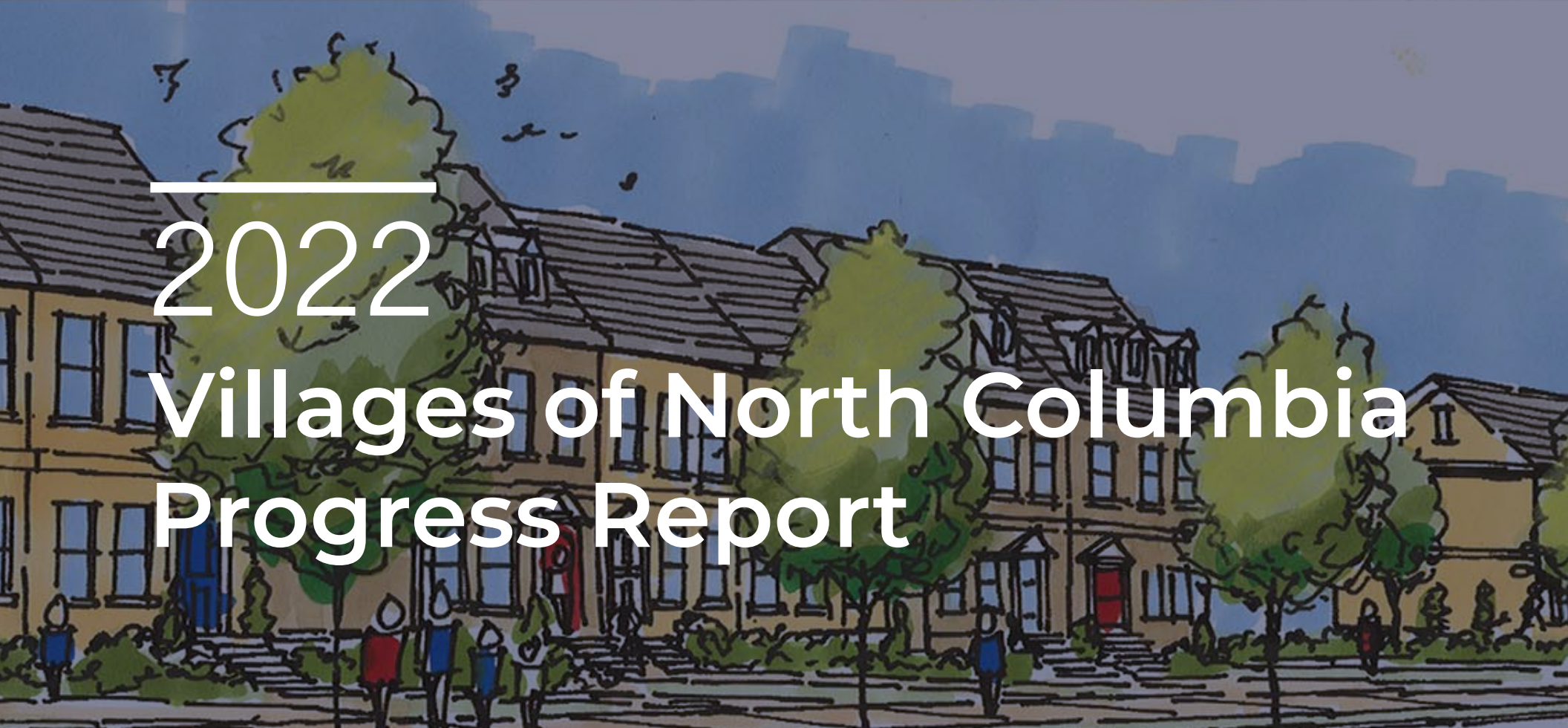




2022

Villages of North Columbia Progress Report





The purpose of this report is to provide updates on the implementation of The Master Plan for the Villages of North Columbia, which was completed in 2005 and adopted by the City in 2006. The report provides status updates for the action items and catalyst projects recommended by the plan.

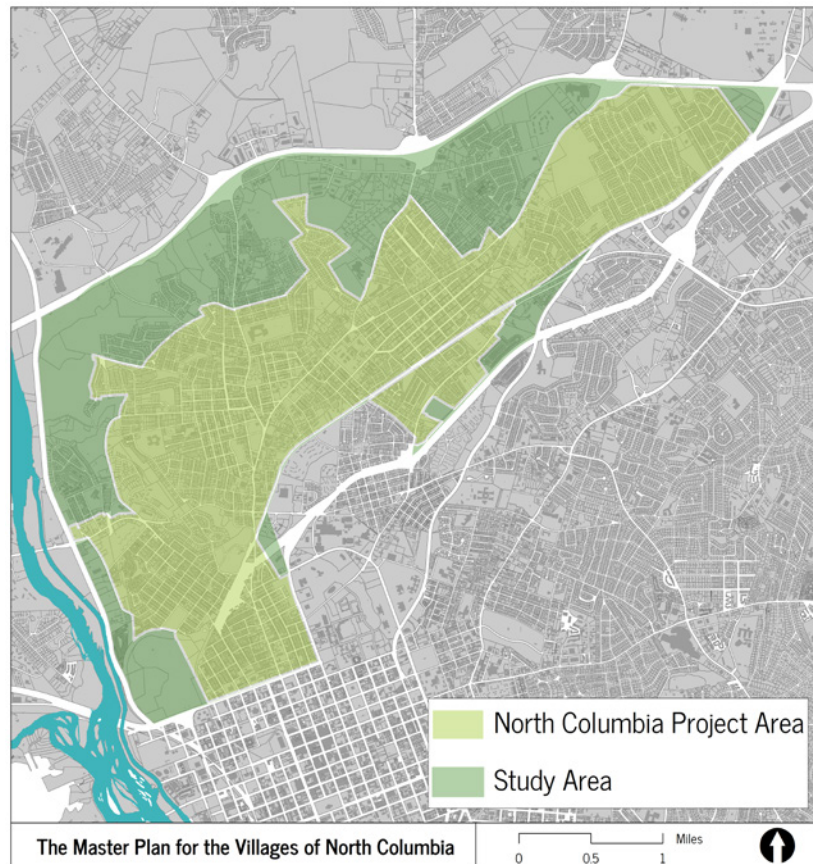
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About the Plan

The Master Plan for the Villages of North Columbia was completed in 2005, the result of a collaborative effort between the City and community stakeholders. Five community goals framed the plan's development:

- Reinvent the image of North Columbia.
- Preserve existing single-family neighborhoods.
- Develop supportive retail services.
- Maintain and develop new parks and community open spaces.
- Increase educational services and outreach programs.



VILLAGES & NEIGHBORHOODS

The three villages envisioned by the plan grew out of the plan's community analysis, which grouped the 25 organized neighborhood associations into four cluster areas across the project area.

Cluster One:

- Cottontown
- Earlewood
- Elmwood Park
- Hammond Village
- Laurel Hill
- Marshall Park

Cluster Two:

- Ardincaple
- Hyatt Park

Cluster Three:

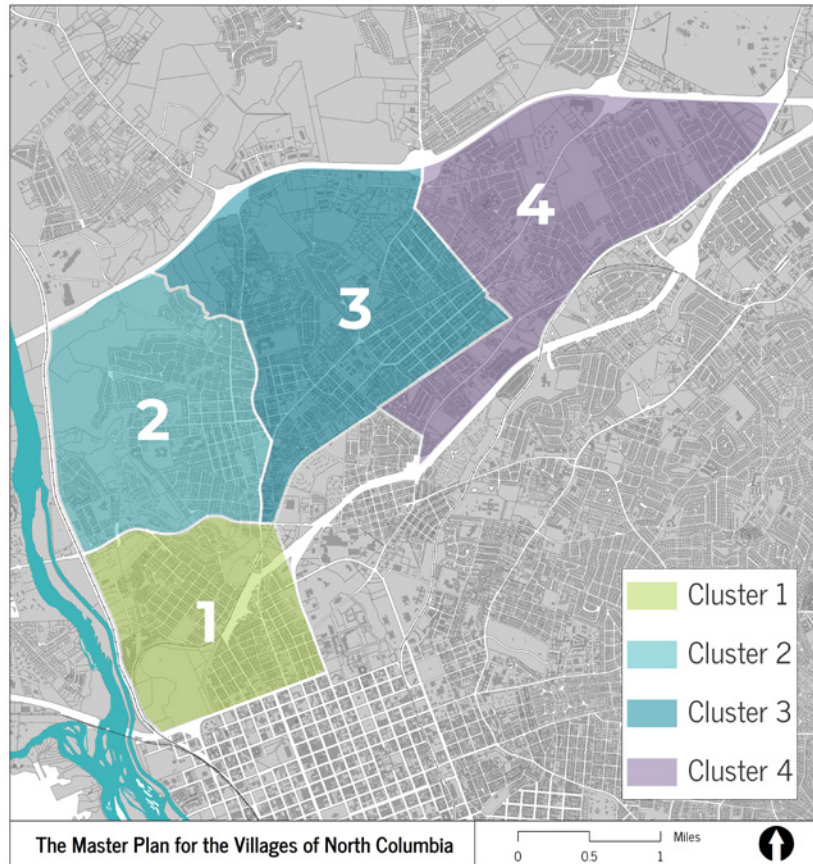
- Belmont
- Cabb Island
- College Place
- Dale Drive & Lindenwood
- Edgewood Acres
- Hyatt Park Annex
- Northwood Hills
- Seminary Ridge
- Windemere Springs

Cluster Four:

- Burton Heights & Standish Acres
- Fairwold Community
- Farrow Hills
- Farrow Terrace
- Greenview & North Columbia Civic Club
- Golden Acres
- North College Place
- Prescott Terrace

LEFT: The plan's study area was bounded by I-20, Elmwood Avenue, Farrow Road, and Broad River Road, however the report focused on areas within the City of Columbia's municipal limits at the time of the report. As such, the project area shown to the right included 25 organized neighborhood associations, identified by the North Columbia Coordinating Committee during the planning process.

About the Plan



The four clusters identified by the plan are shown above. Cluster one became the Artist Village. Clusters two and three were combined into a single village, the College Village. Cluster four became the Gateway Village.

Due to the size of the study area, the plan envisioned a three-village concept based on location and similarities of adjacent neighborhoods. The plan for each of these villages - the Artist Village, the College Village, and the Gateway Village - identified activity nodes for retail, residential, and cultural interaction;

redefined transportation corridors into higher density residential or transitioning retail districts; and identified improvement recommendations for each neighborhood.

The resulting plan document identified aspirational future land use categories for the whole of the study area, and presented a host of recommendations in the master plan, followed by a list of action items and catalyst projects. Some of these action item and catalyst project recommendations were singular, while others were compound, and recommendations varied in their levels of specificity as well. This report reviews and provides updates on the implementation of specific action items and catalyst projects as recommended by the plan.

ACTION ITEMS

The plan's 21 action items were grouped under each of the plan's five goals. Short narratives identified steps to be taken toward implementation, as well as partners in the implementation effort.

CATALYST PROJECTS

The plan set forth 25 catalyst projects to occur on specific sites throughout the study area. These projects, which were grouped into three tiers for implementation purposes, identified recommended development activities on both publicly- and privately-held lands.

About the Report

The City's comprehensive plan, *Columbia Compass: Envision 2036*, included a recommendation to provide regular progress reports on area plan implementation. This recommendation simply formalized a concept we've been discussing for a while as a Department - the need to regularly report on how the recommendations in planning documents have been utilized. This reporting is critical for a number of reasons, a few of which are:

- **Reporting keeps us all accountable.** Plans are community-driven by their very nature, and implementation of those plan recommendations requires continued stakeholder collaboration.
- **Reporting helps us identify and celebrate successes, linking them to the planning process.** Implementation after plan adoption is rarely immediate, and linking back to the planning process as recommendations become reality helps inspire community engagement in future planning processes.
- **Reporting helps us re-evaluate.** In reviewing each plan's progress, we better understand what has been completed, what still needs to be done, and sometimes, what might no longer be relevant to achieving the community's overall vision.

ASSIGNING IMPLEMENTATION STATUSES

Matrices have been developed which provide an at-a-glance chart. These charts should not be used without the context provided by the narratives in this report, but they do provide a quick reference guide.

In some cases, recommendations were so broadly defined that a mix of statuses was assigned, reflective of the multitude of sub-recommendations included within action items and catalyst projects. Statuses of **complete**, **in progress / ongoing**, **no progress**,

and **unable to complete** were assigned based on the parameters set forth below:



The project has been fully implemented, and no additional physical or programmatic work is required. In some cases, the completion of a single project is noted, as implementation of a recommendation that was meant to generate ongoing projects or programs.



The plan recommendation is meant to be ongoing, and/or implementation of a specific project or program is underway but not yet complete.



Implementation of this recommendation might require funding, land acquisition, and/or a champion to move forward.



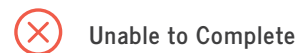
There is a permanent or long-term roadblock that will prevent implementation, and/or the recommendation may no longer be considered relevant.

NARRATIVES


















While a quick-reference guide for implementation would certainly be ideal, the varied recommendations presented by this plan (and most plans) require a more nuanced approach. The pages that follow provide brief narratives on the progress realized for each of the action items and catalysts identified by the plan - these narratives inform the implementation matrices that follow. With the benefit of time, we also recognize that not all plan recommendations remain desirable today, as the community has worked to further define and refine its identity and goals since the plan's adoption.

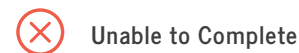
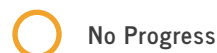
Action Item Implementation Matrix

Action Item	Implementation Partners Designated by Plan	Status(es)
Goal: Reinvent Image of North Columbia.		
Establish community branding identification.	North Columbia Coordinating Committee	
Marketing campaign to combat negative perception of being a high crime area.	North Columbia Coordinating Committee, City	
Improve community markers and develop gateway monuments.	Neighborhood associations, Forestry + Beautification	
Create volunteer clean-up brigade for each district.	North Columbia Coordinating Committee, neighborhood associations, Forestry + Beautification, Code Enforcement	
Goal: Preserve existing single-family neighborhoods.		
Code enforcement.	Zoning + Building Enforcement, Fire Department	
Regulatory enhancements.	City Council, Planning + Development Services, neighborhood associations	
Rehabilitation of existing homes.	Neighborhood associations, North Columbia Coordinating Committee, Community Development, Eau Claire Development Corporation	
Infill development.	Neighborhood associations, North Columbia Coordinating Committee, Community Development, Eau Claire Development Corporation	
Infrastructure investment.	Neighborhood associations, North Columbia Coordinating Committee, City Engineering, SCDOT	
Goal: Develop supportive retail services.		
Develop primary road corridor design overlays.	Neighborhood associations, Planning + Development Services	
Identify potential users and operators.	North Columbia Coordinating Committee, Eau Claire Development Corporation, Community Development	



Action Item Implementation Matrix

Action Item	Implementation Partners Designated by Plan	Status(es)
Identify potential partnerships.	Public/private (Columbia College, City staff, Eau Claire Development Corporation)	 
Provide incentives for greyfield/brownfield redevelopment.	City Engineering, Planning + Development Services, Public Works, Community Development	  
Coordinate streetscape and utilities improvement.	City Engineering, SCDOT, Planning + Development Services	
Goal: Maintain and develop new parks and community open spaces.		
Identify issues/needs within existing parks.	Planning + Development Services, Community Development, Parks + Recreation	  
Acquire areas for new parks as identified by the Master Plan (Section 4).	Planning + Development Services, Community Development, Parks + Recreation, Trust for Public Land	  
Identify funding sources.	Community Development, Parks + Recreation, Trust for Public Land	
Goal: Increase educational services and outreach programs.		
Inform and improve social programs within the community.	North Columbia Coordinating Committee, neighborhood associations, Eau Claire Development Corporation	
Identify potential partnerships with education facilities.	Community Development, Midlands Tech, Eau Claire Development Corporation	 
Increase police presence within the community.	Community Development, neighborhood associations, Columbia Police Department	
Identify cultural programs and groups for the community.	Columbia College, School Board, Community Development, neighborhood associations, North Columbia Coordinating Committee, Eau Claire Development Corporation	



Action Items

- » Reinvent image of North Columbia
- » Preserve existing single-family neighborhoods
- » Develop supportive retail services
- » Maintain and develop new parks and community open spaces
- » Increase educational services and outreach programs

1. Establish community branding identification.

Expand on “villages” concept, marketing three distinct villages.

While community branding identification has moved forward, with a number of items completed and some ongoing, the villages concept has not been the defining feature of this marketing as a result of community feedback.

The North Columbia Business Association (NCBA) has worked with community stakeholders within the plan area on branding, resulting in the NOMA branding for the business district. During 2016-2017, NCBA worked with stakeholders on sub-branding what is now known as the Trestle District. NCBA continues to work with stakeholder subcommittees in different sections along the corridor to develop sub-branding for other sections of the corridor, and held community info sessions in 2021-2022. These sections of the corridor are broken into geographic groupings similar to those proposed by the plan.

NCBA also worked with local business owners and artists to develop the Kids NOMA Robot Scavenger Hunt, which encourages exploration

of the area surrounding the robot-based art in the Trestle District.

Neighborhoods adjacent to the corridor have their own branding and signage, however they are part of the continued discussion surrounding the identification, signage, and beautification of the area.



In Progress, Ongoing

2. Marketing campaign to combat negative perception of being a high crime area.

Focus on existing housing inventory in established neighborhoods; proximity to downtown and interstates; partnership roles with Columbia College, Lutheran Seminary (now Lenoir-Rhyne), and South University; Richland One renovation of Logan and improvement of Gibbs, Alcorn, and Eau Claire High; highlight City’s capital improvements along N. Main and Eau Claire Development Corporation (ECDC) work with housing infill.

The Community Development Department has funded a number of infill/residential projects along the corridor, as well as focused

Action Items

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its efforts with both physical improvements and social program funding in the plan area as a result of the designation of the plan area as a Redevelopment Area in the City's Consolidated Plan since prior to the plan's development.

The Veranda at North Main was developed by the Columbia Empowerment Zone (CEZ) and provides infill housing for seniors along the corridor as part of a mixed-use development. The project, which opened in 2019, is a Low Income Housing Tax Credit project that provides 50 affordable apartments and 8 market rate apartments in close proximity to community services. The Veranda at North Main was funded with Low Income Housing Tax Credits provided by SC State Housing and Finance Authority, CEZ, Inc. funding, and private investment. The City of Columbia contributed infrastructure improvements through the N. Main Street streetscape project funding.

In recent years, CDBG-DR funds were also utilized to fund two multi-family projects, the Pointe at Elmwood and Lorick Place. These projects increased the variety and affordability of housing options in the area.

The Columbia Housing Development Corporation (CHDC) successfully applied for an ARPA grant and worked with Habitat for

Humanity to donate land in the project area for the construction of affordable infill housing.

The City has released an RFP for the redevelopment of City property, which includes properties owned by the Eau Claire Development Corporation that are anticipated to be redeveloped as infill housing.

The North Columbia Business Association (NCBA) has worked to promote community events and spaces throughout the business corridor with the understanding that these positive experiences can help combat any lingering negative perceptions. Ongoing physical improvements to the area (streetscaping, signage, etc.) can also impact these negative perceptions (see the next action item for details). NCBA is currently working with City Center Partnership to expand access to the services provided by Yellow Shirt team members north of Elmwood, where businesses or clusters of businesses are interested in utilizing the "clean and safe" services they provide.

South University no longer has a presence along the corridor.



In Progress, Ongoing

Action Items

- » Reinvent image of North Columbia
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3. Improve community markers and develop gateway monuments.

Improve neighborhood markers and complimentary landscaping, providing consistent gateway monuments. Locations: Elmwood + N. Main, Broad River Rd + Farrow, Sunset + N. Main, Monticello + Dixie, Fairfield + Prescott, N. Main + Wilkes, Farrow + Cindy, Farrow + Cushman, Farrow + Columbia College.

A number of neighborhoods along the corridor have developed branding and installed signage in the years since the plan's adoption. The area also participated in the updated wayfinding signage program, which represented a partnership between Experience Columbia, the City, business associations, and other stakeholders. Signage with a consistent design was installed in 2019.

Columbia College has helped to provide beautification and banner signage along the corridor, which provides a sense of place. The North Columbia Business Association (NCBA) is working to expand upon banner signage, reflective of community branding reflective of the NOMA umbrella concept, along the N. Main Corridor. Traffic cabinets in the area have also been wrapped with NOMA and neighborhood

branding.

The Forestry and Beautification Division has worked with neighborhoods throughout the City over the years since plan adoption to help with landscape design at gateways and neighborhood entry points.



In Progress, Ongoing

4. Create volunteer clean-up brigade for each district.

Identify areas in need of cleanup and utilize Forestry + Beautification to identify funding sources for new projects and for their expertise..

Several neighborhoods in the plan's project area have established neighborhood cleanup groups, including Earlewood, College Place, and Greenview. Community stakeholders have been working to clean up the area around the corner of N. Main and Prescott.

NCBA is currently working with City Center Partnership to expand access to the services provided by Yellow Shirt team members north of Elmwood, where businesses or clusters of businesses are interested in utilizing the "clean

Action Items

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and safe” services they provide.

City Council recently expanded funding for Forestry and Beautification efforts throughout the City.



In Progress, Ongoing

1. Code enforcement.

Add staff to zoning enforcement, building enforcement, and Fire Department. Provide a code enforcement education outreach campaign. Address areas identified during the plan process code enforcement sweeps (parcels in and around catalyst projects; Belmont neighborhood; Hyatt Park north of Duke Ave., Hyatt Park Annex, North College Place).

Since 2005, the City's Code Enforcement Division has been reassigned to the Columbia Police Department. Staffing levels have increased in the North Region, and a Commercial Enforcement Division has been added.

Code Enforcement officers routinely attend neighborhood meetings, distribute fliers and door hangers, and take part in community

events, including National Night Out events.

Code Enforcement regularly conducts Neighborhood Improvement/Quality of Life Sweeps in conjunction with Police, Fire, Zoning, Animal Services, Business License, Streets, and Solid Waste Divisions on rotation throughout the City, with the goal of sweeping at least one neighborhood in each Council District every other month). Code Enforcement routinely conducts sweeps in the Belmont, College Place, and Greenview neighborhoods in coordination with neighborhood leadership.

Planning and Development Services routinely conducts zoning and building enforcement activities, and both Planning and Development Services and Code Enforcement work closely with Fire Marshals to ensure code compliance and public safety.



In Progress, Ongoing

2. Regulatory enhancements.

Adopt plan. Pursue historic conservation guidelines (College Place, Hyatt Park, Seminary Ridge, Windemere Springs). Designate redevelopment areas (Belmont, Edgewood

Action Items

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Acres, Golden Acres, North College Place). Develop infill design guideline ordinance to ensure consistent scale, massing, and materials (Greenview/NCCC, Fairwold, Farrow Hills + Terrace, Northwood Hills).

The plan was completed in December 2005 and presented to Council/adopted June 7, 2006.

Seminary Ridge received local historic district designation in 2012 and guidelines were adopted accordingly. Though not listed in the recommendation above, Cottontown has also been locally-designated since the plan (in 2009); the neighborhood was listed on the National Register in 1997, but local designation provides regulatory protection.

The recent rewrite of the City's Unified Development Ordinance included neighborhood compatibility standards for certain uses and zoning districts, which will help ensure infill and redevelopment projects are appropriately scaled and massed.



Complete!

A historic resources survey of the Eau Claire area (between N. Main, Sunset, the railroad,

and Prescott) was completed in 2018 with the aid of grant funding, and identified additional resources for potential protection. Preservation districts and guidelines are generally pursued at the request and with the support of the neighborhood in qualifying areas. While some other neighborhoods mentioned have indicated interest over the years, none have formally pursued this process and a study of extant resources in these neighborhoods would be necessary.



In Progress, Ongoing

3. Rehabilitation of existing homes.

Identify homes in need of repair and educate homeowners on available funds. Utilize HOME and CDBG programs to provide for affordable housing through grants to homeowners. Provide workshops at neighborhood association meetings to educate homeowners.

The Community Development Department's MAP program has provided funding to low-income elderly and disabled homeowners to address deferred maintenance issues. The Department is currently retooling the MAP program, to be renamed the SHINE program,

Action Items

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to better serve needs. The SHINE program will include financial support for different levels of rehabilitation (small and large projects) as well as replacement projects. In recent years, CDBG-DR funding has also been utilized to stabilize local housing stock.

Access to the Bailey Bill has encouraged and increased rehabilitation of historically designated structures in the planning area. The property tax abatement program is available to property owners who make qualifying investments in the stabilization and rehabilitation of historic structures. Between 2005 and 2022, 44 structures have taken advantage of the Bailey Bill and made qualifying repairs in the project area set forth by the plan.

Additional funding for housing rehabilitation is available at the state level through SC Housing, however additional development corporation compliance staff would be necessary to access and administer these funds.



4. Infill development.

Identify vacant and dilapidated homes. Acquire parcels using CDBG and HOME funds. Pressure homeowners to improve properties with code enforcement violations. Include neighborhood input in decision making process. Attract in-town builders to provide infill development. Outreach to real estate brokers, home builders, ECDC, and neighborhood leaders to showcase inventory for targeted infill and catalyst projects. Partner with builders to develop catalyst projects.

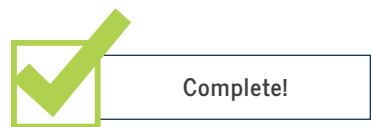
The Community Development Department has leveraged CDBG funding to help finance the completion of infill housing projects by development corporations. A number of these projects have incorporated public/private partnerships and have helped catalyze development and redevelopment in the planning area.

The Veranda at North Main was developed by the Columbia Empowerment Zone (CEZ) and provides infill rental housing for seniors along the corridor as part of a mixed-use development. The project, which opened in 2019, is a Low Income Housing Tax Credit project that provides 50 affordable apartments and 8 market rate apartments in close proximity

Action Items

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to community services. The Veranda at North Main was funded with Low Income Housing Tax Credits provided by SC State Housing and Finance Authority, CEZ, Inc. funding, and private investment. The City of Columbia contributed infrastructure improvements through the N. Main Street streetscape project funding.



The Columbia Empowerment Zone, Inc. (CEZ) has utilized the Vacant and Abandoned Building Incentive Fund to rehabilitate and redevelop commercial buildings within the study area. CEZ continues to own and operate a number of these spaces, providing commercial and office space for local businesses.

CEZ has also provided financial collateral to private developers and the Columbia Housing Authority so that they might take advantage of New Market Tax Credits.

The City has released an RFP for the redevelopment of City property, which includes properties owned by the Eau Claire Development Corporation that are anticipated to be redeveloped as infill housing.

City Council passed an ordinance in 2019 requiring all vacant buildings in the City to be registered with the Code Enforcement Division. Details regarding Code Enforcement activities can be found under the Code Enforcement heading earlier in this section.



5. Infrastructure investment.

Improve pedestrian safety to enhance the single-family community by filling in sidewalk and crosswalk needs and implementing bike lanes where they would connect neighborhoods to civic uses and spaces. Implement traffic calming measures to slow traffic through residential neighborhoods, focusing on cut-through traffic corridors (avoid using speed humps). Streets include Duke, Frye, Wilkes, Prescott, and River. Replace existing and inadequate curb and gutter and open ditches in Fairwold, Farrow Hills + Terrace, and Greenview neighborhoods.

The City obtained a TAP grant for infrastructure improvements in Greenview, and the project was designed, however bids came back much higher than could be covered by the allocated

Action Items

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funding. No additional progress has occurred.



Though not specific to the locations listed in the recommendations above, the City is currently working to develop traffic calming measures in collaboration with the Earlewood, Elmwood, and Greenview neighborhoods.



1. Develop primary road corridor design overlays.

Overlays are a development tool to preserve and enhance the area, protect existing neighborhood character, and protect investors from adjacent future development that is not in keeping with the community vision. Overlays should address building and parking locations as well as pedestrian spaces.

Guidelines were developed for the North Main Corridor through a community engagement process subsequent to plan adoption. The guidelines were adopted in March of 2010, and rezoning subsequently occurred along

the corridor to assign both new base zoning and overlay zoning. Design guidelines were carried forward with the Unified Development Ordinance (UDO) in 2021, and additional form and design guidelines were incorporated in the UDO update to ensure neighborhood compatibility.



2. Identify potential users and operators.

Identify retail uses within the community that would benefit from relocation to activity nodes, as well as uses outside the area that would be complimentary. Support and recruit these uses to the area.

The Office of Business Opportunities has utilized the Commercial Revolving Loan Fund (CRLF) and the Commercial Retention and Redevelopment Program (CRR), which includes the program formerly known as the Façade Program, to support businesses in the planning area and throughout the City.

The CRLF program loans funds to qualifying

Action Items

- » **Reinvent image of North Columbia**
- » **Preserve existing single-family neighborhoods**
- » **Develop supportive retail services**
- » **Maintain and develop new parks and community open spaces**
- » **Increase educational services and outreach programs**

small businesses in the City, and funds may be used for building construction or rehabilitation; business conversion or expansion; purchase of real estate, machinery, equipment, supplies, or materials; and working capital. CRLF is funded by CDBG, CERF, and EDA/CARES funds, and has funded 25 projects within the plan area, to the tune of \$2,181,611.16 since 2006. CDBG funding from the City's Community Development Department seeded the CRLF fund, and has been utilized for CRR funding as well.

The CRR Program is a forgivable loan program that incentivizes commercial property owners and/or tenants to make improvements to both the exterior and interior of commercial structures, often providing bonus funding for businesses to occupy previously vacant buildings. The program targets corridors throughout the City on rotation, and was utilized within the planning area along the N. Main corridor on 30 individual projects with a total disbursement of \$286,808.59 (2013-2015).

The Columbia Empowerment Zone, Inc. (CEZ) has partnered with several organizations and small businesses to expand and/or locate to the N. Main corridor, particularly the North Main Plaza which is located near the Veranda at North Main. A partnership with Eau Claire Cooperative Health birthed a podiatry, dental

and optical center that is now located in North Main Plaza. These services as well as the services provided by Finklin Pharmacy have proven to be valuable to the community as well as the senior population residing at the Veranda. In addition to the podiatry, dental and optical center, the Eau Claire Cooperative Health Center (ECCHC) offers mental health and counseling services at the James E. Clyburn Community Center located on Monticello Road. ECCHC also utilized CDBG funding to complete the project.

The North Columbia Business Association (NCBA) works to connect businesses, both local to the corridor and interested in relocating to the corridor, to resources in the planning area. NCBA has worked to identify space for businesses and nonprofits in the planning area, with the goal of building density at activity nodes and providing desired community services. NCBA works to facilitate connections and support ongoing communication between business owners, developers, and community members, through engagement at regular meetings, and the Association's Friday Chat Group.



In Progress, Ongoing

Action Items

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- » Preserve existing single-family neighborhoods
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3. Identify potential partnerships.

The City should assist in land acquisition and work with agencies and developers to create mixed-use catalyst projects. The City should also facilitate negotiations during rezoning process between neighborhood and future developers to ensure master plan vision.

The City continues to assist in land acquisition and work with agencies and developers to create mixed-use catalyst projects.

The Office of Business Opportunities (OBO) has utilized the Commercial Revolving Loan Fund (CRLF). The CRLF program loans funds to qualifying small businesses in the City, and funds may be used for building construction or rehabilitation; business conversion or expansion; purchase of real estate, machinery, equipment, supplies, or materials; and working capital. CRLF is funded by CDBG, CERF, and EDA/CARES funds, and has funded 25 projects within the plan area, to the tune of \$2,181,611.16 since 2006. Some of these projects in and near the planning area are mixed-use.

The Community Development Department has strategically allocated grant and loan funding to both the Office of Business Opportunities and

the City's development corporations over the years to assist in land acquisition and project development.



In Progress, Ongoing

The recommendation that the City “facilitate negotiations” during the rezoning process is listed as unable to complete due to the language used in plan document, which suggests a role for the City which is not reflective of the role of local government in the development process.

The City actively encourages communication between applicants and neighborhood associations and stakeholders and works to provide all parties and decision-makers with information about relevant planning efforts and recommendations. The rezoning application process, however, is not a negotiation between an applicant and the City - the City's main role once receiving a rezoning application is to facilitate the process, providing decision-makers with information regarding the plan's vision as it relates to the property proposed for development.

While processing rezoning applications, Planning and Development Services staff

Action Items

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encourages developers to communicate with community residents and stakeholders. The Department advises developers, community members, and reviewing bodies, of both comprehensive and area plan recommendations through the development of detailed case summaries for rezoning and annexation applications.

The City's development corporations (Columbia Housing Development Corporation, TN Development, and The Columbia Empowerment Zone, Inc.) may more closely work with developers to provide technical or financial assistance as they navigate the development process, however this is mainly the case when a development corporation is a partner in the proposed development, and therefore also does not address the second half of the action item recommendation.



Unable to Complete

4. Provide incentives for greyfield/brownfield redevelopment.

Develop and implement incentives for greyfield development to include a density bonus or parking reduction for mixed-use projects and tax credits from the City. The City should also identify brownfields grants to reduce additional costs to developers. Enabling alternative stormwater management practices could also allow for maximum development opportunities within a site.

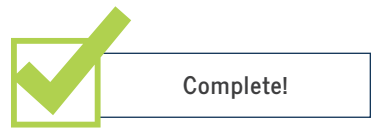
A number of greyfield development regulatory incentives were developed as part of the adoption of design guidelines and revised base and overlay zoning for the N. Main corridor, including parking and setback reductions and height and density bonuses. The recent rewrite of the City's Unified Development Ordinance (UDO) carried these incentives forward, and provided for additional flexibility in site design and design-based incentives. Additional updates to the UDO in 2022 further reduced on-site parking requirements across the City.

Stormwater best practices have changed over the years since plan adoption, and alternative Best Management Practices (BMPs) are encouraged and flexibility is allowed for as part of non-single family residential development.

Action Items

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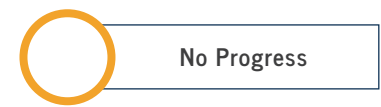
In addition to enabling alternative stormwater management practices, green infrastructure that meets certain water quality standards is encouraged and incentivized as part of current regulation.



City-wide financial incentive programs, including the Commercial Revolving Loan Fund (CRLF) and the Commercial Retention and Redevelopment Program (CRR), have also been utilized in the planning area as detailed on prior pages. The Fats, Oils, and Greases (FOG) program, which is changing to a Hospitality Tax credit beginning in 2023, began in 2020 offered a forgivable loan to food service establishments within the City for the installation or upgrade of grease traps and/or grease interceptors in order to come into compliance with the City's FOG program requirements. As of September 2022, one business in the planning area had taken advantage of this program.



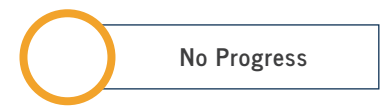
Although the City has accessed grant funding for brownfield redevelopment in the past through its development corporations, it is not actively engaged on this front at the time of this report.



5. Coordinate streetscape and utilities improvement.

Locations: Farrow Road within utility nodes; extend N. Main streetscape from Oakland to Frye; improve pedestrian conditions on Broad River Road between River Drive and bridge.

The Broad River Road bridge over the river was rebuilt after the Plan and included an improved connection to the Three Rivers Greenway, as well as the addition of bike lanes on the bridge and a protected (albeit narrow) sidewalk, however no improvements have been made between River Drive and the bridge, or the other corridors identified above.



Action Items

- » Reinvent image of North Columbia
- » Preserve existing single-family neighborhoods
- » Develop supportive retail services
- » Maintain and develop new parks and community open spaces
- » Increase educational services and outreach programs

1. Identify issues/needs within existing parks.

Develop or sell Lincoln Park for infill construction (in close proximity to Hyatt Park). Significantly improve Marshall Park (define paths, improve signage, increase maintenance). Increase access to Three Rivers Greenway (at future bus barn, improve access location monuments, implement access from Elmwood Cemetery).

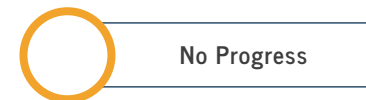
The Parks and Recreation Department recently worked to highlight the history of **Lincoln Park** through the placement of a historical marker in 2021, and the sale or development of the park is not desired due to its cultural significance. The park currently contains a garden, as well.



Marshall Park has received a number of improvements over the years, including the installation of a playground for neighborhood children. Improvements are currently underway to increase connectivity, and provide additional site furnishings.



There is no connection between **Lucius and the Three Rivers Greenway**, though a connection does run north of River Drive. Bike lanes along the River Drive bridge across the river appear to have been added between 2014-2015.



In addition to the parks identified in the recommendation above, the following parks have been or are being improved in the planning area:

- **Hyatt Park** Phase 1 revitalization is complete, with Phase 2 revitalization to be funded with CDBG dollars and to include fencing for the basketball court and a baseball field (anticipated 2023).
- **Lorick Park**
- **Roy Lynch Park**
- **Earlewood Park** buildings were completed in 2013, and other improvements since the plan include the baseball field and disc golf course, as well as the NOMA bark park.
- The **Busby Street Community Center and Park** was completed in 2018.
- A pool was added to **Greenview Park**
- Updates to **Fairwold Park** include new walking paths, exercise areas, and playgrounds.

Action Items

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- As part of the City’s RFP for City-owned property, a pocket park/green space is being planned as part of the development of infill housing along Randall Avenue
- Updates to **T.S. Martin Park**, which is not in the study area, but close enough to serve area residents.

Parks and Recreation strives to regularly update and improve park spaces to meet community needs, and these updates are ongoing and completed throughout the City based on funding availability and individual need.



2. Acquire areas for new parks as identified by the Master Plan (Section 4).

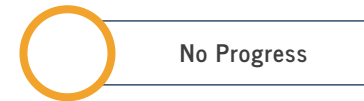
Highway 277 property greenway; Hawthorne Avenue in Hyatt Park; Geraldine Street in North College Place; Belmont Neighborhood; greenway connection from Earlewood to Broad River through Ardincaple neighborhood.

The right-of-way acquired by SCDOT for Highway 277 was transferred to the City in the Fall of 2022 for greenway development. Route

delineation is underway, and additional funding will be sought for construction.



The properties identified on **Hawthorne Avenue** and **Geraldine Street** remain privately held.



The **Belmont Neighborhood** project referenced is tied to the development of infill housing and a pocket park/green space along Randall Avenue - this is in development as described under prior action items above.



The greenway connection described as through the **Ardincaple neighborhood** is likely the long-planned connection from Ardincaple to Clement and then along Mountain towards the river to connect with the Three Rivers Greenway. This was identified as the “Crane Creek Greenway” project as part of the Richland County Penny Tax Referendum, and such a connection requires crossing under or over the

Action Items

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railroad. After a series of design discussions between Richland County Transportation and the railroad, it has become clear that a railroad crossing at this location will not satisfy both the railroad's requirements and design and budgetary considerations. As such, the revised goal of Richland County Transportation is to continue the greenway northward along the river toward a more feasible eventual crossing closer to I-20, with an eventual connection to the Palmetto Trail. The revised project is in design, but will not provide the connection noted accordingly.



Unable to Complete

3. Identify funding sources.

Identify potential partnerships/land swaps for acquisition. Utilize Recreation Land Trust Fund for acquisition. Utilize Park & Recreation Development Fund for park implementation. Utilize Recreational Trails Program (RTP) grant for trail connections to Three Rivers Greenway.

This recommendation was very specific regarding funding sources, and perhaps unnecessarily so. However, both the Parks and Recreation Department and the Columbia

Parks and Recreation Foundation regularly apply for and receive grants to further projects and programs operated by the Department, and therefore the status for this recommendation is "ongoing."

The SCPRT Park and Recreation Development Fund was utilized to develop the All Star Field at the Colony, however the other funding sources mentioned above have not been utilized in the project area to date, though the City has successfully applied for RTP funds for other greenway projects.

Other funding sources recently utilized to leverage park improvements in the planning area include grants from:

- The Richland County Conservation Commission and the U.S. Conference of Mayors to install a pollinator garden at the Ensor Keenan house.
- Project Backboard to install a vibrantly-painted basketball court at Hyatt Park. Project Backboard is a national program that partners with Pepsi and Buffalo Wild Wings for similar projects throughout the country.
- The City's Community Development Block Grant program, which has funded a number of park improvements, including the ongoing revitalization of Hyatt Park and

Action Items

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- improvements to T.S. Martin Park.
- 319 funding from SCDHEC, which has helped fund stream restoration at a number of parks in the area, including Hyatt Park and Earlewood Park.



In Progress, Ongoing

1. Inform and improve social programs within the community.

Identify neighborhoods that would most benefit from continuing education and life resource programs, and inform the community through neighborhood meetings and community open houses about those available programs (at Eau Claire Town Hall + future Life Resource Center). Identify potential program users. Identify programs and courses available from higher ed institutions.

The Parks and Recreation Department facilitates a number of continuing education and life resource programs at its facilities within and near the planning area, including:

- Senior meetings and events at the Busby Community Center.
- Mentor programs for young men and women in partnership with the Urban

League and a Tai Chi program for seniors at the Bellfield Center. The STEAM program for robotics will also be housed at the Bellfield Center in 2023.

- The installation of public use computers at park buildings is part of a larger City-wide program, but they are already installed at the Bellfield Center, and Hyatt Park and Lorick Park will also receive public use computers in the near future.

Richland Library North Main (5306 N. Main) was substantially updated in 2016, and now hosts a Career Coaching Center, Children's Room, Meeting Spaces, Networking Center, Recording Studio, and general library services, including general use computers.

The City's Consolidated Plan, which sets forth a plan for federal entitlement funding received and distributed by the Community Development Department, identifies the master plan's study area as one of the targeted redevelopment footprints in the City, and has since prior to the plan's development. Public service, or programmatic funding awarded to subrecipients, must serve at least one redevelopment area as designated by the Consolidated Plan. United Way, MIRCI, and Fast Forward have partnered to serve community members in the planning area with Homeless

Action Items

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No More; some of this programming has been funded by the City's Community Development Block Grant (CDBG) dollars. CDBG funding has also supported the Family Shelter, Cooperative Ministry, and the construction of the Eau Claire Cooperative Health mental health facility in recent years.

The Community Development Department regularly offers first time home buyer education classes in conjunction with the housing assistance they provide. Community Development also acts as a liaison to neighborhood leaders and the Columbia Council of Neighborhoods, providing capacity building services to community leaders through the All Access Columbia program. Community Development also offered an Individual Development Account (IDA) program in the past (subsequent to plan completion), which assisted City residents with limited means in achieving financial independence through teaching about budgeting and regular savings habits.

The Office of Business Opportunities (OBO) provides business development assistance and courses for start-ups and existing businesses looking to expand and grow on various topics, including marketing, use of social media, business plan development, finances, legal

issues, and more. OBO has also coordinated with Community Development on All Access Columbia, sharing different resources and opportunities available to Columbia residents and businesses. OBO partners with the North Columbia Business Association (NCBA) throughout the year to provide information sessions to the community.

Habitat for Humanity is adding an education piece to their work to help their program participants better transition into homeownership.

The North Columbia Business Association (NCBA) works to connect association members and community members with resources through hosting a regular Friday Chat Group. NCBA also participated in a recent event hosted by Greenview/North Columbia Civic Club to connect residents with local resources; City, County, and nonprofit representatives were also present.

The development of a Life Resource Center, mentioned above as a location for these classes and meetings, does not appear to have moved forward.



In Progress, Ongoing

Action Items

- » Reinvent image of North Columbia
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2. Identify potential partnerships with education facilities.

Partner with Midlands Tech to provide courses within the community. Identify partner location for Midlands Tech courses. Partner with Columbia College to provide community outreach programs.

One of the first projects of the Columbia Empowerment Zone, Inc. (CEZ) upon its formation in 2008 was to fund a five-year Work Initiative Program (WIP) in the planning area. This partnership with the adult education program and Midlands Workforce Development resulted in 498 graduates over five years. Midlands Technical College developed the curriculum, which taught construction, brick masonry, and carpentry on a 7th grade level, while also providing education and testing for participants. Program participants also benefited from resource-building workshops by employment agencies.

A similar, one-time Work Initiative Program was incorporated into the construction of the minor league baseball stadium by the builder in order to build contractor capacity.



Complete!

FastTrac is a Midlands Technical College partnership with the City's Office of Business Opportunities (OBO). FastTrac is a course designed to support the entrepreneur seeking to take their existing business to a higher level. This program assists entrepreneurs in analyzing their current business condition to identify the best opportunities for growth. Budgeting, sales strategies, management team roles, operational systems and business plan implementation are key areas of emphasis. The course also facilitates networking between entrepreneurs and experienced professionals. OBO has offered this class each year since 2004. In previous years, OBO has also worked with Columbia College's Women's Business Center.

Lutheran Theological Seminary/Lenoir Rhyne has provided leasing space for nonprofit offices and activities, most recently hosting community-based artists at 1013 Duke Avenue. As a part of their tenancy, these artists must engage with the community through an agreement with One Columbia for Arts and Culture.

The North Columbia Business Association (NCBA) spearheads a NOMA Teacher's Closet program, which helps provide supplies to teachers in the area. NCBA meets quarterly with area principals to identify needs and

Action Items

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connect schools with the broader community. NCBA also connects with Columbia College, utilizing college interns to support area programs. Columbia International University's Cook School of Business provides space for monthly NCBA meetings and events, and offers classes to community members.

Columbia Housing Development Corporation (CHDC) is actively working to build partnerships with local educational institutions, and has worked to identify institution leaders to serve as board members.



In Progress, Ongoing

3. Increase police presence within the community.

Develop a police mini-precinct at N. Main and Prescott as part of the catalyst project. Identify future and expand existing neighborhood watch programs to improve safety.

CPD North Region offices have been located at Eau Claire Town Hall since prior to the plan, 2.1 miles from the proposed location of the catalyst project, which has not seen progress.

The Busby Street Community Resource Complex project (2018) included a home for CPD's Office of Community Services.

Since the Plan, community policing efforts have changed City-wide. CPD has developed community response team (CRT) positions, where officers are assigned to areas and attend neighborhood meetings. CPD also regularly holds front porch roll calls in neighborhoods, hosted by community members. The Coffee With A Cop program, which kicked off prior to the COVID-19 pandemic, also increased community outreach, and has restarted after a pandemic-related hiatus.

Given these changes in the policing model, this recommendation is listed as "Unable to Complete" as implementation is likely no longer relevant.



Unable to Complete

4. Identify cultural programs and groups for the community.

Identify potential users within and outside the community in need of rehearsal and studio space in the community. Partner with

Action Items

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Columbia College and Eau Claire high School for use of performance halls. Utilize the new outdoor amphitheater at Earlewood Park. Identify areas within existing parks for public art exhibits.

The City's Parks and Recreation Department works to cultural programming and arts access to City residents, incorporating arts and crafts programming with after-school programs city-wide. Parks and Recreation also works to incorporate public art into the public spaces it maintains, most recently partnering with the Backboard Foundation to provide a vibrant basketball court at Hyatt Park. In recent years, the Columbia Parks and Recreation Foundation worked with the City to place murals at City parks related to local Civil Rights history, including a mural at Hyatt Park.

Parks and Recreation facilities also regularly host cultural programs and provide the community with space for artistic expression. Earlewood Park's amphitheater regularly hosts festivals and concerts within the plan project area. The Bellfield Center (just outside the plan area) has hosted step group and dance team practices and summer camps operated by local nonprofits. NOMA garden also provides community garden space to area residents.

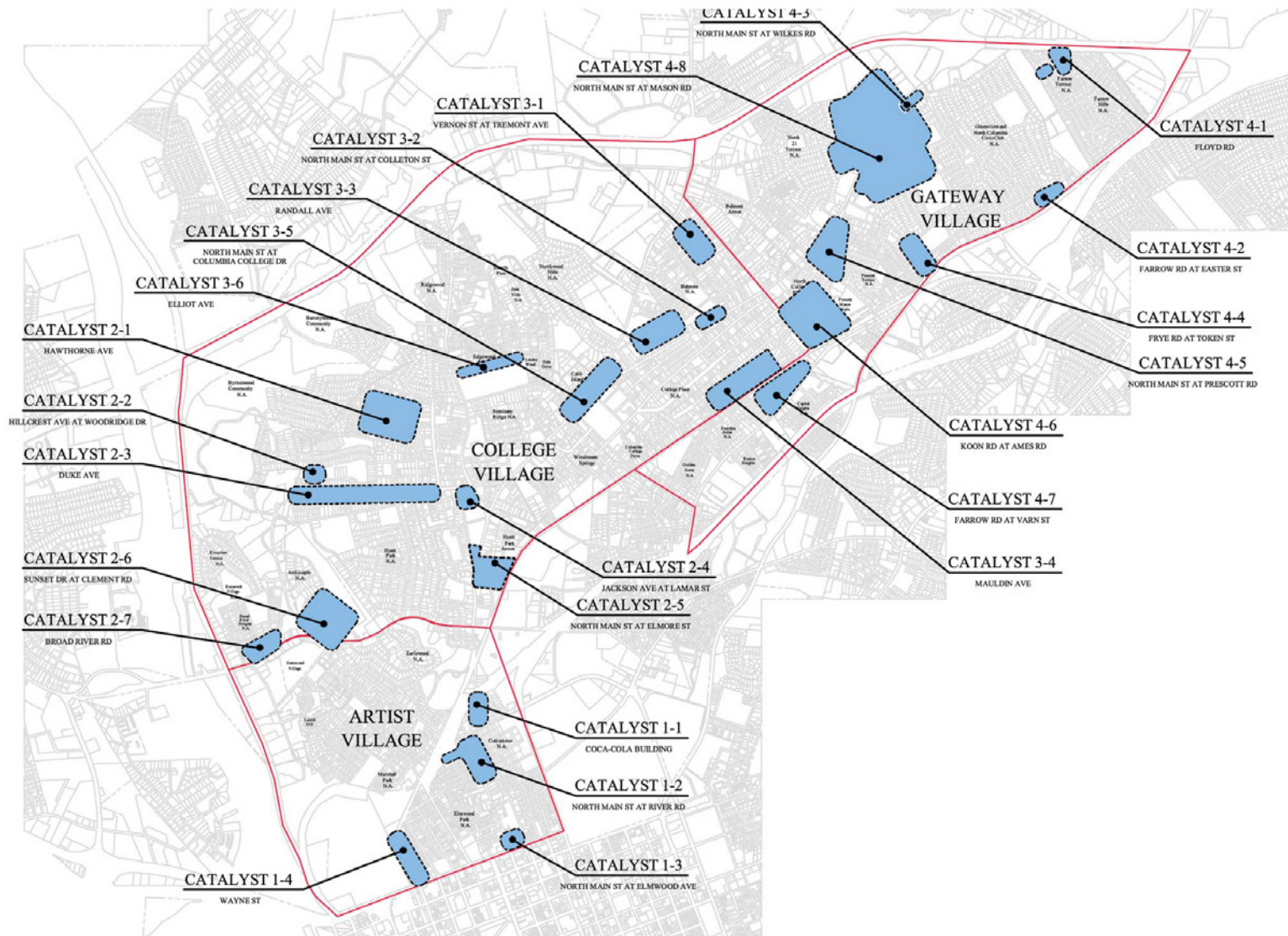
Lutheran Theological Seminary/Lenoir Rhyne has provided and continues to provide leasing space to nonprofits and artists within the community, including a number of artists at 1013 Duke Avenue, who as part of their tenancy and through cooperation with One Columbia for Arts and Culture, must conduct arts outreach efforts within the surrounding community.

The House of Hathor, a shop specializing in African Culture which recently relocated to the Greenview area, hosts a variety of community arts and cultural events, including poetry readings and educational workshops.










Catalyst Projects

The Master Plan for the Villages of North Columbia identified 25 catalyst projects, as shown on the below map, excerpted from Section 4, Page 140 of the plan. Projects were broken down into three tiers for implementation purposes.



Catalyst Project Implementation Matrix

Catalyst No.	Catalyst Name	Tier	Recommendation	Status(es)	Notes
1.1	Coca-Cola Building	2	Convert the former Coca-Cola building that is currently being used as a public storage facility into public workshops and live/work spaces for the "Artist Village" vision of the area, with single-family homes to front Marion Street.		The building is still a public storage facility.
1.2	N. Main @ River	1	Connect location to downtown with greenway system; developing a mixed-use activity node to become the center of the Artist Village. Locate a future park north of Anthony. Extend Cedar along southern border of greenway. Rehabilitate some existing structures. Convert the triangle at the corner to public greenspace. Locate parking to the rear of buildings. Add wide sidewalks, street lighting, and trees.	 	Underway: I-277 ROW obtained from SCDOT in Fall 2022, to be utilized for greenway alignment (resulting in a linear park north of Anthony). City purchased the southwest corner of Anthony + Drayton, which is maintained as a grassy space. NOMA flats were redeveloped. Parking to rear of structures is required by North Main Corridor Design Guidelines. No progress: Mixed-use activity node, extension of Cedar, conversion of triangle to public greenspace, addition of wide sidewalks, street lighting, and trees.
1.3	N. Main @ Elmwood	3	Create a pedestrian-friendly location in this gateway, with a small-scale grocery store, buildings located close to the street, and parking behind buildings.	 	In Progress: A small food store has been created near Elmwood Ave. No progress: no change to streetscape has occurred.
1.4	Wayne St.	3	Capitalize on single-family residential character of Elmwood Park and the future expansion of the Vista Greenway to convert this street to high-density housing (e.g. townhouses + zero-setback lots).		A number of vacant lots along Wayne have been converted to densely-developed single-family residential lots. Some light industrial buildings and vacant lots remain. Extension of the Vista Greenway from Finlay Park to Wayne Street was completed in 2016; plans for future expansion of the greenway to the north are underway, with funding for alignment allocated by the legislature.
2.1	Hawthorne Ave.	2	Develop a large, underdeveloped parcel into a park, which can be used to spur development of new single-family homes in the area.		The parcel remains undeveloped and privately held.



Complete!



In Progress, Ongoing











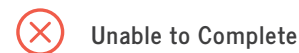
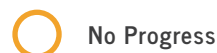
No Progress








Unable to Complete

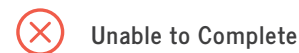
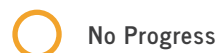
Catalyst Project Implementation Matrix

Catalyst No.	Catalyst Name	Tier	Recommendation	Status(es)	Notes
2.2	Hillcrest Ave. @ Woodridge	3	Use the large lot and the lot that has an unoccupied home to create four single-family homes to stabilize the intersection.		The unoccupied home now appears to be occupied but the large parcel to the east remains largely undeveloped.
2.3	Duke Ave.	3	Plan identified 30 homes/lots for construction or renovation to create a more residential feel on the street. Streetscaping and traffic calming measures such as bumpouts, curb + gutter, lighting, street trees, and sidewalks would increase pedestrian safety and slow traffic.		Some previously empty lots have been converted into single-family homes. There is a small sidewalk on one side of the road.
2.4	Jackson Ave. @ Lamar	3	Remove "substandard" apartments and replace them with townhomes that would continue toward Monticello Road. Redevelop multi-family homes into single-family homes and renovate existing homes.		There has been no noticeable change since the plan other than the creation of a community garden near Monticello Road.
2.5	N. Main @ Elmore	2	Capitalize on the N. Main Plaza project to provide new high-density housing, such as townhomes or homes with "granny flats."	 	The area of the catalyst project is rather large - the Veranda on Main is within the catalyst project area, and is complete, providing affordable independent living senior apartments. No other major redevelopment of the area has occurred to date.
2.6	Sunset @ Clement	3	Redevelop former grocery store with a national-chain grocery store and develop outparcels as small shops with residential units above or as apartments/townhomes.		For a while, the grocery space housed a worship center, however it appears to be vacant, as do the other storefront spaces.
2.7	Broad River Rd.	1	A joint redevelopment venture between the City and Richland County should include higher-density residential to face Broad River Road and single-family residential facing Hart, with parking access from Pearl and Gibson. Define the streetscape along Broad River Road, separating pedestrian and vehicular traffic, and add street trees and sidewalks.		The area remains unchanged and largely industrial, including recent development. A portion of the area remains in unincorporated Richland County.
3.1	Vernon St. @ Tremont Ave.	3	Construct new infill homes and redevelop substandard and boarded up homes in conjunction with the proposed infill by Eau Claire Development Corporation.		A number of lots have been redeveloped into single-family homes since the plan; some empty lots remain. Lots in the area are privately held.









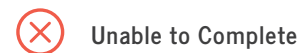
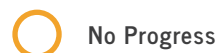
Catalyst Project Implementation Matrix

Catalyst No.	Catalyst Name	Tier	Recommendation	Status(es)	Notes
3.2	N. Main @ Colleton	1	Redevelopment of the apartments with townhomes that better compliment the single-family on N. Main which are transitioning to commercial or office uses. Townhomes could support "granny flats," and should be placed closer to N. Main with the front doors facing the street and parking hidden behind. Access to proposed townhomes should be from Colleton.		Some buildings have been demolished since the plan's completion, including two on parcels retained by the Eau Claire Development Corporation.
3.3	Randall Ave.	3	Complete the Eau Claire Development Corporation project to develop 22 new houses on Randall and create a park on parcels unable to be developed into housing.		A handful of houses have been constructed since the plan, but the majority of lots held by the Eau Claire Development Corporation have remained vacant. The remaining lots and pocket park/greenspace development are part of an RFP currently out for development of City property.
3.4	Mauldin Ave.	3	Redevelop empty lots, vacant and dilapidated housing, and apartments into single-family, zero-setback homes.		Since the plan, a couple of lots have been converted into single-family homes and a couple of the apartment buildings have been demolished. Parcels appear to be privately held.
3.5	N. Main @ Columbia College Dr.	1	Redevelop intersection from a gas station, vacant lot, and car repair shop to include services for college students (the CVS was new and included in services). Redevelopment to include first floor retail with potential second floor offices or housing. The area should be transformed into a gateway to the College Village, with expanding sidewalks, outdoor patios/gathering spaces, and parking located to the rear of the buildings.		Some buildings have been demolished since plan development, but redevelopment has not occurred.
3.6	Elliot Ave.	3	Redevelop Elliot Avenue behind Eau Claire High School through a joint City and Richland County partnership. The plan notes that the typical strategy of sprinkling new homes through the neighborhood and renovating some existing homes is not a viable solution as it would not change the perception of the neighborhood to outsiders.		While Eau Claire High School has expanded significantly since the plan, the homes on Elliot Avenue have not changed much.






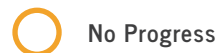
Catalyst Project Implementation Matrix

Catalyst No.	Catalyst Name	Tier	Recommendation	Status(es)	Notes
4.1	Floyd Rd.	2	Convert two large parcels of land into single-family residential homes with a greenway connection to Greenview Park.		The parcels remain undeveloped and privately held. The plan notes that one parcel was originally used as a sewage lagoon, so an environmental evaluation would be required prior to redevelopment.
4.2	Farrow Rd. @ Easter St.	3	Redevelop a large vacant site that is being used as overflow parking into a senior living facility.		The site remains undeveloped, however surrounding smaller parcels have since been converted into single-family homes.
4.3	N. Main @ Wilkes Rd.	3	Redevelop the existing retail center to make it more pedestrian-friendly and more economically viable. Make the N. Main streetscape more pedestrian friendly. The completion and preservation of Monteith School should be a key component of this catalyst.		The retail center just west of Wilkes Road which faces N. Main has not been redeveloped, nor has the N. Main streetscape in this section of roadway. The Monteith School was relocated to the property owned by Richland One on the east side of N. Main between Mason and Wilkes prior to the plan's completion, and aside from restoration by the Booker T. Washington Foundation in the 1980s, there are no signs of additional preservation work.
4.4	Frye Rd. @ Token St.	2	Convert area of neglected homes, empty lots, and junkyards into single-family residential homes and a pocket park.	 	While the designated area for the catalyst project does not appear to have changed significantly since plan development, significant upgrades were recently completed to Fairwold Park, which is located at the corner of Frye and Eddy two blocks north of the catalyst area.
4.5	N. Main @ Prescott St.	1	This catalyst was proposed to capture a small retail market with new residential opportunities. Retail space should be developed along N. Main with medium-density residential units, such as townhomes, developed behind the retail spaces. Single-family homes should be built along Koon to buffer the existing single-family neighborhood from the commercial areas.		The area does not appear to have changed significantly since plan development.



Catalyst Project Implementation Matrix

Catalyst No.	Catalyst Name	Tier	Recommendation	Status(es)	Notes
4.6	Koon Rd. @ Ames Rd.	3	Develop existing vacant parcels and a mobile home park into a mixed-residential neighborhood including single-family homes and townhomes.		The area does not appear to have changed significantly since plan development.
4.7	Farrow Rd. @ Varn St.	3	Develop a large parcel into a mixed-use project with high-density residential housing and retail. This catalyst is contingent on the development of the Life Resource Center on Farrow and the new shopping center.		The area does not appear to have changed significantly since plan development. The Life Resource Center project does not appear to have moved forward.
4.8	N. Main @ Mason Rd.	2	Develop large tracts of land to create a residential node at the intersection of N. Main and Mason, with surrounding high-density housing and live/work units. Make the area pedestrian-friendly with good street connectivity, sidewalks, and a public park.		While the catalyst project area is large and in general has not seen changes to the streetscape or housing density, a substantial greenfield multi-family residential development on the property at the northern side of the intersection is underway, though it doesn't necessarily align with the illustrated concept in the plan.

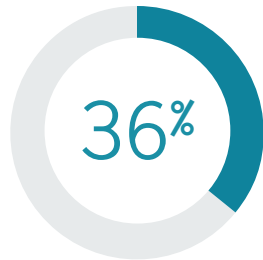


Conclusion

While a number of action items and catalyst projects have seen progress since the plan was completed in 2005, this report also identifies a handful of recommendations that may no longer be relevant or desired. Catalyst projects can be especially hard to move forward, where not only funding, but property ownership determines the success of implementation - and many projects identified by this plan assumed funding availability not only for the project development but also for the purchase of privately-held property.



Progress has been made on 19 of 21 of action items since plan adoption*



Progress has been made on 9 of 25 of catalyst projects since plan adoption*



20 of 25 catalyst projects would require substantial funding and/or purchase of private property to progress

*Implementation of a recommendation is wholly or partially complete or in progress/ongoing. In some cases, another component of the recommendation may have seen no progress, or may be unable to be completed.

While a number of these projects have moved forward, communities and the external and internal stressors that they face change over time, resulting in shifts to community priorities as well. Neighborhood, area, and corridor plans must be revisited, revised, and redeveloped in whole in order to remain relevant as implementation occurs, community priorities shift, and best planning practices evolve.

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