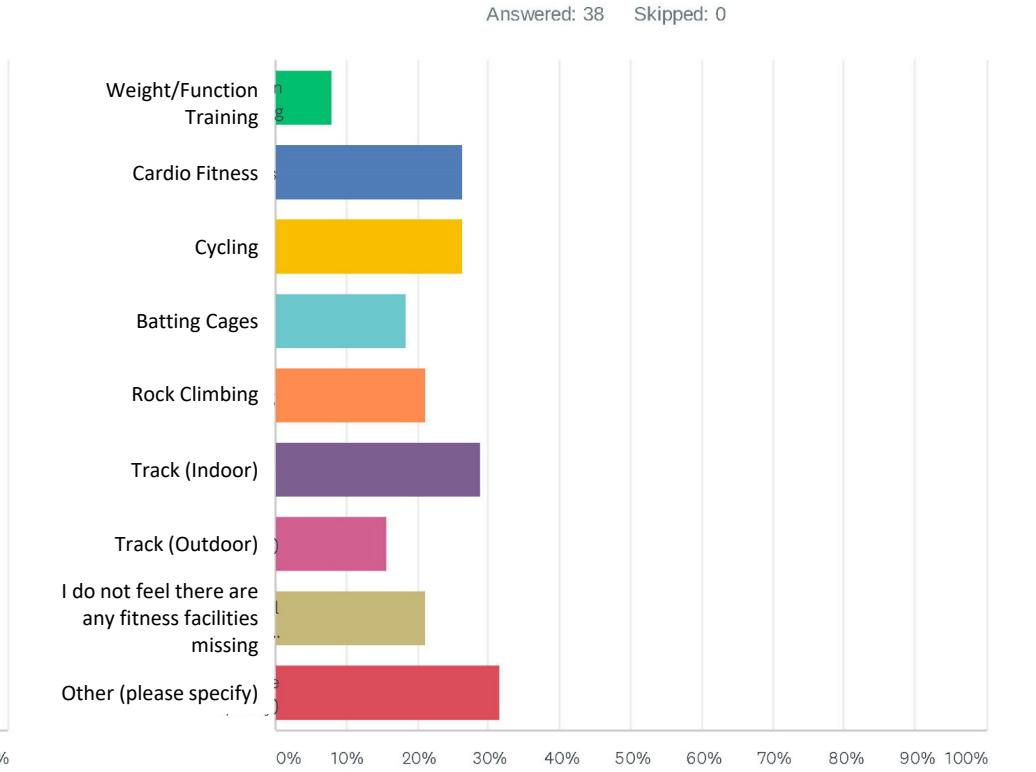


In your opinion, are there any fitness facilities missing from the City of Washington? If so, please select below: (Select all that apply)

Survey 1 (December 21 to February 15, 2021)



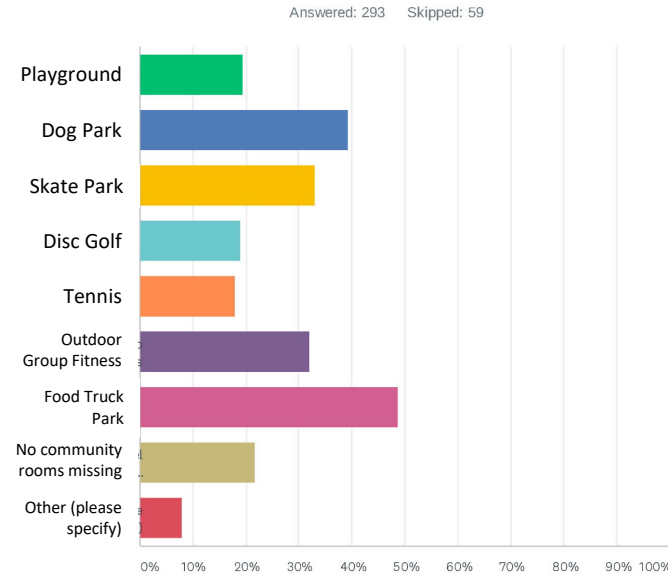
Updated Community Survey (February 24 to March 26, 2021)



Other (please specify): Certified swim lessons, Health and rec. for seniors, safe and secure walking trail, TV rooms, computer labs etc.

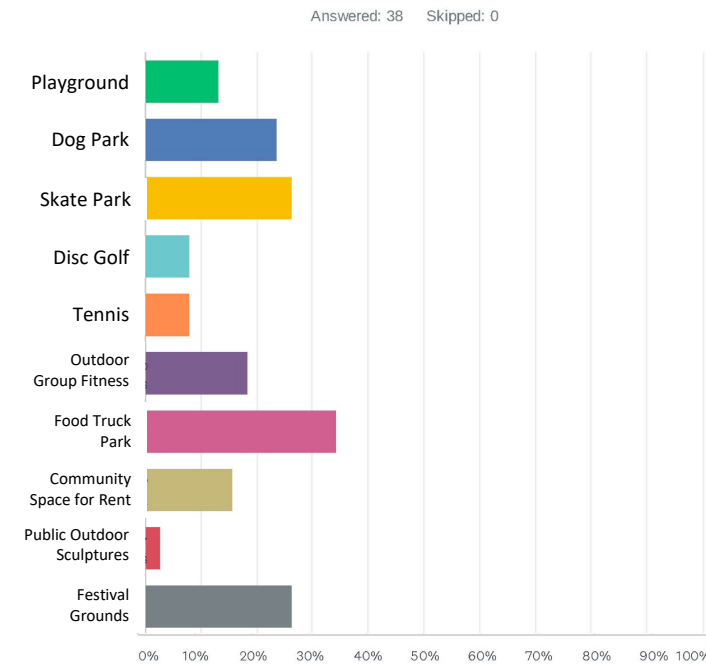
In your opinion, are there any community rooms missing from the City of Washington that you or someone in your household would actively participate in, if available? (Select all that apply)

Survey 1
(December 21 to February 15, 2021)



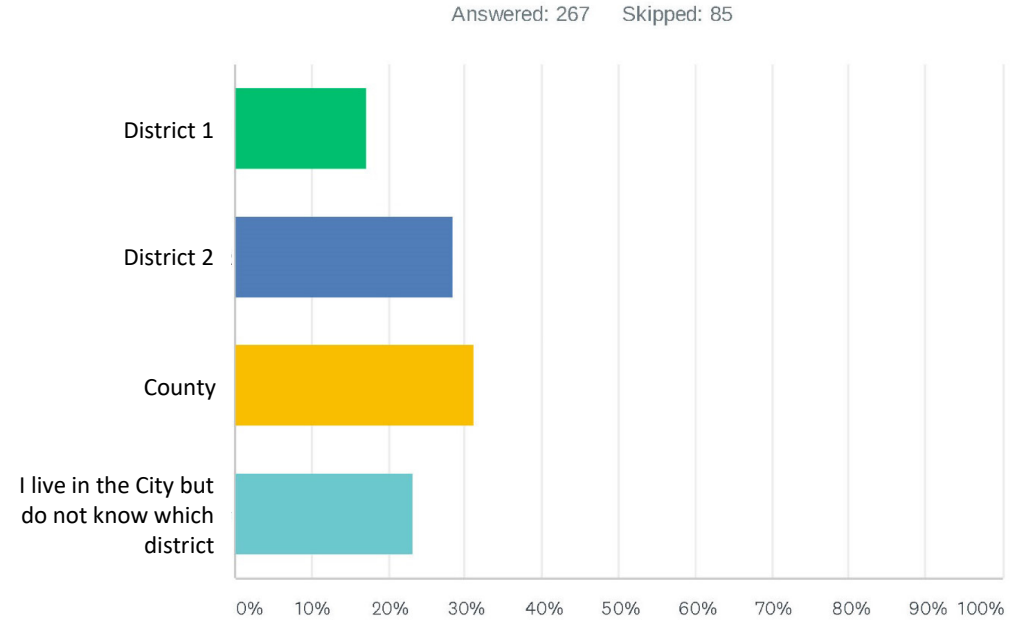
Updated Community Survey
(February 24 to March 26, 2021)

Other (please specify): Bowling alley, auditorium or theater, bike paths, daycare center, senior center, apartments etc.

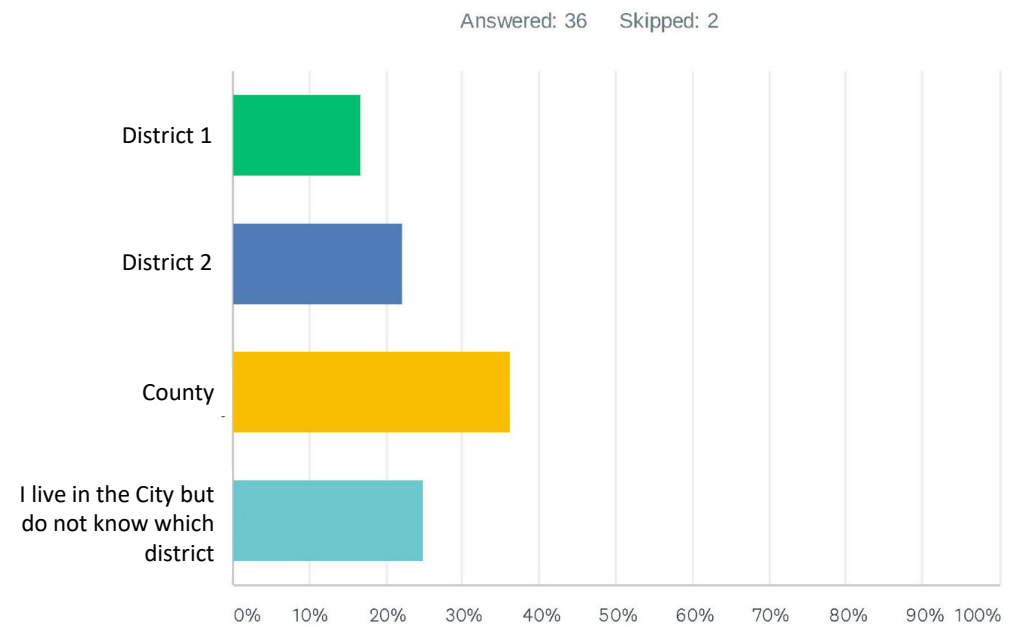


What City Council District do you live in?

Survey 1
(December 21 to February 15, 2021)



Updated Community Survey
(February 24 to March 26, 2021)



3.3 DESIGN WORKSHOP

On April 7, 2021, Sizemore hosted a half-day virtual workshop to refine the design ideas for the Gordon Street Site. Involved in this workshop were project consultants, key stakeholders, and community members. Throughout the day, workshop attendees discussed site and building conditions, the project vision, existing conditions. To wrap up the day, the team discussed proposed design concepts to determine which was most desired for the City of Washington.

Workshop Agenda

- 2:00PM to 2:15PM: Welcome and Introduction
- 2:15PM to 2:45PM: Site & Building Conditions/Understanding
- 2:45PM to 3:15PM: Stakeholder Input: Vision
- 3:15PM to 3:30PM: Break
- 3:30PM to 5:00PM: Design Concepts
- 5:00PM to 6:00PM: Question & Answer

Design Concepts

The Sizemore Team presented three preliminary site concepts for discussion during the design workshop. The three site concepts were:

- Option 1: Recreational & Community Use
- Option 2: Recreational & Residential Mixed-Use
- Option 3: Recreational and High-Density Residential Mixed-Use

To determine which design scheme was most desired and appropriate for the Gordon Street site the workshop attendees discussed pros, cons, and general comments for each of the schemes.

Option 1: Recreational and Community Use

This option explores recreational and community use on the site with the least intervention with existing buildings and terrain.

Pros:

- Not a lot of cost involved.
- Least intervention on site.
- Great trail network connectivity.
- #2 has a kitchen/pantry place that can be used for the events at the amphitheater.

Cons:

- Amphitheater located very close to the hospital. Potential noise/safety concern.
- No plan for technical school

Other Comments:

- #3 can be business incubators instead.
- #3 & #4 can be multipurpose offices (flexible spaces, pop-up shops).
- #4 Museum can be in the atrium or dispersed through the space.

- Do we need an outdoor pool?
- Uses need to be self-sustaining.
- Need to bring outside development.

Option 2: Recreational and Residential Mixed-Use

This option proposes a mix of residential along with recreational use to go in existing school structure.

Pros:

- Cottage Courts with garage flexibility
- #1 Near parking can be used as a technical space

Cons:

- No housing market as such.
- Townhomes along Gordon Street should be green.

Other Comments:

- URA wants to keep character and greenspace.
- City side can be residential
- Do in phases and with partners
- Look Section 8
- Rental vs. Buying - 10 year rental deed buy after - innovative housing partnerships
- Create a land-bank
- Area not good for tax credit/senior affordable housing.

Option 3: Recreational and High-Density Residential Mixed-Use

This option explores high-density residential mixed-use along with

OPTION 1: RECREATIONAL AND COMMUNITY USE



- | | | | |
|-------------------------------------|--|---------------------------|-----------------------------|
| 1. Community Multi-use Gym | 6. Gravel Plaza (Food trucks, Market, temporary parking) | 11. Amphitheater | 17. Parking (275 spaces) |
| 2. Daycare | 7. Plaza with benches and tables | 12. Event Grounds | 18. Quarter-mile Loop |
| 3. Career Placement offices | 8. Splash Pad/Outdoor Pool | 13. Tennis Courts | 19. Half-mile Loop |
| 4. Museum | 9. Playground | 14. Football/Soccer Field | 20. Three-quarter-mile Loop |
| 5. Future Indoor Olympic-sized Pool | 10. Memory/History Garden | 15. Track | 21. A 1.1-mile Loop |
| | | 16. Recreation Field | |

OPTION 2: RECREATIONAL AND RESIDENTIAL MIXED-USE



- | | | |
|--------------------------------|------------------------------------|----------------------------|
| 1. Apartments (Missing Middle) | 6. Football/Soccer Field | 11. Drop-off |
| 2. Gymnasium/Cafeteria | 7. Track/Walking Path | 12. Recreation (YMCA?) |
| 3. Community Lawns | 8. Tennis Courts | 13. Skate Park/Green Space |
| 4. Amphitheater | 9. Pool | 14. Trail |
| 5. Townhomes | 10. Single Family (Cottage Courts) | 15. Parking (200 spaces) |

OPTION 3: RECREATIONAL AND HIGH-DENSITY RESIDENTIAL MIXED-USE



- | | | |
|--|-------------------------|--------------------|
| 1. Community Multi-Use Gym | 6. Event Space | 11. Pool |
| 2. Recreational/Educational | 7. High-Density Housing | 12. Tennis Courts |
| 3. Technical/Incubator Spaces and Small Businesses | 8. Townhomes | 13. Excess Parking |
| 4. Amphitheater | 9. Community Green | 14. Trails |
| 5. Regional Pond | 10. Parking | |



recreational and community-based activities.

- Pros:
- #2 could be YMCA
 - #3 goes to #7. Needs to be on City owned property.

Other Comments:

- Residential side - "reserved for future"

3.4 ADDITIONAL STAKEHOLDER INPUT

In addition to stakeholder input received throughout the process, the City of Washington staff shared information from a discussion with 7th and 8th grade students at the Washington-Wilkes Middle

School.

During this session, the following questions were asked:

1. Why do young people join gangs?
2. What can we do in Washington to help?

55-60 responses were collected.

The following is a summary of the student responses regarding what is missing from the city. This input was incorporated into the vision and goals for the overall process:

- Need more events
- Event space where kids can go to

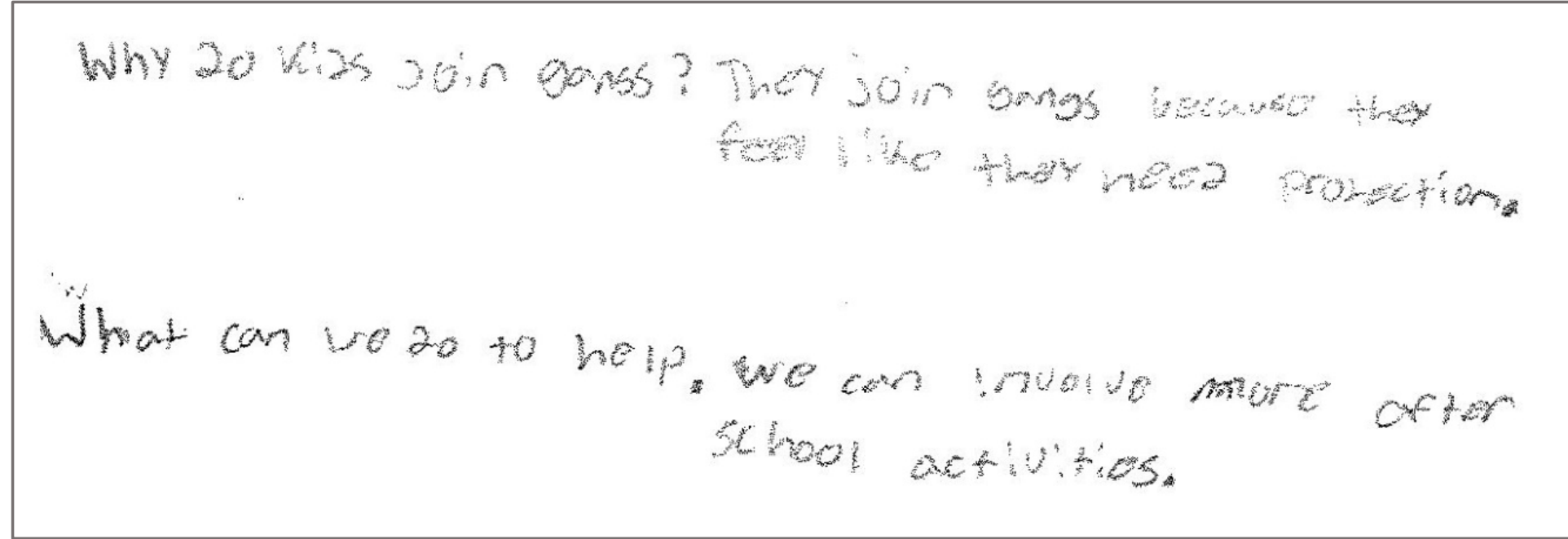
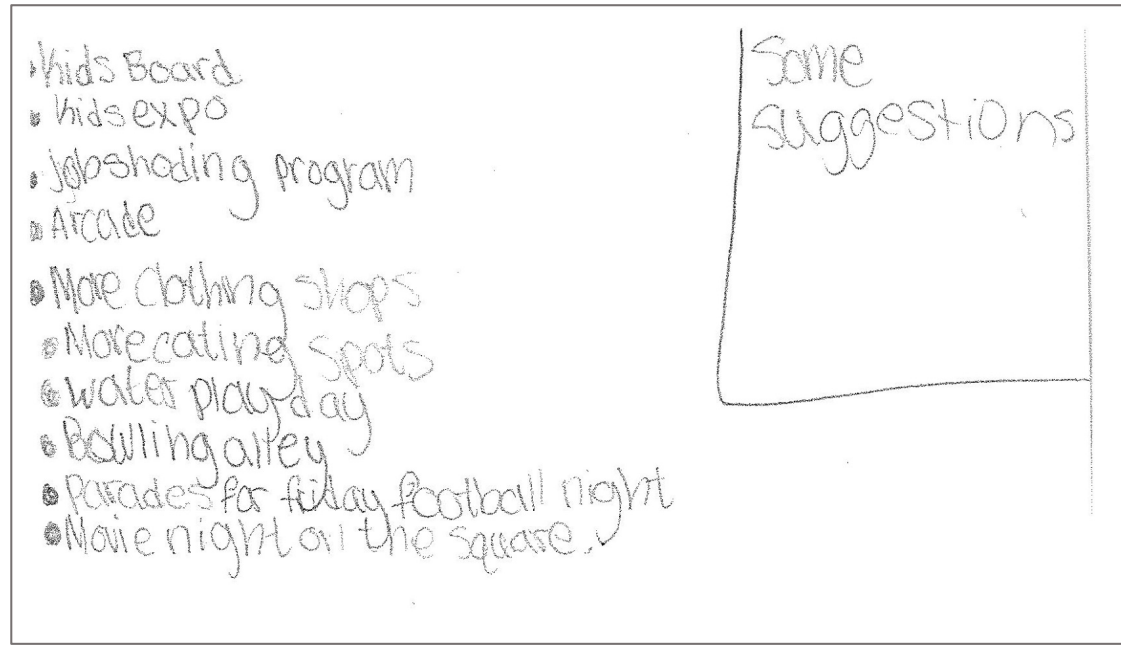
that is safe and,

- Where they can have fun without feeling the pressure to perform.
- Skating rink
- Movie theater
- Water play facility
- Parades
- Friday night football games and,
- Movies on the Square.

3.5 POTENTIAL USES

Here are a list of potential use for the Gordon Street site:

- Housing market rate and low to moderate income
- Coffee Shop, Bakery, Open air market, Food Trucks
- Amphitheater
- Recreational Uses
- Swimming Pool - Outdoor
- Gymnasium
- Track (Indoor v. Outdoor)
- Multi-purpose Spaces – Old Cafeteria/Auditorium
- Business Incubators, Training
- Event Space, Picnic Place
- Walking Paths, Wellness Trails
- Community Gardens, Plazas, Pop-up Events





RECOMMENDATIONS

4.0 RECOMMENDATIONS

This section presents the recommended design concept, reflecting elements from the three design concepts presented during the design workshop. The selected Final Design Recommendation shows the recommended design layout, site uses, and the location of each use.

It also shows the preliminary square footage and parking program. Square footage and provided parking was calculated using the sketch. Required parking was calculated using these square footage counts, and parking requirements by square footage by the recommended zoning.

4.1 FINAL DESIGN RECOMMENDATION

The final option on page 54 combines all the pros from the first three options to create a mixed-use development with residential, recreational, and community-based uses:

- The existing school building is to be restored and used as a gymnasium/multi-use space, cafeteria/daycare/flex space, and a business incubator/technical space, creating a community-based synergy at the center of this building with high nostalgic value amongst the community.
- The access points are separated but the road network grid also provides a crucial thoroughfare.
- All the community and recreational uses are located in the URA owned site. The amphitheater moves closer to Gordon Street, opening up the space for a bigger event space with the ability to host about 3000 people with excess parking, if needed.
- The city owned part of the site has a mix of “missing middle” housing typologies with senior/assisted living apartments, cottage courts, and some technical college space.
- The area of the existing track is proposed for future residential uses, ideally high-density apartments as per Option 3.

As mentioned earlier, this option takes things that work for the first three options and builds up on them. The trail loops and amenity spaces from Option 1, the grid network and “missing middle” housing from Option 2, and the high-density apartment potential and technical college space from Option 3 are merged to create a balanced atmosphere suitable for a community to thrive.

OPTION 4: FINAL DESIGN RECOMMENDATION



- | | | |
|--|--|---|
| 1. Gymnasium/Multi-use Space (Renovate) | 9. Missing Middle (Senior/Assisted Apartments) | 17. 0.75-mile loop |
| 2. Cafeteria/Daycare/Flex Space (Renovate) | 10. History/Memory Garden | 18. 1.1-mile loop |
| 3. Business Incubators/Tech. Space (New) | 11. Missing Middle Residential (Tech. College) | 19. Future Residential Site |
| 4. Amphitheater | 12. Parking | 20. Stormwater Retention Pond |
| 5. Tennis Courts (Resurface) | 13. Convenience Parking (food trucks, market) | 21. Save Historic Mid-century Modern Canopy |
| 6. Track/Walking Path | 14. Plaza with benches & tables | 22. Skate Park |
| 7. Recreational Field (Football/Soccer) | 15. 0.25-mile loop | 23. Pool |
| 8. Missing Middle Housing (Cottage Courts) | 16. 0.5-mile loop | |

4.2 SQUARE FOOTAGE AND PARKING TALLY

Development Program	SF per floor from Sketch	Number of Floors	Total SF from Sketch	Total SF rounded up	Required Parking*	Parking Label	SF per floor	Spots per floor	No. of floors	Provided Parking	Street Parking	Total Provided Parking*
1. Gymnasium/Multi-use Space	20,675	1.0	20,675		72	12A	44,204	126	1	126		
2. Cafeteria/Day care/Flex Space	18,160	1.0	18,160		64	12B	50,384	144	1	144		
3. Business Incubators/Tech Space	17,950	1.0	17,950		63	13	21,000	60	1	60		
8. MM - Cottage Courts	-	-	-		32			32	1	32		
9. MM - Senior/Assisted Apartments	28,000	3.0	84,000		84	Excess	21,972	63	1	63		
11. MM - Tech College/Residential	28,000	3.0	84,000		154						70	
Site Total			408,295	469,500	469					425	70	495
19. Mixed Use Apartments	61,170	4.0	244,680		367	P1	37,268	106	3	319		

Note: (11) Missing Middle - Tech College/Residential has 56 2nd and 3rd floor residential units. 240 residential units are planned for (19) Mixed Use Apartments.

Disclaimer: This table is based on best available data without preliminary engineering or land surveys nor development contracts. Adjustments to be made as we proceed with these next steps.

*Required Parking calculated by the recommended zoning

*Total Provided Parking from sketch



IMPLEMENTATION

5.0 IMPLEMENTATION

This section provides proposed phasing and next steps for the activation of the redevelopment project and identifies available loan and grant programs from State and Federal levels that can be used to fund the redevelopment of the Gordon Street Site. This section also presents other funding strategies or mechanisms that have been adopted by similar development projects and are identified as potential tools to fund the redevelopment of the Gordon Street facilities.

5.1 PHASING

The table below presents implementation goals needed to develop the Gordon Street Site. The phasing table provides a potential funding source, as well as the implementation period for each task.

TASK:	FUNDING:	IMPLEMENTATION PERIOD:
Goal A: Divide site into districts by use and conduct additional cost/market studies.		
A	Divide into Recreational Use, Technical College, and Residential.	Staff Time 0 to 6 Mos.
B	Get preliminary costs for the final master plan option, divided by components to understand the costs involved in detail.	General Funds: \$5,000-\$10,000 0 to 6 Mos.
C	Conduct a market/housing study to better understand the demand for residential units and other uses.	General Funds: \$10,000-\$25,000 6 to 18 Mos.
D	Urban Redevelopment Authority (URA) to prioritize redeveloping the Administration building between the Gymnasium and the Cafeteria/Auditorium, as soon as funding becomes available.	General Funds/Staff Time 6 to 18 Mos.
Goal B: Secure a partner and begin development of the Gordon Street Site.		
A	Examine available funding options and mechanisms as provided by this study.	Staff Time 0 to 6 Mos.
B	Review available public, private and community partnership opportunities.	Staff Time 0 to 3 Mos.
C	Pursue partners based on information provided by market study.	Staff Time 12 to 18 Mos.
D	Prioritize development of Recreational Center	General Funds/Staff Time 18 to 36 Mos.
E	Prioritize development of Technical College (Incremental)	General Funds/Staff Time 18 to 36 Mos.
F	Prioritize development of High Density Residential	General Funds/Staff Time 36 to 48 Mos.
G	Prioritize development of Cottage Court Residential	General Funds/Staff Time 48 to 60 Mos.

TASK:	FUNDING:	IMPLEMENTATION PERIOD:
Goal C: Further Examine Funding and Grant Opportunities for the Gordon Street Site.		
A	Apply for appropriate State and Federal grant and incentive opportunities provided by this study.	Staff Time 0 to 12 Mos.
B	Hire a grant writer to research and pursue other sources of grant funding.	General Funds: \$100 to \$150 an hour 0 to 3 Mos.
C	Pursue grants to help fund market/housing study.	Staff Time 3 to 6 Mos.

5.2 AVAILABLE LOAN AND GRANT PROGRAMS

It is recommended that the City request a grant writer as one of the first steps at the offset of the project, as direct funding options are limited on the state level and there are not the same funding mechanisms coming from the responsible regional commissions or development agencies. Community Development Block Grants and the Downtown Development Revolving Loan Fund appear to be the best funding options. To assist with public investment of the development, the City should utilize all available tools.

GRANT	LEVEL	TYPE	POTENTIAL BENEFIT	BENEFIT	ELIGIBILITY
Community Development Block Grants (CDBG)	State/Federal	Grant	<p>The maximum amount available per applicant is \$750,000 for Single-Activity during regular competition and \$1,000,000 for Multi-Activity during regular competition. Local Match Requirements - Annual Competition:</p> <p>Grants up to \$300,000, or grants for single activity housing projects - no matching funds required.</p> <p>Grants of \$300,001 to \$750,000 - 5% local matching funds required.</p> <p>Grants of more than \$750,001 - 10% local matching funds required.</p>	<p>The Community Development Block Grant Program (CDBG) provides funding to assist a wide range of eligible activities, including housing improvement projects, public facilities such as water and sewer lines, buildings such as local health centers or head start centers, and economic development projects. All projects must substantially benefit low and moderate income persons.</p>	<p>Eligible applicants are local governments, excluding metropolitan cities, urban counties, and units of government eligible to participate in the urban counties or metropolitan cities programs of the U.S. Department of Housing and Urban Development. Eligible applicants selected for funding will be those having the greatest need as evidenced by poverty and per capita income and whose applications most adequately address the needs of low and moderate income persons and have the greatest impact.</p>
Downtown Development Revolving Loan Fund (DDRLF)	State	Loan	<p>The maximum loan is \$250,000 per project. Applications will be accepted throughout the year and as loan funds are available to the Department.</p>	<p>The purpose of the Downtown Development Revolving Loan Fund (DDRLF) is to assist cities, counties and development authorities in their efforts to revitalize and enhance downtown areas by providing below-market rate financing to fund capital projects in core historic downtown areas and adjacent historic neighborhoods where DDRLF will spur commercial redevelopment.</p>	<p>Applicants must demonstrate that they have a viable downtown development project and clearly identify the proposed uses of the loan proceeds. Once approved, funds may be used for such activities as: real estate acquisition, development, redevelopment, and new construction; rehabilitation of public and private infrastructure and facilities; purchase of equipment and other assets (on a limited basis).</p>
OneGeorgia Authority: Equity Fund	State	Grant	<p>Award limits are based on the number of counties supporting a particular project:</p> <p>One County – Maximum of \$200,000 per project</p>	<p>The purpose of the Equity Fund is to provide a program of financial assistance that includes grants, loans and any other forms of assistance to finance activities that will assist applicants in promoting the health, welfare, safety, and economic security of the citizens of the state through the development and retention of employment opportunities.</p>	<p>Eligible recipients of grant and loan funds include local governments or multi-county development authorities in rural counties suffering from high poverty rates. All applicants are urged to consider using Equity Fund monies only when other funding is not available or not sufficient to address project needs. OneGeorgia Equity should be viewed as funding of last resort when no other public or private funding is available.</p>

5.3 OTHER FUNDING OPTIONS

STRATEGY	DESCRIPTION
Special Purpose Local Option Sales Tax (SPLOST)	SPLOST is a financing method for funding public projects. It is an optional 1% sales tax levied by any county for the purpose of funding the building of parks, schools, roads, and other public facilities. The revenue generated can't be used towards operating expenses but, it can be used toward redevelopment projects. This strategy, of course, is contingent upon local action, SPLOST requires a voter referendum.
Tax Allocation Districts (TADs)	Tax allocation districts are a redevelopment and financing tool by where local governments can provide financial assistance for public and private redevelopment efforts by designating an area as a TAD. Increases in property tax revenues, which are generated primarily from new investment in the district, are allocated to pay infrastructure costs or certain public/private development costs within the TAD. Approval is typically required by all governments with tax authority of the district.
Public Private Partnerships (PPP)	A Public-Private Partnership (PPP) is a partnership between the public sector and the private sector for the purpose of delivering a project or a service traditionally provided by the public sector. The advantage of a PPP is that the management skills and financial acumen of private businesses could create better value for money for taxpayers when proper cooperative arrangements between the public and private sectors are used.
Community Partnerships	<p>Several communities involve the use of community foundations. These help generate funds through charitable donations. The foundation gathers funds from their communities to create grants to direct at specific causes within the community. Foundations serve as the intermediary between individuals and community needs.</p> <p>Communities also pursue private fundraising and crowd-sourcing funds from individuals with special ties to the property (For example the School Alumni).</p> <p>Voluntary help from local contractors (HVAC, Construction Equipment) as sponsors is also an option. Volunteers may donate money or in-kind. Sponsorship Drives can be conducted to engage the community as a resource.</p>

STRATEGY	DESCRIPTION
Payment In Lieu of Taxes (PILOT)	PILOT is a payment made to compensate a government for property tax revenue lost due to tax exempt ownership. Here, the state government reimburses the local governments for part of the tax revenue that the local government would otherwise have collected.
General Funds	General fund refers to revenues accruing to the state from taxes, fees, interest earnings, and other sources which can be used for the general operation of state government. A general fund is the primary fund used by a government entity.
Equity Partnership for Cottage Courts	The idea here is that the local government constructs cottage court style housing and provide down payment assistance for residents (established as alumni of local schools/universities, or some other standard) to encouraged home ownership in a specific area. This funding helps build the tax base for the local community to help fund local projects.
Partner with YMCA	Related to the opportunity to form a PPP, there are opportunities to form partnerships with not-for-profit charity organizations such as YMCA or the United Way to fund such projects. Both programs provide funding for communities wanting to develop programs that focus on programs and activities for young people.
Low-Income Housing Tax Credits	The Low-Income Housing Tax Credit (LIHTC) is a tax incentive for housing developers to construct, purchase, or renovate housing for low-income individuals and families. The determined maximum rent that can be charged is typically based on a decided percentage of Area Median Income (AMI).
Find Buyer for Other Locally Owned Property	To fund specific projects, local governments may want to sell other publicly owned projects that are not currently prioritized by the local government.
Find Interested Private Developer	To develop specific projects, local governments may want to sell the property to a private developer who is preferably on-board with the vision for the site. The local government may choose to have office spaces on the site.

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