

# Appendix VIII. – Community Choices Tally Sheet

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## Introduction

The Community Choices was a success in that it was well attended and generated a lot of interest. Some controversy arose when some people used each of their six dots for six separate strategies while others used most of their dots for a single strategy. This event was designed to provide a “snapshot” of public concerns to be evaluated along with the information from the initial Big Idea meetings and the efforts of the Citizen Topic Groups. All the strategies in this document are there because the Citizen Topic Groups read through the ideas from the Big Idea meetings and decided that they represented themes in those ideas. The number of dots placed by each strategy during this workshop is shown in the chart below.

Table 1: Community Choices Tally Sheet

### Arts and Culture

#### Subtopic: Means

Strategy Name	Tally Number
1. Create an alliance for the arts that serves and advocates for artists, art professionals, and art-related organizations by fostering an environment of collaboration, and by providing ongoing training (e.g., grant writing, promotion, media relations, etc.)	59
2. Identify and expand funding opportunities for the arts community.	25
3. Cultivate and implement cross-operational outreach programs that increase participation and reflect the city’s rich diversity.	7

#### Subtopic: Ends

Strategy Name	Tally Number
1. Create an appetite and appreciation for the arts through educational programs.	9
2. Apply best practice community design, aesthetics, and environmentally-friendly planning.	12
3. Expand arts programming and venues.	20

### Community Character

#### Subtopic: Community Appearance

Strategy Name	Tally Number
1. Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.	13
2. Develop a streetscape plan through the use of landscape, site amenities, art, and thematic elements to create memorable and attractive boulevards and streetscapes. (e.g., place utilities underground, clean up business loop and Providence, regulate billboards, and develop gateway/entry plan.)	74
3. Establish neighborhood areas to feature distinct characteristic “looks,” guide development and improve property appearance, and provide assistance to homeowners in order to foster neighborhood pride.	9

#### Subtopic: Historic Preservation

Strategy Name	Tally Number
1. Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.	12
2. Seek federal preservation funds for use in community historic preservation.	3
3. Educate neighborhoods of their historic importance and of incentives available for historic preservation.	9

**Subtopic: Revitalization**

Strategy Name	Tally Number
1. Hold absentee or irresponsible landlords accountable for substandard property and housing. (e.g., ensure code enforcers do their job, and enact stronger ordinances using fines, fees, and incarceration for enforcement as necessary.)	28
2. Focus on renewable energy building and retrofitting as integral to urban development and restoration.	4
3. Be pro-active, creative, and flexible about mixed-use zoning to encourage workable walking communities, and expand opportunities for farmers, gardeners, restaurateurs, service providers, and craft workers to sell and deliver produce and service.	54

## Community Facilities and Services

**Subtopic: Library**

Strategy Name	Tally Number
1. Establish additional facilities and service points to provide expanded library services for the growing community.	10

**Subtopic: Law Enforcement**

Strategy Name	Tally Number
1. Administer law enforcement fairly to all citizens.	16
2. Allocate police staffing and presence equitably.	2

**Subtopic: Public Works**

Strategy Name	Tally Number
1. Use available technology to increase and improve city services offered to the community.	22
2. Provide comprehensive, efficient removal of snow throughout the city.	3
3. Investigate ways to enhance services, and increase communication regarding services currently available.	1

**Subtopic: Public Safety**

Strategy Name	Tally Number
1. Reduce crime and substance abuse.	15
2. Increase traffic law enforcement.	3

## Community Pride and Human Relations

**Subtopic: Youth**

Strategy Name	Tally Number
1. Leverage Study Circle program to build consensus and vision among youth organization leadership.	5
2. Improve promotion of existing opportunities by creating a comprehensive webpage and developing a booklet to be distributed at no charge to kids and parents. Incorporate information on transportation and scholarship opportunities for programs.	3
3. Research interest in developing plans for a shared youth facility incorporating safe travel and an inclusive environment. Interview teen focus groups and observe successful models.	5

**Subtopic: Diversity and Inclusion**

Strategy Name	Tally Number
1. Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles.	31
2. Develop and implement awareness orientation and training programs for new and existing employees.	8
3. Form an Intercultural Council.	3

**Subtopic: Sense of Community**

Strategy Name	Tally Number
1. Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	3
2. Investigate, encourage, and replicate events that bring various cross-section of the community together (e.g. "Spark in the Park")	6
3. Create an entertaining, media-supported "trading places" project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships.	2

## Development

**Subtopic: Infrastructure**

Strategy Name	Tally Number
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.	40
2. Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy Name 1)	13
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.	7

**Subtopic: Land Preservation**

Strategy Name	Tally Number
1. Establish a city-county land preservation authority to: <ul style="list-style-type: none"> <li>a. Develop and administer a land preservation plan developed with public input.</li> <li>b. Strengthen, enforce and create laws and regulations to preserve land consistent with this plan.</li> <li>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.</li> </ul>	58
2. Evaluate potential land preservation areas in Columbia and Boone County based on: <ul style="list-style-type: none"> <li>a. Agricultural use or potential</li> <li>b. Ecological, geological, and hydrological significance</li> <li>c. Scenic beauty</li> <li>d. Historical significance</li> <li>e. Protection of native wildlife, both plant and animal</li> </ul>	30
3. Develop funding mechanisms to finance land preservation such as: <ul style="list-style-type: none"> <li>a. Sales tax</li> <li>b. Land transactions tax</li> <li>c. Donations</li> <li>d. Grants</li> <li>e. Bonds</li> <li>f. Property tax incentives</li> </ul>	18

**Subtopic: Neighborhoods**

Strategy Name	Tally Number
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.	93
2. Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.	9
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.	3

### Subtopic: Plan and Manage Growth

Strategy Name	Tally Number
1. Take an inventory of natural and cultural resources.	6
2. Implement a growth management plan that incorporates form based zoning.	26
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.	14
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.	10
5. Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.	23
6. Ensure predictability and accountability so that government actions are aligned with "Imagine Columbia's Future."	0
7. Incentivize LEED standards.	11
8. Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning.	3
9. Ensure that as we grow we preserve our heritage and uniqueness.	1

### Downtown

#### Subtopic: Investments

Strategy Name	Tally Number
1. Create a new management organization through public-private partnerships whose core purpose is to make downtown a compelling city center in which to live, work, play, shop, study, and invest.	26
2. Create an enhanced economic development strategy that acknowledges the link between economic prosperity and the central city, promoting Columbia as a "cultural, business, entertainment, and educational center" for the region while attracting jobs, people, and opportunities.	14
3. Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.	5

#### Subtopic: Housing

Strategy Name	Tally Number
1. Follow up on the implementation strategies of the Sasaki Opportunity Study, including creation of the implementation entity (MODESA), in order to facilitate the development of new housing downtown.	9
2. Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.	4

#### Subtopic: Mobility

Strategy Name	Tally Number
1. Establish a baseline of existing traffic information including the mobility of vehicles, bicyclists, pedestrians, buses, delivery trucks, and the use of existing parking assets. Develop recommendations based upon findings.	6
2. Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia.	1

## Economic Development

### Subtopic: Economic Development

Strategy Name	Tally Number
1. Promote positive attitudes toward economic development.	106
2. Leverage Columbia's natural advantages – MU, Columbia's location and environment, and Columbia's people –in fostering economic development.	95
3. Promote entrepreneurialism.	77

### Subtopic: Airport

Strategy Name	Tally Number
1. Enhance the future use of the airport by improving its appearance and functionality.	34
2. Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.	124
3. Establish a Regional Authority and change the name of the airport to reflect its regional nature.	18

### Subtopic: Jobs and Job Training

Strategy Name	Tally Number
1. Address issues related to pay, living wage, and benefits.	22
2. Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	8
3. Develop innovative strategies for connecting the workforce.	2

### Subtopic: Science and Technology

Strategy Name	Tally Number
1. Create a Regional Science and Technology Network (RSTN) with access to the distinctive business and technical competencies needed to identify, develop, and launch entrepreneurial high tech businesses in our area (i.e., a "Springboard Program").	107
2. Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.	132
3. Attract and secure substantial research and venture capital to drive our economic growth.	39

## Education

### Subtopic: Facilities

Strategy Name	Tally Number
1. Appoint a Community Educational Facilities Commission made up of representatives from the public and private sectors, for the purpose of inventorying public and private education buildings and grounds, assessing the public and private education facilities needs for the next 25 years, determining the costs of meeting those needs, examining and recommending options for generating necessary revenue, and exploring opportunities for the shared usage of their facilities.	9

### Subtopic: Resource Allocation

Strategy Name	Tally Number
1. Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood.	16

**Subtopic: Quality Education / Curriculum and Programs**

Strategy Name	Tally Number
1. Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten.	65
2. Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings.	9
3. Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development.	19
4. Emphasize quality education as a community value by fostering volunteer service-related / hands-on learning projects for students and assisting residents in identifying volunteer opportunities in the educational community.	11

## Environment

**Subtopic: Environmental Quality**

Strategy Name	Tally Number
1. Develop an environmental protection plan.	6
2. Preserve open space, farmland, natural beauty, and critical environmental areas using techniques promoted by the International City/County Management Association's publication "Getting to Smart Growth: 100 Policies for Implementation."	135
3. Form a Natural Resources Committee.	1

**Subtopic: Resource Conservation**

Strategy Name	Tally Number
1. Engage in a life-long understanding of the value of environmental stewardship.	8
2. Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia.	25
3. Create an encouraging atmosphere for business opportunities based on environmental stewardship.	10

**Subtopic: Energy Efficiency**

Strategy Name	Tally Number
1. Invest in energy efficiency and renewable energy to protect Columbia's economy from energy dollar outflow. (e.g. implement a Public Benefits Fund, increase renewable energy targets, expand the use of energy efficient technologies, etc.)	93
2. Educate the public in areas of energy conservation, renewable energy resources, climate change, and economic implications of energy uses. (e.g. create a citywide Energy Awareness Program, offer homeowners workshops, etc.)	15
3. Enact regulations and adopt policies to implement better, more efficient technologies. (e.g. create a city Department of Energy Efficiency and Environmental Quality, adhere to LEED principles, etc.)	16

## Governance and Decision Making

**Subtopic: Structure**

Strategy Name	Tally Number
1. Create a responsive integrated City system with clear access points to direct inquiries, suggestions, and complaints.	2
2. Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly.	1
3. Enhance collaboration between City departments.	2
4. Enhance and facilitate the use of neighborhood associations.	4
5. Establish a system of ongoing reviews of the activities of boards, commissions, and task forces.	2
6. Increase the size of the City council and provide compensation and other support to council members.	12
7. Anticipate future needs, and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years.	7
8. Increase the accountability of the City administration to the City Council and the public.	48
9. Increase collaboration and coordination between the City and County.	16

## Health, Social Services, and Affordable Housing

### Subtopic: Social Services

Strategy Name	Tally Number
1. Establish a community foundation funded by private dollars to fund social services and other community needs.	31
2. Raise standards of performance and measurements of accountability for all community services throughout the city and county. Include mechanisms for annual program review, participant feedback, and determining unmet needs.	7

### Subtopic: Affordable Housing

Strategy Name	Tally Number
1. Establish a locally administered Housing Trust Fund with a dedicated revenue source.	6
2. Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.	31
3. Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia.	2

### Subtopic: Health

Strategy Name	Tally Number
1. Identify and establish effective, readily available comprehensive health services (physical, mental, oral, substance abuse, vision) for all. Develop a strategic plan for Assertive Community Treatment in Columbia, focused on Mental Health. Document primary health care access needs and barriers.	96
2. Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.	4
3. Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes.	1

## Parks, Recreation, and Greenways

### Subtopic: Parks

Strategy Name	Tally Number
1. Examine existing park networks and identify gaps in the different defined types of parks (neighborhood, regional, nature, and urban.)	3
2. Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication.	2
3. Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.	1
4. Expand the program of volunteers to help support the parks (e.g. Adopt-a-Park).	2
5. Investigate a land dedication ordinance to set aside parkland and open space in new developments.	37

### Subtopic: Recreation

Strategy Name	Tally Number
1. Facilitate the marriage of private and public interest groups to build recreational facilities.	1
2. Be proactive in expanding facilities as Columbia grows.	16

### Subtopic: Greenways

Strategy Name	Tally Number
1. Use easements and development rights to promote the preservation of green space and the development of greenways.	8
2. Acquire green space and expand greenways through regular financing and acquisitions.	23

**Subtopic: Trails**

Strategy Name	Tally Number
1. Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible.	17
2. Achieve trail connectivity in new and existing developments.	14

## Transportation

**Subtopic: Non-motorized Transportation**

Strategy Name	Tally Number
1. Appoint a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission, and other public bodies.	3
2. Institute a program to provide ongoing public education (adult and child) on road rules and safety tips. Suggestions include: distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, and advertising (newspaper, billboard, mailing) of rules and tips.	1
3. Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.	24
4. Encourage the long-term growth of non-motorized transportation habits and skills by ensuring that all local residential streets receive either sidewalks or traffic calming elements. This will allow both children and adults to safely walk or wheel around their neighborhoods and develop healthy transportation habits.	38

**Subtopic: Advance Planning and Development**

Strategy Name	Tally Number
1. Appoint a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission, and other public bodies.	1
2. Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.	10
3. Establish a protocol to coordinate all transportation, sanitary sewer, and other utilities. This protocol should address both minimizing future utility conflicts and managing land use.	2
4. Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.	0

**Subtopic: Road Network and Traffic Management**

Strategy Name	Tally Number
1. Appoint a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission, and other public bodies.	1
2. Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.	46
3. Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	6
4. Maximize the capacity of existing roadway systems by having the City and County adopt and implement programs for traffic signal optimization, intersection improvements, turn lanes, effective access management, etc.	5

**Subtopic: Public and Human Services Transportation**

Strategy Name	Tally Number
1. Appoint a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission, and other public bodies.	2
2. Appoint a strong subcommittee of the Transportation Advisory Board to study and develop recommendations for an innovative public and human services transportation system.	0
3. Tie public transportation service into the permit process for new developments.	3
4. Expand the public transit system, and identify and fill in existing gaps in that system to include longer hours of service, more frequent service, and greater coverage of the city.	122