



Busy Day on Broadway, Columbia, Missouri.



Downtown Leadership Council

DLC Scope of Work

- Develop and recommend to the City Council proposed boundaries of an expanded downtown development concept plan and study area.
- Assess current assets and additional opportunities within the expanded study area that would assist in the area's redevelopment.
- Advise City staff and consultants on preparation of a blight/conservation study and preparation of a Missouri Downtown and Rural Economic Stimulus Act (MODESA) application.
- Develop for City Council consideration, a strategic plan for the area and an underlying concept plan, similar to the plan prepared for the downtown area by Sasaki Associates. The Sasaki plan should be used as a base for the expanded area.
- Recommend to the City Council possible development guidelines and physical attributes for downtown Columbia.
- Work on other projects requested by the City Council.

(Ord. No. 19852, § 1, 3-17-08)

Downtown Leadership Council

Members

Nick Peckham
Randy Gray
Brian Treece
Ken Pearson (Boone County Commission Rep)
Gary Ward (University of Missouri Rep)
Bob Hutton (Columbia College Rep)
Tim Klocko (Stephens College Rep)
Phil Steinhaus (Columbia Housing Authority Rep)
Jay Hasheider (Benton-Stephens Neighborhood Rep)
Linda Rootes (North Central Neighborhood Rep)
Clyde Wilson (East Campus Neighborhood Rep)
Ray Warren (Douglass Park Neighborhood Rep)
Mary Wilkerson (Special Business District Rep)
Glenn Rice (Planning & Zoning Commission Rep)
Tim Teddy (Director of Planning and Develop.)
Bernie Andrews (Director of Economic Develop.)

Sub-Committees

**Redevelopment
Subcommittee (Boundary and
Assets)**

**Opportunity Zones
Subcommittee**

Strategic Plan Subcommittee

**Development Guidelines
Subcommittee**

DLC Progress Report

Presentation by Nick Peckham, Chair

Mixed Use Redevelopment

- 10th & Locust project including possible sale of City owned surface parking lot.

The State Historical Society of Missouri

Background – The “Sasaki Study”

In the summer of 2006, the City of Columbia, The University of Missouri and Stephens College undertook a joint planning study of Columbia’s downtown business district and the areas adjoining the two campuses. The “Sasaki study” as it has come to be known, was not a master plan for the area, but rather an attempt to “identify existing and potential institutional, public, cultural, commercial and residential development opportunities” that would make Columbia’s campus-downtown district more economically and culturally vital.

Following four public forums, the consultant (Sasaki Associates) recommended seven catalytic projects to help spur the momentum for redevelopment. One of the key projects was a new location and facility for the State Historical Society of Missouri (SHSM) on Elm Street facing Peace Park.

SHSM - Current Location

The SHSM is currently located on the ground floor, east side of Ellis Library in the heart of the University of Missouri-Columbia campus, east of Jesse Hall and west of Memorial Union on Hitt Street. Founded in 1898 by the Missouri Press Association and a trustee of the state since 1899, The SHSM is the preeminent research facility for the study of the Show Me State’s heritage and a leader in programming designed to share that heritage with the public. It is the only statewide historical society in Missouri and has assembled the largest specialized research library in the state, the largest collection of state newspapers in the nation and an extensive art holding including one of the largest collection of paintings by George Caleb Bingham. Due to limited floor space, only a very small percentage of the collections are able to be put on display

Western Historical Manuscript Collection

The Western Historical Manuscript collection (WHMC) is a joint collection of the University of Missouri and the State Historical Society of Missouri. This collection is also housed at the current SHSM location. WHMC collects, preserves, and makes available records that illuminate the history of Missouri and the Great Plains region. The library of books, pamphlets and official state publications total more than 460,000 items. There are also more than 500,000 manuscript items and 800 reels of microfilmed manuscripts, more than 150,000 state archival records, and more than 2,900 maps.

Proposed Location

The State legislature appropriated \$600,000 for use by the SHSM to perform initial planning work for construction of a new building to house the collections of the SHSM and its affiliate organization, the WHMC. Herb Duncan, an architect who has extensive experience in these types of projects was hired and has visited Columbia to assist with this work. Some of the considerations for the proposed site include the following:

- Sufficient land area to site a building projected at 177,000 s.f. with a building height that does not exceed five stories.
- Site area should be sufficient to provide green area for landscaping.
- Primary public entrance should be oriented to a redefined Elm Street and to the University.
- Adequate parking, perhaps underground.

It was Mr. Duncan's conclusion that realization of the basic requirements, based on a 177,000 s.f. building, will require acquisition of an entire City block. The proposed location (consistent with the Sasaki plan) is outlined below, located south of the City's parking garage at 6th & Locust.



Next Steps

Despite the appropriation of planning money for the SHSM, there have been rumblings within the Administration about moving the SHSM to Jefferson City. This would be a tremendous loss to the University, its students, researchers, and the community. To that end, it is critical that plans be solidified to acquire the property, including a request for state funds. The University have already agreed in principle to a long term (99 year) lease on their parking area to the SHSM for a token dollar amount. Being able to demonstrate a strong commitment on the part of the community to secure a substantial portion of the necessary funds to acquire the proposed property, i.e. leveraging state dollars to a much higher goal, is critical in this case. Initial negotiations with the owner of the Drycleaners and former Shiloh's have not been successful and therefore a price has yet to be determined. It is reasonable to expect that this property could be worth around \$2 million.

DRAFT



CITY OF COLUMBIA
OFFICE OF CITY MANAGER

October 24, 2008

To: Interested parties

Subject: Request for Proposals (RFP) Mixed Use Downtown Development

Dear interested parties,

The City of Columbia is soliciting proposals for a mixed use redevelopment of an area adjacent to the City-owned surface parking lot located near 10th and Locust. The overall goal of the proposed request is to promote quality mixed use redevelopment of Columbia's downtown area in a manner consistent with the Sasaki "Land Use and Urban Opportunities Study".

The successful proposal will include a mix of housing, office and retail space. It should focus its ground floor use for sales tax generating businesses. Surface parking, if any, should be included within the structure. The City will not consider a proposal which simply re-allocates the existing City lot to surface parking strictly serving the proposed development.

Please find the attached RFP with accompanying maps, links to supporting documents and schedules. If you have any questions please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read "St Romaine".

Tony St Romaine
Assistant City Manager
City of Columbia
P.O. Box 6015
701 East Broadway, 5th Floor
Columbia, MO 65205
(573) 874-7214
Tony@GoColumbiaMo.com

REQUEST FOR PROPOSALS

CITY OF COLUMBIA MIXED USE DOWNTOWN DEVELOPMENT

Project: The City of Columbia is seeking proposals for the re-development of an area located immediately south of the City's 10th & Cherry parking garage in downtown Columbia. Proposals may include the sale of the City's surface parking lot shown on Exhibit A*. The successful proposal will include a mix of housing, office and retail space. It should focus its ground floor use for sales tax generating businesses. Surface parking, if any, should be included within the structure. This request for proposals is expected to lead to a public-private partnership between the City of Columbia and the selected developer.

** City Ordinance XIII, Sec. 2-515, Sale Trade or Lease of Real Property allows for City property to be sold, traded or leased without competitive bids to any person to whom the property has a unique or enhanced value because of its accessibility, configuration, location, size or use, and to any adjacent property owner at fair market value as determined by an appraisal.*

Location: The redevelopment area is located between 10th & Hitt Streets, north of Locust Street, and contains a City owned and operated surface parking lot. (See Exhibit A for additional information.)

Developer(s): Qualified developers must have experience in planning and developing high quality mixed-use developments. Developers should also have the financial means to begin construction within two (2) years of the signing of the Selected Developer Agreement.

Developer Selection: The selection process is divided into 4 stages:

1. Submittal of proposals.
2. Evaluation by City staff and others.
3. Recommendation to Council re: possible sale of parking lot as part of a redevelopment plan for the area
4. Development Agreement negotiated and approved.

Program: The proposed area is one which was identified in the Sasaki study* as a prime target for mixed use development, combining active retail street frontage with office and/or residential housing in a multi-story building. It also fits into the City's goal of maximizing the space available for building in downtown Columbia by replacing surface parking lots and concentrating as much business in downtown Columbia as is physically possible. Development proposals should include multiple story buildings oriented towards a pedestrian friendly environment that will support a variety of businesses sizes and types.

GENERAL PRINCIPLES

General Principles identified to guide the project are;

Maximize retail density and concentrate physical development.

The development of this property should create a retail ‘critical mass’ that promotes the opportunity to live, work, shop and recreate in a pedestrian friendly environment. This development may allow for a number of permit parking spaces to be made available on a long term lease in the City’s parking garage immediately to the north of the redevelopment area for use by residents as part of a proposed mixed use development plan.

Maintain a ‘neighborhood’ feel.

Unique building design, buildings pulled up to street, and safe intersections will create a neighborhood environment closely resembling a traditional central business district.

Share Parking.

This development may allow for a number of permit parking spaces to be made available on a long term lease in the City’s parking garage immediately to the north of the redevelopment area for use by residents as part of a proposed mixed use development plan.

Integrate landscaping and signage.

By exceeding adopted minimums for landscaping and integrating signage for a variety of business types, this project will set a new standard for community appearance.

PARKING LOT ACQUISITION

The City will negotiate with the selected developer.

1. Based on appraisals, the City and developer will negotiate a fair market price for the City’s ground. A two year option will be granted to the developer for sale conditioned upon execution of the development proposal.
2. A development agreement, to include the option, proposed development plan and other items of major benefit will be publicly reviewed and approved by the City Council.

SUBMITTAL REQUIREMENTS:

- 1 Project report - Narrative detailing the developer qualifications (see below).
 - a. Cover letter addressed to Tony St Romaine, Assistant City Manager.
 - b. Name of primary contact, title, and contact information.
 - c. Statement of financial capability.
- 2 Conceptual site plan-include all potential development parcels.
- 3 Calculations - Retail, Office, Residential, parking and open space areas.
4. Timeline for the proposed redevelopment project.

The required submission of the Request for Proposals must be submitted in a three-hole binder with tabbed numbers for each identified section. All materials must be submitted in an 8.5' x 11' format. Respondents must submit an original, clearly marked envelope containing original signatures in ink, along with six (6) copies in a sealed carton to the City Manager's Office by 5:00 p.m. (local time) November 19th, without exception, at the following address, to be deemed responsive and eligible for consideration:

City of Columbia, Missouri
Office of the City Manager
Attention: Tony St Romaine, Assistant City Manager
P.O. Box 6015
701 East Broadway, 5th Floor
Columbia MO 65201

Packages should be marked with the following identification:

“RFP: Mixed Used Development”

All submission information should also be included on a CD or DVD in a non-editable format for archival purposes. All submission materials become the property of the City of Columbia. Sealed proposals and related documents related to a negotiated contract are considered closed records until an agreement is executed, or all proposals are rejected (610.021(12), RSMo.)

Any proposal, which is not properly marked, addressed or delivered to the submission place, in the required form, by the required submission date and time, will be ineligible for consideration.

Submissions should show evidence of, and will be reviewed on the following:

1. Experience in planning, development, financing and marketing/promotion of mixed use developments where the developer serves as lead from project initiation through project completion.
2. Development Team Experience
 - a. Design and Planning Experience – experience of the project architect in producing high quality design in a community ‘downtown’ context, and expertise in resource-efficient design and construction practices. Design teams should be familiar with the USGBC LEED™ certification process, as some financial incentives may be dependent on LEED™ certification.
 - b. Construction / Construction Management Experience – experience in constructing similar projects of like scale to that proposed here and delivering the project within a reasonable time schedule.
 - c. Development Team Capacity – Number and size of projects concurrently undertaken by the development team, particularly the lead development entity, and demonstrated ability of development team to successfully undertake and complete numerous projects at the same time.
 - d. Public / Private Project Experience – If applicable, demonstrate ability to respond to the adopted City’s TIF Ordinance and Policy, deliver projects as proposed, and to work effectively with public agencies.

- e. Management Experience – experience in operating projects comparable in size to the proposed development and maintaining high quality maintenance standards.
- f. Identification of clear lines of responsibility within the development team and designation of lead person responsible for project coordination.
- g. Experience in attracting new retail business and working relationships with businesses interested in underserved markets.
- h. Ability to attract larger retailers is a plus.

3. Financial Strength of Development Team

- a. Evidence of financial ability to complete current projects of the development team.
- b. Demonstrated ability to provide required equity with reasonable return expectations.
- c. Track record of providing necessary capital for predevelopment activities, securing construction and permanent financing for ongoing operations.
- d. Strength of current financial relationship with financial resources and ability to secure loan commitments from lenders.

4. Development Approach

- a. Responsiveness to all items identified in this RFP
- b. Ability to incorporate ground floor retail, office and residential living into the site plan.
- c. Interest in developing high quality architecture, landscaping, and urban/site amenities to support the pedestrian friendly environment.

PROJECT DEVELOPMENT:

The selected developer is expected to fulfill all responsibilities from project initiation to project completion. The selected developer will be responsible for complying with all city ordinances and adopted codes.

It will be the responsibility of the developer and authorized agents to coordinate and promote the project plan to potential tenants. Additional development opportunities may exist with adjacent properties owners.

RESERVATIONS AND CONDITIONS

The City of Columbia reserves the right to reject any and all submissions and to waive any error or inconsistencies in the submissions, request additional information, amend the project schedule or provide additional requirements to any and all developers submitting proposals. The City of Columbia shall be the sole judge regarding the sufficiency of each proposal, and its decision shall be final. By submitting a response to this RFP, respondents agree to accept and be bound by the selection process described herein. Personal interviews may be requested at the discretion of the City of Columbia. Nothing in this RFP shall create any contractual relationship between anyone responding to this RFP and the City of Columbia. The City accepts no financial responsibility for costs incurred by those responding to this RFP.

SCHEDULE

Questions and requests for information should be submitted in writing prior to 5:00p.m. November 7th, 2008.

Action

Proposals due at City Hall
Review of Proposals
Recommendation to Council
Development Agreement

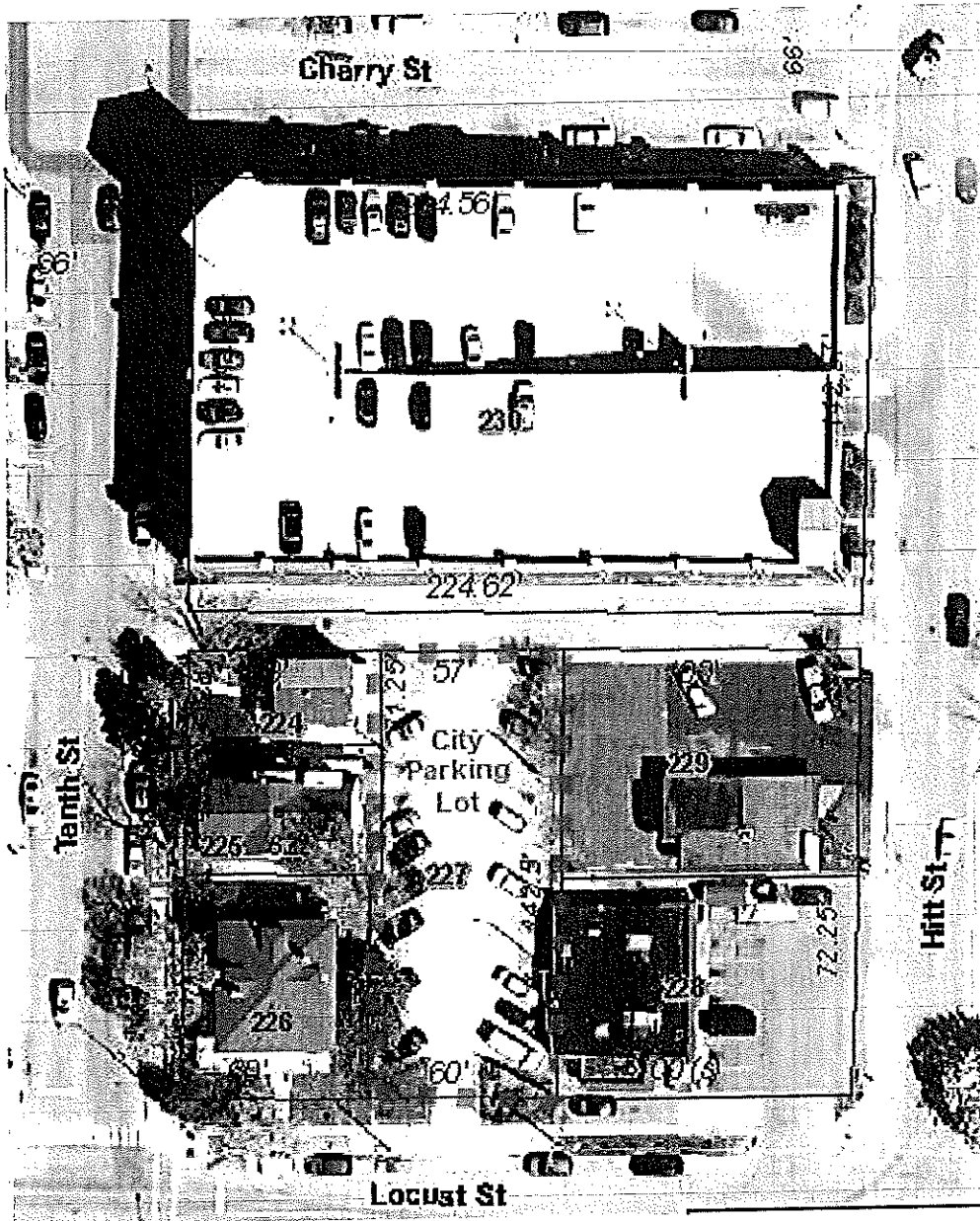
Date

5:00 p.m. November 19, 2008
Complete by Dec 19, 2008
January, 2009
March, 2009

CONTACT

Tony St Romaine
Assistant City Manager
City of Columbia
P.O. Box 6015
701 East Broadway, 5th Floor
Columbia, MO 65205
(573) 874-7214
Tony@GoColumbiaMo.com

Exhibit A



Redevelopment Area - 10th & Locust

A RESOLUTION REGARDING THE NEED FOR
THE CITY OF COLUMBIA TO UNDERTAKE
GROWTH MANAGEMENT PLANNING

WHEREAS, "Metro 2020: A Planning Guide for Columbia's Future" was adopted by the City of Columbia in 2001 and is out of date; and

WHEREAS, there is a need for the City of Columbia to adopt policies that will guide land use and manage growth over the next 20 years; and

WHEREAS, the City Council in November of 2002 directed the Planning and Zoning Commission to prepare a proposal to jointly work with Boone County Planning and Zoning Commission on planning issues within the urban fringe of Columbia; and

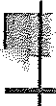
WHEREAS, the Columbia Planning and Zoning Commission submitted a report to the City Council in May of 2004 regarding the need for a city-county cooperative effort regarding land use planning of the urban fringe and endorsed a collaborative effort involving concepts of growth management planning; and

WHEREAS, in October of 2007, as part of the city's Visioning Process, citizens of the City of Columbia recommended that the city develop a comprehensive 20-year plan by 2010 that ties together and supersedes all existing unit comprehensive plans and encouraged the implementation of growth management planning that incorporates form based zoning; and

WHEREAS, growth management, comprehensive planning and infrastructure planning were the subject of a City Council retreat on June 6, 2008; and

WHEREAS, the budget includes funding for the City of Columbia to initiate a growth management planning process;

NOW, THEREFORE, BE IT RESOLVED that the Boone County Smart Growth Coalition does hereby endorse and support the efforts of the City of Columbia to undertake a planning process for the City of Columbia, including but not limited to a growth management planning process that will result in clear policies to guide land use and development within the city and its urban fringe for the next 20 years.



Planning for a New Comprehensive Plan and Development Code

City Council Work Session
October 27, 2008



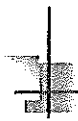
Session objectives

- Council authorization to proceed with initial steps in the making of both an “interim” and a new growth management comprehensive plan and the updating of the zoning and subdivision ordinances
- Initial Council comments on a tentative three-year, three-part scope
- Establish continuity and consistency with the *Imagine Columbia's Future* visioning process.
- Review essential milestones



Definitions

- "Interim" comprehensive plan: A City comprehensive plan constructed of existing, still relevant plans and policies (as determined by Council) that updates *Metro 2020: A Planning Guide to Columbia's Future* and *The Major Roadway Plan*, currently the two elements of the City "comprehensive plan." (Ord. 16774; February 5, 2001)




Definitions

- "Growth management comprehensive plan": A new comprehensive plan for the City of Columbia that includes growth management (or smart growth) principles and strategies.



A three-part approach

- 1) Compile all existing and relevant **comprehensive development plans and policies** into a single plan document, i.e. the "interim plan;"
- 2) **Study and recommend "growth management" policies, principles, and techniques** as amendments to the comprehensive plan;
- 3) **Complete a comprehensive amendment of the City's development codes**, especially the Zoning Ordinance and Subdivision Regulations.



Background: Comprehensive Plans

- A tool used in city planning for about 100 years
- Prepared by planning commissions
- May have a physical planning (design) emphasis or a policy emphasis, or strike a balance between the two
- Provides general guidance to policy-makers on the physical growth, change and development of the city
- Promotes consistency and fairness in zoning and subdivision decisions
- Invites the participation of the public in forming a vision of the future and steps to get there
- Serves an educational function



Imagine Columbia's Future

Several recommended strategies point toward the production of a new plan, growth management, and its implementation by a new zoning (development) code. Examples:

- ✓ Development citizen topic group, Infrastructure committee – strategies 1, 2, & 3
- ✓ Development, Neighborhoods – strategy 1
- ✓ Development, Plan and Manage Growth – strategies 2, 3, 4, 5, 6, 8
- ✓ Community Character, Appearance – Strategies 2, 3
- ✓ Community Character, Revitalization – Strategy 3
- ✓ Environment, Environmental Quality – Strategy 1
- ✓ Health, etc., Affordable Housing – Strategy 2
- ✓ Parks, etc. – Parks strategy 2
- ✓ Transportation - Roads, etc. strategy 2



Growth management

Five analytical steps:

(after Arthur C. Nelson, President, Growth Management Analysts, Inc.)


- 1 Project population, employment, housing, and other development needs. (*CATSO 25-year; CPAC 10-year projections; facility studies*)
- 2 Determine the net number of buildable vacant acres (*land capacity analysis*).
- 3 Calculate dwelling unit and employment location capacity of the vacant buildable land under current comprehensive plan and zoning; adjust to a) take account of platted and other committed approvals; b) infill potential within or very near existing urban development; c) the redevelopment potential of existing developed areas; d) the capacity of current and future residential units to add accessory units. (*land capacity analysis*)
- 4 Revise current planning and zoning regulations to reduce "underbuilding" and adjust the dwelling unit capacity accordingly. (*zoning code and subdivision regulations updates*)
- 5 Configure the spatial arrangement of needed residential dwellings to a) Increase reliance on existing facilities and services; b) Offer alternatives to auto-dependent living; and 3) Reduce public facility costs. (*future charrette and task force study objectives*)



Growth management

Four implementation steps:

1. Design a streamlined and flexible regulatory process that provides for predictable and efficient review of new development; (*One-stop permits center and fixed schedule for development approvals*)
2. Plan the public facilities needed to accommodate urban development; (*facility master plan elements with levels of service*)
2. Finance the necessary infrastructure improvements to insure a) the efficient use of facilities and 2) the equitable distribution of financing (tax and fee) burdens; (*cost-benefit and "fair share" cost allocation studies by task Force and consultant?*)
4. Craft inter-jurisdictional relationships that fairly distribute the burdens and benefits of new development. (*joint/dual City-County review of projects at urban fringe; territorial agreements with service providers, etc.*)




Part 1: "Interim" comprehensive plan

- Mostly existing material but may include a vision chapter derived from *Imagine Columbia's Future*
- May use *Imagine Columbia's Future* for organization of topics
- Determines what the format of the comprehensive plan will be
- Policy audit: Removes obsolete and redundant policies and plans (note Raleigh, NC example)
- Ends with a *new* policy on use, review, and periodic updates of the plan (compare old policy resolution)



Part 2: Growth management

- Introduces alternative planning strategies, policies, and techniques
- Study of development patterns and projections
- Identifies problems not solved by the interim plan
- Identification and discussion of alternatives
- Consensus-building on favored alternatives
- Amends the comprehensive plan and additional implementation steps




Part 2 Major Tasks

- Growth management "white paper" and other educational materials
- Council appoints Growth management task force
- Citizen questionnaire
- Task force study sessions and public input meetings on (suggested topics):
 - Vision report recommendations
 - Patterns, trends and conditions
 - Streamlining development process
 - Urban growth jurisdictions
 - Adequate public service policies
 - Exactions (fees, charges and in-kind developer contributions)
 - Development guidance systems
 - City-County planning
 - Reporting and monitoring systems
 - Task Force goal setting – include in charrette if desired
 - Review of interim comprehensive plan
 - Report and recommendations to Council and PZC
 - Consensus-building and adoption



Part 3: Development Codes

- Focus on zoning and subdivision ordinances
- Determines code types and code formats most appropriate for the city
- Vision report favors "form-based" codes
- To-to-bottom review of existing zoning and subdivision ordinances
- Retains provisions of code that are working
- Amends related sections or subsections of City Code as needed



Part 3 Major tasks

- **Code audit:** Review and critique of existing development codes from 3 perspectives: administrators, users, and citizens
- **RFQ/RFP** process to select a consultant to develop a new code framework, optional services to complete the new code
- **Task force:** Early development of goals and objectives – what services do we want the new codes to perform?
- **Review of model ordinances**
- **Physical inventory**
- Selection of **code formats**
- **Charrette:** Adjustment (calibration) of code type and format to local conditions, goals and objectives
- **Draft-review-comment, draft-review-comment**
- **Public hearings and adoption**



How to get it done?

- **Initiation:** Council resolution announcing the plan update and defining its purpose (Part 1 - see Austin, TX example)
- **Schedule:** Allow 3 years for completion of all three parts. Gant or PERC chart to stay on deadline
- **Costs:** Budget staff, citizen-volunteer, and consultant time
- **Work concurrently on all three parts** in a "cascading" framework
- Rely on staff, Planning & Zoning Commission and Council to prepare part 1.
- For parts 2 & 3: Appoint a **task force** as recommended in the vision report and allow task force to organize topic working groups to specialize in planning and code amendment tasks
- Conduct a **charrette** using a qualified consultant to engage the public in a new planning and ordinance framework (see Fayetteville, AK example)
- **Enter Council tracker requests in the plan project (parts 1, 2) and the ordinance project (part 3) as they happen** (exception for urgent requests)



What has to get done?

- Need to have an "open book" on the existing comprehensive plan
- Two-way communications plan for process
- Reliable physical inventory to understand assess the "fit" of plan and ordinance changes with established patterns
- Projections of employment, population, housing etc. to help determine growth management scope
- An assessment of the ordinances to determine how extensive the code revision will be (and how many parcel owners will be affected by it)
- A successful community engagement by a charrette and other means
- For form-based code – Resolve format (replacement, special area, or floating/optional code) to determine the scope of its application



Case studies

Staff has conducted cursory reviews of peer cities comp plans and development ordinances to compare processes, formats, contents, and dates of adoption or update

Selected examples follow



Austin, TX

Interim Comprehensive Plan Update

City Council and City planning Commission each passed resolutions authorizing the interim update, which consists of a review of existing plans and policies and integration into a single document.



Fayetteville, AK

New comprehensive plan and form-based code

The City produced a new plan in 2005, assisted by consultant Dover Kohl Partners. A 10-day charrette and follow-up produced the critical planning policies chapter.



Tyler, TX

New comprehensive plan and unified development code

The City engaged consultants Goody Clancy to prepare a complete, new comprehensive plan. The same consultant assisted the City with a unified development code which has been adopted.



Lawrence, KS

Form-based code (Smart Code calibration)

Lawrence retained consultants Place makers and conducted a charrette to “calibrate” the Smart Code to local conditions. Selected sites were featured. The City plans to use form-based code as an optional development code, not a replacement code.



Sioux Falls, SD

Growth Management Plan

City has had a growth management plan that delineates future urban, urban reserve, and rural areas to guide development planning.

Sioux Falls also does periodic reports on its growth patterns, e.g., “Where Sioux Falls is Growing in 2008”



Bloomington, IN

Growth Policies Plan

This plan is notable for:


- Policy element focused on process
- Geographic element focused on land use, urban services, and site design
- Numerous, concise critical sub-area plans



Ft. Collins, CO

City Plan (1997) developed growth management and new urban concepts.

City then replaced older performance zoning and development guidance system with a land use code aligned with the objectives of the plan. Also published an award-winning guide to the development review process.



Lincoln, NE

City-County review of annexations
Development monitoring

The City and County practice a dual review of annexations by both the City and the County planning commissions
Planning Department issues annual reports on development activity



Columbus, OH

Adequate Public Facilities Ordinance

City had a long history of growth by annexation; introduced adequate public facility legislation in the late 1990s to analyze impact of new annexations and development on public facility levels of service.



Hardin County, KY

Development Guidance System

County had award-winning development guidance system which consisted of a point system for rating of new development and classification of all land to be developed as conditional uses. System was challenged in court and has since been revised.



Georgetown, TX

Interim growth reporting and forecasting


The City has developed a methodology that uses housing permits to estimate its growth in population between census counts and estimates.



Raleigh, NC

Land Capacity Analysis – Staff prepared an analysis of the capacity of lands with the planning jurisdiction to support projected development, including counts of “pipeline projects” (approved but not constructed plans and subdivisions) and longer range estimates.

Policy audit – Prepared a matrix of all city planning goal statements and other policies and rated for effectiveness. A tool to guide updating of the plan.




Portsmouth, VA

Key Issues Report

Engaged Clarion Associates to prepare a detailed analysis of zoning ordinance that sets a direction for the comprehensive update

Part of the City’s Destination 2025 initiative



Portsmouth, NH

Zoning Ordinance Audit Report

Engaged Taintor & Associates/Eaton Planning to prepare a review and recommendations on the ordinance as part of a zoning, subdivision and site development code review project



Springfield, MA

Zoning ordinance amendment as part of a strategic plan

Engaged Urban Land Institute (ULI) to do an assessment and develop *Springfield: Strategies for a Sustainable City*

Proceeded to update and modernize zoning ordinance



Recommendations

- Authorize preparation of resolutions a) Initiating the interim comprehensive plan and b) authorizing Council's appointment of a growth management planning Task Force to oversee the growth management plan and development code update.



Recommendations

- Direct the staff and the Planning and Zoning Commission to prepare the interim comprehensive plan for review by the Task Force and Council.
"Deliverable:" A plan and list of recommendations for further review.
- Direct staff to lead a review of the zoning and subdivision ordinances that includes input from a) "internal" users (staff, commissioners, Council); b) development community users; and c) citizens and citizen groups that have participated in the process.
Deliverable: A code audit report.



Recommendations

- Prepare an RFQ/RFP for consultant services to perform a development plan *charrette* and report recommending comprehensive plan amendments and development code amendments to implement the plan.
- Procure consultant and conduct charrette.
Deliverable: A report recommending specific goals-objectives-guiding principles and specific amendments to development codes.



Recommendations

- Proceed with amendments to plan through Planning and Zoning Commission public input/public hearing process and adoption by Council
- Direct staff or consultant to work with Planning and Zoning Commission on implementation amendments to development codes

**City of Columbia Comprehensive Plan
“interim update”
Annotated Outline
1st draft October 2008**

1. Introduction and Overview

- A. **Comprehensive plans defined:** in planning literature, in Standard Planning Enabling Act, and in Missouri statute; relationship to zoning, subdivision regulations and other ordinances; value of comprehensive plans; typical content (refer to table on peer cities).
- B. **City of Columbia background;** history; growth patterns and trends; projections and forecasts; citizen survey results. (refer to Fact Book)
- C. **How the plan is used:** (place holder for future policy on updating)

2. Imagine Columbia’s Future vision statements. The City Council initiated a community wide visioning process in 2006-08. The process mobilized approximately 400 citizens to get involved in setting goals for the City and strategies and action plans to achieve the goals. Many of the participants joined one of 13 “citizen topic groups” whose reports became the backbone of the resulting document, *Imagine Columbia’s Future*. (refer to an appendix)

2. Planning Process [Governance and Decision-Making] This chapter explains the decision-making structure of the City in the making of plans and review of projects both public and private.

- A. **City of Columbia government structure.** City planning procedures are described in two documents: The City Charter and the City Code of Ordinances.
- B. **City planning structure:** the Department of Planning and Development carries out day-to-day planning activities; Planning and Zoning Commission prepares the comprehensive plan and recommends it to the City Council; the Bicycle and Pedestrian Commission is responsible for making plans of bike and pedestrian facilities as well as advising Council on related grants and general matters of bicyclist and pedestrian concern; the Historic Preservation Commission is charged with survey, public education, historic district and landmark designation, and advising Council on other historic preservation matters; the Community Development Commission advises Council on the community development and housing needs of the community and the expenditure of federal funds to help meet those needs.
- C. **Capital improvements project process:** Described in a capital improvements program, updated annually after review by Planning and Zoning Commission and public hearing.
- D. **Vision implementation:** Addressed by new ordinance no. 20081 (amends Ch. 2 City Code)
- E. **Process and Procedures Stakeholders Work Group recommendations:** A citizen stakeholder group met over 18 months in 2005-2006 and produced

a report recommending changes to the planning and zoning process in five areas:

- F. **Neighborhood Organization** (September 26, 1977) and **Business Area Organization policies** (PR 174-03A; August 18, 2003).

3. Land development plans and policies [Development]

- A. **Land Use policy:** *Metro 2020 A Planning Guide to Columbia's Future* contains a general **future land use plan** and compatibility guidelines for development (Ord. 17349; July 1, 2002). This is a guide for the evaluation of zoning and other land use decisions. Goals, objectives, principles and policies should be reviewed and evaluated. (see Fig. ... Future Land Use Plan).
- B. **Annexation policies:** There is no City policy on the extent of annexation. State law requires annexed lands to be "necessary and convenient" for the future growth and development of the City. The City encourages annexation through policies such as the waiver of fees and advertising costs for "substantially equivalent" or less intensive zoning (City Code Section 20-24, 11/05/2001). The City has a **sewer connection annexation policy** (PR 115-97A; August 18, 1997) designed for property owners that desire or are required for public health reasons to connect to public sewer.
- C. **Roadway construction policies:** The City has a major roadway participation policy (City Code Section 22-108; October 21, 2002) that guides city participation in the construction of "major roads" through development tracts. To aid in the funding of major roadways, the City charges an excise tax on construction, known as the **development charge** (Ch 26-150—26-158; 26-159—26-176; September 17, 2007). The charge is on a five-year escalator with the current charge of \$0.25 per square foot to rise to \$0.50 per square foot by 2010. There is a *de facto* policy to charge planned unit developments \$25/lineal foot of frontage on "unimproved" collector roads (various PUD ordinances). A **transportation development district policy** (PR 263-01 A; December 17, 2001) describes the conditions of the City's support for TDD-funded transportation improvements requiring City permits. The City will collect the TDD sales tax if a TDD enters an agreement with the City consistent with the policy. (refer to map of TDDs) **Street standards** are defined in Appendix A of the Subdivision Regulations.
- D. **Sanitary sewer extension policy:** The City recently amended its ordinances to establish the division of responsibilities and costs in the construction of sanitary sewer extensions (City Code 22-226 to 230; March 17, 2008); Sanitary Sewer 100-acre point sewer policy (PR 48-08; March 17, 2008); private common collector sewer policy (City Code 22-256; March 17, 2008).
- E. **Private and on-site wastewater disposal:** City policy discourages the installation of on-site wastewater systems. (County ordinance)

- F. **Storm Water Management:** The City is divided into 16 watersheds. Each watershed is an area draining to a perennial stream. The whole system ultimately drains to the Missouri River.
- G. **Water supply differential cost policy:** It is longstanding policy in the City to require water main extensions to development sites to be paid for by developers up to the cost necessary to provide fire protection capacity. The differential cost between the minimum required for fire protection and the actual amount required (City Code 27-71-79; 1964 code). The City of Columbia Water and Light Department designs, and developers pay the cost of, essential water infrastructure within new subdivisions and new developments.
- H. **Electric service extensions of the distribution system,** City Code section 27-88; April 2, 2007) and street lighting policies (City Code 27-146 to 160; June 21, 1999)
- I. **Sidewalk policies:** A 2007 Sidewalk Master Plan identifies major sidewalk projects on major roads and routes to school (Ord. 19439; March 5, 2007). Requests for variances to subdivision regulation requirements for construction of sidewalks along unimproved streets (PR 48-06 A; March 20, 2006); sidewalk maintenance and construction policy (Ord. 19747; December 3, 2007);
- J. **Park development policies:** Parks, Recreation and Open Space Master plan Section 103-641; Res. 222-02A, December 2, 2002; amended Section 106-652; Res. 233-05A; October 17, 2005; Section 108-421; Res. 162-07; July 16, 2007. Park land is typically acquired by the City when a need emerges based on the criteria in the plan. The City has also accepted several donations of land for park purposes.
- K. **Greenbelt and trail policies:** Parks, Recreation and Open Space Master Plan, 2007 Trails Plan (Res. 162-07; July 16, 2007) and Columbia Metro Greenbelt/Trails Plan (Ord. 17494; November 4, 2002). The city requests trail easements in subdivisions and developments when a trail acquisition target is located within the site; construction is a city responsibility. The City may require construction of the trail when it is a necessary link to a school or park that cannot be served by a street system (Section 25-...)
- L. **School development policies:** There is no existing written policy on the acquisition/dedication of public school grounds. Columbia Public Schools has published an *Educational Adequacy Report* may serve as a resource for a future school policy. The report rates schools in the system according to capacity.
- M. **Fire prevention:** The **FLAME study** identifies those areas of the City that are within an average four and one-half minute emergency response time on 80 percent of emergency calls. The study is not adopted by Council but could be used as a resource in rating development locations according to adequacy of emergency response coverage. **Development plan review and fire protection inspections** are performed by the Columbia Fire Department in all City locations as provided in the Fire Territorial Agreement.

- N. **Communications with neighborhoods and interested parties:** There are currently several Council directives to revise and update these, but existing stated policy consists of the neighborhood association policy

4. Transportation

- A. **Transportation system planning:** The Columbia Area Transportation Study Organization (CATSO) is responsible for long-range planning of "...". The City of Columbia may adopt CATSO's plan as its own and has adopted the plan through June 2005.
- B. **Major Roadway Plan:** An adopted element of the City comprehensive plan, the Major Roadway Plan is a long-range plan of the transportation corridors needed to handle projected growth. The MRP classifies corridors by roadway type, each of which has standards for construction as a "complete street" with bikeways, sidewalks, and median/shoulder/curb treatments when applicable. The **Bicycle and Pedestrian Network Plan** is a companion plan that indicates bicycle and pedestrian corridors on and off the major roadway system.
- C. **GetAbout Columbia Working Infrastructure Plan and Education and Promotion Plan** are documents that guide the investment of a federal grant of \$22.3 million from 2006 to 2010. This program, known in the SAFETEA-LU transportation law as the Non-motorized Transportation Pilot Program, features Columbia as one of four (Marin County, CA; Minneapolis-St. Paul, MN; and Sheboygan County, WI are the others) communities in the United States to test the extent to which investment in non-motorized transportation carries a portion of the daily transportation load.
- D. **Improve I70** (final EIS 2004 ; supplemental EIS forthcoming).
- E. **East Columbia Transportation Study [pending]:** Sponsored by MoDOT, the City, and Boone County, the EIS is an evaluation of the purpose and need for improvements to the area bounded by I-70; Route Z; New Haven Road and US 63. The study is in the draft final report stage which will be the subject of a public hearing in fall/winter 2008.
- F. **West Broadway Study:** This study was prepared by a consultant and received public comment at a Council public hearing on ..., 2007. The conceptual improvement plan is not the City's official plan for reconstruction of West Broadway but the plan and public hearing record will guide future design and public involvement efforts.
- G. **Transit Master Plan:** Columbia Transit has a three-phase, short and medium-term master plan for improvements to city transit service and facilities.
- H. **Airport Master Plan** (update planned)

5. Economic Development

- A. Description of **REDI** public-private partnership; powers and duties. Community profiles, sites and space available inventories, programs and services. **Economic Development Master Plan 2002-2006:**

B. Columbia Jobs Foundation

6. Environment

- A. Natural Resources Inventory** (acquisition of imagery approved March 5, 2007)
- B. Storm Water Management Plan.** 1998 Burns & McDonnell storm water management report (not adopted policy) made recommendations...
- C. Bonne Femme Watershed Plan.** The plan details a number of goals, objectives, and strategies to promote better management of water and other natural resources in the 93-square mile Bonne femme watershed, a part of which is within Columbia and its planning area (Policy Res. 260-07; November 11, 2007).

7. Parks, Recreation and Greenways

- A. Parks, Recreation, and Open Space Master Plan:** The master plan contains chapters on existing park inventory, trends, park standards, the public input process, financing alternatives and methods, acquisition, and capital projects.
- B. Regional parks plan:** The user radius for a “regional park” is 5 miles for planning purposes. Cosmo Park is the existing regional park and the future Gans Creek Recreational Area and A. Perry Philips Park will be developed as the southeast regional park identified in the plan.
- C. Special purpose parks:** Criteria for special purpose parks vary according to the needs served. Included in this category are Grindstone Nature Area, Nifong Park, Martin Luther King Memorial, and the Armory.
- D. Greenbelts and Trails plan:** Three categories of acquisition priority – primary, secondary and tertiary - are contained within the plan for trails to expand the system that includes the MKT Parkway, Bear Creek Trail, Hinkson Creek Trail and the Cosmo park exercise trail. Four criteria are used to assess priority: 1) The capability to create a trail “loop”; 2) The need to acquire ahead of development; 3) the need to serve areas of expanding residential population; and 4) Feasibility of acquisition. 19 trail segments along 11 waterways and the COLT railroad are listed in the plan, totaling 67 miles of trail system to be acquired. Some of the right-of-way has been acquired or dedicated.
- E. Community Parks plan:**
- F. Neighborhood parks plan:**
- G. Trails Plan**
- H. Open space:**

8. Community Character

- A. Creative Columbia:** A community cultural plan for the City, organized into four goal areas: Arts education, arts business, arts visibility and arts policy (Res. 264-05; November 21, 2005).
- B. Historic Preservation:** The City created an historic preservation commission in 1998 by amending the zoning ordinance to create a

commission and a Historic Preservation Overlay District. The powers and duties of the HPC extend beyond the administration of the overlay district and include but are not limited to, an ongoing survey program, review and comment on national register nominations, an honorary "most notable properties" program, education and outreach on historic preservation. The City of Columbia is recognized as a **Certified Local Government (CLG)** by the U.S. Park Service and the State Historic Preservation Office (SHPO). CLG entitles the City to technical assistance, partnership in national register nominations, and access to discretionary preservation planning grants. The City is obligated to make annual reports to the SHPO and maintain its preservation ordinance and program in accordance with federal standards. A **CDBG and HOME programmatic agreement with the Missouri Department of Natural Resources and the Advisory Council on Historic Preservation** streamlines environmental reviews in projects that use City CDBG and HOME funds (resolution 128-05; June 20, 2005).

- C. **Neighborhood plans:** The neighborhood organization program (PR..., 1977) specifies that neighborhood associations recognized by the city may seek funding to complete neighborhood plans.
- D. **Special area plans:** The City of Columbia has established the **Rock Quarry Special Area Plan** (ord. ...,...2001) to provide more specific land use and transportation guidance over a ... acre area along Rock Quarry Road between Grindstone Parkway and Stadium Boulevard. A northeast special area plan is currently in progress as a joint effort of the County and City Planning and Zoning Commissions.
- E. **Adopt-a-spot policy:** The City enters adopt-a-spot agreements with citizens to install and maintain landscaping in public places around the City (City Code Section 22-118; June 17, 1996).

9. **Affordable Housing and Community Development [Health, Social Services, and Affordable Housing]**

- A. The City's short-term plan for making housing and other investments that primarily benefit persons of low-to-moderate income is the **Consolidated Plan**, a five-year investment strategy. This document is required by the Housing and Urban Development of all cities and other jurisdictions that receive Community Development Block Grants (CDBG) and HOME Investment Partnership block grants. The City has flexibility to spend the funds on a variety of programs and projects provided they satisfy federal guidelines. The **CDBG Eligibility Area** is a map of
- B. **Affordable Housing Task Force Final Report** completed February 2008 contains six recommendations for implementation of the report: ...
- C. **Fair Housing**
- D. **Neighborhood Response Team (NRT) area**

10. **Downtown**

- A. **Special Business District:** The City levies a special property tax of \$0.47 per \$100 of assessed valuation in the area known as the Special Business

District to fund the activities of the special business district. The SBD has produced a strategic plan which indicates a shift in emphasis from promotion and event planning to attraction and retention of business to "The District." (map; strategic plan in appendix)

- B. Downtown Beautification Project Plan:** The City Council has approved a conceptual scheme for urban design in the SBD including decorative street lighting, signs, waste receptacles, street trees, and street furniture (Res. 206-02; October 21, 2002). The plan provides for Council review of individual streetscape elements as they are proposed for installation.
- C. Avenue of the Columns:** The Council in 2005 authorized conceptual design planning of improvements to 8th Avenue, "Avenue of the Columns" as part of the "downtown redevelopment strategy and implementation plan." The SBD had earlier formed a committee to produce an Avenue of the Columns Plan.
- D. Public Signs:** The City Council has adopted a public sign program consisting of street, directional, and informational signs in the SBD (Res. 275-05; December 5, 2005). **Downtown Historic Walk Signs** were authorized in particular locations by resolution (Res. 96-00; May 15, 2000).
- E. Campus-City Downtown Land Use Opportunities Study:** Sasaki Associates, consultants, produced a study of the section of downtown (generally, between Cherry Street and Elm Street, Providence Road to College)

11. Community Facilities (Education, Public Safety, Public Utilities)

- A. Educational adequacy report; school capacities and enrollments
- B. University of Missouri; Columbia College; Stephens College master plans
- C. FLAME Study (fire protection); Fire Territorial Agreement;
- D. Police facilities and beats.
- E. Water service areas; water master plan (forthcoming)
- F. Electric service areas
- G. Wastewater treatment study (adopted by motion January 2, 2007) includes a map of the ultimate build-out of the city wastewater collection and treatment system; Boone County Regional Sewer District territory
- H. Stormwater utility
- I. Parking utility

12. Implementation

- A. Zoning (1983, with amendments)
- B. Subdivision Regulations (1964, with amendments)
- C. Signs
- D. Land Preservation
- E. Capital Improvement Program