



PART THREE: IMPLEMENTATION

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IMPLEMENTATION OF THE VISION

Implementation of the vision for the future of Downtown Auburn set forth in this document should occur according to the Implementation Matrix provided on the following pages. The Implementation Matrix lists every recommended project, along with cost estimates, a timeline, and those responsible for implementation. In order to ensure that the plan comes to fruition, continued diligence will be required on the part of Auburn's citizens, particularly those involved in the Strategic Implementation Planning process. It is the citizenry that can help encourage city and county government, private entities, and other organizations to help bring the plan to fruition.

Most of the plan's recommendations are provided for a five-ten year timeline, although some extend farther into the future. Projects in the near future represent those identified as priorities by community members and stakeholders, those where the need for public improvements is most critical, and those most likely to spur private investment.

The City of Auburn should look to grandfather the Strategic Implementation Plan into the Atlanta Regional Commission's LCI Program. The Atlanta Regional Commission has committed to making funding available for the implementation of transportation-related plan recommendations and to pre-qualify a limited number of transportation projects for funding. The City of Auburn should work with the Atlanta Regional Commission to ensure that projects requiring transportation funds are included in future Regional Transportation Plans, which are revised every five years. Most of these funds will require a twenty percent local match, which would likely be from the City's general fund, or from SPLOST revenues.

Auburn Strategic Implementation Plan

Part 3: Implementation

Locating and accessing sources of funding and financing for community improvements in Auburn will be a long-term endeavor. Cooperation among the Auburn community residents, businesses, organizations and local government will be required to successfully fund public improvements as well as to recruit private investment.

The Short and Long Term

Short-term steps toward implementation include city-guiding documents such as architectural design guidelines and other administrative projects outlined in the Implementation Matrix. Given the general nature of the character areas in the future land use plan, and the fact that the plan was updated in 2007, specific changes to the comprehensive plan are not necessary. This includes the Strategic Plan for the City of Auburn, which was adopted in 2005. Realizing the plans' vision also requires a long-term commitment. The plan's aggressive vision cannot be achieved overnight, and if it is not consulted and reviewed regularly, it risks becoming obsolete.

As the City of Auburn moves forward with implementation, it is important that the following be kept in mind. The general vision of this plan represents the results of an inclusive public involvement process. It is unlikely that the general vision will change, even if the steps toward implementation do change. While the vision is unlikely to change in the near future, it is important that the community recognize that it can and will change. The future addition or subtraction of policies or projects should not be viewed as a compromise of the study, but rather its natural evolution in response to new conditions.

Many of the assumptions used to guide this process, including the economic climate, land costs, transportation costs, transportation funding programs, and development trends, are never fixed. The City of Auburn must be prepared to respond to changes in order to ensure a relevant plan. One of the greatest long-term values of this document, in addition to its role in procuring transportation funding, is that it lays out a detailed land use framework for the downtown overlay district area. All future redevelopment proposals should be reviewed for compatibility with the framework.

Auburn Strategic Implementation Plan

Part 3: Implementation

Private Funding Opportunities

The private and non-profit sector development activities that will be required to realize the potential of Downtown Auburn can be encouraged by local assistance and abatement programs. A Community Development Corporation can access grant funds and low interest loans for housing development projects. Ultimately, though, the greatest attraction to private development expenditure is a community that has a plan for the future and cooperates with developers and property owners who wish to be a part of the plan's implementation.

Tools and powers that are beneficial to encourage private enterprise in the City of Auburn should be encouraged. Therefore, staff will have the ability to review opportunity zones, enterprise zones, job tax credits, tax allocation districts, and/or a bond allocation program.

Options may also include waiving or reducing local regulatory fees, including occupational taxes, license fees, and permit fees. Any proposed program, fee waiver or reduction, or otherwise, shall be reviewed by an attorney and must be approved by the City Council. To the largest extent possible, the City Council wants redevelopment to occur by private investment. Any tool used to promote private enterprise will require City Council approval.

State and Local Programs

Local funding must be made available through measures such as budgeting for capital improvements, issuance of bonds, sales tax proceeds, etc. However, due to the high costs of public improvements, available and potential local funds should be viewed primarily as opportunities to leverage larger sums of State and Federal funding. Such funding is available primarily from Department of Transportation sources through the TIP process and programs such as Transportation Enhancements (TE) and the Livable Centers Initiative (LCI).

Additional public expenditures are recommended for public land acquisition and development of parks and community facilities, as described in Part II of this report. The specific nature of land acquisition and facility construction will require additional analysis to

Auburn Strategic Implementation Plan

Part 3: Implementation

determine accurate costs.

Bond Allocation Program

For individuals and businesses seeking long-term, low-interest rate financing for the construction or improvements of single and multi-family housing projects, tax exempt financing is available both at the State and local level. The Georgia Department of Community Affairs is responsible for implementing a system that allocates the use of private-activity bonds in order to further the provision of safe, sanitary, and affordable housing. This program is also applicable to some non-residential projects.

Tax Allocation Districts (TAD)

TADs help local governments in constructing certain public facilities and infrastructure improvements in association with business development projects in deteriorating areas of a community. Costs of the improvements are charged to the businesses that use them, rather than to the public at large. Businesses benefit from the construction of facilities that otherwise might not be available to them.

Auburn Strategic Implementation Plan

Part 3: Implementation

ID	Description	Year or Start Date	Responsible Party	Estimated Cost	Funding Source
Land Use					
L-1	Redevelopment Site: Senior Assisted Living/Independent Living Facility - Mount Moriah Rd.	2011	Private, City	TBD	Private, City
L-2	Redevelopment Sites: 4th Avenue Mixed-Use and Retail	2012	Private	TBD	Private
L-3	Redevelopment Site: 3rd Ave. and Mount Moriah Rd.	2015	Private	TBD	Private
L-4	Redevelopment Site: 4th Ave. and Countyline Rd.	2020	Private	TBD	Private
L-5	Redevelopment Site: 4th Ave. and Mt. Moriah Rd.	2015	Private	TBD	Private
L-6	Redevelopment Site: Mobile Home Park on Main Street	2015	Private	TBD	Private
L-7	Gym and Health Spa (YMCA or similar)	2013	Private, City	TBD	Private, City
Economic Development & Marketing					
E-1	Brand identity and marketing plan	2012	City, DDA	\$10,000	City
E-2	Business support programming	ongoing	City, SBDC, EDC, DDA	TBD	City, EDC, Private, Grants
E-3	Incentive programs for new investment	ongoing		TBD - up to \$25k per year	City, Private
E-4	Market key development sites with economic development printed info and business recruitment package	2012	City, EDC	\$10,000	City, EDC
E-5	Develop branded wayfinding/system plan	2012	City	\$30,000. Phased	City, T-Grants, ARC
E-6	Recruit market-rate residential above shops downtown	2012	City	Staff time	City, DDA, Private
E-7	Create small business incubator	2013	City, Higher Ed Partner, EDC, DDA	TBD	City, EDC, Private, Grants
E-8	Community Improvement District	2015	City, Private	Staff time	City, Private
E-9	Tax Allocation District	2017	City, County, Schools	\$15,000	City, ARC
Historic Resources					
H-1	Architectural Design Guidelines	2010	City	Staff Time	City
H-2	Historic Marker Installation	2013	City, Private	\$15,000	City, Private
H-3	Historic Demolition Code Amendments	2012	City	Staff time	City
H-4	Historic District Reexamination	2013	City	Staff time	City

Auburn Strategic Implementation Plan

Part 3: Implementation

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Transportation					
Priority Transportation Improvements					
T-1	Downtown Streetscape Design	2011	City	\$250,000	SPLOST / LCI
T-2	Fourth Ave. Streetscape	2012	City	\$1,701,895	SPLOST / LCI
T-3	Third Ave. Streetscape	2012	City	\$1,838,100	SPLOST / LCI
T-4	Fifth St. Streetscape	2013	City	\$418,028	SPLOST / LCI
T-5	Auburn-County Line Rd. Streetscape	2013	City	\$1,256,475	SPLOST / LCI
T-6	Mount Moriah Rd. Streetscape	2014	City	\$1,057,460	SPLOST / LCI
T-7	GA-8 Multi-Use Path (Great Rail Trail)	2015	City	\$1,101,528	SPLOST / LCI / PATH
T-8	9th St. Streetscape	2015	City	\$227,340	SPLOST / LCI
Intermediate Transportation Improvements					
T-9	6th St. Sidewalks	2016-2020	City	\$497,376	SPLOST / LCI
T-10	Main St. Sidewalks	2016-2020	City	\$555,480	SPLOST / LCI
T-11	3rd St. Sidewalks	2016-2020	City	\$307,040	SPLOST / LCI
T-12	6th Ave. Sidewalks	2016-2020	City	\$715,440	SPLOST / LCI
T-13	College St. Sidewalks	2016-2020	City	\$190,200	SPLOST / LCI
T-14	Hawthorne Ave. Sidewalks	2016-2020	City	\$386,880	SPLOST / LCI
T-15	Myrtle St. Sidewalks	2016-2020	City	\$567,880	SPLOST / LCI
T-16	Old Church St. Sidewalks	2016-2020	City	\$322,160	SPLOST / LCI
Long Range Transportation Improvements					
T-17	Etheridge Road Grade Separated RR Crossing	2021-2030	GDOT	TBD	GDOT
T-18	Etheridge Road Widening	2021-2030	GDOT	TBD	GDOT
T-19	New Price Road	2021-2030	City	TBD	SPLOST
T-20	3rd Ave Extension	2021-2030	City	TBD	SPLOST
T-21	Myrtle St. Extension	2021-2030	City	TBD	SPLOST
T-22	6th Ave. Extension	2021-2030	City	TBD	SPLOST
T-23	Auburn-CountyLine - Myrtle Street Connector	2021-2030	City	TBD	SPLOST
T-24	North 7th Street	2021-2030	City	TBD	SPLOST
T-25	9th St. - Myrtle St. Connector	2021-2030	City	TBD	SPLOST
T-26	Mount Moriah Widening	2021-2030	GDOT	TBD	GDOT
T-27	Lakeview Dr. Extension	2021-2030	City	TBD	SPLOST

Auburn Strategic Implementation Plan

Part 3: Implementation

ID	Description	Year or Start Date	Responsible Party	Estimated Cost	Funding Source
Environment and Open Space					
E-1	Park at Mt. Moriah Rd. and 3rd Ave.	2015	City, Private	\$250,000	City, Splost, TAD, CID
E-2	Premiere Park at 3rd Ave. and Countyline Rd. Land Acquisition	2015	City	\$5,000,000	City, Splost, TAD, CID
E-3	Relocation of Community Gardens at 6th St. and Old Church Rd.	2011	City, School Board	TBD	City, School Board
E-4	Auburn Cemetery Improvements	2012	City	TBD	City
E-5	Veteran's Memorial Site	2012	City	TBD	City, Private
Community Facilities and Infrastructure					
C-1	Rehabilitate R&R Building into Community Arts Center	2012	City	TBD	City
C-2	Rehabilitate Hawthorne House into City Museum and Create Community Events Center	2011	City DDA	TBD	City DDA
C-3	Rehabilitate House at 1396 3rd Ave. into Welcome Center	2012	City, DDA	TBD	City, DDA
C-4	Improve Street Lighting	Ongoing	City	TBD	City
C-5	Continue Upgrades of Water, Sewer and Gas Lines	Ongoing	City, Private	TBD	City, Private
C-6	Relocate Public Works to New Location at Countyline-Auburn Rd.	2011	City	TBD	City
C-7	Relocate City Hall and Police Dept.	2013	City	TBD	City
C-8	Relocate County Fire Department	2018	County	TBD	County
C-9	Relocate Auburn Ball Fields to New Site	2013	City	TBD	City
C-10	Auburn Sports Complex at 3rd Ave.	2015	City	TBD	City, SPLOST, TAD, CID