

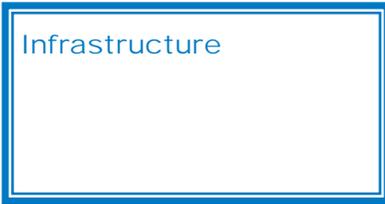
E. Development

This chapter details the Vision Statement, goal, and strategies developed by the Development Citizen Topic Group. They looked at four specific subtopics:

- Subtopic: Infrastructure
- Subtopic: Land Preservation
- Subtopic: Neighborhoods
- Subtopic: Plan and Manage Growth

The Development Vision Statement is as follows:

“Columbia, Boone County and the surrounding region protect and preserve the natural environment, agricultural areas, and cultural resources; provide adequate infrastructure; include diverse, mixed-use, walkable and bicycle friendly neighborhoods; and develop in ways that positively contribute to and sustain community culture, heritage, and character. Our community accomplishes these ends through an open, inclusive, transparent, predictable, and accountable planning process with fair allocation of costs.”



Goal:
 We envision a community with a well planned, proactive growth strategy that addresses the manner in which infrastructure (including but not limited to roads, utilities and other common facilities used by the community) is developed and maintained, that offers a fair and balanced approach regarding how payment for infrastructure is shared, that offers flexibility to accommodate change, and that provides coordination among all potential stakeholders.

Strategies and Action Plans

*** Note: For further information, please see Appendix B for highly detailed report regarding Infrastructure.*

Strategy 1: Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1) coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan.

Action Plan

Who should take the lead:	
Who else should be involved:	Potential roles:
Government (including city, county, and state)	Zoning; funding; land use
Private Utilities (including gas, phone, cable, etc.)	Provide utilities; periodic review and update
Professional (including engineering, lenders, developers, and builders)	Zoning; funding; land use; education
Citizens (including neighborhood groups, representative members of Vision groups, and volunteers)	Zoning; funding; land use; education
How to jumpstart implementation:	Other recommended action steps:
City council to appoint a task force	<ul style="list-style-type: none"> • Develop a comprehensive 20-year plan by 2010 that would tie together and supercede all existing unit comprehensive plans. This plan is to be reviewed and updated every 5 years • Review and implement the recommendations of the task force • Use all available media (TV, radio, newspaper, website, public forum, etc.)

Strategy 2: Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.)

Action Plan

Who should take the lead: City Government	
Who else should be involved:	Potential roles:
Planning & Zoning	Review and implement the recommendations of the task force
Planning Department	Review and implement the recommendations of the task force
How to jumpstart implementation:	Other recommended action steps:
	<ul style="list-style-type: none"> • Review and implement the recommendations of the task force

Strategy 3: Use a task force representative of the citizens of Columbia that is supported by professionals to establish guidelines for determining fair and balanced cost allocations and funding sources among stakeholders.

Action Plan

Who should take the lead: City Manager and his designees	
Who else should be involved:	Potential roles:
City Council	Each council-person will select 2 impartial citizens, from a pool of applicants, from his/her ward representing the most prevalent demographics of the ward and the Mayor will select one citizen from a demographic that he believes is under-represented from the above
Impartial citizens representing each ward of the city selected by the respective councilperson and one selected by the mayor	Determine a fair and balanced allocation of infrastructure costs and funding sources
Other interested parties	Present information to task force members
How to jumpstart implementation:	Other recommended action steps:
The City Council should appoint task force members and charge them to make recommendations for fair and balanced allocations of infrastructure costs and funding sources	<ul style="list-style-type: none"> • Task force members should learn about infrastructure issues during the first few sessions, in particular, and throughout their schedule of meetings from professional staff members and other experts. See appendix B for suggested introductory education topics for the infrastructure task force • The task force members should elect a member to serve as the Chairperson • Discuss infrastructure issues • Listen to questions from the audience at all regularly scheduled meetings • Make recommendations to city council for fair and balanced allocations of infrastructure costs (who will pay, how much will they pay, and when will they pay) and potential funding sources (how might they pay)

Land Preservation

Goal:
 Land will be preserved throughout Columbia and Boone County to protect farmland, scenic views, natural topographies, rural atmosphere, watersheds, healthy streams, natural areas, native species, and unique environmentally sensitive areas, thereby enhancing quality of life.

Strategies and Action Plans

Strategy 1: Establish a city-county land preservation authority to:

- a. Develop and administer a land preservation plan developed with public input.**
- b. Strengthen, enforce and create laws and regulations to preserve land consistent with this plan.**
- c. Acquire property or development rights to land deemed appropriate for preservation. Such land to be acquired by donation or purchase from willing sellers at fair market value, and not through condemnation.**

Action Plan

Who should take the lead: Land Preservation Sub-topic Group members (LPG)	
Who else should be involved:	Potential roles:
Elected and appointed officials, planners, and attorneys of Boone County, Columbia and other towns (Ashland, Hallsville...?)	Form a taskforce to create a Land Preservation Authority
How to jumpstart implementation:	Other recommended action steps:
Land Preservation Group members to contact key city and county officials to initiate a task force meeting	<ul style="list-style-type: none"> • The task force will discuss and recommend structure, membership, duties and mission of the Land Preservation Authority • Public education will be initiated to advocate for the establishment of the Land Preservation Authority • The Land Preservation Authority will be established

Strategy 2: Evaluate potential land preservation areas in Columbia and Boone County based on:

- a. Agricultural use or potential
- b. Ecological, geological, and hydrological significance
- c. Scenic beauty
- d. Historical significance
- e. Protection of native wildlife, both plant and animal

Action Plan

Who should take the lead: Land Preservation Authority encouraged by the Land Preservation Group	
Who else should be involved:	Potential roles:
Columbia, Boone County, Ashland planning departments	Natural Resource Inventory (NRI), and other maps and resources, expertise
Missouri Dept. of Conservation, Missouri Dept. of Natural Resources, University of Missouri School of Natural Resources,	Identify areas needing protection. Provide maps, expertise such as water quality specialists, hydrologists, conservation planner

Archeology	
Missouri Resource Assessment Partnership	Expertise with GIS, GAP analysis and land use identification
Citizens and organizations knowledgeable about natural, historical, and agricultural areas	Identify potential areas for protection
Natural Resources Conservation Service	Expertise in agricultural lands, ecological and native species planning areas of historical significance
How to jumpstart implementation:	Other recommended action steps:
Land Preservation Group members will encourage creation of the Land Preservation Authority and it's development of a land preservation plan. Land Preservation Group members will participate in Natural Resource Inventory stakeholders meetings and the Land Preservation Authority	<ul style="list-style-type: none"> • Map and prioritize Boone County for potential land preservation • Try to extend Columbia's Natural Resource Inventory process to entire county rather than just 18 square miles outside Columbia Metro Area, and to include information from other sources

Strategy 3: Develop funding mechanisms to finance land preservation such as:

- a. Sales tax
- b. Land transactions tax
- c. Donations
- d. Grants
- e. Bonds
- f. Property tax incentives

Action Plan

Who should take the lead: Land Preservation Authority, with encouragement and monitoring by the Land Preservation Group	
Who else should be involved:	Potential roles:
Land Preservation Authority, with help from:	Initiate, research, organize
Interested residents, local organizations	Generate local support
Possibly, private pollster	Assess public opinion
Possibly, Trust for Public Lands	Consultant, guide group through process
Possibly, Greenbelt Land Trust	Hold land and easement acquired for preservation
How to jumpstart implementation:	Other recommended action steps:
Land Protection Group members seek support from local governments and discuss HB1110 and alternative vehicles with Representatives, Judy Baker and Jeff Harris.	<ul style="list-style-type: none"> • Explore funding strategies, assess public opinion and develop a funding plan. • Investigate possible legal restrictions on funding mechanisms for both the city of Columbia and Boone County and all possible money sources • Solicit donations of property or development rights • Pursue state legislation (e.g. HB1110) which would enable Boone County to impose a sales tax to fund purchases of easements for farmland or natural land preservation; marshal necessary support among citizen groups and politicians, both Republican and Democrat • Arrange to put funding plans (e.g. Sales Tax) to voters for approval; undertake necessary public education • Investigate and apply for grants

Neighborhoods

Goal:
 Columbians will live in well maintained, environmentally sound neighborhoods that include a range of housing options and prices; that are within walking distance of amenities such as schools, places of worship, shopping and recreation facilities; and that are supported by citywide bicycle, pedestrian, and transit systems.

Strategies and Action Plans

*** Note: For further information, please see Appendix B for highly detailed report regarding Neighborhoods.*

Strategy 1: Use the City's development planning process to promote socio-economically diverse, mixed-use neighborhoods that are supported by citywide bicycle, pedestrian, and transit systems to reduce the need for automobile commuting.

Action Plan

Who should take the lead: City Council	
Who else should be involved:	Potential roles:
Columbia Planning Department	Evaluate proposed development plans to ensure that they fit the 13 policies set out in the Metro 2020 report
Neighborhood Associations (collectively)	Provide a designated "citizen planner" to offer and disseminate an independent rating of new developments
How to jumpstart implementation:	Other recommended action steps:
The City Council will treat Chapter 4 of the Metro 2020 report as the City's master plan for residential development and adjacent commercial development, and will instruct the City staff to make the policies expressed there a functional reality	<ul style="list-style-type: none"> • In order to visualize how a proposed development fits into the broader "neighborhood district," the City planning department will include the "sketch planning" procedure described in Section 2.4 of Metro 2020 at every stage of the approval process, beginning with the concept review • The 13 policies of neighborhood development set out in section 4.4 of Metro 2020 will become an official rating scale for all proposed residential developments and commercial developments adjacent to residential areas. Beginning with the concept review, a member of the City staff will be charged with numerically rating the proposed development on its success in furthering each of the policies. The assigned staff member will also write a brief note explaining each numerical rating. The ratings and explanatory notes will be reviewed (and altered if appropriate) at each subsequent stage of the planning process, and will be made available both to the developer and the public. A citizen planner will also be present to offer an independent, unofficial rating • The City Council and the planning department will use the official rating system described above to determine how to allocate discretionary resources that benefit developers (e.g., highly ranked development proposals would stand at the head of the line for any publicly funded infrastructure support) • As soon as possible, the City Council will revise the Columbia zoning ordinances with an eye toward encouraging development along the lines outlined in Chapter 4 of Metro 2020. Meanwhile, the Council will use such tools as Planned Unit Developments and form-based zoning overlays to compensate for the weaknesses of the present zoning ordinances in promoting diverse, mixed-use, and environmentally sustainable neighborhoods • The City will encourage the formation of a coalition of neighborhood associations in the city and on its fringe. This coalition could serve as a focal point for the dissemination of information and could also send a designated representative (a "citizen planner") to planning functions like the ones envisioned in Action 3 • See Appendix B for additional information

Strategy 2: Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.

Action Plan

Who should take the lead: City Manager	
Who else should be involved:	Potential roles:
Police department and other city agencies with enforcement responsibility	Make officers proactive enforcers of regulations important to quality of life in neighborhoods
How to jumpstart implementation:	Other recommended action steps:
The City will assign a staff member to receive and follow up on all pertinent citizen complaints (nuisance property, building code, and health code violations, for instance) from all neighborhoods; citizens will have one phone number to call with such complaints; they will not have to shop through the city bureaucracy to find the department that can respond to their concern	<ul style="list-style-type: none"> • The City will strengthen community policing by making beat officers liaisons to the City staff member assigned to receive neighborhood complains. Citizens will know that when they lodge a complaint about neighborhood conditions with their beat officer, it will certainly reach the proper authorities • The City will instruct police and other officials to initiate action on ordinance violations where they judge action to be important to the well being of the neighborhood. The City will correct public's perception that violations of ordinances will be tolerated unless there is a complaint filed

Strategy 3: In neighborhoods where the quality of housing is declining because owners lack incentives or resources to maintain their property, direct community resources to encourage maintenance and rehabilitation.

Action Plan

Who should take the lead: City Manager	
Who else should be involved:	Potential roles:
City Council	Budget oversight
How to jumpstart implementation:	Other recommended action steps:
To whatever extent the City itself becomes involved in offering economic incentives for affordable housing, it will make the rehabilitation of existing neighborhoods a higher priority than the building of new neighborhoods	

Plan and Manage Growth

Goal:
 We envision a community with an open, transparent, inclusive planning process that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.

Strategies and Action Plans

Strategy 1: Take an inventory of natural and cultural resources.

Action Plan ***Note: For further information, please see Appendix B for a highly detailed report regarding Plan and Manage Growth, Strategy 1.*

Who should take the lead: City of Columbia’s Planning and Development Department	
Who else should be involved:	Potential roles:
Elected city, county, and state officials who are in a position to change laws governing land use	Advisors/participants
Greenbelt Land Trust of Mid-Missouri	Advisors/participants
Sierra Club Osage Chapter	Advisors/participants
The development, real estate, banking, and broader business community through the Chamber of Commerce, the Central Missouri Development Council, Board of Realtors, a banking association, REDI, and other entities	Advisors/participants
State parks in Boone County	Advisors/participants
Columbia Parks and Recreations Department	Advisors/participants
Boome Femme Watershed Project	Advisors/participants
Scenic Missouri	Advisors/participants
University of Missouri Center for Agriculture, Resource, and Environmental Systems (CARES)	Advisors/participants
How to jumpstart implementation:	Other recommended action steps:
City could convene an initial meeting of key players and other interested parties, preparing and publishing an agenda in advance based on recommendations from the visioning group.	<ul style="list-style-type: none"> • City to convene meeting(s) of key players and other interested parties • Seek consensus on definitions of natural resources • Develop inventories by type, value, etc. • Seek consensus on process for deciding when and how to protect various such resources during the development process

Strategy 2: Implement a growth management plan that incorporates form based zoning.

Action Plan ***Note: For further information, please see Appendix B a highly detailed report regarding Plan and Manage Growth, Strategy 2.*

Who should take the lead: The City of Columbia Planning Department should head up an initiative to put together a task force of effected groups and individuals to discuss the best way to proceed.	
Who else should be involved:	Potential roles:

City of Columbia Planning Department	Help create task force; provide resources to writing codes
Urban Land Institute	Great resource to research what has been successful and accepted around the country
“Smart Code & Manual”	All the information you need on what is involved with form based zoning and how to write and implement a new ordinance
Central Missouri Development Council	Essential in bringing the development community to the table, which needs to be done in order for this zoning to be successful
American Planning Association	Help with drafting code
Columbia Board of Realtors	Necessary to bring development community to the table
Columbia Home Builders Association	Necessary to bring development community to the table
Local architects, engineers, and contractors	Good resource to establish problems with the current zoning and ideas to create acceptance for a new code; knowledgeable to the financial effects of different restrictions and ideas
How to jumpstart implementation:	Other recommended action steps:
City should distribute informational flyer on form based code to the public prior to holding the first public meeting so that the affected parties are aware of what is being discussed. Once this is prepared, an initial meeting should be set up so that the information does not become stale.	<ul style="list-style-type: none"> • City should arrange a meeting with affected groups and parties of interest (maybe multiple meetings to help separate fact from emotion) • Newspaper ads to inform the public about form based codes • City’s Planning Department web site can include a FAQ section about form based zoning • Research the different elements involved with form based codes and make this list available to the public • Discuss incentives to encourage the use of the form based code, including expedited review of a plan, reduced fees, or others • Conduct a charrette, which is a series of interactive working meetings where design ideas are discussed and actual designs reviewed.

Strategy 3: Encourage infill and redevelopment through the use of a task force of stakeholders, a comprehensive list of potential sites, broader public education and attractive developer incentives.

Action Plan

Who should take the lead: City of Columbia Planning and Development Dept.	
Who else should be involved:	Potential roles:
County Planning and Development	Create criteria, task force, incentives
Housing Authority	Task force, criteria list
City Council	Enforce strategies
How to jumpstart implementation:	Other recommended action steps:
Educate the public regarding the potential benefits of infill and redevelopment projects and form a task force to determine the criteria to identify such opportunity sites. The city planning and Development Department should take the lead on these projects	<ul style="list-style-type: none"> • Produce a comprehensive list of potential opportunity sites for infill and redevelopment • Convene regular meetings • Form a task force of stakeholders to develop the criteria to identify such opportunity sites • Educate the public regarding the potential benefits of infill and redevelopment projects; Create a link on REDI for posting proposals so they’ll be easily accessible to the public • Create incentives for developers who participate in infill and redevelopment projects

Strategy 4: Educate the public about growth management.

- a. Prepare an annual report with metrics that help the public understand the pattern, pace, costs and benefits of Columbia’s growth.
- b. Hold an annual meeting to share the report and invite public feedback.
- c. Educate the public about zoning in areas where they own or plan to purchase property.

Action Plan

Who should take the lead: City Planning	
Who else should be involved:	Potential roles:
City Public Communications	Communication resources and strategies
Smart Growth Coalition and/or Sierra Club	Citizen, homeowner perspective
REDI, Chamber, Board of Realtors and/or Mid Missouri Development	Developer, business perspective
Community Development Expertise or Adult Education Expertise (University of Missouri?)	Education resources and strategies
How to jumpstart implementation:	Other recommended action steps:
Convene the education group (listed above) to evaluate the recommendations and develop a plan based on them within 3 months	<ul style="list-style-type: none"> • Compile and publish annual report of 8-12 quantitative measures of quality of life or city health, release it at a public event • Develop and distribute packet to new homeowners that welcomes them, provides the report, spells out how they can participate in maintaining city health, lists other sources of information - utility bill, ad in paper, city channel, website etc. (like the citizen handbook but a lot shorter) • Develop and hold an adult education class (through Parks & Recreation) on how a city works that includes where money comes from, where it goes, field trips to drinking water plant, waste water treatment plant, landfill, power plant, police department, road office, city council meeting, Planning & Zoning meeting, develop a similar curriculum for High School students and work with school district to have it incorporated into a class • Make the Planning & Zoning announcements in paper more comprehensible - make the announcements more distinct from other ads, have a thumbnail that shows where a parcel is in the city or tell what ward it is in, include info on the process of approval and how citizens can comment • Do a segment for the city channel on how to find out about development projects, the process of approval, how to comment at a meeting, how to contact council reps or relevant city staff

Strategy 5: Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.

Strategy 6: Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.”

Action Plan

Who should take the lead: City Planning Department	
Who else should be involved:	Potential roles:
Public Works Department	
Columbia Public Schools	
Boone County Planning/Public Works	
How to jumpstart implementation:	Other recommended action steps:
	<ul style="list-style-type: none"> • Streamline review and approval process to see if Planning & Zoning Commission should have more authority • Publish monthly list of plan submissions in newspaper and on website • Formalize a joint planning process coordinated by city and county for areas near city boundary • Mandatory referral for new facilities of all taxing districts

* This Action Plan covers strategies 5 and 6.

Strategy 7: Incentivize LEED standards.

Action Plan

Who should take the lead: Public Works, Local Chapter of AIA, Local Chapter of CSI	
Who else should be involved:	Potential roles:
City of Columbia Public Works (Water and Light, Protective Inspections, Planning)	Study, develop, shepherd the program through the city
City Communications	Education on LEED
USGBC, Future Green Builders	Technical assistance in developing program; keeper of best practices
Citizens (developers, financiers, environmentalists, etc.), Home Builders Association, Emerald Triangle Coalition	Consensus process
Design Community (Architects, Mechanical, Electrical, Plumbing Engineers, Site and Civil), AIA, SMACNA, ASME, Columbia Public Schools, National Association of Women in Construction CSI, Home builders Association	Implementation
How to jumpstart implementation:	Other recommended action steps:
Public Education to dispel the myth that LEED is about demonstration buildings rather than conventional/traditional building and facilities. Get the word out through civic and professional organizations, i.e. Rotary, Central Missouri Development Council, etc.	<ul style="list-style-type: none"> • Adopt/mandate LEED for all municipal facilities. Aggressively pursue agreements with federal, county and state authorities to mandate their facilities as LEED in the City and County • Prepare and implement a public education program on LEED and how the program would help attain KYOTO Accord standards and goals. • Working with Manager, State and Local Advocacy, USGBC, study other municipal level incentive programs to develop best practices and draft an incentivized LEED program for Columbia to encourage, private entities and investors to use LEED in non-governmental projects. Consider adopting/ modifying existing codes and ordinances to mandate more energy efficient facilities. Conduct workshops targeting the construction industry at all levels and financiers. • Conduct public hearings for citizen reaction/feedback on the program • Review the incentive program periodically (probably to coincide with each release of new LEED guidelines)

Strategy 8: Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning.

Action Plan

Who should take the lead: Boone County / City Planning & Zoning Commissions	
Who else should be involved:	Potential roles:
Public Works	Oversight/coordination/implementation
Planning & Development (City and County)	Oversight/coordination/implementation
Visioning Implementation Task Force	Vision/accountability
Neighborhood Associations	Stakeholder
Homebuilder's Association	Stakeholder
Central Missouri Development Council	Stakeholders/implementation
Developers and Builders	Stakeholders/implementation
How to jumpstart implementation:	Other recommended action steps:
Finalize the vision statement and structure transport planning to support that vision	<ul style="list-style-type: none"> • A comprehensive master plan that incorporates roads, sewers, and other infrastructure support mechanisms. Empower a joint city/county planning commission

Strategy 9: Ensure that as we grow we preserve our heritage and uniqueness.

Action Plan

Who should take the lead:	
Who else should be involved:	Potential roles:
See cultural resource plan	
Voluntary Action Center	
League of Women Voters	
Columbia Daily Tribune	
Rotary Clubs	
Chamber of Commerce	
Convention & Visitor's Bureau	
How to jumpstart implementation:	Other recommended action steps:
	<ul style="list-style-type: none"> • Survey citizens to find out what heritage and uniqueness means to them • Task force to take results and decide how to proceed