

***SOUTHWEST WASHINGTON
URBAN REDEVELOPMENT PLAN 2***

URRP 2

***CITY OF WASHINGTON, GEORGIA
MAY, 2013***



URP 2



SOUTHWEST WASHINGTON URBAN REDEVELOPMENT PLAN 2

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The Mayor and City Council of the City of Washington recognize the efforts and input of multiple individuals which has occurred in order to produce the city's second action plan designed to abate significant conditions of slum and blight within southwest Washington. The blueprint provided for urban revitalization in the *Southwest Washington Urban Redevelopment Plan 2* (URP2) represents substantial consensus among city leaders and members of the community for how best to proceed in replacing Washington's geographic concentrations of underutilized property with new centers of activity and vitality. We have a unified vision, and a shared commitment of purpose.

Those private citizens who comprise the Washington Urban Redevelopment Authority - the URP2 advisory committee - are deserving of particular recognition, for dedicating their time to attend meetings, review interim documents, and contribute their insight and expertise into the development of URP2. Advisory committee members include:

- Charles Jackson
- Billy Caddall
- Soren Dresch
- John Keen
- Toombs McClendon, IV

Washington city staff has also continued to exhibit unwavering commitment toward URP2 development and the implementation of ongoing redevelopment activities. The following city staff have dedicated countless hours of time in compiling data necessary to substantiate the need for the plan - as well as generating sound ideas for subsequent city-initiated redevelopment efforts:

- David Jenkins
- Barbara Bacon
- David Van Hart

We also acknowledge the Georgia Department of Community Affairs' Office of Planning and Environmental Management for providing funding to support our continued urban redevelopment planning endeavors.



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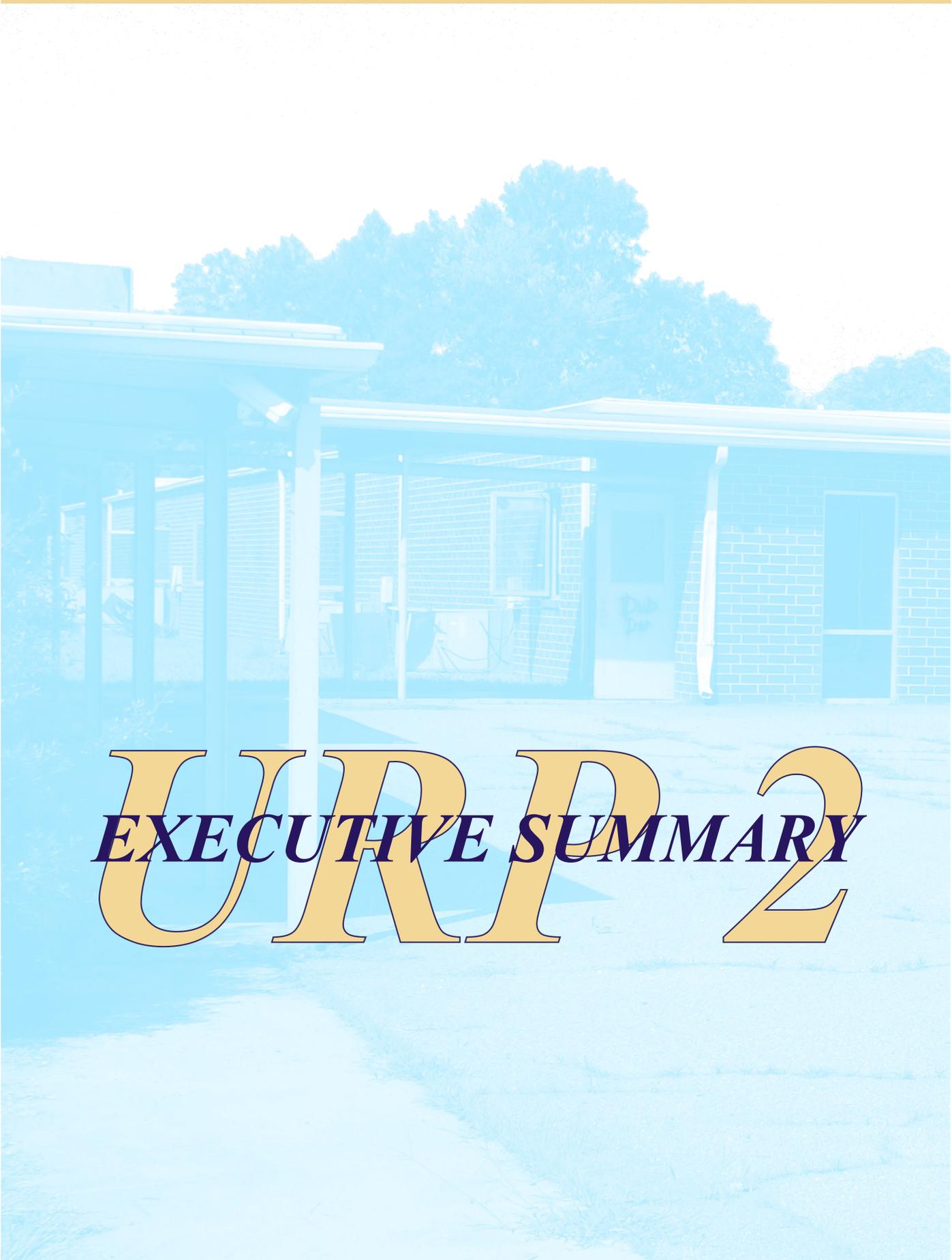
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EXECUTIVE SUMMARY

I. SOUTHWEST WASHINGTON - PART 2.

The *Southwest Washington Urban Redevelopment Plan* was adopted by the city of Washington in October, 2007 to abate conditions of slum and blight, and generate new housing investment, in a poverty-stricken portion of the city. In five-plus years, Washington has actively - and successfully - implemented many of the recommendations contained in its award-winning urban redevelopment plan. Blight has been abated. Infrastructure has been built. Housing programs have begun. Washington has become a state-wide model for how best to provide opportunity for those citizens who have the least.

Successful communities do not rest on their accomplishments. Those who do risk allowing negative physical conditions in their communities quickly overtake them again. Through commissioning the preparation of the *Southwest Washington Urban Redevelopment Plan 2* (URP2), Washington officials have recognized that much more work remains to be done to combat poverty and blight in their town.

As with the city's original urban redevelopment plan, URP2 aims to take the next steps in providing housing and economic development opportunities for its citizens by providing for a physical environment that is inviting for private investment. In addition to continuing housing rehabilitation and home-ownership programs, URP2 is a roadmap for incentivizing development on the Gordon Street School property - altogether a community asset of deep meaning to many in Washington, an alarming liability of deteriorating buildings, and a strategically-located site with major redevelopment potential. Unfortunately, divergent views on what to do with this key property has resulted in paralysis. URP2 is the first document that provides Washington with a unified vision and work plan for transforming the Gordon Street School property back into a point of community pride.

Labeling Washington's urban redevelopment plans as documents meant only for "southwest" Washington unfortunately creates a misnomer. As with the

redevelopment plan before it - and confirmed in the success stories incorporated into Chapter A of this document - URP2 does not solely benefit a select segment of the Washington community. Much of the city's redevelopment plan implementation activities such as brownfield and nuisance abatement has been applied city-wide. But ultimately, blight does not stay stationary - its footprint spreads into larger areas of a community if left unabated.

By adopting URP2, the Mayor and City Council of Washington acknowledge the value of continuing the city's urban redevelopment planning efforts. By focusing much of the city's next five (5) years of redevelopment energy on the centrally located Gordon Street, Washington has chosen to invest in a site that is consequential in one (1) way or another to all of the city's citizens. URP2 does not provide all of the answers, but it provides predictability to Washingtonians, and clear direction to city staff, through a work program that represents a consensus of the city's leaders.

II. REDEVELOPMENT PLAN AREA.

The URP2 study area - and subsequently, the final redevelopment area - is represented on **Map A-1** (See page A-3). The redevelopment plan area boundaries remain identical to those boundaries established within the original URP following adoption in late 2007.

Maps A-3 and **A-4** (pages A-5 & A-6) further illustrate the boundaries of two (2) new URP2 target/revitalization areas. The Gordon Street School Revitalization Area and Norman Street Revitalization Area encompass portions of the redevelopment plan area where much of the URP2 implementation efforts will take place. The Rusher Street Revitalization Area, established by the adoption of the original URP, is illustrated on **Map A-2** (page A-4) and retained as a revitalization area by URP2. The initial basis for establishing these three (3) revitalization areas (initially referred to as "target areas" for URP2 study purposes) is described in Chapter A (Findings of Necessity).

III. CONSISTENCY WITH EXISTING PLANS.

URP2 represents a direct implementation step of the *Washington-Wilkes Joint Comprehensive Plan (2009-2019)* and is a direct continuation of the work begun by the original URP. The goals and objectives herein are consistent with the community's comprehensive plan. The land use recommendations herein are also consistent with the objectives of the original character areas that were established in the comprehensive plan. Not only is URP2 consistent with the city's overall visioning plan, it provides much greater detail in how and where to implement city redevelopment concepts.

IV. PLAN COMPONENTS.

URP2 contains the following four (4) chapters:

- **Chapter A: Findings of Necessity.** *Includes all of the data necessary for Washington City Council to determine a finding of slum and blight within the redevelopment area and to adopt a findings of necessity resolution authorizing plan preparation.*
- **Chapter B: Public Input Process.** *Outlines the methods that were used to garner public input into the planning process.*
- **Chapter C: Land Use Principles and Objectives.** *Provides a detailed narrative of the land use and development patterns desired by Washington within the redevelopment area. Transposes a conceptual development model on much of the Gordon Street School Revitalization Area, and incorporates a variety of graphics to illustrate how the city's design vision may look if applied to key portions of the city of the redevelopment area.*
- **Chapter D: Implementation Program.** *Includes final plan recommendations, implementation parameters and a five-year schedule.*

The URP2 chapters cumulatively provide the information necessary to meet the requirements of the Georgia Urban Redevelopment Law. The content of URP2 greatly exceeds the minimum requirements of the law in order to provide Washington with a graphic

vision of the type of development that many have verbally expressed a desire to achieve.

V. PLAN RECOMMENDATIONS.

The final goals and objectives of URP2 are found in Chapter D (Implementation Program). Final recommendations changed very little from the preliminary recommendations that were generated when the "findings of necessity" component of the plan was prepared. The final plan goals are:

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

A full description of the above list is provided within Chapter D (Implementation Program.)

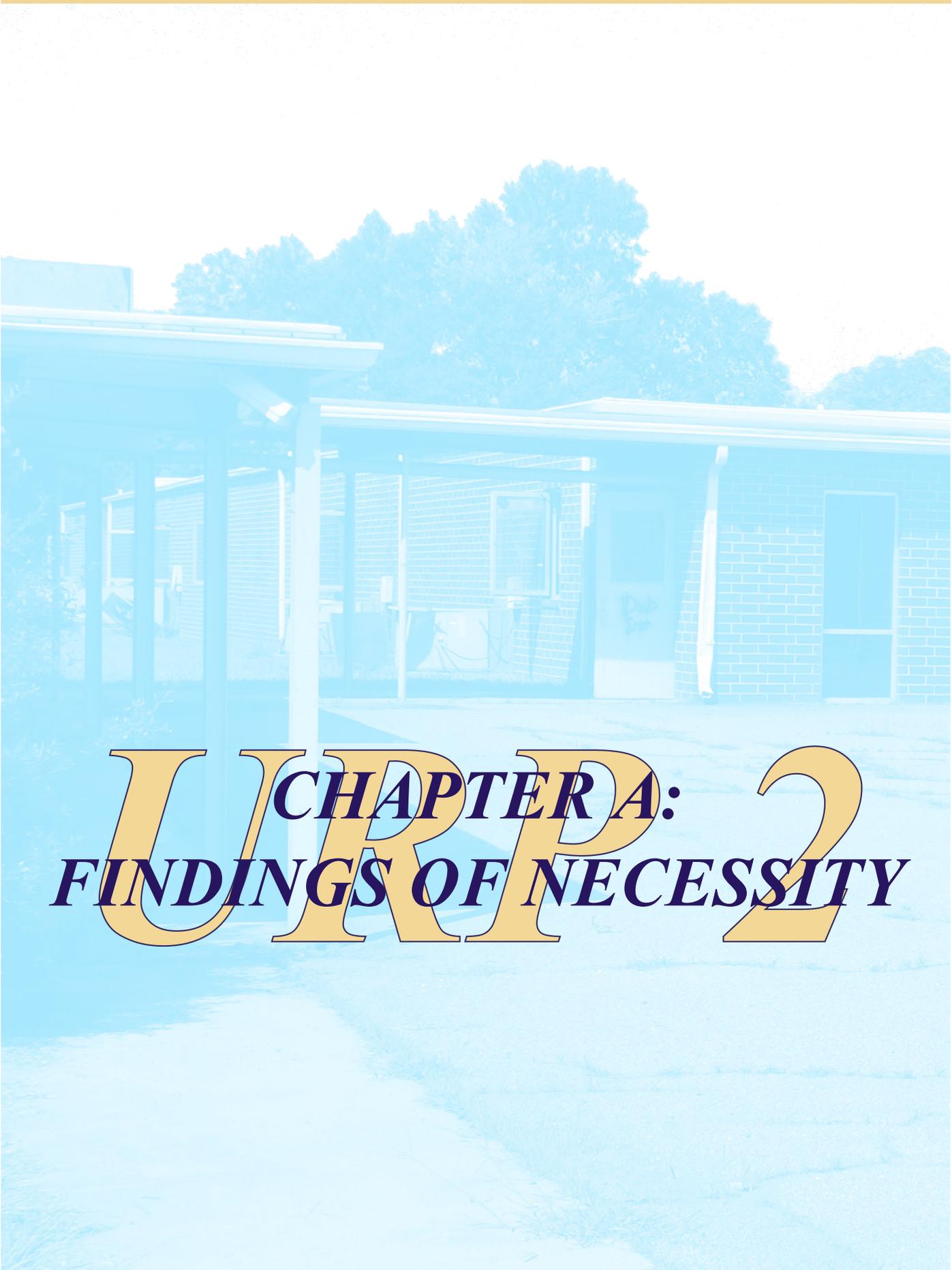
URP2 has provided a clear strategic action plan with which the city of Washington may achieve its redevelopment vision. Great effort was exerted in an attempt to convene the elected city leadership in order to ensure that URP2 represents a consensus of community opinion. Ultimately, URP2 is most representative of the opinions, preferences, and expertise of those officials who chose to engage in the urban redevelopment planning process.

There exist a host of methods for Washington and other Georgia communities to exercise when engaged in redevelopment efforts. URP2 includes an action plan however that is conservative in scope, and calibrated to the community's current physical environment, organizational capacity, and access to resources.



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CHAPTER A:
URRP 2
FINDINGS OF NECESSITY

A-I. VERIFYING CONDITIONS OF NECESSITY.

The city of Washington has actively engaged in abating physical conditions of slum and blight in the southwest quadrant of the city since 2006. While such activities had intermittently been taken by Washington in the past, the 2007 adoption of the city's *Southwest Washington Urban Redevelopment Plan* (URP) for the first time provided a focused vision within a specific geographic area for the coordinated clearance of deteriorated buildings and property, and for the development of new residences designed to promote better interaction among neighbors, and promote the city's traditional building patterns.

Prepared in accordance with the Georgia Urban Redevelopment Law, the original URP included a compilation of datasets necessary to verify a "findings of necessity" resolution authorizing the preparation of an urban redevelopment plan. Such action must also be taken in the preparation of a new urban redevelopment plan. More importantly however, is the need to augment local intuition with data and observation that catalogs measureable conditions of deterioration. Chapter A (Findings of Necessity) of the new *Southwest Washington Urban Redevelopment Plan* (URP2) provides an updated compilation of datasets that confirm that slum and blight still exists in southwest Washington and requires the city to continue expending the necessary energy to expand upon its recent successes in gradually eliminating it.

(a) RECORD OF ACCOMPLISHMENTS.

In preparing URP2, Washingtonians do not consider ongoing redevelopment efforts since the October, 2007 adoption of the URP as a failure. On the contrary, urban redevelopment planning within the city of Washington has by most measures been a success. Local resources have been expended, dilapidated homes of been demolished, visual blight has been abated, new infrastructure has been constructed, and families have recently begun moving into new homes. All of this activity by a community of less than 4,500 residents. The vast majority of the city of Washington's

5-year URP work program has been successfully implemented. A new work program is needed.

It is therefore necessary to clarify that—although blight still exists within southwest Washington—much effort has been expended to slowly mitigate its impact on people and property in the area. In recognition of the positive steps that Washington has already taken to abate community slum and blight, this chapter inventories city accomplishments over the past 4-plus years. Ongoing city redevelopment activities are referenced throughout URP2. Highlights can be found in the subsections entitled, "Southwest Success."

(b) RE-INITIATION OF THE PLANNING PROCESS.

URP2 represents a next step in Washington's redevelopment planning efforts—and a commitment on behalf of Washington city leaders to continue improving the lives of those residents most directly impacted by localized poverty. With the 5-year work program from the original URP largely implemented, Washington city officials elected to contract with the CSRA Regional Commission (RC) to initiate a new planning process with the intent of generating a new work program, and of identifying new target areas in which to focus the majority of the city's community development resources.

Initial work between the CSRA RC staff and the URP2 advisory committee (See also Chapter B - Public Input Process) resulted in the identification of the following four (4) topics of interest:

- **Housing development and redevelopment.** Determine new areas similar to the former Rusher Street target area where the concentrated development of new housing can benefit low-to-moderate income households. Similarly, determine the feasibility of developing new market-rate housing.
- **Nuisance property abatement.** Continue to adjust strategies for nuisance abatement that compel property owners to pro-actively take nuisance abatement measures and lessen the need to utilize city resources for enforcement.
- **Neighborhood commercial service development.** Explore incentive that will encourage the development

FINDINGS OF NECESSITY

of new retail enterprises within the redevelopment area.

- **Conversion of abandoned sites.** Generate a plan of action for converting the former middle-high school site into a revenue-generating mixed-use development.

This initial URP2 “topics of interest” list is similar in nature to the topic list provided in the original URP. Housing redevelopment and nuisance abatement remains a particular concern that Washington must continue to address—even in light of incremental success over the last four (4) years. In contrast, the interest in enabling the development of neighborhood commercial services in southwest Washington is an acknowledgement on the singular most glaring objective from the original URP that the city has not yet successfully addressed. The fourth topic of “conversion of abandoned sites” is quite simply the product of the city of Washington’s recent acquisition of the former Washington-Wilkes Middle-High School property. This 37.13 redevelopment area offers a wide variety of potential redevelopment options for the community.

(c) REDEVELOPMENT AREA BOUNDARIES.

The overall boundaries of the URP2 redevelopment area remain the same as those previously established in the original URP (**Map A-1**). While it is commonly acknowledged within the city of Washington, that significant positive transformation has occurred in targeted portions of the redevelopment area (the Rusher Street Target Area), conditions of poverty and blight are pervasive enough throughout southwest Washington that much work remains to be done.

At 1190 acres in size, the URP2 redevelopment area boundary remains largely consistent with the original URP area and encompasses roughly a quarter of the city’s overall land area (**Figure A-1**). While 2010 Census figures reveal slight changes in the overall population characteristics of Washington, the redevelopment area still represents roughly 2 out of every 5 residents, and 2 out of every 5 housing units within the city. Prior factors which further served to determine the redevelopment area boundaries in 2006-2007 such as Census block boundaries and rates of poverty have also

remained consistent enough for URP2 redevelopment plan area boundaries to remain unchanged.

Figure A-1: URP2 Redevelopment Area & City Balance— General Demographics

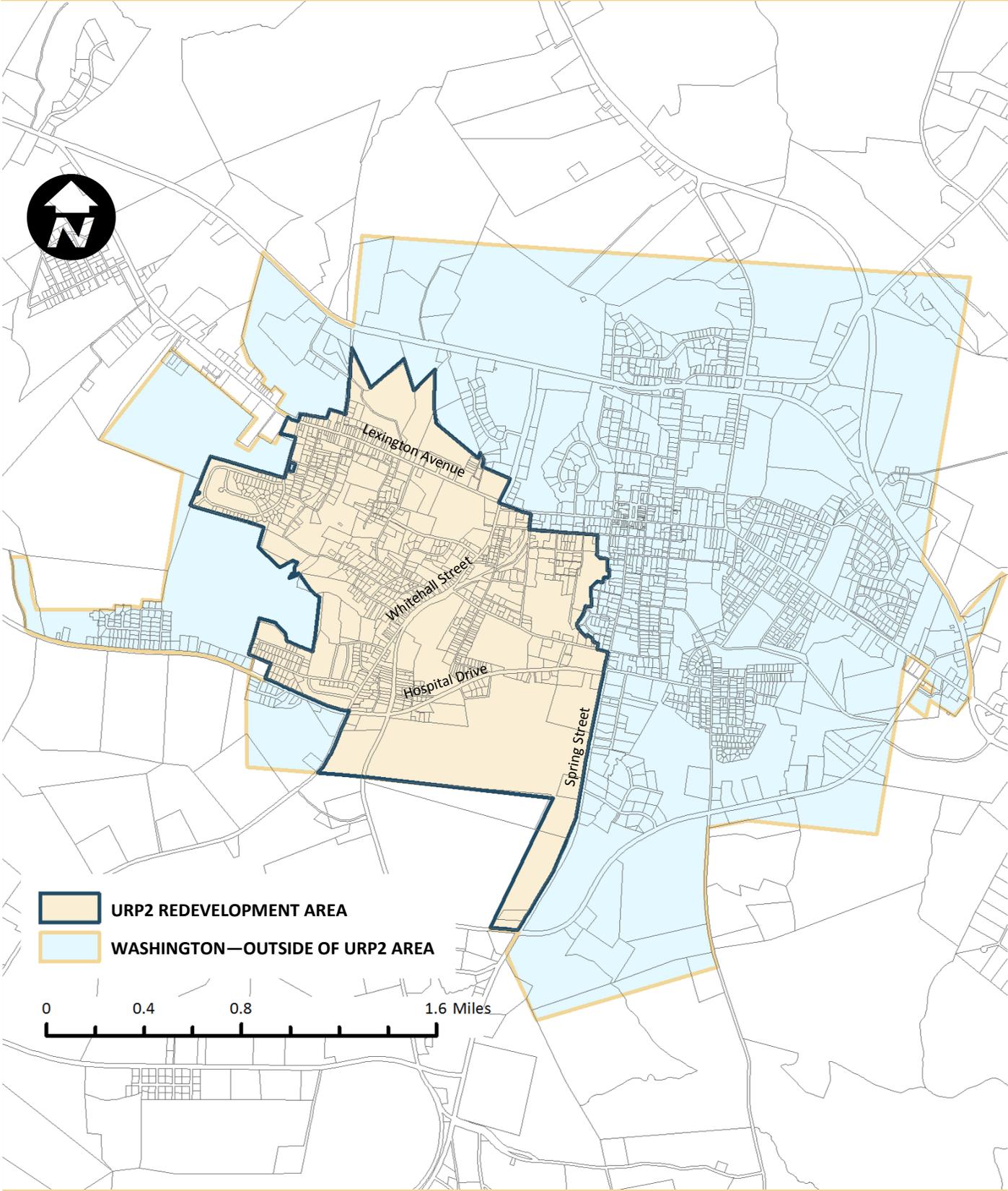
	URP2 Redevelopment Area	Washington (Excluding URP2 Redevelopment Area)
Land Area (Acres)	1,190	3,535
Percent of City Land Area	25.2%	74.8%
Total Population (2010)*	1,651	2,483
Percent of Total Population	39.9%	60.1%
Total Housing Units	762**	1232*
Percent of Total Housing Units	38.2%	61.8%

Source: *US Census Bureau; ESRI Business Analyst Online
 **Housing Needs Assessment, City of Washington, CSRA RC

Redevelopment target areas within URP2 differ from the original URP. As most work within the original Rusher Street target area has been completed, it will not be included as a target area in URP2. Consistent with the interests of city officials when initiating the URP2 planning process, new target areas have been identified for: **A)** Norman Street; and, **B)** the former Washington-Wilkes Middle-High School property. Past and current redevelopment target areas are identified on **Map A-2**. More detailed maps of the resulting Norman Street Revitalization Area, and Gordon Street School Revitalization Area can be found on pages A-3 and A-4 (**Maps A-3** and **A-4**, respectively.)

A further distinction between the original Rusher Street target area and the URP2 target areas is that the latter were designated at the commencement of the redevelopment planning process. The Norman Street Revitalization Area has already been identified by the *2011 Housing Action Plan, City of Washington*, as containing the single worst concentration of housing units in disrepair. The Gordon Street School Revitalization Area exhibits unique site characteristics that make redevelopment fundamentally critical to the community, and ownership that provides for public/private partnership opportunities.

MAP A-1: SOUTHWEST WASHINGTON URP2 REDEVELOPMENT AREA

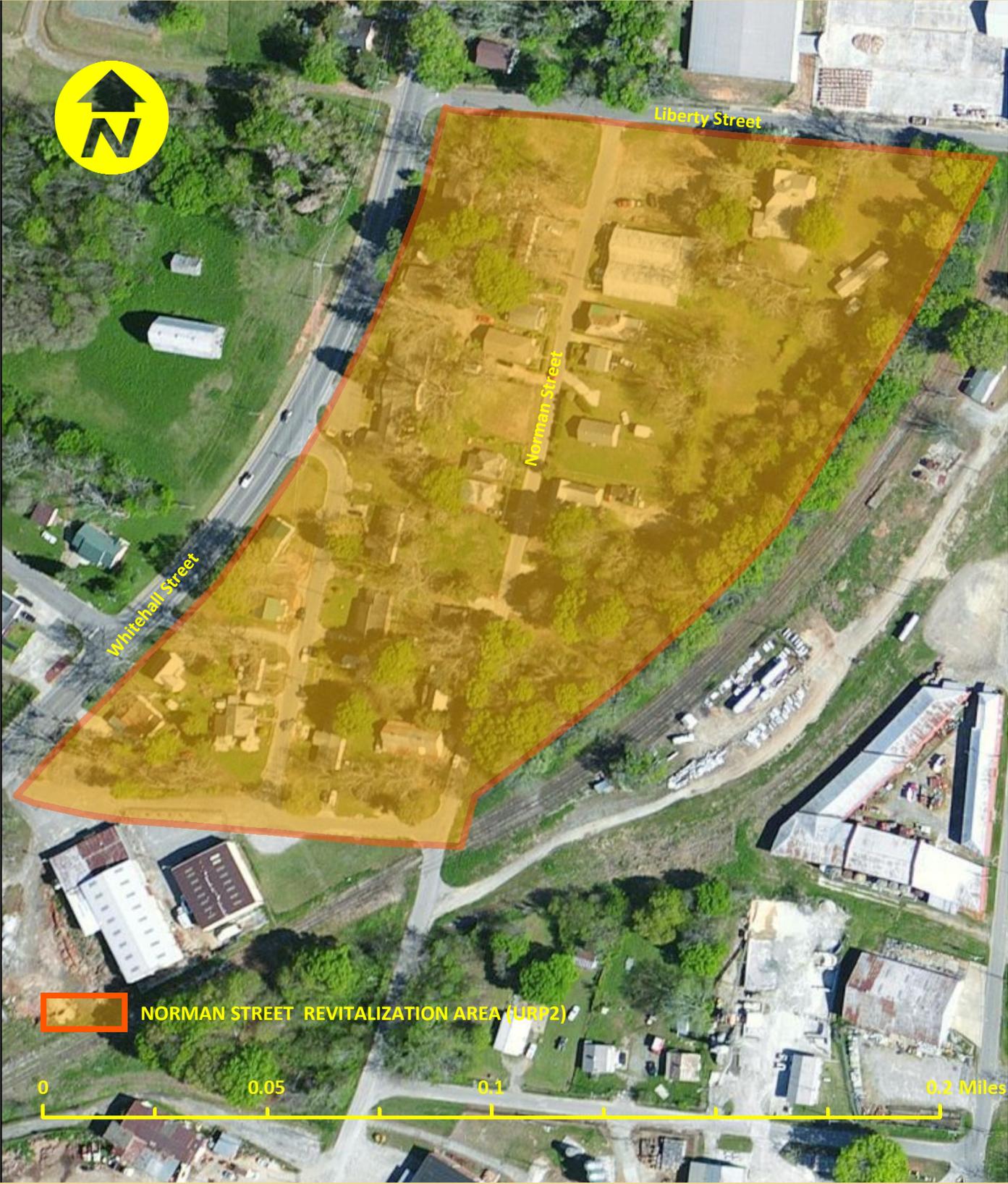


MAP A-2: SOUTHWEST WASHINGTON URP & URP2 TARGET AREAS



MAP A-3:

NORMAN STREET TARGET AREA



MAP A-4:

GORDON STREET SCHOOL TARGET AREA



A-II. INDICATORS OF BLIGHTED CONDITION.

To verify findings that the majority of properties within the redevelopment area exhibit blighted and underdeveloped conditions, CSRA RC and Washington city staff compiled data on multiple topics. **Figure A-2** provides a comprehensive list of potential indicators that were compiled and studied, and general background and notes on the sources of information.

The topics presented in **Figure A-2** are discussed in greater detail throughout the remainder of this chapter. Depending on the data, comparisons have been drawn between those parts of Washington that are within or outside of the redevelopment area, or within targeted portions of the redevelopment area itself. An objective review of the data reveals that not every factor studied serves as an ultimate indicator for which blighted conditions may be confirmed within the redevelopment area. Cumulatively however, the review contained in this chapter is sufficient to re-establish a finding of necessity for the preparation of a new redevelopment plan in Washington. The data analysis has also served to verify substantial need within the Norman Street Revitalization Area where concentrated energy must be exercised in order to successfully implement the resulting URP2 action plan.

A-III. HOUSEHOLD INDICATORS.

(a) POVERTY RATE.

The initial boundaries of the URP were prepared in 2006 to incorporate many of the areas of the city which were in located within Census block groups containing poverty rates of 20 percent or more. This approximation of boundaries was utilized because both measures (URP boundaries & 20+ percent poverty rates) were required to overlap in order to create potential state-administered opportunity zones within the city. Opportunity zone designation in the URP/URP2 redevelopment area remains an important tax abatement incentive by which the city may attract commercial investment into southwest Washington.

Opportunity zone requirements have since been

Figure A-2: Southwest Washington URP2 — Indicators of Blighted Condition

Household Indicators	
Poverty Rate	Measured in relation to 15 percent benchmark for purposes of enterprise and opportunity zone designation.
Household Income	Relative to varying geographies. Available data may limit the ability to show variation from original URP figures.
Transportation	Utilizing 2007—2011 city of Washington data.
General Property Indicators	
Housing Condition	URP2 relative to the city as a whole. utilizing both Census figures and data from the 2011 Housing Action Plan, City of Washington.
Vacancy Rates	Utilizing 2007—2011 city of Washington data.
Building Activity	Utilizing 2007—2011 city of Washington data.
Property Value (General)	Land to building value within the city of Washington. Utilizing Wilkes County Tax Assessor data.
Business Indicators	
Property Value (Commercial)	Land to building value for select commercial property.
Business Licenses	Utilizing 2007—2011 city of Washington data.
Retail Profile	Measuring consumer demand for services relative to supply.
Brownfields	Utilizing 2007—2011 city of Washington data.
Neighborhood Indicators	
Parcel/Street Arrangement	Visual inventory and aerial photography.
Infrastructure	Utilizing city of Washington data.
Crime	Utilizing Washington Police Department data.
Calls for Service (Nuisances)	Utilizing city of Washington data.
General Conditions/Visual Blight	Driving and walking photo-documentation.

revised by the Georgia Department of Community Affairs (DCA), no longer requiring the existence of a redevelopment area to initiate, and extending eligibility to those areas that are within—or adjacent to—Census block groups that exhibit poverty rates of 15 percent or greater. As of 2012, all areas within the URP2 redevelopment area remain eligible for inclusion within an opportunity zone.

Regardless of opportunity zone eligibility, data illustrates that poverty rates within the URP2 redevelopment area remains high. Census Bureau data utilized in the original URP, and more recently utilized by Georgia DCA to determine opportunity zone eligibility, indicates that of the four (4) Census block groups that overlap the boundaries of the URP2 redevelopment area, three (3) of them contain poverty rates of close to—or in excess of—20 percent (all URP2 areas south of Lexington Avenue). Census block group data however provides an incomplete picture of the URP2 rate of poverty. Census block groups that overlap the URP2 boundary extend into unincorporated Wilkes County and contain a varying number of households that may not be located in the URP2 redevelopment area. To augment this data, poverty rates of URP2 redevelopment area households were examined utilizing information from the ESRI Business Analyst program. Within the URP2 area, the percentage of Washington households falling below the poverty rate lies between 30.5 and 33 percent—roughly a third of the redevelopment area population. In contrast, household poverty rates for those portions outside of the URP2 area are lower—between 17 and 19.8 percent.

It is important to acknowledge that the figures within this subsection remain based on 2000 Census data. Although the 2010 Census block group boundaries have been revised, new poverty data associated with the 2010 Census block group boundaries is not yet available. Ultimately however, there is little evidence that there have been significant demographic shifts in Washington between 2000 and 2010. In addition, implementation of the original URP document has focused primarily on nuisance abatement and new housing. Little direct city involvement in activities that would increase household incomes has occurred since before the adoption of the original URP. These combined factors suggest that 2010 data will continue to illustrate unacceptably high rates of poverty in Washington, and the URP2 area in particular.

(b) HOUSEHOLD INCOME.

Median household income within the city of Washington in 2010 was estimated to be \$31,282. While this figure represents an estimated 25.7 percent increase in median household income in Washington since 2000, such growth has barely kept pace with inflation over the same 10-year period. When considering inflation between 2000 and 2010, median household income in Washington has remained roughly flat.

Figure A-3: URP2 Redevelopment Area & City of Washington— Household Income Distribution & Median Household Income

	URP2 Redevelopment Area		City of Washington (Including URP2 Area)	
	Number (#) of HHs	Percent (%) of HHs	Number (#) of HHs	Percent (%) of HHs
Above or Equal to City-Wide Median Household Income*				
\$150,000+	2	0.3%	22	1.3%
\$100,000—\$149,999	40	6.1%	35	2.0%
\$75,000—\$99,999	22	3.3%	144	8.4%
\$50,000—\$74,999	113	17.3%	286	16.6%
\$35,000—\$49,999	67	10.2%	180	10.5%
\$32,282—\$34,999	29**	4.4%	71**	4.1%
Below City-Wide Median Household Income*				
\$15,000—\$31,281	148**	22.7%	372**	21.6%
< \$15,000	232	35.6%	611	35.5%

Source: U.S. Census Bureau (2010 Census & 2006-2010 American Community Survey); ESRI Business Analyst Online (Some Calculations by the CSRA RC)
 *City-Wide Median Household Income: \$31,281 (Adjusted to 2010 \$)
 **Estimates by CSRA RC

Figure A-3 compares estimated median household income within the URP2 redevelopment area with the city as a whole. Both geographic areas suggest that an alarmingly high percentage of Washington’s population - roughly 57 percent - earn household incomes below the city median. Compared to data from the original URP, the total percentage of households within the URP2 redevelopment area below the city’s median household income level increased from 48 percent to

over 58 percent. City-wide, this shift was even more dramatic. This trend in stagnant or declining household wealth suggests that investment in redevelopment area properties will continue to be challenging without further public initiative.

(c) TRANSPORTATION.

Data provided in **Figure A-4** indicates that many people living within the URP2 redevelopment area continue to lack access to a personal motor vehicle. The lack of access to, and the use of, personal non-motorized transportation does not inherently indicate limited personal wealth. Higher percentages of a community’s population may consciously choose to forego the use of a car in areas that have sufficient public transportation systems and compact land development patterns where work and home are in close proximity. Washington though, as with most rural areas, lacks public transportation options and proximity between home and work—making the need for a motor vehicle a greater priority for those with the means to acquire it. In such a scenario, typically only those that lack the financial or physical means to drive their own motor vehicle, choose to use other means of transportation.

Figure A-4 suggests that roughly a third of workers

residing within the URP2 area do not commute to work using their own motor vehicle. Almost 10 percent of workers from the redevelopment area walk or use other means (typically bicycle) to commute between work and home. Only 20 percent of Washington’s labor force that resides outside of the URP2 area commutes using other means than by driving alone. Less than 2 percent of these workers walk or use other means in order to commute between work and home. While some of the data related to walking or bicycling to work may reflect the personal preference or close proximity between places of employment and residence, an 8 percent higher incidence of pedestrian and bicycling commuters from within the URP2 redevelopment area circumstantially suggests limited transportation options of area residents due to more difficult economic conditions.

Additional supporting data also suggests that almost 29 percent of households within the URP2 redevelopment area lack an available motor vehicle. In contrast, only between 13 and 16 percent of Washington households outside of the URP2 area lack a motor vehicle. Both data sets within this subsection do not include public transportation as an option because the Wilkes County Rural Public Transit service does not run daily scheduled routes.

Data regarding individual and household access to a motor vehicle herein continues to be based on Census 2000 figures as comparable 2010 data remains unavailable. As a result, a comparison between the information herein, and that contained within the original URP would show only slight variations due to population forecast adjustments made by the data vendor. There is no local evidence available to suggest that the transportation trends within Washington have shifted to any perceptible degree since the completion of the original URP in 2007.

Figure A-4: URP2 Redevelopment Area & City Balance— Labor Force, Means of Transportation to Work

	URP2 Redevelopment Area		Washington (Excluding URP2 Area)	
	Number (#) Workers	Percent (%) Workers	Number (#) Workers	Percent (%) Workers
Drove Alone—Car, Truck or Van	496	66.6%	777	80.2%
Carpooled—Car, Truck or Van	154	20.7%	142	14.7%
Public Transportation	0	0.0%	0	0.0%
Walked	43	5.8%	12	1.2%
Other Means	30	4.0%	11	1.2%
Worked at Home	22	3.0%	26	2.6%

Source: *US Census Bureau; ESRI Business Analyst Online



A-IV. GENERAL PROPERTY INDICATORS.

(a) HOUSING CONDITION.

In advance of Washington’s first URP, the City and staff of the CSRA RC prepared a housing action plan that included a city-wide assessment of housing conditions in Washington. Surveyed properties were divided into four (4) classifications of condition: standard, deteriorated minor, deteriorated major and dilapidated. Of the four survey classifications, properties listed as “deteriorated major” and “dilapidated” pose the greatest challenge for the community. “Deteriorated major” housing units include structural defects that are significant enough to warrant immediate repair or risk the home becoming uninhabitable in the near term. “Dilapidated” housing units include those that do not currently provide safe and adequate shelter and require immediate comprehensive rehabilitation or demolition.

Figure A-5: City of Washington— Assessment of Housing Condition (2011*)

Residential Property Type		Total Number (#) of Units/Parcels	Percent (%) of Residential Property
Standard “Stick-Built” Construction	Classification		
	Standard	1275	63.4%
	Deteriorated Minor	241	12.0%
	Deteriorated Major	46	2.3%
	Dilapidated	31	1.8%
	Total Standard Construction	1593	79.2%
Manufactured/Mobile Home		125	6.2%
Vacant Parcel		294	14.6%

Source: City of Washington
 *2011 data for URP2 area only. Combined with 2006 data for other parts of the city.

An update to the housing action plan was prepared by both the City and the CSRA Regional Commission in 2011. The survey method utilized in the 2011 housing action plan duplicated that utilized for the 2006 plan, but only properties within the URP2 redevelopment area were re-assessed. The limited geographic scope

of the 2011 housing action plan reflected the city’s wish to focus on changing conditions within the URP/URP2 are resulting from Washington’s concentrated 4-year efforts to abate dilapidated structures.

SOUTHWEST SUCCESS URP2

DANGEROUS BUILDING ABATEMENT (2007-2011)

Since the 2007 adoption of the *Southwest Washington Urban Redevelopment Plan*, the City of Washington has worked tirelessly to clear dangerous and dilapidated structures from its building inventory. Thirty-six (36) buildings were demolished by order of the city between 2008 and 2011—far exceeding the cumulative total of documented city-wide demolitions for many years prior.

Demolition has been focused on non-habitable dilapidated buildings and buildings with in the Rusher Street Target Area. Of the 36 total demolitions, 30 buildings were located within the URP area. Two-thirds of that total was confined to the Rusher Street Target Area. Virtually all buildings were uninhabitable.

Over the three-year period, city-initiated demolition proceeding/actions accounted for almost 22 percent of all city building permit activity. Public hazards have been removed (No dilapidated buildings remain in the Rusher Street Target Area), land assembly and infrastructure upgrades have been enabled, and the first two (2) new dwelling units (of over 20 possible) have been built for some of Washington’s low-to-moderate income households.

Figure A-5 merges the results of the 2011 housing action plan with original 2006 plan to provide an adjusted picture of housing condition in Washington. Although the figure does not incorporate new data regarding the condition of housing in non-URP2 areas—as there is none to provide—city-wide data on demolitions provided by the city of Washington is available and included. While most categories of city-wide housing condition have not changed significantly between 2006 and 2011, the percentage of properties listed as “standard” condition has increased by three (3) percent—from 61.3 of all residential housing stock,

to 63.4 percent. During this same timeframe, the total number of dilapidated housing units in the city has decreased by almost 50 percent—from 60 to 31 total units. Dilapidated housing stock now accounts for less than 2 percent of all residential property in Washington. In 2006, dilapidated housing stock accounted for 3.1 percent of all city housing units.

Figure A-6: URP2 Redevelopment Area & Target Areas— Assess. of Deteriorated/Dilapidated Housing Cond. (2011)

URP2 Redevelopment Area			
Residential Property Type		Total Number (#) of Units/Parcels	Percent (%) Occupied
Standard “Stick-Built” Construction	Deteriorated Major	26	80.8%
	Dilapidated	29	79.3%
Manufactured/Mobile Home		73	74.0%
Vacant Parcel		134	N/A
Rusher Street Target Area*			
Residential Property Type		Total Number (#) of Units/Parcels	Percent (%) Occupied
Standard “Stick-Built” Construction	Deteriorated Major	0	N/A
	Dilapidated	0	N/A
Manufactured/Mobile Home		0	N/A
Vacant Parcel		9	N/A
Norman Street Revitalization Area			
Residential Property Type		Total Number (#) of Units/Parcels	Percent (%) Occupied
Standard “Stick-Built” Construction	Deteriorated Major	1	100.0%
	Dilapidated	7	100.0%
Manufactured/Mobile Home		4	100.0%
Vacant Parcel		6	N/A

Source: City of Washington

*Original URP target area only. Current conditions based on lot boundaries prior to 2009.

Figure A-6 provides a clearer image of how Washington’s aggressive redevelopment plan implementation program has positively impacted the URP2 area. As of 2011, there were no remaining major deteriorated, dilapidated, or manufactured homes in the original Rusher Street Target Area. In 2006, there

had been 31 of these types of units within the target area. Within the entire redevelopment, the total number of dilapidated homes has decreased from 53 to 29 units—a 45.3 percent decrease.

Regardless of ongoing successes, there has been little change within the URP2 area in the total number of manufactured homes and major deteriorated homes, and occupancy in these types of units remains high. This suggests that programs to assist residents in maintaining occupied structures are not being delivered as effectively as those designed to clear slum and blight, and to provide new infrastructure. Further, **Figure A-6** illustrates that a substantial number of residential properties in the proposed Norman Street Revitalization Area are in an underutilized or deteriorated condition. Less than 50 percent of all residential properties in this proposed target area contain a structure in standard or minor deteriorated condition.

Although deteriorated or dilapidated housing stock remains far too prevalent within southwest Washington, an additional challenge is determining how to encourage investment in the increasing pool of vacant residential properties created in part by Washington’s pro-active nuisance abatement activities.

(b) VACANCY RATES.

A healthy housing market exhibits a vacancy rate of three (3) percent for housing intended for owner-occupancy, and five (5) percent for rental units. Healthy cumulative vacancy rates hover around eight (8) percent. **Figure A-7** combines a number of data sources to project the vacancy rate of housing units city-wide and within the URP2 area. Overall vacancy rates in Washington—based on 2010 Census data range between 7.3 and 12.2 percent. This suggests a higher than average rate of vacancy, and actually illustrates an overall increase in the city-wide vacancy rate since 2000. Such an increase may have a direct relationship with the gradual population decline experienced by Washington between 2000 and 2010.

Figure A-7: URP2 Redevelopment Area & City of Washington— Housing Units by Tenure (2010)

Housing Units by Tenure	City of Washington*	URP2 Redevelopment Area **
	Percent (%) of Housing Units	Percent (%) of Housing Units
Occupied	87.8%	88.9%
Vacant	12.2%	11.1%
Owner-Occupied	57.4%	62.2%
Renter-Occupied	42.6%	37.8%
Owner Vacancy Rate	2.6%	
Renter Vacancy Rate	4.7%	

Source: City of Washington

Regarding the URP2 redevelopment area, **Figure A-7** suggests slightly better housing tenure characteristics than for the city as a whole. URP2 area data suggests a slightly lower overall vacancy rate of URP2 properties, and a higher percentage of owner-occupancy. As in 2006, the 11.1 percent vacancy rate within the URP2 area suggests - while more favorable than city-wide statistics - remains high because of the prevalence of undesirable housing stock in the area. The figure may also be reflective of the city’s pro-active efforts in dangerous building demolition (which has been more concentrated in southwest Washington). More vacant structures have been demolished. As a result, high owner-occupancy in the redevelopment area, and high overall occupancy in the Norman Street Revitalization Area may actually reflect a greater concentration of households for which moving to more suitable housing stock is simply not an option.

(c) BUILDING ACTIVITY.

Figure A-8 illustrates the total number of commercial and residential building permits issued by the city of Washington between 2007 and 2011. The total number of building permits issued by the city during this timeframe is actually

sharply lower than those issued during the six-year period preceding the completion of the of the 2006 URP. The breakdown of residential to commercial permits remains consistent with pre-URP figures.

(d) PROPERTY VALUE (GENERALLY).

New property value data was not incorporated into URP2 as an updated parcel layer could not be obtained from the Wilkes County Tax Assessor’s Office.

A-V. BUSINESS INDICATORS.

(a) COMMERCIAL PROPERTY VALUE.

New commercial property value data was not incorporated into URP2 as an updated parcel layer could not be obtained from the Wilkes County Tax Assessor’s Office.

Washington has adopted a state Enterprise Zone and Opportunity Zone for a portion of the redevelopment area, but there is no evidence that it has generated new investment. No business has claimed qualifying status for either program.

(b) BUSINESS LICENSES.

Business license data was not incorporated into URP2 as the necessary data set was not obtained from the city of Washington.

(c) RETAIL PROFILE.

Household expenditures for residents of the URP2 redevelopment area are represented in **Figure A-9**. The figure that the total value of household expenditures of Washington residents (spending

Figure A-8: URP2 Redevelopment Area & City of Washington— Building Permits (2007-2011)

Building Permit Type	City of Washington		URP2 Redevelopment Area		
	Number (#) of Permits	Percent (%) of Total Permits	Number (#) of Permits	Percent (%) of URP2 Permits	Percent (%) of Total Permits by Category
Commercial	46	20.3%	10	12.7%	21.7%
Residential	181	79.7%	69	87.3%	38.1%
Total	227	100.0%	79	100.0%	34.8

Source: City of Washington

**Figure A-9: URP2 Redevelopment Area & City of Washington—
Household Expenditures (2011)**

House and Home Expenditures		URP2 Redevelopment Area			Washington	
		Spending Potential Index*	Average (\$) Amount Spent	Average Expenditure as a Percent (%) Compared to City of Washington	Spending Potential Index*	Average (\$) Amount Spent
Expenditures by Category	Owned Dwellings	44	\$5,080.52	84.1%	53	\$6,038.06
	Rented Dwellings	62	\$2,071.24	109.8%	57	\$1,885.57
	Household Operations	50	\$763.36	86.1%	58	\$886.23
	Utilities, Fuels, Public Services	61	\$2,689.96	88.0%	70	\$3,058.47
	Housekeeping Supplies	59	\$398.45	87.0%	67	\$457.87
	Household Textiles	52	\$67.20	86.1%	61	\$78.06
	Furniture	50	\$290.93	87.8%	57	\$331.18
	Major Appliances	55	\$161.36	81.2%	68	\$198.84
Combined Expenditures		\$11,523.02		89.1%	\$12,934.28	

Source: *US Census Bureau; ESRI Business Analyst Online

**Figure A-10: URP2 Redevelopment Area & City of Washington—
Retail Market Place Profile**

Industry Group*	URP2 Redevelopment Area			Washington		
	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus**	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus**
Motor Vehicle and Parts Dealers (NAICS 441)	\$201,212	\$1,946,878	81.3	\$1,713,255	\$5,854,608	54.7
Furniture and Home Furnishing Stores (NAICS 442)	\$749.00	\$288,122	99.5	\$506,542	\$919,026	28.9
Electronics and Appliance Stores (NAICS 4431)	\$107,794	\$278,834	44.2	\$744,239	\$874,653	8.1
Bldg. Materials, Garden Equip., and Supply Stores (NAICS 444)	\$70,148	\$359,823	67.4	\$326,628	\$1,121,609	54.9
Food and Beverage Stores (NAICS 445)	\$88,125	\$1,607,321	89.6	\$7,274,114	\$4,940,428	-19.1
Health and Personal Care Stores (NAICS 446, 4461)	\$0	\$367,477	100.0	\$824,529	\$1,117,754	15.1
Gasoline Stations (NAICS 447, 4471)	\$45,201	\$1,887,605	95.3	\$9,933,606	\$5,674,129	-27.3
Clothing and Clothing Accessory Stores (NAICS 448)	\$57,743	\$140,650	41.8	\$137,052	\$448,980	53.2
Sporting Goods, Hobby, Book and Music Stores (NAICS 451)	\$59,597	\$50,677	-8.1	\$151,670	\$159,694	2.6
General Merchandise Stores (NAICS 452)	\$1,223	\$990,327	99.8	\$240,203	\$3,067,053	85.5
Miscellaneous Store Retailers (NAICS 453)	\$45,290	\$126,004	47.1	\$426,708	\$393,385	-4.1
Non-Store Retailers (NAICS 454)	\$291,849	\$158,630	-29.6	\$503,024	\$503,002	0.0
Food Services and Drinking Places (NAICS 722)	\$41,391	\$1,163,869	93.1	\$3,708,333	\$3,697,020	-0.2
Total Retail Trade, Food & Drink	\$1,010,322	\$9,366,218	80.5	\$26,489,903	\$28,771,341	4.1

potential index) remains significantly lower than the average amount spent for a similar product or service at the national level. This comparison between the city and national averages is consistent with data compiled as part of the original URP and is at least partially reflective of an overall lower cost of living in Washington.

Of greater significance to Washington's redevelopment planning effort is that **Figure A-9** continues to illustrate a potential spending index within the URP2 that is significantly lower than the city as a whole. Valued at slightly less than 90 percent of the city as a whole, URP2 households are projected to generate lower rates of buying power than Washington's non-redevelopment area population. When compared to 2006 data, **Figure A-9** suggests a lower value of combined household expenditures for all Washington residents.

In spite of data presented in **Figure A-9** that suggests a meager overall value of household expenditures within the URP2 redevelopment area, **Figure A-10** illustrates a high amount of retail leakage from the area. Within the figure, estimated retail sales (supply) of study area businesses is compared to the expected retail potential (demand). Where demand is higher than supply, unmet retail potential is being lost (leakage). Leakage is represented in **Figure A-10** as a positive number – excess supply is represented by a negative number.

Within the URP2 area most consumer retail activity is not being met by existing businesses. Of the categories presented within the figure, only the industry classification of "non-store retailers" illustrate sales that are notably in excess of demand. A continuation of the trend documented in 2006, a reliance on non-store retailers suggest that many products and services purchased by URP2 area residents are being provided via mail order, catalogs, door-to-door solicitation, vending machines, etc. instead of retailers at fixed locations. In addition, other categories not represented in **Figure A-10** show a surplus of sales

within the redevelopment area of "beer, wine and liquor stores," "jewelry, luggage and leather goods stores," and "florists."

While **Figure A-10** suggests that within the city as a whole there is only a small amount of retail leakage in relation supply, it is necessary to note that similar data provided in the 2006 URP suggested no leakage of potential city-wide retail sales. Whether solely in the URP2 area or the city as a whole, 2011 figures suggest a much higher demand of unmet retail potential in Washington than in 2006. Because the cumulative estimated value of these potential sales is only slightly less than in 2006, this greater imbalance of sales supply to demand suggests a dramatic drop in retail establishments in Washington over the last five (5) years.

SOUTHWEST SUCCESS URP2

BROWNFIELD CLEAN-UP ACTIVITIES

The City of Washington has applied for, and received , two (2) Brownfield Assessment Grants from the US Environmental Protection agency since 2007. Each award totaled \$200,000 and was utilized to confirm cases of soil contamination on parcels within the URP area, and in other portions of the city.

The 2007 EPA Brownfield Assessment Grant was used to assess petroleum sites (i.e. gas stations) in the city. The results of this activity led the city to the acquisition and clean-up of the Anderson Service Station on Whitehall Street. The service station has since been deeded to the city's redevelopment authority.

The 2008 EPA Brownfield Assessment Grant was used to assess sites for a variety of environmental contaminants (i.e. dry cleaner fluids, asbestos, etc.) Thirteen brownfield sites have been confirmed city-wide.

(d) BROWNFIELDS.

Redevelopment potential in southwest Washington remains inhibited by the location of multiple

brownfield sites within the redevelopment area. Of the 13 of confirmed community-wide hazardous and petroleum contaminated brownfield sites, many are located within the URP2 redevelopment area.

Although Washington has made great strides since 2006 in confirming brownfield contamination—and in abating contaminated sites—such activity is costly and time-consuming. Continued initiative on behalf of the City of Washington to clean-up contaminated property throughout the entire city will be necessary to improve resident health and investment potential.

A-VI. NEIGHBORHOOD INDICATORS.

(a) PARCEL/STREET ARRANGEMENT.

Although Washington's investment into implementation of the *Southwest Washington Urban Redevelopment Plan* has been a remarkable success given the limited financial assets available to the city government, the sheer size of the redevelopment area makes wholesale adjustment to inefficient parcel and street arrangements over a five (5) year period impossible. In much of the URP2 area, one may still observe street and parcel arrangements that limit the number of existing or potential buildings without direct access to the public street and other supporting infrastructure. As stated in the original URP, property subdivision generally remains such that minimum necessary street and utility extensions negate profit potential for a builder and suppress redevelopment potential.

Outside of the city's substantial success in redeveloping the Rusher Street Target Area, there remain consistent parcel and street arrangement challenges that inhibit privately-led property investment. Streets within the overall URP2 area meander up and down steep grades—increasing the cost of infrastructure installation. Vehicular access to the irregular street pattern leads to heavily wooded and underdeveloped areas that can serve as havens for undesirable activities. In other portions of the redevelopment area, dead-end street stubs limit interconnectivity. Street names change at non-descript locations. In short, the

road pattern reduces predictability and can cause confusion—particularly at night or in poor weather conditions.

SOUTHWEST SUCCESS URP2

RUSHER STREET REDEVELOPMENT PLAN

The Rusher Street Target Area has been completely transformed through the leadership of the City of Washington since the 2007 adoption of the *Southwest Washington Urban Redevelopment Plan (URP)*. Since 2010, the city has taken title to multiple parcels, cleared the site, and reconfigured and re-subdivided the parcels. Directly consistent with the conceptual site plan included in the approved URP, the resulting low-to-moderate income subdivision utilizes a parcel and street arrangement that will promote neighborhood interaction upon build-out. Streets are narrow, interconnected and complimented by a system of alleys. Utilities are buried and consolidated along back lot lines within alley rights of way. Streets include parking lanes defined by curb extensions, and a system of sidewalks set behind planting strips which incorporate new street trees. Parcels are narrow and deep with shallow build-to-lines at the street, and rear vehicular access. Approved house plans include ample front porches and window and door openings the project views to the street front and rear of property. The development includes many of the traditional features that provide a small-town sense of place.

Parcel arrangements within the study area also remain largely unchanged since 2006. Inconsistent lot depths still promote the inconsistent placement of buildings along street frontage. Zoning regulations limit the minimum size and widths of lots in a manner that limits potential taps into the water and sewer system—and thus reduces returns on the city's infrastructure investments.

(b) INFRASTRUCTURE.

Even before undertaking a redevelopment planning process for the southwest portion of the city, the City

SOUTHWEST SUCCESS URP2

INFRASTRUCTURE DEVELOPMENT

Success of the Rusher Street redevelopment initiative has been dependent on the reconfiguration and reconstruction of parcels and infrastructure within the target area. The City of Washington received an \$800,000 Community Development Block Grant in 2008 for the purpose of property acquisition, building demolition, and infrastructure construction in the Rusher Street vicinity. Completion of the resulting work—consistent with design recommendations approved in the original URP—has improved water, sewer, street, and storm water infrastructure in the area, as well as created multiple new residential building lots.

A 2011 Community Development Block Grant of \$376,386 has been awarded for similar infrastructure and nuisance abatement activity on Norman Street. These funds have been augmented by city matches in funds and in-kind services. A 2008 CHIP grant of \$200,000 is being used for the rehabilitation of three (3) homes, and further illustrates the city's skill in securing a variety of funds for purposes of urban redevelopment.

of Washington had a history of working to improve the condition of public infrastructure throughout the community. Washington has successfully procured grant funds to improve street surfacing and storm water drainage systems. Focused and significant investment in new streets, water, sewer, storm drainage, and electrical utility relocation within the Rusher Street Target Area has occurred since the 2007 adoption of the original URP.

With a declining population and limited resources however, infrastructure maintenance must often be deferred, and needs in much of southwest Washington continue to accumulate. Streets lacking curb and gutter continue to deteriorate—in part due to silting and ponding within adjacent storm water ditches. Evidence of erosion on city streets from adjacent

properties lacking paved parking area continues to mar street infrastructure. Much of the street system is narrow and continues to lack adequate pedestrian infrastructure. Missing street signage, exposed electric and phone utilities, and overgrown sections of right-of-way continue to expose aesthetic and functional inhibitors to the city being able to meet all of its maintenance needs, and to creating a built environment that is attractive to potential investors.

(c) GENERAL PROPERTY CONDITION/VISUAL BLIGHT.

Visual surveys of the URP2 redevelopment area reaffirm that some properties are maintained in good condition. Still, a majority of URP2 area properties continue to reveal a lack of upkeep and investment. Visual blight is evidenced in the form of weeds, garbage, inoperable vehicles, front yard parking, vacant and unsecured buildings (commercial and residential), graffiti, vagrancy, etc.

Unkempt yards are prevalent in many portions of the study area – whether through the presence of tall grass and weeds, or parking of operable and inoperable vehicles on the property. Vegetative growth is so prevalent in some areas that structures only a few feet from the public street are sometimes hard to detect. Weeds and debris on private property attracts and provides a haven for rodents and pests. In contrast, wear and tear on some properties caused by operating motor vehicles results in erosion - quickly filling storm drainage systems with silt.

SOUTHWEST SUCCESS URP2

DAINGEROUS BUILDING ABATEMENT

See "Southwest Success" on page A-10.

While visual blight in in most of southwest Washington has primarily been reduced to a property/vegetation issue due to pro-active city measures, the city must

**Figure A-11: URP2 Redevelopment Area & City of Washington—
Select Property Nuisance Violations (2008-2011)**

	City of Washington		URP2 Redevelopment Area	
	Number (#) of Violations	Percent (%) of Total Violations	Number (#) of Violation Type	Percent (%) of Violation Type
Dangerous Buildings	39	22.0%	26	66.7%
Grass/Weeds	106	59.9%	63	59.4%
Inoperable/Abandoned Vehicles	11	6.2%	6	54.5%
Trash	15	8.5%	5	33.3%
Total Violations	177	N/A	101	57.1%

Source: City of Washington, Georgia

continually guard against the accessibility of vacant redevelopment area buildings. These structures serve as a refuge for vagrants and illegal activities. The graffiti found on many of these vacant and open buildings suggests that negative elements are continually attracted to the accessible and concealed spaces that are provided.

The largest vacant building hazard is now the old Washington-Wilkes Middle-High School. The property was abandoned by the school district in 2010 and now serves as the core of the Gordon Street School Revitalization Area. The abandoned school buildings provide thousands of square feet of unsecured hallways and classrooms that are easily accessible by people and a wide variety of animals. The City has acquired the property from the school district, but securing the property, environmental abatement, and possible demolition of the buildings on the property is a task on a scale well beyond the means of the city alone. Abatement of this community hazard will require assistance.

Visual surveys also support police data showing that establishments selling liquor may still be a source for much of the criminal activity that occurs in the study area. Even in multiple visits to Washington early in the day, many people continue to loiter near convenience stores and lounges that provide alcohol. While purveyors of the establishments serving alcohol have worked with Washington officials to reduce loitering on

their business properties—in part do to new city nuisance regulations—continued loitering at adjacent property does little to increase the prospects for privately initiated reinvestment in commercial property located in close proximity.

(d) NUISANCES.

Since completion of the URP in 2007, the City of Washington has devoted significant energy toward improving

the city-wide code enforcement process. **Figure A-11** illustrates the total city-wide number of nuisance code

SOUTHWEST SUCCESS URP2

NUISANCE ABATEMENT RESOURCES AND CODES

In 2008, the City of Washington adopted a series of amendments to Chapter 38 (Health and Sanitation) of municipal code. The approved series of “nuisance” amendments established new standards and processes regarding the abatement of vacant and dilapidated buildings and unkempt property. New provisions related to “maintaining a nuisance” tie repeated ordinance violations to increasing penalties, and obligate property owner compliance – even in cases where tenants or strangers cause the violations. Related amendments to the city’s zoning ordinance link nuisance code violations to the possible discontinuation of non-conforming uses and activities.

The strengthening of the city’s nuisance ordinance provisions was complimented by the creation of a new code enforcement officer position—providing assistance to the building official. Since 2008, the code enforcement officer has been responsible for a 62 percent increase in average annual nuisance abatement actions.

violations that resulted in the issuance of a citation between 2008 and 2011. The vast majority of violations can be categorized as dangerous buildings, grass/weeds, inoperable vehicles, and trash—although

some other miscellaneous violations were documented by the city and not incorporated into the figure. Out of 177 total cited violations, **Figure A-11** reveals that almost 60 percent occurred within the UR2 area - an area comprising roughly 25 percent of the city land mass.

Washington’s efforts in enforcing property codes throughout confirms the suspicions of the initial URP - that the physical environment in the southwest part of the city does indeed remain in a deteriorated condition. In three (3) of the four (4) code violation categories provided in **Figure A-11**, a substantially higher proportion of violations has been cited on URP2 properties. Further evidence to suggest that physical blight continues to be a substantial problem in southwest Washington is the fact that the number of nuisance citations issued by Washington has actually increased over the 4-year period documented.

(e) CRIME.

Unlike previous redevelopment planning efforts, URP2 does not consider or incorporate data from the FBI Uniform Crime Statistics database. This information does not make a distinction between portions of Washington within the URP2 redevelopment area, and those without. The data is also rather limited in scope—failing to account for the wide variety of activities that might occur within Washington that generate a call for service, but might ultimately not constitute a confirmed criminal violation.

Data documenting potential and confirmed criminal activity within the city of Washington was provided by the Washington Police Department for the years 2007 through 2011. The data included information on 1085 requests for service that resulted in an officer’s completion of an incident report. Incident reports address a wide variety of reported “crimes against person” and “crimes against property” categories that range from theft, to trespass, to child endangerment and kidnapping (38 categories total). The data does not presume conviction , merely that an incident was

recorded by responding officers.

Figure A-12 illustrates that a disproportionate share of police requests for service are documented from within the URP2 redevelopment area. Although the figure suggests that slightly less than 50 percent of all requests for service were generated from within the redevelopment area, this has occurred in a portion of

Figure A-12: URP2 Redevelopment Area & City of Washington— Police Incident Reports (2007-2011)

Year	City of Washington	URP2 Redevelopment Area	
	Number (#) of Incidents	Number (#) of Incidents	Percent (%) of Incidents
2007	199	97	48.7%
2008	251	114	45.4%
2009	230	122	53.0%
2010	190	96	50.5%
2011	225	104	46.2%
Total Incident Reports	1085	533	49.1%

Source: City of Washington, Georgia

the city that includes only 40 percent of the overall population and 25 percent of the city land mass. Further, of the 147 requests for service over the 4-year period that may be classified as “crimes against persons” (i.e. aggravated assault, statutory rape, cruelty to children, etc.), over 56 percent have occurred within URP2. Other categories of property crime may reflect more favorably on the redevelopment area for the sole reason that most of the city’s commercial properties lie within other parts of Washington.



A-VII. FINDINGS OF NECESSITY REPORT.

Following a review of relevant data, stakeholder interviews, and site observation, it is confirmed that URP2 redevelopment area conditions warrant the development of a new urban redevelopment plan. This conclusion does not negate the substantial work that the city of Washington has done in the URP2 area since 2007. Rather, it emphasizes the degree to which slum and blight has long been pervasive in the area. Because of this—and the fact that the city of Washington has implemented the majority of the original Southwest Washington Urban Redevelopment Plan (2006) recommendations—new objectives and measures of success must be generated.

An assessment of the negative conditions which remain within the URP2 redevelopment area is provided in this section and serves as the basis for the preparation of Washington’s new “findings of necessity” resolution as required by the Georgia Urban Redevelopment Law. The preliminary recommendations contained within this section also serve as the basis for the land use plan and implementation program portions of URP2 that are contained in Chapters C and D.

(a) NEGATIVE CONDITIONS.

Conditions persist throughout much of the URP2 redevelopment area that adhere to the definition of slum and blight as provided within the Georgia Urban Redevelopment Law. Most of the applicable conditions remain consistent with those highlighted within the original URP. The most prevalent negative conditions are summarized in the following list, but should not be inferred to represent all factors that cumulatively leave southwest Washington in a blighted condition.

- **High Poverty and Low Income.** Data confirms a consistently high poverty rate in southwest Washington, and low household incomes. While

overall city data has degraded over the last decade, southwest Washington figures illustrate that—in spite of great success in abating physical blight from the redevelopment area, availability and access to jobs continues to inhibit the welfare of the redevelopment area population.

- **Deteriorated Housing Stock.** A high percentage of southwest Washington housing stock remains in a deteriorated condition. Since 2006, Washington’s efforts to demolish dilapidated housing stock has met with great success—in part because the occupancy rate of those type of units is typically much lower than those in a state of mild or major deterioration (but which remain structurally sound). Because dealing with occupied property results in a much more challenging environment in which to address the abatement of sub-standard structures, deteriorated housing stock has been left largely unimproved since the beginning of the city’s redevelopment planning and implementation efforts. There is activity to correct these deficiencies, but it has not yet generated substantial changes to the conditions of most occupied housing units in the URP2 area.



The 200 block of south Norman Street retains the largest single concentration of deteriorated and dilapidated homes in Washington. The scene above also illustrates typical deficiencies in street and storm drainage facilities found in many parts of the community.

FINDINGS OF NECESSITY

- **Depressed Land and Building Values—Limited Commercial Activity.** Land and building values in southwest Washington remain extremely low. Although there has been progress in abating derelict property, and in enforcing nuisance codes, there has been little economic activity in spite of the availability of more property suitable for development. Commercial activity centers around liquor stores, making investment in additional neighborhood services in close proximity undesirable.
- **High Crime.** Criminal activity figures continue to show a high concentration of police calls for service within the redevelopment area. In addition, loitering of large groups concentrated near many of the URP2 area’s liquor stores and clubs continues to create an uninviting environment.



Commercial activity within the URP2 area includes a disproportionate share of the community’s private lounges and retail liquor sales establishments.

- **Substandard Infrastructures.** Southwest Washington remains plagued by a large inventory of substandard street and storm drainage infrastructure. The infrastructure problem does not reflect lack of public investment, merely a lack of resources due to the scale of the problem in relation to public revenues.
- **Washington-Wilkes Middle-High School Site.** This city-owned property is unsecured, environmentally

hazardous, and enormous. The buildings on the property deteriorate by the day and become less structurally sound. The site is a liability for the community using many measures, but abatement and adaptive reuse exceed the city’s capabilities and resources without assistance from other sources.

(b) PRELIMINARY RECOMMENDATIONS.

The preliminary URP2 recommendations presented within this subsection have been prepared following evaluation of the indicators of blight referenced in prior subsections. Preliminary recommendations are not presented in any order of priority and do not represent final URP2 goals, objectives, or strategies. For a full overview of URP2 goals, objectives, and strategies, please see Chapters C, D and E.

- **Abate Nuisance Property.** Nuisance property abatement will continually pose a challenge to Washington, within and outside of the URP2 area. Continued diligence through the support of code enforcement staff’s abatement activities, and the willingness to modify and implement improved nuisance codes in a manner that expedites abatement is encouraged. A willingness to assertively address instances of “maintaining a nuisance” within occupied properties is the next logical steps in improving the city’s code enforcement process in order to avoid repetitive violations. Investment in staff must be maintained—including resources for continuing education and certification in their fields of expertise.

- **Provide Access to Affordable and Mixed-Income Housing.** Initiatives to build new housing units for low-to-moderate income households—particularly in areas where new supporting infrastructure makes such investment desirable (i.e. Rusher Street, Norman Street) - must continue to be supported to provide neighborhood stabilization. For overall neighborhood health however, Washington must now also promote areas within the URP2 area that may be appropriate for market rate housing opportunity—promoting a true mix of income levels. New housing types should be considered as

Washington's overall housing inventory may be skewed undesirable housing types (small deteriorated single-family units) or unattainable housing types (large historic homes requiring continual maintenance). A lack of newer market rate units in the city may limiting the options of home-buyers that might otherwise consider Washington as a place to call home.



There remain many opportunities within the URP2 area to rehabilitate occupied and vacant residential properties.

- **Facilitate Residential Rehabilitation.** Washington has made great strides in prepping unoccupied URP2 area property for the construction of new housing units. At a slower rate, Washington has gradually begun the hard work of rehabilitating occupied homes. In spite more recent limitations in access to federal funding sources, a renewed emphasis on housing rehabilitation has the opportunity to positively impact a larger segment of the URP2 population.



Redevelopment authority property on Whitehall Street may be an ideal pilot site to test a small-scale neighborhood commercial development employing design standards generated by the original URP.

- **Leverage Washington-Wilkes Middle-High School Site.** The city of Washington has just cause to want to relinquish the Washington-Wilkes Middle-High School site from its property roles due to multiple potential liabilities with the property. In a community where over the last several years there has been overall population decline, few building permits issued, and little commercial activity, there exist few incentives for legitimate investors to purchase the property in its current condition. There appears to be no legitimate and economically viable use for many of the functionally obsolete structures on the property. Washington should move methodically to alter the condition of the property over the next few years so that the site is more attractive to a greater number of potential suitors. Local efforts might include investment in new recreational amenities on part of the site, and possible hazard abatement activities including environmental remediation and/or building demolition, in order to leverage investor interest.
- **Generate Neighborhood Commercial Development.** The issue of providing neighborhood commercial services to residents of Southwest Washington is difficult not only as a result of the concentration of some undesirable commercial uses, but also with the knowledge of overall local demographics that do not support substantial investment in new commercial enterprises. While the local market may be saturated—and there may be a concern of commercial investment that could compete with downtown—there is the issue of access to southwest Washington residents who have less access to motor vehicles. Given factors that do not encourage local commercial investment, the URP2 recommendation for such is limited to promoting a speculative commercial building in the redevelopment area that may be developed according to design guidelines currently being considered by the city. A limitation in scale may serve to test whether or not there is a limited market for new neighborhood commercial or office investment that may otherwise be inhibited by the advanced age and maintenance costs that predominate Washington's existing building inventory.

(c) REDEVELOPMENT PLAN BOUNDARIES.

Many of the policies, codes and programs which may result through implementation of URP2 may be applied to the entire redevelopment area. Consistent with the city's ongoing redevelopment planning efforts however, URP2 success (and continued public support) depends greatly on being able to show tangible results in specific target areas of much more limited geographic scope. URP2 provides the following recommendations regarding redevelopment plan boundaries:

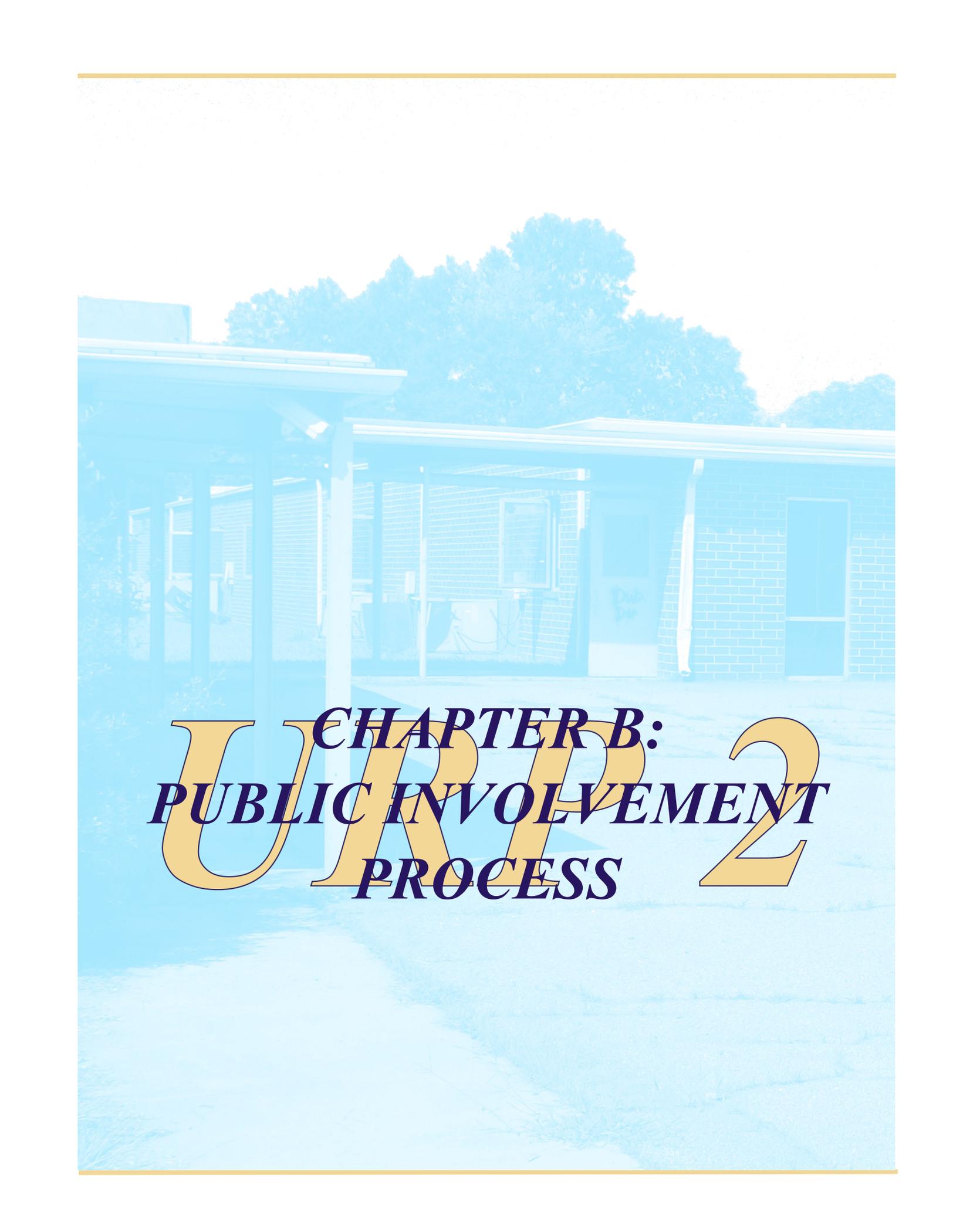
- **Southwest Washington Urban Redevelopment Area.** Properties scattered throughout the URP2 area exhibit the concentrated conditions of slum and blight that warrant the creation of a new urban redevelopment plan. The URP boundaries created in the 2006 redevelopment plan will continue to serve as the boundaries for URP2's Southwest Washington Urban Redevelopment Area. This area should be subject to the following preliminary recommendations presented in subsection A-VII(b):
- **Norman Street Revitalization Area.** Consistent with the preliminary recommendation presented in subsection A-VII(b), the 100-200 blocks of Norman Street represent the greatest concentration of dilapidated, deteriorated and underutilized residential properties remaining in southwest Washington. Property acquisition and consolidation on behalf of the city or redevelopment authority—similar to what has occurred at Rusher Street—is advised. In this particular case, these concentrated activities will be supported by a greater emphasis on rehabilitation rather than solely on new construction. The Norman Street Revitalization Area is illustrated on **Map A-3**.
- **Gordon Street School Revitalization Area.** Consistent with the preliminary recommendation presented in subsection A-VII(b), the redevelopment of this major tract of land not only has the potential to improve living conditions in southwest Washington, but to also serve as a rallying point for residents of differing demographics. The Gordon Street School Revitalization Area is illustrated on **Map A-4**.

In addition to the overall plan boundaries, and two (2) target areas identified herein, final plan recommendations may also target some specific activities (by reference) to the Rusher Street Target Area (See **Map A-2**) created in 2007. The principal purposes of such targeted actions would be to enable full build-out of the residential development that the city has created, and to determine a prime location for investment in neighborhood commercial services.



URP 2





CHAPTER B:
UIRP 2
PUBLIC INVOLVEMENT
PROCESS

B-I. PUBLIC INPUT PROCESS.

Much of the success of Washington’s redevelopment efforts can be attributed to the public input process used during preparation of the original URP, and the ongoing public engagement efforts that have been exercised since plan adoption. Soliciting public input for the development of URP2 was equally important for city officials; although the method of collecting input has been slightly different.

Public input efforts for the original URP emphasized public education on what an urban redevelopment plan is, how it is not tied to specific state or federal programs, and the manner in which individual property owners may be affected as a result of plan implementation. Five (5) years later, Washington as a community is much more familiar with these concepts. As a result, the public input measures related to URP2 were initially focused less on education and direct public input, and more on visioning and soliciting input through elected officials and advisory boards. Chapter B (Public Input Process) provides an overview of the URP2 planning process.

(a) ADVISORY COMMITTEE.

The principal method of public input for URP2 was through the active participation of an advisory committee. The city determined that the five (5) members of the Washington Redevelopment Authority would serve as the advisory committee for the purposes of developing URP2 (**Note:** *The Washington Redevelopment Authority was formed by the city in 2009 as part of an amendment of the original URP.*) The selection of the authority members to act as the URP2 advisory committee was reasonable given the members’ thorough understanding of the city’s redevelopment goals and objectives and that they represent a cross-section of interest groups from the community—consistent with the Georgia Urban Redevelopment Law. In such a small town, there was little sense in forming yet another new group for which substantial up-front effort would have to be made to explain the complexities of redevelopment law in

Georgia. For the efficiency of the process, utilizing an existing appointed citizen body with budgeting and public administration expertise was deemed more practical in URP2 preparation.

Although CSRA RC staff visited with the redevelopment authority in early summer to inform them of the initiation of URP2 work, formal consultation between staff and that body did not begin until September 18, 2012. Cumulatively, the redevelopment authority met , in part, to discuss URP2 business on the following dates:

- **September 18, 2012**
- **February 19, 2013**

The focus of the September 18, 2012 meeting with the redevelopment authority was to discuss the updated findings of necessity report. Unlike prior redevelopment planning efforts, there was little overview of the Georgia Urban Redevelopment Law since meeting participants were already well acquainted with the law. A brief overview of changes to the plan focus was provided however, as a means of explaining how URP2 would serve some differing interests than in 2006. The next meeting of the advisory committee occurred on February 19, 2013. During the meeting advisory committee members received a thorough overview of the proposed URP2 goals and objectives, and plan implementation program.

In addition to their attendance at public meetings, all redevelopment authority members were encouraged to promote public awareness of the ongoing planning process. Redevelopment authority members were particularly helpful in providing background information to the general public, encouraging participation in the process, correcting misinterpretations of the intended outcomes of the redevelopment plan, and advising CSRA RC staff on public perceptions about ongoing redevelopment efforts and future preferences. Although one cannot

PUBLIC INPUT PROCESS

claim consensus among redevelopment authority members on every provision contained in URP2, the final document adopted by City Council is a reflection of the preferred method for continuing redevelopment efforts in Washington.

(b) CITY COUNCIL.

As the project client, the Washington City Council was afforded input opportunities and updates throughout the redevelopment planning process. The mayor and all city council members were copied on all URP2 correspondence sent to the advisory committee. City council was also provided with the opportunity for direct input as a group during their October 8, 2012 meeting.

At the October 8, 2012, Washington City Council meeting, CSRA RC staff presented the mayor and council members with a state-wide planning award recognizing the city for their efforts in implementing the original URP. Staff used this opportunity to provide the mayor and council with brief report of accomplishments, and an overview of the city's re-initiated redevelopment process. Following the October 8, 2012, City Council meeting, plan preparers and city staff were unable to coax the Mayor and City Council to reconvene as a body for the express purpose of reviewing URP2 recommendations in advance of plan adoption. Fortunately some individual council members took the initiative to either sit-in on URP2 advisory committee meetings and/or participate in the Gordon Street School Design Charrette (see Subsection B-I [d].) All City Council members were made aware of these opportunities.

On April 8, 2013, Washington City Council adopted a resolution affirming the findings of necessity, authorizing the city to exercise urban redevelopment powers and to formally prepare an urban redevelopment plan (**Appendix A**). That action was followed by a public hearing, and a second resolution was approved adopting URP2, and designating redevelopment powers to the appropriate agencies.

(c) GENERAL PUBLIC.

Property owners and residents of southwest Washington—and the city as a whole—will continue to be impacted by the implementation of URP2 as they have been from the original URP. Much of the URP2 implementation program is a continuation of original URP implementation strategies—including varying degrees of infrastructure improvements, code enforcement, housing rehabilitation, and home-ownership programs. Due to the general public's familiarity with these ongoing initiatives, the use of public open houses was not incorporated into the URP2 process. Rather, public input was solicited by City Council at the regularly scheduled council meetings. In addition, the following two (2) methods were used to solicit general input from the citizens of Washington:

- **Posting of Documents.** *Beginning in December, 2012, draft documents associated with URP2 were posted on the CSRA RC's website for on-line public access. Information regarding the availability of these documents was disseminated via releases to City Council, the URP2 advisory committee, and the News-Reporter (Wilkes County). Attendees of the Gordon Street School Design Charrette (See Subsection B.1(d)) were also notified directly of document availability.*
- **Public Hearing.** *The Georgia Urban Redevelopment Act requires that a public hearing be held prior to the adoption of an urban redevelopment plan. Consistent with this requirement, a public hearing was held on **March 11, 2013** in conjunction with a City Council meeting. The hearing was advertised in accordance with Georgia open meetings laws with an announcement in the News-Reporter (See **Appendix C**).*

(d) GORDON STREET SCHOOL DESIGN CHARRETTE.

Inclusion of a Gordon Street School Revitalization Area within the URP2 boundaries had been pre-determined prior to commencing new redevelopment planning efforts in Washington. The significance of this particular target area, and the reasons for focusing

much of the city's redevelopment energy on this site, is explained in greater detail in Chapter A (Findings of Necessity).

It was only after initiating the URP2 process, and attending the October 8, 2012, City Council meeting that CSRA RC staff truly understood the degree of public interest in the Gordon Street School Revitalization Area, and determined that an energized effort on soliciting public input about development options for the site was necessary. CSRA staff opted to solicit public input on the Gordon Street school site through the use of two-day design charrette held on November 14 and 15, 2012.



Interested members of the public voiced their preferences on appropriate future land uses for the Gordon Street School property over the course of a two (2) day design workshop.

The Gordon Street School Design Charrette allowed CSRA RC planners to generate land use, site plan, and building design ideas for the Gordon Street School Revitalization Area aimed at building a general consensus among Washington citizens and leaders who held widely divergent ideas on what should become of a 26+ acres school site containing over 161,000 square feet of abandoned and deteriorating institutional buildings. The charrette provided a forum in which participants could provide CSRA RC staff with candid input on their preferences for the site. All three (3) CSRA RC Planning Department staff members were available throughout the two-day event. With a

schedule that contained site tours, drop-in sessions, informal and formal presentations, and preference surveys, the charrette was intended to solicit public input through the use of multiple methods—offering different participants with the opportunity to contribute in the manner that was most comfortable to them.



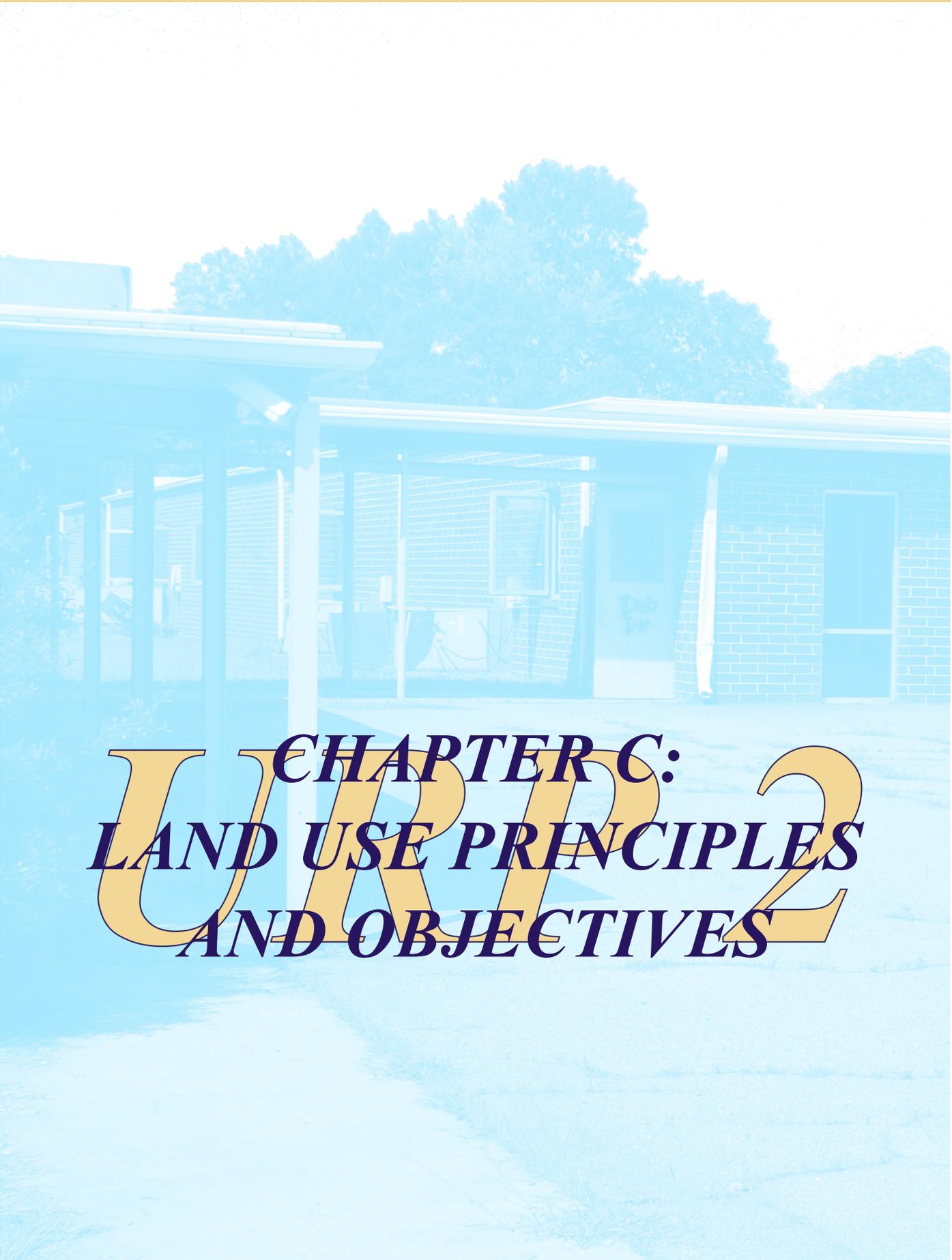
Engaged community leaders worked during the Gordon Street Design Charrette process to identify a redevelopment scenario that could be implemented incrementally and enjoy the greatest possible degree of community consensus.

The results of the design charrette are contained within Chapter C of URP2 in the form of the Gordon Street School Conceptual Design Plan (see Section C-III.) A detailed flyer and schedule related to the Gordon Street School Design Charrette is located in **Appendix D**. Results of the design charrette are incorporated into Chapter C (Land Use Objectives and Principles.)



URP 2





CHAPTER C:
U R P 2
LAND USE PRINCIPLES
AND OBJECTIVES

C-I. SCOPE OF LAND USE ANALYSIS.

The Georgia Urban Redevelopment Law requires that urban redevelopment plans include an overview of land use objectives. In recognition of state requirements, this chapter establishes the city of Washington's land use objectives as they relate to the implementation of URP2. Chapter C (Land Use Objectives) of URP2 also extends beyond the state's mandate, by establishing long-range "guiding principles" that serve as addendums to the city's other existing land use policy documents - including the *Washington-Wilkes Joint Comprehensive Plan (2009-2019)* and *Washington-Wilkes Bicycle and Pedestrian Plan*.

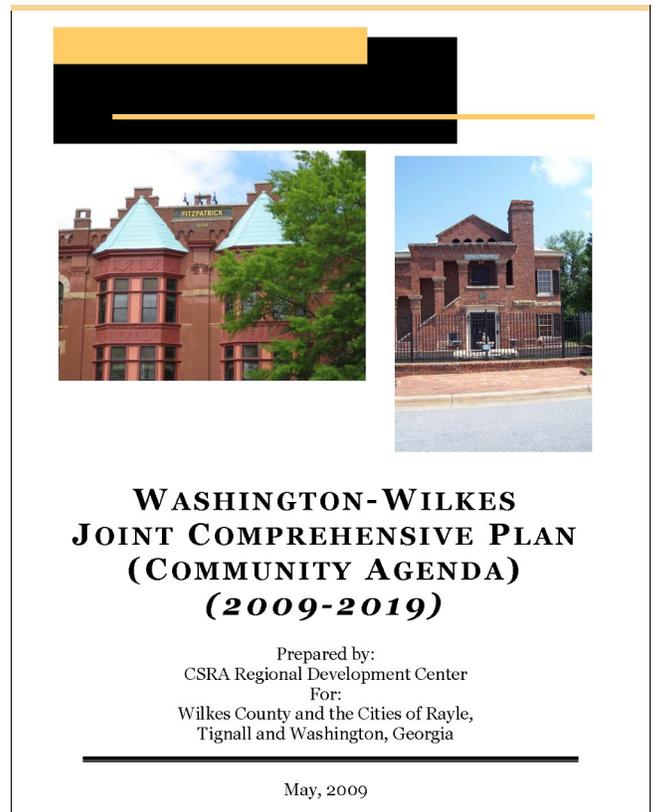
Recommended short-term land use objectives, and long-range guiding principles, have been compiled through many sources. Chapter C includes a review of existing land use patterns, zoning and subdivision regulations, other appurtenant codes, and existing city-adopted planning documents. Existing codes and regulations are compared to the community objectives identified in existing city plans, on-site analysis, and the preliminary findings presented in Chapter A (Findings of Necessity) of URP2. "In-house" analysis prepared by CSRA RC staff is further modified through input provided by the mayor and city council, URP2 advisory committee, and the general public. Particular attention within this chapter is focused on a redevelopment scheme for the Gordon Street School Revitalization Area, and the conceptual site plans generated for the site as a result of a community design charrette.

Ultimately, many of the land use objectives and guiding principles provided herein may be applied to the entire URP2 area, or the city as a whole. The long-term guiding principles should be considered by appointed and elected city officials when making determinations on land use applications or petitions. As with the "findings of necessity" component of the URP2, many of the recommendations contained in this chapter are incorporated into the final implementation program

and schedule contained in Chapter D (Implementation Program.)

C-II. CONDITIONS, CONTRACTS, AND CODES.

Properly calibrating the community's URP2 land use and design objectives and policies requires, at a minimum, the comparison of three (3) general parameters: conditions, codes, and contracts. First, on-site investigation - largely conducted during preparation of the URP2 findings of necessity chapter - forms a understanding of **conditions** and needs within the redevelopment plan area. Existing conditions are then considered in light of the goals and objectives contained within the city of Washington's adopted land use and development plans - the mayor and city council's "**contracts**" with their citizens. Finally, this



Plan or contract? Both. Although only providing guidelines for how growth and development should occur in Washington, the adoption of planning documents by elected officials should provide a community's citizens with the reasonable expectation that good-faith efforts will be made to implement them.

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LAND USE PRINCIPLES AND OBJECTIVES

cumulative knowledge is compared to the city's existing land use and development codes to see what regulatory adjustments should be considered by Washington to facilitate the effective implementation of the final URP2 land use objectives. Such an analysis is summarized within this section.

(a) EXISTING LAND USE.

Land use patterns within the URP2 area were originally studied in 2006 during preparation of the original urban redevelopment plan. Land use data layers have since been updated as part of the city's 2008-2009 comprehensive planning process. **Figure C-1** and **Map C-1** document redevelopment area land use patterns by incorporating comprehensive plan land use data. The incorporation of this seemingly outdated data into the URP2 has occurred because it remains largely representative of land use patterns within the URP2 area.

Figure C-1: URP2 Redevelopment Area — Existing Land Use

Land Use	Acres
Agriculture/Forestry	0
Commercial	65
Industrial	43
Public/Institutional	85
Residential	920
Undeveloped/Vacant	174
Total	1,287*

Source: CSRA Regional Commission

*Note: Acreage includes street rights-of-way.

Figure C-1 and **Map C-1** (page C-3) illustrate that the vast majority of the URP2 area supports low-density residential uses - primarily single family homes, some duplexes, and a decreasing inventory of mobile homes. Retail uses remain limited to a few small-scale commercial services sporadically located on sections of Lexington Avenue and Whitehall Street. Office uses catering primarily to health and social services are located principally in the eastern portion of the URP2 area in proximity to Wills Memorial Hospital. Industrial uses are located on land south of

the Whitehall Street/Hospital

Drive intersection while other former industrial land adjacent to downtown remains intermittently used for wholesale distribution or warehousing purposes. This description mirrors that provided in the original URP - and remains consistent as very little change in land use has occurred.

The only distinction between land use patterns described in the original URP, and conditions that exist at the time within which URP2 was being prepared is a relative increase in vacant or undeveloped property resulting from the city's abandoned building demolition activities, or from the abandonment of the Washington-Wilkes Middle-High School. Similarly, **Figure C-1** or **Map C-1** do not illustrate that much of the referenced residential acreage is located in low-lying areas and along steep ravines, resulting in significant portions of property remaining undeveloped. Regardless of these deficiencies in the data provided herein, there have been no changes of to the URP2 built environment from one land use category to another (i.e. residential to commercial; commercial to industrial, etc.)

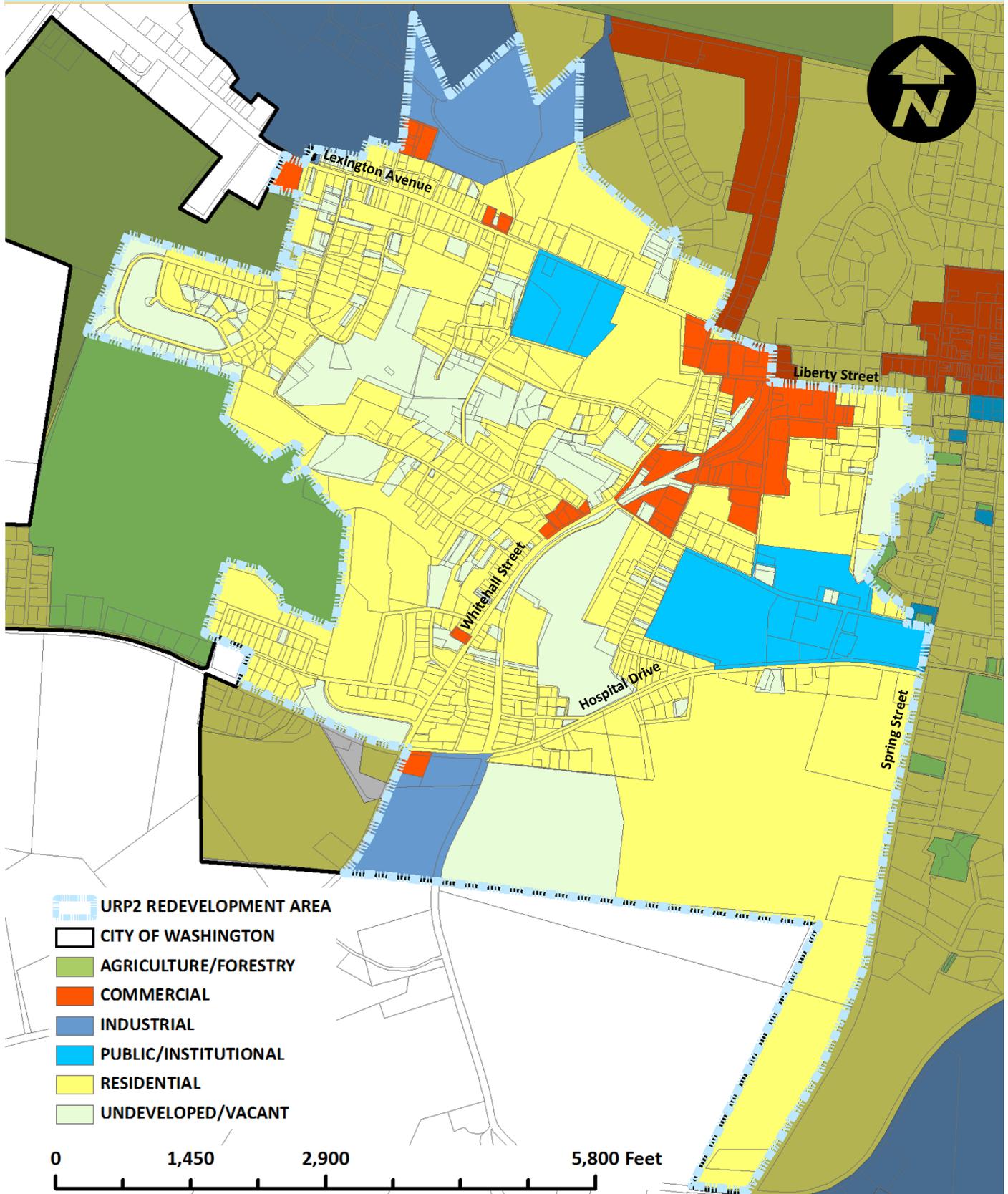
(b) LAND USE AND DEVELOPMENT POLICIES.

In addition to Washington's original urban redevelopment plan, three (3) other land use policy documents directly impact decisions related to land use and land management in the URP2 area. The city has a comprehensive plan, readopted in 2009. Washington also has recently adopted a multi-use trails plan, and a bicycle and pedestrian plan. All three (3) documents have been referenced during the development of URP2.

The *Washington-Wilkes Joint Comprehensive Plan (2009)* establishes the city's over-arching land use vision for the next 20 years. The URP2 area includes portions of the character areas established within the "Community Agenda" portion of the plan - as well as many of the city's "areas requiring special attention." The city has been careful to ensure that the recommendations of URP2 do not contradict the land use and development patterns proposed within the city's comprehensive plan document. In fact,

MAP C-1:

SOUTHWEST WASHINGTON EXISTING LAND USES



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LAND USE PRINCIPLES AND OBJECTIVES

recommendations related to the Gordon Street School Revitalization Area and Rusher Street Revitalization Area incorporated into this document actively promote land use and development conversions that better represent the long-range vision provided in the comprehensive plan. It is important to note however, that while not contradicting the city's comprehensive plan, the recommendations of URP2 also do not actively seek to implement all of the objectives related to the comprehensive plan's applicable "areas requiring special attention." URP2 prioritizes revitalization efforts in the vicinity of Rusher Street, parts of Norman Street, and the Gordon Street school site. URP2 does not address all other "Southwest Washington Sub-Areas," "Washington Cemeteries," or the "Parmalat Complex" districts identified as areas requiring special attention in the city's comprehensive plan.

The *Washington's Multi-Use Trails Plan (2008)*, and *Washington-Wilkes Bicycle and Pedestrian Plan (2009)* represent the city's preferred policies on non-motorized transportation routes and facilities throughout the city. **Map C-2** (page C-5) illustrates preferred on-street and off-street bicycle and pedestrian networks as they relate to the URP2 area. It should be inferred that land development recommendations within URP2 support the overall goals and objectives referenced in these two (2) other plan documents. Conceptual site plans developed for the Gordon Street Revitalization Area in Subsection C-III incorporate these facility and network recommendations.

(c) ZONING.

The city of Washington maintains a zoning ordinance and accompanying official zoning map. The city's zoning ordinance is located in Chapter 90 of municipal code. A zoning map exhibit is not included within URP2 however as some recent zoning map amendments can not be accurately mapped in ARC GIS due to delayed changes in the city's parcel layer data.

Since the adoption of the original URP, the city of

Washington has contracted with the CSRA RC to prepare amendments to the city's zoning ordinance for the purpose of plan implementation. The CSRA RC prepared and provided zoning text amendments which created an R-1A (Small-lot Single Family) District, and a CD-1 (Rusher Street Revitalization) District. Text amendments provided that the R-1A - and most other pre-existing city zoning districts - be classified as "base" zoning districts. The CD-1 district has been classified as an overlay zoning district (referred to in the ordinance as a "character" district.) These text amendments were adopted in 2009 with the intent that they would be applied to most of the original URP's Rusher Street Target Area. The city has yet to enact the zoning map amendment (rezoning) process necessary to apply either district in the vicinity of Rusher Street. Nonetheless, standards from both zoning districts have been applied to city-owned properties acquired during the Rusher Street redevelopment process. Parcels subsequently sold by the city to developers require adherence to the design requirements of these unmapped districts through deed restriction.

URP2 does not propose wholesale zoning district changes throughout the redevelopment plan area. Zoning recommendations specific to URP2 are limited to the following:

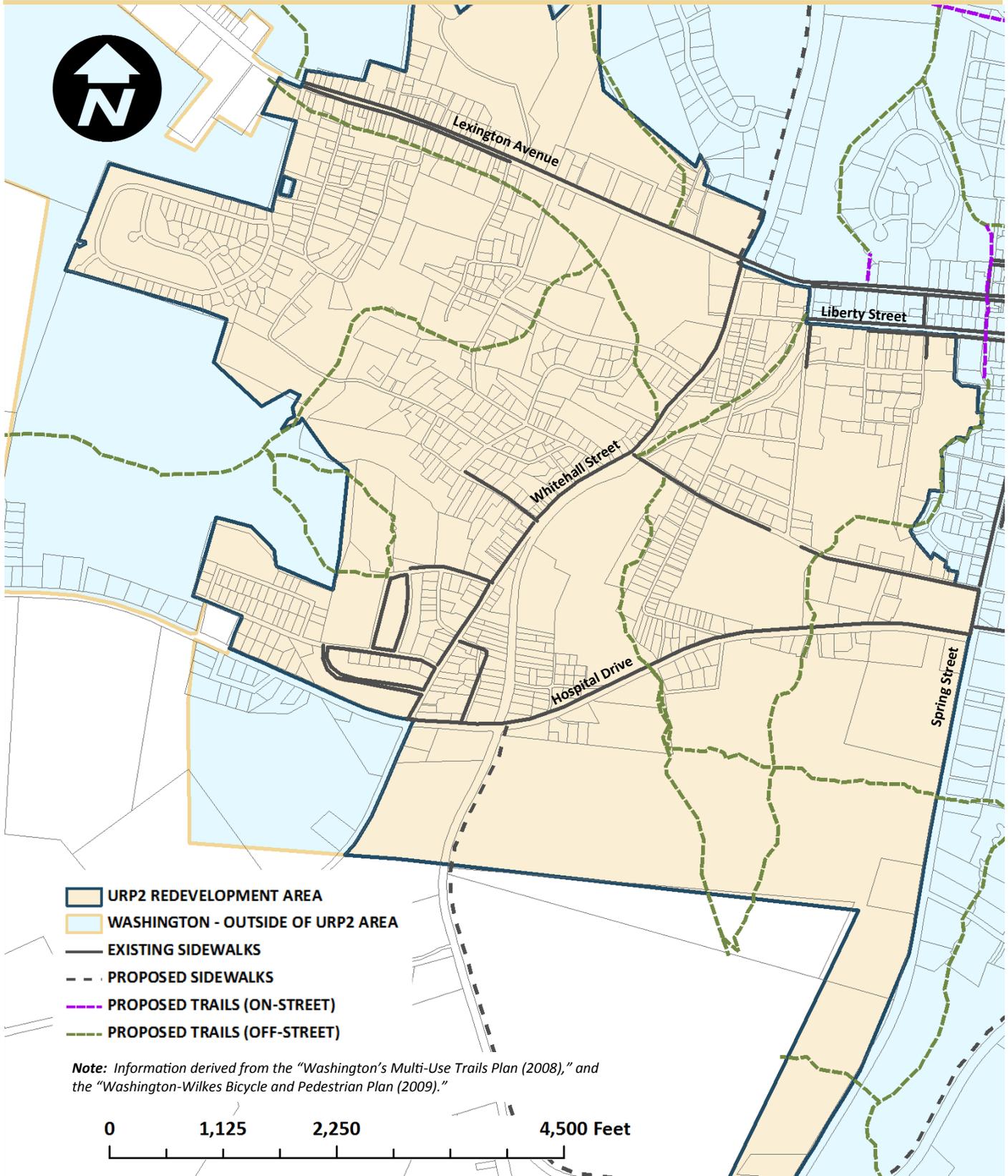
- **Gordon Street School Revitalization Area.**
Amend zoning districts and standards as necessary to facilitate implementation of the land use and development concepts presented in the Gordon Street School Conceptual Design Plan (Section C-III).
- **Rusher Street Revitalization Area.**
Adopt zoning text amendments to the CD-1 district completing building type design standards.

Complete the zoning map amendment process to rezone portions of the Rusher Street Revitalization Area to R-1A, and CD-1 (as applicable.)

Subject to the application of the CD-1 overlay, consider the rezoning of some Whitehall Street parcels to allow for new neighborhood commercial service options. This recommendation does not infer that the city should approve all such

MAP C-2:

BICYCLE AND PEDESTRIAN NETWORK



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LAND USE PRINCIPLES AND OBJECTIVES

proposals. Suitability of design, scale of project, blight abatement, and other variables should be considered on a case-by-case basis. Although not an exclusive case, a prime example of where this recommendation could be applied is the Anderson Service station property - a brownfield recently abated by the city.

URP2 can not ultimately predict what redevelopment proposals may be presented to the city in the future by outside parties. URP2 does not limit the city from making adjustments to zoning maps and standards not specifically referenced herein. It is strongly encouraged however, that such activities be conducted only if intended to support the spirit and intent of the recommendations contained within URP2. Zoning proposals that promote redevelopment activities contrary to the recommendations herein should occur only following amendment of URP2.

(d) SUBDIVISION REGULATIONS.

The city of Washington's subdivision regulations are located in Chapter 70 of municipal code. The city adopted a new subdivision regulation ordinance in October, 2012, largely for the purposes of implementing the *Southwest Washington Urban Redevelopment Plan (2007)*, and the *Washington's Multi-Use Trails Plan (2008)*. The newly adopted chapter of municipal code is entitled "Subdivision and Land Development" and accomplishes the following four (4) principal tasks:

- **Streets (Character District):** Alternative context-sensitive street standards created to implement the recommendations of the *Southwest Washington Urban Redevelopment Plan (URP)*, and to be utilized in the Rusher Street Target Area and other applicable portions of the city as determined by the mayor and city council. Promote an urbanized "complete street" model incentivizing multiple modes of transportation.
- **Streets (General):** Revisions/additions to other portions of the city subdivision regulations to promote an interconnected street system.

- **Pedestrian Facilities:** Incorporates the necessary language in Washington's subdivision standards to allow for the future construction of a city-wide trails network as recommended in the *Washington Multi-Use Trails Plan*. Also incorporates sidewalk requirements into the subdivision regulations.
- **Administration:** Extends the scope of the city's subdivision regulations to land development of all types.

No additional amendments to Chapter 70 (Subdivision and Land Development) of Washington Municipal Code are anticipated for the purposes of implementing URP2. Where possible however, character district street standards created within Chapter 70 should be applied as part of redevelopment projects - particularly within the Gordon Street School Revitalization Area.

(e) HISTORIC PRESERVATION.

The city of Washington contains five (5) historic districts listed on the National Register. The URP2 area includes portions of two (2) of the city's National Register Districts. There are no local regulations tied to these districts.

Washington has developed two (2) local historic districts. Rather than having independent and distinct boundaries, these districts largely overlap. Their joint locations include only a small portion of the URP2 area flanking W. Liberty Street. The first district was created in June, 1997 as the H-1 (Historic District) and is within Chapter 90 (Zoning) of Washington's municipal code. The H-1 district is a zoning district that provides the city's planning commission with the authority to conditionally approve a list of land uses provided, "...such uses maintain the general architectural scheme or activities reminiscent of the historical character of the area" (*Washington City Code, Sec. 90-442*). No architectural design guidelines accompany this zoning district designation.

Chapter 42 (Historical Preservation) of Washington city code establishes the Washington Historic District - a local historic district within which proposed building construction must meet the city's architectural guidelines. While the H-1 zoning district gives land use

LAND USE PRINCIPLES AND OBJECTIVES *URP 2*

approval authority to the city planning commission, the overlapping Washington Historic District architectural review and approval authority is assigned to a historic preservation commission. While these two (2) districts do not necessarily conflict with each other, the lack of coordination between the districts provides opportunity for confusion.

The location of National Register and local historic districts within the URP2 boundaries does not directly influence the land use principles and objectives contained with this chapter of the plan. Form-based land use regulations generated or amended as a result of URP2 adoption will continue to promote Washington's historic building patterns, form, scale and arrangements, traditional lot layouts, and street design and patterns. Such codes will not however seek to promote specific historic architectural styles; although, all measures will be taken to avoid form-based code standards that contradict architectural standards contained in local historic districts.

Proper implementation of URP2 will also not require adjustments to the city's H-1 zoning district or Washington Historic District. The city is advised however, that amendments to the administrative provisions of both districts - including the possible

incorporation of the Washington Historic District into Chapter 90 (Zoning) of city code – be undertaken in order to mitigate possible future conflicts. Such potential action would be taken independent of the goals and objectives of URP2.

(f) BUILDING CODE/NUISANCE CODES.

The city of Washington administers and enforces all applicable international building codes as adopted and amended by the Georgia Department of Community Affairs. Amendments to Chapter 38 (Health and Sanitation) were adopted by the city following completion of the original URP that increased the city's ability to abate building and property nuisances. No additional amendments to these codes are anticipated in order to successfully implement URP2.



Consistent with the original redevelopment plan, the URP2 advocates the use of form-based codes to promote site and building design that is reflective of Washington's historic context. Such codes do not generally promote, emulate, or duplicate a singular architectural style - rather, to use common and functionally efficient historic street, site, and building themes as a reference for new development.

C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(a) PURPOSE AND APPLICATION.

The URP2's Gordon Street School Revitalization Area has been identified by URP2 stakeholders as the community's principal area of redevelopment interest. Since the completion of the original URP in 2006, the former Washington-Wilkes Middle-High School, which forms the vast majority of the target area, was abandoned by the Wilkes County Board of Education and acquired by the city of Washington. The sheer size of the site - combined with community nostalgia - makes its redevelopment the city's top priority. Strategically located adjacent to Wills Memorial Hospital, and close to downtown, city ownership of the site provides for enormous redevelopment potential. Unfortunately, in a rural community with a declining population base like Washington's, interest in the site by private investors has been limited, while the slow decline of buildings and property has become an increasing hazard and liability to the city government.

To address the community's concerns about the viability of redeveloping this important site, and offer an opportunity to channel public interest, CSRA RC staff conducted a two-day design workshop aimed at generating a unified community-endorsed conceptual land use and design plan. An overview of the design charrette process can be found in Chapter B (Public Involvement).

The Gordon Street School Conceptual Design Plan is merely a model meant to represent a preferred redevelopment scenario for the site. Through adoption of the URP2, the city is not inextricably bound to the text and images that accompany the conceptual plan. Reasonable variation must be allowed to account for changing circumstances. In contrast however, adoption of the URP2 does infer that Washington's elected officials have endorsed a unified view of how the city should seek to redevelop the Gordon Street School Revitalization Area. The most effective means with which the city can implement the redevelopment

vision introduced by the conceptual plan is through adherence to the guiding land use principles and objectives listed in the subsequent sections of this chapter, and the implementation strategies provided in Chapter D (Implementation Program).

(b) SITE PLAN BOUNDARIES.

The Gordon Street School Conceptual Design Plan exercise does not incorporate all of the Gordon Street Revitalization Area. The design charrette process instead focused almost exclusively on the city-owned Washington-Wilkes Middle-High School site encompassing roughly 26.9 acres. Secondary consideration was given to two (2) additional parcels of 2.1 total acres and fronting Hospital Drive. **Map C-3** illustrates the distinction between the Gordon Street Revitalization Area boundaries and the site plan.

MAP C-3:

GORDON STREET SCHOOL CONCEPTUAL DESIGN AREA



School Buildings. Over 161,000 square feet of vacant building area remains at the Washington-Wilkes Middle-High School site. The available square footage of the structures far exceeds local office, residential, and retail demand. The possibility of adaptive re-use is further complicated by the presence of asbestos and the advanced deterioration of some building wings.



Hospital Drive (Looking East). The southern boundary of the Gordon Street Revitalization Area also forms the edge of the conceptual design plan. Travel lanes are exceedingly wide - while supporting only minimal traffic volumes. Targeted retrofits to this corridor adjacent to the redevelopment site could calm motor vehicle traffic speeds and better accommodate other transportation modes, and on-street parking.

C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(c) PRELIMINARY ANALYSIS.

CSRA RC staff was aware in advance of the Gordon Street School Revitalization area design workshop that community opinion on the best use for the site was widely divergent. Opinions have ranged from demolishing all buildings on the former school property and immediately selling the city property; to retaining all 161,000 square feet of building and maintaining it at a basic level until a suitable private party expressed interest in completely redeveloping the property.

Most workshop participants however, acknowledged that both extremes of opinion are unfeasible. Full hazardous substance remediation and demolition of the former Washington-Wilkes Middle-High School would be a significant drain on city resources. There are few third-party funds available for such an activity where a private redevelopment partner is not a participant in the process. The option of developing more low-to-moderate income housing on the site was also not desirable for a variety of reasons. Essentially, there was no guaranteed source of tax revenue that would result from the city's potential site clearance activities. Such an activity also disregards an emotional attachment to the school buildings by many members of the black community.

There is also no obvious market to attract a redevelopment partner to the site—particularly where the community wishes them to invest in 161,000 square feet of largely functionally obsolete buildings that first require asbestos remediation. Washington is a small city that has lost population between 2000 and 2010. An adequate inventory of vacant property remains throughout the city that can attract residential and non-residential development without the physical and emotional burdens attached to this site. More detail regarding the challenges to the revitalization area can also be found in Chapter A (Findings of Necessity.)

(d) PRINCIPAL CONCLUSIONS.

Working cooperatively throughout the two-day design workshop, citizens, CSRA RC staff, and other stakeholders generated a preliminary concept plan that revolved around six (6) principal conclusions. The preliminary concept plan is displayed on **Map C-4**. The accompanying conclusions are listed immediately below the map within **Figure C-2**. The preliminary site plan and principal conclusions were subsequently formalized by CSRA RC staff in the form of a final Gordon Street School Conceptual Design Plan (Pages C-12 through C-23)

MAP C-4:

GORDON STREET SCHOOL PRELIMINARY CONCEPT



Figure C-2: Gordon Street School Conceptual Design Plan - Summary of Principal Conclusions.

A. Commercial Options.	There is limited market for substantial commercial investment in Washington. Industrial development directly adjacent to residential neighborhoods to the north and west is undesirable. Traffic volumes along Hospital Drive and Gordon Street do not suggest adequate exposure for retail investment. Retail investment would compete with downtown and efforts along Whitehall Street. Recent investments at Wills Memorial Hospital increase the prospect of viability for medical office uses along Hospital Drive (A).
B. Residential Options.	Low-to-moderate income housing is not desired by the city on this site. The senior housing market may be saturated by an ongoing Low-Income Housing Tax Credit project under development on an adjacent site. There is little evidence of a housing shortage in Washington; although, there may not be an abundance of housing in a condition, age, or size that attracts civil servants or other young professionals that are currently commuting to Washington from other communities. Location of the site in proximity to downtown, the hospital and potential park space may make this site suitable for market rate housing options such as single-family detached dwellings and townhomes (B).
C. School Buildings.	There remains little functional use for the majority of the 161,000 square feet of institutional buildings left on the site. Original ideas for community uses in the structures are limited as the city and neighborhood already have a gymnasium, conference center space, etc. Absolute retention of all buildings is less feasible as they age - resulting in a financial drain on the city. Clearance of the majority of the site is recommended in phases—timed with the preparation of developable tracts. The administrative wing (roughly 21,000 square feet) of the buildings should be maintained as long as possible to incorporate into a final development scenario (C); although, long-term demolition of this building should also be considered if a feasible use can not be found for the structure at the end of the URP2 implementation period.
D. City Complex.	City government is currently operating under space constraints—and within buildings that are reaching advanced deterioration. Relocation of city services to the Gordon Street School site provides adequate municipal space, makes the site more attractive to private investors, and increases the chances that the Gordon Street School administrative building may be re-purposed as part of a municipal campus (D).
E. Street System.	Interconnected streets and alleys attempt to emulate a quasi-grid configuration—with the extension of Depot Street into the site and a connecting street carrying to Hospital Drive (E). Depot Street extension follows the current ridgeline on the site providing adjacent development with a prominent location. Use of Washington’s alternative “character district” street standards is proposed for the site to provide for a better pedestrian environment and to mimic historic street patterns.
F. Park Facilities.	The existing slope is retained as public park space where large outdoor events may be held (F). The park is tied to downtown and areas to the south through the addition of a segment of the city’s proposed multi-use trail system—increasing site accessibility to neighborhoods throughout the city.

C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(e) FINAL CONCEPTUAL DESIGN PLAN - GENERALLY.

CSRA RC staff utilized the “principal conclusions” (Figure C-2, page C-11) generated during the Gordon Street School design workshop to prepare and refine a final conceptual design plan for the site. The preferred plan proposes a mix of residential, institutional, office-commercial, and recreational uses. It is with this concept in mind for which the recommended implementation program adopted by Washington City Council in Chapter D (Implementation Program) is structured. Still, specific recommended acreages designated to each land use are not provided within URP2 however because the potential division of land uses should remain flexible to account for unforeseen market opportunities that may arise.

The final Gordon Street School Conceptual Design Plan is described in more detail on pages C-13 through C-23.



Gordon Street School Revitalization Area (Northwest View). The wide range of land uses proposed by the Gordon Street School Conceptual Design Plan are an acknowledgment - in part - of the lack of an overwhelming market demand for any single land use type in Washington. Lacking current redevelopment interest from the private sector, pro-active public investments by the city in the form of phased site clearance, street infrastructure, and park space may be necessary to lure interested private redevelopment partners to the site.

MAP C-5:

GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN



Figure C-3: Gordon Street School Conceptual Design Plan - Summary of Land Uses.

A. Commercial.	The conceptual design plan for the Gordon Street School site envisions commercial development along Hospital Drive. The preferred commercial land use type is medical office—although buildings may be constructed so that leasable spaces area suitable for both office and retail development. The preference toward medical office represents a desire to leverage the recent investments made at Wills Memorial Hospital, while avoiding direct competition with the saturated retail market in downtown and other parts of Washington. Commercial uses should also be considered for the former administrative wing of the Gordon Street School, although not as the principal use unless office development along Hospital Drive becomes saturated.
B. Institutional.	The Gordon Street School site represents an “in-town” location where municipal offices may be relocated from deteriorated and constrained quarters in downtown. Adequate acreage exists to consolidate most administrative city services on the site—although uses like maintenance yards, utility sheds, etc. should remain at a satellite location. The development suggests a new city hall building on a prominent location on the site’s ridge line. The majority of square footage within the former administrative wing of the Gordon Street School is proposed as office space as part of a city annex. Remaining square footage may serve as a location for heritage exhibits, community space, and perhaps even a small café.
C. Recreational.	The existing slope from the Gordon Street School buildings to the creek on the east site of the property should be retained as public park space for large outdoor events. A multi-use trail connection along the creek and extending into downtown in the vicinity of Liberty Street Park should be constructed to provide direct pedestrian access to the site consistent with the recommendations of the <i>Washington’s Multi-Use Trails Plan (2008)</i> .
D. Residential.	The conceptual development plan suggests single-family (yellow parcels) and townhouse (orange parcels) residential development throughout much of the central and western side of the site. The plan does not promote low-to-moderate income housing for this site, as it is believed that a market may exist for market-rate housing development at this location—particularly if public investments in infrastructure and park space on the site come to fruition. The plan illustrates 43 single-family homes and 43 townhomes. This breakdown is merely meant to illustrate one (1) possible mix of housing types, although other arrangements may be considered. Multi-family development is not preferred on the site except that such a use could be considered as a secondary use for the former administrative wing of the Gordon Street School if it has not otherwise been incorporated into a city complex.
N/A Other.	This site is not suitable for industrial, warehousing, or similar uses.

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LAND USE PRINCIPLES AND OBJECTIVES

C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(f) FINAL CONCEPTUAL DESIGN PLAN—OFFICE/COMMERCIAL DEVELOPMENT.



Picture A illustrates commercial office development on the north side of Hospital Drive—connecting the Gordon Street School site to Wills Memorial Hospital. The conceptual development plan presumes that the city will assist the hospital board in ensure the availability of land for uses that are accessory to the hospital.

Medical offices uses tied to a regional hospital facility are not as reliant to motor vehicle volumes as retail, instead thriving on proximity to the anchor facility. This trend is evident by the lack of existing retail in the area, and the prevalence of medical office uses on the south side of Hospital Drive (**Picture B.**)



The conceptual design plan promotes medial office or other similar uses as the preferred commercial land use on the Gordon Street School site in part to avoid direct completion with downtown Washington (**Picture C.**) The local market is too small to support an additional commercial retail node.

Any efforts to promote small, individual, neighborhood-centered, commercial development within the URP2 area should instead be focused on Whitehall Street (**Picture D.**)





The intersection of Hospital Drive with the proposed ridge road should be given the highest priority for possible commercial office development. **Picture A** suggests a building anchoring the northwest corner of the proposed intersection forming an urban street wall, street oriented openings, and concealing parking to the rear by wrapping the building. A preference for a single-tenant versus multi-tenant building is not provided within the conceptual design plan; although, building form and scale should complement intended land use patterns on the rest of the site. Street-facing fenestration should be substantial, monotonous building walls should be avoided, etc. City efforts should be geared toward site preparation and ensuring that any development on the parcel conforms to building design standards similar to those prepared for the Rusher Street CD-1 zoning district and historic building patterns. Application of such standards may be through zoning mechanisms or deed restrictions.



Picture B provides a view from the Gordon Street School site looking southwest along Hospital Drive. **Picture C** was taken from roughly the same location looking north across the Gordon Street School site. The position of the photographer for both images occurred in the vicinity of the proposed ridge road and commercial office site referenced in **Picture A** (above.)

Potential development of this portion of the site is given priority because it would provide for the preparation of an initial small-scale revenue producing portion of the site. **Pictures B** and **C** however, illustrate that such efforts will likely require some significant grading activity as this end of the site slopes downhill dramatically toward the creek on the eastern boundary of the property. Grading on the rest of the site is not anticipated to be quite as dramatic as the sheer size of the school building footprints and playing fields has resulted in a largely level tract.



C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(g) FINAL CONCEPTUAL DESIGN PLAN—CITY COMPLEX/SCHOOL BUILDINGS.



There is currently no market for the adaptive re-use of 161,000 square feet of vacant institutional building space in a town of just over 4,000 citizens (Pictures A and B). With each passing day, the condition of the Gordon Street School property continues to deteriorate however - further raising redevelopment costs for any potential private investor beyond what may provide them a suitable return for their investment (Picture C). Lacking investment prospects, the abandoned structures present to the residents of the surrounding neighborhood a blight that containing hazardous substances, presenting slowly increasing opportunities for structural failures, and providing cover for illegal activities. For the city as a whole the situation is an increasing liability.

Still, the abandonment of the site - combined with the historical significance of the Washington Central School to the local black community - has galvanized the emotional attachment to the school buildings. Complete demolition of the school buildings without a clear direction for re-purposing the property only adds to a feeling of desertion by many in the surrounding neighborhoods.

These divergent themes - market realities vs. historical connections - are the principal drivers of the Gordon Street School Conceptual Design Plan. To redevelop the Gordon Street School site in a manner that considers both factors, Washington must create an economy of scale. To do so, the majority of the buildings on the site should be dismantled over phases. A key portion of the buildings however should be mothballed for a period of years as the site is redeveloped around it, and a suitable use is sought for the structure. The mothballed building proposed to be retained as part of the Gordon Street School Conceptual Design Plan (see Page C-17) represents a balance between having manageable square footage that may be re-purposed for a wide variety of potential uses, and salvaging a portion of the complex that is among the most historically and emotionally significant.



LAND USE PRINCIPLES AND OBJECTIVES

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The Gordon Street School Conceptual Design Plan envisions the central portion of the school site to be anchored by a new city government complex (**Picture A.**) The complex would include a new city hall building, the possible use of the Gordon Street School administrative building as a city annex, and space for additional municipal services further toward the western side of the property in the vicinity of the exiting track and playing field.

The new city hall building occupies the prime spot at the top of the ridgeline, and at a terminal vista for those proceeding north on the ridge road from Hospital Drive. Although there are negative aspects to removing municipal space from a downtown area, the Gordon Street School site is close enough to city center that such impacts should be minimal.

The administrative wing of the Gordon Street School (**Picture B**) encompasses roughly 21,000 square feet of space including offices, broad hallways and an auditorium. The building is the wing which is proposed to be mothballed for future use as part of the Gordon Street Conceptual Design Plan.

The building sits in a prominent central location on the site and contains a diversity of interior spaces that provides a variety of redevelopment options. In addition to existing office space, hallways may be re-purposed as historical and art exhibit space. A small café may be developed to serve visitors, and the municipal and medical office workers that may be employed within new facilities on the site. Space set aside for cultural uses may be partitioned from administrative office space at certain times of the day/week due to the long and narrow shape of the building. Other uses should also be considered for the space from senior housing to other types of commercial uses.

It is important to note that the Gordon Street Conceptual Design Plan does not propose that the mothballed structure be retained indefinitely. At the end of the five (5) year term of URP2, the prospects for re-use of this building must again be re-evaluated.



As with other land uses within the conceptual design plan, municipal parking is proposed to be located to the rear of buildings (**Picture C.**) The common theme for creating a new urban environment on the site is that “buildings frame the street.”

Two (2) additional twin “buildings” are shown to the rear of the proposed city hall that would frame the west side of the parking area and provide for the additional growth of municipal offices. This possibility increases if an alternative use is found for the Gordon Street School administrative wing other than as a city annex. Alternatively, should the twin municipal buildings prove unnecessary, the site illustrated in **Picture C** may simply be re-purposed as further residential development.

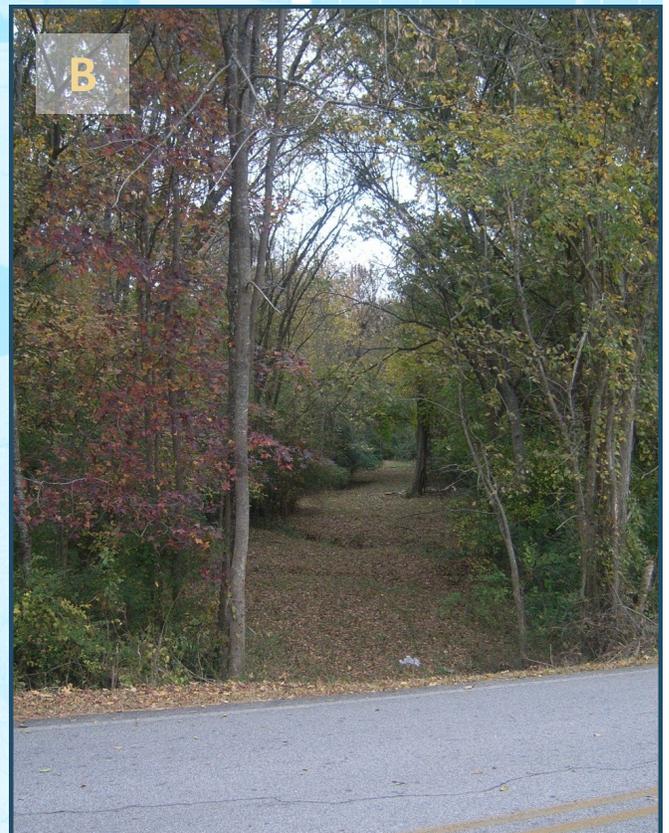
C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(h) FINAL CONCEPTUAL DESIGN PLAN—RECREATION.



Attracting potential private redevelopment partners to the Gordon Street School site - rather than to competing communities - requires that the city of Washington make the site special. The existing slope on the eastern side of the site should be retained by the city and utilized as a city park (**Picture A.**) The green space should be connected to downtown via the development of a multi-use trail along the creek - and roughly following the course of an existing city sewer line.

Access to and (minimal) development of this park space provides an immediate amenity to the adjacent neighborhood, and likely improves the value and marketability of the rest of the redevelopment site in the eyes of potential investors. Consistent with the theme of "access," the segment of multi-use trail illustrated within the conceptual design plan and connecting Gordon Street with Hospital Drive may not actually represent the highest trail segment priority. Its length is internal to the site, and while enhancing the property does not provide an immediate linkage to other portions of the community. This trail segment should take a secondary priority to the proposed segment projecting north of Gordon Street and connecting the site with downtown in the vicinity of Liberty Street Park. **Picture B** shows the potential path of the multi-use trail as it leaves the redevelopment site at Gordon Street and proceeds northward.





Development of the existing slope (**Picture A**) as a park space may initially be accomplished with minimal investment. Initial priorities may be limited to utility and fence relocation, trail development, and grading associated with site preparation for office space at the south side of the site (see Page C-15.)

Given Washington's existing inventory of gym space, playing fields, and other active facilities, development of competing facilities at this space is not proposed as part of the conceptual design plan.



The natural slope and substantial acreage that characterizes the eastern third of the Gordon Street School site provides Washington with the opportunity to create a premier outdoor community gathering space in the form of an amphitheater and/or band shell. On a north-south axis, the Gordon Street School site occupies a central location in the city. Potential trail location increases site accessibility from other portions of the city.



Pictures B and C illustrate amphitheatres in other communities; but, they could easily be mistaken for the eastern slope of the Gordon Street School site. These images were specifically selected for inclusion in URP2 - not only because of their similarity to the redevelopment site - but also because of the minimal apparent impact of the amphitheater structures to the existing grade of the land.

C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(i) FINAL CONCEPTUAL DESIGN PLAN - RESIDENTIAL DEVELOPMENT.

The conceptual design plan does not promote or commit the city to housing for a specific user group (i.e. low-income housing, senior housing, etc.) Indeed low-to-moderate income housing is explicitly not recommended for the Gordon Street School site. Such efforts should continue to be focused within the Rusher Street and Norman Street Revitalization Areas.

The Gordon Street School conceptual design plan does not propose the construction of high “intensity” housing types such as multi-family buildings. Rather the plan suggests the inclusion of single-family dwellings and townhomes. These and other similar residential housing types are of a scale that better complement the surrounding neighborhood, and which may be subject to high demand where they face the hypothetical city park to be developed on the site. Should multi-family housing development be viewed as a possible redevelopment component in the future, its inclusion should be through the alternative re-use of the mothballed administrative building (or other school wings which may not yet have been dismantled.)

While the plan does not suggest high “intensity” housing types, the preferred housing types are illustrated in **Pictures A and B** at a higher “density” than some portions of the surrounding neighborhood. The long, narrow lots that are illustrated reflect historic neighborhood building patterns. The density of the individual building lots is offset by a low site-wide gross density through the inclusion of substantial green (park) space. The city should allow for this preferred neighborhood pattern through appropriate adjustments to, or variances from, standard lot arrangement requirements.



The housing mix illustrated within the conceptual development plan may be modified to meet market conditions. Site development should however ensure that transitions between housing types are logical and consistent. As illustrated in **Picture C**, housing type transitions should occur at hard boundaries such as between blocks or rear alleys. Except in limited situations, attempts to position residences so that differing types of housing stock face each other across a street should be avoided.

The majority of the redevelopment site’s existing street frontage lies to the north on Gordon Street. New buildings—whether residential or non-residential in nature - should face and frame existing street frontage as much as possible (**Picture D**.) Retrofitting portions of these shared street frontages to incorporate elements of the city’s character district street standards should be an integral part of the redevelopment process.





Housing on the Gordon Street School site should continue to promote the form-based design principles that have been implemented within the Rusher Street Revitalization Area (Picture A.) Such residential design principles support the historic building context for which Washington is known. Further, the design standards that were drafted for the city of Washington’s Rusher Street redevelopment project have no correlation to whether or not a project is an affordable or market-rate housing development. The same basic design principles are being applied in many communities across the nation to market-rate infill housing sites as well (Picture B.)

Any potential relaxation on rules related to lot sizes and arrangements on the Gordon Street School site should only be permitted in conjunction with detailed building and site design.

Picture C illustrates a page of the single-family design standards developed for the Rusher Street Revitalization (CD-1) District. Similar standards should be applied to residential and non-residential development on the Gordon Street School site in order to generate development that exceeds a minimum standard and can better retain its value over time. The development and application of Gordon Street School Revitalization (CD-2) District should be considered by the city for at least some of the redevelopment site.

APPENDIX 90-A.1: CD-1 BUILDING TYPE (DETACHED HOUSE)

Building Elements (Cont.):

Fenestration (Cont.):

- d. Double-hung windows are required on applicable building facades. Casement or sliding type windows are not permitted.
- e. Window openings are arranged horizontally and shall emphasize the vertical dimension. The arrangement of windows between stories shall be such that openings are visually compatible in proportion and alignment.
- f. Openings shall be situated such that they reveal the interior space and do not span across structural elements separating rooms or floors.
- g. The standards contained within this subsection are referenced on FIGURE F.

Porches:

- a. A front porch is a required component of a detached house's front building facade. Front porches may be full facade, partial facade or wrap-around in style.
- b. A front porch shall be constructed at a minimum depth of 6 feet; and, at a minimum shall span at least 12 feet in width, or 50 percent of the front building facade, whichever is greater.

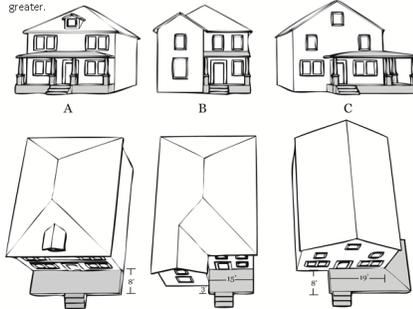


FIGURE G: Porches: The front porch element provides an additional "outdoor living room" which promotes neighborhood interaction. A variety of front porch arrangements can be utilized on front building facades subject to minimum dimensional requirements.

Building Elements (Cont.):

Porches (Cont.):

- c. Recessed front porches shall project at least 3 feet beyond the front building facade, exclusive of encroachments permitted in this Appendix.
- d. Porches must be roofed and framed by posts that extend to the roof and balustrades. Posts and railings shall incorporate architectural elements to provide visual interest.
- e. Porches shall not be enclosed above a railing height of 42 inches except for screening.
- f. The standards contained within this subsection are referenced on FIGURE G.

Roofs:

- a. The main roof of a detached house shall incorporate symmetrical gables or hips with a pitch between 6:12 and 12:12.
- b. The pitch of roofs on elements such as dormers, porches, stoops, etc.; and accessory buildings and structures, shall closely conform to the main roof of the detached house but in no case shall be less than 4:12 or more than 12:12.
- c. Elements that are accessory to the detached house such as dormers, porches, stoops, etc., may incorporate a mono-pitch (shed) roof.
- d. Overhanging eaves may expose rafters but flush eaves shall be finished by profiled molding or gutters.

Garages:

- a. Attached garages shall be located to the rear of the detached house and shall not project beyond the side building facade, nor above the roofline of the detached house as viewed from the street.
- b. Attached garages shall not exceed 650 square feet – or 50 percent of the finished habitable floor area of the detached house - whichever is less.
- c. Detached garages are considered accessory structures and shall adhere to all applicable provisions contained within this section.

Utility Connections:

- a. Utility connections, including water, sewer and gas meters shall not be located on the street facing building facade; but where feasible, shall be located on the rear facade.

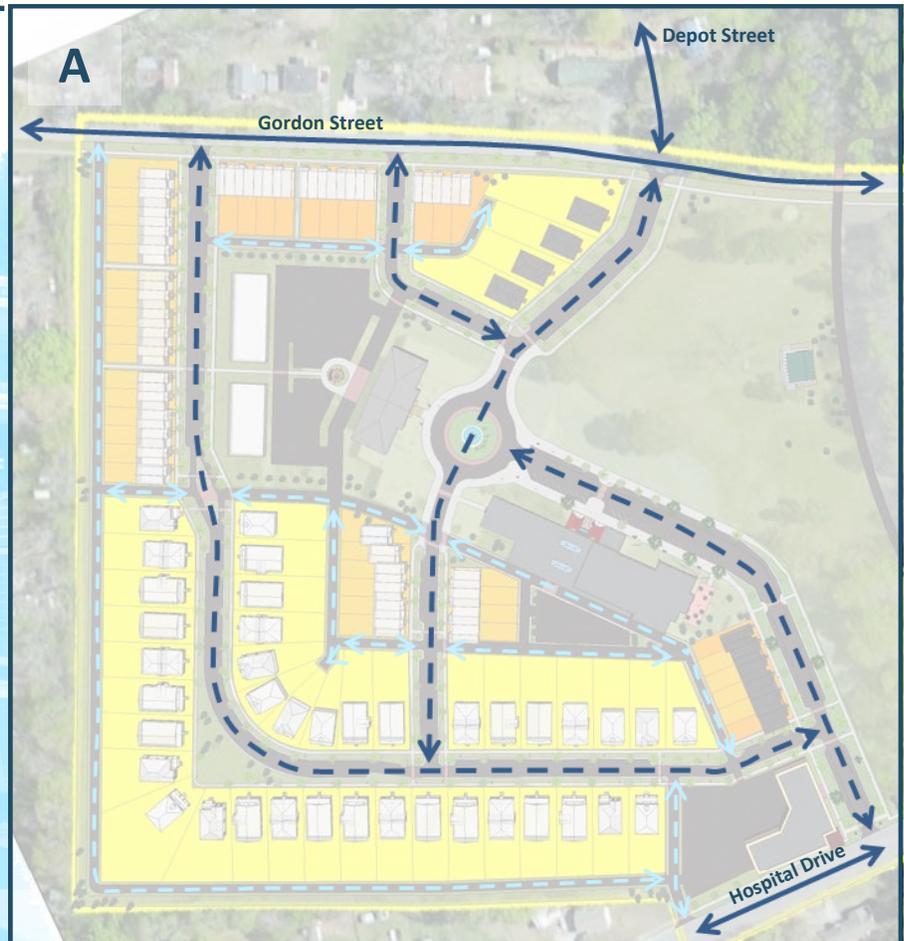
C-III. GORDON STREET SCHOOL CONCEPTUAL DESIGN PLAN.

(j) FINAL CONCEPTUAL DESIGN PLAN - STREET SYSTEM.

The street system developed for the Gordon Street School site must mimic Washington's historic grid pattern (**Picture A.**) Adherence to this objective is difficult given the shape of the tract—particularly the lack of street frontage on the western and much of the southern boundaries of the site.

The conceptual design plan suggests an extension of Depot Street south from Gordon Street roughly following the alignment of the existing school driveway. A complementary street projecting north from Hospital Drive creates a frontage road along the ridgeline which provides a boundary between proposed city park space and developable acreage on the site. Additional internal streets are complemented by an interconnected grid of alleys - space between differing land uses, and separating service and resident traffic from throughways intended for the general public.

The preference for an interconnected street system is not meant simply to mimic the nostalgia of historic building patterns. Interconnected street systems - with their ability to distribute traffic among multiple routes - improve site access and allow for the construction of narrower street segments that moderate motor vehicle speeds and improve the pedestrian environment within the right-of-way. The layout proposed for by the conceptual design plan promotes these principles which were recently endorsed by Washington city council through the adoption of new subdivision and land development regulations.



Alleys throughout the conceptual design plan provide a separation between differing land uses (**Picture B.**) More importantly, they allow for the location of utilities and other services outside of the public street right-of-way. Driveway access and service activities to the rear of buildings results in the development of streets where driveway encroachments are limited in favor of enhanced pedestrian facilities, on-street parking, and improved aesthetics.



The street system incorporated into the Gordon Street School site redevelopment project should be based on the “character district” street standards recently incorporated into the city’s subdivision and land development regulations. These provisions require narrow street widths and curve radii, planting strips, sidewalks, on-street parking, etc. (Picture A.) The most convenient manner in which to apply these standards may initially be through the city’s use of restrictive covenants on the site. Given time, the city’s development of an overlay (character) zoning district for the site will ensure that the character district street standards are applicable to the site by regulation.

The city’s character district street standards provide for 10 different street types that may be utilized on the Gordon Street School site during redevelopment (Pictures B and C.) Although with the scale provided within URP2, differences in street desire may be difficult to perceive, the conceptual design plan incorporates no less than four (4) of the city’s character district street types (and all three [3] alley types) to account for street function and context.

CHAPTER 70: SUBDIVISION AND LAND DEVELOPMENT CITY OF WASHINGTON, GEORGIA

Figure 70-72-A: STREET By Type and Context B

A. Yield-Flow STREET (General)	B. Yield-Flow STREET (General)	B. Yield-Flow STREET (Urban)
This STREET type is used to provide access to a small number of residential lots. Parking is assumed to be restricted to one side. General Yield-Flow STREET A must be used in conjunction with an alley.	This STREET type supports residential and accessory community uses and may provide access to limited and small-scale neighborhood commercial uses at higher order intersecting thoroughfares. General Yield-Flow STREET B should be used in conjunction with an alley.	This urban STREET type is for limited use in predominantly commercial and/or high density mixed-use areas. Urban Yield-Flow STREET B should extend no more than one block in length and be used in conjunction with an alley.
C. Slow-Flow STREET (General)	C. Slow-Flow STREET (Urban)	
The General Slow-Flow STREET C supports residential and accessory community uses and may provide access to limited and small-scale neighborhood commercial uses at higher order intersecting thoroughfares.	This urban STREET type is for limited use in predominantly commercial and/or high density mixed-use areas, should extend no more than one block length, and be used in conjunction with an alley.	

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CHAPTER 70: SUBDIVISION AND LAND DEVELOPMENT CITY OF WASHINGTON, GEORGIA

Figure 70-73-B: AVENUE By Type and Context C

A. Slow-Flow AVENUE (General)

Design Components*:	
Traffic Volume (ADT)	1500 - 5000
Design Speed (MPH)	25
Right-of-Way (A)	74'
Travel Lane(s) (B)	2 at 9' Each
Parking Lane(s) (C)	2 at 7' Each
Bicycle Lane(s)	N/A
Curb Radius	15' - 20'
Curb/Gutter (D)	2 at 24" Each
Minimum Planting Strip/Tree Well (E)	2 at 12' Each
Sidewalk (F)	2 at 5' Each
Frontage Zone (G)	2' Both Sides

*Note: Design components are subject to the applicable streetscape element requirements provided in Figure 70-73-C.

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URP2

LAND USE PRINCIPLES AND OBJECTIVES

C-IV. GUIDING LAND USE PRINCIPLES.

The land use analysis performed as a part of the URP2 planning process has reminded participants that there exist a wide variety of planning policy documents already “on the books” in Washington. Many of the ideas within these contracts between the city’s elected officials and the citizens of Washington have not been implemented as successfully as the original URP. This is not unusual or a criticism. Such a situation does not represent a failure - nor a breach of trust between city and citizen - merely a reflection of the limited resources that characterize most small and rural Georgia communities.

In relation to URP2, a more detailed attention to some of the recommendations within these existing policy documents will assist in redevelopment plan implementation. The following guiding land use principles are general policies that the city should pursue and/or adhere to in support of the more specific land use objectives outlined in Section C-V, and the URP2 implementation program contained in Chapter D. Although some of these principles are specific to the URP2 redevelopment plan area, others represent policies that should be applied city-wide:

- **Land Use Pattern.** There is little need to alter the land use pattern within the overall URP2 area. There remains an adequate mix of residential and non-residential land uses to accommodate the overall goals of the URP2. This policy recommendation does not preclude a change in redevelopment area land use patterns should unforeseen opportunity arise; however, efforts should be made to prioritize possible changes in land use to the plan’s revitalization areas.

Within the Gordon Street School Revitalization Area and Rusher Street Revitalization Area changes to land use are warranted that reflect the applicable zoning recommendations and land use objectives contained in Subsection C-II [c] and Section C-V, respectively.

- **Land Development Ordinances/Design Guidelines.** The need to enact wholesale zoning map and

zoning text revisions to accommodate the redevelopment area-wide goals of the URP2 are not anticipated. Adjustments to the zoning text and map may be necessary to accomplish the goals of the Gordon Street School Revitalization Area. Specific to this targeted area, adjustments to the design guidelines originally prepared in conjunction with the Rusher Street Revitalization (CD-1) zoning district will likely need to be made for the standards to be effectively applied to the school site. Form-based zoning districts and design guidelines are context-sensitive and can not be duplicated verbatim between differing geographic areas. Such codes must be customized.

- **Apply Character District Street Standards.** Utilize the character district street standards throughout the URP2 area in preference over contemporary street standards that remain in the city’s subdivision and land development regulations.
- **Historic Preservation.** Make adjustments to the city’s historic districts - consistent with the recommendations of Subsection C-II [e] herein - to ensure their efficient administration, and to avoid potential conflicts with the city’s ongoing development of overlay (character) districts.
- **Improve Bicycle and Pedestrian Systems.** A large segment of the city population relies on non-motorized transportation facilities for bicycle and pedestrian use. Equitable access to all parts of the community by Washington residents requires that a portion of local transportation revenues go toward the improvement and expansion of pedestrian and bicycle systems in accordance with the city’s adopted transportation plans.
- **Park Access.** Ensure greater access to open space by incorporating public park space in the URP2 revitalization areas.
- **Nuisance Abatement.** City-wide abatement of dilapidated and major deteriorated structures, as well as other measures of pro-active coded enforcement must be continually supported. A relaxation of these policies, or reduction in resources provided for such purposes, will quickly result in a return of blighted conditions to improved areas.



C-V. LAND USE OBJECTIVES.

The policies presented in Section C-IV (Guiding Land Use Principles) address topics that have a city-wide or URP2 area-wide scope, yet have the potential to impact the attempts to enact the URP2 implementation program. These policies should always be considered by city officials when making decisions about the applicable topics - even if there is no apparent geographic link to the URP2 revitalization areas.

The land use objectives within this Section of URP2 are directly incorporated in the plan's actual implementation program. Unlike the guiding land use principles, the land use objectives herein are intended to produce measurable outcomes. These objectives also reveal a distinct difference between URP2 and the original redevelopment plan. The original URP included land use objectives that had a redevelopment area-wide and city-wide application. Those objectives (primarily nuisance abatement and brownfield abatement) will continue to be addressed throughout the city. The land use objectives within this Section however, will be directed toward the plan's three (3) revitalization areas. These objectives form a major component of the subsequent implementation program.

(a) GORDON STREET SCHOOL REVITALIZATION AREA.

The premise behind the land use objectives related to the Gordon Street School Revitalization Area is explained in full within Section C-III (Gordon Street School Conceptual Design Plan.) Many are re-packaged and summarized herein:

- **Street Network.** Develop street infrastructure within, and on the boundaries of the Gordon Street School site to support subdivision and redevelopment of the property. Utilize character district street standards on internal streets. Retrofit adjacent segments of existing streets (Gordon Street, Hospital Drive) to a character district street standard.
- **School Buildings.** Create an economy of scale by

dismantling the majority of the Gordon Street School buildings over multiple phases. Concurrently mothball the administrative wing building and secure it for possible re-use.

- **Housing.** Avoid earmarking the site for construction of new low-to-moderate income housing. Instead, focus efforts on developing infrastructure and amenities that will create incentives for the construction of market-rate housing. Prioritize low-intensity housing types such as single-family residences and townhomes. Incorporate multi-family building types only as a retrofit option for the mothballed administrative building.
- **Professional Office/Commercial Services.** Incentivize the development of a medical or other office professional building in the manner prescribed in Subsection C-III [f].
- **City Complex.** Consider the site as a principal candidate for the relocation of city administrative services - including the possible location of a new city hall. If included, emergency services (particularly a use such as a fire station) should be strategically located in the vicinity of the far southeastern corner of the revitalization area. Uses such as maintenance yards are not appropriate for the site.
- **Park Space/Multi-Use Trails.** Transform the existing open space on the east side of the Gordon Street School site to public park space. Initial investments should retain a low-maintenance passive park character. A focus on fence relocation, clearance of underbrush, and trail development (within or extending north from the site) should be prioritized. More formal treatment to transform the space into a community activity center may occur over time.
- **Subdivision.** The city of Washington should not sell the entire Gordon street School site to a single prospective redevelopment prospect. The city should at least subdivide and retain the portion of the property intended for public park space. The city should reserve the right-of-way for the ridge road connecting Gordon Street and Hospital Drive. Consideration should be given to further subdivision to allow phased redevelopment (for instance, parceling the professional office site

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LAND USE PRINCIPLES AND OBJECTIVES

referenced on page C-15 [Picture A].)

- **Zoning.** Implement the zoning recommendations provided in Section C-II [c].

(b) NORMAN STREET REVITALIZATION AREA.

- **Housing and Zoning.** Continue the construction and rehabilitation of affordable housing units on Norman Street. Incorporate the Rusher Street Revitalization (CD-1) District design guidelines for single-family housing on targeted properties or throughout the block.

(c) RUSHER STREET REVITALIZATION AREA.

- **Housing.** Continue the construction and rehabilitation of affordable housing units on Rusher Street.
- **Neighborhood Commercial Services.** Focus efforts to develop neighborhood commercial services within the URP2 area on Whitehall Street. Pursue development of the Anderson Service station property (or other property in close proximity) north of Gaines Street or at the Whitehall Street/Hospital Drive intersection. Support the development efforts through the mitigation of continuing public nuisances on other non-residential parcels along the corridor.
- **Park Space.** Develop a “pocket park” on the irregularly shaped triangular lot where Rusher Street and an alley on the northeast corner of the housing redevelopment site.
- **Zoning.** Implement the zoning recommendations provided in Section C-II [c].



**C-VI. INTEGRATION OF
LAND USE PRINCIPLES AND OBJECTIVES.**

The land use principles identified in Section C-IV (Guiding Land Use Principles) serve as policy addendums to the city’s other existing land use policy documents (i.e. comprehensive plan, multi-use trails plan, etc.) The applicability of the guiding land use principles is to the entire URP2 area - unless a specific reference is made to one (1) or more of the target revitalization areas established by the plan. Great care has been taken to ensure that the policy recommendations herein do not conflict with the city’s comprehensive plan; however, conflicts may occur. In such instances, the more specific and recent recommendations contained within URP2 should supersede those of the contrary land use plan. Amendment of the city’s existing planning document should be considered where such conflicts arise.

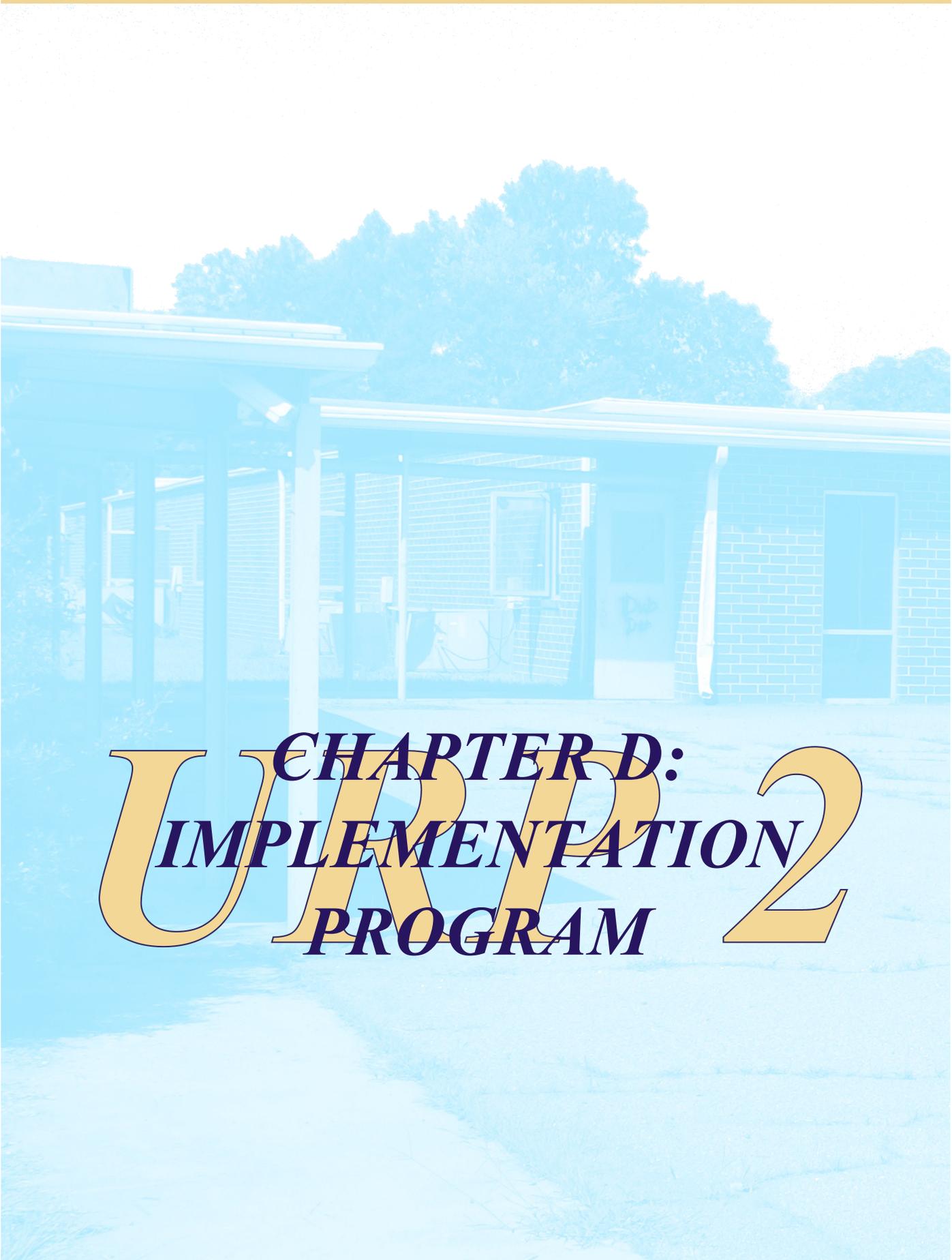
The land use objectives identified in Section C-V (Land Use Objectives) will be applied in a manner that directly supports implementation of the overall goals of URP2. To this end, the reader is advised that the primary vehicle for URP2 implementation is via the specific URP2 strategies provided in Chapter D (Implementation Program). It is within the parameters of the implementation program established in Chapter D incorporates those applicable land use objectives provided herein, and their scope.

As supplements to the city’s existing land use policy documents, the land use principles and objectives should be cumulatively referenced and applied by the city’s elected and appointed bodies when considering zoning map amendments, zoning text amendments, subdivision proposals, infrastructure improvements, and all other decisions affecting land development in the redevelopment area.



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CHAPTER D:
URP 2
IMPLEMENTATION
PROGRAM

D-I. IMPLEMENTATION PROGRAM OVERVIEW.

The Georgia Urban Redevelopment Law requires that an urban redevelopment plan include a workable strategy for implementation. The resulting implementation program contained within this chapter of the *Southwest Washington Urban Redevelopment Plan 2* (URP2) incorporates the following components:

- **Final Goals.** *A final list of URP2 goals with supporting information regarding associated opportunities, potential partnerships, and challenges.*
- **Implementation Parameters.** *An inventory of items that establish the administrative structure of plan implementation which may include: implementing agency(ies); staffing, focus properties, resident relocation, legal tools, etc.*
- **Public Awareness.** *A narrative of how the public will remain aware of plan implementation activities.*
- **Implementation Schedule.** *A five-year schedule of recommended URP2 implementation strategies.*

As structured, Chapter D (Implementation Program) of URP2 exceeds the minimum requirements of the Georgia Urban Redevelopment Law.

D-II. FINAL GOALS AND OBJECTIVES.

(a) CONFIRMATION OF GOALS AND OBJECTIVES.

The initial goals, or “topics of interest,” which were articulated at the beginning of the URP2 planning process are listed in Subsection A-1 (b) (Re-initiation of

the Planning Process) of the redevelopment plan document. The identification of the these four (4) topics of interest as the goals which guided the subsequent planning process were confirmed during initial conversation with the plan advisory committee. Five (5) associated “preliminary recommendations” were subsequently formulated and incorporated into the URP2 document at the conclusion of Chapter A (Findings of Necessity.)

Following public input and further participation by the advisory committee, and Mayor and City Council, the initial goals and recommendations presented within Chapter A have been confirmed as the official goals and objectives of URP2. These finalized goals and objectives are summarized within **Figure D-1** in a modified format. **Figure D-1** is also arranged so that the goal statements and objectives area aligned in a complementary manner. **The goals and objectives are not presented in any order of priority.**

(b) DETERMINATIONS AND STRATEGIES.

Throughout the data collection and public input process, many issues were raised by redevelopment planning participants that would form and impact the preferred methods of URP2 implementation. These varying “issues and opportunities” that have arisen through the planning process must be considered in relation to the final goals and objectives presented in **Figure D-1.**

Figure D-1: Southwest Washington URP2 - Final Goals and Objectives¹.

Goals	Objectives	Specific Strategies Proposed? (Y/N)
A. Continue housing development and redevelopment efforts.	1. Provide low-to-moderate income, and mixed income housing, opportunities through further development of the Rusher Street Revitalization Area.	Yes. (See Figure D-2)
	2. Develop and maintain residential rehabilitation programs in the city.	Yes. (See Figure D-2)
B. Promote and support continued nuisance abatement activities.	1. Make adjustments to nuisance ordinances and enforcement policies where necessary to facilitate abatement activities.	No.
C. Generate targeted development of neighborhood commercial services.	1. Develop a neighborhood commercial “pilot” development on the Whitehall Street corridor.	Yes. (See Figure D-3)
D. Convert abandoned institutional sites into productive land uses.	1. Engage in a phased redevelopment process for the former Washington-Wilkes Middle-High School.	Yes. (See Figure D-4)

¹ Derived from Chapter A (Findings of Necessity.)

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The determinations and strategies listed in **Figures D-2** through **D-4** provide additional clarifications/parameters to the city of Washington regarding the methods in which the implementation steps presented within the implementation schedule (see Pages ???) should best be applied. Within each figure, the sections listed as “determinations” are a compilation of many of the issues and opportunities raised during the planning process. The “strategies” in each figure provide a summary of what action steps must be incorporated into the implementation schedule. Specific determinations and strategies regarding the nuisance abatement goals and objectives represented in **Figure D-1** have not been drafted as the best known course of action in regard to this issue is simply to continue current efforts.



FIGURE D-2: GOAL A: Continue Housing Development and Redevelopment Efforts.

OBJECTIVE 1: Provide low-to-moderate income housing, and mixed income housing, opportunities through further development of the Rusher Street Revitalization Area.

FINDINGS:

- The Rusher Street Revitalization Area was the principal focus of city redevelopment efforts following the adoption of the first URP.
- The city and state have jointly invested over one (1) million dollars in property acquisition, building demolition, and infrastructure reconstruction since 2008 in the Rusher Street Revitalization Area.
- Two (2) new single-family owner-occupied homes have been built within the Rusher Street Revitalization Area for low-to-moderate income households.
- Roughly 19 single-family lots remain to complete build-out of the Rusher Street subdivision.
- Vacant building lots provide sufficient room for the construction of more low-to-moderate income dwelling units within the city for the foreseeable future.
- Some lots may be set-aside for the construction of market rate units.
- Additional amenities such as pocket park development may attract eligible households to the site.
- Constructed homes comply with single-family design requirements drafted for the city. Additional and related land development codes have been drafted but not yet adopted and applied to the revitalization area.
- New development within the revitalization area that is on property not owned by the city of Washington is not currently subject to compliance with design requirements.

RECOMMENDATIONS:

- Select one (1) or more developers for the construction of Rusher Street housing units subject to approved designs. Distribute developer awards based on lots to promote the best design mix. Allow a set percentage of final lots to be constructed as market rate units.
- Allocate city funds for Rusher Street pocket park landscaping, playground equipment, etc.
- Offer down-payment assistance to qualifying households wishing to locate within the city-owned Rusher Street subdivision.
- Adopt zoning map and text amendments applicable to the Rusher Street Revitalization Area as outlined in Chapter C (Land Use), pages C-4 and C-5.

OBJECTIVE 2: Develop and maintain residential rehabilitation programs in the city.

FINDINGS:

- The city's 2012 CHIP application targeted funding for a down-payment assistance program.
- Available lots where new housing could be constructed are prevalent within the Rusher Street and Norman Street Revitalization Areas.
- Although potential 2012 CHIP award does not limit potential down-payment assistance program participants to Rusher or Norman Street, much of the existing housing stock is in an undesirable condition.
- The city lacks adequate resources to create a down-payment assistance or residential rehabilitation program without the use of state/federal sources such as the CHIP program.
- Creating a CHIP-funded program residential rehabilitation program could better guarantee application to a much wider geographic area, and existing households in need.

RECOMMENDATIONS:

- Use next eligible CHIP funding cycle to apply for the creation of a residential rehabilitation program.

FIGURE D-3: GOAL B: Generate Targeted Development of Neighborhood Commercial Services.

OBJECTIVE 1: Develop a neighborhood commercial “pilot” development on the Whitehall Street corridor.

FINDINGS:

- Development of neighborhood commercial services on the Whitehall Street corridor was an objective of the original URP.
- Brownfield clean-up activity has resulted in the acquisition of at least one (1) commercial property on the corridor by the Washington Urban Redevelopment Authority.
- Some existing commercial properties on Whitehall Street continue to be sources of a high incidence of police calls for service, inhibiting investment in neighborhood commercial services.
- Washington has adopted pro-active nuisance codes - including provisions for properties that serve as recurring sources of code violations.
- There is little apparent evidence of a city-wide market for new commercial services, but some data suggests that there is leakage of some commercial services from the city.
- The Whitehall Street corridor is centrally located within the redevelopment area.
- Design standards developed for the Rusher Street Revitalization Area (which includes much of Whitehall) include “neighborhood commercial building” standards.

RECOMMENDATIONS:

- Disburse a request for proposals for the renovation and sale of the Anderson Street Service Station; or, simply the sale of the property. Subject proposals to applicable neighborhood commercial building design standards.
- Under the renovation scenario, enter into a lease-purchase arrangement to ensure that agreed upon improvements are completed on the building prior to final sale.
- Utilize revenues from Anderson Service Station property sale for purchase of one (1) or more additional Whitehall Street properties.

FIGURE D-4: GOAL D: Engage in a phased redevelopment process for the former Washington-Wilkes Middle-High School.

OBJECTIVE 1: Develop and maintain residential rehabilitation programs in the city.

FINDINGS:

- The city of Washington owns the Gordon Street School property - containing over 161,000 square feet of building space.
- Preferences for site redevelopment range from demolition of all structures, to retention of all buildings.
- There is no evidence of a substantial residential or non-residential market in Washington - a community with a declining population base.
- Retention of buildings on-site decreases development prospects due to cost of demolition to private parties, or increasing costs for suitable adaptive reuse of buildings.
- Building redevelopment costs may be increased due to chemicals and asbestos on the site.
- Most state funds tied to redevelopment activity (CDBG,CHIP) are earmarked for low-to-moderate income housing .
- The city may incentivize the site by retaining current open space for public use, and making initial demolition and infrastructure investments.
- One (1) possible site development concept is contained within URP2 (Chapter C - Land Use.)
- The state Redevelopment Fund (CDBG) is tied to activities that would spur “job creation.” Such funds may be tied to demolition and infrastructure development.
- Recreational Trails, TSPLOST, and Transportation Enhancement funds may be used for trail and streetscape development on at least a portion of the site.

RECOMMENDATIONS:

- Create a development parcel on the southern (Hospital Drive) frontage of the Gordon Street School site.
- Apply for the state Redevelopment Fund for the purpose of targeted building demolition (southeastern wings) and construction of a portion of a street from Hospital Drive north (See Section CIII - Gordon Street School Conceptual Site Plan.)
- Conduct asbestos and brownfield abatement activities on school building wings to be demolished.
- Designate city funds to mothball the school administrative wing.
- Apply city funds for abatement and mothball activities as local match for Redevelopment Fund application.
- Retain open space area for city park. Underbrush creek property and move fence from around school site open space on east side of the property for public access.
- Apply for Recreational Trails Grant for trail development along creek.
- Provide targeted marketing for initial redevelopment parcel - as part of, or independent of, the overall tract.
- Apply design guidelines to targeted tract. Utilize sale proceeds for further demolition activity.
- Tie any future rezoning requests on the property to building design requirements and the application of the city’s character district street standards.

URP 2

IMPLEMENTATION PROGRAM



D-III. IMPLEMENTATION PARAMETERS.

(a) DESIGNATION OF IMPLEMENTING AGENCY.

The City of Washington is designated as the implementing agency of URP2 - except where specific tasks have been delegated by the City within subsection D-3 [b] (Partnering Agency.) In the exercise of its authority for the purposes of URP2 implementation, the City has elected not to convey broad “urban redevelopment project powers” to a separate entity as defined by O.C.G.A. § 36-61-8. Rather, the city has determined to delegate limited “urban redevelopment project powers” solely as they relate to the specific tasks delegated and outlined in subsection D-3 [b].

(b) PARTNERING AGENCY.

The City of Washington will continue to partner with the City of Washington Urban Redevelopment Authority (hereafter the “URA”) for the implementation of URP2. Adjustments to the URA’s roles and responsibilities should however be considered by the Mayor and City Council to better reflect the new lists of goals and objectives contained in URP2.

The URA was created in 2009 in conjunction with an amendment to the original URP. The following responsibilities were delegated to the URA:

- **Brownfields:** *The URA has been identified as the primary agency responsible for brownfield redevelopment activities throughout the redevelopment plan area. This topic was identified in the original URP as Goal #4, Topic A.*
- **Pope Center:** *The URA was to be the lead entity for attracting hotel development to a limited geographic area surrounding the Pope Conference Center. As the lead entity for this task, the URA would have been responsible for financing support. This topic was inserted into the original URP as part of Goal #4, Topic B during the 2009 URP amendment.*

For the purposes of implementing URP2, the roles and responsibilities of the URA should be adjusted slightly. The URA should continue to be the city’s principal

entity for administering brownfield properties. However, development of a hotel space associated with the Pope Center no longer remains a redevelopment plan priority under URP2. In regard to promoting commercial development in the URP2 area, the URA should now serve - in part through leveraging abated brownfield properties - as the primary entity charged with attracting business enterprise to the redevelopment plan area in general. This change would not disallow further potential work on attracting a hotel to the Pope Center site, but should emphasize the desire to attract neighborhood commercial services to that portion of Whitehall Street within the Rusher Street Revitalization Area (see page D-4).

The adjustments to the URA’s roles and responsibilities should be made clear through the adoption of a new authorizing resolution by the Mayor and City Council. Such a resolution should also clearly re-define the URA’s geographic area of influence. Execution of such a resolution is necessary to avoid the confusion which could occur should the URA remain charged with pursuing actions that are related to a redevelopment plan document that has been superseded by URP2.

(c) STAFFING.

Washington’s original URP recommended the creation of a “redevelopment plan manager” position to guide plan implementation. Washington officials ultimately determined that rather than hiring a single individual to coordinate the implementation of highly divergent redevelopment topics and programs, a more efficient staffing method would be to leverage existing staff - and to hire new staff where expertise on a specific topic was necessary.

The city’s economic development director serves as the principal redevelopment plan administrator - with a focus on activities related to infrastructure and other general property investments - as well as serving as staff to the URA. As acknowledged in Chapter A (Findings of Necessity), an existing staff member was re

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-assigned to provide for effective nuisance abatement and general code enforcement. Only where the city had determined itself to be deficient in the topics of housing rehabilitation, and low-to-moderate income homeownership programs, has new staff been hired to provide guide such efforts internally.

Washington's approach to redevelopment plan implementation has been successful. URP2 recommends continuing the current redevelopment plan staffing arrangements. Additional grant administration and code writing support may continue to be derived from the CSRA RC, or other external sources on a project-by-project basis.

(d) LAND USE AND DEVELOPMENT CODES.

The implementation schedule contained within this chapter assumes adherence to the land use and development code recommendations contained in Chapter C (Land Use Objectives) and the applicable final goals and objectives listed in **Figures D-2** through **D-4**.

The land use and development code recommendations of URP2 represent however, only some of the city-wide land use goals and objectives for which there is current interest in amending city codes. Further modification of land use and development codes should only take place following a full review of existing code provisions, discussions about land use objectives outside of the redevelopment area, and prioritization between possible URP2 and non-URP2 related code amendments.

Should a redevelopment project occur on property subject to transfer by the City or Urban Redevelopment Authority (i.e. Anderson Service Station; Gordon Street School) prior to the adoption of applicable codes to the site, development codes similar to those created for the CD-1 (Rusher Street Revitalization) District should be applied to the property subject through deed restrictions. In such a case where enhanced design is being incorporated into the project, URP2 authorizes that administrative approval may be given to variances

from some dimensional standards of the zoning ordinance such as setbacks, height, off-street parking, etc. without needing to seek the approval of City Council.

(e) COMMUNITY FACILITIES.

The city of Washington has become familiar with the use of CDBG funds for the development of infrastructure which supports low-to-moderate areas and housing initiatives. The use of CDBG funds for such purposes may remain a long-term activity of the city. As previously suggested within URP2 however, the implementation focus will be less on housing and more on economic development activities. As a result, the Redevelopment Fund represents the principal CDBG revenue source (awards up to \$500,000) that Washington should pursue for projected demolition and infrastructure activities recommended for the Gordon Street School site. Alternatively, brownfield activities on properties such as the Anderson Service Station may result in the opportunity to apply for Redevelopment Funds to support URA development of neighborhood services (Even if not otherwise referenced in the URP2 implementation schedule.) Unlike other CDBG funds, the Redevelopment Fund is not tied to an annual cycle, and new applications may be submitted by a recipient city even if they have recently been awarded.

Trail and street-scaping improvements may be funded in part through Transportation Enhancement grant and Recreational Trails grant applications. These annual funding sources are awarded and administered by the Georgia Department of Transportation and Georgia Department of Natural Resources on a competitive basis. The programs may be due for adjustments by the state of Georgia as a result of recent federal legislation (MAP 21) that changes allocations to alternative transportation programs. Regardless, Washington's URP implementation "track record" and thoroughness in preparing URP2 provide it with a distinct advantage should it choice to seek funding from either source in pursuit of its URP2 goals and objectives.

A final source of funds which may assist in transportation infrastructure that supports the URP2 goals and objectives are local “discretionary funds” being generated through a one (1) cent sales tax over the next ten (10) years. “Discretionary funds” are sales tax revenues that will be distributed to Washington following regional approval of a sales tax referendum authorized by the Transportation Investment Act of 2010 (TIA10). TIA10 provides Washington with wide latitude regarding the types of “transportation projects” on which it may spend its discretionary funds. These funds may be used independently of another funding source or may serve as match to other grants. URP2 assumes that Washington will consider use of its TIA10 discretionary funds as a means to meeting its redevelopment plan goals. Because TIA10 funds are guaranteed throughout URP2 implementation period - and require no further action on the city’s behalf to access - this revenue source is not specifically referenced in the implementation schedule.

The URP2 implementation schedule does not reference the possible pursuit of Land, Water, and Conservation Funds for the purpose of park and trail development within the redevelopment area. The omission of this funding source from the schedule reflects the fact that the fund has been empty for the last several years. Should the Land, Water, and Conservation Fund be re-funded during the URP2 implementation program - and beyond - Washington should seek to access the program.

(f) PROPERTY SUBJECT TO CITY ACTION.

With a URP2 focus on redeveloping the city-owned Gordon Street school site, the targeted acquisition and consolidation of other properties by the city - similar to the original URP’s Rusher Street housing redevelopment - is not a principal objective of this redevelopment plan. Throughout the URP2 area however, city action may continue to take the form of property demolition, clearance and/or acquisition on a parcel-by-parcel basis. City action will be focused on vacant and unkempt properties, properties containing

stick-built single-family housing units identified in the city’s *2011 Housing Action Plan Update* as “dilapidated” or “major deteriorated,” and properties containing mobile and manufactured homes in similar condition. Acquisition and/or demolition of structures will be focused on unoccupied units.

Over the period of URP2 implementation, the condition of property throughout the redevelopment area will change. The city of Washington should continue to periodically amend housing assessment and nuisance property lists.

(g) HOUSING PRIORITIES.

Chapter A (Findings of Necessity) of URP2 indicates that Washington has engaged in CHIP-funded housing rehabilitation activities during implementation of the original URP. The city’s commitment to improving housing conditions within the URP2 area is further evidenced by the down payment assistance and low-to-moderate income housing initiatives Washington continues to take.

URP2 implementation will continue to rely heavily on access to CHIP funds for the provision of housing services to the redevelopment plan area population. Changing conditions during the five-year URP2 implementation program - and beyond - may impact whether the city chooses to continue focusing on CHIP-supported down payment assistance, or residential rehabilitation. As a result, where the implementation schedule included in Subsection D-V refers to CHIP or housing funds, the reader should infer that either use mentioned herein is suitable and a final decision on approach will be determined by the city at the time of application.

(h) RESIDENT RELOCATION.

With the consolidation of the Rusher Street Revitalization Area’s housing redevelopment parcels complete, future parcels subject to potential acquisition by the city of Washington through URP2 implementation are likely to be unoccupied. The

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conversion of these properties into productive uses will not involve resident relocation. For ongoing and future CHIP-funded low-interest housing rehabilitation purposes (Particularly in the Norman Street Revitalization Area), the temporary relocation of owner-occupants of property may be necessary.

Resident relocation will be a principal responsibility of the city's community development manager. Unlike prior relocation activities related to the Rusher Street redevelopment activities, future relocation actions will largely be for a temporary basis – until either a new housing unit is constructed or a rehabilitation project is completed. The city of Washington and the affected residents may consider any one of the following options when seeking to temporarily relocate a resident as a result of housing activities:

- **Relocation to Family Property:** *Must include subsidization of the household accepting the relocated residents including funding for increased costs of utilities and food.*
- **Relocation to Managed Property:** *May include subsidized units operated by the Washington-Wilkes Housing Authority or other qualified agency. May also include other privately-owned rental units within the community; or, hotel space if the relocation is temporary.*
- **Relocation to New Unit:** *Depending on project schedule, a displaced household may have the option to move into a new vacant and affordable housing unit constructed as part of the Rusher Street project.*

All relocation activities conducted by the City of Washington shall conform to the *Uniform Act* administered by the U.S. Department of Housing and Urban Development. The limited resident relocation that may occur as a result of URP2 implementation will be funded through a portion of CHIP funds that are designated to the specific activity that is causing the relocation.

(i) INCLUSIONARY HOUSING POLICY.

Washington's use of federal and state funding

programs for infrastructure development within the Rusher Street Revitalization Area require that a substantial percentage of all new housing units be provided for low-to-moderate income households. A small number of remaining units may be constructed and offered at market rates. In partnering with a private developer to construct new housing units on city-acquired property, the City of Washington will continue to leverage the Georgia Dream Homeownership Assistance or other similar down-payment/low interest loan programs. Such units should be spread equally throughout the development so that affordable housing units are not concentrated on the least desirable parcels within the development.

URP2 does not promote the Gordon Street Revitalization Area as suitable for low-to-moderate income housing. The proposed use of the CDBG-Redevelopment Fund on the Gordon Street site is also tied to commercial not housing development. Should Washington determine at a later date that federal or state funds should be used to assist in housing development on the Gordon Street school site, than an inclusionary housing policy similar to that being applied within the Rusher Street Revitalization Area is recommended.

D-IV. OPTIONAL REDEVELOPMENT TOOLS.

The implementation parameters identified in Section D-III do not represent a comprehensive list of tools that can be used by a Georgia community for purposes of redevelopment. There are many other methods which a municipality may choose in order to abatement nuisances and generate new investment in blighted and underutilized portions of the community. This Section of URP2 provides a concise summary of a handful of programs which were considered in preparation of the plan, but were ultimately determined not to represent the most critical methods for achieving the city's redevelopment goals at this time. Such programs are not expressly incorporated into the implementation schedule provided in Section D-VI. The absence of these programs from the

implementation schedule contained within URP2 does not however, exclude their potential future use for purposes of meeting the plan goals and objectives. Should the city determine at a later date that some of the programs listed in this Section may in fact be useful in exercising the URP2 implementation program, amendment of the redevelopment plan should not be necessary.

(a) NEIGHBORHOOD REVITALIZATION STRATEGY.

In most cases, communities attempt to maximize their potential access to Community Development Block Grant (CDBG) and Community Housing Improvement Program (CHIP) fund through the submittal of a Neighborhood Revitalization Strategy (NRS). NRS approval by the Georgia DCA provides communities with greater access to CDBG and CHIP funds when they would otherwise be ineligible due to a recent grant award. Washington successfully opted to exercise this redevelopment approach for infrastructure and housing development in the Rusher Street Revitalization Area.

URP2 does not propose the preparation of an additional NRS. The specific CDBG fund recommended to be used for redevelopment of the Gordon Street School Revitalization Area differs from other CDBG funds, and its use is not impacted by NRS designation. No additional infrastructure projects area proposed outside of the Gordon Street Revitalization Area that would require annual CDBG preparation and submittal. Ongoing housing efforts related to the Norman Street and Rusher Street Revitalization Areas - including the administration of existing CHIP grants - make annual CHIP application unlikely as well.

(b) BUSINESS INCENTIVES.

Washington is familiar with the tax and fee abatement benefits that may be applied to qualifying businesses in distressed areas such as southwest Washington through enterprise zone creation. Likewise, businesses that qualify under certain parameters may be eligible for job tax credits under the application of a state opportunity zone. Reassessment of the feasibility of

these tools in southwest Washington is advised only at such time that it is clear that a major employer may be interested in one (1) or more sites within the URP2 area.

In contrast to the use of an enterprise zone, the state of Georgia allows local governments to create business improvement districts for the purpose of providing additional services to a particular area of the city through special levies/assessments. There is no evidence within URP2 that such a district in an area such as Whitehall Street could generate enough revenue to provide any substantial increase in city services to the business corridor at this time. Further, creation of such a district at this time would directly conflict with Washington's existing approach of offering tax and fee abatement opportunities.

Other methods of applying fee abatements to targeted development may also be considered by the city. Whichever fees Washington chooses to waive however, it is **strongly advised** to do so in a consistent manner, and only following the adoption of a resolution that establishes the parameters of the fee abatement package. The scope of incentives offered should not be on a case-by-case basis. The fee abatement package should be subject to annual review and renewal by the mayor and city council and should gradually be allowed to sunset if development activity within the redevelopment area becomes substantial.

(c) TAX ALLOCATION DISTRICT.

Financing redevelopment through the use of a tax allocation district (TAD) is permitted by the Georgia Redevelopment Powers Law (O.C.G.A. § 36-44-1 et. sequ.) Although URP2 does not oppose the future use of a TAD to pay for redevelopment infrastructure within a targeted area, its likely feasibility in Washington is limited at this time. Only the Gordon Street School Revitalization Area is configured in a manner that public-/private partnership through a TAD may be attractive to a private interest, but the city does not yet have a private development partner identified

URP2 IMPLEMENTATION PROGRAM

that can generate activity on the site to a scale that may repay tax allocation bonds authorized for infrastructure. Should such an opportunity arise an additional “redevelopment plan” for the Gordon Street site would have to be prepared in accordance with the Redevelopment Powers Act that quantifies the feasibility of TAD creation.

D-V. PUBLIC AWARENESS.

Many of Washington’s initial redevelopment plan activities involve grant application and administration. The public may only notice a limited amount of tangible changes within the redevelopment plan area during the first year of the URP2 implementation program. Although not listed within the implementation schedule, it is advisable for Washington to continue conducting public awareness activities so that the linkage between URP2 tasks, and the status of redevelopment plan implementation, remains part of the public consciousness.

Washington’s public awareness campaign regarding URP2 implementation should address any combination of the following issues:

- *Provide information of upcoming events/activities.*
- *Educate the public on planned programs related to URP2.*
- *Provide an overview of the ongoing efforts of the city and partnering agencies.*
- *Address rumors related to plan objectives or status.*
- *Reduce public disillusionment if immediate tangible results are not observed.*

Conduct of the of any public awareness campaign should be a key responsibility of the redevelopment plan manager and may include the following components:

- *Press releases/news articles.*
- *Newsletters.*
- *Periodic open houses.*
- *One-on-one discussions with property owners.*
- *Presentations to civic groups.*

The general public awareness recommendations in this subsection should be viewed as guidelines. Lack of an awareness campaign may limit the public’s support for proposed projects which tie to URP2.



D-VI. IMPLEMENTATION SCHEDULE.

(a) FIVE-YEAR IMPLEMENTATION PROGRAM.

URP2 includes a 5-year implementation program. While the Georgia Urban Redevelopment Law does not specify a specific timeframe within which implementation of an urban redevelopment plan must occur, local environments can change dramatically over the course of five (5) years. Depending on positive or negative changes in the redevelopment plan area, or changes to the composition of local government authority, a redevelopment plan may have been largely implemented or simply disregarded.

The continued effectiveness of any urban redevelopment plan also dictates that the document periodically undergo a comprehensive review, and a locally appropriate degree of modification. It is not inferred however that expiration of the URP2's 5-year implementation program invalidates the plan; although, continued effectiveness of the plan beyond this timeframe may certainly be questioned unless the city of Washington has taken formal action to discontinue use of the plan, or is taking steps to update and reauthorize it.

(b) AMENDMENTS.

Substantial modification of, or amendment to, and urban redevelopment plan prepared in accordance with the Georgia Urban Redevelopment Law must adhere to the provisions of O.C.G.A. § 36-61-7(e). Such requirement obligates the local governing authority to hold a public hearing and approve an amended resolution of redevelopment plan adoption. A prime example of "substantial" modification may be the reallocation of redevelopment powers to another entity, but such term is not clearly defined and the Urban Redevelopment Law provides few other applicable examples. Washington is advised to exercise caution in how it processes amendments to URP2, and to defer to the requirements of Georgia Code in most instances.

Should city of Washington officials determine - as the

URP2 5-year implementation program is nearing its conclusion - that the redevelopment plan has been an effective tool which warrants continued use in the community, a full review, update and amendment process is recommended. Amendments should also be considered if significant changes to the redevelopment plan goals, objectives and strategies, implementation parameters and schedule, are desired before the conclusion of the initial 5-year implementation schedule.

(c) IMPLEMENTATION SCHEDULE.

The implementation schedule for the URP2 can be found on pages D-? through D-?. Years 2 through 5 of the schedule are combined into a single table due to an increasing repetition of implementation steps which may occur as the city advances further from the plan's adoption date. The schedule is a general guide and adherence to all the recommended implementation steps, or sequence of steps, is not absolute. The list does not include a column for "implementing agency" as it is presumed that the city of Washington - through its various components - will lead all implementation steps one (1) capacity or another.

Adjustments to plan implementation will occur to meet changing conditions in the community. It is not assumed that all adjustments to the method of plan implementation will result in a modification to this schedule or any other component of the redevelopment plan document.



URP2 IMPLEMENTATION PROGRAM

URP2 IMPLEMENTATION SCHEDULE (YEAR 1: June, 2013 - June, 2014)

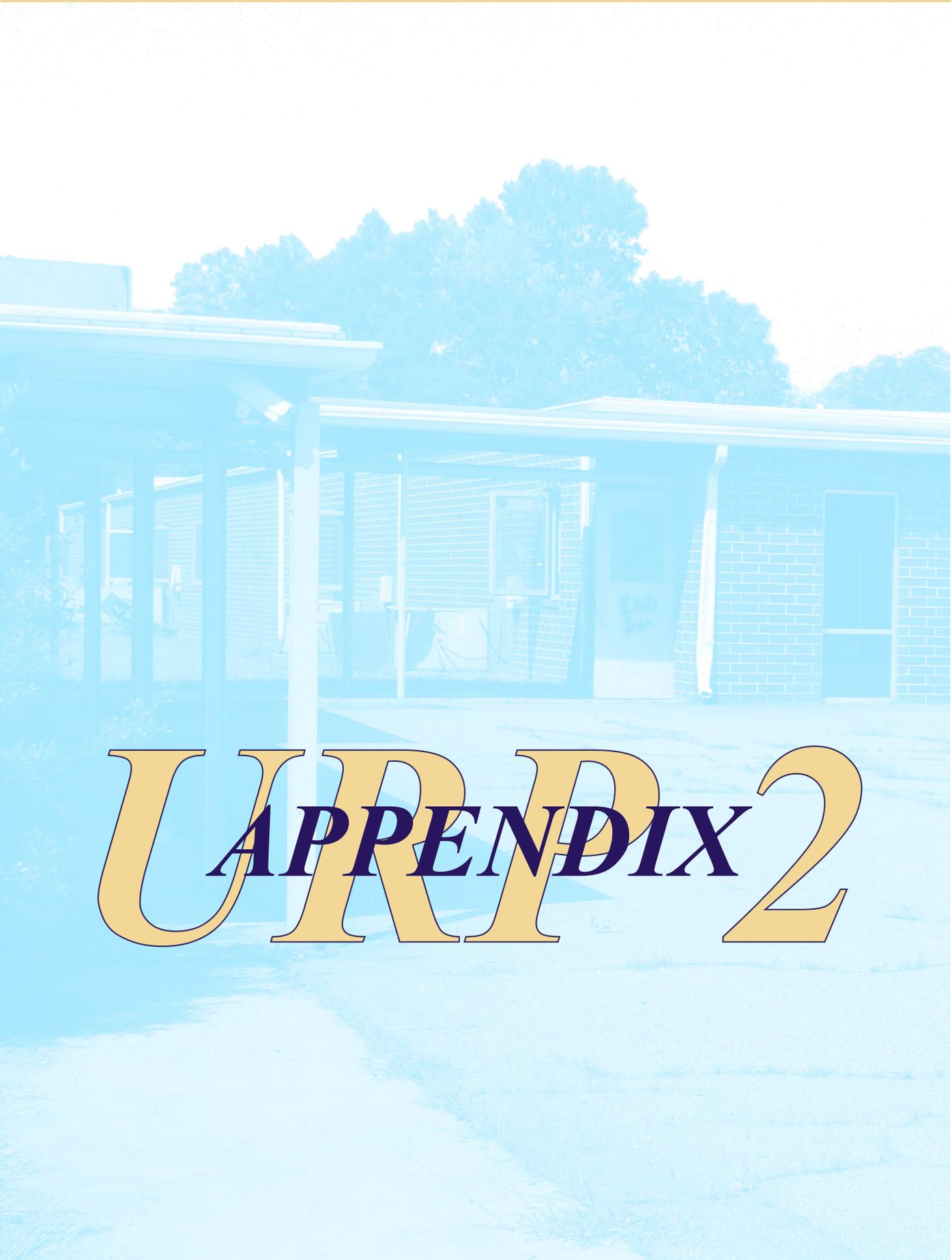
TASK:	FUNDING:	APPLICABLE AREA:	SUBJECT TO PRIOR TASK (YES/NO)?	IMPLEMENTATION PERIOD:	
GOAL A: Continue housing development and redevelopment efforts.					
OBJECTIVE 1: Provide low-to-moderate income housing, and mixed income housing opportunities, through further development of the Rusher Street Revitalization Area.					
A.	Apply for CHIP funding for down-payment assistance program.	Max. award: \$300,000 .	City-Wide.	NO.	Current - June, 2013.
B.	Re-initiate RFP process for construction of Rusher St. parcels according to design covenants (page C-4 & D-3.)	Staff time.	Rusher Street RA.	NO.	June - Aug., 2013.
C.	Complete zoning text and map amendments related to the Rusher Street Revitalization District (page C-4.)	Staff time.	Rusher Street RA.	NO.	June - Sept., 2013.
D.	Distribute an RFP for Rusher Street subdivision pocket - park design and construction.	Staff time.	Rusher Street RA.	YES.	February - April, 2014.
E.	Prepare Rusher Street pocket park design.	General funds. \$500 - \$1,000.	Rusher Street RA.	NO.	May - June, 2014.
F.	Implement down payment assistance program - up to 20 households.	CHIP (Maximum award per recipient varies.)	City-Wide.	YES.	Ongoing (Subject to CHIP funding.)
G.	Begin construction of new Rusher Street RA homes.	Private funding. Under city contract.	Rusher Street RA.	YES.	Jan., 2014 - Ongoing (As needed.)
GOAL A: Continue housing development and redevelopment efforts.					
OBJECTIVE 2: Develop and maintain residential rehabilitation programs in the city.					
<i>Specific tasks not scheduled for Year 1 of implementation program.</i>					
GOAL B: Promote and support continued nuisance abatement activities.					
OBJECTIVE 1: Make adjustments to nuisance ordinances and enforcement policies where necessary to facilitate abatement activities.					
<i>Specific tasks not scheduled. See Subsections C-II (f) (page C-7); and, D-I (b) (page D-1.)</i>					
GOAL C: Generate targeted development of neighborhood commercial services.					
OBJECTIVE 1: Develop a neighborhood commercial "pilot" development on the Whitehall Street corridor.					
A.	Amend the URA adoption ordinance modifying duties and responsibilities as provided herein (page D-7.)	Staff time.	City-Wide.	NO.	June - Aug., 2013.
B.	Disburse RFP for Anderson Street Service Station sale/ renovation (page D-4.)	Staff time.	Rusher Street RA.	NO.	June - Aug., 2013.
C.	Upon success RFP process, enter lease-purchase arrangement with selected party (Subject to design covenants if CD-1 commercial building overlay not yet adopted by city.)	Staff time.	Rusher Street RA.	YES.	Sept. - Dec., 2013.
GOAL D: Convert abandoned institutional sites into productive land uses.					
OBJECTIVE 1: Engage in a phased development process for the former Washington-Wilkes Middle-High School.					
A.	Conduct asbestos/hazardous substance inventory of school property and costs for abatement.	Service estimate TBD but may count toward local Redev. Fund match.	Gordon Street RA.	NO.	May - June, 2013.
B.	Apply for Redev. Funds for Gordon Street School asbestos/hazardous substance abatement, and demolition/ mothball activities. Budget for city match.	Max. award: \$500,000 (100 percent match.)	Gordon Street RA.	YES.	June, 2013.
C.	Apply for Rec. Trails grant - budget for city match.	Max. award: \$100,000 (20% match.)	Gordon Street RA.	NO.	Aug. - Oct., 2013
D.	Notice of Redevelopment Fund award.	Award amount TBD.	Gordon Street RA.	YES.	Dec., 2013 - March, 2014.
E.	Notice of Recreational Trails grant award.	Award amount TBD.	Gordon Street RA.	YES.	March, 2014

URP2 IMPLEMENTATION SCHEDULE (YEARS 2 - 5: July, 2014 - June, 2018)

TASK:	FUNDING:	APPLICABLE AREA:	SUBJECT TO PRIOR TASK (YES/NO)?	IMPLEMENTATION PERIOD:	
GOAL A: Continue housing development and redevelopment efforts.					
OBJECTIVE 1: Provide low-to-moderate income housing, and mixed income housing opportunities, through further development of the Rusher Street Revitalization Area.					
A.	Re-apply for CHIP funding for down-payment assistance (Subject to non-award in prior year.)	Max. award: \$300,000	City-Wide.	NO.	October (Annually.)
B.	Continue or initiate down-payment assistance to qualifying households. (Initiation subject to CHIP award.)	CHIP (Maximum award per recipient varies.)	City-Wide.	YES.	Ongoing (Subject to CHIP funding.)
C.	Construct Rusher Street pocket park.	General funds (subject to city-approved design.) \$5,000.	Rusher Street RA.	YES.	July - Dec., 2014.
D.	Continue construction of Rusher Street RA homes.	Private funding. Under city contract.	Rusher Street RA.	YES.	Ongoing (As needed.)
GOAL A: Continue housing development and redevelopment efforts.					
OBJECTIVE 2: Develop and maintain residential rehabilitation programs in the city.					
A.	Apply for CHIP funding for residential rehabilitation program (Subject to prior CHIP funding of down payment assistance program.)	Max. award: \$300,000.	City-Wide.	YES.	October (Annually.)
B.	Implement residential rehabilitation program - up to 20 households.	Subject to CHIP award.	City-Wide.	YES.	March annually (2 year term.)
GOAL B: Promote and support continued nuisance abatement activities.					
OBJECTIVE 1: Make adjustments to nuisance ordinances and enforcement policies where necessary to facilitate abatement activities.					
<i>Specific tasks not scheduled. See Subsections C-II (f) (page C-7); and, D-I (b) (page D-1.)</i>					
GOAL C: Generate targeted development of neighborhood commercial services.					
OBJECTIVE 1: Develop a neighborhood commercial "pilot" development on the Whitehall Street corridor.					
A.	Monitor Anderson Service Station agreement.	Staff time.	City-Wide.	YES.	June, 2014 - Ongoing.
B.	Use lease-purchase funds for additional prop. purchase.	Staff time.	URP2 Redev. Area.	YES.	TBD.
GOAL D: Convert abandoned institutional sites into productive land uses.					
OBJECTIVE 1: Engage in a phased development process for the former Washington-Wilkes Middle-High School.					
A.	Re-apply for Redev. Funds for Gordon Street School asbestos/hazardous substance abatement, and demolition/ mothball activities. Budget for city match. (If not previously funded.)	Max. award: \$500,000 (100 percent match.)	Gordon Street RA.	YES.	Ongoing - Redevelopment Fund not subject to cyclical deadline.
B.	Re-apply for Rec. Trails grant - budget for city match. (If not previously funded.)	Max. award: \$100,000 (20% match.)	Gordon Street RA.	NO.	October (Annually.)
C.	Conduct Phase 1 abatement, demolition, mothball, grading activities at Hospital Drive entrance (Subject to Redev. Fund award.)	TBD (Subject to maximum award and city match..)	Gordon Street RA.	YES.	TBD - subject to date of award.
D.	Build recreational trail - Phase 1.	Minimum \$120,000.	Gordon Street RA.	YES.	TBD - subject to date of award.
E.	Relocate fence and underbrush to provide access to Gordon Street School open space along creek.	\$500 - \$2,000.	Gordon Street RA.	YES.	TBD - subject to Phase 1 activities.
F.	Apply for Phase 2 funding including southern entry road and additional abatement activities.	TBD. Funding sources: Redev. Fund, TE Funds, TSPLOST.	Gordon Street RA.	YES.	Ongoing.

URP 2





URRP APPENDIX 2

GORDON STREET SCHOOL DESIGN CHARRETTE

Wednesday November 14 & Thursday November 15



WHAT?

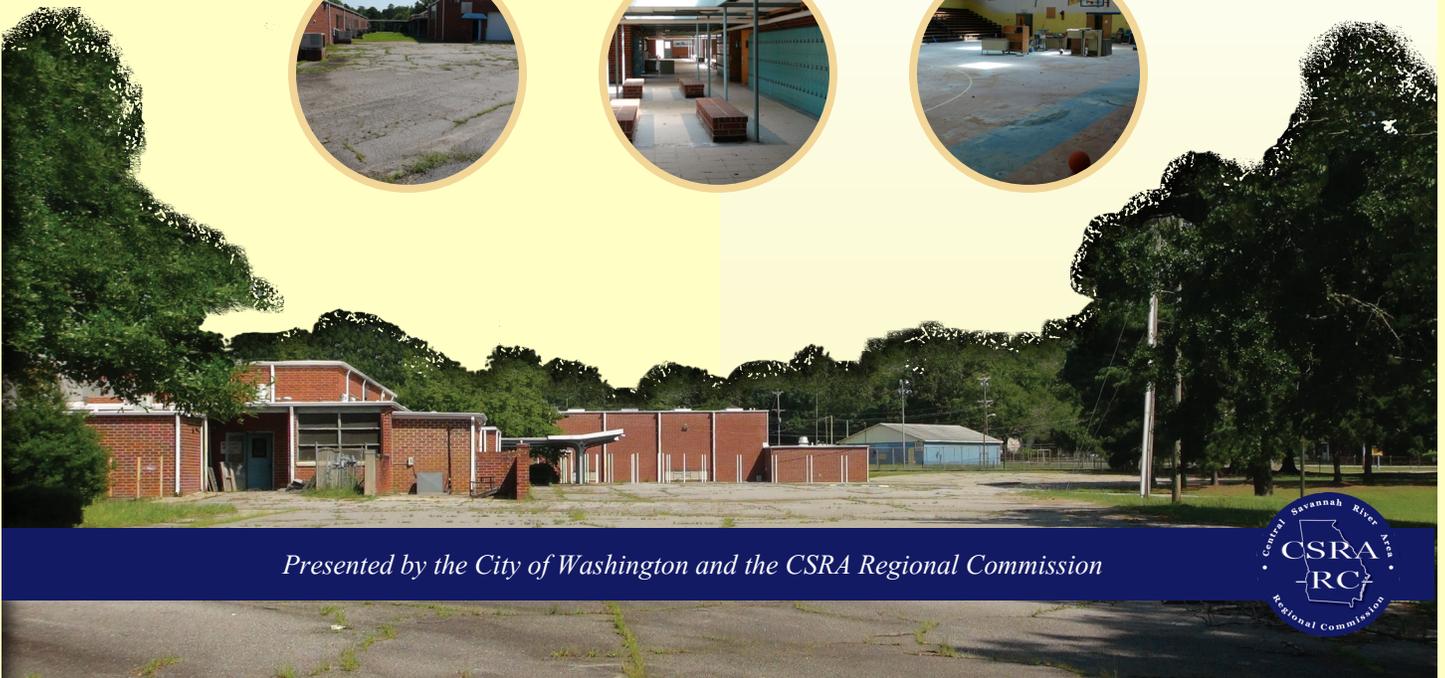
The Gordon Street School Design Charrette is an opportunity for the residents and city officials of Washington to generate land use and design ideas for the Gordon Street school site.

WHY?

The Gordon Street school is a significant site to the community of Washington. As a component of the Southwest Washington Urban Redevelopment Plan 2, this design charrette will direct design policies recommended in the Plan.

HOW CAN YOU PARTICIPATE?

Please check the "Schedule of Events" in order to see when you can come and either participate in events or listen to presentations given by CSRA staff.



Presented by the City of Washington and the CSRA Regional Commission



SCHEDULE OF EVENTS

**DAY 1: Wednesday,
November 14, 2012**

8:00 am — 8:45 am:

Convene—Project Introduction.

CSRA staff will provide the Mayor and City Council with a brief overview of the design charrette process and intended outcomes. (Location: Fitzpatrick Hotel).

9:00 am — 12:00 pm:

*Gordon Street School Site Tour.
(City Council)*.*

Departing from the Fitzpatrick Hotel, CSRA and Washington city staff will tour the Gordon Street School site with the Mayor and City Council to better understand individual preferences for site

1:00 pm — 5:00 pm:

Work Session—Public Drop-in.

CSRA staff will be drafting initial site plan and building ideas based on the site tour, dialogue with city officials, and prior research. Members of the public are invited to observe and provide additional input. (Location: Fitzpatrick Hotel).

2:00 pm — 3:00 pm; or, 4:00 pm — 5:00 pm:

*Gordon Street School Site Tours.
(General Public).*

Washington city staff will provide tours of the Gordon Street School to the general public to solicit preferences for site redevelopment. Please note that once the tour group has entered the school property, entry to the site may be secured. (Location: Meet at Gordon Street School – Access at Gordon and Depot Streets).

**DAY 1 : Wednesday,
November 14, 2012 (Continued)**

5:30 pm — 8:00 pm

(Choose from: 5:30 pm, 6:15 pm, 7:00 pm):

Working Overview Presentations.

CSRA staff will provide interested parties with informal presentations of ongoing site planning work (Location: Fitzpatrick Hotel).

**DAY 2: Thursday,
November 15, 2012**

8:00 am — 12:00 pm:

Work Session—Public Drop-in.

CSRA staff continue site planning work. Members of the public are invited to observe and provide additional input. (Location: Fitzpatrick Hotel).

1:00 pm — 5:00 pm:

Work Session—Public Drop-in.

CSRA staff continue site planning work. Members of the public are invited to observe and provide additional input. (Location: Fitzpatrick Hotel).

6:00 pm — 7:00 pm:

Formal Presentation.

(City Council).*

CSRA staff present preliminary Gordon Street School site design recommendations to the Mayor and City Council. (Formal presentation at 6:00 pm; 2nd presentation following if necessary – based on demand.)

* The **general public** is welcome to participate in all events, but it is necessary to note that those events listed in the schedule as “City Council” are designed to provide a focused dialogue between CSRA staff, and the Mayor and City Council. In those instances, limited space and logistics may make it difficult to accommodate all members of the general public comfortably. CSRA and Washington city staff will work to ensure that all interested members of the public have adequate opportunity to participate in the charrette process.

*Location:
Fitzpatrick Hotel
16 West Square
Washington, Georgia*



URP 2

